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A Pioneering Technology Partner



Jørn Larsen

FOUNDER & GROUP CEO

TRIFORK[®]

This presentation contains forward-looking statements including, but not limited to, statements and expectations concerning expected or projected earnings, strategies, trends and developments. Forward-looking statements are statements (other than statements of historical fact) relating to future events and Trifork's expected, anticipated or planned financial and operational performance.

The words 'may', 'will', 'will continue', 'should', 'expect', 'foresee', 'anticipate', 'believe', 'estimate', 'plan', 'project', 'predict', 'intend', 'guidance' and 'outlook' or variations of these words, including negatives thereof, as well as other statements regarding matters that are not historical fact or regarding future events or prospects, constitute forward-looking statements. Other forward-looking statements can be identified in the context in which the statements are made.

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Although Trifork believes that the estimates and projections reflected in the forward-looking statements are reasonable, they may prove materially incorrect, and actual results may materially differ, e.g. as the result of risks related to the industry in general or Trifork in particular.

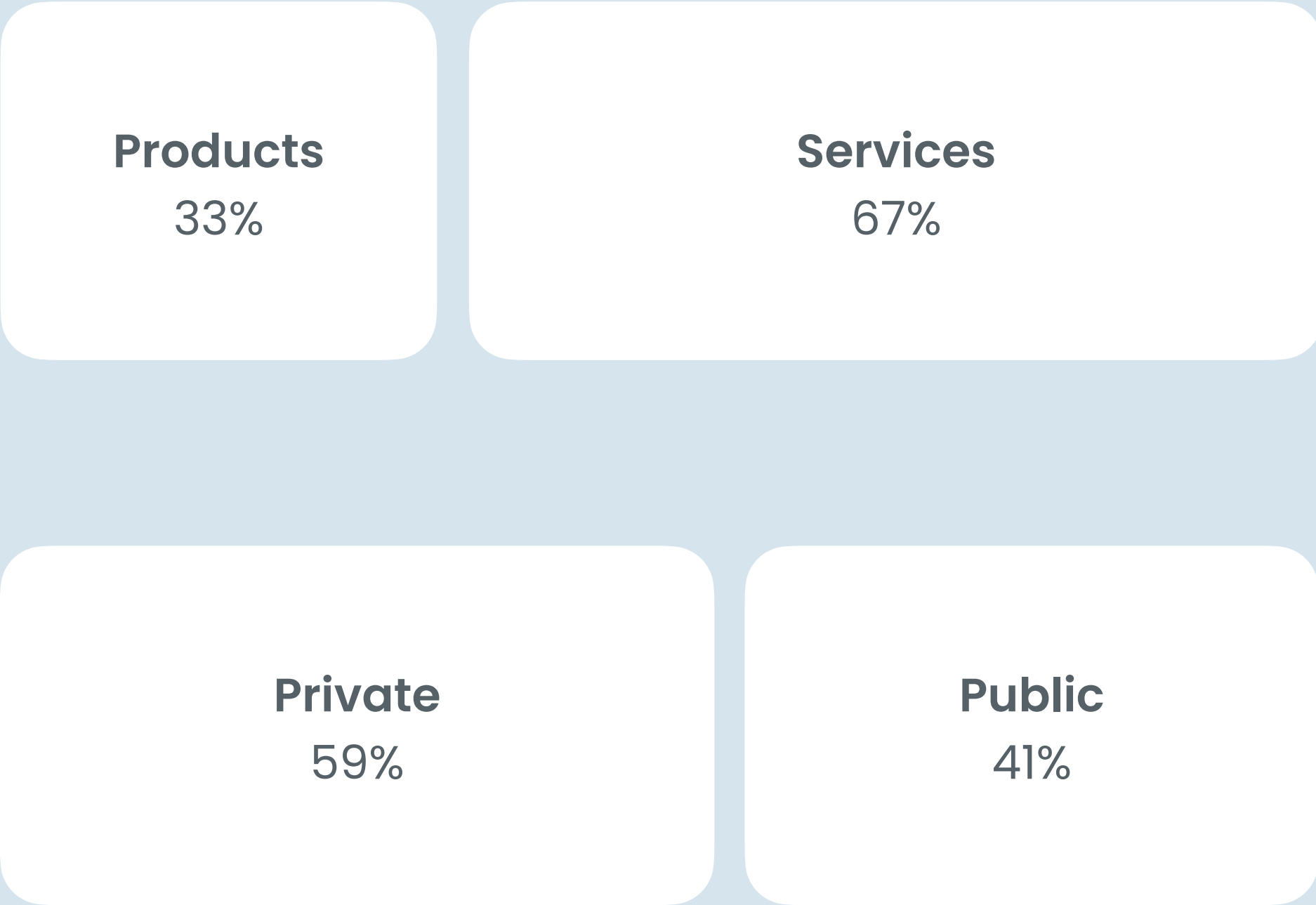
As a result, forward-looking statements should not be relied on as a prediction of actual results. Trifork undertakes no obligation to update or revise any forward-looking statements, whether as a result of new information, future events or otherwise, except to the extent required by law.

Local presence combined with global delivery capabilities



Trifork at a glance

Revenue split



Pioneering meaningful change for 30 years



DNA

We operate at the **forefront of innovation** and are often among the **first to explore** new technologies and methods.

We work **closely with customers** and take **responsibility** as a **long-term technology partner** invested in mutual success.

Pioneering meaningful change for 30 years

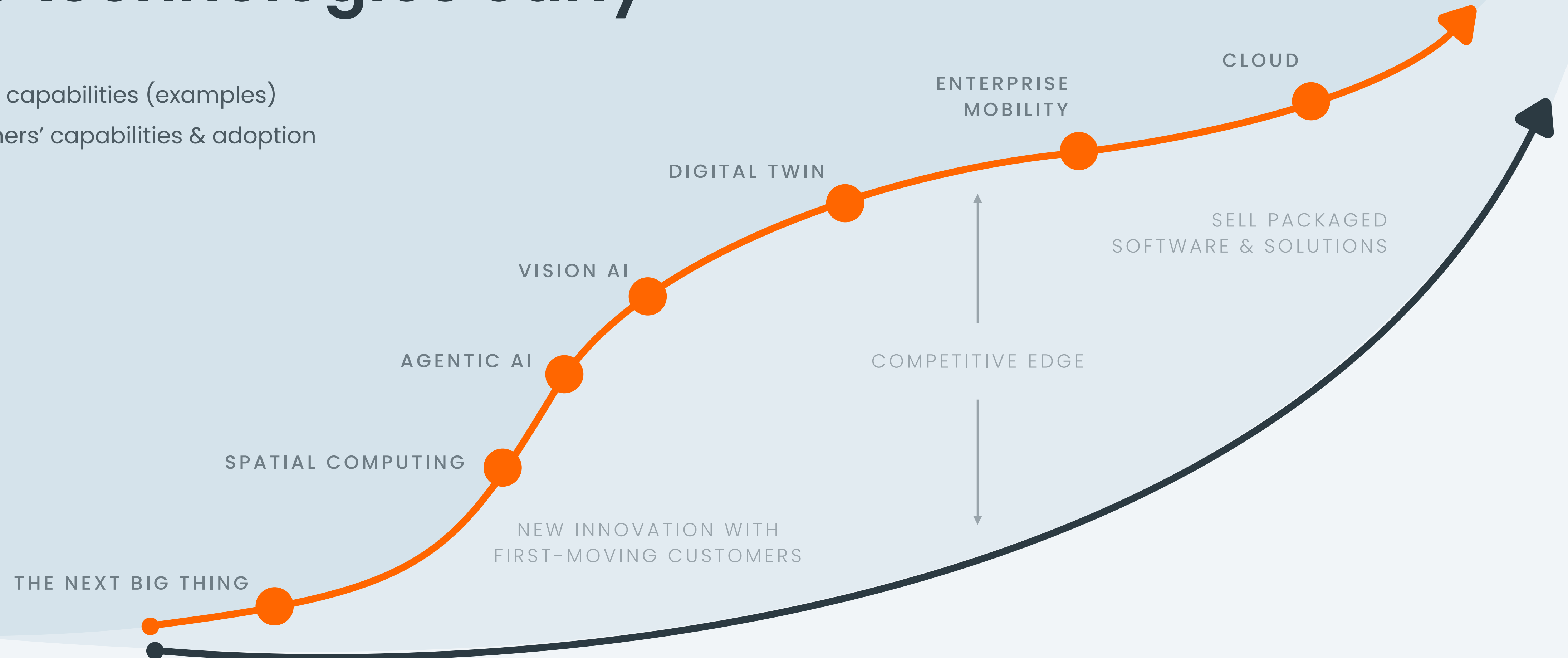


Market

We tackle complex challenges for **enterprises** and **public authorities** in Europe and North America.

Staying ahead by mastering new technologies early

- Trifork's capabilities (examples)
- Customers' capabilities & adoption



Combining deep industry expertise with industry-agnostic products and services

Technologies	Core product areas				
	Digital Health Since 1996	Financial Services Since 2004	Public Since 2009	Aviation Since 2010	Energy Since 2015
Spatial computing					
Enterprise mobility					
AI					
Digital twin					
Cloud					

Enterprise AI adoption still at an early stage



LLMs

Security
Compliance
Organized data
Reliable workflows
Cost management
Contextual learning
Scalable infrastructure

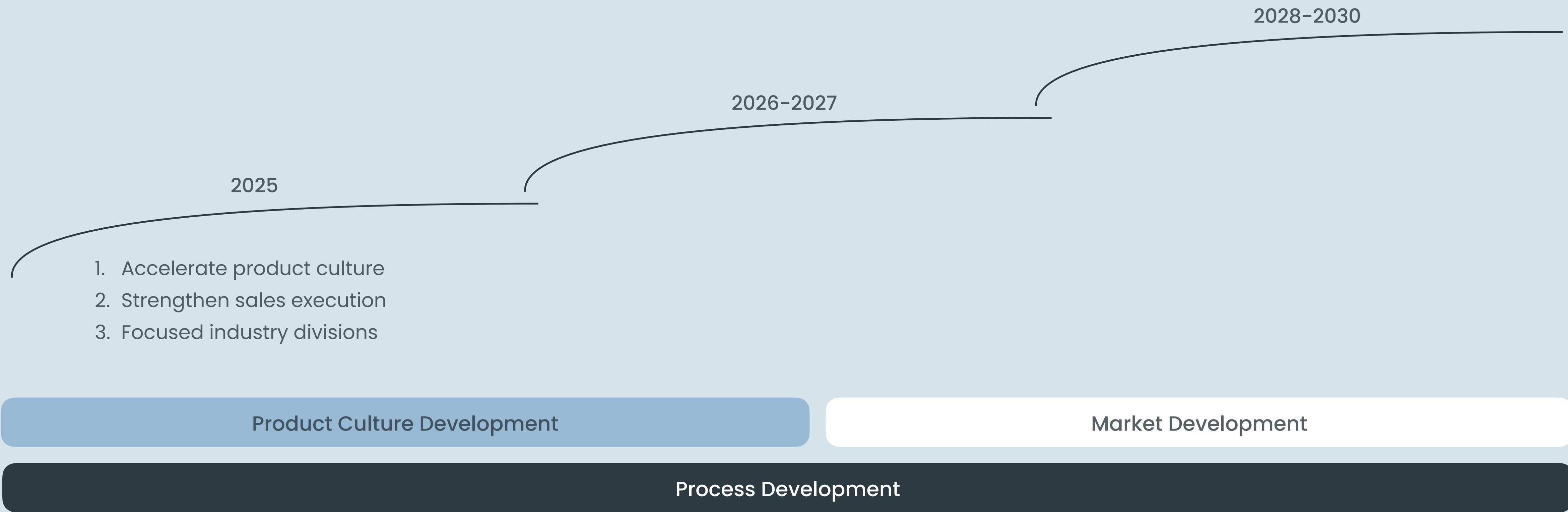
Extending push into aviation with spatial training

Industry Aviation

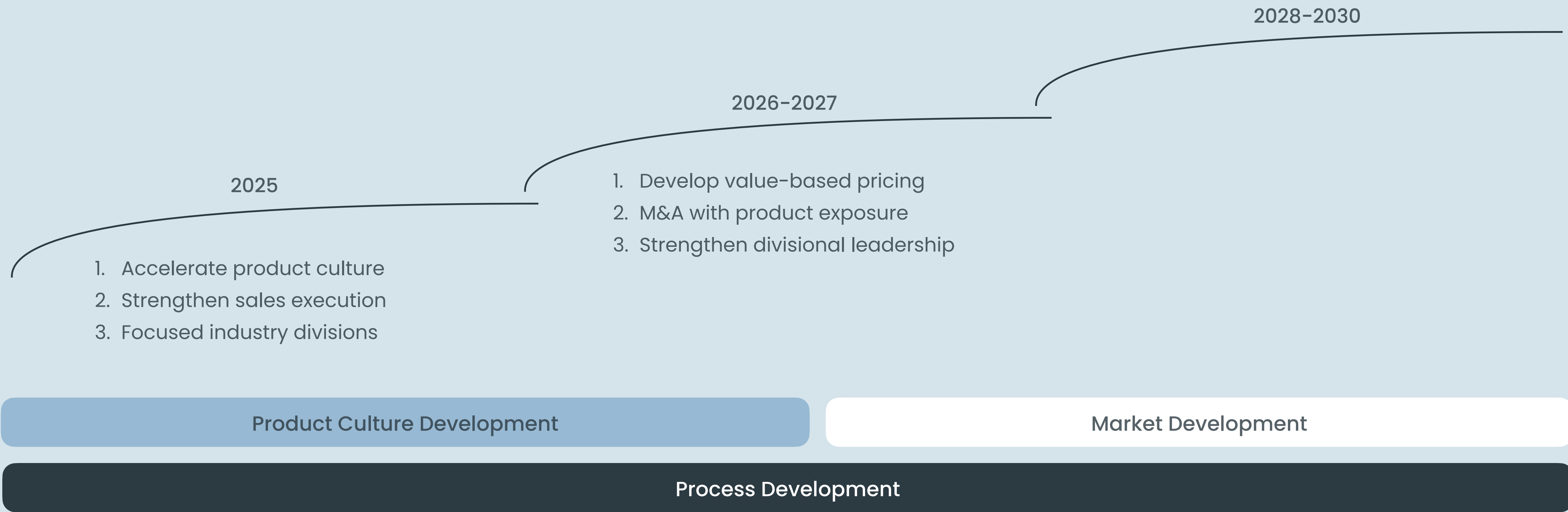
- We have already delivered flight crew safety training on the Apple Vision Pro to Lufthansa
- Recently announced new partnership with Loft Dynamics. **Trifork to build technology for Loft and sell the solution to airlines.**



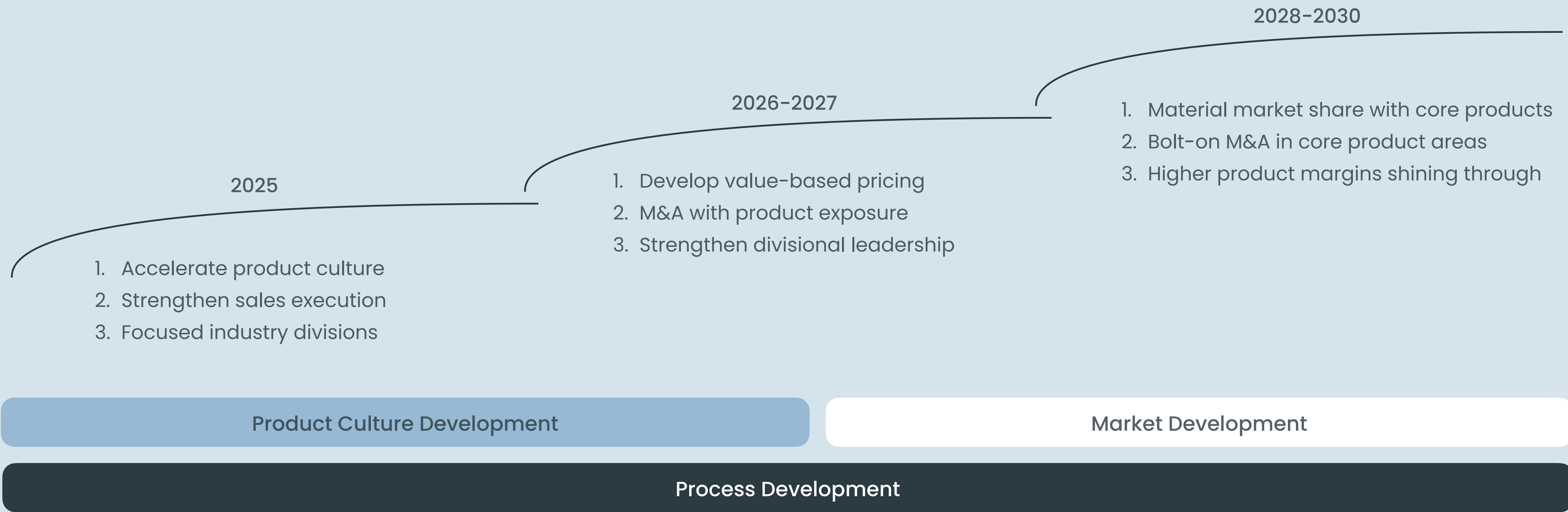
Building a more product-driven, scalable, and commercially focused organization



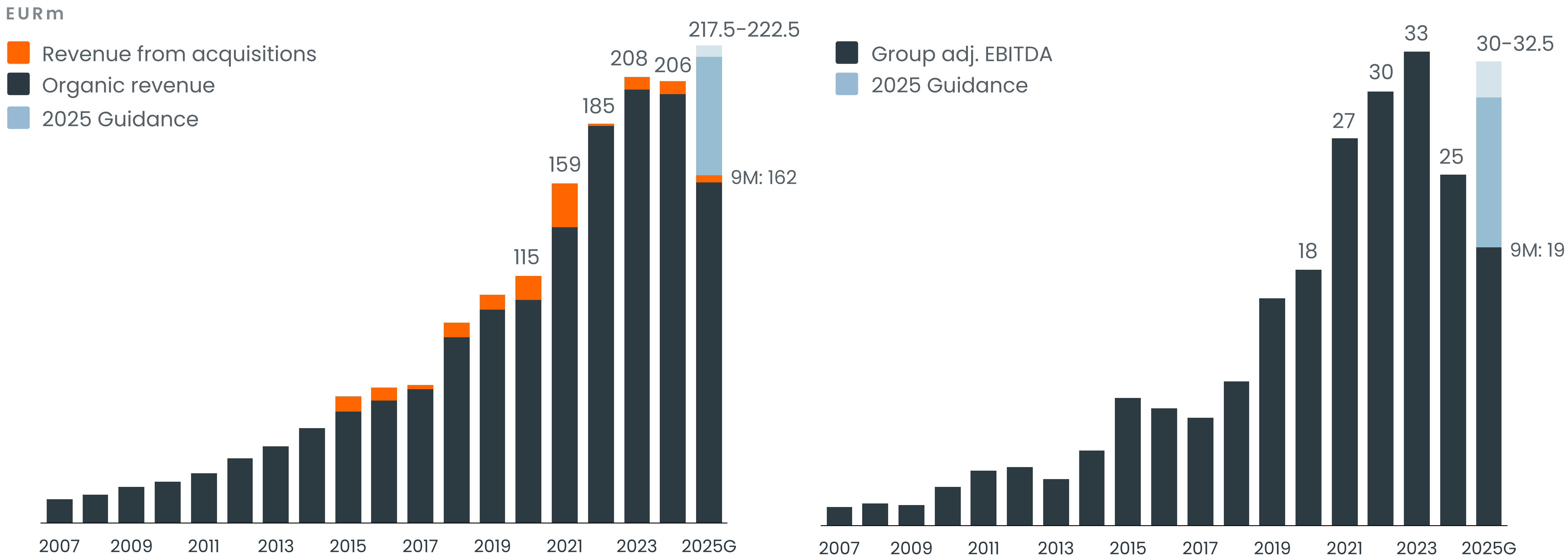
Building a more product-driven, scalable, and commercially focused organization



Building a more product-driven, scalable, and commercially focused organization



Stronger performance ahead driven by product revenue and effects from cost savings



2025 a recovery year with product strategy increasingly visible in quarterly performance

Financial targets (set in February 2025)

10–15%
total annual
revenue growth

5–10%
organic revenue growth

10–14%
EBIT margin in 2026

2025 guidance

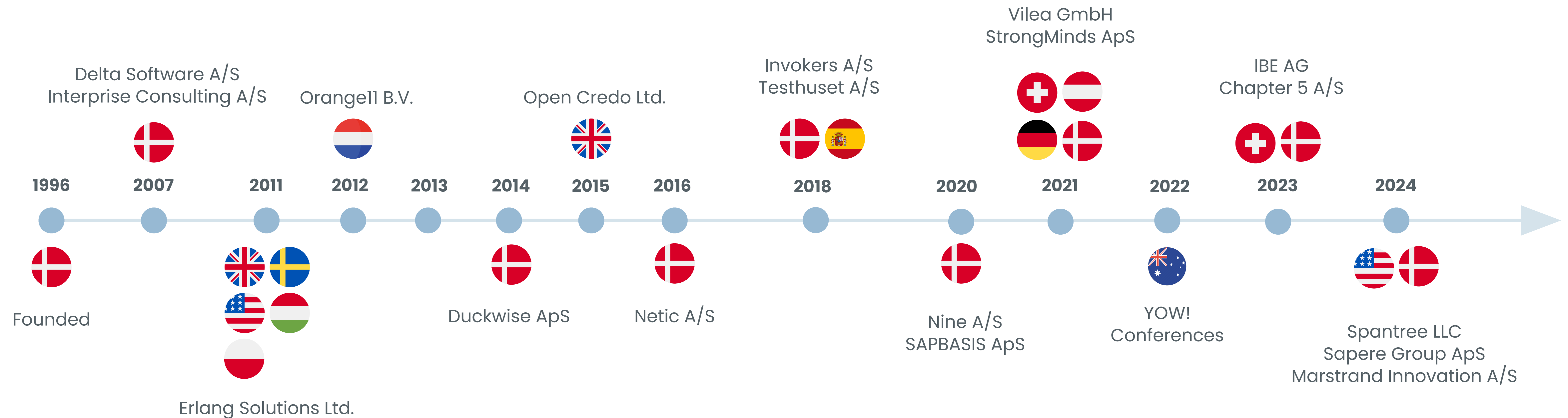
6–8%
total revenue growth

4–7%
organic revenue growth

7–9%
EBIT margin

Continued disciplined M&A in the coming years

Net debt at 1.3x EBITDA and expecting continued deleverage in Q4



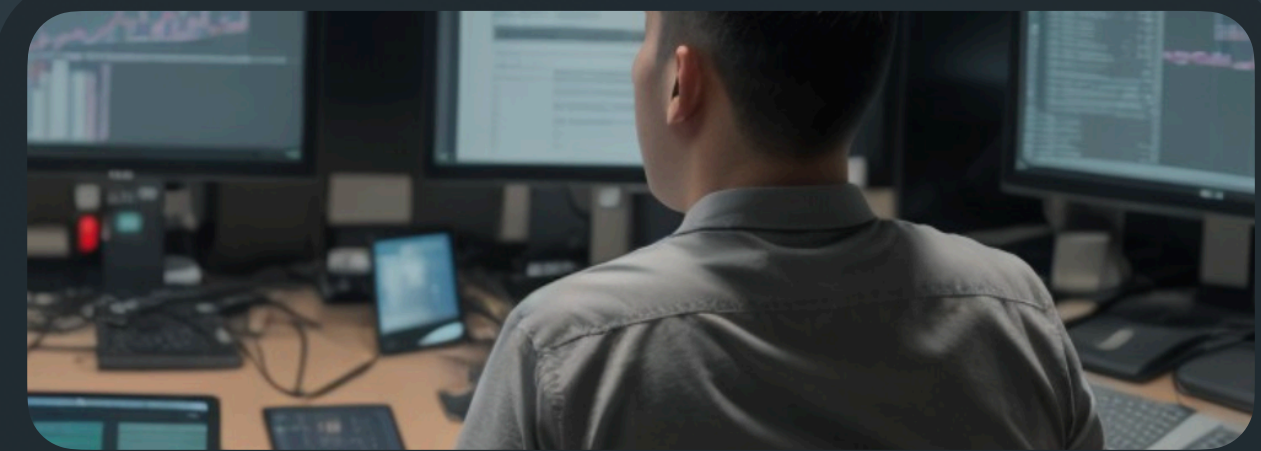
Overall, still soft demand in private sector but we currently see solid growth from key underlying trends



Sovereign data hosting



Digital government



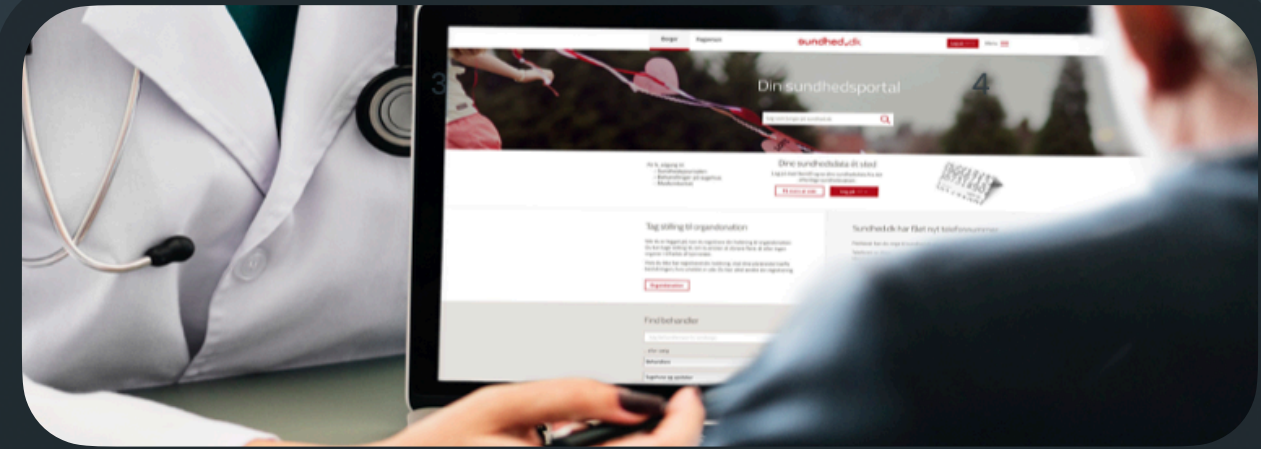
Rising cybercrime



AI adoption



XR adoption



Healthcare efficiency

Thank you!



13 January

Trifork Labs investor event @ Danske Bank

Sign up via Danske Bank

TRIFORK[®]

We change the world with software.



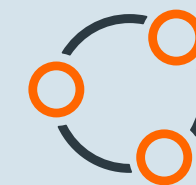
Digitalization as a long-term driver



Innovation specialists



Three decades of growth and profitability



Full-circle business model



Agile organization



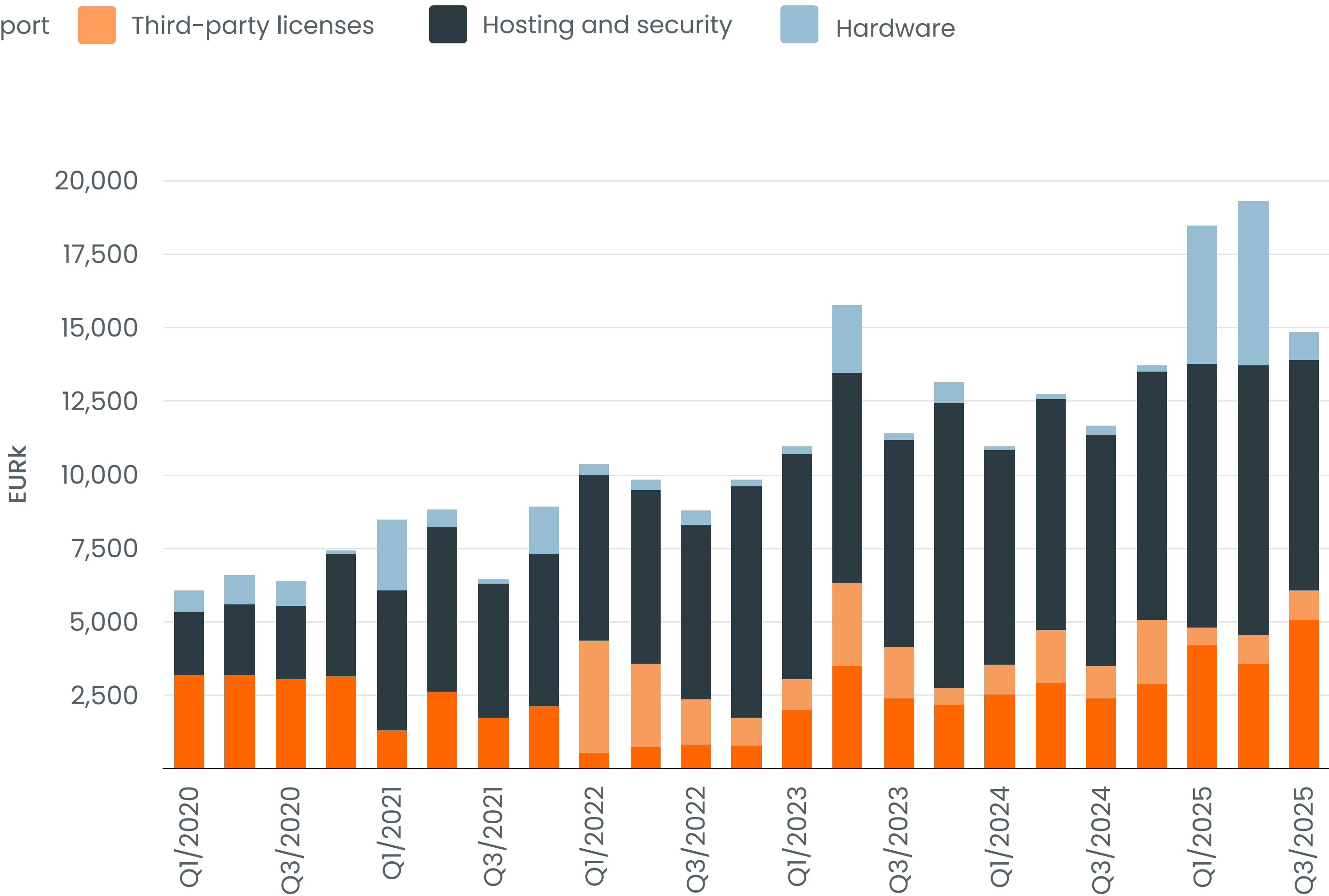
Successful and profitable innovation model



Enabling customers to become sustainable

Appendix

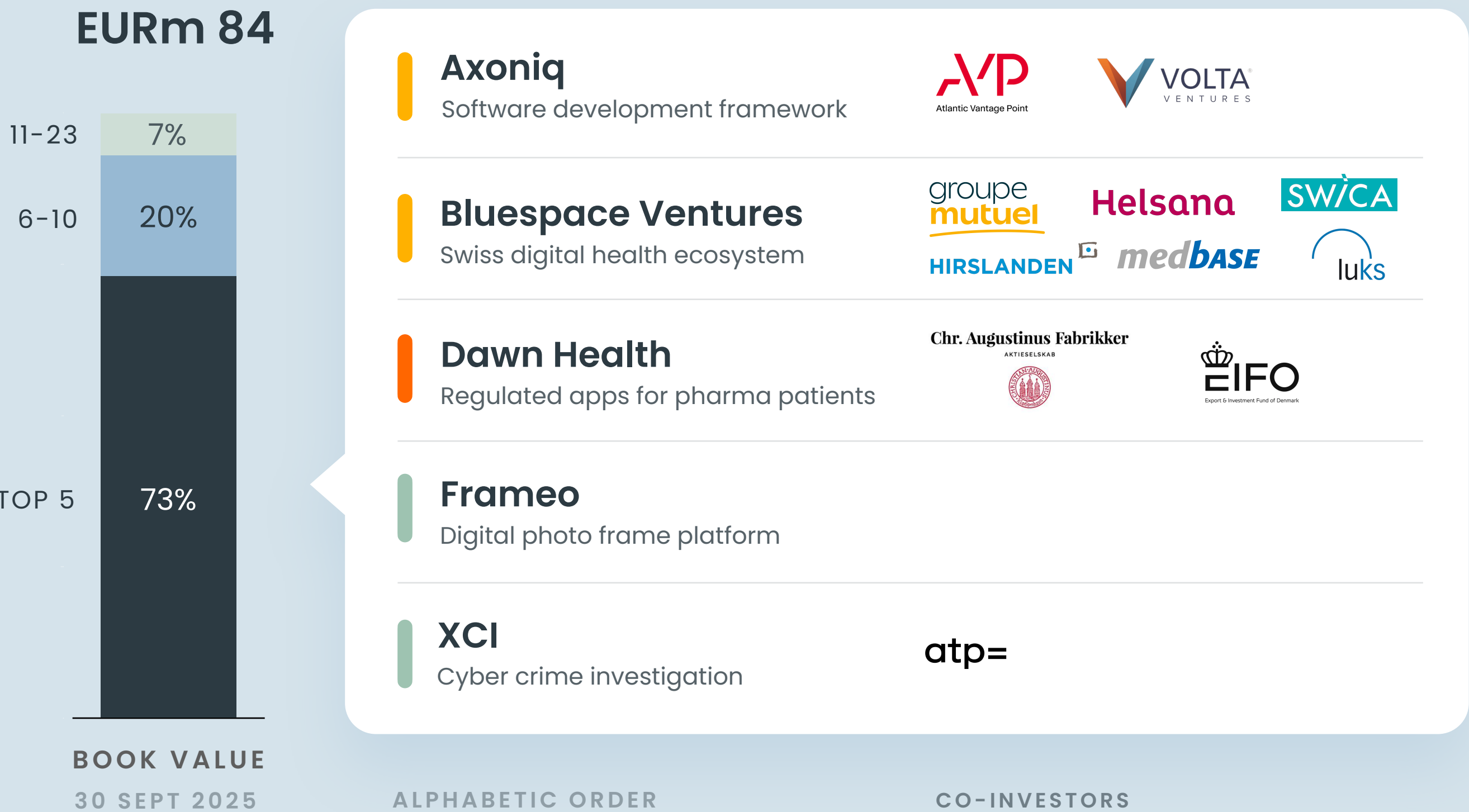
Productized revenue development



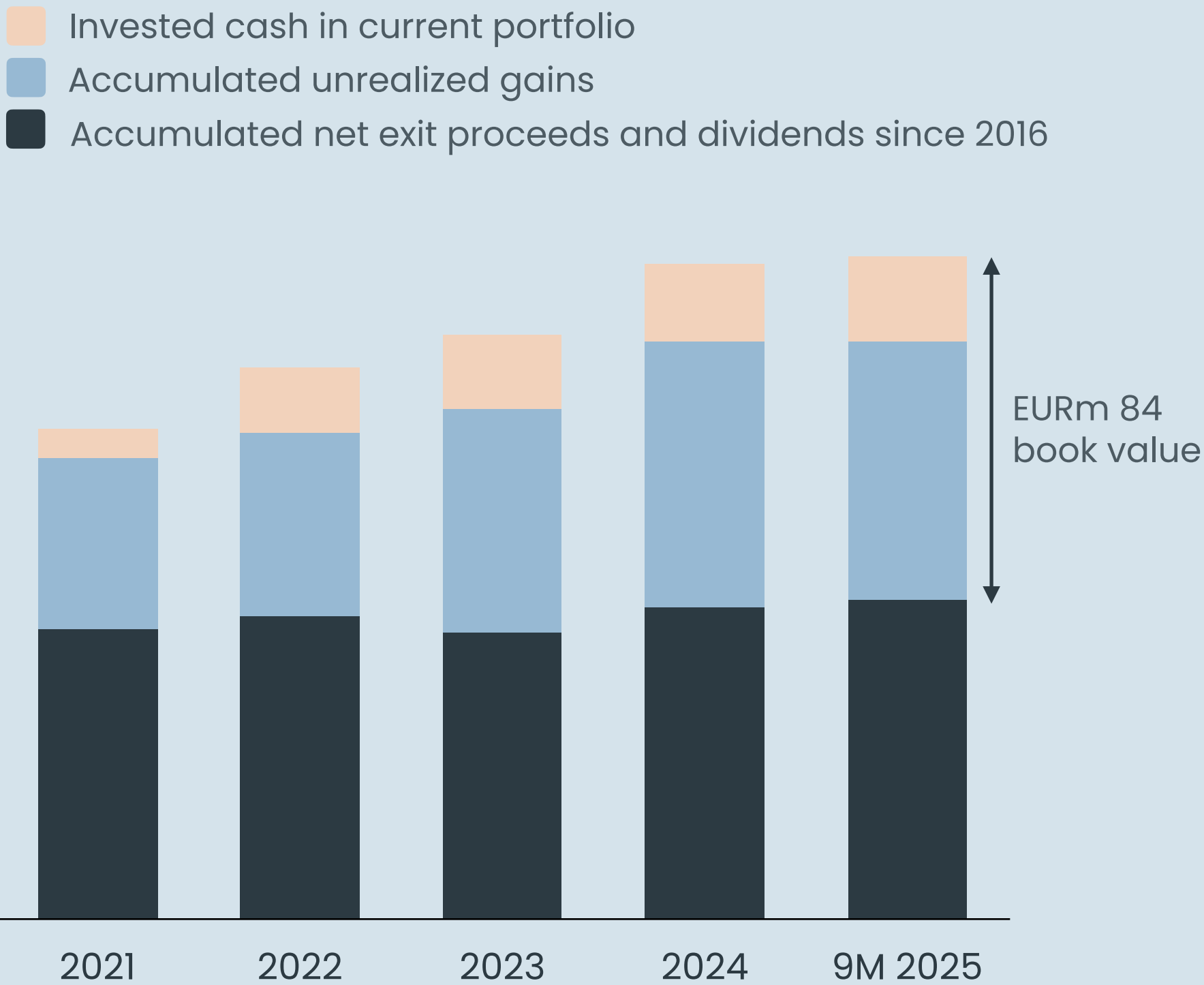
In Q3 2025, some hosting revenue was reclassified to licenses based on our Contain platform
Before Q1 2022, "Third-party licenses" were reported as part of "Licenses and support"

Portfolio is growing, overall well-financed, and exits are likely in 2026

TOP 5 OF BOOK VALUE



INVESTMENTS (EURM)



Strong operational performance in Labs Top 10

