

Karnov Group introduction



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Responsible for Group FP&A, Planning,
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Works with end-to-end processes for FP&A,
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KARNOV 2024 1 2200

KARNOV 2024 2 2201 4400

KARNOV 2024 3 4401 6600

KARNOV 2024 4 6601 8800

KARNOV 2024 5 8801 11000

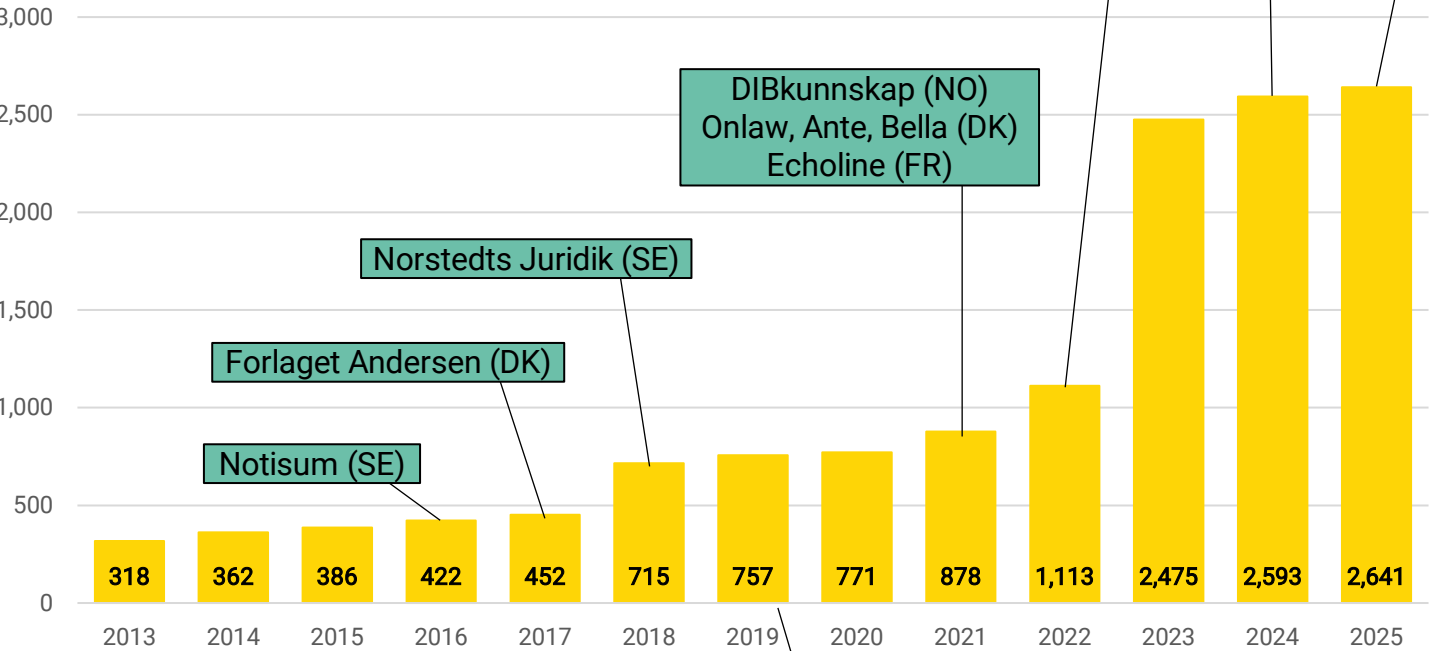
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Intro to Karnov Group

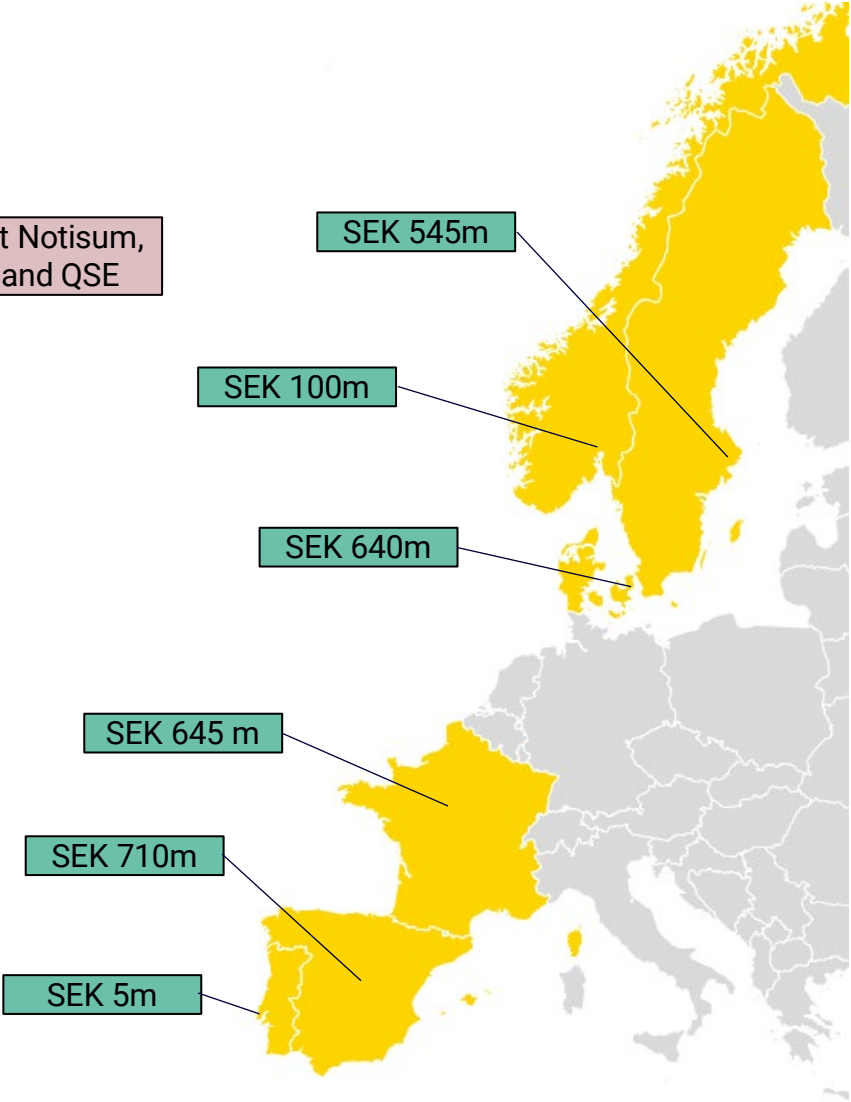
It all started in Denmark 1823 European!

Net Sales

(SEK m)

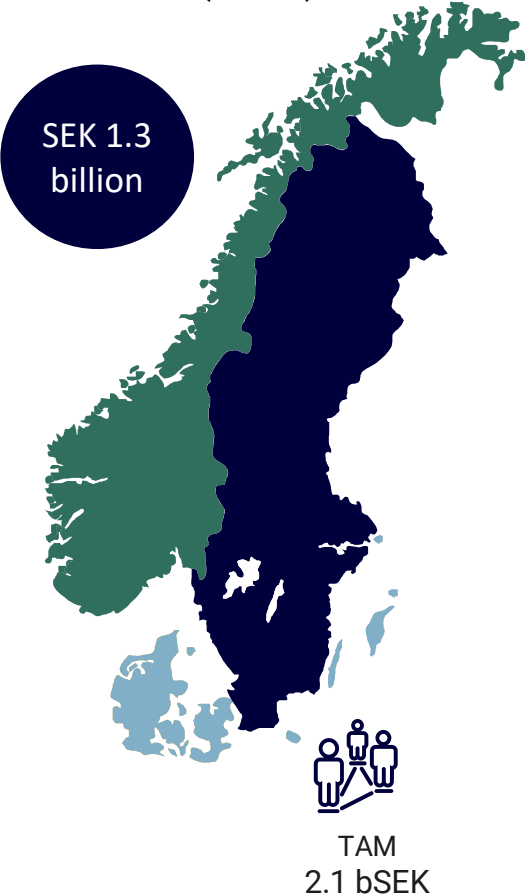


IPO stock listing –
Nasdaq Stockholm

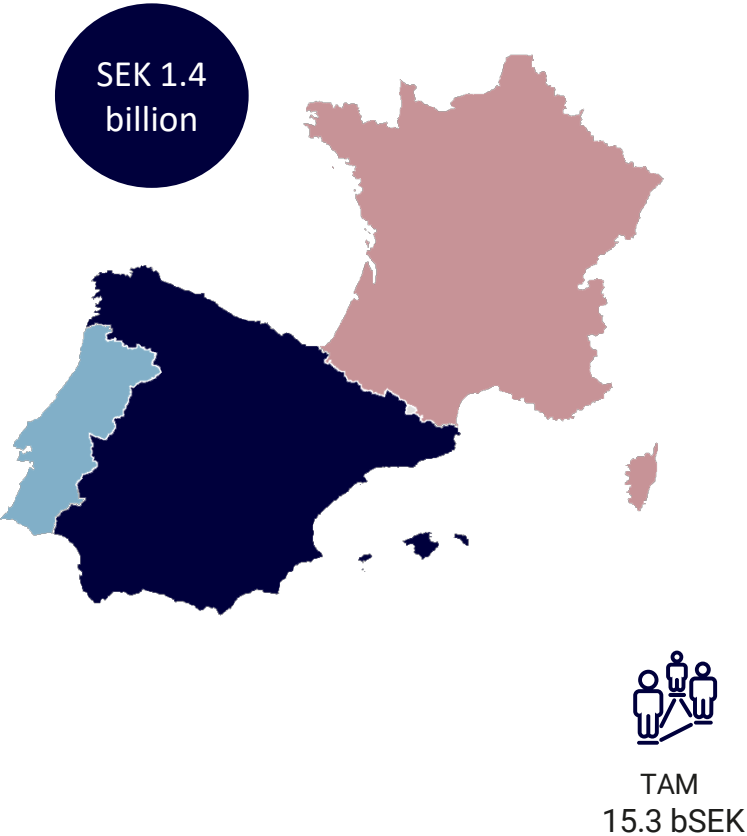


Our local markets

Net sales (2025)

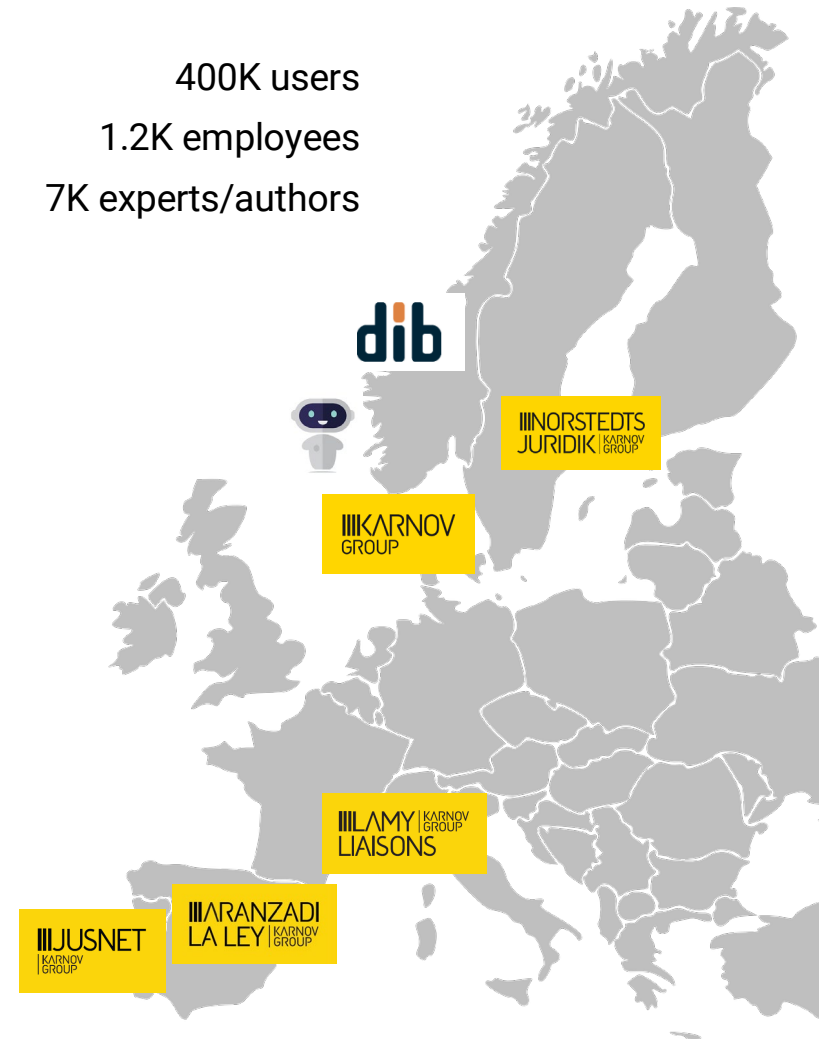


Net sales (2025)



>200 years of providing legal information to professionals

- Our core activity is **legal information** solutions (LIS) for legal research
- We also provide **other legal software** solutions (practise management etc.)
- We have **expanded** from being Danish - to Scandinavian - to European
- We are **listed** on the Nasdaq Stock Exchange in Sweden



Our purpose



Clearing the path to justice

We bring trust to European societies and enable our customers to make better decisions. Faster.

Our value proposition

Karnov's proprietary content is legal doctrine

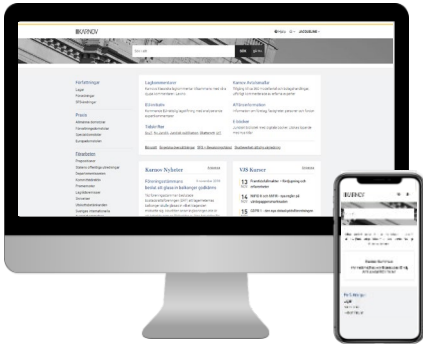
PUBLIC CONTENT SOURCES

- The Law
- Preparatory work
- Case law

PROPRIETARY CONTENT

- By our 7,000 legal experts
- Deep insights
- Literature
- Practical content and news
- Best practice

Seamless knowledge and workflow for legal execution



KARNOV GROUP

PUBLIC SECTOR



Courts



Administration, municipalities

41%
Net sales

PRACTITIONERS



Law firms



Accounting and audit firms

32%
Net sales

CORPORATES



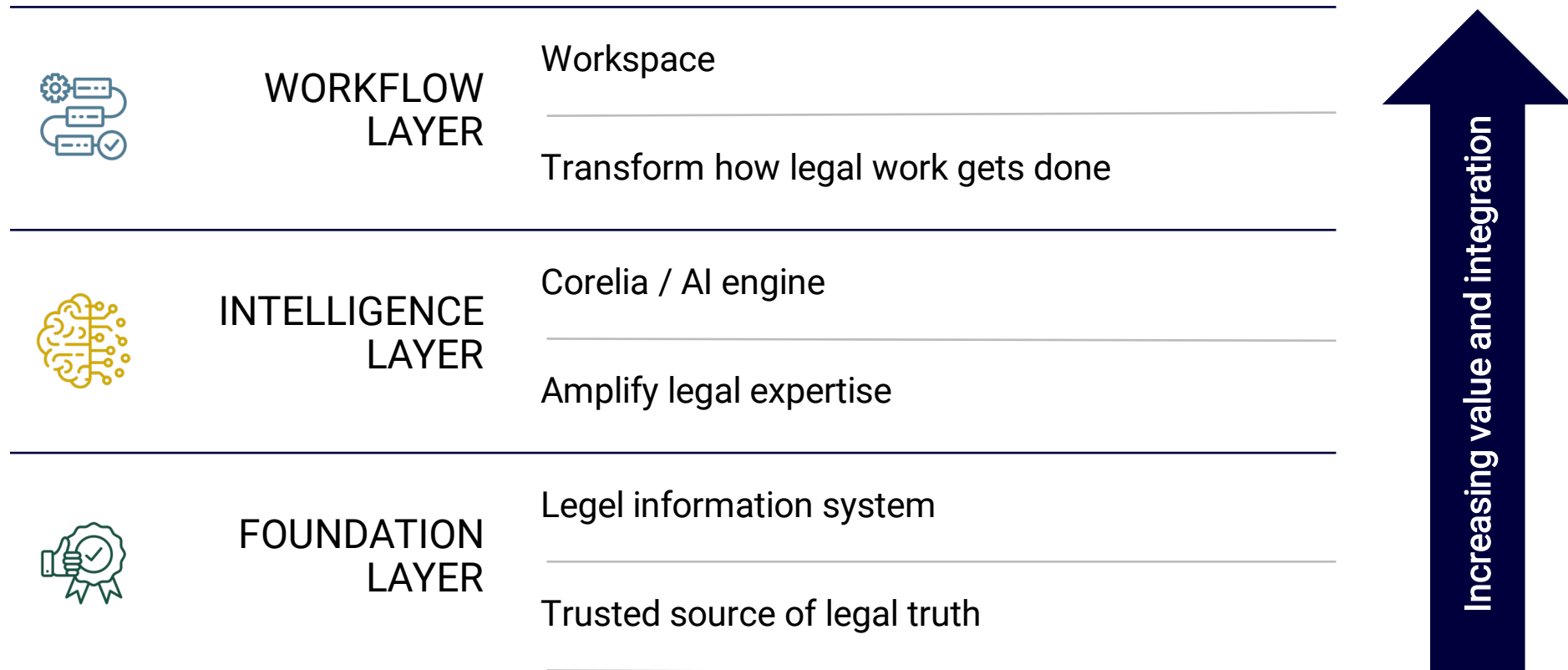
Blue-chips



Small and medium enterprises

27%
Net sales

Platform development



Onestream

Background

Why Karnov moved from Cognos to OneStream

End of 2022 Karnov acquired companies outside of the Nordic countries

IBM Cognos was implemented during 2015/2016 when Karnov did the first acquisitions -> limited consolidation set-up

1. Business change

- Expansion beyond the Nordics in 2022
- Significant increase in entities and ownership structure.
- New reporting requirements.

2. Challenge with Cognos

- Limited consolidation flexibility.
- Manual processes and reconciliations.
- Difficult onboarding of new acquisitions.
- Limited support for future planning requirements.



Why OneStream

1. Single CPM platform.
2. Faster monthly close and consolidation.
3. Scalable architecture.
4. Single platform for consolidation, planning, forecasting and performance management.

Onestream was selected not to address consolidation complexity, but to establish the future management reporting for Karnov Group.

Implementing Onestream

Onestream roadmap: From Compliance to Performance management



1. Minimum requirements – annual report.
2. IFRS compliance.
3. Strong internal support and Group consolidation.
4. Fast implementation of 6 month – go live in December 2023.



1. Building foundation and full scale integration.
2. Implementing PPA, cash flow and IFRS 16.
3. Add budget and forecasting module.
4. Divestment of companies / business units and simplifying Organization chart.
5. Organization simplification.



1. KPI framework.
2. Accountability reporting – follow new organization.
3. Driver-based planning.
4. Scenario modelling and support management dashboard.

Karnov Group by 1 January 2023

Acquisition of Region South doubled organizational complexity

Before acquisition:

- Nordic focused.
- Simpler reporting files.
- Limited legal entity structure.

After acquisition:

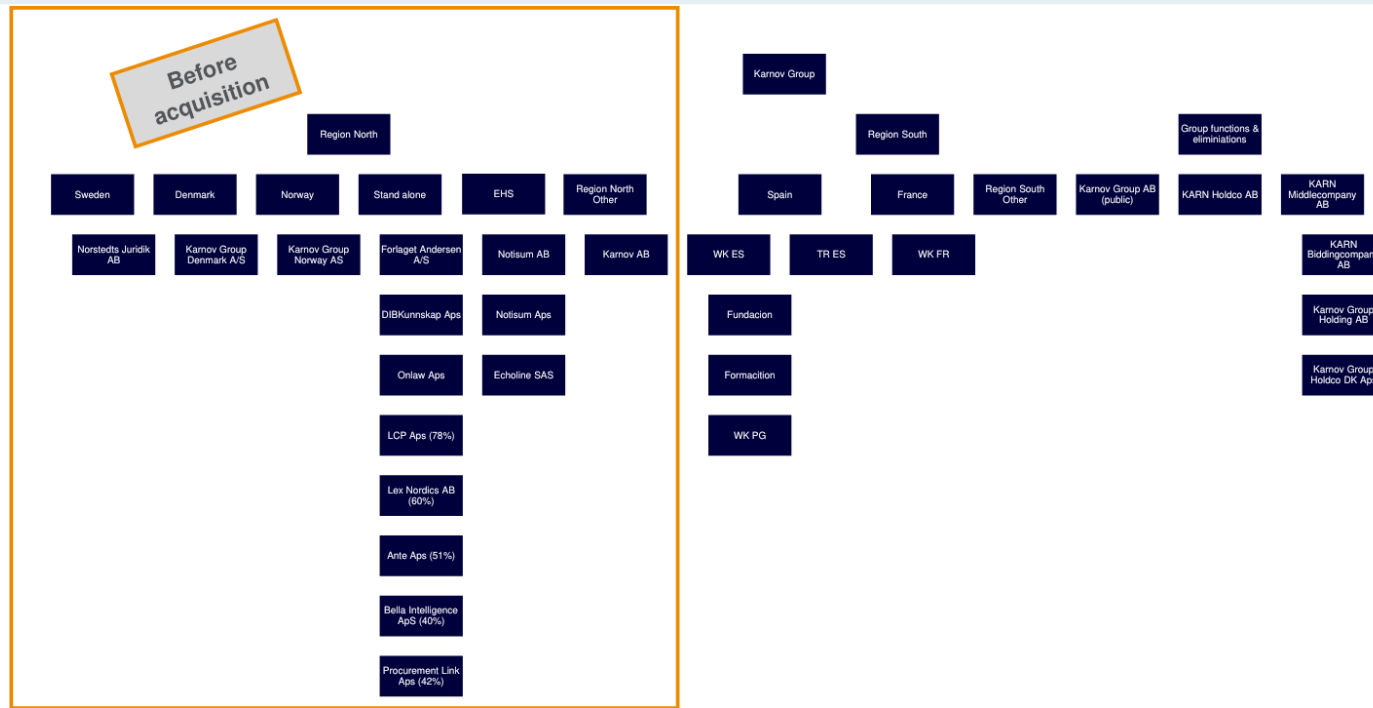
- Multi-country organization.
- Additional operating platforms.
- Increased consolidation complexity.
- Significant increase in legal entities.

Impact on Finance:

- More entities to consolidate.
- New ownership structures.
- Greater reporting requirements.
- Need for a scalable consolidation, planning and reporting platform.

Result:

- Existing Cognos setup could no longer support future requirements.



Implementing Budget & Forecast

A stable starting point — with clear limits

Karnov Group - Budget1

Budget Seeding

Budget Comparison

Calc Status

FTE Reporting

Budget Seeding:

Select Source Budget Version

Budget1

FOUNDATION

Shared Main Cube

Budget and Forecast use the existing corporate dimensional model and workflow foundation.

INITIAL SCOPE

Budget and Forecast

The baseline supports the core budgeting and forecasting processes before broader planning is introduced.

CONSTRAINT

Limited dimensionality

The Main Cube structure restricts additional planning perspectives and organizational detail.

Implementing Planning

Why separate Planning?

PROTECT THE CORE

Keep statutory reporting stable

Introduce new planning processes without disrupting Statutory Reporting, its reporting cycle or the controls already built around it.

DESIGN FOR CHANGE

Build a structure that can evolve

Create reusable back-end structures that can absorb future organizational and functional changes with less redesign.

The image displays two screenshots of the Cubes - KarnovGroup application, illustrating the 'Cube Dimensions' configuration for different planning scenarios.

Top Screenshot: Cubes - KarnovGroup

The 'Cube Dimensions' tab is active. The 'Actual' dimension is selected in the 'Dimensions' list. The 'Dimensions' table shows the following configuration:

Dimension	Value
Entity Dimension	(Use Default)
Scenario Dimension	(Use Default)
Account Dimension	MainAccounts
Flow Dimension	GroupFlows
UD1 Dimension	Reporting_UD1
UD2 Dimension	Segment_UD2
UD3 Dimension	Department_UD3
UD4 Dimension	Specification_UD4
UD5 Dimension	(Use Default)
UD6 Dimension	(Use Default)
UD7 Dimension	(Use Default)
UD8 Dimension	(Use Default)

Bottom Screenshot: Cubes - FPA_Group

The 'Cube Dimensions' tab is active. The 'FPA_Group' dimension is selected in the 'Dimensions' list. The 'Dimensions' table shows the following configuration:

Dimension	Value
Entity Dimension	(Use Default)
Scenario Dimension	(Use Default)
Account Dimension	FPA_Accounts
Flow Dimension	GroupFlows
UD1 Dimension	Reporting_UD1
UD2 Dimension	Segment_UD2
UD3 Dimension	FPA_Department_UD3
UD4 Dimension	FPA_Specifications_UD4
UD5 Dimension	Specification_UD5
UD6 Dimension	(Use Default)
UD7 Dimension	(Use Default)
UD8 Dimension	DimTopUD8

Implementing Planning

A guided entry point to every planning task

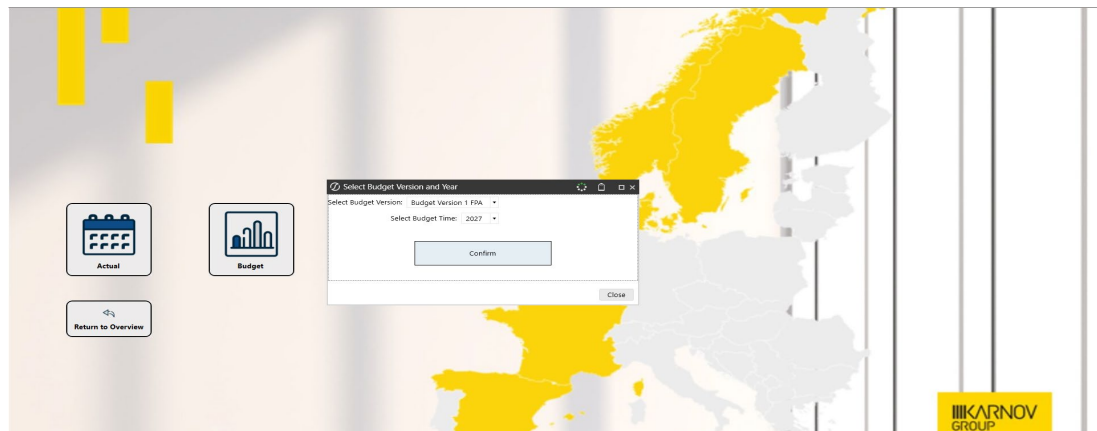
Planning launchpad



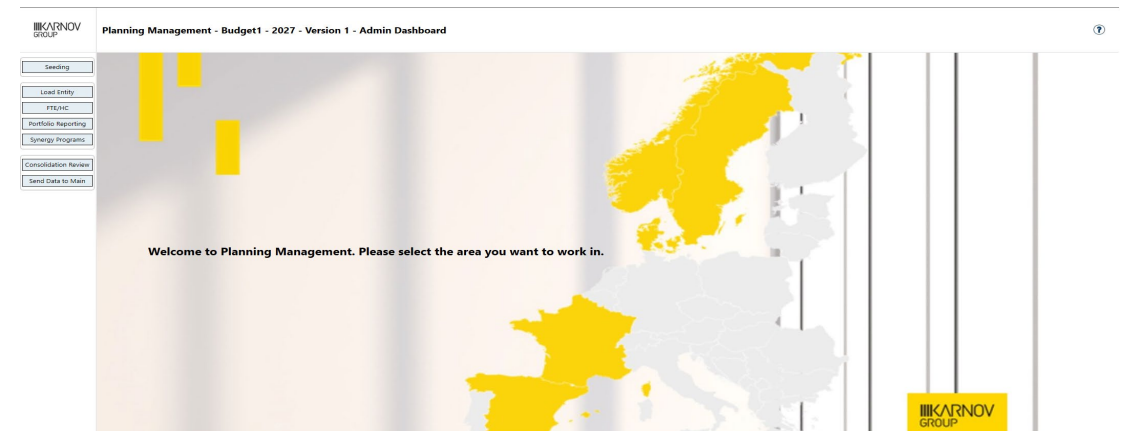
Select process area and scenario



Confirm the scenario and time



Enter the guided planning dashboard



Implementing Planning

What the planning solution introduces

- 01

One dynamic dashboard

The planning dashboard is the main working surface for input, review and reporting.
- 02

More planning detail & Alternative hierarchies

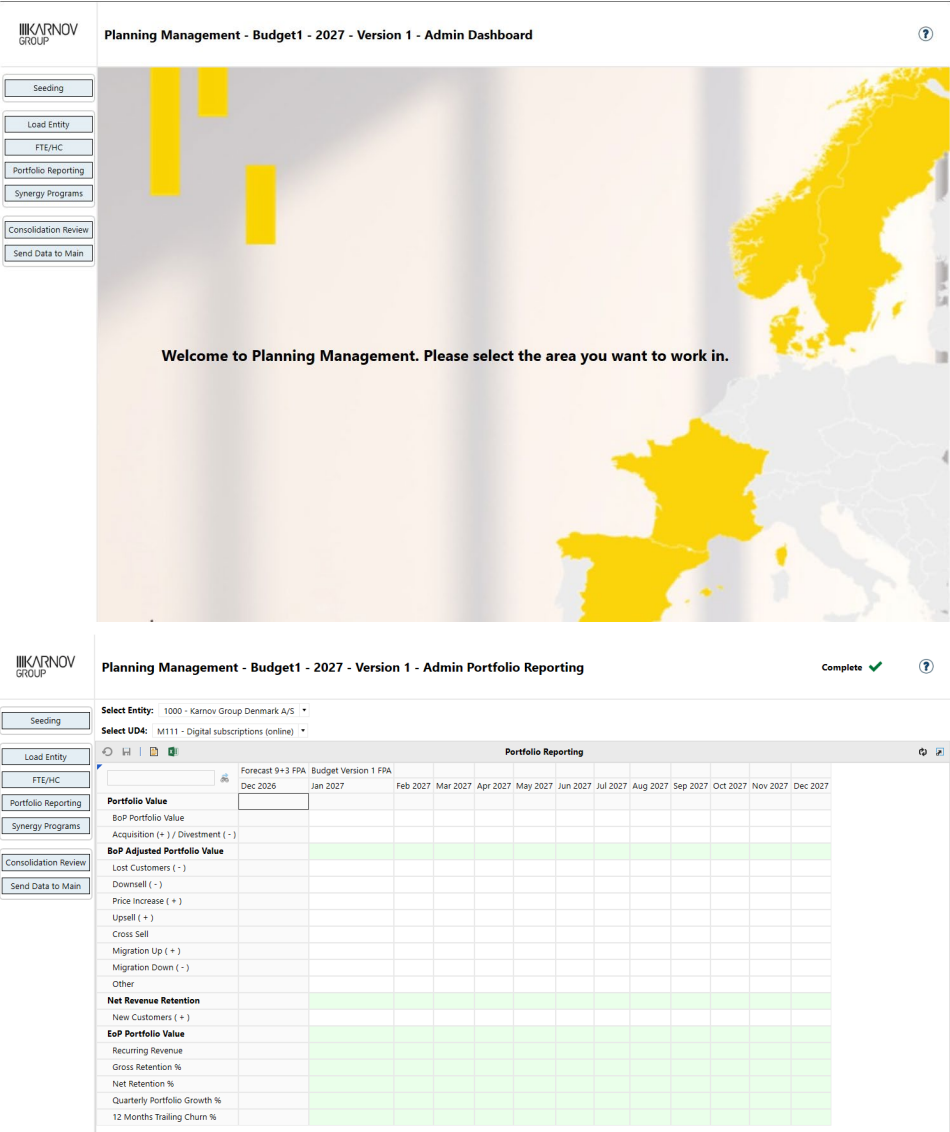
Extends the use of existing dimensions to support the granularity required for operational planning. Supports different management and organizational views without rebuilding the core dimensional model.
- 03

POV-driven context

Time, scenario, entity and relevant members follow the active point of view, keeping every page context-aware.
- 04

Configuration flexibility

Creates room to add new planning perspectives as requirements and accountabilities evolve.



Implementing Planning

Next steps for Cost Centre planning

01

Define the Cost Centre model

Establish the UD5 Cost Centre structure, member conventions and ownership required for planning.

02

Connect organization and cost

Link UD5 Cost Centres directly to UD3 Departments so each Cost Centre follows the relevant organizational structure.

03

Make mappings time-aware

Use Cost Centre member Text properties that vary by Scenario Type and Time to represent historical, current and future structures.

Next step – KPI & Performance Management

From Planning to Performance

Turning planning data into actionable business insights

Establish a Group KPI framework

Create a common KPI model linked to shareholder value, strategic priorities and functional accountabilities.

Connect KPIs to the operating model

Align KPIs with the new organizational structure, management responsibilities and cross-border functions.

Automate data collection and reporting

Leverage Onestream as the single source of truth for KPI reporting, dashboards and management reporting.

Enable accountability and performance dialogue

Provide leaders/management with consistent KPI view to support forecasting, business reviews and performance management.

Expected outcomes

One integrated platform for Consolidation, Planning and Performance Management.

Standardized KPI definitions across the Group.

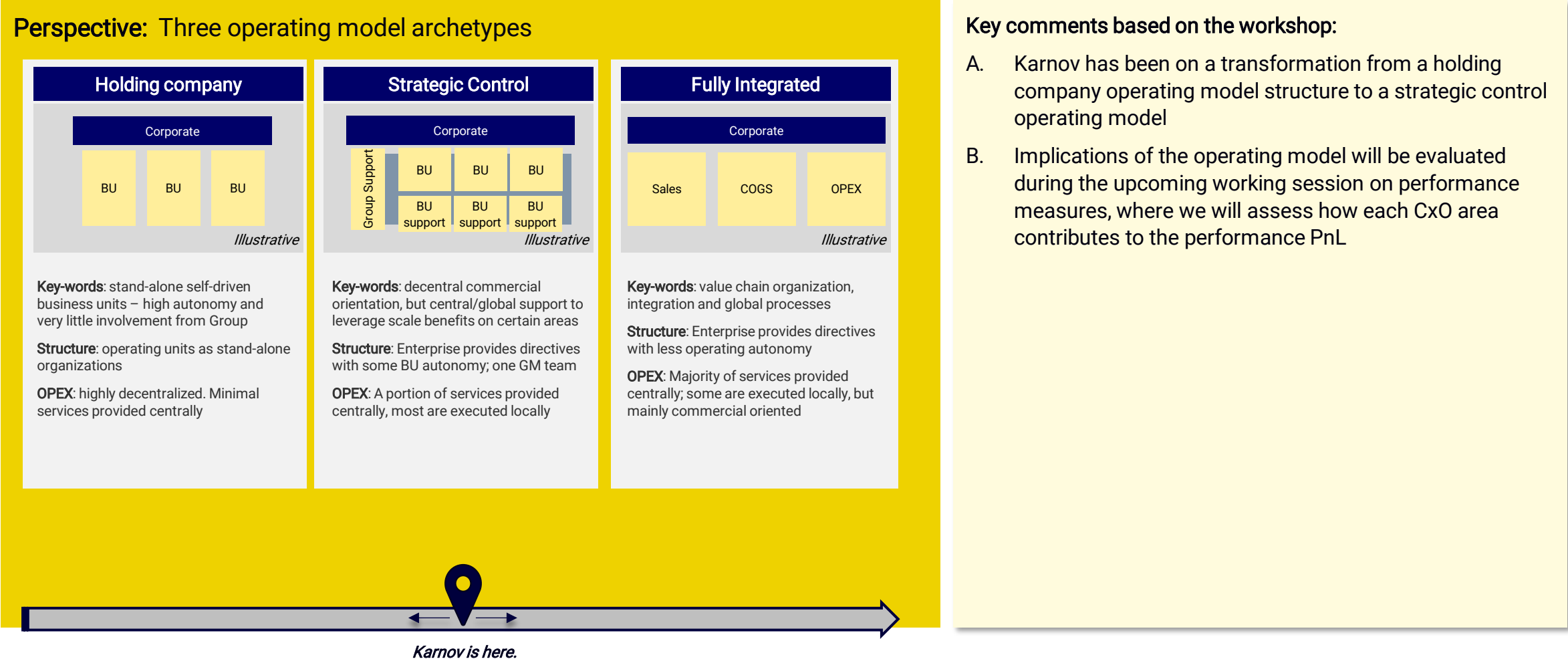
Improved transparency and accountability.

Faster decision making through automated reporting.

Foundation for future driver-based planning and scenario modelling.

➤ Outcome: A single platform supporting consolidation, planning, forecasting and KPI Decision-Making.

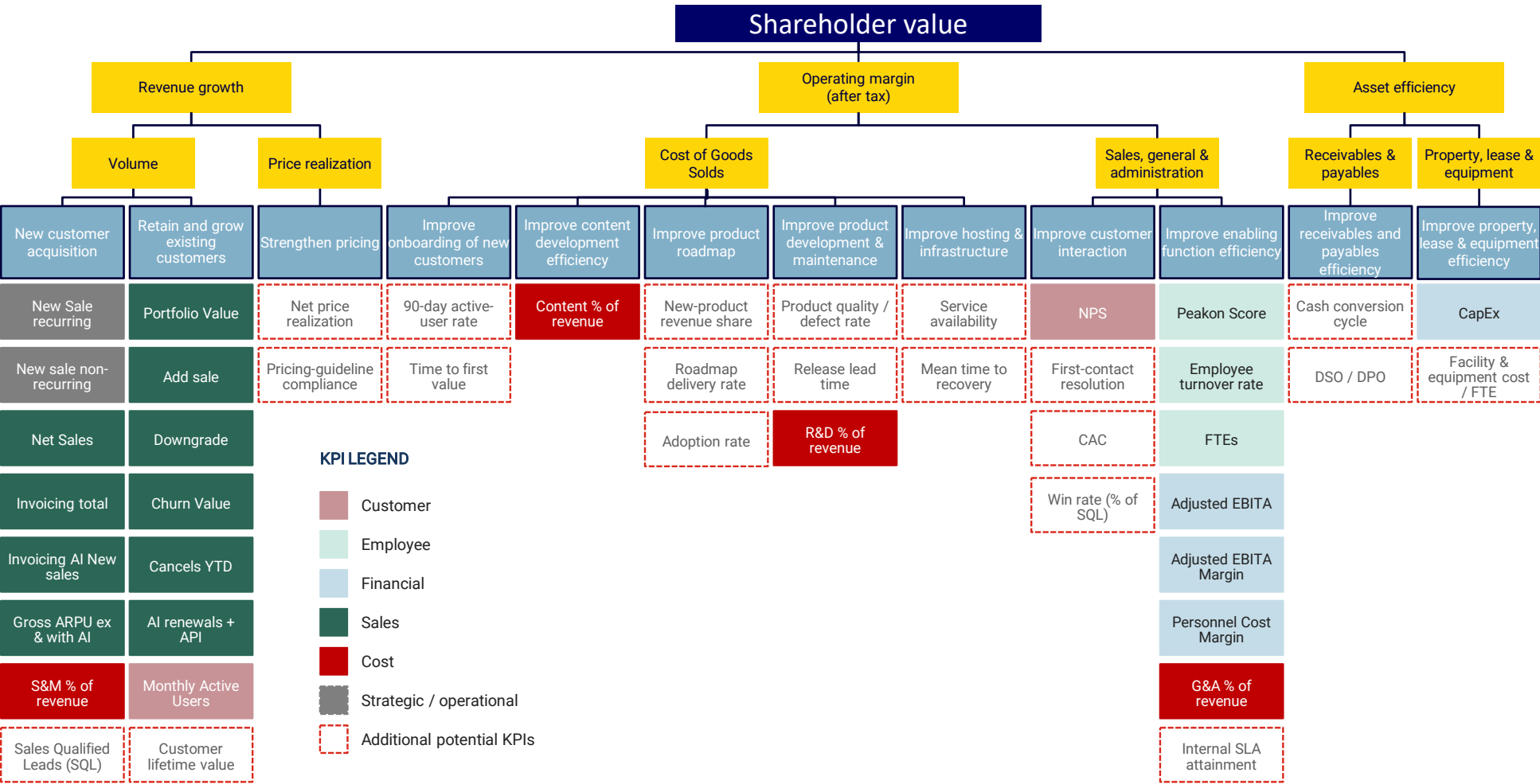
Karnov has moved from a holding company to be a strategic controlled company



KPI Framework for Strategic control

Connecting strategy, accountability and performance

- Phase 1: Establish a scalable consolidation platform.
- Phase 2: Extend Onestream with planning and forecasting capabilities.
- Phase 3: Enable performance management through KPIs, accountability and strategic decision making.



Questions