

The Q&A will be held today, Wednesday,  
April 23<sup>rd</sup> at 12:08 CEST.

Questions can be sent in at  
[QA@tegnion.se](mailto:QA@tegnion.se) or live.

Join by clicking [here](#).

**EORUS**  
GRAVSTENAR

**Tegnion**  
Interim report

Q1: January – March 2025

# Interim report Q1: January – March 2025

## Short form report TEQ 2025 Q1

We're battling hard to improve Tegni in weaker markets. EPS landed on 2,13 SEK (1,23) for the quarter and is up 73% compared to last year. Profit after tax ended at 36,5 MSEK (21,1), up 73% largely due to FX effects, EBITA margin decreased to 8,1% (9,5%) while net sales got to 406,3 MSEK (381,8) which is up 6% but down by 2,7% organically. We're making solid progress toward strengthening our group, but there's still a long road ahead.

- Johan Steene, CEO and founder

## Events during the quarter

- Midlands Special Fasteners Ltd was acquired.
- Awarded2U Ltd was acquired.
- Merridale Ltd was acquired.
- Thermasolutions International Ltd was acquired.
- Edurus Gravstenar AB was acquired.

## Events after the quarter

- Mitab i Forsbacka AB was acquired.

Tegni financial development, MSEK	2025 Q1	2024 Q1	Δ%
FCF excluding acquisitions	18,5	-18,3	--
EPS (SEK)	2,13	1,23	73%
Diluted EPS (SEK)	2,13	1,22	75%
Profit for the period	36,5	21,1	73%
Profit before taxes	46,5	25,0	86%
EBITA	33,0	36,3	-9%
EBITA margin (%)	8,1%	9,5%	--
Net sales	406,3	381,8	6%
Net debt / EBITDA	1,8	0,9	--
RoE R12 (%)	13,7%	21,9%	--

## About Tegni

Tegni AB is an industrial group that acquires stable niche companies with good cash flows to develop and own with an eternal horizon. The subsidiaries are managed decentralized with support from the parent company. We operate in the majority of industries with leading products, which gives us good resistance to economic fluctuations as well as solid industrial know-how. For us, it is central to focus on profitability and long-term sustainable business relationships.

The company's shares, TEQ is listed on Nasdaq First North Growth Market.



# Johan's thoughts

Hi Teqniåns,

Five years into the twenty twenties the world's trajectory seems to have been drawn by Captain Jack Sparrow, swimming in rum. It's certain that this decade won't go down as the sequel to the Roaring Twenties. It's much less jazz and champagne and much more chaos and conflict. This period will be defined by major shifts and if current trends hold, turbulence is far from over. We tie ourselves tight to the sturdiest mast with reason, knowledge and science and let misinformation, propaganda and noise drift past. There's always a way... Jack finally escaped Davy Jones' locker. There is no shortcut past hard work in order to reach success. We're on it.

## Currency volatility

At first glance, this quarter's results may seem solid, but a closer look at the numbers reveals that we're still working hard to stabilize parts of our underlying operations. We are still far from where we should be even though we are starting to move in the right direction. A significant portion of the reported earnings is driven by a strengthened Swedish krona, which has positively impacted the profits, though we've also faced temporarily high costs due to restructuring projects including the scrapping of inventory and write-downs on equipment. The krona's strengthening in a financially volatile climate, triggered by the new leadership in Washington DC, has caused significant fluctuations in our balance sheet, given our exposure to euro and sterling positions. As we have grown, these currency fluctuations have grown, and you should get used to the fact that they will continue to have a bigger impact on our financials than in previous years. Additionally, we've made quite big product purchases in the U.S. this quarter and resold all of it in dollars, but the currency lost quite some value between purchase and sale, resulting in an uncomfortably thin margin when converted back to SEK in the accounts.

## Actions for Improvement

Several of our major industrial customers in Sweden continue to report weak demand and are assigning us less work. Across many markets, we're seeing uncertainty and hesitation. Still, we're actively seeking new customers and working hard to maintain volumes with healthy margins. We've also been reminded of some timeless truths, like the importance of the right person in the right place. Our largest housing factory is now showing black figures again for the first time in far too long, since our executive coach Håkan stepped in as factory manager.

The effects of us pushing a more proactive sales process, which I mentioned in a previous letter, are beginning to show. Several formerly rather passive order-taking business units now have stronger order intakes thanks to more active outreach. Our focus is now on maintaining that energy, producing efficiently, and building on that momentum. The strengthened free cash flow in the quarter demonstrates the early effects of our ongoing actions towards improved operational efficiency and financial discipline. While it's encouraging, we see plenty of potential for continued improvements. We've also recruited three new subsidiary CEOs and one interim CEO. Looking ahead, we'll present further changes aimed at making us more profitable, more efficient, and much more resilient in a (unnecessarily) volatile world. Our goal remains to at least double our earnings per share over the next five years and we are determined to surpass that target. We will win.

## Full Throttle

Acquisition activity has been lively by our standards since the start of the year, with four new companies in the UK and two in Sweden, where the latest deal closed early in q2.



Onward, no matter the climate.

We've built strong relationships with several promising entrepreneurs, and the pipeline of acquisition candidates looks good. Over a full year, we still aim to acquire a handful of companies, so the handful added this past quarter should not be extrapolated forward. Our group now includes ten companies based in the UK, and we expect more to come. TEQ-UK is now generating more profit than the entire TegniOn group did six years ago when listed. That's why we've started to set up a TEQ-UK office, which we hope will be operational by fall. Our UK colleagues deserve closer support than what can be offered from our Swedish HQ.

This quarter's new additions to our group are a fun, strong and diverse mix:

- **MSF** (UK), already mentioned in the year-end report;
- **Awarded2U** (UK), a provider of bespoke awards for corporate galas and ceremonies;
- **Merridale** (UK), a leading manufacturer of commercial fueling equipment with full fuel management systems and fleet software;
- **Thermasolutions** (UK), a specialist in high-quality refrigeration energy saving products for supermarkets, hotels, and restaurants;
- **Edurus** (SWE), which supplies tombstones, stone figurines, and engraving services to funeral homes;
- **Mitab** (SWE), a full-service provider of crematories.

*(Please read some more about their contribution on p. 9, Whipeboard.)*

Our ongoing improvement projects continue across the group, but we're not in the business of investing in operations with weak returns even when they're running close to optimal or that they need Leo Messi in order to achieve that.

The temporary costs tied to major restructuring efforts are easier to bear when we know they're part of reshaping the business into something fundamentally better.

As I've said before, there are some companies in our portfolio that, with hindsight, we wouldn't acquire today. That in no way diminishes the value they brought at the time. We're on a long journey. As we advance, so too must our group companies, guided by the same driving mentality that has brought us this far. Our ambition has always been and remains, to acquire and hold companies forever. But conditions evolve. We're constantly learning and refining our acquisition strategy, while also recognizing when a business drains too much cash or delivers too little return to justify continued ownership within the growing TegniOn ecosystem. Our guiding principle is to do what's best for the group, and thus, for our shareholders. We will do whatever it takes to make the group stronger and as mentioned in our last Q&A that may mean divesting businesses that fall short of our return requirements or closing operations that lack vitality, while preserving and integrating strong units into sister companies.

Last but not least, on a personal note, I remain grumpy that our transformation journey isn't moving fast enough. We're sitting on enormous potential that is not being realized at the pace I know is possible. The improvement work continues, and no one is resting until we can show stronger returns and much healthier cash flows.

Run far, be nice

**Johan Steene**

*CEO and founder*

No matter the obstacle, we'll find a way over, under, on the side or through...

TegniOn ❤️ our subsidiaries





# House of Teqni

Acquired 2024 or earlier

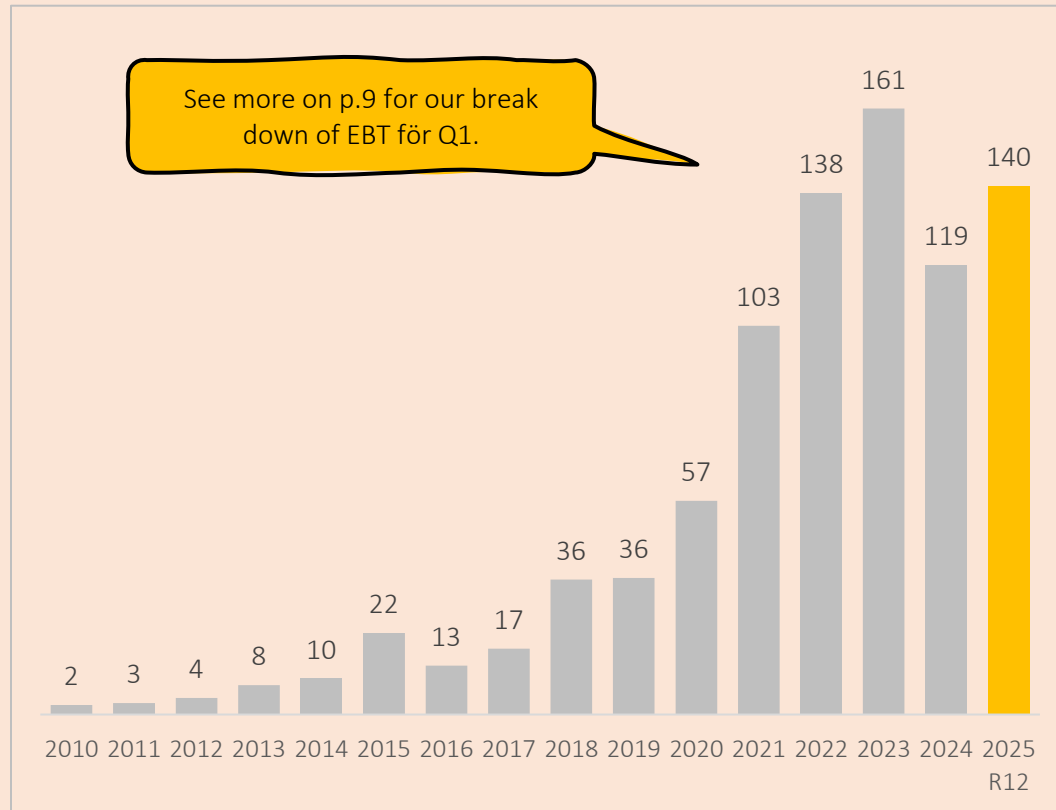


Acquired 2025

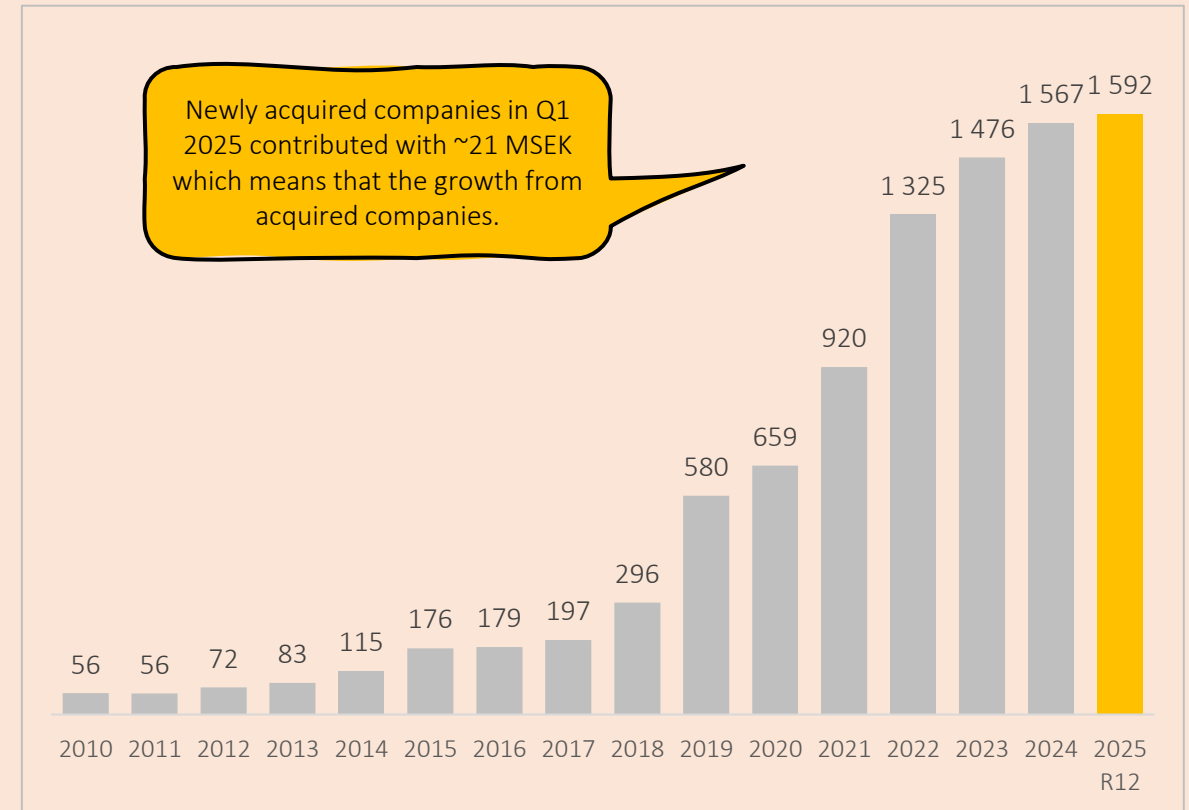


# Financial development for the group (1/2)

Profit before taxes, MSEK

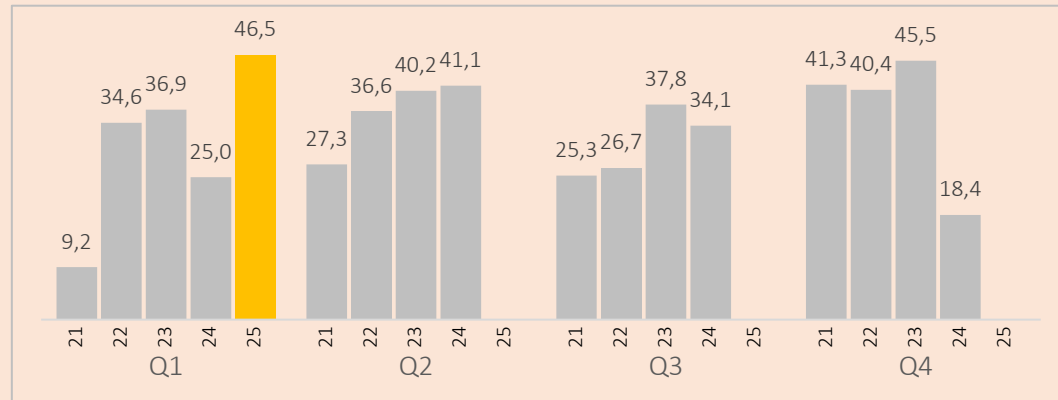


Net sales, MSEK

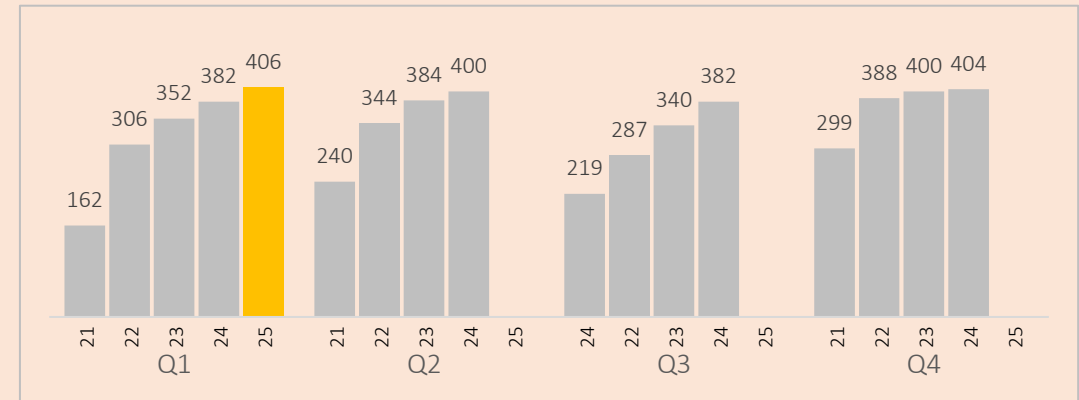


# Financial development for the group (2/2)

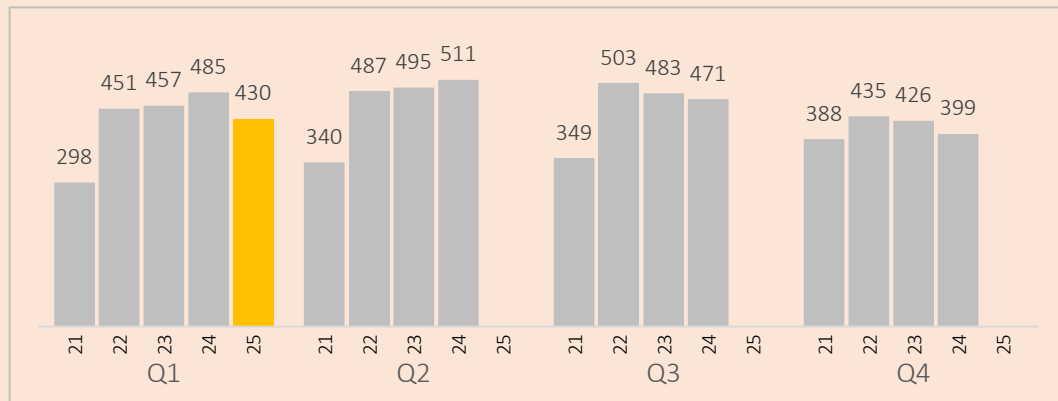
Profit before taxes, MSEK



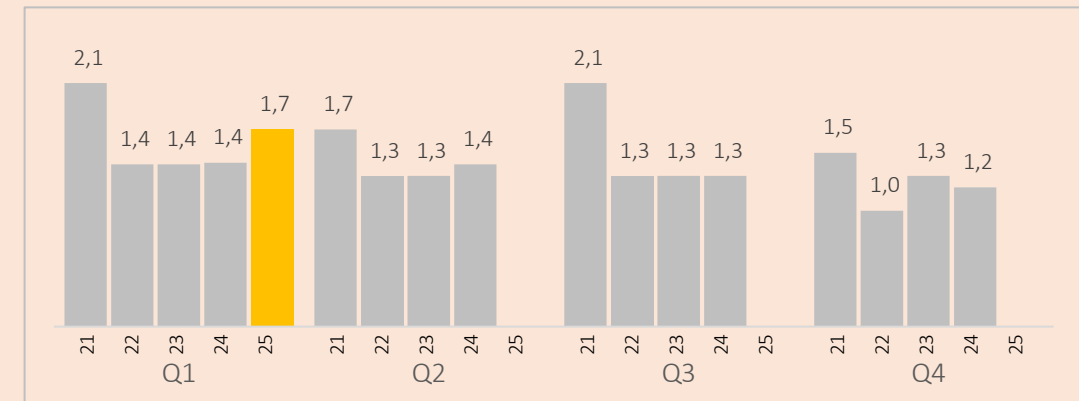
Net sales per quarter, MSEK



Order backlog\*, MSEK



Parent company's cost as share of net sales, %



\* Order backlog can give a rough indication of future sales but is far from a perfect crystal ball. The operations of our subsidiaries varies greatly – some companies have visibility over a year and some have only spot sales.

# Liquidity and debt

## Liquidity and debt

Group in summary MSEK	2025 31 Mar	2024 31 Mar	2024 31 Dec
Liabilities to credit institutions	376,1	261,4	302,3
Lease liabilities	154,4	137,7	163,9
<b>Total interest-bearing liabilities</b>	<b>530,5</b>	<b>399,1</b>	<b>466,2</b>
Cash and cash equivalents	146,0	179,3	196,0
<b>Net debt</b>	<b>384,5</b>	<b>219,8</b>	<b>270,2</b>
<b>Net debt excl. leasing liabilities</b>	<b>230,1</b>	<b>82,1</b>	<b>106,3</b>
<b>Net debt / EBITDA</b>	<b>1,8</b>	<b>0,9</b>	<b>1,3</b>

## Comment

### Liquidity and debt

Our net debt increased in Q1 2025 due to five acquisitions during the quarter, there is still good headroom to our financial target Net debt / EBITDA < 2.5. During Q4 2024 we refinanced our bank agreement with better terms and have a credit line that will sustain our acquisition pipeline for the coming three years.



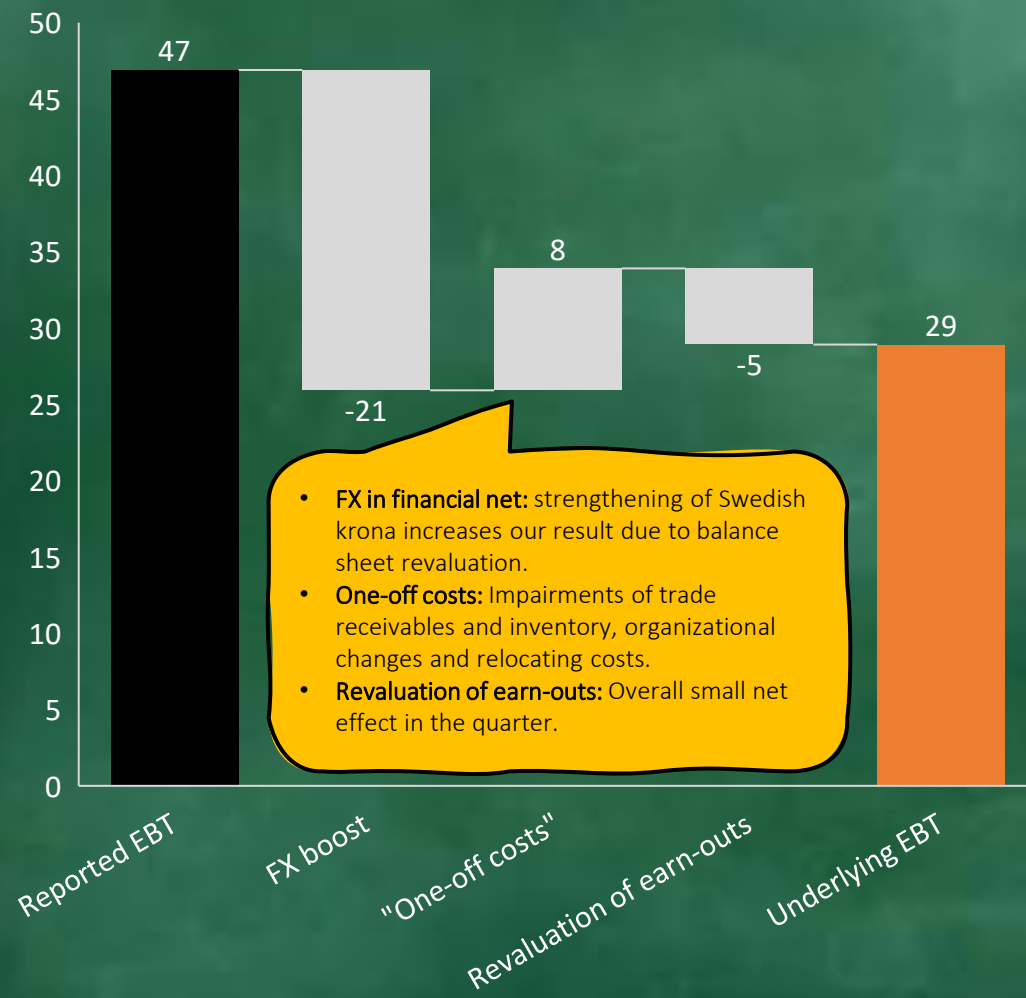
All Thermasolutions' products are well tested in own R&D lab.



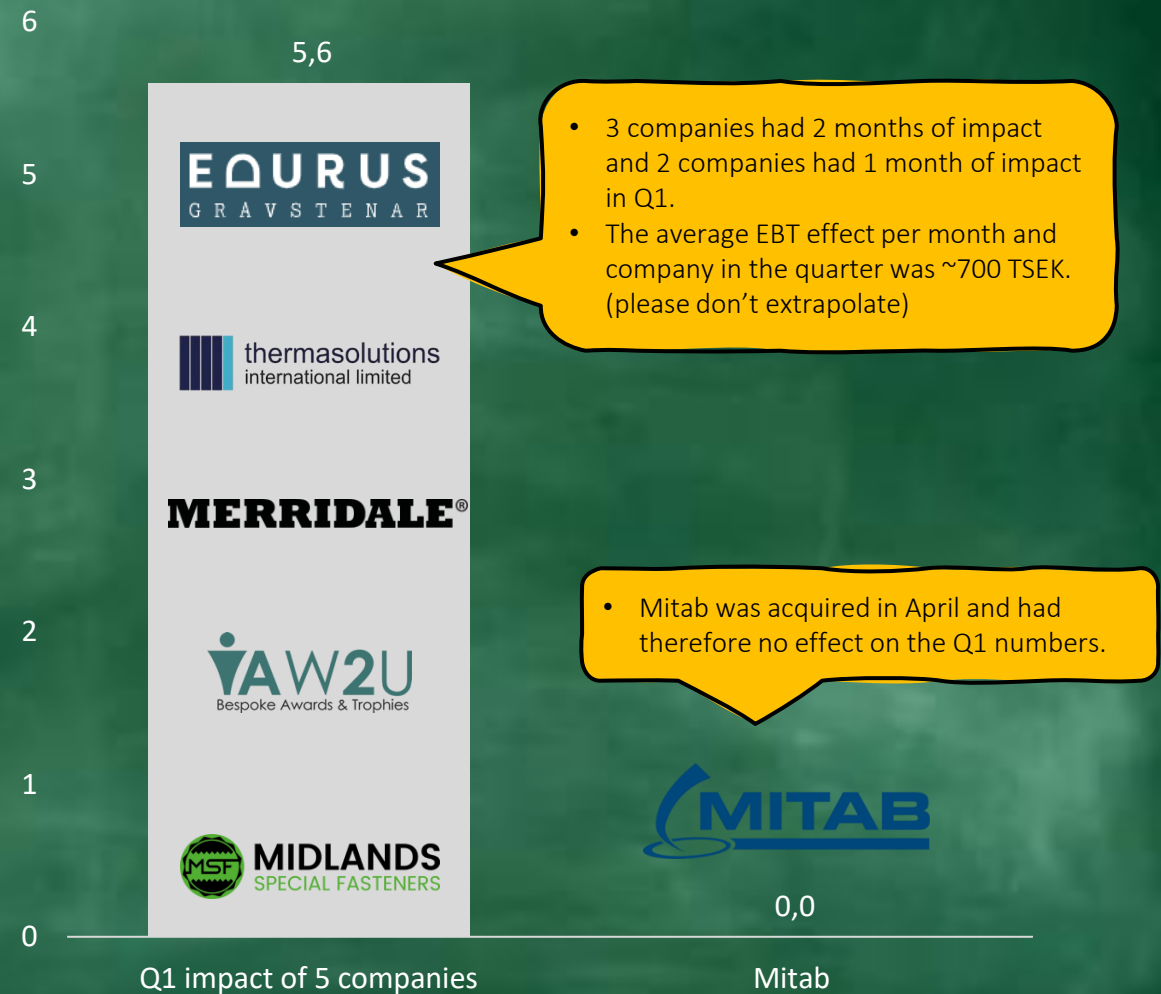
Wipeboard: New thoughts and insights will be presented here each quarter

*To be wiped!*

Bridge to true underlying 2025 Q1 EBT, MSEK



EBT of the acquired companies in 2025 Q1, MSEK



# Business philosophy and financial targets

Teqnion is always in movement. We always start from people and relationship building when targeting profitable business in well-defined industry niches. The mission is to invest our money today so that we have even more money tomorrow. It is a simple goal that is easy to measure. We keep to what we understand and what is tangible. We don't try to predict how the world will change – we are not smart enough for that. We focus on what will not change including human behavior. We acquire good and specialized companies that are driven by grounded coworkers. During the journey we try to have fun and develop our methods and strengthen our team. If we run astray (which we will continue to do), roll up our sleeves, learn something and continue moving forward.

Our sustainability plan is that Teqnion always should grow. Sustainability for us means that we of course need to take care of the environment and our globe's finite resources at the same time that we shall grow our profits over time. With good profits we can make the right decisions and continuously strengthen our relations with colleagues, customers and suppliers. Teqnion shall always continuously create value for the society so that we can capture part of that value. No matter in which direction and intensity the macro winds are blowing, we move forward.

Teqnion wants to go far. We are only in the beginning of our journey. It is therefore that we guard our culture ferociously. Our leadership team is ridiculously loyal to the company. We are a small team with experience, winner instinct and a never say die attitude.

## **SURVIVAL ABOVE ANYTHING ELSE. ALWAYS.**

As individuals we are always prepared that anything can go south at any moment. This means that we never take risks that we cannot afford to lose. Even if the upside potential in Excel shows an off-the-chart RoIC, we would rather sell high-quality tombstones to loved ones rather than make bets on the tariff circus.\*

We ensure that we can always be part of the game, no matter the times. In essence: we will never put us in a debt situation that would hinder us from being in the driver's seat.

## **CREATE VALUE AND CAPTURE VALUE**

In order for Teqnion and our subsidiaries to have a clear right of existence we need to create value for our customers and their customers. By loving sales and always focus on customer value we can translate the move of physical products to sales with good margins. By always focusing on customer value creation, a symbiosis is created between us, customers, suppliers and the society where value is created and shared. That is sustainability. Our simple way of measuring our right to exist is our operating margin. Why would we exist if no one wants to pay for our products, services and solutions? We never want to grow for the sake of growing. We only like our topline to go up if it is driven by profit expansion. Teqnion is the anti thesis of Silicon Valley's hyper growth philosophy and our mantra is "if they come – we build". The focus on profitability motivates us to really focus on each krona in expense. As the old Swedish saying goes: "varje sparad krona är en tjänad krona".

## **CREATE SHAREHOLDER VALUE.**

When we have stability and earn good money, which is a state we do what we can to always be in – then we focus wholeheartedly on growing the earnings per share, which is the measure that over time most clearly drives the share price.

In practice, it means that we acquire further profitable industrial product companies with great people, low business risk and wonderful cash flow – at a fair price. The last piece is important. To acquire wonderful business can be both value creating or value destructive, depending entirely on the size of the money pile you give up. We focus on the long-term and lean on the compounding effect of our capital by effectively allocating your capital – we are stewards of it.

We don't work with forecasts or annual targets because we never want to be in a situation we will be forced to make a deal for the sake of making a deal – that creates shorttermism. We prefer a time horizon of 5 years in which we want to have doubled our earnings per share. Our ambition is higher and our true time horizon is much longer. We have just left the starting line. Our journey will be long.

This page has been written with the hope to clarify what we prioritize for Teqnion. We invite all on the same wavelength along for our grand adventure.

/TEQ-team

Do not wipe

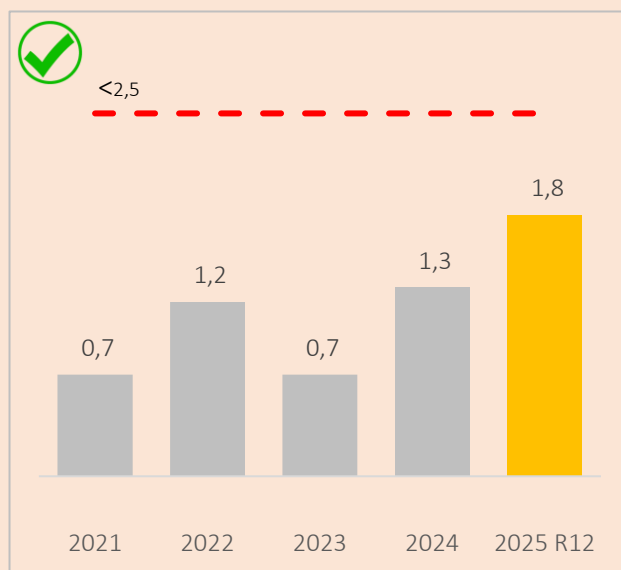
\* By the same... our subsidiary Edurus Gravstenar is the market leader of supplying full service product and service of tombstones on the Swedish market.

# Follow-up of financial targets

## 1. STABILITY

To never risk permanent loss of capital and ensure that we can grow sustainable we believe that we need a financial stability as a basis for everything that we do. This goal should always be in place.

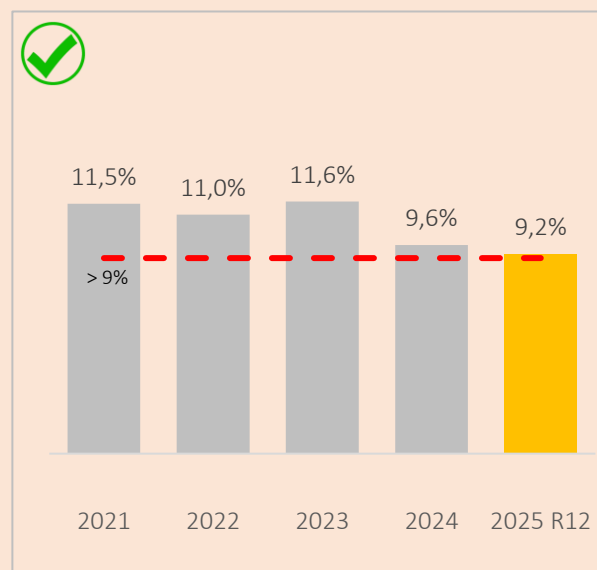
Financial target 1: Net debt / EBITDA < 2,5



## 2. PROFITABILITY

We always work grittily with our profitability. Focus is to always strive for projects and acquisitions that will help us raise the bar.

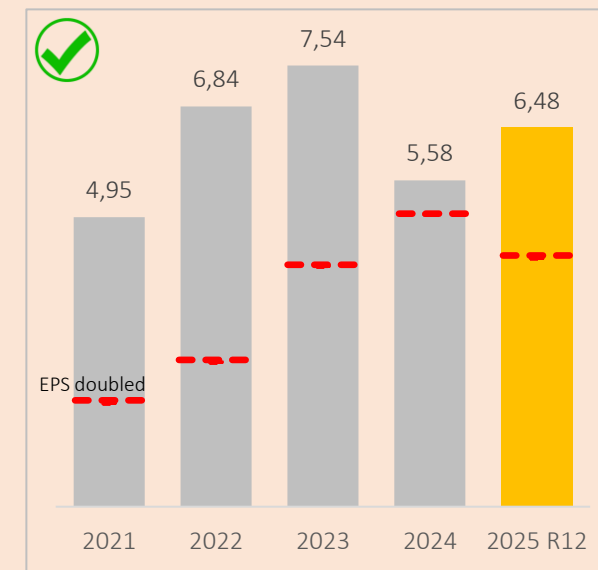
Financial target 2: EBITA margin > 9%



## 3. SHAREHOLDER VALUE

When target 1. and 2. are in place we put our whole soul into creating long-term shareholder value through increasing the earnings per share. This is primarily achieved through acquiring new niche companies at good valuations.

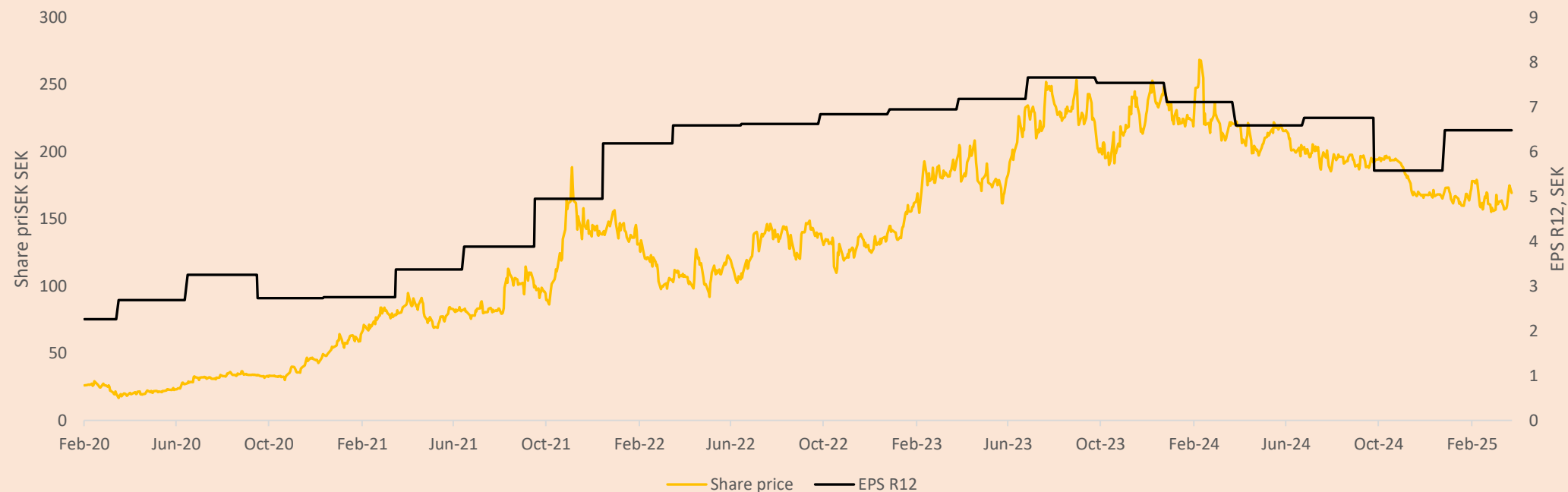
Financial target 3: > Double EPS every five years\*



\* The red line shows the level of EPS needed per year to double the EPS compared to 5 years ago.

# Share price and earnings per share since IPO

Share price (closing price) and earnings per share (EPS) in SEK



Our conviction is that our share price in the longer perspective will follow our earnings per share\*. That is the reason our focus is on increasing the earnings per share. The graph above shows the historical connection.

\* Actually, we believe that share price more closely follows TCFpDSeM&ABPRISR&D or Total Cash Flow per Diluted Share excluding Mergers and Acquisitions, Borrowing, Principal Repayment, Stock Issue, Share Repurchase and Dividends. But for simplicity, let's track EPS instead...



# Our 10 most recent acquisitions

We continuously and tirelessly meet new companies (100-150 per year) but only a few passes all of our screening criteria. Legend has that it is easier to win the Euro jackpot than being acquired by Tegni. Our pace of acquisition will vary during the year and between the years– we will never acquire a business for the sake of acquiring something. For a deal to be reached, the company needs to show high quality & have a good culture in place. At the same time, we need to agree with the vendor on a price tag that we are both happy with.

Acquisition	Completion	Net sales * (according to press release, MSEK)
MITAB i Forsbacka AB	2025 April	65
Edurus Gravstenar AB	2025 March	45
Thermasolutions International Ltd	2025 March	35
Merridale Ltd	2025 February	35
Awarded 2U Ltd	2025 February	35
Midlands Special Fasteners Ltd	2025 February	30
UK Lanyard Makers Ltd	2024 July	20
Avelair Ltd	2024 July	40
Nubis Solutions Ltd	2024 February	40
Surge Protection Devices Ltd	2023 November	20



\* Note that the net sales according to the press release is the average of the last 3 years. The numbers have been rounded to the nearest 5 MSEK.

# TEQ Group Management



## Johan Steene

Tegnion since 2006  
CEO, founder and board member  
Born 1973  
M. Sc. Mechanical Engineering, KTH  
Outside of Tegnion: runs far  
Holdings: 861 471 shares + 0 options



## Daniel Zhang

Tegnion since 2021  
CXO  
Born 1989  
M. Sc. Business Administration and Economics, SSE  
Background: McKinsey, Bain and Textilia  
Holdings: 108 000 shares + 0 options



## Jonathan Alexandersson

Tegnion since 2024  
Chief Controlling Officer (CCO)  
Born 1993  
M. Sc. Business Administration and Economics, Kau  
Background: Authorized Public Accountant from PwC  
Holdings: 850 shares + 0 options

During 2025 we have added Jonathan to the Group Management which before consisted of only Johan and Daniel. We will from now on only show persons discharging managerial responsibilities (PDMR-listed) on this slide.



Reclaim your freedom with Eloflex's electric lightweight wheelchairs.

# Tegnon consolidated income statement and statement of comprehensive income

MSEK	2025 Q1	2024 Q1	2025 R12	2024 Calendar year
<b>Net sales</b>	406,3	381,8	1 591,5	1 567,0
<b>Operating costs</b>				
Change in inventories of PIP, finished goods and WIP	4,0	9,3	-13,0	-7,7
Raw materials and consumables & Merchandise	-225,3	-216,3	-863,8	-854,8
External costs	-42,8	-32,9	-146,4	-136,3
Employee benefit costs	-100,6	-86,7	-386,6	-372,7
Depreciation and amortization	-16,0	-14,0	-66,4	-64,4
Other operating income and expenses	6,8	-5,4	28,7	16,4
<b>Total operating costs</b>	<b>-374,0</b>	<b>-346,0</b>	<b>-1 447,5</b>	<b>-1 419,5</b>
<b>Operating profit</b>	<b>32,3</b>	<b>35,8</b>	<b>144,0</b>	<b>147,5</b>
Financial income	18,6	3,8	25,2	10,5
Financial expenses	-4,4	-14,7	-29,2	-39,5
<b>Net financial items</b>	<b>14,6</b>	<b>-10,9</b>	<b>-4,0</b>	<b>-29,0</b>
<b>Profit before tax</b>	<b>46,5</b>	<b>25,0</b>	<b>140,0</b>	<b>118,5</b>
Income tax	-9,9	-7,9	-28,8	-22,7
<b>Profit for the period</b>	<b>36,5</b>	<b>21,1</b>	<b>111,2</b>	<b>95,8</b>
<b>Other comprehensive income for the period</b>				
Translation differences for the period	-47,4	18,5	-40,2	25,7
<b>Total comprehensive income for the period</b>	<b>-10,9</b>	<b>39,6</b>	<b>71,0</b>	<b>121,4</b>
Owners of the parent	-10,8	39,6	71,1	121,3
Non-controlling interests	-0,1	0,1	-0,1	0,2

# Teqnion consolidated balance sheet

MSEK	2025 31 Mar	2024 31 Mar	2024 31 dec
<b>Assets</b>			
<b>Non-current assets</b>			
Goodwill	873,9	667,5	731,3
Other intangible non-current assets	31,9	20,7	27,9
Buildings and land	12,6	11,2	12,8
Equipment, tools, fixtures and fittings	32,3	24,4	26,6
Right-of-use-assets	155,2	139,7	165,6
Other receivables	0,4	0,4	0,4
<b>Total non-current assets</b>	<b>1 106,3</b>	<b>863,9</b>	<b>964,5</b>
<b>Current assets</b>			
Inventories	288,7	260,9	261,6
Trade receivables	245,0	248,4	231,1
Tax assets	16,0	13,0	8,7
Accrued revenue	12,8	9,3	19,2
Other receivables	13,5	14,5	17,6
Prepaid expenses and accrued income	24,3	21,9	23,1
Cash and cash equivalents	146,0	179,3	196,0
<b>Total current assets</b>	<b>746,3</b>	<b>747,3</b>	<b>757,3</b>
<b>TOTAL ASSETS</b>	<b>1 852,6</b>	<b>1 611,1</b>	<b>1 721,8</b>

MSEK	2025 31 Mar	2024 31 Mar	2024 31 dec
<b>Equity</b>			
Share capital	1,0	0,9	0,9
Other capital provided	288,9	286,1	294,7
Translation reserve	-21,7	6,0	16,7
Retained earnings including profit for the year	578,9	480,4	545,7
Equity attributable to owners of the parents	847,1	773,4	858,0
Non-controlling interests	1,2	1,7	1,3
<b>Total equity</b>	<b>848,3</b>	<b>775,1</b>	<b>859,3</b>
<b>Liabilities</b>			
<b>Non-current liabilities</b>			
Liabilities to credit institutions	376,1	238,4	302,3
Non-current lease liabilities	109,2	98,0	116,2
Deferred tax liabilities	35,6	35,0	34,3
Other non-current financial liabilities	70,6	63,1	30,5
Other provisions	4,3	5,4	4,4
<b>Total non-current liabilities</b>	<b>595,8</b>	<b>439,8</b>	<b>487,7</b>
<b>Current liabilities</b>			
Liabilities to credit institutions	0,0	23,0	0,1
Current lease liabilities	45,2	39,7	47,7
Other current financial liabilities	87,5	87,3	84,4
Trade payables	127,2	125,5	119,5
Tax liabilities	15,1	15,4	11,8
Invoiced revenues not worked-up	5,8	0,6	6,5
Other liabilities	59,2	42,8	45,3
Accrued expenses and deferred income	68,4	61,8	58,8
<b>Total current liabilities</b>	<b>408,4</b>	<b>396,2</b>	<b>374,8</b>
<b>TOTAL EQUITY AND LIABILITIES</b>	<b>1 852,6</b>	<b>1 611,1</b>	<b>1 721,8</b>



# Teqnion consolidated statement of changes in equity

Attributable to equity holders of the parent company	2025	2024	2024
MSEK	31 Mar	31 Mar	31 dec

Opening equity (1 Jan)	858,0	733,9	733,9
Total comprehensive income for the period	-10,9	39,5	121,3
New issues	-	-	2,8
Option premiums	-	-	-
Dividend	-	-	-
Acquisition of non-controlling interests	-	-	-
Closing equity	847,1	773,4	858,0

## Equity attributable to:

Owners of the parent	847,1	773,4	858,0
Non-controlling interests	1,2	1,7	1,3
	848,3	775,1	859,3

	2025	2024	2024
Outstanding shares	31 Mar	31 Mar	Full year
Average number of shares outstanding before dilution	17 165 756	17 138 486	17 153 696
Average number of shares outstanding after dilution	17 167 691	17 208 026	17 160 449
Number of shares outstanding at the end of the period	17 165 756	17 138 486	17 165 756



# Tegnon consolidated cash flow statement

MSEK	2025 Q1	2024 Q1	2025 R12	2024 Calendar year
Operating profit	32,3	35,8	144,0	147,5
Adjustments for non-cash items	-0,7	17,1	29,1	46,9
Interest and other financial items, net	-6,2	-6,2	-21,0	-21,0
Paid tax	-18,3	-22,5	-47,2	-51,3
Change in working capital	15,3	-38,1	27,6	-25,8
<b>Cash flow from operating activities</b>	<b>22,4</b>	<b>-13,9</b>	<b>132,5</b>	<b>96,2</b>
Net capital expenditure in non-current assets	-3,9	-4,4	-18,0	-18,5
Company acquisitions and divestments	-130,2	-42,2	-208,7	-120,7
<b>Cash flow from investing activities</b>	<b>-134,1</b>	<b>-46,5</b>	<b>-226,7</b>	<b>-139,1</b>
Net issues	-	-	2,8	2,8
Option premiums paid	-	-	-	-
Dept/repayment of debt, net	67,0	35,5	60,0	28,5
Dividend paid	-	-	-0,5	-0,5
<b>Cash flow from financing activities</b>	<b>67,0</b>	<b>35,5</b>	<b>-62,3</b>	<b>30,8</b>
<b>CASH FLOW FOR THE PERIOD</b>	<b>-44,7</b>	<b>-24,9</b>	<b>-31,9</b>	<b>-12,1</b>
Cash and cash equivalents at the start of the period	196,0	199,8	179,3	199,8
Exchange differences in cash and cash equivalents	-5,3	4,4	-1,4	8,2
<b>Cash and cash equivalents at the end of the period</b>	<b>146,0</b>	<b>179,3</b>	<b>146,0</b>	<b>196,0</b>

# Parent company income statement and statement of comprehensive income

MSEK	2025 Q1	2024 Q1	2025 R12	2024 Calendar year
<b>Net sales</b>	16,8	12,7	60,7	56,5
<b>Operating costs</b>				
External costs	-1,8	-1,5	-5,7	-5,4
Employee benefit costs	-5,0	-3,9	-21,0	-19,9
Depreciation and amortization	0,0	-	-0,1	0,0
Other operating income and expenses	-0,1	-1,3	-0,9	-2,1
<b>Total operating costs</b>	<b>-6,9</b>	<b>-6,7</b>	<b>-27,7</b>	<b>-27,4</b>
<b>Operating profit</b>	<b>9,9</b>	<b>6,0</b>	<b>33,0</b>	<b>29,2</b>
Profit from investments in group companies	21,5	0,9	62,6	41,9
Financial income	19,9	0,4	26,7	7,2
Financial expenses	-2,2	-13,1	-22,4	-33,4
<b>Net financial items</b>	<b>39,2</b>	<b>-11,8</b>	<b>66,8</b>	<b>15,8</b>
<b>Profit after financial items</b>	<b>49,1</b>	<b>-5,8</b>	<b>99,9</b>	<b>44,9</b>
Appropriations	-	-	-10,4	-10,4
Group contributions	-	-	53,7	53,7
Income tax	-5,9	0,9	-17,0	-10,2
<b>Profit for the period</b>	<b>43,2</b>	<b>-4,9</b>	<b>126,2</b>	<b>78,1</b>
<b>Other comprehensive income for the period</b>				
Other comprehensive income	-	-	-	-
<b>Total comprehensive income for the period</b>	<b>43,2</b>	<b>4,9</b>	<b>126,2</b>	<b>78,1</b>

# Parent company balance sheet

MSEK	2025 31 Mar	2024 31 Mar	2024 31 dec
<b>Assets</b>			
<b>Non-current assets</b>			
Equipment, tools, fixtures and fittings	0,1	0,1	0,1
Participations in group companies	1 287,3	1 001,4	1 059,8
Receivables from group companies	0,2	-	0,2
<b>Total non-current assets</b>	<b>1 287,6</b>	<b>1 001,5</b>	<b>1 060,1</b>
<b>Current assets</b>			
Trade receivables	-	-	-
Receivables from group companies	113,4	101,2	66,6
Tax assets	5,7	-	1,0
Other receivables	0,4	0,6	0,0
Prepaid expenses and accrued income	0,8	0,6	0,4
Cash and cash equivalents	33,6	78,4	103,0
<b>Total current assets</b>	<b>153,9</b>	<b>180,8</b>	<b>171,0</b>
<b>TOTAL ASSETS</b>	<b>1 441,5</b>	<b>1 182,3</b>	<b>1 231,1</b>

MSEK	2025 31 Mar	2024 31 Mar	2024 31 dec
<b>Equity</b>			
Restricted equity	2,2	2,2	2,2
Unrestricted equity	654,8	525,7	611,6
<b>Total equity</b>	<b>657,0</b>	<b>527,9</b>	<b>613,7</b>
<b>Untaxed reserves</b>			
Tax allocation reserves	95,8	85,5	95,8
<b>Total untaxed reserves</b>	<b>95,8</b>	<b>85,5</b>	<b>98,8</b>
<b>Contingencies</b>			
Contingencies for acquired companies	158,1	150,4	114,6
<b>Total contingencies</b>	<b>158,1</b>	<b>150,4</b>	<b>114,6</b>
<b>Liabilities</b>			
<b>Non-current liabilities</b>			
Liabilities to credit institutions	372,6	234,2	298,5
Liabilities to group companies	123,2	78,8	62,5
<b>Total non-current liabilities</b>	<b>495,8</b>	<b>313,0</b>	<b>361,0</b>
<b>Current liabilities</b>			
Liabilities to credit institutions	0,0	22,0	0,0
Liabilities to group companies	16,5	70,1	36,5
Trade payables	1,2	0,4	0,3
Tax liabilities	-	1,5	-
Other liabilities	12,0	5,7	2,6
Accrued expenses and deferred income	5,1	5,9	6,7
<b>Total current liabilities</b>	<b>34,8</b>	<b>105,6</b>	<b>46,1</b>
<b>TOTAL EQUITY AND LIABILITIES</b>	<b>1 441,5</b>	<b>1 182,3</b>	<b>1 231,1</b>



# Other financial information

## Note 1 Reporting principles

Tegni<sup>n</sup> applies International Financial Reporting Standards (IFRS). This report is created in accordance with IAS 34 and RFR 1. The parent company applies RFR 2. The group and the parent company have the same accounting principles and assumptions for calculations as in the latest annual report. There are no newer by EU adopted IFRS standards or IFRIC statements that are applicable for Tegni<sup>n</sup> or would have any significant effect on the group's profits or financial position.

All numbers are stated in millions SEK (MSEK) if nothing else is specified. Roundings of numbers occur which can result in that the sum of the parts not always is the same as the total.

For a more detailed description of the accounting principles that have been applied for the group and the parent company in this interim report, please see note 1 in the annual report for 2024.

## Note 2 Risks and uncertainty factors

Please review the annual report for 2024. No new material risks or uncertainty factors have been identified since the publication.

## Note 3 Transactions with related parties

Transactions with related parties are described in the annual report for 2024 in note 25. No new types of significant related party transactions have taken place during the period.

## Note 4 Financial instruments – fair value accounting

Conditional payments for acquisitions presented as fair value in the balance sheet. Fair value is based on a discounted cash flow model where anticipated payments two years or longer from now have been discounted to present value.

	2025	2024	2024
MSEK	31 Mar	31 Mar	31 Dec
Opening book value	114,6	120,8	120,8
Acquisitions during the year	81,0	24,0	46,0
Consideration paid	-25,1	-3,0	-42,4
Reclassified via income statement	-5,3	3,8	-17,8
Interest expenses	0,6	0,3	1,6
Exchange rate differences	-7,7	4,6	6,4
<b>Closing book value</b>	<b>158,1</b>	<b>150,4</b>	<b>114,6</b>



Highly specialized MSF headed bolts ready to ship.

## Note 5 Business combinations

### Acquisitions completed in Q1 2025

During Q1 2025 the following acquisitions have been completed; Midlands Special Fasteners Ltd, Awarded 2U Ltd, Merridale Ltd, Thermasolutions International Ltd and Edurus Gravstenar AB.

On 4 February 2025, Midlands Special Fasteners Ltd was acquired. Based in Walsall, is as the name suggests focused on supplying special fasteners for challenging applications. MSF was born out of the simple idea of solving customers' difficult challenges when it comes to finding special fasteners no matter if the application is holding together components in outer space, engines in supercars or keeping submarines intact.

On 20 February 2025, Awarded 2U Ltd was acquired. Based in Herefordshire is one of UK's leaders when it comes to providing corporate customers with custom-made awards. The company is handling every step of the process in-house, from design to final production. The success of the company stems from their customer-centric focus, long-proven reliability and creativity.

On 4 March 2025, Merridale Ltd was acquired. The company is one of the UK's leading commercial fueling system providers. They design, manufacture and install complete ranges of fueling equipment from a single pump to a total turnkey package. The Merridale range includes fuel pumps, fuel management systems, tank gauges and ancillaries that are suitable for anyone from small operations to large fleets with multiple depots

On 21 March 2025, Thermasolutions International Ltd was acquired. The company was set up the idea to increase energy efficiency in supermarkets and the retail industry. The company has evolved into the global leader in the design and manufacturing of high-quality refrigeration products for supermarkets, hospitality and restaurants. Located in Northamptonshire, the company supply both the UK and international markets.

On 24 March 2025, Edurus Gravstenar AB was acquired. Located in Malung and Stockholm, with roots stemming back to 1999 is the market leader in Sweden within the niche segment of dimensioned stone industry. The company mainly provides headstones, stone figurines and second name engraving to and through funeral homes. The success of the company stems from its reputation of always delivering the right quality at the right time, its operational efficiencies and its understanding of customer needs.

Acquisitions completed in Q1 2025	Completion	Acquired share, %	Net Sales, MSEK*
Midlands Special Fasteners Ltd	4 February 2025	100	30
Awarded 2U Ltd	20 February 2025	100	35
Merridale Ltd	4 March 2025	100	35
Thermasolutions International Ltd	21 March 2025	100	35
Edurus Gravstenar AB	24 March 2025	100	45
*) Average of the last three years before acquisition (rounded)			

## Note 5 Business combinations

### Assets and liabilities acquired in 2025

The acquisitions completed in 2025 have the following effects on the Group's assets and liabilities. The purchase price allocations have not been finalized as the Group has not received finalized information from the acquired entities. Any adjustments in connection with the final acquisition analysis are not expected to have a material impact on the Group's results or financial position.

The assets and liabilities included in the period's acquisitions according to the purchase price allocation are as follows:

<i>Preliminary purchase price allocations</i>	
<b>Fair value</b>	<b>MSEK</b>
Intangible assets	4,9
Tangible fixed assets	6,2
Inventories	25,0
Trade and other receivables	28,8
Cash and cash equivalents	37,8
Provisions	0
Deferred tax	-1,5
Trade and other payables	-40,7
<b>Net identifiable assets</b>	<b>60,5</b>
Goodwill	171,2
<b>Considerations</b>	<b>231,7</b>
Of which	
paid in cash	143,1
contingent consideration	81,0
deferred payment	7,6

Goodwill is collectively justified by the expected future profitability, the business model, the skills and commitment of the staff, and the organizations' culture of business acumen and drive. The goodwill is not tax deductible.

Contingent consideration is defined per acquisition and divided into two or more parts and is dependent on future results achieved in the respective companies during the period from February 2025 to March 2028 at the latest. All contingent considerations have a fixed maximum level. The fair value of the contingent considerations amounted to 81,0 MSEK at the acquisition dates of the specified acquisitions. Initially, contingent considerations are valued at the probable outcome.

Acquisition-related costs for the year's acquisitions, which are reported under other external costs, amount to 0,4 MSEK.

<b>Impact on the income statement</b>	
<b>January-March 2025</b>	<b>MSEK</b>
Net sales	21,0
EBITA	5,6

<b>Impact on the income statement if the acquisitions</b>	
<b>been part of the Group from January 1, 2025</b>	<b>MSEK</b>
Net sales	37,1
EBITA	7,9



# Looking for the next dream team!

## CONTACT AD

We love talented entrepreneurs and are constantly on the lookout for more nice companies with great people that want to join kindred spirits and build the best company group on earth. Do you know someone that has a company that could be interesting for us, or have you built one yourself, please contact Daniel ([daniel@teqnion.se](mailto:daniel@teqnion.se) or +46 721 555 695). If it is interesting enough for a meeting, we will send you a small gift of gratitude for your advice. Our preferred holding period is forever.

## WHAT ARE WE LOOKING FOR?

- Stable earnings level of 10-30 MSEK post tax (real money, we don't believe in adjusted EBITDA).
- Proven profitability of at least 10% on the bottom line (bold forecasts and turn-arounds are not our cup of tea).
- Great return on capital (we want to use cash flow to acquire new nice businesses – not to buy new machines or inventories).
- Product companies that are leaders in a clear niche that do not compete with price.
- Clear moats so that the companies can thrive for the decades to come.
- Driven and ran by grounded individuals that want to continue to develop the company.
- Simple and easy to understand business model. If it is complicated, we walk away...



# Definitions

RoE R12	Net profit for the period on a moving 12-month basis divided by average shareholders' equity calculated as the average between opening and closing balance during the period.
FCF excluding acquisitions	Free Cash Flow for the period excluding payments to vendors for company acquisitions and divestments
Change in inventories of PIP, finished goods and WIP	Change in inventories of products in progress, finished goods and work in process
EBITDA	Operating profit before depreciation and amortization.
EBITA	Operating profit before amortization.
EBITA margin	EBITA divided by net sales.
Shareholders equity per share	Shareholder equity, including holdings without controlling influence divided by number of outstanding shares by the end of the period.
Net debt	Interest bearing liabilities less cash and cash equivalents
Net debt/EBITDA	Net debt by the end of the period divided by EBITDA on rolling 12 months basis.
Organic growth	Changes in net sales excluding acquisitions and divestitures compared to the same period the previous year.
Earnings per share (EPS)	Net profit for the period attributable to owners of the parent divided by the average number of shares outstanding.
Diluted EPS	Net profit for the period attributable to owners of the parent divided by the average number of shares outstanding after dilution.
R12	Rolling 12 months
Parent company's cost as share of net sales	Total cost for the parent company, excluding cost for variable pay and accounting currency effect divided by the group's total net sales.
Contingent earnouts	Payments for acquisitions that will be paid out contingent on that the vendor and/or the company performs according to certain pre-determined future goals. The total purchase price including the conditional payments are included in the balance sheet according to purchase price allocation. In the case that the contingent payments become higher or lower than estimated, cost or revenue will be recorded under "other operating income and expenses" in the income statement. This income or cost has no cashflow impact.

**Financial calendar**

2025 Q1 interim report (this report)	23 <sup>rd</sup> of April 2025 (Wednesday)
2025 AGM	23 <sup>rd</sup> of April 2025 (Wednesday)
2025 Q2 Interim report	19 <sup>th</sup> of July 2025 (Saturday)
2025 Q3 Interim report	18 <sup>th</sup> of October 2025 (Saturday)
2025 Year-End report 2025	14 <sup>th</sup> of February 2026 (Saturday)

All reports will be published on Teqnion's website:

[www.teqnion.se/investor-relations/finansiella-rapporter/](http://www.teqnion.se/investor-relations/finansiella-rapporter/)

**For more information, please contact**

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To send in questions to the Q&A, please use [QA@teqnion.se](mailto:QA@teqnion.se)

**Review**

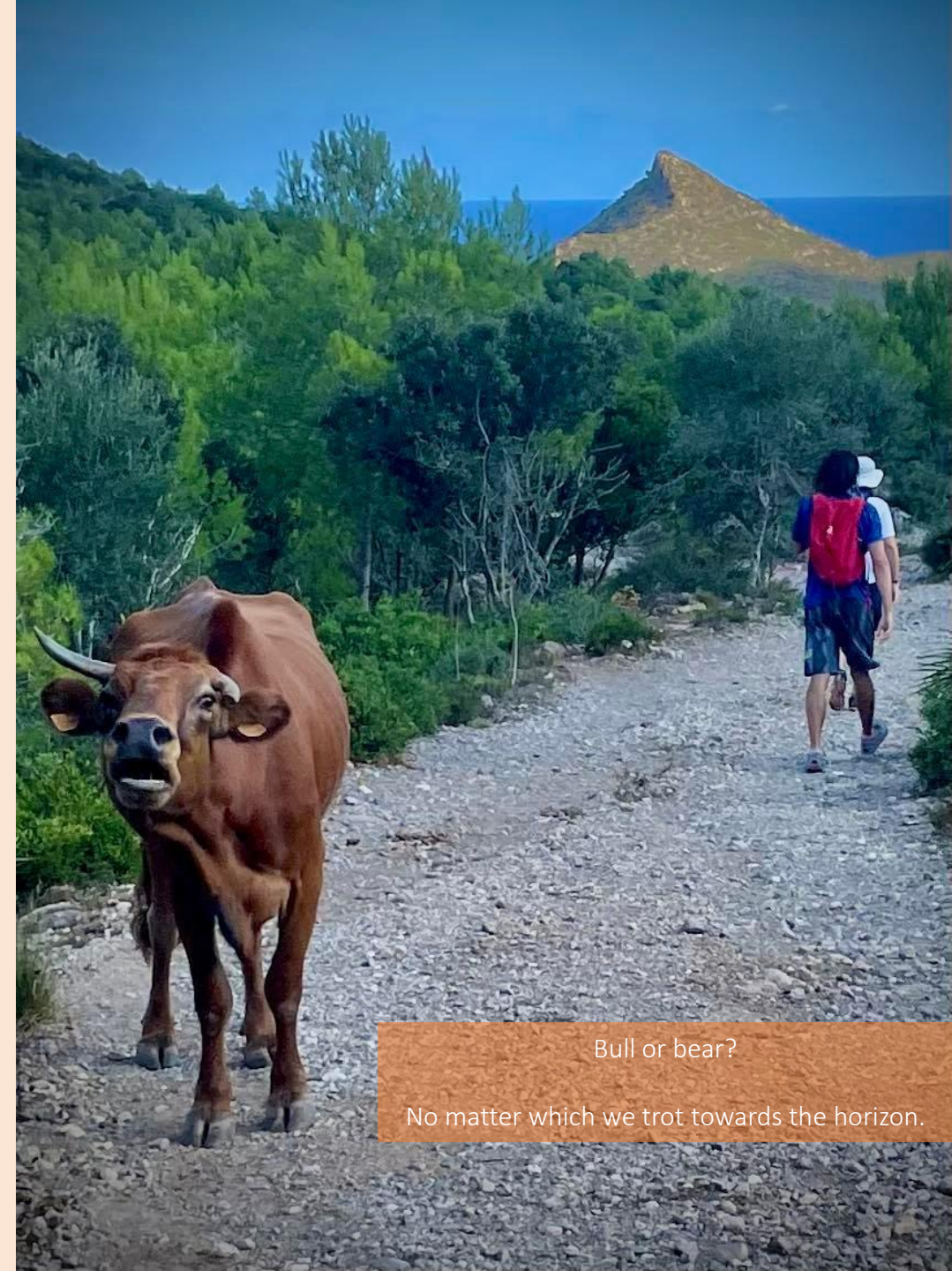
This report has not been reviewed by the company's auditor.

**Certified Adviser**

Redeye AB



*Psst... On <https://www.teqnion.se/investor-relations/presentationer-och-diskussioner/> or via the QR code you can learn a little bit more about Teqnion through different company presentations and interviews in podcasts and text...*



Bull or bear?

No matter which we trot towards the horizon.

# Teqnion interim report

Q1: January - March 2025



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