

Individual Revenue and Expense Budget for 2022

AROBS Transilvania Software SA

INDIVIDUAL REVENUE AND EXPENSE BUDGET FOR 2022	AMOUNT (LEI)
Net turnover, of which:	197,300,000
Revenue from services	162,300,000
Revenues from products	32,500,000
Other services	2,500,000
Other operating revenues	2,800,000
Total operating income	200,100,000
Goods expenses	5,500,000
Personnel expenses	66,800,000
Expenses for services performed by third parties	62,700,000
Other operating expenses	12,200,000
Total operating expenses	147,200,000
Operating result	52,900,000
EBITDA	54,900,000
<i>EBITDA margin</i>	<i>27%</i>
Financial result	1,800,000
Gross result	54,700,000
<i>Gross result margin</i>	<i>28%</i>
Net result	47,300,000
<i>Net result Margin</i>	<i>24%</i>
<i>No. of shares</i>	<i>911,394,988</i>
Net result/share	0.05

The strategic objectives of the Company are developed on four directions of action in the following period, focused both on the organic development and acquisitions:

- 1. Concentric diversification strategy based on research and innovation** and built on the following elements (organic development):
 - Research projects in the fields of IoT, Transport, Telematics, Automotive, and Business Optimization,
 - Launch of new innovative products and disruptive versions of own products for businesses, telematics, and automobiles,
 - Improving the existing product portfolio by adding new features to the current product line,
 - Testing products on the Romanian market before implementing them globally.

2. **Services strategy** by developing new areas of expertise with high demand in the global software services market, simultaneously with the continuous transfer of in-house knowledge to future generations of programmers and hardware specialists.
3. **Horizontal integration strategy** in industries where the company is already present by applying the following measures (inorganic development):
 - Acquisitions of existing players operating in the same industry, which can allow synergies and are easy to integrate, with a strong EBITDA,
 - Expansion in Europe - development of newly opened subsidiaries,
 - Expansion in North America,
 - Expansion in Southeast Asia.
4. **Employee motivation and retention strategy** by adopting the following options:
 - Increasing opportunities for professional development by supporting the costs of studies through various programs,
 - Increasing the level of integration and communication between employees by organizing regular team buildings,
 - Raising the interest of the employees in the smooth running of the company through the Stock Option Plan based on the remuneration policy adopted at group level.