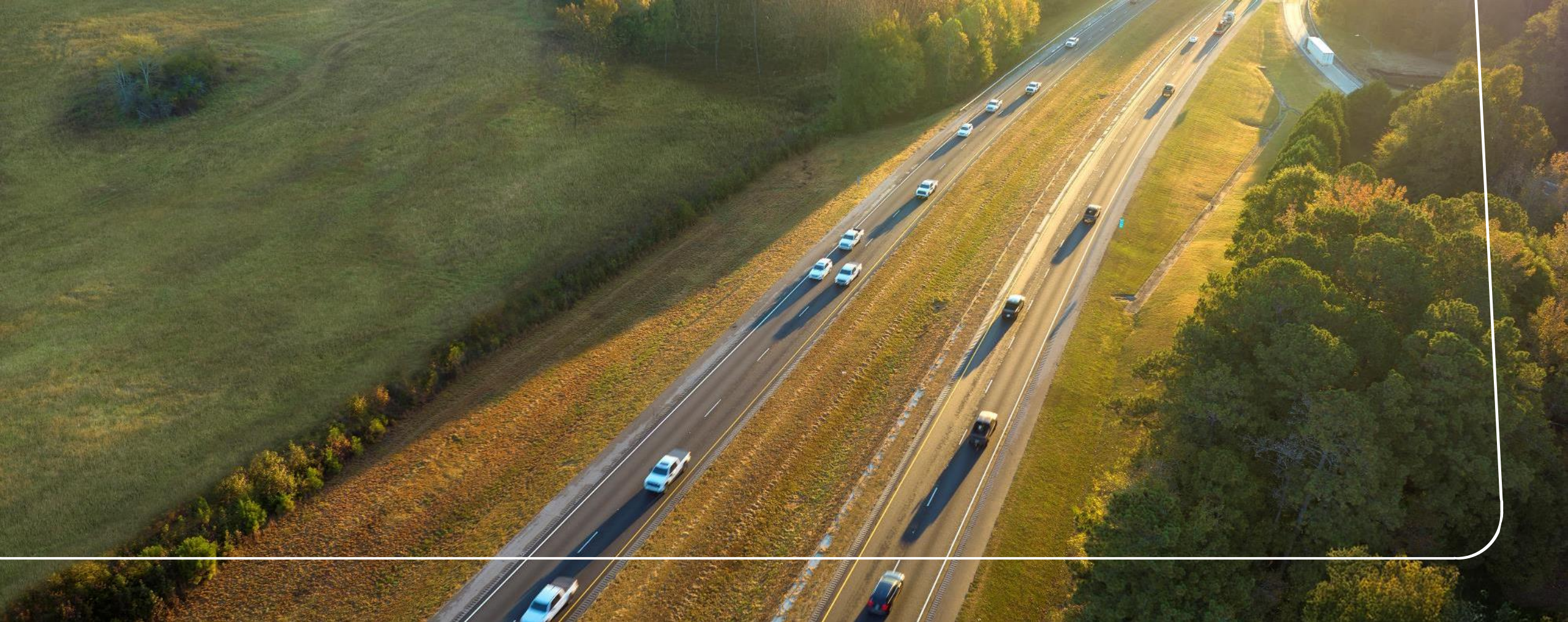




Financial Results 9M 2025

October 30, 2025



GRAMMER GROUP AT A GLANCE

KPIs 9M 2025

Group revenue [in EUR million]

1,386.9

EBIT [in EUR million]

42.4

Operating EBIT [in EUR million]

49.9

Operating EBIT margin

3.6%

Free Cashflow [in EUR million]

17.8

9M 2024

1,472.0

-2.4

38.0

2.6%

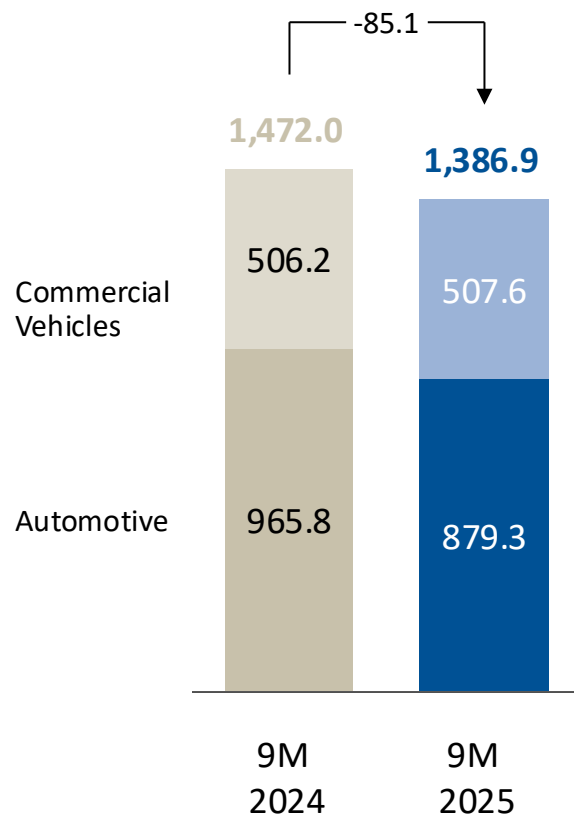
-63.5

- GRAMMER's market environment impacted by macroeconomic and industry-specific uncertainties and instabilities
- Revenue impacted by macroeconomic instabilities – Commercial Vehicles slightly up by 0.3%, Automotive down by 9.0%, with mixed regional performance: declines in AMERICAS and APAC, partly offset by slight growth in EMEA
- Restructuring measures, the “TOP 10 Measures” program and timely seasonal capacity adjustments contributed to the improved earnings performance in Q3
- Outlook for 2025 confirmed

GROUP REVENUE / EBIT / OPERATING EBIT

REVENUE

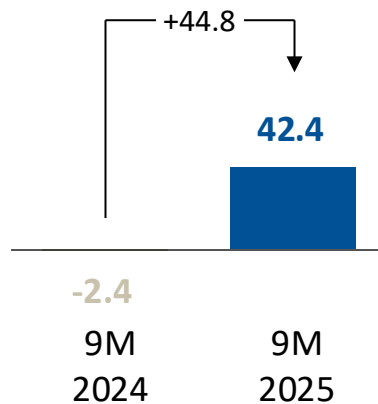
[in EUR million]



EBIT

[in EUR million]

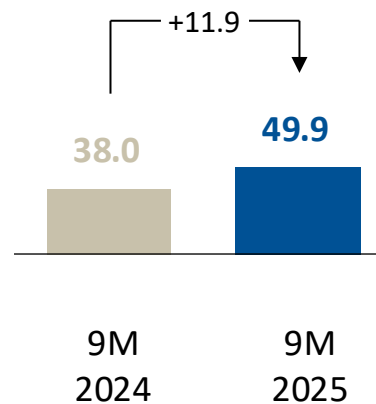
Margin	9M 2024	9M 2025
	-0.2%	3.1%



OPERATING EBIT

[in EUR million]

Margin	9M 2024	9M 2025
	2.6%	3.6%



- CV revenue stable with 0.3% growth
- Automotive revenue down 9.0 % due to economic related weak demand
- EBIT improved significantly through
 - progressive implementation of “TOP 10 Measures” program,
 - timely seasonal capacity adjustments
 - and a weak prior-year base in the Q3
- Operating EBIT adjusted for
 - negative currency effects of EUR 11.1 million
 - income from the dissolving of restructuring provisions of EUR 5.1 million
 - deconsolidation loss of a US Group company of EUR 1.5 million

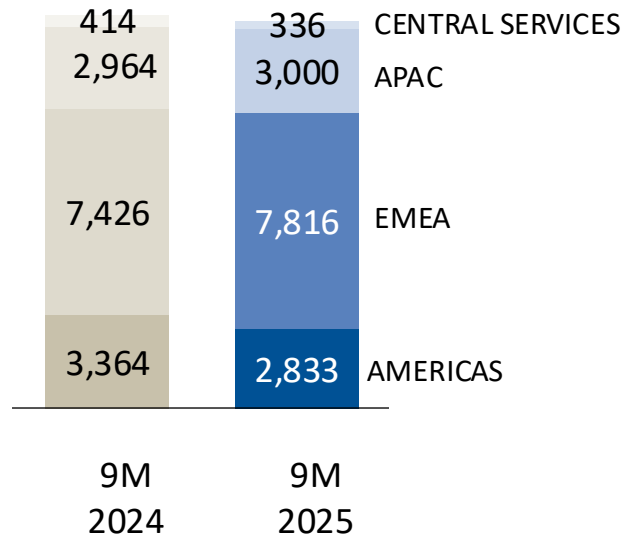
EMPLOYEES

[Average;
with temporary workers]



BY REGION

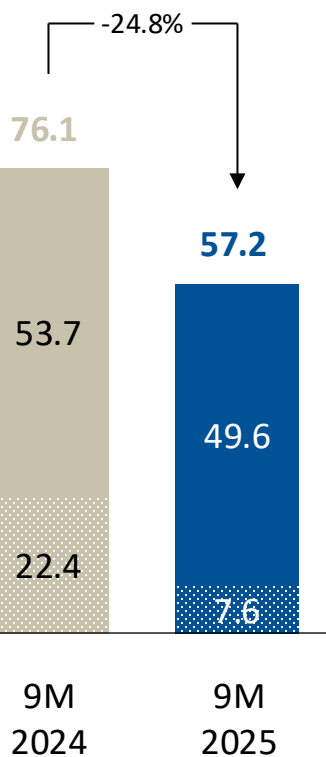
[Average;
with temporary workers]



- **EMEA +5.3%**
integration of JAI companies increased headcount
- **APAC +1.2%**
extension for future growth
- **AMERICAS -15.8%**
workforce adjustments resulting from restructuring and efficiency improvement measures
- **Central Services -18.8%**
Decrease due to restructuring measures

CAPITAL EXPENDITURE

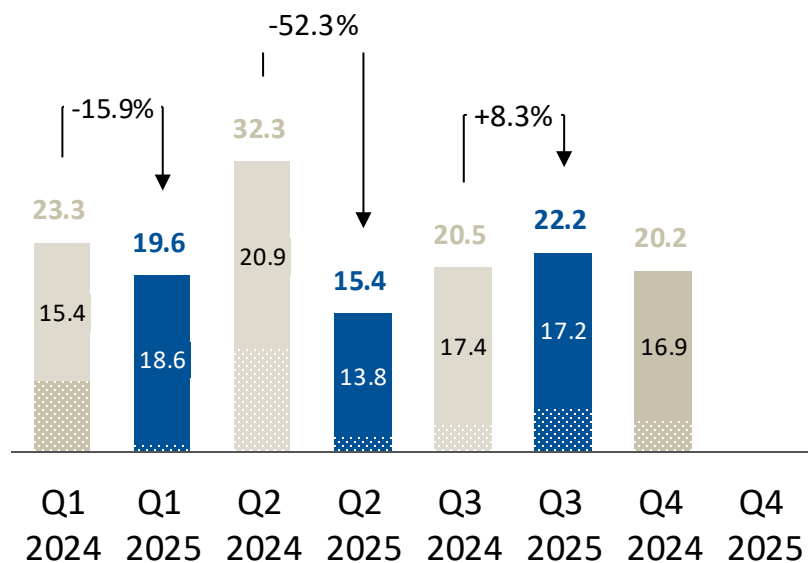
[in EUR million]



IFRS 16

BY QUARTER

[in EUR million]

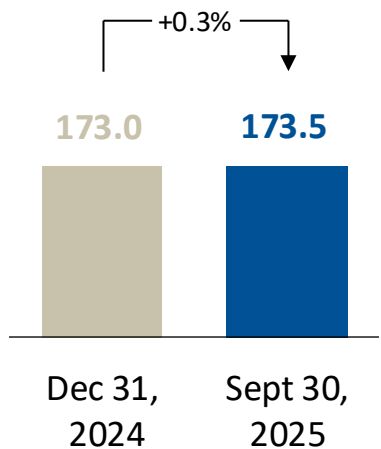


- **EMEA:** EUR 22.2 million, lower capitalization volume and focus on new product launches at CZ plants in Ceska Lipa and Aleksinac plant in Serbia
- **APAC:** EUR 17.0 million; decline due to lower leasing capitalization (IFRS 16) with EUR 4.7 million in leasing contracts (01-09 2024: EUR 16.3 million)
- **AMERICAS:** EUR 12.6 million, new investments in production facilities and machinery for new projects
- **Central Services:** EUR 5.4 million, CV projects and PLM

WORKING CAPITAL, FREE CASH FLOW AND NET DEBT

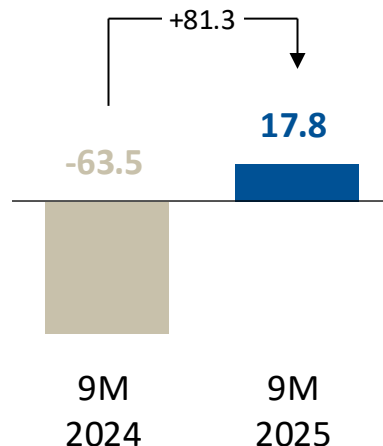
WORKING CAPITAL

[in EUR million]



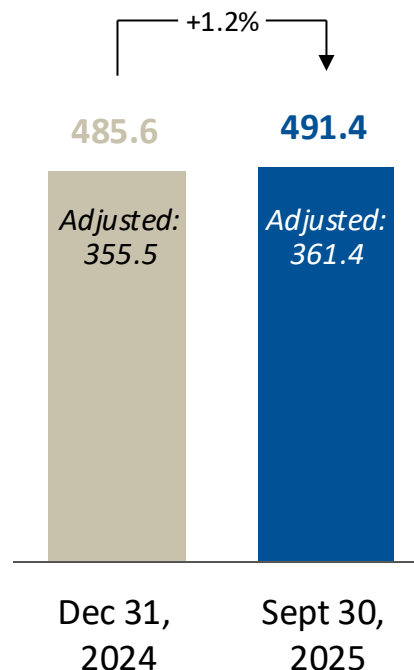
FREE CASHFLOW

[in EUR million]



NET DEBT

[in EUR million]



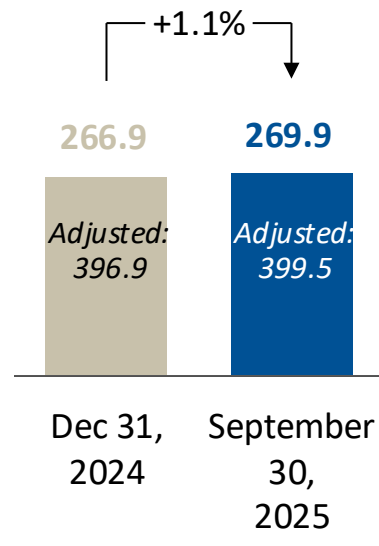
- Working capital stable at EUR 173.5 million
- The improvement in free cash flow reflects the operating performance, as reflected in the significant increase in cash inflow from continued activities
- Adjusted net debt: EUR 130 million subordinated loans from main shareholder Ningbo Jifeng to be rated as equity

EQUITY, LEVERAGE AND GEARING

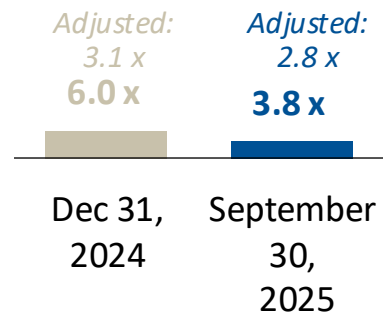
EQUITY

[in EUR million]

Margin	15.7%	16.9%
	<i>Adjusted:</i> 23.3%	<i>Adjusted:</i> 25.0%

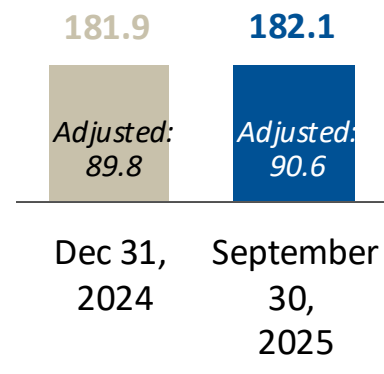


LEVERAGE



GEARING

[in %]

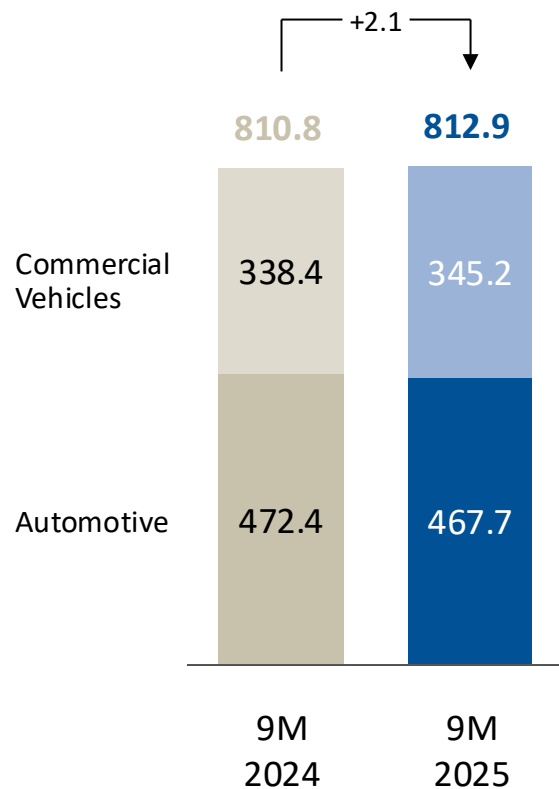


- Equity stable at EUR 269.9 million; ratio increased slightly to 16.9%
- The improved leverage ratio reflects the impact of sustained operational improvements, which have contributed to EBITDA growth in 2025
- Adjusted equity and gearing consider the EUR 130 million subordinated loans as equity instead of debt; leverage is also adjusted by the exceptionals according to operating EBIT

EMEA REVENUE / EBIT / OPERATING EBIT

REVENUE

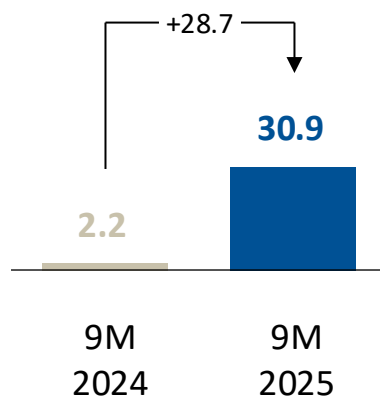
[in EUR million]



EBIT

[in EUR million and %]

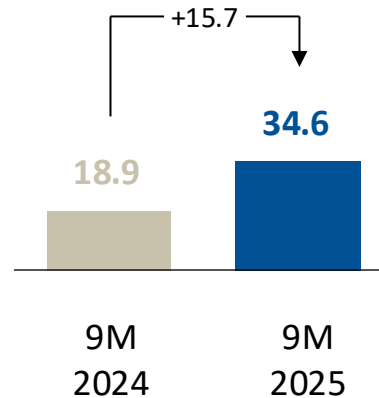
Margin **0.3%** **3.8%**



OPERATING EBIT

[in EUR million and %]

Margin **2.3%** **4.3%**

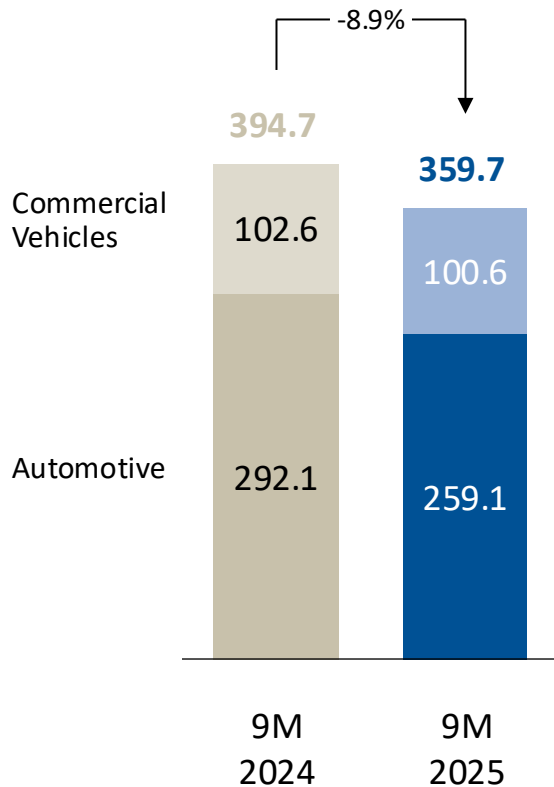


- Revenue at previous year level (+0.3%; EUR +2.1 million)
 - Commercial Vehicles +2.0%
 - Automotive -1.0%
- EBIT positively impacted by Project SATELLITE, capacity adjustments and TOP 10 measures
- Operating EBIT adjusted for
 - negative currency effects of EUR 5.4 million
 - income from the dissolving of restructuring provisions of EUR 2.0 million
 - deconsolidation loss of a US group company of EUR 0.3 million

APAC REVENUE / EBIT / OPERATING EBIT

REVENUE

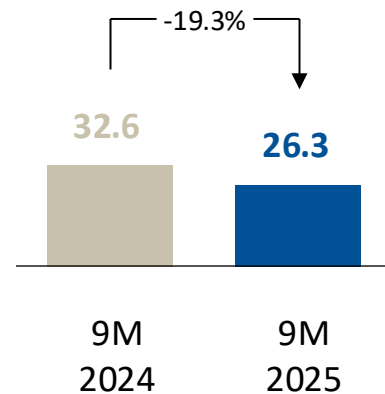
[in EUR million]



EBIT

[in EUR million and %]

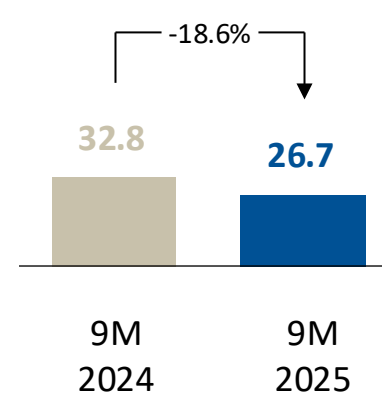
Margin 8.3% 7.3%



OPERATING EBIT

[in EUR million and %]

Margin 8.3% 7.4%

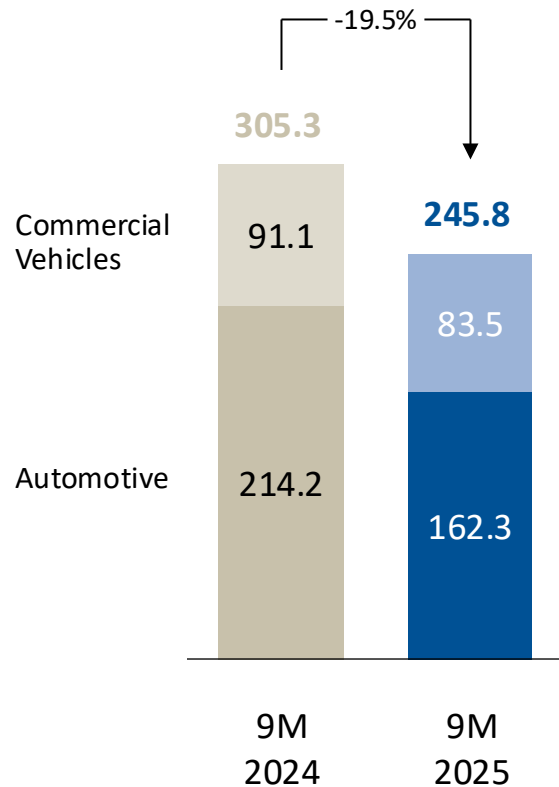


- Revenue decline of 8.9% to EUR 359.7 million
- In Commercial Vehicles slight revenue decline of -1.9% mainly due to currency effects, while Automotive decreased by 11.3%
- EBIT and operating EBIT down due to decline in revenue and unfavorable product mix

AMERICAS REVENUE / EBIT / OPERATING EBIT

REVENUE

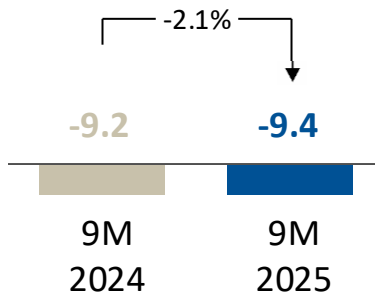
[in EUR million]



EBIT

[in EUR million and %]

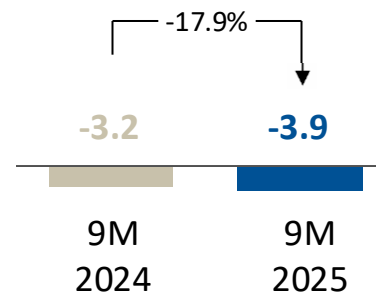
Margin **-3.0%** **-3.8%**



OPERATING EBIT

[in EUR million and %]

Margin **-1.0%** **-1.6%**



- Revenue down by 19.5% or EUR –59.5 million
 - Automotive -24.2%
 - Commercial Vehicles -8.3%
- Results still burdened by ongoing ramp up costs for the new CV plant in the US, inefficiencies in production and negative currency effects
- Operating EBIT adjusted for
 - negative currency effects of EUR 6.0 million
 - deconsolidation loss of a US group company of EUR -0.5 million

2025 **OUTLOOK**

October 30, 2025



FY 2025

Group revenue
~ **1.9 billion EUR**

Operating EBIT
~ **60 million EUR**

The outlook is particularly subject to further geopolitical developments and their impact on the global economy.

FY 2024

Group revenue
~ **1.9 billion EUR**

Operating EBIT
41.6 million EUR

- Customer demand in **both product areas** will vary by region and between Commercial Vehicles and Automotive in FY 2025
- Decline in **revenue** in **AMERICAS** due to customer and order structure
- **Revenue** increase in **EMEA** due to the integration of Jifeng Automotive
- A further shift in **revenue** towards local OEMs is forecast in **China**
- **Improvement** in **operating EBIT**

TOP 10 PROGRAM expanded by a further initiative: FIT FOR TOMORROW



Relocation of selected, project-related tasks to GRAMMER's Chinese locations.

- Optimise collaboration
- Enhance competitiveness in the project business
- Achieve cost savings

By relocating selected activities and fostering collaboration, GRAMMER aims to enhance its competitiveness in the project business and achieve further cost savings.

Q&A

October 30, 2025



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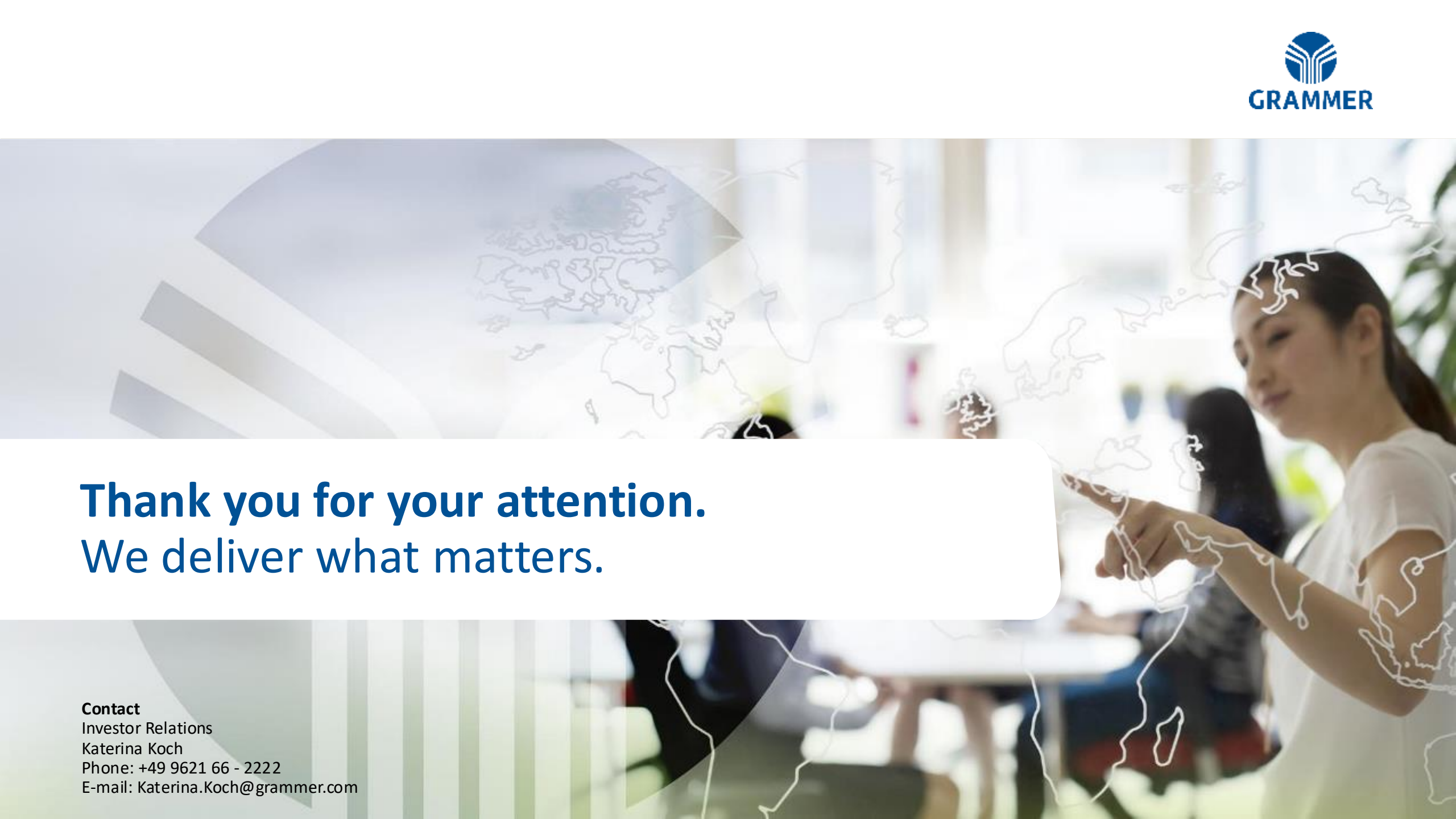
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We deliver what matters.

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Key figures 9M 2025

October 30, 2025



Revenue
1,386.9 EUR million

EBIT margin
3.1%

Operating EBIT margin
3.6%

Net profit
20.8 EUR million

Free Cashflow
17.8 EUR million

Equity ratio
16.9%

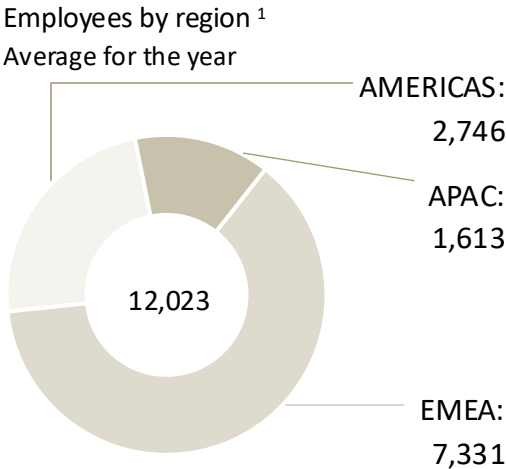
Group operating EBIT
49.9 EUR million

Capital expenditure
57.2 EUR million

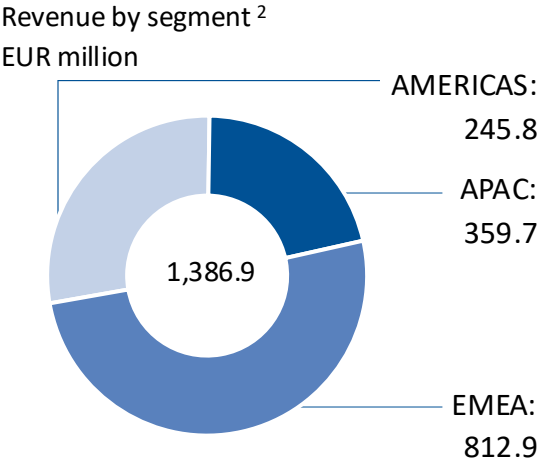
Operating EBIT (Region)
AMERICAS
-3.9 EUR million

Operating EBIT (Region)
EMEA
34.6 EUR million

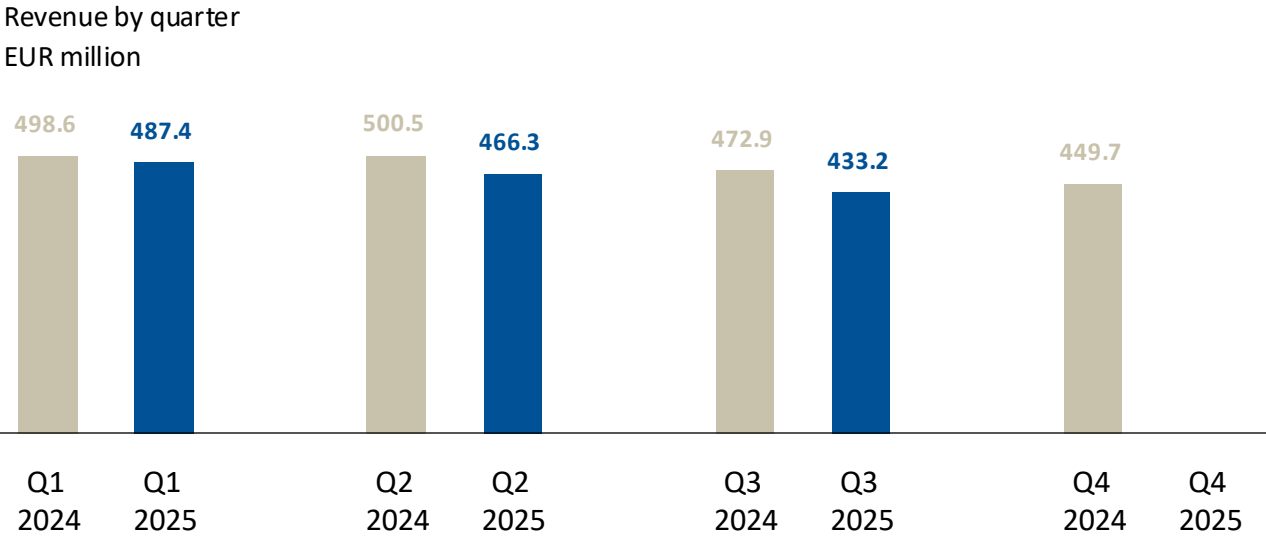
Operating EBIT (Region)
APAC
26.7 EUR million



¹ An average of 333 employees were employed in Central Services



² The consolidation effect of revenue between the regions amounts to EUR 31.5 million



9M 2025

Key figures



	Q3 2025	Q3 2024	01-09 2025	01-09 2024	1-12 2024
Group revenue	433.2	472.9	1,386.9	1,472.0	1,921.7
Revenue EMEA	249.0	249.7	812.9	810.8	1,044.3
Revenue AMERICAS	80.0	93.7	245.8	305.3	391.7
Revenue APAC	114.0	140.5	359.7	394.7	536.6
EBIT	18.2	-35.3	42.4	-2.4	8.1
EBIT margin (in %)	4.2	-7.5	3.1	-0.2	0.4
Operating EBIT	14.3	8.4	49.9	38.0	41.6
Operating EBIT margin (in %)	3.3	1.8	3.6	2.6	2.2
Earnings before taxes	12.1	-50.9	18.8	-32.4	-23.7
Net profit	7.8	-59.5	20.8	-46.3	-48.0
Total assets	1,598.5	1,522.9	1,598.5	1,522.9	1,699.8
Equity	269.9	222.8	269.9	222.8	266.9
Equity ratio (in %)	16.9	14.6	16.9	14.6	15.7
Net debt	491.4	551.0	491.4	551.0	485.5
Gearing (in %)	182.1	247.3	182.1	247.3	181.9
Capital expenditure (without Financial Assets)	22.2	20.5	57.2	76.1	96.3
Free Cashflow from continued operations	65.6	-17.4	17.8	-63.5	-24.5
Employees (number, average)	12,023	12,332	12,023	12,332	12,116