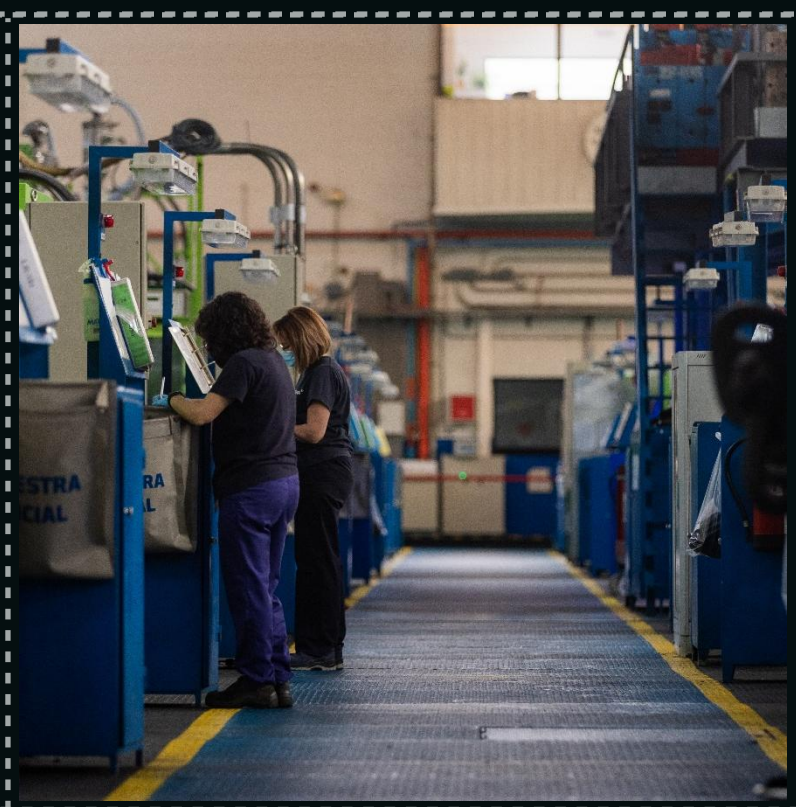
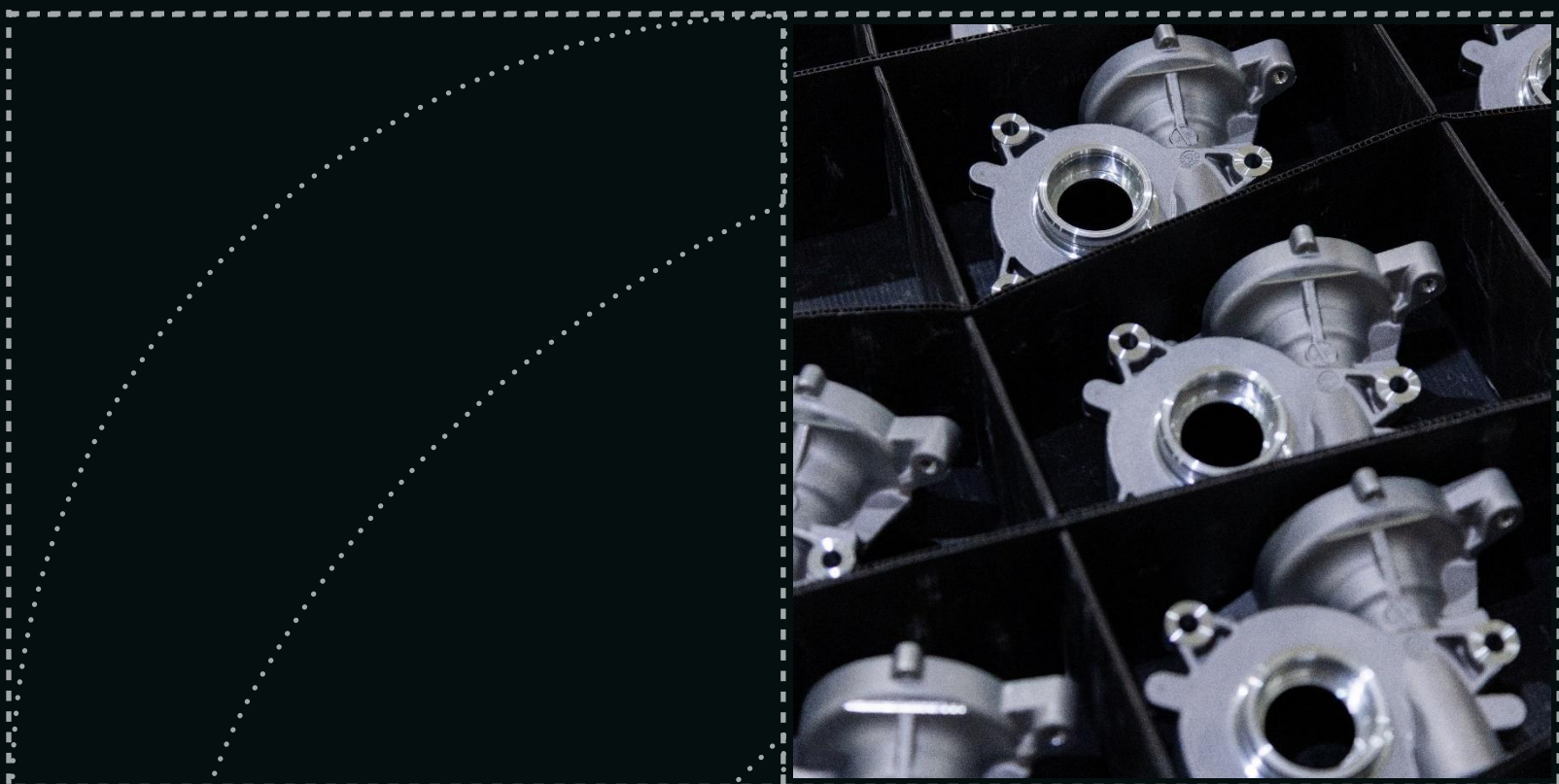




# TEKNIA

Your manufacturing partner for mobility



2025

## Group Annual Results



**FOUNDED IN**

**1992**

33 years experience in automotive sector



**MARKETS**

**11**

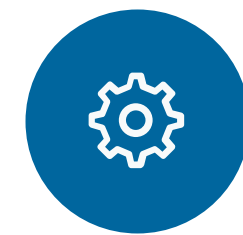
Presence in different countries



**LOCATIONS**

**21**

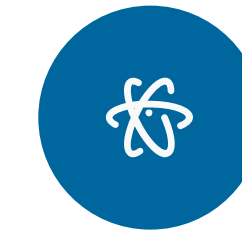
Production sites



**TECHNOLOGIES**

**4**

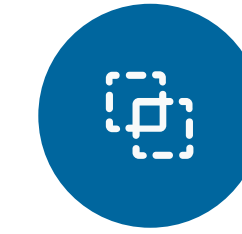
Different state of the art technologies



**TECH AND INNOVATION CENTERS**

**5**

For product design and equipment



**M&A**

**20+**

Companies successfully integrated



**TURNOVER**

**408**

Million Euros in 2025



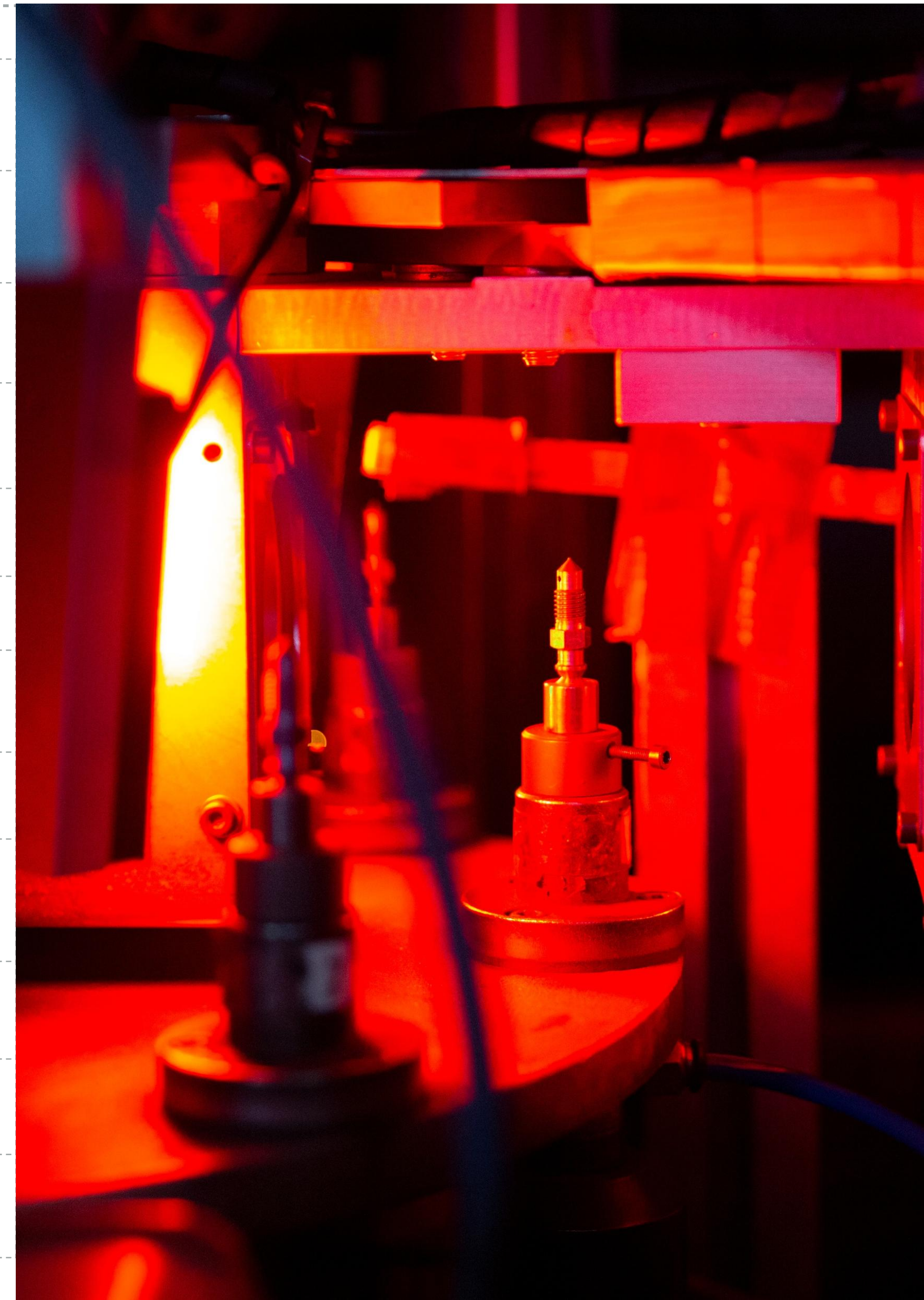
**PEOPLE**

**3,277**

Total staff end of 2024



|                           |                                  |   |
|---------------------------|----------------------------------|---|
| TURNOVER                  | 408.4 M€<br>+0.3% vs 2024        | Revenue remained stable, outperforming the market within the Group's operating perimeter (-1%), according to S&P Global data, despite reduced sector momentum driven by a slowdown in demand, particularly in Europe. |
| EBITDA                    | 41.6 M€<br>+2% vs 2024           | EBITDA improved compared with the previous year, reflecting the strength of the operating performance and the positive impact of the efficiency measures implemented.   |
| EBIT                      | 20.6 M€<br>+19% vs 2024          | A substantial improvement in EBIT, confirming the company's ability to grow profitably and sustainably, even in a challenging environment.  |
| % EBITDA MARGIN           | 10%<br>+1.6 p.p. vs 2024         | A slight improvement in the EBITDA margin, driven by efficiency and optimization initiatives, which partially offset the impact of lower business volumes.  |
| % EBIT MARGIN             | 5.1%<br>+0.9 p.p. vs 2024        | The improvement in the EBIT margin confirms the strength of the operating model and reflects the company's ability to grow more profitably.   |
| COSTS OF DISCONTINUATION  | 8.9 M€                           | Costs associated with the reduction in the perimeter due to the discontinuation of operations at the plants in Germany and Turkey.  |
| NET RESULT                | 1.2 M€<br>-61% vs 2024           | A decline in net profit due to the impact of restructuring costs.   |
| CASH                      | 52.9 M€<br>34.4€ en 2024         | A strong cash position, reinforced by improved cash generation and efficient working capital management.  |
| OPERATING CASH FLOW (OCF) | 59%<br>EBITDA conversion in cash | Strong operating cash flow generation, with a high EBITDA conversion rate, reflecting the financial discipline applied to working capital during the financial year.  |
| CAPEX                     | 22.6 M€<br>vs. 39M€ en 2024      | A moderate level of investment, in line with business activity, prioritizing strategic and operational efficiency projects within a conservative investment context.  |
| NET DEBT                  | 65.6 M€<br>vs. 84.8M€ en 2024    | Net debt was significantly reduced, supported by strong cash generation and active balance sheet management, further strengthening the company's financial position.  |
| EMPLOYMENT                | 3,277<br>-7.5% vs 2024           | The workforce was adjusted in line with changes in business activity, with the objective of enhancing operational efficiency and aligning the organisational structure with current market conditions.                |





# Financial evolution

## TURNOVER

Teknia reported revenues of €408 million, up 0.3% on the previous year.

Revenues remained broadly stable despite a less dynamic sector, characterized by a slowdown in demand, particularly in Europe, which highlights the company's ability to maintain its performance in a more challenging environment.

## EBITDA

EBITDA, excluding the impact of non-recurring restructuring costs, improved compared with the previous year, reflecting the strength of the company's operational performance and the effectiveness of the efficiency measures implemented.

This performance highlights Teknia's ability to strengthen the business's recurring profitability, even in a challenging market environment.

|                 | 2024* | 2025  |
|-----------------|-------|-------|
| TURNOVER        | 407.2 | 408.4 |
| EBITDA**        | 40.9  | 41.6  |
| % EBITDA MARGIN | 10%   | 10.2% |
| EBIT**          | 17.3  | 20.6  |
| % EBIT MARGIN   | 4.2%  | 5.1%  |
| NET RESULT      | 3.1   | 1.2   |

\*RE-EXPRESSED ON A LIKE-FOR-LIKE BASIS TO EXCLUDE DISCONTINUED OPERATIONS, IN ACCORDANCE WITH THE AUDITED ANNUAL ACCOUNTS

\*\*EXCLUDES NON-RECURRING RESTRUCTURING COSTS



## Elcano Plan: focusing on operational efficiency



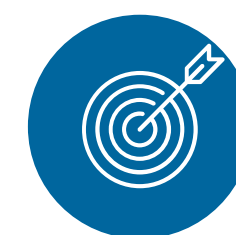
**Discontinuation of operations at the plants in Stuttgart (Germany) and Gebze (Turkey)**, with the aim of strengthening the Group's future competitiveness



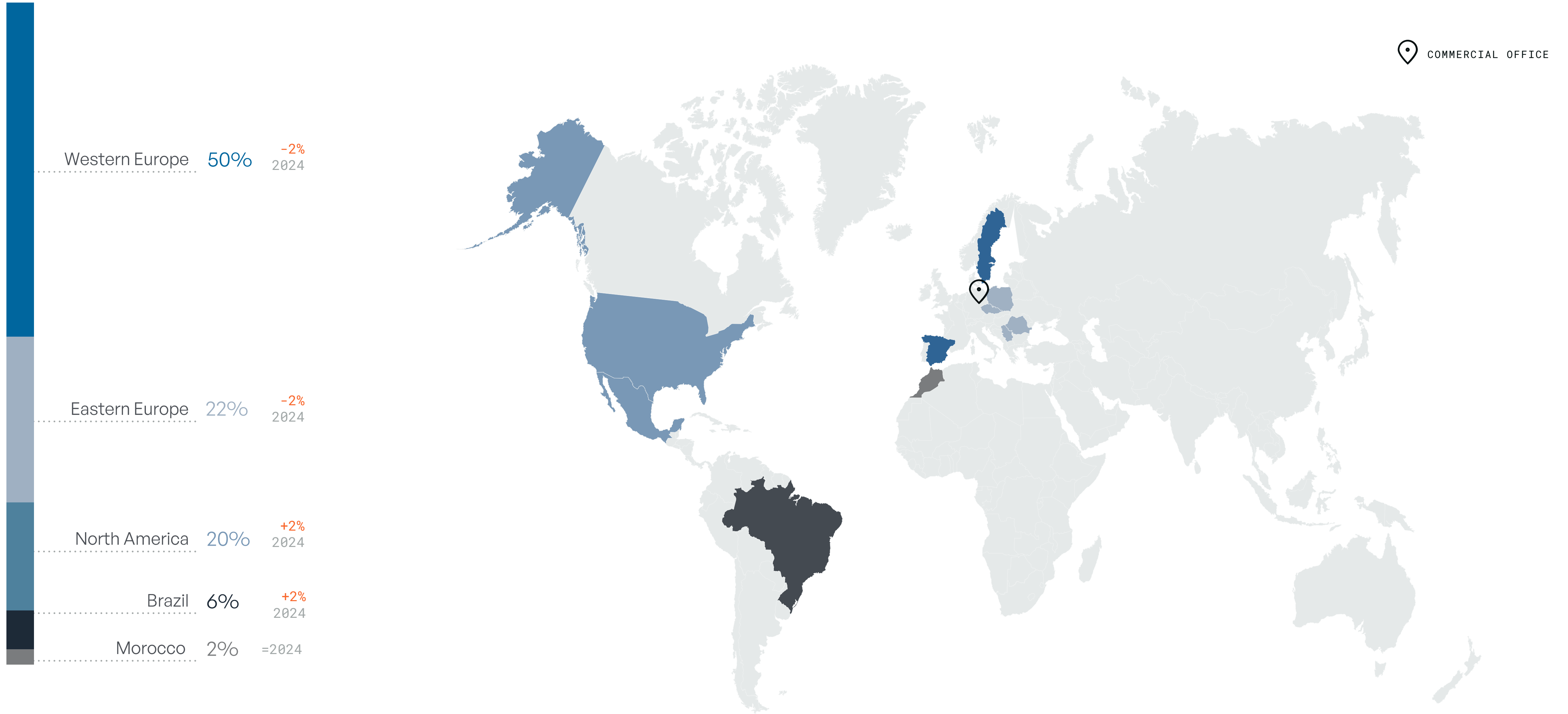
**A 7.5% reduction in the global workforce**, resulting mainly from the discontinuation of operations in two markets



Focus on driving **operational efficiency and generating sustainable value** through strategic investments in innovation, digital transformation and the strengthening of key industrial capabilities

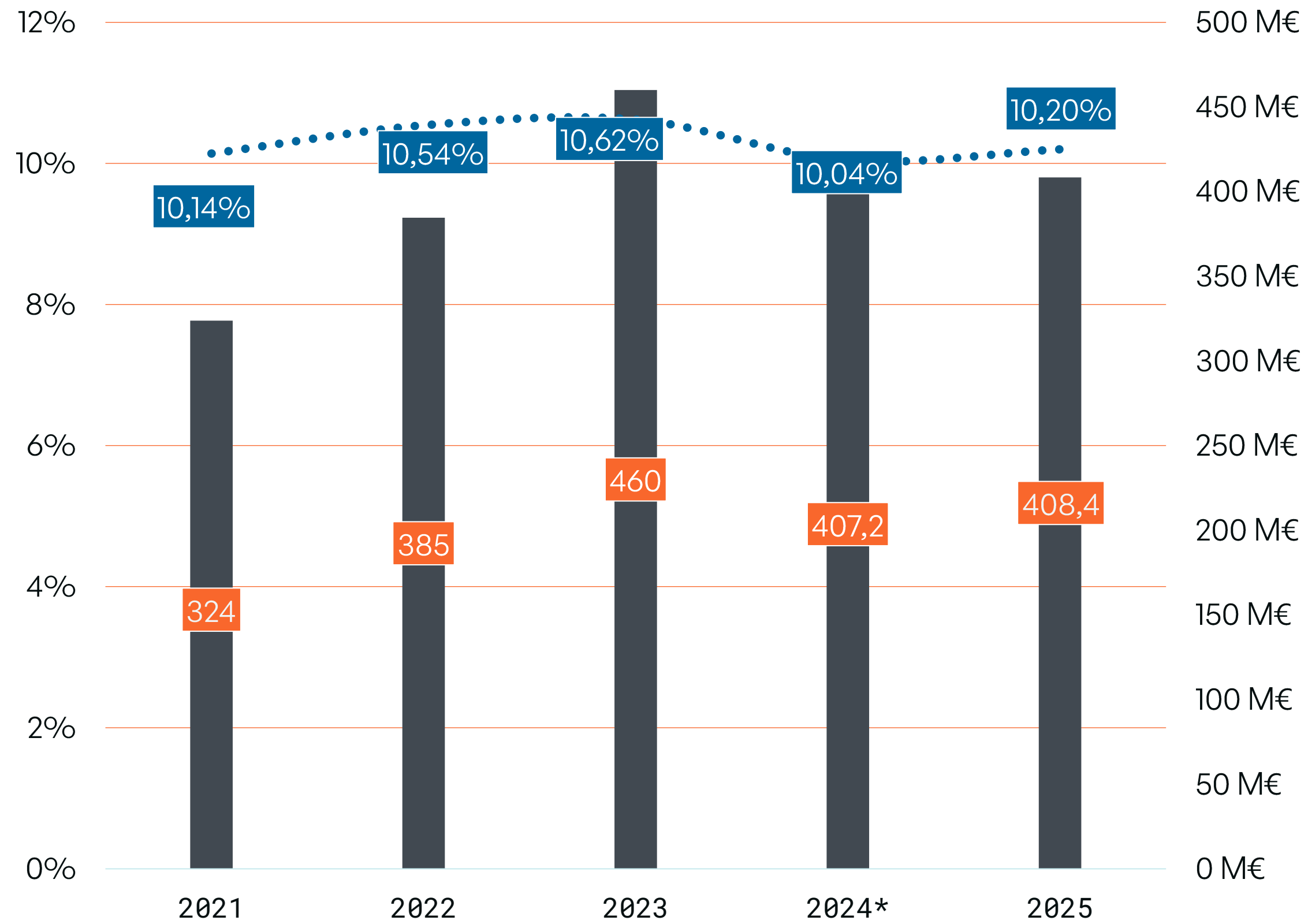


**A pause in M&A activities** during part of the 2025 financial year due to market conditions, with a reassessment of new opportunities in 2026



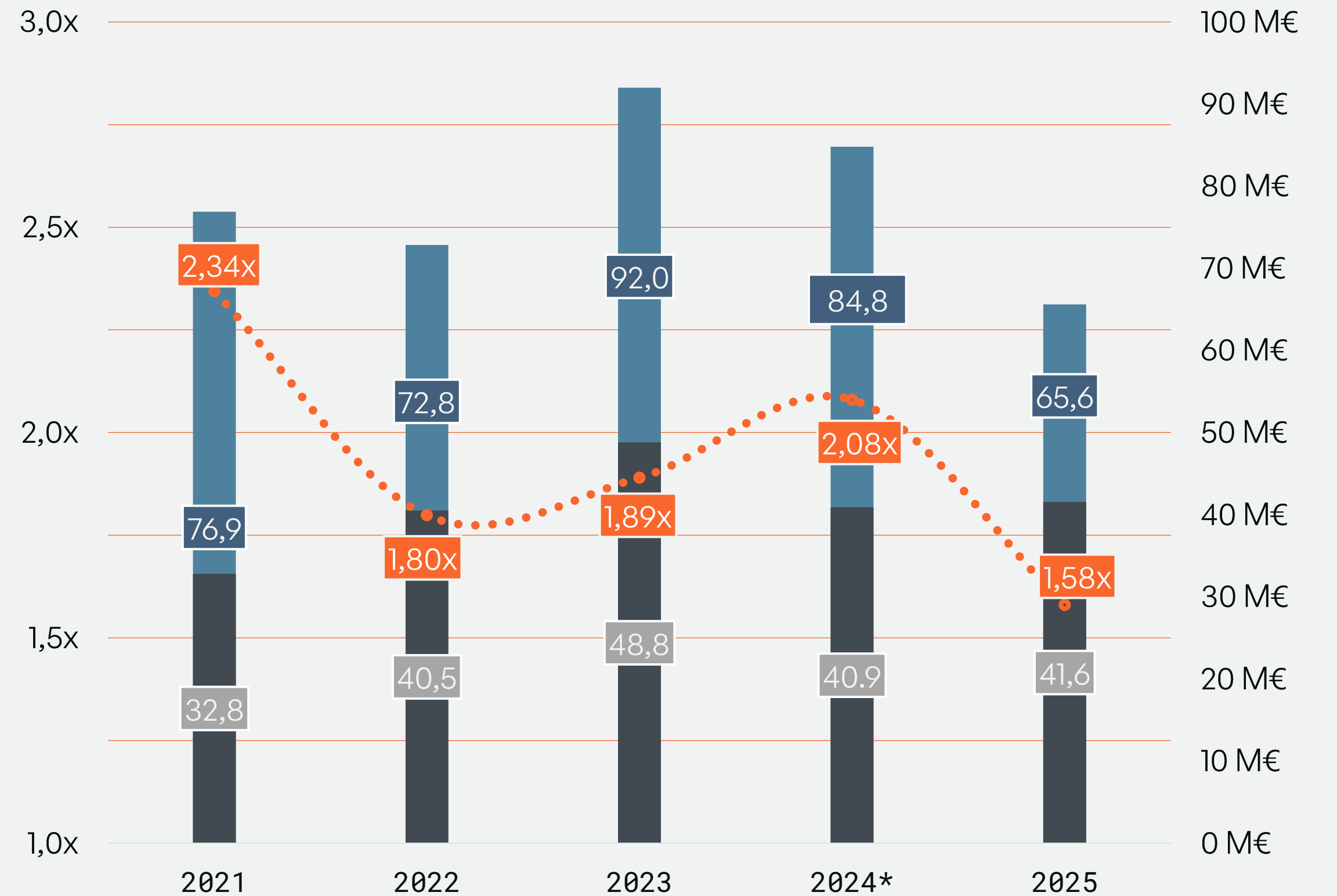


# Turnover & EBITDA margin



○ TURNOVER (M€)      ●●●● % EBITDA MARGIN

# NFD & EBITDA

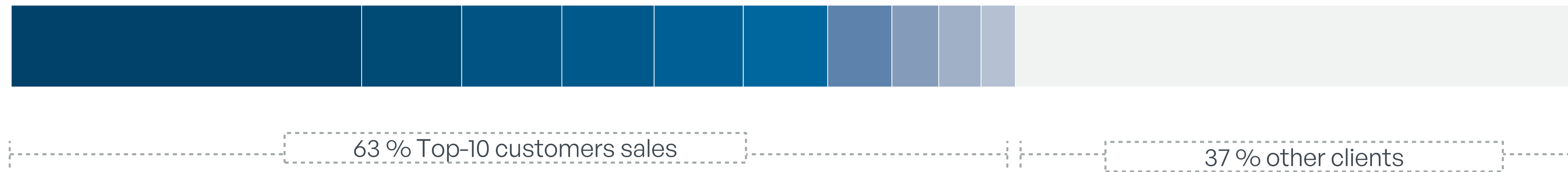


○ NET DEBT (M€)      ○ EBITDA (M€)      ●●●● FND/EBITDA

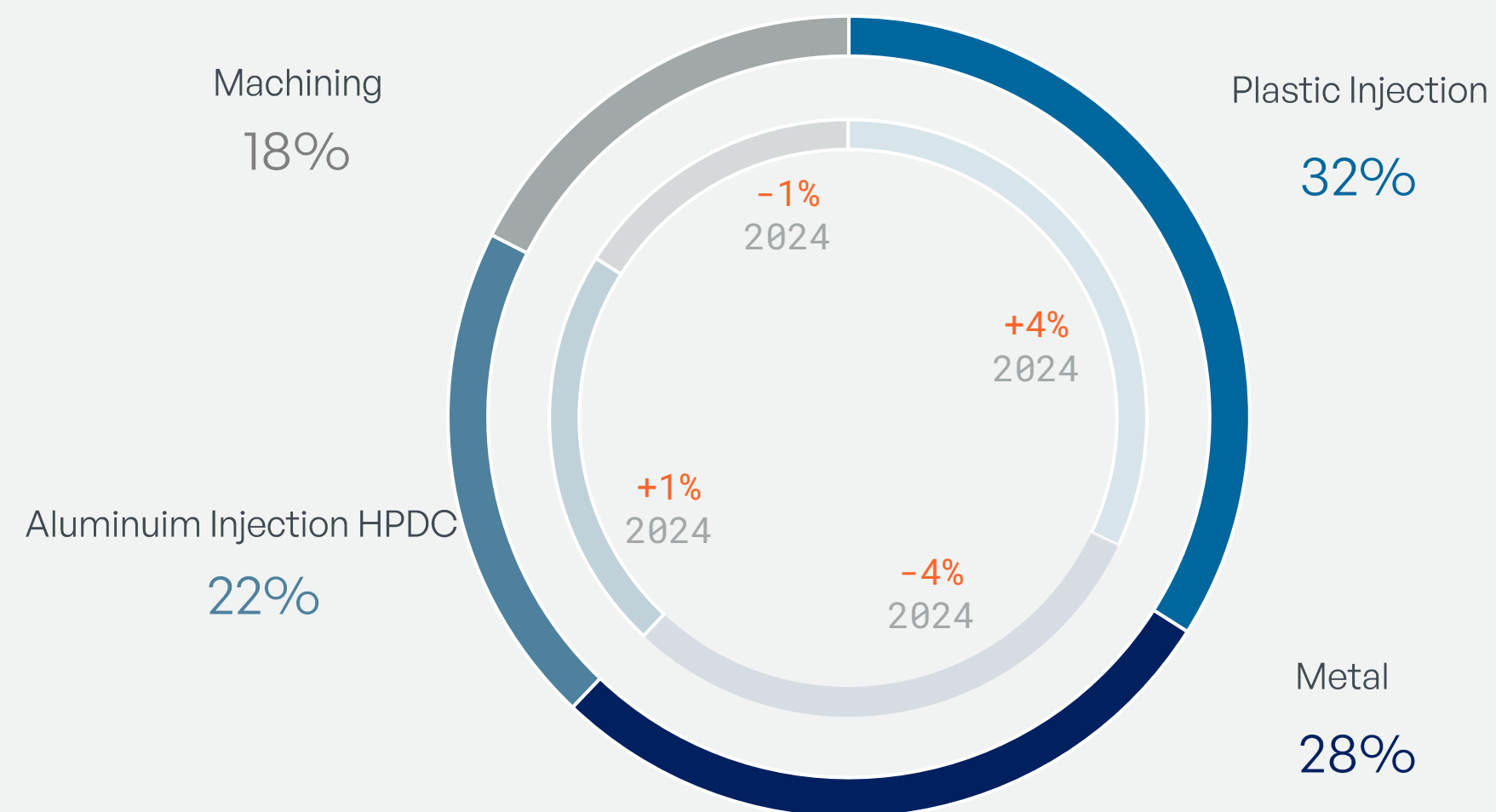
DATA SOURCE: AUDITED CONSOLIDATED FINANCIAL STATEMENTS 2025  
 \* RE-EXPRESSED ON A CONSTANT PERIMETER BASIS TO ACCOUNT FOR DISCONTINUED OPERATIONS



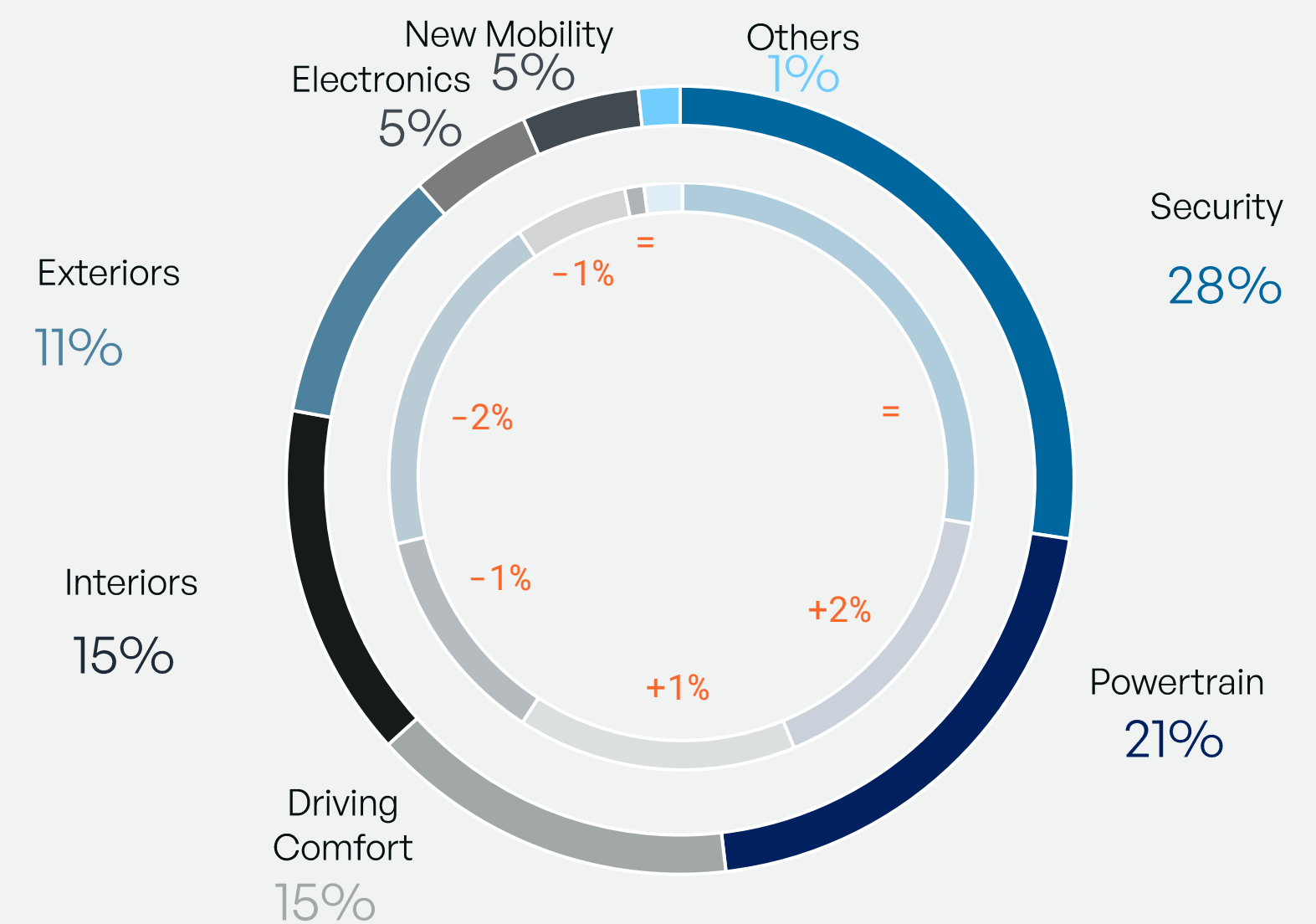
# Highly diversified sales & clients portfolio



## Sales by technology



## Sales by category product





## Looking ahead: focused on improving profitability

Teknia is currently working on a new Strategic Plan that will define the company's priorities for the coming years, with the aim of strengthening its position in a period of profound transformation within the automotive sector.



The plan will focus on boosting profitability and operational excellence. It will move the Group towards a more efficient and agile model, focused on creating sustainable value. At the same time, it will strengthen industrial capabilities, digital transformation and innovation to enhance competitiveness and adapt to the new dynamics of mobility.



Teknia will adopt a comprehensive and integrated approach. This will enable the company to grow steadily while maintaining its commitment to quality, customer service and business sustainability.





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