



# Q3 2022 webcast

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November 2, 2022

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# Agenda

- Q3 highlights
- Strategic update
- Business Unit performance
- Group financials
- 2022 outlook
- Q&A

## Disclaimer

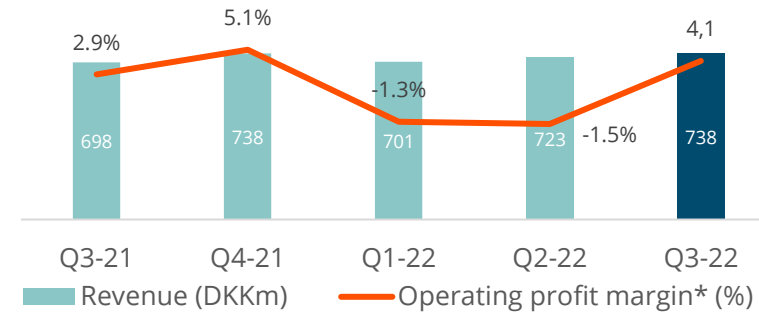
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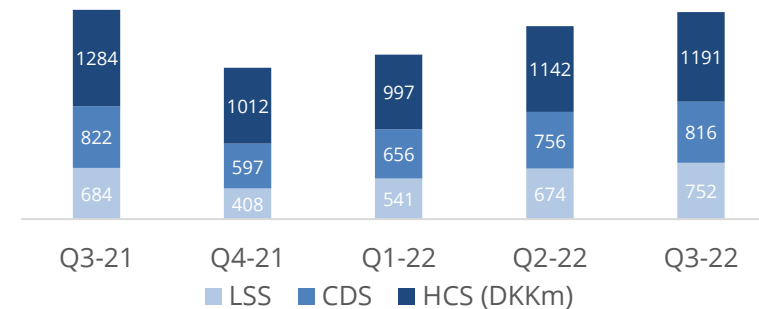
# Q3 highlights

- Continued execution on carveout of infrastructure business
- Global delivery capabilities being consolidated in the Philippines
- Improved earnings and revenue in LSS and CDS drove progress
- Solid order intake including multiyear contract with Lantmännen Unibake

Revenue and operating margin



Order backlog



# Strategic update

## TRANSFORMATION

Specialized IT services provider with two strongly positioned business units

## PROFITABILITY

Continued pickup in Q3 after adjustments and improved utilization

## STRATEGY

SBTi commitment in Q3  
Carsten Ringius joins as CFO  
Pernille Fabricius drives transformation

## NEXT STEPS

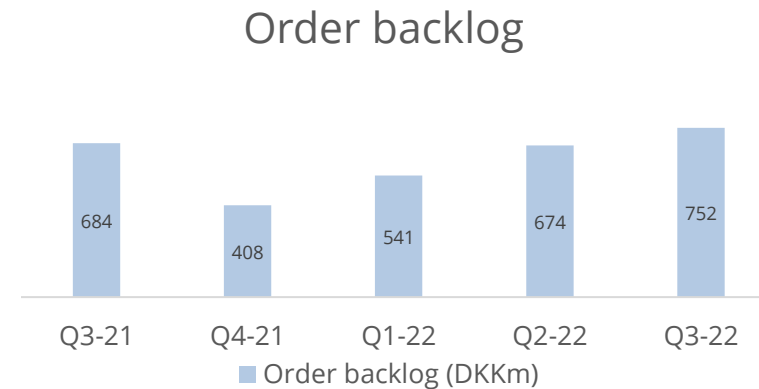
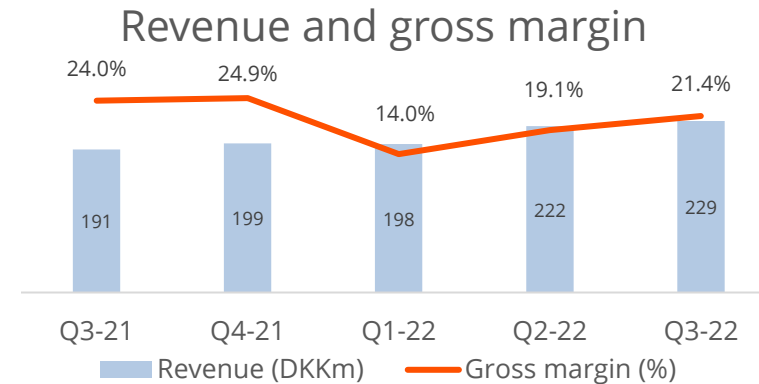
Carveout work continues  
Impact being assessed  
Subject to approvals

## BACKLOG

Growth based on large new contracts and renewals

# Life Sciences Solutions (LSS)

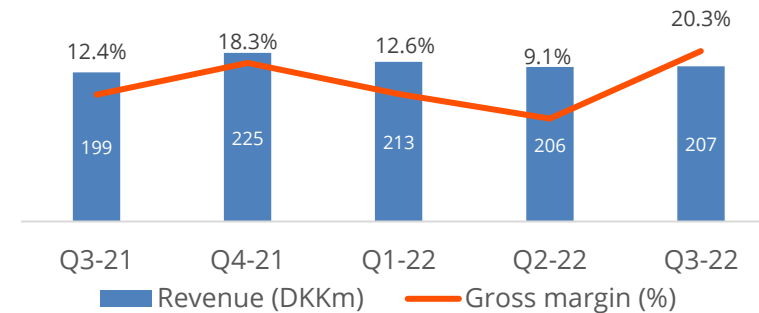
- 20% revenue growth driven by acquisitions and international sales
- Good pickup in earnings due to improved capacity utilization
- Positive development expected to continue on coming quarters
- Solid increase in order intake and backlog from Q3 2021



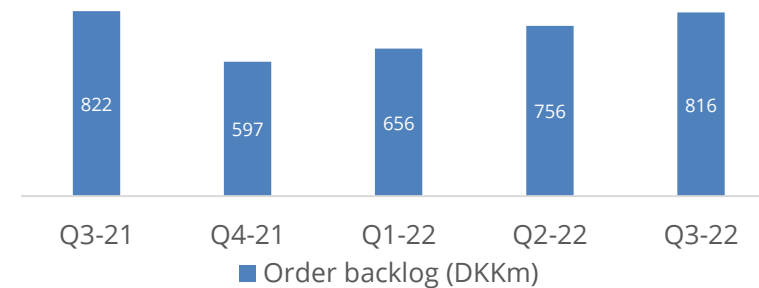
# Cloud & Digital Solutions (CDS)

- Moderate revenue growth driven by sales to Life Sciences customers
- Stable sales to other customer groups
- Significant profitability increase due to capacity adjustments in Q2
- Continued progress in order backlog with good traction in China and Denmark

Revenue and gross margin

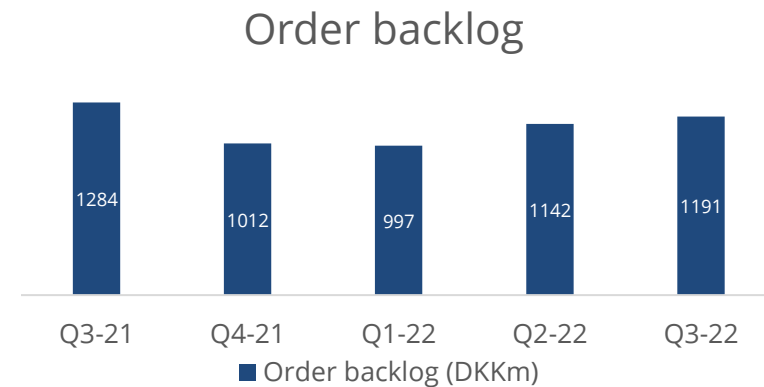
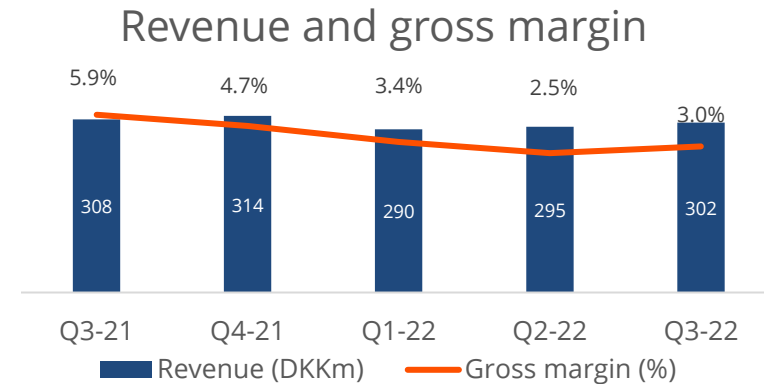


Order backlog



# Hybrid Cloud Solutions (HCS)

- Slight decline in revenue caused mainly by SLA contract expiry in Q1
- Increasing electricity costs and higher staff costs during relocation of outsourcing to the Philippines
- Measures taken to increase capacity utilization and cut costs

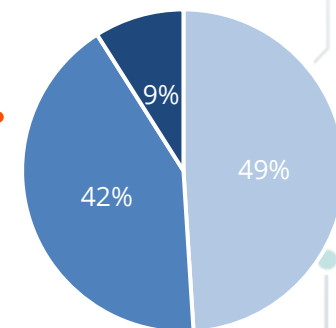
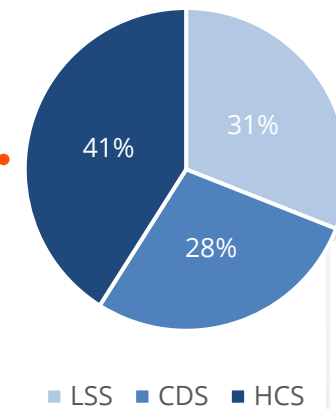




# Group financials Q3 and 9M 2022

DKKm	Q3-22	Q3-21	9M-22	9M-21	FY-21
<b>Revenue</b>	<b>738</b>	<b>698</b>	<b>2,162</b>	<b>2,139</b>	<b>2,877</b>
<i>Revenue growth</i>	5.7%	6.1%	1.1%	1.3%	1.7%
<b>Gross profit</b>	<b>100</b>	<b>90</b>	<b>232</b>	<b>315</b>	<b>420</b>
Sales and marketing costs	35	36	113	109	145
Administrative expenses	35	33	109	101	133
<b>Operating profit before special items</b>	<b>30</b>	<b>21</b>	<b>10</b>	<b>105</b>	<b>142</b>
<i>Operating margin before special items</i>	4.1%	3.0%	0.5%	4.9%	4.9%
Special items	50	23	121	92	153
<b>Operating profit/loss</b>	<b>-20</b>	<b>-2</b>	<b>-111</b>	<b>13</b>	<b>-11</b>
Net financials	-7	-2	-12	-17	-14
<b>Net profit/loss</b>	<b>-22</b>	<b>-10</b>	<b>-102</b>	<b>-9</b>	<b>-7</b>
Free cash flow	-43	-145	-299	-81	11

Q3-22 BU revenue



Q3-22 BU gross profit



# 2022 outlook suspended

- IO business to be reclassified as 'discontinued activities'
- Impact on financial reporting still pending
- Temporary suspension maintained
- Strengthen revenue and profitability of continuing activities from 2023

# Closing remarks

**Continuation of  
carveout work and  
outsourcing consolidation**



**Growth in revenue,  
earnings and backlog in  
LSS and CDS**

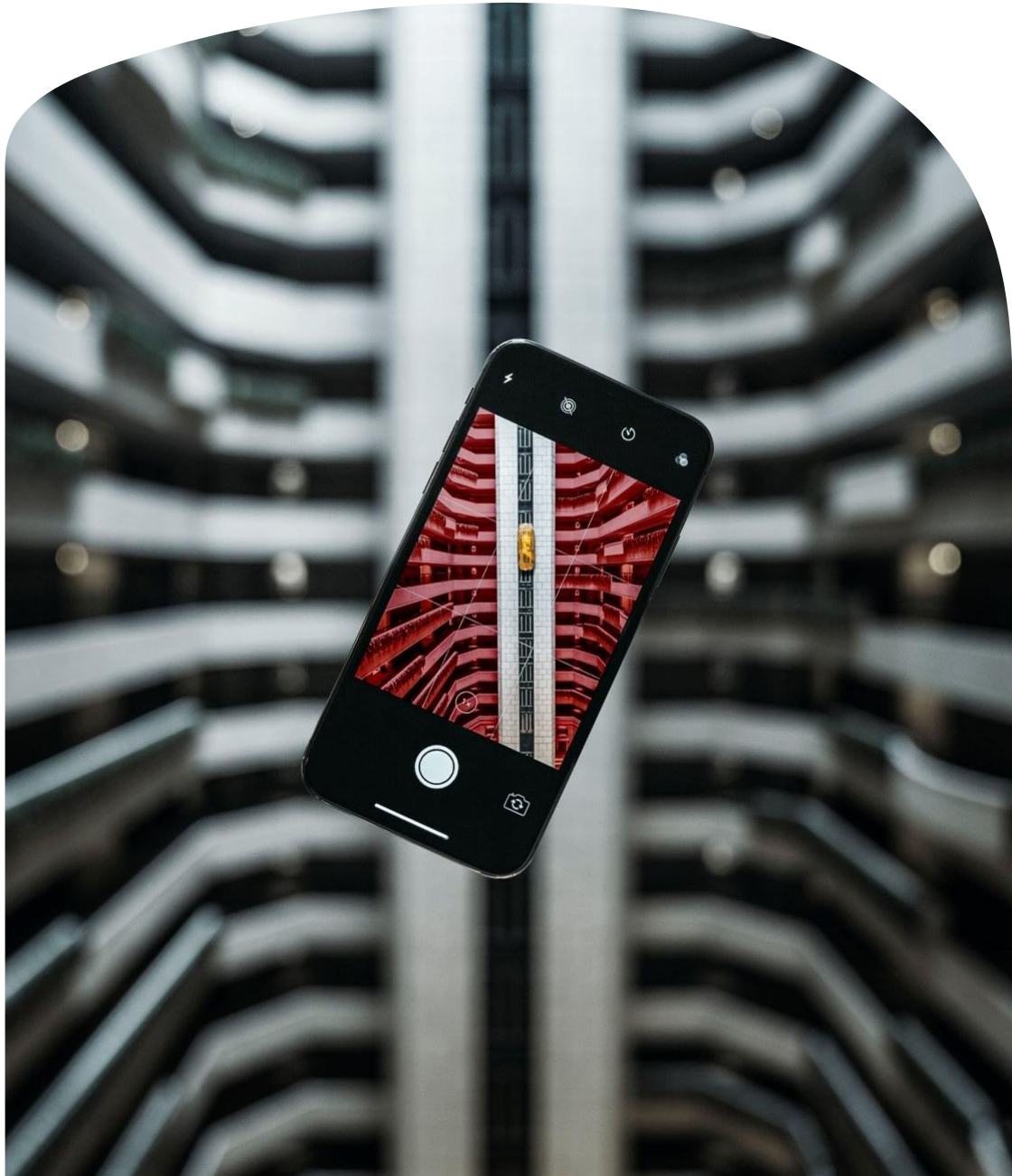


**Impact of divestment on  
continuing business  
still pending**



# Q&A





# Contact information

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

DKKm	Q3 2022	Q2 2022	Q1 2022	Q4 2021	Q3 2021
<b>Revenue</b>	<b>229</b>	<b>222</b>	<b>198</b>	<b>199</b>	<b>191</b>
Life Sciences (excl. NGG)	208	201	170	175	166
- <i>Life Sciences (Int.)</i>	202	192	163	167	160
- <i>Life Sciences (DK)</i>	6	9	7	8	6
Novo Nordisk Group	21	21	28	24	24
Public	0	0	0	0	1
<b>Production costs</b>	<b>180</b>	<b>180</b>	<b>170</b>	<b>150</b>	<b>145</b>
<b>Gross profit</b>	<b>49</b>	<b>42</b>	<b>28</b>	<b>49</b>	<b>46</b>
<b>Gross profit margin</b>	<b>21.4%</b>	<b>18.9%</b>	<b>14.6%</b>	<b>24.6%</b>	<b>24.1%</b>
<b>Order backlog</b>	<b>752</b>	<b>674</b>	<b>541</b>	<b>408</b>	<b>684</b>

# Appendix: Cloud & Digital Solutions

DKKm	Q3 2022	Q2 2022	Q1 2022	Q4 2021	Q3 2022
<b>Revenue</b>	<b>207</b>	<b>206</b>	<b>213</b>	<b>225</b>	<b>199</b>
Life Sciences (excl. NGG)	42	35	35	40	31
- <i>Life Sciences (Int.)</i>	18	12	11	17	12
- <i>Life Sciences (DK)</i>	24	23	24	23	19
Novo Nordisk Group	25	23	23	23	21
Enterprise	100	103	106	111	101
Public	34	37	40	41	38
Finance	6	8	9	10	8
<b>Production costs</b>	<b>165</b>	<b>189</b>	<b>186</b>	<b>184</b>	<b>174</b>
<b>Gross profit</b>	<b>42</b>	<b>17</b>	<b>27</b>	<b>41</b>	<b>25</b>
<b>Gross profit margin</b>	<b>20.3%</b>	<b>8.3%</b>	<b>12.7%</b>	<b>18.2%</b>	<b>12.6%</b>
<b>Order backlog</b>	<b>816</b>	<b>756</b>	<b>656</b>	<b>597</b>	<b>822</b>



# Appendix: Hybrid Cloud Solutions

DKKm	Q3 2022	Q2 2022	Q1 2022	Q4 2021	Q3 2022
<b>Revenue</b>	<b>302</b>	<b>295</b>	<b>290</b>	<b>314</b>	<b>308</b>
Life Sciences (excl. NGG)	36	37	39	45	48
- <i>Life Sciences (Int.)</i>	14	10	14	15	15
- <i>Life Sciences (DK)</i>	22	27	25	30	33
Novo Nordisk Group	97	90	89	107	98
Enterprise	81	86	81	83	81
Public	25	22	24	25	25
Finance	63	60	57	54	56
<b>Production costs</b>	<b>293</b>	<b>288</b>	<b>280</b>	<b>299</b>	<b>290</b>
<b>Gross profit</b>	<b>9</b>	<b>7</b>	<b>10</b>	<b>15</b>	<b>18</b>
<b>Gross profit margin</b>	<b>3.0%</b>	<b>2.4%</b>	<b>3.4%</b>	<b>4.8%</b>	<b>5.8%</b>
<b>Order backlog</b>	<b>1,191</b>	<b>1,142</b>	<b>997</b>	<b>1,012</b>	<b>1,284</b>