

A man with dark hair, wearing a light-colored shirt, is seen from the side, looking down at a field of tall, feathery grass. The background shows a line of trees under a clear sky. The entire image has a blue tint.

Arribatec.

\ Q2 – 2021 presentation .



\ Agenda .

1

Introduction

2

Q2 Financial performance

3

Organization & Integration

4

Appendixes

\ Highlights Q2 •

- Revenue at NOK 104.4m - solid growth of 241% y/y – organic growth of 36%
- Recurring revenue of NOK 37.8m is NOK 32.8m higher than Q2 2020
 - Growth of 671% compared to last year and 22% higher than Q1-2021
 - Strong growth despite delay in recognition according to underlying contracts
 - Strong growth internationally
- EBITDA of NOK 1.8 m – lower than Q1 due to strong focus on continued growth, integration and organizational alignment
- Shared service center established in Poland to create a scalable and cost-efficient internal support center
- Continued to hire to secure capacity for backlog and future growth

\ Q2 - large contracts won •

MSC Cruises

Strategic deal for
Arribatec Marine

Value € 2,7 million +
services



Tieto EVRY

Strategic deal for
Arribatec EA-BPM

Value + NOK 17 million

The logo for SKANSKA, with the word 'SKANSKA' in a bold, black, sans-serif font, centered within a light blue circle.

SKANSKA

SKANSKA

Strategic deal for
Arribatec BI & Analytics

Value several million NOK
over 3 years*

*not to be disclosed

The logo for expleo, with the word 'expleo' in a bold, black, sans-serif font, enclosed in large parentheses, all within a light blue circle.

(expleo)

EXPLEO

Strategic deal for
Business Services

Global roll-out of Uni4
ERP

Major service contract,
but the amount can not
be disclosed



\ Q2 - new customers & contracts .



SKANSKA

tieto *EVRY*



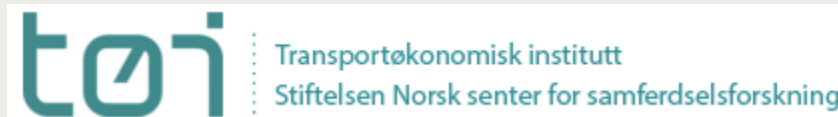
Save the Children



REMA 1000



BRABANK



\ Integration & Focus •

Strong focus on integration of the acquired companies, and intensified recruitment to deliver on backlog!

Integration

- New Global Organization
- Systems & Processes
- Private Cloud
- Sales Organisation
- Cross-Selling / Upselling

Products

- New ARM Version
- AI Voice Beta Version
- New InfoSHIP version
- Timesheet Solution

.....

Rebranding

- Bringing the entire group together
- Simplify Value Proposition

Expansion

- Established subsidiaries:
 - France, Dubai, Holland, Singapore
- Recruitment

\ Snapshot Financials - Q2-21 vs Q2-20 .



Revenue

+241%

NOK 104.4m vs 30.6m



Adj. EBITDA

-27%

NOK 2.2m vs 3.0m



Recurring Revenue

+671%

NOK 37.8m vs 4,9m
+22% growth from Q1 2021

36% Organic growth in "Old Arribatec"

\ Revenue share & Growth - Q2-21 vs Q2-20 .

By geography:



Share & Growth

72m / 306%



Share & Growth

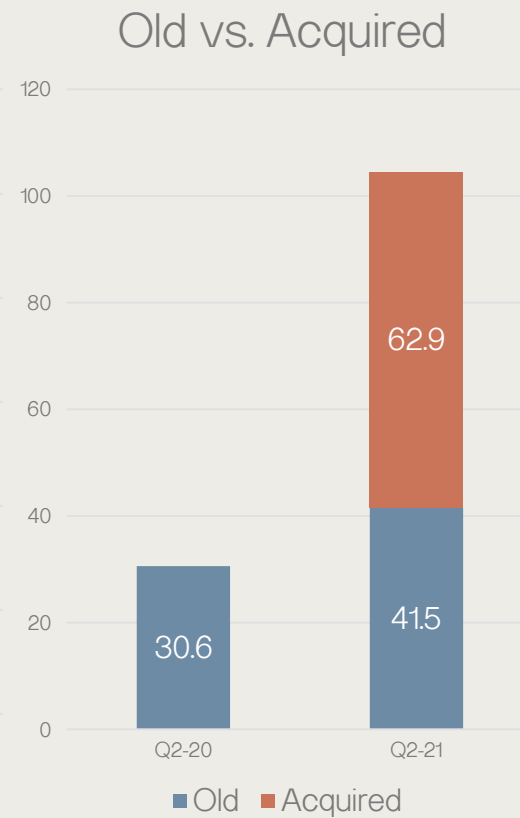
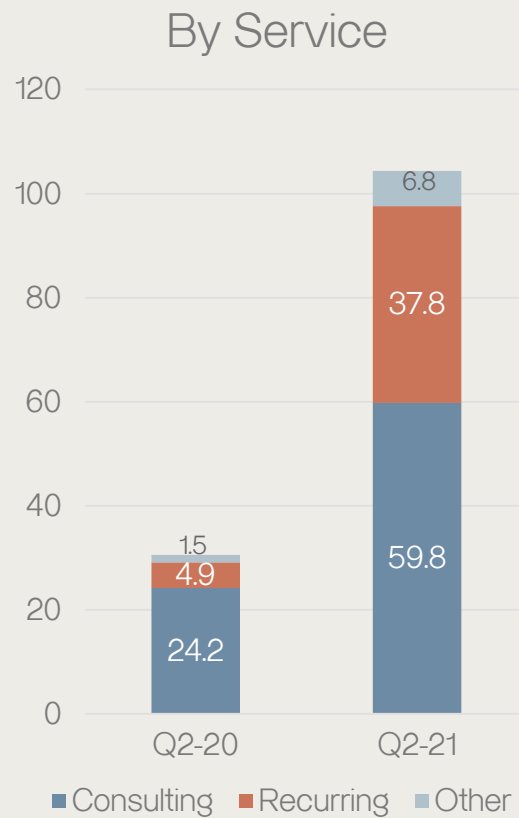
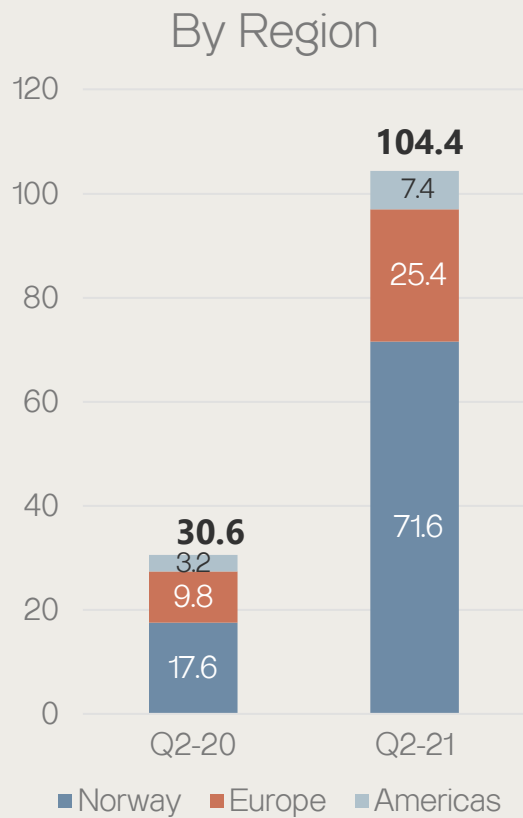
25m / 159%



Share & Growth

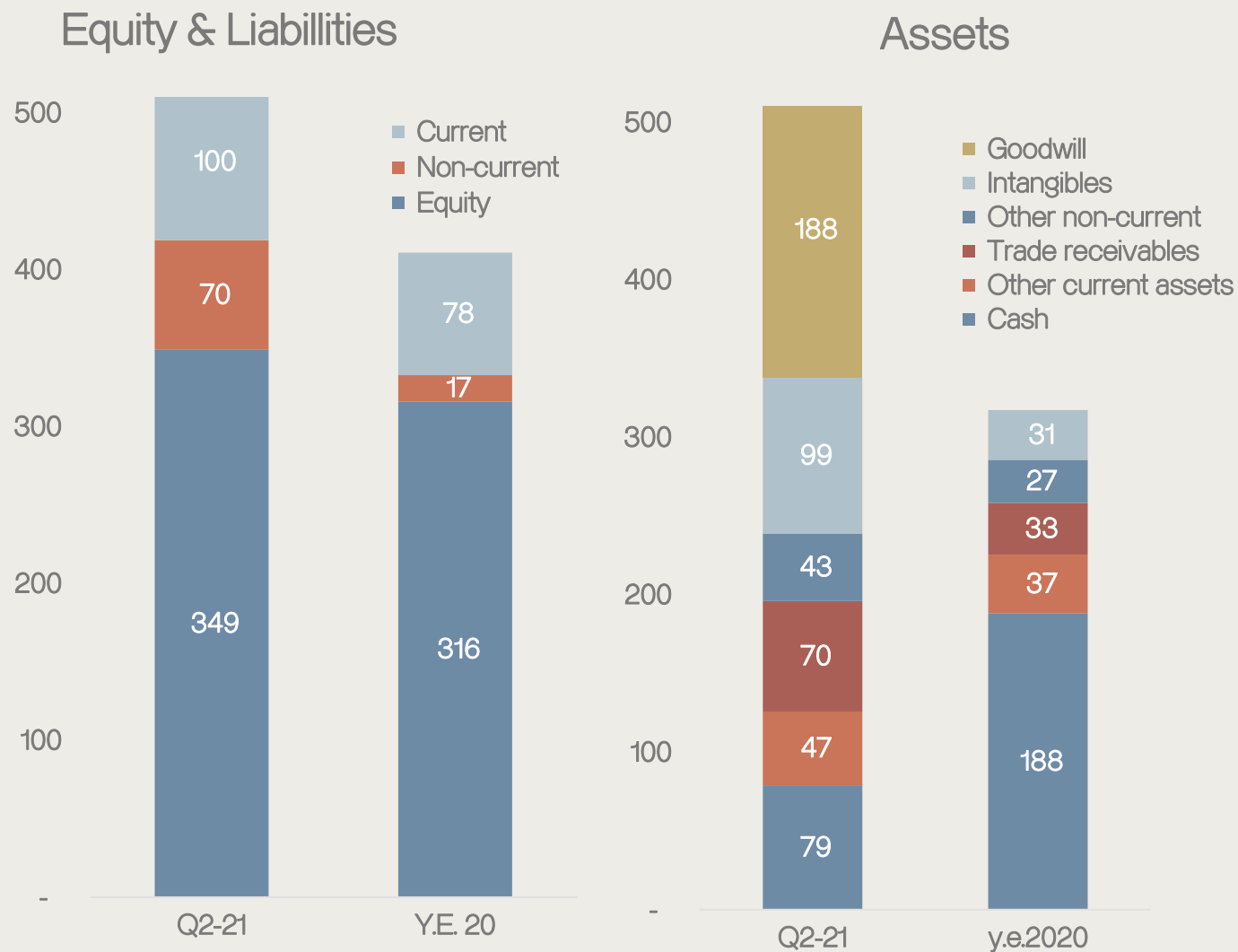
7m / 130%

\ Q2 Performance .



Revenue
+241% y/y
+36% Organic

\ Balance sheet development .



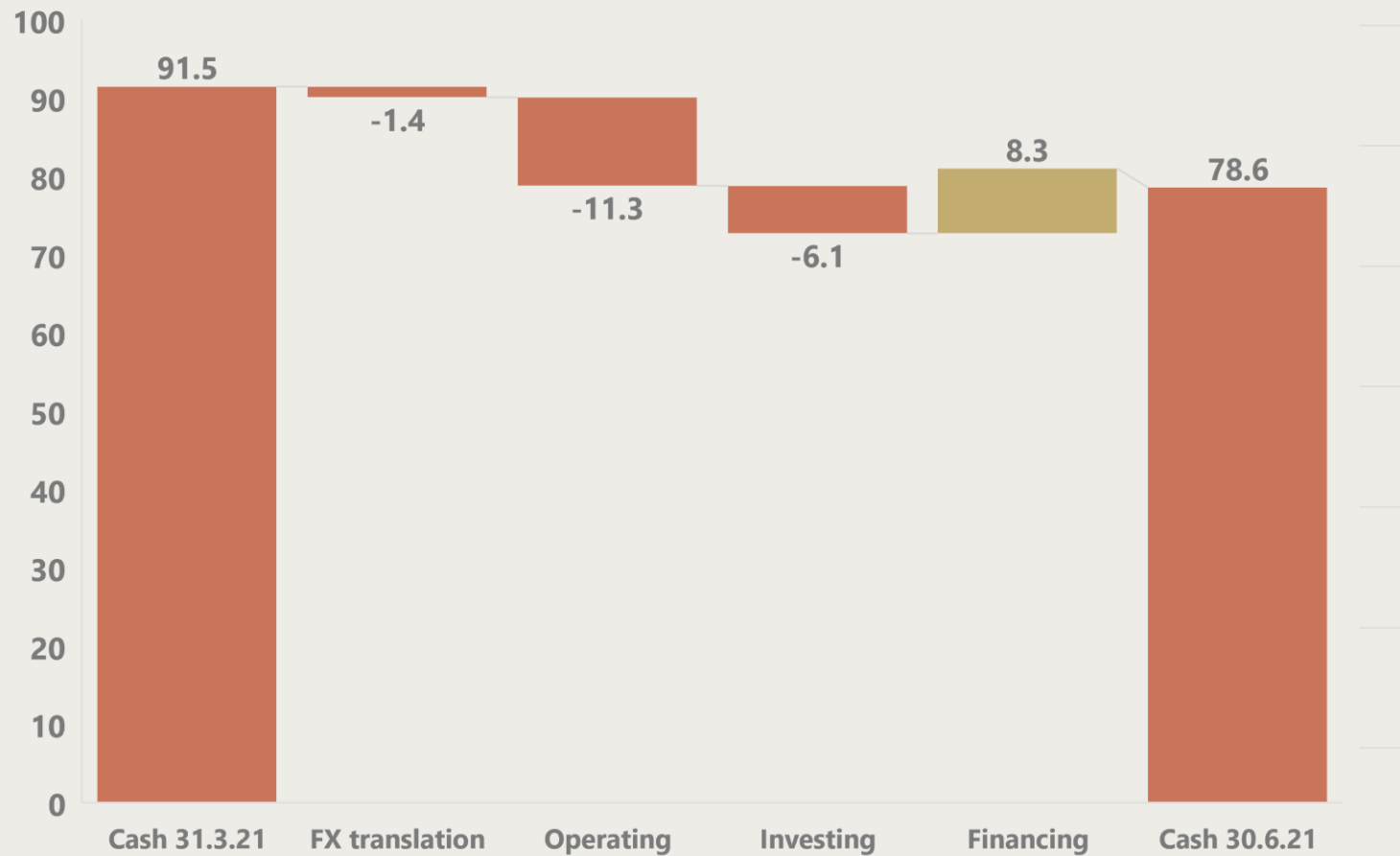
30/6-2021

Total assets NOK 519m

Total equity NOK 349m up 33m compared to end of 2020

Equity ratio of 67%

\ Cash flow •

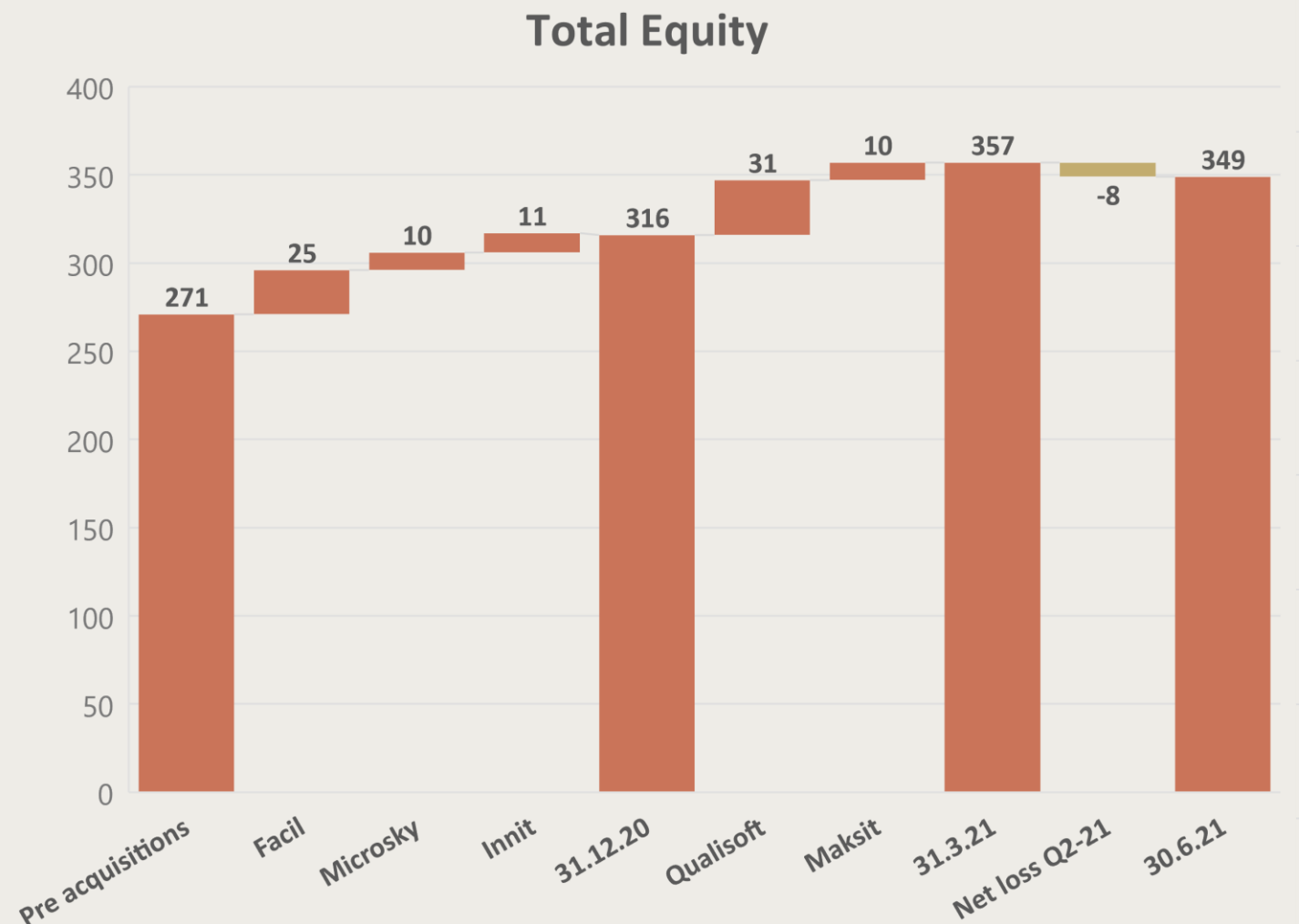


Net change in AP and AR had a negative impact of NOK 10.3m

Investment of 6m pertains to capitalized software development cost

Financing CF represent COVID bank loan in Italy without covenants and with state guarantees

\ Equity Development .



Total equity at the end of Q2 was NOK 349m, a reduction of NOK 8m compared to end of Q1.

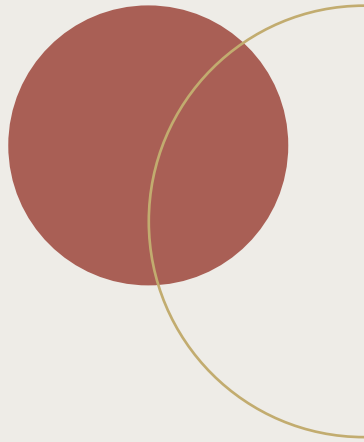
Equity ratio of 67% at the end of the reporting period



\ 2. Organization & Integration .

Integration of the acquired companies

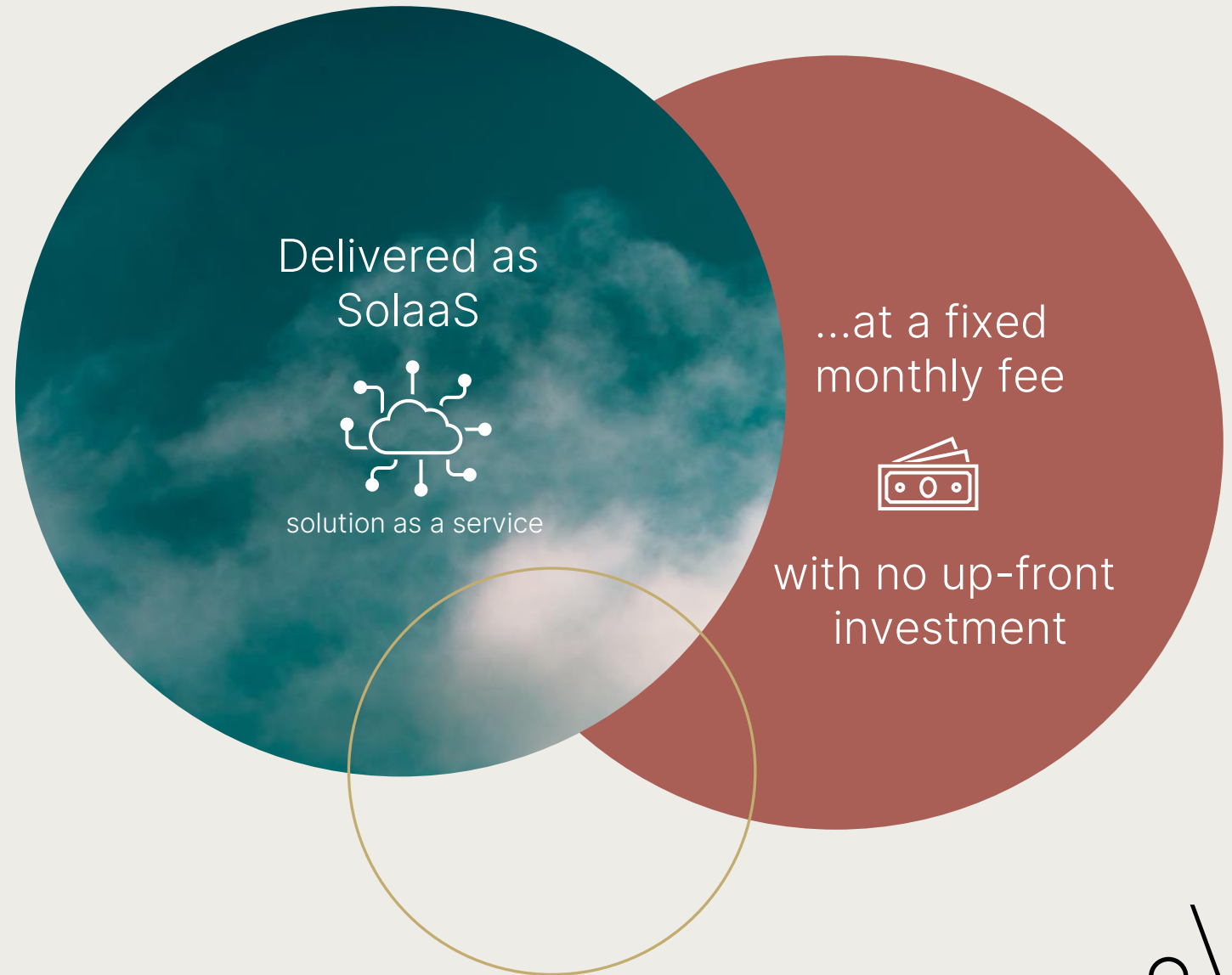
\ Arribatec Group .



\ How we have organized our business .



\ Our business proposition .



\ Global presence .

Norway \ Oslo \ Stavanger \ Kristiansand \ Bergen
 \ Hamar \ Sandefjord \ Lillehammer

Sweden \ Stockholm \ Gothenburg

Denmark \ Copenhagen

UK \ London \ Leicester \ Manchester

Italy \ Milan \ Rapallo \
 Pontinia

Spain \ Madrid \ Granada \ Barcelona \ San
 Sebastian

Belgium \ Vosselaar

Germany \ Leer

Poland \ Wroclaw

Cyprus \ Limassol

USA \ Colorado \ Florida

UAE \ Dubai

Singapore \ Singapore

Under Incorporation

France \ Paris

Holland \ Amsterdam

Coming through acquisitions

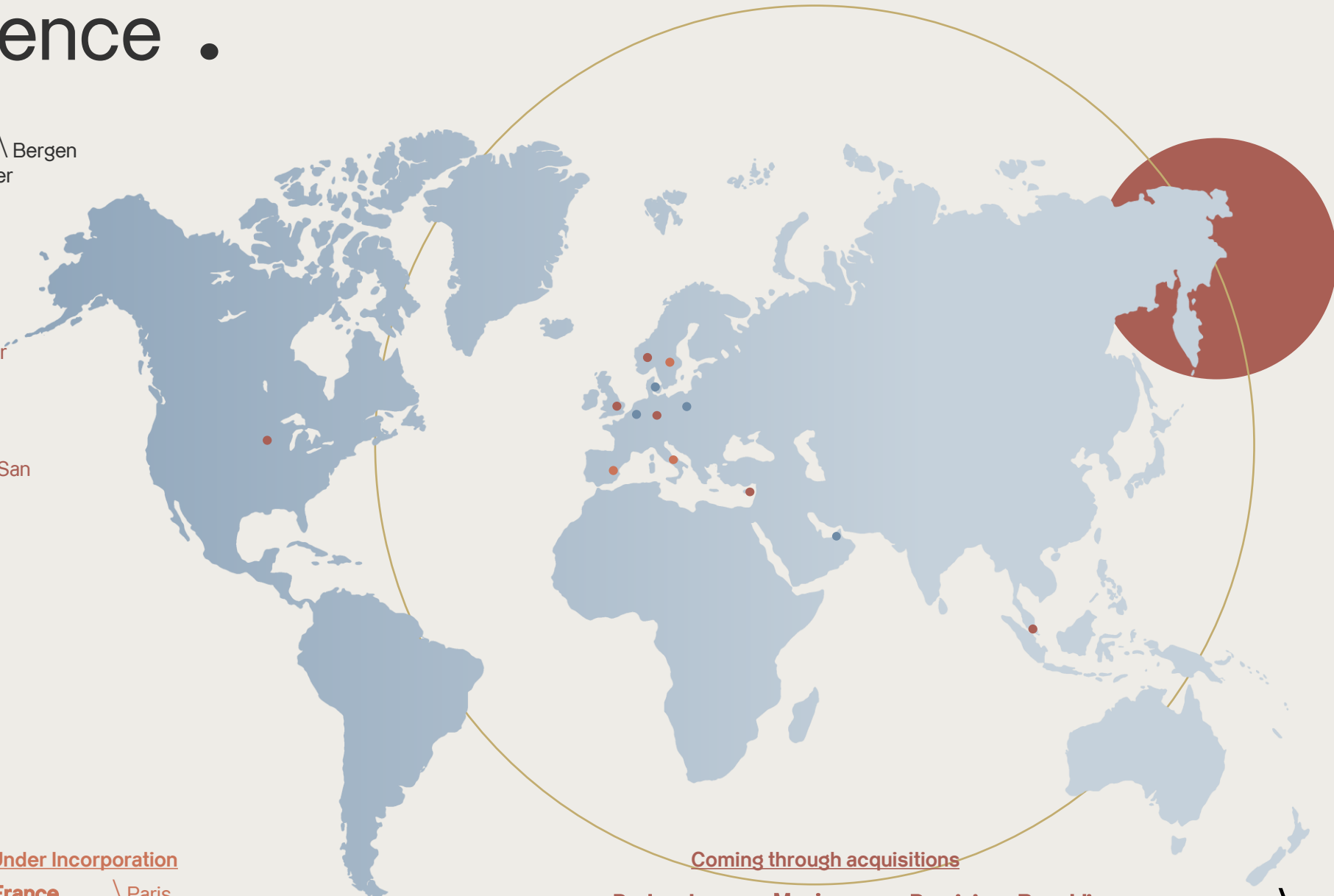
Portugal

Mexico

Dominican Republic

Guatemala

Peru





\ Business Areas .

\ Business Services •

- 36% Organic growth compared to same quarter last year
- Strong growth in Europe and US
 - Resource utilization cross boarder
- Continued investment in methodology to deliver SolaaS efficiently
- ERP as the principal solution and “hub” for One Solution
- Strengthen partnership with Unit4 Globally
- Extended SolaaS offering to the Research Institutes with HR & Payroll
- New version of Arribatec Research Management Solution deployed successfully
 - Including a brand new timesheet solution (plans to also be sold as stand-alone)
- Moved DevOps team out of Innit and to Business Services
- Moved support function to SPOC Support Center in BA Cloud

\ Cloud •

- Strong growth including ARR
- Extended Private Cloud capacity and “brought” Arribatec into our own Cloud infrastructure
- In process of moving many customers of other group companies from 3rd party Cloud providers
- Platform ready to deliver Cloud services throughout the Arribatec Group of companies
- Established SPOC Support Center for One Solution
- Implemented new Support System and rolled out globally
- Working towards ISO 27001 certification

\ EA & BPM* .

- Highly competent and committed organization
- Very strong growth with several strategic wins during the quarter
- Large back-log and more manpower required – hired 18 new this year
40% growth
- Transferring Cloud solutions from 3rd party providers to Arribatec Cloud
- Plans initiated for development of own complementary solution (within EA&BPM)
- Expands to Sweden by building a business unit there under Arribatec Solutions AB
 - Advance dialog with several large and interesting prospects
 - Qualiware has a large customer base and can serve as a platform
 - Transforming Swedish Arribatec consultants to EA&BPM consultants



\ Marine •

- Pipeline increased with € 6 million over the last 6 months
- Several strategic contracts signed serving as a solid platform to take a strong position in the maritime sector
- Several pilot and proof-of concept project delivered, which we expect will transform into new large contracts coming months
- COVID still causing challenges to roll-out and invoice/recognize the revenue
- Partnership with Honeywell, Inmarsat etc to strengthen our value proposition and to deliver holistic solutions to our customers

\ InfoSHIP – Performance .

- Control Room Cyprus
- Own & Customer specific
- Route planning
- Fuel Optimization
- Environmentally friendly
- Signed strategically deals
- Many additional in process



\ Hospitality •

- Promising pipeline – first contracts signed
- Webinar in Singapore and response 61 hotels/25 000 rooms
- LOI signed with Drivers Home – SolaaS self-service hotels throughout Scandinavia
- Business Development agreement signed with AHA Hospitality in Dubai
- New ISO standards will require the hospitality industry to invest in IT solutions to comply with these new standards from 2022
 - Arribatec Certify is well positioned to benefit from these changes
- Holographic Solution for touchless check-in/out developed and ready for the market
- AI Voice Solutions prototyped for Certify to further simplify, streamline and increase efficiency combined with document compliance and deliver on new ISO

\ EXPO 2020 DUBAI .

- Official Participant – under the umbrella of Innovation Norway
- Certify to control the Cleanliness process @ the Norwegian Pavilion
- Platform to develop the GCC market for Arribatec Group
- Starting October 1st



EXPO 2020 DUBAI OFFICIAL
PARTICIPANT – NORWAY



A modern lounge interior featuring a curved wall made of vertical wooden slats. The space is furnished with contemporary sofas, armchairs, and ottomans. Large potted plants are placed on either side of the central seating area. The ceiling has recessed linear lighting, and the floor is made of light-colored stone tiles. The text "Arribatec. one solution" is overlaid in the center in a white, sans-serif font.

Arribatec. one solution

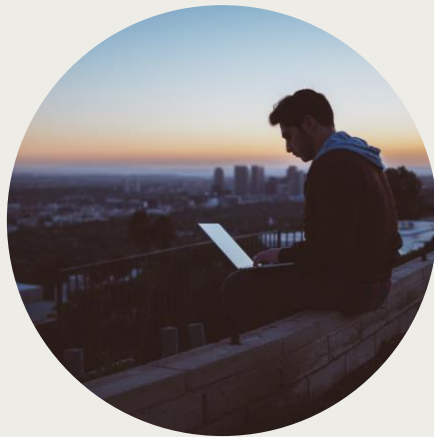
\ M&A Strategy •

All acquirors must be accretive to Arribatec's valuation



Solutions & Services

Enhance our presence in our verticals



Geography

Increase our geographical footprint



Technology

New and complementary solutions



Competence

... and always looking for smart people

Contribute to deliver on One Solution and sustainable profitable growth

\ Summing up Q2 .

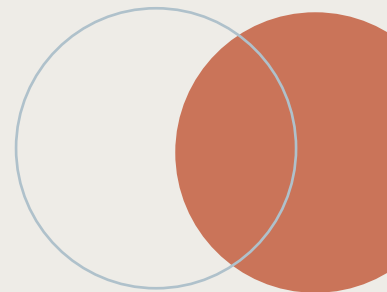
- Q2 - Continued solid growth in revenue 241% y/y – organic growth of 36%
- Q2 – 671% y/y growth in RR and 22% higher than Q1
- Q2 - EBITDA of NOK 1.8 m – lower than Q1 due to strong focus on growth, integration and organizational alignment
- Q3 - Closing acquisitions, Integra & Grupo Hodei – expect to contribute with NOK 100 mill in revenue first year + positive EBITDA
- Q3/Q4 - focus on integration, build global sales organization, recruitment and cost-control
- 2021 - Estimated total revenue of NOK 425-450m (depending on Integra & Grupo Hodei)
- 2022 - NOK 550m yearly run-rate by end of 2021 – incl. ~15% organic growth
- 2022 - Expect full effect of integrations of acquired companies on EBITDA from early 2022



\ Appendix .

Financial Figures

\ Profit & Loss •



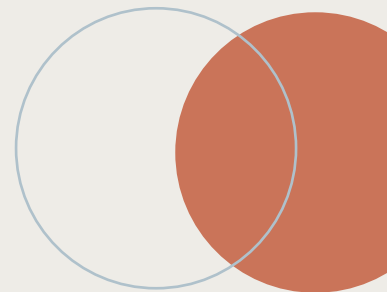
<i>NOK thousand</i>	Note	For the quarter end		YTD		Full year 2020
		30 June 2021	30 June 2020	30 June 2021	30 June 2020	
Revenue	3	104 427	30 637	203 599	66 482	154 024
Materials, software and services		(21 992)	(1 959)	(44 720)	(5 772)	(17 609)
Gross profit		82 435	28 678	158 879	60 710	136 415
Salary and personnel costs		(61 663)	(22 695)	(118 226)	(46 959)	(99 143)
Costs from reverse takeover		0	0	0	0	(56 822)
Other operating expenses		(18 989)	(2 968)	(29 025)	(6 442)	(25 710)
Total operating expenses		(80 652)	(25 663)	(147 251)	(53 401)	(181 674)
EBITDA		1 783	3 015	11 628	7 308	(45 259)
Depreciations and amortizations		(7 998)	(1 202)	(14 807)	(2 131)	(7 240)
Operating profit (EBIT)		(6 215)	1 813	(3 179)	5 178	(52 499)
Financial income	4	(66)	344	1 130	364	1 247
Financial expense	4	(342)	(477)	(1 999)	(837)	(2 945)
Profit/(loss) before tax		(6 622)	1 680	(4 047)	4 705	(54 197)
Tax expense		(465)	(388)	(2 435)	(1 086)	(1 424)
Profit after tax attributable to equity holders of the parent company		(7 088)	1 292	(6 482)	3 619	(55 620)
Earnings per share: basic	10	(0,02)	0,01	(0,01)	0,04	(0,18)
Earnings per share: diluted	10	(0,02)	0,01	(0,01)	0,04	(0,18)

\ Balance Sheet .

		For the quarter end	
<i>NOK thousand</i>	Note	30 June 2021	31 Dec 2020
ASSETS			
Non-current assets			
Property, Plant and equipment		5 178	3 258
Right-of-use assets	6	18 796	20 768
Goodwill	6	187 942	93 827
Customer relations	6	33 924	13 145
Other Intangible assets	6	64 893	18 310
Other non-current assets		11 774	945
Deferred tax assets		1 075	2 436
Total non-current assets		323 583	152 689
Current assets			
Trade receivables		70 283	32 956
Other receivables		2 159	22 090
Contract assets		19 638	12 387
Other current assets		24 778	2 746
Cash and cash equivalents		78 586	188 270
Total current assets		195 444	258 448
TOTAL ASSETS		519 027	411 137

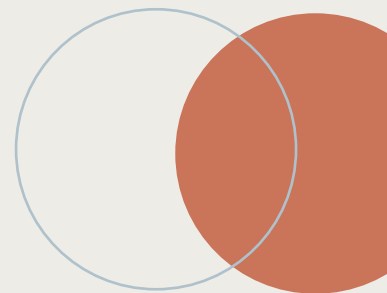
		For the quarter end	
<i>NOK thousand</i>	Note	30 June 2021	31 Dec 2020
EQUITY AND LIABILITIES			
Equity			
Paid in capital			
Issued capital	9	127 432	117 203
Other paid in capital		225 232	194 510
Total paid in capital		352 663	311 713
Other equity			
Exchange differences		(1 409)	8
Other equity		(1 989)	4 493
Total other equity		(3 398)	4 501
Total equity			
		349 266	316 214
Non-current liabilities			
Interest bearing loans	7	26 772	1 344
Lease liabilities	6	11 807	15 500
Other non-current financial liabilities		716	0
Deferred tax liabilities		13 071	0
Provisions		17 187	0
Total non-current liabilities		69 554	16 843
Current liabilities			
Short term financial liabilities	7	4 033	7 046
Current lease liabilities	6	8 233	7 125
Accounts payable and other current liabilities		14 162	23 966
Contract liabilities		20 029	1 283
Current tax payable		3 368	3 596
Other current liabilities		50 382	35 064
Total current liabilities		100 208	78 080
Total liabilities			
		169 762	94 923
TOTAL EQUITY AND LIABILITIES			
		519 027	411 137

\ Cash flow •



NOK thousand	Note	For the quarter end		YTD		Full year 2020
		30 June 2021	30 June 2020	30 June 2021	30 June 2020	
Operating activities						
Profit/(Loss) before tax		(6 622)	1680	(4 047)	4 705	(55 620)
Taxes paid		0	0	(982)	0	(1 196)
Adjustments for:						
- Calculated cost from reverse takeover		0	0	0	0	56 822
- Finance income and expense	4	416	133	877	473	1 698
- (Increase)/decrease in trade receivables		(3 243)	9 939	(10 836)	1 214	1 328
- (Decrease)/increase in trade payables		(7 105)	(1 902)	(18 548)	2 664	6 089
- Depreciation and amortization	5, 6	7 999	1 202	14 807	2 131	7 240
Change in other current accounts		(2 731)	4 330	1 332	7 179	(17 369)
Net cash flows operating activities		(11 287)	15 382	(17 397)	18 366	(1 009)
Investing activities						
Cash received through business combination	7	0	0	20 712	0	34 741
Cash consideration Investment in subsidiaries	8	0	0	(101 472)	0	(59 942)
Capitalized development costs and tangible assets	5	(5 702)	(3 696)	(13 245)	(7 266)	(12 548)
Interest received		(398)	0	0	0	236
Net cash flows investing activities		(6 098)	(3 696)	(94 005)	(7 266)	(37 514)
Financing activities						
Net proceeds from borrowings		15 793	0	15 793	0	5 472
Change in overdrafts		(7 950)	(1 910)	(9 383)	1 924	(3 821)
Repayment of debt		470	0	0	0	(1 179)
Interest paid		(299)	(170)	(844)	(199)	(755)
Calculated interest lease liabilities		280	0	0	0	0
Installments lease liabilities		(2 418)	0	(2 418)	0	0
Other changes in equity		0	0	0	0	(1 110)
Proceeds from shares issued		0	0	0	0	234 954
Share issue costs		0	0	0	0	(12 891)
Net cash flows financing activities		5 876	(2 080)	3 147	1 725	220 671
Net change in cash and cash equivalents		(11 509)	9 606	(108 254)	12 825	182 149
Cash and cash equivalents at the beginning of period		91 525	9 340	188 270	6 121	6 121
Currency translation		(1 430)	0	(1 430)	0	0
Cash and cash equivalents at end of period		78 586	18 945	78 586	18 945	188 270

\ Equity •



	Equity related to the shareholders of the parent company					Total Equity
	Restricted Share capital	Treasury shares	Other paid in capital	Exchange differences	Retained earnings and profit for the year	
<i>NOK thousand</i>						
Closing balance on 31 December 2019	2 589	-312	16 286	(52)	3 291	21 802
Balance on 1 January 2020	2 589	-312	16 286	(52)	3 291	21 802
Result of the period					3 619	3 619
Comprehensive income for the period				30		30
Total comprehensive result for the period	0	0	0	30	3 619	3 649
Closing balance on 30 June 2020	2 589	-312	16 286	-22	6 910	25 451
Balance on 1 January 2020	2 589	(312)	16 286	(52)	3 291	21 802
Result of the period					(55 620)	(55 620)
Comprehensive income for the period				60		60
Total comprehensive result for the period	0	0	0	60	(55 620)	(55 561)
Treasury shares acquired		(276)				(276)
Other equity transactions			(834)			(834)
Issue of share capital in Arribatec AS	847		83 824			84 670
Reverse take over reclassification of Arribatec AS	(3 436)	588	2 848			0
Reverse take over Arribatec Solutions ASA	91 204		(64 614)		56 822	83 412
Capital Increase employees offer, Nov	2 800		6 600			9 400
Capital increase repair issue, Nov	9 199		21 684			30 884
Capital increase, Private placement Dec	14 000		96 000			110 000
Cost of share issue			(12 891)			(12 891)
Share consideration relating business combinations – shares to be issued in 2021			45 607			45 607
Closing balance on 31 December 2020	117 203	0	194 510	8	4 493	316 214
Balance on 1 January 2021	117 203	0	194 510	8	4 493	316 214
Result of the period					(6 482)	(6 482)
Comprehensive income for the period				(1 417)		(1 417)
Total comprehensive result for the period	0	0	0	(1 417)	(6 482)	(7 899)
Share consideration relating to business combination 2020 (Facil, Microsky and Innit)			(45 607)			(45 607)
Capital increase related to business combinations	10 228		66 129			76 357
Share consideration relating business combinations in 2021 – shares to be issued during 2021			10 200			10 200
Closing balance on 30 June 2021	127 432	0	225 232	(1 409)	(1 989)	349 265



\ Q2 Reporting Arribatec Group ASA .

Per Ronny Stav – Group CEO
Geir Johansen – Group CFO

Oslo 26 August 2021

Arribatec .