Annual Report 2024

emagine

emagine Consulting A/S - Sydhavnsgade 16, 2450 Copenhagen SV - CVR: 26249627

emagine.org

Table of Content

2024 Highlights

ESG

Our Business

Financial Statements

CHAPTER 01

2024 Highlights

Outperforming the Market

I am delighted to present the executive summary of emagine Group's annual report for 2024. Once again, we have outperformed the market thanks to a resilient strategy, new advanced services, strategic acquisitions and a strong cohesive company culture.

BY ANDERS GRATTE, CEO EMAGINE

Outperforming the Market
2024 has been another excellent year for emagine Group. Once again, we have outperformed the industry, delivering 9% growth in a flat market. Despite global market instability and a volatile macroeconomic environment, our business model continues to demonstrate its resilience year after year.

Our success stems from the disciplined execution of the strategy we launched in early 2023. This includes expanding our service portfolio with more advanced offerings, pursuing strategic acquisitions, and investing deeply in our culture. As we look ahead, we anticipate a continuation of this trajectory, guided by the same strategic principles that have brought us success. We have a winning formula.

The numbers are not lying, and the numbers testifies the enormity of our business case and the superiority of our hybrid model. We are not just becoming an industry pioneer as stated in the annual report of 2023 — we are truly pioneering already.

More Advanced Services
emagine is neither a recruitment agency nor a traditional management consultancy. The key to our success is our hybrid model that combines a global network of expert consultants with a carefully selected team of in-house professionals. While retaining our leadership in consulting, we have strategically expanded our portfolio to include advanced services such as advisory and managed services.

This evolution positions us as a trusted, full-service partner in business and IT consulting.

With this engine, we can challenge any consultancy company globally.

This year, we have consolidated our position as a challenger to both agencies and the traditional consultancies. Being recognised as a credible alternative means we are now measured against the world's leading firms — a benchmark we continue to meet and exceed.

We have had strong customer acquisitions in 2024 with many new logos across the board and increased trust and orders from existing clients, especially within Managed Services.

Boosted by Acquisitions
In 2024, we expanded our footprint through strategic acquisitions. Among the highlights was the acquisition of Allgeier Experts & U.N.P. in Germany, a renowned top-tier consultancy with more than 30 years of experience and a vast network of specialists. This move effectively doubled our footprint in the German market.

We also welcomed Boost:IT and Hexis Technology Hub, a leading Portuguese IT services provider with 550 permanent IT Consultants, 50 staff members and an impressive client portfolio with globally recognised brands. Boost:IT is our tenth acquisition in five years — and a monumental one. Beyond adding revenue and a new country to scale our nearshore offering, we have also boosted emagine with a team of highly skilled consultants that brings us new knowledge and know-how to elevate the quality of our services.

Culture, Culture, Culture
I'm proud that we have achieved improved employee satisfaction this year. Integrating newly acquired companies at such a rapid pace while fostering a united culture in a growing company is not an easy task.

Through our Pioneer Programme, we are investing in our people, cultivating our own talents and turning key employees into the future leaders of the industry. At the same time, we have created an open, collaborative and non-hierarchical business culture that we have every reason to be proud of.

If we can preserve this unity and ensure that we remain one emagine across every location and department, 2025 is poised to be another outstanding year for our company.

Sincerely,
Anders Gratte
CEO, emagine

The emagine DNA

Our entire way of thinking, operating, and doing business is rooted in our DNA, and desire to challenge and enhance the way businesses leverage expertise. It's based on a strong set of values, which characterises the type of company we are, but more importantly, who we are as people. Ultimately, we work towards the same goal, to fulfil our vision.

Purpose

Driven by a desire
to challenge and enhance the way businesses leverage expertise

Values

Characterised by being
Dedicated - Responsible - Genuine - Confident

Mission

With a promise
to continuously find new ways to deliver, no matter the timing, place or expertise

VISION

To become a global consultancy, recognised as a pioneer in the industry

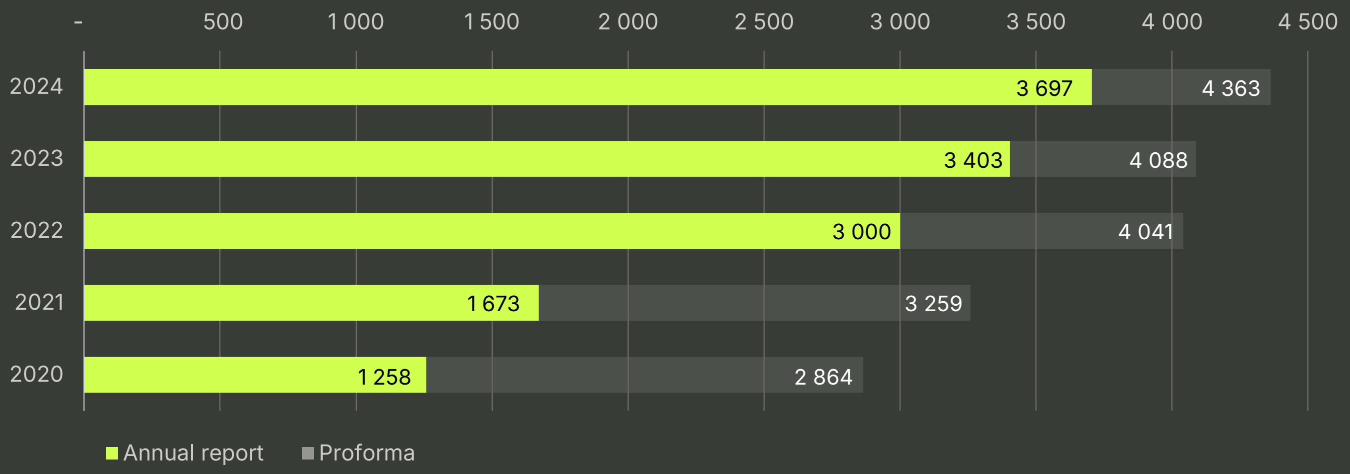
Being a Pioneer Means

... challenging status quo and the has-been. It means to challenge the traditional consultancies and the brokers. We are neither, but a better alternative, who dares to defy conventional methods and processes, ultimately to disrupt ourselves, the industry and our clients' way of thinking.

We explore new paths to excellent delivery, by acknowledging that true expertise is not defined by location or terms of employment. Skills are placeless. And so, we elevate ourselves to become a pioneer within our industry, by changing the old ways of consulting to the better.

Statistics of the Year

REVENUE (DKKm)



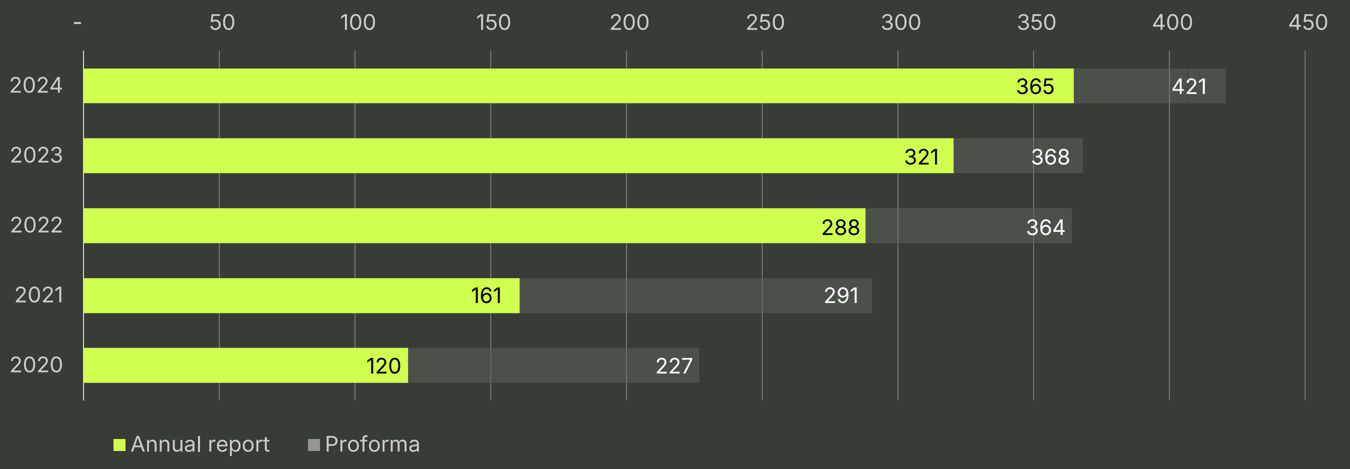
REVENUE GROWTH:
9 %

REVENUE GROWTH (5Y AVG.):
31%

PROFORMA REVENUE GROWTH:
7 %

PROFORMA REVENUE GROWTH (5Y AVG.):
11%

EBITDA ADJUSTED (DKKm)



EBITDA (ADJUSTED) GROWTH:
14 %

(ADJUSTED) EBITDA GROWTH (5Y AVG.):
32 %

PROFORMA EBITDA (ADJUSTED) GROWTH:
14 %

(ADJUSTED) PROFORMA EBITDA GROWTH (5Y AVG.):
17 %

Highlights of 2024

01

Growing in a Flat Market

Whilst the market is flat-lining and has been challenging, emagine has achieved 9% growth in 2024 — thanks to our unique culture and the way we have been able to expand our portfolio strategically with more advanced services.

02

New Managing Director in Denmark

Simon Svarrer took over as Managing Director in emagine Denmark. Simon has a strong local industry profile with CEO-experience and a vast network in the Danish IT-sector. With Simon leading our biggest market in terms of revenue, emagine is destined for further success.

03

New Group Practice Director

With our newly established presence in Portugal, Nuno Melo was appointed Group Practice Director. He oversees developing and building our new sector-led practice approach with a talented team under his wings. We expect great things from him.

Highlights of 2024

04

emagine Portugal

The acquisition of Boost:IT was monumental. Not only can we introduce a new Portuguese nearshore hub and a gateway to Brazilian talent; we have also added expertise to all technology practices with the addition of hundreds of new permanent emagine consultants. Bringing in valuable know-how, they will help us deliver better, more advanced services. Bruno Ribeiro is now the emagine Portugal Managing Director and we look forward to him taking our efforts there to the next level.

05

Top 1% in the World

For the first time, emagine achieved the highest ranking for its sustainability and CSR work by EcoVadis. emagine has received a platinum rating and is now in the top 1 percent of the 130,000 evaluated companies globally. Being a sustainable frontrunner gives us a clear commercial advantage in our market.

06

The Acquisition of Allgeier Experts and U.N.P.

With the acquisition of the German IT firm, Allgeier Experts and U.N.P., we have solidified our presence in the German market and increased our expertise in the insurance sector. With over 30 years of experience in the German market, Allgeier Experts brings a wealth of knowledge and a vast network of top-tier specialists.

Highlights of 2024

07

New Nearshore Hub in Romania

Poland, Portugal and Romania are the most important nearshore hubs in Europe. With the first two in place, we have now established presence in Romania, building a platform from scratch in an important nearshore destination.

08

Global Wins

We are not only winning new clients. We are also expanding with existing clients, growing alongside them across services and borders. We have grown our Managed Service department by 130%, showing our capabilities to deliver more advanced services both locally and globally.

09

New Data & Analytics (AI) Practice

We have practiced what we preach by implementing and using AI in our internal tech stack. We have been working with several clients to understand the AI landscape and to build new tools that supports us both operationally and commercially.

Financial Highlights

In DKK million	2024	2023	2022	2021	2020
Income statement					
Organic revenue	3 649.8	3 059.7	1 961.2	1 466.6	974.2
Revenue from acquisitions	47.2	343.5	1 038.7	206.0	283.7
Revenue by growth. total	**3 697.0**	**3 403.2**	**2 999.9**	**1 672.6**	**1 257.9**
Denmark	1 158.8	1 227.6	992.7	833.2	736.0
Other markets	2 538.2	2 175.6	2 007.2	839.4	521.9
Revenue by market. total	**3 697.0**	**3 403.2**	**2 999.9**	**1 672.6**	**1 257.9**
Revenue	3 697.0	3 403.2	2 999.9	1 672.6	1 257.9
Gross profit	771.6	679.4	550.4	244.7	182.8
Adjusted EBITDA	**364.7**	**320.6**	**288.2**	**160.7**	**119.6**
Special items	-82.6	-54.6	-14.6	-26.3	-20.3
EBITA	241.3	286.2	259.7	119.2	84.1
Net financials	-53.6	-63.7	-30.3	-3.5	-4.2
Net profit	68.5	70.0	119.7	69.8	46.2
Proforma income Statement					
Revenue	4 363.0	4 088.0	4 040.9	3 258.9	2 864.5
Adjusted EBITDA	420.8	368.2	364.1	290.6	226.8

In DKK million	2024	2023	2022	2021	2020
Financial positions					
Investment in tangible assets	1.3	5.4	13.1	3.1	3.5
Total assets	3 106.0	2 308.6	2 320.3	1 392.5	601.8
Equity	641.0	540.4	449.1	203.4	178.8
Cash flow figures					
Cash flows from operating activities	219	119.4	77.3	158.3	164.8
Cash flow from investing activities	-494	-42.9	-251.3	-437.3	-49.9
Cash flows from financing activities	427.3	-99.9	130.5	370.8	4.6
Net cash flows	152.4	-23.5	-43.6	91.7	119.5

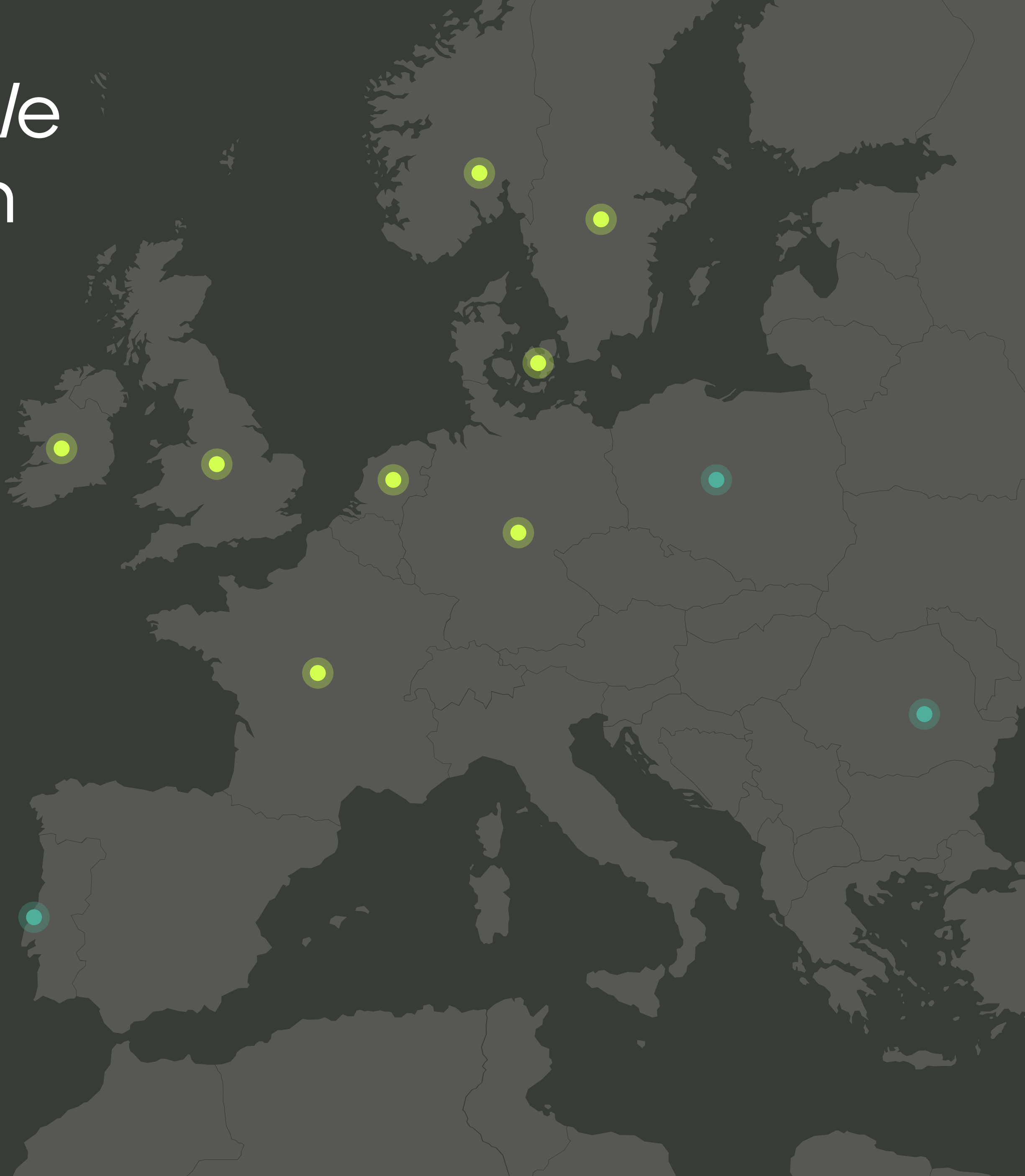
Financial Highlights

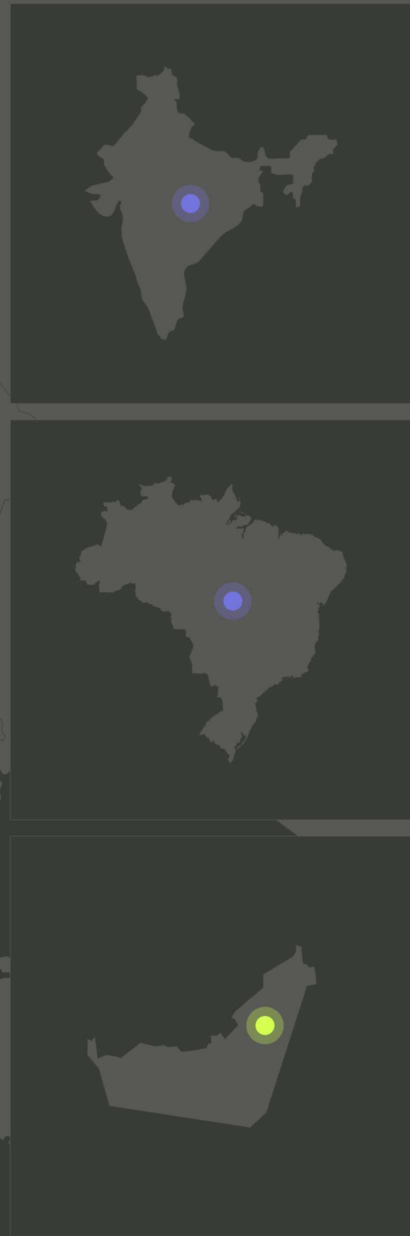
	2024	2023	2022	2021	2020
Employees					
Average number of full-time employees	608	603	453	199	150
Financial ratios					
Organic revenue growth	13.0%	53.7%	40.1%	54.0%	14.6%
Revenue growth	8.6%	13.4%	84.1%	35.7%	47.9%
Adjusted EBITDA margin	9.9%	9.4%	9.6%	9.6%	9.5%
EBITDA margin	6.5%	6.8%	9.1%	8.0%	7.9%
Adjusted EBITA margin	8.8%	8.4%	8.3%	8.5%	8.3%
EBITA margin	6.5%	6.8%	8.2%	7.1%	6.7%
Return on equity	11.6%	14.1%	36.7%	38.9%	40.5%
Solvency ratio	20.6%	23.4%	19.4%	14.6%	29.7%

Financial ratios are calculated as presented in the accounting policies note 28 to the group financial statements.

The financial statement amounts for 2024, 2023 and 2022 have been prepared in accordance with IFRS. For previous years the Danish Financial Statement Act is applied.

Markets We Operate In





ONSHORE
On-premise delivery
in EU, UK & UAE

NEARSHORE
Nearshore delivery in
Poland, Portugal & Romania

OFFSHORE
Offshore delivery in
India & Brasil

Performance Review

We maintained our strong growth momentum in 2024, achieving record-breaking revenue and adjusted EBITDA.

Our success was driven by organic growth across our key markets, strategic acquisitions, enhanced operational systems, and focused investments in the organisational development, enabling us to capitalise on market opportunities and navigate challenges effectively.

In 2024, emagine Group demonstrated remarkable resilience, achieving record-breaking revenue and outperforming the market, despite a volatile global macroeconomic environment, and currency fluctuations.

Despite these headwinds, we achieved a revenue growth of 8.6% to DKK 3,697 million (2023: DKK 3,403 million), reflecting our adaptability and operational strength.

Performance
The European market in 2024 was flat and continued to experience uncertainties. Instability and volatile economic conditions created a challenging environment for growth. Within our IT consultancy services, we continue to focus primarily on consulting and our location-agnostic approach model of delivery. The consulting segment, representing 73% of total revenue (2023: 74%), remains our largest revenue contributor. Bestshore services accounted for 25% (2023: 23%), reflecting the growing preference for nearshore and offshore solutions that offer cost efficiencies and scalability. Both of these segments play a critical role in enabling us to deliver tailored solutions to meet the needs of our clients.

Our gross profit margin rose to 20.9% (2023: 20.0%), driven by improved pricing strategies, enhanced operational efficiencies, and a good mix of high-margin services. Adjusted EBITDA margin reached 9.9% (2023: 9.4%), showcasing our commitment to maintaining profitability while scaling our operations. Similarly, EBITDA margin improved to 8.8% (2023: 8.4%), reflecting disciplined cost management and successful integration of newly acquired businesses. Sales and marketing expenses and administrative costs increased by 12.2% in total to DKK 409.9 million, aligning with our efforts to expand our market presence and strengthen our brand and the organisation. Special items amounted to DKK 82.6 million (2023: DKK 54.6 million), reflecting costs associated with acquisitions, integration, and restructuring initiatives and efficiency projects.

Net financials stood at negative DKK 53.6 million, reflecting the impact of the high global interest rates and currency fluctuations. Despite these challenges, net profit reached DKK 68.5 million (2023: DKK 70.0 million), marking a decrease of 2.0%. This underscores the effectiveness of our strategic initiatives, which have enabled us to capitalise on market opportunities while navigating macroeconomic headwinds.

The Executive Management Team considers the 2024 results satisfactory, highlighting our ability to achieve record-breaking revenue and profit growth. This accomplishment underscores emagine's resilience and dedication to innovation, positioning emagine Group for sustained success in a dynamic market environment.

Strategic Acquisitions, Initiatives, and Investments
In 2024, emagine Group significantly enhanced its market presence with two strategic acquisitions. The acquisition of Allgeier Experts and U.N.P. in Germany strengthened our foothold in the DACH region, enabling us to access new clients and enhance our capabilities in high-demand service areas. Meanwhile, Boost:IT and Hexis Technology Hub in Portugal expanded our nearshore capabilities, catering to the increasing demand for agile and scalable IT services. These acquisitions represent a pivotal step in our growth strategy, as they not only expand our geographic footprint but also diversify our service portfolio to better meet the needs of a global client base.

In addition to these acquisitions, emagine Group achieved the prestigious EcoVadis Platinum award for sustainability in 2024. This recognition reflects our unwavering commitment to environmental, social, and governance (ESG) principles, which remain integral to our operational and strategic objectives. Our focus on sustainability extends beyond compliance; it is embedded in our corporate culture, driving initiatives that enhance long-term value for all stakeholders.

Looking ahead to 2025, we anticipate further acquisitions to reinforce our growth strategy. The integration of Allgeier Experts and U.N.P. and Boost:IT and Hexis Technology Hub will remain a key focus, with an emphasis on realising synergies, optimising operations, and delivering enhanced value to our clients.

Our efforts in 2025 will centre on leveraging these acquisitions to drive efficiency, innovation, and strengthen our competitive position in the global IT consultancy market. With a clear vision and strategic roadmap, we are well-positioned to continue our growth trajectory while maintaining our commitment to operational excellence and ESG leadership.

The Parent Company emagine Consulting A/S and Branch

In 2024, emagine Consulting A/S, including its branch in Norway (currently inactive), achieved a revenue of DKK 1,001 million, a decrease of DKK 42.9 million or 4% compared to the previous year. This was due to changes in the group invoicing setup, whereby group customers have been invoiced from Denmark in prior years.

Operating costs also reflected notable changes during the year. Sales & Marketing, and Administrative expenses amounted to DKK 409.9 million, compared to DKK 365.1 million in 2023.

The profit before tax reached DKK 39.9 million, a decrease from DKK 43.0 million in 2023. Income tax for the year amounted to DKK 17.1 million, compared to DKK 14.0 million in the prior year.

As a result, the net profit for the year decreased to DKK 22.8 million, compared to DKK 29.0 million in 2023. Reflecting the company's continued financial strength, equity increased to DKK 439.6 million as of 31 December 2024, compared to DKK 382.5 million at the end of 2023.

No additional significant matters regarding the parent company remain unaddressed in the Management Review.

Financial Performance Against Guidance for 2024

In 2023, we projected a revenue growth of 5-10% and an adjusted EBITDA margin of 9-10% for 2024. The actual revenue growth of 9% and adjusted EBITDA margin 9.9% were within the expectations, driven by robust demand and successful market expansion. Adjusted EBITDA for 2024 stood at DKK 364.7 million, surpassing the previous year's DKK 320.6 million.

Management considers the 2024 results satisfactory, highlighting our ability to achieve record-breaking revenue and profit growth.

Outlook 2025: emagine Group Expects Sustained Growth

We expect a steady demand for IT consultancy services and a sustained growth trajectory in the year ahead. In 2024, we achieved 9% growth, outperforming the market. Next year we anticipate a revenue growth of 20-30% driven by full year impact of acquisitions and organic growth in an environment of uncertainty and low visibility.

We have a sweet spot in the market. Our strong business model that combines high-end expertise with a vast network of consultants allows us to deliver the best possible solutions for each specific assignment, free from bias toward in-house resources. This competitive edge continues to make us a pioneering force in IT consulting. Meanwhile, we expect to deliver an even better service in the coming year as we integrate the new acquisitions and utilise the synergies from our expanding footprint.

On top of that, we have been improving our digital platform and laying the foundation for a new artificial intelligence strategy. As we refine our ability to leverage these technologies, we will become more efficient and competitive. We will prioritise the development of our employees and the enhancement of our operational and digital frameworks to drive efficiency and innovation

There are, in other words, reasons to remain ambitious.

For the year excluding acquisitions, we target an adjusted EBITDA margin of 10-11% and an EBITDA margin of 8.5-9.5%, reflecting our focus on maintaining robust financial performance.

REVENUE GROWTH:	20 - 30%
REVENUE TARGET:	DKK 4.4-4.7 BILLION
ADJUSTED EBITDA:	10 - 11%

CHAPTER 02

Our Business

Key Trends That Shape The Industry Landscape

01

AI As Competitive Necessity

Whereas digitisation has been a key driver of competitiveness in the past year, companies that invest in cutting-edge technologies such as AI and automation are poised to lead their respective markets in the years to come. The new AI technologies are not a hype. They are mature solutions, opening new doors for innovation and efficiency across all industries. Organisations must invest in their data setup and AI capabilities to stay ahead of the curve. AI is not a competitive advantage; it is a competitive necessity.

02

The War for Talent Intensifies

Attracting and retaining the best and brightest minds has always been key in the knowledge economy. In the past years, this war for talent has intensified due to new currents in the global job market. Large generations leave the job market, smaller enters and the specialists are in high demand. At the same time, in-demand talents are looking for more flexible ways of working. Experts in their fields are opting for freelance, part-time, or project-based employment which alters the demands and puts pressure on the modern employer.

03

The Gig Economy Grows

Taking advantage of the gig economy enables businesses to address immediate skill gaps, while engaging external specialists provides an effective solution for demands and project-specific needs. This strategic shift not only broadens the talent pool. It also positions organisations as innovative and adaptive players in the competitive landscape. By incorporating external talent into talent acquisition strategies, businesses may navigate fluctuations in demand, drive innovation, and ensure long-term success.

Key Trends That Shape The Industry Landscape

04

Taking Back Ownership

In an increasingly volatile world with limited market visibility, organisations are seeking greater control over their IT systems. Digital infrastructure has become a core infrastructure in most businesses, yet outsourcing development has often led to a critical loss of in-house knowledge, which leaves organisations vulnerable and less adaptable. While mastering your own IT environment is essential, external specialists still play a key role in bringing unique expertise. That is why there is a higher demand for integrated teams that reduces dependency.

05

Digitisation for Productivity Growth

The key driver of the rising productivity gap between the EU and the US has been digital technology. As Europe sharpens its focus on geopolitical competitiveness and productivity, digitisation has emerged as a top priority. Accelerating digital transformation holds the potential to boost productivity growth, drive household income improvements, and strengthen domestic demand. As a result, IT investments are set to become a defining trend in European policy over the coming years.

06

Embracing Distributed Teams

The concept of distributed teams is not new, but its significance has grown exponentially in the past few years. The global shift to remote work has been accelerated by technological advancements, changing work preferences, and the need for business continuity in unprecedented times. Organisations that invest in robust remote work infrastructure and cultivate a remote-friendly culture are better positioned to attract top talent and adapt to evolving work dynamics, while benefiting from an expanded pool of talent and expertise.

Our Business Model: The Future of High-End Consulting

With a global network of experienced consultants and a unique digital setup, emagine provides high-end IT consulting services tailored to the specific needs of our clients.

With a global network of experienced consultants and a unique digital setup, emagine provides high-end IT consulting services tailored to the specific needs of our clients.

We have strategically positioned ourselves in the market space between traditional consultancy firms and standard staffing brokers, where we are able to deliver high-end expertise faster, in a more customised form. Our business model is crafted to provide scalable, flexible, and high-quality business and IT consulting services while maintaining the agility to navigate and respond to the swiftly evolving business and digital landscape.

This model has consistently proven its resilience. Even in uncertain and challenging times, emagine has delivered substantial and profitable growth. This year has been no exception.

We are winning because of our ability to field the A-team every time, not just the ones on our bench. This is made possible by our location-agnostic flexible delivery model and our continuous ambition to innovate and challenge ourselves.

emagine is defined not only by what we deliver, but by how we deliver it.

Tailored and Scalable

emagine is globally established as a high-end business and IT consultancy, and our strategy, based on tailored consultancy services, continues to deliver solid results. We operate as a comprehensive business and IT consultancy, which guides clients through a 360-degree service journey. This means we provide the expertise our clients truly need; not just what is readily available on the shelf.

We use a sector-led approach. We offer a range of services, including managed teams, training, and advisory services. We are able to deliver extremely specialised domain and practice expertise. And we can deliver both nearshore, offshore, locally, and with remote teams thanks to our location-agnostic approach.

Ultimately, this flexibility ensures our ability to deliver more tailored services and solutions that add value for clients, which enables them to stay ahead of the competition, accelerate change and transformation, and achieve the scalability and flexibility required to navigate a dynamic world and digital landscape.

At the core of our belief is the conviction that our business model and delivery approach represent the future of consulting.

We reject outdated norms such as assigning bench consultants to available tasks, or simply acting as intermediaries who pass CVs from point A to B. It’s time to rethink how business and IT consulting services are delivered.

We believe in delivering customised consulting services with carefully chosen expertise, to address each client’s unique challenges. As the gig economy encourages the best minds and specialists to adopt an independent mindset, and the pace of change accelerates throughout the digital landscape, there is an increasing demand for consultancies that enable companies to tap into these trends while ensuring the expertise and value that consultants bring. This goes beyond merely bridging gaps between two parties: it involves taking ownership of delivery, value creation, and results.

We are grounded in a location-agnostic approach and a strong belief that skills are placeless. We are here to challenge how businesses leverage high-end expertise, by utilising a winning combination of exceptional in-house experts and an extensive network community of freelance experts, all supported by a robust backbone of people and systems.

Our Services

ADVISORY & SOLUTIONS

Taking the clients from strategic initiatives to tangible results. We specialise in advising, driving change, and creating value.

CONSULTING

Scale up with proven high-end business and IT consultants in a flexible setup.

MANAGED TEAMS

Enhance your development, support, or operation with our Managed teams and services. We customise the service depending on your requirements.

TRAINING

Bespoke training to enhance organisational and team performance, including courses and certifications.

Areas of Expertise

01	Strategy, Change & Transformation
02	Development & Test Management
03	Project Delivery
04	Data & Analytics
05	Digital Infrastructure & IT Operations
06	Risk Management, Security & Compliance

Bestshore Delivery

Onshore
On-premises delivery all over Europe, UK, and UAE

Nearshore
Delivery Centres in Poland, Portugal and Romania

Offshore
Delivery Centre in India and Brasil

Remote
Utilising a global workforce of IT experts

The Winning Formula

We have found our winning formula, ensuring 8.6% growth in a flat market in 2024. Now we aim to carry this strategy over into 2025.

BY LARS BLOCH, CFO IN EMAGINE

The 2025 vision is a continuation of the business strategy we have been executing in the past two years. We have found a winning formula that ensured impressive growth in a challenged market in 2024 which we aim to carry over into 2025.

It consists of three key strategic pillars; we want to enhance our core offerings, we want to develop our operating model, and we want to consolidate our operations to deliver a unified service across all markets and sectors.

Strategic Pillars
To be a global consultancy, recognised as a pioneer in the industry.

- We aim to be a global company with a united culture.
- We aim to improve our core offering through technology.
- We aim to deliver more managed services, adding higher value for our clients.

ONE emagine
We follow a 'ONE' emagine philosophy, focusing on integrating its operations and aligning resources for cohesive service delivery. We want to have the same culture, use the same vocabulary, operate under one brand and work on the same platform for the entire global company. That is not only important through the integration phase after a merger but also a general theme for us.

By fostering a unified strategy, emagine seeks to enhance efficiency, ensuring a smooth and consistent experience for clients worldwide.

Improving Core Services
Our unique operating mode, combining a global community of external consultants with a carefully selected team of in-house SME professionals, is the key to our success. Consulting has always been a core service for emagine. Refining this expertise is an important pillar in our strategy. We work to establish new talent hubs, improve our services and expand our diverse and skilled professional network.

This year, we will even improve our core platform with new AI capabilities which will enable us to deliver unmatched speed, quality, and capacity. The vision remains but the tools are new.

More Advanced Offerings
Meanwhile, we are strategically expanding our service catalogue with advanced offerings, including advisory and managed services, to meet evolving client needs. By positioning ourselves as a reliable, full-service partner in business and IT consulting, we are aiming to reinforce our industry leadership.

In 2025, we are working to put even more emphasis on this pillar of the strategy to deliver at a higher speed, with a higher quality and at a higher value.

The Winning Formula
We have the winning formula — one that enables us to outperform the market in an uncertain economy. We are not striving to become pioneers. We are pioneers.

In 2025, our mission is to remain focused on building a united culture, improving our core services and developing a more advanced portfolio and to keep on executing this winning formula with even greater precision, impact, and excellence.

Strategic Pillars

01	02	03
WE AIM	WE AIM	WE AIM
to be a global company with a united culture.	to improve our core offering through technology.	to deliver more managed services, adding higher value for our clients.

A European M&A Champion

Our strong M&A engine is a key element in our strategy - to boost our growth, expand into new markets and establish new hubs to support our location-agnostic offerings.

BY JOHANNES ZWICKY, HEAD OF M&A IN EMAGINE

With the acquisition of Boost:IT and Hexis Technology Hub in Portugal and Allgeier Experts and U.N.P. in Germany, we have once again proved emagine as a well-oiled M&A engine in 2024. Acquisitions are an essential part of our strategy and our vision to pioneer our industry. Our M&A strategy is built on three core pillars: expanding our core business into new markets, establishing new hubs, and acquiring high-value enablers in mature markets.

With this strategy, emagine is on track to become a European champion.

Strategic Fits

To expand our presence across the European continent, we are building a streamlined M&A engine that enables us to integrate new acquisitions faster and more securely. Our focus is on acquiring companies with operating models aligned to ours and, most importantly, leadership teams that resonate with our culture.

A European M&A Champion

With such a strong M&A engine, we have laid a solid foundation for our future journey.

A strong strategic fit requires a proven track record of organic growth, scalability, and profitability. Acquisitions must complement our business segments and support our ambition to pioneer the consultancy industry.

In short, our M&A efforts are focused on opportunities that align with our existing setup, demonstrate verified financial performance, and match our operational platform.

Boosting emagine with Boost:IT
With the acquisition of Boost:IT and Hexis Technology Hub in Portugal, the tenth in only five years, we are demonstrating an essential part of our approach to M&A. This significant investment marks a monumental milestone in our growth journey.

Not only are we moving into a new market while adding 550 full-time IT professionals, 50 staff members and an impressive client portfolio with globally recognised brands. We have also boosted emagine with a team of immensely talented consultants who can elevate our services with their know-how and help us grow our advisory and managed services deliveries.

Growing Core Markets
A key pillar of our strategy is pursuing opportunities that complement emagine's existing business segments.

As with previous acquisitions of Skillspark and Quality Sourcing, our acquisition of the German IT consultancies, Allgeier Experts, and U.N.P. shows our ability to grow our presence in a core market where we already have a solid market share in core business areas. This milestone significantly increases our market share and strengthens our service offerings in one of our most important European markets.

Our Future Journey
In the years ahead, we will continue to expand in existing core markets while strategically entering new ones. Our focus remains on strengthening our core offerings and evolving our service portfolio, with a growing emphasis on managed teams.

Furthermore, we aim to establish new hubs in places to gain access to additional talent and explore cross-border synergies.

With such a strong M&A engine, we have laid a solid foundation for our future journey, and we are destined to be a European Champion in our field.

A Culture of Unity and Personal Development

This period of growth has underscored the importance of preserving our unity and ensuring that we continue to operate as one company. Thanks to new programmes, we have achieved an improved pulse score.

BY ANDERS GRATTE, CEO IN EMAGINE

In 2024, we continued to prioritise professional development and career progression for our employees. We promoted work-life balance through flexible work arrangements and a range of supportive programmes, ensuring that our employees experience an environment where they can thrive both professionally and personally. These efforts have contributed to another positive improvement in our pulse score, reflecting our commitment to employee satisfaction and growth.

Successfully integrating newly acquired companies at an accelerated pace, while fostering a united culture, remains a complex but vital priority as we expand. This effort to be one emagine has been elevated by our Leadership Academy and our new Pioneer Programme.

These combined efforts position emagine as a workplace where individuals can grow, collaborate, and contribute to our continued success.

An Improved Pulse Survey
Every quarter, we distribute our pulse surveys to employees. The result for 2024 was an overall engagement score of 81 and a response rate of 84%, reflecting our commitment to listening to our employees and continuously improving their experience.

Despite ongoing integrations of newly acquired companies and the fact that emagine remains a high-performance environment, the numbers show that we are facilitating a safe, inclusive, and fun work environment that empowers our employees and ensures their growth potential is fully realised.

Scandinavian Leadership Development
At the heart of our Scandinavian leadership philosophy is the belief in the potential of

These combined efforts position emagine as a workplace where individuals can grow, collaborate, and contribute to our continued success.

our employees. We actively support their growth and success, providing a nurturing environment where everyone can thrive. Our commitment to listening and challenging the status quo reflects our dedication to continuous improvement and innovation.

To align this leadership style, we launched a Leadership Academy which has received positive feedback, reflecting the success of the programme in shaping effective, engaging, and empathetic leadership. Notably, we observed a significant increase in our leadership scores in our quarterly pulse survey, affirming the positive impact of the programme on our broader organisational culture.

Growing the Next Pioneers
In 2024, based on feedback from our quarterly pulse surveys and directly from our employees, we also created the Pioneer Programme. This talent programme selected 35 individuals from across the group based on performance, behaviour, and diversity criteria, focusing on personal development.

The programme received great feedback, and we have decided to continue and expand it in 2025 with additional talents. The Pioneer Programme consists of seven modules of learning, including a cross-company project that each group presents to the Executive Management Team. We are already reaping the benefits of the programme, as several pioneers have proven themselves and have been promoted during 2024. We are very proud of growing and developing so many internal talents through both our Pioneer Programme and Leadership Academy.

Building on the success of these programmes, we are expanding our initiatives to include a Group-wide mentoring programme.

Successful Integrations
Throughout 2024, our strategic initiatives have been closely aligned with our overarching goal of building a strong and united emagine, particularly as we navigate the integration of newly acquired companies. This period of growth has underscored the importance of preserving our unity and ensuring that we continue to operate as one emagine. By doing so, we are not only positioning ourselves for sustainable growth but also safeguarding the positive and meaningful work environment that defines our organisation.

For emagine, leadership is not just about achieving individual goals; it is about fostering strong engagement, driving continuous improvement, and a deep commitment to our team and clients.

Global Expertise. Delivered Locally.

2024 was another outstanding year for emagine. In a stagnant market, we demonstrated our ability to grow alongside our clients, executing larger and more complex projects across multiple regions.

BY MARTIN HARTLEY, CCO IN EMAGINE

A key driver of our market outperformance has been our ability to deliver increasingly more Managed Services and Advisory offerings.
We are executing projects at a higher level and delivering results at a higher value for our clients. Thanks to our cultural efforts in bringing together teams and unifying the customer experience, we are enhancing our capacity to scale with clients and manage larger, cross-border projects seamlessly.

By combining global expertise with local presence, emagine is pioneering the IT consultancy industry and competing at the highest level alongside the world's most esteemed consultancies.

Delivering From Multiple Regions
emagine is a global company with a united culture. In the past years, we've worked hard to integrate and unify our offerings to provide cross-border services and streamline our delivery processes so that clients always receive the same high service from us. That is all starting to pay off.

We are delivering for large clients across multiple regions, expanding alongside them across both borders and service areas. This continued growth reflects the trust our clients place in us.

Think Globally. Act Locally
Our mantra of "think globally, act locally" means that we are able to provide our clients personalised attention at a local level while leveraging our global subject matter expertise to deliver outstanding results. Thanks to our inhouse expertise, a huge network of trusted consultants, and a unique AI platform; emagine provides high-end IT consulting services tailored specifically to the clients' needs. We deliver the A team every time.

From a client's perspective, emagine offers access to leading global specialists within their sector, combined with local domain expertise. This ensures we maintain the highest global standards while working in a language and culture familiar to the client.

While we are domain-agnostic, our sector-led commercial approach allows us to deliver an unmatched level of service in key industries such as financial services and banking.

In the year ahead, we will further refine this strategy, doubling down on our sector-led approach to strengthen our areas of excellence.

Advanced Solutions
We are not only growing with our clients across borders, we are also delivering increasingly complex solutions. Over the past year, we have expanded our Managed Teams service by 5x, delivering managed teams via our Bestshore philosophy.

The key to this sustained success lies in our ability to keep delivering our consulting service, flawlessly whilst strategically expanding into advisory and managed services. Our clients trust us to handle more complex solutions, involving more stakeholders and delivering higher value.

As we move into 2025, we stand stronger than ever. Our journey has been one of growth, adaptation, and global expansion. By staying united and cultivating a strong culture, we are poised to continue our path toward global leadership.

emagine provides high-end IT consulting services tailored specifically to the clients' needs.

We deliver the A team every time.

Artificial Intelligence, Real Excellence.

We have laid the foundation for some large-scale AI releases in 2025 which will not only unlock new operational efficiency, but also be a driver of true commercial excellence.

BY JAN WOLFF, COO IN EMAGINE

Throughout 2024, we have significantly advanced our ability to use AI, surpassing even our most ambitious expectations from a year ago. Using best-in-class IT has always been an essential competitive advantage for emagine and we are now ready to capitalise on the potential of the new technological revolution, pioneering the future of consulting and position ourselves strategically for further success.

As we look ahead to 2025, we have been laying the foundation for some large-scale releases which means that our approach to AI will shift from being a driver of operational efficiency to being a true driver of commercial excellence.

Laying the Groundwork

Besides upgrading our ERP system, strengthening our legacy systems and releasing a new consultant evaluation system, the past year has been all about laying the groundwork for the leap we are about to take in 2025. Our diligent efforts in working with structured data are now yielding tangible results.

We have prioritised gathering new sources of data while enhancing the quality to unlock more insights into our consultants' expertise, preferences, and performance. By training our AI-models, we are further enabling them to understand the correct context and deliver with a much higher level of accuracy. With these preparations, we are poised to be an AI pioneer in our field.

2025 Releases

Thanks to this foundational work, we are ready to relaunch our platform and profile production tool in 2025, bringing about a new level of AI-driven automation and enhanced user experiences for both clients and consultants.

Our enhanced consultant profile tool will transform unstructured CV data into a standardised format, streamlining workflows and eliminating the need for manual data entry. This automation will not only enhance usability but also drive incredible efficiency gains.

Yet, this is only the beginning of our AI journey. We are currently working on projects that will accelerate every stage of the consultant selection process—from the initial request to the final paperwork. It includes faster search, more precise consultant predictions and less desk work. This is a game changer.

Enhancing Our Talents

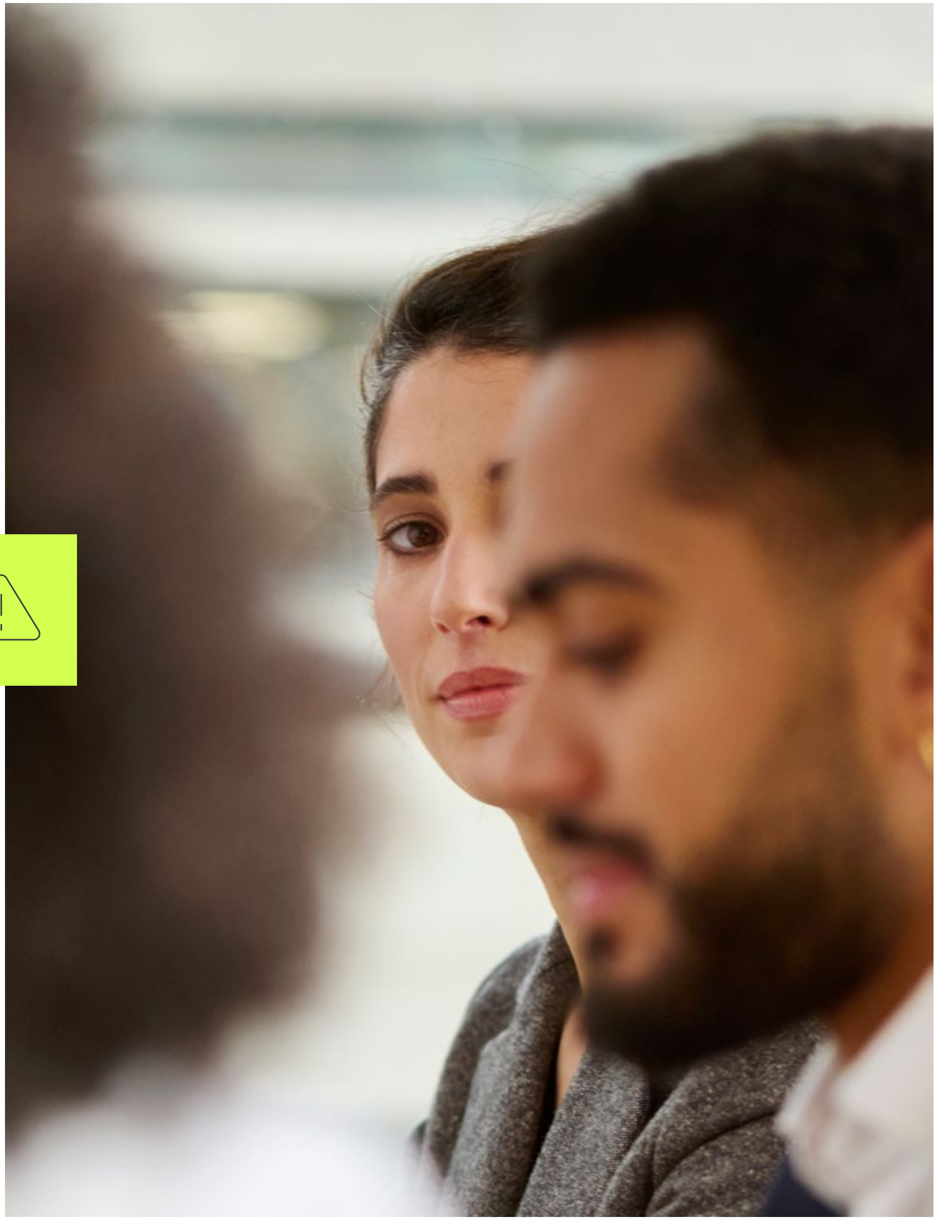
All these operational efficiency gains are expected to translate into significant commercial benefits for emagine. With less administrative work, we have more time to deliver a personal service to our clients and consultants. We expect our technological advancements to augment and empower our highly skilled professionals, enabling them to grow and excel in their fields.

Our extensive community of over 350,000 consultants has long been a key competitive advantage. With our new AI tools, we are improving our ability to make intelligent predictions, enabling us to grow our database and precisely match the right talent with the right projects. This will further strengthen our market position and elevate our competitive edge even.

In total, these technological upgrades that we have prepared through 2024 are expected to be a game changer for emagine in 2025 and the following years.

We are poised to be an AI pioneer in our field.

Risk Management



At emagine, we consider compliance, cybersecurity, and operational excellence as interacting domains. Our risk management governance encompasses the management of individual risks in each domain as well as exposures introduced across these domains.

The Executive Management Team is responsible for executing on observations from risk management reporting, while the overall responsibility rests with the Executive Board. The Executive Board approves the presented status, actions throughout the year, and discusses proposed mitigations in the Executive Board Risk & Audit Committee.

Risk Identification
Risks are identified and monitored from numerous sources, including changes in the legislative paradigm, findings from internal and external audits, reported misconduct, financial exposures, and more. In day-to-day operations, risk identification is considered from the perspectives of compliance, market, technology, and operations.

Risk Management

01 Compliance

emagine's investments in internal and external compliance constitute a solid foundation for risk management and assist in continuous risk monitoring. Throughout 2024, compliance was a top priority for the organisation as an integrated element of the operational excellence framework. Substantial efforts were committed to successfully re-confirming operational compliance with ISO27001, ISO14001, ISO45001 and ISO9001, while also documenting high operational standards through the ISAE3000 GDPR, ISAE3402 Operations, and TISAX external assurance reports.

02 Market

When monitoring overall market risks in 2024, several specific risk factors were tracked to allow for early intervention and mitigation measures. General market risk resilience is built on the many initiatives in the compliance, tech, and operations excellence domains, including targeted M&A integration activities.

03 Technology

Cybersecurity risks remain a focus area for emagine. In 2024, several substantial investments were made to strengthen detection and prevention mechanisms, as well as affirming the capacity to recover from direct attacks, operational disturbances, and advanced types of phishing, malware, or ransomware attacks. Throughout 2025, cybersecurity will remain a priority in support of existing and future ambitious compliance targets, such as NIS2 and DORA.

Risk Management

04 Operations / Excellence

The ability to attract and retain competent employees was also a focus area in 2024. With dedicated support from the Executive Management Team, several major initiatives that enhance emagine's operational excellence were completed in the domain of employer branding. This included the roll-out of the emagine Pioneer Programme, pulse surveys, enhanced ESG reporting, and an upgraded Group onboarding process.

05 Looking Ahead

As we move into 2025, we remain committed to enhancing our risk management practices. We will continue to invest in risk management technologies, strengthen our internal controls, and promote a culture of risk awareness. Our goal is to ensure that we are well-prepared to navigate the evolving risk landscape and achieve our strategic objectives.

06 Ownership and Capital Structure

emagine Consulting A/S (the Company) is majority-owned by emagine Holding ApS. Axcel, a Nordic private equity firm, is the ultimate majority shareholder with approximately 80% ownership. The remaining shares are directly or indirectly owned by management, employees, and board members. No other ultimate shareholders own more than 5% of the share capital.

The Company's equity consists of one class of share, and its loan capital consists of bank debt provided by Danske Bank, Nykredit, and others. The Executive Management Team considers the current capital structure to be appropriate and to provide the necessary financial flexibility to support the Group's strategy.

Axcel is a member of the Danish Venture and Private Equity Association (Active Owners Denmark) and emagine complies with the guidelines of the Association (please see www.aktiveejere.dk).

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

CHAPTER 03

ESG

Our ESG Vision for 2025 and Beyond

At emagine, we are highly committed to integrating Environmental, Social, and Governance (ESG) principles across all aspects of our operations. In 2025, our ESG Strategy continues to guide our decisions and shape our corporate culture.

Looking Ahead
In 2024, we were proud to achieve the EcoVadis Platinum Rating. A recognition of our dedication to sustainability and responsible governance. Our ambition for 2025 is to maintain this high standard by continuously evolving our practices, investing in our people, and pushing the boundaries of what ESG looks like in our organisation.

We are actively preparing for the upcoming Corporate Sustainability Reporting Directive (CSRD) requirements, aligning our reporting processes and data frameworks accordingly, and integrating changes introduced through the CSRD Omnibus into our roadmap.

Our board remains actively engaged in steering emagine's ESG Strategy, supported by robust risk management systems and transparent stakeholder communication.

At emagine, ESG is more than a framework. It is a promise to do better, lead responsibly, and create lasting value for our people, partners, and the planet.

Environmental
We continue to advance our efforts in reducing greenhouse gas emissions in line with our Science Based Targets and transition plan. Our Green Company Car policy, responsible travel practices, greener procurement strategies, and smart reuse of equipment are some of the ways we are progressing toward a low-carbon future. We also remain dedicated to improving sustainable procurement to minimise environmental impact and strengthen our value chain's sustainability profile.

Social
Our people are at the heart of our success. In 2025, we continue to nurture our ONE emagine culture by creating space for individual growth, development, and wellbeing. Our core initiatives, including the Pioneer Programme, the Leadership Academy, and our growing Mentor Programme, not only provide opportunities; they also empower employees to take ownership of their career journeys while contributing to a vibrant, diverse, and inclusive workplace.

We aim to build on our progress in diversity and inclusion, especially in leadership representation and gender equity, and continue monitoring and improving through data-driven actions such as pay equity analyses. With flexible work models and employee feedback loops, such as our quarterly pulse surveys, which improved in 2024, we remain responsive to the evolving needs of our teams.

Governance
Strong governance supports our ESG performance. In 2025, we will continue to strengthen our internal controls and compliance practices, anchored in our ISO and ISAE certifications and TISAX standards. Our long-standing commitment to investments in environmental and compliance efforts also places emagine at the forefront of the industry when it comes to meeting new and increasingly demanding regulations such as NIS2 and DORA. As a trusted partner to clients in diverse and sometimes highly regulated sectors, emagine continues to be a fully compliant partner, meeting the highest standards of governance and accountability.

emagine Achieves Top 1% Sustainability Rating

By earning the EcoVadis Platinum Rating for our sustainability and ESG efforts, we have moved into the top 1% of the World — a remarkable achievement underscoring our commitment to the ESG agenda.

BY ANDERS GRATTE, CEO EMAGINE

In August 2024, emagine earned a platinum rating from EcoVadis for our sustainability and ESG efforts. This marks a leap from last year's silver rating (top 15%) and places emagine among the top 1% of over 130,000 participating companies globally — a remarkable achievement.

Our platinum rating reflects emagine Consulting's commitment to employee well-being, diversity, and environmental responsibility, including IT equipment recycling. EcoVadis is a globally recognised assessment platform that rates businesses' sustainability based on environmental impact, labour, and human rights standards, ethics, and procurement practices. By working with EcoVadis, we align our efforts with transparency through certifications like the Science Based Targets Initiative (SBTi) and the UN Global Compact (UNGC).

A Closer Look
emagine's overall score was 86 out of 100, which is 60% above the industry average for IT consultancies. Our highest-performing sustainability score were within environment and labour and human rights themes, followed by those in ethics and sustainable procurement.

This achievement comes just one year after our silver rating which took us into the top 15%, so the platinum rating (top 1%) marks a significant improvement.

The EcoVadis Platinum rating is the highest level of recognition a company can receive from the global sustainability rating platform. This honour is reserved for organisations demonstrating exceptional performance across a comprehensive range of sustainability criteria.

The ratings are based on international sustainability standards, such as the Ten Principles of the UN Global Compact, the International Labour Organisation (ILO) conventions, the Global Reporting Initiative (GRI) standards, and the ISO 26000 standard.

The Road to Platinum
To achieve the platinum rating, we have continued and accelerated our efforts to enhance our ESG policies, such as environmental and waste policy, meeting the science-based quantitative targets on energy consumption and greenhouse gases. We have followed this by training employees on climate actions, waste reduction, and sorting. Especially the refurbishment and recycling of IT equipment has been a focus-area.

New labour and human rights policies, health and safety, diversity, equity, and inclusion have also been prioritised. Since last year, we have intensified our devotion to employee well-being and work-life balance themes. New labour and human rights policies, health and safety, diversity, equity, and inclusion have also been prioritised. This has led to a new ISO 45001 Health & Safety certification, supported by staff training.

Top 1%
Ranking in the top 1% globally underscores our firm commitment to environmentally and socially responsible practices, with strengths in energy consumption policies and labour rights, particularly through employee engagement.

We believe that our ability to score above the industry average is another competitive advantage for emagine. It means that we will be able to win more projects among the largest companies in the World since clients increasingly prioritise ESG as a key evaluation factor. And it means that we are in a better position to attract the best talent.

Everyone wants to take part in something meaningful — at emagine we are able to provide just that.

Linking Sustainability and Bottom Line

With sustainability-linked loans, we are linking our interest rates to the achievement of specific, pre-defined sustainability targets, incentivising a strong ESG performance.

BY LARS BLOCH, CFO IN EMAGINE

Since 2021, emagine has taken sustainability-linked loans (SLL) with our banking partner and thereby linked our ESG initiatives to our financial performance. These financing agreements incentivise us to enhance our ESG outcomes by linking our interest rates to the achievement of specific, pre-defined sustainability targets.

The brilliant foundation of sustainability-linked loans lies in incentivising us to improve our ESG performance, based on a range of predetermined targets, by connecting it to our interest rates. In order to retain our fixed interest rates, we must score certain points relating to our ESG performance.

With this essential tool, we have created an internal financial incentive structure that drives our ESG efforts and ensures that multiple bottom lines are aligned.

Sustainability-linked loans are increasingly recognised as a catalyst for improving ESG performance across the credit market. They offer an appealing route to financing because of the backing of economically and environmentally sound principles.

Supporting Sustainability

When taking loans, we reinforce our commitment to social sustainability by focusing on two of the UN's 17 Sustainable Development Goals - Goal 5: Gender Equality, and Goal 8: Decent Work and Economic Growth. These goals reflect our focus on the people behind our organisation, ensuring that our growth is both inclusive and responsible.

Our ambitions are clear and measurable. Over the seven-year loan period, we aim to reduce employee attrition by 7 p.p and increase the number of female leaders within the organisation by 6 p.p. These targets reflect our dedication to building a resilient and diverse workforce.

Since the loan's inception, we have been held to rigorously high standards as we work hard to meet KPIs linked to the agreement.

Achievements in 2024

Throughout 2024, we successfully met all KPIs linked to our sustainability-linked loan agreement. The loans have supported initiatives to meet our commitments to social impact metrics and diversity objectives, for example starting a Leadership Programme, a Pioneer Programme to promote internal talent and a Mentoring Programme to ensure we give our colleagues the best opportunity to grow and develop. These activities have played a vital role in emagine's achievement of the EcoVadis Platinum Medal at Group level in 2024, marking a significant improvement from the silver rating attained the previous year.

Looking ahead, we expect to continue leveraging sustainability-linked loans, as they have proven to be a highly effective mechanism for aligning our financial performance with our ESG ambitions.

ESG

Sustainability Report 2024

Sustainability Transparency Principles

The EU has introduced a regulatory framework, the Corporate Sustainability Reporting Directive (CSRD), to enhance and standardise sustainability reporting among companies, effective from the financial year 2024. In recent years, we have focused on growth and progress, leading to more structured and comprehensive reporting. This approach helps identify key sustainability matters while ensuring stakeholders receive transparent, comparable, and reliable information on our environmental, social, and governance (ESG) performance.

Frameworks and General Accounting Policies

This Sustainability Report is, however, not fully aligned with the CSRD yet, as this report serves as a preparatory and learning phase to meet the mandatory disclosure requirements for 2027/28. As a result, it is not subjected to CSRD compliance or audit this year and should be viewed as a transition disclosure period. This Sustainability Report is, however, inspired by the structure outlined in ESRS 1: General Requirements and ESRS 2: General Disclosures, and this methodological framework. The data presented in this Sustainability Report has been identified as material as a result of our Double Materiality Assessment (DMA), and the entire DMA process is disclosed in following sections. The accounting policies and assumptions related to the Environmental, Social, and Governance (ESG) disclosures are provided in the respective sections of this Sustainability Report.

Consolidation, Scope and Exemptions

The report is prepared on a consolidated basis, and hence the data and insights presented reflects the entire emagine Group across all locations and offices, with no active offices or countries excluded from the reporting. However, certain postal addresses, such as those in Lille, Niort, and Sophia Antipolis in France, and Den Haag, Netherlands, are exempted from emissions reporting, as these offices are not operational, and therefore, no direct emissions are generated from them.

Furthermore, our recent acquisitions of Allgeier Experts and UNP in Germany and Boost IT in Portugal are excluded from the reporting scope of this report. These businesses joined our operations late in the reporting period, with the integration expected completed merged during Q1 2025 (Allgeier & UNP) and Q2 2025 (Boost IT). The data and calculations for these entities are therefore unavailable and excluded from this Sustainability Report and will figure in the forthcoming reports from 2026. This means that the workforce from these acquisitions is not included in the reported FTEs or headcount for this report; these figures will also be reflected in the next annual report disclosed in 2026. However, our targets and actions outlined in this Sustainability Report will incorporate employees from these offices as they are integrated.

Changes in Preparation of Sustainability Information

In 2024, we closed our office in Lodz, Poland. As a result, emissions from this location are no longer reported, unlike in the previous year. Additionally, our locations in Lille, Niort, and Sophia Antipolis, France, are excluded from our 2024 emissions reporting. These offices are not operational and serve only as postal addresses, meaning no direct emissions are generated from them.

Composition and Diversity

Composition and Diversity in the administrative, management and supervisory bodies

Board of Directors Non-executive	Unit	2024	2023
Members	Number	4	4
Independent Board members	Number	3	3
Female Board of Directors	Number	2	2
Male Board of Directors	Number	2	2
Gender split (female)	%	50	50
Nationality - Danish	Number	2	2
Nationality – non-Danish	Number	2	2

Statutory Gender Reporting under Danish Law

emagine Consulting A/S	Target for underrepresented gender	Share of the underrepresented gender 2024	Share of the underrepresented gender 2023
Board of directors	Not required	50% (2/4)	50% (2/4)
Upper Management	Min. 40% by 2025	18% (3/17)	18% (3/17)

The board of directors is regarded as having equal gender representation and is therefore not legally required to set a gender target. Since diversity remains important for the Board it has maintained a voluntary 2025 target to have at least 40% representation of both genders.

As of 31 December 2023 the share of underrepresented gender in upper management at emagine Consulting A/S is 18%. Accordingly we have not yet achieved equal gender representation as defined under Danish Companies act, and therefore pushing even harder on our Equity, Diversity and Inclusion policy to keep making progress. Its most significant activities include bias training, creating an inclusive workplace, adjusted gender pay gap analysis, promoting female managers as role models.

Further reporting on diversity and inclusion can be found in our Group ESG figures.

Board of Directors

Marika Fredriksson
Chair

Nationality:
Swedish

Board function:
Non-executive, Independent director

Non-executive functions:
Board member:
A.P. Møller Mærsk A/S
Aktiebolaget Industrivärden
Ecolean AB
KONE corporation
Sandvik AB

Christian Bamberger Bro
Vice Chair

Nationality:
Danish

Board function:
Non-executive, Non-independent director

Profession:
Partner, Axcel Management A/S

Chairman:
AX V Phase One Holding III ApS
AX VI INV7 Holding III ApS
AX VI itm8 Addpro Group AB
emagine Holding III ApS
SuperOffice Holding III A/S

Vice chairman:
AX VI itm8 Holding ApS
BullWall Group A/S
emagine Holding ApS
SuperOffice Group A/S

Board:
AX VI INV8 Holding III A/S
AX VI itm8 Addpro Group AB
AX VI itm8 Holding ApS
Accel Management Holding ApS
Capture One A/S

Executive officer:
AX VI itm8 Holding III ApS
emagine Holding II ApS
FOCKS HOLDING ApS
ITM8 TopCo ApS

Board of Directors

Petra Jenner
Board member

Nationality:
German

Board function:
Non-executive, Independent director

Profession:
Senior Vice President & General Manager, Europe, Middle East & Africa, Splunk

Board:
Monday.com

Søren Nordal Rode
Board member

Nationality:
Danish

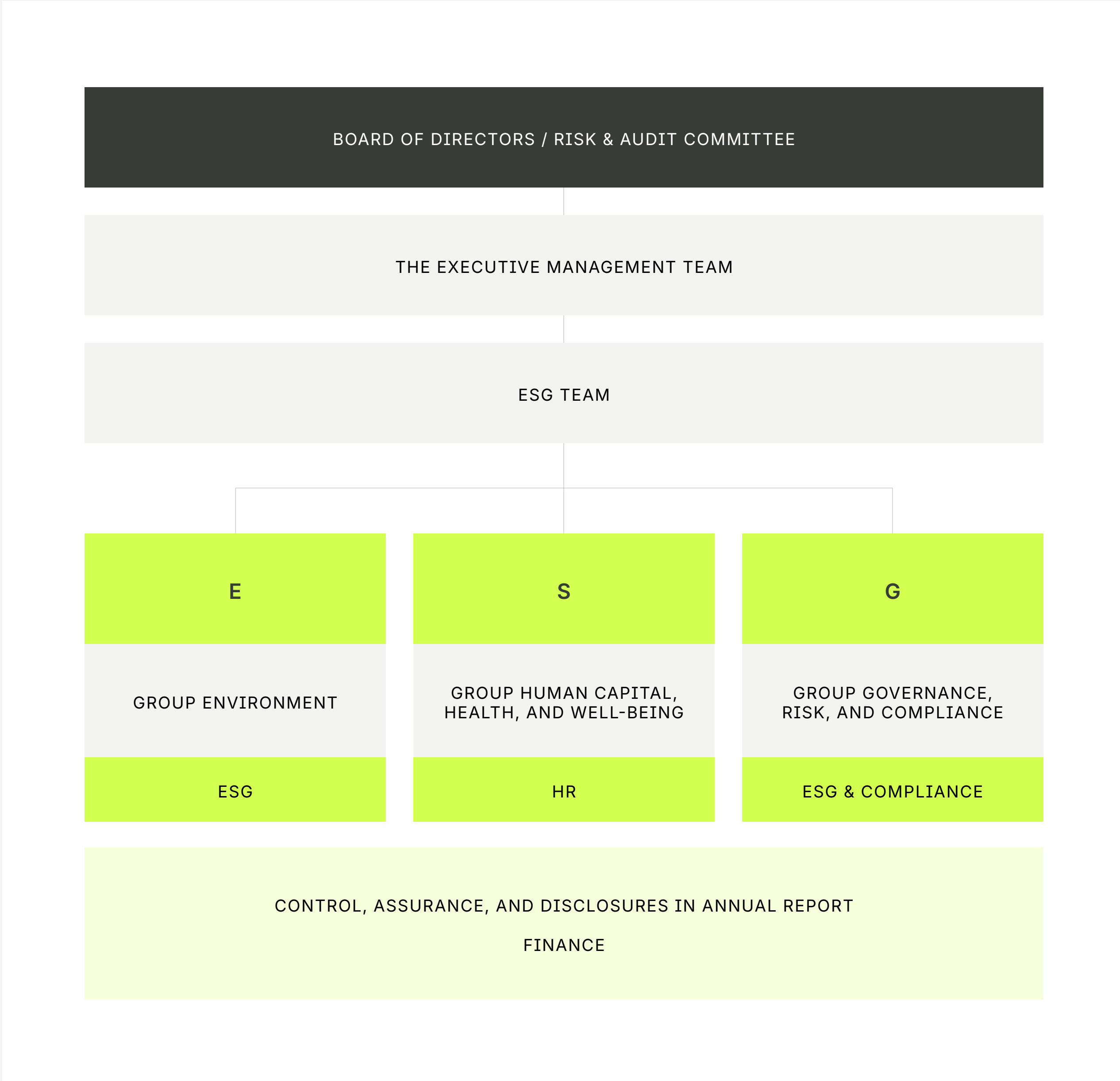
Board function:
Non-executive, Independent director

Profession:
Founding Partner, Strive Ventures

Board:
Agency Group ApS
Factofly Collective

ESG Governance Framework

Our ESG governance framework is designed to ensure effective oversight, accountability, and transparency in managing our Environmental, Social, and Governance (ESG) strategy and efforts. It outlines the roles and responsibilities of the administrative, management, and supervisory bodies, ensuring alignment across all levels of the organisation to achieve our strategic objectives and meet regulatory requirements such as the Corporate Sustainability Reporting Directive (CSRD). The following will describe the roles of the included teams and people in our ESG Governance chart as illustrated on the right.



Board of Directors and Risk & Audit Committee

The Board of Directors and Risk & Audit Committee Team plays a critical role in overseeing sustainability matters and ensuring their integration into our strategy. These are regularly informed about material impacts, risks, and opportunities related to ESG factors through regularly updates and quarterly meetings with the Executive Management Team led by the Chief People Officer (CPO).

Executive Management

The Executive Management Team overseeing our ESG governance consists of emagine's Group Chief Executive Officer (GCEO), CPO, and Chief Financial Officer (CFO). The Executive Management Team holds ultimate accountability for the company's performance and strategic direction, including the achievement of our ESG objectives, and plays a key role in approving the overall direction of our ESG Strategy. While the CPO is responsible for ESG, HR, and Compliance, the CFO oversees the quantitative control, assurance, and disclosures across the entire Annual Report. The executives are overall responsible for ensuring its integration into emagine's broader business strategy and make certain that ESG impacts, risks, and opportunities are effectively addressed in our strategic and business decisions. The Executive Management Team is regularly informed of ESG-related risks and opportunities through reports and updates from the ESG team, Group Environment, Group HR, Group ESG & Compliance and Finance.

Chief People Officer (CPO)

The CPO holds overall responsibility for our ESG Strategy, targets, and actions. Working closely with the ESG team, the CPO oversees progress towards sustainability goals, ensuring a comprehensive focus on all dimensions of ESG. This includes emagine's environmental footprint, CO2 reduction targets and initiatives, employee well-being and engagement, talent development, diversity and business compliance. The CPO is also responsible for ensuring that the CSRD requirements are fulfilled and that ESG objectives are integrated across all business functions. Additionally, the CPO is responsible for informing the Executive Management Team, the Board of Directors, and the Audit Committee about any significant Impacts, Risks and Opportunities related to ESG.

Chief Financial Officer (CFO)

The CFO, with support from the Finance Department, ensures that ESG-related data is properly controlled, verified, and disclosed. They ensure that ESG data are integrated into financial reporting and governance frameworks, aligning sustainability with long-term financial performance. The CFO is responsible for reporting any significant financial risks and opportunities to the GCEO, the Board of Directors, and the Risk & Audit Committee.

ESG Team

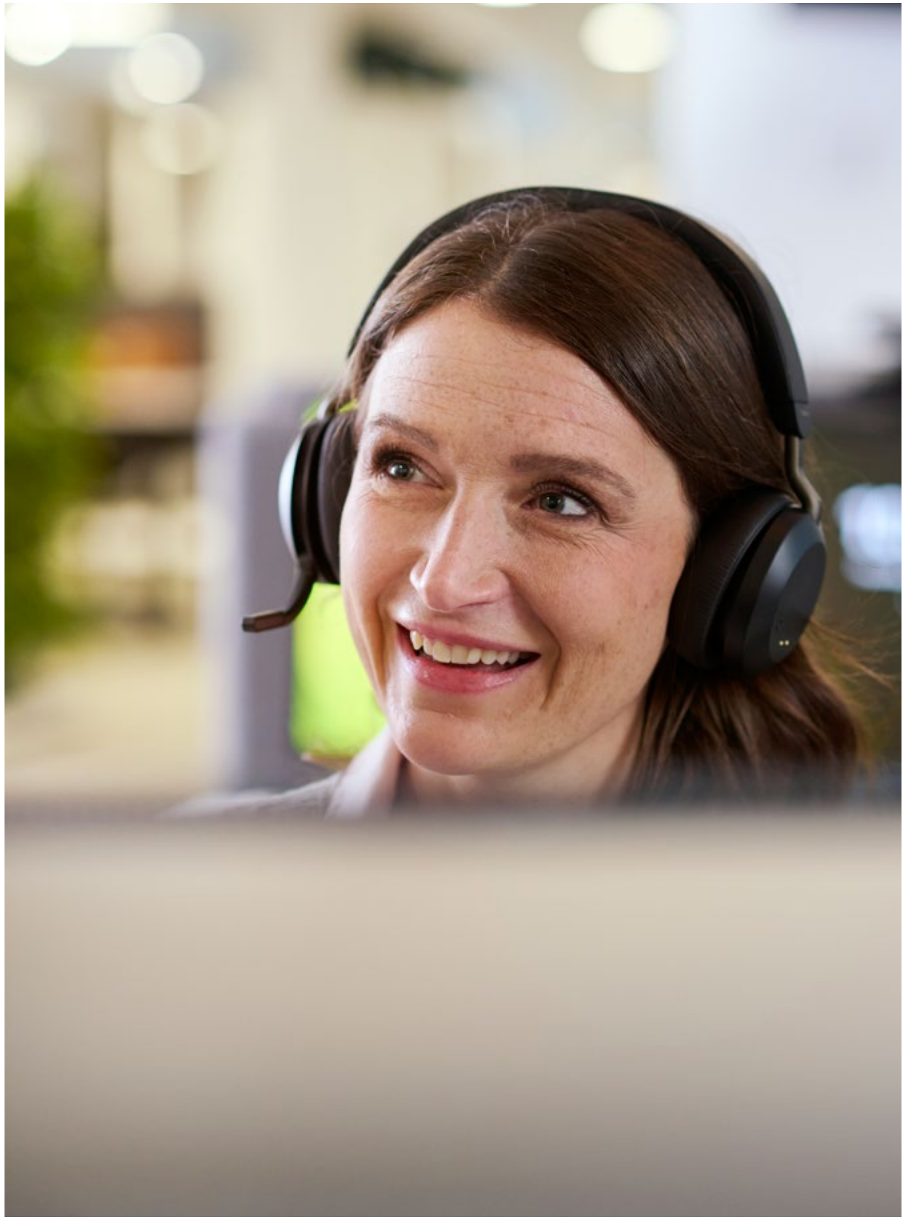
The ESG team plays a key role in driving the ESG agenda across emagine. They are responsible for ensuring that all ESG-related activities are in alignment with the company's overall strategy. Additionally, the ESG team ensures that all material ESG impacts, risks, and opportunities are communicated to the CPO. This includes presenting regular updates on the implementation of ESG policies, metrics, and targets. The ESG team are also responsible for ensuring that due diligence activities, including risk assessments and mitigation strategies, are properly integrated into our ESG framework. They track the results and effectiveness of our ESG-related efforts, providing feedback to the CPO, who further communicates to the Executive Management Team, the Board of Directors and the Audit Committee.

Group Environment, Human Capital, and Governance, Risk, and Compliance

These groups are part of the ESG working group constituted of advisors and specialists and works together to implement ESG initiatives and track progress toward established targets. They also ensure that ESG-related risks and opportunities are continually evaluated and addressed, both internally and externally. The ESG team, alongside HR and Governance, Risk, and Compliance teams are responsible for gathering data on ESG performance, ensuring that all material risks and opportunities are identified and addressed through action plans. They moreover oversee the implementation of internal controls and risk management processes, ensuring that ESG-related issues are managed proactively and incorporated into the company's broader governance strategy.

Finance Department

The finance departament ensures that ESG data are accurately reported and aligned with the company's strategic goals. Their responsibilities include ensuring the accuracy of data, integrity, and transparency of ESG disclosures in the annual report. This includes overseeing the collection and control of ESG-related data, ensuring compliance with regulatory reporting requirements. The Finance Department works closely with the ESG team to assess and address ESG-related risks within the company's financial systems and processes.
The Finance Department implements frameworks and guidelines for data collection and ensures robust internal controls are in place to guarantee data quality. They also support the CFO's decision-making process by providing ESG-related financial insights when significant.



Ensuring Appropriate Skills and Expertise in Our ESG Governance

Our ESG governance model is composed of a diverse group of professionals with expertise across various domains, including ESG, HR, Legal and Compliance, Finance, as well as key leadership roles such as the GCEO, CPO, CFO, Board of Directors, and the Audit Committee. This inclusive structure brings together the Executive Management Team, advisors, and specialists, each an expert in their respective field. It fosters a dynamic exchange of insights, with specialists and advisors providing bottom-up perspectives while the Executive Management Team and the Board of Directors exercises top-down decision-making authority.

This approach ensures that the Board of Directors and the Executive Management Team can guide the overall strategy, approve sustainability initiatives and targets, while leveraging input from specialists and functions within the entire ESG governance model.
The Executive Management Team has been proactive in establishing the ESG Governance Model, ensuring that the team possesses the necessary skills and competencies. Additionally, the entire ESG Governance Team is dedicated to continuously enhancing their expertise to align with business needs and comply with legal requirements, including those outlined in the CSRD.

The Executive Management Team actively supports this process by approving continuous training and skill development, as well as by bringing in new talent and expertise to the ESG Governance Team whenever additional competencies are needed.

Governance Relevance To Material Impacts, Risks and Opportunities (IROs)

As our governance model is comprised of experts in Environment, Human Capital, Legal and Compliance, and Finance, we have ensured that we have the necessary competencies and skills to evaluate our IROs, establish realistic and progressive targets, implement actions, and set metrics to track our progress. Furthermore, by incorporating the perspectives and interests of key stakeholders in our materiality assessment, we believe we have established a comprehensive evaluation process that captures relevant viewpoints and expertise areas, ensuring a holistic approach.

Informing the Board of Directors and Audit Committee and Their Considerations of IROs

The Board of Directors and Audit Committee receive regular updates, at least quarterly, on our ESG performance and progress, as well as any risks and opportunities identified through our due diligence and Double Materiality Assessment process. These updates are provided by the Executive Management Team led by the CPO and include a monthly review of ESG data and the effectiveness of our mitigation strategies and policies, and the implementation of due diligence actions. This includes progress on targets, the potential identification of new risks, and the impact of ESG initiatives on business performance. The Board of Directors considers ESG matters when overseeing emagine’s strategy and decision-making, particularly regarding major transactions and acquisitions and for risk management purposes. The ESG risks are weighed against business objectives and our sustainability strategy and integrated into decisions.

List of ESG Topics Addressed During the Reporting Period

During this reporting period, the following ESG related topics have been addressed and discussed by the Board of Directors, the Audit Committee, the Executive Management Team, including the GCEO, CPO and CFO:

Environment

- Business travel — Reducing our emissions and spending.
- Support for reforestation programmes and trees for onboarding

Social

- People and skill development including the Leadership Academy, Pioneer Programme, Mentoring Programme
- Insights and outcome of our Employee Satisfaction including the quarterly pulse survey results and attrition rates.
- Diversity, Equity & Inclusion initiatives and status on women in leadership

Governance

- ISO 45001- Health & Safety - new certification
- The establishment of a Health and Safety Committee
- Recertification of several ISO certifications including 9000, 14000 and 27001.
- Sustainable Procurement and Supplier Risk Management
- EcoVadis

Governance Due Diligence

As part of our commitment to responsible corporate governance and sustainability, emagine adheres to a comprehensive due diligence process that assesses and manages the risks associated with Environmental, Social, and Governance (ESG) factors across our operations and supply chain. This process ensures that our activities and relationships with stakeholders align with the highest standards of ethical conduct, sustainability, and respect for human rights.

Due Diligence Process
Our due diligence framework is inspired by the core aspects outlined in ESRS, ensuring that we effectively identify, assess, and manage ESG risks throughout our operations and value chain. The key steps in our due diligence process are as follows:

01 Assessment

Assessment of ESG Impacts, Risks, and Opportunities.

We conduct a thorough assessment of the ESG-related impacts, risks, and opportunities in our operations and supply chain, considering the principle of double materiality. Further details can be found in p. 62.

02 Confirmation

Confirmation with Stakeholders and the Executive Management Team.

We validate the assessment results through engagement with key stakeholders and the Executive Management Team to ensure accuracy and alignment. Further details in the Stakeholder engagement process in p. 60.

03 Targets & Actions

Based on the assessments, we set specific targets, update or create new policies, and develop action and mitigation plans to address identified risks. Further details in the Policies, Actions, and Targets in p. 68, 75, 88, 91, 93 and 107.

04 Progress

We establish clear metrics for tracking the progress and effectiveness of our actions, ensuring that they align with our sustainability goals. (Further details on our progress monitoring in p. 76, 91 and 108).

05 Audit

Our internal audits are conducted monthly to evaluate the effectiveness of our ESG metrics and KPI's and to investigate any potential misconduct. Further details about our Audit Process in p. 54.

06 Reporting

We report our ESG progress quarterly to our Executive Management Team, the Board of Directors, Risk & Audit Committee, and our investor, Axel. Further details of our Management Reporting Process in p. 54.

Business Strategy and Sustainability

Our business model revolves around delivering high-end consultancy services and tailored solutions. By offering expertise in areas like Advisory and Solutions, Training, Managed Services and Teams, and Consulting, we ensure that sustainability considerations are integrated into the solutions we provide. Our service delivery model, including onshore, nearshore, offshore, and remote options enables us to offer flexible and efficient solutions that increase operational sustainability.

Our strategy and business model are closely aligned with our commitment to sustainability and addresses key elements that impact both our operations and value chain.

The first pillar focuses on uniting our organisation around a shared commitment to culture, people, and processes. This cultural integration supports sustainability by fostering collaboration and ensuring that sustainability goals are embedded throughout the organisation. The second pillar continues to expand and strengthen our core business of staff augmentation.

As we scale, we are committed to sustainable growth by driving efficiency and optimising resources. Finally, the third pillar emphasises our evolution into a consultancy that leverages a hybrid model. This transition allows us to create more value for clients while embracing more sustainable, flexible, and efficient service delivery models.

Our Three Pillars

01	02	03
WE WANT TO	WE WANT TO	WE WANT TO
consolidate our operations to deliver a unified service across all markets and sectors.	enhance our core offerings	to develop our operating model.

Purpose and Values

Our purpose, is to challenge and enhance how businesses leverage expertise, which aligns with our commitment to sustainability by continuously improving our solutions for long-term impact. Our core values, Dedicated, Responsible, Genuine, and Confident, guide us in addressing sustainability challenges, ensuring that sustainability is embedded in our decision-making processes.

Mission and Vision

Our mission is to find new ways to deliver value, regardless of timing, place, or expertise, while our vision is to become a global consultancy recognised as a pioneer in the industry. We aim to help organisations drive digital transformation, optimise operations, and stay at the forefront of technological advancements, all while prioritising sustainable practices. This focus on innovation and sustainability drives our strategic initiatives and reflects our commitment to a sustainable future. We are committed to continuous growth and improvement. This means we are always eager to enhance our practices as soon as we identify areas for development. Our sustainability strategy is a prime example of this mindset, where we constantly strive to raise the bar for ourselves.

Value Chain and Key Groups

Our value chain is an integrated cycle that starts with acquiring and developing the right talent and knowledge for our clients by delivering high-value consulting services and ends with ongoing support and continuous improvement. Our hybrid delivery model, flexible to client needs and locations (Onshore, Nearshore, Offshore, or Remote), adds value at each stage by ensuring the right expertise is provided in the most effective manner. By continuously innovating and maintaining strong client relationships, emagine creates long-term value for our clients while driving digital transformation, operational excellence, and industry leadership.

Our core operational infrastructure relies on vendors providing IT systems, data centres and security solutions. These suppliers are integral to emagine's service delivery capabilities, enabling us to meet the needs of our clients, who constitute our end-user base.

Value Chain Activities

Upstream: Input & Knowledge Acquisition

Talent Acquisition and Partnering
Sourcing top talent, building strategic partnerships, and establishing connections with industry leaders in areas such as Strategy, Change & Transformation, Digital Infrastructure, Risk, and Data Analytics.

Knowledge Development
Investing in continuous training, professional development, and staying updated with industry trends and best practices to enhance our service delivery capabilities.

Core Activities: Operations & Service Delivery

Advisory & Solutions
This is the first step in the value chain, where our consultancy helps clients define strategies, identify key opportunities, and create customised solutions.

Training
Providing clients with the necessary skills and knowledge to implement change and enhance internal capabilities, ensuring they have the expertise to maximise the value of your services.

Managed Services & Managed Teams
Delivering managed services with tailored teams to help clients manage complex operations. This stage involves close collaboration, ensuring that clients' needs are met through ongoing service management.

Consulting
Offering high-level consulting services in key areas such as digital transformation, risk management, compliance, and business optimisation. The goal is to provide strategic guidance that drives organisational change and technological advancement.

Downstream Activities: Client Interaction & Delivery

Flexible Delivery Models (Bestshoring approach)
Leveraging the Bestshoring Delivery Approach to ensure services are delivered in the most effective manner—whether onshore, nearshore, offshore, or remote—tailored to the specific needs of the client in terms of location, cost, and expertise.

Post-delivery Support:

Ongoing Support and After-Sales
Providing continuous support to clients after project completion, whether through help desks, managed services, or further consultancy, ensuring sustained value.

Feedback and Continuous iImprovement
Gathering feedback from clients to improve processes, identify additional opportunities, and adapt solutions to maintain long-term relationships and drive further business growth.

Innovation and Value-Added Services Driving Digital Transformation and Innovation
Constantly exploring new ways to help clients stay ahead in the rapidly evolving digital landscape. This includes keeping up with technological advancements and offering innovative solutions to enhance operations and business outcomes.

Sustainability and Optimisation
Focusing on long-term sustainable results by helping our clients optimise their operations and remain competitive in the face of industry changes.

Stakeholder Engagement

We actively engage with our stakeholders through ongoing communication, feedback, professional development, and sustainability initiatives to create mutual value, build trust, and promote sustainable growth.

As part of our Double Materiality Assessment the involvement of our stakeholders has been crucial to ensure a well-informed identification and prioritisation of our most significant Environmental, Social and Governance impacts, risks, and opportunities. Hence, capturing the views and interests of emagine's stakeholders and incorporating their perspectives into our identification process of material topics has been a key part of our materiality assessment and direction of our report and outlook. We recognise the empowerment of actively listening to our employees and stakeholders and acknowledges how it gives us the ability to accelerate and improve through open and honest dialogues. Hereby, we acquire a broader and more accurate portrayal of our organisation and the impact it has or may have on people and the environment.

Our stakeholder engagement process has been guided by our 4 core values: Dedicated, Responsible, Genuine, and Confident. Our commitment to being Responsible in building positive relationships and reducing any negative impact, alongside our commitment to being Genuine by fostering a culture of openness and integrity resonates strongly with how we engage with our stakeholders as part of our materiality assessment.

Identification and Involvement of Our Key Stakeholders

emagine has several important stakeholders that are relevant to consult as part of our double materiality assessment process to ensure that we achieve a full-scale picture of our business sustainability conduct. The views of the following stakeholders have been included:

Stakeholder group	How we engage	Why we engage	Value created
Employees and future employees	• Workshops • Performance and development dialogue • Employee surveys • Social events	• Professional development • Sense of inclusion • Job satisfaction and wellbeing • Clear communication	• Ensure career advancement and skill development • Ensure employee wellbeing, inclusion and safe work environments
Suppliers, business partners and external consultants	• Formal engagement through contracts • Formal partner surveys and questionnaires • Sustainability due diligence	• Revenue and growth opportunities • Sustainability performance	• Ensure stable delivery of goods and services while living up to applicable emagine´s client requirements
Existing and potential clients	• Formal and informal engagement throughout the client relationship. • Review of topics in ESG-related tender material and RFIs received from potential customers. • Formal client surveys and questionnaires	• Value creation and trust • Enable clients to address goals and targets • Support digital transformation and improve digital infrastructure	• Ensure contractual obligations and maintain positive client relationships • Improving clients' operational efficiency through digitalisation
Investors, shareholders and banks	• Workshops • Formal engagement through the Annual General Meeting, external reports, ESG ratings and ongoing dialogue via investor relations/analysts	• Ensure accurate communication and shareholder value • Ensure meeting sustainability and human rights expectations • Informing about other stakeholders' interest and views • Enhancing transparency and trust	• Ensure an adequate, reliable information flow • Ensure efforts in driving emission reduction initiatives • Ensure efforts in driving diversity and inclusion promoting initiatives • Ensure efforts in ensuring strong governance • Ensure a positive financial return through strong growth and margin

Double Materiality Assessment Results

Our identified material IROs are detailed in the DMA process and further elaborated under each relevant topic:

- Climate Change
- Own Workforce
- Business Conduct

Overall, these Impact, Risks, and Opportunities (IROs) are closely linked to our core business activities and are primarily concentrated near our own operations. They relate to our ability to develop and deliver IT services and projects, impacting or being impacted by clients, end-users, employees, and hardware management. Due to their proximity to our business model, most of these IROs are actively managed within our operations, allowing us to take direct action. This includes IROs related to business conduct, our workforce, and certain aspects of climate change, resource use, and the circular economy. For environmental IROs identified in our upstream and downstream value chain, our influence lies in strengthening policies and procedures related to procurement and waste management. Additionally, we are integrating IRO identification and analysis processes into our existing Enterprise Risk Management system. While we actively manage our environmental impact, its negative effects extend beyond the countries in which we operate. Climate change and resource consumption, particularly related to hardware inflows and outflows, have global consequences that require a broader perspective.

The identified Impacts, Risks, and Opportunities (IROs) associated with each of these material topics, and their relevance to our business operations, people and the environment, will be described in greater detail in the following sections alongside a description of our methodological approach and assessment process.

Please note that the 7 ESRS topics deemed non-material in our 2024 DMA, will be monitored throughout 2025. This will help us assess any potential future impacts arising from changes in our business or business environments before revisiting the DMA in 2025. Additionally, the classification of these topics as non-material does not imply that emagine has no actions and targets in place.

Double Materiality Assessment Process

Our process for conducting the Double Materiality Assessment (DMA) is inspired by the guidelines and requirements outlined by the European Sustainability Reporting Standards (ESRS). This includes a comprehensive assessment of ESRS topics, subtopics, and sub-subtopics, as well as an implementation of the definitions of Impacts, Risks and Opportunities (IROs). The assessment has been conducted encompassing the entire emagine Group, the geographies in which we operate, and in considerations of the impacts of own operations as well as of those stemming from our business relationships. As a result, no specific activities, areas, or groups of our workforce fall outside the scope of this assessment. The assessment methodology has incorporated calculations for both impact and financial materiality to ensure a thorough evaluation, as well as including the views and interest of key stakeholder groups.

Double Materiality Timeline
Our preparation for the Sustainability Report and the DMA process has been conducted in a timeline including 5 phases. As illustrated on the following page, Phase 2: Identification, Phase 3: Stakeholder engagement and Phase 4: DMA are directly connected to the DMA process and will be described in further detail in the following section, while phase 1: Preparation and phase 5: Reporting is self-explanatory.

Double Materiality and Identification of IROs
The ESRS topics were adopted into our Risk Management system, ISMS, where they were categorised into actual Impacts (I), Risks (R) or Opportunities (O), or a combination of the three. The topics were assessed based on its potential or actual financial risk or opportunity on/for our business (inward) and its potential or actual impact on people and the environment (outward), hence double materiality. The impacts were assessed as either negative or positive. The initial phase of the DMA was conducted by emagine's ESG Team. In this phase all topics, sub-topics and sub-subtopics were accessed using the defined scoring methodology for impact and financial materiality. In the next assessment phase, stakeholders were included in the process to confirm or modify the preliminary DMA results. All risks, impacts and opportunity scorings were considered from a net risk point of view and before considerations of any mitigating factors and initiatives. However, emagine's mitigating factors and initiatives are tracked in our DMA Management System to ensure traceability and to allow follow up procedures to take place in current and forthcoming reporting periods.

Double Materiality Assessment (DMA)

Timeline 2024/25

September 2024 →	October 2024 →	November 2024 →	December 2024 →	January - March 2025
PHASE 1	**PHASE 2**	**PHASE 3**	**PHASE 4**	**PHASE 5**
CSRD PLANNING	IDENTIFICATION	STAKEHOLDER ENGAGEMENT	DMA	REPORTING
Core tasks: • Understand CSRD requirements and DMA methodology. • Planning and description of CSRD, DMA and ESG reporting methodology.	**Core tasks:** • Identify and create shortlist of relevant ESRS topics to define areas for further assessment, Rationale included in methodology description. • Identification of value chain and its impact on the DMA. • Identification of stakeholders to be engaged in DMA process and invite for interviews, workshops, etc.	**Core tasks:** • Engage with identified stakeholders. • Assess and score ESRS topics' materiality from stakeholder perspectives. • Conclude on the stakeholder engagement analysis and prepare results for the DMA.	**Core tasks:** • Define Impacts, Risks and Opportunities (IROs) and dependencies based on ESRS topic list. • Incorporate stakeholder perspectives. • Score ESRS topics' double materiality and define threshold. • Identify material topics for reporting and validate with internal Audit Committee.	**Describe:** • Material topics and relevance to business and stakeholders. • Policies, actions and resources adopted to manage each material topic. • Track effectiveness of policies and actions through metrics and targets. • Prepare for external audit.

Definitions of Time Horizons and Reaction Pattern
In alignment with the ESRS standards, the following definition of time horizons were used to describe the expected occurrence of our Impacts, Risks and Opportunities in our DMA.

SHORT-TERM	MID-TERM	LONG-TERM
Up to 12 months (equal to reporting period)	12+ months to 5+ years	5+ years

Each topic's classification directly influences the monitoring frequency and the timing of necessary actions. When prioritising mitigation efforts, both the severity of the risk and the time horizon are considered. High-risk topics with a short-term likelihood of occurrence is being addressed more promptly than lower-risk topics that may arise over a longer time perspective.

Materiality Assessment and Threshold
We define material sustainability topics as those ranked at or above "3: Medium" on our assessment scale. Topics meeting or exceeding this threshold are considered material, while those below it are deemed non-material.

Material topics are addressed in this annual report with detailed descriptions of potential impacts, risks, and opportunities, along with corresponding targets, actions, governance structures, and procedures to ensure sustainable management.

The materiality of emagine's impacts, risks, and opportunities is assessed based on both the likelihood of occurrence and the potential magnitude of effects. A topic is considered material if it surpasses the defined threshold for either impact materiality (outward impact) or financial materiality (inward impact).

Due Diligence and Review
Thus, the results of our Double Materiality Assessment set the direction for our ESG focus and outlook for 2025 and beyond. It is important to note, that topics deemed non-material are periodically monitored to ensure that the non-materiality continues to exist, whilst material topics are closely tracked and monitored throughout the annual reporting period. In the process of determining materiality for each ESRS topic, internal review dates have been set for each topic and responsibilities have been appointed to relevant emagine employees to ensure proper handling. Material topics are tracked ongoingly, and its progress and impacts are reviewed every quarter, while non-material topics are revisited and reviewed annually as part of the Double Materiality Assessment. The Executive Management Team is kept informed about material topics and their associated risks, ensuring these topics are integrated into emagine's overall risk profile, strategy, and actions.

Changes in DMA Processes Compared to Prior Sustainability Report
A more comprehensive stakeholder engagement process was undertaken for this sustainability statement compared to previous reporting years, ensuring better alignment and a more holistic risk perspective. This process included the interest and views of multiple organisational layers and external stakeholder groups. Additionally, the calculation method for impact and financial materiality has been refined to fit the ESRS guidelines for risk assessment methodology.

Risk Management and Internal Controls
To support accurate and reliable sustainability reporting, emagine has established a risk management and internal control system in ISMS. This system upholds the integrity of our risk register and assessment processes. It enables us to track, evaluate, and control risks effectively.

Our risk management approach utilises a semi-quantitative methodology, combining both quantitative and qualitative data. Risks are assessed using a predefined scoring model, as outlined in the section regarding our Double Materiality Assessment (DMA) methodology. Risks are ranked based on calculated scores for likelihood and impact severity, with prioritisation determined by a combination of their time horizon, severity, and likelihood.

The identified key risks, resulting from our double materiality assessment and materiality matrix, are detailed alongside mitigation strategies and actions in Environmental, Social and Governance sections. Findings from these assessments are integrated into internal functions and processes, ensuring that ESG risks are communicated across departments and action plans are developed promptly. The outcomes of our risk assessments and internal control activities are reported every quarter to the Board of Directors, Risk & Audit Committee, and the Executive Management Team.

These periodic reports enable the highest levels of governance to review ESG risks comprehensively, facilitating timely decisions and necessary adjustments to strategies.

Environmental Information

Climate Change

emagine recognises that businesses play a crucial role in protecting the environment and addressing climate change; a responsibility we take very seriously. That is why our commitment to sustainability is deeply embedded in our business operations, decision-making processes, and collaborations across our value chain.

Each year, we strive to improve our environmental performance in alignment with our transition plan, continuously launching new initiatives and refining existing ones to drive meaningful progress. We are always seeking innovative ways to enhance our sustainability efforts and make a greater impact, not only by improving our own practices but also by inspiring our partners and suppliers to do the same.

Our commitment and environmental efforts align closely with the United Nations Sustainable Development Goals (SDGs), with particular focus on:

SDG 7	**Affordable and Clean Energy:** By supporting energy efficiency and the transition to renewable energy solutions.
SDG 12	**Responsible Consumption and Production:** By reducing waste, optimising resource use, and promoting circular economy principles.
SDG 13	**Climate Action:** By implementing strategies to minimise carbon emissions and advocating for climate-conscious business practice.

Material Impacts, Risks, and Opportunities

The following IROs have been defined:

Climate change	IRO	Description	Potential effects	Potential time horizon	Value chain (own Operations (OO), Upstream (UVC) / downstream value chain (DVC)
Mitigation	Negative impact, Climate-related transition risk	As emagine continues our growth through ongoing acquisitions and business growth, our ability to mitigate emissions faces challenges, particularly when integrating new offices in different countries and expanding our workforce. This development poses a risk to our emission reduction efforts compared to our 2020 baseline.	Risk of not meeting the transition plan approved by the Science-Based Targets initiative (SBTi), leading to reputational damage from failing to achieve environmental targets and meet client expectations, including those of existing and potential new clients, as well as the risk of increased emissions exacerbating environmental impact and contributing to climate change.	Short-long term to long-term	OO
Adaptation	Risk: Climate-related transition risk, Climate-related physical risk	The increasing severity and frequency of extreme weather events due to climate change may place additional strain on our office facilities, requiring them to cope with heat, heavy rainfall, snow, and other challenges. This could potentially lead to higher energy consumption, increased emissions, or potential facility breakdowns. Moreover, these climate impacts may disrupt our clients' operations, especially those reliant on natural resources, potentially resulting in decreased business or operational challenges that simultaneously affect our own performance.	Risk of increased emissions from higher energy consumption and rising prices, potentially hindering our transition plans, along with the risk of losing business from clients reliant on natural resources as climate change disrupts their operations, further exacerbating environmental impact and contributing to climate change.	Mid to long term	OO
Energy	Negative impact, Climate-related transition risk	The majority of our energy consumption arises from our office facilities and from the use of data centres when using cloud solutions.	Risk of increased emissions from higher energy consumption and rising prices, potentially hindering our transition plans and exacerbating environmental impact and climate change.	Short to long-term	OO

Strategy

Transition Plan

Our climate change transition plan is fully aligned with the Paris Agreement, aiming to limit global warming to 1.5°C or below. Recognising the urgency of reducing greenhouse gas (GHG) emissions, we have committed to science-based reduction targets that contribute meaningfully to global decarbonisation efforts. Our GHG reduction targets were validated by the Science Based Targets initiative (SBTi) in 2021, ensuring that our commitments align with the latest climate science and the pathways necessary to meet the goals of the Paris Agreement. Through this framework, we are actively working to reduce our Scope 1 and 2 emissions by 42% before 2030, and as a minimum stagnating our Scope 3 emissions compared to our 2020 base year.

By following the SBTi-approved reduction targets, we ensure that our sustainability efforts are both ambitious and measurable. The transition plan has been implemented and approved by emagine's Executive Management Team.

Key Decarbonisation Levers and Actions

Energy Efficiency & Renewable Energy (Scope 1 & 2)

We have a focus on reducing energy consumption in our offices and operations by optimising energy use, improving efficiency, and integrating smart technologies in collaboration with our landlords.

We transition to renewable energy sources where feasible, including sourcing green electricity for our office spaces. We prioritise renewable energy sources (solar, wind, green electricity) when opening or relocating offices.

We minimise business travel emissions by prioritising virtual collaboration, optimising travel policies, and promoting sustainable travel alternatives.

Electrification (Scope 1)

We are replacing fossil fuelled company vehicles to electric alternatives as per our Green Car Policy.

Technology-Driven Decarbonisation (Scope 2+3)

We invest in low-carbon and energy-efficient technologies when possible.

We enhance digital and cloud-based solutions to support clients in optimising their IT operations with energy-efficient and low-carbon technologies.

We leverage digital transformation to optimise processes, reduce resource consumption, and enable more efficient service delivery.

We encourage clients to adopt sustainable IT solutions, such as cloud computing, which can reduce infrastructure-related emissions.

Employee Engagement (Scope 1+2+3)

We foster a sustainability-driven culture by educating employees on emissions reduction and integrating environmental considerations into daily operations.

In our scope of business we have defined the following decarbonisation levers and actions:

SCOPE 1 & 2
Lowering direct emissions and energy consumption across our operations by improving efficiency and increasing the use of renewable energy.

SCOPE 3
Engaging with suppliers, partners, and clients to promote sustainable practices, encourage low-carbon solutions, and minimise indirect emissions throughout our value chain.

The initiatives supporting our transition plan are continuously assessed to ensure progress and that we meet our targets. This ongoing evaluation also requires us to explore ways to enhance our initiatives or develop new sustainable solutions to support our emissions strategy. Continuous improvement and sustainability are integral to our business strategy. Each year, we implement new initiatives where needed to drive our transition plan forward, ensuring we reduce emissions while continuing to grow our business.

Sustainable Supply Chain & Sustainable Procurement (Scope 3)

We focus on sourcing sustainably prioritising low-carbon products and services.

We implement circular economy practices (e.g., recycling, reusing materials).

We support our suppliers and clients to obtain sustainable business practices, promoting emissions reductions across our upstream and downstream value chain.

We embed sustainability criteria in procurement decisions to favour low-carbon and environmentally responsible suppliers.

We work with suppliers and clients to promote sustainable practices and reduce emissions across the value chain.

We implement circular economy principles to reduce waste.

Low-Carbon Business Travel & Mobility (Scope 1 + 3)

We reduce our business travel emissions through prioritising Virtual Teams meetings over physical meetings whenever possible and an added approval process for air travel.

We offer remote and hybrid work models to reduce office-related energy use and to reduce commuting emissions.

Carbon Offsetting & Nature-Based Solutions

We invest in carbon offset through global reforestation programmes, and support biodiversity, livelihoods and ecosystem restoration to enhance carbon sequestration.

Cloud Only: The Future of IT and Sustainability

emagine Consulting has adopted a “Cloud Only” strategy to enhance IT efficiency while supporting sustainability. Shifting from on-premises to the cloud reduces energy consumption, waste, and greenhouse gas emissions.

Why Move Everything to the Cloud?

Traditional data centres require high energy, cooling, and maintenance costs. Cloud computing offers:

- **Scalability & flexibility:** The ability to adjust resources as needed to avoid unnecessary consumption.
- **Lower costs:** The option to pay only for what you use, eliminating costly infrastructure investments.
- **Security & compliance:** Top-tier data protection and regulatory compliance.
- **Sustainable operations:** Optimised energy use and waste reduction.

Cloud Only and ESG Benefits
A Cloud Only approach actively supports sustainability, through various measures.

1. **Reduced carbon footprint** Migrating to the cloud can lower emissions by up to 98% through efficient energy use.
2. **Optimised resource utilisation** AI-driven workload management minimises waste and operational costs.
3. **Energy innovation** Advanced cooling methods reduce power consumption while boosting performance.
4. **Global community impact** Cloud providers support numerous environmental projects worldwide.
5. **Water sustainability** Aiming to be water-positive by 2030, cloud solutions help replenish more water than they consume.
6. **Waste reduction** Targeting zero-waste certification through hardware recycling and e-waste reduction.
7. **Ecosystem protection** Commitment to net-zero deforestation for new data centre construction.

Conclusion
“Cloud Only” is the key to sustainable, cost-effective IT. emagine Consulting is embracing this approach, leading the way in energy efficiency, innovation, and strong ESG commitments for a future-proof cloud infrastructure.

Climate Change Resilience Analysis

Considering a climate change scenario with a +2°C temperature increase, and based on the Task Force on Climate-related Financial Disclosures' classification of potential transition risks, as well as the EU's classification of climate-related hazards (Commission Delegated Regulation (EU) 2021/2139), we assess that the long-term (5+ years) impact on our business operations will remain low, given the nature of our business model and the markets we serve.

Our agile business model enables us to adapt effectively to shifting market conditions, including changes in customer behaviour, technological advancements, and evolving consumer preferences. Additionally, our offices are located in urban-adjacent areas, away from protected natural zones, where climate-related hazards, such as changes in temperature, wind patterns, precipitation, hydrological variability, and soil conditions, are unlikely to cause significant negative effects on our operations or facilities. While climate variability may lead to increased energy use in some locations and reduced consumption in others, our commitment to renewable energy and energy-efficient facility management mitigates these effects. Consequently, the overall climate-related impact in a +2°C scenario is not considered severe.

For acute climate-related hazards, our employees are trained to follow local emergency preparedness plans, ensuring their safety and readiness in extreme weather events. As a result, the impact of climate-related hazards on our employees is assessed as low-risk with minimal overall impact.

While our direct exposure to climate-related risks is limited, some of our clients rely on natural resources for their products, making them more vulnerable to climate change. Changes in temperature, water availability, and ecosystem stability could negatively impact their production processes, supply chains, and overall business performance. This, in turn, may affect their financial stability and purchasing capacity, potentially impacting business partners like emagine. However, at present, we do not consider this a significant risk. Given our diversified client base and adaptable business model, we assess the potential impact as manageable within our long-term strategy.

Furthermore, increased pricing on GHG emissions and heightened reporting obligations will impact the market uniformly, maintaining a level competitive landscape as all industry players must comply with the same regulations. Thus, regulatory and policy changes do not pose a significant risk to our business model, competitive position, or long-term resilience.

The resilience analysis has been conducted as part of the climate-related aspects of our Double Materiality Assessment, further reinforcing our confidence in our ability to adapt to climate-related changes. Overall, our ability to navigate these challenges is strong, and we anticipate a low impact from rising temperatures over a 5+ year horizon.

Environmental Certification and Policies

Maintaining our ISO 14001 environmental certification is crucial for managing stakeholder expectations and advancing our sustainability efforts. Since 2021, we have carried out regular internal and external audits, implemented continuous improvements, provided training, and ensured effective communication to reinforce our commitment to environmental management and uphold stakeholder trust. Following the first Materiality Assessment, ISO 14001 has been identified as essential for our competitiveness and success. We view this certification as a cornerstone in our approach to environmental sustainability.

A key element of our ISO 14001 certification is the establishment of Environmental Policies covering areas such as emissions, climate change, energy consumption, water resources, waste management, recycling, and procurement. These policies aim to reduce travel emissions, improve energy efficiency, and manage waste responsibly. We communicate these commitments to our employees, encouraging them to follow guidelines to reduce environmental impact. Progress is ensured through continuous improvements and annual internal audits. All policies align with ISO 14001 standards, and we allocate necessary resources to implement and enhance our Environmental Management Systems. These policies are listed in the general disclosures section.

1. Environmental and Waste Policy
2. Travel Policy
3. Sustainable Procurement Policy
4. Green Car Policy

emagine has implemented a range of policies to reduce emissions and support our transition plan. Our Environmental and Waste Policy takes a comprehensive approach to climate change mitigation, adaptation, energy efficiency, and renewable energy by prioritising energy efficiency, invest in renewable energy sources when possible, and promoting electric company vehicles, as outlined in our Green Car Policy. These initiatives help lower our overall carbon footprint and align with our transition plan.

Beyond emissions reduction, our Environmental and Waste policy integrates climate change adaptation by assessing environmental and sustainability risks in procurement. Energy efficiency remains a key priority, with commitments to reducing corporate energy consumption, optimising transportation to lower emissions, and improving resource management. Our goal of sourcing 100% of our purchased electricity from renewable sources by 2030 underscores our commitment to phasing out fossil fuels. Through concrete actions, including employee training, waste reduction, and transparent sustainability reporting, emagine embeds environmental responsibility into our core business strategy.

Our Travel Policy also plays a critical role in climate action, promoting sustainable travel practices that reduce emissions and improve energy efficiency. By optimising transport distances, prioritising low-emission options, and by implementing automated travel booking through digital tools, we actively improve our ability to track and manage our carbon footprint. The policy also supports climate adaptation by assessing travel-related environmental impacts, and ensuring compliance with sustainability regulations.

Our Sustainable Procurement Policy further strengthens our commitment to environmental responsibility by requesting that our supply chain supports climate change mitigation, adaptation, energy efficiency, and the transition to renewable energy. By prioritising ethical and environmentally responsible sourcing, we reduce emissions, minimise waste, and promote sustainable product and service selection. Our procurement strategy follows the waste hierarchy—reduce, reuse, and recycle—reducing resource consumption and promotes circular economy principles.

Climate mitigation is embedded in our procurement process through supplier engagement, requesting vendors to comply with environmental laws, cut greenhouse gas emissions, and responsibly manage waste. The policy also advances green procurement by increasing the share of eco-labelled products and ensuring sustainable sourcing practices.

Adaptation efforts include comprehensive sustainability risk assessments, compliance, and the selection of products with minimal environmental impact.

Additionally, our "Cloud and Laptop Only Strategy", which is part of our Sustainable Procurement Policy, contributes to the reduction of our carbon footprint by transitioning workloads to energy-efficient cloud computing, lowering operational emissions. Energy efficiency remains a key focus, with IT procurement optimisation, selection of energy-saving technologies, and supplier engagement to drive sustainability. The policy also aligns with renewable energy goals through Microsoft Azure's sustainability initiatives, which include renewable energy integration, water conservation, waste reduction, and net-zero deforestation commitments.

Together, these policies form a cohesive strategy that ensures emagine continuously reduces its environmental impact while supporting the global transition to a sustainable, low-carbon future. We recognise, however, that continuous implementation and awareness within our workforce and across our value chain are essential to ensuring that these policies are not just words on paper but are actively practiced. This remains an ongoing effort, and we are committed to making steady progress.

Policies

ENVIRONMENTAL AND WASTE POLICY

TRAVEL POLICY

SUSTAINABLE PROCUREMENT POLICY

GREEN CAR POLICY

Actions

E-Waste Reduction & Recycling

In 2023, we strengthened our commitment to responsible e-waste management by partnering with TES, a sustainable technology lifecycle provider. Through this partnership, retired or defective IT equipment is either refurbished or recycled, ensuring that valuable electronic components are repurposed as secondary materials.

This programme continues throughout 2025 and beyond, reinforcing our commitment to a circular technology economy.

Status:
Implemented/Ongoing.

Contributing to decarbonisation lever:
Sustainable supply chain and sustainable procurement

Green Company Cars

In 2023, emagine introduced a new green car policy as part of our ongoing commitment to reducing CO_2 emissions. This policy mandates that all company vehicles be fully electric by January 2026, with all newly purchased or leased vehicles required to be electric from January 2024 onward. Since its implementation, we have already seen a positive impact, including a reduction in fuel consumption and a decrease in the number of fuel-driven vehicles, directly contributing to lower CO_2 emissions in 2023.

Status:
Implemented/Ongoing.

Contributing to decarbonisation lever:
Electrification.

Employee Trees

In 2024, we invested in an employee forest, planting 1,100 trees to represent our workforce and as part of our commitment to sustainability. In 2025, we will expand this forest and introduce a new initiative to plant two trees for every new employee we hire. This onboarding initiative began in February 2024.

Status:
Implemented/Ongoing.

Contributing to decarbonisation lever:
Carbon offsetting and nature-based solutions.

Sustainable Procurement

In 2024, we implemented a Sustainable Procurement Policy to improve responsible purchasing practices across our organisation. This policy introduced structured processes for sourcing sustainable products while also emphasising a reduction in overall material consumption. To further minimise our environmental impact, we are actively working to reduce printer and paper usage by implementing “planet-friendly” electronic solutions, promoting a paperless work environment where possible. Additionally, we have strengthened our collaboration with facility managers to drive sustainable building management across our offices. By coordinating efforts, sharing best practices, and providing sustainability-focused guidance, we are enhancing our commitment to greener office spaces and reducing our operational footprint.

Status:
Planned/Ongoing.

Contributing to decarbonisation lever:
Sustainable supply chain and sustainable procurement.

Employee Training

We actively engage our employees in our environmental initiatives by making all relevant information accessible on our intranet. Our dedicated ESG pages provide a clear understanding of what ESG means for our business, along with our targets, progress, and commitments. To ensure awareness and implementation, we conduct training on all ESG-related policies, equipping our workforce with the knowledge to integrate sustainability into their daily work. Additionally, we provide ESG training as part of our onboarding programme, ensuring new employees understand our commitments from day one. Moving forward, we will continue fostering engagement and collaboration, inspiring our employees, and being inspired by them, to drive ongoing environmental progress.

Status:
Implemented/Ongoing

Contributing to decarbonisation lever:
Employee engagement

Metrics and Targets

In 2021, we committed to a 42% reduction of our Scope 1 and 2 GHG emissions and to reduce our Scope 3 emissions by 2030. This target was approved by SBTi using a streamlined target validation route exclusive to small and medium-sized enterprises (SMEs). In 2024 we succeeded improving our 2020 baseline with 43.33% and at the same time growing the company quite rapidly — and actually outgrowing the limits for SBTi small and medium-sized enterprises (SMEs). Based on this we have decided to revisit SBTI targets for bigger companies.

Accounting Principles

Non-Renewable Sources
Energy from non-renewable sources covers fuel consumption related to the Group's leasing car fleet, natural gas consumption related to the heating of office buildings, consumption of electricity related to emagine office activities and district heating related to office activities. For conversion from litre and m3 consumption to megawatt-hours, Defra/ DEEC's Fuel conversion factors from 2024 have been used.

Renewable Sources
Energy from renewable sources covers district heating and electricity related to our office activities.

Energy Consumption and Mix

	Base year, 2020	2024 result	2030 target
GHG emissions (ktCO2eq) – Scope 1 and 2	1,387.23	786.9	804.59

Energy Consumption and mix		**2024**	**2023**	**2022**
Fuel consumption from crude oil and petroleum products	MWh	591.51	797.26	835.91
Fuel consumption from natural gas	MWh	-	-	-
Consumption of purchased or acquired electricity, heat, steam and cooling from non-renewable sources	MWh	596.65	759.51	1,037.05
Total non-renewable energy consumption	**MWh**	**1,188.16**	**1,464.83**	**1,840.64**
Share of non-renewable sources of total energy consumption	%	69.71	69.43	74.90
Consumption of purchased or acquired electricity, heat, steam and cooling from renewable sources	MWh	516.17	607.28	616.90
Total renewable energy consumption	**MWh**	**516.17**	**607.28**	**616.90**
Share of renewable sources of total energy consumption	**%**	**30.29**	**30.57**	**25.10**
Total energy consumption	**MWh**	**1,704.33**	**2,109.86**	**2,457.54**

Environment	Unit	2024	2023	2022	2023-2024
Scope 1 GHG emissions					
Gross Scope 1 GHG emissions	tCO2e	158.60	185.85	194.58	-14.66%
Scope 2 GHG emission					
Gross location-based Scope 2 GHG emissions	tCO2e	431.05	564.85	814.76	-23.69%
Gross market-based Scope 2 GHG emissions	tCO2e	627.59	776.67	1,001.36	-19.19%
Scope 3 GHG emission (significant)					
Total Gross indirect (Scope 3) GHG emissions	tCO2e	3,513.72	3,555.28	2,950.86	-1.17%
Scope 3.1: Upstream purchased goods and services	tCO2e	2,276.92	2,181.99	1,667.86	4.35%
Scope 3.2: Upstream capital goods	tCO2e	124.80	165.79	431.52	-24.73%
Scope 3.3: Upstream fuel and energy related activities	tCO2e	145.03	175.23	283.63	-17.24%
Scope 3.5: Upstream waste generated in operations	tCO2e	333.20	402.20	-	-17.15%
Scope 3.6: Upstream business travel	tCO2e	449.04	304.64	283.63	47.40%
Scope 3.7: Upstream employee commuting	tCO2e	184.74	325.43	330.10	-43.23%
Total GHG emissions					
Total GHG emissions (location-based)	tCO2e	4,103.36	4,305.98	3,960.19	-4.71%
Total GHG emissions (market-based)	tCO2e	4,299.91	4,517.80	4,146.79	-4.82%

Gross Scopes 1, 2, 3 and Total GHG Emissions
Since 2019, we have reported on our Scopes 1, 2, and 3 emissions (5 categories). In our efforts to improve data quality and the total scope of our emissions, we expanded our Scope 3 reporting to include Scope 3.5 (Waste) in 2023. In 2025 report, we will include Scope 3.4 (Transport and Distribution) — and hereby report on Scope 3.1-3.7. In 2025 we will also include newly acquired companies in the group.

GHG data hierarchy	Scope 1 / Energy mix		
	Diesel	Petrol	Gas
1. Actual consumption directly stated on the invoice from the vendors	89.49%	89.21%	0%
2. Estimations based in average price per unit of consumption (kwh, litres, m3= emagine Consulting A/S purchases in the relevant period	10.51%	10.79%	0%

GHG data hierarchy	Scope 2 / Energy mix	
	Electricity	District Heating
1. Actual consumption directly stated on the invoice from the vendors	70.59%	85.80%
2. Data supplied by the vendor open request through written communication	4.65%	7.57%
3. Estimations based on historical	4.65%	0.96%
4. Estimations based in average price per unit of consumption (kwh, litres, m3= emagine Consulting A/S purchases in the relevant period	20.11%	5.68%

Scope 1

Our Scope 1 emissions derive from fuel for leased cars. The year developed as expected and has decreased by 18.49% from 194.58 to 158.60 from 2022 to 2024. In 2023 we introduced a new Group car scheme stating that all new company cars must be electric cars. We expect the decrease of emissions in Scope 1 to follow the changes to new company cars.

Accounting Principles

Scope 1 greenhouse gas (GHG) emissions refer to the direct emissions from sources that are owned or controlled by an organisation. Direct GHG emissions comprise the sum of greenhouse gases, which are converted to CO_2 equivalents. The emissions arise from the combustion of fuel products related to emagine´s leased cars. To calculate GHG emissions, the latest version of Defra GHG Conversion factors (2023) has been used.

Scope 2

Our Scope 2 accounts for electricity and district heating for offices. Scope 2 location-based emissions has decreased by 47% since 2022 from 814.76 to 431.05 tonnes CO_2e. The decrease has primarily been a result of a decrease of office space in PL and generally moving into newer and more sustainable offices in many countries.

Due to the nature of the reporting, the location-based method does not take investments in renewable energy into consideration. Scope 2 market-based emissions has decreased by 37% since 2022, from 1001.36 to 627.59 tonnes CO_2e. The increase was a result of increased business activities in our entities operating outside of the European energy grid. As was the case for 2023, 100% of our electricity consumption on the energy grid was covered by IEA emissions.

Accounting Principles

Scope 2 greenhouse gas (GHG) emissions refer to the indirect emissions resulting from the generation of purchased energy that is used by an organisation. Scope 2 emissions occur at the facility where the energy is generated, thus being classified as indirect emissions. The emissions are linked to the electricity and district heating consumption related to emagine office activities.

Scope 2: Market-Based

Emissions are calculated by taking the specific energy sources an organisation uses for its purchased electricity, heat, or steam. Renewable energy purchases and credits are considered when accounting for indirect GHG emissions using the market-based approach. To calculate GHG emissions the 2024 version of IEA country factors has been used.

Scope 2: Location-Based

Emissions are calculated by taking the specific energy sources an organisation uses for its purchased electricity, heat, and steam and using average emission factors for the regional or national energy grid. This method reflects the energy mix within the specific area of consumption and does not consider any purchase of renewable energy or credits. To calculate GHG emissions, the latest 2024 version of the IEA country factors has been used.

GHG data hierarchy	Scope 3			
	Capital Goods	Purchased Goods	Waste	Business travel
1. GHG emission data supplied directly by the supplier	0%	0%	0%	34.78%
2. GHG emission calculated based on actual purchase	0%	0%	0%	0%
3. GHG emission calculated based on net-spend	100%	100%	100%	65.22%

Scope 3

Total gross Scope 3 emissions decreased by 1% from 2023 to 2024. The main development during the year was an increase in business travel by 47% mainly to the acquiring of companies in India and UAE and a decrease in employee commuting due to a new and more precise calculation method.

Accounting Principles

Scope 3 emissions are the indirect greenhouse gas emissions attributed to emagine Consulting´s value chain. Scope 3 comprises 15 categories. Here are the accounting practices and remarks for the reported categories: 3.1-4, 3.5-7 and remarks for 3.11 (non-reported).

3.1 Purchased Goods and Services

GHG emissions associated with the Group's purchase of goods and services are calculated as the direct cost including VAT associated with a specific type, multiplied by a matching emission factor from Defra's table 13 direct-spend-based emission factors. The direct cost has been converted to DKK using the average exchange rate for each country 31.12, to align with the currency used in the spend based emissions factors.

emagine's ESG team has mapped external consultants as part of the company's value chain, and their input has been collected through engagement as part of the DMA process. All consultants' emissions are considered under Scope 3:

Category 3.1

Emissions from consultants working directly with emagine projects (purchased services). emagine is already reporting on these.

3.2 Capital Goods

GHG emissions associated with the Group's additions to tangible assets, are calculated as the amount of capitalised cost associated with a specific type, multiplied by a matching emission factor from Defra's table 13 direct-spend-based emission factors. The capitalised amount has been converted to DKK using the average exchange rate for each country 31.12, to align with the currency used in the spend based emissions factors.

3.3 Fuel-and-energy-related Activities

GHG emissions related to fuel- and energy-related activities not accounted for in Scope 1 or Scope 2, comprise indirect emissions associated with the production of purchased fuels and electricity. The GHG emissions are calculated using the 2024 version of the IEA country factors multiplied by the Scope 1 and Scope 2 consumption.

3.5 Waste Generated in Operations

GHG emissions of waste generated in operations refers to the greenhouse gas (GHG) emissions resulting from the disposal and treatment of waste produced by a company's operations. The GHG emissions are calculated using actual waste data from each location. The actual waste data covers the waste generation for September in all locations in all countries (IT not included). This data has then been used as a proxy to estimate the waste generated in the remaining period throughout the Group.
All IT equipment are being collected by the IT Department — and about 50% are being sold and reused by a third party customer — and the rest is IT waste. The GHG emissions generated by the waste data for the Group have been calculating using the latest version of Defra's GHG Conversion factors (2024).

3.6 Business Travel

GHG emissions associated with the Group's business travel activities are calculated as the amount of direct cost including VAT associated with flight, taxi, train, bus, ferry, and accommodation, multiplied by a matching emission factor from Defra's table 13 direct-spend-based emission factors. The direct cost has been converted to DKK using the 31.12 exchange rate for each country to align with the currency used in the spend-based emission factors. Supplier-specific data: For the category of flight, for the entities in DK, GE and PL, emissions are based on supplier-specific data. The part of the direct cost related to supplier-specific data has been subtracted from the direct cost base of the spend-based emission calculation to avoid double counting.

3.7 Employee Commuting

GHG emissions related to employee commuting are linked to the indirect emissions generated from the transportation of employees between their homes and their place of work. Emissions have been calculated based on the answers to a survey that included 74 employees that took place during December 2024. The survey included questions regarding: Means of transportation and type, for example electric or diesel vehicle, distance to work, and average weekly days spent working in the office. These average commuting weeks have then been multiplied by the average number of working weeks in each employee's country of work. For the 2024 reporting, the employee commuting emissions have been updated to take account of employees who left the company and newcomers during the period. To account for non-participants and new employees, an average emission figure for an "emagine employee" has been used. To calculate the GHG emissions, the 2024 version of Defra's business travel-land emission factors has been used.

3.11 Use of Sold Products

Emissions from consultants working for emagine's clients (sold services). For this, emagine has reviewed the use-phase emissions types under Category 11. The only potentially applicable emissions would be those generated from the energy consumed by the consultants to perform the work. See further consideration under Scope 3.11.

We have considered estimating external consultants (as described under Scope 3.1) figure to report under Scope 3 Category 11 for sold services but concluded it would not add value to the report. Current guidance is limited to products, and emagine lacks data on consultants' work practices, leading to unreliable calculations.

As the figure will not present a fair view of the emissions generated by the services sold, and since the type (indirect use-phase emissions) is optional, emagine will not report on this category.

GHG Intensity Based on Net Revenue

Total GHG emissions have decreased by 14% from 2023 to 2024. We have succeeded in decreasing emissions slightly while growing revenue.

GHG intensity based on net revenue		2024	2023
Total GHG emissions (location-based) per net revenue	tCO2e/ DKKM	1.11	1.27
Total GHG emissions (market-based) per net revenue	tCO2e/ DKKM	1.16	1.33

Accounting Principles
GHG intensity GHG intensity based on net revenue has been calculated as gross Scope 1, Scope 2 location-based/market-based, and gross Scope 3 emissions divided by reported net revenue in DKK million.

GHG removal activities

GHG intensity based on net revenue	% N / N-1	2024	2023
GHG removal activity: Forest restoration	+ 100%	305 tCO2eq	0
Total GHG removals from own operations (tCO2eq)	+ 100%	305 tCO2eq	0

Accounting Principles
In 2024, emagine partnered with Tree-Nation to invest in 1,100 trees. The CO_2eq offset from these trees is calculated over their lifetime, considering each tree's limited productive carbon capture period. The total CO_2eq captured is recorded here and accounted for only once in our GHG removal calculations, rather than registering the trees' annual CO_2 offset.

Social Information

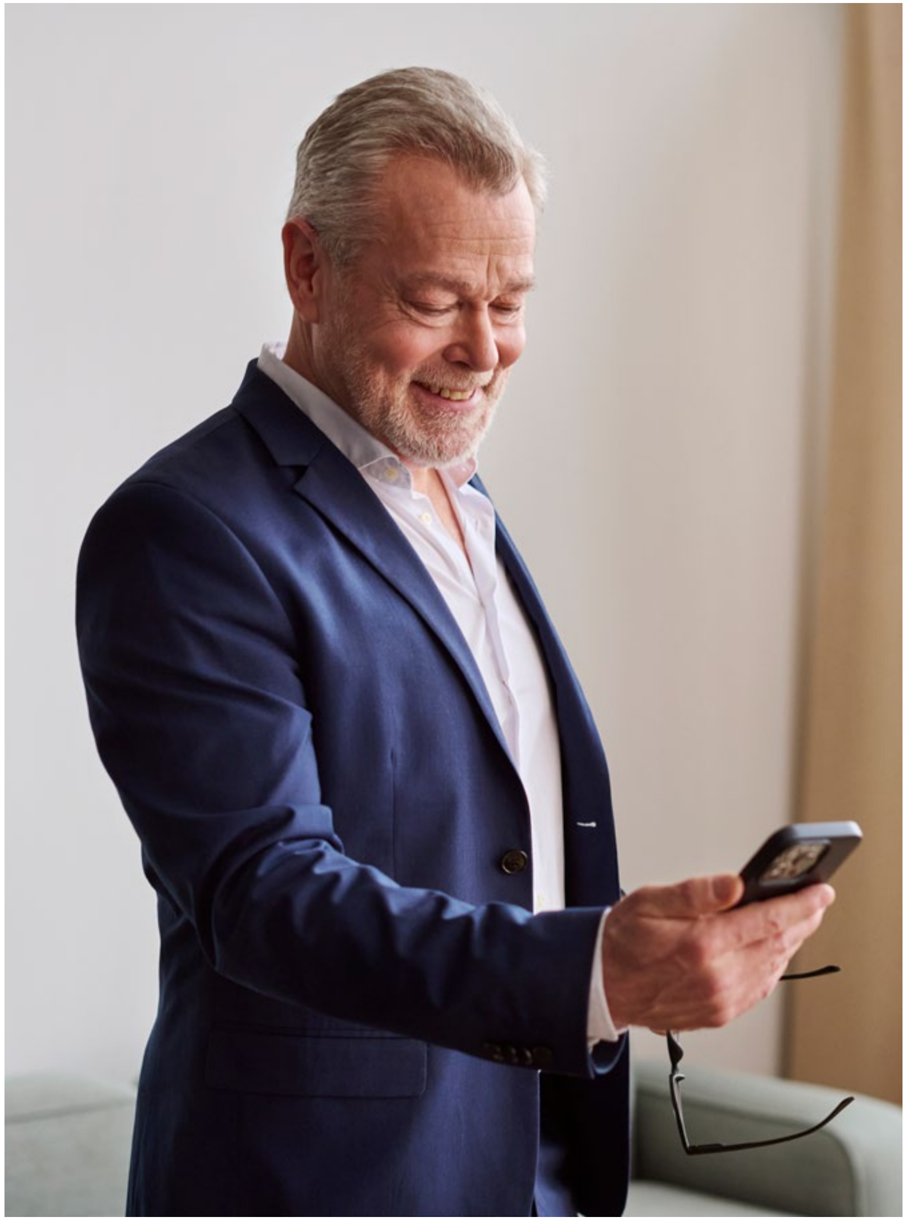
Own Workforce: People Is Our Core

Our people are the heart and foundation of our business. Everything we do is people centred, and we are dedicated to creating an environment where our emagineers can thrive, succeed, and feel valued. We take responsibility for fostering a supportive and empowering culture that emphasises work-life balance, equal treatment, and equal opportunities for all. With a focus on diversity, inclusion, and development, we strive to continuously build a space where our team can grow, innovate, and achieve their full potential. This is fully aligned with our 4 core values; *Dedicated, Responsible, Genuine, and Confident*, which guides us in our approach to sustainability and our commitment to our people.

Our commitment to social responsibility closely aligns with the United Nations Sustainable Development Goals (SDGs), with a particular focus on:

SDG 5	**Gender Equality:** By driving initiatives and setting targets to promote equal opportunities and advancing gender equality.
SDG 8	**Decent Work and Economic Growth:** By providing fair, respectful working environments and fostering business growth that creates opportunities within our workforce and expands job functions.
SDG 10	**Reduced Inequalities:** By promoting equal opportunities for skill development, training, and career advancement within our workforce, while also ensuring equity in pay and promotions.

Material Impacts, Risks, and Opportunities



The scope of our IROs that are connected to our own workforce are viewed from a global group-wide perspective, meaning they can arise at any of our locations across the organisation.

Our workforce is defined as employees who are on emagine's payroll and under our operational control. Non-employees, on the other hand, are individuals not on emagine's payroll but working for emagine on emagine related projects. We recognise that individuals within our workforce may be affected differently and acknowledge that those with certain protected characteristics are at a higher risk of negative impacts, particularly in areas related to diversity, inclusion, equal opportunities, equal pay, and harassment. Additionally, factors such as working hours and work-life balance may pose greater challenges for employees in specific roles or functions.

The following IROs have been defined:

Own workforce	IRO	Description	Potential effects	Potential time horizon	Value chain placement Own Operations (OO)/ Upstream UVC)/ Downstream DVC
Working conditions	Potential negative Impacts	At emagine, we recognise that the nature of our business model can pose challenges to maintaining a healthy work-life balance. Tight deadlines, client expectations, and service deliveries may lead to long and irregular working hours, making it difficult for employees to balance their professional responsibilities with their personal lives in a sustainable way, potentially impacting their well-being.	• Decreased productivity, creativity, and innovation • Increased absenteeism and turnover • Lower job satisfaction and reduced work-life balance • Weakened work dynamics, collaboration, and reputation • Challenges in attracting and retaining talent • Increased stress, burnout, and mental health issues • Greater imbalance between work and family life	Short-term	OO
Equal treatment and opportunities for all	Positive impacts Opportunity (financial)	In 2024, emagine made significant investments in training and skill development for our employees, leading to positive outcomes in both skill enhancement and job satisfaction. These efforts not only foster individual growth but also create valuable financial opportunities for our company. By focusing on developing our internal talent pool, we recognise the direct benefits to our ability to innovate and maintain a competitive edge in the market.	• Increased productivity, competitiveness, and innovation • Improved employee loyalty, retention, and ability to attract top talent • Enhanced problem-solving skills, adaptability, and job performance • Greater career growth, job satisfaction, and motivation • Boosted confidence, well-being, and engagement	Short-term	OO
Equal treatment and opportunities for all	Potential negative impacts	At emagine, we recognise the risks of limited diversity, gender inequality, and workplace exclusion in our industry. As a historically male-dominated sector, unconscious biases, a narrow talent pool, and industry stereotypes can lead to unequal opportunities, pay gaps, and a less diverse workforce. Additionally, high-pressure environments and hierarchical structures may increase the risk of harassment and discourage reporting. A lack of accessibility and accommodations can also exclude individuals with disabilities.	• Increased employee turnover and loss of talent • Poor team dynamics and weakened organisational culture • Reduced innovation, creativity, and market opportunities • Lower job satisfaction, morale, and motivation • Increased mental health issues, stress, and workplace isolation • Decreased productivity, collaboration, and retention • Bias, discrimination, and a toxic work environment • Career stagnation and limited growth opportunities • Legal, compliance, and financial risks • Reputational damage and weakened business values.	Short-term	OO

People Strategy

The interests, views, and rights of our own workforce are integral to shaping our strategy and business model. Our own workforce, along with workers' representatives, participates in the annual Double Materiality Assessment, where their perspectives are used to evaluate the impacts, our business has on people and the environment. The insights gathered from this process help define the topics to address in our annual report and guides the selection of initiatives to focus on. Additionally, our quarterly pulse surveys provide a valuable opportunity to take the temperature of our workforce, and we actively listen to and implement ideas suggested by employees to enhance their working conditions. Workers' representatives also play a crucial role in advocating for employees' rights, ensuring the protection of their safety and human rights.

All these inputs inform our current strategy, and we recognise that our workforce is a key affected stakeholder group that significantly influences our decision-making. As the core of our business, the needs and concerns of our workforce are highly prioritised, with their perspectives playing a pivotal role in shaping our strategic direction.

Health and Safety Certification and Policies

The implementation of ISO 45001 in 2024 has provided emagine with a comprehensive framework to enhance employee safety and well-being, minimise workplace risks, and foster a safer work environment. By adopting this standard, we are able to proactively identify hazards, assess risks, and implement controls to prevent accidents and injuries. This reflects our commitment to worker safety, regulatory compliance, and the ongoing improvement of our health and safety management practices.

To effectively support and implement the ISO 45001, our comprehensive set of group policies are designed to protect the rights and safety of our workforce and are in alignment with the principles set forth by the ISO standard. The aim of these policies is moreover to foster a respectful, harassment-free workplace, promote equal opportunities, and ensure accessible grievance mechanisms for addressing any concerns:

POLICIES

01 EMPLOYEE CODE OF CONDUCT

02 RESPONSIBLE EMPLOYER AND HUMAN RIGHTS POLICY

03 HEALTH & SAFETY POLICY

04 EQUITY, DIVERSITY, AND INCLUSION POLICY

05 UNDERREPRESENTED GENDER POLICY

06 WHISTLEBLOWER POLICY

At emagine, we have a comprehensive set of Group policies designed to protect the rights and safety of our workforce. The aim of these policies is moreover to foster a respectful, harassment-free workplace, promote equal opportunities, and ensure accessible grievance mechanisms for addressing any concerns.

Our Employee Code of Conduct establishes the fundamental standards for our behaviour, while our workforce-related policies provide more detailed guidance on how we uphold our commitment to being a responsible employer. Our Responsible Employer and Human Rights Policy outlines our core human rights principles, covering key areas such as freedom of thought, opinion, and expression, the right to life and security, liberty and privacy, competence development, diversity and inclusion, non-discrimination, non-harassment, employee consultation and involvement, fair working conditions, and remuneration. The policy also explicitly addresses modern slavery, including forced, bonded, or involuntary labour, such as prison labour. It ensures that workers are not required to lodge deposits or identification documents with emagine and have the right to leave when providing notice. We maintain a zero-tolerance approach to human trafficking.

We actively engage with our workforce through various channels at both Group and individual levels. We have worker representatives and a Health and Safety Committee dedicated to promoting employee well-being and making sure their voices are heard. Additionally, we hold monthly staff meetings where employees receive business updates and have the opportunity to share their opinions and ask questions, either directly or anonymously. To further encourage feedback, we conduct quarterly pulse surveys, allowing employees to share their insights and ideas anonymously. Annually, a group of employees participate in our double materiality assessment, contributing their perspectives on all ESG-related matters as internal stakeholders.

Aligned with our ISO 45001 certification in Health and Safety, our Health and Safety Policy focuses on workplace accident prevention. We provide comprehensive training in health, safety, and emergency preparedness to equip employees with the knowledge and skills to respond effectively to potential hazards or incidents. These trainings are an integral part of both our annual programmes and onboarding process. Additionally, our Group Emergency Preparedness Plan is tailored to local offices, detailing key focal points, meeting areas, and response protocols. To further strengthen workplace safety, dedicated working groups conduct ongoing risk assessments to proactively identify and mitigate potential hazards.

Our Equity, Diversity, and Inclusion Policy outlines our commitment to fostering a diverse workforce and ensuring that inclusion and equity are actively practiced throughout our organisation. This policy is reinforced by concrete actions, measurable targets, and dedicated employee involvement and training initiatives. The policy explicitly defines discrimination based on protected characteristics, including race, national, territorial, or social origin, caste, birth, religion, disability, gender, sexual orientation, family responsibilities, marital status, union membership, political opinions, age, or any other condition that could lead to discrimination.

Our Underrepresented Gender Policy is dedicated to fostering inclusion and taking positive action for groups that are particularly vulnerable within our workforce. Operating in a traditionally male-dominated and global industry, our focus is on increasing gender and nationality representation at the leadership levels and building a culture of inclusion for all colleagues. This policy is specifically designed to promote equal opportunities for individuals in risk groups.

It is based on the United Nations Universal Declaration of Human Rights and the UN Global Compact principles, which emphasise the importance of supporting and respecting internationally recognised human rights, ensuring businesses are not complicit in human rights abuses, and eliminating discrimination in employment and occupation. Furthermore, our approach to gender equality aligns with the Danish Consolidation Act on Gender Equality and the Danish Business Authority's guidance on "Targets and policies for leaders on gender composition and reporting thereof."

Our policies are implemented through a variety of specific procedures to prevent, mitigate, and address discrimination, as well as to advance diversity and inclusion. This includes annual employee training on our policies, alongside dedicated Diversity, Inclusion, and Anti-Harassment training modules. To drive our ambitions, we have established a structured approach with clear targets and progress tracking. These targets and updates are made readily available to all employees on our internal intranet, ensuring transparency and engagement across the organisation. This structure helps reinforce our commitment to a workplace free from discrimination and one that actively promotes diversity and inclusion.

Processes for Remediating Negative Impacts

We are committed to ensuring that employees not only have access to these channels but also feel empowered and safe when using them, and we handle every case with care, ensuring confidentiality, and maintaining transparent and secure records throughout the process to foster trust and accountability.

We are committed to fostering a culture where all employees feel confident in raising concerns and expressing their views freely. We encourage open dialogue through an open-door policy, allowing employees to engage with colleagues at all levels. To support this, we conduct quarterly employee pulse surveys to gain valuable insights into perceptions of the company, work experiences, and relationships with managers. The results inform meaningful conversations and actions to continuously improve our workplace. Additionally, worker representative groups conduct regular risk analyses to ensure employee well-being and play a key role in our annual Double Materiality Assessment, where they address both people- and environment-related risks. This ongoing dialogue ensures we proactively address concerns and create a safe, supportive, and sustainable workplace.

We also prioritise effective processes for remediating negative impacts. We have established trusted channels for employees to raise concerns, ensuring fairness, protection, and the empowerment to seek solutions if their rights are compromised. If an employee faces bullying, discrimination, or harassment, they can reach out through HR or the whistleblower system. We take all reports seriously and are committed to providing fair and timely resolutions while maintaining privacy and considering the perspectives of all parties involved.

To ensure our employees are aware of these grievance mechanisms and feel confident in using them, we integrate the information in the following:

EMPLOYEE CODE OF CONDUCT

Our Code of Conduct sets clear expectations of respect, fairness, and integrity, guiding employees on what behaviour is expected and tolerated in emagine.

ANNUAL ESG POLICY TRAINING

We provide mandatory training on essential ESG-related policies, including our Whistleblower Policy, workplace behaviour, and business ethics. This training is incorporated into onboarding and refreshed annually to keep employees well-informed about the resources available to address concerns.

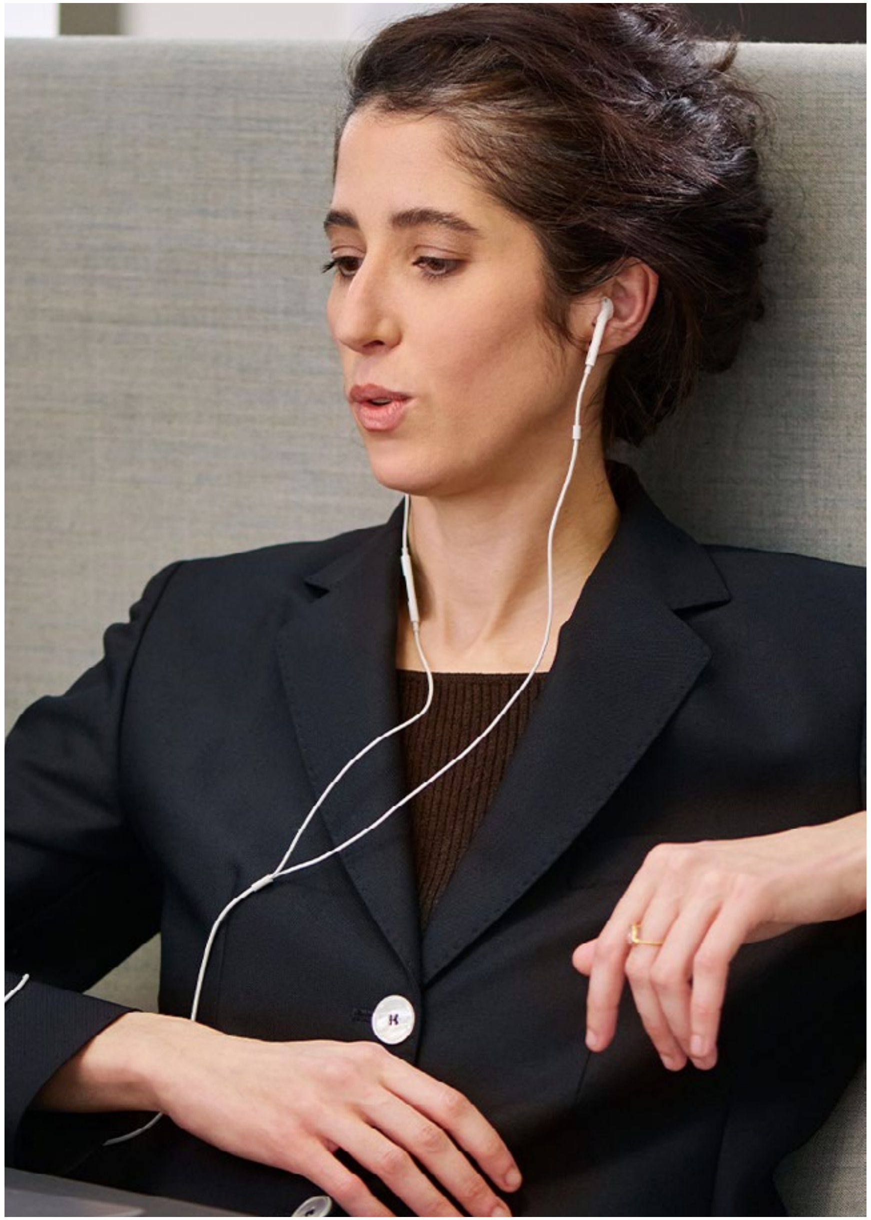
INTERNAL COMMUNICATION CAMPAIGNS

We use various internal communication channels such as our intranet, staff meetings, and weekly newsletters to keep employees informed about the grievance mechanisms and encourage their active use when necessary.

WORKERS' REPRESENTATIVE GROUPS AND HEALTH AND SAFETY COMMITTEES

Our worker's representative groups conduct ongoing risk assessments and collaborate with health and safety committees to address workplace concerns, ensuring a safe and supportive environment.

Actions



Working Conditions

Working time and Work-life balance
At emagine, we recognise that our business model can present challenges related to working hours and maintaining a sustainable work-life balance. Tight deadlines, client expectations, and service deliveries may lead to long and irregular hours, potentially impacting employee well-being. Prioritising our team's well-being is essential to both individual success and the long-term sustainability of our business.

To effectively manage working time and promote a healthy work-life balance, we are committed to the following actions in 2025:

- Continue maintaining weekly hour registration to monitor workloads and prevent excessive overtime.
- Keep open dialogues between employees and managers to address excessive working hours.
- Encourage employees to plan and take their holidays, emphasising the importance of rest and recharging.
- Ensure leaders set an example by taking their time off and encouraging their teams to do the same.
- Continue raising awareness about work-life balance and mental health.
- Enforce a strict vacation payout policy to ensure employees use their vacation time rather than opting for payouts whenever possible.

Actions

Equal Treatment and Opportunities for All

Training and Skill Development:
In 2024, emagine made substantial investments in career development programmes for our emagineers, with initiatives such as the Leadership Academy, Pioneer Programme, and Mentoring Programme. These initiatives are designed to provide equal growth opportunities, promote skill development, and equip our employees with the resources needed to succeed.

The Leadership Academy was established in response to employee satisfaction surveys, demonstrating our commitment to actively listening to our employees and addressing their development needs. The Leadership Academy aims to cultivate strong, well-equipped managers and leaders, rooted in our Nordic strength-based leadership principles and core values. The first cohort launched in 2023, and we expanded the programme in 2024 with a second group of leaders. While the Leadership Academy focuses on developing existing leaders, the Pioneer Programme, launched in 2024, targets aspiring leaders nominated by their managers. Diversity was a key consideration in the selection process to ensure a balanced and inclusive group. This programme is designed to engage, inspire, and nurture the next generation of emagine leaders while strengthening our internal talent pipeline. Additionally, we introduced a Mentoring Programme to facilitate knowledge sharing, personal development, and company-wide growth by leveraging internal expertise.

In 2024, our investments in training and skill development not only enhanced employee skills and job satisfaction but also contributed to innovation and strengthened our market competitiveness. In 2025, we plan to:

- Launch a second cohort of Pioneers in the Pioneer Programme.
- Continue developing the first cohort of Pioneers.
- Continue the Mentoring Programme.
- Launch a Fifth cohort in the Leadership Academy.

Diversity, Gender Equality, and Equal Pay
In 2024, emagine took significant steps to strengthen our commitment to creating a safe, inclusive, and empowering workplace. We launched several initiatives to enhance working conditions, promote gender equality, and ensure fair treatment at all levels of our organisation.

One of our key efforts was the launch of our first diversity campaign, which ran from January to July. This campaign covered essential topics such as gender equality, cultural awareness, inclusive language, anti-harassment and anti-bullying, mental health, and unconscious bias. Through training sessions and awareness initiatives, we provided our emagineers with the tools to cultivate a respectful and inclusive work environment. At the same time, we reinforced emagine's workplace standards and expectations, ensuring alignment across the organisation.

As an extension of our diversity campaign, we dedicated October to Mental Health Awareness. During this month, we launched a dedicated intranet hub offering resources and support for mental well-being. This initiative aimed to raise awareness, provide a clear support system, and foster a workplace culture where employees feel comfortable seeking help. Additionally, we offered a mental resilience course led by an external coach, focusing on stress reduction, coping strategies, and healthy routines to promote overall well-being. These efforts reflect our ongoing commitment to fostering an inclusive, supportive, and mentally healthy workplace, an approach that remains central to our long-term strategy.

The tech industry faces inherent diversity challenges, including industry stereotypes, a narrow talent pool, and unconscious biases in hiring. Historically male-dominated, the sector has often overlooked diversity in recruitment, resulting in a homogeneous workforce. At emagine, we recognise these challenges, including risks to gender equality and equal pay, where men dominate technical and leadership roles. Unconscious biases in hiring, promotions, and pay decisions can contribute to unequal opportunities for women and underrepresented groups. We are committed to actively addressing these barriers and ensuring equal pay for equal work, creating an inclusive environment where all employees have equal opportunities for growth and advancement.

In 2025, we will continue to drive diversity and inclusion by:

- Continuing training on diversity and human rights policies.
- Continuing diversity training into our onboarding process.
- Continuing to conduct gender pay gap analysis
- Start exploring how to collect workforce ethnicity data to better understand internal structures and identify areas for improvement.

Employment and inclusion of People with disabilities

At emagine, there is a risk of excluding individuals with disabilities due to a lack of accessible workplace accommodations, such as adaptive technologies or flexible work options. There may also be unconscious biases in recruitment processes, where candidates with disabilities are overlooked or assumed to be less capable. Without a strong commitment to diversity and inclusion, the company might fail to create an environment that fully supports and empowers employees with disabilities, missing out on valuable talent and diverse perspectives. emagine is committed to addressing these potential employment gaps for persons with disabilities to enter our workforce and ensuring an inclusive environment where all employees, regardless of ability, have the necessary support to succeed.

In 2025, we plan to:

Start exploring how to collect data on persons with disabilities in our own workforce to gain better understanding of internal structures.

Measures Against Violence and Harassment in the Workplace

At emagine, there is a risk that harassment could arise from our high-pressure, competitive environment, where long hours and frequent client interactions may blur professional boundaries. The lack of diversity and inclusion initiatives, coupled with the predominance of male-dominated teams, can contribute to an atmosphere where inappropriate behaviour goes unaddressed. Additionally, the fast-paced nature of the industry and hierarchical structures may discourage individuals from reporting harassment, allowing toxic behaviours to persist and negatively affecting workplace culture. emagine have a zero tolerance towards violence and harassment in the workplace, and is committed to creating a safe, inclusive environment where all employees feel respected and supported.

In 2025, we plan to:

- Continue to conduct employee training in anti-harassment and anti-bullying for existing employees and during onboarding of new.
- Continue to conduct employee training in our Employee Code of Conduct
- Continue to conduct training in our Responsible Employer and Human Rights Policy that addresses harassment in the workplace and our zero tolerance principles.

To further promote working conditions and equal treatment and opportunities, we remain committed to offering flexible working conditions and ensuring work-life balance for all employees. Our investment in ISO 45001 certification and strengthened management systems demonstrates our dedication to enhancing health and safety standards across the organisation. A newly formed Health and Safety Committee works to ensure ongoing improvements in our approach to workplace safety.

These efforts reflect our ongoing commitment and strategy to creating an environment where all emagineers feel valued, supported, and empowered, ensuring equal opportunities and a workplace free from harassment. Through these initiatives, we continue to foster an inclusive and supportive culture, and our aim is that every emagineer should have the opportunity to thrive in emagine.

Metrics and Targets

Impact, Risk and Opportunity	Metric	Targets 2025
Preventing Discrimination and Harassment - enforce anti-discrimination and anti-harassment policies with clear measures for accountability	Number of incidents	0
Diversity - Improve gender and racial diversity in workforce and leadership roles	Gender diversity, %	45/55
	Gender diversity in leadership, %	>33%
Fair compensation and benefits - Ensure all employees are compensated fairly and competitively, with a transparent salary and benefits structure	Gender pay gap %	<34%
Training & Skills Development	Employee satisfaction	+80%
	Employee development review participation	+95%
	Training programmes and skill building initiatives (hours per year per employee in average)	+30 hours

Accounting Policies

Discrimination and Harassment:
The company enforces measures for violations of the anti-discrimination and anti-harassment policies in our Whistleblower System. The company also invests in ongoing training programmes to educate employees on preventing harassment and discrimination.

Diversity:
Every month we calculate our FTE number and based on this the percentage of men/female in our workforce. We also calculate the proportion men/female in leadership positions (at least one FTE in direct report) - level 1-3, where level 1 is the CEO.

Fair Compensation and Benefits:
Annually we do both an adjusted and an unadjusted gender pay gap analysis. We measure the average earnings between men and women across an the organisation, without accounting for factors such as job type, experience or country. We also do a smaller adjusted pay gap analysis, where all factors are comparable.

Training & Skills Development:
We do both quarterly and an annual Employee Satisfaction surveys.

All employees rate (on a 1-10 scale) their personal take on 6 different topics: Satisfaction, Motivation, Development, emagine Culture, Leadership and Recommendation (Will you recommend emagine?).

Each employee´s scores are added together, and transformed to an average % (average: 8.1 equals to 81%). Finally all %-scores are added together and an average taken and an overall engagement score is final.

We do quarterly 1:1 sessions for all employees, and an annual Performance Review. We measure the percent of headcounts who perform the annual Performance Review. We also measure the average amount of training we deliver per year per employee.

Characteristics of the Undertaking's Employees

Gender distribution - number of own employees by gender	Unit	2024	2023
Female	FTE	312.66	328.00
Male	FTE	283.70	283.00
Total employees	FTE	596.36	598.20
Total employees	Headcounts	616	611

Geographic distribution - no. of own employees (headcount)	Unit	2024	2023
Denmark	Headcounts	127	130
Sweden	Headcounts	14	14
Norway	Headcounts	10	13
Germany	Headcounts	110	120
France	Headcounts	40	47
The Netherlands	Headcounts	5	3
United Kingdom	Headcounts	29	29
Ireland	Headcounts	71	69
Poland	Headcounts	168	160
India	Headcounts	25	5
UAE	Headcounts	12	9
Portugal	Headcounts	5	3
Total	**Headcounts**	**616**	**602**

Accounting Principles
Total FTE: The total number of full-time hours worked by all employees in all countries, regardless of whether those employees work part-time or full-time, by converting part-time or variable hours into a full-time equivalent as per as per 31.12.24 and 31.12.23.

Total headcount: The total headcount of employees at emagine Group is calculated by aggregating the employee count (number of heads) across all countries of operation as per as per 31.12.24 and 31.12.23 without adjusting for their working hours or employment type (excluding freelancers and contractors).

Accounting Principles
The geographic distribution of employees is calculated by aggregating the total headcount of employees within the specific geographical locations where our entities are located as per 31.12.24.

Number of headcounts	Unit	Female - 2024	Female - 2023
Employees	Headcount	287	328
Permanent employees	Headcount	287	328
Temporary employees	Headcount	0	0
Non-guaranteed hours employees	Headcount	0	0

Employee turnover (attrition)	Unit	2025 (targets)	2024	2023
Rate	%	17.20	17.23	19.09
Number of employees	Headcount		115	149

Our workforce consists of permanent employees, which helps attract and retain top talent, creating a knowledgeable and experienced team. This allows us to continuously invest in employee development and the reciprocal approach ensures continuity and operational effectiveness.

Accounting Principles

Permanent Employees
Permanent employees are defined as the headcount of employees with an employment contract, whether or not they have a fixed end date. This includes student assistants and trainees but excludes freelancers and contractors. The number of "permanent employees" at emagine Group is calculated by aggregating the permanent employee count across all of our locations as per as per 31.12.24 and 31.12.23.

Temporary Employees
Temporary employees are defined as the headcount of employees whose employment is contingent upon the conclusion of a specific project or has a predetermined time limit. This includes interns but excludes freelancers and contractors. The number of "temporary employees " at emagine Group is calculated by aggregating the temporary employee count across all of our locations as per as per 31.12.24 and 31.12.23.

Non-guaranteed Hours Employees
Non-guaranteed hours are defined as the headcount of employees employed with no contractual assurance of a minimum or set number of working hours. The number of "non-guaranteed hours employees" at emagine Group is calculated by aggregating the non-guaranteed hours employee count across all of our locations. This calculation is based on an average taken over the reporting period.

Accounting Principles
"Employee turnover" or attrition refers to the total FTE number of employees who have left emagine Group, while the "employee turnover rate" represents the percentage of employees who have departed emagine Group. The total number of FTEs who left emagine Group is calculated by summing the departures across all countries of operation during the reporting period, excluding freelancers and contractors. To calculate the turnover rate, the total number of departing FTEs is divided by the average number of FTEs during the same period, in line with the annual reporting method.

Collective Bargaining Coverage and Social Dialogue

Collective bargaining	Unit	2024	2023
Total percentage of employees covered by collective bargaining agreements	%	0	0

Social dialogue	Unit	2024	2023
Workplace representation	%	92.53	93.02

Accounting Principles

Collective Bargaining
We do not have collective bargaining agreements within any of our countries. We do not have representation agreements by European Works Council (EWC), Societas Europaea (SE) Works Council, or Societas Cooperativa Europaea (SCE) Works Council in place.

Workers' Representatives
Workers' representatives are defined as employee-elected individuals who represent the workforce in specific locations concerning employee-related topics, such as the work environment and working conditions. For entities with significant employment, i.e., above 15 employees will have a representative

Diversity Metrics

Employees in Top Management by gender	Unit	2024	2023
Members	Number	62	61
Female	Number	20	19
Male	Number	42	42
Gender split (female)	%	32.30	31.20

Employees in Leadership by gender	Unit	2025 (targets)	2024	2023
Members	Number		117	109
Female	Number		45	40
Male	Number		72	69
Gender split (female)	%	32.30	38.46	36.69

Accounting principles

Top Management
Top management is defined as the two levels below the CEO. Gender distribution at emagine Group is calculated by summing the total aggregated headcount of both women and men, respectively, in top management. These aggregated numbers in headcount are divided by the total combined headcount for women and men in top management to calculate the distribution share for each gender, respectively as per as per 31.12.24 and 31.12.23.

Leadership
Gender distribution at the Leadership level is defined as the three management levels below the CEO. Gender distribution at emagine Group is calculated by summing the total aggregated headcount of both women and men, respectively, in management. These aggregated numbers in headcount are divided by the total combined headcount for women and men in Top Management to calculate the distribution share for each gender, respectively as per 31.12.24 and 31.12.23.

Age Distribution

Age Distribution	Unit	2024	2023
<30	Headcounts	115	116
>30-50	Headcounts	372	322
>50	Headcounts	129	155

Accounting Principles
The age distribution of employees is calculated by aggregating the total headcount of employees under 30 (29 or younger), employees between 30 and 50 (30 to 49), and employees aged 50 or above, excluding freelancers and contractors as per 31.12.24 and 31.12.23.

Adequate Wages

Adequate wages	Results 2024	Data context
Employees paid an adequate wage	100%	Living wage benchmark

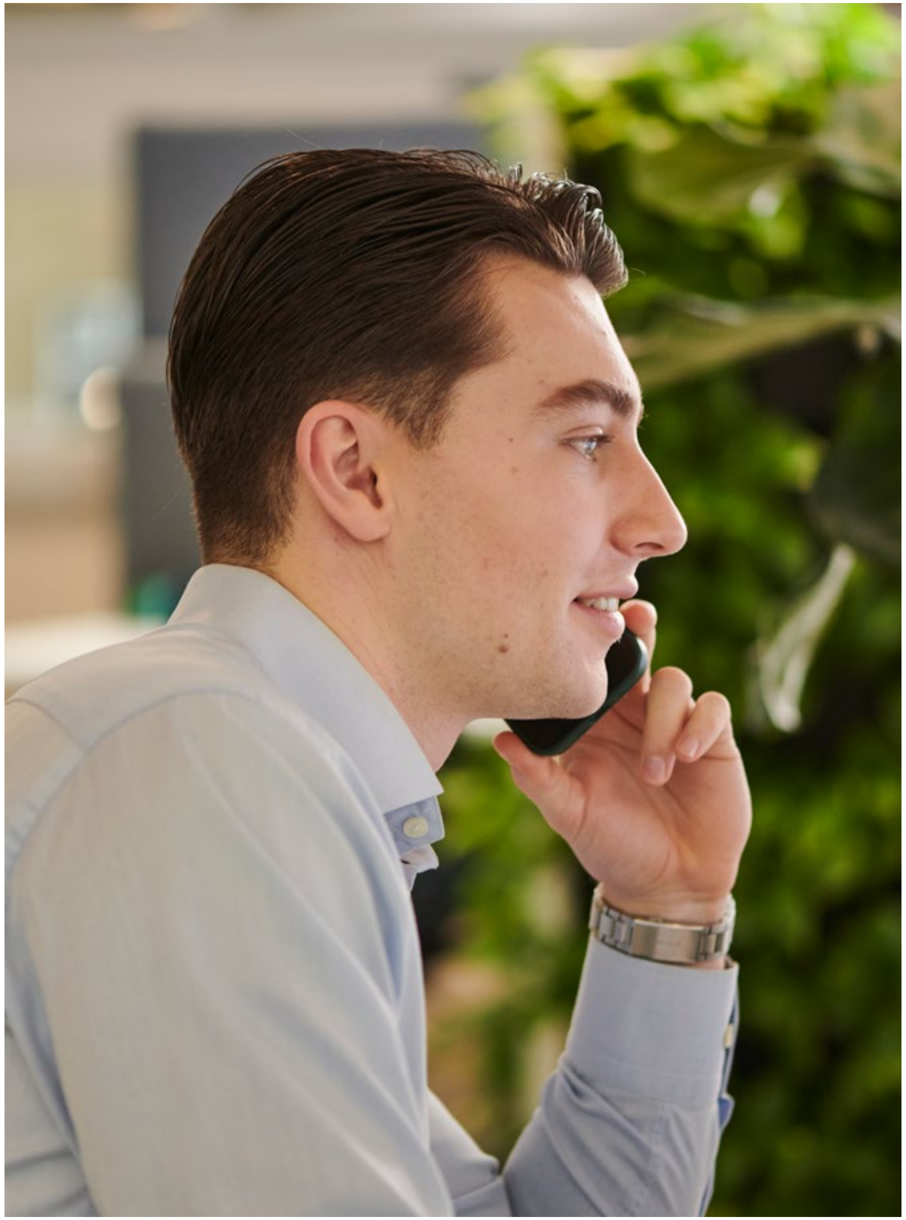
Accounting Principles

We do an annual living wage analysis to make sure that all employees in all countries at least meet minimum income required for an individual or family to meet basic needs, such as housing, food, clothing, healthcare, and other essential expenses, without relying on government aid or supplemental income. The analysis is based on 31.12 salary data.

Social Protection
We ensure that our employees are covered against loss of income due to major life-changing events, such as sickness, occupational injury, parental leave, and retirement, in accordance with employment terms and conditions described in employee handbooks and contracts.

People with Disabilities
Historically, emagine has not collected data on persons with disabilities due to GDPR restrictions and the classification of such data as sensitive. In 2025, emagine will explore ways to collect this information in compliance with applicable legislation in the countries where we operate, both within and outside the EU, ensuring adherence to data protection regulations and best practices. This will be done with full transparency, respecting individuals' rights, and maintaining strict confidentiality.

Training and Skills Development Metrics



Training and skills development	Unit	2024
Percentage of employees participating in performance appraisals	%	76.20
Average number of training hours	Number	35.06

Accounting principles

Performance Appraisals

The percentage of employees participating in performance appraisals is calculated using the total employee headcount as the denominator. This rate includes employees who are not eligible for appraisals (student workers, “New employees”, Leavers e.g.) but are part of the total headcount. Therefore, the disclosed rate cannot reach 100% because it does not account for eligible employees participating in appraisals, as all employees in the excluded categories are recorded as non-participants.

Average Training Hours

Training hours are defined as time spent on training and skills development. Training and skills development involves various methodologies such as on-site training, online courses, workshops, certification programmes, educational opportunities, pop-up courses, and adherence to a Code of Conduct. Training hours per employee are calculated by dividing the total recorded training hours in emagine by the headcount as per 31.12.24.

Health and Safety Metrics

emagine workplaces are not typically associated with frequent work-related injuries, as the nature of our work does not involve heavy physical strain on our employees. While we are unable to disclose specific details due to the sensitive nature of personal data, the recorded work-related injuries do not show any significant trends or patterns. All employees are fully covered by our health and safety management system. In 2024, there were no occupational fatalities among our employees or any workers operating on our sites.

Accounting Principles

Number of Work-Related Accidents
The consolidated number of accidents occurred for employees within the reporting period recorded in local health and safety management systems of emagine entities.

Rate of Recordable Work-Related Accidents
This rate represents the number of work-related accident cases per one million hours worked and is calculated by dividing the number of cases registered in the reporting period by the aggregated working hours in emagine and multiplied by one million.

Number of Cases of Recordable Work-Related Ill Health
Not currently measured due to legal restrictions on the collection of data.

Number of Days Lost
The number of days lost, from and including the first full day and last day of absence, and including all calendar days of the period (e.g., including weekends and public holidays).

Number of Fatalities
The number of fatalities registered across emagine and other workers working on emagine sites resulting from work-related injuries or work-related ill health.

Health and safety	Unit	2024	2023
Percentage of employees covered by health and safety management system	%	100	100
Percentage of freelancers and contractors covered by health and safety management system	%	0	0
Work related accidents	Number	2	0
Rate of recordable work related accidents	%	1.15	0
Number of cases of recordable work-related ill health	Number	N/A	N/A
Number of days lost due to work-related injuries from work-related accidents	Number	6	0
Number of fatalities as a result of work-related injuries/ill health	Number	0	0

Sickness

Sickness	Unit	2024	2023
Sickness ratio	%/FTE	2.71	3.00

Our sickness KPI reporting follows our established practices and is aligned with the standard requirements set by the CSRD. Due to GDPR restrictions, which apply across all EU member states and EEA countries, we are unable to differentiate between occupational diseases as defined by the ILO. As a result, we report on all recorded sickness cases without making a distinction between work-related and non-work-related illnesses. In 2024, the average sickness rate decreased from 3.01% in 2023 to 2.71%.

Accounting Principles

Sickness absence is calculated by dividing the total sickness days in emagine by the aggregated working days. This calculation is based on the reporting period and includes all employees within emagine Group, excluding freelancers and contractors.

Employee Engagement Survey

Employee engagement survey	Unit	2024	2023
Employee engagement survey	%	81	80
Employee engagement survey response rate	%	85	81

Our employee engagement survey is administered to quantify employee engagement using a scale from 0-100.

Accounting Principles

The employees rate (on a 1-10 scale) their personal take on 6 different topics: Satisfaction, Motivation, Development, emagine Culture, Leadership and Recommendation (Will you recommend emagine?).

All scores in each category are added together, and transformed to a % (average: 8,1 equals to 81%). Finally all %-scores are added together and an average taken and an overall engagement score is final. In 2024 the response rate for emagine was 85% (2023: 81%).

Work-life Balance Metrics

Work-life balance	Unit	2024
Percentage of employees entitled to take family-related leave	%	100
Percentage of males that took family-related leave	%	16
Percentage of females that took family-related leave	%	30
Total percentage of employees that took family-related leave	%	7.47

We ensure that our employees are entitled to take family-related leave in accordance with employment terms and conditions described in employee handbooks and contracts.

Accounting Principles

Family-related leave includes leave for caring for sick children or relatives, maternity leave, paternity leave, parental leave, breastfeeding, birth, and adoption. The definition does not include time off for employees' own doctor appointments or illness related to pregnancy outside of parental leave or time off for funerals or relatives' deaths.

Family-related leave is calculated by dividing the distinct count of employees of each gender who have taken family-related leave by the entitled employees for each gender (entitled employees are defined in the same way as 'total headcount'). This calculation is based on the reporting period and includes all employees in headcounts within emagine Group, excluding freelancers and contractors.

Renumeration Metrics

Pay equity	Unit	2024	2023
Pay gender ratio	%	36.64	38.55

Although we practice equal pay for equal work, the overall figures are affected driven by two things: a higher proportion of females in low-income countries and lack of females in leadership positions.

emagine has succeeded in creating a balanced gender workforce with 52% females, which is unusual for the IT industry. This balance is general, but very distinct in favour of females in Poland (+70%). This is unfortunately not all reflected in leadership positions (38% females). Many of our diversity initiatives aim to balance gender representation in leadership and throughout the organisation and achieve pay equity.

Accounting Principles

The gender pay ratio is calculated on the basis of all emagine employees' gross hourly pay levels. The average gross hourly pay level of male employees is subtracted by the average gross hourly pay level of female employees, which is divided by the average gross hourly pay level of male employees and ultimately multiplied by 100.

Gender Pay Gap Analyses

At emagine, we do both unadjusted and adjusted Gender Pay Gap analyses to ensure that employees in similar positions receive comparable pay regardless of gender. Our company compensates our employees fairly and equitably based on performance, with equal pay for equal work.

We maintain robust policies and practices reinforcing this commitment, including analyses from outside experts, with overviews from our board and senior leaders.

The results of our 2024 of equal pay for equal work (adjusted) showed that compensation received in the compared groups was within a 4.0% gap, but with female compensation being slightly higher on all categories (less than 2.0%). All results were highly comparable to 2023 results.

Our unadjusted gender pay gap has improved to 33.9% (38.6% in 2023). The underlying reason for our unadjusted gender pay gap is that there are more men than women in senior roles and in some functions that can carry a higher level of compensation, making the ‘average’ pay for men higher than the ‘average’ pay for women. However, we have succeeded in creating a balanced gender diversification over the past few years. In 2024, the gender split was 52.2 % to 47.8% among emagine employees.

Gender Pay Gap Points

Gender pay gap reporting does not address the differences in the number of female leaders’ level 1-3 at 32.3%. This improved from 31.2% in 2023. The reporting also focuses solely on fixed salaries and excludes elements such as overtime pay and bonuses.

Gender pay gap reporting is disclosing the mean (average) and median pay gap between genders across an entire organisation. It does not reflect the level of compensation each gender receives for performing the same or comparable roles.

We remain committed to maintaining a strong gender balance through our attraction, development, and engagement programmes. We are particularly focused on bringing more female talent into the company, advancing women at all levels, and supporting the economic empowerment of women across the group.

Total Annual Remuneration

Total annual remuneration	Unit	2024	2023
Total remuneration ratio	Ratio	1:13	1:11

Our reporting is based on the remuneration of the highest-earning employee compared to employees in emagine.

Accounting Principles

The total remuneration ratio is calculated by dividing the highest-earning employee's total annual salary by the median annual salary for employees in emagine Group, with the annual salary being defined as taxable income plus any employer and employee-paid pension contributions, excluding the highest earning employee. A list of employees' monthly gross salaries is created to calculate the median salary. The employee with the median salary is then selected and calculated in full.

Incidents, Complaints, and Severe Human Rights Impacts

Discrimination incidents reported	Unit	2024	2023
Incidents reported	Number	4	3
Discrimination incidents	Number	1	0
Fines, penalties and compensation – relating to discrimination	Number	0	0
Number of severe human rights incidents	Number	0	0
Cases of non-respect of UNGP/OECD frameworks	Number	0	0
Fines, penalties, and compensation – relating to severe human rights incidents	Number	0	0

Accounting Principles

We handle all incidents of discrimination and complaints submitted within our organisation through formal procedures (whistleblower system). Due to the sensitive nature of these issues, we maintain confidentiality and do not disclose specific details regarding the incidents. Every report or complaint is treated with the utmost discretion. Our grievance mechanisms are designed to allow employees to report any incidents with full confidence and security.

We closely monitor any fines and penalties to ensure they are quickly identified and resolved. In 2024, no fines or penalties related to discrimination were recorded. We remain committed to adhering to all applicable regulations and maintaining the integrity of our business practices. Additionally, there were no significant human rights incidents involving our workforce in 2024, and therefore, no fines, penalties, or compensation related to such incidents were reported.

Governance Information

Business Conduct

Ethical business conduct is fundamental to our operations, as our success relies on both our internal workforce and the broader value chain. Compliance with relevant legislation and international ethical standards is not only a legal necessity but also crucial for maintaining a high-performing, competent workforce and sustaining long-term business success. We are committed to fostering a corporate culture that protects employees and stakeholders from human rights violations, prevents corruption, and safeguards whistleblowers who report ethical concerns. Ensuring integrity and accountability in our operations is essential, not only to meet legal requirements and uphold our license to operate but also to align with our internal social strategy and commercial objectives.

As a global consulting firm with growing influence, we recognise our responsibility to uphold transparent and responsible business practices. This includes fair and ethical payment policies, reinforcing trust across our network of employees, clients, and partners. By embedding our values of being responsible and genuine into our business model, we enhance both our corporate reputation and our ability to drive sustainable growth.

Our commitment and governance efforts align closely with the United Nations Sustainable Development Goals (SDGs), with particular focus on:

SDG 16	**Peace, justice and strong institution:** By actively promoting ethical business practices, transparency, and accountability, fostering a corporate environment built on integrity, fairness, and respect for human rights.

Material Impacts, Risks, and Opportunities

The following IROs have been defined:

Business conduct	IRO	Description	Potential effects	Potential time horizon	Value chain (own Operations (OO), Upstream (UVC)/ downstream value chain (DVC))
Corporate culture and anti-bribery	Potential negative impact	Managing our corporate culture is essential for emagine's performance and employee well-being. Our culture, shaped by policies, strategies, and ethical standards, fosters a respectful, professional workplace that reflects our core values. Neglecting culture management can negatively impact business outcomes and employee satisfaction. Corruption and bribery risks arise from frequent interactions with stakeholders, particularly in a competitive environment. To address these risks, emagine is committed to implementing strong anti-corruption policies and providing comprehensive training to ensure ethical conduct.	Corruption and bribery can severely impact emagine, leading to reputational damage, legal penalties, and financial instability from fines and lost business. Unethical practices disrupt operations, reducing productivity and efficiency. Additionally, exposure to corruption lowers employee morale, increases stress, and causes higher turnover and mental health issues. It also erodes workplace trust, harming internal and external relationships. Employees may feel insecure and face ethical dilemmas, further damaging job satisfaction and overall well-being. Ultimately, corruption undermines our culture, operations, and employee trust, with lasting consequences for performance.	Short term	OO
Management of relationships with suppliers including payment practices	Risk	Ineffective supplier relationship management poses risks to our business, sustainability goals, environment, and reputation. Lack of robust payment systems increases the risk of fraud, errors, and financial losses, damaging trust. Addressing these risks is crucial for maintaining a resilient, sustainable supply chain and achieving business objectives.	Poor supplier management exposes emagine to operational, financial, environmental, and social risks. Supply chain disruptions can delay projects and affect client satisfaction, while reliance on a single supplier increases risk. Inefficient payment processes lead to delays, errors, and higher costs, damaging trust. Environmental risks include unsustainable practices, pollution, and increased carbon emissions. Socially, poor supplier relations can result in unethical labour practices, harming the company's reputation and causing employee stress. These risks negatively impact both operations and employee well-being.	Short term	OO

Governance Certifications and Policies

emagine's commitment to international certifications plays a key role in driving both sustainability and business excellence. These include ISO 9001 (Quality Management), which ensures consistent quality in products and services, driving customer satisfaction and operational efficiency; ISO 14001 (Environmental Management), which reduces the company's environmental impact by improving resource use, waste management, and sustainability practices; ISO 27001 (Information Security Management), which safeguards critical information assets and strengthens business resilience; and ISO 45001 (Occupational Health and Safety), which fosters a safe and healthy work environment for employees, improving productivity and reducing risks.

Despite the challenges posed by rapid growth and increasing complexity, emagine upholds these certifications and ensures compliance with ISAE 3402 Operations and ISAE 3000 GDPR assurance reports. These certifications are integral to driving business excellence and sustainability, supporting continuous improvement, transparency, and responsible practices across all operations, while ensuring a robust governance framework. The long standing commitment to investments in environmental and compliance efforts also places emagine at the forefront of the industry when it comes to meeting new and increasingly demanding regulations such as NIS2 and DORA. As an important partner to customers in regulated industries such as banking and energy, emagine is a fully compliant vendor meeting the strict requirements for suppliers to customers in regulated industries.

emagine has implemented a comprehensive set of policies designed to uphold a corporate culture that embodies our values, complies with all applicable legal requirements across our entities, and promotes the highest standards of business ethics among employees, suppliers, and business partners. These policies establish clear standards for behaviour, address the need to mitigate risks and remediate potential negative impacts, and actively contribute to the development and promotion of our corporate culture and values. We continually evaluate and refine these policies to ensure their relevance and effectiveness.

Our policies focus on key areas essential to maintaining high business ethics and a strong corporate culture. Key documents such as our

Code of Conduct, Business Ethics Policy, Anti-Corruption Policy, and Gifts and Entertainment Policy set clear expectations for our workforce, ensuring responsible conduct in all aspects of our business. Additionally, our IT security-related policies are designed to protect the privacy and safety of employees, consultants, clients, suppliers, and other partners involved in our value chain activities.

In cases where misconduct occurs or is suspected, our whistleblower and grievance system is available for both internal and external stakeholders. This system ensures that all reports are treated with the utmost confidentiality and seriousness, safeguarding the privacy of whistleblowers and protecting them from retaliation. The whistleblower process is designed to provide a safe and transparent avenue for raising concerns, ensuring they are thoroughly addressed.

All employees receive comprehensive training on our policies during onboarding and through annually planned training. This training includes detailed guidance on the whistleblower system, covering when, where, and how to report concerns effectively.

Beyond these policies, emagine has implemented additional mechanisms to identify, investigate, and report unlawful behaviour that contradicts our values and corporate standards. For instance, our gift reporting system requires employees to report any gifts or entertainment received above a certain threshold. These reports are reviewed and approved by the Executive Management Team to ensure compliance with our anti-bribery standards. emagine recognises that certain roles within our workforce, particularly those involved in client relations and financial transactions, such as employees in our sales and finance departments, are at a higher risk of exposure to corruption or bribery incidents. As a result, these groups are a primary focus of our anti-corruption and anti-bribery initiatives and awareness campaigns. However, we ensure that all employees, regardless of their role or function, receive comprehensive training to uphold our commitment to ethical conduct across the organisation.

Through these measures, emagine demonstrates a strong commitment to ethical conduct, transparency, and the continuous cultivation of a corporate culture that reflects are company values of being responsible and genuine.

Policies

BUSINESS ETHICS POLICY	ANTI-CORRUPTION POLICY	GIFT AND ENTERTAINMENT POLICY	EMPLOYEE CODE OF CONDUCT
SANCTIONS POLICY	WHISTLEBLOWER POLICY	DATA ETHICS POLICY	QUALITY POLICY
SECURITY INCIDENT AND EVENT MANAGEMENT POLICY	BRING YOUR OWN DEVICE POLICY	ACCESS CONTROL POLICY	GROUP DATA PROTECTION POLICY
INFORMATION SECURITY POLICY	PHYSICAL SECURITY POLICY	TELEWORKING POLICY	SOCIAL MEDIA POLICY

Management of Supplier Risks

To ensure compliance, emagine conducts risk assessments during supplier selection and actively promotes awareness of sustainable procurement among stakeholders. This approach enables us to build responsible supplier relationships, align with sustainability objectives, and continuously improve procurement performance.

emagine has a proactive and structured approach to managing supplier relationships, considering supply chain risks and sustainability impacts. emagine has in 2024 established a vendor portal in ISMS Online, where supplier assessments are conducted. These assessments provide a comprehensive overview of each supplier's characteristics, including industry, country, size, expenses, profiles, and contractual relationships, enabling effective risk evaluation and management. The risk assessment process is informed by diverse sources, including supplier websites, buyer feedback, and direct supplier input. Suppliers presenting higher risk levels are subject to more in-depth evaluations. In cases where risks are deemed excessive, emagine will engage in supplier dialogues to address concerns and, in rare instances, considers changing suppliers. With almost 800 suppliers from diverse countries in the system, emagine has currently conducted over 500 detailed assessments. These evaluations contribute to a holistic risk picture across critical areas such as sustainability, data and information security, anti-corruption, and compliance with sanction lists. Outstanding activities are closely monitored, and where assessments are insufficient, follow-up actions are initiated to address gaps and reduce risks. This approach underscores emagine's commitment to fostering responsible supplier relationships, ensuring alignment with sustainability objectives, and mitigating risks within the supply chain. By leveraging the vendor portal for continuous monitoring and improvement, emagine promotes transparency, accountability, and sustainability throughout its supply chain operations while effectively evaluating and managing risks to support compliance with certifications and risk mitigation strategies across various domains.

Environmental and Social Considerations in Supplier Selection

emagine integrates environmental and social considerations into supplier selection through its Sustainable Procurement Policy, aimed at reducing environmental impact, promoting social responsibility, and ensuring compliance with applicable laws. Suppliers are assessed on their adherence to environmental regulations, waste management practices, greenhouse gas reduction efforts, and use of sustainable products. Social factors are equally prioritised, with suppliers required to uphold labour rights, prevent forced or child labour, and maintain safe, inclusive workplaces. emagine encourages its supplier to demonstrate ethical business practices, including measures to prevent fraud, corruption, and data security breaches, while also contributing to local communities by providing fair wages and fostering social and economic well-being.

Actions

Communication and Accessibility of Policies

To ensure widespread understanding and compliance, all policies are available on the company intranet and are reinforced through onboarding and ongoing training sessions. emagine provides comprehensive training on anti-corruption and anti-bribery practices to all employees. This mandatory training ensures that employees understand the implications of unethical behaviour and their role in maintaining compliance. Training covers key topics, including guidelines for gift acceptance, reporting misconduct, and utilising the Whistleblower System.

Prevention and Detection of Corruption and Bribery

At emagine, we have established comprehensive policies and processes to prevent, detect, and address corruption and bribery. While our policies serve as guiding standards, we also employ practical mechanisms to ensure effective prevention and detection. For example, our centralised Gift Log enables employees to record gifts and entertainment received, promoting transparency and accountability. Additionally, our secure and anonymous Whistleblower System allows employees and stakeholders to report misconduct or suspected wrongdoing. This system, monitored by Ethics Commitee and the Chairwoman, ensures integrity and confidentiality.

When allegations or incidents arise, investigations are conducted under the supervision of qualified internal professionals to ensure objectivity and prevent recurrence. Access to reporting channels is restricted to emagine and the chairwoman. Investigations are carried out by individuals or committees independent of individuals involved in the reported matter, ensuring impartiality. In cases of high severity, external professionals may be involved to further ensure objectivity and thoroughness. Outcomes, including recommendations and preventive measures, are reported to administrative, management, and supervisory bodies as required. To maintain compliance, we incorporate regular reviews of anti-corruption activities as part of our business assessments. These reviews ensure our policies remain effective and relevant.

Continuous Improvement and Transparency

emagine is committed to continuous improvement in its anti-corruption framework. When gaps are identified, we adopt additional measures to strengthen our processes, ensuring alignment with legal and ethical standards as well as best practices. By combining robust prevention measures, effective detection mechanisms, and thorough investigative processes, emagine fosters a culture of integrity and transparency across all its operations. Since our Anti-Corruption and Business Ethics Policies were established in ultimo 2023, 2024 marked the first year of employee policy training.

Although at-risk functions were identified, the initial approach focused on providing training to the entire workforce. In 2025, emagine will adopt a more targeted approach by focusing anti-corruption training programmes on at-risk functions and managers. Additionally, training completion rates will be reported for these specific groups rather than for the entire emagine organisation.

Metrics and Targets

Incidents of Corruption and Bribery

Corruption incidents	Unit	2024	2023
Number of convictions for violation of anti-corruption and anti-bribery laws	Number	0	0
Fines for violation of anti-corruption and anti-bribery laws (DKK)	Number	0	0

Whistleblower Incidents

Whistleblower incidents	Unit	2024	2023
Number of reports made through the Whistleblower System	Number	4	1
Number of reports in scope of the Whistleblower System	Number	1	1

Corruption and Bribery Incidents
We have not had any incidents, convictions, or fines for violation of anti-corruption and anti-bribery laws, or any breaches of procedures and standards in relation to anti-bribery and anti-corruption during 2024. Furthermore, emagine has not had any legal proceedings regarding corruption or bribery brought against us or our employees, nor have we identified any actual impacts or incidents of corruption and bribery to which we are directly linked through a business relationship in our value chain.

Accounting Principles

Convictions for Violations of Anti-Corruption and Anti-Bribery Laws

Conviction of a Group entity by a court of law which is determined during the financial year.

Fines for Violations of Anti-Corruption and Anti-Bribery Laws

Fines for a Group entity are determined by a court of law during the financial year.

Whistleblower Reports
In 2024, 4 reports were submitted via the Whistleblower System. 1 of the reports were assessed to be in scope of our Whistleblower Policy and Whistleblower Procedure. None of the reports concerned corruption or bribery

Accounting Principles
Whistleblower reports The number of reports received through the Whistleblower System during the year. The number of reports within scope of the Whistleblower System is the number out of total whistleblower reports received which are in scope of the Whistleblower System i.e., within the limitations of whom and what is reportable.

Payment Practices

Work-life balance	Unit	2024
Average days for payment to suppliers	Number	28.99
Percentage of payments aligned with agreed terms	%	92.14

Our standard payment terms are 30 days, and 92.14% of payments adhere to these or other negotiated terms. On average, our payments to suppliers are made 28/99 days after the due date. Payments within the public sector often involve a direct debit setup, which may not always align with the invoice due dates. As a result, suppliers in these cases are authorised to determine the specific transaction date themselves. Additionally, prolonged negotiations with suppliers or lost invoices have led to an increase in payment delays. We have not been involved in any legal actions related to late payments.

Accounting Principles
The average number of days payments to suppliers are made before or after the due date is calculated by determining the difference between the due dates and payment dates for all invoices paid throughout the year across our entities. A negative number indicates late payments. This calculation is performed using a weighted average for the entire Group.

Prevention and Detection for Violation of Anti-Corruption and Anti-Bribery Laws

During 2024, emagine provided computer based training to its entire workforce on Anti-Corruption, Business Ethics, Gift and Entertainment, and Whistleblower policies. This training was delivered across all employee levels, as it was deemed universally relevant rather than targeted at any specific group.

Accounting Principles
The number of completed training sessions was obtained from our online computer-based training system and is reported based on headcount. The training duration is approximately one hour, depending on individual pacing.

CHAPTER 04

Financial Statements

Financial Statements

Consolidated Financial Statements

Income Statement

DKK'000	Notes	2024	2023
Revenue	4	3 696 997	3 403 226
Cost of sales	5	-2 925 384	-2 723 834
Gross profit		**771 613**	**679 392**
Sales and marketing costs	5	-242 484	-217 403
Administrative costs	5	-167 381	-147 737
Other operating income / loss	7	2 984	6 365
Operating profit before amortisation and depreciation (EBITDA) before special items		**364 732**	**320 617**
Depreciation and impairment of property, plant and equipment and right-of-use assets	13	-40 850	-34 454
Operating profit before amortisation (EBITA) before special items		**323 882**	**286 163**
Amortisation	11	-69 529	-51 314
Operating profit (EBIT) before special items		**254 353**	**234 849**
Special items	8	-82 550	-54 616
Financial income	9	25 048	15 734
Financial expenses	9	-78 670	-79 406
Profit before tax		**118 181**	**116 561**
Tax on profit for the year	10	-49 656	-46 608
Profit for the year		**68 525**	**69 953**

DKK'000	Notes	2024	2023
Other comprehensive income			
Foreign currency translation adjustment		-6 225	17 650
Items that will be reclassified to the income statement		**-6 225**	**17 650**
Other comprehensive income		**-6 225**	**17 650**
Total comprehensive income		**62 300**	**87 603**

Balance Sheet

DKK'000	Notes	2024	2023
ASSETS			
Non-current assets			
Goodwill	11, 12	869 517	764 000
Other intangible assets	11	740 830	400 486
Tangible assets	13	20 358	20 380
Right-of-use assets	14	64 007	70 316
Other receivables		4 736	3 820
Deferred tax assets	10	2 840	5 577
Total non-current assets		**1 702 288**	**1 264 579**
Current assets			
Trade receivables	15	1 052 706	862 662
Prepayments		8 661	6 246
Other receivables		26 412	11 609
Cash		315 889	163 488
Total current assets		**1 403 667**	**1 044 005**
TOTAL ASSETS		**3 105 955**	**2 308 584**

DKK'000	Notes	2024	2023
EQUITY AND LIABILITIES			
Equity			
Share capital		**540**	**540**
Currency translation reserve		3 354	9 579
Retained earnings		637 107	530 288
Total equity	**16**	**641 001**	**540 407**
Non-current liablilities			
Interest-bearing loans and borrowings	17, 20, 21	745 571	257 144
Lease liabilities	14, 17, 20, 21	39 649	47 143
Other payables		1 542	2 507
Deferred tax liabilities	10, 21	203 081	86 436
Payables to group entities	17, 20, 21	412 384	472 291
Total non-current liabilities		**1 402 227**	**865 521**
Current liablilities			
Interest-bearing loans and borrowings	17, 20, 21	9 801	3 600
Lease liabilities	14, 20	30 343	29 183
Deferred income	17, 21	10 427	5 592
Trade payables	21	845 093	711 371
Other payables	21	147 800	115 623
Income taxes payable	10	19 264	37 288
Total current liabilities		**1 062 727**	**902 656**
Total liabilities		**2 464 954**	**1 768 177**
TOTAL EQUITY AND LIABILITIES		**3 105 955**	**2 308 584**

Cash Flow Statement

DKK'000	Notes	2024	2023
Operating profit (EBIT)		254 353	234 849
Non-cash items			
Depreciations and amortisations	11, 13	110 379	85 769
Adjustments of non-cash items, etc.	18	-389	-10 422
Change in working capital			
Change in trade receivables		-19 525	-17 397
Change in other receivables		5 471	5 751
Change in trade payables		89 464	-19 309
Change in other payables		-7 103	144
Special items	8	-82 550	-54 616
Interests received		25 048	15 733
Interests paid		-73 332	-76 964
Income taxes paid	10	-82 796	-44 182
Cash flow from operating activities		**219 020**	**119 357**
Purchase of intangible assets	11	-28 756	-17 968
Purchase of property, plant and equipment	13	-6 040	-5 399
Proceeds from disposal of property, plant and equipment		798	475
Acquisition of businesses	22	-459 060	-19 911
Purchase of financial assets		-901	-85
Cash flow from investing activities		**-493 959**	**-42 888**

DKK'000	Notes	2024	2023
Capital injections		34 554	-
Loan cost		-13 570	-
Proceeds from loans and borrowings		944 620	28 969
Repayment of loans and borrowings		-445 865	-6 943
Repayment of lease liabilities		-32 450	-26 601
Repayment of intercompany loans		-59 949	-95 374
Cash flow from financing activities		**427 340**	**-99 949**
Net cash flow		**152 401**	**-23 480**
Cash and cash equivalents, opening		163 488	189 848
Exchange gains/(losses) on cash and cash equivalents		-	-2 880
Cash and cash equivalents, closing		**315 889**	**163 488**

The above cannot be derived directly from the income statement and the balance sheet.

Equity Statement

DKK'000	Share capital	Currency translation reserve	Retained earnings	Total
Equity at 1 January 2024	540	9 579	530 288	540 407
Profit for the year	-	-	68 525	68 525
Foreign currency translation adjustment	-	-6 225	-	-6 225
Total comprehensive income for the year	**-**	**-6 225**	**68 525**	**62 300**
Group Contribution	-	-	34 554	34 554
Other movement	-	-	-257	-257
Share-based payments	-	-	3 996	3 996
Total equity at 31 December 2024	**540**	**3 354**	**637 107**	**641 001**

DKK'000	Share capital	Currency translation reserve	Retained earnings	Total
Equity at 1 January 2023	540	-8 071	456 630	449 099
Profit for the year	-	-	69 953	69 953
Foreign currency translation adjustment	-	17 650	-	17 650
Total comprehensive income for the year	**-**	**17 650**	**69 953**	**87 603**
Share-based payments	-	-	3 705	3 705
Total equity at 31 December 2023	**540**	**9 579**	**530 288**	**540 407**

Notes Overview

Note 1
Accounting Policies

Accounting Policies
emagine Consulting A/S is a limited liability company registered in Denmark. The financial statements for the period January 1 - December 31, 2024, comprise both consolidated financial statements of emagine Consulting A/S and its subsidiaries (emagine) and separate Parent Company Financial Statements. Reference is made to page 149 for Parent's specific accounting policies.

The financial statements of emagine for report year have been prepared in accordance with International Financial Reporting Standards (IFRS) as adopted by the EU and additional Danish disclosure requirements for financial statements, of the Danish Statutory Order on Adoption of IFRS issued pursuant to the Danish Financial Statements Act.

The Board of Directors and the Executive Management Team considered and adopted the Annual Report of emagine Consulting A/S for 2024 on April 30, 2025. The Annual Report will be submitted for adoption by the shareholders of emagine Consulting A/S at the Annual General Meeting.

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. Due to rounding, numbers presented throughout this report may not add up precisely to the totals, and percentages may not precisely reflect the absolute figures.

Significant Accounting Policies
This section describes the general accounting policies applied by emagine. A detailed description of the accounting policies applied and critical estimates made with respect to specific reported amounts is presented in the relevant notes. The purpose of this is to create full transparency of the disclosed amounts by providing a total description of the relevant accounting policy, the critical estimates and the numerical information for each note.

The description of accounting policies in the notes constitutes part of the overall description of emagine's accounting policies.

Implementation of New or Amended Standards and Interpretations
emagine has adopted all new or amended standards (IFRS) and interpretations (IFRIC) as adopted by the EU and which are effective for the financial year 1 January to 31 December 2024. The implementation of these new or amended standards and interpretations had no material impact on the financial statements for the year. The new standards that are not yet effective are not expected to have any material impact on emagine.

Change in Accounting Policy
Following an assessment by the management, emagine has determined that it acts as an agent for certain contracts in the Norwegian market under the principal/agent criteria in IFRS 15 "Revenue from Contracts with Customers".

For this reason, emagine has implemented a change to its accounting policy and recognised revenue from these products and services on a net basis (with gross invoiced sales, less costs of consultants reported as revenue).

The changes have been applied retrospectively. The impact on emagine's financial statements for financial year 2023 is:

- Revenue is reduced by DKK 170 million
- Cost of sales is reduced by DKK 170 million
- Gross profit, operating profit, net profit after tax, balance sheet and cash flow statement are unchanged.

Consolidated Financial Statements
The consolidated financial statements comprise emagine Consulting 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 adding together financial statement items of a uniform nature. The financial statements used for consolidation have been prepared applying 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.

Applying Materiality
The Annual Report is based on the concept of materiality, to ensure that the content is material and relevant to the readers. The consolidated financial statements consist of many transactions. These transactions are aggregated into classes according to their nature or function and presented in classes of similar items in the financial statements and in the notes as required by IFRS. If items are individually immaterial, they are aggregated with other items of a similar nature in the statements or in the notes.

The disclosure requirements throughout IFRS are substantial and provides the specific disclosures required by IFRS unless the information is considered immaterial to the economic decision making of the readers of these financial statements.

Alternative Performance Measures
emagine present financial measures which are not defined according to IFRS. emagine use

these alternative performance measures (APM) as we believe that these financial measures provide valuable information to our stakeholders and management. The financial measures should not be considered as a replacement for performance measures as defined under IFRS, but rather as supplementary information.

The alternative performance measures may not be comparable to similarly titled measures presented by other companies, as the definitions and calculations may be different. Our definitions of the financial measures are included in note 28 Definition of terms.

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 recognised 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 recognised in the latest annual report is recognised 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 differences arising out of the translation of foreign subsidiaries' balance sheet items at the beginning of the year using the balance sheet date exchange rates as well as out of the translation of statement of profit and loss from average rates to the exchange rates at the balance sheet date are recognised in other comprehensive income.

Cash Flow
The cash flow statement is presented according to the indirect method and shows how income and changes in the statement of financial position items affect cash. The cash flow statement includes cash flows from companies acquired as from the date of acquisition.

Cash flows from operating activities convert income statement items from an accounting basis to a cash basis. Further, the change in working capital is stated as it shows the development in cash tied up in the statement of financial position.

Cash flows from investing activities include cash flows related to purchase and sale of emagine's long-term investments. This includes acquisitions of companies, together with the purchase and sale of intangible assets, property, plant and equipment and other non-current assets.

Cash flows from financing activities include cash flows from changes in share capital and related costs together with cash flows from dividends and interest-bearing debt raised and repayment thereof.

Cash flows in currencies other than the functional currency are translated at the average exchange rates for the month in question, unless these differ significantly from the rates at the transaction dates.

Note 2

Significant Accounting Estimates and Management Judgements

In preparing emagine' consolidated financial statements, Management makes a number of accounting estimates and judgements on complex areas of accounting. The assessments are based on assumptions concerning future developments and may have a significant effect on recognised assets and liabilities, as well as income and expenses. As a consequence of their complex nature and their effect on the consolidated financial statements, these assessments receive close attention from Management throughout the year. Thus, all estimates and judgement assumptions are regularly reassessed as more detailed information based on historical data, experience, the financial situation, market situation and other external factors become available.

The level of impact on emagine from this combination of estimates, judgements and assumptions is described in the following table.

		Estimate/judgement
Revenue recognition - agent/ principal (judgements)	As the emagine'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. emagine 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 assess whether it controls the specified IT Consultancy services before it is transferred to the customer. The assessment and conclusion depends on the individual arrangements with the customers and the consultant.	Judgement
Impairment tests (Estimates)	Estimates are applied in the assessment of future revenues, gross profits, operating margins, discount rates and growth expectations in the terminal period in the impairment testing (value-in-use calculation). These are based on an assessment of current and future developments in the cash-generating units and on historical data and assumptions of expected future developments.	Estimate
Special items (judgement)	Key assumptions involve judgement from Management in identifying and separating special items or expense items from other items in the income statement. These items are carefully considered in order to ensure correct presentation.	Judgement
Business Combination (estimates)	In applying the acquisition method of accounting, estimates are an integral part of assessing fair values of several identifiable assets acquired and liabilities assumed, as observable market prices are typically not available. Valuation techniques where estimates are applied typically relate to determining the present value of future uncertain cash flows or assessing other events in which the outcome is uncertain at the date of acquisition. More significant estimates are typically applied in accounting for customer relationships, trade receivables, deferred tax, debt and contingent liabilities. As a result of the uncertainties inherent in fair value estimation, measurement period adjustments may be applied.	Estimate

Note 3

Income Statement by Function

It is our policy to prepare the income statement based on an adjusted classification of the cost by function in order to show the earnings before depreciation and amortisation and special items. Depreciation, amortisation and special items are therefore separated from the individual functions and presented in separate lines.

The income statement prepared on the basis of cost by function is shown below:

DKK'000	2024	2023
Revenue	3 696 997	3 403 226
Cost of sales	-2 994 913	-2 775 148
Gross profit	**702 084**	**628 078**
Sales and marketing costs	-242 848	-217 403
Administrative costs, including special items, depreciation and amortisation	-290 781	-236 808
Other operating income / loss	2 984	6 365
Operating profit (EBIT)	**171 803**	**180 234**

Split of depreciations and amortisations:

DKK'000	2024	2023
Cost of sales	-69 529	-51 314
Sales and marketing costs	0	0
Administrative costs	-40 850	-34 454
Total	**-110 379**	**-85 768**

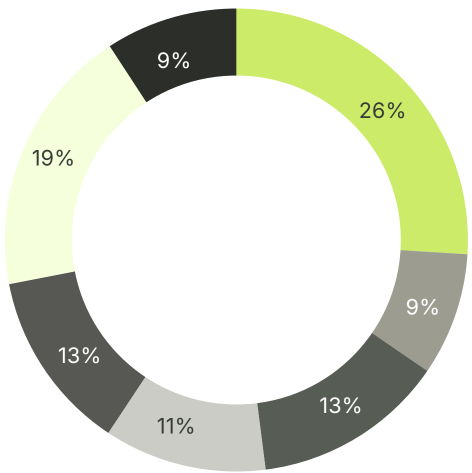
Note 4

Revenue

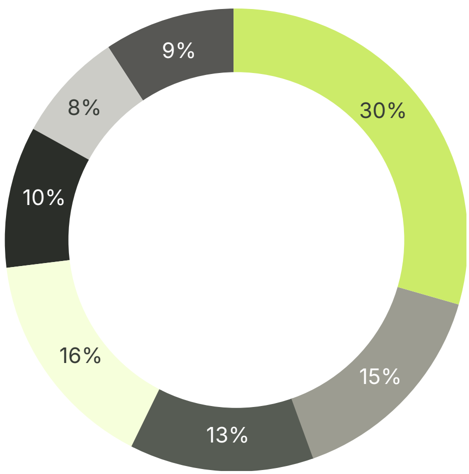
Revenue is distributed as follows:

DKK'000	Total	
Services segmentation	**2024**	**2023**
Bestshore/outsourcing	936 729	664 290
Consulting	2 708 454	2 517 604
Other category	51 814	99 913
Total Revenue	**3 696 997**	**3 403 226**

2024



2023



Denmark France Germany Poland Sweden Norway Other

Accounting Policy
Revenue is measured based on the consideration to which emagine expects to be entitled in a contract with a customer and excludes amounts collected on behalf of third parties.

emagine's primary service offerings include IT Consultancy services, bestshore services and other. All revenue streams are generally provided on a time & material contract basis. However, some contracts may be on a fixed price contract basis.

emagine' recognition of revenue can be over time or at a point in time. In general, revenue from contracts with customers is recognised when control is transferred to the customer at an amount that reflects the consideration to which emagine expects to be entitled in exchange for those services. Revenue is recognised over time when emagine has an enforceable right to payment for performance completed year to date, or the customer obtains control of a service and thus has the ability to direct the use and obtain the benefit from the service.

In recognising revenue, emagine applies the five-step-model in IFRS 15. emagine's primary service offerings include IT consultants and bestshore.

Consulting services are generally provided on either a time-and-material basis or on a fixed price contract basis. Revenue from time-and-material contracts recognised as hours are delivered and direct expenses are incurred.

For sales arrangements where emagine acts as a principal in the transaction and has the principal risk and rewards of ownership, including amongst others, the obligation to deliver the services, revenue is reported gross by emagine. Under arrangements where emagine acts as an agent, revenue is reported on a net basis.

emagine does usually not enter into sales agreements with a credit period of more than 12 months. Accordingly, emagine does not adjust the agreed contract price with a finance charge.

Time & Material Contracts
Revenue from time & material contracts is recognised 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 emagine to recognise 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 form of variable consideration, such as volume discounts or rebates, if any, are considered non-substantive. Fixed price contracts Revenue from fixed price contracts is recognised over time under the percentage of completion method whereby revenue is recognised based on hours incurred to date as a percentage of the total estimated costs of hours to fulfil the contract.

Revenue From Other Services
In addition, emagine generates revenue from other services, which primarily includes revenue from hiring out complete workspace stations, course and training programmes. Revenue from such service arrangements is recognised over time as the services are rendered.

Note 5
Staff Costs and Remuneration

DKK'000	2024	2023
Wages and salaries	595 877	479 470
Pensions	40 356	32 472
Other social security costs	51 859	39 537
Sharebased payments	3 996	3 705
Other staff costs	17 258	14 825
Total	**709 346**	**570 009**
Average number of employees	608	603

Remuneration to Key Management
Key management consists of Board of Directors and employed members of the Executive Management Team and key employees, including CFO, CGO, COO, CCO, CPO and Head of Bestshore. The remuneration paid or payable to key management for employee services is as follows:

DKK'000	2024	2023
Remuneration to the Executive Board and Board of Directors		
Wages and salaries	5 907	5 187
Other social security costs	78	82
Other staff costs	199	182
Sharebased payments	1 341	1 317
Total	**7 525**	**6 768**

DKK'000	2024	2023
Remuneration to other Key Management		
Wages and salaries	13 479	12 049
Pensions	633	869
Other social security costs	786	251
Other staff costs	475	590
Sharebased payments	1 054	1 034
Total	**16 427**	**14 793**

In accordance with the Danish Financial Statements Act (Årsregnskabsloven) § 98b, subsection 3, the exception is applied to exclude the disclosure of remuneration for a member of the Executive Management Team.

Research and Development Costs
Employee related development cost capitalised amounts to DKK 17,136 thousand (2023: DKK 13,684 thousand). This mainly relates to emagine's internal operating systems.

Accounting Policies
Staff costs include wages and salaries, including share-based payments, holiday pay and pensions, as well as other expenses for social security etc., relating to emagine's employees.

Staff costs are recognised in the financial year in which the employee renders the related service. Costs related to long-term employee benefits, e.g. share-based payments, are recognised in the periods in which they are earned. Please refer to note 6, for further details on the share-based payments.

Note 6
Sharebased Payments

Decisions to grant share-based incentive programmes through warrants and shares are made by the Board of Directors in accordance with the articles of association on incentive pay for emagine. The warrants relate to shares in the Parent company emagine Holding II ApS. The shares are acquired at fair value at the acqusition date.

The total cost related to share-based payments was DKK 4.0 million (2023: DKK 3.7 million). The cost of share-based payments is included in staff costs. In the remaining vesting periods, an amount of DKK 7.3 million (2023: DKK 11.3 million) is expected to be recognised in respect of the current programmes. The weighted average remaining contractual life of the shares at the end of the period was 1.9 years (2023: 2.9 years).

Assumptions On Fair Value of Shares
Estimating fair value for Warrant programmes transactions requires determination of the most appropriate valuation model, which depends on the terms and conditions of the grant. This estimate also requires determination of the most appropriate inputs to the valuation model including the share price of emagine at the grant date, the expected life of the warrant, volatility and dividend yield and making assumptions about them.

emagine has given warrants 2023 and 2024, and they are all still open. Warrants have been granted to members of the Board of Directors, Executive Board, Key Management Personnel and other employees in the company. For the 2023 and 2024 programme, the employees only receive equity instruments.

Accounting Policies
Certain employees of emagine receive remuneration in the form of share-based payments, whereby programme participants render services as consideration for equity instruments ("equity-settled transactions"). The cost of equity-settled transactions is determined by the fair value at the date when the grant is made, using an appropriate valuation model.

That cost is recognised in staff costs, together with a corresponding increase in equity (other capital reserves) for equity-settled programmes, over the period in which the service and, where applicable, the performance conditions are fulfilled (the vesting period). The cumulative expense recognised for equity-settled transactions at each reporting date until the vesting date reflects the extent to which the vesting period has expired and emagine's best estimate of the number of equity instruments that will ultimately vest. The expense or income in the income statement for a period represents the movement

in cumulative expense recognised as at the beginning and end of that period.

	Key personnel and employees	Avr. exercise price (per warrant)
Outstanding at 31 December 2022	**980 017**	
Granted	230 484	59.84
Exercised	-18 433	
Forfeited	-24 167	
Outstanding at 31 December 2023	**1 167 901**	
Granted	68 751	64.02
Exercised	0	
Forfeited	0	
Outstanding at 31 December 2024	**1 236 652**	
Exercisable 31 December 2024 and 2023	0	

Note 7
Other Operating Income/Loss

DKK'000	2024	2023
Gain from sale of assets	410	493
Other operating income	2 594	7 065
Loss from sale of assets	-20	-115
Other operating expenses	-	-1 078
Total other operating income/loss	**2 984**	**6 365**

Accounting Principles
Other operating income comprises of income from activities which are not directly linked to emagines business.

Gains and losses on disposal of intangible assets and property, plant and equipment are determined as the sales price less selling costs and the carrying amount at the disposal date.

Note 8
Special Items

DKK'000	2024	2023
Costs related to acquisitions	37 305	30 523
Redundancy and restructuring costs, etc.	27 901	21 495
Write-down of debtors due to bankruptcy	-	2 056
Other special items	17 344	542
Total	**82 550**	**54 616**

Comments
In 2024, special items mainly related to M&A and integration activities relating to the acquisitions of BOOST:IT and Allgeier, as well as projects of improving internal processes and efficiencies. In 2023, special items mainly related to cost for acqusition and integration of Skillspark and Quality Sourcing.

Accounting Policies
Special items are defined as non-recurring income and expenses that the group does not consider to be part of its ordinary operations including restructuring projects. The use of special items entails management judgement in the separation from the ordinary operations of emagine. When using special items, it is essential that these constitute items that cannot be attributed directly to emagine's ordinary operating activities.

Note 9
Financial Income and Expenses

DKK'000	2024	2023
Other interest income	24 192	15 734
Foreign exchange income	856	-
Total financial Income	**25 048**	**15 734**

DKK'000	2024	2023
Interest expenses from group entities	917	9 911
Interest expenses regarding leasing	3 152	2 854
Other interest expenses	34 719	45 775
Foreign exchange losses	6 146	14 969
Other financial expenses	33 735	5 899
Total financial expenses	**78 670**	**79 406**

Finance expenses related to financial liabilities recognised at amortised cost (the credit facility and lease liabilities) amount to DKK 5,412 thousand (2023: DKK 1,399 thousand).

Accounting Principles
Financial income and expenses comprise interest income and expenses, currency gains and losses, amortisation of loan costs, etc.

Note 10
Income Taxes

DKK'000	2024	2023
Current income tax:		
Current income tax charge	-54 343	-54 325
Prior year	3 905	-
Deferred tax:		
Relating to origination and reversal of temporary differences	7 725	7 718
Prior year	-6 943	-
Total tax for the year	**-49 656**	**-46 607**
Profit before tax	118 181	116 560
Tax rate of 22%	-26 000	-25 643
Tax at a rate of 22%		
Tax-based value of non-deductible interests expenses	-10 948	-7 213
Changes to previous years	-3 038	-
Effect of different tax rates in foreign subsidiaries	-899	-1 047
Other adjustments	-8 775	-8 770
Total tax for the year	**-49 656**	**-46 607**
Effective tax rate	**42.6%**	**40.0%**

DKK'000	2024	2023
Tax payable at 1 January, net	-37 287	**-30 514**
Current tax for the year	-54 343	-46 607
Addition, acqusition of entity	-15 502	-
Payments relating to current year	82 796	44 182
Other movements	5 072	-4 348
Total tax payable and tax receivable	**-19 263**	**-37 287**

Deferred tax has been presented as follows in the statement of financial position

DKK'000	2024	2023
Deferred tax asset	2 840	5 577
Deferred tax liability	-203 081	-86 436
Total deferred tax	**-200 241**	**-80 859**

DKK'000	2024	2023
Non-current assets		
Non-current assets	2 840	5 577
Non-current liabilities	-203 081	-86 436
Total deferred tax	**-200 241**	**-80 859**

Accounting Principles

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

Current tax payable and current tax receivable are recognised in the statement of financial position, 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 is recognised 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 crystallise as current tax. Changes in deferred tax resulting from changed tax rates or tax rules are recognised in profit/loss unless the deferred tax is attributable to transactions previously recognised directly in equity or otherc omprehensive income. In the latter case, such changes are also recognised directly in equity or other comprehensive income.

Deferred tax assets, including the tax base of tax loss carryforwards, are recognised in the statement of the financial position at their estimated realisable 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.

Note 11
Intangible Assets

DKK'000	Goodwill	Customer relationships	Brands	Other intangibles	Software	Total intangible assets
Cost at 1 January 2024	764 000	394 691	71 255	16 562	72 991	1 319 498
Foreign currency translation adjustment	-5 601	-	-	-1 015	118	-6 497
Additions	-	-	1 194	289	26 696	28 179
Additions from acquisitions	111 118	382 364	-	36	170	493 688
Disposals and reclassifications	-	-11 032	23 733	-12 823	-	-122
Cost at 31 December 2024	**869 517**	**766 023**	**96 182**	**3 048**	**99 976**	**1 834 746**
Impairment and amortisation at 1 January 2024	-	-116 003	-14 849	-7 742	-16 419	-155 013
Foreign currency translation adjustment	-	121	-557	22	-118	-533
Disposals and reclassifications	-	-5 660	-	5 782	-	122
Amortisation	-	-44 653	-10 285	-446	-13 591	-68 975
Impairment and amortisation at 31 December 2024	**-**	**-166 196**	**-25 690**	**-2 384**	**-30 129**	**-224 399**
Carrying amount at 31 December 2024	**869 517**	**599 827**	**70 491**	**664**	**69 847**	**1 610 347**

DKK'000	Goodwill	Customer relationship	Brands	Other intangibles	Software	Total intangible assets
Cost at 1 January 2023	730 386	378 285	71 255	20 664	55 059	1 255 648
Foreign currency translation adjustment	-	254	-	-	-	254
Additions	-	-	-	35	17 932	17 968
Additions from acquisitions	33 614	12 014	-	-	-	45 628
Disposals and reclassifications	-	4 137	-	-4 137	-	-
Cost at 31 December 2023	**764 000**	**394 690**	**71 255**	**16 562**	**72 991**	**1 319 498**
Impairment and amortisation at 1 January 2023	-	-78 017	-7 722	-6 009	-12 746	-104 494
Foreign currency translation adjustment	-	385	-	-	-	385
Disposals and reclassifications	-	-	-	-1 359	-	-1 359
Amortisation	-	-38 370	-7 127	-374	-3 673	-49 545
Impairment and amortisation at 31 December 2023	**-**	**-116 003**	**-14 849**	**-7 742**	**-16 419**	**-155 013**
Carrying amount at 31 December 2023	**764 000**	**278 688**	**56 406**	**8 820**	**56 572**	**1 164 486**

Comments
In 2024, the group acquired Allgeier and Boost IT, and in 2023, the group acquired Skillspark and Quality Sourcing, which explains the additions to the intangible assets. Please refer to note 22 for further guidance on this. The acquisitions of goodwill and customer relationships have primarily been made to achieve synergies with existing business units, to further develop existing markets and to establish a presence on new markets.

Except for goodwill, all intangible assets are deemed to have a definite life.

Software are mainly related to emagine's internally developed operational systems.

Accounting Policies
Goodwill is recognised in the statement of financial position at cost on initial recognition. Goodwill is subsequently measured at cost less accumulated impairment losses. Goodwill is not amortised. Goodwill are tested for impairment annually or whenever there is an indication of impairment, while the other intangible assets with definite lives are tested when there is an indication of impairment. Please refer to note 12 for further details on this.

Customer relationships are recognised at their fair value at the date of acquisition and are subsequently amortised on a straight-line based on their estimated useful lives, estimated to be 10 years.

Acquired rights and brands are measured upon acquisition at cost, and are amortised over the expected economic life, estimated to be 3 to 10 years.

Software is amortised on a straight-line basis over the expected economic life, estimated to be 3 to 5 years.

Costs include the purchase price and costs directly or indirectly attributable to bringing the asset to its intended use.

If a write-down is required, the carrying amount is written down to the higher of the net selling price and the value-in-use. The value-in-use is calculated based on the estimated future cash flows, discounted by using a pre-tax discount rate.

Development costs on individual project are recognised as intangible assets when the following can be demonstrated:

- The technical feasibility of completing the intangible asset so that the asset will be available for use or sale
- Its intention to complete and its ability and intention to use or sell the asset
- How the asset will generate future economic benefits
- The availability of resources to complete the asset
- The ability to measure reliably the expenditure during development

Following initial recognition of the development expenditure as an asset, the asset is carried at cost less any accumulated amortisation and accumulated impairment losses. Amortisation of the asset begins when

development is complete and the asset is available for use. It is amortised over the period of expected future benefit. During the period of development, the asset is tested for impairment annually.

Note 12
Impairment Tests

Outcome of the Impairment Tests
The impairment tests in 2023 and 2024 did not result in any impairment losses.

emagine’s Cash-generating Units (CGUs)

Impairment tests are carried out per country which is the lowest level of cash-generating units (CGUs) to which the carrying amount of goodwill, can be allocated and monitored with any reasonable certainty.

Key Assumptions In the Impairment Test
Goodwill is tested for impairment at least once a year, and more frequently if there are indications of impairment. The recoverable amounts for the CGUs are determined based on the value-in-use.

In the impairment tests, the discounted values of the future net cash flows of each of the CGUs value-in-use are compared with their carrying amounts. The value-in-use is calculated using certain key assumptions for the expected future cash flows and applied discount factor. The cash flow projections are based on financial budgets and business plans approved by Management. In nature, these projections are subject to judgement and estimates that are uncertain, though based on experience. The discount rates applied reflect the time value of money as well as the specific risks related to the underlying cash flows, i.e. project and/ or country-specific risk premium. Further, any uncertainties reflecting past performance and possible variations in the amount or timing of the projected cash flows are generally reflected in the discount rates.

The value-in-use calculation comprises of the following key assumptions:
- Revenue growth in the forecast period
- EBIT margin
- Development in net working capital
- Discount rates
- Growth rate in terminal period

Revenue Growth
Revenue growth projections in the financial forecast for 2025-2027 are estimated based on current operations and the expected market development for the individual CGUs. It is expected that the revenue growth will continue for emagine across all markets.

EBIT Margin

When estimating the CGUs EBIT margin in the financial forecast for 2025-2027, past experiences are taken into consideration. The current level of earnings is expected to be maintained throughout the forecast period at a level of 3-7% across all markets.

Discount Tates and Terminal Growth
The discount rates for 2023 and 2024 impairment testing purposes are based on calculation of weighted average cost of capital (WACC) applicable for emagine, considering both debt and equity.

Carrying Amounts and Key Assumptions
The carrying amount of goodwill and the key assumptions used in the impairment testing at 31 December is presented below for each CGU:

2024	*Carrying amount*	*Forecasting period*	*Terminal period*	*Applied discount rate*	
DKK	**Goodwill**	**Total growth (avg.)**	**Growth**	**After tax**	**Pre-tax**
Denmark	220	9.2%	2.0%	8.6%	11.0%
Sweden	75	10.3%	2.0%	8.6%	10.8%
Norway	44	5.8%	2.0%	9.8%	12.6%
Poland	76	10.6%	2.0%	12.3%	15.2%
France	74	9.1%	2.0%	9.2%	12.5%
Germany*	91	7.7%	2.0%	9.1%	10.8%
UK	85	17.6%	2.0%	10.3%	13.8%
Ireland	97	6.8%	2.0%	9.9%	11.4%
India	17	18.1%	2.0%	9.7%	13.0%
Portugal**	91	-	-	-	-
Total	870				

2023	*Carrying amount*	*Forecasting period*	*Terminal period*	*Applied discount rate*	
DKK	**Goodwill**	**Total growth (avg.)**	**Growth**	**After tax**	**Pre-tax**
Denmark	220	8.8%	2.0%	8.7%	11.2%
Sweden	75	8,8%	2.0%	8.7%	11.0%
Norway	44	10.4%	2.0%	9.7%	12.4%
Poland	76	13.5%	2.0%	12.0%	14.8%
France	74	11.5%	2.0%	9.0%	12.1%
Germany	76	11.4%	2.0%	9.0%	10.7%
UK	85	18.5%	2.0%	9.9%	13.2%
Ireland	97	12.2%	2.0%	9.9%	11.3%
India	17	28.8%	2.0%	9.7%	13.0%
Total	764				

*= Goodwill from the acqusition of Allgeier is included in the goodwill amount. The goodwill relating to the Allgeier acqusition has not been impairment tested as the company was acquired just before 2024 year-end.

**= Goodwill relating to the Boost IT acqusition has not been impairment tested as the company was acquired just before 2024 year-end.

Note 13

Property, Plant and Equipment

DKK'000	2024 Leasehold improvements	2024 Other tangibles	2024 Total	2023 Leasehold improvements	2023 Other tangibles	2023 Total
Cost at 1 January	6 898	40 113	47 011	6 221	25 840	32 061
Additions from business combinations	1 118	5 121	6 239	-	-	-
Additions	712	630	1 342	751	4 648	5 399
Disposals	-	-1 263	-1 263	-	-1 271	-1 271
Reclassification of presentation from previous years	-	10 085	10 085	-74	-	-74
Currency translation	493	174	667	-	8 419	8 419
Total cost at 31 December	**9 221**	**54 860**	**64 080**	**6 898**	**40 113**	**47 011**
Total depreciation and impairment at 1 January	-1 829	-24 802	-26 631	-418	-17 175	-17 593
Depreciation for the year	-2 099	-5 647	-7 745	-1 273	-2 696	-3 968
Disposals	-	1 121	1 121	-	1 164	1 164
Reclassification of presentation from previous years	-	-10 085	-10 085	-138	-	-138
Currency translation	-383	-	-383	-	-6 095	-6 095
Total depreciation and impairment at 31 December	**-4 310**	**-39 412**	**-43 722**	**-1 829**	**-24 802**	**-26 631**
Carrying amount at 31 December	**4 911**	**15 448**	**20 358**	**5 069**	**15 311**	**20 380**

Accounting Policies

Leasehold improvements and other tangible assets are measured at cost less accumulated depreciation and impairment losses.

The cost comprises the acquisition price and other expenses directly attributable to preparing the asset for its intended use. The present value of estimated expenses for dismantling and disposing of the asset as well as restoration expenses are added to the cost if such expenses are recognised as a provision.

If the individual components of an asset have different useful lives, each component will be depreciated separately.

Subsequent costs, such as partial replacement of property, plant and equipment, are included in the carrying amount of the asset in question when it is probable that such costs will result in future economic benefits.

Depreciation is carried out on a straight-line basis over the expected useful lives of the assets. The expected useful lives of the overall asset categories are as follows:

- Leasehold improvements: 2-4 years
- Other tangible assets: 5 years

The basis of depreciation is based on the residual value of the asset and is reduced by impairment losses, if any. The depreciation period and the residual value are determined at the time of acquisition and are reassessed every year. Where the residual value exceeds the carrying amount of the asset, no further depreciation charges are recognised.

Note 14
Leases

DKK'000	2024	2023
Right-of-use assets - Properties	58 759	65 577
Right-of-use assets - Cars	5 248	4 738
Total right-of-use assets	**64 007**	**70 315**

	2024	2023
Lease liabilities - non-current	-39 649	-47 143
Lease liabilities - current	-30 343	-29 183
Total lease liabilities	**-69 992**	**-76 326**

The vast majority of depreciation relates to leased offices and company cars and is recognised in the Administrative costs line.

Costs recognised in the period for short-term and low-value leases were below DKK 1 million (2023: DKK below 1 million). Expenses are recognised on a straight-line basis.

Financial expenses relating to lease contracts were DKK 3.2 million (2023: DKK 2.9 million)

Total cash outflows for the year relating to leases was DKK 35.6 million (2023: DKK 29.3 million), comprising lease payments in scope of IFRS 16 of DKK 32.4 million (2023: DKK 26.4 million) and interest paid of DKK 3.2 million (2023: DKK 2.9 million). For details of the maturity of the lease liabilities, please refer to note 21.

Accounting Policies
emagine applies a single recognition and measurement approach to all leases, except for short-term leases and low-value leases.

emagine recognises right-of-use assets at the commencement date of the lease when the asset is available for use. Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities recognised, initial direct costs incurred, lease payments made at or before the commencement date, key money, less any lease incentives received. Key money is measured at cost and amortised over the term of the contract. Right-of-use assets are depreciated on a straight-line basis over the shorter of the asset's useful life and the lease term. At each reporting date, emagine assesses whether there is any indication that a right-of-use asset may be impaired. If any such indication exists, emagine carries out impairment testing for the relevant CGU.

emagine recognises lease liabilities at the commencement date of the lease, measured at the present value of lease payments to be made over the lease term. Lease payments include fixed payments less any lease incentives receivable. Some leases are exposed to potential future increases in variable lease payments based on an index or rate, which are not included in the lease liability until they take effect. Payments relating to services are included in lease liabilities. Some property leases contain variable payment terms that are linked to sales generated from a store. Variable lease payments that depend on sales are recognised in profit or loss in the period in which the condition that triggers those payments occurs and are not included in the lease liability. In calculating the present value of lease payments, emagine uses its incremental borrowing rate at the lease commencement date because the interest rate implicit in the lease is not readily determinable. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a modification, for example a change in the lease term or a change in the lease payments. Lease payments are classified in financial activities in the statement of cash flows.

emagine applies the short-term lease recognition exemption to its short-term leases. Payments related to short-term leases and leases of low-value assets continue to be recognised on a straight-line basis as an expense in the income statement. Short-term leases are leases with a lease term of 12 months or less. Low-value assets comprise some IT equipment and other office equipment.

Note 15
Trade Receivables

DKK'000	2024	2023
Gross trade receivables	905 219	748 768
Provisions for bad debt	-3 448	-4 854
Total	**901 770**	**743 914**
Contract assets (sales to be invoiced)	**150 935**	**118 748**

Comments
Contract assets relate to emagine's right to considerations for completed services which have not been invoiced at the reporting date. Contract assets are transferred to trade receivables when the rights become unconditional.

emagine's customers are generally large international industrial companies with adequate resources and capital available for acquiring it-consulting services as provided by emagine. 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 emagine's policy to evaluate the customer's ability to pay, mainly based on experience and the financial performance of the customers.

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

emagine has historically not incurred any significant losses from trade receivables, and looking forward the company does not expect this to change.

Impairment losses on trade receivables for 31 December amounted to DKK 0.5 million, corresponding to 0.01% of consolidated revenue (DKK 2.7 million, or 0.08%).

Accounting Policies
Trade receivables and contract assets are recognised at amortised cost.

Impairments for lifetime expected credit losses (ECL) are recognised in the income statement upon initial recognition of the receivables. The expected credit losses are calculated according to the portfolio of receivables and are grouped by shared credit risk characteristics.

The impairments on trade receivables are recognised in administrative costs and other special items.

Note 16
Equity

Share capital
The share capital is divided into 53,993,197 shares (53,993,197 shares) with a nominal value of DKK 0.01 each.

No shares are subject to special rights or restrictions on voting rights. The shares are fully paid up and are not divided into classes.

Number of shares	2024	2023
1 January	53 993 197	53 993 197
Additions	-	-
31 December	53 993 197	53 993 197

Other Equity Reserves
Exchange differences arising on translation of the parent company and of foreign controlled entities into the presentation currency, DKK, are recognised in other comprehensive income and accumulated in a separate reserve within equity. The cumulative amount is reclassified to profit and loss when the net investment is disposed of.

Capital Management
As at 31 December 2024, emagine was mainly funded by equity totaling DKK 641 million (2023: DKK 540 million), bank loan of DKK 755 million (2023: DKK 261 million) and loan from group parent entities DKK 412 million (2023: 472 million). emagine is generally not subject to any special capital requirements other than the usual statutory requirements and agreed bank covenants.

emagine monitors and manages its capital structure with a view to ensure that it can meet its financing obligations. No changes have been made to emagines's management of capital compared to 2023.

emagine is focused on reducing the working capital to a minimum and to a large extent match the terms on account receivables and account payables.

Note 17

Loans

DKK'000	2024	2023
Non-current liabilities		
Bank loan	745 571	257 144
Lease liabilities	39 649	47 143
Other non-current loans	412 384	472 291
Total	**1 197 604**	**776 578**
Current liabilities		
Bank loan	9 801	3 600
Lease liabilities	30 343	29 183
Total	**40 144**	**32 783**

Interest Rates
The average interest rates on loans was 7.8% (2023: 7.2%).

Interest Risks
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. emagine's exposure to the risk of changes in market interest rates relates primarily to emagine's bank loan with Danske Bank. The Group has hedged interest rate risks. A change in the interest rate would thereby not have a significant impact on the statement of profit or loss.

Accounting Policies

Loans

Debt to credit institutions, etc., is recognised at the time of obtaining the loan at fair value less transaction costs. In subsequent periods, financial liabilities are measured at amortised cost.

Lease Liabilities

emagine recognises lease liabilities measured at the present value of lease payments to be made over the lease term. The following is included in the lease payments:

- Fixed payments
- Variable payments that depend on index or a rate
- The exercise price of purchase options reasonably certain to be exercised
- Payments related to periods covered by an extension option reasonably certain to be exercised
- Penalty payments in connection with termination options reasonably certain to be exercised

emagine has chosen to include service components in the lease payments. emagine determines the lease term based on the non-cancellable lease period identified in the contract together with any periods covered by an extension option reasonably certain to be exercised or any periods covered by a termination option reasonably certain not to be exercised. After the commencement date, emagine reassesses the lease term if there is a significant event or change in circumstances that is within emagine's control and affects its ability to exercise (or not to exercise) the options.

When discounting the lease payments to present value, emagine uses the incremental borrowing rate. emagine estimates the incremental borrowing rate by using a market interest rate that reflects the currency and average term of the leases plus a credit margin.

Note 18
Non Cash Items for the Cash-flow

DKK'000	2024	2023
Depreciation and amortisation	110 379	85 769
Other non-cash adjustments	-389	-10 422
Total adjustments	**109 990**	**75 347**

Note 19
Change in Net Working Capital

DKK'000	2024	2023
Change in receivables	-14 011	-11 647
Change in trade payables	84 493	-19 309
Change in other payables	-7 187	144
Change in net working capital	**63 295**	**-30 811**

Note 20
Financial Risks and Financial Instruments

Categories of financial instruments:

DKK'000	2024	2023
Financial Assets		
Trade receivables	1 052 706	862 662
Other receivables	26 412	11 609
Cash	315 889	163 488
Financial Assets measured at amortised cost	**1 395 007**	**1 037 759**
Financial Liabilities		
Interest-bearing debt, current and non-current	755 372	260 744
Lease liabilities, current and non-current	69 992	76 325
Trade payables	845 093	711 371
Other payables	147 800	115 623
Income taxes payable	19 264	37 288
Financial Liabilities measured at amortised cost	**1 837 520**	**1 207 351**

Accounting Policy
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.

The Group's objective at all times is to limit the Group's financial risks.

The Group manages the financial risks and coordinates cash management and management of interest rate and currency risks based on financial risk policies agreed with the Board of Directors.

Policy for Management of Financial Risks
There is no change in emagine's financial risk assessment compared to last year.

Liquidity Risks

emagine attempts to maximise the flexibility and minimise risks. emagine has a loan agreement at Danske Bank consisting of five individual loans with expiry dates in 2027 and 2028. emagine has a factoring agreement with Danske Bank with a limit of DKK 130 million (2023: DKK 130 million). For all invoices that are sold through the factoring agreement, emagine has derecognised the balances as all risks relating the the receivables have been transferred.

Interest Risks

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. emagine's exposure to the risk of changes in market interest rates relates primarily to emagine's bank loan with Danske Bank.

The Group has hedged the interest rate risks. A change in the interest rate would thereby not have a significant impact on the statement of profit or loss.

Credit Risks

Credit risk is the risk that a counterparty will not meet its obligations under a financial instrument or customer contract, leading to a financial loss. emagine is exposed to credit risk from its operating activities (primarily trade receivables) and from its financing activities, including deposits with banks and financial institutions and other financial instruments.

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, emagine's allowance for expected credit losses from its trade receivables is insignificant.

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

Currency Risks

Foreign currency risk is the risk that the fair value or future cash flows of an exposure will fluctuate because of changes in foreign exchange rates. emagine 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.

emagine 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, emagine has some exposure related to sales and purchases denominated in foreign currencies, which primarily relates to EUR, PLN, SEK, NOK and GBP. Management considers the impact from this immaterial at group level.

Note 21

Financial Liabilities - Maturity Analysis

Maturity analysis on financial liabilities.

DKK'000	Contractual cash flows	< 1 year	1-5 years	> 5 years
2024				
Financial Liabilities				
Interest-bearing debt, current and non-current	877 806	9 801	868 004	-
Payables to group entities	522 811	-	522 811	-
Lease liabilities, current and non-current	74 358	32 369	39 453	2 536
Trade payables	845 093	845 093	-	-
Other payables	149 342	149 342	-	-
Income taxes payable	19 264	19 264	-	-
31 December 2024	**2 488 674**	**1 055 869**	**1 430 268**	**2 536**
2023				
Financial Liabilities				
Interest-bearing debt, current and non-current	287 470	3 600	283 870	-
Payables to group entities	531 263	-	-	531 263
Lease liabilities, current and non-current	81 456	31 686	46 648	3 122
Trade payables	711 371	711 371	-	-
Other payables	115 623	115 623	-	-
Income taxes payable	37 288	37 288	-	-
31 December 2023	**1 764 471**	**899 568**	**330 518**	**534 385**

The contractual payments are based on the agreed terms.

Breakdown of liabilities from financing activities:

DKK'000	1 Jan 2024	Cash flows	Non-cash changes New leases and re-measurement	Foreign exchange movement	Other transactions	31 Dec 2024
Financial Liabilities						
Interest-bearing debt, non-current and current	260 744	498 754	-	-	-4 126	755 372
Payables to group entities	472 291	-59 948	-	41	-	412 384
Lease liabilities, current and non-current	76 325	-32 450	27 240	-	-1 124	69 992
Total liabilities from financing activities	**809 360**	**406 356**	**27 240**	**41**	**-5 250**	**1 237 748**

DKK'000	1 Jan 2023	Cash flows	Non-cash changes New leases and re-measurement	Foreign exchange movement	Other transactions	31 Dec 2023
Financial Liabilities						
Interest-bearing debt, non-current and current	232 045	28 969	-	-	-270	260 744
Payables to group entities	567 371	-95 374	-	-	294	472 291
Lease liabilities, current and non-current	71 997	-26 601	29 361	-	1 568	76 325
Total liabilities from financing activities	**871 413**	**-93 006**	**29 361**	**-**	**1 592**	**809 360**

Note 22
Acquisitions of Entities

Net assets and goodwill recognised following the acquisitions in 2024:

	Fair value at date of acqusition 2024		
DKK'000	**Allgeier Experts**	**Boost IT**	**Total**
Assets			
Intangible assets	117 733	264 837	382 570
Property, plant and equipment	622	5 617	6 239
Right-of-use assets	3 118	11 056	14 174
Trade receivables	74 195	79 574	153 768
Other current assets	563	5 358	5 921
Cash	34 368	18 626	52 995
Liabilities			
Bank loans	-	-3 664	-3 664
Lease liabilities	-3 118	-11 056	-14 174
Deferred tax liabilities	-36 689	-83 370	-120 059
Other payables	-11 170	-18 673	-29 843
Trade payables	-40 703	6 288	-42 613
Acquired net assets	**138 919**	**262 017**	**400 936**
Goodwill	20 397	90 721	111 118
Purchase price	**159 316**	**352 739**	**516 433**

	Fair value at date of acqusition 2024		
DKK'000	**Allgeier Experts**	**Boost IT**	**Total**
Hereof cash in acquired entities	-34 368	-18 626	-52 995
Cash consideration for acquisitions	**124 947**	**334 112**	**459 060**
Revenue of acquired companies after the date of acquisition			47 156
Profit of acquired enterprises after date of acquisition			-661
Full-year revenue including acquisitions			4 353 741
Full-year profit including acquisitions			98 009

In November 2024, emagine acquired all shares in Allgeier and in December 2024, emagine acquired all shares in BOOST:IT.

The acquisition of both Allgeier and BOOST IT was completed by payment of the full consideration in cash in November 2024 and December 2024 from which point control was gained.

The total considerations for both acqusitions amounted to DKK 512.1 million. Adjusted for cash of DKK 53.0 million, the total net consideration amounted to DKK 459.1 million. There are no contingent or deferred consideration arrangements and indemnifications and there were no transaction costs related to the acquisitions.

Goodwill of DKK 111,1 million has been calculated. The recognised goodwill is not tax deductible. Goodwill represents the strategic strengthening, extending and consolidation of the market presence in Europe, as well as operational synergies from the integration and the experienced and knowledgeable of the workforce in the companies.

Transaction costs for emagine related to this acquisition were DKK 29.0 million related to external consultants, advisors and lawyers. The amount was included in special items.

Customer relations amounting to DKK 382.4 million, no assets or liabilities have been identified which were not recognised in the companies acquired on the date of acquisitions.

Valuation of Intangible Assets
An assessment was made of the value of the customer agreements, framework agreements and customer portfolios taken over. The valuation thereof was based on the "Multi Period Excess Earnings Method (MEEM method)" in which the value was calculated on the basis of expected future cash flow. The principle assumptions were expected lives of the existing agreements and portfolios, earnings and contribution for using associated assets and employees.

Acquired assets included receivables from sales at fair value of DKK 153.8 million. The contractual gross receivables were all deemed to be recoverable as of the date of takeover.

Note 23
Fees To the Group Auditor

DKK'000	2024	2023
Statutory audit	1 576	1 331
Other assurance engagements	-	10
Tax advisory service	851	1 400
Other services	13 521	9 188
Total fees to Deloitte	**15 948**	**11 969**

Comments
Deloitte is emagine's auditor as appointed at the Annual General Meeting. Deloitte audits the consolidated financial statements of emagine group and some of the subsidiaries' financial statements. In addition, Deloitte provides consultancy services and performs other audit-related tasks.

Note 24
Related Parties

Transactions with shareholders were as follows:

DKK'000	2024	2023
Transactions		
Management fee emagine Holding ApS	8 091	6 913
Interests on loan from group parent companies	2 221	10 755
Interests (income) on loan to group parent companies	1 304	-

Comments
emagine Holding ApS, Sydhavnsgade 16, DK-2450 Copenhagen S, Denmark, has the controlling interest (100%) in the Parent Company.

emagine Consulting A/S is 80.6% owned by emagine Holding III ApS, which is the ultimate parent company of emagine.

Besides transactions related to the joint taxation with emagine Holding III ApS, no material transactions other than the one stated above were completed with the related party during the year.

Other Related Parties and Management
Other related parties comprise emagine's Executive Committee and the Executive Management Team, the Board of Directors, companies in which the principal shareholder exercises control, and such companies' subsidiaries.

Transactions with key management personnel consisted of remuneration; please see note 5.

Apart from the remuneration paid to the key management personnel, emagine had no transactions with the Executive Committee and the Executive Management Team, Board of Directors, major shareholders or other related parties.

Note 25
Group Companies

Name and registred office	Location	Currency	Ownership per 31 December 2024	Ownership per 31 December 2023
emagine GmbH	Germany	EUR	100%	100%
emagine SP. Z.o.o	Poland	PLN	100%	100%
emagine Consulting B.V.	The Netherlands	EUR	100%	100%
emagine Consulting AB	Sweden	SEK	100%	100%
emagine AS	Norway	NOK	100%	100%
emagine Group SAS	France	EUR	100%	100%
emagine Consulting Ltd	UK	GBP	100%	100%
emagine Flexwork Gmbh	Germany	EUR	100%	100%
emagine Consulting SARL	France	EUR	100%	100%
otherwise Portage SARL Portage SARL	France	EUR	100%	100%
emagine Infotech Software Pvt Ltd	India	INR	100%	100%
emagine Expertise Ltd	Ireland	EUR	100%	100%
ProData Consult B.V.	The Netherlands	EUR	-	100%
emagine Expertise A/S	Denmark	DKK	100%	100%
Peak Consulting Group AS	Norway	NOK	-	100%
Skillspark AB	Sweden	SEK	100%	100%
Skillspark Sweden AB	Sweden	SEK	-	100%
Skillspark ApS	Denmark	DKK	100%	100%
Skillspark Z.o.o	Poland	PLN	100%	100%

Name and registred office	Location	Currency	Ownership per 31 December 2024	Ownership per 31 December 2023
Skillspark Ltd	UK	GBP	100%	100%
Skillspark AS	Norway	NOK	-	100%
Skillsense AB	Sweden	SEK	-	100%
Skillspark IT Consultancy	United Arab Emirates	AED	100%	100%
emagine, Unipessoal, Lda.	Portugal	EUR	100%	-
Boost IT Lda.	Portugal	EUR	100%	-
Kualitytribe – Consultoria Informatica, Lda.	Portugal	EUR	100%	-
emagine Expertise S.R.L	Romania	LEU	100%	-

Note 26
Collateral Provided and Contingent Liabilities

Pledges and guarantee commitments
The shares in emagine Consulting A/S as well as certain subsidiaries in Poland, Sweden, Norway and emagine Group have been pledged as security for the senior facility agreement entered into by the parent company emagine Holding ApS. Further, a floating charge of DKK 25 million in the assets of emagine Consulting A/S, and EUR 20 thousand in the assets of the subsidiary in the Netherlands has been provided. The Polish subsidiary has provided payment guarantees for a total of PLN 0.25 million and EUR 0.5 million. The emagine companies in Denmark, Norway, Sweden and Poland are part of a cash pool agreement with a credit limit of DKK 125 million. The emagine companies in Denmark, Sweden, Poland and emagine Group have made a guarantee on a jointly basis towards the credit institution. emagine Holding ApS and emagine Consulting A/S and its subsidiaries jointly guarantee as obligor for any amounts due under the senior facility agreement.

Contingent liabilities
The parent company 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 liabilities as a consequence of changes made to the jointly taxable income etc.

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

Note 2~~7~~
Events After the Balance Sheet Date

No events have occurred after the reporting date affecting emagine's financial position at 31 december 2024.

Note 28
Definition of Terms

The financial ratios stated under "Financial highlights" have been calculated as follows:

Organic revenue	=	Revenue not classified as nonorganic revenue
Non-organic revenue	=	Revenue from acquired businesses the first 12 months after acquisition
Organic growth	=	Organic revenue current year x 100 / Revenue last year
EBITDA margin	=	Operating profit (EBITDA) / Revenue
Adjusted EBITDA margin	=	Operating profit (EBITDA) + special items / Revenue
EBITA margin	=	Operating profit (EBITDA) + depreciation / Revenue
Adjusted EBITA	=	Operating profit (EBITDA) + special items + depreciation / Revenue
Solvency ratio	=	Equity / Total assets
Return on equity	=	Profit for the year / Average equity

Financial Statements

Parent Company Financial Statement

Income Statement

DKK'000	Notes	2024	2023
Revenue	2	1 000 667	1 043 583
Cost of sales	3	-876 889	-898 026
Gross profit		**123 778**	**145 557**
Sales and marketing costs		-43 726	-35 354
Administrative costs	3	-89 050	-92 643
Other operating income / loss	3	67 151	4 170
Profit before net financials		**58 153**	**21 730**
Income from investments		22 059	64 147
Financial income	4	25 761	16 098
Financial expenses	4	-66 077	-58 986
Profit before tax		**39 896**	**42 989**
Tax on profit for the year	5	-17 050	-13 957
Profit for the year		**22 846**	**29 032**

Balance Sheet

DKK'000	Notes	2024	Dec 2023
ASSETS			
Non-current assets			
Goodwill	6	214 581	234 464
Other intangible assets	6	134 937	135 785
Tangible assets	7	4 082	5 434
Right-of-use assets	7	6 944	9 997
Investments in subsidiaries investments	8	1 242 075	909 217
Other receivables		536	240
Receivable from Group entities		220 951	-
Deferred tax assets	11	-	1 572
Total non-current assets		**1 824 106**	**1 296 709**
Current assets			
Total Trade Receivables		204 183	160 683
Receivables from group entities		59 361	36 917
Prepayments		2 993	1 422
Other receivables		41	232
Cash		87 177	54 447
Total current assets		**353 755**	**253 702**
TOTAL ASSETS		**2 177 861**	**1 550 412**

DKK'000	Notes	2024	2023
EQUITY AND LIABILITIES			
Equity			
Share capital		540	540
Reserve for capitalized development costs		54 284	44 125
Retained earnings		384 761	337 787
Total equity	**9**	**439 585**	**371 563**
Non-current liablilities			
Interest-bearing loans and borrowings	10	744 840	256 275
Lease liabilities	10	4 032	7 109
Deferred tax liabilities		27 751	25 490
Payables to group entities		412 384	375 030
Total non-current liabilities		**1 189 007**	**663 904**
Current liablilities			
Interest-bearing loans and borrowings	10	4 800	3 600
Lease liabilities	10	4 371	4 134
Deferred income		10 901	4 715
Trade payables		203 158	170 503
Payables to group entities		280 477	271 680
Other payables		26 433	34 279
Income taxes payable		19 129	15 146
Total current liabilities		**549 269**	**504 056**
Total liabilities		**1 738 276**	**1 167 960**
TOTAL EQUITY AND LIABILITIES		**2 177 861**	**1 550 412**

Equity Statement

DKK'000	Share capital	Reserve for capitalised development costs	Retained earnings	Total
Equity at 1 January 2024	540	44 125	337 787	382 452
Profit for the year	-	10 159	12 687	22 846
Group contribution etc.	-	-	34 554	34 554
Foreign currency translation adjustment	-	-	-267	-267
Total equity at 31 December 2024	**540**	**54 284**	**384 761**	**439 585**

DKK'000	Share capital	Reserve for capitalised development costs	Retained earnings	Total
Equity at 1 January 2023	540	26 180	326 700	353 420
Profit for the year	-	17 945	11 087	29 032
Total equity at 31 December 2023	**540**	**44 125**	**337 787**	**382 452**

The share capital comprises 53,993,197 shares of DKK 0.01 each.

Notes Overview

Note 1
Accounting Policies

Accounting Policies
The financial statements for the Parent Company are presented in accordance with the Danish Financial Statement Act of large, reporting class C companies.

No separate statement of cash flows has been prepared for the parent company; please refer to the statement of cash flows for the Group.

The Parent Company applies the same accounting policies for recognition and measurement as the Group, except from the following:

Investments in Subsidiaries
Investments in subsidiaries are measured at cost in the Parent Company's financial statements. Cost includes the consideration at fair value.

If there is an indication of impairment need, an impairment test is performed as described in the accounting policies applying to the consolidated financial statements.

Where the carrying amount exceeds the recoverable amount, the investments are written down to this lower value.

Note 2
Revenue

Revenue is distributed as follows:

DKK'000	Total	
Services segmentation	**2024**	**2023**
Consulting	678 556	614 955
Bestshore/outsourcing	313 624	415 148
Other	8 487	13 480
Total Revenue	**1 000 667**	**1 043 583**

All revenue in 2024 and 2023 is in Denmark.

Note 3
Staff Costs

DKK'000	2024	2023
Wages and salaries	70 299	59 750
Pensions	6 484	5 682
Other social security costs	727	674
Total	**77 510**	**66 106**
Average number of employees	88	78

For information regarding remuneration to the Board of Directors and the Executive Management Team, refer to note 5 to the consolidated financial statements.

Development cost capitalised amounts to DKK 17,136 thousand (2023: DKK 13,684 thousand)

Note 4
Financial Income and Expenses

DKK'000	2024	2023
Financial Income		
Interest income from group entities	8 507	5 378
Other interest income	16 143	10 720
Foreign exchange income	1 111	-
Total	**25 761**	**16 098**

DKK'000	2024	2023
Financial Expences		
Interest expenses from group entities	2 221	10 780
Interest expenses regarding leasing	378	439
Other interest expenses	52 920	36 016
Foreign exchange losses	519	6 344
Other financial expenses	10 039	5 407
Total	**66 077**	**58 986**

Note 5
Income Taxes

DKK'000	2024	2023
Current income tax:		
Current income tax charge	19 133	10 780
Prior year	-5 917	3 177
Deferred tax:		
Prior year	3 833	-
Total tax for the year	**17 050**	**13 957**

Note 6
Intangible Assets

DKK'000	Goodwill	Customer relationships	Other intangibles	Software	Total intangible assets
			2024		
Cost at 1 January 2024	357 766	118 195	28 199	72 991	577 151
Additions	-	-	1 194	23 357	24 551
Disposals and reclassifications	-	4 465	-4 465	-	-
Cost at 31 December 2024	**357 766**	**122 660**	**24 927**	**96 348**	**601 702**
Impairment and amortisation at 1 January 2024	-123 302	-62 324	-4 856	-16 420	-206 902
Disposals and reclassifications	-	-4 299	4 299	-	-
Amortisation	-19 883	-11 908	-3 157	-10 334	-45 282
Impairment and amortisation at 31 December 2024	**-143 184**	**-78 531**	**-3 715**	**-26 754**	**-252 184**
Carrying amount at 31 December 2024	**214 581**	**44 129**	**21 213**	**69 595**	**349 518**

Note 7
Property, Plant and Equipment

DKK'000	Leasehold improvements	Other tangibles	Right of use	Total
Cost at 1 January	3 928	7 224	24 245	35 397
Additions	253	1 276	1 173	2 702
Remeasurement during the year	-	-	543	543
Total cost at 31 December	**4 181**	**8 501**	**25 961**	**38 643**
Total depreciation and impairment at 1 January	-1 173	-4 546	-14 247	-19 967
Depreciation for the year	-1 410	-1 470	-4 770	-7 650
Total depreciation and impairment at 31 December	**-2 583**	**-6 016**	**-19 017**	**-27 616**
Carrying amount at 31 December	**1 598**	**2 484**	**6 944**	**11 026**

Note 8
Equity Investments in Subsidiaries

DKK'000	2024	2023
Cost at 1 january	909 217	888 209
Additions	371 067	21 668
Liquidation	-26 542	-510
Impairment	-11 668	-
Other movements	-	-150
Cost at 31 december	**1 242 074**	**909 217**

emagine has performed impairment of investments in group enterprises which is related to great uncertainty of the future. The impairment resulted in a write down of the carrying amount of the value of the shares of DKK 11.6 million at year end relating to the shares in Skillspark AB.

	Voting rights and ownership	
Name and registered office	**2024**	**2023**
emagine Sp. Z o.o. , Poland	100%	100%
ProData Consult B.V. , The Netherlands (liquidated in 2024)	-	100%
emagine Consulting AB, Sweden	100%	100%
emagine AS, Norway	100%	100%
emagine Group SAS, France	100%	100%
emagine Expertise Ltd, Ireland	100%	100%
emagine Expertise A/S, Denmark	100%	100%
Skillspark AB, Sweden	100%	100%
emagine Unipessoal, Lda., Portugal	100%	-
Boost IT Lda., Portugal	100%	-
Kualitytribe – Consultoria Informatica, Lda., Portugal	100%	-
emagine Consulting B.V., The Netherlands	100%	-
emagine Expertise S.R.L, Romania	100%	-
Skillspark IT Consultancy, UAE	100%	-
Skillspark IT Consultancy	100%	-

Note 9
Distribution of Net Profit

DKK'000	2024	2023
Capitalised development costs	10 159	17 945
Retained earnings	12 687	11 087
Total	**22 846**	**29 032**

Note 10
Interest-bearing Loans and Borrowings

DKK'000	2024	2023
Non-current liabilities		
Bank loan	744 840	256 275
Lease liabilities	4 032	7 109
Total	**748 872**	**263 384**
Current liabilities		
Bank loan	4 800	3 600
Lease liabilities	4 371	4 134
Total	**9 171**	**7 734**
Interest-bearing loans and borrowings at 31 December	**758 043**	**271 118**

Note 11
Deferred Tax

DKK'000	2024	2023
Deferred tax at 1 January	-23 918	-23 918
Deferred tax recognised in the income statement	-3 833	-
Deferred tax at 31 December	**-27 751**	**-23 918**

Deferred tax is recognised in the balance sheet as follows:

Deferred tax asset	-	1 572
Deferred tax liability	-27 751	-25 490
Deferred tax at 31 December	**-27 751**	**-23 918**

Note 12
Related Parties

Related parties
emagine Holding ApS, Copenhagen holds 100% of the share capital in the entity. emagine Holding ApS prepares consolidated financial statements.

Related party transactions include:

Remuneration for Management is specified in note 5 “Staff costs and remuneration” in the consolidated financial statements.

Payables to parent companies and payables to owners of capital are disclosed in the balance sheet, interest income and expenses are disclosed in note 5 and 6.

The parent company applies an exemption provision in section 98c (1) of the Danish Financial Statements Act. 3, concerning transactions with related parties, that have been made with wholly owned subsidiaries.

The company is included in the group report for the group parent company emagine Holding III ApS, Denmark.

Note 13
Contingent Liabilities

Pledges and guarantee commitments
The shares in emagine Consulting A/S as well certain subsidiaries in Norway, Poland, Sweden and emagine Group have been pledged as security for the senior facility agreement entered into by the parent company emagine Holding ApS.

Further, a floating charge of DKK 25 million in the assets of emagine Consult A/S, a floating charge of and EUR 20 thousand in the assets of the subsidiary in the Netherlands has been provided.

The Polish subsidiary has provided payment guarantees for a total of PLN 0.25 million and EUR 0.5 million.

The emagine companies in Denmark, Sweden and Poland are part of a cash pool agreement with a credit limit of DKK 125 million. The emagine companies in Denmark, Sweden and Poland have made a guarantee on a jointly basis towards the credit institution. emagine Holding ApS and emagine Consult A/S and its subsidiaries ointly guarantee as obligor for any amounts due under the senior facility agreement, which per 31 December 2023 was DKK 1,289 million.

Other contingent liabilities
The Company is taxed jointly with the other Danish companies in the Group and has joint, several and unlimited liability for income taxes and any obligations to withhold tax at source on interest, royalties and dividends for the jointly taxed companies. The liability also includes any subsequent corrections to

the calculated tax liability as a consequence of changes made to the jointly taxable income

Management's Statement

The Board of Directors and the Executive Committee have today considered and approved the annual report of emagine Consulting A/S for 2024.

The consolidated financial statements have been prepared in accordance with IFRS Accounting Standards which have been adopted by the EU and additional requirements under the Danish Financial Statements Act.

The Parent Company's financial statements have been prepared in accordance with the Danish Financial Statements Act.

In our opinion, the consolidated financial statements and the Parent Company's financial statements give a true and fair view of the Group's and the Parent Company's assets, liabilities and financial position at 31 December 2024, and of the results of the Group's and the Parent Company's operations, and the Group's cash flows for the financial period 1 January - 31 December 2024.

Furthermore, in our opinion, the Management's review includes a fair review of developments in the operations and financial position of the Group and the Parent Company, the financial results for the year and the Group's and the Parent Company's financial position, 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 is approved at the Annual General Meeting.

Copenhagen, 30 April 2025

Executive Committee

Anders Gratte
CEO

Board of Directors

Marika Fredriksson
Chair

Christian Bamberger Bro
Vice Chair

Petra Jenner

Søren Nordal Rode

Independent Auditor's Statement

To the shareholders of emagine Consulting A/S

Opinion
We have audited the consolidated financial statements and the parent financial statements of for the financial year 01.01.2024 31.12.2024, which comprise the income statement, statement of comprehensive income, balance sheet, statement of changes in equity, cash flow statement and notes, including material accounting policy information, for the Group as well as the Parent. The consolidated financial statements are prepared in accordance with IFRS Accounting Standards as adopted by the EU and additional requirements of the Danish Financial Statements Act, and the parent financial statements are prepared in accordance with the Danish Financial Statements Act.

In our opinion, the consolidated financial statements give a true and fair view of the Group's financial position at, and of the results of its operations and cash flows for the financial year - in accordance with IFRS Accounting Standards as adopted by the EU and additional requirements of the Danish Financial Statements Act.

Furthermore, in our opinion, the parent financial statements give a true and fair view of the Parent's financial position at , and of the results of its operations for the financial year 01.01.2024 31.12.2024 in accordance with the Danish Financial Statements Act.

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 consolidated financial statements and the parent financial statements" section of this auditor's 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 the management commentary
Management is responsible for the management commentary.

Our opinion on the consolidated financial statements and the parent financial statements does not cover the management commentary, and we do not express any form of assurance conclusion thereon.

In connection with our audit of the consolidated financial statements and the parent financial statements, our responsibility is to read the management commentary and, in doing so, consider whether the management commentary is materially inconsistent with the consolidated financial statements and the parent financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated.

Moreover, it is our responsibility to consider whether the management commentary provides the information required by relevant law and regulations.

Based on the work we have performed, we conclude that the management commentary is in accordance with the consolidated financial statements and the parent financial statements and has been prepared in accordance with the requirements of the relevant law and regulations. We did not identify any material misstatement of the management commentary.

Management's responsibilities for the consolidated financial statements and the parent 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 additional requirements of the Danish Financial Statements Act as well as the preparation of parent 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 consolidated financial statements and parent financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements and the parent financial statements, Management is responsible for assessing the Group's and the Parent's ability to continue as a going concern, for disclosing, as applicable, matters related to going concern, and for using the going concern basis of accounting in preparing the consolidated financial statements and the parent financial statements unless

Management either intends to liquidate the Group or the Entity or to cease operations, or has no realistic alternative but to do so.

Auditor's responsibilities for the audit of the consolidated financial statements and the parent financial statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements and the parent financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs and the additional requirements applicable in Denmark will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements and these parent financial statements.

As part of an audit conducted in accordance with ISAs and the additional requirements applicable in Denmark, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements and the parent 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'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 consolidated financial statements and the parent 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'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 consolidated financial statements and the parent 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 Entity to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the consolidated financial statements and the parent financial statements, including the disclosures in the notes, and whether the consolidated financial statements and the parent 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 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, 30.04.2025

Deloitte
Statsautoriseret Revisionspartnerselskab
CVR No. 33963556

Bill Haudal Pedersen
State Authorised Public Accountant
Identification No (MNE) mne30131

Brian Schmit Jensen
State Authorised Public Accountant
Identification No (MNE) mne40050