

1Q 2026

Quarterly presentation – Akastor ASA



AKASTOR

May 13, 2026

1Q 2026 Highlights

Distribution to shareholders

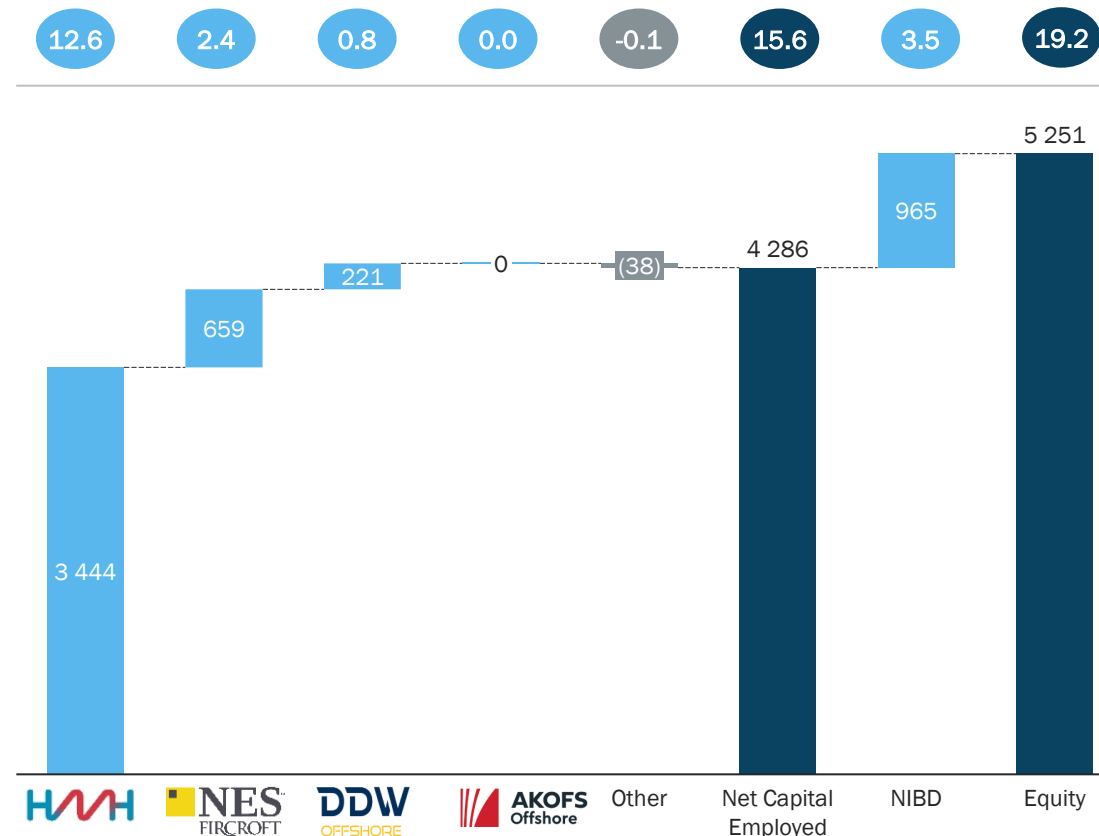


- Dividend of NOK 1.5 per share approved, supported by HMM IPO proceeds and aligned with the capital return strategy.
- IPO completed after quarter-end, generating total cash proceeds of USD 53 million for Akastor in 2Q (incl. greenshoe). Following IPO, Akastor owns 36.2% of HMM.
- Adjusted EBITDA of USD 30m (18% margin) generated in the quarter, with order intake up 10% year-on-year driven by activity in products and projects.
- Stable operations across the fleet, with strong utilisation and uptime. Aker Wayfarer utilisation impacted by Class Renewal Survey, completed on time and within budget.
- Aker Wayfarer formally awarded a new four-year SESV contract with Petrobras, expected to commence in Q3 2027.
- As previously announced, DDW Offshore completed the sale of Skandi Atlantic in January for USD 22.75 million.
- Post quarter-end, DDW Offshore announced the sale of Skandi Emerald for USD 23m.
- Shares held in Maha Capital were realised, generating cash proceeds of NOK 40 million during the period.

NET CAPITAL EMPLOYED ¹⁾

NOK million, 31 March 2026

Book value per share (NOK)



IPO of HMH completed in April, marking a key milestone for Akastor

Key transaction terms

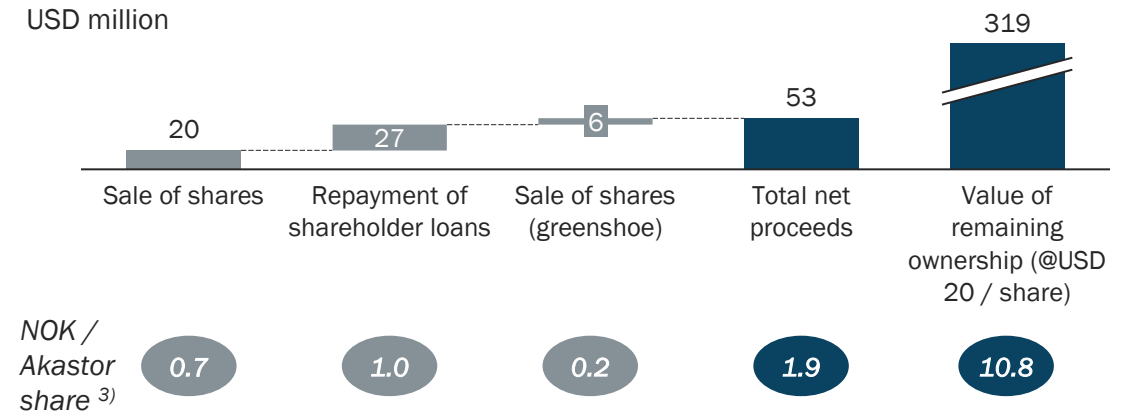
Issuer	HMH Holding Inc. (Nasdaq: HMH)
Offering size (excl. greenshoe)	10,520,000 shares offered, comprising 8,420,000 primary shares and 2,100,000 secondary shares (50% sold by Akastor)
Offer price	USD 20 per share
Amount raised	USD 210 million
Use of primary proceeds	Shareholder loan repayment and general corporate purposes, including transaction costs
Shares outstanding post transaction	44,000,000
Market capitalization at offer price	USD 880 million
Lock-up	180 days from 1 April
Greenshoe	An additional ~343k shares sold by Akastor at IPO price
Akastor ownership	Post greenshoe: 36.2% ownership (15,945,826 shares) ²⁾

Transaction highlights

- ✓ Listing of HMH represents a major milestone, ensuring liquidity for Akastor's key investment
- ✓ The deal attracted a supportive mix of long-only, sector dedicated and more generalist investors
- ✓ First U.S. Offshore IPO since 2014 ¹⁾ and first U.S. Oil & Gas IPO of 2026 ¹⁾
- ✓ One of two U.S. Services IPOs to price in the range or better since 2018 ¹⁾

Overview of Akastor proceeds and remaining ownership

USD million



Agenda








Ownership agenda

Financial update

Q&A

Portfolio overview

■ Private holdings
 ■ Listed investments

Company	Service offering	Ownership
	Full-service drilling equipment and service provider	36.2% ¹⁾
	Engineering staffing and solution provider for technical industries	~15% ²⁾
	Subsea well construction and intervention services	66.7%
	Owner of mid-sized AHTS vessels	100%
	Energy and marine consultancy company	~5%
	Independent service provider to the offshore wind industry	36%
	Service provider within crane, lifting technology and lifesaving appliances	33%

Akastor © 2026
 1) As per May 2026. Ownership reduced from 50% per quarter-end following IPO completed in April 2026. Akastor's economic interest is held through HMH B.V., with corresponding voting rights in HMH Holding Inc., and is exchangeable into listed shares.
 2) Economic interest

Business model

- Global full-service drilling equipment provider with a broad portfolio of products and services.
- Large installed base providing firm foundation for strong customer relationship and recurring revenues.

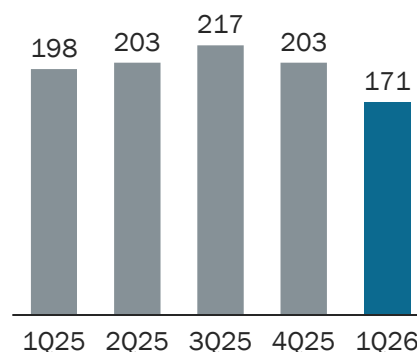
Quarterly highlights

- IPO completed after quarter-end, generating total cash proceeds of USD 53m for Akastor (incl. greenshoe) and reducing Akastor's ownership to 36%.
- Adjusted EBITDA of USD 30m (18% margin), reflecting disciplined cost management and favourable product mix despite lower volumes.
- Order intake increased 10% year-on-year, driven by activity in products and projects, with orders exceeding revenue and supporting backlog growth and improved visibility into the second half of 2026.

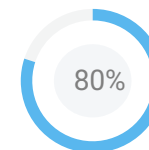
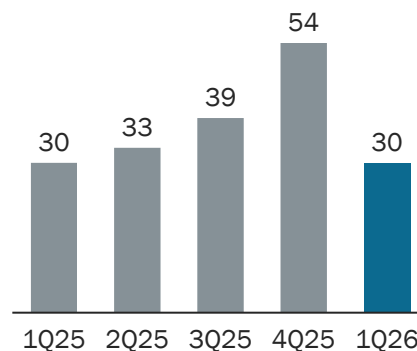
Ownership agenda

- Support HMH's strategy to drive profitable growth and value creation through both organic initiatives and selective M&A.
- Maintain a strong market position through technology leadership and customer-focused innovation.
- Strategic ownership with focus on value realization over time.

REVENUE ¹⁾
US GAAP, USD millions



EBITDA adj. ¹⁾
US GAAP, USD millions



Capital Employed
NOK 3 444 million



Akastor ownership 36.2% ²⁾



Market cap per 1Q 26 of
USD 880m

(Based on IPO pricing, as HMH was not listed at quarter-end)



Global provider of mission-critical drilling equipment and services



Net Interest-Bearing Debt per 1Q 26 of USD 96 million
Excl. Shareholder Loans (settled in April following IPO)

Business model

- World's leading engineering staffing and solution provider for highly technical industries spanning a range of staffing services: Contract, Permanent Hire & Managed Solutions.
- Diversified range of high growth and strategic end-markets with a recurring client base within different sectors: Oil & Gas, Power & Renewables, Infrastructure, Life Sciences, Mining, Automotive and Chemicals.

Quarterly highlights¹⁾

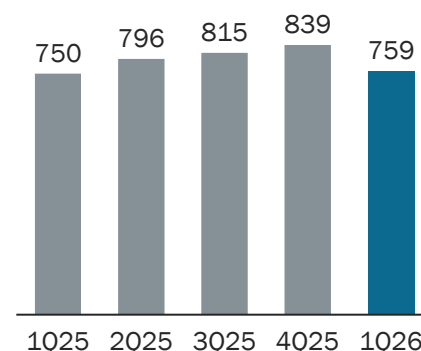
- Underlying EBITDA increased 7% YoY supported by improved earnings mix, higher contract activity and continued cost discipline, partly offset by softer permanent recruitment.
- Strong cash generation and continued deleveraging to 1.35x LTM EBITDA.
- Agreed acquisition of Halian, strengthening technology and digital talent capabilities and supporting further diversification.

Ownership agenda

- Pursue growth through both organic initiatives and selective M&A.
- Optimize value at exit.

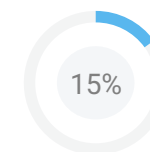
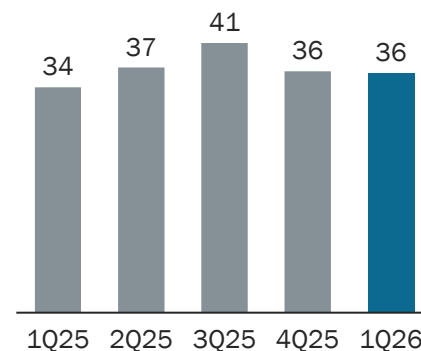
REVENUE ¹⁾

USD millions



EBITDA ^{1) 2)}

USD millions



Capital Employed
NOK 659 million



Akastor ownership ~15%



~2 000 own employees
(excl. contractors)



Leading global provider of
engineering workforce
management solutions with
more than 80 global offices



Net Interest-Bearing Debt per
1Q 26¹⁾ of USD 203 million
(excl. IDF draw of 77 million)

Business model

- Vessel-based subsea well construction and intervention services from concept development to offshore operations.
- Operates two subsea vessels in Brazil (Petrobras) and one LWI vessel in Norway (Equinor).

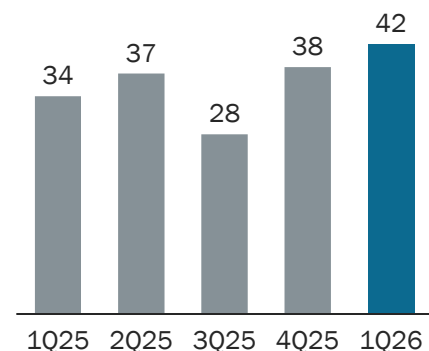
Quarterly highlights

- Aker Wayfarer and AKOFS Santos delivered revenue utilisation of 75% and 99%, respectively. Wayfarer was impacted by the completion of the Class Renewal Survey, completed on time and within budget.
- AKOFS Seafarer delivered a technical uptime of 94% and a revenue utilisation of 88%, supported by stable operations.
- AKOFS Santos' debt restructuring completed in Q1, with Akastor increasing its share of the junior loan to 66.7%, aligning owner interests. The senior debt has been extended to Q1 2027.
- Aker Wayfarer was awarded a new four-year SESV contract with Petrobras, expected to commence in Q3 2027.

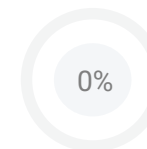
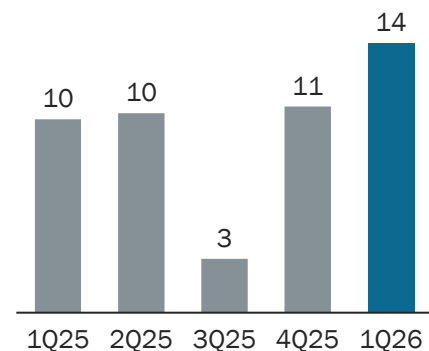
Ownership agenda

- Secure delivery on order backlog.
- Explore strategic initiatives.

REVENUE
USD millions



EBITDA
USD millions



Capital Employed
NOK 0 million



Akastor ownership 66.7%

Vessels	Location / Customer	Contract end
AKOFS Seafarer	equinor	4Q 2028
Aker Wayfarer	BR PETROBRAS	3Q 2031 ¹⁾
AKOFS Santos	BR PETROBRAS	1Q 2031 ²⁾

Business model

- Owns two Anchor Handling Tug Supply (AHTS) vessels with capability to operate and support clients on a world-wide basis.
- The vessels are specially designed to perform anchor-handling, towing, and supply services at offshore oil and gas fields.

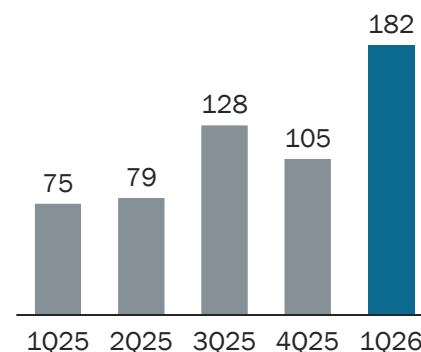
Quarterly highlights

- Skandi Peregrino remained on contract in Australia throughout the quarter, delivering 98% utilisation.
- Skandi Emerald completed its Class Renewal Survey (CRS) and subsequently commenced a short-term contract in Australia.
- The sale of Skandi Atlantic for USD 22.75m was completed in the quarter, with a NOK 132m positive impact on Q1 revenue and EBITDA.
- Post quarter-end, DDW Offshore announced the sale of Skandi Emerald for USD 23m, expected to close in Q2.

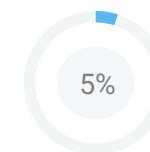
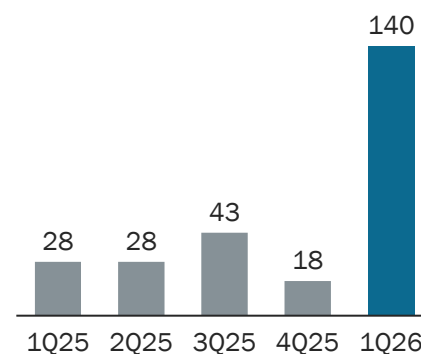
Ownership agenda

- Secure fleet utilization.
- Optimize value at exit.

REVENUE
NOK millions



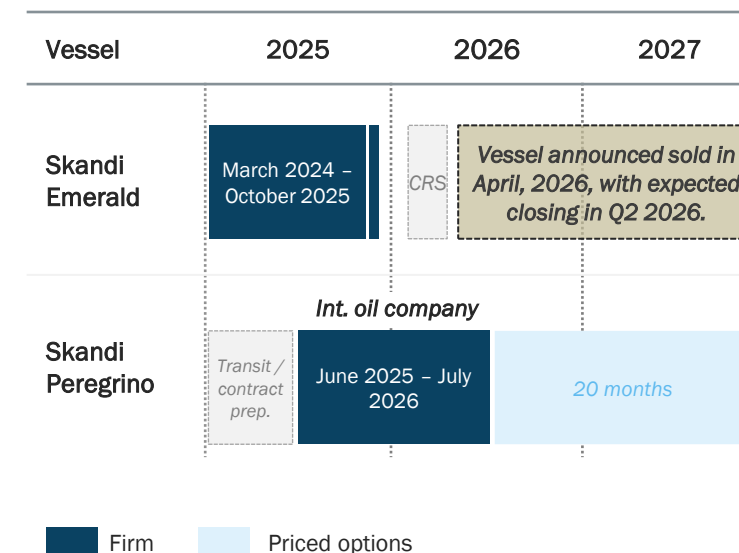
EBITDA
NOK millions



Capital Employed
NOK 221 million



Akastor ownership 100%



Akastor's strategy remains focused on value creation, enabling distribution of proceeds to shareholders

Maximize value creation

Active ownership to maximize the value of investments through strategic, operational and financial initiatives.

Create liquidity

Enable portfolio liquidity and optimize timing of exits, through cash or listed shares.

Return capital to shareholders

Distribute proceeds from realizations to shareholders while maintaining a sound capital structure.

TARGETING A DISCIPLINED TRANSITION FROM VALUE CREATION TO REALIZATION AND SHAREHOLDER DISTRIBUTION

Agenda

Ownership agenda

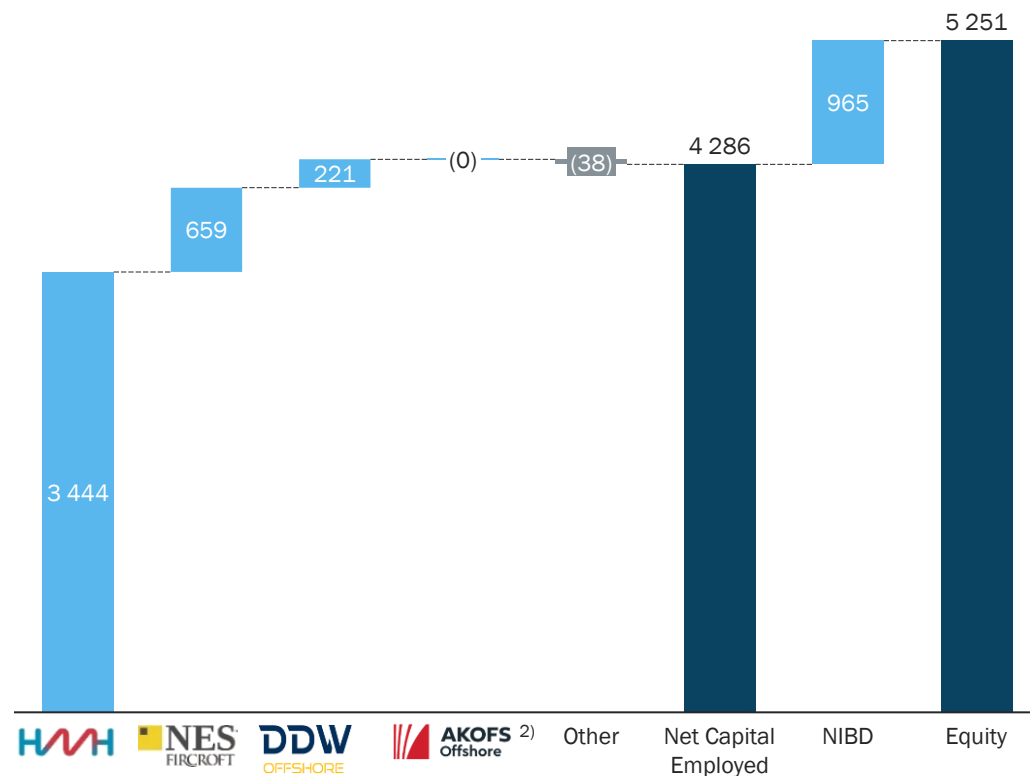
Financial update

Q&A

Net Capital Employed

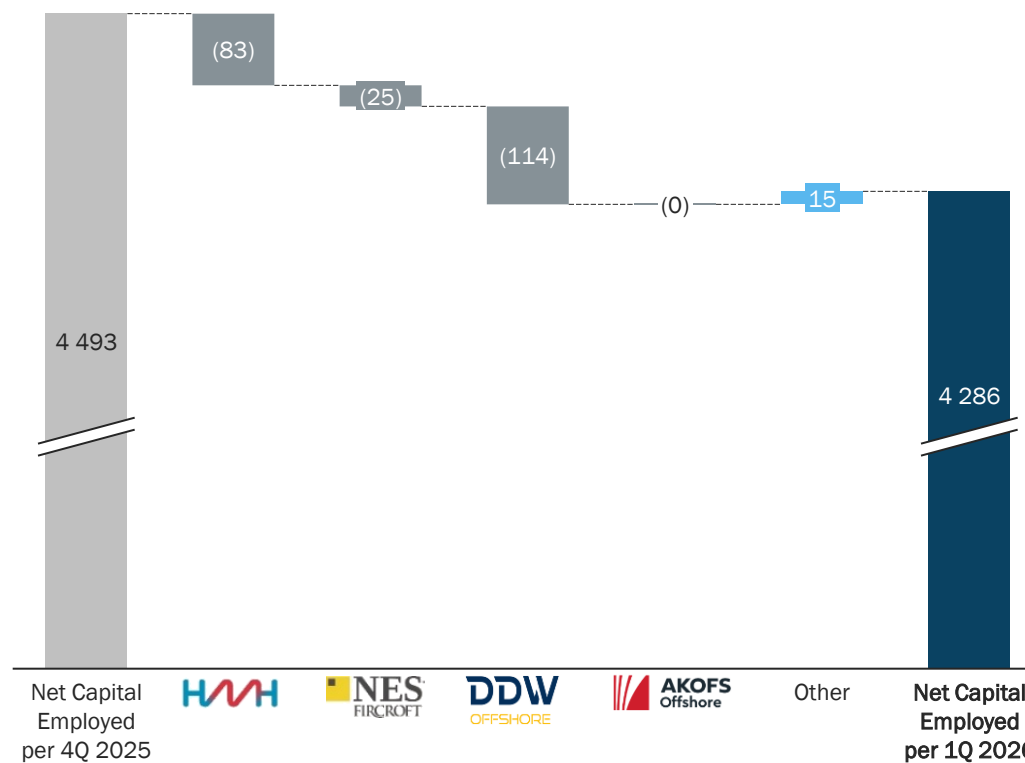
Net Capital Employed per 1Q 2026 ¹⁾

NOK million



Development in 1Q 2026

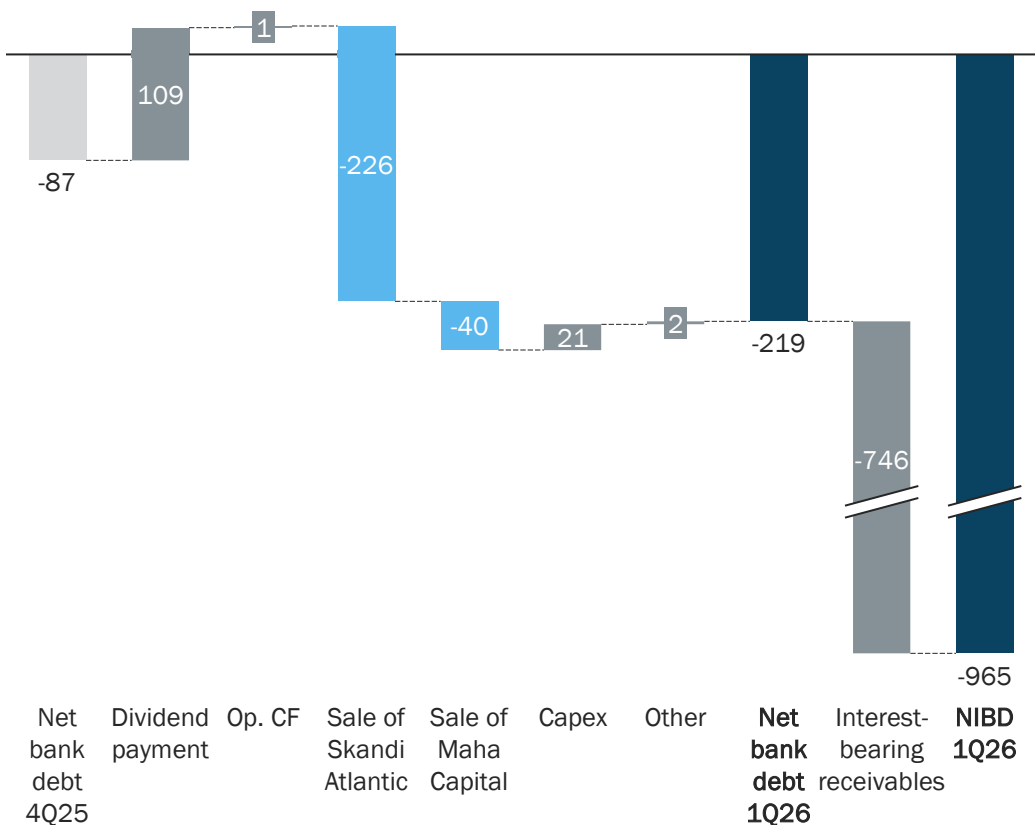
NOK million



Net interest-bearing items

Development in the period

NOK million



1Q 2026 highlights

- Akastor continues to be in a positive net cash position, with NOK 286 million of cash held on corporate level through a liquidity fund investment.
- Dividend of NOK 0.40 per share distributed to shareholders in February.
- Total net cash position increased through the quarter to NOK 219 million at quarter-end, including DDW Offshore net debt of NOK 68 million.

NOK million

	1Q 2026
Non-current bank debt	105
Current bank debt	3
Liquidity fund investment ¹⁾	-286
Cash and cash equivalents	-42
Net bank debt (Net cash)	-219
AKOFS receivable	-422
HMH receivable ²⁾	-264
Other receivables	-59
Net interest-bearing items	-965

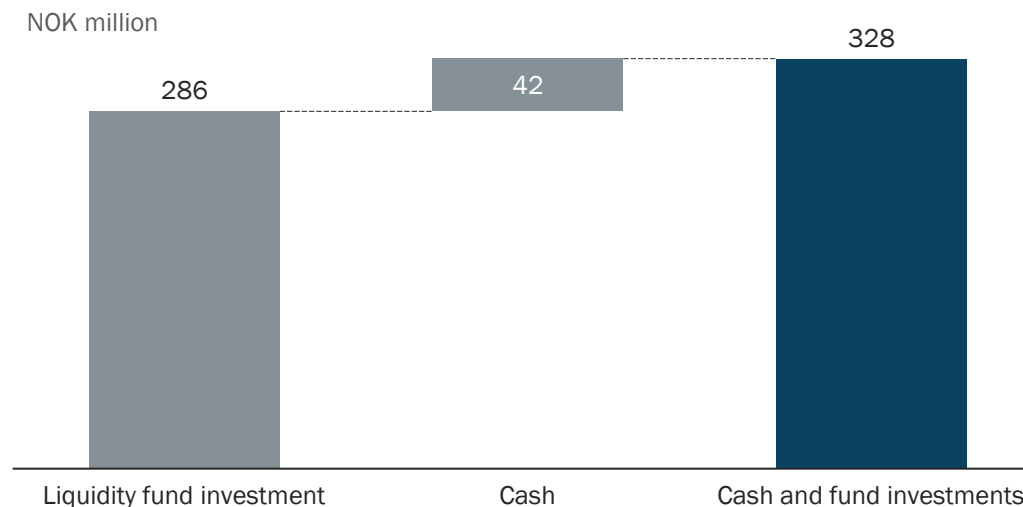
External financing facilities and liquidity

Overview of financing facilities

Facility	Size	Drawn amount	Maturity	Margin
Revolving Credit Facility ¹⁾ (Akastor corporate)	USD 30 million	0	June 2027	3.0% - 4.0%
Reducing Revolving Credit Facility (DDW Offshore)	USD 16 million ²⁾	USD 11 million	November 2027	2.75%

- Corporate USD 30m RCF remains undrawn. The facility is currently suspended post HMH IPO pending revised security structure (legacy pledge over HMH shares).
- DDW Offshore's Reducing Revolving Credit Facility was reduced to USD 16 million following the divestment of Skandi Atlantic, with USD 11 million drawn per 31 March 2026.

Liquidity as of 31 March 2026



- Liquidity fund investment included in overview, as holding is convertible to cash on short notice.
- Cash includes NOK 41 million within DDW Offshore.
- The Revolving Credit Facility remained fully undrawn at period-end; however, the facility amount is not included in the graph as availability is suspended following the HMH IPO.

Income statement 1Q 2026

NOK million	1Q 2026	1Q 2025
Revenue	50	76
Other income	132	0
Revenue and other income	182	76
EBITDA	123	3
EBIT	112	-11
Net financial items	-17	-154
Profit (loss) from equity-accounted investments	-6	-31
Profit (loss) before tax	89	-197
Tax income (expense)	0	0
Profit (loss) from cont. operations	89	-197
Net profit (loss) from disc. operations	0	0
Profit (loss) for the period	89	-197

Revenue and other income (NOK million)	1Q 2026	1Q 2025
DDW Offshore	182	75
Other	1	1
Reported Group revenue and other income	182	76
EBITDA (NOK million)	1Q 2026	1Q 2025
DDW Offshore	140	28
Other	-17	-25
Reported Group EBITDA	123	3

COMMENTS

- Joint venture holdings, including HMM and AKOFS, are not consolidated in the Akastor group financials. Consolidated revenue and EBITDA thus only represent a minor part of Akastor's investments.

Income statement 1Q 2026 (cont.)

NOK million	1Q 2026	1Q 2025
Revenue	50	76
Other income	132	0
Revenue and other income	182	76
EBITDA	123	3
EBIT	112	-11
Net financial items	-17	-154
Profit (loss) from equity-accounted investments	-6	-31
Profit (loss) before tax	89	-197
Tax income (expense)	0	0
Profit (loss) from cont. operations	89	-197
Net profit (loss) from disc. operations	0	0
Profit (loss) for the period	89	-197

NOK million	1Q 2026	1Q 2025
NES Fircroft	-2	-8
Other investments	33	6
Contribution from financial investments	31	-2
Net interest on borrowings	11	7
Net foreign exchange gain (loss)	-62	-159
Other financial income (expenses)	3	0
Net financial items	-17	-154
HMH	-3	24
AKOFS Offshore	0	-50
Other	-4	-4
Profit (loss) from equity-accounted investments	-6	-31

COMMENTS

- Net financial items include non-cash items from financial investments and a non-cash net foreign exchange loss of NOK 62 million.
- Net negative contribution from equity-accounted investments of NOK 6 million in the period (non-cash for Akastor).

Agenda














Ownership agenda

Financial update

Q&A

Appendix

Selected transactions

<p>April 2026</p>  <p>Sale of shares at IPO (incl. greenshoe) and repayment of shareholder loans</p> <p>USD 53m</p>	<p>January 2026</p>  <p>Sale of shares</p> <p>SEK 37m</p>	<p>January 2026</p>  <p>Sale of one vessel</p> <p>USD 22.75m</p>	<p>September 2025</p>  <p>Sale of shares received pursuant to Warrant Agreement</p> <p>NOK 222m⁶⁾</p>	<p>January 2025</p>  <p>16.7% purchase of ownership interest from</p>  <p>USD 14m</p>	<p>May 2024</p>  <p>Acquisition of</p>  <p>Equity consideration of about 21% in FØN</p>	<p>July 2023</p>  <p>Sale of two vessels to</p>  <p>USD 18m⁵⁾</p>
<p>April 2023</p>  <p>100% sale, against cash and shares in</p>  <p>NOK 353m⁴⁾</p>	<p>February 2023</p>  <p>100% sale to</p>  <p>DKK 20m</p>	<p>November 2022</p>  <p>Sale of preferred equity holding</p> <p>USD 95m³⁾</p>	<p>February 2022</p>  <p>Establish JV</p> 	<p>October 2021</p>  <p>merged with</p>  <p>establishing</p>  <p>owned by Akastor(50%) and Baker Hughes(50%)</p>	<p>October 2020</p>  <p>Restructuring and 50% acquisition of shares from DOF ASA</p>	<p>September 2020</p>  <p>Merger with</p> 
<p>September 2018</p>  <p>50% sale to</p>   <p>USD 142.5m</p>	<p>April 2018</p>  <p>Preferred equity investment</p> <p>USD 75m²⁾</p>	<p>June 2017</p>  <p>100% sale to</p>  <p>USD 114m</p>	<p>December 2016</p>  <p>Merged for an initial equity stake of 15.2% in</p>  <p>NOK 400m</p>	<p>October 2016</p>  <p>100% sale to</p>  <p>NOK 1,200m</p>	<p>October 2016</p>  <p>100% sale to</p>  <p>NOK 1,025m</p>	<p>September 2016</p>  <p>Joint acquisition with</p>   <p>USD 66m⁴⁾</p>

Overview of shareholder cash distributions

Payment date	July 2025	November 2025	February 2026	May 2026 ¹⁾	Sum
Dividend per share (NOK)	0.35	0.40	0.40	1.50	2.65
Dividend value (NOK million)	95	109	109	409	722

Consolidated Income Statement

NOK million	First Quarter	
	2026	2025
Revenues and other income	182	76
Operating expenses	-59	-73
EBITDA	123	3
Depreciation	-11	-14
Operating profit (loss)	112	-11
Net financial items	-17	-154
Profit (loss) from equity-accounted investments	-6	-31
Profit (loss) before tax	89	-197
Tax income (expense)	-	-
Profit (loss) from continuing operations	89	-197
Net profit (loss) from discontinued operations	-	-
Profit (loss) for the period	89	-197
Attributable to:		
Equity holders of Akastor ASA	89	-197

Consolidated Statement of Financial Position

NOK million	March 31 2026	December 31 2025
Property, plant and equipment	239	299
Right-of-Use assets	3	5
Non-current interest bearing receivables	780	788
Equity-accounted investments	3 448	3 533
Other investments	888	919
Other non-current assets	1	1
Total non-current assets	5 358	5 546
Current operating assets	88	140
Current finance lease receivables	2	0
Current interest-bearing receivables	13	13
Liquidity fund investment	286	276
Cash and cash equivalents	42	43
Total current assets	430	471
Total assets	5 788	6 017
Equity attributable to equity holders of Akastor ASA	5 251	5 335
Total equity	5 251	5 335
Employee benefit obligations	71	73
Non-current liabilities	183	185
Non-current borrowings	151	215
Non-current lease liabilities	1	2
Total non-current liabilities	407	475
Current operating liabilities	123	141
Current borrowings	3	63
Current lease liabilities	4	4
Total current liabilities	130	207
Total equity and liabilities	5 788	6 017

Consolidated Statement of Cash flows

NOK million	First Quarter	
	2026	2025
Profit (loss) for the period	89	-197
Depreciations, amortization and impairment - continuing operations	11	14
Other adjustments for non-cash items and changes in operating assets and liabilities	-101	162
Net cash from operating activities	-1	-20
Payments for Property, Plant and Equipment	-21	-0
Proceeds from sale of Property, Plan and Equipment	226	0
Payments related to sale proceeds adjustment for prior years' divestments	-6	-51
Net changes in liquidity fund investments	-7	118
Investment in equity-accounted investments	-3	-12
Cash flow from loan to equity-accounted investments	0	-23
Proceeds from other investing activities	41	0
Net cash from investing activities	230	31
Cash flow from changes in external borrowings	-115	-19
Instalment of lease liabilities	-1	-1
Dividend paid	-109	0
Net cash from financing activities	-225	-20
Effect of exchange rate changes on cash and cash equivalents	-5	3
Net increase (decrease) in cash and cash equivalents	-1	-6
Cash and cash equivalents at the beginning of the period	43	47

Alternative Performance Measures (1 of 2)

Akastor discloses alternative performance measures as a supplement to the consolidated financial statements. Such performance measures are used to provide an enhanced insight into the operating performance, financing abilities and future prospects of the group.

These measures are calculated in a consistent and transparent manner and are intended to provide enhanced comparability of the performance from period to period. It is Akastor's experience that these measures are frequently used by securities analysts, investors and other interested parties.

- **EBITDA** - earnings before interest, tax, depreciation and amortization, corresponding to "Operating profit before depreciation, amortization and impairment" in the consolidated income statement
- **EBIT** - earnings before interest and tax, corresponding to "Operating profit (loss)" in the consolidated income statement
- **Net current operating assets (NCOA)** - a measure of working capital. It is calculated by current operating assets minus current operating liabilities, excluding current financial investments
- **Net capital employed (NCE)** - a measure of all assets employed in the operation of a business. It is calculated by net current operating assets added by non-current assets minus employee benefit obligations, other non-current liabilities and total lease liabilities
- **Gross debt** - sum of current and non-current borrowings, which do not include lease liabilities
- **Net debt** - gross debt minus cash and cash equivalents and liquid investments held in liquidity fund
- **Net interest-bearing debt (NIBD)** - net debt minus interest-bearing receivables
- **Equity ratio** - a measure of investment leverage, calculated as total equity divided by total assets at the reporting date
- **Liquidity reserve** - comprises cash and cash equivalents, liquid investments held in liquidity fund and undrawn committed credit facilities

Alternative Performance Measures (2 of 2)

NOK million	March 31 2026	December 31 2025
Non-current borrowings	151	215
Current borrowings	3	63
Gross debt	155	278
Less:		
Cash and cash equivalents	42	43
Liquidity fund investment	286	276
Net debt (Net cash)	-173	-40
Less:		
Non-current interest-bearing receivables	780	788
Current interest-bearing receivable	13	13
Net interest-bearing debt	-965	-841

NOK million	March 31 2026	December 31 2025
Total equity	5 251	5 335
Divided by Total assets	5 788	6 017
Equity ratio	91%	89%
Cash and cash equivalents	42	43
Liquidity fund investment	286	276
Undrawn committed credit facilities ¹⁾	-	302
Liquidity reserve	328	621

NOK million	March 31 2026	December 31 2025
Current operating assets	88	140
Less:		
Current operating liabilities	123	141
Net current operating assets (NCOA)	-35	-1
Plus:		
Total non-current assets	5 358	5 546
Current finance lease receivables	2	-
Less:		
Non-current interest-bearing receivables	780	788
Employee benefit obligations	71	73
Other non-current liabilities	183	185
Total lease liabilities	5	6
Net capital employed (NCE)	4 286	4 493

Key figures | Group

AKASTOR GROUP

NOK million	1Q 25	2Q 25	3Q 25	4Q 25	1Q 26	YTD
Revenue and other income	76	79	130	106	182	182
EBITDA	3	9	27	2	123	123
EBIT	-11	-5	11	-11	112	112
NCOA	4	16	-27	-1	-35	-35
Net capital employed	4 799	4 652	4 443	4 493	4 286	4 286

Key figures | Split per company (1/4)

HMH

Figures presented on 100% basis, US GAAP

USD million	1Q 25	2Q 25	3Q 25	4Q 25	1Q 26	YTD 2026
Revenue	198	203	217	203	171	171
EBITDA (adj.) ¹⁾	30	33	39	54	30	30
EBITDA margin (adj.)	15.1 %	16.1 %	18.2 %	26.7 %	17.6 %	17.6 %
Free cash flow ²⁾	11	-25	31	54	5	5
Order intake	198	173	171	175	218	218

Key figures | Split per company (2/4)

AKOFS OFFSHORE

Figures presented on 100% basis

USD million	1Q 25	2Q 25	3Q 25	4Q 25	1Q 26	YTD 2026
Revenue and other income	34	37	28	38	42	42
EBITDA	10	10	3	11	14	14
EBIT	0	0	-7	0	4	4
CAPEX and R&D capitalization	2	2	14	10	4	4
Net capital employed	281	282	287	283	292	292
Order intake	-	-	-	144	215	215
Order backlog	491	467	420	547	738	738
NIBD (incl. shareholder loans and lease liabilities)	295	296	310	314	318	318

Key figures | Split per company (3/4)

DDW Offshore

NOK million	1Q 25	2Q 25	3Q 25	4Q 25	1Q 26	YTD 2026
Revenue and other income	75	79	128	105	182	182
EBITDA	28	28	43	18	140	140
EBIT	15	15	28	6	130	130
NCOA	33	35	14	36	-18	-18
Net capital employed	380	357	319	335	221	221

Key figures | Split per company (4/4)

OTHER HOLDINGS

NOK million	1Q 25	2Q 25	3Q 25	4Q 25	1Q 26	YTD 2026
Revenue and other income	1	-0	2	1	1	1
EBITDA	-25	-18	-16	-16	-17	-17
EBIT	-26	-19	-17	-17	-17	-17
NCOA	-29	-18	-42	-37	-17	-17
Net capital employed	902	842	697	631	621	621

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