



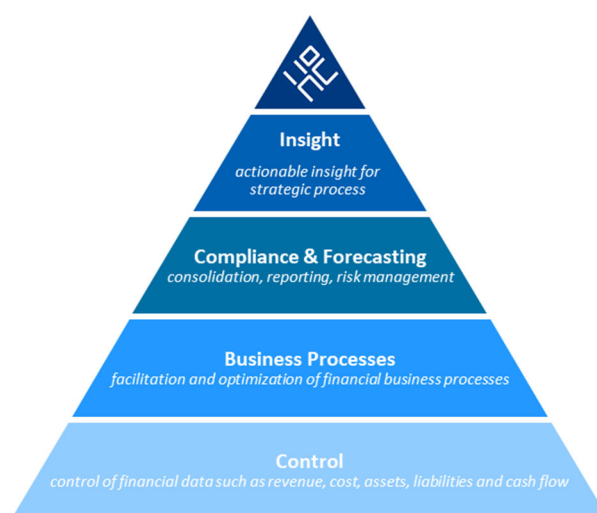
**INTERIM REPORT
Q1 2022**

House of Control – The CFO’s Best Friend

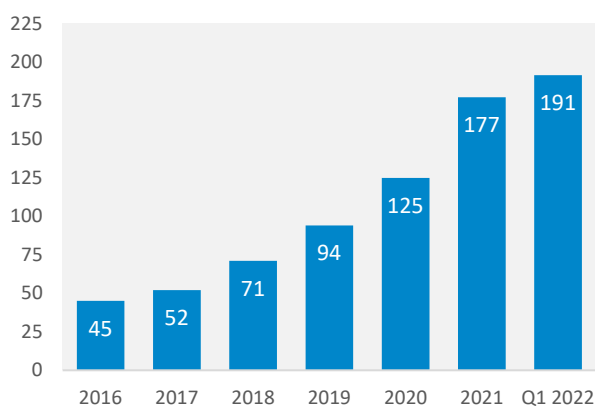
House of Control develops and sells SaaS (Software-as-a-Service) solutions. These are digital tools that the CFO can easily apply to improve the performance of the finance department and – ultimately – the whole company. The CFO toolkit contributes to at least four important tasks: Cut costs, save time, reduce risk, and improve compliance – all key ingredients of a better-working finance department. Private and public enterprises use the software to manage contracts and assets, comply with IFRS 16 requirements, communicate with suppliers, and organize procurement. House of Control’s strong revenue growth is supported by a unique salesforce, with recurring revenues accounting for approximately 94 percent of total sales.

- * Best-of-breed horizontal software for CFOs across the Nordics
- * Large and underpenetrated market opportunity with limited direct competition
- * Scalable subscription-based model with high recurring revenue
- * Consistent organic growth supported by M&A
- * Growth levers in increased penetration, upselling in existing portfolio and new products and services
- * Multiple M&A opportunities for European expansion

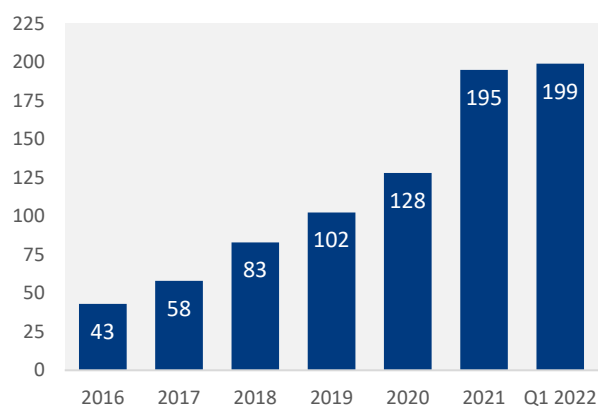
House of Control’s Product Pyramid



Revenue last 12 months (NOKm)



ARR (NOKm)*



*ARR continuing business, excluding the divested 'on-premises' business

Highlights for the first quarter 2022

- Annual recurring revenue (ARR) of NOK 199 million
 - Organic ARR growth of 20%, with divestment reducing ARR by NOK 16 million in Q1
 - ARR from new customers of NOK 6 million (8)
 - Net retention of 99% (98%)
- Revenue of NOK 54.0 million in Q1 (+36%), with organic growth of 20%
- EBITDA loss of NOK 3.0 million, with adjusted EBITDA-loss of NOK 2.0 million excluding special items
- Divested 'on-premises' contracts in March 2022 to focus on cloud-based products and save costs
- Expecting positive EBITDA in Q2 and FY 2022 and positive Cash EBITDA including capitalized R&D investments in 2023
- Growth plan to ARR of NOK 500 million by the end of 2025 is fully funded with current financing

Key figures

<i>NOK ('000), IFRS</i>	Q1 21	Q2 21	Q3 21	Q4 21	Q1 22	%	FY 2020	FY 2021	%
Recurring revenue	34 989	38 645	41 748	49 365	50 677	45 %	117 448	164 745	40 %
Other revenue	4 722	1 939	2 432	3 325	3 356		7 347	12 417	
Total revenue	39 711	40 583	44 179	52 689	54 033	36 %	124 795	177 162	42 %
Operating costs	-42 411	-40 484	-51 576	-71 080	-57 019		-143 719	-205 551	
EBITDA	-2 700	99	-7 397	-18 391	-2 987		-18 924	-28 389	
<i>EBITDA-margin</i>	-7 %	0 %	-17 %	-35 %	-6%		-15 %	-16 %	
Special items	-3 678	-3 973	-3 811	-13 362	-1 036		-27 073	-24 824	
Adjusted EBITDA	978	4 072	-3 586	-5 029	-1 951		8 149	-3 566	
<i>Adjusted EBITDA-margin</i>	2 %	10 %	-8 %	-10 %	-4%		7 %	-2 %	
Amortization PPA	-5 411	-5 963	-6 239	-8 192	-5 539		-12 966	-25 806	
Depr. / amort. tangible and intangible	-5 466	-6 272	-5 987	-6 575	-6 117		-13 845	-24 300	
Impairment	-	-	-	-52 761	-11		-	-52 761	
Total depr., amort., and impairment	-10 877	-12 235	-12 226	-67 528	-11 667		-26 811	-102 866	
Net other income	-	-	-	-	65		-	-	
Operating profit/loss, EBIT	-13 577	-12 135	-19 623	-85 919	-14 589		-45 735	-131 255	
Net financial items	-5 861	-4 999	-5 689	-5 428	-5 943		-15 926	-21 977	
Profit/loss before tax	-19 438	-17 134	-25 313	-91 347	-20 532		-61 661	-153 233	
R&D Capex	8 622	7 189	6 845	10 443	8 167		17 970	33 099	
<i>R&D Capex, % of revenue</i>	22 %	18 %	15 %	20 %	15%		14 %	19 %	
<i>NOKm</i>	Q1 21	Q2 21	Q3 21	Q4 21	Q1 22	%	FY 2020	FY 2021	%
ARR, continuing business*	135	154	171	195	199	48%	128	195	52%
New customers, ARR	8	9	5	9	6	-21%	21	31	47%
Net retention, %	98 %	99 %	100 %	100 %	99 %		98%	98%	

*ARR for the continuing business, i.e., excluding the divested on-premises business

Message from the CEO

House of Control solutions cut costs, save time, reduce risk, and improve compliance. In these uncertain times, we have never been more relevant to CFOs.

Tighter, more streamlined, and ready for growth

ARR was NOK 199 million at the end of the first quarter, having shown organic growth of 20% over the past year. This excludes the effects of the acquisitions last year and the divestment of the non-core on-premises business with effect from 1 March 2022.

While the divestment of the non-core activities lowered ARR somewhat, it tightens up the organization and sharpens the focus on our core products. It also lowers our cost base by approximately NOK 30 million on an annual basis. This will enable us to generate positive EBITDA already from the second quarter this year and show positive cash EBITDA including capitalized R&D from 2023 onwards.

We continue to work hard towards our target to build a business with NOK 500 million in ARR by the end of 2025, and the streamlining of our offering and reduction of the cost base clarifies the strategic direction and strengthens the financial fundament for our continued growth journey. Our growth plan to reach ARR of NOK 500 million by the end of 2025 is fully funded with current financing.

A pyramid of software solutions for ambitious CFOs

Following the divestment of the on-premise business, we have a product pyramid consisting entirely of cloud-based SaaS solutions designed to make life easier, compliant, and more efficient for ambitious CFOs.

We have now been in the business of customer-driven innovation for more than 15 years. We continue to develop standardized, scalable, useful, and valuable solutions together with our customers.

Together with a panel of customers we have recently improved the user-friendliness and integration opportunities for Complete Control – our market-leading tool for contract management. We want to thank our customers for their contributions in helping us to give them a seamless user experience across our different solutions.

We have also continued to strengthen our unique IFRS 16 Compliance software, which we believe is the best solution available on the market. We have now launched a pilot in selected European markets and believe this product can be a

spearhead into new geographies and open a significantly larger addressable market for us.

We are also very excited about a pilot with customers for a new subscription management solution for SaaS and other recurring revenue companies. Running a SaaS-model ourselves, we are aware of the struggles to manage price adjustments, lifecycle changes, finance and accounting, and performance measurement. We look forward to introducing the solution commercially in the second half of the year.

As high-value and sticky need-to-have products with low churn, we believe both our IFRS 16 solution and the new subscription management product will make up a significantly part of our revenue when looking a few years ahead.

In House of Control, we take the good ideas out to many customers through standardized and scalable solutions. This product strategy is tightly linked to our growth ambitions. We know that continuous ARR growth will require continuous development of our product portfolio – to increase user value and stay ahead of the competition. We also know that CFOs face several challenges, and our goal is to actively connect with them. Working with close to 2,700 unique customers, we have a great opportunity for cross-selling and up-selling of the broad product portfolio we have built over the past years.

We have streamlined our business. Today, House of Control is more focused and cost-efficient than ever. We are ready for the next steps on the path to 2025.

“Our growth plan to NOK 500 million in ARR is fully funded”



CEO Lasse Sten, House of Control

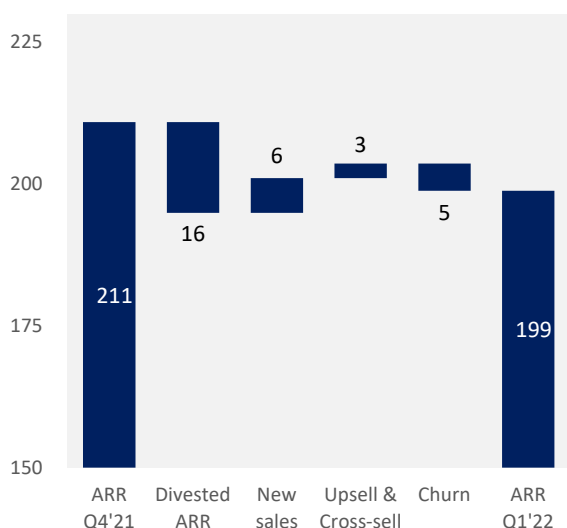
Operational review

Divestment lowered ARR

ARR declined by NOK 12 million in the first quarter to NOK 199 million. The decline was explained by the divestment of the non-core on-premises business, which reduced ARR by NOK 16 million. The negative ARR effect of the divestment was slightly higher than estimated in the interim report for the fourth quarter 2021.

ARR in the continuing business hence increased by NOK 4 million, from NOK 195 million to NOK 199 million. ARR from new sales amounted to NOK 6 million, falling somewhat below the levels seen in the first quarter last year and the previous quarter. Net retention was 99%.

Q1 ARR development, NOK million



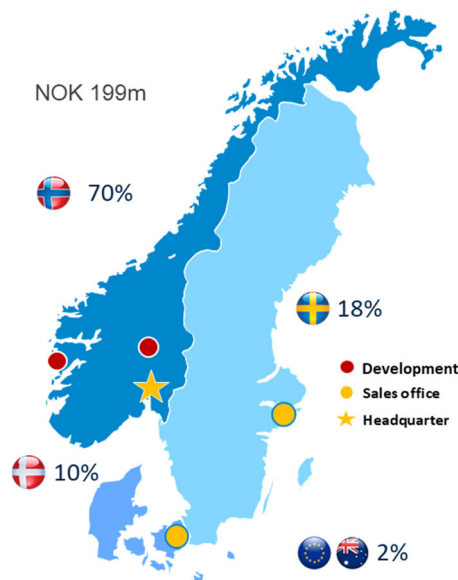
Source: Company data.

The ARR is generated from a customer base of close to 2,700 unique customers of different sizes in all kinds of sectors. The portfolio has limited concentration as the top-10 customers accounting for only around 4% of total revenue.

ARR by geography

House of Control's Scandinavian business accounts for approximately 98% of the total ARR of NOK 199 million, with Norway at NOK 139 million (70%), Sweden at NOK 36 million (18%), and Denmark at NOK 19 million (10%). The company also has NOK 5 million (2%) in ARR in Europa and Australia.

ARR by geographical area

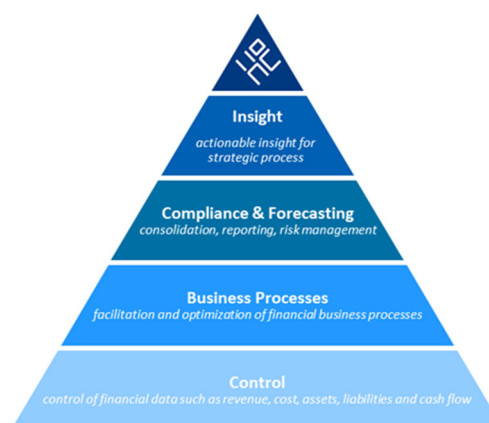


Source: Company data. Product segments

Product overview

Building on its core legacy product Complete Control, House of Control has built a strong product pyramid through acquisitions and product development. The company brands itself as «The CFOs best friend», with a product vision to provide CFOs with financial control and enable them to optimize business processes. This pyramid illustrates how the company has built a stack of solutions on top of Complete Control to expand the CFO ecosystem.

House of Control – product pyramid



Source: Company data.

CONTROL

– control system for financial data such as revenue, cost, assets, liabilities, and cash flow

House of Control's legacy product Complete Control enables CFOs to maintain the overview over all its contracts. Complete Control is a complete digital and cloud-based contract management system maintaining control throughout the contract lifecycles, making it easy to create, gather, store, and find contracts, agreements, subscriptions, leases, or any other type of agreements.

By modernizing contract management and eliminating manual routines, businesses save time, reduce risk, improve visibility and control over of income, costs and cashflows, and strengthen supplier and customer relationships. These areas accounted for NOK 136 million or 68% of total ARR.

The company is continuously improving Complete Control and recently upgraded user-friendliness and integration opportunities together with a panel of customers.

The company is currently launching a pilot program for a new subscription management software, which will enable SaaS-companies to better manage price adjustments, lifecycle changes, finance and accounting, and performance measurement of their solutions. This will enable customers to combine the subscription management software with existing CRM and ERP systems through integrations and APIs from Keyforce which was acquired by House of Control last year.

BUSINESS PROCESSES

– digitalization and optimization of processes

The business processes area comprises contract management and workflow solutions, business systems integrations, digital signature and authorization, and e-contracting and dynamic forms for procurement and supplier communication. This area accounted for NOK 33 million or around 17% of total ARR.

COMPLIANCE & FORECASTING

– consolidation, reporting and risk management

The Compliance & Forecasting segment comprises House of Control's leading IFRS 16 Compliance solution, fintech

outsourcing registers, and the budgeting and forecasting solutions. This area accounted for NOK 15 million or approximately 7% of total ARR.

The company launched a pilot with the IFRS 16 solutions in select European countries in the first quarter and believe this can be a key enabler to enter new geographical markets and cross-sell other products. The company estimates that the European total addressable market for the IFRS 16 solution and associated Complete Control licenses is more than double the current addressable market for the company's entire product portfolio in the Nordics.

INSIGHT

– actionable insight for strategic processes

The Insight portfolio offers business intelligence systems and analysis and CFO Dashboard solutions enabling CFOs to maintain overview and strengthen control. This area accounted for NOK 13 million or around 6% of total ARR.

Divested non-core assets in Q1 2022

As described in the interim report for the fourth quarter 2021, House of Control in March 2022 divested its non-core on-premises business. Following the divestment, 100% of the company's ARR is generated from cloud-based products.

The on-premises customer contracts were transferred to Cillco Technology AS, who also took over the responsibility for 26 FTEs from House of Control's subsidiary DinERP AS.

In the interim report for the fourth quarter 2021, annual recurring revenue (ARR) from the contracts included in the agreement was estimated to approximately NOK 18 million at the end of 2021, of which House of Control were to retain approximately NOK 4 million.

The net reduction in ARR revised to NOK 16 million upon completion and execution of the agreement on 1 March 2022.

As a results of the reduction of the workforce, House of control expects annual cost savings of approximately NOK 30 million.

Financial review

Results for the first quarter 2022

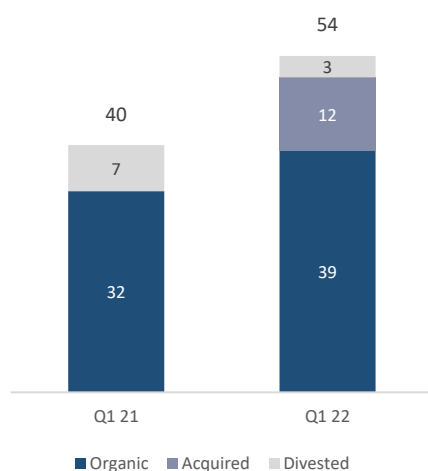
Figures in brackets relate to the corresponding period in 2021.

Revenue

House of Control reported revenue of NOK 54.0 million in the first quarter 2022 (39.7), representing 36% increase over the same quarter last year. Recurring revenue increased by 45% to NOK 50.7 million (35.0), corresponding to 94% of total revenue.

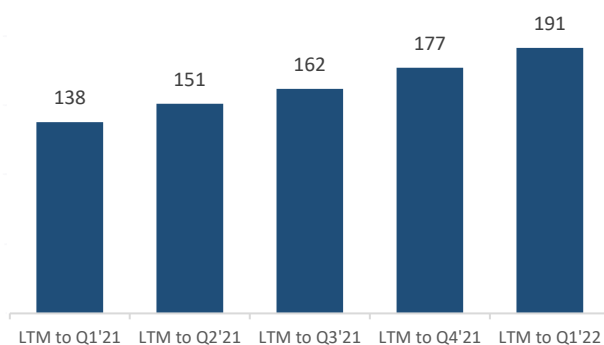
Organic revenue growth from the first quarter 2021 to the first quarter 2022 was 20%, excluding the effects of acquisitions and divestments over the past year. Activities divested with the effect from 1 March contributed NOK 3.4 million to the revenue in the quarter.

Quarterly revenue development (NOKm)



Source: Company data

Revenue last 12 months to each quarter (NOKm)



Source: Company data

Operating costs

Operating costs amounted to NOK 57.0 million in the first quarter (42.4), including special cost items of NOK 1.0 million (3.7).

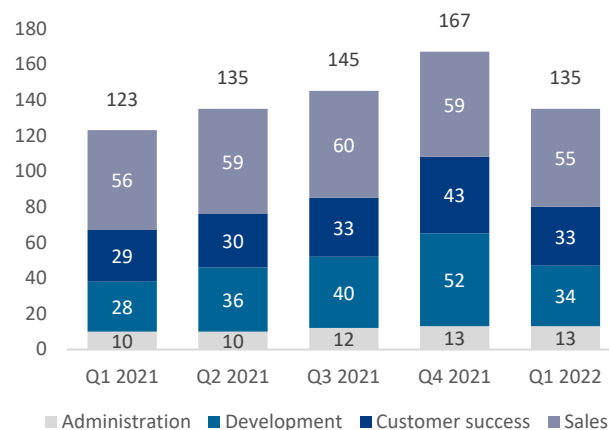
Salaries remained the main cost component at 75% of total operating expenses (77%). The transfer of 26 FTEs from House of Control's subsidiary DinERP to Cillco Technology on 1 March will reduce the cost ratio going forward.

At the end of the first quarter the company had 135 employees, which was an increase of 12 people over the past year but a decline from the end of 2021. The total numbers mask a significant shift in the composition with relatively more people in sales and customer success and fewer developers.

Special items

The company incurred certain operating costs defined as special items also in the first quarter. These had a combined negative effect of NOK 1.0 million (3.7) and included M&A costs and redundancy costs.

Number of employees



Source: Company data

EBITDA and Operating profit

Reported EBITDA showed a loss of NOK 3.0 million in the first quarter, compared to a loss of NOK 2.7 million in the same quarter 2021. Adjusted for special items, the EBITDA showed a loss of NOK 2.0 million, compared to a positive adjusted EBITDA of NOK 1.0 million in the first quarter 2021.

The divestment of on-premises contracts is expected to lower the annual cost base by approximately NOK 30 million, with a gradually increasing effect from the transfer date 1 March 2022.

The company hence expects to turn EBITDA-positive with effect from the second quarter 2022.

Amortization related to intangible assets acquired through business combinations (PPA) amounted to NOK 5.5 million in the first quarter (5.4), whereas amortization of internally generated intangible assets, depreciation of right-of-use assets and tangible assets and impairments combined amounted to NOK 6.1 million (5.5).

The sum of amortization, depreciation and impairments were hence NOK 11.7 million in the first quarter 2022, compared to NOK 10.9 million in the first quarter 2021.

The operating result or EBIT hence a loss of NOK 14.6 million for the first quarter (-13.6).

Net financial items

Net financial items were NOK -5.9 million in the first quarter 2022 (-5.9).

Results

Loss before tax was NOK 20.5 million in the first quarter 2022, compared to a loss of NOK 19.4 million in the first quarter 2021.

Cash flow

Figures in brackets relate to the corresponding period in 2021.

Cash flow from operating activities

Net cash flow from operating activities was a negative NOK 0.8 million in the first quarter, compared to a negative NOK 2.0 million in the first quarter last year. This reflects losses in the period and payment of sales commissions, partly offset by positive cash effects from changes in net working capital.

Cash flow from investing activities

Net cash flow from investing activities was a negative NOK 9.2 million in the first quarter (-8.6), of which payments for capitalized software development costs accounted for 8.2 million.

Cash flow from financing activities

Cash flow from financing activities was a negative NOK 7.3 million in the first quarter (-5.9). This reflects lease payments of NOK 3.6 million, debt repayments of NOK 0.3 million, interest payments on loans of NOK 3.2 million, other financial expenses of NOK 0.2 million.

Cash and cash equivalents overall declined to NOK 126.2 million at the end of the first quarter 2022, down from NOK 329.5 million at the end of the first quarter 2021 and NOK 143 million at the end of 2021.

Financial position

Figures in brackets relate to 31 March 2021.

Assets

Total non-current assets amounted to NOK 303.8 million at the end of the first quarter 2022 (162.4). This mainly reflects intangible assets including goodwill of NOK 228.2 million (136.2). The increase mainly reflects the acquisitions during 2021, and R&D software investments.

Right-of-use assets amounted to NOK 28.0 million (10.7), and deferred tax assets to NOK 40.0 million (14.2). Property, plant and equipment were NOK 1.3 million (0.8) and other long-term receivables NOK 6.4 million (0.5).

Current assets amounted to NOK 54.3 million at the end of the first quarter (38.8), excluding cash and cash equivalents. Cost to obtain contracts accounted for NOK 30.3 million (26.3) and trade and other receivables for NOK 23.8 million (12.3), whereas inventories remained modest at NOK 0.2 million (0.2). Cash and cash equivalents amounted to NOK 126.2 million (329.5), with the reduction reflecting the acquisitions and investments and the losses in the period.

Equity and liabilities

House of Control had total equity of NOK 199.1 million (323.4) of a total balance of NOK 484.3 million (530.7), corresponding to an equity ratio of 41% at the end of the first quarter (61%).

Total liabilities amounted to NOK 285.2 million at the end of the first quarter 2022 (207.2), of which NOK 127.2 million in non-current liabilities (99.2) and NOK 158.0 million in current liabilities (108.0) and. Non-current liabilities reflect long-term borrowings of NOK 95.9 million (89.4), non-current lease liabilities of NOK 20.3 million (6.2), and other non-current liabilities of NOK 11.0 million (3.6) which mainly reflect estimated future payments under earn-out clauses from acquisitions. Current liabilities comprised deferred revenue of NOK 80.7 million (66.9) reflecting the company's revenue model with pre-paid subscriptions, current lease liabilities of NOK 9.3 million (5.5), trade creditors of NOK 5.0 million (4.1), public duties payable of NOK 14.2 million (11.2), and other short-term liabilities of NOK 48.8 million (20.3).

Share information

At the end of the first quarter 2022, House of Control had 57.1 million shares. The 20 largest shareholders hold 86% of the shares.

20 largest shareholders

Shareholder	Shares	% Stake
Viking Venture 7 AS	10 372 500	18,2 %
Morgan Stanley & Co. LLC	8 292 825	14,5 %
The Northern Trust Comp.	3 742 934	6,6 %
Bjørk Invest AS	2 920 950	5,1 %
Dunvik AS	2 539 500	4,4 %
Goldman Sachs & Co. LLC	2 353 498	4,1 %
Viking Venture 8 AS	2 247 400	3,9 %
DZ Privatbank S.A.	2 200 000	3,9 %
The Bank of New York Mellon SA/NV	1 906 454	3,3 %
Din ERP Holding AS	1 804 766	3,2 %
Citibank, N.A.	1 618 686	2,8 %
Rbc Investor Services Trust	1 486 143	2,6 %
Viking Venture 7B AS	1 401 700	2,5 %
The Northern Trust Comp.	1 064 982	1,9 %
Danske Bank A/S	1 050 000	1,8 %
Citibank, N.A.	988 744	1,7 %
BNP Paribas	987 790	1,7 %
J.P. Morgan SE	716 986	1,3 %
J.P. Morgan SE	658 807	1,2 %
J.P. Morgan SE	633 361	1,1 %
Total	48 988 026	85,8 %
Other owners	8 111 624	14,2 %
Total	57 099 650	100 %

Risk and uncertainties

House of Control does not see material changes in financial risk factors compared to the assessment given in the Annual Report for 2021.

The Group does currently not use any financial instruments to limit credit, interest rate or exchange rate risks.

Credit risk

The Group has not experienced any significant losses on receivables. Recurring invoices are invoiced yearly in advance, and the credit risk is perceived as low. The horizontal nature of the product offering provides a highly diversified customer base with regards to industries and sectors and following the divestment of the 'on-premises' business, the ten largest customers represent around 4% of total revenues.

Interest rate risk

Long-term borrowings amounted to NOK 95.9 million per the end of the first quarter 2022, reflecting loan agreements with AshGrove Capital and Innovasjon Norge. The interest-bearing debt is denominated in NOK, and the company has not fixed the interest rate which is tied to NIBOR. The company's cash holding is held in bank accounts, also denominated in NOK.

Exchange rate risk

Exchange rate risk is limited with the current geographic footprint. Most of the company's revenues and operational expenses are in NOK. The currency baskets for revenue and operating costs are well balanced as the Danish and Swedish entities receive revenue and incur cost in local currencies.

Liquidity risk

The Group's liquidity is considered good. Cash and cash equivalents amounted to NOK 126.2 million per the end of the first quarter 2022, and the company has undrawn acquisition financing facilities of NOK 198 million. The Group's liquidity is considered good. House of Control has outlined a strategy to build a portfolio with an ARR of NOK 500 million by the end of 2025. The company's growth plan is fully financed, and it is the Board's and management' assessment that further equity financing will not be necessary to reach this goal.

Outlook

House of Control has established a leading position in the Nordic market, with a continuously broader offering of subscription-based Software-as-a-Service (SaaS) solutions enabling CFOs to improve contract management and financial control.

At the end of the first quarter 2022, the company had an annual recurring revenue base (ARR) of NOK 199 million. Organic ARR growth was 20%, adjusting for acquisitions and divestments.

The company has established a growth portfolio of fully digitized and cloud-based products across four product segments: Control, Business Processes, Compliance & Forecasting, and Insight.

House of Control has sold its non-core on-premises contracts in the first quarter 2022. This is expected to lower the annual cost base by approximately NOK 30 million, and House of

Control expects to generate positive EBITDA in 2022 and positive cash flow after investments in 2023.

This further strengthens the financial position, and the company's growth plan to reach an ARR level of NOK 500 million by the end of 2025 is fully funded.

The revenue target corresponds to approximately 25% average annual growth and will require both continued new sales and an improvement of net retention. Working with close to 2,700 unique customers, the company believes it has established a strong platform for cross-selling and up-selling of the broader product portfolio the company has built over the past years.

With increased scale the company expects operational leverage to allow for a cash EBITDA-margin of around 25% in 2025, defined as EBITDA minus capitalized R&D.

Declaration by the board of directors and CEO

We hereby confirm that, to the best of our knowledge, the interim financial statements for the period from 1 January to 31 March 2022 have been prepared in accordance with IFRS, and that the information in the financial statements gives a true and fair view of the group's assets, liabilities, financial position and profit or loss taken as a whole.

We also confirm that, to the best of our knowledge, the interim report for the first quarter 2022 gives a true and fair view of important events in the accounting period and their influence on the interim report for the periods, as well as the principal risks and uncertainties facing the business in the next accounting period.

The Board of Directors of House of Control Group AS
Oslo 27 April 2022



Digitally signed with technology
from House of Control

Erik Fjellvær Hagen (sign)
Board Member

Jostein Vik (sign)
Chairman of the Board

Heidi Thaulow (sign)
Board Member

Radmila Stoltz (sign)
Board Member

Øyvind Bauer (sign)
Board Member

Lasse Sten (sign)
CEO

Interim condensed consolidated financial statements

Consolidated Statement of Comprehensive Income

<i>Amounts in NOK 1000</i>		First quarter 2022	First quarter 2021	Full year 2021
Revenue	3, 5	54 033	39 711	177 162
Total operating revenue		54 033	39 711	177 162
Operational service expenses	3	2 429	393	4 076
Personnel expenses	3, 6	42 864	32 515	154 982
Other operating expenses	3	11 727	9 503	43 089
Transaction related costs	3	-	-	3 404
Total operating expenses		57 019	42 411	205 551
Earnings before interest, tax, depr. and amort. ("EBITDA")		-2 987	-2 700	-28 389
Depreciation and amortization	4	11 656	10 877	50 105
Impairment losses		11	-	52 761
Net other income		65	-	-
Operating profit / (loss)		-14 589	-13 577	-131 256
Financial income		123	86	1 433
Financial expenses	7	6 066	5 947	23 410
Net financial items		-5 943	-5 861	-21 977
Profit / (Loss) before income tax		-20 532	-19 438	-153 233
Income tax		-4 549	-4 276	-32 398
Profit / (Loss) for the year		-15 982	-15 162	-120 835
Other comprehensive income				
<i>Items that may be reclassified to profit or loss in subsequent periods:</i>				
Translation differences on foreign operations		-1 390	200	-1 420
Other comprehensive income		-1 390	200	-1 420
Total comprehensive income for the year		-17 372	-14 962	-122 255
Earnings per share in NOK:				
Basic earnings per share		-0,28	-0,27	-2,12
Diluted earnings per share		-0,28	-0,27	-2,12

Consolidated Statement of Financial Position

<i>Amounts in NOK 1000</i>	Note	31 March 2022	31 March 2021	31 December 2021
Assets				
Intangible assets including goodwill	4	228 177	136 150	231 895
Property, plant & equipment		1 265	820	838
Right-of-use assets		27 996	10 721	22 718
Deferred tax assets		39 964	14 171	35 058
Other long-term receivables	7	6 381	548	7 071
Total non-current assets		303 782	162 411	297 580
Cost to obtain contracts	6	30 273	26 295	32 155
Inventories		184	188	184
Trade and other receivables		23 811	12 289	30 897
Cash and cash equivalents		126 243	329 492	143 049
Total current assets		180 511	368 264	206 284
Total assets		484 293	530 675	503 864

<i>Amounts in NOK 1000</i>	Note	31 March 2022	31 March 2021	31 December 2021
Equity and Liabilities				
Share capital	8	11 420	11 408	11 420
Share premium	8	438 716	438 351	438 716
Other equity	8	-250 998	-126 333	-233 626
Total equity		199 137	323 426	216 510
Interest bearing debt	7	95 871	89 386	95 781
Non-current lease liabilities	7	20 320	6 207	15 913
Other non-current liabilities		10 984	3 635	22 781
Total non-current liabilities		127 175	99 228	134 475
Current lease liabilities	7	9 266	5 497	8 198
Deferred revenue		80 734	66 869	77 229
Trade creditors		5 019	4 096	5 320
Public duties payable		14 190	11 236	22 335
Other short-term liabilities	7	48 771	20 322	39 798
Total current liabilities		157 981	108 021	152 880
Total liabilities		285 156	207 249	287 355
Total equity and liabilities		484 293	530 675	503 864

Consolidated Statement of Changes in Equity

<i>Amounts in NOK 1000</i>	Share capital	Share premium	Other reserves	Retained earnings	Total equity
Equity as at 1 January 2021	11 383	437 489	-394	-110 977	337 500
Profit YTD	-	-	-	-15 162	-15 162
Translation differences	-	-	200	-	200
Total comprehensive income for the year	-	-	200	-15 162	-14 962
Capital increases (net of transaction costs)	25	862	-	-	887
Employee share options	-	-	-	-	-
Transactions with owners	25	862	-	-	887
Equity as at 31 March 2021	11 408	438 351	-194	-126 139	323 426
Equity as at 1 January 2022	11 420	438 716	-1 815	-231 812	216 510
Profit YTD	-	-	-	-15 982	-15 982
Translation differences	-	-	-1 390	-	-1 390
Total comprehensive income for the year	-	-	-1 390	-15 982	-17 372
Capital increases (net of transaction costs)	-	-	-	-	-
Employee share options	-	-	-	-	-
Transactions with owners	-	-	-	-	-
Equity as at 31 March 2022	11 420	438 716	-3 205	-247 794	199 137

Consolidated Statement of Cash Flow

<i>Amounts in NOK 1000</i>	Note	First quarter 2022	First quarter 2021	Full year 2021
Cash flow from operating activities				
Profit/(loss) before tax		-20 532	-19 438	-153 233
Taxes paid		-	-	-209
Depreciation and amortization	4	11 656	10 877	50 105
Impairment losses		11	-	52 761
Interest and other financial items		5 943	4 327	15 318
Changes in inventories		-	-	4
Changes in trade receivables		7 657	-290	-7 446
Changes in trade payables		-301	176	-705
Changes in other balance sheet items		-5 263	2 373	12 637
Net cash flow from operating activities		-829	-1 975	-30 768
Cash flow from investing activities				
Internally generated intangible assets	4	-8 167	-8 622	-33 099
Net purchase of tangible assets		-514	36	-222
Acquisition of subsidiaries, net of cash acquired		-	-	-98 178
Changes in other non-current liabilities		-538	-	-6 493
Net cash flow from investing activities		-9 220	-8 586	-137 992
Cash flow from financing activities				
Repayment of borrowings	7	-313	-313	-11 806
Principal element of lease payment		-2 891	-1 425	-6 742
Interest element of lease payment		-695	-280	-1 928
Financing costs of long term loans		-207	-756	-3 041
Interest payment on long term loans		-3 208	-4 048	-13 391
Net proceeds from share issuance		-	887	1 264
Net cash flow from financing activities		-7 313	-5 933	-35 644
Exchange gains/losses on cash and cash eq.		556	-693	773
Net change in cash and cash equivalents		-16 806	-17 188	-203 631
Cash and cash equivalents at beginning balance		143 049	346 680	346 680
Cash and cash equivalents at ending balance		126 243	329 492	143 049

Notes to the House of Control financial statements

Note 1 - Reporting entity

The reporting entity reflected in these consolidated financial statements comprises House of Control Group AS (the "Company") and consolidated subsidiaries (the "Group"). The parent company, House of Control Group AS, is a publicly listed company on the Euronext Growth in Oslo. The Group's corporate headquarters is at Høvik, Norway.

The Group has operations in Norway, Sweden and Denmark and develops and sells Software-as-a-Service ("SaaS") solutions providing financial control and facilitating optimization of business processes.

The interim consolidated financial statements were approved by the Board on 27 April 2022.

Note 2 - Basis for preparation

These consolidated interim financial statements for the Group as of and for the period ended 31 March 2022 are prepared in accordance with International Financial Reporting Standards (IFRS) and IAS 34 Interim Financial Reporting as endorsed by the European Union (EU).

The accounting principles used in the interim financial statements are consistent with those used in the 2021 Consolidated Financial Statements prepared in accordance with IFRS.

As the interim financial statements do not include all the information and disclosures required in the annual financial statements, they should be read in conjunction with the 2021

Financial Statements. The interim financial statements are unaudited, except the annual 2021 figures that have been derived from the audited annual financial statements for 2021.

The preparation of financial statements in conformity with IFRS requires management to make judgments, estimates and assumptions. Actual results may differ. In preparing these interim financial statements, significant judgments made by the management in applying the Group's accounting policies and the key sources of uncertainty in the estimates were consistent with those described in the 2021 Consolidated Financial Statements prepared in accordance with IFRS.

Note 3 - Segment information

Operating segments

The Group discloses segment information based upon the following reportable segments in accordance with IFRS 8: Norway, Sweden and Denmark. For more information about

the segments and the Group's chief operating decision maker (CODM), please refer to the Consolidated Financial Statement at 31 December 2021.

As of and for the period ended 31 March 2022

<i>NOK 1000</i>	Norway	Sweden	Denmark	Total
Revenue from customer contracts	39 778	9 700	4 554	54 033
Operating revenue	39 778	9 700	4 554	54 033
Personnel costs	34 266	6 295	2 303	42 864
Operational service expenses and other operating expenses	11 177	2 055	924	14 156
Transactions related costs	-	-	-	-
Total operating expenses	45 443	8 350	3 226	57 019
Earnings before interest, tax, depr. and amort. ("EBITDA")	-5 665	1 351	1 328	-2 987
Working capital				
Current assets	151 894	17 842	10 775	180 511
Current liabilities	132 998	16 048	8 935	157 981
Net working capital	18 895	1 794	1 841	22 530

As of and for the period ended 31 March 2021

<i>NOK 1000</i>	Norway	Sweden	Denmark	Total
Revenue from customer contracts	31 910	4 117	3 684	39 711
Operating revenue	31 910	4 117	3 684	39 711
Personnel costs	26 126	3 469	2 919	32 515
Operational service expenses and other operating expenses	7 228	2 130	538	9 896
Transactions related costs	-	-	-	-
Total operating expenses	33 354	5 599	3 458	42 411
Earnings before interest, tax, depr. and amort. ("EBITDA")	-1 444	-1 483	226	-2 700
Working capital				
Current assets	356 883	6 837	4 544	368 264
Current liabilities	72 085	27 754	8 183	108 021
Net working capital	284 798	-20 917	-3 638	260 243

Note 4 - Intangible assets

<i>NOK 1000</i>	Goodwill	Capitalized Development Costs	Customer Contracts and Relationships	Order Backlog	Total
Acquisition cost 1 January 2022	88 894	228 165	77 571	6 303	400 932
Additions	-	8 167	-	-	8 167
Divestment of 'on premises' contracts*	-	-45 593	-25 641	-	-71 234
Allocation of transaction price due to divestment*	-	-7 461	7 461	-	-
Translation differences	-1 009	-772	-466	-166	-2 413
Acquisition cost 31 March 2022	87 884	182 507	58 924	6 137	335 452
Acc.amort. & write-downs 1 January 2022	-	119 720	48 601	716	169 037
Amortization of the period	-	7 315	1 415	511	9 241
Amortization of government grants	-	289	-	-	289
Divestment of 'on premises' contracts*	-	-45 593	-25 641	-	-71 234
Translation differences	-	-33	-12	-14	-59
Acc.amort. & write-downs 31 March 2022	-	81 698	24 364	1 214	107 275
Net book value 1 January 2022	88 894	108 445	28 970	5 586	231 895
Net book value 31 March 2022	87 884	100 809	34 561	4 923	228 177
Economic life	Indefinite	5 and 10 years	10 years	3 years	
Amortization method		Straight line method	Straight line method	Straight line method	

*** Divestment of 'on premises' customer contracts**

On 27 January 2022, House of Control Group announced the closing of an agreement with Cillco Technology AS for transfer of assets owned by the subsidiary DinERP AS. Cillco Technology AS is a newly incorporated company founded by DinERP employees who have taken over 'on-premises' customer contracts outside of the House of Control Group's core business as well as 26 employees from the subsidiary DinERP AS. The agreement with Cillco Technology was effective from 1 March 2022. Cillco Technology has retained the responsibility to service and further develop the above-mentioned SaaS solutions developed by DinERP that will continue to be marketed and sold by House of Control Group.

The divestment was a strategic step to focus on the Group's core products, and improved utilization of the Group's sales organization to strengthen further growth. The divestment will have significant positive effects on the Group's operations and finances. DinERP achieved a positive profit before income tax already in March 2022, after the transaction was effective from 1 March 2022.

At 1 March 2022 the remaining book value of capitalized development costs was NOK 7.5 million considered impairment losses recognized at 31 December 2021. The remaining value was estimated based on future expected cash flow from the remaining business in DinERP AS in cooperation with Cillco Technology AS as the agreement was taken into account as a subsequent event in the consolidated annual report of 2021, reflecting the value of the transaction price related to the divestment. In exchange for the developed technology transferred to Cillco Technology AS the Group will receive revenue from customer contracts with a future expected cash flow of NOK 7.5 million. The remaining book value of "Capitalized Development Costs" in DinERP AS is therefore transferred to "Customer Contracts and Relationships" to reflect the value of the transaction with Cillco Technology AS.

Note 5 - Revenue from contracts with customers

The Group's revenue from contracts with customers is presented in product categories in the table below.

Acquisitions of subsidiaries and a high focus of research and development has given the Group several new product

categories in 2021 and 2022. Despite that, the main part of revenue is still generated from the SaaS Solution Complete Control. Relevant product categories is therefore categorised in "Complete Control licenses" and "Other provided licenses and services".

<i>NOK 1000</i>	First quarter 2022	First quarter 2021
Complete Control licenses	35 972	29 392
Other provided licenses and services	18 061	10 319
Total	54 033	39 711

Note 6 - Cost to obtain contracts

Incremental costs of obtaining a contract

<i>NOK 1000</i>	31 March 2022	31 December 2021
Costs as of 1 January	32 155	25 277
Additions	4 056	25 281
Amortization	-5 938	-18 403
Cost to obtain contracts at the balance sheet date	30 273	32 155

Note 7 - Interest bearing debt

Both the loan and the Capital and Acquisition Facility have a five year maturity and fall due on 18 December 2024, with no installments during the outstanding period.

House of Control Group AS has pledged all material assets, including but not limited to shares in subsidiaries, bank

accounts and intercompany receivables as security for the facilities.

The Group are in compliance with all covenants as of 31 March 2022.

Specification of non-current and current interest bearing debt

NOK 1000	31 March	31 December
	2022	2021
Non-current loans*	95 871	95 781
Non-current lease liabilities	20 320	15 913
Current portion of loans	1 250	1 250
Current lease liabilities	9 266	8 198
Total interest-bearing debt	126 707	121 142
Changes in liabilities arising from financing activities	5 566	19 220

* Non-current loans consist of long-term borrowing from AshGrove Capital of NOK 102 million less capitalized finance costs of NOK 6.8 million, and non-current portion of loan from Innovasjon Norge of NOK 0.6 million. The Group's Capital and Acquisition Facility ("CAF") is considered by the Group to be a liquidity reserve. Therefore, the fees related to the CAF are capitalized as a prepayment for liquidity services and amortized over the outstanding period of the facility. In the balance sheet as pr 31 March 2022 and 31 December 2021 capitalized fees are therefore classified as non-current receivables.

Collateral and security as of 31 December

NOK 1000	31 March	31 December
	2022	2021
Book value of debt with collateral security:		
Loan and Capital Acquisition Facility from AshGrove Capital	95 246	94 844
Loan from Innovasjon Norge	1 875	2 188
Total book value of loans	97 121	97 031
Book value of assets included as security in House of Control Group AS:		
Cash and Cash equivalents	72 019	92 908
Intercompany receivables	250 665	240 318
Shares in subsidiaries	142 807	142 807
Total book value of security	465 490	476 033

Note 8 - Share information

Total shares outstanding

	31 March 2022	31 December 2021
Number of shares outstanding at 1 January	57 099 650	56 913 200
New shares issued	-	186 450
Number of shares outstanding	57 099 650	57 099 650

Shareholders at 31 March 2022

Shareholders	Shares	Ownership %
Viking Venture 7 AS	10 372 500	18,2 %
Morgan Stanley & Co. LLC	8 292 825	14,5 %
The Northern Trust Comp.	3 742 934	6,6 %
Björk Invest AS	2 920 950	5,1 %
Dunvik AS	2 539 500	4,4 %
Goldman Sachs & Co. LLC	2 353 498	4,1 %
Viking Venture 8 AS	2 247 400	3,9 %
DZ Privatbank S.A.	2 200 000	3,9 %
The Bank of New York Mellon SA/NV	1 906 454	3,3 %
Din ERP Holding AS	1 804 766	3,2 %
Citibank, N.A.	1 618 686	2,8 %
Rbc Investor Services Trust	1 486 143	2,6 %
Viking Venture 7B AS	1 401 700	2,5 %
The Northern Trust Comp.	1 064 982	1,9 %
Danske Bank A/S	1 050 000	1,8 %
Citibank, N.A.	988 744	1,7 %
BNP Paribas	987 790	1,7 %
J.P. Morgan SE	716 986	1,3 %
J.P. Morgan SE	658 807	1,2 %
J.P. Morgan SE	633 361	1,1 %
Total	48 988 026	85,8 %
Other (ownership percentage < 1%)	8 111 624	14,2 %
Total shares	57 099 650	100,0 %

Note 9 - Commitments**Office lease contract in Glostrup, Denmark**

On 8 June 2021, the Group signed a new lease contract for office rental in Glostrup, Denmark that will replace the existing rented office for the subsidiary House of Control Denmark A/S. The contract period is five years with commencement date planned at 1 April 2022. Yearly lease payment for the first years of the lease period is NOK 1.5 million.

Extended lease contract for the head office at Høvik, Norway

On 2 March 2022 the Group agreed on an extended lease contract for the Group's head office at Høvik, Norway, effective from 1 April 2022. Due to this the yearly lease payment increases by NOK 0.8 million.

Note 10 - Subsequent events

There have been no material events subsequent to the reporting period that might have a significant effect on the interim consolidated financial statements for the first quarter of 2022.

Alternative Performance Measures (APM)

This section includes information about Alternative Performance Measures (APM) applied by the Group.

These Alternative Performance Measures are shown to improve the ability of stakeholders to evaluate the Group's financial performance. The Group applies the following APMs;

Organic revenue growth

Organic revenue growth is used to measure the Group's ability to grow by additional sales to existing and new customers, as opposed to growth through acquisitions. Organic growth is defined as revenue adjusted for the effects from acquisitions, divestments and foreign currency effects. Organic growth is an important performance measure to House of Control and to stakeholders as it illustrates the underlying operational growth by excluding effects related to acquisition and other non-operational items. Organic revenue exclude revenues from DinERP in both 2022 and 2021 because the Group agreed on divestment of DinERP's 'on-premises' contracts in January 2022.

<i>Amounts in NOK 1000</i>	First quarter 2022	First quarter 2021
Revenue	54 033	39 711
Excluding revenue consolidated from acquired and divested companies	-15 285	-7 402
Sum organic revenue	38 748	32 308

Organic revenue growth	20 %
-------------------------------	-------------

Annual recurring revenue (ARR)

Annual recurring revenue (ARR) is the value of the contracted recurring revenue components of subscriptions at any given point in time, normalized to a one year period, including certain transaction based revenues tied to the subscriptions.

ARR is calculated based on monthly subscriptions fee for the ending period multiplied by 12 in order to represent an annualized figure. The Group presents ARR because it considers it to be an important supplemental measure for stakeholders to understand the overall picture of revenue generation in the Group's operating activities. ARR exclude revenues from DinERP in both 2022 and 2021 because the Group agreed on divestment of DinERP's 'on-premises' contracts in January 2022.

<i>Amounts in NOK 1000</i>	31 March 2022	31 March 2021
Annual recurring revenue (ARR)	198 829	151 036
Excluding ARR consolidated from acquired and divested companies	-37 877	-16 451
Sum organic annual recurring revenue (ARR)	160 951	134 585

Organic ARR growth	20 %
---------------------------	-------------

EBITDA and Adjusted EBITDA

The Group's earnings before interest, tax, depreciation and amortization (EBITDA) is used to provide consistent information on House of Control's operating performance relative to other companies and frequently used by analysts, investors and other stakeholders. EBITDA includes total operating revenue. It excludes depreciation, amortization and impairment loss. For a reconciliation of EBITDA refer to the consolidated statement of comprehensive income.

Adjusted EBITDA is a measurement which is used in the internal reporting to management which is also considered to be relevant for external stakeholders. Adjusted EBITDA is used to better show the underlying performance, as it adjusts for certain items that are considered extraordinary, such as acquisition of companies and other non-recurring cost. House of Control's definition of adjusted EBITDA may differ from that of other companies.

EBITDA Margin is defined as EBITDA as a percentage of revenues. EBITDA Margin is a non-IFRS financial measure that the Group considers to be an APM, and which should not be viewed as a substitute for any IFRS financial measure. The Group presents this APM because it considers it to be an important supplemental measure for prospective investors to understand the overall picture of profit generation in the Group's operating activities.

Adjusted EBITDA Margin is defined as Adjusted EBITDA as a percentage of revenues. Adjusted EBITDA Margin is a non-IFRS financial measure that the Group considers to be an APM, and which should not be viewed as a substitute for any IFRS financial measure. The Group presents this APM because it considers it to be an important supplemental measure for prospective investors to understand the overall picture of profit generation in the Group's operating activities.

<i>Amounts in NOK 1000</i>	First quarter 2022	First quarter 2021	Full year 2021
Revenue	54 033	39 711	177 162
EBITDA	-2 987	-2 700	-28 389
EBITDA margin	-6 %	-7 %	-16 %
Total special items	1 036	3 678	24 824
Adjusted EBITDA	-1 951	978	-3 566
Adjusted EBITDA margin	-4 %	2 %	-2 %