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# **Bain Innovation P/S**

**Kristen Bernikows Gade 1, 1105 Copenhagen K**

**Company reg. no. 37 08 77 26**

## **Annual report**

**1 January - 31 December 2024**

The annual report was submitted and approved by the general meeting on the 15 July 2025.

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**Hans Henrik Beck**  
Chairman of the meeting

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## **Management's statement**

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Today, the Management has approved the annual report of Bain Innovation P/S for the financial year 1 January - 31 December 2024.

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

We consider the chosen accounting policy to be appropriate, and in our opinion, the financial statements give a true and fair view of the financial position of the Company at 31 December 2024 and of the results of the Company's operations for the financial year 1 January – 31 December 2024.

Further, in our opinion, the Management's review gives a true and 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 K, 15 July 2025

### **Executive board**

Hans Henrik Beck  
Managing Director

Guy Brusselmans  
Director

### **Board of directors**

Diane Fernandes  
Chairman of the Board

Domenico Azzarello  
Member of the Board

Hans Henrik Beck  
Member of the Board

## **Independent auditor's report**

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### **To the Shareholders of Bain Innovation P/S**

#### **Opinion**

We have audited the financial statements of Bain Innovation P/S for the financial year 1 January - 31 December 2024, which comprise a summary of significant accounting policies, income statement, balance sheet, statement of changes in equity and notes, 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 31 December 2024, and of the results of the Company's operations for the financial year 1 January - 31 December 2024 in accordance with the Danish Financial Statements Act.

#### **Basis for Opinion**

We conducted our audit in accordance with International Standards on Auditing (ISAs) and the additional requirements applicable in Denmark. Our responsibilities under those standards and requirements are further described in the "Auditor's Responsibilities for the Audit of the Financial Statements" section of our report. We 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.

## **Independent auditor's report**

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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.
- Plan and perform the audit of the financial statements to obtain sufficient appropriate audit evidence regarding consolidated financial information of the entities or business units as a basis for forming an opinion on the financial statements. We are responsible for the direction, supervision and review of the audit work performed. We remain solely responsible for our audit opinion.

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 Management's Review.

## **Independent auditor's report**

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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 July 2025

### **Grant Thornton**

Certified Public Accountants  
Company reg. no. 34 20 99 36

**Dennis Nielsen**  
State Authorised Public Accountant  
mne47768

**Emil Odfeldt**  
State Authorised Public Accountant  
mne50608

## **Company information**

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<b>The company</b>	Bain Innovation P/S Kristen Bernikows Gade 1 1105 Copenhagen K
	Company reg. no. 37 08 77 26 Established: 15 September 2015 Domicile: Copenhagen Financial year: 1 January 2024 - 31 December 2024
<b>Board of directors</b>	Diane Fernandes, Chairman of the Board Domenico Azzarello, Member of the Board Hans Henrik Beck, Member of the Board
<b>Executive board</b>	Hans Henrik Beck, Managing Director Guy Brusselmans, Director
<b>General partner</b>	Bain & Company Denmark Komplementar ApS
<b>Auditors</b>	Grant Thornton, Godkendt Revisionspartnerselskab Lautrupsgade 11 2100 København Ø
<b>Parent company</b>	Bain & Company Denmark P/S

## **Management's review**

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### **Description of key activities of the company**

The principal activities are to provide management consulting services as well as any other business incidental thereto.

### **Unusual circumstances**

The company has in the financial year received a tax-free group contribution amounted to t.DKK 19.239.

### **Significant changes in the company's activities and financial matters**

The gross profit for the year totals t.DKK 20.780 against t.DKK 18.856 last year. Income or loss from ordinary activities after tax totals t.DKK -9.628 against t.DKK -7.313 last year. Management considers the net profit or loss for the year as expected.

### *Financial resources*

The ultimate parent company Bain & Company Inc. has in support letter of 11 March 2025 given commitment to support the company, so that the company's normal business activities will continue and the capital resources are intact until 1. January 2026.

### **Events occurring after the end of the financial year**

No events have occurred subsequent to the balance sheet date, which would have material impact on the financial position of the company.

## **Accounting policies**

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The annual report for Bain Innovation P/S has been presented in accordance with the Danish Financial Statements Act regulations concerning reporting class B enterprises. Furthermore, the company has decided to comply with certain rules applying to reporting class C enterprises.

The accounting policies are unchanged from last year, and the annual report is presented in DKK.

### **Recognition and measurement in general**

Income is recognised in the profit and loss account concurrently with its realisation, including the recognition of value adjustments of financial assets and liabilities. Likewise, all costs, these including depreciation, amortisation, writedown, provisions, and reversals which are due to changes in estimated amounts previously recognised in the profit and loss account, are recognised in the profit and loss account.

Assets are recognised in the statement of financial position when the company is liable to achieve future, financial benefits and the value of the asset can be measured reliably.

Liabilities are recognised in the statement of financial position when the company is liable to lose future, financial benefits and the value of the liability can be measured reliably.

At the first recognition, assets and liabilities are measured at cost. Later, assets and liabilities are measured as described below for each individual accounting item.

Upon recognition and measurement, allowances are made for such predictable losses and risks which may arise prior to the presentation of the annual report, and which concerns matters that exist on the reporting date.

### **Foreign currency translation**

Transactions in foreign currency are translated by using the exchange rate prevailing at the date of the transaction. Differences in the rate of exchange arising between the rate at the date of transaction and the rate at the date of payment are recognised in the profit and loss account as an item under net financials. If currency positions are considered to hedge future cash flows, the value adjustments are recognised directly in equity in a fair value reserve.

Receivables, payables, and other foreign currency monetary items are translated using the closing rate. The difference between the closing rate and the rate at the time of the occurrence or initial recognition in the latest financial statements of the receivable or payable is recognised in the income statement under financial income and expenses.

Fixed assets acquired and paid for in foreign currency are measured at the exchange rate prevailing at the date of the transaction.

## **Accounting policies**

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### **Income statement**

#### **Gross profit**

Gross profit comprises the revenue, other operating income, and external costs.

Revenue is recognised in the income statement according to the production method. According to the production method contract work is recognized in the revenue concurrently with the production process.

Recognition of revenue is exclusive of VAT and taxes and less any discounts relating directly to sales.

Direct costs includes costs for the purchase of consultants.

Other external costs comprise costs incurred for distribution, sales, advertising, administration, premises, loss on receivables, and operational leasing costs.

#### **Staff costs**

Staff costs include salaries and wages, including holiday allowances, pensions, and other social security costs, etc., for staff members.

#### **Depreciation, amortisation, and writedown for impairment**

Depreciation, amortisation, and writedown for impairment comprise depreciation on, amortisation of, and writedown for impairment of intangible and tangible assets, respectively.

#### **Results from investment in subsidiarie**

After full elimination of intercompany profit or loss less amortised consolidated goodwill, the investment in the entity is recognised in the income statement as a proportional share of the entity' post-tax profit or loss.

#### **Financial income and expenses**

Financial income and expenses are recognised in the income statement with the amounts concerning the financial year. Financial income and expenses comprise interest income and expenses, financial expenses from realised and unrealised capital gains and losses relating to securities, debt and transactions in foreign currency, amortisation of financial assets and liabilities as well as surcharges and reimbursements under the advance tax scheme, etc.

#### **Tax on net profit or loss for the year**

The company is a limited partnership company and is a tax transparent entity. As a result, no corporate tax or deferred tax have been recognized in the annual report.

## Accounting policies

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### Statement of financial position

#### Property, plant, and equipment

Property, plant, and equipment are measured at cost less accrued depreciation and write-down for impairment. Land is not subject to depreciation.

The depreciable amount is cost less any expected residual value after the end of the useful life of the asset. The amortisation period and the residual value are determined at the acquisition date and reassessed annually. If the residual value exceeds the carrying amount, the depreciation is discontinued.

If the amortisation period or the residual value is changed, the effect on amortisation will, in future, be recognised as a change in the accounting estimates.

The cost comprises acquisition cost and costs directly associated with the acquisition until the time when the asset is ready for use.

The cost of a total asset is divided into separate components. These components are depreciated separately, the useful lives of each individual components differing, and the individual component representing a material part of the total cost.

Depreciation is done on a straight-line basis according to an assessment of the expected useful life:

	Useful life
Other fixtures and fittings, tools and equipment	2-7 years

Minor assets with an expected useful life of less than 1 year are recognised as costs in the income statement in the year of acquisition.

Profit or loss derived from the disposal of property, land, and equipment is measured as the difference between the sales price less selling costs and the carrying amount at the date of disposal. Profit or loss is recognised in the income statement as other operating income or other operating expenses.

#### Leases

Leases are regarded as operating leases. Payments in connection with operating leases and other lease agreements are recognised in the income statement for the term of the contract. The company's total liabilities concerning operating leases and lease agreements are recognised under contingencies, etc.

#### Impairment loss relating to non-current assets

The carrying amount of both intangible and tangible fixed assets as well as equity investment in subsidiaries are subject to annual impairment tests in order to disclose any indications of impairment beyond those expressed by amortisation and depreciation respectively.

## **Accounting policies**

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If indications of impairment are disclosed, impairment tests are carried out for each individual asset or group of assets, respectively. Writedown for impairment is done to the recoverable amount if this value is lower than the carrying amount.

The recoverable amount is the higher value of value in use and selling price less expected selling cost. The value in use is calculated as the present value of the expected net cash flows from the use of the asset or the asset group and expected net cash flows from the sale of the asset or the asset group after the end of their useful life.

Previously recognised impairment losses are reversed when conditions for impairment no longer exist. Impairment relating to goodwill is not reversed.

### **Receivables**

Receivables are measured at amortised cost, which usually corresponds to nominal value. In order to meet expected losses, impairment takes place at the net realisable value.

### **Cash and cash equivalents**

Cash and cash equivalents comprise cash at bank and on hand.

### **Liabilities other than provisions**

Other liabilities concerning payables to suppliers, group enterprises, and other payables are measured at amortised cost which usually corresponds to the nominal value.

## Income statement 1 January - 31 December

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DKK thousand.

<u>Note</u>	<u>2024</u>	<u>2023</u>
<b>Gross profit</b>	<b>20.780</b>	<b>18.856</b>
3 Staff costs	-30.477	-26.155
Depreciation and impairment of property, plant, and equipment	-1	-22
<b>Operating profit</b>	<b>-9.698</b>	<b>-7.321</b>
Income from investment in subsidiarie	0	-99
Other financial income	70	107
<b>Net profit or loss for the year</b>	<b>-9.628</b>	<b>-7.313</b>
<b>Proposed distribution of net profit:</b>		
Allocated from retained earnings	-9.628	-7.313
<b>Total allocations and transfers</b>	<b>-9.628</b>	<b>-7.313</b>

**Balance sheet at 31 December**

DKK thousand.

<b>Assets</b>		
<u>Note</u>	<u>2024</u>	<u>2023</u>
<b>Non-current assets</b>		
Other fixtures and fittings, tools and equipment	0	2
Total property, plant, and equipment	0	2
<b>Total non-current assets</b>	<b>0</b>	<b>2</b>
<b>Current assets</b>		
Receivables from group enterprises	3.173	0
Other receivables	67	191
Total receivables	3.240	191
Cash and cash equivalents	3.208	3.772
<b>Total current assets</b>	<b>6.448</b>	<b>3.963</b>
<b>Total assets</b>	<b>6.448</b>	<b>3.965</b>

**Balance sheet at 31 December**

DKK thousand.

<b>Equity and liabilities</b>	2024	2023
<u>Note</u>	<u>2024</u>	<u>2023</u>
<b>Equity</b>		
Contributed capital	510	510
Retained earnings	-5.930	-15.541
<b>Total equity</b>	<b>-5.420</b>	<b>-15.031</b>
<b>Liabilities other than provisions</b>		
Other payables	0	5.400
Total long term liabilities other than provisions	0	5.400
Payables to group enterprises	0	3.811
Other payables	11.868	9.785
Total short term liabilities other than provisions	11.868	13.596
<b>Total liabilities other than provisions</b>	<b>11.868</b>	<b>18.996</b>
<b>Total equity and liabilities</b>	<b>6.448</b>	<b>3.965</b>

- 1 Support letter**
- 2 Unusual circumstances in the annual report**
- 4 Related parties**

**Statement of changes in equity**

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DKK thousand.

	<b>Contributed capital</b>	<b>Retained earnings</b>	<b>Total</b>
Equity 1 January 2024	510	-15.541	-15.031
Retained earnings for the year	0	-9.628	-9.628
Capital contribution	0	19.239	19.239
	<b>510</b>	<b>-5.930</b>	<b>-5.420</b>

## Notes

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DKK thousand.

### 1. Support letter

The ultimate parent company Bain & Company, Inc. has in a support letter of 11 March 2025 given commitment to support the company, so that the company's normal business activities will continue and the capital resources are intact until 1 January 2026.

### 2. Unusual circumstances in the annual report

The company has in the financial year received a tax-free group contribution amounted to t.DKK 19.239.

	<u>2024</u>	<u>2023</u>
<b>3. Staff costs</b>		
Salaries and wages	29.536	24.914
Pension costs	732	956
Other costs for social security	<u>209</u>	<u>285</u>
	<b><u>30.477</u></b>	<b><u>26.155</u></b>
Average number of employees	<u>15</u>	<u>18</u>

### 4. Related parties

#### Consolidated financial statements

The company is included in the consolidated annual accounts of Bain & Company Denmark Holding ApS, Kirsten Bernikows Gade 1., 1105 Copenhagen, Denmark.

Bain & Company Denmark Holding ApS is a wholly owned subsidiary of Bain & Company Denmark, LLC, USA.

Bain & Company Denmark, LLC is a wholly owned subsidiary of Bain & Company Inc., USA, which is the ultimate parent company.