

July 30, 2025

Half-Year Results 2025

Autoneum. Mastering sound and heat.



Half-Year Results 2025

Agenda

1. Performance Highlights

Eelco Spoelder, CEO

2. Financial Results

Bernhard Wiehl, CFO

3. Strategy & Market Outlook

Eelco Spoelder, CEO

4. Q&A

Eelco Spoelder, CEO, Bernhard Wiehl, CFO

Performance Highlights Half-Year 2025

Solid Performance in a Challenging Market



Resilient EBIT margin, only slightly below prior-year period



Free cash flow on track for 2025 target



Net result significantly improved



Jiangsu Huanyu acquisition contributing positively to Group performance



Successful turnaround in North America confirmed



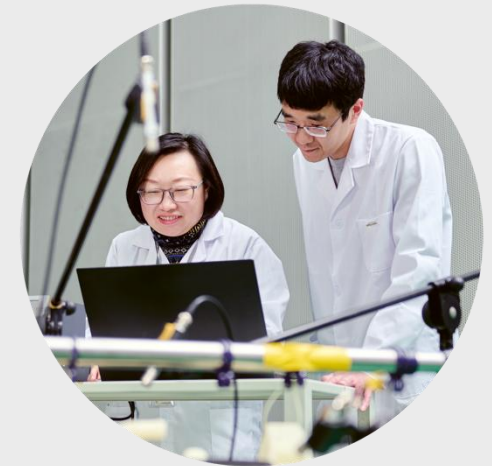
Expansion of sustainable product portfolio

Strategic Progress in Asia

Strengthening Customer Portfolio & Regional Presence



Growth with Chinese OEMs accelerating

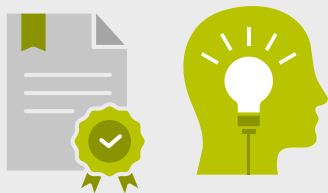


Acquisitions in China expanding customer base

R&T center in China supports local innovation

Innovation

Driving New Mobility Solutions



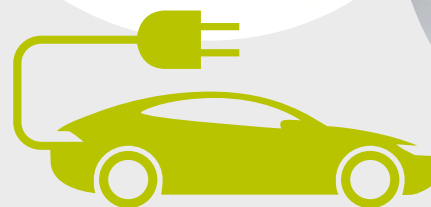
18 patents filed,
8 innovations launched



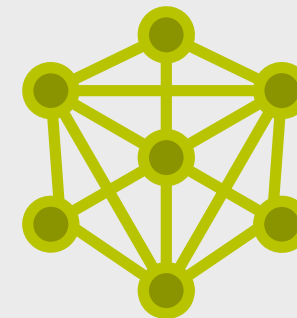
E-Fiber Flame Shield



Impact Protection Plate



EV-focused solutions: E-Fiber Flame
Shield & Impact Protection Plate



Global R&D network powering
next-gen mobility

Strong Regional Performance Across All Markets

Driving Forward With Sustained Strength and Confidence



Europe: Fairly stable EBIT margin despite market decline



Asia: Revenue boost from acquisitions, EBIT up



North America: Turnaround confirmed, EBIT margin at 5.1%

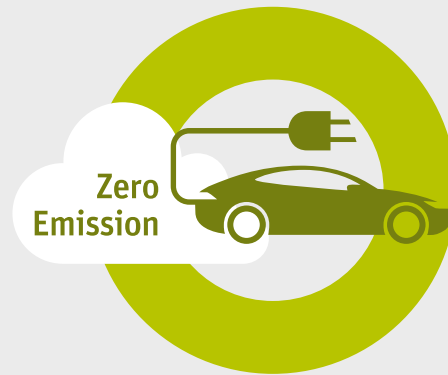


SAMEA: Best-in-class EBIT margin of 14.7%

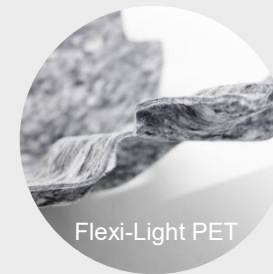
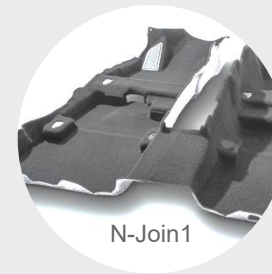
On Track With Science-Based ESG Targets

SBTi \rightarrow CO₂

-20% CO₂, -40% non-hazardous waste emissions and increase share of renewable energies up to 25% by 2027



Commitment to Net-zero by 2050



New sustainable products: N-Join1 & Flexi-Light PET



Strong customer interest confirming sustainability approach

People Centric Company Culture Recognized as Top Employer in Switzerland



Commitment to people development
and workplace excellence



A culture where employees
grow, contribute, and thrive



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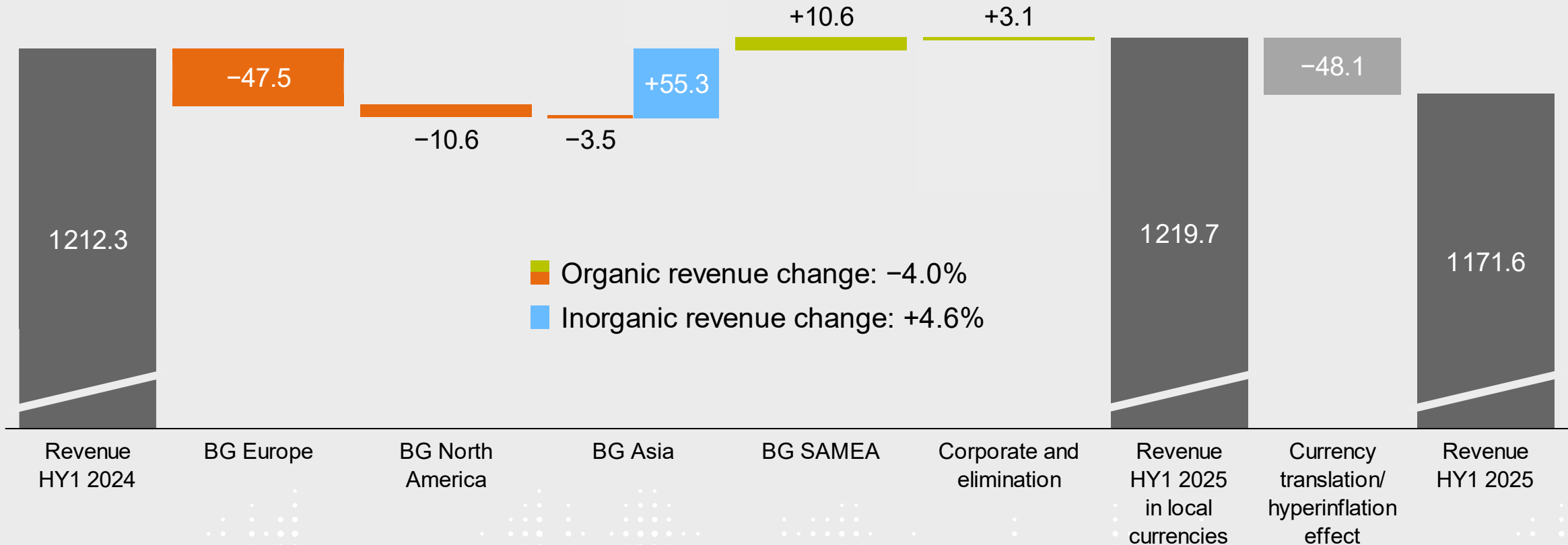
Key Figures Overview

CHF million	HY1 2024	HY1 2025	Change
Revenue	1212.3	1171.6	-40.8
EBITDA	128.1	125.8	-2.4
<i>in % of revenue</i>	<i>10.6%</i>	<i>10.7%</i>	
EBIT	65.8	61.9	-3.9
<i>in % of revenue</i>	<i>5.4%</i>	<i>5.3%</i>	
Net result	36.1	40.7	4.6
Free cash flow*	39.1	48.4*	9.3
Basic earnings per share (EPS) in CHF	4.86	5.16	0.29

* HY1 2025 free cash flow excl. one-off M&A-related net cash outflow

Inorganic Growth Makes Significant Contribution to Revenue

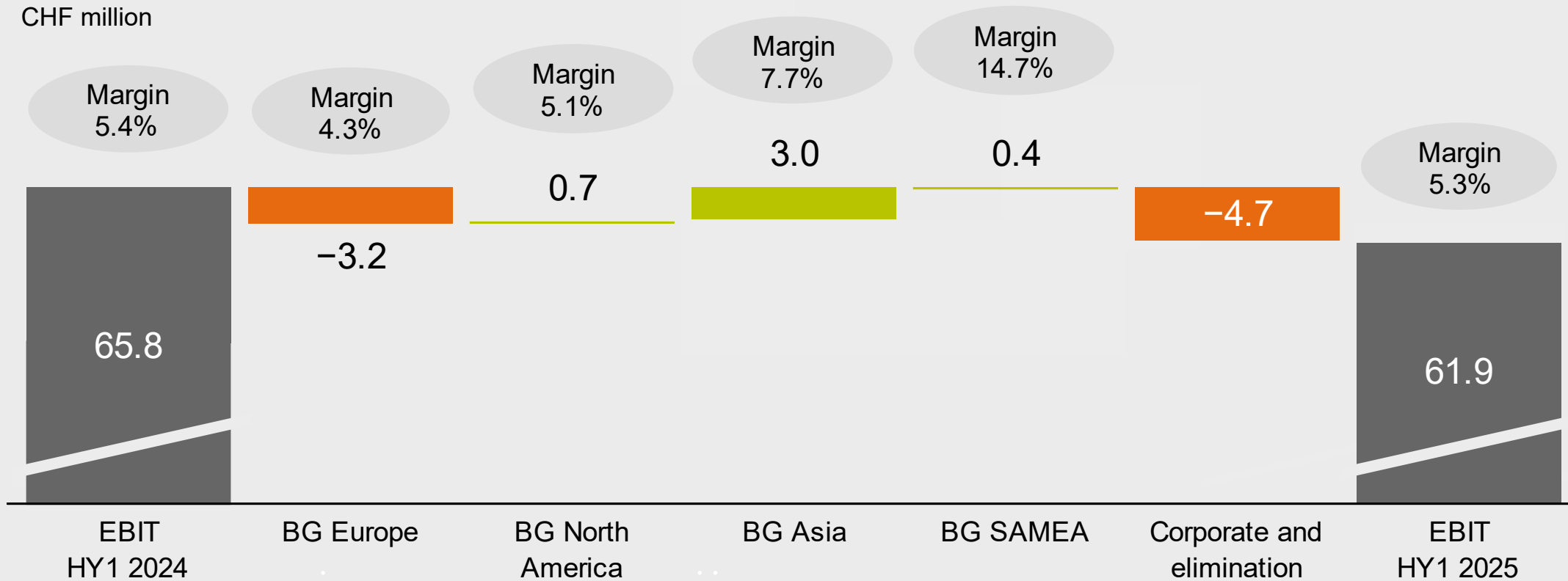
CHF million



Operating Result (EBIT) Development

EBIT Margin Remains Strong

CHF million



Income Statement

Higher Net Result

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EBIT	65.8	61.9	-3.9
<i>in % of revenue</i>	<i>5.4%</i>	<i>5.3%</i>	
Financial result	-15.6	-7.0	8.6
Earnings before taxes	50.2	54.9	4.6
Income taxes	-14.1	-14.2	-0.1
Net result	36.1	40.7	4.6
attributable to Autoneum shareholders	28.2	29.9	1.7
attributable to non-controlling interests	7.9	10.8	2.9
Basic earnings per share (EPS) in CHF	4.86	5.16	0.29

- EBITDA margin improved to 10.7% despite organic revenue decrease and temporary M&A-related costs. This shows the ability to flex costs effectively.
- Financial result: CHF 6.4 million lower foreign exchange losses and CHF 2.0 million reduced interest expenses
- With 25.8%, the effective income tax rate is close to the expected range and fell by 2.2 percentage points year-on-year

Balance Sheet

Acquisition Fueled Increase in Assets

CHF million	Dec. 2024	Jun. 2025	Change	Acquisition*
Total assets	1632.3	1780.5	148.2	195.2
Non-current assets (excl. leased assets)	760.5	804.6	44.0	95.5
Leased assets	238.3	224.3	-14.0	7.9
Net working capital	111.5	147.4	36.0	27.0
Cash and cash equivalents	108.2	134.1	25.9	8.8
Borrowings (excl. lease liabilities)	235.6	329.7	94.0	32.9
Lease liabilities	277.8	254.8	-23.0	4.3
Net debt (incl. lease liabilities)	399.2	450.4	51.2	28.4
Shareholders' equity	604.0	576.9	-27.1	n/a
<i>in % of total assets (change in pp)</i>	37.0%	32.4%	-4.6	

- Jiangsu Huanyu Group contributed total assets of CHF 195.2 million at acquisition date
- Net working capital increased by CHF 9.6 million compared to the prior half-year level
- Higher net debt driven by cash outflow for M&A and dividend payments of CHF 25.3 million
- Equity burdened by negative currency translation effects of CHF 43.6 million

Cash Flow Statement

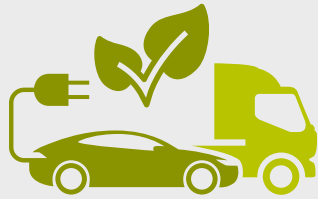
Strong Free Cash Flow

CHF million	HY1 2024	HY1 2025	Change
Cash flows from operating activities	68.3	69.2	0.9
Cash flows used in investing activities	-29.2	-53.1	-24.0
Free cash flow	39.1	16.1	-23.0
Free cash flow excl. M&A effects		48.4	9.3
Cash flows from/used in financing activities	-70.9	19.9	90.8
Change in cash and cash equivalents	-26.3	25.9	52.2
Cash and cash equivalents at the end of the period	123.1	134.1	11.0

- Cash flow from investing activities includes the partial net purchase price payment for Jiangsu Huanyu Group of CHF 32.3 million
- Free cash flow increased by CHF 9.3 million to CHF 48.4 million, excluding the net cash outflow for M&A
- Net cash inflow from financing activities to cover the gap between operating cash inflows and the investing cash outflows, including the M&A transaction

Level Up Strategy

Delivering Tangible Progress



Shape a future-fit product portfolio



Innovate to create customer value



Accelerate global growth



Foster a people centric culture



Be the sustainability benchmark



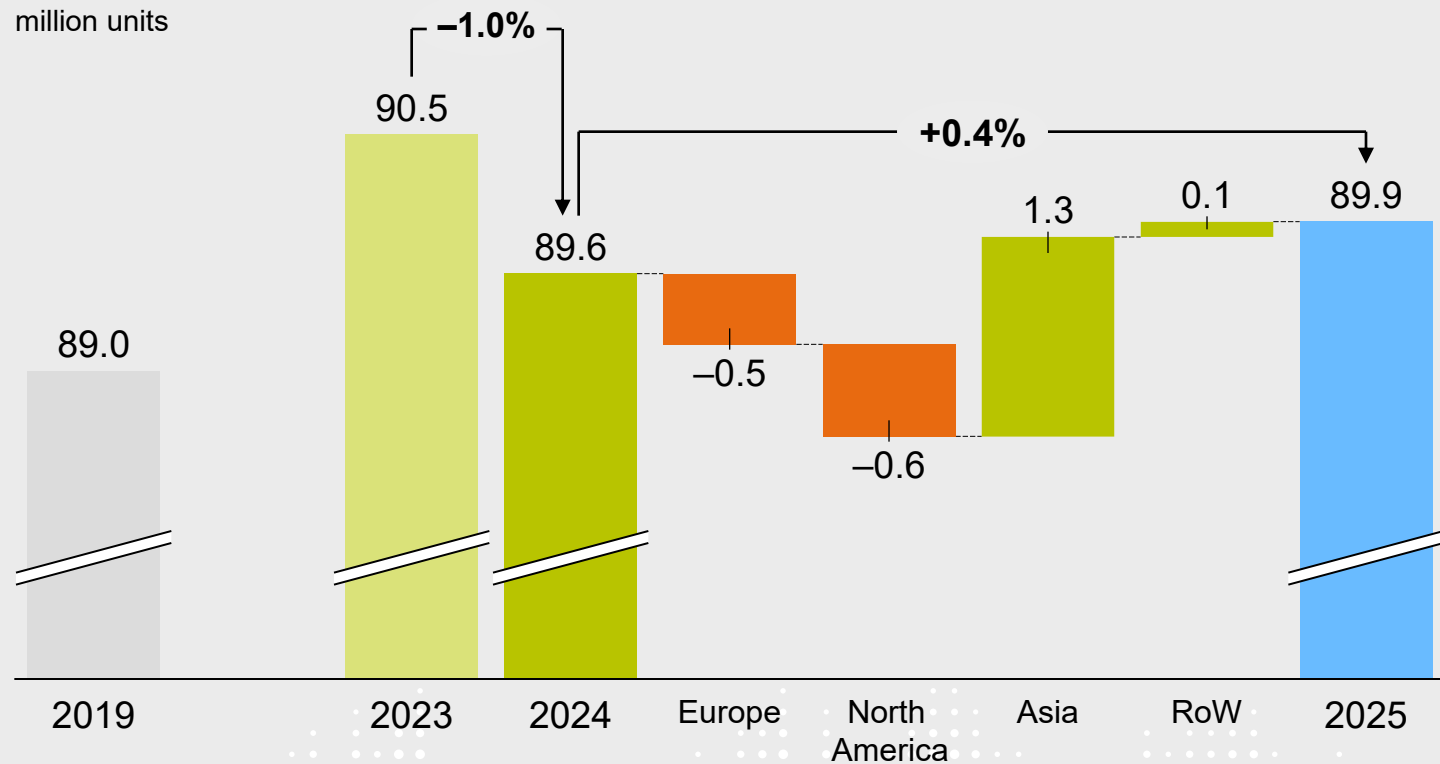
Boost cost-competitiveness

Market Outlook: Light Vehicle Production Forecast

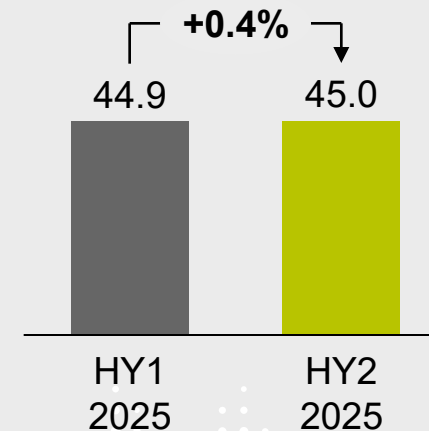
Global Stable Volumes Expected in 2025

Annual Global Automobile Production

million units



- Small increase of +0.4% expected in 2025
- Market in decline in Europe and North America. Increase in Asia and ROW
- Second half-year is expected to be slightly above (+0.4%) the first half of 2025



*Source: S&P Global Light Vehicle Production of July 2025

Company Outlook 2025

Reaffirming Full-Year Guidance 2025



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