

Investor Presentation

July 2023



SAF-HOLLAND at a Glance

Company Profile

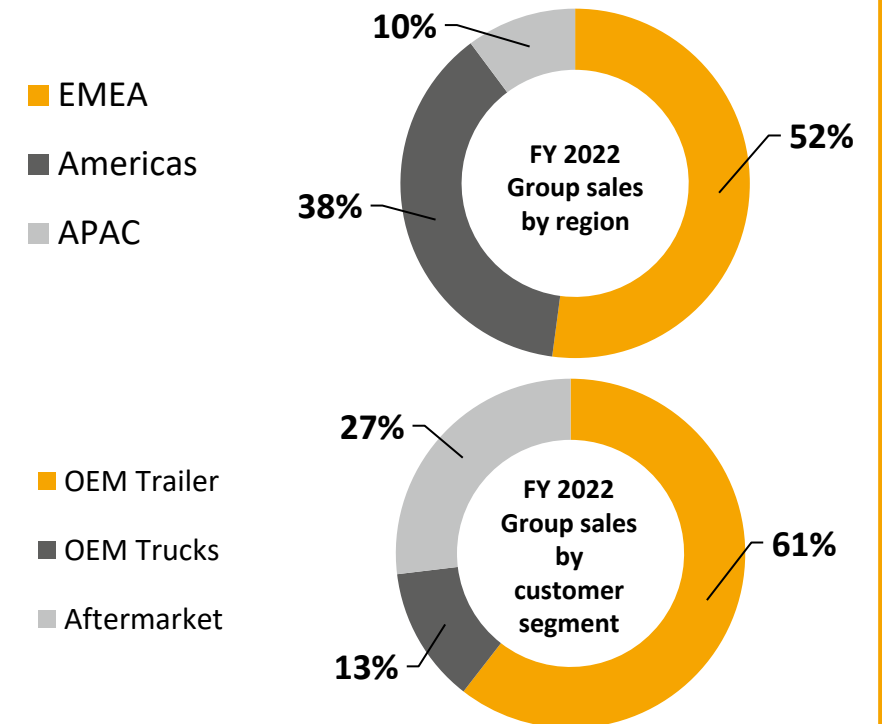
- SAF-HOLLAND is **one of the world leaders**, manufacturing **chassis-related assemblies and components**, primarily for **trailers and semi-trailers**, but also for **trucks and buses**
- Offering includes **axle and suspension systems** for trailers, **fifth wheels and coupling systems** for trucks, trailers and semi-trailers as well as **braking and electronic braking systems** plus **solutions for “Smart Trailers”**
- SAF-HOLLAND has a **global production footprint** with a **local-for-local approach** and c. **12,000 spare parts & service stations**

Brands



Numbers

- SAF-HOLLAND employs **~6,000 people** **on six continents**
- FY 2022 revenues were c. **1.6bn EUR** and adj. **EBIT margin 8.0%**

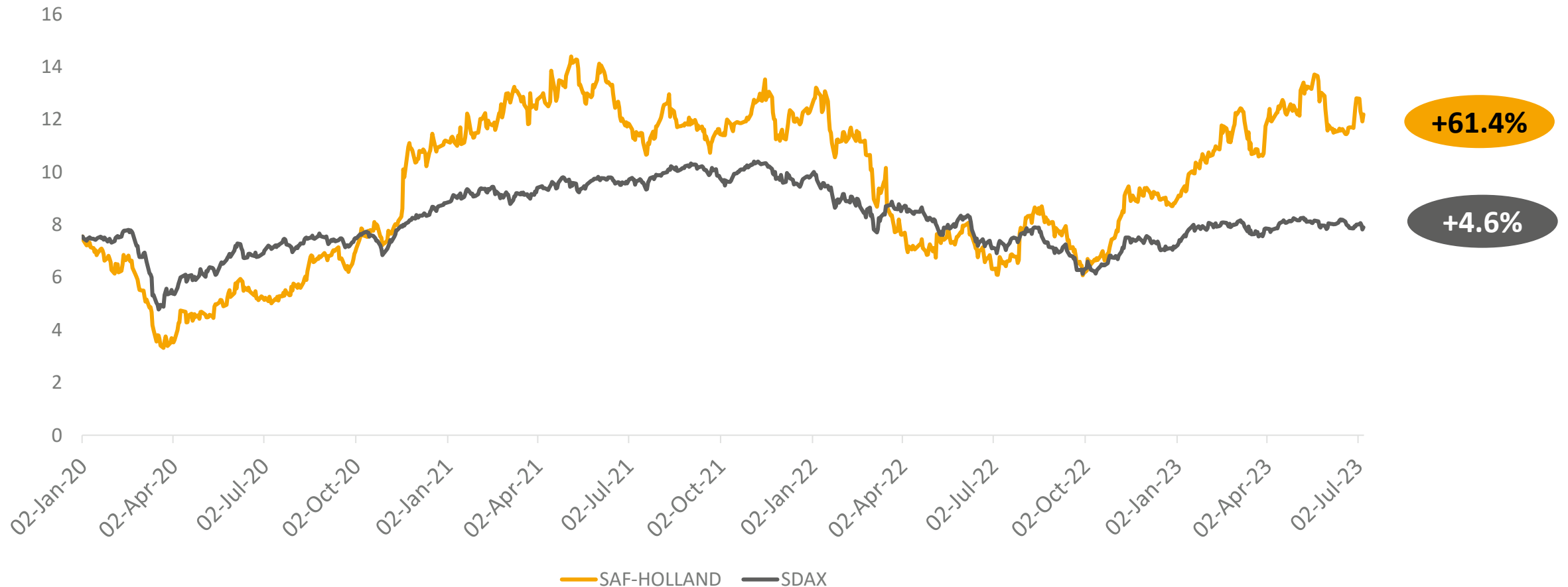




OUR VISION

To be the most trusted and reliable systems partner in the commercial vehicle industry

SAF-HOLLAND Shares Significantly Outperformed the SDAX since January 2020



Unique Opportunity To Invest in a Global Leader in Commercial Vehicle Systems



Diversified, asset-light and resilient business model



Global market leader for chassis-related commercial vehicle systems



Aftermarket powerhouse safeguarding profitability in crisis times



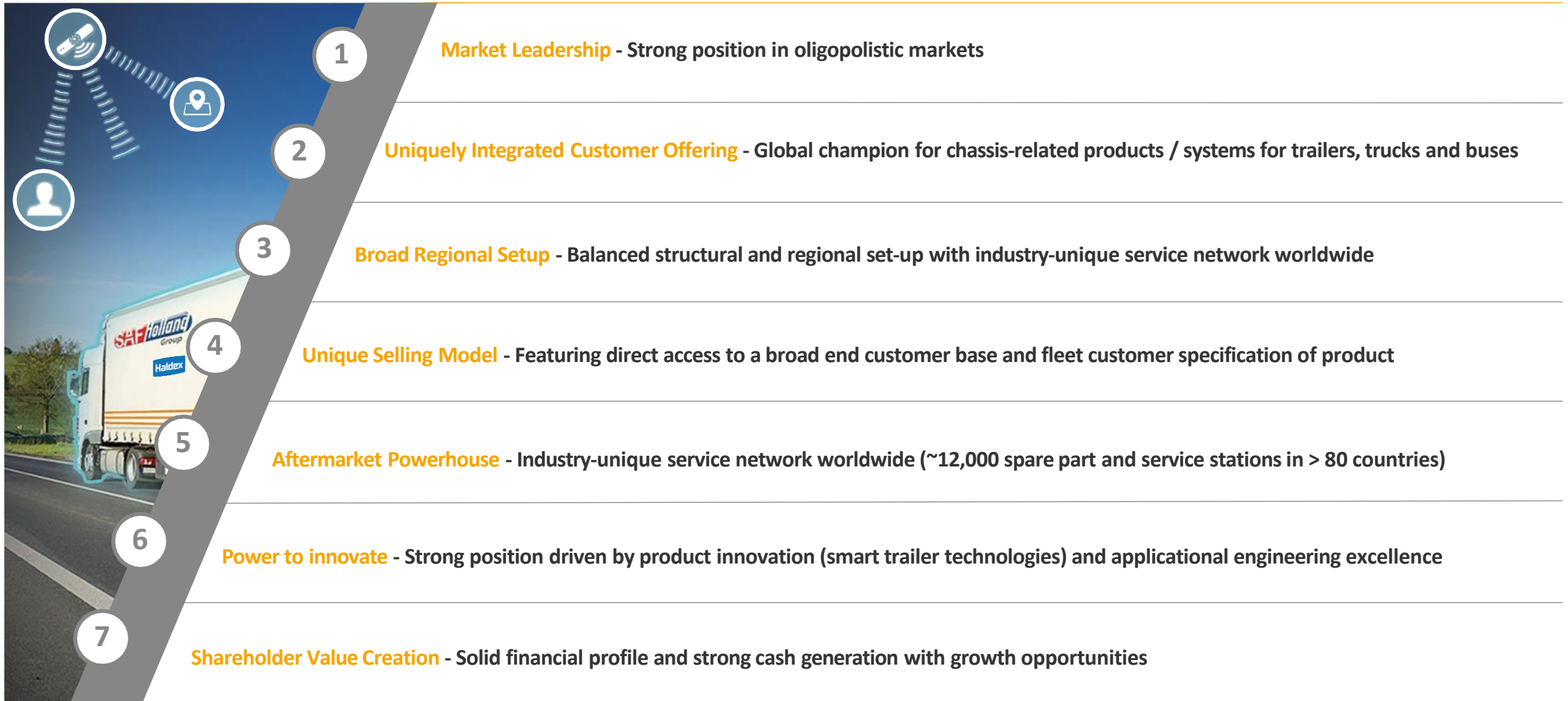
Driven by global megatrends: Electrification, digitalisation, automated driving

SAF-HOLLAND + Haldex Scale & Market Position Create Firm Foundations For:

- 1 Profitable Growth
- 2 Attractive and Resilient Margin
- 3 Strong Cash Generation
- 4 Balance Sheet Strength
- 5 High Quality Returns on Investment

Shareholder Value Creation

A Compelling Equity Story



1 Leading Positions in Oligopolistic Markets Further Enhanced by Haldex Acquisition

	SAF-HOLLAND			Haldex	
	Trailer Axles	Fifth Wheels	Landing Gear	Suspension / Air Controls	Foundation Brake
					
Global positioning	#1-2	#2	#2	#1-3	
Regional positioning	#1 EMEA #1 India #3 NA*	#1 NA* #2 EMEA	#1 NA* #2 EMEA	#2 Europe: Air Disc Brakes, Trailer #1 Europe: Air Suspension, Trailer #3 Europe: Trailer EBS* #1 Europe / NA*: Brake Adjusters	
▶ Top 3 positions across key products					

* NA: North America; EBS: Electronic Brake System

Comprising High-Quality Product Portfolio That Fulfills Customer Needs

SAF-HOLLAND

Haldex



Air Suspension



Parking Safety



Lift Axle Control



EBS* and ABS*

Kingpins

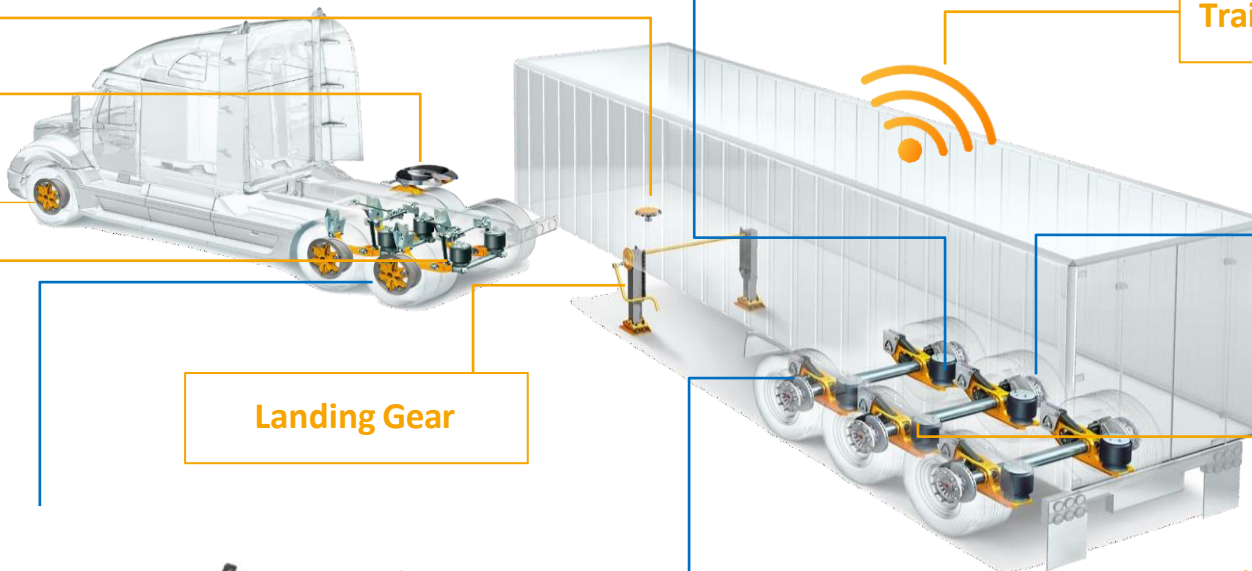
Fifth Wheels

Wheel Systems

Suspension Systems

Landing Gear

Trailer Management



Actuators



Air Disc Brakes



Brake Adjusters



Trailer Axles



Suspension Systems

▶ SUPERIOR QUALITY – HIGH SAFETY – LIGHTWEIGHT – HIGH DURABILITY – INTEGRATED

* EBS: Electronic Brake System; ABS: Anti-Lock Braking System

2 Significant Customer Benefits From Increasingly Integrated Mechatronic Offering



One-stop shopping

- 1** **One contact** for **all chassis-related products** / systems
- 2** Solutions throughout the **entire product life cycle**: From initial consultation and configuration to delivery and Maintenance
- 3** **Single source provider** to help customers reduce the scope of supply chain and the dependence on external suppliers

Market Share Driver



System integration

- 1** Harmonisation and integration of mechatronics and axles / suspensions
- 2** Development of predictive Maintenance functions
- 3** Combination of Telematics and Trailer EBS*

Structural Growth Driver

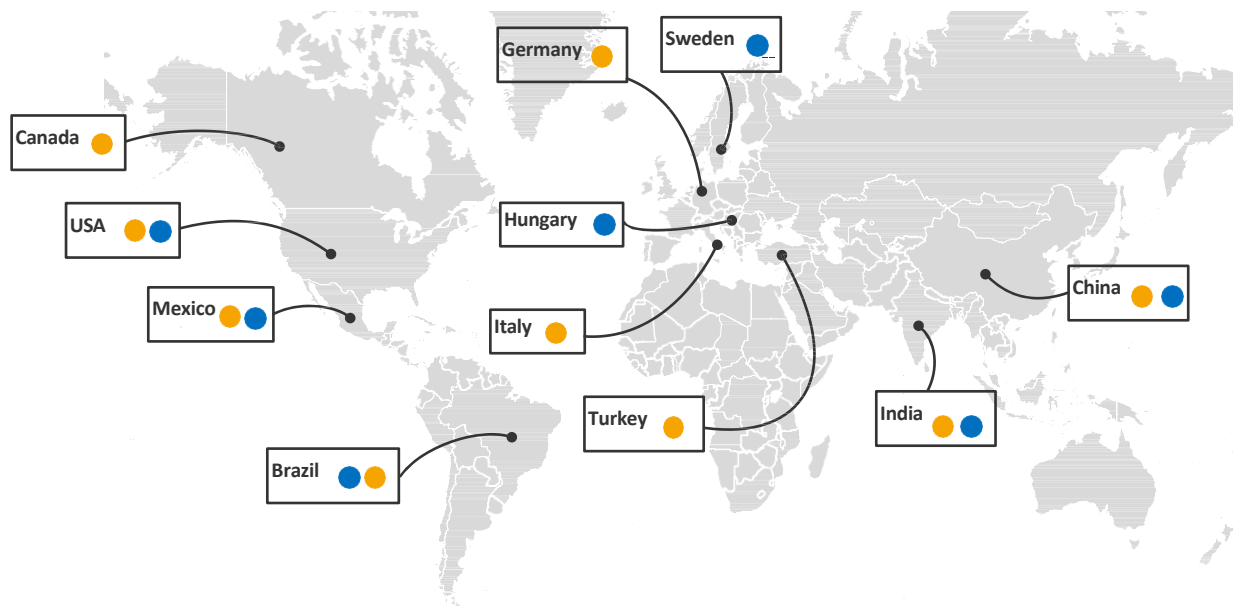
Sole system supplier worldwide for all chassis-related products

* EBS: Electronic Brake System

Balanced and Regional Set-Up Covering All Major Growth Markets Globally

● Haldex manufacturing site

● SAF-HOLLAND manufacturing site



1

Significant Benefits from Global Footprint...



Optimisation of distribution, sales and aftermarket network



Resilience; Differing regional market trends and replacement cycles



Superior product offering as a system supplier

2

... Plus Potential From Additional Growth Avenues



Rolling out EBS(*) technology in North Americas and China



Pushing Air Disc Brake technology North Americas and China

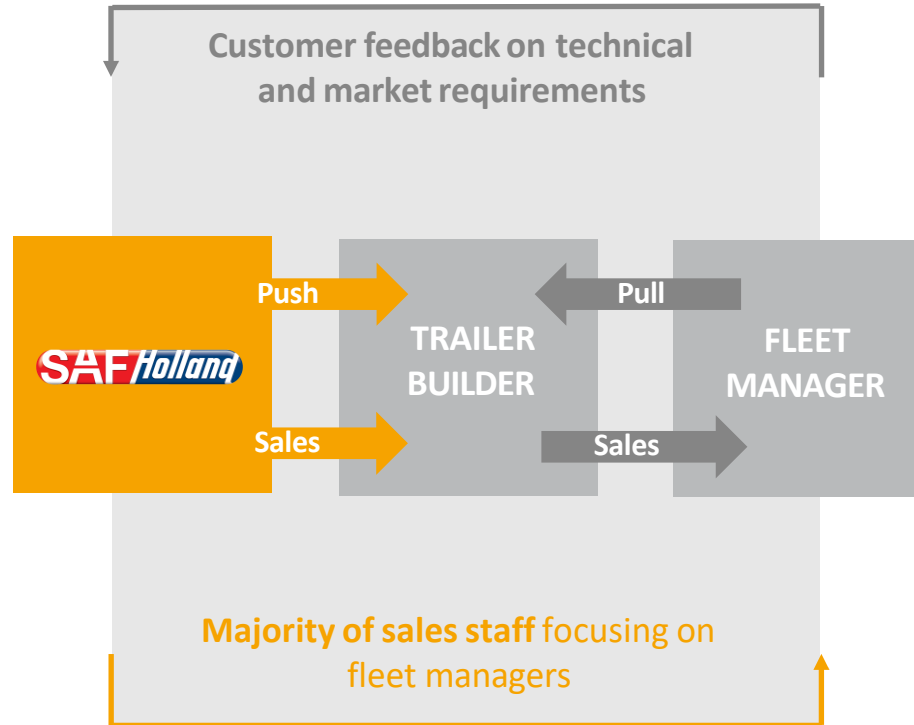


Air suspension regulation in various regions

* EBS: Electronic Brake System

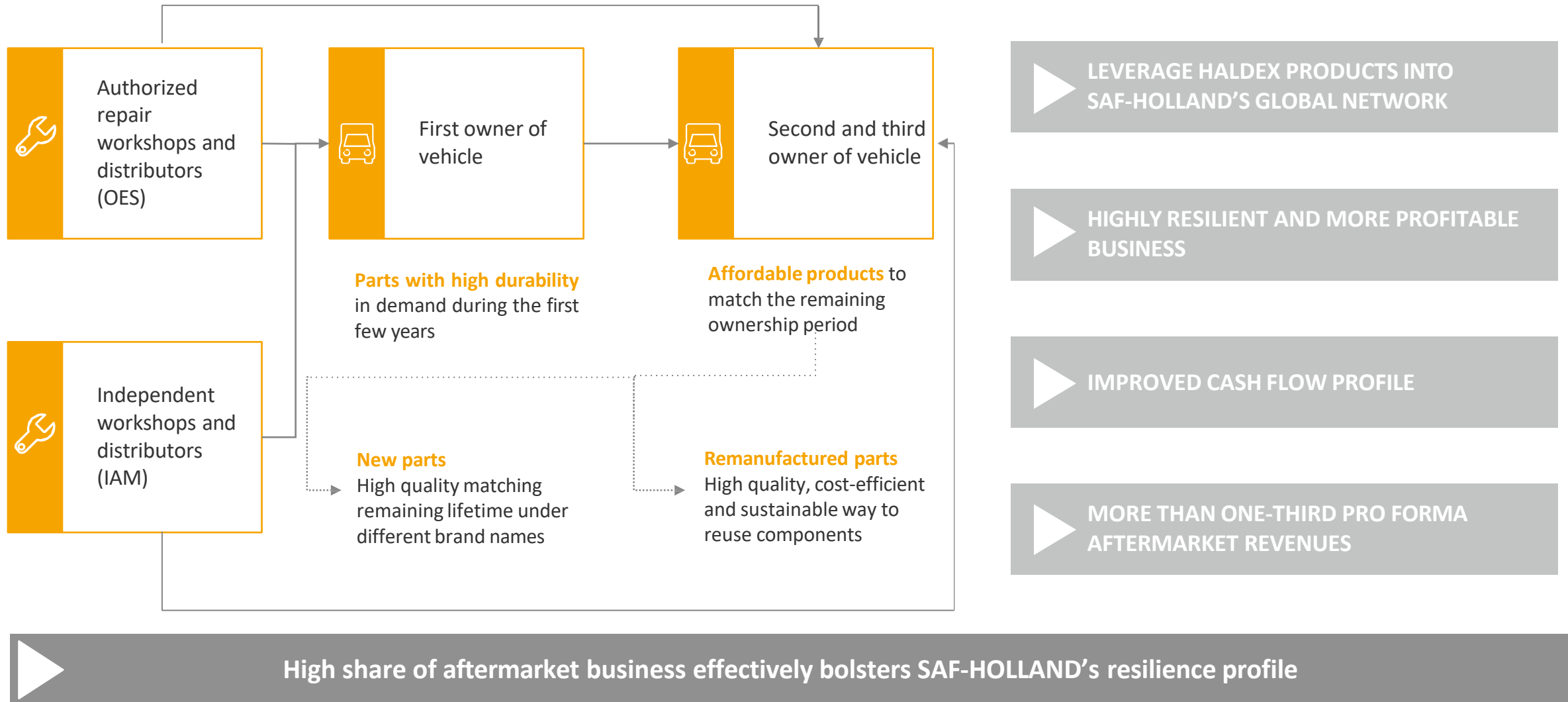
Direct Access to Broad and Diversified End Customer Base: The Fleets

- Long established relationships with fleet owners and trailer builders
- High brand recognition and superior product performance combined with unique aftermarket network
- Fleet managers specify SAF-HOLLAND products with trailer builders
- Top 10 customers represent less than one-third



End users choose SAF-HOLLAND because of lower total costs of ownership and higher efficiency over the life cycle

Aftermarket Powerhouse With Increased Scale, Resilience and Profitability

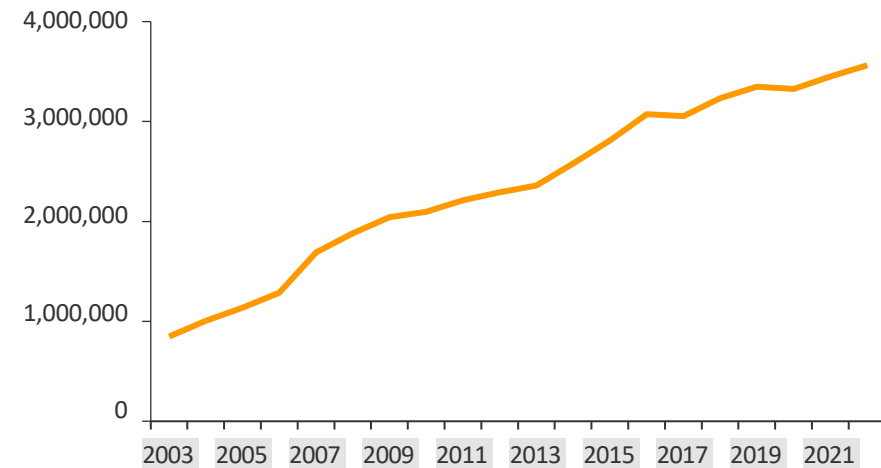


The Most Comprehensive Aftermarket Spare Parts and Service Network Worldwide

~12,000 spare parts dealers and service stations in more than 80 countries guarantee spare parts availability



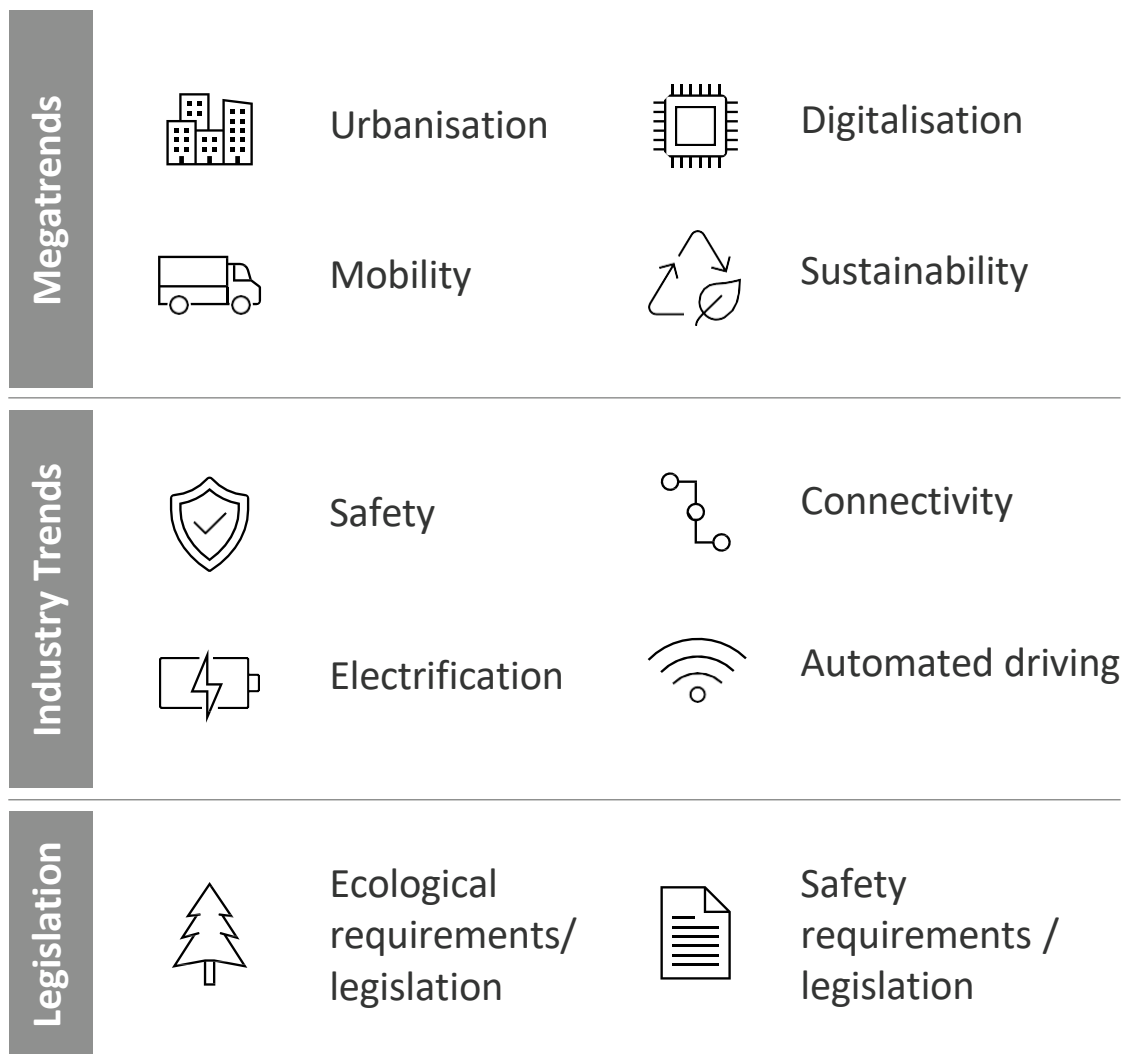
Axle population in EMEA has more than tripled



▶ Leading Service Network in Europe and North America:
key asset for fleet customers and significant barrier to market entry

▶ Counter-Balances volatility in OE industries and generates growth based on increasing product population in the field (“razor and blade” business model”)

Unique Ability to Drive Industry Transformation and Profit from Megatrends Via Smart Solutions and Mechatronic Systems



End Customer Values

1

Optimisation of Total Costs of Ownership

- Lower repair and maintenance
- Higher utilisation of vehicles
- Lightweight components

2

Meeting Technological End Customer Values

- Excellence in quality, design and manufacturing
- Leadership in technological innovation
- High standards of safety

3

End Customers Achieve Their Own ESG Targets

- Lower fuel consumption
- Reduction of CO₂ emissions
- Zero noise emissions

Driving Key Innovation Trends in the Trailer & Truck Industry

Drivers



Haldex

Combined Integrated Offering

Electrification



- CO₂ reduction
- Noise reduction
- Legislation

TRAKr axle



EMB



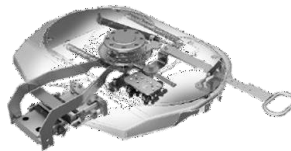
- Intelligent electric recuperation with integrated brake control / recuperation
- System know-how through integration of Electro- mechanical Brake (EMB)

Automated Driving



- CO₂ reduction
- Increased efficiency
- Driver shortage

SHAC



EBS



- Set industry standard for intelligent Truck / Trailer communication
- Pave the road for automated driving
- High-speed data interface between Truck & Trailer EBS

Digitalisation



- Predictive maintenance
- Optimisation of uptime
- Increased efficiency
- Security increase

Smart Steel



EB+4.0



- Combined mechatronic know-how with telematics expertise
- Data driven and mechanical-based skills drive remote diagnostics
- Develop predictive maintenance functionalities

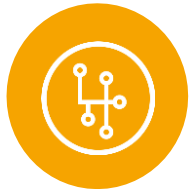
SAF-HOLLAND + Haldex Already Offer a Broad Range of Integrated Smart Solutions



Electrification/
alternative drives



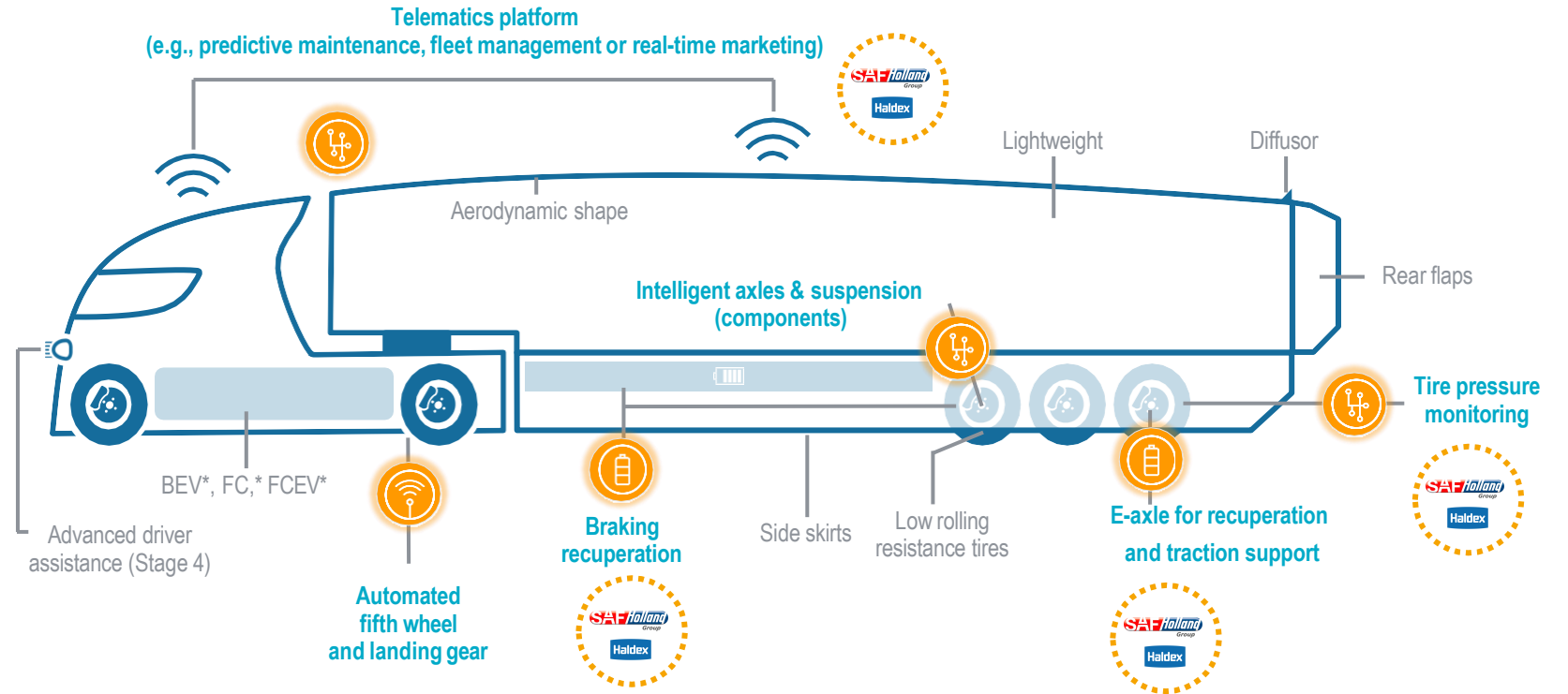
Automated
driving



Digitalization



SAF-HOLLAND +
Haldex existing
Product Portfolio



The Future: In 2025+ Commercial Vehicles to roll out partially autonomous, electrified and connected

7 Capital Allocation Priorities

We have broadened our footprint and portfolio over the past several years. Now our focus lies on:

- Optimising returns on investment
- Achieving economies of scale
- Optimising production facilities

We currently work on the successful integration of Haldex with focus on achieving:

- Significant synergy potential
- Value creation – aligned with ~ 15% RoCE target ambition
- Balance sheet resilience



We are reviewing our combined R&D capabilities and intend to enhance our internal process:

- Rigorous on all R&D and CapEx
- Projects must demonstrate a meaningful return above WACC (2022: EMEA 10.6%, Americas 12.4%, APAC 15.8%)
- Projects are subject to scenario analysis and reviewed periodically

We continue to be committed to providing shareholder payments to an appropriate level:

- It is our target to pay-out 40% - 50% of our available Net Income to our Shareholders

Capital allocation framework is designed to achieve enhanced (1) margins, (2) cash conversion, (3) asset turn and (4) returns

7 Strategy 2025 Based on 5 Mid-Term Targets



Profitable sales
growth



Adj. EBIT margin
expansion to
around 8%
by 2023 the latest
and
9.0% to 9.5%
by 2027



Sustainable cashflow
with cash conversion
of **50 % to 60 %**



De-leverage
Net debt to EBITDA
ratio to **≤ 2x**
by end of 2024



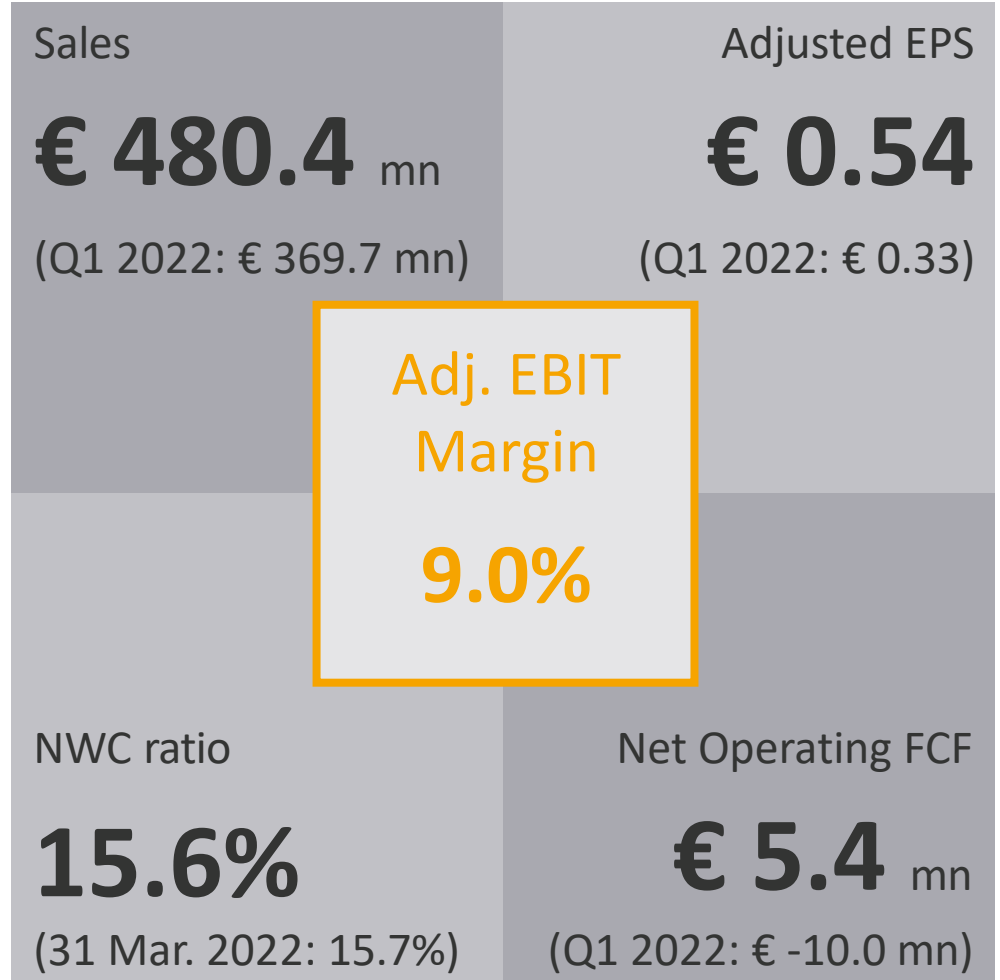
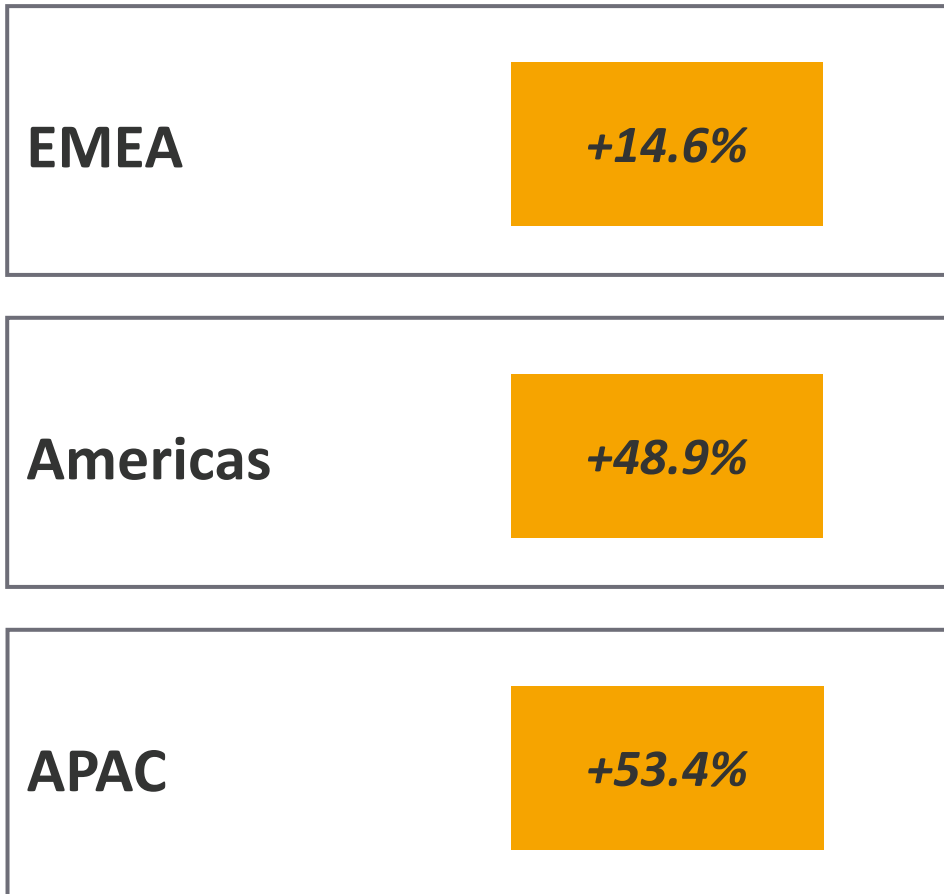
Continued increase
of **shareholder value**
with an avg.
RoCE of ~15%

ROCE = Adjusted EBIT (LTM) / (total equity + financial liabilities + lease liabilities + pension and other similar benefits - cash and cash equivalents).

Q1 2023 Financials

Q1 2023: Significant sales growth supported by Haldex, strong adjusted EBIT margin

Q1 2023 y-o-y sales growth

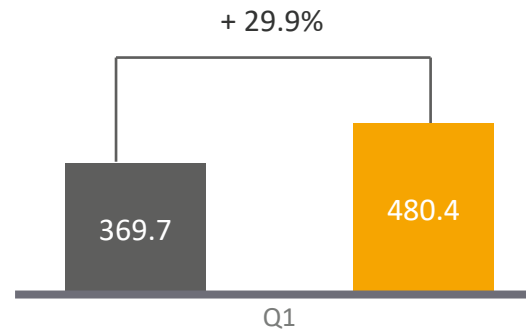


Q1 2023 Group sales includes five weeks of Haldex sales, double-digit growth organically

Sales

(in EUR mn)

■ 2022
■ 2023

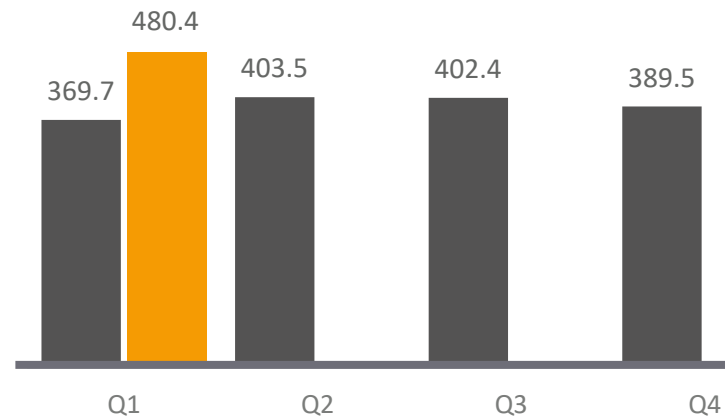


- Q1 2023 sales up 29.9%; adjusted for FX and M&A effects +10.8%
- Continued strong demand from customers for truck and trailer components
- Haldex included for five weeks in the scope of consolidation contributed EUR 59.1 mn to group sales
- Approximately EUR 15 mn of temporary loss in sales due to a cyber attack - most of the production shortfall to be recovered during Q2 and Q3 2023

Sales by Quarter

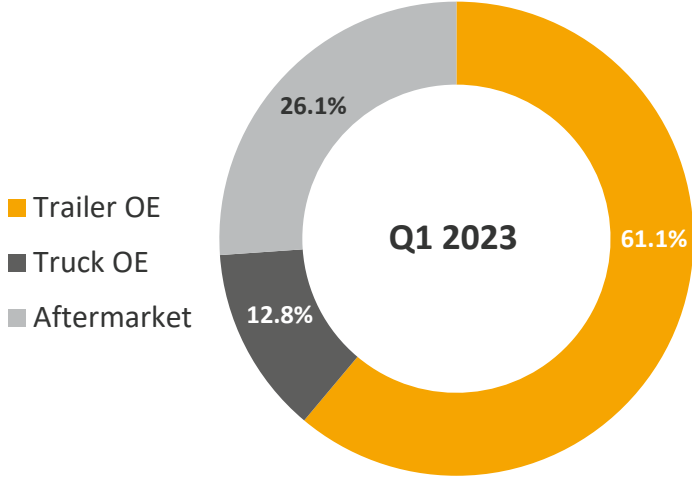
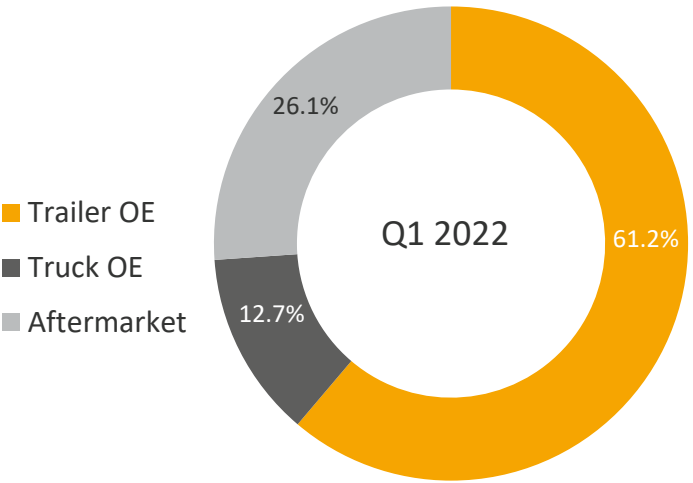
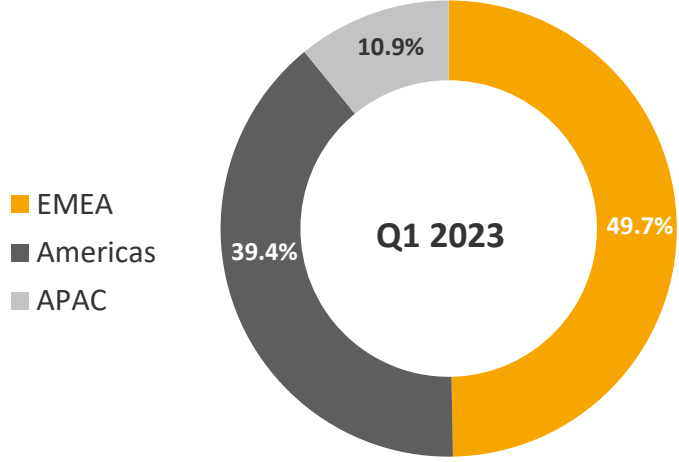
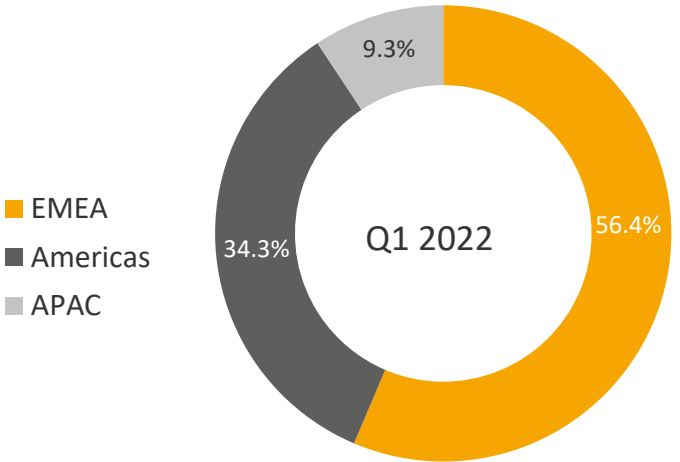
(in EUR mn)

■ 2022
■ 2023



Top line: Americas region gaining importance, split by customer category unchanged

Sales development (by region, by customer category)

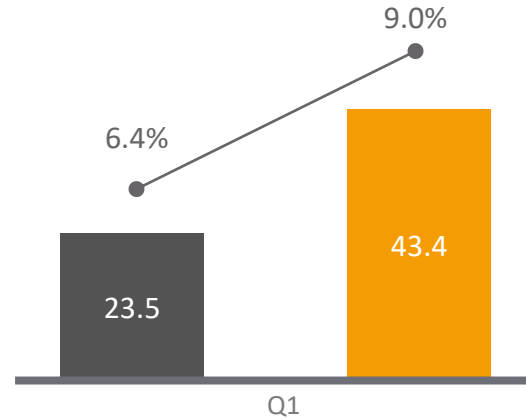


Group adj. EBIT: Increased sales volume and prior price increases supportive

Adj. EBIT

(in EUR mn and % of sales)

■ 2022
■ 2023

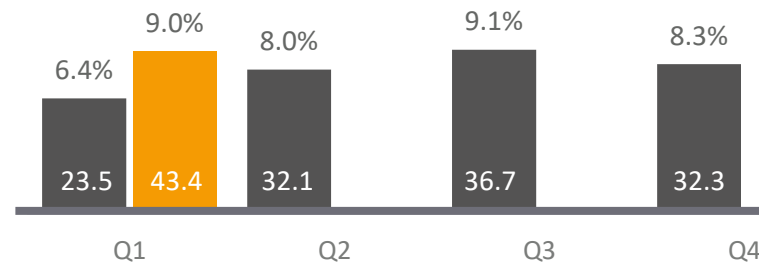


- Group adj. EBIT improved by EUR 19.9 mn or +84.6%
- Improvement in adjusted EBIT resulted mainly from higher volumes, increased aftermarket share and price increases compensating higher material, logistics and energy costs
- Process optimizations, cost efficiencies and economies of scale especially in SG&A also supportive

Adj. EBIT by Quarter

(in EUR mn and % of sales)

■ 2022
■ 2023

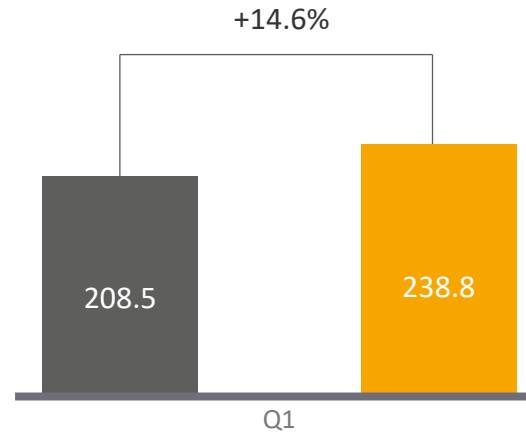


EMEA: Sales increase from Haldex consolidation and strong aftermarket, organic sales growth above market development

Sales

(in EUR mn)

■ 2022
■ 2023

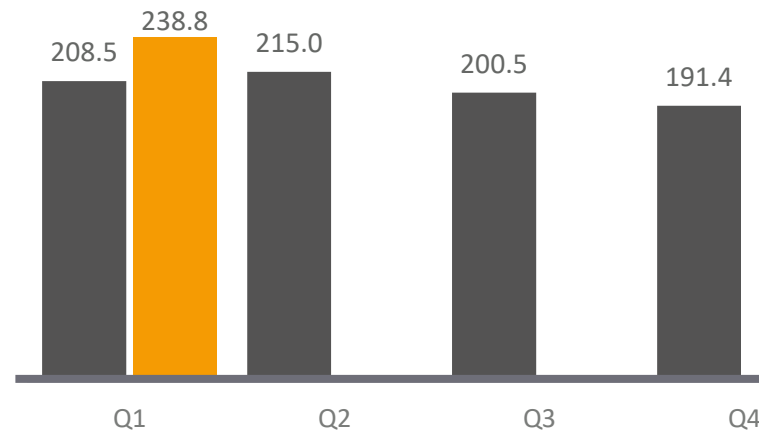


- Adjusted for exchange rate effects and changes in the scope of consolidation, sales were up 0.7% year-on-year
- Five weeks of Haldex consolidation contributed EUR 19.3 mn to sales in EMEA
- EMEA recorded solid sales growth in the aftermarket business in Q1 2023

Sales by Quarter

(in EUR mn)

■ 2022
■ 2023

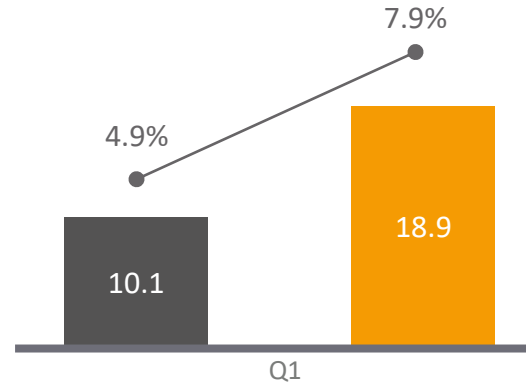


EMEA: Prior price increases as well as strong aftermarket business support margin improvement

Adj. EBIT

(in EUR mn and % of sales)

■ 2022
■ 2023

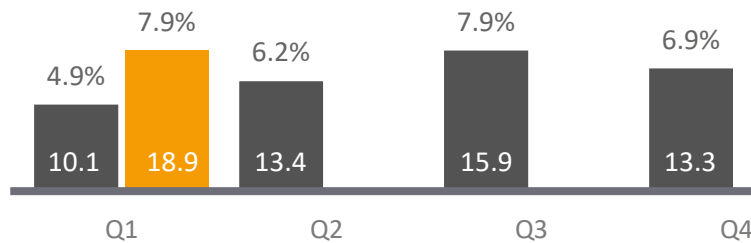


- Increase in adj. EBIT and adj. EBIT margin was supported by prior price increases partially compensating higher steel, logistics and energy costs as well as internal efficiency improvements
- Product mix and higher aftermarket share also had a positive impact

Adj. EBIT by Quarter

(in EUR mn and % of sales)

■ 2022
■ 2023

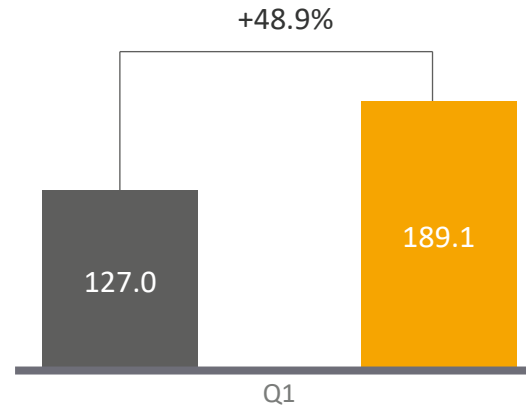


Americas: Strong growth due to unchanged high customer demand and Haldex consolidation

Sales

(in EUR mn)

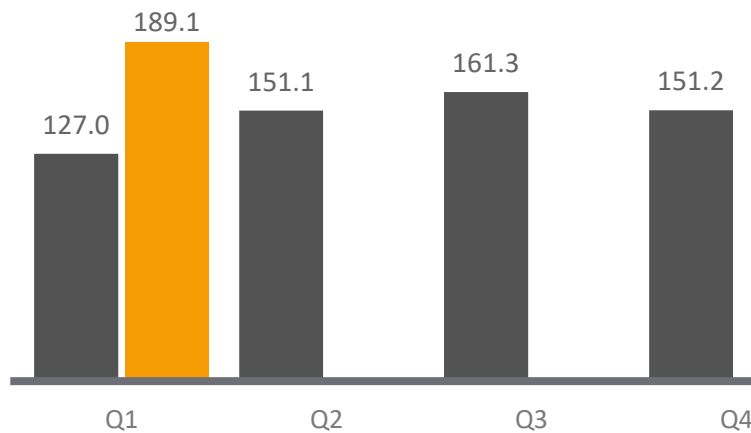
■ 2022
■ 2023



Sales by Quarter

(in EUR mn)

■ 2022
■ 2023



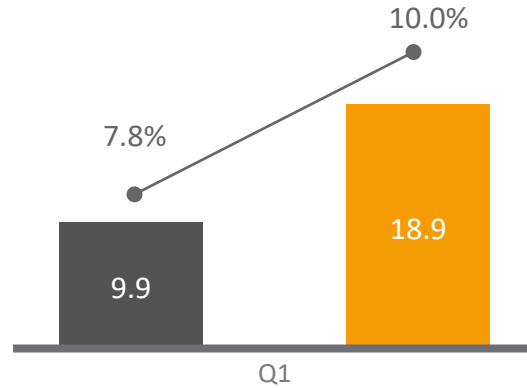
- The Americas region saw a growth of 48.9% as Haldex generates c. 50% of sales in the Americas region
- On an organic basis, SAF-HOLLAND increased sales in the region by 17.4%
- Haldex contributed EUR 34.4 mn to sales in the Americas region
- Growth in the OE business was driven by continued solid demand and strong production figures for Class 8 trucks and trailers
- Due to its strong position, SAF-HOLLAND benefitted from the trend towards disc brake axle systems

Americas: Operating leverage and efficiency enhancements support strong margin improvement

Adj. EBIT

(in EUR mn and % of sales)

■ 2022
■ 2023

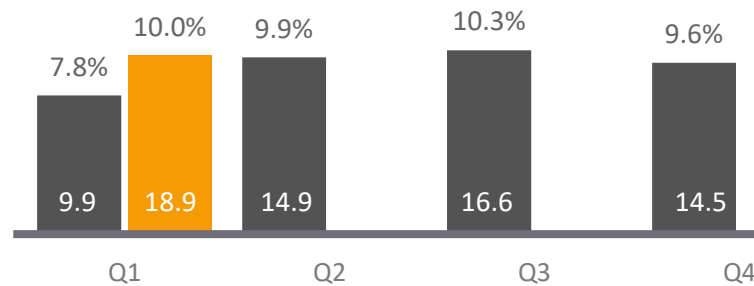


- The Americas region nearly doubled its adjusted EBIT in the first quarter
- Strong improvement in earnings was primarily the result of the operating leverage due to strong sales growth
- Successfully implemented efficiency enhancements and savings in the overhead area are showing the expected benefits

Adj. EBIT by Quarter

(in EUR mn and % of sales)

■ 2022
■ 2023

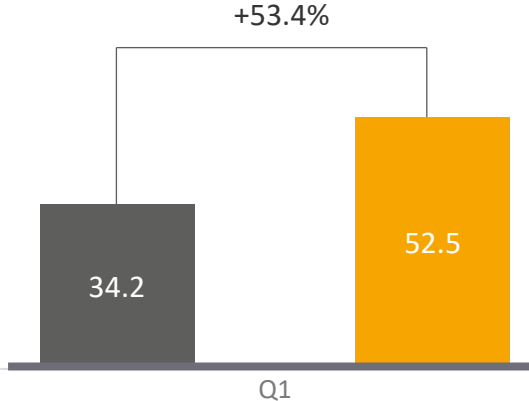


APAC: Strong growth driven by demand in India, Australia and Southeast Asia

Sales

(in EUR mn)

■ 2022
■ 2023

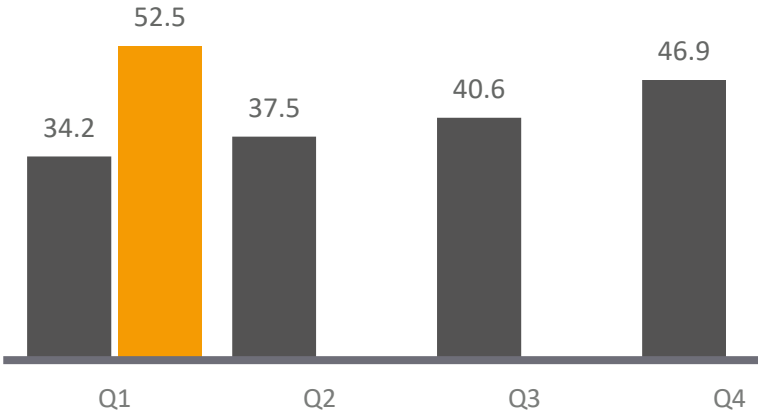


- Strong growth in the APAC region was again driven by the strong development in India due to India’s ongoing government infrastructure measures and the expansion of its transport sector
- Customer demand also remained solid in the specialty market of Australia and Southeast Asia
- In APAC Haldex contributed EUR 5.5 mn in sales
- China business grew export-related as well as in new local OEM-business

Sales by Quarter

(in EUR mn)

■ 2022
■ 2023

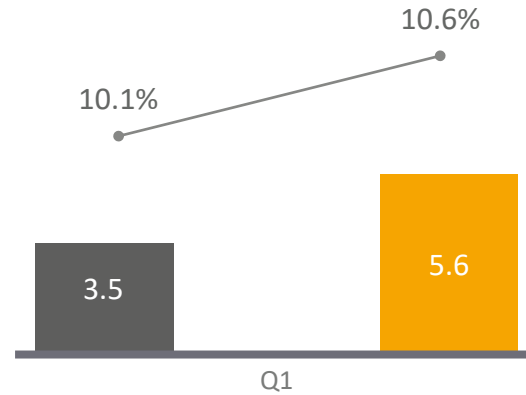


APAC: Profitability improvement driven by higher sales volumes and improved operating performance in China

Adj. EBIT

(in EUR mn and % of sales)

■ 2022
■ 2023

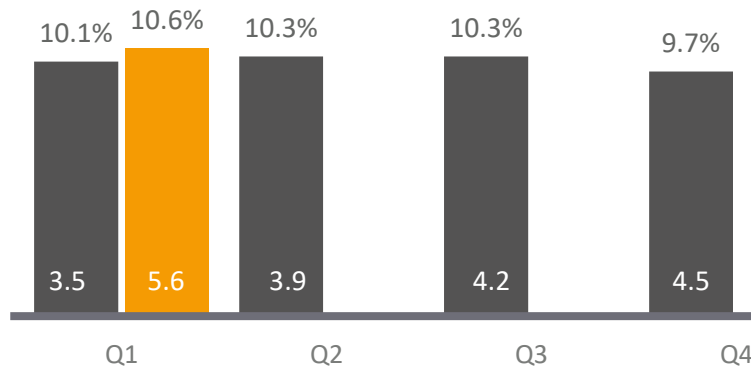


- Economies of scale from the higher business volume in India and a favorable product mix were supportive
- New highly profitable business in the mining sector in Southeast Asia
- Improvement in the operating performance in China also contributed to the earnings improvement

Adj. EBIT by Quarter

(in EUR mn and % of sales)

■ 2022
■ 2023

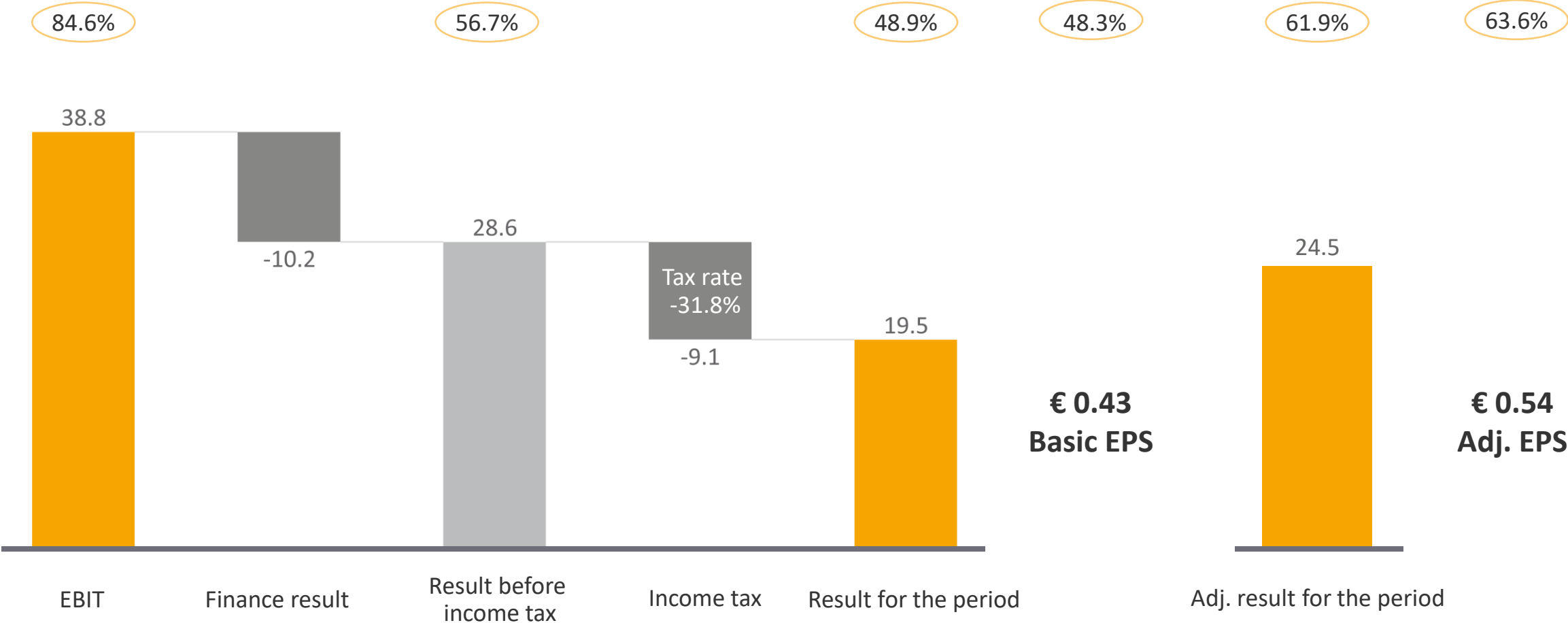


Group: Reconciliation EBIT to adjusted EBIT

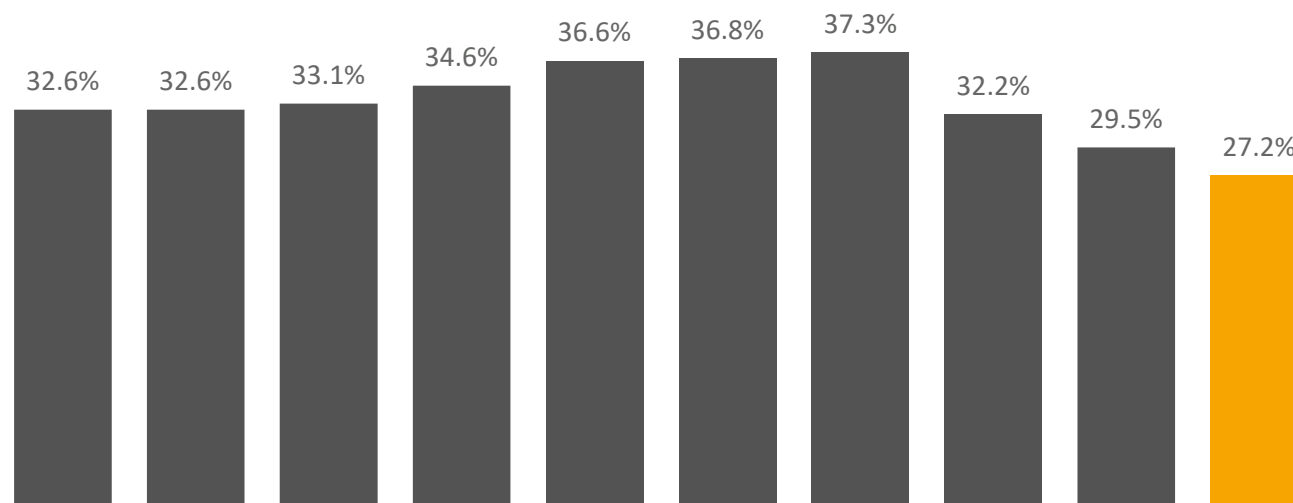
in EUR thousands	Q1 2023	Q1 2022	Change absolute	Change in %
EBIT	38,832	21,039	17,793	84.6%
EBIT margin in %	8.1%	5.7%	–	–
Additional depreciation and amortization of property, plant and equipment and intangible assets from PPA	2,328	2,289	39	1.7%
Restructuring and transactions costs	2,200	157	2,043	–
Adjusted EBIT	43,360	23,485	19,875	84.6%
Adjusted EBIT margin in %	9.0%	6.4%	–	–

Q1 2023 Earnings per share developed nicely

(EUR mn and y-o-y change in %)



Equity ratio down due to balance sheet expansion driven by Haldex acquisition

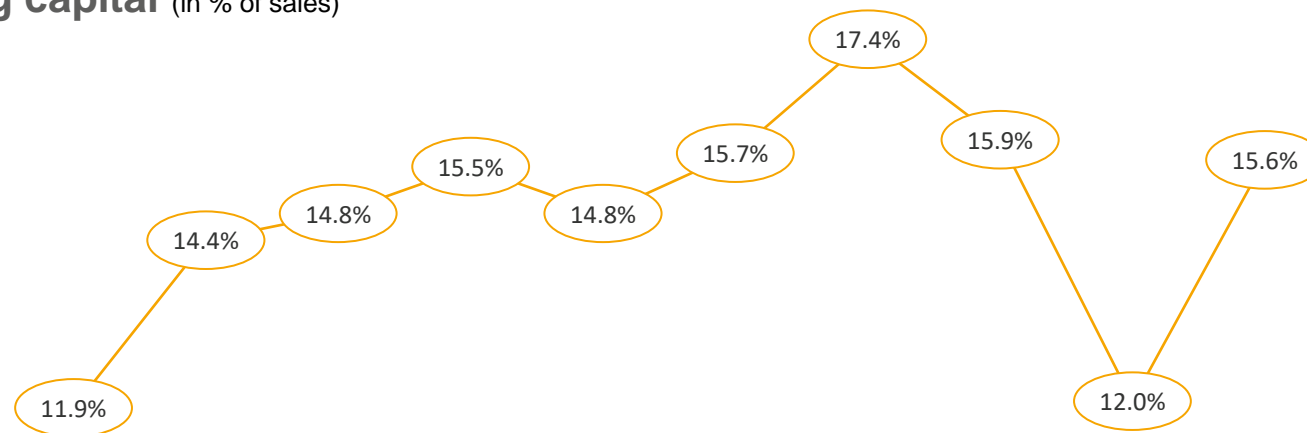


- Compared to 31 Dec. 2022, equity as of 31 Mar. 2023 improved by EUR 8.4 mn
- Negative currency effects had an impact of EUR 11.2 mn
- The expansion in total assets resulting from the first-time inclusion of Haldex however caused the equity ratio to decline to 27.2%, from 29.5% as at 31 Dec. 2022

EUR mn	Dec 2020	Mar 2021	Jun 2021	Sep 2021	Dec 2021	Mar 2022	Jun 2022	Sep 2022	Dec 2022	Mar 2023
Equity	300.5	325.2	334.8	353.7	371.1	390.5	431.1	468.5	441.4	449.8
Balance Sheet total	920.5	998.6	1,010.4	1,022.9	1,014.3	1,060.4	1,156.4	1,456.9	1,498.4	1,650.7

Net working capital ratio up due to seasonality and Haldex consolidation

Net working capital (in % of sales)

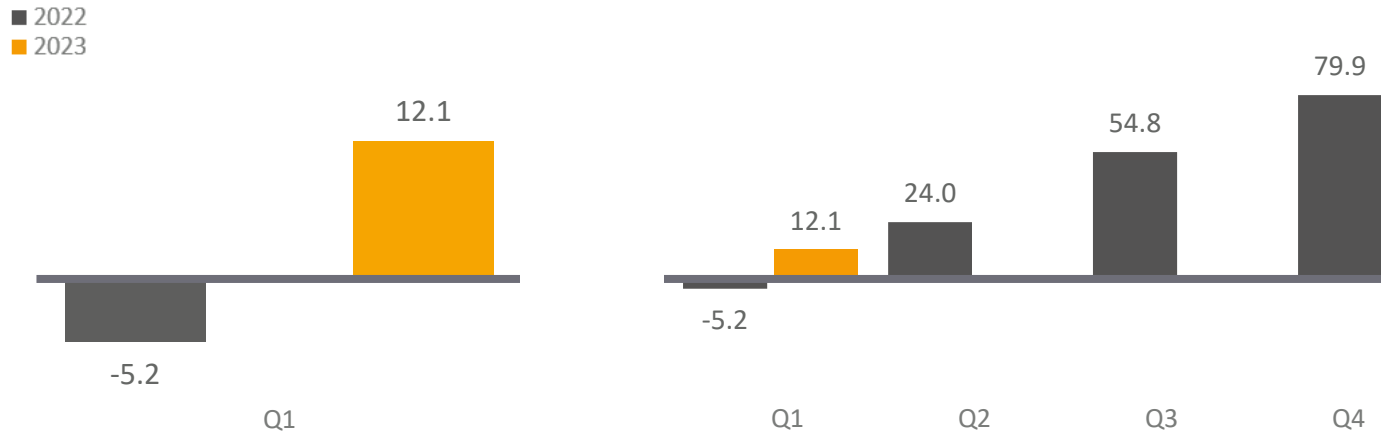


EUR mn	Dec 2020	Mar 2021	Jun 2021	Sep 2021	Dec 2021	Mar 2022	Jun 2022	Sep 2022	Dec 2022	Mar 2023
Inventories	126.4	155.8	176.0	195.3	194.0	211.9	237.0	237.9	202.2	308.4
Trade receivables	95.3	130.0	148.9	147.2	136.3	176.1	184.6	187.0	144.7	283.0
Trade payables	-107.2	-147.4	-163.4	-160.6	-145.8	-179.3	-176.2	-187.3	-159.0	-262.2
NWC	114.6	138.4	161.5	181.9	184.4	208.7	245.5	237.6	188.0	329.2
Sales (LTM)	959.5	961.7	1,091.4	1,175.6	1,246.6	1,330.7	1,411.7	1,497.5	1,565.1	2,112.8

- NWC ratio of SAF-HOLLAND on a stand-alone basis was 12.4%, showing only a slight increase against the 31 Dec. 2022 value of 12.0%
- Typical seasonality with Q1 usually showing an increase in NWC
- NWC increased due to the consolidation of Haldex, which has a significantly higher NWC-ratio around the 20%-mark
- For better comparability, NWC of sales calculation takes into account Haldex's contribution to sales on a pro forma basis for the last twelve months, as Haldex's contribution to NWC is also fully included

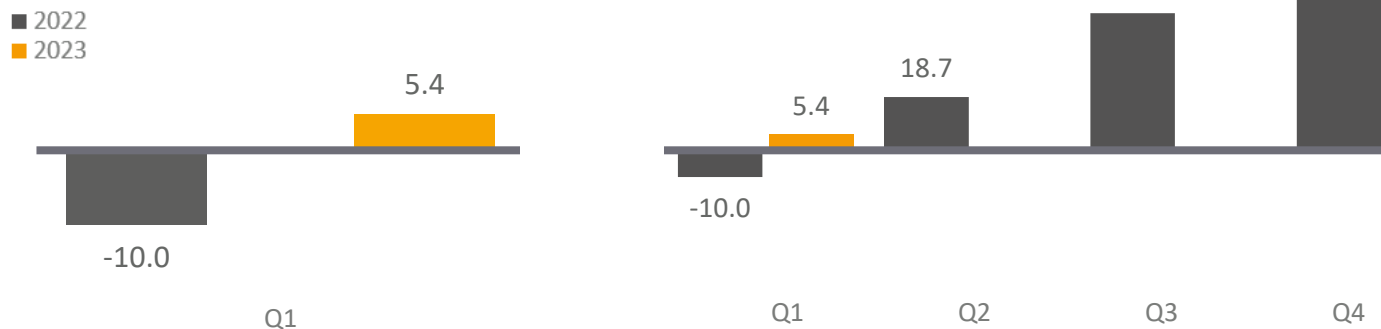
Strong start to the year with both positive operating and net free cash flow

Net cash flow from operating activities (EUR mn)



- The sharp increase was driven above all by the development of cash flow before changes in net working capital, which rose to EUR 42.2 mn (Q1 2022: EUR 26.1 mn)
- The increase was mainly due to higher earnings before taxes, while the higher finance expenses resulting from the Haldex financing and higher depreciation and amortization did not affect the calculation of operating cash flow

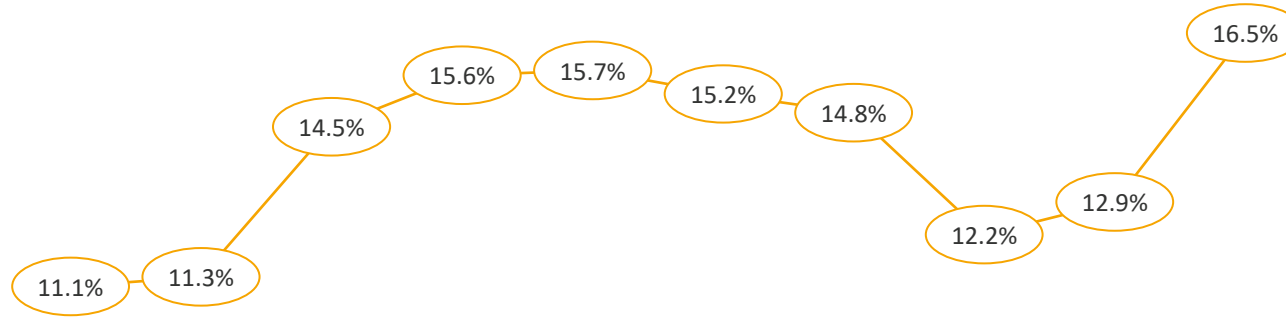
Net free cash flow from operating activities* (EUR)



- Payments for investments in property, plant and equipment and intangible assets increased to EUR 7.3 mn from EUR 5.3 mn in Q1 2022 in preparation for planned future growth
- The sale of property, plant and equipment generated a cash inflow to SAF-HOLLAND of EUR 0.6 mn against EUR 0.5 mn in Q1 2022

Strong ROCE improvement driven by lower financial liabilities and strong operating performance

Return on capital employed (in %)

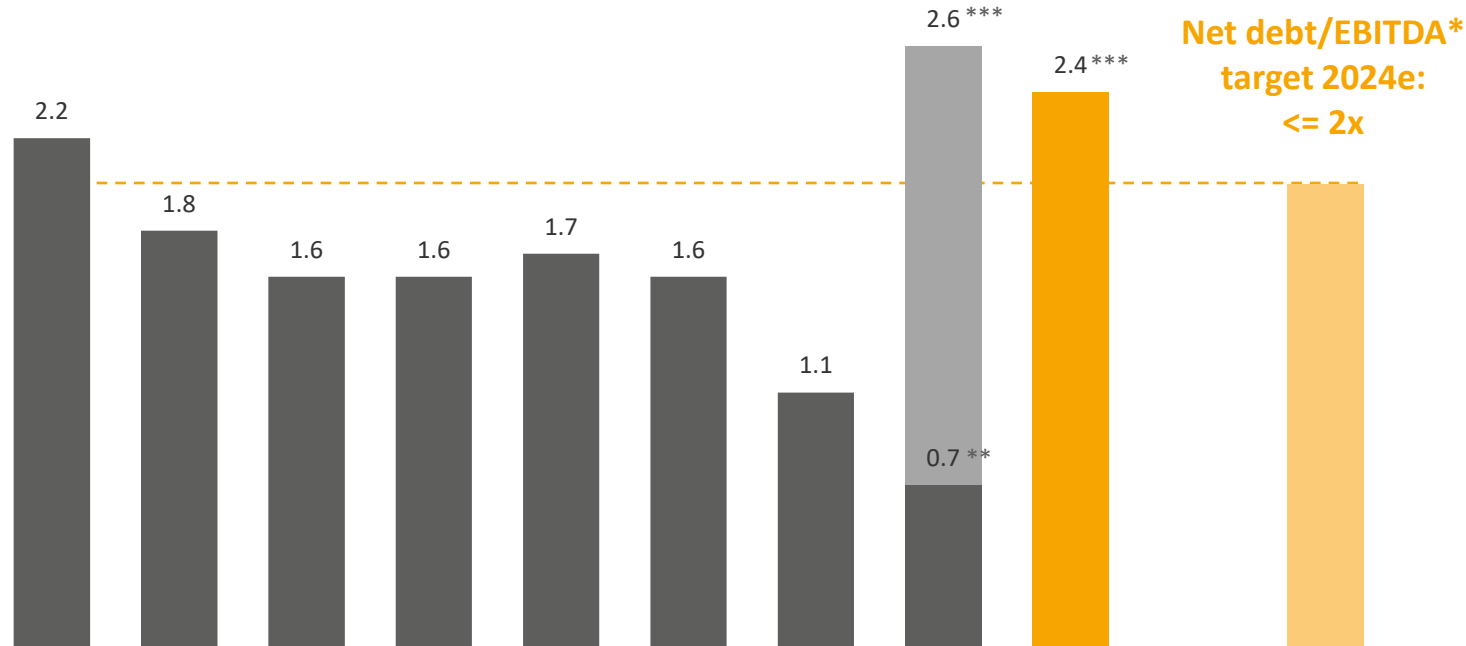


EUR mn	Dec 2020	Mar 2021	Jun 2021	Sep 2021	Dec 2021	Mar 2022	Jun 2022	Sep 2022	Dec 2022	Mar 2023
Equity	300.5	325.2	334.8	353.7	371.1	390.5	431.1	468.5	441.4	449.8
Financial liabilities	324.1	332.4	323.7	318.5	322.2	318.9	369.9	614.5	715.7	663.3
Lease liabilities	43.6	42.7	41.6	41.7	41.1	40.4	40.9	39.9	38.4	62.7
Pension provisions	31.4	32.2	32.2	32.7	22.3	22.5	16.8	16.9	15.3	43.1
Cash/cash equivalents	-171.0	-179.5	-164.9	-159.5	-165.2	-148.9	-173.0	-206.2	-243.5	-218.0
Capital employed	528.6	553.0	567.4	587.1	591.4	623.4	685.7	933.7	967.3	1,000.9
Adjusted EBIT (LTM)	58.8	62.3	82.1	91.5	93.1	94.7	101.8	114.1	124.6	165.0

- Q1 2023 ROCE was 16.5%, significantly up due to lower financial liabilities and increased adjusted EBIT (LTM)
- Increased adjusted EBIT was driven by inclusion of Haldex on a pro-forma basis as well as SAF-HOLLAND's strong operating performance on a stand-alone basis
- Target for 2027, including Haldex, is a ROCE of $\geq 15\%$
- For better comparability, the calculation includes Haldex's contribution to adjusted EBIT on a pro forma basis for the last twelve months, as Haldex's contribution to capital employed is also fully included

Net debt/EBITDA: Target for 2024 remains in place: 2x or lower

Net debt/EBITDA

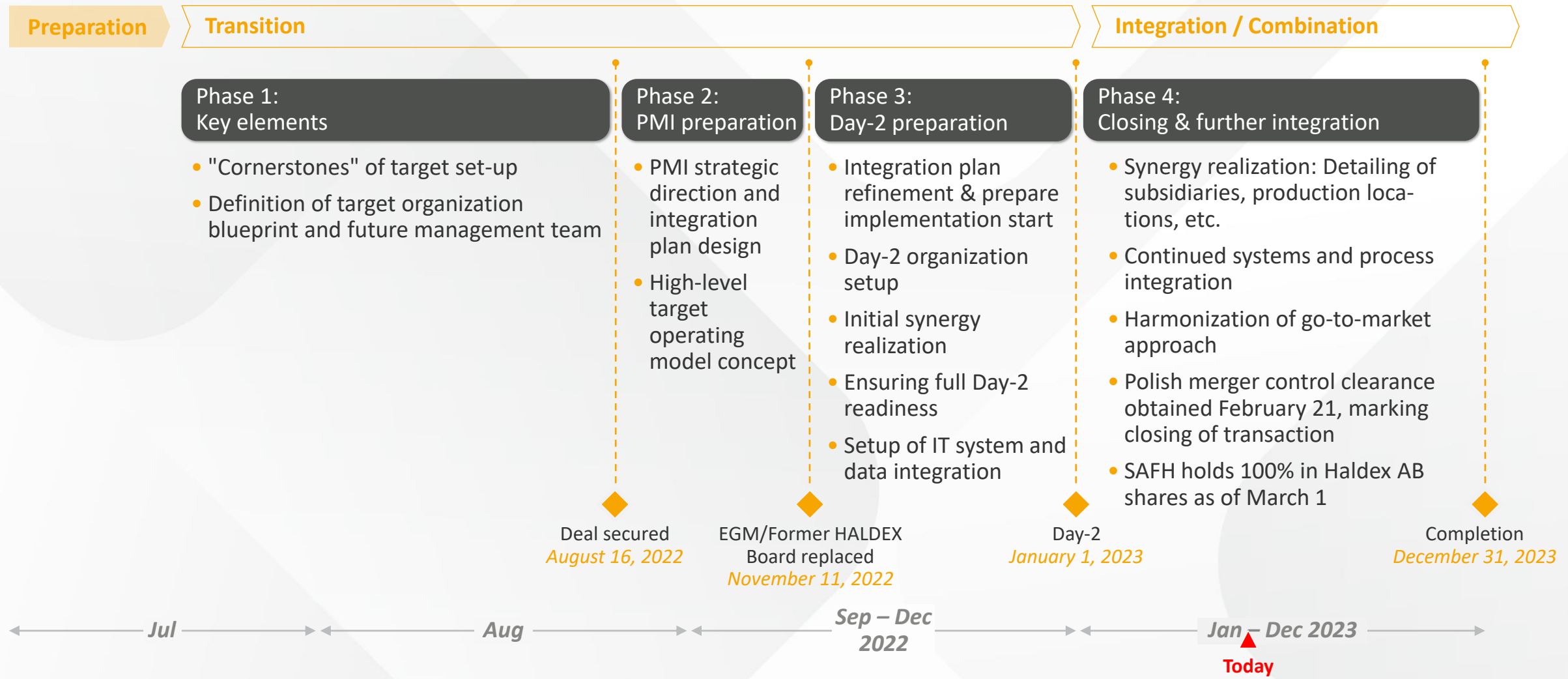


- Including pro-forma EBITDA contribution of Haldex and related debt, net debt/EBITDA ratio amounted to 2.4x, down from the 31 Dec. 2022 value of 2.6x
- 31. Dec 2022 net debt/EBITDA ratio of 0.7x did not include additional debt due to the acquisition of Haldex
- Significant deleveraging in Q3 2022 and Q4 2022 was the result of the strong operating free cash flow, which in turn was due to improved working capital management
- The target for 2024 is a net debt to EBITDA ratio of 2x or lower

EUR mn	Mar 2021	Jun 2021	Sep 2021	Dec 2021	Mar 2022	Jun 2022	Sep 2022	Dec 2022	Mar 2023
Net debt	195.6	200.4	200.7	198.0	210.3	206.4	158.8	108.4	508.1
EBITDA*	87.0	114.3	125.9	125.0	126.4	131.6	140.0	151.5	214.1

Update Haldex Integration

Integration of HALDEX continues as PATA consent allows for closing of transaction and inclusion into the scope of consolidation of SAF-HOLLAND Group



Status of Haldex integration: Most milestones passed

Closing

Transaction finally closed with the approval of the Polish antitrust authority (PATA) on **February 21, 2023**

Squeeze-out

Squeeze-out legally completed as SAF-HOLLAND is holding 100% of Haldex AB shares since **March 1, 2023**

Haldex 2022 annual report

In its 2022 stand-alone IFRS financial statements (published end of May 2023), Haldex accounting and reporting principles were aligned with those of SAF-HOLLAND

First-time consolidation

Haldex was included in SAF-HOLLAND's Q1 2023 consolidated financial statements published on **May 26, 2023** (with effect of the closing date of Feb. 21, 2023)

2023 outlook

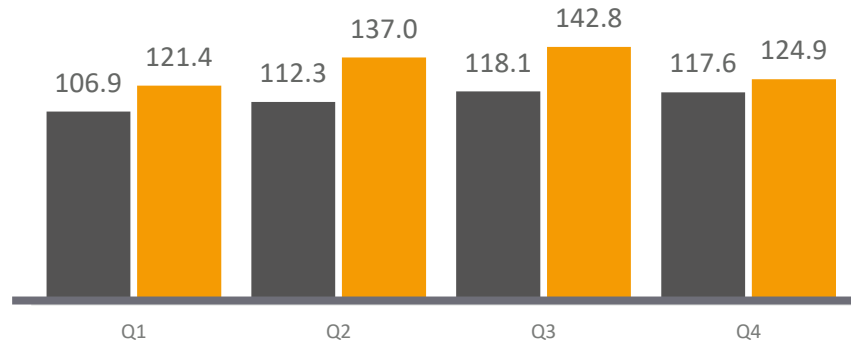
SAF-HOLLAND's 2023 outlook includes Haldex **as of the closing date Feb. 21, 2023**;
In addition, SAF-HOLLAND guides a **pro-forma view** (Haldex included for the full 12-month period)

HalDEX sales trend 2022 (based upon preliminary figures)

Sales by quarter

(In EUR million)

■ 2022
■ 2023

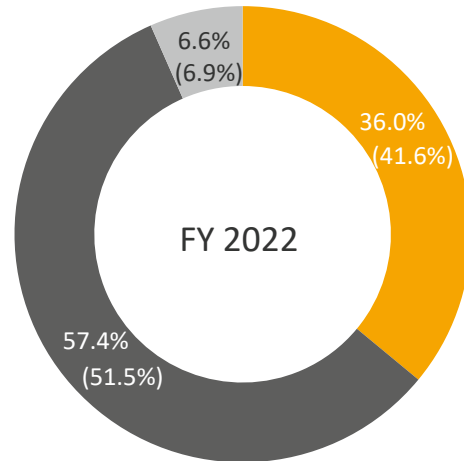


- Sales according to preliminary figures amounted to EUR 526.1 mn (PY EUR 454.9 mn), up 15.7% on the prior year
- Overall sales growth in FY 2022 of 20.9 % in SEK
- FY sales driven by strong Trailer OE (+10.5% currency adjusted) and AM business (+8.9% currency adjusted)
- Q4 2022 sales up 6.2% in EUR (+13.9% in SEK), impacted by reluctant restocking of AM customers and slow year-end in EMEA and Americas
- APAC saw strong recovery in Q4
- Internal sale to SAFH amounted to approx. EUR 50 mn

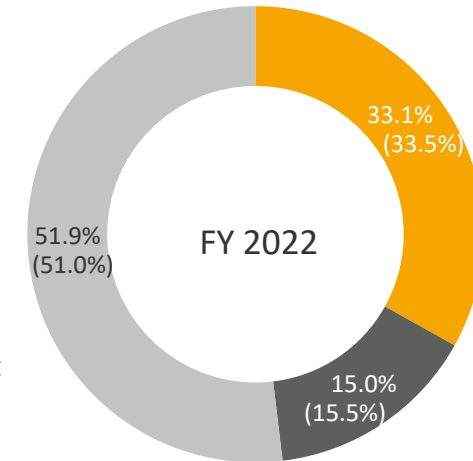
Sales development

(By region, by customer category)

■ EMEA
■ Americas
■ APAC



■ Trailer OE
■ Truck OE
■ Aftermarket



Impacts of accounting and valuation roll-out solely effecting Haldex FY 2022 results

in EUR mn	Haldex 2022	SAF-HOLLAND Group 2023
Impairments on capitalized development cost	Total effect ~ 21	-
Value adjustments on inventories		-
Tooling and other		-
Total	6% - 8% of purchase price	-
Goodwill		+ 30 – 70
PPA amortization		~ -11 per annum
Inventory step-up		~ -5

- First-time consolidation of Haldex took place February 21, 2023, due to delayed approval of the Polish antitrust authority
- SAF-HOLLAND rolled out its group accounting and valuation principles to Haldex and aligned its group accounting and reporting principles to those of the SAF-HOLLAND Group
- Total effect on consolidated financial statements of Haldex AB were approximately EUR 21mn in FY 2022 solely visible in Haldex AB FY 2022 consolidated financial statements
- Based on current assessments, the purchase price allocation for Haldex is expected to result in increased goodwill around the upper end of EUR 30 to 70 mn and additional PPA amortization of approx. EUR 11 mn per annum
- Step-up in inventories is expected to be EUR 5 mn in FY 2023

Outlook

Europe and North America facing consolidation, strong growth in India and China

	Trailer	Trucks
EMEA	-5%	-1%
North America	-3%	-1%
Brazil	-10%	-15%
China	+15%	+15%
India	+17%	+14%

Sources: Market data for trucks and trailers based on ACT Research (April 2023), CLEAR international (November 2022), IHS (January 2023), ANFAVEA, SIAM

- **EMEA**

- Due to the difficult overall economic environment and persistent uncertainties surrounding the Ukraine conflict, the European trailer market, measured in terms of production in 2023, is expected to decline slightly
- Truck business expected to contract slightly, albeit from a high level

- **North America**

- Trailer market expected to decline slightly
- After a strong start to the year, truck market is expected to gradually weaken over the remainder of 2023

- **Brazil**

- For South America's most important commercial vehicle market, both trailer and truck markets are expected to decline in 2023

- **China**

- Following previous year's sharp downturn in the truck and trailer markets, there are signs of a recovery in 2023, with both trailer and truck markets expected to grow by 15%

- **India**

- Supported by the continued strong investment of India's government in infrastructure expansion, trailer production is expected to increase by 17% and truck production by 14%

Outlook FY 2023 – Sales expectations now tending around the upper end of the range

	IFRS (incl. Haldex as of Feb. 21)	Pro-forma (incl. Haldex as of Jan. 1)
Sales	EUR 1,800 - 1,950 mn	EUR 1,850 - 2,000 mn
Adjusted EBIT margin	7.5% to 8.5%	7.5% to 8.5%
Capex ratio	Up to 3%	Up to 3%

Comments on IFRS outlook FY 2023

- Based on current estimates, SAF-HOLLAND is assuming group sales for FY 2023 tending around the upper end of the previously planned sales range of EUR 1,800 mn to EUR 1,950 mn, assuming stable exchange rates and the sales contribution of Haldex as of February 21, 2023
- SAF-HOLLAND continues to expect an adjusted EBIT margin, including Haldex, in the range of 7.5% to 8.5%
- For FY 2023, including Haldex, the Group plans expenditures for investments of up to 3% of Group sales, with a focus on expanding production capacities in Mexico, Brazil and India
- In the EMEA region, the Group is significantly expanding capacity for the production of disc brake axle systems and for the new generation of EBS systems. In addition, further investments are planned in automation projects and process efficiency improvements in production, particularly in the core markets in Germany and North America

Financial calendar & IR contact

Issuer & contact

SAF-HOLLAND SE
Hauptstrasse 26
63856 Bessenbach

Fabian Giese

Interim Head of Investor Relations, Corporate & ESG Communications

Tel: +49 6095 301 – 904

Alexander Pöschl

Senior Manager Investor Relations, Corporate & ESG Communications

Tel: +49 6095 301 – 117

Email: ir@safholland.de

Additional information

ISIN	DE000SAFH001
WKN	SAFH00
Listing	Frankfurt Stock Exchange Prime Standard

Financial calendar 2023

August 10, 2023	Publication of the Half-Year Financial Report 2023
November 09, 2023	Publication of the Quarterly Statement Q3 2023



Disclaimer

This presentation has been prepared by SAF-HOLLAND SE ("SAF-HOLLAND") and comprises written materials concerning SAF-HOLLAND and Haldex AB ("Haldex"). It contains summary information only and does not purport to be comprehensive and is not intended to be (and should not be used as) the sole basis of any analysis or other evaluation of SAF-HOLLAND, Haldex or its business. No representation or warranty, express or implied, is made as to, and no reliance should be placed on, the fairness, accuracy, completeness or correctness of any information, including projections, estimates, targets and opinions, contained herein, and no liability whatsoever is accepted as to any errors, omissions or misstatements contained herein, and, accordingly, neither SAF-HOLLAND nor any of the members of its management board or any of its officers, employees or advisors nor any other person shall have any responsibility or liability whatsoever (for negligence or otherwise) arising, directly or indirectly, from the use of this presentation, or its contents or otherwise in connection with this presentation.

This presentation contains certain statements related to our future business and financial performance and future events or developments involving SAF-HOLLAND, Haldex and/or the industry in which SAF-HOLLAND and Haldex operate that may constitute forward-looking statements. These statements may be identified by words such as "believes," "expects," "predicts," "intends," "projects," "plans," "estimates," "aims," "foresees," "anticipates," "targets," and similar expressions. Forward-looking statements are not historical facts, but solely opinions, views and forecasts which are based on current expectations and certain assumptions of SAF-HOLLAND's management or cited from third party sources which are uncertain and subject to risks. Actual events may differ significantly from the anticipated developments due to a number of factors, including without limitation, changes in general economic conditions, changes affecting the fair values of the assets held by SAF-HOLLAND and its subsidiaries, changes affecting interest rate levels, changes in competition levels, changes in laws and regulations, environmental damages, the potential impact of legal proceedings and actions and the SAF-HOLLAND Group's ability to achieve operational synergies from past or future acquisitions. Should any of these risks or uncertainties materialise or should underlying expectations not occur or assumptions prove to be incorrect, actual results, performance or achievements of SAF-HOLLAND may (negatively or positively) vary materially from those described, explicitly or implicitly, in the relevant forward-looking statement.

The information contained in this presentation, including any forward-looking statements expressed herein, speaks only as of the date hereof and reflects current legislation and the current business and financial affairs of the SAF-HOLLAND which are subject to change and audit. Neither the delivery of this presentation nor any further discussions of SAF-HOLLAND with any of the recipients thereof shall, under any circumstances, create any implication that there has been no change in the affairs of SAF-HOLLAND since such date. Consequently, SAF-HOLLAND neither accepts any responsibility for the future accuracy of the information contained in this presentation, including any forward-looking statements expressed herein, nor assumes any obligation, to update or revise this information to reflect subsequent events or developments which differ from those anticipated.

This presentation is not directed to, or intended for distribution to or use by, any person or entity that is a citizen or resident or located in any state, country or other jurisdiction where such distribution, publication, availability or use would be contrary to law or regulation or which would require any registration or licensing within such jurisdiction. This presentation is for information purposes only and does neither constitute an offer to sell securities, nor any recommendation of, or solicitation of an offer to buy, any securities of SAF-HOLLAND or Haldex in the United States, Germany or any other jurisdiction. In the United States, any securities may not be offered or sold absent registration or an exemption from registration under the U.S. Securities Act of 1933.

The information contained in this document has not been subject to any independent audit or review. Information derived from unaudited financial information should be read in conjunction with the relevant audited financial statements, including the notes thereto. Certain financial data included in the document consists of "non-IFRS financial measures". These non-IFRS financial measures may not be comparable to similarly titled measures presented by other companies, nor should they be construed as an alternative to other financial measures determined in accordance with IFRS. You are cautioned not to place undue reliance on any non-IFRS financial measures and ratios included herein.