Q4 Presentation

6 February 2026

Netel

Agenda

- Highlights Q4
- Why profitability was hit in 2025
- Measures to improve profitability
- Our strengths
- Indication 2026
- Financial performance
- Summary

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Highlights Q4

- Improved order backlog SEK 4.2 billion
- Significant orders signed
- Strong cash flow MSEK 97
- New long-term financing agreements
- Operations in the UK divested
- New members in the extended management team

Why profitability was hit in 2025

- Identification of overvalued projects ahead of project completion in three companies acquired in 2021–2022
- Lower volumes of approx MSEK 400 than expected due to our focus on profitability in procurements
- Lower volumes due to increased competition in the Infraservices division
- More projects than expected in start-up phase and the start postponed for a number of projects, especially in Telecom
- We did not achieve the savings from the new business system and new organisation in Norway that we anticipated

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Clear time-bound measures totalling MSEK 40-50

Our measures to increase profitability in summary:

- Divestment of UK operations
- Restructuring of companies with profitability problems
- Consolidation of subsidiaries into larger units
- Reduction of levels of management
- Improvement of internal processes and follow-up
- Cost saving program of MSEK 40-50 in total
- MSEK 25 with full effect 2026
- MSEK 15-25 with full effect 2027

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Market update

Infraservices

- Strong and active market in both the public and private sectors.
- Tougher competition pushes the ability to win projects to the right margins
- Delayed project starts and lower volumes from framework agreements have a negative impact on 2025
- The strategy has been successfully implemented by reaching new customers and new geographies, for example, a new customer from the Swedish Transport Administration and our large new fine contract in Ludvika with Lindesbergs Bygg

Power

- Good demand with strong development in Norway, where the business is growing strongly
- Sweden is affected by fewer projects in full production and a focus on new start-ups and tenders
- New major framework agreements (e.g. with E.ON and Vattenfall) strengthen the order backlog and expected profitability in 2026.
- Strategy successfully executed by reaching new customers and new geographies, e.g., new customer Glitre Nett with new establishment in southern Norway

Telecom

- Lower than expected volumes in mobile and fiber rollout in 2025.
- Project delays and lower activity
- Germany is growing and has strengthened its customer portfolio and order backlog.
- Norway is implementing a major efficiency program to strengthen profitability.
- Strategy successfully implemented by reaching new customers and new geographies, for example, a new customer from the Swedish Transport Administration and a new framework agreement for service to Tele2 in Sweden

Our seasonal patterns

Quarter 1

Traditionally the weakest quarter in our industry. Projects often take longer due to winter weather. Many others are in the start-up phase, which means more planning and designing but less invoicing. This normally leads to lower sales and margins compared with the rest of the year. Cash flow is often weak or negative at the beginning of the year, since costs are incurred before any major invoicing can take place.

Quarter 2

Increasing volumes and transition to production but dependent on weather conditions for start of production. More projects enter the production phase, meaning higher volumes. Sales gradually increase and the margins improve as projects enter the field. Quarter 2 is normally a quarter with stable growth compared to quarter 1. Cash flow follows production phases, and we make use of working capital as production increases, and is still dependent on the project mix.

Quarter 3

Stable peak season with high production intensity. Usually one of our most stable quarters. The summer months allow for efficient production, especially in groundwork. The margins improve as volumes increase and projects mature. However, quarter 3 is impacted by vacations, which can impact negatively. Like in quarter 2, cash flow in this quarter varies with production phase and project mix.

Quarter 4

The strongest quarter of the year, notably the most profitable quarter with the strongest cash flow. Many projects reach their closing phase, generating large invoices. This pattern repeats annually. Quarter 4 is often the quarter that carries the full-year’s margin, especially for large project deliveries.

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Financial performance

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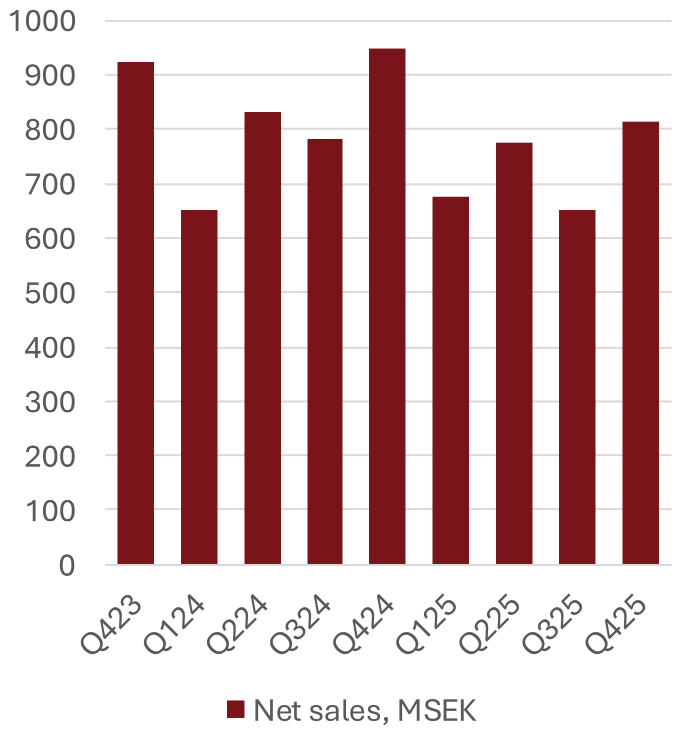
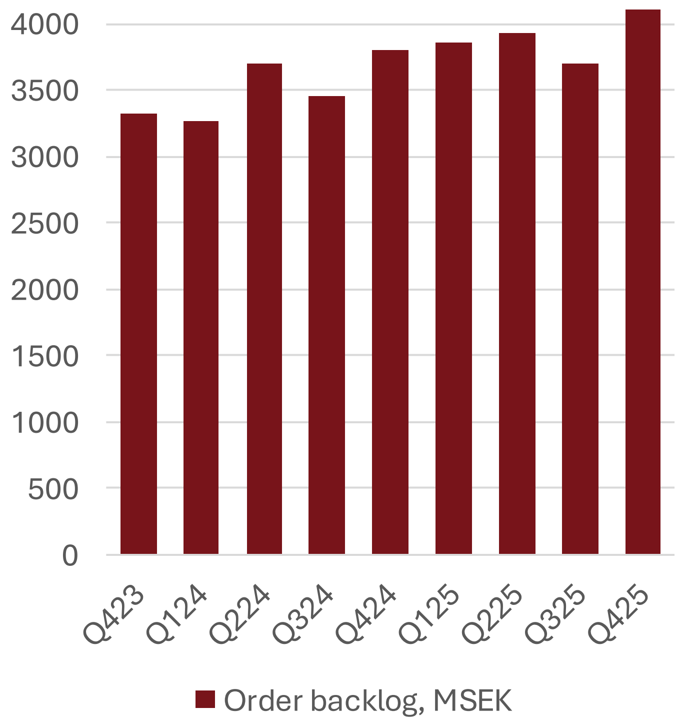
Record high order backlog

- Net sales -14.4% to MSEK 812 (949)
  - Good development in Power in Norway with approx. 45% growth in Q4 and 41% 2025
- FX effects -1.8%
- Order backlog 4.16 BSEK
  - Approx. 2 BSEK in backlog referring to 2026

Net sales



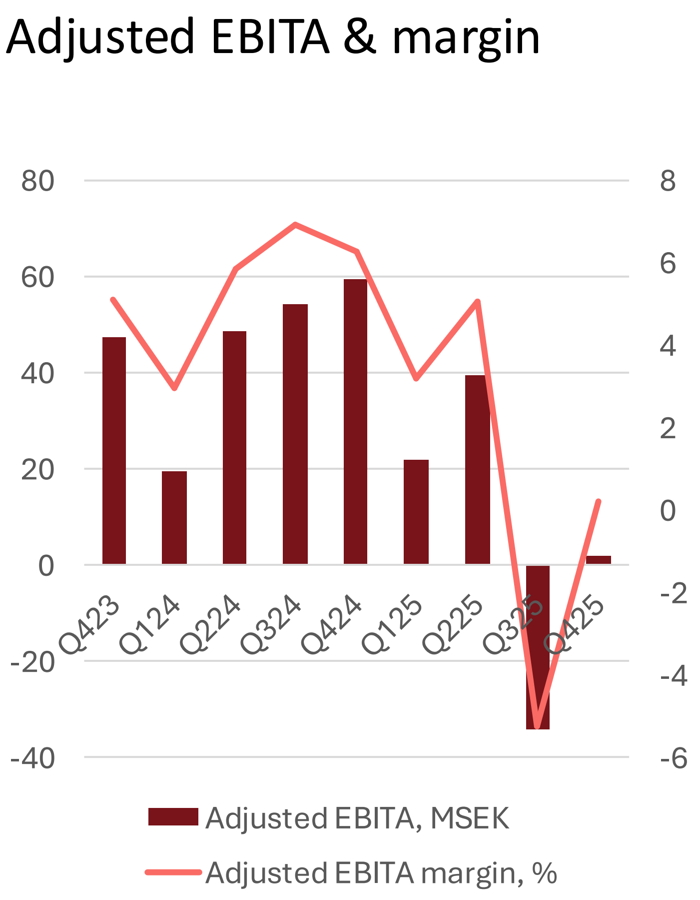
Order backlog



All numbers in the presentation refer to continuing operations unless otherwise stated

Profitability impacted by lower volumes and cost improvement measures

- Adjusted EBITA MSEK 2 (59)
- Adjusted EBITA margin 0.2% (6.3)
- EPS -1.38 (-1.19) SEK

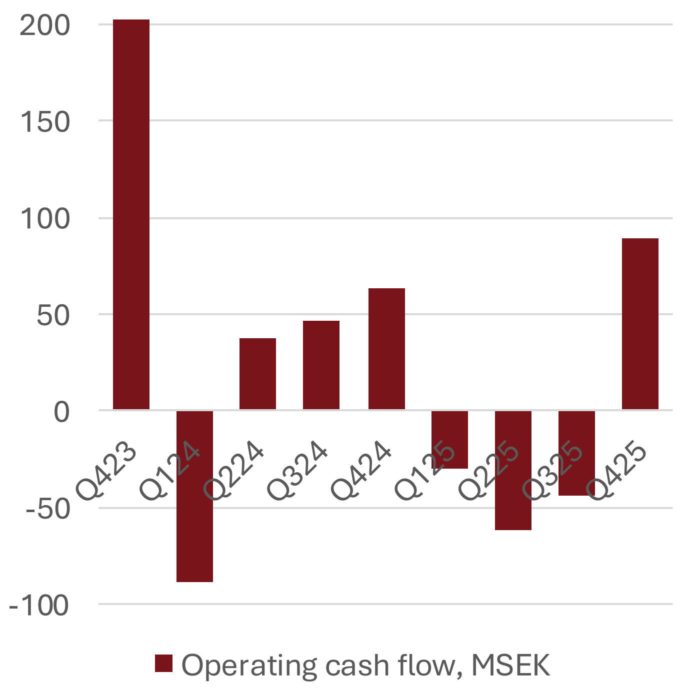


Strong cash generation at the end of the year

- Operating cash flow MSEK 97 (71)
- Strong cash flow due to normal seasonality, i.e. completion of projects and final invoicing
- Unutilised credit facilities and cash MSEK 342

Operating cash flow

Including discontinuing operations



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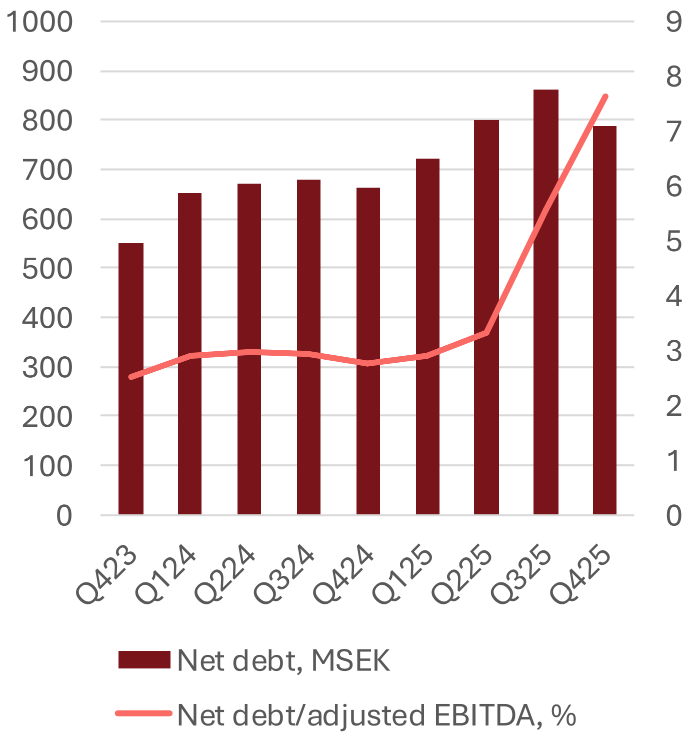
New long-term financing agreements with liquidity covenant

- Leverage ratio 7.6 – higher than the capital structure target with EBITDA impact from Q3 write-downs
- Financing
- New agreements with SEB, Swedish Export Credit Corporation (SEK) and Swedbank regarding long-term financing with liquidity covenant

Net debt excluding leasing liabilities



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Segment performance

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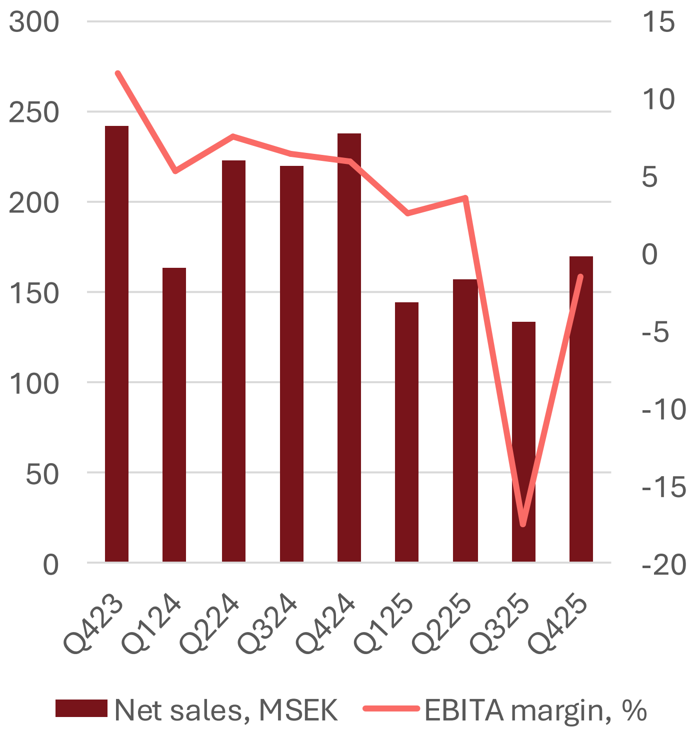
Infraservices

- Net sales -28.5% to MSEK 170
- EBITA MSEK -3
- EBITA margin -1.5%

Sales & Margin – Q by Q



Sales & Margin

	Q4			12 months		
MSEK	2025	2024	Δ	2025	2024	Δ
Net sales	170	238	-28.5%	673	844	-20.3%
- Sweden	170	238	-28.5%	673	844	-20.3%
EBITA	-3	14		-17	54	
EBITA margin	-1.5%	5.9%	-7.4	-2.7%	6.4%	-9.1

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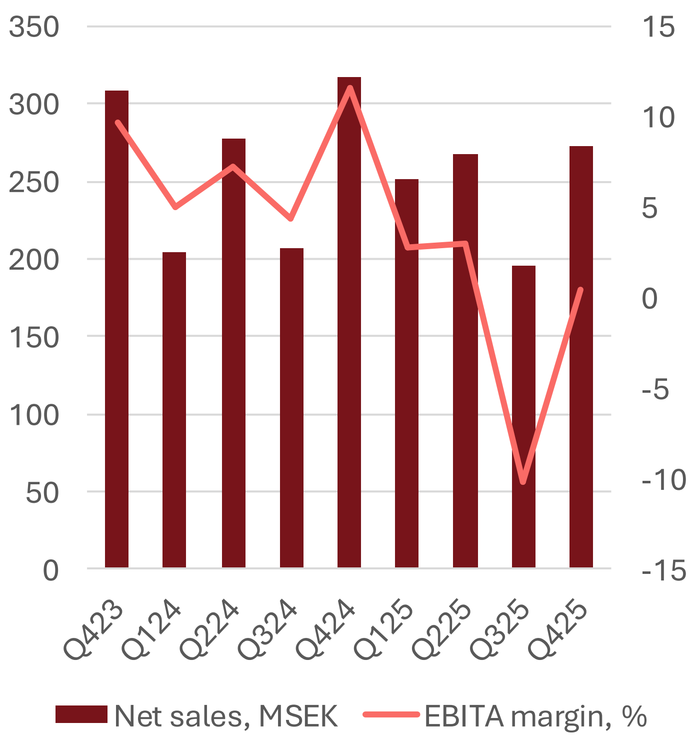
Power

- Net sales -14.2% to MSEK 272
  - Norway grew 45.1% in Q4 and 41.0% in 2025
- EBITA MSEK 1
- EBITA margin 0.4%

Sales & Margin – Q by Q



Sales & Margin

	Q4			12 months		
MSEK	**2025**	**2024**	**Δ**	**2025**	**2024**	**Δ**
Net sales	272	317	-14.2%	989	1,005	-1.6%
- Sweden	135	223	-39.5%	492	653	-24.7%
- Norway	139	96	45.1%	497	352	41.0%
EBITA	1	37	-96.8%	-4	76	
EBITA margin	0.4%	11.6%	-11.1	-0.4%	7.6%	-7.9

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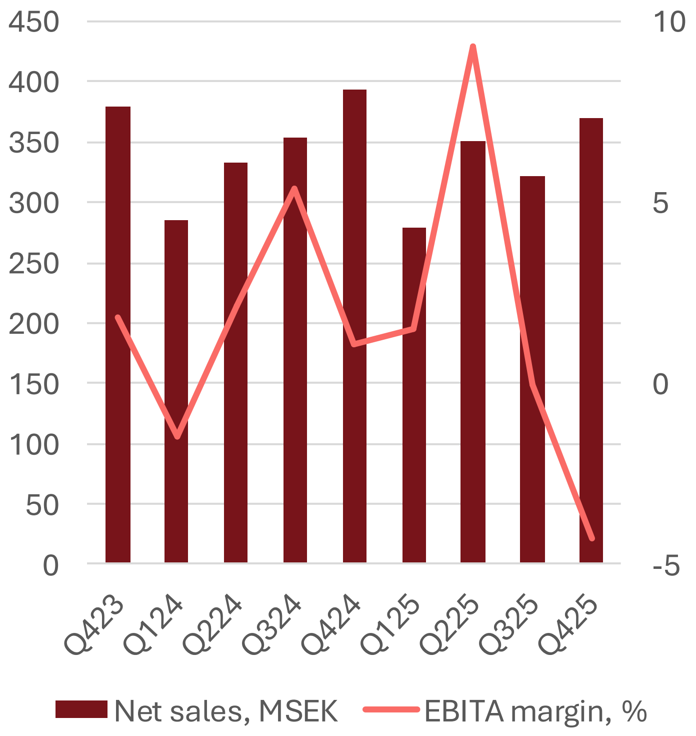
Telecom

- Net sales -6.3% to MSEK 369
- EBITA MSEK -16
- EBITA margin -4.3%

Sales & Margin – Q by Q



Sales & Margin

	Q4			12 months		
MSEK	**2025**	**2024**	**Δ**	**2025**	**2024**	**Δ**
Net sales	369	394	-6.3%	1,321	1,364	-3.2%
- Sweden	60	96	-37.6%	240	280	-14.4%
- Norway	270	250	-8.0%	894	912	-2.0%
- Germany	48	50	-3.9%	187	174	7.7%
EBITA	-16	4		21	26	-20.5%
EBITA margin	-4.3%	1.1%	-5.4	1.6%	1.9%	-0.3

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We are preparing ourselves for the future

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Indication 2026

- Strong underlying markets
- Strategy to expand geographically and seek new customers
- We have done our homework
- Growth and margin improvement expected for the full year 2026 given the savings measures in 2025–2026 and the market conditions Netel sees today

Q1 2026

24 April 2026