Financial key figures and ratios	2024	2024	2023	2022	2021	2020
Income statement	EURm	DKKm	DKKm	DKKm	DKKm	DKKm
Revenue	2,353.2	17,554.6	17,014.6	16,005.8	14,212.4	13,613.3
Net project revenue (NPR)	1,951.4	14,557.3	14,054.2	13,168.5	11,786.0	11,133.6
EBITDA	157.6	1,175.8	1,248.9	1,156.8	1,062.8	911.8
EBITA	126.4	942.8	1,033.3	952.5	848.1	682.5
EBIT	79.9	596.1	653.1	646.5	503.7	278.0
Profit before tax	78.3	583.9	607.4	624.9	470.0	246.0
Profit for the year	39.8	296.7	390.5	389.8	316.4	129.3
Balance sheet						
Total assets	1,363.9	10,174.7	10,401.5	9,718.1	9,070.9	8,704.1
Total equity	501.6	3,742.0	3,377.9	3,206.6	2,921.9	2,453.1
Net interest bearing cash/(debt)	62.9	469.1	435.1	673.3	902.2	510.5
Cash flow						
Cash flow from operating activities	98.1	731.7	459.2	468.9	332.6	1,259.2
Cash flow from investing activities	(95.0)	(708.5)	(417.0)	(361.5)	(225.2)	(430.4)
Investment in tangible assets, net	(23.6)	(176.4)	(239.0)	(255.7)	(138.9)	(132.6)
Acquisition of companies	(65.5)	(488.9)	(139.8)	(108.8)	(76.8)	(289.9)
Cash flow financing activities	(26.6)	(198.6)	236.4	(254.3)	(523.7)	(417.5)
Net cash flow for the year	(23.5)	(175.4)	278.6	(146.9)	(416.3)	411.3
Employees		No.	No.	No.	No.	No.
Number of employees, end of year		18,012	18,301	17,546	16,685	15,896
Average number of full-time employees		17,107	17,066	16,209	15,526	14,862
Financial ratios		%	%	%	%	%
Revenue growth		3.2	6.3	12.6	4.4	(4.1)
Organic growth		1.9	8.8	9.9	4.1	(4.9)
Organic growth, NPR		2.3	9.3	9.5	5.2	(2.7)
EBITDA margin		6.7	7.3	7.2	7.5	6.7
EBITA margin		5.4	6.1	6.0	6.0	5.0
EBIT margin		3.4	3.8	4.0	3.5	2.0
Return on invested capital (ROIC)		13.7	15.8	18.1	16.2	11.6
Return on equity (ROE)		8.3	11.9	12.7	11.8	5.2
Cash conversion ratio		103.8	62.6	68.8	48.3	194.6
Equity ratio (solvency ratio)		36.8	32.5	33.0	32.2	28.2

The figures in EUR have been translated from DKK using an exchange rate of 7.46.
Key definitions are explained in the glossary.

ESG key figures and ratios	Unit	2024	2023	2022	2021	2020	Limited external assurance
Environmental							
GHG emissions Scope 1 & 2*	TCO_2e	6,263	6,349	9,236	8,614	10,727	✓
GHG emissions Scope 3 (6. Business Travel)	TCO_2e	20,087	24,813	20,924	9,527	11,707	✓
GHG emissions Scope 3 (all categories)**	TCO_2e	118,268	127,778	121,925	114,820	109,072	✓
Renewable energy***	%	71	69	45	49	-	✓
GHG emissions Scope 3 (3 & 6)*	TCO_2e	21,819	25,830	22,022	11,152	12,679	✓
GHG emissions Scope 3 (11. Use of Sold Products per ton produced)*	TCO_2e/ton procduced	1.4	18.3	9.46	3.75	42.13	✗
Share of suppliers by emissions with approved science-based targets* ****	%	16	52	52	-	-	✗
Social							
Total headcount	HC	18,012	18,301	17,546	16,685	15,896	✓
Employee Engagement Survey (OurVoice)*****	Index 10	7.7	4.2	4.2	4.1	4.1	✓
Voluntary employee turnover	%	11	12	15	13	9	✓
Gender diversity, women	%	38	37	37	35	35	✓
Gender diversity, Senior Management L10-L13, women	%	26	26	24	20	21	✓
Rate of recordable work-related accidents for own workforce	Number	1.4	1.2	1.9	1.4	1.7	✗
Number of days lost to work-related injuries and fatalities from work-related accidents, work-related ill health and fatalities from ill health related to employees	Number	324	-	-	-	-	✗
Project satisfaction score	Index 5	4.4	4.4	4.5	4.5	4.4	✗
Governance							
Compliance concerns and whistleblowers	Number	255	294	176	103	125	✓
Substantiated compliance concerns	Number	136	113	76	46	48	✓
Other							
In-kind hours for volunteering	Number	6,003	3,762	-	-	-	✗

* These KPIs have reduction targets approved by the Science Based Targets initiative (SBTi).
** The figures for 2020-2023 have been restated for scope 3 category 1 and scope 3 category 11, thereby restating the figures for Scope 3 (all categories) for 2020-2023.
*** Methodology has been updated to exclude purchased certificates exceeding consumption, thereby leading to a restatement for the years 2021-2023.
**** Previously limited to suppliers covering internal spend only, changed to also include client project-related spend.
***** A new engagement survey was implemented in 2024, shifting from an annual to a quarterly format with a 10-point scale (previously 5-point). The KPIs reflects the Q4 results of the new approach, providing more frequent insights but potentially lower participation rates.