



Quarterly Results

Q4 2024

Melissa Mulholland, CEO

Brede Huser, CFO



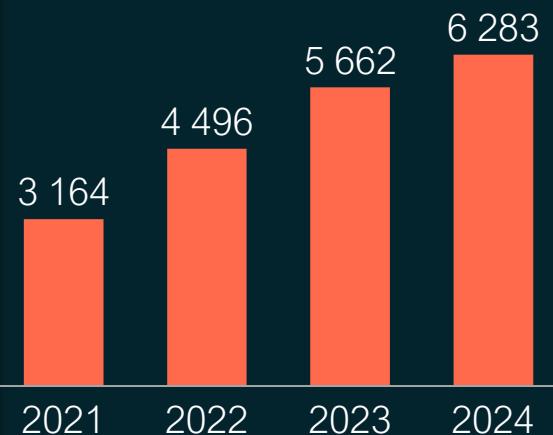
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Strong profitability and cash flow – growth below ambitions

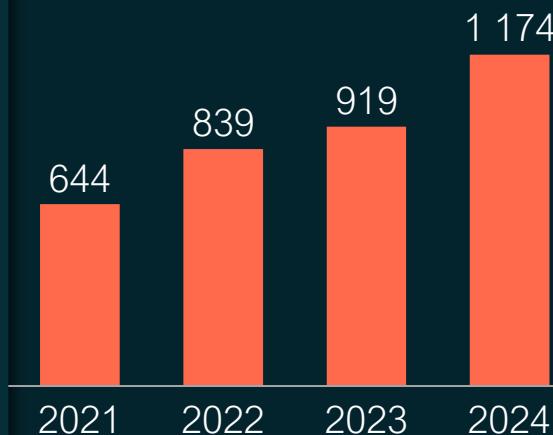
Gross Profit

NOK 6 283 bn
+11% YOY



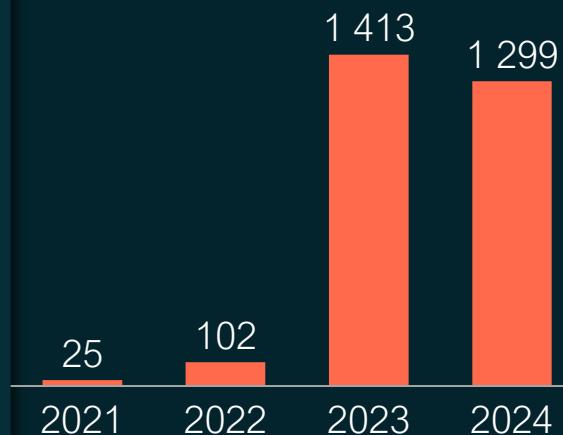
Adjusted EBITDA

NOK 1 174m
+28% YOY



Operating Cash Flow

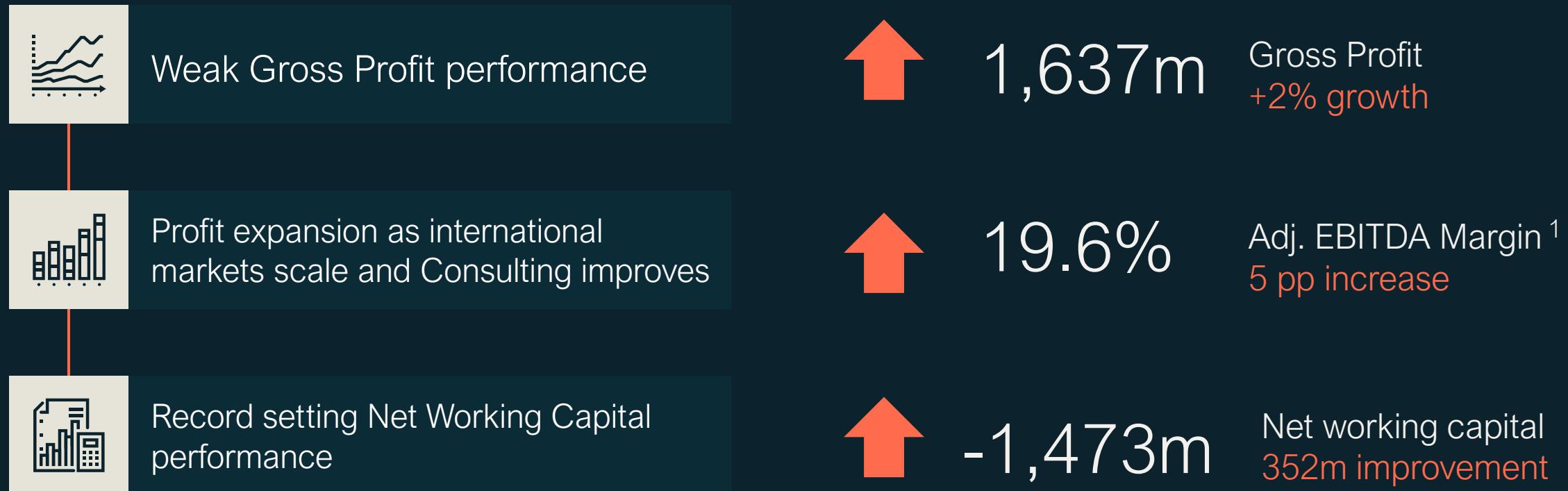
NOK 1 299m
- NOK 114m YOY



Q4 HIGHLIGHTS

Q424 Gross Profit impacted by unexpected December shortfall

Amounts in NOK

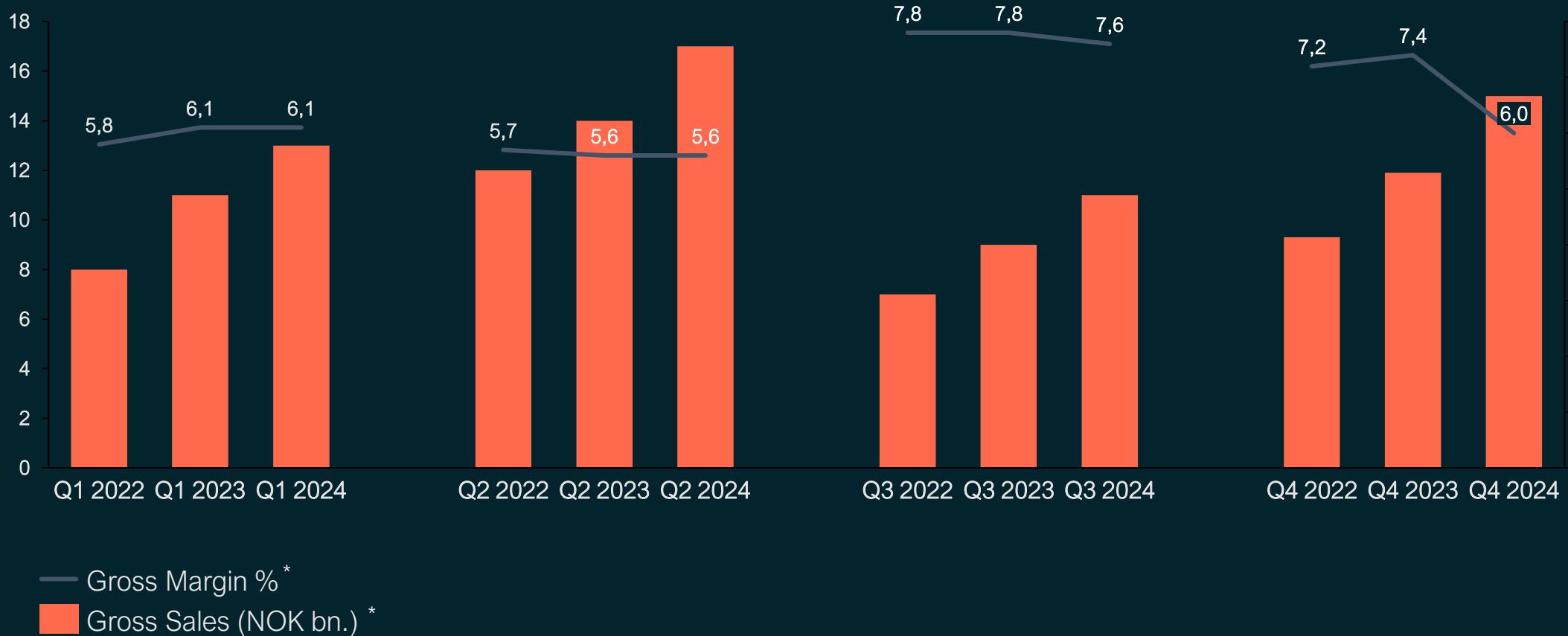


¹ Adjusted EBITDA divided by Gross Profit

FINANCIAL REVIEW

Q424 Gross Margin a clear outlier

NOK bn



* Software and Cloud Direct and Channel combined

Q424 Software and Cloud Gross Profit drivers

Significant public sector wins

- Secured several strategic public sector wins
- Public sector inherent low upfront margin business
- Significant opportunities for cross and upsell

Strategic opportunity

Enterprise Agreements

- Both the market and Microsoft adapting to incentives changes
- Increased competitive environment within EA space
- Securing customers essential to enable CSP conversion and cross and upsell opportunities

Unexpected market dynamics

Enterprise Software

- Weak pipeline execution
- Lack of usual end of year sales cycle and budget flush
- No structural shift in demand

Sales execution

Optimizing License Management for Orkla with Crayon's Expertise

Location: Norway

Industry: Consumer Goods



15+ years

Relationship with Crayon

>20

different software delivered

Microsoft
IBM
Adobe
Oracle

Why use a partner

- Needed independent licensing advice to make informed decisions.
- Struggled with order corrections and agreement renewals.
- Required guidance on new licensing models and market pricing.

Why Crayon

- Provide expert licensing advisory and market insights.
- Support SAM System (Snow) implementation and management.
- Assist in contract negotiations and compliance tracking.

Benefits for Orkla

- Optimized licensing decisions, reducing costs and risks.
- Simplified renewals and error resolution, improving efficiency.
- Better negotiation outcomes, leveraging Crayon's expertise.

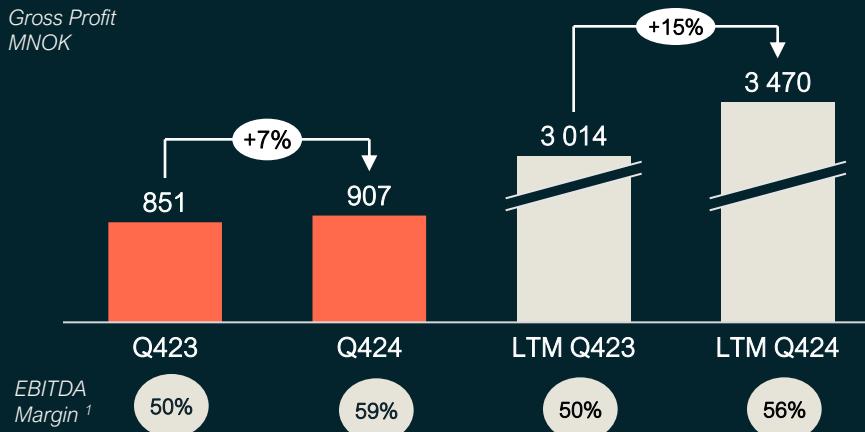
Utilizing the full capabilities of Crayon



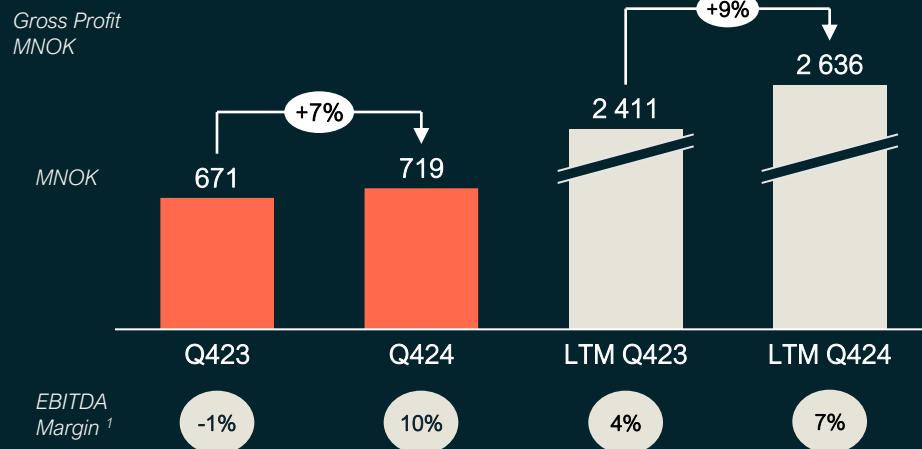
MARKET DYNAMICS

Steady profit expansion

Software and Cloud



Services



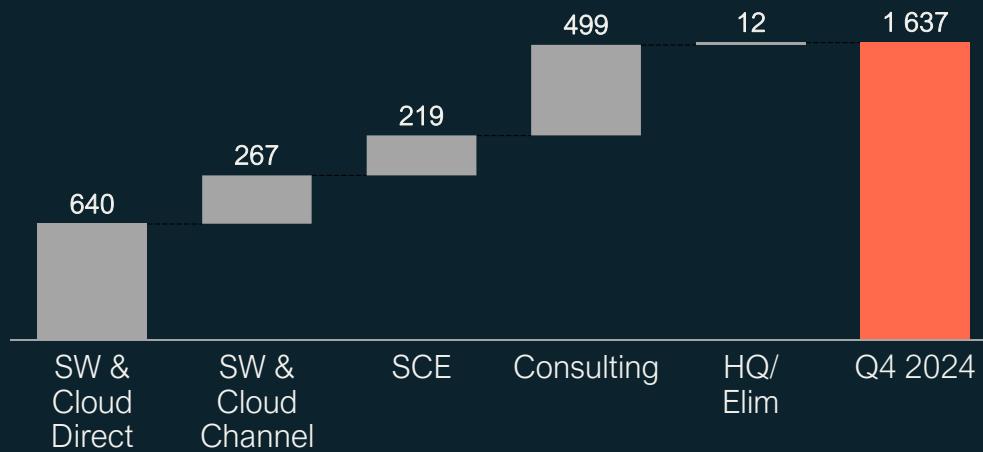
- Competitive market impact growth – profitability improved
- Strong demand for security with E5 solutions
- Public sector growth driven by strategic focus in Europe, Nordics, MEA, US

- Consulting margins starting to normalize with high utilization focus
- Migration and modernization demand drivers for investment with GenAI
- Increased demand for cybersecurity managed services

¹ Adjusted EBITDA divided by Gross Profit

Strong improvement in Consulting profitability

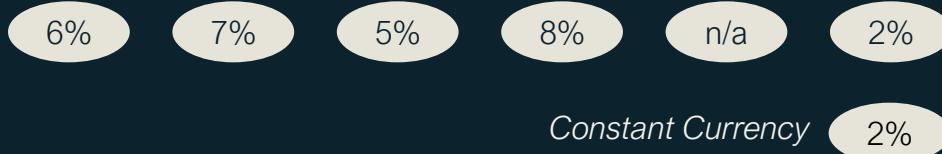
Q4 Gross Profit by business area
NOK million



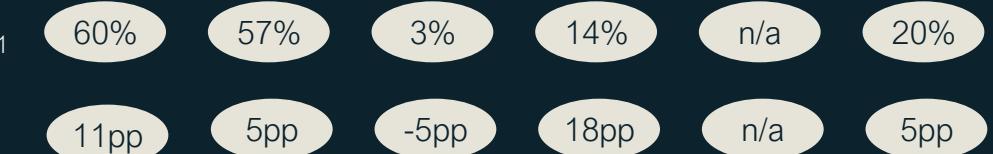
Q4 Adj. EBITDA by business area
NOK million



Growth
YoY



EBITDA
Margin¹



¹ Adjusted EBITDA divided by Gross Profit

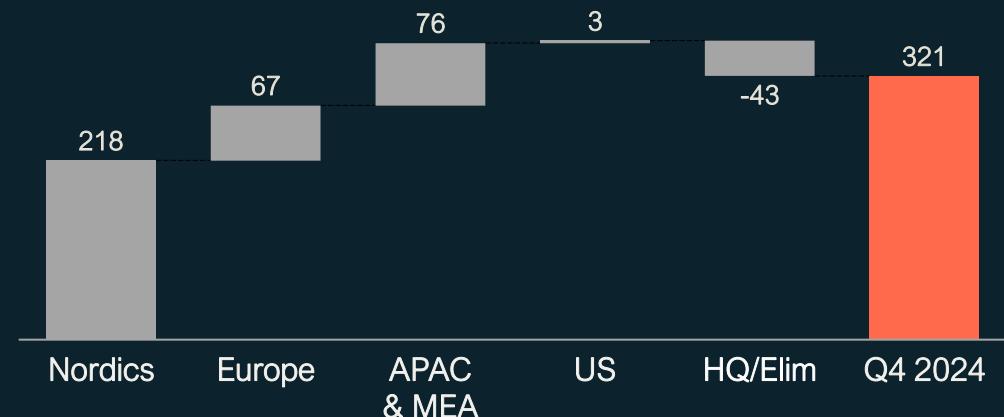
FINANCIAL REVIEW

Strong improvement in Adjusted EBITDA

Q4 Gross Profit by market cluster
NOK million



Q4 Adj. EBITDA by market cluster
NOK million



Growth YoY

10% 18% 2% 7% n/a 2%

Constant Currency 2%

EBITDA Margin¹

33% 17% 20% 1% n/a 20%

Change YoY

6pp 8pp 5pp -4pp n/a 5pp

¹ Adjusted EBITDA divided by Gross Profit

Positive development on Philippines receivable

Context

- Outstanding amounts relates to Microsoft software licenses and cloud consumption agreement starting in 2021 with PS-DBM (Philippine public sector procurement agency)
- No allegations of any point on any wrongdoing by Crayon at any point in time during this process
- Outstanding amount is collected from individual agencies by PS-DBM, but payment continue to be pending based on misaligned positions between different Philippines government agencies

Progress

- Crayon has been requested by Microsoft to file a Money Claim with Commission of Audit. The process will also cover Microsoft's claim for use of Azure subscriptions after Crayons contract period
- Money Claim is a formal procedure for enforcing payment for services provided to public sector in the Philippines, and the claim is expected to be handled on an expedited basis
- The extended payment terms on certain accounts payables continue and are expected to be valid until the receivables are settled
- Bad debt provision of NOK 7m has been considered related to the time value of the expected settlement - provision reduced from NOK 30m in the last quarter



Financial Review

Strong year end working capital performance

Net working capital Q4 2024
NOK million

Accounts receivable	10,112
Accounts payable	-11,313
Trade working capital	-1,201
Other working capital	-272
Net working capital	-1,473

Net working capital over time
NOK million



NOK 352m improved working capital performance year over year

Underlying improvement NOK 755m due to reduced factoring

Average LTM NWC as share of LTM gross profit ended at -15.1%

2025 ~-15% in line with mid term guidance

FINANCIAL REVIEW

Profit and loss – Q4 2024

NOK million	Q4 2024	Q4 2023	2024	2023
Gross Sales	15 990	12 472	59 601	49 077
Revenue	1 843	1 805	7 012	6 397
Cost of sales	-206	-193	-729	-735
Gross profit	1 637	1 611	6 283	5 662
Operating expenses	-1 351	-1 482	-5 193	-4 917
EBITDA	286	130	1 090	745
Adjustments	35	111	84	175
Adj EBITDA	321	241	1 174	919
Depreciation and amortization	-89	-76	-337	-302
EBIT	197	54	753	442
Share of profit (loss) from assc.	1	-1	2	-0
Interest expense	-76	-78	-279	-276
Other financial income/expense	-43	-22	-81	-249
Net income before tax	79	-47	396	-82
Tax	-37	-76	-128	-77
Net income	42	-123	267	-159
EPS	.48	-.87	2.88	-1.29
Comprehensive income				
Currency translation	13	-22	167	189
Comprehensive income, net of tax	55	-145	435	29

- EBITDA adjustments include NOK 6m in share-based compensations , NOK 17m M&A cost and NOK 12m related to close of call center operations in the Philippines and closing of our South Korean subsidiary
- Interest expenses NOK 76m, reduced from NOK 78m in Q423 is driven by lower interest on new bond loan, and offset by increased cash pool interest as a consequence of mitigating FX risk on balance sheet
- Other financial items at NOK 43m. The expense include impairment from a NOK 20m loan to the owners of our prior subsidiary in Russia
- Net income ended at NOK 42m, an improvement of NOK 165m compared to Q423

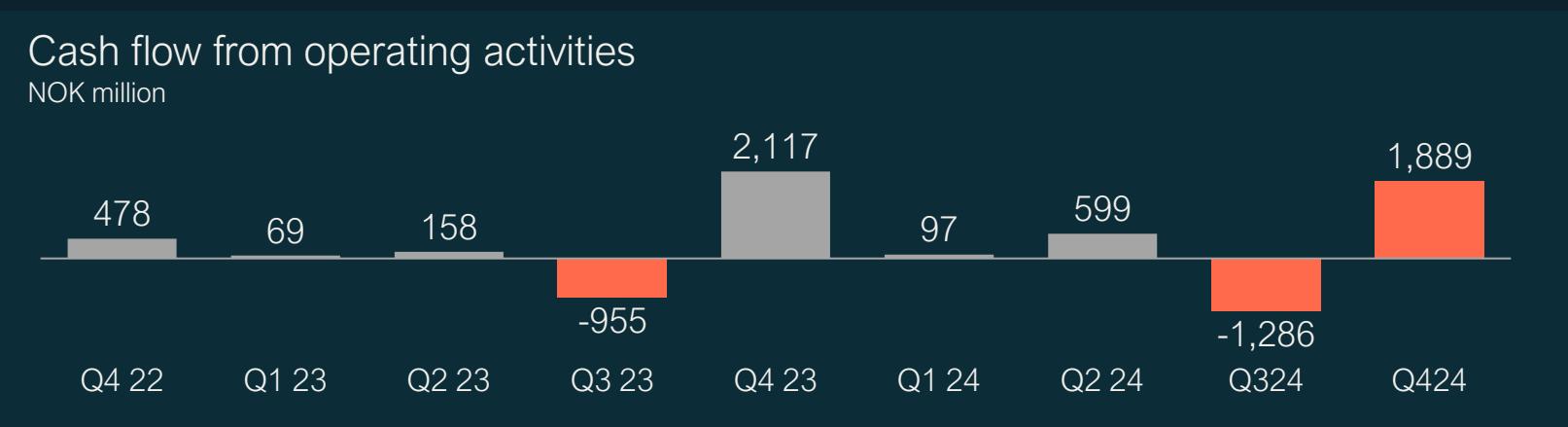
Balance sheet – Q4 2024

Assets	Dec 31 2024	Dec 31 2023	Equity and liabilities	Dec 31 2024	Dec 31 2023
Goodwill	3 331	3 262	Shareholders' equity	2 955	2 479
Other intangible assets	613	660	Interest bearing liabilities	1 185	1 792
Deferred tax asset	170	117	Deferred tax liabilities	166	115
Equipment	106	103	Lease liabilities	434	488
Right of use assets	502	547	Other non-current liabilities	21	33
Investments in assoc.comp.	45	43	Total non-current liabilities	1 807	2 428
Other non-current assets	156	156	Accounts payable	11 313	8 753
Total non-current assets	4 923	4 888	Income taxes payable	60	74
Inventory	0	18	Public duties	816	659
Accounts receivable	10 113	7 847	Current lease liabilities	113	93
Other current receivables and current assets	2 860	2 324	Other current interest-bearing liabilities	230	233
Cash and cash equivalents	1 654	1 467	Other current liabilities	2 256	1 824
Total current assets	14 627	11 656	Total current liabilities	14 788	11 636
Total assets	19 550	16 544	Total equity and liabilities	19 550	16 544

- Both RCF and Overdraft facility undrawn by year end
- Factoring ended at NOK 57m, a significant reduction from NOK 460m compared to Q423

FINANCIAL REVIEW

Robust financial position



Cash flow from operations driven by changes net working capital



Strong cash position and liquidity reserve of NOK 3.518m included undrawn credit facilities

Net debt / EBITDA 0.3x (1.2x)

¹ EBITDA (non-adjusted)

2025 Outlook

	2024	2025	Medium term	Comment
Gross Profit growth	11%	15-20%	~20%	2025 outlook implies organic growth in line with medium-term outlook
Adj. EBITDA margin ¹	18.7%	19-22%	Gradual increase to 25%	Continuing growth while also improving profitability
Net working capital ²	-15.1%	~ -15%	~ -15%	Expected to normalize medium-term driven by working capital improvements

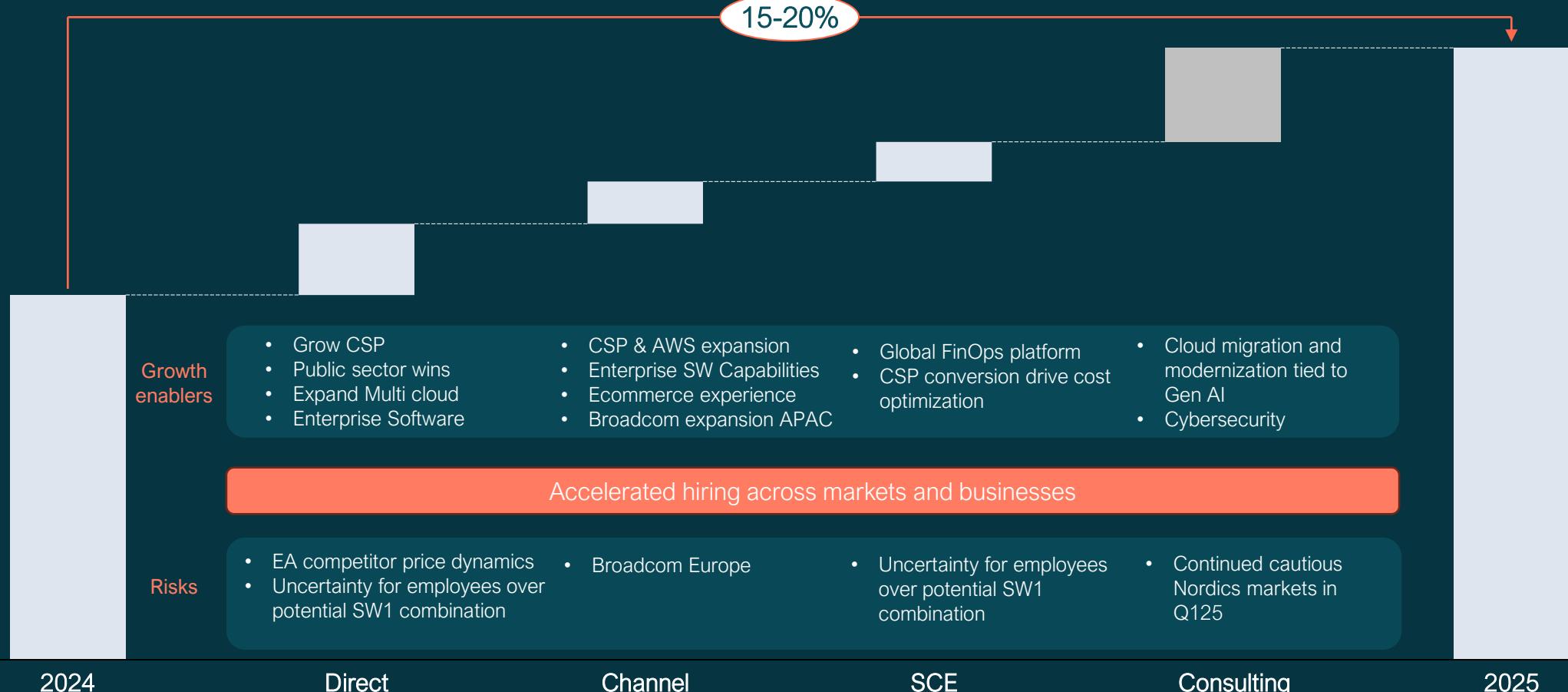
¹ Adjusted EBITDA divided by Gross Profit

² Average NWC last 4 quarters as share of gross profit last 4 quarters

SUMMARY AND OUTLOOK

Clear path towards delivering on 2025 Gross Profit ambition

ILLUSTRATIVE





Combining two leading global providers
of software and cloud solutions

Strong strategic rationale for Crayon joining forces with SoftwareOne

Complementarity geographical footprint and offering, with access to new markets , enterprise capabilities and broader portfolio

Increased strategic importance to vendors

Access to scalable delivery model and transactional platform

Enhanced distribution capabilities with aligned go to market model

Substantial tangible near-term synergy potential

Low risk integration based on complementarity and strong cultural fit



Significant value opportunities

Ongoing industry consolidation to meet customer and partner demands for scaled global providers providing end-to-end solutions



Summary



STRATEGY AND AMBITION

2025 ambitions

Growth Acceleration



Profitability improvement



Cash Generation





CRAYON EARNINGS Q4 2024

Q&A

