Arribatec

Q3 2025

Investor presentation

Turnaround Complete

	Focus Area	Actions Taken
✓	Focused operations	Divested non-core business areas (Marine and Hospitality) for NOK 37.5m
✓	Lean organization	Corporate overhead reduced by 80%, total FTEs reduced 33 YoY
✓	Lower cost base	Relocation to smaller HQ with significantly lower fixed costs from May onwards
✓	Operational efficiency	Streamlined delivery and improved productivity
✓	Strengthened capital base	NOK 41m equity issue completed, ensuring financial flexibility
✓	Positive outlook	Balance sheet strengthened, operations profitable, and platform positioned for next phase

Arribatec 2.0 .

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

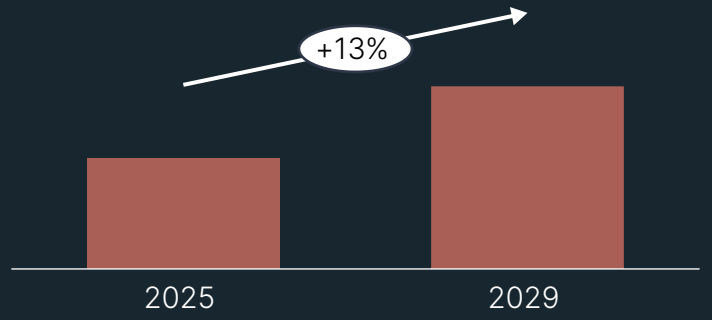
- Together, the three BAs deliver business-critical systems and services that are industry agnostic and essential for all organizations, tailored to each client's unique needs
- Rooted in our vision – We simplify complexity – Arribatec combines deep domain expertise with proprietary technology to unlock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

Market

Trends:

- Generative AI are 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

Investment highlights .

1. Delivering mission-critical services
2. High share of recurring and long-term customer relationships
3. Positioned for strong growth and improved profitability

1 Delivering mission-critical services .

How we keep critical systems running

Business areas	Key deliverables	Revenue retention	Recurring revenue	Key clients
Business Services	Managed ERP operations and support ensuring business continuity	94%	40%	
EA&BPM	Process design, architecture, and quality control connecting strategy to execution	98%	40%	
Cloud	Secure, scalable IT infrastructure for always-on performance	96%	80%	

Metrics behind success

85% of revenue from mission critical deliverables

Backed uptime (SLA)

24/7 delivery

Longest client tenure 25 years

2 High share of recurring and long-term customer relationships .

Client lifecycle journey

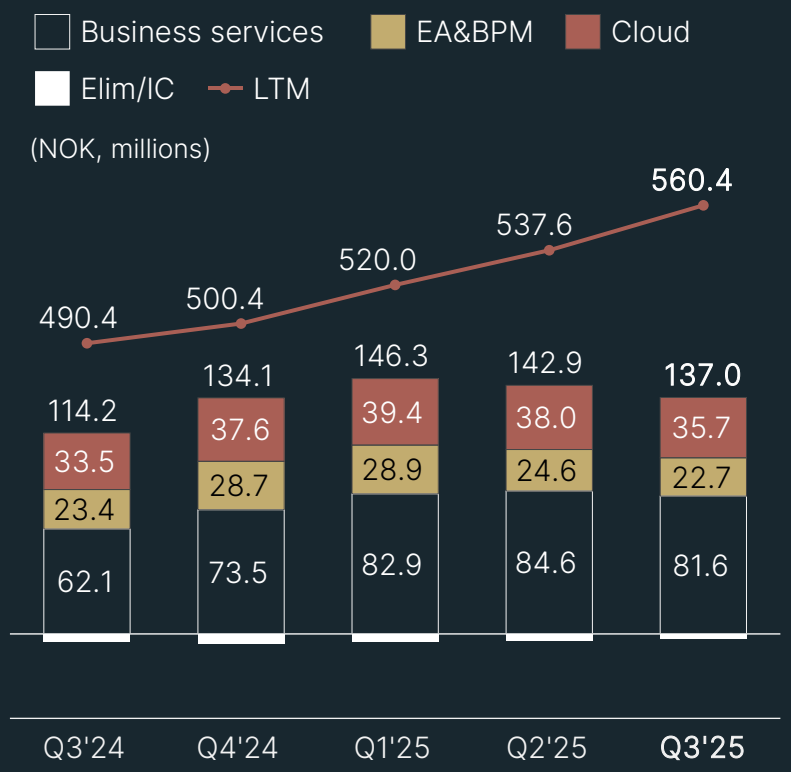
Implement
- Client needs assessment
- Defining success
- Install and onboard
- Timeline: 0-6 months

Optimize
- Tailor solutions to client needs
- Integrate to key systems
- Stakeholder involvement
- Timeline: 3-12 months

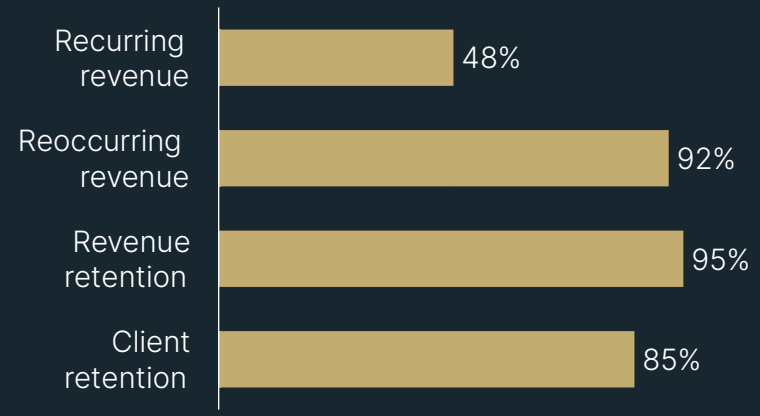
Managed Service
- Mature and drive business
- Subject matter expertise
- Roadmapping ensuring ROI
- Timeline: 1-5 years

Renew
- Discover and expand
- Setting strategic direction
- Contract extension / renewal
- Timeline: 3-8 Years

Strong underlying growth



Resilience and long-term clients



Revenue from own IP
~8%

Years with top 20 clients
~6 years

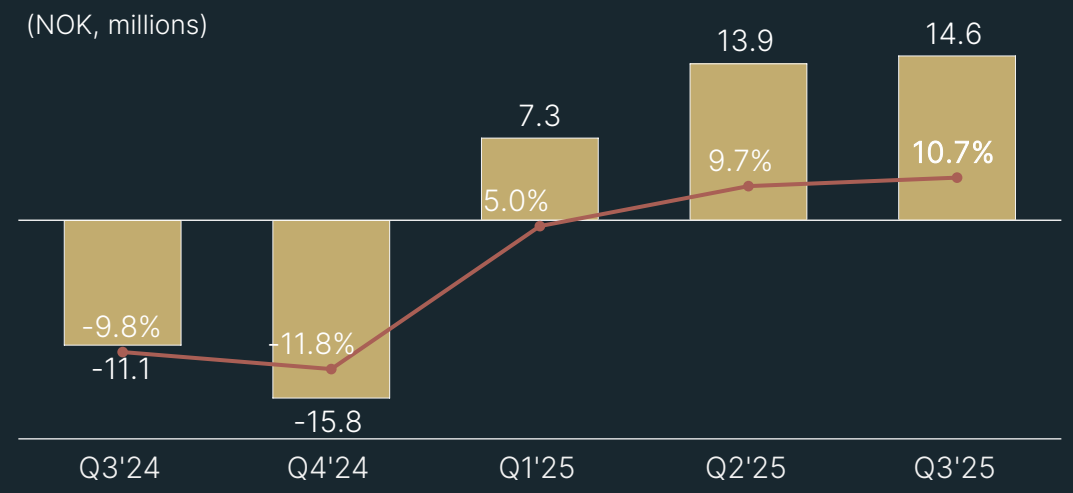
Clients in total
1,700

Recurring revenue: Share of total revenue from subscription or contract-based agreements during (2023–2025)
Reoccurring revenue: Share of annual revenue from customers that also transacted in the previous year (2023–2025)
Revenue retention: Share of prior-year revenue retained from customers that remained active the following year
Client retention: Share of customers that continued from one year to the next over (2023–2025)

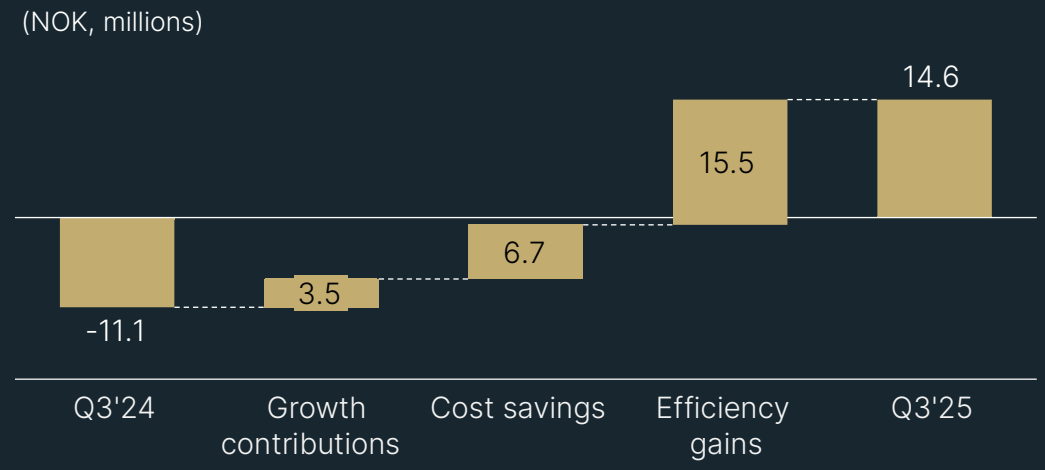
3 Lean organization positioned for profitable growth .

EBITA margin improved **+20pp.** – OPEX reduction **-8%** – Headcount productivity **+36%**

EBITA development LTM



EBITA bridge



Turnaround completed – focus on operational efficiency, margin discipline and scalable growth

Summary of investment highlights

- 20% Year on Year revenue growth
- Delivering double-digit EBITA margin
- High cash conversion and solid balance sheet
- Strong market outlook


Arribatec.
we simplify complexity