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Risk Factors

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The risk factors included in this Presentation are presented in a limited number of categories, where each risk factor is sought placed in the most appropriate category based on the nature of the risk it represents. Within each category the risk factors deemed most material for the Group, considering their potential negative effect for the Company and its subsidiaries and the probability of their occurrence, are set out first. This does not mean that the remaining risk factors are ranked in order of their materiality or comprehensibility, nor based on a probability of their occurrence. The absence of negative past experience associated with a given risk factor does not mean that the risks and uncertainties in that risk factor are not genuine and potential threats, and they should therefore be considered prior to making an investment decision. Additional factors of which the Company is currently unaware or which it currently deems not to be risks, may also have corresponding negative effects.

A comprehensive list of risk factors has been provided.

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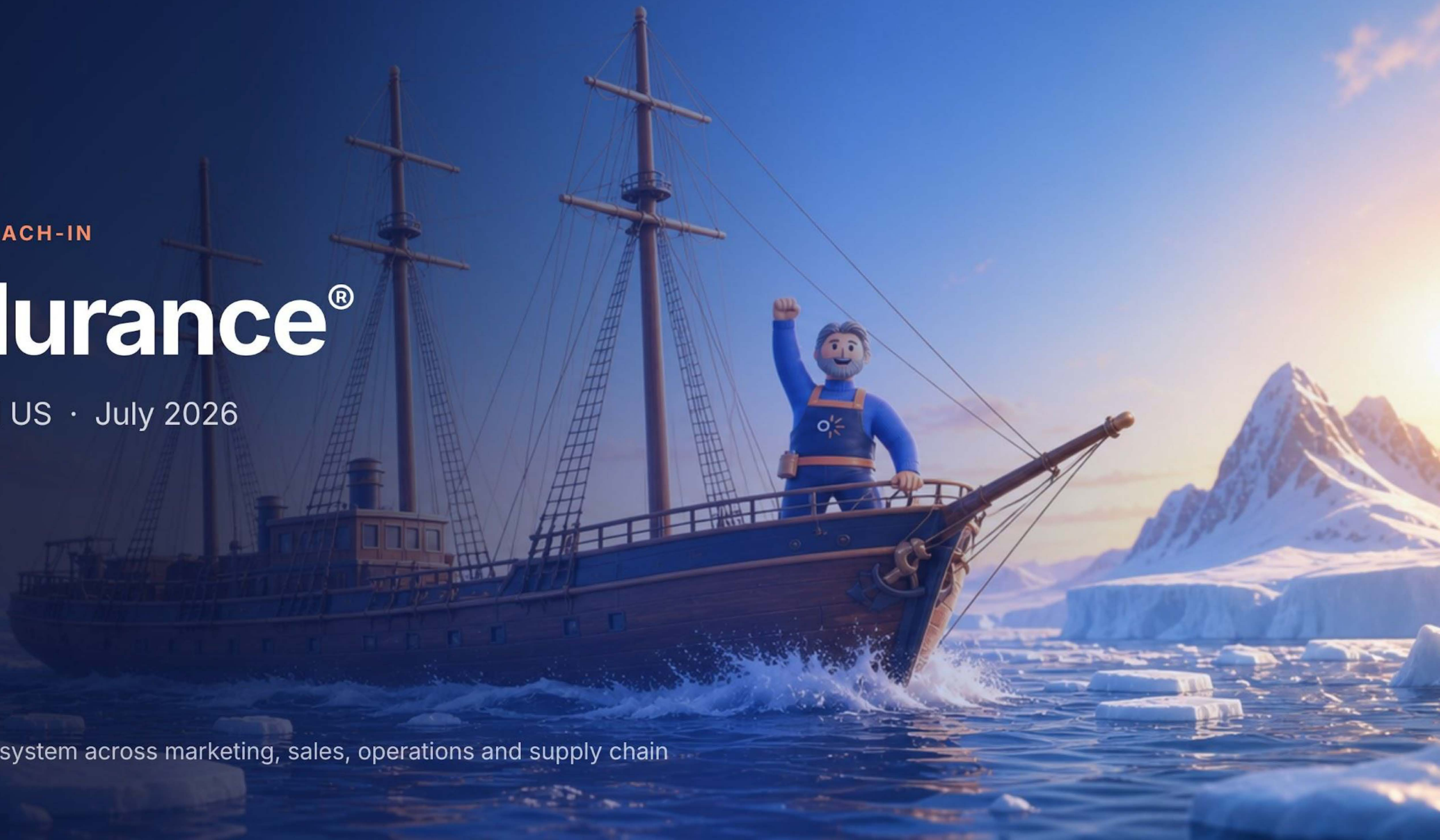
INVESTOR TEACH-IN

Endurance®

Roth Global US · July 2026



One operating system across marketing, sales, operations and supply chain

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Key facts & investor proof points

Otovo and Endurance® at a glance

One system behind the scale, the margin and the M&A.

01 One operating system

Marketing, sales, operations and supply chain on **one proprietary data layer** — AI executes inside the workflows, from intake through dispatch and billing.

02 A confirmed margin engine

$2.3m SaaS avoidance, **~$1.7m** legacy support staffing and **~$1.0m** from dispatch, offices and avoided hires — **~$5.0m annualized**.

03 Repeatable M&A integration

A **six-person** core team integrates systems and data in **about three weeks**. Eight acquisitions since December 2025.

BY THE NUMBERS

1.8m	Contact numbers	Legacy base, growing
~30,000	Otovo customers	Q1 2026
8	Acquisitions	Since Dec. 2025
~$5.0m	Net cost reduction	Distinct, no overlap
6	Core AI team	People
≈3 weeks	Integration	Systems + data

Markets ★ Offices | United States & Europe

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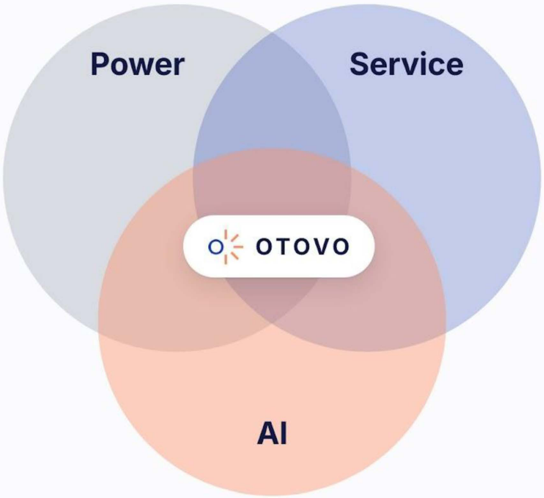
Market context

Three secular investment theses converge in Otovo

Behind-the-meter power, home-service consolidation and applied AI reinforce one another



Power — demand on the rise

A long-term, global bull market in behind-the-meter power, fueled by AI, electrification, data centers and reshoring.

Service — consolidation and the orphan gap

U.S. home services (HVAC, pool, pest, plumbing) are consolidating for scale. 37m+ power installations across Europe and the U.S. with installer bankruptcies having left **13m+ with no one to call**.

AI — the applied-AI wave

Applied AI is the next phase of the megatrend, with major productivity gains in services. Otovo turns this into margin via its Endurance® platform — lower cost and higher value to the customer, with easier communication and quicker service.

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What Endurance does

Endurance®: the operating system for Otovo

Marketing

Creates and converts demand across channels in one measurable system.

Campaigns · Attribution · Email · SMS · Intake · Automation

Sales

Moves each lead from first contact to signed contract, with AI handling routine calls and inbox work.

AI voice · Quoting · E-sign · Site reports · Pipeline · Estimators

Operations

Orchestrates every job from intake and dispatch through field execution and customer care.

Dispatch · Field · Inbox · Telephony · Geofence · History

Supply chain

Links inventory, purchasing, receiving and returns directly to job demand.

Inventory · POs · RMA · 3-way match · Expense controls · Tech uploads

OTOVO OUTCOME Lower acquisition cost · Higher throughput · Faster M&A integration · Revenue growth ahead of overhead

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Endurance® vision

Technician as the only human touch point

Enabling more operating leverage

ANNUALIZED COST IMPACT IDENTIFIED TO DATE

Distinct, non-overlapping

~$5m

~$2.3m	~$1.7m	~$1.0m
SaaS	SaaS support	Staffing

To continue increasing with both organic and inorganic growth

EBIT MARGIN IMPACT (AT SCALE)

10–20% Service industry today → **+10%** EBIT margin improvement driven by cost savings and more scale potential → **20–30%** Otovo with Endurance®

Operating leverage compounds as the platform absorbs the coordination work between the customer and the technician.

$2.3m SaaS savings sourced from each org's software register. $1.7m staff reduction reflects SaaS supporting roles displaced by Endurance®. $1m includes June dispatcher reductions, related office closures, and avoided marketing and finance roles to support growth trajectory. All costs are distinct and non-overlapping.

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VENDOR CONSOLIDATION

The SaaS graveyard

56 vendors cancelled, downgraded or headed for termination — Endurance is replacing fragmented SaaS with one intelligent stack.

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M&A integration

Acquisitions move onto Endurance in about three weeks

A six-person core team standardizes identity, systems, data, controls and operating workflows

Day 1–10

Connect

Secure identity and map systems

- Issue Otovo email, SSO and managed-device access on Day 1
- Complete full system inventory within ten business days
- Map CRM, scheduling, field service, billing, telephony and monitoring

2–3 wk

Migrate

Make Endurance the system of record

- Rehearse data migration twice: subset, then full dataset
- Run in parallel with reconciliation and documented rollback triggers
- Train users and complete UAT before production cutover

30–60 d

Stabilize

Hypercare and prove operating performance

- Hypercare through Day 60 by default
- KPI scorecards at Day 1, Day 30 and Day 60
- Sunset legacy systems only after parity and clean reconciliation

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Key takeaways

Endurance turns technology into operating leverage

~$5m

Annualized cost impact to date

Distinct, non-overlapping categories

6

People on the core AI team

≈3 weeks

Systems and data integration

Compounding M&A advantage

Each acquisition adds customers, technicians and data while the six-person core team standardizes the operation.

Scale without rebuilding the back office

One operating system supports organic growth, acquisitions and multiple geographies on shared data, controls and workflows.

Margin engine

Eliminates fragmented SaaS, legacy support expense and avoidable administrative overhead.

Annualized impacts; categories are distinct and non-overlapping. 2026E revenue guidance excludes GreenPanel.