Cyviz is next level collaboration. We bring communication, control and interaction together, powered by advanced technology but driven by one important thing: people. Cyviz makes life better by making the complex simple, ensuring work is more immersive, productive and ultimately more enjoyable.

This is Cyviz. The future at work, *right here, right now.*

Cyviz AS
CAPITAL MARKETS DAY 2025
The road to 25% ARR and 25% EBITDA

cyviz / DON'T HOLD BACK™
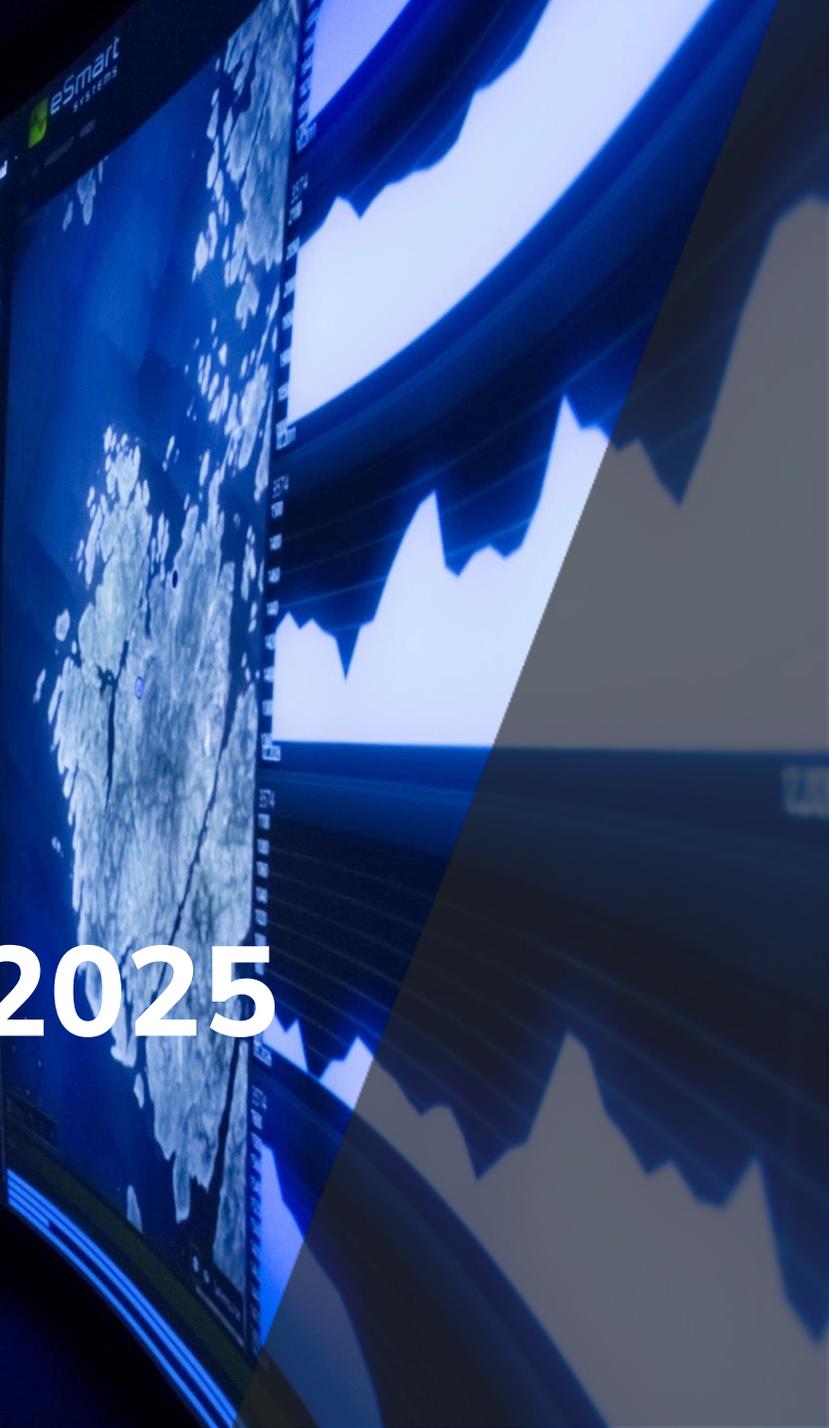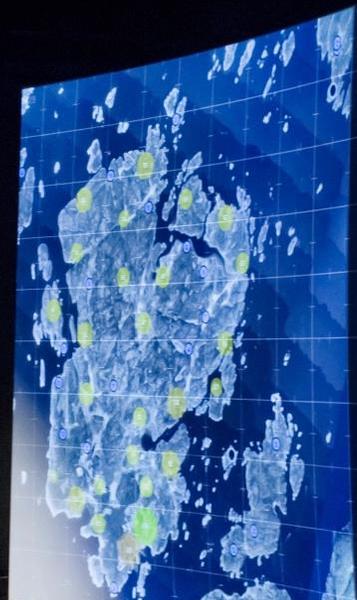
Agenda and Presenters

Welcome & Objectives

Customer Cases

Financial Recap

The Way Forward

Activate Cyviz Core Tech

Financial Future

How We Do It

Our People

Espen Gylvik
CEO

Karl Peter Gombrii
CFO

Gøran Hansen
CTO

Javier Colado
CSO

John Harald Grønningen
EVP Europe

Ellen K. Lome
CPCO
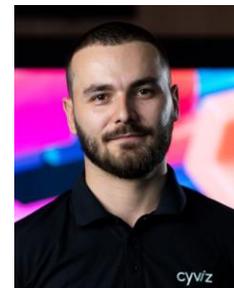
Kiril Gurin
Head of Customer Success

Jan Petter Lie
Sales Director Europe

Rune Syversen
Chairman

Objective of today

Who is Cyviz Presenting Cyviz as a leader in collaboration technology, highlighting our mission and market positioning.

Financial Goals Outlining the roadmap to quadruple the EBITDA margin and triple the share of recurring revenue.

New Business Lines Introducing innovative, in-house-developed technology and unveiling the potential of two new business lines.

Growth Strategy Sharing insights into Cyviz' innovation-driven approach to scaling and long-term success.

What we do – and will do more of

GM <u>share</u> 2024
GM <u>share</u> 2030

cyviz
Software
~45%

~10%

~30%   >30%
cyviz
Hardware

cyviz

~25%   >10%
Audio-visual Integration

~35%

>15%
Solution design, installation & aftermarket
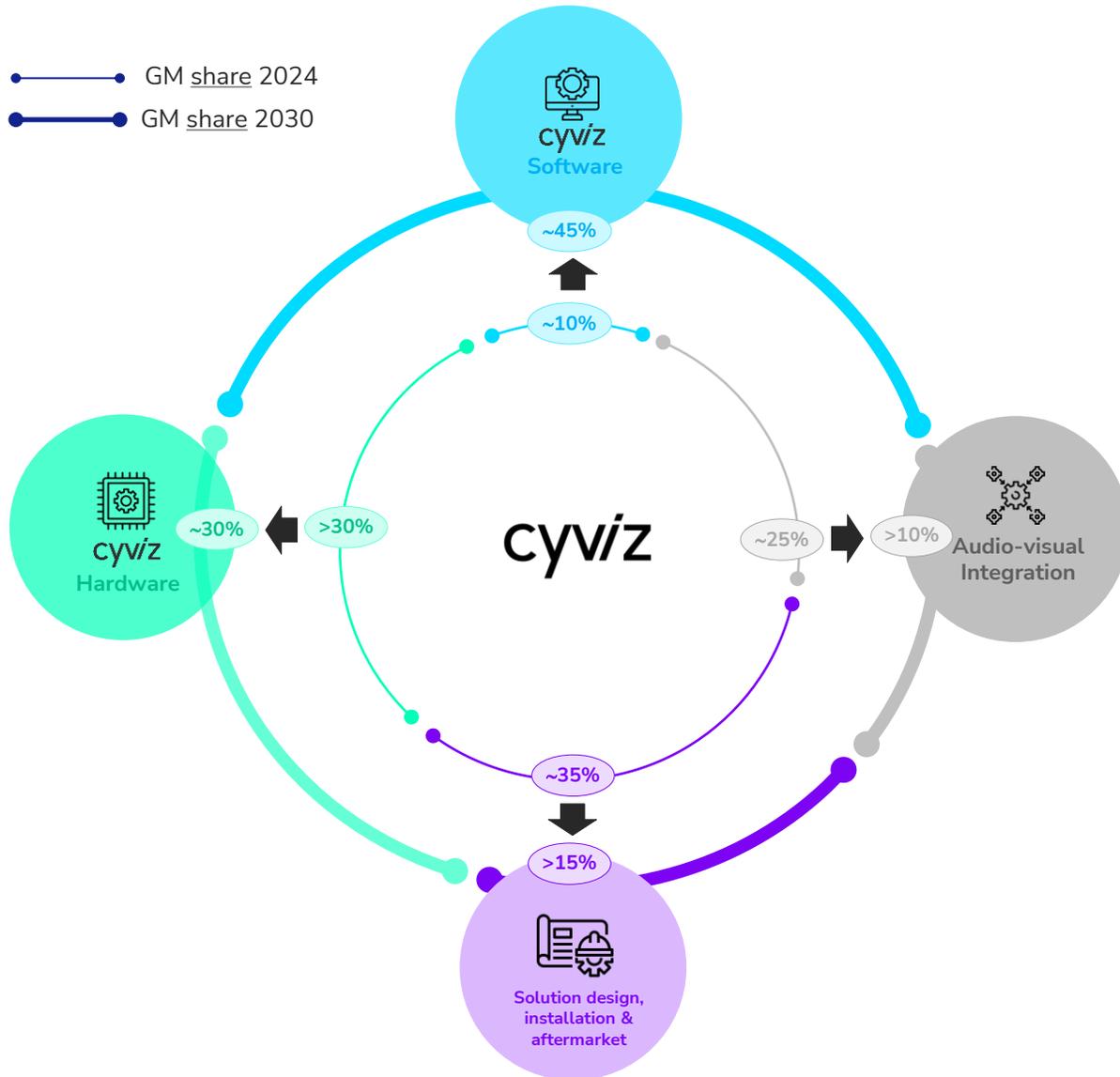
The "Turn-Key" Business

Ready for use, advanced audio-visual collaboration solutions:

"The brain" is Cyviz' in-house developed hardware and software technology; the **core competitive advantage**

Cyviz **designs** solutions around the **standardized core** to which third-party AV-components are added

Cyviz **installs** and deliver fully functional, ready for use solutions paired with **aftermarket support**

Cyviz is next level collaboration.
High Impact Solutions

A global technology company delivering high quality, intuitive solutions for Corporate Spaces, Command & Control, and Innovation & Envisioning, powered by our in-house developed Hardware and Software, and unique methodology and expertise.

CORPORATE SPACES

COMMAND & CONTROL

INNOVATION & ENVISIONING

Our Competitive Advantage

1 **Competitive edge**
Providing the "Brain Power" for high impact Audio-Visual (AV) Spaces, built on 26 years of industry experience

2 **Unique AV Software Management Platform**
Providing customers and partners the ability to monitor and manage any type of room from any kind of vendor

3 **Next Level Collaboration**
Innovative IT approach to the AV Industry – standard & configurable instead of ad-hoc and programmable

- Microsoft Technology Centers incorporating Cyviz
- 11 Cyviz Experience Centers (CEC)
- Selected Cyviz Customer Locations
- 7 Partner Showrooms
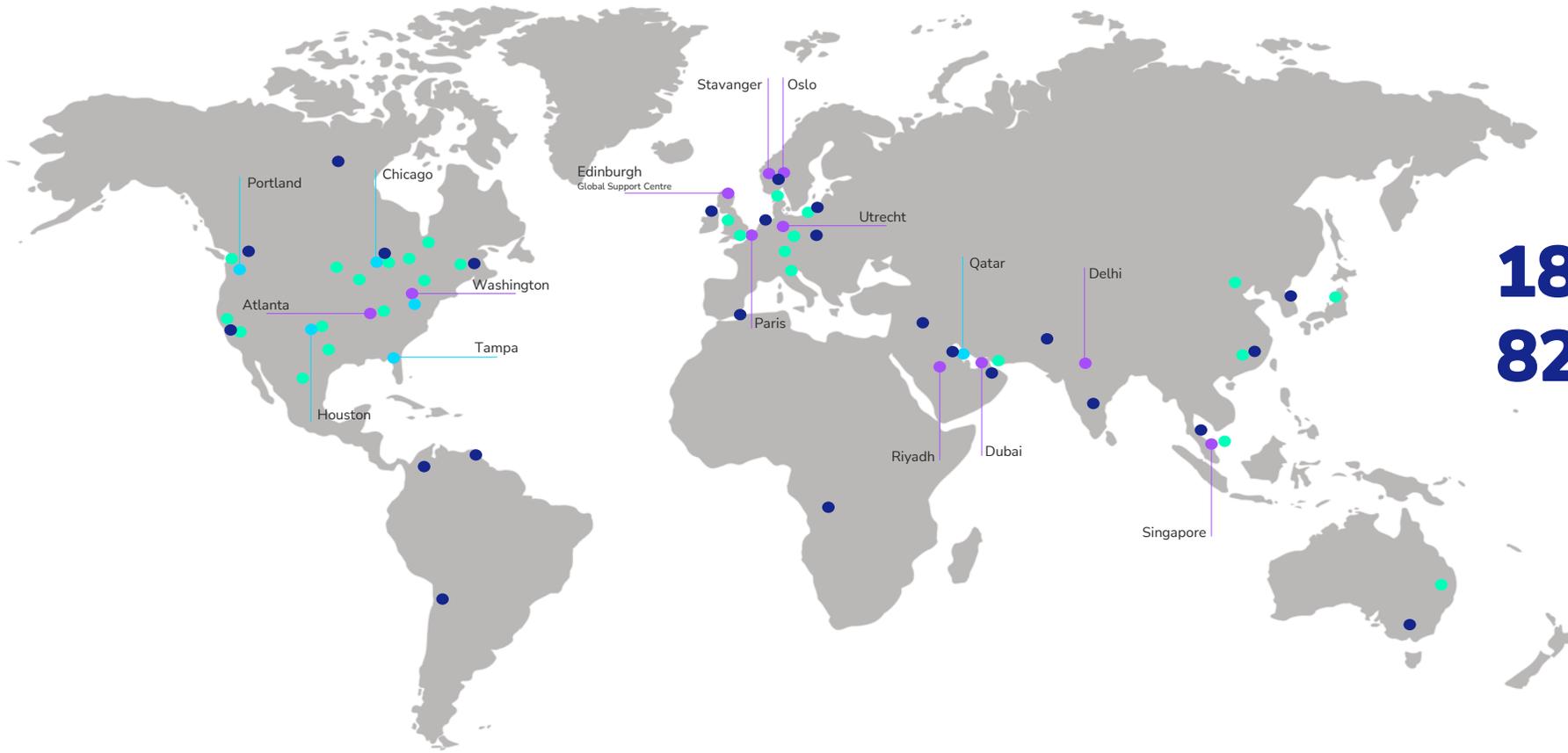
18 locations with **Cyviz Experience Centers** or **Partner Showrooms**

82 countries represented in Cyviz' global customer base

35+ Fortune 500 Customers

26Y Years of Experience

160 Employees

ENERGY

CORPORATE
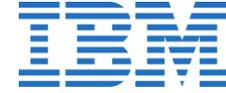
GOVERNMENT & DEFENSE

TRANSPORTATION & AVIATION

Long-term relationships with global customers

Microsoft Innovation Hub

90%
Renewal rate on support and maintenance

61
Net Promoter Score (NPS)

(Industry Average: 35)

7Y
Average Customer Retention Time, Top 20 customers

"Cyviz helped us transform our Envisioning Theatres to a **next-generation digital platform** that supports the new hybrid work model with Microsoft Teams."

David Rogers, Microsoft
Senior Director of Global Operations

"There were two reasons why this project with Cyviz was a success. The first was the pre-existing relationship, which meant Cyviz was easy to work with, and **knew exactly what we needed**(...). **The second is the technology itself.** It worked, we could rely on it!"

Peter Thomas, Accenture
Global Marketing and Communications Director

"Our ambition for the OCC is to put us in the **top 5% of operators worldwide** for collaborative environments and remote operations. With this project we **wanted to be cutting edge**, to take ourselves out of our comfort zone and do things differently."

Andy Deady, AKER BP
OCC Lead

"We were looking for a dependable partner for the audio and visual technology, and Cyviz had a **software-based solution that provided some unique advantages**."

Tijman Klamer, DNV Maritime
Head of Section
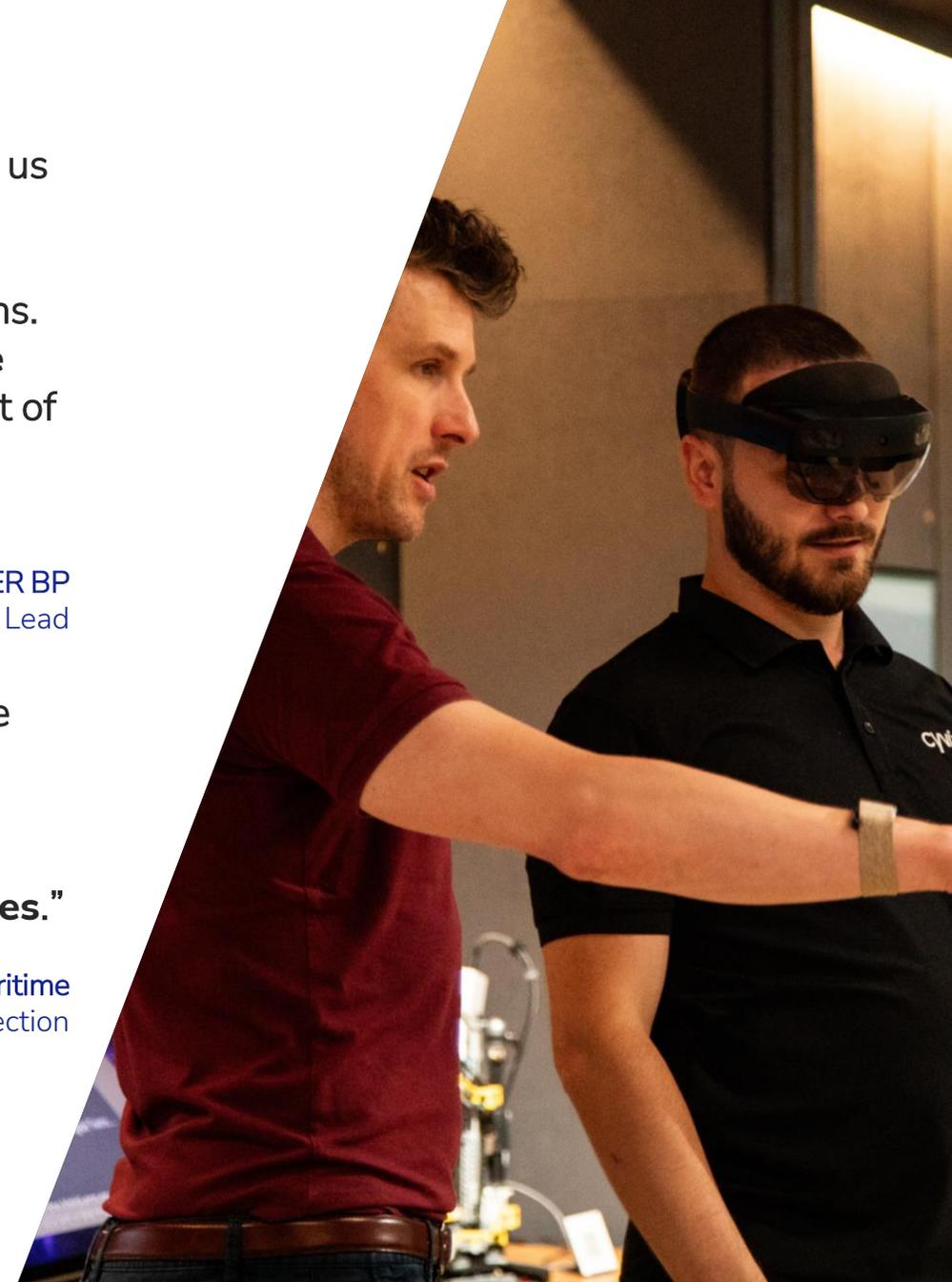
Driving our competitive advantage further

Contribution margin by business line

■ Turn-key Projects
■ Integrator Kit
■ Software Management Platform

Q3-24 LTM 2025 2026 2027 2028 2029 2030
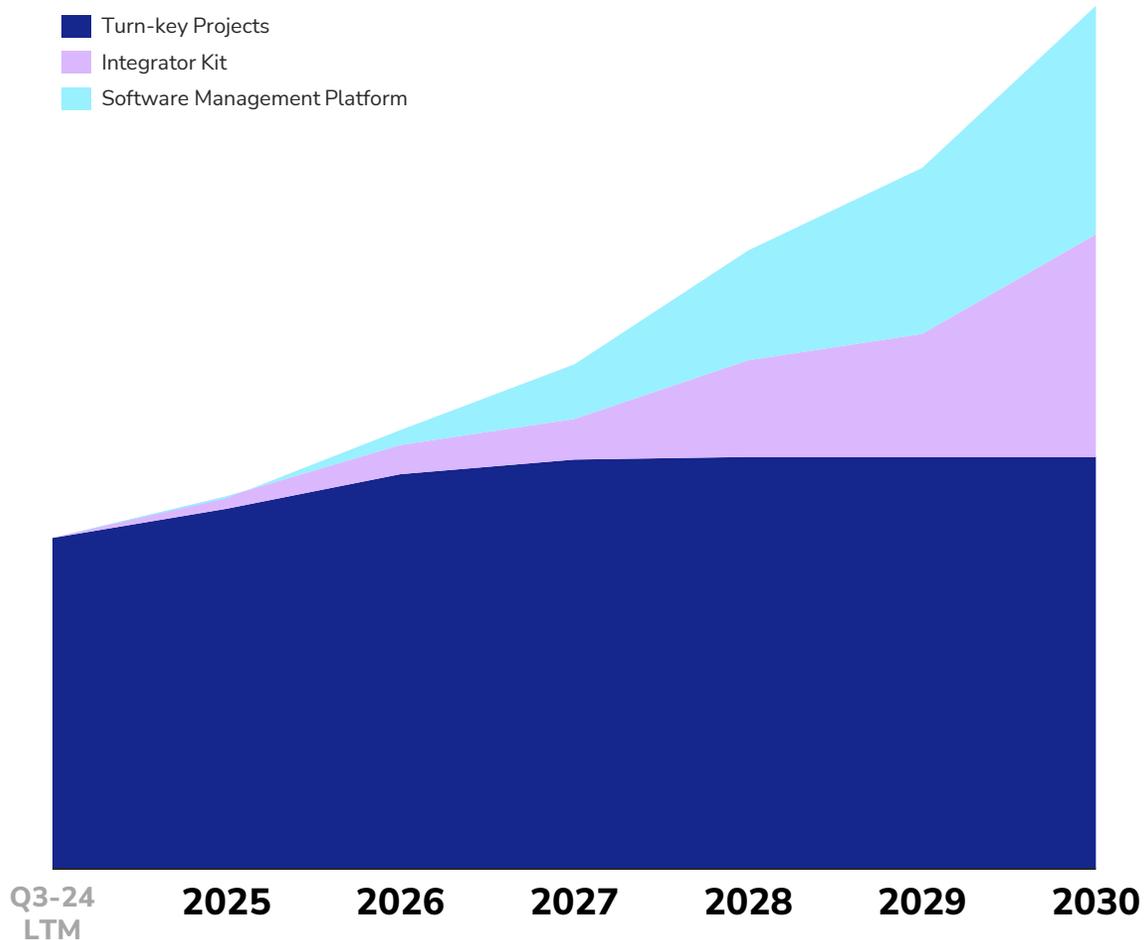
How to Get There

Continue to delight existing and new customers with our turn-key solution.

Engaging partners on Integrator Kit and Software Management Platform.

Disrupt and transform the Audio-Visual industry with our Software Management platform.

Scale to new industries with IoT-enabled solutions, building on expertise in mission-critical systems.

Customer Cases
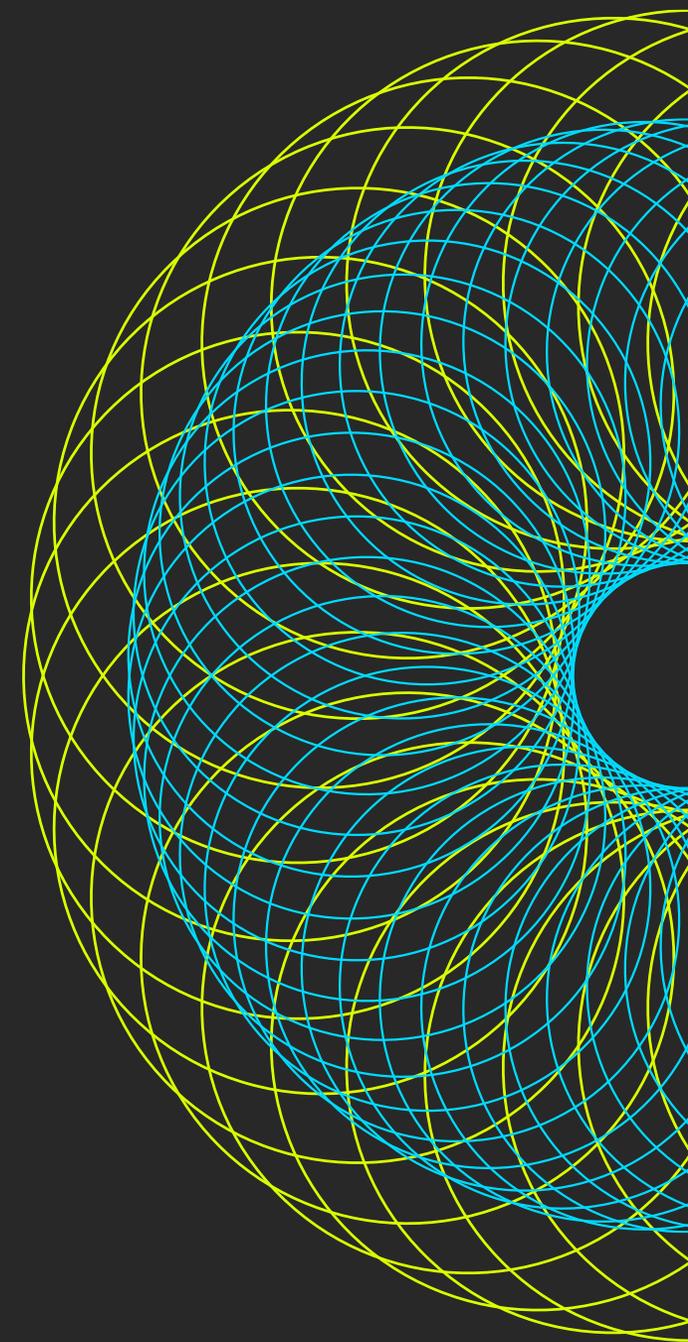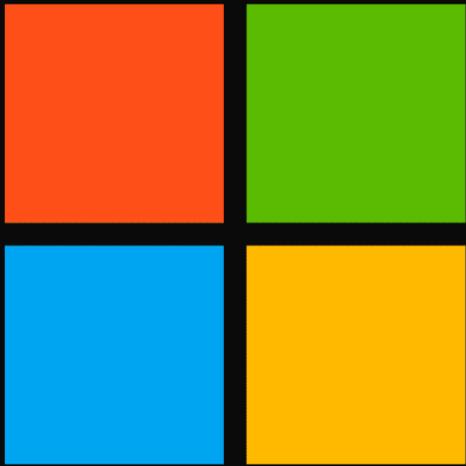
28 + 13

Theatres delivered since 2021

Theatres ordered in 2024

Seamless Collaboration
Immersive Storytelling
Complex Technology Demo

"The Cyviz team has really gone above and beyond in understanding the overall strategy and goals the Hub program is trying to achieve, and this really shows when they are supporting us with new demos and processes."

Paul Robinson // Lead Technical Architect – Microsoft Innovation HUBs

$39M
LIFETIME VALUE

$9.2M
2024 NEW LOCATIONS

$3.8M
2024 UPGRADES + RENEWALS

Referred Customers

- VISA
- Eurobank
- BMW Group
- Swiss Airlines
- Veidekke
- Microsoft Amsterdam Holosuite
- Microsoft AI Lab – Austria
- Microsoft CELA – NYC
- Microsoft SVC – Portage Theatre

Future

- Next generation of Envisioning Theatres
- Cyviz EasyServer SaaS
- Cyviz Experience across other parts of the HUB
- Continued co-innovation
- AI innovation workshop in Oslo
- ADVOCACY
- REFERRALS

The Evolution of Cyviz and Aker BP's Journey

A story of collaboration
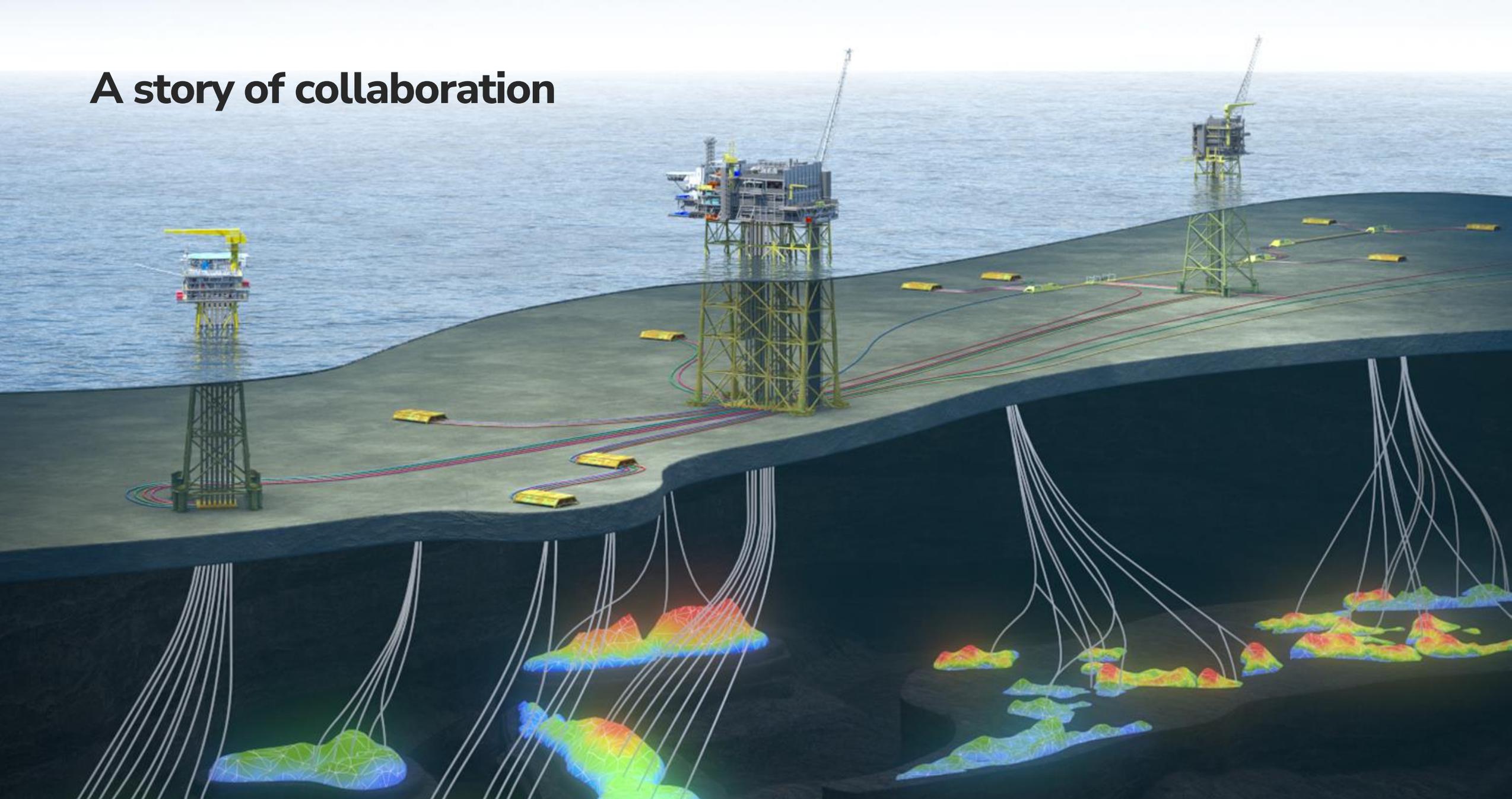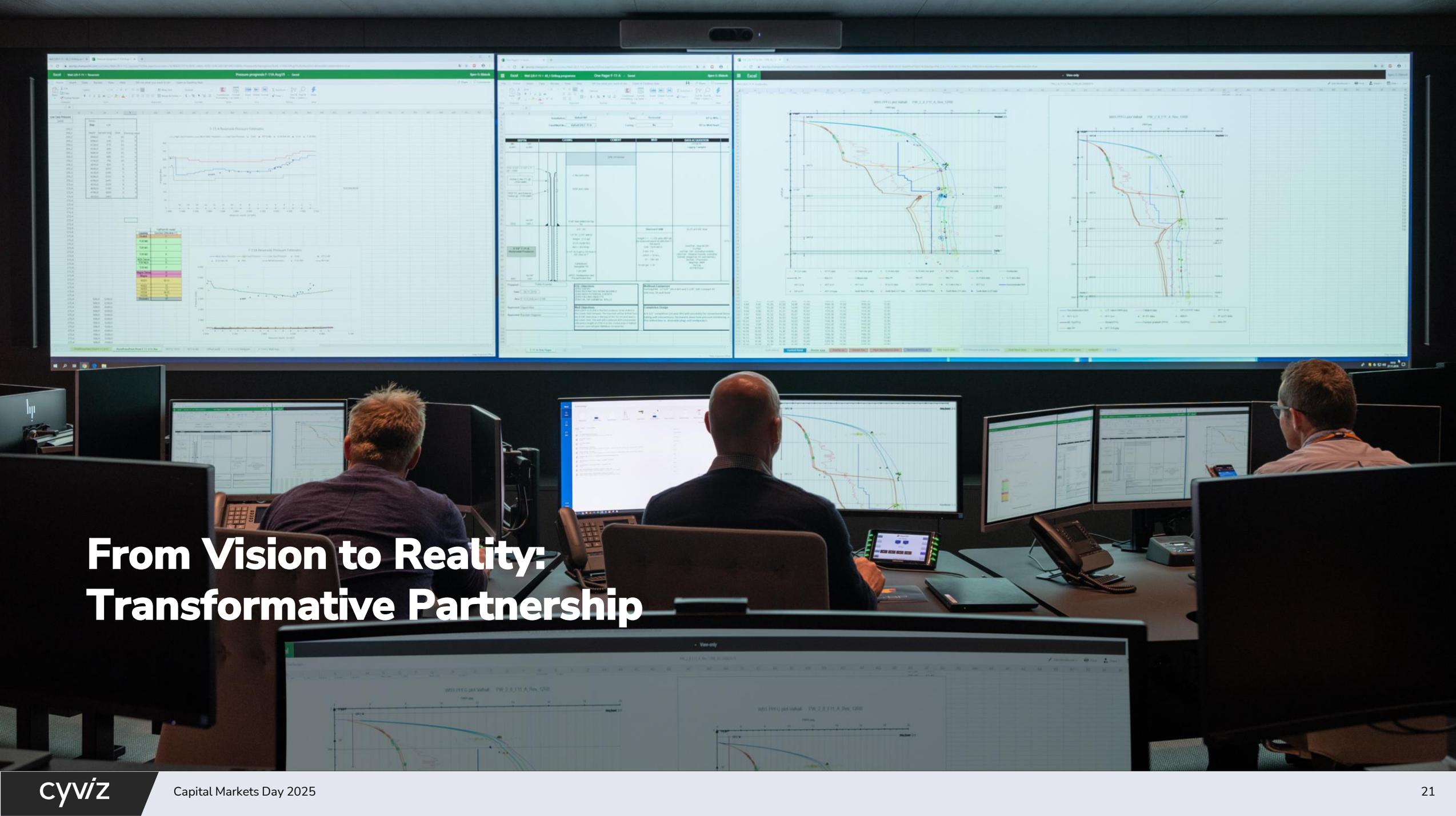
**From Vision to Reality:
Transformative Partnership**

"We are creating this evolving journey to find the right way to work with the remote-first principle. (...) Cyviz will gain a larger and much more significant role at the table, contributing to the development of Aker BP in the direction we aim to go."

Bjørn O. Bådsvik // Senior IT Technical Engineer – Aker BP

$38.5M	**50+**	**120+**
LIFETIME VALUE	SOLUTIONS IN OPERATION	SOLUTIONS IN SCOPE (GNIST)

CYVIZ FINANCIAL RECAP
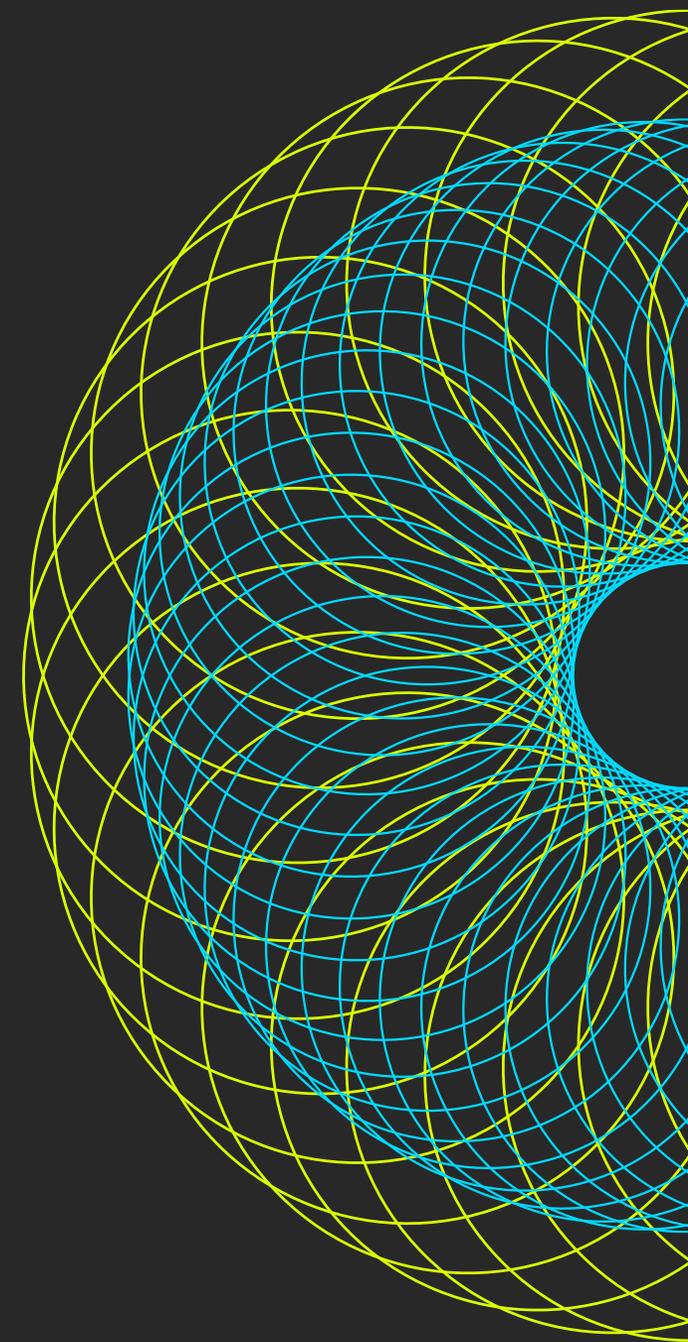
On a solid growth trajectory

Since the IPO, Cyviz has demonstrated robust revenue growth and increasing profitability

Double-digit revenue growth

Strategic change and new management propelled Cyviz into "hockey-stick" revenue growth from 2020

27%

2015	2016	2017	2018	2019	2020	2021	2022	2023	Q3-24 LTM
159	205	260	298	229	217	323	486	585	574

IPO

Strategic R&D investments

Over NOKm 80 invested in R&D in recent years, enabling the ready-for-commercialization technology-driven business lines

2021	2022	2023	Q3-24 LTM
15	22	15	24

IPO

Sustainable EBITDA results

EBITDA trending towards cash-flow neutral levels, balancing growth and operational efficiency despite high R&D expenditure

2019	2020	2021	2022	2023	Q3-24 LTM
-28	-3	-15	9	28	36
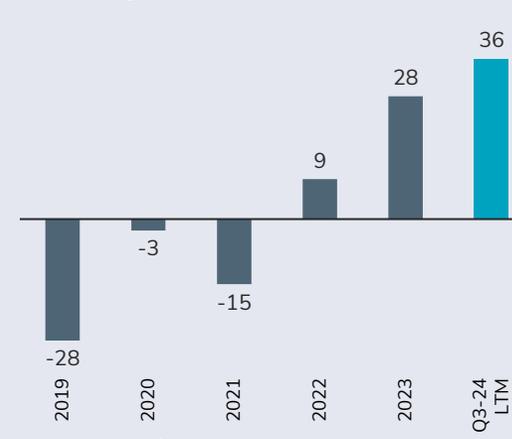
IPO

Growing ARR share

Historical growth is tied to turnkey business and expansion of support services

Exponential ARR growth from new product lines penciled for the coming years

~100%

2021	2022	2023	Q3-24 LTM	2025e
26	36	47		

IPO

24

Diversified & loyal customer base

Strong repeat sales demonstrate loyalty and sustained demand


Vertically diversified customer base (Q3 YTD)

- Other 9%
- Corporate 13%
- Government & Defense 5%
- Technology 35%
- Energy 38%
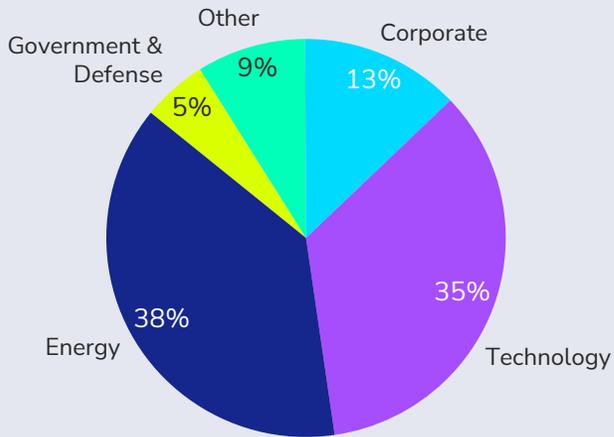
Geographically diversified customer base (Q3 YTD)

- North America 37%
- MEAP 38%
- Europe 26%
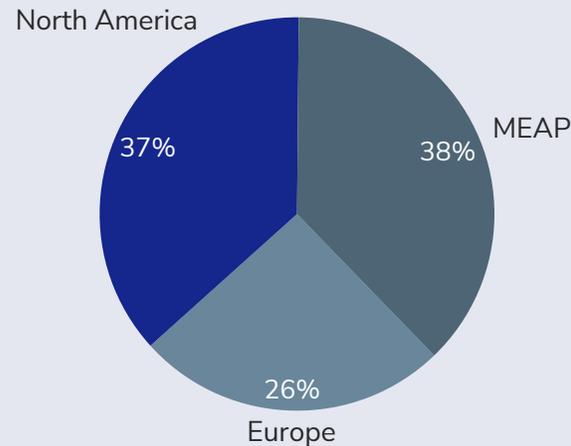
High share of repeat sales

- Consistent high level repeat sales
- % of order value increasing over time

	2021	2022	2023	2024
Order value new customers	27%	28%	15%	14%
Order value repeat sales	73%	72%	85%	86%

- Order value new customers
- Order value repeat sales

Top 10 customer retention

- Ranked by size
- Average tenure is over 7 years

|	
#1	>10
#2	5
#3	8
#4	5
#5	>10
#6	>10
#7	>10
#8	3
#9	7
#10	8
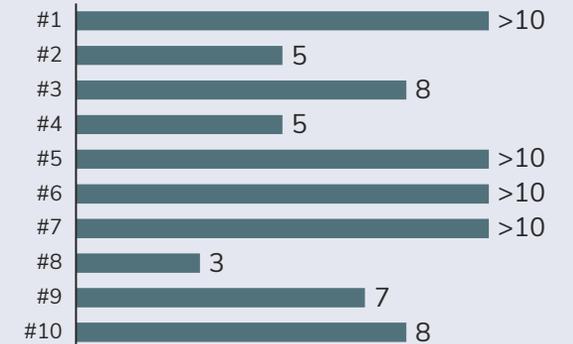
# Diligent OPEX control and Gross Margin improvement

Positive gross margin trend

- Drift driven by larger projects with repeat accounts, and ARR

- Gross profit fluctuates with product mix cases impacting quarterly performance

- Gross margin 2024 is above average trend over time – reversal in 2025 anticipated
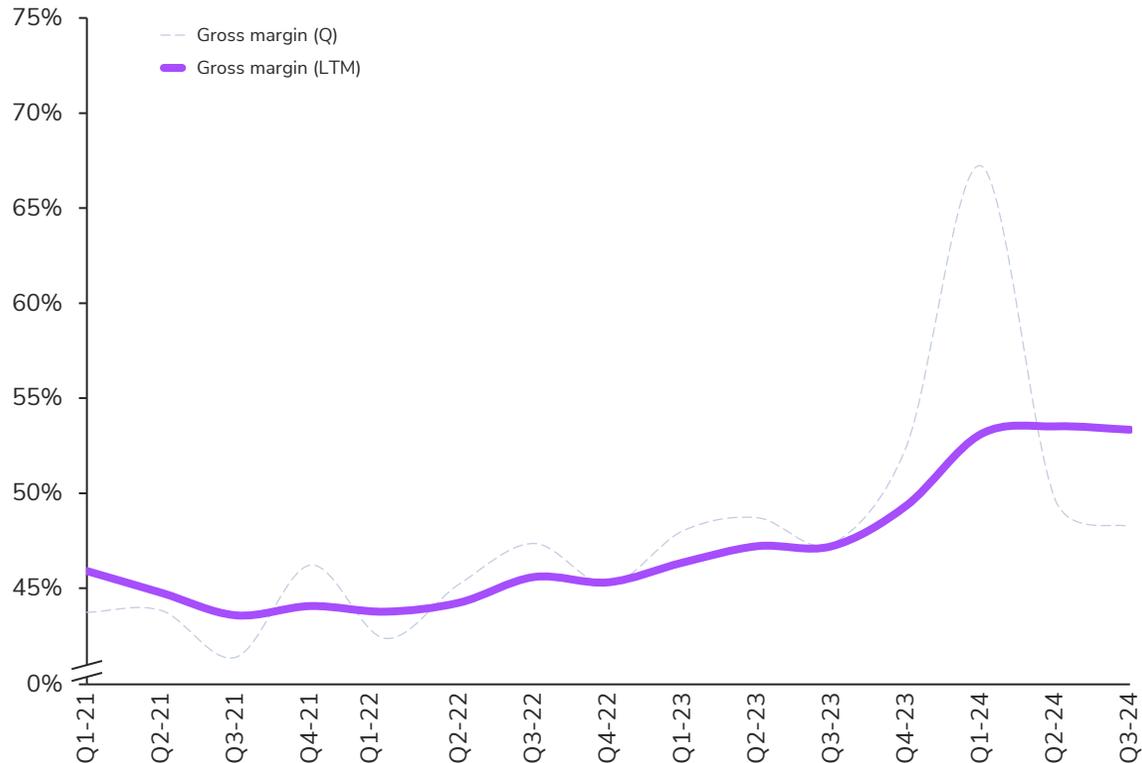
Stable OPEX past eight consecutive quarters

- Diligent cost control amid re-org and prepping for new business lines

- Inflation-driven increase anticipated in 2025; about 1/3 of revenue growth

- EBITDA margin expansion anticipated despite GM contraction in 2025

Category breakdown (LTM)
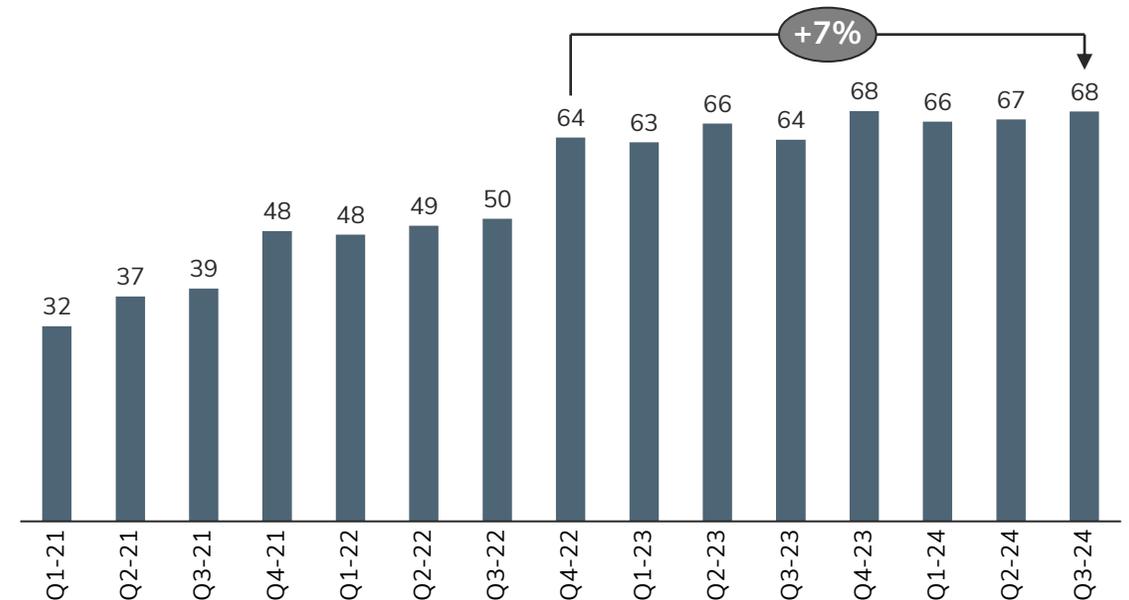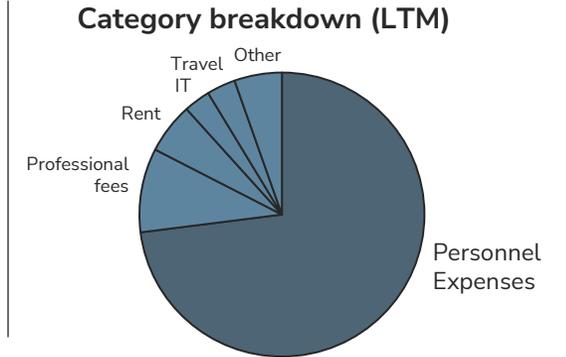
# Growth and margin expansion driven by advanced solutions

Overall solid growth last 15 years

- Double-digit growth since IPO

- Increasing share of large (advanced) solution sales

- Share of sale to large, blue-chip accounts growing

Legend:
- ■ Total orders value in million NOK
- ■ Orders including advanced turnkey solutions

18%

12%

Years: 2008, 2009, 2010, 2011, 2012, 2013, 2014, 2015, 2016, 2017, 2018, 2019, 2020, 2021, 2022, 2023, Q3-24 LTM
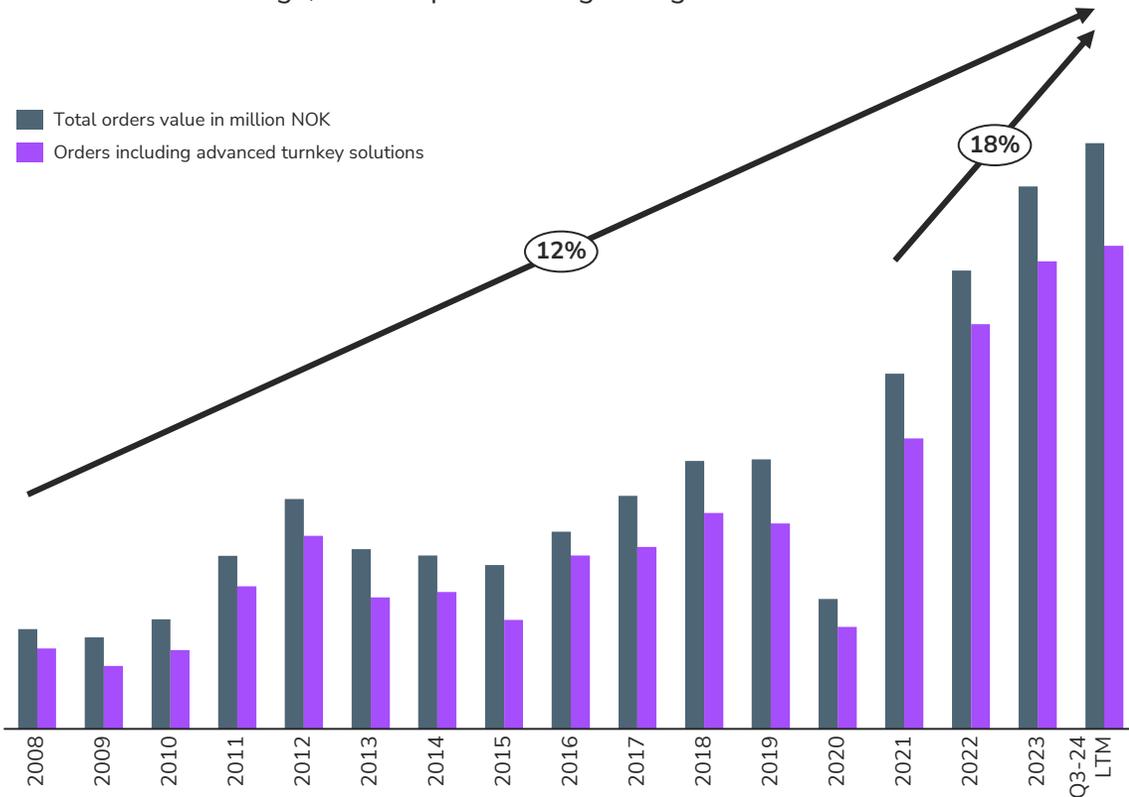
Average order size increasing

- Larger share of large (advanced) solutions drive average order size

- Advanced solutions drive more aftermarket (ARR) revenue

- Large orders increase sales efficiency and procurement scale advantage

Legend:
- ■ Average order size including advanced turnkey

22%

Years: 2008, 2009, 2010, 2011, 2012, 2013, 2014, 2015, 2016, 2017, 2018, 2019, 2020, 2021, 2022, 2023, Q3-24 LTM
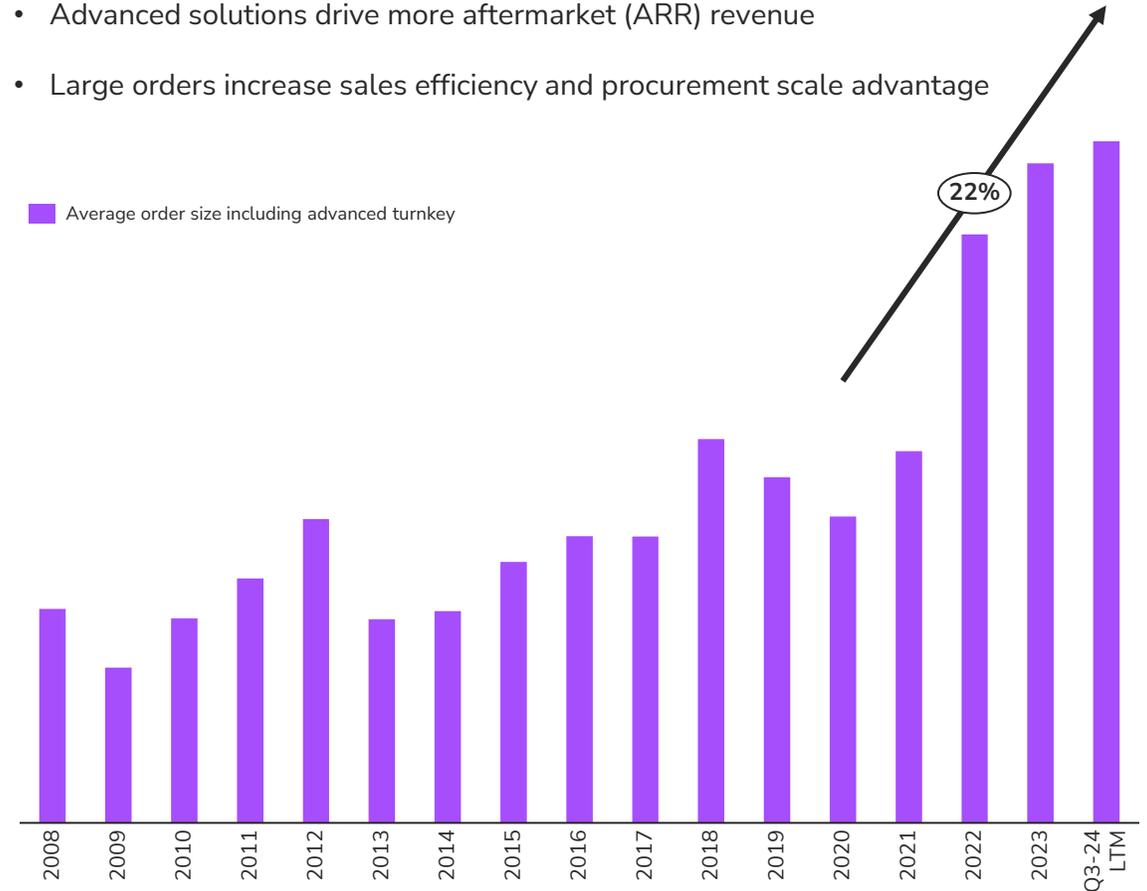
Trending towards positive free cash flow (FCF)

- Approaching cash positive territory despite substantial investments in R&D since IPO

- R&D investments anticipated to contribute to higher margins amid modest future CAPEX growth

CAPEX

R&D Investments dominate CAPEX spend

New product lines ready for commercialization

Legend:
- ■ R&D investments
- ■ Other

| Year	Other	R&D investments	Total
2021	10	15	25
2022	11	22	34
2023	13	15	28
LTM	14	24	38
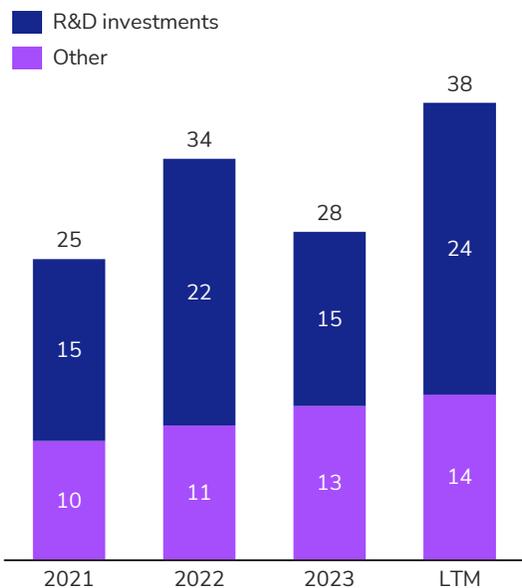
Cash Flow from Operations

Cash flow from operations entering positive territory

Operational cash flows impacted by short-term fluctuations

Legend:
- — EBITDA
- — Operational cash flow

EBITDA: -14,8 (2021), 9,0 (2022), 27,9 (2023), 36,4 (LTM)

Operational cash flow: -22,1 (2021), 0,0 (2022), -11,0 (2023), -0,7 (LTM)
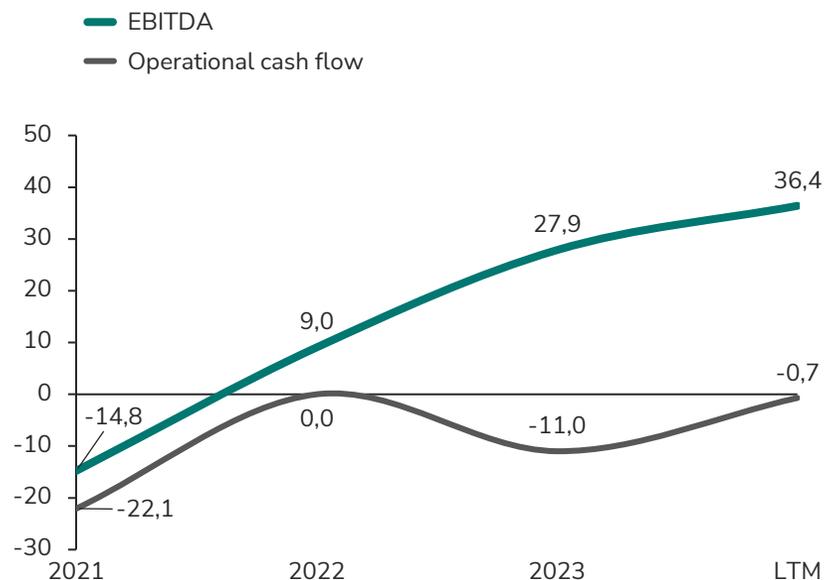
Shift toward higher-margin in-house software and hardware

Product mix
% typical Turnkey Order

Category	%
Design and consultancy	~ 12%
Cyviz Software	~ 5%
Cyviz Hardware	~ 20%
3rd party Hardware	~ 44%
Installation	~ 10%
Aftermarket services	~ 9%

Avg 3 years

Contribution margin %
(Per category)

- ~30%
- > 90%
- ~ 70%
- >15%
- ~ 30%
- ~ 40%

Trend 3 yr
(% of order value)

Typical contribution
Contribution margin %

Focus of new business lines

- Cyviz Software
- Cyviz Hardware
- Aftermarket services
- Design and consultancy
- Installation
- 3rd party Hardware

Share of the product mix total revenue

Cyviz becoming more tech-centric

- Increased focus on high-margin Cyviz Software and Hardware over lower-margin third-party offerings

- Shift to in-house software and hardware drives increased profitability, supported by internal data and peer benchmarks
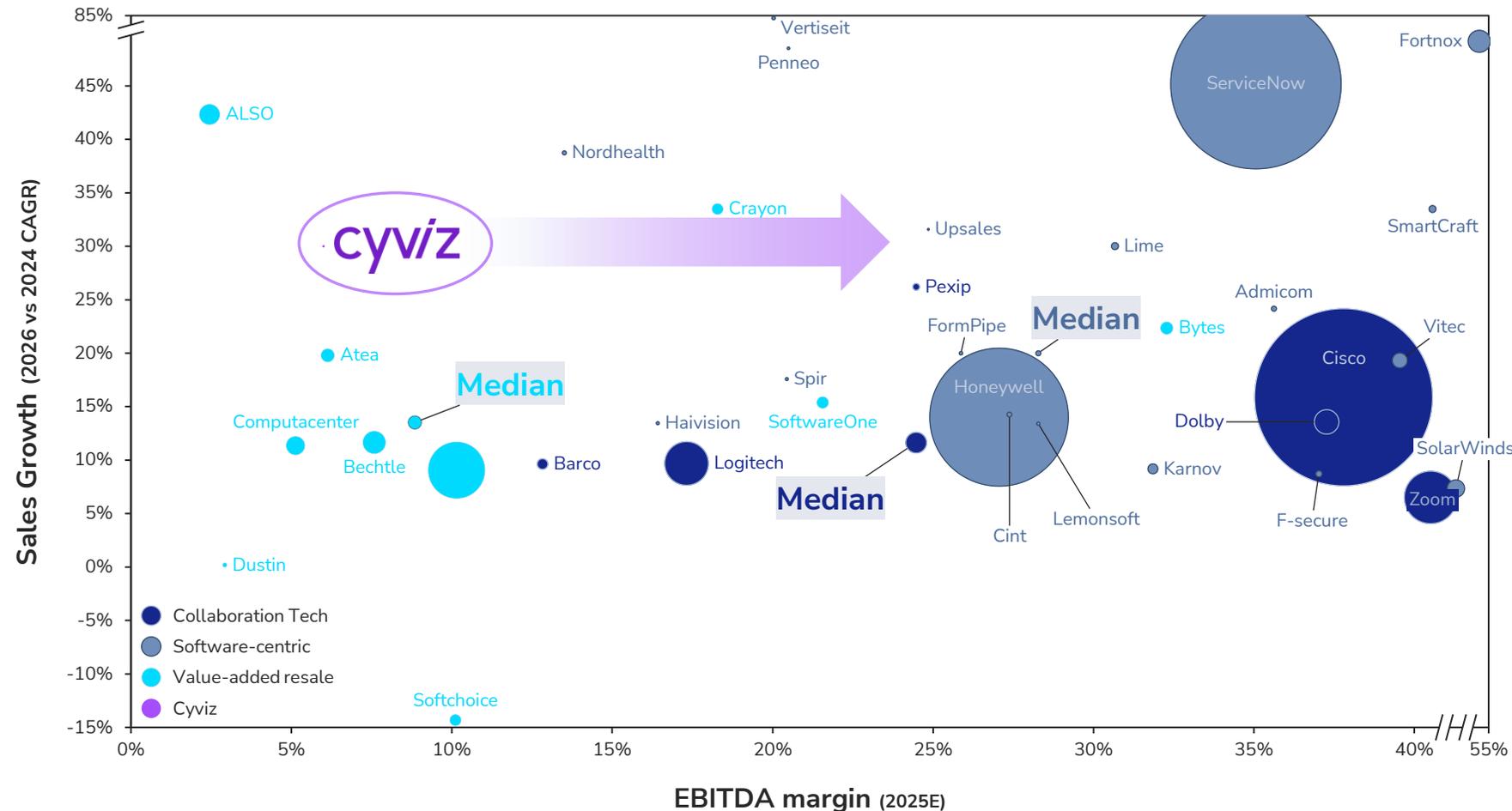
Value-Added IT Resale
Combines third-party solutions with value-adding services.

Software-centric
Software-driven scalable platforms that enable efficient management and subscription revenue.

Collaboration AV Technology
Provision of hardware and software focused on AV productivity and collaboration.

The Way Forward
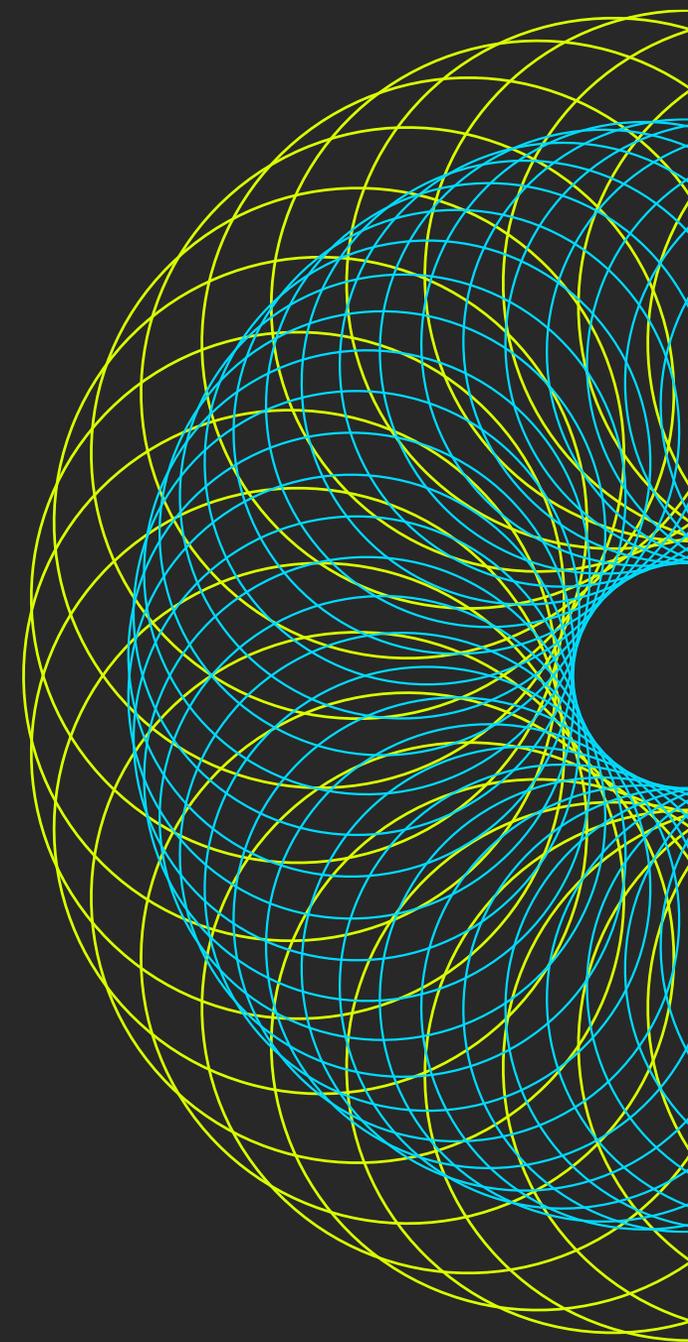
Growth Priorities

1

Direct Focus on Strategic Customers

Prioritize top strategic and local customers with profitable, direct project business

2

Scale Our Unique Tech Globally through Partners

Expand tech (HW & SW) reach into new markets and sectors through partners: **Integrator Kit**

3

Leverage SW Management Platform

Leverage our new Software Platform to manage AV spaces and devices via partners
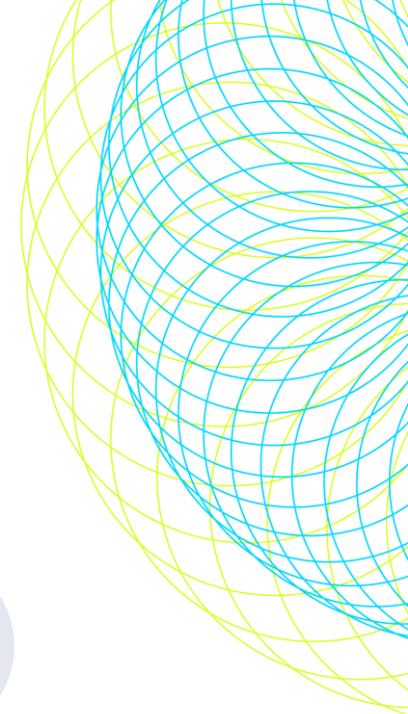
Driving our competitive advantage further
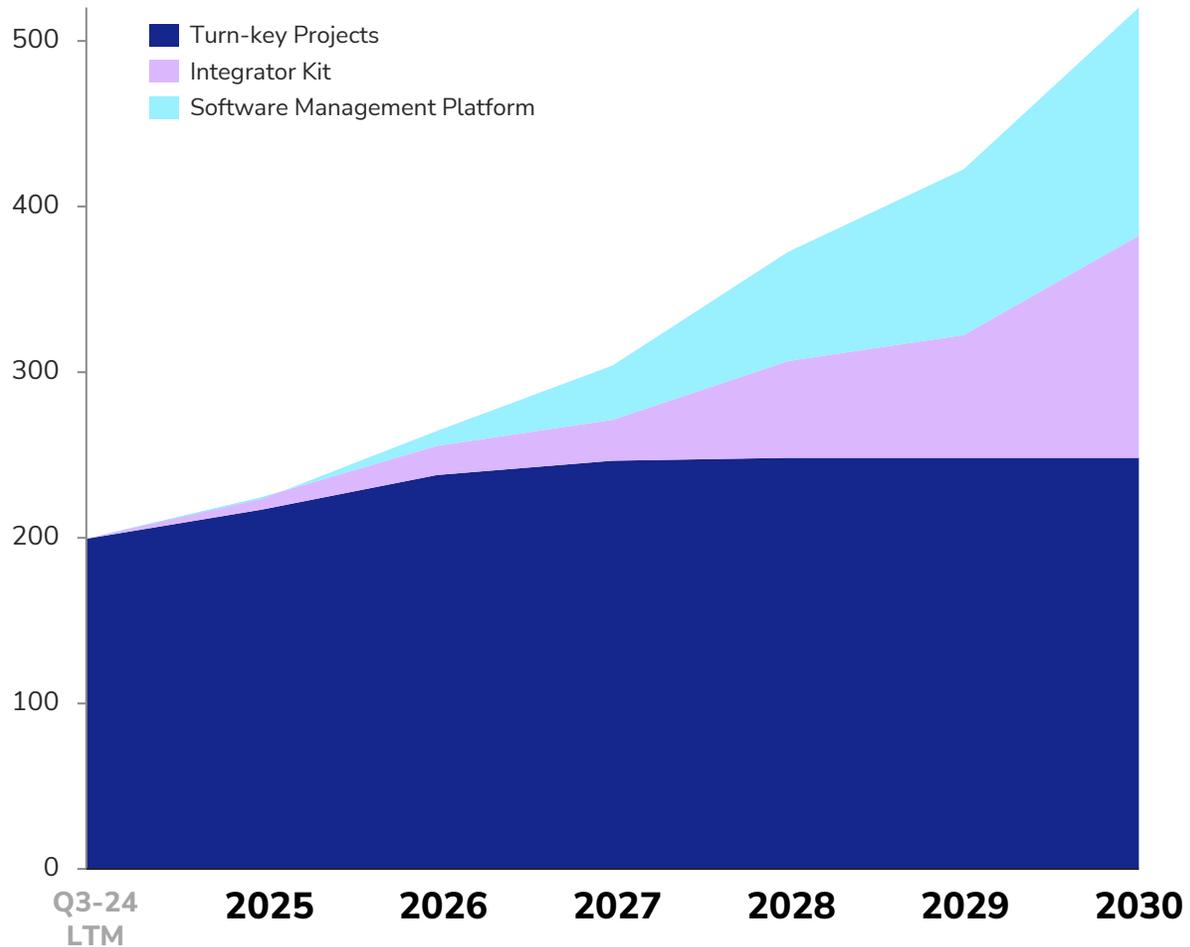
Contribution margin by business line

Legend:
- Turn-key Projects
- Integrator Kit
- Software Management Platform

Y-axis: 0, 100, 200, 300, 400, 500

X-axis: Q3-24 LTM, 2025, 2026, 2027, 2028, 2029, 2030

1.- TURN-KEY PROJECTS | INCREASE EFFICIENCY

Focus on the largest accounts, leveraging best practices (design, installation practices) to increase project efficiency. More profitable for Customers and for Cyviz.

2.- INTEGRATOR KIT | MARKET EXPANSION

Access to new geographies and new verticals through partnerships. Increase Cyviz awareness and profitability.

Integrator Kit

Addressable market

MARKET SIZE:
$10.6 Billion

Audio Visual Core Control TAM

10.6 B USD

Cyviz
60M$

5 YEAR CAGR:
3,68%
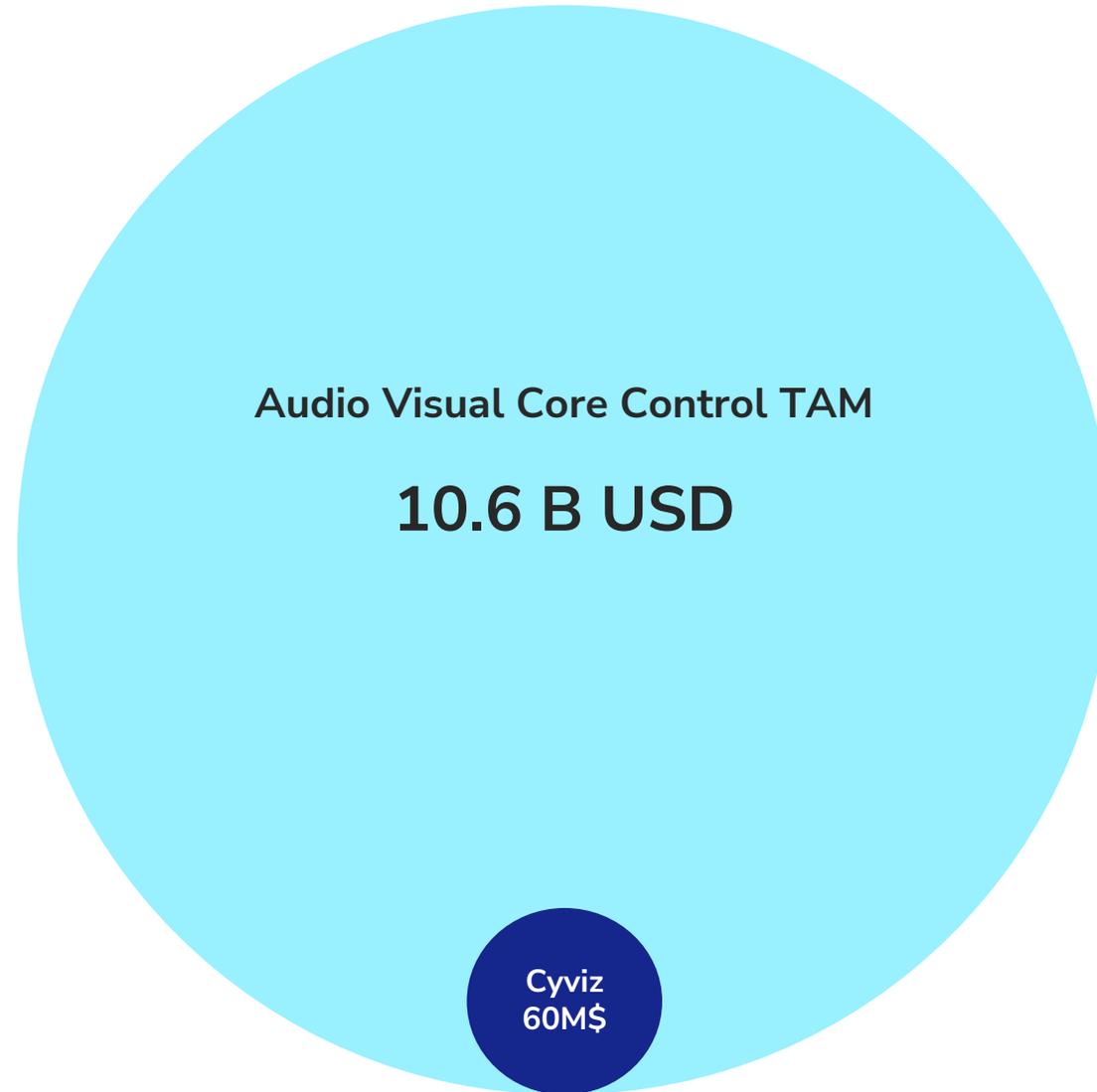
Source: Avixa IOTA 2024 Report

Integrator Kit: Value for Partners

APPEALING TO CUSTOMERS

In the past two years, many customers have demanded their AV Integrators to adopt Cyviz Core Tech after experiencing our solutions at Microsoft, Accenture and similar organizations.

MARKET DIFFERENTIATION

Partnering with Cyviz gives resellers a competitive edge and allows them to differentiate themselves in their markets.

PROVEN TECHNOLOGY

Access to world class proven technology deployed by many demanding Fortune-500 companies.

HIGHER PROFITS

Partners will have access to deliver world-class high impact projects without relying on ad-hoc software development improving their current margins.

HIGH VALUE SERVICES

Partners will be able to provide new and more profitable types of Services, such as preconfigured deployments and remote support.

Software Management Platform

Contribution margin by business line
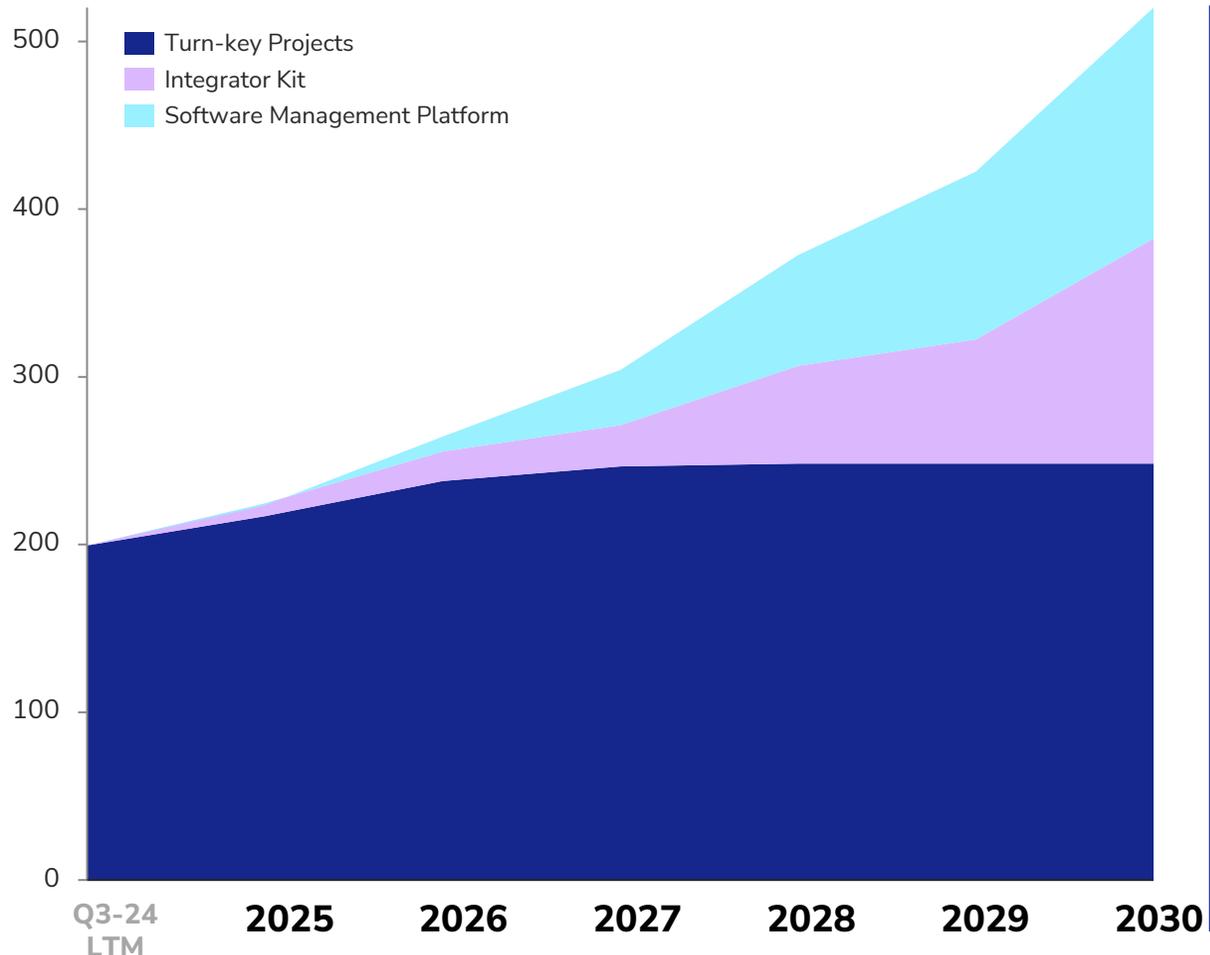
Legend:
- Turn-key Projects
- Integrator Kit
- Software Management Platform

(Chart y-axis: 0, 100, 200, 300, 400, 500; x-axis: Q3-24 LTM, 2025, 2026, 2027, 2028, 2029, 2030)

1.- TURN-KEY PROJECTS | INCREASE EFFICIENCY

Focus on the largest accounts, leveraging best practices (design, installation practices) to increase project efficiency. More profitable for Customers and for Cyviz.

2.- INTEGRATOR KIT | MARKET EXPANSION

Access to new geographies and new verticals through partnerships. Increase Cyviz awareness and profitability.

3.- SW MGMT PLATFORM | EXPAND ECOSYSTEM

Access to a larger addressable market through Partners. Expand into brand new accounts. Further develop our Recurring Revenue.

Software Management Platform
Addressable market

Beyond AV industry

Facility Management
Building Management Systems,
IoT Network Aware Devices

**Total AV Market
beyond Cyviz**

Cyviz

**MOST ANTICIPATED GROWTH
AREA IN OUR INDUSTRY**

**MANAGEMENT PLATFORM:
THE FUTURE OF AV**
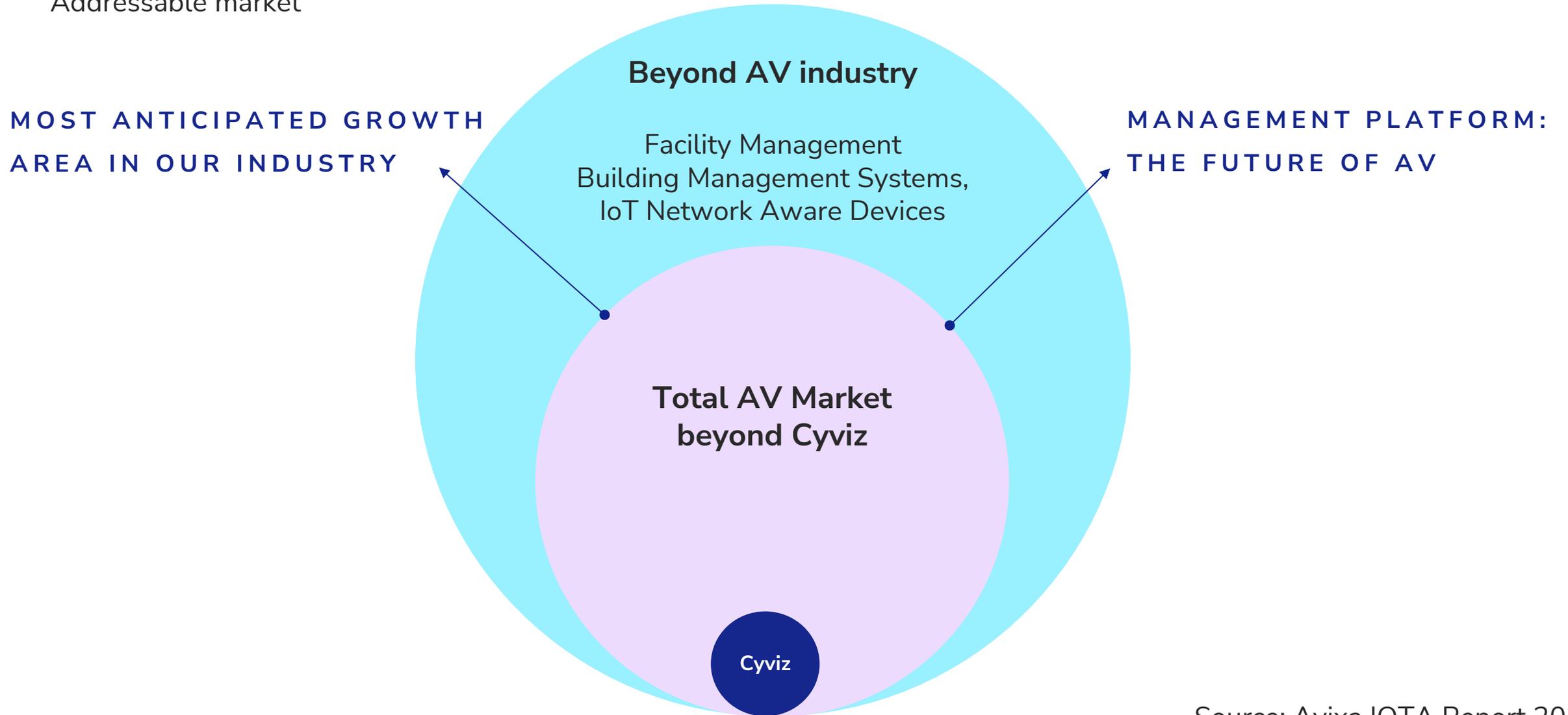
Source: Avixa IOTA Report 2024

Software Mgt Platform: Value for Partners

MANAGE ALL AV ROOMS FOR CUSTOMERS

Partners will be able to manage all the different types of rooms that their customers have (independently of the size and technology used).

MANAGED SERVICES

Partners will be able to create and provide their own Managed Services to their customers leveraging the Cyviz platform and generating a recurring revenue stream for them.

UNIQUE ARCHITECTURE

The Cyviz innovative and unique architecture enables partners to develop their own integrations, interfaces with different systems and integrate with their own dashboards.

PROVEN SOFTWARE

EasyServer Software has been in use for many years by some of the most demanding customers (Accenture, Microsoft, Aker BP and others).

Partner Status

## Cyviz Core Technology (Integrator Kit)

- 2 partners signed; targeting 8 more in 2025
- 3 tailored partner packages now ready for launch

Software Management Platform

- 15 partners signed globally
- Subscription-based pricing launched
- Targeting 10 new SW partners in 2025
- 5 Customers in our Cloud

Partner Portal for registered partners

SW Partner distribution:

5

6

1

1

Global: 2
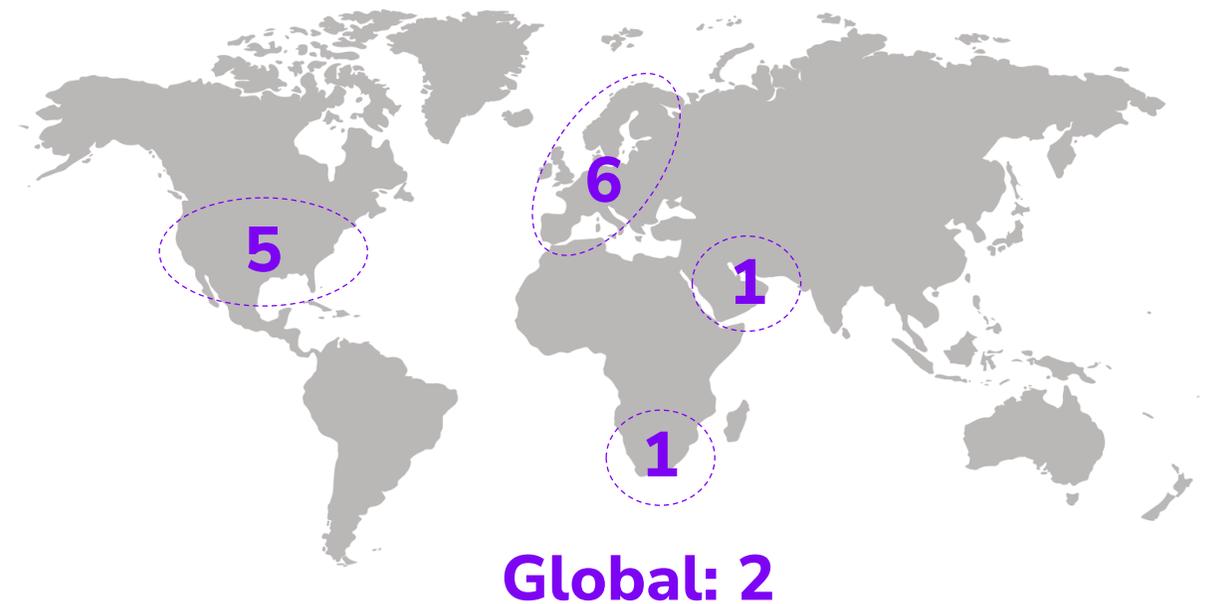
Our New Competitor Landscape

AV System Integrators

AVI SPL

Diversified. IMAGINATION ENGINEERED

Kinly

AVI

AV Technology

Q-SYS

CRESTRON

BARCO

Extron®

DATAPATH

AV Management Software

utelogy

domotz

vyopta

XiO CLOUD

SYMPHONY

The Way Forward

- Shift to technology & platform-led growth

- Drive partner-led revenue growth

- Expand the reach of our unique solutions

- Boost profitability and cash flow

- Build predictable, recurring business

Activate the value of our Core Technology for customers through partners
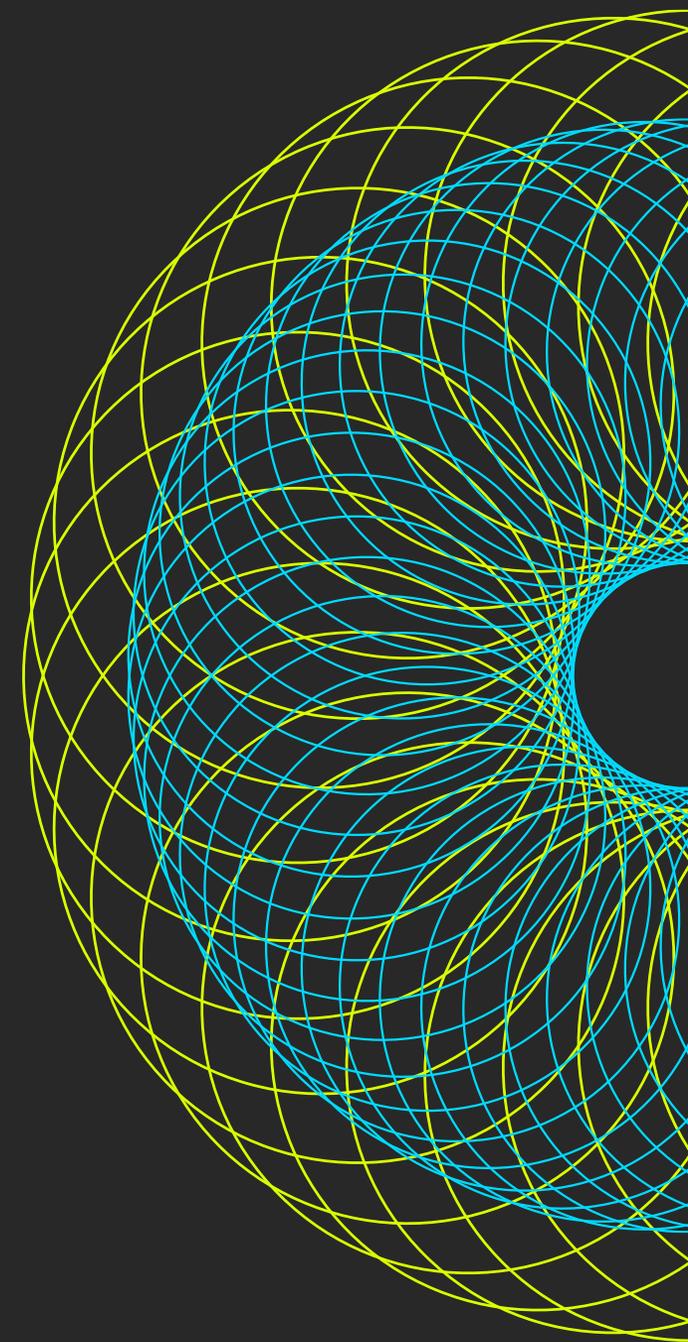
What do the solutions for Microsoft and Aker BP have in common?

1

Cyviz Core Technology

In-house developed Hardware and Software.

2

Cyviz Design Principles

Standardized solutions without custom programming. Easy to buy, easy to use, and easy to own.

3

Operational Complexity

Both customers have tens/hundreds of solutions spread across a large geographical area. Maintaining and operating them is a real challenge.

Cyviz Core Technology

Essential building blocks for multiple types of solutions

INNOVATION & ENVISIONING
- Powered by Video Processor
- Easy Controller

Cyviz Hardware — Cyviz Software — Best-in-class Hardware

COMMAND & CONTROL
- Powered by Video Processor
- Easy Controller

CORPORATE
- Powered by Video Processor
- Easy Controller
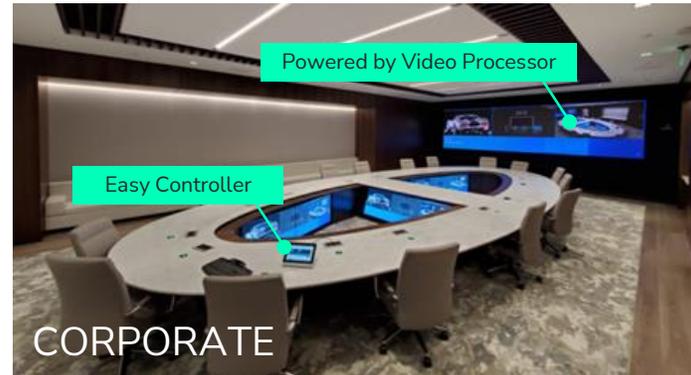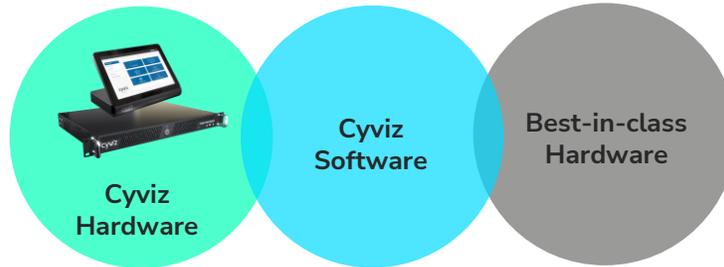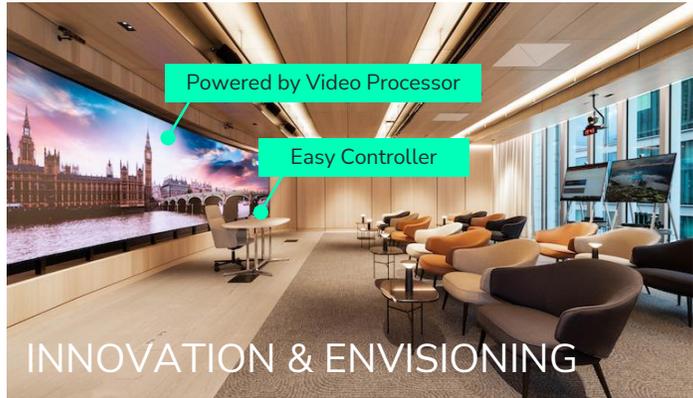
Cyviz Core Technology has been used to build more than 4000 solutions globally.
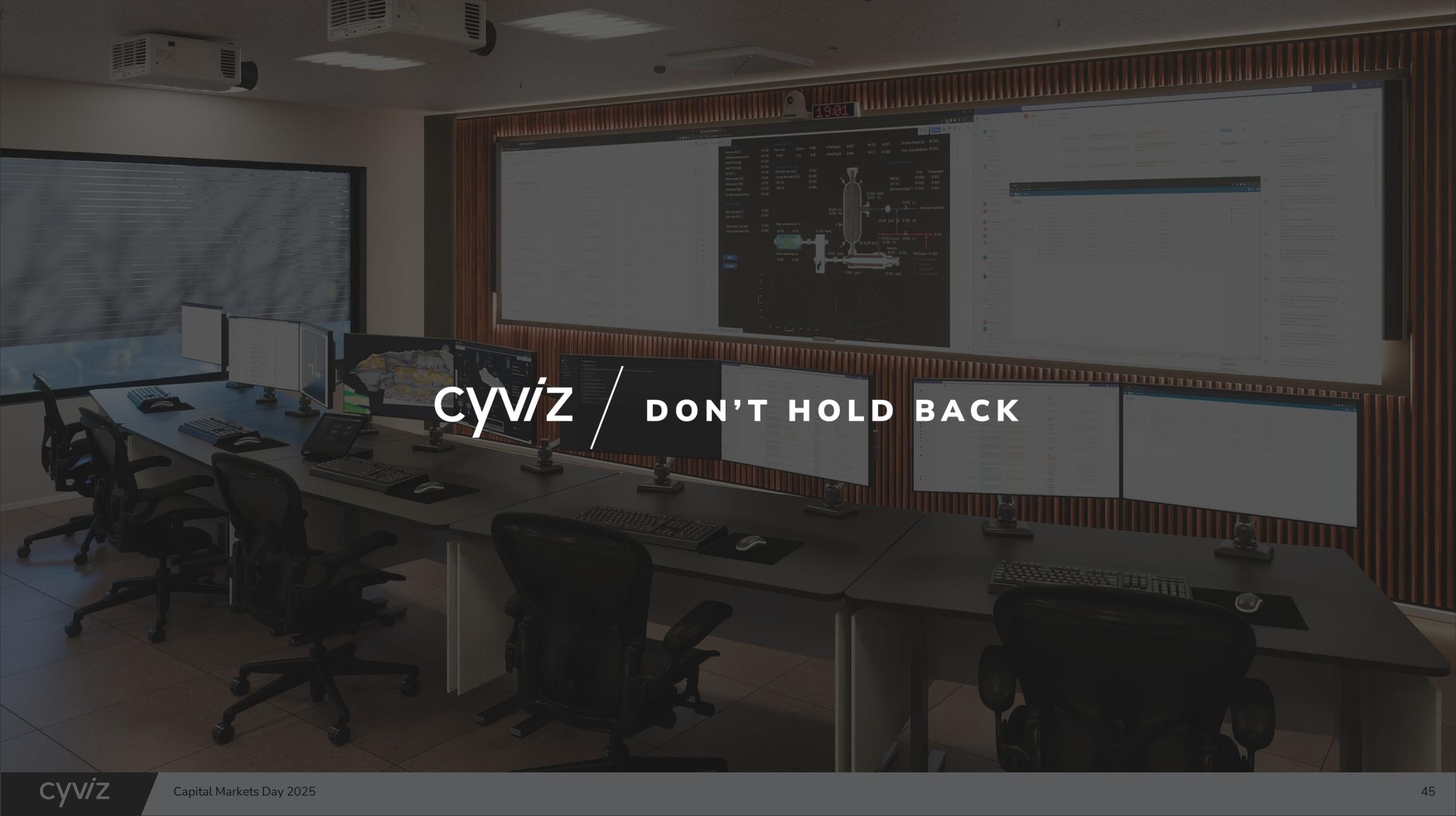
Powered by Video Processor
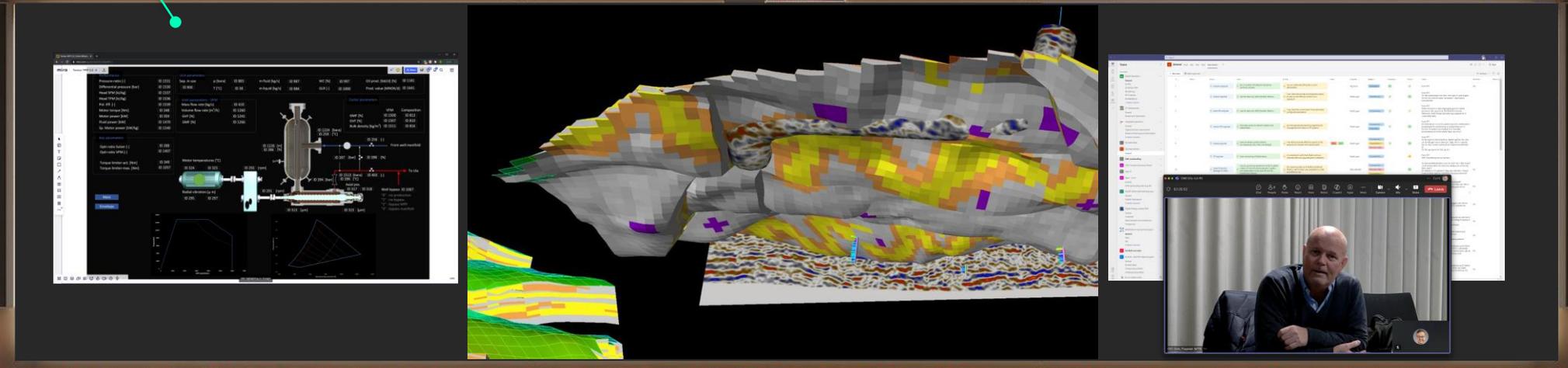
Easy Controller

Customer Benefits

Cyviz Software Management Platform

Ensure Reliability and Uptime
Prevent disruptions with proactive monitoring and predictive maintenance.

Drive Continuous Improvement
Gain actionable insights to optimize system performance and user satisfaction.

Optimize Operational Costs
Reduce on-site support and travel through automation and remote management.

Cyviz Software Management Platform

System overview: Overview and health status of all connected Cyviz systems

Monitoring: Detects issues early, before users are impacted

Remote support: Support operators can access Cyviz Controllers remotely

Centralized management: Can initiate software updates for Cyviz Controllers remotely

Usage statistics: Give insights into how users use the Cyviz rooms

SOLUTION A

SOLUTION B

SOLUTION C

Software Management Platform

Activate the value of Cyviz Core Technology

	Purpose	Ingredients from Cyviz	Responsible	Output
Turn-key	Deliver high-impact solutions	Cyviz Hw · Cyviz Sw · Best-in-class Hardware — Management Platform	**Cyviz deliver turn-key**	**Solutions** — Command & Control · Corporate Spaces · Innovation & Envisioning
Integrator Kit	Sell Cyviz Core Technology to partners and enable them to build Cyviz solutions	Cyviz Hw · Cyviz Sw · Best-in-class Hardware — Management Platform	**Partner deliver-turn key** — Cyviz Professional Services	**Cyviz Core Technology** — Easy Controller · Videoprocessor · RM&M / **Solutions** — Command & Control · Corporate Spaces · Innovation & Envisioning

Cyviz Software Management Platform

Beyond Cyviz Solutions

Other types of Solutions

Remote Access Agent	Remote Monitoring Agent
Microsoft Teams Rooms systems (MTR)	Zoom
Cisco Webex	AV Technology (Barco, Q-sys, Crestron etc.)
Digital Signage	Theme Park Live events Arena Airport
Building Management System (BMS)	...

Cyviz Solutions

SOLUTION A

SOLUTION B

SOLUTION C

Software Management Platform

Activate the value of Cyviz Core Technology

	Purpose	Ingredients from Cyviz	Responsible	Output

Turn-key

Purpose: Deliver high-impact solutions

Ingredients from Cyviz: Cyviz Hw, Cyviz Sw, Best-in-class Hardware — Software Management Platform

Responsible: **Cyviz deliver turn-key**

Output: **Solutions** — Command & Control, Corporate Spaces, Innovation & Envisioning

Integrator Kit

Purpose: Sell Cyviz Core Technology to partners and enable them to build Cyviz solutions

Ingredients from Cyviz: Cyviz Hw, Cyviz Sw, Best-in-class Hardware — Software Management Platform

Responsible: **Partner deliver-turn key** — Cyviz Professional Services

Output: **Cyviz Core Technology** — Easy Controller, Videoprocessor, Software Management Platform | **Solutions** — Command & Control, Corporate Spaces, Innovation & Envisioning

Sw Management Platform

Purpose: Sell Software Management Platform to partners to enable them to deliver Managed Services

Ingredients from Cyviz: Cyviz Sw — Software Management Platform

Responsible: **Partner deliver to end-customer** — Cyviz Professional Services

Output: **Cyviz Core Technology** — Software Management Platform | **Support & Managed Services**

FINANCIAL FUTURE

Monetizing years of R&D to reach 2030 ambitions

Cyviz is a cash-positive platform validated by global blue-chip leaders, driving growth through R&D-backed, scalable new business lines

ARR: ~ 25% | EBITDA: ~ 25%

EBITDA Margin 2024 (Q3-24 LTM)

6%
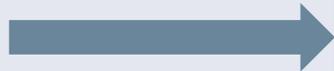
New business lines ready for commercialization.

Growth centered on high-margin, scalable SaaS product lines

Target EBITDA margin 2030

~25%

~8x

Q3-24 LTM | 2025 | 2026 | 2027 | 2028 | 2029 | 2030

Illustrative development →
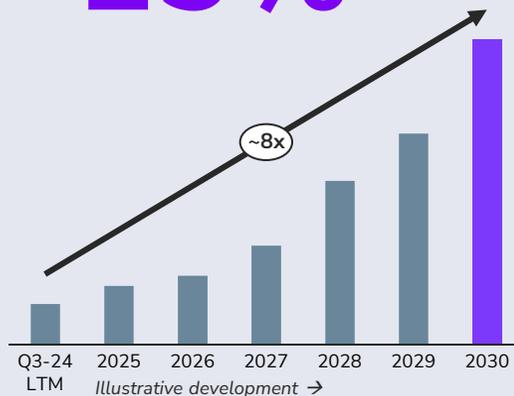
Recurring revenue Share (Q3 LTM)

8%

Expanding recurring revenue through SaaS & cloud solutions

Target ARR share 2030

~25%

Software Monitoring Platform

Turn-key

>30%

ARR >250m

<10%

>60%

Integrator Kit

cyviz
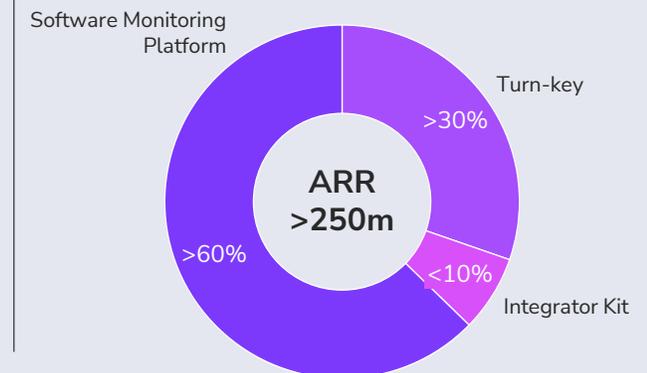
Recurring revenue will drive margin expansion

↻ Contract or renewal-based recurring revenue

↻ Subscription-based with automatic renewal ("evergreen")

2024 YE

ARR Subscription   ARR renewal-based

ARR: ~50

Project revenue

2030

ARR Subscription

ARR: >250

ARR renewal-based

Project revenue
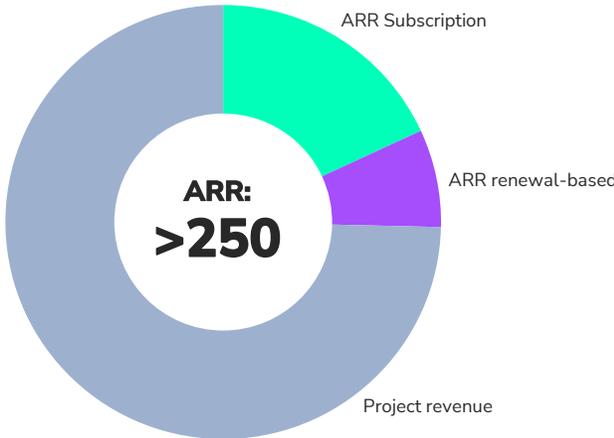
Support & Maintenance ↻

Support & Maintenance (S&M) is calculated as a percentage of the hardware purchase value, ranging from ~ **3.5% to ~7.0%,** depending on the support level

Current

~6%
Revenue Share

90-95%
Net renewal

1-4 yrs
Duration before renewal

Service Level Agreement ↻

Service Level Agreements (SLAs) provide additional prepaid professional services beyond S&M for physical preventive maintenance or emergency visits

Current

~2%
Revenue share

75-80%
Net Renewal

1-4 yrs
Duration before renewal

Easy Server Subscription (new) ↻

The Cyviz Easy Server is the "heart and brains" of any Cyviz system. It is a web centralizing the management, troubleshooting, and monitoring

Starting 2025

Easy Server will be sold as a subscription solution

Agent-based Subscription (new) ↻

All agents (software components and applications), including Monitoring agents, Remote management agents, Teams agents, and Controller agents

Starting 2025

Agents will be sold as a subscription solution

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cyviz

All forward-looking figures are directional estimates, reflecting the best current understanding and represent ambitions rather than promises. They are intended to guide discussions rather than set benchmarks.

54

Subscription revenue roadmap
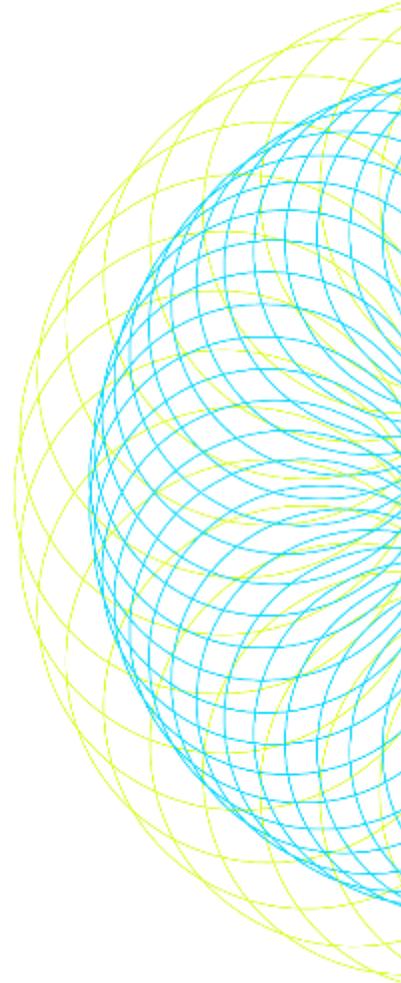
1   Effective 2025, ALL new Cyviz solutions and product lines are sold exclusively with Easy Server as a subscription

2   As of 21 January 2025, the company has already established a subscription base of NOK 3 million from 10 customers; half of which have cloud-based subscriptions

3   Beyond new sales, Cyviz will aim to convert on-prem customers to cloud-based Easy Server subscriptions

Turn-key

Turn-key revenue to stabilize from 2026

- Improve cost efficiency and scale advantage by focusing on repeat business

- Subscription revenue will add to margins

- Margins to stabilize at 48–50% by 2030

±700

Revenue

— Gross Margin %

■ ARR Subscription revenue

■ ARR renewal-basded (SLA and S&M)

■ Solution revenue

2024 2025 2026 2027 2028 2029 2030

Illustrative development →

★ cyviz
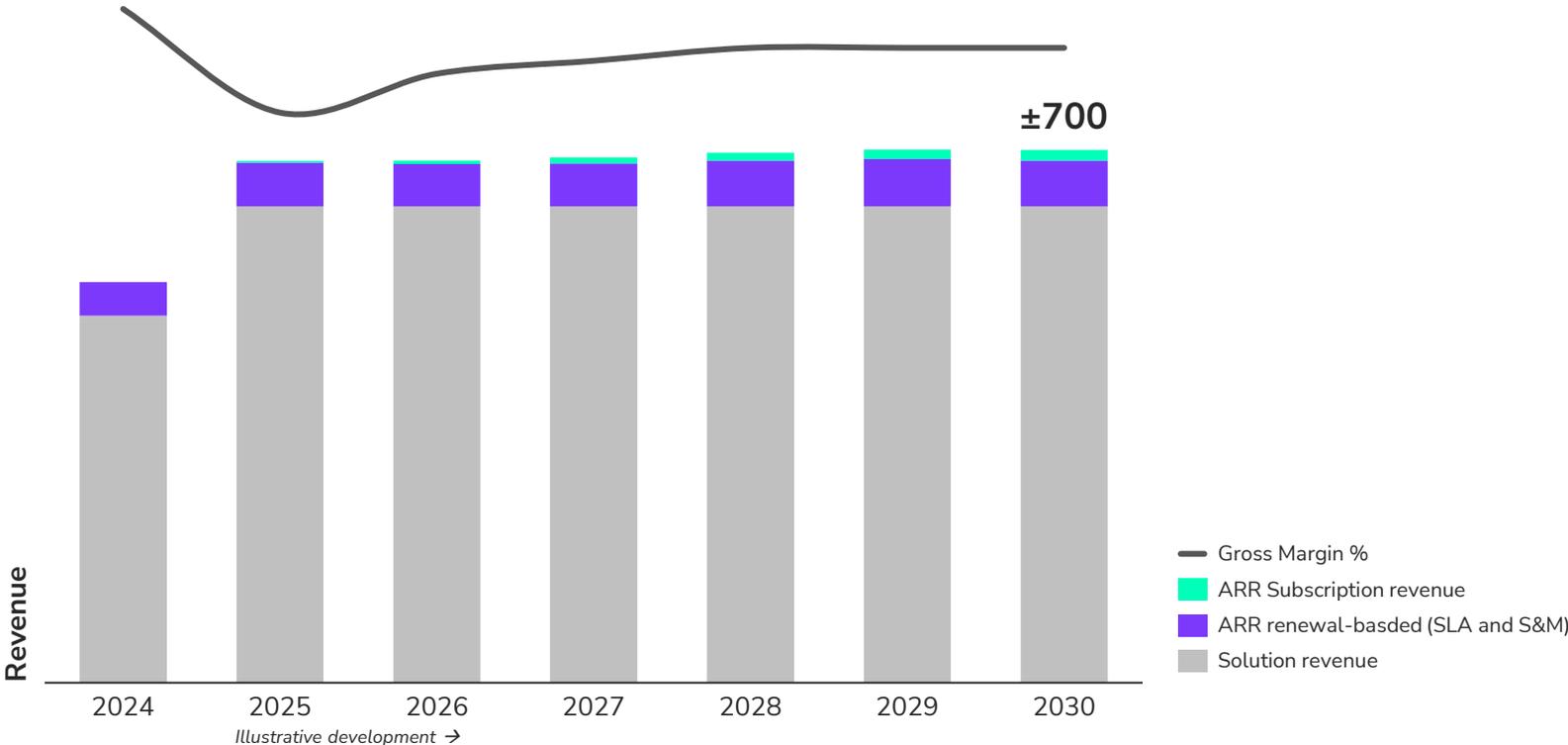
Integrator Kit

Revenues driven by bundling high-margin components

- In-house developed HW and SW with high margins

- Driven by partner sales which require less sales effort

Legend:
- ARR Subscription revenue
- ARR renewal-based (SLA and S&M)
- Package revenue (HW, SW & Prof. Services)

±200

Revenue

2024   2025   2026   2027   2028   2029   2030

Illustrative development →
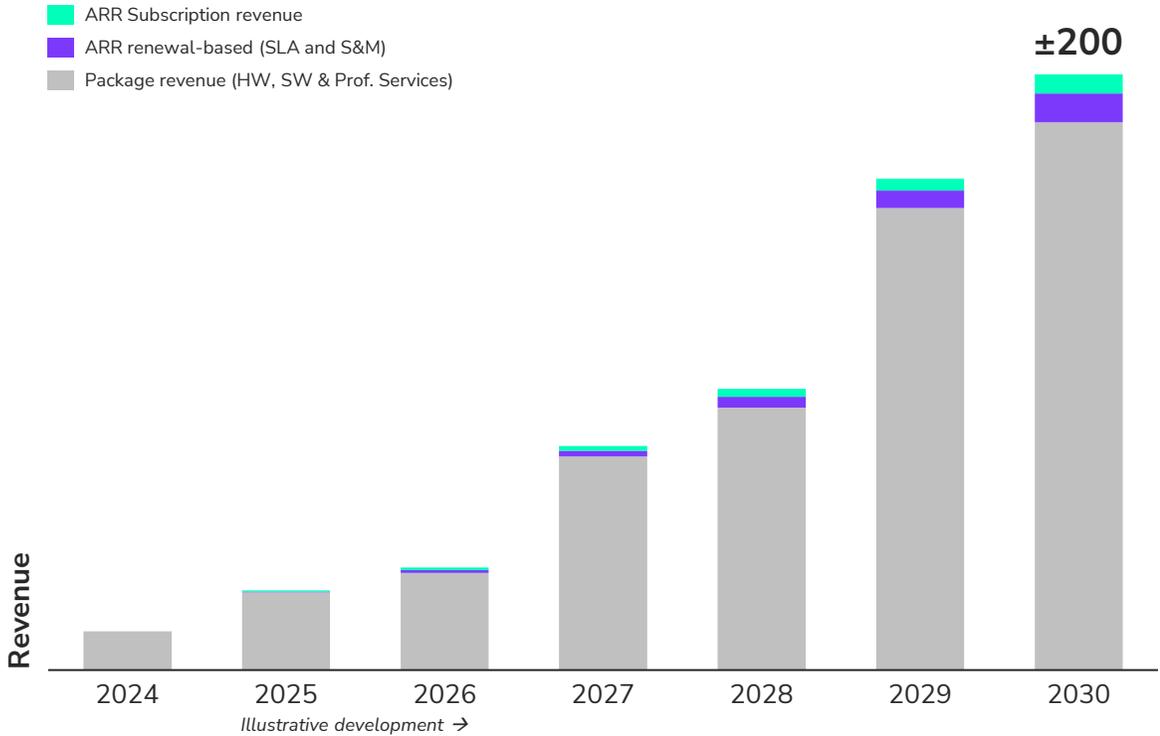
Software Management Platform

The Software Management Platform is a subscription revenue "jet-engine"

- Applicable to any AV room or device - volume potential is high

- Pricing structure is different due to the use of multi-tenancy server

- The multi-tenant Easy Server version is charged as a flat subscription rate
  based on the number of rooms by end-customer – contrary to unique end-user

±170

■ ARR Subscription revenue

Revenue

2024   2025   2026   2027   2028   2029   2030

Illustrative development →
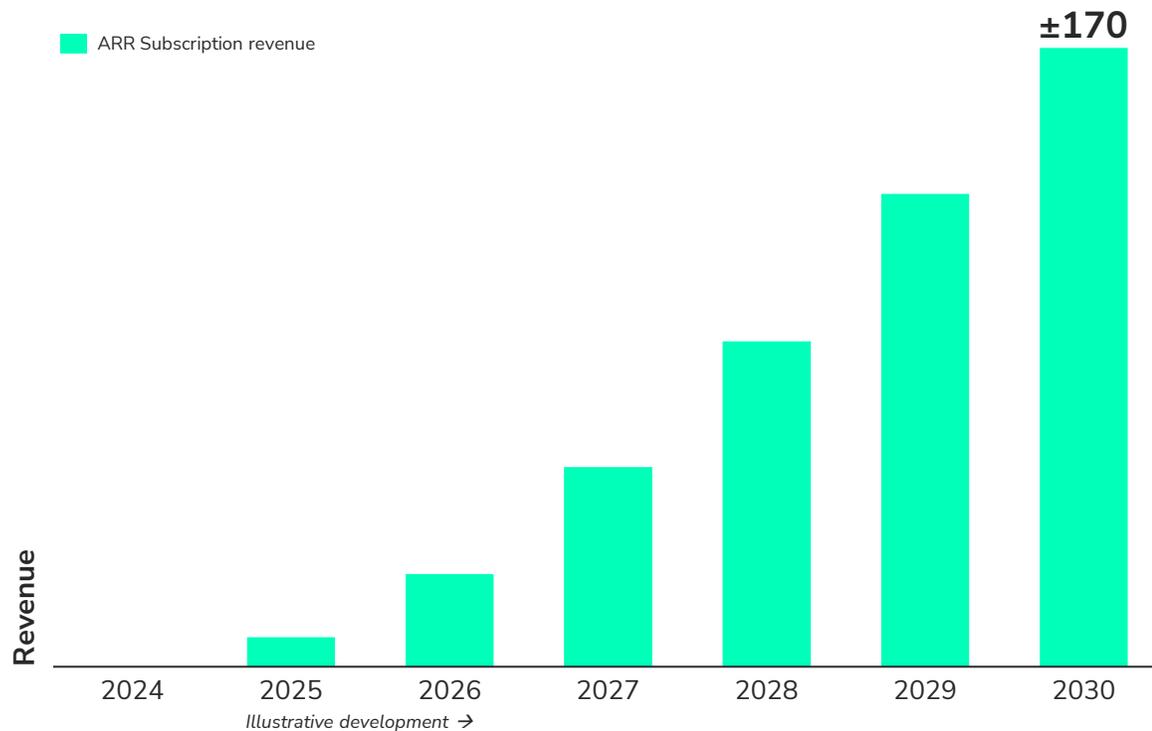
Connecting the dots...

Moderate revenue growth generates margin expansion through new business lines

2030 Ambitions

ARR: ~ 25% | **EBITDA:** ~ 25%

Revenue by type

- ━ ARR share
- ■ ARR Subscription revenue
- ■ ARR renewal-basded (SLA and S&M)
- ■ Project & Package revenue

~25%

8%

Q3-24 LTM | 2025 | 2026 | 2027 | 2028 | 2029 | 2030
Illustrative development →
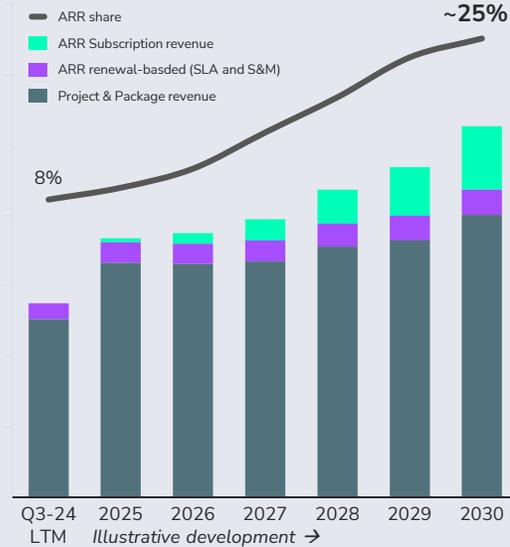
Revenue by business line

~2x

- ■ Turn-key
- ■ Integrator Kit
- ■ Software Management Platform

Q3-24 LTM | 2025 | 2026 | 2027 | 2028 | 2029 | 2030
Illustrative development →

Contribution margin by business line

~3x

- ■ Turn-key
- ■ Integrator Kit
- ■ Software Management Platform

Q3-24 LTM | 2025 | 2026 | 2027 | 2028 | 2029 | 2030
Illustrative development →

EBITDA

~8x

Q3-24 LTM | 2025 | 2026 | 2027 | 2028 | 2029 | 2030
Illustrative development →

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All forward-looking figures are directional estimates, reflecting the best current understanding and represent ambitions rather than promises. They are intended to guide discussions rather than set benchmarks.

Our PEOPLE | The reason we succeed

Strategic Workforce Planning

30% increase in FTE supports 2x revenue growth and 8x EBITDA growth

- Investments in R&D

- Strategic shift to technology & platform-led growth

- Expand the reach of unique solutions

- Strengthen Partner Sales Organization

- Strong Corporate Culture

R&D Resources 2019
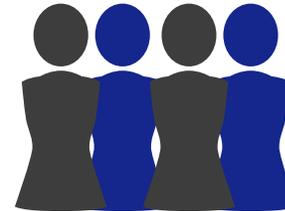
R&D Resources 2024
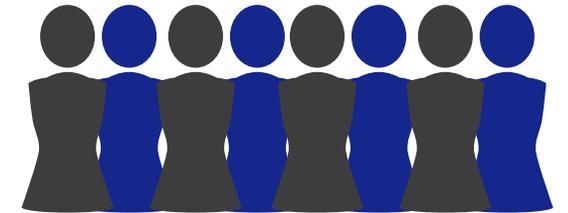
The Cyviz Culture

32 nationalities

17 locations

A geographically spread organization united by **common goals** and **values**, **passion**: "to develop *next level* collaboration"

What defines us?

Global, yet local presence
People present in all our key markets, building strong local relationships.

A collective commitment to a shared global mission: developing *"next-level collaboration."*

Respect for **cultural differences**, celebrating 32 nationalities and pride in being part of Cyviz.

**Pride in our achievements
(high employee satisfaction)**
Trusted by leading global customers – a testament to our focus on innovation and excellence.

A strong culture
Geographically spread organization united by **common goals** and **values.**

Effective **internal communication** and **leadership** enabling alignment despite physical distances.

We strive to delight our customers | We bring strength from diversity | We are one team | We enjoy being different | We embrace the adventure

Chris Lewis
EVP North America

John Harald Grønningen
EVP Europe

Anas Hawari
EVP ME & APAC

# Regional Presence
Closer to where business happens

Speed to market and competitiveness

Regional Profit and Loss (P&L) Accountability

Leadership with a local presence

Cultural preservation

Shorter way to decisions

Ability to adapt fast to changes

Relationships built locally

In Summary

- Continue to innovate our inhouse Technology (SW and HW)

- Disrupt the industry and make our Software Management Platform the future of AV

- Scale through partners, building on our 26-year legacy

- Go beyond the AV market with the Software Platform and new services

- Hire, develop and retain the best People

- Embrace the journey

Why now? The foundation is ready

Q&A

THANK YOU