



IR Presentation

December 2024

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.

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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

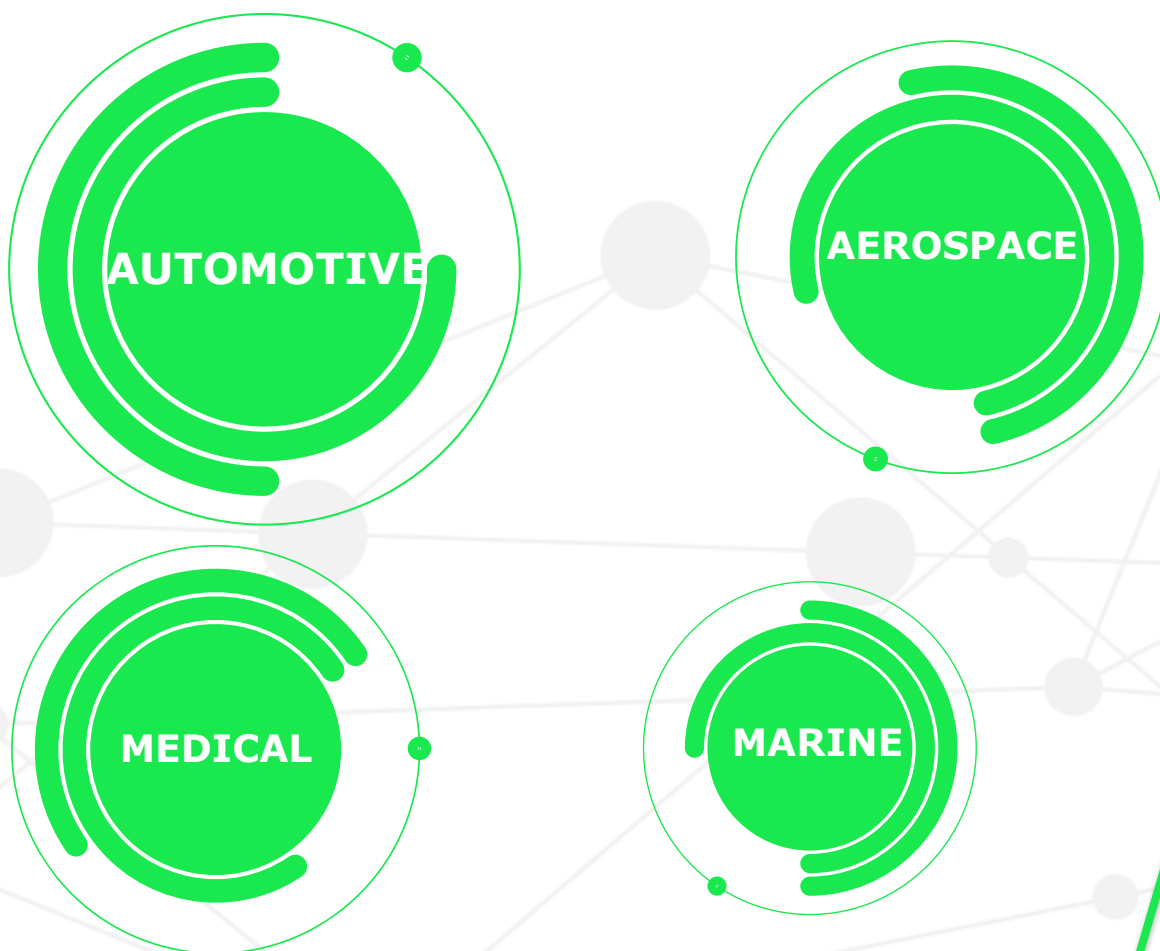
- Belgium
- Germany
- Hungary
- Indonesia
- Poland
- Republic of Moldova
- The Netherlands
- UK
- USA

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 **1.300+** 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.

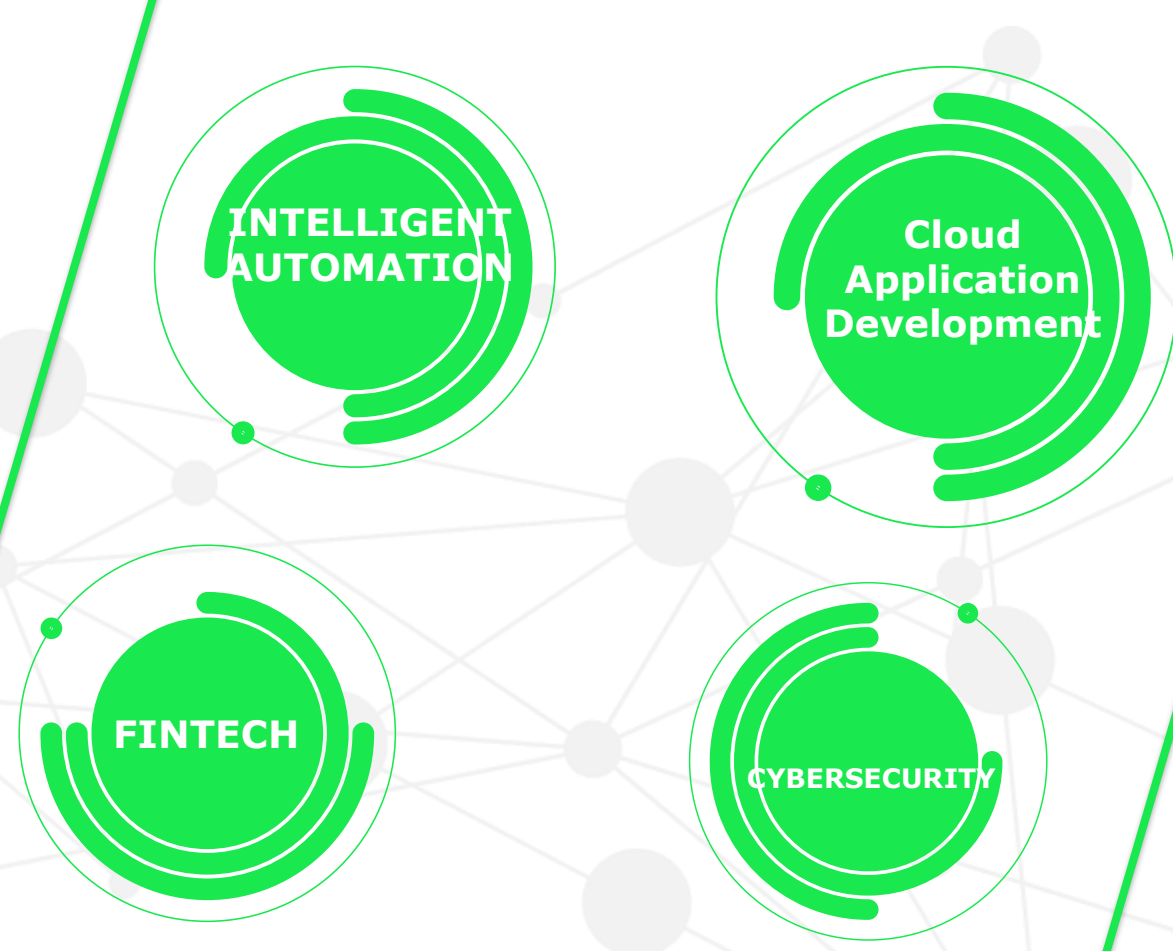


SOFTWARE SERVICES

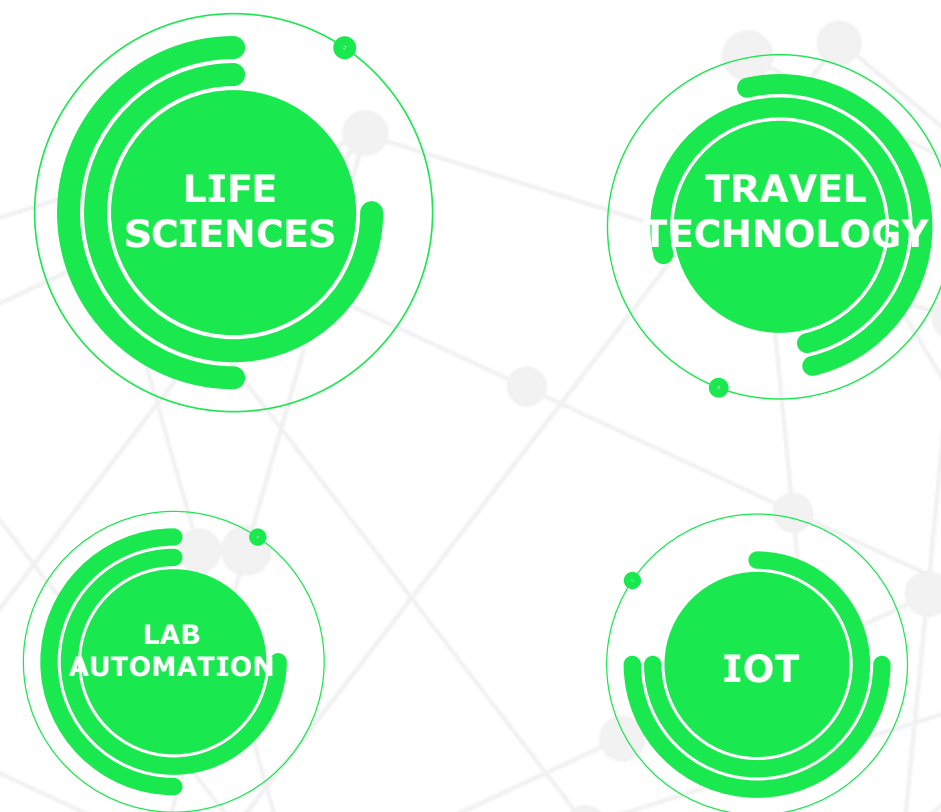
EMBEDDED TECHNOLOGIES



ENTERPRISE SOLUTIONS



LIFE SCIENCES/TRAVEL





SOFTWARE PRODUCTS

AROBS TELEMATICS



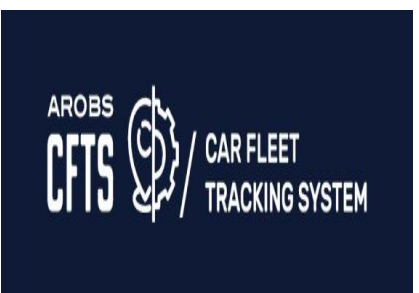
One of the leaders in the industry in Romania, with a strong presence in the Republic of Moldova, Hungary and Indonesia.



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 and through automation and management systems.



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

AROBS GREENFIELD



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

OTHER PRODUCTS

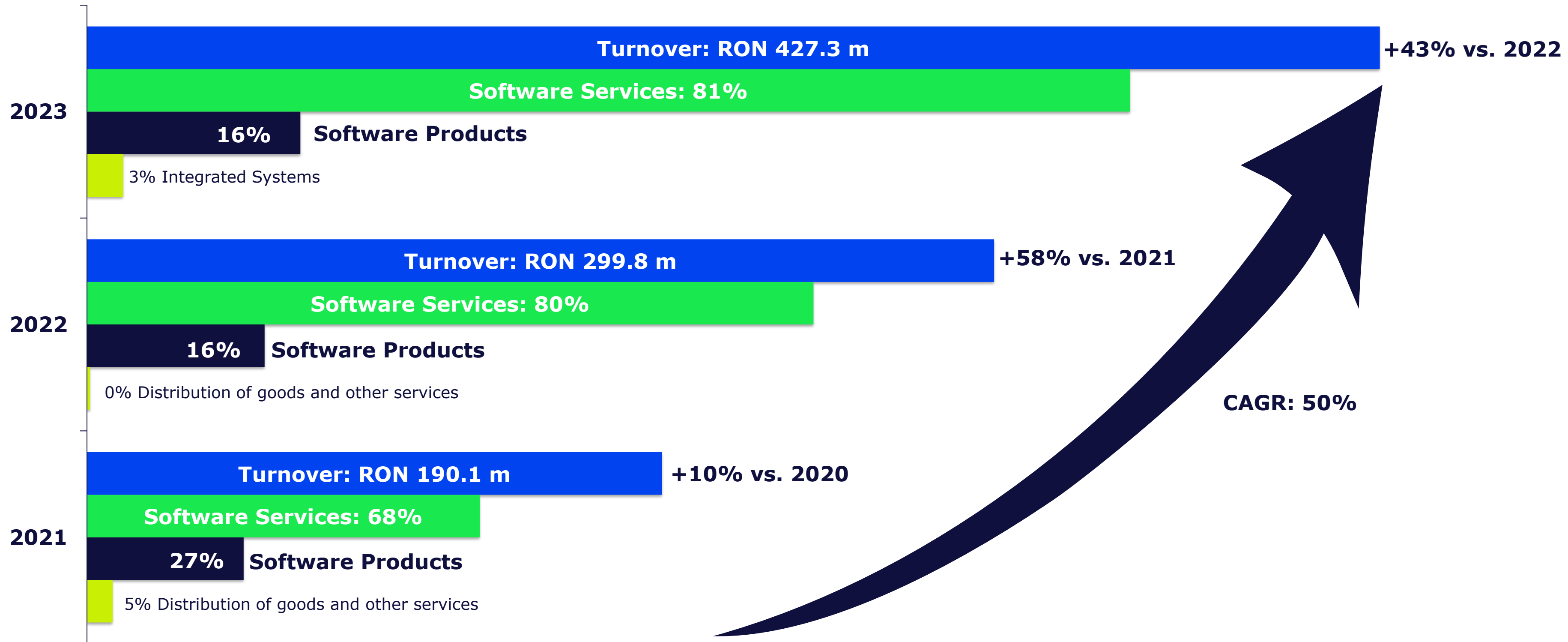


A white label solution that can be integrated with any property management software such as a hotel PMS.



Solution for schoolbooks digitalization.

Evolution per business segment



New office - ARAD

2018



New acquisitions



AROBS debuts on the AeRO market of the BVB

2021



New acquisitions



SOP Implementation

2019



New acquisitions



Acquisitions & organic growth propelled our evolution

AROBS debuts on the Main Market of BVB

2022



New acquisitions



2024



New acquisition



2023



New acquisitions



M&A Companies 2021-2024

Between **2021 and 2024**, AROBS **invested EUR 42 m** in **10 M&A transactions**. The Group used a mix of raised capital – **EUR 15 m (36%)** from investors through a private placement in October 2021, **bank financing – EUR 19.5 m (46%)** and own resources **EUR 7.5 m (18%)**.

- **2021 acquisition**
 - Berg Computers: 100%
- **2022 acquisitions**
 - AROBS Engineering (*former ENEA Software Services*) – 100%
 - Nordlogic Group (Nordlogic Software and Nordlogic USA Inc) – 100%
 - Centrul de Soft GPS – 100%
- **2023 acquisitions**
 - AROBS Polska (*former SYDERAL Polska*) – 94%
 - AROBS Software SRL and AROBS TrackGPS SRL – 100%
 - Future WorkForce Group: Future WorkForce SA (100%), Future WorkForce UK (80%), Future WorkForce GMBH (65%)
 - AROBS Pannonia Software – 100%
- **2024 acquisition**
 - Infobest – 100%.

Group structure – as of December 2024

AROBS TRANSILVANIA S.A.

Romanian entities

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

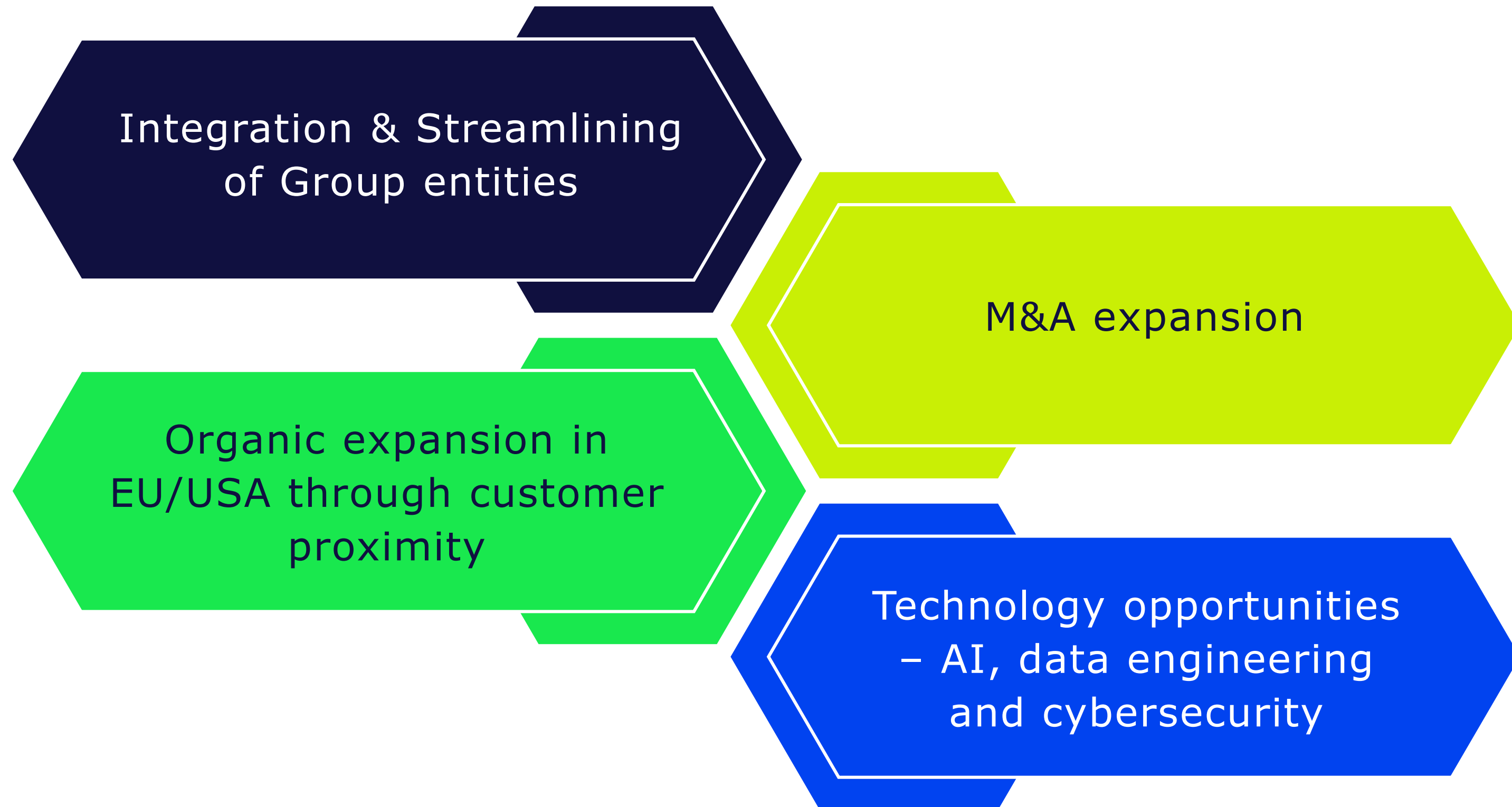
International entities

AROBS PANNONIA SOFTWARE KFT (Hungary) 100%	COSO BY AROBS B.V. BE (Belgium) 90%
AROBS POLSKA (Poland) 94%	COSO TEAM UK LTD (UK) 90%
AROBS SOFTWARE SOLUTIONS GMBH (Germany) 60%	FUTURE WORKFORCE GmbH (Germany) 65%
AROBS SOFTWARE SRL (Rep. Moldova) 100%	FUTURE WORKFORCE Limited (UK) 80%
AROBS TRACKGPS SRL (Rep. Moldova) 100%	INFOBEST SYSTEMHAUS GmbH (Germany) 100%*
ATS ENGINEERING LLC (SUA) 100%	NORDLOGIC USA, INC (USA) 100%
CABRIO INVEST B.V. (the Netherlands) 90%	PT AROBS SOLUTIONS INDONESIA (Indonesia) 70%
COSO BY AROBS B.V (the Netherlands) 90%	SKYSHIELD MAGYARORSZAG KFT (Hungary) 100%

Development strategy



Long-term strategy anchored on four key pillars



SHARE CAPITAL INCREASE – USE OF FUNDS

The funds raised in share capital increase closed in July 2024, through which AROBS raised **EUR 28.7 m** will be used to continue the growth strategy of the company both through M&A and organic.

- Between **50%-70%** of the raised funds will be used for the acquisition of companies operating in the Software Services sector, with activities in the verticals in which the Group operates (Embedded, Automotive, Medical, Travel & Hospitality, IoT, Life Sciences, Enterprise Solutions, and Fintech, Intelligent Automation), **mainly located in Central and Eastern Europe or the USA**, with a **strong client portfolio** in the **geographies** of interest to the Issuer and with profitability similar to that of the companies in the Group operating within the Software Services division.
- Between **10%-30%** of the raised funds will be used for the acquisition of companies operating in the Software Products sector, with activities and software products in both **Fleet Management** (in Romania as well as in neighbouring countries) and **Business Digitalization and Optimization** in Romania.
- Between **10%-20%** of the funds will be used for working capital to support **organic growth** and the generation of **new products/solutions** (greenfield projects).

2023 consolidated financial results

Disclaimer: The consolidated financial statements presented in the following slides have been prepared in accordance with International Financial Reporting Standards as adopted by the European Union ("IFRS").

The consolidated financial statements as of 31 December 2023 are audited.

The financial figures presented in the descriptive part, expressed in RON million, are rounded to the nearest whole number and may result in small differences in the restatement.

2023 Consolidated Results

- In 2023, AROBS Group recorded a consolidated turnover of RON **427.3 m, +43%** compared to 2022.
- The Group's **organic business** contributed **72%** to consolidated turnover.
- An important factor that determined the increase in turnover at group level is the contribution of the **new companies acquired** as of 2022 - contributed **26%** to the consolidated net turnover in 2023. (**30%** contribution of M&A companies as of 2021)
- Integrated Services experienced an increase in revenues and costs since its establishment in 2022. In 2022, the costs were relatively lower, mainly consisting of setup and hiring expenses. The significant increase in revenues and costs in 2023 is related to integrated system projects delivered during the year.

PROFIT & LOSS ACCOUNT (RON m)	2023 AROBS Group Audited	2022 AROBS Group Audited	YoY %
Turnover:	427.3	299.8	43%
Software services revenue	344.8	240.0	44%
Software products revenue	70.5	58.1	21%
Integrated systems revenue	12.0	0.7	1586%
Revenue from the distribution of goods	-	1.2	-100%
TOTAL – Cost of sales	295.8	190.2	55%
Cost of sales from software services	254.2	162.0	57%
Cost of sales from software products	31.7	26.5	19%
Cost of sales from integrated systems	9.9	0.3	3755%
Cost of distribution of goods	-	1.4	-100%
Gross margin	131.5	109.6	20%
Software services - gross margin	26%	32%	
Software products - gross margin	55%	54%	
Integrated systems - gross margin	17%	64%	
Distribution of goods - gross margin	0%	-18%	

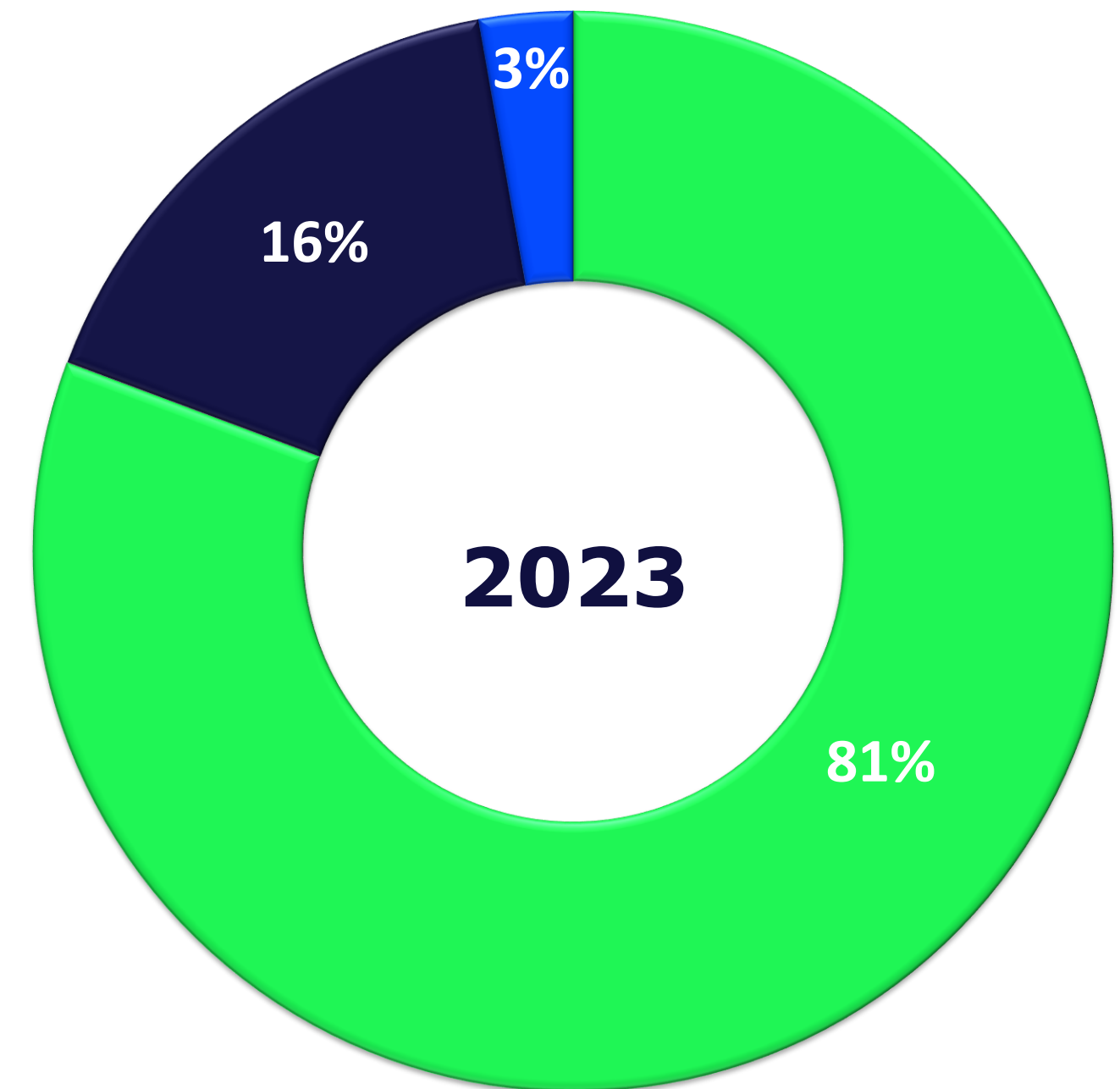
2023 Normalized EBITDA

- **Normalized EBITDA**, at the consolidated level, recorded a value of **RON 92.6 m** in 2023, **+21%** compared to 2022 generated by M&A and Organic growth.
- **The normalized net profit** recorded a value of **RON 51.0 m**.
- The normalization by cancelling the effect of the ESOP expense. The cost of ESOP of RON 19.1 m registered in 2023 refers to all the programs in progress: ESOP 1 (finalized in 2023), ESOP 2 (started in 2022) and ESOP 3 (started in 2023).

PROFIT & LOSS ACCOUNT (RON m)	2023 AROBS Group Audited	2022 AROBS Group Audited	YoY%
Gross profit	131.5	109.6	20%
Sales and Marketing expenses	(18.4)	(11.2)	65%
General and Administrative expenses	(70.7)	(45.9)	54%
Other operating revenues (expenses)	1.1	0.7	72%
Operating result	43.6	53.2	-18%
EBITDA	73.5	70.5	4%
EBITDA margin	17%	23%	
Normalized EBITDA	92.6	76.6	21%
Normalized EBITDA margin	22%	25%	
Financial income/(expenses), net	(0.5)	0.08	-730%
Profit before tax	43.0	53.3	-19%
Income tax	(11.1)	(6.2)	80%
Net profit	31.2	47.1	-32%
Normalized net profit	51.0	53.1	-4%
Normalized net profit margin	12%	18%	

Business segments contribution to total turnover

- **Software Services** registered an increase in turnover of **RON 105.0 m (44%)** at the consolidated level during 2023, compared to 2022. The contribution of the companies acquired as of 2021 to this increase was **RON 69.7 m**.
- **Software Products** registered an increase in turnover of **RON 12.4 m (21%)** at the consolidated level during 2023, compared to 2022. The contribution of the companies acquired as of 2022 to this increase was **RON 6.5 m**.
- **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.



■ Software Services ■ Software Products ■ Integrated systems

Software Services Performance

- **Software Services Revenues** increased by **44%**, both **Organic** and through **M&A**.
- **Cost of sales from software services** increased by **RON 92.2 m yoy** especially due to salaries expense increase of **RON 88.1 m**, followed by **the increase of ESOP** which had an impact of **RON 6.5 m** and the increase in amortization of assets used in project delivery of **RON 1.2 m**.
- The **cost of salaries** in 2023 of the **newly acquired companies** as of 2022 was **RON 56.4 m**, representing **36%** of the total software services division salaries while the revenues generated by the **newly acquired companies** for this segment were **RON 103 m (30% of the total)**
- **Organic Revenues** increased by **16%** mainly due to new projects, **M&A** as of 2022 contributed with **RON 74.1 m**

PROFIT & LOSS ACCOUNT (RON m)	2023	2022	YoY%
Software services revenue	344.8	239.8	44%
Cost of sales from software services	254.2	162.0	57%
Gross profit for software services	90.6	77.8	16%
Software services - gross margin	26%	32%	

Cost of Software Services (RON m)	2023	2022	YoY
Salary Expenses	158.2	70.1	88.1
ESOP	10.0	3.6	6.5
Third-party costs	74.1	82.1	(8.0)
Depreciation and amortization	7.5	4.7	
Other operating expenses	4.4	1.6	
Total	254.2	162.0	92.2

Software Products Performance

- **Increase** in revenues of **RON 12.4 m (+21%)** out of which **RON 6.6 m** from newly acquired companies as of 2022.
- The **cost of sales of software products increased** by **RON 5.2 m** compared to 2022, out of which the **newly acquired companies** as of 2022 contributed with **RON 2 m**.
- The increase in costs due to newly acquired companies as of 2022 is in line with the increase in their revenue contribution to the segment.

PROFIT & LOSS ACCOUNT (RON m)	2023	2022	YoY %
Software products revenue	70.5	58.1	21%
Cost of sales from software products	31.7	26.5	19%
Gross profit for software products	38.8	31.6	23%
Software products - gross margin	55%	54%	

Cost of Software Services (RON m)	2023	2022	YoY
Salary Expenses	12.0	8.5	3.5
ESOP	0.7	0.5	0.2
Third-party costs	6.1	5.3	0.8
Depreciation and amortization	6.6	3.8	2.8
Cost of goods sold	2.0	4.5	(2.5)
Other operating expenses	4.3	3.9	0.3
Total	31.7	26.5	5.2

Integrated Systems Performance

- Uneven revenues throughout the year due to the timing of signing and delivery of complex integrated solutions.
- In March 2023 was delivered one project accounting for **61% of annual revenues**.

PROFIT & LOSS ACCOUNT (RON m)	2023	2022	YoY %
Integrated systems revenue	12.0	0.7	1586%
Cost of sales from integrated systems	9.9	0.3	3755%
Gross profit for integrated systems	2.1	0.4	425%
Integrated systems - gross margin	17%	64%	

2023 Consolidated Balance Sheet

- The **increase in fixed assets** is primarily due to the increase in the value of the **goodwill** following the 2023 acquisitions.
- At the end of 2023, bank loans recorded an increase of **RON 13 m**, due to the 80% refinancing of FWF acquisition. The **debt ratio** regarding **bank financing**, calculated as a ratio between total bank debts and normalized EBITDA, is **0.94**, which indicates a very **solid financial position**.

Balance sheet indicators (RON m)	31.12.2023 AROBS Group Audited	31.12.2022 AROBS Group Audited	Variation %
Fixed assets, of which:	278.5	198.3	40%
Goodwill	104.8	57.8	81%
Customer relationship	76.6	75.0	2%
Total current assets, out of which:	201.8	198.5	2%
Cash and cash equivalents	87.8	101.4	-13%
Total assets	480.4	396.8	21%
Current liabilities, of which:	90.2	76.3	18%
Bank financing	24.2	18.5	31%
Non-current liabilities, of which:	116.5	90.8	28%
Bank financing	62.6	55.4	13%
Total liabilities	206.7	167.1	24%
Total Equity, out of which:	273.7	229.7	19%
Share capital	87.1	91.1	-4%
Own shares	(5.7)	(7.5)	-25%
Gains (loss) on equity instruments	8.4	1.8	363%
Total equity and liabilities	480.4	396.8	21%
Net accounting assets	273.7	229.7	19%

2023 organic & full M&A performance

- The M&A category includes the performance of all acquired companies since the listing of AROBS in December 2021.
- The group overhead was 100% recognized in EBITDA Organic and not split with M&A EBITDA.

Profit & Loss account (RON m)	31-Dec-23			31-Dec-22			Variation	Variation %
	Organic	M&A	Total	Organic	M&A	Total		
Turnover:	300.5	126.79	427.29	248.54	51.3	299.82	51.96	21%
Software services revenue	224.3	120.5	344.8	188.6	51.3	239.8	35.8	19%
Software Products revenue	64.3	6.3	70.5	58.1	-	58.1	6.	11%
Integrated systems revenue	12.0	-	12.0	0.7	-	0.7	11.2	1586%
Distribution of goods	-	-	-	1.2	-	1.2	(1.2)	-100%
Total cost of sales:	206.2	89.5	295.8	157.5	32.8	190.2	48.8	31%
Cost of sales from Software Services	167.7	86.5	254.2	129.3	32.8	162.0	38.5	30%
Cost of Sales from Software Products	28.6	3.1	31.7	26.5	-	26.5	2.1	8%
Cost of Sales from Integrated Systems	9.9	-	9.9	0.3	-	0.3	9.7	3755%
Cost of sales from Distribution of goods	-	-	-	1.4	-	1.4	(1.4)	-100%
Gross margin	94.3	37.3	131.5	91.1	18.5	109.6	3.2	4%
Gross margin %	31%	29%	31%	37%	36%	37%	-5%	-5%

9M 2024

Consolidated Financial Results

The consolidated interim financial statements presented on the following slides have been prepared in accordance with IAS 34 "Interim financial reporting".

The interim consolidated simplified financial statements as of September 30, 2024 are unaudited.

The financial figures presented in the descriptive part, expressed in RON millions, are rounded to the nearest whole number and may lead to small differences in regularization.

9M 2024 Consolidated Results

- Consolidated turnover of **RON 306 m, -5%** compared to 9M 2023, amid the global decline in the demand for software services and integrated systems seasonality.
- The Group's strategy of maintaining **multiple growth pillars** has **helped partially offset** the temporary decline in two segments through growth in the 'Software Products' segment.

PROFIT & LOSS (RON m)	30.09.2024 AROBS Group	30.09.2023 AROBS Group	YoY %
Turnover:	306.2	321.9	-5%
Software services revenue	254.6	261.6	-6%
Software products revenue	57.5	50.3	14%
Integrated systems revenue	3.1	10.1	-70%
TOTAL – Cost of sales	222.2	222.9	0%
Cost of sales from software services	191.3	192.9	-1%
Cost of sales from software products	27.9	21.5	30%
Cost of sales from integrated systems	3.0	8.4	-65%
Gross profit	84.0	99.1	-15%
Software services - gross margin	22%	26%	
Software products - gross margin	52%	57%	
Integrated systems - gross margin	3%	17%	

9M 2024 EBITDA

- **EBITDA**, at the consolidated level, reached a value of **RON 43.4 m** in 9M 2024.
- **14% EBITDA margin**.
- **The net profit** reached a value of **RON 16.1 m**, with a margin of 5%.
- **Lower ESOP costs** as of September 30, 2024 (RON 10.4 m versus RON 15.2 m as of September 2023)

PROFIT & LOSS (RON m)	30.09.2024 AROBS Group	30.09.2023 AROBS Group	YoY%
Gross result	84.0	99.1	-15%
Sales and Marketing expenses	(15.0)	(13.7)	9%
General and Administrative expenses	(49.3)	(49.9)	-1%
Other operating revenues	0.9	0.7	34%
Operating profit	20.6	36.2	-43%
EBITDA	43.4	57.7	-25%
EBITDA margin	14%	18%	
Normalized EBITDA	49.5	73.0	-32%
Normalized EBITDA margin	16%	23%	
Financial income/(expenses), net	1.2	0.7	73%
Profit before tax	21.9	36.9	-41%
Profit tax	(5.7)	(8.8)	-35%
Net profit	16.1	28.0	-42%
Net profit margin	5%	9%	
Normalized net profit	22.2	43.3	-49%
Normalized net profit margin	7%	13%	

Quarterly evolution – EBITDA

- **Strong EBITDA recovery** in Q3 compared with Q2 2024 as result of optimization and cost-cutting measures
- Reaching in Q3 2024 a similar EBITDA margin, of 15%, as in Q3 2023.

RON m	Q1 2024	Q2 2024	Q3 2024	9m 2024
Turnover:	105.0	101.2	99.9	306.2
Cost of sales:	75.2	74.8	72.2	222.2
Sales and marketing expenses	4.7	5.3	5.0	15.0
General and administrative expenses	16.0	17.1	16.2	49.3
EBITDA	16.8	12.0	14.6	43.4
EBITDA %	16%	12%	15%	14%

RON m	Q1 2023	Q2 2023	Q3 2023	9m 2023
Turnover:	110.7	108.2	103.1	321.9
Cost of sales:	75.2	75.8	72.0	222.9
Sales and marketing expenses	3.3	4.8	5.6	13.7
General and administrative expenses	14.6	17.2	18.2	49.9
EBITDA	23.9	18.0	15.9	57.7
EBITDA %	22%	17%	15%	18%

Quarterly evolution – Turnover

- **Software services** segment **turnover** showed different trends throughout 2024 and 2023
 - Q3 2024 saw a stabilization in turnover
 - Q3 2023 experienced a decrease compared to Q2 2023
- **Software Products** segment **turnover** marked continuous increase in **Q-on-Q** 2024

RON m	Q1 2024	Q2 2024	Q3 2024
Turnover:	105.0	101.2	99.9
Software services	86.4	80.0	79.2
Software products	18.2	19.6	19.8
Integrated systems	0.4	1.7	0.9

RON m	Q1 2023	Q2 2023	Q3 2023
Turnover:	110.7	108.2	103.1
Software services	87.4	88.6	85.6
Software products	16.0	17.7	16.6
Integrated systems	7.3	1.9	0.8

9M 2024 Organic & M&A performance

- **2024 acquisition:** Infobest Group. The financial performance of Infobest is included in the consolidation as of June 1, 2024.
- **M&A** category contributed with **RON 109.3 m** to the turnover, **RON 103 m** from Software Services segments (**+19%** vs. 9M 2023) and **RON 6.4 m** from Software Products (**+44%** vs. 9M 2023).
- The **Organic** Software Service business experienced a **15% decline** due to **delays in new projects** and reductions in projects within the **Automotive** verticals, particularly in the electrification area, as well as in the **Medical sector**.
- The **Organic** Software Products increased by **12%**.

RON M	30.09.2024			30.09.2023		
	Organic	M&A	Total	Organic	M&A	Total
Turnover	196.8	109.3	306.2	230.9	91.1	321.9
Software services revenue	142.6	103.0	245.6	174.9	86.7	261.6
Software products revenue	51.2	6.4	57.5	45.9	4.4	50.3
Integrated systems revenue	3.1	-	3.1	10.1	-	10.1
Total cost of sales:	143.7	78.5	222.2	158.3	64.6	222.9
Cost of sales from software services	115.9	75.4	191.3	130.2	62.7	192.9
Cost of sales from software products	24.8	3.1	27.9	19.6	1.9	21.5
Cost of sales from integrated systems	3.0	-	3.0	8.4	-	8.4
Gross margin	53.2	30.9	84.0	72.6	26.5	99.1

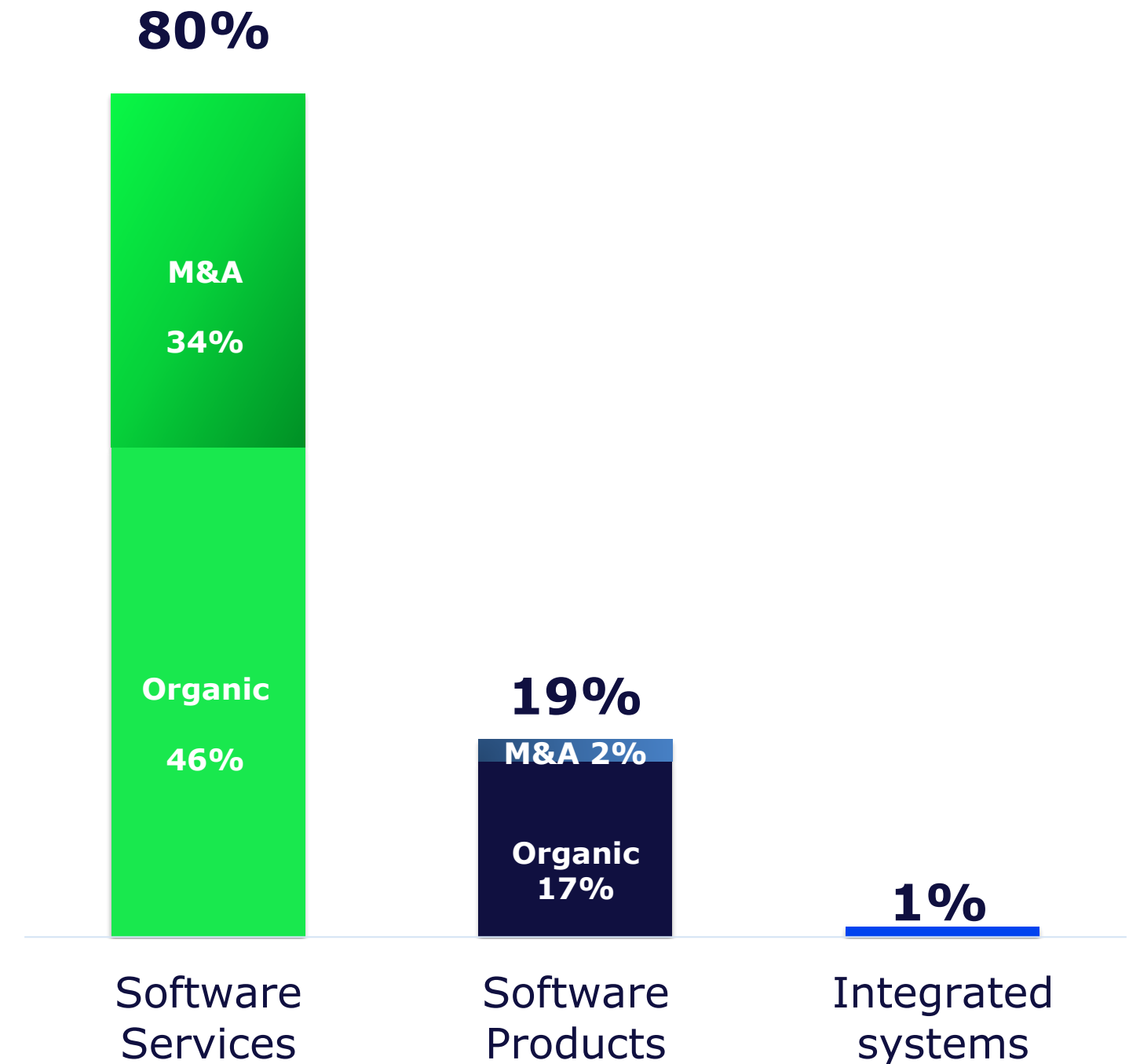
Organic – companies existing in the Group before 2021.

M&A – companies acquired by the Group since listing on the AeRO market of the BVB (December 2021).

Business segments contribution to total turnover

9M 2024

- **Software Services** continued to be the main revenue driver of the Group (**80%** of total revenue). The Group is **investing** in several growth-potential verticals, such as **cybersecurity** and the **integration of AI and data engineering** into its software solutions.
- The **Software Products** performance was supported by the **market's growth** trend, particularly in fleet management, business optimization, HR solutions, and the implementation of digital projects, primarily in the private sector.
- **Integrated Systems** segment **projects signing process take longer** than anticipated.



9M 2024 Software Services Performance

- **Software Services Revenues** decreased by **-6%**, due to **delays in new projects** and **reductions in projects** within the **Automotive** vertical, particularly in the electrification area, as well as in the **Medical sector**.
- The cost of sales from Software Services **decreased by RON 1.6 m** as of September 30, 2024, compared to the same period last year. This change was driven by a **significant reduction in organic costs**, down **by RON 14.3 m** compared to the same period last year, and an increase in costs by **RON 12.7 m** in the M&A companies.

Software Services Performance(ROn)	9M 2024	9M 2023	YoY %
Software services revenue	245.6	261.6	-6%
Cost of sales from software services	191.3	192.9	-1%
Software services - gross margin	22%	26%	

Cost of Software Services	9M 2024	9M 2023	Variation
Personnel costs	122.2	116.6	5%
ESOP	5.2	7.7	-33%
Third-party costs	54.2	58.5	-7%
Depreciation and amortization	6.6	6.7	-1%
Expenses on sold goods	0.1	0.1	99%
Other operating expenses	2.9	3.4	-14%
Total	191.3	192.9	-1%

Quarterly evolution – Software Services

- **Beginning of the year brought salary increases**, influenced by the elimination of the **tax benefits on income tax**
- Costs (including ESOP) related to direct productive resources, both employees and contractors, were efficiently managed over the first nine months of 2024.
- Consequently, cost of sales from software services **decreased** throughout the year, with **Q3 2024 marking a 7% drop** compared to **Q1 2024** (15% on a comparable basis) and a **4% decrease** compared to **Q3 2023** (13% on a comparable basis).

RON m	Q1 2024	Q2 2024	Q3 2024
Turnover	86.4	80.0	79.2
Cost of sales	66.5	63.2	61.6
Gross margin	20.0	16.7	17.6
Gross Margin %	23%	21%	22%

RON m	Q1 2023	Q2 2023	Q3 2023
Turnover:	87.4	88.6	85.6
Cost of sales:	62.3	66.3	64.4
Gross margin	25.0	22.3	21.3
Gross Margin %	29%	25%	25%

**On a comparable basis = excluding the companies acquired in 2024*

9M 2024 Software Products Performance

- In the area of **Software Products**, such as fleet management, business optimization, HR solutions, the market is **growing in line** with the trend of recent years.
- The **contribution** of M&A companies to the segment's revenue in 9M 2024 was **RON 6.4 m (11%** of segment revenues), and to the segment's activity growth was **RON 1.9 m**.
- The costs of sales of Software Products **increased** by **RON 6.4 m** compared to 9M 2023, mainly due to higher salary expenses and and contractor services costs, resulting from the internalization of certain software development and maintenance processes.
- The contribution of the M&A companies to the increase of segment's cost was **RON 1.1 m**.

Software Products Performance(RON)	9M 2024	9M 2023	YoY %
Software products revenue	57.5	50.3	14%
Cost of sales from software products	27.9	21.5	30%
Software products - gross margin	52%	57%	

Cost of Software Products	9M 2024	9M 2023	Variation
Personnel costs	11.5	8.1	41%
ESOP	0.3	0.6	-55%
Third-party costs	5.8	3.6	61%
Depreciation and amortization	4.5	4.1	9%
Expenses on sold goods	1.5	1.3	19%
Other operating expenses	4.4	3.8	14%
Total	27.9	21.5	30%

Quarterly evolution – Software Products

- Software products revenues grew **Q on Q**, but also over 2023
- Gross margin recovery in Q3 2024 vs Q2 through cost efficiency and revenues increase.

RON m	Q1 2024	Q2 2024	Q3 2024
Turnover	18.2	19.6	19.8
Cost of sales	8.4	10.1	9.5
Gross margin	9.8	9,5	10.3
Gross Margin %	54%	49%	52%

RON m	Q1 2023	Q2 2023	Q3 2023
Turnover:	16.0	17.7	16.6
Cost of sales:	7.2	7.3	7.1
Gross margin	8.8	10.4	9.6
Gross Margin %	55%	59%	58%

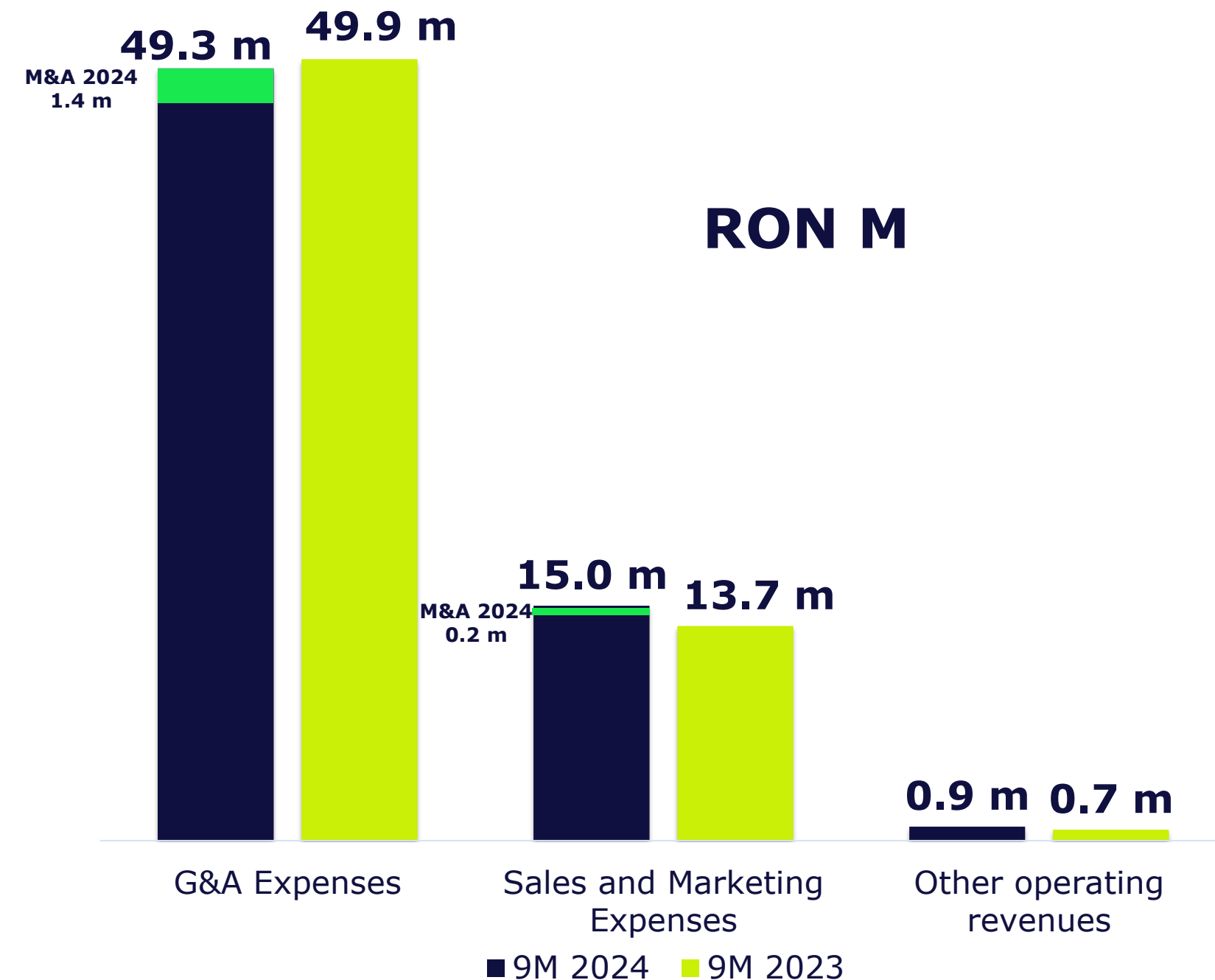
9M 2024 Integrated Systems Performance

- Integrated Systems segment revenues, lower compared to the same period last year, influenced by the timing and type of contracts won and when the subsidiary participates in public bids.
- We expected projects to be signed in Q4 2024, we now anticipate that they will be signed only at the beginning of next year.

Integrated Systems Performance (RON)	9M 2024	9M 2023	YoY %
Integrated systems revenue	3.1	10.1	-70%
Cost of sales from integrated systems	3.0	8.4	-65%
Integrated systems - gross margin	3%	17%	

9M 2024 Sales and Marketing, G&A Expenses

- **G&A expenses decreased by RON 0.6 m in 9M 2024 (RON 2m excluding 2024 M&A),** through cost-cutting measures.
- The decrease is composed of the following elements: a **reduction in general costs by RON 0.9 m** and an increase in amortization expenses related to customer relationships **by RON 0.3 m**. The amortization of customer relationships is a non-operational expense reflected in the G&A expenses category.
- **Sales and marketing expenses** increased by RON 1.3 m in the 9M 2024 compared to the same period in 2023 due to salary expenses for sales personnel of the companies acquired after Q1 2023 (Future Workforce Group), amounting to RON 2.5 m, and a decrease in advertising and protocol expenses by RON 1.3 m.



Quarterly evolution – Sales and Marketing, G&A Expenses

- **Compared to Q3 2023, G&A expenses** recorded in Q3 2024 are **lower by 11% (RON -1.9 m)**.
- In Q3 2024, sales and marketing expenses decreased by 11% (-0.6 million lei) compared to the level of these expenses recorded in Q3 2023.

RON m	Q1 2024	Q2 2024	Q3 2024
Turnover	105.0	101.2	99.9
Sales and marketing expenses	4.7	5.3	5.0
G&A expenses	16.0	17.1	16.2

RON m	Q1 2023	Q2 2023	Q3 2023
Turnover	110.7	108.2	103.1
Sales and marketing expenses	3.3	4.8	5.6
G&A expenses	14.6	17.2	18.2

Quarterly evolution – SOP Programs

- **The impact of ESOP programs is decreasing throughout the year 2024.**
- **The ESOP 1 program ended in 2023**
- **The ESOP 2-3 programs will end in 2025.**
- ESOP 1, 2 and 3 were covered with shares transferred at nominal value by Voicu Oprean to the company before AROBS's listing on the AeRO market in 2021.
- ESOP 4 initiated through buy-back programs in 2024 and is scheduled for completion in 2027.

RON m	Q1 2024	Q2 2024	Q3 2024
Total ESOP cost, out of which:	3.8	3.2	3.4
<i>Cost ESOP 1-3</i>	3.8	1.4	0.8
<i>Cost ESOP 4</i>	-	1.8	2.6

RON m	Q1 2023	Q2 2023	Q3 2023
Total ESOP cost, out of which:	2.7	6.0	6.5
<i>Cost ESOP 1-3</i>	2.7	6.0	6.5
<i>Cost ESOP 4</i>	-	-	-

***Cost ESOP 1-3: the cost that normalized EBITDA and Net profit

9M 2024 Consolidated Balance Sheet

- In July 2024, the share capital increase operation was successfully completed, **raising RON 142.9 m** from institutional investors.
- Fixed assets recorded a net increase of RON 12.2 m due to the recognition of goodwill following the acquisition of the Infobest group at the end of May 2024, the continued development of in-house products, and the completion, in March 2024, of an investment in an office building.
- As of September 30, 2024, the debt ratio related to bank financing, calculated as the ratio of **total bank debt to normalized EBITDA, is 1.06**, indicating a solid financial position that enables the Group to access future financing to meet its strategic objectives.

Balance sheet indicators (RON m)	30.09.2024 AROBS Group	31.12.2023 AROBS Group Audited	Variation %
Fixed assets, of which:	290.7	278.5	4%
Goodwill	117.4	104.8	12%
Customer relationship	69.5	76.6	-9%
Total current assets, out of which:	347.6	201.8	72%
Cash and cash equivalents	238.4	87.8	172%
Total assets	638.3	480.4	33%
Current liabilities, of which:	100.1	90.2	11%
Bank financing	25.0	24.2	3%
Non-current liabilities, of which:	104.4	116.5	-10%
Bank financing	48.3	62.6	-23%
Total liabilities	204.4	206.7	-1%
Total Equity, out of which:	433.9	273.7	59%
Share capital	104.6	87.1	20%
Own shares	(10.3)	(5.7)	81%
Gains (loss) on equity instruments	19.7	8.4	136%
Total equity and liabilities	638.3	480.4	33%
Net accounting assets	433.9	273.7	59%

2024 Budget



2024 Consolidated Revenue & Expense Budget

- AROBS was significantly impacted by the challenging environment of 2024, yet the Group's management remains optimistic about the recovery in 2025 and the years to follow.
- The Group is better prepared to face challenges and catch opportunities in 2025.

Profit and Loss Account	2024 Budget
Turnover:	404.9
Revenue from software services	322.0
Revenue from software products	78.8
Revenue from integrated systems	4.1
Total cost of sales:	294.8
Cost of sales of software services	253.5
Cost of sales of software products	38.0
Cost of sales of integrated systems	3.4
Gross margin	110.1
Sales and marketing expenses	19.9
General and administrative expenses	67.4
Other net operating revenues / (expenses)	0.9
Operating profit	23.7
EBITDA	54.0
EBITDA margin	13%
Profit before tax	25.3
Profit tax	7.2
Net profit	18.0
Net profit margin	4%

AROBS on BVB



Key investment highlights

LISTING VENUE



As of September 25, 2023, AROBS shares are traded on the Main Market, Premium Category.

- Largest IT company listed on the Bucharest Stock Exchange in terms of capitalization, offering liquid portfolio diversification opportunity
- State-of-the-art expertise in multiple industries
- Globally relevant technology player

- Organic expansion in the EU and USA through customer proximity
- Acquisitions are to be fully consolidated
- 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*

RESEARCH COVERAGE



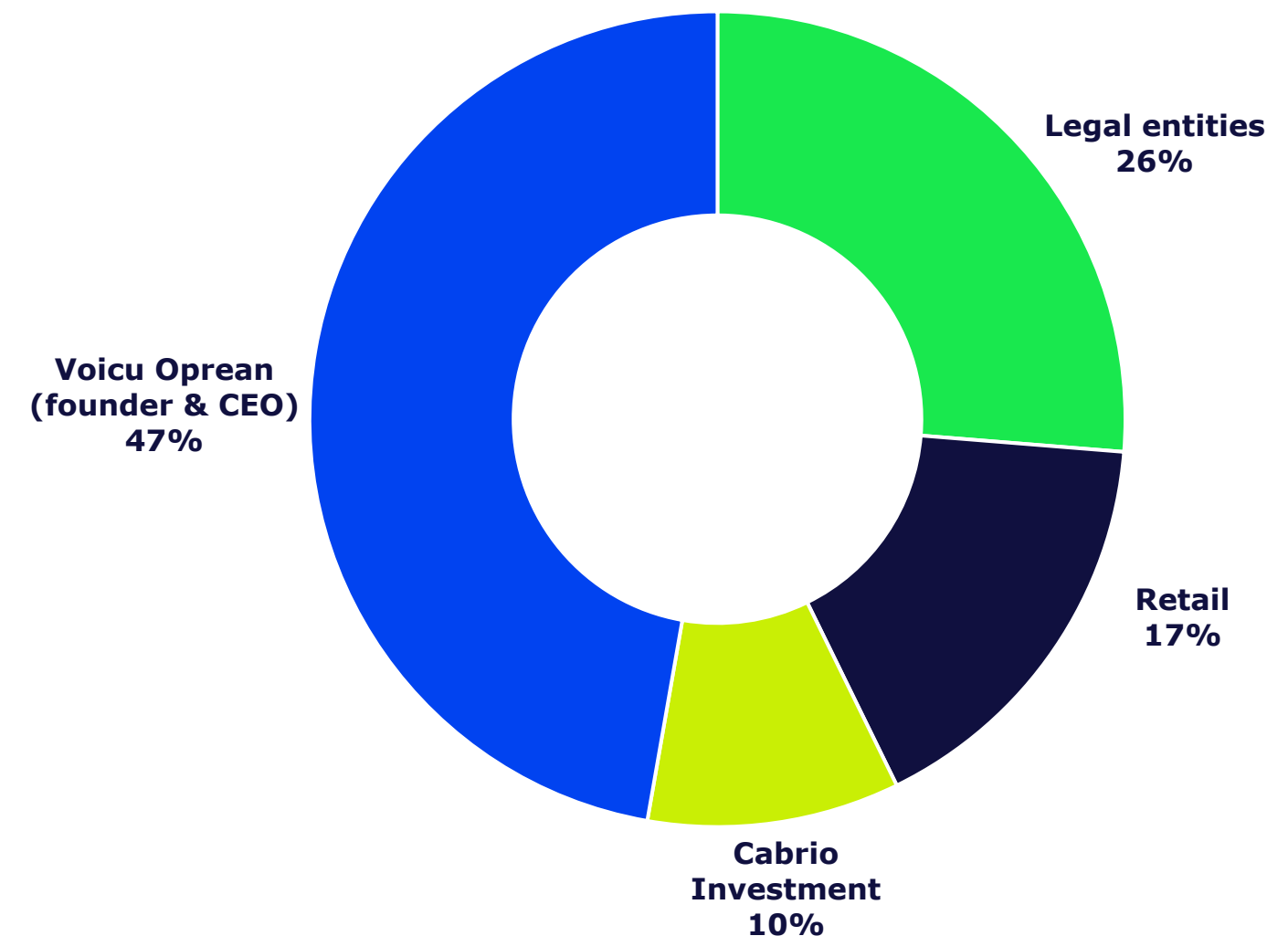
- Solid partnerships with thousands of companies from Central and Eastern Europe and ASIA
- Continuous innovation of services and products adapted to the market needs
- Strong portfolio of own solutions and products

- Included in the MSCI Frontier & Romania Small Cap indices, as well as in the FTSE Global Micro Cap Index
- In 2024, it closed the IT sector's largest capital increase for a public company, (EUR 28,7 m) with most funds subscribed by institutional investors
- AROBS ranks as the 16th most traded stock on BVB over the past 12 months (Dec'23 - Nov-'24), with an average daily transaction volume of approx. EUR 135K during this period

AROBS shareholding

- The company has **8,000+ shareholders**, with a solid base of retail investors and institutional appetite given the sectorial diversification.
- In July 2024, AROBS raised EUR 28,7 m from investors through a share capital increase operation, which will support the continuation of AROBS' growth strategy through acquisitions and organic growth.
- 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, without excluding the possibility of future distributions to shareholders.

Shareholding structure as of December 2024



- The market capitalization is between **RON 0.8 to 1 bn.**

Organizational Structure



BOARD OF DIRECTORS



Voicu Oprean
Chairman and CEO

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 Babeş 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.



Mihaela Cleja
Non-Executive 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 Babeş Bolyai University, and in 2008, she obtained a Master's degree in Management in Administration of Credit Institutions and Commercial Companies.



Aurelian Deaconu
Executive Member

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 Alfsoft SA (1993-1999). He holds a degree in Electronics and Telecommunications from the Technical University, in Industrial and Financial Management from Babeş Bolyai University, and an MBA from the Conservatoire de Arte et Métiers, Paris.



Ioan Nistor
Independent Member

Ioan Alin Nistor, professor of finance at Babeş-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 Garbacea
Independent Member

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.

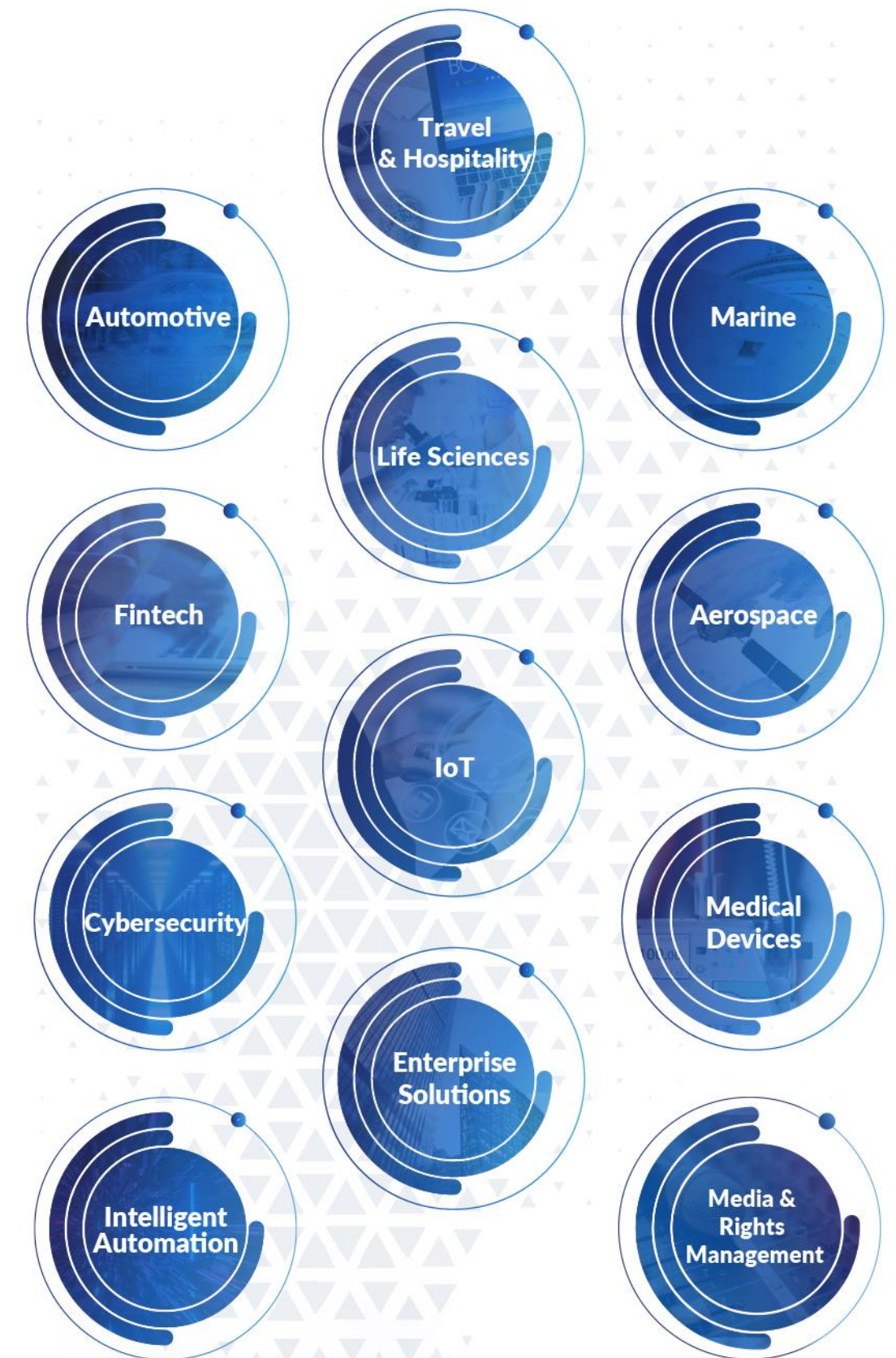
Annex





SOFTWARE SERVICES

- **AROBS** reached the global level of an IT solution provider of ready-to-use systems and software services based on the latest technologies.
- With over 25 years of experience in software services, we address the IT needs of industries as diverse as **Automotive & Embedded Systems, Aerospace, Maritime, Medical Devices and Biomedical, Customer Electronics, Travel & Hospitality, Cybersecurity, Life Sciences, IoT, Fintech, Enterprise Solutions, Intelligent Automation** prin AI, RPA, ML, Low Code.



AUTOMOTIVE & EMBEDDED SYSTEMS



YEARS OF EXPERIENCE



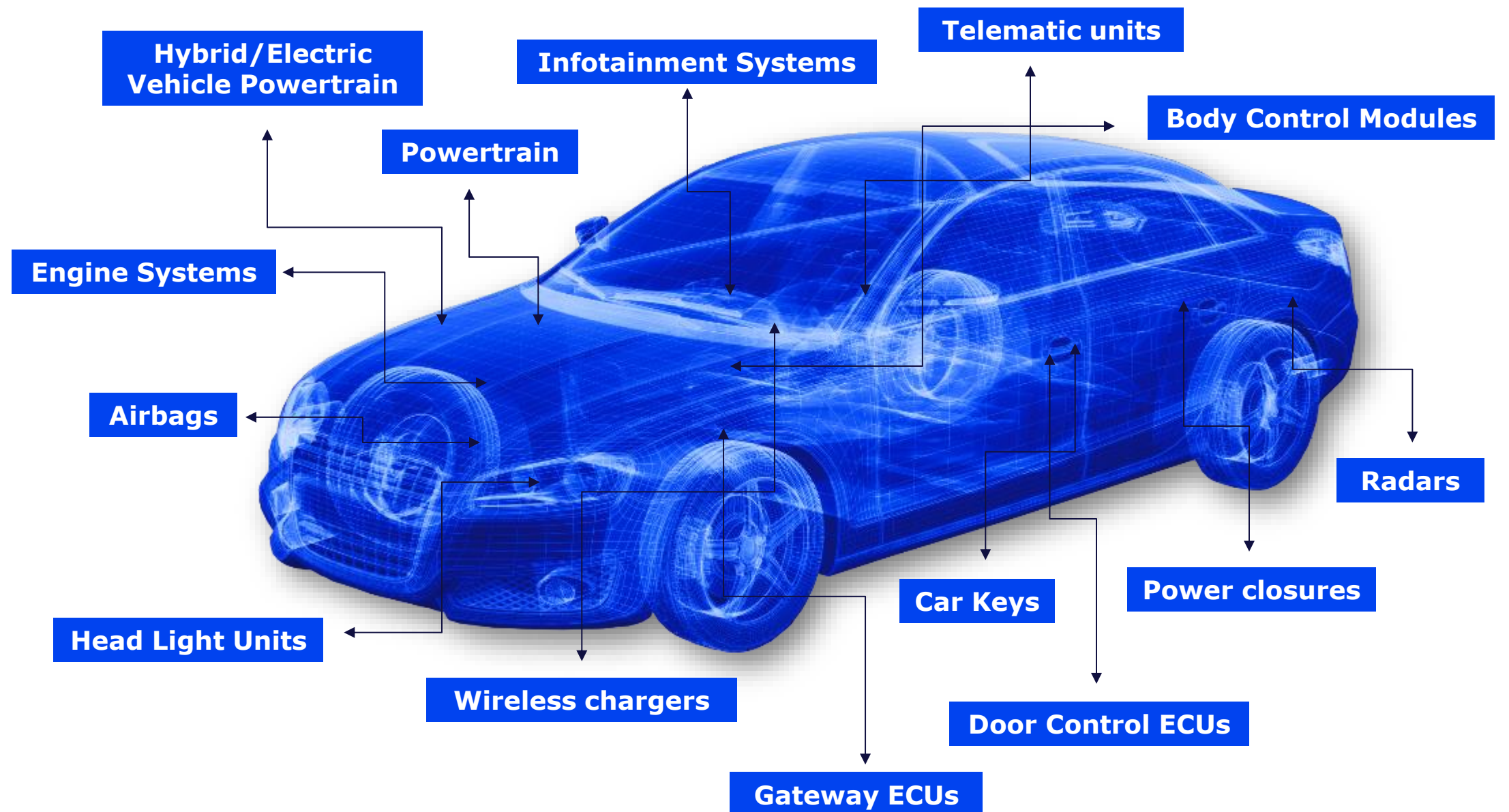
TEAM -International professionals in AUTOMOTIVE



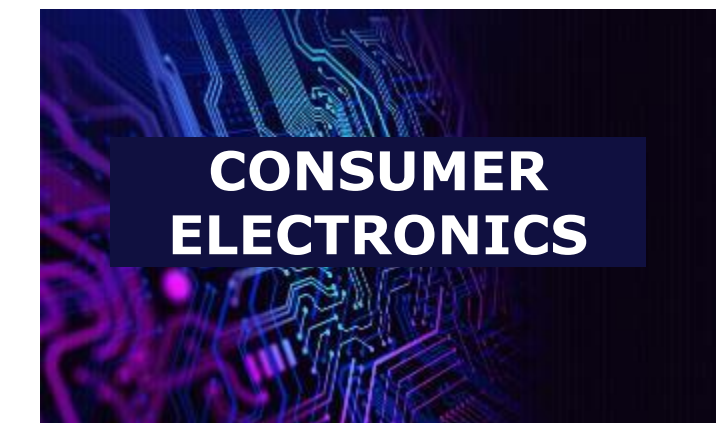
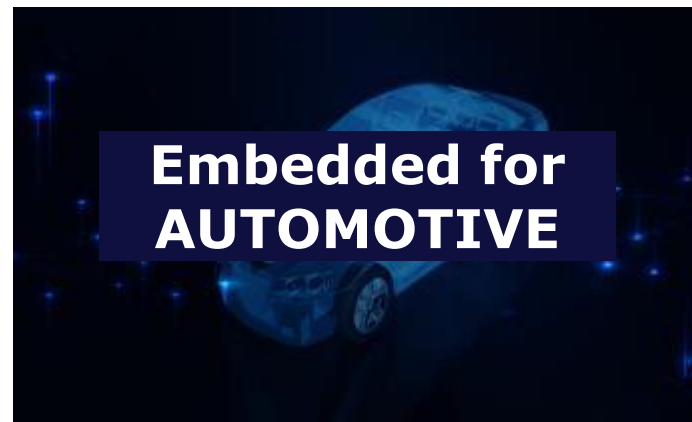
COUNTRIES WE WORK WITH
Romania, Germany, France, China, Japan, USA



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



Our embedded software and systems expertise:



TRAVEL & HOSPITALITY



YEARS OF BUSINESS EXPERTISE



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



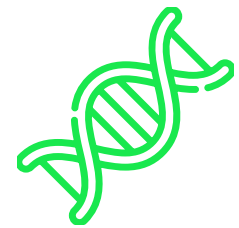
CLIENTS - 10+ major market leaders as clients



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



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



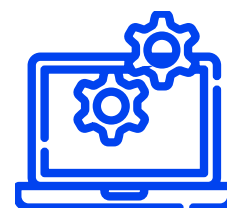
COUNTRIES WE WORK WITH

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

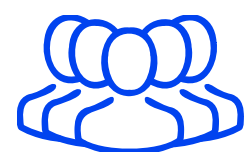


YEARS OF EXPERIENCE



PRODUCTS

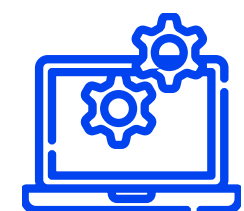
User-oriented fintech products



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



CYBERSECURITY

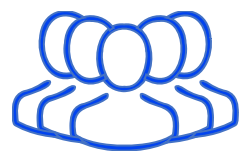


YEARS OF EXPERTISE



SOLUTIONS

for business continuity and asset protection



TEAM

Collaborative teams with rigorous information and cyber security



NATIONAL AND INTERNATIONAL COLLABORATIONS



SPECIALIZATION & APPROACHES

With more than 50 accredited certifications , the AROBS team is well-prepared to create and maintain your organization's security through various methods and techniques such as vulnerability assessments, penetration testing services, identity and access management, incident response and forensic investigations, training and more.



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.**



RESEACH AND DEVELOPMENT



YEARS OF EXTENSIVE EXPERIENCE -
in research and development for:



AUTOMOTIVE



TELECOMMUNICATIONS



**LOW EARTH ORBIT
COMMUNICATION**



We use methods identical to scientific research,
but we're oriented toward business results and
with broad predictions of commercial success in B2C, B2B and B2G.



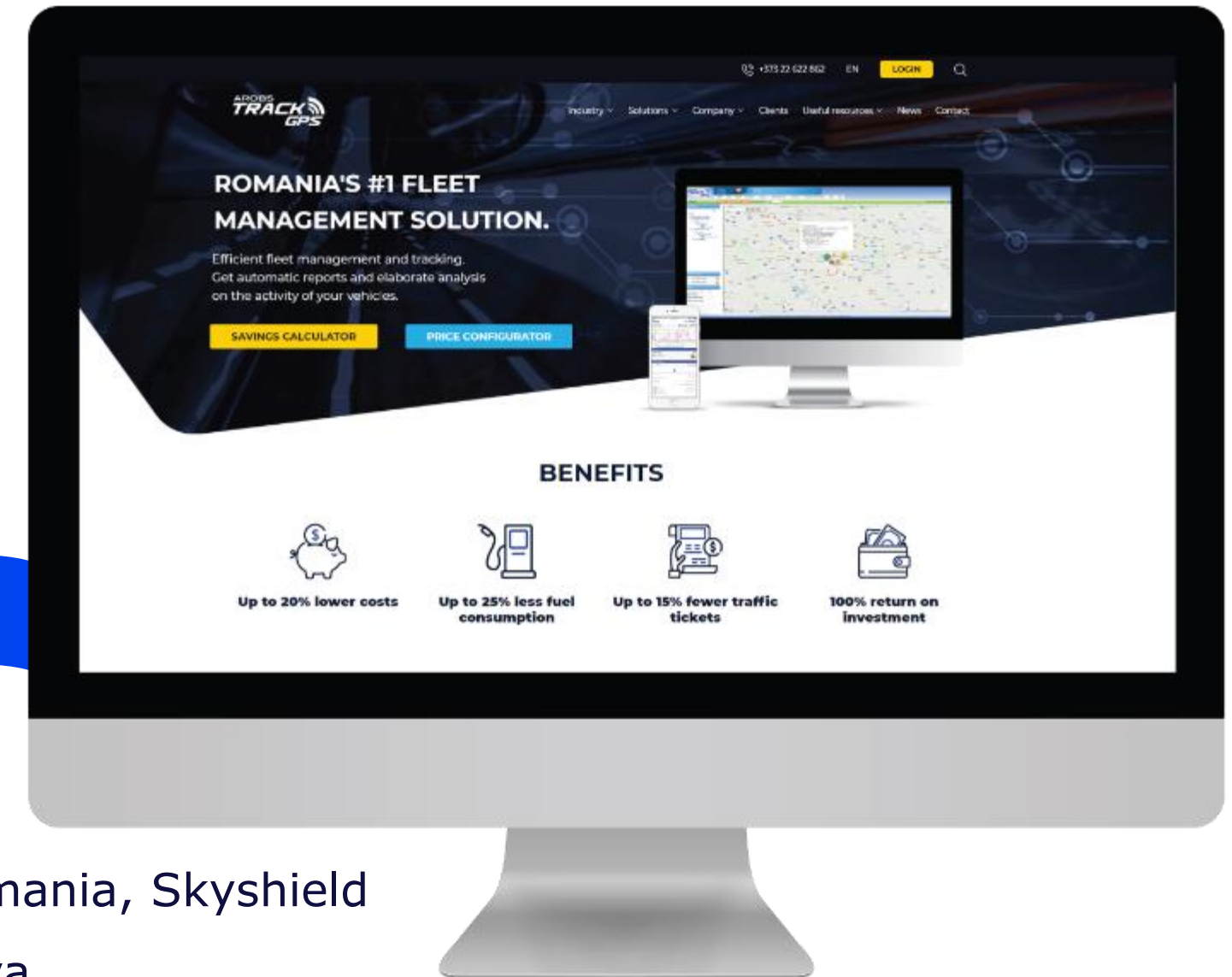


TELEMATICS & FLEET MANAGEMENT



- A portfolio of **+11.000** 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.

trackgps.ro





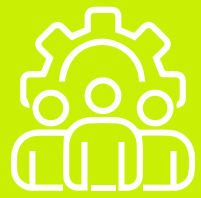
BUSINESS OPTIMIZATION SOLUTIONS

AROBS
Optimall

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

S SoftManager CRM+
by AROBS

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.





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