



Publication Annual Report 2025

We are proud to publish our Annual Report 2025.

In 2025, we announced a new strategic phase at our Capital Markets Day. As part of this phase, we will separate the Automation and Electrification activities and execute a €250 million divestment program of non core activities. These steps will further sharpen our strategic profile and enhance long term value creation. We also introduced new financial targets and launched our Capitalize & Execute 2028 program.

The economic environment in 2025 presented numerous complexities, including significant geopolitical developments, wars, import duties as well as (persistent) inflation. The resulting uncertainties impacted some of our end markets. Nevertheless, our strong foundation and market positions enable us to enter the next phase with confidence. With solid market positions and increased production capacity, we have established a robust foundation for future growth. In the coming period, execution excellence will be decisive, supported by our presence in structurally growing end markets.

Throughout 2025, we continued to strengthen our sustainability performance. Although there is not yet a formal statutory requirement to report in accordance with the CSRD, TKH prepared its 2025 sustainability statements based on the CSRD on a voluntary basis, as we did for 2024. In addition, we obtained a voluntary assurance on the sustainability statements. This again demonstrates our commitment to transparency, accountability, and responsible value creation throughout our value chains.

The commitment and passion of our employees remain instrumental in our progress. They provide a strong basis for future growth and underline our confidence in the strategic direction we have chosen.

We thank all our stakeholders for their continued trust and collaboration, which have supported our development and helped lay the foundation for long-term value creation.

On behalf of the Executive Board,

Alexander van der Lof,
Chairman & CEO

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.