Index

UNITED STATES
SECURITIES AND EXCHANGE COMMISSION
Washington, D.C. 20549

FORM 10-Q

(Mark One)

☒ **QUARTERLY REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES EXCHANGE ACT OF 1934**

For the quarterly period ended September 30, 2025

or

☐ **TRANSITION REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES EXCHANGE ACT OF 1934**

For the transition period from to .

Commission File Number: 001-42663

Aebi Schmidt Holding AG

(Exact name of registrant as specified in its charter)

Switzerland	**3531**	**Not Applicable**
(State or other jurisdiction of incorporation or organization)	(Primary Standard Industrial Classification Code Number)	(I.R.S. Employer Identification Number)

Schulstrasse 4
CH-8500 Frauenfeld, Switzerland
+41 44-308-5800
(Address, including zip code, and telephone number, including area code, of registrant's principal executive offices)

ASH North America, Inc.
201 MB Lane
Chilton, WI 53014
+1 800-558-5800
(Name, address, including zip code, and telephone number, including area code, of agent for service)

Securities registered pursuant to Section 12(b) of the Act:

Title of each class	Trading Symbol(s):	Name of each exchange on which registered
Common Stock	AEBI	The NASDAQ Stock Market LLC

Indicate by check mark whether the registrant (1) has filed all reports required to be filed by Section 13 or 15(d) of the Securities Exchange Act of 1934 during the preceding 12 months (or for such shorter period that the registrant was required to file such reports), and (2) has been subject to such filing requirements for the past 90 days. ☒ Yes ☐ No

Indicate by check mark whether the registrant has submitted electronically every Interactive Data File required to be submitted pursuant to Rule 405 of Regulation S-T (§232.405 of this chapter) during the preceding 12 months (or for such shorter period that the registrant was required to submit such files). ☒ Yes ☐ No

Indicate by check mark whether the registrant is a large accelerated filer, an accelerated filer, a non-accelerated filer, a smaller reporting company, or an emerging growth company. See the definitions of "large accelerated filer," "accelerated filer," "smaller reporting company," and "emerging growth company" in Rule 12b-2 of the Exchange Act.

Large accelerated filer	☐	Accelerated filer	☐
Non-accelerated filer	☒	Smaller reporting company	☐
		Emerging growth company	☒

If an emerging growth company, indicate by check mark if the registrant has elected not to use the extended transition period for complying with any new or revised financial accounting standards provided pursuant to Section 13(a) of the Exchange Act. ☒

Indicate by check mark whether the registrant is a shell company (as defined in Rule 12b-2 of the Exchange Act). ☐ Yes ☒ No

Indicate the number of shares outstanding of each of the issuer's classes of common stock, as of the latest practicable date.

Class	Outstanding as of November 10, 2025
Common Stock	77,341,785 shares

FORWARD-LOOKING STATEMENTS

This Quarterly Report on Form 10-Q contains some statements that are not historical facts. These statements are called "forward-looking statements" within the meaning of Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Exchange Act of 1934, as amended. These statements involve important known and unknown risks, uncertainties and other factors and generally can be identified by phrases using "estimate," "anticipate," "believe," "project," "expect," "intend," "predict," "potential," "future," "may," "will," "should" or similar expressions or words. Aebi Schmidt Holding AG ("Aebi Schmidt," the "Company," "we," "us" or "our") future results, performance or achievements may differ materially from the results, performance or achievements discussed in the forward-looking statements. These statements are not guarantees of future performance and involve certain risks, uncertainties and assumptions ("Risk Factors") that are difficult to predict with regard to timing, extent, likelihood and degree of occurrence. Therefore, actual results and outcomes may materially differ from what may be expressed or forecasted in such forward-looking statements.

Risk Factors that might cause future results to differ materially from those projected in the forward-looking statements include, but are not limited to, those described below in the section titled "*Risk Factors*" in Part II, Item 1A of this Quarterly Report, as well as risk factors that we have discussed in previous public reports and other documents filed with the Securities and Exchange Commission (the "SEC"), including without limitation those included in the sections entitled "*Risk Factors*" and "*Cautionary Statement Regarding Forward-Looking Statements"* in the proxy statement/prospectus (the "Proxy Statement/Prospectus") which forms a part of our registration statement on Form S-4 (Registration No. 333-286373) filed with the SEC on April 4, 2025, as subsequently amended (the "Registration Statement"). Such Risk Factors includes the primary risks our management believes could materially affect the potential results described by forward-looking statements contained in this Quarterly Report. However, these risks may not be the only risks we face. Our business, operations and financial performance could also be affected by additional factors that are not presently known to us or that we currently consider to be immaterial to our operations. In addition, new Risk Factors may emerge from time to time that may cause actual results to differ materially from those contained in any forward-looking statements. Given these risks and uncertainties, although we believe that the forward-looking statements contained in this Quarterly Report are reasonable, we cannot provide you with any guarantee that the results described in those forward-looking statements will be achieved. All forward-looking statements in this Quarterly Report are expressly qualified in their entirety by the cautionary statements contained in this section and "*Risk Factors Summary*" and the "*Risk Factors*" section in this Quarterly Report, and investors should not place undue reliance on forward-looking statements as a prediction of actual results. The Company undertakes no obligation to update or revise any forward-looking statements to reflect developments or information obtained after the date this Quarterly Report is filed with the SEC, except as required by applicable law.

RISK FACTORS SUMMARY

Investing in our securities involves a high degree of risk. The following is a summary of the principal factors that make an investment in our securities speculative or risky, all of which are further described below in the section titled "*Risk Factors*" in Part II, Item 1A of this Quarterly Report. This summary should be read in conjunction with the "Risk Factors" section and should not be relied upon as an exhaustive summary of the material risks facing our business. In addition to the following summary, you should consider the information set forth in the "Risk Factors" section and the other information contained in this Quarterly Report before investing in our securities. Term used but not defined in this Risk Factors Summary have the meanings given to them further below in this Quarterly Report.

Risks Relating to Our Company and Business

- Changes in U.S. trade policy, including the imposition of tariffs and the resulting consequences, may have a material adverse impact on our business and results of operations.
- A disruption, termination or alteration of the supply of critical components from third-party suppliers could materially adversely affect the sales of our products.
- Increases in the price of commodities would impact the cost or price of our products, which may impact our ability to sustain and grow earnings.
- The unavailability, reduction, elimination or adverse application of government funding could have an adverse effect on our business, prospects, financial condition and operating results.
- The integration of businesses or assets we have acquired or may acquire in the future involves challenges that could disrupt our business and harm our financial condition.
- We may be unsuccessful in implementing our growth strategy.

- We may discover defects in our vehicles, potentially resulting in delaying new model launches, recall campaigns, increased warranty costs, liability or other costs.
- Increases in the cost of labor, deterioration in employee relations, union organizing activity and work stoppages at our facilities could have a negative effect on our business.
- Our ability to execute our strategy is dependent upon our ability to attract, retain, and develop qualified personnel, including our ability to execute proper succession plans for senior management and key employees.
- Risks associated with international sales and contracts could have a negative effect on our business.
- Our EVs rely on software and hardware that is highly technical, and if these systems contain errors, bugs, vulnerabilities, or design defects, or if we are unsuccessful in addressing or mitigating technical limitations in our systems, our EV business could be adversely affected.
- Our businesses are cyclical, and this can lead to fluctuations in our operating results.
- Fuel shortages, or higher prices for fuel, could have a negative effect on sales.
- Emerging issues related to the development and use of artificial intelligence could give rise to legal or regulatory action, damage our reputation or otherwise materially harm our business.
- Fluctuations in foreign currency exchange rates have adversely affected and could continue to adversely affect our operating results.
- Weather conditions, including conditions exacerbated by global climate change, present chronic and acute physical risks, and have previously impacted, and may continue to impact, demand for some of our products and/or cause disruptions in our operations.
- Our business is subject to risks arising from our indebtedness, contingent obligations, liquidity and financial position.
- Expectations relating to environmental, social and governance considerations expose us to potential liabilities, increased costs, reputational harm and other adverse effects on our business.

Risks Relating to Tax Matters

- The IRS may assert that Aebi Schmidt is a "domestic corporation" or a "surrogate foreign corporation" for U.S. federal income tax purposes.
- If Aebi Schmidt is a passive foreign investment company, U.S. holders of shares of our Common Stock could be subject to adverse U.S. federal income tax consequences.
- If a U.S. investor is treated for U.S. federal income tax purposes as owning directly or indirectly at least 10% of our Common Stock, such U.S. investor may be subject to adverse U.S. federal income tax consequences.
- Dividends on shares of our capital stock may subject U.S. shareholders to Swiss withholding tax.

Risks Relating to the Recent Acquisition of Shyft

- Our future results may be adversely impacted if we do not effectively manage our expanded operations.
- We have identified material weaknesses in our internal control over financial reporting and may identify additional material weaknesses in the future or fail to maintain an effective system of internal control over financial reporting. If our remediation of the material weaknesses is not effective, or we fails to develop and maintain effective internal control over financial reporting, our ability to produce timely and accurate financial statements or comply with applicable laws and regulations could be impaired, which could harm our business and negatively impact the value of our Common Stock.
- We will incur increased costs as a result of operating as a public company, and our management will be required to devote substantial time to compliance with our public company responsibilities and corporate governance practices.
- The New Credit Facilities Agreement contains, and agreements governing future indebtedness may contain, restrictive covenants that may impair our ability to access sufficient capital and operate our business.

Risks Relating to our Common Stock

- Our Common Stock has only a short history of trading and the market price and trading volume may be volatile.
- We are parties to the Relationship Agreements with PCS Holdings AG and Peter Spuhler, Gebuka AG and Barend Fruithof (the "Specified Stockholders"), which provide the Specified Stockholders with certain rights over company matters.
- Aebi Schmidt is a Swiss corporation, so shareholders may not have the same rights and protections generally afforded to shareholders of U.S. corporations.

- The PCS Parties control a significant number of shares of our Common Stock, providing them substantial influence over our business.
- Our shares are not listed in Switzerland, our home jurisdiction. As a result, shareholders may not benefit from certain provisions of Swiss law that are designed to protect shareholders in a public takeover offer or a change-of-control transaction.
- The Amended Articles designate the courts at the location of our registered seat as the exclusive forum for certain types of actions and proceedings that may be initiated by our shareholders.
- We cannot guarantee the timing, amount or payment of dividends on shares of our capital stock.
- Certain provisions of the Amended Articles and Swiss law may limit our flexibility to raise capital, issue dividends and otherwise manage ongoing capital needs.
- Holders of shares of our capital stock may not be able to exercise certain shareholder rights if they are not registered as shareholders of record on our Share Register.
- U.S. shareholders may not be able to obtain judgments or enforce civil liabilities against us or our executive officers or members of our Board.

INDEX

PART I—FINANCIAL INFORMATION

Item 1.	Financial Statements.	3
CONDENSED CONSOLIDATED BALANCE SHEETS (Unaudited)		3
CONDENSED CONSOLIDATED STATEMENTS OF OPERATIONS (Unaudited)		4
CONDENSED CONSOLIDATED STATEMENTS OF COMPREHENSIVE INCOME (Unaudited)		5
CONDENSED CONSOLIDATED STATEMENTS OF EQUITY (Unaudited)		6
CONDENSED CONSOLIDATED STATEMENTS OF CASH FLOWS (Unaudited)		7
NOTES TO CONDENSED CONSOLIDATED FINANCIAL STATEMENTS		9
NOTE 1 – NATURE OF OPERATIONS AND BASIS OF PRESENTATION		9
NOTE 2 – REVENUE		11
NOTE 3 – INVENTORIES		13
NOTE 4 – GOODWILL AND OTHER INTANGIBLE ASSETS		13
NOTE 5 – PROPERTY, PLANT AND EQUIPMENT		14
NOTE 6 – LEASES		15
NOTE 7 – INCOME TAXES		16
NOTE 8 – COMMITMENTS AND CONTINGENT LIABILITIES		16
NOTE 9 – DEFINED BENEFIT PENSION PLANS		17
NOTE 10 – DEBT		18
NOTE 11 – ACCUMULATED OTHER COMPREHENSIVE INCOME		20
NOTE 12 – STOCK BASED COMPENSATION AND EQUITY		20
NOTE 13 – EARNINGS PER SHARE		23
NOTE 14 – BUSINESS COMBINATION		23
NOTE 15 – SEGMENTS		26
NOTE 16 – SUBSEQUENT EVENTS		30
Item 2.	Management's Discussion and Analysis of Financial Condition and Results of Operations	31
Item 3.	Quantitative and Qualitative Disclosure About Market Risk	43
Item 4.	Controls and Procedures	44

PART II—OTHER INFORMATION

Item 1.	Legal Proceedings	46
Item 1A.	Risk Factors	46
Item 2.	Unregistered Sales of Equity Securities and Use of Proceeds	67
Item 5.	Other Information	68
Item 6.	Exhibits	68
Signatures		70

PART I – FINANCIAL INFORMATION

Item 1. Financial Statements.

AEBI SCHMIDT HOLDING AG AND SUBSIDIARIES
CONDENSED CONSOLIDATED BALANCE SHEETS (Unaudited)

(In thousands, except share data)

	September 30, 2025	December 31, 2024
Assets		
Current assets:		
Cash and cash equivalents	$ 125,971	$ 65,173
Accounts receivable, less allowance for credit losses of $1,167 and $580	297,322	173,957
Contract assets	82,632	24,145
Inventories	384,446	231,399
Prepaid expense and other current assets	29,855	23,487
Total current assets	920,226	518,161
Property, plant and equipment, net	172,949	68,647
Goodwill	415,149	221,189
Intangible assets, net	341,341	175,324
Deferred tax assets	7,699	5,693
Right of use assets operating leases	164,925	63,066
Other assets	53,071	36,044
TOTAL ASSETS	$ 2,075,360	$ 1,088,124
LIABILITIES AND EQUITY		
Current liabilities:		
Accounts payable	$ 230,307	$ 93,634
Accrued warranty	17,509	8,577
Accrued compensation and related taxes	36,386	23,204
Contract liabilities	23,330	20,044
Operating lease liabilities	19,345	9,241
Other current liabilities and accrued expenses	85,895	89,260
Current portion of long-term debt	25,063	23,259
Total current liabilities	437,835	267,219
Other non-current liabilities	19,368	8,053
Long-term operating lease liabilities	141,058	52,748
Long-term debt, less current portion	628,359	376,594
Deferred tax liabilities	36,445	18,335
Total liabilities	1,263,065	722,949
Commitments and contingent liabilities		
Equity:		
Common stock, $1.00 par value: 79,300,000 and 40,365,218 shares authorized as of September 30, 2025 and December 31, 2024, respectively; and 76,976,838 and 40,351,680 shares outstanding as of September 30, 2025 and December 31, 2024, respectively.	76,977	40,352
Additional paid-in capital	651,531	232,281
Treasury shares, at cost	(257)	(257)
Retained earnings	50,721	61,247
Accumulated other comprehensive income	33,277	31,469
Total Shareholders' equity	812,249	365,092
Non-controlling interest	46	83
Total equity	812,295	365,175
TOTAL LIABILITIES AND EQUITY	$ 2,075,360	$ 1,088,124

See accompanying Notes to Condensed Consolidated Financial Statements
(Reflects the retrospective application of the 1-for-7.5 forward stock split effective July 1, 2025, see Note 1 - Nature of Operations and Basis of Presentation)

AEBI SCHMIDT HOLDING AG AND SUBSIDIARIES
CONDENSED CONSOLIDATED STATEMENTS OF OPERATIONS (Unaudited)
(In thousands, except per share data)

	Three Months Ended September 30,		Nine Months Ended September 30,	
	2025	**2024**	**2025**	**2024**
Sales	$ 471,325	$ 262,451	$ 998,254	$ 787,731
Cost of products sold	(377,212)	(207,574)	(794,003)	(616,948)
Gross profit	94,113	54,877	204,251	170,783
Operating expenses:				
Research and development	(8,735)	(4,647)	(18,794)	(15,000)
Selling, general and administrative	(59,296)	(30,125)	(123,594)	(88,643)
Amortization of purchased intangibles	(7,975)	(3,516)	(15,123)	(10,548)
Other operating expense	(610)	(257)	(990)	(811)
Total operating expenses	(76,616)	(38,545)	(158,501)	(115,002)
Operating income	17,497	16,332	45,750	55,781
Other income (expense):				
Interest expense	(14,227)	(8,733)	(30,033)	(26,310)
Other income (expense)	(2,523)	(1,728)	(15,333)	436
Total other expense	(16,750)	(10,461)	(45,366)	(25,874)
Income before income taxes	747	5,871	384	29,907
Income tax (expense) benefit	447	(1,549)	550	(8,651)
Net income	1,194	4,322	934	21,256
Less: Net income (loss) attributable to non-controlling interest	(12)	19	(37)	42
Net income attributable to Aebi Schmidt Holding AG	**$ 1,206**	**$ 4,303**	**$ 971**	**$ 21,214**
Earnings per share				
Basic earnings per share	$ 0.02	$ 0.11	$ 0.02	$ 0.53
Diluted earnings per share	$ 0.02	$ 0.11	$ 0.02	$ 0.53
Basic weighted average common shares outstanding	76,963	40,365	52,555	40,365
Diluted weighted average common shares outstanding	77,134	40,365	52,612	40,365

See accompanying Notes to Condensed Consolidated Financial Statements.
(Reflects the retrospective application of the 1-for-7.5 forward stock split effective July 1, 2025, see Note 1 - Nature of Operations and Basis of Presentation)

AEBI SCHMIDT HOLDING AG AND SUBSIDIARIES
CONDENSED CONSOLIDATED STATEMENTS OF COMPREHENSIVE INCOME (Unaudited)
(In thousands)

	Three Months Ended September 30,		Nine Months Ended September 30,	
	2025	**2024**	**2025**	**2024**
Net income	$ 1,194	$ 4,322	$ 934	$ 21,256
Other comprehensive income:				
Foreign currency translation adjustments	178	(34)	533	(1,241)
Pension benefit (loss), net of tax	(2,177)	(4,619)	1,275	(5,443)
Other comprehensive income (loss), net of tax	(1,999)	(4,653)	1,808	(6,684)
Comprehensive income (loss)	(805)	(331)	2,742	14,572
Less: Comprehensive income (loss) attributable to non-controlling interests	(12)	19	(37)	42
Comprehensive income (loss) attributable to Aebi Schmidt Holding AG	$ (793)	$ (350)	$ 2,779	$ 14,530

See accompanying Notes to Condensed Consolidated Financial Statements.
(Reflects the retrospective application of the 1-for-7.5 forward stock split effective July 1, 2025, see Note 1 - Nature of Operations and Basis of Presentation)

AEBI SCHMIDT HOLDING AG AND SUBSIDIARIES
CONDENSED CONSOLIDATED STATEMENTS OF EQUITY (Unaudited)
(In thousands, except share data)

	Number of shares	Common stock	Additional Paid-in Capital	Treasury shares	Retained earnings	Accumulated Other Comprehensive Income	Total Shareholders' equity	Non-controlling interest	Total equity
Balance at January 1, 2025	40,351,680	$ 40,352	$ 232,281	$ (257)	$ 61,247	31,469	$ 365,092	$ 83	$ 365,175
Translation adjustments in the reporting period						181	181		181
Pension benefit						3,986	3,986		3,986
Net income (loss)					2,075		2,075	(13)	2,062
Balance at March 31, 2025	40,351,680	$ 40,352	$ 232,281	$ (257)	$ 63,322	$ 35,636	$ 371,334	$ 70	$ 371,404
Translation adjustments in the reporting period						174	174		174
Pension loss						(534)	(534)		(534)
Net loss					(2,310)		(2,310)	(12)	(2,322)
Dividends declared ($0.24 per share)					(9,525)		(9,525)		(9,525)
Balance at June 30, 2025	40,351,680	$ 40,352	$ 232,281	$ (257)	$ 51,487	$ 35,276	$ 359,139	$ 58	$359,197
Translation adjustments in the reporting period						178	178		178
Pension loss						(2,177)	(2,177)		(2,177)
Net income (loss)					1,206		1,206	(12)	1,194
Historical AEBI Employee Share Plan Reclassification to Equity			9,144				9,144		9,144
Issuance of common stock related to the Merger	36,591,107	36,591	406,512				443,103		443,103
Issuance of common stock for Aebi Schmidt RSAs and RSUs, net of tax and cancellations	34,051	34	3,288				3,322		3,322
Stock based compensation expense for 2025 Retention Awards, net of cancellations			306				306		306
Dividends declared ($0.03 per share)					(1,972)		(1,972)		(1,972)
Balance at September 30, 2025	76,976,838	$ 76,977	$ 651,531	$ (257)	$ 50,721	$ 33,277	$ 812,249	$ 46	$ 812,295

	Number of shares	Common stock	Additional Paid-in Capital	Treasury shares	Retained earnings	Accumulated Other Comprehensive Income	Total Shareholders' equity	Non-controlling interest	Total equity
Balance at January 1, 2024	40,365,218	$ 40,352	$ 232,281	$ -	$ 33,790	31,533	$ 337,956	$ 3	$ 337,959
Translation adjustments in the reporting period						(1,820)	(1,820)		(1,820)
Pension loss						(302)	(302)		(302)
Net income					8,745		8,745	2	8,747
Balance at March 31, 2024	40,365,218	$ 40,352	$ 232,281	$ -	$ 42,535	$ 29,411	$ 344,579	$ 5	$ 344,584
Translation adjustments in the reporting period						613	613		613
Pension loss						(522)	(522)		(522)
Net income					8,166		8,166	21	8,187
Dividends declared ($0.08 per share					(3,225)		(3,225)		(3,225)
Balance at June 30, 2024	40,365,218	$ 40,352	$ 232,281	$ -	$ 47,476	$ 29,502	$ 349,611	$ 26	$ 349,637
Translation adjustments in the reporting period						(34)	(34)		(34)
Pension loss						(4,619)	(4,619)		(4,619)
Net income					4,303		4,303	19	4,322
Balance at September 30, 2024	40,365,218	$ 40,352	$ 232,281	$ -	$ 51,779	$ 24,849	$ 349,261	$ 45	$ 349,306

See accompanying Notes to Condensed Consolidated Financial Statements.
(Reflects the retrospective application of the 1-for-7.5 forward stock split effective July 1, 2025, see Note 1 - Nature of Operations and Basis of Presentation)

AEBI SCHMIDT HOLDING AG AND SUBSIDIARIES
CONDENSED CONSOLIDATED STATEMENTS OF CASH FLOWS (Unaudited)
(In thousands)

	Nine Months Ended September 30,	
	2025	**2024**
Cash flows from operating activities:		
Net income	$ 934	$ 21,256
Adjustments to reconcile net income to net cash provided by operating activities:		
Depreciation and amortization	28,041	19,390
Non-cash stock based compensation expense	5,288	—
Foreign exchange (gains) losses on debt	3,332	(1,058)
Non-cash financing costs	4,366	—
Changes in valuation of liability for employee share plan	(6,377)	—
Deferred taxes	(4,691)	(7,712)
Pension	(520)	(922)
Other, net	122	(41)
Changes in operating assets and liabilities:		
Accounts receivable and contract assets	(40,351)	2,599
Inventories	(43,555)	(28,420)
Accounts payable	50,772	4,052
Contract liabilities	(995)	3,907
Income tax payable and receivable	(2,189)	(9,790)
Accrued compensation and related taxes	16,314	(772)
Other current liabilities and accrued expenses	(26,599)	13,042
Other assets and liabilities	(8,444)	(710)
Net cash provided by (used in) operating activities	(24,552)	14,821
Cash flows from investing activities:		
Purchases of property, plant and equipment	(10,427)	(9,275)
Purchases of intangible assets	(34)	(17)
Proceeds from sale of property, plant and equipment	494	50
Net cash acquired in the acquisition of a business	19,905	—
Net cash provided by (used in) investing activities	9,938	(9,242)
Cash flows from financing activities:		
Proceeds on long-term debt	612,000	15,594
Payments on long-term debt	(514,000)	—
Deferred payments related to historical transactions	(5,694)	(7,962)
Payment of finance lease principal	(1,011)	(688)
Payments of dividends	(11,607)	(3,225)
Exercising and vesting of stock incentive awards	(1,966)	—
Net cash provided by financing activities	77,722	3,719
Effect of exchange rate changes on cash and cash equivalents	(2,310)	(87)
Net increase in cash and cash equivalents	60,798	9,211
Cash and cash equivalents at beginning of period	65,173	42,698

Cash and cash equivalents at end of period	$ 125,971	$ 51,909
Supplemental disclosures of cash flow information		
Cash paid during the period for:		
Interest	29,665	25,811
Income taxes	13,425	6,934

On July 1, 2025, the Company reclassified ESPP-related liabilities to equity under the plan. Immediately prior to the reclassification, the ESPP liability was revalued to $9,144 resulting in a gain of $6,377. The Company reclassified the $9,144 of ESPP-related liabilities to equity under the ESPP plan. This transaction did not involve cash and is a non-cash financing activity.

See accompanying Notes to Condensed Consolidated Financial Statements.
(Reflects the retrospective application of the 1-for-7.5 forward stock split effective July 1, 2025, see Note 1 - Nature of Operations and Basis of Presentation)

AEBI SCHMIDT HOLDING AG AND SUBSIDIARIES
NOTES TO CONDENSED CONSOLIDATED FINANCIAL STATEMENTS
(Dollar amounts in thousands, except per share data)

NOTE 1 – NATURE OF OPERATIONS AND BASIS OF PRESENTATION

As used herein, the term "the Company" or "Aebi Schmidt" refers to Aebi Schmidt Holding AG and its subsidiaries unless designated or identified otherwise.

Nature of Operations

The Company is a provider of innovative technical products for cleaning and clearing traffic areas as well as mowing green spaces in particularly challenging terrain. The range of products comprises vehicles, attachable and demountable devices for individual vehicle equipment as well as related services. In addition, the Company manufactures and assembles specialty vehicles for commercial and recreational applications, including walk-in vans, truck bodies for last-mile delivery, vocation-specific upfit solutions, and luxury motorhome chassis. It also offers replacement parts, repair, maintenance, and refurbishment services for these vehicles. Aebi Schmidt Holding AG covers the European and North American markets with its own sales organizations, while clients outside of these markets are served either directly by the exporting subsidiary or indirectly by the worldwide dealer network.

The Shyft Transaction

On December 16, 2024, the Company entered into an Agreement and Plan of Merger, dated as of December 16, 2024 (the "Merger Agreement"), by and among The Shyft Group, Inc., a Michigan corporation ("Shyft"), the Company, ASH US Group, LLC, a Delaware limited liability company and direct, wholly owned subsidiary of Aebi Schmidt ("Holdco"), and Badger Merger Sub, Inc., a Michigan corporation and direct, wholly owned subsidiary of Holdco ("Merger Sub"), pursuant to which, on the terms and subject to the conditions set forth in the Merger Agreement, Merger Sub merged with and into Shyft (the "Merger", and the time at which the Merger is effective, the "Effective Time"), with Shyft surviving the Merger as a direct, wholly owned subsidiary of Holdco and as an indirect, wholly owned subsidiary of Aebi Schmidt (the transactions contemplated by the Merger Agreement, the "Transactions"). "Combined Company" refers to Aebi Schmidt as of and following the Effective Time.

At the Effective Time (July 1, 2025), each share of common stock, no par value, of Shyft ("Shyft Common Stock") that was issued and outstanding as of immediately prior to the Effective Time (other than any shares of Shyft Common Stock that are held as of immediately prior to the Effective Time by Holdco, Aebi Schmidt, Merger Sub or any of their respective subsidiaries) automatically converted into the right to receive 1.040166432 (the "Exchange Ratio") shares of fully paid and nonassessable shares of common stock, par value $1.00 per share, of Aebi Schmidt ("Aebi Schmidt Common Stock"), on the terms and subject to the conditions set forth in the Merger Agreement.

Immediately following the Effective Time, the holders of shares of Shyft Common Stock as of immediately prior to the Effective Time owned approximately 48% of the issued and outstanding shares of Aebi Schmidt Common Stock and the holders of shares of Aebi Schmidt Common Stock as of immediately prior to the Effective Time owned approximately 52% of the issued and outstanding shares of Aebi Schmidt Common Stock.

Immediately following the Effective Time, the Board of Directors of the Combined Company was composed of eleven members, six of whom were designated by Aebi Schmidt and five of whom were designated by Shyft. James A. Sharman, the Chairman of the Shyft Board of Directors as of immediately prior to the Effective Time, serves as the Chairman of the Board of Directors of the Combined Company (the "Combined Company Board") following the Effective Time. Barend Fruithof, current CEO of Aebi Schmidt, serves as Vice Chairman and Peter Spuhler, former Chairman of Aebi Schmidt, serves on the Combined Company Board.

The Merger is accounted for as a forward merger using the acquisition method of accounting, pursuant to Financial Accounting Standards Board ("FASB") Accounting Standards Codification ("ASC") Topic 805, Business Combinations ("ASC 805"), with Aebi Schmidt treated as the legal and accounting acquirer and Shyft treated as the legal and accounting acquiree. For further information regarding the Shyft Transaction please refer to Note 14 – Business Combination.

Basis of Presentation and Consolidation

The accompanying unaudited interim condensed consolidated financial statements include the accounts of Aebi Schmidt Holding AG and its subsidiaries and have been prepared in accordance with accounting principles generally accepted ("GAAP") in the United States ("U.S.") and with the instructions to Form 10-Q and Article 10 of Regulation S-X. Accordingly, certain information and disclosures required by GAAP for complete consolidated financial statements are not included herein. The results of operations for any interim period are not necessarily indicative of the results of operations for the full year. All inter-company transactions and balances have been eliminated. The accompanying unaudited interim condensed consolidated financial statements reflect all normal and recurring adjustments that are necessary for the fair statement of these interim financial statements. These interim financial statements should be read in conjunction with the audited consolidated financial statements and footnotes for the year ended December 31, 2024 included in our Form S-4 filed with the Securities and Exchange Commission ("SEC") on April 4, 2025.

For a description of key accounting policies followed, refer to the footnotes to Aebi Schmidt Holding AG consolidated financial statements for the year ended December 31, 2024, included in our Form S-4.

Forward Stock Split. On July 1, 2025, the Company effected a forward stock split of its issued and outstanding common stock, par value $1.00 per share, at a ratio of 1-for-7.5 (the "2025 Forward Stock Split"). Shares of common stock were proportionately increased.

All of the Company's historical share and per share information related to issued and outstanding common stock in these condensed consolidated financial statements have been adjusted, on a retroactive basis, to reflect the 2025 Forward Stock Split.

Stock-Based Compensation. Stock based compensation cost for equity-based awards is measured at fair value on the grant date, and is recognized over the requisite service period, net of estimated forfeitures. For cost for service-based awards with graded vesting, the company has elected a policy to recognize the expense straight line. The grant date fair value of restricted stock awards and restricted stock units is based upon the quoted market price of the common stock on the date of grant. Our stock-based compensation plans are described in more detail in Note 12 – Stock Based Compensation.

Recently Issued Accounting Pronouncements Not Yet Adopted.

In December 2023, the FASB issued ASU 2023-09, Improvements to Income Tax Disclosures. ASU 2023-09 intends to provide investors with enhanced information about an entity's income taxes by requiring disclosure of items such as disaggregation of the effective tax rate reconciliation as well as information regarding income taxes paid. This ASU is effective for annual reporting periods beginning after December 15, 2024, with early adoption permitted for annual financial statements that have not yet been issued. This ASU will result in additional disclosures for the Company beginning with the 2025 annual reporting and interim periods beginning in 2026.

In November 2024, the FASB issued ASU No. 2024-03, Disaggregation of Income Statement Expenses (Subtopic 220-40). The ASU requires the disaggregated disclosure of specific expense categories, including purchases of inventory, employee compensation, depreciation, and amortization, within relevant income statement captions. This ASU also requires disclosure of the total amount of selling expenses along with the definition of selling expenses. The ASU is effective for annual periods beginning after December 15, 2026, and interim periods within fiscal years beginning after December 15, 2027. Adoption of this ASU can either be applied prospectively to Consolidated Financial Statements issued for reporting periods after the effective date of this ASU or retrospectively to any or all prior periods presented in the Consolidated Financial Statements. Early adoption is also permitted. This ASU will result in the required additional disclosures being included in the Consolidated Financial Statements, once adopted. The Company is currently evaluating the provisions of this ASU.

In January 2025, the FASB issued ASU 2025-01, Income Statement – Reporting Comprehensive Income – Expense Disaggregation Disclosures (Subtopic 220-40): Clarifying the Effective Date ("ASU 2025-01"). ASU 2024-03 requires additional disclosure of the nature of expenses included in the income statement as well as disclosures about specific types of expenses included in the expense captions presented in the income statement, ASU 2024-03, as clarified by ASU 2025-01, is effective for the fiscal years beginning after December 15, 2026, and interim periods within fiscal years beginning after December 15, 2027, with early adoption permitted. The Company is currently evaluating the impact of these statements on the Consolidated Financial Statements.

In July 2025, the FASB issued ASU 2025-05, Financial Instruments—Credit Losses (Topic 326): Measurements of Credit Losses for Accounts Receivable and Contract Assets (ASU 2025-05). The amendments in this update provide a practical expedient related to the estimation of expected credit losses for current accounts receivable and current contract assets that arise from transactions accounted for under ASC 606. Under ASU 2025-05, an entity is required to disclose whether it has elected to use the practical expedient. An entity that makes the accounting policy election is required to disclose the date through which subsequent cash collections are evaluated. ASU 2025-05 is effective for the Company beginning in the fiscal year ending December 31, 2026. The Company is currently evaluating the impacts of the adoption of ASU 2025-05 on the Consolidated Financial Statements.

In September 2025, the FASB issued Accounting Standards Update 2025-06, Intangibles - Goodwill and Other - Internal-Use Software (Subtopic 350-40), Targeted Improvements to the Accounting for Internal-Use Software" ("ASU 2025-06"). ASU 2025-06 clarified and modernizes the accounting for costs related to internal-use software. The amendments in ASU 2025-06 remove all references to project stages throughout Subtopic 350-40 and clarify the threshold entities apply to begin capitalizing costs. Entities must evaluate whether there is “significant development uncertainty,” such as unresolved novel functionality or substantially revised performance requirements, before meeting this capitalization threshold. ASU 2025-06 is effective for the Company for fiscal years beginning after December 15, 2027 and interim periods within those fiscal years. The Company is currently evaluating the impact of adoption of ASU 2025-06 on the consolidated financial statements.

The Company does not believe other recently issued but not yet effective accounting standards, if currently adopted, would have a material effect on the Company’s consolidated balance sheets, statements of income (loss) and comprehensive income (loss) and statements of cash flows.

NOTE 2 – REVENUE

Contract Assets and Liabilities

The tables below disclose changes in contract assets and liabilities for the nine months ended September 30, 2025 and 2024.

Contract Assets	September 30, 2025	September 30, 2024
Contract assets, beginning of period	$ 24,145	$ 9,654
Reclassification of contract assets to receivables, as the result of rights to consideration becoming unconditional [1]	(44,735)	(8,366)
Contract assets recognized, net of reclassification to receivables [1]	103,222	22,594
Contract assets, end of period	$ 82,632	$ 23,882
Contract Liabilities		
Contract liabilities, beginning of period	$ 20,044	$ 12,979
Reclassification of contract liabilities to revenue, as the result of performance obligations satisfied [2]	(12,626)	(3,208)
Cash received in advance and not recognized in revenue [2]	15,912	7,251
Contract liabilities, end of period	$ 23,330	$ 17,022

[1] Includes contract assets acquired in the Merger with Shyft. Refer to Note 14 - Business Combination.

[2] Includes contract liabilities acquired in the Merger with Shyft. Refer to Note 14 - Business Combination.

The aggregate amount of the transaction price allocated to remaining performance obligations in existing contracts that are yet to be completed in the North America and Europe and Rest of the World (“ROW”) segments are $884,760 and $242,564 respectively.

For performance obligations that are satisfied over time, revenue is expected to be recognized over the period to complete the contract. For performance obligations that are satisfied at a point in time, revenue is expected to be recognized when the

customer obtains control of the product, which is generally upon shipment from our facility. No amounts have been excluded from the transaction prices above related to the guidance on constraining estimates of variable consideration.

In the following tables, revenue is disaggregated by primary geographical market and timing of revenue recognition. The tables also include a reconciliation of the disaggregated revenue with the reportable segments.

	Three Months Ended September 30, 2025		
	New Business	After Sales	Total
Primary geographical markets			
North America	$ 299,694	$ 36,271	$ 335,965
Europe and ROW	105,896	29,464	135,360
Total Sales	$ 405,590	$ 65,735	$ 471,325
Timing of revenue recognition			
Products transferred at a point in time	$ 168,075	$ 58,982	$ 227,057
Products and services transferred over time	237,515	6,753	244,268
Total Sales	$ 405,590	$ 65,735	$ 471,325

	Three Months Ended September 30, 2024		
	New Business	After Sales	Total
Primary geographical markets			
North America	$ 132,400	$ 11,970	$ 144,370
Europe and ROW	92,393	25,688	118,081
Total Sales	$ 224,793	$ 37,658	$ 262,451
Timing of revenue recognition			
Products transferred at a point in time	$ 162,240	$ 31,876	$ 194,116
Products and services transferred over time	62,553	5,782	68,335
Total Sales	$ 224,793	$ 37,658	$ 262,451

	Nine Months Ended September 30, 2025		
	New Business	After Sales	Total
Primary geographical markets			
North America	$ 564,826	$ 64,674	$ 629,500
Europe and ROW	281,802	86,952	368,754
Total Sales	$ 846,628	$ 151,626	$ 998,254
Timing of revenue recognition			
Products transferred at a point in time	$ 484,116	$ 132,226	$ 616,342
Products and services transferred over time	362,512	19,400	381,912
Total Sales	$ 846,628	$ 151,626	$ 998,254

	Nine Months Ended September 30, 2024		
	New Business	After Sales	Total
Primary geographical markets			
North America	$ 402,859	$ 39,029	$ 441,888
Europe and ROW	265,776	80,067	345,843
Total Sales	$ 668,635	$ 119,096	$ 787,731
Timing of revenue recognition			
Products transferred at a point in time	$ 489,871	$ 103,116	$ 592,987
Products and services transferred over time	178,764	15,980	194,744
Total Sales	$ 668,635	$ 119,096	$ 787,731

NOTE 3 – INVENTORIES

Inventories are summarized as follows:

	September 30, 2025	December 31, 2024
Finished goods	$ 142,250	$ 105,481
Work in process	65,638	34,334
Raw materials and purchased components	176,558	91,584
Total Inventories	$ 384,446	$ 231,399

NOTE 4 – GOODWILL AND OTHER INTANGIBLE ASSETS

Goodwill

The Company tests goodwill for impairment at the reporting unit level on an annual basis as of year-end, or whenever an event or change in circumstances occurs that would more likely than not reduce the fair value of a reporting unit below its carrying amount. See “Goodwill and Other Intangible Assets” within “Note 1 - *Nature of Operations and Basis of Presentation*” for a description of the accounting policies regarding goodwill and other intangible assets and to "Note 14 - *Business Combination*" for additional information regarding the assets acquired and liabilities assumed from the Shyft Transaction.

As of September 30, 2025, the most recent annual goodwill impairment assessment date, three reporting units were identified for goodwill impairment testing: Monroe, MB Group, and Shyft. The Company qualitatively assessed goodwill assigned to the Monroe, MB Group, and Shyft reporting units and concluded there were no indicators of impairment. As discussed in “Note 1 - *Nature of Operations and Basis of Presentation*”, there are significant judgments inherent in the impairment assessments and discounted cash flow analyses. These discounted cash flow analyses are most sensitive to the WACC assumption.

The changes in the carrying amount of goodwill for the periods ended September 30, 2025 and December 31, 2024, were as follows (in thousands):

	North America Segment			
	Monroe	MB Group	Shyft	Total
Balance at December 31, 2024	$ 197,969	$ 23,220	$ —	$ 221,189
Acquisition and measurement period adjustment	—	—	193,960	193,960
Balance at September 30, 2025	$ 197,969	$ 23,220	$ 193,960	$ 415,149

Other Intangible Assets

As of September 30, 2025 and December 31, 2024, the Company had other intangible assets for the following: Concessions, rights and licenses, Customer relationships, Brands and Technology. These other intangible assets are amortized utilizing a straight-line approach over the estimated useful lives.

The following table provides information regarding other intangible assets:

	September 30, 2025			December 31, 2024		
	Gross carrying amount	Accumulated amortization	Net	Gross carrying amount	Accumulated amortization	Net
Concessions, rights, and licenses	$ 602	$ (332)	$ 270	$ 602	$ (305)	$ 297
Customer relationships	248,028	(49,368)	198,660	158,637	(39,901)	118,736
Brands	126,450	(15,383)	111,067	65,612	(11,799)	53,813
Technology	30,917	(3,180)	27,737	4,549	(2,071)	2,478
Order backlog	4,809	(1,202)	3,607	—	—	—
Total intangible assets	$ 410,806	$ (69,465)	$ 341,341	$ 229,400	$ (54,076)	$ 175,324

The Company recorded other intangible asset amortization expense of $8,049 and $3,575 during the three months ended September 30, 2025, and 2024, respectively, and $15,389 and $10,726 during the nine months ended September 30, 2025, and 2024, respectively.

The estimated remaining amortization associated with finite-lived intangible assets is expected to be expensed as follows:

	Amount
2025	$ 8,049
2026	29,793
2027	27,388
2028	27,267
2029	27,115
Thereafter	221,729
Total intangible assets	$ 341,341

NOTE 5 – PROPERTY, PLANT AND EQUIPMENT

Property, plant and equipment are summarized by major classifications as follows:

	September 30, 2025	December 31, 2024
Land and Building	$ 135,821	$ 69,119
Technical installation and machinery	92,249	53,851
Plant and office equipment	56,879	44,395
Assets under construction	7,757	2,346
Subtotal	292,706	169,711
Less: accumulated depreciation	(119,757)	(101,064)
Total Property, plant and equipment, net	$ 172,949	$ 68,647

The Company recorded depreciation expense of $6,785 and $2,877 during the three months ended September 30, 2025 and 2024, respectively, and $12,219 and $8,464 during the nine months ended September 30, 2025, and 2024, respectively.

NOTE 6 – LEASES

The Company has both operating and finance leases for land, buildings, machinery, vehicles and certain equipment. Our leases have remaining lease terms of 1 to 25 years, some of which include options to extend the lease agreements for up to 12 years. Our leases do not contain residual value guarantees. As of September 30, 2025, and December 31, 2024, assets recorded under finance leases were immaterial.

Operating lease expenses are classified as cost of products sold and selling, general and administrative on the Consolidated Statements of Operations. The components of lease expense were as follows:

	Three Months Ended September 30,		Nine Months Ended September 30,	
	2025	2024	2025	2024
Operating leases	$ 7,499	$ 3,217	$ 15,172	$ 9,490
Finance leases				
Amortization of right of use assets	201	111	461	326
Interest on lease liabilities	20	8	40	25
Short-term leases	213	63	292	153
Variable lease expense	119	145	357	434
Sublease income	(570)	(196)	(1,350)	(600)
Total lease expense	$ 7,482	$ 3,348	$ 14,972	$ 9,828

The weighted average remaining lease term and weighted average discount rate were as follows:

	September 30,	
	2025	2024
Weighted average remaining lease term (in years)		
Finance leases	3	3
Operating leases	12	13
Weighted average discount rate		
Finance leases	3.32%	1.43%
Operating leases	5.63%	5.48%

Supplemental cash flow information related to leases was as follows:

	Nine Months Ended September 30,	
	2025	2024
Cash paid for amounts included in the measurement of lease liabilities:		
Finance leases - Financing cash flows	$ 1,011	$ 688
Finance leases - Operating cash flows	40	25
Operating leases - Operating cash flows	14,759	9,043
Right of use assets obtained in exchange for lease obligations:		
Operating leases	104,662	3,997
Finance leases	1,122	212
	$ 105,784	$ 4,209

Maturities of lease liabilities as of September 30, 2025, are as follows:

Years ending December 31:	Finance	Operating
2025	$ 332	$ 7,189
2026	1,219	26,738
2027	418	21,989
2028	294	19,205
2029	208	17,322
2030	71	15,514
Thereafter	6	119,282
Total lease payments	2,548	227,239
Less: imputed interest	$ (133)	$ (66,836)
Total lease liabilities	$ 2,415	$ 160,403

NOTE 7 – INCOME TAXES

At the end of each interim period, the Company makes its best estimate of the annual expected effective income tax rate and applies that rate to its ordinary year-to-date earnings or loss. The income tax provision or benefit related to unusual or infrequent items, if applicable, that will be separately reported or reported net of their related tax effects are individually computed and recognized in the interim period in which those items occur. In addition, the effect of changes in enacted tax laws or rates, tax status, judgment on the realizability of a beginning-of-the-year deferred tax asset in future years or income tax contingencies is recognized in the interim period in which the change occurs.

Our income tax (expense) benefit was $447 and $(1,549) for the three months ended September 30, 2025, and 2024, respectively. The tax (expense) benefit represented a 59.8% and (26.4)% effective tax rate for the three months ended September 30, 2025, and 2024, respectively. Income tax (expense) benefit was $550 and $(8,651) for nine months ended September 30, 2025 and 2024, respectively. The tax (expense) benefit represented a 143.2% effective tax rate and (28.9)% effective tax rate for the nine months ended September 30, 2025 and 2024, respectively.

The income tax (expense) benefit for the quarter was impacted by the first time inclusion of Shyft in the calculation of the annual expected effective income tax rate of the Company. Furthermore, the revaluation of the liability for the Aebi Schmidt Historical Employee Share Plan was non-taxable for the Company and this tax benefit was fully recognized in the three months ended September 30, 2025.

The Organization for Economic Cooperation and Development's ("OECD") Pillar Two global corporate minimum tax rate of 15% has been in effect since 2024 and applies for companies with revenues of at least €750 million. The Company is subject to the Pillar Two regulations. The Company has continued to evaluate the effect of this through the third quarter of 2025 and determined that it did not have any material impacts for the current year. The Company will continue to assess the impact of the Pillar Two minimum tax regulations, including the impact from additional clarifications that are published by OECD and local tax authorities.

On July 4, 2025, the United States enacted the One Big Beautiful Bill Act of 2025 ("OBBBA") into law. The OBBBA includes provisions allowing accelerated tax deductions for qualified property and research expenditures and limitations on business interest deductions. The OBBBA has multiple effective dates, with certain provisions effective in 2025 and others being implemented through 2027. The enactment of the OBBBA did not have a material impact on the Company's effective tax rate for the three and nine months ended September 30, 2025. Administrative guidance interpreting the Act will be released over coming quarters which the Company will continue to monitor.

NOTE 8 – COMMITMENTS AND CONTINGENT LIABILITIES

Warranty Related

We provide limited warranties against assembly or construction defects. These warranties generally provide for the replacement or repair of defective parts or workmanship for a specified period following the date of sale. The end users also may receive limited warranties from suppliers of components that are incorporated into our chassis and vehicles.

Certain warranty and other related claims involve matters of dispute that ultimately are resolved by negotiation, arbitration or litigation. Infrequently, a material warranty issue can arise which is beyond the scope of our historical experience. We provide for any such warranty issues as they become known and are estimable. It is reasonably possible that additional warranty and other related claims could arise from disputes or other matters beyond the scope of our historical experience. An estimate of possible penalty or loss, if any, cannot be made at this time.

Changes in the warranty liability are summarized below:

	Nine Months Ended September 30,	
	2025	2024
Balance of warranty liability, beginning of period	$ 10,206	$ 8,022
Accruals for current period sales	4,371	3,265
Cash settlements	(2,739)	(1,466)
Changes in liability for pre-existing warranties	38	(37)
Acquisition	6,782	—
Translation adjustment	980	66
Balance of warranty liability, end of period	$ 19,638	$ 9,850

Long-term warranty provision amounting to $2,129 and $878 as of September 30, 2025 and 2024, respectively is included within the Other non-current liabilities in the Condensed Consolidated Balance Sheets.

Chassis Pool Agreements

As of September 30, 2025, and December 31, 2024, chassis consigned inventory was approximately $104,192 and $36,573 respectively. The Company incurred $1,128 and $593 of interest expense related to the chassis on hand during the three months ended September 30, 2025 and 2024, respectively, and $1,592 and $1,534 during the nine months ended September 30, 2025 and 2024, respectively. For additional information regarding our chassis pool agreements refer to our audited consolidated financial statements and footnotes included in our Form S-4.

NOTE 9 – DEFINED BENEFIT PENSION PLANS

	Three Months Ended September 30,		Nine Months Ended September 30,	
	2025	2024	2025	2024
Service cost	$ 676	$ 658	$ 1,947	$ 1,922
Interest cost	428	496	1,239	1,450
Expected return on plan assets	(1,173)	(995)	(3,387)	(2,907)
Amortization of net gain	(253)	(280)	(729)	(817)
Administrative expenses	49	58	141	169
Total Benefit cost	$ (273)	$ (63)	$ (789)	$ (183)

The components of net periodic pension and other postretirement cost, other than service cost, are included in Other income (expense) in our Condensed Consolidated Statements of Operations.

Investments measured at Net Asset Value (NAV) as of September 30, 2025 and December 31, 2024 are as follows:

	September 30, 2025	December 31, 2024
Pooled investment funds - at fair value	$ 45,426	$ 39,773
Total Plan Assets	$ 173,973	$ 152,173

The following valuation methodologies were used to measure these assets:

(1) Equity securities (equities) - Common Stocks and mutual funds are valued at the closing price reported on the active market on which the individual securities are traded and are classified as Level 1.
(2) Fixed income securities (bonds) - Debt securities include government and corporate bonds which are generally quoted in active markets or as units in mutual funds are classified as Level 1. Debt securities for which market prices are not available are valued based on yields reflecting the perceived risk of the issuer and the maturity of the security, recent disposals in the market or other modelling techniques, which may involve judgment. Units in mutual funds which are not directly quoted on a public stock exchange and/or for which a fair value is not readily determinable are measured at fair value using NAV. They are therefore classified as Level 2.
(3) Cash and cash equivalents (liquidity) - Cash and cash equivalents include money market instruments and commingled funds. Valuations are generally based on observable inputs. They are categorized as Level 1.
(4) Real estate - Real estate investments are classified as Level 2 and are measured at fair value using discounted cash flow.

NOTE 10 – DEBT

Debt consists of the following:

	September 30, 2025	December 31, 2024
Revolving credit facility, due 2030	$ 345,495	$ —
Term loan, Facility A, due 2030	234,829	—
Revolving credit facility, due 2026	—	152,787
Term loan:		
Facility A, due 2026	—	20,778
Facility B, due 2026	—	40,000
Facility C, due 2026	—	119,715
Shareholder loan	58,897	51,982
Other debt	14,201	14,591
Total debt	653,422	399,853
Less current portion of long-term debt	(25,063)	(23,259)
Total long-term debt	$ 628,359	$ 376,594

Refinancing Transaction

On March 10, 2025, the Company entered into a syndicated $600,000 credit facilities agreement ("New Credit Facilities Agreement") comprising:

- Term loan, Facility A, due 2030
- Revolving Credit facility (Revolving Facility, due 2030)

The New Credit Facilities Agreement became effective with the closing of the Merger. As of July 1, 2025, the proceeds obtained ($ 572,050) were utilized to fully repay the outstanding amounts of:

- Term Loan, Facility A, B and C, due 2026 ($186,961)
- Revolving Credit Facility, due 2026 ($185,639)
- Bilateral Credit Lines ($21,096)
- Revolving Credit Facility of Shyft ($120,000)

Following a creditor-by-creditor assessment, the Company determined that the New Credit Facilities Agreement constitutes a modification for continuing creditors and an extinguishment for leaving creditors, in accordance with ASC 470-50.

Term loan, Facility A, due 2030

Facility A is a multicurrency senior secured amortizing term loan facility with a total commitment amount of $350,000. The interest rate is variable defined based on the applicable reference rate (SOFR, SARON, EURIBOR), plus a margin. The margin increases with the Company's leverage ratio. The average interest rate for the three months ended September 30, 2025 was 6.719%.

As of September 30, 2025, debt issuance costs of $5,066 are deferred and amortized based on the effective interest method and $1,161 have been written off for the three months ended September 30. 2025 due to the debt modification accounting.

The Company is subject to certain customary covenants that prohibit the Company from incurring additional indebtedness, limit certain acquisitions, investments, advances or loans and restrict substantial asset sales (all subject to certain exceptions and baskets). In addition, the credit facilities agreement also requires the Company to maintain certain financial ratios. For the current reporting period, the Company was required to maintain a leverage ratio that did not exceed 3.75x. The Company was in compliance with all covenants as of September 30, 2025.

Revolving credit facility, due 2030

The Revolving Facility is a multicurrency senior secured revolving loan facility with a total commitment amount of up to $250,000. The interest rate is variable and based on the applicable a reference rate (SOFR, SARON, EURIBOR), plus a margin. The margin increases with the Company's leverage ratio. The average interest rate for the three months ended September 30, 2025 was 6.574%.

As of September 30, 2025, debt issuance costs of $3,618 are deferred and amortized based on a straight-line basis over the term and $829 have been written off for the three months ended September 30, 2025 due to the debt modification accounting.

The Company is subject to certain customary covenants that prohibit the Company from incurring additional indebtedness, limit certain acquisitions, investments, advances or loans and restrict substantial asset sales (all subject to certain exceptions and baskets). In addition, the credit facilities agreement also requires the Company to maintain certain financial ratios. For the current reporting period, the Company was required to maintain a leverage ratio that did not exceed 3.75x. The Company was in compliance with all covenants as of September 30, 2025.

Term Loan

In November 2021, the Company entered a syndicated loan agreement with various banks for financing acquisitions. The prior term loan was split into the following facilities:

Facility A - A senior amortizing term loan facility with a total commitment of EUR45,000 ($52,835).

Facility B - A senior amortizing term loan facility with a total commitment of $60,000.

Facility C - A senior non-amortizing term loan facility with a total commitment of $90,000 and EUR28,602 ($33,582).

The interest rate has been variable defined based on EURIBOR (EUR) compounded with SOFR (USD) plus a given interest margin. The average interest margin of Facility A and B was 2.183% for the six months ended June 30, 2025, and 2.200% and 2.333% during the three and nine months ended September 30, 2024. The average interest rate margin for Facility C was 2.675% for six months ended June 30, 2025, and 2.700% and 2.830% during the three and nine months ended September 30, 2024.

On July 1, 2025, the Company has repaid the outstanding amount of $186,961 with the proceeds obtained under the Term loan, Facility A, due 2030 and each of Facility A, Facility B and Facility C were terminated.

The Company has been committed to fulfill certain financial covenants throughout the credit contract period and was in compliance with all covenants.

Revolving Credit Facility, due 2026

The aggregate of the Revolving Credit Facility Commitment of EUR165,000 ($193,727) was primarily used for refinancing existing debt obligations, excluding those related to Facility A. In addition, the Revolving Credit Facility

supported the broader financial needs of the Company, including general corporate purposes and working capital requirements, as well as funding permissible acquisitions aligned with the Company's strategic objectives.

On July 1, 2025, the Company repaid the outstanding amount of $185,639 with the proceeds obtained under the Revolving Facility, and the Revolving Credit Facility was terminated.

Shareholder loans

As of September 30, 2025, and December 31, 2024, there were subordinated shareholder loans totaling CHF13,563 (2025: $17,006, 2024: $14,970) and EUR15,000 (2025: $17,612, 2024: $15,584) from PCS Holding AG, as well as CHF10,000 (2025: $12,538, 2024: $11,038) and EUR10,000 (2025: $11,741, 2024: $10,390) from Gebuka AG. The loans are originally granted for a fixed term, but the term will be extended if the loan agreement is not terminated 90 days prior to the end date or if an extension agreement is signed. The change in the loan balance as of September 30, 2025 and December 31, 2024, is solely due to foreign exchange rate fluctuations. These shareholder loans were renewed and amended in connection with the New Credit Facilities Agreement and survived the Closing.

Off-balance sheet arrangements

The contingent liabilities include guarantees ("performance bonds") amounting to $16,181 and $13,202 as of September 30, 2025 and December 31, 2024, respectively. Through the normal course of bidding for and executing certain projects, the Company has entered into bid/performance bonds and surety bonds (collectively "performance bonds") with various financial institutions. Customers can draw on such performance bonds if the Company does not fulfil its contractual obligations. If a performance bond is drawn, the Company would have an obligation to reimburse the financial institution for amounts paid. There have been no significant amounts reimbursed to financial institutions under these types of arrangements for the nine months ended September 30, 2025 and 2024.

NOTE 11 – ACCUMULATED OTHER COMPREHENSIVE INCOME

The components of AOCI, net of tax are as follows:

	September 30, 2025	September 30, 2024
Foreign currency translation adjustments	$ 9,597	$ 7,820
Pension benefits	23,680	17,029
Total accumulated other comprehensive income	$ 33,277	$ 24,849

NOTE 12 – STOCK BASED COMPENSATION AND EQUITY

We assumed The Shyft Stock Incentive Plan in connection with the acquisition of Shyft. There are outstanding awards under that plan, and we may make additional awards under that plan, to certain employees and non-employee directors. In addition, shortly prior to our acquisition of Shyft we made restricted stock grants to certain of our employees and non-employee directors pursuant to the "Retention Awards" described below. Shares reserved for outstanding awards under these plans total 5,856,250. Total shares remaining for stock incentive grants under these plans totaled 1,072,456 at September 30, 2025.

Restricted Stock – Retention Awards

On June 24, 2025, the company granted 250,000 equity classified restricted stock awards ("2025 Retention Awards") with a grant date fair value of $11.72 that cliff vest three years from the grant date. When granted, the vesting of these awards was also contingent on a performance condition related to the Transaction closing, which became probable at the Effective Time. Once probable, compensation cost for the 2025 Retention Awards is recognized over the three-year cliff vesting period. The grant date fair value of Aebi's stock was calculated using the Shyft Group share price on June 24, 2025, adjusted by the Exchange Ratio. During the three months ended September 30, 2025, we recorded compensation expense, net of cancellations, of $306 related to 2025 Retention Awards.

As of September 30, 2025, there was $2,669 of remaining unrecognized compensation cost related to the 2025 Retention Awards, which is expected to be recognized over a weighted-average period of 2.75 years.

	Total Number of Non-vested Shares (000)	Weighted-Average Grant Date Fair Value per Unit
Non-vested as of June 30, 2025	250	$ 11.72
Granted	—	—
Vested	—	—
Forfeited	—	—
Non-vested as of September 30, 2025	250	$ 11.72

2025 Restricted Stock Awards

At the Effective Time, each Shyft restricted stock awards ("Shyft RSA") that was held by an employee and did not vest on or prior to the Effective Time by its terms, was assumed by Aebi Schmidt and exchanged for time-vesting Aebi Schmidt restricted stock awards ("Aebi Schmidt RSAs") of equivalent value and subject to substantially the same terms and conditions, including vesting and settlement terms, as applied to the corresponding Shyft RSA immediately prior to the Effective Time. The number of shares of Aebi Schmidt Common Stock subject to such Aebi Schmidt RSAs was equal to the product of (i) the total number of shares of Shyft Common Stock underlying each Shyft RSA prior to the Effective Time, multiplied by (ii) the Exchange Ratio. Pursuant to ASC 805, the acquisition date fair-value-based measured of the Shyft RSA being replaced was allocated to consideration transferred based on the ratio of pre-combination service over the greater of the total service period or the original service period. Post-combination compensation cost, which will be recognized straight line over the remaining requisite service period of the replacement awards following the Transactions, was calculated as the difference between the acquisition date fair-value-based measure of the replacement Aebi Schmidt RSAs and the amount allocated to consideration transferred.

Shares awarded entitle the shareholder to all rights of common stock ownership except that the shares are subject to the risk of forfeiture and may not be sold, transferred, pledged, exchanged or otherwise disposed of during the vesting period, which is three years.

We receive an excess tax benefit or liability during the period the restricted shares vest. The excess tax benefit (liability) is determined by the excess (shortfall) of the market price of the stock on date of vesting over (under) the acquisition date fair value used to amortize the awards to compensation expense. As required, any excess tax benefits or liabilities are reported in the Consolidated Statements of Cash Flows as operating cash flows.

The Aebi Schmidt RSAs, excluding the 2025 Retention Awards above, activity for the three months ended September 30, 2025, is as follows:

	Total Number of Non-vested Shares (000)	Weighted-Average Grant Date Fair Value per Unit
Non-vested as of June 30, 2025	—	$ —
Granted	336	12.06
Vested	(136)	12.06
Forfeited	(94)	12.06
Non-vested as of September 30, 2025	106	$ 12.06

The weighted-average grant date fair value of non-vested shares granted was $12.06 for the three months ended September 30, 2025. During the three months ended September 30, 2025 we recorded compensation expense, net of cancellations, of $1,458 related to Restricted Stock Awards. The total income tax benefit related to restricted stock awards was $3. For the three months ended September 30, 2025, restricted shares vested with an aggregate fair market value of $1,538. As of September 30, 2025, we had unearned stock-based compensation of $959 associated with these restricted stock grants, which will be recognized over a weighted average of 2.7 years.

Restricted Stock Units

At the Effective Time, each Shyft restricted stock unit (“Shyft RSU”) that was held by an employee and did not vest on or prior to the Effective Time by its terms, was assumed by Aebi Schmidt and exchanged for time-vesting Aebi Schmidt restricted stock units ("Aebi Schmidt RSUs") of equivalent value and subject to substantially the same terms and conditions, including vesting and settlement terms, as applied to the corresponding Shyft RSU immediately prior to the Effective Time. The number of shares of Aebi Schmidt Common Stock subject to such Aebi Schmidt RSUs was equal to the product of (i) the total number of shares of Shyft Common Stock underlying each Shyft RSU prior to the Effective Time, multiplied by (ii) the Exchange Ratio. Pursuant to ASC 805, the acquisition date fair-value-based measured of the Shyft RSU being replaced was allocated to consideration transferred based on the ratio of pre-combination service over the greater of the total service period or the original service period. Post-combination compensation cost, which will be recognized straight line over the remaining requisite service period of the replacement awards following the Transactions, was calculated as the difference between the acquisition date fair-value-based measure of the replacement Aebi Schmidt RSUs and the amount allocated to consideration transferred. Each Shyft performance stock unit (“Shyft PSU”) was similarly converted to Aebi Schmidt equity classified RSUs at the Effective Time based on the Exchange Ratio.

The cost and associated tax benefit for all outstanding Aebi Schmidt RSUs for the three months ended September 30, 2025 was $3,832 and $381 respectively.

The Aebi Schmidt RSU activity for the three months ended September 30, 2025, is as follows:

	Total Number of Non-vested Shares (000)	Weighted-Average Grant Date Fair Value per Unit
Non-vested as of June 30, 2025	—	$ —
Granted	1,170	12.06
Vested	(541)	12.06
Forfeited	(47)	12.06
Non-vested as of September 30, 2025	582	$ 12.06

As of September 30, 2025, there was $4,650 of remaining unrecognized compensation cost related to non-vested RSUs, which is expected to be recognized over a weighted-average period of 1.7 years.

Aebi Schmidt Historical Employee Share Plan

Prior to the Transactions, we offered an employee share plan (“Aebi Schmidt Historical Employee Share Plan”) whereby certain employees who met certain service requirements could purchase shares of the Company. Under the Aebi Schmidt Historical Employee Share Plan, the Human Resources and Compensation Committee granted participants stock awards (2025: —, 2024: —, 2023: 13,424). Awards of shares of the Company were granted and vested under the plan in exchange for consideration and the shares carried dividend and voting rights effective as of the grant date of the awards. The Human Resources and Compensation Committee had sole discretion in determining whether any shares were allocated to the Plan for purchase in any given year. In a year where the Human Resources and Compensation Committee had allocated shares for the Plan, plan participants purchased shares in the Company at a discount of 40% to the fair value. As there are no post-purchase service requirements, the Company historically recognized the compensation cost for the awards at the time the participant purchased the shares, because the discount made it compensatory in nature, in scope of ASC 718. The final purchase window for the Aebi Schmidt Historical Employee Share Plan ended on July 1, 2025, and the plan is no longer in effect.
Under the Aebi Schmidt Historical Employee Share Plan, the Company, prior to being listed on an active stock exchange, had the right to repurchase all shares held by the participant using the last fair value calculated prior to termination if a participant terminated for any reason other than death or retirement. Therefore, the Company historically recognized a liability based on the repurchase provisions of the award. Upon successful completion of the Transaction, the repurchase right terminated, accordingly the awards under the employee share plan were re-valued using the share price of $12.06 on July 1, 2025 to fair value and reclassified from liability to equity. The liability as of June 30, 2025 was $13,734, representing 757,140 shares following the forward stock split (refer to Note 1 – Nature of Operations and Basis of

Presentation for further information regarding the forward stock split). The revaluation of the liability, immediately prior to reclassification to equity, resulted in a reduction in compensation cost of $6,377 recognized in selling, general and administrative in our Consolidated Condensed Statement of Operations.

NOTE 13 – EARNINGS PER SHARE

Basic earnings per share is computed using the weighted-average number of outstanding shares of common stock during the period. Diluted earnings per share is computed using the weighted-average number of outstanding shares of common stock and, when dilutive, potential outstanding shares of common stock during the period. Potential shares of common stock are calculated using the treasury-stock method and consist of incremental shares issuable upon the vesting of the 2025 Retention Awards, Aebi Schmidt RSAs and the Aebi Schmidt RSUs. The computation of both earnings per share is as follows:

	Three months ended September 30,		Nine months ended September 30,	
	2025	2024	2025	2024
	(in thousands, except per share data)			
Basic earnings per share:				
Net income	$ 1,206	$ 4,303	$ 971	$ 21,214
Shares used in computation:				
Weighted-average shares of common stock outstanding	76,963	40,365	52,555	40,365
Basic earnings per share	$ 0.02	$ 0.11	$ 0.02	$ 0.53
Diluted earnings per share:				
Net income	$ 1,206	$ 4,303	$ 971	$ 21,214
Shares used in computation:				
Weighted-average share of common stock outstanding	76,963	40,365	52,555	40,365
Effect of dilutive stock-based awards	171	—	57	—
Weighted-average number of shares	77,134	40,365	52,612	40,365
Diluted earnings per share	$ 0.02	$ 0.11	$ 0.02	$ 0.53

NOTE 14 – BUSINESS COMBINATION

On July 1, 2025 ("Acquisition Date"), the Company closed on the acquisition of all outstanding stock of Shyft, a niche market leader in specialty vehicle manufacturing and assembly for the commercial and recreational vehicle industries, pursuant to the Merger Agreement. For further information regarding the Merger please refer to Note 1- Nature of Operations and Basis of Presentation.

The Company acquired 100% of Shyft's voting equity interests, with the primary motivation being to enhance the Company's product offerings in specialty vehicle solutions, expand market share in North America, and leverage Shyft's innovative design and manufacturing capabilities. Shyft will expand the Company's ability to provide customized vehicle solutions, including walk-in vans, truck bodies, and luxury Class A diesel motorhome custom chassis to a diverse clientele, including commercial users, original equipment manufacturers, dealers, and governmental entities, thereby providing a diversified portfolio that mitigates risk across various market cycles. Shyft was headquartered in Novi, Michigan, and is integrated into the North America Segment. Shyft's annual sales in 2024 were $786,176.

The total consideration transferred was approximately $443,103. The Company will record the assets acquired and liabilities assumed at their fair values as of the Acquisition Date. The Shyft acquisition was accounted for using the acquisition method of accounting with the purchase price allocated to the assets purchased and liabilities assumed based upon their estimated fair values at the date of acquisition. Identifiable intangible assets include Brand, Technology, Customer relationships and Order backlog. The excess of the purchase price over the estimated fair values of assets acquired and liabilities assumed was recorded as goodwill. In accordance with ASC 805-30-50-1(a), the goodwill recognized in this acquisition is attributed to several qualitative factors, including expected synergies from the integration

of the operations of the acquiree and the acquirer, intangible assets that do not qualify for separate recognition, and other relevant factors. All of the goodwill has been provisionally assigned to the Shyft reporting unit, which has been recognized as part of the acquisition, and is included in the North America reportable segment. Goodwill totaled $193,960 and is not deductible for tax purposes.

In accordance with ASC 805, the allocation of the purchase price for the acquisition of Shyft is preliminary and subject to adjustment during the measurement period, which may extend up to one year from the Acquisition Date. The initial allocation of assets acquired and liabilities assumed is based on preliminary estimates and assumptions, and as such, the values assigned to certain working capital balances, identifiable intangible assets, property, plant and equipment, taxes, and contingent liabilities may be adjusted as additional information becomes available. These adjustments could result in changes to the amounts recognized in the Consolidated Financial Statements, including potential adjustments to the goodwill recognized. The Company will continue to refine its estimates and assumptions as it obtains more information, and any adjustments identified during the measurement period will be recognized in the reporting period in which the adjustments are determined.

The Company (i) issued and delivered to Shyft shareholders an aggregate of 36,350,634 shares of Aebi Schmidt Common Stock at $12.06 per share, (ii) paid to Shyft fractional shareholders an aggregate amount in cash equal to $2 (the "Cash Consideration") and (iii) replaced Shyft equity awards amounting to $4,866 that are allocated to consideration transferred as they relate to the pre-acquisition period. The $443,103 of common stock was entirely comprised of Aebi Schmidt Common Stock, par value $1.00.

The purchase price was comprised of the following:

Purchase price:		
Aebi shares issued to Shyft shareholders on July 01, 2025 (1)		36,350,634
Shyft stock price on June 30, 2025 (2)	$	12.54
Exchange ratio		1.04
Share consideration (36,350,634 number of shares issued at the Fair Value of $12.06 per share)	$	438,235
Add: Cash paid for fractional shares		2
Add: Fair value of Shyft Equity awards allocated to pre-acquisition period (3)		4,866
Total purchase price	$	443,103

(1) Includes vested Shyft Director RSU awards.
(2) The fair value of the share consideration and the replacement awards issued to Shyft employees was determined using Shyft's stock price, as it was considered more reliably measurable than the stock price of Aebi Schmidt. The measurement was based on Shyft's stock price as of June 30, 2025, the last trading day prior to delisting, which occurred on the Closing Date of July 1, 2025.
(3) Represents the estimated fair value of Shyft RSAs, Shyft RSUs (other than Shyft Director RSUs), and Shyft PSUs attributable to pre-combination services. $501 of Shyft RSAs, $1,585 of Shyft RSUs, and $2,780 of Shyft PSUs are attributed to pre-combination service.

The total number of Aebi Schmidt shares issued as consideration, after adjusting for unvested RSAs, vested Director RSUs, and excluding fractional shares settled in cash, was 36,696,981 shares. This total comprises 36,350,634 shares issued to Shyft shareholders, of which 105,874 relating to Aebi Schmidt RSA exchanged for Shyft RSA that have not fully vested, and 346,347 shares that accelerated vesting upon a termination and change in control (double trigger provision). For further information regarding stock based compensation please refer to "Note 12 - Stock Based Compensation and Equity".

Acquisition costs in connection with the Merger incurred by the Company include acquisition-related legal and other professional fees in the total amount of $18,987 as of the Acquisition Date, which are recognized as $4,404 in the income statement for the year ended December 31, 2024 and $14,583 and $3,875 in the income statement for the nine and three months ended September 30, 2025, respectively. All amounts were recorded within other income (expense) for the respective periods.

As of July 1, 2025, the purchase price allocation to the fair value of assets acquired and liabilities assumed is as follows:

Fair value of identifiable assets and liabilities:		
Cash and cash equivalents	$	19,905
Accounts receivable		84,121
Contract assets		44,559
Inventories		91,117
Prepaid expenses and other current assets		8,191
Total current assets		**247,893**
Property, plant and equipment		101,832
Goodwill		193,960
Intangible assets		181,104
Right of use assets operating leases		47,347
Other assets		1,317
Total Assets	$	773,453
Accounts payable	$	80,844
Accrued warranty		6,782
Accrued compensation and related taxes		11,174
Contract liabilities		9,123
Operating lease liability		9,221
Other current liabilities and accrued expenses		25,574
Current portion of long-term debt		452
Current liabilities	**$**	**143,170**
Other non-current liabilities		12,205
Long-term operating lease liability		34,346
Long-term debt, less current portion		120,344
Deferred Tax Liabilities		20,285
Total Liabilities		330,350
Total fair value allocation of purchase price	**$**	**443,103**

The value of Accounts Receivables acquired approximates the gross contractual amount of accounts receivable. The contractual amount not expected to be collected is immaterial.

As part of the business combination, the Company recognized contingent liabilities of $5,197 related to certain commitments. The Company measured these contingencies at fair value and the liabilities reflect management's best estimate of future payments related to these arrangements, which depends on final negotiated terms following the acquisition. The valuation incorporates probability-weighted scenarios based on expected outcomes. The Company continues to monitor these arrangements and will adjust the fair value as necessary in future reporting periods.

Intangible assets totaling $181,104 have provisionally been assigned to Brand, Technology, Customer relationships and Order backlog as a result of the acquisition and consist of the following (in thousands):

		Amount	Useful life (in years)	Weighted average amortization period (in years)
Brand	$	60,803	5 - 20	18
Technology		26,079	10	10
Customer relationships		89,413	15	15
Order backlog		4,809	1	1
	$	181,104		15

The Company amortizes the Brand, Technology, Customer relationships and Order backlog utilizing a straight-line approach.

Shyft had revenue of $186,433 and generated operating income of $(6,136) for the period from the acquisition date through September 30, 2025, which is included in the accompanying consolidated financial statements.

The Company has applied the practical expedient in ASC 805-20-30-29 for contract assets and contract liabilities acquired in the business combination. Acquired contract assets and liabilities in the scope of ASC 606 are an exception to the ASC 805 fair value measurement principle and were measured as if Aebi Schmidt had originated the acquired contract. For each contract Aebi Schmidt reassessed the identification of performance obligations, determination of transaction price, allocation of transaction price, and measure of progress for each performance obligation as if Aebi Schmidt has been party to the original contract and recognized the resulting contract asset or liability as an asset acquired or a liability assumed. The application of this expedient aligns with the acquiree's historical accounting and is not expected to materially affect the consolidated financial statements. The Company continues to evaluate the impact of these items in subsequent periods as part of its ongoing revenue recognition processes.

Supplemental Pro Forma (unaudited)

The following table summarizes the unaudited supplemental pro forma financial information for the three- and nine-month periods ended September 30, 2025 and 2024, as if the acquisition was completed on January 1, 2024. The unaudited pro forma information was prepared in accordance with the requirements of ASC 805. Pro forma adjustments have been made to reflect the impact of incremental non-recurring acquisition-related adjustments, including transaction costs of $14,583, cash retention awards of $1,778, share-based compensation of $3,006, employee severance of $15,140 and adjustment related to fair value step-up to inventory of $934. The adjustments also include the interest expense related to the debt modification, amortization of acquired intangible assets and lease remeasurement, depreciation of the fair-valued tangible assets, and the related tax effects of these adjustments.

(In thousands amounts)	Three Months Ended September 30,		Nine Months Ended September 30,	
	2025	2024	2025	2024
Revenue	$471,325	$455,396	$1,376,945	$1,370,936
Net income	$14,485	$5,634	$9,124	$(11,894)

The unaudited supplemental pro forma financial information is presented for illustration purposes only and is not necessarily indicative of the operating results that would have occurred had the transaction been completed on January 1, 2024, nor is it necessarily indicative of future operating results of the combined entity. The unaudited pro forma financial information for the three- and nine-month periods ended September 30, 2025, is a result of combining the consolidated income statement of the Company with the results of the assets acquired from Shyft. The pro forma results do not include any cost savings and synergies anticipated as a result of the transaction. We believe the estimates and assumptions are reasonable, and the relative effects of the transaction are properly reflected.

NOTE 15 – SEGMENTS

The Company identifies their operating and reportable segments based on the management structure and the financial data utilized by the chief operating decision maker ("CODM"), which was determined to be the Board of Directors, to assess segment performance and allocate resources among the operating units.

The Company's segment reporting policy identifies two operating segments, North America and Europe, including Rest of the World, ("ROW"), as reportable segments. Financial results for each segment are presented separately to provide transparency and insight into the performance and resources of each geographic area, consistent with how the CODM reviews and assesses the Company's operations.

The CODM evaluates the performance of their reportable segments based on Segment Adjusted EBITDA (earnings before interest, taxes, depreciation and amortization), which is defined as net income before interest, taxes, depreciation, and amortization, further adjusted for foreign exchange gains and losses on external debt, restructuring and other related expenses, transaction related expenses, bargain purchase gains on acquisitions, changes in repurchase liabilities for Aebi

Schmidt's employee share plan, non-service cost related pension expenses, legacy legal matters, sales executive transition costs, changes in provisions for contingencies, and other non-recurring items.

Interest expense and taxes on income are not included in the information utilized by the CODM to assess segment performance and allocate resources, and accordingly, are excluded from the segment results presented below.

The Company's Board of Directors assesses the Segment Adjusted EBITDA to compare to historical trends and the forecast to assess segment results, allocate capital, make strategic decisions and identify areas of opportunity.

Sales and other financial information by reportable segment for the three months ended September 30, 2025, and September 30, 2024, are as follows:

	Three Months Ended September 30, 2025		
	Segment		
	North America	Europe and ROW	Total
New Business	$ 299,694	$ 105,896	$ 405,590
After Sales	36,271	29,464	65,735
Segment sales	$ 335,965	$ 135,360	$ 471,325
Depreciation and amortization expense	$ 13,430	$ 1,560	$ 14,990
Segment assets	$ 1,567,229	$ 508,131	$ 2,075,360
Capital expenditures	$ 3,323	$ 1,880	$ 5,203

	Three Months Ended September 30, 2024		
	Segment		
	North America	Europe and ROW	Total
New Business	$ 132,400	$ 92,393	$ 224,793
After Sales	11,970	25,688	37,658
Segment sales	$ 144,370	$ 118,081	$ 262,451
Depreciation and amortization expense	$ 4,695	$ 1,868	$ 6,563
Segment assets	$ 718,079	$ 413,976	$ 1,132,055
Capital expenditures	$ 1,297	$ 1,579	$ 2,876

Segment Adjusted EBITDA is as follows:

	Three Month Ended September 30, 2025		Three Month Ended September 30, 2024	
	North America	Europe and ROW	North America	Europe and ROW
Sales	$ 335,965	$ 135,360	$ 144,370	$ 118,081
Cost of products sold	271,447	105,765	115,020	92,554
Research and development	3,838	4,897	674	3,973
Selling, general and administrative	48,404	10,892	16,871	13,254
Other segment items[1]	(22,043)	5,928	(606)	(829)
Segment Adjusted EBITDA	$ 34,319	$ 7,878	$ 12,411	$ 9,129

[1] Other segment items include, other operating income and expenses, other income and expenses, depreciation and amortization, transaction related expenses, non-service cost related pension expense and legacy plan, foreign exchange gain on external debts and other non-recurring.

The reconciliation of total Segment Adjusted EBITDA to Income before income taxes as follows:

	Three Months Ended September 30,	
	2025	2024
Total Segment Adjusted EBITDA	$ 42,197	$ 21,540
Interest expense	(14,227)	(8,733)
Foreign exchange losses on external debt	250	(1,096)
Depreciation and amortization	(14,990)	(6,563)
Restructuring and other related expenses	(14,423)	—
Transaction related expenses	(3,875)	—
Settlement of acquisition	(449)	—
Change in valuation of liability for legacy Aebi Schmidt employee share plan	6,377	—
Pension related income, net	1,025	674
Sales executive transition	—	(121)
Change in provision for contingencies	381	202
Non-cash stock-based compensation expenses	(825)	—
Other non-operating one-off items	(694)	(32)
Income before income taxes	$ 747	$ 5,871

Sales and other financial information by reportable segment for the nine months ended September 30, 2025, and September 30, 2024, are as follows:

	Nine Months Ended September 30, 2025		
	Segment		
	North America	Europe and ROW	Total
New Business	$ 564,826	$ 281,802	$ 846,628
After Sales	64,674	86,952	151,626
Segment sales	$ 629,500	$ 368,754	$ 998,254
Depreciation and amortization expense	$ 23,376	$ 4,665	$ 28,041
Segment assets	$ 1,567,229	$ 508,131	$ 2,075,360
Capital expenditures	$ 6,743	$ 3,684	$ 10,427

	Nine Months Ended September 30, 2024		
	Segment		
	North America	Europe and ROW	Total
New Business	$ 402,859	$ 265,776	$ 668,635
After Sales	39,029	80,067	119,096
Segment sales	$ 441,888	$ 345,843	$ 787,731
Depreciation and amortization expense	$ 14,460	$ 4,930	$ 19,390
Segment assets	$ 718,079	$ 413,976	$ 1,132,055
Capital expenditures	$ 3,626	$ 5,666	$ 9,292

Segment Adjusted EBITDA is as follows:

	Nine Months Ended September 30, 2025		Nine Months Ended September 30, 2024	
	North America	Europe and ROW	North America	Europe and ROW
Sales	$ 629,500	$ 368,754	$ 441,888	$ 345,843
Cost of products sold	503,642	290,361	352,277	264,671
Research and development	5,043	13,751	2,166	12,834
Selling, general and administrative	77,091	46,503	41,789	46,854
Other segment items[(1)]	(25,655)	2,751	(3,065)	(3,401)
Segment Adjusted EBITDA	$ 69,379	$ 15,388	$ 48,721	$ 24,885

(1) Other segment items include, other operating income and expenses, other income and expenses, depreciation and amortization, transaction related expenses, non-service cost related pension expense and legacy plan, foreign exchange gain on external debts and other non-recurring.

The reconciliation of total Segment Adjusted EBITDA to Income before income taxes as follows:

	Nine Months Ended September 30,	
	2025	2024
Total Segment Adjusted EBITDA	$ 84,767	$ 73,606
Interest expense	(30,033)	(26,310)
Foreign exchange gains/losses on external debt	(3,332)	1,058
Depreciation and amortization	(28,041)	(19,390)
Restructuring and other related expenses	(15,190)	—
Transaction related expenses	(14,583)	—
Settlement of acquisition	(1,317)	—
Changes in valuation of liability for legacy Aebi Schmidt employee share plan	6,377	—
Pension related income, net	2,979	1,930
Legal matters	(586)	(518)
Sales executive transition	—	(234)
Change in provision for contingencies	920	(146)
Non-cash stock-based compensation expenses	(825)	—
Other non-operating one-off items	(752)	(89)
Income before income taxes	$ 384	$ 29,907

The following table presents sales disaggregated by geography which exceed 10% of total sales:

	Three Months Ended September 30,		Nine Months Ended September 30,	
	2025	2024	2025	2024
Switzerland	$ 13,643	$ 13,627	$ 38,389	$ 42,867
U.S.	354,240	161,814	628,427	439,988
Other	103,442	87,010	331,438	304,876
Total sales	$ 471,325	$ 262,451	$ 998,254	$ 787,731

NOTE 16 – SUBSEQUENT EVENTS

In accordance with ASC Topic 855, “Subsequent Events”, which establishes general standards of accounting for and disclosure of events that occur after the balance sheet date but before the financial statements are issued, the Company has evaluated all events or transactions that occurred after September 30, 2025 up through the date the Company issued the financial statements and there are no subsequent events that require disclosure in accordance with FASB ASC Topic 855, “Subsequent Events.

Item 2. MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS

Forward-Looking Statements

The following discussion and analysis of the financial condition and results of operations of Aebi Schmidt should be read together with Aebi Schmidt's unaudited condensed consolidated financial statements included elsewhere in this Quarterly Report. Unless the context requires otherwise, references to "Aebi Schmidt" in this section of the Quarterly Report refer to Aebi Schmidt and its consolidated subsidiaries. The information presented herein is based on management's perspective of Aebi Schmidt's results of operations. The following discussion contains forward-looking statements that reflect future plans, estimates, beliefs and expected performance. The forward-looking statements are dependent upon events, risks and uncertainties that may be outside of Aebi Schmidt's control. Aebi Schmidt's actual results may differ significantly from those projected in the forward-looking statements. Factors that might cause future results to differ materially from those projected in the forward-looking statements include, but are not limited to, those discussed in the section following the cover page to this Quarterly Report entitled "*Forward-Looking Statements*", and Part II, Item 1A of this Quarterly Report (*Risk Factors*), as well as the sections entitled "Risk Factors" and "Cautionary Statement Regarding Forward-Looking Statements" in the Registration Statement.

Overview

Aebi Schmidt is a global leader in intelligent and innovative solutions for clean and safe infrastructure with a strong presence in over 90 countries in North America, Europe, and the rest of the world. Aebi Schmidt provides a wide range of technical products designed for effective maintenance of public and private infrastructure, including solutions for Snow and Ice Clearing, Airport Runway Clearing, Street Sweeping and Marking, Commercial Trucks and Trailers, and Agriculture. In addition, Aebi Schmidt manufactures and assembles specialty vehicles for commercial and recreational applications, including walk-in vans, truck bodies for last-mile delivery, vocation-specific upfit solutions, and luxury motorhome chassis, as well as offering related services such as repair, maintenance, and refurbishment. Aebi Schmidt remains committed to innovation and technology, integrating advanced features into its products to enhance performance and maintain a competitive market position. Based on its strategy and strong customer orientation, the Company is prepared to continue its growth path in the foreseeable future.

Aebi Schmidt operates in two reportable segments, which consist of (i) North America, and (ii) Europe including the rest of the world (collectively referred to as "Europe and the Rest of the World"). Operating results for the three and nine months ended September 30, 2025 are not necessarily indicative of the results we may achieve for the full year ending December 31, 2025.

North America

Aebi Schmidt's North America Segment, now including Shyft, offers leading brands in Commercial Trucks and Trailers, Snow and Ice Clearing, and Airport Snow and Ice Clearing, Fleet and Specialty Vehicle markets. Aebi Schmidt operates as a key player in providing innovative solutions for snow removal, street cleaning, and other essential services that enhance infrastructure and public safety.

Europe and the Rest of the World

Aebi Schmidt maintains a strong presence in Europe and the Rest of the World through its Street Sweeping and Marking and Environmental Maintenance, Airport Snow and Ice Clearing, and Agriculture products. Aebi Schmidt has long-lasting relationships with airports and municipalities across Europe and with international customers.

Recent Developments

Business Combination with Shyft

On July 1, 2025 ("Acquisition Date"), Aebi Schmidt ("Acquirer") acquired 100% of the outstanding equity interests of Shyft ("Acquiree"), a niche market leader in specialty vehicle manufacturing and assembly for the commercial and recreational vehicle industries, through a merger (the "Merger"). The Merger involved 100% of the voting equity interests of Shyft, with the primary reasons for the combination being to enhance the Company's product offerings in specialty vehicle solutions, develop the Company's market share in North America, as well as to leverage Shyft's innovative design and manufacturing capabilities.

The Merger was accounted for as a business combination in accordance with U.S. GAAP, with Aebi Schmidt treated as the legal and accounting acquirer and Shyft as the legal and accounting acquiree for financial reporting purposes. As a result of the Shyft acquisition, Aebi Schmidt expects to benefit from continued operational efficiency and cash flow generation from the Combined Company's full suite of offerings, scaled platform, and expanded portfolio. The acquisition will facilitate Aebi Schmidt's growth plans, including strengthening its financial profile and delivering significant value for its shareholders by unlocking synergies between Shyft and Aebi Schmidt. Refer to Note 14 - Business Combination for further information regarding the Merger.

Key Performance Indicators

Aebi Schmidt reviews the following key performance indicators on a regular basis in order to evaluate the financial and operating performance of its business, identify trends affecting its performance, prepare financial projections, and make strategic decisions. Aebi Schmidt's key performance indicators are not based on any standardized industry methodology and are not necessarily calculated in the same manner or comparable to similarly titled measures presented by other companies. Similarly, Aebi Schmidt's key metrics may differ from estimates published by third parties or from similarly titled metrics of its competitors due to differences in methodology. The numbers that Aebi Schmidt uses to calculate its key performance indicators are based on internal data. While these numbers are based on what Aebi Schmidt believes to be reasonable judgments and estimates for the applicable period of measurement, there are inherent challenges in measuring usage and engagement. Increases or decreases in Aebi Schmidt's key performance indicators may not correspond with increases or decreases in its revenue. Aebi Schmidt regularly reviews and may adjust its processes for calculating its internal metrics to improve their accuracy. In addition to the key performance indicators summarized below, Aebi Schmidt also evaluates certain non-GAAP financial measures (i.e. Adjusted EBITDA and Adjusted EBITDA margin), which are further summarized in the Non-GAAP Financial Measures section below.

The following table presents a summary of Aebi Schmidt's key performance indicators for the nine months ended September 30, 2025, and September 30, 2024.

	Nine Months Ended September 30,	
(in thousands, except percentages)	**2025**	**2024**
Sales	$ 998,254	$ 787,731
Net income	934	21,256
Net income margin	0.09 %	2.70%
Adjusted EBITDA[(1)]	84,767	73,606
Adjusted EBITDA margin[(1)]	8.49%	9.34%
Net cash used in operating activities	(24,552)	14,821

(1) Adjusted EBITDA and Adjusted EBITDA margin are non-GAAP financial measures. See the section titled "Non-GAAP Financial Measures" below for the definitions of these measures and the reconciliations to the most directly comparable U.S. GAAP financial measure.

Results of Operations

Three months ended September 30, 2025 compared with three months ended September 30, 2024

Results for Aebi Schmidt for the three months ended September 30, 2025, compared to results for the three months ended September 30, 2024.

	For the Three Months Ended September 30,			
(in thousands, except percentages)	**2025**	**2024**	**$ Change**	**% Change**
Sales	$ 471,325	$ 262,451	$ 208,874	80%
Cost of products sold	(377,212)	(207,574)	(169,638)	82%
Gross profit	**94,113**	**54,877**	**39,236**	**71 %**
Operating expenses:				
Research and development	(8,735)	(4,647)	(4,088)	88%
Selling, general and administrative	(59,296)	(30,125)	(29,171)	97%
Amortization of purchased intangibles	(7,975)	(3,516)	(4,459)	127%
Other operating (income) expense	(610)	(257)	(353)	137%
Total operating expenses	(76,616)	(38,545)	(38,071)	99%
Operating income	**17,497**	**16,332**	**1,165**	**7 %**
Other income (expense):				
Interest expense	(14,227)	(8,733)	(5,494)	63%
Other income (expense)	(2,523)	(1,728)	(795)	n.m.
Total other income (expense)	(16,750)	(10,461)	(6,289)	60%
Income from continuing operations before income taxes	747	5,871	(5,124)	(87) %
Income tax (expense) benefit	447	(1,549)	1,996	(129) %
Net income	1,194	4,322	(3,128)	(72) %
Less: Net income attributable to non-controlling interest	(12)	19	(31)	n.m.
Net income attributable to Aebi Schmidt Holding AG	**$ 1,206**	**$ 4,303**	**$ (3,097)**	**(72)%**

n.m. – not meaningful

Sales

Sales increased by $208.9 million, or 80%, to $471.3 million in the three months ended September 30, 2025, from $262.5 million in the three months ended September 30, 2024. The increase in sales was primarily driven by sales attributed to Shyft of $186.4 million, an increase in new business sales of $17.7 million, and an increase in after sales of $4.7 million.

Cost of products sold

Cost of products sold increased by $169.6 million, or 82%, to $377.2 million in the three months ended September 30, 2025, from $207.6 million in the three months ended September 30, 2024. The increase in cost of products sold was driven by $152.2 million in costs attributable to Shyft, an increase of $15.9 million in costs related to new business sales, and an increase of $2.0 million in costs related to after sales. This was partially offset by a decrease of $0.3 million due to lower overhead costs incurred compared to the prior period.

Research and development expense

Research and development expense increased by $4.1 million, or 88%, to $8.7 million in the three months ended September 30, 2025, from $4.6 million in the three months ended September 30, 2024 driven by an increase of $3.1 million in activity attributable to Shyft and development of new product solutions by Aebi.

Selling, general and administrative expense

Selling, general and administrative expense increased by $29.2 million, or 97%, to $59.3 million in the three months ended September 30, 2025, from $30.1 million in the three months ended September 30, 2024. The increase in selling, general and administrative expense was primarily driven by an increase of $32.8 million in costs attributable to Shyft and an increase in other general administrative costs of $5.2 million due to additional costs incurred as a public company. This

increase was partially offset by a decrease in finance department costs of $1.0 million, a decrease in management costs of $0.6 million, and a decrease in IT costs of $0.8 million.

Amortization of purchased intangibles

Amortization of purchased intangibles increased by $4.5 million, or 127%, to $8.0 million in the three months ended September 30, 2025, from $3.5 million in the three months ended September 30, 2024. The increase is primarily attributable to amortization of $4.4 million related to the intangible assets acquired as part of the Merger with Shyft.

Other operating (income) expense

Other operating expense increased by $0.3 million, or 137%, to $0.6 million in the three months ended September 30, 2025, from other operating expense of $0.3 million in the three months ended September 30, 2024. The increase in other operating expense was primarily driven by an increase of net foreign exchange losses of $0.1 million and an increase in other income net other expense of $0.2 million.

Interest expense

Interest expense increased by $5.5 million, or 63%, to $14.2 million in the three months ended September 30, 2025, from $8.7 million in the three months ended September 30, 2024. The increase in interest expense was primarily driven by the incurrence of $1.8 million in costs related to the refinancing, an increase in interest of $3.0 million and $0.9 million in interest expense attributable to Shyft.

Other income (expense)

Other expense increased by $0.8 million to $2.5 million in the three months ended September 30, 2025, from other expense of $1.7 million in the three months ended September 30, 2024. The increase in other expense was driven by an increase in transaction related expense of $2.2 million partially offset by decreases in net foreign exchange losses on financial positions of $1.3 million.

Income tax (expense) benefit

Income tax benefit increased by $1.9 million, or 129%, to $0.4 million in the three months ended September 30, 2025, from income tax expense of $1.5 million in the three months ended September 30, 2024. The increase in income tax benefit was primarily driven by a $0.8 million benefit attributable to Shyft and a decrease in current income taxes of $1.2 million due to lower taxable income in the three months ended September 30, 2025.

Nine months ended September 30, 2025 compared with nine months ended September 30, 2024

Results for Aebi Schmidt for the nine months ended September 30, 2025, compared to results for the nine months ended September 30, 2024.

	For the Nine Months Ended September 30,			
(in thousands, except percentages)	**2025**	**2024**	**$ Change**	**% Change**
Sales	$ 998,254	$ 787,731	$ 210,523	27%
Cost of products sold	(794,003)	(616,948)	(177,055)	29%
Gross profit	**204,251**	**170,783**	**33,468**	**20 %**
Operating expenses:				
Research and development	(18,794)	(15,000)	(3,794)	25 %
Selling, general and administrative	(123,594)	(88,643)	(34,951)	39%
Amortization of purchased intangibles	(15,123)	(10,548)	(4,575)	43%
Other operating (income) expense	(990)	(811)	(179)	22 %
Total operating expenses	(158,501)	(115,002)	(43,499)	38%
Operating income	**45,750**	**55,781**	**(10,031)**	**(18)%**
Other income (expense):				
Interest expense	(30,033)	(26,310)	(3,723)	14 %
Other income (expense)	(15,333)	436	(15,769)	n.m.
Total other income (expense)	(45,366)	(25,874)	(19,492)	75%
Income from continuing operations before income taxes	384	29,907	(29,523)	(99) %
Income tax (expense) benefit	550	(8,651)	9,201	(106) %
Net income	934	21,256	(20,322)	(96) %
Less: Net income attributable to non-controlling interest	(37)	42	(79)	n.m.
Net income attributable to Aebi Schmidt Holding AG	**$ 971**	**$ 21,214**	**$ (20,243)**	**(95)%**

n.m. – not meaningful

Sales

Sales increased by $210.5 million, or 27%, to $998.3 million in the nine months ended September 30, 2025, from $787.7 million in the nine months ended September 30, 2024. The increase in sales was primarily driven by $186.4 million in sales attributable to Shyft, an increase in after sales of $9.2 million, and an increase in new business sales of $14.9 million.

Cost of products sold

Cost of products sold increased by $177.1 million, or 29%, to $794.0 million in the nine months ended September 30, 2025, from $616.9 million in the six months ended June 30, 2024. The increase in cost of products sold was driven by $152.2 million in costs of products sold attributable to Shyft, an increase of $17.2 million in costs related to new business sales, and an increase of $6.7 million in costs related to after sales. This was partially offset by a decrease of $2.3 million due to lower overhead costs during the nine months ended September 30, 2025.

Research and development expense

Research and development expense increased by $3.8 million, or 25%, to $18.8 million in the nine months ended September 30, 2025, from $15.0 million in the nine months ended September 30, 2024. The increase in research and development expense was primarily driven by $3.2 million in costs attributable to Shyft.

Selling, general and administrative expense

Selling, general and administrative expense increased by $35.0 million, or 39%, to $123.6 million in the nine months ended September 30, 2025, from $88.6 million in the nine months ended September 30, 2024. The increase in selling, general and administrative expense was driven by $32.8 million in costs attributable to Shyft, along with an increase in finance department expenses of $3.1 million and an increase in management expenses of $1.7 million due to additional

costs incurred as a public company. This increase was partially offset by a decrease in other general and administrative costs of $3.8 million.

Amortization of purchased intangibles

Amortization of purchased intangibles increased by $4.6 million, or 43%, to $15.1 million in the nine months ended September 30, 2025, from $10.5 million in the nine months ended September 30, 2024. The increase is primarily attributable to amortization of $4.4 million related to intangible assets acquired as part of the Merger with Shyft.

Other operating (income) expense

Other operating expense increased by $0.2 million, or 22%, to $1.0 million in the nine months ended September 30, 2025, from other operating expense of $0.8 million in the nine months ended September 30, 2024. The increase in other operating expense was driven by an increase of $0.4 million of other operating expense and partially offset by an increase of $0.2 million in other operating income.

Interest expense

Interest expense increased by $3.7 million, or 14%, to $30.0 million in the nine months ended September 30, 2025, from $26.3 million in the nine months ended September 30, 2024. The increase in interest expense was primarily driven by costs paid for refinancing of $4.7 million, partially offset by a decrease in interest of $1.8 million.

Other income (expense)

Other expense increased by $15.8 million to $15.3 million in the nine months ended September 30, 2025, from other income of $0.4 million in the nine months ended September 30, 2024. The increase in other expense was driven primarily by an increase in other expense, net of other income, of $12.0 million, which included $10.5 million related to acquisition-related legal and other professional fees incurred as part of our acquisition of Shyft and an increase in net foreign exchange losses on financial positions of $4.4 million. This was partially offset by a decrease in other pension income, net of expense, of $0.5 million.

Income tax (expense) benefit

Income tax expense decreased by $9.2 million, or 106%, to a benefit of $0.5 million in the nine months ended September 30, 2025, from an expense of $8.7 million in the nine months ended September 30, 2024. The decrease in income tax expense was primarily driven by a decrease in current income taxes of $10.0 million due to lower taxable income and a $0.8 million tax benefit attributable to Shyft. The increase was partially offset by a lower deferred tax benefit of $2.2 million.

Segment Results of Operations

Aebi Schmidt operates its business as two reportable segments: (i) North America and (ii) Europe including the Rest of the World. Both segments operate separately with limited cross-selling activities. The information below includes Sales and Adjusted EBITDA by reportable segment, consistent with information presented for financial reporting purposes in Note 11 to Aebi Schmidt's unaudited condensed consolidated financial statements included elsewhere in this Quarterly Report.

Three Months Ended September 30, 2025 compared with three months ended September 30, 2024

	For the Three Months Ended September 30, 2025		
(in thousands)	North America	Europe and the Rest of the World	Total
Segment sales	$ 335,965	$ 135,360	$ 471,325
Segment Adjusted EBITDA	$ 34,319	$ 7,878	$ 42,197

	For the Three Months Ended September 30, 2024		
	North America	Europe and the Rest of the World	Total
Segment sales	$ 144,370	$ 118,081	$ 262,451
Segment Adjusted EBITDA	$ 12,411	$ 9,129	$ 21,540

North America

Sales for Aebi Schmidt's North America segment increased by $191.6 million, or 133%, to $336.0 million in the three months ended September 30, 2025, from $144.4 million in the three months ended September 30, 2024. The increase in sales was primarily driven by higher sales of new products of $167.3 million and increase in after sales of $24.3 million, with $186.4 million of the total increase in sales attributable to Shyft.

Adjusted EBITDA for Aebi Schmidt's North America segment increased by $21.9 million, or 177%, to $34.3 million for the three months ended September 30, 2025, from $12.4 million for the three months ended September 30, 2024. The increase in Adjusted EBITDA was primarily driven by the addition of $18.8 million in activity attributable to Shyft, along with an increase in segment gross margin of $1.0 million and a decrease in selling, general and administrative expenses, and an increase in income from for other segment items of $1.0 million.

Europe and the Rest of the World

Sales for Aebi Schmidt's Europe and the Rest of the World segment increased by $17.3 million, or 15%, to $135.4 million in the three months ended September 30, 2025, from $118.1 million in the three months ended September 30, 2024. The increase in sales was driven by an increase in sales of new products of $13.5 million and an increase in after sales of $3.8 million.

Adjusted EBITDA for Aebi Schmidt's Europe and the Rest of the World segment decreased by $1.3 million, or 14%, to $7.9 million in the three months ended September 30, 2025, from $9.1 million in the three months ended September 30, 2024. The decrease in Adjusted EBITDA was driven by an increase in expenses related to other segment items of $6.8 million and increase in research and development expense of $0.9 million, partially offset by an increase in segment gross margin of $4.1 million and a decrease in selling, general and administrative expenses of $2.4 million.

Nine months ended September 30, 2025 compared with nine months ended September 30, 2024

	For the Nine Months Ended September 30, 2025		
(in thousands)	North America	Europe and the Rest of the World	Total
Segment sales	$ 629,500	$ 368,754	$ 998,254
Segment Adjusted EBITDA	$ 69,379	$ 15,388	$ 84,767

	For the Nine Months Ended September 30, 2024		
	North America	Europe and the Rest of the World	Total
Segment sales	$ 441,888	$ 345,843	$ 787,731
Segment Adjusted EBITDA	$ 48,721	$ 24,885	$ 73,606

North America

Sales for Aebi Schmidt's North America segment increased by $187.6 million, or 43%, to $629.5 million in the nine months ended September 30, 2025, from $441.9 million in the nine months ended September 30, 2024. The increase in sales was primarily driven by an increase in sales of new products of $162.0 million and an increase in after sales of $25.6 million, with $186.4 million of the total increase in sales attributable to Shyft.

Adjusted EBITDA for Aebi Schmidt's North America segment decreased by $20.6 million, or 42%, to $69.4 million for the nine months ended September 30, 2025, from $48.7 million for the nine months ended September 30, 2024. The increase in Adjusted EBITDA was primarily driven by the addition of $18.8 million in activity attributable to Shyft, along

with an increase of $2.0 million in gross margin and increase in income from other segment items of $2.0 million, partially offset by increases in selling, general and administrative expenses of $2.5 million.

Europe and the Rest of the World

Sales for Aebi Schmidt's Europe and the Rest of the World segment increased by $22.9 million, or 7%, to $368.8 million in the nine months ended September 30, 2025, from $345.8 million in the nine months ended September 30, 2024. The increase in sales was driven by an increase in sales of new products of $16.0 million and an increase in after sales of $6.9 million.

Adjusted EBITDA for Aebi Schmidt's Europe and the Rest of the World segment decreased by $9.5 million, or 38%, to $15.4 million in the nine months ended September 30, 2025, from $24.9 million in the nine months ended September 30, 2024. The decrease in Adjusted EBITDA was driven by a decrease in gross margin of $2.8 million and an increase in expenses related to other segment items of $6.1 million.

Non-GAAP Financial Measures

Aebi Schmidt utilizes non-GAAP financial measures, Adjusted EBITDA and Adjusted EBITDA margin, to complement its U.S. GAAP reporting and to assist stakeholders in evaluating and comparing its financial and operational performance over multiple periods, identifying trends affecting its business, formulating business plans, and making strategic decisions. There can be no assurance that Aebi Schmidt will not modify the presentation of its non-GAAP financial measures in the future, and any such modification may be material.

Aebi Schmidt defines Adjusted EBITDA as net income before interest, taxes, depreciation, and amortization, further adjusted for foreign exchange gains and losses on external debt, restructuring and other related expenses, transaction related expenses, bargain purchase gains on acquisitions, changes in repurchase liabilities for Aebi Schmidt's employee share plan, non-service cost related pension expenses, legacy legal matters, sales executive transition costs, changes in provisions for contingencies, and other non-recurring items. Aebi Schmidt defines Adjusted EBITDA margin as a ratio of Adjusted EBITDA as a percentage of sales. Management uses Adjusted EBITDA to assess Aebi Schmidt's financial performance because it allows management and stakeholders to compare its operating performance on a consistent basis across periods by removing the effects of its capital structure (such as varying levels of interest expense and income), asset base (such as depreciation and amortization) and other items (such as non-recurring costs) that impact the comparability of financial results from period to period.

In evaluating Adjusted EBITDA, you should be aware that in the future Aebi Schmidt may incur expenses that are the same as or similar to some of the adjustments in such presentation. Aebi Schmidt's presentation of Adjusted EBITDA and Adjusted EBITDA margin should not be construed as an inference that future results will be unaffected by unusual or non-recurring items. Adjusted EBITDA and Adjusted EBITDA margin have important limitations as an analytical tool, and you should not consider these measures in isolation or as a substitute for analysis of Aebi Schmidt's operating results as reported under U.S. GAAP. Adjusted EBITDA and Adjusted EBITDA margin may be defined differently by other companies in its industry and may not be comparable to similarly titled measures of other companies, thereby diminishing their utility.

(in thousands, except percentages)	For the Nine Months Ended September 30, 2025		For the Nine Months Ended September 30, 2024	
Net income	**$ 934**		**$ 21,256**	
Adjusted for:				
Income tax (benefit) expense	(550)		8,651	
Interest expense	30,033		26,310	
Foreign exchange (gain) / losses on external debt	3,332		(1,058)	
Depreciation and amortization	28,041		19,390	
Restructuring and other related expenses	15,190		—	
Transaction related expenses	14,583		—	
Settlement of acquisition	1,317		—	
Change in repurchase liability for employee share plan	(6,377)		—	
Pension related income, net	(2,979)		(1,930)	
Legal matters	586		518	
Sales executive transition	—		234	
Change in provision for contingencies	(920)		146	
Non-cash stock-based compensation expense	825		—	
Other non-operating one-off items	752		89	
Adjusted EBITDA	**$ 84,767**		**$ 73,606**	
Sales	$ 998,254		$ 787,731	
Net Income Margin	**0.09**	**%**	**2.70**	
Adjusted EBITDA Margin	**8.49**	**%**	**9.34**	

Liquidity and Capital Resources

Aebi Schmidt's primary liquidity needs are to fund general business requirements, including working capital, capital expenditures, restructuring costs and debt service requirements. Aebi Schmidt's principal sources of liquidity are cash flows from operating activities, the Revolving Credit Facility and other debt issuances, and existing cash balances of $126.0 million as of September 30, 2025. Aebi Schmidt actively manages its working capital and associated cash requirements and continually seeks more effective uses of cash.

As of September 30, 2025, Aebi Schmidt had $482.4 million of net working capital (i.e., current assets minus current liabilities) compared to $250.9 million of net working capital as of December 31, 2024.

Aebi Schmidt believes that its available liquidity will be sufficient to meet its current obligations for a period of at least 12 months from the date of the filing of this Quarterly Report, and its liquidity will be sufficient to finance its operating and capital needs, including day to day operations, capital expenditures, research and development, investments in information technology systems, dividends and potential future acquisitions.

Cash Flows

Aebi Schmidt's cash flows from operating, investing and financing activities, as reflected in the Aebi Schmidt Consolidated Statements of Cash Flows are summarized in the following table:

	For the Nine Months Ended September 30,			
(in thousands)	**2025**	**2024**	**$ Change**	**% Change**
Net cash provided by (used in) operating activities	(24,552)	14,821	$ (39,373)	(266%)
Net cash provided by (used in) investing activities	9,938	(9,242)	19,180	-208%
Net cash provided by financing activities	77,722	3,719	74,003	n.m.
Effect of exchange rate changes on cash and cash equivalents	(2,310)	(87)	(2,223)	n.m.
Net increase in cash and cash equivalents	60,798	9,211	51,587	560%
Cash and cash equivalents at beginning of the period	65,173	42,698	22,475	53%
Cash and cash equivalents at end of the period	**$ 125,971**	**$ 51,909**	**$ 74,062**	**143%**

Net cash used in operating activities

Net cash used in operating activities increased by $39.4 million, or 266%, to $24.6 million in the nine months ended September 30, 2025, from cash provided by operating activities of $14.8 million in the nine months ended September 30, 2024. The increase in net cash used in operating activities was primarily driven by a decrease in net income of $20.3 million, an increase in collection of accounts receivable and contract assets of $43.0 million, an increase of $15.1 million in inventory levels, and an increase of other current liabilities and accrued expenses of $39.6 million. These increases were primarily offset by an increase in accounts payable of $46.7 million due to increased costs of production and purchases of raw materials, an increase in accrued compensation and related taxes of $17.1 million, and an increase in depreciation and amortization expense of $8.7 million.

Net cash used in investing activities

Net cash provided by investing activities increased by $19.2 million, or 208%, to $9.9 million in the nine months ended September 30, 2025, from cash used in investing activities of $9.2 million in the nine months ended September 30, 2024. The increase was primarily driven by net cash of $19.9 million acquired in the acquisition of Shyft, partially offset by an increase in cash spent on purchases of property, plant and equipment of $1.2 million.

Net cash provided by financing activities

Net cash provided by financing activities increased by $74.0 million to $77.7 million in the nine months ended September 30, 2025, from $3.7 million in the nine months ended September 30, 2024. The increase was driven by an increase of proceeds, net of payments, of $82.4 million from long-term debt and a decrease in deferred payments made related to historical transactions of $2.3 million. The increase was partially offset by an increase in dividend payments of $8.4 million and the exercise and vesting of stock incentive awards of $2.0 million.

Debt

In thousands	September 30, 2025	December 31, 2024
Revolving credit facility, due 2030	$ 345,495	$ —
Term loan, Facility A, due 2030	234,829	—
Revolving credit facility, due 2026	—	152,787
Term loan:		
Facility A, due 2026	—	20,778
Facility B, due 2026	—	40,000
Facility C, due 2026	—	119,715
Shareholder loan	58,897	51,982
Other debt	14,201	14,591
Total debt	653,422	399,853
Less current portion of long-term debt	(25,063)	(23,259)
Total long-term debt	$ 628,359	$ 376,594

Refinancing Transaction

On March 10, 2025, the Company entered into a syndicated $600.0 million credit facilities agreement ("New Credit Facilities Agreement") comprising:

- Term loan, Facility A, due 2030
- Revolving credit facility, due 2030 (Revolving Facility) which became effective with the closing of the Merger.

The New Credit Facilities Agreement became effective with the closing of the Merger. As of July 1, 2025, the proceeds obtained ($572.1 million) were utilized to fully repay the outstanding amounts of:

- Term Loan, Facility A, B and C, due 2026 ($187.0 million)
- Revolving Credit Facility, due 2026 ($185.6 million)
- Bilateral Credit Lines ($21.1 million)
- Revolving Credit Facility of Shyft ($120.0 million)

Following a creditor-by-creditor assessment, the Company determined that the New Credit Facilities Agreement constitutes a modification for continuing creditors and an extinguishment for leaving creditors, in accordance with ASC 470-50.

Term loan, Facility A, due 2030

Facility A is a multicurrency senior secured amortizing term loan facility with a total commitment amount of $350.0 million. The interest rate is variable defined based on the applicable reference rate (SOFR, SARON, EURIBOR), plus a margin determined by the Company's leverage ratio. The average interest rate for the three months ended September 30, 2025 was 6.719%.

The New Credit Facilities Agreement requires the Company to maintain certain financial ratios (covenants); prohibits it from incurring additional indebtedness; limits certain acquisitions, investments, advances or loans; and restricts substantial asset sales, all subject to certain exceptions and baskets. The Company is subject to financial covenants under the credit agreement and was in compliance with all covenants as of September 30, 2025.

Revolving Credit Facility, due 2030

The Revolving Facility is a multicurrency senior secured revolving loan facility with a total commitment amount of up to $250.0 million. The interest rate is variable and based on the applicable a reference rate (SOFR, SARON, EURIBOR), plus a margin determined by the Company's leverage ratio. The average interest rate for the three months ended September 30, 2025 was 6.574%.

The New Credit Facilities Agreement requires the Company to maintain certain financial ratios (covenants); prohibits it from incurring additional indebtedness; limits certain acquisitions, investments, advances or loans; and restricts substantial asset sales, all subject to certain exceptions and baskets. The Company was in compliance with all covenants as of September 30, 2025.

Term Loan

In November 2021, the Company entered a syndicated loan agreement with various banks for financing acquisitions. The term loan was split into the following facilities:

- *Total Facility A Commitments:* A senior amortizing term loan facility with a total commitment of $52.8 million.
- *Total Facility B Commitments:* A senior amortizing term loan facility with a total commitment of $60.0 million.
- *Total Facility C Commitments:* A senior non-amortizing term loan facility with a total commitment of $90.0 million and $33.6 million.

The interest rate was variable defined based on EURIBOR (EUR) compounded with SOFR (USD) plus a given interest margin.

On July 1, 2025, the Company has repaid the outstanding amount of $187.0 million with the proceeds obtained under the Term loan, Facility A, due 2030, and each of Facility A, Facility B and Facility C were terminated.

Revolving Credit Facility, due 2026 Commitment

The aggregate of the Revolving Credit Facility Commitment of EUR165.0 million ($193.7 million) was primarily used for refinancing existing debt obligations, excluding those related to Facility A. In addition, the Revolving Credit Facility supported the broader financial needs of Aebi Schmidt, including general corporate purposes and working capital requirements, as well as funding permissible acquisitions aligned with Aebi Schmidt's strategic objectives.

On July 1, 2025, the Company repaid the outstanding amount of $185.6 million with the proceeds obtained under the Revolving Facility, and the Revolving Credit Facility was terminated.

Shareholder loans

As of September 30, 2025, and December 31, 2024, there were subordinated shareholder loans totaling CHF13.6 million (2025: $17.0 million, 2024: $15.0 million) and EUR15.0 million (2025: $17.6 million, 2024: $15.6 million) from PCS Holding AG, as well as CHF10.0 million (2025: $12.5 million, 2024: $11.0 million) and EUR10.0 million (2025: $11.7 million, 2024: $10.4 million) from Gebuka AG.

The loans are originally granted for a fixed term, but the term will be extended if the loan agreement is not terminated 90 days prior to the end date or if an extension agreement is signed. The change in the loan balance as of September 30, 2025 and December 31, 2024, is solely due to foreign exchange rate fluctuations. These shareholder loans were renewed and amended in connection with the New Credit Facilities Agreement and survived the Closing.

Contingent Liabilities

Changes in Aebi Schmidt's warranty liability during the periods ended September 30, 2025, and 2024 were as follows:

	Nine Months Ended September 30,	
(in thousands)	**2025**	**2024**
Balance of warranty liability, beginning of period	$ 10,206	$ 8,022
Accruals for current period sales	4,371	3,265
Cash settlements	(2,739)	(1,466)
Changes in liability for pre-existing warranties	38	(37)
Acquisition	6,782	—
Translation adjustment	980	66
Balance of warranty liability, end of period	**$ 19,638**	**$ 9,850**

Aebi Schmidt's long-term warranty provisions amounting to $2.1 million and $0.9 million for the periods ended September 30, 2025 and 2024, respectively, are included within other non-current liabilities on its Condensed Consolidated Balance Sheet.

Contractual and Other Obligations

Aebi Schmidt is party to contractual and other material obligations (including any material cash obligations) involving commitments to make payments to third parties, and such commitments require a material amount of cash. As part of its normal course of business, Aebi Schmidt enters into contracts with suppliers for purchases of certain raw materials, components, and services to facilitate adequate supply of these materials and services. These arrangements may contain fixed or minimum quantity purchase requirements.

Refer to Note 7 – Commitments and Contingent Liabilities to Aebi Schmidt's unaudited condensed consolidated financial statements for details on its cash obligations.

Off-Balance Sheet Arrangements

The contingent liabilities include guarantees ("performance bonds") amounting to $16.2 million and $13.2 million as of September 30, 2025 and December 31, 2024, respectively. Through the normal course of bidding for and executing certain projects, Aebi Schmidt has entered into bid/performance bonds and surety bonds (collectively "performance bonds") with various financial institutions. Customers can draw on such performance bonds if Aebi Schmidt does not fulfil its contractual obligations. If a performance bond is drawn, Aebi Schmidt would have an obligation to reimburse the financial institution for amounts paid. There have been no significant amounts reimbursed to financial institutions under these types of arrangements for the nine months ended September 30, 2025 and 2024.

Critical Accounting Policies and Estimates

There have been no changes to our critical accounting policies during the nine months ended September 30, 2025. Refer to the Registration Statement for a summary of our policies.

Quantitative and Qualitative Disclosures About Market Risk

Aebi Schmidt is exposed to market risks in the ordinary course of business, which primarily relate to fluctuations in foreign currency exchange and commodity prices. Since December 31, 2024, there have been no material changes in our foreign currency exposures, commodity prices, or interest rates. For a discussion of our exposure to market risk, refer to *"Quantitative and Qualitative Disclosures about Market Risk"* in the Registration Statement.

Item 3. Quantitative and Qualitative Disclosures About Market Risk.

Aebi Schmidt is exposed to market risks in the ordinary course of business, which primarily relate to fluctuations in foreign currency exchange and commodity prices. Since December 31, 2024, there have been no material changes in our

foreign currency exposures, which is incorporated herein by reference, commodity prices, or interest rates. For a discussion of our exposure to market risk, refer to "*Quantitative and Qualitative Disclosures about Market Risk*" in the Registration Statement, which is incorporated herein by reference.

Item 4. Controls and Procedures.

Evaluation of Disclosure Controls and Procedures

Our management, with the participation of our Chief Executive Officer and Chief Financial Officer, evaluated the effectiveness of our disclosure controls and procedures as of September 30, 2025. Based on that evaluation, our Chief Executive Officer and Chief Financial Officer concluded that, due to the material weaknesses in internal control over financial reporting described below, our disclosure controls and procedures (as defined in Rules 13a-15(e) and 15d-15(e) under the Exchange Act) were not effective at a reasonable assurance level.

As previously disclosed, in connection with the preparation of Aebi Schmidt's Consolidated Financial Statements as of December 31, 2024 and 2023 and for the years then ended for purposes of the Registration Statement, Aebi Schmidt identified material weaknesses in its internal control over financial reporting. A material weakness is a deficiency, or a combination of deficiencies, in internal control over financial reporting, such that there is a reasonable possibility that a material misstatement of Aebi Schmidt's annual or interim consolidated financial statements will not be prevented or detected on a timely basis.

Aebi Schmidt's management identified the following material weaknesses in its internal control over financial reporting:

i. Lack of designing and maintaining an effective control environment commensurate with Aebi Schmidt's financial reporting requirements due to a lack of sufficient number of professionals with an appropriate level of internal controls and technical U.S. GAAP knowledge, experience and training to appropriately analyze, record and disclose accounting matters, including complex, non-routine transactions accurately and timely;

ii. Lack of maintaining formal accounting policies and procedures, and designing and maintaining controls related to significant accounts and disclosures to achieve complete, accurate and timely financial accounting, reporting and disclosures;

iii. Lack of consistently establishing appropriate authorities and responsibilities related to the segregation of duties in our finance and accounting functions;

iv. A failure to design and maintain effective information technology ("IT") general controls over user access, change management and segregation of duties for SAP information systems in Europe that are relevant to the preparation of its financial statements.

v. A failure to design and maintain effective IT general controls over user access, change management and segregation of duties for the remaining information systems that are relevant to the preparation of its financial statements.

The above IT general control deficiencies did not result in a material misstatement to the financial statements. However, these IT general control deficiencies could impact maintaining effective segregation of duties, as well as the effectiveness of IT-dependent controls (such as automated controls that address the risk of material misstatement to one or more assertions, along with the IT controls and underlying data that support the effectiveness of system-generated data and reports) that could result in misstatements potentially impacting all financial statement accounts and disclosures that would not be prevented or detected.

Aebi Schmidt's management is developing a plan to remediate the material weaknesses identified, including: (a) providing relevant U.S. GAAP technical accounting, internal controls over financial reporting and SEC financial reporting requirements training for personnel, including hiring additional personnel to strengthen the accounting and finance functions; (b) designing and implementing a financial reporting control framework, including management review controls, together with IT general and application controls for all systems which materially impact financial reporting.

Aebi Schmidt's management cannot assure that it will be successful in remediating the material weaknesses identified above. The failure to correct the material weaknesses or the failure to discover and address any other material weaknesses or deficiencies could result in inaccuracies in the financial statements and impair the ability to comply with applicable financial reporting requirements and related regulatory filings on a timely basis.

Aebi Schmidt was a Swiss private company and was not required to comply with Section 404 of the Sarbanes-Oxley Act of 2002, as amended (the "Sarbanes-Oxley Act"). Therefore, neither management nor an independent registered public accounting firm had performed an evaluation of the effectiveness of Aebi Schmidt's internal control over financial reporting in accordance with the provisions of the Sarbanes-Oxley Act. Following the Closing and Aebi Schmidt's U.S. listing as a public company, Aebi Schmidt's management will be required to report on the effectiveness of Aebi Schmidt's internal control over financial reporting pursuant to Section 404(a) of the Sarbanes-Oxley Act and is expected to become subject to auditor attestation requirements pursuant to Section 404(b) of the Sarbanes-Oxley Act, beginning with the filing of Aebi Schmidt's Annual Report on Form 10-K for the year ending December 31, 2026.

Changes in Internal Control over Financial Reporting

We are taking actions to complete the remediation of the material weaknesses relating to our internal control over financial reporting, as described above. Except as otherwise described herein, there was no change in our internal control over financial reporting (as such term is defined in Rules 13a-15(f) and 15d-15(f) under the Exchange Act) that occurred during our most recent fiscal quarter that has materially affected, or is reasonably likely to materially affect, our internal control over financial reporting.

Inherent Limitations on Effectiveness of Controls

An effective internal control system, no matter how well designed, has inherent limitations, including the possibility of human error or overriding of controls, and therefore can provide only reasonable assurance with respect to reliable financial reporting. Because of its inherent limitations, our internal control over financial reporting may not prevent or detect all misstatements, including the possibility of human error, the circumvention or overriding of controls, or fraud. Effective internal controls can provide only reasonable assurance with respect to the preparation and fair presentation of financial statements.

PART II—OTHER INFORMATION

Item 1. Legal Proceedings.

As of the date of this Quarterly Report, Aebi Schmidt was party, both as plaintiff or defendant, to a number of lawsuits and claims arising out of the normal conduct of its businesses. Aebi Schmidt's management does not currently expect its financial position, future operating results or cash flows to be materially affected by the final outcome of these legal proceedings.

Item 1A. Risk Factors.

Our business, financial condition, results of operations and cash flows are subject to various risks which may cause actual performance to differ materially from historical or projected future performance, many of which are not exclusively within our control. The risks described below are the primary risks known to us which we believe could materially affect our business, financial condition, results of operations, or cashflows. However, these risks may not be the only risks that could impact us. Our business could also be affected by other factors which are not presently known to us, factors we currently consider to be immaterial to our operations, or factors that could emerge as new risks in the future. Readers should not interpret the disclosure of any risk factor to imply that the risk has not already materialized.

Risks Relating to Our Company and Business

Changes in U.S. trade policy, including the imposition of tariffs and the resulting consequences, may have a material adverse impact on our business and results of operations.

Changes in U.S. trade policy, including the imposition of tariffs and the resulting consequences of such imposition, may have a material adverse impact on our business and results of operations and of our business partners and suppliers. In particular, the U.S. government has adopted a new approach to trade policy and in many cases is renegotiating, or potentially terminating, certain existing bilateral or multi-lateral trade agreements. It has also imposed or is considering the imposition of tariffs on certain foreign goods, including certain products imported into the United States from Mexico, Canada, China and numerous other jurisdictions. These measures have resulted in, and are likely to continue to result in, increased costs for goods imported into the United States, particularly if these measures are implemented in regions where we or our suppliers source components or raw materials. This in turn has required and may continue to require us to increase the prices we charge to our customers, which may reduce demand, or, if we are unable to increase prices, result in lowering our margin on products sold. Further, changes in U.S. trade policy have resulted in, and likely will continue to result in one or more of the United States' trading partners adopting responsive trade policies making it more difficult or costly for us to export our products to those countries. Countries may also adopt other measures, such as controls on imports or exports of goods, technology or data, which could adversely impact our operations and supply chain. Any such volatility and disruptions may adversely affect our business or the third parties on whom we rely. Political tensions as a result of trade policies could reduce trade volume, investment, technological exchange and other economic activities between major international economies, resulting in a material adverse effect on global economic conditions and the stability of global financial markets.

There is substantial uncertainty about the duration of existing tariffs and whether additional tariffs may be imposed, modified or suspended. We cannot predict future trade policy or the terms of any renegotiated trade agreements and their impact on our business. The adoption and expansion of trade restrictions, reciprocal tariffs, the occurrence of a trade war, or other governmental action related to tariffs or trade agreements or policies has the potential to adversely impact demand for our products, costs, customers, suppliers, and the U.S. economy, which in turn could adversely impact our business, financial condition and results of operations.

A disruption, termination or alteration of the supply of critical components from third-party suppliers could materially adversely affect the sales of our products.

Our sales and manufacturing processes depend on the supply of critical components such as vehicle chassis, engines, transmissions, wire harnesses, axles and hydraulic pumps from major vehicle manufacturers and other suppliers. If our suppliers experience production delays, if the quality or design of their products change, if they implement recalls or change or discontinue the specific type of products they manufacture, or terminate their relationships with us, we could incur significant costs or disruptions to our business, which could have a material adverse effect on our net sales, financial

condition, profitability and/or cash flows. At various times, we may carry increased inventory to protect against these concerns, which may negatively impact our results of operations.

The steel, stainless steel, aluminum and other raw materials and components for our U.S. business are predominantly manufactured in the U.S. and purchased from U.S. domestic suppliers. However, to the extent tariffs increase the price of imported products, others in the industry may choose to increase their orders from U.S. domestic suppliers, which could strain the capacity of our U.S. domestic suppliers, putting the normal, uninterrupted supply of components to us at risk. In addition, U.S. domestic suppliers that currently incorporate imported components in their products may be subject to the same issues, i.e., increased costs of those imported components and limited availability of U.S. domestic supplier sources. Our suppliers could also experience operational delays or disruptions, including as a result of reacting to the imposition of tariffs, the outbreak of epidemics or other public health crises, which could in turn affect our manufacturing processes and sales. Additionally, certain important components that we use in our vehicles, such as engines and transmissions, are produced by a limited number of qualified suppliers and for some components may be limited to a single source of supply, so any disruption in their supply to us of such components could have a negative impact on our business.

Volatility in the financial markets generally, and in the truck and automotive sectors in particular, could impact the financial viability of certain of our key third-party suppliers, or could cause them to exit certain business lines, or change the terms on which they are willing to provide products. During 2018 and 2019, many of our suppliers encountered production issues and delivery delays due to factors which included a vendor factory fire, new plant location inefficiencies, unplanned work stoppages and indirect impacts from the implementation of tariffs. A recurrence of any of these events or another similar development could lead to difficulties in meeting our customers' demands and reduce our overall sales volume. Further, any changes in quality or design, capacity limitations, shortages of raw materials or other problems could result in shortages or delays in the supply of vehicle chassis or components to us. Our business, operating results and financial condition could suffer if our suppliers reduce output or make changes to chassis models that are unpopular with customers or are incompatible with current product designs or production process.

In addition, a growth in popularity of EVs without a significant expansion in battery cell production capacity could result in shortages, which could result in increased materials costs and could adversely impact our projected manufacturing and delivery timelines.

Increases in the price of commodities would impact the cost or price of our products, which may impact our ability to sustain and grow earnings.

Our manufacturing processes consume significant amounts of raw materials, the costs of which are subject to worldwide supply and demand factors, as well as other factors beyond our control, including continuing inflation. Raw material price fluctuations may adversely affect our results. We purchase, directly and indirectly through component purchases, significant amounts of aluminum, stainless steel, nickel (in particular as part of stainless steel), plastics and other resins, wood, electronic components, cables, and fiberglass products as well as other commodity-sensitive raw materials annually. In particular, in past years, steel and aluminum prices have experienced volatility which has been unforeseen and unexpected. Further, tariffs enacted or proposed by the U.S. government, or retaliatory tariffs, could further increase the price of components imported from international suppliers, and lift prices of certain commodities generally, regardless of origin. For example, tariffs increasing the cost of wood imported from Canada would likely lead to commercial and price pressures from U.S. producers as the result of consumers moving purchases to U.S. producers. Although at times we purchase steel, aluminum and other raw materials in advance to provide certainty regarding portions of our pricing and supply, for the majority of our raw material purchases we do not typically enter into any fixed-price contracts and may not be able to accurately anticipate future raw material prices for those inputs, including the impacts of inflation. Commodity pricing has fluctuated significantly over the past few years and may continue to do so in the future. In addition, the cost of land and sea transportation is impacted by fluctuations in the cost of crude oil and diesel.

Such fluctuations in commodity prices could have a material effect on our results of operations, balance sheets and cash flows and impact the comparability of our results between financial periods.

Any negative change in our relationship with major customers could have significant adverse effects on revenues and profits.

Our financial success is directly related to customers continuing to purchase our products. Failure to fill customers' orders in a timely manner or on the terms and conditions of sale could harm our relationships with customers.

The importance of maintaining excellent relationships with our major customers may also give those customers leverage in their negotiations with us, including pricing and other supply terms, as well as post-sale disputes. This leverage may lead to increased costs or reduced profitability for us. Furthermore, if any of our major customers experience a significant downturn in their business or fail to remain committed to their products or brands, these customers may reduce or discontinue purchases from us, which could have an adverse effect on our business, results of operations and financial condition.

The unavailability, reduction, elimination or adverse application of government funding could have an adverse effect on our business, prospects, financial condition and operating results.

The risk associated with government customers is linked to fluctuations in their tax revenues and budgets. While many of our products are often prioritized - being either safety-critical equipment for street maintenance (e.g., ice and snow removal) or mission-critical airport equipment - there remains a risk that budget constraints could lead to delays in funding allocations, impacting order timelines. Although government and municipal customers typically are required by law to maintain these operations, financial pressures may result in postponed or deferred purchases, as witnessed during the COVID-19 pandemic.

The agricultural sector faces a similar risk related to funding. Farmers typically rely on subsidies from public institutions, and spending in this sector is heavily dependent on the availability of those funds. Any reduction or delay in subsidies could directly impact purchasing decisions, posing a risk to demand for our products. For example, the U.S. federal government recently has frozen or otherwise refused to honor certain promised payments and subsidies to farmers and others, which poses such a risk.

Our U.S. airport customers operate under FAA regulations, so any failure of our equipment could have significant operational consequences. Funding for airport improvements comes from the FAA's Airport Improvement Program (AIP), which requires compliance with the Buy American Act. A government shutdown or budget cuts would pose a direct risk, leading to delays in funding approvals and project execution. The Airport & Airway Trust Fund (AATF), a key funding source within the AIP, is government-funded and closely tied to federal budget decisions. Any reductions in government spending could negatively impact AATF allocations, directly affecting purchase decisions and potentially delaying orders.

We may not be able to remain competitive in the rapidly changing markets in which we compete.

We operate in a highly competitive environment in each of the markets we serve, and face competition in each of our product segments from numerous competitors. We compete principally on the basis of customer loyalty and repeat buyers, client-specific customization, product quality and reliability, breadth of product offering, manufacturing capability and flexibility, technical capability, product innovation, customer service, after-sales support, delivery times and price.

The markets we serve are undergoing rapid transformation, particularly with respect to electric vehicles ("EV") and autonomous vehicles. Our current and potential competitors include companies that have significantly greater financial, technical, manufacturing, marketing and other resources than we do, including OEMs and certain of their customers who are highly motivated by market opportunities to deploy those resources to the design, development, manufacturing, distribution, promotion, sale and support of their products, including their EVs and autonomous vehicles. As a result of these market opportunities, OEMs and other companies have taken actions to reduce costs, including through in-sourcing, supply base consolidation and vertical integration. We expect these trends to continue and even accelerate. We expect competition for EVs and autonomous vehicles to intensify due to increased demand and a regulatory push for alternative fuel vehicles, continuing globalization, and consolidation in the worldwide vehicle industry. Increased competition may lead to lower vehicle unit sales and increased inventory, which may result in downward price pressure and adversely affect our business, financial condition, operating results, and prospects. Our business will be adversely affected if we are unable to adequately respond to these pressures or otherwise continue to compete in these markets.

Amounts included in order backlog may not result in actual revenue and are an uncertain indicator of our future revenue.

Backlog is generally comprised of agreements and purchase orders from customers that are subject to modification, cancellation, or rescheduling. We report these orders in our backlog at aggregate selling prices, net of discounts or allowances, and for certain products we recognize revenues based upon percentage completion. While realization of revenue related to order backlog has not been a major issue in the past, we cannot assure that we will recognize revenue with respect to each order included in order backlog. Should a cancellation occur, our order backlog and

anticipated revenue would be reduced unless we are able to replace the cancelled order. As a result, the order backlog is not entirely within our control, and may not be indicative of future sales and can vary significantly from period to period. Reductions in our order backlog could negatively impact our future results of operations.

We evaluate our order backlog at least quarterly to determine if the orders continue to meet our criteria for inclusion in order backlog and to verify percentage of completion. We may adjust our reported order backlog to account for any changes, including those arising from continued customer intent and ability to fulfill order, supply base capacity, and changes in our ability, or the methodology used, to determine whether an order is likely to be completed. We cannot assure that our order backlog will result in revenue on a timely basis or at all, or that any cancelled contracts will be replaced. As a result, the order backlog may not be indicative of future sales and can vary significantly from period to period. In addition, it is possible that the methodology for determining the order backlog may not be comparable to methods used by other companies.

In addition, as a result of firm purchase orders from our customers, we may enter into agreements to produce and sell vehicles at a specified price with certain adjustments for changes and options based upon our estimation of the cost to produce and the timing of delivery. Due to the nature of these product cost estimates and the fluctuations in input costs and availability, we may underestimate the costs of production and therefore overestimate the profitability in the backlog. As a result, the actual profitability of those sales in the future may differ materially from the initial estimates when we recorded the firm purchase orders in backlog.

Our ability to meet customer delivery schedules is dependent on a number of factors including, but not limited to, access to components and raw materials, an adequate and capable workforce, assembling/engineering expertise for certain projects and sufficient manufacturing capacity. The availability of these factors may in some cases be subject to conditions outside of our control. A failure by us to deliver in accordance with our performance obligations may result in financial penalties under certain of our contracts and damage to existing customer relationships, damage to our reputation and loss of future bidding opportunities, which could cause the loss of future business and could negatively impact our financial performance.

The integration of businesses or assets we have acquired or may acquire in the future involves challenges that could disrupt our business and harm our financial condition.

As part of our growth strategy, we have pursued and expect to continue to selectively pursue acquisitions of businesses or assets to diversify, expand our capabilities, enter new markets, or increase our market share. Integrating any newly acquired business or assets can be expensive and can require a great deal of management time and other resources. We cannot guarantee that we will be able to identify attractive acquisition targets or assets. If we are unable to successfully integrate newly acquired businesses (including Shyft) with our existing business, we will not realize the synergies we expect from the acquisition and our business and results of operations would be adversely impacted.

Reconfiguration or relocation of our production operations could negatively impact our earnings.

We may, from time to time, reconfigure our production lines or relocate production of products between buildings or locations or to new locations to maximize the efficient utilization of our existing production capacity or take advantage of opportunities to increase manufacturing efficiencies. Costs incurred to affect these reconfigurations or relocations may exceed our estimates, and the efficiencies gained may be less than anticipated, each of which may have a negative impact on our results of operations and financial position.

Unforeseen or recurring operational problems at any of our facilities, or a catastrophic loss of one of our key manufacturing facilities, may cause significant lost production and adversely affect our results of operations.

Our manufacturing process could be affected by operational problems that could impair our production capability. Many of our manufacturing facilities contain sophisticated machines that are used in our manufacturing process. Disruptions or shutdowns at any of our facilities could be caused by:

- maintenance outages to conduct maintenance activities that cannot be performed safely during operations;
- prolonged power failures or reductions;
- breakdown, failure or substandard performance of any of our machines or other equipment;
- noncompliance with, and liabilities related to, environmental requirements or permits;
- disruptions in the transportation infrastructure, including railroad tracks, bridges, tunnels or roads;

- fires, floods, earthquakes, tornadoes, hurricanes, microbursts or other catastrophic disasters, national emergencies, pandemics, political unrest, war or terrorist activities; or
- other operational problems.

If some of our facilities are shut down, they may experience prolonged startup periods, regardless of the reason for the shutdown. Those startup periods could range from several days to several weeks or longer, depending on the reason for the shutdown and other factors. Any prolonged disruption in operations at any of our facilities could cause a significant loss of production and adversely affect our results of operations and negatively impact our customers and dealers. Further, a catastrophic event could result in the loss of the use of all or a portion of one of our manufacturing facilities. Although we carry property and business interruption insurance, our coverage may not be adequate to compensate us for all losses that may occur. Any of these events individually or in the aggregate could have a material adverse effect on our business, financial condition and operating results.

Disruptions within our dealer network could adversely affect our business.

We rely, for certain of our products, on a network of independent dealers to market, stock, deliver, provide training for, and service our products to and for customers. Our business is influenced by our ability to initiate and manage new and existing relationships with dealers.

From time to time, we or an individual dealer may choose to terminate the relationship, or the dealership could face financial difficulty leading to bankruptcy or other failure, or difficulty in transitioning to new ownership, in each case leading to a temporary loss of distribution channels. In addition, our competitors could engage in a strategy to attempt to acquire or convert our dealers to carry their products. We do not believe our business is dependent on any single dealer, the loss of which would have a sustained material adverse effect on our business.

However, the disruption of dealer coverage within a specific local market could have an adverse impact on our business within the affected market. The loss or termination of a significant number of dealers could cause difficulties in marketing and distributing our products and have an adverse effect on our business, operating results or financial condition. If a dealer in a strategic market experiences financial difficulty, we may choose to provide financial support such as extending credit to a dealership, reducing the risk of disruption, but increasing our financial exposure.

Additionally, there is a competitive risk related to the distribution chain, as dealers operate independently and set their own pricing and conditions in the market. While we may seek to mitigate that risk through direct sales, we have no control over dealer pricing strategies. This risk could impact the competitiveness of our products in specific dealer markets.

We may be unsuccessful in implementing our growth strategy.

Our growth strategy includes expanding existing market share through product innovation, continued expansion into industrial and global markets and merger or acquisition related activities. We believe that our future success depends in part on our research and development and engineering efforts, our ability to manufacture or source the products and customer acceptance of our products. As it relates to new markets, our success also depends on our ability to create and implement local supply chain, sales, distribution and services strategies to reach these markets.

The potential inability to successfully implement and manage our growth strategy could adversely affect our business and our results of operations. The successful implementation of our growth strategy will depend, in part, on our ability to integrate operations with acquired companies.

We also make investments in new business development initiatives which could have a relatively high failure rate. We limit our investments in these initiatives and establish governance procedures to contain the associated risks, but losses could result and may be material. Our growth strategy also may involve acquisitions, joint venture alliances and additional arrangements of distribution. We may not be able to enter into acquisitions or joint venture arrangements on acceptable terms, and we may not successfully integrate these activities into our operations. We also may not be successful in implementing new distribution channels, and changes could create discord in our existing channels of distribution.

When we introduce new products, we may incur expenses that we did not anticipate, such as recall expenses, resulting in reduced earnings.

The introduction of new products is critical to our future success. We will have additional costs when we introduce new products, such as initial labor or purchasing inefficiencies and costs to identify and comply with product regulations applicable to the new products. But we may also incur unexpected expenses. For example, we may experience unexpected engineering or design issues that will force a recall of a new product, increase our warranty costs for the new product, or increase production costs of the product above levels needed to ensure profitability. In addition, we may make business decisions that include offering incentives to stimulate the sales of products not adequately accepted by the market, or to stimulate sales of older or less marketable products. The costs resulting from these types of problems could be substantial and have a significant adverse effect on our earnings.

We may discover defects in our vehicles, potentially resulting in delaying new model launches, recall campaigns, increased warranty costs, liability or other costs.

Meeting or exceeding many government-mandated safety standards is costly and often technologically challenging. Government safety standards require manufacturers to remedy defects related to motor vehicle safety through safety recall campaigns, and a manufacturer is obligated to recall vehicles if we determine that they do not comply with relevant safety standards. Should we or government safety regulators determine that a safety or other defect or noncompliance exists with respect to certain of our vehicles, there could be a delay in the launch of a new model, recalls of existing models or a significant increase in warranty claims, the costs of which could be substantial. Any actual or perceived defect or other quality issue in our products could be costly to address and could also lead to potential liability or reputational damage. Additionally, the vehicles we manufacture for sale are subject to strict contractually established specifications using complex manufacturing processes. If we fail to meet the contractual requirements for a vehicle or a part, we could be subject to warranty costs to repair or replace the part itself and additional costs related to the investigation and inspection of non-complying parts. These potential warranty and repair and replacement costs are generally not covered by our insurance. We establish warranty reserves that represent our estimate of expected costs for fulfilling our warranty obligations. We base our estimate for warranty reserves on our historical experience and other related assumptions. If actual results materially differ from these estimates, our results of operations could be materially affected.

In addition, we may not be able to enforce warranties and extended warranties received or purchased from our suppliers if they refuse to honor such warranties or go out of business. Also, a customer may choose to pursue remedies directly under our contract with us over enforcing such supplier warranties. In such a case, we may not be able to recover our losses from the supplier.

Increases in the cost of labor, deterioration in employee relations, union organizing activity and work stoppages at our facilities could have a negative effect on our business.

While we believe our employee relations are generally positive, it cannot be assured that our relations with our workforce will remain positive. A deterioration in these relations could have an adverse effect on our business. In addition, we conduct a large portion of our business in highly competitive labor markets. If we are unable to recruit and retain a sufficient workforce, or if the costs of doing so increase, our business could be materially adversely affected.

Union organizers may work to organize employees at some of our facilities. If union representation is implemented at such sites and we are unable to agree with the union on reasonable employment terms, including wages, benefits, and work rules, we could experience a significant disruption of our operations and incur higher ongoing labor costs. Further, if a location does experience organizing activity, our management and other personnel need to divert attention from operational and other business matters to devote substantial time to address such activity.

Our ability to execute our strategy is dependent upon our ability to attract, retain, and develop qualified personnel, including our ability to execute proper succession plans for senior management and key employees.

Our continued success depends, in part, on our ability to identify, attract, motivate, train and retain qualified personnel in key functions and geographic areas, including the members of our senior management team. In particular, we are dependent on our ability to identify, attract, motivate, train and retain qualified engineers and skilled labor with the requisite education, background and industry experience to assist in the development, enhancement, introduction and manufacture of our products and technology solutions.

Failure to attract, train and retain qualified personnel, whether as a result of an insufficient number of qualified local residents or the allocation of inadequate resources to train, integrate and retain, could impair our ability to execute our business strategy and could have an adverse effect on our business prospects. Our success also depends to a large extent upon our ability to attract and retain key executives and other key employees, as well as the existence of a succession plan for these employees. These employees have extensive experience in our markets and are familiar with our business, systems and processes. The loss of the services of one or more of these key employees could have an adverse effect, at least in the short to medium term, on significant aspects of our business, including the ability to manage our business effectively and the successful execution of our strategies, if transitions according to our succession plans are not successful. If certain of these employees decide to leave, we could incur disruptions to the completion of certain initiatives and could incur significant costs in hiring, training, developing and retaining their replacements if our succession plans are not adequate.

Risks associated with international sales and contracts could have a negative effect on our business.

We face numerous risks associated with conducting international operations, any of which could negatively affect our financial performance, including changes in foreign country regulatory requirements, the strength of the U.S. dollar and the Euro compared to other currencies, import/export restrictions, the imposition of tariffs and other trade barriers, disruptions in the shipping of exported products and other logistical challenges. In addition, when we introduce an existing product into a new market, we generally will incur additional costs to adapt that product to local markets, and to identify and comply with product regulations applicable to products in that jurisdiction.

Our EVs rely on software and hardware that is highly technical, and if these systems contain errors, bugs, vulnerabilities, or design defects, or if we are unsuccessful in addressing or mitigating technical limitations in our systems, our EV business could be adversely affected.

Our EVs rely on software and hardware that is highly technical and complex and will require modification and updates over the life of our vehicles. Our software and hardware may contain errors, bugs, vulnerabilities or design defects, and our systems are subject to certain technical limitations that may compromise our ability to meet our objectives. Some errors, bugs, vulnerabilities, or design defects inherently may be difficult to detect and may only be discovered after the product has been released. Although we will attempt to remedy any issues we observe in our vehicles effectively and rapidly, such efforts may not be timely, may hamper production or may not be to the satisfaction of our customers.

If we are unable to prevent or effectively remedy errors, bugs, vulnerabilities or defects in our software and hardware, or fail to deploy updates to our software properly, we would suffer damage to our reputation, loss of customers, loss of revenue or liability for damages, any of which could adversely affect our business, prospects, financial condition, results of operations, and cash flows.

There are complex software and technology systems that we must develop in coordination with vendors and suppliers to reach mass production for our EVs, and there can be no assurance that we will successfully develop or integrate them.

Our EVs and EV operations use a substantial amount of complex third-party and in-house software and hardware. The development and integration of such advanced technologies are inherently complex, and we will need to coordinate with our vendors and suppliers to reach mass production for our EVs. Defects and errors may be revealed over time and our control over the performance of third-party services and systems may be limited. As a result, our potential inability to develop and integrate the necessary software and technology systems may adversely affect our EV business.

We rely on third-party suppliers to develop a number of emerging technologies for use in our EVs, including battery technology and the use of different battery cell chemistries. Certain of these technologies and chemistries are not currently commercially viable, and they may never be commercially viable. There can be no assurances that our suppliers will be able to meet the technological requirements, production timing, and volume requirements to support our business plan. Competitors and their suppliers may develop cheaper or more efficient battery technology. Furthermore, if we experience delays from our third-party suppliers (including due to their financial viability or technology), we could experience delays in delivering on our timelines. In addition, the technology may not comply with the cost, performance useful life, and warranty characteristics we anticipate in our business plan. As a result, our business plan could be significantly impacted and we may incur significant liabilities under warranty claims which could materially and adversely affect our business, prospects, financial condition, results of operations, and cash flows.

General economic, market, and/or political conditions, whether on a global, national, or more regional scale, could have a negative effect on our business.

Wars, acts of terrorism, armed conflicts, natural disasters (including those caused by climate change), budget shortfalls, cybersecurity incidents, civil unrest, governmental actions, and epidemics have in the past and could in the future create significant uncertainties that may have material and adverse effects on consumer demand, shipping and transportation, the availability of manufacturing components, commodity prices and our ability to engage in overseas markets as tariffs are implemented. An economic recession, whether resulting from one of these events or others, would have a material adverse impact on our financial condition and results of operations.

If there is a rise in the frequency and size of product liability, warranty and other claims against us, including wrongful death claims, our business, results of operations and financial condition may be harmed.

We are frequently subject, in the ordinary course of business, to litigation involving product liability and other claims, including wrongful death claims, related to personal injury and warranties. We insure our product liability claims in the commercial insurance market. We cannot be certain that our insurance coverage will be sufficient to cover all future claims against us. Any increase in the frequency and size of these claims, as compared to our experience in prior years, may cause our insurance premiums to rise significantly. It may also increase the amount we pay in punitive damages, which our insurance may not cover. In addition, a major product recall or increased levels of warranty claims could have a material adverse effect on our results of operations.

Changes to laws and regulations governing our business could have a material impact on our operations.

Our manufactured products and the industries in which we operate are subject to extensive federal, state and local regulations in multiple jurisdictions. Changes to any of these regulations or the implementation of new regulations could significantly increase the costs of manufacturing, purchasing, operating or selling our products, managing our data and systems, and could have a material adverse effect on our results of operations. Our failure to comply with present or future regulations could result in fines, potential civil and criminal liability, suspension of sales or production, or cessation of operations.

Failure to comply with, and liabilities arising under, environmental and motor vehicle laws and regulations could have a material impact on our operations.

Our operations are subject to a variety of federal, state, local and international environmental regulations in the jurisdictions in which we operate relating to, among other matters, noise pollution and the use, generation, storage, treatment, emission and disposal of hazardous materials and wastes, some of which impose joint and several liability, regardless of fault. Our failure to comply with present or future regulations could result in fines, potential civil and criminal liability, suspension of production or operations, alterations to the manufacturing process, costly cleanup or capital expenditures. Climate change regulations at the federal, state or local level in the jurisdictions in which we operate could require us to change our manufacturing processes or product portfolio or undertake other activities that may require us to incur additional expenses, which may be material.

Our vehicles are subject to motor vehicle safety standards, and the failure to satisfy such mandated safety standards could have a material adverse effect on our business, financial condition, results of operations, and cash flows.

All vehicles sold must comply with applicable international, federal, state and local motor vehicle safety standards. In the United States, vehicles that meet or exceed all federally mandated safety standards are self-certified by the manufacturer under the federal regulations. Rigorous testing and the use of approved materials and equipment are among the requirements for achieving federal certification. Jurisdictions outside the United States require us to meet “Type Approval” requirements by proving to regulators that our vehicles meet those relevant safety standards in effect in those countries. Our failure to maintain compliance of our current vehicles or obtain certification of compliance for any future vehicle, including future EV models, with motor vehicle safety standards in the United States, Europe, Canada or other jurisdictions could have a material adverse effect on our business, prospects, financial condition, results of operations, and cash flows.

Our operating results may fluctuate significantly on a quarter-to-quarter basis.

Our quarterly operating results depend on a variety of factors including the timing and volume of orders, the completion of product inspections and acceptance by our customers, and various restructuring initiatives that may be undertaken from time to time. Accordingly, our financial results may be subject to significant and/or unanticipated quarter-to-quarter fluctuations.

Our businesses are cyclical, and this can lead to fluctuations in our operating results.

The industries in which we operate are highly cyclical and there can be substantial fluctuations in our manufacturing, shipments and operating results, and the results for any prior period may not be indicative of results for any future period. Companies within these industries are subject to volatility in operating results due to external factors such as economic, demographic and political changes. Factors affecting the manufacture of chassis, specialty vehicles and other products include but are not limited to:

- Commodity prices;
- Fuel availability and prices;
- Unemployment trends;
- International tensions and hostilities;
- General economic conditions;
- Various tax incentives;
- Strength of the U.S. dollar and Euro compared to other currencies;
- Overall consumer confidence and the level of discretionary consumer spending;
- Dealers' and manufacturers' inventory levels; and
- Interest rates and the availability of financing.

Economic, legal and other factors could impact our customers' ability to pay accounts receivable balances due from them.

In the ordinary course of business, customers are granted terms related to the sale of goods and services delivered to them. These terms typically include a period between when the goods and services are tendered for delivery to the customer and when the customer must pay for these goods and services. The amounts due under these payment terms are listed as accounts receivable on our balance sheet. Prior to our collecting these accounts receivable, our customers could encounter drops in sales, unexpected increases in expenses, or other factors which could impact their ability to continue as a going concern, and which could affect the collectability of these amounts. Writing off uncollectible accounts receivable could have a material adverse effect on our earnings and cash flow as we have major customers with material accounts receivable balances at any given time.

Our business operations could be disrupted if our information technology systems fail to perform adequately or experience a cybersecurity incident.

We rely on our information technology systems to effectively manage our business data, communications, supply chain, product engineering, manufacturing, accounting and other business processes. If these systems are damaged, cease to function properly or are subject to a cybersecurity breach such as ransomware, phishing, infection with viruses or intentional attacks aimed at theft or destruction of sensitive data, we may suffer an interruption in our ability to manage and operate the business, and our results of operations and financial condition may be adversely affected.

Like most corporations, our information systems are a target of attacks. In addition, third-party providers of data hosting or cloud services, as well as our suppliers, may experience cybersecurity incidents that may involve data we share with them. There can be no assurance that cybersecurity incidents, whether with respect to us or such third-party providers, will not have a material adverse effect on us in the future. To mitigate risks to our information systems, we continue to make investments in personnel, technologies and training of personnel.

Fuel shortages, or higher prices for fuel, could have a negative effect on sales.

Gasoline or diesel fuel is required for the operation of the specialty vehicles we manufacture. There can be no assurance that the supply of these petroleum products will continue uninterrupted, that rationing will not be imposed or that the price of, or tax on, these petroleum products will not significantly increase in the future. Increases in gasoline and diesel

prices and speculation about potential fuel shortages may have had an unfavorable effect on consumer demand for certain we products. This, in turn, may have a material adverse effect on our sales volume. Increases in the price of oil also can result in significant increases in the price of many of the components in our products, which may have an adverse impact on margins or sales volumes.

We could incur asset impairment charges for goodwill, intangible assets or other long-lived assets.

We have a significant amount of goodwill, intangible assets and other long-lived assets. At least annually, we review goodwill and non-amortizing intangible assets for impairment. We will also review for impairment identifiable intangible assets, goodwill and other long-lived assets whenever events or changes in circumstances indicate the carrying amount of an asset may not be recoverable from future cash flows. If the operating performance at one or more of our reporting units fails to meet future forecasts, or if future cash flow estimates decline, we could be required, under current U.S. accounting rules, to record impairment charges for our goodwill, intangible assets or other long-lived assets. Any write-off of a material portion of such assets could negatively affect our results of operations or financial position.

We may be unable to adequately protect our intellectual property.

While we believe that our patents, trademarks, know-how and other intellectual property have significant value, it is uncertain that this intellectual property or any intellectual property acquired or developed by us in the future will provide a meaningful competitive advantage. Our patents or pending patent applications may be challenged, invalidated or circumvented by competitors or rights granted thereunder may not provide meaningful proprietary protection. Moreover, competitors may infringe on our patents or successfully avoid them through design innovation. Policing unauthorized use of our intellectual property is difficult and expensive, and we may not be able to, or have the resources to, prevent misappropriation of our proprietary rights, particularly in countries where the laws may not protect such rights as fully as in the U.S. The cost of protecting our intellectual property may be significant and have a material adverse effect on our financial condition and future results of operations. In addition, because we operate in many countries throughout the world, our intellectual property may be subject to additional risks of infringement, sometimes in jurisdictions with weaker protections of intellectual property rights, and we must take steps to protect our intellectual property rights under the laws of multiple jurisdictions. This risk increases when the intellectual property rights relate to new technologies.

Emerging issues related to the development and use of artificial intelligence ("AI") could give rise to legal or regulatory action, damage our reputation or otherwise materially harm our business.

Our development and use of AI technology in our products and operations remains in the early phases. While we aim to develop and use AI responsibly and attempt to mitigate ethical and legal issues presented by our use, we may ultimately be unsuccessful in identifying or resolving issues before they arise. AI technologies are complex and rapidly evolving and the technologies that we develop or use may ultimately be flawed. Moreover, AI technology is subject to rapidly evolving domestic and international laws and regulations, which could impose significant costs and obligations on the company. For example, the European Union's Artificial Intelligence Act, which establishes broad obligations for the development and use of AI-based technologies made available in the European Union based on their potential risks and level of impact, came into force on August 1, 2024. Emerging regulations may pertain to data privacy, data protection, and the ethical use of AI, as well as clarifying intellectual property considerations. Our use of AI could give rise to legal or regulatory action, increased scrutiny or liability, damage our reputation or otherwise materially harm our business.

We are subject to litigation in the ordinary course of business, and uninsured judgments, settlements or other costs, or a rise in insurance premiums may adversely impact our results of operations.

In the ordinary course of business, we are subject to various claims and litigation. Any such claims, whether with or without merit, could be time-consuming and expensive to defend, could divert management's attention and resources, could result in reputational damage to us, could result in significant damages or other costs, and could otherwise have a material adverse effect on our business, financial condition and results of operations.

Some of our businesses have in the past and may in the future face claims and litigation regarding accidents involving their products, including accidents involving injuries and deaths, and the increasing amount of our vehicles on the road may increase our exposure to such matters. In accordance with customary practice, we maintain insurance against some, but not all, of these potential claims. We may elect not to obtain insurance if we believe that the cost of available insurance is excessive relative to the risks presented. The levels of insurance we maintain may not be adequate to fully

cover any and all losses or liabilities. Further, we may not be able to maintain insurance at commercially acceptable premium levels or at all.

If any significant accident, judgment, claim or other event is not fully insured or indemnified against, then in either case that could have a material adverse impact on our business, financial condition and results of operations. We cannot assure that the outcome of all current or future litigation will not have a material adverse impact on our business or results of operations.

Fluctuations in foreign currency exchange rates have adversely affected and could continue to adversely affect our operating results.

Because the functional currency of most of our foreign operations is the applicable local currency, but our financial reporting currency is the U.S. dollar, we are required to translate the assets, liabilities, expenses, and revenues of our non-U.S. operations into U.S. dollars at the applicable exchange rate in preparing our financial statements. Accordingly, we face foreign currency exchange rate risk arising from transactions in the normal course of business, such as sales and loans to wholly owned subsidiaries, sales to third-party customers, purchases from suppliers, and bank lines of credit with creditors denominated in foreign currencies.

Foreign currency exchange rates have affected our net sales, net earnings, and operating results in the past and could affect them in the future, in some cases materially. Currency exchange rate fluctuations may also affect the comparative prices between products we sell and products our non-U.S. competitors sell in the same market, which may decrease demand for our products. Substantial exchange rate fluctuations caused by the strengthening of the U.S. dollar or otherwise, may have an adverse effect on our operating results, financial condition, and cash flows, as well as the comparability of our financial statements between reporting periods. While we actively manage our foreign currency market risk in the normal course of business by entering into various derivative instruments to hedge against such risk, these derivative instruments involve risks and may not effectively limit our underlying exposure to foreign currency exchange rate fluctuations or minimize our net earnings and cash volatility associated with foreign currency exchange rate changes. Further, the failure of one or more counterparties to our foreign currency exchange rate contracts to fulfill their obligations to us could adversely affect our operating results.

Weather conditions, including conditions exacerbated by global climate change, present chronic and acute physical risks, and have previously impacted, and may continue to impact, demand for some of our products and/or cause disruptions in our operations.

Weather conditions in particular geographic regions have adversely affected, and in the future will likely adversely affect the sales, demand, and field inventory levels and seasonality trends of some of our products. Weather conditions also have disrupted our own manufacturing and distribution facilities and our supply chain, which has impacted our ability to manufacture products to fulfill customer demand, and such disruptions may occur in the future. For example, drought or unusually wet conditions have had, and may continue to have, an adverse effect on sales of certain mowing equipment products. Lower snowfall accumulations in key markets have had, and may continue to have, an adverse effect on sales of our snow and ice removal business. Similarly, adverse weather conditions in one season may negatively impact customer purchasing patterns and net sales for some of our products in another season. For example, lower snowfall accumulations may result in lower winter season revenues for landscape contractor professionals, causing such customers to forego or postpone spring purchases of our mowing equipment products.

Our business is subject to risks arising from our indebtedness, contingent obligations, liquidity and financial position.

Our business has meaningful working capital requirements and a decline in operating results or access to financing may have an adverse impact on our liquidity position. The New Credit Facilities Agreement, which we have used or will use to refinancing existing interest-bearing financial indebtedness of Aebi Schmidt and Shyft (and their subsidiaries), to pay costs and expenses incurred in connection with the Refinancing and the Transactions, and for general corporate and working capital purposes, went into effect on July 1, 2025. Our ability to make required payments of principal and interest on our debt will depend on our future performance, which, to a certain extent, is subject to general economic, financial, competitive, political and other factors, some of which are beyond our control. Accordingly, conditions could arise that could limit our ability to generate sufficient cash flows or to access borrowings to enable us to fund our liquidity needs, which could further limit our financial flexibility or impair our ability to obtain alternative financing sufficient to repay our debt at maturity.

We believe that our cash on hand, together with funds generated by our operations and borrowings under the New Credit Facilities Agreement, will provide us with sufficient liquidity and capital resources to meet our working capital, capital expenditures and other operating needs for the foreseeable future. This belief is based on significant assumptions including, among other things, assumptions relating to future sales volumes, the successful implementation of our business strategies, the continuing availability of trade credit from certain key suppliers and that there will be no material adverse developments in our competitive market position, business, liquidity or capital requirements. Any failure to achieve earnings expectations may have an adverse impact on our available liquidity. As a result, we cannot provide assurance that we will continue to have sufficient liquidity to meet our operating needs. In the event that we do not have sufficient liquidity, we may be required to seek additional capital, reduce or cut back our operating activities, capital expenditures or otherwise alter our business strategy. If we obtain additional capital by issuing equity, the interests of our existing stockholders will be diluted. If we incur additional debt, the agreements governing that debt may contain significant financial and other covenants that may materially restrict our operations. We cannot assure you that we could obtain refinancing or additional financing on favorable terms or at all.

We have meaningful contingent obligations, which could negatively impact our results of operations.

We have meaningful contingent liabilities with respect to certain items that, if realized, could have a material adverse effect on our business, financial condition and operating results. In particular, we obtain certain vehicle chassis from automobile manufacturers under converter pool agreements. Chassis typically are converted and delivered to customers within 90 to 120 days of receipt. If the chassis are not converted within this timeframe of delivery, in certain cases we are obliged to purchase the chassis and record it as inventory or is obligated to begin paying an interest charge on this inventory until purchased. We also obtain vehicle chassis directly from our customers in connection with specific vehicle orders. These vehicle chassis are stored at our various production facilities until the related value-added work is completed and the finished unit is shipped back to the customer. The customer does not transfer the vehicle chassis certificate of origin to us. If damage or theft were to occur to these chassis, we would be responsible for related costs incurred to repair or replace the customer-provided chassis. Further, in connection with dealers' wholesale floor-plan vehicle financing programs, we enter into repurchase agreements with certain lending institutions, customary in the industries in which we operate, which may require us to repurchase previously sold vehicles. Although our exposure under these agreements is limited by the expected resale value of the inventory we may repurchase, we may receive less than anticipated on such resales and could collect payment on such resales later than originally expected. Additionally, we are party to multiple agreements whereby we guarantee indebtedness of others, including losses under pool agreements. Also, we are contingently liable under bid, performance and specialty bonds issued by our surety companies and has open standby letters of credit issued by our banks in favor of third parties. While we do not expect to experience material losses under these agreements, we cannot provide any assurance that these contingent liabilities will not be realized.

Expectations relating to environmental, social and governance ("ESG") considerations expose us to potential liabilities, increased costs, reputational harm and other adverse effects on our business.

Various regulatory authorities have imposed, and may continue to impose, mandatory substantive or disclosure requirements with respect to ESG and sustainability matters. These requirements are not uniform across jurisdictions and may conflict with legal requirements, particularly in certain U.S. states that seek to discourage or penalize consideration of ESG factors in business operations, which may result in increased complexity, and cost for compliance, as well as could lead to increased litigation risks related to disclosures made pursuant to these regulations and legal requirements, any of which could adversely affect our financial performance. Additionally, we make statements about our ESG goals and initiatives through information provided on our website, press statements and other communications, and in the future expect to report on ESG matters in line with mandatorily applicable reporting rules under Swiss law. Any failure, or perceived failure, by us to achieve our goals, further our initiatives, adhere to our public statements, comply with federal, state or international ESG laws and regulations, or meet evolving and varied stakeholder expectations and standards could result in legal and regulatory proceedings against us and materially adversely affect our business, reputation, results of operations, financial condition and stock price.

Risks Relating to Tax Matters

Our management views the following Risk Factors as the primary tax-related risks with respect to Aebi Schmidt and Aebi Schmidt's Common Stock (our "Common Stock"). However, you should read the discussion under the sections of the Proxy Statement/Prospectus entitled "*Material U.S. Federal Income Tax Considerations for U.S. Holders*" and "*Material Swiss Tax Consequences of the Ownership of Combined Company Shares*" for a more complete discussion of

U.S. federal and Swiss income tax considerations relating to the Transactions and/or the ownership and disposition of our Common Stock.

The IRS may assert that Aebi Schmidt is a "domestic corporation" or a "surrogate foreign corporation" for U.S. federal income tax purposes.

Under current U.S. federal income tax law, a corporation is generally considered for U.S. federal income tax purposes to be a tax resident in the jurisdiction of our organization or incorporation. Accordingly, under generally applicable U.S. federal income tax rules, Aebi Schmidt, which is incorporated under the laws of Switzerland and is a Swiss tax resident, would be classified as a non-U.S. corporation (and, therefore, not a U.S. tax resident) for U.S. federal income tax purposes. Section 7874 of the Code, however, contains rules that may cause a non-U.S. corporation to, in certain circumstances, be treated as a domestic corporation for U.S. federal income tax purposes. If we were treated as a domestic corporation for U.S. federal income tax purposes, we could be subject to substantial U.S. tax liability, in addition to tax liability in our country of residence, and the gross amount of any dividend payments to our non-U.S. holders could be subject to U.S. withholding tax. In addition, even if a non-U.S. corporation is not treated as a domestic corporation for U.S. federal income tax purposes, the non-U.S. corporation may be treated as a "surrogate foreign corporation" under Section 7874 of the Code, in which case the non-U.S. corporation would be subject to certain adverse U.S. federal income tax rules, including the ineligibility of dividends paid by the non-U.S. corporation for the reduced rates of tax that apply to qualified dividends.

We believe that the Merger should not result in Aebi Schmidt being treated as a "surrogate foreign corporation" within the meaning of Section 7874(a)(2)(B) of the Code or a "domestic corporation" pursuant to Section 7874(b) of the Code. However, the application of the rules under Section 7874 of the Code is complex and subject to uncertainty, and there is limited guidance regarding their application. Moreover, the application of Section 7874 of the Code to the facts and circumstances of the Transactions is uncertain.

Please see the section of the Proxy Statement/Prospectus entitled "*Material U.S. Federal Income Tax Considerations for U.S. Holders—Application of Section 7874 of the Code*" for a more detailed discussion with respect to Section 7874 of the Code.

If Aebi Schmidt is a passive foreign investment company, U.S. holders of shares of our Common Stock could be subject to adverse U.S. federal income tax consequences.

Aebi Schmidt, as a non-U.S. corporation, will be classified as a passive foreign investment company ("PFIC") for any taxable year if either (1) at least 75% of our gross income for such year consists of certain types of "passive" income, or (2) at least 50% of the value of our assets (generally determined on the basis of a quarterly average) during such year is attributable to assets that produce passive income or are held for the production of passive income. Under certain "look-through" rules, a non-U.S. corporation is treated for purposes of determining whether Aebi Schmidt is a PFIC as owning a proportionate share of the assets, and receiving a proportionate share of the gross income, of subsidiaries in which we directly or indirectly owns a 25% or greater interest. Based on the current composition of our income, assets and operations, and, the expected composition of our income, assets and operations after the Merger, we believe (i) that Aebi Schmidt was not a PFIC for our taxable year prior to the Closing, and (ii) that Aebi Schmidt will not be a PFIC for our taxable year that includes the Closing or the foreseeable future. Because determining PFIC status is a fact-intensive exercise made on an annual basis and depends on the composition of a non-U.S. corporation's assets and income during each year, no assurance can be given that we are not, and we will not be, classified as a PFIC. If we were a PFIC for any taxable year, or portion thereof, that is included in the holding period of a U.S. holder of our Common Stock, such U.S. holder could be subject to certain adverse U.S. federal income tax consequences and could be subject to additional reporting requirements. There can be no assurance that we will not be a PFIC for U.S. federal income tax purposes for the taxable year that includes the Closing or for future taxable years.

Please see the section of the Proxy Statement/Prospectus entitled "*Material U.S. Federal Income Tax Considerations for U.S. Holders—U.S. Federal Income Tax Consequences for U.S. Holders of Aebi Schmidt Common Stock—Passive Foreign Investment Company Considerations*" for a more detailed discussion with respect to our potential PFIC status and certain tax implications thereof. U.S. holders are urged to consult their tax advisors regarding the possible application of the PFIC rules to holders of our Common Stock.

If a U.S. investor is treated for U.S. federal income tax purposes as owning directly or indirectly at least 10% of our Common Stock, such U.S. investor may be subject to adverse U.S. federal income tax consequences.

For U.S. federal income tax purposes, if a U.S. investor is treated for U.S. federal income tax purposes as owning (directly, indirectly or constructively) at least 10% of the value or voting power of our Common Stock, such U.S. investor may be treated as a "United States shareholder" with respect to Aebi Schmidt, or any of our non-U.S. subsidiaries, which could result in adverse U.S. federal income tax consequences to such U.S. investor if Aebi Schmidt or such subsidiary is a "controlled foreign corporation." A non-U.S. corporation is considered a controlled foreign corporation if more than 50% of (1) the total combined voting power of all classes of stock of such corporation entitled to vote, or (2) the total value of the stock of such corporation is owned or is considered as owned by applying certain constructive ownership rules, by U.S. shareholders on any day during the taxable year of such non-U.S. corporation. As we will have U.S. subsidiaries following the Transactions, certain of our non-U.S. subsidiaries could be treated as controlled foreign corporations under certain attribution rules regardless of whether we are treated as a controlled foreign corporation.

Under these rules, certain U.S. shareholders (that directly or indirectly own at least 10% of the value or voting power of our Common Stock) may be required to report annually and include in their U.S. federal taxable income their pro rata share of our non-U.S. subsidiaries' "Subpart F income" and, in computing their "global intangible low-taxed income," "tested income" and a pro rata share of the amount of certain U.S. property held by the subsidiaries regardless of whether such subsidiaries make any distributions. Failure to comply with these reporting obligations (or related tax payment obligations) may subject such U.S. shareholder to significant monetary penalties and may extend the statute of limitations with respect to such U.S. shareholder's U.S. federal income tax return for the year for which reporting (or payment of tax) was due. We do not intend to assist U.S. investors in determining whether we or any of our non-U.S. subsidiaries are treated as a controlled foreign corporation for U.S. federal income tax purposes or whether any U.S. investor is treated as a U.S. shareholder with respect to any of such controlled foreign corporations or furnish to any investor information that may be necessary to comply with reporting and tax paying obligations if we, or any of our non-U.S. subsidiaries, is treated as a controlled foreign corporation for U.S. federal income tax purposes. U.S. investors who directly or indirectly own 10% or more of the combined voting power or value of our Common Stock are strongly encouraged to consult their own tax advisors regarding the U.S. tax consequences of owning or disposing of our Common Stock.

Future changes to tax laws could adversely affect our effective tax rate, potential tax liability, operations or financial performance.

Any change in tax law, interpretation or practice, or in the terms of tax treaties, in a jurisdiction where we and our subsidiaries are subject to tax could increase the amount of tax payable by us and our subsidiaries, either in respect of the Transactions or in respect of the operations of Aebi Schmidt and its subsidiaries. These changes could negatively affect our operations or financial performance.

Aebi Schmidt has operations in various countries that have differing tax laws and is subject to audit by domestic and foreign authorities. The effective tax rate of Aebi Schmidt and our subsidiaries may change from year to year based on changes in the mix of activities and income earned among the different jurisdictions in which Aebi Schmidt and our subsidiaries (now including Shyft), will operate; changes in tax laws in these jurisdictions; changes in the tax treaties between various countries in which they will operate; changes in eligibility for benefits under those tax treaties; and changes in the estimated values of deferred tax assets and liabilities. Tax laws, regulations and administrative practices in various jurisdictions may be subject to significant change, with or without notice, due to economic, political and other conditions, and significant judgment is required in evaluating and estimating the provision and accruals for these taxes. Such changes could result in a substantial increase in the effective tax rate on all or a portion of the income of us and our subsidiaries.

Dividends on shares of our capital stock may subject U.S. shareholders to Swiss withholding tax.

Dividends paid on shares of our capital stock generally will be subject to Swiss withholding tax at a rate of 35% on any amount that cannot be allocated to share capital as reported on the annual standalone financial statements prepared pursuant to Swiss law (i.e., would constitute a reduction of share capital) or capital contribution reserves as reported on our annual standalone financial statements prepared pursuant to Swiss law and recognized as such by the Swiss Federal Tax Administration. Through the Merger we created additional capital contribution reserves in the amount of the fair market value of Shyft. There can be no assurance our shareholders will approve dividends out of capital contribution reserves. It is also possible that Swiss withholding tax rules will be changed in the future or that a change in Swiss law will adversely affect us or our shareholders, in particular as a result of distributions out of capital contribution reserves becoming subject

to additional corporate law or other restrictions. If we are unable to allocate any portion of a dividend to share capital or capital contribution reserves, we will not be able to make distributions without subjecting our shareholders to Swiss withholding tax. For additional information, including regarding potential recovery routes, please see the section of the Proxy Statement/Prospectus entitled "*Material Swiss Tax Consequences of the Ownership of Combined Company Shares—Swiss Withholding Tax.*"

Repurchases of shares of our capital stock could be subject to Swiss tax, and it may not be possible to manage such share repurchases efficiently at a sufficiently large scale.

The repurchase of shares of our capital stock for cancellation will be treated as a partial liquidation, and the proceeds from any repurchase of shares of our capital stock will generally be subject to Swiss withholding tax at a rate of 35% on any amount that cannot be allocated to share capital (as reported on our annual standalone financial statements prepared pursuant to Swiss law) or capital contribution reserves (as reported on our annual standalone financial statements prepared pursuant to Swiss law and recognized as such by the Swiss Federal Tax Administration). We created through the Merger additional capital contribution reserves in the amount of the fair market value of Shyft. While the repurchase of shares of our capital stock for purposes other than for cancellation (such as to retain the repurchased shares as treasury shares for use in connection with acquisitions, equity incentive plans, convertible debt or other instruments) would generally not be subject to Swiss withholding tax, the repurchase of shares for purposes other than cancellation would also be treated as a partial liquidation if we repurchase shares of our capital stock in excess of certain thresholds or if we fail to sell or reissue such shares within the applicable time period after the repurchase.

In most instances, Swiss companies with shares listed on a Swiss trading venue will repurchase shares for cancellation through a second trading line on such Swiss trading venue. On the second trading line, the Swiss withholding tax of 35% is deducted from the portion of the purchase price that is subject to Swiss withholding tax as required by Swiss tax laws, and certain shareholders may subsequently apply for a full or partial refund of this Swiss withholding tax. Should Aebi Schmidt not deduct the Swiss withholding tax upon repurchase (for example, in the case of a repurchase on an ordinary trading line), we would have to pay the grossed-up Swiss withholding tax (53.8%) upon cancellation of the repurchased shares, in case of the repurchase of shares in excess of certain thresholds or failure to sell or reissue such shares within the applicable time period after the repurchase.

We do not expect to be able to use the customary second trading line process available on Swiss trading venues to repurchase shares of our capital stock because we are not expected to list our shares on any Swiss trading venues. Moreover, opening a second trading line that would allow us to deduct the Swiss withholding tax of 35% from the purchase price is not possible on the Nasdaq. While it is possible that companies whose shares are not listed on the SIX are allowed in the future to have second trading lines on the SIX, there is expected to be significant practical hurdles for us to efficiently manage repurchases on such second trading lines in a sufficiently large scale given the materially different trading hours of the SIX and Nasdaq, among other things. While in certain cases we may be able to conduct repurchases through arrangements with certain financial institutions (referred to as "virtual second trading lines"), such arrangements may be less efficient than a customary second trading line and, in any case, will be subject to confirmation in a tax ruling with the competent Swiss tax authorities. We may not be able to receive such a Swiss tax ruling and there is no certainty that in the future a second trading line for Swiss companies with shares listed on a foreign stock exchange will be available, or that such second trading line would allow us to efficiently manage repurchases in a sufficiently large scale, thus limiting our ability to conduct share repurchases.

Risks Relating to recent acquisition of Shyft

Our management views the following Risk Factors as the primary risks for Aebi Schmidt relating to its recent acquisition of Shyft; however, you should read the discussion under the sections of the Proxy Statement/Prospectus entitled "*Risk Factors—Risks Relating to the Merger,*" which have been incorporated herein by reference.

Our future results may be adversely impacted if we do not effectively manage our expanded operations.

As a result of the Merger, the size of Aebi Schmidt's business is significantly larger than the size of either Shyft's or Aebi Schmidt's respective businesses immediately prior to the Merger. Our ability to successfully manage this expanded business will depend, in part, upon management's ability to implement an effective integration of the two companies and our ability to manage the increased costs and complexities associated with a combined business that is significantly larger in size and scope. There can be no assurances that our management will be successful or that we will realize the expected operating efficiencies, cost savings and other benefits currently anticipated from the Merger.

Each of Shyft and Aebi Schmidt incurred substantial expenses related to the completion of the Merger, and we expect to incur substantial expenses related to the integration of the Shyft's businesses into Aebi Schmidt.

Each of Shyft and Aebi Schmidt incurred substantial expenses in connection with the Merger, and we expect to incur substantial expenses to integrate a large number of processes, policies, procedures, operations, technologies and systems of Shyft and Aebi Schmidt. The substantial majority of these costs will be non-recurring expenses related to the Transactions, the ancillary agreements and the facilities and systems consolidation costs. We may incur additional costs or suffer loss of business under third-party contracts that are terminated, may suffer losses of, or decreases in orders by, customers, and may incur costs to retain certain key management personnel and employees. We also have incurred and will continue to incur transaction fees and costs related to formulating and executing the integration plans for the combined business, and the execution of these plans may lead to additional unanticipated costs and time delays. These incremental transaction-related costs may exceed the savings we expect to achieve from the elimination of duplicative costs and the realization of other efficiencies related to the integration of the businesses, particularly in the near term and in the event of any material unanticipated costs. Factors beyond the parties' control could affect the total amount or timing of these expenses, many of which, by their nature, are difficult to estimate accurately.

We have identified material weaknesses in our internal control over financial reporting and may identify additional material weaknesses in the future or fail to maintain an effective system of internal control over financial reporting. If our remediation of the material weaknesses is not effective, or we fail to develop and maintain effective internal control over financial reporting, our ability to produce timely and accurate financial statements or comply with applicable laws and regulations could be impaired, which could harm our business and negatively impact the value of our Common Stock.

In connection with the preparation of our consolidated financial statements as of December 31, 2024 and 2023 and for the years then ended for purposes of the Proxy Statement/Prospectus , we identified material weaknesses in our internal control over financial reporting. A material weakness is a deficiency, or a combination of deficiencies, in internal control over financial reporting, such that there is a reasonable possibility that a material misstatement of our annual or interim consolidated financial statements will not be prevented or detected on a timely basis. Management identified the following material weaknesses in our internal control over financial reporting:

i. Lack of designing and maintaining an effective control environment commensurate with our financial reporting requirements due to a lack of sufficient number of professionals with an appropriate level of internal controls and technical U.S. GAAP knowledge, experience and training to appropriately analyze, record and disclose accounting matters, including complex, non-routine transactions accurately and timely;

ii. Lack of maintaining formal accounting policies and procedures, and designing and maintaining controls related to significant accounts and disclosures to achieve complete, accurate and timely financial accounting, reporting and disclosures;

iii. Lack of consistently establishing appropriate authorities and responsibilities related to the segregation of duties in our finance and accounting functions;

iv. A failure to design and maintain effective information technology ("IT") general controls over user access, change management and segregation of duties for SAP information systems in Europe that are relevant to the preparation of our financial statements; and

v. A failure to design and maintain effective IT general controls over user access, change management and segregation of duties for the remaining information systems (other than SAP information systems) that are relevant to the preparation of our financial statements.

The above IT general control deficiencies did not result in a material misstatement to the financial statements; however, these IT general control deficiencies could impact maintaining effective segregation of duties, as well as the effectiveness of IT-dependent controls (such as automated controls that address the risk of material misstatement to one or more assertions, along with the IT controls and underlying data that support the effectiveness of system-generated data and reports) that could result in misstatements potentially impacting all financial statement accounts and disclosures that would not be prevented or detected.

We are developing a plan to remediate the material weaknesses identified, including: (a) providing relevant U.S. GAAP technical accounting, internal controls over financial reporting and SEC financial reporting requirements training for personnel, including hiring additional personnel to strengthen the accounting and finance functions; and (b) designing and implementing a financial reporting control framework, including management review controls, together with IT general and application controls for all systems which materially impact financial reporting.

Following the identification of the identified material weaknesses, we have initiated certain remediation procedures. For example, we are in the process of (i) engaging an external consultant with extensive expertise in internal controls, accounting and SEC matters to assist we management in enhancing our overall internal control framework and (ii) reviewing the gap-analysis performed by we to determine the order in which the changes should be implemented by we and the timing of such changes. While we are working to remediate the identified material weaknesses as timely and efficiently as possible, at this time we cannot provide an estimate of the time we will take to complete this remediation plan. We cannot assure you that these remediation measures will significantly improve or remediate the material weaknesses above. As of the date of this Quarterly Report, the material weaknesses have not been remediated.

During the fiscal year ended December 31, 2024, we have not incurred material costs as part of our remediation efforts; however, we cannot provide an estimate of costs expected to be incurred in connection with the implementation of this remediation plan. We expect the remediation to be time-consuming and place significant demands on our financial and operational resources. The implementation of our remediation measures will require validation and testing of the design and operating effectiveness of our internal controls over a sustained period.

We cannot assure that we will be successful in remediating the material weaknesses identified above. The failure to correct the material weaknesses or the failure to discover and address any other material weaknesses or deficiencies could result in inaccuracies in the financial statements and impair the ability to comply with applicable financial reporting requirements and related regulatory filings on a timely basis.

Aebi Schmidt was a Swiss private company prior to the Merger and was not required to comply with Section 404 of the Sarbanes-Oxley Act. Therefore, neither management nor an independent registered public accounting firm had performed an evaluation of the effectiveness of our internal control over financial reporting in accordance with the provisions of the Sarbanes-Oxley Act. Since the Closing and our U.S. listing, as a public company, our management has been required to report on the effectiveness of our internal control over financial reporting pursuant to Section 404(a) of the Sarbanes-Oxley Act and is expected to become subject to auditor attestation requirements pursuant to Section 404(b) of the Sarbanes-Oxley Act, beginning with the filing of Combined Company's Annual Report on Form 10-K for the year ending December 31, 2026.

We will incur increased costs as a result of operating as a public company, and our management will be required to devote substantial time to compliance with our public company responsibilities and corporate governance practices.

As a public company, we will continue to incur significant legal, accounting, and other expenses that we did not incur as a private company. The Sarbanes-Oxley Act, the Dodd-Frank Wall Street Reform and Consumer Protection Act, the listing requirements of Nasdaq, and other applicable securities rules and regulations impose various requirements on public companies, including establishment and maintenance of effective disclosure and financial controls and corporate governance practices. We expect that the we will need to hire and train additional accounting, finance, and other personnel in connection with our efforts to comply with the requirements of being a public company, and our management and other personnel will need to devote a substantial amount of time towards maintaining compliance with these requirements. Our management and other personnel have and will also need to continue to devote a substantial amount of time to compliance with the additional reporting requirements of the Exchange Act. These requirements have and will continue to increase our legal and financial compliance costs and will make some activities more time-consuming and costly. These rules and regulations are often subject to varying interpretations, in many cases due to their lack of specificity, and, as a result, their application in practice may evolve over time as new guidance is provided by regulatory and governing bodies. This could result in continuing uncertainty regarding compliance matters and higher costs necessitated by ongoing revisions to disclosure and governance practices.

We are an emerging growth company and our compliance with the reduced reporting and disclosure requirements applicable to emerging growth companies could make our common stock less attractive to investors.

We are an "emerging growth company," as defined in the Jumpstart Our Business Acts of 2012 (the "JOBS Act"), and may remain an emerging growth company for up to five years. For as long as we are an emerging growth company, we will not be required to comply with certain requirements that are applicable to other public companies that are not emerging growth companies, including the auditor attestation requirements of Section 404 of the Sarbanes-Oxley Act, and may also take advantage of the reduced disclosure obligations regarding executive compensation in our periodic reports, proxy statements and registration statements and the exemptions from the requirements of holding a nonbinding advisory vote on executive compensation and obtaining stockholder approval of any golden parachute payments not previously approved. As a result, the information we provide shareholders will be different than the information that is available with respect to other public companies. In the Proxy Statement/Prospectus, we did not include all of the executive compensation related information that would be required if we were not an emerging growth company, and we have provided only two years of audited financial statements and two years of related "Management's Discussion and Analysis of Financial Condition and Results of Operations." If some investors find our Common Stock less attractive as a result, there may be a less active trading market for our Common Stock, and our stock price may be more volatile.

In addition, under the JOBS Act, emerging growth companies can delay adopting new or revised accounting standards issued subsequent to the enactment of the JOBS Act until such time as those standards apply to private companies. We have not elected to use this extended transition period. We expect to lose "emerging growth company" status as of December 31, 2025.

The New Credit Facilities Agreement contains, and agreements governing future indebtedness may contain, restrictive covenants that may impair our ability to access sufficient capital and operate our business.

The New Credit Facilities Agreement contains various provisions that limit our ability (subject to a number of exceptions) to, among other things:

- incur additional indebtedness;
- incur certain liens;
- consolidate or merge with other parties;
- alter the business conducted by us and our subsidiaries taken as a whole;
- make investments, loans, advances, guarantees and acquisitions;
- sell, lease or transfer assets, including capital stock of our subsidiaries;
- enter into certain sale and leaseback transactions;
- repay any subordinated indebtedness we may issue in the future;
- amend the terms of certain unsecured or subordinated debt;
- engage in transactions with affiliates; and
- enter into agreements restricting our subsidiaries' ability to pay dividends.

In addition, the restrictive covenants in the New Credit Facilities Agreement require us to maintain specified financial ratios and other business or financial conditions. Our ability to comply with these financial ratios or other covenants may be affected by events beyond our control, and our failure to comply with these ratios or other covenants could result in an event of default. These covenants may affect our ability to operate and finance our business as we deem appropriate. Our inability to meet obligations as they become due or to comply with various financial covenants contained in the instruments governing our current or future indebtedness could constitute an event of default under the instruments governing our indebtedness. If there were an event of default under the New Credit Facilities Agreement, or any future instruments governing our indebtedness, the holders of the affected indebtedness could declare all of the affected indebtedness immediately due and payable, which, in turn, could cause the acceleration of the maturity of all of our other indebtedness. We may not have sufficient funds available, or we may not have access to sufficient capital from other sources, to repay any accelerated debt. Even if we could obtain additional financing, the terms of the financing may not be favorable to us. In addition, we have pledged the equity securities of certain of our material subsidiaries as security for our obligations under the New Credit Facilities Agreement. If amounts outstanding under the New Credit Facilities Agreement were accelerated, our lenders could foreclose on those pledges, and we could lose a substantial part of our assets. Any event of default under the instruments governing our indebtedness could have a material adverse effect on our business, financial condition and results of operations.

Risks Relating to our Common Stock

Our Common Stock has a limited a history of trading and the market price and trading volume of our Common Stock may be volatile.

Because Aebi Schmidt was a private company prior to the Merger, our Common Stock has a limited trading history, and the market price and trading volume of our Common Stock may be volatile.

We are parties to the Relationship Agreements, which provide the Specified Stockholders with certain rights over company matters.

Concurrently with the closing of the Merger (the "Closing"), we entered into the Relationship Agreements with the Specified Stockholders. The Relationship Agreements establish certain rights, restrictions and obligations of the Specified Stockholders, and set forth other arrangements relating to Aebi Schmidt, including the right of PCS Holding AG ("PCS" and, together with Mr. Peter Spuhler, the "PCS Parties") to designate up to four individuals for nomination to the our Board, subject to the PCS Parties maintaining certain beneficial ownership of shares of our Common Stock. Pursuant to the Relationship Agreements, after the second anniversary of the Closing, the Specified Stockholders may increase their stake in Aebi Schmidt, which would lead to more influence of the Specified Stockholders in our general meeting of shareholders. Also, the PCS Relationship Agreement can be terminated by PCS after the fourth anniversary of the Closing, and if the PCS Relationship Agreement were to be terminated, the PCS Parties could nominate more members to our Board than what is envisaged by the PCS Relationship Agreement. The interests of the parties to the Relationship Agreements may differ from those of other holders of our Common Stock. For more information, please see the section of the Proxy Statement/Prospectus entitled "*Other Related Agreements—Relationship Agreements*."

Aebi Schmidt is a Swiss corporation, and shareholders may not have the same rights and protections generally afforded to shareholders of U.S. corporations.

Swiss law and the Amended Articles may not grant our shareholders certain of the rights and protections generally afforded to shareholders of U.S. corporations. In particular, Swiss corporate law limits the ability of a shareholder to challenge resolutions or actions of the board of directors in court. Under Swiss law, shareholders generally cannot bring a suit to reverse a decision by the board of directors, but may seek damages for breaches of duty by the board of directors. Furthermore, remedies against transactions involving conflicts of interest or other procedural flaws may be limited if a claimant cannot prove that the benefits inuring to us are manifestly disproportionate to the consideration rendered in return.

The PCS Parties control a significant number of shares of our Common Stock, providing them with substantial influence over our business.

The PCS Parties beneficially own approximately 35% of the issued and outstanding shares of our Common Stock and four directors nominated by the PCS Parties serve on our Board, pursuant to the PCS Relationship Agreement. As a result, the PCS Parties may have substantial influence over matters requiring approval by our shareholders, including the election and removal of directors, amendments to the Amended Articles, any proposed merger, consolidation or sale of all or substantially all of our assets and other corporate transactions. The PCS Parties may have interests that are different from those of other stockholders.

The PCS Parties' ownership of the shares of our Common Stock may adversely affect the trading price for our Common Stock to the extent investors perceive disadvantages in owning shares of a company with a significant stockholder or if the PCS Parties take any action with our shares that could result in an adverse impact on the price of our Common Stock, including a sale of any portion of their shares of our Common Stock.

Our shares are not listed in Switzerland, our home jurisdiction. As a result, shareholders may not benefit from certain provisions of Swiss law that are designed to protect shareholders in a public takeover offer or a change-of-control transaction.

Because our shares are listed exclusively on Nasdaq and not in Switzerland, our shareholders will not benefit from the protection afforded by certain provisions of Swiss law that are designed to protect shareholders in the event of a public takeover offer or a change-of-control transaction. For example, the Swiss takeover regime imposes a duty on any person or group of persons who acquires more than one-third of a company's voting rights to make a mandatory offer for all of the company's outstanding listed equity securities. In addition, the Swiss takeover regime imposes certain restrictions and

obligations on bidders in a voluntary public takeover offer that are designed to protect shareholders. However, these protections are applicable only to issuers that list their equity securities in Switzerland, and because our shares are listed exclusively on Nasdaq, such Swiss law protections are not applicable to Aebi Schmidt. While the Amended Articles provide for clauses aiming to provide similar takeover protections, there is no guarantee that such clauses will result in the same or similar level of protection of minority shareholders as would be the case if Swiss law would apply directly. Furthermore, since Swiss law will restrict our ability to implement rights plans or U.S.-style "poison pills," our ability to resist an unsolicited takeover attempt or to protect minority shareholders in the event of a change-of-control transaction may be limited. Therefore, our shareholders may not be protected to the same degree in a public takeover offer or a change-of-control transaction as are shareholders in a Swiss company listed in Switzerland.

The Amended Articles designate the courts at the location of our registered seat as the exclusive forum for certain types of actions and proceedings that may be initiated by the our shareholders.

The Amended Articles provide that (except with respect to any disputes arising under the Securities Act, the Exchange Act and any rules and regulations promulgated thereunder) the exclusive jurisdiction for any disputes arising from company matters (including but not limited to disputes between individual shareholders and Aebi Schmidt or our corporate bodies, as well as between us and our corporate bodies, or between the corporate bodies themselves) is at our registered seat in Frauenfeld, Switzerland. Any person or entity purchasing or otherwise acquiring our shares will be deemed to have notice of and consented to the provisions of the Amended Articles, including the exclusive forum provision. As a result, our shareholders may be required to bring certain legal actions or proceedings exclusively in Swiss courts, which may be less convenient and more costly than courts in other jurisdictions, including the United States. Furthermore, the jurisdiction clause in the Amended Articles may limit the ability of our shareholders to initiate legal proceedings against Aebi Schmidt or our directors, officers, or other representatives in jurisdictions of their choosing. It may also discourage lawsuits or derivative actions, even if such claims would otherwise be permissible under applicable laws. Moreover, Swiss courts may apply legal principles or procedural rules that differ from those in U.S. courts, potentially leading to outcomes less favorable to shareholders compared to an action or proceeding brought in a U.S. court.

We cannot guarantee the timing, amount or payment of dividends on shares of our capital stock.

While we expect to pay dividends, the timing, declaration, amount and payment of any future dividends on shares of our capital stock will fall within the discretion of our Board. There can be no assurance that we will pay or declare dividends in the future. Under Swiss law, we may only pay dividends if (i) we has sufficient net income from the immediately preceding fiscal year, (ii) we has brought forward net income from prior fiscal years or (iii) we has otherwise freely distributable reserves, each as evidenced by our audited annual standalone financial statements prepared pursuant to Swiss law, after allocations of net income to statutory retained earnings as required by Swiss law and by the Amended Articles. See section of the Proxy Statement/Prospectus entitled "*Description of the Capital Stock of the Combined Company and Amended Articles—Dividends and Distributions*." Additionally, any decision by our Board to recommend the payment of a dividend will depend on many factors, such as our financial condition, earnings, corporate strategy, credit rating, capital requirements, debt service obligations, debt covenants, industry practice, legal requirements, regulatory constraints and other factors that our Board deems relevant. Additionally, the declaration, timing and amount of any dividends to be paid by us will be subject to approval by our shareholders at the relevant general meeting of shareholders. Our ability to pay dividends will depend on our ongoing ability to generate cash from operations and access to the capital markets. Further, under Swiss law, although shareholders must approve dividend distributions in advance, the determination of the record and payment dates may be delegated to the company's board of directors. Shyft currently anticipates that our Board will adopt a practice of recommending an annual dividend paid in equal quarterly installments. If our Board were to do so, Shyft expects that the policy would be effected by seeking approval of our shareholders at the annual general meeting for an annual dividend distribution to be paid in four quarterly installments on dates determined by our Board. However, any specific decisions in the future regarding dividends and dividend policy will be determined from time to time by our Board with the approval of the shareholders. Shyft cannot guarantee that we will pay a dividend in the future.

Swiss law imposes certain restrictions on our ability to repurchase our shares.

Swiss law limits our ability to hold or repurchase our shares of capital stock. We and our subsidiaries may only repurchase shares of our capital stock to the extent that (i) we have freely distributable reserves in the amount of the purchase price (as reported on the annual standalone financial statements prepared pursuant to Swiss law) and (ii) the aggregate nominal amount (par value) of all shares of our capital stock held by us and our subsidiaries does not exceed 10% of our share capital (excluding any treasury shares dedicated for cancellation pursuant to a shareholder-ratified

repurchase program) registered in the Commercial Register. For more information, please see the section of the Proxy Statement/Prospectus entitled "*Description of the Capital Stock of the Combined Company and Amended Articles—Repurchase of Combined Company Shares*." As a result, should we choose to repurchase shares of our capital stock in the future, our shareholders would be required to periodically approve a reduction in the share capital through the cancellation of designated blocks of repurchased shares held in treasury and may from time to time, as necessary, in a separate vote, have to approve share repurchase programs. If our shareholders do not approve the cancellation of repurchased shares or, if necessary, approve a proposed share repurchase program, we may be unable to return capital to shareholders through share repurchases.

Certain provisions of the Amended Articles and Swiss law may limit our flexibility to raise capital, issue dividends and otherwise manage ongoing capital needs.

The rights of our shareholders will be governed by Swiss law and the Amended Articles. Swiss law requires approval by shareholders for certain corporate actions over which a board of directors would have authority in some other jurisdictions. For example, Swiss law provides that the payment of dividends and other distributions and the cancellation of treasury shares must be approved by shareholders. Swiss law also requires that shareholders resolve to, or authorize the board of directors to, increase the share capital. While shareholders may authorize a board of directors to increase or reduce the company's share capital by introducing a capital band into the company's articles of association, Swiss law limits this capital band to between 50% and 150% of the issued share capital as recorded in the Commercial Register at the time of the introduction of the capital band. The capital band, furthermore, has a limited duration of up to five years unless renewed by shareholders (by holders of at least two-thirds of the votes represented at a general meeting of shareholders) from time to time. According to the Amended Articles, our Board will be authorized to increase our share capital to a maximum of $116,299,384 and/or reduce it to a minimum of $62,080,000 without a shareholder vote. However, this capital band authorization will expire on February 12, 2030, at which point a new capital band must be approved by shareholders before our Board may increase and/or reduce our share capital under a capital band. For more information, please see the section of the Proxy Statement/Prospectus entitled "*Description of the Capital Stock of the Combined Company and Amended Articles—Ordinary Capital Increase, Conditional Share Capital and Capital Band*."

Additionally, Swiss law grants preemptive rights to existing shareholders to subscribe for new issuances of shares and advance subscription rights for convertible bonds or similar instruments with conversion or option rights. For more information, please see the section of the Proxy Statement/Prospectus entitled "*Description of the Capital Stock of the Combined Company and Amended Articles—General—Preemptive Rights*."

Swiss law also does not provide as much flexibility in the various terms that can attach to different classes of shares as the laws of some other jurisdictions. These Swiss law requirements relating to our capital management may limit our flexibility, and situations may arise where greater flexibility would provide substantial benefits to our shareholders.

Certain provisions in the Amended Articles may limit or preclude shareholders' ability to exercise control over us.

The Amended Articles will contain provisions that are intended to limit the ability of shareholders to exercise control over Aebi Schmidt. For example, the Amended Articles provide that no person may, directly or indirectly, formally, constructively or beneficially own or otherwise control voting rights with respect to 49% or more of our share capital (as registered in the Commercial Register). For more information, please see the section of the Proxy Statement/Prospectus entitled "*Description of the Capital Stock of the Combined Company and Amended Articles—Voting Rights and Voting Restrictions—Voting Restrictions*."

Shareholders may not be able to exercise preemptive rights in future issuances of equity or other securities that are convertible into equity.

Under Swiss law, shareholders may receive certain preemptive rights to subscribe on a pro rata basis to issuances of equity or other securities that are convertible into equity. For more information, please see the section of the Proxy Statement/Prospectus entitled "*Description of the Capital Stock of the Combined Company and Amended Articles—General—Preemptive Rights*." Due to laws and regulations in their respective jurisdictions, however, non-Swiss shareholders may not be able to exercise such rights unless we take action to register or otherwise qualify the rights offering under the laws of such shareholders' jurisdiction. Shyft cannot give any assurance that we will register or otherwise qualify the offering of subscription rights or shares under the law of any jurisdiction where the offering of such

rights is restricted. If shareholders in such jurisdictions were unable to exercise their subscription rights, their ownership interest in us would be diluted.

Holders of shares of our capital stock may not be able to exercise certain shareholder rights if they are not registered as shareholders of record on our Share Register.

Our capital stock is issued as uncertificated securities, which are held either in the name of Cede & Co. through the Depository Trust Company, the U.S. central securities depositary ("DTC"), or directly registered on our share register (our "Share Register"). For more information, please see the section of the Proxy Statement/Prospectus entitled "*Description of the Capital Stock of the Combined Company and Amended Articles—General—Forms of Holding Combined Company Shares.*" Given that shares of our capital stock will primarily be held through DTC, SIX SIS AG, the national central securities depository of the Swiss financial market and an international central securities depository ("SIX SIS"), will not serve as the primary central securities depositary for shares of our capital stock, and any shares of our capital stock held through SIX SIS, including those received in the Merger, will be derivatives of shares held through DTC. Therefore, and contrary to common practice for other Swiss companies with shares listed on the SIX Swiss, holders of our shares will not be eligible for automated registration on our Share Register under the system of SIX SIS (AREG-Data).

In relation to us, only those shareholders directly registered in our Share Register will be recognized as shareholders. Voting rights may only be exercised by holders of shares of our capital stock registered with voting rights in our Share Register. While holders of shares who are not registered as shareholders of record on our Share Register will be able to receive dividends and in certain cases, if duly authorized by a proxy issued by the relevant holder of record and depending on their bank or broker, vote their shares at general meetings of shareholders, certain other shareholder rights (such as the right to request that a general meeting of shareholders be called, the right to put items on the agenda of a general meeting of shareholders, the right to sue our corporate bodies, or the right to inspect our books and records) will not be available to such holders of shares who are not registered as shareholders of record on our Share Register.

U.S. shareholders may not be able to obtain judgments or enforce civil liabilities against us or our executive officers or members of our Board.

We are organized under the laws of Switzerland, and our jurisdiction of incorporation is Switzerland. In addition, certain of our directors and officers reside outside the United States and certain of our assets and the assets of such persons are located in jurisdictions outside the United States. As a result, it may not be possible for investors to effect service of process within the United States upon us or upon such persons, obtain documents or other discovery in connection with any legal proceedings against such persons in the United States or enforce against them judgments obtained in U.S. courts.

Switzerland and the United States do not have a treaty providing for reciprocal recognition and enforcement of judgments in civil and commercial matters. The recognition and enforcement in Switzerland of a judgment of the courts of the United States are governed by the principles set forth in the Swiss Federal Act on Private International Law. This statute provides in principle that a judgment rendered by a non-Swiss court may be enforced in Switzerland only if:

- the non-Swiss court had jurisdiction pursuant to the Swiss Federal Act on Private International Law;
- the judgment of such non-Swiss court has become final and non-appealable;
- the judgment does not contravene Swiss public policy;
- the court procedures and the service of documents leading to the judgment were in accordance with the due process of law; and
- no proceeding involving the same position and the same subject matter was first brought in Switzerland, or adjudicated in Switzerland, or was earlier adjudicated in a third state and this decision is recognizable in Switzerland.

In particular, there is doubt as to the enforceability in Switzerland of original actions, or in actions for enforcement of judgments of U.S. courts, of civil liabilities to the extent predicated upon the civil liability provisions of the federal and state securities laws of the United States. Some remedies available under the laws of U.S. jurisdictions, including some remedies available under the U.S. federal securities laws, may not be allowed in Swiss courts as contrary to public policy. Also, provisions of Swiss law may be applicable regardless of any other law that would otherwise apply.

Item 2. Unregistered Sales of Equity Securities and Use of Proceeds.

The Company did not make any unregistered sales of equity securities during the third quarter of 2025.

Item 5. Other Information.

Rule 10b5-1

During the quarter ended September 30, 2025, no director or officer (as defined in Rule 16a-1(f) under the Exchange Act) of the Company adopted, modified or terminated a "Rule 10b5-1 trading arrangement" or "non-Rule 10b5-1 trading arrangement" (as each term is defined in Item 408 of Regulation S-K).

Item 6. Exhibits.

(a) Exhibits. The following exhibits are filed as a part of this Quarterly Report on Form 10-Q:

Exhibit No.	**Document**
2.1	Agreement and Plan of Merger, dated as of December 16, 2024, by and among The Shyft Group, Aebi Schmidt Holding AG, ASH US Group, LLC, and Badger Merger Sub, Inc. (incorporated by reference from Exhibit 2.1 to the Company's Registration Statement on Form S-4 filed on May 12, 2025 (File No. 333-286373) #
3.1	Amended Articles of Association of Aebi Schmidt Holding AG, effective as of July 1, 2025 (incorporated by reference from Exhibit 3.1 to Aebi Schmidt's Current Report on Form 8-K filed July 1, 2025)
3.2	Organizational Regulations of the Company, effective as of July 1, 2025 (incorporated by reference from Exhibit 3.2 to Aebi Schmidt's Current Report on Form 8-K filed July 1, 2025)
10.1	Credit Facilities Agreement dated March 10, 2025, by and among the Company as original borrower and original guarantor, certain subsidiaries of the Company as original obligors, UBS Switzerland AG as mandated lead arranger, agent, security agent and original lender, Zürcher Kantonalbank as lead arranger and original lender, and the other lenders party thereto (incorporated by reference from Exhibit 10.1 to Aebi Schmidt's Current Report on Form 8-K filed July 1, 2025) #
10.2	Relationship Agreement, by and among the Company, PCS Holding AG and Peter Spuhler, dated as of July 1, 2025 (incorporated by reference from Exhibit 10.2 to Aebi Schmidt's Current Report on Form 8-K filed July 1, 2025)
10.3	Relationship Agreement, by and among the Company and Gebuka AG, dated as of July 1, 2025 (incorporated by reference from Exhibit 10.3 to Aebi Schmidt's Current Report on Form 8-K filed July 1, 2025)
10.4	Relationship Agreement, by and among the Company and Barend Fruithof, dated as of July 1, 2025 (incorporated by reference from Exhibit 10.4 to Aebi Schmidt's Current Report on Form 8-K filed July 1, 2025)
10.5	Registration Rights Agreement, by and between the Company and PCS Holding AG, Peter Spuhler and Gebuka AG, dated as of July 1, 2025 (incorporated by reference from Exhibit 10.5 to Aebi Schmidt's Current Report on Form 8-K filed July 1, 2025)
10.6	Second Amended and Restated Shareholder Loan Agreement (2015) by and between the Company and PCS Holding AG, dated as of June 26, 2025 (incorporated by reference from Exhibit 10.6 to Aebi Schmidt's Current Report on Form 8-K filed July 1, 2025)

10.7	Second Amended and Restated Shareholder Loan Agreement (2018) by and between the Company and PCS Holding AG, dated as of June 26, 2025 (incorporated by reference from Exhibit 10.7 to Aebi Schmidt's Current Report on Form 8-K filed July 1, 2025)
10.8	Second Amended and Restated Shareholder Loan Agreement (2015) by and between the Company and Gebuka AG (2015), dated as of June 26, 2025, (incorporated by reference from Exhibit 10.8 to Aebi Schmidt's Current Report on Form 8-K filed July 1, 2025)
10.9	Second Amended and Restated Shareholder Loan Agreement (2018) by and between the Company and Gebuka AG, dated as of June 26, 2025 (incorporated by reference from Exhibit 10.9 to Aebi Schmidt's Current Report on Form 8-K filed July 1, 2025)
10.10	Subordination Agreement, by and between the Company and UBS Switzerland AG and PCS Holding AG, dated as of June 26, 2025 (incorporated by reference from Exhibit 10.10 to Aebi Schmidt's Current Report on Form 8-K filed July 1, 2025)
10.11	Subordination Agreement, by and between the Company and UBS Switzerland AG and Gebuka AG, dated as of June 26, 2025 (personal information redacted) (incorporated by reference from Exhibit 10.11 to Aebi Schmidt's Current Report on Form 8-K filed July 1, 2025)
31.1	Certification of Chief Executive Officer pursuant to Section 302 of the Sarbanes-Oxley Act
31.2	Certification of Chief Financial Officer pursuant to Section 302 of the Sarbanes-Oxley Act
32	Certification of Chief Executive Officer and Chief Financial Officer pursuant to 18 U.S.C. § 1350, as adopted pursuant to Section 906 of the Sarbanes-Oxley Act
101.INS	Inline XBRL Instance Document (the instance document does not appear in the Interactive Data File because its XBRL tags are embedded within the Inline XBRL document)
101.SCH	Inline XBRL Taxonomy Extension Schema Document
101.CAL	Inline XBRL Taxonomy Extension Calculation Linkbase Document
101.DEF	Inline XBRL Taxonomy Extension Definition Linkbase Document
101.LAB	Inline XBRL Taxonomy Extension Label Linkbase Document
101.PRE	Inline XBRL Taxonomy Extension Presentation Linkbase Document
104	Cover Page Interactive Data File (formatted as inline XBRL and contained in Exhibit 101)

Schedules and exhibits have been omitted pursuant to Item 601(b)(2) of Regulation S-K. Aebi Schmidt agrees to furnish supplementally a copy of any omitted attachment to the Securities and Exchange Commission on a confidential basis upon request.

SIGNATURES

Pursuant to the requirements of the Securities Exchange Act of 1934, the registrant has duly caused this report to be signed on its behalf by the undersigned, thereunto duly authorized.

Date: November 13, 2025

Aebi Schmidt Holding AG

By: /s/ Barend Fruithof
Name: Barend Fruithof
Title: Group CEO

By: /s/ Marco Portmann
Name: Marco Portmann
Title: Group CFO