

# Interim Report Q1 2025

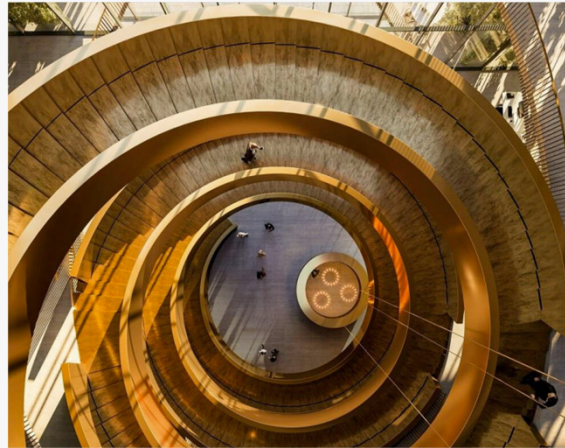
5 May 2025

**RATOS**

# Ratos Group Quarter 1, 2025

## Highlights

Adj EBITA  
+32%



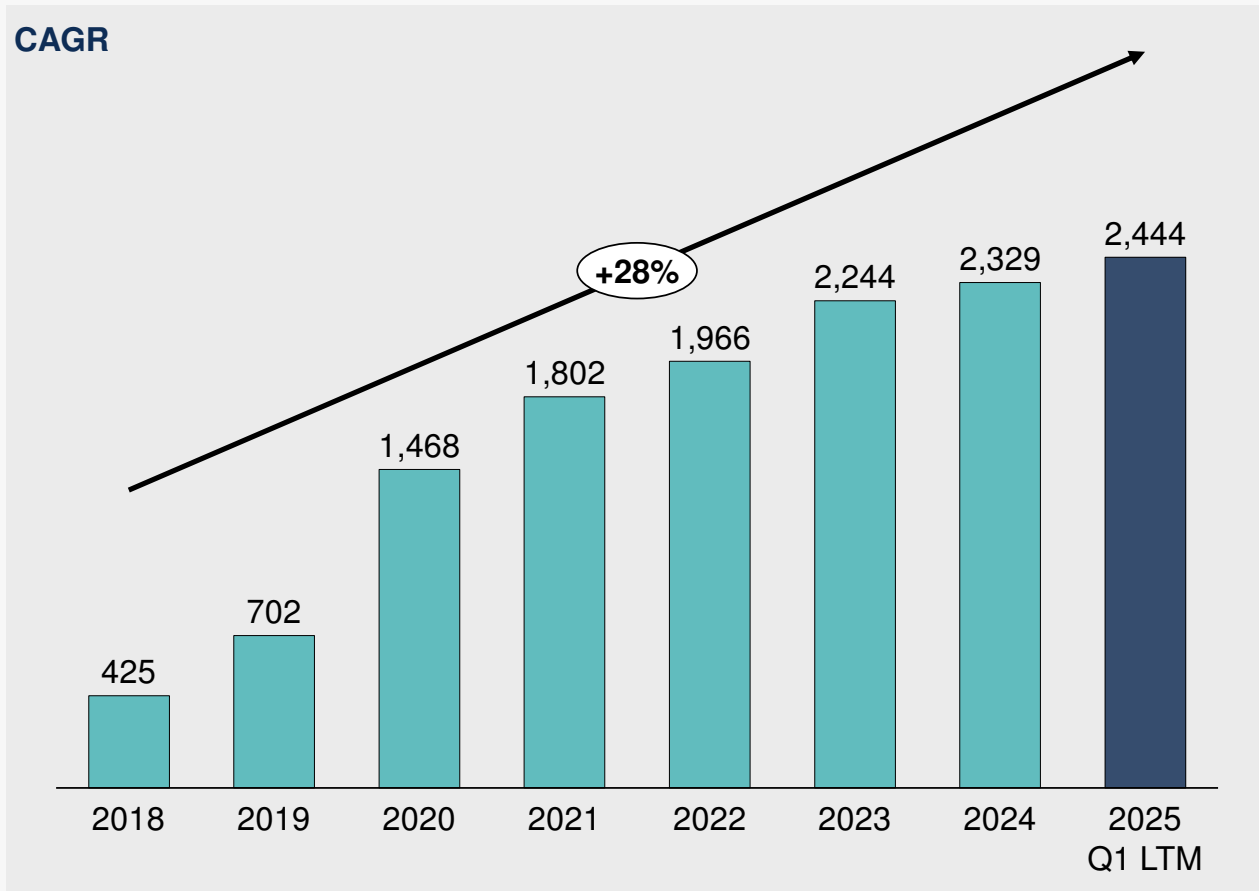
Adj EBITA margin  
+1.7 p.p.

### Strong start of the year

- Adj EBITA +32%
- Adj EBITA increase in all Business Areas
- ROCE 10.8% (10.4)
- Divestment of airteam
- Completed reconstruction of Plantasjen showing positive results
- Strong order intake for Construction & Services
- Limited direct exposure to the U.S.

# Adjusted EBITA development 2018–2025

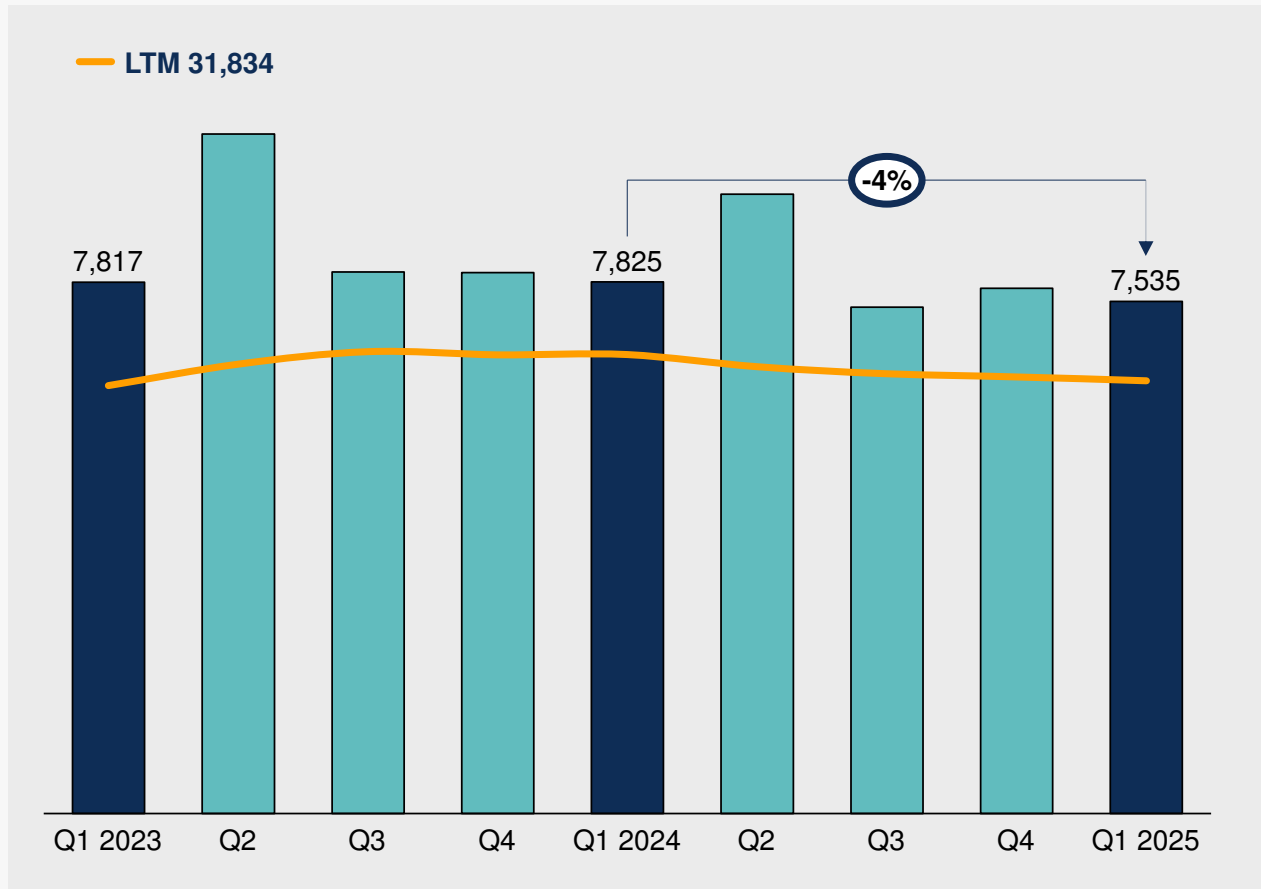
SEKm



- Adjusted EBITA SEK 474m (359)
- All Business Areas improved adjusted EBITA
- EBITA SEK 594m (359)
  - EBITA impacted by SEK +120m mainly attributable to composition gains
















# Net sales

SEKm



- Net sales -4%, SEK 7,535m (7,825)
- Discontinued operations in Plantasjen and Expin Group
- Negative calendar effect for Industrial Services
- A structural effect of SEK 150m (2%) explained by add-on acquisitions within Industry
- Net sales for Product Solutions +9%

# Ratos business areas, segments and companies

Industry		Construction & Services		Consumer
Industrial Services	Product Solutions	Construction	Critical Infrastructure	Consumer
   	   	 	  	 

# Ratos business areas & segments

Highlights in the segments Quarter 1, 2025

Industry		Construction & Services		Consumer
Industrial Services	Product Solutions	Construction	Critical Infrastructure	Consumer
<b>Adj. EBITA SEKm</b> 126 <b>Adj. EBITA margin</b> 9.7% <b>Share of net sales</b> 17%	<b>Adj. EBITA SEKm</b> 187 <b>Adj. EBITA margin</b> 13.1% <b>Share of net sales</b> 19%	<b>Adj. EBITA SEKm</b> 129 <b>Adj. EBITA margin</b> 4.2% <b>Share of net sales</b> 41%	<b>Adj. EBITA SEKm</b> 208 <b>Adj. EBITA margin</b> 20.0% <b>Share of net sales</b> 14%	<b>Adj. EBITA SEKm</b> -127 <b>Adj. EBITA margin</b> -17.6% <b>Share of net sales</b> 10%
<ul style="list-style-type: none"> <li>• A negative calendar EBITA effect of SEK -8m, one less working day</li> <li>• Challenging market for clinical trials</li> <li>• Knightec Group creating significant synergies</li> </ul>	<ul style="list-style-type: none"> <li>• Increased sales 9%</li> <li>• All companies increased sales and EBITA</li> <li>• Increased order intake for Diab, HL Display and LEDiL</li> </ul>	<ul style="list-style-type: none"> <li>• Strong order intake, +186%</li> <li>• Record high order book</li> <li>• Divestment of airteam, completion Q2</li> </ul>	<ul style="list-style-type: none"> <li>• Strong order intake +20%</li> <li>• Strong results in Presis Infra and Aibel</li> <li>• Expin Group continues to improve EBITA</li> </ul>	<ul style="list-style-type: none"> <li>• Reconstruction of Plantasjen shows positive results</li> <li>• Expected annual cost saving of SEK 400m</li> <li>• Strong EBITA growth in KVD</li> </ul>

# Completed reconstruction of Plantasjen

## Consumer segment

### Reconstruction process

- August 2024 reconstruction process initiated to ensure long-term financial stability
- February 2025 reconstruction completed

### Key changes and outcomes

- Reduction of stores, from 124 to 89 in Norway and Sweden
- Discontinued operations in Finland, 11 stores
- An estimated annual cost reduction by SEK 400m

### Q1

- A revenue decline in the first quarter of SEK -141m
- EBITA improved with SEK 60m
- Decreased lease liabilities with SEK 1.5bn

**Plantasjen remains the largest plant and garden center chain in the Nordics**



# Items Affecting Comparability

Q1 2025

Total IAC in RatOS Group SEK +120m

- **Industrial Services SEK -38m**

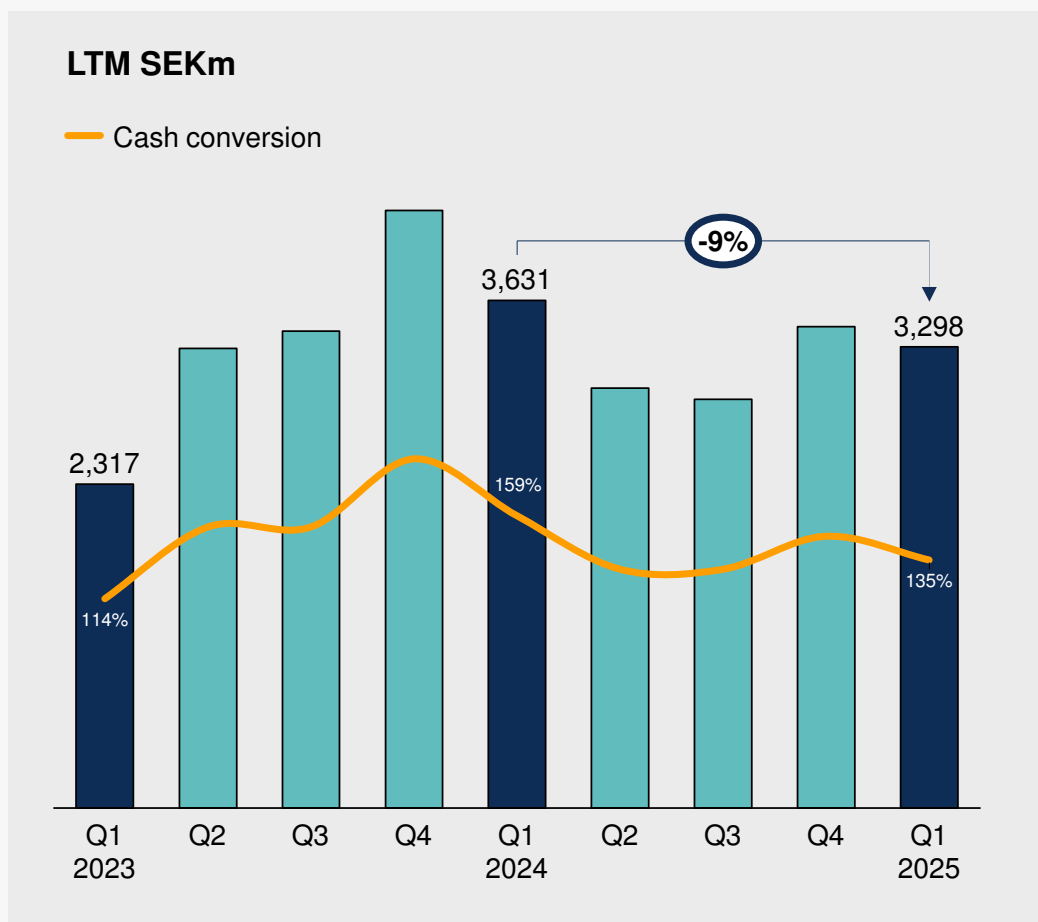
- Speed Group – related to restructuring provision in the staffing business (SEK -26m)
- Knightec Group – related to the merger of Knightec and Semcon (SEK -6m)
- TFS – related to severance cost / efficiency measures (SEK -6m)

- **Consumer SEK +157m**

- Plantasjen – related to the reconstruction. Mainly composition gains and various costs (SEK +157m)



# Cash flow from operating activities

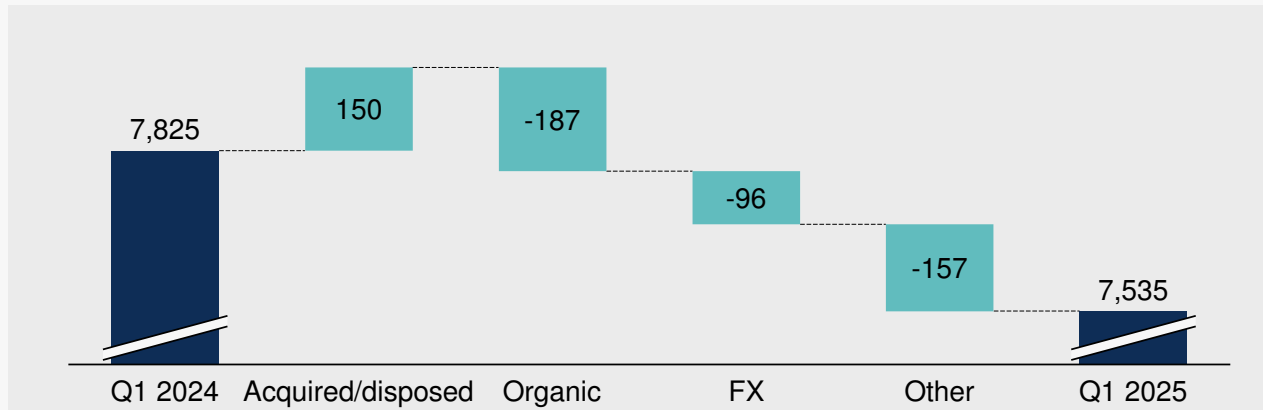


Cash flow from operating activities, SEKm	Q1 2025	Q1 2024	FY 2024
EBIT	563	329	1,670
Adjustment for non-cash items	138	382	1,568
Received dividends and financial items, net	194	159	-225
Income tax paid	-163	-123	-447
Change in NWC	-1,016	-884	880
<b>Cash flow from operating activities</b>	<b>-285</b>	<b>-137</b>	<b>3,445</b>

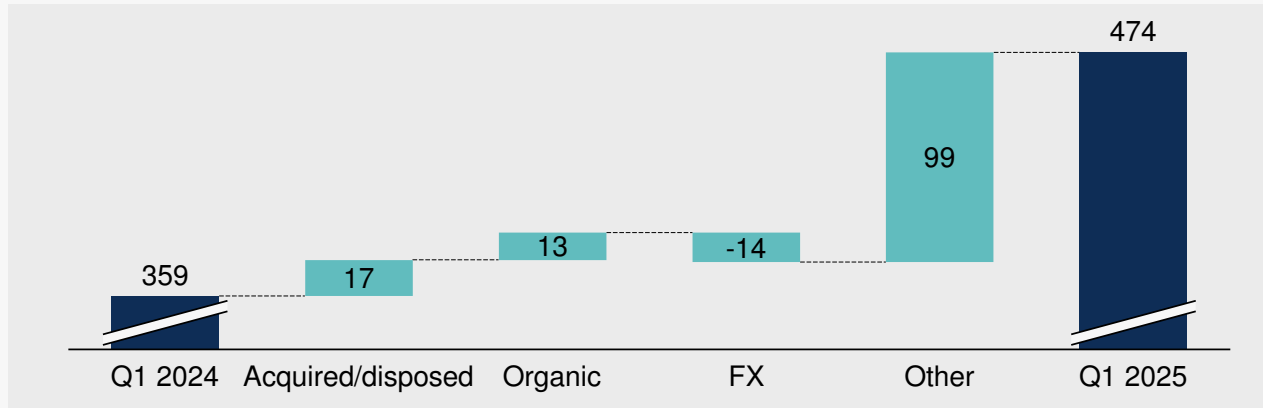
# Adj EBITA up 32%

## Q1

Net sales bridge, SEKm



Adj EBITA bridge, SEKm



### Net sales

- Net sales -4%
- Negative organic sales growth of -2%
- Negative FX-effect -1%
- Other: discontinued operations in Expin Group and Plantasjen

### Adj EBITA

- Adjusted EBITA +32%
- Negative FX-effect
- Positive organic growth as a result of margin improvements
- Positive effect of Other mainly connected to reconstruction of Plantasjen

# Financial targets

EBITA growth



**Targets 2025**

**SEK 3 bn**

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

**Outcomes Q1 2025**

**SEK 2,444m**

(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

**1.5x**

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%**

(Outcome 2024)

# Quarter 1, January - March 2025

## Summary



- Adj EBITA +32%
- Adj EBITA increase in all Business Areas
- Divestment of airteam
- Completed reconstruction of Plantasjen showing positive results
- Strong order intake for Construction & Services

# Ratos going forward

- A more focused Group with fewer platforms with high operating margin, high return on capital employed and stable cash flow growth in attractive markets
- Continued strong focus on value-creating add-on acquisitions
- New financial targets to be released H2-2025



# Q&A

