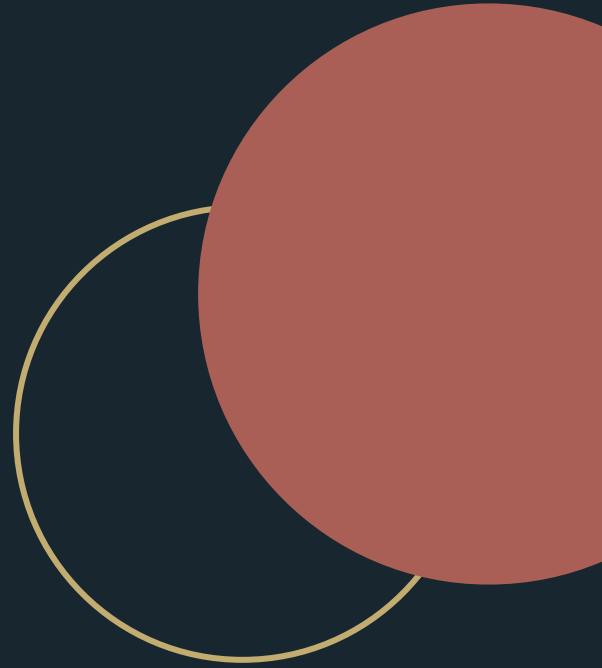


Q3 2025

Quarterly presentation

Ole Jakob Kjølvik, interim CEO
Magnus Hofshagen, CFO



Arribatec at a glance .

Numbers

300+

Employees across business areas

1700+

Clients across industries

14.3%

LTM Revenue growth

10.7%

Q3 25 EBITA margin

Business Areas



■ Business Services □ EA&BPM ■ Cloud

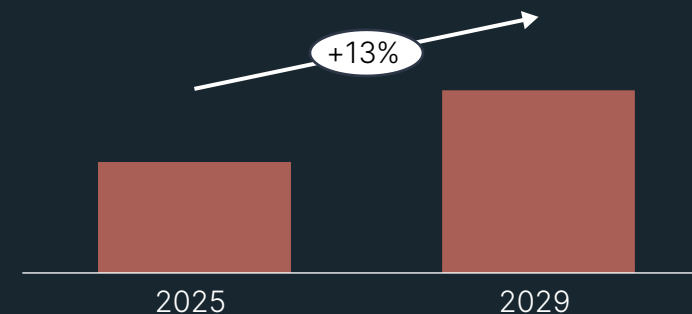
- Together, the three BAs deliver business-critical systems and services that are industry agnostic and essential for all organizations, tailored to each client's unique needs
- Rooted in our vision – We simplify complexity – Arribatec combines deep domain expertise with proprietary technology to unlock lasting operational value

Market

Trends:

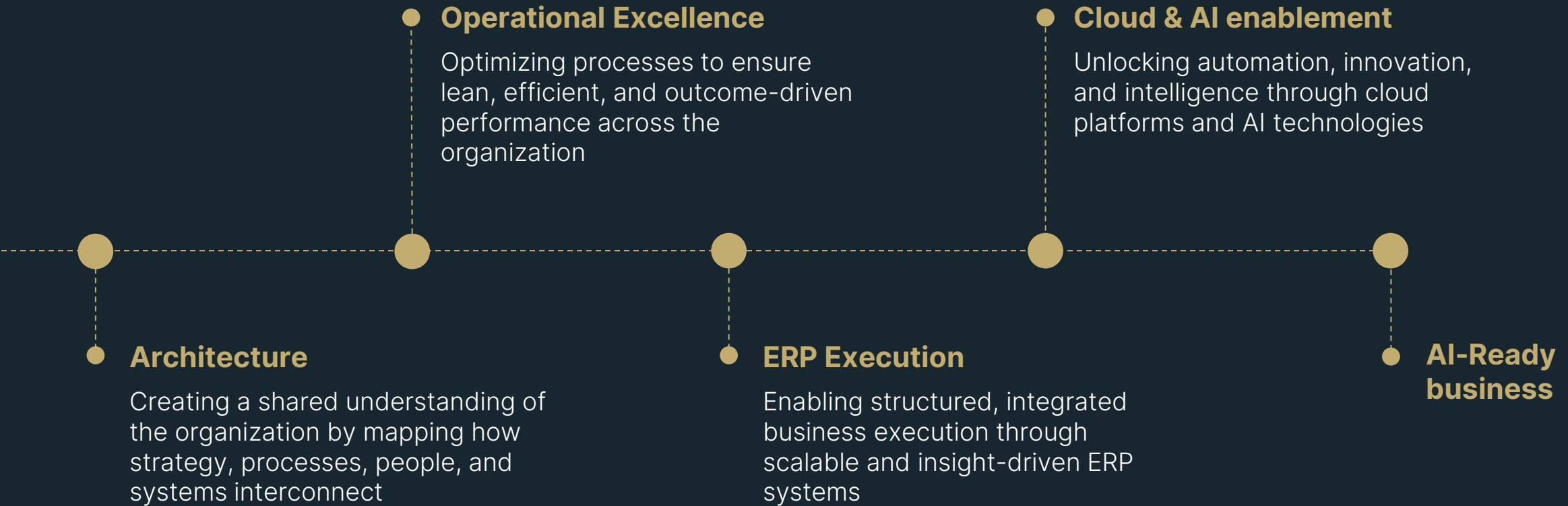
- Generative AI is evolving from a productivity enhancer to a strategic platform for transformation
- Demand for industry-specific knowledge and solutions

Strong structural tailwind in enterprise software (+13% expected CAGR)*



*Industry leading research company and subject-matter experts

We support building the intelligent enterprise .



Business Review .



Q3 2025 Highlights .

- 1 Strong Financial Quarter
- 2 Margin Expansion Across the Board
- 3 Acceleration in ERP to Cloud
- 4 Push for Sovereign Cloud

① Strong Financial Quarter .



Revenue

NOK 137m (114m)
+20% YoY



Recurring

NOK 65m (57m)
+14% YoY
48% of total revenue



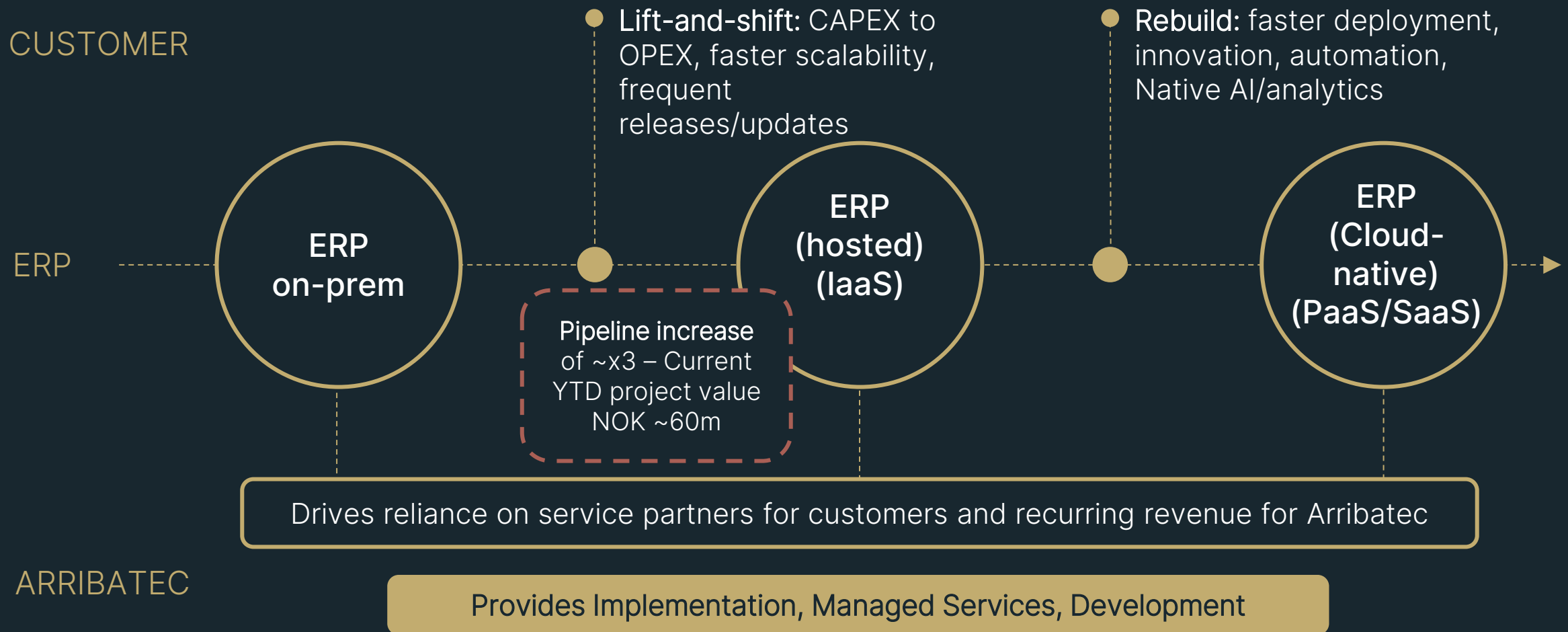
EBITA

NOK 14.6m (-11.1m)
Margin 10.7%

2 Margin Expansion Across the Board .

	BizS 	EA-BPM 	Cloud 
Financials	+31.4% Revenue Growth 81.6m* Revenue 13.8% EBITA margin 11.3m EBITA	-2.8 % Revenue Growth 22.7m* Revenue 6.2% EBITA margin 1.4m EBITA	6.6% Revenue Growth 35.7m* Revenue 7.1% EBITA margin 2.5m EBITA
Key wins			
Drivers	○ High activity level ○ Cloud migration projects ○ Several new clients ○ Close collaboration with partners ○ Driving revenue from own IP	○ Temporary reduced operational capacity compared to 2024 ○ Strong client base ○ Upward trend	○ Several new clients ○ New scalable and tiered delivery model ○ Sovereign cloud offering ○ Strong pipeline

3 Acceleration in ERP to Cloud



④ Push for Sovereign Cloud .

New partnership

Eidsiva. + Arribatec.

Sovereign cloud

Norwegian-owned and operated cloud where data is stored and processed within Norway's borders

Gives:

- Data sovereignty
- No geopolitical vulnerability
- Public ownership and secure storage

Clients

Scaled and tested – ready for large enterprises

Excellent for:

- Public sector
- Regulated businesses (defense, national infrastructure, healthcare, banking & financial services etc.)

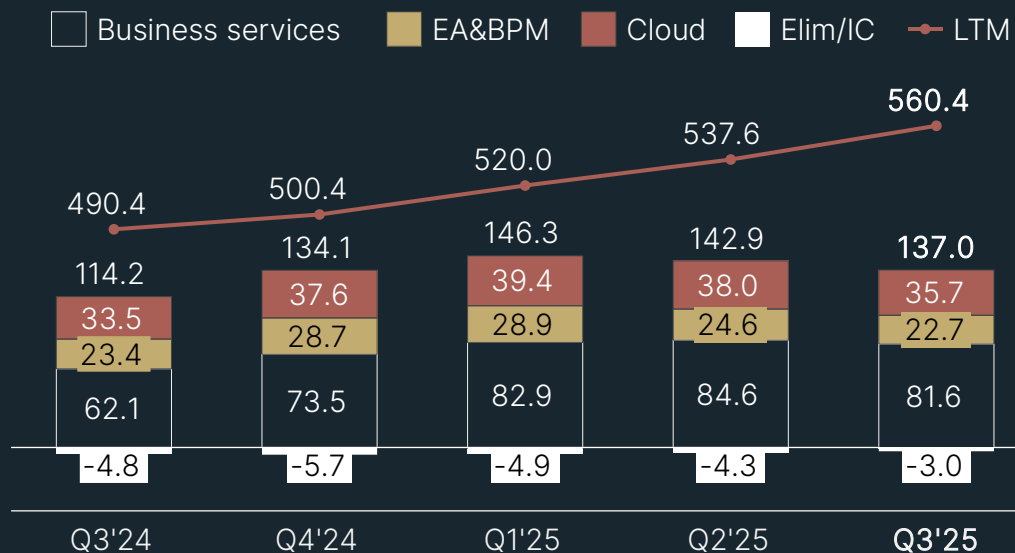
Financial Review .



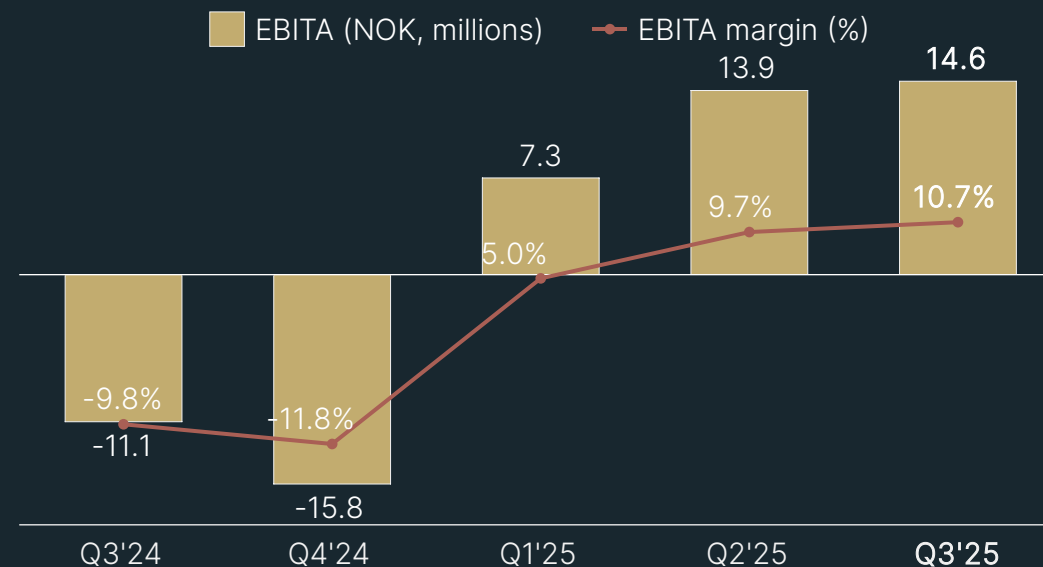
Revenue and EBITA Development

Revenue, continuing operations

(NOK, millions)



EBITA, continuing operations



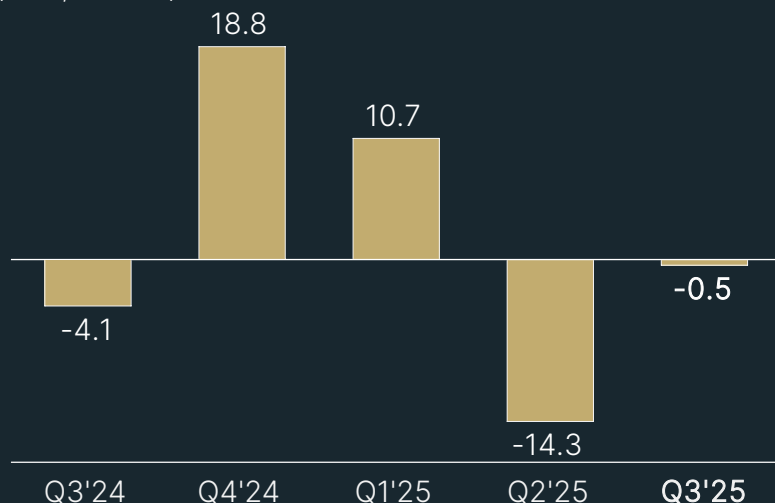
- Growth from 114.2m in Q3'24 to 137.0m in Q3'25 — up 20% YoY
- Revenue up from NOK 490.4m in Q3'24 to NOK 560.4m LTM in Q3'25 — +14% YoY

- EBITA improvement from -11.1m in Q3'24 to 14.6m in Q3'25 — more than 25m increase YoY
- Continued robust profitability for the second consecutive quarter

Cash Flow

Cash Flow From Operations

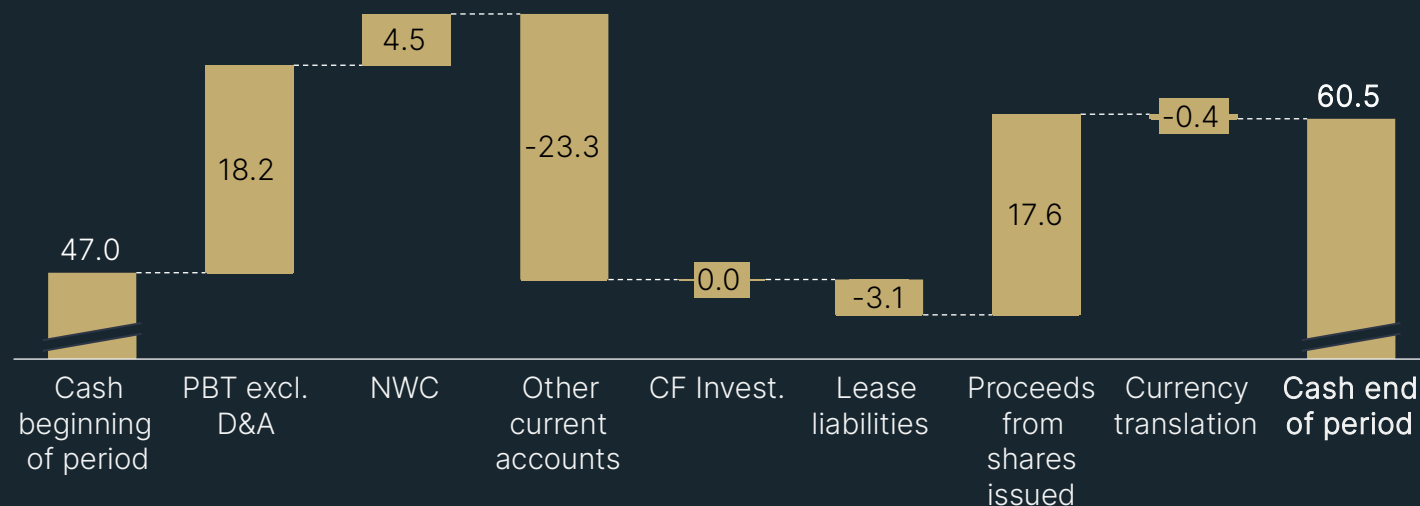
(NOK, millions)



- The Q2 drop was driven by working capital movements
- Neutral in Q3, with operational cash generation offset by the release of deferred revenue

Cash Flow Analysis – Q3 25

(NOK, millions)



- NOK -23.3m in other current accounts driven by reduction in contract liabilities (release of deferred revenue)
- NOK +17.6m following exercise of outstanding warrants

Balance Sheet

Balance sheet

(NOK, millions)	30.09.2025	30.09.2024	31.12.2024
Non-current assets	254.2	326.6	298.8
Current assets	181.5	151.6	143.5
Total assets	435.7	478.1	442.3
Equity	289.8	232.6	189.2
Non-current liabilities	21.8	43.2	40.7
Current liabilities	124.1	202.4	212.4
Total liabilities	145.9	245.6	253.1
Total Equity and liabilities	435.7	478.1	442.3

Strong financial position

- No RCF draw — full credit facility remains available
- No debt — clean balance sheet with no interest-bearing loans
- Cash remains strong — NOK 60.5m at quarter end, up from NOK 47m in Q2

Q&A .





Next event

Q4 report

27 February 2026

IR contact:

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A background image showing three people (two men and one woman) sitting in a modern office setting, smiling and engaged in conversation. The image is dimmed to serve as a backdrop for the text.

Arribatec.

we simplify complexity