

IMPACT A/S

Søren Frichs Vej 44 D, 8230 Åbyhøj

CVR no. 25 85 88 32

Annual report 2024

Approved at the Company's annual general meeting on 25 June 2025

Chairman of the meeting:

.....
Heine Kaasgaard Bang

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Statement by the Board of Directors and the Executive Board

Today, the Board of Directors and the Executive Board have discussed and approved the annual report of IMPACT A/S for the financial year 1 January - 31 December 2024.

The annual report is prepared in accordance with the Danish Financial Statements Act.

In our opinion, the financial statements give a true and fair view of the financial position of the Company at 31 December 2024 and of the results of the Company's operations for the financial year 1 January - 31 December 2024.

Further, in our opinion, the Management's review gives a fair review of the matters discussed in the Management's review.

We recommend that the annual report be approved at the annual general meeting.

Åbyhøj, 25 June 2025
Executive Board:

.....
Kasper Holst

.....
Jens Mikkelsen

Board of Directors:

.....
Heine Kaasgaard Bang
Chairman

.....
Kasper Holst

.....
Jens Mikkelsen

.....
Nicolaj Vang Jessen

Independent auditor's report

To the shareholders of IMPACT A/S

Opinion

We have audited the financial statements of IMPACT A/S for the financial year 1 January - 31 December 2024, which comprise income statement, balance sheet, statement of changes in equity and notes, including accounting policies. The financial statements are prepared in accordance with the Danish Financial Statements Act.

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

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs) and the additional requirements applicable in Denmark. Our responsibilities under those standards and requirements are further described in the "Auditor's responsibilities for the audit of the financial statements" section of our report. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence

We are independent of the Company in accordance with the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (IESBA Code) and the additional ethical requirements applicable in Denmark, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the IESBA Code.

Management's responsibilities for the financial statements

Management is responsible for the preparation of 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 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 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 as to 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 the 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.

Independent auditor's report

- ▶ 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 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 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 Company to cease to continue as a going concern.
- ▶ Evaluate the overall presentation, structure and contents of the financial statements, including the note disclosures, and whether the financial statements represent the underlying transactions and events in a manner that gives a true and fair view.

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.

Statement on the Management's review

Management is responsible for the Management's review.

Our opinion on the financial statements does not cover the 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 the Management's review and, in doing so, consider whether the 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 the Management's review provides the information required under the Danish Financial Statements Act.

Based on the work we have performed, we conclude that the Management's review is in accordance with the financial statements and has been prepared in accordance with the requirements of the Danish Financial Statement Act. We did not identify any material misstatement of the Management's review.

Aarhus, 25 June 2025
EY Godkendt Revisionspartnerselskab
CVR no. 30 70 02 28

Henrik Pungvig Jensen
State Authorised Public Accountant
mne24825

Niels Krogh Gjøl
State Authorised Public Accountant
mne49103

Management's review

Company details

Name	IMPACT A/S
Address, Postal code, City	Søren Frichs Vej 44 D, 8230 Åbyhøj
CVR no.	25 85 88 32
Established	19 January 2001
Registered office	Aarhus
Financial year	1 January - 31 December
Board of Directors	Heine Kaasgaard Bang, Chairman Kasper Holst Jens Mikkelsen Nicolaj Vang Jessen
Executive Board	Kasper Holst Jens Mikkelsen
Auditors	EY Godkendt Revisionspartnerselskab Værkmestergade 25, P.O. Box 330, 8100 Aarhus C, Denmark

Management's review

Financial highlights

DKK'000	2024	2023	2022	2021	2020
Key figures					
Gross profit	167,419	212,615	159,291	135,842	111,057
Earnings before interest, taxes, depreciation and amortisation (EBITDA)	-8,721	30,269	10,616	15,576	4,596
Profit before interest and tax (EBIT)	-13,702	26,041	7,830	14,090	3,239
Net financials	-676	-995	-469	-177	-357
Profit/loss for the year	-11,582	19,466	5,702	10,826	2,136
Total assets	86,597	96,035	76,119	61,467	45,446
Investments in property, plant and equipment	3,120	1,661	3,667	2,600	631
Equity	11,318	32,900	16,337	20,634	9,808
Financial ratios					
Return on assets	-22.8%	23.4%	5.9%	19.7%	6.3%
Current ratio	115.1%	163.7%	128.5%	177.8%	160.4%
Equity ratio	13.1%	34.3%	21.5%	33.6%	21.6%

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

Return on assets	$\frac{\text{Profit/loss from operating activities} \times 100}{\text{Average assets}}$
Current ratio	$\frac{\text{Current assets} \times 100}{\text{Current liabilities}}$
Equity ratio	$\frac{\text{Equity, year-end} \times 100}{\text{Total equity and liabilities, year-end}}$

Management's review

Business review

About

IMPACT A/S is a digital consultancy specialising in commerce and data-driven marketing.

IMPACT A/S works in the following business areas:

- ▶ Strategy and growth consulting
- ▶ Omnichannel/Commerce platforms
- ▶ IT architecture, Master Data, PIM, and cloud integrations
- ▶ AI
- ▶ Mobile Apps, Cloud POS and Order Management solutions
- ▶ Omnichannel BI / Advanced Analytics
- ▶ UX / design and digital products design
- ▶ MarTech, CDP and Marketing Automation
- ▶ Digital transformation / Program management
- ▶ Traffic, Lead Generation and Conversion optimisation

Purpose

Changing commerce for the better.

This means taking the lead on shaping the future of commerce by empowering people and businesses to drive positive change and deliver quality experiences.

Vision

The Company's vision is Leading digital commerce experience in Europe.

As a specialised consultancy, we strive to deliver Europe's leading end-customer experiences and enable our clients to grow. This is realised by transforming and optimising the entire customer journey by applying the market's strongest expertise in the areas of strategy / innovation, design / concept / experience, IT architecture, commerce platforms and data / optimisation.

With a sustainable model that ensures unique sector knowledge and a powerful connection between customer and employee satisfaction, the Company strives to provide extraordinary experiences for everyone who engages with IMPACT.

Strategy

Strategy 2024: "European Challenger." This epitomizes the Company's progression from a purely Nordic presence to becoming the leading commerce consultancy in Europe.

This covers four key milestones:

- ▶ Strongest Community in Europe
This means ensuring the best workplace community and being the industry leader in people development.
- ▶ No.1 Future Commerce and Growth Makers
This means showcasing more innovation and customer results than any other consultancy and having the happiest clients
- ▶ Commerce for the Better
This means being a frontrunner in driving positive change, both directly with our customers and indirectly through our customers' customers.
- ▶ Strong Financials
This means creating healthy, sustainable growth that allows us to invest in corporate social responsibility.

Management's review

Customers

IMPACT has built up unique sector experience within selected sectors and expertise in global commerce at scale.

A high volume of projects and ongoing optimisations have been delivered to existing customers, resulting in these customers achieving significantly higher growth in their digital turnover.

Consulting Services and Experience

A partnership with the Company provides customers with unique sector experience in driving omnichannel commerce, customer experience, and business innovation. With over 25 years of experience in technology advisory and implementation services, IMPACT elevates companies to modern IT architecture, utilizing technology for efficiency, customer experience, and growth.

The Company excels in implementing applications and frameworks from the market's leading vendors within the tech space.

In 2024, the Company has been a part of defining several new business models, driving transformation and setting new standards for customer experience. The collective results from IMPACT's services and experience have resulted in several nominations and awards, including the:

- ▶ 2 x UK eCommerce awards.
- ▶ 4 x Danish Digital Awards.

Organisation and processes

We have continued to focus on strengthening our processes and expertise, giving priority to developing skill sets in Strategy / Growth, AI, Marketing, IT architecture, Cloud technology and advanced Analytics.

IMPACT is the leading digital commerce consultancy in Scandinavia with more than 350 experts. We have a strong focus on the Nordic countries. The goal for IMPACT continues to be to attract, retain and develop the most highly skilled experts in the sector.

The Company has positioned itself as a dynamic and attractive workplace focused on innovative solutions which exploit the potential of new digital technologies and data-driven sales / marketing. The personal development of each individual employee is a top strategic priority.

Financial review

The income statement for 2024 shows a loss before tax of DKK 14,378 thousand against a profit before tax of DKK 25,046 thousand last year, and the balance sheet on 31 December 2024 shows equity of DKK 11,318 thousand.

In 2024 there have been invested in making the company ready for additional growth with strategic investments, incl. changes to the corp. structure, IP development and organisation. There have been extraordinary non-recurring costs related to investments.

The turnover took an unexpected decrease due to volatile market conditions and results of operations came in below expected profit 2024 of DKK 15-30 million.

As a result of the changes, the Company is strengthened across all parameters and reports very satisfactory profit-level in the first half of 2025.

Knowledge resources

The Company's description of knowledge resources is included in the paragraph regarding organisation and processes.

Management's review

Financial risks and use of financial instruments

The Company is exposed to changes in interest rates, as the Group's cash pool arrangement is financed through floating-rate loans. It is the Company's policy not to actively speculate in financial risks.

Besides the above, the Company is not exposed to special risks except for what is usual to the line of business.

Impact on the external environment

As a digital consultancy company, IMPACT A/S is aware of the natural footprint on the climate through its business activities. The Company strives to minimize its climate impact by optimizing its energy efficiency and reducing CO2 emissions from its own operations.

Research and development activities

The Company has continued investing in building functionalities that enable reduced lead time by implementing e-commerce solutions for our customers - called Accelerators. The internal development costs are attributable to Accelerators.

Events after the balance sheet date

No events materially affecting the Company's financial position have occurred subsequent to the financial year-end.

Reference is made to note 2 for more details.

Outlook

The Company expects increased earnings in 2025. Overall expectation is a profit before tax in the range of DKK 15-22 million. The Company is well on track to reach its expectations as of May 2025.

Financial statements 1 January - 31 December

Income statement

Note	DKK'000	2024	2023
	Gross profit	167,419	212,615
4	Staff costs	-176,140	-182,346
	Amortisation/depreciation of intangible assets and property, plant and equipment	-4,981	-4,228
	Profit/loss before net financials	-13,702	26,041
5	Financial income	786	124
6	Financial expenses	-1,462	-1,119
	Profit/loss before tax	-14,378	25,046
7	Tax for the year	2,796	-5,580
	Profit/loss for the year	-11,582	19,466

Financial statements 1 January - 31 December

Balance sheet

Note	DKK'000	2024	2023
	ASSETS		
	Fixed assets		
9	Intangible assets		
	Completed development projects	6,808	5,136
	Acquired intangible assets	258	545
	Development projects in progress and prepayments for intangible assets	0	1,227
		<u>7,066</u>	<u>6,908</u>
10	Property, plant and equipment		
	Other fixtures and fittings, tools and equipment	2,456	3,016
	Leasehold improvements	1,935	1,067
		<u>4,391</u>	<u>4,083</u>
11	Investments		
	Deposits	1,740	1,921
		<u>1,740</u>	<u>1,921</u>
	Total fixed assets	<u>13,197</u>	<u>12,912</u>
	Non-fixed assets		
	Receivables		
	Trade receivables	42,945	64,182
	Work in progress for third parties	1,015	2,513
	Receivables from group entities	22,948	8,823
14	Deferred tax assets	1,562	0
	Other receivables	282	230
12	Prepayments	4,299	3,827
		<u>73,051</u>	<u>79,575</u>
	Cash	<u>349</u>	<u>3,548</u>
	Total non-fixed assets	<u>73,400</u>	<u>83,123</u>
	TOTAL ASSETS	<u>86,597</u>	<u>96,035</u>

Financial statements 1 January - 31 December

Balance sheet

Note	DKK'000	2024	2023
	EQUITY AND LIABILITIES		
	Equity		
13	Share capital	581	581
	Reserve for development costs	5,310	4,964
	Retained earnings	427	27,355
	Dividend proposed for the year	5,000	0
	Total equity	11,318	32,900
	Provisions		
14	Deferred tax	0	1,234
16	Total provisions	0	1,234
	Liabilities other than provisions		
15	Non-current liabilities other than provisions		
	Other payables	11,504	11,117
		11,504	11,117
	Current liabilities other than provisions		
	Bank debt	0	8,959
	Prepayments received from customers	164	475
	Work in progress for third parties	910	3,519
	Trade payables	9,764	8,642
17	Payables to group entities	37,325	61
	Joint taxation contribution payable	0	3,407
	Other payables	15,407	25,080
18	Deferred income	205	641
		63,775	50,784
	Total liabilities other than provisions	75,279	61,901
	TOTAL EQUITY AND LIABILITIES	86,597	96,035

- 1 Accounting policies
- 2 Events after the balance sheet date
- 3 Special items
- 8 Appropriation of profit/loss
- 19 Contractual obligations and contingencies, etc.
- 20 Security and collateral
- 21 Related parties

Financial statements 1 January - 31 December

Statement of changes in equity

Note	DKK'000	Share capital	Reserve for development costs	Retained earnings	Dividend proposed for the year	Total
	Equity at 1 January 2024	581	4,964	27,355	0	32,900
8	Transfer, see "Appropriation of profit/loss"	0	0	-16,582	5,000	-11,582
	Capitalised development costs	0	2,328	-2,328	0	0
	Amortisation of development costs	0	-1,883	1,883	0	0
	Tax on items recognised directly in equity	0	-99	99	0	0
	Extraordinary dividend distributed	0	0	-10,000	0	-10,000
	Equity at 31 December 2024	581	5,310	427	5,000	11,318

Financial statements 1 January - 31 December

Notes to the financial statements

1 Accounting policies

The annual report of IMPACT A/S for 2024 has been prepared in accordance with the provisions in the Danish Financial Statements Act applying to medium-sized reporting class C entities.

The accounting policies used in the preparation of the financial statements are consistent with those of last year.

Omission of a cash flow statement

With reference to section 86(4) of the Danish Financial Statements Act, no cash flow statement has been prepared. The Company's cash flows are reflected in the consolidated cash flow statement for the higher-ranking parent company IMPACT Commerce Group A/S.

Reporting currency

The financial statements are presented in Danish kroner (DKK'000).

Intra-group business combinations

The book value method is applied to business combinations such as acquisition and disposal of investments, mergers, demergers, contributions of assets and share conversions, etc. in which entities controlled by the parent company are involved, provided that the combination is considered completed at the time of acquisition without any restatement of comparative figures. Differences between the agreed consideration and the carrying amount of the acquiree are recognised directly in equity.

Foreign currency translation

On initial recognition, transactions denominated in foreign currencies are translated at the exchange rate at the transaction date. Foreign exchange differences arising between the exchange rates at the transaction date and the date of payment are recognised in the income statement as financial income or financial expenses.

Receivables and payables and other monetary items denominated in foreign currencies are translated at the exchange rate at the balance sheet date. The difference between the exchange rates at the balance sheet date and the date at which the receivable or payable arose or was recognised in the most recent financial statements is recognised in the income statement as financial income or financial expenses.

Financial statements 1 January - 31 December

Notes to the financial statements

1 Accounting policies (continued)

Income statement

Revenue

The Company has chosen IAS 11/IAS 18 as interpretation for revenue recognition.

Income from the rendering of services includes sale of advisory services for the purpose of creating online strategies, solution implementation and online marketing optimisation at the customer and is recognised as revenue as the services are rendered. Accordingly, revenue corresponds to the selling price of work performed.

The sales value is assessed based on work performed (based on actual time consumption) and the expected unbillable hours percentage aiming that unbillable hours are recognized on a straight-line basis.

Recognition implies that total revenue, including revenue related to re-invoicing of work performed by sub-suppliers etc. as well as the unbillable hour percentage at the balance sheet date can be determined reliably and that it is probable that payment will be received.

Revenue includes re-invoicing of work performed by sub-suppliers at the entity's expense and risk, i.e. where the entity is considered to be the principal in the transaction as well as other outlays.

Revenue is measured at the fair value of the agreed consideration excluding VAT and taxes charged on behalf of third parties. All discounts and rebates granted are recognised in revenue.

Gross profit

The items revenue, cost of sales, work performed for own account and capitalised, other operating income and external expenses have been aggregated into one item in the income statement called gross profit in accordance with section 32 of the Danish Financial Statements Act.

Other operating income

Other operating income comprise items secondary to the principal activities of the Company, including rental income from the temporary lease out of production facilities, compensation, government grants, refund of wages and salaries, gains on the disposal of intangible assets and property, plant and equipment, etc. Compensation and grants are recognised when there is reasonable assurance that the entity will comply with the conditions attaching to them and the grants will be received.

Work performed for own account and capitalised

Work performed on own account and risk and recognised as assets includes staff costs regarding work performed in the financial year in relation to the construction of one or more assets recognised in the balance sheet.

Cost of sales

Cost of sales includes expenses incurred in the year related to subcontractors and are directly linked to the revenue.

Other external expenses

Other external expenses include the year's expenses relating to the Company's core activities, including expenses relating to sale, advertising, administration, premises, bad debts, payments under operating leases, etc.

Staff costs

Staff costs comprise wages and salaries, including holiday allowance and pensions, and other social security costs, etc., for the Company's employees.

Financial statements 1 January - 31 December

Notes to the financial statements

1 Accounting policies (continued)

Amortisation/depreciation

The item comprises depreciation/amortisation of property, plant and equipment and intangible assets.

Where individual components of an item have different useful lives, they are accounted for as separate items, which are depreciated separately.

The basis of amortisation, which is calculated as cost less any residual value, is amortised on a straight line basis over the expected useful life. The expected useful lives of the assets are as follows:

Completed development projects	3-5 years
Acquired intangible assets	1-3 years
Other fixtures and fittings, tools and equipment	3-5 years
Leasehold improvements	2-5 years

The residual value of intangible assets, leasehold improvements and other fixtures and fittings, tools and equipment is expected to account for DKK 0.

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

In the case of changes in the depreciation period or the residual value, the effect on the depreciation charges is recognised prospectively as a change in accounting estimates.

Other operating expenses

Other operating expenses comprise items of a secondary nature relative to the Company's core activities, including losses on the sale of fixed assets.

Financial income and expenses

Financial income and expenses are recognised in the income statements at the amounts that concern the financial year. Net financials include interest income and expenses as well as allowances and surcharges under the advance-payment-of-tax scheme, etc.

Tax

Tax for the year includes current tax on the year's expected taxable income and the year's deferred tax adjustments. The portion of the tax for the year that relates to the profit/loss for the year is recognised in the income statement, whereas the portion that relates to transactions taken to equity is recognised in equity.

The Company and its Danish group entities are jointly taxed. The total Danish income tax charge is allocated between profit/loss-making Danish entities in proportion to their taxable income (full absorption).

Jointly taxed entities entitled to a tax refund are reimbursed by the management company based on the rates applicable to interest allowances, and jointly taxed entities which have paid too little tax pay a surcharge according to the rates applicable to interest surcharges to the management company.

Financial statements 1 January - 31 December

Notes to the financial statements

1 Accounting policies (continued)

Balance sheet

Intangible assets

Intangible assets include capitalised costs in connection with the implementation of a new IT system and licences.

Intangible assets are measured at cost less accumulated amortisation and impairment losses.

Development costs comprise expenses, salaries and amortisation directly or indirectly attributable to development activities.

Development projects that are clearly defined and identifiable, where the technical feasibility, sufficient resources and a potential future market or development opportunities are identifiable and where the Company intends to produce, market or use the project, are recognised as intangible assets provided that the cost can be measured reliably and that there is sufficient assurance that future earnings can cover production costs, selling costs and administrative expenses and development costs. Other development costs are recognised in the income statement as incurred.

Development costs that are recognised in the balance sheet are measured at cost less accumulated amortisation and impairment losses.

On completion of a development project, development costs are amortised on a straight-line basis over the estimated useful life.

Gains and losses on the sale of intangible assets are recognised in the income statement under "Other operating income" or "Other operating expenses", respectively. Gains and losses are calculated as the difference between the selling price less selling expenses and the carrying amount at the time of sale.

Property, plant and equipment

Items of property, plant and equipment are measured at cost less accumulated depreciation and impairment losses. Cost includes the acquisition price and costs directly related to the acquisition until the time at which the asset is ready for use.

Gains or losses are calculated as the difference between the selling price less selling costs and the carrying amount at the date of disposal. Gains and losses from the disposal of property, plant and equipment are recognised in the income statement as other operating income or other operating expenses.

Leases

The Company has chosen IAS 17 as interpretation for classification and recognition of leases.

Leases that do not transfer substantially all the risks and rewards incident to the ownership to the Company are classified as operating leases. Payments relating to operating leases and any other rent agreements are recognised in the income statement over the term of the lease. The Company's aggregate liabilities relating to operating leases and other rent agreements are disclosed under "Contingent liabilities".

Deposits

Include deposits from the lease of property. Deposits are measured at cost. Premises are continuously maintained and no significant losses are expected in the event of relocation.

Financial statements 1 January - 31 December

Notes to the financial statements

1 Accounting policies (continued)

Impairment of fixed assets

The carrying amount of intangible assets and property, plant and equipment is assessed for impairment on an annual basis.

Impairment tests are conducted on assets or groups of assets when there is evidence of impairment. The carrying amount of impaired assets is reduced to the higher of the net selling price and the value in use (recoverable amount).

The recoverable amount is the higher of the net selling price of an asset and its value in use. The value in use is calculated as the present value of the expected net cash flows from the use of the asset or the group of assets and the expected net cash flows from the disposal of the asset or the group of assets after the end of the useful life.

Previously recognised impairment losses are reversed when the reason for recognition no longer exists.

Receivables

The Company has chosen IAS 39 as interpretation for impairment write-down of financial receivables.

Receivables are measured at amortised cost.

An impairment loss is recognised if there is objective evidence that a receivable or a group of receivables is impaired. If there is objective evidence that an individual receivable has been impaired, an impairment loss is recognised on an individual basis.

Work in progress for third parties

Work in progress includes services provided that have not been invoiced at 31 December. Work in progress is measured at the selling price of the work performed less progress billings. The sales value is assessed based on work performed (based on actual time consumption) and the expected unbillable hours percentage aiming that unbillable hours are recognized on a straight-line basis.

The value of work in progress less on-account payments is classified as assets when the selling price exceeds on-account payments and as liabilities when on-account payments exceed the market value.

Where the outcome of contract work in progress cannot be estimated reliably, the market value is measured at the expenses incurred in so far as they are expected to be paid by the purchaser.

Where the total expenses relating to the work in progress are expected to exceed the total market value, the expected loss is recognised as a loss-making agreement under "Provisions" and is expensed in the income statement.

Prepayments

Prepayments recognised under "Assets" comprise prepaid expenses regarding subsequent financial reporting years.

Cash

Cash and cash equivalents comprise cash at bank.

Given the nature of the Group's cash pool arrangement, cash pool balances are not considered cash, but are recognised under "payables to group entities".

Financial statements 1 January - 31 December

Notes to the financial statements

1 Accounting policies (continued)

Equity

Reserve for development costs

The reserve for development costs comprises recognised development costs. The reserve cannot be used to distribute dividend or cover losses. The reserve will be reduced or dissolved if the recognised development costs are amortised or are no longer part of the Company's operations by a transfer directly to the distributable reserves under equity.

Proposed dividends

Dividend proposed for the year is recognised as a liability once adopted at the annual general meeting (declaration date). Dividends expected to be distributed for the financial year are presented as a separate item under "Equity".

Income taxes and deferred tax

Current tax payables and receivables are recognised in the balance sheet as the estimated income tax charge for the year, adjusted for prior-year taxes and tax paid on account.

Deferred tax is measured according to the liability method on all temporary differences between the carrying amount and the tax base of assets and liabilities. However, deferred tax is not recognised on temporary differences relating to goodwill which is not deductible for tax purposes and on office premises and other items where temporary differences, apart from business combinations, arise at the date of acquisition without affecting either profit/loss for the year or taxable income. Where alternative tax rules can be applied to determine the tax base, deferred tax is measured based on Management's intended use of the asset or settlement of the liability, respectively.

Deferred tax is measured according to the tax rules and at the tax rates applicable at the balance sheet date when the deferred tax is expected to crystallise as current tax. Deferred tax assets are recognised at the expected value of their utilisation; either as a set-off against tax on future income or as a set-off against deferred tax liabilities in the same legal tax entity. Changes in deferred tax due to changes in the tax rate are recognised in the income statement.

Liabilities

The Company has chosen IAS 39 as interpretation for liabilities.

Financial liabilities are recognised at the date of borrowing at the net proceeds received less transaction costs paid. On subsequent recognition, financial liabilities are measured at amortised cost, corresponding to the capitalised value, using the effective interest rate. Accordingly, the difference between the proceeds and the nominal value is recognised in the income statement over the term of the loan.

Other liabilities are measured at net realisable value.

Prepayments received from customers

Prepayments from customers comprise payments received concerning income invoiced in the following year.

Deferred income

Deferred income recognised as a liability comprises payments received concerning income in subsequent financial reporting years.

Financial statements 1 January - 31 December

Notes to the financial statements

1 Accounting policies (continued)

Special items

Special items comprise significant income and expenses of a special nature relative to the Company's revenue-generating operating activities. Special items may comprise expenses incurred for extensive restructuring of processes and basic structural adjustments as well as any related disposal gains and losses, that have a material impact over time. Special items also comprise significant one-off items that, in Management's opinion, do not form part of the Company's primary operating activities and that are deemed not to be recurring.

2 Events after the balance sheet date

No events materially affecting the Company's financial position have occurred subsequent to the financial year-end.

3 Special items

Special items for the year are specified below just as are the items under which they are recognised in the income statement.

DKK'000	2024
Expenses	
External consultants and expenses	2,124
Staff costs	1,746
	<u>3,870</u>
Special items are recognised in the below items of the financial statements	
Gross profit	2,124
Staff costs	1,746
Net profit on special items	<u>3,870</u>

In the financial year, the Company incurred costs totalling DKK 3,870 thousand which related to special items, are one-off in nature and have not been incurred in previous years. Costs are incurred as part of the streamlining and adaptation of the Company.

Financial statements 1 January - 31 December

Notes to the financial statements

DKK'000	2024	2023
4 Staff costs		
Wages/salaries	167,774	173,632
Pensions	7,079	7,369
Other social security costs	1,287	1,345
	<u>176,140</u>	<u>182,346</u>
Average number of full-time employees	<u>229</u>	<u>248</u>
Remuneration to members of Management:		
Executive Board	3,996	6,246
Board of Directors	450	220
	<u>4,446</u>	<u>6,466</u>
5 Financial income		
Interest receivable, group entities	750	93
Other financial income	36	31
	<u>786</u>	<u>124</u>
6 Financial expenses		
Interest expenses, group entities	452	43
Other financial expenses	1,010	1,076
	<u>1,462</u>	<u>1,119</u>

Financial statements 1 January - 31 December

Notes to the financial statements

DKK'000	2024	2023		
7 Tax for the year				
Estimated tax charge for the year	0	5,407		
Deferred tax adjustments in the year	-2,796	173		
	-2,796	5,580		
8 Appropriation of profit/loss				
Recommended appropriation of profit/loss				
Proposed dividend for the financial year	5,000	0		
Extraordinary dividend for the financial year	10,000	5,000		
Retained earnings/accumulated loss	-26,582	14,466		
	-11,582	19,466		
9 Intangible assets				
	Completed development projects	Acquired intangible assets	Development projects in progress and prepayments for intangible assets	Total
DKK'000				
Cost at 1 January 2024	7,939	2,455	1,227	11,621
Additions in the year	2,328	0	0	2,328
Transfer from other accounts	1,227	0	-1,227	0
Cost at 31 December 2024	11,494	2,455	0	13,949
Impairment losses and amortisation at 1 January 2024	2,803	1,910	0	4,713
Amortisation/depreciation in the year	1,883	287	0	2,170
Impairment losses and amortisation at 31 December 2024	4,686	2,197	0	6,883
Carrying amount at 31 December 2024	6,808	258	0	7,066

Completed development projects

Completed development projects include development and test of new software. The related expenses primarily consist of internal expenses in the form of payroll costs and overhead.

The development of the software is finalized but new features and structures are developed and capitalised every year.

The new software has led to considerable competitive advantages, more efficient implementation of the Company's digital solutions and new revenue streams.

Management has not identified any indication of impairment in relation to the carrying amount of the software.

Financial statements 1 January - 31 December

Notes to the financial statements

10 Property, plant and equipment

DKK'000	Other fixtures and fittings, tools and equipment	Leasehold improvements	Total
Cost at 1 January 2024	11,973	4,645	16,618
Additions in the year	1,495	1,625	3,120
Cost at 31 December 2024	13,468	6,270	19,738
Impairment losses and depreciation at 1 January 2024	8,957	3,578	12,535
Amortisation/depreciation in the year	2,055	757	2,812
Impairment losses and depreciation at 31 December 2024	11,012	4,335	15,347
Carrying amount at 31 December 2024	2,456	1,935	4,391

Note 20 provides more details on security for loans, etc. as regards property, plant and equipment.

11 Investments

DKK'000	Deposits
Cost at 1 January 2024	1,921
Additions in the year	989
Disposals in the year	-1,170
Cost at 31 December 2024	1,740
Carrying amount at 31 December 2024	1,740

12 Prepayments

Prepayments include accrual of expenses relating to subsequent financial years, including, insurance policies, licenses, subscriptions, etc.

DKK'000	2024	2023
13 Share capital		
Analysis of the share capital:		
531,395 A shares of DKK 1.00 nominal value each	531	531
50,000 B shares of DKK 1.00 nominal value each	50	50
	581	581

A and B shares carry the same voting rights.

Financial statements 1 January - 31 December

Notes to the financial statements

DKK'000	2024	2023
14 Deferred tax		
Deferred tax at 1 January	1,234	1,040
Deferred tax adjustments in the year	-2,796	173
Additions on merger	0	21
Deferred tax at 31 December	-1,562	1,234

Deferred tax primarily consists of the tax value of carryforward losses (DKK 2,759 thousand) and temporary differences of (DKK -1,197 thousand). Carryforward losses are recognized based on prepared budgets and are expected to be utilized within the next 2-3 years.

15 Non-current liabilities other than provisions

DKK'000	Total debt at 31/12 2024	Short-term portion	Long-term portion	Outstanding debt after 5 years
Other payables	11,504	0	11,504	11,504
	11,504	0	11,504	11,504

16 Provisions

The provision for deferred tax primarily relates to timing differences in respect of prepayments, intangible assets and property, plant and equipment.

17 Payables to group entities

Of payables to group entities, DKK 30,811 thousand relates to the group's cash-pool arrangement (2023: DKK 0 thousand).

18 Deferred income

Deferred income consists of payments received from customers that may not be recognised until the subsequent financial year.

19 Contractual obligations and contingencies, etc.

Other contingent liabilities

The Company is jointly taxed with its parent company, Forza Group ApS, which acts as management company, and has limited and alternative liability together with other jointly taxed group entities for payment of income taxes as well as withholding taxes on interest, royalties and dividends.

Other financial obligations

Other rent and lease liabilities:

DKK'000	2024	2023
Rent and lease liabilities	4,603	6,765

Rent and lease liabilities include a rent obligation totalling DKK 3,896 thousand in interminable rent agreements with remaining contract terms of 1-2 years. Furthermore, the Company has liabilities under operating leases for cars totalling DKK 707 thousand, with remaining contract terms of 1 year.

Financial statements 1 January - 31 December

Notes to the financial statements

20 Security and collateral

The Company has provided a bank guarantee for rent liabilities totalling DKK 727 thousand.

A company charge of DKK 17,500 thousand has been provided as collateral for the Company's and the Parent Company's bank debt, secured on goodwill, patents, development projects, operating equipment as well as trade receivables from the sale of goods and services. The carrying amount thereof totalled DKK 70,320 thousand at 31 December 2024.

The Company has provided a guarantee in respect of the Parent Company's, IMPACT Commerce Group, balance with its bank. The total liability for which the guarantee has been assumed totalled DKK 32,879 thousand at 31 December 2024.

21 Related parties

IMPACT A/S' related parties comprise the following:

Parties exercising control

Related party	Domicile	Basis for control
IMPACT Commerce Group A/S	Aarhus, Denmark	Participating interest
commerce pioneers ApS	Aarhus, Denmark	Participating interest
Forza Group ApS	Aarhus, Denmark	Participating interest
Kasper Holst	Aarhus, Denmark	Participating interest

Information about consolidated financial statements

Parent	Domicile	Requisitioning of the parent company's consolidated financial statements
IMPACT Commerce Group A/S	Åbyhøj, Denmark	www.cvr.dk
Forza Group ApS	Åbyhøj, Denmark	www.cvr.dk

Related party transactions

IMPACT A/S was engaged in the below related party transactions:

DKK'000	2024	2023
Sale of services	17,689	11,655
Purchase of services	15,614	8,439
Interest receivables, group entities	750	93
Interest expenses, group entities	452	43
Receivables from group entities	22,948	8,823
Payables to group entities	37,325	61

Information on the remuneration to management

Information on the remuneration to Management appears from note 4, "Staff costs".

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