



DNB Investor Call

Melissa Mulholland

CEO

New Crayon CEO

Melissa Mulholland

CEO Principles:

- People-first leadership
- Service transformation
- Deepening and broadening our expertise
- Agility & Innovation – Technology enthusiast

Distinguished 15-year career at Microsoft & Intel

- Led worldwide strategy and business development for cloud profitability
- Enabled 300K global partners and customers to accelerate their business transformation focused on people, process, and technology
- Upskilling that led to 3M people skilled and over 100K certifications
- Authored 12 books on building a successful cloud business
- Led project resulting in Intel being No. 1 environmental US company

Industry leader:

- Significant connections with world's top GSIs including SoftwareOne, Accenture, Cognizant, and Infosys, EY, PwC, etc.
- Named one of Norway's Top 50 Women in IT
- Board Member of SHE, Europe's largest gender diversity conference
- Real Estate business owner





We believe in
the power of
technology
to drive the
greater good



Our values

Integrity

With our actions we show integrity – we are accountable for our actions and inactions

Pace

We are customer-focused and act and execute with urgency

Quality

What we do, we do with excellence and better than anyone else

Agility

We innovate through continuous improvement & adapt quickly – yet purposefully – to change



Crayon at a Glance



20 years
of expertise in software
and cloud advisory



Publicly listed
on the Oslo Stock
Exchange



Over 600 certifications
on a wide range
of technology solutions



Over 58,000 customers
from SMB to enterprise
across all industries
segments



80% global market
coverage with over
50 offices across
35 countries



Strong relationships
and strategic
partnerships with
leading technology
vendors and cloud
partners



2000 employees
Who are experts in
their field



2020 Review





2020 Key Figures



+30 %

Gross Profit Growth

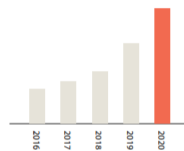
+41%

Adjusted EBITDA Growth

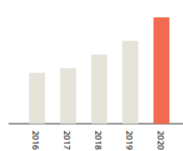
+228%

Operating Cash Conversion

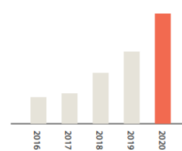
OPERATING REVENUE
In NOK billions



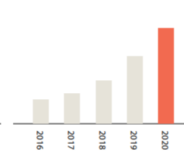
GROSS PROFIT
In NOK billions



EBITDA
In NOK millions



ADJUSTED EBITDA
In NOK millions



2020 Key Accomplishments

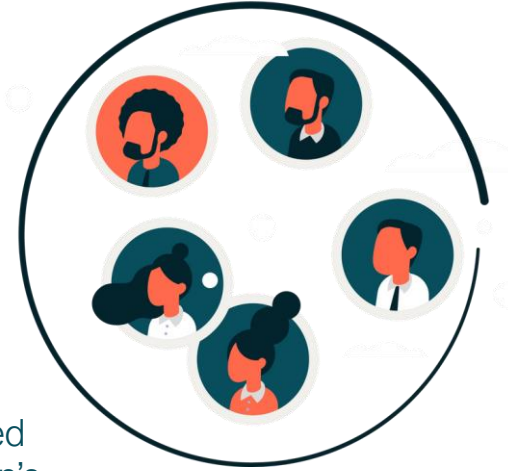
- Four record-breaking financial quarters
- Achieved revenue growth of 44% YoY in 2020, from NOK 13.6b in 2019 to NOK 19.6b
- Crossed market cap of \$1b
- Numerous significant public sector wins including \$100 million in the Philippines, EUR 140 million in the Netherlands and a sizeable deal in Finland
- Being two of the four companies named as Leaders in the Gartner Magic Quadrant for SAM Managed Services
- Expanded our AI Center of Excellence to deliver more world-class solutions globally.
- 3rd year in a row as Azure Expert MSP Provider
- Jumped 22 points on the SHE Index, reflecting our commitment to diversity
- Completed several strategic acquisitions including Sensa, Navicle and Winc
- Signed strategic agreements to strengthen our partnership with AWS and Workplace from Facebook
- Relunched a more optimized website with our new corporate brand identity



Corporate Responsibility

- UN Global Compact Company
- Our office in India distributed food and medical supplies to communities disproportionately affected by COVID-19 in India
- A team of 30 people across 21 countries committed to contributing a percentage of their gross profits to help those in need during the pandemic. This resulted in the CSCS/COR team successfully distributing 1200 food bags in the Philippines
- Created “fAIr by Design” project along with the Austrian government to use machine learning to reduce bias in creating AI solutions

- In Germany, our employees decided to use funding set aside for the annual holiday office party to be donated to the Bärenherz children's hospice in Leipzig instead
- The US team organized a food drive that garnered nearly 160 kilos of food for families during the holidays
- We also have ongoing efforts in many of our regions to raise money for fighting cancer and other illnesses.

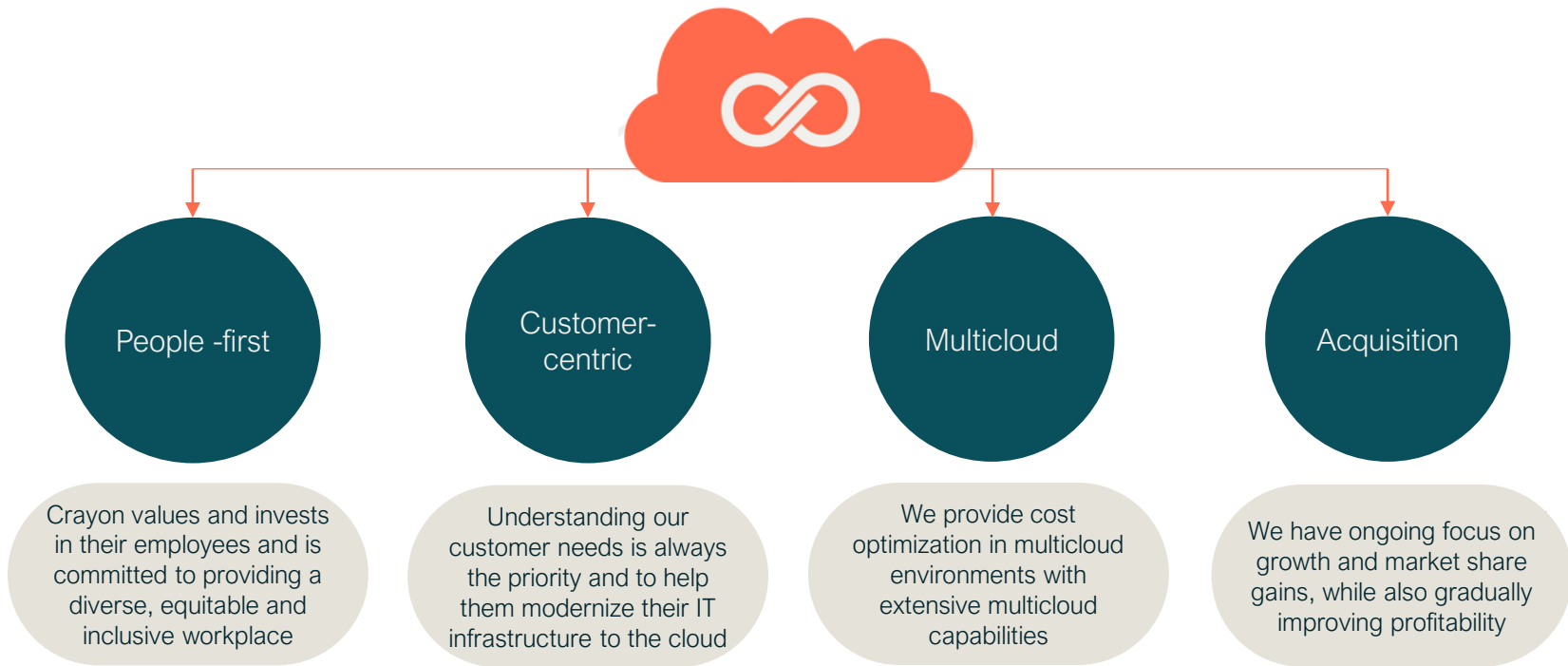




Crayon Growth Strategy



The Crayon strategy for continuous global success





4 Focused Service Pillars



Nordic Choice Hotels

Hotel chain with 200 hotels in Scandinavia and over 16,500 employees

The challenge:

- Business dramatically impacted by Covid-19, causing layoffs and an urgent need to reduce IT costs



The solution:

- Crayon Norway delivered a holistic and objective look at cost and risk reduction through a multicloud cloud economics delivery
 - AWS > 26,3K USD annual savings (22% of est. annual spend)
 - Azure > 22,5K USD annual savings (18% of est. annual spend)

Aeroflot

Aeroflot is the leader of Russian national aviation,
the de facto national airline



The challenge:

- Since effective cloud cost management requires specialized knowledge and expertise, Aeroflot required assistance in identifying potential opportunities to optimize costs and eliminate cloud cost overruns.

The solution:

- Crayon delivered a cloud economics service. Based on the data obtained, potential annual savings were identified, which amounted to 30% of the estimated costs of Aeroflot over the next 12 months.

Pig Weight Estimation

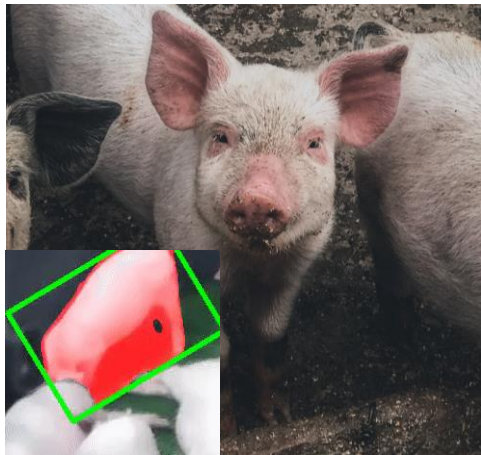
A leader in livestock and meat production wants to improve efficiency of pig farms

The challenge:

- Measuring the weight of the pig is currently manual, involves a lot of resources and is highly inaccurate.
- Increased pig stress during measurements which affects the eating habits.

The solution:

- Improve efficiency and productivity of pig farms by automating the pig weight estimation during the growth stage.
- Use Computer Vision algorithms to identify and track pigs.
- Estimate pig weight based on imaging data using Machine Learning.
- Reduced pig stress, maintained eating habits towards target growth rate.
- Efficient meat production.
- Reduced staff costs by 50%, increased profits up to 15%.



Q&A

