Full year 2025 and Q4 2025 results

TKH delivers strong Q4

Highlights fourth quarter 2025

- Turnover increased by 8.7% organically to €483.7 million
- Added value of 52.4%
- Adjusted EBITA increased by 8.1% organically to €70.5 million with a substantial improvement at Electrification
- ROS at 14.6%

Highlights FY 2025

- Turnover increased by 4.9% organically to €1,761.2 million
- Added value of 51.0%
- Adjusted EBITA decreased by 7.2% organically to €189.5 million
- ROS at 10.8%
- Order intake of €1,661.4 million, resulting in order book of €1,027.8 million
- Innovation at 17.0% of turnover
- Proposed dividend of €1.35 for 2025
- Sharpened strategic focus on core activities; separation of Electrification in progress

Outlook 2026

- For 2026, we anticipate organic growth in turnover and Adjusted EBITA, with a weak first quarter

Key figures (in € million unless otherwise stated)	FY 2025	FY 2024	Δ in %	Organic Δ in %
Turnover	1,761.2	1,712.7	2.8%	4.9%
Added value	*51.0%*	*51.9%*		
Adjusted EBITA 1)	189.5	203.9	-7.1%	-7.2%
ROS	*10.8%*	*11.9%*		
Adjusted net profit 2)	91.7	98.9	-7.2%	
Net profit 3)	94.3	99.5	-5.3%	
EPS (in €)	2.37	2.50	-5.2%	
ROCE	*13.8%*	*15.2%*		

1) One-off net expenses in 2025 amounted to €16.8 million (2024: €4.0 million), of which €0.5 million net expenses in H2 2025 (H2 2024: one-off expenses of €3.6 million).
2) Adjusted net profit is the net profit before amortization of intangible non-current assets related to acquisitions and one-off income and expenses attributable to shareholders. Amortization of intangible non-current assets related to acquisitions (after taxes) in 2025 of €13.0 million (2024: €13.1 million), of which €6.6 million in H2 2025 (H2 2024: €6.5 million).
3) Includes one-off profit from the divestment of Dewetron of €35.8 million in 2025 (2024: €24.2 million from divestments), of which €35.8 million in H2 2025 (€11.5 million in H2 2024). For further details, see the “Overview of alternative performance indicators” included in the appendix to this press release.

Alexander van der Lof, CEO of technology company TKH: *"In line with expectations, we delivered a strong Q4 2025, driven by continued solid performance in Automation and a substantial improvement in Electrification. Within Automation, Vision Technologies performed strongly throughout the year, benefiting from our differentiated and innovative technologies, our focus on providing integrated solutions and our global footprint. Turnover in Automated Machinery was impacted by softer order intake, albeit with lesser impact than initially expected. The growth drivers for Automation remain very strong, on the back of the increasing need for automated hands-off, eyes-off production.*

Within Electrification, we have solved the main challenges related to the ramp-up of our new subsea cable facility in Eemshaven. While our results in 2025 were significantly impacted, the production output of offshore inter-array cables gradually increased throughout the year. The type approval tests for larger dimensions were successfully completed during the year. The ramp-up of the larger dimensions in Q4 took longer than anticipated, limiting output. To improve operational output of larger dimensions, a necessary upgrade to a key production line has recently been successfully implemented. The advanced design and production technology of our subsea cables has resulted in a win rate of over 80% and a solid order book underlining the competitiveness of our proposition. In addition, the onshore energy market continues to show strong structural demand, with a large framework contract recently awarded to TKH.

During 2025, we made further progress in sharpening our focus on our core activities. We divested Dewetron in October, generating a one-off profit contribution of €35.8 million. In total, we divested €458 million in turnover since 2019. We remain committed to further portfolio optimization, including the intended divestment of Digitalization, in line with our "Capitalize & Execute 2028" strategy presented at our Capital Markets Day in September 2025.

As we enter 2026, we are actively preparing for the intended separation of Electrification and Automation, with TKH's future focus on Automation. We will run a dual-track process to unlock the value of Electrification, bearing the interests of all stakeholders in mind. This will further sharpen our strategic profile and support sustainable long-term value creation. We are excited about the promising opportunities ahead for TKH, as we continue to build on our unique technologies and our leading market positions."

ESG

Throughout 2025, we continued to strengthen our sustainability performance. We made further progress on our ESG agenda, including reducing our carbon footprint in scopes 1 and 2 to 76.3% compared to 2019. The CDP ESG-rating of TKH has been improved from B to A-, confirming our environmental leadership. We achieved EcoVadis Gold awards for our largest operations in Automation and Electrification, which means a top-5% position of all globally participating companies. The share of turnover linked to United Nations Sustainable Development Goals (SDGs) increased from 71.6% to 75.3%. We also set a new target to reduce our water-intensity ratio by an average of 5% per year from 2026 to 2030. As part of our Capital Markets Day 2028 targets, we raised our safety, employee satisfaction and customer satisfaction targets after outperforming the previous benchmark in 2024.

Dividend proposal

The 2026 General Meeting of Shareholders will be asked to approve the payment of a 2025 cash dividend of €1.35 per (depositary receipt for a) share (2024: €1.50), representing a payout ratio of 58.7% of the net profit before amortization and one-off income and expenses attributable to shareholders (2024: 60.5%) and 57.1% of the net profit attributable to shareholders (2024: 60.0%). The dividend will be payable on June 2, 2026.

Financial developments fourth quarter 2025

Key figures (in € million unless otherwise stated)	Q4 2025	Q4 2024	Δ in %	Organic Δ in %
Turnover	483.7	452.2	7.0%	8.7%
Adjusted EBITA [1)]	70.5	66.0	6.8%	8.1%
ROS	*14.6%*	*14.6%*		

1) One-off net expenses in Q4 2025 amounted to €0.3 million (Q4 2024: €3.5 million).

In the fourth quarter of 2025, turnover increased organically by 8.7% and Adjusted EBITA by 8.1% compared to Q4 2024 reflecting higher output levels. Electrification recorded strong organic turnover growth of 29.0%, driven by increased output levels of offshore inter-array cables at the Eemshaven factory and continued strong demand in onshore energy. Turnover at Vision Technologies grew by 1.8%, against a strong comparison base in Q4 2024. As expected, Automated Machinery's turnover declined by 6.9% organically, reflecting lower order intake earlier in the year. The Adjusted EBITA of Electrification increased very strongly, benefiting from higher turnover and improving yields. Moreover, the excellent operational performance of projects nearing completion in Tire Building systems had a positive impact in Q4 2025. ROS reached 14.6% for the quarter.

Financial developments full year 2025

Turnover reached €1,761.2 million in 2025, representing organic growth of 4.9% (2024: €1,712.7 million), with Electrification (Smart Connectivity systems) showing the highest organic growth rate at 15.5%. Vision Technologies (Smart Vision systems) recorded organic turnover growth of 6.7%, while Automated Machinery (Smart Manufacturing systems) declined by 8.6%. Acquisitions accounted for +0.4% and divestments accounted for -1.9% of total turnover.

The order intake in 2025 amounted to €1,661.4 million (2024: €1,911.4 million), resulting in an order book of €1,027.8 million at year-end (2024 €1,135.0 million). As expected, the order book at Automated Machinery declined to €380.9 million at year-end 2025 (2024: €501.5 million), reflecting lower intake from Tier 1 customers and ongoing geopolitical uncertainty. Vision Technologies also reported declines in their order book of 6.7% partly due to the progress made on large projects. In Electrification, the order book grew with 4.6% due to the winning of new contracts for offshore inter-array cables.

Added value reached 51.0% in 2025 (2024: 51.9%), with added value in both Automated Machinery and Vision Technologies increasing to 54.3% (2024: 51.5%) and 62.0% (2024: 60.6%), respectively. Added value at Electrification declined to 40.0% (2024: 44.0%), due to a higher share of outsourced services in the sales mix.

Operating expenses (excluding one-off income and expenses, amortization, and impairments) increased by 3.6% year over year, mainly due to higher depreciation costs resulting from the commissioning of the strategic capex program. As a result, Adjusted EBITA decreased organically by 7.2% to €189.5 million in 2025. ROS decreased to 10.8% (2024: 11.9%), impacted by lower yields, and the ramp-up and start-up costs at the Eemshaven facility.

In 2025, one-off expenses at EBITA level amounted to €16.8 million (2024: €4.0 million), related to acquisitions and divestments, one-off transportation costs due to the delayed ramp-up of Eemshaven, and restructuring costs, primarily within the Telecom activities.

Amortization increased slightly to €61.0 million (2024: €60.8 million) due to the higher amortization of capitalized R&D. Impairments amounted to €8.7 million (2024: €8.5 million), mainly related to underutilized right-of-use and fibre optic network assets.

Net financial expenses decreased to €28.4 million (2024: €29.3 million), reflecting lower average interest rates. The results from associates and subsidiaries amounted to €34.2 million (2024: €24.5 million) including the one-off profit from the divestment of Dewetron of €35.8 million (2024: divestment of HE System Electronic and EKB Groep of €24.6 million).

The normalized effective tax rate decreased to 22.1% in 2025 (2024: 24.4%) partly due to R&D tax facilities in several countries.

Net profit before amortization of intangible non-current assets related to acquisitions and one-off income and expenses attributable to shareholders decreased by 7.2% to €91.7 million (2024: €98.9 million). Net profit decreased to €94.3 million (2024: €99.5 million). Earnings per share before amortization, one-off income, and expenses amounted to €2.30 (2024: €2.48). Ordinary earnings per share were €2.37 (2024: €2.50).

Net bank debt according to bank covenants decreased from €496.0 million at year-end 2024 to €461.4 million at year-end 2025. The main items affecting the debt level include net investments in property, plant, and equipment of €69.0 million (2024: €98.7 million, including €49.0 million related to the strategic investment program), investments in intangible assets (€60.1 million), and dividends paid (€59.9 million). Divestments amounted to €54.2 million in 2025, including the €35.8 million one-off profit. Cash flow from operating activities amounted to €192.4 million (2024: €196.2 million). Working capital improved to 17.0% of turnover (2024: 17.9%). The net debt/EBITDA ratio, calculated according to TKH's bank covenant, was 1.9, well within the financial ratio agreed with our banks. Solvency improved to 41.8% (2024: 39.9%).

At year-end 2025, TKH employed a total of 6,759 FTEs (2024: 6,640), including 455 temporary employees (2024: 351 FTEs).

Developments per segment

AUTOMATION

In Automation, we aim to be a global market leader in Vision Technologies and Automated Machinery, enhancing Automation through state-of-the-art AI-integrated solutions.

Vision Technologies (Smart Vision systems)

Key figures (in € million unless otherwise stated)	FY 2025	FY 2024	Δ in %	Organic Δ in %
Turnover	522.6	498.6	6.8%	6.7%
Added value	*62.0%*	*60.6%*		
Adjusted EBITA [1)]	93.7	77.7	20.5%	19.6%
ROS	*17.9%*	*15.9%*		
Order book	130.5	139.9	-6.7%	
ROCE	*16.5%*	*13.3%*		

1) One-off net expenses for Vision Technologies amounted to €1.0 million in 2025 (2024: €2.6 million), of which €0.7 million in Q4 2025 (Q4 2024: €2.6 million).

In 2025, turnover in Vision Technologies increased by 6.7% organically to €522.6 million. Added value improved to 62.0%, up from 60.6% in 2024, reflecting the differentiated and high-margin nature of our vision portfolio. Operating leverage from higher turnover, combined with realized cost savings, resulted in strong organic growth of 19.6% in Adjusted EBITA and a ROS of 17.9%

Vision Technology (88% of segment turnover) – Growth in 2025 was mainly driven by Machine Vision. In 2D Machine Vision, growth was achieved in the United States and Asia-Pacific across most end markets, while Europe, in particular Germany, remained challenging. Further progress was made in the defense sector, in particular in situational awareness applications. During the year, we consolidated our 2D Vision brands under the Allied Vision brand. The unified brand structure supports increasing demand for integrated solutions and enhances our one-stop-shop proposition. With a strong focus on solutions and software, 3D Machine Vision secured project wins in battery manufacturing and consumer electronics, mainly in Asia, and achieved growth in factory automation and wood processing in the Americas. Vision solutions for vision-guided robotics in material handling and automotive applications also recorded continued growth.

Security Vision recorded modest growth, supported by the demand for high end mission critical systems. Furthermore, the delivery of automated parking guidance systems, with camera-based smart sensors in the United States, combining efficiency and security functionalities also contributed to the growth in turnover.

Automated Machinery (Smart Manufacturing systems)

Key figures (in € million unless otherwise stated)	FY 2025	FY 2024	Δ in %	Organic Δ in %
Turnover	522.6	608.8	-14.2%	-8.6%
Added value	*54.3%*	*51.5%*		
Adjusted EBITA [1)]	101.2	116.1	-12.8%	-12.5%
ROS	*19.4%*	*19.1%*		
Order book [2)]	380.9	501.5	-24.1%	-23.5%
ROCE	*80.9%*	*88.1%*		

1) One-off net income for Automated Machinery amounted to €1.0 million in 2025 (2024: nil), of which €0.1 million in Q4 2025 (Q4 2024: nil).
2) The order book as of December 31, 2024, includes the order book of the divested company, Dewetron, totaling €3.5 million.

In line with expectations, turnover at Automated Machinery declined organically by 8.6% in 2025, reflecting a strong comparison base with 2024 and lower order intake in tire building systems during the year. The divestment of Dewetron (2024 turnover of €29.4 million) accounted for 5.4% of the reported turnover decline. The order book decreased organically by 23.5% year on year to €380.9 million, primarily due to lower order intake from Tier 1 customers. Ongoing geopolitical uncertainty also delayed order placements by Tier 2 and Tier 3 customers. Added value increased further to 54.3% (from 51.5% previously), driven by an improved product mix and continued efficiency improvements. The excellent operational performance on projects nearing completion in Tire Building systems had a positive impact in Q4 2025. Adjusted EBITA was down organically by 12.5% to €101.2 million, while ROS improved to 19.4%.

In 2025, the first full UNIXX platform was successfully delivered, with repeat orders subsequently secured. We also secured the first order for UNIXX Moto, expanding the platform into radial motorcycle tires assembly. Service revenues continued to grow, further supporting margin resilience. The structural drivers for tire building systems remain very strong, as the need for greater production flexibility, increased sustainability demands, and higher levels of automation will fuel future demand for more advanced tire building systems.

ELECTRIFICATION

The Electrification segment consists of connectivity systems for onshore and offshore activities, with unique technologies and a strong sustainability and service offering.

Electrification (Smart Connectivity systems)

Key figures (in € million unless otherwise stated)	FY 2025	FY 2024	Δ in %	Organic Δ in %
Turnover	728.8	631.9	+15.3%	15.5%
Added value	*40.0%*	*44.0%*		
Adjusted EBITA 1)	17.0	30.9	-45.0%	-44.6%
ROS	*2.3%*	*4.9%*		
Order book	516.5	493.6	4.6%	
ROCE	*2.6%*	*5.2%*		

1) One-off net expenses for Electrification amounted to €12.8 million in 2025 (2024: €0.5 million), of which €-0.3 million in Q4 2025 (Q4 2024: net expenses of €0.5 million).

Turnover in this segment increased organically by 15.5% to €728.8 million in 2025. Added value as a percentage of turnover decreased from 44.0% to 40.0% in 2025, partly due to a higher share of outsourced services in offshore energy. Adjusted EBITA decreased organically by 44.6% to €17.0 million, mainly due to lower production output and yields during the ramp-up of the Eemshaven facility, as well as continued weakness in Digitalization. In Q4 2025, there was a marked improvement in Electrification results, with turnover growing by 29.0% and a very strong growth of Adjusted EBITA. ROS amounted to 2.3% for 2025. The order book increased to €516.5 million due to the winning of new contracts for offshore inter-array cables.

Electrification (72% of segment turnover) – In Q4 2025, Electrification delivered strong turnover growth. Offshore energy benefited from the contribution from outsourced services and accessories. The ramp-up of the new subsea cable facility in Eemshaven encountered output challenges, impacting results in 2025. These technical issues were gradually resolved during the year, with production output of offshore inter-array cables increasing. Significant upgrades to production processes were made and type approval tests for larger dimensions were successfully completed during the year. The ramp-up of the larger dimensions in Q4 took longer than anticipated, limiting output. To improve the operational output of larger dimensions, a further necessary upgrade to a key production line has recently been successfully implemented, with continued optimization steps planned for 2026. During the year, new offshore wind contracts were signed for the supply of inter-array cables in the coming years. The sales funnel remains strong.

Onshore energy recorded turnover growth, supported by strong structural higher demand that is expected to continue in the coming years. A large, multi-year framework contract was recently signed with Distribution System Operator (‘DSO’) Alliander with a value of approximately €650 million for the coming 8 years. There are framework agreements with various DSO’s in place but not reflected in the order book. These framework agreements provide a basis for substantial growth in the years ahead.

Industrial specialty cables showed solid performance during the year, although lower than in 2024, due to the ongoing challenges in the German industrial market.

Digitalization (25% of segment turnover) – Turnover at Digitalization dropped in 2025, impacted by a significant decline in demand due to the continued low levels of investment in the rollout of fibre optic networks in Europe. Pricing pressure, combined with ramp-up costs, significantly impacted results in 2025. The consolidation of fibre optic cable manufacturing at the Polish facility has been completed, resulting in lower operating expenses from 2026 onwards.

Outlook

TKH's strong building blocks with leading technologies and strong market positions, forms a strong foundation for 2026. Barring unforeseen circumstances, we expect on balance organic growth in turnover and Adjusted EBITA in 2026, albeit with a weak first quarter.

You can follow the presentation of the full-year results on March 5, 2026, at 10:00 CET via video webcast (www.tkhgroup.com).

Haaksbergen, March 5, 2026

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Calendar

May 12, 2026	Market Update Q1 2026
May 13, 2026	General Meeting of Shareholders
May 15, 2026	Ex-dividend date
May 18, 2026	Dividend record date
June 2, 2026	Payment of dividend
August 11, 2026	Publication Interim Results 2026
November 10, 2026	Market Update Q3 2026

About TKH

TKH is a leading technology company specializing in the creation of innovative, customer-centric systems that drive success within Automation and Electrification.

With a workforce of more than 7,000 people, we pursue sustainable growth in a culture of entrepreneurship, working closely with customers to create one-stop-shop, plug-and-play innovations. By integrating hardware, software, and AI with customer-focused insight, our highly differentiated technologies provide unique answers to real-world challenges. In doing so, we work to make the world better by creating ever more efficient and more sustainable systems.

Listed on Euronext Amsterdam (TICKER: TWEKA), we operate globally and focus our growth across Europe, North America, and Asia.

For further information, please visit www.tkhgroup.com.

Consolidated profit and loss account

in thousands of euros		2025		2024
Total turnover		**1,761,167**		**1,712,735**
Raw materials, consumables, trade products and subcontracted work	873,818		824,229	
Personnel expenses	487,393		477,618	
Other operating expenses	166,620		158,965	
Depreciation and result on divestment of property, plant and equipment	60,654		52,003	
Amortization	60,994		60,808	
Impairments	8,659		8,504	
Total operating expenses		**1,658,138**		**1,582,127**
Operating result		**103,029**		**130,608**
Financial income		1,307		1,351
Financial expenses		-29,723		-30,669
Exchange differences		1,385		-2,962
Share in result of associates		-1,571		249
Result on sale of associates and subsidiaries		35,774		24,221
Fair value changes of financial liability for earn-out and put options of shareholders of non-controlling interests		868		733
Result before tax		**111,069**		**123,531**
Tax on result		16,770		24,000
Net result		**94,299**		**99,531**
Attributable to:				
Shareholders of the company		94,372		99,561
Non-controlling interests		-73		-30
		94,299		**99,531**
Earnings per share attributable to shareholders				
Basic earnings per share (in €)		2.37		2.50
Diluted earnings per share (in €)		2.37		2.50
Basic earnings per share before amortization and one-off income and expenses (in €)		2.30		2.48

Consolidated statement of comprehensive income

in thousands of euros		2025		2024
Net result		**94,299**		**99,531**
Items that may be reclassified subsequently to profit or loss (net of tax)				
Currency translation differences	-25,782		12,587	
Currency translation differences in other associates	-78		19	
Effective part of changes in fair value of cash flow hedges (after tax)	5,491		-1,391	
		-20,369		**11,215**
Items that will not be reclassified subsequently to profit or loss (net of tax)				
Actuarial gains/(losses)	-103		-234	
		-103		**-234**
Other comprehensive income (net of tax)		**-20,472**		**10,981**
Comprehensive income for the period (net of tax)		**73,827**		**110,512**
Attributable to:				
Shareholders of the company		73,917		110,552
Non-controlling interests		-90		-40
Total comprehensive income for the period (net of tax)		**73,827**		**110,512**

Consolidated balance sheet

in thousands of euros	31-12-2025		31-12-2024	
Assets				
Non-current assets				
Intangible assets and goodwill	597,686		611,082	
Property, plant and equipment	501,105		486,166	
Right-of-use assets	77,783		78,006	
Associates	27,664		29,738	
Other receivables	628		842	
Deferred tax assets	16,797		16,949	
Total non-current assets		**1,221,663**		**1,222,783**
Current assets				
Inventories	342,316		398,563	
Trade and other receivables	253,496		250,044	
Contract assets	198,467		165,861	
Contract costs	5,549		10,325	
Current income tax	5,554		12,939	
Cash and cash equivalents	125,325		125,629	
Total current assets		**930,707**		**963,361**
Assets held for sale		0		27,197
Total assets		**2,152,370**		**2,213,341**
Equity and liabilities				
Group Equity				
Shareholders' equity	899,830		882,979	
Non-controlling interests	83		108	
Total group equity		**899,913**		**883,087**
Non-current liabilities				
Interest-bearing loans and borrowings	565,599		620,085	
Deferred tax liabilities	53,798		58,985	
Retirement benefit obligation	2,630		3,070	
Other non-current financial liabilities	3,001		3,825	
Provisions	11,816		13,093	
Total non-current liabilities		**636,844**		**699,058**
Current liabilities				
Interest-bearing loans and borrowings	109,894		90,270	
Trade payables and other payables	341,863		327,684	
Contract liabilities	137,632		176,645	
Current income tax liabilities	8,197		5,815	
Other financial liabilities	1,839		1,939	
Provisions	16,188		19,824	
Total current liabilities		**615,613**		**622,177**
Liabilities directly associated with assets held for sale		0		9,019
Total equity and liabilities		**2,152,370**		**2,213,341**

Consolidated statement of changes in group equity

in thousands of euros	Total shareholders' equity	Non-controlling interests	Total group equity
Balance on January 1, 2024	**835,565**	**148**	**835,713**
Net result	99,561	-30	99,531
Other comprehensive income	10,991	-10	10,981
Total comprehensive income	**110,552**	**-40**	**110,512**
Dividends	-67,884		-67,884
Share and option schemes	3,827		3,827
Purchased shares for share and option schemes	-2,108		-2,108
Sold shares for share and option schemes	3,027		3,027
Balance on December 31, 2024	**882,979**	**108**	**883,087**
Net result	94,372	-73	94,299
Other comprehensive income	-20,455	-17	-20,472
Total comprehensive income	**73,917**	**-90**	**73,827**
Capital contribution		65	65
Dividends	-59,932		-59,932
Share and option schemes	3,792		3,792
Purchased shares for share and option schemes	-1,019		-1,019
Sold shares for share and option schemes	93		93
Balance on December 31, 2025	**899,830**	**83**	**899,913**

Consolidated cash flow statement

in thousands of euros	2025	2024
Cash flow from operating activities		
Operating result	103,029	130,608
Depreciation, amortization and impairment	130,415	121,652
Share and option schemes not resulting in a cash flow	3,792	3,827
Result on disposals	-157	-337
Changes in provisions	-2,809	-14
Changes in working capital	-32	13,910
Cash flow from operations	**234,238**	**269,646**
Interest received	1,307	1,351
Interest paid	-30,175	-29,490
Income taxes paid	-12,989	-45,296
Net cash flow from operating activities (A)	**192,381**	**196,211**
Cash flow from investing activities		
Investments in intangible assets	-60,191	-61,696
Divestments in intangible assets	116	
Purchases of property, plant and equipment	-70,129	-100,714
Disposals of property, plant and equipment	1,132	1,992
Dividends received from associates	30	60
Repayments on loans	214	-90
Acquisition of subsidiaries less cash and cash equivalents acquired		-38,640
Divestment of associates and subsidiaries classified as held-for-sale less transferred cash	54,161	60,259
Net cash flow from investing activities (B)	**-74,667**	**-138,829**
Cash flow from financing activities		
Dividends paid	-59,932	-67,884
Settlement of financial liabilities regarding put options of non-controlling interests and earn-out	-56	-447
Purchased shares for share and option schemes	-1,019	-2,108
Sold shares for share and option schemes	93	3,027
Payment of lease liabilities	-17,198	-16,005
Proceeds from long-term debts	75,000	44,086
Repayments on long-term debts	-130,791	
(Repayments)/proceeds from other long-term debts	-965	-631
Change in short-term borrowings	21,597	15,849
Net cash flow from financing activities (C)	**-113,271**	**-24,113**
Net increase/(decrease) in cash and cash equivalents (A+B+C)	**4,443**	**33,269**
Exchange differences	-6,397	256
Change in cash and cash equivalents	**-1,954**	**33,525**
Cash and cash equivalents at January 1	127,279	93,754
Cash and cash equivalents on December 31	**125,325**	**127,279**

Notes to the financial statements

Information by segment

In thousands euros	Smart Vision systems 2025	Smart Vision systems 2024	Smart Manufacturing systems 2025	Smart Manufacturing systems 2024	Smart Connectivity systems 2025	Smart Connectivity systems 2024	Other and eliminations 2025	Other and eliminations 2024	Total 2025	Total 2024
First half year										
Turnover	**254,200**	**232,606**	**260,878**	**315,888**	**349,802**	**328,508**	**-6,736**	**-9,787**	**858,144**	**867,215**
Added value	157,504	140,137	138,755	160,613	138,545	148,188	28	119	434,832	449,057
Added value in %	*62.0%*	*60.2%*	*53.2%*	*50.8%*	*39.6%*	*45.1%*			*50.7%*	*51.8%*
Adjusted EBITDA	51,561	38,721	50,029	61,135	19,137	32,641	-10,790	-10,812	109,937	121,685
Adjusted EBITA	**42,833**	**30,396**	**45,473**	**56,428**	**3,439**	**20,392**	**-11,516**	**-11,455**	**80,229**	**95,761**
ROS	*16.9%*	*13.1%*	*17.4%*	*17.9%*	*1.0%*	*6.2%*			*9.3%*	*11.0%*
One-off income and expenses	365		572		-13,276		-3,928	-430	-16,267	-430
Amortization	-21,535	-22,125	-5,614	-5,552	-2,991	-2,817	-101	-6	-30,241	-30,500
Impairments	-310	-896	-34		-4,049				-4,393	-896
Operating result	**21,352**	**7,375**	**40,396**	**50,876**	**-16,877**	**17,575**	**-15,543**	**-11,892**	**29,328**	**63,934**
Second half year										
Turnover	**268,446**	**256,991**	**261,744**	**292,955**	**379,029**	**303,392**	**-6,196**	**-7,818**	**903,023**	**845,520**
Added value	166,522	156,607	144,923	152,739	152,839	129,974	-167	129	464,117	439,449
Added value in %	*62.0%*	*60.9%*	*55.4%*	*52.1%*	*40.3%*	*42.8%*			*51.4%*	*52.0%*
Adjusted EBITDA	59,246	55,549	60,358	64,280	31,776	23,162	-10,220	-8,757	141,160	134,234
Adjusted EBITA	**50,871**	**47,336**	**55,769**	**59,685**	**13,552**	**10,528**	**-10,940**	**-9,394**	**109,252**	**108,155**
ROS	*19.0%*	*18.4%*	*21.3%*	*20.4%*	*3.6%*	*3.5%*			*12.1%*	*12.8%*
One-off income and expenses	-1,412	-2,639	344		438	-513	98	-414	-532	-3,566
Amortization	-22,365	-20,826	-5,180	-6,041	-3,107	-3,434	-101	-7	-30,753	-30,308
Impairments	-3,942	-5,402	-999	-434	675	-1,772			-4,266	-7,608
Operating result	**23,153**	**18,469**	**49,935**	**53,210**	**11,558**	**4,809**	**-10,945**	**-9,814**	**73,701**	**66,674**
Full year										
Turnover	**522,646**	**489,597**	**522,622**	**608,843**	**728,831**	**631,900**	**-12,932**	**-17,605**	**1,761,167**	**1,712,735**
Added value	324,026	296,744	283,678	313,352	291,384	278,162	-139	248	898,949	888,506
Added value in %	*62.0%*	*60.6%*	*54.3%*	*51.5%*	*40.0%*	*44.0%*			*51.0%*	*51.9%*
Adjusted EBITDA	110,807	94,270	110,387	125,415	50,913	55,803	-21,010	-19,569	251,097	255,919
Adjusted EBITA	**93,704**	**77,732**	**101,242**	**116,113**	**16,991**	**30,920**	**-22,456**	**-20,849**	**189,481**	**203,916**
ROS	*17.9%*	*15.9%*	*19.4%*	*19.1%*	*2.3%*	*4.9%*			*10.8%*	*11.9%*
One-off income and expenses	-1,047	-2,639	916		-12,838	-513	-3,830	-844	-16,799	-3,996
Amortization	-43,900	-42,951	-10,794	-11,593	-6,098	-6,251	-202	-13	-60,994	-60,808
Impairments	-4,252	-6,298	-1,033	-434	-3,374	-1,772			-8,659	-8,504
Operating result	**44,505**	**25,844**	**90,331**	**104,086**	**-5,319**	**22,384**	**-26,488**	**-21,706**	**103,029**	**130,608**
Other information										
Employees (FTE)	2,103	2,122	1,770	1,751	2,312	2,297	119	119	6,304	6,289
Order book	130,503	139,861	380,859	501,506	516,483	493,638			1,027,845	1,135,004
ROCE	16.5%	13.3%	80.9%	88.1%	2.6%	5.2%			13.8%	15.2%

Order book

The following table shows the expected future revenue regarding contractual performance obligations that have not (or have only partially) been completed on the balance sheet date:

in thousands of euros	December 31, 2025	June 30, 2025	December 31, 2024
Expected to be recognized as revenue within 1 year	825,100	841,066	840,121
Expected to be recognized as revenue between 1 and 2 years	169,832	201,698	208,961
Expected to be recognized as revenue after 2 years	32,913	37,400	85,922
Total	**1,027,845**	**1,080,164**	**1,135,004**

in thousands of euros	December 31, 2025	June 30, 2025	December 31, 2024
Smart Vision systems	130,503	144,809	139,861
Smart Manufacturing systems	380,859	438,578	501,506
Smart Connectivity systems	516,483	496,778	493,638
Total	**1,027,845**	**1,080,164**	**1,135,004**

Annual report

The consolidated balance sheet, consolidated profit and loss account, consolidated statement of comprehensive income, consolidated statement of changes in group equity, and consolidated cash flow statement included in this press release are based on the 2025 Financial Statements, which have not yet been published, in accordance with statutory requirements. The financial figures have been prepared in accordance with International Financial Reporting Standards (IFRS) as adopted by the European Union (EU) and are prepared in accordance with the principles that are applied in the Financial Statements for the year ended December 31, 2025. Further disclosures and a description of the accounting principles as required under IFRS are not included in these financial figures. For a full understanding, this press release should be read in conjunction with the 2025 Financial Statements of TKH Group N.V. The Annual Report will be published no later than March 31, 2026. The Annual Report will be submitted to the General Meeting of Shareholders on May 13, 2026 for approval.

In accordance with Section 2:293 and 395 of the Dutch Civil Code, we report that our auditor, Deloitte Accountants B.V. has issued an unqualified auditor's report on the Financial Statements. For a proper understanding of the financial position of TKH Group N.V. and the results of its operations, and for a proper understanding of the scope of the audit by Deloitte Accountants B.V., this press release should be read in conjunction with the Financial Statements from which this press release has been derived, together with the auditor's report thereon issued by Deloitte Accountants B.V.

Appendix: Alternative performance measures (APM)

TKH uses alternative performance measures to measure and monitor its financial and operational performance. These measures used are not defined in any law or in the International Financial Reporting Standards (IFRS). As far as non-IFRS financial measures are not used in the financial statements they have not been audited or reviewed by our external auditors.
We consider these measures important supplemental measures of TKHs' performance and believe they are widely used in the industries in which TKH operates as a means of evaluating a company's performance. TKH believes that an understanding of its turnover development, profitability, financial strength and funding requirements is enhanced by reporting the following non-IFRS measures.

Added value

Total turnover less the cost of 'Raw materials, consumables, trade products and subcontracted work' for products sold and services delivered, excluding one-off income and expenses. Added value is presented as an absolute value, as well as a percentage from turnover. Reference is made to the consolidated financial statements for a reconciliation and calculation. TKH deems this a relevant performance measure as it is an indicator of the pricing power TKH has in its specific markets and the ability to create added value for its customers.

Adjusted EBITA and Adjusted EBITDA and ROS (return on sales)

Adjusted EBITA	Earnings before interest, taxes, impairments, and amortization, excluding one-off income and expenses.
Adjusted EBITDA	Earnings before interest, taxes, impairments, depreciation, and amortization, excluding one-off income and expenses.
ROS	Adjusted EBITA divided by total turnover as a percentage.

Reference is made to the 'Notes to the financial statement – Segmented information' for a reconciliation and calculation. One-off income and expenses are excluded when using a measure to improve insight in the underlying operational performance of our activities.

Capital employed and ROCE

Capital employed: Group equity plus Interest-bearing loans and borrowings current and non-current, less total lease liabilities and less cash and cash equivalents.
Return on capital employed (ROCE): Adjusted EBITA for the last 12 months divided by the average of capital employed at the beginning and at the end of the period.

in thousands of euros (unless stated otherwise)	2025	2024
Group equity	899,913	883,087
Add: Interest-bearing loans and borrowings, non-current	565,599	620,085
Add: Interest-bearing loans and borrowings, current	109,894	90,270
Less: Total lease liabilities	-89,049	-87,725
Less: Cash and cash equivalents	-125,325	-125,629
Capital employed current year	**1,361,032**	**1,380,088**
Capital employed previous year	1,380,088	1,303,094
Average capital employed	**1,370,560**	**1,341,591**
Adjusted EBITA	189,481	203,916
ROCE	**13.8%**	**15.2%**

Dividend payout ratio 'Adjusted net profit'

This ratio indicates the portion of net profit that is paid out to shareholders: (dividend / net profit before amortization and one-off income and expenses attributable to shareholders) times 100.

in euros (unless stated otherwise)	2025	2024
Proposed dividend per share	1.35	1.50
Ordinary earnings per share before amortization and one-off income and expenses (in €)	2.30	2.48
Payout ratio 'Adjusted net profit'	**58.7%**	**60.5%**

Dividend payout ratio 'Net profit'

This ratio indicates the portion of net result that is paid out to shareholders ((dividend/net result) times 100).

in euros	2025	2024
Proposed dividend per share	1.35	1.50
Ordinary earnings per share (in €)	2.37	2.50
Payout ratio Net profit	**57.1%**	**60.0%**

Innovations %

Last 12 months turnover from new products launched in the previous two years, divided by last 12 months turnover. This measure provides useful information of the ability of TKH to bring innovations to the market and translate these in turnover.

in thousands of euros (unless stated otherwise)	2025	2024
Turnover from innovations	299,292	300,889
Total Turnover	1,761,167	1,712,735
Turnover from innovations %	**17.0%**	**17.6%**

Net interest bearing debt and Debt leverage ratio

Net interest bearing debt: Bank loans reported under non-current liabilities, plus lease liabilities, plus borrowings reported under current liabilities less cash and cash equivalents.
Debt leverage ratio: Net interest bearing debt according to bank covenants, divided by EBITDA according to the bank covenants.

in thousands of euros (unless stated otherwise)	2025	2024
Net interest bearing debt	548,000	581,768
Adjustment according to bank covenants	-86,552	-85,741
Net interest bearing debt according to bank covenants	**461,448**	**496,027**
EBITDA	251,097	255,919
Adjustment according to bank covenants	-14,042	-13,077
EBITDA according to bank covenants	**237,055**	**242,842**
Debt leverage ratio	**1.9**	**2.0**

The 'adjustments according to bank covenants' mainly relate to the exclusion of lease liabilities from the calculation of the net interest bearing debt and some adjustments in determining EBITDA. All based on specific arrangements as included in the credit facilities with our banks.

Net profit before amortization of intangible non-current assets related to acquisitions (after tax) and one-off income and expenses attributable to shareholders (summarized as: 'Adjusted net profit')

in thousands of euros (unless stated otherwise)	2025	2024
Net profit	94,299	99,531
Less: Non-controlling interests	73	30
Net profit attributable to the shareholders of the company	**94,372**	**99,561**
Amortization of intangible non-current assets from acquisitions	17,738	17,684
Taxes on amortization	-4,689	-4,565
Net profit before amortization from continuing operations attributable to the shareholders of the company	**107,421**	**112,680**
One-off income and expenses	16,799	3,996
Results from divestments and purchase price allocations in the result of associates	-33,931	-22,454
Impairments	8,659	8,504
Fair value changes of financial liability for earn-out and put options of shareholders of non-controlling interests	-868	-733
Tax impact on one-off expenses and benefits	-6,364	-3,125
Net profit before amortization and one-off income and expenses attributable to the shareholders of the company	**91,716**	**98,868**

Normalized effective tax rate

Tax on result divided by Result before tax less the impact of Share in result of associates, Result on sale of associates and subsidiaries and Fair value changes of financial liability for earn-out and put options of shareholders of non-controlling interests.

in thousands of euros (unless stated otherwise)	2025	2024
Result before tax	111,069	123,531
Less: Share in result of associates	1,571	-249
Less: Result on sale of associates and subsidiaries	-35,774	-24,221
Less: Fair value changes of financial liability for earn-out and put options of shareholders of non-controlling interests	-868	-733
Normalized result before tax	**75,998**	**98,328**
Tax on result	16,770	24,000
Normalized effective tax rate	**22.1%**	**24.4%**

One-off income and expenses

Income and expense items of such nature, size and/or frequency of occurrence that their disclosure is relevant to explain TKH performance, including impairments, restructuring costs, one-off transportation costs and related expenditures due to the delayed ramp-up of the Eemshaven facility, and results from acquisitions and disposals. One-off income and expenses are identified both within the operating result, result of associates, result from divestments and fair value changes of financial liability for earn-out and put options of shareholders of non-controlling interests.

One-off income and expenses are excluded when using as a measure to improve insight in the underlying performance of our activities.

in thousands of euros	Segment	Category	2025	2024
Acquisitions and divestments	Other	Other operating expenses	3,828	844
One-off transportation costs due to the delayed ramp-up of Eemshaven	Smart Connectivity systems	Raw materials, consumables, trade products and subcontracted work	11,600	0
Restructuring costs	Smart Connectivity systems (mainly)	Personnel expenses	2,332	3,152
Cancellation of depreciation on 'held for sale'	Smart Manufacturing systems	Depreciation	-961	0
One-off income and expenses			**16,799**	**3,996**

Operating expenses excluding one-off expenses, amortization and impairments

This relates to the operating expenses excluding one-off expenses, amortization and impairments. This is used when reconciling between Added value and Adjusted EBITA.

in thousands of euros	2025	2024
Total Operating expenses	1,658,138	1,582,127
Less: One-off income and expenses	-5,199	-3,996
Less: Raw materials, consumables, trade products and subcontracted work	-873,818	-824,229
Less: Amortization	-60,994	-60,808
Less: Impairments	-8,659	-8,504
Operating expenses (excluding one-off expenses, amortization and impairments)	**709,468**	**684,590**

Order book and order intake

Expected future turnover with respect to contractual performance obligations that have not yet (or partially) been satisfied at balance sheet date. Performance obligations are only included when contracts are signed or orders are received and there is a high degree of certainty that these assignments will be executed and therefore contribute to turnover for the group. The order intake is calculated as follows:

	Smart Vision systems		Smart Manufacturing systems		Smart Connectivity systems		Total	
In thousands euros	2025	2024	2025	2024	2025	2024	2025	2024
Order book at 1 January	139,861	124,035	501,506	631,285	493,638	214,784	1,135,004	970,105
Acquisitions and divestments		343	-7,353	-37,231		3,144	-7,353	-33,745
Turnover	-522,646	-489,597	-522,622	-608,843	-728,831	-631,900	-1,761,167	-1,712,735
Order intake	513,288	505,080	409,328	516,295	751,676	907,611	1,661,361	1,911,379
Order book at 31 December	**130,503**	**139,861**	**380,859**	**501,506**	**516,483**	**493,638**	**1,027,845**	**1,135,004**

Organic turnover growth

Growth of turnover corrected for the impact of acquisitions, divestments and foreign exchange effects from translating turnover in foreign currencies. The correction for divestments is determined by adjusting ‘Turnover growth’ for the turnover of the previous year period for which the divested company was no longer part of the consolidation in the current year. The correction for acquisitions is determined by adjusting ‘Turnover growth’ for the turnover of the current year period for which the acquired company was not yet part of the consolidation in the previous year.

in thousands of euros (unless stated otherwise)	Smart Vision Systems	in %	Smart Manufacturing Systems	in %	Smart Connectivity Systems	in %	Other & eliminations	Total 2025	in %
Turnover current year	522,646		522,622		728,831		-12,932	1,761,167	
Turnover previous year	489,597		608,843		631,900		-17,605	1,712,735	
Turnover growth	**33,049**	**6.8%**	**-86,221**	**-14.2%**	**96,931**	**15.3%**	**4,673**	**48,432**	**2.8%**
Impact of acquisitions & divestments	-6,313	-1.3%	33,158	5.4%				26,845	1.6%
Impact of foreign exchange effects	6,310	1.3%	866	0.1%	1,196	0.2%		8,372	0.5%
Organic turnover growth	**33,046**	**6.7%**	**-52,197**	**-8.6%**	**98,127**	**15.5%**	**4,673**	**83,649**	**4.9%**

Organic Adjusted EBITA growth

Growth of Adjusted EBITA corrected for the impact of acquisitions, divestments and foreign exchange effects from translating Adjusted EBITA in foreign currencies. The correction for divestments is determined by adjusting 'EBITA growth' for the EBITA of the previous year period for which the divested company was no longer part of the consolidation in the current year. The correction for acquisitions is determined by adjusting 'EBITA growth' for the Adjusted EBITA of the current year period for which the acquired company was not yet part of the consolidation in the previous year.

in thousands of euros (unless stated otherwise)	Smart Vision Systems	in %	Smart Manufacturing Systems	in %	Smart Connectivity Systems	in %	Other & eliminations	Total 2025	in %
Adjusted EBITA current year	93,704		101,242		16,991		-22,456	189,481	
Adjusted EBITA previous year	77,732		116,113		30,920		-20,849	203,916	
Adjusted EBITA growth	**15,972**	**20.5%**	**-14,871**	**-12.8%**	**-13,929**	**-45.0%**	**-1,607**	**-14,435**	**-7.1%**
Impact of acquisitions & divestments	-1,835	-2.4%	-255	-0.2%				-2,090	-1.0%
Impact of foreign exchange effects	1,094	1.4%	614	0.5%	124	0.4%		1,832	0.9%
Organic Adjusted EBITA growth	**15,231**	**19.6%**	**-14,512**	**-12.5%**	**-13,805**	**-44.6%**	**-1,607**	**-14,693**	**-7.2%**

The Adjusted EBITA in the table above is excluding the one-off income and expenses

Solvency

Percentage of the Total group equity relative to the Total equity and liabilities.

in thousands of euros (unless stated otherwise)	2025	2024
Total group equity	899,913	883,087
Total equity and liabilities	2,152,370	2,213,341
Solvency	41.8%	39.9%

Turnover related to the Sustainable Development Goals

Total of TKH's portfolio's turnover linked to one of the 17 SDGs (Sustainable Development Goals), adopted by all United Nations Member States in 2015. This is calculated by allocating TKH's portfolio based on internal reporting of turnover by end-market combined with portfolio information included in quarterly reports of operating companies.

in thousands of euros (unless stated otherwise)	2025	2024
Turnover linked to SDGs	1,325,953	1,226,631
Total Turnover	1,761,167	1,712,735
Turnover linked to SDGs %	**75.3%**	**71.6%**

Working capital ratio

Working capital ratio is calculated by dividing working capital by turnover.

in thousands of euros (unless stated otherwise)	2025	2024
Current assets	930,707	963,361
Less: Cash and cash equivalents	-125,325	-125,629
Current liabilities	-615,613	-622,177
Add: Current interest-bearing loans and borrowings	109,894	90,270
Working capital	**299,663**	**305,825**
Turnover	1,761,167	1,712,735
Working capital ratio	**17.0%**	**17.9%**