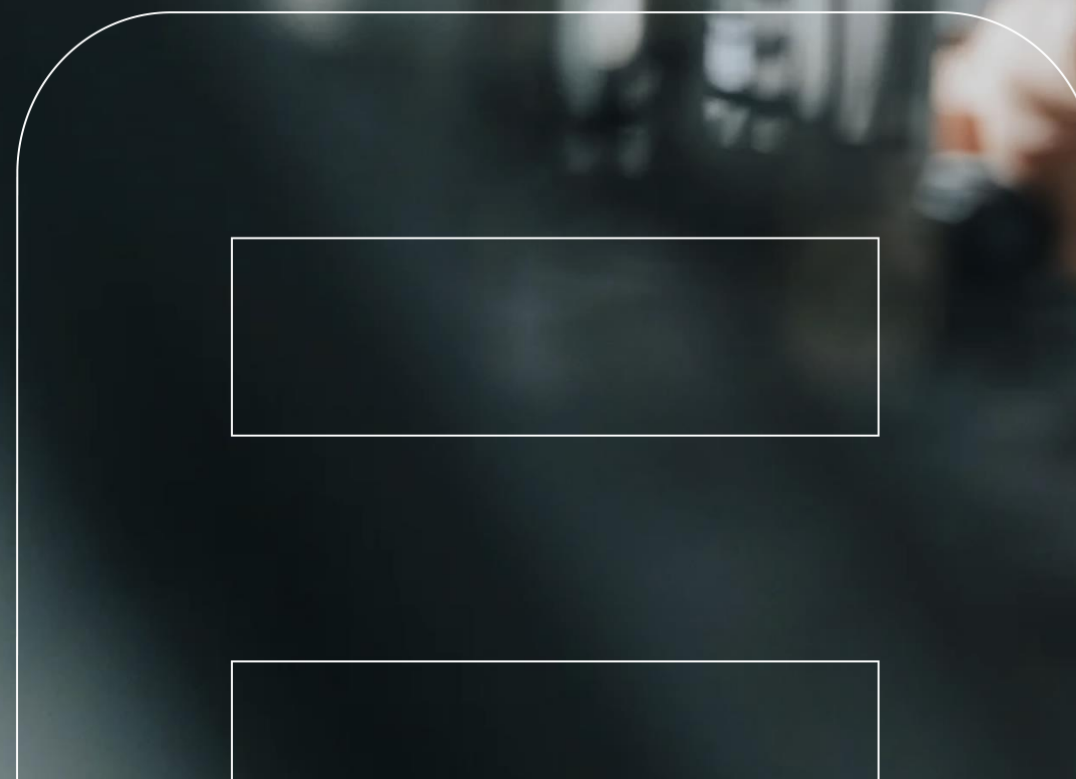


Presentation Q4 2024

17 February 2025



Fourth quarter: An important and strong quarter for Ratos with major one-offs

- EBITA Q4 2023 – positive one-off of SEK 1,656m related to Aibel
- EBITA Q4 2024 – negative one-offs of SEK 256m related to Plantasjen, Knightec Group and TFS
- Merger of Knightec and Semcon to Knightec Group
- Merger of HENT and SSEA Group to Sentia
- Plantasjen restructuring in line with plan
- Acquisition of the minority holding in Presis Infra (from 72% to 97%)

Fourth quarter: Increased earnings and strong cash flows in a significant quarter

- Adjusted EBITA increased with 23% to SEK 401m (326)
- Adjusted EBITA-margin of 5.2% (4.1%)
- Adj EBITA Corebusiness (excl Consumer) SEK 610m (491)
- Adj EBITA-margin Corebusiness of 9.0% (7.1%)
- Continued strong development in the segment Industrial Services
- Strong quarter in the segment Construction
- Net sales declined 3%, whereof organic -5%. Structural effects of +2%
- Cash flow from operating activities was SEK 1,403m (882) which corresponds to a cash conversion of 350%
- ROCE 10.1% (10.0%)
- ROIC 7.5% (7.4%)

Full year: Increased earnings and strong cash flows

- Profit increases in all segments except in Consumer
- Adjusted EBITA increased with 4% to SEK 2,329m (2,244)
- Adjusted EBITA-margin of 7.2% (6.7%)
- Adj EBITA Corebusiness increased with 8% SEK 2,269m (2,109)
- Adj EBITA-margin Corebusiness of 8.5% (7.6%)
- Net sales declined 5%, whereof organic -5%. Structural effects of +1%
- Good order backlog and order intake, in Construction & Services
- Cash flow from operating activities was SEK 3,445m (4,275) which corresponds to a cash conversion of 148%
- The board proposes – dividend for 2024 of SEK 1.35 (1.25) per share

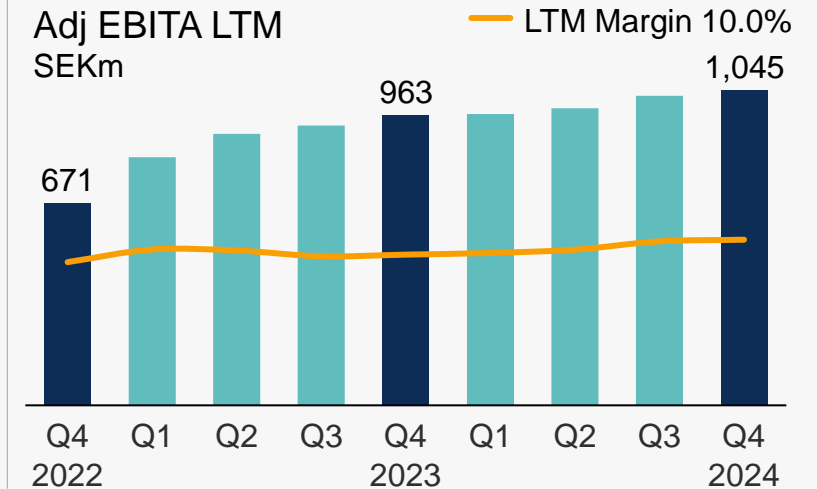
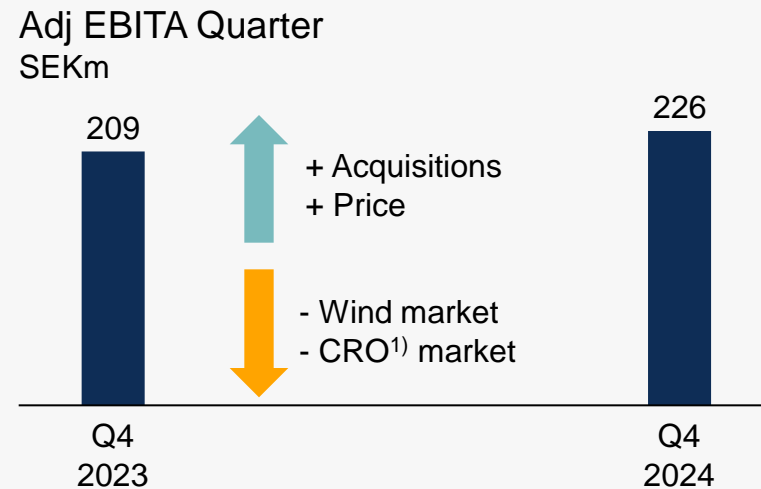
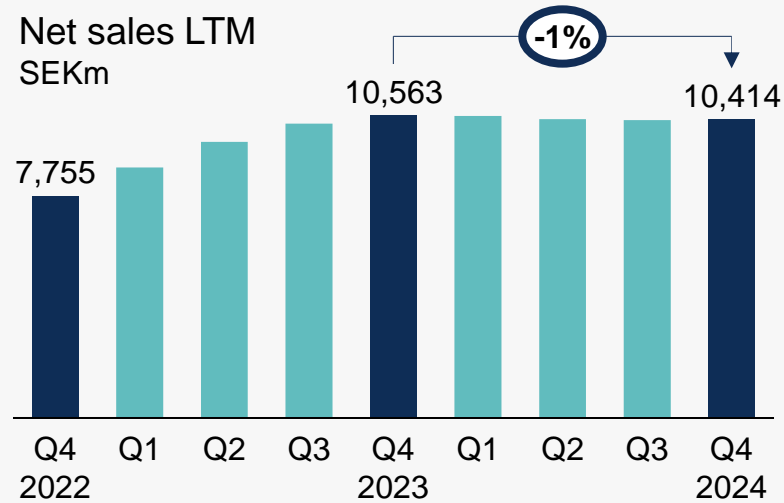
Business Areas

Industry: Good development for the Technical consultancy companies

Segments: Industrial Services and Product Solutions

Comments

- Net sales flat, whereof -6% organic and 6% structural
- Positive organic growth of 4% in the Technical consultancy companies
- Continued low net sales in wind market and CRO market – cost efficiency measures in TFS
- Adj EBITA SEK 226m (209), increase of 8%
- Adj EBITA increase of 21% in Industrial Services, strong development for Knightec Group
- Adj EBITA-margin 8.8% (8.1%) and FY 10.0% (9.1%)



¹) CRO - contract research organization

Segment financials - Industry Q4 2024

Industrial Services

Net Sales



Net sales SEK 1,369m (1,415), -3%
Share of total group sales 18%

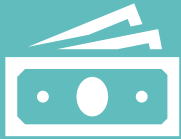
Sales was negatively affected by
weak CRO market

Product Solutions

Net sales SEK 1,219m (1,166), +5%
Share of total group sales 16%

Sales growth driven by acquisitions /
continued weak markets

EBITA



Adj EBITA SEK 133m (110), +21%

Adj EBITA-margin 9.7% (7.8%)

Negative calendar effect in the quarter

EBITA SEK 92m (99), -6%

EBITA-margin 7.6% (8.5%)

Lower volumes in the secondary
optics market

Companies



ALEIDO

TFS

Knightec
Group

SPEED
GROUP

Diab

HL

LEDiL

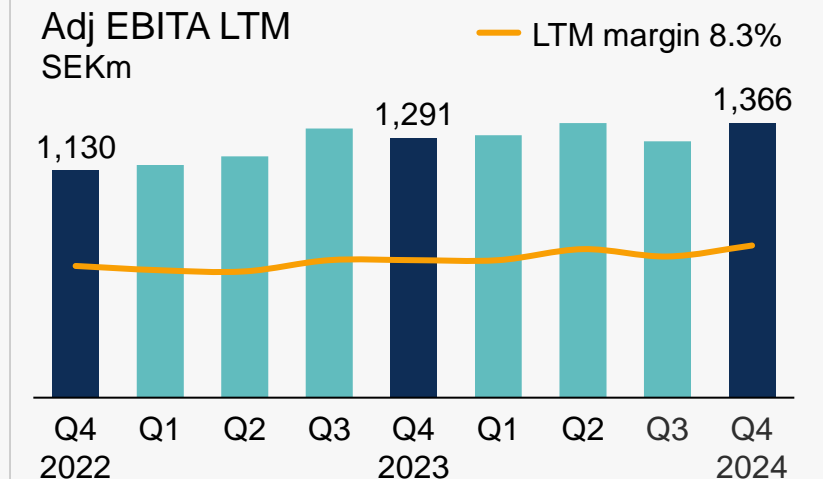
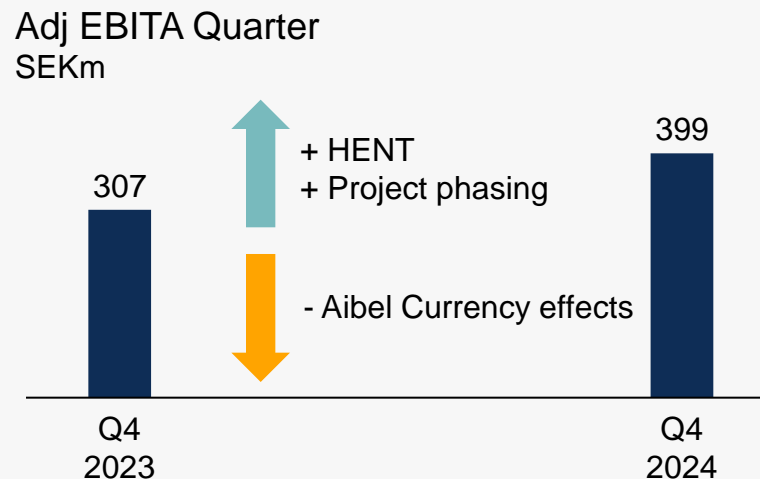
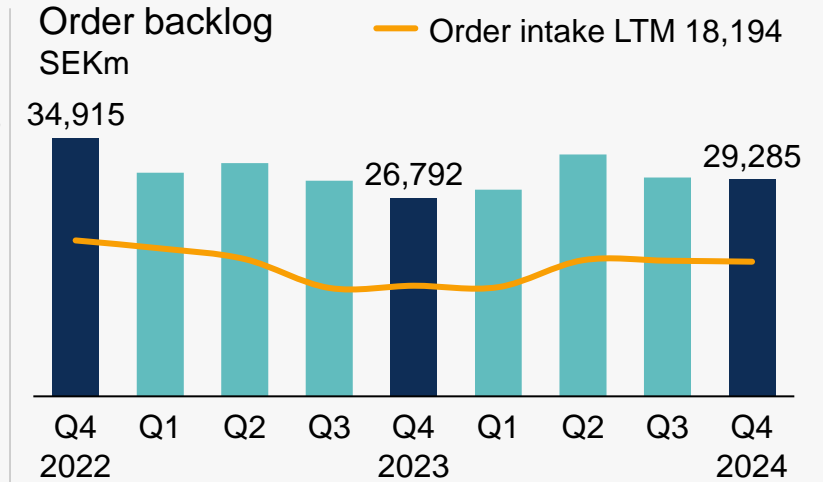
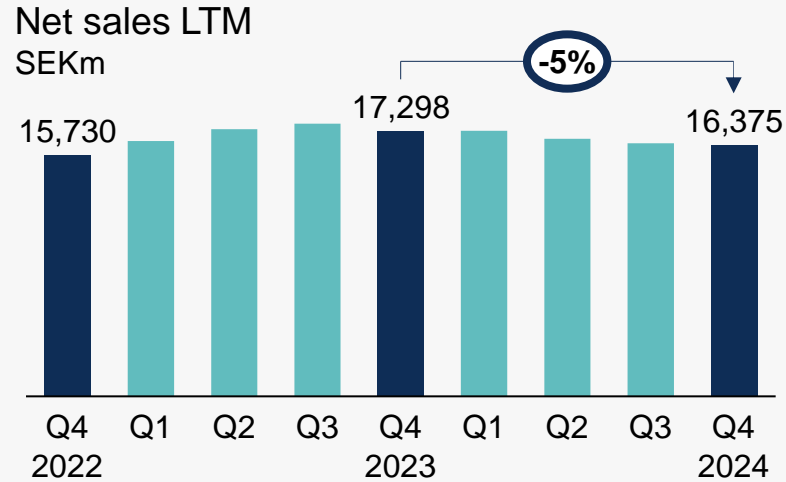
OASE
OUTDOORS

Construction & Services: Sentia - HENT and SSEA Group join forces

Segments: Construction and Critical Infrastructure

Comments

- Construction operations consolidated under the name of Sentia
- Net sales decreased 3%, whereof organic growth -4%. Other effects +2%
- Temporarily weak net sales in Construction
- Adj EBITA SEK 399m (307), increase of 30%. Strong EBITA reported for Sentia
- Adj EBITA margin at 9.5% (7.1%) and FY 8.3% (7.5%)
- Order intake, FY, at SEK 18,194m (14,947) and order backlog amounts to SEK 29,285m (26,792) excluding Aibel¹⁾



¹⁾ Aibel reported: order intake SEK 57m (57) in Q4 and order backlog SEK 26,744m (32,041)

Segment financials - Construction & Services Q4 2024

Net Sales



EBITA



Order status



Companies



Construction

Net sales SEK 3,048m (3,226), -6%
Share of total group sales 39%

Temporarily weak sales in Construction

EBITA SEK 181m (129), +40%
EBITA-margin 5.9% (4.0%)

Strong quarterly performance in Sentia

Order intake SEK 3,048m (2,737)

Order backlog SEK 21,024m (19,212)



Critical Infrastructure

Net sales SEK 1,147m (1,085), +6%
Share of total group sales 15%

Adj EBITA SEK 218m (178), +23%
Adj EBITA-margin 19.0% (16.4%)

Order intake* SEK 339m (783)

Order backlog* SEK 8,261m (7,580)

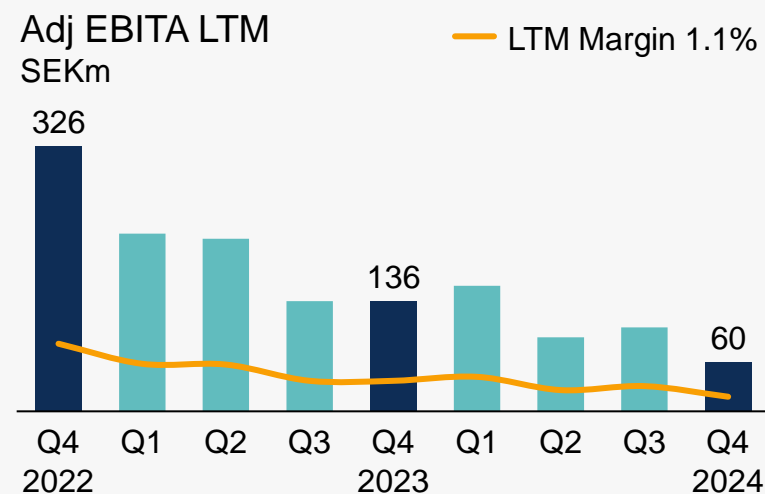
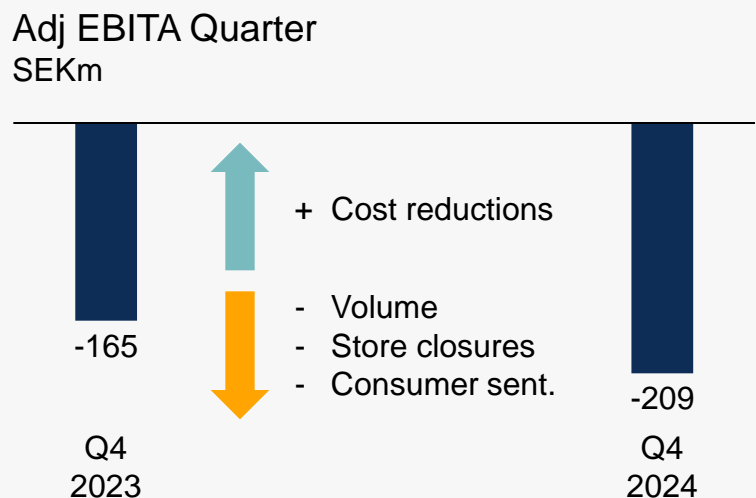
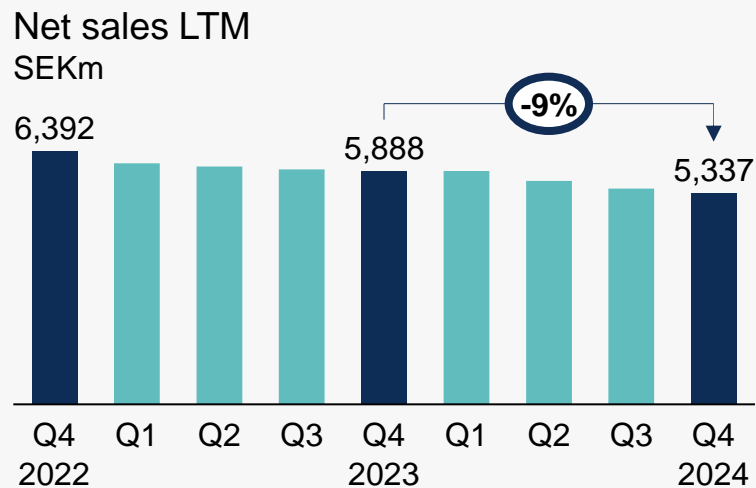


Consumer: Plantasjen restructuring in line with plan

Segments: Consumer

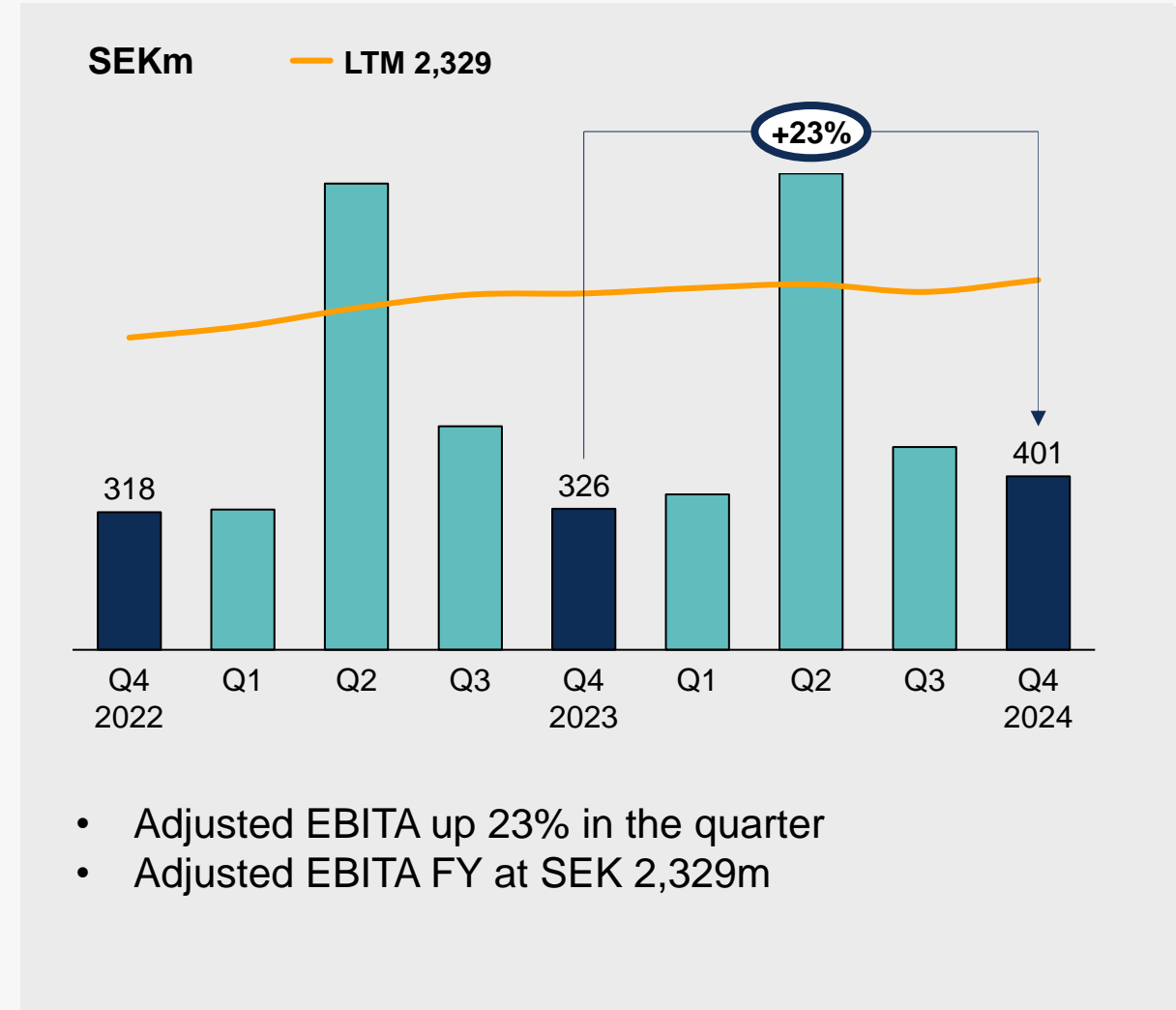
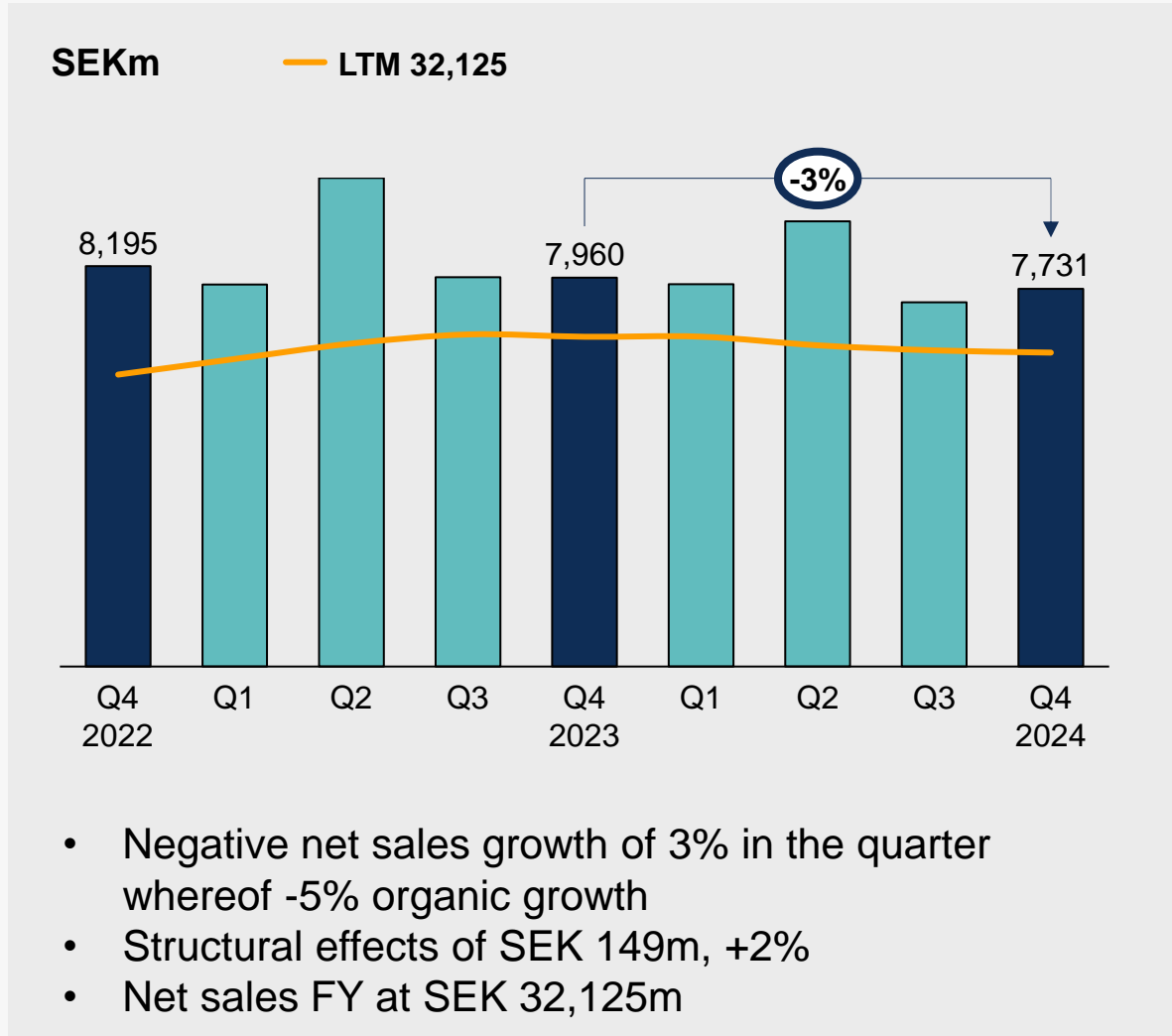
Comments

- Reconstruction in Plantasjen in line with plan
- Net sales decreased 11%, whereof -6% organic, and -5% driven by Plantasjen and the closure of Finland
- Adj EBITA SEK -209m (-165)
- Plantasjen's adj EBITA SEK -231m (-188), negatively affected by inventory sell out in closed stores. Cost reduction initiative in line with plan
- Adj EBITA-margin -21.8% (-15.3%) and FY 1.1% (2.3%)
- KVD FY EBITA SEK 97m (95), EBITA-margin 6.2% (5.9%)



Financials

Net sales and adjusted EBITA



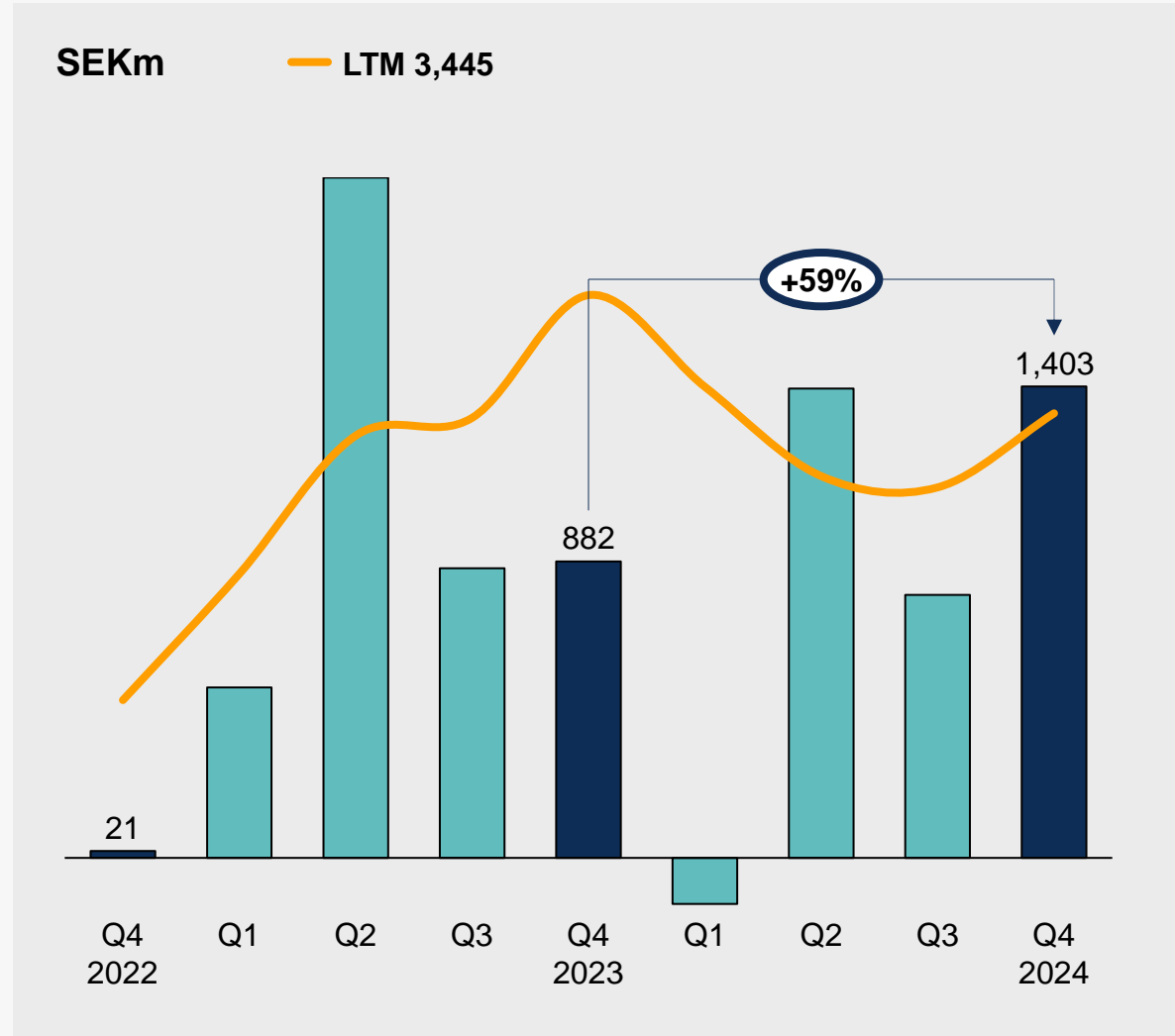
Items Affecting Comparability

Q4 2024

Total IAC in Ratos Group - 256 MSEK

- Industrial Services (-55 MSEK)
 - Knightec Group – related to the merger of Knightec and Semcon (-27 MSEK)
 - TFS – related to severance cost / efficiency measures (-28 MSEK)
- Consumer (-201 MSEK)
 - Plantasjen – mainly (approx. 80%) related to the reconstruction

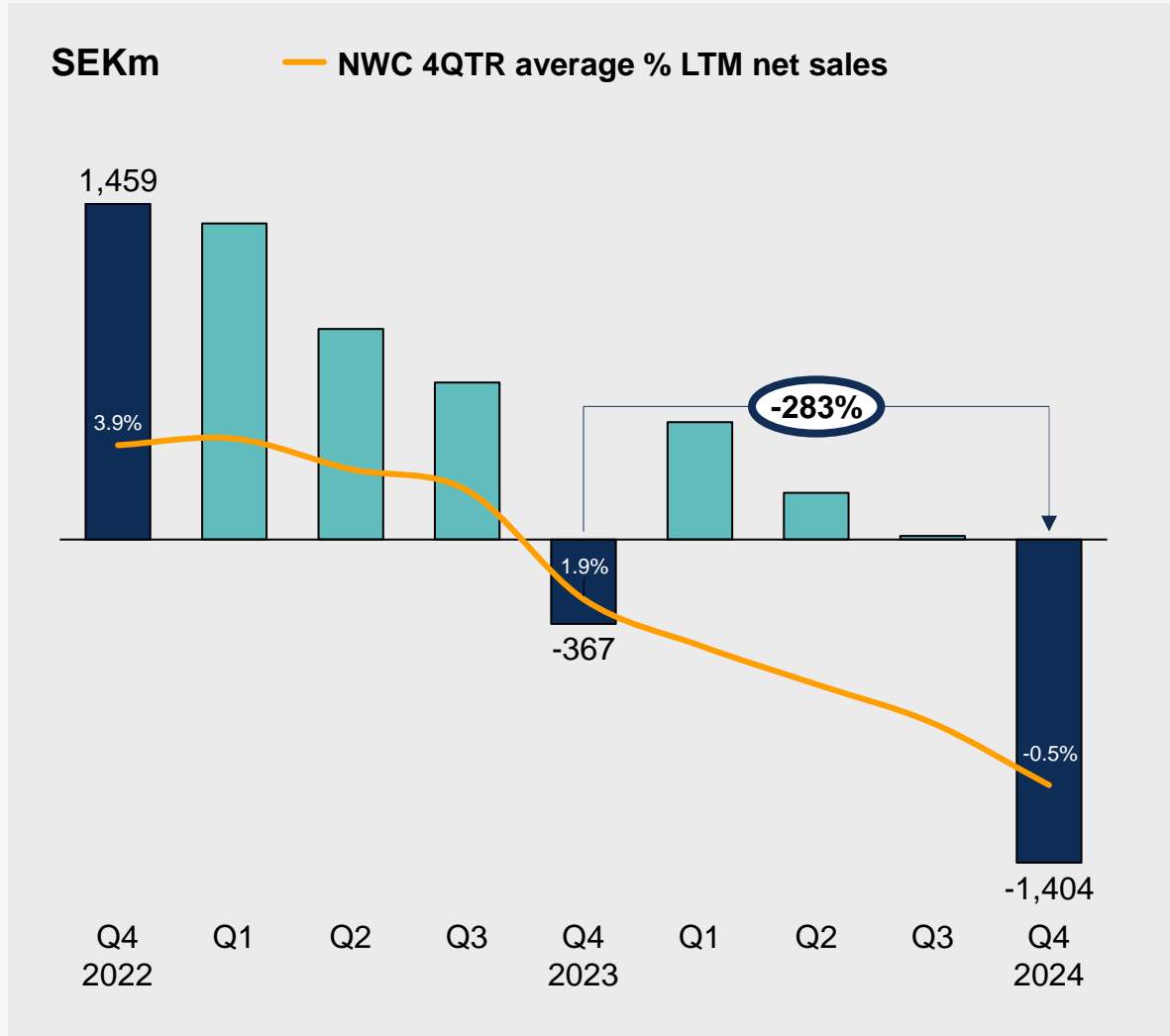
Cash flow from operating activities



Cash flow from operating activities, SEKm

	Q4 2024	Q4 2023	FY 2024	FY 2023
EBIT	112	1,206	1,670	3,010
Adjustment for non-cash items	330	-673	1,568	565
Received dividends and financial items, net	-131	-117	-225	-430
Income tax paid	-193	-116	-447	-316
Change in NWC	1,285	582	880	1,446
Cash flow from operating activities	1,403	882	3,445	4,275
Cash conversion, as % of Adjusted EBITA	350%	271%	148%	190%

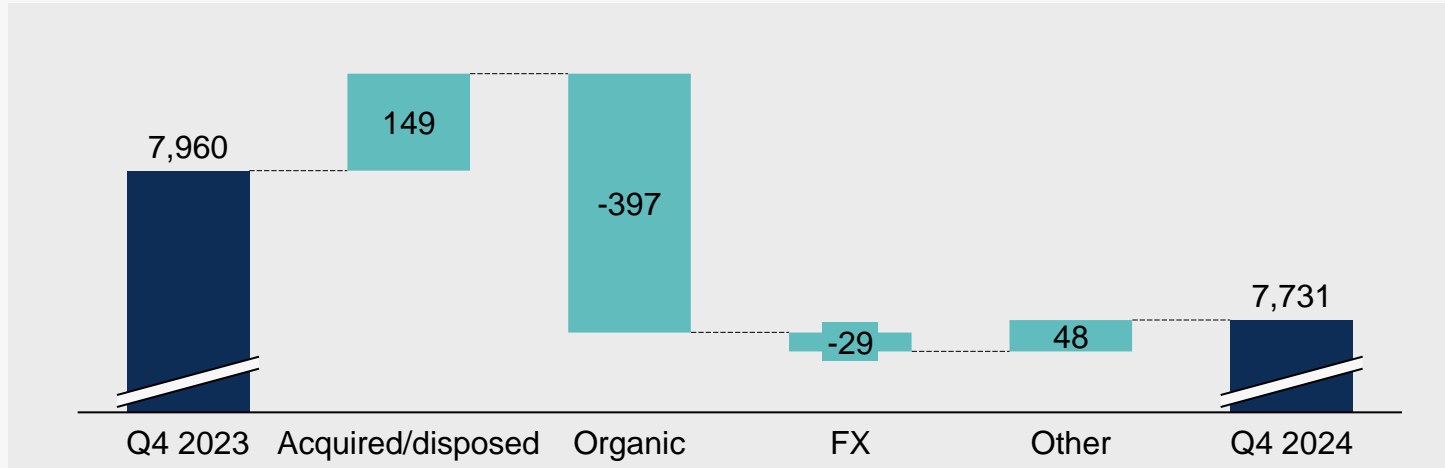
Net working capital



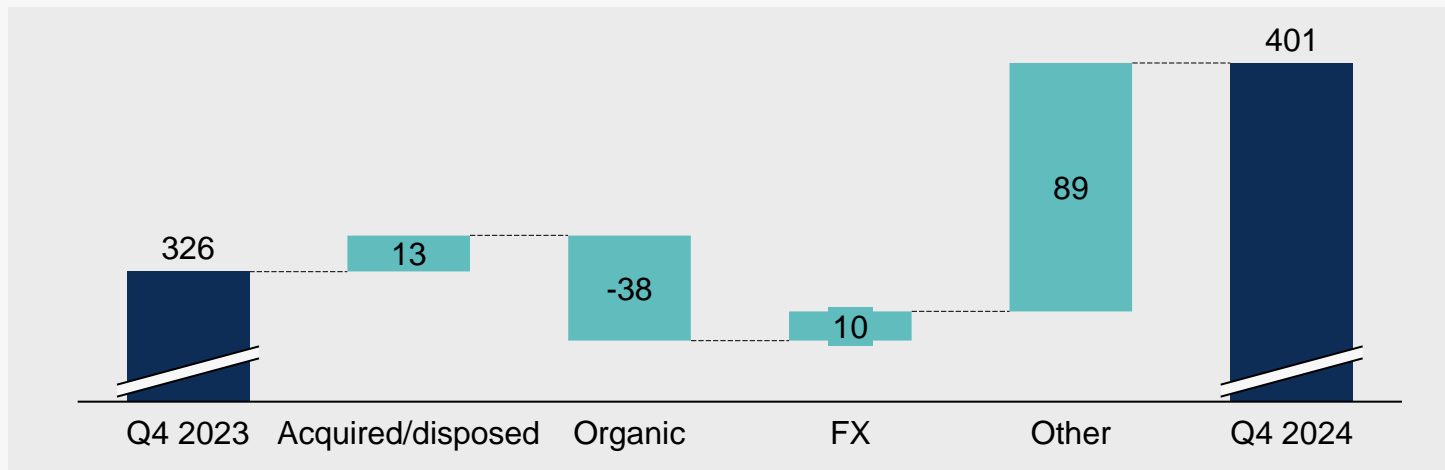
Net working capital, SEKm	2024 Dec	2023 Dec
Inventories	1,851	1,868
Trade receivables	3,025	3,277
Contract assets	669	725
Accounts payable	2,676	2,803
Contract liabilities	2,398	2,407
Other receivables/payables net	-1,876	-1,027
Net working capital	-1,404	-367
% of LTM net sales, 4QTR average	-0.5%	1.9%

Adj EBITA up 23%

Net sales bridge, SEKm



Adj EBITA bridge, SEKm



Net sales

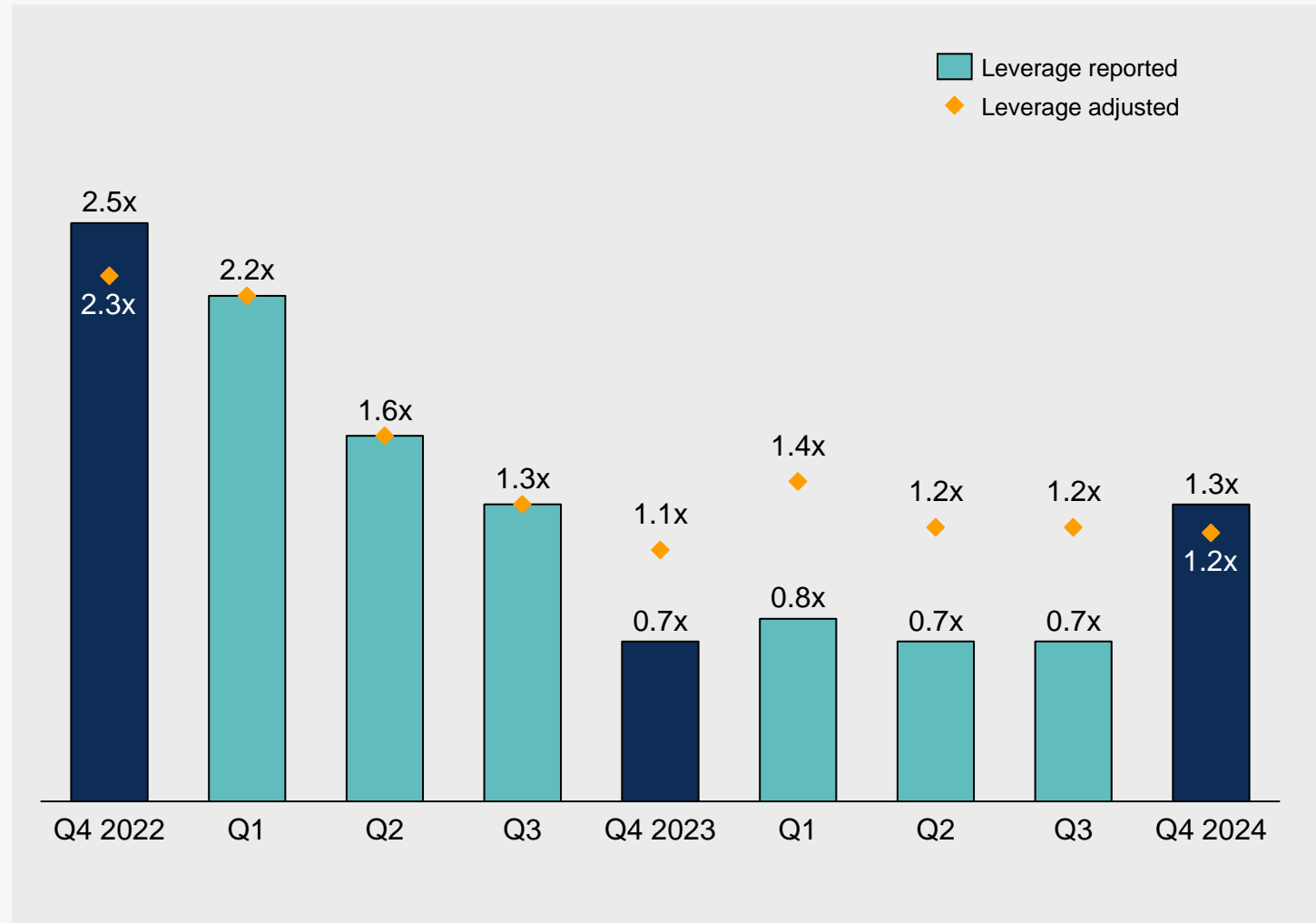
- Net sales down 3% in the quarter
- Acquired growth of 2% in the quarter
- Negative organic sales growth of 5% in the quarter. All segments had negative growth
- Minor negative FX-effect
- Other, various one-time items

Adj EBITA

- Acquired EBITA growth - add-on acquisitions in Product Solutions and Industrial Services
- Negative organic EBITA growth
- Positive FX-effect
- Other, various one-time items

Leverage, ROCE and ROIC

Leverage development



Leverage

- Leverage at 1.3x in Q4 2024, below the target range (1.5x – 2.5x) and adj leverage at 1.2x
- Leverage Q4 2023 at 1.1x adjusted for reversal of write-down of the holding in Aibel
- Increased leverage in the quarter as an effect of the acquisition of the minority holding in Presis Infra
- Net debt, excl leasing liabilities, SEK 2,815m (2,720)

ROCE and ROIC

- ROCE excluding financial leasing 10.1% (10.0%)
- ROIC 7.5% (7.4%)

Financial targets

Targets 2025

Outcomes Q4 2024

EBITA growth



SEK 3 billion

EBITA is to amount of at least SEK 3 billion by 2025

SEK 2,329m

(Adjusted EBITA LTM)

Leverage



1.5 – 2.5x

Net debt, excluding financial lease liabilities, in relation to EBITDA should normally range from 1.5 to 2.5x

1.3x (non-adjusted) **1.2x** (adjusted)

Dividend payout



30 – 50%

The dividend payout ratio should amount to 30-50% of profit after tax attributable to owners of the parent, excluding capital gains and losses

57%

(Proposal 2024)

Final Remarks

A woman is shown in profile, wearing VR goggles. She is looking down and to the right. Her hands are holding the sides of the headset. The background is blurred, suggesting an indoor setting. Overlaid on the image are several white geometric shapes: a large, rounded rectangle on the right side, a smaller rectangle below it, and a line extending from the bottom left towards the center.

Final remarks



- Merger of Knightec and Semcon to Knightec Group
- Merger of HENT and SSEA Group to Sentia
- Plantasjen restructuring in line with plan
- Acquisition of the minority holding in Presis Infra
- Continued strong development in the segment Industrial Services
- Strong quarter in the segment Construction
- **FY:** Adjusted EBITA increased for all segments except in Consumer
- **Q4:** Adjusted EBITA increased with 23%
- Strong cash flow from operating activities which corresponds to a cash conversion of 350%

Q&A



Our financial segment reporting

Industry

Industrial Services



Product Solutions



Construction & Services

Critical Infrastructure



Construction



Consumer

Consumer



ALEIDO

Knightec
Group

SPEED
GROUP

TFS

Diab

H-

LEDiL®

OASE
OUTDOORS

aibel®

EXPIN
GROUP

° PRESIS INFRA

airteam

sentia

kvd

PLANTASJEN®

Ratos Group and Business areas

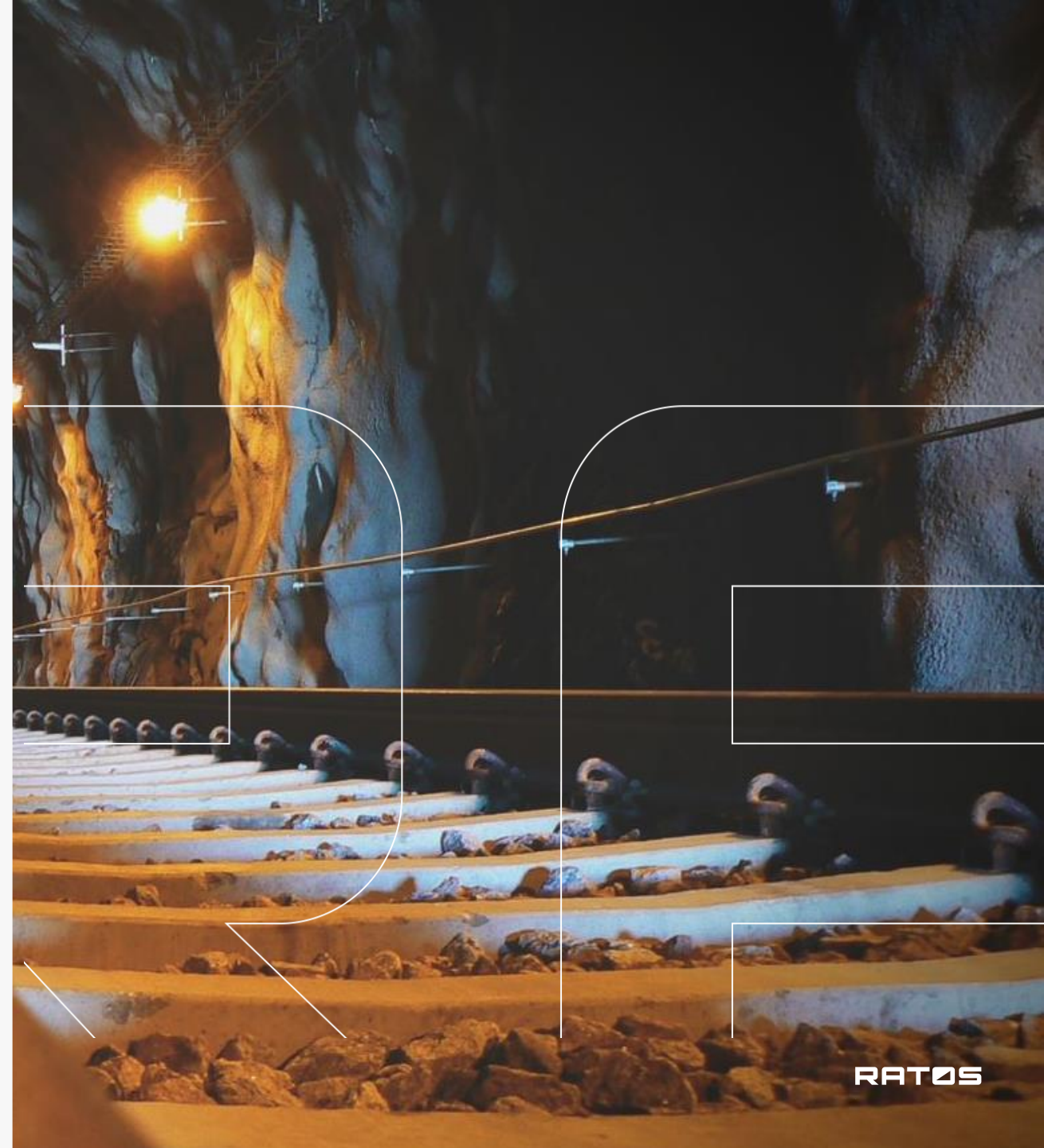
Net sales, Adj EBITA and Adj EBITA-margin

Net sales, SEKm	Q4 2024	Q4 2023	Change %
Industry	2,577	2,572	0%
Construction & Services	4,195	4,310	-3%
Consumer	959	1,077	-11%
Net sales	7,731	7,960	-3%

Adj EBITA, SEKm	Q4 2024	Q4 2023	Change %
Industry	226	209	+8%
Construction & Services	399	307	+30%
Consumer	-209	-165	-26%
Group costs	-15	-24	-
EBITA	401	326	23%

Adj EBITA-margin, %	Q4 2024	Q4 2023
Industry	8.8%	8.1%
Construction & Services	9.5%	7.1%
Consumer	-21.8%	-15.3%
Ratos Group*	5.2%	4.1%

*Ratos Group's EBITA-margin also includes the parent company and central companies



RATOS