2024 Annual Report

Approved at the Company's annual general meeting on 1 April 2025.

Chairman of the General Meeting:

Jacob Lehman

7N A/S Emdrupvej 26B, 2.
DK-2100 Copenhagen
CVR no. 5081 0216

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The Big Picture

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An IT consultancy dedicated to solving the toughest IT challenges

We serve as a trusted partner for the most critical IT projects. Driven by deep expertise and experience, we deliver tailored teams for the task, constituted from our global network of extraordinary IT people – delivering on our clients' objectives and beyond.

We enable our clients to unleash their full potential of their IT projects through a proven process and delivery model coupled with a human and collaborative approach.

Our Values

Professionalism

We strive to be among the best in our field, whether as IT consultants, agents, or support staff, and we leverage our knowledge and skills to benefit others. We know our business and get things done.

Respect

We respect the people around us and listen to what they have to say. We make sure we take the time to understand their views.

Mindset of a Servant

We exist to understand, serve, and help our clients, consultants, and fellow employees. In our world, no one gets anywhere by putting their own interests first.

7N at a Glance

1,547 mDKK
in revenue.
+2% from 2023

1,758
engaged consultants

79 mDKK
adjusted EBITDA.
-1% from 2023

9.4%
CAGR revenue last 10 years

22 countries
with engaged consultants

11 offices
in 7 countries

8,000+
our talent pool of vetted consultants

49
employee NPS

57
consultant NPS

65
client NPS

225+
serviced clients

18 years
average seniority of consultants

CEO Letter

2024 has been a hallmark year for 7N. Despite tough market conditions, we grew our top-line and we ended the year with 1,758 engaged consultants. In 2024, we also strengthened the core organization and served clients across multiple countries.

These results reflect the hard work and dedication of our people. Despite economic and geopolitical uncertainties, we have successfully increased the conversion rate of requests for consultants in core markets and started engagements with new clients across geographies and with various delivery models. While challenges emerge daily, our commitment to close client partnerships and a strong network of top 3% IT consultants highlight the resilience and strength of our proven business model.

> *2024 marked the acceleration of our new service portfolio: 360° Sourcing, Solutions, and Academy.* ***Feedback from clients has been overwhelmingly positive****, as our offerings bring our flexibility to their IT projects, aligning with their plans and resources.*

In 2024, we reached DKK 1.55 billion in revenue. The year also marked the acceleration of our new service portfolio: 360° Sourcing, Solutions, and Academy. Feedback from clients have been overwhelmingly positive with a substantial increase in client NPS to 65 from 59 in 2023. Our offerings bring our flexibility to their IT projects, aligning with their plans and resources.

Delivering solutions to our client where 7N holds the total cost of ownership has been a source of pride for me this year. With the value we see generated for our clients and the opportunities in the market, we want to accelerate that part of our business in the coming years.

Economic concerns and emerging technologies have significantly reshaped IT decision-making. The trend toward shorter commitments, fragmented projects, and longer sales processes reflect caution around AI's impact and the evolving software landscapes. While sophisticated AI tools offer exciting new opportunities, they also introduce risks, underscoring the critical need for cybersecurity measures and adequate governance and compliance practices.

Navigating the New Standards for Business Success

Our organization is well-equipped to reap the rewards of AI. At 7N, we have embraced AI-driven tools to efficiently match consultants with projects, blending data insights with human expertise for unmatched precision. By leveraging the rapidly growing market for AI tools based on generative technology and our in-house AI-driven software, we enable our agents to be faster and more precise in matching.

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2024, we also had the pleasure of upskilling many of our clients' employees through AI Bootcamps at our 7N Academy, further strengthening our close partnerships.

With more new tools and built on data, our commitment to security is reinforced through ISO 27001 recertification. As we have delivered several NIS2 and DORA assessments and implementation projects to clients, 7N remains dedicated to cybersecurity compliance and diligence.

In 2025 we will prepare our first reporting under the EU's Corporate Sustainability Reporting Directive (CSRD). Our close collaboration with clients throughout 2024 has equipped us to set ambitious Science-Based Targets aligned with the Paris Agreement for the coming year, ensuring that 7N remains at the front-ent of the sustainability agenda.

*Our mission remains clear: to be the **leading IT freelance company for the sharpest minds**, supporting the world's most prestigious clients on critical digital projects. We are proud of our team's relentless dedication, which positions us to seize market opportunities and **drive record results in 2025**.*

Great Ambitions for the Future

A major milestone this year was Polaris Private Equity's acquisition of 7N. The introduction of a new majority shareholder and ambitious partnership to propel 7N forward. Our new majority owner understand our industry, business, and culture. This understanding, along with the goal of evolving into a freelance-based premium pan-European IT consultancy, bodes well for a fruitful partnership based on commercial and operational excellence, stellar matching of our consultants' expert capabilities to our clients' digital needs, and expansion of both our geographical presence and technological delivery. Together, we believe that we have the recipe for growth in the coming years.

With our promise of high quality to clients and consultants comes a distinct willingness to develop our ways of working. We are implementing a new execution model to drive progress and decision-making in our core operations to reach the targets of our strategic priorities. Our new owners provide a welcome new perspective on our value creation and are actively ensuring that we continue to deliver the highest quality in the market.

The great growth ambitions that we have for the future will certainly bring many exciting opportunities, challenges, and experiences to everyone at 7N, as we look to elevate our value creation and expand our presence in both new areas of IT and geographically. I am beyond proud that Polaris have decided to partner with 7N. I look forward to maintaining a high-performance, value-based culture with all the great people of 7N.

Our mission remains clear: to be the leading IT freelance company for the sharpest minds, supporting the world's most prestigious clients on critical digital projects. We are proud of our team's relentless dedication, which positions us to seize market opportunities and drive record results in 2025.

Looking ahead, we are sharpening execution and deepening client relationships to be the preferred partner. With a promising market outlook and continued demand for expert IT consultants, we are well-positioned for robust growth.

I am excited to continue building 7N with our talented team, clients, and consultants.

Performance

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Five Year Summary

Key Figures

Figures in DKK '000	2024	2023	2022	2021	2020
Financial highlights					
Revenue	**1,546,915**	**1,514,533**	1,411,036	1,241,034	1,048,576
Operating profit (EBIT)	**131,000**	**58,271**	43,703	54,074	53,015
Net financials	**-1,552**	**-300**	-1,521	-2,623	-4,111
Net profit for the period	**114,022**	**40,433**	30,528	36,838	36,378
Balance sheet					
Balance sheet total	**398,285**	**411,918**	375,701	360,733	306,180
Net interest-bearing debt	**38,538**	**-71,213**	-72,416	-54,448	-37,951
Equity	**135,874**	**100,445**	77,386	74,906	65,670
Cash flows					
Operating activities	**43,978**	**44,538**	61,754	51,714	73,911
Investing activities	**-60,428**	**-6,477**	2,105	-4,185	-192
Hereof investments in property, plant and equipment	**-293**	**-4,836**	-1,438	-3,485	-2,711
Financing activities	**-66,234**	**-31,450**	-40,215	-42,081	-47,258
Net cash flow for the period	**-82,684**	**6,611**	23,644	5,448	26,461
Changes in net working capital	**-13,768**	**-13,015**	16,230	-930	20,757
Cash and cash equivalents, EoP	**21,002**	**103,366**	93,029	71,003	64,552
Cash conversion	**60.1%**	**61.4%**	86.8%	71.0%	109.3%

Five Year Summary *(continued)*

Key Figures

Figures in DKK '000	2024	2023	2022	2021	2020
Key ratios					
Profitability					
Return on equity	**96.5%**	**45.5%**	40.1%	52.4%	58.3%
Operating profit (EBIT) margin	**8.5%**	**3.8%**	3.1%	4.3%	5.0%
Profit margin	**7.4%**	**2.7%**	2.2%	3.0%	3.5%
Equity					
Solvency ratio	**34.1%**	**24.4%**	20.6%	20.8%	21.4%
Other					
Revenue growth	**2.1%**	**7.3%**	13.7%	18.4%	2.2%
Revenue retention	**91.5%**	**96.0%**	95.7%	98.8%	97.6%
EBITDA	**146,572**	**72,549**	71,117	69,532	67,610
EBITDA margin	**9.5%**	**4.8%**	5.0%	4.9%	4.8%
Adjusted EBITDA	**79,221**	**80,199**	71,117	77,270	71,449
Adjusted EBITDA margin	**5.1%**	**5.3%**	5.0%	5.5%	5.1%
Number of employees (average)	**305**	**303**	295	351	344
Number of vetted consultants	**8,145**	**7,382**	6,312	5,517	4,716

The financial ratios, including key figures have been calculated as described in appendix 1 - Definition of terms

Financial Review

In 2024, 7N realized 2% revenue growth, underscoring our ability to navigate and thrive in a complex economic environment. Despite facing headwinds due to decrease in general market demand and challenging macroeconomic conditions, 7N demonstrated resilience and adaptability.

Revenue for 2024 reached DKK 1,547 million, in line with our expectations of DKK 1,515 million to 1,600 million. This growth was primarily driven by the Group's core strategic market, Poland, which continued its strong performance from previous years.

The Group's EBIT before special items also met the expectations, coming in at DKK 57.7 million, within the expected range of DKK 50-65 million.

The engaged 1,758 consultants (1,711 in 2023) actively contributed with their expertise to assist more than 225 clients globally.

Revenue

Total revenue of DKK 1,547 million marked a 2.1% rise from the DKK 1,515 million revenue in 2023. Despite the market slowdown in total revenue growth compared to recent years, the Group's performance in 2024, especially in Poland, underscores the strength of our business model in a year marked by challenging economic and geopolitical conditions, and our ability to adapt to changes in client behavior.

In Poland, we maintained our growth momentum from the previous year, achieving a 15% increase, including positive developments in foreign exchange. However, this growth was offset by a small revenue decline of 3.6% in Denmark and 13% in other countries.

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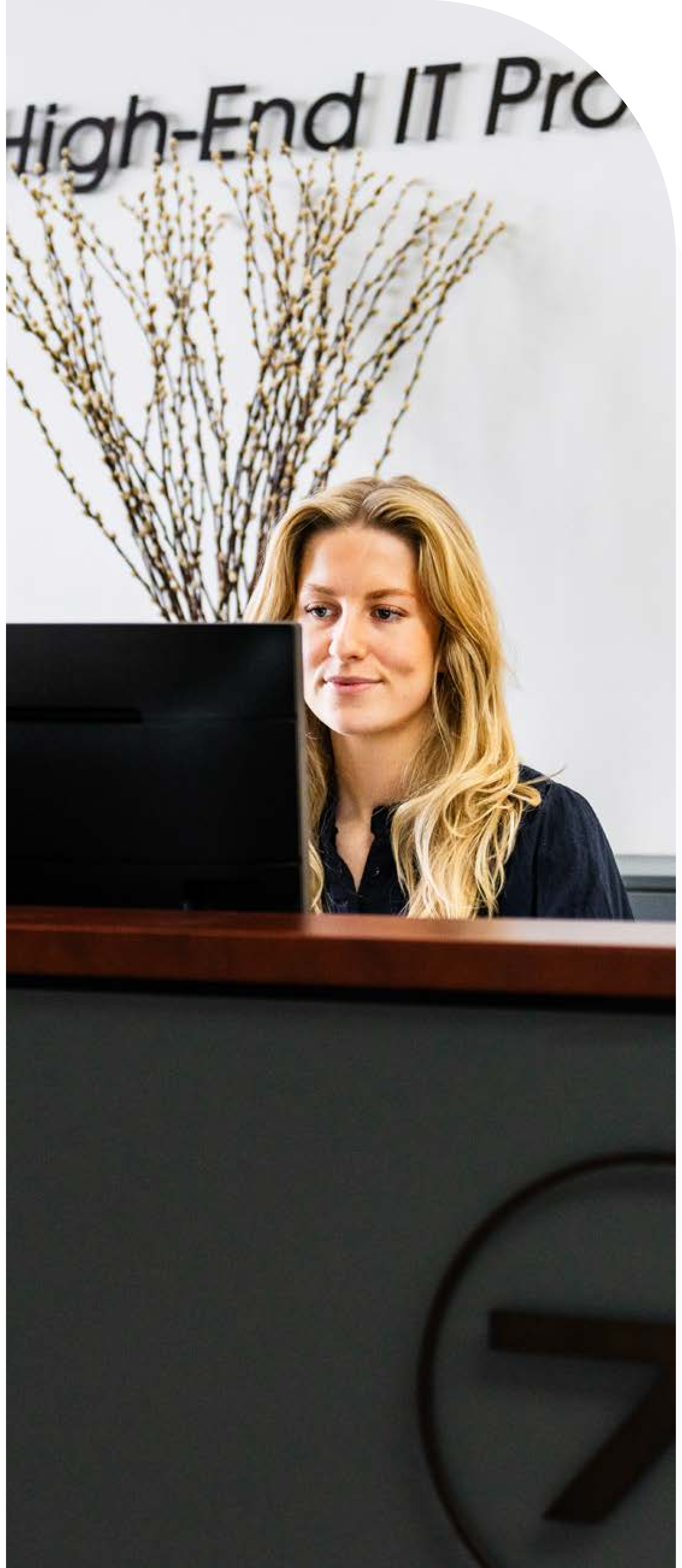


The decline in revenue was primarily due to headwinds related to general market conditions.

The revenue growth was solely organic and predominantly driven by an increase in requests for new assignments across various industries.

Revenue by region

In Poland, revenue to external clients came to DKK 609 million, corresponding to a reported growth of 15%. The demand for proficient IT consultants remained strong in 2024 with notable expansion observed, particularly in the financial sector.

In Denmark, revenue to external clients was DKK 831 million. In 2024, the Danish market was characterized by uncertainty and clients were reluctant to start new projects which resulted in the decline in revenue.

In Other Countries, revenue to external clients declined by 13.0% to DKK 107 million, except for India, which grew by 63.0%, primarily due to large Danish clients placing more business in India.

Gross profit

The gross profit came to DKK 334 million representing a 1.2% increase compared to 2023. However, gross margin slightly declined from 21.8% to 21.6%, primarily due to lower margin on some large-scale clients.

Personnel expenses totaled DKK 164.7 million (2023: DKK 157.6 million), corresponding to an increase of 4.5%. In 2024, the number of salaried consultants increased to 141 (2023: 135) while the number of administrative employees decreased by 4 to 164, primarily due to natural attrition and the decision not to backfill these positions. The increase in personnel expenses derived from profit sharing for the year and higher number of salaried consultants in Poland and Other Countries.

7N has a long-standing bonus scheme aimed at incentivizing its staff. All employees, except for salaried consultants, members of the Management Team, Key Employees, and non-invoiceable administrative consultants in Poland, are eligible for a profit-sharing bonus. This scheme was designed to distribute a significant portion of the Group's EBIT advancement relative to the EBIT of the year in which the last profit-sharing bonus was awarded. For 2024, the bonus amount is set at DKK 6.0 million as compensation to the employees due to the cessation of the profit-sharing bonus.

As the Group continues to evolve and adapt to new market conditions, it has decided to discontinue the bonus program. This will enable the Group to invest in other key areas that will benefit employees and support the long-term development of the overall organization.

Revenue divided by region

Other external expenses comprise costs related to facilities, events and training, sales & marketing, IT, and administrative expenses, amounting to DKK 96.9 million (2023: DKK 101.0 million), corresponding to a decrease of 4.1%. The decline in other external expenses was primarily driven by lower cost for events, IT and marketing.

Adjusted EBITDA totaled DKK 79.2 million (2023: DKK 80.2 million), and the adjusted EBITDA margin decreased to 5.1% (2023: 5.3%) due to a slightly lower gross margin and personnel expenses and other external expenses are maintained on the same level as in 2023.

Special items totaled DKK 73.3 million (2023: DKK 0 million) in income. At year-end, we undertook a significant restructuring of the group, which included the sale of our subsidiaries in Poland to our new holding company, 7N Group A/S. This sale is part of the new organizational structure decided in connection with the acquisition of 7N by Polaris Private Equity. The sale of the subsidiaries has resulted in a profit of DKK 76.4 million, which is presented under special items.

Furthermore, the cost related to warrant program for the former Board of Directors has been executed in connection with the sale of 7N. The cost of DKK 3.1 million related to the warrant program has been included in special items.

Operating profit (EBIT) was DKK 131.0 million (2023: DKK 58.2 million), and the EBIT margin increased to 8.5% (2023: 3.8%), impacted by the factors described above and special items.

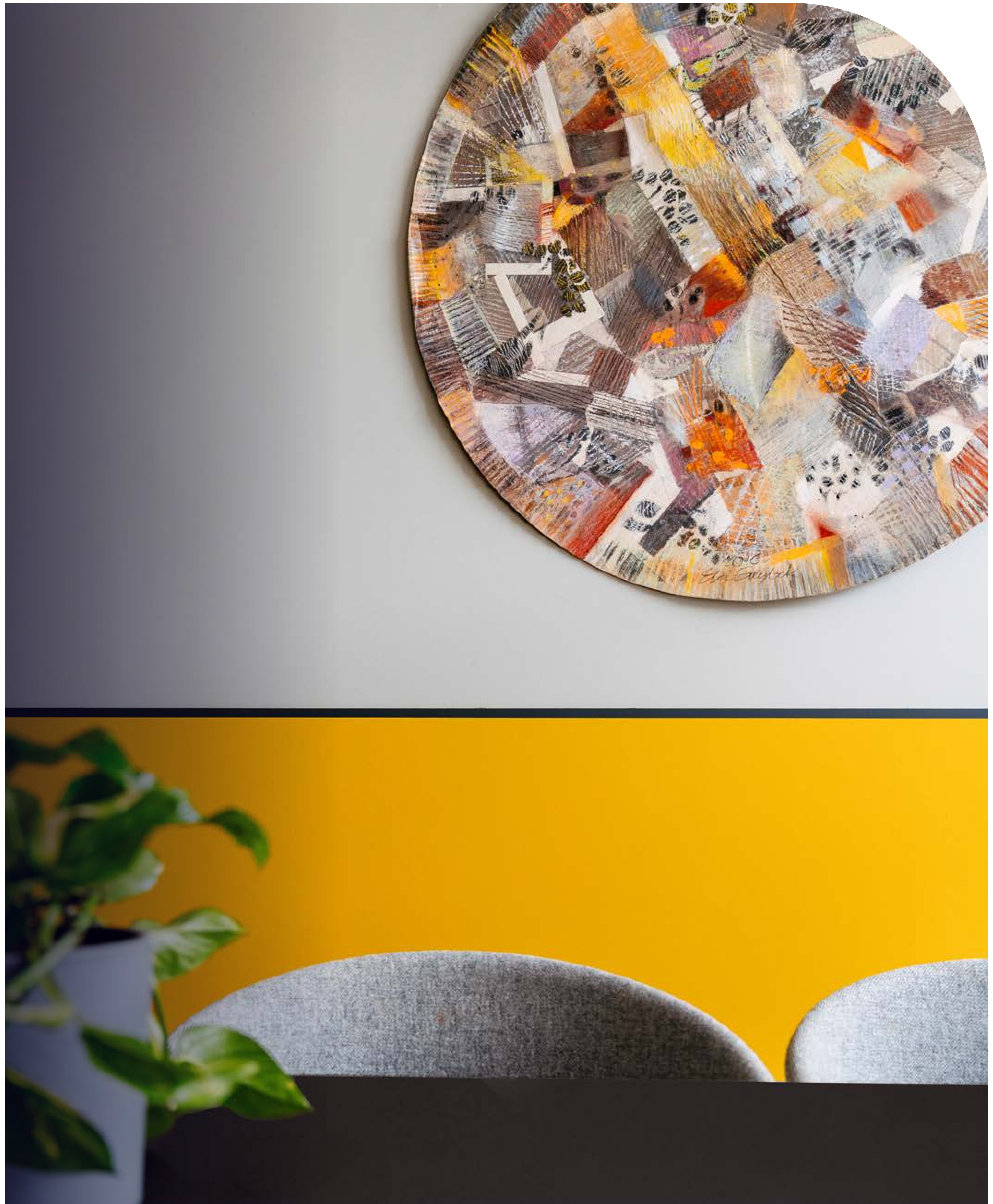
Financial income came to DKK 6.6 million (2023: DKK 7.1 million) and financial expenses were DKK 8.1 million (2023: DKK 7.4 million).

Income tax was DKK -15.4 million (2023: DKK -17.5 million), corresponding to an effective tax rate of 11.8% (2023: 30.2%). The decrease in the effective tax rate is due to the to divestment of the Polish subsidiaries.

Profit for the year was DKK 114.0 million (2023: DKK 40.4 million), corresponding to an increase of 182.0%.

Adjusted EBITDA

DKK '000	2024	2023
Operating profit (EBIT)	**131,000**	**58,271**
Depreciations	14,414	14,272
Amortizations	1,159	6
Special items	-73,352	0
Profit-sharing bonus	6,000	7,650
Adjusted EBITDA (non-IFRS)	**79,221**	**80,199**
Adjusted EBITDA margin	5.1%	5.3%



Cash flow

Net cash flow from operating activities was DKK 43.8 million (2023: DKK 44.5 million), primarily affected by a negative change in working capital. Cash flow from investing activities was negative by DKK -60.4 million (2023: DKK -6.5 million). Investing activities in 2024 were primarily caused by investments related to the divestment of the Polish subsidiaries and the acquisition of intangible assets and equipment and disposal of assets.

Cash flow from financing activities was negative by DKK -66.1 million (2023: DKK -31.7 million), mainly affected by lease payments, and the dividend paid to shareholders.

Balance sheet

Total assets decreased to DKK 398.3 million (2023: DKK 411.9 million) as of 31 December 2024. This decrease was primarily driven by the divestment of the subsidiairies.

The Group's total liabilities decreased to DKK 262.4 million (2023: DKK 311.5 million) at year-end as a result of the divestment of subsidiaries. Total equity increased to DKK 135.9 million (2023: DKK 100.4 million) as of 31 December 2024, and the equity ratio was 34.1% (2023: 24.4%).

The parent company 7N A/S

In 2024, the parent company generated revenue of DKK 839.0 million, compared to DKK 870.1 million in 2023, reflecting a decrease of DKK 31.1 million, or 3.6%. The year 2024 was marked by uncertainty in the Danish market, with clients showing reluctance to initiate new projects. This market hesitation negatively impacted on our revenue development for the year.

Other operating income totaled DKK 23.3 million (2023: DKK 17.6 million). The increase is due to higher charges from the parent company to the subsidiaries.

Other external expenses totaled DKK 59.1 million (2023: DKK 60.7 million). The decrease was primarily related to lower event costs and other assistance.

The personnel expenses increased to DKK 87.1 million (2023: DKK 84.4 million), primarily due to exercise of the warrant programme.

The income from equity investments in group enterprises totaled DKK 22.1 million (2023: DKK 18.2 million). The increase was primarily due to higher profits in the subsidiaries and F/X effects.

In 2024, the company sold the subsidiaries in Poland to the new holding company 7N Group A/S. The divestment resulted in a gain of DKK 76.4 million.

Profit before tax for the year was DKK 121.5 million (2023: DKK 50.3 million). Income tax amounted to DKK 7,5 million (2023: DKK 9.8 million). Net profit was DKK 114.0 million (2023: DKK 40.4 million). Equity increased to DKK 135.9 million at 31 December 2024 from DKK 100.5 million at 31 December 2023.

Profit allocation

The Board of Directors intends to recommend to shareholders at the Annual General Meeting in 2025 that of the Profit for the Year of DKK 114.0 million, dividends of DKK 100 million be declared, representing DKK 82.63 per share of DKK 1, that DKK -22.6 million be transferred to retained earnings and that DKK –13.3 million be transferred to reserve for net revaluation according to the equity method. During the year shareholders was paid an extraordinary dividend of DKK 50 million.

Outlook 2025

We expect an organic growth rate of 5%-10%, as we assume that macro and geopolitical uncertainties in continuing business will remain unchanged in 2025. However, due to the divestment of the Polish subsidiaries the nominal reported revenue is expected to decrease in 2025.

Adjusted EBITDA is expected in the range 4.3%-5.5% and is based on improvements to margins which are not based on one-offs effects or other non-recurring effects.

Our estimates for 2025 are primarily based on past experience, existing order backlog and current market expectations. Such estimates are dependent on a wide range of factors some of which are partially within our control and some of which are outside of our sphere of influence. Assumptions that are outside of our control include, among other things, stable macroeconomic conditions, no changes in customers' IT spending, no increased constrains in finding new consultants, no change in industry or market trends and abnormal disruptions preventing 7N from delivering its solutions to clients. We assume no loss of major clients and no loss of substantial work from existing clients.

Outlook	Target 2025	2024 performance
Organic revenue growth	5-10%	2%
Group, Adjusted EBITDA	5.5%-6.5%	5.1%

Our Business

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The 7N Way

At 7N, we believe that success begins with people. Born out of the Nordics, we combine the strategic strength of a consultancy with the flexibility of freelance IT specialists. For decades, we have helped companies solve the toughest IT challenges by building teams of the market's top 3% IT professionals and matching them to our clients' IT projects.

We know that the needs of our clients evolve over time, and we consistently listen and seek to understand how 7N can offer more value. By aligning our expertise with our clients' challenges, we provide tailored solutions - driving results with unmatched flexibility and precision.

Driven by Performance

At 7N, performance is our promise. Behind this pledge is a simple insight: the key to success is having the right people on the team. We do not just fill roles - we cultivate partnerships. Every consultant is carefully matched to projects that align with their technical skills, personal strengths, and ambitions, ensuring motivation and high-impact outcomes.

Our approach goes beyond technical expertise. With our Five Layer Competence model, we combine different acknowledged tools and assessments to understand and evaluate every candidate's cognitive and behavioral capacities, personality, skills and knowledge, as well as their experience and business understanding. We prioritize personal and social skills, recognizing that true performance comes from a balance of talent, teamwork, and shared vision.

This dedication extends to how we treat everyone we work with. 7N is a people-first company, investing time to build genuine, long-term relationships. Whether it concerns our clients, consultants or partners, we focus on delivering value through trust, curiosity, and a relentless drive to exceed expectations.

We understand that genuine performance means action, not just words.

We engage only top-tier IT experts and believe they are key to solve the most critical IT projects.

We know our strength lies in our ability to navigate in the complex terrain of technology.

We thrive in driving projects forward with unmatched expertise and a flexible delivery model.

Business Model

We Simplify Complexity

At 7N, we engage only the top 3% of IT consultants, ensuring our clients receive exceptional quality and expertise. This selective approach minimizes the risks associated with less experienced personnel and enhances project execution through precise risk assessment and management. For our consultants, we provide a dedicated personal agent who prioritizes their skills enhancement and ensures they achieve the ideal work-life balance. Our purpose is to empower IT specialists and deliver outstanding results for our clients.

Top 3% consultants

Sales agents

Handle client relationships and are responsible for matching, presenting, and supporting the consultants during their client engagements.

Recruitment agents

Assess consultants' experience, competencies, and cultural fit to ensure that the pool of consultants remains in line with our clients' demands.

Our specialized recruitment agents ensure that our pool of consultants remains in line with our clients' demands, and our sales agents advise and deliver through our flexible engagement model.

Services

7N 360° Sourcing

7N Solutions

7N Academy

Our offerings span from 360° Sourcing, where we source and place individuals or teams of IT experts either onshore, nearshore, or offshore, to 7N Solutions, a range of bespoke and off the shelf solutions, where we take on end-to-end responsibility, and finally 7N Academy, which is a catalogue of expert-led training programs.

Industries

- Financial
- Life science
- Insurance
- Public sector
- Energy
- Logistics
- Technology
- Retail
- Manufacturing

Our consultants possess deep technical expertise across various aspects of IT. Together we specialize in serving nine core industries. To ensure a deep understanding of each industry, 7N sales agents are structured into verticals that closely engage with the challenges and opportunities of our clients and consultants.

Tailored Delivery Models to Serve Market Needs

In our collaboration with new and existing clients we take an advisory approach, understanding each company's specific needs and objectives across the industries we serve. This enables us to deliver the expertise of our consultants through the delivery model most suited for the purpose of achieving optimal IT project outcomes. Our service portfolio includes:

7N Services

Leveraging the collective power of our top 3% experts, we provide IT services with the flexibility and global reach to fit your needs.

360° Sourcing

Bring expertise into your IT projects.

Benefit from flexible set-ups with a single individual consultant to a team or a whole organizational setup of IT Experts.

We specialize in finding the right competencies, skills, and personality to match your project.

Solutions

Reduce complexity with end-to-end IT solutions.

Simplify your challenges by delegating project responsibility to us.

We assign experienced consultants and draw on proven methodologies to deliver seamless value.

Academy

Upgrade your team's IT capabilities.

Learn from the practical experience and expertise of our consultants.

We offer ready to join education and custom upskilling programs.

CREATING VALUE TOGETHER WITH OUR CLIENTS

Replacing manual, error-prone infrastructure with a modern, automated solution for improved communication for a leading Nordic health insurance provider

In collaboration with a leading health insurance service provider in the Nordic market, 7N delivered a transformative infrastructure overhaul for the platform where the client handles new and active client cases, collaborates with partners, and communicates with these key stakeholders. The project replaced a manual, error-prone system with a modern, automated solution based on Azure technologies and "infrastructure as code" principles. The new infrastructure has made several processes more automated, while making it easier to start collaboration with new clients and partners.

Key highlights of the delivery:

Technological excellence

Implemented REST-based microservice architecture via Azure Functions and integrated API Management for secure and scalable communication between partners and Azure.

Innovation and reliability

Adopted an event-driven architecture (service bus with pub/sub patterns) to decouple integrations and ensure flexibility.

Comprehensive delivery

7N provided full delivery responsibility, from project management to architecture, development, and testing. We combined domain expertise with technological innovation, further supported by our history with the client and focus on quality.

Fine-Tuning Our Offerings

Tailored Delivery Models to Serve Market Needs.

Throughout 2024, we refined our service offerings to better address market needs and requirements, ensuring that we deliver the most relevant solutions for clients while enhancing opportunities for our consultants. Our continuous focus on optimizing our core services has enabled us to stay agile and meet evolving client expectations with precision.

Optimizing Core Capabilities

Strengthening our industry-specific expertise has enabled deeper collaboration between our agent teams and clients. This has led to increased demand for global workforce solutions and total-cost-of-ownership projects in high-impact areas such as cybersecurity and architecture.

By integrating these refined offerings with our strengthened capabilities, we have developed our formalized service portfolio that provides flexibility and clarity, making it easier for clients to engage with 7N in a way that best suits their business objectives.

Expanding the 7N Academy

In 2024, we extended the 7N Academy beyond consultants, introducing specialized training for clients. Expert-led workshops covered topics such as clean code, infrastructure management, and AI applications, providing clients with practical upskilling opportunities. This initiative has been well-received, strengthening client capabilities while allowing consultants to share their deep expertise.

A significant focus has been Generative AI, a rising trend among our clients. The 7N AI Bootcamp, a hands-on workshop series, has been a standout success, equipping organizations with the skills to integrate AI effectively while maintaining high-quality standards.

Driving Innovation Through Partnerships

Embracing new technologies creates opportunities for 7N to partner with other companies, enhancing our capabilities and broadening our prospects.

In 2024, 7N established a collaborative partnership with an AI consultancy specializing in outcome-driven solutions. Recognizing that many organizations struggle to implement AI solutions in ways that generate real impact—this collaboration addresses that gap. Early joint engagements have demonstrated:

- **Strategic Synergy**: Combining niche AI expertise with 7N's deep industry knowledge ensures clients achieve actionable results.
- **Market Relevance**: The partnership aligns with the growing adoption of Generative AI, a core theme in our Academy's upskilling programs.
- **Growth Potential**: This collaboration sets the foundation for scaling AI-focused projects in 2025, positioning 7N at the forefront of AI consulting.

Strengthening Our Market Position

As we move into 2025 under new ownership, 7N remains committed to delivering value-driven, high-quality consulting. Our people are dedicated to going the extra mile for both clients and consultants, embracing innovation and continuous improvement. The implementation of a refined execution model will enhance operational efficiency, supported by targeted training and tools.

Our sharpened focus on cross-border collaboration presents significant opportunities. With increasing demand for specialized IT competencies and globally distributed teams, we aim to expand our international workforce solutions, nearshoring, and offshoring services. Clients increasingly seek teams with the right expertise, cultural understanding, and delivery excellence, and 7N is uniquely positioned to fulfill these needs.

We will continue to enhance our flexible engagement models, ensuring scalability and adaptability for our clients. Strengthening this value proposition involves exploring new technologies, expanding into emerging delivery areas, and leveraging our robust global network. Backed by Polaris' expertise in targeted investments and acquisitions, we are poised for growth and enhanced service capabilities in 2025 and beyond.

CREATING VALUE TOGETHER WITH OUR CLIENTS

Delivering an independent assessment of Kubernetes infrastructure to uncover critical improvement points and help ensure stability of a business-critical platform

A global leader in advanced industrial solutions, engaged 7N to perform an independent assessment of their Kubernetes-based infrastructure to ensure that potential gaps and poor configuration could be improved in a version 2 of the infrastructure. This project was crucial for future-proofing their set-up and ensuring their platform's stability as they prepared for a series of critical IT initiatives. We were chosen by the client to deliver this task due to our proven method and extensive knowledge about Kubernetes.

Key elements of the delivery:

Full assessment, analysis, and report

We leveraged that methodology to deliver a comprehensive report identifying and prioritizing key infrastructure improvements, including four critical issues requiring immediate attention.

Actionable recommendations

By drawing on our experience and expertise across multiple industries, we provided actionable recommendations tailored to the client's situation.

Ensuring prioritization of business-critical IT infrastructure

The assessment and report we delivered enabled the team to get the critical development of their Kubernetes prioritized internally.

Sustainability

Throughout 2024, more than 2,000 consultants from 22 countries around the world delivered on critical IT projects through 7N, with a record 1,750+ consultants active at year-end. Our flexible workforce model allows us to care for the world around us, and we must be mindful of our footprint. We act to promote sustainability in all we do, both environmentally, socially, and ethically.

7N is represented with offices in Denmark, Sweden, Norway, Finland, Poland, India, and the US, and with consultants in many more countries across three continents. We operate as a global company to offer opportunities and solutions for our clients and consultants, and we acknowledge the requirements of a company like ours to take responsibility in- and around our company to ensure a sustainable future.

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Building the Foundation for Tomorrow

During 2024 we have spent a significant amount of time and resources to develop and prepare for the new CSRD reporting requirement. We have revisited and updated our double materiality assessment and closed data gaps. Furthermore, we have kicked off the implementation of a new carbon accounting platform for more accurate and complete data and baseline, reviewed, renewed and updated policies, and generated awareness about ESG in our organization.

In alignment with many of our multi-national clients we have also reported our data through platforms like EcoVadis and CDP.

We are confident that we are able to not only meet the regulatory requirements of the CSRD but are in a position to meet the needs and wishes from our clients, while working closely with them on focused initiatives that makes the footprint of 7N on our surroundings even more positive than we strive for today.

In the Summer of 2024, 7N's commitment to developing targets to be verified by the Science-Based Targets Initiative (SBTi) was accepted. This entails setting ambitious targets for our whole value chain on reducing emissions in alignment with the reduction targets set in UN's Paris Agreement of 2015. We have taken the first steps and expect to have our Science-Based Targets verified during 2025, which will have us working closely with stakeholders across our value chain on our environmental footprint.

Double Materiality Assessment

2025 is the year where the Corporate Sustainability Reporting Directive (CSRD) becomes effective for 7N, and we are looking forward to seeing all our preparations come to fruition for next year's report.

During 2024 we have assessed and updated our Double Materiality Assessment (DMA) with an external partner as a guideline for effective reporting on our impacts, risks and opportunities regarding our footprint.

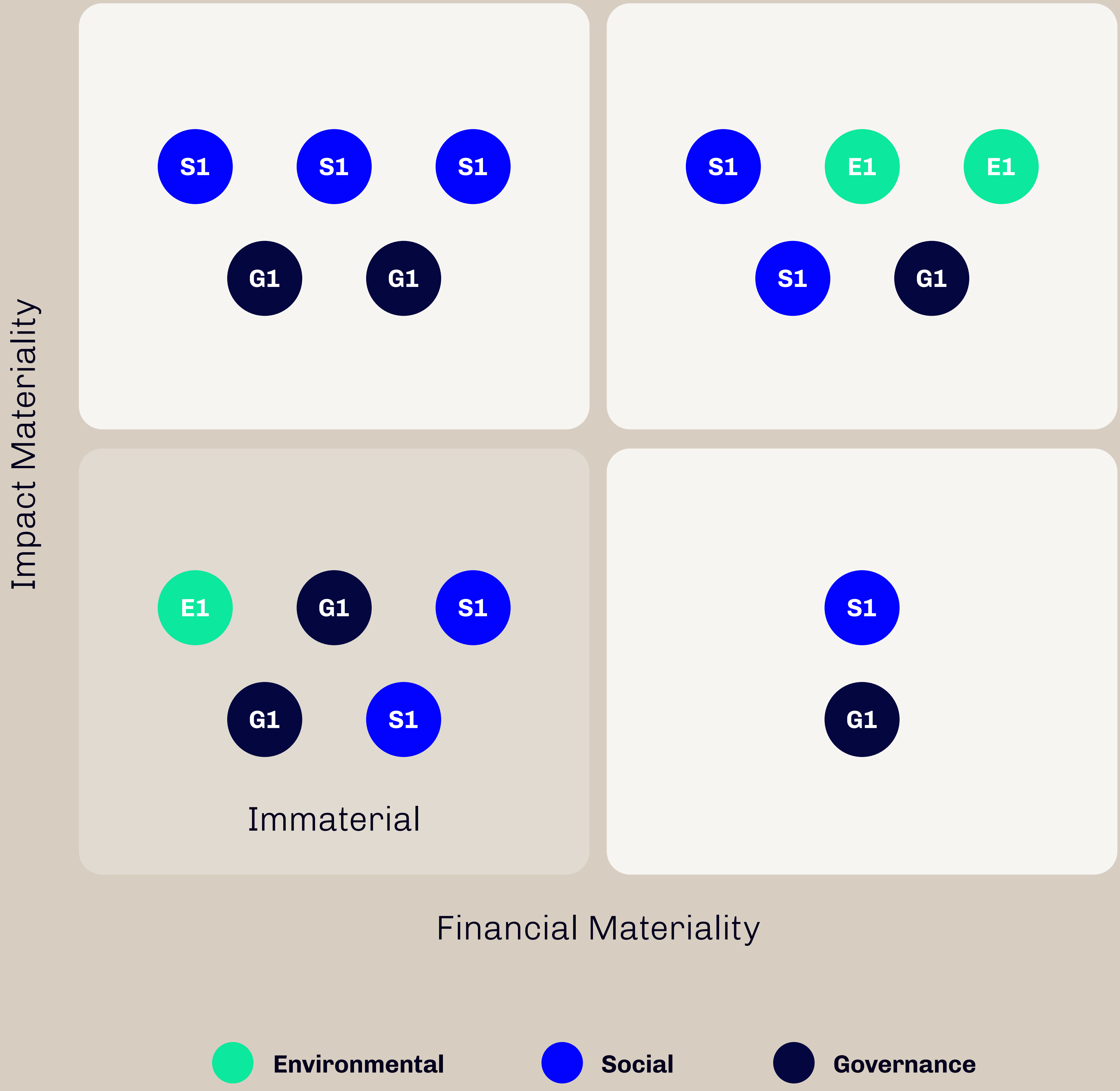
Based on our DMA, we have established that the material ESRS standards for 7N are E1 - Climate Change, S1 - Own Workforce, and G1 - Business Conduct, clarifying where we can make the biggest impact in terms of adaptation, mitigation, and development initiatives.

In the Double Materiality Matrix we provide an overview of assessed material matters to 7N based on extensive stakeholder involvement, desk research and analysis, as well as impacts that we are monitoring closely to evaluate both impact and financial materiality on an ongoing basis.

Double Materiality Matrix

S1 Leadership gender diversity
G1 Lack of social policies
G1 Management of relationships with suppliers
S1 Bias in recruitment process
S1 Work-life balance policies

E1 Energy consumption
E1 Green house gas emission
S1 Gender equality in the workforce
S1 Training and skills development
G1 Maintaining a strong company culture



E1 E-waste management
S1 Inadequate wages
S1 Harassment
G1 Fair competition
G1 Payment practices

S1 Job security risk from digitalization
G1 Technological risk management

Sustainability Strategy and Governance

Vision & Ambition

At 7N, we are always looking for ways to do good and improve. Whether in value creation with our clients, opportunities and a rewarding work-life for our consultants and employees, or in the way our company interacts with its surroundings. It has always been common sense for us to do what we can to make a positive impression and leave a good footprint.

As a service provider, we recognize that although our social footprint can be intangible, we understand the important role that we play in understanding, protecting, and enhancing the services the ecosystems provide. Therefore, we are constantly striving to optimize our environmental footprint and to view our activities from a life cycle perspective.

It is the absolute ambition of 7N to steward a responsible and sustainable value chain. Our company depends on it just as much as future generations.

Stakeholder Engagement

The association we have with our independent freelance consultants is based on matching their competences with clients in need of their competences. We cannot decide on their company cars, or where they work when working on client projects as they are independent contractors.

We do however acknowledge that we can influence our consultants to make sustainable choices, whether they are working at clients' site or remote. We host several courses and events annually, focusing on how our consultants can use technology to support sustainable initiatives and generally run IT projects in a sustainable manner. Being mindful of making sustainable choices while working as a consultant through 7N is also reflected in our Code of Conduct signed with each new contract.

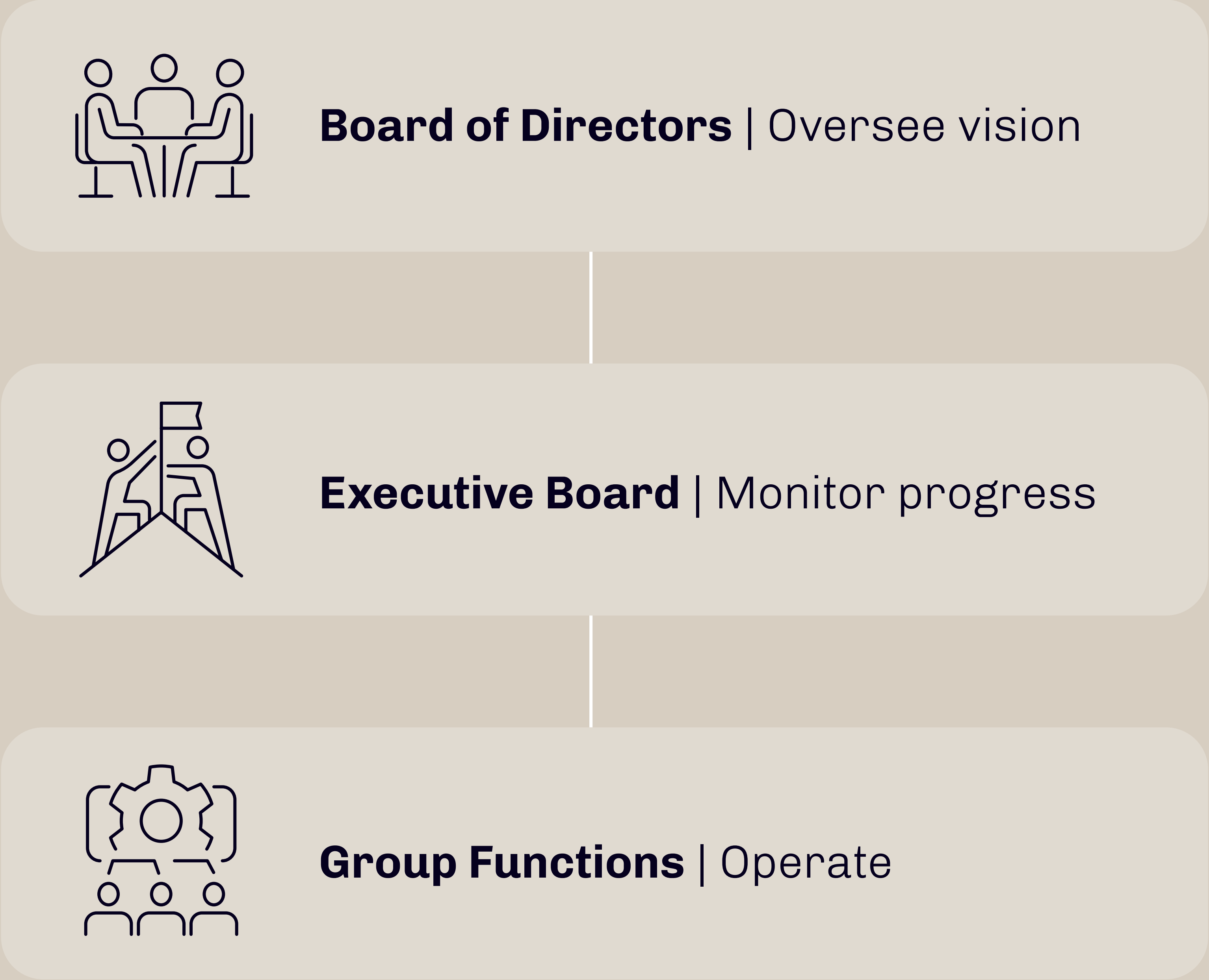
Governance

Our Board of Directors are responsible for the company's sustainability and for our ambitions being in line with – or above – expectations from our most important stakeholders, including strategic clients.

Our executive management are responsible for the day-to-day management of our sustainability initiatives and for driving the change in the organization. Sustainability is part of the remuneration of the Executive board.

We have assigned a member of central staff as ESG Project Manager to ensure enough resources to secure our progress, and to manage processes needed toward other group functions in relation to gathering data, setting targets, and following up.

In 2024, our updated Double Materiality Assessment has provided us a good overview of our processes and data reporting needs according to the CSRD. We expect to change our ESG governance structure next year, as our ESG reporting and initiatives will become much more operational.



Environmental

It is important to 7N that we leave a planet and environment that offers future generations the same opportunities as we have had.

Our Environmental Strategy reflects this ambition. Based on our commitment in the Summer of 2024 to develop Science-Based Targets through Science-Based Targets Initiative, as well as net-zero targets through Race to Zero, we are developing targets in line with the Paris Agreement.

As an IT consulting company primarily deploying IT specialists at clients' premises with clients' hardware, the environmental footprint of our operations is limited. It primarily derives from our internal IT operations, office locations, and transport of our employees, which leads to CO_2e emissions. Nonetheless, we strive to reduce our impact on the climate and the environment.

For 2024 we are happy to report that our focus on green operations, especially from our leased cars for employees and our office operations, has resulted in significant reductions of our emissions in both scope 1 and scope 2.

This is primarily a result of transitioning our leased company cars to electric vehicles and procuring energy from renewable sources for our two largest offices in Copenhagen and Warsaw. These are initiatives that we see as key to reducing our emissions and reaching any targets we develop, so they will continue for years to come.

We need to focus our resources on where we can make the biggest difference on our scope 1 and 2 emissions, while doing everything we can to reduce our scope 3 emissions through policies guiding sustainable behavior and smart investments. Our ambitions to reduce our emissions toward 2030 and beyond will get a boost by getting a new baseline in 2025, from which we can develop our Science-Based Targets and launch focused initiatives.

This new spend-based baseline will also give us a much more complete and accurate outset to work with our scope 3 emissions. We aim to work toward more activity-based emissions throughout 2025 as our emissions data management matures further.

The Importance of Data

We recognize data quality as pivotal to our environmental efforts, especially given that the majority of 7N's total GHG-emissions are expected to be in scope 3 for our new baseline.

Therefore, it is a crucial goal for our ESG-reporting as well as for our target-setting to be effective in moving toward an activity-based emissions footprint, albeit starting with a spend-based overview.

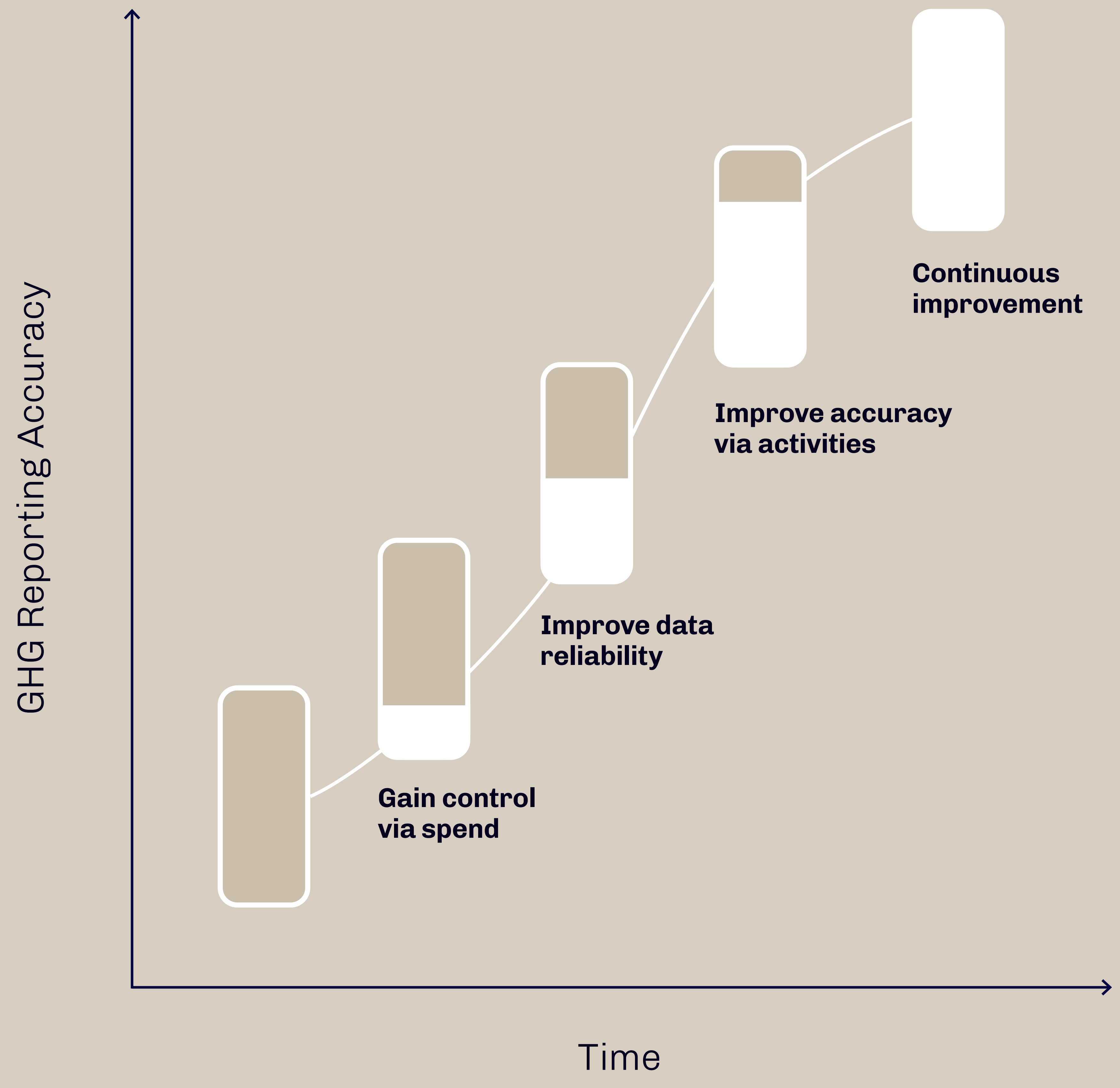
For our scope 1 emissions, largely attributed to leased company cars, we have processes in place to monitor our emissions based on kilometers driven. Thereby, we can conduct a calculation of energy consumption based on the car fleet. Our goal is to completely remove fossil fuels before 2029.

For our scope 2 emissions, primarily made up of our consumption of electricity and heating of our office locations, processes are in place to capture data from our energy providers on both total consumption and share of renewable energy sources. Our goal is to maximize the share of renewable energy in all our locations.

For our scope 3 emissions, we are already improving our processes to gain activity-based emissions data, for example, working closely with our supplier on business traveling.

For most of our scope 3 emissions, we are reliant on data quality from suppliers and dependent on general data from acknowledged emission databases. We are currently implementing a green house gas (GHG) accounting tool, which utilizes validated data from acknowledged emission data sources. The new accounting tool will improve the accuracy and completeness of the measurement of 7N's emissions and give an improved foundation for our transition plan.

As a global supplier, we are aware that there can be local difficulties in attaining the desired and correct data. We are working on finding solutions as the problems occur, but our Supplier Code of Conduct is a global standard, and we aim to anticipate any such complications up front.



Social

The nature of our business makes social themes the area where we have the highest impact. Being a service provider based on a flexible, highly specialized workforce, striving for the highest level of competence, behavior, and match between IT challenge and skillset means that the work we do with people is paramount to our success. The foundation of this is always living up to regulations around human and labor rights across our value chain, and staying in line or above with the expectations of our highly valued workforce.

The growth that 7N has experienced over the last 10 years has also brought more demands to our social work. As we insist on keeping a high service level for our clients and a close working relationship with our consultants, the scale that we operate on as a business means that we need a collective focus on delivering the best possible social footprint covering the right needs at the right time.

Our employee satisfaction survey showed that employees wanted more opportunities to enhance and develop themselves. Furthermore, they wanted more communication regarding the development of the company. In 2024, we introduced the internal 7N Academy and we sharpened our internal communication. These intiatives are important for our social impact that we will continue to improve in the coming years.

Human Rights and Well-Being Across the Value Chain

7N is committed to respecting, protecting, and promoting human rights across our operations. We adhere to international standards, recognizing that human rights are fundamental to dignity, fairness, equality, and respect. We adhere to the recognized human rights principles in UN's Universal Declaration of Human Rights and the labor rights principles specified by the International Labor Organization's core conventions. Our commitment extends to our employees, clients, suppliers, and the communities where we operate.

Any breaches of these standards can be reported to 7N's whistleblower system which is managed by an independent third party. As of 2024, there have been no reported violations of human rights within our organization.

We expect to make updates to our Human Rights Policy during next year, and install governance processes that ensures the annual evaluation of sufficiency of our awareness and compliance internally and across our value chain.

Professional and Personal Development

Constantly challenging yourself is the cornerstone of development, and a pivotal behavior of our expert consultants as well as 7N employees. We have invested and expanded in the professional development opportunities available to our independent consultants through 7N Academy for many years. Each year we assess our consultants' satisfaction regarding their collaboration with 7N. This research guides our initiatives for what we to offer our independent consultants, also within the area of professional development. 2024 has been a year with an obvious focus on utilizing the increasingly vast assortment and opportunities related to AI, hence we have introduced several learning offerings within this area, among them our 7N Academy AI Bootcamp for consultants. With the high number of attendees and following positive feedback, we conclude that this type of course has been a success and will continue to be in our portfolio. Moreover, based on consultant input and market trends, we have increased the amount and type of development offerings concerning cybersecurity, with the related ongoing threats and upcoming regulations as well as courses and webinars on ESG and sustainability in IT.

In addition, we have made an internal 7N Academy in 2024. Providing all employees the opportunity to develop their skills within areas such as project management and leadership and stay up to date with the technologies and competences that our consultants deliver, and that our clients demand.

Alongside the catalogue of self-learning in 7N Academy, we have upheld the high standards of courses, classes, and inspirational sessions for both consultants, clients, and employees.

Employee Satisfaction

We are proud of being a workplace that cares deeply about our people. With a culture rooted in great autonomy, warmth, and knowledge of our market, our employees go to great lengths to serve our consultants, clients, and the communities we operate in.

In 2024, our annual Voice of Staff employee satisfaction survey returned an Employeee Net Promoter Score (eNPS) of 49 (2023: 53). This is considered high on the NPS scale of -100 to 100, although it shows a slight decrease from the previous year.

Focus areas for improvement in 2025 as per our Voice of Staff will be particularly linked to development opportunities, which we have already started mitigating through increasing availability of learning sources, as well as improving our project governance to provide people seeking different challenges with the option to lead them. We are also focusing on improving our internal communication throughout the employee life cycle, building on initiatives from the previous year that we can optimize and improve.

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2024 NPS

Diversity & Inclusion

At 7N, we believe diversity is deeply rooted in the universal human right to equality. It is about acknowledging, honoring, and embracing the unique differences that define each individual. We uphold a zero-tolerance policy for any form of discrimination or harassment based on religion, race, ethnicity, gender, disability, age, sexual orientation, or political beliefs. Our commitment lies in fostering a workplace where equal opportunities are provided to all employees, regardless of their social background. We ensure fairness and equal access to opportunities for everyone, across all our locations. We are convinced that our best achievements stem from building strong connections and enjoying our work together. These principles are enshrined in our internal policies and consistently communicated to all stakeholders.

Gender Representation

At 7N, we foster a culture rooted in diversity, equality, and inclusion, ensuring that everyone feels welcome, and that various cultures and beliefs are respected. We hold our partners and freelance consultants to the same standards, as outlined in our Codes of Conduct. Our commitment to equal opportunities is reflected in the respect we show for cultural diversity, individual values, gender equality, age, and personal choices.

7N's diversity policy provides clear guidelines on our diversity principles and sets measurable targets to address gender representation within the Board of Directors and managerial roles. Currently, our workforce at the group level consists of 48% women and 52% men. While managerial positions are assigned based on merit and skill, we aim to achieve a more balanced gender distribution across leadership roles.

In general, we have a high dedication to building a more inclusive and equitable workplace for all. In 2024, we continued the implementation and enhancement of our initiatives to enhance diversity, equality, and inclusion across the whole organization, including:

- Offering flexible work arrangements to support a healthy balance between professional and family life.
- Encouraging all qualified candidates to apply for positions, regardless of gender, age, race, religion, or ethnicity, by including inclusive language in job postings.
- Discussing career goals and leadership aspirations during annual employee development interviews.
- Striving for gender diversity in the pool of candidates for job interviews.
- Ensuring equal opportunities for men and women in career advancement and access to leadership positions.

In 2024, the Board of Directors was changed due to the change of ownership of 7N. By the end of 2024, the Board was constituted of four males. The Executive Board consists of two male chief officers. In other managerial functions 45% are women and 55% are males. At 7N, employees in managerial positions stay with us for a long time, which we value and see as our strength.

We have a goal that in 2030, there will be a more balanced gender representation in managerial functions.

Whenever there is an open position at the Board of Directors and in other managerial functions, the most qualified candidate should be hired. At the same time, the goal is to increase diversity across several parameters – especially regarding gender balance, but also in relation to age, nationality, professional capabilities, and experience.

Governance

Business Ethics and Integrity

At 7N, we are dedicated to fostering fair competition and adhering to principles of responsibility, ethics, and transparency in all our business operations. We strictly prohibit any form of bribery or the provision of undue advantages, whether in the form of financial incentives like cash payments or illicit rebates, or non-financial items such as inappropriate gifts, hospitality, meals, travel, accommodation, or other services offered in exchange for preferential treatment.

Responsible business practices are a cornerstone of our operations. We continuously maintain and educate our employees about our zero-tolerance policy toward bribery and actively combat corruption in all its forms. Our commitment extends to complying with all applicable laws and regulations in the regions where the 7N Group operates.

A key area of risk in upholding anti-corruption and ethical business practices lies with our freelance consultants, who are external collaborators often working at client sites. Ensuring that their actions align with 7N's values and ethical standards is critical to maintaining our integrity and reputation.

Supply Chain Management

Our Code of Conduct for consultants and suppliers explicitly states that no employee or business partner may offer or accept payments, gifts, or any other forms of compensation from third parties that could compromise, or appear to compromise, our impartiality in business decisions. This principle also applies to sponsorships and donations, which are governed by a "four-eyes" policy and clear segregation of duties. Additionally, the code outlines the expected behavior of our stakeholders in areas such as human rights, labor rights, and environmental protection.

Our Codes of Conduct and procedures are integral components of the onboarding process for all employees and consultants, ensuring that everyone understands and adheres to our ethical standards.

To further support compliance, our whistleblower system provides a secure platform for employees, consultants, suppliers, clients, and other business partners to report any suspected violations of laws, regulations, internal policies, or behaviors that raise concerns. In 2024, there were no reports of internal misconduct filed through this system.

Data Ethics and Privacy

Ensuring compliance with 7N's policies and guidelines for the use of IT systems and the handling of personal data is a top priority. All employees and consultants are bound by strict confidentiality clauses in their contracts and are required to familiarize themselves with our instructions on topics such as personal data processing, responding to GDPR inquiries, and managing data breaches.

Data Ethics Report

At 7N, we place a strong emphasis on data ethics and the implementation of best IT practices across all operations. Our data ethics policy outlines clear guidelines for the collection, usage, and storage of data, ensuring compliance with best practices and respect for individual rights. Our policies and procedures align with the international data security standard ISO/IEC 27001.

The data we process primarily pertains to consultants, employees, and job applicants, and is collected directly from these individuals. All data is handled in accordance with applicable laws and solely for legitimate business purposes. Data is securely stored, with clear legal justification, and managed according to established procedures for retention, deletion, and responding to data subject access requests.

We continuously monitor data security, taking immediate action if a potential threat or attack is identified. Any data breaches or unauthorized disclosures of personal information must be reported promptly to the Executive Board or via our whistleblower system.

While we incorporate AI and machine learning into some of our solutions, we do not use these technologies for automated decision-making or similar applications. This approach is detailed in our newly established AI Policy, which all 7N employees are required to follow when utilizing AI tools.

With our reporting on our data ethics policy, we comply with the requirements under section 99(d) of the Danish Financial Statements Act.

ESG Data

ESG key figures overview	Unit	Target 2025	2024	2023	2022	2021	2020
Environmental data							
CO2e, scope 1	*Tons*	<100	78.18	94.34	101.57	135.36	102.09
CO2e, scope 2	*Tons*	<60	35.05	41.57	68.95	60.76	63.16
CO2e, scope 3	*Tons*	<200	79.98	63.99	60.92	65.40	59.88
Energy consumption	*kWh per FTE*	<2000	2,635	1,764	2,509	1,901	2,083
Water consumption	*m3 per FTE*	<9	13	8	16	17	16
Social data							
Full-time employees	*FTE*	240	305	305	295	351	344
Gender diversity	*f/m*	59%/41%	50%/50%	49%/51%	42%/58%	43%/57%	43%/57%
Gender pay ratio	*Times*	<1.2	1.4	1.4	1.2	1.4	1.2
Sick leave	*Average days per FTE*	<5	7	3	3	2	**
Employee satisfaction	*eNPS*	>55	49	53	65	73	**
Employee turnover	*%*	<10%	21%	10%	12%	9%	8%
Governance data							
Gender diversity in a BoD	*f/m*	20%/80%	0%/100%	57%/43%	50%/50%	33%/67%	29%/71%
Attendance at the BoD meetings	*%*	95%	95%	94%	94%	96%	100%
CEO Pay-Ratio	*times*	3.8	4.0	6.5	6.5	6.9	9.0

** No data available.

ESG Accounting Principles

The following accounting practice is the foundation for the ESG ratios. All emissions are accounted for in accordance with the GHG Protocol Corporate Standard.

CO2e Scope 1 – Direct GHG emissions

Scope 1 emissions are mainly related to combustion by the Group's leased cars. As recommended in the GHG Protocol, for mobile combustion, activity data is based on fuel consumption when possible and otherwise on distance activity. Mobile combustion activities are multiplied by vehicle-specific emission factors provided by the Danish Business Authority's CO2 emission calculator.

CO2e Scope 2 – Indirect GHG emissions

Scope 2 emissions include emissions that derive from the energy used to produce electricity, district heating and cooling, which 7N has purchased for its use in leased offices. The emissions are calculated using the location-based approach. The underlying data has been provided by suppliers of electricity and heating or invoices provided by the building lessors. The data is multiplied by the emission factors provided by the Danish Business Authority's CO2 emission calculator.

CO2e Scope 3 – Other indirect GHG emissions

Other indirect GHG emissions (CO2e scope 3) include emissions that derive from business travel by flight. 7N's emissions deriving from business travel by flight are based on data from 7N's travel agency. The data is multiplied with emission factors provided by the Danish Business Authority's CO2 emission calculator.

Total energy consumption

Total energy consumption includes all energy consumed in scope 1 and 2. The underlying data is extracted from invoices from our energy suppliers, readings by our fuel suppliers, and meter readings. All figures have been converted by using conversion factors provided by the Danish Business Authority's CO2 emission calculator.

Water consumption

Water consumption includes the sum of all water used from all sources such as spring water, surface water, and groundwater. Total water consumption is based on meter readings from our various locations.

Social data

The social ESG key figures have been prepared based on the classifications and practices below.

Full-time employees (FTE)	=	Aaverage number of employees per year including contractors in Poland that are not consultants
Gender diversity	=	Proportion of Female and Male FTEs per year divided by the total FTEs per year
Gender diversity, management	=	Number of female managers with at least one direct report divided by the total number of managers with at least one direct report
Gender pay ratio	=	Total average yearly salary of all male employees divided by the total average salary of all female employees
Sick leave	=	Sum of yearly reported sick days for all FTEs divided by the sum of maximum working days per FTE (data is only available for Denmark and Poland)
Employee satisfaction	=	NPS score based on the data from yearly survey
Employee turnover	=	Sum of employees leaving 7N yearly divided by the average number of employees in a year

Governance data

The governance ESG key figures have been prepared based on the following classifications and practices:

Gender diversity – Board of Directors	=	Number of female Board members divided by the total number of Board members
Attendance at BoD meetings	=	Attendance rating per Board member: (presence at Board meetings/total number of Board meetings) x 100, in %
CEO Pay-Ratio	=	CEO salary cost divided by the average pay for company employees excluding Board of Directors and Executive Management

Corporate Governance

Content

Risk Management

7N operates in a dynamic and volatile business environment, facing a variety of risks that could impact our ability to deliver competitive returns to our shareholders and achieve our strategic goals.

Our risk and compliance management framework is designed to identify, assess, and mitigate risks and uncertainties, minimize adverse internal and external impacts, seize business opportunities to maximize value creation, and ensure compliance with regulatory requirements.

We prioritize external risks that could hinder the execution of our strategy, while also addressing risks inherent in our business processes.

Our streamlined organizational structure facilitates prompt management involvement and timely resolution of issues that could significantly affect the Group's financial and strategic objectives.

The Board of Directors holds overall responsibility for overseeing risk management, maintaining the risk and compliance framework, and ensuring an effective internal control system.

The Board emphasizes the importance of continuously assessing, monitoring, and controlling risk exposure, as well as addressing long-term trends and challenges facing the Group.

The Executive Management Team and the Board of Directors regularly review and assess the most significant risks, and they are responsible for evaluating the effectiveness of risk and compliance management and internal control processes throughout the year.

7N mitigates many risks through our inherently flexible business model.

Risk Identification

7N is exposed to risks stemming from technological advancements, evolving client requirements, global economic fluctuations, geopolitical challenges, and recruitment constraints. To identify these risks, we employ various methods, including monitoring regulatory developments, investigating reports of alleged misconduct, conducting compliance training, performing internal compliance reviews, and mapping process risks.

Risk Management Process

Identification

- Risk map
- Classification of risk types (market-specific, company-specific risks)

Analysis & Evaluation

- Estimates of the probability of occurrence
- Assessment of risk impact

Registration & Mitigation

- Risks are prioritized and monitored
- Mitigating actions are initiated, if relevant

Reporting

- Risks are reported to the Board of Directors, Executive Board and other relevant stakeholders

Key Risks Overview

	Market risk	Geopolitical and economic volatility	Compliance
Risk Description	Market risk refers to the potential changes in demand for specific IT consultants and projects over time, or stagnation during financial distress. 7N's market risk is not tied to any particular market or consultant role but is pervasive across our market presence.	Recent years have seen significant instability in the global economic and political landscape. We have experienced the effects of a public health crisis, the emergence of new conflicts, and elevated inflation, all of which have had widespread impacts.	Throughout our organization and across all countries where we conduct business, we are committed to upholding honest and ethical business practices, ensuring compliance with all relevant local regulations. As a global company, 7N operates under the purview of national and international regulations and requirements, with a particular focus on those related to tax, VAT, transfer pricing, and employment.
Potential Impact	Economic instability and recession could significantly reduce the demand for IT services and consultants.	Economic recession and/or inflation triggered by geopolitical events or financial market distortions could indirectly affect our financial results.	Instances of non-compliance can have a lasting impact on our public reputation, potentially affecting our relationships with customers, consultants, and other stakeholders. Additionally, non-compliance may result in fines, claims, and other consequences.
Mitigating Actions	7N mitigates market risk by proactively addressing client needs and swiftly responding to market fluctuations, thereby aligning our recruitment strategies. Given that the majority of 7N's consultants are freelancers, the immediate effects of market shifts are minimal. Long-term market risk is effectively managed through continuous monitoring of market trends and prompt adaptation to these changes.	7N's flexible business model is designed to handle global political and economic volatility. Our adaptable workforce model and asset-light strategy enable us to quickly respond to potential slowdowns or increased costs. We have a proven track record of stable earnings.	7N has developed internal procedures, systems, and training programs strategically designed to ensure adherence to relevant regulations and our code of conduct. At the Group level, significant compliance-related risks are vigilantly monitored and managed in collaboration with local business units.

Key Risks Overview
(continued)

	Risk of losing an existing client	Recruiting and retaining consultants
Risk Description	Over 75% of our revenue is generated by our top 25 customers. Therefore, maintaining the current level of repeat customer revenue is crucial for the continued growth of 7N.	The foundation of 7N's business model rests upon a flexible workforce. As an IT service company, our prospective expansion is intricately tied to our capacity to attract and retain skilled consultants.
Potential Impact	Failing to deliver the expected quality of service or providing unsuitable candidates could result in the loss of both reputation and repeat business with existing clients	The potential for 7N's growth will be constrained unless there is an augmentation of the consultant base with individuals possessing the requisite skills and quality.
Mitigating Actions	Our 7N recruitment framework ensures that our consultants are highly qualified. Additionally, we maintain robust communication channels with both clients and consultants to effectively manage risk exposure. This proactive approach allows us to identify and address issues before they escalate, ensuring a seamless and efficient operational environment.	7N places a strong emphasis on cultivating robust relationships with consultants. We foster connections through professional and social events and facilitate regular interactions between agents and consultants. To support these initiatives, 7N has established a comprehensive education and career development program to empower consultants in advancing their professional and personal growth. Additionally, we have implemented a program comprising various activities aimed at enhancing awareness of the company, particularly showcasing our offerings to potential new consultants. We also maintain a program dedicated to nurturing relationships with former consultants, encouraging their potential return to 7N or serving as ambassadors for the company. Ensuring consultant satisfaction is paramount, requiring the alignment of consultants with suitable projects and fair compensation. To guarantee a continuous supply of such opportunities, 7N is intensifying cross-country collaboration to provide consultants with a broader range of projects.

Key Risks Overview
(continued)

	People and corporate culture	Data privacy	Cyber-risks
Description	7N relies significantly on having skilled individuals across various functions. Talent is sourced internally through talent development programs and externally from the market. In certain positions, there is competition for acquiring the necessary talent.	The implementation of the GDPR regulation is aimed at safeguarding the privacy of EU citizens and establishing the necessary guidelines for the processing of personal data.	7N identifies an escalating risk associated with crimeware that targets corporations. The spectrum of cybercrime encompasses not only cyberattacks but also unauthorized intrusions into 7N's network and data repositories.
Impact	7N's long-term success hinges on our capability to effectively attract, recruit, onboard, and retain our workforce in a scalable and efficient manner.	7N is obligated to adhere to regulations and ensure the protection of all personal data as mandated. Any breach in the safeguarding of personal data could result in financial penalties and potential harm to our reputation.	Potential cyberattacks have the ability to hinder our ability to onboard and market new consultants if critical support systems are compromised. Furthermore, a cyberattack has the potential to adversely impact the reputation of 7N.
Actions	To ensure 7N's ability to attract talented employees, we have established a program that increases awareness of what 7N has to offer. Additionally, to ensure our business is conducted in accordance with our corporate values and code of conduct, we conduct an onboarding training program. 7N's whistleblower system enhances our focus on transparency and enables reporting and action on suspected irregularities in the business.	7N has implemented a comprehensive data privacy policy, and all employees are trained in its requirements. Furthermore, security policies and technologies have been put in place to ensure effective protection. These policies and systems are regularly controlled and tested to maintain high standards of data security.	7N has implemented a range of controls to manage both internal and external risks. In Poland are we ISO 27001 certified and we are continuously dedicated to fortifying our processes related to IT security and providing ongoing training to our staff to heighten awareness of the risks associated with cyberattacks, including phishing and hacking.

Corporate Governance

7N operates under a two-tier governance structure comprising the Board of Directors and the Executive Management. The Executive Management, consisting of CEO Sebastian Podleśny and CFO Jacob Lehman, is supported by a group of key employees, including the two Senior Vice Presidents and three Vice Presidents.

Board of Directors

The Board of Directors is responsible for 7N's overall strategic management and proper organisation of the company's business and operations. The Board of Directors supervises the company's activities, management, and organisation, and it appoints and dismisses the members of the Executive Management, who are responsible for the day-to-day management of the company.

The board of directors currently consists of members elected by the shareholders. Each member is elected for a one-year term, and members may be re-elected. The composition of the Board of Directors is intended to ensure that the Board of Directors has a diverse competency profile, enabling the Board of Directors to perform its duties in the best possible manner.

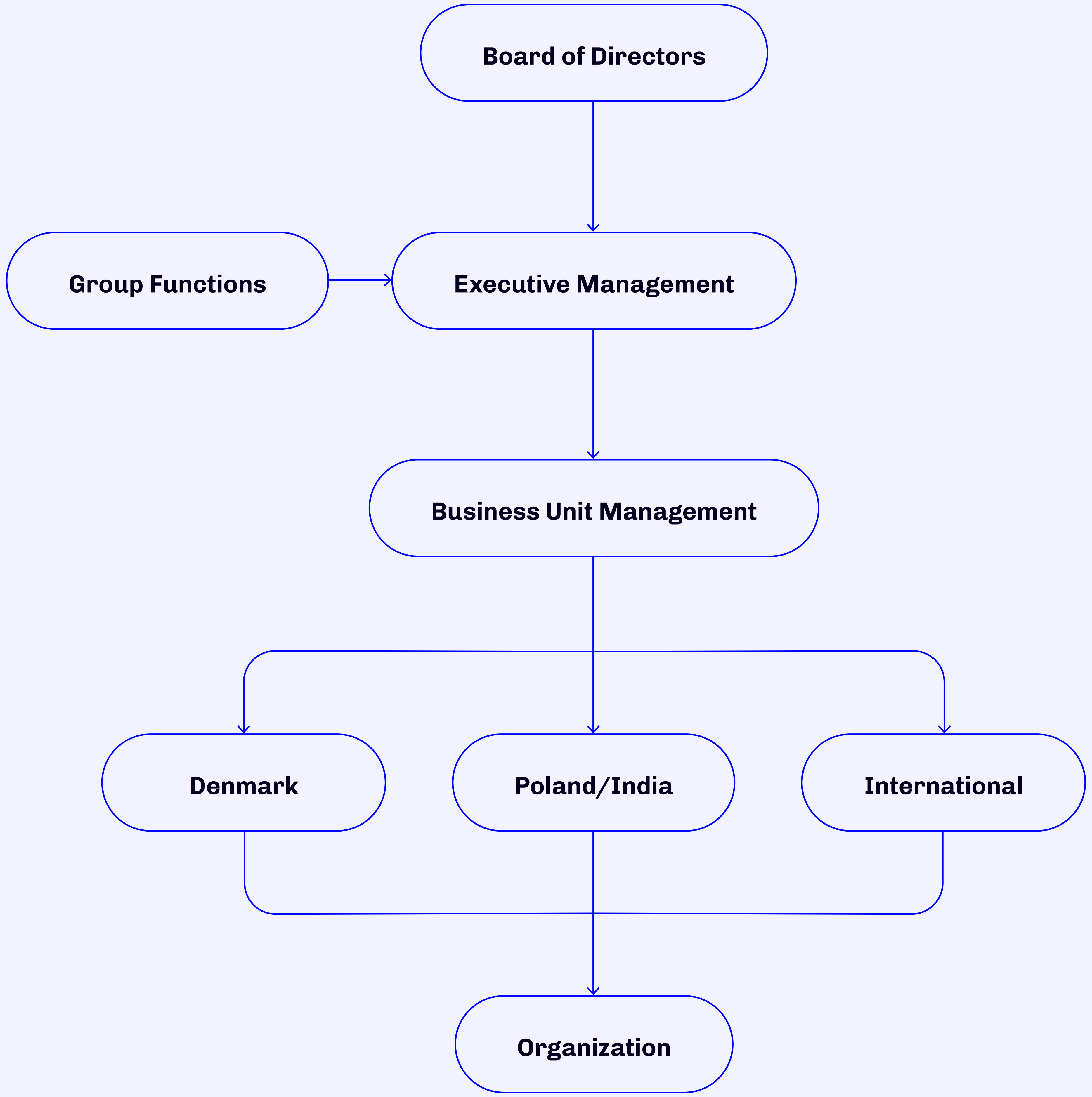
Once a year, the Board of Directors self-evaluates its composition, competencies, and performance during the year.

Ownership

7N A/S (the Company) is fully owned by 7N Group A/S. Polaris Private Equity, a Nordic private equity firm us the ultimate majority shareholder, with aprox. 67 % ownership. The remaining shares are directly or indirectly owned by Board members. No other ultimate shareholder own more than 5 % of the share capital.

Polaris Private Equity is a member of Active owners Denmark and is in compliance with its guidelines (www.aktiveejere.dk).

As a private equity-owned company, the Company's practices and policies are in accordance with its recommendations.



Board of Directors of 7N A/S

Carsten Gomard

Chairman of the Board,
Appointed by Polaris

Co-founder of Netcompany and CEO until 2012, where he became the Chairman, and later member of Board of Directors until 2019. Since, Carsten has been doing board work in several boards.

CURRENT POSITIONS

Chair: 7N Group A/S and related 7N companies, The IT University of Copenhagen, and Selma Diagnostics ApS

Board Member: ACCUNIA A/S, ACCUNIA Fondsmæglerselskab A/S, ACM Forvaltning A/S, BROWN GUY ApS, EET Group Holding ApS, HØIBERG P/S, HØIBERG International ApS, Kapitalforeningen Accunia Invest, and OmegaPoint AB

Executive Position: Owner and appointed CEO of the foundation GROSSERER EMIL HJORT OG HUSTRU THERESE HJORT, FØDT SEIDELINS LEGAT, Founder of PLANAHEAD A/S, Founder, owner, and CEO of CARSTEN GOMARD HOLDING ApS, Founder and ownership in BROWN GUY ApS, Founder, ownership/owner, and CEO at AG Credit Invest ApS

Rune Lillie Gornitzka

Board Member,
Appointed by Polaris

Partner in Polaris Private Equity

CURRENT POSITIONS

Board Member: 7N Group A/S and related 7N companies, G & O BidCo A/S and related G & O companies, ESoft HoldCo A/S and related ESoft companies

Executive Position: —

Board of Directors of 7N A/S *(continued)*

Jeppe Hedaa

Board Member,
Appointed by Hedaa NextGen A/S

Latest, Chairman of the Board at 7N from 2021 to 2024. Former CEO of 7N from 1998 to 2021 after 13 years of experience in other IT organizations.

CURRENT POSITIONS

Board Member: One Life Foundation, 7N Group A/S

Executive Position: President of the Christian Democrats (Denmark)

Non-executive Position: Majority shareholder in Hedaa Holding and Hedaa NextGen A/S

Jacob Lehman

Board Member,
Appointed by Polaris

State-authorized public accountant and former partner at KPMG with more than 25 years of extensive experience working with various mid- and large organizations. M.Sc. in Business Economics and Auditing at Copenhagen Business School.

CURRENT POSITIONS

Board Member: 7N A/S and 7N subsidiaries

Executive Position: CFO at 7N Group A/S

Executive Board

Sebastian Podleśny

CEO since 2021

JOINED 7N IN 2006

BACKGROUND
Previous Senior Vice President for Poland and India, and more than 15 years working in 7N. Former Head of IT and Head of IT Outsourcing Services at Capgemini. M.Sc. IT Services Management Methods in Outsourcing at Warsaw School of IT.

OTHER POSITIONS AND DUTIES
CEO and board member of 7N subsidiaries

Jacob Lehman

CFO since 2018

JOINED 7N IN 2018

BACKGROUND
State-authorized public accountant and former partner at KPMG with more than 25 years of extensive experience working with various mid- and large organizations. M.Sc. in Business Economics and Auditing at Copenhagen Business School.

OTHER POSITIONS AND DUTIES
Board member of 7N subsidiaries and Hedaa Next-Gen A/S

Key Employees

Kim Rohde

Chief People Officer

APPOINTED CPO IN 2025

BACKGROUND
Chief People Officer. Previous VP of Consultant Relation and Head of International. Responsible for building and establishing the recruitment department in Aarhus, Denmark.

Jesper Kolding

Senior Vice President, Denmark

APPOINTED SVP IN 2018

BACKGROUND
SVP for the Danish and nordic markets. Former 7N SVP for International and Nordics markets and have worked within 7N for more than 24 years. Previous Director and Account Executive in international software and consulting companies as Sterling Software and Texas Instrument Software. 36+ years within the IT industry.

Grzegorz Pyzel

Senior Vice President, Poland & India

APPOINTED SVP IN 2018

BACKGROUND
SVP for the Polish and Indian markets. Have been within 7N for 14 years, previous as Sales Director for Poland and latest Vice President for Poland. Former Sales Director for key accounts at National Polish Telecom and have 20 years of professional experience in IT.

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Key Employees

(continued)

Theis Eichel

Vice President, Business Development

APPOINTED VP IN 2020

BACKGROUND
VP for 7N's Business Development. Previous Partner at PwC and Managing director at SIG Nordics; with 30+ years of consulting experience in the IT industry – helping mid- and large organizations succeed in their digital transformation.

Jens Laugesen

Vice President, Services

APPOINTED VP IN 2023

BACKGROUND
VP for Services. Previous Chief Services Officer at Edlund and Director at SimCorp with more than 20 years of experience delivering services and projects to clients in the financial sector.

Group Financial Statements

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Consolidated Statement of Profit and Loss

1 January — 31 December

Figures in DKK '000	Note	2024	2023
Revenue	2.1	1,546,915	1,514,533
Cost of sales		-1,212,756	-1,184,224
Gross profit		**334,159**	**330,309**
Other operating income		759	1,055
Other operating expenses		-111	-180
Personnel expenses	2.2	-164,698	-157,638
Other external expenses	5.1	-96,889	-100,997
Depreciation and amortizations	3.1, 3.2, 3.3	-15,572	-14,278
Operating profit before special items		**57,648**	**58,271**
Special items	2.5, 5.2	73,352	-
Operating profit (EBIT)		**131,000**	**58,271**
Financial income	2.3	6,638	7,143
Financial expenses	2.3	-8,190	-7,443
Profit before tax		**129,448**	**57,971**
Tax on profit for the year	2.4	-15,426	-17,538
Profit for the year		**114,022**	**40,433**

Consolidated Statement of Comprehensive Income

1 January — 31 December

Figures in DKK '000	Note	2024	2023
Profit for the year		**114,022**	**40,433**
Other comprehensive income			
Items that may be reclassified to the statement of profit and loss:			
Exchange differences on translation of foreign operations		960	3,554
Reclassification of cumulative translation differences of divested enterprises		-1,609	-
Other comprehensive income for the year, after tax		**-649**	**3,554**
Total comprehensive income for the year		**113,373**	**43,987**

Consolidated Cash Flow Statement

1 January — 31 December

Figures in DKK '000	Note	2024	2023
Operating profit (EBIT)		131,000	58,271
Depreciation and amortization	3.1, 3.2, 3.3	15,573	14,278
Change in receivables		-4,850	-13,103
Change in payables		-8,918	88
Non-cash items	4.7	-71,504	212
Interest received		2,514	3,524
Interest paid		-5,254	-4,052
Income tax paid		-14,583	-14,680
Cash flow from operating activities		**43,978**	**44,538**
Acquisition of intangible assets	3.1	-	-2,873
Acquisition of property, plant and equipment	3.2	-293	-4,836
Disposal of property, plant and equipment	3.2	30	59
Acquisition of other assets		-	-304
Disposal of other assets		1,453	1,477
Divestment of enterprises	5.2	-61,618	-
Cash flow from investing activities		**-60,428**	**-6,477**

Figures in DKK '000	Note	2024	2023
Financing			
Principal elements of lease payments	3.3, 4.9	-11,696	-10,285
Change in borrowings	4.9	26,459	374
Shareholders			
Disposal of treasury shares		-	2,260
Dividend paid to shareholders		-80,997	-23,799
Cash flow from financing activities		**-66,234**	**-31,450**
Total cash flow		**-82,684**	**6,611**
Cash and cash equivalents 1 January		103,366	93,029
Currency translation effect on cash and cash equivalents		320	3,726
Cash and cash equivalents 31 December		**21,002**	**103,366**

Cash and cash equivalents include time deposits of DKK 22 thousand (2023 DKK 410 thousand) which at year end had a duration of more than 3 months.

The Group's cash conversion is 60.1% (2023 61.4%).

Consolidated Balance Sheet at 31 December

Assets

Figures in DKK '000	Note	2024	2023
Non-current assets			
Intangible assets	3.1	4,608	5,766
Property, plant and equipment	3.2	586	6,006
Right-of-use assets	3.3	13,178	25,705
Deferred tax assets	2.4	3,961	4,919
Other assets		2,210	4,355
Receiveables from Group enterprises		150,000	-
Total non-current assets		**174,543**	**46,751**
Current assets			
Trade receivables	4.1, 4.9	176,139	248,654
Receiveables from Group enterprises		23,729	-
Tax receivables	2.4	205	951
Prepayments		2,625	5,674
Other assets		42	6,522
Cash and cash equivalents		21,002	103,366
Total current assets		**223,742**	**365,167**
Total assets		**398,285**	**411,918**

Equity and Liabilities

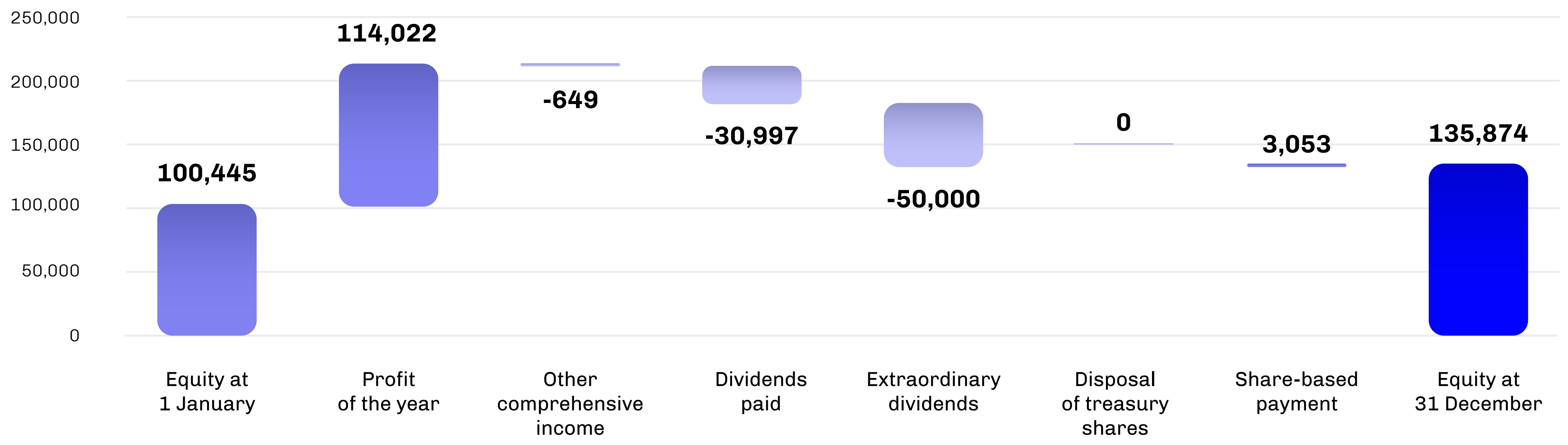
Figures in DKK '000	Note	2024	2023
Equity			
Share capital	4.3	1,210	1,210
Treasury shares	4.3	-1,875	-1,875
Translation reserve		-2,292	-1,643
Proposed dividends		100,000	32,250
Retained earnings		38,831	70,503
Total equity		**135,874**	**100,445**
Non-current liabilities			
Borrowings	4.5, 4.9	18,000	-
Lease liabilities	3.3, 4.9	7,485	18,123
Other interest-bearing debt	4.5, 4.9	4,580	4,699
Total non-current liabilities		**30,065**	**22,822**
Current liabilities			
Borrowings	4.5, 4.9	9,326	-
Lease liabilities	3.3, 4.9	6,087	9,331
Trade payables	4.9	155,954	214,234
Payables to group enterprises	4.9	14,062	580
Contract liabilities	4.2	3,088	11,921
Current tax liabilities	2.4	6,679	7,837
Other liabilities	4.6	37,150	44,748
Total current liabilities		**232,346**	**288,651**
Total liabilities		**262,411**	**311,473**
Total equity and liabilities		**398,285**	**411,918**

Consolidated Statement of Changes in Equity

		2024						2023					
Figures in DKK '000	Note	Share capital	Treasury shares reserve	Translation reserve	Proposed dividend	Retained earnings	Total	Share capital	Treasury shares reserve	Translation reserve	Proposed dividend	Retained earnings	Total
Equity at 1 January		**1,210**	**-1,875**	**-1,643**	**32,250**	**70,503**	**100,445**	**1,210**	**-2,286**	**-5,197**	**24,250**	**59,409**	**77,386**
Profit for the year		-	-	-	100,000	14,022	114,022	-	-	-	32,250	8,183	40,433
Other comprehensive income		-	-	-649	-	-	-649	-	-	3,554	-	-	3,554
Total comprehensive income for the year		**-**	**-**	**-649**	**100,000**	**14,022**	**113,373**	**-**	**-**	**3,554**	**32,250**	**8,183**	**43,987**
Dividend paid		-	-	-	-30,997	-	-30,997	-	-	-	-23,799	-	-23,799
Extraordinary dividend paid		-	-	-	0	-50,000	-50,000	-	-	-	-	-	-
Dividend, treasury shares					-1,253	1,253	-	-	-	-	-451	451	-
Disposal of treasury shares		-	-	-	-	-	-	-	411	-	-	1,849	2,260
Share-based payment		-	-	-	-	3,053	3,053	-	-	-	-	611	611
Transactions with owners		**-**	**-**	**-**	**-32,250**	**-45,694**	**-77,944**	**-**	**411**	**-**	**-24,250**	**2,911**	**-20,928**
Equity at 31 December		**1,210**	**-1,875**	**-2,292**	**100,000**	**38,831**	**135,874**	**1,210**	**-1,875**	**-1,643**	**32,250**	**70,503**	**100,445**

Changes in equity 2024

Figures in DKK '000



SECTION 1

Basis of preparation

This section describes the Group's accounting policies and significant judgments, estimates, assumptions and any effect of changes in the policies.

7N aims to provide transparency on disclosed amounts and describes policy and significant judgments, estimates and assumptions when it is relevant. A detailed specification of the Group's accounting policies is presented in the relevant notes.

Notes

Note 1.1 | **Accounting Policies**

Introduction

The annual report, for the period 1 January – 31 December 2024, comprises the consolidated financial statements of 7N A/S and its subsidiaries as well as separate financial statements for 7N A/S. Reference is made to page 103 for Parent's specific accounting policies.

7N A/S is incorporated and domiciled in Denmark.

The consolidated financial statements have been prepared in accordance with the IFRS Accounting Standards as adopted by the EU and additional Danish disclosure requirements applying to companies of reporting class C, Large for financial statements applicable to the 2024 financial year. The consolidated financial statements have been approved by the Board of Directors on 26 March 2025 and will be presented to the shareholders of 7N A/S for approval on the annual general meeting.

Basis for Preparation

The annual report is presented in Danish Kroner (DKK), which is also the functional currency of the parent company.

The amounts have been rounded to the nearest thousands, except otherwise stated.

The annual report has been prepared under the historic cost convention. The accounting policies remain unchanged compared to last year.

New Standards, Interpretations, and Amendments Adopted

The Group applied standards, interpretations and amendments, which are effective for annual periods beginning on or after 1 January 2024.

The amendments did not have any impact on the amounts recognised in current or prior periods and are not expected to significantly affect future periods.

Consolidated Financial Statements

The consolidated financial statements comprise 7N A/S (Parent) and the entities (subsidiaries) that are controlled by the Parent. Control is achieved when the Parent is exposed, or has rights, to variable returns from its involvement with an entity and has the ability to use its power over the entity to affect those returns.

Consolidation Principles

The consolidated financial statements are prepared by summarising together financial statements of the Parent and the subsidiaries, which have all been prepared in accordance with the Group's accounting policies.

On consolidation, intra-group income and expenses, shareholdings, intra-group balances and dividends as well as profits and losses on transactions between the consolidated entities are eliminated. Unrealised losses are eliminated in the same way as unrealised gains.

Equity investments in subsidiaries are eliminated by the proportionate share of the entities' net asset value calculated in accordance with the Group's accounting policy.

Foreign Currency Translation

Items included in the financial statements of each of the Group's entities are measured using the currency of the primary economic environment in which the individual subsidiary operates ('the functional currency').

Transactions denominated in other currencies than the functional currency are foreign currency transactions.

On initial recognition, foreign currency transactions are translated applying the exchange rate at the transaction date. Foreign exchange differences arising between the exchange rates at the transaction date and the date of payment are recognized in the statement of profit and loss as financial income or financial expenses.

Receivables, payables and other monetary items denominated in foreign currencies, that have not been settled at the balance sheet date, are translated using the exchange rate at the balance sheet date. The difference between the exchange rates at the end of the reporting period and at the date at which the receivable or payable arose or was recognized in the latest annual report is recognized in profit and loss as financial income or financial expenses.

→

When subsidiaries, which prepare their financial statements in a functional currency, different from DKK, are consolidated into the consolidated financial statements, the items of the statement of profit and loss are translated at the average exchange rates.

Exchange rate differences arising from the translation of foreign subsidiaries' balance sheet items, at the beginning of the year, using the balance sheet date exchange rates as well as the translation of statement of profit and loss from average rates to the exchange rates at the balance sheet date are recognized in other comprehensive income.

Foreign currency translation adjustments of a loan or payable to subsidiaries which are neither planned nor likely to be settled in the foreseeable future and which are therefore considered to form part of the net investment in the subsidiary are recognized directly in other comprehensive income.

Statement of Profit and Loss

Cost of sales

Cost of sale comprise costs incurred in generating the year's revenue and relates primarily to costs regarding external consultancy services and other services.

Other external expenses

Other external expenses comprise of expenses relating to 7N ordinary activities, including expenses for administration, premises, sale, events, advertising, office supplies and expenses etc.

Other external expenses also include write-downs of receivables recognized in current assets as well as provisions for claims against 7N.

Balance Sheet

Other assets

Other assets comprise other financial assets, deposits, and other receivables.

Deposits are primarily related to the leasing of offices. Security deposits which will not be returned within one year of the statement of financial position date are recognized as non-current assets. Commitments which require a deposit will initially be recorded to the deposit asset account. If the deposit is not recovered, it is charged to the income statement.

Other receivables are primarily related to receivables from public authorities.

Prepayments

Prepayments recognized under "Current assets" comprise costs incurred concerning subsequent financial years.

Statement of Comprehensive Income

Other comprehensive income consists of income and costs not included in the statement of profit and loss, including exchange rate adjustments arising, from the translation of foreign subsidiaries' financial statements into presentation currency.

Cash Flow Statement

The cash flow statement is presented according to the indirect method commencing with the operating profit. The cash flow statement shows how changes in items in the consolidated balance sheet and income affect cash and cash equivalents.

Cash and cash equivalents consist of cash at bank and in hand. Cash flows in other currencies are translated into DKK at the average exchange rate for the respective year.

Cash flows from operating activities is assessed by converting statement of profit and loss items from accrual to cash basis accounting. Starting with profit before tax, non-cash items are reversed, and actual payments included. In addition, the change in working capital and contract assets is taken into consideration as it represents cash withheld in the consolidated balance sheet.

Cash flows from investing activities are related to the sale and purchase of long-term investments, including subsidiaries, property plant and equipment, intangibles and financial assets as well as payments (principle part) received under sub-leases.

Cash flows from financing activities comprise cash from changes in the size or composition of the Group's share capital and related costs as well as the raising of loans, instalments on interest bearing debt, payments relating to leasing obligations and dividend payments to shareholders.

Cash and cash equivalents comprise cash in hand and bank balances.

New accounting regulations

The Group has adopted the new, amended and revised accounting standard and interpretation as published by the IASB and adopted by the EU effective for the accounting period beginning 1 January 2024. The new, updated and amended standard and interpretation did not result in any impact to the accounting policies for the Group, nor had it any significant impact on the consolidated financial statements for 2024.

IASB has issued new accounting standards and amendments effective for accounting periods beginning after 1 January 2025, which have been adopted by the EU. The changes to these standards are not expected to have any significant impact on the Group. In 2024, the IASB issued IFRS 18, which replaces IAS 1. The new accounting standard is not yet adopted by EU and the implications of the new requirements is currently being evaluated.

Management expects to adopt the accounting standards and interpretations as they become mandatory. Except for the implementation of the new and amended standards and update to the cash flow statement, the accounting policies remain unchanged compared to last year.

Key Figures

The key figures and financial ratios have been calculated in accordance with the definition included in appendix 1 — "Definition of Terms".

Note 1.2 | **Accounting Estimates and Judgments**

While applying the Group's accounting policies, in addition to estimations, management makes other judgments that may impact the application of the Group's accounting policies and reported amounts of assets, liabilities, revenue, costs, cash flows, and related disclosures at the date of the consolidated financial statements.

The estimates and judgments applied are based on assumptions which management believes to be reasonable, but which are inherently uncertain and unpredictable. Such assumptions may be incomplete or inaccurate, and unexpected events or circumstances may arise.

In addition, the Group is subject to risks and uncertainties encountered in the ordinary course of business that may cause actual results to deviate from the estimates. The notes to the consolidated financial statements contain information about the assumptions and the uncertainty of estimates at the balance sheet date involving the risk of changes that could lead to adjustments to the carrying amounts of assets or liabilities within the upcoming financial year.

Management considers the following to be key accounting estimates and judgments used in the preparation of the consolidated financial statements.

Key Accounting Estimates

Key accounting estimates are expectations of the future based on assumptions that the Group, to the extent possible, supports by historical trends or reasonable expectations. The assumptions may change to adapt to the market conditions and changes in political and economic factors. We believe that the estimates are the most likely outcome of future events.

In the financial statements for 2024, it is important to note the accounting assumptions. These are described in further detail adjacent to the relevant disclosed notes cf. below table

Key Accounting Judgments

Key accounting judgments are made when applying the Group's accounting policies. Key accounting judgments are the judgments made, that can have a significant impact on the amounts recognized in the consolidated financial statements

In the financial statements for 2024, it is important to note the key accounting judgment. These are described in further detail adjacent to the relevant disclosed notes cf. below table.

Note	Key accounting estimates and judgments	Nature of accounting impact	Impact of accounting estimates and judgments
2.2	Judgment from management when determining agent/principal revenue	Judgment	
2.5	Assumptions from management when recognizing deferred tax assets	Estimate	
2.6	Judgment from management when determining the classification of special items	Judgment	
3.1	Assumptions used in value-in-use calculations for impairment testing of own developed software	Estimate	
3.1	Judgments used in qualifying the cost, eligible for capitalization for own developed software	Judgment	

Level of potential impact to the consolidated financial statments

Low

Medium

High

SECTION 2

Result for the Year

The section comprise notes related to the performance for the financial year.

Notes

Note 2.1 | **Revenue**

Figures in DKK '000	**2024**	**2023**
Revenue is distributed as follows:		
Revenue from professional services		
Consulting	996,289	1,024,010
Outsourcing	518,567	464,266
Total revenue from professional services	**1,514,856**	**1,488,276**
Revenue from other services		
Consulting	11,112	4,073
Outsourcing	20,947	22,184
Total revenue	**1,546,915**	**1,514,533**

Figures in DKK '000	**2024**	**2023**
Revenue by geographic region:		
Denmark	830,915	861,688
Poland	608,534	529,401
Other contries	107,466	123,444
Total revenue	**1,546,915**	**1,514,533**

Note 2.1 | **Revenue** *(continued)*

Key Accounting Judgments

Agent/principal

As the Group's service offerings often involve freelance or other third-party consultants the group determines whether it acts as a principal or as an agent in the provision of services to its customers. The Group therefore determines whether the nature of its promise is a performance obligation to provide the specified services itself or to arrange for those services to be provided by the freelance or third-party consultant. For this purpose, the Group assesses whether it controls the specified IT Consultancy services before it is transferred to the customer. Management has determined that the Group acts as a principal in the arrangements involving freelance and other third-party consultants because the Group is the primary responsible for the acceptability of the services and has the discretion in establishing the price.

Accounting Policy

Revenue from professional services

The Group's primary service offerings include IT consultancy services within consulting and outsourcing, which are generally provided on a time & material contract basis. However, some contracts may be on a fixed price contract basis.

Contracts for the sales of services do generally not include multiple deliverables (that is, for the vast majority of contracts they comprise a single performance obligation).

The terms of payment in the Group's sales agreements will typically not exceed 2 months. The Group receives prepayments on certain contracts.

As described under key accounting judgments, Management has determined that the Group acts as a principal in the arrangements involving freelance and other third-party consultants. As such, revenue related to the professional services are recognized on a gross basis.

Time & material contracts
Revenue from time & material contracts is recognized over time in the accounting period in which the services are rendered.

The time & material contracts include hourly fees and thus the Group applies the practical expedient under IFRS 15 that allows the Group to recognize revenue as invoiced. This is because the amount invoiced corresponds directly with the value transferred to the client.

Clients are generally invoiced on a monthly basis and consideration is payable when invoiced.

Minor forms of variable consideration, such as volume discounts or rebates, if any, are considered non-substantive.

Fixed price contracts
Revenue from fixed price contracts is recognized over time under the percentage of completion method whereby revenue is recognized based on hours incurred to date as a percentage of the total estimated costs of hours to fulfill the contract.

Revenue from other services

In addition, the Group generates revenue from other services, which primarily includes revenue from hiring out complete workspace stations, course and training programs. Revenue from such service arrangements is recognized over time as the services are rendered.

Note 2.2 | **Personnel Expenses**

Figures in DKK '000	2024	2023
Salaries and wages	149,401	144,416
Other social security costs	10,943	9,429
Share based remuneration	-	611
Other employee costs	4,354	3,182
Total personnel expenses	**164,698**	**157,638**
Average number of employees	**305**	**303**
Hereof salaried consultants	141	135

Remuneration to Key Management

Key management consists of Board of Directors and employed members of the Executive Board and Key employees as defined on page 43.

Remuneration to Executive Board consist of wages and salaries which include a base salary, certain other benefits and a cash-based short term incentive programme which include financial and qualitative KPIs.

Figures in DKK '000	2024	2023
Remuneration to the Board of Directors		
Board fee	2,875	2,275
Share based remuneration	3,053	611
Total remuneration to the Board of Directors	**5,928**	**2,886**
Remuneration to the Executive Board		
Salaries and wages including bonuses	7,077	5,834
Other social security costs	8	8
Total remuneration to the Executive Board	**7,085**	**5,842**
Remuneration to other Key Management		
Salaries and wages including bonuses	12,772	11,076
Other social security costs	38	35
Total remuneration to the other Key Management	**12,810**	**11,111**
Total remuneration to Key Management	**25,823**	**19,839**

In 2024 the remuneration to the Board of Directors are DKK 5,9 million (2023: DKK 2,9 million) including special items of DKK 3,0 millions (2023: DKK 0,6 million).

Note 2.2 | **Personnel Expenses** *(continued)*

Warrants

	No. of warrants	Exercise price per warrant (DKK)
Balance at 1 January 2024	21,516	-
Exercised during the year	-21,516	-
Balance at 31 December 2024	**-**	**-**

The following principal assumptions are used in the valuation	2024	2023
Share price at grant date, DKK	-	557.7
Exercise price, DKK	-	557.7
Risk free interest rate	-	2.5%
Expected volatility	-	35%
Expected maturity	-	3 years

Warrant Program

In 2023, 7N Group provided a warrant programme to certain members of the Board of Directors. The established warrant program was designed to provide long-term incentives for board members. A warrant entails the right to subscribe for one ordinary share of nominal DKK 1 at a fixed price. Warrants are granted under the program for no consideration. Warrants vest based on a three-year service condition. Exercise of the warrant is contingent on the warrant holder still being employed at the time of vesting. Once vested, the warrant holder is entitled to exercise warrants in specific exercise windows up to no more than two years after the warrants have vested. All unvested warrants will become fully vested upon the occurrence of a liquidity event (e.g., an IPO). The warrants are all exercised in 2024 in connection to Polaris Private Equity acquisition of 7N A/S.

Accounting Policy

Personnel expenses consist of salaries and wages, sales commissions, bonuses, related taxes, social security costs, pension contributions, costs for share-based payment programs and other benefits for the Group's salaried employees.

Warrant program
The grant date fair value of share-based payment programs granted under equity-settled programs are recognized as an expense on a straight-line basis with a corresponding entry in equity. The total expense is recognized over the vesting period. All unvested warrants will become fully vested upon the occurrence of a liquidity event (e.g., an IPO). Accordingly, the Group assesses at each reporting date whether a liquidity event is likely to occur during the vesting period. If so, the Group revises its estimate of the length of the expected vesting period until the actual outcome is known. Upon a change in estimate, the Group adjusts the recognized share-based payment cost on a cumulative basis in the period in which the estimate is revised.

Accounting Estimate

The fair value at grant date is determined using a Black-Scholes Model calculation that takes into account the share price at grant date, the exercise price, the risk free interest rate for the term of the warrants, the expected volatility and the expected maturity.

The expected price volatility is based on an analysis of the historical volatility of peer-group companies and factors specific to 7N A/S.

The share price is determined by reference to EBITDA multiples of peer-group companies.

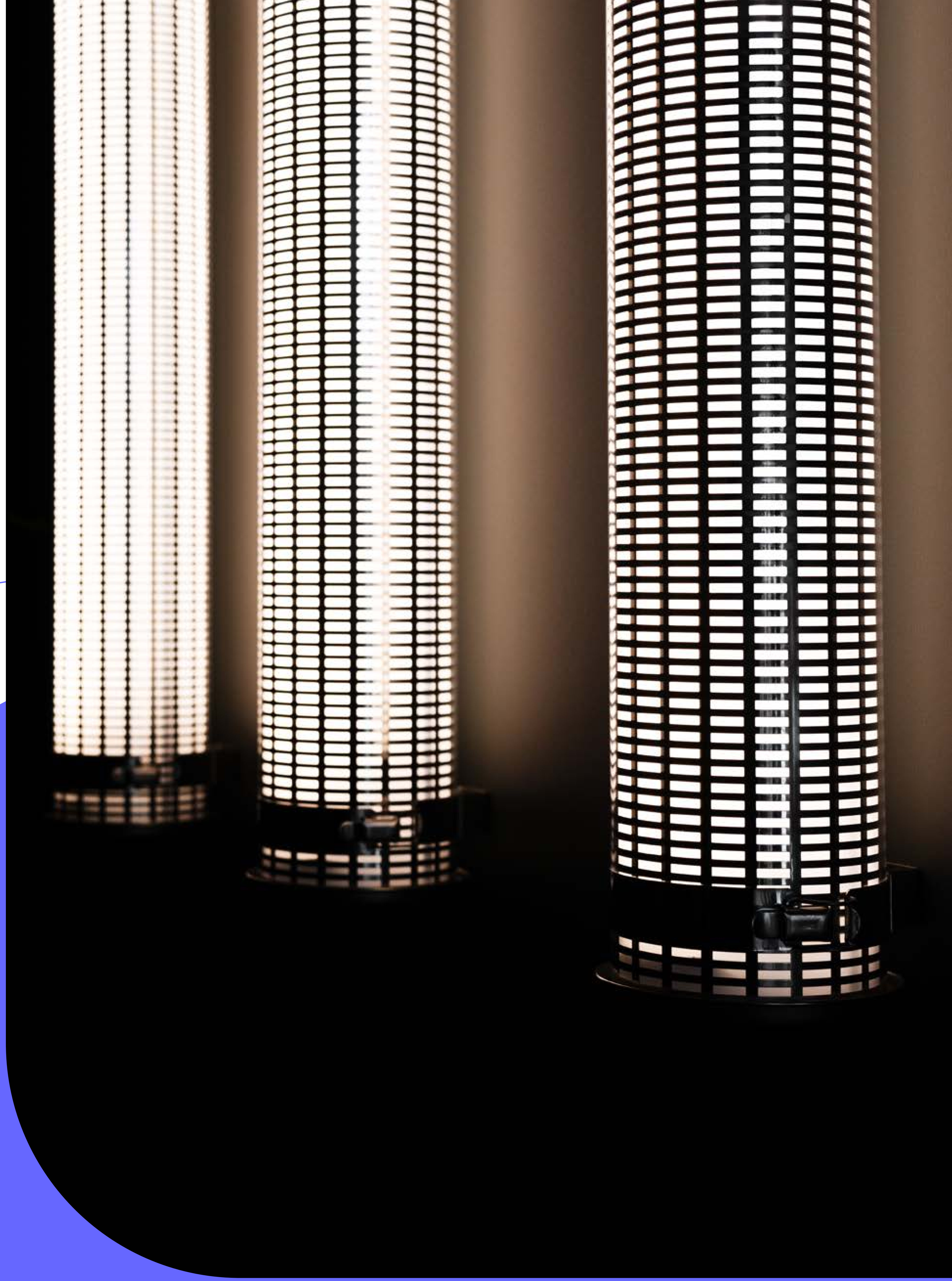
The model inputs for the warrants granted during the year are provided in the table above.

Note 2.3 | **Financial Income and Expenses**

Figures in DKK '000	**2024**	**2023**
Financial income		
Exchange rate adjustments	4,124	3,619
Other interest income	2,514	3,524
Total financial income	**6,638**	**7,143**
Financial expenses		
Interest expenses, interest-bearing debt	1,301	1,440
Interest, leasing	1,487	1,209
Interest on financial assets measured at amortized cost	**2,788**	**2,649**
Exchange rate adjustments	2,936	3,391
Other interest expenses	2,466	1,403
Total financial expenses	**8,190**	**7,443**

Accounting Policy

Financial items include interest income and expenses calculated using the effective interest method, including the interest portion of lease payments, gains and losses on foreign currency transactions and surcharges and allowances under the account tax scheme.



Note 2.4 | **Tax**

Figures in DKK '000	2024	2023
Current tax	15,850	15,262
Prior year tax adjustments, net	-	125
Change in deferred tax	-424	789
Withholding tax	-	1,362
Total tax for the year	**15,426**	**17,538**
Profit before tax	129,448	57,971
Tax at a rate of 22%	28,478	12,754
Tax-based value of non-deductable expenses	3,529	3,721
Tax-based value of non-taxable income*	-17,163	-4
Changes to previous year	-	126
Net deferred tax asset valuation adjustment	1,557	470
Withholding tax	-	1,362
Effect of different tax rates in foreign subsidiaries	-975	-891
Total current tax	**15,426**	**17,538**
Effective tax rate	11.9%	30.3%
Current tax presented as follows in the balance sheet		
Tax receivables	205	951
Current tax liabilities	-6,679	-7,837
Total tax receivable/payable, net	**-6,474**	**-6,886**

*Relates to sales of shares in subsidiaries in Poland.

Accounting Policy

Tax for the year, which consists of current tax for the year and changes in deferred tax, is recognized in profit for the year by the portion attributable to the profit for the year and recognized directly in other comprehensive income and equity by the portion attributable to entries recognized directly in other comprehensive income and equity.

Non refundable withholding tax of dividends received from subsidiaries are included in tax for the year.

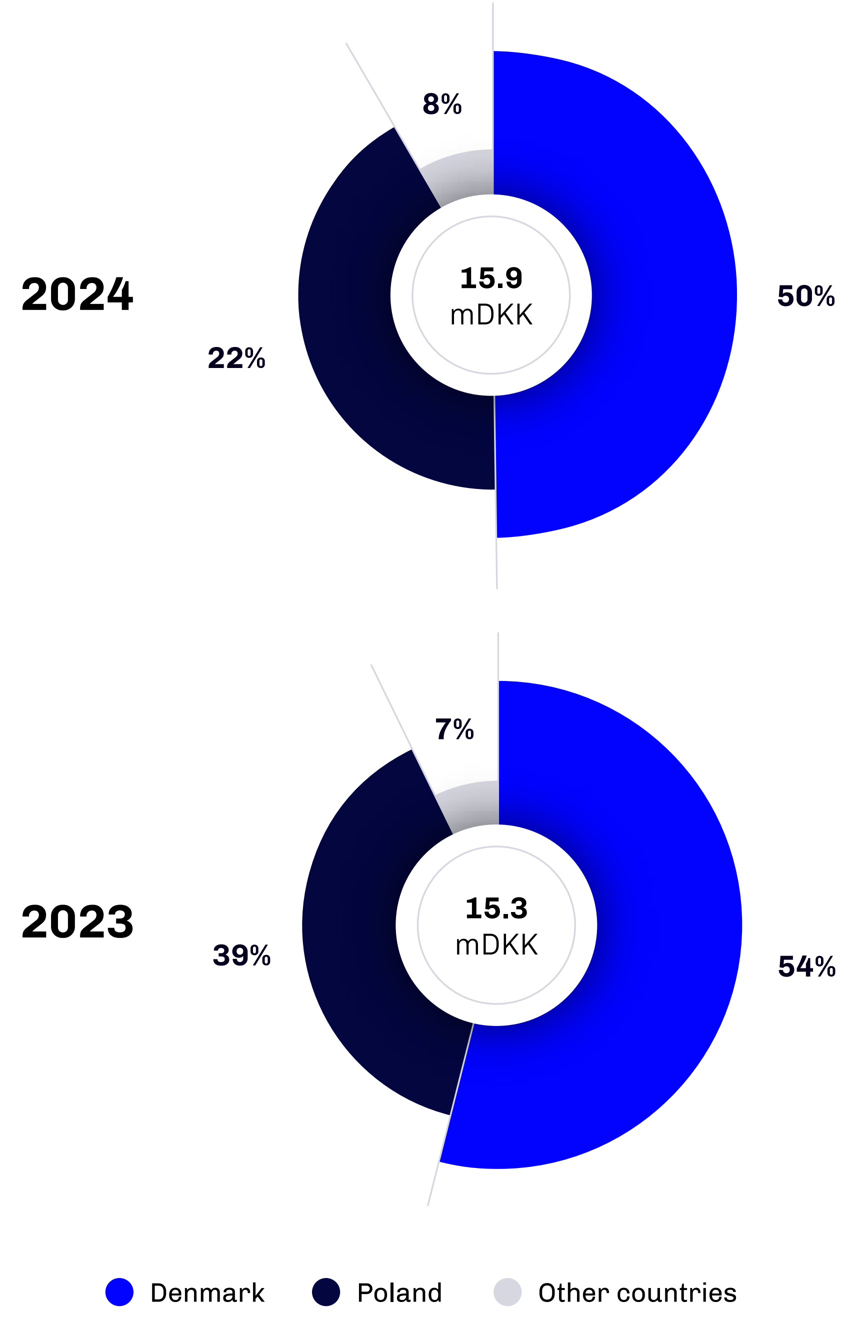
Current tax payable and current tax receivable are recognized in the consolidated balance sheet, calculated as tax on taxable income for the year, adjusted for prepaid tax.

On calculation of current tax, the tax rates and rules applicable at the balance sheet date are used.

Deferred tax assets, including the tax base of tax loss carry forwards, are recognized in the statement of the financial position at their estimated realizable value, either as a set-off against deferred tax liabilities or as net tax assets to be set off against future positive taxable income. At each balance sheet date, it is considered whether sufficient taxable income is likely to arise in the future for the deferred tax asset to be used.

Deferred tax is recognized on all temporary differences between the carrying amounts and tax-based values of assets and liabilities using the balance sheet liability method. Deferred tax is calculated on the basis of the planned use of each asset and the settlement of each liability, respectively. Deferred tax is measured using the tax rates and tax rules which – based on acts in force or acts actually in force at the balance sheet date – are expected to apply when the deferred tax is expected to crystallize as current tax. Changes in deferred tax resulting from changed tax rates or tax rules are recognized in the statement of profit and loss unless the deferred tax is attributable to transactions previously recognized directly in equity or other comprehensive income. In the latter case, such changes are also recognized directly in equity or other comprehensive income.

Current Tax by Country



Note 2.4 | **Tax** *(continued)*

Figures in DKK '000	2024	2023
Deferred tax has been presented as follows in the consolidated balance sheet		
Deferred tax asset	3,961	4,919
Total deferred tax	**3,961**	**4,919**
Deferred tax		
Intangible assets	-1,010	-1,263
Property, plant and equipment	1,557	1,681
Right-of-use assets	93	346
Current liabilities	1,302	2,117
Tax losses carried forward	2,019	2,038
Total current tax	**3,961**	**4,919**

The Group has DKK 44.2 millions (2023: DKK 36.0 millions) of tax losses carried forward, which related to previous year's tax result. There is no expiration date on the tax losses carried forward. Tax losses of DKK 9.5 millions (2023: DKK 9.5 millions) corresponding to deferred tax assets of DKK 2.0 millions (2023: DKK 2.0 millions) have been recognized. The primary part of tax loss recognized originates from a subsidiary but is deductible in the parent company and therefore Management has concluded that convincing evidence exists.

Key Accounting Estimate

Deferred tax asset

The Group has unrecognized deferred tax assets of DKK 34.7 millions (2023: DKK 26.6 millions), hereof the tax value of tax losses carried forward amounts to DKK 6.8 millions (2023: DKK 5.2 millions).

The Group has incurred the losses in recent years as a consequence of expanding the Group and its operations. The losses can be carried forward indefinitely and have no expiration date.

Recognition of deferred tax assets requires that it is probable that future taxable profits are available against which the unused tax losses can be utilized. As the Group in some geographies has a history of making taxable losses, IAS 12 Income Taxes further requires that convincing evidence is available to support Management's assessment that sufficient taxable profits will be available in the future.

Even though the approved budget and business plan show that the respective group entities will be generating taxable profits in the foreseeable future, Management has concluded that it will not be able to meet the strict criteria in IAS 12 to provide 'convincing evidence', as the budget and business plan are sensitive to the timing and level of investments and similar factors.

Note 2.5 | **Special Items**

Figures in DKK '000	2024	2023
Warrant program	-3,053	-
Divestment of subsidiaries in Poland	76,405	-
Total special items	**73,352**	**-**

Figures in DKK '000	2024	2023
Impact of special items		
If special items had been recognized in operating profit before tax, they would have impacted the following items:		
Other operating income	76,405	-
Personnel expenses	-3,053	-
Special items, costs	**73,352**	**-**

Please refer to note 5.2 - Divestment of enterprises and activities for further descriptions about the divestments.

Key Accounting Judgments

Special items

The use of special items entails management judgment in the separation from ordinary items. Management carefully considers individual items and projects in order to ensure the correct distinction and split between operating activities and significant income and expenses of a special nature.

Accounting Policy

Special items are used in connection with the presentation of profit or loss for the period to distinguish consolidated operating profit from exceptional items, which by nature are not related to the Group's ordinary operations or investment in future activities.

Special items are shown separately from the Group's ordinary operations to facilitate a better understanding of the Group's financial performance.

SECTION 3

Invested Capital

The section comprises intangible and tangible assets, as well as right of use assets, showing in which assets 7N has invested capital.

Notes

Note 3.1 | **Intangible Assets**

Figures in DKK '000	Acquired rights and licenses	Own developed software	Own developed software under development	Total
Cost at 1 January 2024	**1,160**	**-**	**5,742**	**6,902**
Foreign currency adjustments	1	-	-	**1**
Transfer to/from	-	5,742	-5,742	-
Cost at 31 December 2024	**1,161**	**5,742**	**-**	**6,903**
Amortizations and impairment losses at 1 January 2024	**-1,136**	**-**	**-**	**-1,136**
Amortization for the year	-10	-1,149	-	**-1,159**
Amortizations and impairment losses at 31 December 2024	**-1,146**	**-1,149**	**-**	**-2,295**
Carrying amount at 31 December 2024	**15**	**4,593**	**-**	**4,608**

Figures in DKK '000	Acquired rights and licenses	Own developed software	Own developed software under development	Total
Cost at 1 January 2023	**1,130**	**-**	**2,899**	**4,029**
Additions	30	-	2,843	2,873
Cost at 31 December 2023	**1,160**	**-**	**5,742**	**6,902**
Amortizations and impairment losses at 1 January 2023	**-1,130**	**-**	**-**	**-1,130**
Amortization for the year	-6	-	-	-6
Amortizations and impairment losses at 31 December 2023	**-1,136**	**-**	**-**	**-1,136**
Carrying amount at 31 December 2023	**24**	**-**	**5,742**	**5,766**

Development expenditures that are not eligible for capitalisation have been expensed in the period incurred and are included in the income statement within their relevant nature.

In 2024 this amounted to DKK 7,8 millions (2023: DKK 5,7 millions).

Accounting Policy

Acquired rights and licenses

Intangible assets with definite useful lives are measured at cost less accumulated amortization and impairment losses. Intangible assets include proprietary and separately acquired software.

Amortization is provided on a straight-line basis over the estimated useful lives of the assets, which are between 3-10 years

Own developed software

The Group undertakes activities for maintaining and developing software. Costs associated with maintaining software are recognized as expenses when incurred.

The cost of developed software comprises of cost, to external contractors, that are directly attributable to the development project. Cost is recognized from the time at which the development project qualifies for recognition as an asset.

Amortization commences when the software is ready for its intended use and is recognized on a straight-line basis over their useful lifetime of 3-5 years.

Impairment of non-current assets

Software under development that is not subject to amortization are tested annually for impairment, or more frequently if events or changes in circumstances indicate that they might be impaired.

Other non-current assets are tested for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognized 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 (cash-generating units). Non-financial assets that suffered an impairment are, reviewed for possible reversal of the impairment at the end of each reporting period.

Note 3.1 | **Intangible Assets** *(continued)*

Own-developed software

Key Accounting Judgments

The Group undertakes activities within software development with the objective to further increase the services and value-added by the consultants on assignments.

Management assesses whether the costs incurred for own-developed software are capitalized as a development project or to be expensed in the income statement as incurred.

Initial capitalization of costs is based on Management's judgment that technological and economic feasibility is confirmed, usually when a development project has reached a defined milestone.

Key Accounting Estimate

The determination of the recoverable amount, of own developed software, requires significant Management estimates when determining the various assumptions, such as cash flow projections, discount rate and terminal growth rates.

The sensitivity of the estimated measurement of these assumptions, combined or individually, can be significant.

Furthermore, the use of different estimates or assumptions, when determining the fair value, may result in different values and could result in impairment in future periods.

Note 3.2 | **Property, Plant, and Equipment**

Figures in DKK '000	2024 Equipment	2024 Leasehold improvements	2024 Total	2023 Equipment	2023 Leasehold improvements	2023 Total
Cost at 1 January	**14,255**	**10,512**	**24,767**	**13,398**	**7,062**	**20,460**
Foreign currency adjustments	115	171	286	392	318	710
Additions	293	-	293	1,704	3,132	4,836
Disposals	-519	-	-519	-1,239	-	-1,239
Disposals related to divestments	-8,407	-7,969	-16,376	-	-	-
Cost at 31 December	**5,737**	**2,714**	**8,451**	**14,255**	**10,512**	**24,767**
Depreciation and impairment losses at 1 January	**-11,558**	**-7,203**	**-18,761**	**-10,898**	**-5,468**	**-16,366**
Foreign currency adjustments	-75	-125	-200	-361	-310	-671
Depreciation for the year	-1,249	-1,106	-2,355	-1,479	-1,425	-2,904
Disposals	489	-	489	1,180	-	1,180
Disposals related to divestments	7,123	5,839	12,962	-	-	-
Depreciation and impairment losses at 31 December	**-5,270**	**-2,595**	**-7,865**	**-11,558**	**-7,203**	**-18,761**
Carrying amount at 31 December	**467**	**119**	**586**	**2,697**	**3,309**	**6,006**

Accounting Policy

Property, Plant, and Equipment

Equipment and leasehold improvements are measured at cost less accumulated depreciation and impairment losses.

Cost comprises the acquisition price and costs directly attributable to the acquisition, of the asset until the time when it is ready to be put into operation.

The basis of depreciation is cost less estimated residual value after the end of useful life. Straight-line depreciation is made on the basis of the estimated useful lives of the assets, which are 3-5 years. Depreciation methods, useful lives and residual values are reviewed annually.

Gains and losses from the sale of Property, Plant, and Equipment are calculated as the difference between selling price less selling costs and carrying amount at the time of sale. Gains or losses are recognized in the statement of profit and loss in other operating income/expenses.

Note 3.3 | Leases

Figures in DKK '000	31 December 2024	31 December 2023
Right-of-use assets		
Property	10,675	21,960
Vehicles	2,350	3,550
Equipment	153	195
Total right-of-use assets	**13,178**	**25,705**
Additions, right-of-use assets	1,113	3,336
Remeasurement, right-of-use assets	10,889	18,830
Lease liability		
Non-current	7,485	18,123
Current	6,087	9,331
Total lease liability	**13,572**	**27,454**

The Group's lease agreements relate primarily to leases of property, vehicles, and equipment.

Lease of properties are negotiated on an individual basis and contain a wide range of different terms and conditions. The property leases are in general of a short-term nature; however, a few leases have an initial term of up to 5 years.

Leases of vehicles and equipment are typically made for fixed periods of 3-5 years and do normally not include extension options.

The lease agreements do not impose any covenants, but leased assets may not be used as security for borrowing purposes.

The Group has recognized the following amounts relating to leases:

Figures in DKK '000	2024	2023
Amounts recognized in the statement of profit and loss:		
Depreciation, right-of-use assets		
Property	-9,303	-8,997
Vehicles	-2,715	-2,127
Equipment	-40	-244
Total depreciation, right-of-use assets	**-12,058**	**-11,368**
Interest expenses (included in finance expenses)	-1,487	-1,695
Income from subleasing right-of-use assets	1,023	1,075
Total cash outflow for leases	-13,183	-11,980

The total future undiscounted cash outflows relating to leases, not yet commenced, as of 31 December 2024 amount to DKK 0.4 million (2023: DKK 0.7 million), which decreases by DKK 0.1 million (2023: DKK 0.1 million) within the next year and DKK 0.3 million (2023: DKK 0.6 million) within the next 1-5 years.

Please refer to note 4.9 for maturity analysis of the lease liabilities.

Note 3.3 | **Leases** *(continued)*

Leases

The Group as lessee

The Group's leases include properties, vehicles and equipment.

Leases are recognized as a right-of-use asset and a corresponding liability at the date at which the leased asset is available for use by the Group.

Each lease payment is allocated between the liability and finance cost. The finance cost is charged to profit or loss over the lease period so as to produce a constant periodic rate of interest on the remaining balance of the liability for each period. The right-of-use asset is depreciated over the shorter of the asset's useful life and the lease term on a straight-line basis.

Contracts may contain both lease and non-lease components. The Company has elected not to separate lease and non-lease components and instead accounts for these as a single lease component.

Assets and liabilities arising from a lease are initially measured on a present value basis.

The Group's 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 payment that are based on an index or a rate

The lease payments are discounted using the interest rate implicit in the lease, if that rate can be readily determined, or the individual lessee's incremental borrowing rate being the rate that the individual lessee 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.

Lease liabilities are subsequently measured by increasing the carrying amount to reflect interest on the lease liability and reducing the carrying amount to reflect the lease payments made.

Right-of-use assets are measured at cost comprising the following:

- the amount of the initial measurement of lease liability
- any lease payments made at or before the commencement date less any lease incentives received
- any initial direct costs, and
- restoration costs.

Variable lease payments other than those based on an index or rate are recognized in the statement of profit and loss when incurred.

The Group has chosen not to apply the practical expedient for short-term leases and for leases of low value.

The Group as a lessor (sublease)

When the Group is an intermediate lessor, it accounts for its interest in the head lease and the sublease separately. It assesses the classification of the sublease with reference to the right-of-use asset arising from the head lease, not with reference to the underlying asset. To classify each lease, the Group makes an overall assessment of whether the lease transfers substantially all risks and rewards incidental to ownership of the right-of-use asset. As part of this assessment, the Group considers certain indicators, such as whether the lease is for the major part of the economic life of the headlease. A lease is classified as a finance lease if it transfers substantially all the risk and rewards incident to ownership of the right-of-use asset.

If the sublease is classified as an operating lease, the right-of-use asset related to the head lease is retained. Lease payments received from the sublease are recognized as income on a systematic basis.

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Note 3.3 | **Leases** *(continued)*

Operating leases

The group entered into a sublease agreement regarding the Group's property leases. In accordance with IFRS, the sublease has been classified by reference to the right-of-use asset arising from the head lease and has thus been classified as an operating lease because the sublease does not transfer substantially all the risk and rewards incidental to ownership to the underlying asset.

The following information relates to leases where the Group is an intermediate lessor, and where the leases are classified as operating leases:

Figures in DKK '000	31 December 2024	31 December 2023
Subleases income for the year	1,023	1,075

Lease payments receivable from subleases are due within 1 year.

SECTION 4

Working capital & Capital structure

The section comprises notes related to 7N's Working capital and capital structure.

Notes

Note 4.1 | **Trade Receivables**

Figures in DKK '000	31 December 2024	31 December 2023
Total trade receivables	176,139	248,654

Trade receivables are amounts due from customers for delivery of IT-consulting services and other services provided in the ordinary course of business.

Payments are generally due for settlement within 30-60 days after invoice date and are therefore all classified as current.

The carrying amount of the trade receivables is assumed to approximate the fair value.

The Group's customers are generally large international industrial companies with the adequate resources and capital available for acquiring IT-consulting services as provided by the Group. The customers do therefore normally have a high credit quality.

To assess the credit risk of a customer, prior to entering into a new sales agreement, it is the Group's policy to evaluate the customer's ability to pay.

The Group has historically not incurred any material losses from trade receivables.

The Group considers the global economic outlook, for 2025, to be uncertain. Therefore, Management has re-assessed the risk on incurring losses on trade receivables.

Management's assessment found that the customer base primarily consists of larger and well-consolidated clients with a solid payment history.

On that basis, Management has concluded that the Group's credit risk, from trade receivables, is not material and has therefore not recognized any general allowance for expected credit losses related to trade receivables.

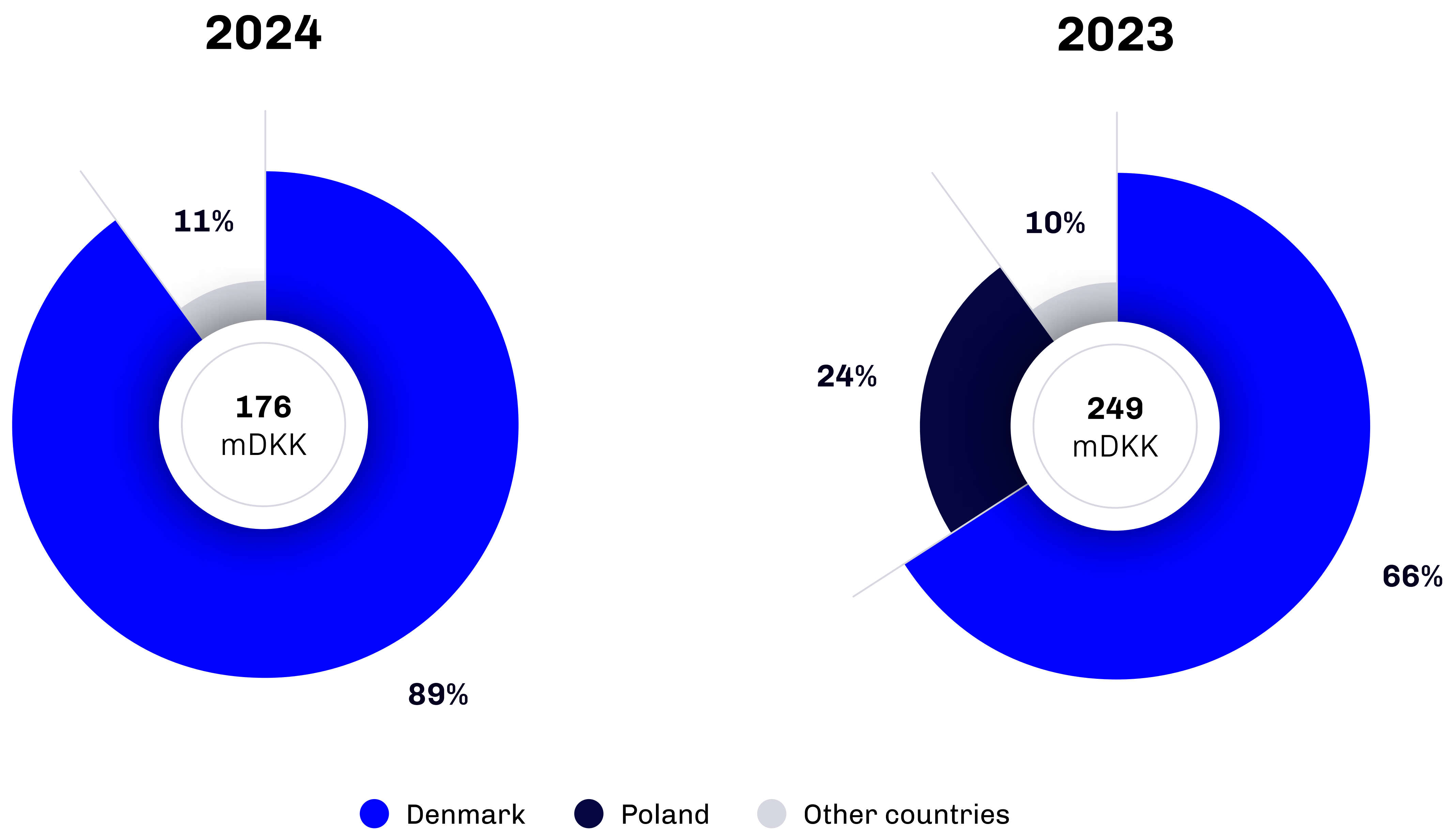
As of 31 December 2024, the Group has recognized credit losses of DKK 2,2 million (2023: DKK 0 million).

Accounting Policy

Trade receivables include receivables from sales. Trade receivables are measured at fair value on initial recognition and subsequently at amortized cost, usually equalling nominal value less expected credit losses.

The Group applies the IFRS 9 simplified approach in measuring the expected credit losses, which uses a lifetime expected loss allowance for all trade receivables.

Trade Receivables by Country



Note 4.2 | **Contract Liabilities**

Figures in DKK '000	Note	31 December 2024	31 December 2023
Contract liabilities - IT consulting contracts	2.1	3,088	11,921

The contract liability balance primarily relates to IT consultancy service contracts where the customers often make prepayments. As described above in note 2.1, revenue is recognized in an amount to which the Group has a right to invoice. Thus, the contract liability balance corresponds to the part of the consideration already received from the customers for which the Group remains to deliver IT consultancy services.

The amount of contract liabilities has decreased by DKK 8.8 million (2023: DKK 0.8 million).

The entire amount included in the contract liability balance at the beginning of the period is recognized as revenue during the year.

The Group has in accordance with IFRS 15.121 not disclosed information about the aggregate amount of the transaction price allocated to the performance obligations that are unsatisfied as of the end of the reporting period, as 7N for the vast majority of contracts applies the practical expedient and recognizes revenue from provision of consulting services in the amount to which it has the right to invoice.

Accounting Policy

Contract liabilities

A contract liability is the obligation to transfer services to a customer for which the Group has received consideration (or an amount of consideration is due) from the customer. If a customer pays consideration before the Group transfers services to the customer, a contract liability is recognized when the payment is made. Contract liabilities are recognized as revenue when the Group performs under the contract.

Note 4.3 | **Share Capital**

	2024		2023	
	No. of shares	Nominal value (DKK '000)	No. of shares	Nominal value (DKK '000)
Balance at 1 January	1,210,282	1,210	1,210,282	1,210
Balance at 31 December	1,210,282	1,210	1,210,282	1,210

Figures in DKK '000	2024	2023
Cash dividends on ordinary shares declared and paid		
Total cash on ordinary dividend for 2024 26,65 DKK per share (2023: 20.04 DKK per share)	32,250	24,250
Cash dividends on ordinary shares declared and paid		
Total cash on extra ordinary dividend for 2024 41,31 DKK per share (2023: 0 DKK per share)	50,000	-
Total dividends payed to shareholders during 2024	**82,250**	**24,250**
Proposed dividends on ordinary shares		
Total proposed dividend for 2024: 82.63 DKK per share (2023: 26.65 DKK per share)	100,000	32,250

All shares have a nominal value of DKK 1 and are fully paid. Each share carries one vote. No shares confer any special rights upon any shareholder. No shares are subject to restrictions on transferability or voting rights.

Accounting Policy

Ordinary shares are classified as equity. Incremental costs directly attributable to the issue of new shares are shown in equity as a deduction, net of tax, from the proceeds.

Treasury Shares

	2024		2023	
Treasury shares	No. of shares	(DKK '000)	No. of shares	(DKK '000)
Balance at 1 January	18,436	1,875	22,487	2,286
Disposal	-	-	-4,051	-411
Balance at 31 December	**18,436**	**1,875**	**18,436**	**1,875**

In 2024, 7N disposed 0 treasury shares (2023: 4,051 treasury shares). In 2023 the disposal of treasury shares refers to a opportunity for all employees to purchase shares in 7N, and a disposal of treasury shares to a member of the Board of Directors in connection with the establishment of the warrant program.

The disposal of treasury shares is shown as a reduction directly in equity.

Accounting Policy

Own equity instruments that are reacquired (treasury shares) are recognized at cost and deducted from equity. No gain or loss is recognized in profit or loss on the purchase, sale, issue or cancellation of the Group's own equity instruments. Any difference between the carrying amount and the consideration, if reissued, is recognized in the retained earnings.

Note 4.4 | **Capital Management**

Accounting Policy

The Group's objectives when managing capital are to:

- safeguard the ability to continue as a going concern, so that the Group can fund its continuing growth and development, as well as continue to provide returns for shareholders and benefits for other stakeholders;
- and maintain an optimal capital structure to reduce cost of capital. The Group's strategy is to finance its operations with the cash on the balance sheet and to maintain a positive net working capital position. As of 31 December 2024, the Group has acces to credit facilities of DKK 63.0 million, of which DKK 27.3 million was drawn. See note 4.9 for further information.

The financial policies are being refined on an ongoing basis to support the Group's risk management policies and objectives. The Group has a policy to pay 80% of the net profit in dividend to the shareholders. However, in order to maintain or adjust the capital structure, the Group may adjust the amount of dividend paid to shareholders or issue new shares.

The Group has focus on reducing the working capital to a minimum and to a large extent match the terms on account receivables and account payables. The Group's strategy for managing capital was un changed from previous years.

Note 4.5 | **Borrowings and Interest-bearing Debt**

The expiry of commitments related to borrowings is December 2030.

Figures in DKK '000	31 December 2024	31 December 2023
Debt to credit institutions	18,000	-
Short-term bank facilities etc.	9,326	-
Borrowings	**27,326**	-
Payables to group enterprises	14,062	580
Lease liabilities	13,572	27,454
Other interest-bearing debt	4,580	**4699**
Total borrowings and interest-bearing debt	**59,540**	**32,733**
Non-current	30,065	22,822
Current	29,475	9,911
Total borrowings and interest-bearing debt	**59,540**	**32,733**

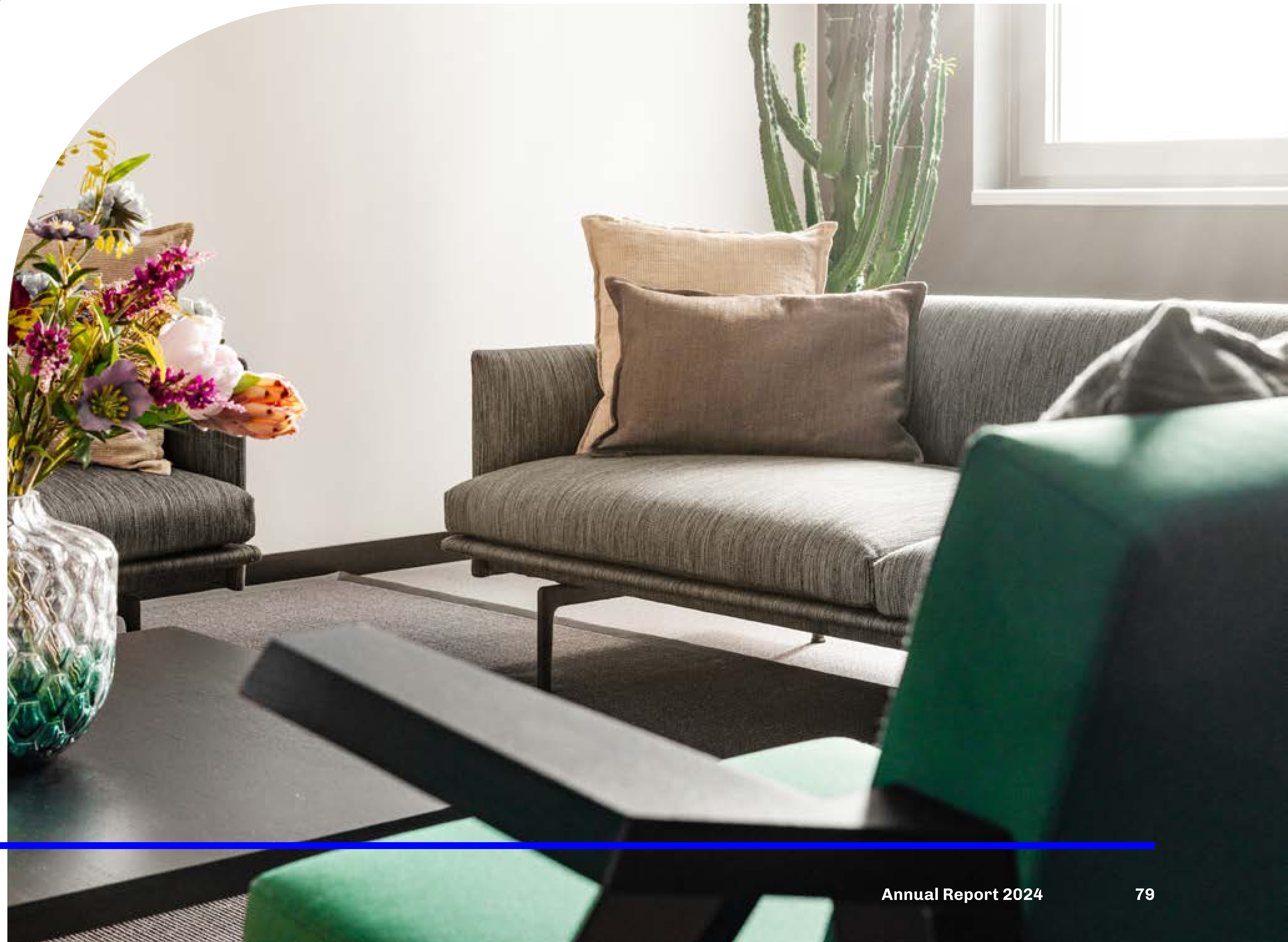
Other interest-bearing debt include payables to the Holiday allowance fund. The allowance is indexed yearly with the wage index provided by LD and is recognized in the income statements within financial items. The loan matures when the relevant employees retire. The Holiday allowance fund is unpledged.

Accounting Policy

Debt to credit institutions is recognised at the date of borrowing as the proceeds received less transaction costs. For subsequent periods, financial liabilities are measured at amortised cost in order for the difference between proceeds and the nominal value to be recognised as a financial expense over the term of the loan. Interest-bearing debt is recognized initially at fair value net of directly attributable transaction costs.

Subsequently, interest-bearing debt is measured at amortized cost using the effective interest rate method (EIR method). Gains and losses are recognized in profit or loss when the liabilities are derecognized as well as through the EIR amortization process.

Interest-bearing debt is classified as current liabilities unless the Group has an unconditional right to defer settlement of the liability for at least 12 months after the reporting period.



Note 4.6 | **Other Liabilities**

Figures in DKK '000	31 December 2024	31 December 2023
Wages and salaries, bonusses, payroll taxes, social security costs, etc.	17,638	22,812
Holiday pay obligation	6,066	7,377
VAT and duties	6,637	5,571
Other	6,809	8,988
Total other liabilities	**37,150**	**44,748**

Accounting Policy

Other liabilities comprise amounts owed to employees, including wages, salaries, holiday pay, bonus and commission accruals, payroll taxes, amounts owed to the public authorities such as VAT. Payables are measured at cost.

Note 4.7 | **Non-cash Items**

Figures in DKK '000	2024	2023
Adjustments related to divestments	-76,405	-
Share based payment	3,053	611
Other non-cash adjustments	1,848	-399
Total adjustments	**-71,504**	**212**

Note 4.8 | **Changes in Liabilities Arising from Financing Activities**

This section set out an analysis of liabilities arising from financing activities and the movements in each of the periods presented.

			Non-cash changes			
Figures in DKK '000	1 January 2024	Cash flows	New leases & remeasurement	Disposal/additions related to divestment	Other changes	31 December 2024
Debt to credit institutions	-	18,000	-	-	-	18,000
Short-term bank facilities etc.	-	9,326	-	-	-	9,326
Borrowings	-	**27,326**	-	-	-	**27,326**
Payables to group enterprises	580	-580	-	14,062	-	14,062
Lease liabilities	27,454	-11,696	12,001	-13,702	-485	13,572
Other interest-bearing debt	4,699	-287	-	-	168	4,580
Interest-bearing debt	**32,733**	**-12,563**	**12,001**	**360**	**-317**	**32,214**
Total interest-bearing liabilities	**32,733**	**14,763**	**12,001**	**360**	**-317**	**59,540**

			Non-cash changes			
Figures in DKK '000	1 January 2023	Cash flows	New leases & remeasurement	Disposal of leases from divestment	Other changes	31 December 2023
Payables to group enterprises	65	515	-	-	-	580
Other interest-bearing debt	4,840	-304	-	-	163	4,699
Lease liabilities	15,773	-10,285	22,196	-	-230	27,454
Total interest-bearing liabilities	**20,678**	**-10,074**	**22,196**	**0**	**-67**	**32,733**

Note 4.9 | **Financial Risks and Financial Instruments**

Figures in DKK '000	31 December 2024	31 December 2023
Financial assets		
Trade receivables	176,139	248,654
Receiveables from Group enterprises	173,729	-
Other assets	2,252	10,877
Cash and cash equivalents	21,002	103,366
Financial assets measured at amortized cost	**373,122**	**362,897**
Financial liabilities		
Debt to credit institutions	18,000	-
Short-term bank facilities etc.	9,326	-
Payables to group enterprises	14,062	580
Other interest-bearing debt	4,580	4,699
Lease liabilities	13,572	27,454
Trade payables	155,954	214,234
Financial liabilities measured at amortized cost	**215,494**	**246,967**

For financial assets and liabilities of short-term nature, such as trade receivables and trade payables, the carrying amount approximates their fair value. For interest-bearing debt, the fair values are not materially different from their carrying amounts, since the interest payable on those payables are close to current market rates.

Trade payables

Trade payables represent liabilities for goods and services provided to the Group prior to the end of the financial year which are unpaid. The amounts are unsecured and are usually paid within 60 days of recognition. Trade payables are presented as current liabilities unless payment is not due within 12 months after the reporting period. They are recognized initially at their fair value and subsequently measured at amortized cost using the effective interest method.

Cash and cash equivalents

The group's cash and cash equivalents consist of deposits in well-reputed banks.

Due to the international activities of the Group, exposure to financial risks is an embedded part of doing business. The Group is exposed to financial risks, that can have an impact on the consolidated financial statements. The primary objective of 7N's financial risk management policy as outlined in the Treasury Policy is at all time to limit the Group's exposure to financial risks. The Treasury Policy sets the framework for handling financial risks as market risks, liquidity risk and credit risk and is managed centrally by the Group Finance. The Treasury Policy is approved by the Board of Directors and is updated on an ongoing basis to address any changes in the Group's risk exposure. There are no significant changes in 7N's exposure to financial risks its financial risk management policies compared to last year.

The Group's financial assets include primarily trade receivables, receivables from group enterprises and cash, whereas the Group's financial liabilities primarily comprise of trade payables, lease liabilities, borrowings and other interest-bearing debt.

Due to the nature of 7N's operations and capital structure, the Group is primarily exposed to liquidity and credit risk. However, due to the international activities of the Group, it is to some extend also exposed to exchange rate risk. The Group's exposure to those risks, including the objectives and policies for managing those risks are described in the next section.

Liquidity risk

Liquidity risk means that the Group will encounter difficulties in meeting its obligations associated with financial liabilities as they fall due because of inability to realise assets or obtain adequate funding. The Group aims at ensuring that a sufficient liquidity position is maintained in order to service its financial obligations as they fall due. The liquidity is managed centrally by Group Finance in accordance with the Treasury Policy.

Due to the dynamic nature of the underlying businesses, the Group maintains flexibility in funding by maintaining availability under committed credit lines. The Group's policy is to secure adequate liquidity to always meet the planned future financial and operational payment obligations for minimum the next 12 months period. The company monitors the liquidity risk through follow ups against plans.

At 31 December 2024, the group has revolved credit facilities of a total of DKK 63 million, of which 27 has been drawn (2023: Revolving credit facility 60 million DKK, of which 0 million DKK was drawn). The Group's management monitors rolling forecasts of the Group's liquidity reserve comprising the undrawn credit facilities and cash and cash equivalents. The cash position, unutilized credit facilities and expected cash flow for 2024 are together considered to be adequate to meet the obligations of the Group as they fall due.

Note 4.9 | **Financial Risks and Financial Instruments** *(continued)*

Maturity analysis

The tables below analyse the Group's financial liabilities into relevant maturity groupings based on their contractual maturities:

Figures in DKK '000	Less than 1 year	Between 1 and 5 years	More than 5 years	Total
As of 31 December 2024				
Non-derivatives				
Debt to credit institutions	-	19,192	-	19,192
Short-term bank facilities etc.	9,326	-	-	9,326
Payables to group enterprises	14,062	-	-	14,062
Other interest-bearing debt	-	-	7,369	7,369
Lease liabilities, current and non-current	12,177	17,153	-	29,330
Trade payables	155,954	-	-	155,954
Total non-derivatives	**191,519**	**36,345**	**7,369**	**235,233**

Figures in DKK '000	Less than 1 year	Between 1 and 5 years	More than 5 years	Total
As of 31 December 2023				
Non-derivatives				
Other interest-bearing debt	-	-	8,327	8,327
Lease liabilities	10,768	19,048	-	29,816
Trade payables	214,234	-	-	214,234
Total non-derivatives	**225,002**	**19,048**	**8,327**	**252,377**

The maturity analysis is based on the following assumptions:

The amounts disclosed in the table are the contractual undiscounted cash flows including estimated interest payments. Balances due within 12 months equal their carrying balances as the impact of discounting is not significant. Payments for lease liabilities includes only lease agreements which have commenced before the end of the reporting period. As described in note 4.5, payable to the Holiday allowance fund are included in other interest-bearing debt and are included in the relevant time-bands based on expected time to retirement. Future estimated interest payments are based on the most recent indexation rate and expected time to retirement.

Credit risk

Credit risk is the risk of financial loss to the Group, if a customer or counterparty to a financial instrument fails to meet its contractual obligations and arises primarily from trade receivables and cash and cash equivalents.

The Group has no major exposure relating to one single customer or business partner. The are no significant credit risk concentrations.

To reduce the credit risk from new customer relationships, the Group uses an internal credit assessment matrix based on the customer's financial performance to determine the customer's credit quality and related credit rating. Due to the composition of the customer base and the past history with no significant credit losses the credit risk is assessed to be insignificant. Consequently, the Group's allowance for expected credit losses from its trade receivables is insignificant. Further information about the Group's credit risk exposure related to trade receivables is provided in note 4.1.

In addition, the Group is exposed to counterparty risk related to deposits with banks. As of 31 December 2024, deposits with banks amounted to DKK 21,0 million (2023: DKK 103,4 million). To mitigate this risk, it is the Group's policy only to use banks of high quality and with low credit risk in the countries the Group operates. Generally, financial counterparties must as a minimum have a long-term rating from Moody's (A3) or S&P (A-). Any exceptions due to local conditions in the country where the 7N subsidiary operates may be accepted on an individual basis.

The maximum credit risk relates to trade receivables and cash & cash equivalents which approximates the carrying amounts.

Covenants

The Group facilities is subject to a leverage covenant (defined as net debt divided by 12 months rolling adjusted EBITDA) and an interest cover ratio covenant (defined as 12 months rolling adjusted EBITDA divided by net finance charges). The covenants are tested and reported end of each quarter until the maturity of the facilities. The Group has no indication of any difficulties in complying with the covenants.

Note 4.9 | **Financial Risks and Financial Instruments** *(continued)*

Exchange rate risk

Exchange rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate arising from changes in foreign exchange rates. The Group is exposed to foreign exchange rate risk on balance sheet items in terms of translation of financial assets and liabilities denominated in a currency other than the functional currency for the individual subsidiary holding the financial instrument.

The Group is not severely exposed to foreign currency fluctuations as both sales and purchases are generally settled in the functional (local) currency of the individual subsidiary. However, the Group has some exposure related to purchases denominated in foreign currencies, which primarily relates to EUR, USD, INR, CHF, NOK and PLN. EUR against DKK is currently not considered an exposure due to the fixed exchange rate policy in Denmark against the Euro.

It is the Group's policy not to hedge its exposure from foreign exchange rate risk.

All material cash balances are transferred to the parent company and are held in DKK.

Sensitivity analysis of impact on net profit and equity

The below analysis shows the impact on the net profit and equity from a reasonably possible change in the specified currency. The sensitivity analysis is based on the financial assets and liabilities on the balance sheet date and assumes that all other variables, exposures and interest rates etc. remain constant:

Figures in DKK '000	Change	2024	2023
EUR/INR	+/- 10%	-108/-108	75/-75
USD/DKK	+/- 10%	1,181/-1,181	630/-630
PLN/DKK	+/- 10%	1,331/-1,331	567/-567
NOK/DKK	+/- 10%	12/-12	64/-64
SEK/DKK	+/- 10%	-61/61	-10/10
CHF/DKK	+/- 10%	-298/298	-138/138

Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The Group's interest rate risk is limited to bank deposits and interest-bearing debt which comprise the Group's revolving credit facility and other interest-bearing debt. As further described in note 4.5, other interest-bearing debt includes the Group's Holiday allowance fund provision which is subject to an annual variable indexation. The impact of an increase in interest rate on bank deposits will be partly offset by the related impact on the Group's interest-bearing debt. Consequently, the Group's exposure to changes in interest rates is immaterial.

Sensitivity analysis of impact on net profit and equity

Based on the financial instruments recognized at the balance sheet date, the Group's sensitivity to changes in interest rates is considered insignificant.

SECTION 5

Other Disclosures

The section comprises notes required by IFRS, but which are secondary importance to understanding of the financial performance of 7N.

Notes

Note 5.1 | **Fee to the Statutory Auditor**

Figures in DKK '000	2024	2023
Statutory audit	1,287	1,329
Other assurance	7	26
Tax and VAT advisory services	42	341
Other services	170	169
Total	**1,506**	**1,865**

Note 5.2 | **Divestment of enterprises and activities**

Figures in DKK '000	31 December 2024	31 December 2023
Property, plant and equipment	3,414	-
Right-of-use assets	12,643	-
Other non-current assets	8,561	-
Current-receivables	146,019	-
Non-current liabilities	-14,338	-
Current liabilities	-82,704	-
Carrying amount of net assets divested	**73,595**	**-**
Recycling of cumulative exchange differences	-1,609	-
Gain on divestment	78,014	-
Loan note received	**150,000**	**-**

Figures are shown at fair value on the divestment date.

Divested enterprises

On 31 December 2024, the Group divested it's fully owned subsidiary 7N Sp. Z.o.o. The agreed enterprise value of 7N Poland was DKK 150 million. The divestment resulted in a gain, including cumulative exchange differences of DKK 76,4 million, which is recognised as special items in the income statement.

Note 5.3 | **Related Parties**

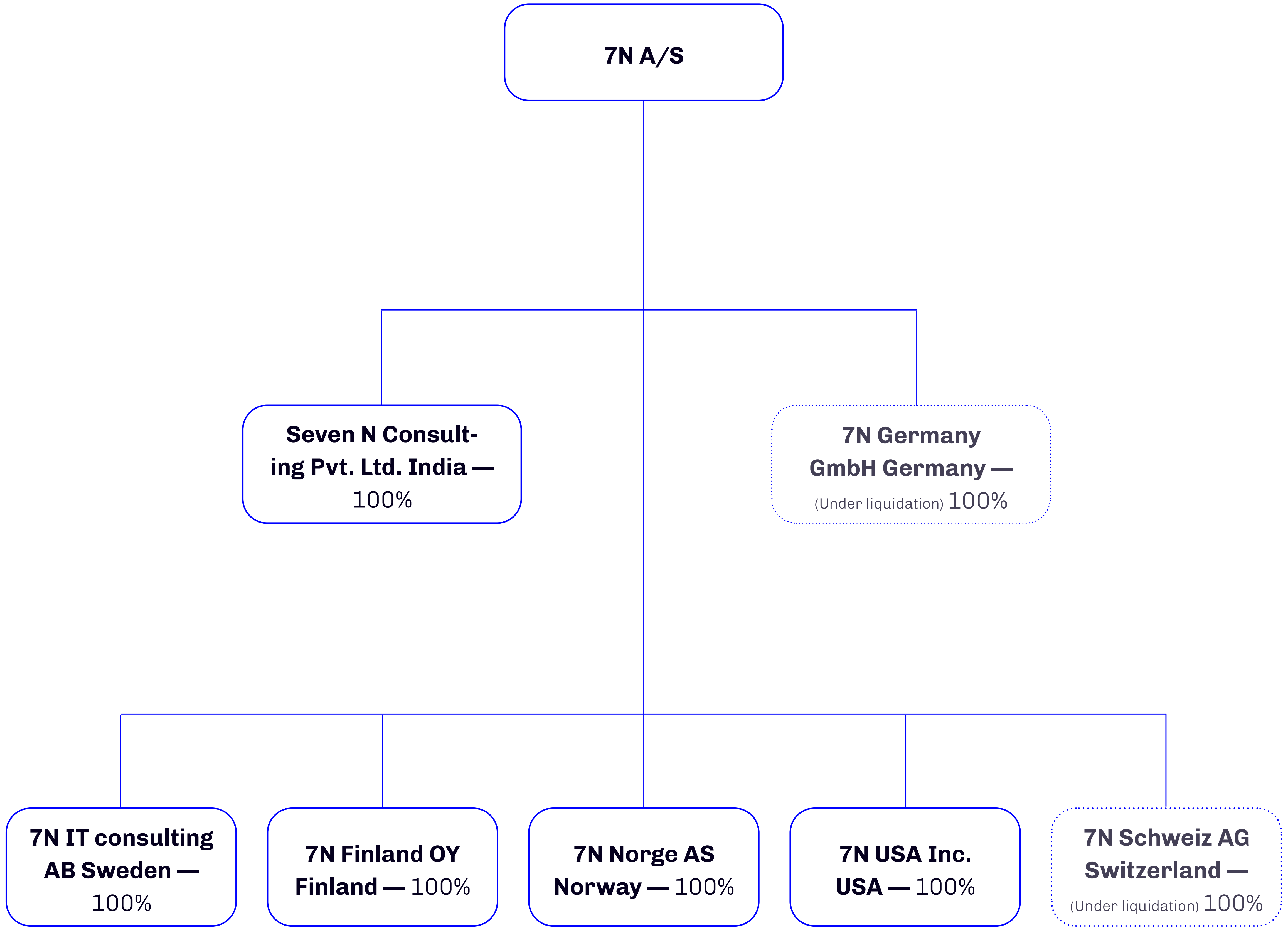
The Group is included in the consolidated financial statements of the ultimate parent P-7N A/S, Denmark.

Related parties further include the Parent's Executive Board, Board of Directors, Other Key Management Personnel and their related parties. Furthermore, related parties are companies in which the above persons have significant interests.

Figures in DKK '000	2024	2023
Transactions with related parties:		
Dividend paid to Hedaa Holding ApS (parent of 7N A/S until 30 November 2024)	28,014	8,259
Dividends paid to related parties with significant interests	34,940	10,301
Divestment of subsidiaries to 7N Group A/S	150,000	-
Purchased assets from Jeppe Hedaa	251	-
Dividends paid to other related parties	1,477	435
Total	**214,682**	**18,995**

Note 5.3 | **Related Parties** *(continued)*

The Group's legal structure



Name of entity	Location	Currency	Ownership	Function
7N A/S	Denmark	DKK		Parent
7N IT Consulting AB	Sweden	SEK	100%	Subsidiary
7N Finland OY	Finland	EUR	100%	Subsidiary
7N Norge AS	Norway	NOK	100%	Subsidiary
7N US Inc.	USA	USD	100%	Subsidiary
7N Schweiz AG (under liquidation)	Switzerland	CHF	100%	Subsidiary
7N Germany GmbH (under liquidation)	Germany	EUR	100%	Subsidiary
Seven N Consulting Pvt. Ltd.	India	INR	100%	Subsidiary
7N Poland, Branch of 7N A/S	Poland	DKK	100%	Branch

In 2024 the polish subsidiaries 7N Sp z.o.o. and 7N CIM Sp z.o.o. was divested from the Group.

Note 5.4 | **Collateral Provided and Contingent Liabilities**

The shares in 7N A/S, have been pledged as security for the senior facility agreement entered into by the parent company 7N Group A/S.

Further, a floating charge of DKK 30.0 million (2023: DKK 30.0 million) in the assets of 7N A/S.

For the Group's leaseholds, an amount of DKK 4.4 million (2023: DKK 4.3 million) has been provided for security. The amount is recognized as a deposit presented within other receivables. The terms restrict the Group from using the assets for other securities.

Contingent liabilities

The Parent is taxed jointly with the other Danish companies in the group. The Parent company is under an unlimited and joint liability regime for all Danish tax payments and withholding taxes on dividends, interest and royalties from the jointly taxed entities. The liability also includes any subsequent corrections to the calculated tax liability as a consequence of changes made to the jointly taxable income etc.

The Group is from time to time party to legal procedings and inquiries from authorities when investigating various issues. The outcome of such is not expected to have a significant effect on profit for the year and the assessment of the company's financial position.

Note 5.4 | **Events After the Balance Sheet Date**

No events have occurred after the balance sheet date, which would influence the evaluation of this Annual Report.

Parent Company Financial Statements

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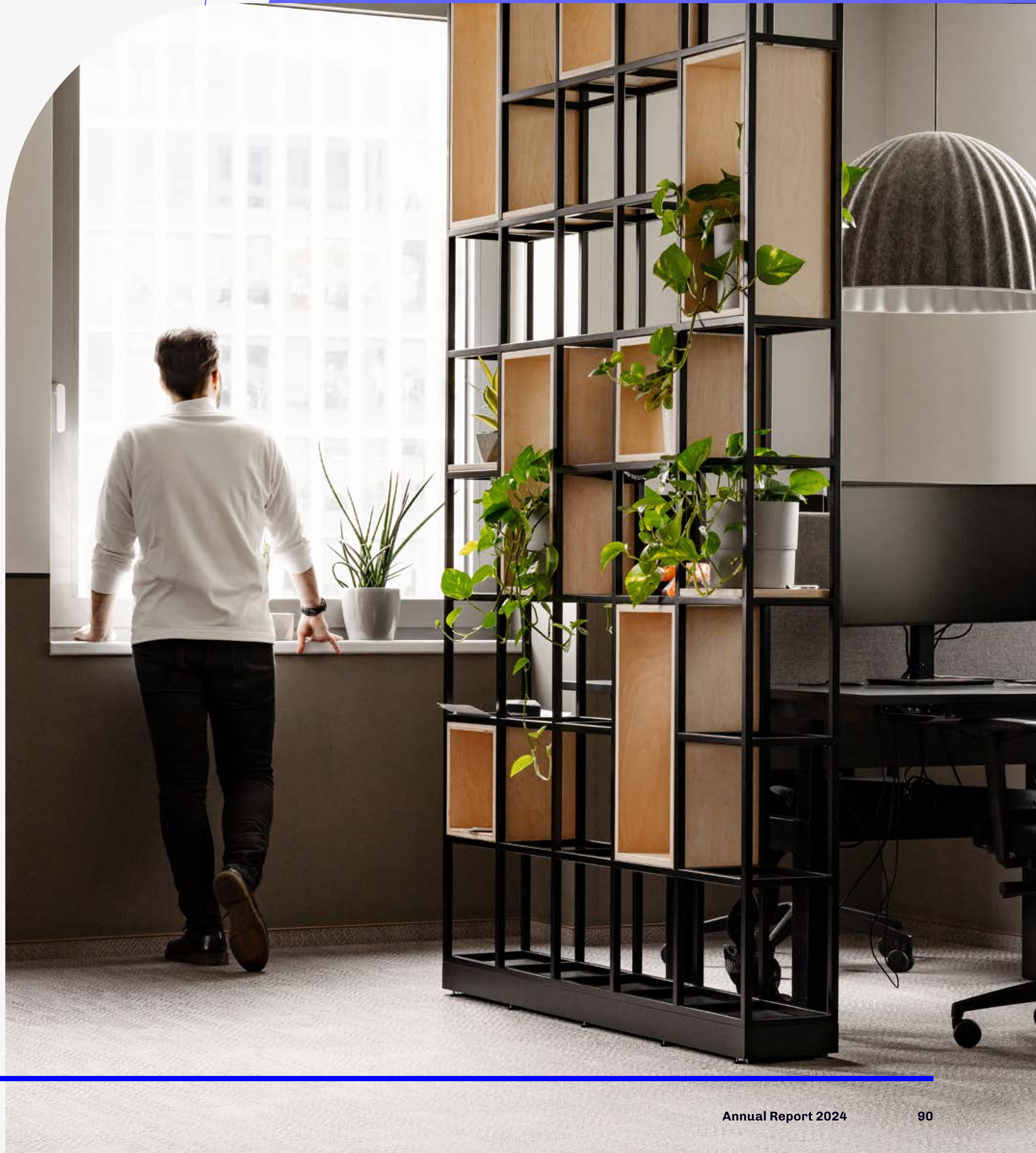
Notes

Statement of Profit and Loss

1 January - 31 December

Figures in DKK '000	Note	2024	2023
Revenue	1	**838,954**	**870,085**
Cost of sales		-685,281	-705,233
Other operating income		23,271	17,590
Other external expenses		-59,110	-60,663
Gross profit		**117,834**	**121,779**
Personnel expenses	2	-87,102	-84,424
Depreciation and amortization		-7,304	-5,359
Operating profit		**23,428**	**31,996**
Income from equity investments in group enterprises	3, 10	22,105	18,216
Gain on divestment of equity investments in group enterprises	10	76,406	-
Financial income	4	4,918	4,411
Financial expenses	5	-5,353	-4,335
Profit before tax		**121,504**	**50,288**
Tax on profit for the year	6	-7,482	-9,855
Profit for the year		**114,022**	**40,433**

Distribution of profit	7



Balance Sheet

Assets

Figures in DKK '000	Note	2024	2023
Non-current assets			
Own developed software		4,593	5,742
Total intangible assets	8	**4,593**	**5,742**
Right-of-Use assets		11,135	6,267
Leasehold improvements		56	339
Equipment		51	150
Total property, plant and equipment	9	**11,242**	**6,756**
Equity investments in group enterprises	10	24,065	80,528
Receivables from group enterprises	11	169,938	20,886
Deposits	11	1,769	1,789
Total investments		**195,772**	**103,203**
Total non-current assets		**211,607**	**115,701**
Current assets			
Trade receivables		155,943	164,455
Receivables from group enterprises		4,848	916
Deferred tax asset	12	1,454	934
Prepayments	13	2,338	3,641
Total receivables		**164,583**	**169,946**
Cash and cash equivalents		1,008	18,035
Total current assets		**165,591**	**187,981**
Total assets		**377,198**	**303,682**

Equity & Liabilities

Figures in DKK '000	Note	2024	2023
Equity			
Share capital	14	1,210	1,210
Reserve for net revaluation according to the equity method		-	29,193
Reserve for development costs		1,774	2,218
Retained earnings		32,890	35,574
Proposed dividend for the financial year		100,000	32,250
Total equity		**135,874**	**100,445**
Non-current liabilities			
Borrowings	15	18,000	-
Lease liabilities	15	6,403	2,751
Other interest-bearing debt	15	4,580	4,699
Total non-current liabilities		**28,983**	**7,450**
Current liabilities			
Borrowings	15	9,326	-
Lease liabilities	15	4,919	3,646
Prepayments received from customers		2,872	-
Trade payables		139,246	143,866
Payables to group enterprises		20,654	13,281
Income taxes		6,036	4,020
Other liabilities		29,288	30,974
Total current liabilities		**212,341**	**195,787**
Total liabilities		**241,324**	**203,237**
Total equity and liabilities		**377,198**	**303,682**
Contingent liabilities	16		
Charges and securities	17		
Related parties	18		
Accounting policies	19		

Statement of Changes in Equity

Figures in DKK '000	Share capital	Reserve for net revaluation according to the equity method	Reserve for capitalized development costs	Retained earnings	Proposed dividend for the financial year	**Total equity**
Balance as at 1 January 2024	**1,210**	**29,193**	**2,218**	**35,574**	**32,250**	**100,445**
Foreign currency translation adjustment of foreign enterprises	-	320	-	-969	-	-649
Dividend from treasury shares	-	-	-	1,253	-	1,253
Dividend paid	-	-	-	-	-32,250	-32,250
Extraordinary dividend paid	-		-	-	-50,000	-50,000
Dividend from subsidiaries	-	-16,178	-	16,178	-	-
Amortization development costs	-	-	-569	569	-	-
Tax on equity entries	-	-	125	-125	-	-
Share-based payment	-	-	-	3,053	-	3,053
Profit for the year	-	-13,335	-	-22,643	150,000	114,022
Balance as at 31 December 2024	**1,210**	**-**	**1,774**	**32,890**	**100,000**	**135,874**
Balance as at 1 January 2023	**1,210**	**26,780**	**-**	**25,153**	**24,250**	**77,393**
Foreign currency translation adjustment of foreign enterprises	-	3,799	-	-252	-	3,547
Dividend from treasury shares	-	-	-	451	-	451
Dividend paid	-	-	-	-	-24,250	-24,250
Disposal of treasury shares	-	-	-	2,260	-	2,260
Capitalized development costs	-	-	2,843	-2,843	-	-
Tax on equity entries	-	-	-625	625	-	-
Share-based payment	-	-	-	611	-	611
Profit for the year	-	-1,386	-	9,569	32,250	40,433
Balance as at 31 December 2023	**1,210**	**29,193**	**2,218**	**35,574**	**32,250**	**100,445**

Note 1 | **Revenue**

Information about the distribution of revenue by activities is provided below. Information is prepared in accordance with the company's accounting policies and follows the company's internal financial management reporting.

Figures in DKK '000	2024	2023
Revenue from professional services		
Consulting	747,918	783,877
Outsourcing	86,098	78,881
Total revenue from professional services	**834,016**	**862,758**
Revenue from other services		
Consulting	4,938	3,610
Outsourcing	-	3,717
Total revenue from other services	**4,938**	**7,327**
Total	**838,954**	**870,085**
Geographical distribution:		
Denmark	827,232	861,796
Rest of Europe	11,722	8,289
Total	**838,954**	**870,085**

Note 2 | **Personnel Expenses**

Figures in DKK '000	2024	2023
Wages and salaries	81,287	80,420
Other social security costs	754	770
Share based payment	3,053	611
Other staff costs	2,008	2,623
Total	**87,102**	**84,424**
Average number of employees during the year	74	76
Remuneration for the Board of Directors		
Board fee	2,875	2,275
Share based payment	3,053	611
Total	**5,928**	**2,886**
Remuneration for the Executive Board		
Salaries and wages including bonuses	7,085	5,842
Total	**7,085**	**5,842**

For further information details on the remuneration of the Executive Board and the Board of Directors and share based remuneration, please refer to note 2.2 in the consolidated financial statements.

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Note 3 | **Income from Equity Investments**

Figures in DKK '000	2024	2023
Share of profit or loss of group enterprises	22,105	18,216
Total	**22,105**	**18,216**

Note 4 | **Financial Income**

Figures in DKK '000	2024	2023
Interest, group enterprises	2,211	1,815
Other financial income	2,707	2,596
Total	**4,918**	**4,411**

Note 5 | **Financial Expenses**

Figures in DKK '000	2024	2023
Interest, group enterprises	46	7
Other financial expenses	5,307	4,328
Total	**5,353**	**4,335**

Note 6 | **Tax on Profit for the Year**

Figures in DKK '000	2024	2023
Current tax	8,002	8,278
Change in deferred tax	-520	1,049
Adjustment tax, previous years	-	528
Total	**7,482**	**9,855**

Note 7 | **Distribution of Profit**

Figures in DKK '000	2024	2023
Reserve for net revaluation according to the equity method	-13,335	-1,386
Proposed dividend for the financial year	100,000	32,250
Extraordinary dividend paid during the year	50,000	-
Retained earnings	-22,643	9,569
Total	**114,022**	**40,433**

Note 8 | **Intangible Assets**

Figures in DKK '000	Own developed software	Acquired rights	Total
Cost at 1 January 2024	5,742	2,821	8,563
Cost at 31 December 2024	**5,742**	**2,821**	**8,563**
Amortization and impairment losses at 1 January 2024	-	-2,821	-2,821
Amortization during the year	-1,149	-	-1,149
Amortization and impairment losses at 31 December 2024	**-1,149**	**-2,821**	**-3,970**
Carrying amount at 31 December 2024	**4,593**	**-**	**4,593**

Note 9 | **Property, Plant, and Equipment**

Figures in DKK '000	Right-of-Use assets	Leasehold improvements	Equipment	Total
Cost at 1 January 2024	20,398	1,812	4,527	26,737
Additions during the year	1,077	-	74	1,151
Remeasurements during the year	9,493	-	-	9,493
Disposals during the year	-1,828	-	-16	-1,844
Cost at 31 December 2024	**29,140**	**1,812**	**4,585**	**35,537**
Depreciation and impairment losses at 1 January 2024	-14,131	-1,473	-4,377	-19,981
Depreciation during the year	-5,702	-283	-170	-6,155
Disposals during the year	1,828	-	13	1,841
Depreciation and impairment losses at 31 December 2024	**-18,005**	**-1,756**	**-4,534**	**-24,295**
Carrying amount at 31 December 2024	**11,135**	**56**	**51**	**11,242**

Note 10 | **Equity Investments in Group Enterprises**

During 2024 the company divested its' Polish subsidiaries to 7N Group A/S. The transaction amount was DKK 150 million and the carrying amount of the subsidiaries was DKK 73,6 million, resulting in a gain of DKK 76,4 million.

Figures in DKK '000	Equity investments in group enterprises
Cost at 1 January 2024	44,592
Additions during the year	3,731
Disposals during the year	-91
Cost at 31 December 2024	**48,232**
Revaluations at 1 January 2024	29,193
Foreign currency translation adjustment of foreign enterprises	320
Net profit from equity investments	22,105
Dividend relating to equity investments	-16,178
Disposals during the year	-73,503
Revaluations at 31 December 2024	**-38,063**
Negative equity value impaired in receivables	**13,896**
Carrying amount at 31 December 2024	**24,065**

Name of entity	Location	Currency	Ownership	Function
7N A/S	Denmark	DKK		Parent
7N IT Consulting AB	Sweden	SEK	100%	Subsidiary
7N Finland OY	Finland	EUR	100%	Subsidiary
7N Norge AS	Norway	NOK	100%	Subsidiary
7N USA Inc.	USA	USD	100%	Subsidiary
7N Schweiz AG	Switzerland	CHF	100%	Subsidiary
7N Germany GmbH	Germany	EUR	100%	Subsidiary
Seven N Consulting Pvt. Ltd	India	INR	100%	Subsidiary
7N Poland, Branch of 7N A/S	Poland	DKK	100%	Branch

Note 11 | **Other Non-current Financial Assets**

Figures in DKK '000	Receivables from group enterprises	Deposits	Total
Cost at 1 January 2024	27,629	1,789	29,418
Additions during the year	159,936	-	159,936
Disposals during the year	-3,731	-20	-3,751
Cost at 31 December 2024	**183,834**	**1,769**	**185,603**
Impairment losses at 1 January 2024	-6,743	-	-6,743
Impairment losses during the year	-7,307	-	-7,307
Reversal of impairment losses in respect of previous years	154	-	154
Impairment losses at 31 December 2024	**-13,896**	**-**	**-13,896**
Carrying amount at 31 December 2024	**169,938**	**1,769**	**171,707**

Note 12 | **Deferred Tax**

Figures in DKK '000	2024	2023
Deferred tax at 1 January	934	1,983
Deferred tax recognised in the income statement	520	-1,049
Deferred tax at 31 December	**1,454**	**934**
Deferred tax is distributed as below:		
Intangible assets	-1,011	-1,263
Property, plant and equipment, net	368	367
Other liabilities	110	330
Trade receivables	487	-
Tax losses carried forward	1,500	1,500
Total	**1,454**	**934**

Note 13 | **Prepayments**

Figures in DKK '000	31 December 2024	31 December 2023
Prepaid insurance premiums	312	308
Prepayments regarding events and other arrangements	502	1,780
Other prepayments	1,524	1,553
Total	**2,338**	**3,641**

Note 14 | **Share Capital**

	Quantity	Total nominal value DKK '000
Share capital	1,210,282	1,210
Total	**1,210,282**	**1,210**

	Quantity	Total nominal value DKK '000	Percent of capital
Treasury shares at 1 January 2024	18,436	1,875	0.15%
Treasury shares at 31 December 2024	**18,436**	**1,875**	**0.15%**

Note 15 | **Long-term Payables**

Figures in DKK '000	Less than 1 year	Between 1 and 5 years	More than 5 years	Total
At 31 December 2024				
Borrowings	9,326	18,000	-	**27,326**
Lease liabilities	4,919	6,403	-	**11,322**
Other interest-bearing debt	-	-	4,580	**4,580**
Total	**14,245**	**24,403**	**4,580**	**43,228**

The lease agreements do not impose any covenants, but leased assets may not be used as security for borrowing purposes.

Note 16 | **Contingent Liabilities**

Other contingent liabilities

The company is taxed jointly with the other Danish companies in the group. The Company is under an unlimited and joint liability regime for all Danish tax payments and withholding taxes on dividends, interest and royalties from the jointly taxed entities. The liability also includes any subsequent corrections to the calculated tax liability as a consequence of changes made to the jointly taxable income etc.

The parent company is from time to time party to legal procedings and inquiries from authorities when investigating various issues. The outcome of such is not expected to have a significant effect on profit for the year and the assessment of the company's financial position.

Note 17 | **Charges and Security**

The shares in 7N A/S have been pledged as security for the senior facility agreement entered into by the parent company 7N Group A/S. Further, a floating charge of DKK 30 million in the assets of 7N A/S.

For the Company's leaseholds, an amount of DKK 1.8 million has been provided for security (2023 DKK 1.6 million) The terms restrict the Group from using the assets for other securities.

Note 18 | **Related parties**

Other related party transactions are not disclosed, as all transactions are entered into in the ordinary course of business at arm's lenght.

During 2024, the company has sold the polish subsidiary 7N Sp. Z.o.o. to the parent company 7N Group A/S. The transaction was entered into at arms length.

The company is included in the consolidated financial statement of the ultimate parent P-7N A/S, 2100 København, Denmark.

P-7N A/S, 2100 København Ø, Denmark, has a controlling interest in the company.

Note 19 | **Accounting Policies**

General

The financial statements for the parent 7N A/S has been prepared in accordance with the provisions of the Danish Financial Statements Act (Årsregnskabsloven) for large entities in reporting class C.

The parent financial statements are presented in Danish kroner (DKK), which is the functional currency of the Parent. The accounting policies are the same as last year.

The accounting policies in respect of recognition and measurement generally consistent with those applied for the consolidated financial statements. The instances in which the Parent's accounting policies deviate from those of the consolidated financial statements are described in following.

Income Statement

Income from equity investments in group entities

For equity investments in equity investments in subsidiaries, measured using the equity method, the share of the entities' profit or loss is recognized in the income statement after elimination of unrealized intercompany profits and losses and less any goodwill amortization and impairment losses.

Gains and losses on the sale of equity investments are shown in gain on divestment of equity investments in group enterprises.

Balance Sheet

Equity investments in group entities

Equity investments in subsidiaries are recognized and measured according to the equity method. For equity investments in subsidiaries, the equity method is considered a measurement method.

On initial recognition, equity investments measured according to the equity method are measured at cost. Transaction costs directly attributable to the acquisition are recognized in the cost of equity investments.

Under subsequent recognition and measurement of equity investments according to the equity method, equity investments are measured at the proportionate share of the entities' equity value, determined according to the accounting policies of the parent, adjusted for the remaining value of goodwill and gains and losses on transactions with the entities in question. Equity investments, where information for recognition according to the equity method is not known, are measured at cost.

Goodwill recognized under equity investments is amortized according to the straight-line method based on an individual assessment of the useful life of the asset. The useful life of goodwill has been determined at years for equity investments in subsidiaries. The useful life has been determined in consideration of the expected future net earnings of the entity to which the goodwill relates.

Gains or losses on disposal of equity investments are determined as the difference between the disposal consideration and the carrying amount of net assets at the time of sale, including non-amortized goodwill, as well as the expected costs of divestment or discontinuation. Gains and losses are recognized in the income statement under gain on divestment of equity investments in group enterprises.

Receivables from group enterprises

Receivables from group enterprises are recognized at amortized cost and subsequently measured after deduction of allowance for loses based on an individual assesment.

Equity

The proposed dividend for the financial year is recognized as a separate item in equity.

The net revaluation of equity investments measured according to the equity method is recognized in the net revaluation reserve in equity according to the equity method to the extent that the carrying amount exceeds the cost.

Payables to group enterprises

Payables to group enterprises are measured at amortized cost.

Cash Flow Statement

Referring to section 86(4) of the Danish Financial Statements Act a cash flow statement has not been prepared as the entity is included in the consolidated cash flow statement.

Statement of the Board of Directors and Executive Board on the Annual Report

The Board of Directors and the Executive Board have today considered and adopted the Annual Report of 7N A/S for the financial year 1 January – 31 December 2024.

The Consolidated Financial Statements have been prepared in accordance with IFRS Accounting Standards as adopted by the EU and further requirements in the Danish Financial Statements Act, and the Parent Company Financial Statements have been prepared in accordance with the Danish Financial Statements Act. Management's Review has been prepared in accordance with 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 the Group and the Parent Company and of the results of the Group and Parent Company operations and consolidated cash flows for the financial year 1 January - 31 December 2024.

In our opinion, Management's Review includes a true and fair account of the development in the operations and financial circumstances of the Group and the Parent Company, of the results for the year and of the financial position of the Group and the Parent Company as well as a description of the most significant risks and elements of uncertainty facing the Group and the Parent Company.

We recommend that the Annual Report be adopted at the Annual General Meeting.

Copenhagen, 26 March 2025

Executive Board

Sebastian Podleśny
CEO

Jacob Lehman
CFO

Board of Directors

Carsten Krogh Gomard

Rune Lillie Gornitzka

Jeppe Laurids Hedaa

Jacob Lehman

Independent Auditor’s Report

Opinion

In our opinion, the Consolidated Financial Statements give a true and fair view of the Group’s financial position at 31 December 2024 and of the results of the Group’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.

Moreover, in our opinion, the Parent Company Financial Statements give a true and fair view of the Parent Company’s financial position at 31 December 2024 and of the results of the Parent Company’s operations for the financial year 1 January to 31 December 2024 in accordance with the Danish Financial Statements Act.

We have audited the Consolidated Financial Statements and the Parent Company Financial Statements of 7N A/S for the financial year 1 January - 31 December 2024, which comprise statement of profit and loss, balance sheet, statement of changes in equity and notes, including material accounting policies, for both the Group and the Parent Company, as well as statement of comprehensive income and cash flow statement for the Group (“financial statements”).

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Independent Auditor's Report *(continued)*

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 Financials 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 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 the preparation of Parent Company Financial Statements that give a true and fair view in accordance with 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 ex-

Independent Auditor's Report *(continued)*

ists. 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 skepticism 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.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the group as a basis for forming an opinion on the Consolidated Financial Statements and the Parent Company Financial Statements.We are responsible for the direction, supervision and review of the audit work performed for purposes 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.

Copenhagen, 26 March 2025
PricewaterhouseCoopers

Statsautoriseret Revisionspartnerselskab
CVR No 33 77 12 31

Anders Stig Lauritsen
State Authorised Public Accountant
mne32800

André Nielsen
State Authorised Public Accountant
mne46624

Definition of Terms

Return on equity* = $\frac{\text{Net profit for the period x 100}}{\text{Average equity}}$

Operating profit margin* = $\frac{\text{EBIT x 100}}{\text{Revenue}}$

Profit margin = $\frac{\text{Net profit for the period x 100}}{\text{Revenue}}$

Solvency ratio* = $\frac{\text{Equity x 100}}{\text{Total assets}}$

EBITDA* = EBIT + Amotization and depreciation

EBITDA margin* = $\frac{\text{EBITDA x 100}}{\text{Revenue}}$

Adjusted EBITDA = Earnings before interest, tax, depreciation, amortization, impairment of intangible assets, special items and profit-sharing bonus to staff.

Adjusted EBITDA margin = $\frac{\text{Adjusted EBITDA x 100}}{\text{Revenue}}$

Cash conversion = $\frac{\text{Operating cash flow}}{\text{EBITDA}}$

Revenue retention = Percentage of revenue retained from existing clients

Number of vetted consultants = Total number of consultants constituting the Group's pool of vetted consultants

Net interest-bearing debt = Non-current and current interest-bearing loans and other interest-bearing debt less cash and cash equivalents

EOP = End of period

* The financial ratios have been calculated in accordance with the recommendations of the Association of Danish Financial Analysts.

IT CONSULTING
Driven by High Performance

7N A/S
Emdrupvej 26B, 2nd floor
2100 Copenhagen Ø

Tel.: +45 4528 0000
E-mail: info@7n.com

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Financial year: 1 January – 31 December