



4th Quarter 2024 Presentation

Category leader in the attractive underground
infrastructure maintenance service market

February 2025



WIP – some
numbers to be
verified

Today's presenters



Henrik Norrbom
Group CEO

Background

- At Norva24 since Sept 2023
- CEO Cramo AB
- CEO Skanova AB
- Prior to that Head of Networks Telia. Various mgmt. roles within Eltel Networks



Stein Yndestad
Group CFO

Background

- At Norva24 since 2017
- Previously CFO/COO at Adevinta and Country Manager Spain/Head of M&A/Head of IR at Schibsted

Schibsted Adevinta

CMD in Stockholm 19 March 2025

The evolution of Norva24

Strategy 2025–2030

Agenda

09.00 – 12.00: On-site visit to a project

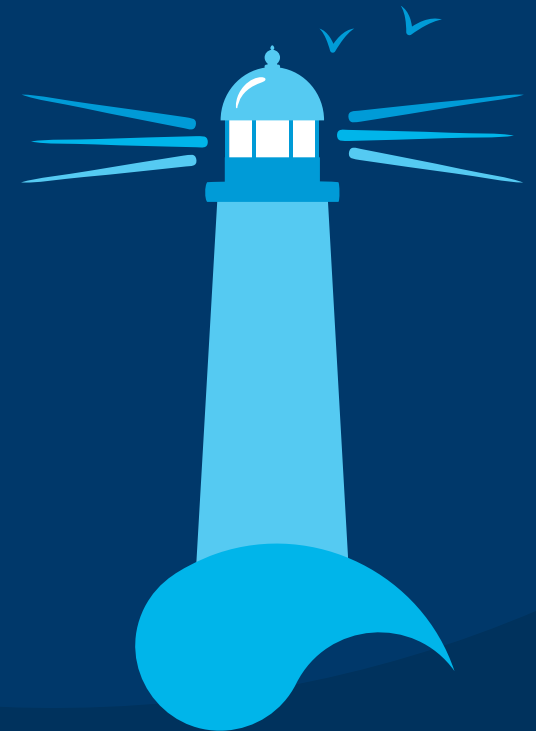
12.00 – 13.00: Registration and light lunch

13.00 – 16.00: Presentations

16.00 – 17.00: Refreshments and an opportunity to speak to management.

Venue: Direkt Studios on Kungsgatan 33, 111 35 Stockholm.

The event will also be live-streamed.



Highlights in Q4

Solid development in core operations and strong cash flow

989 MNOK

Total operating revenue

+15.5% Total operating revenue

+6.2% Currency adj. organic growth

81.4 MNOK

Adjusted EBITA -0.5%

8.2%

Adjusted EBITA margin

-1.3%-points

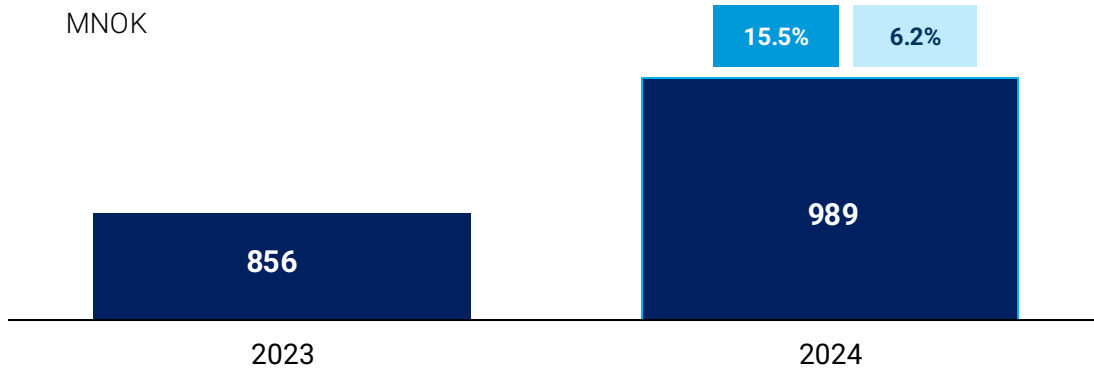
- **Norway:** Good growth and increased margin. Organic growth was 7.8% for the quarter, with a margin of 9.6%.
- **Germany:** Organic growth despite soft market conditions, with margin decline due to one underperforming unit. Very strong Q4 on both organic revenues (+18.4%) and margin improvement (+370 basis points) when excluding Jutzy.
- **Sweden:** Revenue growth and margin increase. Currency adjusted growth at 8.5% and strong margin of 14.1%.
- **Denmark:** Continued growth and margin improvement, with total growth of 49.2% and margin at 6.2 %.
- **Overall Trend:** Strong cash flow and solid growth at 15.5%, Adj EBITA margin down 0.5%. Reduced EBITA margin due to one underperforming unit.

Solid Core UIM performance Q4

Revenue and Norm.EBITA growth

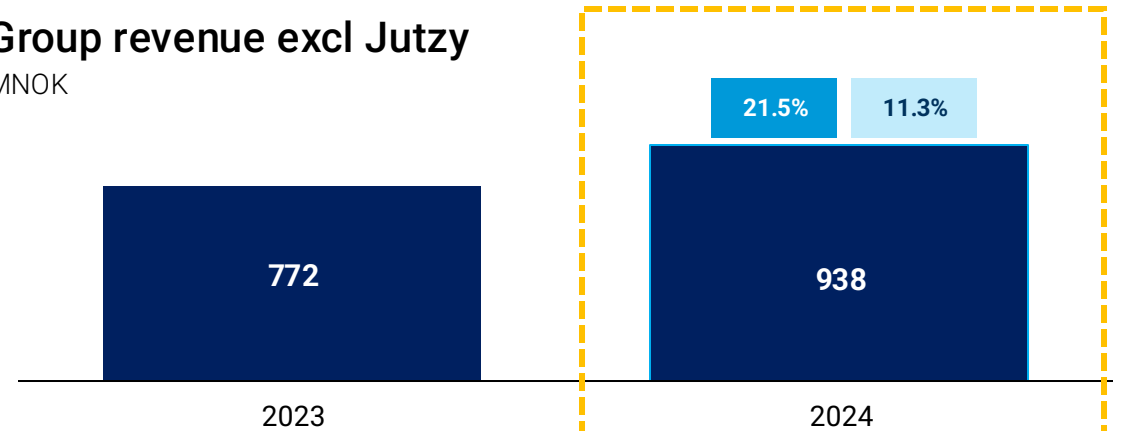
Group revenue incl Jutzy

MNOK



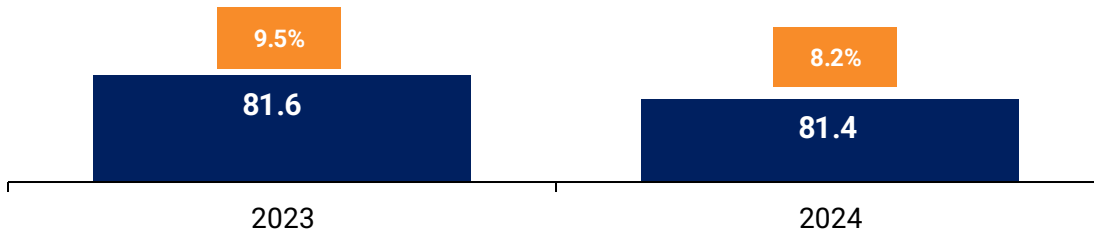
Group revenue excl Jutzy

MNOK



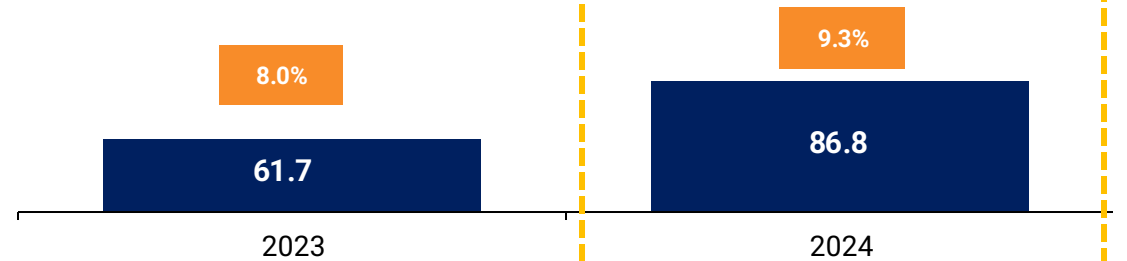
Adj. EBITA incl Jutzy

MNOK



Adj. EBITA excl Jutzy

MNOK

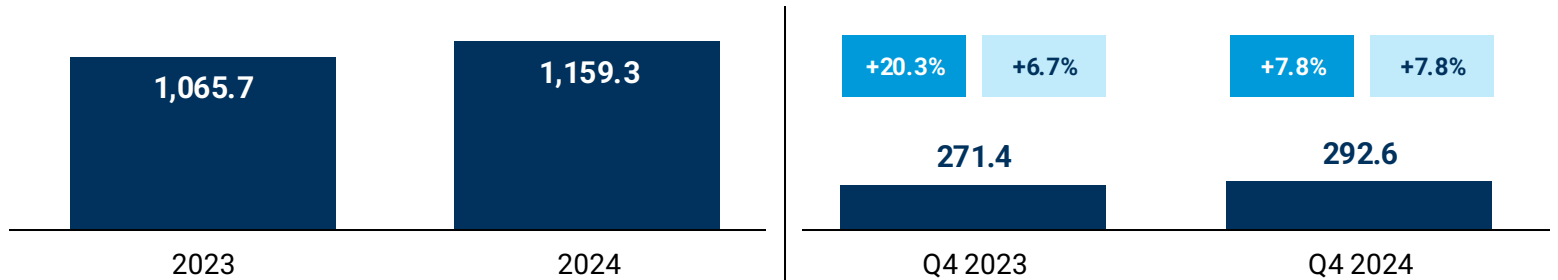




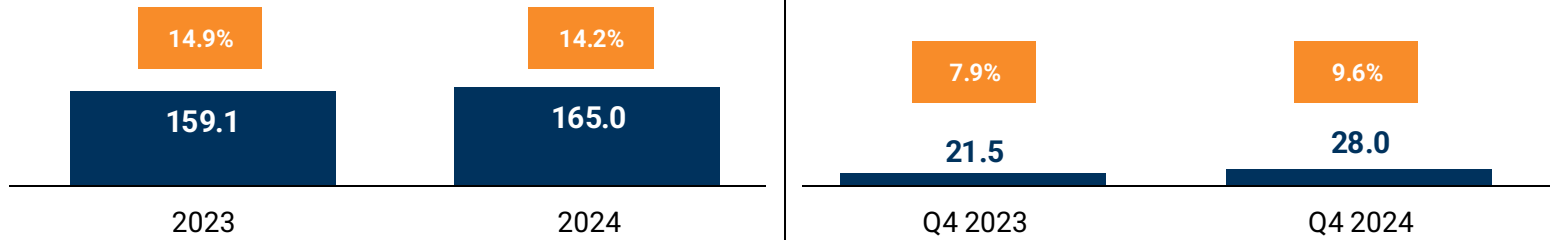
Norway

Good growth and increased margin

Operating revenue development MNOK



Adjusted EBITA development MNOK



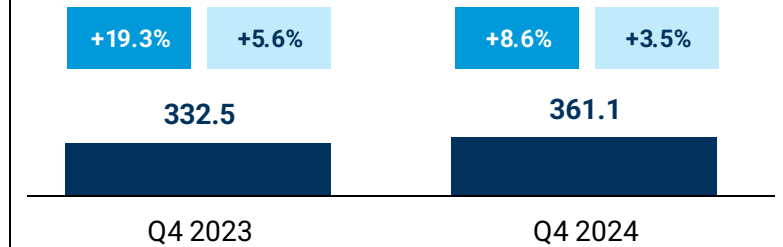
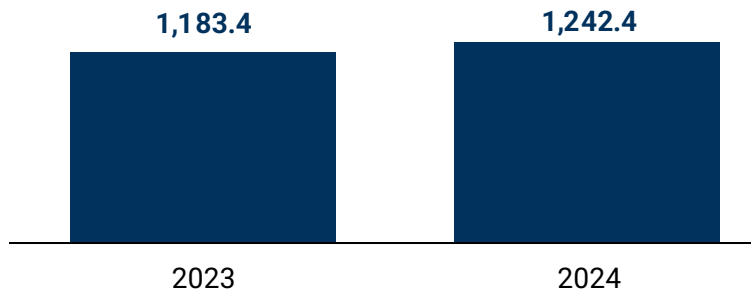
■ Adj. EBITA margin
 ■ Total growth
 ■ Currency adjusted organic growth



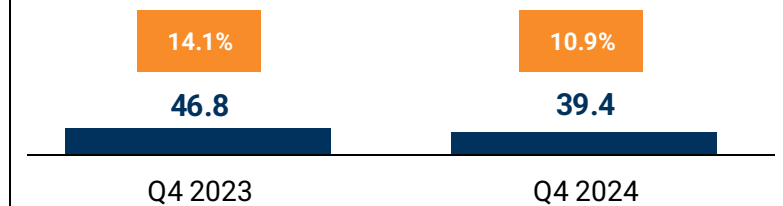
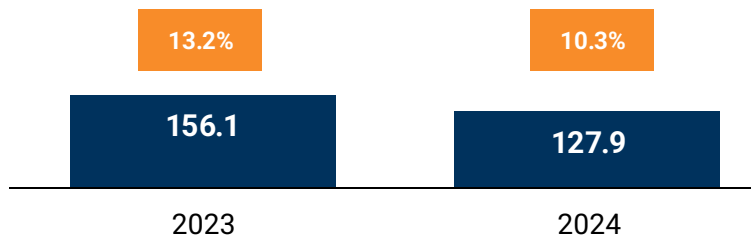
Germany

Organic growth but margin decline due to Jutzy

Operating revenue development MNOK



Adjusted EBITA development MNOK



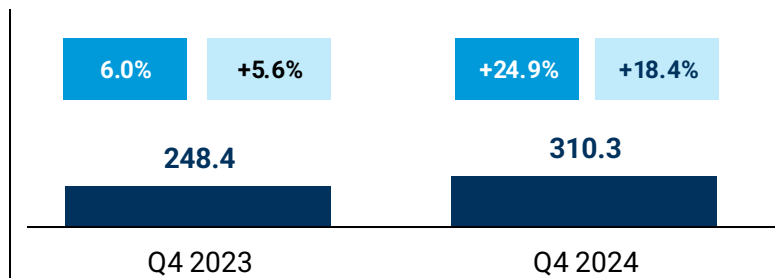
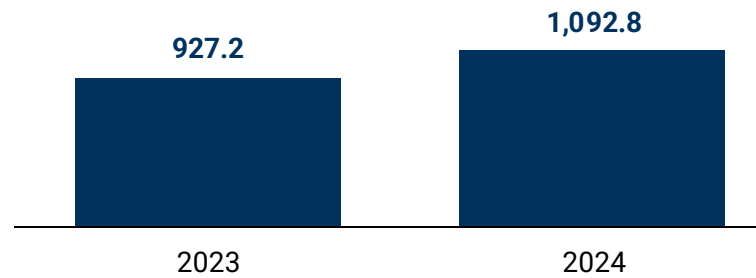
■ Adj. EBITA margin
 ■ Total growth
 ■ Currency adjusted organic growth

Germany excluding Jutzy

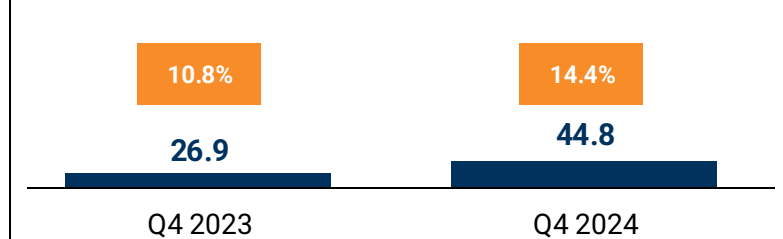
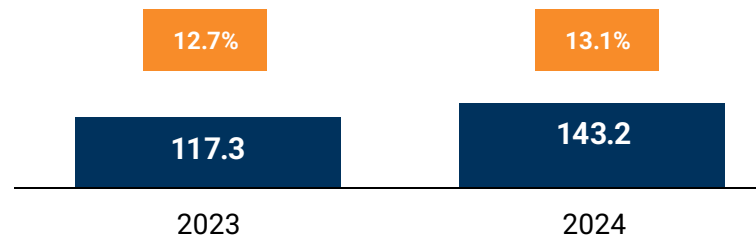
Solid growth and strong margin improvement.



Operating revenue development MNOK

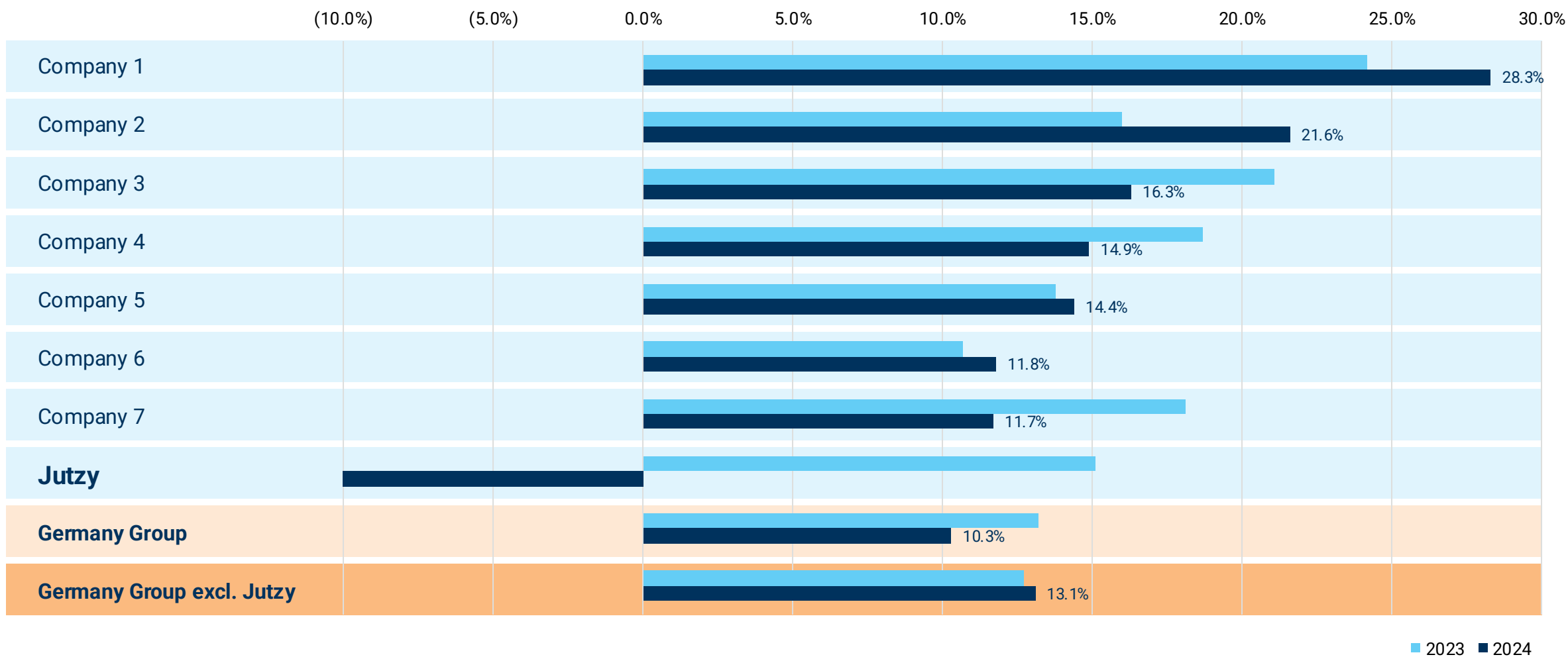


Adjusted EBITA development MNOK



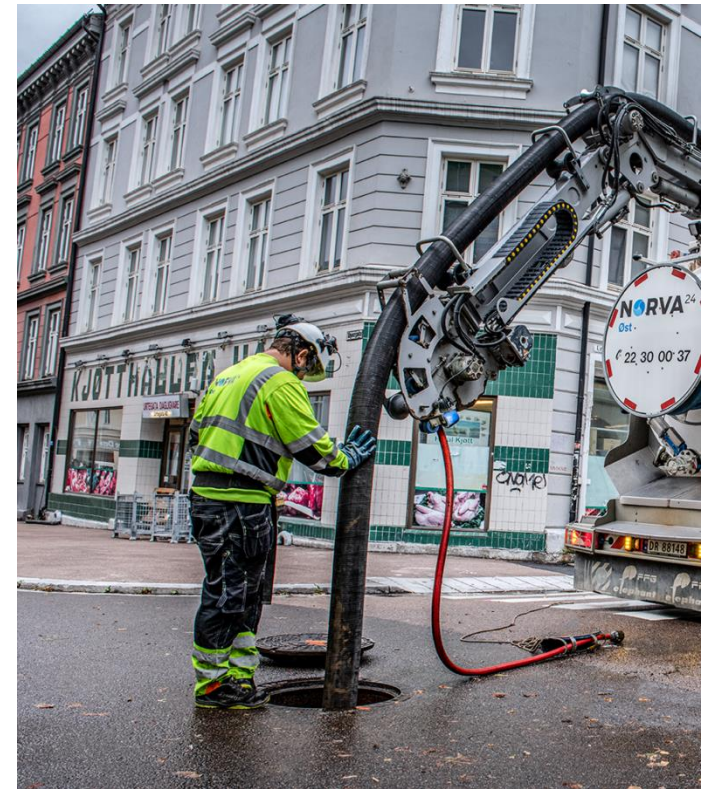
■ Adj. EBITA margin
 ■ Total growth
 ■ Currency adjusted organic growth

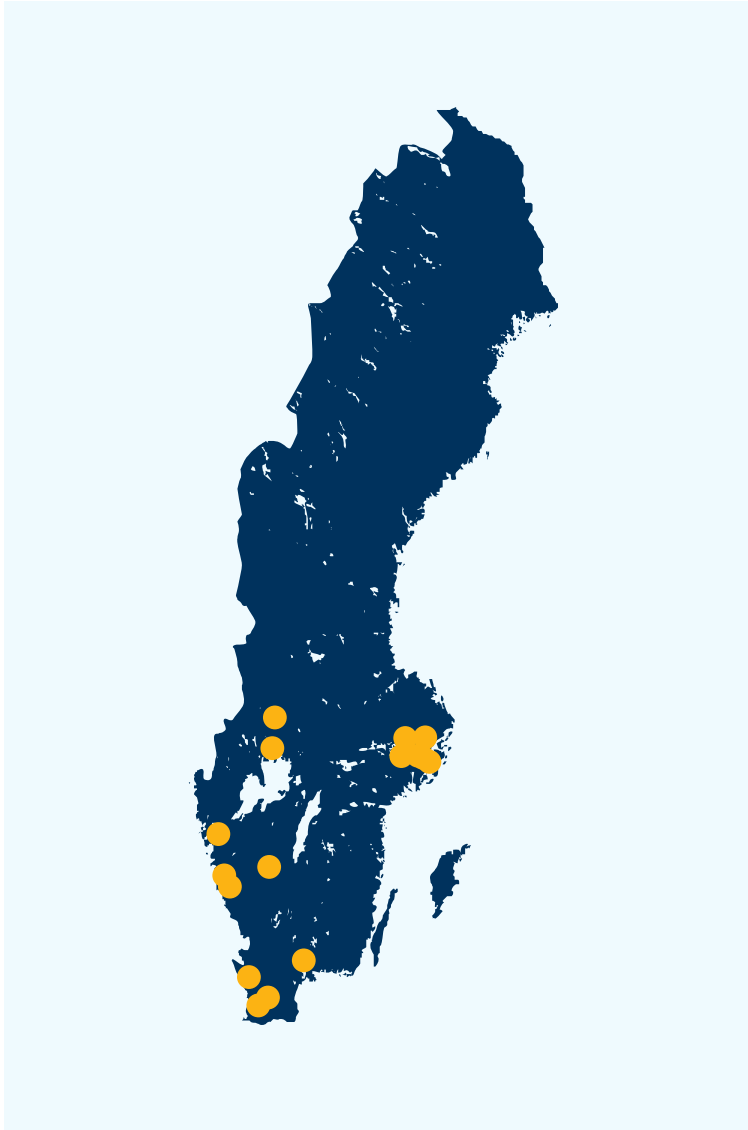
Adj EBITA-margins per German branch full year 2024



Improvement plan Jutzy

- Exit of previous management summer of 2024
- German CEO and CFO on location on a daily basis
- New manager in place from 1st of January 2025
- Non-core Non-UIM project business in process of being discontinued.
 - Non-core projects finalized during 2025
 - Rigorous follow ups, limiting financial risk of the one large remaining project.
- Revenue reversal from Q3 deem to be sufficient, as we implemented a new control regime.
 - Expected to be concluded during first half of 2025
- 2025 a transformation year, but no significant restructuring cost expected.
- Building on the Core UIM business of Jutzy we expect to get back to profitability during 2025

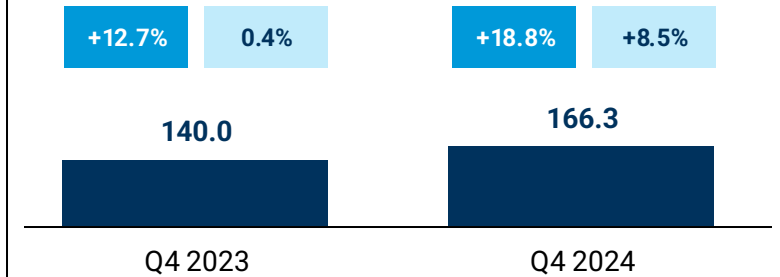
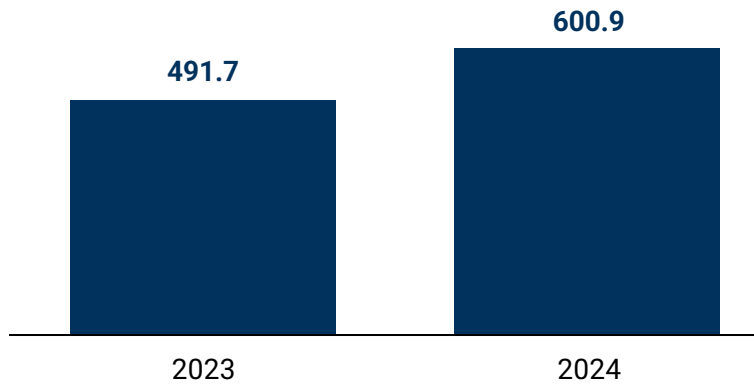




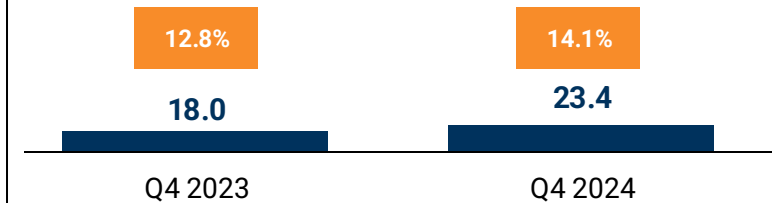
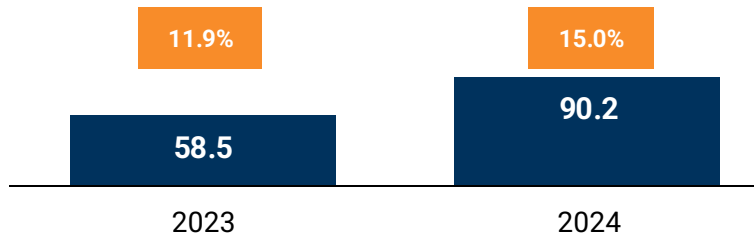
Sweden

Revenue growth and margin increase

Operating revenue development MNOK



Adjusted EBITA development MNOK



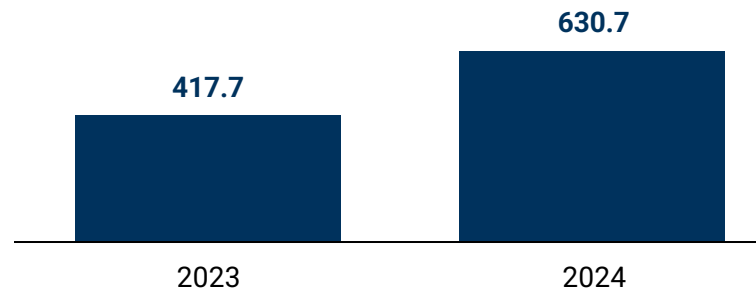
■ Adj. EBITA margin
 ■ Total growth
 ■ Currency adjusted organic growth

Denmark

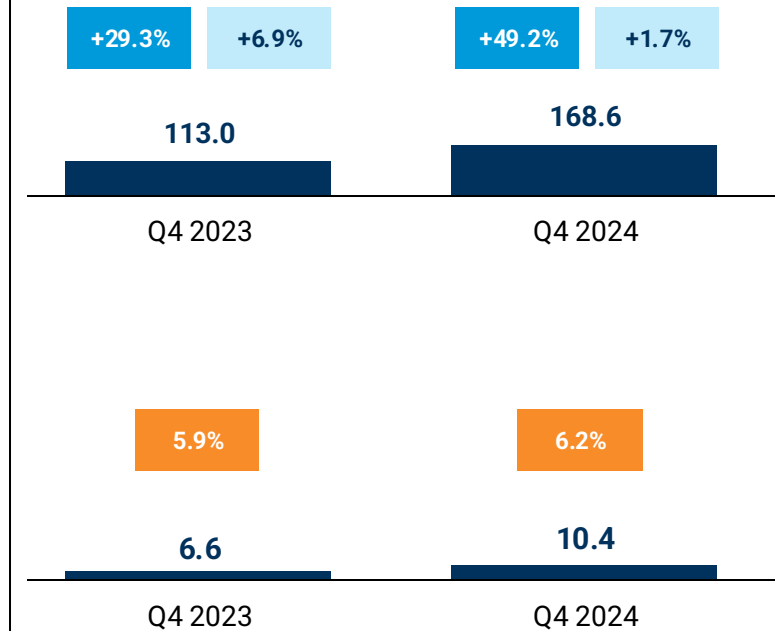
Continued growth and margin improvement



Operating revenue development MNOK



Adjusted EBITA development MNOK

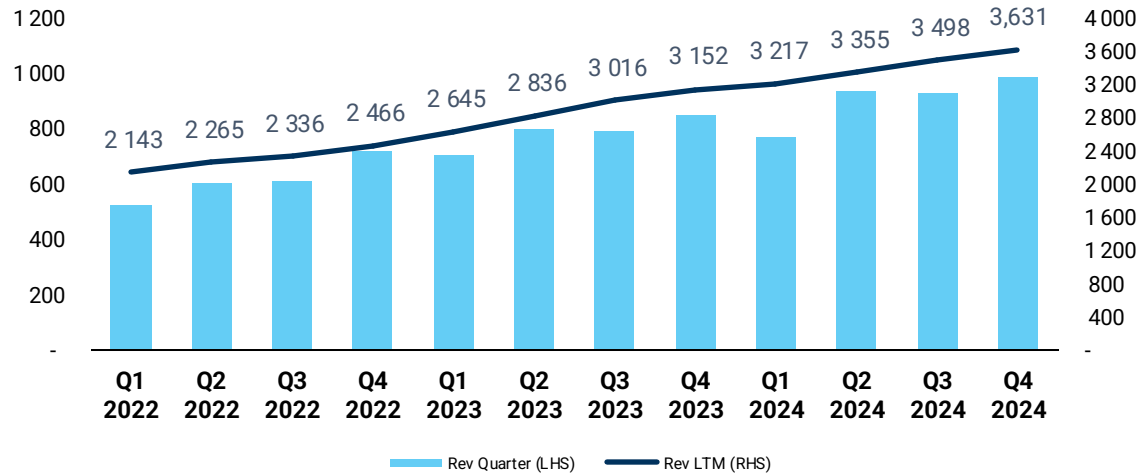


Adj. EBITA margin Total growth Currency adjusted organic growth

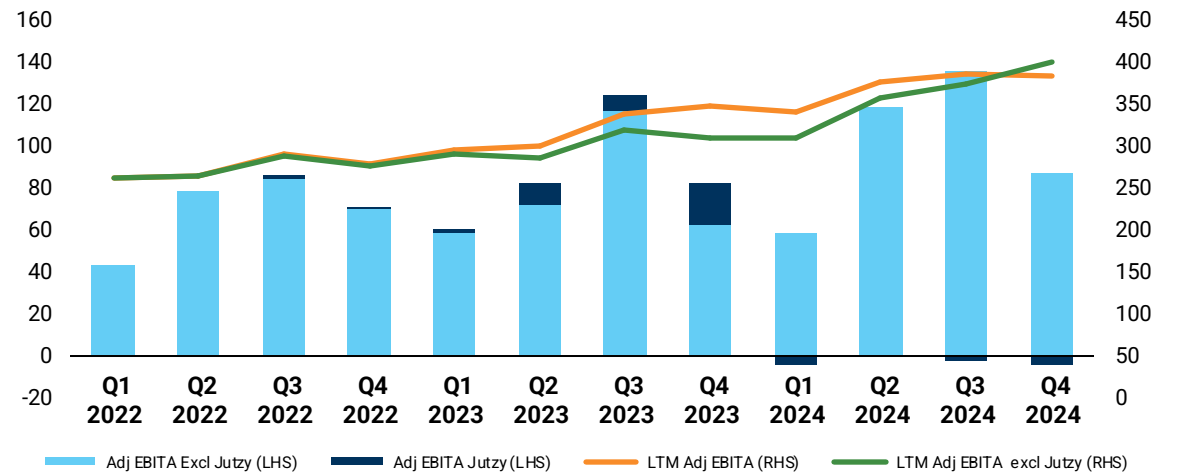
Solid growth and improved EBITA over time

Total revenue growth at 15.5%

Revenue MNOK



Adjusted EBITA



- Total revenue growth of 15.5% in the quarter, underpinned by both acquired and organic growth.
 - Acquired growth accounted for 8.5% of the quarter's growth
 - Currency adjusted organic growth of 6.2% for the quarter (8,8% excl Jutzy)
- Focus on continuing the M&A activity, increased capacity for M&A

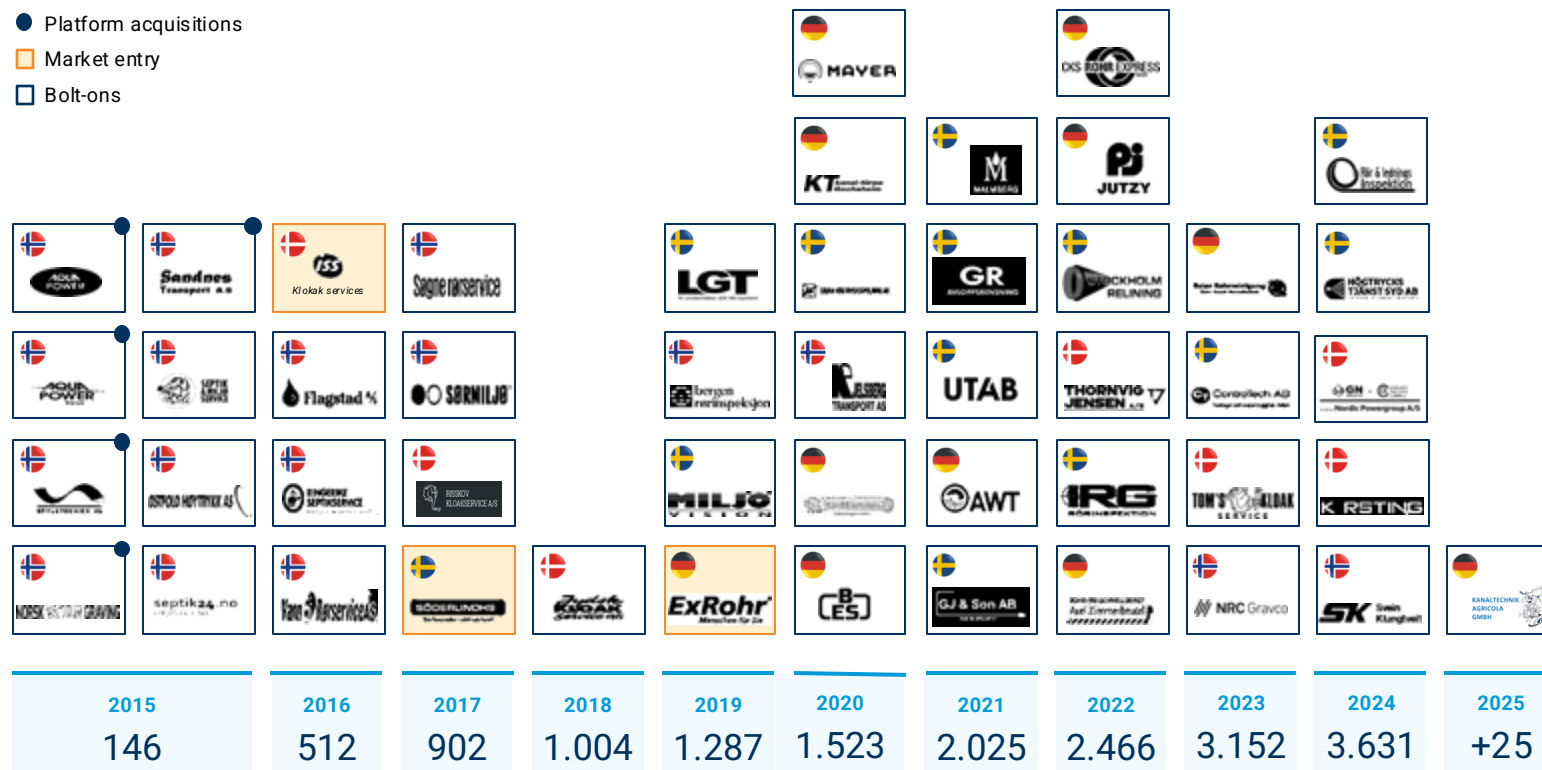
- Margin reduction due to Germany, leading to a reduction in adjusted EBITA margin for the Group of -1.3 percentage points. Increased margin in all the other segments.
- Excluding Jutzy, the Q4 Adj EBITA margin in Germany was 14.5%, and for the full year 2024, the Adj EBITA margin for Germany was 13.1%.
- Adj EBITA excluding Jutzy was 400MNOK for the year up from 309 MNOK in 2023

A strong start of the year on M&A

Group revenue and number of transactions in 2024

>90% of acquisitions were bilateral of more than 50 deals since 2015*

- Platform acquisitions
- Market entry
- Bolt-ons



Rich potential M&A pipeline



Solid growth, but reduced margin due to Jutzy

- Continued revenue growth with total operating revenue increasing by 15.5% in the quarter.
- Margin reduction of -1.3 percentage points due to Germany.
- Adjusted EBITA slightly down 0.2MNOK at NOK 81.4 million.
- Total depreciation is up 15.4%. The increase was primarily due to acquisitions and additions of purchased and leased vehicles in the period.
- Net financial items were NOK -5.0 million (-36.6), driven by higher interest expenses from increased debt, offset by currency gain, and earnout gain.
 - Interest cost of NOK 28.1 (22.0) for the period.
 - Currency gain of 10.7 (-26.8)
 - Recognized earnout gain of NOK 14.2 (12.5) million during the period

CONDENSED CONSOLIDATED STATEMENT OF PROFIT OR LOSS						
NOK million	Oct-Dec 2024	Oct-Dec 2023	Growth %	Jan-Dec 2024	Jan-Dec 2023	Growth %
Revenue from customer contracts	979,1	854,4	14,6 %	3631,3	3131,9	15,9 %
Other operating income	9,5	1,3	630,8 %	-0,3	20,1	-101,5 %
Total operating revenue	988,6	855,7	15,5 %	3631,0	3151,9	15,2 %
Operating expenses						
Operational service expenses	-156,0	-150,5	3,7 %	-574,4	-524,3	9,6 %
Personnel expenses	-420,1	-352,6	19,1 %	-1541,9	-1288,2	19,7 %
Vehicle operating expenses	-134,4	-116,8	15,1 %	-493,3	-445,2	10,8 %
Other operating expenses	-115,8	-83,5	38,7 %	-355,8	-272,0	30,8 %
Other gains/losses	3,3	0,4	-	10,6	0,5	-
Total operating expenses	-823,0	-703,0	17,1 %	-2954,8	-2529,2	16,8 %
EBITDA	165,6	152,8	8,4 %	676,2	622,7	8,6 %
Total depreciation	-90,5	-78,4	15,4 %	-343,1	-289,9	18,4 %
EBITA	75,1	74,4	0,9 %	333,1	332,8	0,1 %
Total amortization	-13,6	-14,4	-5,6 %	-49,5	-49,0	1,0 %
EBIT	61,5	60,0	2,5 %	283,6	283,9	-0,1 %
Net financial items	-5,0	-36,6	-86,3 %	-37,7	-50,1	-24,8 %
EBT	56,5	23,4	141,5 %	245,9	233,7	5,2 %
Income tax expense	-7,1	43,5	-116,3 %	-69,0	-7,2	858,3 %
Profit for the period	49,4	66,9	-26,2 %	176,8	226,6	-22,0 %
Adjusted EBITA	81,4	81,6	-0,2 %	384,4	347,7	10,6 %
Adjusted EBITA margin, %	8,2	9,5	-1.3 pp	10,6	11,0	-0,4 pp

Strong balance sheet with improved cashflow and headroom for growth

- Net debt of NOK 1,550.6 million in Q4 24, representing a Net interest-bearing debt / Adj. EBITDA at 2.1x
 - Significant headroom to financial covenant at 4.0x Net debt / Proforma Adj EBITDA
 - Net interest-bearing debt / Proforma Adj EBITDA as defined in loan agreement currently below 2.1x
- A. Goodwill amounted to NOK 2260.4 million as of 31 December 2024, and impairment test shows ample headroom
- B. Right-of-use assets referring to financial leasing of vehicles and property
- C. PPE primarily referring to vehicles and equipment used in the operational business
- D. Lease-liability of NOK 1,039.8 million related to Right of use assets
- E. Non-current loan primarily refers to bank loans, primarily the Revolver with Danske Banks and SEB.

CONDENSED CONSOLIDATED BALANCE SHEET

NOK million	Dec 31, 2024	Dec 31, 2023
ASSETS		
Intangible assets	2 260,4	1 868,7
Right-of-use assets	1 063,8	893,3
Property, plant and equipment	597,7	510,7
Financial assets at amortized cost	8,7	5,2
Total non-current assets	3 930,6	3 277,8
Inventories	18,7	18,7
Accounts receivables	480,3	441,9
Other current receivables	224,3	201,0
Cash and cash-equivalents	411,9	267,0
Total current assets	1 135,2	928,6
Total assets	5 065,8	4 206,4
EQUITY AND LIABILITIES		
Deferred tax liability	74,3	36,6
Non-current lease liabilities	772,1	647,9
Non-current loans	911,6	638,4
Provisions	114,1	5,8
Total non-current liabilities	1 872,0	1 328,7
Accounts payables	171,1	157,5
Taxes payable	39,9	40,6
Current portion of lease liabilities	267,7	219,7
Current portion of loans	11,1	11,3
Provisions	27,1	58,7
Other current liabilities	384,8	319,4
Total current liabilities	901,7	807,2
Total liabilities	2 773,8	2 135,8
Total equity and liabilities	5 065,8	4 206,4

Lease liabilities account for approx. 65% of net debt

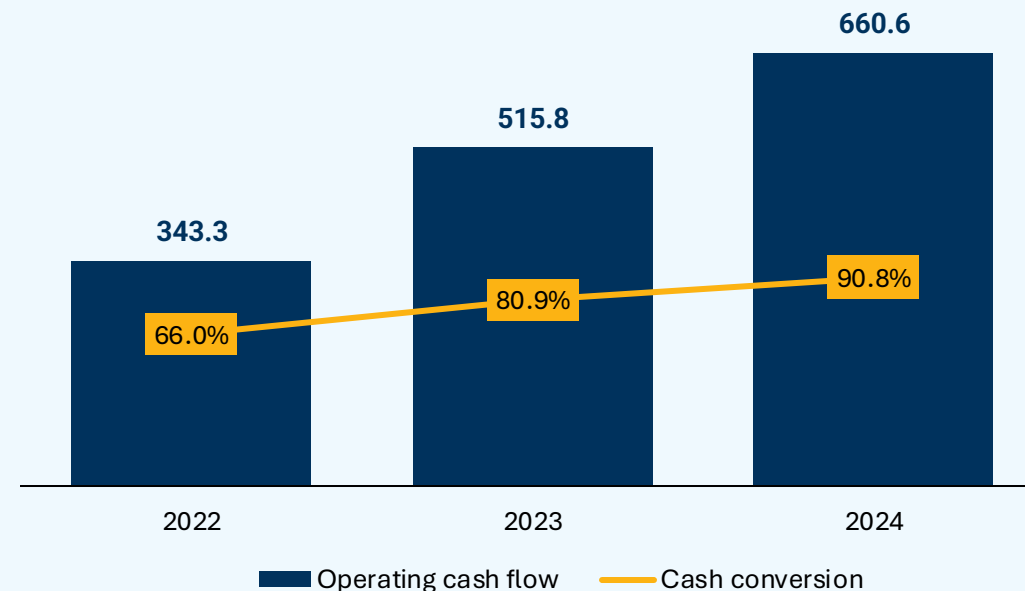
- Total net debt amounted to NOK 1,550.6 million as per 31 December 2024
 - According to IFRS-16, all leases are capitalized. The lease liabilities amounted to NOK 1,039.8 million as per 31 December.
 - Leasing payments next 12 months of NOK 267.7 million
- Depreciation of the leased assets is included in the total depreciation in the Profit and Loss statement
- Net debt excluding lease liabilities amounted to NOK 510.8 million as per 31 December 2024
- Of the NOK 1,850 million credit facility NOK 868.3 million was utilized per 31 December 2024.
- An increase from NOK 1,100 million to NOK 1,850 million and a prolongation for two years of the current facility has been signed in Q4 2024.

NOK million	Current	Non-current	Total debt
Buildings and property	81,4	198,1	279,4
Vehicles and equipment	184,5	571,8	756,4
Furniture, fixtures & other	1,8	2,2	4,0
Total lease liabilities IFRS 16	267,7	772,1	1 039,8
Loans	11,1	911,6	922,7
Total Interest Bearing Debt	278,8	1 683,7	1 962,6
Cash and cash equivalent			411,9
NIBD, including IFRS 16			1 550,6
NIBD excluding building and property leases			1 271,2
NIBD excluding IFRS 16 lease liability			510,8

Strong cash conversion at 90.8% in 2024

- Cash conversion increased in last twelve months due to improved Net cash inflow from operating activities
- Improved net working capital in all segments during Q4 2023.
- High focus on capital efficiency and Net working capital going forward
 - Project in Denmark to improve levels
 - ERP tool to be implemented from year end and should improve also NWC in Germany over the coming quarters

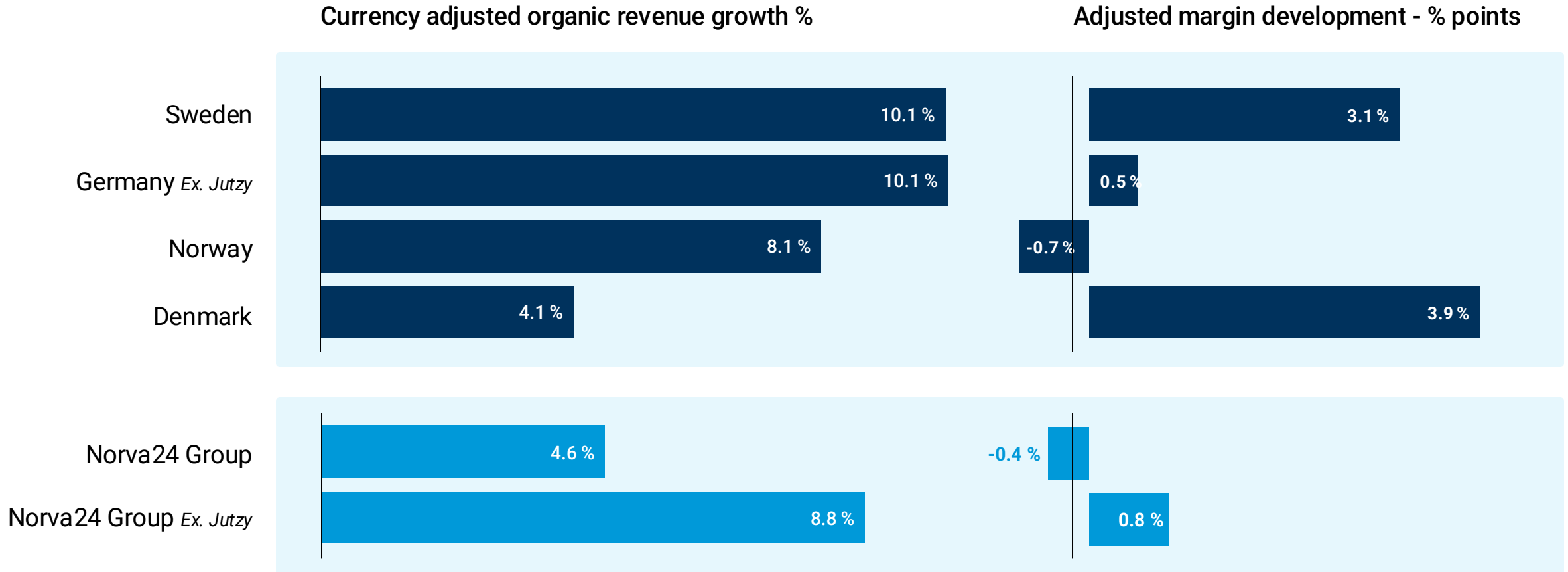
Net cash inflow from operating activities and cash conversion ^{MNOK}



NOKm	2022	2023	2024
Adjusted EBITDA	520.0	637.6	727.5
Net cash inflow from operating activities	343.3	515.8	660.6
Cash conversion	66.0%	80.9%	90.8%

A reclassification adjustment has been made to comparatives. The adjustment impacts change in other items and principal element of lease payment. Total change in cash and cash equivalents remains unchanged.

Strong development in all markets for 2024 Full year



Key take-aways

Q4 2024



- Solid total and organic growth
- Good improvement of Adj EBITA ,adjusted for Jutzy



- Strong operational cash flow, +44% in Q4, +28% FY
- Strong cash conversion of 90,8% full year



- Uniquely positioned in an attractive growth market, and showing resilience in challenging economic climate



- Prepared and ready to continue the profitable growth journey!



CMD in Stockholm 19 March 2025

The evolution of Norva24

Do sign up:

Norva24.com/event/cmd-in-stockholm/

Or

Norva24.com



Q&A

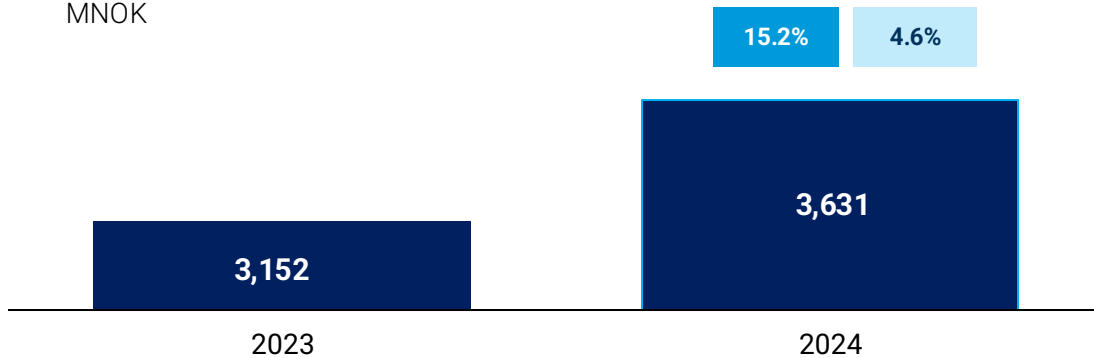
4th Quarter 2024

Solid growth and margin improvement – excl Jutzy

Full Year - Revenue and Norm.EBITA growth adjusted for Jutzy

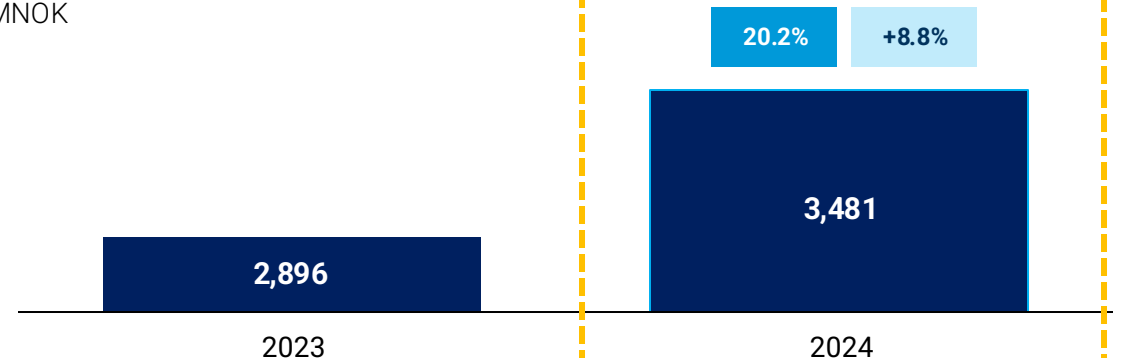
Group revenue incl Jutzy

MNOK



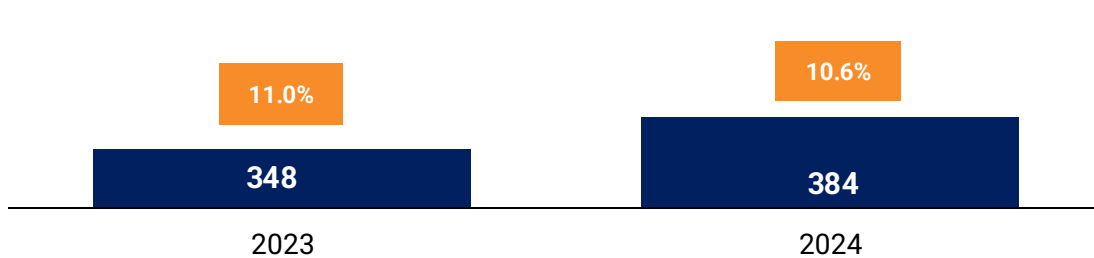
Group revenue excl Jutzy

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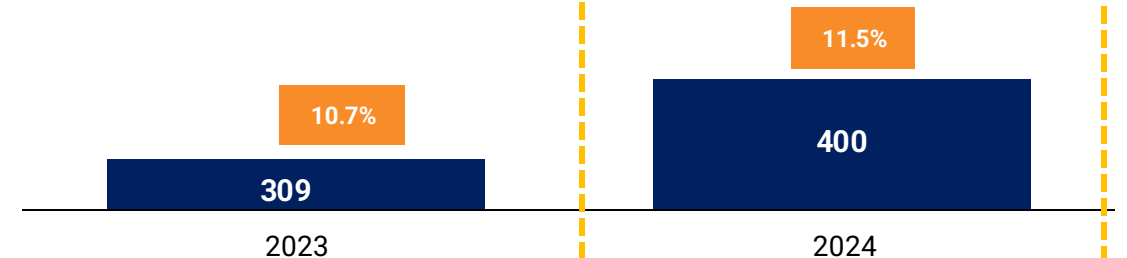
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Adj. EBITA excl Jutzy

MNOK

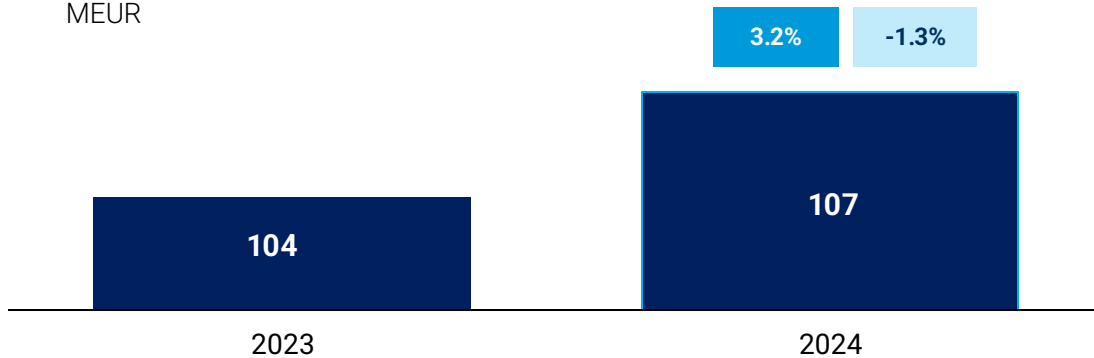


Germany 2024 FY, with and without of Jutzy

Revenue and Adj.EBITA development in 2023 and 2024

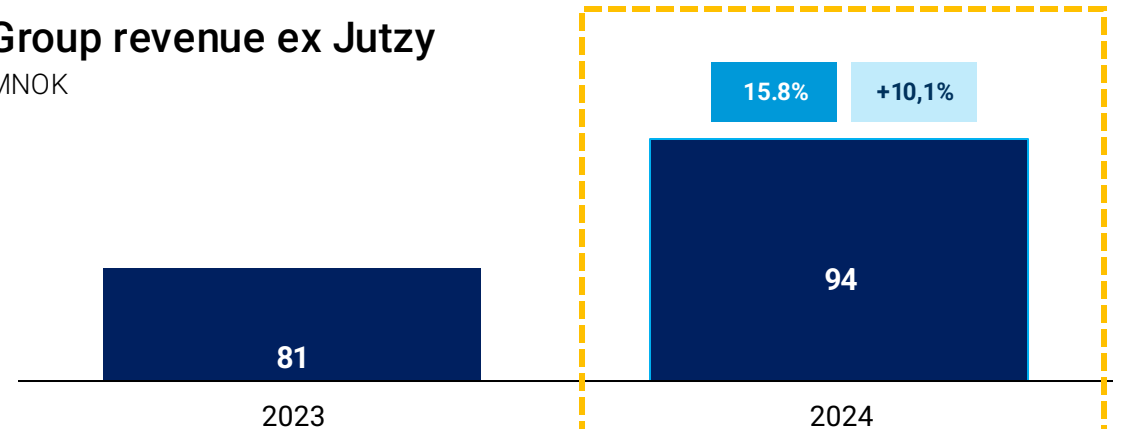
Group revenue incl Jutzy

MEUR



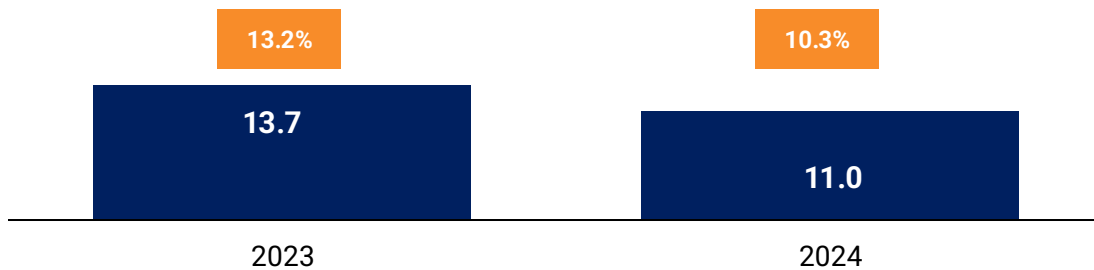
Group revenue ex Jutzy

MNOK



Adj. EBITA incl Jutzy

MNOK



Adj. EBITA ex Jutzy

MNOK

