

Presentation Q1 2026

21. May 2026



BORGESTAD ASA

Agenda

- 1 **Highlights and Key Figures**
- 2 Introduction
- 3 Real Estate Segment Review
- 4 Industry Segment Review
- 5 Financials
- 6 Outlook



Highlights and Key Figures

Highlights

- 1 For Q1 2026, Borgestad Group delivered a result before tax of MNOK -36.4, compared to MNOK -21.6 in 2025.
- 2 Höganäs Borgestad delivered weaker Q1'26 results compared to the corresponding period in 2025, reporting revenues of MNOK 181.3 and an EBIT of MNOK -18.3, versus MNOK 186.0 and adjusted MNOK -11.5, respectively, in Q1'25.
- 3 Agora Bytom delivered 5% revenue increase in Q1'26 reporting revenues of MNOK 20.3 compared to MNOK 19.6 in Q1'25. EBITDA increased to MNOK 10.7 from MNOK 10.3
- 4 Agora Bytom achieved during Q1'26 a BREEAM in Use certificate, based on its solid standard of environmental performance, energy efficiency and sustainable building management..

Key Figures

MNOK	1st quarter		Full year	
	2026	2025	Adj. 2025	2025
Operating income	202	206	1,126	1,126
EBITDA	-3	-2	119	107
Depreciat. & impa. of intang. assets	14	9	40	40
Operating profit (EBIT)	-17	-11	79	53
Profit before tax	-28	-22	51	24

MNOK	31.03.2026	31.03.2025	31.12.2025
Cash	121	175	153
Available liquidity at end of period	187	235	213
IBD	456	424	458
NIBD	335	249	305
NIBD/EBITDA LTM	3.2	1.9	2.8
Equity ratio	52%	54%	55%

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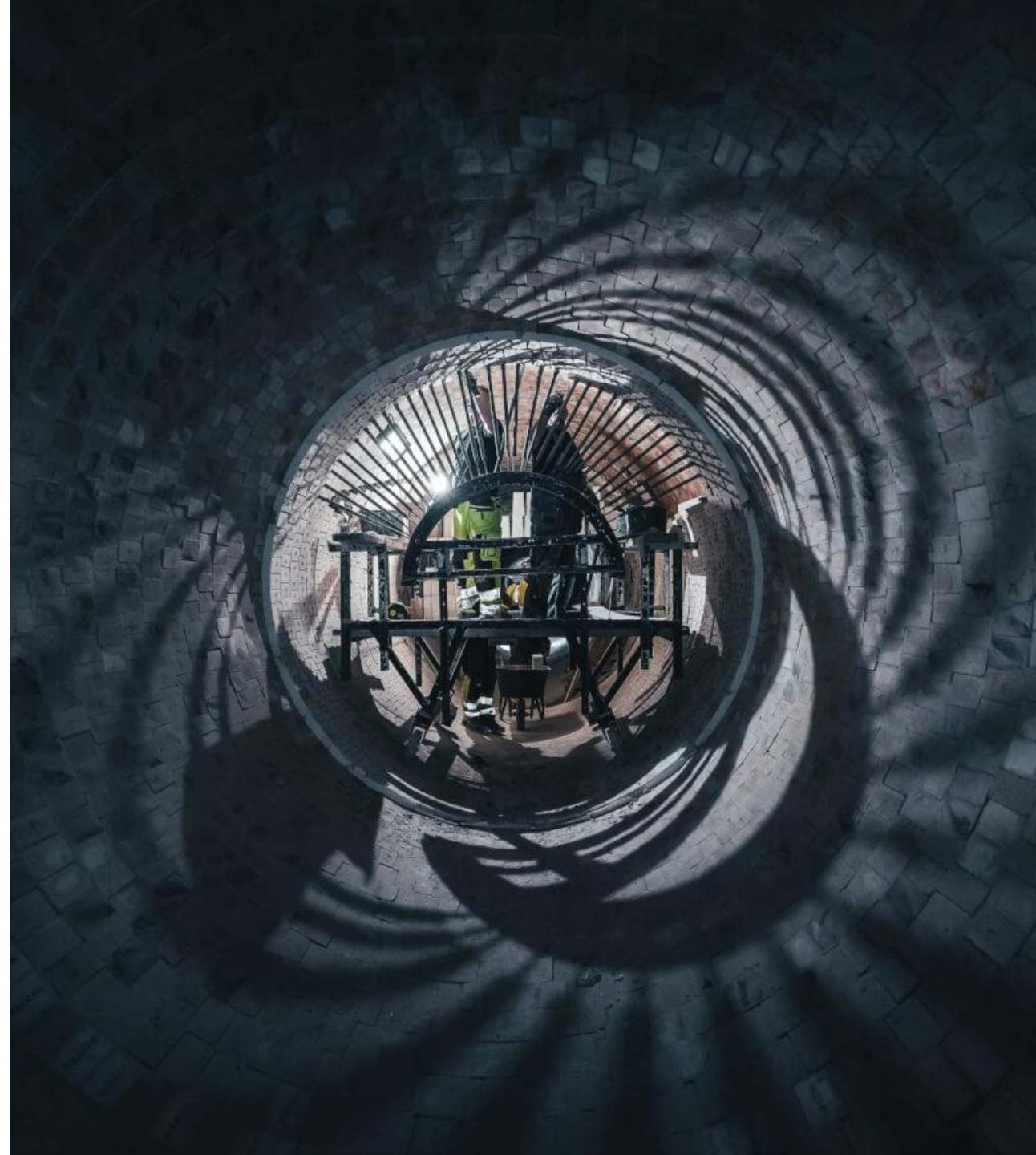
 - 2 **Introduction**

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Borgestad ASA is an industrial investment company focused on real estate and refractory, aiming to expand into niche segments in the future

Strategy

- Operate as a publicly listed investment company, currently focused on real estate and the refractory industry
- Strengthen existing investments through operational improvements
- Expand into niche segments with consolidation potential
- Leverage the networks and expertise of management and the Board to unlock new opportunities

Key tools



The right team



Effective use of capital



Measure everything and develop KPI's



M&A

Our portfolio includes the shopping center Agora Bytom and the refractory company Höganäs Borgestad, both dominant in their respective markets



Real Estate

Agora Bytom shopping center in Poland is the largest investment of the Group, accounting for over half of the balance sheet. Agora Bytom is centrally located in the Silesian region of Poland and holds a strong market position in its primary catchment area

Gross area
52,000 m²

Parking spaces
820

BOR share
100%

Lettable area
33,870 m²

Annual visitors
4.7 million



Refractory

Höganäs Borgestad is a manufacturer and supplier of refractory quality products, installations and solutions that are essential for industrial high-temperature processes exceeding 1,200°C in various industries such as steel, cement, and aluminum

Refractory production since
1825

Presence
NOR, SWE, FIN

Employees
350+

BOR share
69.7%

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Agora Bytom delivered higher revenue and EBITDA for Q1'26 compared to Q1'25, supported by continued increase in occupancy



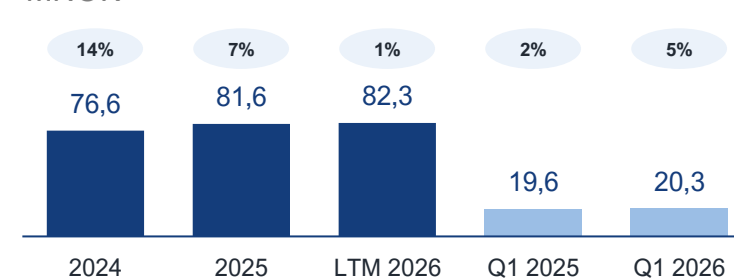
The occupancy rate for Agora Bytom increased by 0.2 percentage points during Q1 2026.

Latest trends and developments

- Rental income improved by 5.2 percent in Q1'26, with several ongoing changes of tenants.
- As of March 31, 2026, occupancy based on signed leases was at 96.4 percent, an increase of 0.2 percent since December 31, 2025, with leasable area at 33,870 sqm.
- Occupancy rate is estimated to stabilize going forward. Focus is shifting toward renegotiating or replacing lower leases to increase the actual rent per sqm per month.
- BREEAM In-Use certification achieved during Q1'26. The certificate confirms a solid standard of environmental performance, energy efficiency and sustainable building management.
- Borgestad expects revenue and EBITDA to increase steady in the years to come.

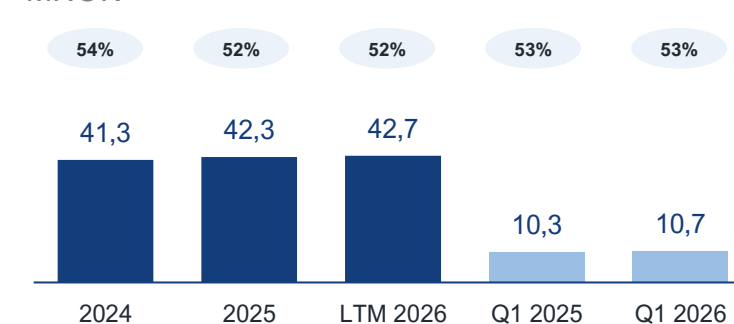
Revenue development

MNOK



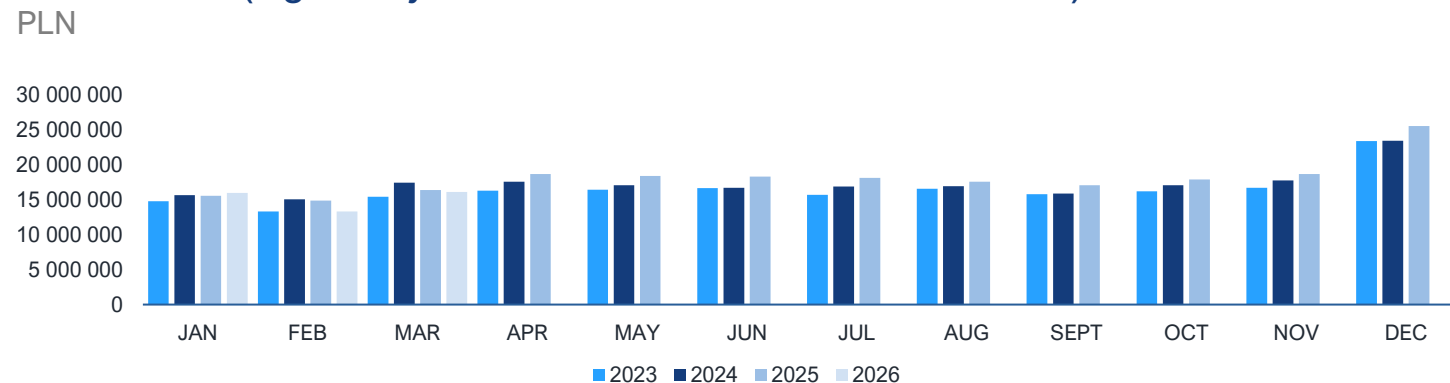
EBITDA development

MNOK

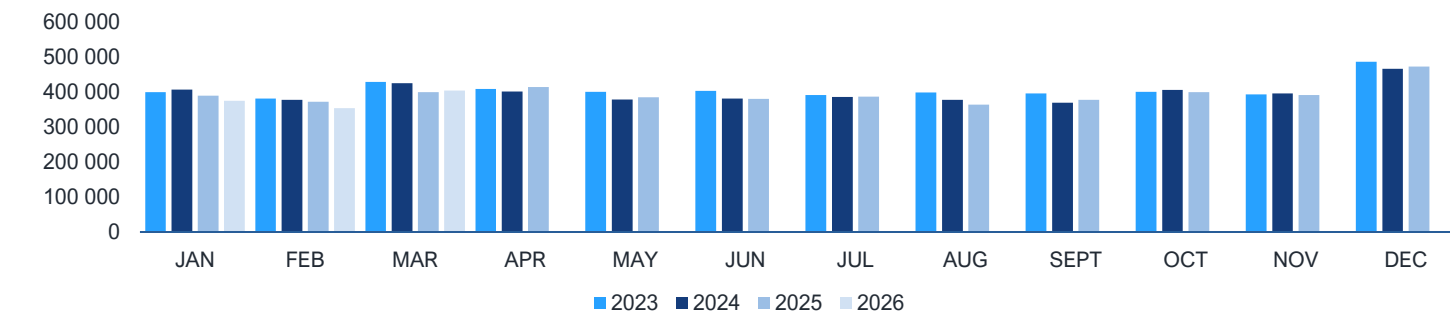


Continued improvement in retail sales and average basket per open sqm during the quarter

Retail sales (Agora Bytom's tenants' turnover 2022-2026)



Footfall (Agora Bytom's monthly footfall 2022-2026)



Comments

- Tenant turnover decreased by 3.0 % in Q1'26 compared to Q1'25, while turnover for LTM increased by 4.6 percent.
- Agora Bytom recorded 4.7 million visitors LTM March 2026, same as in 2025.

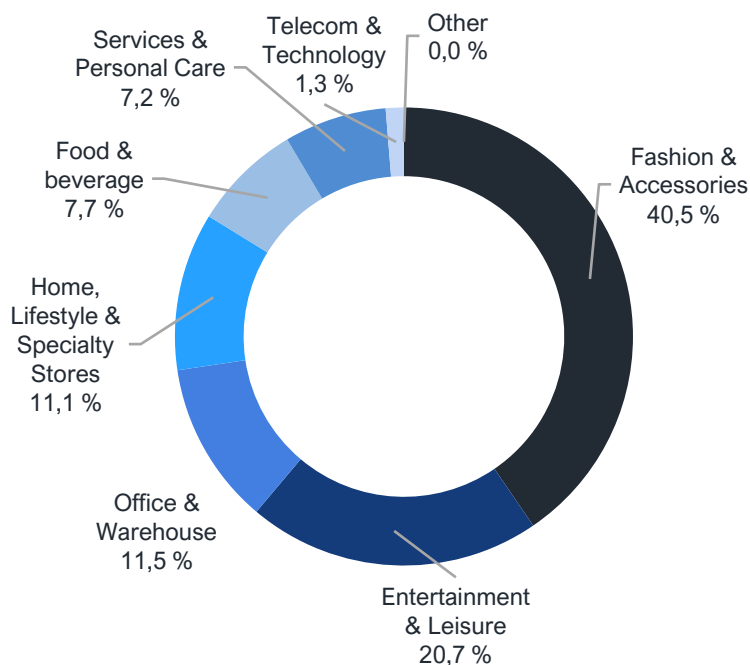
Macroeconomic environment

- Poland's reference interest rate was decreased to 3.75 % in March 2026, a decrease of 0.25 bps since 31.12.25.
- GDP grew by 4.0 % YoY in December 2025.
- Registered unemployment stood at 6.1 % in March 2026.
- Inflation is increased to 3.0 % YoY in March 2026, up from 2.1 % in December 2025.
- Consumer confidence decreased to -12.2 points in March 2026, compared to -9.9 points in December 2025.

Agora Bytom has a diverse tenant base and a healthy weighted average unexpired lease term, ensuring low contract duration risk

Highly diversified tenant base

Lettable area per tenant



Comments



WAULT by area: 3.89 years



WAULT by income: 3.91 years



Due date for top ten tenants are spread, first due date in Q1 2028



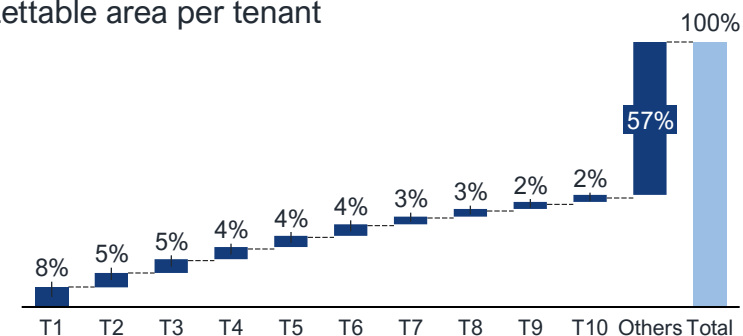
Ongoing negotiations with potential new tenants



Refurbishment and relocation were completed during Q1 2026, finalizing the current changes to tenant base

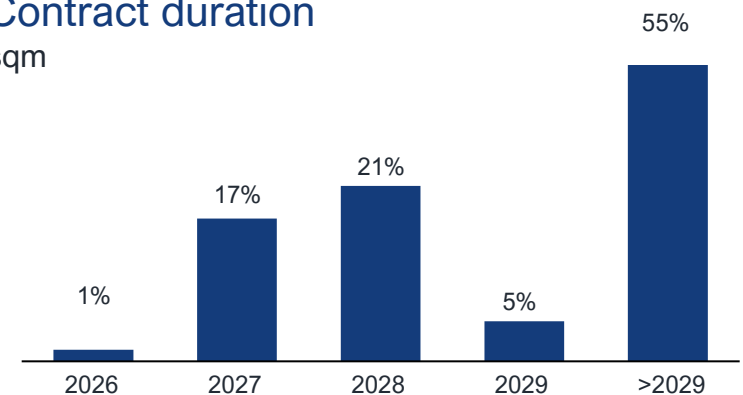
Highly diversified tenant base

Lettable area per tenant



Contract duration

sqm



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Revenue decreased slightly year-over-year, while profitability declined substantially. Initiatives have been implemented and are expected to support improved profitability.

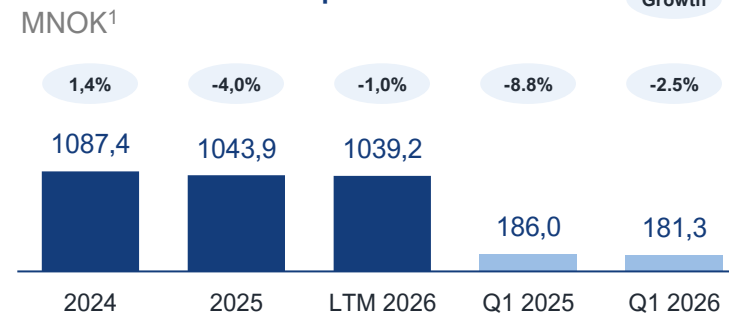


Höganäs Borgestad maintains a positive outlook for FY2026

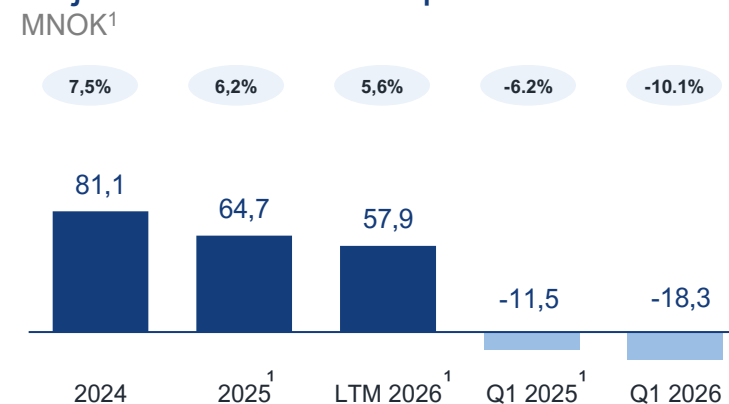
Latest trends and developments

- In Q1 2026, Höganäs Borgestad delivered stable revenues of MNOK 181.3. EBIT was negative MNOK -18.3, reflecting a downturn in the market and specific project execution issues.
- Market conditions remained challenging during Q1 due to global uncertainty, impacting production activity and demand.
- EU tariffs on ferro-alloy imports from Norway and high energy prices in Northern Norway negatively affected revenues and margins through temporary customer shutdowns.
- Höganäs Borgestad Group has implemented internal improvement initiatives focused on strengthening governance, project execution, cost control.

Revenue development



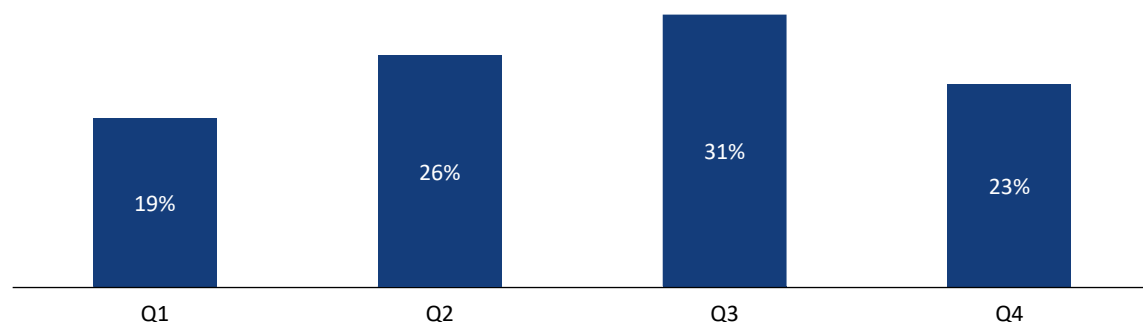
Adjusted EBIT development



In Q1 2026, overall performance declined YoY, but market activity is expected to improve through 2026, supported by continued focus on internal improvements

Historical quarterly average revenue share (2021-2025)

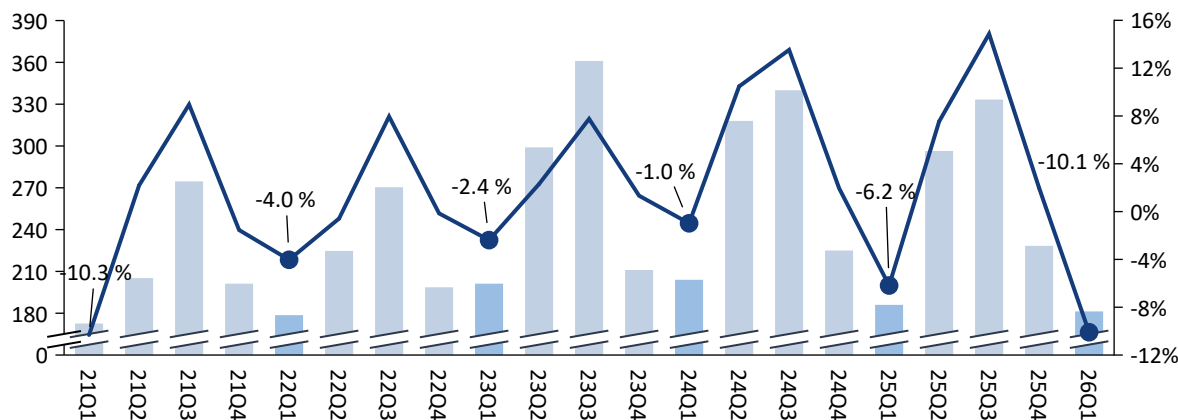
Revenue share (% of annual rev.)



Quarterly development of revenue and EBIT¹

Revenue (MNOK)

EBIT-margin (%)



Comments

- The Nordic refractory market is highly seasonal, with low activity in Q1 and Q4 due to cold weather, and peak demand in Q3 as customers schedule maintenance during the holiday season.
- Seasonality is partly mitigated by using subcontractors and temporary resources during peak periods, helping to manage fixed costs.
- Following a strong performance in Q3 and Q4 2025, Q1 2026 was below normal seasonal levels reflecting the challenging market environment and internal factors previously described.
- With project lead times of 6-12 months, the impact of current initiatives is expected to materialize through 2026, supported by ongoing cost-reduction efforts to lower operational leverage.

There have been no changes since presentation held 1 February, and the appeal to the Supreme Administrative Court remains pending with feedback expected in Q2 or Q3 2026



Backdrop

- In Q4 2023, Höganäs Borgestad agreed to sell two properties housing the Group's refractory production to Bjuv Municipality, with an option to lease them back for up to five years.
- The transaction was later delayed following a complaint claiming the purchase price was too high, leading to a review by the Administrative Court in Malmö.
- In March 2025, the Administrative Court ruled to revoke Bjuv Municipality's approval of the transaction, citing insufficient documentation to support the valuation of the two properties.
- Bjuv Municipality appealed the Administrative Court's ruling in March, submitting updated documentation in early April. In December, the Court of Appeal found that there was no basis to stop the transaction.

Status

- In January 2026, the Administrative Court's ruling was appealed to the Supreme Administrative Court by the complainant.
- The Supreme Administrative Court requires leave to appeal to review the case. Estimated processing time of 6 months, and feedback expected by Q2 or Q3 2026.

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Weaker performance in Q1'26 comparing to Q1'25, due to a challenging and uncertain refractory market

Comments

- Borgestad Group's EBITDA was MNOK -3.3 in Q1'26, down from MNOK -1.6 in Q1'25, mainly driven by weaker performance in Höganäs Borgestad
- Group EBIT amounted to MNOK -17.5 in Q1'26, compared to MNOK -11.0 in Q1'25, reflecting lower underlying EBITDA and higher non-cash items
- EBIT in Q1'26 was negatively impacted by an impairment of MNOK 3.2, related to tenant relocation at Agora Bytom, as well as higher depreciation in Höganäs Borgestad compared to last year.
- Net financial items were broadly stable in Q1'26 compared to Q1'25, with no significant year-on-year changes.

(NOK 1 000) (Unaudited)	Q1'26	Q1'25	FY2025
Revenue and other income	201,529	206,463	1,125,970
Materials, supplies and subcontracting	97,941	95,080	504,079
Salary and personnel expenses	82,668	87,101	390,477
Other expenses	24,174	25,886	124,124
Depreciation	10,992	9,370	39,827
Impairment of intangible assets	3,203	-	14,857
Operating cost and expenses	218,978	217,437	1,073,364
Operating income/(loss)	-17,449	-10,974	52,606
Financial items			
Foreign currency gain/(loss)	-507	113	-342
Interest expenses	7,448	7,082	30,452
Other financial income/(expenses)	-2,604	-3,687	2,060
Net financial items	-10,559	-10,656	-28,733
Profit before tax	-28,009	-21,631	23,873
Income tax	2,276	1,415	3,538
Profit/(loss) for the period	-30,285	-23,045	20,335

Working capital in Q1'26 reduced after high season, and compared to Q1'25, partially explained by lower activity and reduced inventory.

Comments

- Investment property has a book value of MEUR 61.3 per March 31, 2026.
- Working capital stands at MNOK 199.1 per March 31, 2026, compared to MNOK 216.6 as of March 31, 2025
- Total interest-bearing debt stood at MNOK 456.4 (424.2), with net interest-bearing debt at MNOK 335.0 (249.0) as of March 31, 2026.
- Debt financing of both Höganäs Borgestad and Agora Bytom with due dates in 2028.
- The property in Bjuv remains classified as held for sale, pending expected court decision.

(NOK 1 000) (Unaudited)	Q1'26	Q1'25	FY2025
Investment property	687,281	704,721	726,858
Land, buildings	17,138	13,251	17,526
Fixtures, machinery and	42,767	44,640	46,563
Licences, trade marks and	10,763	26,433	11,305
Right-of-use assets	69,257	33,326	40,668
Goodwill	107,107	90,667	110,785
Other financial assets	1,343	5,042	5,330
Deferred tax asset	12,136	15,684	15,590
Total non-current assets	947,792	933,764	974,626
Inventories	139,379	146,093	138,061
Receivables and contrac ..	158,862	175,741	186,801
Cash and cash equivalents	121,451	175,238	152,576
Total current assets	419,692	497,072	477,439
Non-current assets ..	13,746	14,214	14,786
Total assets	1,381,230	1,445,050	1,466,851

(NOK 1 000) (Unaudited)	Q1'26	Q1'25	FY2025
Total equity	720,412	778,828	802,909
Interest-bearing debt	323,471	336,335	339,416
Other non-current liabilities	11,438	9,684	17,533
Lease liability	54,872	23,401	30,475
Pension liabilities	6,511	5,836	6,506
Deferred tax	-	8,496	-
Total non-current liabilities	396,292	383,752	393,930
Interest-bearing debt	53,529	48,738	60,047
Lease liability	19,822	15,726	15,738
Bank overdraft	4,714	-	11,835
Trade payables	67,619	88,254	55,471
Tax payables	745	3,925	7,151
Public duties payable	27,817	29,474	29,038
Other short-term liabilities	90,280	96,353	90,733
Total current liabilities	264,526	282,469	270,012
Total equity and liabilities	1,381,230	1,445,050	1,466,851

Strong and sustainable liquidity position post two acquisitions and dividend payment

Comments

- The Group's year-to-date cash flow from operating activities was positive with MNOK 11.8 (negative MNOK 29.8).
- Cash flow from investing activities was negative MNOK 8.4 (negative MNOK 5.7).
- Cash flow from financing activities was negative with MNOK 34.5 year-to-date (negative MNOK 9.8).
- Net cash flow year-to-date was negative with MNOK 31.1 compared to MNOK 45.2 in Q1'25.
- Available liquidity as of March 31, 2026, was MNOK 187.5 (MNOK 233.5), which includes MNOK 77.3 of undrawn credit facilities. The decrease in available liquidity is mainly explained by the fact that the dividend for 2025 was distributed during Q1'26, whereas the dividend for 2024 had not yet been distributed at the end of Q1'25.

(NOK 1 000) (Unaudited)	Q1'26	Q1'25	FY 2025
Cash flow from operating activities before balance changes	-14,772	-17,013	73,777
+/- Balance changes	26,525	-12,786	-39,999
Net cash flow from operating activities	11,752	-29,799	33,778
Investment in fixed tangible and intangible assets	-7,628	-5,794	-23,332
Investments in shares	-758	-	-26,028
Sale of fixed assets	-	142	192
Net cash flow from investing activities	-8,385	-5,652	-49,168
Proceeds from borrowings	-	-	14,997
Repayment of borrowings	-3,603	-4,442	-16,290
Net change bank overdraft	-7,121	-	11,835
Dividend paid to equity holders of the parent	-17,531	-	-28,050
Dividend paid to minority interests	-	-	-13,274
Payment of principal portion of lease liabilities	-6,237	-5,330	-21,715
Net cash flow from financial activities	-34,492	-9,772	-52,498
Cash flow for the period	-31,125	-45,222	-67,886
Cash and cash equivalent at beginning of period	152,576	220,462	220,462
Cash and cash equivalent at the end of the period	121,451	175,238	152,576

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Outlook and Priorities



Höganäs Borgestad remains focused on operational improvements, capital efficiency, and cash flow gains for 2026.



Revenue and EBITDA for Agora Bytom are expected to increase slightly in the years ahead, with the impact of increased occupancy rate. Focus is shifting toward renegotiating or replacing lower leases to increase the actual rent per sqm per month.



Borgestad ASA will continue to evaluate strategic opportunities, including transformational M&A initiatives and potential liquidity events.



Looking ahead, the Board expects the Group to deliver improved underlying results and stronger cash flow, with continued positive margin development in both the refractory and property segments over time. However, progress may vary quarter by quarter due to seasonality, cyclical swings, one-off items, and variations in project activity and potential global uncertainty.



Alternative Performance Measures

In order to enhance investors' understanding of the Group's performance the Company presents in this Presentation certain alternative performance measures ("APMs") as defined by the European Securities and Markets Authority its Guidelines on Alternative Performance Measures 2015/1057. The APMs used by the Group, and relevant reconciliations, are set out in the Company's Q1 2025 financial statements on page 24-26.

Disclaimer

Certain statements in this presentation are forward-looking and reflect the Company's current views on future events, financial performance, and operations. These statements can be identified by terms such as "anticipates," "believes," "expects," "intends," "may," "plans," "will," and similar expressions, including negatives or variations thereof.

Forward-looking statements cover the Company's financial position, backlog, pipeline, operating results, liquidity, strategic initiatives, market expansion, and overall business development. They are not guarantees of future performance, and actual outcomes may differ materially due to various risks, uncertainties, and assumptions.

The Company cannot ensure that its expectations will materialize, as forward-looking statements are subject to known and unknown risks, changing circumstances, and external factors beyond its control.



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