

January 27, 2026

Göran Björkman, President & CEO
Johan Eriksson, CFO

Interim report

Fourth quarter
and full year 2025

Safety first

At Alleima our objective is zero harm to our people, the environment we work in, our customers and our suppliers.



Protective equipment



Emergency number



Psychological safety



First aid kit



Emergency exit



Alarm



Assembly point



Health & well-being



Speak Up

Full year 2025 highlights

Solid financial foundation, in an unstable market

- Mixed demand
- Resilient revenues
- Earnings dampened by FX

Our strategy stands firm

- Targeted measures for efficiency and competitiveness
- Maintaining price leadership
- Ongoing capacity expansions

Proposed dividend of SEK 2.50 per share (2.30)

- Corresponds to 71% of profit for the period (adjusted for metal price effects)

Revenues
(SEK M)

18,630

Organic revenue
growth

0%

Adj. EBIT
(SEK M)

1,555

Adj. EBIT margin

8.3%

Free op. cash flow
(SEK M)

1,100

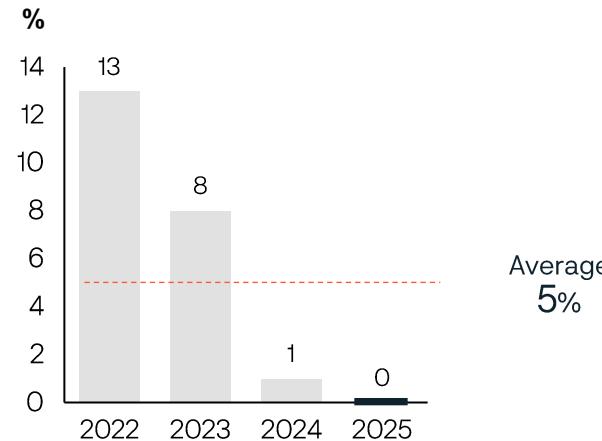
Adj. EPS
(Diluted, SEK)

4.62

Performance vs. financial targets

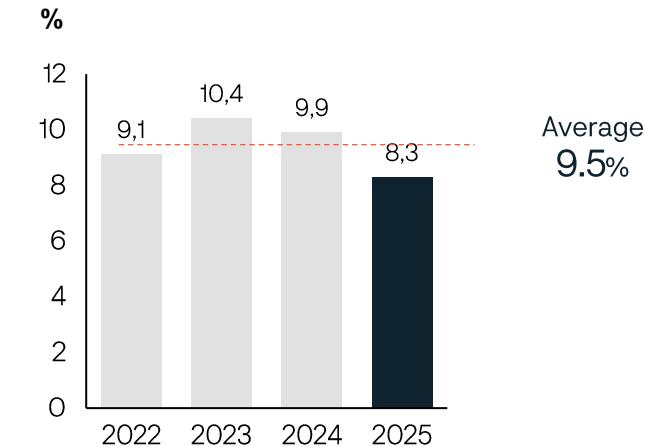
Organic growth

Deliver profitable organic revenue growth in line with or above growth in targeted end-markets over a business cycle



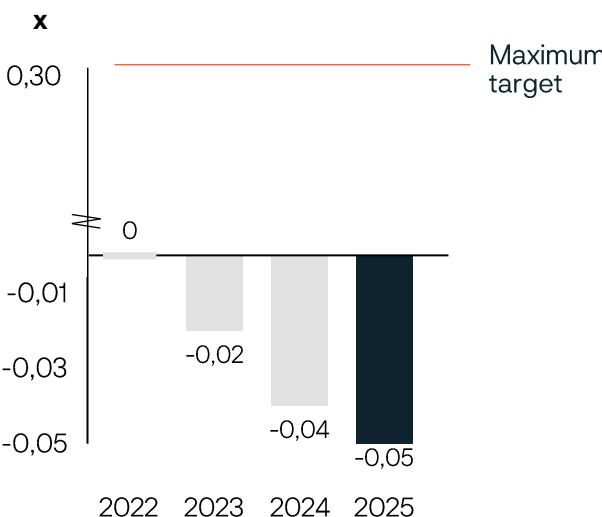
Earnings

Adjusted EBIT margin (excluding items affecting comparability and metal price effects) to average above 9% over a business cycle



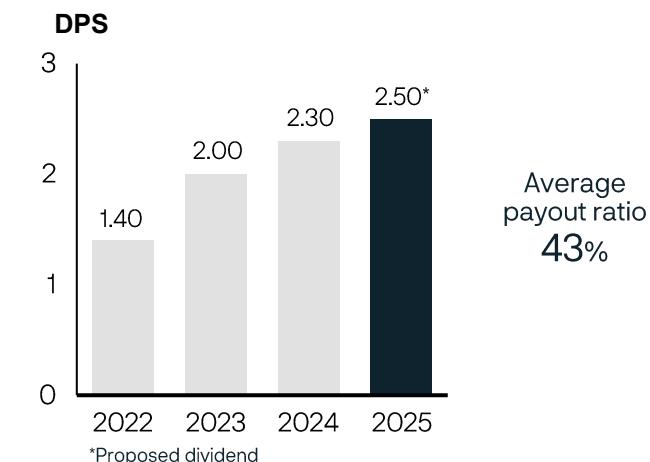
Capital Structure

A net debt to equity ratio below 0.3x



Dividend

Dividend on average 50% of net profit (adjusted for metal price effects) over a business cycle. Dividend to reflect financial position, cash flow and outlook



Q4 highlights

Weaker top line

- Continued market uncertainty
- Weakness in the short-cycled business
- Positive development in Industrial Heating

Impact on earnings

- Revenue development from weaker markets
- Delayed ramp-up
- Significant FX headwind

Strong financial position

- Ongoing measures for long-term competitiveness
- Solid cash flow
- Strengthening our position in APAC

Revenues
(SEK M)

4,494

Organic revenue
growth

-5%

Adj. EBIT
(SEK M)

364

Adj. EBIT margin

8.1%

Free op. cash flow
(SEK M)

422

Net debt
(SEK M)

-864

Targeted measures for increased efficiency and long-term competitiveness

- Optimizing footprint
- Efficiency improvement activities
- Volume adjustments

Annual savings
of approx.
SEK 200 million

Savings run-rate

Permanent savings
~75%

~25%

Volume dependent savings

One-off cost of
SEK 400 million
of which
50% affecting
cash-flow

Of which SEK 342
million were
recognized in Q4 2025

Q1 Q2 Q3 Q4 2027

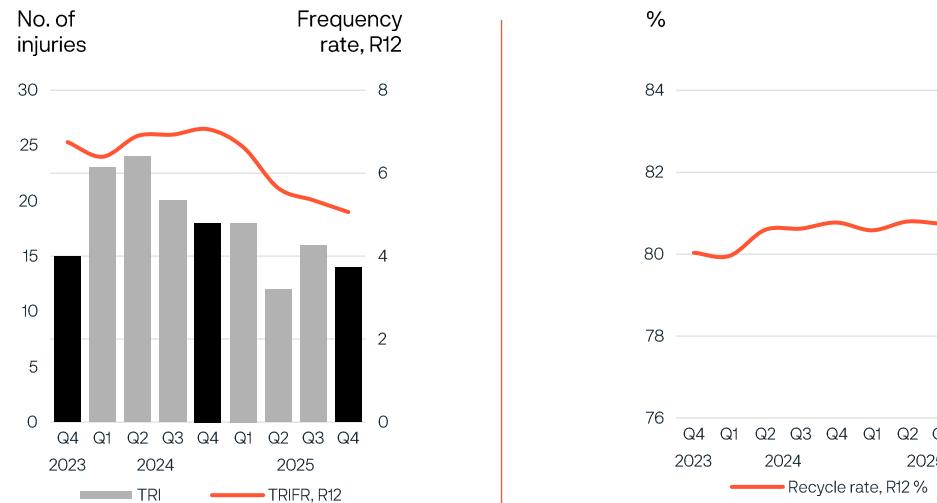
60%

100%

Leading sustainability

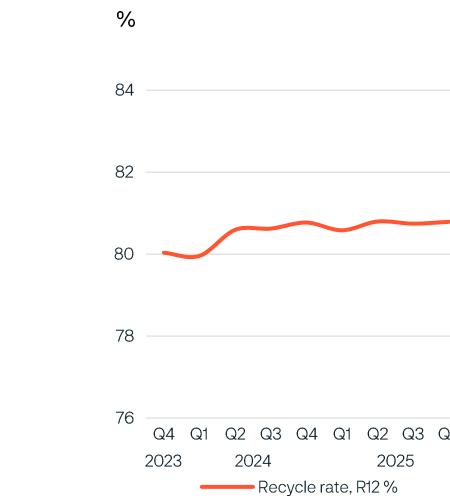
Making an impact through our operations

- All time high safety performance
- Share of recycled steel remains high
- Reducing CO₂ emissions
- Increasing the share of the sustainable product portfolio



Health and safety

- R12 total recordable injury frequency rate, TRIFR, was 5.1 (7.1). The quarterly outcome was 4.7 (5.8).



Recycled steel

- R12 share of recycled steel in the steel manufacturing amounted to 80.8% (80.8). The quarterly figure amounted to 80.8% (80.7).



CO₂ emissions

- R12 CO₂ emissions amounted to 89 kton (93), a reduction of 4%. Emissions for the quarter amounted to 26 kton (25), an increase of 1%.



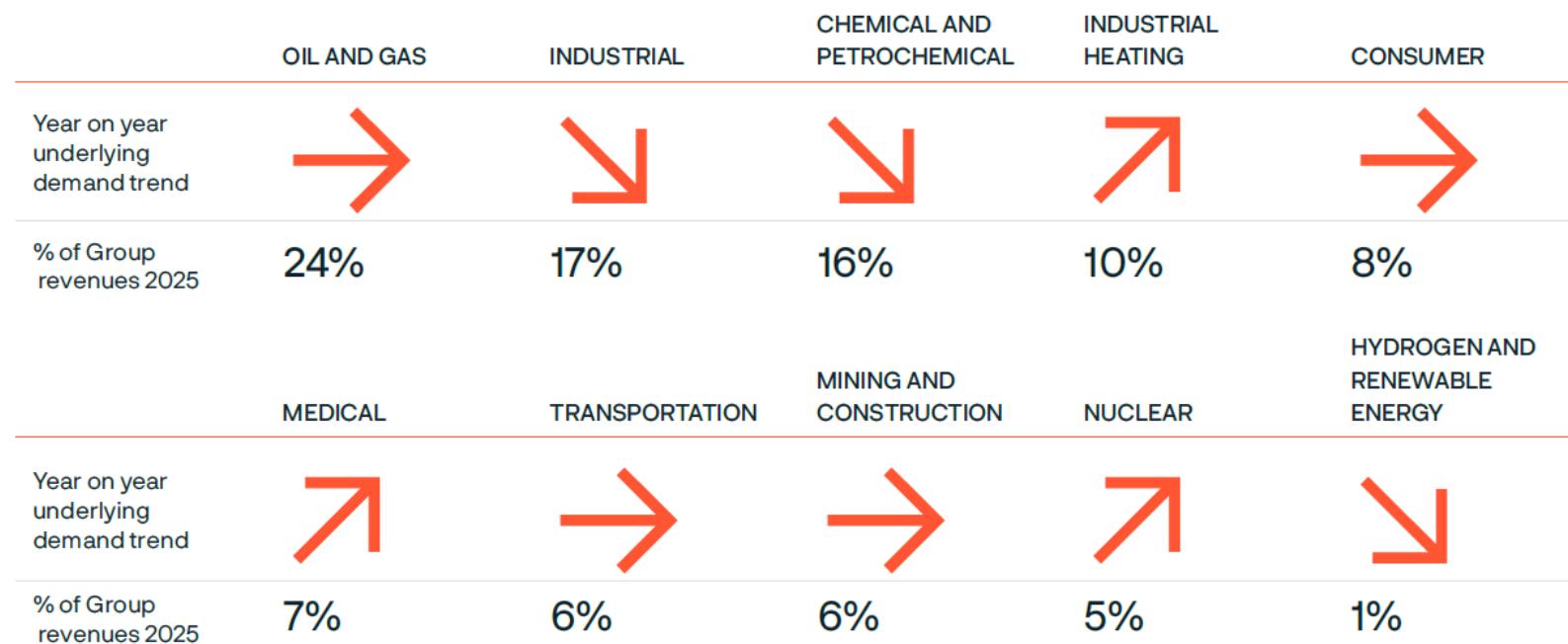
Sustainable product portfolio

- The sustainable product portfolio's R12 share of revenues amounted to 24.8% (24.1).

Market development

- High degree of uncertainty
- Weak sentiment in Europe and North America, Asia more resilient
- Momentum in key segments

Perceived year on year underlying market demand trend



Order intake and revenues

Order intake R12
(SEK M)

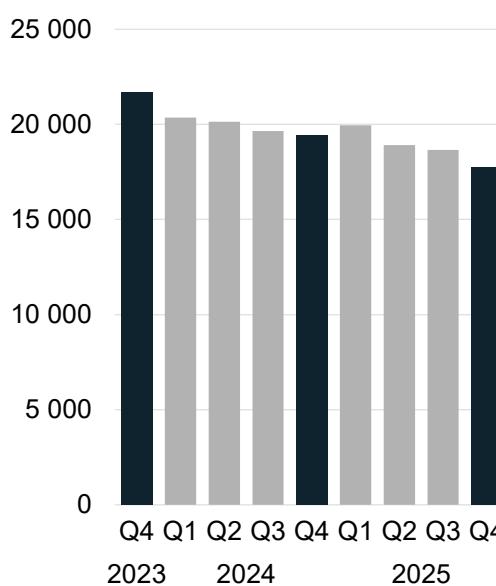
17,741

Revenues
(SEK M)

4,494

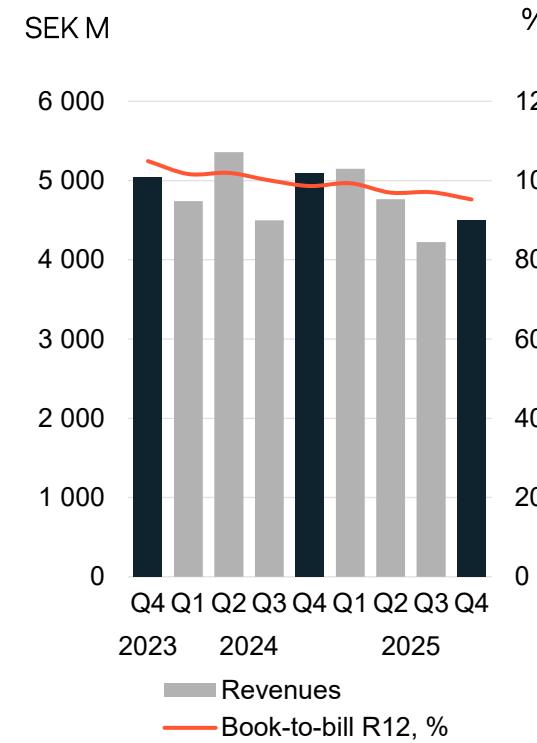
Order intake R12

SEK M



Revenues and book-to-bill

SEK M



- Organic order intake growth of -4% for rolling 12 months
- Organic revenue growth of -5%
- R12 book-to-bill 95%

Earnings

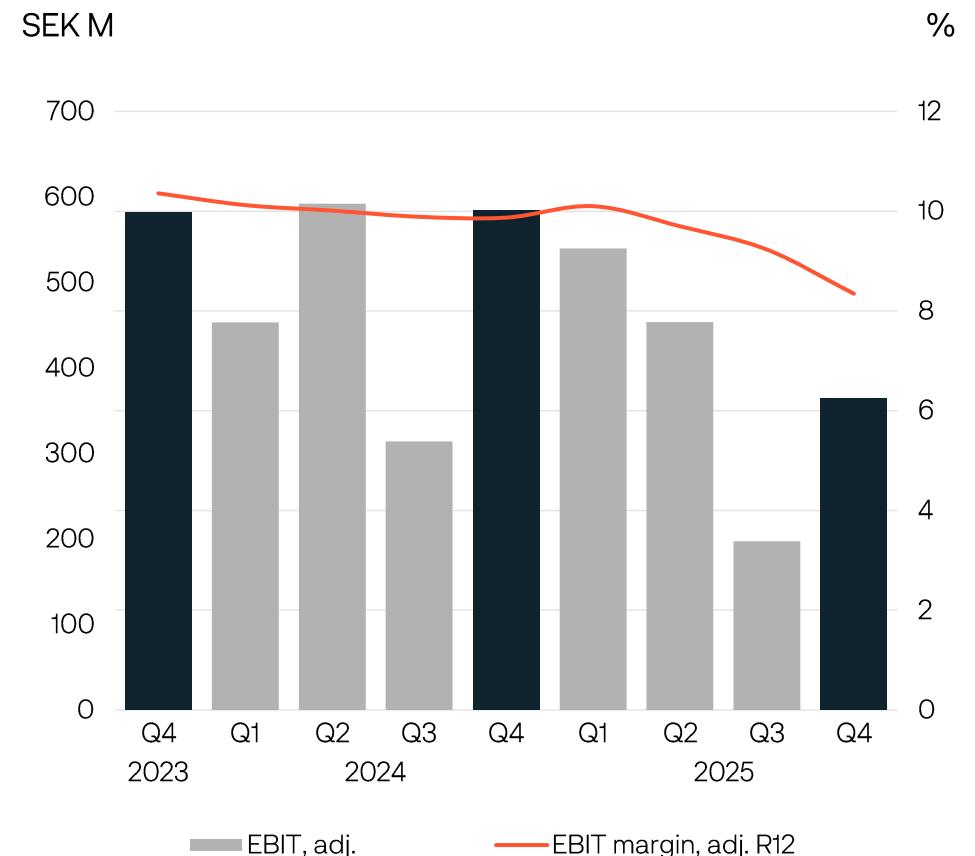
Adjusted EBIT at SEK 364 million

- Margin of 8.1%
- Significant FX headwind
- Absorption effects due to weak market and delayed ramp-up

Free operating cash flow of SEK 422 million

- Changes in working capital and lower capex

Adjusted EBIT



Tube

High market uncertainty

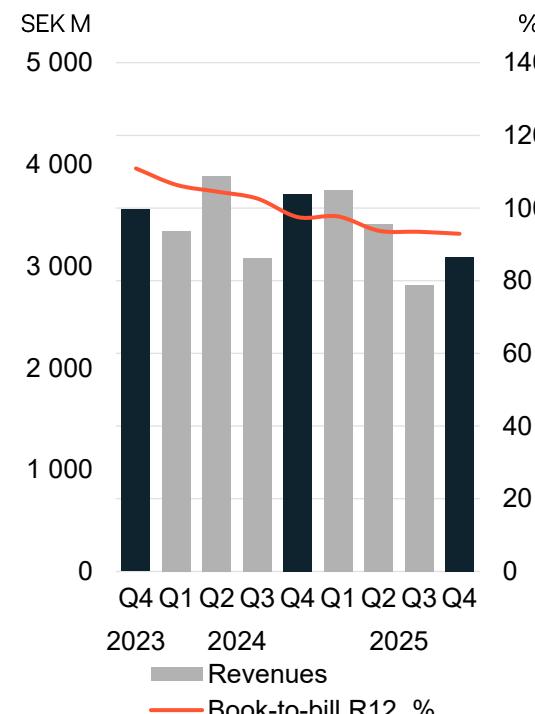
- R12 organic order intake growth of -7%
- Organic revenue growth of -11%
- R12 Book-to-bill of 93%

Weak short cycled markets

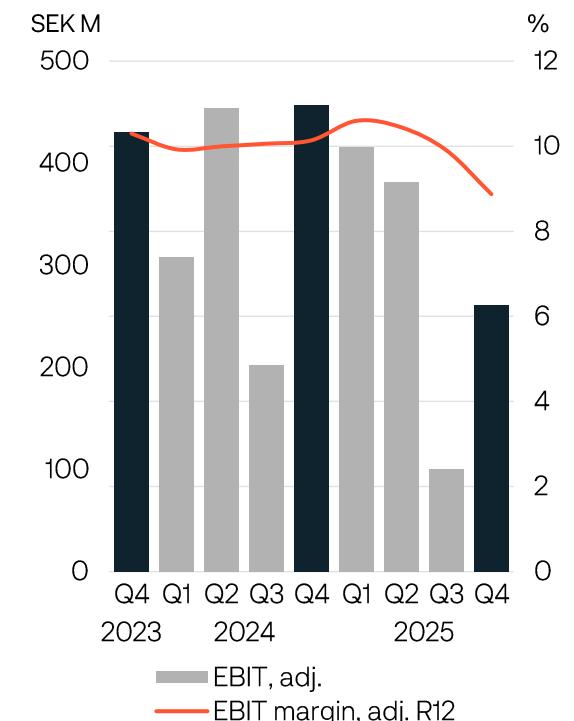
- Adj. EBIT margin of 8.4% (11.1% excl. FX)
- Absorption effects due to weak market and delayed ramp-up
- FX headwind of SEK -97 million yoy

SEK M	Q4 2025	Q4 2024	FY 2025	FY 2024
Order intake, R12	12,138	13,677	12,138	13,677
Organic growth, R12, %	-7	-10	-7	-10
Revenues	3,089	3,713	13,063	14,027
Organic growth, %	-11	7	-2	2
Adj. EBIT	261	457	1,159	1,422
Margin, %	8.4	12.3	8.9	10.1

Revenues and Book-to-bill



Adjusted EBIT, (%)



Kanthal

Positive topline development

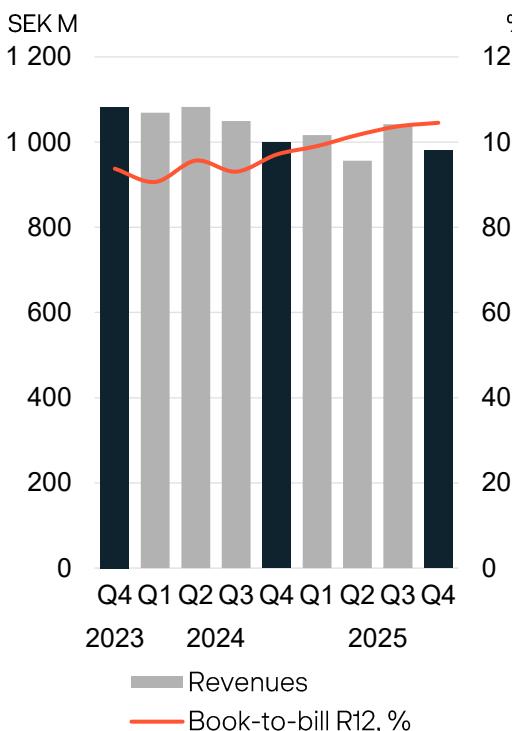
- R12 organic order intake growth of 9%
- Organic revenue growth of 10%
- R12 Book-to-bill of 105%

Earnings heavily affected by FX

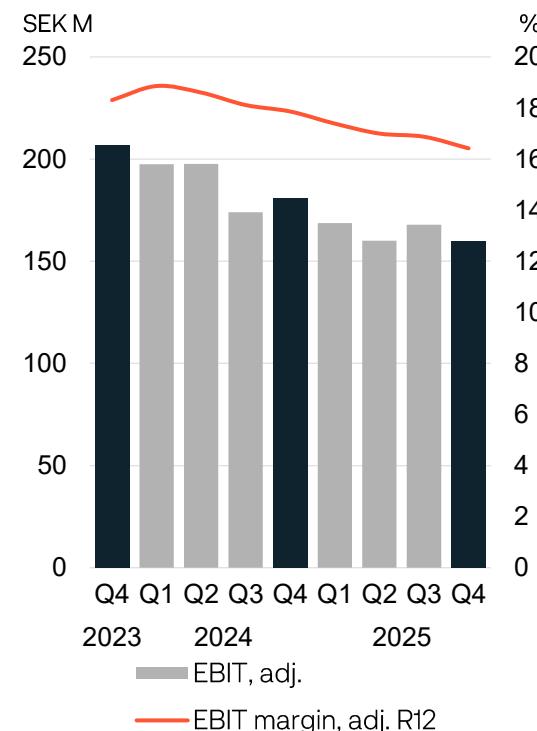
- Adjusted EBIT margin at 16.3% (19.7% excl. FX)
- Still low volumes in Industrial Heating
- FX headwind of SEK 57 million yoy

SEK M	Q4 2025	Q4 2024	FY 2025	FY 2024
Order intake, R12	4,177	4,077	4,177	4,077
Organic growth, R12, %	9	0	9	0
Revenues	981	999	3,996	4,200
Organic growth, %	10	-6	1	-3
Adj. EBIT	160	181	656	750
Margin, %	16.3	18.1	16.4	17.9

Revenues and Book-to-bill



Adjusted EBIT, (%)



Strip

Solid underlying development

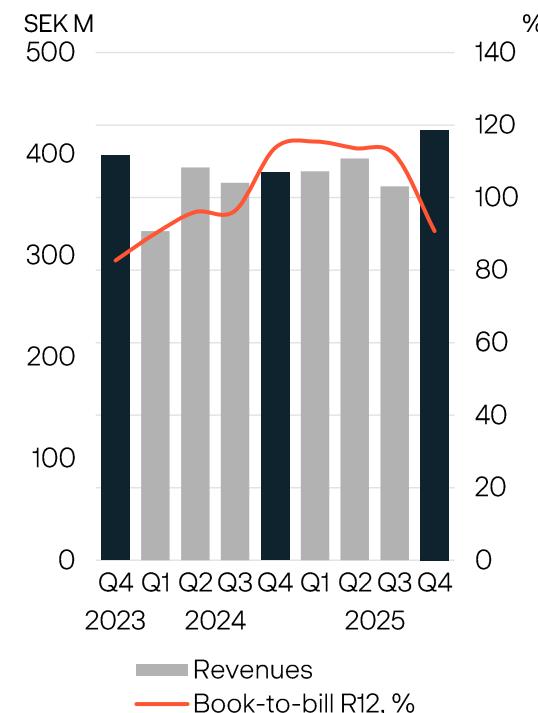
- R12 organic order intake growth of -11%
- Organic revenue growth of 20%
- R12 Book-to-bill of 91%

Improved earnings

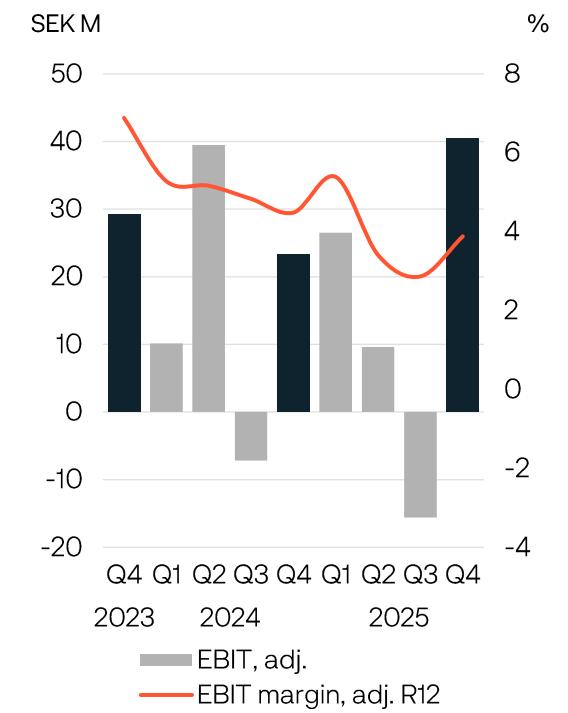
- Adjusted EBIT margin of 9.5% (11.5% excl. FX)
- Solid contribution from compressor valve steel
- FX headwind of SEK -12 million yoy

SEK M	Q4 2025	Q4 2024	FY 2025	FY 2024
Order intake, R12	1,426	1,665	1,426	1,665
Organic growth, R12, %	-11	32	-11	32
Revenues	424	382	1,571	1,465
Organic growth, %	20	-3	13	-4
Adj. EBIT	40	23	61	66
Margin, %	9.5	6.1	3.9	4.5

Revenues and Book-to-bill



Adjusted EBIT, (%)



Ongoing growth initiatives to strengthen the company long-term



Financial summary

SEK M	Q4 2025	Q4 2024	FY 2025	FY 2024
Order intake, R12	17,741	19,419	17,741	19,419
Revenues	4,494	5,094	18,630	19,691
Adj. EBIT	364	584	1,555	1,944
<i>Adj. EBIT margin, %</i>	8.1	11.5	8.3	9.9
Metal price effects	-8	-191	-275	-446
Items affecting comparability	-342	0	-342	0
EBIT	15	393	938	1,498
<i>EBIT margin, %</i>	0.3	7.7	5.0	7.6
Net financial items	-1	-22	35	73
<i>Normalized tax rate, %</i>	24.9	20.4	23.9	23.9
NWC, % ¹	35.5	33.6	35.8	35.1
Free operating cash flow	422	202	1,100	1,266
<i>ROCE excl. cash, % ²</i>	5.8	9.5	5.8	9.5
Adj. EPS, diluted	1.06	1.79	4.62	6.27

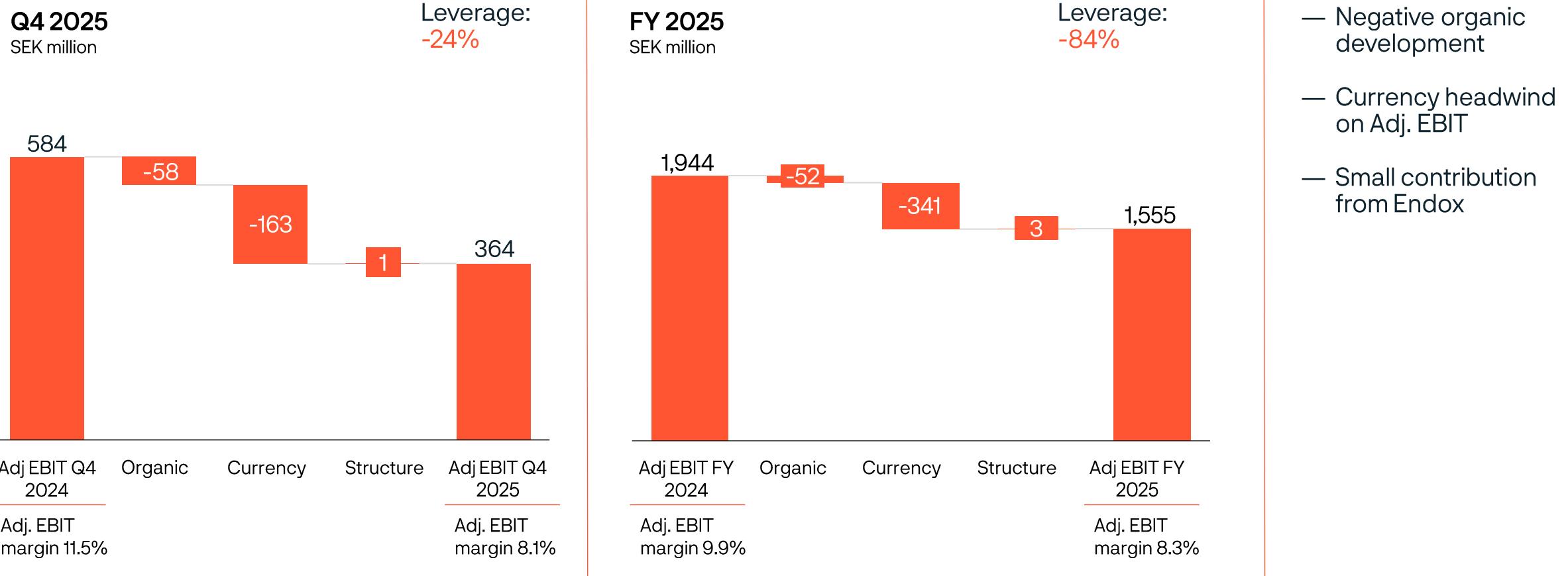
SEK M	Order intake, R12	Revenues
Q4 2024	19,419	5,094
Organic, %	-4	-5
Structure, %	0	0
Currency, %	-4	-6
Alloys, %	-2	-2
Total growth, %	-9	-12
Q4 2025	17,741	4,494

Change compared to the same quarter last year
Quarterly revenues includes approximately +90 BPS from US tariffs

¹) Quarter is quarterly annualized and the annual number is based on a four quarter average.

²) Based on rolling 12 months and a four-quarter average.

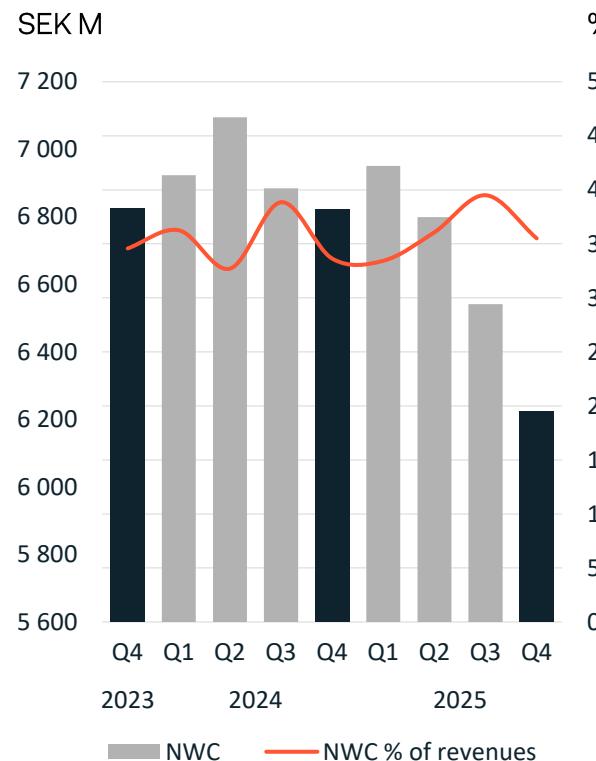
Bridge analysis, adjusted EBIT



Capital efficiency

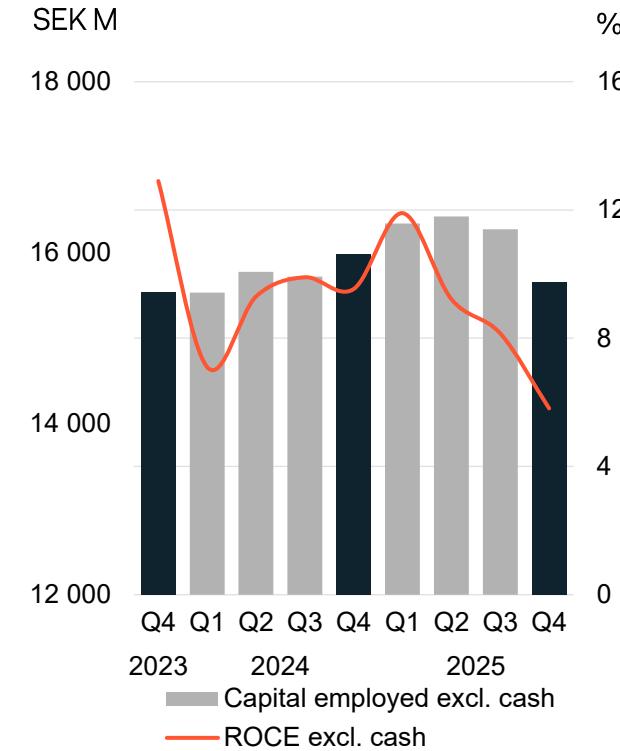
- NWC amounted to SEK 6,222 million (6,821)
- Sequential NWC decrease due to seasonality
- NWC in relation to revenues at 35.5% (33.6)

Net working capital



- Capital employed excl. cash decreased to SEK 15,653 million (15,983)
- ROCE excl. cash of 5.8% (9.5) in the quarter

Capital employed excl. cash



Note: Based on rolling 12 months and a four-quarter average.

Cash flow

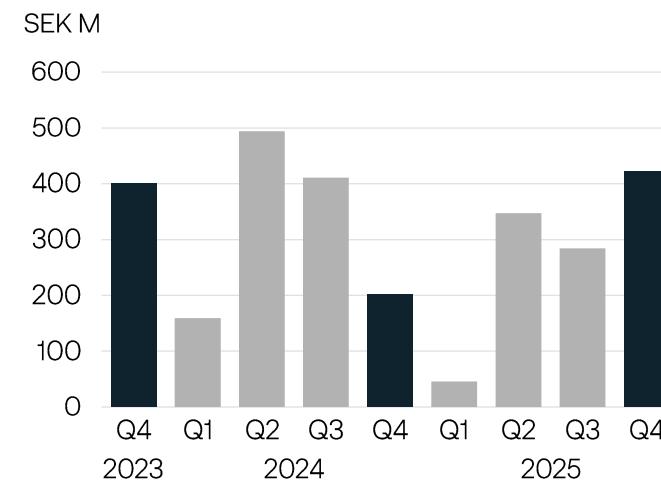
- Free operating cash flow of SEK 422 million (202)
- Changes in working capital and lower capex affecting the free operating cash flow

Free operating cash flow

SEK M	Q4 2025	Q4 2024	FY 2025	FY 2024
EBITDA	337	631	1,950	2,410
Non-cash items	246	52	301	148
Changes in working capital	228	144	86	33
Capex	-344	-588	-1,089	-1,190
Amortization, lease liabilities	-45	-37	-148	-135
Free operating cash flow¹	422	202	1,100	1,266

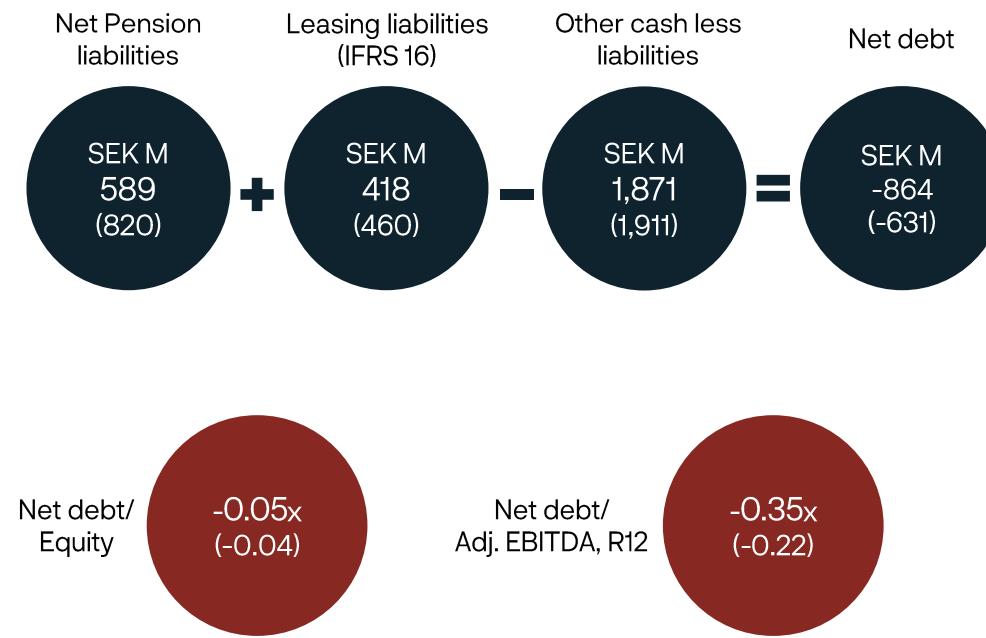
¹⁾ Free operating cash flow before acquisitions and disposals of companies, net financial items and paid taxes.

Free operating cash flow quarterly

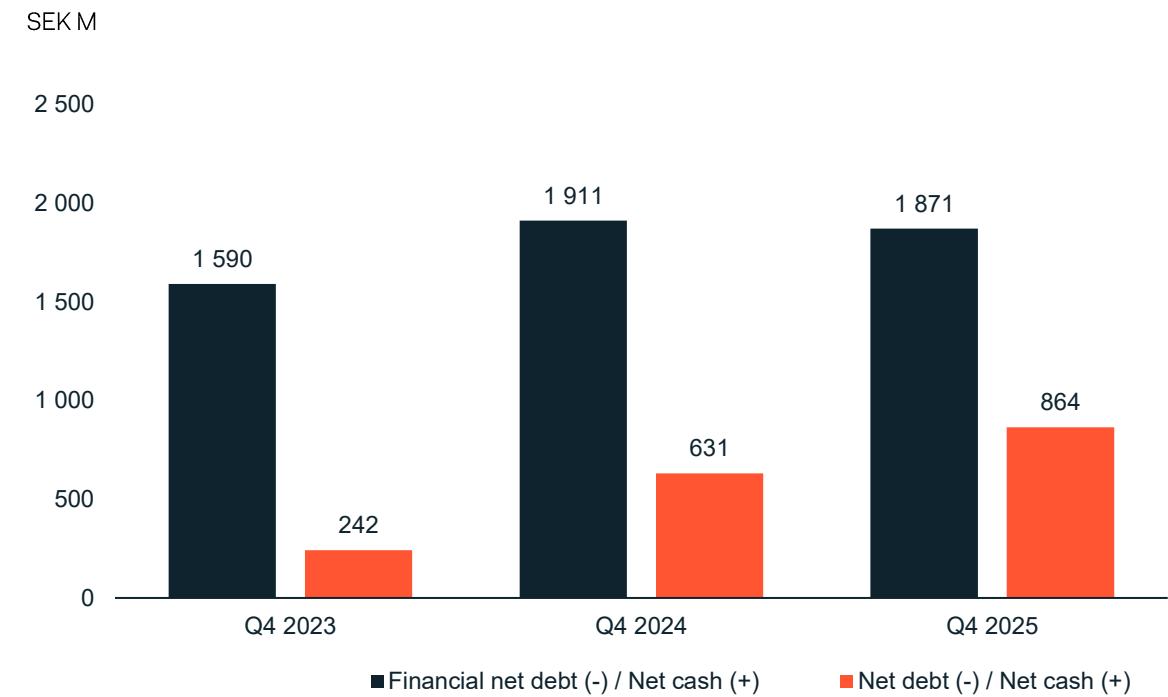


Strong financial position

Capital structure



Net debt and Financial net debt





Guidance ahead of the quarter and outcome

	Outcome Q4 2025	Guidance ahead of Q4 2025
Capex (Cash)	SEK 1,089 million FY 2025	Approximately SEK 1,200 million in FY 2025
Currency transaction and translation effect	SEK -182 million in Q4	SEK -150 million in Q4
Total currency effect	SEK -163 million in Q4	-
Metal price effect	SEK -8 million in Q4	Neutral effects in Q4
Tax rate, normalized	23.9% FY 2025	23-25% in FY 2025



Guidance Q1 2026 and FY 2026

Capex (cash)

- Estimated to approximately SEK 1,100 million for FY 2026

Currency effects (transaction and translation)

- SEK -240 million on operating profit (EBIT) for Q1 2026, compared to the corresponding period last year

Metal price effects

- SEK -50 million effect on operating profit (EBIT) for Q1 2026

Tax rate

- The normalized tax rate is estimated to 23-25% for FY 2026



Outlook for the first quarter 2026

- Geopolitical uncertainty expected to linger
- Solid backlog in key segments, shorter backlog for the short-cycled business
- Some effects from the delayed ramp-up in Q1 2026
- Product mix is expected to be similar to Q4 2025
- Estimated currency headwind in Q1 2026
- Cash flow normally lower in H1

Summary

- Continued uncertainty
- Flat organic revenue development FY 2025
- Significant FX headwind
- Strong cash flow



Q&A

Thank you
alleima.com



Disclaimer

This presentation contains “forward-looking” statements that reflect the company’s current expectations. Although the company believes that the expectations reflected in such forward-looking statements are reasonable, no assurance can be given that such expectations prove to have been correct as they are subject to risks and uncertainties that could cause actual results to differ materially due to a variety of factors. These factors include, but are not limited to, changes in consumer demand, changes in economic, market and competitive conditions, supply and production constraints, currency fluctuations, developments in product liability litigation, changes in the regulatory environment and other government actions. Forward-looking statements speak only as of the date they were made, and, other than as required by applicable law, the company undertakes no obligation to update any of them in light of new information or future events.