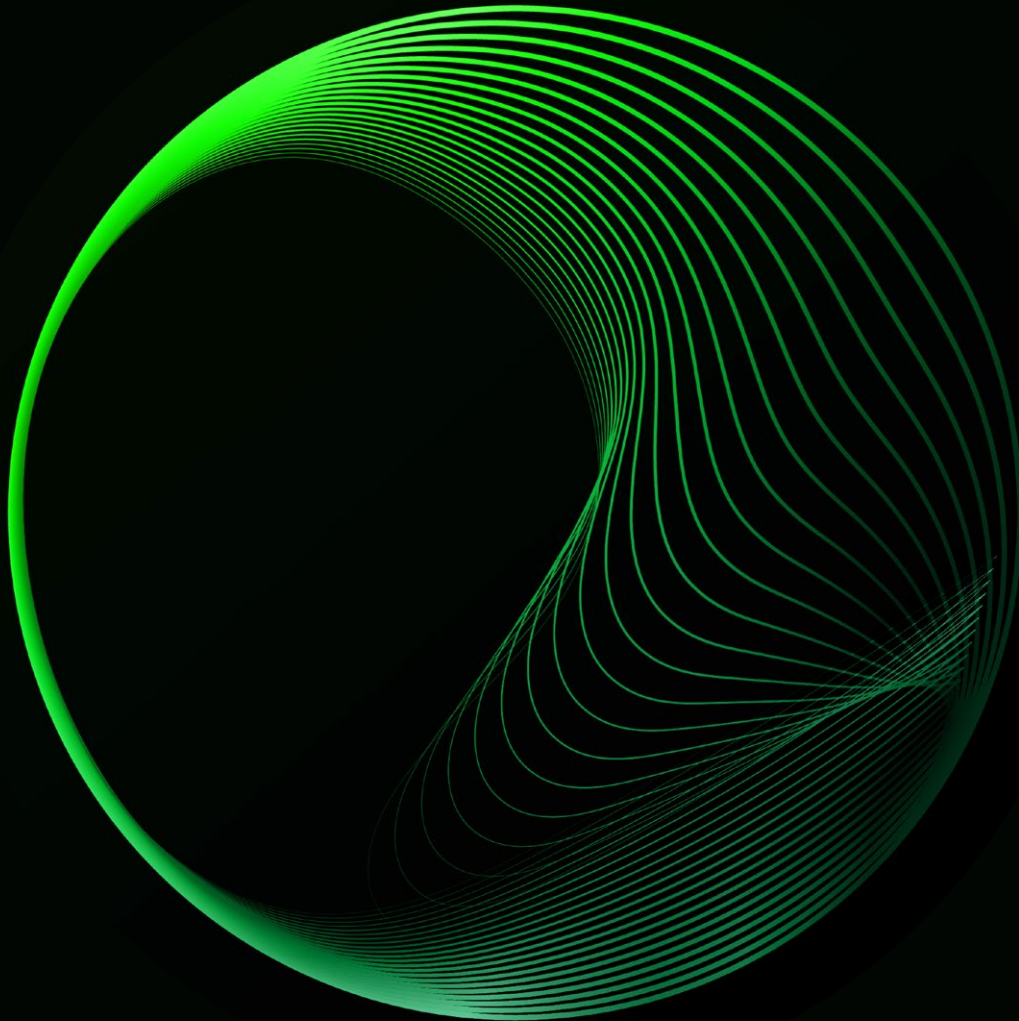




2026 Transparency Report

Deloitte Statsautoriseret Revisionspartnerselskab
Business Registration No. 33 96 35 56
For the year ended 31 May 2026
Date published 30 September 2026

This report sets out the practices and processes that are currently employed by Deloitte Statsautoriseret Revisionspartnerselskab in accordance with the requirements of the European Union’s Regulation 537/2014 on specific requirements regarding statutory audit of public-interest entities. The transparency report covers the financial year from 1 June 2025 to 31 May 2026.

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Leadership message 2026¹

Leadership Message

This financial year has been transformative for Deloitte and the world around us. We have navigated geopolitical uncertainty, complex security landscapes, and volatile market conditions while maintaining our commitment to perform to the highest quality standards and take our role as guardians of the public trust very seriously. Our underlying business model is robust, and we have proven ourselves a stable partner capable of navigating complexity worthy of the trust of our clients.

Our People and Culture

We are a diverse workplace with around 3,000 professionals representing 59 different nationalities. I am proud that 86% of our people experience their work environment as respectful and inclusive. We continue to work with our Employee Resource Groups and Talent Communities to shape how we operate and deliver the best service to our clients while attracting top talent.

One of the most critical factors in retaining talent is quality leadership. We have launched leadership programmes across the organisation to develop leaders capable of supporting talents to be ambitious, lean in, and encourage risk-taking. True courage emerges when people know they have a safety net – when they know that if they leap and don’t land perfectly, someone will catch them.

Our talent brand remains strong. In the Universum survey, we ranked #6 among business students and #18 among IT students. While our rankings are particularly strong among business students, we recognise we need to be even better at telling the value and possibilities for choosing Deloitte as a workplace among IT students.

Making waves in the industry

We win in the market through building and

strengthening the right relations, strong industry knowledge, and matching the right capabilities with our clients’ needs. During FY26, we were appointed as auditor for several significant clients – these appointments reflect our position within the audit and assurance sector across diverse industries – from advanced technology and renewable energy to heritage companies and humanitarian organisations.

Our business proves responsive to market changes, and clients consistently recognize us for our agility and high-quality work. This success stems from our continuous investment in technology and innovation across all business areas. As a global firm, Deloitte is investing significantly in generative AI, with a strategy focused on three core pillars: helping clients transform their business by adopting GenAI responsibly; bringing new services to market using GenAI; and reimagining and scaling service delivery through new platforms and solutions for our people.

Deloitte Audit & Assurance has made significant progress in transforming our work delivery through innovative technologies like our audit execution platforms innovative technologies like Deloitte Omnia and Deloitte Levvia. These solutions, combined with our exceptional people and digitized processes, enable our practitioners to apply innovation meaningfully to audits while keeping the human factor at the center.

Throughout FY26, we have proudly served leading organizations across Denmark – from global companies and public organizations to fast-growing enterprises. This success is built on the foundation of our people, whose expertise, commitment, and agility make us a trusted partner in a rapidly evolving market.

Our commitment to quality

Deloitte Denmark continues to prioritize our System of Quality Management (“SQM”) as a key element of our global audit and assurance quality strategy. We are on top by implementing the Public Company Accounting Oversight Board’s standard on a Firm’s System of Quality Control (QC 1000) effective on 15 December 2026. We believe this continues to strengthen our SQM. The firm’s proactive approach to managing engagement quality, addressing risks, and driving advancements in quality management processes reflects its dedication

to continuous improvement and innovation. Deloitte Denmark’s annual evaluation of its SQM as of 31 May 2026 underscores the firm’s unwavering focus on robust quality management processes and its relentless pursuit of continual improvement.

Looking Ahead: Connect to Compete

As I settled into the CEO role during FY26, I initiated a new strategy process focusing on how Deloitte will ‘Connect to Compete’ going forward. The new strategy builds on the foundation of the Elevate strategy, while accelerating our ability to scale, integrate, and deliver impact in a rapidly changing, technology-enabled world.

‘Connect’ will be the keyword defining Deloitte’s strategic direction: connecting technologies and people to accelerate how we work and deliver client impact and connecting across geographies and business units to deliver industry eminence at scale. Deloitte Nordic and EMEA will be instrumental in this effort.

I believe we are strongest when we work together and operate as one unified team. Our competitive advantage lies not in individual brilliance, but in seamless collaboration across all levels and practices. When we connect and collaborate continuously, we become something truly special.

In FY27, we will finalise and launch our ‘Connect to Compete’ strategy and enter an exciting new chapter for our firm. Another exciting year is coming, and I am surrounded by a strong organisation filled with remarkable talent. I am looking forward to it.

In this transparency report, you will find details about our organization and our efforts to ensure consistent high quality in our audits and assurance services.

Enjoy the read!

Martin Nyrop, CEO and partner

¹ Throughout this report, the terms “Deloitte, we, us, and our” refer to one or more of Deloitte Touche Tohmatsu Limited, its network of member firms, and their related entities. For more information about the Deloitte network, please see page 6 or About the network (deloitte.com).



Deloitte network

Deloitte Denmark: Legal structure and ownership until 1 June 2026

Until 1 June 2026, Deloitte Denmark² was connected to the Deloitte network through Deloitte North and South Europe (NSE) LLP, a UK limited liability partnership. Deloitte NSE was the member firm in Deloitte Touche Tohmatsu Limited (DTTL) to which Deloitte Denmark reported. Deloitte NSE comprised the Deloitte firms in the UK, Switzerland, Ireland, the Netherlands, Belgium, Nordics (Denmark, Finland, Iceland, Norway and Sweden), Deloitte Central Mediterranean (Italy, Greece and Malta), the Middle East and Cyprus.

The aforementioned firms operated as separate independent legal entities and provided services in their respective countries in accordance with professional standards. Deloitte NSE did not take on client engagements.

Deloitte EMEA: Regional structure and governance from 1 June 2026

On 1 June 2026, a new Deloitte Europe, Middle East and Africa member firm of Deloitte Touche Tohmatsu Limited was established (“Deloitte EMEA”), bringing together Deloitte North and South Europe (NSE), Deloitte Central Europe (DCE) and Deloitte Spain. Deloitte EMEA brings together 132,000 professionals, led by approximately 6,000 partners, operating in more than 80 countries. Deloitte EMEA is intended to strengthen cross-border collaboration at greater pace and scale, support strategic alignment and enable regional investment in areas including innovation, technology platforms and talent development.

Each participating firm continues to exist as a separate local legal entity with its own board and executive leadership. Deloitte Denmark is a co-shareholder in Deloitte Nordic A/S, which serves as the joint Nordic participating firm in Deloitte EMEA, representing the Deloitte firms in Denmark, Sweden, Norway, Finland and Iceland. Deloitte EMEA extends its practice rights to Deloitte Denmark through Deloitte Nordic A/S, which does not provide professional services to clients.

From 1 June 2026, each participating firm in the EMEA territories – for Deloitte Denmark via Deloitte Nordic A/S - became a shareholder in Deloitte EMEA BV, a Belgian private limited company with a respective representation on the EMEA Board.

Ownership structure in Deloitte Denmark

The main activity in Deloitte Denmark is to deliver audit, assurance and advisory services in Denmark within the limits of the auditor legislation.

Deloitte Denmark General Partner ApS acts as general partner and is owned by Holdingselskabet af 1 Juni 2017 Statsautoriseret Revisionsaktieselskab.

Network description

The Deloitte network

The Deloitte network (also known as the Deloitte organization) includes a globally connected network of DTTL member firms and their respective related entities operating in more than 150 countries and territories across the world. These separate and independent member firms operate under a common brand.



Deloitte Touche Tohmatsu Limited (DTTL or Deloitte Global)

Deloitte Touche Tohmatsu Limited is a private company limited by guarantee incorporated in England and Wales. DTTL serves a coordinating role for its member firms and their related entities by requiring adherence to policies and protocols with the objective of promoting a consistently high level of quality, professional conduct, and service across the Deloitte network.

“Deloitte” is the brand under which over 470,000 dedicated professionals and practitioners in independent member firms (or their respective related entities) throughout the world collaborate to provide leading professional services to nearly 90% of the Fortune Global 500® and thousands of private companies. Our people deliver measurable and lasting results that help reinforce public trust in capital markets and enable clients to transform and thrive. These member firms are members of DTTL. DTTL, these member firms and each of their respective related entities form the Deloitte organization. Each DTTL member firm and/or its related entities provides services in particular geographic areas and is subject to the laws and professional regulations of the country or countries in which it operates. Each DTTL member firm is structured in accordance with national laws, regulations, customary practice, and other factors, and may secure the provision of professional services in its respective territories through related entities. Not every DTTL member firm or its related entities provides all services, and certain services may not be available to attest clients under the rules and regulations of public accounting. DTTL, and each DTTL member firm and each of its related entities, are legally separate and independent, cannot obligate or bind any other, and are liable only for their own acts and omissions, and not those of any other. The Deloitte organization is a global network of independent firms and not a partnership or a single firm. DTTL does not provide services to clients.

² Deloitte Statsautoriseret Revisionspartnerselskab is referred to throughout this report as “Deloitte Denmark”.



Deloitte Denmark

Governance – leadership in action

Objective

The leadership structure in Deloitte Statsautoriseret Revisionspartnerselskab is established to comply with the requirements of the Danish Companies Act and to support an active and involving partnership.

Equity partners

Deloitte Statsautoriseret Revisionspartnerselskab is a partner company whose ultimate owners are the Danish equity partners. The equity partners have influence on overall decisions like ultimate policies, strategies and action plans. This influence is implemented informally through the equity partners’ daily work in the Company and through discussions with the Company’s leadership teams; Board, Partner Council, CEO and Executive team. Formally, the influence is implemented through partner meetings, dialogue with leadership teams and at the Company’s general assembly.

Board

As of 1 September 2026, the Board consists of eight members among which three are appointed by the equity partners and two members are appointed by Deloitte NSE LLP. All five are elected at the Company’s general assembly, and three are elected by the employees. Six of the eight members are state authorised public accountants or statutory auditors. In addition one observer who is not entitled to vote.

Partner Council

The members of the Partner Council are elected among and by the equity partners. The Partner Council oversees and ensures fairness and partner matters in the Danish partnership. Furthermore, the Partner Council as well as the Board has an oversight role of the CEO and the executive team.

CEO

The CEO is in charge of the daily management of Deloitte Denmark in accordance with the policies, strategies and action plans developed in cooperation with the Company’s equity partners and approved by the Board.

Executive team

The CEO has established an Executive team to support him in the daily management of the Company. In addition to the CEO, the Executive team consists of the Heads of the four business units, National Markets, People & Purpose, Sustainability, Risk & Reputation, and the COO. The Executive team meets regularly to implement the approved policies, strategies and action plans.

Head of Audit & Assurance

Lars Siggaard Hansen, Head of Audit & Assurance, is appointed by the Deloitte Denmark’s CEO. Lars Siggaard Hansen and senior management develop and implement the strategy for the Audit & Assurance practice, including related policies and procedures. In all their activities, Deloitte Denmark is responsible for the overarching objective of quality, including compliance with applicable professional standards and regulatory requirements. Deloitte Denmark’s strategy is developed in alignment with the overall strategic direction established for the Deloitte network.

Deloitte Audit & Assurance leaders participate in Deloitte network groups that set and monitor quality standards, and from which a number of quality, risk and regulatory initiatives emanate.

Our purpose and commitment Instilling trust and confidence



At Deloitte Denmark, our purpose is to make an impact that matters by helping to protect the public interest and building trust and confidence in business and capital markets. For Audit & Assurance, this means constantly evolving audit and assurance processes, leveraging leading-edge technology, applying a diversity of skillsets, knowledge, and experience to deliver high-quality services. We are committed to relentlessly raising the standards of quality and always acting with integrity, independence, and transparency. We are continuously building our capabilities to support the delivery of high-quality audit and assurance engagements and making leading contributions to shaping the future of the profession.



Executive team

As of 1 September, 2026



Martin Nyrop
CEO



Niels Peter Holm Larsen
COO



Anne Kathrine Wennergren Holm
Head of Sustainability



Bjørn Winkler Jakobsen
Head of National Market



Nikolaj Malchow-Møller
Head of People & Purpose



Troels Toft Sørensen
Chief Risk Officer



Lars Siggaard Hansen
Head of Audit & Assurance



Ulrik Linder Jakobsen
Head of Technology & Transformation



Sigurd Ersted Jensen
Head of Strategy, Risk and Transactions Advisory



Niels Josephsen
Head of Tax & Legal

Board

As of 1 September, 2026



Lars Kronow
Chair



Anja Svendgaard Dalgas
Vice Chair



Therese Kjellberg



Jane Whitlock



Kasper Bruhn Udam



Lena Lykkegård
Elected employee board member



Julius Damsgaard
Elected employee board member



Nidha Rizwan
Elected employee board member

Corporate and governance structure

NSE governance structure until 1 June 2026

Deloitte NSE's governance structure consists of the NSE Board, NSE Executive, governance bodies in individual geographies within NSE and leadership in the individual geographies, in accordance with the NSE Partnership Agreement.

The NSE Board has established a number of sub-committees to assist in its work, including committees for Remuneration, Nomination, Governance & Composition, Partner Matters and Fairness, Transformation, People & Purpose, and Audit & Risk.

Nordic governance structure

Deloitte Nordic, consists of Deloitte in Norway, Denmark, Sweden, Finland and Iceland. On 1 June 2026 Deloitte Nordic became a participating Firm in EMEA. Deloitte Nordic's governance structure consists of the Nordic Executive and Nordic Board of Directors. Nordic Board of

Directors consists of representatives from each country. Nordic is represented as a geography in both the EMEA Board and EMEA Executive.

Nordic Executive

The Nordic leadership team, Nordic Executive, consists of heads of our four Nordic Business Units, and the CEOs in each country. The group also consists of the following Nordic leaders; COO, CFO, CIO, Growth Leader, Reputation and Risk Leader and People & Purpose Leader. The Nordic Executive is chaired by the Nordic CEO, Anders Dons.

Nordic Executive's primary task is to establish and implement the joint Nordic strategy and business plan in line with the strategy in EMEA. Nordic Executive shall also ensure compliance with DTTL guidelines in the individual country, including audit quality, and monitor risk management.

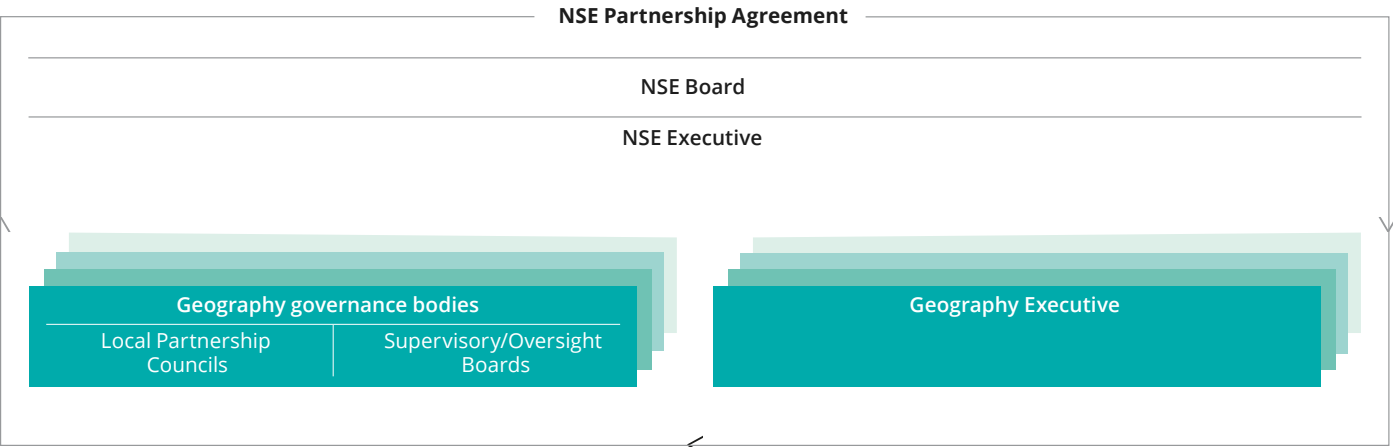
The NSE Partnership Agreement forms the basis for governing NSE until 1 June 2026.

The NSE Board is the primary governance body in NSE and is responsible for ensuring good governance and administration of NSE. The NSE Board cooperates with the NSE Executive to provide input, support and approve the long-term strategic objectives for NSE. The NSE Board also monitors risk-taking in each business area, geography, monitors leadership functions, ensures compliance with DTTL obligations and is responsible for promoting and protecting the partners' interests.

The NSE Executive is responsible for developing NSE's strategy, visions and policies, and for verifying implementation and completion thereof.

Governance bodies are established in individual geographies where this is agreed or required pursuant to legal and/ or regulatory provisions and their purpose is also to monitor local partner issues.

Geography executives work together with the NSE Executive to ensure development and implementation of approved plans in line with the NSE strategy, tailored to reflect local market conditions.



Deloitte's priority focus on quality

Deloitte's commitment to quality is central to everything we do. We consistently deliver on this commitment by instilling a culture of quality, integrity, and excellence across the network, establishing business and financial priorities, and developing effective processes, tools, and technologies applied in the execution of engagements. Deloitte's brand is defined by the high-quality audit and assurance services delivered and by the unwavering commitment to continuous improvement of our systems of quality management. Keeping pace with emerging economic, business, and regulatory conditions, as well as technological advances, is critical to the continual enhancement of Deloitte's role in protecting the public interest and supporting the effective functioning of the corporate reporting ecosystem.

Leadership commitment and tone at the top

Deloitte's culture of quality, integrity, and excellence begins with a strong tone from the top—from senior leadership through to the leaders in all our offices and audit and assurance engagements. This commitment is demonstrated through the direct involvement of leaders in initiatives emphasizing that quality and professional behavior is the highest priority for audit and assurance practitioners at all levels and consistent messaging that reinforces the importance placed on executing high-quality engagements. Deloitte sets high ethical standards for the conduct of all its professionals and embeds integrity expectations into the Deloitte Global Principles of Business Conduct.

Deloitte's relentless pursuit of quality defines not just what we do, but who we are.

ISQM 1 introduces a risk-based approach to the SQM that requires firms to respond to quality objectives and risks to our ability to execute high-quality audits in the following areas:

- The firm's risk assessment process;
- Governance and leadership;
- Relevant ethical requirements;
- Acceptance and continuance of client relationships and specific engagements;
- Engagement performance;
- Resources;
- Information and communication; and
- The monitoring and remediation process.

The effective implementation of ISQM 1 has been and remains a key element of Deloitte's global audit and assurance quality strategy.

As part of the implementation of ISQM 1, quality objectives, quality risks and responses were formalized and brought together in a globally consistent technology platform to facilitate the design and maintenance of the system, as well as the operation through tri-annual self-assessments by business process owners and reporting capabilities to support the required annual evaluation.

Deloitte Denmark continues to work with leaders across the firm, as well as the broader network, to further enhance our proactive approach to managing the quality of engagements performed—identifying and addressing risks to quality and driving continued advancements in quality management processes serves us well into the future as the environment within which we operate continues to evolve and become increasingly complex.

Consistent with Deloitte's culture of continuous improvement and innovation, Deloitte Denmark's efforts relating to ISQM 1 and our SQM provide us the opportunity to continually challenge ourselves—examining those areas where we can further enhance and transform our SQM. Quality is always front and center, and robust quality monitoring processes play an integral role in our ability to continually improve.

ISQM 1 requires an annual evaluation of the SQM. Deloitte Denmark performed its annual evaluation of its SQM as of 31 May 2026.

Conclusion on the effectiveness of the SQM

Deloitte Denmark is responsible for designing, implementing, and operating a SQM for audits or reviews of financial statements, or other assurance or related services engagements performed by the firm, that provides the firm with reasonable assurance that the objectives of the SQM are being achieved. The objectives are:

- The firm and its personnel fulfill their responsibilities in accordance with professional standards and applicable legal and regulatory requirements, and conduct engagements in accordance with such standards and requirements; and
- Engagement reports issued by the firm or engagement partners are appropriate in the circumstances.

Deloitte Denmark conducted its evaluation in accordance with the ISQM 1.

Deloitte Denmark concluded that the SQM provides the firm with reasonable assurance that objectives of the SQM are being achieved as of 31 May 2026.

Reasonable assurance is obtained when the SQM reduces to an acceptably low level the risk that the objectives of the SQM are not achieved. Reasonable assurance is not an absolute level of assurance, because there are inherent limitations of a system of quality management.

Independence, objectivity, and professional skepticism

The execution of high-quality audit and assurance engagements requires independence, objectivity, and professional skepticism. This means a continuous and tangible focus on Deloitte's critical role in serving the public interest, including creating a culture of quality where doing the right thing is of paramount importance. Deloitte consistently reinforces the important role of auditors as independent evaluators who must maintain a mindset of professional skepticism throughout the conduct of our work. This approach is reflected in Deloitte policies, methods, procedures, and learning, and is reinforced through quality management and accountability measures.

Audit & Assurance approach

Deloitte's approach to performing a high-quality engagement involves the use of audit and standards-based assurance methodologies, common across the Deloitte network, supplemented by tools for use by our practitioners to plan, perform, supervise, review, document, conclude, and communicate the results of each engagement. Deloitte's approach is underpinned by professional standards, as well as the requirements of applicable laws and regulations.

Deloitte's audit methodology is risk-based, focusing on the financial statement account balances, disclosures, and underlying assertions that have a reasonable possibility of being materially misstated. Our methodologies are also dynamic—it evolves continuously to keep pace with the changing demands of investors, companies, and other stakeholders. It recognizes that advances in the availability and management of large data sets, in statistical science as well as Generative AI (GenAI) are relevant to continuing to enhance the quality of Deloitte engagements.

Resources to support Deloitte practitioners in the execution of high-quality engagements

The resources applied by Deloitte practitioners in the performance of their work include the proprietary tools, guidance, materials, and practice aids used in conducting engagements, which are available to all our practitioners in the Research Portal, an extensive online library, and in our audit execution platforms (such as Deloitte Omnia and Deloitte Levvia). These resources drive greater standardization and consistency across Deloitte firms. Deloitte regularly issues guidance to our practitioners and communicates developments that should be factored into audit risk assessments and responses in order to maintain and drive quality execution.

Consultation

Quality and risk management considerations are integral to Deloitte's audit and assurance business and to the performance of engagements. That is why Deloitte views consultation as an essential, collaborative process—one that involves robust challenge and helps determine the most appropriate answers to complex questions. Deloitte has identified circumstances where consultation outside of the engagement team is required in order to demonstrate an appropriate level of professional judgment and the exercise of professional skepticism. Deloitte consultation policies require that conclusions are documented, understood, and implemented. Foundational to the effectiveness of the consultation process is Deloitte's investment in consultation resources who have the appropriate skills and expertise. In addition to formal consultations, whenever engagement partners and teams need additional information or perspectives, they are encouraged to seek assistance from the Audit & Assurance Quality and Risk team, or others in the organization with specialized knowledge.



External and internal quality monitoring



Monitoring of quality

A continued focus on quality is of paramount importance to the Deloitte brand. It is critical that a Deloitte engagement is consistently executed and of high-quality, wherever in the world it is performed.

The objective of monitoring and remediation processes are to provide relevant, reliable, and timely information about the design, implementation, and operation of the SQM to leadership in order to enable appropriate and timely actions to be taken to respond to identified deficiencies. This includes the identification of deficiencies and good practices in the SQM and the assessment of the effectiveness of remedial actions in driving improvements in audit quality.



SQM monitoring

SQM monitoring is an integral part of Deloitte Denmark's monitoring activities and considers relevant requirements in ISQM 1, as well as evaluating the design, implementation and operating effectiveness of responses that address the quality risks that have been identified for the firm.

Key components of SQM monitoring include:

- Risk-based approach to selecting business processes, quality risks and responses to monitor.
- Mandatory moderation panel to drive consistency in evaluating findings and deficiencies.

- Identifying appropriate resources (from within Deloitte Denmark as well as from other Deloitte geographies or Deloitte Global) with the right experience.



Inspections of completed engagements

Key components of inspections of completed engagements include:

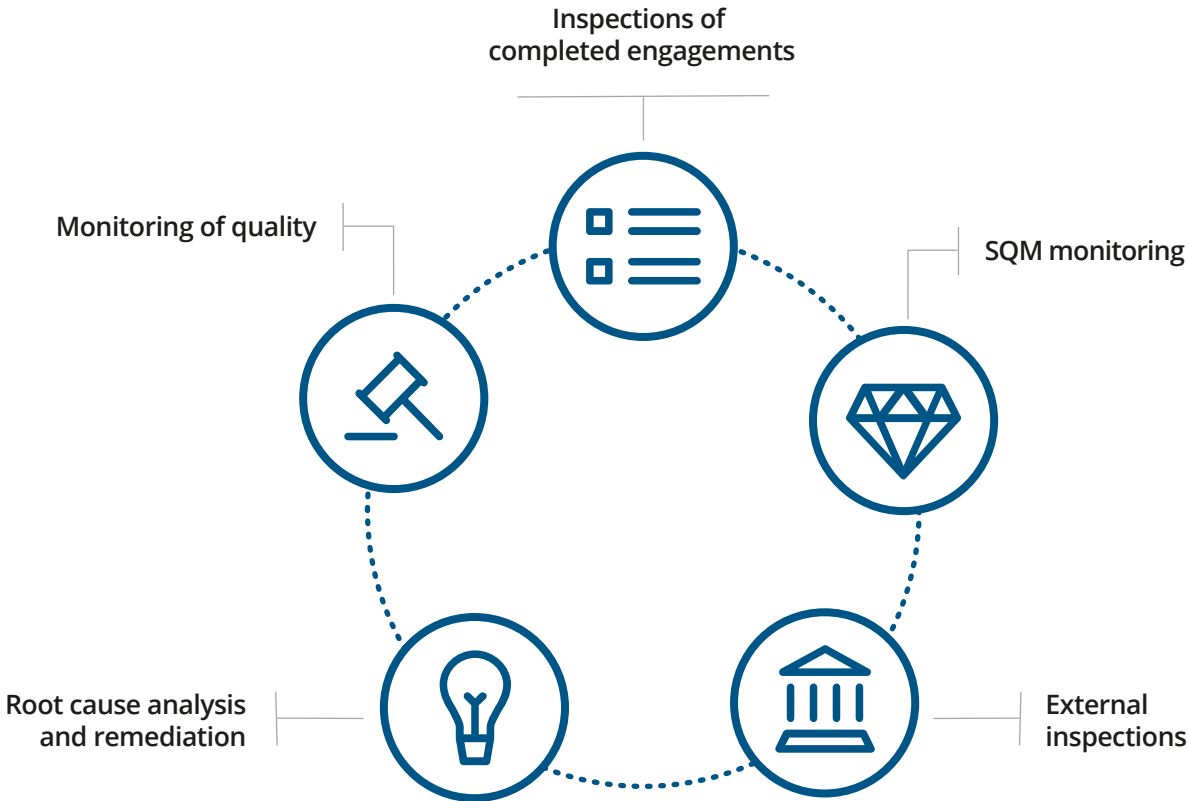
- Risk-based engagement selection and consideration of all major industries served by Deloitte Denmark while considering all signing partners or partner equivalents on a cyclical basis.
- Mandatory moderation panel to drive consistency in findings and engagement ratings.
- Identifying appropriate resources (from within Deloitte Denmark as well as from other Deloitte geographies or Deloitte Global) with the right experience and industry knowledge.



External inspections

In addition to Deloitte Denmark's own monitoring of quality, we are subject to external monitoring by the Danish Business Authority (DBA) and the Public Company Accounting Oversight Board (PCAOB).

The results of the latest inspection by the DBA were published in March 2026. The conclusion from the DBA was the following:



“During the quality control, the Danish Business Authority has not become aware of any circumstances that would give reason to conclude that an adequate quality management system adapted to the company's size and operational characteristics has not been established and applied. The Danish Business Authority has not become aware of any circumstances that would give reason to conclude that the reviewed statement assignment was not performed in accordance with the requirements of auditor legislation and the quality management system. Based on the quality control conducted, the Danish Business Authority has decided to close the quality control without further follow-up. Cf. Auditors Act § 35 a, subsection 1, no. 1. The Danish Business Authority hereby considers the quality control in 2025 to be concluded.”

The Public Company Accounting Oversight Board (PCAOB) conducted in cooperation with the Danish Business Authority an inspection of Deloitte Denmark in May 2026. The final report is not yet received.



Root cause analysis and remediation

Continuous improvement is essential to Deloitte's culture of quality and excellence. Understanding why engagement level findings and SQM deficiencies occur is critical to being able to design effective remedial actions. When engagement level findings or SQM deficiencies are identified, whether through internal or external monitoring activities, actions are taken to identify gaps and develop appropriate remediation activities. Remediation is imperative to drive continuous improvement in quality and avoid future similar findings. Audit quality initiatives are prepared by Deloitte Denmark and provides for effective implementation and monitoring of key audit quality priorities.

Professional development and performance management

At the core, Deloitte has a single, global mandatory audit technical learning curriculum, tailored for learners by level, using a dynamic blend of live instructor-led, digital on-demand courses, and on-the-job activities.

All client service practitioners are required to follow the firm's learning requirements for their roles and complete sufficient continuing professional education (CPE) each year to ensure both compliance with regulatory standards and Deloitte internal policies. This is achieved through structured, formal learning programs, such as internal or external courses, seminars, or e-learning, and all of these programs cover the full range of the Talent Standards (e.g., leadership & professional competencies, function-specific technical competencies, and competencies in areas of specialization).

All client service practitioners have clearly defined role expectations and Global Talent Standards which outline the capabilities that are required of practitioners at each level.

Deloitte has made substantial investments in talent and learning strategies and transformed the technical curriculum to build the refreshed skillsets and proficiency required by level.

Aligned to Deloitte Audit & Assurance (A&A) audit quality risk efforts to deliver a more skills-focused career experience, Deloitte prioritizes providing modernized learning experiences that are skills-based, tailored, and relevant for practitioners and professionals in their specific roles.

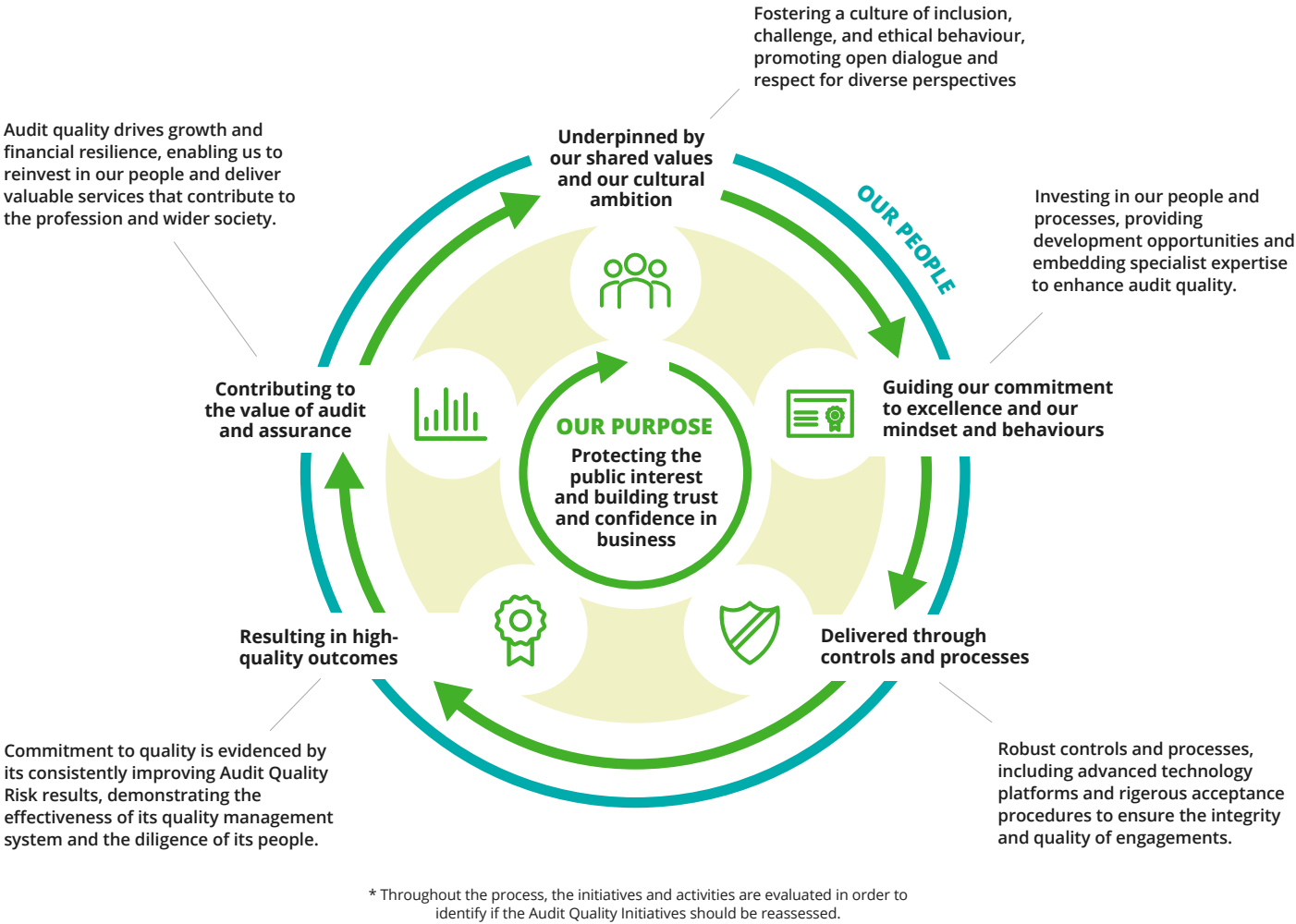
Deloitte has also established specific learning offerings for specialists working on engagements to support their knowledge and understanding. In addition, client service practitioners working on Assurance engagements are provided with a range of learning offerings responsive to emerging business needs.

The objective of the Deloitte Denmark professional development program is to help partners and practitioners maintain and enhance their professional competence and ensure consistency of execution. To supplement on-the-job development, Deloitte Denmark provides formal continuing professional development programs in relevant subject areas consistent with the Deloitte Global Audit & Assurance Curriculum.

Through tailored learning journeys, we empower our people to advance their careers while strengthening their technical, professional, and leadership capabilities.

The learning journey approach is highly relevant for the goal-setting process, and we will continue our work on strengthening the link between learning journeys and our talents' development plans to ensure high-quality training aligned with business goals, Global Talent Standards and societal impact. We are committed to continuing to invest significantly in our talents' learning over the coming years, with a focus on continuous development to meet evolving needs and maintain excellence in learning outcomes. We continue to have a strong focus on our leadership programme. As part of this, training is offered within personal development, personal sustainability, and how to catalyse high performance within teams. Psychological safety and ethical leadership are key in ensuring teams are defined by high levels of inclusion, commitment, and respect.

Deloitte University
Deloitte actively cultivates the collective knowledge and skills of Deloitte people globally through continued investment in Deloitte Universities, the cornerstone of our organization's commitment to leadership development and technical training for Deloitte people around the world. These are state-of-the-art learning and development centers focused on Deloitte culture and founded in the principles of connectedness and leadership in a highly inclusive learning environment. Being together for "moments that matter" is critical as



we develop the next generation of leaders, as well as create—and strengthen—the connections that are so important to succeeding in a global organization serving multinational clients.

Audit & Assurance Leadership appointments
Critical Audit & Assurance leadership roles are clearly defined. A formalized role profile and key performance indicator framework establishes a robust foundation for ensuring consistency in leadership appointments and evaluations across the Deloitte Audit & Assurance network, enabling alignment between member firm and Deloitte Global Audit & Assurance strategic objectives. Deloitte maintains globally consistent standards for member firm Audit & Assurance leaders, including Audit & Assurance Business Leaders, Audit & Assurance Quality Leaders, and Audit & Assurance Risk Leaders through clearly defined roles, responsibilities, and expected success outcomes. These

inform objective setting and evaluation processes and reinforce Deloitte's culture of quality and excellence. Robust monitoring of succession planning helps ensure Deloitte is developing and appointing the appropriate individuals with the capabilities to achieve these consistent standards.

Attraction and retention
The current environment for talent is extremely competitive and attraction and retention of our people is a strategic priority for Deloitte. Deloitte is focused on transforming the Audit & Assurance talent experience, including reimagining the ways of working to improve retention and further advance our inclusive culture and the well-being of all Deloitte people. We are continuously looking at opportunities to collectively enhance the talent experience. This focus on our people and retention of top talent enhances Deloitte's ability to deliver high-quality.



Quality through AI-enabled innovation



Strengthening A&A quality through AI-enabled innovation

Deloitte Audit & Assurance (A&A) is advancing with purpose as we execute our digital transformation strategy. In a landscape defined by rapid technological development, the focus remains on delivering high-quality engagements while adapting how A&A work is performed. Responsible innovation is fundamental to this approach. We seek to capture technological opportunities while maintaining the centrality of professional judgment, integrity, and trust.

A key recent development is the introduction of an embedded network of intelligent agents within Deloitte Omnia, Deloitte's global cloud-based audit platform. This advancement supports teams with enhanced, context-aware insights, and real-time workflow assistance. These capabilities enable our people to analyze information, identify potential risk factors, support compliance and regulatory assessments, and reinforce the consistency and quality of procedures. Throughout, the principle of "human in the loop" remains paramount.

These capabilities are designed to augment, not replace, professional judgment: A&A professionals and practitioners remain responsible for challenging and validating the outputs of technology, ensuring that technology serves as an enabler of quality rather than a replacement for critical thinking or professional skepticism.

These enhancements are complemented with practical and ethical guidance, drawing on recognized frameworks such as Trustworthy AI™. Our people have access to regular and targeted learning, that reinforces the importance of human oversight, and alongside updated practice aids and guidance from subject matter specialists, supports teams in navigating new challenges and adapting to evolving stakeholder requirements.

Deloitte A&A's training and talent model is designed to equip teams not only to use technology, but also to apply professional skepticism, challenge estimates, assess disclosures, understand automated assurance workflows, and investigate exceptions or anomalies identified through digital capabilities. The Deloitte

Global A&A talent framework and delivery models have also been revised, so that teams are equipped to operate confidently in a digital environment—balancing human oversight with the power of artificial intelligence.

Security, integrity, and client data

Deloitte recognizes that the security and confidentiality of client data are fundamental to maintaining stakeholder trust and delivering credible engagement outcomes. As processes increasingly rely on cloud-based platforms and digital solutions, we continue to make investments to protect data safety and privacy. Deloitte A&A applies a security-by-design approach across the technology lifecycle, including upfront risk and data assessments, secure engineering standards, controlled testing and release processes, and ongoing monitoring and remediation in production. These controls are designed to support the confidentiality and security of client data throughout the A&A technology lifecycle.

We adhere to applicable regulatory requirements and industry standards concerning data handling, encryption, and access management. Secure data flows minimize risk of error or unauthorized access. Real-time oversight within Omnia enables early identification and resolution of anomalies, supporting prompt responses to potential risks.

Direction, supervision, and review (DSR) principles are embedded within both our technology and methodologies, extending not only to AI-enabled solutions but to many facets of digital engagement execution. Updated practice aids and practitioner guidance reinforce this focus on DSR across engagements.

Deloitte A&A's approach to technology usage is built on responsible stewardship of information. Through secure platforms, robust processes, and ongoing professional vigilance we continue to uphold the integrity expected by the public, regulators, and capital markets.

Remuneration

Basis for the partners’ remuneration in audit firms

Execution of high-quality is expected from all practitioners and is embedded across the Deloitte network. This is recognized through reward and recognition programs and is built into performance standards at every level, against which practitioners’ overall evaluations are measured.

In accordance with global policies, Deloitte Denmark’s partners are evaluated on a yearly basis, and depending on the outcome of the evaluation, the remuneration of partners may increase or decrease. Specifically, partner evaluations take the following factors into account:

Quality: Uncompromising quality in all professional work.

Risk: Consistent and strong contributions across all areas of risk.

Performance: Strong performance against key metrics and objectives.

People: Demonstration of strong leadership skills and partner behaviours which reflect the organisation’s culture. Contributions across all aspects of talent management, including people development, coaching and mentoring.

Clients: Client portfolio managed and roles performed.

Platform: Leading and contributing to executing the transformation strategy.

Business: Shaping and delivering on the firm’s strategic and financial plan.

Stewardship: Thought leadership, innovation and brand protection roles.

Collaboration: Working across the firm and being inclusive of other partners and our people.

Independence and Ethics

Deloitte Global Independence



Sets **independence policies and procedural expectations** based upon the Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants and, where applicable, the independence standards of the US Securities and Exchange Commission and the Public Company Accounting Oversight Board.

Supports network services that a firm uses in the design, implementation, and operation of their system of quality management, including:



Technological resources: Global systems to provide its people with entity information to support compliance with personal and professional independence requirements, including financial interests, scope of service, and business relationship approvals.

Intellectual resources: Independence policy, e-learning, monitoring instructions and other tools, templates, and guidance.

Human resources: Technical independence expertise, as required, which also informs potential enhancements to intellectual resources.



Supports various elements of a firm’s **system of quality management** monitoring and remediation process, as determined to be appropriate.



Promotes **independence awareness** across the Deloitte network through active engagement with independence and business leadership groups and periodic communications and alerts.

Deloitte Denmark Independence

Deloitte Denmark has designed and implemented and operates a system of quality management (“SQM”) for the relevant independence requirements as it relates to audit or reviews of financial statements, and other assurance or related services engagements (“Independence SQM”). The Independence SQM comprises responses (policies and procedures) that address independence quality risks to the achievement of the independence objectives. The responses are based on expectations set out in Deloitte Global Independence policies, and are supplemented, as appropriate, to reflect additional national or regional requirements that may be more restrictive than Deloitte Global policies. Deloitte Denmark’s leadership reinforces the importance of compliance with independence and related quality management standards, thereby setting the appropriate tone at the top and instilling its importance into the professional

values and culture of Deloitte Denmark. Strategies and procedures to communicate the importance of independence to partners, other practitioners, and support staff have been adopted, emphasizing each individual’s responsibility to understand and meet the independence requirements. The Independence Leader is responsible for overseeing independence matters within Deloitte Denmark, including the design, implementation and operation of the Independence SQM.

The firm’s Independence SQM comprises responses to the following key independence areas:

- Client, engagement, and business relationships, including use of the independence business process tools: the Deloitte Entity Search and Compliance (DESC) system and the Service Request Monitoring (SRM) application

- Firm and personal financial relationships, including the use of the Global Independence Monitoring System (GIMS)
- Employment and other relationships
- Independence confirmations
- Independence consultations
- Independence-related policies and communications
- Independence learning
- Breaches of independence requirements
- Disciplinary measures for failures to adhere to applicable independence requirements

The firm's Independence SQM also includes detective monitoring responses over some of the key independence areas to ensure independence compliance.

All responses (including the detective monitoring responses) in the Independence SQM are tri-annually self-assessed and subject to SQM monitoring for design, implementation and operating effectiveness on a risk-based approach.

DESC
Deloitte Entity Search and Compliance

Global, searchable database containing specific entity information relevant in determining personal and professional independence restrictions

SRM
Service Request Monitoring

Application integrated with DESC that provides a standard business process workflow for submitting and reviewing preapproval requests to provide services to clients

GIMS
Global Independence Monitoring System

Application that contains financial relationship data with relevant independence compliance indicators

Long association requirements of audit partners and practitioners

The rotation requirements in the Danish Public Accountants Act state that it is not possible to sign the audit report for a public interest entity for more than seven years. In Deloitte Denmark, a leadership group monitors the staffing of the firm's public interest entities and ensures rotation of key members of the audit team in compliance with the requirements and without loss of important knowledge and experience about the client's business.

Confirmation of review of independence practices and monitoring

In accordance with Article 13.2 (g) of the EU Audit Regulation, we confirm that an internal review of our independence practices has been properly conducted as a part of the internal SQM testing. The review is performed by another Deloitte member firm. Our internal review provided us with assurance that these policies are, in general, appropriately observed and, where exceptions are noted, identify where further action is required. In addition, the practice review includes an assessment of compliance with Deloitte Global independence policies and Danish additions. Any findings are reported by Chief Risk Officer to CEO.

Ethics
At Deloitte, we are steadfast in our commitment to the highest standards of ethics, integrity, and quality. Our culture is built on respect, inclusion, and professionalism, dedicated to fostering a workplace free from discrimination, harassment, and any form of unethical behaviour. These principles are at the heart of our [Deloitte Global Principles Business conduct](#). To support these values, we have a 'Speak-Up' whistleblower mechanism that allows employees, clients and others to report concerns confidentially and securely.

In addition to the Global Code, other foundational elements of Deloitte's ethics program include global policies, a program of training and communications, and established reporting channels supported by defined incident management protocols. For continuous improvement, regular program assessments and reviews are conducted, and feedback is collected from Deloitte people through an annual ethics survey.

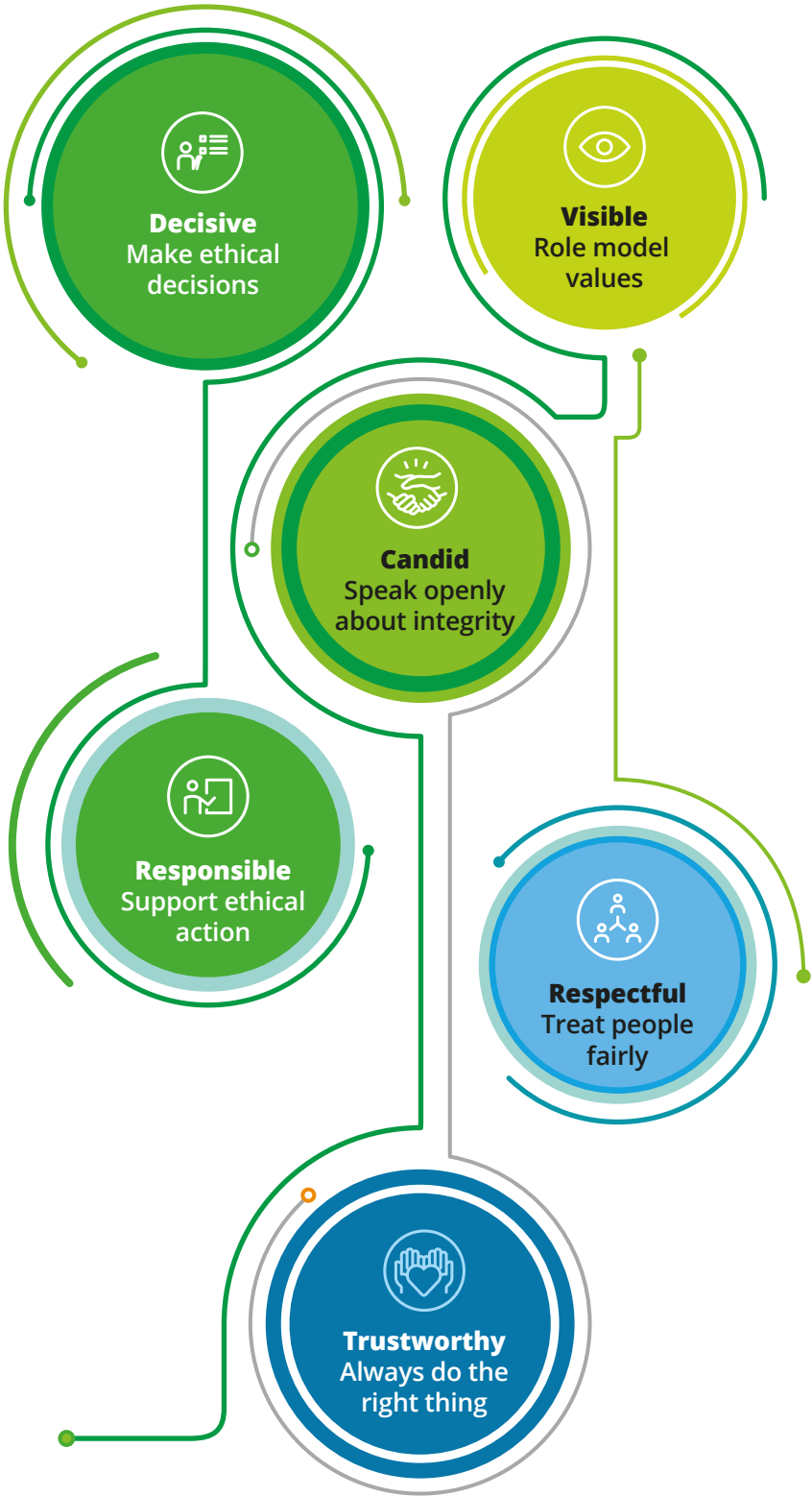
Ethics at Deloitte is led by the Deloitte Global Chief Ethics Officer at the global level, and by member firm Ethics Officers at the local level, all of whom are experienced partners with direct access to the member firm's CEO and governing body. Deloitte Global and member firm ethics leaders work together to continually monitor risk and to reinforce compliance with the Global Code.

Deloitte Denmark maintains policies and procedures that build on global policies and are designed to provide reasonable assurance that its people comply with relevant ethical requirements.

The ethical requirements for audit and related assurance services provided by Deloitte Denmark are in accordance with national professional requirements. Deloitte Denmark also complies with Deloitte Global policies and procedures, which align with the requirements and guidance set out in the international Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants, a standard-setting body of the International Federation of Accountants (IFAC).

Deloitte Denmark reinforces its commitment to ethics and integrity through communication tools, learning programs, compliance processes, and measurement systems for all people. Ethics training is required for all Deloitte professionals every two years and for all new hires E-learning courses include a confirmation that professionals are aware that answers to tests included in the e-learning should not be shared with others, as doing so would constitute a violation of the Global Code.

In addition, Deloitte Denmark conducts ethics reviews of senior leaders and requires all partners, other practitioners, and support staff to confirm annually that they have read and comprehended the member firm's Code of Conduct and understand that it is their responsibility to comply with it.



Appendices



Appendix A | EU/EEA audit firms

Disclosure in accordance with Article 13.2 (b)(ii)-(iv) of the EU Audit Regulation

EU/EEA Member State (Article 13.2 (b)(iii) EU Audit Regulation: the countries in which each audit firm that is a member of the network is qualified as a statutory auditor or has its registered office, central administration, or principal place of business)

Name of audit firms carrying out statutory audits in each Member State (Article 13.2 (b)(ii) EU Audit Regulation: the name of each audit firm that is a member of the network)

EU/EEA Member State	Name of audit firms carrying out statutory audits in each Member State
Austria	Deloitte Audit Wirtschaftsprüfungs GmbH
	Deloitte Niederösterreich Wirtschaftsprüfungs GmbH
	Deloitte Oberösterreich Wirtschaftsprüfungs GmbH
	Deloitte Salzburg Wirtschaftsprüfungs GmbH
	Deloitte Tirol Wirtschaftsprüfungs GmbH
	Deloitte Wirtschaftsprüfung Steuerberatung DWS1 Steiermark GmbH
Belgium	Deloitte Bedrijfsrevisoren/Réviseurs d'Entreprises BV/SRL
Bulgaria	Deloitte Audit OOD
Croatia	Deloitte d.o.o. za usluge revizije
Cyprus	Deloitte Limited
Czech Republic	Deloitte Audit s.r.o.
	Deloitte Assurance s.r.o.
Denmark	Deloitte Statsautoriseret Revisionspartnerselskab
Finland	Deloitte Oy
France	Deloitte & Associés
	Deloitte Audit Holding
	BEAS
	Constantin Associés
	Pierre-Henri Scacchi et Associés
	Revi Conseil



EU/EEA Member State	Name of audit firms carrying out statutory audits in each Member State
Germany	Deloitte GmbH Wirtschaftsprüfungsgesellschaft
	Deutsche Baurevision GmbH Wirtschaftsprüfungsgesellschaft
	SüdTreu Süddeutsche Treuhand GmbH Wirtschaftsprüfungsgesellschaft
Greece	Deloitte Certified Public Accountants S.A.
Hungary	Deloitte Könyvvizsgáló és Tanácsadó Kft.
Iceland	Deloitte ehf.
Ireland	Deloitte Ireland LLP
Italy	Deloitte & Touche S.p.A.
Latvia	Deloitte Audits Latvia SIA
Liechtenstein	Deloitte (Liechtenstein) AG
Lithuania	UAB Deloitte Lietuva
Luxembourg	Deloitte Audit
Malta	Deloitte Audit Limited
Netherlands	Deloitte Accountants B.V.
Norway	Deloitte AS
Poland	Deloitte Audyt spółka z ograniczoną odpowiedzialnością spółka komandytowa
	Deloitte Audyt spółka z ograniczoną odpowiedzialnością
	Deloitte Assurance Polska spółka z ograniczoną odpowiedzialnością spółka komandytowa
	Deloitte Assurance Polska spółka z ograniczoną odpowiedzialnością
Portugal	Deloitte & Associados, SROC S.A.
Romania	Deloitte Audit SRL
Slovakia	Deloitte Audit s.r.o.
Slovenia	Deloitte Revizija d.o.o.
Spain	Deloitte Auditores, S.L.
Sweden	Deloitte AB

Disclosure in accordance with Article 13.2 (b)(iv) of the EU Audit Regulation

The total turnover achieved by the audit firms that are members of the network, resulting from the statutory audit of annual and consolidated financial statements: €2.4 billion³

³ Amount represents an estimate determined based upon best efforts to collect this data. Certain Deloitte audit firms registered to perform statutory audits in respective member states provide statutory audit services as well as other audit, assurance, and non-audit services. While Deloitte endeavored to collect specific statutory audit turnover for each EU/EEA Deloitte audit firm, in certain cases turnover from other services has been included. The turnover amounts included herein are as of 31 May 2026, except for a limited number of instances where a Deloitte audit firm has different financial year-end or has not finalized its reporting for such period. In these cases, turnover amounts are for the relevant financial year or preceding financial year. Where currency other than the Euro is used in the member state, the amount in Euros was translated using an average exchange rate in effect for the period 1 June 2025 to 31 May 2026.

Appendix B | Financial information

Disclosure in accordance with Article 13.2 (k)(i)-(iv) of the EU Audit Regulation

The breakdown of the Deloitte Statsautoriserede Revisionspartnerselskab´s 2025/26 turnover:

Turnover	DKK'm
Statutory audit (PIEs or PIE subsidiaries)	188
Statutory audit (non-PIEs or non-PIE subsidiaries)	876
Non-audit services (audited PIEs or PIE subsidiaries)	103
Non-audit services (audited non-PIEs or non-PIE subsidiaries)	803
Non-audit services (other entities)	3.387
Total	5.357



Appendix C | Public interest entities

Disclosure in accordance with Article 13.2 (f) of the EU Audit Regulation

Public interest entities audited for statutory purposes by Deloitte Statsautoriseret Revisionspartnerselskab in the financial year 2025/26:

Financial companies, cf. section 1a, subsection 3b, of the Danish Public Accountants Act

AkademikerPension - Akademikernes Pensionskasse
Arbejdsmarkedets Tillægspension
Aros Forsikring - gensidigt forsikringsselskab
Danica Pension, Livsforsikringsaktieselskab
Dansk Boligforsikring A/S
Dragsholm Sparekasse
Ekspres Bank A/S
Facit Bank A/S
Forsikringsselskabet Dansk Sundhedssikring A/S
Frørup Andelskasse
Gf Forsikring A/S
Industriens Pensionsforsikring A/S
Kongeriget Danmarks Hesteforsikring G/S
Lægernes Bank A/S
LÆGERNES PENSION - pensionskassen for læger

P+, Pensionskassen for Akademikere
Pensionskassen Arkitekter & Designere
Pensionskassen for Jordbrugsakademikere og Dyrhlæger
Pensionskassen for teknikum- og diplomingeniører
Pædagogernes Pension - pensionskassen for pædagoger
Rise Sparekasse
Rønde Sparekasse
SAMPENSION LIVSFORSIKRING A/S
Saxo Bank A/S
Velliv, Pension & Livsforsikring A/S

Companies that have equity investments, debt instruments or other securities admitted to trading on a regulated market in an EU country or an EEA country cf. section 1a, subsection 3a of the Danish Public Accountants Act

Bang & Olufsen A/S
BioPorto A/S
ChemoMetec A/S
Danske Andelskassers Bank A/S
Danske Bank A/S
Force BidCo A/S
Genmab A/S
GreenMobility A/S
Grønlandsbanken A/S
Hvidbjerg Bank A/S
Investeringsforeningen Carnegie Wealth Management
Investeringsforeningen Falcon Invest
Investeringsforeningen Fundamental Invest

Investeringsforeningen Great Dane
Investeringsforeningen Gudme Raaschou
Investeringsforeningen IA Invest
Investeringsforeningen Lån & Spar Invest
Investeringsforeningen PortfolioManager
Investeringsforeningen StockRate Invest
Investeringsforeningen TOBA Investments
Investeringsforeningen ValueInvest Danmark
Investeringsselskabet Luxor A/S
Kapitalforeningen IA Invest
Kapitalforeningen Independent Invest
Kapitalforeningen SDG Invest
Kommunekredit
Københavns Lufthavne A/S
Lån & Spar Bank A/S
Møns Bank A/S
Nilfisk Holding A/S
Novo Nordisk A/S
Per Aarsleff Holding A/S

Prime Office A/S
Realkredit Danmark A/S
Ress Life Investment A/S
Royal Unibrew A/S
SJF Bank A/S
Solar A/S
Strategic Investments A/S
TDC Net A/S
Tivoli A/S
Vestas Wind Systems A/S
Værdipapirfonden Independent Invest I
Værdipapirfonden Independent Invest II
Øresundsbro Konsortiet I/S
A/S Øresundsforbindelsen

Disclosure in accordance with section 1, subsection 1-3 and section 2, subsection 1, schedule 5 of Regulation of Municipal and Regional Audit

I/S Amager Ressourcecenter
I/S AV Miljø
Nordværk I/S
Trafikselskabet Movia



Appendix D | Equity owners in Deloitte

Deloitte Statsautoriseret Revisionspartnerselskab is owned by the following equity owners, as of 1 September 2026.

Equity owners who are state authorized public accountants (each owns an A-share of 0.4 DKK'm)

Niels-Jørgen Andersen	Thomas Kühn	Hans Tauby
Morten Egelund	Michael Thorø Larsen	Sofus Emil Tengvad
Mads Haugegaard Albrechtsen	Jakob Olesen	Kasper Bruhn Udam
Mads Fauerskov	Bill Haudal Pedersen	Kåre Kansonen Valtersdorf
Bjørn Winkler Jakobsen	Jens Ringbæk	Niels Skannerup Vendelbo
Nikolaj Erik Johnsen	Sumit Sudan	Henrik Jacob Wellejus
Anders Kreiner	Glenn Sørensen	

Equity owners who is a state authorized public audit companies (each owns an A-share of 0.4 DKK´m)

Equity owner:	100 % owned by:
AOG 1073 Statsautoriseret Revisionsanpartsselskab Business Registration No 34047936	Anders Oldau Gjelstrup
AVD 273 Statsautoriseret Revisionsanpartsselskab Business Registration No 34047901	Anders Vad Dons
jali8082 ApS Business Registration No 46348028	Jakob Lindberg
LAK 6060 Statsautoriseret Revisionsanpartsselskab Business Registration No 34075115	Lars Kronow
LSH Statsautoriseret Revisionsanpartsselskab Business Registration No 45289575	Lars Siggaard Hansen
TRA 11941 Statsautoriseret Revisionsanpartsselskab Business Registration No 37740829	Thomas Rosquist Andersen

DD Statsautoriseret Revisionsanpartsselskab, Business Registration No 34075605 owns 22 A shares of 0.4 DKK´m. DD Statsautoriseret Revisionsanpartsselskab is owned 100% by Holdingselskabet af 1 juni 2017 Statsautoriseret Revisionsaktieselskab.⁴

Other equity owners (each owns an A-share of 0.4 DKK´m.)

Jes Østergaard Andersen	Nina Caroline Calov Funch	Anton Georgiev Kupernov	Kristian Skotte
Palle Juhl Andersen	Peter Grydgaard	Dan Leitner	Henrik Stephansen
Jan Auerbach	Emil Peter Hansen	Tinnamaria Marlou Larsson-Bertelsen	Jakob Ørskov Sondenbroe
Jonas Miland Bank	Tore Stürmer Heyden	Jørgen Leisner	Jens Sønderkær
Guido Björn Baier	Troels Vincents Hjortholm	Troels Ellemose Lorentzen	Henrik Sørensen
Camilla Boest	Anne Kathrine Wennegren Holm	Anders Harritz Lund	Michael Theill
Anne Birgitte Brændstrup	Jacob Leth Holme	Martin Nedersøe	Kasper Toftemark
Peter Engelund Christiansen	Tore Christian Holroyd-Jensen	Martin Søegaard Nielsen	Michael Vad
Tinus Bang Christensen	Sanne Højris	Adam Nyboe Norsker	Kristina Korning Wedege
Thomas Clifford	Ulrik Linder Jakobsen	Martin Nyrop	Sara Stentz Zahle
David Egebjerg Colgan	Christian Bækdal Johannsen	Peter Sandfeld Olesen	
Anja Dalgas	Hans Gustav Calov Jørgensen	Jesper Aagaard Rasmussen	
Mads Damborg	Daniel Rud Jørgensen	Thomas Ravn	
Hans Henrik Bonde Eriksen	Søren Nøddebo Kabel	Kristian Salling	
Camilla Maria Holstener Fahrenholtz	Jesper Kamstrup-Holm	Alan Saul	

Equity owner (each owns an A-share of 0.4 DKK´´m)

FreMaNo Holding ApS Business Registration No 45635325
GUW ApS Business Registration No 43524097
Harbo Madsen Invest ApS Business Registration No 42892440
IWJ Invest ApS Business Registration No 46077148
LNB Invest ApS Business Registration No 46509838
MAP 16056 ApS Business Registration No 45997138
MSR 20453 ApS Business Registration No 44866358
NIJ 11940 ApS Business Registration No 36474521
NPL 11597 ApS Business Registration No 43983644
SEJ 10844 ApS Business Registration No 40156038
Somerset ApS Business Registration No 45885089
THA 5871 ApS Business Registration No 34075581
Ties Risk Services Werkmaatschappij B.V.
Totara Caravans ApS Business Registration No 45635864
UR 12564 ApS Business Registration No 44863952

100 % owned by:

Jesper Bianco Hildebrandt
Gustaf Waenerlund
Christian Harbo Madsen
Ida Wollenberg Juul
Lars Nygaard Bertelsen
Martin Ahnfeldt Poulsen
Mads Stærdahl Rosenfeldt
Niels Josephsen
Niels Peter Holm Larsen
Sigurd Ersted Jensen
Kim Hendil Tegner
Thomas Andersen
Hendrikus Jan van Beek
Michael James Robinson
Ursula Riis

⁴ Number of shares, please see page 34

B-shares

Lars Kronow owns 40 B-shares of nom. 100 DKK, in total 4,000 DKK.

Holdingselskabet af 1. juni 2017 Statsautoriseret Revisionsaktieselskab owns 30 B-shares of nom. 100 DKK, in total 3,000 DKK.

The equity owners’ total ownership and voting share in the Company

The 26 state authorised public accountants own directly or indirectly each one A-share that in total amount to nominal 10.4 DKK’m of the share capital in the Company corresponding to 13.83% of the voting rights.

Holdingselskabet af 1. juni 2017 Statsautoriseret Revisionsaktieselskab owns indirectly 22 A-shares, nominal 8.8 DKK’m and directly 30 B-shares, nominal 0.003 DKK’m, corresponding to 27.66% of the voting rights.

Lars Kronow owns 40 B-shares, nom. 4,000 DKK, corresponding to 21,28% of the voting rights.

Totally, 19.2 DKK’m of the share capital of the Company, corresponding to 62.77% of the voting rights is owned by state authorised public accountants or state authorised audit companies.

The 70 equity owners that are not state authorised public accountants or state authorised audit companies own directly or indirectly A-shares to a total nominal value of 28 DKK’m, corresponding to 37.23% of the voting rights.

Deloitte Statsautoriseret Revisionspartnerselskab hold 14 A-shares nominal 5.6 DKK’m, corresponding to 10,6 % of share capital. No voting rights associated with the shares as long as they are own shares

Each A-share of DKK 400,000 in nominal value carries one vote, and each B-share of DKK 100 in nominal value carries one vote.

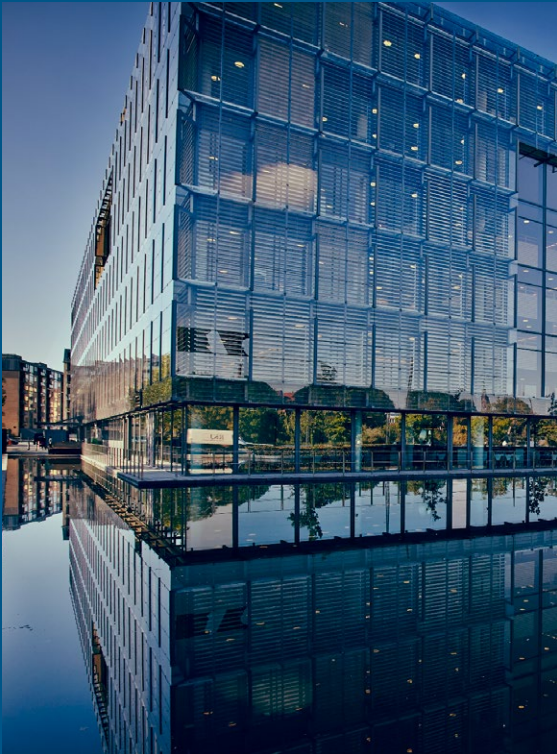


Deloitte offices in Denmark

As of 1 September 2026

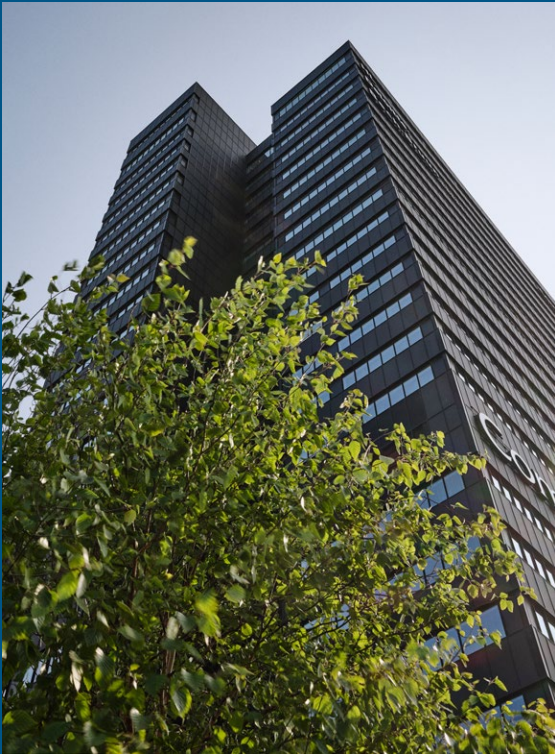
Copenhagen

Weidekampsgade 6
2300 Copenhagen S
Phone +45 36 10 20 30
koebenhavn@deloitte.dk



Aarhus

Værkmestergade 2
8000 Aarhus C
Phone +45 89 41 41 41
aarhus@deloitte.dk





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