

Q2 2025 presentation

18 July 2025

INSTALCO

This is Instalco

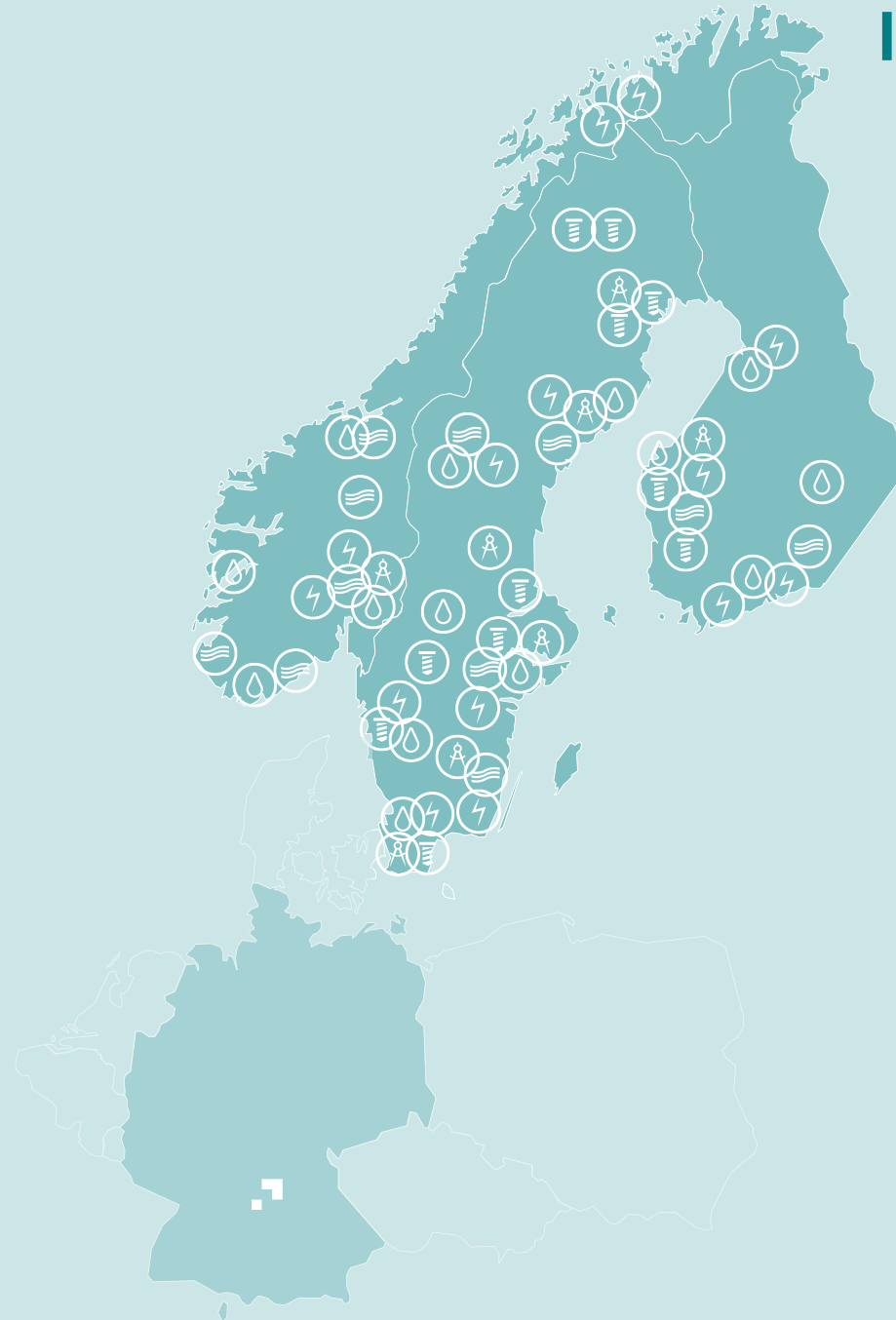
A leading northern European group within heating and plumbing, electricity, ventilation, industry and technical consulting

Project planning, installation, service and maintenance of systems installed at properties and facilities

Highly decentralised structure – specialised local companies

>6,000 employees

Driving the green transformation – strong underlying market drivers



Key financials, LTM

Net sales, million SEK

13,557

EBITA adj., million SEK

871

Cash flow from operations, million SEK

1,016

Order backlog, million SEK

9,347

EBITA adj. margin, %

6.4

Service share of revenue, %

36

Quarterly summary

- Sequential margin improvements, still impacted by weak market
- Strong operational cash flow
- New bank facility signed
- Technical consultants remain at profitability above group average

Key financials Q2 2025

Net sales

SEK **3,512** million

EBITA adj.

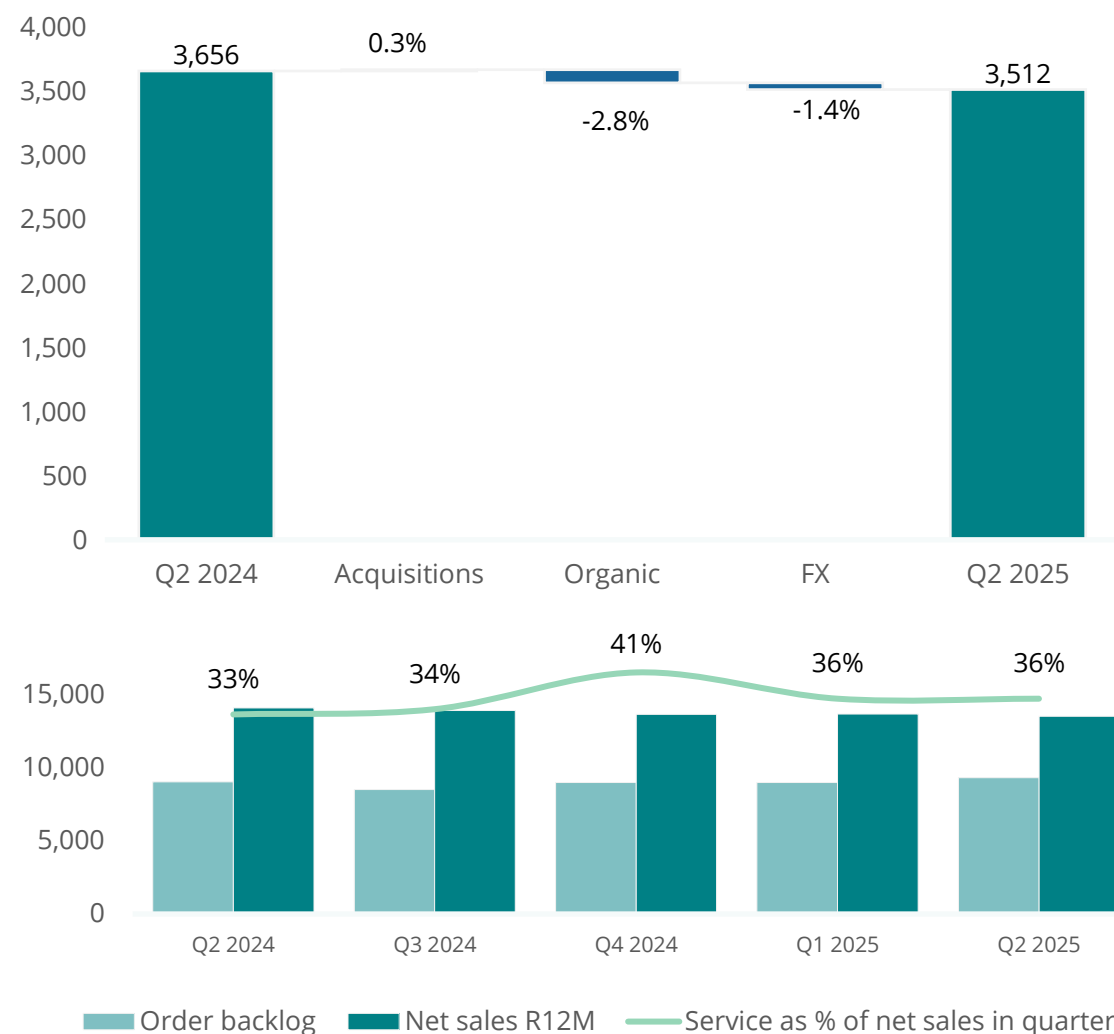
SEK **236** million

EBITA margin adj.

6.7 %

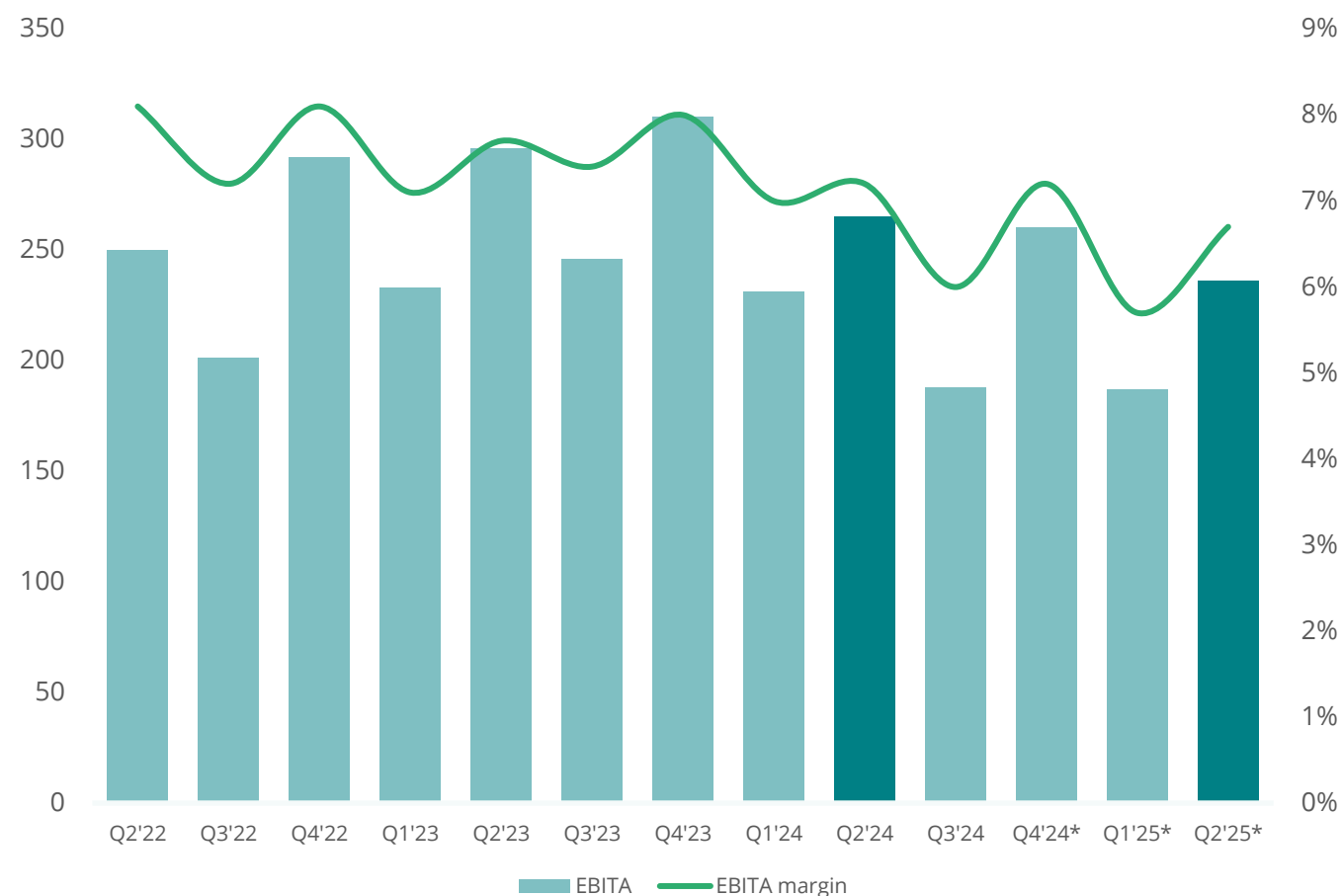
Net sales and order backlog (SEK million)

- Net sales development of -3.9% to SEK 3,512 (3,656) million
- Organic development -2.8% (-6.4), while acquired growth contributed 0.3% – FX impact of -1.4%
- Order backlog growth of 3.2%, 4.6% organically, though we remain selective on order taking
- Service, not included in order backlog, made up 36% of sales in the quarter



EBITA development (SEK million and margin %)

- EBITA amounted to SEK 225 (265) million
- EBITA margin of 6.4% (7.2) – adjusted for non-recurring costs margin amounted to 6.7%
Non-recurring costs:
SEK 11 million impacted EBITA
- Decrease primarily driven by segment Rest of Nordics
A result of the weak market, project timing and one-off costs



*Adjusted for Items affecting comparability:
Q4'24: SEKm 65
Q1'25: SEKm 64
Q2'25: SEKm 11



Segment Sweden

- Net sales amounted to SEK 2,532 (2,550) million
 - Organic growth -0.8%
 - Acquired growth of 0.1%
- EBITA amounted to SEK 170 (182) million, corresponding to a margin of 6.7% (7.1)

Key financials Q2 2025

Net sales

SEK **2,532** million

EBITA

EBITA margin

SEK **170** million **6.7** %

Order backlog

SEK **6,644** million



Segment Rest of Nordics

- Net sales amounted to SEK 980 (1,106) million
 - Organic development -7.3%
 - Acquired growth of 0.6%
- EBITA amounted to SEK 65 (85) million, corresponding to a margin of 6.6% (7.7)

Key financials Q2 2025

Net sales

SEK **980** million

EBITA

SEK **65** million

EBITA margin

6.6 %

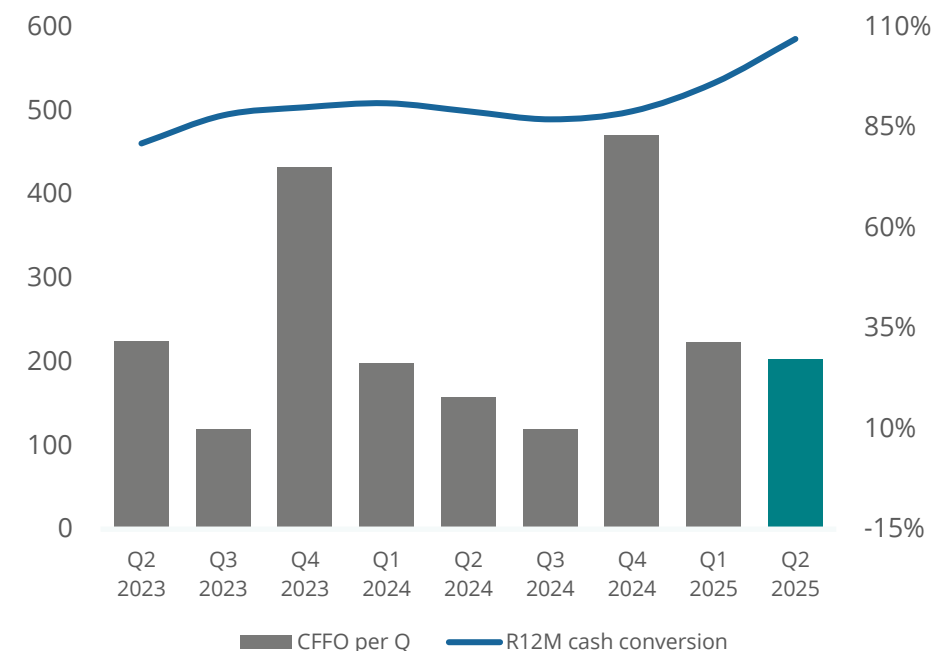
Order backlog

SEK **2,703** million

Cash generation (SEK million)

- Very high cash flow from operations despite the lower earnings
- Paid dividend and earn-outs, Q3 will include minority buy-backs
- New SEK 3.4 billion credit facility strengthens liquidity and flexibility

| SEKm | Q2 2025 | Q2 2024 |
|---|------------|------------|
| EBITDA | 325 | 359 |
| Change in net working capital | -12 | -134 |
| Cash flow from operating activities (CFFO) | 202 | 158 |
| <i>Cash conversion (R12M)</i> | 107% | 89% |
| Cash flow from investing activities | -60 | -83 |
| Cash flow from financing activities | 193 | -141 |
| Cash flow for the period | 335 | -67 |



Strategic targets

Growth

≥10%

Average sales growth should be at least 10% per year over a business cycle. Growth will take place both organically and through acquisitions

Cash conversion

100%

Instalco aims to achieve a cash conversion ratio of 100%, measured over a rolling twelve-month period over a business cycle

Dividend policy

30%

Instalco targets a dividend payout ratio of 30% of net profit

Profitability

8%

Instalco aims to deliver an EBITA margin of 8.0%

Capital structure (Net Debt/EBITDA)

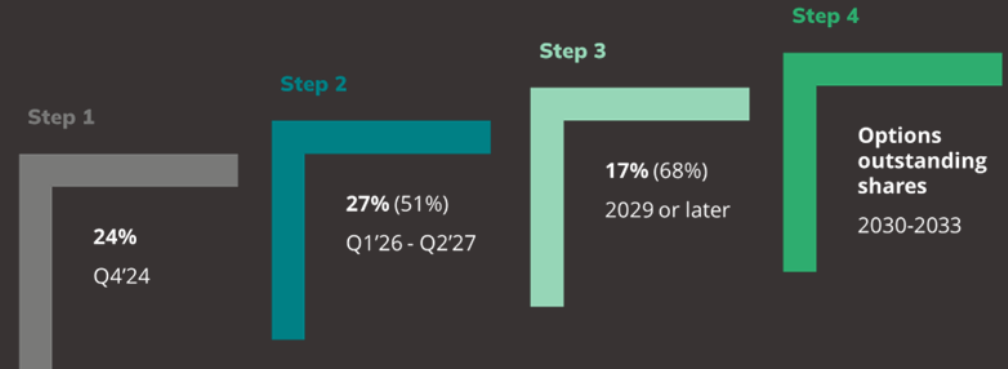
2.5x

Instalco's net debt in relation to EBITDA shall not exceed a ratio of 2.5

Climate target

50%

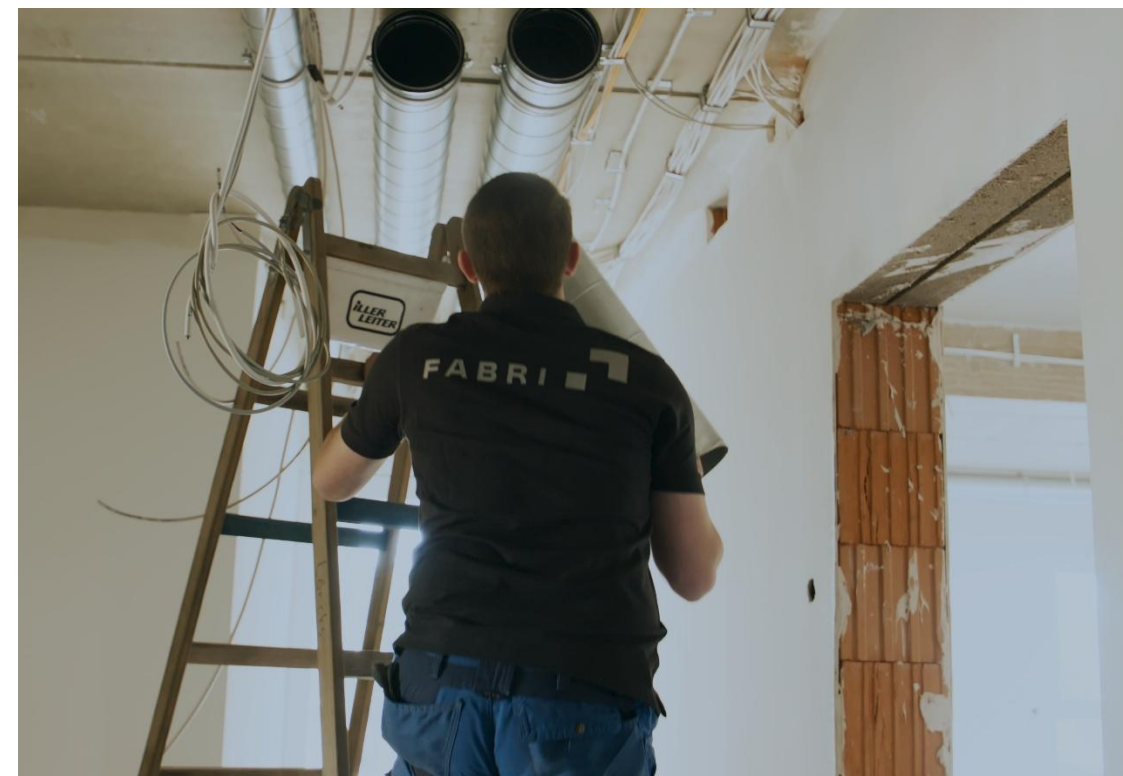
Reduction of GHG emission intensity in Scope 1 and 2 by 2030, with 2020 as base year



ACQUISITIONS

Continued momentum in Germany: Fabri expands with three new companies

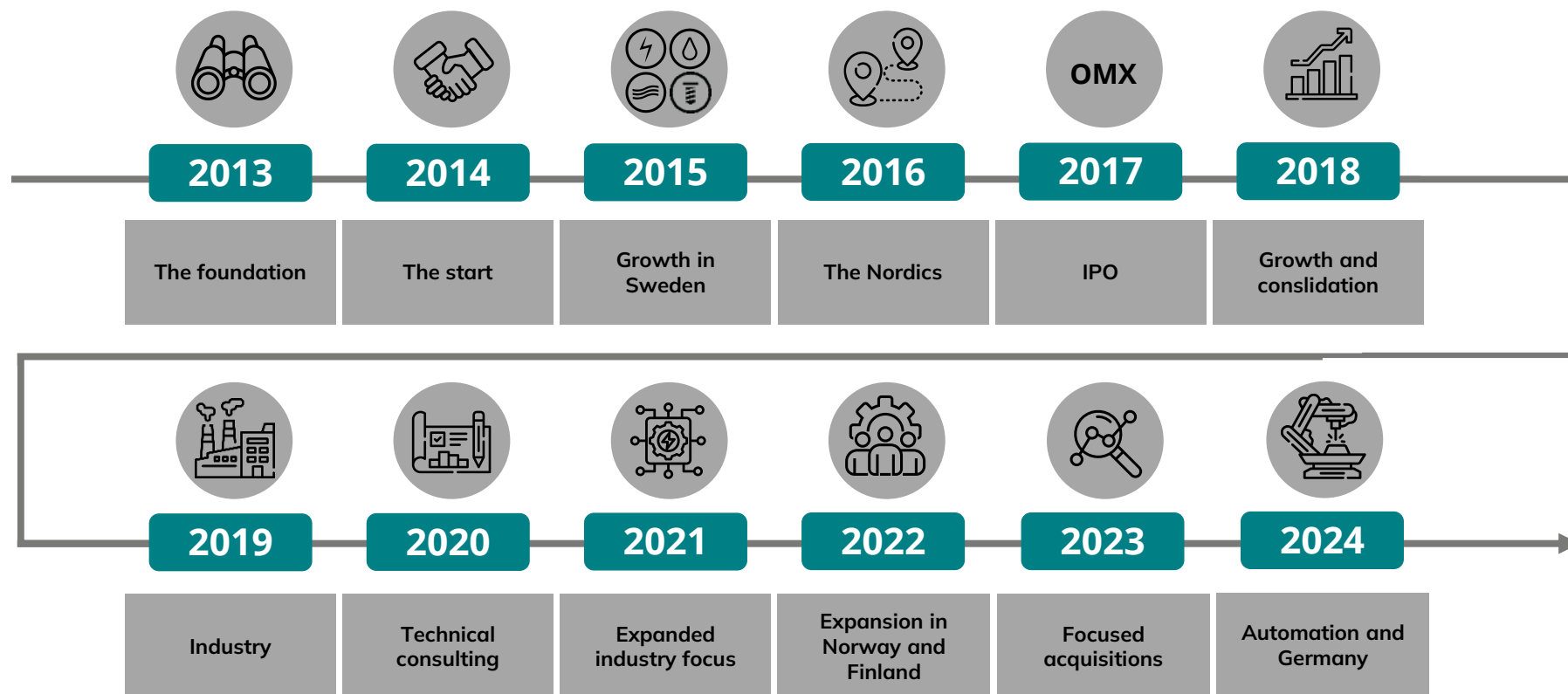
| | Company | Location | No. of employees | Est. Sales (EURm) |
|---|---|----------------------|------------------|-------------------|
| 1 | Franz Both GmbH | Rhineland-Palatinate | 26 | 4.9 |
| 2 | Henrich Elektroanlagen GmbH & Co. KG | Hesse | 25 | 4.9 |
| 3 | To be announced | Aachen | 20 | 4.7 |



An aerial photograph of a dense evergreen forest. A dirt road or path winds through the trees, visible as a lighter-colored line. The left side of the image is partially covered by a semi-transparent white rectangular box.

Quarter's theme **The road forward**

Instalco's journey through expansion and external challenges



Proud to be different

Built a well-functioning service business

The basis for repeat business and customer proximity

Strong offering in industrial

New customers, major projects, strong position in Swedish basic industry

Profitable and growing technical consultancy

High margin, breadth of offer and excellence

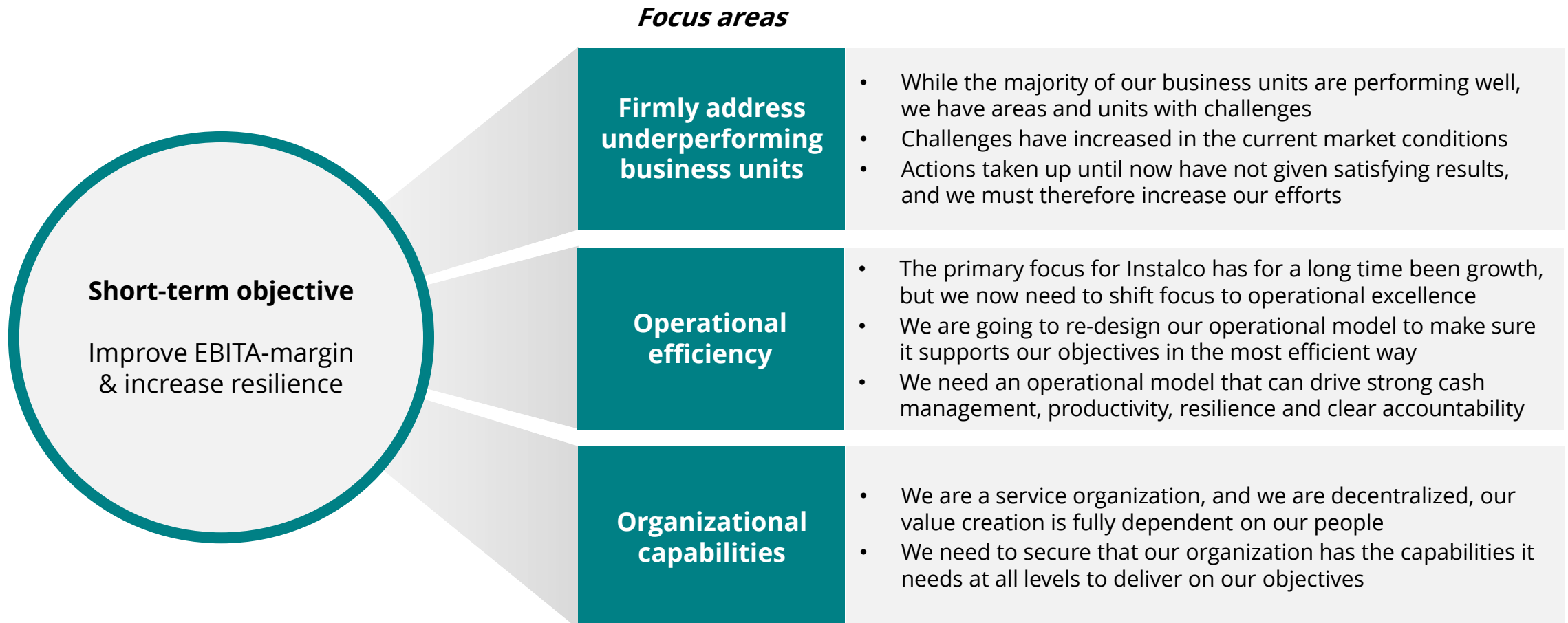
Launched automation

New skills, new business – building for the future

Entry into Germany

First step outside the Nordics – long-term strategic breakthrough

Returning to proven, historical margin levels with a **hands-on** approach



Decentralised and disciplined

What stays:

- Local leadership and ownership
- Subsidiary autonomy in execution

What changes:

- Clear expectations and accountability
- Shared tools and structured performance management

Entrepreneurial spirit is intact — but margin accountability is non-negotiable

Summary

- Market remains tough but showing positive early signs
- Service and backlog continues to grow
- Margin sequentially improved but remains under pressure in parts of the business
- Action programme progressing, with further measures taken where needed
- Continued strong operational cash flow
- German platform expanded further, now comprising 17 local companies
- Change in management



Q&A

INSTALCO

**Full power installations
from a powerful team**

INSTALCO

