Annual report

Financial Year
1 October 2023 - 30 September 2024

KPMG P/S
Dampfærgevej 28 2100 København Ø
Denmark - Company reg no.: 25 57 81 98

The annual report was presented and adopted at the Company's annual general meeting on 30 January 2025

Chairperson of the meeting
30 January 2025

Henrik Bechgaard

Contents

Company details

KPMG P/S

Dampfærgevej 28
2100 København Ø

Telephone: +45 70 70 77 60
Website: kpmg.dk
Email: kpmgdanmark@kpmg.com
Company reg. no.: 25 57 81 98

Established: 11 December 2013
Financial year: 1 October – 30 September

Board of Directors

Klaus Rytz (Chair)
Henrik Barner Christiansen
Nikolaj Møller Hansen
Hans Jørgen Andresen
Jan Hove Sørensen

Executive Board

Mads Raahede

Leadership team

Mads Raahede, CEO and Senior Partner
Jon Beck, Head of Audit
Christian Max Hansen, Head of Advisory
Martin Povelsen, COO
Camilla Kruse, Head of People

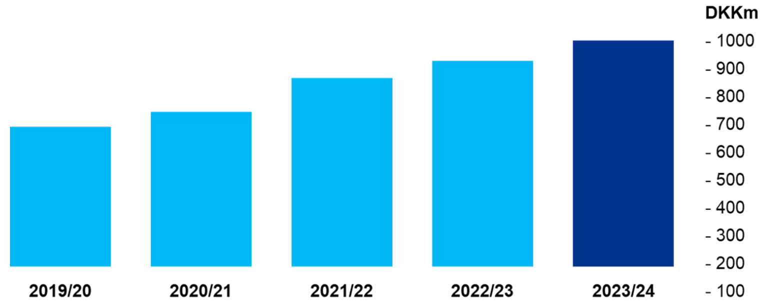
Auditor

Redmark
Company reg. no. 29 44 27 89
Godkendt Revisionspartnerselskab
Dirch Passers Allé 76
2000 Frederiksberg

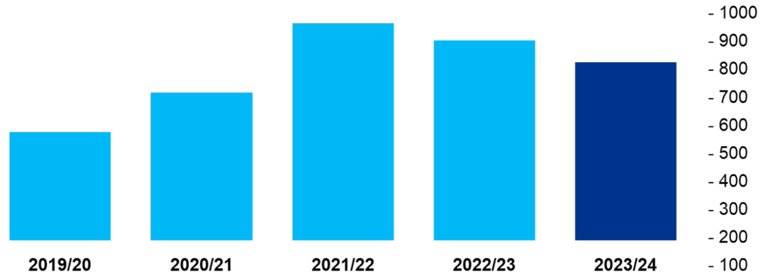
The format of this annual report is optimised for screen viewing, in an effort to reduce our carbon footprint.

Financial highlights

Revenue



Number of employees and partners



DKK'000	2023/24	2022/23	2021/22	2020/21	2019/20
KPMG in Denmark Revenue*	1,614,766	1,485,901	1,365,279	1,111,559	1,009,737
Revenue KPMG P/S	**1,028,236**	**939,287**	**897,045**	**735,513**	**690,406**
Operating profit/loss	3,772	806	10,509	4,604	7,779
Profit/loss from financial income and expenses	1,191	264	-961	-1,107	-1,585
Profit for the year	**4,963**	**1,070**	**9,548**	**3,497**	**6,194**
Total assets	**357,401**	**353,237**	**334,550**	**304,689**	**353,201**
Investments in property, plant and equipment	3,470	4,249	8,411	4,662	2,530
Equity	**78,081**	**87,555**	**77,829**	**55,544**	**57,594**
Cash flow from operating activities	57,363	21,140	-4,604	-76,086	110,418
Cash flow from investing activities	-3,344	-6,926	-9,251	-7,424	-4,792
Cash flow from financing activities	-10,687	6,406	11,987	-3,297	23
Total cash flow	**43,332**	**20,620**	**-1,868**	**-86,807**	**105,649**
Revenue growth**	9%	5%	22%	7%	19%
Solvency**	22%	25%	23%	18%	16%
Number of employees and partners	726	869	885	678	593
Gender split (male/female) in%	60/40	60/40	62/38	63/37	66/34

* KPMG P/S (Audit and Advisory), KPMG Acor Tax Partnerselskab (Tax) and KPMG Law Advokatfirma P/S (Legal), the fully separate and individually independent legal entities, are referred to as "KPMG in Denmark".

** For definitions, see note 1, Accounting policies.

More than a number

In a world that never ceases to surprise, for better or for worse, it is only through great effort, focus on quality, strong insights and the will to make a difference that we achieve results like those we saw in the financial year 2023/24 (FY24).

We conclude FY24 with a collective 8% growth for KPMG in Denmark , and an impressive 9.4% growth for KPMG P/S alone. This exceeds our own expectations going into the year and is a testament to our ability to come together as well as the trust that our clients have placed in us. In addition to a satisfactory growth percentage, we also crossed a landmark, reaching a revenue of one billion DKK for KPMG P/S for the first time in history, and an impressive revenue of 1.6 billion DKK for the collective KPMG in Denmark.

This achievement is not just a number. It is a milestone that reflects our collective effort and the value we provide. It is something we can all take pride in – so thank you. Thank you to all who put their faith in us – both clients and colleagues.

This year has indeed been dedicated to refining our core strengths – whether it is delivering cutting-edge technology advisory services or conducting high-quality audits – while also embracing new opportunities, launching innovative initiatives and amplifying the unique aspects of KPMG. A year ago, we established a new Leadership Team, which has since set ambitious strategic goals to ensure a stable and sustainable future for our Company. While the road ahead may pose challenges, our direction is clear.

We believe that we are shaping a firm fit for the future, breaking with the norm – not to be different – but to make the unusual usual. More focus on our talents, more focus on our culture, making room for different aspirations, diversity and individuality. The KPMG of today was established 10 years ago, offering us the opportunity to do things differently. Now we stand ready to seize this opportunity and succeed.

Driving purpose and accountability

When you listen, you learn. And on that you need to act. We will create the firm of the future and be the best place to work, while enhancing our diversity and inclusion in the years ahead. Our values drive us forward, and I will explore every avenue to ensure that we always strive to do better.

A significant development this year has been the introduction of Key Behaviour Indicators (KBIs), a framework for measuring behaviours that support both our client relationships, our values and our commitment to creating an inclusive environment – where performance and behaviour go hand in hand.
KBIs are now embedded in our evaluation process on partner level and for our leaders, and we will closely monitor the results.

In an effort to be the best place to work, we also had the pleasure of welcoming a new member to our Leadership Team, Head of People and Partner, Camilla Kruse, just as we finished FY24. She brings years of experience to KPMG, a strong focus on diversity and we are looking forward to thriving and growing our culture together.

Putting clients first—across the Nordics

At KPMG, we are a people-focused business, driven by the commitment to deliver exceptional work, insights and expertise to our clients every single day. In FY24, we are proud to have exceeded expectations, as reflected in the positive feedback from most of our clients. They rated their overall satisfaction with KPMG at an impressive average score of 4.44 out of 5, a testament to our unwavering dedication to building strong client relationships and the hard work of our teams across service lines.

Making a meaningful difference for our clients is at the core of everything we do. In FY24, we set ambitious new goals for a Nordic collaboration and shared expertise, further enabling us to serve our clients with an integrated, cross-border perspective.

While we already operate in a truly global context – combining global insights with local expertise – the proximity and collaboration with our Nordic colleagues allow us to enhance our network even further. This strengthened partnership empowers us to tackle complex challenges and seize opportunities with a robust suite of resources, expertise and innovative solutions.

10-year anniversary celebration

2014 marked the rebirth for KPMG in Denmark, and we are proud to announce that we have surpassed our past accomplishments with a record-breaking FY24 revenue crossing the one billion DKK mark. That figure is more than 18 times higher than our initial revenue 10 years ago. A 10-year-long journey fuelled by the resilience and dedication of the people representing the KPMG logo in Denmark over the last decade. A heartfelt thank you to everyone who contributed to making this achievement possible.We celebrated this 10th year accordingly with clients, business relations and employees.

Our clients joined us for a special reception, where we had the opportunity to express our gratitude for their continued trust in our services and to reaffirm our commitment to achieving impactful results. It was a festive and wonderful occasion to look back on a decade of milestones while setting a future vision for the Company's growth.

During our annual Company Day in August, we celebrated both a year of outstanding efforts and our 10-year anniversary. It was truly a memorable celebration, filled with inspiring speakers, great company, laughter, music and a great party in the evening.

In conclusion, KPMG's growth and accomplishments this year are a direct result of the dedication of our teams, the trust of our clients and our shared commitment to excellence, innovation and digital transformation over the past ten years.

As we continue forward, we remain focused on expanding our impact, advancing and making a notable difference in diversity and enhancing our exceptional culture. We embrace our smaller and more agile nature, aiming to leverage it to do better for our colleagues. FY24 has been a year of consolidating our values, growing cross-border collaboration and fostering a healthier culture.

Message from the CEO and Senior Partner

Dedicated to listening

It has been a pleasure to successfully conclude my first full financial year as CEO and Senior Partner at KPMG P/S. I have felt genuinely welcomed by the entire organization in my new role, and I have witnessed the incredible power of this organization. Our collective achievements this year are truly remarkable and serve as a testament to what we can accomplish together.

In my first year as CEO and Senior Partner, establishing an open culture of communication has been a key priority. Through "Ask Me Anything" sessions, specific bi-monthly Leadership Communication Surveys and other initiatives, we have created fora that foster transparent, meaningful dialogue, allowing everyone to voice ideas, questions and concerns.

I also find significant value in my Sounding Boards, which provide me and the Leadership Team with invaluable internal feedback and insights from across the organization.

I have gained valuable insights through active listening and engaging in meaningful discussions with colleagues across all levels of our organization. I believe that the participants in our Sounding Boards also benefit from these exchanges.

These initiatives are all a part of nurturing our culture and have given the leadership team and the business the best possible opportunities to align and keep moving forward to succeed. I am delighted to witness a tangible result of this effort in the form of a significant improvement in our Global People Survey on the question "There is open and honest communication from leadership at KPMG".

Even though the road ahead will not be easy, I am more dedicated than ever to create the firm of the future, catering to the new generations while sticking to our values and setting a new standard in the industry. We will not compete and compare – we choose to be different. Make the Difference. Together for better.

> My first year as CEO and Senior Partner has shown me what we are made of in KPMG. Achieving a strong result in a trying year is more than just a number - it is a testament of dedication and a value-driven way of working from the entire company. It makes me proud to make a difference for our clients while pushing to set new positive standards in the industry.

Mads Raahede,
CEO & Senior Partner

Focusing on the core business

Our growth in FY24 has been stabilized and driven by our multidisciplinary model. This way of approaching the market is a constant for us and has been a driver for our success through the last 10 years, pushing results and shaping the KPMG we know today.

This way of thinking allows us to deliver certainty in an uncertain world and building a business environment with a focus on trust and integrity. Through our audit services in Denmark, we uphold transparency and compliance, ensuring businesses operate in accordance with regulations and best practices. Our Advisory function keeps our clients on track with ambitions and goals, ensuring constant progress. We are proud to diligently deliver our services to all our clients.

We recognize our role as auditors and advisors, and we know our objective is to efficiently deliver change and be a partner to trust in trying times.

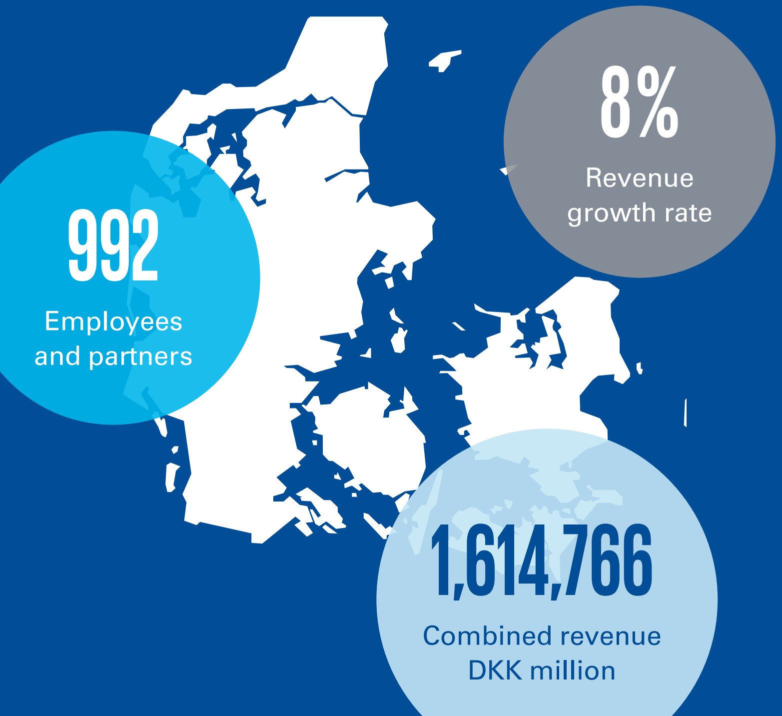
Throughout FY24, KPMG saw many highlights within the business, especially as AI started to deliver on all the promises made from this growing technology. Our teams utilized AI in almost all aspects of our business, including our own Advisory GPT and AI audit tool, Clara, to elevate our ability to ensure the speed and quality of work, both internally and externally.

Our Advisory function delivered projects within a broad range of deal advisory, management and risk consulting, and many other fields showcasing the true strength of the Multidisciplinary model across a host of sectors such as Financial Services, Pharma, Infrastructure and numerous others.

By leveraging our core strengths, we have delivered vital value to our clients and stakeholders, driving sustainable growth and fostering trust and credibility across sectors. Our commitment to stability and integrity extends beyond financial metrics; we always strive to promote knowledge, guidance and support in a constantly evolving business landscape.

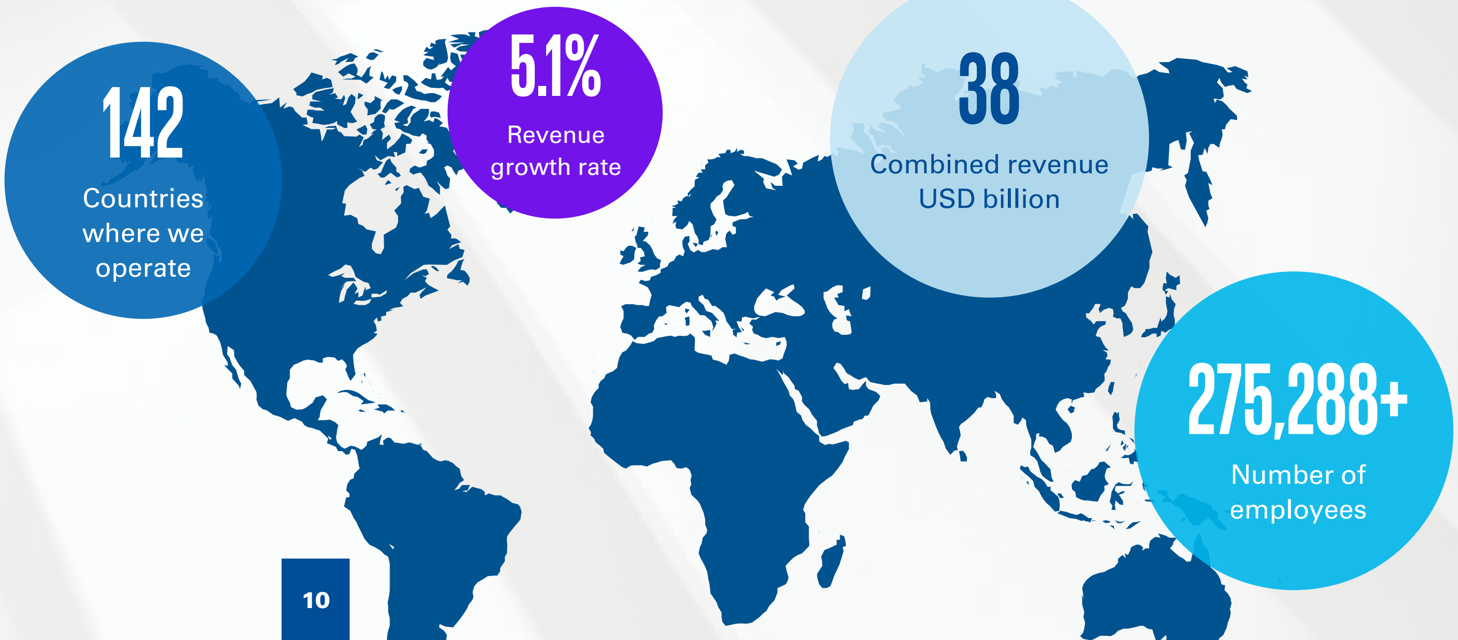
Key facts about KPMG

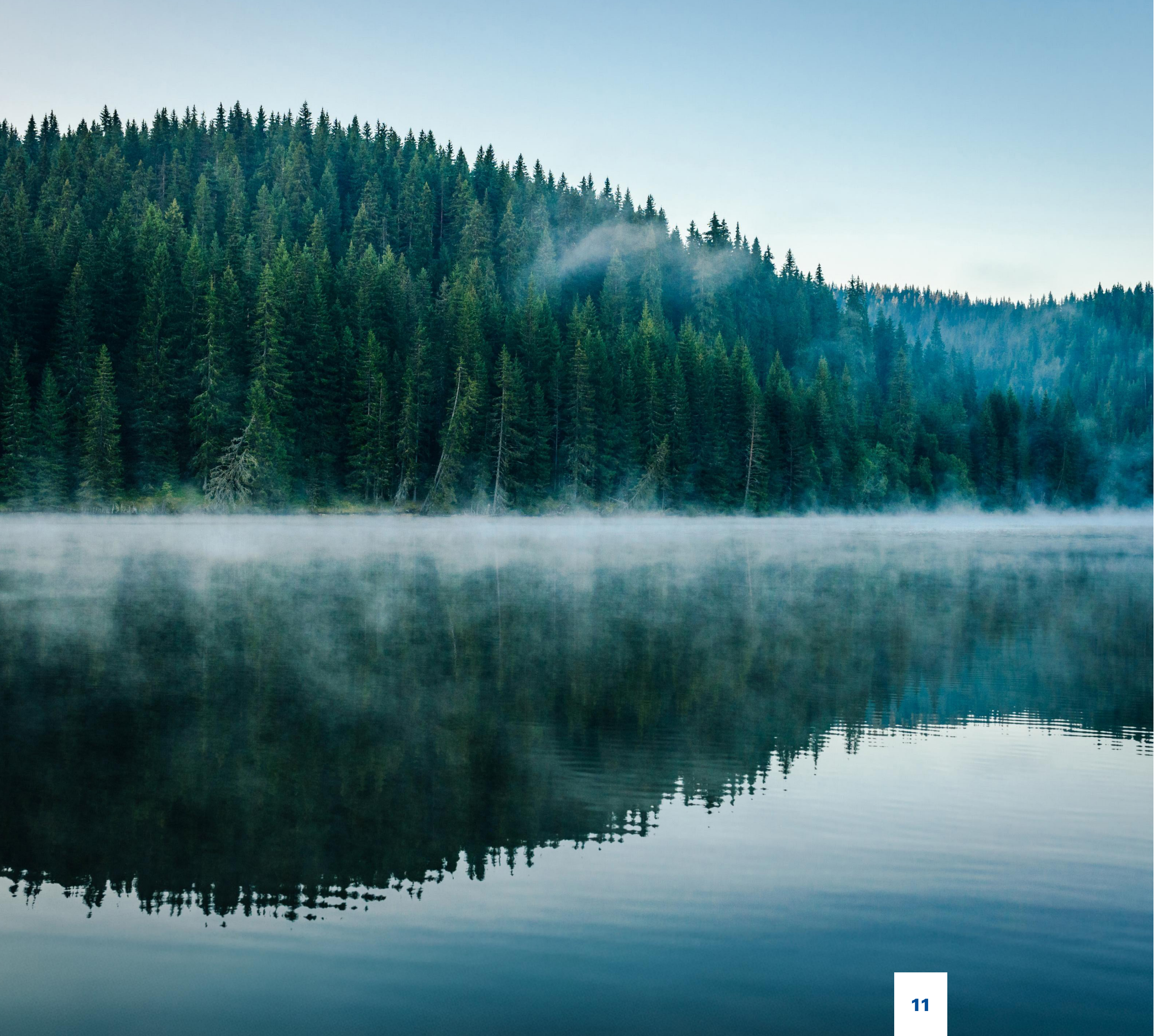
KPMG in Denmark is organised in separate legal entities that provide services through a cross-functional collaboration between KPMG P/S (Audit and Advisory), KPMG Acor Tax Partnerselskab (Tax), and KPMG Law Advokatfirma P/S (Legal), the fully and separate individually independent legal entities, referred to as "KPMG in Denmark".



Our global network

KPMG is a global network of professional services firms providing advisory, audit and tax services. We operate in **142 countries** and have **275,288+ people** working in member firms around the world. We work closely with a broad range of clients, such as business corporations, governments and public sector agencies and not-for-profit organisations. We support them in mitigating risks and exploiting business opportunities. We lead with a commitment to quality and integrity across the KPMG global organisation, bringing a passion for client success and a purpose to serve and improve the communities in which KPMG firms operate. In a world where rapid change and unprecedented disruption are the new normal, we inspire confidence and empower change in all we do.





ESG: from compliance to leveraging big ambitions

Environmental, Social and Governance (ESG) considerations have evolved from a regulatory burden to a strategic imperative for forward-thinking companies. ESG is now recognised as a powerful tool for driving innovation, enhancing reputation and creating long-term value.

As part of our commitment to ESG priorities, KPMG is intensifying efforts to mitigate risks associated with the green transformation for both public and private sector clients. Our focus spans across regulatory, commercial, financial and major project concerns, as well as addressing risk management across strategy development, investment decisions and operational phases. Additionally, we are continuously educating Sustainability Auditors to further enhance our capabilities. Currently, more than 30 people have received specialised training to prepare ESG reports in accordance with the Corporate Sustainability Reporting Directive (CSRD).

A new center of excellence ensures stellar deliveries

During FY24, we merged our dedicated ESG compliance assurance and advisory teams to create a center of Excellence in our new ESG Advisory Services team. By centralizing our efforts and maintaining a hands-on, client-centric approach for every project, we are better equipped to meet the growing demands of the market. This ensures that our clients will get access to all relevant aspects of best practice in our ESG offerings, including CSRD readiness, high-quality assurance on their CSRD reporting and advisory services covering all aspects of ESG.

The center of Excellence has enabled us to refine our ESG services, ensuring they align more effectively with client demands across KPMG's diverse areas of expertise, both from an audit and an advisory perspective. Our comprehensive and pragmatic approach to CSRD implementation has been particularly well received by our clients, demonstrating the value of our end-to-end solutions.

Not only has our team and organization evolved and adapted, but our talent pool has also expanded significantly. We have brought in new competencies, including carbon accounting specialists and experts in processes and controls, while broadening our focus on ESG strategy.

In response to the demand for sustainable business practices, companies must also adapt their tax strategies to meet emerging regulatory requirements and stakeholder expectations.

FY24 saw auditors preparing clients for CSRD and the next wave of requirements

Our primary objective in our audit-focused ESG efforts is to assist our clients in preparing for and complying with their upcoming CSRD reporting obligations. We also focus on assisting large enterprises in meeting new regulatory requirements such as the corporate sustainability due diligence directive (CSDDD), and on helping smaller companies prepare to effectively respond to inquiries from stakeholders subject to CSRD and CSDDD.

We have been actively engaged in CSRD implementation and ESG assurance readiness for clients across various industries.

The green transition is now an asset

Across the EU and Denmark, we see the energy and utilities sector executing ambitious green initiatives set by governments and private entities. This involves scaling existing value chains, such as renewable energy from solar and wind, and establishing new ones, like carbon capture, utilization, storage (CCUS) and hydrogen. We are proud to have supported some of these actors and contributing to solutions for a greener tomorrow in assisting our clients' ambitions.

We also see regulatory changes when coming to deals. Initiatives such as the implementation of the EU's Sustainable Finance Framework will directly affect dealmakers and the financial services sector, intensifying the need for comprehensive ESG due diligence to meet sustainability goals.

ESG due diligence is increasingly crucial with 97% of Nordic investors incorporating ESG in their M&A agendas, according to the recent KPMG "Global ESG due diligence study 2024". Investors are integrating ESG factors into their investment strategies to enhance financial value. There is a rising demand for a thorough understanding of ESG risks and opportunities during M&A processes, with precise insights needed for post-deal alignment with ESG standards.

As companies aim to meet stringent decarbonisation requirements, significant investments are essential, making ESG considerations critical in valuation and investment decisions.

Robust ESG due diligence practices are becoming essential to comply with evolving regulations. We see investors are increasingly motivated to ensure that targets meet growing ESG standards, driven by regulatory obligations and the push for sustainable investment.

Our voice on ESG

In the past year, we continued to strengthen our internal ESG initiatives, amplifying our voice and commitment to making ESG an integral part of everything we do.

FY24 marked the second year of our Leaders 2050 network, a professional network led by KPMG for future leaders in all sectors. The network's mission is to educate and develop the leaders of the future to ensure a greener and more sustainable future, while nurturing a sense of togetherness and kinship in making the younger generations heard – particularly in the discussions about a greener future. This year, the network grew significantly, expanding from 350 to 550 members, reflecting its growing impact and reach

We also continued our collaboration with FINANS, culminating in the successful hosting of the second FINANS IMPACT Award show. Once again, we recognized and celebrated companies that are truly making a difference and leading the way in the realm of ESG. Building on this success, we are excited to replicate the initiative in FY25, where winners will be announced in the categories of Climate, Tech and Social. In FY24, we were also one of the premium sponsors of Årets SMV, an award show that celebrates small and medium-sized companies in Denmark, also on their ESG impact within the category "ESG Frontrunner of the year".

Time to deliver on the hype for tech and AI

In KPMG, we experience AI reaching a new level of maturity. FY24 showed us that the ambitious businesses working with AI and new technologies are expecting a return on investment and transforming the hype into results.

We see a heightened focus on our core AI delivery services in Data Engineering Optimization. Recognizing a clear market demand, we established a unit dedicated to Generative AI implementation and adoption. This unit features a Value Capture framework that we developed, which offers extensive training, hackathons and case testing with our clients. This framework for recording and monitoring business value creation ensures that clients can track their performance effectively.

The market shows the way, and we find the tools

We also continue to expand our advisory services in quantum computing, focusing on Quantum Risk Assessment and Optimization services using Quantum-inspired technologies. As market interest in these areas grows, so does our commitment to providing cutting-edge solutions. Machine learning is also poised for a resurgence in FY25, following two years of emphasis on Generative AI. Challenges faced by clients will increasingly necessitate the application of traditional machine learning techniques alongside new AI methodologies.

In FY24, our advisory team significantly enhanced the focus on Implementation Services, strengthening our foundation and developing new AI offerings. To deliver tangible business value, we expanded our capabilities in Automation and Low Code solutions, ensuring they seamlessly fit into our clients' enterprise architecture for easy implementation.

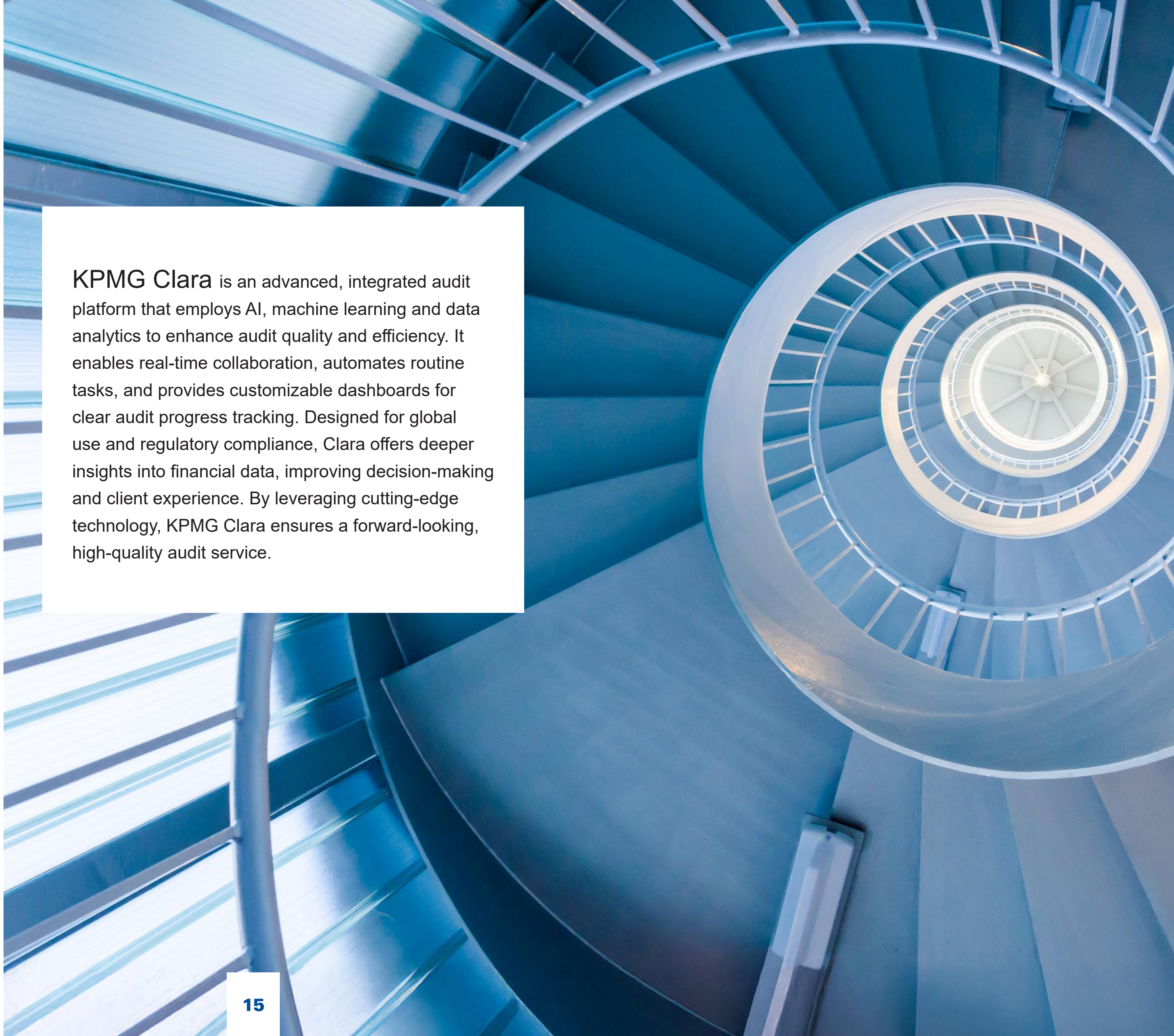
Our strategy of both advising and delivering is exemplified by our successful creation of the first Generative AI applications for several key financial institutions, showcasing our expertise and capacity to drive significant impact by both advising our clients and implementing the solutions.

Technology is doing the heavy lifting - Our professionals captain the ship

FY24 saw KPMG auditors use advanced technology to enhance the audit process even further, while leading with expertise and integrity.

Our approach leverages two interrelated dimensions to power audits with AI. First, AI automatically examines vast populations of data, identifying outliers and potential risks through machine learning. Second, deep digital audit knowledge is accessed and shared via OpenAI, making audits not only smarter but also more consistent.

Despite the integration of AI in audits, the knowledge, skills and integrity of our professionals remain at the helm, guiding the direction and driving all our activities. AI serves as a virtual co-pilot, enabling us to gain deeper insights and facilitating better knowledge sharing within our team and with our clients. We have more than a hundred of our auditors trained in using our smart audit platform, KPMG Clara.



KPMG Clara is an advanced, integrated audit platform that employs AI, machine learning and data analytics to enhance audit quality and efficiency. It enables real-time collaboration, automates routine tasks, and provides customizable dashboards for clear audit progress tracking. Designed for global use and regulatory compliance, Clara offers deeper insights into financial data, improving decision-making and client experience. By leveraging cutting-edge technology, KPMG Clara ensures a forward-looking, high-quality audit service.

Clara delivers trusted audit proof

Our KPMG Clara AI Transaction Scoring automates the analysis of all accounting materials. It detects unusual transactions through simultaneous checks on control points executed against every individual transaction. Every data point is controlled by GPT or GenAI technologies with Clara.

With the implementation of KPMG Clara AI Transaction Scoring, we are making huge strides in audit efficiency and precision:

100% Testing of Transactions: Ensuring that every single transaction within the population is scrutinized for auditing journal entries or specific account balances.

Smart Risk Assessment: By risk scoring all transactions and using functionalities such as smart filtering and trend analysis, our auditors are more effective and efficient.

Less Manual Testing: Reducing the number of samples required for manual follow-up, which supports productive discussions to rectify manual errors or ineffective controls.

Anomaly Detection: Utilizing machine learning algorithms to identify transactions that deviate from approved and expected protocols, effectively finding the "needle in the haystack."

KPMG Clara AI Transaction Scoring significantly enhances our audit efficiency by delivering faster results. The advanced transaction scoring capabilities allow us to concentrate on outliers that require attention, eliminating the need for time-consuming, non-strategic manual testing.

We see a tremendous opportunity to scale this technology to other areas, advancing towards continuous auditing. This approach will expedite the audit process, enabling earlier detection of issues and shortening the financial year-end audit cycles, while expanding internal audit coverage.

Adopting AI is adapting to AI

As AI adoption accelerates, we recognize the significant ethical concerns and potential risks that come with its use. To become a scalable and agile AI-driven company within three to five years, clients are facing a multi-layered challenge. They are to establish robust data platforms and governance while actively working with AI. This complex undertaking has built new bridges within KPMG where we work to lift our clients into a place where compliance is a formality and progress is a natural next step.

On a global level, KPMG has therefore developed the KPMG Trusted AI framework to strategically address the design, development, deployment and use of AI solutions, ensuring they are implemented responsibly and ethically to provide value with confidence.

The age of AI heralds a multi-platform and multi-modal future, starting with the adoption and rollout of Generative AI assistant platforms. This paradigm shift, still in its infancy, demands substantial investments in adoption, training and value realization to be truly transformative. Major transformations driven by C-level executives, particularly CFOs, are beginning to take shape now, and with a two to three-year outlook we will see a new approach to digital change that differs significantly from what we see now.

A stronger alliance with Microsoft

In KPMG, we believe in collaboration as a major part of succeeding. We have been significantly strengthened in FY24 by our alliance with Microsoft, spanning global, regional and local levels. Our partnership includes Data and AI, new ways of working, Modern Work and the Power software suite. As a selected AI Partner for Microsoft, we are excited to co-host several events on AI and Data in spring 2025.

While Microsoft remains a cornerstone of our global strategic partnerships, we also maintain key alliances with ServiceNow, SalesForce, SAP, Oracle and Workday. Locally in Denmark, notable partnerships include Boost.ai, BluePrism and 2021.ai, enhancing our ability to deliver comprehensive solutions to clients.

From an audit perspective, our collaboration with Microsoft Azure OpenAI leverages KPMG's proprietary audit and accounting expertise within a highly secure environment. We are actively integrating ChatGPT into KPMG Clara AI Chat, tailoring it specifically for our closed-circuit audit applications.

Our culture is our strength

At KPMG Denmark, our culture stands as a cornerstone of our identity and a key differentiator in the market. As a people-centric organization, our success is closely linked to the talent and dedication of our advisors and auditors. Over the past decade, we have cultivated a positive and open culture that fosters both personal and professional growth.

This environment not only nurtures the potential of our workforce but also reinforces our commitment to excellence and client service and building a supportive and dynamic workplace where our people can thrive and deliver exemplary service.

Fostering an inclusive workplace

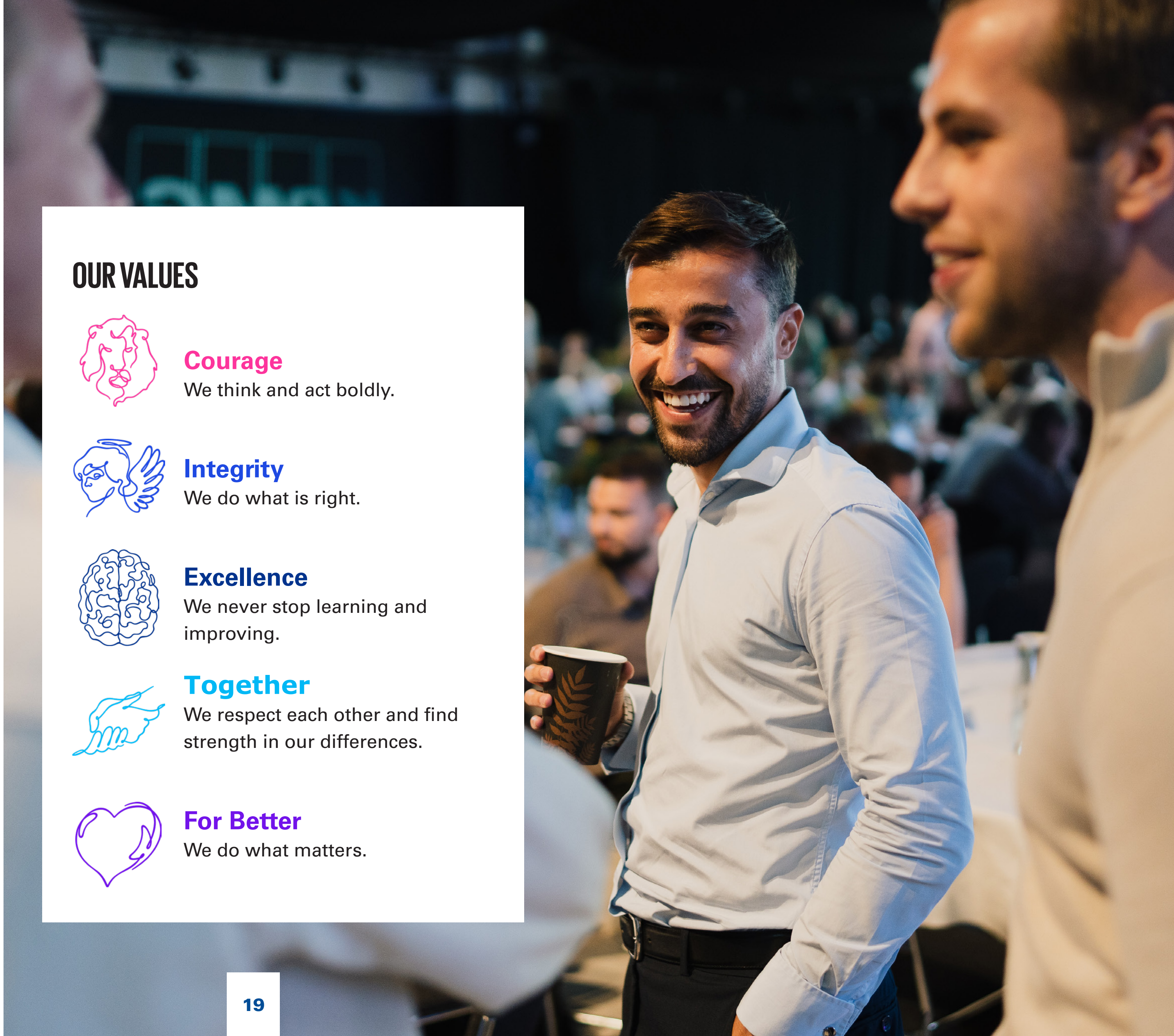
A positive and inclusive workplace culture is at the foundation of our business, and for the second year, our Ally Groups have been an integral part of driving this mission forward. We take pride in the fact that the groups Parent Group, Gender Balance, Footprint Group, MindSpace and QueerSpace are entirely driven by our people and supported by the Leadership. Our Ally Groups create spaces where employees from diverse backgrounds feel valued and included and raise internal awareness on the issues they are passionate about through events and other initiatives.

We strongly believe that KPMG is a better place because of our Ally Groups. We are proud to have employees who choose to spend time on causes that keep improving KPMG's culture and have a positive impact on society. One of the tangible initiatives that has come out of our Gender Balance Ally Group this year has been to provide free sanitary products to all female employees by setting up Red Boxes on restrooms in the Copenhagen office, which has been well received by employees. In addition, the QueerSpace Ally Group hosted two allyship lunches with a focus on educating employees on the LGBTQIA+ community.

The Parents Ally Group organised events in partnership with Inspired Beyond Babies, from baby brunches in our Copenhagen office to courses for employees on leave. In FY24, we also introduced Role Model Events, where guest speakers are invited to inspire employees on leadership, challenges they have overcome and career tips. In August 2024, Caroline Farberger gave an inspiring keynote, filling our atrium with her story of courage in her journey of transitioning from a man to a woman, and how this has impacted her life and transformed her role as CEO.

To further advance the DEI agenda, we also recognise that collaborating with other companies offers valuable opportunities for mutual learning. As part of this commitment, we remain actively involved in the Female Leadership Academy, the Above and Beyond initiative, have signed the DI Diversity Pledge and are proud members of their Diversity Council.

These are some of the initiatives we proudly undertake to demonstrate our commitment to gender equality and strive to create a supportive and inclusive environment for all genders.



OUR VALUES

Courage
We think and act boldly.

Integrity
We do what is right.

Excellence
We never stop learning and improving.

Together
We respect each other and find strength in our differences.

For Better
We do what matters.

Improving our feedback culture

We aim to foster an open and honest feedback culture. Feedback training is integral at every level of KPMG in Denmark. In addition, upward feedback was part of the year-end process this year, enabling employees at all levels to give upwards feedback to their immediate leader. This helps our leaders and employees build stronger relationships based on trust and mutual respect.

CEO and Senior Partner Mads Raahede also led by example by initiating monthly “Ask Me Anything” sessions, providing an open forum for direct communication with employees.

Additionally, he set up sounding boards to facilitate discussions on business-related topics and gather valuable feedback on both predetermined and emergent issues. Furthermore, our leadership team conducted a comprehensive survey to assess the clarity and effectiveness of internal communication within KPMG, ensuring alignment with our organizational standards and objectives.

A great place to work

Another way of gathering feedback is through our annual Global People Survey (GPS), which provides valuable insights into employee satisfaction. The GPS is a crucial instrument for us in terms of fostering a work culture that is educational, rewarding and collaborative. In FY24, we are proud to have reached a response rate of 92% (90% in FY23), with 80% of employees indicating that they would recommend KPMG as a “great place to work” a result that we have been upholding since last year (80% FY23). This survey serves as a beacon to continue to do better for our people.

As a workplace, we believe that mental and emotional well-being is central in bringing the best version of yourself to work. We provide training to all our managers on how to check in with their employees, and we offer dialogue guides enabling all our leaders to conduct emphatic and trustful 1:1 conversations around well-being, work-life balance and supporting employees facing personal challenges.

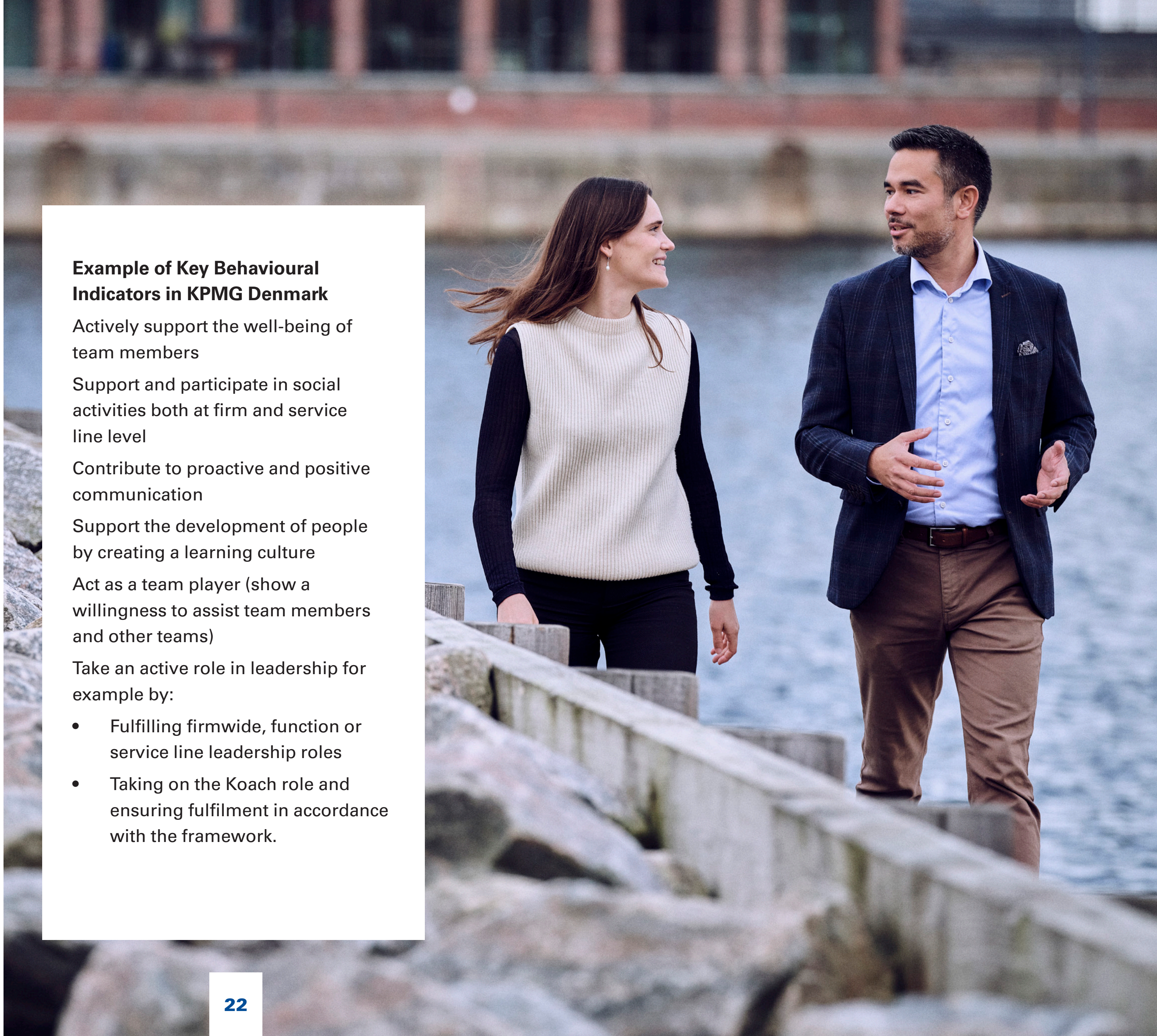

KPMG
9
EGEKILDE
Julie
BENT

Taking responsibility for the people of KPMG

In FY24, we focused on both the internal and external aspects that influence our people at KPMG, reflecting our commitment to creating an even better workplace. This included recruiting new talent and actively working to motivate, develop and empower our colleagues.

A positive and inclusive workplace culture is the foundation of our business. We are driven by our values, embedding them into all aspects of our work — from client interactions to how we interact with each other as colleagues and leaders. We assess our employees using KPIs, but just as importantly, we also focus on KBIs (Key Behavioural Indicators) — the behaviours that drive performance and foster a positive, inclusive work environment. This enables everyone to bring their true selves to work and perform at their best.

We are committed to continuously improving KPMG by raising our standards and ensuring we support our employees at every stage of their lives.



Example of Key Behavioural Indicators in KPMG Denmark

Actively support the well-being of team members

Support and participate in social activities both at firm and service line level

Contribute to proactive and positive communication

Support the development of people by creating a learning culture

Act as a team player (show a willingness to assist team members and other teams)

Take an active role in leadership for example by:

- Fulfilling firmwide, function or service line leadership roles
- Taking on the Koach role and ensuring fulfilment in accordance with the framework.

One year with our Challenger Academy

As we mark one year since the launch of our Challenger Academy, we are pleased to share that three successful modules have already been hosted with 119 employees participating. Our Challenger Academy is designed to ensure a strong onboarding experience at KPMG, build a robust professional network and foster a sense of belonging. The Challenger Academy aims to showcase the diverse opportunities within KPMG and create a pathway for continuous development and upskilling, especially for our early career talents.

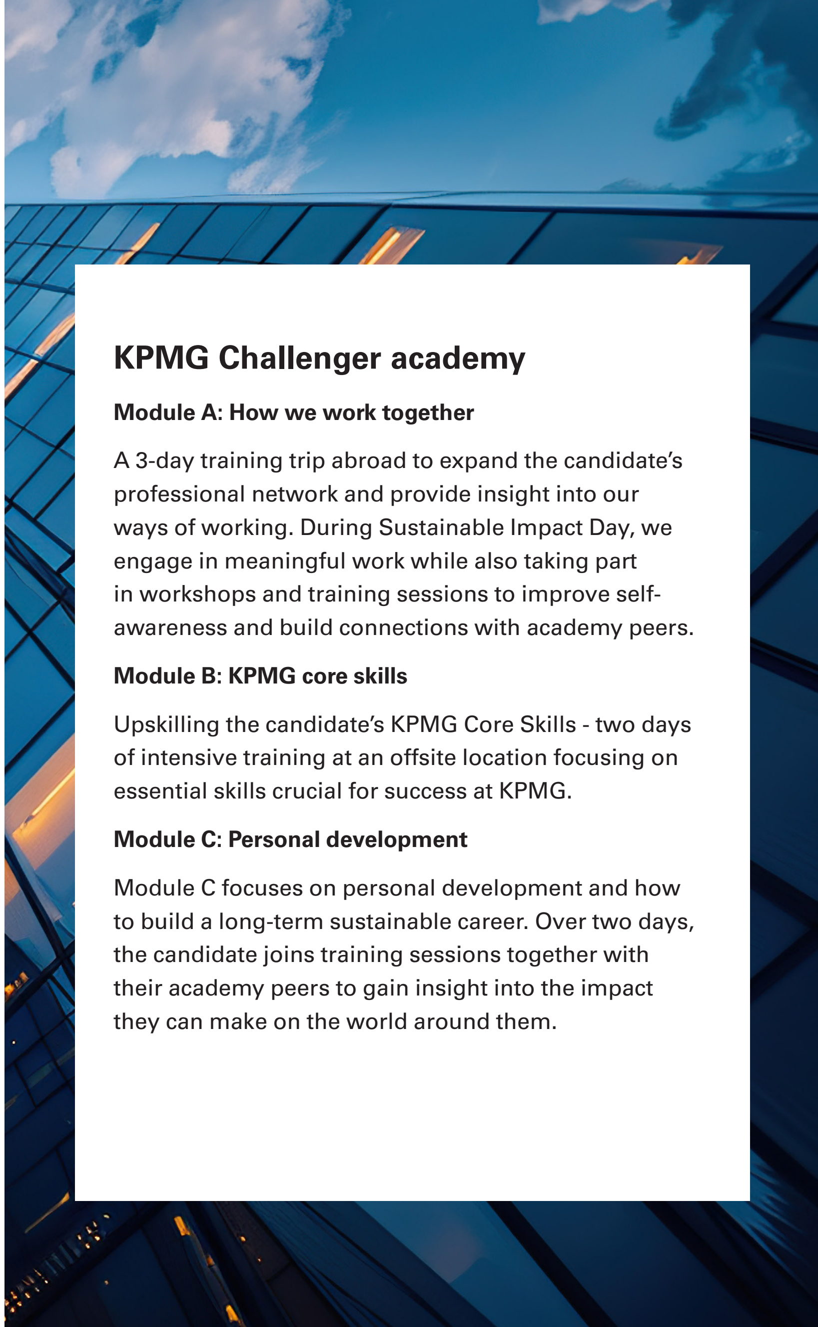
> "The experience shared by the facilitators, along with their insights, was crucial for my improved performance at the office moving forward. Additionally, the sense of belonging fostered during Module A, and the network built through this experience, were invaluable."
>
> - Feedback from a participant in the KPMG Challenger Academy.

With a focus on developing essential skills and a healthy culture, the programme is crafted to be agile and inclusive, enabling new joiners to participate soon after their start date and maximise their potential at KPMG. Feedback from participants and stakeholders has been overwhelmingly positive, with an impressive average rating of 8.5 out of 10 for the overall experience. Notably, the programme is contributing to improved retention among young professionals, further affirming its value.

Attracting the best talent

At KPMG, recruiting talent with diverse backgrounds is a key priority. We focus on diversity throughout the recruitment process, ensuring our external communication highlights individuals from various backgrounds, academic disciplines, genders and more. Our goal is to attract a wide range of individuals — from students and young professionals to experienced hires — who bring unique perspectives and insights to KPMG.

In FY24, we actively engaged with students by participating in more than 70 events and fairs across Denmark. In addition, we hosted numerous in-house events to give prospective talent a first-hand experience of our culture and the opportunity to engage directly with our employees. Therefore, we are pleased to report a 30% increase in applications from potential trainees and graduates/challengers compared to last year.



KPMG Challenger academy

Module A: How we work together

A 3-day training trip abroad to expand the candidate's professional network and provide insight into our ways of working. During Sustainable Impact Day, we engage in meaningful work while also taking part in workshops and training sessions to improve self-awareness and build connections with academy peers.

Module B: KPMG core skills

Upskilling the candidate's KPMG Core Skills - two days of intensive training at an offsite location focusing on essential skills crucial for success at KPMG.

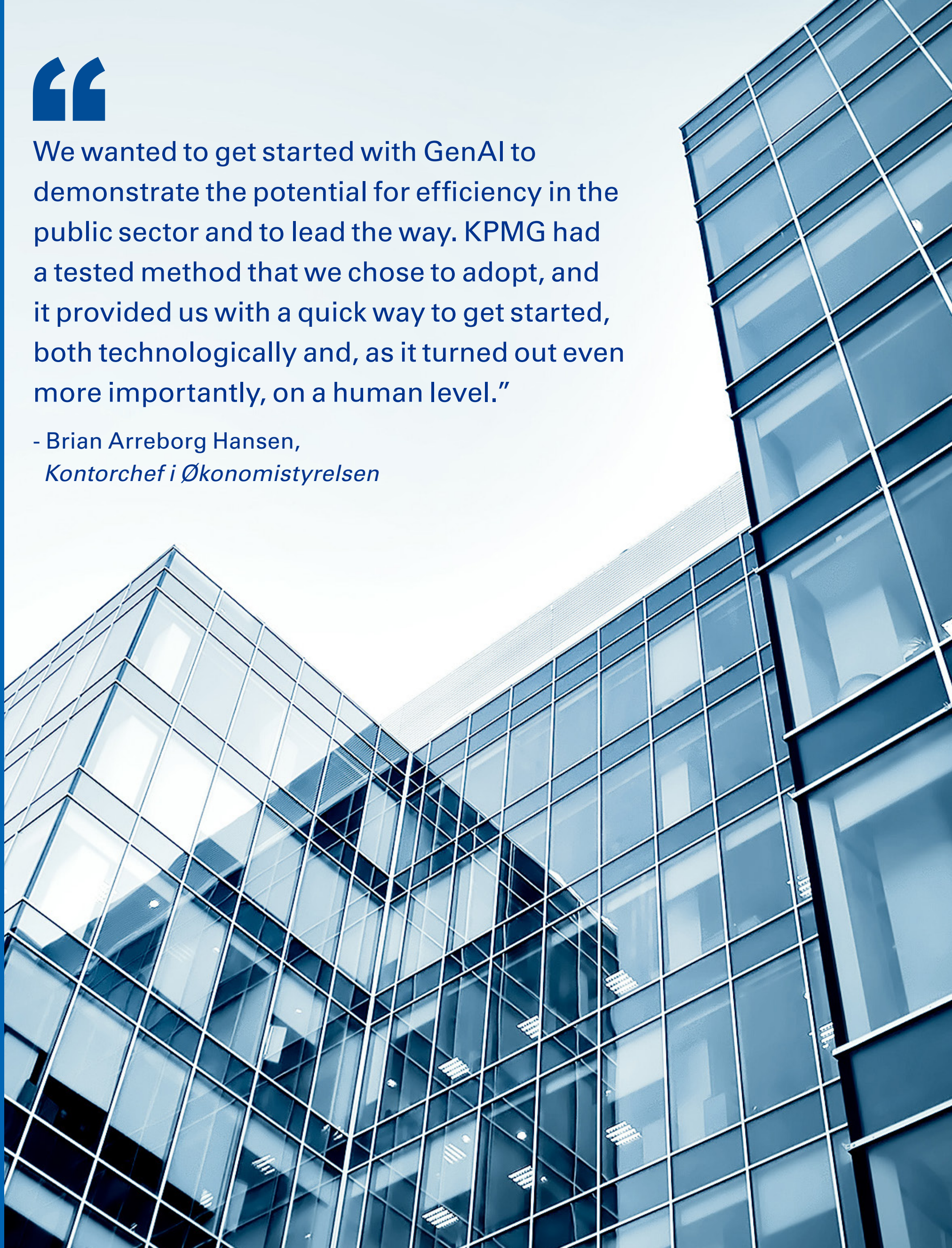
Module C: Personal development

Module C focuses on personal development and how to build a long-term sustainable career. Over two days, the candidate joins training sessions together with their academy peers to gain insight into the impact they can make on the world around them.

Client case:
Økonomistyrelsen

The project originated from Økonomistyrelsen's strategic need to identify opportunities for improvement and pinpoint areas ripe for AI development. After systematically analysing their operations, we identified five clear recommendations to enhance efficiency and effectiveness. This initiative not only showcased the practical applications of AI within the public sector but also underscored our commitment to driving technological advancements that deliver measurable value.

> "We wanted to get started with GenAI to demonstrate the potential for efficiency in the public sector and to lead the way. KPMG had a tested method that we chose to adopt, and it provided us with a quick way to get started, both technologically and, as it turned out even more importantly, on a human level."
>
> - Brian Arreborg Hansen,
> *Kontorchef i Økonomistyrelsen*



Client case:
Transportministeriet

KPMG assisted the Danish Ministry of Transport and a broad consortium of Danish municipalities and several infrastructure companies with a financial and organizational analysis on how to implement storm surge protection in the Copenhagen metropolitan area. The analysis was three-fold, and included identifying potential damages for households, businesses and critical infrastructure, establishing a financial method for contribution and payment collection from beneficiaries of the protection system, and assessing the most effective organizational setup.

"We recognized that the project demanded a team capable of navigating in an environment with numerous stakeholders and high complexity within many different professions of geodata simulations, financial modeling, public law, organizational models, etc. KPMG assembled a skilled team that successfully delivered a model providing actionable insights for advancing with the establishment of storm surge protection around the Copenhagen Harbor."

- Lasse Mohr-Winterberg,
Kontorchef at Transportministeriet

Reporting on Corporate Social Responsibility

cf. section 99a of the Financial Statements Act

Business model

KPMG P/S ("KPMG") is a Danish approved state authorised public accountant firm that is operated by a limited liability partnership, owned by KPMG's Danish equity partners. KPMG provides advisory and audit services to the Danish market. KPMG provides tax services in cooperation with the independent member firm KPMG Acor Tax Partnerselskab. KPMG does not deliver legal services. Legal services are delivered by the independent member firm KPMG Law Advokatfirma P/S.

KPMG is split into two functions: Advisory and Audit. The Audit function delivers among others statutory audit of Danish entities, audit of reporting by Danish entities to foreign groups, other assurance reports, assurance services, accounting advisory services, ESG and interim services.

The Advisory function delivers services within Management Consulting, Risk Consulting and Deal Advisory. At KPMG, we deliver most of the services ourselves or in cooperation with other KPMG member firms. External business partners such as sub-suppliers are used to a limited extent, and these are typically Danish entities. In addition, KPMG has some alliance partners which are also international KPMG alliance partners. These include among others Microsoft, ServiceNow and SAP. As a state authorised public accountant firm, KPMG is subject to regulation, where

EU rules, local laws and auditing standards must be complied with. KPMG is subject to external quality inspections from the Danish Regulator (Revisortilsynet). As part of the global KPMG network, we are obliged to comply with Global KPMG policies and procedures.

KPMG's culture and ethics are based on our international Code of Conduct, which is designed to uphold and protect the KPMG brand and maintain public trust. This includes earning and maintaining the trust of our clients, potential clients, public authorities and society as a whole. KPMG has a comprehensive system of quality management system to uphold this trust. For a detailed description, we refer to our annual Transparency Report for 2023/24 which is available at [www. kpmg.com/dk/da/home/about/transparency-rapporter.html](www.kpmg.com/dk/da/home/about/transparency-rapporter.html)

Our commitment to public trust means that KPMG is a company that does not wish to take significant risks. In our view, our business model is not significantly exposed to risks related to environmental, social and employee matters, human rights, anti-corruption and bribery. The operational risks facing our business are the same as those encountered by other professional services firms. These include notably a deterioration in market conditions, attracting, developing and retaining the best talent in the market, claims and reputational damage caused by either an actual or a suspected failure to deliver services of appropriate quality, or by taking on high-risk clients or engagements.

Environmental matters, including minimising the climate impact of our operations

The Global KPMG network of member firms has announced its intention to become a net-zero carbon organisation by 2030.

This goal entails:

- Reducing greenhouse gas emissions (directly and indirectly) by 50% between 2019 and 2030, aligning with a science-based target to limit global warming to 1.5°C.
- Sourcing 100% renewable electricity by 2022 in KPMG's Global Board countries and extending this to the wider global organization (including KPMG in Denmark) by 2030.
- Reducing consumption and waste by only purchasing and producing what is necessary.
- Offsetting any remaining emissions which cannot be removed from our operations and supply chain by investing in externally accredited carbon removal projects.

KPMG is committed to supporting the achievement of these goals through a rigorous approach, backed by the expertise of our in-house experts.

To achieve these goals, we have in our facilities implemented various initiatives to combat climate change and support circularity and biodiversity covering:

- Promoting responsible consumption (less meat in canteen, increased use of recycled materials in office supplies and eliminating single-use plastic products).
- Increased recycling and reduced combustible waste through effective waste sorting.
- Use of clean energy (electricity from renewable electricity at most of our offices and energy efficiency inspection performed by external party).
- Priority parking for electric cars and use of electric taxis when possible.
- Choosing organic whenever possible and maintaining the canteen's Silver Organic Cuisine Label.

KPMG wants to be at the forefront of climate reporting and in increasing recognition of the need for further expansion of renewable energy and uncertainty about the true impact of renewable energy certificates on the overall green transition, KPMG is planning to enter into a Power Purchase Agreement (PPA) to ensure that our electricity will come from renewable sources that contribute as much new green power to the electricity grid as we consume. KPMG has chosen to follow Energinet's recommendations to calculate all offices' emissions according to the time-based calculation as recommended by Energinet (see pages 12–15 in the report "Miljøredegørelse 2023" on Energinet's website: Forside > Mere > Energinets publikationer > Publikationer > Miljøredegørelse 2023).

This means that CO_2 emissions from electricity consumption at all our offices are included, despite the purchase of renewable energy certificates. This choice has been made in preparation for KPMG's own work to secure new green power via a PPA that matches KPMG's own power consumption.

The results in FY24 stem from a combination of various ongoing initiatives, including updates to travel policies, preferred parking for electric cars, including electric car chargers, increased use of recyclable office supplies such as paper pens and less meat used per employee in our canteens. We have seen a decline in car mileage and public transport, with an 18% reduction in car mileage compared to the previous year. However, there has been a slight increase in air mileage, due to more client engagements outside of Denmark.

This has had a positive overall impact on our emissions, and we strive to sustain this reduction as even more meetings can be held successfully online. We have upgraded our facilities with more and better digital meeting tools as well as continued to supply employees with working from home kits. With these upgrades, we expect to see a relatively reduced need for air travel and car mileage.

In terms of recycling, our waste is separated into recyclable and non-recyclable waste, amounting to 22.9 tons (FY23: 23.9 tons) of waste to non-recyclable and 30.6 tons (FY23: 34.8 tons) waste recycled in FY24. In FY24, we sustained our office waste initiative, where organic waste that otherwise would have been disposed of is separated and sent for generation of energy.

This year, we continued to reduce the use of single-use products in our facilities and replace them with recyclable alternatives. All plastic bottles used on our premises are made of 100% recycled plastic. We generally work on replacing plastic products with non-plastic alternatives. We have also reduced the amount of paper used by 0.3 tons by further reducing the number of copy/printing machines.

In FY24, 16.2 tons (FY23: 17.6 tons) of organic waste were reused for energy generation. Our water consumption across our 5 offices amounted to 5,882.00 m3 (FY23: 4,576.90 m3). The increase compared to last year is mainly due to a renovation project at our main office. Going forward, learnings from remote and virtual working will continue to serve as considerations for maintaining lower level of emissions, particularly from business travel.

Our relative carbon emissions (CO_2 per FTE) were 0.5 (FY23: 0.5) tons of CO_2 per FTE. Compared to the baseline year 2019, KPMG in Denmark reduced relative carbon emissions by 64% (FY23: 59%). The significant relative reductions since the base year are a result of our combined efforts as described above. In absolute terms, our total CO_2 emissions in FY24 were 332 tons (FY23: 392 tons). The decrease compared to last year is primarily attributed to a reduction in car mileage and use of electricity and heat at our facilities. Looking ahead to the results of the coming years, we plan to install solar panels on the roof of our facilities and renew our ventilation system in our Copenhagen office, to further reduce energy consumption.

By 2030, we are considering investing in externally accredited carbon removal projects to offset any remaining CO_2 emissions.

Social matters, staff matters and the upholding of human rights

KPMG is dedicated to continuously supporting and developing our talent and attracting and retaining top talents to KPMG. We have a clear commitment to equality and to a culture that is free from discrimination whether based on nationality, race, ethnicity, gender, gender identity, sexual orientation, disability, age, marital status and religious beliefs. We promote an inclusive work environment and employee well-being. Due to our commitment to KPMG International, we follow the UN Guiding Principles on Business and Human Rights. This is outlined in *KPMG International's Business and Human Rights Statement.*

We expect all our stakeholders, including our suppliers and clients, to respect human rights and to act if a human rights risk is identified. During FY24, we have continued to listen to our employees, encouraging them to engage in direct dialogue with our leadership team, partners and colleagues. More formally, we asked them to share their perspectives in our annual Global People Survey (GPS). We also continued through our Nordic Learning and Development (L&D) training center and local training to design, develop and deliver high-quality and innovative learning solutions, along with personal development programs to all staff across the region.

Starting in FY23, we began including data on the number of reports received through our whistleblower hotlines (local and international), disclosing the number of reports received during the year as well as the number of substantiated reports. We do this to increase the transparency of our business operations since it is key to us that everyone lives and behaves in accordance with our values and our Global Code of Conduct. We regularly conduct internal campaigns to all employees encouraging them to speak up, including how to report concerns in confidentiality and without any risk of retaliation.

In FY24, we received a total of 7 reports (FY23: 5), 1 from our international hotline and 6 which were received locally. Out of the 7 reports received and thoroughly investigated, 4 of them were substantiated (FY23: 4). The primary goal of KPMG´s Work Environment, Health and Safety (WEHS) organization is to plan, manage and coordinate KPMG's efforts on our work environment, security, health and well-being. The organization operates as an independent entity across offices and with representation from both senior leaders and employees. Matters related to WEHS are raised directly with local representatives and are addressed on a discretionary basis at the local level.

More general or national matters are raised and dealt with in the WEHS organization's leadership team, supported by external consultants. The group also oversees the annual Workplace Assessment (APV), and shares guidance on how to optimize health, safety and well-being in the workplace. In FY24, our WEHS organization received three reports pertaining to a work-related accident (FY23: 1). At KPMG, employees report sick leave through the time registration system. In FY24, the reported sick leave, including both general and long-term illnesses, was 2.6% (FY23: 2.4%). This equals to an average of 5.7 sick days per employee in FY24 (FY23: 5.4). Sick leave is evenly distributed between our offices, and compared to country averages in national statistics, KPMG in Denmark has a relatively low level of sick days.

We also support various communities such as Queer-Space dedicated to the LGBTQIA+ agenda which encourages everyone to have the courage to be themselves and embrace differences. Additionally, we have the Balance Initiative, aimed at attracting and developing female talent as well as helping our employees in balancing their professional and personal lives. The Balance Initiative committee is especially dedicated to looking at new ways of attracting and developing female talent, focusing on a balanced recruitment at all levels, retention of talent and improving work-life balance. Our industry-leading Parent Growth programs giving, among other things, equal rights to parental leave between parents, offering paid leave on a child's third day of illness and covering pension payments if the parents decide to prolong their leave with up to 13

weeks to help mend the "pension gap" between men and women. This year, we had a 74% (FY23: 76%) engagement score in our GPS and an overall participation score of 92% (FY23: 90%).

Continued scores on important areas such as Career Growth, Inclusion and Diversity, Trust, Well-being, Quality, Collaboration and Values show that we have a good degree of employee satisfaction. In FY24, we completed onboarding programs, many professional developments, technical and soft skills trainings, including our Koach framework focusing on improving our daily people leadership. All our audit professionals completed a minimum of 40 hours of training.

In FY24, we prioritized enhancing the well-being of our employees by modernizing our facilities to accommodate new ways of working. This included more collaborative areas, quiet zones and meeting rooms, as well as upgrades to our premises. We also renovated several spaces using sustainable materials, such as wood panels and introduced a new flexible atrium space for large presentations in our canteen area, utilizing existing space more effectively.

At the same time, we improved our health care system and held various community events like Inspired Beyond Babies, Leaders 2050 and our ally groups events. Our whistle-blower function was established and is designed to provide a safe space for employees to confidentially voice their concerns, free from the fear of reprisals. We encourage all those interested in applying for a job to apply regardless of age, gender, sexuality, disability, race, religion or ethnic affiliation. In respect of gender, we have noted that 33% (FY23: 42%) of the 4,782 (FY23: 4,388) job applications we received in FY24 were from women. We welcomed 66 (FY23: 77) new graduates and trainees, of whom 41% (FY23: 39%) were women. By the end of FY24, we had 47 (FY23: 45) nationalities employed. By the end of FY24, we had 40% (FY23: 40%) women and 60% (FY23: 60%) men employed. Our average age is 34 (FY23: 34) years.

We are committed to continuously strengthening our employee satisfaction, and we are committed to ongoing efforts in this regard. We will continue to focus on advancing gender equality and creating an inclusive space for all our employees at KPMG. We will work towards ensuring that all our stakeholders, including our suppliers and clients, respect human rights and we will act if a human rights risk is identified.

Fighting anti-corruption and bribery

Compliance with laws, regulations and standards is a fundamental principle at KPMG. We have zero tolerance of bribery and corruption. Therefore, we prohibit involvement in any type of bribery, even if such conduct is legal or permitted under applicable law or local practice. Neither do we tolerate bribery by third parties, including by our clients, suppliers or public officials. KPMG has established formal criteria regarding acceptable gifts, entertainment, charitable donations and sponsorships, together with a mechanism for monitoring these.

Our supplier agreement and third-party agreement templates include anti-bribery clauses. Everyone at KPMG is required to comply with the Global Code of Conduct ("Code") and to confirm compliance with the Code when joining the firm and on an annual basis thereafter. Furthermore, everyone at KPMG is required to take annual training covering the Code. We are committed to holding ourselves accountable for behaving in a way that is consistent with the Code. KPMG personnel have been instructed to consult with our Risk Management Partner immediately for guidance if a difficult situation arises.

In FY24, we ensured comprehensive training for both new joiners and existing personnel in the Code, including KPMG's anti-bribery policies, compliance with laws, regulations and professional standards and reporting suspected or actual non-compliance with laws, regulations, professional standards and KPMG's policies (in FY23, we provided similar training to all new joiners and existing personnel).

In FY24 and FY23, all personnel completed the above training. Furthermore, during FY24, we requested confirmation from all personnel that they have complied with their individual responsibilities under the Code, including compliance with firm policies related to gifts and entertainment, anti-bribery and corruption (in FY23, we requested similar confirmation from all personnel). In FY24 and FY23, all personnel confirmed their compliance with the Code and the policies described above. On an annual basis, we conduct and document an annual assessment of bribery and corruption risks facing our firm. The assessment includes an evaluation of anti-bribery and corruption risk factors, mitigation and evidence of effectiveness (in FY23, we conducted a similar assessment of bribery and corruption risks).

Our processes for client acceptance and engagement continuity are designed to identify, evaluate and document any potential risks related to the integrity of the client management and their potential involvement in bribery and corruption. Additional approval procedures are in place when risks are identified. Our finance function has established monitoring procedures and internal controls to ensure compliance with anti-bribery and corruption policies.

During FY24, no incidents were identified relating to the firm or personnel as part of the annual assessment of bribery and corruption risks facing our firm. Completion of the annual assessment is monitored by our Quality and Risk Management department (in FY23, no incidents were identified relating to bribery and corruption). No instances of bribery and corruption issues were identified during FY24 Client and engagement onboarding procedures (for FY23, no instances identified as part of the client and engagement onboarding procedures).

Engagement teams may, when performing engagements, identify suspicions of non-compliance with laws and regulations. These are dealt with by the Engagement Partner together with the Quality and Risk Management Partner in accordance with company procedures and, if required, reported to the authorities. During FY24, our Quality and Risk Management department monitored compliance with finance procedures established to ensure that KPMG Global baseline internal controls relating to anti-bribery and corruption policies were adhered to (in FY23, similar monitoring took place).

We commit to continuously improving our standards by monitoring compliance with anti-bribery and corruption policies of our personnel, clients, third parties and suppliers and take prompt action when non-compliance is identified.

Definition of non-financial key performance indicators

Measuring employee engagement

Once every year, we send out our Global People Survey to all employees. The survey is delivered from a recognised third-party supplier. As part of the survey, we measure what we call the Employee Engagement Score. The Engagement score is a percentage score based on different questions within three overall themes, namely:

1. How engaged do you feel?
2. How enabled do you feel?
3. How energised do you feel?

The Employee Engagement score is calculated based on the average percentage of the response to these questions.

Measuring CO2

Our methodology for measuring greenhouse gas emissions aligns with the GHG Protocol, an internationally recognized standard that is widely accepted as the leading method for calculating greenhouse gas emissions. For a detailed description of our method, see the GHG Protocol website: *ghgprotocol.org*

Measuring waste

Waste calculations for the period from October 2023 to September 2024 at our Copenhagen office have been determined based on the collected data provided by our supplier. It is divided into two categories:

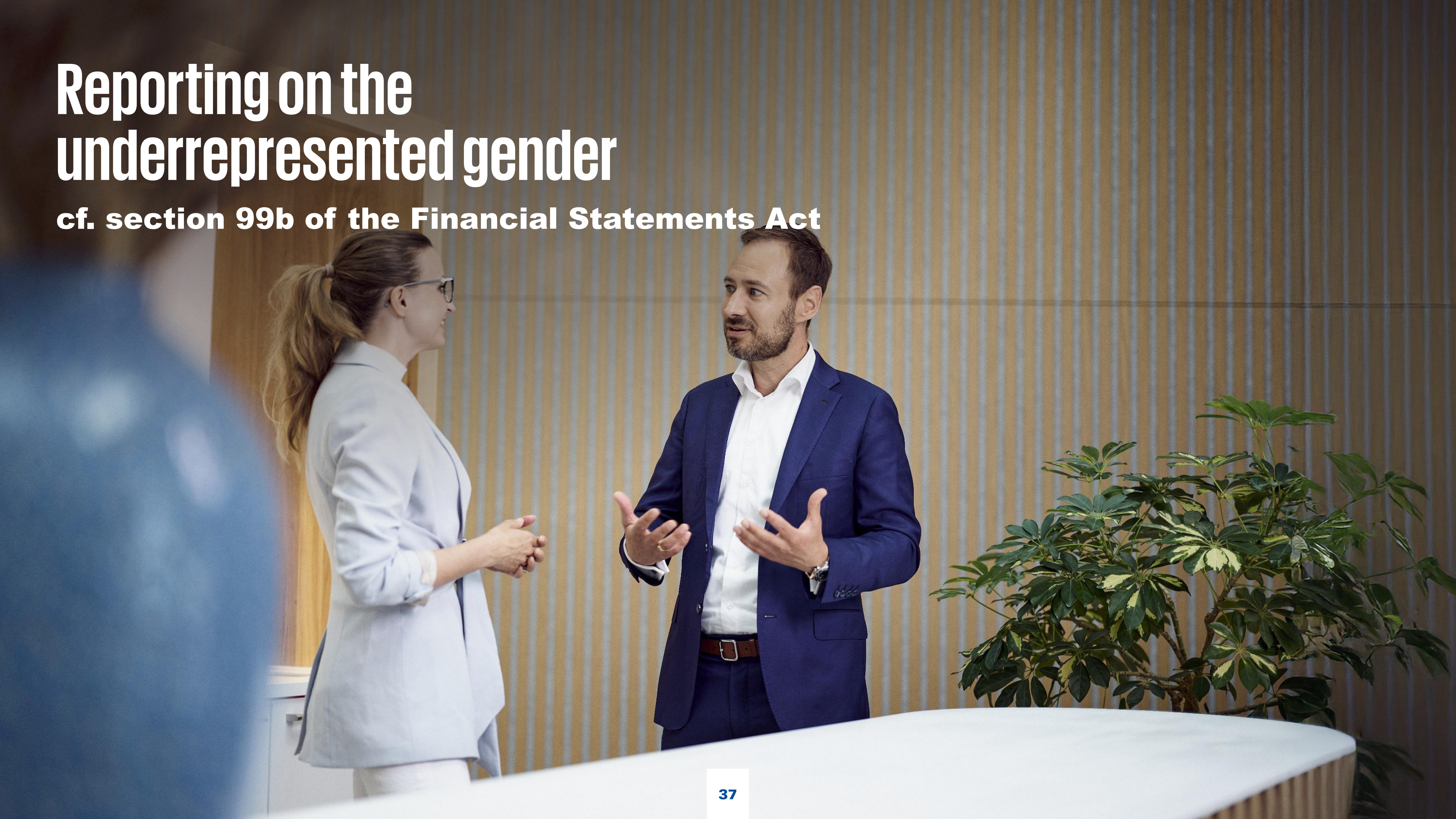
1. Recycled waste – including glass bottles and glass containers, corrugated cardboard, iron and metal, containers of plastic or carton, sustainable frying oil, organic waste in packaging, mixed paper, mixed hard plastics, paper and waste. Paper shredded has been accounted for through our suppliers who calculate the amount of paper they collect and shred from the office.
2. Non-recyclable waste – including combustible waste, landfill and non-combustible landfill waste.

Measuring water consumption

Water usage data is reported from January 2024 to December 2024, reflecting a staggered reporting period distinct from KPMG. Water usage calculations for Aarhus, Aalborg, Fredericia and Odense are based on average consumption among renters.

Reporting on the underrepresented gender

cf. section 99b of the Financial Statements Act



KPMG P/S ("KPMG") believes that diversity is a strength and is committed to developing and maintaining a diverse workforce and work environment. In accordance with our values, we aim to uphold a socially responsible firm that attracts, develops, promotes and retains people based on merit and in a way that supports diversity. As part of our diversity commitment, we are also working on a more equal gender representation in our firm. At KPMG, we aim to have at least 40% women in our Board of Directors by the end of FY26. For other management levels (Senior Managers, Directors and Partners), we aim at having at least 35% women by the end of FY30. We will continue to pursue a more equal gender balance in KPMG on all levels so that at least 40% are women.

We have taken specific action in four areas: recruitment, development, promotion and retention. Within recruitment, we have implemented several initiatives aimed to attract more female applicants, as well as hiring more female employees. In September, we launched an external campaign, casting our own employees, which highlights how we stand behind each other and how women can thrive and make a mark in their career with us. All our job applications undergo a technology-enabled screening to ensure gender-neutral communication of our job opportunities.

We conduct interview training workshops where we focus on unconscious bias. Moreover, we have established strategic partnerships with student groups, including Hypatia (Women in engineering, DTU) and the Female Leadership Academy, to encourage women to apply and to expand our pool of candidates. Within development, we have processes in place to ensure a balanced representation of female and male employees in both internal and external training programs. Our new KPMG Koach programme was launched back in FY23, training more than 150 internal Koaches in people leadership, and we continued the training in FY24 within Leadership skills to better equip our Koaches to handle daily tasks and navigate people leadership responsibilities more effectively. We also launched a new Challenger Academy to upskill and develop our early career talents. Within promotion cycles, we have processes in place to counter bias and ensure that equal performance is treated equally, and we measure the percentage of promotions by gender and communicate the numbers internally to the responsible leaders.

We run various programs dedicated to retaining and motivating female employees, including our Ally Parent Group, 1:1 coaching around maternity leaves, our Gender balance group, role model lunches, specific networking for coming and current new parents, partnerships with external communities such as Female Leadership Academy, Women in AI, Deals in Heals, Inspired Beyond Babies, Leaders 2050 and Above and Beyond. Also, we run a program called the MindSpace Initiative where we run targeted activities and networking to support the growth and well-being of our employees.

At the close of FY24, there were no women among the five members on our Board of Directors, as no suitable female board candidates had been identified (FY23: 0 out of 5 members of our Board of Directors was a woman). At the close of FY24, we were 28% (FY23: 28%) women and 72% (FY23: 72%) men at other management levels. At the close of FY24, across KPMG we were 40% (FY23: 40%) women and 60% (FY22: 60%) men. We will continue to pursue equal gender balance at all levels in KPMG by strategically focusing on the four above-mentioned areas to meet our goals.

Women in leadership - historic development	**2023/24**	**2022/23**	**2021/22**	**2020/21**	**2019/20**
Share of women in Board of Directors	0%	0%	20%	20%	20%
§99B of the Danish Financial Statements act - Women/Men	0/5	0/5	1/5	1/5	1/5
Target	40%	40%	40%	40%	40%
Share of women at leadership level (Senior Manager to Partner)	28%	28%	24%	21%	16%
	W: 55, M:143				
	Total:198				

Reporting on KPMG's policy on Data Ethics

cf. section 99d of the Financial Statements Act

At KPMG, we define Data Ethics as Ethical considerations related to how our use of data, development and use of artificial intelligence etc. affect our society. We have a Data Ethics policy which governs the way we handle and protect data in a compliant, relevant and responsible way. The policy is adopted and approved by our Board of Directors. We recognize that our use of data may entail risks to individuals and organizations that are not addressed by legislation.

Legislation may struggle to keep pace with technological advances, leading to situations where it permits data use that is inconsistent with KPMG's values, Code of Conduct and Fundamental Ethical Principles. When servicing our clients, we obtain, combine, analyze and use data to provide insights, advice or assurance on financial and non-financial information. KPMG also obtains data related to employees and potential employees which can be combined with other internal data and analyzed and used for making business decisions.

KPMG only obtains, combines, analyses, and uses data that is necessary to provide agreed services to clients and to make business decisions. Data ethics is therefore required to be integrated into the way KPMG operates and provides services to comply with legislation, our policies and to ensure responsible use of data and new technologies such as artificial intelligence. Regular training sessions are conducted for all employees to ensure they handle data in compliance with regulations, and internal drills are conducted to create awareness on data protection and cybercrime.

To provide trust to clients and other stakeholders on our handling of personal data, we obtain annually an ISAE 3000 assurance report on controls that address the requirements in the General Data Protection Regulation (GDPR) and the Danish Personal Data Act. As KPMG's business is increasingly digitalized, procedures and general IT controls must be continuously adapted. To ensure that KPMG complies with best practice, KPMG has chosen to become ISO 27001 certified. This is followed up annually, and KPMG is re-certified every three years.

Financial review

Development in activities and financial position

In FY24, KPMG P/S realized revenue of DKK 1,028 million compared to DKK 939 million in FY23, an increase of DKK 42 million and corresponding to a growth of 9.4%. The growth comes from a purely organic expansion of our business. Our revenue growth is slightly above our expectations given the uncertainties and volatility in the markets, and the profit for FY24 was slightly above last year's profit and within range of what was expected. Profit for the year was DKK 5 million compared to DKK 1.1 million in FY23.

As KPMG is an equity partner-owned company, the remuneration to the equity partners in terms of their performance is included under Staff costs. In general, our results reflect our economic condition: our continued growth across our service lines, expanding services within audit, assurance, M&A, outsourcing and advisory services, especially within financial services, ESG and digitalization. We have incurred costs in relation to our organic growth, especially in regard to our hiring processes, attracting new talents and further investing in our people, facilities, tools and structures. These investments ensure the expanding delivery of high-quality services to our clients. Our net cashflow was overall positive, impacted mainly by changes in work-in-progress. At year end, our total assets amounted to DKK 352 million, compared to DKK 353 million last year, due to a higher cash flow from the changes in working capital.

Financing and capital reserves

Our equity amounted to DKK 78 million compared to DKK 88 million last year, following a cash capital decrease due to equity partners retiring from KPMG P/S, as well as retained earnings. The equity includes DKK 18.75 million in unpaid contributed capital. The solidity including unpaid capital reserves amounted to 22% of total assets, compared to 25% last year.

Financial outlook

We expect to keep growing in the coming year as we continue to see a demand for our expanding services in the market. We continue to invest in our growth, attracting and retaining highly-skilled people and positioning ourselves to adapt to the changing market conditions. From a business point of view, we acknowledge that the upcoming FY25 still presents uncertainties due to the macro-geopolitical landscape, along with general conditions influenced by fluctuations in inflation and interest rates.

As a result, we expect reported revenue growth to be on par for the upcoming financial year FY25, around 2-6%, and anticipate a net result in the range of DKK 2-6 million.

Operational risk

The operational risks facing our business include those we have in common with other professional services firms. These include notably a deterioration in market conditions, attracting, developing and retaining the best talent in the market, claims and reputational damage caused by either an actual or a suspected failure to deliver services of appropriate quality, or by taking on inappropriate clients or engagements. It is vital for us to uphold a very high public trust with employees, clients, capital markets, regulators and society. We have implemented a system of quality management based on KPMG International's Quality Framework, and we regularly conduct enterprise risk assessments where we identify potential risks and their impact on our business. Based on that, we plan and perform remediating actions as well as quality performance and risk compliance reviews.

Financial risk

Our financial risk management is centralized, and our policy is to continuously monitor our financial risks and take necessary actions to minimize financial risk. It is our policy not to engage in active speculation in financial risk. We are exposed to credit risk through our ongoing work-in-progress and receivables, which is mitigated by a broad and diverse client base across several industries. We are to a limited extent exposed to market risks such as changes in currencies and interests. The current economic situation does not pose an overall elevated credit risk, and Management has factored this into the accounting policy. We do not have any material credit risk on individual debtors. We are to a minor extent exposed to fluctuations in foreign currencies, mostly USD and EUR. Our sales transactions are mostly carried out in Danish Kroner.

Events after the balance sheet date

No events materially affecting the assessment of the annual report have occurred after the balance sheet date.

Statement by the Board of Directors and the Executive Board

The Board of Directors and the Executive Board have today discussed and approved the annual report of KPMG P/S for the financial year 1 October 2023 – 30 September 2024.

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

In our opinion, the financial statements give a true and fair view of the Company's assets, liabilities and financial position at 30 September 2024 and of the results of the Company's operations and cash flows for the financial year 1 October 2023 – 30 September 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.

Copenhagen, 15 January 2025

Executive Board

Mads Raahede
CEO and Senior Partner

Board of Directors

Klaus Rytz
Chair and Partner

Henrik Barner Christiansen
Partner

Nikolaj Møller Hansen
Partner

Hans Jørgen Andresen
Partner

Jan Hove Sørensen
Partner

Independent auditor's report

To the shareholders of KPMG P/S

Opinion

We have audited the financial statements of KPMG P/S for the financial year 1 October 2023 – 30 September 2024, which comprise income statement, balance sheet, statement of changes in equity, statement of cash flows, notes and a summary of significant accounting policies, for the Company. The financial statements are prepared under 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 30 September 2024, and of the results of the Company's operations and cash flows for the financial year 1 October 2023 - 30 September 2024 in accordance with the Danish Financial Statements Act.

Basis for conclusion

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 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.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

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 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 judgment and maintain professional skepticism 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 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 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 Management's review

Management is responsible for the 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 Financial Statements Act.

Based on the work we have performed, we conclude that 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 Management's review.

Copenhagen, 15 January 2025
Redmark
Godkendt Revisionspartnerselskab
Company reg. no. 29 44 27 89

Anders Schelde-Mollerup Funder
State Authorised Public Accountant
mne30220

Financial statements KPMG P/S

1 October 2023 – 30 September 2024

Contents

Income statement

Note	DKK'000	2023/24	2022/23
2	**Revenue**	**1,028,236**	**939,287**
	Work performed for own account and capitalised	527	989
	Other operating income	14,835	10,743
3	Other external expenses	-381,597	-308,127
	Gross profit	662,001	642,892
4	Staff costs	-652,091	-635,266
5	Depreciation of property, plant and equipment and amortisation of intangible assets	-6,138	-6,820
	Operating profit	**3,772**	**806**
6	Financial income	1,541	374
7	Financial expenses	-350	-110
8	**Profit for the year**	**4,963**	**1,070**

Balance sheet: Assets

Note	DKK'000	2023/24	2022/23
	Non-current assets		
	Intangible assets		
5	Completed development projects	1,541	1,268
5	Goodwill	0	370
5	Software	104	181
	Total intangible assets	**1,645**	**1,819**
	Property, plant and equipment		
5	Equipment and leasehold improvements	7,444	9,411
	Total property, plant and equipment	**7,444**	**9,411**
	Investments		
9	Participating interest	188	149
10	Deposits	16,888	17,580
	Total investments	**17,076**	**17,729**
	Total non-current assets	**26,165**	**28,959**
	Current assets		
	Receivables		
	Trade receivables	133,004	171,885
11	Services in progress	62,785	58,139
12	Other receivables	24,084	22,796
	Receivables from partners	137	157
13	Prepayments	4,863	8,270
		224,873	**261,247**
	Cash and cash equivalents	**106,363**	**63,031**
	Total current assets	**331,236**	**324,278**
	Total assets	**357,401**	**353,237**

Balance sheet: Equity and liabilities

Note	DKK'000	2023/24	2023/22
	Equity		
14	Contributed capital	52,926	63,511
	Retained earnings	4,864	276
	Reserve for development costs	1,541	1,268
	Reserve for unpaid contributed capital	18,750	22,500
	Total equity	**78,081**	**87,555**
	Provisions		
15	Other provisions	5,707	5,735
	Total provisions	**5,707**	**5,735**
	Current liabilities other than provisions		
11	Services in progress	73,736	71,720
	Trade payables	61,108	55,560
	Other payables	138,769	132,667
		273,613	**259,947**
	Total liabilities other than provisions	**273,613**	**259,947**
	Total equity, provisions and liabilities	**357,401**	**353,237**
16	**Contractual obligations, contingencies, etc.**		
17	**Related party disclosures**		
18	**Events after the balance sheet date**		

Statement of changes in equity

Note	DKK'000	Contributed capital	Retained earnings	Reserve for develop-ment costs	Reserve for unpaid contributed capital	Total
	Equity at 1 October 2022	57,160	419	0	20,250	77,829
	Capital contribution	8,468	878	0	2,250	11,596
8	Capital decrease	-2,117	-823	0	0	-2,940
	Transfer, reserves	0	-1,268	1,268	0	0
	Transferred; see profit appropriation	0	1,070	0	0	1,070
	Equity at 30 September 2023	**63,511**	**276**	**1,268**	**22,500**	**87,555**
	Capital contributions	6,351	243	0	2,250	8,844
	Capital decrease	-16,936	-345	0	-6,000	-23,281
	Transfer, reserves	0	-273	273	0	0
8	Transferred; see profit appropriation	0	4,963	0	0	4,963
	Equity at 30 September 2024	**52,926**	**4,864**	**1,541**	**18,750**	**78,081**

Cash flow statement

Note	DKK'000	2023/24	2022/23
	Profit for the year	4,963	1,070
	Depreciation and amortisation	6,138	6,820
19	Other adjustments	-28	-1,947
20	Changes in working capital	46,290	15,197
	Cash flow from operating activities	**57,363**	**21,140**
	Acquisition of development projects	-527	-1,388
	Acquisition of software	0	-233
	Acquisition of equipment and leasehold improvements	-3,470	-4,249
	Acquisition of participating interests	-39	0
	Deposits (additions)	-1,946	-1,166
	Deposits (repayment)	2,638	110
	Cash flow from investing activities	**-3,344**	**-6,926**
	Proceeds from capital contributions	6,594	9,346
	Repayment of contributed capital	-17,281	-2,940
	Cash flow from financing activities	**-10,687**	**6,406**
	Cash flow for the year	**43,332**	**20,620**
	Cash and cash equivalents at the beginning of the year	63,031	42,411
	Cash and cash equivalents at year end	**106,363**	**63,031**

Notes

1. Accounting policies

The annual report of KPMG P/S for 2023/24 has been prepared in accordance with the provisions applying to reporting class C large entities under the Danish Financial Statements Act.
The accounting policies used are unchanged compared to last year, and the financial statements are presented in DKK

Foreign currency translation

On initial recognition, transactions denominated in foreign currencies are translated at the exchange rates 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, payables and other monetary items denominated in foreign currencies are translated at the exchange rates 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 latest financial statements is recognised in the income statement as financial income or financial expenses.

Income statement

Revenue

Revenue from the sale of services is recognised in the income statement as provided. Consequently, revenue corresponds to the selling price excluding VAT of the work performed under the percentage of completion method and includes outlays on clients. Measurement at selling price presupposes that total income and costs as well as the stage of completion at the balance sheet date can be determined reliably and that it is probable that payment will be received.

Work performed for own account and capitalised

Work performed for own account and capitalised includes staff cost for the year recognised in the costs for the Company's development projects in the balance sheet.

Other operating income

Other operating income includes grants provided by KPMG International, gains on disposal of assets, sublease rental income as well as net reimbursments received from public authorities.

Other external expenses

Other external expenses comprise costs related to sales, marketing, administration, office premises, training, etc.

Staff costs

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

Financial income and expenses

Financial income and expenses are recognised in the income statement at the amounts relating to the financial year. Financial income and expenses comprise interest income and expense, exchange gains and losses on payables and transactions denominated in foreign currencies.

Balance sheet

Development projects

Development projects that are clearly defined and identifiable, where the technical feasibility, sufficient resources and a potential future market or development opportunities are evidenced, 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 as well development costs. Other development costs are recognised in the income statement as incurred.
Development costs recognised in the balance sheet are measured at cost less accumulated amortisation and impairment losses.
Upon completion of development work, development costs are amortised on a straight-line basis over the estimated useful lives. The amortisation period is usually 3–5 years.

Goodwill

Goodwill is measured at cost less accumulated amortisation. Goodwill is amortised on a straight-line basis over the estimated useful life determined on the basis of Management's experience within the individual business areas. The amortisation period is 5 years.

Software

Software is measured at cost less accumulated amortisation and impairment losses. Software is amortised on a straight-line basis over the estimated useful lives. The amortisation period is usually three years.
Gains and losses on the disposal of software are determined as the difference between the selling price less selling costs and the carrying amount at the date of disposal.
Gains and losses are recognised in the income statement as other operating income or other operating costs, respectively.

Equipment and leasehold improvements

Equipment and leasehold improvements are measured at cost less accumulated depreciation and impairment losses.
Cost comprises the purchase price and any costs directly attributable to the acquisition until the date on which the asset is available for its intended use.
The depreciable amount, which is calculated as cost less any estimated residual value at the end of the useful life, is depreciated on a straight-line basis over the estimated useful life. The estimated useful lives of equipment and leasehold improvements are 3–10 years.
Gains and losses on the disposal of equipment and leasehold improvements are stated as the difference between the selling price less selling costs and the carrying amount at the date of disposal.
Gains and losses are recognised in the income statement as other operating income or other operating costs, respectively. The carrying amount of equipment and improvements is subject to an annual test for indications of impairment other than the decrease in value reflected by depreciation.

Impairment

Impairment tests are conducted of individual non-current assets or groups of assets when there is an indication that they may be impaired. Write-down is made to the recoverable amount if this is lower than the carrying amount.

The recoverable amount is the higher of an asset's net selling price and its value in use. The value in use is determined as the present value of the forecast net cash flow from the use of the asset or the group of assets, including forecast net cash flow from the disposal of the asset or group of assets after the end of the useful life.

Particiating interests

Participating interests (including associates) are measured at cost. When cost exceeds the recoverable amount, write-down is made to this lower value. The cost is reduced by dividends received exceeding accumulated earnings after the acquisition date.

Receivables

Receivables are measured at amortised cost, which usually corresponds to nominal value or net realisable value if lower.
The company has chosen to use IAS 39 as a basis for interpretation when recognising impairment of financial assets, which means that impairment losses are recognised to offset losses where an objective indication is deemed to have occurred that an account receivable or a portfolio of accounts receivable is impaired. If an objective indication shows that an individual account receivable has been impaired, an impairment takes place at individual level.

Services in progress

Services in progress are measured in accordance with the percentage of completion method to the selling price of the work performed at the balance sheet date plus out-of-pocket expenses less progress billings. The individual services in progress are recognised in the balance sheet as receivables or liabilities depending on whether the net value, determined as the selling price less progress billings, is positive or negative.

Prepayments

Prepayments comprise prepayments of costs relating to subsequent financial years.

Equity

Contributed capital

Unpaid contributed capital is recognised according to the gross method, according to which the unpaid contributed capital is recognised as a receivable in the balance sheet.

Dividends

Proposed dividends are recognised as a liability at the date on which they are adopted at the annual general meeting (declaration date). The expected dividend payment for the year is disclosed as a separate item under equity.

Reserve for development projects

The reserve for development projects is equivalent to the amount of capitalised development costs. The reserve cannot be used for dividends, distribution or to cover losses. The reserve is reduced by amortisation of capitalised development costs on an ongoing basis. If the recognised development costs are written down, the part of the reserve corresponding to the write-down of the developments costs will be reversed. If a write-down of development costs is subsequently reversed, the reserve will be re-established. If the recognised development costs are sold or in other ways disposed of, the reserve will be dissolved and transferred directly to the distributable reserves under equity.

Reserve for unpaid contributed capital

An amount equal to the unpaid contributed capital is reclassified from retained earnings to reserve for unpaid contributed capital.

Other provisions

Provisions are recognised when, as a result of past events, the Company has a legal or a constructive obligation, and it is probable that there may be outflow of resources embodying economic benefits to settle the obligation. Provisions are measured at the present value of the expenditures expected to be required to settle the obligation.

Corporation tax and deferred tax

The Company is transparent for tax purposes. Consequently, neither current tax nor deferred tax is included in the balance sheet.

Liabilities other than provisions

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

Cash flow statement

The cash flow statement shows the Company's cash flow from operating, investing and financing activities for the year, the year's changes in cash and cash equivalents as well as the Company's cash and cash equivalents at the beginning and end of the year.

Cash flow from operating activities

Cash flows from operating activities are calculated as the profit/loss for the year adjusted for non-cash operating items and changes in working capital.

Cash flow from investing activities

Cash flow from investing activities comprise payments in connection with acquisitions and disposals of intangible assets, equipment and leasehold improvements and investments.

Cash flow from financing activities

Cash flow from financing activities comprise proceeds or repayments related to changes in the Company's contributed capital, related costs and payment of dividends to shareholders as well as proceeds from raising and repayment of interest-bearing debt.

Cash and cash equivalents

Cash and cash equivalents comprise bank deposits.

Financial ratios

Financial ratios are calculated as follows:

Revenue growth $= \dfrac{\text{Revenue current year -Revenue prior year) x 100}}{\text{Revenue prior year}}$

Solvency $= \dfrac{\text{Total equity x 100}}{\text{Total assets}}$

DKK’000	2023/24	2022/23
2: Segment information		
Revenue arises from audit and advisory services, mainly delivered in Denmark		
Audit	329,989	286,369
Advisory	698,247	652,918
	1,028,236	**939,287**

DKK’000	2023/24	2022/23
3: Fees to auditor appointed at the general meeting		
Statutory audit	260	196
Tax/VAT and other services	535	548
Other assurance engagements	0	11
Total fees to Redmark	**795**	**755**

DKK’000	2023/24	2022/23
4: Staff costs		
Wages, salaries and partner remuneration	608,752	590,725
Pensions	37,215	38,923
Other social security costs	6,124	5,618
	652,091	**635,266**
Average number of employees, including partners	**715**	**744**

The Board of Directors did not receive remuneration for provision of board-related services in 2023/24 (2022/23: DKK 0). Pursuant to the exemption clause for reporting class C entities under section 98b(3) of the Danish Financial Statements Act, the Company has chosen to omit disclosure of executive board remuneration for 2023/24 as it would lead to disclosing the remuneration of a single person. Executive board remuneration amounted to DKK 7,559 thousand in 2022/23.

DKK’000	Completed devel-opment projects	Goodwill	Software	Equip-ment and leasehold improve-ments
5: Goodwill, software, equipment and leasehold improvements				
Cost at 1 October 2023	1,388	1,349	233	30,893
Additions	527	0	0	3,470
Disposals	0	-1,349	0	0
Cost at 30 September 2024	1,915	0	233	34,363
Depreciation and amortisation at 1 October 2023	-120	-979	-52	-21,482
Depreciation and amortisation	-254	-370	-77	-5,437
Depreciation on disposals	0	1,349	0	0
Depreciation and amortisation losses at 30 September 2024	-374	0	-129	-26,919
Carrying amount at 30 September 2024	**1,541**	**0**	**104**	**7,444**

Completed development projects

Completed development projects relate to development of new software. The projects are amortised over 3–5 years. The software is primarily used internally and has entailed increased productivity.

DKK’000	2023/24	2022/23
6: Financial income		
Interest income	1,541	225
Net foreign exchange gains	0	149
	1,541	**374**

DKK'000	2023/24	2022/23
7: Financial expenses		
Interest expense to banks	52	110
Net foreign exchange losses	298	0
	350	**110**

DKK'000	2023/24	2022/23
8: Proposed profit appropriation		
Retained earnings	4,963	1,070
	4,963	**1,070**

DKK'000	Participating interest
9: Participating interests	
Cost at 1 October 2023	149
Additions	39
Cost at 30 September 2024	188
Carrying amount at 30 September 2024	**188**

Name/legal form	Registered office	Equity interest	Equity	Profit/Loss for the year
KPMG Nordic Services OÜ (Associate)	Estonia	20.0%	1,152	-4
KPMG Komplementarselskab ApS	Denmark	21.9%	180	16

DKK'000	Deposits
10: Deposits	
Cost at 1 October 2023	17,580
Additions	1,946
Repayment	-2,638
Cost at 30 September 2024	16,888
Carrying amount at 30 September 2024	**16,888**

DKK'000	2023/24	2022/23
11: Services in progress		
Selling price of work performed	622,672	530,230
Progress billings	-633,623	-543,811
	-10,951	-13,581
Recognised as follows:		
Contract work-in-progress (assets)	62,785	58,139
Contract work-in-progress (liabilities)	-73,736	-71,720
	-10,951	-13,581

DKK'000	2023/24	2022/23
12: Other receivables		
Contributed capital receivables	18,750	22,500
Other receivables	5,373	296
	24,123	**22,796**

13: Prepayments

Prepayments consist of prepaid expenses concerning IT licences, parking, rent, insurance, etc.

14: Contributed capital

Changes in contributed capital since the Company's establishment are specified as follows:

DKK'000	2023/24	2022/23	2021/22	2020/21	2019/20
Balance at 1 October	63,511	57,160	46,082	51,400	49,627
Cash capital increase at par	6,351	8,468	11,078	0	1,773
Cash capital decrease	-16,936	-2,117	0	-5,138	0
	52,926	**63,511**	**57,160**	**46,082**	**51,400**
The share capital is specified as follows:					
A shares, 19,053,297 of nom. DKK 1 each	19,053				
B shares, 33,872,528 of nom. DKK 1 each	33,873				
	52,926				

All shares rank financially equally, however, A-shares – which are owned by state authorised public accountants only – will at all times constitute not less than 51% of the total voting rights in the Company.

The nominal contributed capital increased in FY24 amounted to DKK 6,351 thousand of which DKK 4,101 thousand is paid in cash. The nominal contributed capital decrease in FY24 amounted to DKK 16,936 thousand of which DKK 10,936 is paid out cash.

15: Other provisions

DKK'000	Other provisions
Other provisions at 1 October 2023	5,735
Used during the year	-108
Provisions for the year	80
Other provisions at 30 September 2024	**5,707**
The provisions are expected to be activated as follows:	
0–1 years	0
1–5 years	0
>5 years	5,707
Other provisions at 30 September 2024	**5,707**

Provisions comprise anticipated restoration costs in connection with the Company's premises leases to the extent that the Company is obliged to dismantle an asset or restore premises upon lease termination. Provisions include liability cases where provisions are made to cover losses on known and possible claims for compensation.

16: Contractual obligations, contingencies, etc.

Remaining operating lease obligations at the balance sheet date amount to DKK 107,390 thousand falling due within 5 years (2022/23: DKK 34,868 thousand), the increased amount is due to a renewed lease agreement on our Copenhagen premise. In 2023/24, operating lease payments incurred amounted to DKK 25,046 thousand (2022/23: DKK 28,408 thousand).

KPMG P/S is part in a few pending disputes, and provisions have been made for estimated costs related to these. In Management's opinion, the outcome of these disputes will not materially affect the Company's financial position in excess of what has been recognized as provision at 30 September 2024.

KPMG P/S has a credit facility in place with the Company's bank. An asset pledge (virksomhedspant) of DKK 20,000 thousand has been granted to the Company's bank in relation to the bank credit facility. As of 30 September 2024 and 2023, the credit facility was not utilized.

17: Related party disclosures

KPMG P/S' related parties comprise the following:

Control:
KPMG P/S is owned by the partners. No parties exercise control.

Other related parties:

- Leadership team and Board of Directors and their close family members
- KPMG Komplementarselskab ApS
- KPMG Nordic Services OÜ (Associate)
- KPMG International Limited, UK

Related party transactions:
In accordance with section 98c(7) of the Danish Financial Statements Act, the Company has chosen only to disclose transactions that are not carried out on an arm's length basis. There are no such transactions.

18: Events after the balance sheet date

No events materially affecting the assessment of the annual report have occurred after the balance sheet date.

DKK'000	2023/24	2022/23
19: Other adjustments		
Provisions adjustments recognised during the year	-28	-1,947
	-28	-1,947

DKK'000	2023/24	2022/23
20: Changes in working capital		
Change in receivables	32,624	4,289
Change in current liabilities other than provisions	13,666	10,908
	46,290	-15,197

Follow us on social media and on kpmg.dk