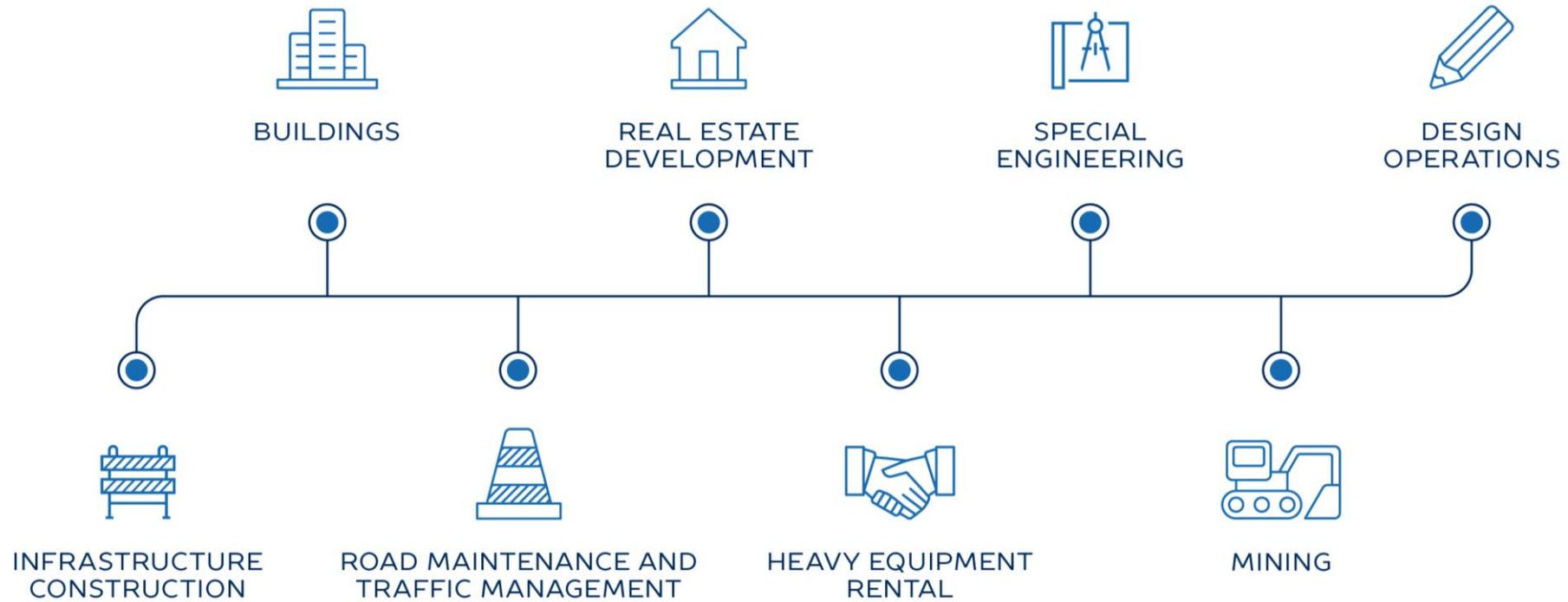




Investor presentation  
Q2 2025

# BUSINESS MODEL



# STRATEGIC AGENDA FOR 2023–2027

The group will grow, mostly organically, with a focus on efficient use of resources.

In Estonia, we will operate in the building and infrastructure construction as well as housing development segments.

In foreign markets (Ukraine, Sweden), we will compete as a general contractor and a provider of concrete works.

## BUSINESS LINES AND MARKETS

We will provide our people with a modern and inspiring work environment and a motivation system that fosters collaboration and initiative.

We will improve our profitability by planning and managing our design and construction operations more precisely.

We will streamline our work and decision-making processes by implementing modern digital solutions.

We will maintain the order books of our different operating segments in balance.

We will set our sustainable development goals and adopt an action plan to achieve them.

## ACTIVITIES

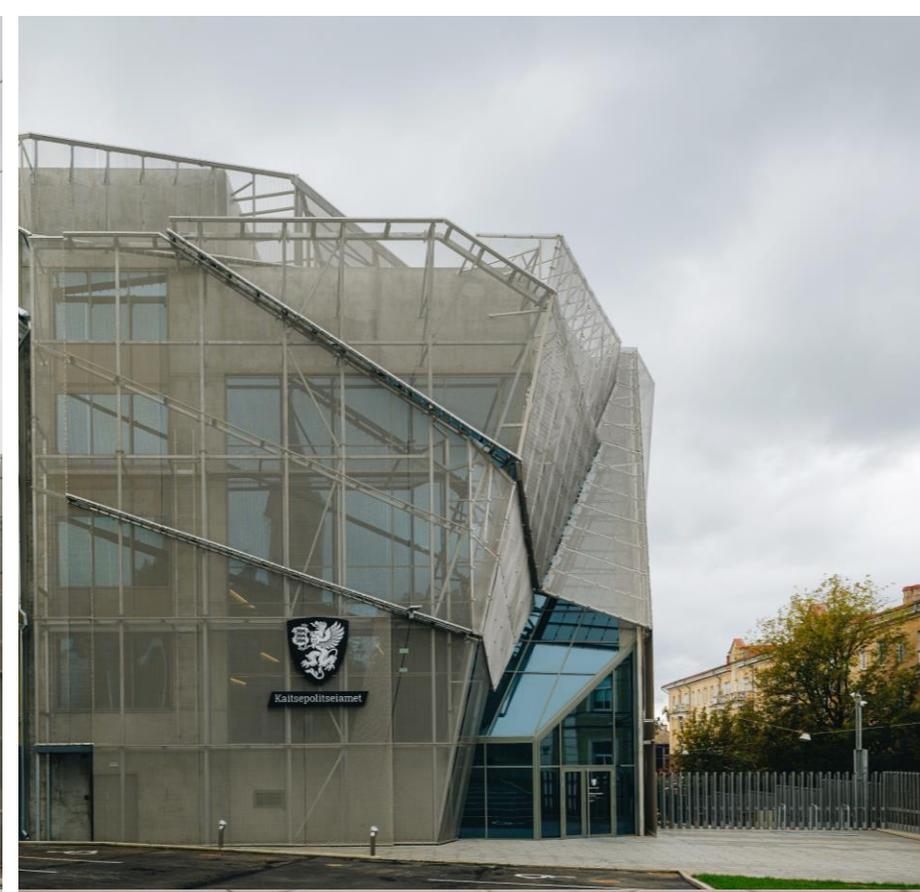
Revenue will grow by at least 5% per year.

Operating margin for the year will be consistently above 3%.

Operating profit per employee will increase to at least €10 thousand per year.

We will deliver a strong dividend yield for Nordecon's shareholders.

## FINANCIAL TARGETS



Public  
buildings

## ESTONIAN INTERNAL SECURITY SERVICE'S MAIN BUILDING

- Location: Tallinn, Estonia
- Completed: 2024
- Architects: Sweco Projekt AS
- Contractor: Nordecon AS
- Client: Estonian Internal Security Service

## PERIOD IN BRIEF

The group's **revenue** for the first half of 2025 was €92,638 thousand, approximately 19% lower than in the first half of 2024, when revenue amounted to €114,945 thousand.

The **Buildings** segment generated 89% and the **Infrastructure** segment 11% of revenue, respectively.

In the first half of 2025, revenue generated **outside Estonia** accounted for approximately 2% of the group's total revenue, consisting solely of revenues generated in Ukraine.

The group's **operating profit** for the first half of 2025 was €2,117 thousand (H1 2024: 3,268 thousand).

**EBITDA** was €3,435 thousand (H1 2024: €4,690 thousand).

In the first half of 2025, Nordecon delivered a **gross profit** of €5,450 thousand (H1 2024: €7,194 thousand).

The group's **gross margin** decreased slightly year on year, dropping to 5.9% for the first half of the year (H1 2024: 6.3%) and 6.8% for the second quarter (Q2 2024: 7.4%).

The **Buildings** segment gross margin in the first six months was 7.4% (H1 2024: 7.7%), whereas the **Infrastructure** segment ended the period with (0.5)% (H1 2024: 0.9%).

The group's **order book** stood at €303,914 thousand at 30 June 2025. Compared to the same period last year, the order book has increased by 70%.

In the first half of the year, we signed new contracts for €172,236 thousand (H1 2024: €64,030 thousand), of which €60,960 thousand in the second quarter (Q2 2024: €46,413 thousand).

The group's **administrative expenses** for the first half of 2025 totalled €3,072 thousand, which is around 9% lower than a year earlier (H1 2024: €3,373 thousand). This was mainly due to a decline in staff costs.

The ratio of administrative expenses to revenue (12 months rolling) increased year on year, rising to 3.8% (H1 2024: 3.2%) due to lower revenue.

The group's **operating** activities produced a net **cash inflow** of €2,950 thousand in the first half of 2025 (H1 2024: an inflow of €6,114 thousand).

The items with the strongest impact on operating cash flow were receipts from customers and cash paid to suppliers, which decreased due to the decline in revenue.



Public  
buildings

## TARTU UNIVERSITY HOSPITAL (M-block, C-block)

- Location: Tartu, Estonia
- Completed: 2023
- Architects: Sweco Projekt AS & AW2 Architects OY Eesti filiaal
- Contractor: Nordecon AS, Embach Ehitus OÜ
- Client: Tartu University Hospital

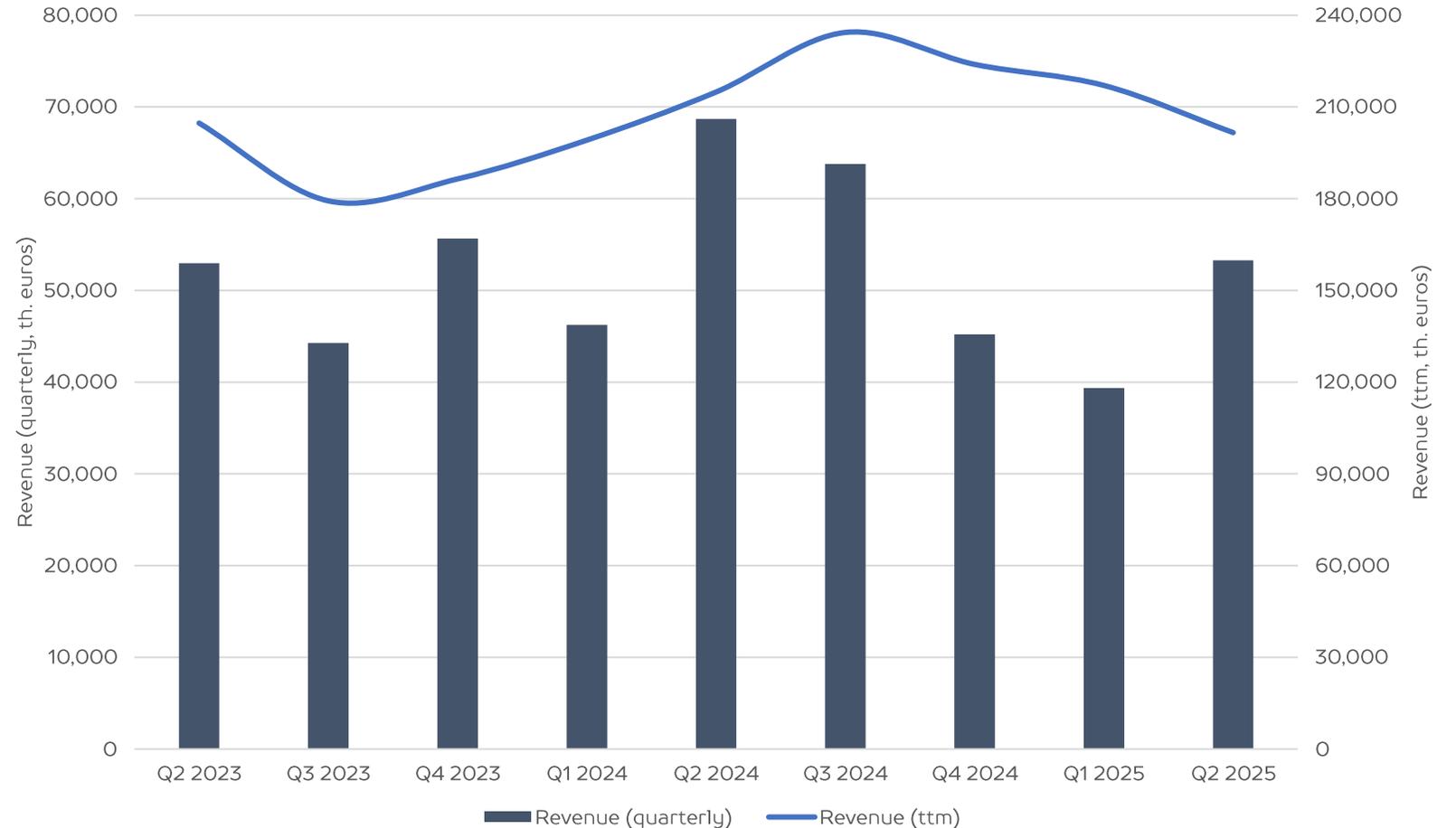
# REVENUE

The **Buildings** segment generated revenue of €82,127 thousand and the **Infrastructure** segment revenue of €10,501 thousand.

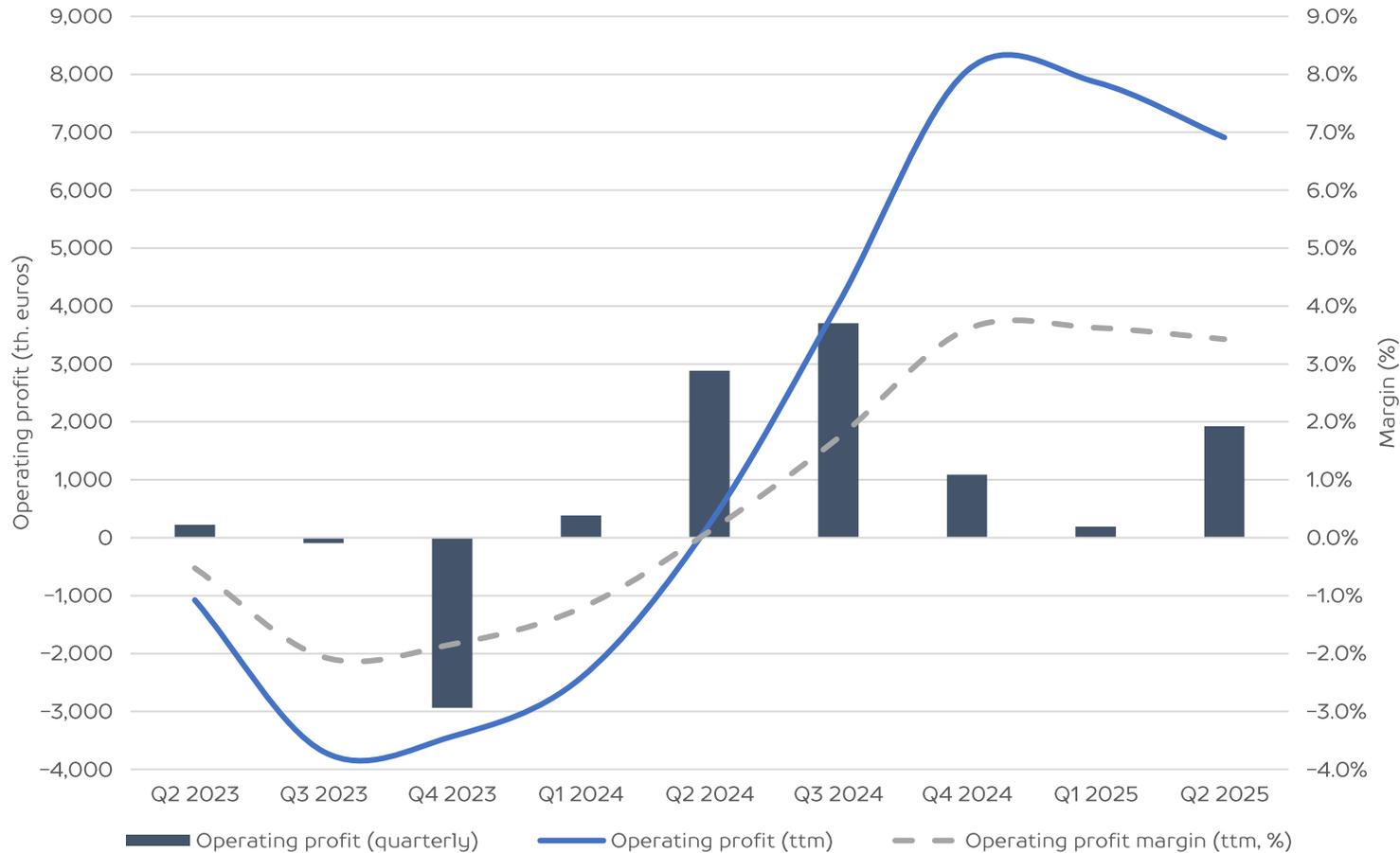
The corresponding figures for the first half of 2024 were €100,421 thousand and €14,486 thousand.

Revenues from both segments decreased: by 18% for the Buildings segment and by 28% for the Infrastructure segment.

The changes, as well as the distribution of revenue between segments, were expected.



# OPERATING PROFIT

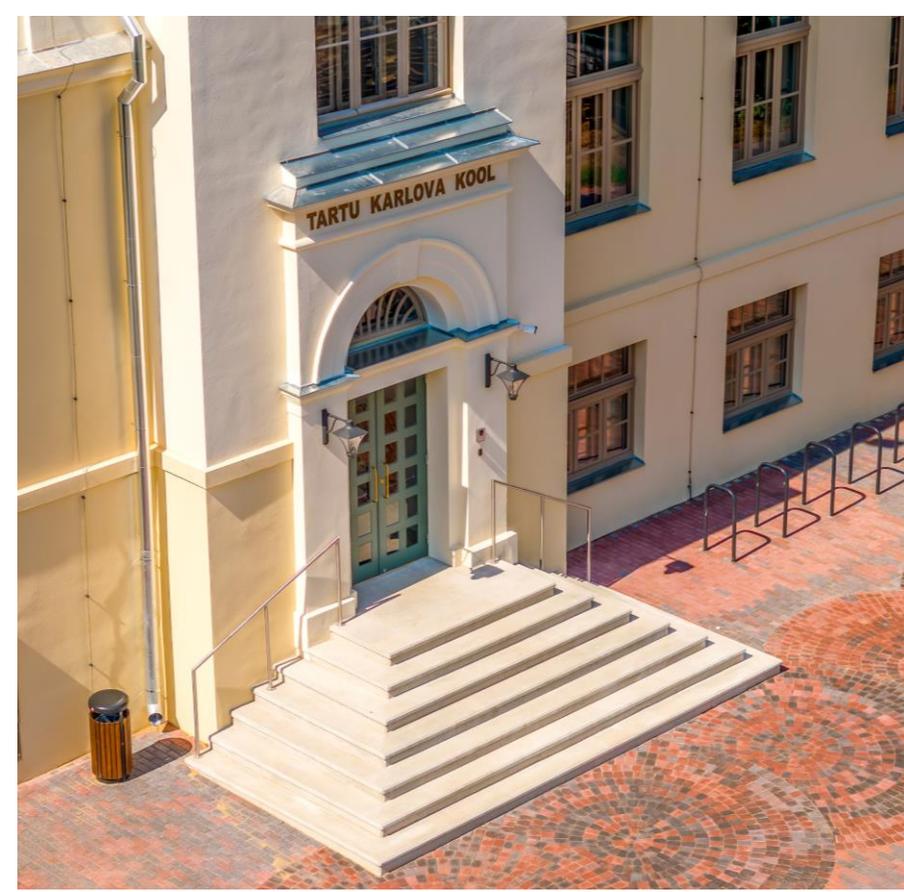


Nordecon's **gross profit** for the first half of 2025 was €5,450 thousand (H1 2024: 7,194 thousand) and gross margin for the period was 5.9% (Q1 2024: 6.3%).

The **Buildings** segment earned a profit in both the first half and the second quarter of the year, the respective gross margins being 7.4% and 7.2% (H1 and Q2 2024: 7.7%).

The **Infrastructure** segment ended the first half of the year with a gross loss of €49 thousand and a gross margin of (0.5)% (H1 2024: 0.9%), but earned a gross profit of €631 thousand in the second quarter, with a gross margin of 8.2% (Q2 2024: 8.5%).

The group's **operating profit** for the first half of 2025 was €2,117 thousand (H1 2024: 3,268 thousand) and EBITDA was €3,435 thousand (H1 2024: €4,690 thousand).



Public  
buildings

## KARLOVA SCHOOL

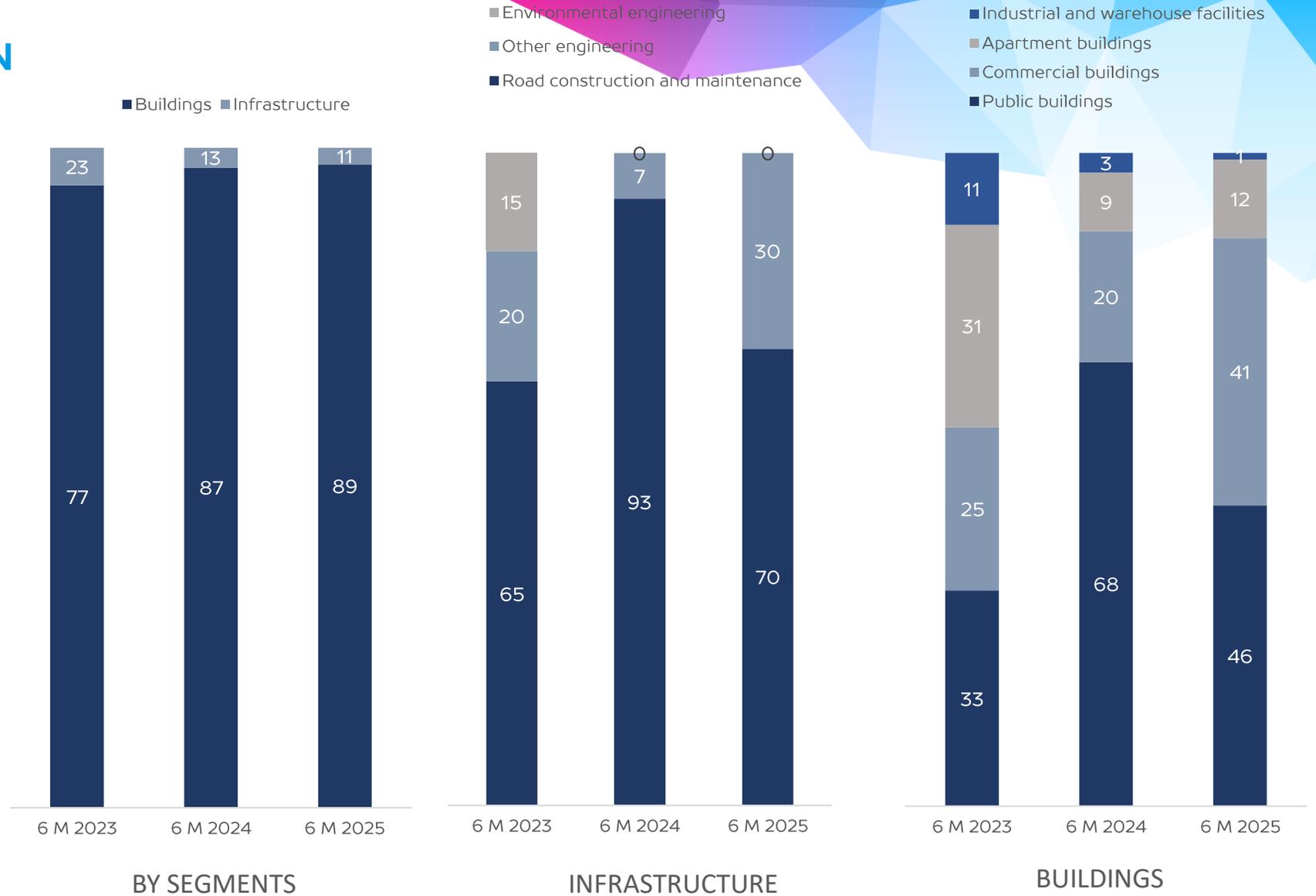
- Location: Tartu, Estonia
- Completed: 2024
- Contractor: Embach Ehitus OÜ
- Client: Tartu City Government

# REVENUE DISTRIBUTION

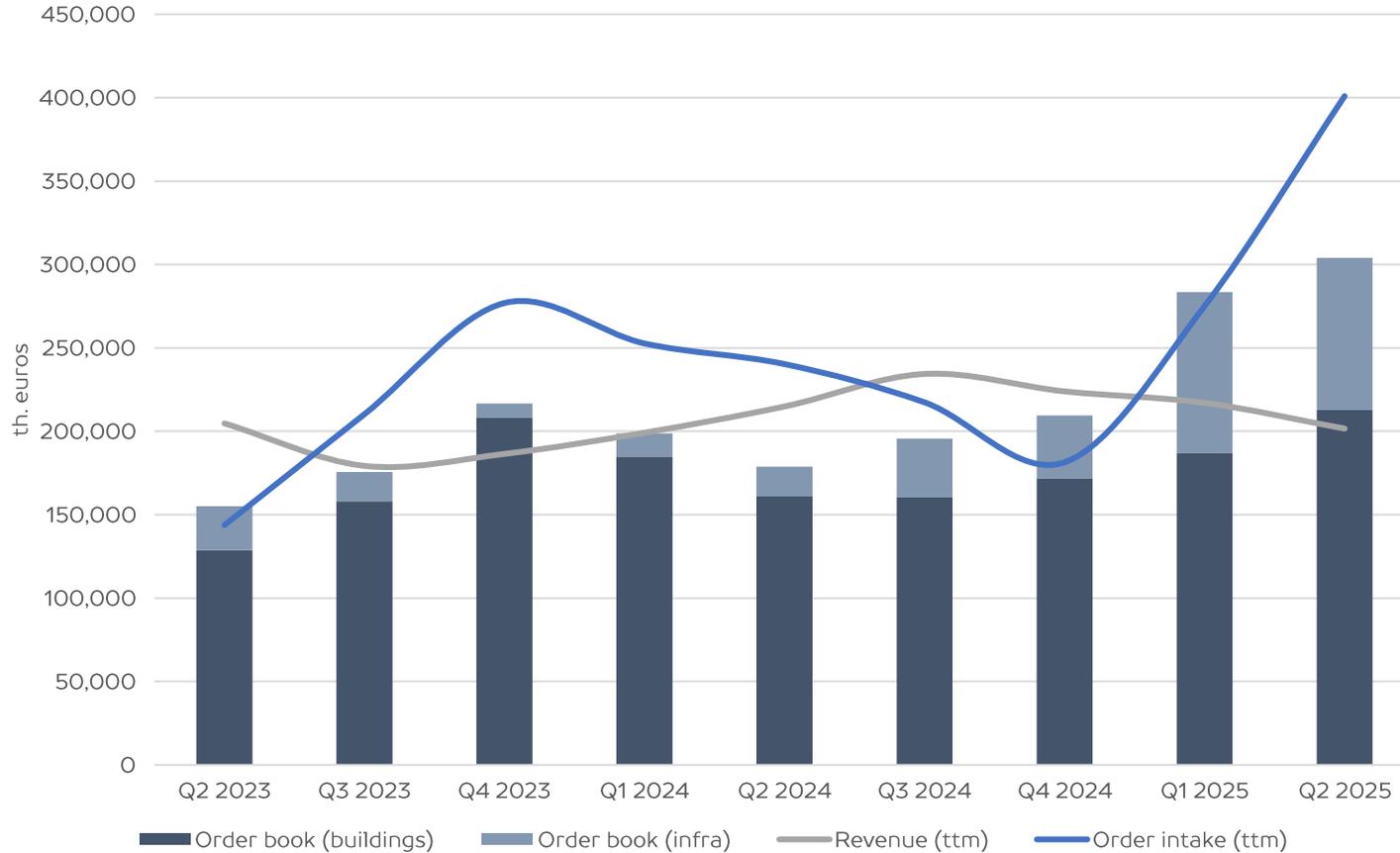
In the first half of 2025, most of the revenue generated by the **Buildings** segment came from the **public and commercial** buildings subsegments, with commercial buildings contributing at their highest level in recent years.

Revenue from commercial buildings increased by around 35% year on year, while revenue from public buildings decreased by around 47%.

The largest revenue contributor in the **Infrastructure** segment is still the **road construction and maintenance** subsegment, whose revenue decreased by around 30% compared to the same period last year.



# ORDER BOOK



The group's **order book** stood at €303,914 thousand at 30 June 2025. Compared to the same period last year, the order book has increased by 70%.

In the first half of the year, we signed new contracts for €172,236 thousand (H1 2024: €64,030 thousand), of which €60,960 thousand in the second quarter (Q2 2024: €46,413 thousand).

The **Buildings** segment accounted for 70% and the **Infrastructure** segment for 30% of the group's total order book (30 June 2024: 90% and 10%, respectively).

Compared to 30 June 2024, the order book of the Buildings segment has grown by 31%. The order book of the Infrastructure segment has also increased significantly, driven by the Rail Baltica contracts.



Infrastructure

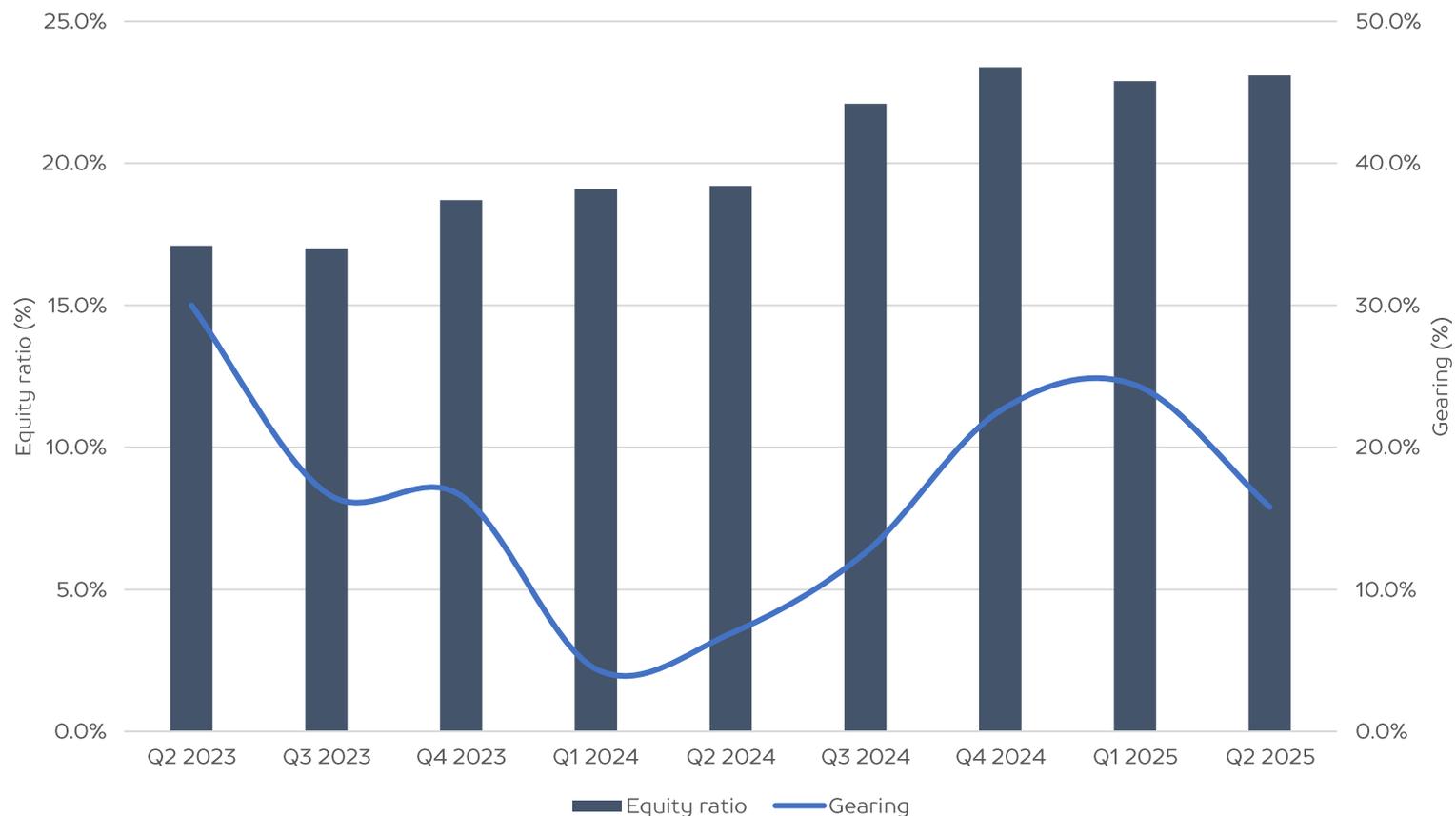
## Neanurme–Pikknurme 2+1

- Location: Jõgeva County, Estonia
- Completed: 2024
- Contractor: Tariston AS
- Client: Estonian Transport Administration

# CAPITAL STRUCTURE

The **equity ratio** has gradually improved over the observed quarters, surpassing 20%. Increased profits have directly contributed to a more stable financial structure.

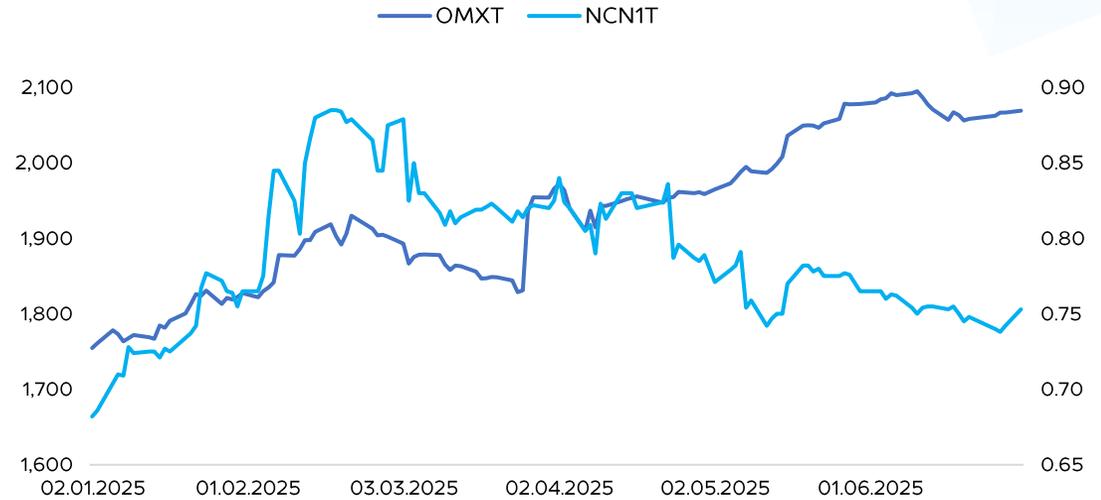
This improvement is also reflected in lower **gearing** levels throughout the quarters, highlighting the company's strategic efforts to enhance its financial leverage.



# SHARE AND SHAREHOLDERS

## Largest shareholders in Nordecon AS at 30 June 2025

Shareholder	Number of shares	Ownership interest (%)
AS Nordic Contractors	16 563 145	51,16
Lukusjaht AS	4 332 342	13,38
Toomas Luman	826 000	2,55
Olegs Radcenko	574 200	1,77
Nõmme Erahariduse SA	370 370	1,14
Lembit Tõlpsepp	360 000	1,11
SEB Pank AS kliendid	300 000	0,93
OÜ Alar Invest	255 000	0,79
Genadi Bulatov	250 600	0,77
Endel Palla	200 000	0,62

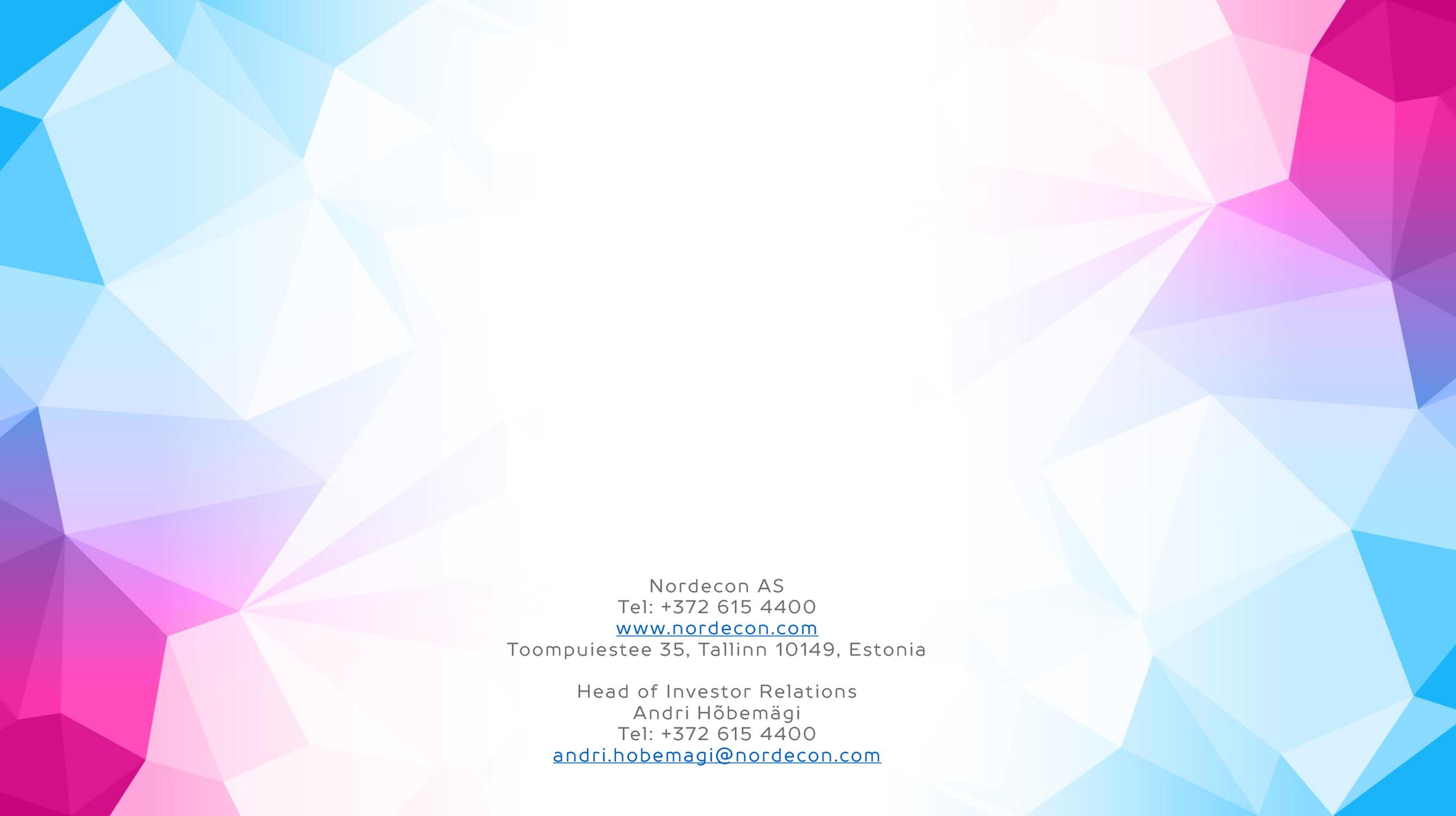


Index/equity	1 January 2025*	30 June 2025	+/-
OMX Tallinn	1 733,00	2 069,46	+19,41%
NCN1T	0,67 EUR	0,75 EUR	+12,05%

\* Closing price on the Nasdaq Tallinn Stock Exchange at 31 December 2024

## KEY FINANCIAL FIGURES AND RATIOS

Figure/ratio	6M 2025	6M 2024	6M 2023
Revenue (€'000)	92,638	114,945	86,526
Revenue change	-19.0%	33.0%	-15.0%
Net profit (loss) (€'000)	471	1,802	-2,299
Net profit (loss) attributable to owners of the parent (€'000)	-134	1,020	-2,493
Earnings per share (€)	0.00	0.03	-0.08
Administrative expenses to revenue	3.3%	2.9%	3.4%
EBITDA (€'000)	3,435	4,690	1,149
EBITDA margin	3.7%	4.1%	1.3%
Gross margin	5.9%	6.3%	3.2%
Operating margin	2.3%	2.8%	-0.5%
Operating margin excluding gain on non-current asset sales	2.2%	2.8%	-0.7%
Net margin	0.5%	1.6%	-2.7%
Return on invested capital	2.0%	6.2%	-1.0%
Return on equity	1.7%	7.8%	-6.1%
Equity ratio	23.1%	19.2%	17.1%
Return on assets	0.4%	1.5%	-1.1%
Gearing	15.80%	6.9%	30.0%
Current ratio	0.91	0.88	0.89
	<b>6M 2025</b>	<b>6M 2024</b>	<b>6M 2023</b>
Order book (€'000)	303,914	178,799	155,133



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