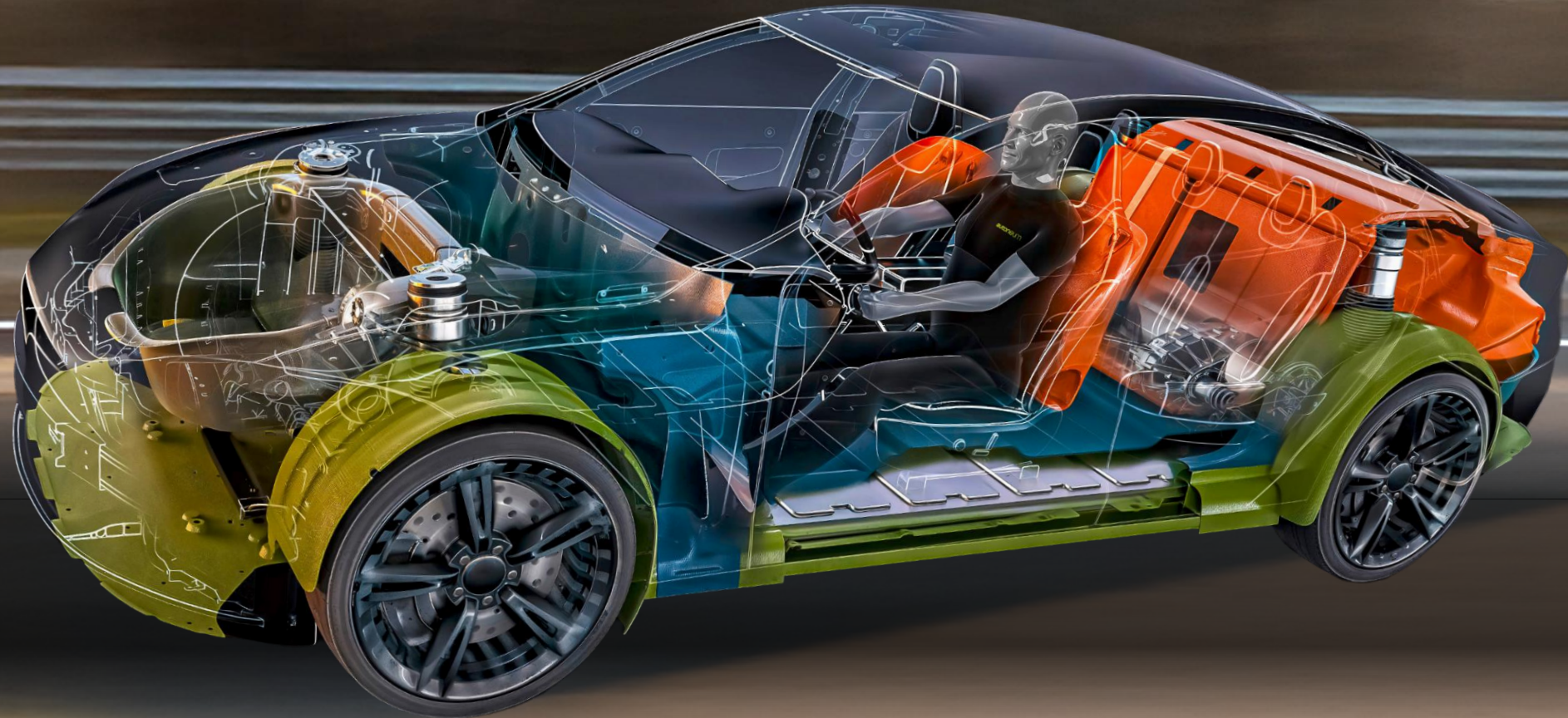
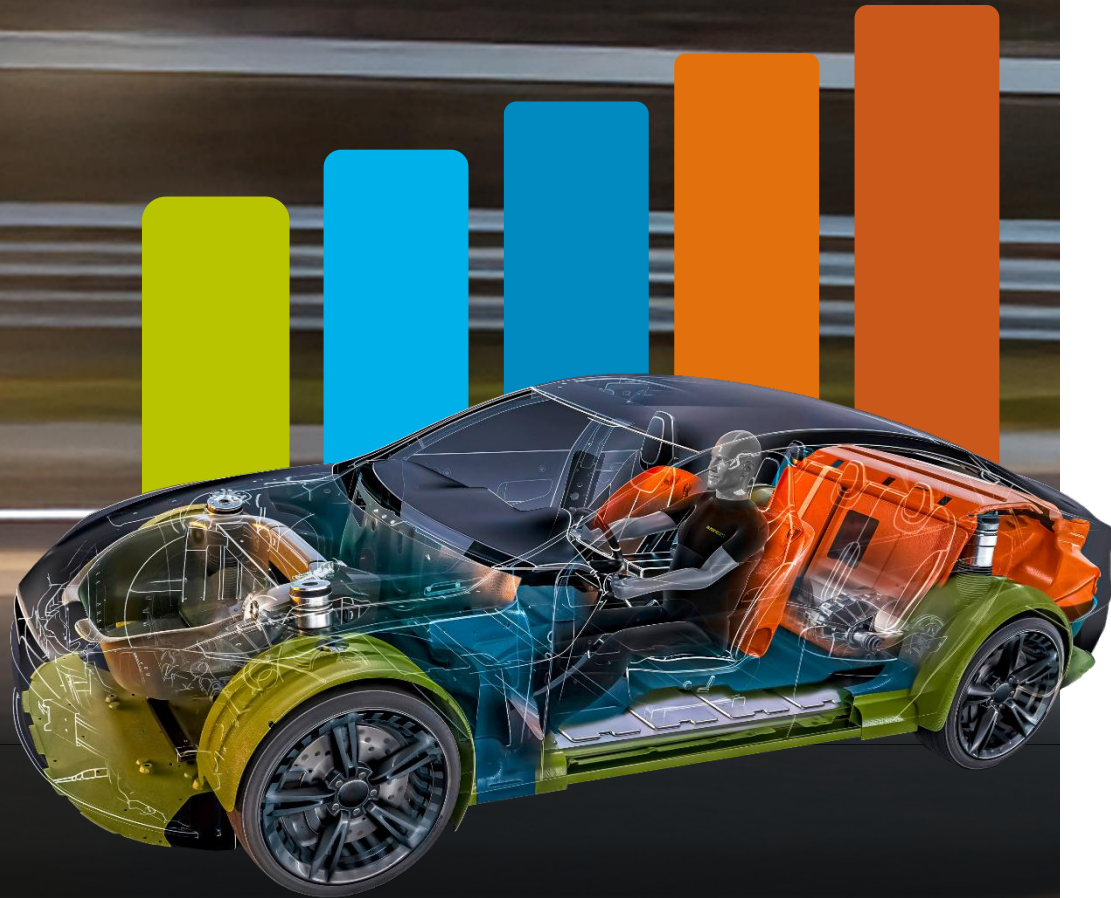


# 2025 Earnings Call

March 12, 2026



# Agenda



1. **Business Year 2025**  
*Eelco Spoelder, CEO*
2. **Financial Results 2025**  
*Bernhard Wiehl, CFO*
3. **Outlook 2026**  
*Eelco Spoelder, CEO*
4. **Q&A**

## 2025 Highlights

# Strong Order Intake and 14.6% Net Profit Increase

Resilient revenue  
amid diverging  
global markets



CHF 2'393.3  
million\*

Stronger profitability  
year-on-year



EBIT 5.5%  
net profit +14.6%

Clear progress  
in sustainability  
operations



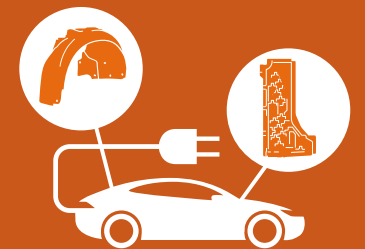
EcoVadis Gold,  
CDP "A" rating

Acquisitions  
accelerate growth  
in Asia



+73.9%  
revenue growth\*

Advancing  
sustainable  
innovation



Sustainable  
products

**LEVEL UP** ↑↑↑ Fully on track

## Strengthening Global Growth

# Strong Order Intake for the Second Year in a Row

20% originated from Chinese OEMs



**CHF 536 million**

new business awards – annual revenue

**LEVEL  
UP** 

**CHF 3'085 million**

lifetime revenue

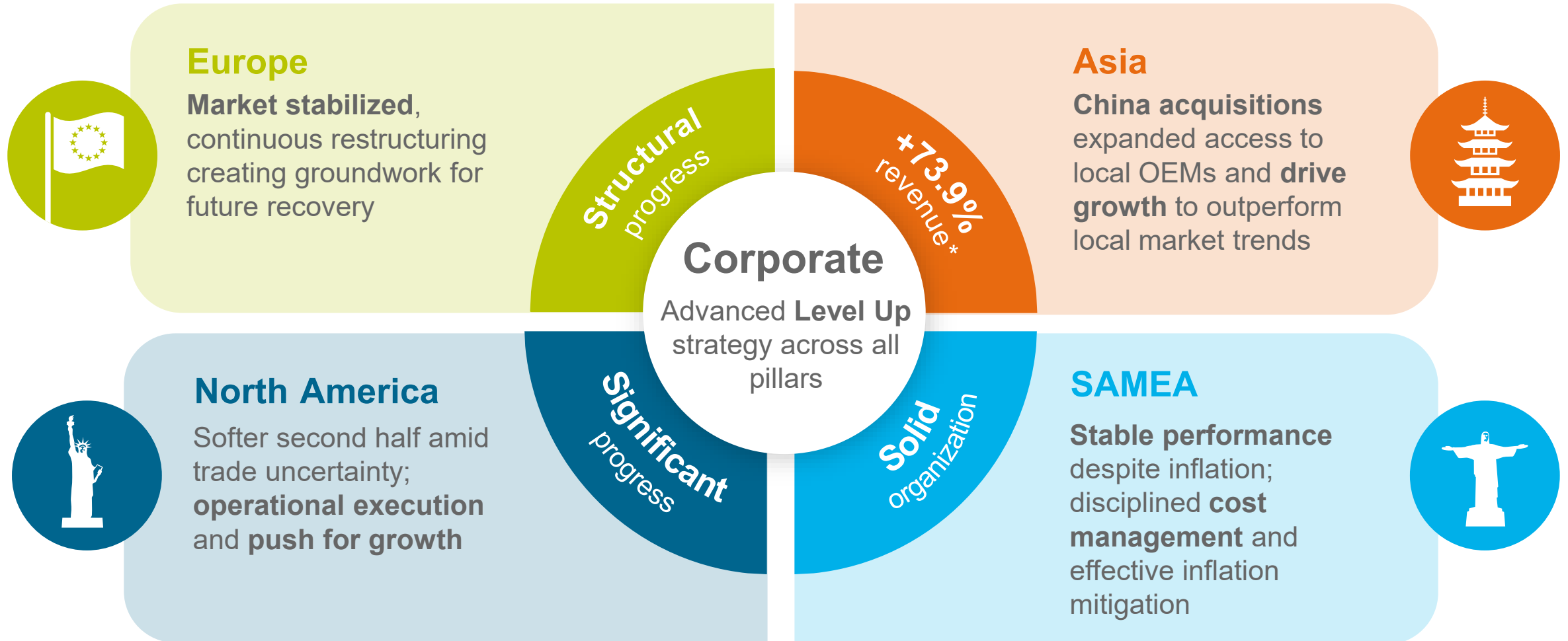


# Becoming the Industry's Sustainability Benchmark



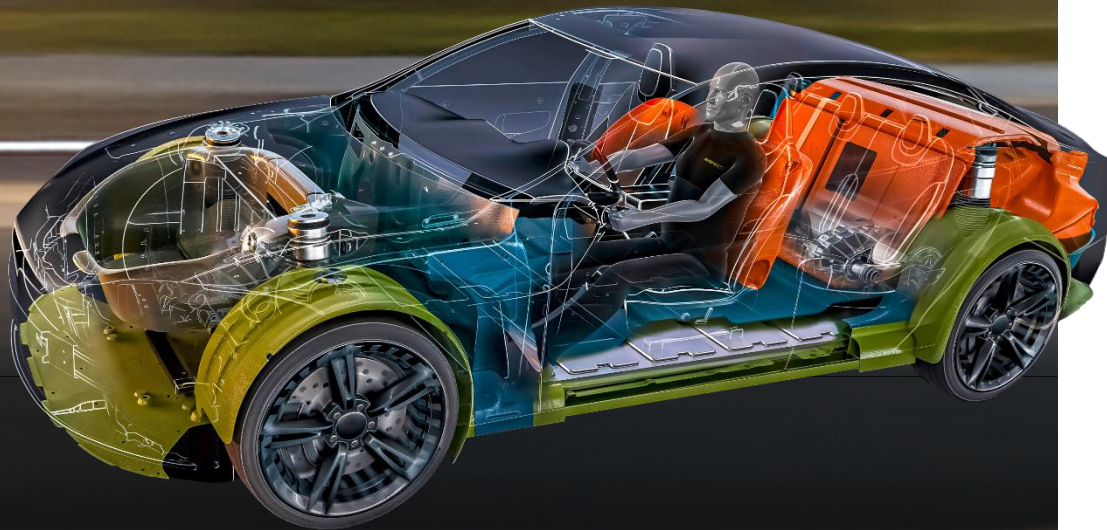
# 2025 Regional Business Development

## Resilience and Agility Amid Diverging Global Markets



# Agenda

1. Business Year 2025  
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***Bernhard Wiehl, CFO***
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# Revenue Increase in Local Currencies

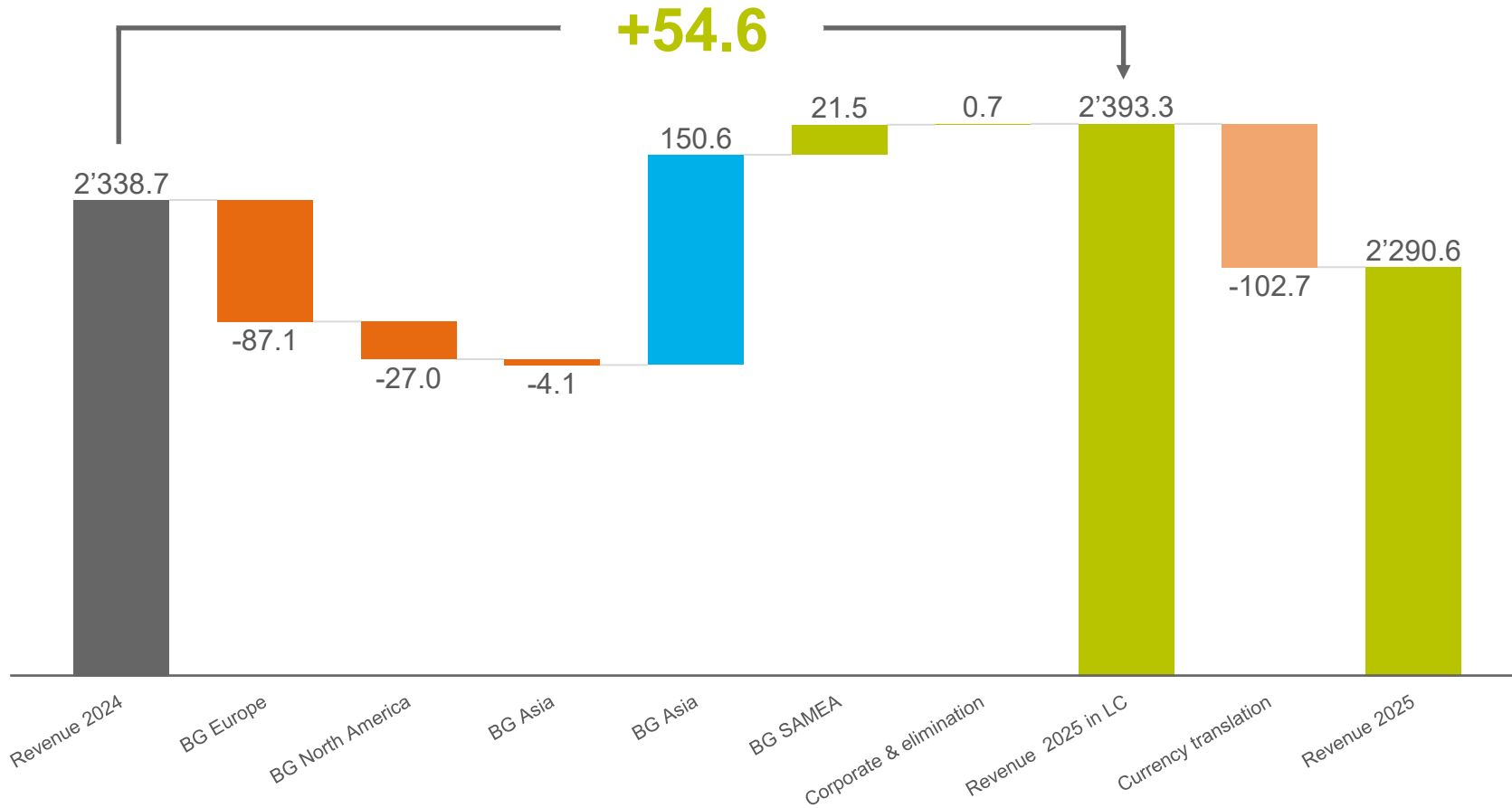
CHF million



Organic revenue change: -4.1%



Inorganic revenue change: +6.4%

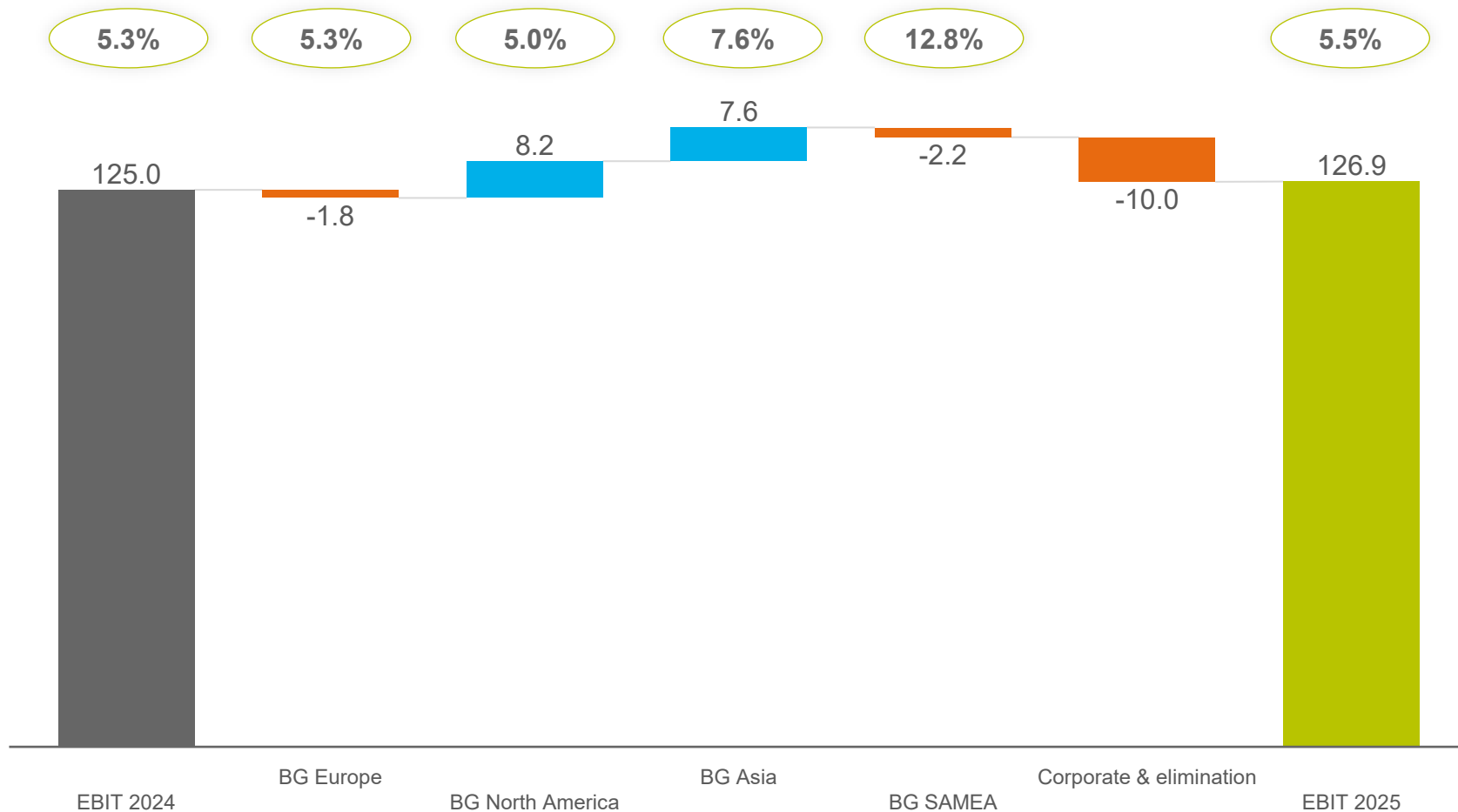


- Organically, revenue fell due to lower production volumes in Europe and North America, weak Borgers order book pre-acquisition, and selective business acquisition approach
- Strong inorganic growth in Asia thanks to 2 acquisitions of local Chinese suppliers
- Growth in BG SAMEA driven by significant inflation-related price increases
- Negative FX translation impact of CHF 102.7 million mainly from USD, MXP and RMB

# Operating Result (EBIT)

## EBIT Expansion Confirms Resilience

CHF million



- Improved margin due to well-managed footprint and successful price management in Europe
- Margin increase supported by consistent operational improvements in North America
- Successful integration of the acquired businesses in Asia, combined with efficient cost management
- Stable operational performance and strong price management in SAMEA

EBIT margin

# Income Statement

## Further Increase In Profitability

CHF million

2024 2025 Change

	2024	2025	Change
Revenue	2'338.7	2'290.6	-48.1
EBIT	125.0	126.9	1.9
<i>in % of revenue</i>	5.3%	5.5%	
Financial result	-30.1	-17.9	12.2
Income taxes	-24.9	-28.9	-3.9
Net result	70.0	80.2	10.2
attributable to Autoneum shareholders	52.1	60.0	7.9
Basic earnings per share (EPS) in CHF	8.98	10.34	1.37

- Financial result:
  - Interest expenses reduced by CHF 3.2 million
  - FX loss of CHF 2.4 million (2024: CHF 10.3)
- Effective income tax rate of 26.5% comparable with previous year
- Net result increased by 14.6%, the portion attributable to AUTN by 15.2%
- Consequently, EPS increased to CHF 10.34

# Cash Flow Statement

## Sustained Strong Free Cash Flow

CHF million

2024 2025 Change

	2024	2025	Change
Cash flows from operating activities	189.8	179.3	-10.5
Cash flows used in investing activities	-80.0	-112.6	-32.5
Free cash flow	109.7	66.8	-43.0
Free cash flow excl. M&A effects	109.7	121.1	11.4
Cash flows used in financing activities	-153.6	-59.6	94.0
Change in cash and cash equivalents	-41.2	-2.5	38.7
Cash and cash equivalents at the end of the period	108.2	105.7	-2.5

- Higher tooling inventories and unpaid insurance recoveries impacted operating cash flow
- Investments in tangible assets moderately reduced by CHF 7.0 million
- Net cash outflow of CHF 54.4 million used for the Chinese acquisitions
- Without these M&A related effects FCF increased by 10.4%

# Balance Sheet

## M&A-Driven Growth

### CHF million

2024

2025

Change

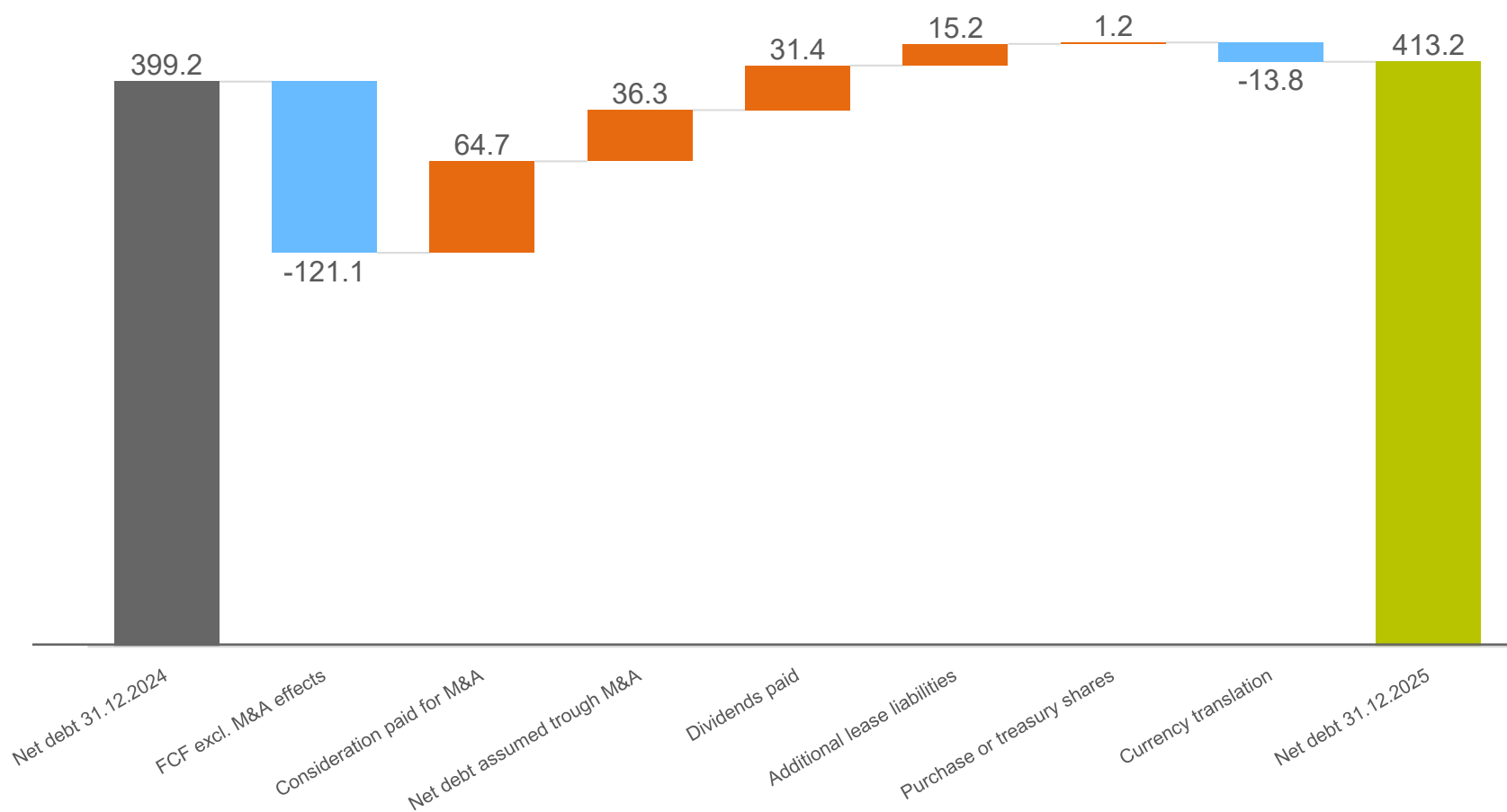
M&A

	2024	2025	Change	M&A
<b>Total assets</b>	<b>1'632.3</b>	<b>1'762.2</b>	<b>129.9</b>	<b>225.7</b>
Non-current assets (excl. leased assets)	760.5	828.6	68.0	114.4
Leased assets	238.3	213.0	-25.3	10.8
Net working capital	111.5	140.3	28.8	18.6
Cash and cash equivalents	108.2	105.7	-2.5	10.4
Borrowings (excl. lease liabilities)	235.6	282.0	46.4	40.9
Lease liabilities	277.8	241.8	-36.1	5.8
Net debt	399.2	413.2	13.9	36.3
<b>Shareholders' equity</b>	<b>604.0</b>	<b>618.0</b>	<b>14.0</b>	<b>27.3</b>
<i>in % of total assets (change in pp)</i>	<i>37.0%</i>	<i>35.1%</i>	<i>-1.9</i>	<i>n/a</i>

## Net Debt

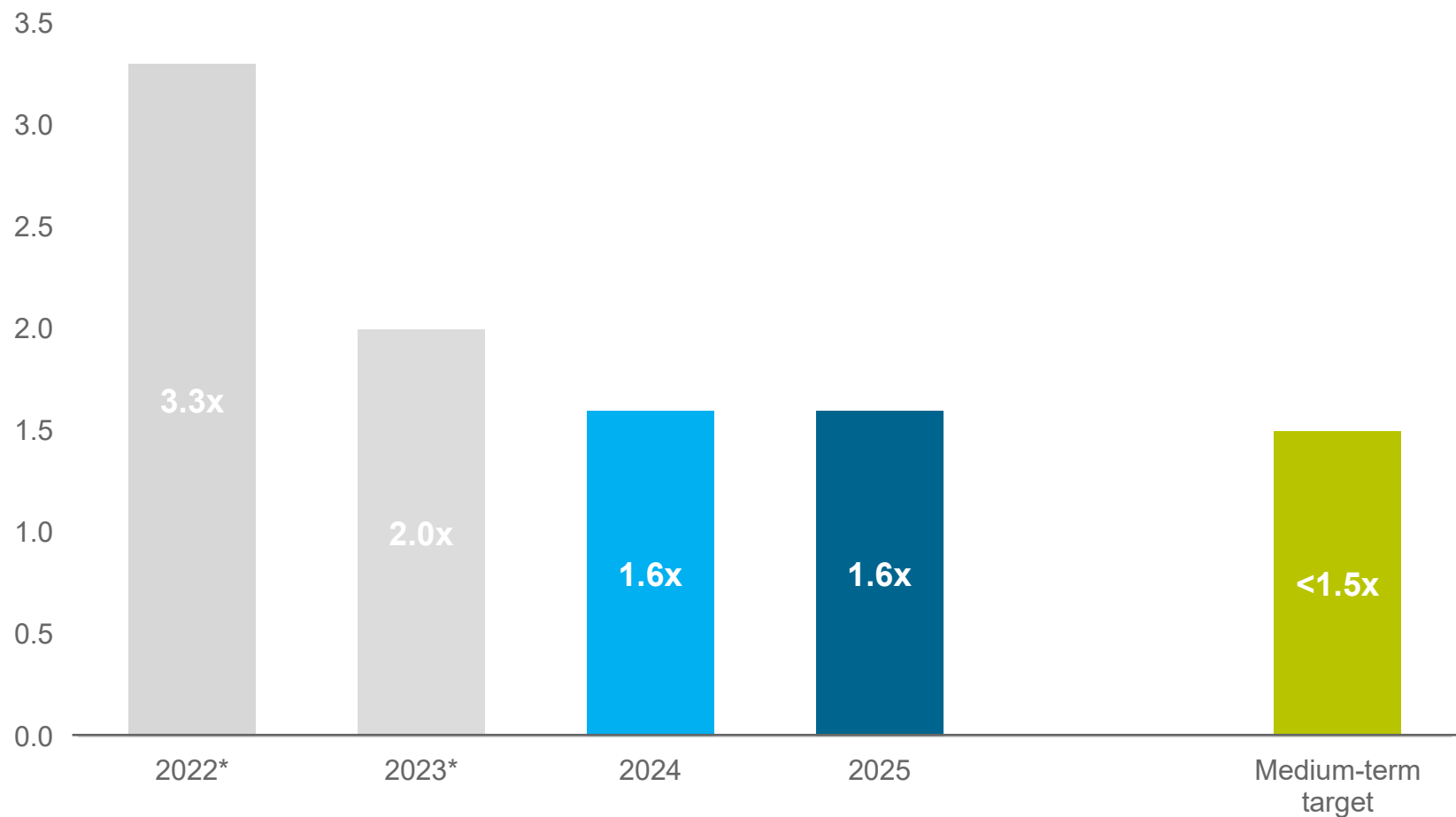
# Impact from M&A and Dividends Almost Compensated by FCF

CHF million



- Additional lease liabilities relate mainly to long-term lease agreements of various buildings
- Dividends paid include dividend payments to Autoneum shareholders and minority shareholders in joint ventures
- Currency translation mainly related to leasing liabilities in USD and EUR as well as some debts in China

# Net Debt-To-EBITDA Ratio (incl. Lease Liabilities) Leverage Close to Medium-Term Target



## Key levers

- Targeted profitability improvement and solid free cash flow

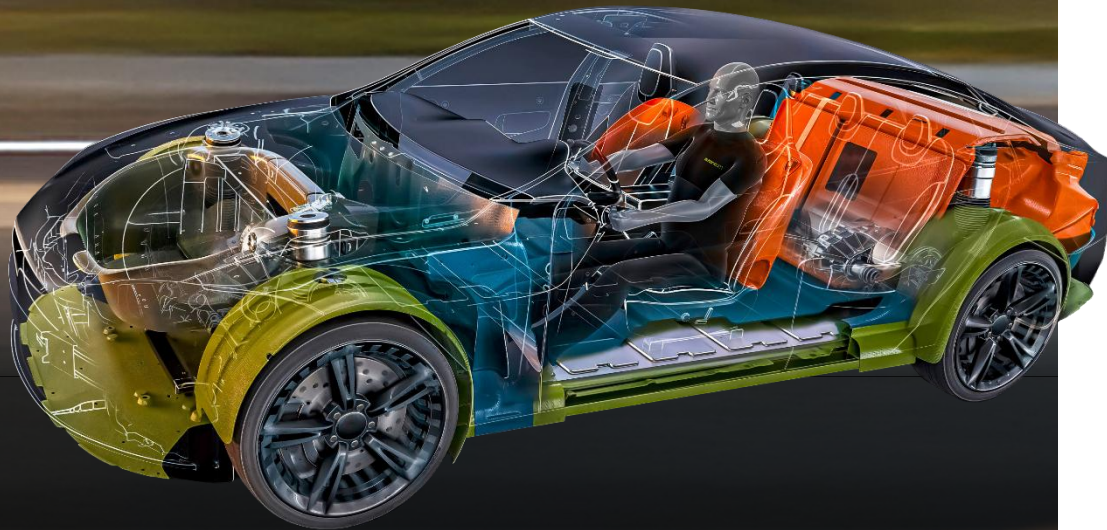


## Improved ability

- To cover net debt
- To take on the additional debt required to grow the business

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# Corporate Strategy Level Up Continuous Execution in 2026



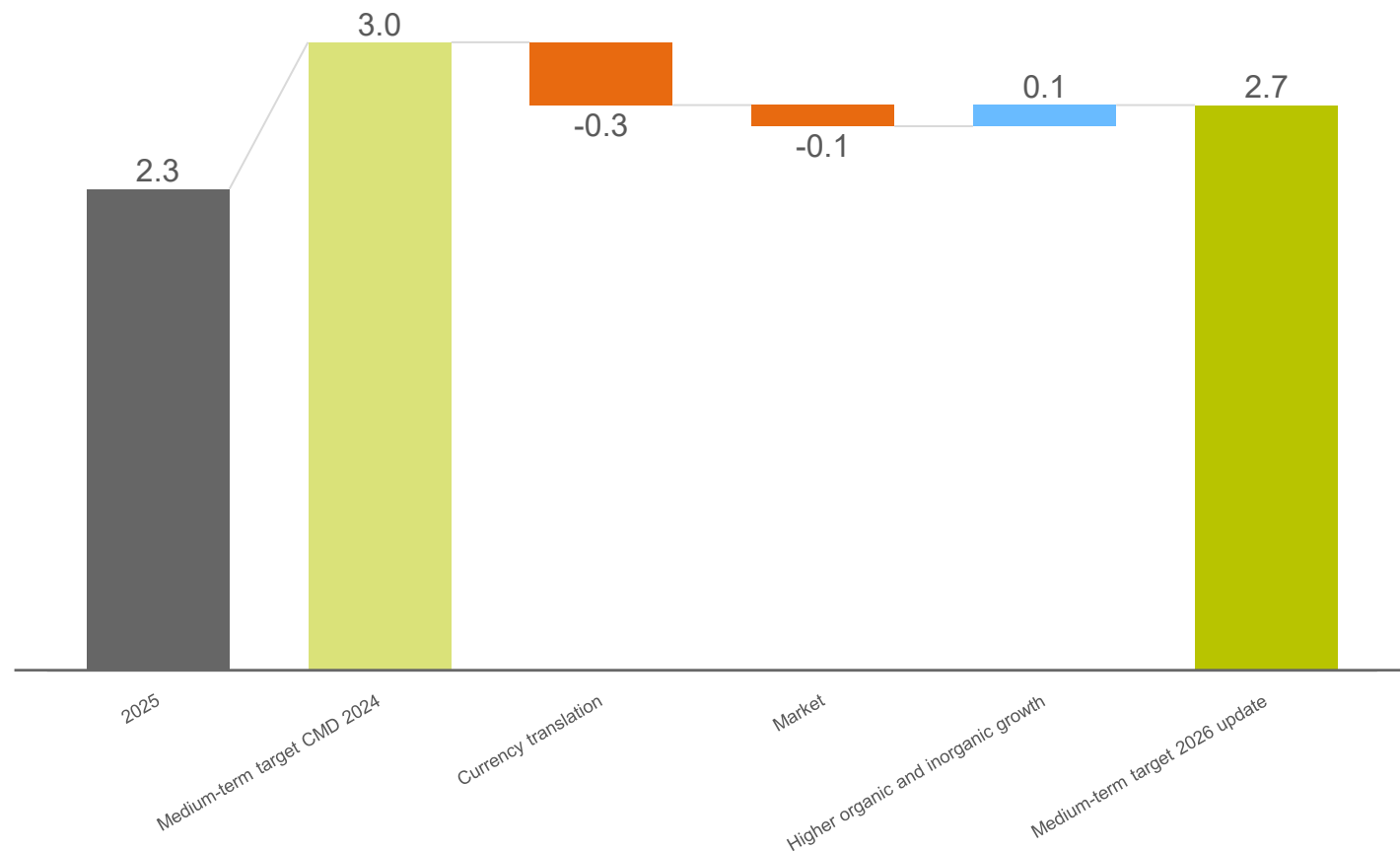
## Executing Growth & Efficiency Actions Across All Regions



## Medium-Term Financial Targets

# Profitability, FCF, Leverage Confirmed; FX Impacts Revenue

CHF billion



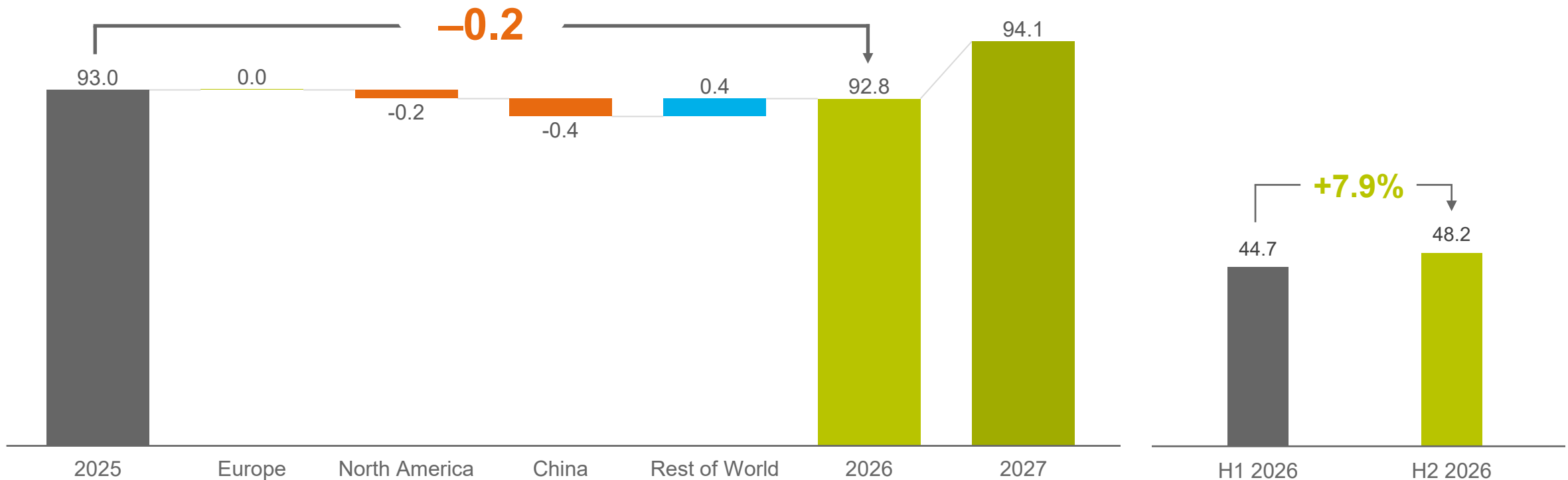
- 1 Revenue of CHF 2.7 billion\*
- 2 EBIT margin of 6–8%
- 3 FCF of >5% of revenue
- 4 Net debt-to-EBITDA <1.5x

# Light Vehicle Production Forecast

## Flat Market Expected in 2026

### Yearly Global Automobile Production\*

Million units



## Guidance 2026

# Continuing on a Strong Path

## Stable Volumes

in the automobile production according to the latest market forecast for 2026\*

Revenue  
CHF 2.2 to 2.4 billion\*\*



EBIT Margin  
5.5 to 6.1%

Free Cash Flow  
>CHF 100 million



# Save The Date

## Important Dates



**April 28, 2026**  
Annual General Meeting 2026



**July 29, 2026**  
Half-Year Report 2026



**January 21, 2027**  
Publication 2026 Revenue

# Autoneum 2025 Earnings Call

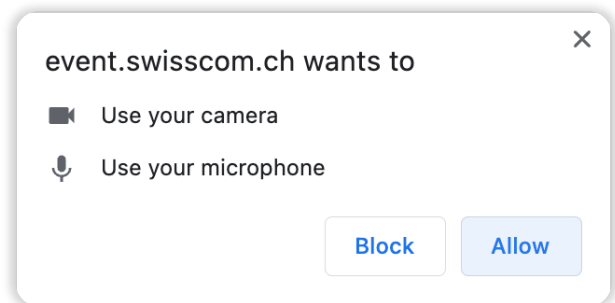
## Join Q&A

1 Click on „Video Q&A“

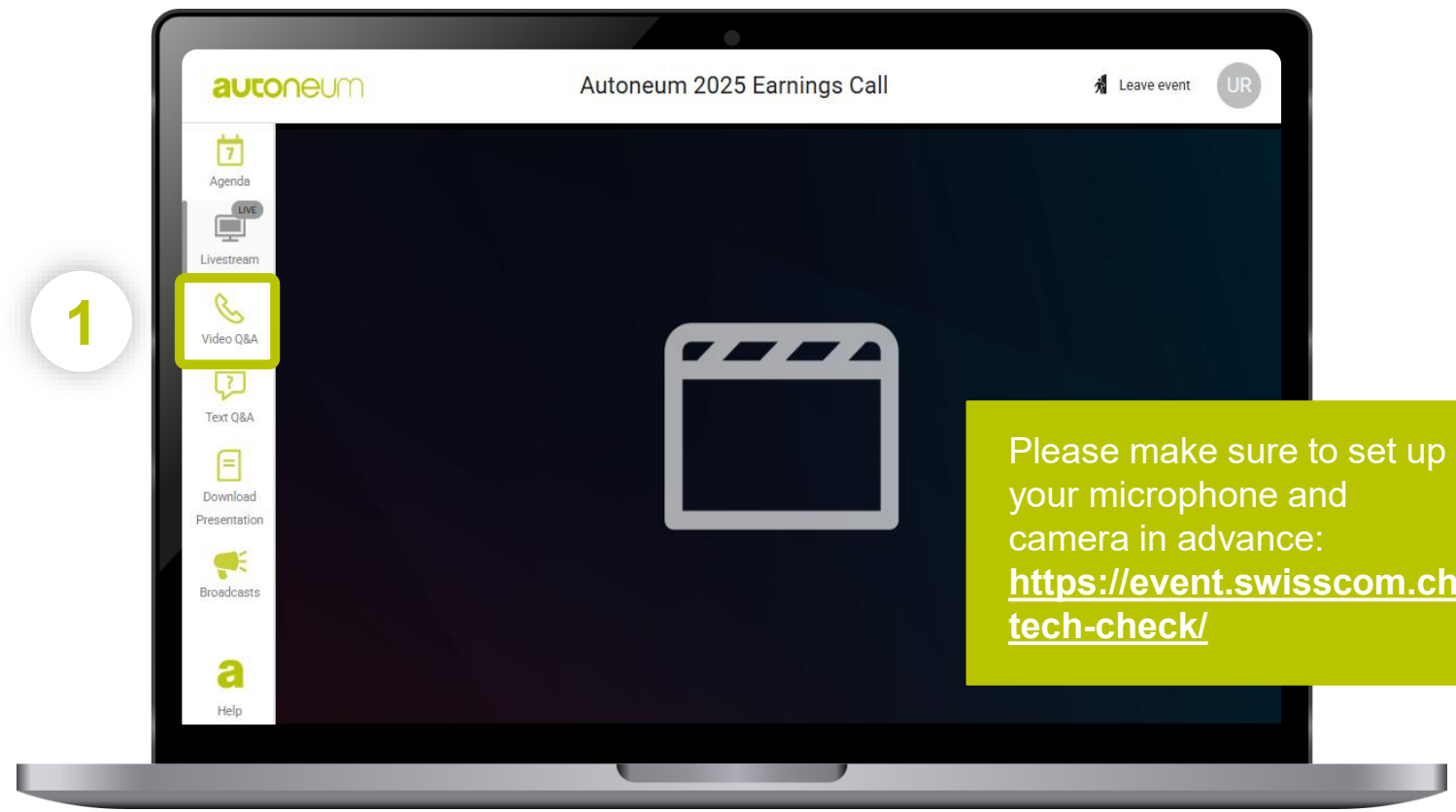
2 Click on „Join video Q&A“



3 When you get admitted, allow your browser to use your microphone/camera



4 Raise your hand to ask a question



Please make sure to set up your microphone and camera in advance:  
<https://event.swisscom.ch/tech-check/>

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An aerial photograph of a mountain valley at sunrise. The sun is low on the horizon, creating a bright lens flare and casting long shadows. A paved road curves through a dense forest of evergreen trees. In the foreground, a river flows through the valley. The mountains in the background are partially covered in snow. The sky is a clear, pale blue.

**autoneum**

**Mastering sound  
and heat.**