Arribatec.

Q2 2026

Quarterly presentation

Ole Jakob Kjølvik, CEO
Bent Hammer, CFO

Arribatec at a glance .

Numbers

250+ Employees cross business areas

800+ Clients across industries in H1

8.1% LTM Revenue growth

10.9% Q2 26 EBITA* margin

*) Adjusted for IFRS 2 share-based payment expense (non-cash).

Mission

A pioneering tech and consultancy company with deep expertise in integrated business solutions.

Our mission is to leverage technology and proven methods to improve the way organisations work – enhancing performance and providing peace of mind for those at the helm.

By streamlining systems and optimising processes, we offer better overview, decision-making and reliability in everyday operations. This allows our clients to focus on high-value activities that drive growth and create lasting impact.

This is how we simplify complexity.

Arribatec's three business areas .

ERP products and services

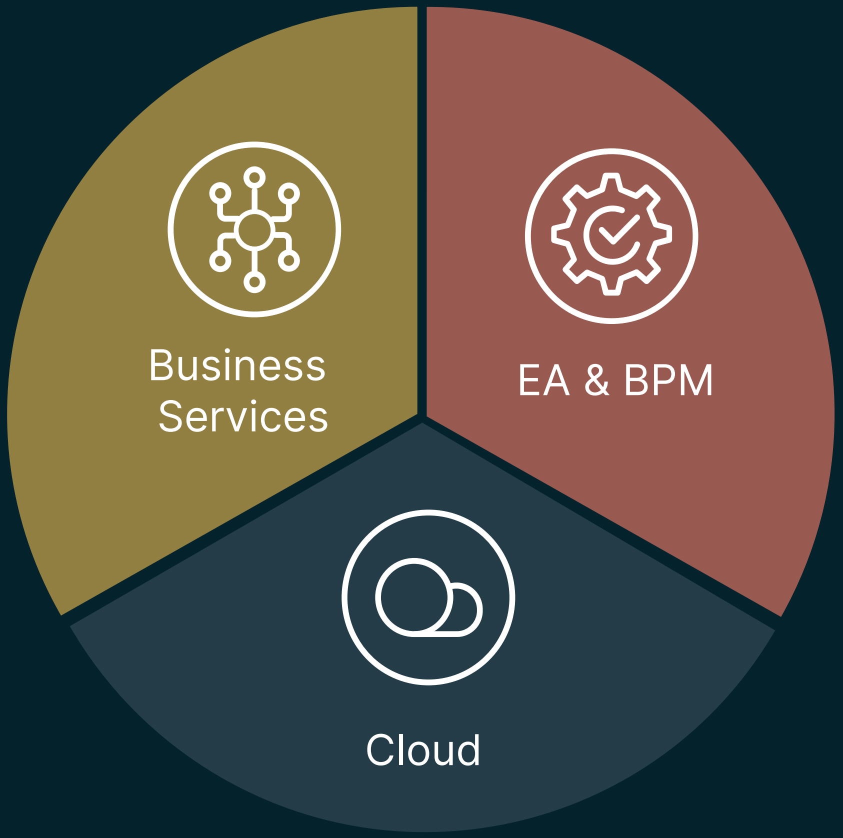
Financial planning

Corporate performance management

Integrations

Consulting

Software development



Governance, risk and compliance

Quality & Continuous Improvement

Enterprise Architecture

Change management

Management systems

Process management

Cloud services | IT consulting | DevOps | Hardware | IT security and risk management | GDPR & compliance

Business Review.

Q2 2026 Highlights .

1. Improved profitability and cash generation
2. Business area performance
3. EA&BPM – Margin expansion
4. Höegh Autoliners – Client project

1 Improved profitability and cash generation .

Revenue

NOK 139.4m (142.9m)

YoY -0.1% in constant currency terms (-2.4% reported)

EBITA*

NOK 15.2m (14.0m)

Margin 10.9% (9.8%)

+ 8% YoY

Cash flow from operations

NOK 64.1m LTM

99% EBITDA-to-cash conversion

NOK 1.00 per share dividend paid

*) Adjusted for IFRS 2 share-based payment expense (non-cash).

2 Business area performance

	BizS		EA-BPM		Cloud	
Financials	-1.4% Revenue Growth	9.7% EBITA margin	+6.2 % Revenue Growth	16.1% EBITA margin	-13.8% Revenue Growth	+3.5% EBITA margin
	83.5m Revenue	8.1m EBITA	26.1m Revenue	4.2m EBITA	32.7m Revenue	1.1m EBITA

Key logos

BizS

- +2% in constant currency
- Short-term softness in UK and Central Europe – timing of tenders and project starts
- Record high pipeline supports H2
- AI embedded in delivery and products

EA-BPM

- Significant margin improvement
- Initiatives have delivered
- Strong bookings and healthy pipeline
- Market favouring core deliveries

Cloud

- On track but not at target; high management attention
- Q2 impacted by client loss and scope reductions in prior periods – margin effect largely offset by March cost measures
- Sovereign cloud and EU AI Act tailwind

(Drivers)

3 EA&BPM – Margin expansion

Enterprise Architecture and Business Process Management software and services – strengthening corporate governance and long-term value in public and private sectors

Key actions taken

- New leadership and commercial setup
- Organisational rightsizing
- Cost-savings initiatives
- Renegotiated client and partner contracts
- New ways of working, higher utilisation

16.1% (0.9%)
EBITA margin

+6% (-7.7%)
Revenue growth

Outlook

- Maintain momentum in growth and new business
- Target selected industries, such as defence
- Embed AI in core deliveries and ways of working

Core deliveries

- Business advisory – Digital transformation and change management
- Enterprise architecture – Structure and optimise data
- Business process management – Document and optimise ways of working
- Governance – Ensure compliance and effective management structure
- Management systems – Enterprise and business software

Selected clients and segments

- Public sector: Skatteetaten, Avinor, Statens vegvesen, Helse Vest RHF, Forsvarsmateriell, Oslo kommune, Sykehuspartner, Direktoratet for byggkvalitet, Norges Geotekniske Institutt...
- Private sector: Gassco, Equinor, Aker Solutions, Vår Energi, Aker BP, Aibel, GKN Aerospace, Archer, Norconsult, Bilfinger, OMV, Repsol, DNO...

④ Höegh Autoliners – Client project

Client and context
- Höegh Autoliners is a leading global provider of ocean transportation services within the Roll-on Roll-off (RoRo) segment.
- Listed on Oslo Stock Exchange in 2021
- USD 621m EBITDA in 2025

Challenge
- Building and implementing a global ERP platform for a listed shipping group
- Complexity across multiple entities, regulations and reporting regimes
- Zero tolerance for disruption to daily operations

What we deliver
- Unified ERP across company and locations
- Integrations to multiple business systems
- Dedicated project team and long-term partnership

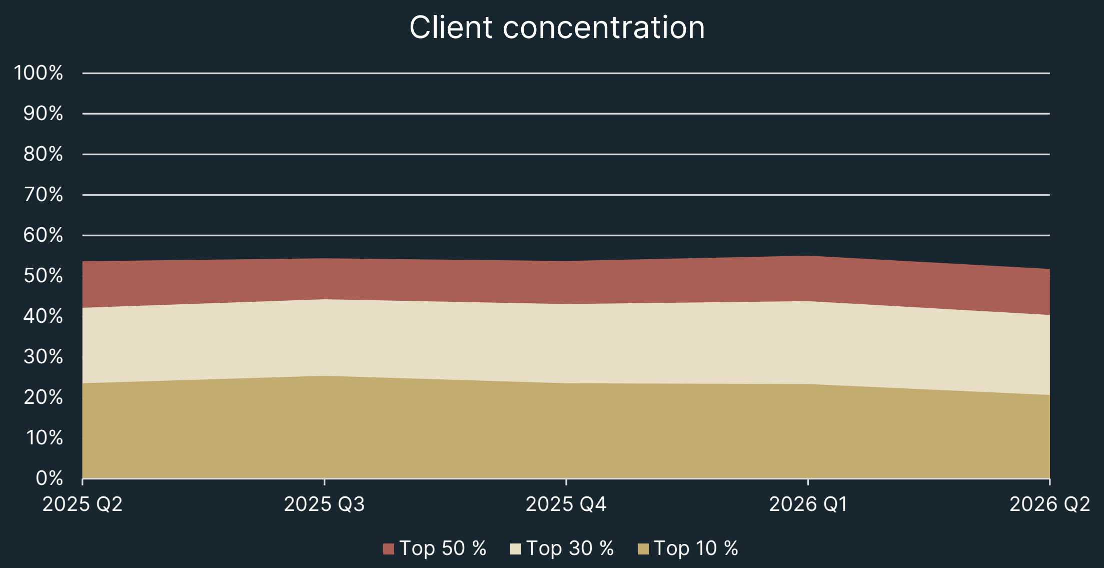
Expected outcome and value
- Standardised process and data model
- Improved reporting transparency
- Scalable platform, managed services

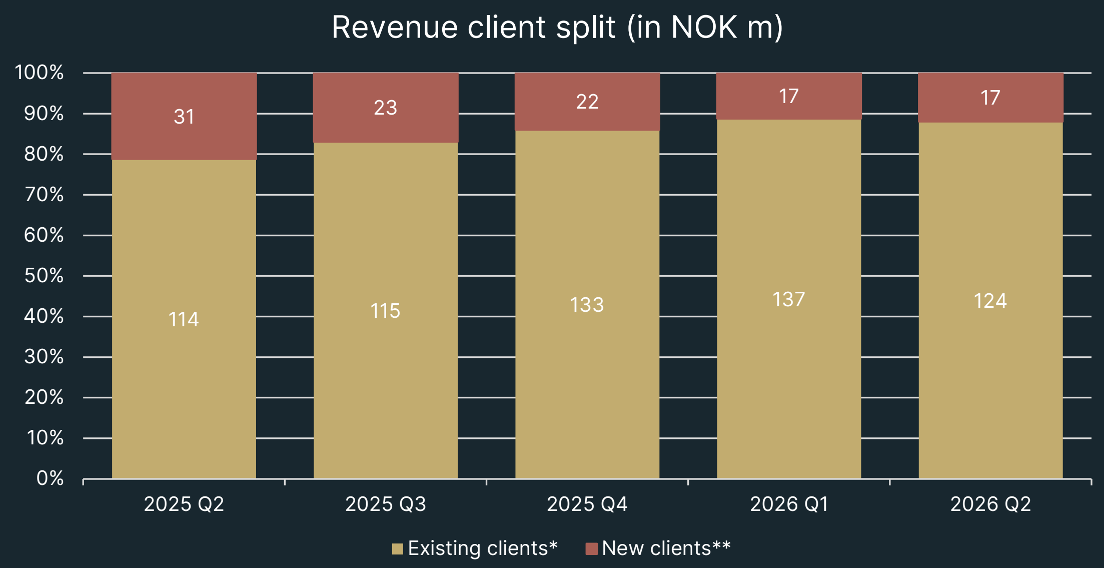
Well diversified client portfolio

21%
of revenue — top 10 clients

~52%
of revenue — top 50 clients

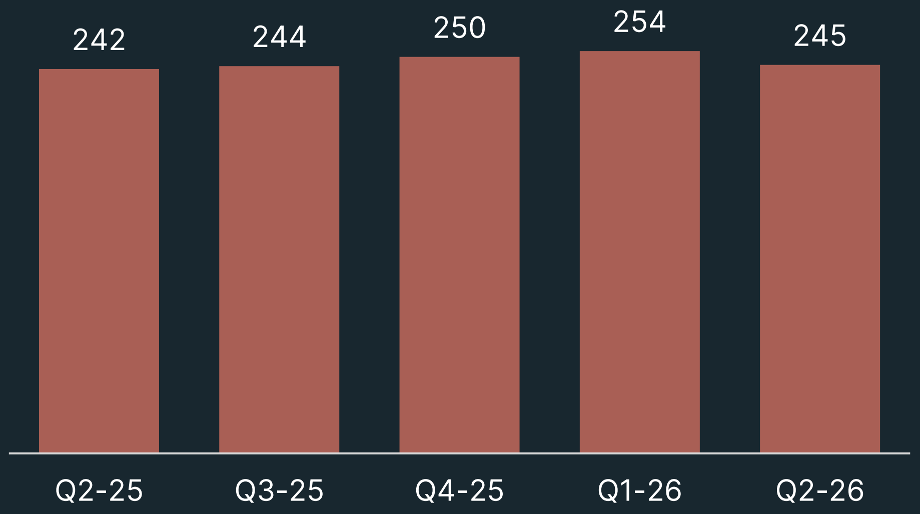
12%
from new clients (21% in Q2-25)





*Existing clients defined as clients that were invoiced in the corresponding quarter last year
** New clients defined as clients won since end of corresponding quarter last year

Headcount flat year-over-year at 245 FTEs

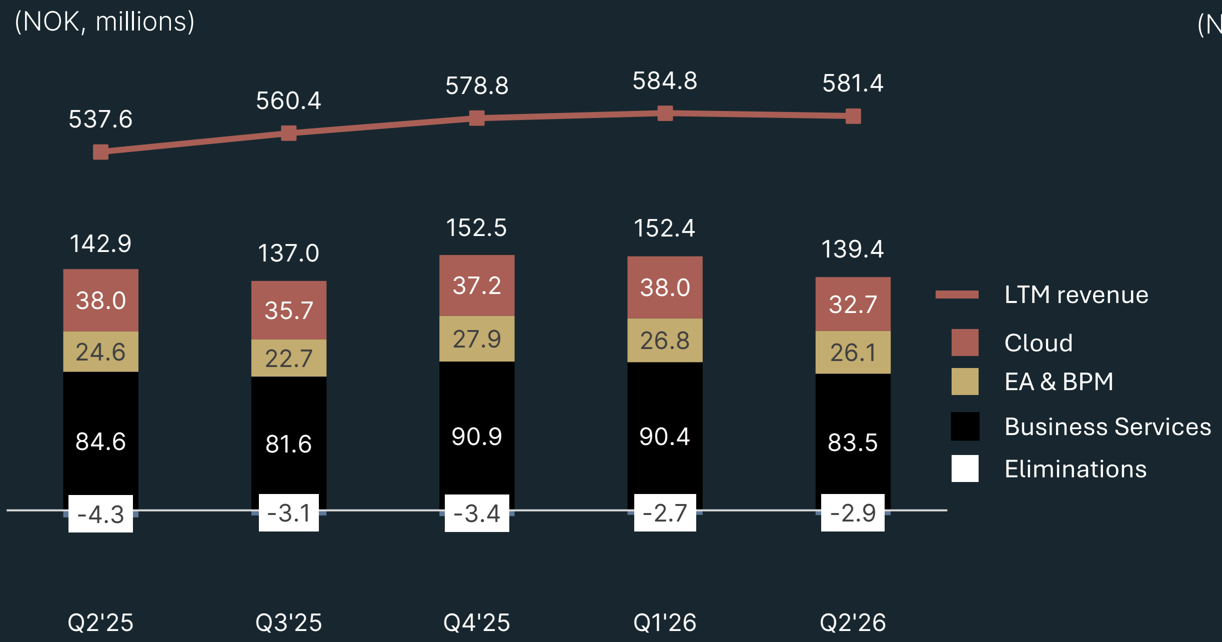


- 245 FTEs at quarter-end, flat against 242 in Q2-25
- Rightsizing measures during the quarter, including in the Cloud division, reduced headcount by 9 from Q1-26 after gradual additions through 2025
- Recruitment remains selective, focused on business areas with strong demand

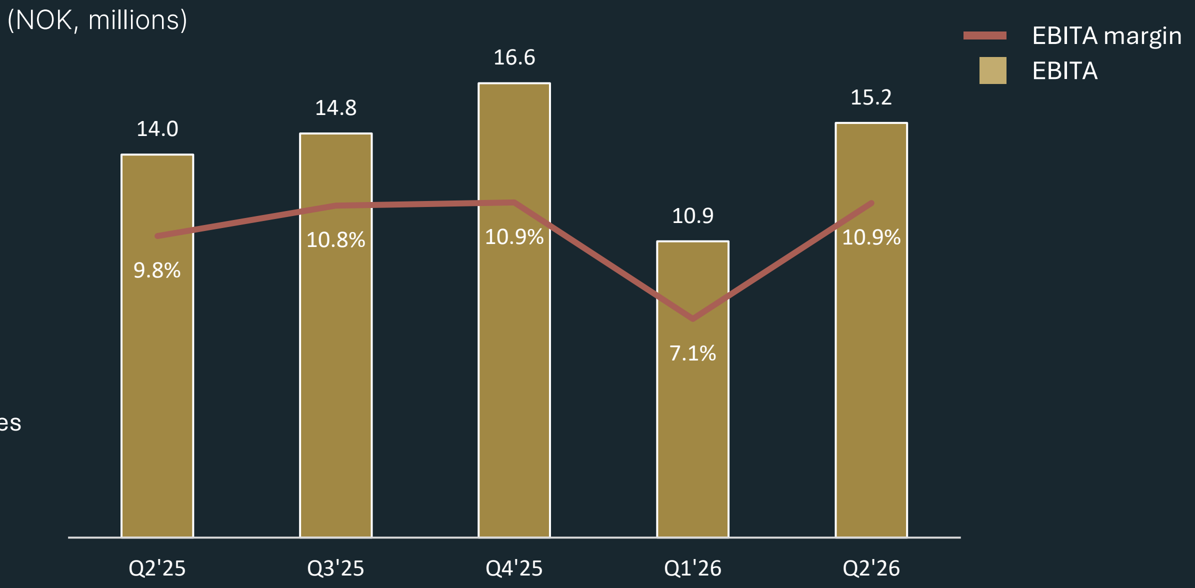
Financial Review.

Revenue and EBITA Development

Revenue, continuing operations



EBITA*

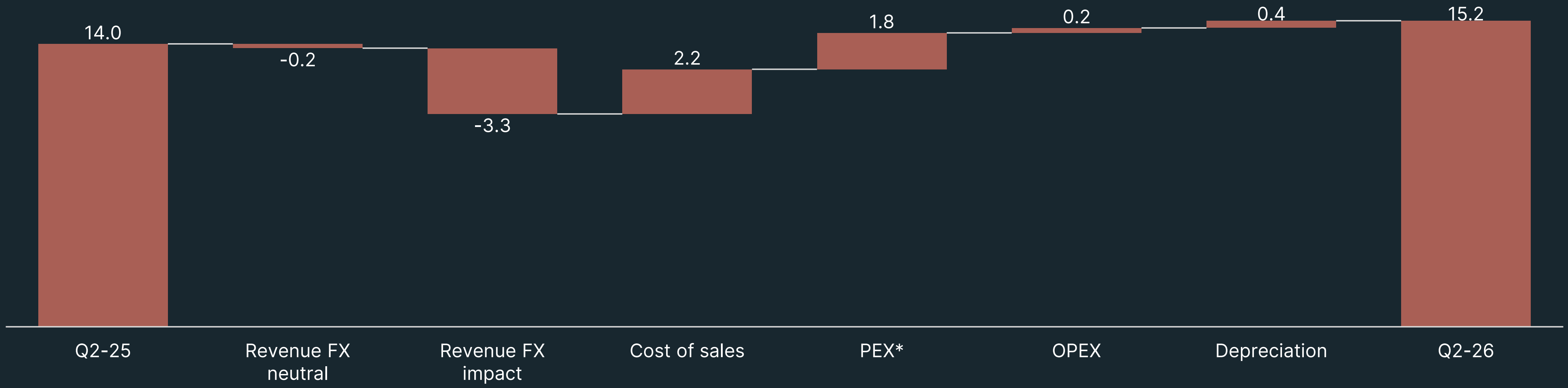


- Q2 revenue of NOK 139.4m, on par with last year adjusted for currency impact
- LTM revenue at NOK 581.4m, up 8.1% YoY
- Stabilised performance in still mixed market

- EBITA* margin improvement from 9.8% to 10.9%
- 6 consecutive quarters of profits confirming the successful turnaround

**) Adjusted for IFRS 2 share-based payment expense (non-cash).*

Adjusted* EBITA bridge Q2 2026

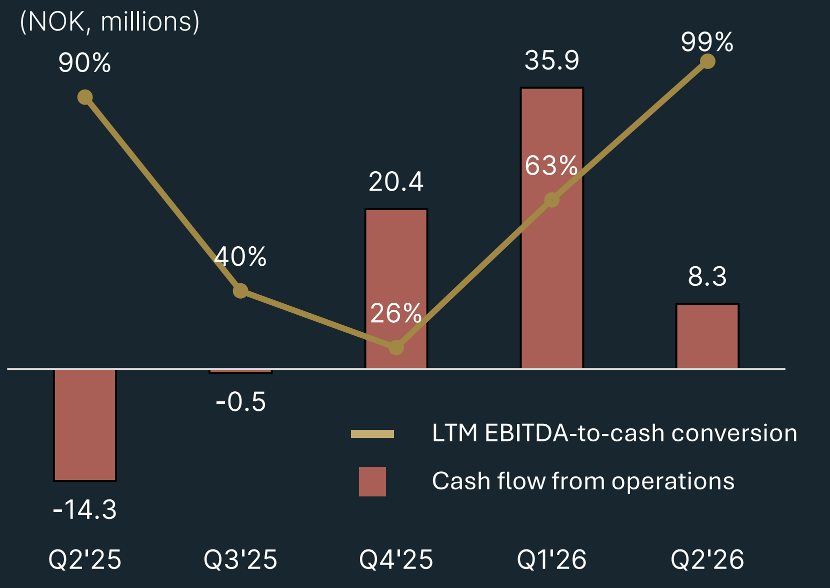


- Revenue negatively impacted by the appreciation of NOK
- Reduced costs contributed to an improvement in EBITA of NOK 1.2m to NOK 15.2m

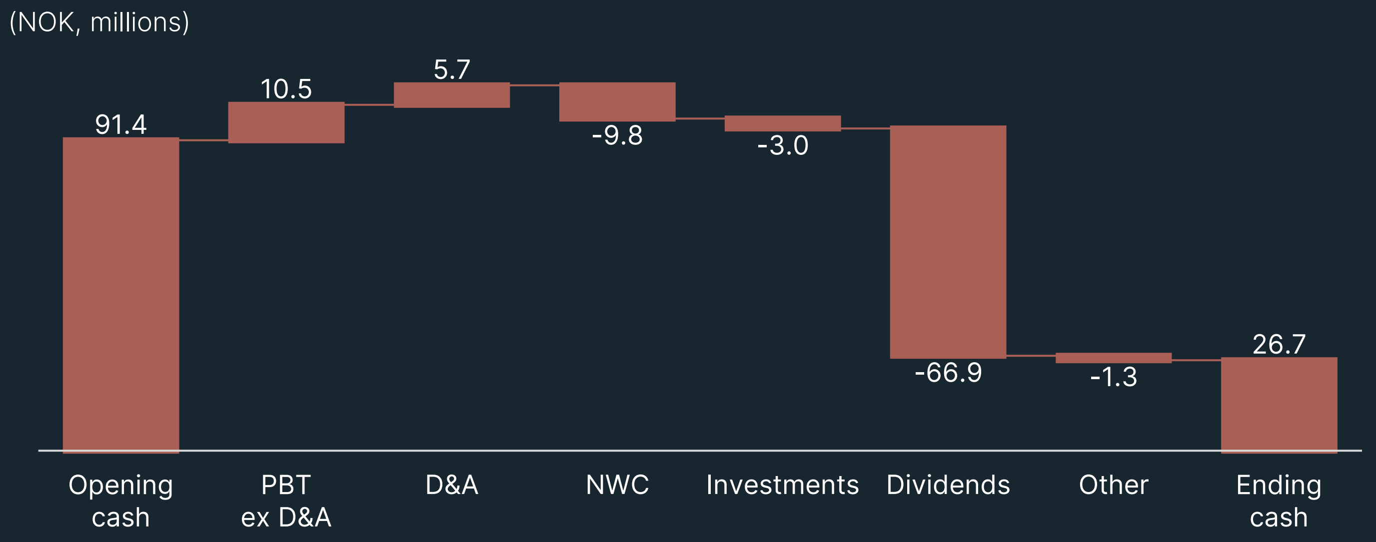
*) Adjusted for IFRS 2 share-based payment expense (non-cash).

Cash Flow

Cash Flow From Operations



Cash Flow Analysis – Q2 26



- Continued strong operational cash flow and cash conversion
- No interest-bearing debt

- Underlying cash generation of NOK 10.5m (PBT excl. D&A)
- NWC change reflect gradual normalisation of annual advance billing
- Dividend of NOK 1.00 per share (NOK 66.9m) paid during quarter
- Ending cash position of NOK 26.7m and unused credit facility of NOK 20m

Outlook

Pipeline development

Increased bid activity across all business areas; conversion weighted towards Q4 and into 2027

Margin progression

Operational initiatives supporting margin expansion

AI and digitalisation

Strong interest in data, ERP and AI-enabled solutions

Financial flexibility

Strong balance sheet and cash generation

Q&A.

Next event

Q3 report

18 November 2026

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Arribatec.
we simplify complexity