

2025 CONSOLIDATED REVENUE AND EXPENSE BUDGET

PROFIT AND LOSS ACCOUNT	2025
Turnover:	460,000,000
Revenue from software services	333,000,000
Revenue from software products	105,000,000
Revenue from integrated systems	22,000,000
Total cost of sale:	320,000,000
Cost of sales of software services	252,000,000
Cost of sales of software products	50,000,000
Cost of sales of integrated systems	18,000,000
Gross result	140,000,000
Other net operating revenues (expenses)	1,000,000
Sales and marketing expenses	29,000,000
General and administrative expenses	74,000,000
Operating profit	38,000,000
EBITDA	73,000,000
EBITDA margin	16%
Profit before tax	45,000,000
Profit tax	8,000,000
Net profit	37,000,000
Net profit margin	8%

OUTLOOK ON THE GROUP'S PERFORMANCE

In 2025 and beyond, AROBS aims to continue its activities focused on expansion, innovation, and operational efficiency, in order to strengthen its position in software services and products both locally and internationally. Therefore, the Group's priorities for 2025 are as follows:

Integration of Group entities

- In 2025, AROBS will continue the integration process of the Group's entities with the aim of optimizing resources to increase the added value delivered to clients.

Streamlining Group operations

- Operational efficiency remains a key component of AROBS's strategy. By adopting advanced technologies and optimizing internal processes, the Group aims to strengthen its delivery capabilities for software services and products, while also fostering an organizational culture that encourages knowledge sharing and the dissemination of best practices across Group companies.

Technology opportunities – AI, data engineering and cybersecurity

- As artificial intelligence and automation become increasingly embedded in business processes, AROBS will continue to invest in these areas, recognizing their potential to enhance efficiency and expand the capabilities of its offered solutions. At the same time, the Group remains committed to resource optimization and continuous improvement of operational efficiency to ensure competitiveness in a dynamic and constantly evolving economic environment.

Organic expansion in the US and EU through closer client engagement

- AROBS's strategic expansion into the United States and European Union markets focuses on strengthening relationships with existing clients. Through a deep understanding of their specific needs and challenges, the Group aims to continuously adapt its portfolio of software services and products to deliver relevant, customized solutions, while also providing access to the latest technological innovations developed by AROBS.
- AROBS seeks to be an innovative and forward-thinking player in the technology adoption cycle –including in areas such as machine learning, artificial intelligence, big data, and others. In this context, the Group will leverage the opportunities generated by closer proximity to clients to develop relevant and scalable technology solutions tailored to the European market and beyond.
- Additionally, AROBS will continue to expand its international presence both through strategic acquisitions and by opening new sales offices and delivery centers, in both Europe and the United States.

Public Sector Digitalization

- A high-potential growth area within the Group is represented by winning and implementing digitization projects in the public sector. The largest project signed with the National House of Public Pensions in December 2024 will be implemented mainly in 2025. The digitalization projects in the pipeline have a high potential for development. The first results of the tenders for which AROBS Systems submitted offers are expected to be announced in the first half of 2025, thus contributing to the expansion and consolidation of the Group's presence in the public services sector.