

4 Segment Information

Segment information is based on Autoneum Group's internal organization and management structure as well as on the internal financial reporting to the Group Executive Board and the Board of Directors. The chief operating decision maker is the CEO. EBIT is used to measure performance, as the management believes that this information is most relevant in evaluating the results of the respective segments relative to other companies operating in the same industry.

Autoneum is the leading global automobile supplier in acoustic and thermal management for vehicles. Autoneum develops and produces multifunctional and lightweight components and systems for noise and heat protection and thereby enhances vehicle comfort.

The reporting is based on the following four reportable segments (Business Groups/BGs): BG Europe, BG North America, BG Asia and BG SAMEA (South America, Middle East and Africa). "Corporate and elimination" include Autoneum Holding Ltd and the corporate center with its respective legal entities, an operation that produces parts for Autoneum's manufacturing lines, investments in associates and inter-segment elimination. Transactions between the Business Groups are made on the same basis as with independent third parties.

Segment information 2025

CHF million	BG Europe	BG North America	BG Asia	BG SAMEA	Total segments	Corporate and elimination	Total Group
Third-party revenue	1'046.4	805.8	318.2	116.7	2'287.1	3.5	2'290.6
Inter-segment revenue	10.7	-	8.1	1.1	20.0	-20.0	-
Revenue	1'057.1	805.8	326.4	117.8	2'307.1	-16.5	2'290.6
EBITDA	114.6	75.9	51.4	18.6	260.5	-2.4	258.1
in % of revenue	10.8 %	9.4 %	15.7 %	15.8 %	11.3 %	n/a	11.3 %
Depreciation, amortization and impairment	-59.0	-35.8	-26.7	-3.6	-125.0	-6.2	-131.2
EBIT	55.6	40.1	24.7	15.1	135.5	-8.6	126.9
in % of revenue	5.3 %	5.0 %	7.6 %	12.8 %	5.9 %	n/a	5.5 %
Assets at December 31 ¹	742.2	490.9	376.2	70.0	1'679.2	83.0	1'762.2
Liabilities at December 31	510.8	349.4	238.5	39.2	1'137.9	6.3	1'144.2
Addition in tangible and intangible assets	43.6	20.8	23.2	5.6	93.1	-	93.1
Employees at December 31 ²	7'037	4'057	4'057	915	16'066	341	16'407

¹ Assets in "Corporate and elimination" include investments in associated companies in the amount of CHF 18.3 million, refer to [note 16](#).

² Full-time equivalents including temporary employees.

Segment information 2024

CHF million	BG Europe	BG North America	BG Asia	BG SAMEA	Total segments	Corporate and elimination	Total Group
Third-party revenue	1'140.6	884.6	188.7	120.1	2'334.0	4.7	2'338.7
Inter-segment revenue	11.8	–	9.6	1.3	22.7	–22.7	–
Revenue	1'152.4	884.6	198.3	121.4	2'356.7	–18.0	2'338.7
EBITDA	112.3	69.6	35.3	21.4	238.5	8.2	246.7
in % of revenue	9.7 %	7.9 %	17.8 %	17.6 %	10.1 %	n/a	10.5 %
Depreciation, amortization and impairment	–54.8	–37.7	–18.2	–4.1	–114.9	–6.9	–121.8
EBIT	57.4	31.9	17.0	17.3	123.6	1.4	125.0
in % of revenue	5.0 %	3.6 %	8.6 %	14.2 %	5.2 %	n/a	5.3 %
Assets at December 31 ¹	717.4	563.9	193.5	65.0	1'539.9	92.4	1'632.3
Liabilities at December 31	501.4	422.7	95.5	36.4	1'056.0	–27.7	1'028.3
Addition in tangible and intangible assets	56.7	30.4	16.8	4.0	108.0	0.8	108.8
Employees at December 31 ²	7'757	4'549	1'782	918	15'006	343	15'349

¹ Assets in “Corporate and elimination” include investments in associated companies in the amount of CHF 19.6 million, refer to [note 16](#).

² Full-time equivalents including temporary employees.

Revenue and non-current assets by country

CHF million	Revenue ¹ 2025	Revenue ¹ 2024	Non-current assets ² 31.12.2025	Non-current assets ² 31.12.2024
USA	568.7	649.7	188.8	230.1
Germany	338.0	376.1	65.6	71.4
China	293.6	164.9	162.4	66.0
Mexico	194.4	192.3	41.5	43.0
Great Britain	117.4	135.1	7.3	12.3
Spain	117.1	116.5	35.4	39.9
France	110.5	107.7	24.5	26.2
Sweden	105.6	113.1	1.0	1.2
Belgium	83.6	84.6	5.8	4.5
Switzerland ³	0.2	1.2	66.6	73.8
Remaining countries	361.3	397.5	219.3	223.7
Total	2'290.6	2'338.7	818.0	792.1

¹ Revenue is disclosed by location of customers.

² Non-current assets consist of tangible assets, intangible assets, goodwill and investments in associated companies.

³ Domicile of Autoneum Holding Ltd.

One customer (BMW) accounted for more than 10% of annual revenue in both 2025 (CHF 317.5 million) and 2024 (CHF 382.6 million).

Information on revenue by product group is not available. The major customers generate revenue in all geographic segments. When Autoneum is nominated by an OEM the contract includes that Autoneum will manufacture a tool which is sold to the OEM before the start of production and that Autoneum will produce and deliver serial parts to the OEM over the production period, which is usually between five and eight years.

As the OEM's production volumes are continuously adapted to the market demand, the number of serial parts that Autoneum will deliver to the OEM can only be estimated. Autoneum expects that the contracts for which Autoneum was nominated as of December 31, 2025 will generate revenue of CHF 9.9 billion (December 31, 2024: CHF 11.5 billion) in future years.