



# H2 and full year 2024 **PRESENTATION**

Henrik Badin, CEO  
Tina Tønnessen, CFO  
Oslo, 27 February 2025

**VOW**

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# BUILDING ON A UNIQUE POSITION IN CRUISE



## NOK 1 bn revenue mark passed in 2024. Order backlog at record levels

Building on a unique and attractive position in cruise, Vow has positioned itself and its technology also in new industry verticals with significant potential. Now also with a stronger balance sheet and shareholder base



## Maritime Solutions and Aftersales

Vow has secured cruise newbuilds and retrofit orders worth above NOK 1.2bn since February 2024, confirming its track record as preferred partner for cruise companies as they renew and expand their fleets



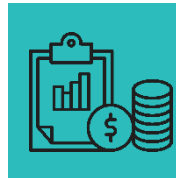
## Industrial Solutions

FEED work is continuing while project owners chase required permits and financing. Continued solid performance in heat solutions



## Business improvement

Efforts are showing results, delivering NOK 44m savings in indirect cost, within the target NOK 40-50m. Gross margin in cruise suppressed by completion of several large contracts with legacy terms in Q4

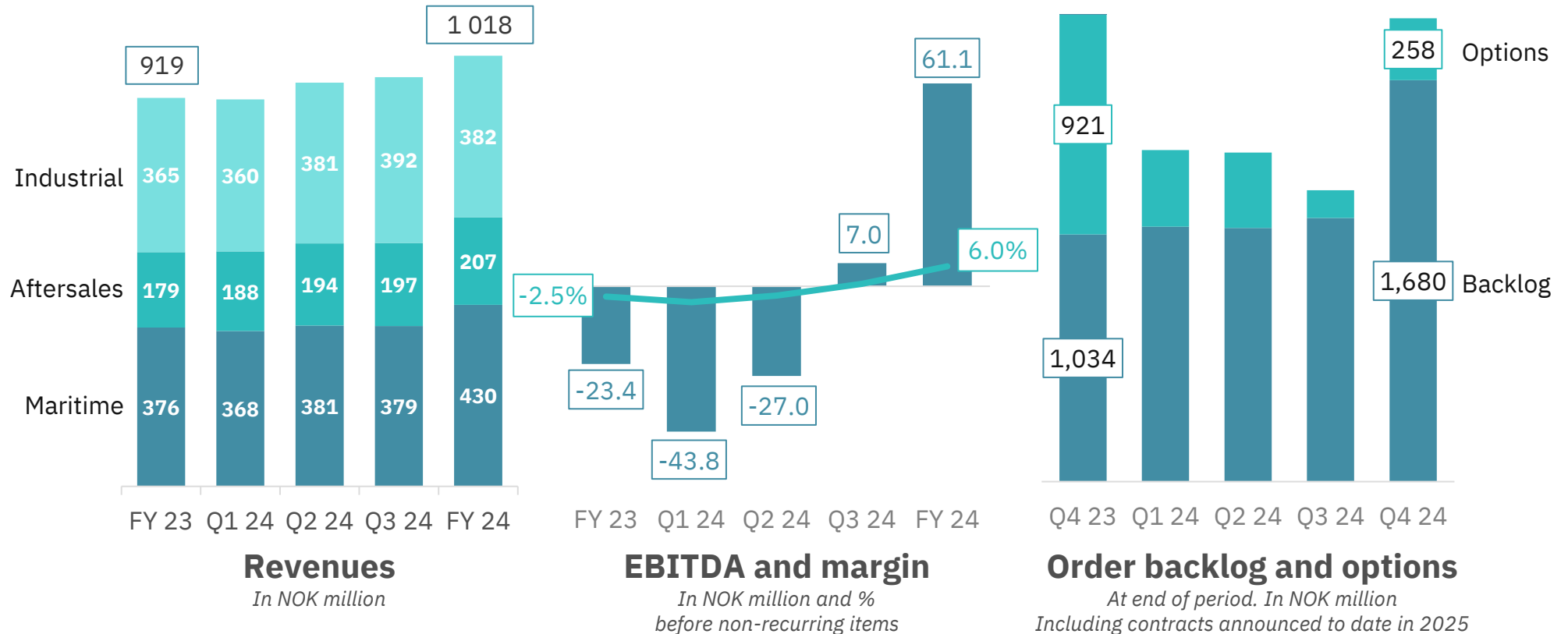


## Corporate milestones

New equity in place, significantly strengthening company's balance sheet. New CEO and new CFO named, joining in Q2 and Q3, respectively. Interim CEO confirmed

# KEY FINANCIALS | GROUP

Rolling 12 months





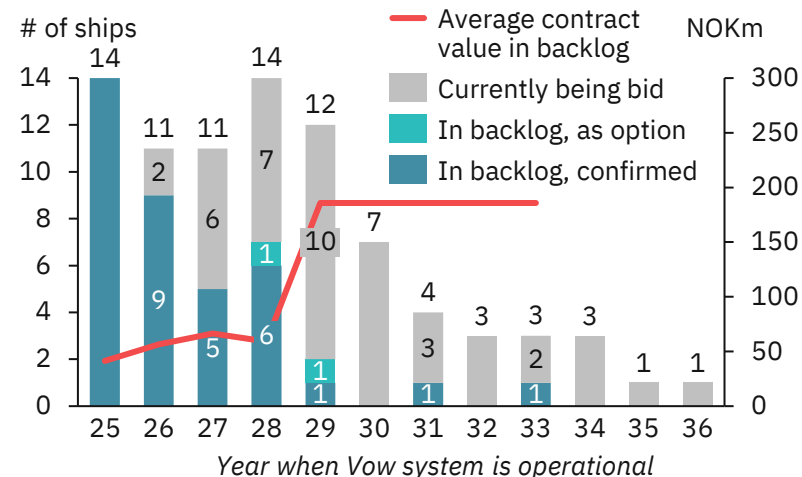
# MARKET AND BUSINESS UPDATE

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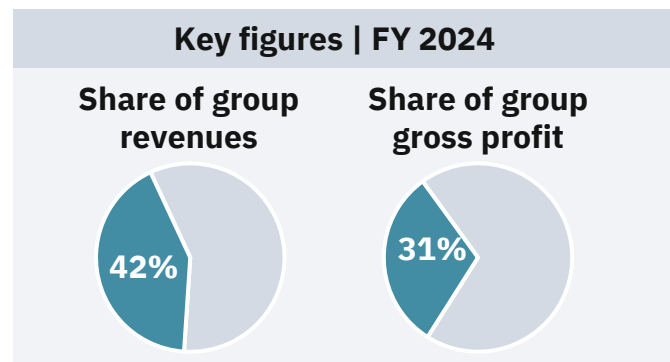
# MARITIME SOLUTIONS

- Maintained a strong momentum in 2024, delivering technology to sixteen cruise newbuilds during 2024 and commissioned nine newbuild projects
- Fleet renewals and upgrades have resulted in strong demand for more advanced clean ship solutions and new orders. Since February 2024, Scanship has signed firm orders for 7 newbuild and 3 retrofit projects worth above NOK 1.2bn
- Ongoing 37 newbuild projects in backlog, 2 options and bidding for another 45 newbuild contracts
- As market leader, Vow consider itself well positioned to deliver pyrolysis technology and solutions that valorise waste and generate renewable energy onboard

## Backlog and bid pipeline



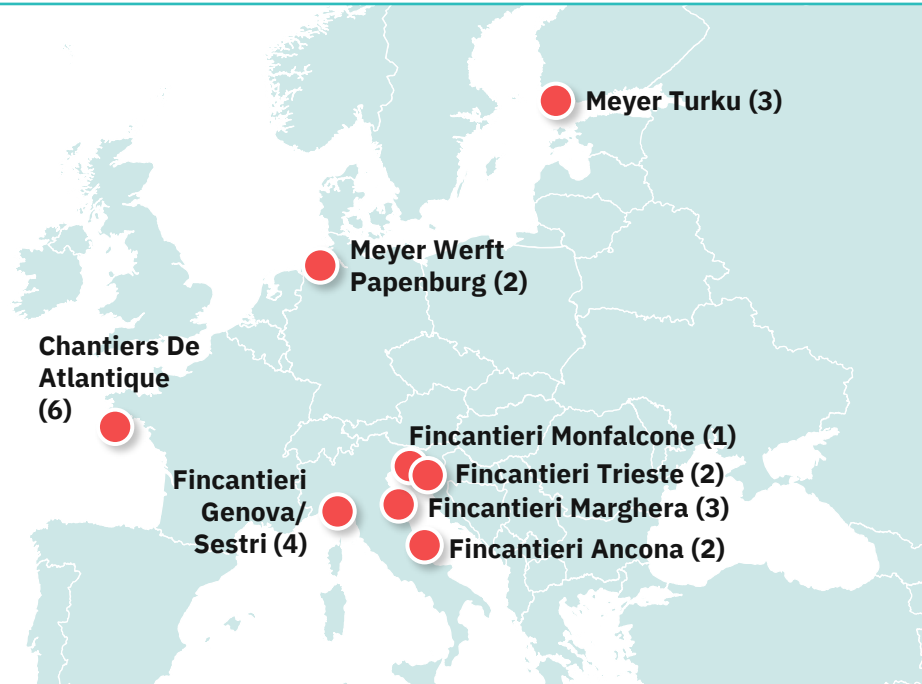
Maritime Solutions   Key figures   FY 2024				
Backlog	Revenues	Gross profit	EBITDA <sup>1</sup>	EBITDA <sup>1</sup> %
<b>1,437m</b>	<b>429.5m</b>	<b>93.9m</b>	<b>50.5m</b>	<b>11.8%</b>
+146% change yoy	+14% change yoy	+43% change yoy	+82m change yoy	3.1% in FY 2023



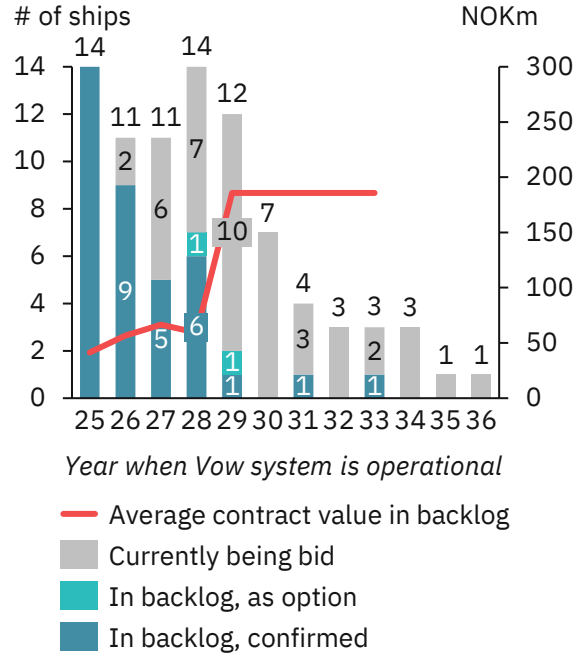
6 All amounts in NOK unless otherwise stated. Comparison with same prior year  
1) EBITDA before non-recurring cost

# TRUSTED TECHNOLOGY PROVIDER AND SUPPLIER TO LEADING CRUISE OPERATORS

## 9 ships commissioned and main system deliveries for 16 ships in 2024



## Backlog and bid pipeline



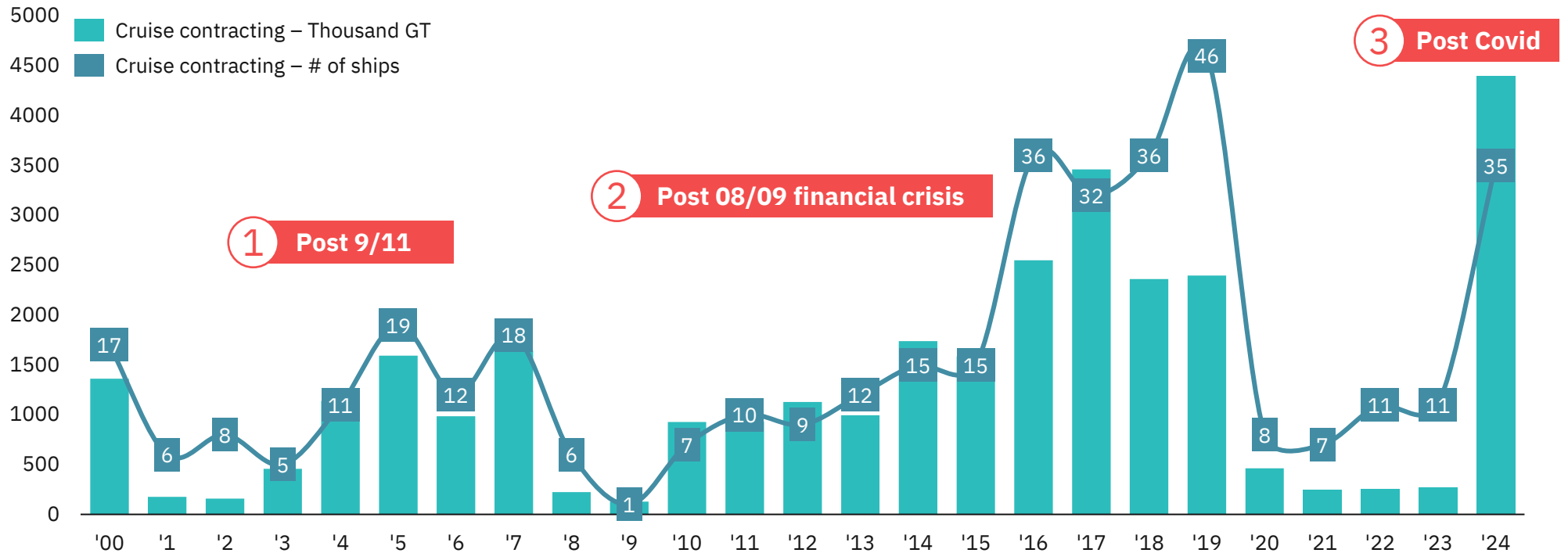
With decades of experience, Vow hold a leading position, set to equip over 60% of new large cruise ships in the next five years<sup>2</sup>

7 <sup>1</sup>Retrofits with shipowner <sup>2</sup>In Vow's core market with >1000 passengers Commissioning Main system ship deliveries



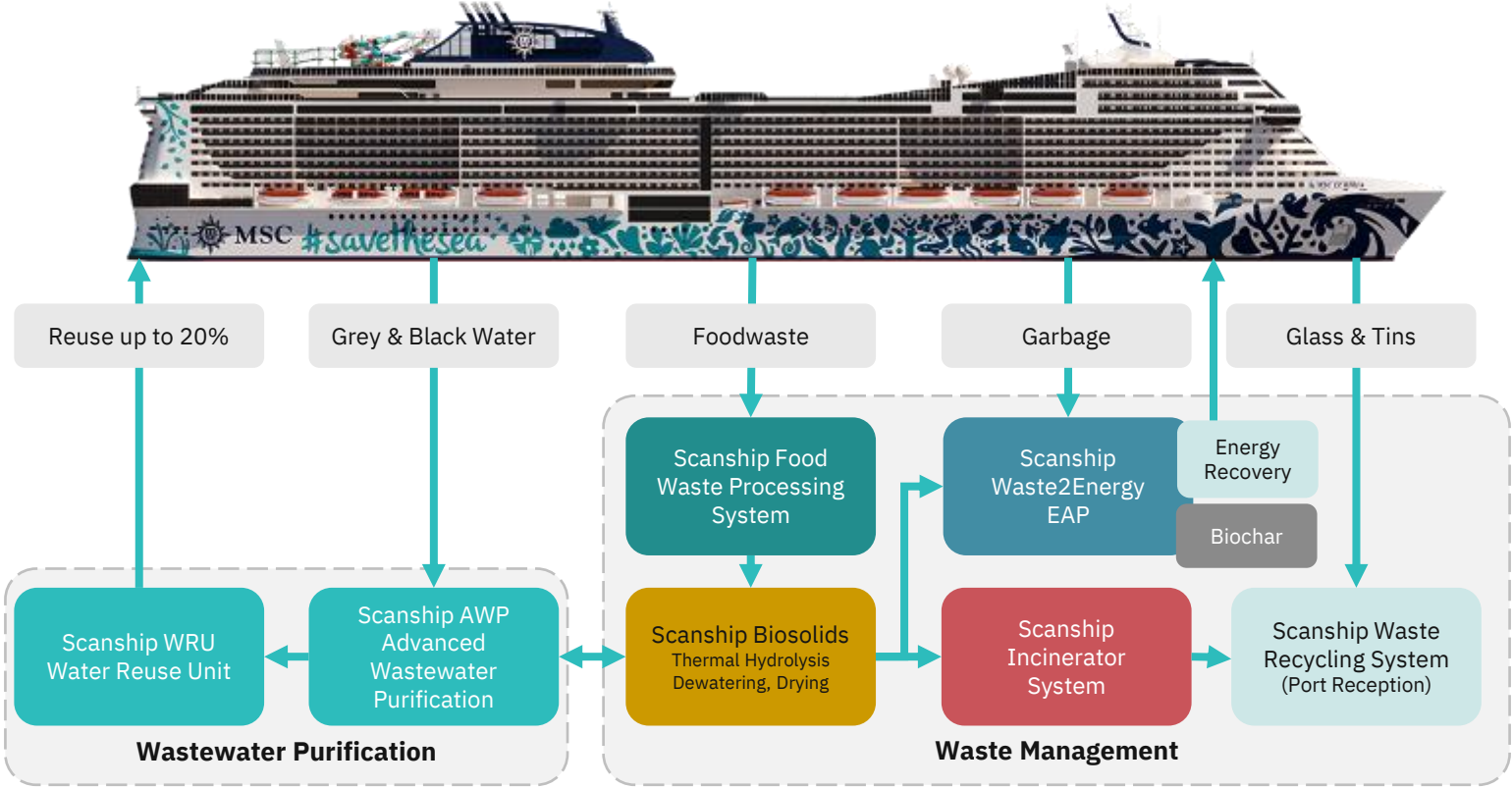
# RIDING THIRD WAVE OF RECOVERY IN CRUISE

Cruise market “fully recovered” this year and cruise ships ordering is picking up<sup>1</sup>





# SYSTEM EVOLUTION INCREASING CONTRACTS



Scanship is making it happen

Cruise ship with 8,000 people

Daily Input

- **Foodwaste:** 3 tons
- **Wastewater:** 2200 m3
- **Dry Garbage:** 10 tons
- **Tins & Cans:** 4 tons
- **Glass:** 4 tons

Daily Output: 2150 tons of purified water, 3.6 tons of Biochar, 40 MWh steam as Net Zero Energy, CO2 credits

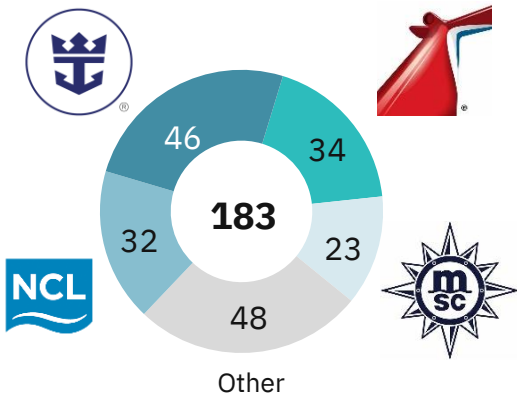
equivalent to a municipality with a population of 40,000

By adding climate technology into the Scanship Clean Ship system, contracts have more than doubled in size

# AFTERSALES

- Increased activity levels in Aftersales resulted in a 16-per cent revenue increase year-over-year. Annual revenues above the 200m mark for the first time
- Stable, steady business built on service and technology leadership, and an addressable market that expands with increased number of ships in operation
- Double digit EBITDA margins, and ambitions of further improvement

Cruise ships with Scanship technology inside (by operator)



Aftersales revenues in NOK million 12-month rolling

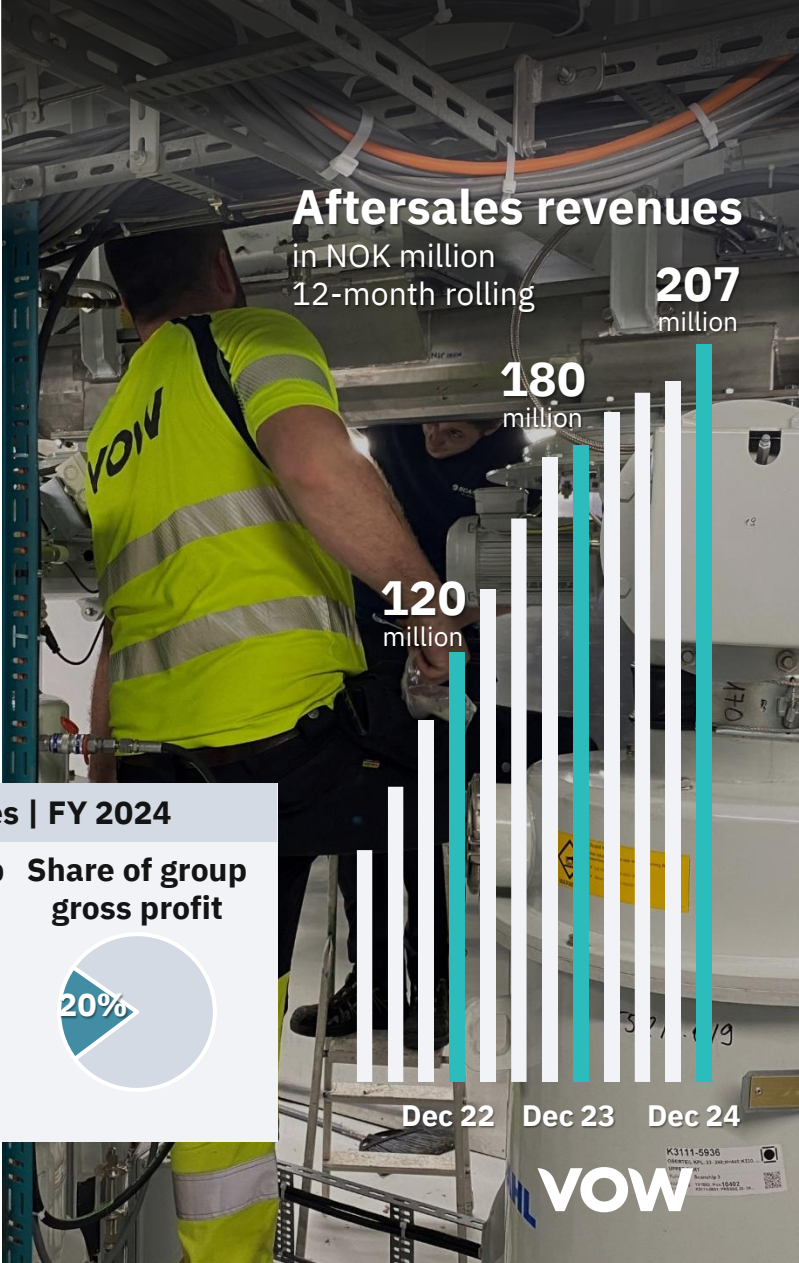
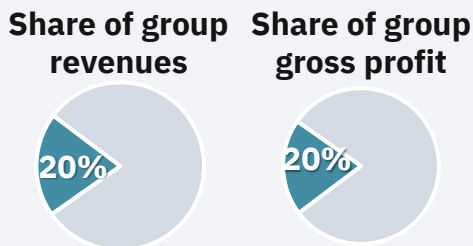


### After sales | Key figures | FY 2024

Revenues	Gross profit	EBITDA <sup>1</sup>	EBITDA <sup>1</sup> %
<b>206.9m</b>	<b>60.4m</b>	<b>24.2m</b>	<b>11.7%</b>
+16% change yoy	+8% change yoy	+2m change yoy	12.5% in FY 2023

All amounts in NOK unless otherwise stated. Comparison with same prior year  
 1) EBITDA before non-recurring cost

### Key figures | FY 2024



# INDUSTRIAL SOLUTIONS

- Profit still impacted by costs related to tendering, project development and building capacity in anticipation of orders in new industry verticals, but cost saving initiatives are yielding results, leading to improved EBITDA.
- Continued high activity and solid performance in heat treatment business C.H. Evensen, which was awarded NOK 30m in new contracts in H2
- FEED<sup>2</sup> work continues and permitting underway for major potential projects, but order backlog continues to shrink. Carefully monitoring capacity with potential new orders in pipeline



End-of-life tyre plant in UK



Rhode Island biochar plant

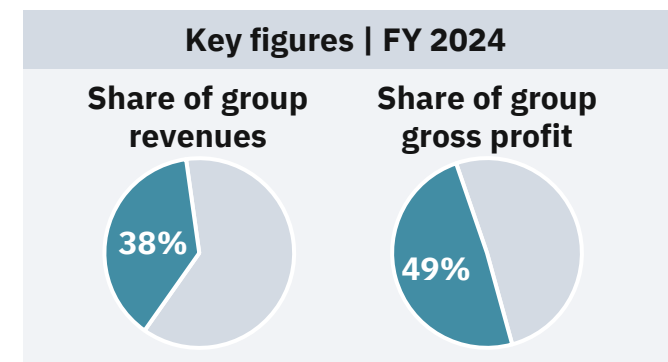


Sewage treatment plant



Caribbean Carbon Refinery

Industrial Solutions   Key figures   FY 2024				
Backlog	Revenues	Gross profit	EBITDA <sup>1</sup>	EBITDA <sup>1</sup> %
243m	381.8m	144.4m	21.3m	5.6%
-46% change yoy	+5% change yoy	+5% change yoy	+34m change yoy	-3.4% in FY 2023





**FINANCIALS**

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# SEGMENT INFORMATION

## MARITIME SOLUTIONS

NOK million	2H 2024	2H 2023	2024	2023
Revenues	210.3	161.4	429.5	375.5
Gross profit	47.7	(9.3)	93.9	65.6
Gross margin %	22.7%	(5.8%)	21.9%	17.5%
EBITDA before non-recurring	25.5	(31.8)	50.5	11.8
EBITDA margin	12.1%	(19.7%)	11.8%	3.1%
Backlog (end of period)			1,436.9	583.8

- ▶ **Maritime** maintained strong momentum in 2024
- ▶ H2 2024 gross margin impacted by progress and increased cost on low margin contracts in Q4 2024
- ▶ H2 2024 gross margin of 23%, up from 21% during H1 2024

## AFTERSALES

Revenues	104.7	91.6	206.9	178.5
Gross profit	33.1	25.6	60.4	55.8
Gross margin %	31.6%	28.0%	29.2%	31.3%
EBITDA before non-recurring	13.8	9.2	24.2	22.2
EBITDA margin	13.2%	10.0%	11.7%	12.5%

- ▶ **Aftersales** continue to grow
- ▶ H2 2024 gross margin of 32%, up from 27% H1 2024
- ▶ Measures taken to further improve margins

## INDUSTRIAL SOLUTIONS

Revenues	218.1	216.9	381.8	364.5
Gross profit	68.1	69.2	144.4	136.9
Gross margin %	31.2%	31.9%	37.8%	37.6%
EBITDA before non-recurring	12.4	(12.1)	21.3	(12.5)
EBITDA margin	5.7%	(5.6%)	5.6%	(3.4%)
Backlog (end of period)			243.1	450.4

- ▶ Improved gross margin for **Industrials** during Q4, following a temporarily reduced margin in Q3 2024
- ▶ Good progress on FEEDs, key to secure new contracts

# INCOME STATEMENT

NOK million	2H 2024	2H 2023	2024	2023
<b>Revenue</b>	<b>533.1</b>	<b>469.8</b>	<b>1,018.2</b>	<b>918.5</b>
<b>Gross profit</b>	<b>148.8</b>	<b>85.5</b>	<b>298.7</b>	<b>258.3</b>
<i>Gross margin %</i>	27.9%	18.2%	29.3%	28.1%
Employee expenses	(74.1)	(97.9)	(151.1)	(184.2)
Other operating expenses	(39.7)	(40.6)	(86.5)	(97.4)
<b>EBITDA before non-recurring</b>	<b>35.0</b>	<b>(53.0)</b>	<b>61.1</b>	(23.4)
<i>EBITDA margin %</i>	6.6%	(11.3%)	6.0%	(2.5%)
Non-recurring cost	(7.3)	(28.0)	(12.8)	(31.3)
<b>EBITDA</b>	<b>27.7</b>	(81.0)	<b>48.3</b>	(54.7)

## Comments

- Revenue increase of 11% compared with FY 2023, driven by growth in all segments
- Gross margin improving, however still impacted by legacy contracts in backlog
- Delivered on cost improvement program for FY 2024, reducing employee and operating expenses by NOK 44.1m compared with FY 2023
- Non-recurring cost mainly related to restructuring of French subsidiary

# INCOME STATEMENT

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<b>EBITDA</b>	<b>27.7</b>	<b>(81.0)</b>	<b>48.3</b>	<b>(54.7)</b>
Depreciation and amortization	(25.0)	(31.5)	(47.4)	(51.9)
Impairment	(10.6)	(0.1)	(10.7)	(0.3)
<b>EBIT</b>	<b>(7.9)</b>	<b>(112.4)</b>	<b>(9.8)</b>	<b>(106.9)</b>
Share of net profit (loss) from associated company	(17.2)	(18.3)	(22.8)	(21.2)
Financial items	(30.9)	(36.6)	(61.0)	(30.1)
<b>Result before tax</b>	<b>(56.0)</b>	<b>(167.3)</b>	<b>(93.6)</b>	<b>(158.2)</b>

## Comments

- Impairment mainly related to write down of assets related to French subsidiary
- Share of net profit from associated company is Vow's share of net loss from Vow Green Metals
- Financial items for FY 2024 consist of:
  - Net foreign exchange gain of NOK 1.8m (NOK 21.1m in 2023)
  - Interest cost of NOK 63.6m (NOK 45.5m in 2023)
  - Other financial items NOK 0.8m (-NOK 5.8m in 2023)

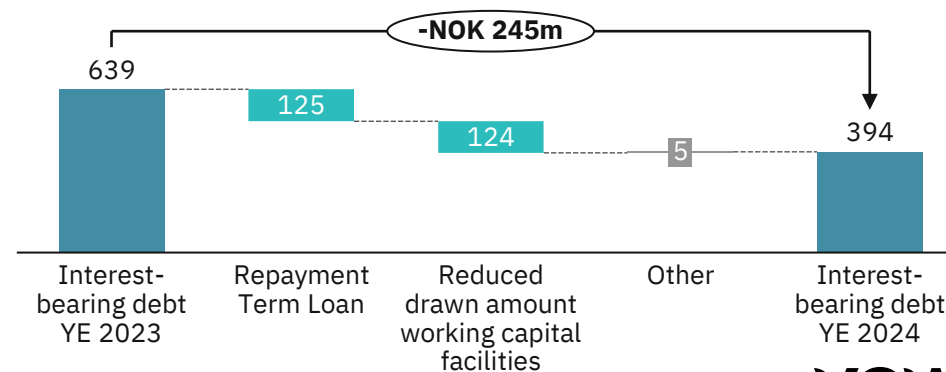
# BALANCE SHEET

NOK million	31.12.24	31.12.23
Intangible assets and goodwill	649.3	588.1
Accounts receivable	205.8	241.0
Contracts in progress	297.5	270.3
Other assets	340.3	378.2
Cash and cash equivalents	46.3	57.5
<b>Total assets</b>	<b>1,539.2</b>	<b>1,535.1</b>
<b>Total equity</b>	<b>546.4</b>	<b>396.4</b>
Interest-bearing debt	394.5	639.1
Contract accruals	228.9	171.0
Accounts payable	205.4	155.9
Other liabilities	164.0	172.7
<b>Total equity and liabilities</b>	<b>1,539.2</b>	<b>1,535.1</b>

## Comments

- › Increase in intangibles relate to investments in new technology
- › Net working capital decreased compared with YE 2023
- › NOK 250m in new equity secured in December 2024, net proceeds used to repay liquidity bridge and reduce drawn amount on working capital facilities

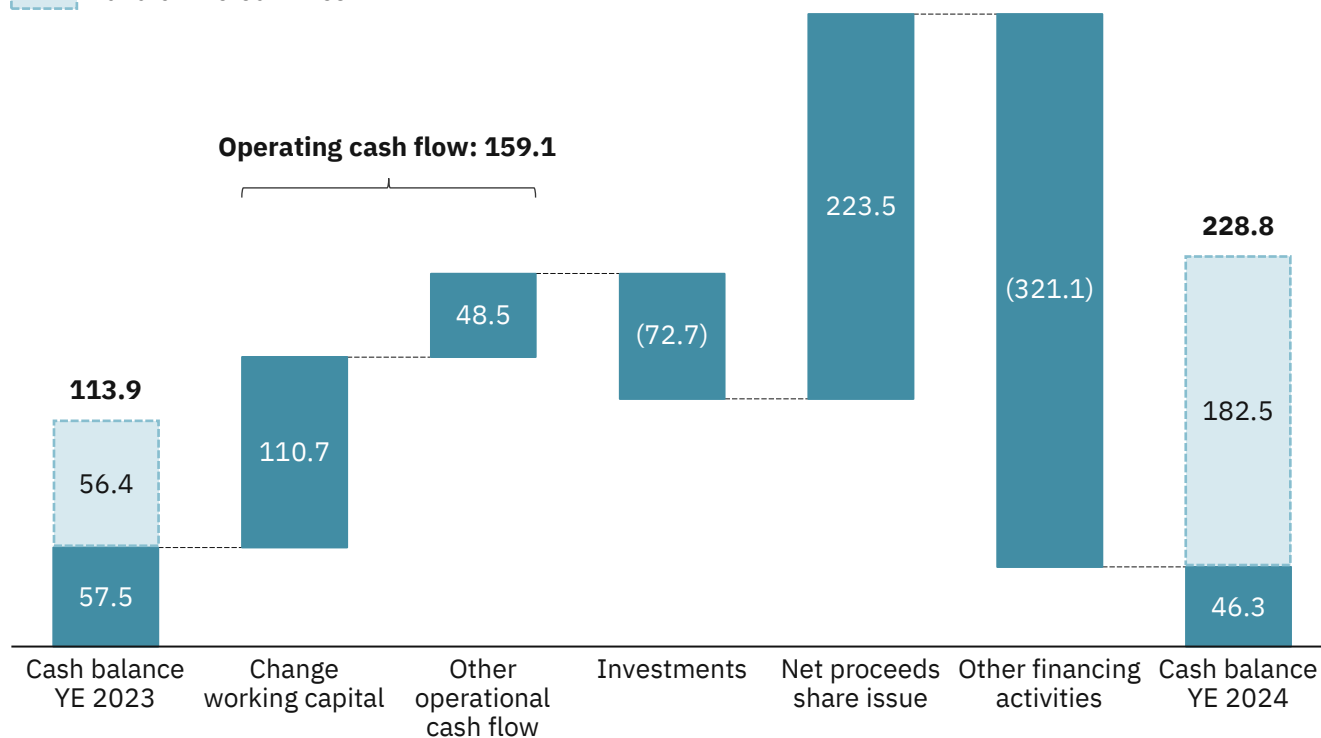
## Debt development during FY 2024





# CASH FLOW DEVELOPMENT

 = undrawn credit lines



## Comments

- **Working capital** improved throughout 2024
- **Investments reduced** compared with historical levels as several R&D projects completed
- **Net proceeds from share issue** amounted to NOK 223.5m
- **Other financing activities** includes net debt repayment, leasing and interest payments
- **NOK 228.8m in available liquidity<sup>1</sup>** at YE 2024



**CONCLUDING REMARKS**

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# INTRODUCING

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## **Gunnar Pedersen, CEO**

- Extensive leadership experience from the maritime and industrial sectors
- Currently Executive Vice President, Automation & Control at Kongsberg Maritime
- More than 20 years in Kongsberg group companies, including Kongsberg Maritime, Kongsberg Oil & Gas and Kongsberg Digital
- Joining no later than 1 August 2025

*Deputy CEO Jonny Hansen appointed interim CEO effective from 1 March*



## **Cecilie Brænd Hekneby, CFO**

- Extensive financial leadership and Investor Relations experience
- Currently CFO of Spir Group ASA, with prior experience as CFO of Self Storage Group ASA and senior financial roles in Color Line AS and Posten Norge
- Joining 15 May 2025

*Current CFO Tina Tønnessen stays on until June*



**BELIEVING IN A FUTURE WHERE  
INDUSTRY IS HARMONIZED  
WITH NATURE**

**VOW**