

Q1 2026 Results

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Agenda

1 Financial Performance Q1

2 Appendix

Q1 on track to deliver our outlook in a challenging environment

Adj. EBIT and Free Cash Flow with substantial improvement

€4.4 bn

Adj. Sales

Q1 adj. Sales down 7.8% YoY

€106 mn (2.4%)

Adj. EBIT (Adj. EBIT margin)

Q1 adj. EBIT up 14.3% YoY

€147 mn / €-3 mn

Normalized FCF / adj. FCF

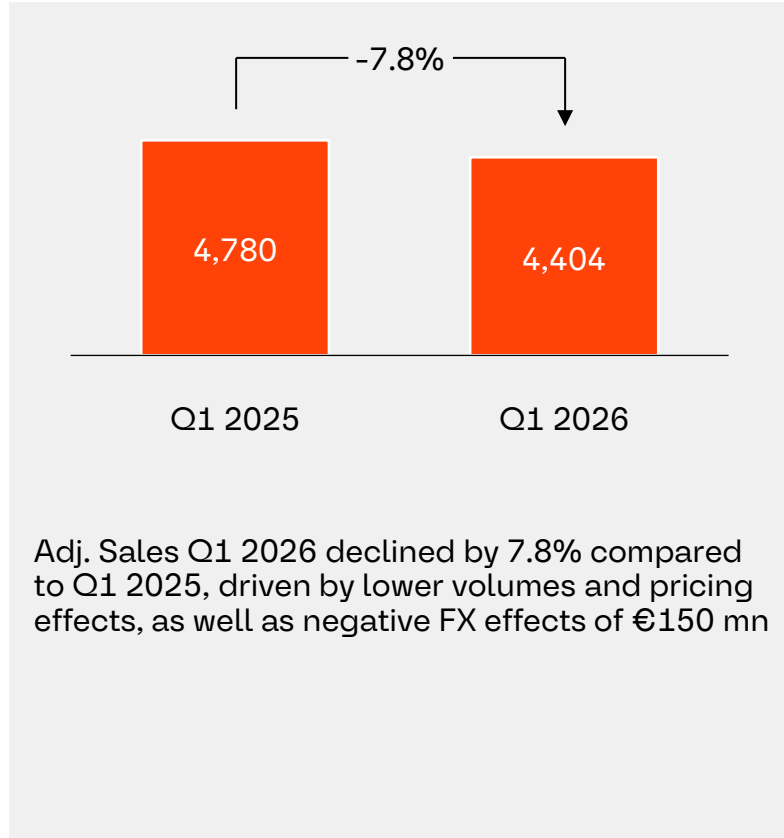
Q1 Normalized FCF up 35.2% YoY

- **Moderate adj. Sales decline**, following FX headwinds and volume/price effects in a challenging environment
 - **Solid adj. EBIT performance**, reflecting transformation progress and disciplined execution
 - **Strong Cash Flow generation**, driven by disciplined CAPEX approach and continued efficiencies in net working capital
-
- **Positive order intake momentum in SAM and UX**, while delayed sourcing decisions weighted on order bookings
 - **Major strategic order wins in ANS and UX**, including fully integrated end-to-end digital key system CoSmA and innovative OLED display unit featuring invisible camera, alongside technology partnership with tesa, focusing on manufacturing efficiency and lifecycle economics
 - **Continued footprint reduction**, including closure of Changsha and signing of the divestments of Mechelen and Rheinböllen, in line with stated ambition of <45 production locations

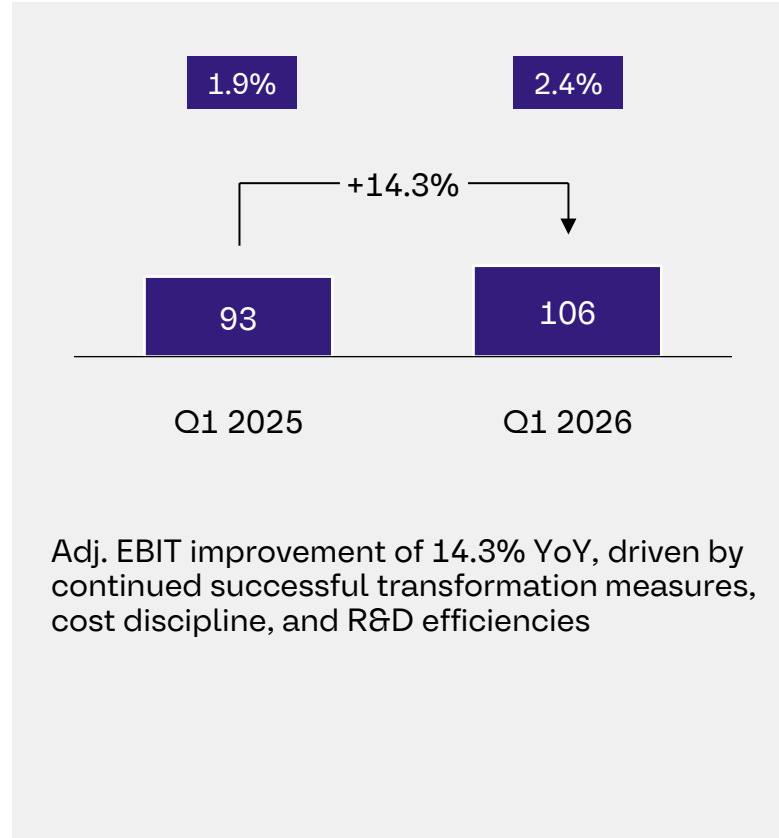
Q1 Earnings and Cash Flow improvement despite sales pressure

Increase in Free Cash Flow shows cash-generation potential

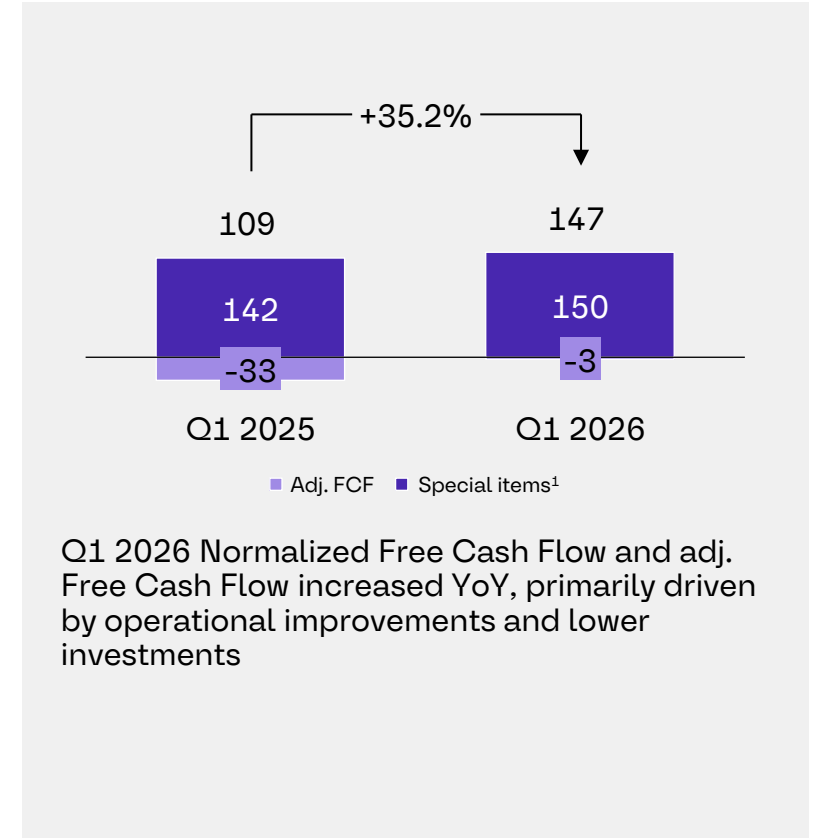
Adj. Sales (€ mn)



Adj. EBIT (€ mn)



Normalized FCF (€ mn)



1 | Special items in Q1 2026 consist of €138 mn cash-out restructuring and €12 mn cash-out listing and separation.

Building a streamlined and highly competitive global footprint

Ramp down aligned with ambition of <45 production locations

2025

CLOSURE:

- Karben
(Production loc. closed Q4 2025)

DIVESTMENT/M&A:

- Cairo Montenotte
(Transaction closed Q4 2025)

FY-end 55³
Production locations

2026

CLOSURE:

- Changsha
(Operational Exit¹ Q1 2026)
- Nogales
(Operational Exit¹ Q4 2026)
- Babenhausen prod. loc.
(Operational Exit² Q4 2026)

DIVESTMENT/M&A:

- Rheinböllen
(Transaction in progress)
- Mechelen
(Transaction in progress)

YTD 52³
Production locations

2027

CLOSURE:

- Gifhorn
(Operational Exit¹ Q4 2027)
- Kaunas
(Operational Exit¹ Q4 2027)

FY-end 48³
Production locations

2028

CLOSURE:

- Lianyungang
(Operational Exit¹ Q2 2028)

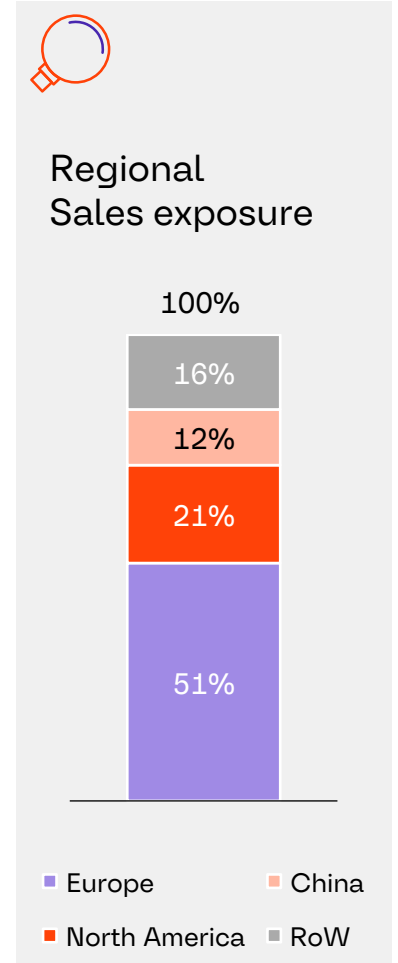
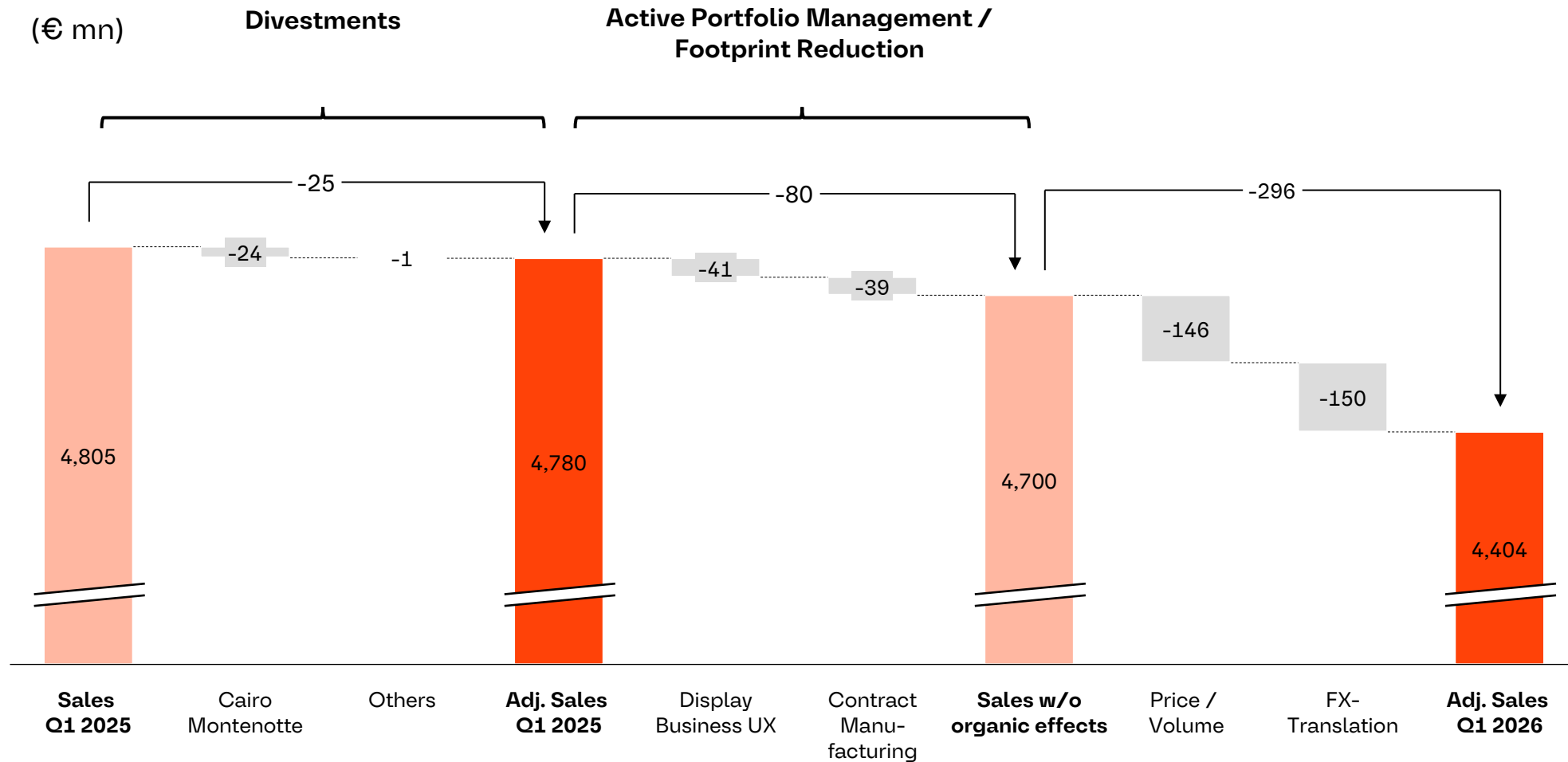


FY-end 45³
Production locations

1 | Following the operational exit, the production location is no longer included in AUMOVIO's production footprint. Remaining activities are limited to wind-down process. 2 | In this context, the operational exit refers exclusively to the discontinuation of production activities at the site. R&D and shared service functions will continue to be located at the site. 3 | M&A activities and closures in the fourth quarter are reflected in the footprint count in the following year.

Sales development reflecting challenging market environment

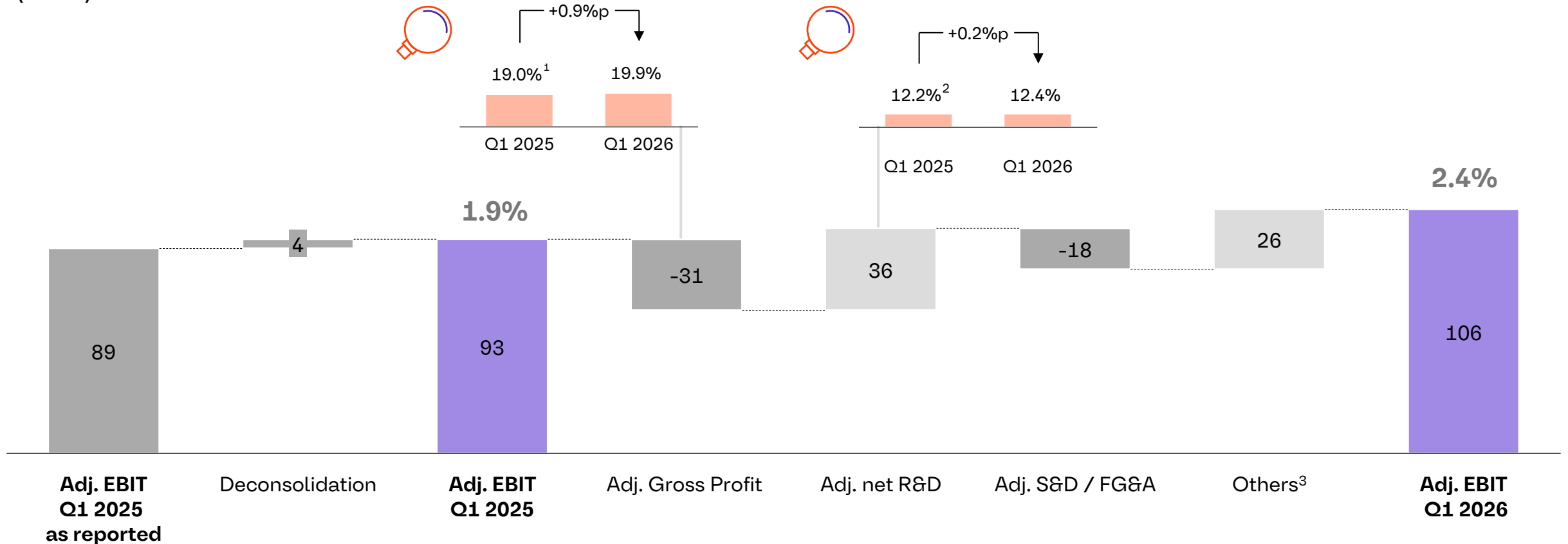
Active portfolio management to enhance profitability



Q1 Adj. EBIT YoY growth despite topline decline

Adj. EBIT Walk 2025 to 2026 excluding special items

(€ mn)



1 | Adj. Gross Profit margin. 2 | Adj. net R&D-to-sales-ratio. 3 | Others includes e.g., FX effects, other operational income and expenses, non-income taxes and charges.

ANS and UX driving improvement in Q1 adj. EBIT result

Adj. EBIT development by Business Area



ACM

- Adj. Sales -13.1%, mainly due to FX effects as well as lower volumes
- Adj. EBIT decline primarily driven by lower volumes and unfavorable product mix

ANS

- Adj. Sales -4.9%, due to FX effects despite volumes on prior year level
- Adj. EBIT +61.2%, reflecting effective transformation and cost management

SAM

- Adj. Sales -7.2% YoY, driven by FX and volume effects
- Adj. EBIT -22.2% YoY, due to FX and volume effects

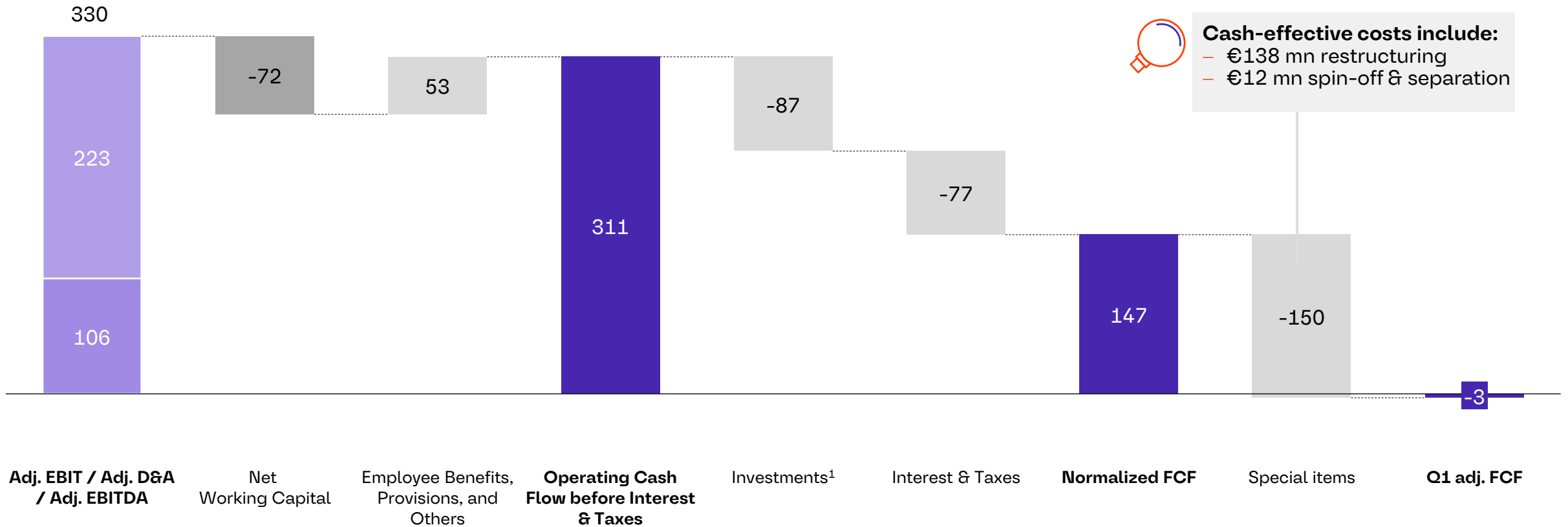
UX

- Adj. Sales -4.1% YoY, driven by FX and price/volume effects
- Adj. EBIT improvement, due to effective self-help measures, resulting in strong operational performance and cost structure improvements

Strong cash conversion in Q1 proving cash-generation potential

Resilient adj. FCF despite restructuring & separation cash effects

(€ mn)

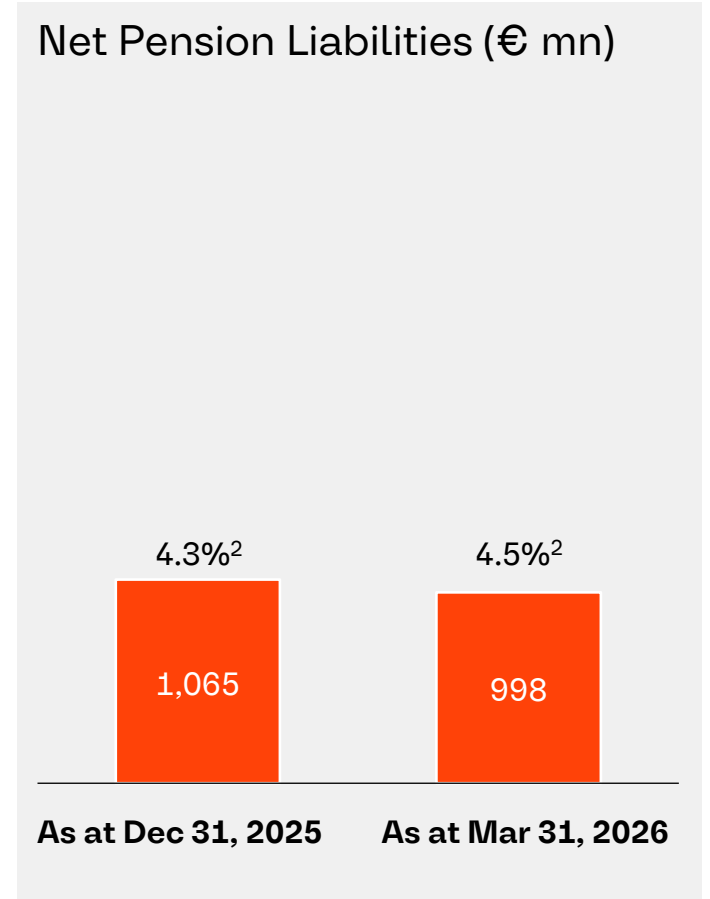
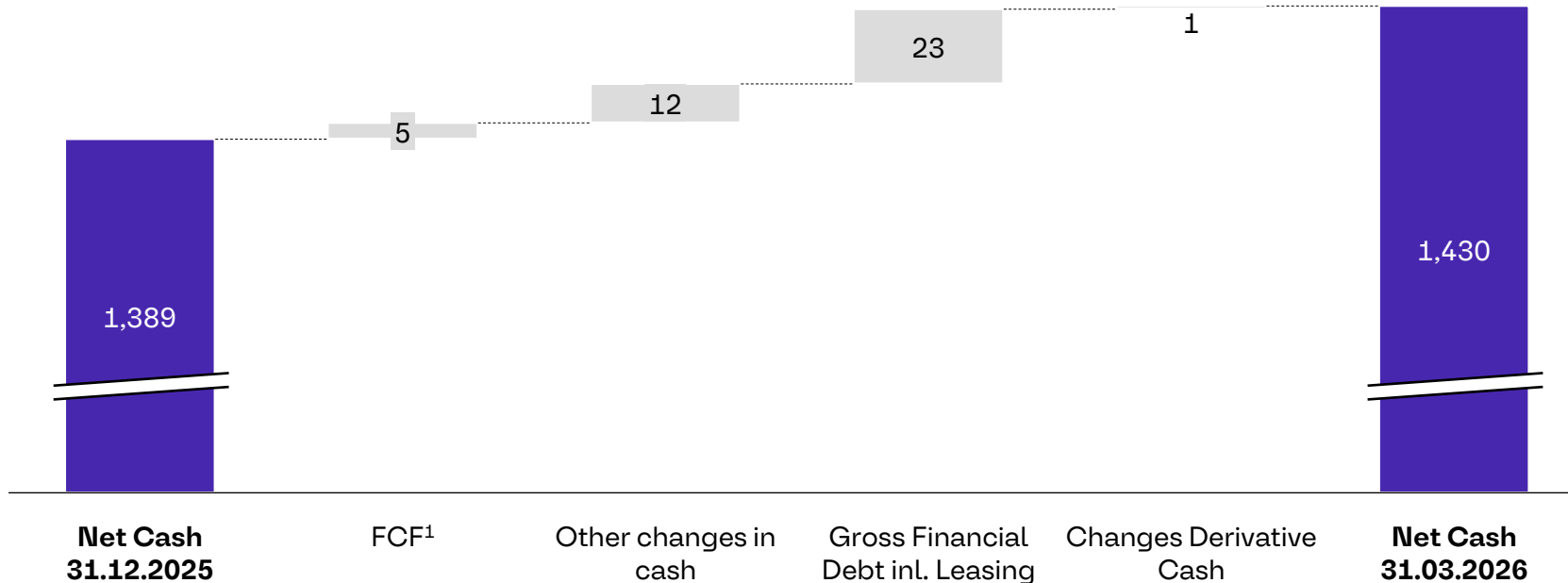


¹ | Investments do not include Capex for right-of-use assets with an amount of €10mn.

Strong net-cash position in Q1 underpinning financial strength

Lower net pension liabilities improve financial position

(€ mn)



1 | Adjusted Free Cash Flow: €-3million, interest-bearing advances and investment grants (€4 million), acquisition of companies and business operations (-€28 million), and disposals of companies and business operations (€31 million). 2 | Discount rate Germany.

Operating in a changing and challenging market environment

Confirming 2026 outlook based on operating performance

	2025 Actuals	2026 Outlook (March 18 th , 2026)		Confirmation (May 7 th , 2026)
Adj. Sales (€ bn)	18.5	17.0-18.5	- Active portfolio management; delayed project ramp-ups; FX as of Dec 31, 2025	<input checked="" type="checkbox"/>
Adj. EBIT margin (%)	3.9%	3.5-5.0%	+ More favorable project mix; reduced net R&D expenses + Continued footprint optimization - Temporary raw material and memory price headwinds (low triple-digit € mn amount)	<input checked="" type="checkbox"/>
Normalized FCF (€ mn)	650	500-800	- Price increases and supply chain volatility may limit the potential for additional NWC improvements + Disciplined Capex spending <5% ● Guidance for Normalized FCF excl. potential prior-years tax payments	<input checked="" type="checkbox"/>
Further assumptions				
Cash-out spin-off & restructuring (€ mn)	491	Low- to mid-three-digit € mn range	- Spin-off cash outflow in double-digit € mn range; restructuring cash outflows tied to R&D and footprint measures	<input checked="" type="checkbox"/>
Net income¹ (€ mn) / Earnings per Share (€)	-655 / -6.54	Significant improvement vs. prior year	+ Assuming lower special items, improved financial result and a significantly improved tax rate	<input checked="" type="checkbox"/>

1 | Net income after minorities.

Q&A

Thank you!

Agenda

1 Financial Performance Q1

2 Appendix

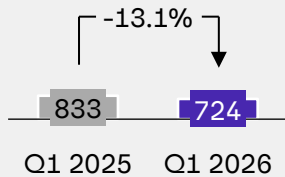
Appendix

Business Areas ACM and ANS

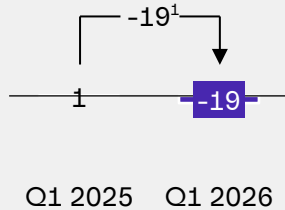
Development adj. Sales and adj. EBIT

Autonomous and Commercial Mobility (ACM)

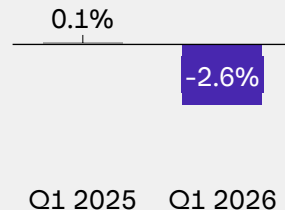
Adj. Sales (€ mn)



Adj. EBIT (€ mn)



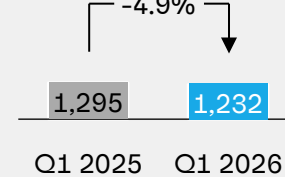
Adj. EBIT margin (%)



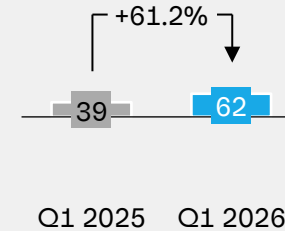
- Adj. Sales declined by 13.1%, mainly driven by negative FX effects and lower volumes
- A significant part of the volume decline was driven by strong EU Mobility Package sales in Q1 and Q2 of the prior year, also contributing to a negative mix effect
- Adj. EBIT declined primarily driven by lower volumes and unfavorable product mix, which were only partially offset by cost reductions

Architecture and Network Solutions (ANS)

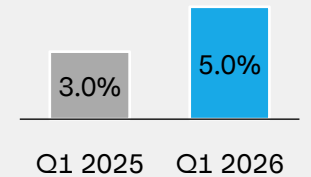
Adj. Sales (€ mn)



Adj. EBIT (€ mn)



Adj. EBIT margin (%)



- Adj. Sales declined by 4.9%, impacted by negative FX effects, while volumes remained at prior-year level
- Adj. EBIT increased by 61.2%, reflecting effective transformation and cost management

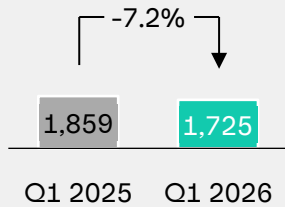
1 | Percentage changes are not meaningful where adj. EBIT is negative or close to zero in either period. Accordingly, absolute changes are presented.

Business Areas SAM and UX

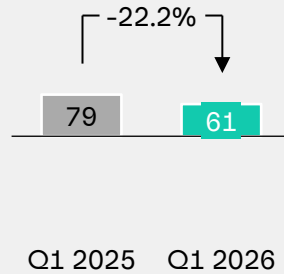
Development adj. Sales and adj. EBIT

Safety and Motion (SAM)

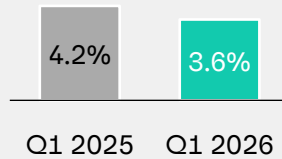
Adj. Sales (€ mn)



Adj. EBIT (€ mn)



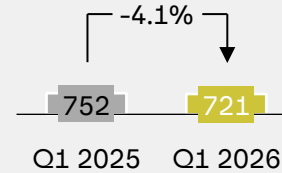
Adj. EBIT margin (%)



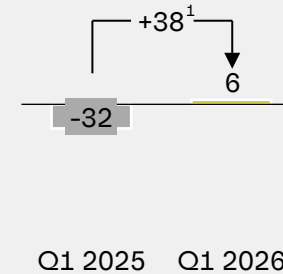
- Adj. Sales declined by 7.2%, driven by FX effects and lower volumes
- Rising raw-material costs continued to create cost pressure; however, existing contractual agreements to mitigate these effects through partial pass-through to customers, although with a time delay
- Adj. EBIT decreased by 22.2%, due to FX effects and lower volumes

User Experience (UX)

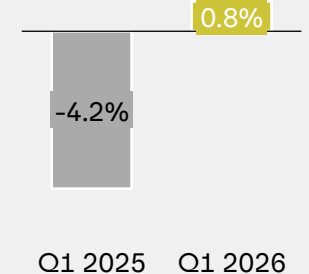
Adj. Sales (€ mn)



Adj. EBIT (€ mn)



Adj. EBIT margin (%)



- Adj. Sales declined by 4.1%, driven by negative FX impacts and price/volume effects
- Adj. EBIT improvement driven by effective self-help measures, resulting in strong operational performance and cost structure improvements

1 | Percentage changes are not meaningful where adj. EBIT is negative or close to zero in either period. Accordingly, absolute changes are presented.

Operating in a changing and challenging market environment

Confirming 2026 outlook for Business Areas

Business Area	Adj. Sales (€) ¹	Outlook	Adj. EBIT margin (%) ¹	Confirmation (May 7 th , 2026)
Autonomous and Commercial Mobility (ACM)		<ul style="list-style-type: none"> Moderate lower adj. Sales due to FX and lower volumes in ADAS and weaker US commercial vehicle market Lower R&D expenses vs. 2025 Stable adj. EBIT from cost savings in R&D, production, sales, and administration 		
Architecture and Network Solutions (ANS)		<ul style="list-style-type: none"> Moderate lower adj. Sales due to FX; project ramp-ups compensate project phase-outs Stable adj. EBIT margin through cost savings, re-design to cost measures, and R&D efficiencies 		
Safety and Motion (SAM)		<ul style="list-style-type: none"> Moderate lower adj. Sales due to FX, a challenging market environment, and a selective project approach Moderate adj. EBIT margin improvement through R&D cost efficiency, footprint optimization, and operational excellence 		
User Experience (UX)		<ul style="list-style-type: none"> Moderate lower adj. Sales mainly due to FX Moderate adj. EBIT margin improvement from structural measures (plant closures), operational excellence, and efficiencies in material prices 		

¹ | FX as of Dec. 31, 2025. Stable performance Moderate improvement Moderate decrease

Key figures by Business Area (1/2)

Sales (€ mn) and EBIT (€ mn and as % of Sales)

AUMOVIO	Q1 25	Q2 25	Q3 25	Q4 25	FY 25	Q1 26
Sales	4,805	4,740	4,509	4,496	18,550	4,404
Sales growth (YoY)	-1.8%	-5.4%	-6.8%	-8.4%	-5.6%	-8.3%
EBIT	-147	4	11	63	-70	-79
EBIT margin	-3.1%	0.1%	0.2%	1.4%	-0.4%	-1.8%

ACM	Q1 25	Q2 25	Q3 25	Q4 25	FY 25	Q1 26
Sales	835	788	739	690	3,052	724
Sales growth (YoY)	-1.5%	-5.2%	-9.1%	-17.0%	-8.1%	-13.3%
EBIT	-6	-18	-17	-68	-109	-111
EBIT margin	-0.7%	-2.3%	-2.2%	-9.9%	-3.6%	-15.4%

ANS	Q1 25	Q2 25	Q3 25	Q4 25	FY 25	Q1 26
Sales	1,295	1,279	1,227	1,247	5,048	1,232
Sales growth (YoY)	-4.1%	-11.1%	-12.6%	-8.6%	-9.2%	-4.9%
EBIT	-65	8	58	160	160	24
EBIT margin	-5.0%	0.6%	4.7%	12.8%	3.2%	1.9%

SAM	Q1 25	Q2 25	Q3 25	Q4 25	FY 25	Q1 26
Sales	1,883	1,857	1,810	1,821	7,371	1,725
Sales growth (YoY)	0.9%	-5.5%	-0.8%	-2.9%	-2.1%	-8.4%
EBIT	43	27	71	70	211	21
EBIT margin	2.3%	1.5%	3.9%	3.8%	2.9%	1.2%

UX	Q1 25	Q2 25	Q3 25	Q4 25	FY 25	Q1 26
Sales	752	786	718	738	2,993	721
Sales growth (YoY)	-1.9%	5.8%	-5.6%	-7.8%	-2.5%	-4.1%
EBIT	-59	42	-10	-89	-116	0
EBIT margin	-7.8%	5.4%	-1.3%	-12.1%	-3.9%	0.0%

Key figures by Business Area (2/2)

Adj. Sales (€ mn) and adj. EBIT (€ mn and as % of adj. Sales)

AUMOVIO	Q1 25¹	Q2 25¹	Q3 25¹	Q4 25¹	FY 25¹	Q1 26²
Adj. Sales	4,780	4,714	4,492	4,496	18,480	4,404
Adj. Sales growth (YoY)						-7.9%
Adj. EBIT	93	167	153	308	721	106
Adj. EBIT margin	1.9%	3.5%	3.4%	6.9%	3.9%	2.4%

ACM	Q1 25³	Q2 25³	Q3 25³	Q4 25³	FY 25³	Q1 26
Adj. Sales	833	788	739	690	3,050	724
Adj. Sales growth (YoY)						-13,1%
Adj. EBIT	1	-2	-9	-31	-42	-19
Adj. EBIT margin	0.1%	-0.3%	-1.3%	-4.5%	-1.4%	-2.6%

ANS	Q1 25	Q2 25	Q3 25	Q4 25	FY 25	Q1 26
Adj. Sales	1,295	1,279	1,227	1,247	5,048	1,232
Adj. Sales growth (YoY)						-4.9%
Adj. EBIT	39	64	72	186	360	62
Adj. EBIT margin	3.0%	5.0%	5.8%	14.9%	7.1%	5.0%

SAM	Q1 25⁴	Q2 25⁴	Q3 25⁴	Q4 25⁴	FY 25⁴	Q1 26
Adj. Sales	1,859	1,831	1,792	1,821	7,304	1,725
Adj. Sales growth (YoY)						-7.2%
Adj. EBIT	79	78	97	124	378	61
Adj. EBIT margin	4.2%	4.2%	5.4%	6.8%	5.2%	3.6%

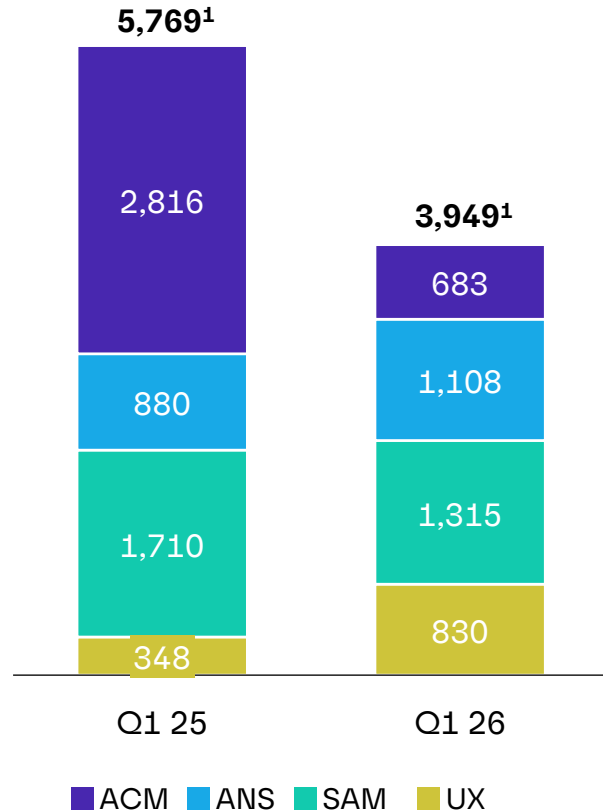
UX	Q1 25	Q2 25	Q3 25	Q4 25	FY 25	Q1 26
Adj. Sales	752	786	718	738	2,993	721
Adj. Sales growth (YoY)						-4.1%
Adj. EBIT	-32	43	-6	6	11	6
Adj. EBIT margin	-4.3%	5.4%	-0.8%	0.8%	0.4%	0.8%

1 | Adjusted for consolidation effect Quantum Inventories and Cairo Montenotte. 2 | Adjusted for consolidation effect co-pace. 3 | Adjusted for consolidation effect Quantum Inventories. 4 | Adjusted for consolidation effect Cairo Montenotte.

Softer environment reflected by YoY order intake decline

Delayed sourcing decisions lowered order bookings

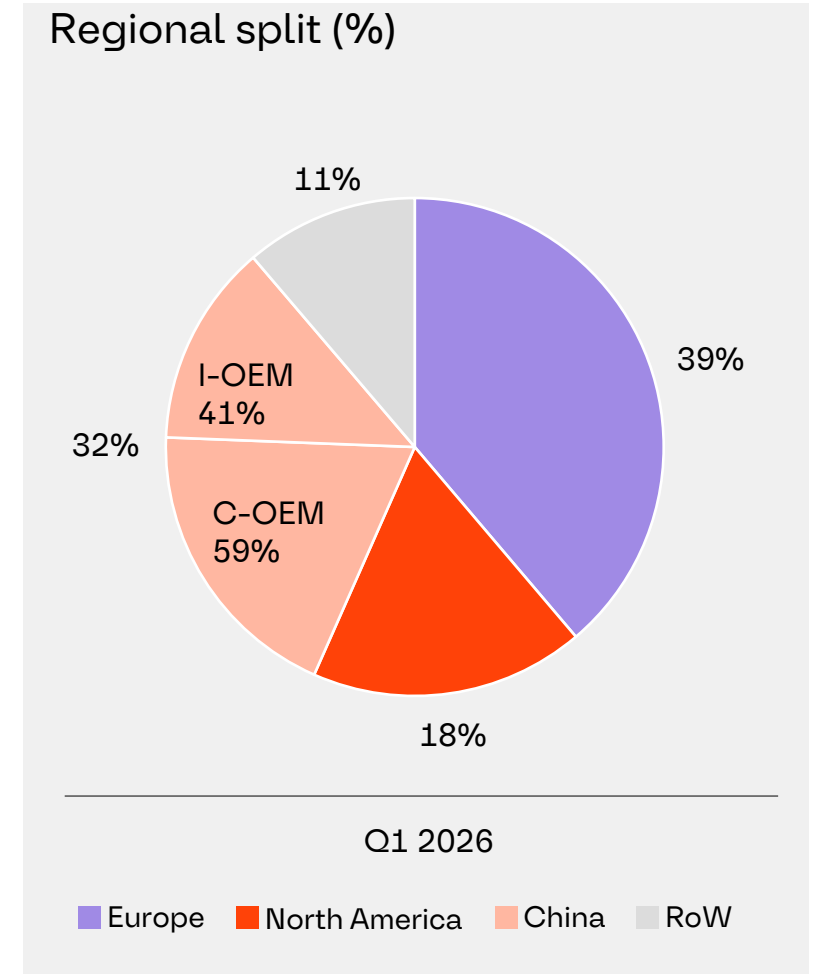
Q1 2026 Order Intake (€ mn)



Highlights Order Intake Q1 2026

- While several OEMs postponed sourcing activities into Q2 2026, SAM and UX showed strong momentum, supporting a solid order intake performance in Q1 2026
- **BA ACM:** Awards on Long Range Radar and CSV Business
- **BA ANS:** Major awards for Telematic Control Units and Zone Controllers; big project won for Body Controllers and Body HPC
- **BA SAM:** Major awards for Air Supply CAirS and MK C2, Multiple awards for Airbag Control Units
- **BA UX:** Major awards for Display Solution cover postponements of 2025 by over 50%

Regional split (%)

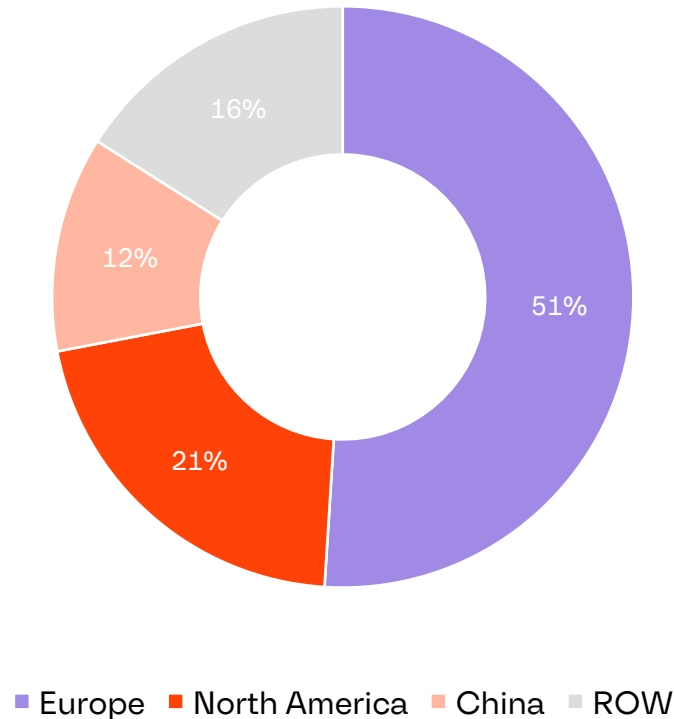


¹ | Including other sales. Due to AES segment not reported separately, the sum of numbers shown in the column does not match the total sum.

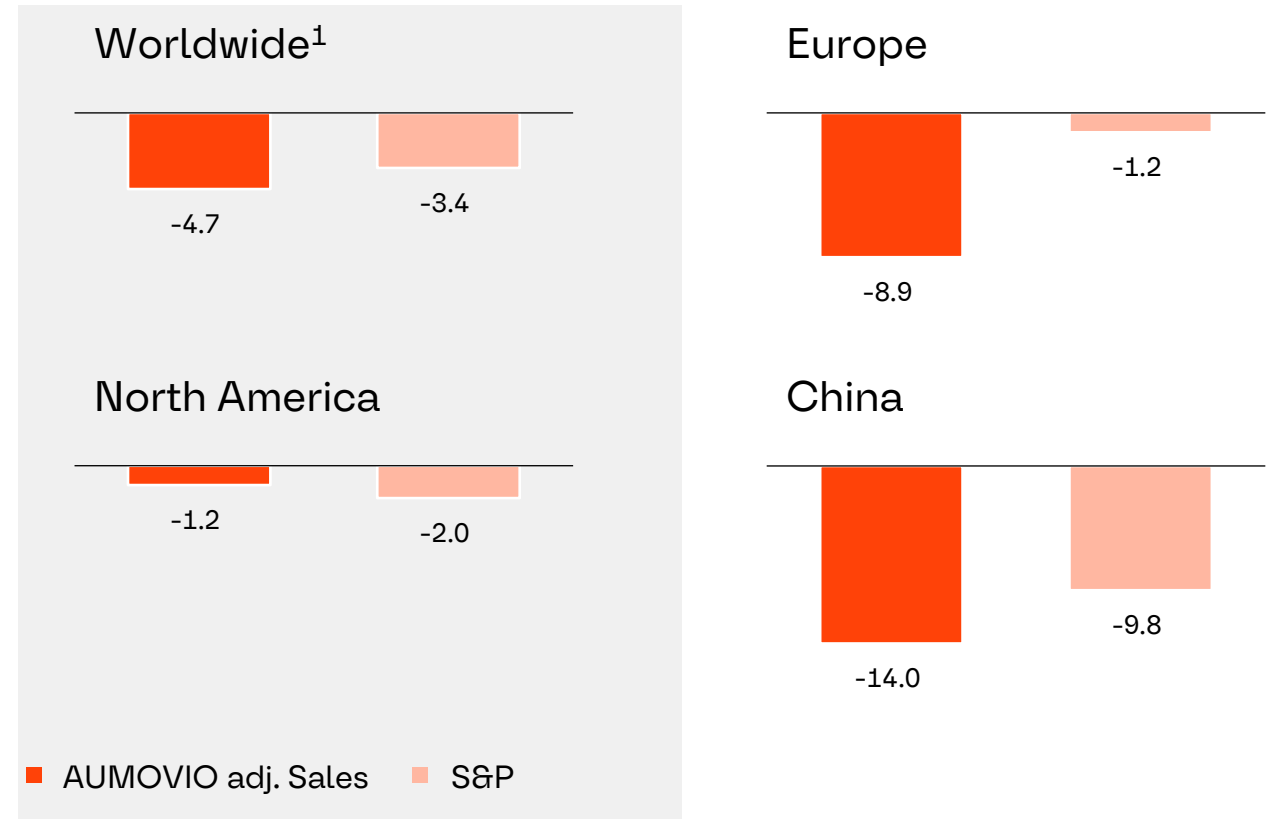
Focused project selection affecting regional growth outcomes

Adj. Sales exposure and performance per region in Q1 2026

Adj. Sales exposure



AUMOVIO adj. Sales growth vs. vehicle production (YoY in %)



¹ | Net sales by country adjusted on FX effects and without consolidation effects. ² | Based on S&P global, status April 2026.

Financial development

Adj. Sales and adj. EBIT margin

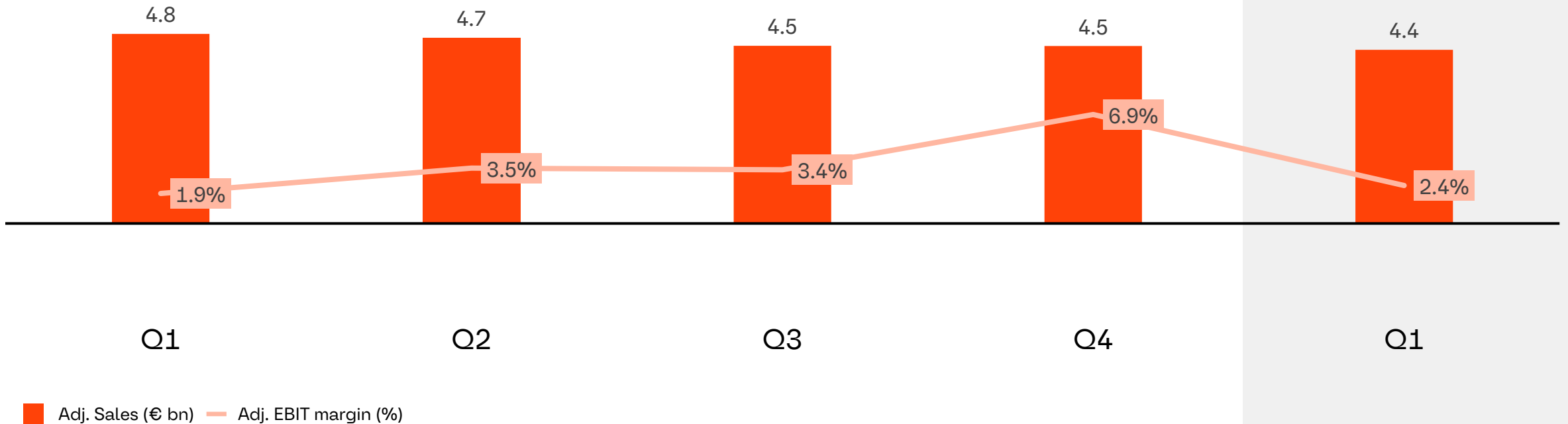
2025

- €18.5 bn adj. Sales
- 3.9% adj. EBIT margin

2026

Guidance of:

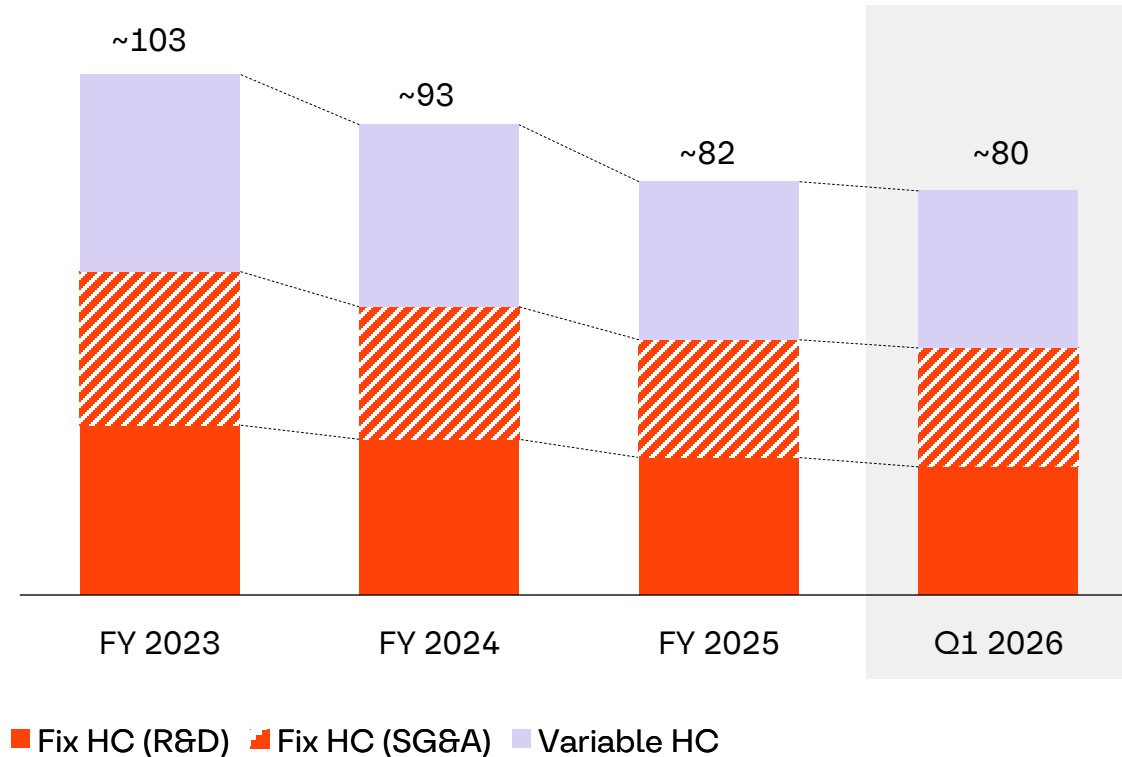
- €17.0-18.5 bn adj. Sales
- 3.5-5.0% adj. EBIT margin



Continuous focus on right-sizing and R&D efficiency

Headcount reduction on track

Headcount development¹ (in k)



SG&A program

- Project successfully completed

R&D efficiency

- Adj. net R&D in Q1 2026 improved by €36 mn YoY
- Adj. net R&D-to-sales ratio² at 12.4% in Q1 2026

Portfolio management/footprint

- On track towards our long-term ambition of 45 production locations
- Number of locations reduced to 52 in Q1 from 55 at year-end

1 | Number of employees; excl. apprentices, interns, employees with suspended contracts, and employees with special-wage or similar contracts. 2 | Differences from the figures reported in the Annual Report result from adjustments for restructuring, restructuring related expenses (RRE), and impairment and termination costs. In the Annual Report, net R&D for Q1 2026 amounts to €668 mn, corresponding to a net R&D-to-sales ratio of 15.2%.

Transformation and one-off items impact EBIT and net income

Bridge from adj. EBIT to net income

IFRS PnL item (€ mn)	Q1 2025	Q1 2026	Key comments (Q1 26 YoY)
Adj. EBIT	93	106	Adj. EBIT increased significantly by €13 mn YoY
Adjustments (incl. special items)	-240	-186	Key items <ul style="list-style-type: none"> – €156 mn restructuring and termination (PY €199 mn) – €9 mn spin-off (PY €28 mn) – €14 mn impairments and amortization of PPA (PY €10 mn) – €6 mn others (PY €3 mn)
EBIT	-147	-79	EBIT higher by €68 mn YoY
Financial Result	13	-63	Mainly related to fair value evaluation of debt.
Taxes	-74	-19	Tax rate mainly driven by <ul style="list-style-type: none"> – Non-creditable withholding taxes – Tax pre-payments – Valuation allowances – Tax provisions for prior periods
Net income ¹	-217	-162	Net income higher by €64 mn YoY

¹ | Net income refers to net income after minorities. Net income before minorities amounts to €-208 mn in Q1 2025 and €-158 mn in Q1 2026, representing a year-on-year decrease of €50 mn.

Q1 2026 Reconciliation adj. EBIT and Normalized FCF

Figures in € mn

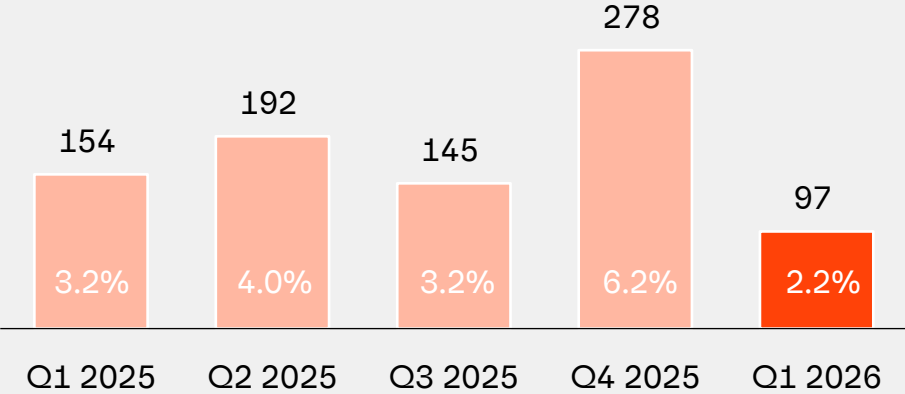
EBIT reported	-79
Amortisation of intangible PPA	9
Impairments	5
Restructuring	156
Losses from disposal of business operations	0
Expenses for listing and separation	9
All others	6
Adjusted EBIT	106

Reported Free Cash Flow	5
Interest bearing investments	4
Cash in- and outflows for acquisition and selling of business operations	4
Adjusted Free Cash Flow	-3
Cash outflow for restructuring	-138
Cash outflow for listing and separation	-12
Other cash inflows	0
Normalized Free Cash Flow	147

Disciplined Capex approach and efficient WC management

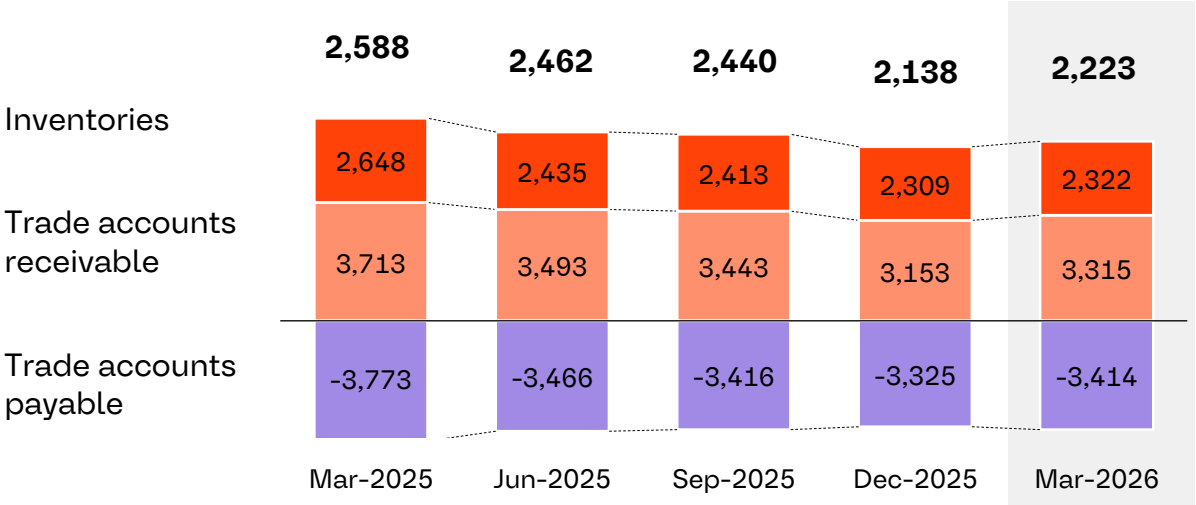
Improving capital efficiency

Capex (€ mn and as % of sales)



- Capex/Sales at 2.2% in Q1 2026 due to disciplined spending across all Business Areas
- Continued Capex discipline to leverage on well-invested asset base
- Capex/Sales ratio of below 5% confirmed

Working Capital (€ mn)

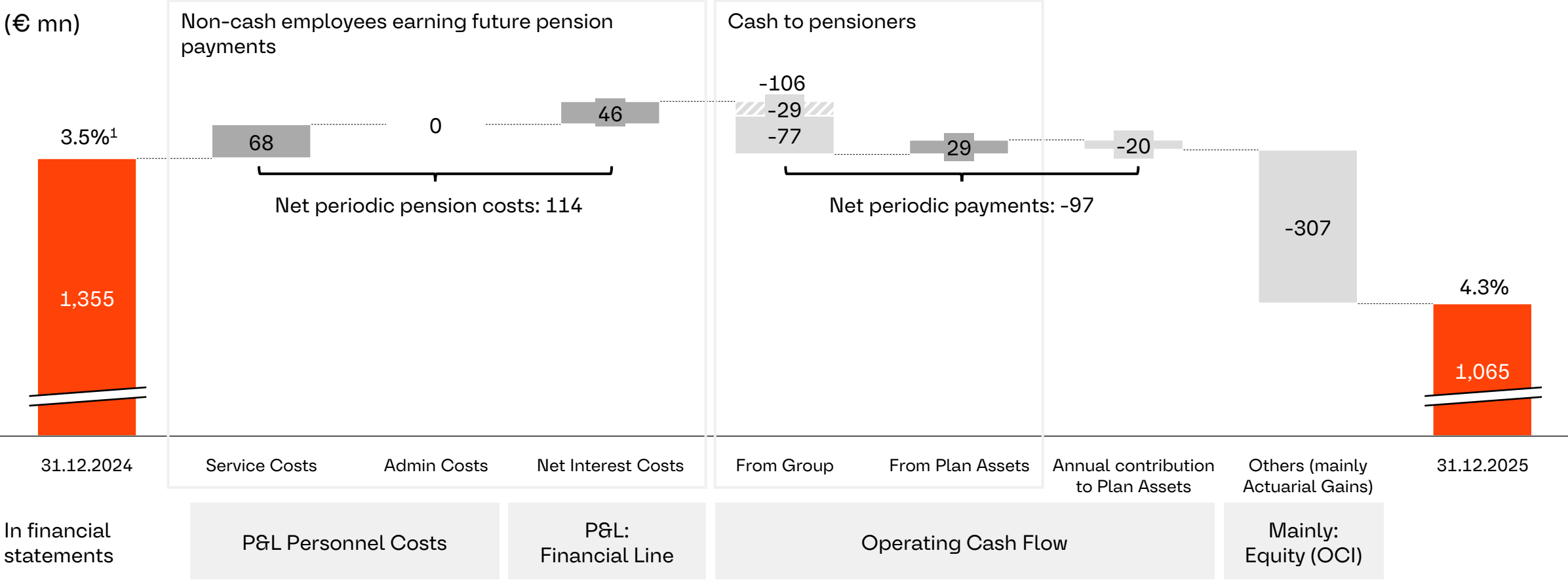


- Dedicated inventory efficiency programs launched in Business Areas

Net periodic costs slightly higher than net periodic payments

FY 2025 pension reconciliation

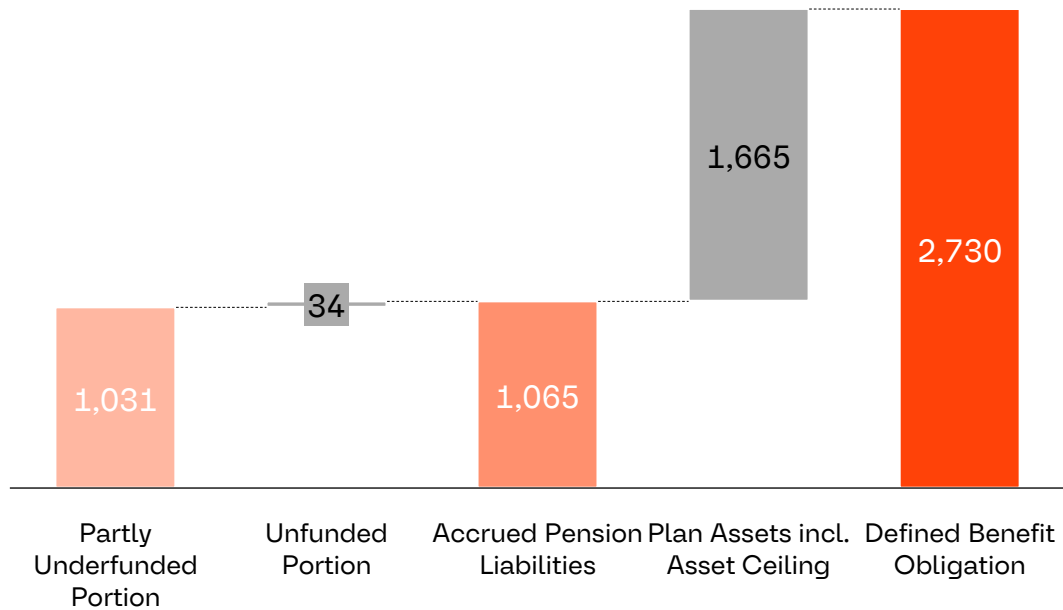
(€ mn)



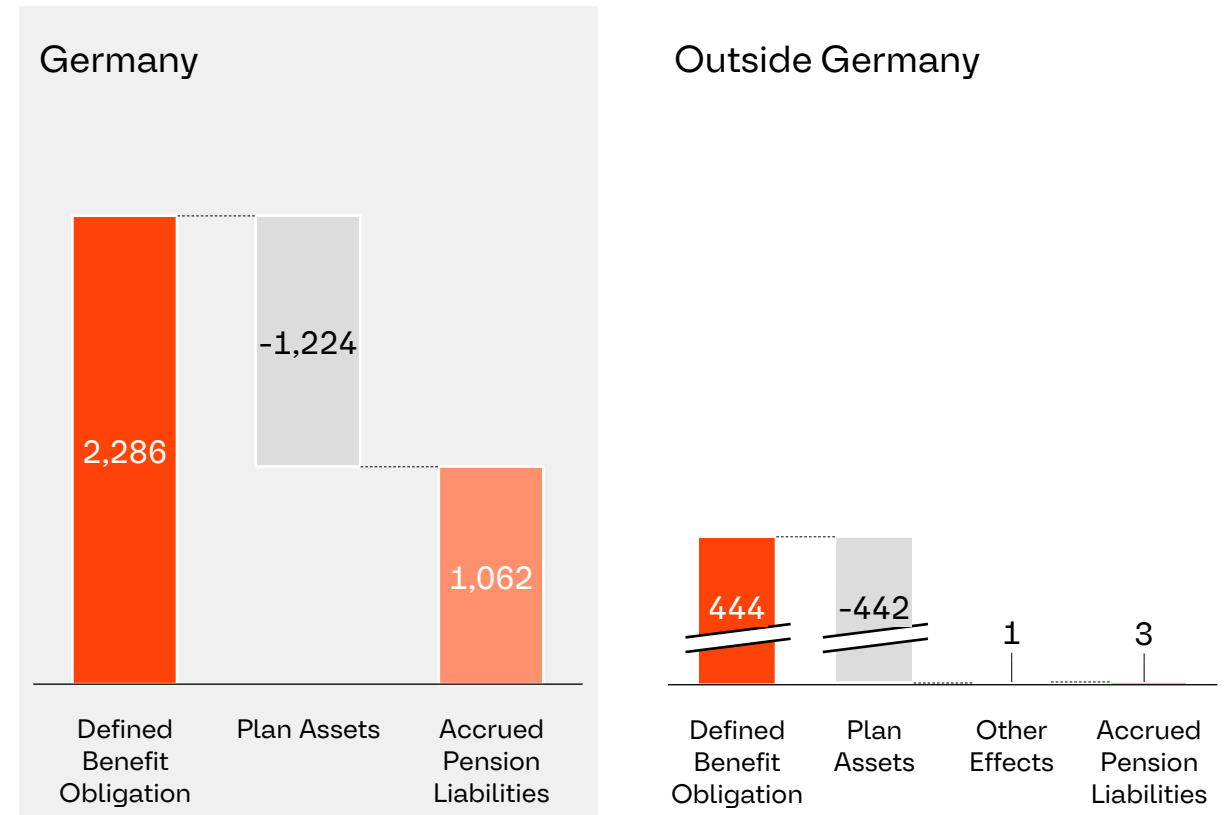
1 | Discount rate Germany.

Germany accounts for majority of pension plans FY 2025

Funded Status of Defined Benefit Obligation
(€ mn)






Reconciliation of Accrued Pension Liabilities per Region
(€ mn)



Driving sustainability towards our long-term targets

Sustainability targets cover environmental & social dimensions

Sustainability Focus Area	Targets	Timeline			
		2025	2030	2035	2040
 <p>Driving climate action</p>	<ul style="list-style-type: none"> Reducing scope 1 & 2 GHG emissions¹ 	-86.7%	→ 90.0%	→ 92.5%	→ -95.0%
 <p>Enabling circular economy</p>	<ul style="list-style-type: none"> Increasing recycled & renewable content in new products Increasing waste recovery quota 		Starting in 2026		
		91.4%			→ 95.0%
 <p>Fostering an empowered workforce</p>	<ul style="list-style-type: none"> Reducing accident rate² Increasing engagement index 	1.1%	→ 0.8%	Starting in 2026	

1 | Considering market-based GHG emissions & calculated in line with GHG protocol accounting standards. 2 | Rate of recordable work-related accidents with lost workdays (number of accidents per 1 million working hours).

Interim 2026 IFRS Consolidated Financial Statement

Profit and Loss Statement

€ millions	Q1 2026	Q1 2025
Sales	4,404	4,805
Cost of sales	-3,563	-3,958
Gross profit on sales	842	853
Research and development expenses	-832	-928
Selling and logistics expenses	-154	-160
Administrative expenses	-107	-113
Other income	247	282
Other expenses	-73	-83
Income from equity-accounted investees	-2	1
EBIT	-79	-147
Interest income	10	19
Interest expense	-27	-38
Effects from currency translation	-58	31
Effects from changes in the fair value of derivative instruments, and other valuation effects	12	0
Financial result	-63	13
Earnings before tax	-142	-134
Income tax expense	-19	-74
Net income	-162	-208
Non-controlling interests	5	-9
Net income attributable to the shareholders of the parent	-157	-217
Basic earnings per share in €	-1.57	-2.17
Diluted earnings per share in €	-1.57	-2.17

Interim 2026 IFRS Consolidated Financial Statements

Balance Sheet - Assets

€ millions	31.03.2026	31.12.2025
Goodwill	2,091	2,089
Other intangible assets	302	323
Property, plant, and equipment	4,666	4,788
Investment property	2	2
Investments in equity-accounted investees	187	197
Other investments	93	80
Deferred tax assets	1,337	1,319
Defined benefit assets	66	64
Long-term derivative instruments and interest-bearing investments	0	0
Long-term other financial assets	198	204
Long-term other assets	26	24
Non-current assets	8,967	9,090
Inventories	2,322	2,309
Trade accounts receivables	3,315	3,153
Short-term contract assets	98	90
Short-term other financial assets	49	96
Short-term other assets	575	555
Income tax receivables	164	132
Short-term derivative instruments and interest-bearing investments	11	11
Cash and cash equivalents	1,736	1,719
Asset held for sale	21	0
Current assets	8,291	8,065
Total assets	17,258	17,155

Interim 2026 IFRS Consolidated Financial Statements

Balance Sheet – Equity and Liabilities

€ millions	31.03.2026	31.12.2025
Subscribed capital	250	250
Capital reserves	9,678	9,677
Retained earnings	-198	90
Other comprehensive income	-649	-938
Equity attributable to the shareholders of the parent	9,081	9,079
Non-controlling interests	164	165
Total equity	9,245	9,244
Long-term employee benefits	1,217	1,281
Deferred tax liabilities	23	66
Long-term provisions for other risks and obligations	325	307
Long-term indebtedness	227	241
Long-term other financial liabilities	2	2
Long-term contract liabilities	58	51
Long-term other liabilities	6	11
Non-current liabilities	1,857	1,959
Short-term employee benefits	844	703
Trade accounts payables	3,414	3,325
Short-term contract liabilities	166	155
Income tax payables	174	138
Short-term provisions for other risks and obligations	724	735
Short-term indebtedness	91	100
Short-term other financial liabilities	358	407
Short-term other liabilities	385	390
Current liabilities	6,156	5,952
Total equity and liabilities	17,258	17,155

Interim 2026 IFRS Consolidated Financial Statements

Cash Flow (1/2)

€ millions	Q1 2026	Q1 2025
Net income	-162	-208
Income tax expense	19	74
Financial result	63	-13
EBIT	-79	-147
Interest paid	-15	-45
Interest received	10	19
Income tax paid	-71	-74
Dividends received	0	0
Depreciation, amortization, impairment, and reversal of impairment losses	238	274
Income from equity-accounted investees and other investments, incl. impairment and reversal of impairment losses	2	-1
Gains/losses from the disposal of assets, companies, and business operations	-0	-4
Changes in		
Inventories	3	-89
Trade accounts receivables	-131	-94
Trade accounts payables	57	147
Employee benefits and other provisions	123	174
Other assets and liabilities as well as other non-cash effects	-54	-59
Cash flow arising from operating activities	81	101

Interim 2026 IFRS Consolidated Financial Statements

Cash Flow (2/2)

€ millions	Q1 2026	Q1 2025
Disposal of property, plant and equipment, and intangible assets	3	8
Capital expenditure on property, plant and equipment, and software	-87	-140
Capital expenditure on intangible assets from development projects and miscellaneous	-0	-2
Acquisition of companies and business operations	-28	-
Disposal of companies and business operations	31	-
Cash inflow from interest-bearing investments ¹	4	338
Cash flow arising from investing activities	-76	204
Cash flow before financing activities (Free Cash Flow)	5	306
Changes in equity	22	-
Change in other indebtedness	3	-198
Repayment of lease liabilities	-23	-25
Cash flow from profit and loss transfer agreements	-	-273
Dividends paid to and cash changes from equity transactions with non-controlling interests	-	-4
Cash flow arising from financing activities	2	-501
Change in cash and cash equivalents	6	-195
Cash and cash equivalents at the beginning of the reporting period	1,719	1,394
Effect of exchange-rate changes on cash and cash equivalents	11	-21
Disposal of cash and cash equivalents through changes in the scope of consolidation	-	0
Cash and cash equivalents at the end of the reporting period	1,736	1,178

Financial calendar 2026

May

- Quarterly statement (May 7)
- Annual shareholders meeting (May 13)

August

- Half-year financial report (August 6)

November

- Quarterly statement (November 5)

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Glossary

1 | Adj. Sales is calculated as sales adjusted for changes in the scope of consolidation.

2 | Adj. net R&D-to-sales-ratio calculated as adj. net R&D as percentage of adj. Sales.

3 | Adj. EBIT is defined as EBIT before amortization of intangible assets from purchase price allocation (PPA), changes in the scope of consolidation, and special effects (e.g., impairment, restructuring, and gains or losses from disposals of companies or business operations).

4 | Adj. EBIT margin is calculated as adj. EBIT divided by adj. Sales, multiplied by 100.

5 | Adj. Free Cash Flow is calculated as cash flow from operating and investing activities, adjusted for cash inflows/outflows from interest-bearing investments and for acquisitions and divestments of companies and business operations.

6 | Normalized Free Cash Flow is calculated as cash flow from operating and investing activities, adjusted for cash inflows/outflows from interest-bearing investments, acquisitions, and divestments of companies and business operations, and further adjusted for e.g. spin-off and restructuring effects.

7 | Financial result is defined as the sum of interest income, interest expense, the effects from currency translation (resulting from financial transactions), the effects from changes in the fair value of derivative instruments, and other valuation effects. The financial result is the result of financial activities.

8 | Capital expenditure relates to additions to property, plant & equipment, and software, as well as additions to capitalized right-of-use assets in line with IFRS 16 - leases and additions to capitalized borrowing costs in line with IAS 23 - Borrowing Costs.

9 | Working Capital is calculated as inventories plus trade accounts receivables less trade accounts payable. The variance between the balance-sheet view of working capital and the movement shown in the cash flow bridge primarily stems mainly from different foreign-currency translation effects. The balance sheet uses period-end exchange rates, while the cash flow view reflects transactional and average-rate impacts over the reporting period.

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