

PRELIMINARY FIGURES FY 2025

An aerial photograph of a two-lane asphalt road curving through a rural landscape. A yellow semi-truck is driving on the road. The surrounding area includes a field of yellow wildflowers on the left and a field of green corn on the right.

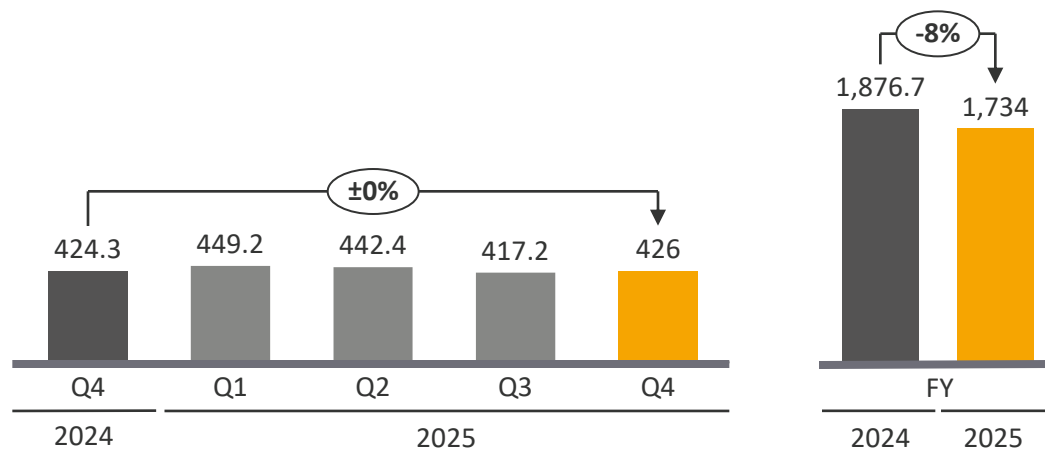
Your partner wherever you drive

February 18, 2026

Solid profitability in challenging market environment

Group sales

(in EUR mn)

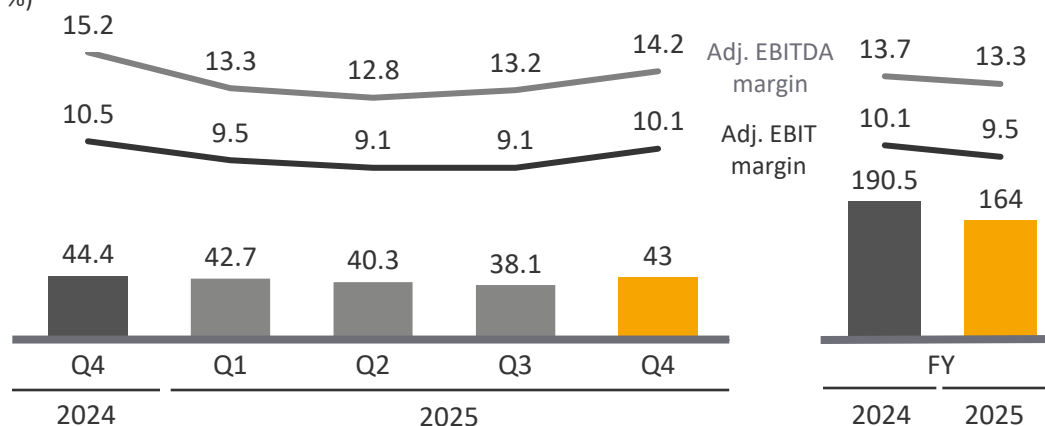


Sales

- Q4 2025 organic sales were ~ 4% above PY with OE sales declining only slightly yoy as weaker demand from North America and APAC was compensated by improved sales in EMEA; negative FX effects of around ~ 4% yoy
- Subdued OE demand particularly in North America and APAC led to organic decline in sales of ~ 7% yoy in FY 2025 while aftermarket business developed robustly; FX effects were negatively impacting topline by ~ 2% yoy

Group adj. EBIT and margin

(in EUR mn and %)

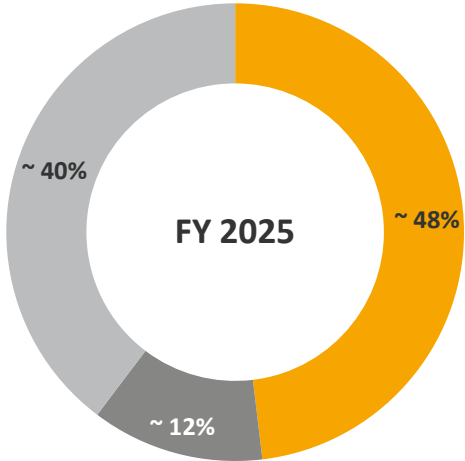
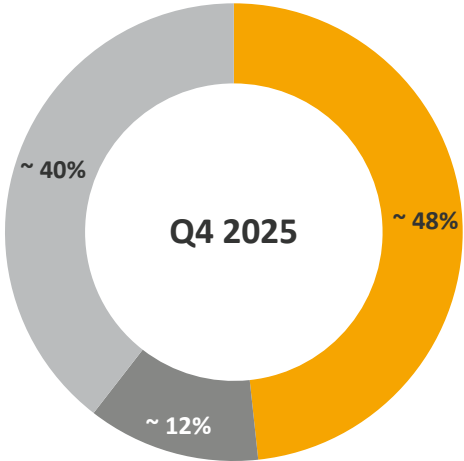
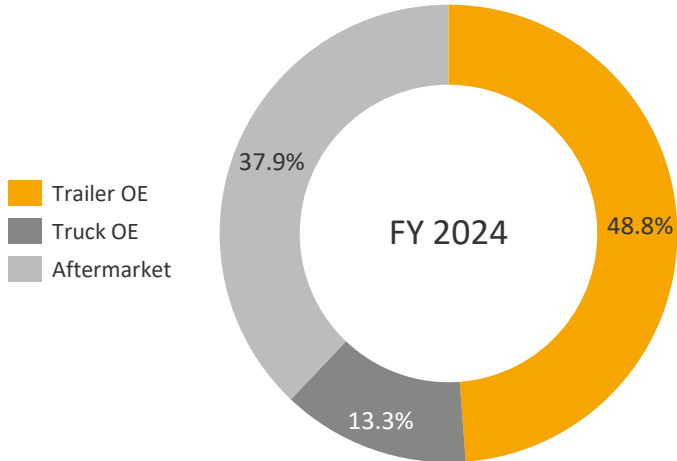
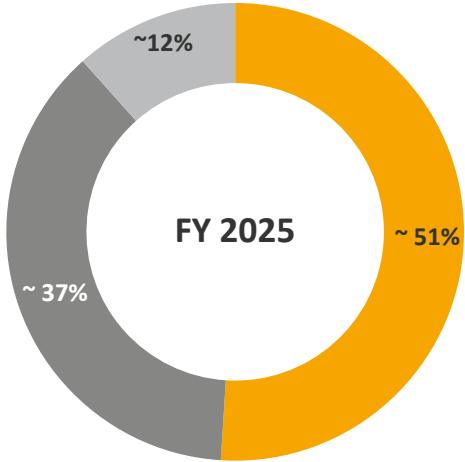
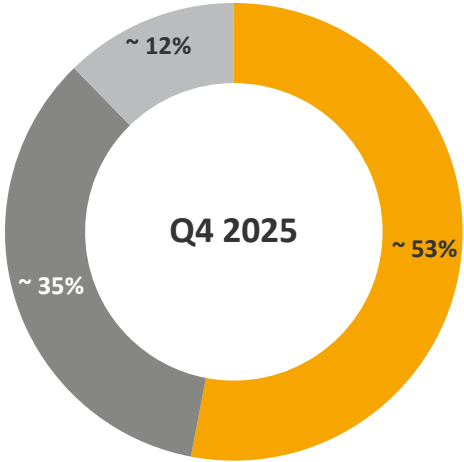
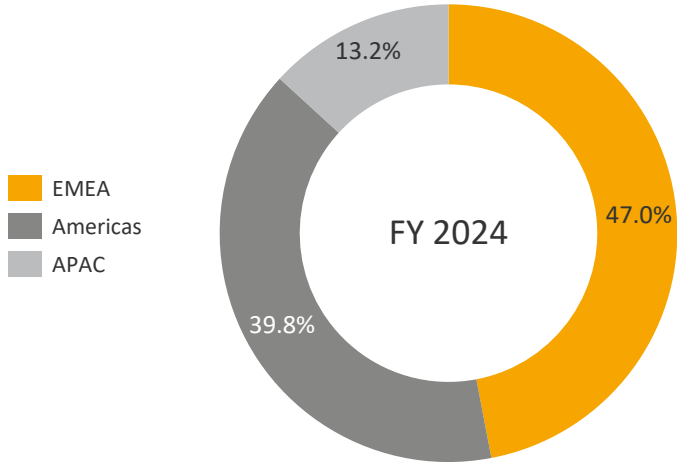


Adj. EBIT and margin

- Adj. EBIT margin in Q4 improved sequentially due to improved fixed-cost absorption as well as catch-up effect from compensation of tariff expenses in former periods
- FY 2025 profitability was impacted by negative FX valuation effects; however, strict cost discipline, ongoing Haldex synergies and a favorable product mix underpinned again margin resilient business model

Sales split by region and customer segment

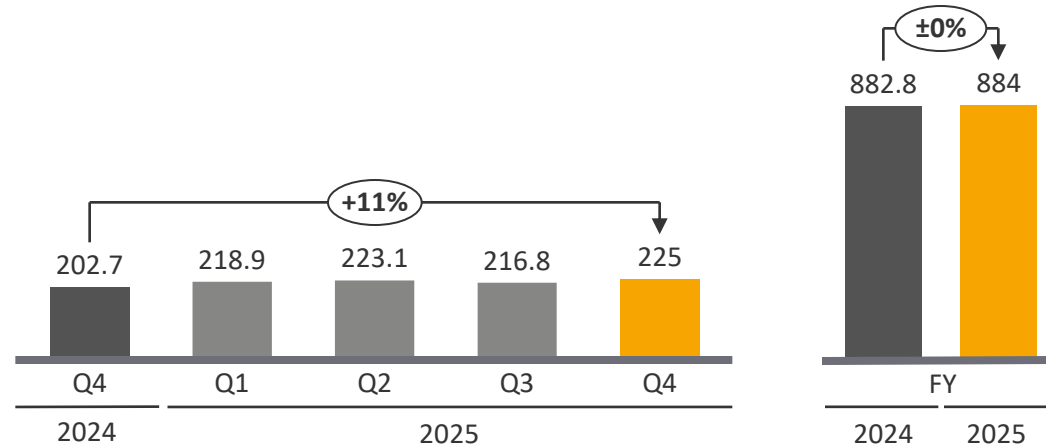
Group sales split (by region, by customer category)



Stabilizing OE markets and resilient profitability

EMEA sales

(in EUR mn)

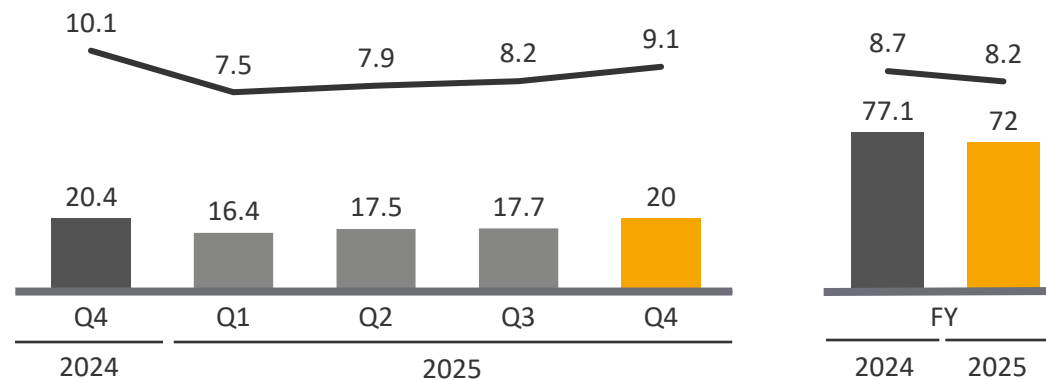


Sales

- Improved demand resulted in organic growth of ~ 11% yoy in Q4 2025
- Aftermarket business remained strong until the end of the year
- FY 2025 organic sales were ~ 3% below PY, in line with market development
- Acquisition-related sales from Assali Stefen and Tecma amounted to EUR 23.9mn in FY 2025

EMEA adj. EBIT and margin

(in EUR mn and %)



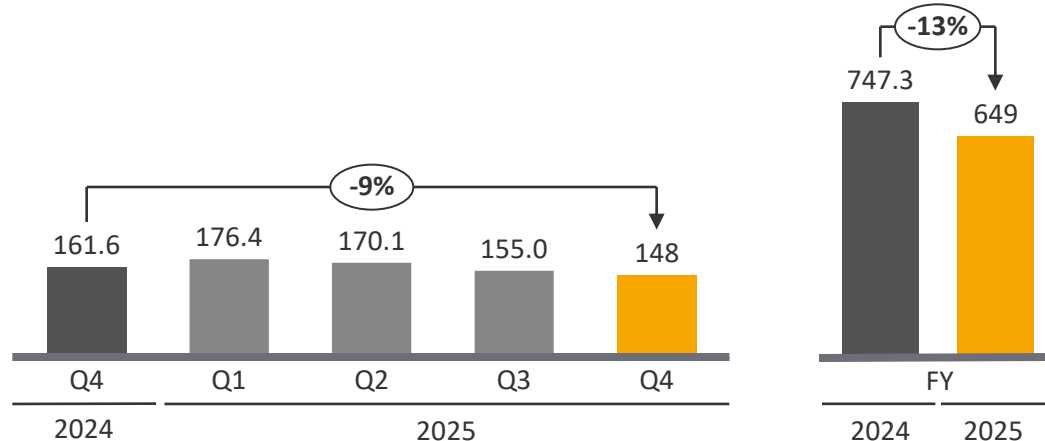
Adj. EBIT and margin

- Adj. EBIT margin improved sequentially in Q4 benefitting from reallocation of intercompany charges (overhead costs) but less than in prior year, additionally FX effects were negatively impacting yoy development
- Negative FX valuation effects during FY 2025 as well as higher group cost allocations were partially compensated by strict cost management and a favorable product mix, leading to an adj. EBIT margin of 8.2%

Well-managed tariff driven uncertainty with double-digit profitability

Americas sales

(in EUR mn)

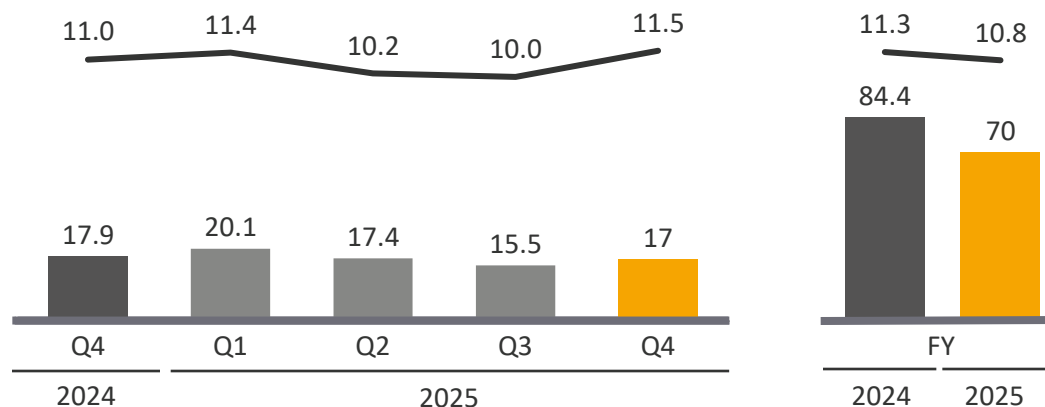


Sales

- Q4 2025 organic sales were ~ 1% below PY, mainly due to purchasing restraints linked to the US trade policy uncertainties effecting the OE business while aftermarket business remained robust
- FX effects led to an ~ 8% yoy decline in sales in Q4 resp. ~ -4% yoy in FY 2025
- Due to low OE demand, particularly in the US, FY 2025 sales organically declined by ~ 9% yoy but were performing slightly better than the market

Americas adj. EBIT and margin

(in EUR mn and %)



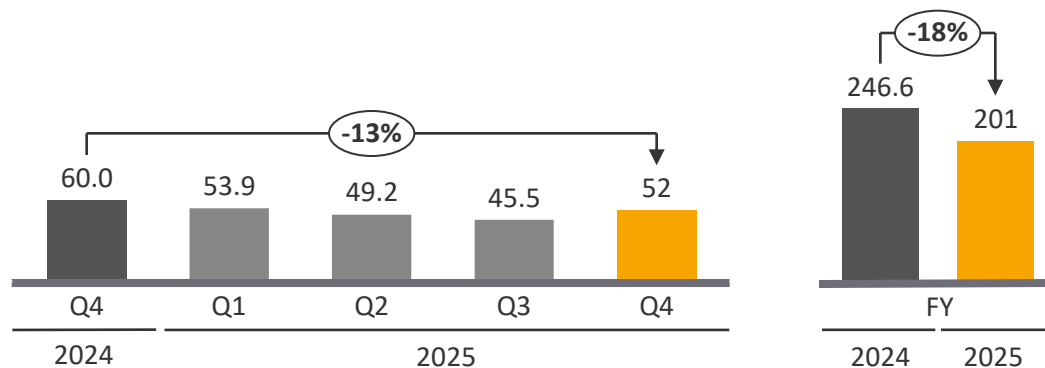
Adj. EBIT and margin

- Adj. EBIT reflects market softness and increased depreciation from strategic investment in new Rowlett plant which will support future growth and efficiency
- Profitability in FY 2025 remained solid as lower fixed-cost absorption and additional costs from new tariffs in Q2 and Q3 were offset by cost cutting activities and retrospective tariff related price adjustments

Solid margin despite subdued demand due to trade-related uncertainties

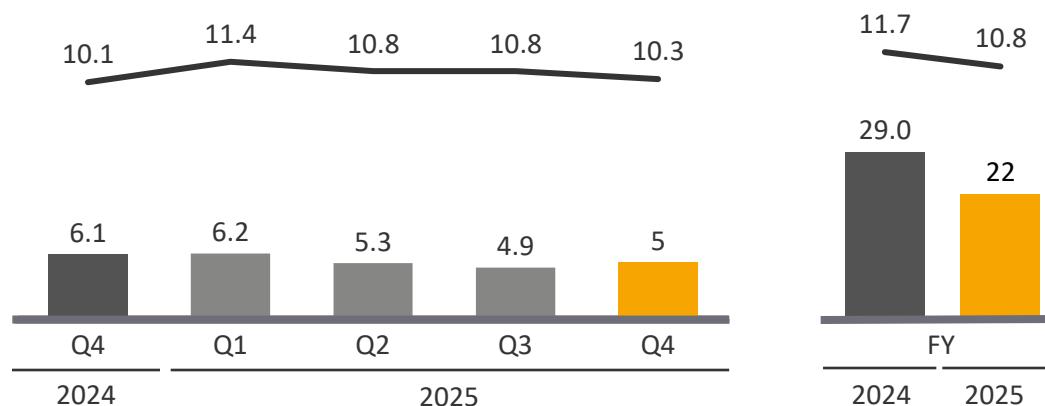
APAC sales

(in EUR mn)



APAC adj. EBIT and margin

(in EUR mn and %)



Sales

- Domestic demand in India further stabilized in Q4 2025, while overall organic sales were ~ 3% below the PY, reflecting tariff-related uncertainties from ASEAN trailer customers
- In addition, FX rate fluctuations were negatively impacting topline by ~ 10% yoy in Q4 2025
- Due to subdued trailer demand esp. in India in H1, FY 2025 organic sales were ~ 12% below PY while FX effects led to a sales decline of ~ 6%

Adj. EBIT and margin

- Despite lower topline compared to PY, profitability in Q4 slightly improved due to strict cost management
- Compared to Q3 2025, profitability was impacted by reallocation of intercompany charges
- 12th quarter in a row with double-digit adj. EBIT margin despite market softness and tariffs, ending the year with a solid profitability

Contact and additional information

Investor relations contact & financial calendar

Issuer & contact

SAF-HOLLAND SE | Hauptstrasse 26 | 63856 Bessenbach

Dana Unger
Vice President Investor Relations, Corporate & ESG Communications
Tel: +49 6095 301 – 949

Alexander Pöschl
Senior Manager Investor Relations, Corporate & ESG Communications
Tel: +49 6095 301 – 117

Marleen Prutky
Junior Manager Investor Relations, Corporate & ESG Communications
Tel: +49 6095 301 – 592

Email: ir@safholland.de

Financial calendar and road show activities

February 18, 2026	Publication Preliminary FY Figures 2025
March 19, 2026	Publication Annual Report 2025
May 7, 2026	Publication Quarterly Statement Q1 2026
May 21, 2026	Annual General Meeting
August 6, 2026	Publication Half-year Report H1 2026
November 5, 2026	Publication Quarterly Statement Q3 2026



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