EG A/S Annual Report 2024

This Annual Report was presented and approved by the shareholders at EG A/S' Annual General Meeting held on 16 June 2025

Henrik Hansen, Chair of the Annual General Meeting

SOFTWARE
MADE FOR YOU

egsoftware.com   Company reg. (CVR) no. 40 40 60 93   1 January - 31 December 2024

Contents

Management review

Financial review

Sustainability statement

Financial statements

EG in numbers

In EG we craft the vertical software of tomorrow, bringing sustainable impact to customers and society.

We believe that this is best done through industry-specific standard software that automates tasks and processes, freeing up time and resources for customers to focus on their core activity enabling them to become industry leaders.

Read more about EG **here**

Revenue DKK million **2,539**	Adjusted EBITDA DKK million **856**	Adjusted EBITDA Growth **4.0%**	Customers **42,000+**
Recurring Revenue Growth **11.3%**	Organic Recurring Revenue Growth **5.3%**	Adjusted EBITDA margin **33.7%**	Workforce Employees + Contracted staff at year end **3,000+**
Recurring Revenue of total revenue **86.1%**	Gross Retention Rate **96%**	Reduction in operational GHG intensity (scope 1 + scope 2 market-based over revenue) **16%**	Voluntary turnover rate **5%**

Building a robust foundation for growth

Reflecting on the year 2024, I am pleased to see the progress EG has made in building a robust foundation for growth and solidifying its position as a leader in providing industry-specific and mission-critical SaaS solutions.

Despite ongoing macroeconomic challenges and geopolitical uncertainties, EG achieved Recurring Revenue Growth of 11.3%, reaching a total revenue of DKK 2.5 bn. Recurring Revenue now accounts for 86.1% of total revenue, showcasing the stability and predictability of our business model.

During 2024, EG has made significant progress in expanding our market presence through additional investments in our go-to-market strategies and customer success activities across all our vertical market segments. These efforts have been further supported by five strategic acquisitions, which have enhanced our product offerings and fortified our customer base across the Nordic region.

We have continued to invest in our products and strengthening our operating model and organisational setup. While these changes and investments affect our short-term profitability, they are essential for driving long-term profitable growth.

Innovation is central to our strategy, thus in 2024, we introduced several new AI-driven products that have been well-received by our customers. These innovations are a testament to our dedication to leveraging cutting-edge technology to address our customers' business challenges.

Our commitment to environmental, social, and governance (ESG) continues to drive our actions, and the ESG report is now included in this Annual Report.

Moving forward, we remain focused on our strategic priorities: enhancing customer satisfaction, fostering innovation, and extending our market reach and strength. We are confident that our solid foundation and dedicated team will enable us to navigate the challenges ahead and seize new opportunities.

I extend my sincere thanks to our employees for their dedication, and to our customers for their continued trust in EG.

Yours sincerely

Klaus Holse
Chair of the Board of Directors, EG A/S

Financial highlights & ratios

Financials

DKK million	2024	2023	2022	2021	2020
Income statement					
Revenue	2,539	2,346	2,077	1,755	1,439
Adjusted EBITDA (Non-IFRS Measure) [1]	**856**	**823**	**745**	**576**	**438**
EBITDA	**799**	**807**	**726**	**544**	**415**
Net financial expense	(797)	(684)	(363)	(292)	(248)
Adjusted profit for the year (Non-IFRS Measure) [2]	**(232)**	**(82)**	**108**	**84**	**18**
Profit for the year from continuing operations	**(785)**	**(475)**	**(263)**	**(307)**	**(278)**
Profit for the year	**(785)**	**(475)**	**(263)**	**(239)**	**(268)**
Profit for the year from continuing operations	(785)	(475)	(263)	(307)	(278)
Acquisition related amortisations	257	255	234	205	189
Tax effect related amortisation	(57)	(56)	(51)	(45)	(42)
Share-based payments	57	16	19	32	23
Special items	296	178	169	199	126
Adjusted profit for the year	**(232)**	**(82)**	**108**	**84**	**18**
Balance sheet					
Total assets	9,589	9,139	7,584	6,782	5,887
Equity	762	1,189	853	1.175	1,322
Cash flow					
Free cash flow	123	141	151	46	198
Adjusted free cash flow (Non-IFRS Measure) [3]	433	324	320	261	324
Investments					
Property, plant and equipment	58	97	90	59	42

Ratios

DKK million	2024	2023	2022	2021	2020
Financial ratios					
Revenue Growth	8.2%	13.0%	18.3%	22.0%	82.2% [6]
Recurring Revenue % (Non-IFRS Measure)	86.1%	83.7%	81.9%	78.3%	75.1%
Recurring Revenue Growth % (Non-IFRS Measure)	11.3%	15.5%	23.7%	27.0%	20.0%
Adjusted Revenue (Non-IFRS Measure) [4]	2,700	2,472	2,190	1,903	1,574
Organic Revenue Growth (Non-IFRS Measure) [5]	1.9%	4.3%	2.4%	3.4%	(3.0)%
Adjusted Recurring Revenue (Non-IFRS Measure)	2,332	2,114	1,803	1,489	1,181
Organic Recurring Revenue Growth (Non-IFRS Measure)	5.3%	5.8%	7.3%	8.0%	0.8%
Adjusted EBITDA growth (Non-IFRS Measure)	4.0%	10.5%	29.4%	31.5%	84.8%
Adjusted EBITDA margin (Non-IFRS Measure)	33.7%	35.1%	35.9%	32.8%	30.4%
EBITDA margin	31.5%	34.4%	35.0%	31.0%	28.8%
Equity ratio	7.9%	13.0%	11.2%	17.3%	22.5%
Average number of full-time employees	2,197	1,953	1,638	1,360	1,176
Gross Retention Rate (Non-IFRS Measure)	96%	97%	98%	97%	97%
Net Retention Rate (Non-IFRS Measure)	103%	103%	104%	103%	99%

1) EBITDA before share-based payments.
2) Profit for the year from continuing operations before acquisition-related amortisation and impairment losses, share-based payments, and special items.
3) Free cash flow excluding special items, non-cash movements on property, plant and equipment, and acquisition of external licensing rights.
4) Total reported revenue adjusted to include revenue as if acquisitions were completed on the first day of the relevant accounting period. Figures are stated in Constant Currency.
5) Represents the development of EG's revenues in related to the corresponding prior accounting period, including revenue from acquisitions completed in the current and prior accounting period as if the acquisitions have been made on the first day of the previous accounting period. Figures are stated in Constant Currency.
6) 2020 Revenue Growth is measured to a 9 month period in 2019

Note:
Definition of financial ratios are conveyed in Note 5.2. Financial ratios regarding Recurring Revenue and Revenue Growth for Non-IFRS Measures are on full year EG consolidated level.

Software made for you

In 2024, we continued to expand our presence in the Nordic vertical software market for industry-specific solutions that meet the unique needs of our customers. Our new tagline, "software made for you," reflects our commitment to creating standard software that fits our customers' specific requirements and enhances their business.

In 2024, we achieved a Recurring Revenue Growth of 11.3%, driven primarily by acquisitions, market expansion, and successfully cross- and up-selling to existing customers.

We continue to invest strategically in our products, development capabilities, and global delivery model. We maintain a stable EBITDA margin in our existing business, however, as expected our investments have impacted our bottom-line profitability. In 2024, we continued our strong investment in R&D by expanding our global development capabilities in India — contributing to a doubling of our capacity over the past two years. This has enabled us to optimise across locations, modernise and consolidate existing products, and reduce overall R&D costs — ultimately supporting expanding margins and improved profitability. These investments ensure that we can both accelerate our product development and support our customers' growth ambitions with the necessary resources.

During the last five years we have increased our Recurring Revenue with 19% annually (CAGR). The revenue growth in 2024 was impacted by lower acquisition activity at the beginning of the year while the two largest acquisitions in 2024 – Timma and Easoft – were completed in Q4.

Our clear strategy is to have the best product portfolio in each of our markets. We have consequently focused on operationally integrating the companies we have acquired while investing in upgrading the acquired products into a clear and differentiated product portfolio for each market. These product portfolios are delivered through three strong market-oriented divisions and 11 business units with significant operational scale. Finalising this reorganisation and establishing a new way of organising ourselves in 2024 has been a comprehensive and rewarding effort.

The investments in our operational capability and our products ensure that we provide operational stability, address cybersecurity risks, and capture the innovation opportunities that new technology offers.

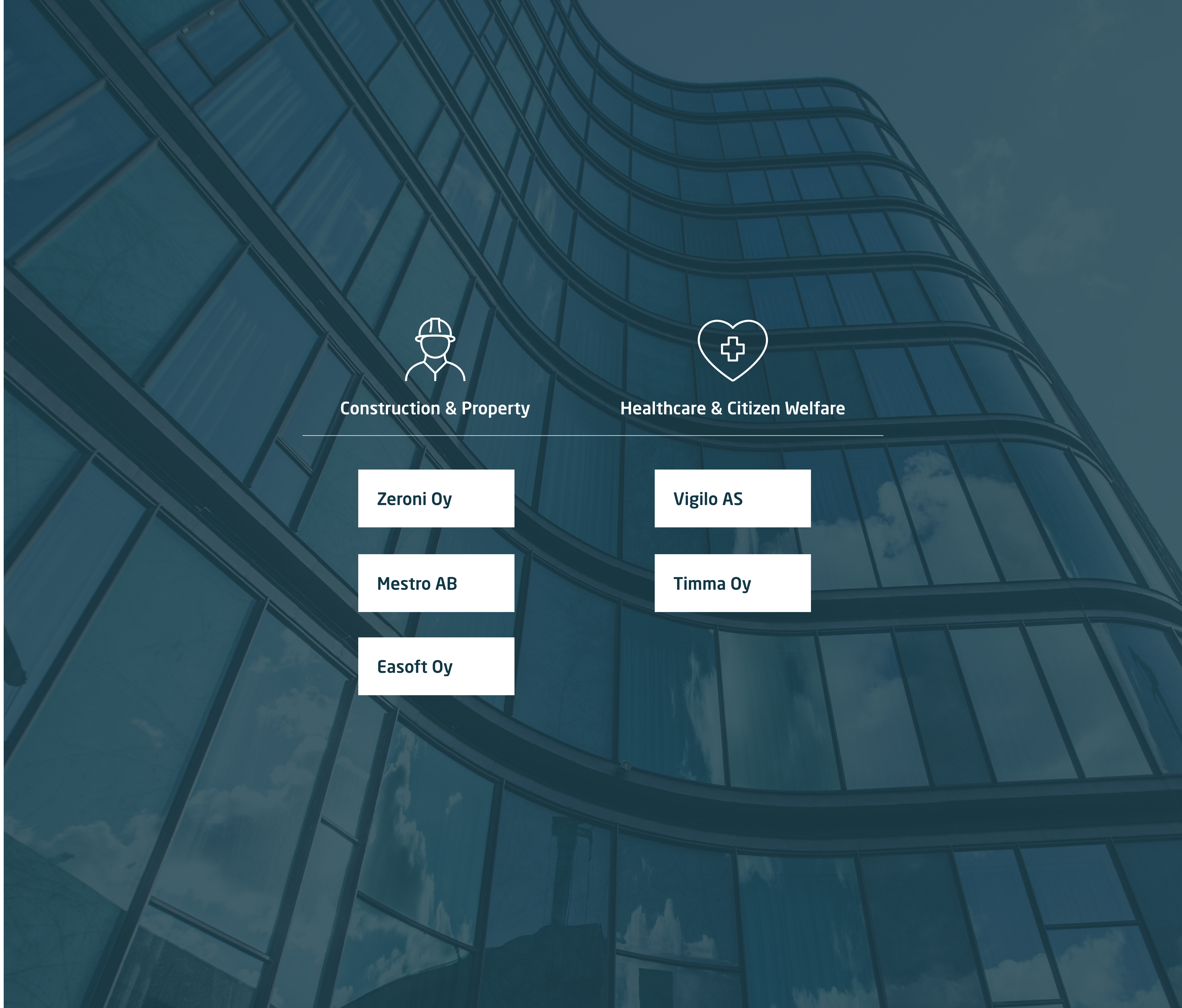
In 2024, we invested in new AI driven software and are positive about leveraging the data in our applications to bring improved product experience and unique value to our customers. With millions of users and billions of revenues flowing through EG's software products across the Nordics, we have a wealth of data and insight which will shape the vertical software of tomorrow as we aspire to transform the industries our customers lead. We are convinced that AI will strengthen our value propositions and further enhance the benefits of standard vertical software. This further strengthens the value proposition of standard vertical software that can be implemented quickly, is continuously upgraded, and is truly "made for you".

Yours sincerely

Mikkel Bardram
CEO, EG A/S

Acquisitions in 2024

EG made five strategic acquisitions in 2024. Each of them adds strategic product capabilities, domain expertise and strength to our existing market positions. Combined, these five acquisitions added more than DKK 230 million to EG in proforma revenue during 2024.



Construction & Property

- Zeroni Oy
- Mestro AB
- Easoft Oy

Healthcare & Citizen Welfare

- Vigilo AS
- Timma Oy

EG in brief

EG operates in the thriving Nordic vertical software market, which has shown solid growth over many years, driven by strong underlying factors and a positive market outlook. Our mission is to be a leading vendor in this market and to help our customers become industry leaders by deploying our vertical software solutions.

We develop and deliver proprietary, industry-specific, standard software-as-a-service (SaaS) solutions and other services across several vertical markets. EG holds leading positions in these markets, making us the largest pure-play vertical software vendor in the Nordic region.

Our leading market positions are built on decades of domain knowledge and experience, making us a trusted partner to our customers. We deliver mission-critical solutions for their daily operations, supported by our team of over 3,000.

EG operates through three divisions, each with business units across several vertical market segments. These business units are supported by the EG Operating Model, which allows us to consolidate our market positions implementing best practices across the entire company, benefiting our customers and other stakeholders, and operate more efficiently by leveraging shared services.

Division	Key vertical markets
Construction & Property	Construction Housing Facility Management Energy Management & Sustainability
Healthcare & Citizen Welfare	Healthcare Social Care Beauty & Wellness Public Case Management Education Legal & Membership Organisations Churches & Cemeteries Occupational Health, Safety, Environment & Quality Public Payroll and Resource Management
Industrials & Trade	Transportation & Logistics Asset and Quality Management Retail & Wholesale Utilities

Software made for you

Letting you focus on your craft to become an industry leader – that's what we strive for.

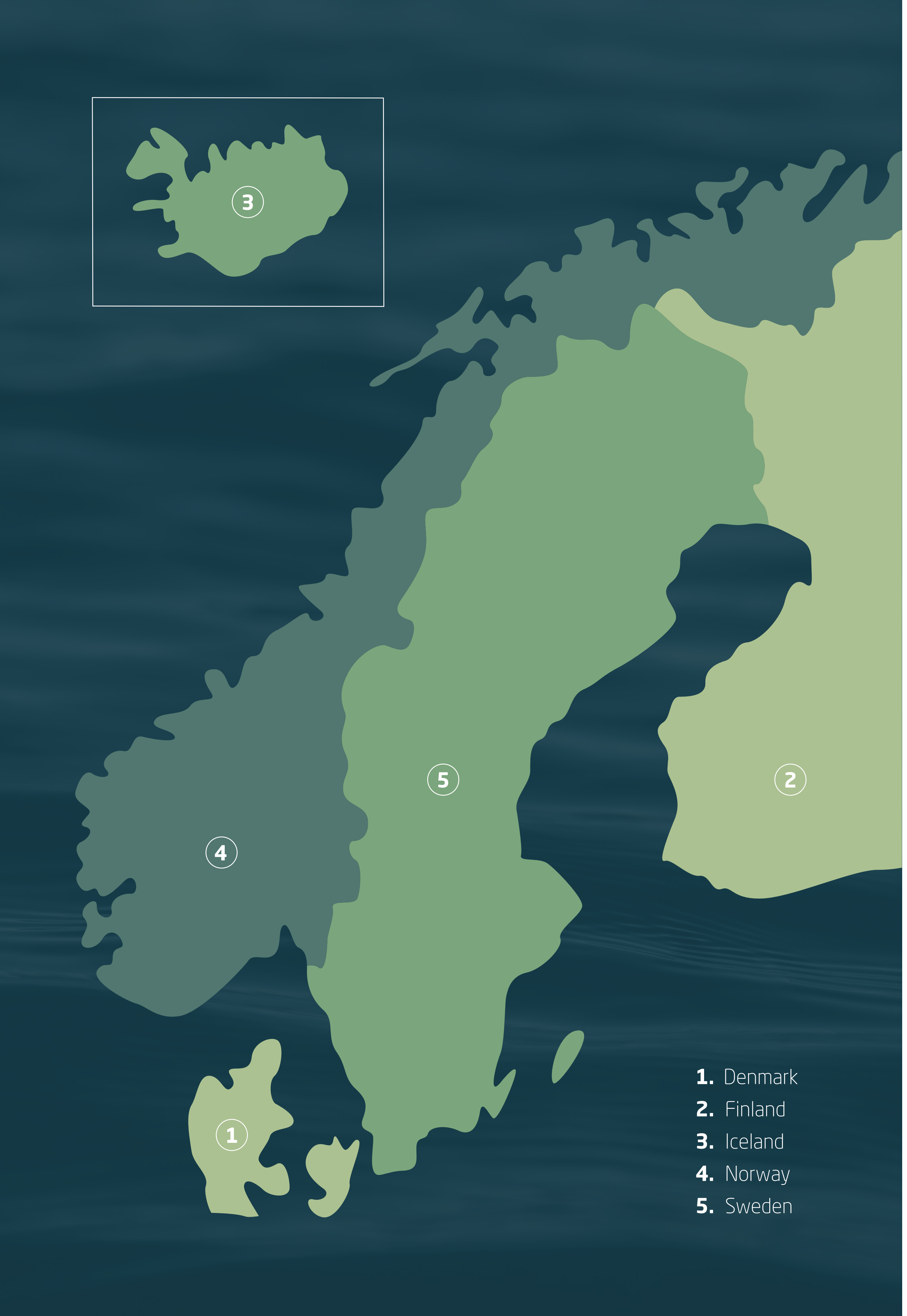
We have the software to support you. It takes care of mundane tasks and makes the hard ones easier, giving you more time to focus on your customers and move your business further.

This is software made for you – built specifically for your industry, by peers from your industry and backed by the scale of EG for stability, innovation, and security.

Whether you are a builder, a doctor, or a retailer, we make you more productive and allow you to focus on your craft.

Advancing your whole industry by tackling big challenges such as resource use, efficiency, and sustainability, with industry knowledge across the value chain.

Creating software that works for you, not software that makes you work – this is what drives us.



The Nordic vertical software market

EG serves customers in multiple industries, with an estimated service-available market size of DKK 10 billion in 2024. The SAM is expected to grow at 6-8% annually. The total addressable market in the Nordics, including areas where EG is not currently active, was estimated at approx. DKK 46 billion in 2024.

Growth in the Nordic vertical software market is driven by the need for technology to improve efficiency in both private and public sectors. The Nordic region leads in innovation and deployment of technology, resulting in digitalised business activities tied closely to local infrastructure and regulations, making services seamless yet complex to deliver.

These factors contribute to solid growth and high barriers to entry due to high product development and customer acquisition costs, as well as the need to understand local markets and regulations. This complexity pressures smaller vendors, leading to ongoing consolidation of software vendors.

Estimated total market size (TAM) in 2024

46 DKK billion

Expected average growth of

6-8% annually

EG's strategic objectives

EG is convinced that success depends on maintaining a strong focus on the distinctive characteristics of each vertical market while simultaneously driving scale both within and across these markets. To accomplish this, EG has established three strategic objectives:

Establish market leadership in each of our vertical markets

Maintain strong Organic Recurring Revenue Growth

Continue to drive margin improvement as the business scales

To achieve these objectives, we have set the following strategic priorities

Strengthen our market leadership through organic growth

EG aims to achieve organic growth by continuously investing in product development and innovation. Our focus is on creating the best SaaS offerings in each vertical market, leveraging specific domain knowledge and industry insights. We strive to drive organic Recurring Revenue by capitalising on the rapid pace of technological change and the growing demand for digitalisation. Additionally, we seek opportunities for upselling with new features and add-ons.

To achieve this, EG fosters strong collaboration between our product management and go-to-market teams, working closely with our customers to ensure their needs are met and their goals are achieved.

Accelerate growth through strategic acquisitions

The Nordic vertical software market is expected to continue consolidating over the coming years. We believe that EG is a preferred partner among many competitors, with a track record of adding value to both companies and their employees joining EG, as well as to our combined customers. Since June 2019 until the end of 2024, EG has completed 40 acquisitions, significantly improving market positions and geographic reach across all our vertical markets. These acquisitions have added complementary capabilities, scale, and industry-specific expertise.

We see plenty of opportunities in the Nordic region to continue accelerating our market positions through strategic acquisitions.

Leverage the EG Operating Model to achieve scale, efficiency, and sharing of best practices

The EG Operating Model provides a common way of working that leverages group-wide tools, capabilities, and processes to support core business activities, including product management, software development, go-to-market activities, fulfillment, and customer support. This model helps our business units operate more efficiently and deliver greater value to customers more quickly.

By implementing best practices and shared functions, we improve operational performance and drive growth in both revenue and profitability. The EG Operating Model also enables acquired companies to be onboarded quickly and efficiently, striking the right balance between harmonisation and maintaining the uniqueness of each market.

The EG Operating Model

Redesigning and rebuilding the organisation for next-level professionalisation

Implementing the EG Operating Model has driven a significant transformation in our organisational structure, transitioning from a traditional line organisation to a scalable functional organisation.

At EG we want to the the best partner for our customers in each of the verticals we serve. To deepen our insights and knowledge in these verticals, thus serving our customers even better, we implemented a new functional organisation in 2024.

“Organisational design, robust governance, and clearly defined roles and responsibilities are essential for ensuring that a functional organisation effectively drives a customer-centric business,” says Tina Bodin, Head of HR.

“In 2024, we prioritised this transformation, leading to changes in roles or reporting lines for more than 50% of our employees”.

The new functional structure not only elevates professionalism at all levels but also fosters enhanced collaboration across business units. It enables the establishment of specialised Centres of Excellence, promoting deeper expertise and innovation.

During 2024 a lot of effort has been made into establishing a Centre of Excellence through our Software Engineering Centre in India, to further develop and nurture a strong talent pool, thus giving us the opportunity to enhance professionalism and operational efficiency.

“Even as we navigate the midst of this transformation, we’re already seeing results,” Tina Bodin adds. “We’ve attracted exceptional global and functional leadership capabilities, and our employees are thriving in their areas of expertise as part of a professional, functional community”.

This functional setup is a natural progression for EG as it evolves into a streamlined, modern software company. By leveraging deep industry knowledge, software expertise, and the advantages of scale, EG is poised for growth both organically and through acquisitions.

“As we expand, a clear and transparent organisational structure is crucial for effectively managing technological development”, says Tina Bodin.

A continuous journey

Redefining the organisation is no small feat. Tina Bodin emphasises the ongoing nature of this transformation:

“We’re committed to our ambition of becoming a world-class software company. The next critical step is to adapt how we work to align with our new structure. This means continuously matching the right people to the right roles, recruiting top talent, sharing knowledge internally, and holding ourselves to the highest standards. At the same time, we remain closely attuned to our customers and their needs. I am confident that functional professionalisation is the key to taking EG to the next level”.

Financial review

Construction and Property Division

Division overview

The EG Construction & Property division represented 30.1% of EG's revenues in 2024, amounting to DKK 763 million with a reported EBITDA of DKK 249 million. The division provides SaaS to over 17,000 customers involved in various activities throughout the property value chain. The division is a significant vendor in the Nordic region, and despite ongoing challenges in the Nordic construction industry, there is strong demand due to customers' need to address sustainability and efficiency in construction and property management activities.

In Construction, the division offers services such as cost calculations, budgeting, project management, inspection and quality insurance, health and safety, site access, and workforce and supplier management. The SaaS offerings cater to property developers, architects, engineers, contractors, construction companies, and craftsmen to manage diverse construction activities.

Within Property, the division provides facility management solutions for operations, maintenance, real estate portfolio, and financials. It also offers energy management and sustainability reporting. Administrators of office buildings can use workspace management solutions to ensure high utilisation and flexibility.

Public and private housing providers have access to tenant management and communications solutions.

New products and modules

The year 2024 was marked by numerous activities within the division, including the introduction of several new products and upgrades. In the Construction sector, a significant highlight was the launch of a new Order Module, which complements our primary product in Norway, EG Holteportalen. This module aims to facilitate the management of small, daily work tasks and

Constant Currency
Recurring Revenue Growth
Construction & Property

8.6%

incorporates features such as task planning, hours and materials registration, progress tracking, and documentation. It is an effective solution for professionals in the installation segment, such as electricians and plumbers.

For our main product in Finland, EG Jydacom, we released a new Cash Flow Forecast tool. It provides professionals with control over their company's cash flow by offering real-time data utilisation, detailed cash flow insights, and multi-level forecasting. This tool is designed for efficient and proactive cash flow management.

For EG Ajour, our project management solution in Denmark, we introduced a new EG Ajour App that features a redesigned user interface and improved data synchronisation speeds. The app also includes offline functionality, allowing it to operate without an internet connection, which is beneficial for construction workers in areas without network coverage such as basements or remote sites.

In Property, the emphasis for EG Bolig, the main lease management product, has been on implementing functionality for both private sector customers and public housing associations. In EG Probo Forening, the product focusing on tenant communication and board administration for housing associations in the private sector, development has concentrated on creating an AI support agent. This agent assists tenants with questions regarding rules within their housing association. There has been a noticeable increase in customers using the AI agent for inquiries rather than calling.

EG ProBo Extra, formerly known as BoligExtranet, targets the social housing segment and is updating its technical platform to a more contemporary setup, while also allowing the use of modules across the EG Housing ecosystem.

MainManager, part of our facility management portfolio, introduced a My Page snapshot feature. This feature enables users to customise key performance indicators and set up threshold-based alerts with email notifications.

EG Worksense, the workspace management product for booking desks and meeting rooms, launched a major mobile app update with an improved user interface and more flexible booking options.

EnerKey introduced several new features for energy management systems in the Nordic markets and enhanced the EG Ines AI module to include heating/cooling optimisation. Mestro's energy management product now offers a Portfolio Overview, allowing users to access a detailed report of their properties, buildings, and meters.

Select customer wins

Throughout the year, the division successfully acquired several significant clients, including Skanska in Finland, Copenhagen Municipality, FAB (a major social housing provider in Denmark), Maakuntien tilakeskus (the statutory Competence Centre for Real Estate and Facility Management for the Wellbeing Services Counties in Finland), Deloitte, and Siemens.

Acquisitions

Construction & Property successfully completed the acquisition of Zeroni Oy, a Finnish software supplier, in March 2024. The objective of this acquisition is to enhance EG's offerings within the construction and industrial sectors across the Nordic region. Zeroni Oy specialises in digital workforce and contractor management software that supports safety and efficiency at construction and industrial sites. Integrating Zeroni's products into EG Construction's portfolio will provide customers with improved workflow management and resource allocation.

Construction & Property acquired Mestro AB in April 2024, a Swedish company specialising in energy management and sustainability software. This acquisition bolsters EG's position in the energy management sector throughout the Nordic region. Mestro AB is renowned for its cloud-based energy monitoring service, aimed at assisting property owners in reducing energy consumption and CO_2 emissions. The integration of Mestro's solutions with EG's existing portfolio will enhance the company's capability to support customers in achieving their sustainability objectives.

In November 2024, Construction & Property acquired Easoft Group Oy, a Finnish software provider for the construction industry. The acquisition expands EG's software portfolio in Finland, focusing on small and medium-sized companies. Easoft's solutions help manage projects, track inventory, optimise scheduling, handle documents, and improve workflow. This is EG's seventh acquisition in Finland in five years, bringing the employee count in Finland to over 300.

Elevating safety sandards with Zeroni

In 2024 EG acquired the market-leading solution for external workforce management, Zeroni. The software is used in over 1,500 construction sites and manufacturing facilities in Finland, supporting main contractors comply with laws and regulations and build a solid safety culture.

"We focus on optimising the onboarding process for external workers in the construction and industrial sectors across the Nordics. Our goal is to ensure safer job sites by helping our customers choose compliant partners, streamline site communication, and proactively verify employees' eligibility and right-to-work before they arrive on site", says Kaarlo Vakkilainen, Product Manager of Zeroni.

With Zeroni, main contractors will ensure that all obligations combating grey economy and site safety risks are taken care of on time. Zeroni also boosts productivity and reduces on-site hassle by giving subcontractors the tools they need to manage their own employees and ensure they are pre-registered and fully inducted before arrival.

"By digitalising external workforce management, main contractors will have more time to develop a safety culture that promotes safety awareness among subcontractors and employees. This approach ensures our customer's sites remain functional and safe for all employees through the whole project lifecycle", Kaarlo Vakkilainen sums up.

Building a construction business that's not only efficient but also responsible is key to succeeding in today's changing market. Companies that view responsibility and a strong safety culture as strategic targets and understand their impact on both people and business will be the ones to gain a significant competitive edge and have a solid foundation for stable and sustainable growth.

Healthcare & Citizen Welfare Division

Division overview

The EG Healthcare & Citizen Welfare division accounted for 38.8% of EG's total revenues in 2024, equivalent to DKK 986 million with a reported EBITDA of DKK 266 million. This division offers a broad portfolio of SaaS tools to 22,000 customers and their professionals across various activities within healthcare, beauty & wellness, and public sector care and services. These customers and professionals address the needs of a wide range of citizen personas, including patients, senior citizens, children, young adults, parents, families, membership organisations, as well as employees at hospitals, schools, and other public sector organisations.

The division is a leading vendor in several vertical markets, such as beauty & wellness, primary healthcare, social and specialist care, citizen case management, education, legal and member organisations, and payroll/resource management for Danish regions and municipalities.

In the primary healthcare segments, the division offers fully digitalised admin systems for general practitioners (GPs) and treatment specialists' day-to-day tasks, including patient management, clinical decision support, and electronic healthcare record systems, fully integrated into the Nordic public sector healthcare infrastructure. The division also provides leading solutions for digital assessment and remote patient monitoring and treatment. This enables hospitals and specialist physicians to safely connect with patients remotely, leveraging digital access to forms and treatments based on the latest medical science and the hospitals' pre-approved documentation requirements and processes. This significantly improves care and efficiency across various healthcare areas, including both mental and physical treatments. Additionally, the division offers solutions to manage other citizen healthcare-related processes, such as healthcare certificates and medical forms required for

Constant Currency
Recurring Revenue Growth
Healthcare & Citizen Welfare

16.2%

certain public sector case management processes, like obtaining a driving license. These standardised and fully digitalised forms enable self-services for citizens, providing improved user experience and efficiency while complying with required data and security standards.

In the beauty and wellness sector, EG provides an all-encompassing booking and clinic management solution tailored for hairdressers and beauty professionals. This solution features a marketplace component designed to assist beauty and wellness practitioners in expanding their market presence.

In social and specialist care, EG Sensum presents a comprehensive platform designed for case managers, social workers, and other professionals assisting individuals with special needs. This platform facilitates secure collaboration among public authorities, private entities, and public institutions, ensuring the safe exchange of information. EG Sensum offers a structured framework and provides an integrated view of the efforts and resources allocated to support citizens, ultimately benefiting both the recipients of care and their families.

In the field of citizen case management, education, legal, and non-profit organizations, EG offers segment-specific SaaS tools designed to facilitate the management of processes and resources necessary for case management within public sector entities. These tools also support pupil and student administration at various educational institutions, business operations for legal and non-profit organisations, and other public and semi-public services, including religious institutions and cemeteries. Furthermore, EG provides a specialised SaaS platform aimed at managing occupational health, safety, environment, and quality (HSEQ) processes across both public and private sectors.

EG specialises in payroll and resource management for Danish municipalities, regions, and other public sector organisations. With substantial experience in managing intricate public payroll regulations and associated staffing solutions, EG offers significant value and insights to clients. This is particularly evident in the planning and prioritisation of workflows within hospitals, based on the specific type of healthcare activity and the specialists required for treatment.

New products and modules

In 2024, several new modules and updates were introduced to the market. Notable advancements in healthcare included enhancements and integrations related to EG's suite of SaaS offerings (EG Infodoc, EG PatientSky Clinic, and EG Hove Total), catering to specialist doctors, GPs and physiotherapists in the Norwegian market. These solutions were upgraded with features offering integrations to Norway's Helseplattform, the national platform for health and care services. Additionally, further integrations were completed, providing seamless connections with more medical devices as well as connections to all Norwegian hospital regions, enabling the sharing of lab results across any hospital in Norway.

In EG's suite of SaaS offerings for the Danish healthcare market, both EG Clinea and EG WinPLC have made significant progress with their strategic projects related to MedCom, a Danish government-owned non-profit organisation aimed at improving Danish healthcare. EG Clinea successfully implemented the first phase of the "Intelligent Inbox," an automated system designed for efficient handling of bio-chemical lab results. Concurrently, EG WinPLC continued developing its Clinic Cockpit framework, which supports GPs in prioritising and allocating time more effectively based on patients' needs.

EG's solution for Danish treatment markets, EG ClinicCare, has been enhanced with several new integrations to the Danish health organisation (sundhed.dk), supported by the Danish public sector. These integrations include seamless access to Sentinel, a database offering national healthcare statistics, and Fodstatus, a national journal system for podiatrists. Additionally, EG ClinicCare is now integrated with Behandlerbooking, the platform established by Danish healthcare insurance providers to facilitate patient access to treatments.

EG Sensum One has been introduced as a new platform for specialist care in social and specialist care sectors. The platform is entirely modular, SaaS-based, and provides users with complete flexibility according to their needs. It ensures full collaboration on the same platform while maintaining secure communication and information sharing between all users.

In health communication, EG Sundhed was introduced to the market to succeed the legacy solution Mediconnect. EG Sundhed was developed in collaboration with Danish regions and municipalities and will gradually become a comprehensive platform for all aspects of health communication among specialist doctors, GPs, regions, municipalities, insurance companies, and other institutions that manage large volumes of specialist declarations and medical certificates.

EG SafetyNet introduced a new module for Chemical Management in occupational HSEQ. This module helps to ensure that employees and supervisors have the necessary work processes and documentation in place when handling hazardous chemicals and materials.

Select customer wins

CheckWare has signed a framework agreement for digital remote monitoring with the largest Norwegian region, "Helse Sør-Øst" (Healthcare for South-East). This collaboration will enable hospitals within the region to access digital solutions more rapidly, thereby increasing the much-needed healthcare capacity.

In the education sector, EG successfully secured contracts with Odense Municipality and several other new clients for our EG UnoUng solution. This includes Nordfyn, Assens, and Kerteminde municipalities. EG is providing SaaS offering to support these customers in delivering services and educational guidance for young adults across their municipalities.

In the work environment segment, EG has successfully secured contracts with several new municipalities for EG SafetyNet, including Hedensted, Nordfyns, and Frederikshavn municipalities. Additionally, FujiFilm, an international company with a presence in Denmark, has adopted EG SafetyNet and is now implementing the solution at other sites across Europe.

In Social Care, we retained one of our largest customers, Region Midtjylland, on EG Sensum. Additionally, we signed contracts to upgrade eight Danish municipalities from EG Bosted to EG Sensum with a significant expansion of the contract.

Acquisitions

In August 2024, Healthcare & Citizen Welfare acquired Norwegian software company Vigilo AS to strengthen its position in the Nordic Education sector. Vigilo's software will complement EG's offerings by streamlining administrative tasks in early childhood and elementary education. The acquisition enables Vigilo to utilise EG's distribution network and customer base in Denmark, Norway, and Sweden. Both companies aim to enhance education quality through innovative software solutions.

In October 2024, Healthcare & Citizen Welfare acquired Timma Oy, a Finnish software firm specialising in beauty and wellness industry solutions. This strategic acquisition enhances EG's market presence in Finland, Denmark, and Norway. Timma Oy is renowned for its salon management software, Timma Pro, its booking platform, Timma Marketplace, and its payment solution, Timma Pay. The acquisition brings over 10,000 new customers to EG's portfolio, bolstering their ability to support beauty and wellness practitioners in managing and growing their businesses.

Transforming the beauty and wellness business model

In an era where digitalisation and convenience are key, EG has taken a significant step forward with the acquisition of the Finnish company Timma.

Timma is known for its innovative platform in the beauty & wellness industry that allows end-users to quickly book appointments and find the best hair & beauty offers nearby.

The acquisition supports a whole new trend where technology and consumer needs go hand in hand.

"Consumer behaviour has changed significantly over the last few years. With an increasing demand for quick and easy solutions, end-users are now looking more towards digital tools to meet their daily needs. This has created a need for software like Timma", says former founder of Timma, now the Senior Vice President, Beauty & Wellness in EG, Lari Mykrä.

Timma offers a user-friendly app where users can find hairdressers or beauty clinics nearby, compare prices and availability, and book appointments quickly. This helps customers schedule conveniently and save money by comparing different offers.

Timma also helps wellness and beauty professionals manage calendars, reduce no-shows, and optimise working hours just to name a few things. It also connects them with new customers.

"With the increasing popularity of digital booking platforms, it is likely that we will see continued development and improvement of these systems. Technologies like AI and machine learning can be used in the future to predict user behaviour and further optimise booking processes. Ultimately, this development is all about increasing satisfaction among both customers and providers", says Lari Mykrä, EG.

EG acquired Timma in October 2024. With the acquisition, EG now has more than 100 dedicated specialists working with software made for modern beauty & wellness professionals.

Industrials & Trade Division

Division overview

The EG Industrials & Trade division contributed 31.1% of EG's total revenues in 2024, equating to DKK 790 million with a reported EBITDA of DKK 284 million. The division provides SaaS solutions in three primary vertical market segments: Industrials, Retail & Wholesale, and Utilities & Energy. It focuses on enhancing digitalisation and offering insights in the entire value chain for goods and products, spanning from manufacturing and distribution to retailing, as well as the usage and management of utility and energy resources.

In Industrials, EG provides vertical SaaS ERP solutions for discrete and process manufacturing and road transportation, supporting business processes such as material handling, production processes, logistics, and driver and goods management. EG also delivers SaaS solutions to assist customers in managing and meeting industry standards in business processes related to asset management, maintenance, and quality.

In the Retail & Wholesale sector, EG offers a comprehensive omni-channel retail SaaS suite that includes POS systems, eCommerce solutions, campaign management, logistics, inventory management, and analytics. Additionally, EG provides wholesale customers in the building supply and fashion markets with vertical SaaS ERP solutions, incorporating functions such as order and delivery management, inventory control, and logistics.

Within the Utilities & Energy sector, EG provides a comprehensive range of SaaS solutions designed for utility and energy suppliers. These solutions support various business processes, including customer service and communication, B2B and B2C billing services, production and consumption data management, payment and collection, business intelligence and analytics, cross-border energy trading, as well as price and energy usage forecasting.

Constant Currency Recurring Revenue Growth
Industrials & Trade

9.1%

New products and modules

In 2024, Industrials saw significant innovation with the introduction of new modules and updates. Notably, FleetView was launched as an add-on to EG Transport. It offers a real-time vehicle tracking application that also provides critical operational data such as trailer temperature and door status. Co-developed with existing customers and sold separately next to the TMS offering.

In the Retail & Wholesale segment, EG Retail expanded the customer portfolio with new logos within the Convenience segment and launched integration for fuel system with the Point-of-Sale software. Front Systems launched a module to support second-hand sales in the fashion stores and within Building Supply we launched a self-scan solution so you can shop and check out from the building store with your own mobile phone. This solution enables both improved user-experience as well as more efficient use of resources in the store.

In the Utilities & Energy segment, EG Zynergy launched a powerful new billing module, designed to streamline the management of invoices and payments for customers. EG Zynergy became certified for the Danish electricity market. Additionally, EG Xellent 365 has achieved certification as a CIS system in Finland and Norway. EG Xellent and EG Zynergy have now reached market certification in all Nordic deregulated markets.

Select customer wins

Industrials completed several deals in 2024. Landax increased its client portfolio through notable customer acquisitions. In Denmark, Synoptik DK, an eyewear retailer, was won. In Norway, Bio Energy and Norhard were added to the portfolio, both implementing Maintenance solutions, demonstrating the effectiveness of cross-selling strategies within the business unit.

Dynaway expanded globally, increasing its customer base. Memorable additions include Encyclis, a UK-based waste management and utility company that serves around half a million households in the UK and Ireland. To support this global growth and serve its North American clientele (60% of the total customer base), Dynaway established an office in Florida, marking the first EG office in the USA.

In the Retail and Wholesale sector, we have successfully secured several new agreements with remarkable brands. These include Amundsen Sports, the Scandinavian hobby equipment provider Panduro, the Norwegian petrol chain YX, and Clas Ohlson, a leading DIY company in the Nordics.

In the Utilities & Energy sector, Vattenfall, the largest utility company in the Nordics, has entered into an agreement with EG to provide its suite of billing solutions to B2B customers in Denmark, Norway, and Finland, with potential for further expansion. Furthermore, Evida, the Danish gas grid company, has signed a 10-year agreement with EG for its Xellent 365 product.

Financial performance

In 2024, EG generated revenue of DKK 2,539m, an increase of 8.2% compared to 2023, while Recurring Revenue grew 11.3%. Recurring Revenue as share of total EG revenue increased to 86.1% compared to 83.7% in 2023. EG generated an Adjusted EBITDA of DKK 856m in 2024, corresponding to an Adjusted EBITDA margin of 33.7%.

General

Recurring Revenue increased by 11.3% now accounting for 86.1% of total revenue while Organic Recurring Revenue grew by 5.3%.

Total revenue reached DKK 2,539m, representing an 8.2% increase. However, this did not meet our growth targets of 15-20%, primarily due to lower acquisition activity in the beginning of the year and decline in Non-Recurring Revenue. The two most recent acquisitions – Timma and Easoft – were completed in Q4 2024 and therefore had only a limited impact on the full-year reported revenue.

Following an intensive acquisition period in recent years, our key focus in 2024 has been on integrating these companies into our operating model and implementing a global functional organisation. As part of our scalability effort, we have established a Software Engineering Centre in India, significantly expanding our talent pool with over 500 employees onboarded during the year. This investment impacts our cash flow and profitability negatively in 2024 but is expected to drive margin expansion and growth in the medium to long term.

Recurring Revenue Growth

	EG	Construction & Property	Healthcare & Citizen Welfare	Industrials & Trade
Constant currency	11.8%	8.6%	16.2%	9.1%
Reported currency	11.3%	8.3%	16.1%	8.2%

Our business demonstrated stable performance, with an Adjusted EBITDA margin of 33.7%, in line with the previous year after adjusting for the impact of newly acquired companies with initially lower margins.

Our overall profits were impacted by higher interest rates and ongoing business investments. Given our capital structure and the persistently high interest rates, finance costs increased compared to 2023.

Revenue development

Exchange rate fluctuations for the period have had a negative impact on Revenue Growth of 0.4% and 0.5% impact on Recurring Revenue Growth, respectively. Measured in constant currencies, Revenue Growth was 8.7% and Recurring Revenue increased 11.8%. Adjusted EBITDA margin was negatively impacted by foreign currency exchange rates with 0.2 percentage points (p.p.).

In 2024, Organic Recurring Revenue Growth was 5.3%, while Organic Revenue Growth[1)] was 1.9%, influenced by a decline in Non-Recurring Revenue. This decline was due to capacity delivery constraints within some business segments caused temporarily by the functional reorganisation, as well as a decrease in demand for non-recurring services from customers in other business segments. The primary objective is to drive Organic Recurring Revenue Growth and increase the Recurring Revenue share of total revenue, while still providing high quality delivery services to customers.

In 2024 EG generated DKK 2,185m of Recurring Revenue compared with DKK 1,964m in 2023, an increase of DKK 221m or 11.3%. In 2024 the proportionate Recurring Revenue of total revenue increased by 2.4 p.p. compared to 2023 and ended at 86.1%.

Origin of growth

The development in Recurring Revenue stems from two sources; growth from existing & new customers (organic growth) and growth from M&A (inorganic growth).

In 2024, EG's Organic Recurring Revenue Growth was fuelled by expanding into new and existing markets, increasing customer spending through additional services and upselling new subscription modules, and acquiring new customers. EG maintained a loyal customer base, strengthening its leadership in various verticals. The Gross Retention Rate was 96%, slightly down from 97% in 2023, while the Net Retention Rate remained at 103%, influenced by challenging macroeconomic conditions in some areas but supported by strong customer acquisitions in others.

As an integral part of our strategy, we are enhancing our SaaS offerings leveraging our unique market positions to further drive an increase in Organic Recurring Revenue. In 2024, EG achieved an expansion of customers served leading to an increase in new customers.

The inorganic growth in 2024 is partially driven by a full year effect from the 6 acquisitions signed during the financial year 2023, amounting to DKK 106m.

In addition, EG closed 5 new acquisitions in 2024. Those acquisitions added DKK 69m to the revenue, and additional DKK 132m total full year Adjusted Revenue, which will impact the reported revenue in 2025. The 2024 full year Adjusted Revenue ended at DKK 2,700m, and the 2024 full year Adjusted Recurring Revenue ended at DKK 2,332m, equal to a growth of 10.3%.

In 2024, EG generated DKK 354m of Non-Recurring Revenue compared with DKK 382m in 2023, a decrease of DKK 28m. Despite our focus on selling standardised SaaS solutions increasing our share of Recurring Revenue, we are still fully committed to support our customers with non-recurring services.

Revenue by Division

Revenue from the Construction & Property division increased by DKK 45m, or 6.3%, from DKK 718m in 2023 to DKK 763m in 2024. This increase was attributed to an 8.3% growth in Recurring Revenue, countered by a 10.4% decline in Non-Recurring Revenue. Recurring Revenue constituted 89.3% of total Construction & Property division revenue for 2023 and 91.0% for 2024.

Revenue from the Healthcare & Citizen Welfare division rose by DKK 136m, or 16.0%, from DKK 850m in 2023 to DKK 986m in 2024. This rise was due to a 16.1% increase in Recurring Revenue and an 15.6% increase in Non-Recurring Revenue. Recurring Revenue comprised 89.4% of total Healthcare & Citizen Welfare division revenue for 2023 and 89.5% for 2024.

Revenue from the Industrials & Trade division grew by DKK 12m, or 1.5%, from DKK 778m in 2023 to DKK 790m in 2024. This growth resulted from an 8.2% increase in Recurring Revenue, offset by a 15.8% decrease in Non-Recurring Revenue. Recurring Revenue accounted for 72.4% of total Industrials & Trade division revenue for 2023 and 77.1% for 2024.

Revenue distribution on geography & customers

EG generates most of its revenue from Denmark and Norway. In 2024, EG increased its presence across the Nordic countries, particularly in Finland with acquisitions of Timma in the Beauty & Wellness and Zeroni in the Construction sectors. EG also expanded more into Sweden with the acquisition of Mestro, expanding the presence within the energy management market.

In 2024, customer concentration decreased as a result of further diversification across markets and an increased share of business within the markets where customer concentration is typically low.

Cost development

Operating costs[2] excluding share-based payments increased by DKK 160m, or 10.5%, from DKK 1,523m in 2023 to DKK 1,683m in 2024. Reported operating costs increased by DKK 201m, or 13.1%, from DKK 1,539m in 2023 to DKK 1,740m in 2024 representing 68.5% of revenue, slightly higher than in 2023.

The cost of providing services increased by DKK 13m, or 4.0%, from DKK 324m in 2023 to DKK 337m in 2024, amounting to 13.3% of revenue, down 0.5 p.p. The decreased relative share of revenue is tied to the growth of the business and was especially supported by the scalable nature of our recurring business and higher share of Recurring Revenue.

Staff costs excluding share-based payments increased by DKK 88m, or 9.8%, from DKK 901m in 2023, to DKK 989m in 2024, amounting to 39.0% of revenue, up 0.6 p.p. The increased staff costs are driven by additional investments in our R&D organisation especially in India. The average cost per FTE has decreased during 2024 as the growth in FTEs has primarily been in India.

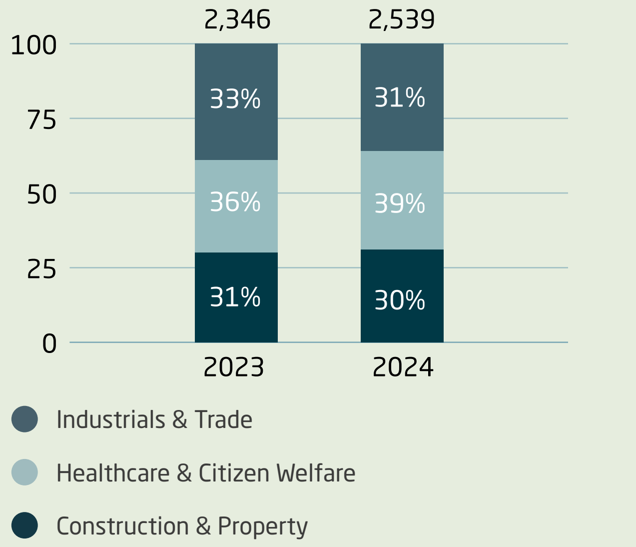
The average number of full-time employees increased by 244 or 12.5% from 1,953 in 2023 to 2,197 in 2024. At year-end it was 2,420 compared with 1,992 at the end of 2023, an increase of 428 full-time employees.

Other operating income/expenses increased by DKK 59m, or 19.8%, from DKK 298m in 2023 to DKK 357m in 2024, representing 14.1% of revenue, an increase of 1.4 p.p. This increase was attributed to higher IT costs related to third-party licenses and a focus on cybersecurity, combined with increased costs for contracted staff due to mergers and acquisitions. This was partially offset by efforts to enhance scalability within the business through group-wide vendor agreements, office consolidation, and a reduction in external consultancy expenses.

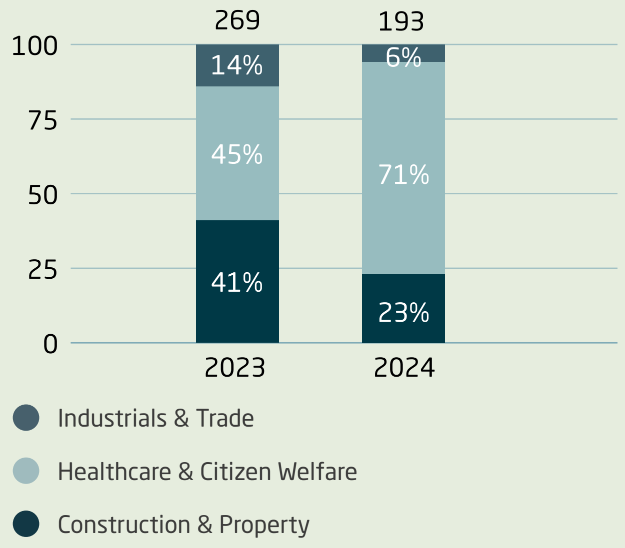
[1] Organic Revenue Growth represents the development of EG's revenue in relation to the corresponding prior accounting period, including revenue from acquisitions completed in the current and prior accounting period as if the acquisitions have been made on the first day of the previous accounting period. Numbers are stated in Constant Currency.

[2] Operating costs include Costs of providing services, Staff costs, Other operating costs, and Other operating income.

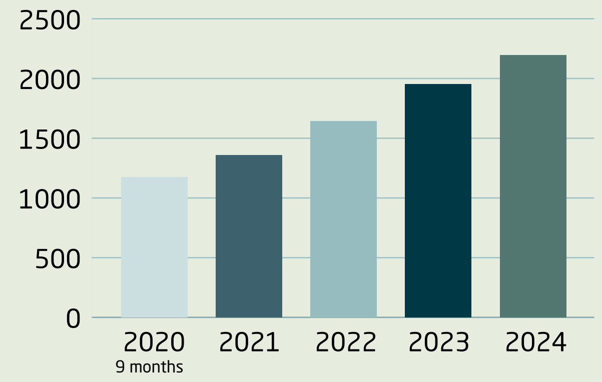
Revenue division distribution (DKKm)



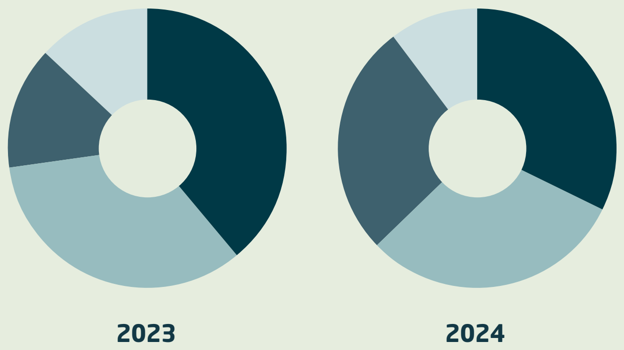
Growth distribution (DKKm)



Average number of full-time employees



Revenue ratios



- Staff Cost **41%** (2023: 39%)
- EBITDA **32%** (2023: 34%)
- Cost of providing services **13%** (2023: 14%)
- Other operating expenses/income **14%** (2023: 13%)

Earnings performance, EBITDA and Adjusted EBITDA

EG's EBITDA amounted to DKK 799 million, while Adjusted EBITDA was DKK 856 million, representing an Adjusted EBITDA margin of 33.7%. Compared to 2023, the Adjusted EBITDA increased by DKK 33 million with a relatively stable margin. The Adjusted EBITDA margin was primarily affected negatively by two factors: foreign exchange currency rate fluctuations (0.1 percentage points) and M&A activities with lower margins compared to the rest of EG (1.7 percentage points). These were offset by margin expansion driven by revenue growth in our recurring business. The Recurring Revenue Growth enhances the proportion of our high-margin recurring business in contrast to the margins in our non-recurring business.

Loss for the year and Adjusted Profit

Consolidated loss for the year amounted to DKK 785m. The result is negatively impacted by increasing finance costs from the higher interest rates, amortisations on acquisitions, and the investment in establishing our Software Engineering Centre in India, to secure increased business scalability and access to talent.

Adjusted Loss for the year amounted to DKK 232m which excludes amortisations from acquisitions, tax effect related hereto, share-based payments, and special items.

Special items amounted to DKK 296m and included external costs related to acquisitions and non-recurring restructuring costs related to the establishment of our Software Engineering Centre in India.

Balance sheet

Compared with 2023 Intangible assets increased by DKK 968m from DKK 7,628m to DKK 8,596m after amortisations. Acquisitions added DKK 1,261m to intangible assets and internal development projects added DKK 221m.

Goodwill was DKK 5,494m end 2024 compared with DKK 4,795m end 2023.

The carrying amount of acquired software was DKK 304m compared with DKK 359m at the end of 2023 and the value of customer relationships was DKK 2,084m compared with DKK 1,802m at the end of 2023. The increases were mainly due to acquisitions, offset by amortisations and currency adjustments.

Completed and development projects in progress amounted to DKK 658m end of 2024, up DKK 58m from 2023. EG remains committed to continuing investing in its products and expects the investment to follow the ordinary business growth.

Trade and other receivables decreased from DKK 379m end of 2023 to DKK 328m end of 2024. Offsetting an increase caused by the business growth, the decrease was caused by a catch up continuing of cash-in from debtors in 2023 where cash was received in 2024.

EG's equity amounted to DKK 762m on 31 December 2024. This was a decrease of DKK 427m compared with end 2023, which comprises a negative comprehensive income in 2024 of DKK 839m offset by transactions with owners of DKK 412m.

Entering 2024, EG's non-current gross borrowings were DKK 6,221m, excluding capitalised borrowing costs and subordinated debt from parent companies. Available liquidity going into 2024 was DKK 1,613m comprising committed facilities of DKK 739m, DKK 624m available cash, and an overdraft reserve of DKK 250m. Mid-2024, we added EUR 65m (DKK 485m) to the acquisition facility and drew down DKK 861m for five acquisitions. By end-2024, our borrowings totalled DKK 6,860m. Entering 2025, we have DKK 570m in committed facilities, DKK 90m in cash, and a DKK 71m overdraft facility, totalling net available liquidity of DKK 731m.

Cash flows

Management considers Adjusted Free Cash Flow as the relevant indicator for EG's underlying cash generation from ordinary operations and after investments. Adjusted Free Cash Flow was DKK 433m compared with DKK 324m in 2023. The Adjusted Free Cash Flow was positively impacted by improved Adjusted EBITDA performance of DKK 33m in addition to positive development in movement of net working capital of DKK 113m compared to 2023 and offset by increase in income tax paid of DKK 42m.

Cash flows from operating activities generated a net cash inflow of DKK 422m versus DKK 445m in 2023, driven by the above mentioned in addition to a larger cash expenditure related to Special Items.

There was a net cash outflow of DKK 1,003m from investing activities compared with DKK 1,133m in 2023. The cashflow comprises an equivalent investment in intangible assets and property, plant and equipment of DKK 249m in 2024 compared to DKK 250m in 2023, and a decrease to DKK 754m used for acquisitions in 2024 compared to 883 in 2023. EG's investments in intangible assets primarily comprised capitalised development cost of DKK 221m as investment in products and services continued, while DKK 28m was invested in tangible assets.

There was a net cash outflow of DKK 132m from financing activities compared with an inflow of DKK 1,357m in 2023. The outflow in 2024 was driven primarily by growing interest rates during 2024 and repayment of the committed Revolving Credit Facility of DKK 397m.

Financial expectations and results for 2024

In the 2023 Annual Report, EG announced that the 2024 expectations for revenue growth before additional M&A was 15-20% and Adjusted EBITDA margin would be either equivalent to or slightly improved compared to the 2023 Adjusted EBITDA margin level of 35.1%. We continued to deliver organic growth in Recurring Revenue but with less impact from non-recurring services and our M&A activities leading to the revenue growth of 8.2%, which was below our expected 15-20%. Adjusting for the currency impact revenue grew by 8.7%.

As mentioned, Management has prioritised the implementation of the new functional organisation and the consolidation of earlier acquisitions over pursuing new acquisitions in 2024. We are convinced that EG is on the right track as strategically important decisions to transform EG have been made. This includes establishing a Software Engineering Centre in India to ensure increased business scalability and access to talent.

The EBITDA margin decreased slightly in 2024, compared to the anticipated “slightly above 2023” level. The decrease is attributed to the impact from mergers and acquisitions that integrated companies with a significantly lower margin than EG’s. Management anticipates that the margin levels of the acquired companies over time will align with the EG standard.

Events after the reporting date

No significant events have occurred after the end of the financial year that affect the 2024 financial statements.

2025 outlook

EG anticipates improved financial outcomes for 2025, forecasting sustained growth and enhancement of EG’s leading market position in the Nordic region. Revenue growth of 10-15% is projected, primarily driven by continued expansion in subscription-based revenue. Additionally, it is expected that the Adjusted EBITDA margin will exceed that of 2024.

Business combinations

In April 2025, EG acquired the financial management system ØS Indsigt. The system, which was previously owned by several municipalities and regions, has been developed and operated by EG since 1998. The acquisition supports EG’s strategy to be the preferred supplier of industry-specific standard software to the public sector in Denmark.

Henrik Hansen

2024 was a year where we focused on consolidating our earlier acquisitions, embarking on the implementation of our new functional organisation while continuing to invest in our products and capabilities. These initiatives have laid a solid foundation for our future. Looking ahead to 2025, we anticipate achieving 10-15% revenue growth, accompanied by an increasing Adjusted EBITDA margin.

Board of Directors

Klaus Holse
Chair

Personal and educational background
Born 1961, Danish citizen, Graduate Diploma in Business Administration from Copenhagen Business School and a Master of Science in Computer Science from University of Copenhagen.

Career and directorships
Klaus Holse has held the position of Chair and member of the Board of Directors of EG A/S since 15 September 2021 as well as in the period from 1 October 2013 until 3 June 2019 within EG.

Klaus Holse is currently also Chair of the Board of Directors of the Confederation of Danish Industry (DI), SuperOffice, and Vizrt. In the past five years, Klaus Holse has been Chair of the Board of Directors of Macrobond, Zenegy, Delegate, Lessor Group, and the Scandinavian. Klaus Holse is currently also an executive officer at Khaboom. In the past five years, Klaus Holse has also been Chief Executive Officer of SIMCORP.

Independence
Regarded as independent.

Petri Oksanen
Vice Chair

Personal and educational background
Born 1980, Canadian citizen, B.A.Sc. with Joint Honours in Computer Engineering and Economics with Distinction from the University of Waterloo.

Career and directorships
Petri Oksanen has held the position of Vice Chair and member of the Board of Directors within EG since 3 June 2019. Vice Chair and member of the Board of Directors of EG A/S since 26 November 2021.

Petri Oksanen is currently also Chair of the Board of Directors of Keyloop (UK) as well as member of the Board of Directors of Orisha, nShift Group, Veson Nautical, Vendavo, and Jama Software. In the past five years, Petri Oksanen has been the Chair of the Board of Directors of Vendavo and Consignor as well as member of the Board of Directors of Plex Systems, ByBox Holdings, Prometheus Group, and ClickSoftware Technologies. Petri Oksanen is a Partner and the Co-Head of Europe at Francisco Partners and prior to joining Francisco Partners worked at Morgan Stanley in their Technology Investment Banking group in Menlo Park, California.

Independence
Not regarded as independent.

Quentin Lathuille
Board member

Personal and educational background
Born 1990, French citizen, Master of Science in Business Administration and Finance from ESCP-Europe, Paris and a Master of Science in Engineering from Centrale Supélec, Paris.

Career and directorships
Quentin Lathuille has held the position of member of the Board of Directors within EG since 3 June 2019. Member of the Board of Directors of EG A/S since 26 November 2021.

Quentin Lathuille is currently also member of the Board of Directors of Orisha, Veson Nautical, and Operative. In the past five years, Quentin Lathuille has been member of the Board of Directors of BluJay Solutions, Macrobond, and Keyloop. Quentin Lathuille is also a Vice President at Francisco Partners. Prior to joining Franscisco Partners, Quentin Lathuille was part of Morgan Stanley's Investment Banking Division in London, with a focus on the Technology sector.

Independence
Not regarded as independent.

Michael William Barry
Board member

Personal and educational background
Born 1957, US citizen, Michael Barry holds a Bachelor of Science in Electrical Engineering from the University of Texas, Austin.

Career and directorships
Michael Barry has held the position of member of the Board of Directors within EG since 1 June 2020. Member of the Board of Directors of EG A/S since 26 November 2021.

Michael Barry is currently also member of the Board of Directors of Keyloop, The Weather Company, and Paradigm Legal Software. Michael Barry is a senior operating partner with Francisco Partners Consulting, which provides operational consulting services to the funds managed by Francisco Partners and their portfolio companies. Prior to that, Michael Barry was Executive Vice President of R&D and Product Management at Aderant. In the past five years, Michael Barry has been Chief Technology Officer of Renaissance Learning and Operative (a part of Sintec Media NYC), Chief Executive Officer of Optanix, and Chief Technology Officer Cloud R&D, Gateways and Cloud Operations of Verifone.

Independence
Not regarded as independent.

Carsten Nygaard Knudsen
Board member

Personal and educational background
Born 1961, Danish citizen, Graduate in Business Administration from Aarhus School of Business and an MBA from IESE Business School, Barcelona.

Career and directorships
Carsten Knudsen has held the position of member of the Board of Directors within EG since 2 September 2019. Member of the Board of Directors of EG A/S since 26 November 2021.

Carsten Knudsen is currently also Chair of the Board of Directors of M&J Danmark, M&J Recycling Group, DSC, DSC PF, and Komplementarselskabet DSC. In the past five years, Carsten Knudsen has been Chair of the Board of Directors of Titan Containers, Titan Storage Solutions, Stibo, Stibo DX, Stibo Complete, Stibo Systems, Stibo Graphic, Color Print, Glunz & Jensen, Glunz & Jensen Holding (listed on Nasdaq Copenhagen), Selandia Park, Tresu Investment Holding, Tresu Group Holding, Tresu Investment, Tresu, GSV Holding, GSV Materiel Udlejning, and Dane Topco.

Independence
Regarded as independent.

Jean-François Burguet
Board member

Personal and educational background
Born 1985, Belgian citizen, Master of Science in Electromechanical engineering and Mechatronics from Ecole Polytechnique de Louvain, and M.B.A. in Private Equity & Venture Capital from The Wharton School of the University of Pennsylvania.

Career and directorships
Member of the Board of Directors since 6 February 2024.

In the past five years, Jean-François Burguet has held multiple Board roles including at 1stdibs.com, THG, adjust, and Graphcore. Jean-François Burguet is Principal and Head of Digital at Sofina, overseeing the firm's investments in Software and Financial Technology. Prior to joining Sofina, Jean-François Burguet worked in various roles in the consulting industry.

Independence
Regarded as independent.

Alessandra Brambilla
Board member

Personal and educational background
Born 1967, Italian citizen, Alessandra Brambilla holds a Bachelor in the Classics and a Master of Science degree in Engineering of Technology Management and Business Administration from Politecnico di Milano. She furthered her education with the Executive Development Program at The Wharton School of the University of Pennsylvania.

Career and directorships
Member of the Board of Directors since 19 August 2024.

Alessandra Brambilla also serves as an independent member of the Board of Directors at TeamSystem Holdco and Cefriel. Currently, Alessandra is the Chief Operating Officer of Microsoft Western Europe. Previously, she held the positions of General Manager Solution Sales and Technical Specialists at Microsoft Western Europe and General Manager Worldwide Commercial Solutions at Microsoft EMEA. Before joining Microsoft, Alessandra held numerous leadership roles at Hewlett Packard Enterprise and HP, including Vice President Worldwide Small and Medium Business HPE, Vice President EMEA Indirect Sales and Partners HPE, and Vice President and General Manager for HP Italy.

Independence
Regarded as independent.

Megan Alissa Harvey

Board member

Personal and educational background

Born 1980, US citizen, Master of Communications and Public Relations at University of Utah.

Career and directorships

Member of the Board of Directors since 19 August 2024.

Megan Alissa Harvey is the Chief Revenue Officer of Keyloop. Previously, she held the position of Head of Alliances in EMEA within GCP at Google. She joined Google via the acquisition of Looker where she led the technology and consulting partner ecosystem. Prior hereto, Harvey worked at Salesforce.com, building the ISV Partner Ecosystem across EMEA and APAC. She was part of the founding team to revolutionise and monetise the AppExchange and created partnerships with many companies.

Independence

Regarded as independent.

Poul Ejner Rabjerg

Board Employee Representative

Career and directorships

Security Consultant
Employed since 1988

Satu Maarit Huuhtanen

Board Employee Representative

Career and directorships

Vice President, Energy Management and Sustainability
Employed since 2016

Stein Rustad

Board Employee Representative

Career and directorships

Enterprise Architect
Employed since 2005

Executive Management

Mikkel Bardram

Chief Executive Officer

Employed since 2016
Present position held since 2016

Personal and educational background

Born 1976, Danish citizen, Mikkel Bardram holds a Master of Science in International Marketing and Management from Copenhagen Business School.

Career and directorships

Member of the Executive Board of the company since 26 November 2021. Mikkel Bardram has held the position of Chief Executive Officer in EG A/S since 1 November 2016. Mikkel Bardram does not hold any positions as member of a Board of Directors outside of EG.

Prior to EG, Mikkel was CEO of Satair Group SAS, where he worked in different roles over 10 years. He has also worked as a management consultant with McKinsey & Company and as a SAP consultant with IBM Global Services and in Novozymes IT.

Henrik Hansen

Chief Financial Officer

Employed since 2018
Present position held since 2018

Personal and educational background

Born 1974, Danish citizen, Henrik Hansen holds a Master of Science in Finance and Accounting from Copenhagen Business School.

Career and directorships

Member of the Executive Board of the company since 26 November 2021. Henrik Hansen has held the position of Chief Financial Officer in EG A/S since 1 January 2018.

Prior to EG, Henrik was Group CFO with Icopal Group where he worked 11 years. Henrik was at Icopal also expatriated for more than four years as Regional CFO in Germany before joining the Icopal Executive Management team. Before Icopal, Henrik held finance positions within Treasury Management at TDC and within the Supply Chain area at Novozymes.

Corporate Management

Includes Executive Management

Michael Moyell Juel
Executive Vice President, Construction & Property

Born 1974
Employed since 2022
Present position held since 2022

Erik Tomren
Executive Vice President, Industrials & Trade

Born 1975
Employed since 2019
Present position held since 2019

Johnny Iversen
Executive Vice President, Healthcare & Citizen Welfare

Born 1974
Employed since 2012
Present position held since 2017

Allan Bech
CTO

Born 1977
Employed since 2012
Present position held since 2019

Mikkel Bardram
CEO

Born 1976
Employed since 2016
Present position held since 2016

Henrik Hansen
CFO

Born 1974
Employed since 2018
Present position held since 2018

Tina Bodin
Head of HR

Born 1972
Employed since 2000
Present position held since 2005

Jacob Buchardt
Head of Corporate PMO

Born 1976
Employed since 2017
Present position held since 2017

Tine Rasmussen
Head of Corporate Communications

Born 1973
Employed since 2025
Present position held since 2025

Björn Martinsson
Head of Corporate Strategy & M&A

Born 1972
Employed since 2020
Present position held since 2020

Cris Santos
Senior Vice President, Revenue Strategy & Operations

Born 1981
Employed since 2024
Present position held since 2024

Statement regarding statutory reporting under Danish Financial Statements Act section 99

The governing body of EG A/S, which is the Board of Directors elected at the annual general meeting, composes an unequal share of genders with the underrepresented gender accounting for 25%, excluding employee-elected members. EG's short to medium term goal for the gender share composition of the governing body is to have an equal share of 38% representation of the underrepresented gender.

The gender composition for EG A/S of other managerial levels, as defined by the Danish Business Authority in the Danish Corporate Act section 139 c, sub section 4, is 0 females to 2 males, thus the underrepresented gender constitutes no share.

The Parent Company, EG A/S, employs less than 50 employees, hence is excluded from the requirements of the Danish Financial Statements Act section 99 b, sub section 4.

Statutory reporting of EG A/S, with less than 50 employees

	2025 Target	2024	2023	2022	2021	2020
Board of Directors						
Female	2	2	1	1	1	-
Male	6	6	6	5	5	-
Total	**8**	**8**	**7**	**6**	**6**	**-**
Underrepresented gender proportion	25%	25%	14%	17%	17%	-
Other managerial levels						
Female		0	0	0	0	0
Male		2	2	2	2	2
Total		**2**	**2**	**2**	**2**	**2**
Underrepresented gender proportion		-	-	-	-	-

Risk Management

In recognition of the inherent nature of risks within our strategic pursuits and business operations, our proactive identification of risk factors, coupled with effective mitigation strategies, plays a pivotal role in realising our strategic objectives, enhancing business performance, and upholding our ESG.

Our risk management approach necessitates a comprehensive understanding of both internal and external factors influencing the achievement of strategic and business goals. The risk management process is seamlessly integrated into our day-to-day operations, serving as a cornerstone for maintaining stable and reliable growth.

At EG, our risk management comprises a three-phased integrated working procedure:

1. **Identification of risks:** We systematically identify risks in both internal and external environments.
2. **Assessment of risks:** We evaluate risks in terms of likelihood and their potential strategic, financial, and operational impact.
3. **Mitigation planning and execution:** We develop and implement effective mitigating actions to address identified risks.

For detailed information on financial risk management, please refer to note 3.4 in the financial statements section.

Cyberattacks or data leaks

Description:

External risks have increased, but internal mitigations and capabilities are continuously strengthened through enhanced protections and education. A main team has been established to address these risks. Despite these efforts, cyberattacks remain our biggest corporate risk, requiring ongoing major focus, even as we move into a more constant improvement mode. Maintaining continuous IT and data centre operations is crucial for EG's business. External factors, such as power failure, fire, and cyberthreats, pose a risk to EG's IT systems and could result in interruptions or harm.

Mitigation:

EG invests in enhancing its IT security setup by employing a central security team for vulnerability scanning and response to cyberthreats. Employee training, multi-factor authentication solutions, and secure backups contribute to bolstering cybersecurity measures. Additionally, structured and specific Cybersecurity and CloudOps initiatives are in place to further strengthen our defences.

Emerging changes or regulatory risks

Description:

The Nordic market for vertical software is susceptible to rapid technological evolution, frequent product introductions, changing customer requirements, and regulatory shifts. EG faces the risk of not continuously developing and implementing software solutions aligned with the dynamic market for industry-specific software.

Mitigation:

To address this risk, EG actively monitors emerging industry trends, technological advancements, and regulatory changes. A centralised product management combined with local R&D functions ensures both best practices across the organisation whilst guaranteeing the delivery of state-of-the-art vertical software solutions. Ongoing employee training is integral to maintaining technical skills and adaptability.

Macroeconomic and sociopolitical factors, including financial markets and inflation

Description:

EG's business operations remain resilient, yet macroeconomic uncertainties such as inflation, cost of funding, and cyclicality in construction sectors pose potential challenges. We continue to observe a hold-off on new investments in certain verticals and a higher rate of bankruptcies in the construction sector, where markets have not yet returned to normal. The outlook on the cost of capital and debt suggests a reduction in rates, aligning with a less inflationary environment. Additionally, M&A pricing could potentially increase as rates decline. While EG has a successful track record in strategic acquisitions, uncertainties exist regarding the identification of suitable targets at favourable prices and financing future acquisitions.

Mitigation:

EG addresses economic uncertainties through internal business adjustments and a diversified product portfolio, which has proven resilient during economic downturns, such as the global inflation hike in 2023. Cost mitigation plans include accessing deeper pools of talent through our Software Engineering Centre in India. We ensure that the strategic merits of M&A deals are balanced with funding requirements. In-house professional skills and external advisers are engaged to mitigate risks associated with acquisitions, ensuring strategic alignment and efficient integration.

Operating model, onboarding, and transformation

Description:

EG has made significant strides in addressing scalability challenges, delivering numerous improvements during transformation in 2023 and 2024. However, further standardisation and robustness in systems are essential for EG to scale cost-efficiently. The transformation of our development organisation in India presents a risk that we are mitigating through resource overlap, retention bonuses, and external support. The change of EG divisions and business units into a functional organisational structure has resulted in slightly higher turnover in isolated areas, which may negatively impact business performance in the short term.

Mitigation:

EG has established follow-up structures to monitor the scalability and onboarding initiatives, focusing on very specific measures. The establishment of teams in India is closely monitored by Corporate Management and the business units. The transition into a functional organisational structure and teams is also under close supervision by Corporate Management. In relation to customer success and operations, we have stabilised our enterprise architecture with a modern IT stack. We now possess the necessary tools and insights to enhance performance. For integration of mergers and acquisitions, we have reached scale and maturity that now allows us to build the in-house capability and operate successfully with limited external resources.

Increased competition from new entrants

Description:

The risk posed by new entrants in key verticals and geographies where EG operates and acquires companies has not changed materially. However, development costs are expected to decrease over time, leading to the introduction of new and modern products in the market. EG must remain highly agile and fast to maintain its competitive edge. Additionally, there is an increasing willingness from venture capital firms to support startups.

Mitigation:

EG has through 2024 implemented a functional organisation with a strong focus on product development competencies and faster software development. This includes the establishment of a Software Engineering Centre in India. The reorganisation has fundamentally improved the scale and strategic context of EG's business units, enhancing professionalism and operational efficiency.

The Software Engineering Centre in India optimises EG's R&D resources across various locations (onshore, nearshore, offshore) and significantly improves the ability to modernise and consolidate existing products while reducing overall R&D costs over time. Strategically, the Software Engineering Centre combined with a range of AI initiatives enables EG to address market opportunities with new technology and innovation faster, strengthening EG's position against increasing global competition.

Sustainability statement

Our sustainability journey in 2024

We craft the vertical software of tomorrow, bringing sustainable impact to customers and society.

Looking back on 2024, sustainability continued to guide our actions and priorities at EG. Aligning with the Corporate Sustainability Reporting Directive (CSRD) has been a key focus this year, ensuring that our efforts in ESG areas are even more structured and transparent.

We took a step back to re-examine how we, as a company, interact with sustainability matters - both in the ways in which we have an impact and the ways that we are affected. This refreshed perspective allowed us to identify the most important matters affecting our ESG strategy, sharpening and refining our focus. It's been a valuable process that has reinforced our commitment to making steady, thoughtful progress.

By sharing what we have learned and incorporating this knowledge into our software and solutions, our own work with CSRD has also strengthened our ability to empower our customers who are navigating the same regulatory complexities as us, and in the end seek to make an actual sustainable impact on the world.

Environmental

In 2024, we aimed to better understand and reduce our environmental footprint across the value chain while also supporting our customers reach their own sustainability goals.

In our own operations, we made progress toward our net zero goal by lowering our combined greenhouse gas (GHG) scope 1 and scope 2 market-based emissions by 10% on an absolute basis vs 2023, or 16% as an intensity measure using revenue.

We accomplished this in part by completing our transition away from direct natural gas heating in our offices, reducing natural gas consumption here by almost a fifth this year and eliminating it entirely for 2025. We also expanded our renewable energy strategy by supporting projects outside Scandinavia, addressing the regions in which we operate where the transition to green energy has not advanced as quickly. At the same time, we consolidated offices and optimised our real estate footprint.

Mikkel Bardram

In our own operations, we made progress toward our net zero goal by lowering our combined greenhouse gas (GHG) scope 1 and scope 2 market-based emissions by 10% on an absolute basis vs 2023, or 16% as an intensity measure using revenue.

We also increased the share of fully electric vehicles (EVs) in our fleet by implementing a policy of only adding EVs going forward.

In our value chain, we continued to transition our data needs to our key data centre partner, including closing our on-premises data centre in Gjøvik. By consolidating our needs with a single best in breed partner in the industry, we leveraged their economies of scale, reduced electricity intensity, and improved overall efficiency.

We also took actions to reach more customers in 2024 and beyond, including our acquisition of Mestro in Sweden and building new partnerships to improve tracking of resource consumption in real estate. These steps allowed us to offer improved environmental management services, supporting our commitment to making sustainability more accessible and actionable for our customers. We can now empower customers across the entire Nordics to better reduce their consumption and reach their own environmental goals, bringing us collectively closer to a climate-neutral and sustainable EU and world.

Social

Our success is built on the talent, dedication and expertise of our people, and in 2024, we continued our focus on creating an inclusive and attractive workplace. In 2024, women made up 35% of our workforce, exceeding the Danish IT industry average of 26%. We also took part in great initiatives like Danish Diversity Week and were proud to, once again, be nominated for the Danish Diversity Award in 2024 in the category "Companies with more than 500 employees". These efforts underscore our commitment to fostering inclusivity and driving meaningful conversations around diversity and well-being.

Part of ensuring a talented workforce and a positive environment also includes focusing on professional development. We have introduced even more leadership courses, a mentorship program, as well as other training initiatives to further support our employees' growth. Additionally, we are pleased with our strong employee retention, which reflects our commitment to being an engaging workplace that values and retains talent, as demonstrated by our voluntary turnover rate of 5%.

I'm pleased with our continued focus on building a supportive and inclusive working environment and crafting solutions specifically designed to create positive social impacts in the communities where we operate. Our efforts to invest in our people, from diversity initiatives to professional development, are key to attracting and retaining talent that will drive our success in the years ahead.

Governance

We also continued to strengthen our governance practices, and upheld focus on cybersecurity, data privacy, and operational resilience. By expanding our security team and enhancing expertise in application, cloud, and network security, we have strengthened our ability to safeguard critical systems. We also reinforced our GDPR compliance and worked towards aligning with the NIS2 Directive by integrating security best practices into our development processes through comprehensive R&D team training.

Improving the transparency of our corporate sustainability reporting also remains a priority. By looking ahead to CSRD and integrating robust ESG metrics, we aim to provide stakeholders with accurate and timely insights into our performance.

Looking Ahead

As we step into 2025, we are committed to continuing our work on setting meaningful goals and making steady progress toward our ESG objectives. With the support of dedicated teams across HR, legal, security and many other, we're working to embed sustainability into our strategy in ways that align with our business and create positive impact.

We are committed to embedding ESG practices in our operations and making a meaningful contribution to a sustainable future for all. Our efforts are ongoing, and we will continue to build on this foundation in the year ahead.

Mikkel Bardram
CEO, EG A/S

How we do ESG: governance, principles, and practices

We develop and deliver proprietary, industry-specific, standard software-as-a-service (SaaS) solutions and other services across several vertical markets. Further description of EG is found in the section **EG in brief**.

EG's ESG Committee sets the targets and prioritises the ESG activities based on our materiality assessment, ensuring that all policies supporting the strategy are updated and in place, along with the relevant key performance indicators (KPIs).

The ESG Committee is a cross-functional senior management committee chaired by the CEO. The ESG Committee reports on initiatives, progress, and the material topics to EG's Board of Directors in accordance with the Board of Director's Rules of Procedure to ensure alignment with EG's goals and compliance with governance standards.

The ESG Committee possesses knowledge in areas such as environmental sustainability, social responsibility, and corporate governance. When additional expertise is required, EG consults internal experts to support decision-making and ensure effective implementation of ESG strategies. External expertise is furthermore contracted as need arises to supplement.

Incentive schemes explicitly linked to sustainability matters are in force for selected members of the overlapping corporate management and ESG Committee. Performance of the EVPs, CTO, Head of HR, Head of Corporate PMO, and Head of Revenue Strategy & Operations is assessed against the worker satisfaction target measured using the eNPS metric. Performance of the CEO and CFO is assessed against the eNPS metric and a holistic determination of progress against ESG metrics overall.

In 2024, the Committee has met regularly to evaluate our activities and material impacts, risks, and opportunities (IROs), taking into consideration changes in applicable laws, regulatory guidance, and best practice. They have also explored new

Double materiality assessment results

Standard	Topic	Subtopic	Impact type	Description of impact, risk, or opportunity (IRO)
ESRS E1	**Climate change**	Climate change adaptation		
		Climate change mitigation	Negative	GHG emissions from data centres and travel activities
		Energy	Negative	Energy consumption from data centres and offices
			Positive	Impacts and opportunities flowing from our portfolio of sustainability-focused products
ESRS E2	Pollution			No material IROs identified
ESRS E3	Water and marine resources			
ESRS E4	Biodiviersity and ecosystems			
ESRS E5	Circular economy			
ESRS S1	**Own workforce**	Working conditions	Positive	EG supports flexibility and good collaborative corporate culture to enhance employee well-being
		Equal treatment and opportunities for all	Positive	Employee growth through training & development initiatives
			Positive	Fostering an inclusive and supportive enviroment for all employees
		Other work-related rights	Negative	Increased risk of cyberattacks can potentially lead to loss of employee data
ESRS S2	Workers in the value chain			No material IROs identified
ESRS S3	Affected communites			
ESRS S4	**Consumers and end-users**	Information-related impacts for consumers and/or end-users	Positive	EG products supporting society, health, and well-being in Nordic markets
			Negative	Impact of data loss on customers and end-users, and the resulting financial damage to EG
		Personal safety of consumers and/or end-users	Positive	EG products supporting safety at workplaces and facilities
			Negative	Potential health impact as a result of patient data mistakes
		Social inclusion of consumers and/or end-users	Positive	EG products supporting society, health, and well-being in Nordic markets
ESRS G1	**Business conduct**	Corporate culture		
		Protection of whistle-blowers		
		Animal welfare		
		Political engagement		
		Management of relationships with suppliers		
		Corruption and bribery	Negative	Ensuring that we maintain our business conduct and corporate governance standards while entering new markets

actions and policies to address them over the course of 2024. In addition, they have been monitoring and discussing EG's ESG management principles, processes, due diligence, metrics, controls, and key risks.

IROs and ESG strategy form part of the broader overall strategy set by EG's Board of Directors. IRO management is incorporated into our broader risk management process driven by our Audit and Risk Committee, where trade-offs are inherently part of the comprehensive evaluation. The Audit and Risk Committee oversees the setting of targets related to material IROs and monitor progress through reviews. The material IROs addressed by the ESG Committee are those contained in the double materiality assessment ("DMA") results table on this page.

The ESG Committee in 2024 worked to align our materiality assessment processes with CSRD by conducting internal and external stakeholder dialogues and a DMA that arrived at a revised set of ESG topics which will guide our efforts into the future. The DMA was informed by an analysis of our business model and value chain. Actual and potential impacts on the environment and people were assessed in combination with the risks and opportunities presented to EG in order to arrive at a consolidated list of potentially material IROs. This consolidated list was assessed and approved by the ESG committee.

The DMA identifies climate change, our workforce, consumers and end-users, and business conduct to be material topics.

We actively engage with our key stakeholders on a regular basis, including employees, customers, suppliers, and our capital providers. Their views and interests informed our materiality assessment and are continuously incorporated into our strategy and business model.

In 2025, we will continue to develop our ESG program and implement all relevant actions in compliance with relevant laws and regulations. During 2025, we will also prepare in anticipation of evolving ESG related requirements, including CSRD and the European Sustainability Reporting Standards (ESRS).

When completing acquisitions, we conduct due diligence to ensure that acquired companies have acceptable policies and processes in place. We then complete an integration process whereafter we assure that acquired companies are operating under our unified governance structure and have comparable practices in place.

Overall
ESG Policy

Environment

- Environmental Policy
- Green Company Car Policy
- Procurement Policy

Social

- Diversity and Non discrimination Policy
- Health & Safety Policy
- Employee Handbook
- Employee Privacy Policy
- Hybrid work Policy
- Recruitment privacy Policy

Governance

- Anti-Corruption and Bribery Policy
- Cyber and Information Security Policy
- Whistleblower Policy
- GDPR Employee Handbook
- AI Policy
- Data Ethics Policy
- Financial Policy
- IP Policy
- Competition Policy
- Software Policy
- Code of Conduct – Business Partners
- E-mail Policy
- Tax Policy

ENVIRONMENT

We want to be a carbon neutral company

Climate change continued to impact us in the here and now, observed in the extreme weather events during 2024 which once again drove concerns regarding global warming due to GHG emissions and the dire consequences ahead if increased action is not taken.

As an accountable company EG has a long-term commitment to being carbon neutral and we also aim to support our customers by enabling them to reduce their CO_2 footprint through our suite of sustainability focused software solutions.

Software companies with no physical production and relatively low asset intensity, such as EG, may not at first appear to have a large environmental footprint but we nevertheless believe that there is potential for our industry to contribute to the transition to a green economy in areas such as smart energy use at physical offices, travelling for business, equipment use, and data centre use optimisation.

We have focused on reducing our own CO_2 footprint through sustainable choices in business travel, energy sourcing, reducing the number of square meters we occupy, and by implementing our EMS system, EG EnerKey, and our Facility Management system for workspace optimisation, EG Worksense, in key locations.

During 2024 we also continued the engagement with our key suppliers, including data centre providers, when preparing our reporting on scope 3 GHG emissions in our value chain. We will continue to work with our suppliers to strengthen our collaboration over 2025. This information and baseline prepare us to reduce scope 3 emissions going forward.

We have also responded to the growing demand for software to reduce the CO_2 footprint in the industries we serve. Digitisation is a central part of the solution to reduce the risk for further consequences of the global warming, and we want to ensure that tools are made available for as many businesses as possible. The biggest positive environmental impact we can have as a software company is to support our customers achieving their climate ambitions.

EG has determined climate change, particularly climate change mitigation and energy, to be material sustainability topics for our business.

Environmental matters

In 2024, we have progressed well towards our environmental targets:

We increased the share of renewable energy from 45% to 49%. We expanded our renewable energy strategy by supporting projects outside Scandinavia through environmental attribute certificates, addressing the regions in which we operate where the transition to green energy has advanced less far.

We have continued to see that the focus on our environmental initiatives and implementing our own Energy Management Software (EMS) has made a difference in our own energy consumption levels. We have observed reductions in our energy usage by utilising the software in our facilities.

We reduced our GHG emissions per revenue on a combined scope 1 and 2 (market-based) basis from 0.31 to 0.26 (or 16%). We continued to optimise our real estate footprint where possible by consolidating offices and increased the share of EVs in our fleet by implementing a policy of only adding EVs going forward. We also completed our transition away from direct natural gas heating in our offices, reducing natural gas consumption here by almost a fifth this year and eliminating it entirely in 2025.

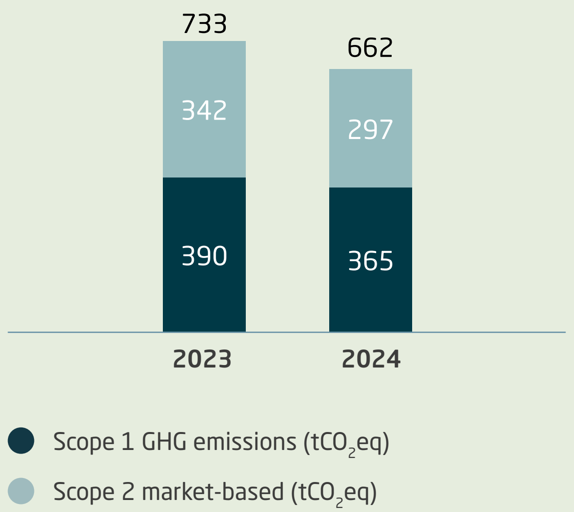
In 2024 we expanded the scope covered with our environmental reporting to the full company plus emissions from scope 3 value chain activities.

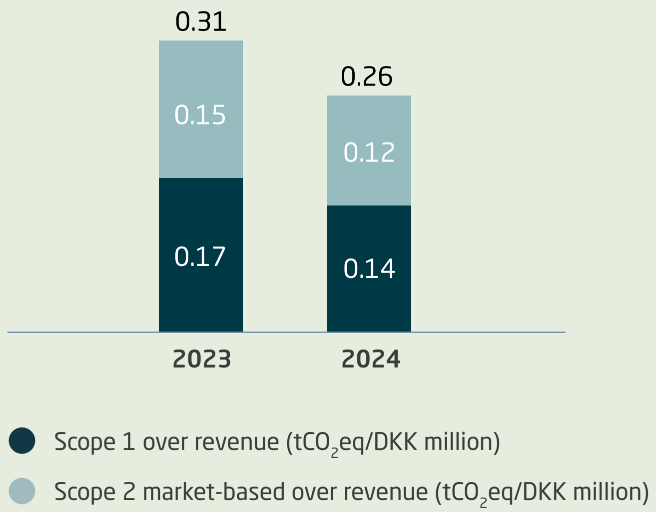
These scope 3 emissions constitute the majority of our total emissions inventory. In our value chain, we continued to transition our data needs to our key data centre partner, including the closure of our on-premises data centre in Gjøvik. By consolidating our needs with a single leading partner in the industry, we leverage their economies of scale, reduced electricity intensity, and improved overall efficiency. Absolute electricity consumed for hosting nevertheless increased in step with the growth of our business and customers' needs.

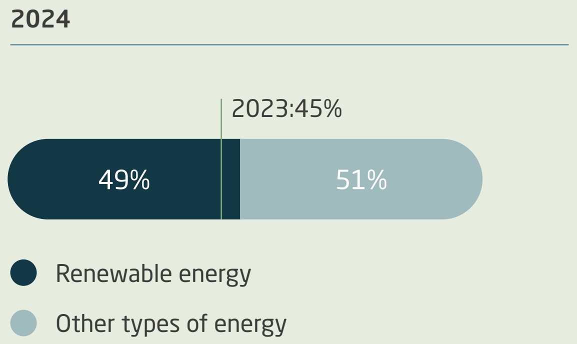
The expansion of our operations in India led to increased emissions via the necessary business travel to and from the new offices. The procurement of IT equipment required to establish these offices in India also drove increases. The emissions relating to IT equipment were partially blunted however by the enrolment in our supplier's CO_2 offset program, where they collaborate with environmental partners to compensate a portion of the emissions associated with our new devices.

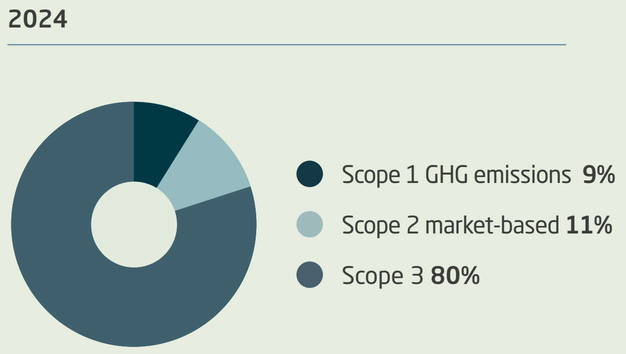
In comparison to last year's ESG report, EG has extended coverage of scope 1 and 2 GHG emissions tracking and reporting to the full company and incorporated scope 3 value chain GHG emissions.

We set our net-zero target after an analysis of our industry, operations, and likely climate scenarios, with an aim for it to be ambitious and inspiring but realistically achievable. We plan to reach this target with incremental emissions intensity reductions coupled with an offset to neutralise the residual.









Governance and climate risk management

The ESG Committee has evaluated our strategy, business model, and environmental policies based on climate risk and changes to relevant laws, regulatory guidance, and best practices.

As a distributed software company with no physical production, our resilience and scenario analyses indicate that we are not exposed to any material physical climate-related risks.

Our strategy is to work with high quality partners who take their responsibilities seriously, including those relating to climate change and the environment, and we expect them to adhere to the related provisions in our Code of Conduct – business partners. We prioritise stability and business continuity in our procurement decisions when selecting critical suppliers such as hosting partners, taking into consideration factors such as susceptibility to extreme weather events and operational adaptability should they occur.

The ability to rapidly shift our product development from in-person in-office to at home remote in the event of any disturbance contributes to our resilience. Our software and customer base are diverse, providing further resilience against any physical or transitional climate change risk exposures relating to particular industries and countries. We operate facilities in areas in heightened water stress (e.g., Spain, India, and Stockholm) but our needs are limited to conventional low-consumption office operations.

We anticipate a potential to benefit from material climate-related opportunities as demand grows for our software, which helps industries track and reduce their CO_2 emissions.

Our overarching ESG Policy and topic-specific Environmental Policy and Green Company Car Policy address climate change mitigation and adaptation, energy efficiency, renewable energy, pollution, and recycling and waste management. The head of procurement, who also sits on the ESG committee, is responsible for implementation of the environmental and procurement policies adopted and those sections of the overarching ESG Policy that relate to environmental matters. Those policies in combination address our negative impacts via GHG emissions and energy consumption and opportunities flowing from our portfolio of sustainability focused products.

Key environmental initiatives and achievements in 2024

In 2024 we:

- received a nomination in the Compliancy category at the 2024 Global ESG Awards, organised by the European Building Innovation Network (EUBIN), in recognition of our EMS product suite that supports customers in meeting their environmental reporting responsibilities in an increasing complex compliance environment, while also empowering them to reduce their impact with those same tools
- collaborated with the real estate managers at the two remaining offices in Denmark utilising nonrenewable natural gas in order to switch to geothermal and district heating, respectively
- implemented a policy of only adding EV vehicles to our fleet, with exception of those inherited via M&A which are phased out as leases expire
- implemented a policy of obtaining unbundled energy attribute certificates (EACs) to back that residual electricity consumption at our facilities where EACs and direct contracts for renewable energy purchase are not readily available directly
- purchased 3,267 MWh of GHG-neutral and renewable energy
- increased the share of renewable energy from 45% to 49%
- utilised our Energy and Sustainability Management System, EG Omega/EG EnerKey at our own facilities
- further reduced energy consumption through optimisation of office space by implementing our proprietary tool, EG WorkSense; allowing us to rightsize our office footprint
- expanded emissions measuring and reporting to all entities and Scope 3 GHG emissions
- established several partnerships in order to share our knowledge and improve our solutions, including the establishment of a collaboration with Smartvatten to strengthen the water use monitoring and reduction capabilities of our EMS solutions

In 2025 we will focus on

Actions

Roll out employee laptop refurbishment and reuse plan, which is expected in 2025 to avoid the additional carbon footprint of 175 new laptops

Increase the share of renewable energy

Further develop roadmap to achieve 0 GHG emissions by 2030

Increase share of EV cars in the fleet of vehicles as non-EV leases expire

Continue to consolidate offices to right size physical footprint

Purpose

Contribute our fair share to the EU Green Deal and our collective goal of a climate-neutral EU economy by 2050

Target

0 GHG emissions by 2030 (i.e., net zero)

95% EV cars in the fleet of vehicles by end of 2028

Key environmental metrics

We continue to follow a formal environmental policy and specific waste, water, energy, and recycling policies. Climate-related risks are overseen by the ESG Committee and as part of the broader risker management process, both of which include senior management.

The restatement of 2023 figures is driven by the broadening of our scope of measurement to the entirety of EG, the collection of additional activity data from our value chain, and refinements in emission factors and methodology utilised.

Key environmental metrics	Reported 2023	Revised 2023	Difference	2024	
Energy consumption and mix					
Total fossil energy consumption (MWh)		**3,286 MWh**		**3,164 MWh**	4% decrease
Share of fossil sources in total energy consumption (%)		51%		47%	4 p.p. decrease
Consumption from nuclear sources (MWh)		**248 MWh**		**248 MWh**	
Share of nuclear sources in total energy consumption (%)		4%		4%	
Consumption of purchased or acquired electricity, heat, steam, and cooling from renewable sources (MWh)		2,866 MWh		3,267 MWh	14% increase
Fuel consumption for renewable sources (MWh)		0 MWh		0 MWh	
The consumption of self-generated non-fuel renewable energy (MWh)		0 MWh		0 MWh	
Total renewable energy consumption (MWh)		**2,866 MWh**		**3,267 MWh**	14% increase
Share of renewable energy in total energy consumption (%)[1]		45%		49%	4 p.p. increase
Total energy consumption (MWh)	**3,924 MWh**	**6,400 MWh**	*2,476 MWh*	**6,679 MWh**	4% increase
Gross scopes 1, 2, 3 and total GHG emissions					
Scope 1 GHG emissions					
Gross Scope 1 GHG emissions (tCO$_2$eq)[2]	128 tCO$_2$eq	342 tCO$_2$eq	*215 tCO$_2$eq*	297 tCO$_2$eq	13% decrease
Percentage of Scope 1 GHG emissions from regulated emission trading schemes (%)		0%		0%	
Scope 2 GHG emissions					
Gross location-based Scope 2 GHG emissions (tCO$_2$eq)[3]	270 tCO$_2$eq	284 tCO$_2$eq	*14 tCO$_2$eq*	323 tCO$_2$eq	14% increase
Gross market-based Scope 2 GHG emissions (tCO$_2$eq)[4]	470 tCO$_2$eq	390 tCO$_2$eq	*(80) tCO$_2$eq*	365 tCO$_2$eq	7% decrease
Significant scope 3 GHG emissions[5]					
1 Purchased goods and services		287 tCO$_2$eq		340 tCO$_2$eq	19% increase
2 Capital goods		546 tCO$_2$eq		1,091 tCO$_2$eq	100% increase
6 Business commuting		794 tCO$_2$eq		1,264 tCO$_2$eq	59% increase
Total GHG emissions					
Total GHG emissions (location-based) (tCO$_2$eq)		2,253 tCO$_2$eq		3,316 tCO$_2$eq	47% increase
Total GHG emissions (market-based) (tCO$_2$eq)		2,359 tCO$_2$eq		3,357 tCO$_2$eq	42% increase
Total GHG emissions (location-based) per net revenue (tCO$_2$eq/DKK million)		0.96		1.31	36% increase
Total GHG emissions (market-based) per net revenue (tCO$_2$eq/DKK million)		1.01		1.32	31% increase

[1] This measure replaces the "Share of renewable energy within electricity consumption" that was reported in prior years. That previous measure only covered electricity consumption of a portion of our locations. This measure encompasses all energy consumed in our own operations (i.e., consistent with our Scope 1 and Scope 2 emissions boundaries, but not Scope 3). At the locations where EG does not own or lease the entire office building, the electricity consumption is estimated according to the fraction of surface area that is owned or leased by EG. Renewable energy is obtained via energy attribute certificates and direct contracts for renewable energy purchase.

[2] Scope 1: GHG emissions associated with combustion of fuels in vehicles that are owned or leased by EG. GHG emissions from combustion of fuels in vehicles is calculated based on fuel consumed and the latest GHG emission factors (CO$_2$e/litre) published by DEFRA.

[3] Scope 2 location based: indirect GHG emissions associated with the purchased electricity, district heating, and other energy consumed at EG office buildings and electricity consumed in vehicles that are owned or leased by EG calculated using the location-based approach. The calculation is based on the annual consumption of electricity, district heating, and other energy purchases in combination with the average grid GHG emissions factors published by International Energy Agency (IEA). GHG emissions from natural gas and other fuels used are calculated based on the annual consumption and the latest emission factors published by DEFRA. At the locations where EG does not own or lease the entire office building, the consumption is estimated according to the surface area that is owned or leased by EG.

[4] Scope 2 market based: indirect GHG emissions associated with the purchased electricity and district heating consumed at EG office buildings calculated using the market-based approach. It is calculated based on the annual consumption of electricity, district heating, and other energy sources in combination with the GHG emissions factors from suppliers, EACs, and the residual mix published by local grid owners or European residual mix. At the locations where EG does not own or lease the entire office building, the consumption is estimated according to the fraction of surface area that is owned or leased by EG.

[5] Scope 3: indirect GHG emissions associated with relevant and significant activities in the remainder of our value chain. Purchased goods and services included here consists of electricity consumed in data centre and other hosting services. Capital goods included here are capitalised laptops, monitors, and displays, which represents the majority of the IT equipment used directly in our operations. Business commuting activities included here are the combination of business flights, hotels, and business travel using personal vehicles. Electricity consumed at our primary data centre partner was provided on an activity basis per server and product. This in combination by our electricity usage at our second largest data centre partner was used to create a spend based estimate of our total hosting driven electricity consumption. We applied an average Scandinavian carbon factor onto the electricity usage, taking into account renewable energy sourcing. GHG emissions of capitalised laptops, monitors, and displays are calculated based on additions throughout the year multiplied by cradle-to-grave product carbon footprints (PCFs) provided by manufacturers, adjusting for electricity usage captured in scope 2 emissions. Flight kilometers were multiplied by direct carbon factors published by DEFRA. Days spent in hotels during business travel were combined with country-level industry average emission factors per night. The average GHG emissions/kilometer of cars in each country is used to estimate GHG emissions of business travel using personal vehicles.

SOCIAL

We want to be a diverse and unified world class working place and trusted partner to our customers

EG is committed to be an inclusive and attractive workplace, providing our employees with a safe and secure working environment characterised by continuous learning, great colleagues, and collaboration. At the same time, we recognise the impact that we have on customers and end-users and strive to live up to those responsibilities as a trusted partner. Our company values – respect for each other, delivering what we promise, and maintaining a strong focus on our customers – are central to this vision. These principles drive both our internal culture and the impact we aim to have on the communities we serve, including our products specifically focused on sustainability, workplace safety, and society, health, and well-being.

We want to foster an inclusive and supportive workplace where people can develop, thrive, and succeed. We focus on diversity, inclusion, and continuous development, while also recognising the importance of good working conditions, work-life balance, and privacy. Sustainability, for us, also means building a positive and engaging work environment where employee well-being, retention, and growth are priorities. We know that when our people thrive, so does our business.

Similarly, we also recognise the trust that customers and end-users place in our software and we take that responsibility seriously. Our products are designed to contribute positively to society, health, and well-being by enabling safer, more efficient, and more connected communities. At the same time, we recognise the importance of safeguarding sensitive information and handle this data in a respectful way, as any significant disruption to our software – particularly in the healthcare sector – could potentially impact users.

Empowering our people through collaboration, equality, and growth

We believe that people are the driving force behind meaningful progress. Empowering our teams means creating an environment where collaboration, equality, and growth guide our decisions and shape our actions.

We are committed to maintaining and enhancing the diversity and gender equality that drives innovation within our organisation. As a diverse organisation with teams across multiple countries and strong representation of women compared to the market standard in the industry, we aim to build on this diversity to keep improving as a company and delivering even better solutions for our customers.

To provide great solutions to our customers, it is essential that we draw upon a wide range of perspectives. A diverse, equitable, and inclusive workforce ensures that we are well-positioned to meet the evolving needs of our customers and make a meaningful impact on society.

We aim to create a workplace where employees can see themselves thriving, contributing, and growing. We prioritise employee well-being and engagement, recognising that it is key to achieving our goals, and adhere to national and international laws and agreements.

Through these efforts, we aim to strengthen our organisation, create a dynamic and supportive workplace, and seek to be resilient and forward-thinking in a changing world.

Employee engagement and employee turnover

EG employees are skilled and experienced with an average age of 39 and average tenure of 5.9. In 2024, the Employee Engagement score in EG Pulse was 7.8, and it remains a continuous focus for us to maintain high engagement. In a highly competitive market, we are pleased to maintain a voluntary turnover rate of 5% and will continue our efforts to ensure good working place conditions to retain and attract the right people with the right skills and mindset.

These surveys are conducted three times a year, and provides valuable feedback on our direction and strategy. The feedback provided in this survey helps shape important organisational initiatives and to ensure that our strategies reflect the perspectives and experiences of our workforce, including respect for their human rights. By acting on employee insights, we create a workplace where people can grow and work together to achieve shared success, which also strengthens what we deliver to our customers.

Employee health and safety and work-life balance

We are committed to our workforce and conduct reviews of our working conditions to ensure compliance with human rights principles. Employees are regularly surveyed to assess their working conditions and a confidential whistleblower hotline is available as a grievance mechanism for employees to report matters confidentially. Our Health & Safety Policy also supports us in creating a safe work environment.

To ensure our employees' health and safety, we recognise that mental health, work-life balance, and a strong collaborative corporate culture are essential. EG supports flexibility by providing work-from-home opportunities and has allocated resources to provide the necessary equipment to support a great work environment, even when working remotely. We also believe that a balanced approach to remote and in-office work is vital for not only maintaining flexibility but also fostering collaboration, a sense of belonging, and a strong company culture. Our Hybrid Work Policy manages this balance and aims to ensure that all aspects of collaboration and employee well-being are supported.

EG supports and respects the protection of internationally proclaimed labour rights. We do not use child labour, forced or compulsory labour in any of the countries in which we operate. We have policies and practices in place to prevent forced or compulsory labour and have not experienced any instances of non-compliance.

Training & Development

We know that employee development is paramount to our success in EG. We support our employees in their careers to make them realise their full potential.

We have several training and development opportunities in EG to help our employees grow in their careers. We also believe in the 70-20-10 approach to learning, which means that while formal training is important, we know employees also learn by taking on new tasks, responsibilities, and trying new challenges that help them grow and develop in their roles. We focus on employee development during our annual development dialogues, but we also encourage ongoing conversations about growth throughout the year and provide the tools and opportunities to support this.

Training and development opportunities in 2024 included:

- Leadership courses – both for new managers and a mastery course for experienced managers
- A series of sessions as part of the EG Talenttech Academy where both internal and external speakers introduced our young professionals to topics within business, technology, and professional development
- The launch of a mentorship program designed to support the professional and personal growth of employees, help develop new managers, and provide a formal process that ensures that everyone can gain a mentorship
- Access for all employees to the online learning platform LinkedIn Learning

Equal pay and wage level

We strive to have an equal salary for each role at each job level. All our employees are offered the same benefit scheme and any potential salary adjustment within the annual salary review will be based on performance. However, salaries within EG may be individual and differentiated based on e.g. market factors and performance. We track status on equal pay and follow up in each country.

We comply with all national and international regulations regarding minimum wages and our wage levels are comparable to those observed in all the countries we operate.

Gender equality, diversity, and inclusion

Gender equality, diversity, and inclusion are significant to the development of both the workforce and our business. In EG, we believe that every person should have the same opportunities and as a company believe that a diverse workforce is a prerequisite for developing and delivering viable digital solutions for a diverse world.

We continue to strive for a female/male diversity balance substantially higher than the average in the Danish tech industry. 35% of the EG employees are female compared to 26% in the Danish IT industry, according to IT Brancheforeningen (ITB).

Our workforce is dynamic, with ongoing acquisitions that can quickly shift our metrics and challenge our efforts. Depending on size and other factors such as gender distribution within the acquisition, it can sometimes be difficult to maintain consistency or achieve specific goals. However, we remain committed to improving in these areas and continuously strive to enhance our efforts, aiming to become better over time.

In 2024, EG has maintained our enhanced focus on Diversity and Inclusion, including at our Nordic Leadership Training. This year, we saw a strong interest from managers in joining our leadership courses, with 55% of the participants being women. Similarly, we also have this focus in our new mentorship program, where we promote equal opportunities in the leadership pipeline for diverse talents and highlights diverse leadership.

EG's Global Diversity Committee have also had an increased focus on Inclusive Leadership with the purpose of guiding and supporting the leaders in EG to foster a more inclusive culture. Our Global Diversity Committee is key in supporting us in addressing challenges and gaining insight into diversity and inclusion across our entire workforce, including those who may be more vulnerable, and identify potential actions to foster inclusivity. To further support our female managers, we also sought their feedback in connection with International Women's Day to gain insight into their experiences as female leaders in EG and the tech industry, providing valuable feedback to guide our diversity and inclusion initiatives.

Our Diversity and Non-Discrimination Policy guides us in creating an inclusive workplace and preventing discrimination. All employees and managers are asked to complete training in the policy to fully understand it and know how to take action if they should encounter any discrimination. We also include a section regarding non-discrimination in our leadership training programs.

Delivering value, safety, and trust for customers and end-users

In EG we craft the vertical software of tomorrow, aiming to bring sustainable impact to customers, end-users, and society at large.

We believe that this can be done well through industry-specific standard software that automates tasks and improves their processes, freeing up time and resources for customers to focus on their core activity and enabling them to become industry leaders. When combined with effective risk management and safeguarding of data and other assets, their end-users and broader society benefit as a result.

Customer focus

We are a customer-focused company that incorporates the interests and views of our customers and end-users, using their feedback as a driver of our strategy and business model. Our software is industry-specific, and maintaining close alignment with customers is therefore vital to our differentiation and success.

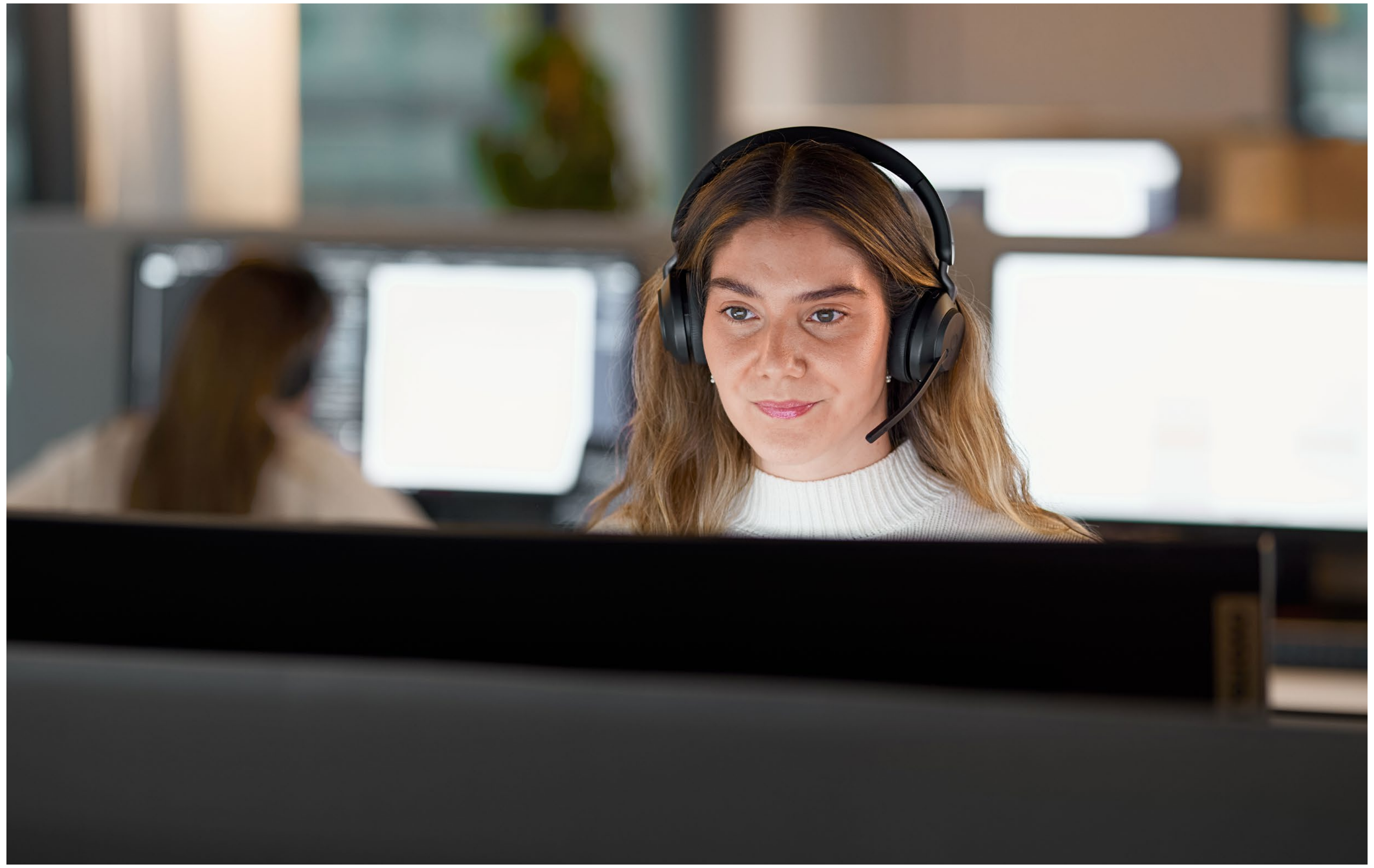
We engage with customers via a number of different avenues which differ across our diverse portfolio of software, including daily interactions by customer service consultants who incorporate feedback directly into product development. We also hold sessions with both current and potential customers and participate in or organise industry conferences, ensuring that customer views are considered in product development, design decisions, and delivery.

Our standard terms and conditions provide customers with rights in the event of substantive defects or breaches of agreements made. Customers are entitled to report defects or breaches, remediation without undue delay via corrective actions or replacement and, barring that, access to compensation by claiming damages. Our whistleblower scheme is available to all external stakeholders, including customers and end-users.

Our overarching ESG Policy, along with our Cyber and Information Security, Data Ethics, and Software Policies, combined with our standard contract terms and conditions, guide our approach to identifying, assessing, and managing the responsibilities we hold toward consumers and end-users. They also address risks and opportunities relating to these stakeholders.

EG offerings focusing on society, health, and well-being

EG is proud to develop industry specific software that has the potential to lead to stronger health and well-being outcomes in the societies that we serve, including those that enable the



digitalisation of processes and information for fellow citizens, tools that support the healthcare, therapy, and social workers that provide our care, and software that directly benefits the day-to-day life of neurodivergent users.

EG has a positive impact on the accessibility and quality of information and services provided to citizens by providing several software, services, and support to the public and social sectors. These enable the digitalisation of time-consuming processes, information, staffing, and coordination amongst different actors; driving quality and accessibility of information and services available to the citizens they serve.

Particular highlights include tools for coordinating digital information amongst healthcare actors, information management systems in the educational sector that increase quality and access to resources, and solutions enabling municipalities to easily create and handle digital forms, development of self-service avenues for citizens, and the handling of health, marriage, medical, and other certificates.

EG can also have a positive contribution on the health, well-being, and safety of our end-users' patients. Our software solutions support healthcare, therapy, and social workers by simplifying administrative tasks, consolidating and managing patient information, and providing digital health assessments; all of which reduces human error, and frees up their time to dedicate to patient care, and increases access to healthcare by allowing for the treatment of more people. As a result, patients may receive better care and enjoy more positive health outcomes.

EG offers solutions like Sensum One that support the treatment plans of those in assisted living facilities by sharing information, facilitating accurate medication dispensing, and increasing transparency and coordination between participants, all working to strengthen health outcomes for individual residents.

EG's software also serves to support end-users with autism, ADHD, and other cognitive difficulties with the use of our solution EG ShowMyDay. This app helps children, young people, and adults with these difficulties by reducing or eliminating barriers that may prevent them from fully participating in society (e.g., structuring and planning of their day, help with appointments and tasks, etc.)

EG offerings support workplace and facility safety

EG offers a suite of software designed to reinforce safety at workplaces and facilities by providing the tools and information architecture that allow for safety management and improvement.

EG SafetyNet is a platform for managing workplace related safety issues and their health, safety, and quality (HSEQ) administration. Our solution firstly brings customers into compliance with laws and regulations demanding reporting of injuries, and then secondly utilises this as a jumping off point to proactively increase workplace safety with plans and tools to identify and solve problems, and thus potentially reduce accidents going forward. This includes hazardous chemical management, workplace assessments, injury tracking and action plans to remediate, certification processes, risk assessment, and audits.

Our product EG Zeroni similarly helps construction and industrial sites ensure that those on-site, and who they work with, are qualified and safe by providing digital onboarding, contractor management, and workforce management.

Facility management solutions similarly contribute to safer facilities for workers and visitors through fire and safety, environmental, and health and safety management systems that can spot and remedy issues.

Workforce characteristics and key social metrics

Number of employees (FTE), year end

Gender	2023	2024
Male	1,339	1,771
Female	756	1,023
Total	**2,095**	**2,794**

Number of employees (FTE), year end

Country	2023	2024
Denmark	967	1,005
Norway	451	449
Sweden	176	220
Finland	163	281
India	168	660
Poland	130	138
Other	42	43
Total	**2,097**	**2,796**

Gender characteristics are not available for two employees at this time and are excluded from the two corresponding tables as a result. FTE figures here ignore special items treatment, unlike the case of the financial statements which match FTE count with accounting treatment of expenses.

Number of employees (FTE), year end

	2023		2024	
Contract type	Male	Female	Male	Female
Permanent	1,329	750	1,749	1,008
Temporary	9	6	21	15
Non-Guaranteed hours	0	0	0	0
Total	**1,339**	**756**	**1,771**	**1,023**

Number of workforce (FTE), year end

Type	2023	2024
Employee	2,097	2,796
Non-employee	181	205
Total	**2,278**	**3,001**

Number of employees (FTE), year end

Age	2023	2024
< 30 years	322	744
30-50 years	1,095	1,401
> 50 years	680	651
Total	**2,097**	**2,796**

Key social metrics	2023	2024
Shareholder-elected women on the Board of Directors [1]	1	2
Women as a % of the shareholder-elected members of the Board of Directors	22%	25%
Employee-elected women on the Board of Directors	1	1
Women as a % of the Board of Directors	20%	27%
Women as share of top management	18%	23%
Women as share of entire workforce	34%	35%
Does your company follow a sexual harassment and/or non-discrimination policy?[2]	Yes	Yes
Incidents of discrimination, including harassment, reported	0	0
Voluntary leavers	159	136
Involuntary leavers	110	156
Leavers in total	269	292
Voluntary turnover rate	7%	5%
Employee turnover rate	12%	11%
Number of complaints filed by own workforce via grievance mechanisms	0	0
Number of human rights violation cases	0	0
Does EG follow an occupational health and/or global health & safety policy?	Yes	Yes
Does EG follow a child and/or forced labor policy[3]	Yes	Yes
Does the child and/or forced labor policy also cover business partners?[3]	Yes	Yes
Does EG follow a human rights policy?[3]	Yes	Yes
Does the human rights policy also cover business partners?[3]	Yes	Yes
Employee engagement score	7.9	7.8
Employee eNPS	40	36
Total renumeration ratio[4]	10:1	15:1

The non-employees presented in the table above consist of our contracted staff, who are employed by a third-party undertaking(s) primarily engaged in employment activities.

Both contracted staff and employees are covered by the policies mentioned in this section, while still taking into consideration that we acknowledge the difference between the two workforce categories.

Accounting policies for the key social metrics are contained on page 70.

[1] EG's Board of Directors currently comprises eleven members, of which eight members have been elected by the shareholders at the Annual General Meeting and three by the employees. Two shareholder-elected members are women and one employee-elected member is a woman. EG achieved our previous target of 2 shareholder-elected female board members this year and has defined a new goal aiming for 3 shareholder-elected female board members within the target date of end of 2027 to ensure a diverse representation and inclusive decision-making at the leadership level. Diversity is a key focus area for the Board of Directors. The Board of Directors annually discuss EG's activities to ensure relevant diversity in EG. EG has in early 2022 established a Remuneration and Nomination Committee to assist the Board of Directors with e.g., the oversight of the composition of the Board of Directors. The committee will annually review the composition and competencies of the Board of Directors.

[2] The following grounds for discrimination are covered in the sexual harassment and/or non-discrimination policy: racial and ethnic origin, colour, sex, sexual orientation, gender identity, disability, age, religion, political opinion, national extraction or social origin, or other forms of discrimination covered by union regulation and national law.

[3] Our policies on human rights address both forced labour, compulsory labour, and trafficking in human beings, amongst other areas of human rights. Our policies in our own workforce are aligned with the UN Global Compact.

[4] The total renumeration ratio replaces the CEO pay ratio reported in prior years. The definition of the ratio has been revised to include the fair value of long-term warrants awarded to the highest paid individual as remuneration each year following a linear time vesting schedule. This provides a clearer and more comparable presentation of workforce remuneration over time. The treatment here diverges from the cost recognition of warrants in the financial statements following IFRS 2.

Boosting creativity and innovation by prioritising mental health

At EG, we want to be a world class workplace, and we recognise the importance of supporting our employees in an ever-changing and often chaotic world.

The software industry is renowned for its rapid pace of change, driven by a multitude of factors that span technological advancements, market demands, economic shifts, and regulatory developments.

"To thrive in this environment, EG and our employees must remain agile, continuously learning and adapting to the ever-evolving landscape. Thus, we are committed to fostering a culture of resilience and mental well-being to help our staff navigate these challenges effectively", says Head of HR, Tina Bodin, EG.

To this end, EG provides a range of tools and resources aimed at enhancing and fostering mental well-being.

"Our proactive approach includes regular mental health awareness initiatives, such as dedicating a week in October to coincide with World Mental Health Day, where we focus on building resilience and equipping employees with the skills to foster mental well-being", says Tina Bodin.

Moreover, EG's HR team offers management Stress Prevention Leadership training and works closely with each manager to ensure ongoing support and follow-up with affected employees, reinforcing our commitment to maintaining a healthy and productive workforce with a focus on physical as well as social well-being.

"We believe that by promoting mental well-being in this way, we can help our employees thrive even amidst the turbulence of today's world enabling us to handle challenges and adapt to changes, and to support our customers navigate through difficult situations with greater ease", adds Tina Bodin.

Tina Bodin

Our proactive approach includes regular mental health awareness initiatives, such as dedicating a week in October to coincide with World Mental Health Day, where we focus on building resilience and equipping employees with the skills to foster mental well-being

Key social initiatives and achievements in 2024

In 2024 we:

- were nominated again for a Danish Diversity Award in the category "Companies with more than 500 employees"
- acted as official partner during Danish Diversity Week in April 2024, where we shared knowledge on important topics with industry participants
- celebrated World Mental Health Week with planned activities across the organisation to foster mental, physical, and social well-being
- ended the year with a voluntary turnover rate of 5%
- introduced a Leadership Mastery course as an add-on of our Leadership Training Nordic course
- introduced Leadership training for our managers in India, including a workshop on cross-cultural leadership
- launched a mentorship program to foster the professional and personal growth of employees, with mentorship included as a requirement for all first-time managers to better support them in transitioning into the role
- conducted a series of sessions on business, technology and personal growth as part of the EG TalentTech Academy to support development of our young professionals in EG
- reached our target of having two shareholder-elected female board members
- celebrated Global Pride Month through various initiatives, including showcasing LGBT+ colleagues in EG to foster sense of belonging and raise awareness of our diversity and non-discrimination policy both internally and externally
- celebrated International Women's Day by showcasing three of our female managers and sharing their experiences as female leaders, highlighting diverse leadership styles in EG both internally and externally

In 2025 we will focus on

Actions

We will continue to aim at ensuring minimum two candidates from the underrepresented gender when recruiting to management positions to promote gender diversity in leadership, maintain fairness in the process, and enable us to consider a broader range of candidates

We aim to continue our focus on strengthening an inclusive mindset among leaders and teams across the organisation through continued support and workshops

We will expand our engagement survey to gain deeper insights into employees' views on inclusivity at EG and the company's efforts to promote a diverse and inclusive environment

We plan to offer more leadership training in cross-cultural management, team workshops on cross-cultural collaboration, and additional guidance on cultural mapping to promote a global mindset and strengthen understanding and collaboration

Purpose

Build an even more inclusive and diverse culture

Ensure high employee engagement and low voluntary turnover rate

Build an organisation focused on learning and development to support individuals' personal and professional growth, while strengthening EG's market position and providing the best support for our customers

Target

We aim to have an employee engagement score of min. 8.0

We aim to have 25% women in top management[1)]

These targets and actions have been set by the ESG Committee and the Head of HR. Based on feedback from our engagement survey, HR will identify areas for improvement and implement necessary actions accordingly

We believe leadership is key. Having women in top management brings diverse perspectives that naturally shape our organisation and help drive meaningful change as well as more diversity in general. Our action on recruitment will also help us achieve this target

[1)] Top management is defined as the total number of full-time employee women in positions of Director or above shown as a percentage of total full-time employees.

GOVERNANCE

Building trust through responsible governance

In EG, we carry out our operations responsibly, fair, and in an integrity-driven manner throughout all our business transactions and relationships.

We aim to create a positive contribution in the locations where we operate by complying to all applicable laws, rules, and regulations. Additionally, we are dedicated to strong corporate governance, striving to align our practices with the principles and recommendations on good corporate governance. EG has implemented policies and guidelines that underlines responsible business practices and sustainability. These initiatives not only support our corporate strategies but are also important for us in order to achieve our corporate goals. Through these efforts, we aim to strengthen our contributions, and create value for our customers, business partners, and on society.

EG recognises the significance of data privacy and security, transparency and reporting, stakeholder engagement, as well as ethics and compliance in our business operations, and we have conducted assessments to ensure that these areas remain a central focus in our business practice.

Cybersecurity and product data integrity considerations can be considered material topics from both the perspective of customers and end-users in addition to governance overall. EG has also determined business conduct and the potential for corruption and bribery to be material governance topics for our business, particularly prevention and detection including training.

Governance matters

Our commitment to governance is reflected in our focus on ethical business conduct. We strive to maintain clear and consistent standards of integrity in every aspect of our operations, working on ensuring that our decisions and actions reflect our values and meet the expectations of our stakeholders.

Our governance framework, supported by policies and guidelines, help us operate responsibly, in compliance with applicable laws and regulations, and consistently prioritise ethical practices in our business relationships and transactions.

Cybersecurity

EG recognises the importance of information security and privacy for our business. We continue to improve our cyber resilience, and it has been a major strategy initiative for EG during 2024.

EG's Security Committee prepares for and responds to cyber threats by implementing a strategy that is designed to protect and preserve the confidentiality, integrity, and availability of all information owned by, or in the care of, EG.

In 2024, we have further strengthened our governance by upgrading the security team and adding specialist competencies to the department. We improved our capabilities in such areas as application security, cloud security, network security, awareness, security governance, cyber risk management, and incident management.

Data privacy

It is important to us that employees, partners, and other stakeholders have control over and the right of self-determination regarding their personal data. We are committed to responsible and secure data handling throughout our business and organisation, covering the data of employees, partners, and other stakeholders. We have implemented strong measures to protect personal data, and process it in compliance with GDPR. We have a dedicated security team that focus on preventing and mitigating potential data privacy incidents.

To prevent any incidents of data privacy loss, we have policies in place regarding data privacy and further strengthened our expertise and capabilities within data privacy in 2024. We also conduct data privacy training as a part of EG's ongoing awareness training program, which all employees must attend and pass every year. The training typically includes interactive presentations, quizzes, and reviews of our policies to engage participants effectively.

If a data loss incident occurs, our security team will act quickly, contacting the affected internal or external stakeholders in accordance with applicable law and taking action to minimise the impact on individuals and the organisation. A key priority for our security team is having a strong strategy in place to prevent data loss, and they continuously ensure that we set the right actions to avoid any incidents. In 2024, EG has performed several controls that measure the degree to which the processes of the individual business units comply with EG's personal data and IT security policies and guidelines.

Our General Counsel, Vice President is responsible for the polices regarding governance and the implementation of them.

Find the full Data Privacy Policy **here**

Business conduct

The ESG Committee has evaluated our strategy, business model, and governance policies, based on business conduct and changes to relevant laws, regulatory guidance, and best practices.

In our process for identifying material IROs related to business conduct, we applied a framework based on three key criteria. First, we analysed the geographical context of our operations, taking into account regional factors that could influence risks and opportunities. Second, we evaluated each business activity for its potential effects on stakeholders and the environment, ensuring that specific challenges and benefits were addressed. Finally, we assessed the industry sector to identify sector-specific risks, trends, and best practices, enabling us to benchmark our performance against our peers.

The Board of Directors in EG A/S holds the overall responsibility for overseeing EG's operations and ensuring the integrity of its business conduct. Management in EG A/S sets the standard for business conduct, ensuring ethical practices, compliance, and accountability are integral to EG's culture and decision-making. Corporate Management in EG is oversees the day-to-day operations and administrative functions of the organisation, while also handling long-term planning and governance to ensure the integrity of EG.

We conduct annual business conduct awareness programs to strengthen a culture grounded in integrity, accountability, and responsible decision-making.

Whistleblower scheme

EG has established a whistleblower scheme for identifying, reporting, and investigating concerns related to unlawful behaviour, corruption and bribery, or breaches of our code of conduct. Both internal and external stakeholders can use the whistleblower portal to raise concerns and complaints, and employees can also report concerns to HR or their direct manager, ensuring multiple communication channels. We acknowledge the importance of availability of these channels and continuously create awareness of them in our organisation and with relevant stakeholders. The trust in these structures, along with the effectiveness of these channels, is assessed by our Group Legal & Compliance department.

EG also has procedures in place to promptly, independently, and objectively investigate incidents of business misconduct, including corruption and bribery, and to follow up on whistleblower reports in compliance with Directive (EU) 2019/1937. These mechanisms also allow for reporting from both internal and external stakeholders, promoting transparency and accountability. All reports are handled confidentially and investigated thoroughly, with consideration given to the protection of the individuals that use them. Corrective actions are taken as needed.

We have a framework for training on business conduct within the organisation. The framework ensures that all employees, including management, receive relevant training on business ethics, compliance, and conduct. The training is conducted regularly and can be tailored to the specific needs of different departments and roles, if applicable. The content covers key areas such as anti-corruption, anti-bribery, conflict of interest, and other ethical business practices, including clear steps for reporting allegations, ensuring that all employees understand how to escalate concerns and the importance of doing so.

Anti-corruption and bribery

EG's business activities are conducted in compliance with all applicable anti-corruption laws and regulations in jurisdictions in which EG operates or does business, taking special care to address the greater uncertainty inherent when entering new markets and societies.

Our zero-tolerance policy regarding corruption, bribery, and facilitation payments continues to be our principle in our efforts in preventing such practices.

EG has an anti-corruption and bribery policy aligned with the United Nations Convention against Corruption (UNCAC) to support this, and it applies to all employees. The policy highlights that employees must be aware that both giving and receiving gifts and hospitality can be used as means to promote corruption or be perceived to others as corruption.

Find the Anti-Corruption and Bribery Policy **here**

All employees are covered by awareness programmes. This ensures that all relevant employees acquire the necessary knowledge and skills to effectively manage ethical, legal, or operational risks.

In the event of any reported allegations, we have established protocols for conducting thorough investigations that ensure that all incidents are addressed fairly and promptly.

The overall corruption and bribery risk picture for EG still remains low like previous years. We expect to have the same level of efforts regarding anti-corruption and bribery in 2025.

Transparency and reporting

All financial transactions within EG are recorded to facilitate the creation of transparent financial statements in conformity with both national and international standards, regulations, and generally accepted accounting principles.

No false or misleading entries may be made in the books and records of EG for any reason, and no employee is permitted to engage in any arrangement that results in such a prohibited act. EG has established the Tax and Finance Policy to support this objective.

Data ethics

EG has adopted a Data Ethics Policy ensuring that data is collected, stored, and used responsibly across the organisation. The management of data ethics is carried out by the relevant parts of the entire organisation, who have integrated these principles in their work.

Find the full policy **here**

This constitutes our reporting according to cf. section 99d of the Danish Financial Statements Act.

Human rights

Respect for human rights is fundamental within EG. We adhere to all relevant laws and regulations within the countries where we operate and support the UN Global Compact. EG is committed to respecting and supporting human rights and conducting our business activities in accordance with internationally recognised human rights standards.

We expect our employees to read and comply with the UN Global Compact and to support our ESG initiatives as described in our UN Global Compact Communication on Progress and in this sustainability statement. We also expect our business partners to support the UN Universal Declaration of Human Rights (UDHR) and ILO Declaration on Fundamental Principles and Rights at Work (the ILO) and respect these rights within their sphere of influence and operate their business in a transparent and trustworthy way. We believe our policies are aligned with the UDHR and ILO. Our business partners must as a minimum comply with national laws and regulations as well as the principles expressed in the UN Global Compact initiative and principles.

EG does not see any significant risk regarding human rights in our operations or in relation to our business partners, as we mainly operate in the Nordic countries. No cases, to our knowledge, of non-respect of the UN Guiding Principles on Business and Human Rights, the ILO, or the OECD Guidelines for Multinational Enterprises that involve customers and end-users have been reported in our downstream value chain in 2024.

EG expects to have the same level of efforts regarding human rights in 2025 and we are committed to continually setting and upholding high standards for safeguarding human rights.

We reinforce, promote and support our commitment to respect human rights through company-wide awareness and training programs for our employees.

Ethics and compliance

Strong ethics are fundamental to responsible and fair business conduct. Within EG we have a code of conduct that extends to both our employees and our business partners.

Our Code of Conduct – Business Partners applies to all our suppliers, vendors and partners who provide their products or services to EG or any of our subsidiary entities. This code of conduct is aligned with our UN Global Compact commitment and the UDHR and the principles concerning fundamental rights set out in the ILO.

Training and awareness

We have established a continuous training program addressing cybersecurity and data privacy, which covers all employees and has the stated purpose of creating an EG-wide safety culture that evolves in step with threats. This includes periodic mandatory training and ongoing mock threat testing. Appropriate follow up actions are taken to address any gaps.

We also conduct annual training sessions on our whistleblower policy to ensure that all employees are informed of the procedures, protections, and obligations related to reporting such concerns.

Additionally, we conduct ongoing training programs to raise awareness about anti-discrimination, diversity, and anti-corruption and bribery.

The EG awareness training are comprehensive and tailored to meet the specific needs of our organisation. We strive to foster a culture of zero tolerance towards corruption and bribery, and our awareness training plays a central role in this effort.

Corporate governance

It is important for EG to exercise good corporate governance practices and in that connection to comply with statutory requirements and, as deemed relevant to EG, the Corporate Governance Recommendations. EG has a two-tier governance structure consisting of the Board of Directors and the Executive Management. The two bodies are separate and have no overlapping members.

The Board of Directors determines the overall strategy and acts as a sparring partner to the Executive Management, which is responsible for the operational management of EG. EG's Executive Management is responsible to the Board of Directors for ensuring that the day-to-day operations are conducted in a commercially and legally responsible manner. The Executive Management has established a Corporate Management composed of 11 members, including the Executive Management.

The Board of Directors has established three committees: the Audit and Risk Committee, the Remuneration and Nomination Committee, and the M&A Committee. The purpose of the committees is to prepare recommendations for decisions to be made by the Board of Directors.

On an annual basis, the Board of Directors conducts an evaluation of the effectiveness, performance, and competencies of the Board of Directors, including an evaluation of the cooperation with the Executive Management.

Key governance initiatives and achievements in 2024

In 2024 we:

- assessed necessary and requisite steps to ensure compliance with the NIS2 Directive on cybersecurity and took actions towards this goal
- strengthened cyber risk management practices, including control over supply chain risks
- improved the resilience of EG applications by introducing new security solutions in software development processes and providing extensive security training for R&D teams
- enhanced the security of EG networks and cloud environments by upgrading infrastructure components and implementing leading cybersecurity technologies
- matured overall cybersecurity capabilities by working on the goals set in the EG security program
- shared our expertise in the industry and supported other companies on their ESG and CSRD journey through the launch the ESG Kit resource, developed as part of the Dansk Industri (DI) Working Group for Sustainability Reporting for Digital Companies
- established standard customer contracts to be offered in acquired companies
- introduced a new governance, risk, and compliance (GRC) platform to strengthen compliance processes
- strengthening compliance with sustainability regulations, including alignment towards CSRD
- improved EG compliance structures to meet new regulatory obligations

In 2025 we will focus on

Initiatives to guide our efforts going forward

Continue to improve EG cyber resilience and protection of assets, monitor current and emerging threats, and define effective cyber response strategies

Ensure that AI is deployed with transparency, fairness, and accountability to mitigate potential negative impacts

Improve EG compliance setup to meet upcoming regulatory obligations such as ESRS and CSRD

Continously strive to enhance governance practices and ensure compliance with evolving regulatory frameworks. By fostering transparency, ethical decision-making, and accountability across all levels of our organization, we aim to build trust with stakeholders and uphold high standards of integrity

Purpose

Protection of EG, workforce, customer, and end-user data

Conducting EG business in a responsible, ethical, and transparent manner

Ensuring that the EG business partners comply and operate in accordance with the requirements of the Code of Conduct – Business Partners and comply with all applicable national and international laws

Target

Effectively manage the level of cyber risk and potential impact of incident on EG business and customers

Compliance with the latest regulatory requirements and industry best practices in the countries where we operate

Key governance metrics

Metric	2022	2023	2024
Number of shareholder-elected board seats	6	7	8
Number of employee-elected board seats	3	3	3
Total number of board seats	9	10	11
Board of Directors meetings annually	6	6	6
Total shareholder-elected seats occupied by independents	50%	57%	63%
Shareholder-elected board members 0 - 35 years	1	1	1
Shareholder-elected board members 36 - 50 years	1	2	3
Shareholder-elected board members 51 - 70 years	4	4	4
Audit and Risk Committee meetings	5	5	4
Nomination & Remuneration Committee meetings	2	2	2
Mergers and Acquisitions Committee meetings		4	12
Employee dismissal due to non-compliance with the anti-corruption policy	0	0	0
Are business partners required to follow a Code of Conduct	Yes	Yes	Yes
Does EG follow an ethics and/or anti-corruption policy	Yes	Yes	Yes
Does EG follow a data privacy policy	Yes	Yes	Yes
Has EG taken steps to comply with GDPR rules	Yes	Yes	Yes
Does EG provide sustainability data to sustainability reporting frameworks	Yes	Yes	Yes
Does EG focus on specific UN Sustainable Development Goals (SDGs)	Yes	Yes	Yes
Does EG set targets and report progress on the UN SDGs?	Yes	Yes	Yes

Accounting policies for the key governance metrics are contained on page 71.

UN Global Compact

EG reaffirms its support of the ten principles of the United Nations Global Compact in the areas of human rights, labour, environment, and anti-corruption, and we acknowledge and respect the UN Global Goals for Sustainable Development.

We have assessed the most significant risks in relation to our activities, business relations, products, and services, and we see no significant risk that the company or its vendors have violated UN Global Compact principles.

We also commit to sharing this information with our customers, employees, vendors, and other stakeholders using our primary channels of communication.

With our activities we will contribute particularly to five UN SDGs: Gender equality (SDG 5), Decent work and economic growth (SDG 8), Reduced inequalities (SDG 10), Climate action (SDG 13) and Peace, justice, and strong institutions (SDG 16).

Accounting policies for key ESG metrics

Key social metrics

FTE (full-time equivalent):
Basis for aggregating our workforce is each worker is included as a fraction of their particular standard working hours over the standard full time working hours in that legal entity.

Shareholder-elected women on the Board of Directors:
Total number of shareholder-elected positions on the Board of Directors held by women at the end of the reporting year.

Women as share of top management:
Total number of full-time employee women in positions of Director or above shown as a percentage of total full-time employees.

Women as a % of the shareholder-elected members of the Board of Directors:
Total number of shareholder-elected board positions held by women as a percentage of the total number of shareholder-elected board positions.

Employee-elected women on the Board of Directors:
Total number of employee-elected positions on the Board of Directors held by women at the end of the reporting year.

Women as a % of the Board of Directors:
Total number of board positions held by women as a percentage of the total number of board positions.

Women as a share of all managers:
Total number of full-time employee women in managerial position as a percentage of total full-time managers.

Women as share of entire workforce:
Total number of positions held by women shown as a percentage of total numbers of positions within EG.

Does your company follow a sexual harassment and/or non-discrimination policy?
Yes/No: If EG creates, publishes, and periodically updates a policy document that covers sexual harassment and/or non-discrimination.

Voluntary leavers:
Total number full-time employees and full-time contracted staff who voluntary left EG.

Involuntary leavers:
Total number full-time employees and full-time contracted staff who involuntary left EG.

Leavers in total:
Total numbers of full-time employees that has left EG within the reporting year.

Voluntary turnover rate:
Total number of voluntary leavers shown as a percentage of average full-time employees and contracted staff over the year.

Employee turnover rate:
Total number of leavers shown as a percentage of average full-time employees and contracted staff over the year.

Number of human rights violations cases:
Number of cases reported to Head of HR according to the process described in the Diversity & Non-Discrimination Policy.

Does EG follow an occupational health and/or global health & safety policy:
Yes/No: If EG created, published, and periodically updated a policy document that covers occupational health and/or global health & safety EG affirmatively responds.

Does EG follow a child and/or forced labour policy:
Yes/No: If EG create, publish, and periodically update a policy document that covers child and/or forced labour EG affirmatively respond.

Does the child and/or forced labour policy also cover business partners?
Yes/No: If business partners are required to follow a child and/or forced labour policy according to a policy document, EG affirmatively respond.

Does EG follow a human rights policy?
Yes/No: If EG create, publish, and periodically update a policy document that covers human rights EG affirmatively respond.

Does the human rights policy also cover business partners?
Yes/No: If business partners are required to follow a human rights policy according to a policy document, EG affirmatively respond.

Employee engagement score:
Average score of the three (3) EG Pulse surveys done within the reporting year.

Employee eNPS:
Average score of the three (3) EG Pulse surveys done within the reporting year.

Total remuneration ratio:
The annual total remuneration ratio of the highest paid individual divided by the average of the remaining population of all employees' remuneration.

Key governance metrics

Number of shareholder-elected board seats:
The number of board seats held by shareholder-elected members of the Board of Directors calculated as of end of year.

Number of employee-elected board seats:
The number of board seats held by employee-elected members of the Board of Directors calculated as of the end of the year.

Total number of board seats:
The sum of the shareholder and employee-elected board seats as of the end of the year.

Board of Directors meetings annually:
The number of Board of Directors meetings are calculated by the total number of meetings held in the reporting year. The calculation does not include committee meetings.

Total shareholder-elected board seats occupied by independents:
The percentage of shareholder-elected "Independent Directors" (as defined by The Danish Committee on Corporate Governance) as compared with other shareholder-elected Board of Directors members is calculated as of end of the reporting year.

Board members age split:
The age split is based on the shareholder-elected board members recorded date of birth as of the end of reporting year.

Audit and Risk Committee meetings:
The Audit and Risk Committee meetings are calculated by the number of meetings as of end of the reporting year. The calculation does not include Board of Directors meetings.

Nomination and Remuneration Committee meetings:
The Nomination and Remuneration Committee meetings are calculated by the number of meetings as of the end of the reporting year. It does not include Board of Directors meetings.

Employee dismissal due to non-compliance with the Anti-Corruption Policy:
Confirmed number of occurrences of employee dismissal due to non-compliance with the Anti-Corruption Policy include both the total number of reports received through the Whistleblower Scheme and those in scope for investigation as per EG guidelines.

Are business partners required to follow a code of conduct
Yes/No: If business partners are required to follow a code of conduct according to a policy document, EG affirmatively responds.

Does EG follow an ethics and/or anti-corruption policy
Yes/No: If EG has created, published, and periodically updated a policy document that covers ethics and/or anti-corruption EG affirmatively responds.

Does EG follow a data privacy policy
Yes/No: If EG has created, published, and periodically updated a policy document that covers data privacy EG affirmatively responds.

Has EG taken steps to comply with GDPR rules
Yes/No: If EG has taken steps to comply with GDPR rules EG affirmatively responds.

Does EG provide sustainability data to sustainability reporting frameworks
Yes/No: If EG provides sustainability data to sustainability reporting frameworks EG affirmatively responds.

Does EG focus on specific UN Sustainable Development Goals (SDGs)
Yes/No: If EG focuses on specific UN Sustainable Development Goals (SDGs) EG affirmatively responds.

Does EG set targets and report progress on the UN SDGs?
Yes/No: If EG set targets and report progress on the UN SDGs EG affirmatively responds.

Financial statements

Contents

Consolidated financial statements

Consolidated statement of comprehensive income

For the year ended 31 December 2024

DKK million	Note	2024	2023
Revenue	1.2	**2,539**	**2,346**
Costs of providing services		337	324
Staff costs	1.6	1,046	917
Other operating expenses		364	310
Other operating income		7	12
EBITDA		**799**	**807**
Depreciation, amortisation and impairment		241	198
Acquisition related amortisations		257	255
Special items	2.4	296	178
EBIT		**5**	**176**
Finance income	3.3	25	11
Finance costs	3.3	822	695
Profit before tax		**(792)**	**(508)**
Income tax	1.8	7	33
Profit/(Loss) for the year		**(785)**	**(475)**
Other comprehensive income			
Items that may be reclassified to profit and loss in subsequent periods			
Exchange differences on translation of foreign subsidiaries		(66)	(64)
Net items that may be reclassified to profit or loss in subsequent periods		**(66)**	**(64)**
Items that will not be reclassified to profit or loss in subsequent periods			
Income tax for the year not related to profit for the year		4	3
Deferred tax for the year not related to profit for the year		8	26
Net items that will not be reclassified to profit or loss in subsequent periods		**12**	**29**
Other comprehensive income		**(54)**	**(35)**
Total comprehensive income for the year, net of tax		**(839)**	**(510)**

Consolidated balance sheet

DKK million	Note	2024	2023
ASSETS			
Intangible assets	2.2	8,596	7,628
Property, plant and equipment	2.3	65	54
Right-of-use assets	2.3	137	154
Deferred tax assets	1.9	4	24
Other non-current financial assets		2	1
Non-current assets		**8,804**	**7,861**
Inventory		15	13
Trade and other receivables	1.4	328	379
Contract assets and other customer contract related assets	1.3	280	200
Prepayments		72	62
Income tax receivable		0	0
Cash and cash equivalents	3.2	90	624
Current assets		**785**	**1,278**
Total assets		**9,589**	**9,139**
EQUITY AND LIABILITIES			
Share capital	3.1	50	50
Translation reserve		(191)	(125)
Retained earnings		903	1,264
Total equity		**762**	**1,189**
Deferred tax liabilities	1.9	467	468
Borrowings	3.2	6,704	6,031
Lease liabilities	3.2	105	126
Borrowings from group companies	3.2	0	341
Other non-current liabilities	4.4	69	52
Non-current liabilities		**7,345**	**7,018**
Bank loans	3.2	179	0
Lease liabilities	3.2	47	42
Contract liabilities	1.3	72	72
Trade and other payables		192	180
Payables to group companies	3.2	53	21
Income tax		4	26
Other liabilities	4.4	799	454
Deferred income	1.5	136	137
Current liabilities		**1,482**	**932**
Equity and liabilities		**9,589**	**9,139**

Consolidated statement of changes in equity

DKK million	Share capital	Translation reserve	Retained earnings	Total
Equity at 1 January 2024	**50**	**(125)**	**1,264**	**1,189**
Total comprehensive income for the year	**0**	**(66)**	**(773)**	**(839)**
Share-based payment	0	0	57	57
Received group contribution	0	0	355	355
Transaction with owners	**0**	**0**	**412**	**412**
Equity at 31 December 2024	**50**	**(191)**	**903**	**762**

DKK million	Share capital	Translation reserve	Retained earnings	Total
Equity at 1 January 2023	**50**	**(61)**	**864**	**853**
Total comprehensive income for the year	**0**	**(64)**	**(446)**	**(510)**
Share-based payment	0	0	16	16
Received group contribution	0	0	830	830
Transaction with owners	**0**	**0**	**846**	**846**
Equity at 31 December 2023	**50**	**(125)**	**1,264**	**1,189**

Consolidated statement of cash flows

For the year ended 31 December 2024

DKK million	Note	2024	2023
Cash flow from operating activities			
EBITDA		799	807
Adjustments	4.6	(253)	(167)
Change in working capital	4.5	14	(104)
Net investment in development for combined contracts		(86)	(81)
Income tax paid		(52)	(10)
Cash flow from operating activities		**422**	**445**
Cash flow from investing activities			
Purchase of intangible assets and property, plant and equipment		(249)	(250)
Acquisitions	2.1	(754)	(883)
Cash flow from investing activities		**(1,003)**	**(1,133)**
Cash flow from financing activities			
Repayment of non-current borrowings		(752)	(203)
Proceeds from non-current borrowings		1,034	1,372
Interest paid		(719)	(594)
Repayment of lease liabilities		(50)	(48)
Group contributions		355	830
Cash flow from financing activities		**(132)**	**1,357**
Change in cash flow for the year		(713)	669
Cash and cash equivalents at 1 January		624	(45)
Effects of exchange rate changes of cash and cash equivalents		0	0
Cash and cash equivalents at 31 December		**(89)**	**624**

§ Accounting policy

The consolidated cash flow statement is presented according to the indirect method and shows the changes in cash and cash equivalents for the year, broken down by operating, investing, and financing activities, as well as cash and cash equivalents at the beginning and end of the year.

Cash flows from acquisitions and divestments of businesses are shown separately under cash flows from investing activities. The cash flow statement includes cash flows from acquired businesses from the date of acquisition and cash flows from divested businesses until the time of divestment.

Cash flows in currencies other than the functional currency are recognised in the cash flow statement using average monthly exchange rates, unless they deviate significantly from the actual exchange rates at the transaction dates. In the latter case, the actual daily exchange rates are used.

The statement of cash flows cannot be derived solely from the published financial information.

Cash flows from operating activities

Cash flows from operating activities are calculated as EBITDA adjusted for non-cash operating items and special items, changes in working capital and income taxes paid.

Cash flows from investing activities

Cash flows from investing activities comprise payments made in connection with the acquisition and disposal of intangible assets, property, plant, and equipment, and non-current financial assets.

Cash flows from financing activities

Cash flows from financing activities comprise changes in the size or composition of share capital, (purchase and sale of treasury shares), the proceeds and repayment of long-term debt, interest and similar financing costs received and paid, and dividends distributed to shareholders.

Cash and cash equivalents

Cash and cash equivalents comprise cash, securities with a term to maturity of less than three months at the time of acquisition which can readily be converted into cash and are only subject to an insignificant risk of value changes as well as amounts owed to financial institutions.

Section 1

Operating activities and tax

This section provides information related to EG's operating activities and tax.

In this section:

Note 1.1 – Segment information

Description of segments and principal activities

EG is one of the leading vendors in the Nordic vertical software market. EG's revenue arises primarily from subscription income (SaaS), sales of licences of EG's own software and related configuration and installation services. Operations are generally managed and organised based on divisions and business units.

The three divisions of EG each have their own clear purpose and operate on markets of very different characteristics. Based on the internal structure and reporting, the Executive Management considers the three divisions Healthcare & Citizen Welfare, Construction & Property, and Industrials & Trade to be EG's operating segments. Executive Management governs on divisional level which is why these are considered EG's operating segments.

EBITDA as profit measure

EG uses earnings before interest, tax, depreciation, amortisation, and special items (EBITDA) to assess the performance of the operating segments. Therefore, EBITDA is used as the profit measure. EBITDA excludes discontinued operations.

DKK million	2024	2023
Construction & Property	249	251
Healthcare & Citizen Welfare	266	265
Industrials & Trade	284	291
EBITDA	**799**	**807**

Reconciliation to profit before tax

DKK million	2024	2023
EBITDA	799	807
Depreciation, amortisation and impairment	(241)	(198)
Acquisition-related amortisations	(257)	(255)
Special items	(296)	(178)
Finance costs, net	(797)	(684)
Profit before tax	**(792)**	**(508)**

Adjusted EBITDA as profit measure

Further to EBITDA, EG utilises EBITDA adjusted for share-based payments as a performance measure for the operating segments.

DKK million	2024	2023
Construction & Property	266	256
Healthcare & Citizen Welfare	288	271
Industrials & Trade	302	296
Adjusted EBITDA	**856**	**823**

Reconciliation to EBITDA

DKK million	2024	2023
Adjusted EBITDA	856	823
Share-based payments	(57)	(16)
EBITDA	**799**	**807**

Non-current assets

The total of non-current assets other than financial instruments by location of assets, is shown below:

DKK million	2024	2023
Denmark (country of domicile)	5,200	4,831
Sweden	424	299
Norway	2,219	2,231
Finland	947	481
Other	14	19
Total	**8,804**	**7,861**

§ Accounting policy

Operating segments are reported in a manner consistent with the internal reporting provided to the Executive Management. As a private equity controlled company, the Board plays a significant role in the operating decisions of EG. Consequently, the chief operating decision maker is considered to consist of the Board of Directors in combination with the Executive Management.

The accounting policies of the reported segments are the same as EG's accounting policies described throughout the notes. Segment reporting is prepared in accordance with EG's internal management and reporting structure. Revenue from transactions with other operating segments is considered insignificant and thus not disclosed separately. Special items are managed and disclosed at group level. Information about depreciations, amortisations, income taxes, assets, liabilities, and additions to assets by segment are not provided in the reporting to the chief operating decision maker and thus not disclosed.

Note 1.2 – Revenue

Disaggregation of revenue from contracts with customers

EG derives revenue from the transfer of services and goods to the following revenue streams.

DKK million	Construction & Property	Healthcare & Citizen Welfare	Industrials & Trade	Total
2024				
Recurring	694	882	609	2,185
Non-recurring	69	104	181	354
Revenue	**763**	**986**	**790**	**2,539**
EBITDA	**249**	**266**	**284**	**799**
Adjusted EBITDA	**266**	**288**	**302**	**856**
2023				
Recurring	641	760	563	1,964
Non-recurring	77	90	215	382
Revenue	**718**	**850**	**778**	**2,346**
EBITDA	**251**	**265**	**291**	**807**
Adjusted EBITDA	**256**	**271**	**296**	**823**

Recurring Revenue comprise subscription income supplied as a Software as a Service (SaaS) solution, maintenance and hotline subscriptions and payroll services. Unspecified future upgrades, maintenance and helpline support are considered as a single performance obligation. Non-Recurring Revenue comprise product sales of software and hardware, and sale of consultancy and development services. EG's revenue is derived over time, except for an insignificant part of Non-Recurring Revenue.

Revenue type	Revenue stream
Subscription income	Recurring
Sales of proprietary software licenses and related services	Non-recurring
Sales of external software and related services	Non-recurring
Sales of hardware	Non-recurring
Sales of consultancy and development services	Non-recurring

Outstanding performance obligations

Future cashflow is positively affected by several multi-year contracts. The outstanding performance obligations resulting from these contracts amounted to DKK 859 million as of 31 December 2024 (2023: DKK 994 million). The average contract performance period is estimated at 6 years, and the maximum remaining term is 9 years.

Management expects that 17% of the transaction price allocated to unsatisfied performance obligations as of 31 December 2024 will be recognised as revenue in 2025. The amount disclosed does not include variable consideration.

As permitted under IFRS 15, the transaction price related to short-term contracts (term of 12 months or less) is not included in the outstanding performance obligation.

Of the total contract liabilities of DKK 72 million in 2023, DKK 24 million has been recognised as revenue in 2024. In 2023 an amount of DKK 29 million was recognised as revenue related to a balance of DKK 80 million from 2022.

Revenue

Revenue from external customers, broken down by location of the customers, is shown below:

DKK million	2024	2023
Denmark	1,244	1,216
Norway	692	607
Sweden	259	216
Finland	258	218
Other	86	89
Total	**2,539**	**2,346**

Note 1.2 – Revenue (continued)

§ Significant accounting estimates

Determining revenue for completion of implementation projects recognised over time

Revenue for completion of implementation projects are recognised based on percentage of completion unless client acceptance is required. The percentage-of-completion method requires estimation of total revenue and the stage of completion. The assumptions, estimates and uncertainties inherent in determining the stage of completion affect the timing and amounts of revenue recognised.

Changes in estimates of progress towards completion and of contract revenue and costs are accounted for as cumulative catch-up adjustments to the reported revenue for the applicable contract.

Where EG provide professional services, revenue is recognised based on time elapsed – ratably over the period applicable.

Judgement is applied in determining which method to use. All the judgements and estimates mentioned above can significantly impact the timing and amount of revenue to be recognised.

§ Accounting policy

EG's revenue arises from subscription income, sales of licences of EG's own software and related configuration and installation services, external software and sales of hardware, and consultancy services.

Revenue is recognised when the customer has access to use the software or the hardware has been delivered and accepted, i.e. at a point in time or when services are provided, or over time.

The input method is used to measure progress towards complete satisfaction of service provided over time due to the direct relationship between labour hours spent and cost incurred, and the transfer of services to the customer. The total number of hours expected to be spent on each project is re-estimated on a regular basis.

The transaction price

EG considers whether there are other promises in the contract that are separate performance obligations to which a portion of the transaction's price needs to be allocated. EG does not enter into sales agreements with a credit term of more than 12 months.

Revenue is measured at the fair value of the agreed consideration net of VAT and taxes charged on behalf of third parties. All discounts granted are recognised as revenue.

Recurring Revenue

The Recurring Revenue stream comprises subscription income derived from industry software supplied as a Software as a Service (SaaS) solutions, Hardware as a Service (HaaS) solutions, maintenance and hotline subscriptions, and payroll services. Unspecified future upgrades, maintenance, and helpline support are considered as a single performance obligation.

Revenue from subscription is recognised straight line over the term of the contract. Payments from customers for work required to commence delivery to the customer under a payroll administration agreement are considered a part of the total payment and recognised over the period during which the payroll administration services are provided. Costs incurred for such activities are capitalised and amortised on a straight-line basis over the contract term.

Non-Recurring Revenue

Non-Recurring Revenue streams comprise:

- sales of proprietary software licenses and related services, where revenue is recognised when the customer has been given access to use the system;
- sales of external software and related services, from which derived revenue relates to sales of licences of standard software solutions with added EG features or configuration and installation services. The installation is simple and can be performed by other parties. Thus, revenue from configuration and installation services is recognised as a separate performance obligation. The transaction price is allocated to each performance obligation based on the stand-alone selling price. Revenue from software licences is recognised when the customer has access to use the licence and accepted the delivery of hardware;
- sales of hardware, where revenue is recognised when control has transferred to the customer; and
- sales of consultancy and development services, where revenue is recognised as the services are provided through use of the production method.

Note 1.3 – Contract assets, other customer contract related assets, and liabilities

EG's contract balances are as follows:

DKK million	2024	2023
Contracts recognised over time	19	27
Contract assets	**19**	**27**
Costs to fulfil contracts	241	173
Costs to obtain contracts	20	0
Customer contract related assets	**261**	**173**
Prepayments from customers	(72)	(72)
Contract liabilities	**(72)**	**(72)**
Accrued customer payments	(136)	(137)
Deferred income	**(136)**	**(137)**

Of the total costs to fulfil contracts of DKK 173 million in 2023, DKK 38 million has been recognised as cost in 2024. In 2023 an amount of DKK 10 million was recognised as cost related to a balance of DKK 96 million from 2022.

§ Accounting policy

EG initially recognises contract assets and other customer contract related assets for either:

- revenue, when EG provides custom development or consultancy to customers; or
- cost, when EG develops custom software or implementation of software, not to be transferred to the customer, in combination with another revenue stream from the customer (combined contract).

Contract liabilities are initially recognised when either:

- a payment has been received or a payment is due (whichever is earlier) from customers before EG transfers the related services; or
- a payment has been received or a payment is due (whichever is earlier) relating to custom software or implementation of software, in combination with another revenue stream (combined contract).

Costs that relate to satisfied performance obligations are expensed as incurred.

Note 1.4 – Trade receivables, other receivables and credit risk

DKK million	2024	2023
Gross carrying amount	291	317
Loss allowance	(31)	(13)
Trade receivables	**260**	**304**
Deposits	16	17
Other receivables	52	58
Other receivables	**68**	**75**
Trade and other receivables	**328**	**379**

Exposure to credit risk

Credit risk is managed on a group basis. EG's trade receivables are from public customers and private companies that pose no greater risk than that normally associated with the granting of credit. Credit assessments are carried out for new customers and customers that have had difficulty settling their payment obligations. The credit risk on trade receivables and contract assets are assessed regularly through analysis of customer type, country, and specific conditions. The maximum credit risk exposure to trade and other receivables is shown above. EG's loss allowances on 31 December 2024 related solely to trade receivables.

Loss allowance for trade receivables and contract assets

DKK million	2024	2023
Loss allowance 1 January	(13)	(8)
Write-off	1	2
Increase	(19)	(7)
Loss allowance at 31 December	**(31)**	**(13)**

Provisions for the completion of projects are not included in trade receivables but are provided for separately and deducted from the gross value of contract assets.

DKK million	Current	0 - 30 days	31 - 90 days	> 90 days	Total
2024					
Gross carrying amount	220	37	11	23	291
Loss allowance	0	(1)	(7)	(23)	(31)
Carrying amount	**220**	**36**	**4**	**0**	**260**
2023					
Gross carrying amount	228	54	9	26	317
Loss allowance	(1)	(1)	(2)	(9)	(13)
Carrying amount	**227**	**53**	**7**	**17**	**304**

§ Accounting policy

Trade and other receivables are recognised initially at transaction price (i.e., for trade receivables typically the invoiced amount) and subsequently measured at amortised cost less loss allowance for expected credit losses using the effective interest method.

EG applies the simplified approach to measuring expected credit losses which uses a lifetime expected loss allowance for all trade receivables. To measure the expected credit losses, trade receivables have been grouped based on shared credit risk characteristics and the days past due. The expected loss rates are based on the payment profiles of sales over a representative period and the corresponding historical credit losses experienced within this period. The historical loss rates are adjusted to reflect current expected trends on macroeconomic factors affecting the ability of the customers to settle the outstanding amounts.

Provision for loss for trade receivables are generally recognised if the trade receivable is past due more than 60 days or when there is no reasonable expectation of recovery. Indicators showing there is no reasonable expectation of recovery include, amongst others, the failure of a debtor to engage in a repayment plan with EG.

Allowance for losses is presented as operating profit. Subsequent recoveries of amounts previously derecognised are credited against the same line item.

Note 1.5 – Deferred income

DKK million	2024	2023
Accrued customer payments	136	137
Total	**136**	**137**

§ Accounting policy

Deferred income comprises payments received from customers related to subscription income for subsequent years.

Deferred income is measured at cost and amortised over the term of the contract, usually 0-2 years.

Note 1.6 – Staff costs and remuneration to key management personnel

DKK million	2024	2023
Average number of employees	2,197	1,953
Staff costs		
Wages and salaries	938	867
Defined contribution plans	83	70
Performance-based bonus	47	49
Share-based payments	57	16
Other social security costs	91	75
Staff costs before capitalisation	**1,216**	**1,077**
Work carried out for own account and capitalised	(170)	(160)
Total	**1,046**	**917**

Defined contribution plans

EG only operates defined contribution pension plans where contributions are paid to private administered pension plans. Once the contribution has been paid, EG has no further payment obligation. Non-monetary benefits comprise company car, IT equipment, health insurance, phone, and internet.

Performance-based bonus

Members of the Executive Management and other executives participate in a performance-based bonus programme subject to achievement of certain financial KPIs, i.e., EBITDA, revenue development and ESG targets.

Share-based payments

To attract and retain Executive Management members and other executives, EG has an equity-settled incentive programme, cf. note 1.7 – Share-based payments.

Key management personnel

Members of the Board of Directors and the Executive Management have authority and responsibility for planning, implementing, and controlling EG's activities and constitute EG's key management personnel.

Remuneration to Key management personnel

The members of the Board of Directors are remunerated with an annual fixed fee. Remuneration to the members of the Board of Directors and Executive Management of EG is presented below. The Board of Directors and Executive Management in EG A/S was not solely remunerated in EG A/S. The remuneration to the Board of Directors and the Executive Management of EG A/S incurred by EG is represented below. Members of the Executive Management are remunerated through a combination of salaries, performance-based bonus plans, warrants, pensions, and non-monetary benefits. Members of the Executive Management have an extended term of notice of six months and are entitled to severance pay for twelve months.

DKK million	2024	2023
Wages and salaries	9	9
Defined contribution plans	1	1
Share-based payments	23	2
Total	**33**	**12**
Hereof:		
Executive Management	22	8
Board of Directors	11	4

§ Accounting policy

Staff costs are recognised in the year during which the employees performed the related work.

EG initially recognises a liability and an expense for bonuses when the related work is performed.

Contributions to defined contribution plans are recognised in staff costs when the related service is provided, and contributions payable are recognised in other liabilities.

Note 1.7 – Share-based payments

To attract and retain Executive Management members and other executives, they are offered compensation based on their competences, job functions and value creation, as is the case in peer companies. A group of executives has been given the opportunity to participate in a warrant programme in the ultimate Parent Company Lancelot UK Holdco Ltd. aimed at aligning the Executive Management's and shareholders' short- and long-term interests. In addition, a group of managers participate in a warrant programme.

Warrant programme

The warrant programme is an equity-settled programme established in June 2019. The vesting period is up to 48 months starting from the grant date. The programme comprises 22,317,795 (2023: 15,810,390) time-vesting warrants and 13,004,441 (2023: 10,121,750) performance-vesting warrants. The time-vesting programme will vest if the employee remains with the company. The performance-vesting programme is subject to vesting based on value achieved by the investor upon exit. The minimum required return on investment shall be more than a multiple of 2x invested value to achieve payout. Upon exit the maximum payout is achieved at a multiple of 3x invested value. Performance warrants granted in 2024 vest according to individual performance conditions in addition to continuous employment through the applicable vesting date.

Fair value of warrants granted

The total number of warrants granted in 2024 was 14.3 million (2023: 0.8 million). The total number of warrants granted to executive management in 2024 was 2.7 million (2023: 0 million).

The total fair value of warrants granted in 2024 was DKK 104.5 million (2023: DKK 11.6 million).

The valuation is based on the following assumptions at the time of grant:

- expected volatility: 50.0% (2023: 52.0 %) (based on a peer group analysis);
- risk-free interest rate: 3.60% (2023: 3.13 %);
- market value at issue date:
  - performance warrants: DKK 6.77 - 7.83 (2023: no warrants issued); and
  - time warrants: DKK 6.77 - 7.83 (2023: DKK 13.74);
- exercise price: DKK 26.71 - 30.80 (2023: DKK 11.92);
- term to expiry: 3 years (2023: 3 years); and
- the majority of the time-share programme vest 25 % (2023: 25 %) of the first anniversary, and 2.083 % (2023: 2.083 %) monthly thereafter, and a part of the time-share programme vest 2.083 % monthly (2023: 2.083 %).

Recognised in the profit or loss

Total expenses arising from share-based payments during 2024 as part of staff costs were DKK 57.2 million (2023: DKK 16.2 million), hereof DKK 0 million (2023: DKK 0 million) recognised in EG A/S.

Number of granted warrants:

1 January 2024	25,932,141
Forfeited	(947,648)
Granted	14,311,111
Exercised	(3,973,368)
31 December 2024	**35,322,236**
1 January 2023	28,395,093
Forfeited	(659,087)
Granted	844,314
Exercised	(2,648,179)
31 December 2023	**25,932,141**

As per 31 December 2024, of the remaining time vesting warrants, a total of 13,824,121 have vested (2023: 12,579,179), and none of the remaining performance warrants have vested (2023: none). In 2024 a total 2,189,645 time vesting warrants (2023: 1,461,269) and 1,783,723 performance warrants (2023: 1,186,910) are exercised.

§ Accounting policy

The fair value of warrants granted under the warrant programme is recognised as staff costs, with a corresponding increase in equity. The total amount to be expensed is determined by reference to the fair value of the options granted:

- including any market performance conditions (e.g., EG's share price);
- excluding the impact of any service and non-market performance vesting conditions (e.g., profitability, sales growth targets and remaining an employee of the entity over a specified time period); and
- including the impact of any non-vesting conditions (e.g., the requirement for employees to save or hold shares for a specific period of time).

The total expense is recognised over the vesting period, which is the period over which all the specified vesting conditions are to be satisfied. At the end of each period, the entity revises its estimates of the number of options that are expected to vest based on the non-market vesting and service conditions. It recognises the impact of the revision to original estimates, if any, in profit or loss, with a corresponding adjustment to equity.

The fair value of time-vesting warrants is determined using a Black-Scholes valuation model and for performance-vesting warrants the fair value is determined using either a Black-Scholes valuation model or a Monte Carlo simulation based on Geometric Brownian Motion (GBM) assumption for future distribution of prices (lognormal, returns are normally distributed) at a sample size of 200,000, based on the characteristics of the performance-vesting warrant.

§ Significant accounting estimates

Management makes estimates of the fair value. The fair values of time-vesting and performance-vesting warrants are determined using the methodology set out in the accounting policy by using known models and simulations to estimate the fair value.

Note 1.8 – Income tax

DKK million	2024	2023
Current tax on profit for the year	(18)	(32)
Prior-year adjustment	(22)	25
Prior-year adjustment deferred tax	(4)	(5)
Adjustment of deferred tax	51	45
Tax on profit for the year	**7**	**33**
Effective tax rate for the year (%)		
Income tax rate in Denmark	22%	22%
Difference between Danish and foreign tax rates	0%	0%
Tax on profit for the year	**22%**	**22%**
Other permanent items including limitation of interest deductibility	(21)%	(16)%
Valuation allowance	0%	0%
Effective tax rate for the year	**1%**	**6%**
Profit before tax	(792)	(508)
Effective tax rate	1%	6%
Tax income	7	33
Profit after tax	**(785)**	**(475)**

§ Accounting policy

Income tax assets and liabilities are measured at the amount expected to be recovered from or paid to the taxation authorities. The tax rates and tax laws used to compute the amount are those that are enacted or substantively enacted at the reporting date in the countries where EG operates and generates taxable income.

Income tax relating to items recognised directly in equity is recognised in equity and not in the statement of profit or loss. Management periodically evaluates positions taken in the tax returns with respect to situations in which applicable tax regulations are subject to interpretation and establishes provisions where appropriate.

Contents Management review Financial review Sustainability statement Financial statements

Note 1.9 – Deferred tax

DKK million	2024	2023
Deferred tax		
Intangible assets	496	489
Property, plant and equipment	12	10
Current assets	4	5
Deferred income, liabilities	(1)	(3)
Debt and other liabilities	(45)	(46)
Tax losses	(3)	(11)
Deferred tax liabilities	**467**	**468**
Deferred tax asset	**4**	**24**
The year's change in deferred tax may be specified as follows		
Deferred tax for the year recognised in result of continuing operations	(51)	(45)
Deferred tax for the year not related to profit for the year	(8)	(26)
Prior-year adjustment deferred tax	4	5
Additions from business combinations	85	65
Exchange rate adjustment	(11)	3
Total	**19**	**2**

When assessing the value of deferred tax assets, specifically tax losses carried forward. The recognition is based on the positive taxable earnings for the coming years. Non-recognised tax losses carried forward amount to DKK 55 million (2023: DKK 31 million).

§ Significant accounting judgements

Management's judgement is required to determine the amount of deferred tax assets that can be recognised, based on the likely timing and level of future taxable profits. Judgement is based on factors such as historical profits and approved budgets.

Note 1.9 – Deferred tax (continued)

§ Accounting policy

Deferred tax is provided using the liability method on temporary differences between the tax bases of assets and liabilities and their carrying amounts for financial reporting purposes at the reporting date.

Deferred tax liabilities are recognised for all taxable temporary differences, except:

- when the deferred tax liability arises from the initial recognition of goodwill or an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss; or
- in respect of taxable temporary differences associated with investments in subsidiaries and associates when the timing of the reversal of the temporary differences can be controlled and it is probable that the temporary differences will not reverse in the foreseeable future.

Deferred tax assets are recognised for all deductible temporary differences, the carry forward of unused tax credits and any unused tax losses. Deferred tax assets are recognised to the extent that it is probable that taxable profit will be available against which the deductible temporary differences, and the carry forward of unused tax credits and unused tax losses can be utilised, except:

- when the deferred tax asset relating to the deductible temporary difference arises from the initial recognition of an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss; or
- in respect of deductible temporary differences associated with investments in subsidiaries and associates, deferred tax assets are recognised only to the extent that it is probable that the temporary differences will reverse in the foreseeable future and taxable profit will be available against which the temporary differences can be utilised.

The carrying amount of deferred tax assets is reviewed at each reporting date and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred tax asset to be utilised. Unrecognised deferred tax assets are reassessed at each reporting date and are recognised to the extent that it has become probable that future taxable profits will allow the deferred tax asset to be recovered.

In assessing the recoverability of deferred tax assets, EG relies on the same forecast assumptions used elsewhere in the financial statements and in other management reports.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply in the year when the asset is realised or the liability is settled, based on tax rates (and tax laws) that have been enacted or substantively enacted at the reporting date.

Deferred tax relating to items recognised outside profit or loss is recognised outside profit or loss. Deferred tax items are recognised in correlation to the underlying transaction either in other comprehensive income or directly in equity.

EG offsets deferred tax assets and deferred tax liabilities if and only if it has a legally enforceable right to set off current tax assets and current tax liabilities and the deferred tax assets and deferred tax liabilities relate to income taxes levied by the same taxation authority on either the same taxable entity or different taxable entities which intend either to settle current tax liabilities and assets on a net basis, or to realise the assets and settle the liabilities simultaneously, in each future period in which significant amounts of deferred tax liabilities or assets are expected to be settled or recovered.

Section 2

Strategic acquisitions and business

This section provides information related to carried out strategic acquisitions and business development.

In this section:

Note 2.1 – Acquisitions

EG's vision is to enable customers becoming industry leaders. In each of the market it operates, providing the best solution and customers becoming industry leaders within their industries is the main objective. This objective is being approached through investing in solutions, strengthening software capabilities, and acquiring companies or business activities that complement the provided services. In 2024, EG completed 5 acquisitions (2023: 6). All of these have strengthened EG's offerings in its existing vertical markets.

Contributed revenues and net profit from the acquisition dates are specified below. As a consequence of performed mergers, disaggregation of revenue and profit after tax amounts cannot be compiled reliably and therefore not specified.

Company/Activity	Country	Acquisition date	Revenue	Profit after tax
Mestro AB	Sweden	20 Mar	18	(3)
Zeroni Oy	Finland	27 Mar	18	5
Vigilo AS	Norway	18 Jul	9	0
Timma Oy	Finland	11 Oct	17	0
Easoft Group Oy	Finland	29 Nov	7	1
Total			**69**	**3**

Timma Oy

On 10 October 2024, EG acquired 100% of the shares in Timma Oy, a software group based in Finland, with operations in Finland, Sweden, Norway, Denmark, Estonia, and Latvia, with an estimated annual revenue of DKK 58 million. The purchase price is based on the provisionally determined fair values of net assets. The purchase price allocation is specified below.

Easoft Group Oy

On 29 November 2024, EG acquired 100% of the shares in Easoft Group Oy, a software group in Finland, with operations in Finland and Sweden, with an estimated annual revenue of DKK 52 million. The purchase price is based on the provisionally determined fair values of net assets. The purchase price allocation is specified below.

Details of the purchase consideration, the assets acquired, and goodwill are as follows:

DKK million	Timma Oy	Easoft Group Oy	Other	2024	2023
Customer relationship	133	164	168	465	351
Licensing rights	10	14	10	34	132
Other assets	(27)	8	(5)	(24)	(494)
Deferred tax	(27)	(33)	(25)	(85)	(65)
Net identifiable assets acquired	89	153	148	390	(76)
Goodwill	221	317	208	746	521
Total consideration	**310**	**470**	**356**	**1,136**	**445**
Purchase of activity and share capital	**310**	**470**	**356**	**1,136**	**445**
Cash	4	21	23	48	67
Debt settled in connection to acquisitions	(17)	0	(13)	(30)	(528)
Contingent consideration	0	52	(10)	42	14
Debt established in connection to acquisitions	37	253	32	322	9
Net outflow of cash - investing activities	**286**	**144**	**324**	**754**	**883**

Note 2.1 – Acquisitions (continued)

Contingent consideration

Total consideration paid out includes contingent consideration of DKK 15 million (2023: DKK 7 million). The contingent consideration is based on the expectation that certain revenue targets are achieved over a period of 1-2 years.

Of the contingent considerations recognised as other liabilities of DKK 14 million in 2023, DKK 14 million has been recognised as income in Special Items in 2024. In 2023 1 mDKK was recognised as income in Special Items related to a balance of DKK 8 million in 2022.

Contingent considerations are recognised as cost based on the fair value at acquisition. The fair value is based on the expected future cash flow of contingent considerations based on established business cases during the acquisition process. The cash flow is discounted based on the same parameters applied at the measurement of intangible assets at the acquisition, when the contingent consideration is expected to cause cash flow for more than 3 years. The fair value is classified as level 3 fair values in the fair value hierarchy due to the use of unobservable inputs, including own credit risk.

During the year EG has recognised contingent considerations relating to acquisitions of DKK 109 million, of which DKK 67 million is recognised as other liabilities. The contingent considerations are based on financial performance in 2024 and 2025, with maximum achievable consideration of DKK 89 million in 2024 and DKK 112 million in 2025.

Goodwill

Goodwill is attributable to well-positioned software businesses and consist of know-how, skilled assembled workforces and buyer synergies which will add commercial and technical expertise and features when upgrading EG's product offerings, which do not qualify for recognition as separate assets.

Acquisition-related costs

Acquisition-related costs of DKK 91 million (2023: DKK 62 million) are recognised as special items in profit or loss and as operating cash flows in the statement of cash flows. Of the acquisition-related costs for the year, DKK 2 million relates to the acquisition of Timma Oy and DKK 3 million to the acquisition of Easoft Group Oy.

Proforma revenue and profit after tax

If the acquisitions had occurred on 1 January 2024, revenue and profit after tax would have been affected with DKK 222 million (2023: DKK 109 million) and DKK 15 million (2023: DKK (5) million), respectively, for acquisitions not merged and excluding activity acquisitions. Pro forma amounts have been calculated using the subsidiary's results adjusted for:

- differences in the accounting policies between EG and the subsidiary; and
- depreciation/amortisation that would have been charged assuming the fair value adjustments to property, plant and equipment and intangible assets had applied from 1 January 2024, together with the tax effect.

Note 2.1 – Acquisitions (continued)

§ Significant accounting estimates

The most significant acquired assets comprise:
- goodwill;
- brands;
- customer agreements and portfolios; and
- licensing rights.

As no active market exists for the acquired assets, liabilities, and contingent liabilities, especially for intangible assets, management makes estimates of the fair value. Depending on the nature of the item, the determined fair value of an item may be associated with uncertainty and possibly adjusted subsequently.

The value of technology and their expected useful life are assessed based on the individual brand's market position, expected market development and profitability. Technology is measured using the relief from royalty method, which calculates the fair value based on the hypothetical royalty payments that would be saved by owning the asset rather than licensing it. The expected future cash flows have a budgeted period of 5-12 years.

The value of acquired customer agreements and portfolios is assessed based on local market and trading conditions. In addition, the value is assessed based on a survivor curve to indicate the number customers who were present on the acquisition date are expected to be present over a given time frame. Expected future cash flows are budgeted based on the churn rate.

In addition to the above common and individual characteristics for calculating future cash flows, the following key parameters are used as a basis:
- revenue growth;
- EBITDA;
- future capital expenditure;
- growth expectation beyond the budgeted cash flows;
- customer loyalty;
- royalty rate (brands and licensing rights); and
- a post-tax discounting factor of weighted average cost of capital (WACC).

§ Accounting policy

Business combinations are accounted for using the acquisition method. The cost of a business combination comprises the fair value of the consideration agreed upon, including the fair value of any consideration contingent on future events. Acquisition-related costs are expensed as incurred and are included in special items.

The acquired entity's identifiable assets liabilities and contingent liabilities are measured initially at their fair value at the acquisition date.

The unallocated purchase price (positive amount) is recognised in the statement of financial position as goodwill and allocated to EG's cash generating units. Any identified badwill (negative amount) is recognised in the profit or loss as special items.

The identifiable assets, liabilities, and contingent liabilities on initial recognition at the acquisition date are subsequently adjusted up until 12 months after the acquisition. The effect of the adjustments is recognised in the opening balance of equity, and the comparative figures are restated accordingly if the amount is material.

Changes in estimates of contingent considerations are recognised in the statement of profit or loss under special items unless they qualify for recognition directly in equity.

Note 2.2 – Intangible assets

In 2024, the impairment tests of intangible assets were prepared on 31 December 2024. The impairment test performed showed that the value of cash-generating units (CGUs) significantly exceeds the carrying amount of the assets, and therefore the values are maintained.

Goodwill

EG has the following cash-generating units:

- Construction & Property offers SaaS to more than 17,000 customers across a broad array of activities spanning the entire property value chain. The division is one of the leading vendors in the Nordic region and continues to benefit from strong demand, driven by customers' need to address sustainability and efficiency issues related to construction and property management activities.

- Healthcare & Citizen Welfare offers a broad portfolio of SaaS tools to 12,000 customers and their professionals across many activities within healthcare and public sector care and services. These customers address the needs of professionals managing a broad range of citizen personas, such as patients, senior citizens, children, young adults, parents, families, membership organisations, as well as employees at hospitals, schools and other public sector organisations. The division is a leading vendor and serves key vertical markets, such as primary and secondary healthcare, social and specialist care, citizen case management, education, legal and non-profit organisations, and payroll / resource management for Danish regions and municipalities.

- Industrials & Trade offers SaaS solutions across three key vertical market segments, including Industrials, Retail and Wholesale, and Utilities & Energy, and helps improving digitalisation and understanding sustainability across the overall value chain for goods and products – ranging from manufacturing, distribution and retailing to use and management of utility and energy resources.

The impairment assessment is based on the budget period comprising future cash flows from the annual budgets, strategy plans and management's estimates of expected developments over the next five years. Revenue growth assumptions, EBITDA, and discount rate constitute the most material parameters in the calculations.

For all divisions in EG, the estimated growth rates are based on own market intelligence process updated in the annual strategy process, through which information is collected from all key markets to form the basis for future market growth expectations. The internal expectations are then verified against available market data from external resources, including global market intelligence on amongst other TAM and SAM growth rates for all key markets.

	Goodwill		Customer relationships		Licensing rights	
DKK million	**2024**	**2023**	**2024**	**2023**	**2024**	**2023**
Construction & Property	2,012	1,587	901	662	96	102
Healthcare & Citizen Welfare	2,022	1,730	752	656	159	184
Industrials & Trade	1,460	1,478	431	484	49	73
Total	**5,494**	**4,795**	**2,084**	**1,802**	**304**	**359**

EG has applied revenue growth rates in the range 6.0% to 14.5 % for the budget period, with the Industrials & Trade division having the highest growth rates.

For the calculation of the net present value (NPV), EG's WACC is applied, which is based on the current borrowing rate and its expected development as well as the return on equity requirement, which is determined based on the risk profile. The rate applied is currently 7.5% (2023: 8.4 %) after tax (8.2% (2023: 9.2%) before tax). The same WACC is used for all CGUs as the divisions are not significantly different.

EG's total goodwill is specified by CGUs as shown above.

Customer relationships

EG initially recognises customer relationships as part of business acquisitions and amortised throughout the expected useful life of the recognised asset.

During 2024 additions through business combinations amount to DKK 465 million (2023: DKK 351 million), of which DKK 297 million relate to the business combinations of Timma Oy and Easoft Group Oy (2023: DKK 274 million related to PatientSky[1] and Checkware AS).

The remaining useful life of recognised customer relationships is 93 – 291 months.

[1] includes PatientSky SaaS Norway AS and PatientSky APP AS

Note 2.2 – Intangible assets (continued)

DKK million	Goodwill	Order backlog	Customer relationship	Trademark	Other	Licensing rights	Completed development projects	Development projects in progress	Total
2024									
Cost									
At 1 January	4,796	46	2,306	229	3	735	689	290	9,094
Exchange rate adjustment	(47)	0	(30)	(1)	0	(9)	(8)	(6)	(101)
Acquisitions regarding business combination	746	10	465	6	0	34	0	0	1,261
Transfers between groups	0	0	0	0	0	0	223	(223)	0
Additions	0	0	0	0	0	0	0	221	221
At 31 December	**5,495**	**56**	**2,741**	**234**	**3**	**760**	**904**	**282**	**10,475**
Amortisation and impairment									
At 1 January	(1)	(33)	(504)	(170)	(3)	(376)	(358)	(21)	(1,466)
Exchange rate adjustment	0	0	3	0	0	3	2	0	8
Amortisation, continued operations	0	(8)	(156)	(23)	0	(83)	(151)	0	(421)
At 31 December	**(1)**	**(41)**	**(657)**	**(193)**	**(3)**	**(456)**	**(507)**	**(21)**	**(1,879)**
Carrying amount at 31 December	**5,494**	**15**	**2,084**	**41**	**0**	**304**	**397**	**261**	**8,596**

Note 2.2 – Intangible assets (continued)

DKK million	Goodwill	Order backlog	Customer relationship	Trademark	Other	Licensing rights	Completed development projects	Development projects in progress	Total
2023									
Cost									
At 1 January	4,328	46	1,979	213	4	611	495	290	7,966
Exchange rate adjustment	(39)	0	(24)	(1)	0	(8)	(8)	(5)	(85)
Acquisitions regarding business combination	507	0	351	17	0	132	0	0	1,007
Transfers between groups	0	0	0	0	0	0	202	(202)	0
Additions	0	0	0	0	0	0	0	207	207
Disposals	0	0	0	0	(1)	0	0	0	(1)
At 31 December	**4,796**	**46**	**2,306**	**229**	**3**	**735**	**689**	**290**	**9,094**
Amortisation and impairment									
At 1 January	(1)	(26)	(363)	(129)	(2)	(299)	(247)	(21)	(1,088)
Exchange rate adjustment	0	0	2	0	0	3	2	0	7
Amortisation, continued operations	0	(7)	(143)	(41)	(1)	(80)	(113)	0	(385)
Impairment	0	0	0	0	0	0	0	0	0
At 31 December	**(1)**	**(33)**	**(504)**	**(170)**	**(3)**	**(376)**	**(358)**	**(21)**	**(1,466)**
Carrying amount at 31 December	**4,795**	**13**	**1,802**	**59**	**0**	**359**	**331**	**269**	**7,628**

Note 2.2 – Intangible assets (continued)

Development projects

Recognised development projects completed or in progress primarily include the development of EG's proprietary software solutions.

EG currently develops a new payroll platform which has a modular design and once completed it will be delivered to customers within the Healthcare & Citizen Welfare division. The modules can be individually selected and each one solves specific requirements with the EG customer. Booked value of the development is DKK 42 million at year end 2024 (2023: DKK 43 million).

The project is currently under development and recognised as development projects in progress.

Management has tested recognised development costs for impairment and estimates that the recoverable amount exceeds the carrying amount on 31 December 2024. Cash flows have been estimated based on a 12-month budget period and a projection for the next 36 months.

No material impairment has been recognised in 2024 (2023: none).

Other intangible assets

Management has reviewed recognised other intangible assets for impairment indicators and estimates that the recoverable amount exceeds the carrying amount on 31 December 2024.

§ Significant accounting estimates

Management makes estimates when assessing impairment. Impairment is performed on the expected performance of the relevant CGU in future years, based on future budgets and business plans to calculate the value of the CGU based on the present value of future cash flows.

Note 2.2 – Intangible assets (continued)

§ Accounting policy

Goodwill
On initial recognition, goodwill is measured as described in note 2.1 "Acquisitions". Goodwill is not amortised but tested for impairment annually, or more frequently if events or changes in circumstances indicate that it might be impaired and is carried at cost less accumulated impairment losses.

Goodwill is allocated to cash-generating units (CGU) for the purpose of impairment testing. The allocation is made to those CGUs that are expected to benefit from the business combination in which the goodwill arose. The CGUs are identified at the lowest level at which goodwill is monitored for internal management purposes being the operating segments.

Licensing rights
Acquisition-related licensing rights consist of rights to various industry and standard solutions and is recognised at cost equalling the fair value at acquisition.

Licensing rights have finite useful life and are subsequently carried at cost less accumulated amortisation and impairment losses.

Development projects
Software costs related to development projects that are directly attributable to the design and testing of identifiable and unique software products controlled by EG are recognised as intangible asset where the following criteria are met:

- it is technical feasible to complete the software so that it will be ready for use;
- management intends to complete the software and use or sell it and there is an ability to use or sell it;
- the expenditure attributable to the software during development can be reliably measured; and
- it can be demonstrated how the software will generate probable future positive earnings after amortisation.

Capitalised costs mainly include wages and salaries and are included in intangible assets and amortised from the point at which the asset is ready for use.

Costs associated with maintaining and updating products and programmes are recognised as an expense as incurred. Minor development projects and parts hereof that are funded directly or indirectly by customers are also expensed as incurred.

Other intangible assets
Separately acquired other intangible assets, including customer relationships and trademarks are measured at cost.

Acquisition-related other intangible assets comprise order books, trademarks, and rights, including software and licensing rights, and are recognised at cost equalling the fair value at acquisition. Other intangible assets have a finite useful life and are subsequently carried at cost less accumulated amortisation and impairment losses.

Customer relationships
Acquisition-related customer relationships are recognised at cost equalling fair value at acquisition. Fair value is based on future cash flows from the customer relationships with the most important assumptions being the development in operating profit before amortisation and tax, customer loyalty, theoretically calculated tax, and contributions to other assets.

Customer relationships are subsequently measured at cost less accumulated amortisation and impairment losses.

Amortisation methods and useful life
EG amortises intangible assets with a limited useful life, using the linear method over the following periods:

Licensing rights	2-12 years
Development projects	2-10 years
Other intangible assets	2-20 years
Customer relationships	7-25 years

Residual values and useful lives are reviewed at the reporting date and adjusted if appropriate.

Impairment testing
Goodwill is tested annually for impairment, or more frequently if events or changes in circumstances indicate that it might be impaired. Other assets with finite useful life are tested for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs of disposal and value in use.

For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash inflows which are largely independent of the cash inflows from other assets or groups of assets CGUs.

Intangible assets are tested for impairment based on the expected performance of the relevant CGU. If the value of a CGU significantly exceeds the carrying amount of the assets, the values are maintained.

Alternatively, detailed budgets and business plans for the following years are reviewed, and the value of the CGU is calculated based on the present value of future cash flows. Impairment losses are recognised in profit or loss under depreciation, amortisation, and impairment. However, impairment of goodwill is recognised on a separate line item.

Note 2.3 – Property, plant and equipment and leases

DKK million	Land and buildings	Plant, machinery, IT equipment	Total
2024			
Cost			
At 1 January	198	153	351
Business combinations	6	8	14
Additions	21	37	58
Disposals	(4)	(5)	(9)
Exchange rate adjustments	(4)	(1)	(5)
At 31 December	**217**	**192**	**409**
Depreciation and impairment			
At 1 January	(56)	(87)	(143)
Depreciation	(40)	(33)	(73)
Disposals	3	3	6
Exchange rate adjustments	2	1	3
At 31 December	**(91)**	**(116)**	**(207)**
Carrying amount at 31 December	**126**	**76**	**202**
Hereoff right-of-use assets	**126**	**11**	**137**

DKK million	Land and buildings	Plant, machinery, IT equipment	Total
2023			
Cost			
At 1 January	152	102	254
Business combinations	36	4	40
Additions	46	51	97
Disposals	(31)	(4)	(35)
Exchange rate adjustments	(5)	0	(5)
At 31 December	**198**	**153**	**351**
Depreciation and impairment			
At 1 January	(18)	(61)	(79)
Depreciation	(41)	(30)	(71)
Disposals	1	4	5
Exchange rate adjustments	2	0	2
At 31 December	**(56)**	**(87)**	**(143)**
Carrying amount at 31 December	**142**	**66**	**208**
Hereoff right-of-use assets	**142**	**12**	**154**

Additions to right-of-use assets

Additions to the right-of-use assets in 2024 were DKK 35 million (2023: DKK 54 million).

Lease-related costs recognised in profit or loss

DKK million	2024	2023
Depreciations:		
Land and buildings, etc.	40	41
Plant, machinery, IT equipment	8	6
Interest expense (incl. in Finance costs)	7	7
Low value assets	0	0
Total	**55**	**54**

The total cash outflow for leases in 2024 was DKK 50 million (2023: DKK 54 million).

Lease liability

The carrying amount of the lease liabilities recognised in the balance sheet is disclosed in Note 3.2 – Borrowings

Income from sub-leasing

Recognised income from sub-leasing as other operating income in 2024 amounted to DKK 5 million (2023: DKK 7 million).

Note 2.3 – Property, plant and equipment and leases (continued)

§ Significant accounting judgements

Lease term
EG determines the lease term as the non-cancellable term of the lease, together with any periods covered by an option to terminate the lease, if it is reasonably certain not to be exercised. EG has several lease contracts that include extension and termination options.

EG applies judgement in evaluating whether it is reasonably certain that the option to renew or terminate the lease would be exercised or not. EG considers all relevant factors that create an economic incentive for it to exercise or terminate the lease. After the commencement date, EG reassesses the lease term if there is a significant event or change in circumstances that is within its control and affects its ability to exercise or not to exercise the option to renew or to terminate the lease.

§ Accounting policy

Property, plant and equipment is initially recognised at cost and subsequently at cost less accumulated depreciation and impairment losses.

Cost includes expenditure that is directly attributable to the acquisition of the items. Subsequent costs are recognised in the carrying amount or recognised separately, as appropriate, if it is probable that the cost will result in future economic benefits for EG. The carrying amount of any component accounted for separately is derecognised when replaced. All other repair and maintenance costs are recognised in profit or loss as incurred.

Leasehold improvements comprise costs invested in leased premises to customise them for EG's purposes.

Useful life and residual value are determined at the acquisition date and reassessed annually. Depreciation is recognised on a linear basis over the estimated useful lives of the asset, considering the residual value. The expected useful lives are as follows:

Buildings	Up to 10 years
Leasehold improvements	5 years/commitment period
Technical plant, computers, etc.	3-5 years
Tools and equipment, etc.	5 years
Vehicles	5 years

Assets are written down if the carrying amount exceeds its estimated recoverable amount, cf. note 2.2 – Intangible assets. Gains and losses on disposals are determined by comparing proceeds with carrying amount and included in profit or loss.

Right-of-use assets and the related lease liabilities are recognised at the commencement date, except for short-term leases of 12 months or less and leases of low-value assets.

Right-of-use assets are initially measured at cost comprising:
- the initial lease liability;
- any lease payments made at or before the commencement date less any lease incentives received; and
- any initial direct costs.

Subsequently, the right-of-use asset is measured at cost less depreciation and impairment losses and adjusted for remeasurement of the lease liability. The right-of-use asset is depreciated over the earlier of the lease term or the useful life of the asset. The impairment testing of right-of-use assets follows the same principles as those applied for property, plant and equipment, cf. note 2.3.

Right-of-use assets are recognised as property, plant and equipment.

EG has elected not to recognise right-of-use assets and liabilities for leases with a term of 12 months or less and leases of low-value assets. Low-value assets comprise IT equipment and small items of office furniture. Lease payments related to such leases are recognised in profit or loss.

Note 2.4 – Special items

DKK million	2024	2023
M&A and divestments	91	62
Restructuring	167	45
Transformations	38	71
Total	**296**	**178**

Special items comprise the following:

M&A related cost including:
- cost relating to acquisitions;
- cost relating to legal mergers within the group; and
- cost relating to initial onboarding of acquisitions. Initial onboarding of acquisitions is usually performed during the first 24 months following the acquisition but can be extended in case of decided postponements to the initiation of the onboarding. During 2024, onboarding has included the last part of an extraordinary onboarding backlog which was accumulated during the implementation of the EG Operating Model that had to be implemented to fully support onboarding of last year's acquisitions backlog.

Restructuring costs including:
- basic structural changes and strategic considerations regarding the future of the business.

Transformations cost including:
- large modernisation of mainframe platform within the division Healthcare & Citizen Welfare; and for prior periods includes:
    - migration to a new data handling structure;
    - change and migration of new ERP;
    - overall strategic transformation to establish the foundation for future operation; and
    - extraordinary changes to internal procedures.

Special items would have impacted the statement of profit or loss as follows, if not reclassified as special items:
- costs of providing services: DKK 16 million (2023: DKK 9 million);
- staff costs: DKK 118 million (2023: DKK 61 million);
- other operating expenses: DKK 162 million (2023: DKK 113 million); and
- other operating income: DKK 0 million (2023: DKK 5 million).

§ Significant accounting judgements

Management assesses which items are to be identified as special items and shown separately, to give a correct presentation of the statement of profit or loss and other comprehensive income.

§ Accounting policy

Special items include significant non-recurring items that management does not consider to be part of EG's ordinary activities.

Special items are presented separately in profit or loss to give a true, fair, and comprehensive view of EG.

Section 3

Equity and financing

This section provides information related to internal and external financing facilities.

In this section:

Note 3.1 – Equity

Capital management

For the purpose of EG's capital management, capital includes issued capital, share premium and all other equity reserves attributable to the equity holders of the parent. The primary objective of EG's capital management is to maximise the value for the shareholders.

On an ongoing basis, EG assesses the capital structure and the need for adjustment due to changes in economic conditions to balance the higher required rate of return on equity against the increased uncertainty related to loan capital.

According to the current financing agreement EG is obliged to meet financial covenants related to a certain Net Debt/EBITDA ratio. For this reason, Net Debt/EBITDA ratio are monitored closely and reported monthly to ensure compliance with financial covenants.

EG's capital management aims to ensure that it meets financial covenants as breaches in meeting the financial covenants would permit the bank to immediately call borrowings. There have been no breaches of the financial covenants in the current reporting period. No changes were made in the objectives, policies, or processes for managing capital during the years ended 31 December 2024 and 2023.

Share capital

2024	Number of shares	at DKK	Share capital (DKK million)
The share capital consists of	50,000,000	1	50

2023	Number of shares	at DKK	Share capital (DKK million)
The share capital consists of	50,000,000	1	50

§ Accounting policy

Retained earnings

Retained earnings are EG's free reserves, which includes share premium reserves. Share premium reserves comprise the premium above the nominal share capital paid by shareholders when shares are issued by the Parent Company.

Translation reserve

Exchange rate adjustments arising on translation of foreign subsidiaries are recognised in other comprehensive income and accumulated in a separate reserve within equity.

Share capital 5 year movement	2024	2023	2022	2021	2020
Beginning of year	50	50	50	0	0
Capital increase	0	0	0	50	0
End of year	**50**	**50**	**50**	**50**	**0**

Note 3.2 – Borrowings

EG's debt to banks is shown as a net amount as a result of cash pooling.

DKK million	Current	Non-current	2024	Current	Non-current	2023
Bank loans	179	6,704	6,883	0	6,031	6,031
Lease liabilities	47	105	152	42	126	168
Related parties	53	0	53	21	341	362
Total	**279**	**6,809**	**7,088**	**63**	**6,498**	**6,561**
Cash and cash equivalents	90	0	90	624	0	624
Net debt	**189**	**6,809**	**6,998**	**(561)**	**6,498**	**5,937**

Debt arising from financing obligations

DKK million	2024	2023
Beginning of the year	6,199	5,341
Repayments	(453)	(270)
New loans	1,121	1,137
Exchange rate adjustments	(11)	(9)
Year end	**6,856**	**6,199**

Excluded from the table are current bank loans consisting of cash pool, DKK 179 million (2023: DKK 0 million), and debt to related parties, DKK 53 million (2023: DKK 362 million).

New loans include DKK 35 million regarding lease liabilities relating to right-of-use assets (2023: DKK 54 million).

Fair value

The fair value of lease liabilities is not materially different from the carrying amount, since the interest payable is close to current market rates.

The fair values of non-current borrowings are based on discounted cash flows using a current borrowing rate. They are classified as level 3 fair values in the fair value hierarchy due to the use of unobservable inputs, including own credit risk.

Fair value of non-current borrowings amounts to DKK 6,860 million. (2023: DKK 6,221 million).

§ Accounting policy

Borrowings are initially recognised at fair value, net of transaction costs. Subsequently, borrowings are measured at amortised cost. The difference between the proceeds and the redemption amount is recognised in profit or loss over the period of the borrowings using the effective interest method.

Lease liabilities include the net present value of the following lease payments:

- fixed payments (including in-substance fixed payments), less any lease incentives receivable;
- variable lease payments that are based on an index or a rate, initially measured using the index or rate as at the commencement date;
- amounts expected to be payable by EG under residual value guarantees;
- the exercise price of a purchase option if EG is reasonably certain to exercise that option; and
- payments of penalties for terminating the lease if the lease term reflects EG exercising that option.

Lease payments to be made under reasonably certain extension options are also included in the measurement of the liability.

Lease payments are allocated between principal and finance cost. The finance cost is charged to profit or loss over the lease period.

The lease payments are discounted using the interest rate implicit in the lease. If that rate cannot be readily determined, EG's incremental borrowing rate is used, being the rate that EG would have to pay to borrow the funds necessary to obtain an asset of similar value to the right-of-use asset in a similar economic environment with similar terms, security, and conditions. To determine the incremental borrowing rate, EG is considering incremental borrowing rates for similar assets.

Note 3.3 – Finance income and costs

DKK million	2024	2023
Interest received from banks	0	11
Exchange rate adjustments	22	0
Other	3	0
Finance income	**25**	**11**
Interest paid to group entities	(16)	(3)
Interest on borrowings	(727)	(615)
Net foreign exchange gains/losses	0	(22)
Amortisation of borrowing costs	(46)	(37)
Other	(33)	(18)
Finance costs	**(822)**	**(695)**
Total	**(797)**	**(684)**

Capitalised borrowing costs for the year were DKK 15 million (2023: DKK 123 million).

§ Accounting policy

Finance income and costs comprise interest, currency exchange profits or loss relating to transactions in foreign currencies, amortisation of financial assets and liabilities, including financial lease obligations, allowances and reimbursements under the advance tax scheme, and changes to the fair value of derivates that is not classified as securities.

Borrowing costs are recognised as cost of the corresponding borrowing, and amortised on a linear basis

Note 3.4 – Financial risk management

EG is exposed to a number of financial risks, primarily interest rate risk, currency risk and liquidity risk due to its nature of operations.

EG's financial risks are managed centrally by Group Finance according to policies approved by the Board of Directors. EG does not enter derivative transactions for trading or speculative purposes.

The primary objectives for EG's financial risk management are to ensure effective liquidity management and sufficient liquidity to uphold business operations and meet contractual commitments stipulated in the funding, as well as mitigate risks for any breach in financial covenants or other breaches due to interest and exchange rate changes.

EG has not identified additional financial risk exposures in 2024 compared to 2023.

Credit risk

EG is exposed to credit risk primarily related to trade receivables, cf. note 1.4 - Trade receivables, other receivables, and credit risk.

EG's exposure to credit risk related to bank deposits and cash and cash equivalents was DKK (89) million on 31 December 2024 (2023: DKK 624 million). EG only incurs transactions with counterparties possessing an acceptable long-term credit rating from one of the rating agencies Standard & Poor's, Moody's, or Fitch.

Liquidity risk

Effective liquidity risk management implies maintaining sufficient cash and availability of funding through an adequate amount of committed credit facilities in order to meet obligations related to EG's ongoing financing of operations, including refinancing and debt.

Group treasury monitors the available liquidity on the basis of expected cash flows with the aim of maintaining sufficient cash and an adequate amount of committed credit facilities. For the optimisation and centralisation of cash management EG uses cash pools.

EG's financial resources consist of cash and cash equivalents and committed credit facilities. At 31 December 2024, the liquidity reserve amounted to DKK 731 million (2023: DKK 1,613 million). The committed credit facilities mature in 2028. EG has no short-term maturities.

EG's ability to serve long-term debt and credit facilities at point of maturity depends on future cash flows and refinancing. At 31 December 2024, EG's free cash flow was DKK 123 million (2023: DKK 141 million). In 2024, free cash flow was affected negatively by DKK 310 million (2023: DKK (183) million) recognised as special items which is non-recurring by nature. The adjusted free cash flow of DKK 433 million (2023: DKK 324 million) together with the future cash flows, undrawn credit facilities and available liquidity reserves is considered adequate to meet future contractual obligations when due including the ability to refinance borrowings as they mature.

To assess the liquidity for 2025, the budget has been analysed and stress tested to ensure sufficient liquidity for EG's ongoing operations. Scenario analysis has been performed with a risk and a high-risk case on the 2025 budget, both of which does not assume any additional acquisitions. In these scenarios the growth assumptions on both revenue and EBITDA were decreased to assess the liquidity throughout the year.

The main contributing factor for the base budget for 2025 is the guidance provided by Management in the management review of 10-15% revenue growth comprising a 7% Organic Recurring Revenue Growth and an Adjusted EBITDA margin above 2024. Exiting the first quarter of 2025 the Organic Recurring Revenue Growth is 7%. The risk case assumes an Organic Recurring Revenue Growth of 6%, and an Adjusted EBITDA margin in line with 2024. The high-risk case is applied to proper stress test the liquidity of EG and applies an Organic Recurring Revenue Growth of 2%, and an Adjusted EBITDA margin below that of 2024.

These scenarios indicate lower available cash for operations and higher cash flow risk. However, these lower levels are assessed as adequate to meet the financial obligations of EG. The likelihood of these scenarios together with continuously cost mitigations adds to the confidence that liquidity will be sufficient.

Undrawn credit facilities amount to DKK 570 million (2023: DKK 739 million).

Loan covenants

Under the terms of the Senior Facilities Agreement (SFA) which is the framework for the financing, EG is required to comply with the following financial covenants at the end of each annual reporting period:

- the leverage, calculated as net debt as a factor of EG's annual proforma adjusted EBITDA, must not exceed 9.75x; and
- the guarantor coverage must be 80% of EG's annual proforma adjusted EBITDA and the aggregate gross assets of EG.

EG is required to comply with the following financial covenants at the end of each quarterly reporting period:

- Obligor / Non-obligor basket for permitted financial indebtedness, which is the aggregate outstanding principal amount of liabilities to non-obligors within EG, must not exceed 7.5% of the annual proforma adjusted EBITDA for EG.

EG is compliant with the required leverage ratio covenant.

As EG is a M&A consolidator there will always be a delay of effect in the guarantor coverage test. For this reason, SFA allows 210 days after the reporting period to comply with the guarantor coverage test. As of 31 December 2024, the guarantor coverage was 76.6% and EG has taken the necessary measures to bring this in compliance by acceding four companies into the SFA as guarantors. The accession process is ongoing and will materialise before the SFA deadline on 31 July 2025.

Note 3.4 – Financial risk management (continued)

As of 31 December 2024, EG's permitted financial indebtedness within the Obligor / Non-obligor basket was exceeded due to an intercompany loan to a non-obligor. EG has taken the necessary measures to bring this in compliance by acceding the relevant company as a part of the accession process described above. This specific accession of the relevant company was completed 13 February 2025.

The amounts disclosed are the contractual undiscounted cash flows (i.e. including expected interest payments estimated based on market expectations at 31 December). Balances due within 12 months equals their carrying amount as the impact of discounting is not significant. Contractual maturities for financial assets are not disclosed as they all have a maturity of less than 12 months and thus equal the carrying amount.

Contractual maturities for financial liabilities

(DKK million)	Carrying amount	Total	0-1 year	1-2 years	2-5 years	>5 years
2024						
Borrowings incl. interest	6,704	8,991	693	693	7,605	0
Lease liabilities	152	176	53	48	66	9
Related parties, parent companies	53	53	53	0	0	0
Trade and other payables	192	192	192	0	0	0
Other liabilities	868	868	799	19	0	50
Net debt	**7,969**	**10,280**	**1,790**	**760**	**7,671**	**59**
2023						
Borrowings incl. interest	6,031	8,651	661	651	7,339	0
Lease liabilities	168	168	42	37	80	9
Related parties, parent companies	362	447	41	20	386	0
Trade and other payables	180	180	180	0	0	0
Other liabilities	506	506	506	0	0	0
Net debt	**7,247**	**9,952**	**1,430**	**708**	**7,805**	**9**

Currency risk

EG's revenue is primarily denominated in DKK, but acquisitions in Norway, Sweden and Finland have increased EG's exposure to NOK, SEK and EUR. However, EUR is regarded as very low because of the Danish fixed exchange rate policy towards EUR.

EG's exposure to currency risk relates to EG's operating activities, EG's net investments in foreign subsidiaries and borrowings in foreign currency.

Currently, EG does not hedge the risk related to operating activities as EG considers the risk as low. However, the financial policy dictates structural balances in foreign exchange DKK + / - 20 million equivalent will be traded/exchanged via SPOT transactions. Deviations to the policy can occur with the approval from the Audit Committee.

Currency exposure from net investments has not been hedged. Foreign exchange adjustments are recognised in other comprehensive income. In 2024, the amount recognised in other comprehensive income amounted to DKK (66) million (2023: DKK (64) million).

EG's borrowings are denominated in DKK, NOK, SEK and EUR. As the impact from fluctuations in NOK and SEK is considered immaterial, EG does not use derivative financial instruments to hedge the currency exposure.

EG does not hedge exchange rate fluctuations related to the translation of the results of foreign subsidiaries or of intra-group balances in foreign currency at the reporting date. Consequently, EG may be affected by short-term fluctuations when translating the results of subsidiaries into DKK.

§ Accounting policy

Income and costs relating to financial risk management is recognised in accordance with the applied accounting policy for finance income and costs, c.f. Note 3.3 - Finance income and costs.

The aggregate net foreign exchange gains and losses recognised in comprehensive income are disclosed in note 3.3 – Finance income and finance costs.

The sensitivity of comprehensive income due to changes in foreign exchange rates is considered immaterial.

Note 3.4 – Financial risk management (continued)

Interest rate risk

Interest rate risk mainly arises from borrowings with variable interest rates, which exposes EG's cash flow to fluctuations in variable interest rate risk. All EG's borrowings carry variable interest rates.

EG has variable interest expenses and is financed with floating rates combined with a fixed margin depending on the credit facility. Interest expenses are settled in DKK, NOK, SEK, and EUR.

To minimise both interest and related risks, EG has entered into cash pooling and interest netting agreements with its banks. EG has variable interest expenses and is financed with floating rates combined with a fixed margin depending on the credit facility.

EG has an interest rate cap hedge in place to minimise variable interest payments. The principal amount of the interest rate cap is DKK 2,613 million with an interest cap of 3.80% against CIBOR 3M. The interest rate cap premium is deferred with remaining instalments amounting to DKK 3 million (2023: DKK 13 million) and a market value of DKK 3 million (2023: DKK 5 million). The recognised fair value of the interest rate cap hedge is DKK (1) million (2023: DKK (7) million). Management monitors, as outlined in EG's financial policy, the interest rate risk on monthly basis and recommends to the Board of Directors if the duration of interest periods shall be changed.

Interest rate sensitivity

Comprehensive income is sensitive to higher/lower interest income from borrowings as a result of changes in interest rates. An increase of 1 p.p. in relevant interest rates would have decreased comprehensive income by DKK 63 million (2023: DKK 38 million). The estimate is based on EG's loans and borrowings with variable interest rates and assuming all other variables remain constant.

January 2025 EG entered into an interest rate swap, swapping floating rates for fixed interest rates i.e. to hedge against swings in 3M CIBOR and 3M EURIBOR and thereby stabilising interest rate fluctuations for the next year.

Two swaps were entered into; one in DKK and one in EUR which combined cover 75% of the existing debt, both with the same characteristics with effective date 13 January 2025 and maturity 15 December 2025.

31 December 2024 (DKK million)	Carrying amount	Maturity	Currency	Effective interest
Borrowings, variable	6,704	2028	Multi	5 - 11 %
Leasing, floating	152	2025 - 2030	Multi	3 - 5 %
Related parties, parent companies, variable	53	2028	DKK	3 - 7 %
Cash in hand	179	2028	Multi	5 - 7 %

31 December 2023 (DKK million)	Carrying amount	Maturity	Currency	Effective interest
Borrowings, variable	6,031	2028	Multi	5 - 10 %
Leasing, floating	168	2023 - 2029	Multi	3 - 5 %
Related parties, parent companies, variable	362	2028	DKK	3 - 7 %
Cash in hand	-	-	Multi	-

Fair value of borrowings amounts to DKK 6,860 million. (2023: DKK 6,221 million)
Cash in hand includes current debt to bank resulting from cash pool DKK 179 million (2023: DKK 0 million).

Note 3.5 – Financial assets and liabilities

DKK million	2024	2023	Fair value
Financial assets at amortised costs			
Trade receivables and other receivables	328	379	Due to the short-term nature of the assets, the carrying amount approximate their fair value.
Cash and cash equivalents	90	624	
Total	**418**	**1,003**	
Financial liabilities at amortised cost			
Borrowings	6,883	6,031	The fair values of borrowings and lease liabilities are not materially different from their carrying amounts, since the interest payable is close to current market rates.
Lease liabilities	152	168	
Payables to group companies	53	362	
Trade and other payables	192	180	For other financial liabilities, the fair values approximate their carrying amount due to the short-term nature of the items.
Other liabilities	868	506	
Total	**8,148**	**7,247**	
Net	**(7,730)**	**(6,244)**	

§ Accounting policy

Financial assets and liabilities are recognised at amortised cost. Fair value for comparison is calculated based on the discounted expected cash flow of the individual financial assets and liabilities.

Section 4

Other disclosure requirements

This section provides information related to disclosures not covered by previous sections.

In this section:

4.1 Related parties
4.2 Fee to auditors
4.3 Contingent liabilities and other financial liabilities
4.4 Other liabilities
4.5 Change in working capital
4.6 Adjustments
4.7 Subsequent events

Note 4.1 – Related parties

DKK million	2024	2023
Long-term related party debt, parent companies	0	341
Related party debt, parent companies	53	21
Related party debt	**53**	**362**

Shareholder over 5% of the total share capital	
Lancelot UK Finco Limited	100%

Parent and ultimate controlling party

EG A/S's parent is Lancelot UK Finco Ltd., London.

The ultimate parent company is Lancelot UK Holdco Ltd., London. The ultimate controlling party is considered to be Francisco Partners V, L.P.

Subsidiaries

EG's interests in subsidiaries are set out in note 5.3 - Group structure.

No other transactions were carried out during the year with subsidiaries with the exception of intra-group transactions eliminated in the consolidated financial statements.

Transactions are made on market terms.

Key management personnel

The Board of Directors and the Executive Management are considered EG's key management personnel.

Apart from remuneration, no transactions were carried out with key management personnel. Remuneration of key management personnel is set out in note 1.6 - Staff costs and remuneration of key management personnel.

Other related parties

EG's other related parties include associates as well as family members of key management personnel. No transactions were carried out during the year with other related parties.

§ Accounting policy

Related parties comprise management and legal entities that assert control of EG. Identified legal entities that are asserted control by EG are consolidated into the consolidated financial statements.

Note 4.2 – Fees to auditor

DKK million	2024	2023
Total fees to statutory auditor:		
PricewaterhouseCoopers		
Statutory audit	7	5
Other assurance services	1	2
Tax advisory services	1	1
Other non-audit services	12	8
Total	**21**	**16**

§ Accounting policy

Fee to auditors comprises cost recognised related to services and audit provided by the statutory auditor elected at the general assembly for EG.

Note 4.3 – Contingent liabilities and other financial liabilities

EG has delivered on all EG's deliverables in 2024 in regards to the KY project. EG has entered into back-to-back agreement in regards to the deliverables going forward. Management does not expect the risk to imply a material negative effect for EG.

Subject to customary legal provisions, EG A/S and subsidiaries act as guarantors of loans for the entity EG Midco ApS.

Subject to common law, assets amounting to DKK 9,589 million (2023: DKK 9,139 million) are pledged as security for non-current borrowings to banks amounting to DKK 6,704 million (2023: DKK 6,031 million).

EG is subject to contractual obligations regarding IT Services totalling DKK 59 million (2023: DKK 33 million) in terminable agreements with a termination period of 3 - 12 months.

Contingent liabilities:

DKK million	2024	2023
Bank guarantees	5	4
Total	**5**	**4**

§ Accounting policy

Contingent liabilities comprise liabilities of a combination of:

- an unreliable measurement;
- an unlikely occurrence; and
- an unknown utilisation.

Note 4.4 – Other liabilities

DKK million	2024	2023
Long-term accrued holiday pay	50	52
Long-term acquisition consideration	19	0
Non-current other liabilities	**69**	**52**
Accrued holiday pay	114	98
VAT payable	40	35
Payroll tax etc. payable	80	93
Accrued interest	104	83
Acquisition consideration	313	32
Other	148	113
Current other liabilities	**799**	**454**
Other liabilities	**868**	**506**

§ Accounting policy

Other liabilities are recognised at amortised cost.

Note 4.5 – Change in working capital

DKK million	2024	2023
Change in inventories	0	(2)
Change in trade and other receivables	84	(81)
Change in trade and other payables	(12)	30
Change in other prepayments and other liabilities	(58)	(51)
Total	**14**	**(104)**

§ Accounting policy

Change in working capital is measured as the movement of the working capital from previous year to the current year balance sheet date less the net working capital recognised through business combinations.

Note 4.6 – Adjustments

DKK million	2024	2023
Special items	(296)	(178)
Non-cash movement of special items	(14)	(5)
Share-based payments	57	16
Total	**(253)**	**(167)**

§ Accounting policy

Adjustments comprise:

- non-cash movements in the profit or loss recognised as EBITDA; and
- cash movements in the profit or loss not related to financial activity and not recognised as EBITDA.

Note 4.7 – Subsequent events

Subsequent business combinations

In April 2025, EG acquired the financial management system ØS Indsigt. The system, which was previously owned by several municipalities and regions, has been developed and operated by EG since 1998. The acquisition supports EG's strategy to be the preferred supplier of industry-specific standard software to the public sector.

Other subsequent events

No significant events have occurred after the end of the financial year that affect the 2024 financial statements.

§ Accounting policy

Subsequent events relates to significant events subsequent to the balance sheet date that may impact the economic decision of EG's stakeholders, including subsequent business combinations.

A subsequent business combination is disclosed once closing has occurred or EG has made press releases of intent to purchase shares of unconsolidated legal entities prior to the general assembly.

A subsequent event is disclosed when it may impact the economic decision of EG's stakeholders and has occurred prior to the general assembly.

Section 5

Basis of preparation

This section provides information related to how the annual report has been prepared.

In this section:

5.1 Significant accounting estimates and judgements
5.2 General accounting policies
5.3 Group structure

Note 5.1 – Significant accounting estimates and judgements

The preparation of these consolidated financial statements requires management to make various estimates, assumptions and judgements concerning future events that affect the reported values of assets and liabilities and income and expenses at the reporting date as well as disclosures. While these estimates are based on management's best knowledge of current events and actions, the actual results may differ from those estimates.

Estimates and assumptions are reviewed on an ongoing basis.

Note	Item	Estimates	Judgements
1.2	Revenue	x	
1.7	Share-based payment	x	
1.9	Deferred tax		x
2.1	Acquisitions	x	
2.2	Intangible assets	x	
2.3	Property, plant and equipment and leases		x
2.4	Special Items		x

§ Significant accounting judgements

The preparation of these consolidated financial statements requires management to make various estimates, assumptions and judgements concerning future events that affect the reported values of assets and liabilities and income and expenses at the reporting date as well as disclosures. While these estimates are based on management's best knowledge of current events and actions, the actual results may differ from those estimates.

Note 5.2 – General accounting policies

§ Accounting policy

The consolidated financial statements comprise the financial statements of EG A/S and its subsidiaries (collectively "EG") as on 31 December 2024.

A summary of significant accounting policies adopted in the preparation of these consolidated financial statements have been disclosed in the relevant notes. The accounting policies have been consistently applied to all the years presented, unless otherwise stated.

Basis of preparation
The consolidated financial statements of EG have been prepared in accordance with International Financial Reporting Standards Accounting Standards (IFRS) as issued by the International Accounting Standards Board (IASB) and adopted by the European Union and additional Danish disclosure requirements for the financial statements of reporting class C (Large) enterprises, cf. the Danish Executive Order on Adoption of IFRSs issued pursuant to the Danish Financial Statements Act.

EG has prepared the financial statements on the basis that it will continue to operate as a going concern.

The accounting policies are consistent with those applied in the financial statements for 2023.

The consolidated financial statements have been prepared on a historical cost basis, except for investment properties, certain office properties (classified as property, plant and equipment), derivative financial instruments, debt, and equity financial assets and contingent consideration that have been measured at fair value. The carrying values of recognised assets and liabilities that are designated as hedged items in fair value hedges that would otherwise be carried at amortised cost are adjusted to recognise changes in the fair values attributable to the risks that are being hedged in effective hedge relationships. The consolidated financial statements are presented in Danish Kroner (DKK), which is EG A/S' functional currency, and all values are rounded to the nearest million (DKK million), except when otherwise indicated.

Implementation of new standards, amendments, and interpretations
EG has adopted relevant new or amended standards (IFRS accounting standards) and interpretation (IFRIC) as adopted by the EU and which are in effect for the financial year 1 January – 31 December 2024.

- IAS 1, Presentation of Financial Statements: Clarify that the definition of current liabilities must be based on the rights existing on the balance sheet date. The

Note 5.2 – General accounting policies (continued)

requirement for an unconditional right to postpone payment for 12 months from the balance sheet date is therefore changed to a right to defer payment for 12 months from the balance sheet date.

EG has assessed the effect of the new standards, amendments, and interpretations. EG do not have the right to defer payment for 12 months on any material current liabilities and do have the right to defer payment for 12 months for all non-current liabilities. EG has concluded that all standards, amendments, and interpretations effective for the financial year 1 January – 31 December 2024 are either not relevant to EG or have no significant effect on the Financial Statements of EG.

New standards, amendments, and interpretations adopted but not yet effective
The following new standards, amendments, and interpretations of relevance to the EG have been adopted by the IASB and adopted by the EU. The standards are not yet effective and will therefore not be implemented in the Annual Reports until they take effect.

- IAS 21, Foreign exchange rates: The amendment clarifies the procedures relating to the assessment of whether a currency is exchangeable into another currency, and when it is not, how to determine the exchange rate to use and which disclosures to provide.

The amendment will be effective for the financial year 1 January – 31 December 2025.

The IASB has issued the following new standards, amendments and new interpretations which could be relevant to EG, but which have not yet been adopted by the EU:

- IFRS 7 and IFRS 9, Classification and measurement of financial instruments: The amendment clarifies the requirements for the timing of derecognition of some financial asset and financial liability. The amendment clarifies it is the date of settlement which determines the derecognition of a financial asset or a financial liability, although financial liabilities settled by electronic transfer under certain circumstance may be derecognised earlier. Furthermore, the amendment contains an assessment of how to determine whether a payment for financial assets satisfies the SPPI test, when the instrument is linked to the achievement of sustainability targets.

  The amendment will be effective for the financial year 1 January – 31 December 2026. Early adoption of the amendment is permitted, when approved by the EU.

- Annual improvements volume 11, IFRS 1, IFRS 7, IFRS 9, IFRS 10 and IAS 7: Minor amendments and clarifications to IFRS 1 and IFRS 7, and guidance to implementation of IFRS 7, IFRS 9, IFRS 10 and IAS 7 to clarify wording or correct minor unintended consequences, oversights or conflicts between the listed standards.

  The amendment will be effective for the financial year 1 January – 31 December 2026. Early adoption of the amendment is permitted, when approved by the EU.

- IFRS 18, Presentation and Disclosure in Financial Statements: This new standard replaces IAS 1 and it implements set of new requirements for presentation and disclosures in the financial statements. The new standard requires the income statement to be structured into five categories, while also introducing two new subtotals. Furthermore, the new term "Management Performance Measures (MPM)" is introduced, which must be disclosed in the notes of the financial statements. The new requirements for presentation and disclosures are applicable for all financial statements, including consolidated financial statements, separate financial statements and interim financial statements.

  The amendment will be effective for the financial year 1 January – 31 December 2027. Early adoption of the amendment is permitted, when approved by the EU.

At the date of authorisation of these financial statements, EG has assessed the new and revised standards (IFRS accounting standards) that have been issued but are not yet effective. Based on the current business setup and level of activities, none of the new standards or interpretations are expected to have a material impact on the figures of EG's consolidated financial statements, with the new IFRS 18 standard is expected to impact the presentation of the consolidated financial statements.

Basis of consolidation
Control is achieved when EG is exposed, or has rights, to variable returns from its involvement with the investee and has the ability to affect those returns through its power over the investee. Specifically, EG controls an investee if, and only if, EG has:

- power over the investee (i.e., existing rights that give it the current ability to direct the relevant activities of the investee);
- exposure, or rights, to variable returns from its involvement with the investee; and
- the ability to use its power over the investee to affect its returns.

Generally, there is a presumption that a majority of voting rights results in control. To support this presumption and when EG has less than a majority of the voting or similar rights of an investee, EG considers all relevant facts and circumstances in assessing whether it has power over an investee, including:

- the contractual arrangement(s) with the other vote holders of the investee;
- rights arising from other contractual arrangements; and
- EG's voting rights and potential voting rights.

EG reassesses whether or not it controls an investee if facts and circumstances indicate that there are changes to one or more of the three elements of control. Consolidation of a subsidiary begins when EG obtains control over the subsidiary

Note 5.2 – General accounting policies (continued)

and ceases when EG loses control of the subsidiary. Assets, liabilities, income, and expenses of a subsidiary acquired or disposed of during the year are included in the consolidated financial statements from the date EG gains control until the date EG ceases to control the subsidiary.

Profit or loss and each component of other comprehensive income are attributed to the equity holders of the parent of EG. When necessary, adjustments are made to the financial statements of subsidiaries to bring their accounting policies in line with EG's accounting policies. All intra-group assets, liabilities, equity, income, expenses, and cash flows relating to transactions between members of EG are eliminated in full on consolidation.

A change in the ownership interest of a subsidiary, without a loss of control, is accounted for as an equity transaction.

If EG loses control over a subsidiary, it derecognises the related assets (including goodwill), liabilities, and other components of equity, while any resultant gain or loss is recognised in profit or loss. Any investment retained is recognised at fair value.

Foreign currency translation

EG's consolidated financial statements are presented in DKK, which is also EG A/S' functional currency. For each entity, EG determines the functional currency and items included in the financial statements of each entity are measured using that functional currency. EG uses the direct method of consolidation and on disposal of a foreign operation, the gain or loss that is reclassified to profit or loss reflects the amount that arises from using this method.

Transactions in foreign currencies are initially recorded by EG's entities at their respective functional currency spot rates at the date the transaction first qualifies for recognition.

Monetary assets and liabilities denominated in foreign currencies are translated at the functional currency spot rates of exchange at the reporting date. Differences arising on settlement or translation of monetary items are recognised in profit or loss with the exception of monetary items that are designated as part of the hedge of EG's net investment in a foreign operation. These are recognised in other comprehensive income until the net investment is disposed of, at which time, the cumulative amount is reclassified to profit or loss. Tax charges and credits attributable to exchange differences on those monetary items are also recognised in other comprehensive income.

Non-monetary items that are measured in terms of historical cost in a foreign currency are translated using the exchange rates at the dates of the initial transactions. Non-monetary items measured at fair value in a foreign currency are translated using the exchange rates at the date when the fair value is determined. The gain or loss arising on translation of non-monetary items measured at fair value is treated in line with the recognition of the gain or loss on the change in fair value of the item (i.e., translation differences on items whose fair value gain or loss is recognised in other comprehensive income or profit or loss are also recognised in other comprehensive income or profit or loss, respectively).

In determining the spot exchange rate to use on initial recognition of the related asset, expense, or income (or part of it) on the derecognition of a non-monetary asset or non-monetary liability relating to advance consideration, the date of the transaction is the date on which EG initially recognises the non-monetary asset or non-monetary liability arising from the advance consideration. If there are multiple payments or receipts in advance, EG determines the transaction date for each payment or receipt of advance consideration.

On consolidation, the assets and liabilities of foreign operations are translated into DKK at the rate of exchange prevailing at the reporting date and their statements of profit or loss are translated at exchange rates prevailing at the dates of the transactions. The exchange differences arising on translation for consolidation are recognised in other comprehensive income. On disposal of a foreign operation, the component of other comprehensive income relating to that particular foreign operation is reclassified to profit or loss.

Any goodwill arising on the acquisition of a foreign operation and any fair value adjustments to the carrying amounts of assets and liabilities arising on the acquisition are treated as

Note 5.2 – General accounting policies (continued)

assets and liabilities of the foreign operation and translated at the spot rate of exchange at the reporting date.

Fair value measurement
EG does not measure assets or liabilities at fair value but applies fair value in the assessment of impairment and initial recognition of assets and liabilities related to business combinations, as well as to calculate the value of transactions related to share-based payments.

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either:

- in the principal market for the asset or liability; or
- in the absence of a principal market, in the most advantageous market for the asset or liability.

The principal or the most advantageous market must be accessible by EG.

The fair value of an asset or a liability is measured using the assumptions that market participants would use when pricing the asset or liability, assuming that market participants act in their economic best interest.

A fair value measurement of a non-financial asset takes into account a market participant's ability to generate economic benefits by using the asset in its highest and best use or by selling it to another market participant that would use the asset in its highest and best use.

EG uses valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, maximising the use of relevant observable inputs and minimising the use of unobservable inputs.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within the fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

- level 1 — quoted (unadjusted) market prices in active markets for identical assets or liabilities;
- level 2 — valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable; and
- level 3 — valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

At each reporting date, the Corporate Management analyses the movements in the values of assets and liabilities which are required to be remeasured or reassessed as per EG's accounting policies. For this analysis, the Corporate Management verifies the major inputs applied in the latest valuation by agreeing the in-formation in the valuation computation to contracts and other relevant documents.

The Corporate Management also compares the change in the fair value of each asset and liability with relevant external sources to determine whether the change is reasonable.

On an interim basis, the Corporate Management presents the valuation results to the Audit Committee and EG's independent auditors. This includes a discussion of the major assumptions used in the valuations.

For the purpose of fair value disclosures, EG has determined classes of assets and liabilities on the basis of the nature, characteristics and risks of the asset or liability and the level of the fair value hierarchy, as explained above.

Fair value related disclosures for financial instruments and non-financial assets that are measured at fair value or where fair values are disclosed, are summarised in the following notes:

- 1.7 - Share-based payments
- 2.1 - Acquisitions
- 3.2 - Borrowings
- 3.4 - Financial risk management

Note 5.2 – General accounting policies (continued)

Definition of financial ratios

EBITDA
(Earnings before interest, tax, depreciation, amortisation, and Special items)
= Operating profit before depreciation, amortisation, and special items.

Adjusted EBITDA
= EBIDTA before share-based payments.

Adjusted Profit for the year
= Profit for the year from continuing operations before acquisition-related depreciation, amortisation, and impairment losses.

Net working capital
= Inventory + trade receivables + contract work in progress – trade payables.

Free cash flow
= Operating cash flow less investments in non-current assets and lease payments.

Adjusted free cash flow
= Free cash flow + special items + non-cash movements on property, plant, and equipment + extraordinary investment in licensing rights.

Revenue growth
= Change in revenue as a percentage of previous year's revenue.

Adjusted EBITDA growth
= Change in Adjusted EBITDA as a percentage of previous year's Adjusted EBITDA.

Adjusted EBITDA margin
= Adjusted EBITDA as a percentage of revenue.

EBITDA margin
= EBITDA as a percentage of revenue.

Equity ratio
= Equity as a percentage of total assets.

Average number of employees
= Average full-time equivalent employees during the reporting period.

Recurring Revenue %
= Recurring Revenue as a percentage of revenue.

Recurring Revenue Growth %
= Recurring Revenue movement as a percentage of previous year's Recurring Revenue.

Note 5.2 – General accounting policies (continued)

Adjusted Revenue

= Revenue adjusted to include revenue as if acquisitions were completed on the first day of the relevant accounting period. Figures are stated in fixed currency rates.

Organic Revenue Growth

= Organic Revenue Growth is the development of EG's revenue in relation to the previous year's, including revenue from acquisitions completed in the current and previous year as if the acquisitions had been made on the first day of the previous year. Amounts are stated in fixed currency rates.

Adjusted Recurring Revenue

= Recurring Revenue adjusted to include Recurring Revenue as if the acquisitions were completed on the first day of year. Amounts are stated in fixed currency rates.

Organic Recurring Revenue Growth

= Organic Recurring Revenue Growth is the development of EG's Recurring Revenue in relation to previous year, including Recurring Revenue from acquisitions completed in the current and previous year as if the acquisitions had been made on the first day of the previous year. Amounts are stated in fixed currency rates.

Gross Retention Rate

= End of previous year's ARR[1] less the annualised value of lost customers in the current year divided by the end of previous year's ARR. The calculation excludes ARR at the end of previous year relating to certain recent acquisitions where customer data has not yet been in EG's reporting systems to allow for computation.

Net Retention Rate

= End of current year's ARR from customers who were also customers of EG or the acquired business at the end of previous year, divided by the end of previous year's ARR. The calculation excludes ARR at the end of previous year relating to certain recent acquisitions where customer data has not yet been in EG's reporting systems to allow for computation.

Adjusted Recurring Revenue based Gross Retention Rate

= Previous year's Adjusted Recurring Revenue less the annualised value of lost customers in the current year divided by previous year's Adjusted Recurring Revenue. The calculation excludes Adjusted Recurring Revenue in previous year relating to certain recent acquisitions where customer data has not yet been in EG's reporting systems to allow for computation.

Adjusted Recurring Revenue based Net Retention Rate

= Current year's Adjusted Recurring Revenue from customers who were also customers of EG or the acquired business in previous year, divided by previous year's Adjusted Recurring Revenue. The calculation excludes revenue in previous year relating to certain recent acquisitions where customer data has not yet been in EG's reporting systems to allow for computation.

Fixed currency rates

Currency / DKK	Applied fixed exchange rate
NOK	66.00
SEK	67.00
EUR	745.00
PLN	172.00
INR	8.00
ISK	5.00
USD	674.00

[1] ARR: Annualised Recurring Revenue less revenue deriving from consumption based services and adjusted for the deferral and reversal of subscription revenue related to combined contracts.

Note 5.3 – Group structure

Entity	Country	Group ownership	Ownership interest	Voting percentage
Lancelot UK Finco Limited				
EG A/S	DK	Lancelot UK Finco Limited	100%	100%
EG Midco ApS	DK	EG A/S	100%	100%
EG Danmark A/S	DK	EG Midco ApS	100%	100%
Dynaway A/S	DK	EG Danmark A/S	100%	100%
EG Sigma A/S	DK	EG Danmark A/S	100%	100%
Xena ApS	DK	EG Danmark A/S	100%	100%
CalWin A/S	DK	EG Danmark A/S	100%	100%
EG Digital Welfare ApS	DK	EG Danmark A/S	100%	100%
Groupcare A/S	DK	Merged with EG Danmark A/S		
EG Norge AS	NO	EG Danmark A/S	100%	100%
EG Retail AS	NO	EG Norge AS	100%	100%
EG Retail AB	SE	EG Retail AS	100%	100%
Front Systems AS	NO	EG Norge AS	100%	100%
EG DK Spain SLU	ES	Front System AS	100%	100%
Ørn Software AS	NO	EG Norge AS	100%	100%
Ørn Software AB	SE	Ørn Software AS	100%	100%
Entro AB	SE	Ørn Software AS	100%	100%
Örn Software Ehf	IS	Ørn Software AS	100%	100%
Groupcare AS	NO	Merged with EG Norge AS		
EG Checkware AS	NO	EG Norge AS	100%	100%
EG Checkware Ltd	UK	EG Checkware AS	100%	100%
CheckWare Sp. z o.o	PL	EG Checkware AS	100%	100%
Vigilo AS[1)]	NO	EG Norge AS	100%	100%
Vigilo AB[1)]	SE	Vigilo AS	100%	100%
EG Holte AS	NO	EG Danmark A/S	100%	100%
EG Finland Oy	FI	EG Danmark A/S	100%	100%
EG Software Finland Oy	FI	EG Finland Oy	100%	100%
Zeroni Oy[1)]	FI	EG Software Finland Oy	100%	100%
Timma Oy[1)]	FI	EG Finland Oy	100%	100%
Timma Sverige AB[1)]	SE	Timma Oy	100%	100%
Timma AS[1)]	NO	Timma Oy	100%	100%
Timma OÜ[1)]	EE	Timma Oy	100%	100%
Timma Danmark A/S[1)]	DK	Timma Oy	100%	100%
CBIT AS[1)]	NO	Timma Danmark A/S	100%	100%
SIA Timma[1)]	LV	Timma Oy	100%	100%
Easoft Group Oy[1)]	FI	EG Danmark A/S	100%	100%
Easoft Link Oy[1)]	FI	Easoft Group Oy	100%	100%
Easoft Firasor Oy[1)]	FI	Easoft Group Oy	100%	100%
Easoft ERP Oy[1)]	FI	Easoft Group Oy	100%	100%
Kiinteistö Oy Appitilat[1)]	FI	Easoft ERP Oy	16.3%	16.3%
Easoft Docs Oy[1)]	FI	Easoft Group Oy	100%	100%
Easoft KodinPro Oy[1)]	FI	Easoft Group Oy	100%	100%
Easoft Maplet Oy[1)]	FI	Easoft Group Oy	100%	100%
Affärssystem EAS AB[1)]	SE	Easoft Group Oy	100%	100%
EG Sverige AB	SE	EG Danmark A/S	100%	100%
EG Software Sweden AB	SE	EG Sverige AB	100%	100%
Groupcare AB	SE	Merged with EG Software Sweden AB		
Props Utility Solutions AB	SE	Merged with EG Software Sweden AB		
Props Utility Services AB	SE	Merged with EG Software Sweden AB		
Checkware AB	SE	EG Software Sweden AB	100%	100%
Mestro AB[1)]	SE	EG Sverige AB	100%	100%
Mestro Danmark ApS[1)]	DK	Mestro AB	100%	100%
Mestro Norge AS[1)]	NO	Mestro AB	100%	100%
EG Poland Sp. z o.o	PL	EG Danmark A/S	100%	100%
EGDK INDIA PRIVATE LIMITED	IN	EG Danmark A/S	100%	100%
EG US Inc.	US	EG Danmark A/S	100%	100%
PLSP A/S	DK	EG Danmark A/S	33.3%	33.3%
FloraInfo ApS	DK	EG Danmark A/S	14.2%	14.2%

1) Acquired during 2024

Management's statement

The Executive Board and Board of Directors has today considered and adopted the Annual Report of EG A/S for the financial period 1 January – 31 December 2024.

The Annual Report has been prepared in accordance with International Financial Reporting Standards as adopted by the EU and further requirements in the Danish Financial Statements Act.

In our opinion, the Consolidated Financial Statements and the Parent Company Financial Statements give a true and fair view of the financial position at 31 December 2024 of EG and the Parent Company and of the results of EG and Parent Company operations and cash flows for 2024.

In our opinion, the Management's Review includes a true and fair account of the development in the operations and financial circumstances of EG and the Parent Company, of the results for the year and of the financial position of EG and the Parent Company as well as a description of the most significant risks and elements of uncertainty facing EG and the Parent Company.

We recommend that the Annual Report be adopted at the Annual General Meeting.

Ballerup, 16 June 2025
Executive Board

Mikkel Bardram, CEO

Henrik Hansen, CFO

Board of Directors

Klaus Holse, Chair

Petri Oksanen, Vice Chair

Michael William Barry

Alessandra Brambilla

Quentin Lathuille

Megan Alissa Harvey

Carsten Nygaard Knudsen

Jean-François Burguet

Satu Maarit Huuhtanen
Board Employee Representative

Stein Rustad
Board Employee Representative

Poul Ejner Rabjerg
Board Employee Representative

Independent auditor's report

To the Shareholder of EG A/S

Opinion

In our opinion, the Consolidated Financial Statements and the Parent Company Financial Statements give a true and fair view of the Group's and the Parent Company's financial position at 31 December 2024 and of the results of the Group's and the Parent Company's operations and cash flows for the financial year 1 January to 31 December 2024 in accordance with IFRS Accounting Standards as adopted by the EU and further requirements in the Danish Financial Statements Act.

We have audited the Consolidated Financial Statements and the Parent Company Financial Statements of EG A/S for the financial year 1 January – 31 December 2024, which comprise statement of comprehensive income, balance sheet, statement of changes in equity, cash flow statement and notes, including material accounting policy information, for both the Group and the Parent Company ("financial statements").

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs) and the additional requirements applicable in Denmark. Our responsibilities under those standards and requirements are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Group in accordance with the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (IESBA Code) and the additional ethical requirements applicable in Denmark, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the IESBA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Statement on Management's Review

Management is responsible for Management's Review.

Our opinion on the financial statements does not cover Management's Review, and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read Management's Review and, in doing so, consider whether Management's Review is materially inconsistent with the financial statements or our knowledge obtained during the audit, or otherwise appears to be materially misstated.

Moreover, it is our responsibility to consider whether Management's Review provides the information required under the Danish Financial Statements Act.

Based on the work we have performed, in our view, Management's Review is in accordance with the Consolidated Financial Statements and the Parent Company Financial Statements and has been prepared in accordance with the requirements of the Danish Financial Statement Act. We did not identify any material misstatement in Management's Review.

Management's Responsibilities for the Financial Statements

Management is responsible for the preparation of Consolidated Financial Statements and Parent Company Financial Statements that give a true and fair view in accordance with IFRS Accounting Standards as adopted by the EU and further requirements in the Danish Financial Statements Act, and for such internal control as Management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, Management is responsible for assessing the Group's and the Parent

Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting in preparing the financial statements unless Management either intends to liquidate the Group or the Parent Company or to cease operations, or has no realistic alternative but to do so.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs and the additional requirements applicable in Denmark will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit conducted in accordance with ISAs and the additional requirements applicable in Denmark, we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's and the Parent Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by Management.
- Conclude on the appropriateness of Management's use of the going concern basis of accounting in preparing the financial statements and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's and the Parent Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group and the Parent Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and contents of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that gives a true and fair view.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the Consolidated Financial Statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Aarhus, 16 June 2025
PricewaterhouseCoopers

Statsautoriseret Revisionspartnerselskab
CVR No. 33 77 12 31

Claus Lindholm Jacobsen
State Authorised Public Accountant
mne23328

Henrik Berring Rasmussen
State Authorised Public Accountant
mne34157

Parent company financial statements

Content

Parent company financial statements

Statement of comprehensive income

DKK million	Note	2024	2023
Staff cost	2	5	8
Other operating income		8	8
EBITDA		**3**	**0**
Special items		5	0
EBIT		**(2)**	**0**
Share of profit/loss after tax on investments in subsidiaries	4	(840)	(475)
Finance income		91	4
Finance costs		17	2
Profit before tax		**(768)**	**(473)**
Income tax	3	(17)	(2)
Profit for the year		**(785)**	**(475)**
Other comprehensive income			
Items that may be reclassified to profit and loss in subsequent periods			
Exchange differences on translation of foreign subsidiaries		(66)	(64)
Net items that may be reclassified to profit or loss in subsequent periods		**(66)**	**(64)**
Items that will not be reclassified to profit or loss in subsequent periods			
Other comprehensive income in subsidiaries		12	29
Net items that will not be reclassified to profit or loss in subsequent periods		**12**	**29**
Other comprehensive income		**(54)**	**(35)**
Total comprehensive income for the year, net of tax		**(839)**	**(510)**

Balance sheet

DKK million	Note	2024	2023
ASSETS			
Investments in subsidiaries	4	0	362
Non-current assets		**0**	**362**
Trade and other receivables		0	2
Receivables from group companies	8	772	1,175
Prepayments		0	17
Current assets		**772**	**1,194**
Total assets		**772**	**1,556**
EQUITY AND LIABILITIES			
Share capital	5	50	50
Translation reserve		(191)	(125)
Retained earnings		903	1,264
Total equity		**762**	**1,189**
Borrowings from group companies		0	341
Non-current liabilities		**0**	**341**
Income tax		8	22
Other liabilities		2	4
Current liabilities		**10**	**26**
Equity and liabilities		**772**	**1,556**

Statement of changes in equity

DKK million	Share capital	Translation reserve	Retained earnings	Total
Equity at 1 January 2024	**50**	**(125)**	**1,264**	**1,189**
Total comprehensive income for the year	**0**	**(66)**	**(773)**	**(839)**
Share-based payment	0	0	57	57
Received group contribution	0	0	355	355
Transaction with owners	**0**	**0**	**412**	**412**
Equity at 31 December 2024	**50**	**(191)**	**903**	**762**

DKK million	Share capital	Translation reserve	Retained earnings	Total
Equity at 1 January 2023	**50**	**(61)**	**864**	**853**
Total comprehensive income for the year	**0**	**(64)**	**(446)**	**(510)**
Share-based payment	0	0	16	16
Received group contribution	0	0	830	830
Transaction with owners	**0**	**0**	**846**	**846**
Equity at 31 December 2023	**50**	**(125)**	**1,264**	**1,189**

Cash Flow statement

For the year ended 31 December 2024

DKK million	2024	2023
Cash flow from operating activities		
EBITDA	3	0
Adjustments	(5)	0
Change in working capital	51	5
Income tax paid	(49)	(5)
Cash flow from operating activities	**0**	**0**
Cash flow from financing activities		
Proceeds from non-current borrowings	0	340
Repayment of non-current borrowings	(340)	0
Interest paid	(15)	0
Issuance of non-current borrowings	0	(1,170)
Received group contributions	355	830
Cash flow from financing activities	**0**	**0**
Change in cash flow for the year	0	0
Cash and cash equivalents at 1 January	0	0
Effects of exchange rate changes of cash and cash equivalents	0	0
Cash and cash equivalents at 31 December	**0**	**0**

Note 1 – Basis of preparation

The financial statements of EG A/S have been prepared in accordance with the International Financial Reporting Standards Accounting Standards (IFRS) as adopted by the EU additional Danish disclosure requirements for the financial statements of reporting class C (Large) enterprises, cf. the Danish Executive Order on Adoption of IFRSs issued pursuant to the Danish Financial Statements Act.

Other areas described in note 5.2 to the consolidated financial statements also apply as the basis of preparation of the parent company financial statements where relevant.

Accounting policies

With the exception of the accounting policies described in note 4 - Investments in subsidiary, the accounting policies for EG A/S are the same as EG's accounting policies, cf. the notes to the consolidated financial statements.

Use of estimates, assumptions and judgements

Use of estimates, assumptions and judgements are the same as for EG to the extent they are similar accounting items, cf. note 5.2 to the consolidated financial statements.

Investment in subsidiaries

Investment in subsidiaries is tested for impairment when there is an indication that the investment may be impaired.

Note 2 – Staff costs and remuneration to key management personnel

The Executive Management are shareholders in the company but are not receiving any salary compensation package from EG A/S or from any other company further up in the ownership structure.

DKK million	2024	2023
Average number of employees	2	2
Wages and salaries	4	4
Defined contribution plans	1	1
Performance-based bonus	0	3
Total	**5**	**8**

Remuneration to key management personnel

DKK million	2024	2023
Wages and salaries	9	9
Defined contribution plans	1	1
Share-based payments	23	2
Total	**33**	**12**
Hereof:		
Executive Management	22	8
Board of Directors	11	4

Note 3 – Tax

EG A/S is taxed jointly with all Danish subsidiaries. The current Danish income tax is allocated to the jointly taxed entities in proportion to their taxable income. Entities utilising tax losses in other entities pay a joint taxation contribution to the parent equal to the tax base of the losses used, while entities whose tax losses are utilised by other entities receive a joint taxation contribution from the parent equal to the tax base of the losses used (full allocation). The jointly taxed entities are taxed under the Danish corporate tax act.

Note 4 – Investments in subsidiaries

DKK million	2024	2023
Cost at 1 January	1,863	1,863
Cost at 31 December	**1,863**	**1,863**
Revaluation and impairment at 1 January	(1,501)	(1,007)
Distributed result incl. amortisation and impairment of goodwill after tax	(840)	(475)
Exchange rate adjustments	(66)	(64)
Other comprehensive income in subsidiaries	12	29
Share-based payments	57	16
Off-set in intercompany receivables	475	0
Revaluation and impairment at 31 December	**(1,863)**	**1,501**
Carrying amount at 31 December	**0**	**362**

§ Accounting policy

Investments in subsidiaries are recognised and measured under the equity method. The proportionate ownership interest of the equity value of the subsidiaries is recognised in the balance sheet under the item "Investments in subsidiaries" based on the fair value of the identifiable net assets at the date of acquisition less or with the addition of unrealised intra-group gains or losses, with the addition of the remaining positive balance (goodwill) and less the remaining negative balance (negative goodwill).

The total net revaluation of investments in subsidiaries and associates is transferred from distribution of profit to "Reserve for net revaluation according to the equity method" under equity. The reserve is reduced by distributions of dividends to the parent company and adjusted for other changes in the equity of the subsidiaries.

Subsidiaries with negative equity value are recognised at DKK 0. If the parent company has a legal or constructive obligation to cover the subsidiary's negative balance, a provision for that obligation is recognised.
The proportionate share of the profit for the year less impairment of goodwill is recognised in the statement of profit or loss item "Income from investments in subsidiaries".

Note 5 – Equity

	2024			2023		
	Number of shares	**at DKK**	**Share capital (DKK million)**	**Number of shares**	**at DKK**	**Share capital (DKK million)**
The share capital consists of	50,000,000	1	50	50,000,000	1	50

Share capital 5 year movement	**2024**	**2023**	**2022**	**2021**	**2020**
Beginning of year	50	50	50	0	0
Capital increase	0	0	0	50	0
End of year	**50**	**50**	**50**	**50**	**0**

Note 6 – Fees to auditor

Fees to statutory auditor is included within the consolidated financial statements, cf. note 4.2.

Note 7 – Contingent liabilities and other financial liabilities

EG A/S is jointly taxed with EG's Danish subsidiaries. The total amount of payable income tax is disclosed in the annual report of EG A/S, the administration company. EG's Danish subsidiaries are also jointly and severally liable for Danish withholding taxes on dividends, royalties, and interest. Any subsequent adjustments of income tax and withholding tax may result in an increase to EG's liability.

Subject to customary legal provisions, EG A/S act as guarantor of loans for the entity EG Midco ApS. Subject to common law, assets amounting to DKK 772 million (2023: DKK 1,556 million) are pledged as security for subsidiaries' non-current borrowings to banks amounting to DKK 6,704 million (2023: DKK 6,031 million).

Note 8 – Related parties

Parent and ultimate controlling party

EG A/S is fully owned by Lancelot UK Finco Ltd, London with Lancelot UK Holdco Ltd., London being the ultimate Parent Company and is included in the Consolidated Annual Reports of Lancelot UK Holdco Ltd., London

Key management personnel

The Board of Directors and the Executive Management are considered EG's key management personnel. Apart from remuneration as set out in note 1.6 - Staff costs and remuneration of key management personnel, there were no significant transactions with the members of the Board of Directors or the Executive Management.

Other related parties

Other related parties include subsidiaries as well as family members of key management personnel. EG's interests in subsidiaries are set out in note 5.3 to the consolidated financial statements.

No significant transactions were carried out during the year with other related parties, except for intra-group transactions eliminated in the consolidated financial statements.

Transactions are made on market terms.

DKK million	2024	2023
Sales to related parties	11	10
Purchase from related parties	0	0
Receivables from related parties, parent companies	0	0
Receivables from related parties, subsidiaries	772	1,175
Receivables from related parties	**772**	**1,175**
Related party debt, parent companies	0	341
Related party debt, subsidiaries	0	0
Related party debt	**0**	**341**

Note 9 – Financial risk management

EG A/S is exposed to a number of financial risks, mainly interest rate risk, currency risk and liquidity risk.

The company's financial risks are managed centrally by Group Finance according to policies approved by Francisco Partners and Board of Directors.

The primary objectives for EG's financial risk management are to ensure effective liquidity management and sufficient liquidity to uphold business operations and meet commitments stipulated in the funding and mitigate risks for any covenant or other breaches due to interest and exchange rate changes.

More information regarding financial risk management is provided in note 3.4 to the consolidated financial statements.

Note 10 – Distribution of profit or loss

The Executive Management proposes that the comprehensive income for the year be distributed as follows:

DKK million	2024	2023
Translation reserve	(66)	(64)
Retained earnings	(773)	(446)
Total	**(839)**	**(510)**

Note 11 – Subsequent events

No significant events have occurred after the end of the financial year that affect the 2024 financial statements.