

# Preliminary Figures on FY2025

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# Strong efforts laid foundation for further transformation

Overall, **uncertainty** and **volatility** remain high

Further ramp-up of battery component projects: **strong sales growth** in BU **E-Mobility**

**Next step of transformation:** High investments for the start-up of further series projects for cell contact systems

Successful implementation of the **STREAMLINE program** to sustainably reduce personnel costs across the Group

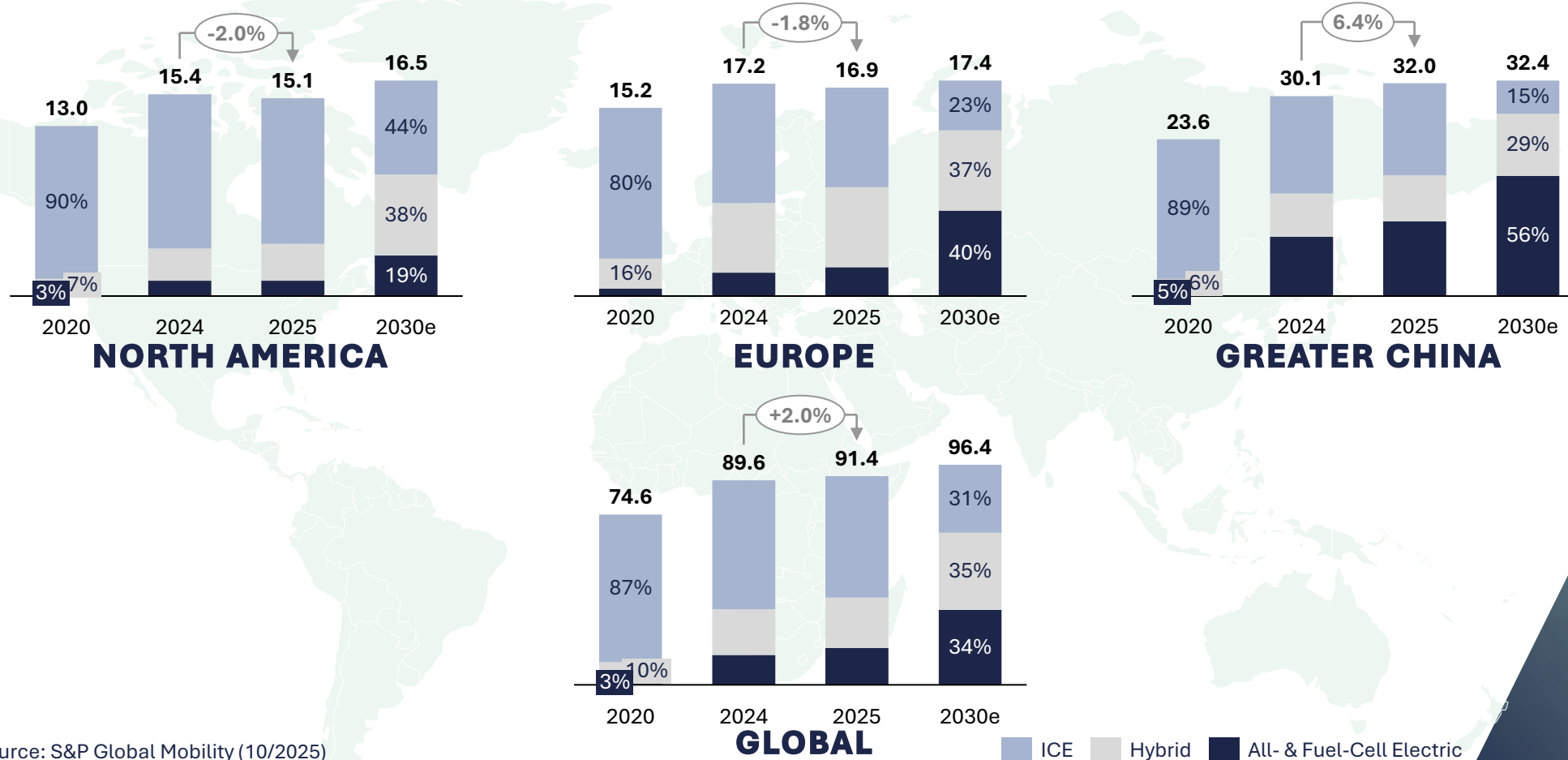
**Strong cash flow** at year-end: operating free cash flow at 2.0% in terms of sales

FY guidance targets mainly **achieved** or in parts even **slightly exceeded**

CHALLENGING ENVIRONMENT

# Different structural development in main auto regions

Global LV production – in million units or %

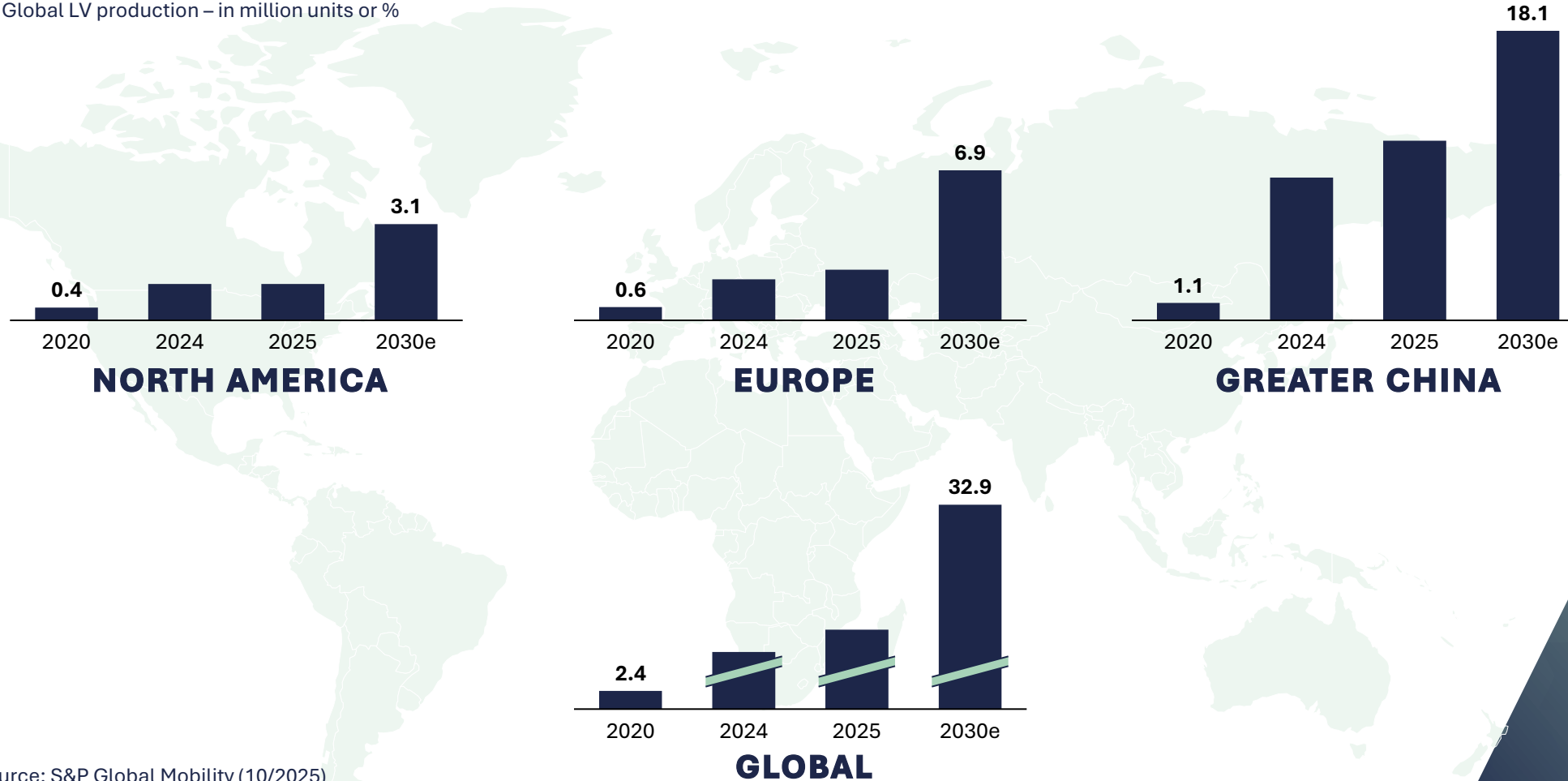


Source: S&P Global Mobility (10/2025)

CHALLENGING ENVIRONMENT

# Strong growth in future core market of all-electric mobility

▶ Global LV production – in million units or %

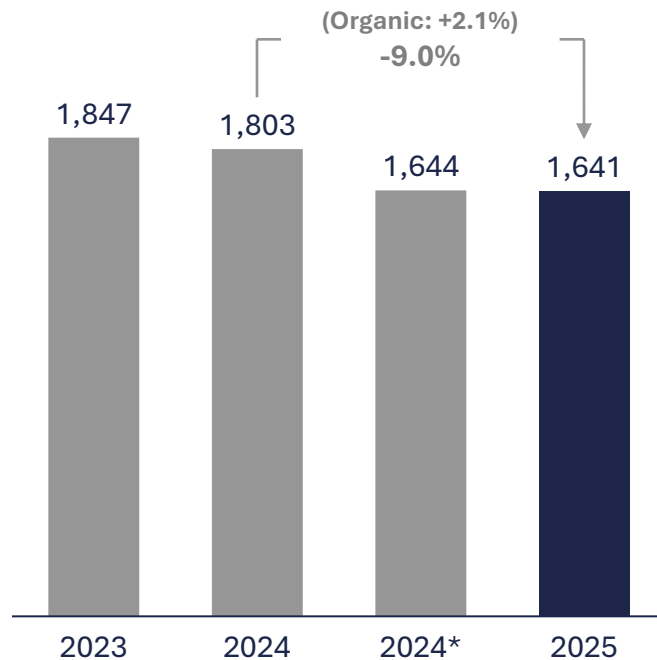


Source: S&P Global Mobility (10/2025)

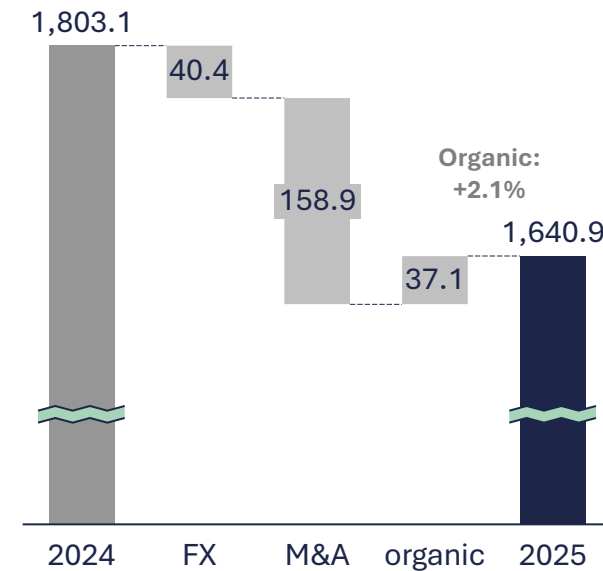
PRELIMINARY FIGURES FY2025

# Organic growth in a challenging market environment

► Sales – in mEUR



► Factors of sales development – in mEUR



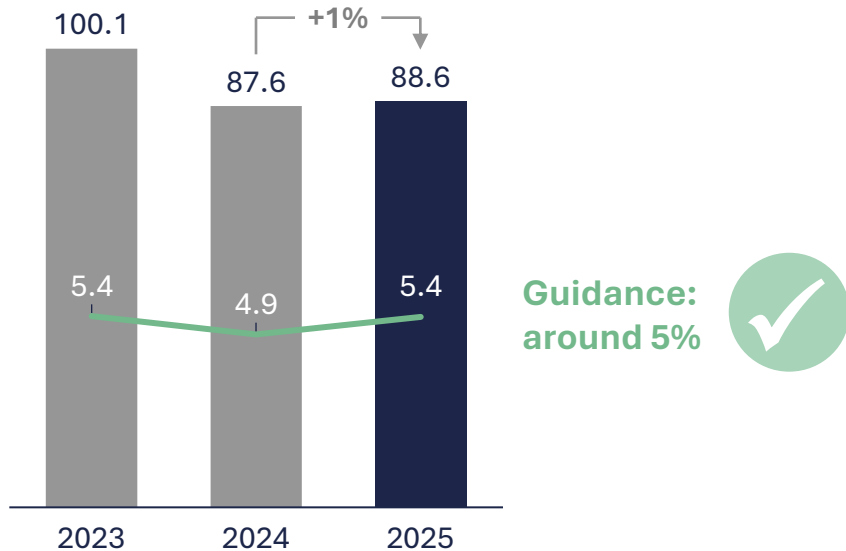
**Guidance: On prior-year level in organic terms**



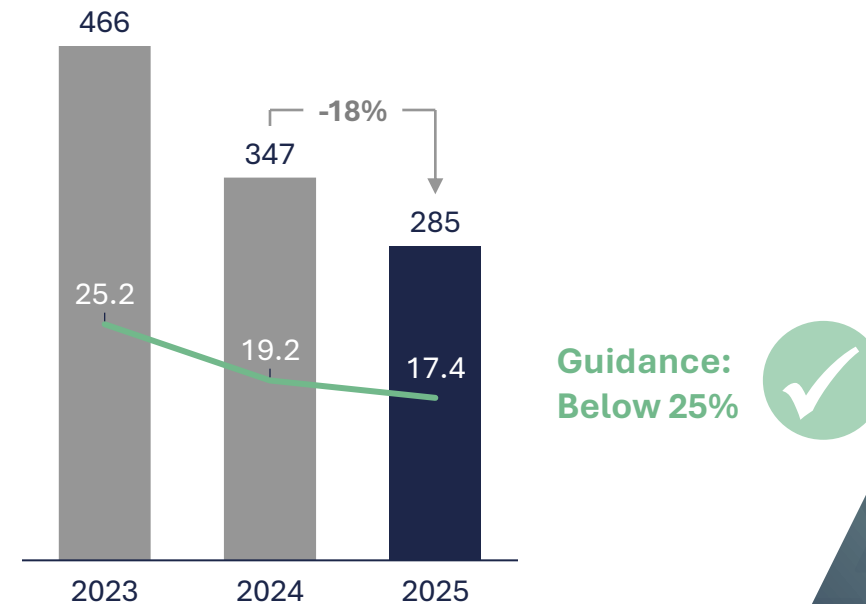
PRELIMINARY FIGURES FY2025

# Adjusted EBIT margin on track

- EBIT adjusted – in mEUR
- EBIT margin adjusted – in % of sales



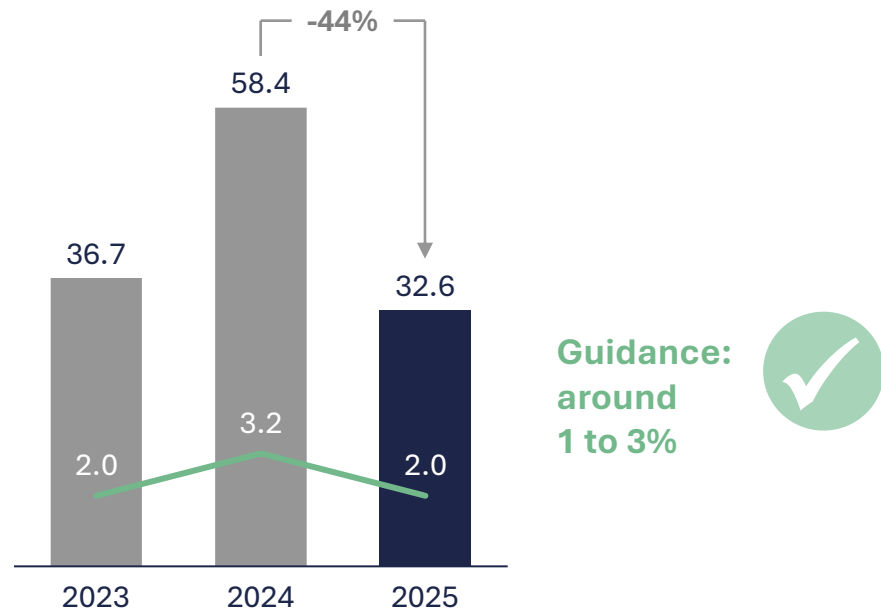
- Net working capital – in mEUR
- Net working capital ratio – in % of sales



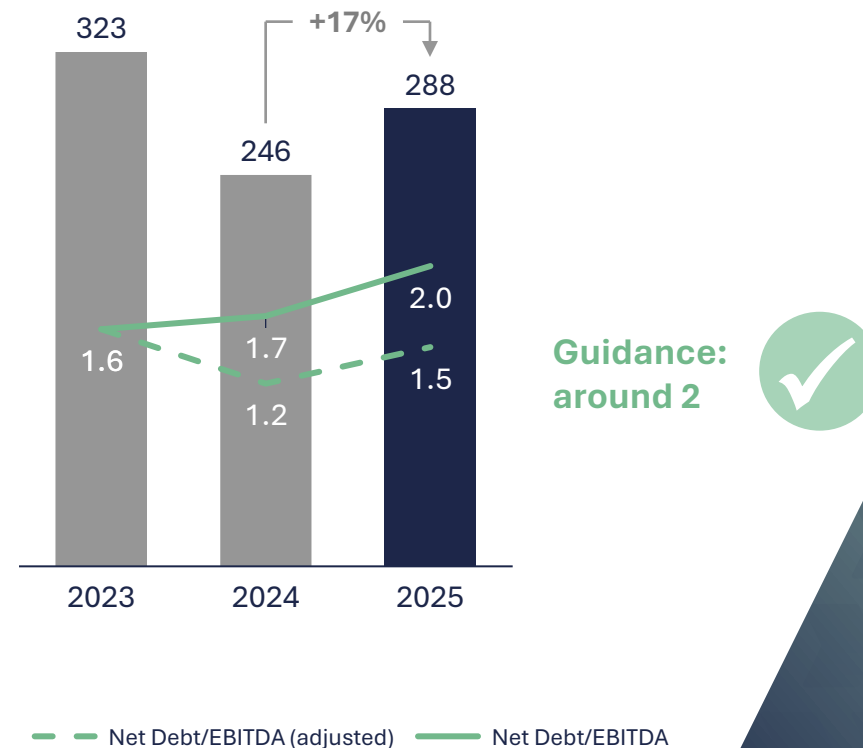
PRELIMINARY FIGURES FY2025

# Low debt level despite high investments

- Operating free cash flow – in mEUR
- Operating free cash flow ratio – in % of sales



- Net financial debt – in mEUR
- Net financial debt/EBITDA (adjusted)



# SHAPE30 measures will continue to be implemented

## SHAPE30

### SHAPING THE PROFILE

**TERMINATING  
NON-PERFORMING  
PRODUCT GROUPS**

➤ Discontinuing unprofitable business

**DIVESTING CAPEX-INTENSIVE BUSINESS**

➤ Focusing on profitable business

**CONSOLIDATING GLOBAL FOOTPRINT**

➤ Lower number of sites will lower costs



**PROGRAM "STREAMLINE": REDUCING THE GROUP'S GLOBAL PERSONNEL COSTS**

Savings of at least 30 mEUR will come into effect from 2026 onward with full swing in 2027.

### PREPARING FOR GROWTH

**RAMPING-UP SEVERAL LARGE-SCALE E-MOBILITY ORDERS**

Orders in E-Mobility will kick in and lift profitability by double effect – contributing to margin and ending cross-segmental use of earnings

➤ Increase in sales will lead to enhanced profitability level

**CAPEX SPENDING FOR RAMP-UP OF LARGE-SCALE ORDERS**

Further ramp-up of first orders will end intensive capex cycle

➤ Capex will return to a normalized level again

PRELIMINARY FIGURES FY2025

## Analysts' Conference on March 26, 2026

Release of annual report on March 26, 2026 – with a management call in the afternoon – including...

...full set of financial statements

...more details on financial KPIs

...outlook on FY2026

Invitation will be sent out in due time.

## Investor Relations Contact



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# Disclaimer

## Forward-looking statements and predictions

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