

Interim Report

January – September 2025
Terranor Group



Key figures Q3

794
(723)
Revenue, MSEK

10%
(16)
Revenue growth

21
(29)
Adj. EBITA, MSEK¹

3%
(4)
Adj. EBITA margin

Amounts in kSEK	Jul-Sep			Jan-Sep			Oct-Sep	
	2025	2024	Δ	2025	2024	Δ	24/25	23/24
Revenue	794 425	722 689	10%	2 379 406	2 199 748	8%	3 326 585	3 069 970
Revenue growth (%)	10%	16%	-6 p.p.	8%	17%	-9 p.p.	8%	16%
Items affecting comparability	27 188	2 549	967%	63 221	6 342	897%	69 879	7 437
Adjusted EBITA	20 696	28 755	-28%	49 838	43 594	14%	95 743	79 330
Adjusted EBITA margin, %	3%	4%	-1 p.p.	2%	2%	0 p.p.	3%	3%
Profit before tax	-14 223	18 668	-176%	-34 676	17 680	-296%	-5 100	45 770
Earnings per share before and after dilution ² (SEK)	-0.57	1.04	155%	-1.54	0.87	-277%	0.70	2.59
Adjusted operating cash flow	1 793	-7 225	125%	93 905	24 135	289%	218 160	200 446
Net debt/LMT adj. EBITDA	-1.86x	-1.88x	0.02x	-	-	-	-	-

¹ Measured as profitability from operating activities, excluding amortization and impairment of acquisition-related intangible assets without the impact of items affecting comparability between periods. ² Earnings per share (EPS) has been calculated based on 20 000 000 shares, corresponding to the number of shares in the parent company Terranor Group AB. The same number of shares has been applied for the comparable periods to ensure consistency.

Significant events during the quarter

- Successfully starting up five new state contracts in Sweden supporting that Road operations and Maintenance in Sweden continues to strengthen revenues and profitability.
- Restructuring of subsidiary Norvia AB primarily to cut cost and reshape the business.

Third quarter 2025

- Revenue increased to 794.4 MSEK (722.7)
- EBITA decreased to -6.5 MSEK (26.2)
- Adjusted EBITA decreased to 20.7 MSEK (28.8)
- Operating profit (EBIT) decreased to -9.0 MSEK (23.6)
- Profit for the quarter decreased to -11.4 MSEK (20.8)
- Earnings per share amounted to -0,57 SEK (-1,04)
- Adjusted operating cash flow increased to 1.8 MSEK (-7.2)

First nine months 2025

- Revenue increased to 2 379.4 MSEK (2 199.7)
- EBITA decreased to -13.4 MSEK (37.3)
- Adjusted EBITA increased to 49.8 MSEK (43.6)
- Operating profit (EBIT) decreased to -21.1 MSEK (29.3)
- Profit for the period decreased to -30.7 MSEK (17.3)
- Earnings per share amounted to -1,54 SEK (0,87)
- Adjusted operating cash flow increased to 93.9 MSEK (24.1)

Significant events after the period

- In October 2025, Terranor won a public tender with Tonder Municipality in Denmark worth SEK 270 million over four years.

CEO Comment

Continued growth and solid operational foundation

Terranor continues to grow in line with plan. During the third quarter, revenues increased to 794 MSEK (723), mainly driven by new state contracts in Sweden. Adjusted EBITA amounted to 21 MSEK (29), corresponding to a margin of 3% (4). The result reflects seasonal effects, ongoing restructuring in certain subsidiaries and the successful ramp-up of new contracts.

Sweden remains the core growth engine

Terranor's core business is to keep roads open and our Swedish core operations continue to perform strongly, driven by stable execution and good profitability in both state and municipal contracts. Sweden remains the backbone of the group, providing the financial and operational strength for continued development across the Nordics.

During the quarter, we initiated a restructuring of our transport subsidiary, Norvia. The business has been significantly downsized and together with adjustments in our smaller infrastructure operations, these measures will improve focus and efficiency across the Swedish business with full effect from January 2026. Excluding the subsidiaries, Norvia and Infra, the Swedish segment demonstrates strong profitability and performance well in line and above plan.

We also started new contracts, including five new sites, where mobilization and ramp-up have proceeded according to or better than plan. In addition, newly signed contracts in Norrköping totaling 59 MSEK further strengthen our order backlog and position in the Swedish market.

Stabilization in Finland to improve long-term

In Finland, work continues to stabilize operations and strengthen the organization. The business is affected by a majority of contracts taken in 2022 and 2023 where costs have been affected by the war in Ukraine. Mitigating internal and external measures have already been initiated and the company is carefully analysing the development of these. The short-term outlook remains challenging and Group Management is working closely with the local management

team to ensure the impact of ongoing measures in order to create stability and conditions for long-term profitability.

Denmark entering a new phase of growth

Our Danish business is in transition between closing down all expiring state contracts by year end and then restarting four out of five contracts on new terms in January 2026. Additionally, in October we won a municipal contract with a total value of 270 MSEK over four years, which further strengthens our presence and momentum. Even though some uncertainty remains for the closing phase in fourth quarter we are confident that a more balanced contract portfolio and a well-prepared organization create a solid foundation for Denmark, to be a positive contributor in the coming year.

Looking ahead

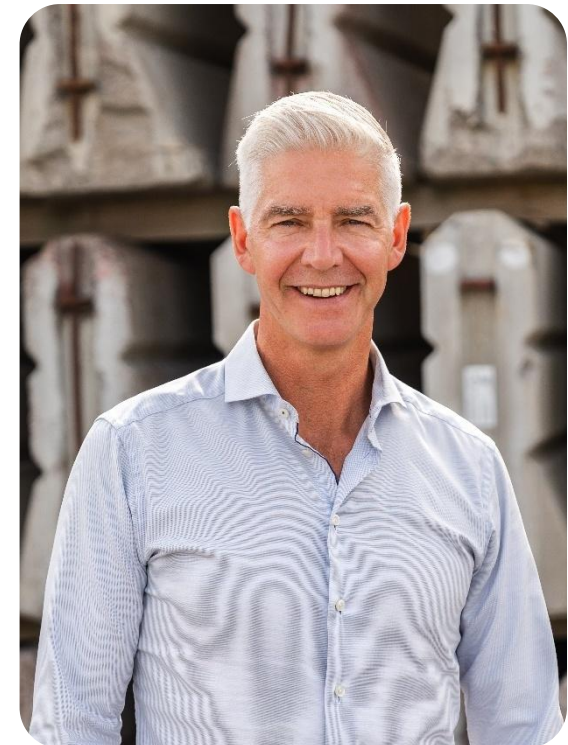
As we enter the most intense and concluding quarter of the year, our full focus is on execution, safety and efficiency. Supported by a strong order backlog and stable financial position we continue to develop according to plan. Cash flow for the quarter was affected by remaining IPO-related costs, which are now largely completed and expected to have minimal impact going forward. We see continued demand for safe, smooth, and sustainable roads, which supports long-term growth in our markets. Our focus remains on specialization, quality, and operational discipline in everything we do.

None of this would be possible without the dedication of our employees across Sweden, Finland, and Denmark. I would like to thank all our employees for their commitment and professionalism. Their daily efforts ensure safe and open roads year-round across the Nordic region and form the foundation for Terranor's continued success.

CEO Terranor Group
Michael Berglin



“Sweden remains the backbone of the group, providing the financial and operational strength for continued development across the Nordics”



Terranor at a glance

Financial targets

Growth >8%

Achieve an average annual revenue growth of at least 8% in the medium term

Profitability >5%

Reach an adjusted EBITA margin of more than 5% in the medium term

Leverage <2.5x

Net debt / LTM adjusted EBITDA should not exceed 2.5x

Dividend ≥50%

Target to distribute at least 50% of consolidated net income

Terranor is one of the leading players in road operations and maintenance in the Nordic region. The Company's business concept is to offer a wide range of qualified services in road operation and maintenance to ensure that roads remain accessible and functional all year round.

The business covers both winter road operations and maintenance, with snow removal and friction, and summer maintenance, such as repairs and asphalt work. In addition, Terranor offers services in green area management, road safety and light infrastructure projects.

Terranor is the only major private player specialized in road operations and maintenance in the Nordic region, which provides competitive advantages in the tender procedures. Terranor currently operates in the Swedish, Finnish, and Danish markets, which are characterized by high stability, significant growth drivers, and high barriers to entry. The market for road infrastructure services is stable and generally supported by long-term structural trends.

Terranor's markets

The market in which Terranor operates can be divided into two main areas: road operations and maintenance, together with light infrastructure, light construction, and other adjacent areas such as green construction and maintenance, and standalone temporary road safety services. Terranor has implemented a strategy tailored to the conditions in each geographical market and local area, to better adapt to the specific market conditions in each country and region where it operates.

Road operations and maintenance

Light construction

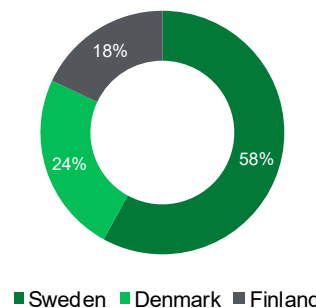
Green construction and maintenance

Temporary road safety services

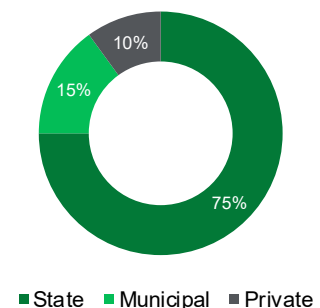
Terranor's customer base

Terranor's customers are found in both the public and private sectors, but the vast majority of Terranor's revenues comes from government and municipal clients. The Company works with long-term contracts, in general between four and eight years, which provide stable revenue streams with low risk and good visibility. Terranor's diligent tender strategy has contributed to a revenue growth rate, that by far surpasses the market focusing on profitable contract wins.

Revenue by country as per 2024



Revenue by customer group as per 2024



Group performance

Revenue

The revenue for the quarter was 794.4 MSEK (722.7 MSEK), representing a 10 percent increase compared to the same period last year. For the first nine months of 2025, revenue totaled 2 379.4 MSEK (2 199.7 MSEK), an increase of 8 percent, which is in line with our annual growth target in the medium term. The increase in quarter is mainly attributable to new state contracts in Sweden obtained in September 2025. The increase in both in quarter and in the first nine months of 2025 is mainly attributable to new state and municipality contracts obtained in 2024.

Adjusted EBITA

Adjusted EBITA for the quarter amounted to 20.7 MSEK (28.8), reflecting a decrease of 28% compared to the same quarter last year. For the first nine months, the adjusted EBITA was 49.8 (43.6), an increase of 14 percent. The adj. EBITA margin was 3 % (4) for the quarter and 2% (2) the first nine months, which is below our financial target of 5 % in the medium term. For the first nine months the group's adj. EBITA is stable. Items affecting comparability for the quarter 27.2 MSEK (2.5) and for the first nine months 63.2 MSEK (6.3) include primarily IPO costs, which are above the level indicated in the listing prospectus.

Segment Sweden increased adjusted EBITA. The improvement is attributable to the Road Operations and Maintenance (O&M), although subsidiary Norvia AB faced challenges. Segment Finland increased adjusted EBITA. The improvement is attributable to the subsidiary operations, although for the quarter there was an addition to risk reservation. Segment Denmark decreased adjusted EBITA. The decrease is attributable to the decreased volume on state contracts.

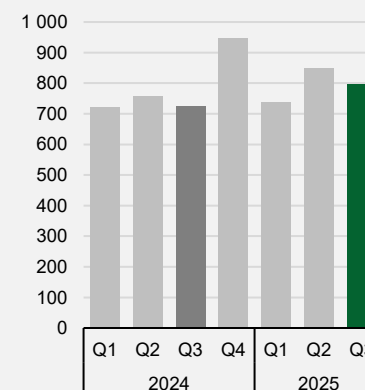
Operating profit

The operating profit for the quarter was -9.0 MSEK (23.6 MSEK). For the first nine months, operating profit was -21.1 MSEK (29.3 MSEK). The operating profit decrease for the quarter and the first nine months is primarily driven by items affecting comparability, which include primarily IPO process related costs. The operating profit decrease for the quarter is attributable to segment Denmark.

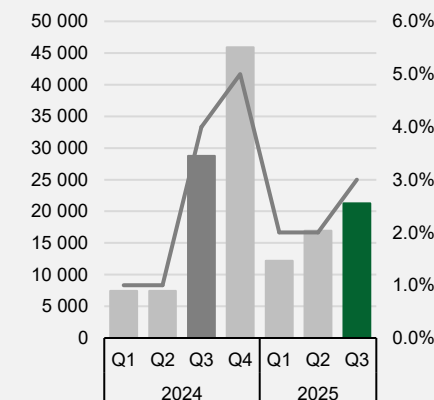
Profit

The profit for the quarter was -11.4 MSEK (20.8), a decrease of 32.2 MSEK from the same period last year. For the first nine months of 2025, profit was -30.7 MSEK (17.3). Apart from the operating costs, the other costs for the quarter remained stable. The primary negative driver for the first nine months was operating costs, countered by positive effects by the reassessment of deferred tax assets in Sweden.

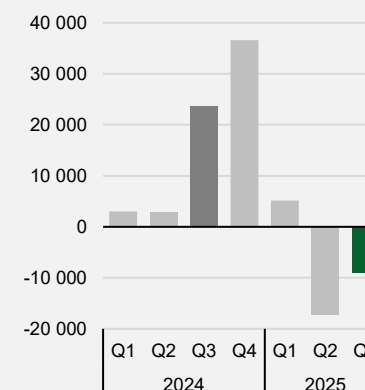
Revenue per quarter
MSEK



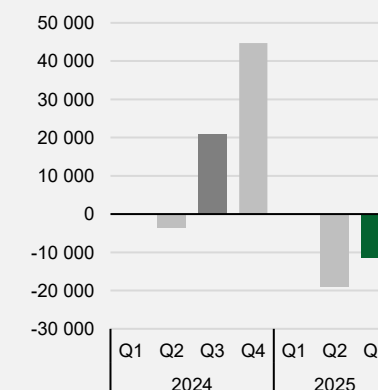
Adj. EBITA per quarter
kSEK/%



Operating profit per quarter
kSEK



Profit per quarter
kSEK



Financing and Cash Flow

Leverage

Leverage ratio, measured as Net debt divided by LTM Adjusted EBITDA, was -1.86x (-1.88), remaining stable and comfortably below the target of less than 2.5x. This was achieved through improved adjusted EBITDA, which offset the impact of a higher net debt position.

Cash Flow

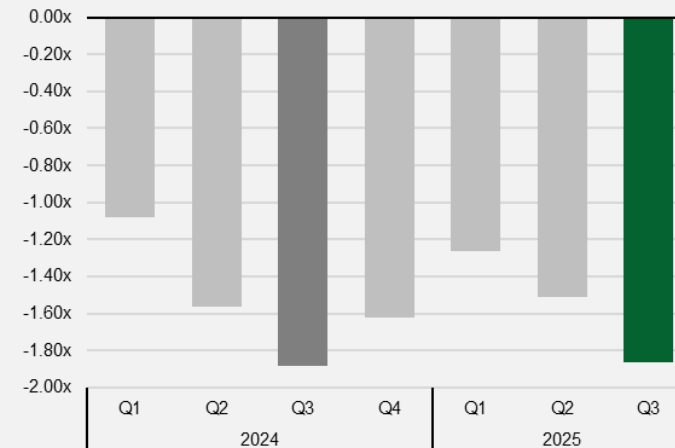
The operating cash flow after changes in working capital for the quarter amounted to -28.0 MSEK (4.7). During the first nine months of 2025, operating cash flow after changes in working capital amounted to 14.6 MSEK (-2.7). The operating cash flow after changes in working capital for the quarter decreased due to lower operating profit, primarily driven by one time items which include primary IPO-related costs.

Cash flow from investing activities for the quarter amounted to -1.9 MSEK (-33.5). During the first nine months of 2025, cash flow from investing activities amounted to -9.0 MSEK (-35.1).

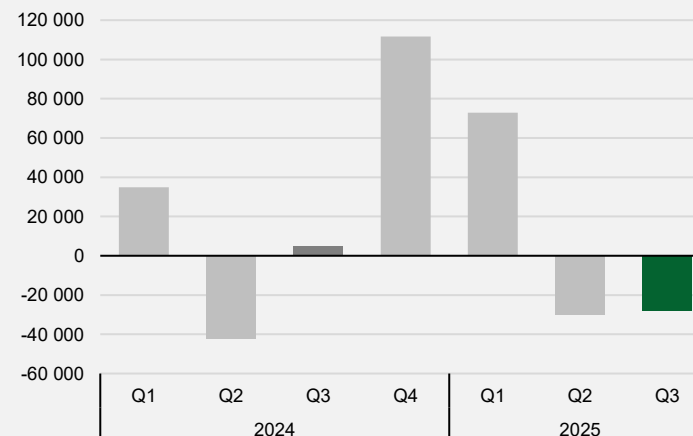
Cash flow from financing activities for the quarter amounted to 24.9 MSEK (12.9). During the first nine months of 2025, cash flow from financing activities amounted to -33.1 MSEK (17.5). The change in cash flow from financing activities for the quarter and the period is mainly attributable to a higher net debt position and an increased level of lease liabilities, both related to operational growth.



Leverage ratio per quarter



Cash flow from operating activities per quarter
kSEK



Segments

Sweden

Revenue 484.1 MSEK (413.6)

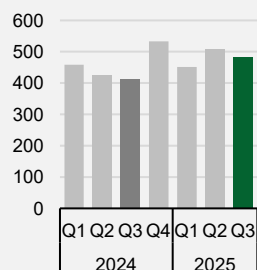
The revenue increase was mainly driven by an increase in state and municipality projects (O&M) and addition of subsidiaries also contributes to the increase in revenue compared to previous year.

Adjusted EBITA 18.8 MSEK (16.7)

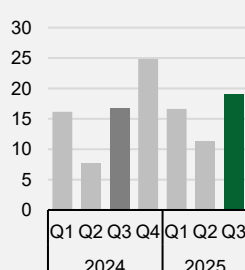
Adjusted EBITA increased due to high profitability and an increase in state contracts compared to previous year. In Sweden, the road operations and maintenance business continues to show growth in both revenue and profitability. However, subsidiary Norvia AB has not performed at the expected level. Terranor Norvia AB is undergoing restructuring, with several changes implemented in Q3 - primarily aimed at reducing the size of the company and its service offering.

Amounts in kSEK	Jul-Sep		
	2025	2024	Δ
Revenue	484 145	413 593	17%
Adjusted EBITA	18 817	16 670	13%
Adjusted EBITA margin	4%	4%	0 p.p.

Revenue per quarter
MSEK



Adj. EBITA per quarter
MSEK



Finland

Revenue 124.3 MSEK (111.7)

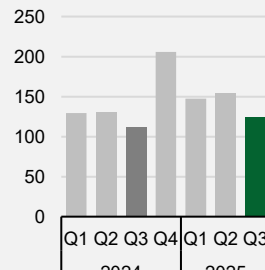
Revenue rose in the reporting period mainly due to three new contracts that had started in the 2nd half of 2024.

Adjusted EBITA -0.9 MSEK (-2.3)

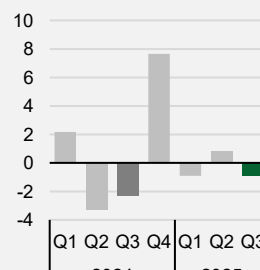
Adjusted EBITA increased mainly due to volume of the contracts in road maintenance and operations. Although there were risk reservations for the state O&M related to contracts starting in 2022 and 2023 with cost affected by the war in Ukraine and the subsequent sanctions. Subsidiary Terranor Verte improved profitability. Finland is currently undergoing a restructuring phase, targeting improved profitability and reduced overhead. There has been a change in management, and operations in Finland are now managed at the Group level with support from the local management team.

Amounts in kSEK	Jul-Sep		
	2025	2024	Δ
Revenue	124 320	111 721	11%
Adjusted EBITA	-921	-2 313	60%
Adjusted EBITA margin	-1%	-2%	1 p.p.

Revenue per quarter
MSEK



Adj. EBITA per quarter
MSEK



Denmark

Revenue 186.6 MSEK (197.8)

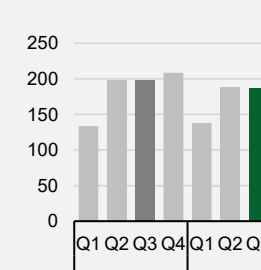
Revenue has slightly decreased, primarily due to lower level of contracted work, as state demand in the five expiring state contracts has not materialized as expected.

Adjusted EBITA 3.0 MSEK (14.2)

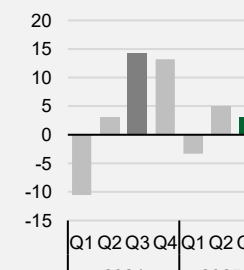
The decrease in EBITA was mainly due to lower profitability, especially on state contracts tasks. In Denmark, there is uncertainty regarding the volume of ordered works in connection with ending five out of five state contracts. However, with the start of four new state contracts and a new municipality contract, profitability is expected to improve in 2026.

Amounts in kSEK	Jul-Sep		
	2025	2024	Δ
Revenue	186 617	197 825	-6%
Adjusted EBITA	3 025	14 179	-79%
Adjusted EBITA margin	2%	7%	-5 p.p.

Revenue per quarter
MSEK



Adj. EBITA per quarter
MSEK



Other information

The Terranor Share

Terranor Group AB (publ)'s share has been listed on Nasdaq First North Premier segment since 30 June 2025. The stock is traded with the ticker or short name TERNOR. Terranor's Certified Adviser is DNB Carnegie Investment Bank AB. The closing price of the Terranor share on the last trading day in the period was SEK 29.30. Average number of outstanding shares for the quarter amounted to 20 000 000 (0) and for January–September to 13 500 000 (0).

Related Parties

The Group have had costs amounting to Mutares SE & Co. KGaA ("Mutares") of 2.8 MSEK (4.0). The Group has purchased services from Mutares in the form of management fees and other advisory services. There have not been any transactions with related parties.

Environmental, social and governance

Terranor ensures ethical behavior, fair working conditions, and compliance through its Code of Conduct, which includes guidelines on business ethics, human rights, anti-corruption, health and safety, environmental responsibility, and against discrimination and harassment. Breaches may result in disciplinary action. Annual salary surveys ensure fair remuneration, and the Group complies with relevant labor laws. No one under 16 is employed, and subcontractors must have union agreements or approval via form UE 2021. During projects, everyone at construction sites wears ID06 and is registered electronically.

The Compliance and Ethics Committee, consisting of supervisors and management representatives from HR, Compliance, and Legal, meets quarterly to uphold high ethical standards and address compliance incidents promptly. Terranor's supplier policy sets sustainability and ethics requirements within the supply chain. The company promotes an inclusive and safe workplace founded on honesty, respect, trust, and progress. It aims for long-term environmental sustainability by complying with laws and regulations, taking preventive measures, and making ongoing improvements.

High ethical standards guide employees' decisions, ensuring clarity when raising concerns.

Occupational safety is a priority, aiming for zero accidents through hazard elimination, risk reduction, and continuous training. Regular audits and inspections monitor safety efforts. Terranor's Code of Conduct outlines expectations for ethical behavior and social responsibility, supported by risk analyses in health and safety.

Parent Company

The parent company undertakes no business activities on its own. Further, the parent company owns and manages the subsidiaries within the group.

Employees

At the end of the period, the Group had 693 (615) employees, out of which 132 are women and 561 are men. The company's operations are based on successful tendering, effective site setup, and profitable contract execution. It uses structured frameworks to ensure ongoing skill development and operational excellence throughout the organization.

Seasonal effects

Terranor is impacted by seasonal variations due to weather conditions. Earnings in the first quarter are normally weaker than the rest of the year.

Significant Risks and Uncertainties

Terranor's results, financial position, and cash flow are affected by both external changes and the Group's own actions. The purpose of risk management is to identify and analyse the risks the company faces and, as far as possible, to prevent and limit any potential negative effects. Terranor's operations are influenced by macroeconomic factors such as economic downturns, inflation, political uncertainty, which can reduce demand and affect revenues. Material costs and external disruptions also impact profitability and operations. Terranor relies on a strong supply chain; delays or price increases in materials and logistics pose risks to project execution and cost structure. Weather and seasonal variations

significantly influence operational planning and financial performance. Operating in Sweden, Denmark, and Finland, Terranor must comply with various regulations. Misapplication can result in legal disputes, fines, and lost contracts. Regulatory changes can impact competitiveness and operational costs. Terranor faces tax risks across jurisdictions, including surcharges, transfer pricing issues, and tax audits. Contractual obligations carry potential legal risks, with failure to meet terms leading to disputes and contract terminations. Through its operations, Terranor is exposed to various types of financial risks: credit risk, market risks (interest rate risk, currency risk, and other price risk), as well as liquidity risk and refinancing risk. These risks may adversely affect Terranor's financial stability and long-term growth prospects.

Contracts with ceiling prices: In Finland, long-term contracts with ceiling prices exist. State contracts started in 2021-2023 has the mechanism where excess of ceiling price may be pushed to the end of contract period. Ceiling prices can pose a significant financial risk if costs rise and cannot be passed on to the customer. Terranor has contracts with ceiling prices, and several of these have already been exceeded. If costs continue to rise and cannot be compensated for, Terranor may face financial losses and, in some cases, be required to repay the excess to the customer at the end of the contract period. The recognition of these contracts in this report has been carried out in accordance with Note 2 – Accounting Principles, which outlines the estimates and assumptions impacting the reported revenue amounts.

In applying the Group's accounting policies, management exercises judgment in areas that can materially influence the figures presented in the financial statements. Due to the complexity of these contracts, there is potential for varying interpretations, which may affect the timing and measurement of revenue recognition.

Profitability Pressure: The Group has experienced declining profitability among certain subsidiaries in Sweden. This trend may continue if restructuring efforts do not yield expected results.

Restructuring Risks: Finland and Terranor Norvia AB in Sweden are undergoing restructuring. These changes aim to reduce overhead and improve profitability but may involve transitional inefficiencies or reputational impact.

Contract Volume Uncertainty: In Denmark, there is uncertainty regarding the volume of ordered works and the closure of five state contracts. This could negatively impact revenue and EBITA.

Condensed consolidated income statement

¹ Earnings per share (EPS) has been calculated based on 20 000 000 shares, corresponding to the number of shares in the parent company Terranor Group AB. The same number of shares has been applied for the comparable periods to ensure consistency.

		Jul-Sep		Jan-Sep		Oct-Sep	
Amounts in kSEK	Note	2025	2024	2025	2024	24/25	23/24
Profit for the period		-11 422	20 819	-30 747	17 340	13 967	51 763
Other comprehensive income							
Items that will be reclassified to profit or loss (net of tax)							
<i>Translation difference</i>		-737	-367	-3 647	1 687	-2 515	-1 731
Total other comprehensive income for the period, net of tax		-737	-367	-3 647	1 687	-2 515	-1 731
Comprehensive income for the period, net of tax		-12 159	20 452	-34 394	19 027	11 452	50 032
The profit for the period is entirely attributable to the parent company's shareholders							

Condensed consolidated balance sheet

Amounts in kSEK	Note	30 Sep	31 Dec	
		2025	2024	2024
ASSETS				
Non-current assets				
Goodwill		18 626	-	18 626
Intangible assets		23 971	32 731	30 539
Property, plant and equipment		112 092	109 241	117 538
Right-of-use assets		298 261	241 496	288 166
Deferred tax assets		27 681	-	20 620
Other non-current financial assets		3 545	5 322	12 278
Total non-current assets		484 176	388 790	487 768
Current assets				
Inventories		32 510	19 159	21 380
Trade receivables		301 858	290 190	369 393
Other current receivables		326 717	276 885	166 161
Cash and cash equivalents		17 779	9 000	45 292
Total current assets		678 863	595 234	602 226
TOTAL ASSETS		1 163 040	984 024	1 089 994

Amounts in kSEK	30 Sep	31 Dec	
	2025	2024	2024
EQUITY AND LIABILITIES			
Equity			
Share capital	20 000	50	50
Other contributed capital	47 900	67 400	67 400
Reserves	6 530	9 046	10 177
Retained earnings including profit for the year	107 382	93 865	138 578
Equity attributable to shareholders of the parent company	181 812	170 360	216 206
Total equity	181 812	170 360	216 206
Non-current liabilities			
Liabilities to credit institutions	16 091	6 177	20 685
Lease liabilities	199 861	158 252	189 302
Deferred tax liabilities	8 760	12 552	6 383
Other non-current liabilities	4 442	6 271	5 494
Total non-current liabilities	229 154	183 252	221 863
Current liabilities			
Liabilities to credit institutions	132 196	104 101	61 544
Accounts payables	228 730	193 901	232 328
Income tax payable	6 162	7 159	21 953
Lease liabilities	107 306	90 175	105 668
Other current liabilities	260 005	225 992	211 280
Accrued expenses and prepaid income	16 169	9 084	18 399
Provisions	1 504	-	754
Total current liabilities	752 073	630 411	651 925
TOTAL EQUITY AND LIABILITIES	1 163 040	984 024	1 089 994

Condensed consolidated statement of changes in equity

Amounts in kSEK	Equity attributable to shareholders of the parent company				
	Share capital	Other contributed capital	Reserves	Retained earnings including profit for the period	Total equity
Opening balance 2025-07-01	20 000	47 900	7 267	118 803	193 971
Profit for the period	-	-	-	-11 422	-11 422
Other comprehensive income for the period	-	-	-737	-	-737
Total comprehensive income	-	-	-737	-11 422	-12 159
<i>Transactions with shareholders</i>					
Dividend	-	-	-	-	-
Total	-	-	-	-	-
Closing balance 2025-09-30	20 000	47 900	6 530	107 382	181 812
Opening balance 2024-07-01	50	67 400	9 413	73 046	149 909
Profit for the period	-	-	-	20 819	20 819
Other comprehensive income for the period	-	-	-367	-	-367
Total comprehensive income	-	-	-367	20 819	20 452
<i>Transactions with shareholders</i>					
Dividend	-	-	-	-	-
Total	-	-	-	-	-
Closing balance 2024-09-30	50	67 400	9 046	93 865	170 360

Amounts in kSEK	Equity attributable to shareholders of the parent company				
	Share capital	Other contributed capital	Reserves	Retained earnings including profit for the period	Total equity
Opening balance 2025-01-01	50	67 400	10 177	138 578	216 206
Profit for the period	-	-	-	-30 747	-30 747
Reclassification	19 950	-19 500	-	-450	-
Other comprehensive income for the period	-	-	-3 647	-	-3 647
Total comprehensive income	-	-	-3 647	-31 197	-34 393
<i>Transactions with shareholders</i>					
Dividend	-	-	-	-	-
Total	-	-	-	-	-
Closing balance 2025-09-30	20 000	47 900	6 530	107 381	181 812
Opening balance 2024-01-01	50	67 400	7 359	76 525	151 334
Profit for the period	-	-	-	17 340	17 340
Other comprehensive income for the period	-	-	1 687	-	1 687
Total comprehensive income	-	-	1 687	17 340	19 027
<i>Transactions with shareholders</i>					
Dividend	-	-	-	-	-
Total	-	-	-	-	-
Closing balance 2024-09-30	50	67 400	9 046	93 865	170 360

Condensed consolidated statement of cash flow statement

Amounts in kSEK	Jul-Sep		Jan-Sep		Oct-Sep	
	2025	2024	2025	2024	24/25	23/24
Operating activities						
Operating profit (EBIT)	-9 060	23 561	-21 077	29 345	15 515	61 336
Adjustment for items not included in cash flow	-20 421	-22 994	12 901	-12 363	138 811	138 559
Interest received	55	224	179	232	269	259
Interest paid	-1 884	-2 419	-4 422	-4 393	-8 472	-6 077
Income tax paid	-2 194	-1 383	-25 802	-8 636	-23 734	-17 242
Cash flow from operating activities before changes in working capital	-33 504	-3 010	-38 221	4 184	122 389	176 835
Cash flow from changes in working capital						
Change in inventories	-10 729	-11 729	-11 129	7 052	-13 351	1 364
Change in operating receivables	-8 413	15 159	67 535	119 794	-17 676	-15 529
Changes in operating payables	24 614	4 329	-3 597	-133 736	34 829	-7 273
Change in working capital	5 473	7 759	52 809	-6 890	3 802	-21 438
Cash flow from operating activities	-28 031	4 748	14 588	-2 706	126 191	155 396

Amounts in kSEK	Jul-Sep		Jan-Sep		Oct-Sep	
	2025	2024	2025	2024	24/25	23/24
Investing activities						
Purchase of intangible assets	-873	149	-1 125	-548	-1 590	774
Purchase of property, plant and equipment	-993	-3 494	-7 832	-4 488	-26 066	-5 461
Proceeds from financial assets	-	-11 300	-	-11 300	11 300	-11 300
Acquisition of subsidiaries	-	-18 811	-	-18 811	13 811	-18 811
Cash flow from investing activities	-1 866	-33 456	-8 958	-35 147	-2 545	-34 797
Financing activities						
Repayment of borrowings	58 615	40 030	65 971	87 431	14 223	-4 336
Payment of principal portion of lease liabilities	-30 165	-24 085	-86 611	-64 096	-114 663	-83 194
Payment of interest for the lease liabilities	-3 334	-2 699	-9 356	-7 504	-12 412	-9 748
Changes in equity	-237	-367	-3 147	1 687	-2 015	-37 731
Cash flow from financing activities	24 878	12 878	-33 143	17 519	-114 867	-135 009
Cash flow for the period	-5 019	-15 830	-27 513	-20 334	8 779	-14 410
Cash and cash equivalents at the beginning of the period	22 797	24 829	45 292	29 334	9 000	23 409
Cash and cash equivalents at the end of period	17 779	9 000	17 779	9 000	17 779	9 000

Note 1 General information

This interim report covers the Swedish parent company Terranor Group AB (publ.), company registration number 559525-3732 and its subsidiaries. The headquarter is located on Björnstigen 85, 179 73, Solna, Sweden. Terranor is a leading operations and maintenance service provider for road infrastructure in the Nordics.

Note 2 Accounting principles

The interim report for the Group has been prepared in compliance with IAS 34 Interim Financial Reporting and applicable sections of the Swedish Annual Accounts Act (1995:1554). The interim report for the parent company was prepared in accordance with the Annual Accounts Act, Chapter 9 Interim Financial Reporting, and recommendation RFR 2 Accounting of Legal Entities issued by the Swedish Financial Accounting Standards Council.

The accounting principles applied in this interim report are consistent with the accounting principles presented in note 2 of the Historical Financial Information for the financial years 2024, 2023, and 2022, which are an integral part of the prospectus. All amounts are stated in millions ("MSEK") or thousands ("kSEK") of Swedish kronor unless otherwise specified. Rounding differences may occur.

Disclosures as required under IAS 34.16A are presented in the financial statements and associated notes in the interim information on pages 14-17, which constitute an integrated part of this financial report.

Note 3 Significant estimates and judgements

Preparation of the financial statements in accordance with IFRS requires management to make judgements, estimates and assumptions that affect the recognized amounts of assets, liabilities, revenues, and expenses, as well as related disclosures. In applying the Group's accounting principles, management makes various judgments that can significantly affect the amounts reported in the financial statements. The uncertainties in estimates and assumptions relating to future periods may have a significant risk of a significant adjustment to the recognized values of assets and liabilities during the upcoming fiscal year.

Judgments and estimates are continuously evaluated and are based on historical experience and expectations of future events that are considered reasonable under current circumstances. Changes in estimates and judgments are recognized in the period in which the change is made if the change only affects that period, or in the period in which the change is made and future periods if the change affects both the current period and future periods.

The same estimates and judgments have been made in this report as presented in note 3 of the Historical Financial Information for the financial years 2024, 2023, and 2022, which are an integral part of the prospectus.

Note 4 Operating segments

Terranor operates under a decentralized model where each country functions as a separate component and is monitored individually. Accordingly, the Group's segments consist of the three countries: Sweden, Finland, and Denmark, which also represent the geographical areas in which the Group operates. As a result, no aggregation of segments has been deemed necessary. The Chief Operating Decision Maker (CODM), who in Terranor is the Group CEO, reviews and allocates resources based on the performance measure adjusted EBITA. This performance measure also serves as the segment measure for the Group.

Jul-Sep 2025	Sweden	Finland	Denmark	Total segments	Group functions	Eliminations	Group total
Revenue from external customers	484 145	123 663	186 617	794 425	-	-	794 425
Inter-segment revenue	-	657	-	657	-	-657	-
Total revenue	484 145	124 320	186 617	795 082	-	-657	794 425
Other operating income	1 427	-	-	1 427	-	-1 456	-29
Raw materials and consumables used	-344 243	-97 440	-107 526	-549 210	-	-	-549 210
Personnel expenses	-78 653	-15 381	-54 714	-148 748	-	-	-148 748
Depreciation and impairment of property, plant and equipment and right-of-use assets	-21 569	-4 790	-9 456	-35 815	-	-	-35 815
Other operating expenses	-48 117	-7 195	-11 896	-67 208	-2 359	2 451	-67 116
EBITA	-7 009	-487	3 025	-4 470	-2 359	338	-6 492
Items affecting comparability	25 826	-434	-	25 392	1 796	-	27 188
Adjusted EBITA	18 817	-921	3 025	20 922	-563	338	20 696
<i>1. Specification of items affecting comparability</i>							
Restructuring costs and other items affecting comparability	25 826	-434	-	25 392	1 796	-	27 188
Total items affecting comparability	25 826	-434	-	25 392	1 796	-	27 188

Note 4 Operating segments (cont.)

Jul-Sep 2024	Sweden	Finland	Denmark	Total segments	Group functions	Eliminations	Group total
Revenue from external customers	413 593	111 272	197 825	722 689	-	-	722 689
Inter-segment revenue	-	450	-	450	-	-450	-
Total revenue	413 593	111 722	197 825	723 139	-	-450	722 689
Other operating income	3 797	-	1	3 798	-	-1 162	2 636
Raw materials and consumables used	-300 844	-89 465	-102 405	-492 714	-	-	-492 714
Personnel expenses	-57 697	-13 854	-56 875	-128 425	-	-	-128 425
Depreciation and impairment of property, plant and equipment and right-of-use assets	-16 200	-3 531	-10 514	-30 245	-	-	-30 245
Other operating expenses	-28 348	-7 209	-14 007	-49 564	-	1 830	-47 734
EBITA	14 300	-2 337	14 025	25 988	-	218	26 206
Items affecting comparability	2 370	25	154	2 549	-	-	2 549
Adjusted EBITA	16 670	-2 312	14 179	28 537	-	218	28 755
<i>1. Specification of items affecting comparability</i>							
Restructuring costs and other items affecting comparability	2 370	25	154	2 549	-	-	2 549
Total items affecting comparability	2 370	25	154	2 549	-	-	2 549

Jul-Sep	
2025	2024
Adjusted EBITA	20 696
Amortization of intangible assets	-2 568
Items affecting comparability	-27 188
Financial income	55
Financial costs	-5 219
Result before tax	-14 223

Adjusted EBITA

Amortization of intangible assets

Items affecting comparability

Financial income

Financial costs

Result before tax

Note 5 Revenue

The Group's revenue corresponds to the revenue from contracts with customers and is presented below. In addition to segment reporting (by country), the Group disaggregates its revenue by customer type, which reflects how Terranor monitors its revenue.

July-Sep 2025	Sweden	Finland	Denmark	Group total
By type of customer				
State	300 603	105 043	88 934	494 580
Municipalities	97 763	6 111	42 668	146 542
Private sector	85 778	12 509	55 015	153 303
Total revenue	484 145	123 663	186 617	794 425

July-Sep 2024	Sweden	Finland	Denmark	Group total
By type of customer				
State	252 314	93 890	114 644	460 847
Municipalities	89 708	8 780	30 602	129 089
Private sector	71 571	8 603	52 579	132 753
Total revenue	413 593	111 272	197 825	722 689

Note 6 Financial instruments

The Group's interest-bearing liabilities are subject to variable interest rates, and the carrying amount is a reasonable approximation of the fair value. For other financial assets and liabilities, the carrying amount is a reasonable approximation of the fair value.

Note 7 Transactions with related parties

The Group had 2.8 MSEK (4.0) of costs related to Mutares.

The Group has purchased services from Mutares in the form of management fees and other advisory services. No transactions have taken place with the members of the Board.

Mutares SE & Co. KGaA	Jul-Sep	
	2025	2024
Purchases of goods and services	2 804	3 974
Interest costs	-	500
Total liabilities at end of period	-	13 535

Asteri Facility Solutions AB	Jul-Sep	
	2025	2024
Purchases of goods and services	-	113
Total liabilities at end of period	-	79

Note 8 Significant events after the reporting date

In October 2025, Terranor won a public tender with Tønder Municipality in Denmark worth SEK 270 million.

Income statement, parent company

Amounts in kSEK	Note	Jul-Sep		Jan-Sep		Oct-Sep	
		2025	2024	2025	2024	24/25	23/24
Revenue		-	-	-	-	-	-
Other operating income		-	-	-	-	-	-
Raw materials and consumables used		-	-	-	-	-	-
Personnel expenses		-	-	-	-	-	-
Depreciation, amortization, and impairment		-	-	-	-	-	-
Other operating expenses		-2 359	-	-2 359	-	-2 359	-
Operating profit (EBIT)		-2 359	-	-2 359	-	-2 359	-
Finance income		-	-	-	-	-	-
Finance costs		-	-	-	-	-	-
Result after financial items		-2 359	-	-2 359	-	-2 359	-
Income tax expense		486	-	486	-	486	-
Profit for the period		-1 873	-	-1 873	-	-1 873	-
Periodens resultat överensstämmer med periodens totalresultat.							

The profit for the period is attributable in its entirety to the shareholders of the parent company.

Balance sheet, parent company

Amounts in kSEK	Note	30 Sep	31 Dec	
		2025	2024	2024
ASSETS				
Non-current assets				
Intangible assets		-	-	-
Property, plant and equipment		-	-	-
Deferred tax assets		486	-	-
Shares in subsidiaries		156 480	-	-
Other non-current financial assets		-	-	-
Total non-current assets		156 966	-	-
Current assets				
Inventories		-	-	-
Trade receivables		-	-	-
Other current assets		1 141	-	-
Cash and cash equivalents		1 467	-	-
Total current assets		2 609	-	-
TOTAL ASSETS		159 575	-	-

Amounts in kSEK	30 Sep	31 Dec	
	2025	2024	2024
EQUITY AND LIABILITIES			
Equity			
Share capital	20 000	-	-
Total restricted equity	20 000		
Share premium reserve	136 980	-	-
Retained earnings including profit for the year	-1 873	-	-
Total unrestricted equity	135 107	-	-
Total equity	155 107		
Non-current liabilities			
Liabilities to credit institutions	-	-	-
Deferred tax liability	-	-	-
Other non-current liabilities	-	-	-
Total non-current liabilities	-	-	-
Current liabilities			
Liabilities to credit institutions	-	-	-
Accounts payable	468	-	-
Income tax payable	-	-	-
Other current liabilities intercompany	4 000	-	-
Accrued expenses and prepaid income	-	-	-
Provisions	-	-	-
Other current non-financial liabilities	-	-	-
Total current liabilities	4 468	-	-
TOTAL EQUITY AND LIABILITIES	159 575	-	-

Statement of changes in equity, parent company

Equity attributable to shareholders of the parent company				
Amounts in kSEK	Restricted equity	Unrestricted equity		Total equity
	Share capital	Share premium reserve	Retained earnings including profit for the period	
Opening balance 2025-07-01	20 000	136 980	-	156 980
Profit/ loss for the period	-	-	-1 873	-1 873
Other comprehensive income	-	-	-	-
Total comprehensive income	-	-	-1 873	-1 873
<i>Transactions with shareholders</i>				
New share issue	-	-	-	-
Total	-	-	-	-
Closing balance 2025-09-30	20 000	136 980	-1 873	155 107
Opening balance 2024-07-01	-	-	-	-
Profit/ loss for the period	-	-	-	-
Other comprehensive income	-	-	-	-
Total comprehensive income	-	-	-	-
<i>Transactions with shareholders</i>				
Dividend	-	-	-	-
Total	-	-	-	-
Closing balance 2024-09-30	-	-	-	-

Condensed statement of cash flow statement, parent company

Amounts in kSEK	Jul-Sep		Jan-Sep		Oct-Sep	
	2025	2024	2025	2024	24/25	23/24
Current operations						
Operating profit (EBIT)	-2 359	-	-2 359	-	-	-
Adjustment for items not included in cash flow	-1 142	-	-1 142	-	-	-
Interest received	-	-	-	-	-	-
Interest paid	-	-	-	-	-	-
Income tax paid	-	-	-	-	-	-
Cash flow from operating activities before changes in working capital	-3 501	-	-3 501	-	-	-
Cash flow from changes in working capital						
Changes in inventories	-	-	-	-	-	-
Changes in operating receivables	-	-	-	-	-	-
Changes in operating payables	468	-	468	-	-	-
Changes in working capital	468	-	468	-	-	-
Cash flow from operating activities	-3 033	-	-3 033	-	-	-

Amounts in kSEK	Jul-Sep		Jan-Sep		Jul-Jun	
	2025	2024	2025	2024	24/25	23/24
Investing activities						
Purchase of intangible assets	-	-	-	-	-	-
Purchase of property, plant and equipment	-	-	-	-	-	-
Acquisition of subsidiaries	-	-	-	-	-	-
Cash flow from investing activities	-	-	-	-	-	-
Financing activities						
Increase in borrowings	4 000	-	4 000	-	-	-
Repayment of borrowings	-	-	-	-	-	-
New share issue	-	-	500	-	-	-
Dividends paid	-	-	-	-	-	-
Cash flow from financing activities	4 000	-	4 500	-	-	-
Cash flow for the period	967	-	1 467	-	-	-
Cash and cash equivalents at the beginning of the period	500	-	-	-	-	-
Cash and cash equivalents at the end of the period	1 467	-	1 467	-	-	-

Alternative performance measures

APMs	Unit	Q1 24	Q2 24	Q3 24	Q4 24	Q1 25	Q2 25	Q3 25
Revenue growth (%)	%	16%	17%	16%	9%	2%	12%	10%
EBITDA	kSEK	31 231	31 295	56 451	72 967	42 080	20 483	29 323
EBITDA margin (%)	%	4%	4%	8%	8%	6%	2%	4%
Adjusted EBITDA	kSEK	33 020	33 299	59 000	79 626	46 562	52 034	56 511
Adjusted EBITDA margin (%)	%	5%	4%	8%	8%	6%	6%	7%
EBITA	kSEK	5 628	5 417	26 206	39 247	7 728	-14 619	-6 492
EBITA margin (%)	%	1%	1%	4%	4%	1%	-2%	-1%
Adjusted EBITA	kSEK	7 418	7 422	28 755	45 906	12 210	16 931	20 696
Adjusted EBITA margin (%)	%	1%	1%	4%	5%	2%	2%	3%
EBIT	kSEK	3 021	2 762	23 561	36 591	5 133	-17 150	-9 060
EBIT margin (%)	%	0%	0%	3%	4%	1%	-2%	-1%
Adjusted EBIT	kSEK	4 811	4 766	26 110	43 250	9 615	14 401	18 128
Adjusted EBIT margin (%)	%	1%	1%	4%	5%	1%	2%	2%
Items affecting comparability (IAC)	kSEK	1 789	2 004	2 549	6 659	4 482	31 551	27 188
Net cash/ Net debt	kSEK	-187 879	-246 955	-349 705	-331 907	-275 465	-357 409	-437 676
Net debt/LTM adjusted EBITDA	x	-1,08	-1,56	-1,88	-1,62	-1,26	-1,51	-1,86
Net working capital	kSEK	28 884	86 001	148 881	85 553	42 058	84 946	137 798
Net working capital/LTM revenue %	%	1%	3%	5%	3%	1%	3%	4%
Capital expenditures	kSEK	-1 551	-140	-3 345	-18 698	-1 494	-5 597	-1 866
Adjusted operating cash flow	kSEK	55319	-23959	-7225	124255	88563	3548	1793
Cash conversion (%)	%	168%	-72%	-12%	156%	190%	7%	3%
Capital employed	kSEK	583 477	563 539	690 235	776 566	675 509	734 000	823 400
Return on capital employed (%)	%	1%	1%	5%	7%	2%	2%	3%
Return on equity (%)	%	0%	-2%	13%	27%	0%	-10%	-6%
Net debt/Equity (%)	%	-122%	-165%	-205%	-154%	-131%	-184%	-241%
Order intake	kSEK	844 952	790 002	5 094	39 981	1 239 414	952 956	209 214

Calculation formulas for financial performance

Alternative performance measure	Definition	Reason for use of measure
Revenue growth (%)	Revenue for the period compared to revenue for the comparative period.	Used to show the change in revenue between periods.
EBITDA	Operating profit (EBIT) after reversal of depreciation, amortization and impairment losses on tangible and intangible assets and right-of-use assets.	Used to measure operating profitability excluding depreciation, amortization and impairment. Complementary to assessing the operating performance of the business.
EBITDA margin (%)	EBITDA as a percentage of revenue.	Used to measure the development of the profitability ratio from operating activities excluding depreciation, amortization and impairment.
Adjusted EBITDA	EBITDA adjusted for items affecting comparability.	Used to measure the profitability of operating activities (excluding depreciation, amortization and impairment) without the impact of items affecting comparability between periods. Complementary to assessing the adjusted operating profit of the business.
Adjusted EBITDA margin (%)	Adjusted EBITDA as a percentage of revenue.	Used to measure the development of the profitability ratio from operating activities excluding depreciation, amortization and impairment losses without the impact of items affecting comparability between periods.
EBITA	Operating profit (EBIT) after reversal of amortization and impairment of intangible assets related to business combinations.	Used to measure operating profitability excluding amortization and impairment of acquisition-related intangible assets. Complementary to assessing the operating performance of the business.
EBITA margin (%)	EBITA as a percentage of revenue.	Used to measure the development of the profitability ratio from operating activities excluding amortization and impairment losses from acquisition-related intangible assets.
Adjusted EBITA	EBITA adjusted for items affecting comparability.	Used to measure profitability from operating activities, excluding amortization and impairment of acquisition-related intangible assets without the impact of items affecting comparability between periods. Complementary to assessing the adjusted operating profit of the business.
Adjusted EBITA margin (%)	Adjusted EBITA as a percentage of revenue.	Used to measure the development of the profitability ratio from operating activities, excluding amortization and impairment losses from acquisition-related intangible assets, without the impact of items affecting comparability between periods.
Operating profit (EBIT)	Profit for the period after adding back tax on profit for the period and financial expenses and deducting financial income.	Used to measure operational profitability.
Operating margin (%)	Operating profit as a percentage of revenue.	Used to show the operational profitability ratio.
Adjusted EBIT	EBIT adjusted for items affecting comparability.	Used to measure operating profitability without the impact of items affecting comparability between periods.
Adjusted EBIT margin (%)	Adjusted EBIT as a percentage of revenue.	Used to show the operating profitability ratio without the impact of items affecting comparability between periods.
Items affecting comparability	Refers to events that are material in nature and considered important to specify because they are considered to affect comparability between periods.	Used to provide users of the financial statements with an understanding of the Company's performance between periods without the impact of items considered to affect comparability between periods.
Net cash (+) / Net debt (-)	Refers to non-current and current liabilities to credit institutions, non-current other interest-bearing liabilities, non-current and current lease liabilities less cash and cash equivalents.	Used to monitor the evolution of debt and the size of refinancing needs. As cash can be used to pay off debt at short notice, net debt is used as a measure of total debt financing.
Net debt / adjusted EBITDA ratio, rolling twelve months	Net debt divided by adjusted EBITDA rolling 12 months.	Used to demonstrate the Group's ability to repay its financial liabilities related to its operating activities.
Working capital	Current assets consist of current tax receivables (included in other current receivables) and cash and cash equivalents, less current liabilities excluding current tax liabilities, current liabilities to credit institutions, current lease liabilities, and current provisions.	Used to measure the current financial status of the Group.

Working capital / revenue rolling twelve months (%)	Working capital as a percentage of revenue rolling 12 months.	Used to show the Group's working capital over time.
Investment in tangible and intangible assets	Expenditure on acquisitions and investments in the Group's tangible and intangible assets.	Used as a measure of the Group's historical capital expenditure and used as an input to calculate Adjusted operating cash flow and Cash generation.
Adjusted operating cash flow	Adjusted EBITDA less investments in tangible and intangible assets adjusted for changes in inventories, accounts receivable, other current receivables (excluding current tax receivables), accounts payable, other current liabilities, and accrued expenses and prepaid income.	Used to show the underlying cash flow generated from the adjusted operating activities.
Cash generation (%)	Adjusted operating cash flow in relation to adjusted EBITDA.	Used to indicate the ratio of operating profitability from the business without the impact of items affecting comparability between periods, converted to cash flow.
Capital employed	Total assets excluding goodwill and other intangible assets related to operating activities, less non-interest-bearing liabilities and deferred tax liabilities. Non-interest-bearing liabilities comprise other non-current liabilities, current tax liabilities, other current liabilities, accrued expenses and prepaid income and provisions.	Used as a measure to show the Group's capital tied up in operations used to generate revenue.
Average capital employed	Average capital employed refers to the average of the capital employed for the current quarter and the capital employed for the previous four quarters.	Used to understand the Group's return on capital employed, taking into account an average of capital employed.
Return on capital employed (%)	Adjusted EBITA as a percentage of average capital employed.	Used to understand how well the company uses its capital to generate returns.
Average equity	Average equity refers to the average of closing equity for the current quarter and closing equity for the previous four quarters.	Used to understand the Group's return on equity, taking into account an average of equity.
Return on equity (%)	Profit for the period as a percentage of average equity.	Used to measure how effectively shareholders' invested capital is generating returns.
Net debt/equity ratio (%)	Represents net debt as a percentage of equity.	Used to show the relationship between debt and equity.
Order intake	Value of projects obtained, excluding changes in existing projects during the current period.	Order intake provides an indication of revenue development in the short to medium term.
Order backlog	The value at the end of the period of the remaining unearned project income in pending assignments, including uncompleted projects under own management for sale.	The order backlog provides a further indication of the short to medium-term development of revenue.

Reconciliations of APMs

Reconciliation of APMs	Unit	Q1 24	Q2 24	Q3 24	Q4 24	Q1 25	Q2 25	Q3 25
Revenue growth (%)								
Revenue current period	kSEK	721 264	755 795	722 689	947 180	736 012	848 969	794 425
Revenue last period	kSEK	621 698	645 204	620 890	870 222	721 264	755 795	722 689
Revenue growth (%)	%	16%	17%	16%	9%	2%	12%	10%
EBITDA								
Operating profit (EBIT)	kSEK	3 021	2 762	23 561	36 591	5 133	-17 150	-9 060
Depreciation & amortization related to intangible assets, tangible assets and right-of-use assets	kSEK	28 209	28 533	32 890	36 376	36 947	37 633	38 383
Impairment related to intangible assets, tangible assets and right-of-use assets	kSEK	-	-	-	-	-	-	-
EBITDA	kSEK	31 231	31 295	56 451	72 967	42 080	20 483	29 323
EBITDA margin, %								
EBITDA	kSEK	31 231	31 295	56 451	72 967	42 080	20 483	29 323
Revenue	kSEK	721 264	755 795	722 689	947 180	736 012	848 969	794 425
EBITA margin, %	%	4%	4%	8%	8%	6%	2%	4%
Adjusted EBITDA								
EBITDA	kSEK	31 231	31 295	56 451	72 967	42 080	20 483	29 323
Items affecting comparability	kSEK	1 789	2 004	2 549	6 659	4 482	31 551	27 188
Adjusted EBITDA	kSEK	33 020	33 299	59 000	79 626	46 562	52 034	56 511
Adjusted EBITDA margin, %								
Adjusted EBITDA	kSEK	33 020	33 299	59 000	79 626	46 562	52 034	56 511
Revenue	kSEK	721 264	755 795	722 689	947 180	736 012	848 969	794 425
Adjusted EBITDA margin, %	%	5%	4%	8%	8%	6%	6%	7%
EBITA								
Operating profit (EBIT)	kSEK	3 021	2 762	23 561	36 591	5 133	-17 150	-9 060
Amortization of intangible assets	kSEK	2 607	2 655	2 645	2 656	2 595	2 531	2 568
Impairment of intangible assets	kSEK	-	-	-	-	-	-	-
EBITA	kSEK	5 628	5 417	26 206	39 247	7 728	-14 619	-6 492

Reconciliation of APMs	Unit	Q1 24	Q2 24	Q3 24	Q4 24	Q1 25	Q2 25	Q3 25
EBITA margin, %								
EBITA	kSEK	5 628	5 417	26 206	39 247	7 728	-14 619	-6 492
Revenue	kSEK	721 264	755 795	722 689	947 180	736 012	848 969	794 425
EBITA margin, %	%	1%	1%	4%	4%	1%	-2%	-1%
Adjusted EBITA								
EBITA	kSEK	5 628	5 417	26 206	39 247	7 728	-14 619	-6 492
Items affecting comparability	kSEK	1 789	2 004	2 549	6 659	4 482	31 551	27 188
Adjusted EBITA	kSEK	7 418	7 422	28 755	45 906	12 210	16 931	20 696
Adjusted EBITA margin, %								
Adjusted EBITA	kSEK	7 418	7 422	28 755	45 906	12 210	16 931	20 696
Revenue	kSEK	721 264	755 795	722 689	947 180	736 012	848 969	794 425
Adjusted EBITA margin, %	%	1%	1%	4%	5%	2%	2%	3%
EBIT								
Profit for the period	kSEK	-1	-3 478	20 819	44 714	-246	-19 079	-11 422
Income taxes	kSEK	-195	2 687	-2 151	-15 138	1 317	-2 445	-2 802
Finance cost	kSEK	3 225	3 553	5 118	7 106	4 159	4 401	5 219
Finance income	kSEK	-8	0	-224	-91	-96	-27	-55
EBIT	kSEK	3 021	2 762	23 561	36 591	5 133	-17 150	-9 060
EBIT margin, %								
EBIT	kSEK	3 021	2 762	23 561	36 591	5 133	-17 150	-9 060
Revenue	kSEK	721 264	755 795	722 689	947 180	736 012	848 969	794 425
EBIT margin, %	%	0%	0%	3%	4%	1%	-2%	-1%
Adjusted EBIT								
EBIT	kSEK	3 021	2 762	23 561	36 591	5 133	-17 150	-9 060
Items affecting comparability	kSEK	1 789	2 004	2 549	6 659	4 482	31 551	27 188
Adjusted EBIT	kSEK	4 811	4 766	26 110	43 250	9 615	14 401	18 128

Reconciliation of APMs	Unit	Q1 24	Q2 24	Q3 24	Q4 24	Q1 25	Q2 25	Q3 25
Adjusted EBIT margin, %								
Adjusted EBIT	kSEK	4 811	4 766	26 110	43 250	9 615	14 401	18 128
Revenue	kSEK	721 264	755 795	722 689	947 180	736 012	848 969	794 425
Adjusted EBIT margin, %	%	1%	1%	4%	5%	1%	2%	2%
Items affecting comparability								
Restructuring costs and one-off expenses	kSEK	1 789	2 004	2 549	6 659	4 482	31 551	27 188
Items affecting comparability	kSEK	1 789	2 004	2 549	6 659	4 482	31 551	27 188
Net cash (+)/ Net debt (-)								
Non-current liabilities to credit institutions	kSEK	-	-	6 177	20 685	20 411	20 308	16 091
Current liabilities to credit institutions	kSEK	13 149	44 197	104 101	61 544	42 545	69 365	132 196
Non-current Lease liabilities	kSEK	151 035	147 990	158 252	189 302	172 331	187 785	199 861
Current Lease liabilities	kSEK	77 693	79 597	90 175	105 668	100 769	102 749	107 306
Less: Cash and cash equivalents	kSEK	-53 998	-24 829	-9 000	-45 292	-60 590	-22 797	-17 779
Net cash (+)/ Net debt (-)	kSEK	-187 879	-246 955	-349 705	-331 907	-275 465	-357 409	-437 676
Net debt/LTM Adjusted EBITDA								
Net debt	kSEK	-187 879	-246 955	-349 705	-331 907	-275 465	-357 409	-437 676
LTM Adjusted EBITDA	kSEK	174 706	158 023	185 853	204 945	218 487	237 221	234 732
Net debt/LTM Adjusted EBITDA	x	-1,08	-1,56	-1,88	-1,62	-1,26	-1,51	-1,86
Net working capital								
Current assets	kSEK	521 588	554 236	595 234	602 226	545 954	621 204	678 863
Less: Cash and cash equivalents	kSEK	-53 998	-24 829	-9 000	-45 292	-60 590	-22 797	-17 779
Less: Income tax receivable	kSEK	-1 438	-5 809	-8 376	-9 375	-10 537	-15 005	-18 382
Current liabilities	kSEK	-529 720	-562 977	-630 411	-651 925	-583 009	-677 607	-752 073
Less: Income tax payable	kSEK	1 609	1 586	7 159	21 953	6 172	6 284	6 162
Less: Current liabilities to credit institutions	kSEK	13 149	44 197	104 101	61 544	42 545	69 365	132 196
Less: Current lease liabilities	kSEK	77 693	79 597	90 175	105 668	100 769	102 749	107 306
Less: Current provisions	kSEK	-	-	-	754	754	754	1 504
Net working capital	kSEK	28 884	86 001	148 881	85 553	42 058	84 946	137 798
Net working capital/LTM revenue %								
Net working capital	kSEK	28 884	86 001	148 881	85 553	42 058	84 946	137 798
LTM revenue	kSEK	2 857 581	2 968 172	3 069 970	3 146 928	3 161 676	3 254 849	3 326 585
Net working capital/LTM revenue %	%	1%	3%	5%	3%	1%	3%	4%

Reconciliation of APMs	Unit	Q1 24	Q2 24	Q3 24	Q4 24	Q1 25	Q2 25	Q3 25
Capital expenditures								
Investments in property, plant and equipment	kSEK	-330	-664	-3 494	-18 234	-3 038	-3 801	-993
Investments in intangible assets	kSEK	-1 221	524	149	-464	1 544	-1 796	-873
Capital expenditures	kSEK	-1 551	-140	-3 345	-18 698	-1 494	-5 597	-1 866
Adjusted operating cash flow								
Adjusted EBITDA	kSEK	33 020	33 299	59 000	79 626	46 562	52 034	56 511
Investments in property, plant and equipment	kSEK	-330	-664	-3 494	-18 234	-3 038	-3 801	-993
Investments in intangible assets	kSEK	-1 221	524	149	-464	1 544	-1 796	-873
Changes in net working capital	kSEK	23 850	-57 118	-62 880	63 328	43 496	-42 889	-52 851
Adjusted operating cash flow	kSEK	55 319	-23 959	-7 225	124 255	88 563	3 548	1 793
Cash conversion %								
Adjusted operating cash flow	kSEK	55 319	-23 959	-7 225	124 255	88 563	3 548	1 793
Adjusted EBITDA	kSEK	33 020	33 299	59 000	79 626	46 562	52 034	56 511
Cash conversion %	%	168%	-72%	-12%	156%	190%	7%	3%
Capital employed								
Total assets	kSEK	855 565	880 621	984 024	1 089 994	1 000 716	1 094 232	1 163 040
Less: Goodwill	kSEK	-	-	-	18 626	18 626	18 626	18 626
Less: Other intangible assets	kSEK	38 704	35 525	32 731	30 539	26 401	25 666	23 971
Less: Non-interest bearing liabilities	kSEK	219 523	268 398	248 505	257 880	270 443	306 582	288 282
Less: Deferred tax liabilities	kSEK	13 861	13 160	12 552	6 383	9 736	9 357	8 760
Capital employed	kSEK	583 477	563 539	690 235	776 566	675 509	734 000	823 400
Return on capital employed								
Adjusted EBITA	kSEK	7 418	7 422	28 755	45 906	12 210	16 931	20 696
Average capital employed	kSEK	571 896	599 012	624 676	656 284	657 865	687 970	740 042
Return on capital employed	%	1%	1%	5%	7%	2%	2%	3%
Return on equity, %								
Profit for the period	kSEK	-1	-3 478	20 819	44 714	-246	-19 079	-11 422
Average equity	kSEK	151 208	153 662	156 451	168 426	180 296	188 225	194 606
Return on equity, %	%	0%	-2%	13%	27%	0%	-10%	-6%
Net debt/Equity								
Net debt	kSEK	-187 879	-246 955	-349 705	-331 907	-275 465	-357 409	-437 676
Equity	kSEK	154 323	149 909	170 360	216 206	210 680	193 971	181 812
Net debt/Equity, %	%	-122%	-165%	-205%	-154%	-131%	-184%	-241%

Terranor Group

The Board of Directors and the CEO certifies that the interim report gives a true and fair view of the Parent Company's and Group's operations, financial position, and results of operations, and describes material risks and uncertainties facing the Parent Company and the companies included in the Group.

Stockholm, 11 November, 2025
Terranor Group AB (publ.)

Anders Gustafsson
Chairman of the board

Håkan Broman
Board member

Åse Lagerqvist von Uthmann
Board member

Johannes Laumann
Board member

Michael Berglin
CEO

Carl Kistenmacher
Board member

Auditor's report

Terranor Group AB (publ), corporate identity number 559525-3732

Introduction

We have conducted a limited review of the condensed interim financial information (interim report) for Terranor Group AB (publ) as of September 30, 2025, and the nine-month period ending on that date. The board of directors and the managing director are responsible for preparing and presenting this interim report in accordance with IAS 34 and the Swedish Annual Accounts Act. Our responsibility is to express a conclusion on this interim report based on our limited review.

The focus and scope of the limited review

We have conducted our limited review in accordance with the International Standard on Review Engagements ISRE 2410, "Review of Interim Financial Information Performed by the Independent Auditor of the Entity." A limited review consists of making inquiries, primarily of persons responsible for financial and accounting matters, performing analytical procedures, and other review procedures. A limited review has a different focus and a significantly smaller scope compared to the focus and scope of an audit conducted in accordance with ISA and generally accepted auditing standards. The review procedures taken in a limited review do not enable us to obtain the assurance that we would become aware of all significant matters that might have been identified in an audit. Therefore, the conclusion expressed based on a limited review does not have the assurance that a conclusion expressed based on an audit has.

Conclusion

Based on our limited review, nothing has come to our attention that causes us to believe that the interim report is not, in all material respects, prepared for the group in accordance with IAS 34 and the Annual Accounts Act and for the parent company in accordance with the Annual Accounts Act.

Stockholm, 11 November 2025

Öhrlings PricewaterhouseCoopers AB

Fredrik Kroon

Authorized Public Accountant

This is a translation of the Swedish language original. In the event of any differences between this translation and the Swedish language original, the latter shall prevail.

Financial calendar

Year-end report 2025	17 February 2026
Annual report 2025	21 April 2026
Interim report for the period January – March 2026, Q1	12 May 2026
Annual General Meeting 2026	25 May 2026

Contact

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Investor relations
ir@terranor.se

The information is such that Terranor Group is obliged to make public pursuant to the EU Market Abuse Regulation. The information was submitted for publication, through the agency of the contact persons set out above, on 11 November 2025 at 08.00 (CET).

Terranor's Certified Adviser is DNB Carnegie Investment Bank AB.
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