IMPLEMENT CONSULTING GROUP_

ANNUAL REPORT

1 July 2021 – 30 June 2022

Implement Consulting Group P/S
Strandvejen 54
DK-2900 Hellerup
CVR No 32 76 77 88

The Annual Report was presented and adopted at the Annual General Meeting of the Company on 13/10/2022

David Williams
Chairman of the General Meeting

Contents

Letter from CEO

This year has been very positive. We remained focused on developing our people, creating impact with our clients and contributing to society.

Strengthened our foothold

We have strengthened our foothold in Norway, Sweden, Denmark, Germany and Switzerland, and we have expanded to the US and Iceland. We continue to help drive transformations with clients to become fit for humans and fit for the future. This is possible due to the incredible commitment and efforts from our 1,000+ employees across Implement.

Sustainability and D&I

At Implement, we believe we have a responsibility to contribute to making the world radically more Sustainable, Diverse, and Inclusive. We help our clients catalyse their journey to create more sustainable businesses, both directly in sustainability projects and indirectly in the entire client project portfolio. In parallel, we are constantly working to reduce Implement's own emissions through a range of activities and our commitment to the SBTi 1.5-degree target.

Implement aspires to have a balanced ratio between male and female employees, and we are continuously working on broadening our scope of focus regarding diversity & inclusion. We are proud of the accomplishments we have achieved so far and passionate about continuing this journey.

Financial performance

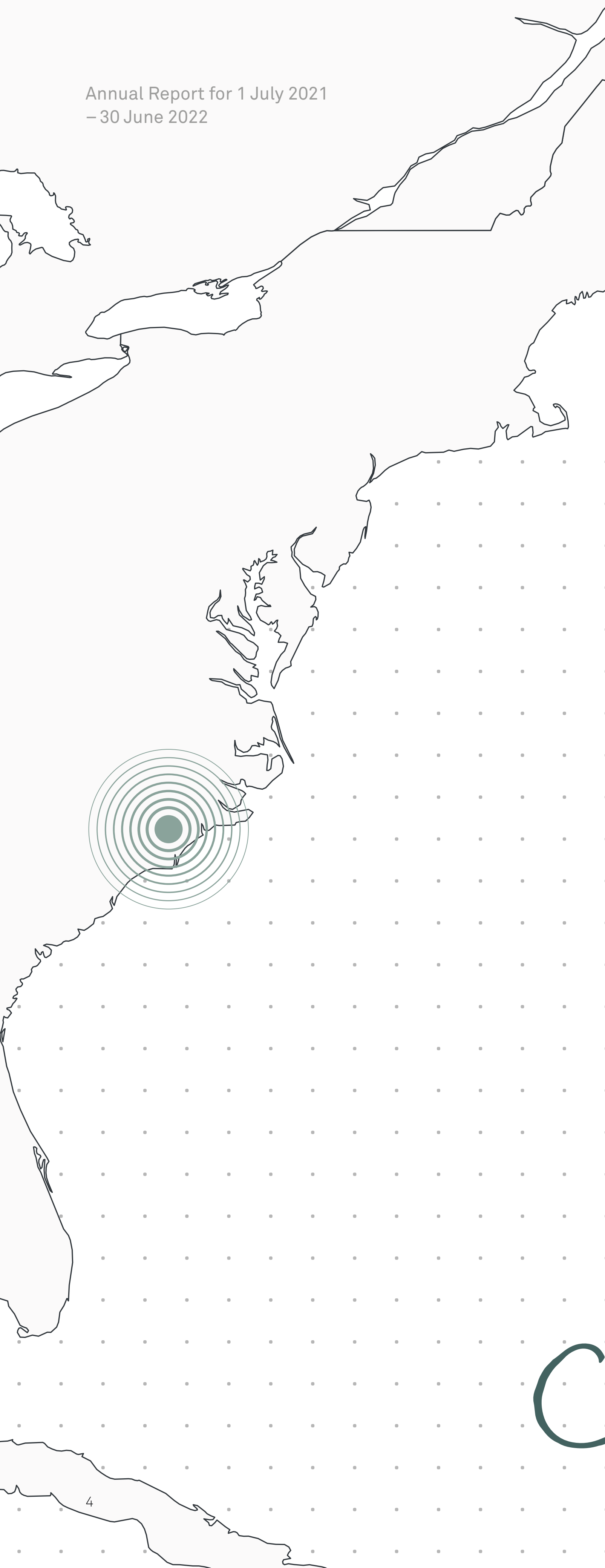
All of this has resulted in revenue growth of 38%. The net profit growth has increased equivalently. We have growth across all offices, and our people engagement is currently at an all-time high.

Thank you for the continued support

I would like to thank our clients for trusting us. We stay committed to helping our clients with their most challenging transformations.

Furthermore, I would like to thank my 1,000+ colleagues for the incredible effort of taking our firm to the next level. Without you there would be no Implement Consulting Group.

Niels Ahrengot
CEO of Implement Consulting Group



Hello, we're Implement

Scandinavian roots, global perspective

Headquartered in Copenhagen with offices in Aarhus, Stockholm, Malmo, Gothenburg, Oslo, Zurich, Munich, Hamburg and Raleigh, NC. With 1,000+ employees, multinational clients and worldwide projects, we offer expertise with a global perspective.

We believe that great organisational impact leads to great impact for humanity. Implement was created to help make true expertise turn into real change.

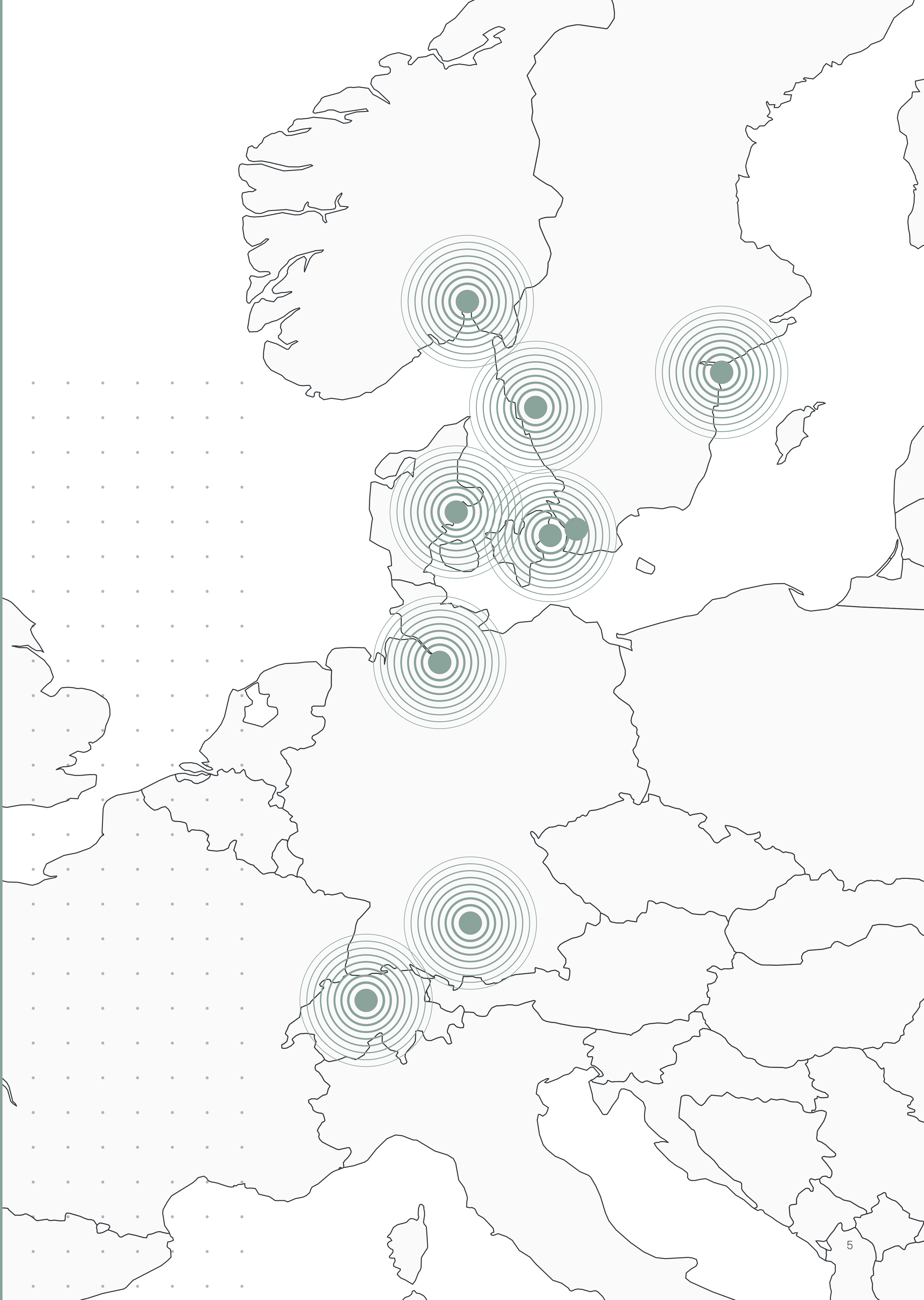
Founded in **1996**

Employee-owned
Approx. 300 shareholders in Implement Consulting Group P/S

+300 shareholders i Implement Komplementar (owning 10 % of Implement Consulting Group P/S)

Working **globally**

414 New hires in FY22



Company Information

The Company

Implement Consulting Group P/S
Strandvejen 54
DK-2900 Hellerup
CVR No: 32 76 77 88

Financial period: 1 July – 30 June
Incorporated: 31 January 2010
Financial year: 13th financial year
Municipality of reg. office: Gentofte

Board of Directors

Stig Skov Albertsen – Chairman
Lars Saur Feldstedt
Rikke Sick Børgesen
Henrik Horn Andersen
Palle Thesbjerg Mehlsen
Mark Patrick Sprauer
Mette Ørnfeldt Augustesen – Staff Representative
Gunvor Jøsendal – Staff Representative

Executive Board

Niels Olaf Ahrengot

Auditors

PricewaterhouseCoopers
Statsautoriseret Revisionspartnerselskab
Strandvejen 44
DK-2900 Hellerup

Financial Highlights

Seen over a five-year period, the development of the Group is described by the following financial highlights:

	Group				
	2021/22	2020/21	2019/20	2018/19	2017/18
Key figures	TDKK	TDKK	TDKK	TDKK	TDKK
Profit/loss					
Revenue	1,876,132	1,357,128	1,252,194	1,254,787	1,145,718
Operating profit/loss	381,349	273,840	229,547	241,699	217,950
Net financials	-4,012	4,936	1,572	3,787	-4,700
Net profit/loss for the year	360,601	263,690	224,175	236,954	206,130
Balance sheet					
Balance sheet total	1,258,782	827,290	993,437	869,248	795,826
Equity	658,385	382,223	368,184	577,489	523,325
Cash flows					
Cash flows from:					
- operating activities	372,993	262,277	416,912	265,116	181,703
- investing activities	-599	-35,938	-6,035	-9,655	-8,054
- financing activities	-84,439	-520,617	-170,472	-183,008	-54,114
Change in cash and cash equivalents for the year	287,956	-294,278	240,405	72,453	119,535
Number of employees	971	796	795	758	688
Ratios					
Gross margin	80.9%	82.8%	80.9%	79.6%	77.7%
Profit margin	20.3%	20.2%	18.3%	19.3%	19.0%
Return on assets	30.3%	33.1%	23.1%	27.8%	27.4%
Solvency ratio	52.3%	46.2%	37.1%	66.4%	65.8%
Return on equity	69.3%	70.3%	47.4%	43.1%	46.1%

Management's Review

Corporate Social Responsibility

'The Implement Way of Life'

The business strategy of Implement Consulting Group (hereinafter referred to as Implement) is to be

the best place for the best people

Our business model is to guide our clients with knowledge, support and know-how to become ***fit for humans and fit for the future.*** We believe that, in so doing, we help clients become more sustainable, more innovative and more profitable. We also believe that this ambition, combined with our appreciative and collaborative approach to engaging individuals and organisations, will spread like rings in the water and ultimately make changes outside of Implement.

Implement consists of people, and their behaviour will thus be deemed Implement's behaviour. Therefore, we strive to ensure that we behave in a respectful, ethical and appropriate manner. As stated in our Code of Conduct (Implement's 'Way of Life'), we take responsibility for ensuring and respecting the dignity, integrity, privacy and rights of all individuals, irrespective of where, when and how our paths cross. In FY 21/22 we increased our sustainability governance by explicitly formulating a set of policies for sustainable behaviour, including environmental policy, sustainable procurement policy, waste sorting guidelines as well as human rights and labour policies.

At Implement, we commit ourselves to maintaining a high degree of business ethics in all our operating markets, as described in our Code of Conduct. Since we do not have complex supply chains, we do not see ourselves as being in a high-risk category in matters of human rights and corruption. We remain vigilant when it comes to the impact our services have on our global clients and the implications to their supply chains. We carefully evaluate the ethical considerations involved in client projects before engaging further, with the guiding principle that we will contribute to change and show a way forward through the way we think, behave and work.

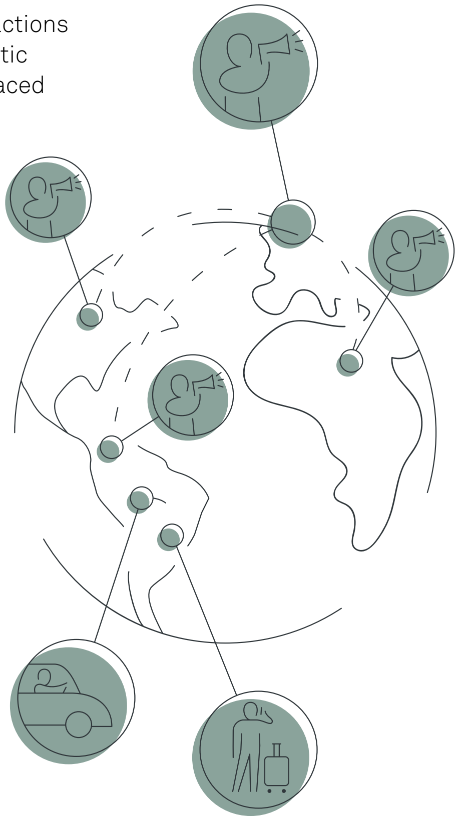
As a company, we are responsible to our community, as an employer to our employees and as a business partner to our clients and suppliers. We remind everyone of the rules in our Code of Conduct in annual campaigns and require all employees to read and re-commit to them annually. This year, we have expanded the policies and guideline library, and we will continue with annual campaigns in FY 22/23. As is the case in any form of people business, the sum of the individual behaviours of our employees will become Implement's behaviour.

Therefore, our overall responsibility of ensuring and respecting the dignity, integrity, privacy and rights of all individuals, irrespective of where, when and how our paths cross, can only be honoured if we all share the same culture and beliefs. We strive to create that common cultural denominator through most of what we do – our internal and external communication, our way of engaging clients and driving projects, our onboarding process, our internal education programme and of course all our common cultural events.

For the social agenda, we strongly believe that a diverse work environment is a precondition for us to meet our ambition of being the best place for the best people – in the broadest definition of 'people' and irrespective of gender, family situation, ethnicity, sexual orientation and so on. Additionally, a diverse workforce better prepares and equips us to understand and help our clients, who are equally as diverse. What matters for us is that Implement is a place where everybody's potential is unleashed and where everybody feels safe and can be themselves at work. To support this journey, we have continued our efforts to address the question of gender diversity, especially on a partner-level, while also launching better conditions for new parents in FY21/22. New initiatives are developed in close collaboration with our employees, who are the main stakeholders and the most valuable input givers.

We have a responsibility across all sustainability themes. For the environmental agenda, we strive to reduce our emissions footprint. In FY 21/22, we have taken significant steps to better understand, manage and communicate our carbon footprint and mobilise our employees to drive change. We have deepened our commitments, led internal campaigns and developed partnerships to address our carbon footprint.

The successful transition from physical to virtual interactions during the global COVID-19 lockdown resulted in a drastic reduction in CO_2 emissions. Our organisation has embraced the new digitalised way of working and acquired new digital competences. We have demonstrated that we are able to perform our services differently, while also reducing the carbon intensity of our work. We will continue to pursue ways to minimise CO_2 emissions while simultaneously strengthening our ability to help our clients on their journey towards becoming more sustainable. The virtual arena is, without doubt, vital for achieving both, and it is something we will continue to leverage.



Implement supports various global and local initiatives that strive to create transparency in the sustainability agenda for all stakeholders. We are signatories of the UN Global Compact, and we ranked among the top 25% of global companies assessed, having been awarded the EcoVadis silver medal in January 2022.

Sustainability focus areas

At Implement, we have aligned our sustainability development areas with our strategic goals, as we believe that this will create synergies and thus faster and more impactful progression. During FY 21/22, we focused further on our emissions footprint and our diversity agenda, while also emphasising our deep desire to make the learning journey even more people oriented. This is formulated in four main areas: ***Emissions & Footprint; Diversity, Equality & Inclusion; Training, Education & Leadership; and Being a Positive Force.***

Emissions & Footprint

At Implement, we are deeply concerned about the current trajectories for our planet's climate. Having a core purpose of making organisations ***fit for humans and fit for the future*** also entails, in our opinion, playing our part in ensuring that our planet is habitable for many generations to come. Hence, we are strongly committed to doing everything in our power to keep the increase in pre-industrial temperatures below 1.5 degrees Celsius. In practice, this means integrating considerations of sustainability into everything we do, both in terms of supporting our clients and in terms of meeting our own goals. This is also why Implement committed to the SBTi 1.5-degree target in January 2022. In FY 21/22, we also disclosed to the Carbon Disclosure Project for the first time and we received a silver medal from EcoVadis. After receiving this, we immediately announced our target to receive a gold medal next financial year. The work with new commitments and disclosure programmes has been a great accelerator for the internal work developing and communicating our policies, progress and expectations for sustainable behaviour.

The actions and behaviours of everyone at Implement are pivotal. We must all play our part to achieve our common goal of leaving the world a little better for generations to come. This starts with measuring and communicating where we are today on an individual level.

We are on a journey towards reducing our total emissions even more by investigating additional sustainable alternatives to our current ways of working. This includes finding ways to reduce travelling, e.g. by hosting more local events and meetings as well as finding smarter ways to utilise our online platforms.

A key to success in this endeavour is to continue to measure our carbon emissions according to the GHG protocol and subsequent amendments. We always include all emissions from scope 1, scope 2 and scope 3 to take full responsibility for the entire value chain. This also includes indirect emissions of third parties, such as emissions produced from the manufacture of our purchased IT equipment or emissions from our air travel.

Scope 1 & 2

Our direct emissions (scope 1) continue to stay at zero, as we do not have any production facilities. Comparing to pre-covid, our indirect emissions in Scope 2 decreased by 5%.

Scope 3

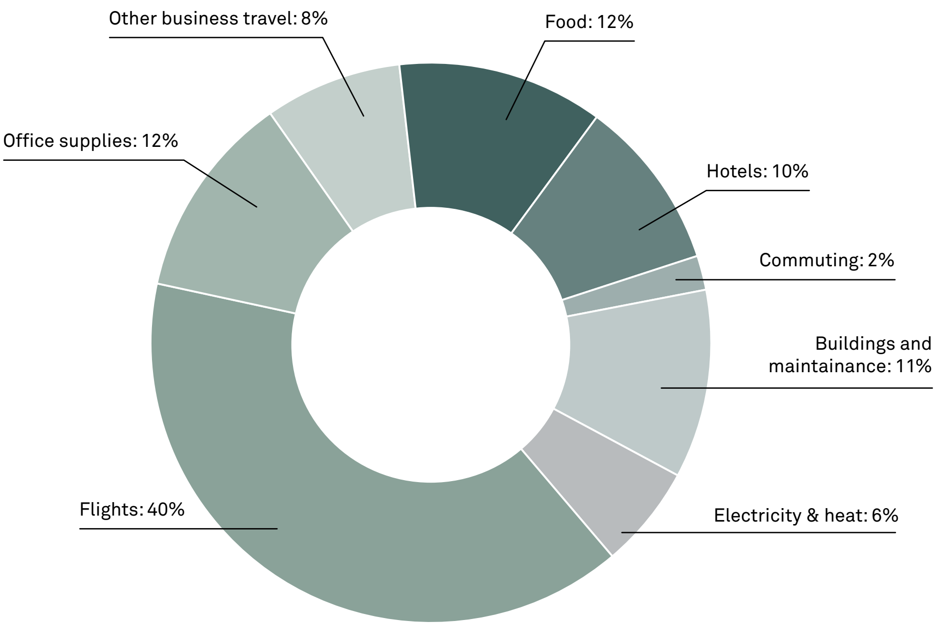
The CO_2 emission in Scope 3 is primarily driven by flights for our consultants containing approx. 39% of the total CO_2 emission. We are proud that we have decreased our CO_2 on flights by 20% since FY20. On the other hand, the significant growth of our company and people has increased CO_2 from office supplies and food by 88% and 56%, respectively, since FY20. We have achieved a decreased in CO_2 per FTE since FY20.

Our total CO_2 emissions from FY22 are 4,844 t CO_2e.

CO_2-emission	**FY22**	**FY21**	**FY20**
Scope 1 – Direct emissions	–	–	–
Scope 2 – Electricity & heating	274	244	297
Scope 3 – Food, flights, hotels, water, commuting, office supplies & IT supplies	4,570	2,599	4,054
Total CO_2-emission	**4,844**	**2,843**	**4,352**
CO_2 emission pr. FTE	5.0	3.3	5.3

Compensation

We do not foresee a short-term future where fossil free business travel such as flying is implemented. Offsetting is not a strategy, but as we work towards further reductions, we have chosen to offset our residual emissions. In the past year, we offset our emissions through forest projects, like the Kariba Forest Protection project through South Pole. We are also engaged in the Danish NGO 'Grow For It', where we support a permanent forestation project in Uganda. This aims to re-establish native forests on land that is not being used for any other purpose. With this approach and others, we are taking our initial steps towards becoming a climate-positive company.



Diversity, Equality & Inclusion

Creating and maintaining a diverse and inclusive work environment is essential in our business strategy, and we need to intensify our efforts to secure better gender diversity, especially focusing on increasing women's representation in leadership positions.

For the last couple of years, our goal has been to have at least one female in the Board of Directors. We accomplished that goal last year, and now we have one female member out of six in the board plus two female employee representatives. The goal is that within 2025, we will have an additional female representative among the shareholder-elected members in the Board of Directors.

We actively work to support women to excel in other leadership positions, in particular through the Female Leadership Program. To advance our gender diversity, we have also introduced a Gender Diversity Dashboard, giving all employees real time data on the proportion of men and women across levels as well as their respective churn and recruitment rates.

During the past year, the Diversity & Inclusion Ministers have primarily focused on the topics of gender and parents through the Female Partner Program and IM a Parent_.

Board of Directors

Staff Representatives

Female Partner Programme

The Female Partner Programme is a one-year programme for 40 partners (both men and women) aiming at exploring various dimensions of gender diversity and drawing inspiration from external speakers (both practitioners and academics), internal data and research findings, personal development exercises and the co-creation of solutions to be tested locally across Implement. The guiding indicators of the female partnership programme is to reach 25% female partners and 43-50% females at consultant levels by 2025.

In connection to the Female Partner Programme, we have conducted a company-wide survey of all Senior Consultants and Partners to explore perceptions of gender barriers at Implement. In response to the challenges identified, we are continuing to explore the contexts in which the barriers emerge to identify actions that drive more diverse sales teams (specifically when it comes to gender, age and tenure). We are still in the early stages, yet several pilot projects have already been initiated. For example, one practice has developed an app that actively encourages people to mix and match when working in sales teams. Overall, we believe that the use of data and experimentation will go a long way in addressing a lot of our gender diversity challenges.

IM a Parent_

The purpose of the IM a Parent_ initiative is to create conditions for colleagues who are starting a family where they can be ambitious consultants and ambitious parents.

IM a Parent_ has led to several major changes during FY 21/22. We are proud of our decision to give all parents equal parental leave, including adoptive parents and co-parents. Furthermore, we have improved the setup for new parents by reducing the consultant's targets in the months after they return from parental leave. To help our colleagues when returning from parental leave, we have entered strategic partnerships with companies such as Babyinstituttet. We continue to facilitate meaningful conversations on the topic of parenthood by launching local initiatives and discussions in different practices and offices. The initiatives are pertinent before, during and after the leave is taken to ensure a holistic experience and with the hope that the employees maintain a strong connection to Implement throughout.

We will kick off FY 22/23 with an IM a Parent_ Lab in September 2022, where employees and partners (current and former) are invited to discuss future solutions and plan the forthcoming year.

To minimise the impact of stress and mental strains common to our high-performing industry, we rely on a structured security net. This includes matching everyone with a buddy and letting them choose their own leader. Both play an intricate role in creating the psychological safety that is so vital in a person's development. In cases of increased need for support, Implement offers its full-time employees access to health and well-being resources, such as stress management coaches and psychologists.

Reducing targets

Reducing the consultant's targets in the months after they return from parental leave

Network & Community

Signing up for an active parental leave network and community – "Inspired beyond babies"

IM a Parent_ forum

Internal discussion forum

Strategic partnerships

Forging strategic partnerships with Babyinstitutet

Return guides

Sending out return-guides to the consultants and their focus contract leader

Training, Education & Leadership

At Implement, we celebrate mastery. We believe that a precondition for mastery is the freedom to design your own career and choose your own leader to ensure that this person is someone you trust. Additionally, our consultants can choose to be on projects in different geographical locations and within different industries and functions, and they can join Communities of Passion to get nerdy together on a topic that interests them.

+20 days

At Implement you are ensured a steep learning curve, with both professional and personal development. We dedicate +20 days yearly to people's development, with monthly Friday meetings and two big events – Strategy tour and University tour. We continuously encourage everyone's individual learning within their areas of expertise and offer strong internal training via Implement University. Our university consists of a learning platform with in-person and e-learning modules on various relevant topics, to which our employees and partners always have access.

Being a positive force

Once again in FY 21/22, our consultants engaged with several local NGOs to provide skills training and inspirational workshops to those working to further a good cause. For instance, since 2018, Implement has been a proud business partner of Mind Your Own Business. MYOB engages teenage boys growing up in vulnerable and disadvantaged neighbourhoods across Denmark to establish their own microbusinesses. The partnership includes workshops with volunteers working with the microcompanies, focusing on strengthening their facilitation skills and deepening their understanding of group dynamics to further the output of microcompanies.

Human rights

Our Living Rules and employment policies capture the essence of our approach to human rights and to building a culture of respect and inclusion. They clearly illustrate how we expect our people to do business.

As stated in our Living Rules, Implement has committed to promoting internationally recognised human rights by complying to the United Nations Universal Declaration of Human Rights. During FY 21/22, we continued to respect and promote the Declaration of Human Rights by having a strict policy for all suppliers and clients, ensuring that we never collaborate with business partners who are violating human rights. When consulting in countries with a history of violating human rights, we are continuously in close contact with the Danish authorities regarding how we ensure that we leave a positive impact on the world. In FY 22/23 we continue to set the highest ethical standards for employees and partners at Implement.

Furthermore, we expect that our owners and employees take responsibility in complying with human rights and inform leaders if they experience any unacceptable working conditions or behaviour.

A very important part of Implement's DNA is to create the right environment for inclusion and feedback. Feedback comes in an environment where the right level of trust and psychological safety are present. Implement has decided to use a third-party whistle-blower platform, where employees can feel safe and comfortable reporting serious concerns.

Anti-corruption

Implement has a long-standing anti-corruption policy, which is included in our Living Rules. We have zero tolerance for corruption, including bribery and facilitation of payments. No partners or employees engage in any interaction or relation with a third party that may compromise our business ethics. Our ethical rules and guidelines for avoiding compromising situations are depicted in our Living Rules, and they express our expectations for our employees and of our own ethical conduct. They set the framework for dialogue with the intention of ensuring that our business is conducted with the highest level of integrity. These guidelines provide detailed information about the legal background and examples of how to act in compliance with this.

We expect that employees inform their leader of any doubts or suspicions of irregularities, wrongdoings or inappropriate behaviour. In this way, Implement has committed to ethical and responsible business practice and expects the same commitment from our clients.

Our strict anti-corruption policy, applicable to all employees, suppliers and clients, is described in our Employee Code of Conduct and in our Business Partner Code of Conduct policy. We remind everyone of these in our annual campaigns and require all employees to read and re-commit annually. During 2021/2022, we have not experienced any anti-corruption cases. As we move ahead, we will continue to set the highest ethical standards for employees and partners at Implement.

Data ethics

Protecting personal as well as non-personal data is of the highest priority at Implement. We process data as an integrated part of the work and have created extensive regulatory frameworks when it comes compliance with data ethics. Most currently, we implemented a data ethics policy that sets the framework of ethical data management. Our efforts with the data ethical principles further include:

- A data committee that meets several times a year and discusses any issues relating to the processing of data in Implement.

- Continuous consideration of data ethics, data protection and data security by Implement's legal and IT departments. The collection and processing of data are always assessed based on the principles of lawfulness, fairness and transparency, purpose limitation, data minimisation, accuracy and storage limitation.

- Business partners and suppliers that process data on behalf of Implement are always assessed, not only from a GDPR perspective, but also a data ethics perspective by the data group, the legal department and/or the IT department. Internal activities regarding processing of personal data are continuously described in the records of processing activities.

- Implement employees are trained in data protection and data security through surveys and tests. In addition, all employees are enrolled in a specially developed *Trusted Advisor* programme. This programme goes beyond compliance and teaches the employees to handle Implement data as well as client data carefully.

All our data ethical principles are included in Implement's *IT policy, privacy policy and cookie policy.* We continue working with our guidelines to improve data ethics.

Financial review

Consolidated and Parent Company Financial Statements of Implement Consulting Group P/S for FY 21/22 have been prepared in accordance with the Danish Financial Statements Act, which applies to large enterprises of reporting class C.

Development and Results

Our ways of working have been proven to work with a considerable growth in revenue of 38%. In FY21/22, our revenue increased to DKK 1,876 billion from DKK 1,357 billion in FY20/21.

The EBIT margin is maintained at 20%, resulting in an EBIT for the year of DKK 381 million, equivalent to an increase of 39% compared to FY20/21.

The annual profit has increased from DKK 264 million in FY20/21 to DKK 361 million in FY21/22, and the same goes for the balance sheets. As of 30 June 2022, the balance sheet shows total assets of DKK 1.3 billion – an increase of 52% in comparison with the previous year, mainly due to higher levels of liquidity end of year. Equity amounted to 52% of total assets. Furthermore, cash flow and cash balance have also reached new heights. Cash flow from operating activities amounted to DKK 373 million, a change of DKK 111 million, and the total cash balance increased by DKK 281 million compared with the previous year.

Expectations for the year ahead

Management is satisfied with the results achieved in FY21/22. Management expects the company's success and growth to continue, with revenue and earnings expected to continue to rise in the coming fiscal year but not at the same level as in FY22.

Unusual risks

Management does not consider Implement to be subject to any financial and unusual risk, and Implement has no significant events to report after the expiration of the financial year. Moreover, it is management's opinion that the items included in the financial statement for FY21/22 are not subject to any significant recognition and measurement uncertainties.

Research and development activities

Implement strives to develop and challenge advisory services by investing time and knowledge in employees and sharing know-how internally as well as externally with clients and through published works.

Income Statement 1 July – 30 June

	Note	Group		Parent	
		2021/22	2020/21	2021/22	2020/21
		DKK	DKK	DKK	DKK
Revenue	2	**1,876,132,102**	**1,357,127,694**	**1,439,108,764**	**1,049,178,521**
Other external expenses		-358,518,978	-233,623,589	-278,365,833	-176,369,350
Gross profit/loss		**1,517,613,124**	**1,123,504,105**	**1,160,742,931**	**872,809,171**
Staff expenses	3	-1,120,711,174	-834,893,684	-843,909,308	-641,363,815
Depreciation, amortisation and impairment of intangible assets and property, plant and equipment	4	-15,553,376	-14,769,951	-8,928,618	-9,578,548
Profit/loss before financial income and expenses		**381,348,574**	**273,840,470**	**307,905,005**	**221,866,808**
Income from investments in subsidiaries		–	–	54,770,324	40,972,289
Financial income	5	7,590,460	11,483,084	2,613,556	1,171,577
Financial expenses	6	-11,602,600	-6,546,752	-8,028,521	-3,788,568
Profit/loss before tax		**377,336,434**	**278,776,802**	**357,260,364**	**260,222,106**
Tax on profit/loss for the year	7	-16,735,849	-15,086,639	–	–
Net profit/loss for the year		**360,600,585**	**263,690,163**	**357,260,364**	**260,222,106**

Balance Sheet 30 June

Assets

	Note	Group 2022	Group 2021	Parent 2022	Parent 2021
		DKK	DKK	DKK	DKK
Goodwill		77,191,575	84,622,734	52,125,000	59,075,000
Intangible assets	8	**77,191,575**	**84,622,734**	**52,125,000**	**59,075,000**
Other fixtures and fittings, tools and equipment		6,817,145	9,471,028	2,393,464	3,862,952
Property, plant and equipment	9	**6,817,145**	**9,471,028**	**2,393,464**	**3,862,952**
Investments in subsidiaries	10	–	–	189,615,777	75,327,971
Other investments	11	14,377,433	21,268,994	–	–
Deposits	11	11,026,256	9,157,272	7,832,025	6,108,102
Fixed asset investments		**25,403,689**	**30,426,266**	**197,447,802**	**81,436,073**
Fixed assets		**109,412,409**	**124,520,028**	**251,966,266**	**144,374,025**
Trade receivables		465,225,294	312,635,862	358,892,107	252,115,810
Receivables from group enterprises		–	–	59,628,954	32,796,108
Other receivables		11,336,055	650,772	–	–
Deferred tax asset	16	642,073	205,843	–	–
Prepayments	12	10,154,188	8,613,888	7,757,213	6,174,175
Receivables		**487,357,610**	**322,106,365**	**426,278,274**	**291,086,093**
Current asset investments	13	**199,980,192**	**288,505,692**	**199,980,192**	**288,505,692**
Cash at bank and in hand		**462,031,617**	**92,158,402**	**234,518,505**	**3,896,207**
Currents assets		**1,149,369,419**	**702,770,459**	**860,776,971**	**583,487,992**
Assets		**1,258,781,828**	**827,290,487**	**1,112,743,237**	**727,862,017**

Balance Sheet 30 June

Liabilities and equity

	Note	Group		Parent	
		2022	2021	2022	2021
		DKK	DKK	DKK	DKK
Share capital	14	2,613,500	2,336,900	2,613,500	2,336,900
Reserve for net revaluation under the equity method		–	–	182,515,327	71,595,718
Retained earnings		319,668,272	122,168,084	137,152,945	50,572,366
Proposed dividend for the year		324,548,889	245,025,440	324,548,889	245,025,440
Equity attributable to shareholders of the Parent Company		**646,830,661**	**369,530,424**	**646,830,661**	**369,530,424**
Minority interests		11,554,639	12,692,839	–	–
Equity		**658,385,300**	**382,223,263**	**646,830,661**	**369,530,424**
Other provisions	17	7,282,600	6,622,600	7,282,600	6,622,600
Provisions		**7,282,600**	**6,622,600**	**7,282,600**	**6,622,600**
Other payables		29,878,031	44,448,386	–	1,068,248
Long-term debt	18	**29,878,031**	**44,448,386**	**–**	**1,068,248**
Prepayments received from customers		47,610,064	27,660,738	37,272,812	23,142,617
Trade payables		50,798,210	37,676,755	34,766,084	21,410,135
Payables to group enterprises		–	–	33,437,518	57,813,939
Corporation tax		9,102,066	12,372,055	–	–
Other payables	18	455,725,557	316,286,690	353,153,562	248,274,054
Short-term debt		**563,235,897**	**393,996,238**	**458,629,976**	**350,640,745**
Debt		**593,113,928**	**438,444,624**	**458,629,976**	**351,708,993**
Liabilities and equity		**1,258,781,828**	**827,290,487**	**1,112,743,237**	**727,862,017**
Subsequent events	1				
Distribution of profit	15				
Contingent assets, liabilities and other financial obligations	22				
Fee to auditors appointed at the general meeting	23				
Accounting Policies	24				

Statement of Changes in Equity

Group

	Share capital	Reserve for net revaluation under the equity method	Retained earnings	Proposed dividend for the year	Equity excl. minority interests	Minority interests	Total
	DKK	DKK	DKK	DKK	DKK	DKK	DKK
Equity at 1 July	2,336,900	–	122,168,084	245,025,440	369,530,424	12,692,839	382,223,263
Cash capital increase	276,600	–	104,255,411	–	104,532,011	–	104,532,011
Ordinary dividend paid	–	–	–	-245,025,440	-245,025,440	-3,447,500	-248,472,940
Ordinary dividend on treasury shares	–	–	19,199,846	–	19,199,846	–	19,199,846
Sale of treasury shares	–	–	41,333,456	–	41,333,456	–	41,333,456
Other equity movements	–	–	–	–	–	-1,030,921	-1,030,921
Net profit/loss for the year	–	–	32,711,475	324,548,889	357,260,364	3,340,221	360,600,585
Equity at 30 June	**2,613,500**	**–**	**319,668,272**	**324,548,889**	**646,830,661**	**11,554,639**	**658,385,300**

Statement of Changes in Equity

Parent

	Share capital	Reserve for net revaluation under the equity method	Retained earnings	Proposed dividend for the year	Equity excl, minority interests	Minority interests	Total
	DKK	DKK	DKK	DKK	DKK	DKK	DKK
Equity at 1 July	2,336,900	71,595,718	50,572,366	245,025,440	369,530,424	–	369,530,424
Cash capital increase	276,600	–	104,255,411	–	104,532,011	–	104,532,011
Ordinary dividend paid	–	–	–	-245,025,440	-245,025,440	–	-245,025,440
Ordinary dividend on treasury shares	–	19,199,846	–	–	19,199,846	–	19,199,846
Sale of treasury shares	–	41,333,456	–	–	41,333,456	–	41,333,456
Other equity movements	–	-4,213,662	4,213,662	–	0	0	0
Net profit/loss for the year	–	54,599,969	-21,888,494	324,548,889	357,260,364	–	357,260,364
Equity at 30 June	**2,613,500**	**182,515,327**	**137,152,945**	**324,548,889**	**646,830,661**	**–**	**646,830,661**

Cash Flow Statement 1 July – 30 June

		Group	
	Note	2021/22	2020/21
		DKK	DKK
Net profit/loss for the year		360,600,585	263,690,163
Adjustments	19	36,301,365	24,920,258
Change in working capital	20	-6,062,369	-22,753,797
Cash flows from operating activities before financial income and expenses		**390,839,581**	**265,856,624**
Financial income		7,590,460	11,483,084
Financial expenses		-4,994,622	-6,646,746
Cash flows from ordinary activities		**393,435,419**	**270,692,962**
Corporation tax paid		-20,442,068	-8,416,100
Cash flows from operating activities		**372,993,351**	**262,276,862**
Purchase of property, plant and equipment		-1,106,832	-2,620,770
Fixed asset investments made etc		–	-19,110,646
Sale of fixed asset investments etc		5,167,577	–
Business acquisition	21	-4,659,851	-14,206,953
Cash flows from investing activities		**-599,106**	**-35,938,369**
Loans from credit institutions		–	-146,448,734
Loans from owners		–	-116,559,125
Minority interests		-4,478,421	
Net purchase of treasury shares		41,333,455	-40,890,919
Cash capital increase		104,532,011	–
Dividend paid		-225,825,597	-216,718,084
Cash flows from financing activities		**-84,438,552**	**-520,616,862**

	Note	Group 2021/22	Group 2020/21
Change in cash and cash equivalents		**287,955,694**	**-294,278,369**
Cash and cash equivalents at 1 July		380,664,094	674,942,463
Exchange adjustment of current asset investments		-6,607,979	–
Cash and cash equivalents at 30 June		**662,011,809**	**380,664,094**
Cash and cash equivalents are specified as follows:			
Cash at bank and in hand		462,031,617	92,158,402
Current asset investments		199,980,192	288,505,692
Cash and cash equivalents at 30 June		**662,011,809**	**380,664,094**

Notes to the Financial Statements

1: Subsequent events

No events materially affecting the assessment of the Annual Report have occurred after the balance sheet date.

2: Revenue

	Group	
	2021/22	2020/21
Geographical segments	DKK	DKK
Denmark	1,234,287,015	990,254,361
Other Scandinavia	261,328,565	162,084,804
Other Europe	257,800,357	176,651,639
North America	107,373,139	15,465,865
Other	15,343,026	3,388,546
	1,876,132,102	**1,357,127,694**

	Group	
	2021/22	2020/21
Business areas	DKK	DKK
Operations & efficiency	694,468,993	494,691,394
Digital & infrastructure	383,457,491	275,666,476
Strategy & transformation	286,667,559	206,186,693
Growth & innovation	283,752,332	207,062,762
Leadership & development	227,785,728	173,520,370
	1,876.132,102	**1,357,127,694**

3: Staff expenses

	Group		Parent	
	2021/22	2020/21	2021/22	2020/21
	DKK	DKK	DKK	DKK
Wages and salaries	1,072,335,145	799,609,095	836,044,229	636,075,751
Pensions	13,670,044	9,116,141	1,793,928	991,214
Other social security expenses	34,705,985	26,168,448	6,071,151	4,296,850
	1,120,711,174	**834,893,684**	**843,909,308**	**641,363,815**
Average number of employees	**971**	**796**	**706**	**585**

Remuneration to the Executive Board has not been disclosed in accordance with section 98 B(3) of the Danish Financial Statements Act.

4: Depreciation, amortisation and impairment of intangible assets and property, plant and equipment

	Group		Parent	
	2021/22	2020/21	2021/22	2020/21
	DKK	DKK	DKK	DKK
Amortisation of intangible assets	11,476,159	10,414,553	6,950,000	6,950,000
Depreciation of property, plant and equipment	4,077,217	4,355,398	1,978,618	2,628,548
	15,553,376	**14,769,951**	**8,928,618**	**9,578,548**

5: Financial income

	Group		Parent	
	2021/22	2020/21	2021/22	2020/21
	DKK	DKK	DKK	DKK
Realized and unrealized gains, bonds	–	1,217,305	–	1,021,110
Other financial income	5,599,781	10,265,779	256,052	150,467
Exchange gains	1,990,679	–	2,357,504	–
	7,590,460	**11,483,084**	**2,613,556**	**1,171,577**

6: Financial expenses

	Group		Parent	
	2021/22	2020/21	2021/22	2020/21
	DKK	DKK	DKK	DKK
Other financial expenses	4,994,621	3,550,391	1,420,542	1,436,755
Realized and unrealized losses, bonds	6,607,979	–	6,607,979	–
Exchange loss	–	2,996,361	–	2,351,813
	11,602,600	**6,546,752**	**8,028,521**	**3,788,568**

7: Tax on profit/loss for the year

	Group		Parent	
	2021/22	2020/21	2021/22	2020/21
	DKK	DKK	DKK	DKK
Current tax for the year	16,735,849	15,086,639	–	–
	16,735,849	**15,086,639**	–	–

Implement Consulting Group is a registered partnership hence all approx. 300 partners a taxed individually as the partnership in Denmark is a transparent tax-structure.

8: Intangible assets

Group	Goodwill
	DKK
Cost at 1 July	222,835,972
Additions for the year	4,045,000
Cost at 30 June	226,880,972
Impairment losses and amortisation at 1 July	138,213,238
Amortisation for the year	11,476,159
Impairment losses and amortisation at 30 June	149,689,397
at 30 June	**77,191,575**
Amortised over	10-20 years

Goodwill relates to the acquisitions of the Implement activities in connection with the restructuring in 2010 and subsequent acquisitions of subsidiaries and business activities. Goodwill related to the Implement activities is amortised over a 20 year period, whilst acquired goodwill in respect to acquisitions of subsidiaries and business activities are amortised over a 10 year period. Goodwill is tested at an aggregated level for Implement Consulting Group. The individual entities cannot be assessed separately because the value-creating processes are generated across the Group, including synergies from combined operations, economies of scale and future growth potential.

Management has not identified any indications of impairment in 2021/22.

8: Intangible assets (continued)

Parent	Goodwill
	DKK
Cost at 1 July	163,334,967
Cost at 30 June	163,334,967
Impairment losses and amortisation at 1 July	104,259,967
Amortisation for the year	6,950,000
Impairment losses and amortisation at 30 June	111,209,967
at 30 June	**52,125,000**
Amortised over	10-20 years

Refer to group note on page 29 for further information.

9: Property, plant and equipment

Group	Other fixtures and fittings, tools and equipment
	DKK
Cost at 1 July	37,450,027
Additions for the year	1,304,544
Disposals for the year	-130,677
Cost at 30 June	38,623,894
Impairment losses and depreciation at 1 July	27,978,999
Depreciation for the year	3,827,750
Impairment losses and depreciation at 30 June	31,806,749
at 30 June	**6,817,145**
Depreciated over	3-5 years

9: Property, plant and equipment (continued)

Parent	Other fixtures and fittings, tools and equipment
	DKK
Cost at 1 July	26,726,239
Additions for the year	509,130
Kostpris at 30 June	27,235,369
Impairment losses and depreciation at 1 July	22,863,287
Depreciation for the year	1,978,618
Impairment losses and depreciation at 30 June	24,841,905
at 30 June	**2,393,464**
Depreciated over	3-5 years

10: Investments in subsidiaries

Parent	2022	2021
	DKK	DKK
Cost at 1 July	4,708,989	4,708,989
Additions for the year	4,949,970	–
Disposals for the year	-30,000	–
Cost at 30 June	9,628,959	4,708,989
Value adjustments at 1 July	70,618,982	61,783,319
Corrections to previous years	-3,145,483	–
Net profit/loss for the year	54,770,324	40,972,289
Dividend to parent company	-2,327,500	–
Other equity movements, net	-2,528,510	–
Movements on treasury shares	62,603,863	-32,136,626
Transfers for the year	-4,858	–
Value adjustments at 30 June	179,986,818	70,618,982
at 30 June	**189,615,777**	**75,327,971**
Positive differences arising on initial measurement of subsidiaries at net asset value	3,640,500	–

10: Investments in subsidiaries (continued)

Name	Place of registered office	Share capital	Votes and ownership
Implement Datterholding A/S	Hellerup, Denmark	DKK 500,000	100%
Implement Consulting Group Sweden AB	Stockholm, Sweden	SEK 1,000,000	100%
ICG Learning P/S	Hellerup, Denmark	DKK 1,000,000	100%
Implement Economics P/S	Hellerup, Denmark	DKK 1,000,000	67%
Core & Company P/S	Hellerup, Denmark	DKK 500,000	100%
Core Komplementarselskab ApS	Hellerup, Denmark	DKK 80,000	100%
The Tech Collective A/S	Hellerup, Denmark	DKK 1,000,000	100%
Implement Consulting Group Norway AS	Oslo, Norway	NOK 630,000	100%
Implement Consulting Group OY	Helsinki, Finland	EUR 20,000	100%
Implement Consulting Group Malmö AB	Malmö, Sweden	SEK 1,000,000	100%
ICG Communication P/S	Hellerup, Denmark	DKK 2,000,000	100%
ICG Komplementar ApS	Hellerup, Denmark	DKK 50,000	100%
Implement Consulting Group AG	Zürich, Switzerland	CHF 540,000	100%
Implement Consulting Group Germany GmbH	München, Germany	EUR 100,000	100%
Implement Consulting Group US INC	North Carolina, United States	USD 200,000	100%
Kl. 7 ApS	Hellerup, Denmark	DKK 321,287	70%
IS IT A BIRD ApS	Valby, Denmark	DKK 500,000	50%
Tech Collective ECM Consulting A/S	Hellerup, Denmark	DKK 500,000	100%
Tech Collective System Impact A/S	Hellerup, Denmark	DKK 400,000	80%
Tech Collective Test & DevOps A/S	Hellerup, Denmark	DKK 400,000	90%
Tech Collective CRM A/S	Hellerup, Denmark	DKK 400,000	100%
Tech Collective Cyber Tech Services A/S	Hellerup, Denmark	DKK 800,000	75%
Tech Collective Customer Insights A/S	Hellerup, Denmark	DKK 400,000	100%
Implement Consulting Group Göteborg AB	Göteborg, Sweden	SEK 25,000	100%
Implement Consulting Group AS	Oslo, Norway	NOK 105,000	100%
Implement Consulting Group Iceland	Reykjavík, Iceland	ISK 500,000	100%

11: Other fixed asset investments

	Group		Parent
	Other investments	Deposits	Deposits
	DKK	DKK	DKK
Cost at 1 July	21,268,994	9,157,272	6,108,102
Exchange adjustments	–	-85,501	–
Additions for the year	19,214,091	2,029,799	1,783,659
Disposals for the year	-23,576,175	-75,314	-59,736
Transfers for the year	-2,529,477	–	–
Cost at 30 June	14,377,433	11,026,256	7,832,025
at 30 June	**14,377,433**	**11,026,256**	**7,832,025**

12: Prepayments

Prepayments consist of prepaid expenses concerning rent, insurance premiums and other.

13: Current asset investments

	Group		Parent	
	2022	2021	2022	2021
	DKK	DKK	DKK	DKK
Bonds	199,980,192	288,505,692	199,980,192	288,505,692
	199,980,192	**288,505,692**	**199,980,192**	**288,505,692**

14: Equity

The share capital consists of 2,613,500 shares of a nominal value of DKK 1. No shares carry any special rights.

As of 30 June 2022, Implement Datterholding A/S holds 60,152 treasury shares. The total payment for the shares amounted to DKK 20,499k, which has been transferred from retained earnings under equity. In total, the Group companies hold treasury shares corresponding to 2% of total equity. During the year, the Group companies acquired 162,000 shares at a total consideration of DKK 53,430k and sold 288,650 shares at a total consideration of DKK 94,763k. The Group companies may choose to sell these shares at a later time. The shares have been acquired as part of the Group structure.

The limited partner owns 10% of the shares in the Parent Company

The share capital has developed as follows:

	2021/22	2020/21	2019/20	2018/19	2017/18
	DKK	DKK	DKK	DKK	DKK
Share capital at 1 July	2,336,900	2,336,900	2,336,900	3,242,600	2,191,600
Capital increase	276,600	0	94,300	51,000	384,635
Capital decrease	0	0	0	0	0
Share capital at 30 June	**2,613,500**	**2,336,900**	**2,431,200**	**2,293,600**	**2,576,235**

15: Distribution of profit

	Group		Parent	
	2021/22	2020/21	2021/22	2020/21
	DKK	DKK	DKK	DKK
Extraordinary dividend paid	–	223,223,877	–	223,223,879
Proposed dividend for the year	324,548,889	245,025,440	324,548,889	245,025,439
Reserve for net revaluation under the equity method	–	–	54,599,969	40,972,290
Minority interests' share of net profit/loss of subsidiaries	3,340,221	3,468,059	–	–
Retained earnings	32,711,475	-208,027,213	-21,888,494	-248,999,502
	360,600,585	**263,690,163**	**357,260,364**	**260,222,106**

16: Deferred tax asset

	Group		Parent	
	2021/22	2020/21	2021/22	2020/21
	DKK	DKK	DKK	DKK
Deferred tax asset at 1 July	205,843	–	–	–
Correction to previous years	436,230	205,843	–	–
Deferred tax asset at 30 June	**642,073**	**205,843**	**–**	**–**

Deferred tax asset for the group amounts to DKK 642,073 at 30 June 2022. The deferred tax asset is related to tax losses carried forward in subsidiaries. Management expects to utilize the asset within a short period.

17: Other provisions

	Group		Parent	
	2021/22	2020/21	2021/22	2020/21
	DKK	DKK	DKK	DKK
Other provisions	7,282,600	6,622,600	7,282,600	6,622,600
	7,282,600	**6,622,600**	**7,282,600**	**6,622,600**

Other provisions mainly consist of estimated costs for reestablishing leasehold premises.

18: Long-term debt

Payments due within 1 year are recognised in short-term debt. Other debt is recognised in long-term debt. The debt falls due for payment as specified below:

	Group		Parent	
	2022	2021	2022	2021
Other payables	DKK	DKK	DKK	DKK
Between 1 and 5 years	29,878,031	44,448,386	–	1,068,248
Long-term part	**29,878,031**	**44,448,386**	–	**1,068,248**
Other short-term payables	455,725,557	316,286,690	353,153,562	248,274,054
Short-term part	**485,603,588**	**360,735,077**	**353,153,562**	**249,342,303**

19: Cash flow statement – adjustments

	Group	
	2021/22	2020/21
	DKK	DKK
Financial income	-7,590,460	-11,483,084
Financial expenses	11,602,600	6,546,752
Depreciation, amortisation and impairment losses, including losses and gains on sales	15,553,376	14,769,951
Tax on profit/loss for the year	16,735,849	15,086,639
	36,301,365	**24,920,258**

20: Cash flow statement – change in working capital

	Group	
	2021/22	2020/21
	DKK	DKK
Change in receivables	-159,320,881	-104,558,494
Change in other provisions	660,000	461,420
Change in trade payables, etc	152,598,512	81,343,277
	-6,062,369	**-22,753,797**

21: Cash flow statement – business acquisitions

	2022	2021
Fair value at time of acquisition	DKK	DKK
Intangible assets	–	2,039,303
Property, plant and equipment	316,502	110,601
Financial assets	145,000	254,531
Current assets	5,494,134	8,424,760
Provisions	–	-443,607
Liabilities	-5,340,785	-5,471,367
Net assets acquired	**614,851**	**4,914,221**
Goodwill	4,045,000	16,881,489
Goodwill, minority share	–	-7,588,757
Cash flow used for acquisition of subsidiaries and activities	**4,659,851**	**14,206,953**

22: Contingent assets, liabilities and other financial obligations

	Group		Parent	
	2022	2021	2022	2021
Rental and lease obligations	DKK	DKK	DKK	DKK
Lease obligations under operating leases				
Within 1 year	22,877,890	17,349,940	12,064,485	10,272,336
Between 1 and 5 years	26,073,286	13,145,960	7,141,768	354,872
After 5 years	50,889	–	–	–
Total future lease payments:	**49,002,065**	**30,495,900**	**19,206,253**	**10,627,208**

Other contingent liabilities

A security for debt to credit institutions of DKK 150 million has been registrered in the Company's trade receivables. At 30 June 2022, the carrying amount of trade receivables is DKK 359 million.

23: Fee to auditors appointed at the general meeting

	Group	
	2021/22	2020/21
PricewaterhouseCoopers	DKK	DKK
Statutory audit	694,500	641,000
Other assurance services	74,850	0
Tax advisory services	3,078,669	2,692,567
Other services	265,100	525,424
	4,113,119	**3,858,991**

24: Accounting Policies

The Annual Report of Implement Consulting Group P/S for 2021/22 has been prepared in accordance with the provisions of the Danish Financial Statements Act applying to large enterprises of reporting class C.

The accounting policies applied remain unchanged from last year.

The Consolidated and Parent Company Financial Statements for 2021/22 are presented in DKK.

Recognition and measurement

Revenues are recognised in the income statement as earned. Furthermore, value adjustments of financial assets and liabilities measured at fair value or amortised cost are recognised. Moreover, all expenses incurred to achieve the earnings for the year are recognised in the income statement, including depreciation, amortisation, impairment losses and provisions as well as reversals due to changed accounting estimates of amounts that have previously been recognised in the income statement.

Assets are recognised in the balance sheet when it is probable that future economic benefits attributable to the asset will flow to the Company, and the value of the asset can be measured reliably.

Liabilities are recognised in the balance sheet when it is probable that future economic benefits will flow out of the Company, and the value of the liability can be measured reliably.

Assets and liabilities are initially measured at cost. Subsequently, assets and liabilities are measured as described for each item below.

Basis of consolidation

The Consolidated Financial Statements comprise the Parent Company, Implement Consulting Group P/S, and subsidiaries in which the Parent Company directly or indirectly holds more than 50% of the votes or in which the Parent Company, through share ownership or otherwise, exercises control. Enterprises in which the Group holds between 20% and 50% of the votes and exercises significant influence but not control are classified as associates.

On consolidation, items of a uniform nature are combined. Elimination is made of intercompany income and expenses, shareholdings, dividends and accounts as well as of realised and unrealised profits and losses on transactions between the consolidated enterprises.

The Parent Company's investments in the consolidated subsidiaries are set off against the Parent Company's share of the net asset value of subsidiaries stated at the time of consolidation.

Business combinations

Acquisitions of subsidiaries are accounted for using the purchase method under which the identifiable assets and liabilities of the entity acquired are measured at fair value at the time of acquisition. Acquired contingent liabilities are recognised at fair value in the Consolidated Financial Statements to the extent that the value can be measured reliably.

The cost of the entity acquired is the fair value of the consideration agreed, including consideration contingent on future events. Transaction costs directly attributable to the acquisition of subsidiaries are recognised in the income statement as incurred.

Positive differences between the cost of the entity acquired and identifiable assets and liabilities are recognised as goodwill in intangible assets in the balance sheet and are amortised in the income statement on a straight-line basis over their estimated useful lives. Amortisation of goodwill is allocated in the Consolidated Financial Statements to the operations to which goodwill is related. Where the differences are negative, they are recognised immediately in the income statement.

Where the purchase price allocation is not final, positive and negative differences from acquired subsidiaries due to changes to the recognition and measurement of identifiable net assets may be adjusted for up to 12 months after the time of acquisition. These adjustments are also reflected in the value of goodwill or negative goodwill, including in amortisation already made.

Where cost includes contingent consideration, this is measured at fair value at the time of acquisition. Contingent consideration is subsequently measured at fair value. Any value adjustments are recognised in the income statement.

In respect of step acquisitions, any previously held investments in the entity acquired are remeasured at fair value at the time of acquisition. The difference between the carrying amount of the investment previously held and the fair value is recognised in the income statement.

Minority interests

Minority interests form part of the Group's total equity. Upon distribution of net profit, net profit is broken down on the share attributable to minority interests and the share attributable to the shareholders of the Parent Company. Minority interests are recognised on the basis of a remeasurement of acquired assets and liabilities to fair value at the time of acquisition of subsidiaries.

Minority interests are recognised at the carrying amounts of the acquired assets and liabilities at the time of acquisition of subsidiaries.

On subsequent changes to minority interests where the Group retains control of the subsidiary, the consideration is recognised directly in equity.

Leases

Leases in terms of which the Group assumes substantially all the risks and rewards of ownership (finance leases) are recognised in the balance sheet at the lower of the fair value of the leased asset and the net present value of the lease payments computed by applying the interest rate implicit in the lease or an alternative borrowing rate as the discount rate. Assets acquired under finance leases are depreciated and written down for impairment under the same policy as determined for the other fixed assets of the Group.

The remaining lease obligation is capitalised and recognised in the balance sheet under debt, and the interest element on the lease payments is charged over the lease term to the income statement.

All other leases are considered operating leases. Payments made under operating leases are recognised in the income statement on a straight-line basis over the lease term.

Translation policies

Transactions in foreign currencies are translated at the exchange rates at the dates of transaction. Exchange differences arising due to differences between the transaction date rates and the rates at the dates of payment are recognised in financial income and expenses in the income statement. Where foreign exchange transactions are considered hedging of future cash flows, the value adjustments are recognised directly in equity.

Receivables, payables and other monetary items in foreign currencies that have not been settled at the balance sheet date are translated at the exchange rates at the balance sheet date. Any differences between the exchange rates at the balance sheet date and the rates at the time when the receivable or the debt arose are recognised in financial income and expenses in the income statement.

Fixed assets acquired in foreign currencies are measured at the transaction date rates.

Revenue

Information on geographical segments and business areas based on the Group´s risks and returns and its internal financial reporting system and business area segments are regarded as the primary segments.

Revenue

Revenue from the sale of goods for resale and finished goods is recognised in the income statement provided that delivery and transfer of risk have been made to the purchaser by year end.

Services are recognised at the rate of completion of the service to which the contract relates by using the percentage-of-completion method, which means that revenue equals the selling price of the service completed for the year. This method is applied when total revenues and expenses in respect of the service and the stage of completion at the balance sheet date can be measured reliably, and it is probable that the economic benefits, including payments, will flow to the Group. The stage of completion is determined on the basis of the ratio between the expenses incurred and the total expected expenses of the service.

Revenue is measured at the consideration received and is recognised exclusive of VAT and net of discounts relating to sales.

Other external expenses

Other external expenses comprise expenses related to distribution, premises, sales, marketing and bad debts etc.

Staff expenses

Staff expenses comprise wages and salaries as well as payroll expenses.

Amortisation, depreciation and impairment losses

Amortisation, depreciation and impairment losses comprise amortisation, depreciation and impairment of intangible assets and property, plant and equipment.

Income from investments in subsidiaries

The item "Income from investments in subsidiaries" in the income statement includes the proportionate share of the profit for the year.

Financial income and expenses

Financial income and expenses are recognised in the income statement at the amounts relating to the financial year.

Tax on profit/loss for the year

Tax for the year consists of current tax for the year and changes in deferred tax for the year. The tax attributable to the profit for the year is recognised in the income statement, whereas the tax attributable to equity transactions is recognised directly in equity.

The Parent Company is not subject to taxation as it is transparent for tax purposes.

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Balance Sheet

Intangible assets

Goodwill acquired is measured at cost less accumulated amortisation. Goodwill is amortised on a straight-line basis over its useful life, which is assessed at maximum 20 years.

Development projects are measured at cost less accumulated amortisation. Development projects are amortised on a straight-line basis over their useful lives, which is assessed at maximum 10 years.

Property, plant and equipment

Property, plant and equipment are measured at cost less accumulated depreciation and less any accumulated impairment losses.

Cost comprises the cost of acquisition and expenses directly related to the acquisition up until the time when the asset is ready for use.

Depreciation based on cost reduced by any residual value is calculated on a straight-line basis over the expected useful lives of the assets, which are:

Other fixtures and fittings, tools and equipment 3-5 years The fixed assets' residual values are determined at nil.

Depreciation period and residual value are reassessed annually.

Impairment of fixed assets

The carrying amounts of intangible assets and property, plant and equipment are reviewed on an annual basis to determine whether there is any indication of impairment other than that expressed by amortisation and depreciation.

If so, the asset is written down to its lower recoverable amount.

Investments in subsidiaries

Investments in subsidiaries are recognised and measured under the equity method.

The item"Investments in subsidiaries" in the balance sheet include the proportionate ownership share of the net asset value of the enterprises calculated on the basis of the fair values of identifiable net assets at the time of acquisition with deduction or addition of unrealised intercompany profits or losses and with addition of the remaining value of any increases in value and goodwill calculated at the time of acquisition of the enterprises.

The total net revaluation of investments in subsidiaries is transferred upon distribution of profit to "Reserve for net revaluation under the equity method" under equity. The reserve is reduced by dividend distributed to the Parent Company and adjusted for other equity movements in the subsidiaries.

Subsidiaries with a negative net asset value are recognised at DKK 0. Any legal or constructive obligation of the Parent Company to cover the negative balance of the enterprise is recognised in provisions.

Fixed asset investments

Fixed asset investments, which consist of other investments, deposits and other receivables, are measured at cost.

Investments which are not traded in an active market are measured at the lower of cost and recoverable amount.

Other fixed asset investments

Other fixed asset investments consist of shares and deposits.

Receivables

Receivables are measured in the balance sheet at amortised cost, which substantially corresponds to nominal value. Provisions for estimated bad debts are made.

Contract work in progress

Contract work in progress regarding service is measured at selling price of the work performed calculated on the basis of the stage of completion. The stage of completion is measured by the proportion that the contract expenses incurred to date bear to the estimated total contract expenses. Where it is probable that total contract expenses will exceed total revenues from a contract, the expected loss is recognised as an expense in the income statement! Where the selling price cannot be measured reliably, the selling price is measured at the lower of expenses incurred and net realisable value. Payments received on account are set off against the selling price. The individual contracts are classified as receivables when the net selling price is positive and as liabilities when the net selling price is negative. Expenses relating to sales work and the winning of contracts are recognised in the income statement as incurred.

Prepayments

Prepayments comprise prepaid expenses concerning rent, insurance premiums, subscriptions and interest.

Current asset investments

Current asset investments, which consist of listed bonds and shares, are measured at their fair values at the balance sheet date. Fair value is determined on the basis of the latest quoted market price.

Investments which are not traded in an active market are measured at the lower of cost and recoverable amount.

Treasury shares

Purchase and sales prices for treasury shares are recognised directly in retained earnings under equity. A reduction of capital by cancellation of treasury shares reduces the share capital by an amount equal to the nominal value of the shares and increases retained earnings. Dividend on treasury shares is recognised directly in equity under retained earnings.

Provisions

Provisions are recognised when in consequence of an event occurred before or on the balance sheet date the Group has a legal or constructive obligation and it is probable that economic benefits must be given up to settle the obligation.

Deferred tax assets and liabilities

Deferred income tax is measured using the balance sheet liability method in respect of temporary differences arising between the tax bases of assets and liabilities and their carrying amounts for financial reporting purposes on the basis of the intended use of the asset and settlement of the liability, respectively.

Deferred tax assets are measured at the value at which the asset is expected to be realised, either by elimination in tax on future earnings or by set-off against deferred tax liabilities within the same legal tax entity.

Deferred tax is measured on the basis of the tax rules and tax rates that will be effective under the legislation at the balance sheet date when the deferred tax is expected to crystallise as current tax. Any changes in deferred tax due to changes to tax rates are recognised in the income statement or in equity if the deferred tax relates to items recognised in equity.

Current tax receivables and liabilities

Current tax liabilities and receivables are recognised in the balance sheet as the expected taxable income for the year adjusted for tax on taxable incomes for prior years and tax paid on account. Extra payments and repayment under the on-account taxation scheme are recognised in the income statement in financial income and expenses.

Financial debts

Debts are measured at amortised cost, substantially corresponding to nominal value.

Cash Flow Statement

The cash flow statement shows the Group´s cash flows for the year broken down by operating, investing and financing activities, changes for the year in cash and cash equivalents as well as the Group´s cash and cash equivalents at the beginning and end of the year.

Cash flows from operating activities are calculated as the net profit/loss for the year adjusted for changes in working capital and non-cash operating items such as depreciation, amortisation and impairment losses, and provisions. Working capital comprises current assets less short-term debt excluding items included in cash and cash equivalents.

Cash flows from investing activities comprise cash flows from acquisitions and disposals of intangible assets, property, plant and equipment as well as fixed asset investments.

Cash flows from financing activities comprise cash flows from the raising and repayment of long-term debt as well as payments to and from shareholders.

Cash and cash equivalents

Cash and cash equivalents comprise ”Cash at bank and in hand” and ”Current asset investments”. ”Current asset investments” consist of short-term securities with an insignificant risk of value changes that can readily be turned into cash.

The cash flow statement cannot be immediately derived from the published financial records.

Financial Highlights

Explanation of financial ratios

Gross margin	$\frac{\text{Gross profit x 100}}{\text{Revenue}}$
Profit margin	$\frac{\text{Profit before financials x 100}}{\text{Revenue}}$
Return on assets	$\frac{\text{Profit before financials x 100}}{\text{Total assets}}$
Solvency ratio	$\frac{\text{Equity at year end x 100}}{\text{Total assets at year end}}$
Return on equity	$\frac{\text{Net profit for the year x 100}}{\text{Average equity}}$

Management's Statement

The Executive Board and Board of Directors have today considered and adopted the Annual Report of Implement Consulting Group P/S for the financial year 1 July 2021 – 30 June 2022.

The Annual Report is prepared in accordance with the Danish Financial Statements Act.

In our opinion the Financial Statements and the Consolidated Financial Statements give a true and fair view of the financial position at 30 June 2022 of the Company and the Group and of the results of the Company and Group operations and of consolidated cash flows for 2021/22.

In our opinion, Management's Review includes a true and fair account of the matters addressed in the Review.

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

Hellerup, 13 October 2022

Executive Board

Niels Olaf Ahrengot

Board of Directors

Stig Skov Albertsen
Chairman

Palle Thesbjerg Mehlsen

Lars Saur Feldstedt

Mark Patrick Sprauer

Rikke Sick Børgesen

Henrik Horn Andersen

Mette Ørnfeldt Augustesen
Staff Representative

Gunvor Jøsendal
Staff Representative

Independent Auditor’s Report

To the Shareholders of Implement Consulting Group P/S

Opinion

In our opinion, the Consolidated Financial Statements and the Parent Company Financial Statements give a true and fair view of the financial position of the Group and the Parent Company at 30 June 2022 and of the results of the Group’s and the Parent Company’s operations and of consolidated cash flows for the financial year 1 July 2021 – 30 June 2022 in accordance with the Danish Financial Statements Act.

We have audited the Consolidated Financial Statements and the Parent Company Financial Statements of Implement Consulting Group P/S for the financial year 1 July 2021 – 30 June 2022, which comprise income statement, balance sheet, statement of changes in equity and notes, including a summary of significant accounting policies, for both the Group and the Parent Company, as well as consolidated statement of cash flows (”the Financial Statements”).

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs) and the additional requirements applicable in Denmark. Our responsibilities under those standards and requirements are further described in the ”Auditor’s responsibilities for the audit of the Financial Statements” section of our report. We are independent of the Group in accordance with the International Ethics Standards Board for Accountants’ Code of Ethics for Professional Accountants (IESBA Code) and the additional requirements applicable in Denmark, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Statement on Management’s Review

Management is responsible for Management’s Review.

Our opinion on the Financial Statements does not cover Management’s Review, and we do not express any form of assurance conclusion thereon.

In connection with our audit of the Financial Statements, our responsibility is to read Management’s Review and, in doing so, consider whether Management’s Review is materially inconsistent with the Financial Statements or our knowledge obtained during the audit, or otherwise appears to be materially misstated.

Moreover, it is our responsibility to consider whether Management’s Review provides the information required under the Danish Financials Statements Act.

Based on the work we have performed, in our view, Management’s Review is in accordance with the Consolidated Financial Statements and the Parent Company Financial Statements and has been prepared in accordance with the requirements of the Danish Financial Statements Act. We did not identify any material misstatement in Management’s Review.

Management's responsibilities for the Financial Statements

Management is responsible for the preparation of consolidated financial statements and parent company financial statements that give a true and fair view in accordance with the Danish Financial Statements Act, and for such internal control as Management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the Financial Statements, Management is responsible for assessing the Group's and the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting in preparing the Financial Statements unless Management either intends to liquidate the Group or the Company or to cease operations, or has no realistic alternative but to do so.

Auditor's responsibilities for the audit of the Financial Statements

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

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

- Identify and assess the risks of material misstatement of the Financial Statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's and the Group's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by Management.

- Conclude on the appropriateness of Management's use of the going concern basis of accounting in preparing the Financial Statements and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's and the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the Financial Statements or, if such disclosures are inadequate, to modify our opinion.
  Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group and the Company to cease to continue as a going concern.

- Evaluate the overall presentation, structure and contents of the Financial Statements, including the disclosures, and whether the Financial Statements represent the underlying transactions and events in a manner that gives a true and fair view.

- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the Consolidated Financial Statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Hellerup, 13 October 2022
PricewaterhouseCoopers
Statsautoriseret Revisionspartnerselskab
CVR No 33 77 12 31

Jacob F Christiansen
State Authorised Public Accountant
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Henrik Ødegaard
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