IR Presentation

December 2023

Software Services and State-Of-The-Art-Software Products

#InnovatedInCluj
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Therefore, the final results achieved may vary significantly from the forecasts, and the variations may be material.
Contents

- AROBS Group at a glance
- Development strategy
- Key 2022 and 9M 2023 financials
- 2023 Budget
- AROBS on BVB
- Annex: Software services and products covered by the Group
AROBS Group at a glance
European by birth, International by culture

11 Local Branches
- Cluj-Napoca
- Baia Mare
- Oradea
- Targu Mures
- Arad
- Timisoara
- Lugoj
- Craiova
- Bucharest
- Suceava
- Iasi

9 International Branches
- Belgium
- Germany
- Hungary
- Indonesia
- Poland
- Republic of Moldova
- The Netherlands
- UK
- USA

AROBS is the leading software services and software products provider. The company has a consolidated position in the Romanian market through presence in the major cities, as well as 9 international branches that primarily serve as sale centers. Across all markets, the Group has 1,200+ employees and collaborators, and approx. 70 partners for the Software Services business lines in Europe and America, serving a total of 11,000+ Software Product customers across the world.
SOFTWARE SERVICES

EMBEDDED TECHNOLOGIES
- AUTOMOTIVE
- AEROSPACE
- MEDICAL
- MARITIME

LIFE SCIENCES
- LAB AUTOMATION
- TRAVEL TECHNOLOGY

ENTERPRISE SOLUTIONS
- IOT
- CYBERSECURITY
- FINTECH
- INTELLIGENT AUTOMATION

ELECTRIFICATION
# SOFTWARE PRODUCTS

## AROBS TELEMATICS

One of the leaders in the industry in Romania, with a strong presence in the Republic of Moldova, Hungary and Indonesia.

Complete monitoring solutions and fleet management tools.

Complementary solution to fleet management through which the international transport companies can pay the road tolls in Europe through an integrated system.

Provider of fleet management solutions, fleet monitoring, security applications or recovery of stolen cars.

## AROBS HR SOLUTIONS

Specialized in providing HR and Payroll solutions through TrueHR and dp-Payroll.

## AROBS CRM & FSA

A full optimization suite through automation and management systems.

A platform that improves the relationships and interactions of companies with their existing or potential clients.

## AROBS GREENFIELD

New company, responsible with the implementation of hardware and software solutions for public authorities.

## OTHER PRODUCTS

A white label solution that can be integrated with any property management software such as a hotel PMS.

Solution for schoolbooks digitalization.
Evolution per business segment

2020

Turnover: RON 173.1 m

Software services 67%

Software products 27%

Distribution of goods and other services 5%

2021

Turnover: RON 190.1 m

+10% vs. 2020

Software services 68%

Software products 27%

Distribution of goods and other services 5%

2022

Turnover: RON 301.1 m

+58% vs. 2021

Software services 80%

Software products 19%

Distribution of goods and other services 1%

2023*

Turnover: RON 421.3 m

+40% vs. 2022

Software services 79%

Software products 12%

Integrated Systems 9%

* - according to 2023 Revenue & Expense Budget

According to RAS
Since raising RON 74 million (EUR 15m) from investors through a private placement in October 2021, and after its listing on the AeRO market of the Bucharest Stock Exchange in December 2021, the Group carried-out 9 M&A transactions. The transactions consolidate and complement AROBS’ expertise in fields such as automotive, medical, clinical trials, aerospace and maritime. The Group used a mix of raised capital and bank financing for the acquisitions.
## Group structure – as of November 2023

### AROBS TRANSILVANIA S.A.

#### Romanian entities

- AROBS DEVELOPMENT & ENGINEERING (ENEA) 100%
- AROBS ETOLL SOLUTIONS 100%
- AROBS SYSTEMS 100%
- BERG COMPUTERS 100%
- CENTRUL DE SOFT GPS 100%
- NORDLOGIC SOFTWARE 100%
- FUTURE WORKFORCE SA 100%
- FUTURE WORKFORCE SRL 100%
- SAS FLEET TRACKING SRL (SAS GROUP) 100%
- SILVER BULLET 100%
- SOFTMANAGER 70%
- UCMS GROUP ROMANIA 97.7%

**In 2023, the following companies were acquired:**

- SYDERAL Polska - 94% stake (completed in January 2023)
- AROBS Software SRL and AROBS TrackGPS SRL - 100% stake (completed in February 2023)
- Future WorkForce SA - 100% stake
- FUTURE WORKFORCE UK - 80% stake
- FUTUREWORKFORCE GMBH - 65% stake (completed in April 2023)
- AROBS Pannonia Software - 100% stake (completed in July 2023)

#### International entities

- AROBS SOFTWARE SOLUTIONS GMBH - 60%
- ATS ENGINEERING LLC - 100%
- CABRIO INVEST BV - 90%
- COSO BY AROBS BV BE - 90%
- COSO BY AROBS BVBA NL - 90%
- COSO TEAM UK LTD - 90%
- NORDLOGIC USA - 100%

- PT AROBS SOLUTIONS ID - 70%
- AROBS Software SRL MD - 100%
- AROBS TRACKGPS SRL MD - 100%
- AROBS Pannonia Software HU - 100%
- SKYSHIELD HU - 100%
- FUTURE WORKFORCE UK - 80%
- FUTURE WORKFORCE GMBH DE - 65%
Development strategy
Long-term strategy anchored on four key pillars

Concentric diversification based on research and innovation (R&D)

Development of new areas of expertise for software services (Greenfield & organic development)

Horizontal integration strategy (M&A)

Motivation and retention (SOP)
M&A strategy

M&A TARGETS:

➢ Majority stakes in IT companies active in software services and software products such as fleet management or business optimization
➢ Entrepreneurial businesses where the majority shareholder wants a partial or full cash-out
➢ Companies with a performing management team, long-term clients, constant profitability and scalability potential
➢ Rule of 40 (combined revenue growth rate and profit margin should equal or exceed 40%)
➢ Minimum 100 employees
➢ Companies with complementary technology that can synergize with AROBS current software services and products
➢ Companies with valuable IP and patents, which could further develop AROBS software services and products
➢ Companies that have a track record of innovation in terms of R&D, product development, or adopting new technologies

2024 - 2026

➢ Total budget of approx. EUR 55 million for further M&A transactions, with focus outside the CEE region
➢ Approx. EUR 40 million cash component from future share capital increase with cash contribution paired with EUR 15 million to be paid in AROBS shares
➢ Targeted deal structure: **75% cash, 25% shares** component
➢ Estimated **75 million shares** to be paid to entrepreneurs who join AROBS Group, capped at max 25 million shares per year (approved in GSM from 29.09.2023).
Key 2022 financials
The results include, in part, the performances recorded by the new companies acquired by AROBS and the subsidiaries established during the financial year that ended on 31.12.2022.

Net turnover grew 61% YoY in 2022, driven by new software service clients as a result of growing existing teams, as well as increasing client number in software products by incorporating functionality demanded by the market.

Other aspects favoring positive evolution of the topline are extension of collaboration with clients, increase of hourly rates for services, increase in the price of products, M&As that topped organic growth.

### REVENUE STATEMENT (RON m)

<table>
<thead>
<tr>
<th></th>
<th>2022</th>
<th>2021</th>
<th>YoY %</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Turnover:</strong></td>
<td>299.8</td>
<td>186.6</td>
<td>61%</td>
</tr>
<tr>
<td>Software services revenue</td>
<td>240.1</td>
<td>128.5</td>
<td>87%</td>
</tr>
<tr>
<td>Software products revenue</td>
<td>58.7</td>
<td>48.9</td>
<td>20%</td>
</tr>
<tr>
<td>Revenue from the distribution of goods and other services</td>
<td>1</td>
<td>9.2</td>
<td>-89%</td>
</tr>
<tr>
<td><strong>Total sales costs:</strong></td>
<td>194.3</td>
<td>113.4</td>
<td>71%</td>
</tr>
<tr>
<td>Cost of sales from software services</td>
<td>164.6</td>
<td>84.7</td>
<td>94%</td>
</tr>
<tr>
<td>Cost of sales from software products</td>
<td>28</td>
<td>21.4</td>
<td>31%</td>
</tr>
<tr>
<td>Cost of distribution of goods and other services</td>
<td>1.7</td>
<td>7.3</td>
<td>-77%</td>
</tr>
<tr>
<td><strong>Gross result</strong></td>
<td>105.6</td>
<td>73.2</td>
<td>44%</td>
</tr>
<tr>
<td>Software services - gross margin</td>
<td>31%</td>
<td>34%</td>
<td></td>
</tr>
<tr>
<td>Software products - gross margin</td>
<td>52%</td>
<td>56%</td>
<td></td>
</tr>
<tr>
<td>Distribution of goods and other services - gross margin</td>
<td>-65%</td>
<td>20%</td>
<td></td>
</tr>
<tr>
<td><strong>Software Services</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- gross margin</td>
<td>31%</td>
<td>34%</td>
<td></td>
</tr>
<tr>
<td><strong>Software products</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- gross margin</td>
<td>52%</td>
<td>56%</td>
<td></td>
</tr>
<tr>
<td><strong>Distribution of goods and other services</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- gross margin</td>
<td>-65%</td>
<td>20%</td>
<td></td>
</tr>
</tbody>
</table>
Strong normalized **EBITDA margin** due to the mix of business segments contribution.

**2022 Normalized EBITDA (IFRS)**

<table>
<thead>
<tr>
<th>RON m</th>
<th>2022</th>
<th>2021</th>
<th>YoY %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gross result</td>
<td>105.6</td>
<td>73.2</td>
<td>44%</td>
</tr>
<tr>
<td>Sales and marketing expenses</td>
<td>9</td>
<td>7.5</td>
<td>20%</td>
</tr>
<tr>
<td>Admin and general expenses</td>
<td>41.5</td>
<td>18.6</td>
<td>123%</td>
</tr>
<tr>
<td>Other revenues/expenses</td>
<td>1.9</td>
<td>0.9</td>
<td>114%</td>
</tr>
<tr>
<td>Operating result</td>
<td>53.2</td>
<td>46.2</td>
<td>15%</td>
</tr>
<tr>
<td>EBITDA</td>
<td>70.3</td>
<td>56.5</td>
<td>24%</td>
</tr>
<tr>
<td>Normalized EBITDA</td>
<td>76.3</td>
<td>56.7</td>
<td>35%</td>
</tr>
<tr>
<td>Normalized EBITDA margin</td>
<td>25%</td>
<td>28%</td>
<td></td>
</tr>
<tr>
<td>Financial income/(expenses), net</td>
<td>0.08</td>
<td>2.8</td>
<td>-97%</td>
</tr>
<tr>
<td>Income from associates</td>
<td>-</td>
<td>2.9</td>
<td></td>
</tr>
<tr>
<td>Profit before tax</td>
<td>53.3</td>
<td>51.9</td>
<td>3%</td>
</tr>
<tr>
<td>Income tax</td>
<td>-6.2</td>
<td>-6</td>
<td>4%</td>
</tr>
<tr>
<td>Net result</td>
<td>47.1</td>
<td>45.9</td>
<td>3%</td>
</tr>
<tr>
<td>Profit/(loss) on holdings held for sale</td>
<td>-</td>
<td>-0.07</td>
<td></td>
</tr>
<tr>
<td>Net result</td>
<td>47.1</td>
<td>45.8</td>
<td>3%</td>
</tr>
<tr>
<td>Normalized net result</td>
<td>53.1</td>
<td>46.1</td>
<td>15%</td>
</tr>
<tr>
<td>Normalized net result margin</td>
<td>17%</td>
<td>23%</td>
<td></td>
</tr>
</tbody>
</table>

Normalized EBITDA = EBITDA without SOP impact
Normalized net result excludes the non-cash effect generated by SOP and goodwill amortization
The **software services** industry constantly requires access to excellent resources in increasing numbers to perform in a competitive market. Consequently, this line increased by 87% in 2022, reaching **RON 240.1 million**, 80% of turnover.

Regarding **software products**, such as fleet management, business optimization, and digital payments, the market experienced growth in 2022 due to the accelerated digitalization processes of companies and organizations. In 2022, this line grew 20%, reaching **RON 58.7 million**, contributing 20% to the total turnover.
9M 2023 financials
9M 2023 Consolidated Results

- In the 9M 2023, the AROBS Group recorded consolidated net turnover of RON 349.8 m, up 67% compared to 9M 2022.
- The Group's organic business contributed 67% to consolidated net turnover, up 18% from 9M 2022.
- Newly acquired companies contributed 24% to the consolidated net turnover in 9M 2023.
- An important factor that determined the increase in turnover at group level is the contribution of the new companies acquired after Q3 2022 and the contribution of companies acquired before end of Q3 2022.

<table>
<thead>
<tr>
<th>Acquisitions 2022</th>
<th>Acquisitions 2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>AROBS Engineering</td>
<td>AROBS Software</td>
</tr>
<tr>
<td>AROBS Software</td>
<td>AROBS Romania Software RIT</td>
</tr>
<tr>
<td>Nordic by AROBS</td>
<td>AROBS Polska</td>
</tr>
<tr>
<td>AROBS Track GPS</td>
<td></td>
</tr>
<tr>
<td>FWF</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>CONSOLIDATED P&amp;L (RON m)</th>
<th>30.09.2023</th>
<th>30.09.2022</th>
<th>Variation %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net turnover</td>
<td>349.8</td>
<td>208.9</td>
<td>67%</td>
</tr>
<tr>
<td>Other operating revenue</td>
<td>1.5</td>
<td>1.0</td>
<td>60%</td>
</tr>
<tr>
<td>TOTAL OPERATING REVENUE</td>
<td>356.3</td>
<td>212.6</td>
<td>68%</td>
</tr>
<tr>
<td>Cost of goods</td>
<td>34.1</td>
<td>5.1</td>
<td>567%</td>
</tr>
<tr>
<td>Personnel expenses split by:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ESOP</td>
<td>15.2</td>
<td>2.1</td>
<td>639%</td>
</tr>
<tr>
<td>Expenses for services performed by third parties</td>
<td>75.8</td>
<td>64.3</td>
<td>18%</td>
</tr>
<tr>
<td>Other operating expenses</td>
<td>25.2</td>
<td>14.0</td>
<td>80%</td>
</tr>
<tr>
<td>Amortization and depreciation of tangible and intangible assets, split by:</td>
<td>18.3</td>
<td>11.6</td>
<td>58%</td>
</tr>
<tr>
<td>Amortization and depreciation of other tangible and intangible assets</td>
<td>6.7</td>
<td>4.4</td>
<td>53%</td>
</tr>
<tr>
<td>Amortization of Goodwill</td>
<td>11.6</td>
<td>7.2</td>
<td>61%</td>
</tr>
<tr>
<td>TOTAL OPERATING EXPENSES</td>
<td>324.6</td>
<td>166.9</td>
<td>95%</td>
</tr>
<tr>
<td>OPERATING RESULT</td>
<td>31.7</td>
<td>45.7</td>
<td>-31%</td>
</tr>
<tr>
<td>EBITDA</td>
<td>49.7</td>
<td>54.9</td>
<td>-9%</td>
</tr>
<tr>
<td>EBITDA margin</td>
<td>14%</td>
<td>26%</td>
<td></td>
</tr>
<tr>
<td>Normalized EBITDA</td>
<td>65.0</td>
<td>59.2</td>
<td>10%</td>
</tr>
<tr>
<td>Normalized EBITDA margin</td>
<td>19%</td>
<td>28%</td>
<td></td>
</tr>
<tr>
<td>FINANCIAL RESULT</td>
<td>1.4</td>
<td>1.0</td>
<td>35%</td>
</tr>
<tr>
<td>Gross result</td>
<td>33.1</td>
<td>46.7</td>
<td>-29%</td>
</tr>
<tr>
<td>Income tax</td>
<td>9.6</td>
<td>8.4</td>
<td>14%</td>
</tr>
<tr>
<td>NET RESULT</td>
<td>22.5</td>
<td>38.3</td>
<td>-41%</td>
</tr>
<tr>
<td>NET RESULT margin</td>
<td>6%</td>
<td>18%</td>
<td></td>
</tr>
<tr>
<td>Normalized NET RESULT</td>
<td>49.4</td>
<td>47.6</td>
<td>4%</td>
</tr>
<tr>
<td>Normalized NET RESULT margin</td>
<td>14%</td>
<td>23%</td>
<td></td>
</tr>
<tr>
<td>Out of which, non-controlling interest net result</td>
<td>0.6</td>
<td>0.1</td>
<td>461%</td>
</tr>
</tbody>
</table>

Unaudited, according to RAS.

Normalized net result excludes the non-cash effect generated by SOP and goodwill amortization.
9M 2023
Individual Results

- In 9M 2023, AROBS reported a notable financial result of **RON 20 m** from the distribution of dividends which were sourced from the profits accrued by three of the subsidiaries.

<table>
<thead>
<tr>
<th>Individual P&amp;L (RON m)</th>
<th>30.09.2023</th>
<th>30.09.2022</th>
<th>Variation %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net turnover</td>
<td>205.5</td>
<td>166.0</td>
<td>24%</td>
</tr>
<tr>
<td>Other operating revenue</td>
<td>0.8</td>
<td>0.6</td>
<td>38%</td>
</tr>
<tr>
<td>TOTAL OPERATING REVENUE</td>
<td>208.7</td>
<td>168.3</td>
<td>24%</td>
</tr>
<tr>
<td>Cost of goods</td>
<td>3.4</td>
<td>5.2</td>
<td>-35%</td>
</tr>
<tr>
<td>Personnel expenses split by:</td>
<td>99.5</td>
<td>47.6</td>
<td>109%</td>
</tr>
<tr>
<td>Wages and taxes</td>
<td>86.8</td>
<td>45.6</td>
<td>90%</td>
</tr>
<tr>
<td>ESOP</td>
<td>12.6</td>
<td>1.9</td>
<td>558%</td>
</tr>
<tr>
<td>Expenses for services performed by third parties</td>
<td>59.5</td>
<td>57.5</td>
<td>3%</td>
</tr>
<tr>
<td>Other operating expenses</td>
<td>16.6</td>
<td>11.5</td>
<td>44%</td>
</tr>
<tr>
<td>Amortization and depreciation of tangible and intangible assets</td>
<td>4.0</td>
<td>2.5</td>
<td>64%</td>
</tr>
<tr>
<td>TOTAL OPERATING EXPENSES</td>
<td>183.0</td>
<td>124.3</td>
<td>47%</td>
</tr>
<tr>
<td>OPERATING RESULT</td>
<td>25.8</td>
<td>44.1</td>
<td>-42%</td>
</tr>
<tr>
<td>EBITDA</td>
<td>29.5</td>
<td>45.4</td>
<td>-34%</td>
</tr>
<tr>
<td>EBITDA margin</td>
<td>14%</td>
<td>27%</td>
<td></td>
</tr>
<tr>
<td>Normalized EBITDA</td>
<td>42.1</td>
<td>48.4</td>
<td>-12%</td>
</tr>
<tr>
<td>Normalized EBITDA margin</td>
<td>21%</td>
<td>29%</td>
<td></td>
</tr>
<tr>
<td>FINANCIAL RESULT</td>
<td>22.4</td>
<td>0.9</td>
<td>2451%</td>
</tr>
<tr>
<td>Gross result</td>
<td>48.2</td>
<td>44.9</td>
<td>7%</td>
</tr>
<tr>
<td>Income tax</td>
<td>6.4</td>
<td>7.0</td>
<td>-8%</td>
</tr>
<tr>
<td>NET RESULT</td>
<td>41.8</td>
<td>38.0</td>
<td>10%</td>
</tr>
<tr>
<td>NET RESULT margin</td>
<td>20%</td>
<td>23%</td>
<td></td>
</tr>
<tr>
<td>Normalized NET RESULT</td>
<td>54.5</td>
<td>39.9</td>
<td>37%</td>
</tr>
<tr>
<td>Normalized NET RESULT margin</td>
<td>27%</td>
<td>24%</td>
<td></td>
</tr>
</tbody>
</table>

Unaudited, according to RAS.

Normalized net result excludes the non-cash effect generated by SOP and goodwill amortization.
Business segments contribution to total turnover

- **Software Services** segment registered a +62% increase at the consolidated level in 9M 2023 compared to 9M 2022.

- **Software Products** segment increased by +22% compared to 9M 2022.

- **Integrated Systems** segment, developed by one of the Group's subsidiaries, AROBS Systems, is responsible for implementing hardware and software solutions and software products for public sector.
## Organic, M&A and Greenfield contributions

<table>
<thead>
<tr>
<th></th>
<th>RON m</th>
<th>9M 2023</th>
<th>Organic</th>
<th>% of Total</th>
<th>M&amp;A</th>
<th>% of Total</th>
<th>Greenfield</th>
<th>% of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Turnover</td>
<td>349.8</td>
<td>235.7</td>
<td>67%</td>
<td>82.5</td>
<td>24%</td>
<td></td>
<td>31.7</td>
<td>9%</td>
</tr>
<tr>
<td>Other operating income</td>
<td>6.5</td>
<td>4.3</td>
<td>66%</td>
<td>2.2</td>
<td>34%</td>
<td></td>
<td>-</td>
<td>0%</td>
</tr>
<tr>
<td>Personnel expenses, of which:</td>
<td>171.2</td>
<td>119.0</td>
<td>69%</td>
<td>50.7</td>
<td>30%</td>
<td>1.5</td>
<td>1%</td>
<td></td>
</tr>
<tr>
<td>Employee expenses - wages and taxes</td>
<td>156.0</td>
<td>105.7</td>
<td>68%</td>
<td>48.8</td>
<td>31%</td>
<td>1.5</td>
<td>1%</td>
<td></td>
</tr>
<tr>
<td>ESOP</td>
<td>15.2</td>
<td>13.3</td>
<td>87%</td>
<td>1.9</td>
<td>13%</td>
<td>0.0</td>
<td>0%</td>
<td></td>
</tr>
<tr>
<td>Other operating expenses (cost of goods, third parties and other expenses)</td>
<td>135.1</td>
<td>75.2</td>
<td>56%</td>
<td>30.2</td>
<td>22%</td>
<td>29.7</td>
<td>22%</td>
<td></td>
</tr>
<tr>
<td>Amortization and depreciation (including goodwill)</td>
<td>18.3</td>
<td>5.6</td>
<td>31%</td>
<td>12.7</td>
<td>69%</td>
<td>0.0</td>
<td>0%</td>
<td></td>
</tr>
<tr>
<td>Amortization of tangible and intangible assets</td>
<td>6.7</td>
<td>5.6</td>
<td>84%</td>
<td>1.1</td>
<td>16%</td>
<td>0.0</td>
<td>0%</td>
<td></td>
</tr>
<tr>
<td>Amortization of goodwill</td>
<td>11.6</td>
<td>-</td>
<td>0%</td>
<td>11.6</td>
<td>100%</td>
<td>-</td>
<td>0%</td>
<td></td>
</tr>
<tr>
<td>Operating result</td>
<td>31.7</td>
<td>29.1</td>
<td>92%</td>
<td>2.2</td>
<td>7%</td>
<td>0.4</td>
<td>1%</td>
<td></td>
</tr>
<tr>
<td>EBITDA</td>
<td>50</td>
<td>34</td>
<td>69%</td>
<td>15</td>
<td>30%</td>
<td>0</td>
<td>1%</td>
<td></td>
</tr>
<tr>
<td>EBITDA margin</td>
<td>14%</td>
<td>14%</td>
<td>18%</td>
<td>6</td>
<td>25%</td>
<td>0.4</td>
<td>1%</td>
<td></td>
</tr>
<tr>
<td>Normalized EBITDA</td>
<td>65</td>
<td>48</td>
<td>74%</td>
<td>16</td>
<td>25%</td>
<td>0.4</td>
<td>1%</td>
<td></td>
</tr>
<tr>
<td>Normalized EBITDA margin</td>
<td>18%</td>
<td>20%</td>
<td>19%</td>
<td>1%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Financial result</td>
<td>(1.4)</td>
<td>(1.5)</td>
<td>109%</td>
<td>0.1</td>
<td>-6%</td>
<td>0.0</td>
<td>-3%</td>
<td></td>
</tr>
<tr>
<td>Profit before tax</td>
<td>33.1</td>
<td>30.7</td>
<td>93%</td>
<td>2.1</td>
<td>6%</td>
<td>0.4</td>
<td>1%</td>
<td></td>
</tr>
<tr>
<td>Net result</td>
<td>22.5</td>
<td>22.2</td>
<td>99%</td>
<td>0.0</td>
<td>0%</td>
<td>0.3</td>
<td>1%</td>
<td></td>
</tr>
<tr>
<td>Net result margin</td>
<td>6%</td>
<td>9%</td>
<td>0%</td>
<td></td>
<td></td>
<td>1%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Normalized net result</td>
<td>49.4</td>
<td>35.5</td>
<td>72%</td>
<td>13.5</td>
<td>27%</td>
<td>0.3</td>
<td>1%</td>
<td></td>
</tr>
<tr>
<td>Normalized net result margin</td>
<td>14%</td>
<td>15%</td>
<td>16%</td>
<td></td>
<td></td>
<td>1%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Operating expenses

- The primary drivers of our expenses were personnel expenses, which saw an increase due to M&As, accounting for 25% of total salary expenses.

- This increase was further fuelled by the expansion of our teams to bolster our organic growth initiatives.

- The cost of goods sold played a significant role in the increased spending, primarily due to the expenses related to equipment and IT solutions included in our integrated systems segment.

- Expenses with third party services was notable for 9M 2023. The recently acquired companies contributed to 25% of these service-related expenses in the first nine months of 2023.
9M 2023 Balance Sheet

- New headquarters investment of RON 11.2 m and RON 4.2 m in internal product enhancements showcase our commitment to innovation and infrastructure.
- Total liabilities saw a 23% rise to RON 139.4 m, reflecting the integration of new entities and a new bank loan for Future Workforce Group acquisition.
- A healthy bank financing debt ratio at 1.14 underpins our strong financial standing and readiness for future strategic investments.

<table>
<thead>
<tr>
<th>Balance sheet indicators (RON m)</th>
<th>31.12.2022</th>
<th>30.09.2023</th>
<th>Variation %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fixed assets, of which:</td>
<td>153.4</td>
<td>198.4</td>
<td>29%</td>
</tr>
<tr>
<td>Goodwill</td>
<td>112.4</td>
<td>142.1</td>
<td>26%</td>
</tr>
<tr>
<td>Current assets, of which:</td>
<td>205.0</td>
<td>217.4</td>
<td>6%</td>
</tr>
<tr>
<td>Trade receivables</td>
<td>67.9</td>
<td>97.8</td>
<td>44%</td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>101.3</td>
<td>88.5</td>
<td>-13%</td>
</tr>
<tr>
<td>Prepayments</td>
<td>1.9</td>
<td>2.6</td>
<td>34%</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td><strong>642.0</strong></td>
<td><strong>746.9</strong></td>
<td><strong>16%</strong></td>
</tr>
<tr>
<td>Current liabilities, of which:</td>
<td>55.7</td>
<td>72.2</td>
<td>29%</td>
</tr>
<tr>
<td>Bank financing</td>
<td>18.5</td>
<td>22.1</td>
<td>19%</td>
</tr>
<tr>
<td>Trade payables</td>
<td>15.9</td>
<td>14.2</td>
<td>-11%</td>
</tr>
<tr>
<td>Non-current liabilities, of which:</td>
<td>57.4</td>
<td>67.2</td>
<td>17%</td>
</tr>
<tr>
<td>Bank financing</td>
<td>55.4</td>
<td>65.3</td>
<td>18%</td>
</tr>
<tr>
<td><strong>Total liabilities</strong></td>
<td><strong>113.1</strong></td>
<td><strong>139.4</strong></td>
<td><strong>23%</strong></td>
</tr>
<tr>
<td>Provisions</td>
<td>16.1</td>
<td>17.4</td>
<td>8%</td>
</tr>
<tr>
<td>Deferred revenue</td>
<td>7.0</td>
<td>8.0</td>
<td>14%</td>
</tr>
<tr>
<td><strong>Equity</strong></td>
<td><strong>224.2</strong></td>
<td><strong>253.7</strong></td>
<td><strong>13%</strong></td>
</tr>
<tr>
<td><strong>Total equity and liabilities</strong></td>
<td><strong>360.4</strong></td>
<td><strong>418.4</strong></td>
<td><strong>16%</strong></td>
</tr>
<tr>
<td><strong>Net accounting assets</strong></td>
<td><strong>505.8</strong></td>
<td><strong>582.2</strong></td>
<td><strong>15%</strong></td>
</tr>
</tbody>
</table>

Unaudited, according to RAS.
2023 Budget
2023 Consolidated Budget*

- The **consolidated budget** does not include financial projections of the companies acquired in 2023.

- **Revenue from products and cost of goods** include estimates for 2023 for system integration activities conducted through one of the Group subsidiaries.

- The **amortization and depreciation** includes also the amortization of goodwill recognized in the financial statements according to statutory accounting regulations.

- **Normalized EBITDA** and **normalized net result** excludes the non-cash impact of the SOP program.

*2023 Budget is prepared according to the Romanian Accounting Standards (RAS).
9M 2023 performance vs. the budget

- Turnover outperformed budget by 8%, driven by growth in services and software products.
- Consolidation of new acquisitions (M&A) not accounted for in the initial budget contributed to this increase.
- Operating expenses rose by 13%, reflecting the operating costs of the 2023 acquired companies (not included in the budget), including associated goodwill amortization related to these transactions.
AROBS on BVB
Key investment highlights

LISTING VENUE

BUCHAREST STOCK EXCHANGE

RESEARCH COVERAGE

WOOD & COMPANY

TP: RON 1.43

- Largest IT company listed on the Bucharest Stock Exchange in terms of capitalization, offering liquid portfolio diversification opportunity
- State-of-the-art expertise in the automotive industry
- Globally relevant technology player
- Strong portfolio of own solutions and products

TP: RON 1.25

- Strong YoY organic revenue growth further supported by intense M&A activity
- 84% rule of 40 in 2022, a principle that states that a software company’s combined revenue growth rate and profit margin should equal or exceed 40%

AROBS

- Average daily liquidity in 2022: RON 0.4 million
- Total traded value in 2022: RON 103 million, most traded company on AeRO market and amongst top 20 most liquid BVB issuers
- Average daily liquidity YTD 2023 is already overpassing 5 BET issuers
- Already included in the MSCI Frontier & Romania Small Cap indices, with potential to be included in other major local and international indices
- One of the few companies offering a free employee Stock Option Plan following the employer branding strategy of *we are more than just colleagues, we are partners*

TP:
- RON 1.43
- RON 1.25

29
**AROBS shares**

- The company has **5,000+ shareholders**, with a solid base of retail investors and institutional appetite given the sectorial diversification.

- The market capitalization is currently oscillating around **RON 800 mn**.

- The dividend policy includes the capitalization of the profits, in order to **fuel the growth** of the company through organic development but also M&As.

**Shareholding structure as of 15.11.2023**

Since the successful closing of the private placement in October 2021, the company's market capitalization on the AeRO market has increased by 53%, from RON 618 mn to RON 948 mn as of September 20, 2023, the last trading day of the company on the AeRO market. As of September 25, 2023, AROBS shares are traded on the Main Market of the Bucharest Stock Exchange.
ORGANIZATIONAL STRUCTURE

GENERAL SHAREHOLDERS MEETING

BOARD OF DIRECTORS

EXECUTIVE MANAGEMENT

SOFTWARE SERVICES
SOFTWARE PRODUCTS
INTEGRATION

FINANCIAL
IR
LEGAL

MARKETING
HR

AUDIT COMMITTEE
NOMINATION AND REMUNERATION COMMITTEE
ADVISORY BOARD
Founder of AROBS, Voicu Oprean is a graduate of the Technical University of Cluj-Napoca, holding a bachelor's degree in Computer Automation, as well as a Master's degree in Business Administration from Babeș Bolyai University. He also graduated with an EMBA from Wu Wien in 2008, as well as the London Executive Business School in 2018 and the President’s Program in Leadership YPO at Harvard Business School in 2021. Voicu Oprean mentors and coaches many startups and generations of entrepreneurs.

Voicu Oprean
Chairman and CEO

Mihaela Cleja
Non-Executive Member

Aurelian Deaconu
Executive Member

Ioan Nistor
Independent Member

Razvan Garbacea
Independent Member

Mihaela Cleja joined AROBS Transilvania Software in 2008 as Chief Financial Officer (CFO) until September 2021, coordinating capital budgeting, forecasting, reporting, and controlling operations. Prior to this position, she held the position of CFO in several companies, with over 28 years of professional experience. She graduated in 1993 from the Faculty of Economic Sciences at Babeș Bolyai University, and in 2008, she obtained a Master’s degree in Management in Administration of Credit Institutions and Commercial Companies.

Aurelian Deaconu has been Executive Director of the Software Services Division, within AROBS Transilvania Software, since 2011, having previously held CFO positions within Endava Romania (2007-2011), AGS Romania (1999-2004) and Alfasoft SA (19931999). He holds a degree in Electronics and Telecommunications from the Technical University, in Industrial and Financial Management from Babeș Bolyai University, and an MBA from the Conservatoire de Arte et Métiers, Paris.

Ioan Alin Nistor, professor of finance at Babeș-Bolyai University in Cluj-Napoca, is distinguished by a career of over 20 years in the academic field. After graduating with a PhD in finance, he broadened his global perspective through a post-doctoral internship at Kobe University in Japan and an Executive MBA program at Hull University in the UK. His commitment to values-based leadership has been reinforced by his graduation from the prestigious Aspen Institute - Public Service Leadership program.

Razvan-Dimitrie Garbacea was co-opted as an independent member of the Board of Directors out of AROBS’ desire to align itself with best practices in corporate governance. Mr. Răzvan Gârbacea has 20 years of experience in the banking sector, having held management positions in BCR (Regional Corporate Director) and BRD (Regional Corporate Director) and currently holds the position of Corporate Executive Director in EXIMBANK Romania.
• AROBS reached the global level of an IT solution provider of ready-to-use systems and software services based on the latest technologies.

• With 25 years of experience in software services, we address the IT needs of industries as diverse as **Automotive** and **Embedded systems** **Travel & Hospitality** **Life Sciences** **IoT** **Fintech** and **Enterprise solutions**. Find out more at [www.arobs.com/software-services/](http://www.arobs.com/software-services/).

• Since the acquisition of **Berg Software** and **ENEA Software Development** – recently renamed **AROBS Engineering**, we have extended Life Sciences expertise, including **Medical Devices and Biomedical**, and extended **Embedded** expertise, including **Aerospace, Maritime** and **Consumer Electronics**.
AUTOMOTIVE & EMBEDDED SYSTEMS

15+ YEARS OF EXPERIENCE

TEAM - International professionals in AUTOMOTIVE

COUNTRIES WE WORK WITH
Romania, Germany, France, China, Japan, USA

2021 Supplier of the Year award for Engineering Services
offered by Continental

Wireless chargers
Head Light Units
Airbags
Engine Systems
Powertrain
Hybrid/Electric Vehicle Powertrain
Infotainment Systems
Telematic units
Body Control Modules
Radars
Car Keys
Power closures
Gateway ECUs
Door Control ECUs
Our embedded software and systems expertise relies on:
TRAVEL & HOSPITALITY

24+ YEARS OF BUSINESS EXPERTISE

PROJECTS -20+ long-term projects finished, 15+ complex ongoing projects

CLIENTS – 10+ major market leaders as clients

TEAM - 140+ experts in the highest technologies
LIFE SCIENCES

20+ COMPLETED PROJECTS
- on long-term collaboration

EXPERTS – that generate solutions that impact millions of end-consumers

5+ ONGOING PROJECTS
and more to come
IoT

12+ YEARS OF EXPERIENCE - Collaboration with major companies in the industry from Italy and France

PROJECTS – 20+ projects finished during our collaborations,
– 5+ projects in progress

COMPETENCIES - Software solutions that impact thousands of people that use our applications in their homes or offices
ENTERPRISE SOLUTIONS

YEARS OF EXPERIENCE

20+

COUNTRIES WE WORK WITH
USA, Germany, UK, Norway, Finland, Netherlands

APPROACHES
Java, .Net, PHP, Node.js

TECHNOLOGIES
Big Data & Elasticsearch, CICD & continuous monitoring, Cloud native (AWS, Azure, Docker), High availability & scalability, Modern UI frameworks
FINTECH

YEARS OF EXPERIENCE

PRODUCTS
User-oriented fintech products

TEAM
- Collaborative teams with rigorous information security and cybersecurity

INTERNATIONAL COLLABORATIONS

TECHNOLOGIES & APPROACHES
Blockchain, Angular 8/10, Reactive Programming - RxJS, Responsive Web Design Patterns - Flexbox, Strongly-Typed Language - Typescript, DOM, HTML5, CSS3, JavaScript, Java 8, Spring Framework / Spring Boot, JPA (Hibernate), JMS, Hazelcast, WebServices (REST API and SOAP), PostgreSQL, Oracle 12, QA Automation - Java 8, Selenium, Serenity, Cucumber
• **Berg Software** is a top custom software development company with 30+ years of experience on the market.

• **In 2021, Berg joined AROBS Group**, to further grow nationally and internationally.
In over 20 years of designing software using cutting-edge technology, AROBS Engineering (formerly known as Enea Software Romania and IpDevel) has earned its reputation for quality and innovation.

AROBS Engineering team use its experience in the service of clients, helping them achieve fast and stable transformation in a rapidly evolving technological landscape.

AROBS Engineering joined AROBS Group in 2022.

The team has extensive expertise of over 20 years in embedded technologies and systems for:
Nordlogic by AROBS

- **Nordlogic**, a local group of companies specialized in developing custom software products and platforms, joined AROBS in 2022.

- During its **17 years of existence**, Nordlogic has developed and implemented web and cloud applications as well as software based on Microsoft technologies for local and international customers.
Intelligent Automation: AI, RPA, ML, Low Code

- **Intelligent Automation** specialization of 100+ specialists located in Romania, the Netherlands, Belgium, Germany, and the UK.
- The latest **RPA** (UiPath, Microsoft, Celonis, Outsystems), **AI, and ML technologies**
TELEMATICS & FLEET MANAGEMENT

- A portfolio of **+10,000** customers
- **+110,000** monitored vehicles
- **LEADER** of the Romanian market
- **Top 5** in Central & Eastern Europe, following the acquisition, by AROBS, of SAS Grup (now SASFleet Tracking) and CDS GPS in Romania, Skyshield in Hungary, as well as AROBS Track Moldova in the Republic of Moldova.
BUSINESS OPTIMIZATION SOLUTIONS

Sales and distribution automation, warehouse inventory management, TMS systems, business intelligence software.

Complex tools for business administration.
HR MANAGEMENT SOLUTIONS

- **True HR** for personnel management, recruitment, performance evaluation, time keeping, training, organizational charts, reporting, career planning.

- **dpPayroll** for payroll calculation, staff cost analysis, and employee data reporting.

• **PRODUCTS:**
  - Digital School Books
  - RateWizz Channel Manager