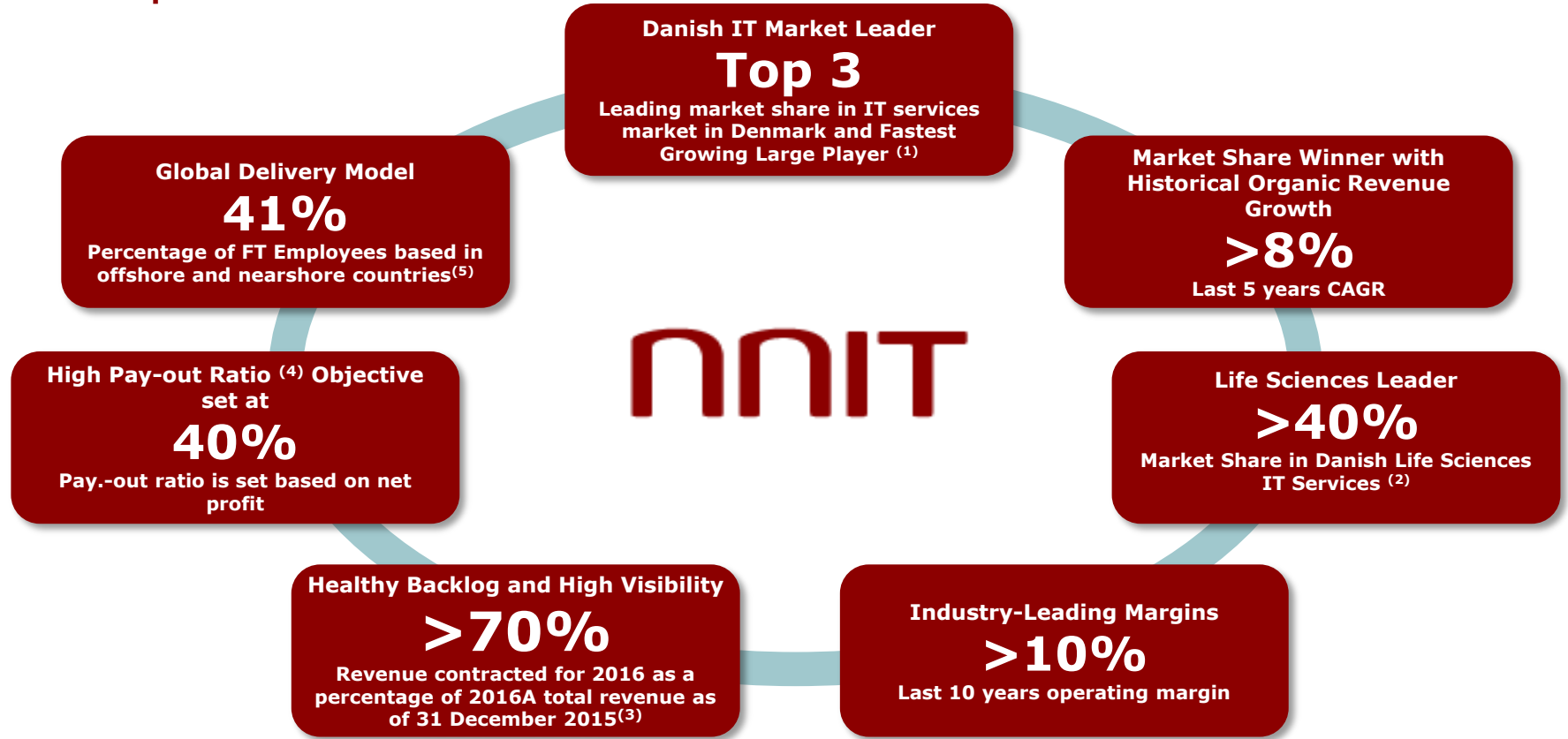


NNIT Introduction

2017

Leveraging our Novo Nordisk Heritage and Differentiated Compliance DNA to Win Profitable Market Shares



Sources: IDC Denmark IT Services Vendor Shares 2015, Valcon report based on third party data

Notes

1. Among top Danish IT Services competitors with revenues above DKK 750m 2011-2015
2. Based on Valcon analysis for 2014 including revenue from Novo Nordisk; excluding Novo Nordisk, market share would be 19%
3. Backlog represents anticipated revenue from contracts or orders executed but not yet completed or performed in full, and which revenue is expected to be recognised in the current or a future financial year; in order to arrive at the percentage, the backlog is then divided by the actual revenue for the following year. The calculation of backlog is subject to a number of assumptions. Backlog as of any date is not necessarily a meaningful predictor of future revenue and projects included in backlog may be subject to cancellation, revision or delay. Turnover time from backlog to revenue varies significantly depending on what types of contracts constitute backlog
4. Defined as dividends paid on net profit for the previous fiscal year
5. As of 31st December 2016. Offshore and nearshore countries are China, Philippines and Czech Republic

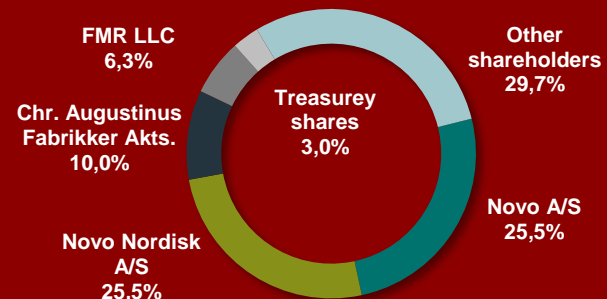


Who we are

- We are based in Copenhagen and are **one of Denmark's leading IT service providers and consultancies**
- We **provide a wide range of IT services** to our customers using our **fully integrated international delivery capabilities**
- Our services include **advising, building, implementing, managing and supporting IT solutions and operating IT systems for our customers**
- Principally, our customers operate in the **life sciences sector** (including our **principal customer, the Novo Nordisk Group**, a world-leading life sciences group), but we also provide services to **customers in the public, enterprise and finance sectors**
- Our **long-term objective** is to become **the preferred IT service partner in Denmark** and to become a **leading international partner to life sciences companies**

Share and ownership

- Listed on OMX Nasdaq Copenhagen since 6 March 2015
- 25,000,000 shares
- DKK 250,000,000 share capital
- Trading symbol: NNIT.CO

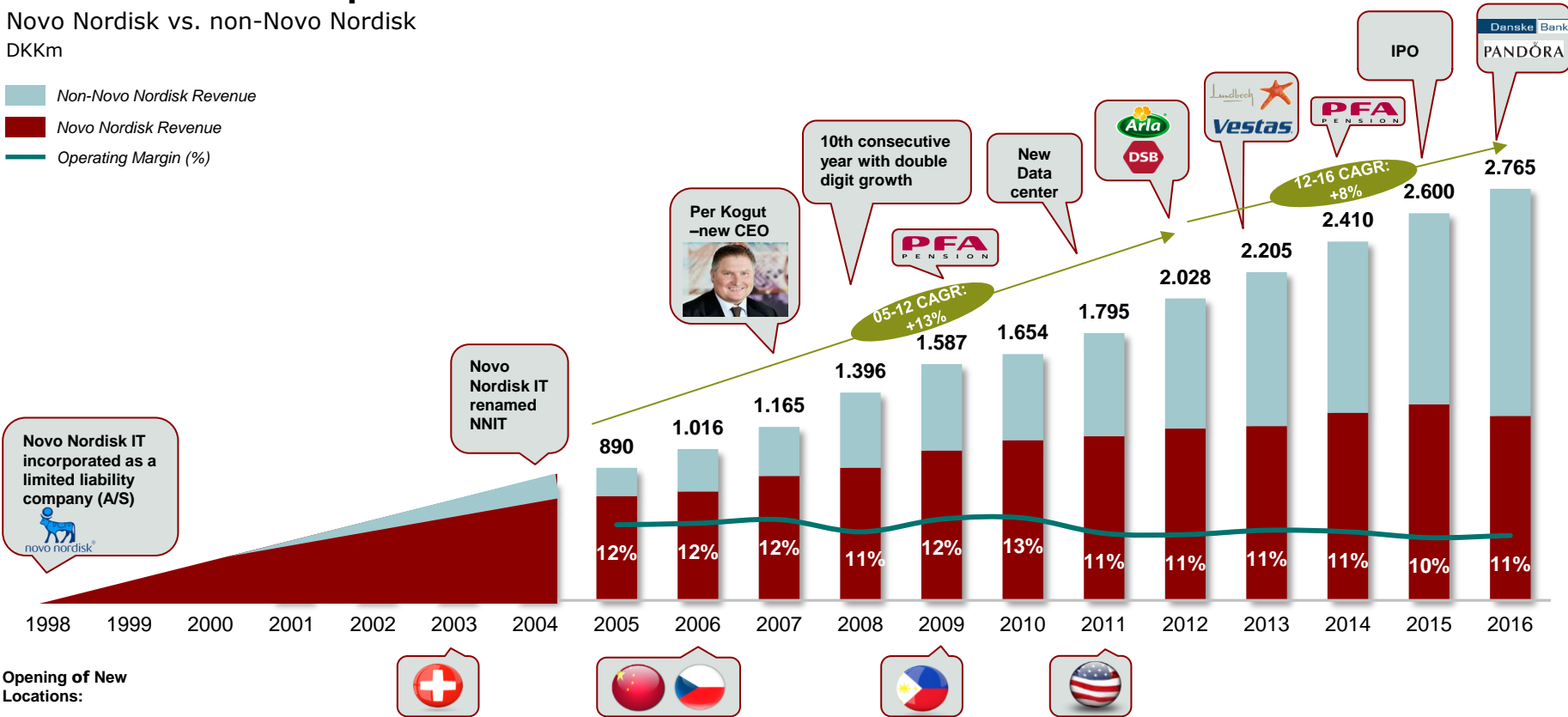


Great Track Record of Profitable Growth while Diversifying Our Revenue Base

Revenue Mix Development Since 2004

Novo Nordisk vs. non-Nov Nordisk
DKKm

■ Non-Nov Nordisk Revenue
■ Novo Nordisk Revenue
— Operating Margin (%)



Leveraging Our Compliance DNA Drives Diversification

Our Core



Life
Sciences

DKK 1,597m
(58%)

Leveraging Our Compliance DNA



Public

DKK 385m
(14%)



Finance

DKK 237m
(9%)



Enterprise

DKK 546m
(20%)

DKK 941m
(34%)

IT Solutions Services:

Advisory services, business solutions and application management

DKK 1,824m
(66%)

IT Operations Services:

Infrastructure outsourcing and related consulting, support services

See Note (1)



Danmarks Apotekerforening



Revenue 2016
(contribution to total - %)

Note
1. Selection of current NNIT customers, as of December 2016

Our Delivery Model

Innovate, Transform, Orchestrate

STRATEGIC INDUSTRIES

LIFE SCIENCES

PUBLIC

FINANCE

ENTERPRISE

ADVISE

BUILD

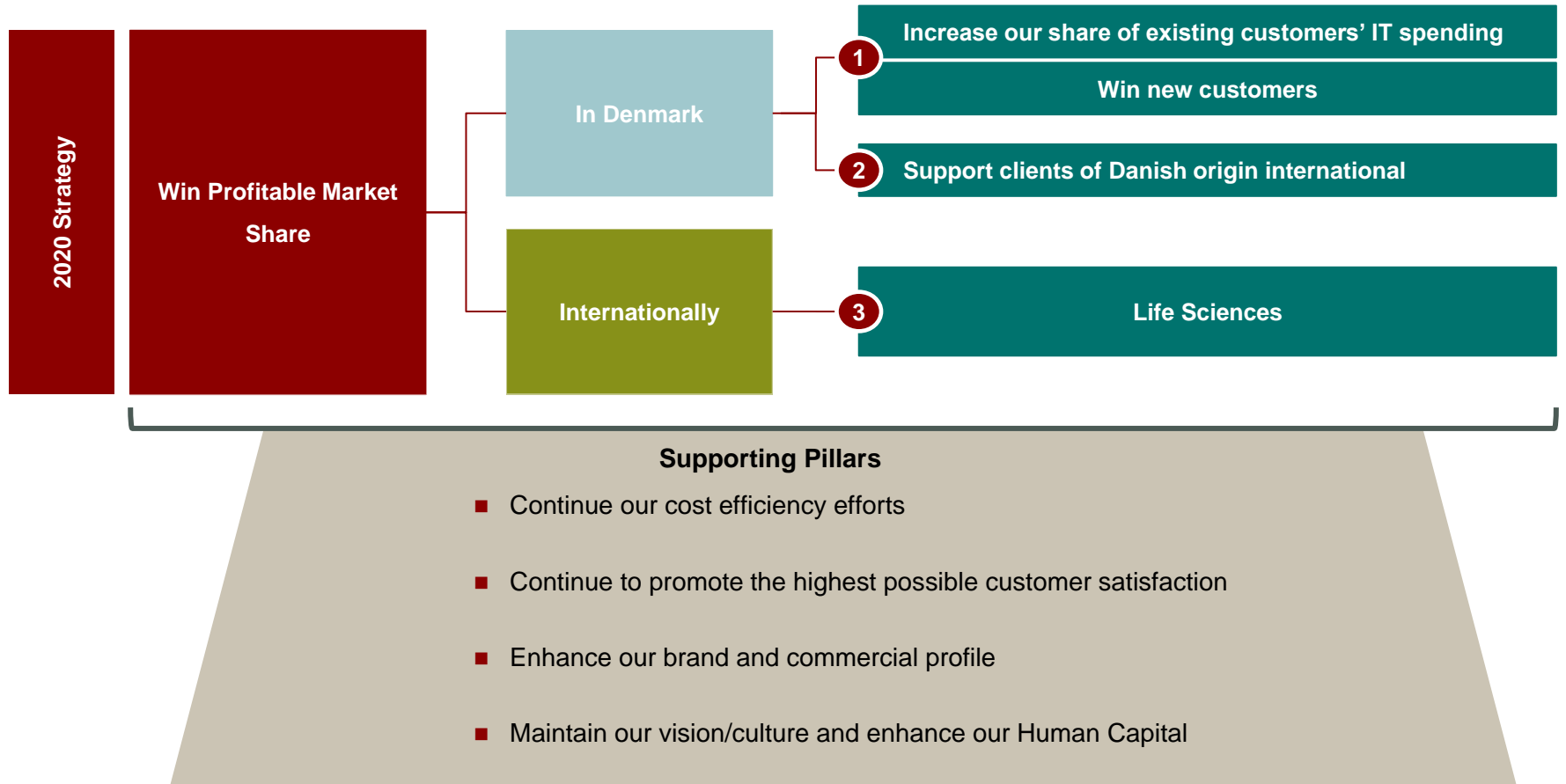
OPERATE

SUPPORT

OFFERINGS

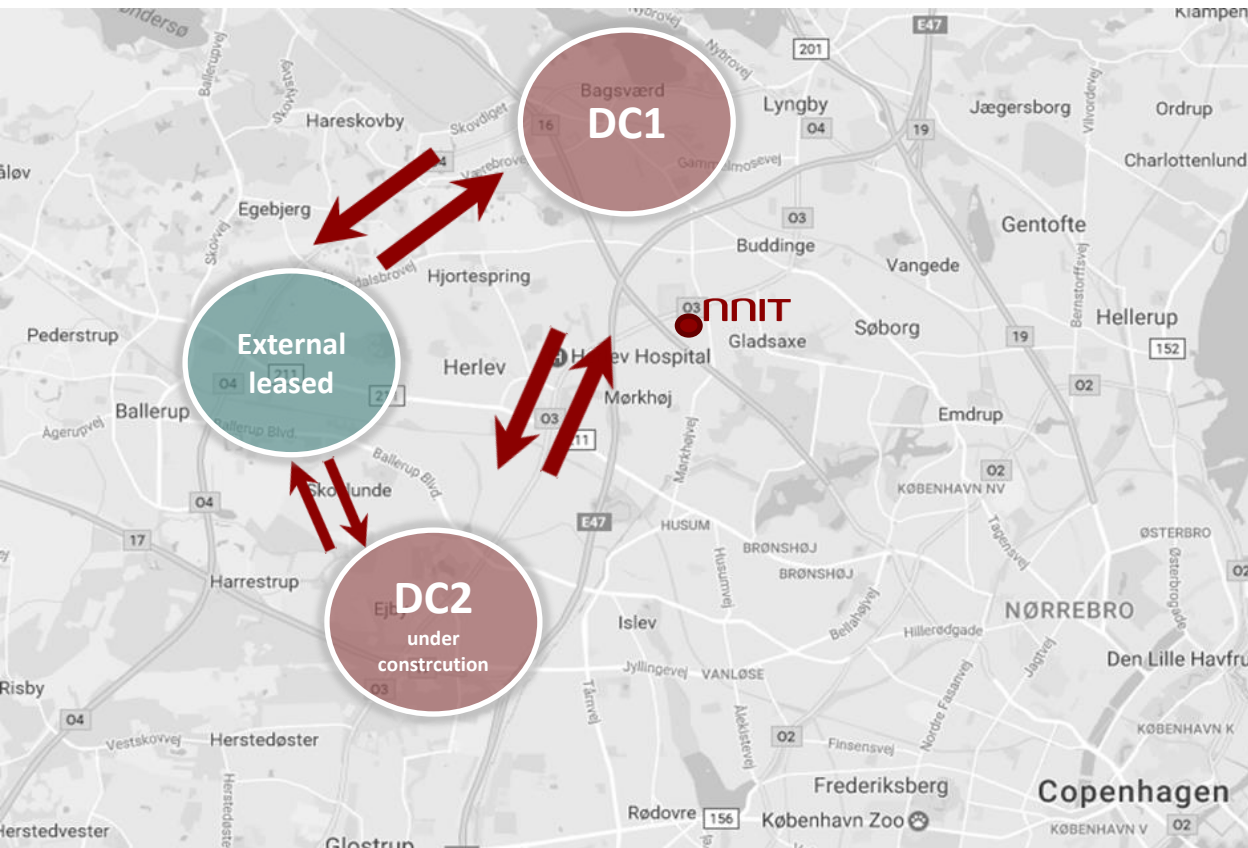
Advisory Services	Business Solutions	Application Outsourcing	Infrastructure Outsourcing	Support
Optimize IT impact <ul style="list-style-type: none"> • Digitalization • IT Management • Project Excellence • OCM • Mobility • Cloud 	Line of Business <ul style="list-style-type: none"> • Drug Development • Regulatory Affairs • ISO IDMP • Quality Management • Healthcare 	Application Management <ul style="list-style-type: none"> • GxP Systems • SAP & AX • Track & Trace • Portals & Collaboration • Document Management 	Data Center Services <ul style="list-style-type: none"> • Business Critical Hosting • GxP Operations • SAP Operations • Enterprise Hybrid Cloud • Network Management 	Digital User Productivity <ul style="list-style-type: none"> • 24/7 Global Service Desk • GxP Support • Application Support • Onsite Support
IT Outsourcing	S/4HANA & AX			
Security Consulting	Business Intelligence & Analytics	Desktop & Device Management		
GxP Consulting	Customer & User Experience			
	Digitalization			

The Key Pillars of Our Growth Strategy



Datacenter Capacity

Future Datacenter setup



Current State

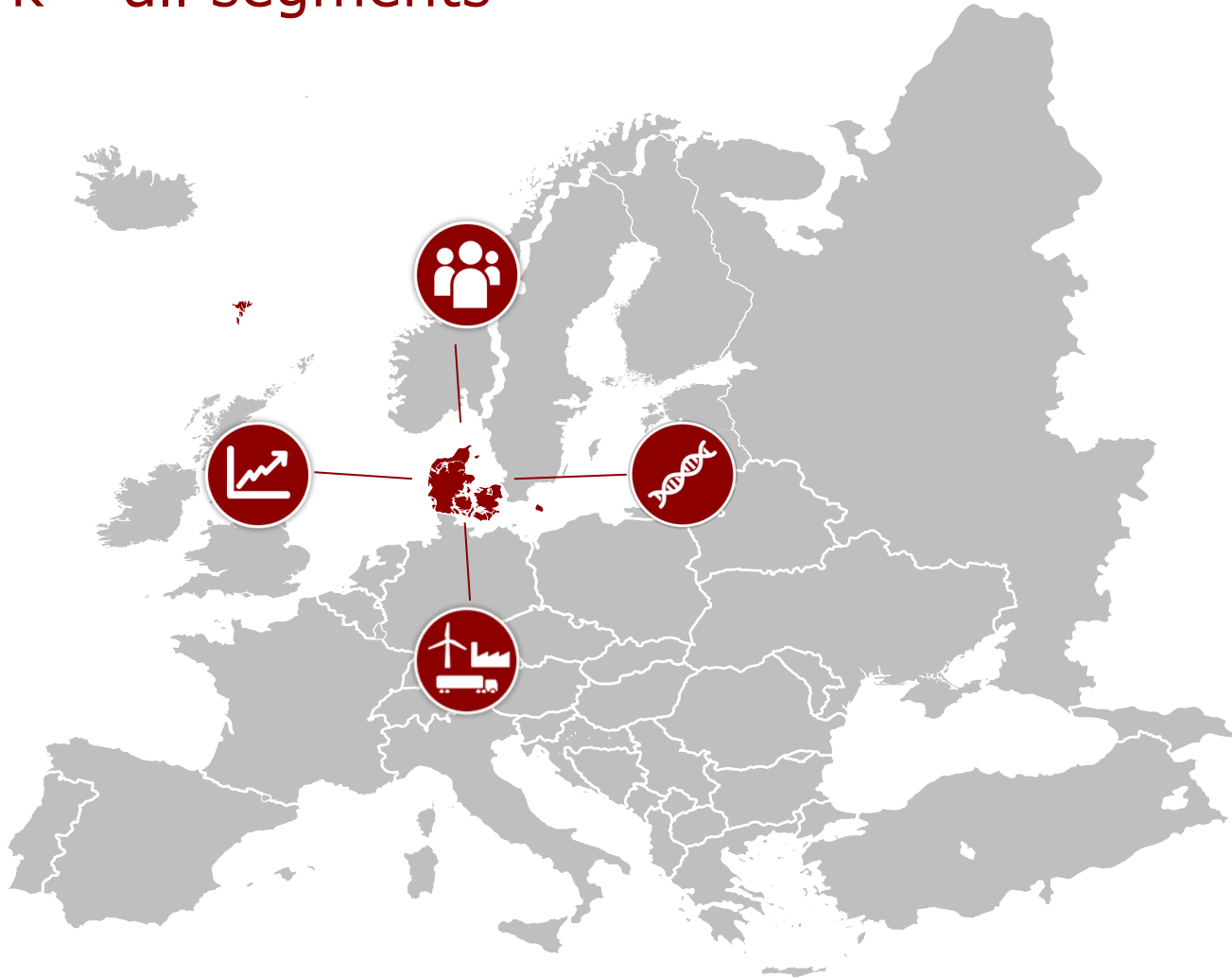
- Owned 1,200m² and 2,000 kVa datacenter in Denmark
- Rented capacity in secondary datacenter Denmark
- Operating datacenters in affiliates in US and China

Going Forward

- TIER III datacenter under construction to be completed and in use in Q1 2018
- The actual size of the data center will impact the total investment level but the total investment level is not expected to exceed DKK 250m over the three year period

Markets

Denmark – all segments



Leading Market Share in Danish IT Services Market

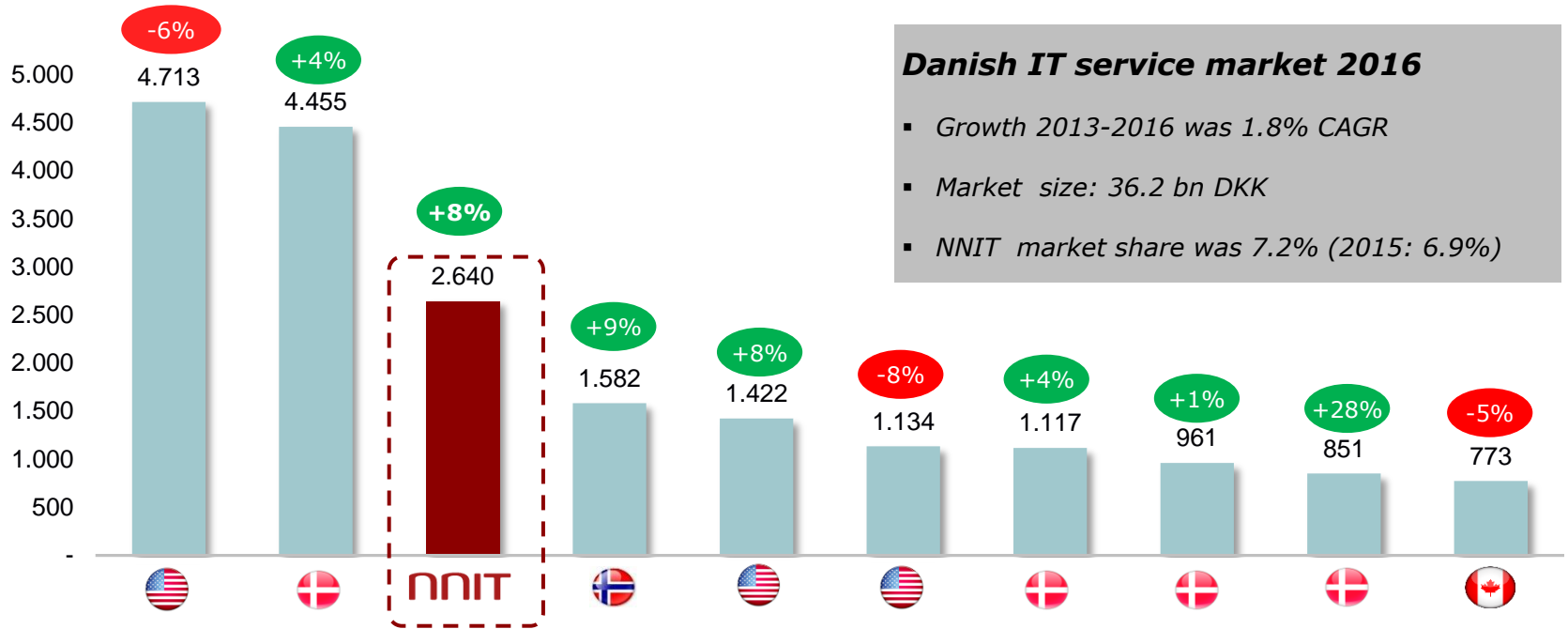
2016 Data

Danish IT Services Market Development vs. NNIT

Danish IT Services Market (2016 Revenue ⁽¹⁾)

DKKm

+x% 2013-2016 CAGR



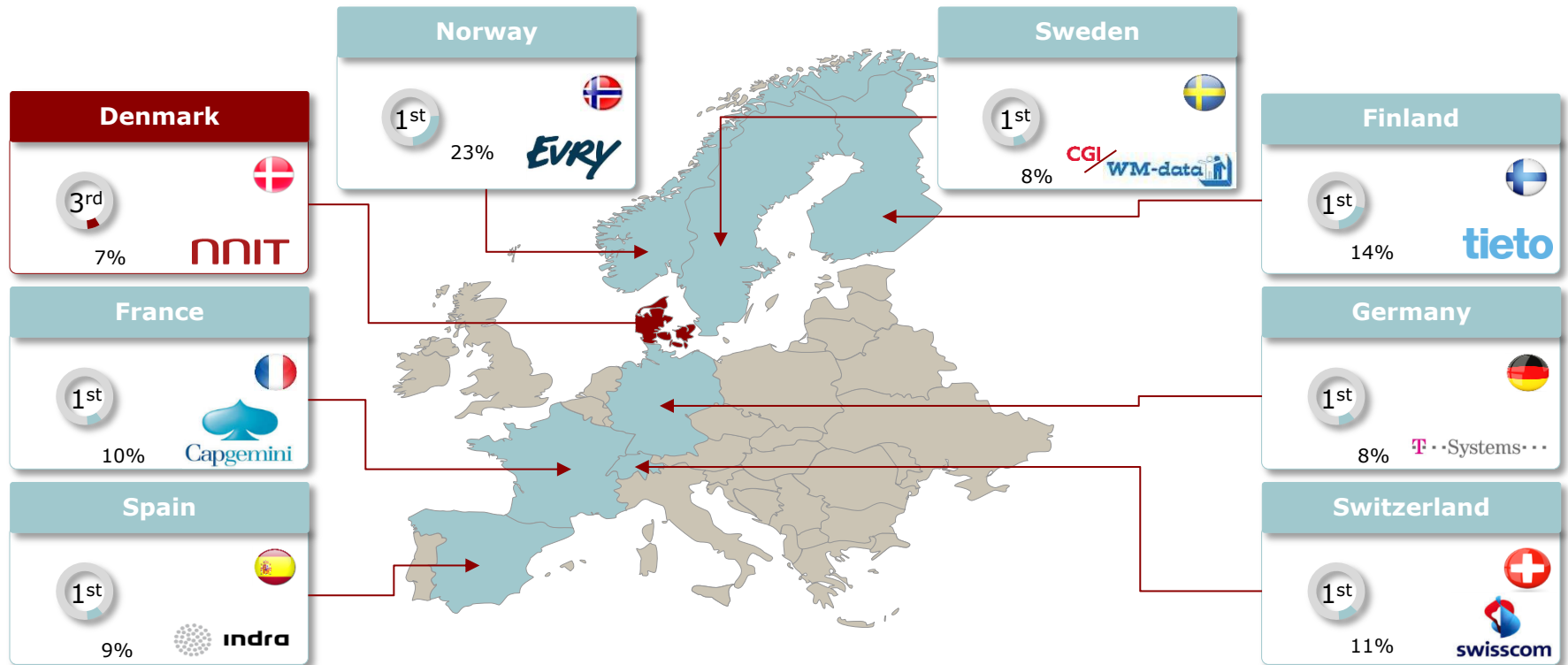
Source: IDC Nordic IT Services 2016 Vendor Shares and company financial reports

Note
1. Based on IDC's estimates of Danish operations for these 10 competitors, may differ from reported numbers in companies' filings

Space to Grow Further As The Leading Local Provider – As Seen In Other European Countries

2016 Market Share of Leading Local IT Services Providers in Their Country of Origin

% market share and ranking



Source: Gartner (2017) and company financial reports

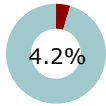
Market situation for our Danish segments



Enterprise

Market size 2016E: 13.0bn

Market size 2021E: 15.1bn CAGR: 3.0%



NNIT estimated market share

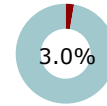
- Still a significant portion of larger companies run IT in-house
- Opportunities to follow Danish clients internationally
- Security and future digital workplace



Public

Market size 2016E: 13.0bn

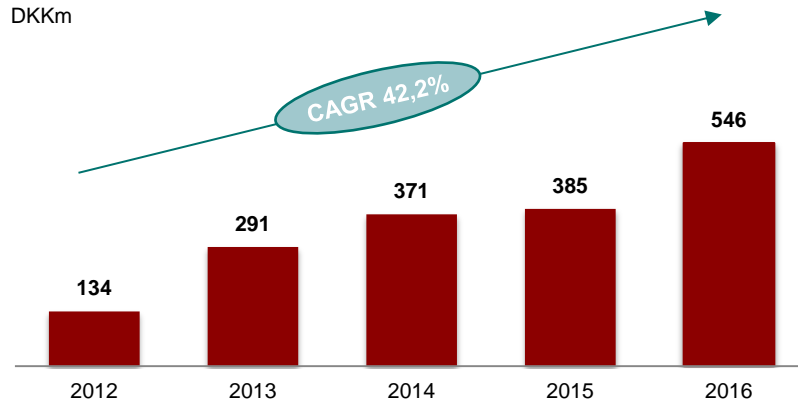
Market size 2021E: 14.6bn CAGR: 2.2%



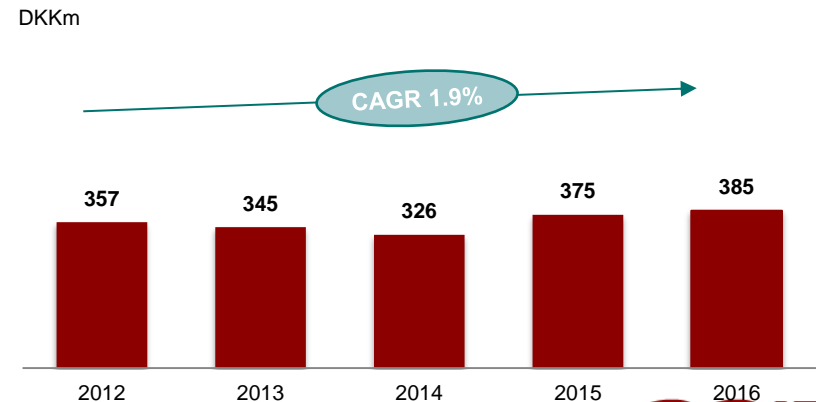
NNIT estimated market share

- NNIT targeting Regions and Central Government
- Rigorous contract regime and T&C
- Public tenders are regulated by law

NNIT Growth in Revenue



NNIT Growth in Revenue



Source: Gartner (2017), Novo Nordisk data is from IPO (2014), NNIT estimates

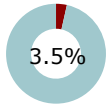
Market situation for our Danish segments



Finance

Market size 2016E: 6.7bn

Market size 2021E: 8.1bn CAGR: 3.6%

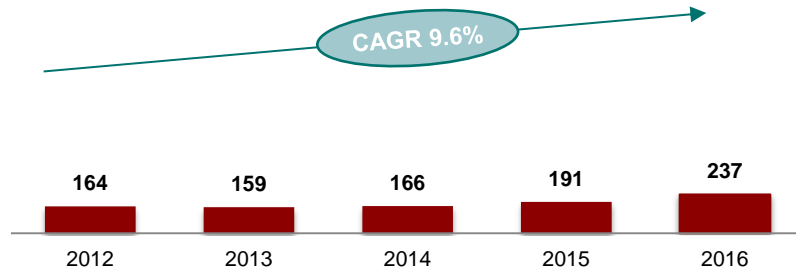


NNIT estimated market share

- Large and mature IT organizations with significant use of outsourcing but a recent trend of insourcing
- Market is being disrupted
- Mainframe is still significant part of the IT landscape

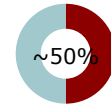
NNIT Growth in Revenue

DKKkm



Novo Nordisk

Market size 2016E: 2.6 – 2.7bn

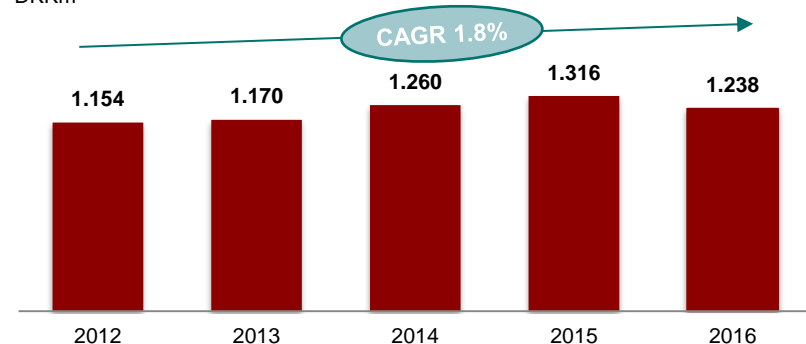


NNIT estimated market share

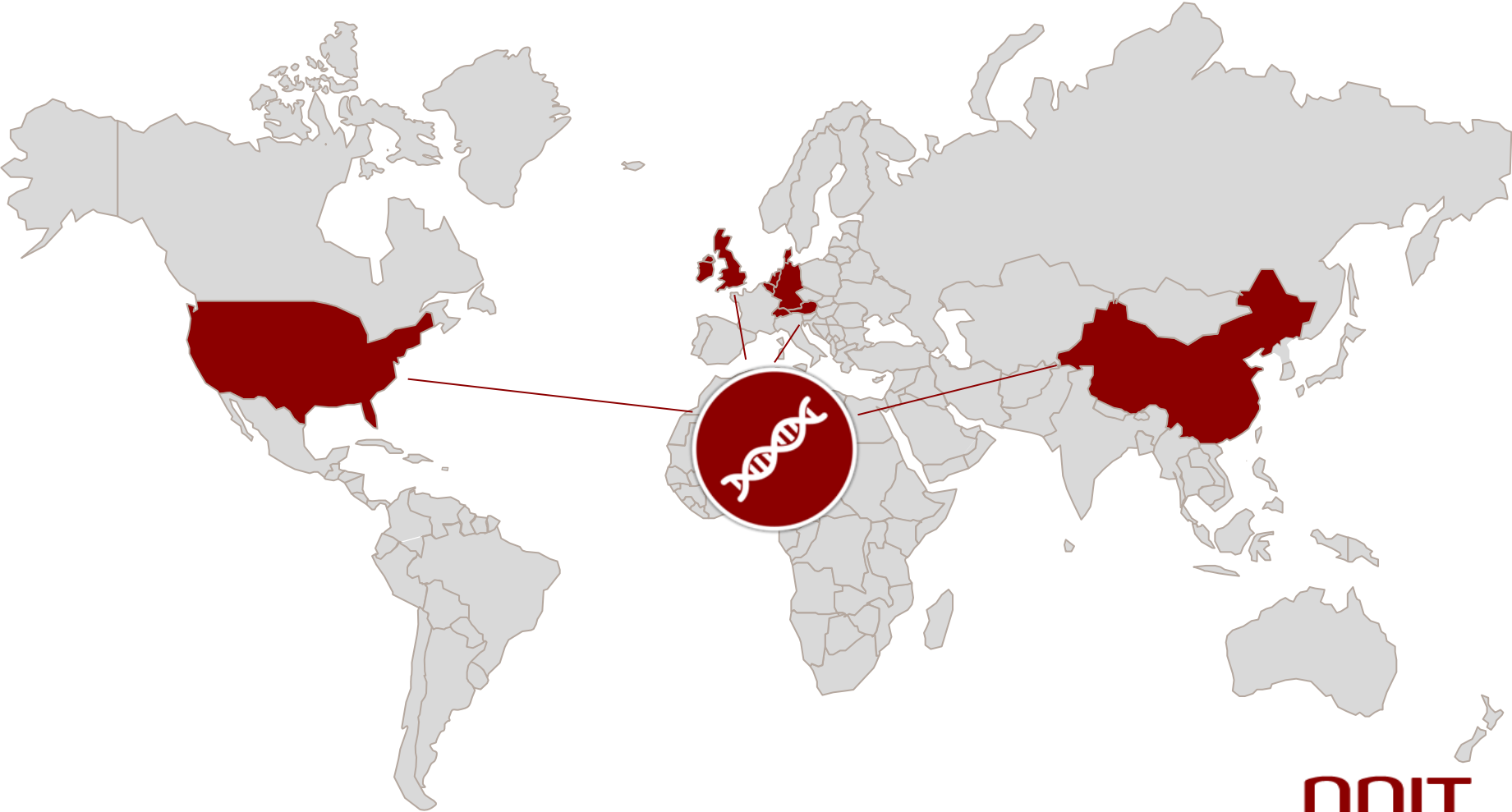
- More challenging and uncertain due to Novo Nordisk situation
- NNIT strong at HQ/corporate systems and selected regions but low markets shares in North America
- IT cost development will vary significant across areas

NNIT Growth in Revenue

DKKkm



International – Life sciences



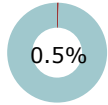
Market situation for our international segment



Life sciences (non-Novo Nordisk)

Market size 2016E: 66.5bn

Market size 2021E: 84.9bn CAGR: 5.0%

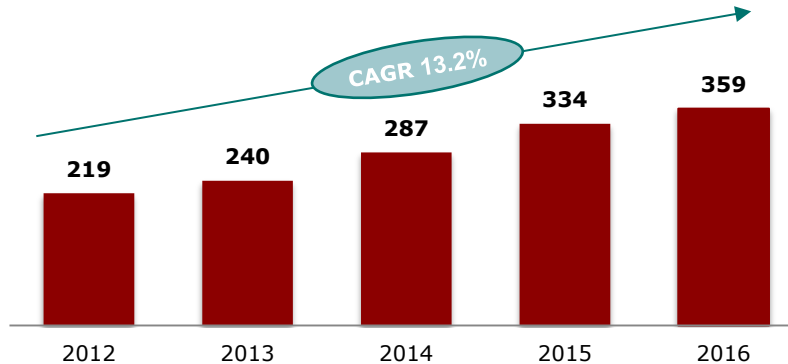


NNIT estimated market share

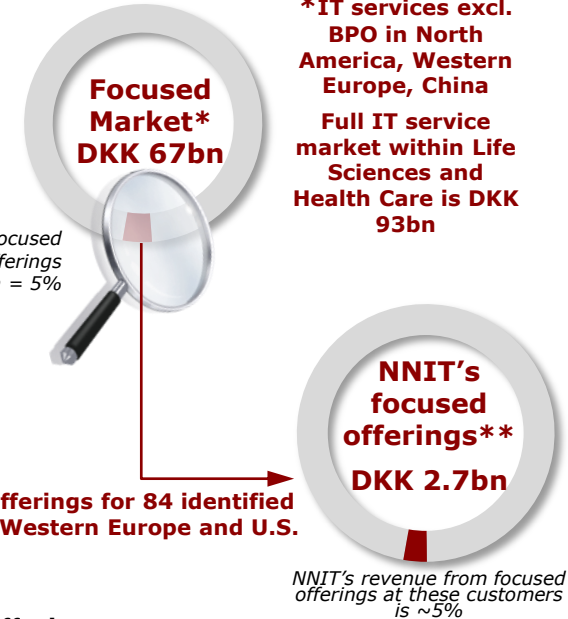
- Regulatory driven changes
- High degree of in-house IT but cost focus drives outsourcing acceptance
- Significant potential
- Not a generalist market

NNIT Growth in Revenue

DKKm



Source: Gartner (2017), NNIT estimates



*IT services excl. BPO in North America, Western Europe, China
Full IT service market within Life Sciences and Health Care is DKK 93bn

Focused offerings

- Identification of Medicinal Products (IDMP)
- Advanced Track and Trace (ATTP) - Serialization
- Electronic Trail Master File (eTMF)
- Integrated Clinical Environment (ICE)
- Compliance as a Service (CaaS)



Strong Expertise in Life Sciences and focused strategy

NNIT Delivers Value Added and Leading-edge Solutions tailored to Well- Recognized Pharmaceutical Groups by focusing...



Pharma value chain

- Drug development
 - Regulatory Affairs
 - Quality management
 - Supply Chain
- Regulatory driven



Selected Pharmaceutical companies

- Tier 1 – expert knowledge
- Tier 2 – Scale fit



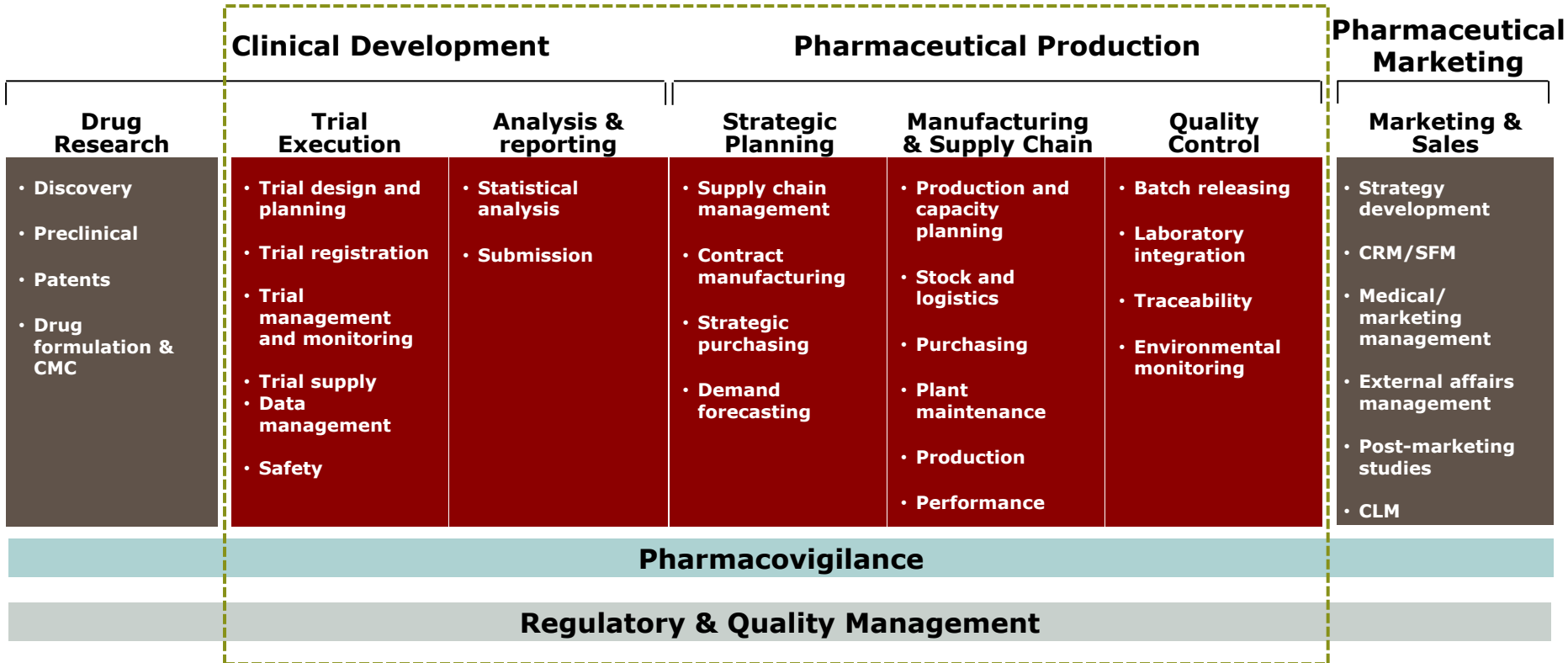
Geographical Focus

- US east cost
- Swiss pharma area (Zurich-Basel)
- Germany (Frankfurt area)
- UK (South England)
- China (mainland)

NNIT covers the life sciences value chain

NNIT
focus

Life Sciences Value Chain



Financials

Rationale for an IPO and Continuous Commitment

Rationale for an IPO, for NNIT and Novo Nordisk



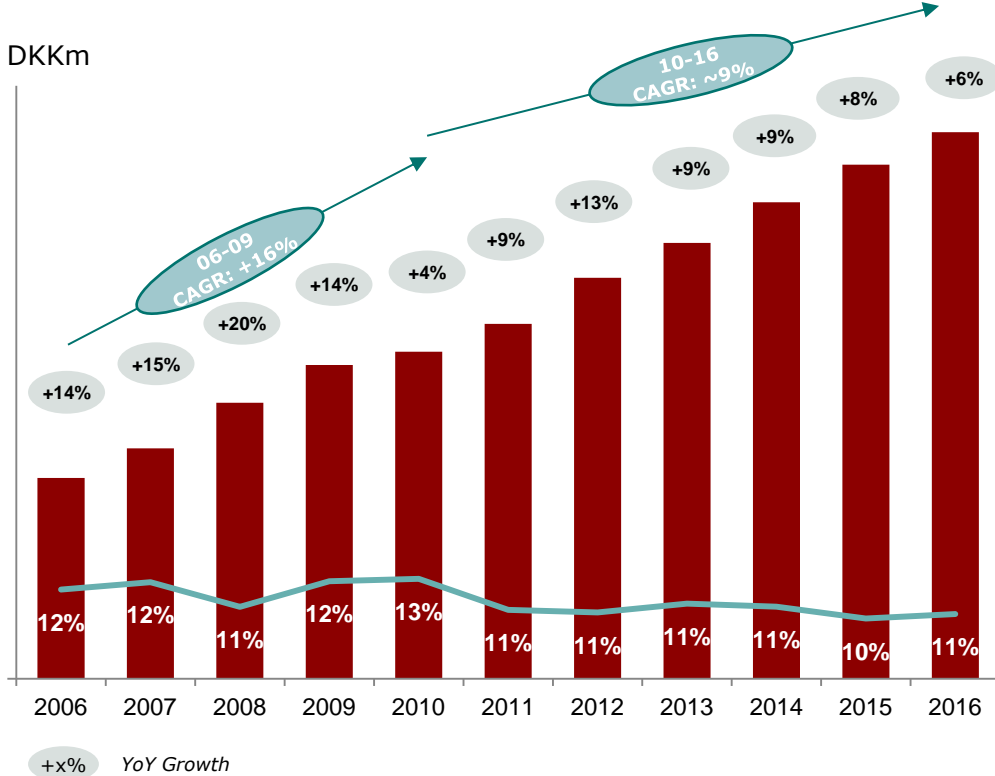
- ✓ **Increased independence** in developing path for growth and strategy
- ✓ Local and international **brand recognition**
- ✓ Attract the **best IT talents**
- ✓ Increase **motivation and performance** through an NNIT-linked incentive programme
- ✓ **Facilitate growth strategy**

- ✓ Continuous focus on capital and resource allocation, through a willingness to **separate high-quality businesses** that are not core to Novo Nordisk's vision

Continuing Strong Relationship with the Novo Nordisk Family

We Have a Track Record of Strong Organic Growth

Long Track Record of Resilient Organic Growth



We Have Delivered According to Our Long-Term Historical Operating Targets

Realised vs. Target

	Mgmt Targets ⁽¹⁾	Realised 5-year Average	
Revenue Growth (%)	≥5% ⁽¹⁾	✓	9%
Operating Profit Margin (%)	≥10% ⁽¹⁾	✓	11%

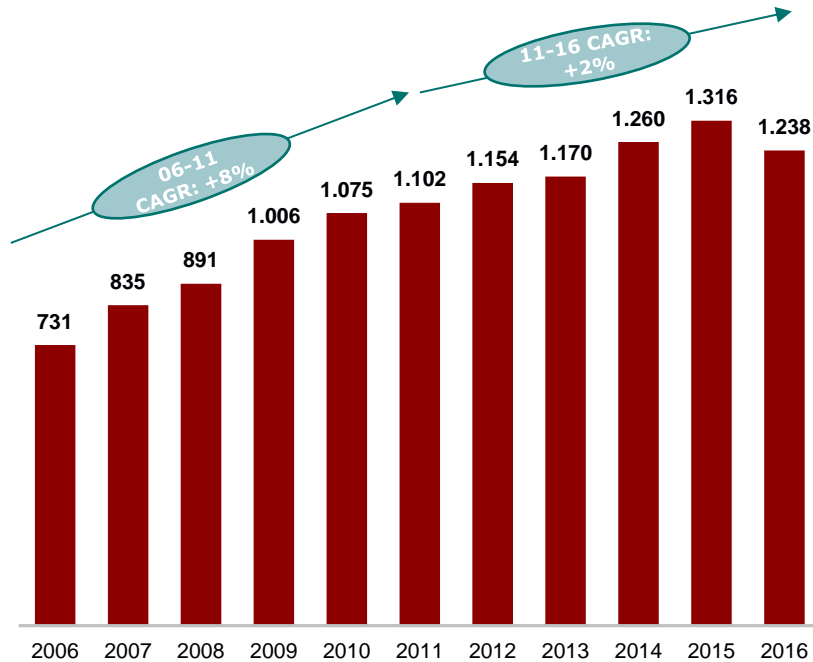
Notes

1. Revenue target set as of 2011, down from 10% as previously set. Operating profit target lowered to >10% from >12% in 2008. Both at constant currency

Novo Nordisk Connection to NNIT

Development of revenue from Novo Nordisk

DKKm



Novo Nordisk Relationship

- Novo Nordisk’s strategic IT partner
 - NNIT has developed highly complex mission-critical solutions for Novo Nordisk
 - NNIT operates Novo Nordisk’s strategic systems
- Market in the market (+600 contracts)
- Novo Nordisk has implemented a multi-vendor strategy for years
 - Maintained market share over the years
- Long term commitment reiterated by recent renewal of key contracts before the IPO (in Q3 2014):

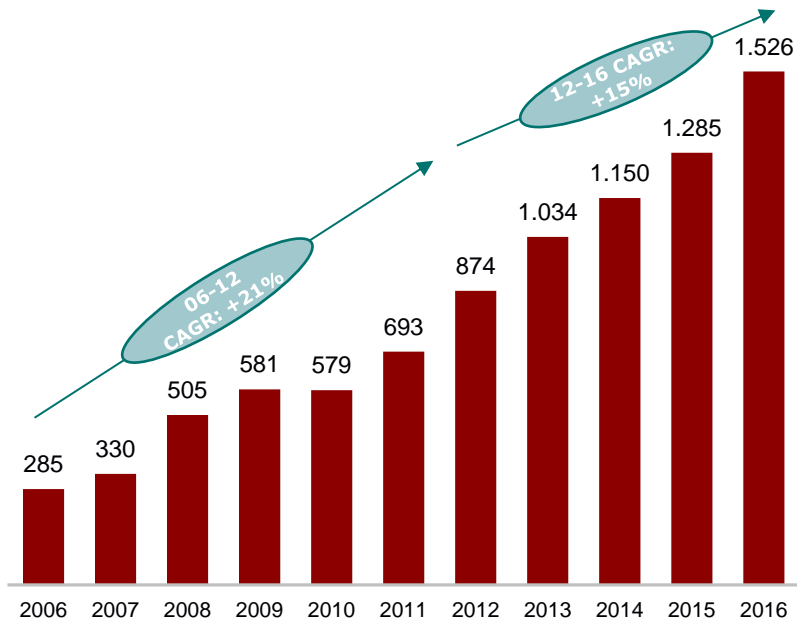
Contracts	Duration*
Global operation maintenance agreement	6 years
Global basic infrastructure agreement	5 years
Application outsourcing agreement for pharma applications	5 years
Application outsourcing agreement for SAP	5+2 years
Outsourcing agreement for Int’l operations in Novo Nordisk	5 years

*Contract length at time of extension

Organic Double Digit Growth outside Novo Nordisk

Development of non-Novo Nordisk revenue

DKKm



Development from other customer segments

- NNIT operates in four segments outside of Novo Nordisk:
 - International life sciences⁽¹⁾ (Denmark and international)
 - Enterprise (Denmark only)
 - Finance (Denmark only)
 - Public (Denmark only)
- Main driver of the growth the last five years has been the enterprise segment (CAGR 2012-2016: 42.2%)
- International life sciences segment has had a CAGR 2012-2016 of 13.2%
- Finance segment has had a CAGR 2012-2016 of 9.6%
- Public segment has had a CAGR 2012-2016 of 1.9%

⁽¹⁾ International life sciences segment is defined as revenue from non-Novo Nordisk life sciences customers

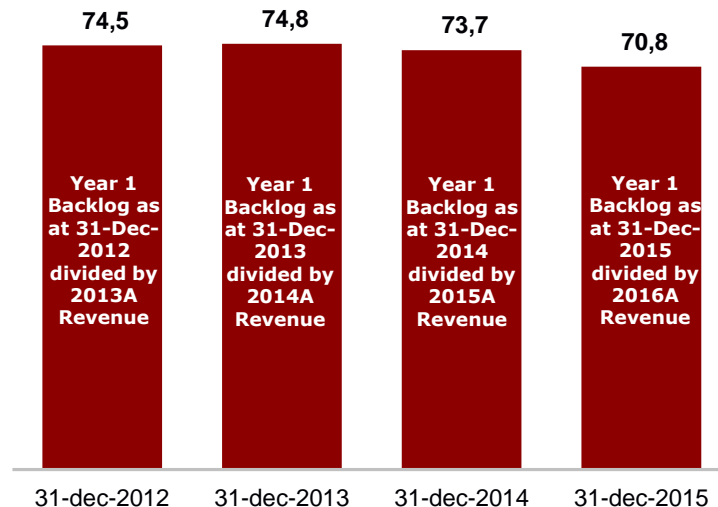
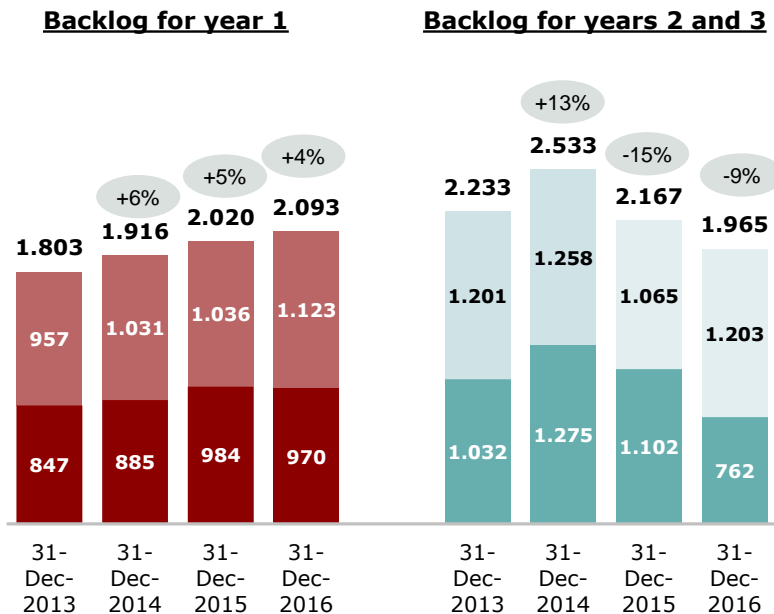
Backlog Provides Strong Visibility

High visibility supported by more than 70% of annual sales covered by the backlog ⁽¹⁾ at beginning of the year

NNIT's Order Backlog

DKKm

As % of Following Year's Revenue



■ Novo Nordisk ■ Non-Novo Nordisk +x% YoY Growth

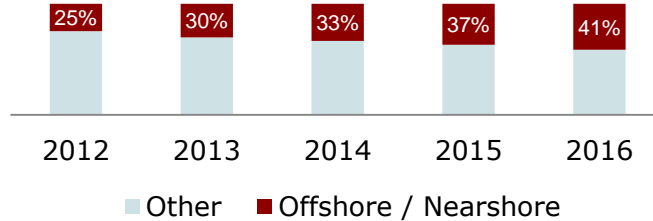
■ Backlog as % of Actual Revenue For the Following Year

Note
1. Backlog as at 31 Dec 2016 relates to revenue expected to be recognized in the 2017 calendar year (in the case of year 1) or the 2018 and 2019 calendar years taken together (in the case of years 2 and 3 backlog) only based on signed contracts. Similar for 2013, 2014 and 2015. Note if contracts are in foreign currency, a standard exchange rate computed for the period is used for the whole period. Backlog is subject to certain assumptions including estimated billings under time and material contracts for the applicable period. Backlog as of any date is not necessarily a meaningful predictor of future revenue and projects included in backlog may be subject to cancellation, revision or delay. Turnover time from backlog to revenue varies significantly depending on what types of contracts constitute backlog

...Via Continued Focus on Cost Efficiency...

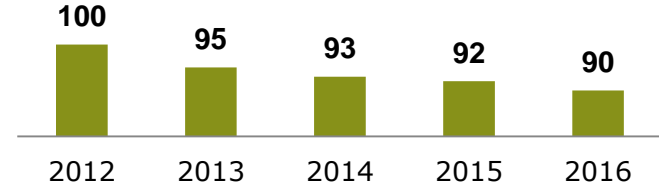
COGS

% of employees based in low cost locations ⁽¹⁾



- **NNIT has increased the number of employees in low cost geographies and plans to continue this strategy in the coming years to reach 50% by 2020**

Employee cost per FTE (rebased to 100 in 2012)



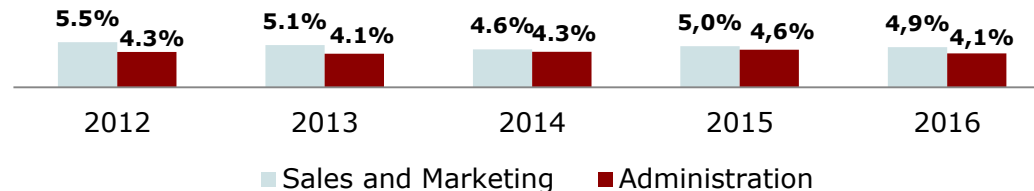
- At group level, **overall employee cost per FTE declined from 100 basis in 2012 to 90 in 2016**
- **Wage inflation has been limited in China**, meaning that together with the pyramid structure, average FTE cost offshore had been stable over the last 2 years

Operations excellence program:

To secure and further improve NNIT's competitiveness and to offset market price pressure NNIT has initiated an Operational Excellence Program with the assistance of an international consultancy company. The aim of the program is to identify and implement cost reductions and to further implement lean processes, automation, tool optimization, organizational optimization, while still maintaining quality.

Support Costs

Support costs as % of revenues (%)



- Continuous effort to decrease support costs
- Strategy is to continue to move back-office functions offshore
- Investment already made in ERP system and enlarged HQ enhances scalability of the business

Note

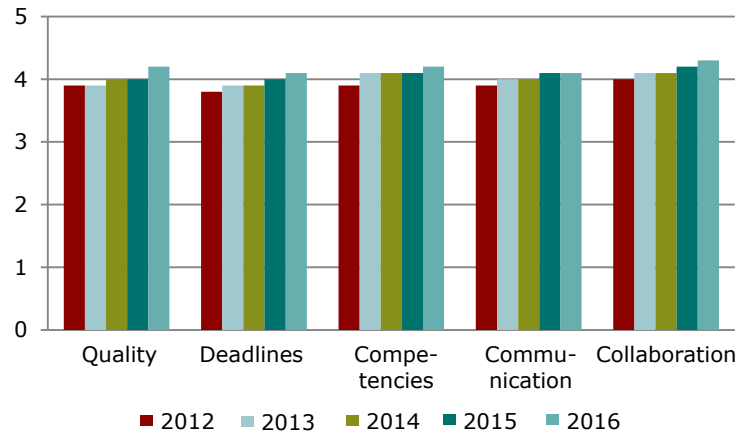
1. Offshore/nearshore = China, Philippines, Czech Republic ; Other = Denmark, Switzerland, US, Germany

Non-financials

Strong Focus on Customer Satisfaction

Success for Our Clients: High Customer Satisfaction ⁽¹⁾

EvalGO Satisfaction Scale of 1 (Lowest) to 5 (Highest)



Greater investment in employee training and team-building

- **Low client attrition**
- **Ability to conduct greater cross-selling, upselling & repeat business**

Success for NNIT

Source: NNIT

Note

1. Based on NNIT's EvalGO satisfaction feedback programme

Well-Integrated Global Delivery Model

- The **integrated delivery model** allows NNIT to **price its services competitively compared to offshore vendors**
- **Full integration between delivery centers**, with direct relationships and lines of communication between teams
- **Strategic decision to open offshore in China** rather than India based on **less competitive labor market** and NNIT's **existing presence in China** which was anticipated to lead to **lower attrition rates and shorter time to operation**

Our Global Delivery Model Serves Our Ambition of Expanding Our Geographical Footprint

Geographical Footprint (1)

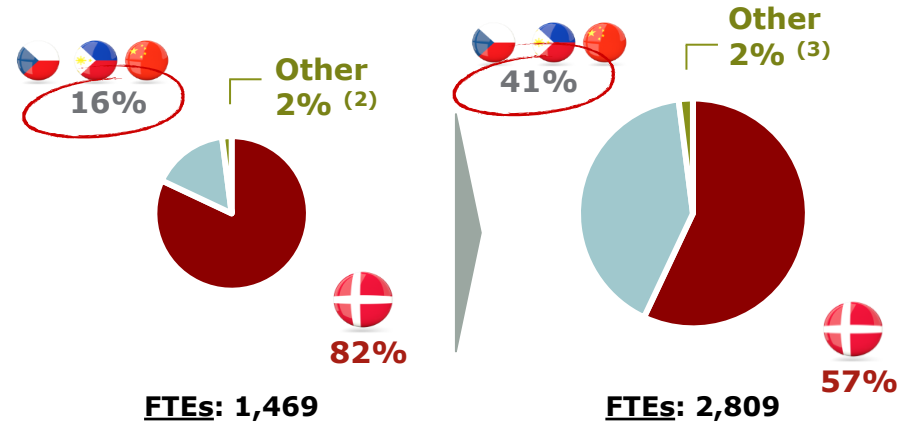


Near shore and Offshore Integrated Low Cost Delivery Capabilities have Grown by More Than 2x

% of FTEs

31st December 2010













31st December 2016



Notes

1. Key geographies only
2. Switzerland
3. Includes Switzerland, Germany, UK and the US

Experienced Management Team with a Proven Track Record

At NNIT Since	Relevant Experience	
		Per Kogut (<i>President and Chief Executive Officer</i>)
		Carsten Krogsgaard Thomsen (<i>EVP and Chief Financial Officer</i>)
		Ricco Larsen (<i>SVP, IT Operation Services</i>)
		Brit Kannegaard Johannessen (<i>SVP, People, Communication & Quality</i>)
		Jacob Hahn Michelsen (<i>SVP, Client Management</i>)
		Claus Middelboe Andersen (<i>SVP, Solutions Division</i>)



Long-term Strategic Vision



Fundamental Transformation of the Company



Reputation for Quality



Consistent Financial Track Record



Strong and Focused Customer Approach












Expertise of Regulated Industries


Guidance


Segmental Breakdown of Guidance


Segmental guidance

Segmental guidance should be seen as a guidance over time and not for individual years. This is due to the size of our segments where addition or loss of a single large contract can result in very volatile developments

	 Novo Nordisk Int'l Life Science		 Public	 Finance	 Enterprise
	≥5%				

 Growth above NNIT growth

 Growth in-line with NNIT growth

 Growth below NNIT growth