

**Together we make a mark
in business and society;**
bringing digital transformation to life.

Annual Report 2020

In brief

NNIT A/S, Oestmarken 3A, DK-2860 Soeborg • CVR no. 21 09 31 06

nnit

We make a mark

Resilience in a Year of Transformation and a Global Pandemic

2020 was seen as a year of transformation, dedicated to executing on our revised strategy. Our guidance was set accordingly, and we succeeded in delivering on our promise despite business impact from the COVID-19 pandemic causing insecurity and delay in decisions and an overall slowdown in the market.

Growth in Life Sciences and continued strong financial position

We made great headway within the Life Sciences business unit, achieving an impressive annual growth rate of 26% and 14% for Life Sciences International and Life Sciences Denmark, respectively.

As expected, the effects from the loss of two major contracts impacted the 2020 financial performance resulting in a Group revenue decrease of 7.5%, gross profit margin of 14% and an operating profit margin before special items of 5.8%. Not exactly satisfactory, but in line with expectations, nevertheless.

In addition, due to the underlying cash flow generation and the strong financial position of NNIT, in August, we were able to maintain

payment of an interim dividend for 2020 of DKK 2.00 per share, corresponding to DKK 49 million.

Focus on our strategy

Throughout the year, the organization was heavily invested in bringing our strategy and Winning Solutions to the market. This came to fruition with new wins as well as extensions of existing contracts.

We also continued to execute on the pre-announced cost restructuring program by introducing automation initiatives and reducing both employees and administrative costs according to plan.

The cost restructuring program supported a margin improvement in the Life Sciences

International, Life Sciences Denmark and Private & Public segments. However, as expected, it was not able to fully compensate for the loss of business from the Novo Nordisk Group.

On November 9, we announced the acquisition of Excellis Health Solutions, delivering on our 2022 strategy to broaden our capabilities within the international life sciences business via M&A. In Excellis, we saw a great business and cultural match from the beginning, and we expect that we will achieve synergies from cross-selling and the mutual international expansion – not least through the added offering of supply chain management services brought to the NNIT Group via Excellis.

Continuing to make our mark in business and society

We believe in our strategy, we believe in our Winning Solutions – and we believe that we can help bring digital transformation to life, to the benefit of our customers and society in general. Digital transformation is more important than ever and, in 2020, we saw this particularly through great traction within our solutions Veeva Powerhouse for Life Sciences customers, D365 Solutions and Hybrid Cloud.

Together with our customers, we aim to continue to develop our solutions and services, adding value by improving quality and productivity – and to keep vital infrastructure systems up and running.

Corporate Responsibility and safeguarding the NNIT culture

With many people working from home for extended periods of time throughout the year and most on-site events cancelled, safeguarding the NNIT culture was and is a challenge.

Technically, we were able to work from home from day one of the first lock-down, and we assisted many of our customers in successfully making the transition to mostly working online. Even so, working remotely is not the same as physically being there, and we are looking forward to returning to normal and being able to meet in person, especially with our customers. This is a big part of the NNIT culture.

In addition, NNIT has a strong conscience. In 2020, we continued to focus on corporate responsibility in general, including UN Sustainable Development Goals (SDG), rolling



CARSTEN DILLING,
CHAIRMAN OF THE BOARD

PER KOGUT, CEO

out various initiatives that we will continue in 2021. Our UN SDG focus includes:

- SDG 4: Quality Education
- SDG 5: Gender Equality
- SDG 9: Industry, Innovation and Infrastructure
- SDG 12: Responsible Consumption and Production

For many years, we have had clear policies on Corporate Responsibility, Inclusion and Diversity, stating a zero-tolerance approach to any type of discrimination. The increased focus on gender inequality and sexism in 2020 prompted us to revisit and re-promote

these policies together with our Whistle-blower program. We will continue to do so in 2021.

Our transitional journey continues

While 2020 was a difficult year and a year of transition, we strongly believe that our strategy and our talented people will help us through the challenges we face. We expect that the numbers will show growth and improved profitability in 2021. We will achieve this growth both organically and inorganically, and we remain on the lookout internationally for attractive M&As within life sciences, as well as in Denmark within our Winning Solutions areas.

As always, we owe a huge thank you to our employees who continue to fight to promote our business and workplace with the highest level of professionalism every day. This, of course, is all the more difficult when times are tough. We appreciate the enormous effort our employees put in daily and we want to take this opportunity to reassure them that it makes a difference, which we believe will manifest as soon as 2021. We would also like to extend a big thank you to our existing customers and a big welcome to our new customers, who we are looking forward to advising and supporting in 2021 and beyond.

Thank you for your continued trust and dedication.

Let's make a mark together in 2021.

Carsten Dilling, Chairman of the Board
Per Kogut, CEO

NNIT Group at a Glance

NNIT is a leading provider of IT transformation services and solutions to international life sciences companies and for the Danish private and public sector.



Headquartered in Denmark, the NNIT Group has companies and subsidiaries throughout Europe, North America and Asia.

Group Companies:



NNIT
An NNIT Group Company

VALIANCE
An NNIT Group Company

SCALES
An NNIT Group Company

EXCELLIS
HEALTH SOLUTIONS
AN NNIT GROUP COMPANY

At NNIT, we believe that we can make a mark in business and society together with our customers and partners. Standing firmly on our three core values, this is the NNIT way:



Aspiration

Together we make a mark in business and society; bringing digital transformation to life.



Strategy

We provide Winning Solutions based on Proven Concepts delivered Fit for Purpose and First Time Right.



Values

Open and honest
Conscience driven
Value adding

Outlook 2021

In 2021, growth is expected to return driven by Life Sciences international and traction in Winning Solutions. The backlog for 2021 from life sciences customers excluding the Novo Nordisk Group increased by 38%, compared to same time last year, driven by Life Sciences international and through the acquisition of Excellis.

The Private & Public segment is expected to be challenged by delays in project work and tenders partly due to the COVID-19 situation. Hence, we see significant sensitivities despite having secured a solid backlog for 2021.

NNIT's guides a revenue increase of 1-4% for 2021 excluding potential new acquisitions. The operating profit margin before special items is expected to be 6-7%. Investments excluding potential new acquisitions are expected to be 5-7% of revenue.

The guidance is based on a number of important assumptions, including an assumption of no further deterioration in relation to the COVID-19 situation, that business performance, customer and competitor actions will remain stable and that key currency exchange rates will remain at the current (as of January 14, 2021) levels versus Danish kroner.

Summary of current expectations

	Current guidance
Revenue growth	
in reported currencies	1-4%
Operating profit margin before special items	
in reported currencies	6-7%
Investments / revenue	5-7% excluding acquisitions

Currency sensitivities

	Estimated annual impact on NNIT's operating profit of a 10% increase in the outlined currencies against DKK*	Hedging period (months)
EUR	DKK 28 million	-
CNY	DKK -14 million	14
CZK	DKK -9 million	14
PHP	DKK -7 million	14
CHF	DKK 0 million	-
USD	DKK 10 million	-

Hedging gains and losses do not impact operating profit as they are recognized under net financials.

* The above sensitivities address hypothetical situations and are provided for illustrative purposes only. The sensitivities assume our business develops consistently with our current 2021 business plan.

Key currency assumptions

DKK per 100	2018 average exchange rates	2019 average exchange rates	2020 average exchange rates	Current exchange rates at January 14, 2020
EUR	745.32	746.60	745.43	743.92
CNY	95.43	96.53	94.70	94.51
CZK	29.06	29.08	28.22	28.43
PHP	11.98	12.88	13.17	12.71
CHF	645.74	671.37	696.32	688.02
USD	631.74	667.03	653.36	611.10

Forward-looking statements

This Annual Report contains forward-looking statements. Words such as 'believe', 'expect', 'may', 'will', 'plan', 'strategy', 'prospect', 'foresee', 'estimate', 'project', 'anticipate', 'can', 'intend', 'outlook', 'guidance', 'target' and other words and terms

of similar meaning in connection with any discussion of future operating or financial performance identify forward-looking statements. Statements regarding the future are subject to risks and uncertainties that may result in considerable deviations

from the outlook set forth. Furthermore, some of these expectations are based on assumptions regarding future events which may prove incorrect.

Main Highlights 2020

Growth in Life Sciences international



26%

Operating profit margin

Before special items



5.8%

Financial strength

Net debt to EBITDA ratio



1.2

Free cash flow

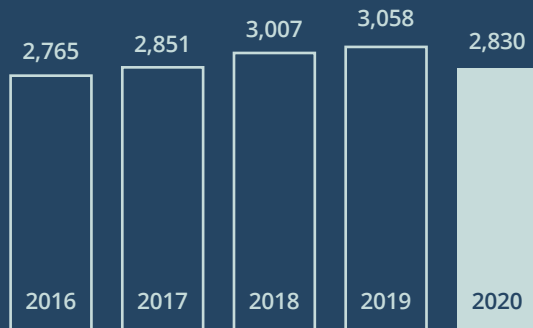
DKK million



143

Revenue

DKK million



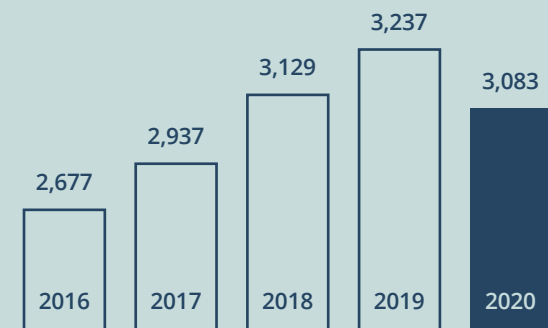
Dividend payout

DKK million

74

2020 dividend payouts corresponds to a dividends yield of 2.5%

Average number of full-time employees



Five-Year Performance Highlights

DKK million	2020	2019	2018	2017	2016	2019 -2020
Financial performance						
Revenue:						Change
Novo Nordisk Group	732	955	1,124	1,185	1,238	-23.4%
Life sciences international	456	361	212	153	127	26.3%
Life sciences Denmark	261	230	222	222	231	13.5%
Life sciences	1,449	1,546	1,558	1,560	1,597	-6.3%
Enterprise	712	802	794	684	546	-11.2%
Public	407	392	399	354	385	3.8%
Finance	262	318	256	253	237	-17.6%
Private & Public	1,381	1,512	1,449	1,291	1,168	-8.7%
Total revenue	2,830	3,058	3,007	2,851	2,765	-7.5%
EBITDA before special items	399	498	554	494	437	-19.9%
Depreciation and amortization	234	259	247	232	144	-9.7%
Operating profit before special items ¹	165	239	307	262	293	-31.0%
Special items ¹	43	24	0	0	0	79.2%
Operating profit (EBIT)	122	215	307	262	293	-43.3%
Net financials	-20	16	-2	-10	-13	n.a.
Net profit	76	183	236	199	216	-59.0%
Investment in tangible assets	95	134	146	327	165	-30.7%
Investments in intangible assets and acquisition in subsidiaries	228	87	177	108	14	156.2%
Total assets	2,662	2,613	2,545	2,322	1,591	1.9%
Equity	1,134	1,169	1,085	974	846	-3.0%
Dividends proposed/paid	74	98	113	105	102	-24.5%
Free cash flow	143	242	116	-13	188	-40.9%
Earnings per share						
Earnings per share (DKK)	3.07	7.43	9.60	8.17	8.89	-58.7%
Diluted earnings per share (DKK)	3.04	7.36	9.52	7.97	8.85	-58.7%
Employees						
Average number of full-time employees	3,083	3,237	3,129	2,937	2,677	-4.8%

DKK million	2020	2019	2018	2017	2016	2019 -2020
Financial ratios						
Revenue growth	-7.5%	1.7%	5.5%	3.1%	6.3%	-9.2pp
Gross profit margin	13.7%	15.5%	18.0%	18.0%	19.6%	-1.8pp
EBITDA margin	14.1%	16.3%	18.5%	17.3%	15.8%	-2.2pp
Operating profit margin before special items	5.8%	7.8%	10.2%	9.2%	10.6%	-2.0pp
Operating profit margin	4.3%	7.0%	10.2%	9.2%	10.6%	-3.5pp
Effective tax rate	25.5%	20.8%	22.8%	21.2%	23.0%	4.7pp
Investments/Revenue	4.8%	5.4%	5.3%	11.8%	6.4%	-0.6pp
Return on equity ²	6.6%	16.2%	22.9%	21.8%	27.2%	-9.6pp
Solvency ratio	42.6%	44.7%	42.6%	41.9%	53.2%	-2.1pp
Return on invested capital (ROIC) ^{2,3}	6.1%	10.4%	16.1%	20.8%	37.6%	-4.3pp
Cash to earnings ²	188.2%	132.2%	49.3%	-6.3%	87.3%	56.0pp
Cash to earnings (three-year average)	101.2%	55.8%	44.9%	61.7%	86.6%	-6.7pp
Additional numbers⁴						
Order entry backlog for the coming year	1,999	2,039	2,171	2,213	2,127	-2.0%

1) Special items comprise costs that cannot be attributed directly to NNIT's ordinary activities and are non-recurring of nature

2) Financial metrics are moving annual total (MAT), i.e. annualized

3) Net profit/average invested capital

4) The backlog represents anticipated revenue from signed orders not yet completed or performed

Commercial Highlights 2020

In 2020, we secured several new contracts, while also extending and expanding current contracts. Furthermore, we managed to enter into agreements with a number of new partners and also upgraded several of our existing partnership agreements. Below, you will find a selection of our 2020 key commercial highlights supporting our strategy.

JANUARY / **CONTRACT**

Lundbeck extends collaboration

Four-year extension agreement to maintain and support Lundbeck's global application portfolio, including operations of their SAP environment, Robotic Process Automation and Test Management for life sciences.

JANUARY / **CONTRACT**

Association of Danish Pharmacies extends collaboration

Four-year extension agreement to operate and develop the PharmaNet system, which is the backbone of daily customer service and financial management at more than 365 pharmacies across Denmark.

APRIL / **CONTRACT**

DLG extends and expands collaboration

Five-year extension and expansion agreement, in which NNIT will support DLG's transformation towards a more cloud-based IT infrastructure by utilizing NNIT's Hybrid Cloud solutions.

FEBRUARY / **PARTNERSHIP**

NNIT and Microsoft intensify collaboration

Intensified collaboration to help Danish companies realize their cloud potential and to support digital transformation, as demand for cloud-based standard solutions continues to grow in Denmark and globally.

JUNE / **CONTRACT**

Seven-year agreement with Danish Defence

Seven-year agreement, with the option to extend by up to three years, with Danish Defence, covering operation of the Danish Defence's IT infrastructure and SAP Basis.

JUNE / **CONTRACT**

Five-year agreement with Saint-Gobain

Five-year agreement, in which NNIT will assume responsibility for servers and cloud solutions for Saint-Gobain's businesses in the Nordic & Baltic countries.

APRIL / **CONTRACT**

HK extends and expands collaboration

Five-year extension and expansion agreement with the possibility of up to two years' extension, in which NNIT will take over the operations of HK's entire IT infrastructure, including new areas such as Cybersecurity and Microsoft solutions.

JUNE / **CONTRACT****PFA extends collaboration**

NNIT and PFA extend their decade-long cooperation by another five years, ensuring NNIT will continue to deliver IT infrastructure, operations and consultancy to PFA. Adding to the new agreement is an increased focus on regulatory compliance, security and Hybrid Cloud solutions.

JULY / **PARTNERSHIP****NNIT becomes Veeva Premiere Services Partner**

NNIT becomes one of the first Premiere Services Partners – the highest partner accreditation awarded by Veeva – for Veeva Development Cloud

SEPTEMBER / **CONTRACT****Copenhagen Airport extends collaboration**

Extension of agreement with Copenhagen Airport (CPH), in which NNIT will take over CPH's entire service desk and monitoring projects

SEPTEMBER / **PARTNERSHIP****NNIT enters partnership with NES TECH**

NNIT partners with Danish-based financial technology disruptor NES TECH to challenge the current software environment in the Danish pension industry.

SEPTEMBER / **CONTRACT****Four-year agreement with the Danish Ministry of Taxation**

Four-year agreement with the Danish Ministry of Taxation, in which NNIT will support the Ministry's digital transformation, including services such as data & AI, integration, cybersecurity and Hybrid Cloud.

AUGUST / **ORGANIZATIONAL CHANGES****New CFO**

Pernille Fabricius succeeds Carsten Krogsgaard Thomsen as the new Chief Financial Officer in the NNIT Group. Pernille Fabricius has comprehensive financial experience from several global companies.

AUGUST / **PARTNERSHIP****NNIT signs Solution Provider Program agreement with Amazon Web Services (AWS)**

NNIT and AWS deepen cooperation with the signing of a Solution Provider Program agreement, as demand for AWS cloud services continues to grow globally.

DECEMBER / **CONTRACT****Orifarm selects NNIT as strategic IT partner**

Five-year agreement with Orifarm, in which NNIT will deliver end-to-end IT services.

NOVEMBER / **ACQUISITION****NNIT acquires Excellis Health Solutions**

NNIT acquires US-based Excellis Health Solutions, a leading specialized global provider of end-to-end supply chain consulting services to the life sciences industry.

Business Model

<p>Make a mark on business and society</p>	<p>Customers</p> <p>NNIT drives business change and transformation at a high pace while delivering sustainable business results and keeping the business secure and compliant.</p>	<p>Employees</p> <p>NNIT creates jobs and develops talents and careers in all locations where NNIT is present.</p>	<p>Society</p> <p>At NNIT, we want to make a mark and support initiatives that inspire the young generation to explore the potential of IT careers – ultimately strengthening the talent pool, not just for the benefit of NNIT, but for society in general.</p>	<p>Shareholders</p> <p>NNIT intends to deliver a competitive return to its shareholders through a dividend pay-out ratio of at least 45%.</p>
<p>We bring digital transformation to life</p>	<p>Advise</p> <p>As digital solutions and technology are transforming all industries, the opportunities and threats they present are dramatically expanding the role of the information technology executive. NNIT consultants bring a deep understanding of digital solutions and business to enable customers to compete sustainably in the digital age.</p>	<p>Build</p> <p>Within our Winning Solutions areas, we build and deliver proven concepts to our customers. Based on a solid understanding of our customers' business strategy, employees and culture, we develop and implement fit-for-purpose solutions that drive tangible change and benefits.</p>	<p>Operate</p> <p>The world operates 24/7 and relies heavily on digital business-critical services to do so. To that end, NNIT offers infrastructure and application services in a hybrid cloud setup, so that customers can focus more on their business results and less on maintenance and operations.</p>	<p>Support</p> <p>Employee and customer experience is the new battlefield. To enable our customers to succeed in this area, NNIT offers a broad range of support services, providing everything from call center services to full-service desk services.</p>
<p>NNIT</p>	 <p>People</p> <p>At NNIT, we strongly believe that happy employees make happy customers who buy more. Our aspiration, strategy and culture inspire and guide all employees, providing a strong foundation for further growth. We rely heavily on our highly talented and loyal employees, who are passionate about making a mark. Digital transformation is all about solving real problems for real people.</p>	 <p>How we work</p> <p>Local presence coupled with a strong and mature global delivery model enables proximity to customers, and we offer delivery using either agile methods or more classic models. We focus on making our deliveries fit for purpose and delivered right the first time, every time.</p>	 <p>Financial strength</p> <p>With a strong balance sheet, NNIT has access to capital for investments and strategic growth and can ensure customers that we are here for the long run.</p>	

Strategy

Value creation through customer centricity, Winning Solutions and a strong heritage are key elements in the NNIT strategy moving forward.

We implemented several changes to our existing strategy at the start of 2020. We shifted focus to specific Winning Solution areas that would fuel the continued growth of NNIT. The expectation is that revenues from Winning Solutions will continually provide a larger share of NNIT's total business.

The impact of COVID-19 on our Winning Solutions areas was, in most cases, minimal. Some Winning Solutions even benefitted positively from the impact, including Hybrid Cloud and employee experience, as more employees were forced to work from home and required cloud-based options.

Moving into 2021, we see that the Winning Solution strategy is working, with strong profitable growth in these areas. The increased investments in Winning Solutions are also being recognized by our customers. We will continue to monitor progress and

accelerate our Winning Solutions areas with increased investments when appropriate.

Strategy highlights:

- Customer focus is the core of everything we do
- Sharp focus on selected growth pockets with Winning Solutions
- M&A Life Sciences and specific technology areas
- Diverse business model with focus on Private & Public in Denmark and Life Sciences internationally
- Operational excellence with restructuring on track

Our ability to execute on the strategy is rooted in our strong values. A successful execution of the strategy will bring us closer to our aspiration to make a mark.



Aspiration

Together we make a mark in business and society; bringing digital transformation to life



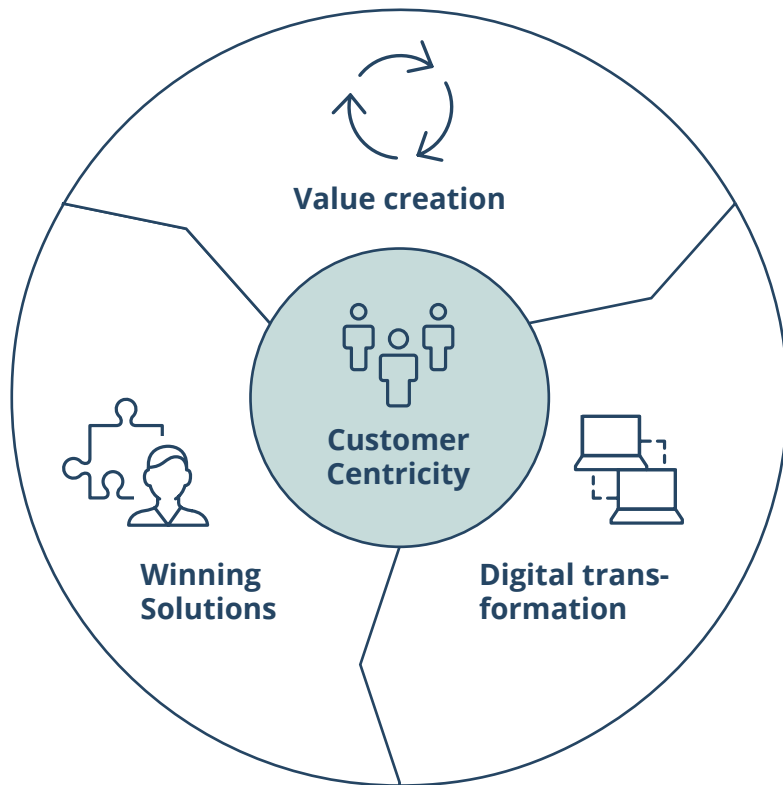
Strategy

We enable value creation through Winning Solutions based on proven concepts delivered fit for purpose and first time right



Values

Open and honest
Conscience driven
Value adding



At the core of our business strategy, we continue to focus on our Life Sciences customers – in Denmark and internationally – and we continue focus on Private & Public customers in Denmark.

As laid out in the Market Trends section, our customers look to create value for their businesses and organizations through digital

business transformation. To that end, NNIT offers a variety of Winning Solutions that enable fast value creation.

The Winning Solutions are successful due to our strong customer understanding - and because the Winning Solutions are delivered as proven concepts that are built fit for purpose and delivered first time right.



Proven concept

Customers need a fast and safe implementation with less risk of delay or redundancy. Concepts and solutions must be well-tested and swiftly implemented to deal with any pain point – quickly supporting each customer’s business.



A proven concept means basing an offering on a recognized technology and/or business-critical service. The proven concept is based on a standardized and easily configurable solution that contributes to repeatable business.



Fit for purpose

Customers need to-the-point solutions without any unnecessary features or obstacles that are contextual to their business today and sustainable for value creation in the long run.



Fit for purpose means delivering a solution, on time and to the estimated cost, that solves exactly what is important for the customer – nothing more and nothing less.



First time right

Customers expect a solution that remedies the specific business pain or supports the exact business potential, without reruns or contract and scope changes.



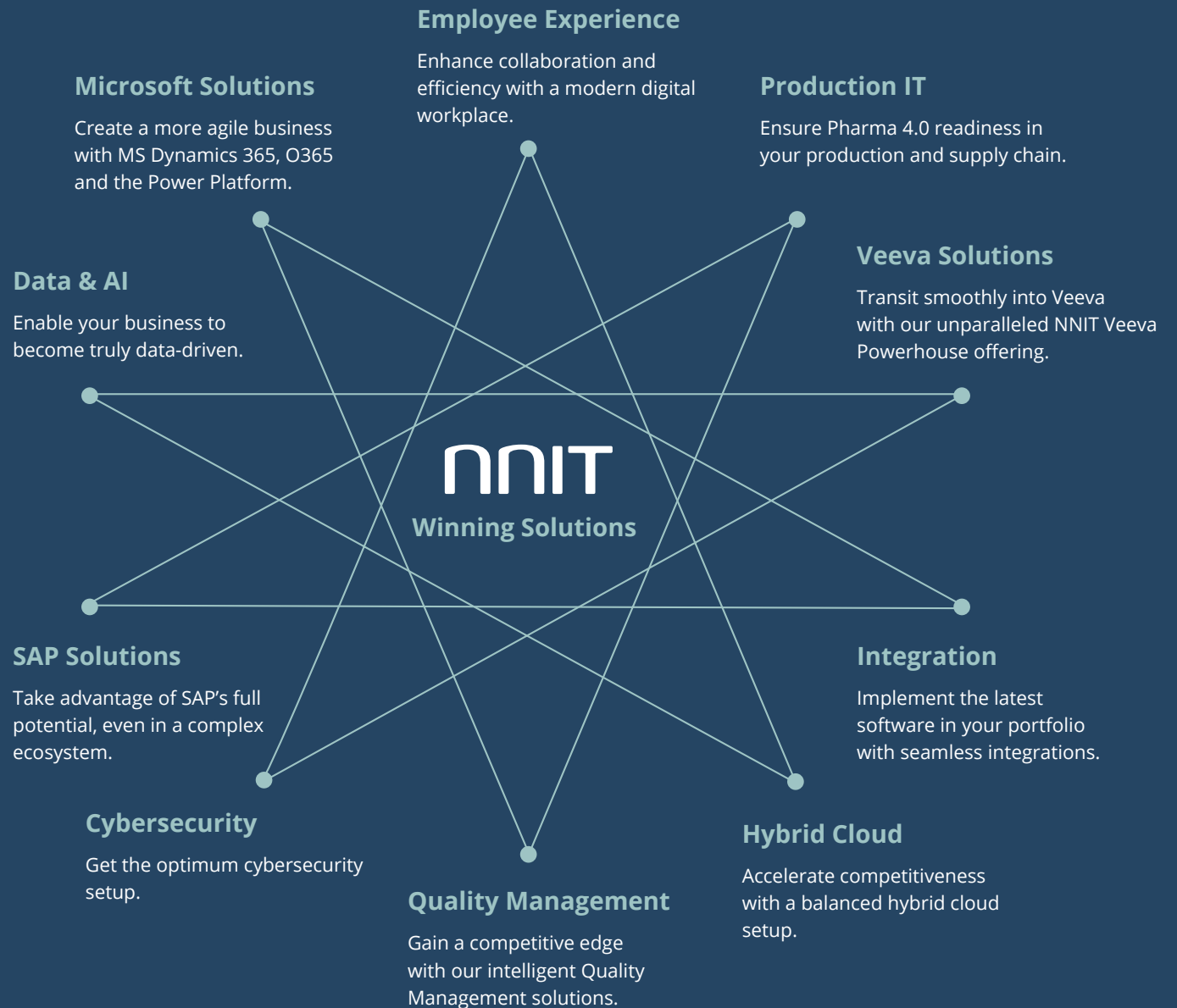
First time right means using proven concepts with a fit-for-purpose scoping that is based on best practice. This requires focus on best practice sharing to ensure fast and friction-free implementation.

Winning Solutions

To enable fast value creation and drive digital transformation, our customers can choose any combination of our Winning Solutions.

For each solution area, NNIT has the ability to advise, build, operate and support the desired customer solution.

To support these solution areas, customers can take advantage of generic Infrastructure and Application Services, as well as services developed specifically for their business, including life sciences.



The Industries and Customers We Serve

Our customers around the world are ambitious organizations focused on driving sustainable business change and results. To that end, NNIT makes a mark by successfully delivering a broad range of solutions to enable our customers to reap the benefits of digital transformation and resiliency.

Life Sciences

Life Sciences international



With more than 20 years' experience, NNIT understands the challenges that international life science businesses face. Our solutions are based on industry best practice, integrated with the existing IT landscape, and fully compliant with regulations from the FDA, EMA and other regulatory bodies.

Highlights

- Continued strong growth in a market with significant potential
- Regulatory-driven changes
- IT cost to move towards SaaS IT and business transformation
- Acquisitions have strengthened NNIT's position in key areas

Life Sciences Denmark



Originating in the Danish life sciences industry, our technology, information and life sciences experts deliver integrated IT consultancy services and solutions that increase the capabilities in key areas of the pharmaceutical value chain, including drug development, regulatory affairs, quality management, production IT and supply chain.

Highlights

- Stable market situation with a high NNIT market share
- Regulatory-driven changes
- IT cost to move towards SaaS IT and business transformation
- Acquisitions have strengthened NNIT's position in key areas

Novo Nordisk Group



NNIT's was born in 1998 as Novo Nordisk IT. The Novo Nordisk Group remains NNIT's largest customer. The Novo Nordisk genes are embedded in our DNA and in our approach to quality and business ethics.

Highlights

- NNIT's largest customer but with declining revenue due to insourcing
- In-depth knowledge of Novo Nordisk business and digital landscape
- Regulatory-driven changes
- IT cost to move towards SaaS IT and business transformation

Private & Public

Finance



Financial institutions face increasing demands for regulatory compliance, cost reductions and improved returns. We support our customers in achieving sustainable efficiency while addressing intense regulatory oversight, cybersecurity and digital innovation.

Highlights

- Strong regulation and compliance requirements fit well with our life sciences DNA
- High security demands
- On-premise data center demands
- Market is being disrupted by new entrants

Enterprise



In the enterprise segment, we leverage our extensive experience in regulated IT to support customers in Retail, Consumer Goods, Logistics and Energy. Our broad range of Winning Solutions align well with these demanding businesses, whether it be within ERP, cybersecurity, Microsoft, general IT system operations, modernization or something else.

Highlights

- Strong customer base of leading brands with a global footprint
- Opportunities to follow Danish customers internationally
- Increasing need for security, digital workplaces and SaaS solutions

Public



The public sector's ambition to modernize and improve the life of citizens align very well with NNIT's ambition to make a mark in society, using our extensive experience in optimizing processes, simplifying work and reducing costs for public sector organizations.

Highlights

- NNIT mainly target regions and central government
- Rigorous contract regime and terms and conditions
- Public tenders regulated by law
- Significant potential in replacing legacy systems

Customer Experience at the Core

In a world of increasing competition, the search for true differentiation is greater than ever. At NNIT, we believe that we can be different and make a mark by investing in our customers' experiences and satisfaction.

A common denominator for all NNIT's customers is the need for competitive solutions that enable them to digitally transform and, in turn, meet the requirements of their customers.

In general, we are proud that our services are well received by our customers. Aside from the many daily interactions we have with our customers and partners, NNIT has an extensive Customer Feedback Program that allows us to check the health of each relationship. This provides a solid base for our continued journey.

Our customer centricity is recognized by our customers

Through our three formal feedback channels, we keep a representative indication of our relationship with our customers across all segments and key stakeholders.

- In general, we are performing at a satisfactory level based on quantitative measures.

- Even though the Annual Experience Survey showed progress on all parameters, we still have room for improvement. Initiatives have been identified to improve the overall score of 3.7.

In addition to the Customer Feedback Program, NNIT is also involved in a formal auditing process to determine whether deliveries meet customer expectations and regulatory requirements. During 41 audits in 2020, including both independent service audits and customer audits, no material findings were identified.

The number of independent service auditor reports was 34 in 2020 compared to 37 in 2019.

In line with ISO 9001 and ISO 27001 certification requirements, including interpretation of FDA and EMA regulations, NNIT conducted internal audits and external supplier audits in 2020.

Annual Experience Survey

(Scale 1-5), 2019: 3.6

3.7

Annual survey focusing on the full customer journey. Respondents are typically top management.

Quarterly Satisfaction Survey

(Scale 1-5), 2019: 4.3

4.4

Quarterly survey focusing on specific deliveries. Respondents are typically middle to top management.

Ongoing End-User Survey

(Scale 1-5), 2019: 4.4

4.4

Ongoing surveys focusing on the experience delivered to users of the NNIT Service Desk. Respondents are IT users (all levels).





“Being part of Young Professionals at NNIT gives me great insight to the company as well the people employed here. I meet equally ambitious young people who I can reach out to professionally or socially and the network is really valuable. The community is also a way for me to show that I want to succeed at NNIT and that I believe in this company.”

SIGNE THISGAARD PEDERSEN,
JUNIOR CONSULTANT, JOINED NNIT'S GRADUATE PROGRAM
IN 2019

Our People

NNIT runs on people power. Together, we make the NNIT wheels spin, working in all time zones for customers around the world.

As a business, we are highly dependent on attracting and retaining the right talent, from experienced specialists to the talents of tomorrow. In 2020, we continued to invest in our people and in improving our brand as an employer.

Attracting and developing talents

At NNIT, we believe that one of the prerequisites for thriving at work is to know where you are heading, why, and how you are doing on your way there.

We support this by enabling meaningful and continuous dialogue between employee and leader, and by setting individual targets in our Annual Performance Improvement System (APIS) that fit into our overall business goals and strategy.

Motivated, engaged and passionate people are crucial drivers for NNIT in the pursuit of excellence. The Individual Development Plan (IDP) captures the dialogue to ensure this. The IDP is strength-oriented and zooms in on opportunities and areas where the employee can do what they are best at and enjoy most in their job.

Discover Your Leadership Potential (DYLP) is an annual program aimed at developing talented employees with potential for becoming a people leader. Since NNIT initiated the program in 2007, 328 employees have been enrolled in DYLP.

To be top of mind among future talents in the IT industry, we participate in case competitions at universities, and we invite students to write their master's thesis with us. We invest in students on all levels and offer them insights into the industry and support as they transform their theoretical knowledge into real-life problem solving.

NNIT's Young Professional Community

Students, graduates, interns, juniors and associates working at NNIT: we call them young professionals. The Young Professional Community is a network for NNIT colleagues at the beginning of their careers. Its purpose is to build bridges, share knowledge and create relations across NNIT.

Our people are wired to make a mark

Working at NNIT means being part of an international team with talented colleagues who all work 'The NNIT Way'; doing their best to make a mark on business and society; bringing digital transformation to life. We work with passion to deliver results and continuously explore new ways of adding value.

The NNIT people are focused and friendly

In August 2020, one of our customers participated in our internal quarterly meeting, which is broadcast to all NNIT offices. The customer was asked to explain why they chose us as a partner. As he answered, he did not read from our people strategy, but he may as well have: NNIT people are very focused on customer needs, they do not try to oversell, and they are truly pleasant people.

**“As a member of the Young Professional Community,**

I've been able to develop interesting and relevant skills that were not a prerequisite to my current job. I've learned how important it is to take the lead on initiatives if you want to make a positive change. Finally, I get energized by interacting with highly motivated, inspirational and like-minded peers.”

GURSEWAK SINGH DHALIWAL, JUNIOR CONSULTANT,
JOINED NNIT AS A STUDENT ASSISTANT IN 2019



NNIT Leadership Values

All 250+ people managers in NNIT lead using three core principles:

Inspire

We challenge and support our people to make their mark in and with NNIT.

Involve

We respect and listen to our people.

Lead

We take the lead to drive our business.

“We believe it’s important to equally challenge and support our people in their development, and we find our leadership principles to be instrumental when creating the potential for talents – at any level – to grow.”

BRIT KANNEGAARD-JOHANNESSEN, SENIOR VICE PRESIDENT OF PEOPLE, COMMUNICATION, MARKETING & QUALITY

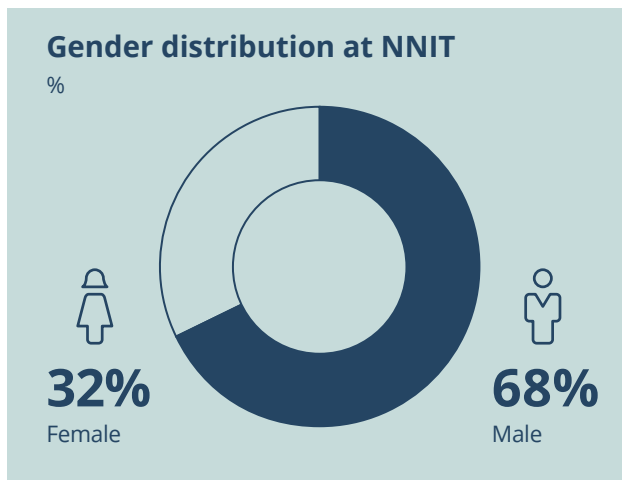
Our People Highlights



Number of employees at year-end



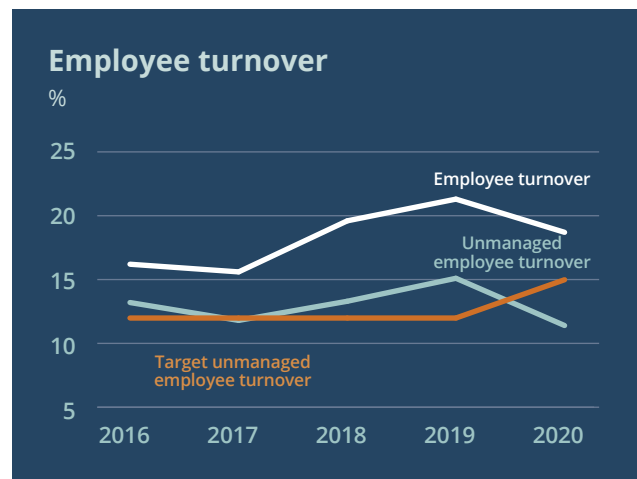
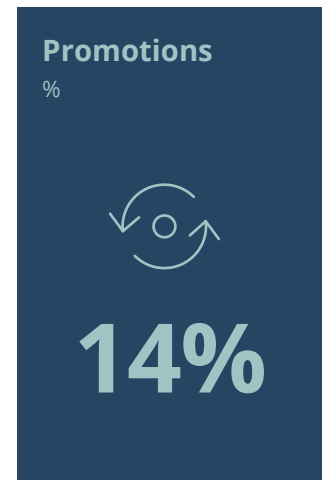
3,171



Number of certificates held by employees

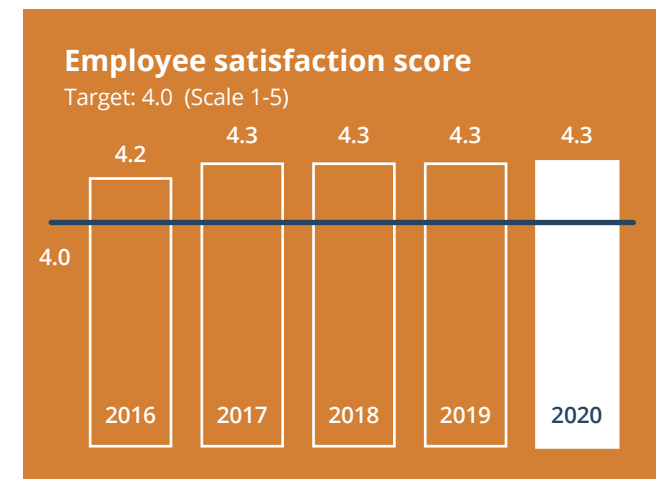
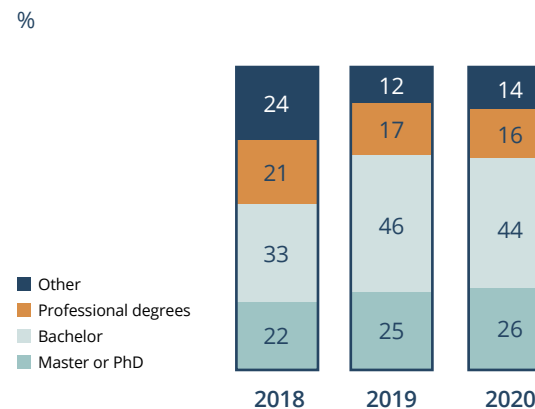


5,060



Overview of employees' education

%



Our Responsibility

To us, putting good IT into practice for our customers also means making a more positive mark on society. In 2020, we continued to be a responsible company, and we embarked on several new initiatives contributing to a more sustainable future – for NNIT and our surroundings.

Making a mark

In addition to a general approach to proper and fair business conduct, we support the principles of responsible business in the UN Global Compact and report on our progress annually to the UN.

Digital transformation, on which we build our aspiration, plays a crucial role in the green transition of the global society. At the same time, the IT industry is one of the biggest contributors when it comes to CO₂ emissions.

As a conscience-driven player in the IT industry, we want to explore how IT and digitization can lead to a more sustainable future. And we want to enable a dialogue – leading to action – with our stakeholders about the sustainable digital transformation.

The Environmental, Social and Governance (ESG) principles

In 2020, we enhanced our work with ESG reporting and now conduct annual audits with the objective of continuously improving the way we operate.

NNIT is committed to the UN Global Compact¹, the Universal Declaration of Human Rights², the UN Convention against Corruption³, the International Labor Organization's conventions and declarations, including the Rio Declaration on Environment and Development, convention no. 155⁴, and the Declaration on Fundamental Principles and Rights at Work⁵.

¹ <https://www.unglobalcompact.org/>

² <https://www.un.org/en/universal-declaration-human-rights/index.html/>

³ https://www.unodc.org/unodc/en/corruption/tools_and_publications/UN-convention-against-corruption.html

⁴ https://www.ilo.org/wcmsp5/groups/public/--ed_norm/--declaration/documents/publication/wcms_095895.pdf and https://legal.un.org/avl/pdf/ha/dunche/rio_ph_e.pdf

⁵ https://www.ilo.org/wcmsp5/groups/public/--ed_norm/--declaration/documents/publication/wcms_467653.pdf

WE SUPPORT



Our Corporate Responsibility Policy is closely linked to the UN's Sustainable Development Goals (SDGs).

We have identified four SDGs where we see our work adding most value, and we are committed to making a more positive mark on business and society through our activities within this framework.

**SUSTAINABLE
DEVELOPMENT
GOALS**

2020 Milestones



Helping school children navigate in the digital world

NNIT is a founding partner of the Coding Class initiative in Denmark, which aims to open children's eyes to the endless opportunities of technology so that they gain a better understanding of the digital world surrounding us. We collaborate with Coding Class by giving school children an assignment that they have to solve using digital tools and coding. This year, the children invented games to help us sort trash and reduce water and food waste.

Ensuring IT talent development

Our Corporate Vice President Kristine Stenhuus is on the Board of the IT University of Denmark (ITU). The Board is responsible for securing ITU's interests as a leading institution of education and research within IT in Denmark. Our CEO Per Kogut is Chairman of the Board of Digital Hub, whose purpose it is to attract top international talent, customers, and capital to accelerate growth in the Danish digital ecosphere.



Gender distribution in Discover Your Leadership Potential

Since 2018, we have focused on attracting more women to our Discover Your Leadership Potential (DYLP) program to address the gap in gender distribution in leadership positions, an issue faced by the IT industry at large. We will continue this focus in 2021. The gender distribution in DYLP in 2020 was 38% women and 62% men.

Increasing diversity and minimizing the gender gap

We are firm believers in equal rights and opportunities, and we believe that a diverse team performs better and thrives more. Our Diversity Policy serves to increase diversity at all levels across NNIT. In 2020, we reviewed our people policies regarding gender neutrality to ensure equality between all genders (e.g. in relation to parental leave). We also analyzed the gender salary gap at NNIT in Denmark. In 2020, the pay gap between women and men was less than 10%, and we will continue the work to minimize gender salary gaps on both a local and global scale.



“I’ve learned a lot about my personal strengths and how to handle conflicts in a team. One of my favorite sessions was the roleplay in which we faced a typical team conflict and had to take on the role of manager and solve the conflict. I’m also excited about how DYLP offers all new managers at NNIT an experienced manager as mentor. I have had several great talks with my new mentor, Kristine Stenhuus.”

**CAMILLA KRABBE KONGSTED
CHRISTENSEN, LINE MANAGER**

NNIT podcast: *Women in Tech*

In 2020, we introduced our podcast series Women in Tech, in which we invite women in the IT industry to talk about gender equality and their experiences in a male-dominated industry.

“Of course you notice it when you’re the only woman in a meeting with nine other people. In my experience though, we focus on the job we’re here to do, rather than the gender distribution in the room. **The fact that we are a diverse group and we bring our various competencies and insights to the table is what gives the group a cool energy.”**

LOUISE LETH NAKSKOV, ADVANCED BUSINESS CONSULTANT, CITED FROM NNIT'S PODCAST SERIES *WOMEN IN TECH*.



Supporting sustainable development in the IT industry

NNIT participates in networks and organizations working to ensure sustainable development on several parameters in the IT industry.

Through the Danish ICT Industry Association (IT-Branchen), we are a member of the Forum for Sustainability, Digitization and Standardization, where we contribute actively to developing guiding standards for the IT industry.

Improving our own infrastructure

We are reviewing our company car policy with the objective of changing our fleet to electric cars and offering a more sustainable choice for private transportation. We have purchased chargers for electric cars to be placed at our HQ parking lot, and we are collaborating with car sharing service companies to offer our Danish employees the opportunity to take less polluting transportation to and from work.

Innovative solutions

We help our customers lower their CO₂ emissions, for example through our Augmented Reality/Virtual Reality services, which we accelerated in 2020. We offer a number of solutions in this area, including virtual meetings, faster assistance from experts with no transportation and training simulations.



Lowering our CO₂ emissions

In 2020, we began measuring our CO₂ emissions on a global scale, with the intention of lowering them in 2021 and on beyond. This work is extensive, but we find it necessary.

Our data centers run on green energy

NNIT owns two data centers and rents a third. Data centers are critical to the future infrastructure of society, enabling digitization and effective utilization of data.

NNIT purchases 100% green energy for all our Danish locations, which means that our energy comes from either wind or hydro power. Furthermore, our own data centers are very energy efficient, ranking well under the European average Power Usage Effectiveness level (1.6), which results in lower energy consumption.

However, we believe we can contribute more in this area. Therefore, we are working on a solution in which the surplus energy generated from our data centers can be used for heating in the local community.



Equity Story



Top three Danish IT market leader

Based on Gartner IT Services Market Share 2019 and NNIT data.



High dividend payout ratio >45%

Defined as dividends paid on net profit for the previous fiscal year.



>20% historical organic revenue growth outside Denmark

Previous three years' performance in Life Sciences international. Based on average yearly growth from 2017-2020 in Life Sciences international.



Strong employer brand

Rated as one of the most attractive IT workplaces in Denmark. Ranked number five in IT Company Rank 2020 by Version2. Ranked the 15th most attractive IT employer by Universum in 2020 in the category IT, among professionals. **NNIT employee satisfaction score of 4.3 out of 5.**

NNIT



Successful acquisition track record

Four acquisitions in the past four years. SCALES in 2017, Valiance Partners in 2018, Halfmann Goetsch Partner in 2019 and Excellis Health Solutions in 2020.



ESG

NNIT is rated annually by the independent ESG and corporate governance research and rating company, Sustainalytics.



Solutions in strong ecosystems

- Microsoft
- SAP
- Veeva
- Amazon Web Services (AWS)
- TraceLink

NNIT also works with a number of specialized partners in select areas to provide value adding services.



Large potential in Denmark and in international life sciences markets

Our market share in Denmark is around 6% and internationally below 1%. Based on Gartner IT Services Market Share 2019 and NNIT data.



Strong domain knowledge within life sciences

Especially strong knowledge within regulatory affairs, quality management, pharma production IT, Veeva solutions and end-to-end supply chain management.

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