

AUMOVIO – Capital Market Day

June 24, 2025

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It is anticipated that, following the Spin-off from Continental, AUMOVIO will report its financial results using five segments, comprised of Autonomous Mobility (AM), Architecture and Network Solutions (ANS), Safety and Motion (SAM), User Experience (UX) and Contract Manufacturing (CM). Past events or performance should not be taken as a guarantee or indication of future events or performance. This presentation contains certain financial or operative measures that are not calculated in accordance with and recognized by IFRS, German GAAP (HGB) or any other generally accepted accounting principles and are therefore considered as non-IFRS measures. Automotive and AUMOVIO believe that such non-IFRS measures used, when considered in conjunction with (but not in lieu of) other measures that are computed in accordance with IFRS, enhance the understanding of its business, results of operations, financial position or cash flows. There are, however, material limitations associated with the use of non-IFRS measures including (without limitation) the limitations inherent in the determination of relevant adjustments. The non-IFRS measures should not be considered as alternatives to performance measures derived in accordance with IFRS or any other generally accepted accounting principles, and may not be comparable to other similarly titled measures of other companies, including Continental, and have limitations as analytical tools. You are cautioned not to place undue reliance on any non-IFRS financial measures included herein.

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Agenda



	Presenter	Time
Opening remarks	Michael Saemann	14:00 - 15:45
CEO AUMOVIO: A leader in automotive electronics	Philipp von Hirschheydt	
CTO AUMOVIO: Strong focus on innovation and execution excellence	Nino Romano	
Architecture and Network Solutions: Enabler of value driven architectures	Jean-Francois Tarabbia	
Autonomous Mobility: Pioneering the autonomous future	Dr. Ismail Dagli	
Q&A		15:45 - 16:00
Break		
User Experience: The exciting differentiator	Pavel Prouza	
Safety and Motion: The efficient safety powerhouse	Dr. Boris Mergell	
CFO AUMOVIO: Strong improvements visible – significant upside potential	Philipp von Hirschheydt	
Q&A		17:00 - 17:00
		17:00 - 17:15

On track to deliver Spin-off in September 2025

- > Industry environment requires more focus and speed ✓
- > Spin-off announcement, Executive Board and Supervisory Board Approval ✓
- > 99.9% approval from shareholders for the spin-off resolution at the AGM ✓
- > Capital Market Day for AUMOVIO and “Remaining Continental” **Today!**
- > AUMOVIO listing on Frankfurt Stock Exchange **Planned for Sept 2025**



Philipp von Hirschheydt



CEO AUMOVIO

A leader in automotive electronics

AUMOVIO – Key facts

~93k
Employees¹

Global presence
Strong local footprint

~€20bn
Sales¹

~€1.4bn
EBITDA¹

~€0.5bn
Adj. EBIT^{1,2}

Strong balance sheet
1.5bn net cash⁶

80% of Sales: #1-3
Market positions⁵

~€250m
Adj. free cash flow^{1,4}

~240bps
Adj. EBIT margin improvement³ L2Y

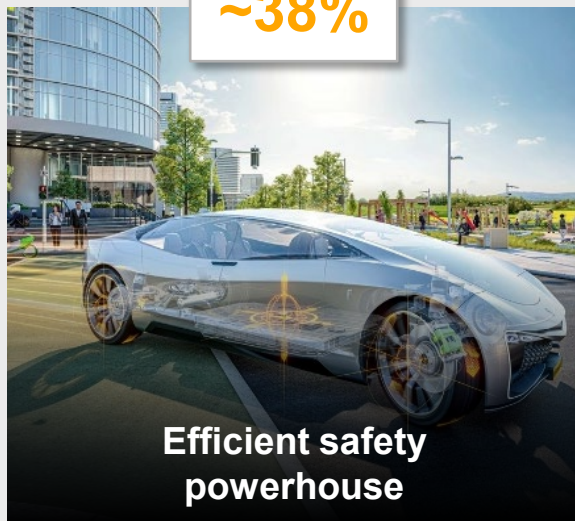
1. Based on the Consolidated Financial Statements of Automotive for financial year ended December 31, 2024 | 2. Adj. EBIT is calculated as EBIT before amortization of intangible assets from purchase price allocation (PPA), changes in the scope of consolidation, and special effects (e.g., impairment, restructuring and gains and losses from disposals of companies and business operations) | 3. Based on the Consolidated Financial Statements of Automotive for financial year ended December 31, 2022 and 2024; Adj. EBIT margin defined as adj. EBIT divided by adj. sales multiplied by 100 | 4. Adj. Free Cash Flow is calculated as the sum of cash flow from operating activities and investing activities, adjusted for cash inflow/outflow from interest-bearing investments as well as for acquisitions and divestments of companies and business operations | 5. Market position based on actuator control modules, classic access, digital access, telematics commercial special vehicle (CSV), instr. & drivers work place (DWP) CSV, control unit CSV, advanced driver-assistance systems (ADAS) CSV, services CSV, tachograph solutions CSV, radars, airbag systems, digital cluster, display solutions ("AUMOVIO's Core Products") sales in 2024 compared to internal sales estimates for competitors (for UX products only accessible market is considered) in 2024E based on light vehicle production volumes based on S&P Global Mobility, Global Light Vehicle Production Forecast, April 2024 | 6. AUMOVIO considers its balance sheet to be strong as it is the only OEM supplier without financial debt compared to listed peers in Europe and North America with a market capitalization of >€1.0bn (the targeted capital structure for AUMOVIO will be implemented before the Spin-off will be effected); peer data as at June 13, 2025; financial debt defined as last reported gross financial debt (includes short-term and long-term financial liabilities); net cash defined as cash less gross financial debt.

AUMOVIO's Purpose – We make mobility...

Safe

**SAFETY AND
MOTION
(SAM)**

~38%



Exciting

**USER
EXPERIENCE
(UX)**

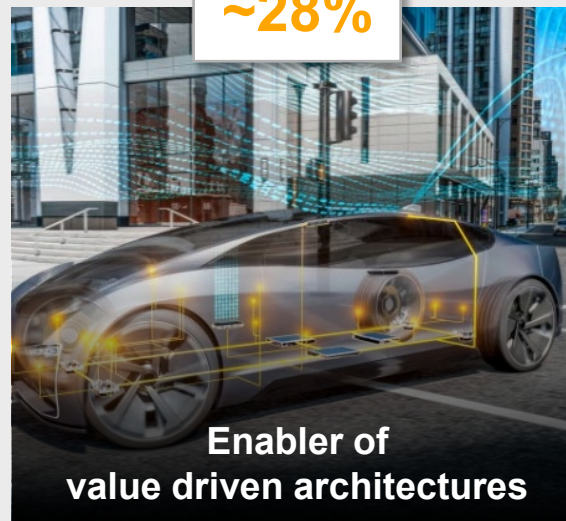
~16%



Connected

**ARCHITECTURE
AND NETWORK
SOLUTIONS
(ANS)**

~28%



Autonomous

**AUTONOMOUS
MOBILITY
(AM)**

~17%



 % AUMOVIO Group Sales 2024¹

The segment CM is not part of AUMOVIO's core operational business and is not intended to be a permanent Business Area. The segment is expected to be terminated in full in 2026. Therefore, CM is not shown as a business area | 1. Based on the Consolidated Financial Statements of Automotive for the financial year ended December 31, 2024; segment sales share based on AUMOVIO Group sales.

AUMOVIO – Structure and team

Today's presenters



**Philipp
von Hirschheydt**
CEO and acting CFO



**Nino
Romano**
CTO



**Jean-Francois
Tarabbia**
Head of ANS



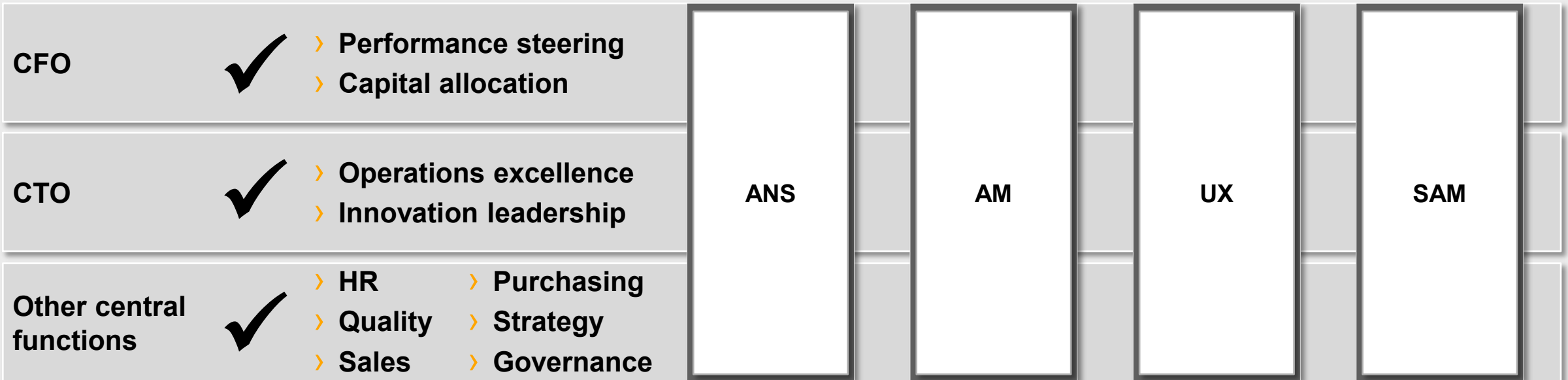
**Dr. Ismail
Dagli**
Head of AM



**Pavel
Prouza**
Head of UX



**Dr. Boris
Mergell**
Head of SAM



We are well positioned for today's market challenges

We face a variety of challenges

Market uncertainty

- › Limited market growth¹
- › Geopolitical uncertainty / changing regulations
- › Less visibility on demand for specific platforms

Technological uncertainty

- › Transition to SDV² and BEV³ delayed
- › Constantly changing customer demands

Value chain dynamics

- › Competition in and from China
- › Non-traditional competition intensifying

But we are well equipped!

- ✓ Technology / electronics leader
- ✓ Top market positions⁴
- ✓ Global reach and local-for-local set-up
- ✓ Strong balance sheet with focus on value creation

Spin-off as catalyst to capitalize on our strong foundation

1. Based on light vehicle production (forecast) ("LVP(F)") based on S&P Global Mobility, Global Light Vehicle Production Forecast, November 2024 | 2. Software defined vehicle | 3. Battery electric vehicle | 4. For 80% of sales; market position based on AUMOVIO's Core Products sales in 2024 compared to internal sales estimates for competitors (for UX products only accessible market is considered) in 2024E based on light vehicle production volumes based on S&P Global Mobility, Global Light Vehicle Production Forecast, April 2024.

We have a strong foundation and upside potential

Technology / electronics leader	+	Global reach and local-for-local set-up	+	Top market positions	+	Strong balance sheet with focus on value creation
<ul style="list-style-type: none"> › Comprehensive product portfolio enabling SDVs¹ › Strong purchasing power in automotive electronics, especially semiconductors › Deeply embedded technology DNA, complemented by ecosystem of partners (e.g. Aurora, Horizon Robotics) 		<ul style="list-style-type: none"> › Business with virtually all relevant incumbent and new entrant OEM clients globally² › Regionally diversified production, supply chain and development set-up › Powertrain agnostic and ongoing shift towards BCC³ footprint 		<ul style="list-style-type: none"> › >80% of sales with Top 3 market position⁴ globally e.g. brakes, radar, display solutions › Significant order intake⁵ of €19.3bn in 2024 › Winning market share in Asia while substantiating the strong position in Europe and North America 		<ul style="list-style-type: none"> › Strong⁶ balance sheet with €1.5bn cash and cash equivalents – no financial debt targeted › Positive adj. free cash flow⁷ in 2024 – additional self-improvement potential › Significant content per vehicle upside potential

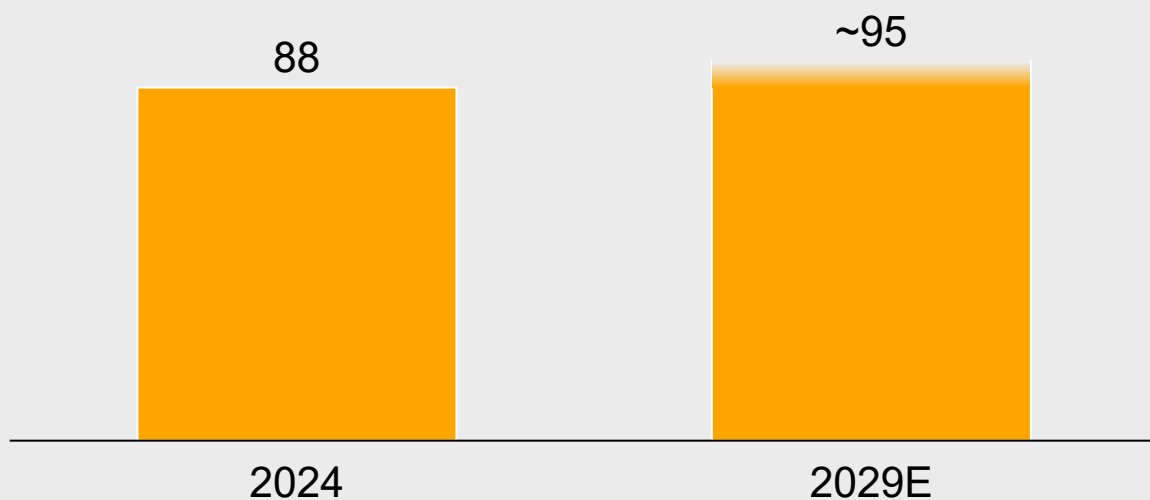
1. Software defined vehicle | 2. Automotive has business with OEMs (including new entrants such as BYD and Tesla) responsible for ~95% of light vehicle production volumes based on S&P Global Mobility, Global Light Vehicle Production Forecast, February 2025 | 3. Best-cost country; In terms of production, Portugal, Greece, Cyprus and Turkey, as well as countries in Africa, Eastern Europe, Latin America, South America, Oceania (excluding Australia), and Asia (excluding Japan, South Korea, and Singapore) are considered "best-cost" countries | 4. Market position based on AUMOVIO's Core Products sales in 2024 compared to internal sales estimates for competitors (for UX products only accessible market is considered) in 2024E based on light vehicle production volumes based on S&P Global Mobility, Global Light Vehicle Production Forecast, April 2024 | 5. Order Intake is calculated as the sum of estimated project lifetime sales acquired within the respective fiscal year | 6. AUMOVIO considers its balance sheet to be strong as it is the only OEM supplier without financial debt compared to listed peers in Europe and North America with a market capitalization of >€1.0bn (the targeted capital structure for AUMOVIO will be implemented before the Spin-off will be effected); peer data as at June 13, 2025; financial debt defined as last reported gross financial debt (includes short-term and long-term financial liabilities) | 7. Based on the Consolidated Financial Statements of Automotive for financial year ended December 31, 2024; Adj. Free Cash Flow is calculated as the sum of cash flow from operating activities and investing activities, adjusted for cash inflow/outflow from interest-bearing investments as well as for acquisitions and divestments of companies and business operations.

Supported by content per vehicle growth

CAGR from 2024 to 2029E

Volume growth,
light vehicle production¹, in m vehicles

+ 1-2% CAGR




Content growth enables growth upside potential,
total content value per vehicle², €k per vehicle

+ 4-5% CAGR



1. Light vehicle production (forecast) ("LVP(F)") based on S&P Global Mobility, Global Light Vehicle Production Forecast, June 2024 | 2. Content per vehicle (CPV) calculated as market size (based on sales) divided by LVP(F) in units; market size based on the Industry Study and LVP(F) based on S&P Global Mobility, Global Light Vehicle Production Forecast, November 2024. Excludes build to print and AM: CSV business, transportation as a service, SAM: Autonomous mobile robots, safe infrastructure, washer, OES, industrial aftermarket, UX: Haptic controls, instrument cluster, radio, standalone camera (legacy products), Continental engineering services.

Our Agenda

- 
- A** | **LEAD** in future proof technologies
 - B** | **TRANSFORM** into a high-performance organization
 - C** | **DELIVER** on our commitments



A | **LEAD** in future proof technologies

Comprehensive portfolio

Best positioned and managed for value accretion

WE MAKE MOBILITY...



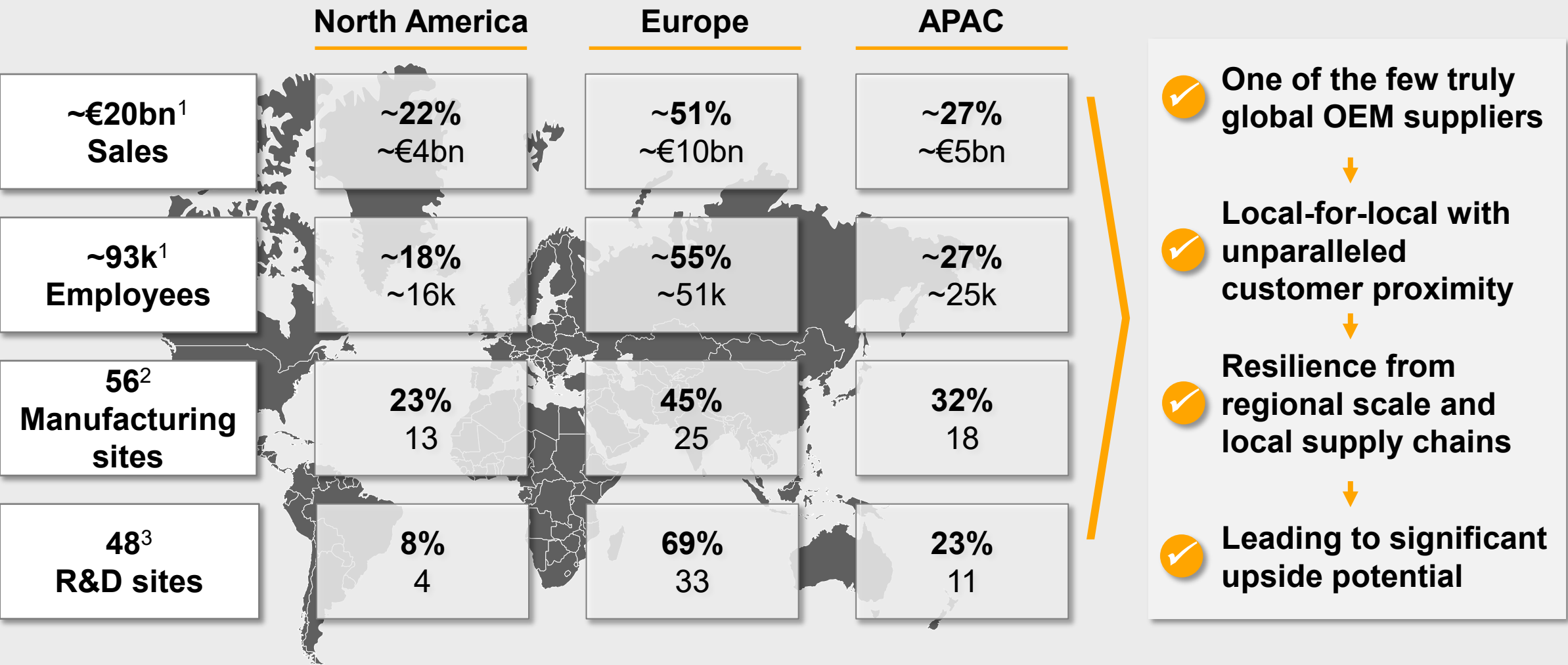
Expertise in hardware, software and services
State of the art for today – Innovative for tomorrow



Comprehensively managed for value accretion
Perform – Improve – Sell or Close

1. Body control module | 2. High performance computer | 3. Electronic control units | 4. Commercial and special vehicles.

Local scale allows for efficient regional set-up



Other countries are excluded from sales and employee split calculation | 1. Based on the Consolidated Financial Statements of Automotive for financial year ended December 31, 2024 | 2. Main sites as of year ended December 31, 2024; locations with fewer than 50 manufacturing employees are not considered to be main manufacturing sites | 3. Main sites as of year ended December 31, 2024; R&D sites are locations with more than 50 R&D employees that are not planned to be closed.

AUMOVIO continuously adapts based on local demands

North America

- › **€4.3bn sales in 2024** (~22% of AUMOVIO sales)¹
- › **10 manufacturing sites²** and **significant capacity expansion potential**
- › **16k employees in 2024¹**
- › **Established key market for AUMOVIO**

**One of the leading automotive suppliers
in North America**

- › **>92% of local production is USMCA³ compliant** – exempt from current tariffs proposals⁴
- › **Long-standing relationships** with largest local OEMs
- › Largest share of US imports from Mexico with **ex-works incoterms** – AUMOVIO w/o responsibility for tariffs

China

- › **€2.7bn sales in 2024** (~14% of AUMOVIO sales)¹
- › **12 manufacturing sites**
- › **10k employees in 2024**
- › **Strategically important market due to high-growth**
- › **C-OEMs⁵ already account for ~20% of the order intake⁶ in 2024**

Well-positioned to benefit from market growth

- › Business with **~85%⁷ of top 20 C-OEMs⁵ in 2024**
- › **Localized R&D hubs and partners**
(e.g. Horizon Robotics) to meet local and global needs
- › **Empowerment of local organization to improve agility**

1. Based on the Consolidated Financial Statements of Automotive for financial year ended December 31, 2024; sales share based on external sales | 2. Includes Culpeper (will be closed) | 3. United States-Mexico-Canada Agreement | 4. Valid as at the date of this presentation | 5. Chinese OEMs | 6. Order Intake is calculated as the sum of estimated project lifetime sales acquired within the respective fiscal year | 7. Top C-OEMs in terms of light vehicle production volumes based on S&P Global Mobility, Global Light Vehicle Production Forecast, December 2024.

Group organization to capitalize on scale & broad expertise

Four strong Business Areas...

**Architecture and
Network Solutions
(ANS)**

**Autonomous
Mobility
(AM)**

**User
Experience
(UX)**

**Safety and
Motion
(SAM)**

...united by a strong group to leverage scale benefits and efficiencies

Centrally managed at AUMOVIO

Purchasing

- › **Significant scale benefits** in electronics (e.g. one of the largest purchaser of semiconductors)
- › In-house organization for **semiconductor strategy planned**

Supply Chain

- › Increased **resilience**
- › **Regional and global scale**
- › **Access to critical resources** (e.g. rare earths)

Operations

- › **Targeting highest efficiency** in global footprint
- › **Streamlining** global footprint for add. **efficiency potential**
- › **Standardization** of tools & processes

Innovation

- › Leveraging **cross BA know-how**
- › **Shared technology solutions**
- › **Strong partner network**



B | **TRANSFORM** into a high-performance organization

Continuous execution focus – Yesterday. Today. Tomorrow.

Adj. EBIT margin, in %¹

Measures to date

Further potential ahead

Product Offering Clean-Up

- › 900 product ramp-ups² since 2022
- › Low margin products started to be phased out – 10% of all product clusters
- › Repricing and adjustment of contracts

- › Innovative high margin offering
- › Portfolio improvement
- › Value based pricing
- › Continued Re-DtC⁵ efforts

6.0-8.0%⁸

Cost Base Improvement

- › Closure of 9 sites from 2019 to 2024
- › 12k FTE and 2 mgmt. layer reduction from H1/2023 to Q1/2025
- › R&D BCC³ share improved to >60%

- › 5 addt'l site closures in HCC⁶ decided – further site in HCC⁶ sold in June, 2025
- › Potential for up to 2k SG&A FTE reduction via natural fluctuation
- › Single digit R&D targeted by 2027E

Cash flow Optimization

0.1%

- › Well invested asset base
- › Footprint in low-cost countries built-up
- › Working capital⁴ as % of sales reduced

2.5%

- › Leverage well invested asset base
- › Less than 5% Capex⁷ going forward
- › Further inventory reduction potential

2022

2024

Long-Term Ambition

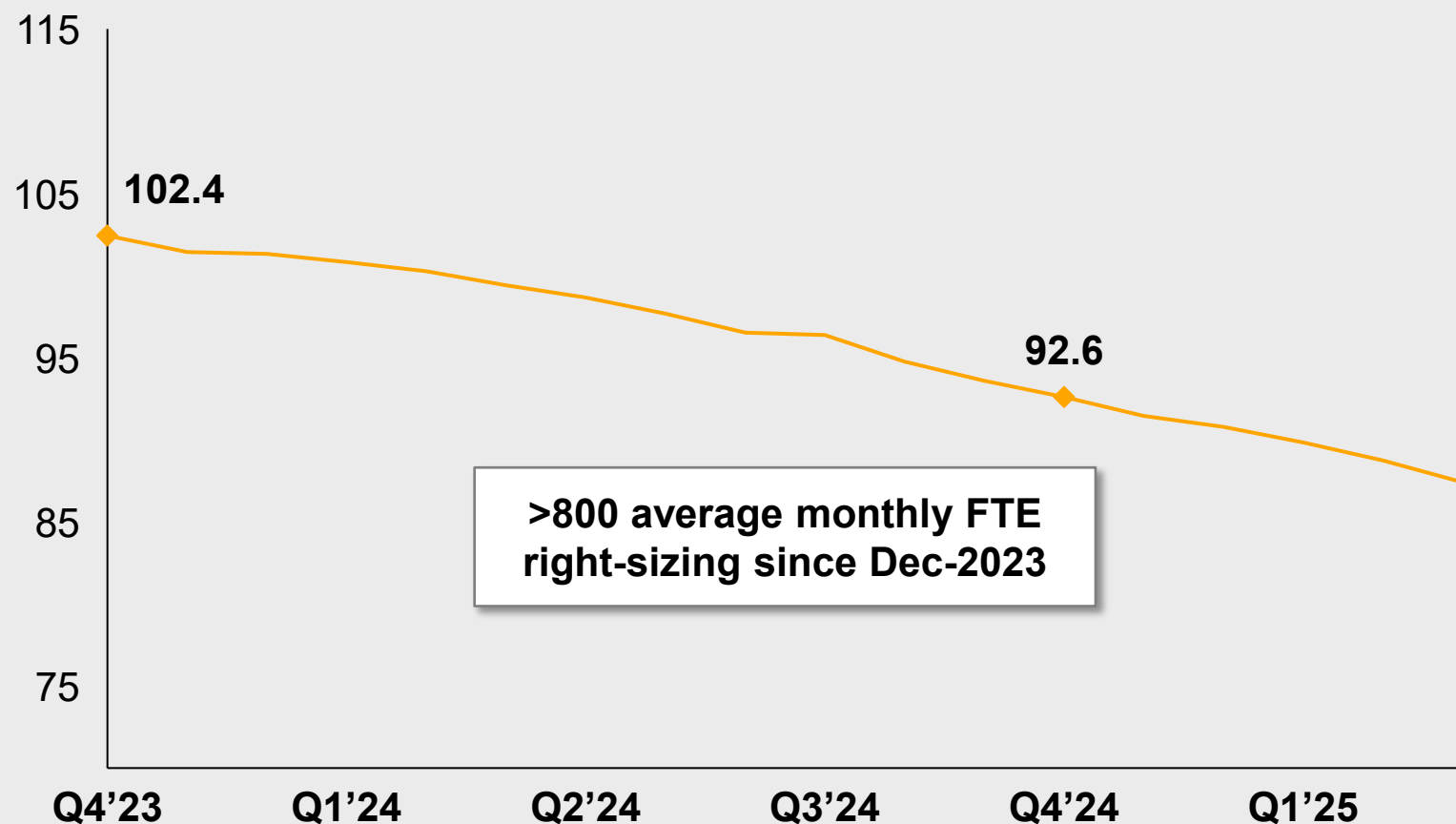
Alongside our proven success in cost reduction, we remain committed to future-focused investments

1. Based on the Consolidated Financial Statements of Automotive; Adj. EBIT margin defined as adj. EBIT divided by adj. sales multiplied by 100 | 2. Product ramp-up considered as the launch of a product in a manufacturing site | 3. Best cost country; BCC share based on manufacturing related employees | 4. Working Capital is calculated as inventories plus trade accounts receivables less trade accounts payable | 5. Re-design to cost | 6. High-cost country | 7. Capital expenditure relates to additions to property, plant and 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 | 8. The long-term ambition is solely indicative and not a reliable predictor of future outcomes.

Proven track-record in right-sizing AUMOVIO

Consequent right-sizing

Number of employees¹; in k



Future-proofing AUMOVIO

- › Focus / safeguarding sustainable viability of AUMOVIO
- › Challenging market environment with **lower** current and expected light vehicle production **growth**
- › Right-sizing workforce to align with current and future **business needs**
- › Further **right-sizing** through natural **fluctuation** and **controlled hiring** planned

1. Based on Automotive Group Sector as reported in the Consolidated Financial Statements of Continental AG; excluding trainees.

Standalone set-up as catalyst

Market Perspective



The time is now to embrace the rapid transformation of our industry – stability, independence, and agility are key!

Cultural Perspective



The team is determined to take ownership and drive entrepreneurship – accountability is essential!

Business Perspective



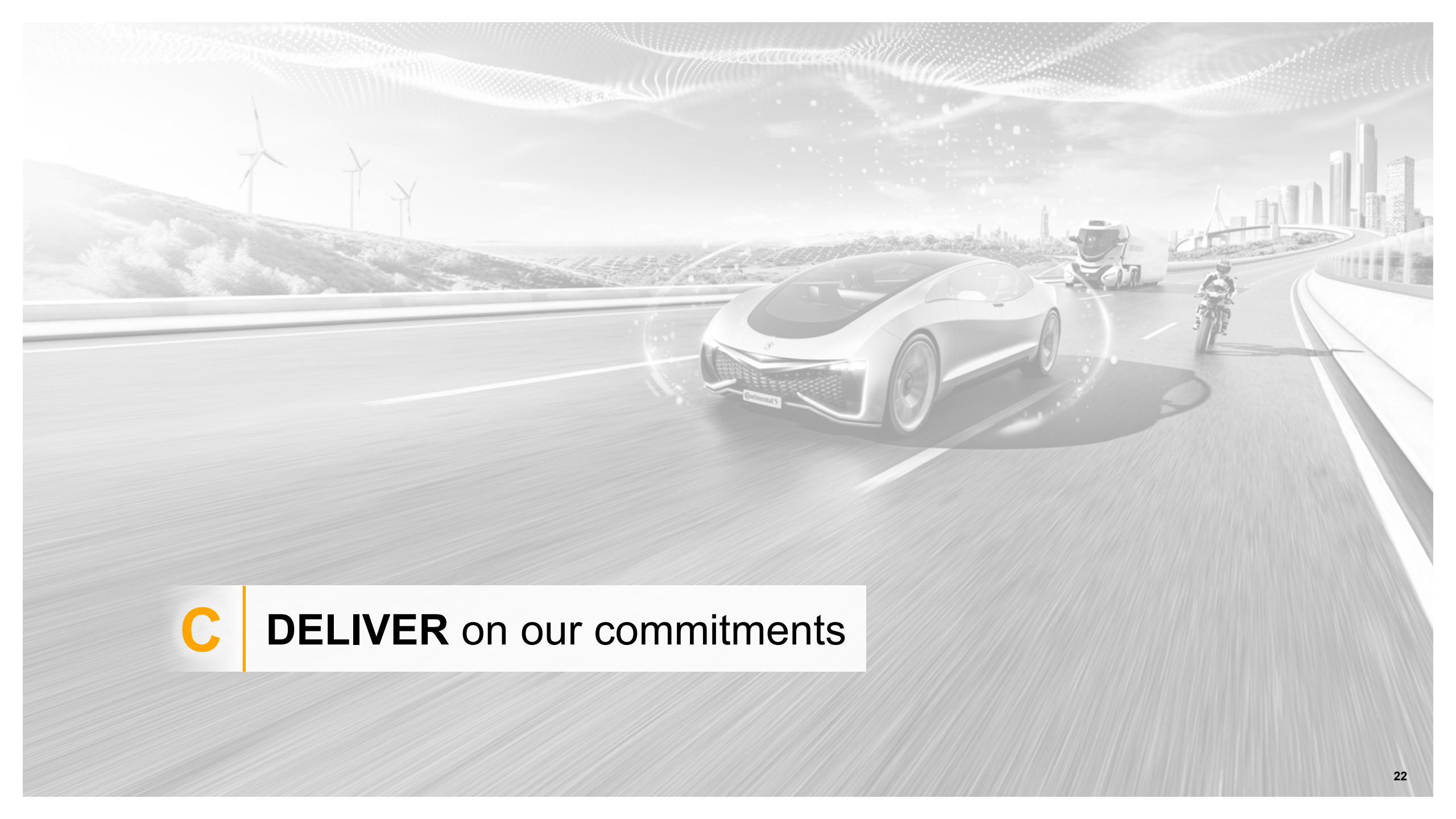
Embrace expected faster manoeuvrability and independent decisions – let's capitalize on increased flexibility for strategic moves!

Financial Perspective



Build on our strong¹ balance sheet – let's unlock the potential upside together!

1. AUMOVIO considers its balance sheet to be strong as it is the only OEM supplier without financial debt compared to listed peers in Europe and North America with a market capitalization of >€1.0bn (the targeted capital structure for AUMOVIO will be implemented before the Spin-off will be effected); peer data as at June 13, 2025; financial debt defined as last reported gross financial debt (includes short-term and long-term financial liabilities).



C | **DELIVER** on our commitments

Leadership team in place to unlock the potential of AUMOVIO

Performance oriented

➤ **Motivated team to prove themselves in a standalone set-up**

Entrepreneurial setup

➤ **Execution focus paired with long-term vision guiding day-to-day actions**

Directly accountable

➤ **Lean organization with clear reporting structure**

Aligned with shareholder interests

➤ **Significant component of remuneration dependent on share price performance**

Management incentives aligned with our shareholders interests

Interests immediately aligned post Spin-off

Spin-off bonus

- › Awarded to the **executive board**
- › Structured into **two tranches**
- › **Target value:** 50% of fixed annual salary
- › **100%¹** to be invested into AUMOVIO shares
- › **Minimum holding period of three years**

1st Tranche (at listing)

- › Payout **50% of target value**

2nd Tranche (18 months after listing)

- › **Dependent on share price performance**
- › **Payout % of target value²:**
 - › **6.25%** if share price halved since listing
 - › **50%** if share price in line with listing
 - › **200%** if share price doubled since listing

Executive board target direct remuneration

Long-term incentive
~30-45%

Short-term incentive
~20-30%

Fixed
~25-35%

Target direct remuneration⁸

Virtual performance share plan with four-year term

Rel. TSR³
(50%)

ROCE⁴
(30%)

ESG criterion
(20%)

One further year of share price development

Achievement level 0-200%

Adj. EBIT margin⁵
(45%)

Adj. FCF⁶
(45%)

ESG criterion
(10%)

Personal contribution factor⁷
(0.8-1.2)

Achievement level 0-200%

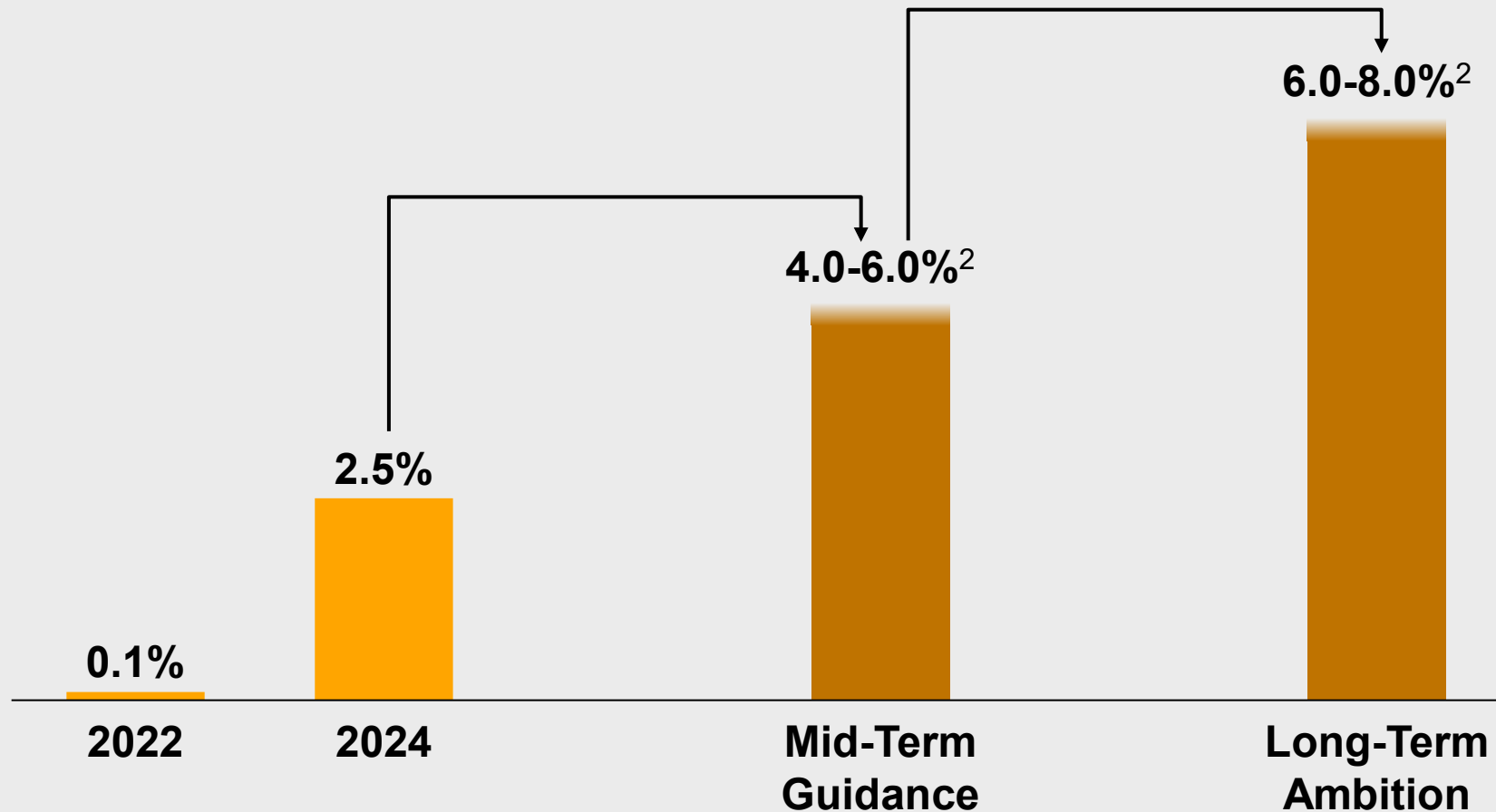
Fixed remuneration non-performance related

Executive board contribution factors apply for broader management team remuneration

1. Resulting net amount of bonus must be reinvested into AUMOVIO shares | 2. If the final price (average of the last 30 trading days before the end of the 18-month period) corresponds to the initial price (four-month average after admission to trading) of the Shares, another 50% of the target total value (corresponding to 1/4 of the fixed annual salary) is paid out. If the final price has doubled compared to the initial price, twice the target total value (corresponding to one fixed annual salary) is paid out. If the final price has halved compared to the starting price, 1/16 of the fixed annual salary is paid out. Payment of less than 1/16 of the fixed annual salary or more than one fixed annual salary is excluded | 3. Long-term relative total shareholder return | 4. ROCE is calculated as the ratio of EBIT (adjusted for goodwill impairment as well as gains and/or losses from the disposal of parts of the company) to average operating assets | 5. Adj. EBIT margin is calculated as adjusted EBIT divided by adjusted sales multiplied by 100 | 6. Adj. FCF is calculated as cash flow before financing activities adjusted for cash inflows and outflows from the acquisition or disposal of companies and business operations | 7. In addition, prior to the start of each fiscal year, the Supervisory Board can determine personal, non-financial performance criteria to be included in target achievement in the form of a personal contribution factor | 8. The pension allowance as an additional component of the total target direct remuneration amounts to 5-10% of the total target direct remuneration.

AUMOVIO – Clear strategy. Consequent execution. Realistic targets!

Adj. EBIT margin¹, in %



Self-help measures

- › R&D³ focus <10% by 2027E and operational excellence programs
- › Focus on best-cost country footprint
- › Further SG&A efficiency measures
- › Material cost reduction and Re-DtC⁴ targeted
- › Value-based pricing
- › Further footprint optimization
- › Continued fixed cost discipline

Further upside levers

- › Selective market share & innovation upside potential
- › Converting high margin order intake into sales
- › Significant increase of plant utilization

1. Based on the Consolidated Financial Statements of Automotive; Adj. EBIT margin defined as adj. EBIT divided by adj. sales multiplied by 100 | 2. Ambitions are solely indicative and not a reliable predictor of future outcomes | 3. R&D expenses (net) as % of sales | 4. Re-design to cost.

AUMOVIO – Stability with upside potential



1. AUMOVIO considers its balance sheet to be strong as it is the only OEM supplier without financial debt compared to listed peers in Europe and North America with a market capitalization of >€1.0bn (the targeted capital structure for AUMOVIO will be implemented before the Spin-off will be effected); peer data as at June 13, 2025; financial debt defined as last reported gross financial debt (includes short-term and long-term financial liabilities).



Nino Romano

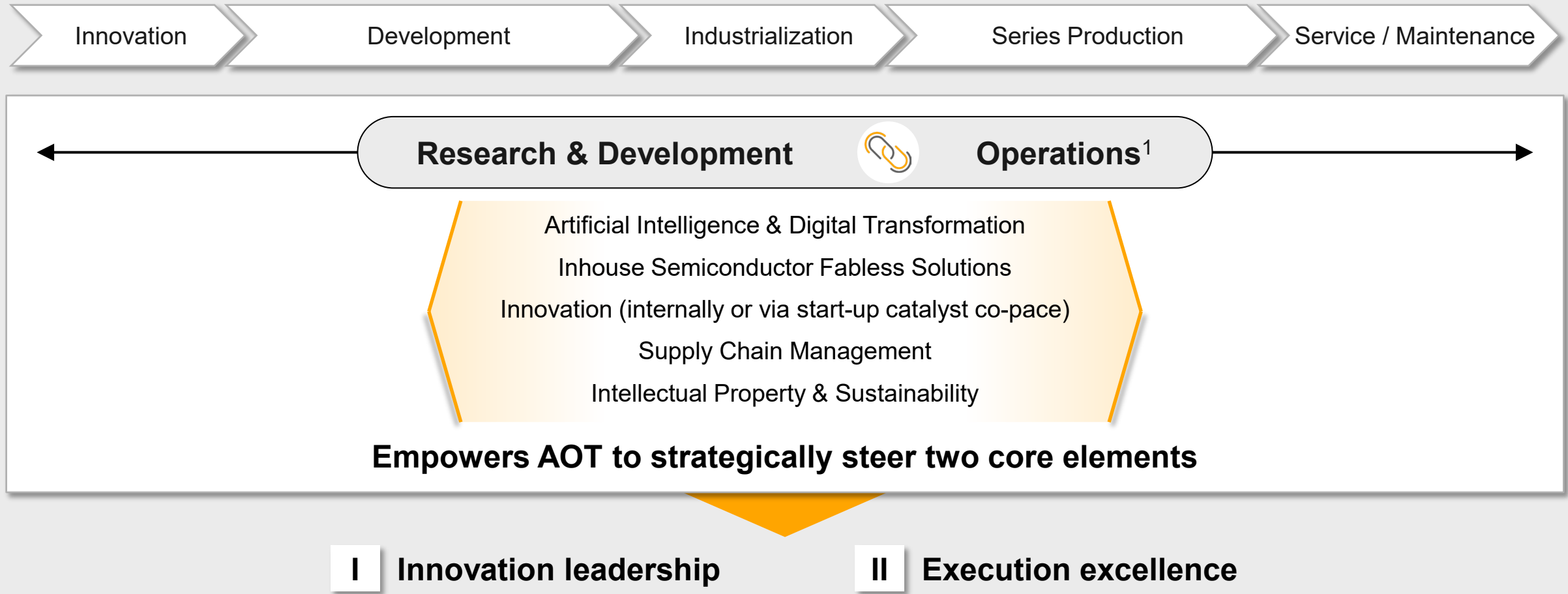
CTO AUMOVIO

Strong focus on innovation and execution excellence



We are AUMOVIO Operations and Technology (AOT)

Managing every phase of the product life cycle is key to mastering market challenges and speed



1. Includes footprint optimization.

AUMOVIO Operations and Technology – what we do

I *Innovation leadership*

- ... assess optimal **innovation opportunities**
- ... enable **cross BA** innovation
- ... leverage **disruptive technology** potentials
- ... ensure **focused execution** of our strategic projects
- ... **digitalize** our business processes

II *Execution excellence*

- ... drive **standardization**
- ... **optimize production**
- ... strengthen **resilience**
- ... monitor internal **performance**
- ... ensure adherence to **governance** principles

ANS

AM

UX

SAM

...support and unlock the full potential of AUMOVIO

How we support value creation

I Innovation leadership

A | **Cross BA innovation** unlocks business opportunities

B | **Leverage disruptive technologies** with or via our partners

II Execution excellence

C | **Standardizations** across businesses to optimize value creation

D | Balance **local footprint** with **global synergies**

E | **Strengthen resilient supply chain**

AUMOVIO is an innovation powerhouse

**Global
R&D force**

**Strong
technology ecosystem**

**>100 years experience
and innovation**

**R&D workforce globally
in the market for the market
– adapting to regional
demands and trends**

**~31k employees in R&D
globally in 2024**

**Selected partnerships from
Start-ups to Big Tech**

co-pace
powered by Continental

Google

Aurora

aws

DeepDrive

**Horizon
Robotics**

Microsoft

**Autorex Clock
as the first VDO tachograph – 1923**

First anti-lock brake system – 1969





First ACC¹ system – 1999

First windshield HUDs² – 2003

First digital key – 2016

1. Adaptive cruise control | 2. Head-up displays.

AUMOVIO's innovation directions align with megatrends

 Connectivity and computing	 Autonomous driving	 Future in-car experiences	 Next generation safety systems
ANS	AM	UX	SAM
<ul style="list-style-type: none"> › Designing complete architectures & enabling the SDV¹ › Cutting edge high-performance computer for vehicles in volume production 	<ul style="list-style-type: none"> › Combining hardware and software into a system › 1st commercially viable transportation as a service offering in development with Aurora 	<ul style="list-style-type: none"> › Augmented reality head-up displays › Market introduction of pillar to pillar & OLED² displays 	<ul style="list-style-type: none"> › New driving features by integration (Drive Brake Unit / Corner module) › 1st to market with semi-dry brakes

Establishing key innovation focus areas that we support and enable with:

Internal innovation

Innovation with partners

1. Software defined vehicle | 2. Organic light-emitting diode.

A Cross BA innovation unlocks business opportunities

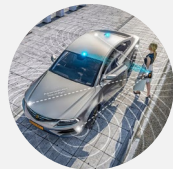
- › **Value creation** while serving **full system** demand
- › **Knowledge sharing** by experts
- › **Aligning technical requirements**
- › Enables **cross BA innovation**

Deviceless Access



We enable intuitive, seamless and secure access to the vehicle using sensor fusion across domains

Intention detection
& energy saving



ANS

Surround view
& face recognition



AM

Sensing & cleaning
systems



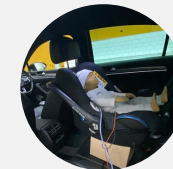
SAM

Cabin Sensing



We ensure safe, comfortable driving enabling personalized & contextualized functions

Occupant
monitoring



ANS

Airbag
deployment
optimization



SAM

Driver & health
monitoring



UX

L2+ Driving
automation



AM

B Leverage disruptive technologies with or via our partners

Processes

- › We **identify** and **develop disruptive innovations**
- › Evaluate **commercial use case**
- › **Screening for leading partners** with complementary know-how
- › **Hand over to BAs** for commercialization

AI-Based requirements engineering tool

Simplifies the handling of specification sheets

Operations & Technology

partnered by



NTT DATA

~8x

faster than human in processing, extracting, and assigning requirements

Streamlining workflow

~80%

reduction in manual effort in specification analysis

Faster & higher quality analysis

AI-empowered employee

Products

Brake-Drive Unit

Combined for mounting directly on the vehicle wheel

Customer

(OEM)



DeepDrive
(Partner)

BA
(SAM)

- › Radial-flux motor as a wheel hub drive

- › State-of-the-art brake technology
- › Industrializing

Accesses to non-core technology

Faster time to market

C Standardizations across businesses to ensure value creation

Execution excellence

Production

- › Implementation of efficient **production standards**
- › **Production technology standards drive flexibility and re-use of assets**

Electronics production lines

Standardization of electronics production lines across sites

100%

electronics manufacturing sites with standardized lines

~€80m

less capex¹, during last 2 years by production lines re-usage

Mid-term capex¹ target ratio to sales <5% + manufacturing costs optimization

Engineering

- › **Supports BAs with standardized process, methods and tools**
- › **Increasing quality of deliveries and efficiency of employees**

Standardizing and automating processes

Provide effective and standardized processes and methods making use of latest technologies

Effort reduction in 2024

~2.4m hours
equal to ~1.4k FTE reduction

e.g. Testcase generation and execution

~540k hours
equal to ~260 FTE reduction

By 2027 R&D² (net) target ratio to sales <10%

1. Capital expenditure relates to additions to property, plant and 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 | 2. Research and Development Expenses (Net) are defined as expenses for research and development less reimbursements that the Group received in this context.

Execution Excellence: Manufacturing costs

Rigorous standardized production, processes, methods and tools



Central monitoring, analytics and regular assessment of plant manufacturing costs

Enable...

...variable & fixed costs reduction

- › **Regular benchmarking** of manufacturing costs and **good practise sharing** across plant network
- › **Actively supporting sites** towards targeted manufacturing costs with **lean management** and **shopfloor management** initiatives

...capex reduction



- › Drive **re-useability** and **re-use of manufacturing assets** within the production network
- › Drive **electronics production line loading** improvements
- › **Challenge and reduce infrastructure investment** and time them appropriately

...footprint optimization



- › Strategic footprint adjustments shall enable a **gradual shift to >88% best-cost countries**
- › Central location selection – building the right set-up for **resilience and customer proximity**

Execution Excellence: R&D Excellence

Improving effectiveness & efficiency while keeping our innovation power and quality standards high

Clear targets and ambitions set

2024

R&D FTE

~31k

Target to reach <27k

**Increase
best-cost
country share¹**

~61%

Ambition to reach >70%

R&D sites²

31

Right-sized R&D footprint

All of our measures support our target of R&D³ (net) % of sales <10% by 2027E and ambition of <9% in the long-term

Supported through sustainable initiatives

- › **Standardization & re-use**
- › **AI in every development step**
(from requirements analysis and code to test cases generation & execution)
- › **Automated processes & methods**
- › **Lean line organization**
(reduce line levels & increase span of control)
- › **Consolidated global R&D footprint**

1. Based on manufacturing headcount | 2. Smaller R&D sites as of year ended December 31, 2024; smaller R&D sites are locations with less than 50 R&D employees | 3. Research and Development Expenses (Net) are defined as expenses for research and development less reimbursements that the Group received in this context.

D Balance local footprint with global synergies

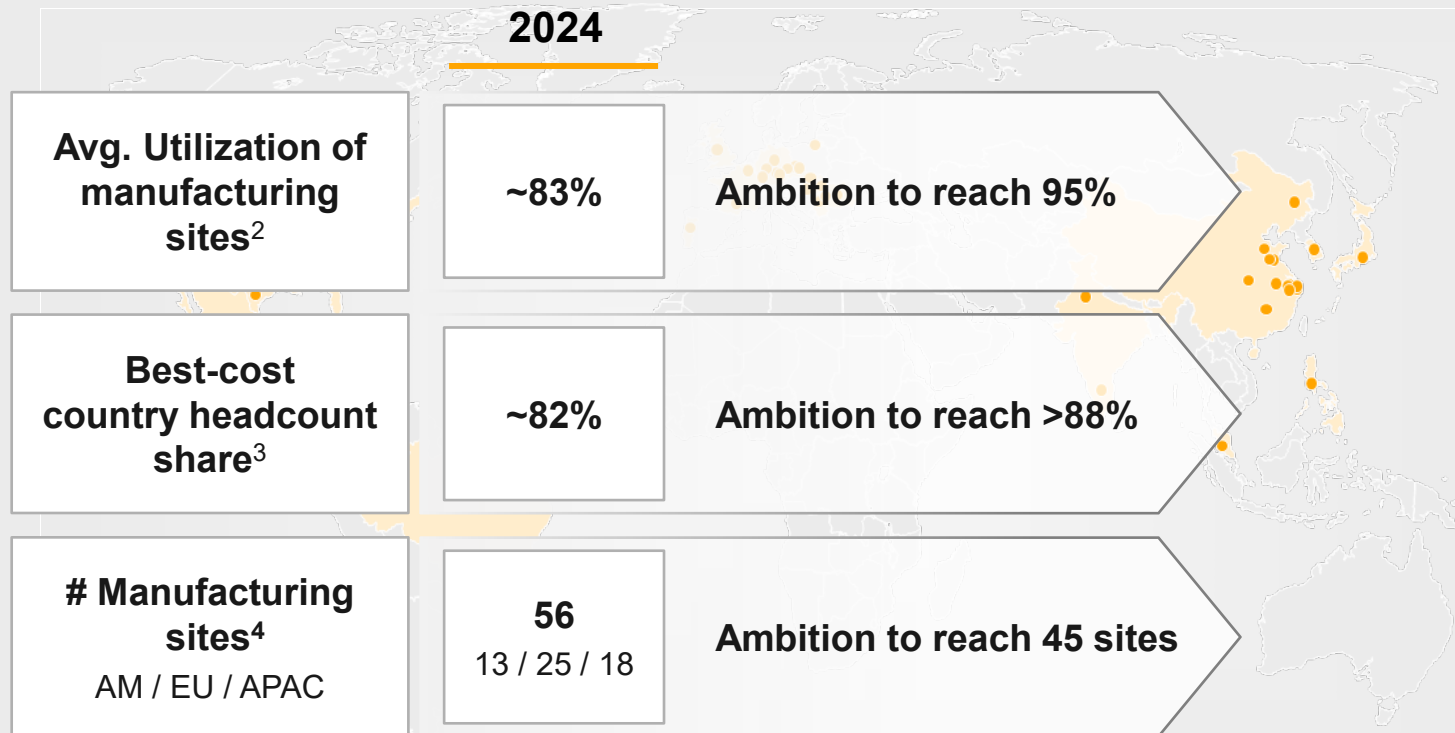
Resilience via global but local footprint with sufficient scale



Cost optimization through right-sizing and BCC¹ footprint

Clear ambitions set

Supported through sustainable initiatives



- › **Footprint optimization**
(shifting to best-cost countries)
- › **Capacity shifting / bundling**
(capacity alignment and actively filling manufacturing sites with sales – driving high plant utilization)
- › **Driving resilience**
(via regional production based on global production network)

1. Best cost country | 2. Based on shop floor loading in % | 3. Based on manufacturing headcount | 4. Main sites as of year ended December 31, 2024; locations with fewer than 50 manufacturing employees are not considered to be manufacturing sites.

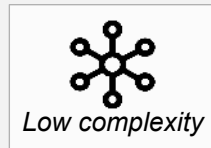
E Resilient supply chain

- › Development of a **robust supply chain**
- › Leveraging **size and economies of scale in purchasing** – one of the largest purchaser of semiconductors
- › **Vertical integration** as fabless semiconductor supplier to manage entire value chain

Electronics procurement



- › 30 sites in direct contact with each supplier



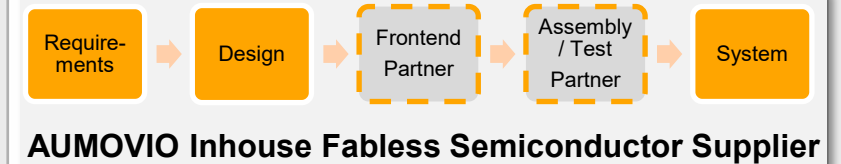
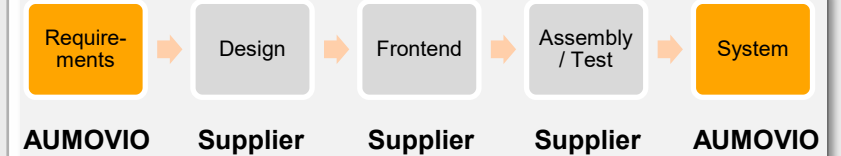
- › 1 interface responsible for 1 supplier globally – **centralized steering**

~€200m

lower inventory yearly through increase of consignment stock

Business continuity through a resilient supply chain

Vertical integration



~15%

of semiconductor purchasing volume targeted to be addressed with in-house solutions

Higher resilience, quality enhancement and cost savings

AOT's contributions to AUMOVIO's ambitions

Innovation leadership

- › **Focusing on the right technologies** for tomorrow's mobility
- › Being at the **forefront of innovation**
- › Leveraging **internal know-how** and **right partners**

Execution excellence

- › **Sustainable cost competitiveness** through efficiency to achieve the **<10% R&D¹ (net)** as % of sales ratio **by 2027E** and **<9% in the long-term**
- › **Right-sized footprint** with the long-term ambition of **45 sites** while being in the market for the market with **>88% best-cost country share**
- › **Capex² below 5%** of sales as ambition
- › Sustaining and improving **robustness of supply chain**

1. Research and Development Expenses (Net) are defined as expenses for research and development less reimbursements that the Group received in this context | 2. Capital expenditure relates to additions to property, plant and 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.



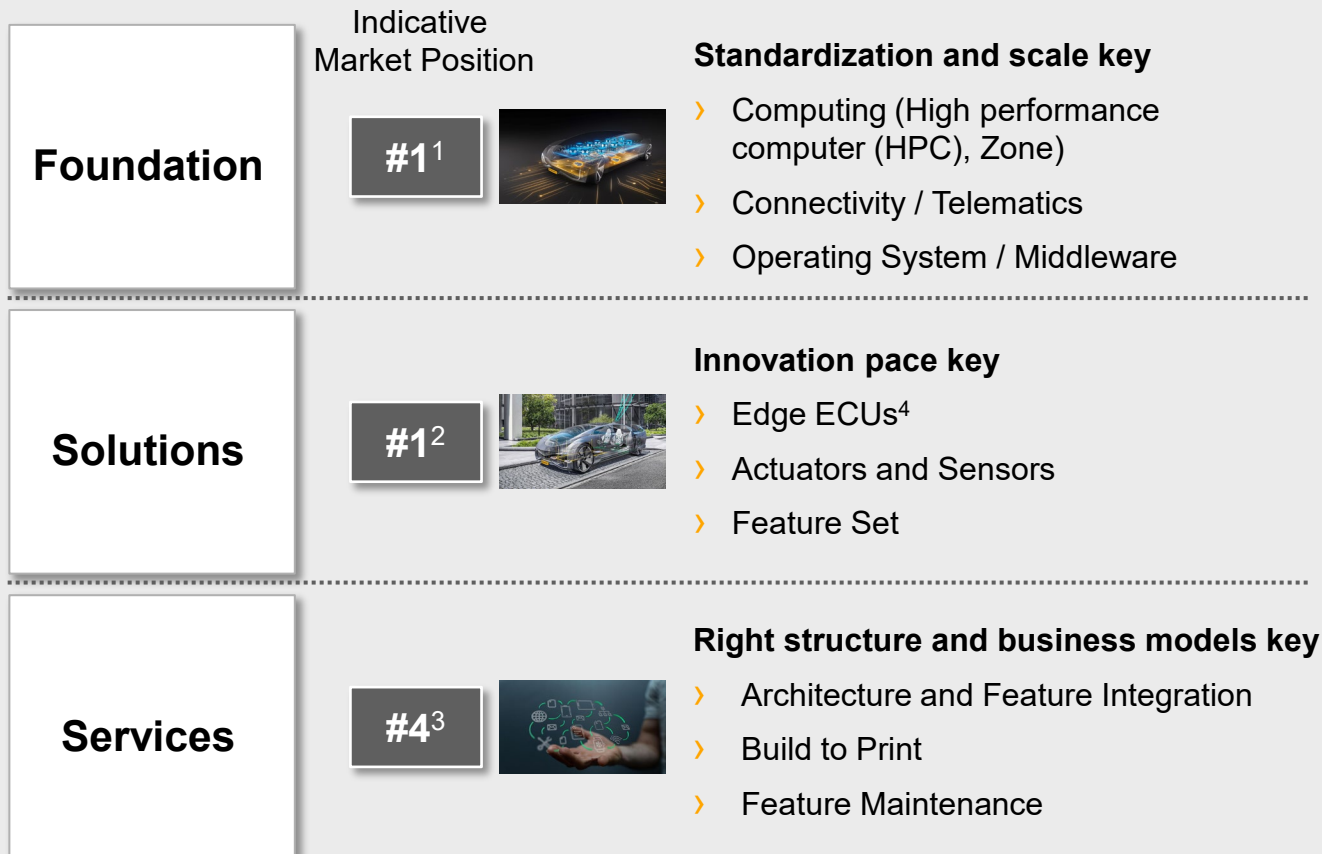
Jean-Francois Tarabbia
Head of BA

Architecture and Network Solutions

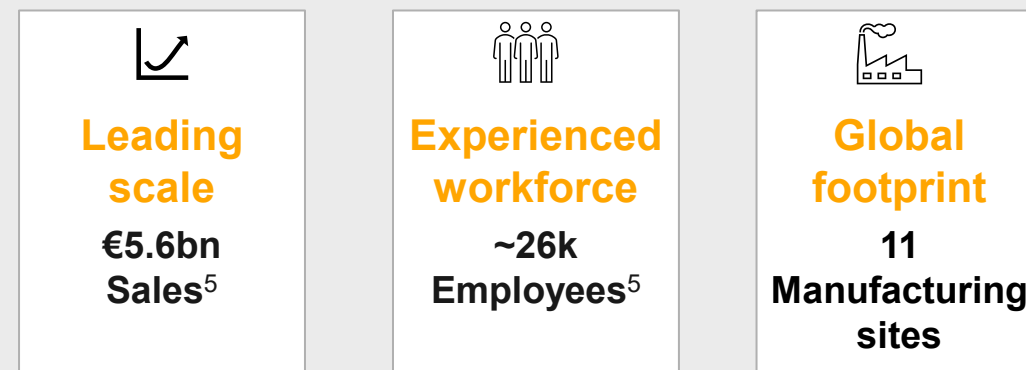
Enabler of value driven architectures

Architecture and Network Solutions (ANS)

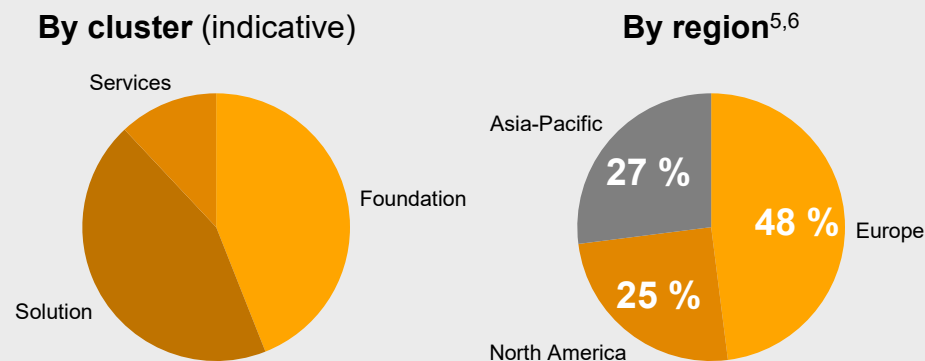
Broad offering across the vehicle architecture



Key facts 2024



Business splits based on sales 2024



Internal estimates as used in footnote 1-3 for the market size incl. sales of competitors in 2024E are based on light vehicle production volumes based on S&P Global Mobility, Global Light Vehicle Production Forecast, January 2024 | 1. Market position based on foundation (incl. body controller, high performance computer, telematics, zone control units (ZCU), and Elektrobit non-service business) sales in 2024 compared to internal sales estimates for competitors in 2024E | 2. Market position based on solutions (incl. actuator controls, antennas, access solutions, data and energy hub, pneumatic seats, PV light) sales in 2024 compared to internal sales estimates for competitors in 2024E | 3. Market position based on services (incl. B2P and Elektrobit services business) sales in 2024 compared to internal sales estimates for competitors in 2024E | 4. Electronic control unit e.g. light control, access, pneumatic seats | 5. Based on the Consolidated Financial Statements of Automotive for financial year ended December 31, 2024 | 6. Sales into geographical markets; excluding sales into "other geographical markets".

Where does ANS play in today's and the emerging architecture?

ANS positioning in the classic and emerging architecture

Classic architecture

Features bound to static hardware and architecture

OEM value chain

Vehicle concept → **Vehicle design** → **Vehicle production** → Maintenance

- › **Main involvement** during **vehicle production**
- › **Required functionality** pre-defined
- › **Differentiation** via **customized** components

Emerging architecture

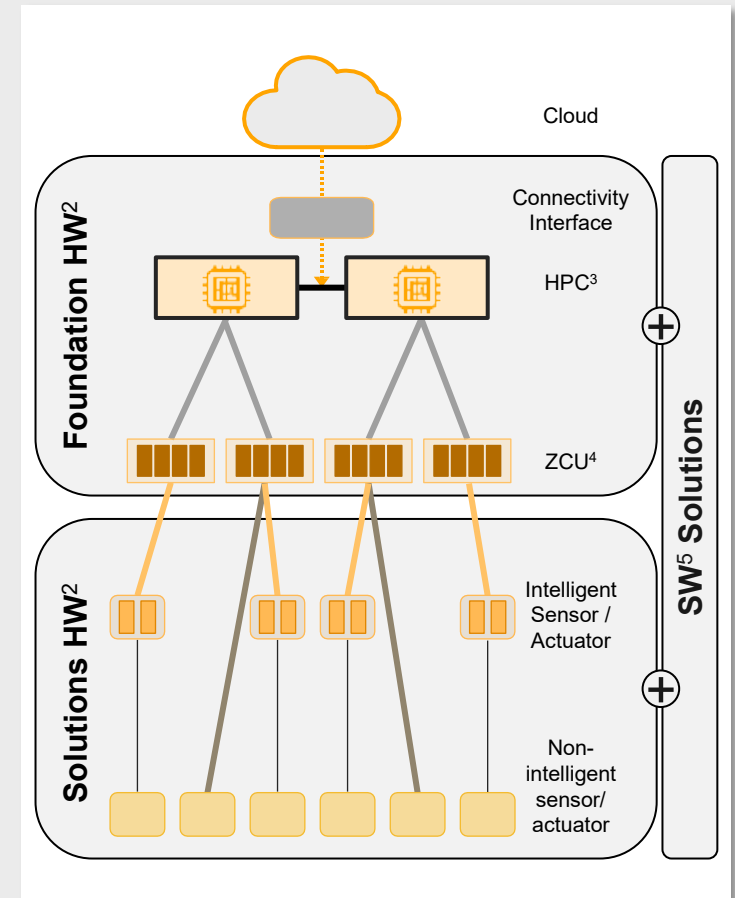
Standardized core products and innovative edge products / software features

New value streams

Vehicle concept → **Vehicle design** → **Vehicle production** → Maintenance

- › **Early involvement** in E2E¹ vehicle architecture
- › **Software defined functionality** enabled
- › Offering along the **entire vehicle life cycle**

Illustrative architecture



1. End-to-end | 2. Hardware | 3. High performance computer | 4. Zone control units | 5. Software.

ANS – Enabler of value driven architectures

- 1 | MARKET LEADER¹** in foundation with access to virtually all OEMs
- 2 | STRUCTURAL GROWTH** at the sweet-spot of the shift to the SDV²
- 3 | INTEGRATOR OF CHOICE** combining tech and auto expertise
- 4 | PARTNER ECOSYSTEM** provides flexibility to OEM customers
- 5 | EXECUTION EXCELLENCE** as the foundation for profitability

1. Market leader in Foundation; Foundation market position based on foundation (incl. body controller, high performance computer, telematics, zone control units (ZCU), and Elektrobit non-service business) sales in 2024 compared to internal sales estimates for competitors in 2024E | 2. Software defined vehicle.

1 Leading market positions and access to virtually all major OEMs

Leading product portfolio

HPC¹
#1

Telematics²
#2

Edge ECUs³
Top position

ANS position today

Customer access

- › OEMs **require ANS tier 1 integrator capabilities**
- › **Long-standing relationship** with virtually all⁶ leading global OEMs
- › Business with **~80%⁴ of top 30 OEMs in Asia**

Global footprint

- › **Global presence** in key markets, with **local-for-local R&D**
- › Unique **customer proximity**
- › Understanding of **relevant regulations and standards**

Attractive portfolio already today

- › **Proven attractiveness** of existing product offering
- › Portfolio **benefitting from structural market growth**
- › **High single-digit profitability⁵** with current product offering

1. High performance computer; market position based on sales in 2024 for central body control module, central computer, domain controller, gateway, and zone electronics based on S&P Global Mobility, Automotive ECU Database 2025, February 2025 | 2. Market position based on sales in 2024 for connectivity based on S&P Global Mobility, Automotive ECU Database 2025, February 2025 | 3. Electronic control unit; market position based on sales in 2024 for electronic control units for doors, lighting, seat, sunroof, and vehicle access based on S&P Global Mobility, Automotive ECU Database 2025, February 2025 | 4. Top OEMs in terms of light vehicle production volumes based on S&P Global Mobility, Global Light Vehicle Production Forecast, February 2025 | 5. In terms of Adj. EBIT margin based on the Consolidated Financial Statements of Automotive for financial year ended December 31, 2024; Adj. EBIT margin defined as adj. EBIT divided by adj. sales multiplied by 100.

2 ANS portfolio at the sweet-spot of the automotive value chain

Megatrends

Software-defined vehicles

Computing power & connectivity

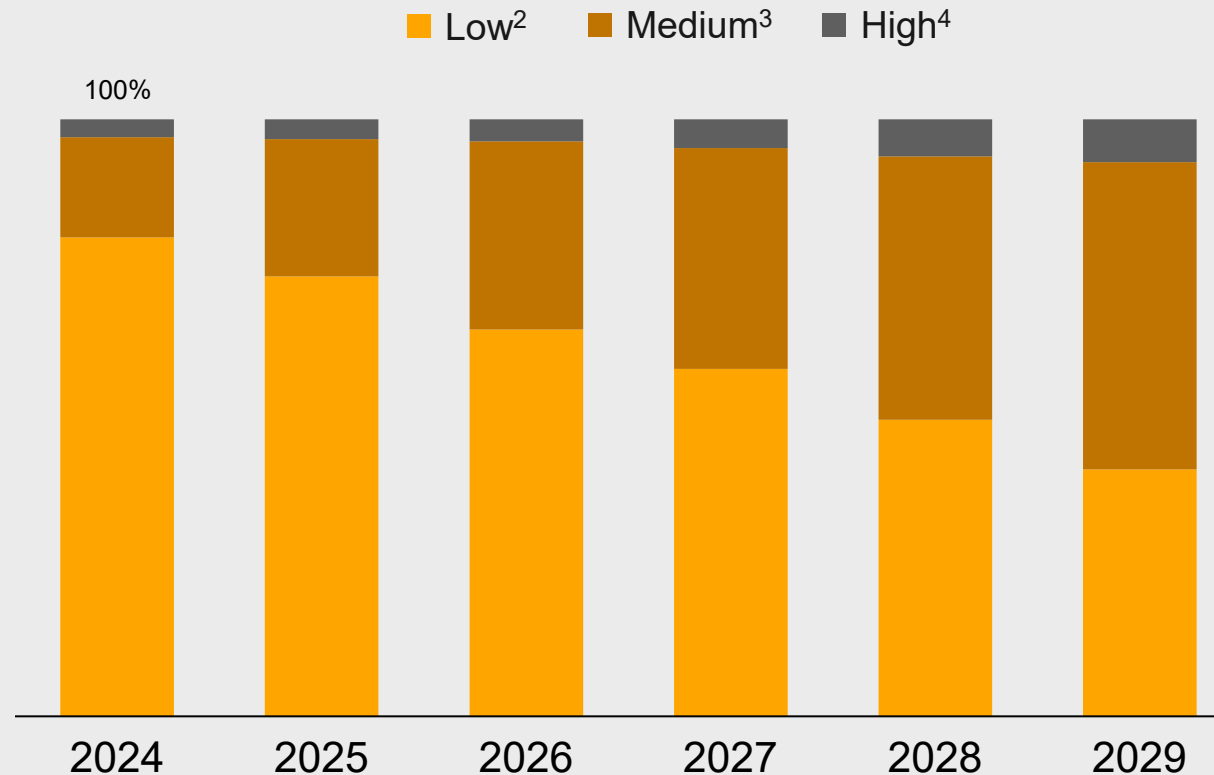
Internet of things

Cloud services

Virtualization and AI

Software defined vehicle readiness level (%)¹

Global vehicle production by SDV⁵ readiness level



Strong growth expected with SDV⁵ adoption...



... but uncertainty regarding speed of transformation

1. Based on S&P Global Mobility – Vehicle SDV Readiness Forecast, March 2025 | 2. Includes SDV readiness levels, Level 0 = not connected | 3. Includes SDV readiness levels, Level 1 = connected, Level 2 = basic upgrades, Level 3 = efficient upgrades | 4. Includes SDV readiness levels, Level 4 = dynamic upgrades, Level 5 = full SDV | 5. Software defined vehicle.

3 Hardware and software excellence drive services growth

Today's strengths...

- ✓ Top 3 with 90% of key portfolio¹
- ✓ Manufacturing expertise
- ✓ Purchasing scale
- ✓ Architecture optimization
- ✓ Ability to manage complex projects
- ✓ Integration & maintenance

... leveraged to capture upside potential from architecture services

Business opportunity

- › Development of **fully tailored architectures**
- › **Seamless execution** of complex projects instead of components only
- › **Architecture collaboration already with several major OEMs**

Unlock new value streams

- › **Architecture** development & **lifecycle** services
- › Favourable payment terms – **earlier reimbursement**

Higher value creation

- › Capture **greater share** of architecture wallet
- › **Optionality via build to print services** for 3rd party architectures

Full stack collaboration with OEMs

- › **Early involvement** as key for holistic offering
- › **Tailored architecture** well aligned with **ANS component specifications and differentiators**

1. Key portfolio includes body controllers, vehicle access, ZCU, actuators, antennas, telematics, PV light, PlaxidityX business; market position based on sales in 2024 for body controllers, vehicle access, telematics, PV light, actuators based on S&P Global Mobility, Automotive ECU Database 2025, February 2025; market position for antennas, ZCU, PlaxidityX business based on ANS sales for the respective product / business in 2024 compared to internal sales estimates for competitors in 2024E.

3 Integrator capabilities as key differentiator vs. competitors

Perspectives on perceived challengers for ANS

OEM in-house

- › **Complex E2E¹ architectures**
- › **Scalability limited**
- › **Longer time-to-market**

Tech giants

- › **Cloud computing & general software expertise, but...**
- › **...no automotive integration expertise**

Local (Chinese) players

- › **Scalability limited**
- › **Integration of market compliant architectural elements driven by regulation**

Integrator capabilities as our key differentiator

Hardware and software capabilities

- › Strong **hardware and software** track-record
- › **Integration** of in-house offering and partners

Experience with automotive-grade solutions

- › **Decades of automotive technology experience**
- › Received the **CLEPA² award for outstanding achievements in automotive SW** development

Scalability across various OEMs

- › Leveraging **expertise across OEMs**
- › Roll-out of **offering to broad customer base**

Broad access to technology

- › **Cross BA technology** access
- › **External technology** access via partnerships

1. End-to-end | 2. Awarded by the European Association of Automotive Suppliers.

4 Strong technology partners to accelerate innovation capabilities

Strategic partnership approach...

We focus on our core competencies!

- › We **compete where we are strong...**
- › ...**or** enter into **strategic partnership**

We partner with the best!

- › We have a **broad partner network**
- › **Full flexibility** to choose partners (partner agnostic)

Stronger together!

- › Combining our **automotive and integration expertise** with our partners capabilities

...with clear benefits

Broad technology access

- ✓ Partners capabilities in complementary offerings, e.g. smartphone technology for automotive

Strong supplier base

- ✓ >800 companies in supplier base

Forefront of innovation

- ✓ Startup network for innovation and speed; Integrating and scaling innovation in automotive market

Broad range of proof-points and use cases for successful partnerships



& More

5 Execution excellence as the foundation for profitability

Areas for improvement addressed and in execution

Close project steering



New business setup



Gross margin improvement



Cost competitive offering key

- › **Ensure optimal project setup** in terms of competencies, locations and customer proximity
- › **Early warning system** to detect deviations and trigger mitigation
- › New business model with **upfront customer payment**
- › Incubation of **sustainable software and service offering**
- › **Product portfolio management** for better margin
- › Significant **reduction of production and logistic costs**
- › Continuous **Re-DTC**¹
- › **Reduction of 2 management layers**
- › **Increased R&D efficiency** with better processes and footprint
- › **R&D**² (net) as % sales reduced by **350bps** since 2022



Successful turnaround

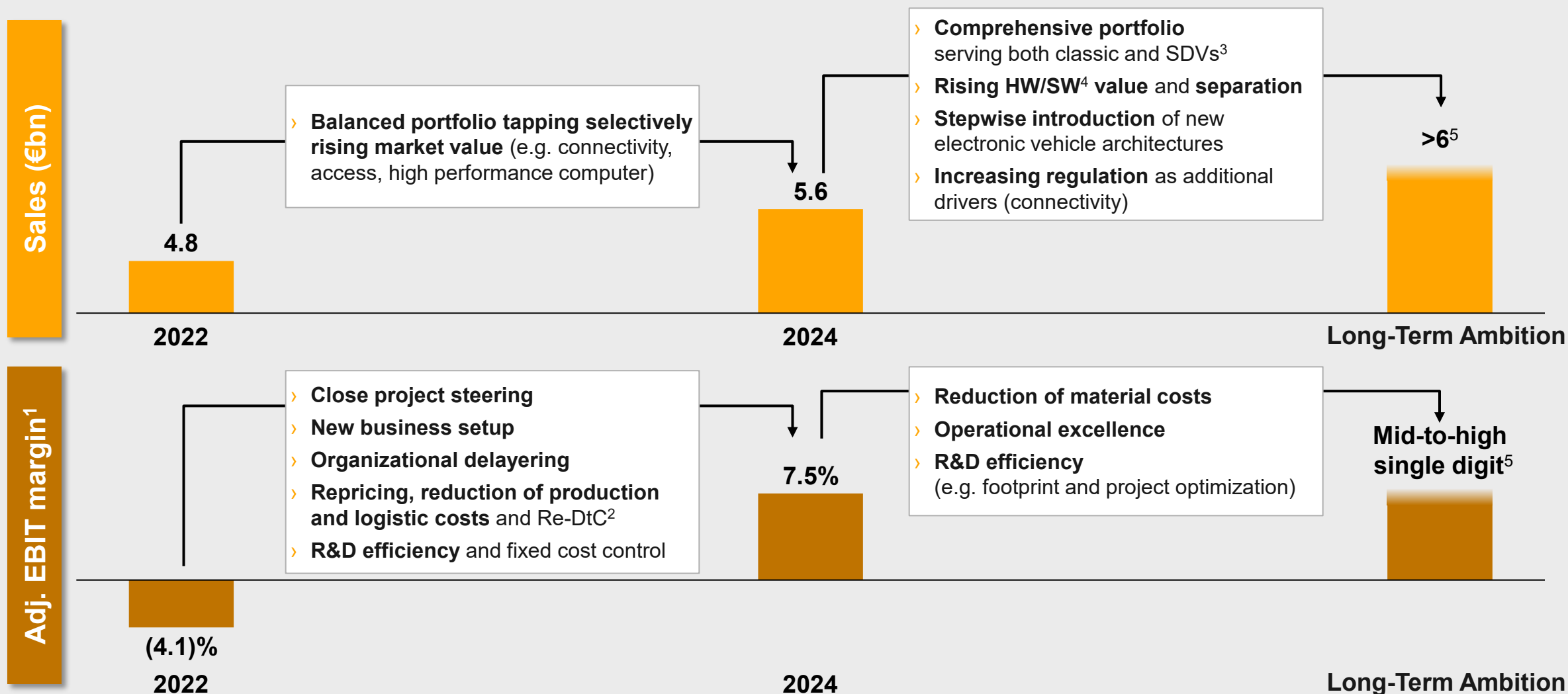
Adj. EBIT margin '22
(4.1)%³

Adj. EBIT margin
increase
~12%pts

Adj. EBIT margin '24
7.5%³

1. Re-design to cost | 2. Based on the Consolidated Financial Statements of Automotive for financial year ended December 31, 2024 and 2022; Research and Development Expenses (Net) are defined as expenses for research and development less reimbursements that the Group received in this context | 3. Based on the Consolidated Financial Statements of Automotive for financial year ended December 31, 2024 and 2022; Adj. EBIT margin defined as adj. EBIT divided by adj. sales multiplied by 100.

5 Financial development and our long-term ambition



Financials based on the Consolidated Financial Statements of Automotive | 1. Adj. EBIT margin defined as adj. EBIT divided by adj. sales multiplied by 100 | 2. Re-design to cost | 3. Software defined vehicles | 4. Hardware/software | 5. Ambitions are solely indicative and not a reliable predictor of future outcomes.



Dr. Ismail Dagli
Head of BA

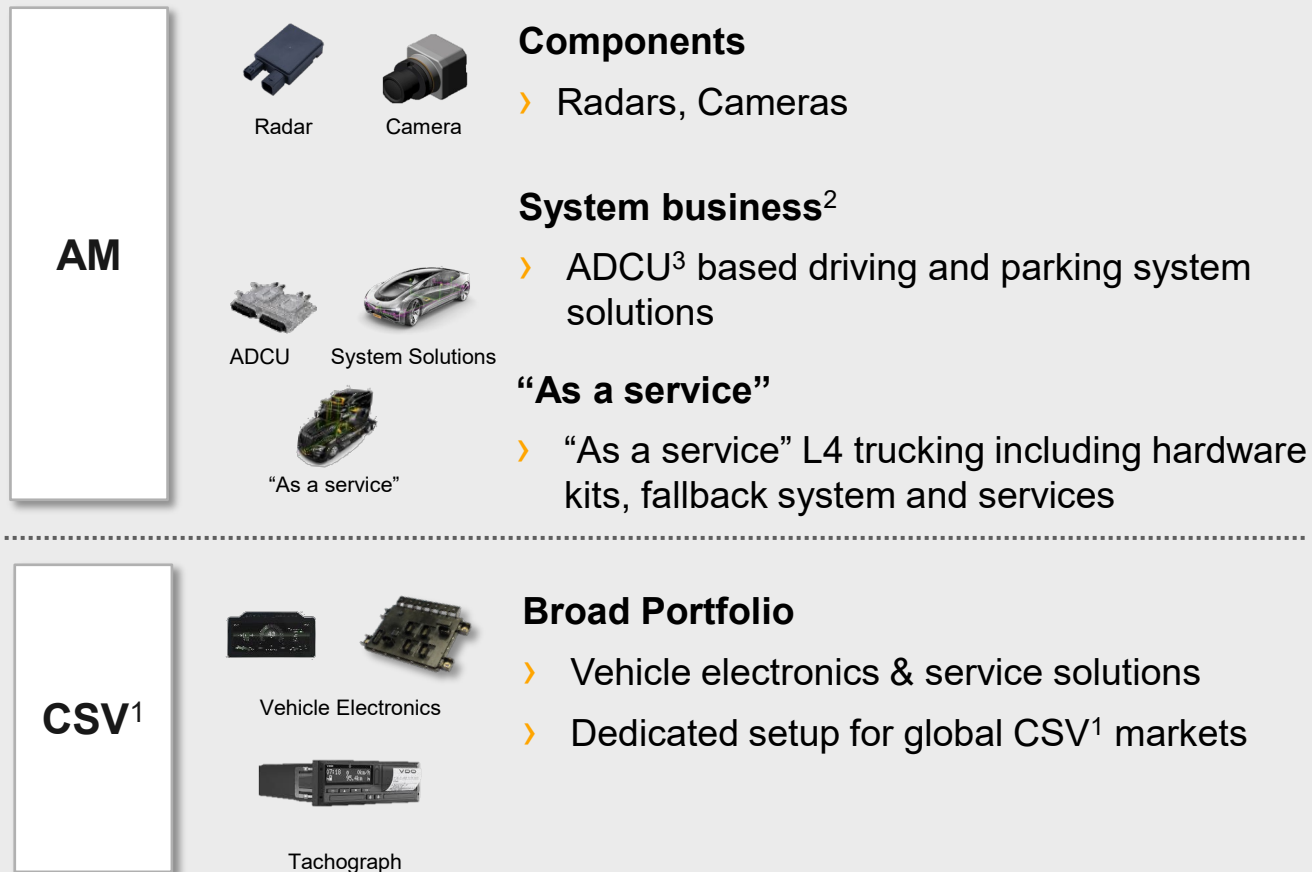
Autonomous Mobility

Pioneering the autonomous future

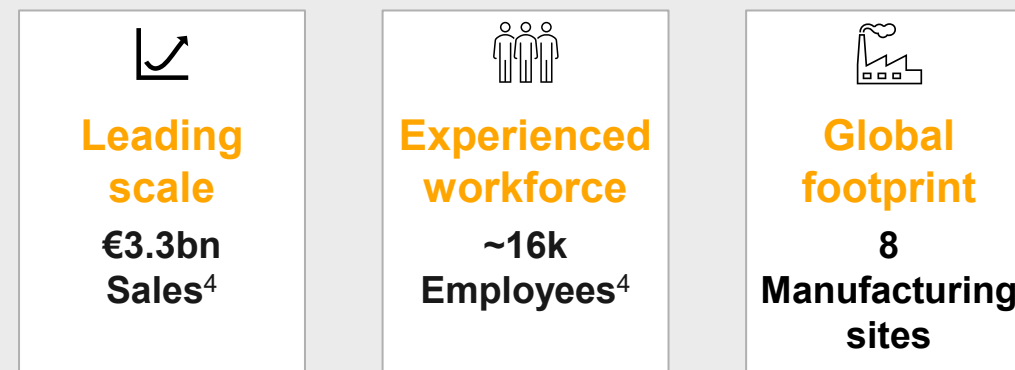


Autonomous Mobility (AM)

Broad offering across AM and CSV¹



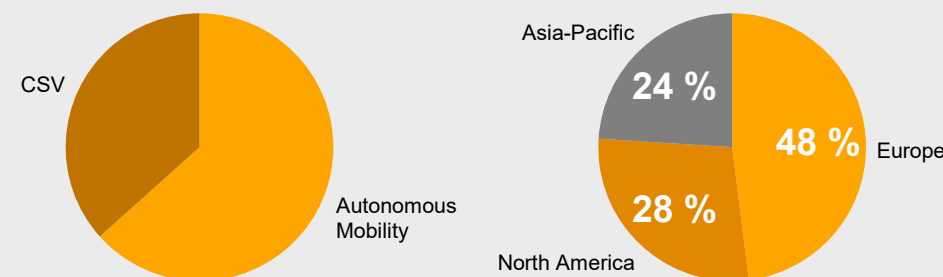
Key facts 2024



Business splits based on sales 2024

By cluster (indicative)

By region^{4,5}



1. Commercial and special vehicles | 2. ADCU and Ultrasonics and further components are part of systems | 3. Advanced Driver Assistance Control Unit | 4. Based on the Consolidated Financial Statements of Automotive for financial year ended December 31, 2024 | 5. Sales into geographical markets; excluding sales into "other geographical markets".

AM – Pioneering the autonomous future

Autonomous Mobility

1 | LEADING COMPONENTS top position in radar & camera¹

2 | SYSTEM SOLUTIONS scalable and cost efficient

3 | “AS A SERVICE” UPSIDE POTENTIAL with Autonomous Trucking

CSV

4 | MARKET LEADER IN CSV² with healthy financial profile

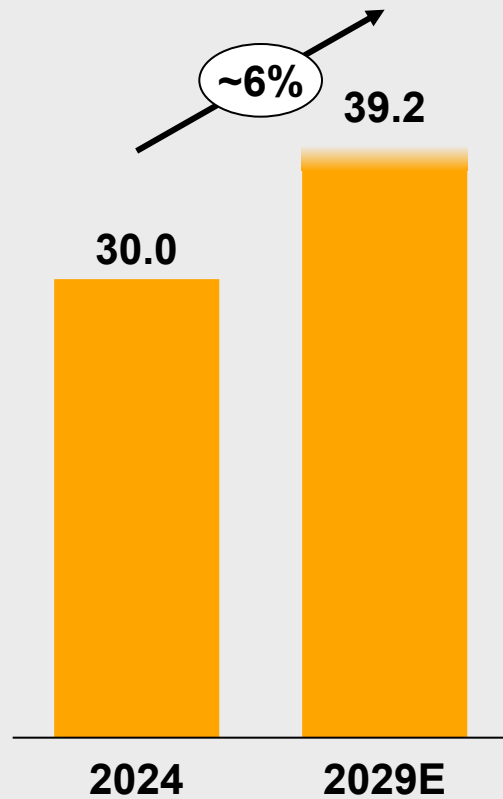
5 | UPSIDE POTENTIAL with significant growth from attractive offering

1. Leading position for front sensing cameras | 2. Commercial and special vehicles.

Global structural growth driven by increasing AD¹ demands

AM market²

(Sales in €bn)



Key drivers by product cluster

AUMOVIO Position		Market (Sales in €bn)	
Components ³	Top 3 ⁴	Size 14.7 CAGR ⁸ ~4%	<ul style="list-style-type: none"> Increasing automated driving / ADAS⁹ adoption (safety, acceptance) Content per vehicle growth in a competitive market
Systems Solutions & ADCU ^{5,6}	Target: Top Position	Size 15.3 CAGR ⁸ ~6%	<ul style="list-style-type: none"> Growth is predominantly driven by the democratization of the L2+ market China as key high growth region with own ecosystem
As a service ⁷	Target: Top Position	Size >5 in 2033E	<ul style="list-style-type: none"> Emerging market: L4 market gaining momentum starting 2027E Demand for L4 trucking: Road safety, driver shortage, operation time limitations, transportation costs

Market sizes and market positions as used in footnote 2,3,6,7,8 are based on the Industry Study | 1. Automated driving | 2. Market includes sales in 2024 for sensing (Cameras, Ultrasonic, LiDAR, Radar), Computing (ADAS ECU), SW Stack (4D Model, Localization, Motion, Perception, Sensor fusion) for passenger cars and LCVs, w/o aftermarket | 3. Market includes sales in 2024 for Cameras, Radar, and LiDAR | 4. Based on Techno Systems Research; market position based on volume in 2022 for components (incl. radars, front sensing cameras, 3D non-mechanical lidars) compared to tier 1 suppliers | 5. Advanced Driver Assistance Control Unit | 6. Includes sales in 2024 for AD SW, ADAS ECU, and Ultrasonic | 7. Includes sales in 2033E for L4 HWaaS | 8. CAGR based on 2024-2029E | 9. Advanced driver assistance systems.

Addressing the right market needs with three pillar strategy

Strengthen stable foundation...

...while expanding to future growth areas

Components



Radar



Camera

Leading component business

Innovative technologies

Market leadership

Cost competitive

Manufacturing excellence



Systems Solutions



Xelve Park



Xelve Drive

neueHCT

Astra/Luna

Democratizing driving and parking solutions

Full-stack competency

Proven system integration expertise



As a service



Pioneering Autonomous Trucking

Ecosystem of partners

Ability to scale technologies

1 Leading position in radars¹ and cameras² business

Selective ADAS³ components portfolio...

Radars



25 years
of ADAS³ experience



Leading position
20% Radar market
share¹



>€1.5bn order
intake⁴ in Q1/2025

Cameras

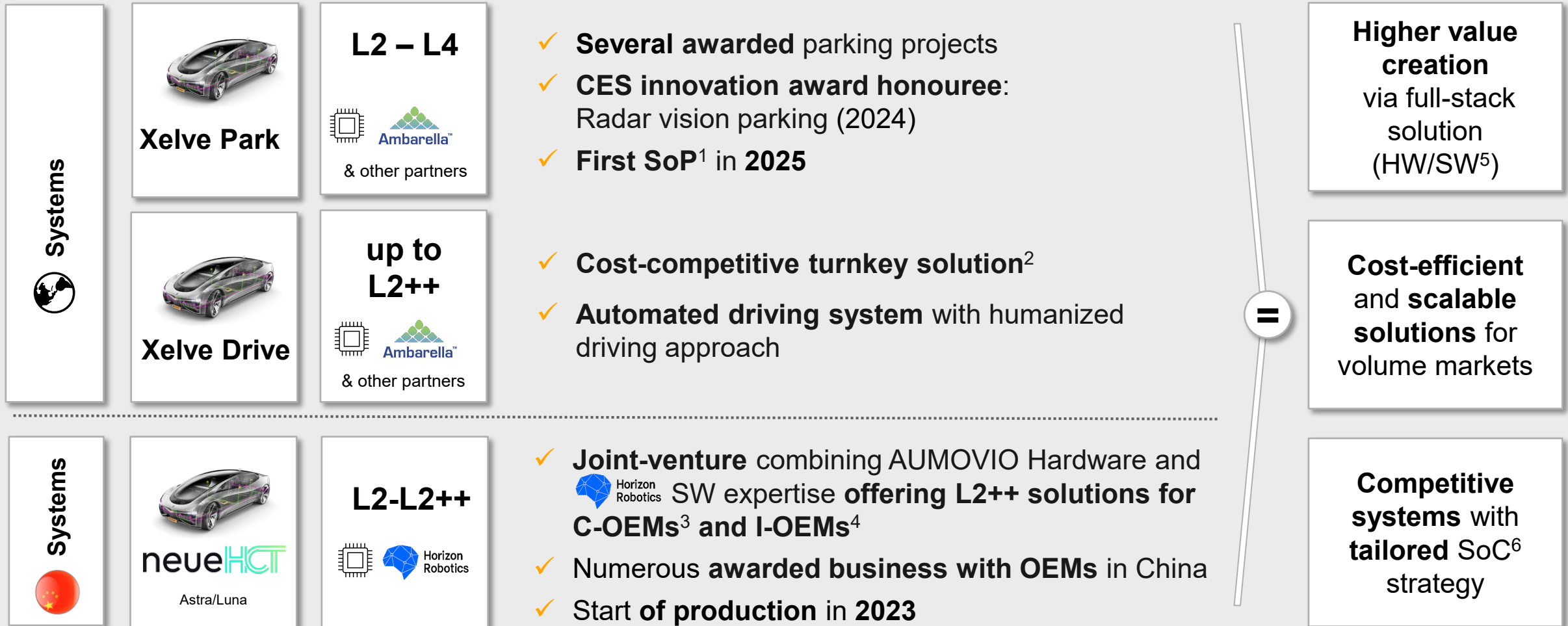


...paired with clear focus areas allows us to win

- › **Market-driven** cutting-edge technology
- › **Cost competitiveness** as key requirement
- › **Qualification for relevant automated driving stack players (L2-L4)**
- › **Local-for-local in all relevant regions** (Europe, North America, APAC)

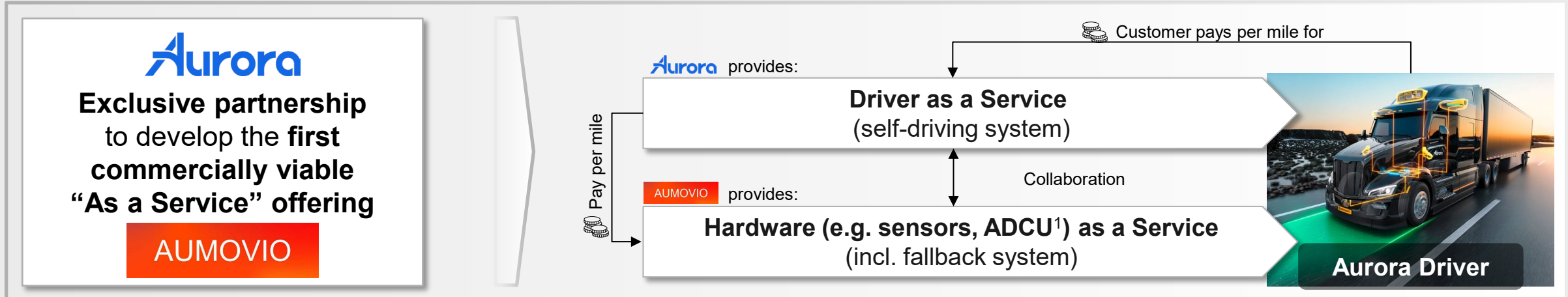
1. Based on IDTechEx; market position based on sales in 2022 for all radars compared to tier 1 suppliers | 2. Based on IDTechEx; market position based on sales in 2022 for front sensing cameras compared to tier 1 suppliers | 3. Advanced driver assistance systems | 4. Order Intake is calculated as the sum of estimated project lifetime sales acquired within the respective fiscal quarter.

2 Tailored systems solutions to target systems growth market



ADCU and Ultrasonics and further components are part of systems | 1. Start of production | 2. Ready-to-use system that a customer can implement immediately with minimal effort | 3. Chinese OEMs | 4. International OEMs | 5. Hardware and software | 6. System on chip.

3 Pioneering “As a Service” business with strong growth upside potential



Tailwinds driving attractive economics

Attractive total cost of ownership



Boosts strong growth

Growth market



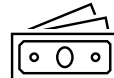
Awarded sales of up to €4.8bn

Recurring sales



New business model "Pay per mile"

Upselling opportunities



HW² + fallback system for new partners

Clear path to commercialization

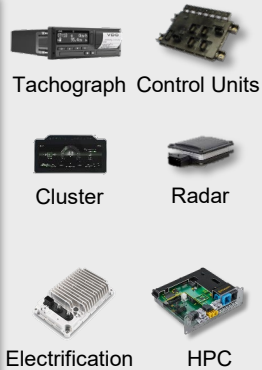
- ✓ Completed blueprint and design in '23
- ✓ Build and test of initial hardware in '24-'25
- ✓ Commercial launch in Q2/2025 (Aurora launched self-driving truck service in Texas, US)
- › Industrialisation and validation in 2026
- › SoP³ of commercially scalable system in 2027

1. Advanced Driver Assistance Control Unit | 2. Hardware | 3. Start of production.

4 Holistic CSV offering to address structurally growing market

Broad & holistic CSV¹ offering

OEM Business



Core Business

- › Tachographs, Control Units & Telematics
- › Instrumentation & ADAS²

Business Expansion

- › SDV³, HPC⁴, and Connectivity
- › Electrification Components

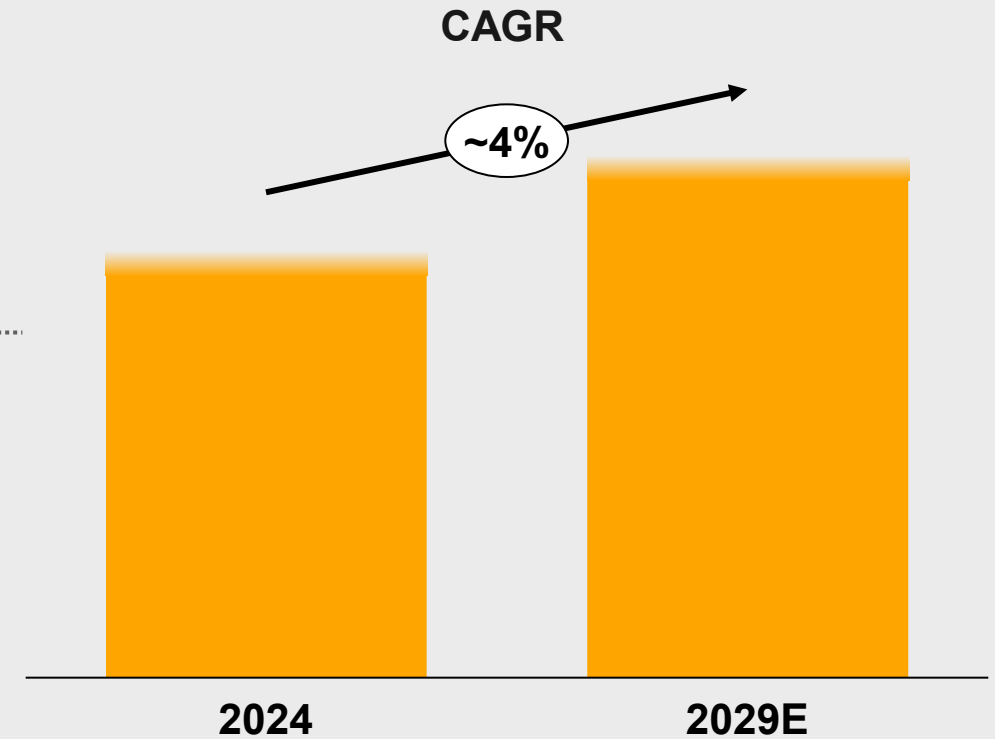
Fleet & Workshop



Connected and Intelligent Solutions

- › Tachograph ecosystem for fleets and workshops
- › Service portfolio to ensure seamless compliance with European regulations
- › Delivered through **VDO** brand

Addressable CSV¹ market⁵



1. Commercial and special vehicles | 2. Automated driving assistance systems | 3. Software defined vehicle | 4. High performance computer | 5. Based on the Industry Study; market size based on sales for Instrumentation (Analog and digital instrumentation, Cockpit domain solution), Body and vehicle CUs (Basic setup (body and vehicle CU), domain centralized setup (body/domain, VCU, ext. mod.), software defined setup (body HPC, zone CU)), Tachographs, Fleet management service for medium- and heavy-duty commercial vehicles, w/o aftermarket.

4 Established market leader with healthy financial profile and strong upside potential

#1 Market position¹

- › **Top global market position in CSV**
- › Substantiated through **strong order intake² of €0.8bn in Q1 2025**

Synergetic with automotive offering

- › **Leveraging technologies** from passenger car business to commercial and special vehicles markets

Trusted partner

- › **Strong supply-chains** in times of global uncertainties
- › Utilize **deep-rooted expertise** and **market dedication** to drive strategic **co-development**

Portfolio management

- › **Constant realignment of portfolio** in fragmented markets
- › **Consequent divestment of aftermarket fleet management solutions** in the US and Asia

Upside potential

Healthy financial profile
in growing market (4% CAGR)³

Continuous **portfolio extension**
in **OEM** business to increase
content per vehicle

Growth beyond OE⁴ vehicle production volumes with data-powered service solutions in the tachograph ecosystem

=

1. Based on the Industry Study; market position and market share based on sales in 2023 for Instrumentation (Analog and digital instrumentation, Cockpit domain solution), Body and vehicle CUs (Basic setup (body and vehicle CU), domain centralized setup (body/domain, VCU, ext. mod.), software defined setup (body HPC, zone CU)), Tachographs, Fleet management service for medium- and heavy-duty commercial vehicles, w/o aftermarket compared to selection of relevant competitors | 2. Includes €0.7bn order intake calculated as the sum of estimated project lifetime sales acquired within the respective fiscal quarter and €0.1bn sales including fleet & aftermarket services not included in the standard order intake definition | 3. Based on the Industry Study; market size based on sales for Instrumentation (Analog and digital instrumentation, Cockpit domain solution), Body and vehicle CUs (Basic setup (body and vehicle CU), domain centralized setup (body/domain, VCU, ext. mod.), software defined setup (body HPC, zone CU)), Tachographs, Fleet management service for medium- and heavy-duty commercial vehicles, w/o aftermarket; CAGR based on 2024-2029E | 4. OE stands for original equipment; growth beyond OE vehicle production volumes with portfolio addressing vehicles in operation.

5 Improved profitability from interplay of growth and cost initiatives

Growth initiatives

Business expansion

- › “As a service” & systems business, CSV¹ electrification, tachograph system and services
- › Future capitalization of current pre-investments in R&D for business expansion

Partnership approach

- › Broad set of partners e.g. Horizon Robotics, Aurora, Ambarella, AWS, Google

Portfolio management

- › Phase out of low growth and non-profitable products e.g. SmartCam², HFL³
- › Divestment of aftermarket telematics solutions in the US and Asia



Cost initiatives

Fixed cost reduction

- › Right-sizing of S,F&GA⁴ and R&D (~12% workforce reduction since 2023)

Organizational complexity

- › 2 layers reduced since 2023
- › Improvement of coherence in R&D footprint

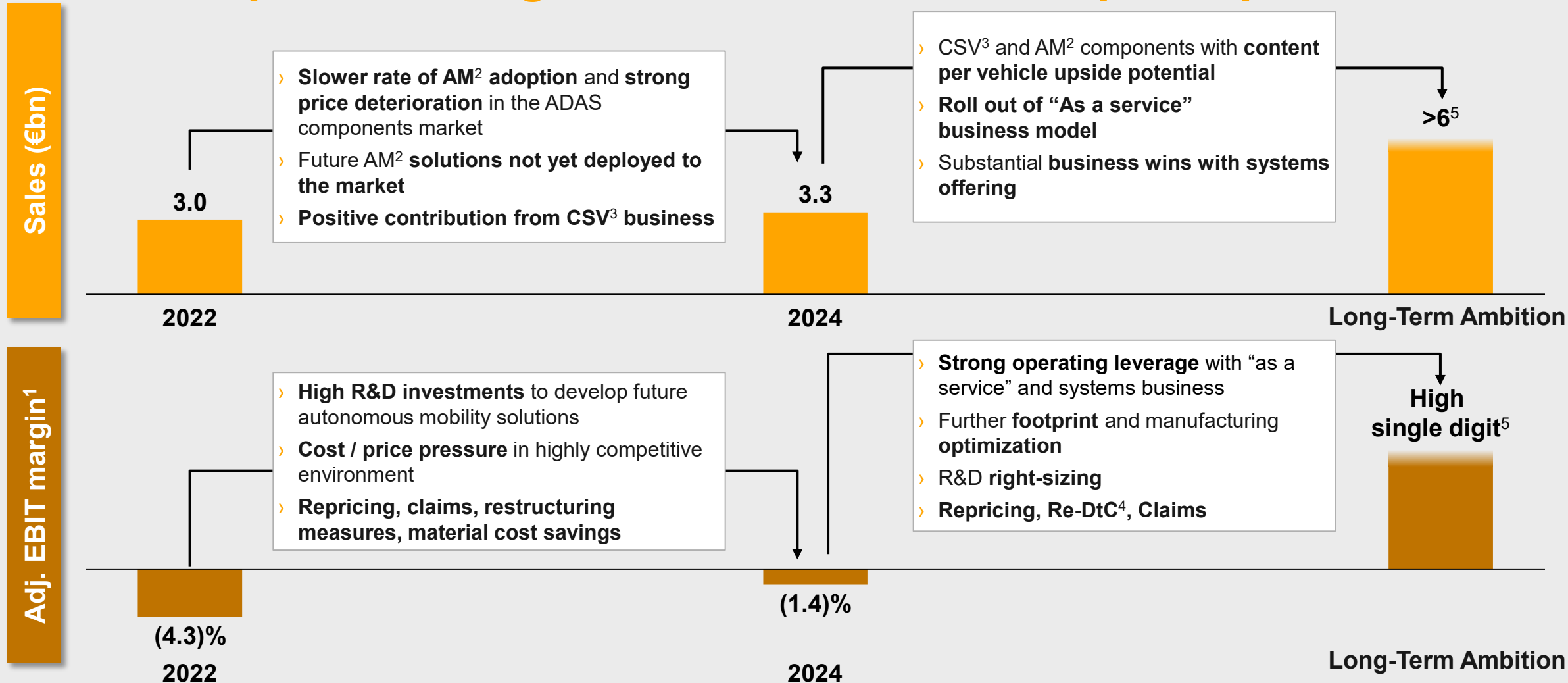
Design to cost and cost reduction programs

- › Strong technological integration (e.g. single chip radar solution RoC⁵, launch on package)
- › Modular product families (Satellite Camera & Radar)

Growth initiatives paired with cost initiatives drive profitability improvements

1. Commercial and special vehicles | 2. AUMOVIO development of next generation SmartCameras stopped; new SmartCameras now only available within AUMOVIO portfolio via HCT (JV w. Horizon Robotics) | 3. High frequency lasers | 4. Sales, finance & general administration | 5. Radar on chip.

5 High margin “As a Service” and System business backed by content per vehicle growth drives financial upside potential



Financials based on the Consolidated Financial Statements of Automotive | 1. Adj. EBIT margin defined as adj. EBIT divided by adj. sales multiplied by 100 | 2. Autonomous mobility | 3. Commercial and special vehicles | 4. Re-design to cost | 5. Ambitions are solely indicative and not a reliable predictor of future outcomes.



Pavel Prouza
Head of BA

User Experience

The exciting differentiator

User Experience (UX)

Broad In-Car Experience offering

Display Solution

Indicative
Market Position

#1¹



- › Pillar to Pillar & Multi Displays
- › Driver Information Displays
- › Center Displays

Head-up Display

#1²



- › Windshield & AR⁴ HUDs
- › Scenic View Head-Up
- › Projection

Digital Cluster

Top 2³



- › Full Digital Cluster

Key facts 2024

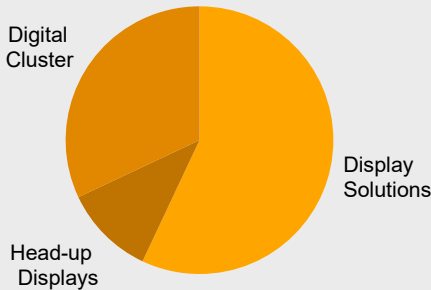

Leading scale
€3.1bn Sales⁵


Experienced workforce
~13k Employees⁵

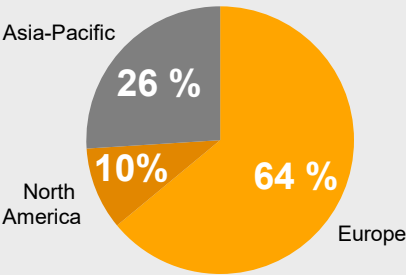

Global footprint
10 Manufacturing sites

Business splits based on sales 2024

By cluster (indicative)



By region^{5,6}



Internal estimates as used in footnote 1-3 for the market size (accessible market excl. BYD and Tesla) incl. sales of competitors in 2024E are based on light vehicle production volumes based on S&P Global Mobility, Global Light Vehicle Production Forecast, May 2023; as at the date of this presentation, the underlying data for the sales of competitors in 2024A was not available. The market positions of UX may be higher based on the sales of competitors in 2024A | 1. Market position based on display solutions (incl. center displays, FDC displays, multi large displays and other displays) sales in 2024 compared to internal sales estimates for competitors in 2024E | 2. Market position based on head-up displays (incl. augmented reality HUDs, combiner HUDs, scenic view HUDs, windshield HUDs) sales in 2024 compared to internal sales estimates for competitors in 2024E | 3. Market position based on digital cluster sales in 2024 compared to internal sales estimates for competitors in 2024E | 4. Augmented reality | 5. Based on the Consolidated Financial Statements of Automotive for financial year ended December 31, 2024 | 6. Sales into geographical markets; excluding sales into "other geographical markets".

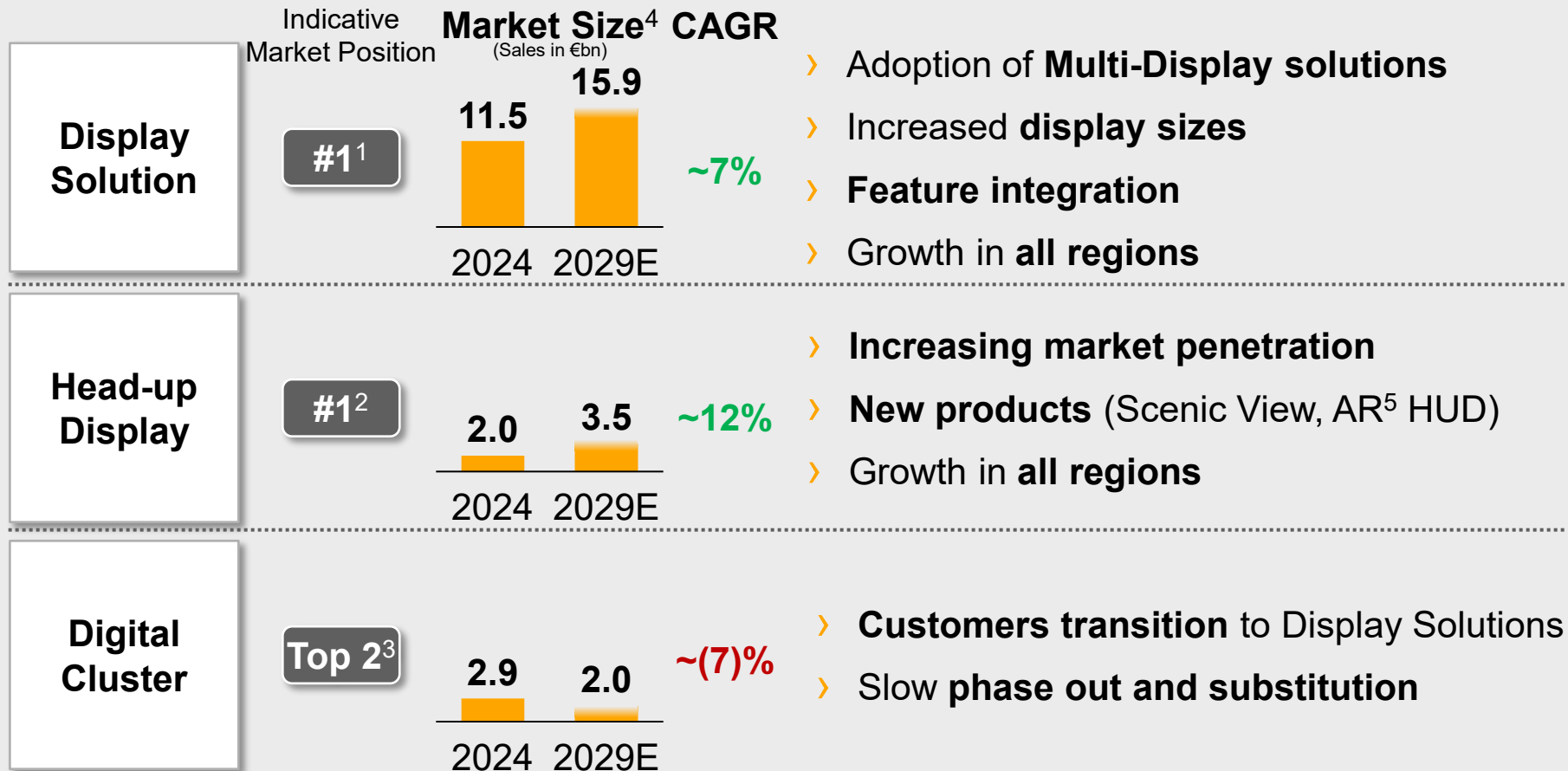
UX – The exciting differentiator

- 1 | LEADER¹ IN GROWTH MARKETS** with CPV² upside potential
- 2 | INDEPENDENT AND FLEXIBLE** through integration expertise
- 3 | BROAD TECHNOLOGY OFFERING** serving premium and volume
- 4 | EXISTING MEGAFACTORIES** for economies of scale & efficiency
- 5 | UPSIDE POTENTIAL** from structural growth and cost management

1. Based on market positions for Display Solutions and Head-up Displays | 2. Content per Vehicle.

1 Market leader benefitting from significant CPV growth

Key drivers by UX clusters



Growth drivers



Pillar to Pillar Display



Scenic View Head-up Display



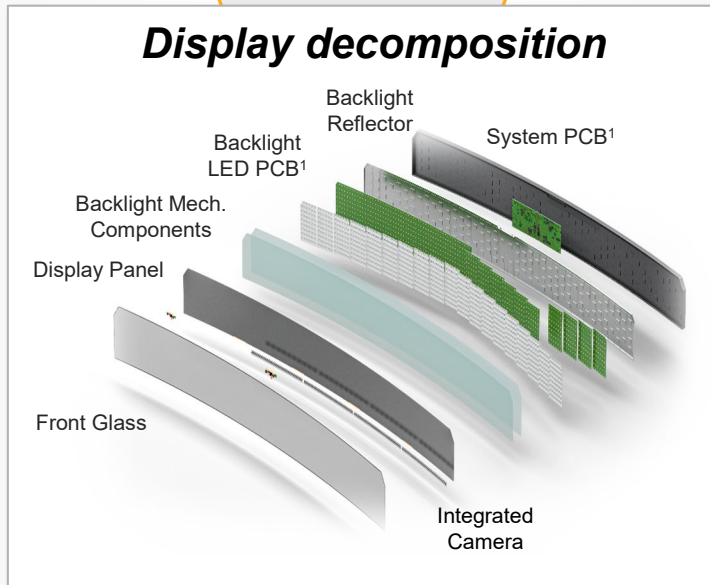
Feature integration / Camera behind Display

Internal estimates as used in footnote 1-3 for the market size (accessible market excl. BYD and Tesla) incl. sales of competitors in 2024E are based on light vehicle production volumes based on S&P Global Mobility, Global Light Vehicle Production Forecast, May 2023; as at the date of this presentation, the underlying data for the sales of competitors in 2024A was not available. The market positions of UX may be higher based on the sales of competitors in 2024A. | 1. Market position based on display solutions (incl. center displays, FDC displays, multi large displays and other displays) sales in 2024 compared to internal sales estimates for competitors in 2024E | 2. Market position based on head-up displays (incl. augmented reality HUDs, combiner HUDs, scenic view HUDs, windshield HUDs) sales in 2024 compared to internal sales estimates for competitors in 2024E | 3. Market position based on digital cluster sales in 2024 compared to internal sales estimates for competitors in 2024E | 4. Based on the Industry Study; market size based on sales in 2023 for relevant products for passenger cars and LCVs, w/o aftermarket; display solutions includes display solutions w/o SW, head-up displays includes head-up displays, digital cluster includes driver information displays w/ SW | 5. Augmented reality.

2 Independence + Integrator capabilities as key enabler

Independence

- › Vast strategic independence from display panel producers – more than 10 qualified display panel suppliers
- › Multiple source approach for nearly all projects
- › Full flexibility in sourcing and Make-or-Buy decision for each component



Integration capabilities

- › Tailored offering integrating full range of technologies & features
- › Product innovation through integration of partners (>50 active partnerships) and own latest technologies
- › Cost optimization through lean designs and integration of best-cost inputs



Tailored customer product at reduced costs



Resilience through broad supplier base



Leading technology and lower time to market



Ability to serve volume and premium market

1. Printed Circuit Board.

3 For broad and differentiated technology offering

✓ **Independence and integrator capabilities**

✓ **Production and purchasing at scale**

✓ **Broad customer and partner network**

Premium: Advanced high-tech displays



Pillar to Pillar Display – Mercedes³

~5 Annual innovation awards won

Market introduction of OLED & P2P¹

>€5bn Premium order intake²

Volume: Cost competitive volume market solutions



Double Display – Hyundai Kona⁴

On pathway towards ideal best-cost setup

Cost-saving innovations

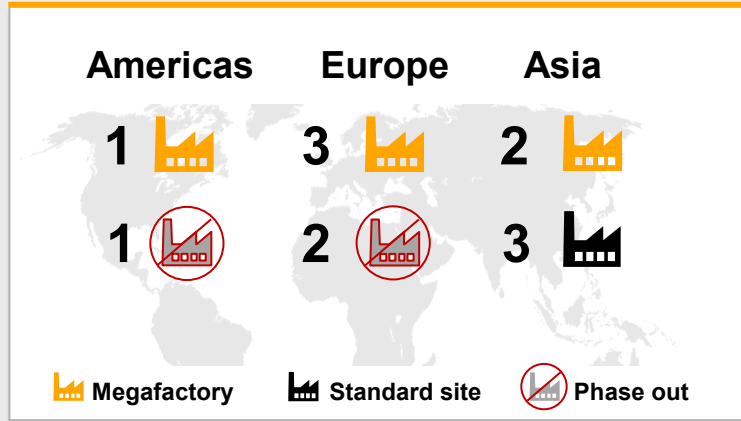
>€5bn Volume order intake²

► **UX can offer the full spectrum of exciting products** – from high-end innovation to cost-optimized solutions ◀

1. Pillar to pillar | 2. Order Intake is calculated as the sum of estimated project lifetime sales acquired within the respective fiscal year; awarded lifetime sales for Display Solutions 2022-2024, in total >€10bn lifetime sales | 3. Picture is under copyright by Mercedes-Benz Group | 4. Picture is under copyright by Hyundai Motors Group.

4 Unlocking the full potential of our well invested BCC¹ footprint

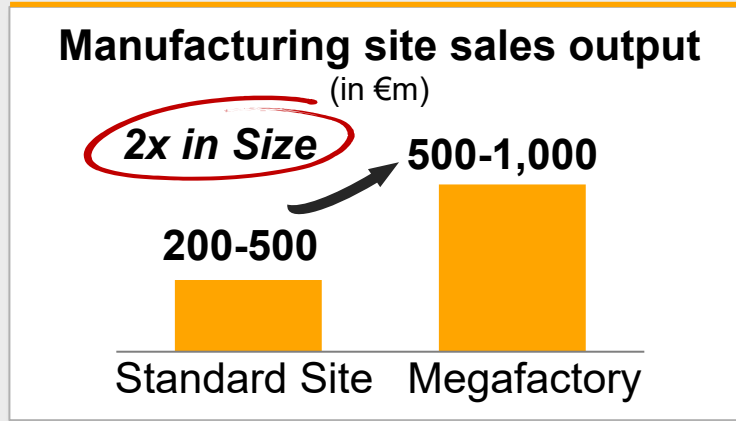
Streamlined, global and resilient footprint²...



- ✓ **Well-invested** asset base with 6 global **Megafactories**
- ✓ **Major investments done** ~€800m L3Y³
- ✓ **Local-for-Local** approach with full shift to **best-cost countries** (phase out of 3 sites in execution)



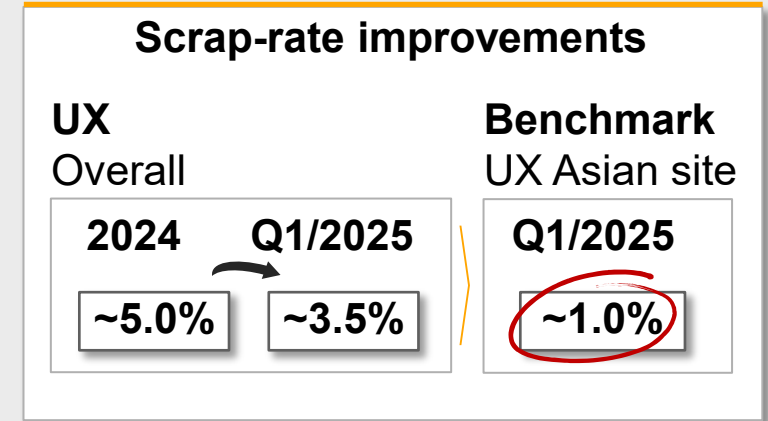
... complemented by highly efficient Megafactories...



- ✓ **Identical setup** globally and **standardized production lines**
- ✓ **Economies of scale**, reduced manufacturing site overhead costs
- ✓ **Re-use** and **multi-use** of assets



...drives sustainable operational excellence



- ✓ Performance benefits via **standardization & bundling**
- ✓ Identical setup enables fast **transfer of lessons learned**
- ✓ Efficient **ramp-up and scaling** of new **mega projects**

1. Best cost country | 2. Footprint consists of 10 UX lead sites and two sites with lead at other Business Areas | 3. Based on the Consolidated Financial Statements of Automotive; Capital expenditure relates to additions to property, plant and 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.

5 Key levers in execution to deliver on upside potential (1/2)

Major pillars identified

Footprint optimization

Site phase out in execution

Karben



2025

Guarulhos



2025¹

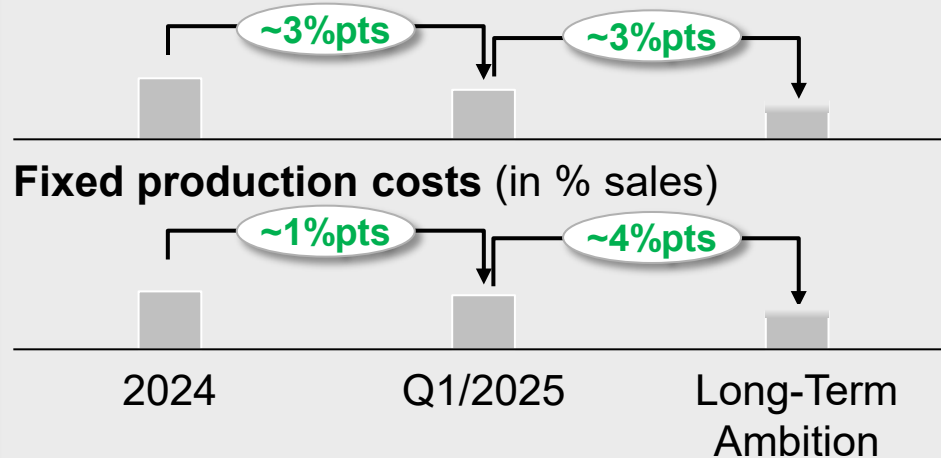
Babenhausen



2026

Strict cost management

Variable production costs (in % sales)



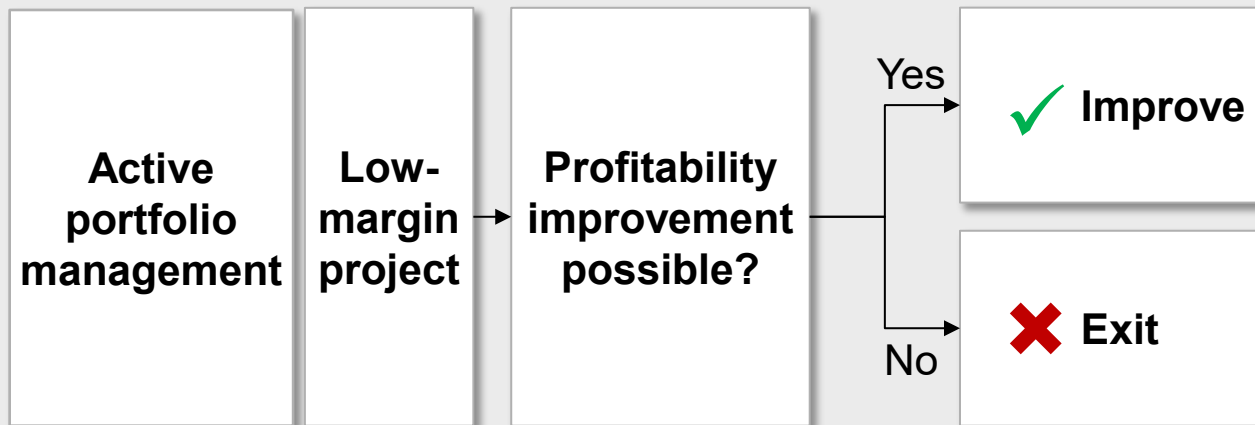
With clear action plan in execution

- › **Exiting 3 sites** to establish 100% **best-cost country footprint**
- › **Elimination of overlapping structures** and **legacy cost layers**
- › **Utilization improvement of Megafactories**
- › **Efficiency benefits** from **standardization** (e.g. best practice transfer between factories)
- › **Right-sizing of resources**
- › **Further costs reduction** for manufacturing sites
- › **Strong performance improvements** starting to be **realized**

1. Lead production is phasing out within 2025 and remaining production is phasing out until 2030 and will be served through another Business Area.

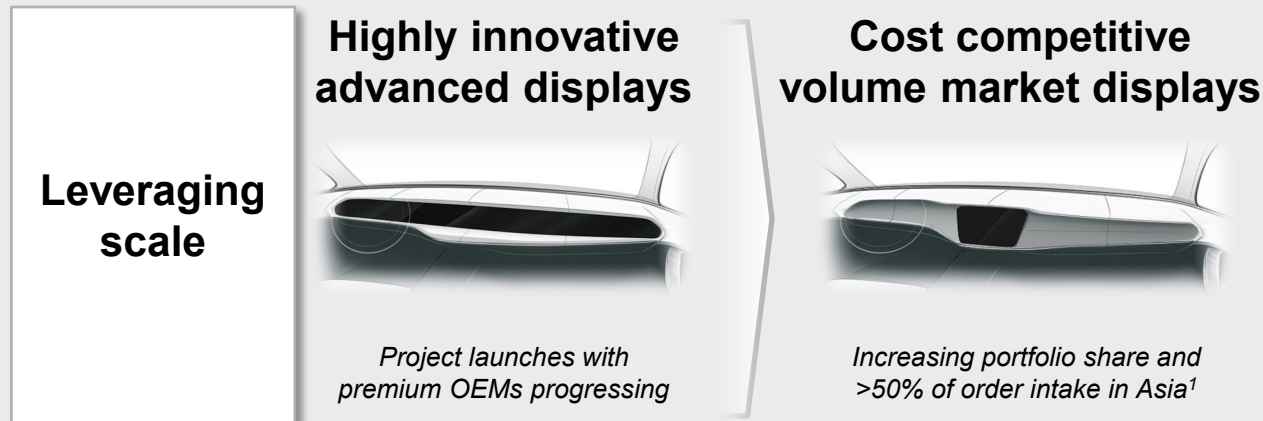
5 Key levers in execution to deliver on upside potential (2/2)

Major pillars identified



With clear action plan in execution

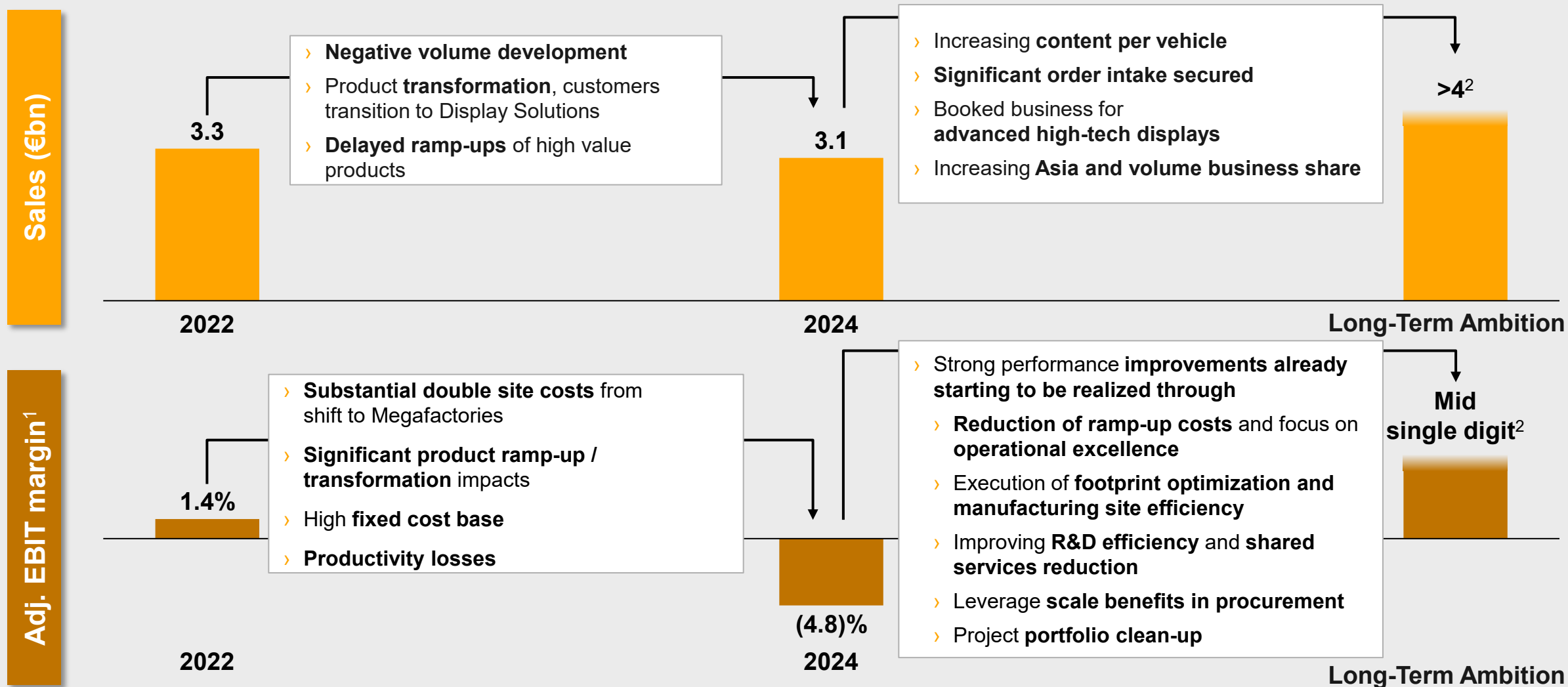
- › Continuous portfolio assesment
- › Portfolio clean-up: Exit of low-margin projects to avoid losses and improve profitability
- › Leverage Megafactory setup – production lines of low margin projects reusable for other projects



- › Driving value with premium product launches
- › Increase business in Asia
- › Leverage combined scale of offering for purchasing power and cost competitiveness

1. Order Intake is calculated as the sum of estimated project lifetime sales acquired within the respective fiscal year; based on total order intake for the L3Y (2022-2024).

5 Financial development and our long-term ambition



Financials based on the Consolidated Financial Statements of Automotive | 1. Adj. EBIT margin defined as adj. EBIT divided by adj. sales multiplied by 100 | 2. Ambitions are solely indicative and not a reliable predictor of future outcomes.



Dr. Boris Mergell
Head of BA

Safety and Motion

The efficient safety powerhouse

Safety and Motion (SAM)

Broad safety offering

Brake Systems

Indicative Market Position


#1¹



- Electronic Brake Systems
- Wheel Brakes

Integrated Safety Systems


#1²



- Airbag Control Unit
- Crash Sensors

Sensor Systems

#1³



- Wheel Speed Sensors
- E-Mobility Sensors

ESS⁵

#2⁴



- Air Supply and Control Unit
- Air Suspension

Aftermarket

Key facts 2024



Leading scale

€7.5bn Sales⁶



Experienced workforce

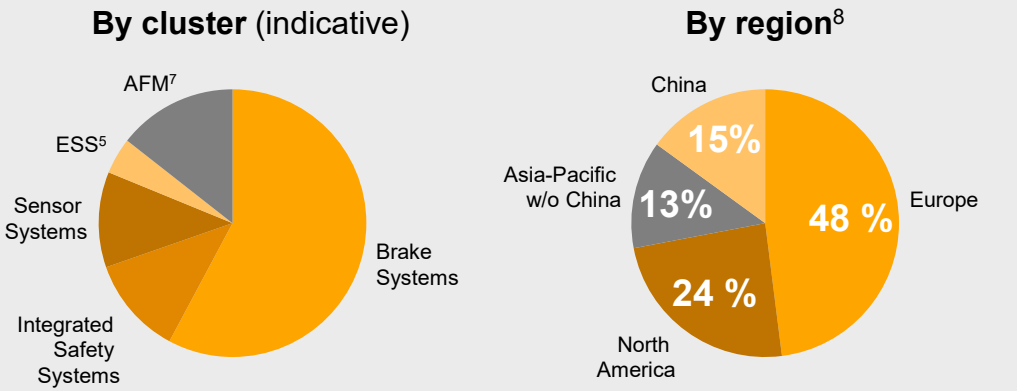
~34k Employees⁶



Global footprint

27 Manufacturing sites

Business splits based on sales 2024



Market positions based on the Industry Study | 1. Market position based on sales in 2023 for "classical" braking systems and brake by wire for passenger cars and LCVs, w/o aftermarket compared to selection of relevant competitors | 2. Market position based on sales in 2023 for airbag control unit (incl. collision sensors) for passenger cars and LCVs, w/o aftermarket compared to selection of relevant competitors | 3. Market position based on sales in 2023 for sensor systems for passenger cars incl. LCVs, w/o aftermarket compared to selection of relevant competitors | 4. Market position based on sales in 2023 for electronic air suspension for passenger cars incl. LCVs, w/o aftermarket compared to selection of relevant competitors | 5. Electronic air suspension systems | 6. Based on the Consolidated Financial Statements of Automotive for financial year ended December 31, 2024 | 7. Aftermarket | 8. Sales into geographical markets; excluding sales into "other geographical markets".

SAM – The efficient safety powerhouse

- 1 | RESILIENT MARKET** through high barriers to entry
- 2 | MARKET LEADER** with leading technology and global footprint
- 3 | RELIABLE SAFETY PARTNER** through rigorous quality focus
- 4 | INNOVATION LEADERSHIP** to develop next gen safety technology
- 5 | UPSIDE POTENTIAL** from cost focus and market share gains

1 Combination of resilient business model and high entry barriers

Resilient business model

Indispensible and limited disruptions

- › Every car needs brakes, airbags, and sensors
- › Longer innovation cycles and stable content per vehicle growth¹ (e.g. future dry brakes, air suspension installation rate)
- › Stable demand across powertrains – upside potential from ~20% heavier¹ BEV² vs. ICE³

Stable consolidated market

- › Top 4 suppliers with historically consistently >60% market share⁴



High entry barriers⁵

Complex platforms needed

- › ~1,000 regulatory requirements
- › Highly complex ASIL⁶ standard governing compliance for life-critical automotive systems
- › More than 30,000 product requirements
- › Broad portfolio of competencies required (electronics, mechanics, hydraulics, software)

Heavy capital requirements

- › Significant investments required – e.g. one box production line

Technology

Scale

1. Based on the Industry Study | 2. Battery electric vehicle | 3. Internal combustion engine vehicle | 4. Refers to brake portfolio for the last 4 years; internal estimates for the market size incl. sales of competitors for the respective year are based on light vehicle production volumes based on S&P Global Mobility, Global Light Vehicle Production Forecasts, May 2023, May 2022, April 2021, May 2020, June 2019; market position based on Brakes (Calipers, Actuation, Brake Hoses, Drum Brakes, FBS, 1-Box/2-Box, Distributed Architecture, ESC/ABS) sales for the respective year compared to internal sales estimates for competitors in the respective estimated year | 5. Refer mainly to entry barriers to the brakes market | 6. Automotive safety integrity level.

2 Market leader with end-to-end safety product portfolio

Leading end-to-end safety product portfolio

~20% market share
in each product
category

Brake Systems

#1¹

Integrated Safety
Systems

#1²

Sensor Systems

#1³

ESS⁵

#2⁴

SAM key differentiators

Global platform

- › **Global presence** – business with virtually all top 30 OEMs⁶
- › **Local-for-local approach** (R&D and production footprint broadly in line with sales split)

Technology know-how

- › **HW and SW excellence** combined with **strong vehicle systems know-how**
- › **Innovation capabilities** with >7,000 R&D employees thereof >2,000 software engineers

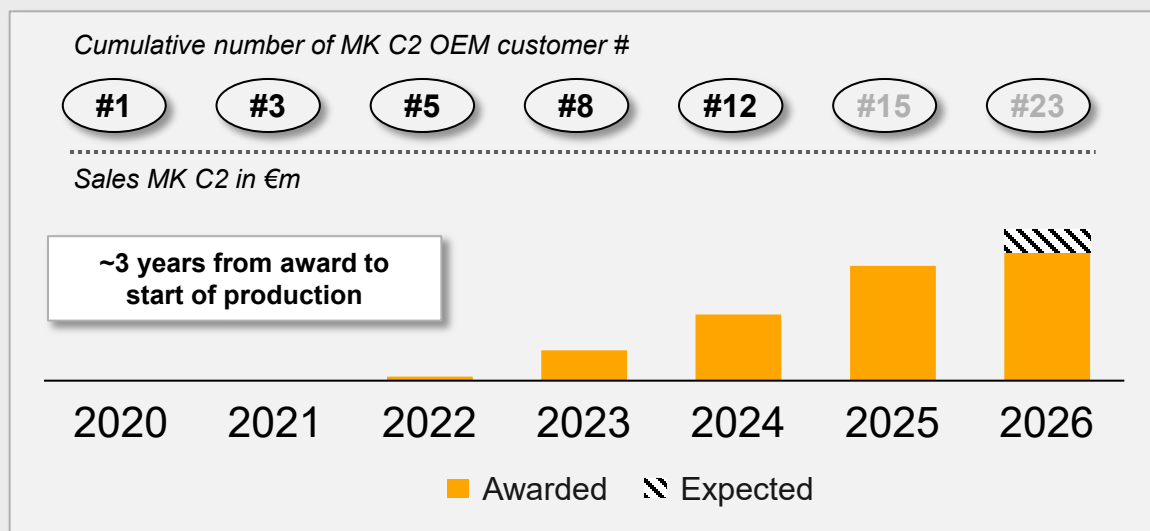
Quality commitment

- › **Strong reputation among customers**
- › Network of **experts** in local regulations and safety standards
- › **“Vision Zero”** – strong commitment to safety excellence

Market position based on the Industry Study | 1. Market position based on sales in 2023 for “classical” braking systems and brake by wire for passenger cars and LCVs, w/o aftermarket compared to selection of relevant competitors | 2. Market position based on sales in 2023 for airbag control unit (incl. collision sensors) for passenger cars and LCVs, w/o aftermarket compared to selection of relevant competitors | 3. Market position based on sales in 2023 for sensor systems for passenger cars incl. LCVs, w/o aftermarket compared to selection of relevant competitors | 4. Market position based on sales in 2023 for electronic air suspension for passenger cars incl. LCVs, w/o aftermarket compared to selection of relevant competitors | 5. Electronic air suspension systems | 6. Top OEMs in terms of light vehicle production volumes based on S&P Global Mobility, Global Light Vehicle Production Forecast, February 2025.

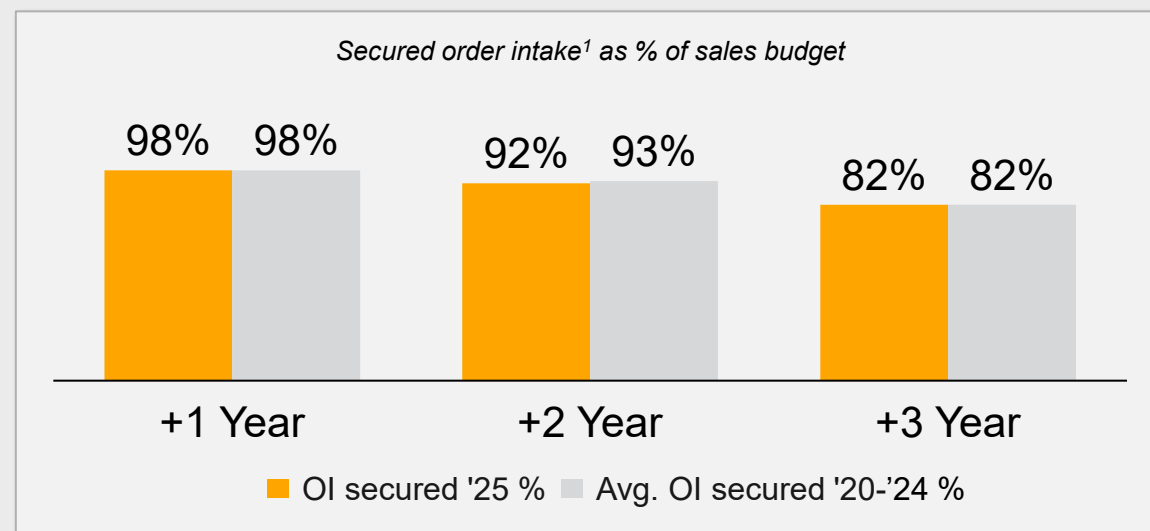
3 Strong commitment to quality translates into high order visibility

Customers trust in SAM's quality



- › **Track-record in ensuring excellence** by delivering on quality KPIs
- › **Strong customer trust in quality assurance and awards** support leadership position
- › Successful technical resolution of MK C2 issue² – **healthy global demand pick-up** from European and Chinese OEMs

High order visibility

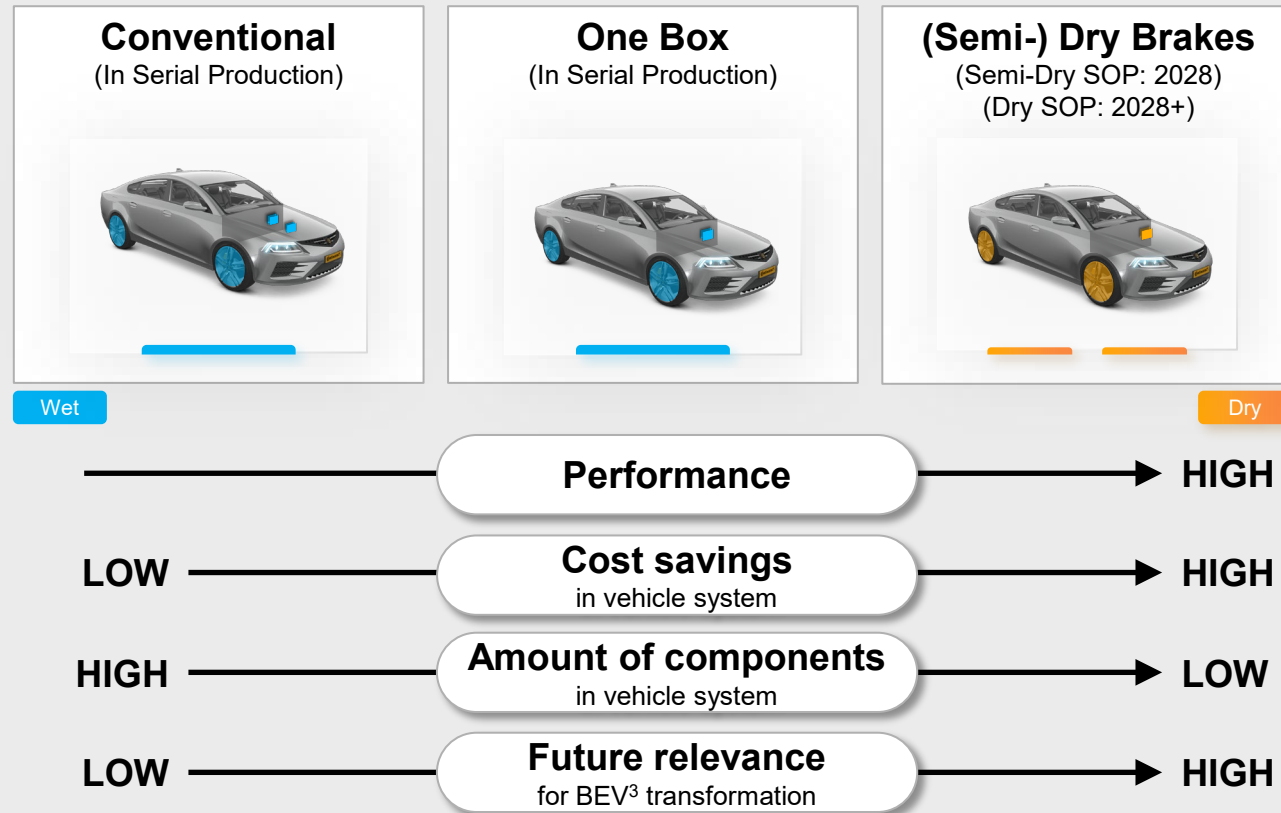


- › **Longstanding relationships** with leading OEMs
- › **Continued high order intake**
- › **Ability to scale complex safety offering** proven by >800 projects simultaneously

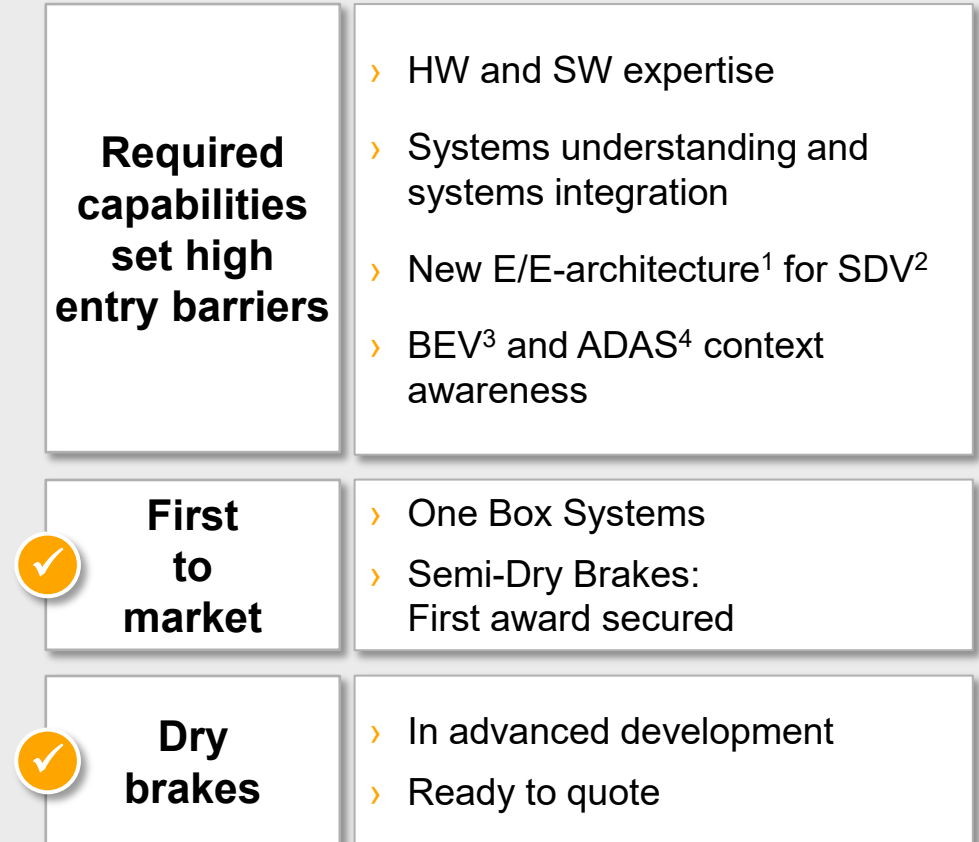
1. Secured Order Intake is defined as the sum of estimated project lifetime sales acquired for the respective fiscal year | 2. Provisions have been recognized in respect of the MK C2 issue. However, there can be no assurance that such provisions will eventually be sufficient.

4 Master evolution towards next gen safety systems

Technology transformation...



... requires innovation capabilities



Technology leadership in transforming brake market leads to profitability improvements

1. Electric/Electronic architecture | 2. Software defined vehicle | 3. Battery Electric Vehicle | 4. Advanced Driver Assistance Systems.

5 Achieve growth-over-market via regional market share gains

Leading global market share with incremental upside potential from position of strength

Stronghold in Europe and NA

- › Stronghold in mature markets
- › Maintain strong relationships and remain safety partner of choice



31% market share¹



18% market share¹

Shift in customer mix

- › Rebalancing customer mix across regions
- › Positioned for growth in highest growing markets with Asian OEMs, esp. Indian, Korean and Chinese



Well-positioned with C-OEMs²

- › Strengthening of relationships with C-OEMs² – within last 4 years doubled sales portion³ with C-OEMs in China
- › Support and grow with C-OEMs² in local and international markets



20% market share¹



Growth upside potential through shift in customer mix and focus on C-OEMs²

1. Internal estimates for the market size incl. sales of competitors in 2024E are based on light vehicle production volumes in the respective region based on S&P Global Mobility, Global Light Vehicle Production Forecast, May 2023; market position based on safety portfolio (incl. Brakes (Calipers, Actuation, Brake Hoses, Drum Brakes, FBS, 1-Box/2-Box, Distributed Architecture, ESC/ABS), Airbags (ACU & Satellites), Chassis Control Units Suspension (Springs/Struts, Airsupply/Cairs), Sensors (WheelSpeed, TPMS, EngineSpeed, TransmissionSpeed)) sales in 2024 compared to internal sales estimates for competitors in 2024E | 2. Chinese OEMs | 3. Sales portion defined as SAMs sales with C-OEMs in China divided by SAMs total sales in China excl. Volvo.

5 Strong measures in execution to regain historical profitability

Focus areas for cost improvement addressed and in execution

Right-sized fixed costs

- › **Optimize operations footprint** – 3 sites closed¹
→ further footprint right-sizing planned
- › **Right-sizing of SG&A and R&D costs** – ~1,600 headcount/€80m savings²
→ additional €75m in implementation for 2025
- › **Strengthen local R&D hubs** – best cost country share up by 6%pts³ to 65%
→ ambition >70%

Cost competitive offering key

- › **Material costs** reduced by >3%pts⁴
- › Strengthen & amplify supplier portfolio, e.g. **multi-sourcing** (incl. China)
- › **Regain cost competitiveness level in production**
- › **Expand vertical integration** in semiconductors to increase flexibility and resilience while reducing costs

Long-term targets

First results achieved



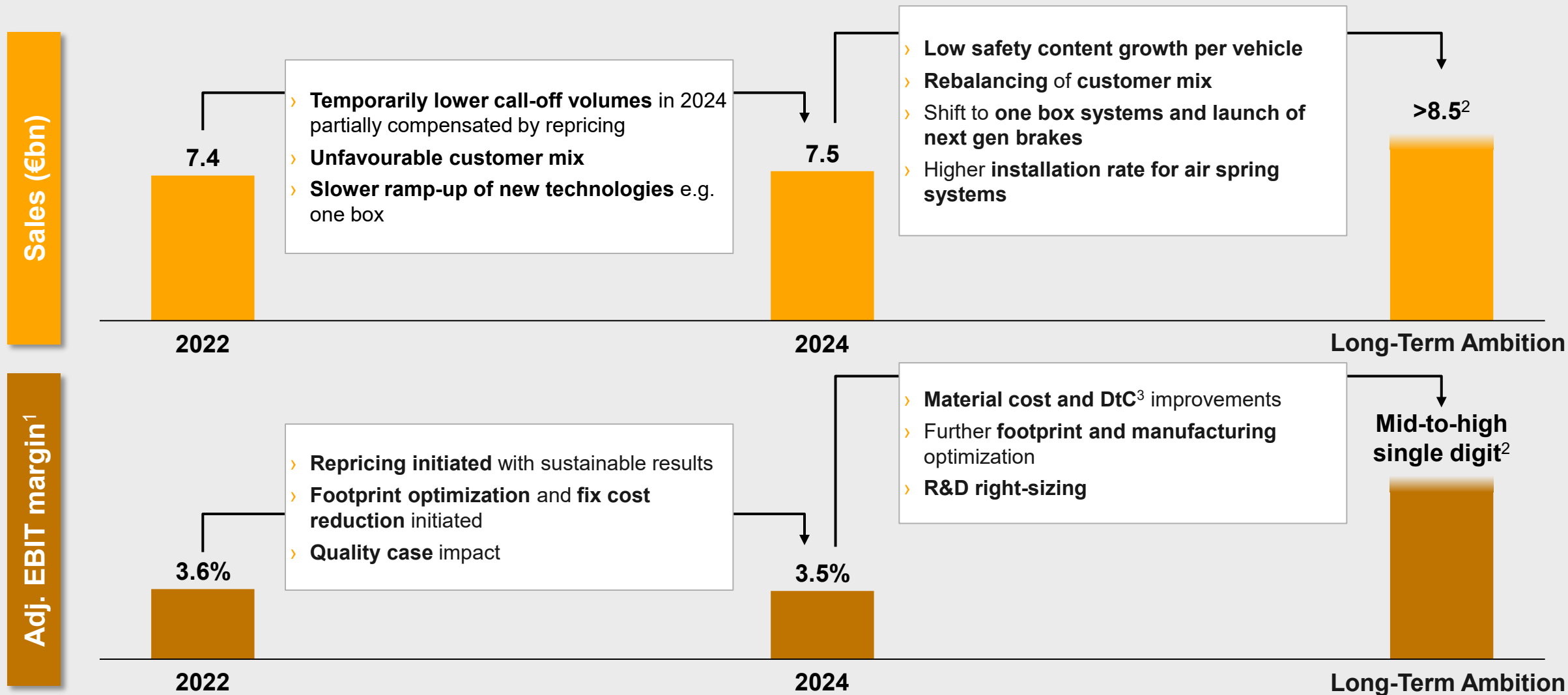
Further measures planned



Regain historical profitability

1. Since 2021 | 2. Since June 2023 | 3. Since 2021 | 4. Material costs in % sales from 2023 to 2024.

5 Financial development and our long-term ambition



Financials based on the Consolidated Financial Statements of Automotive | 1. Adj. EBIT margin defined as adj. EBIT divided by adj. sales multiplied by 100 | 2. Ambitions are solely indicative and not a reliable predictor of future outcomes | 3. Design to cost.



Philipp von Hirschheydt



CFO AUMOVIO

Strong improvements visible – significant upside potential

Focus on sustainable value creation

- 1 | GROWTH...** balancing upside potential with margin discipline
- 2 | MARGIN UPSIDE POTENTIAL...** with clearly defined measures
- 3 | CASH FLOW FOCUSED STEERING...** leveraging asset base
- 4 | BALANCED CAPITAL ALLOCATION...** to support value creation

Transparent targets and clear focus on execution!

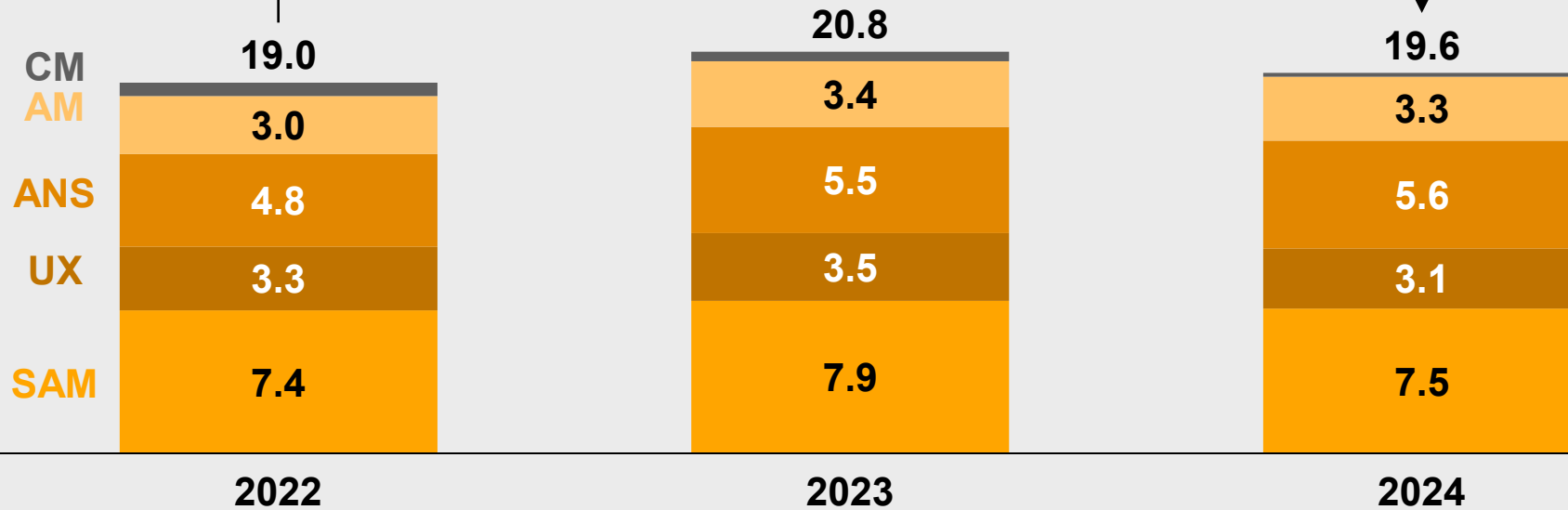
1 Performance against a challenging market

Sales (€bn)^{1,2}

Global Light Vehicle Production (m units)³

4.2 %

CAGR: 1.7%



CAGR 22-24

CM (40.1) %

AM 4.8 %

ANS 7.9 %

UX (3.2) %

SAM 1.0 %



Challenging market environment



Phase out low-margin projects



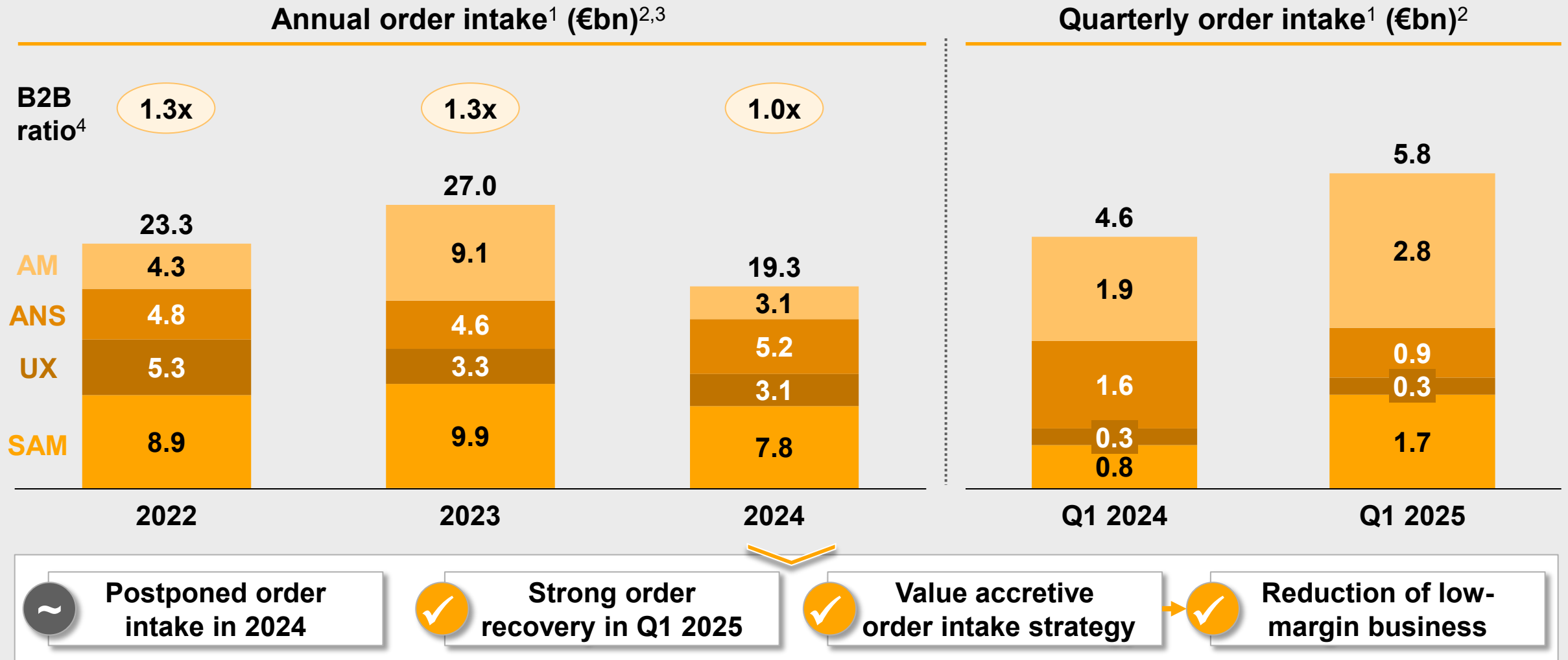
Portfolio clean-up started



Successful repricing

1. Based on the Consolidated Financial Statements of Automotive | 2. Total includes Other / Holding / Consolidation effects | 3. S&P Global Mobility, Global Light Vehicle Production Forecast, January 2025.

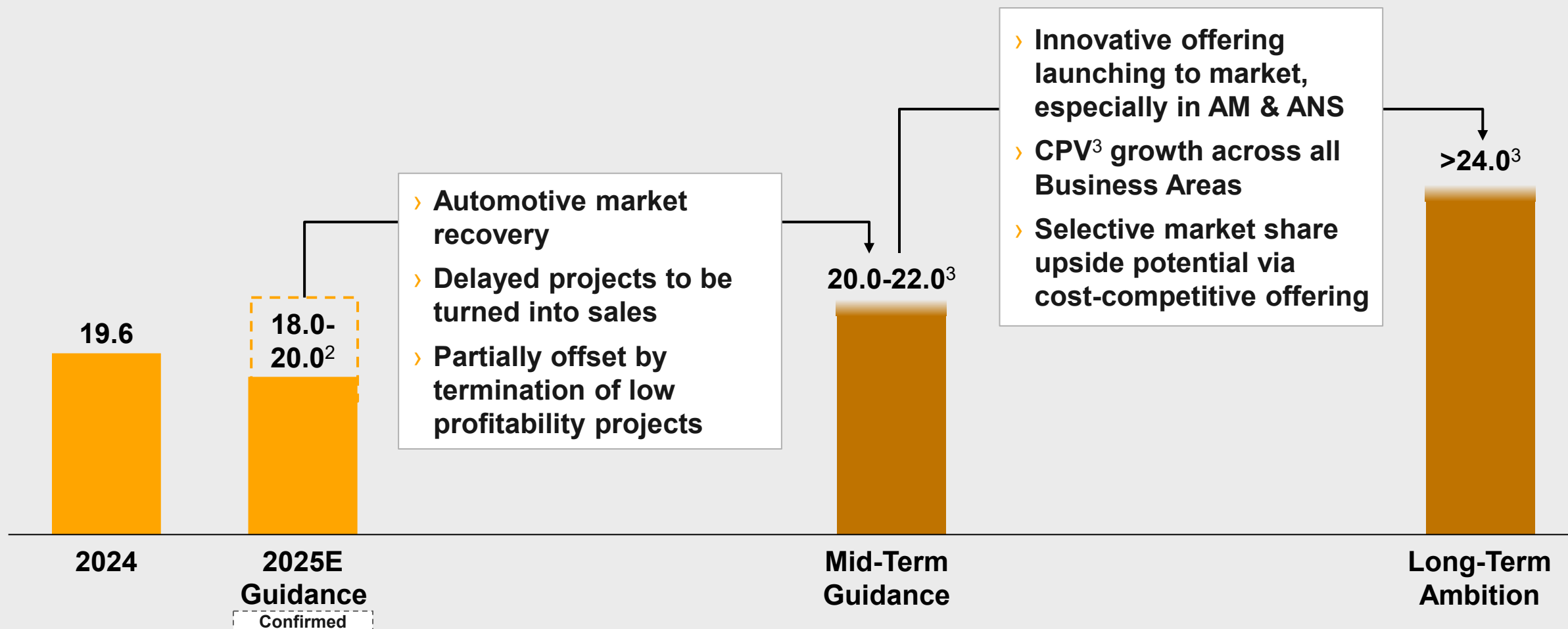
1 Recovering order situation credentializes growth ambitions



1. Order Intake is calculated as the sum of estimated project lifetime sales acquired within the respective fiscal year or fiscal quarter | 2. Zonar systems order intake excluded | 3. Other order intake included in total but not shown separately in graph | 4. Book-to-Bill ratio defined as order intake (including zonar systems) divided by sales.

1 Disciplined approach to deliver growth

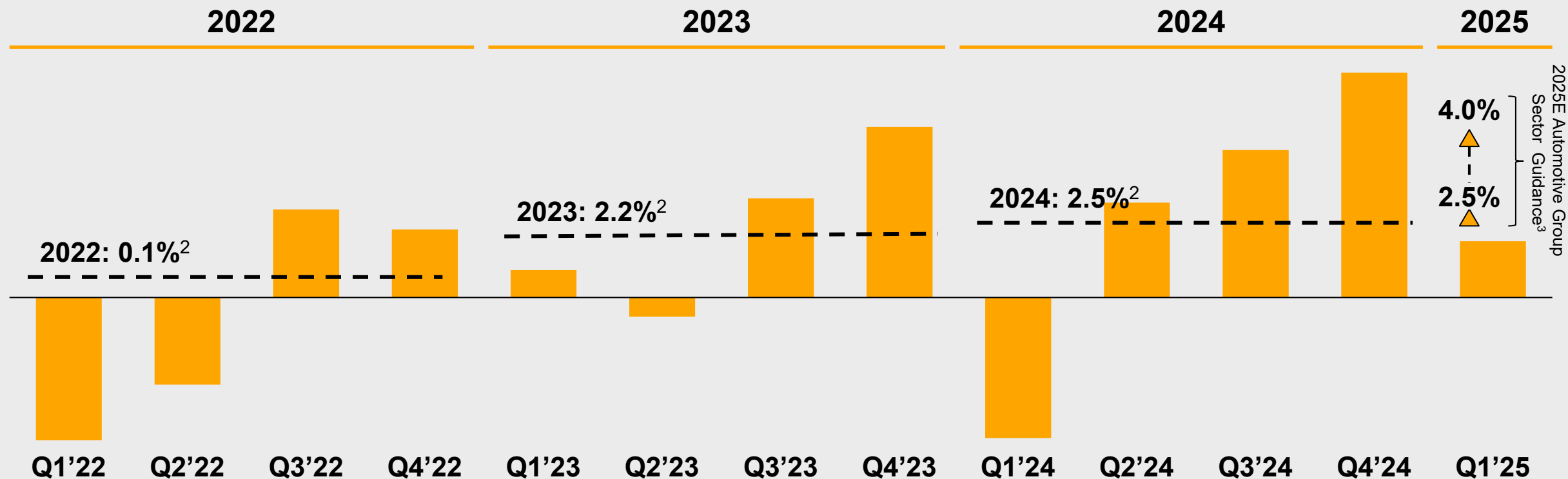
Sales (€bn)¹



1. Based on the Consolidated Financial Statements of Automotive for the financial year ended December 31, 2024 | 2. Based on the guidance set forth by Continental AG for its Automotive Group Sector for the fiscal year ending on December 31, 2025; includes most recent assumption on tariffs | 3. Ambitions are solely indicative and not a reliable predictor of future outcomes | 3. Content per vehicle.

2 Challenges – Identified and addressed with visible results

Adj. EBIT margin¹, in %



Repricing



Operational efficiency



Headcount reduction

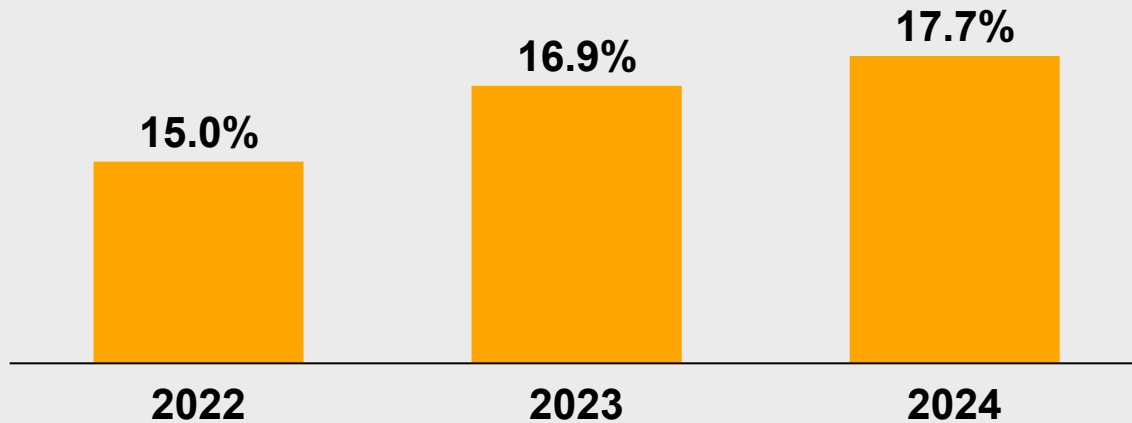


Footprint optimization

1. Based on Automotive Group Sector as reported in the quarterly statements of Continental AG; fourth quarter adj. EBIT is implied based on full year financials from the Consolidated Financial Statements of Continental AG less the sum of the quarter 1-3 financials; Adj. EBIT is calculated 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 and losses from disposals of companies and business operations); Adj. EBIT margin is calculated as adj. EBIT divided by adj. sales multiplied by 100 | 2. Based on the Consolidated Financial Statements of Automotive; Adj. EBIT margin is calculated as adj. EBIT divided by adj. sales multiplied by 100; based on Automotive Group Sector as reported in the Consolidated Financial Statements of Continental AG equals to 2.3% in 2024, 2.0% in 2023, and (0.3)% in 2022 | 3. Based on the guidance set forth by Continental AG for its Automotive Group Sector for the fiscal year ending on December 31, 2025; includes most recent assumption on tariffs.

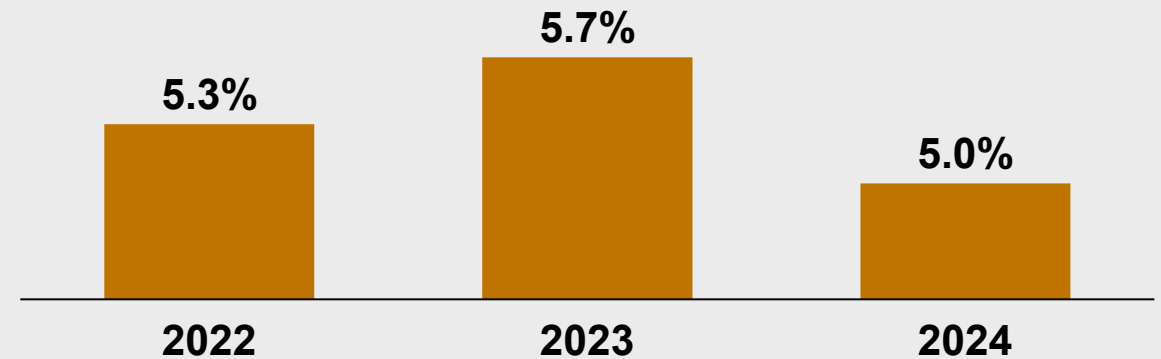
2 Proactive measures across fixed and variable costs

Gross margin¹



- › ~900 product ramp-ups³ since and incl. 2022
- › Product clusters with low margin phased out in 2024 – in total ~10% of all product clusters
- › Re-pricing and adjustment of contract set-up
- › FTE reduction in production
- › Closure of 9 sites from 2019 to 2024

Selling, logistics and administrative expenses as % of sales



- › FTE reduction in overhead
- › Elimination of 2 mgmt. layers since Mid 2023
- › Streamlining of processes in execution
- › Spin-off as additional enabler

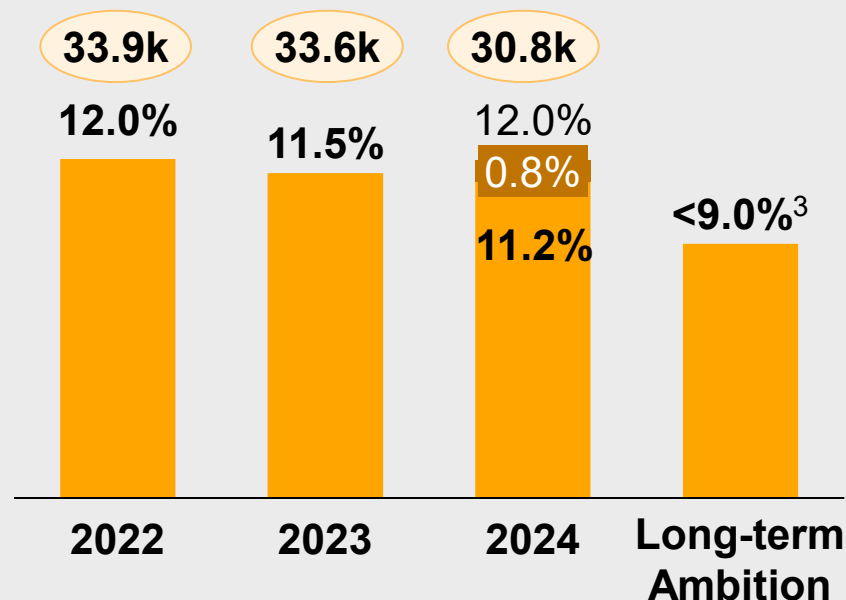
1. Based on the Consolidated Financial Statements of Automotive; gross margin defined as gross margin on sales divided by sales | 2. Based on the Consolidated Financial Statements of Automotive | 3. Product ramp-up considered as the launch of a product in a manufacturing site.

2 R&D efficiency a key priority to improve profitability

Research & Development expense¹ (net), €bn + % of sales

R&D headcount²

- › AUMOVIO capitalizes R&D costs only as an exception



R&D expenses (net) ¹	(2.3)	(2.4)	(2.4)
t/o R&D expenses	(3.5)	(3.6)	(3.5)
t/o restructuring	0.0	(0.0)	(0.1)
t/o Income from R&D	1.3	1.2	1.2

Measures to date

- › Restructuring accruals of ~€150m in 2024
- › Start of R&D site consolidation
- › Reduction of ~3k R&D FTEs from 2022 to 2024
- › Reduction of external services by ~€150m⁴
- › Elevated R&D investments needed in AM for “As a Service” and Systems offering

Further measures planned and in execution

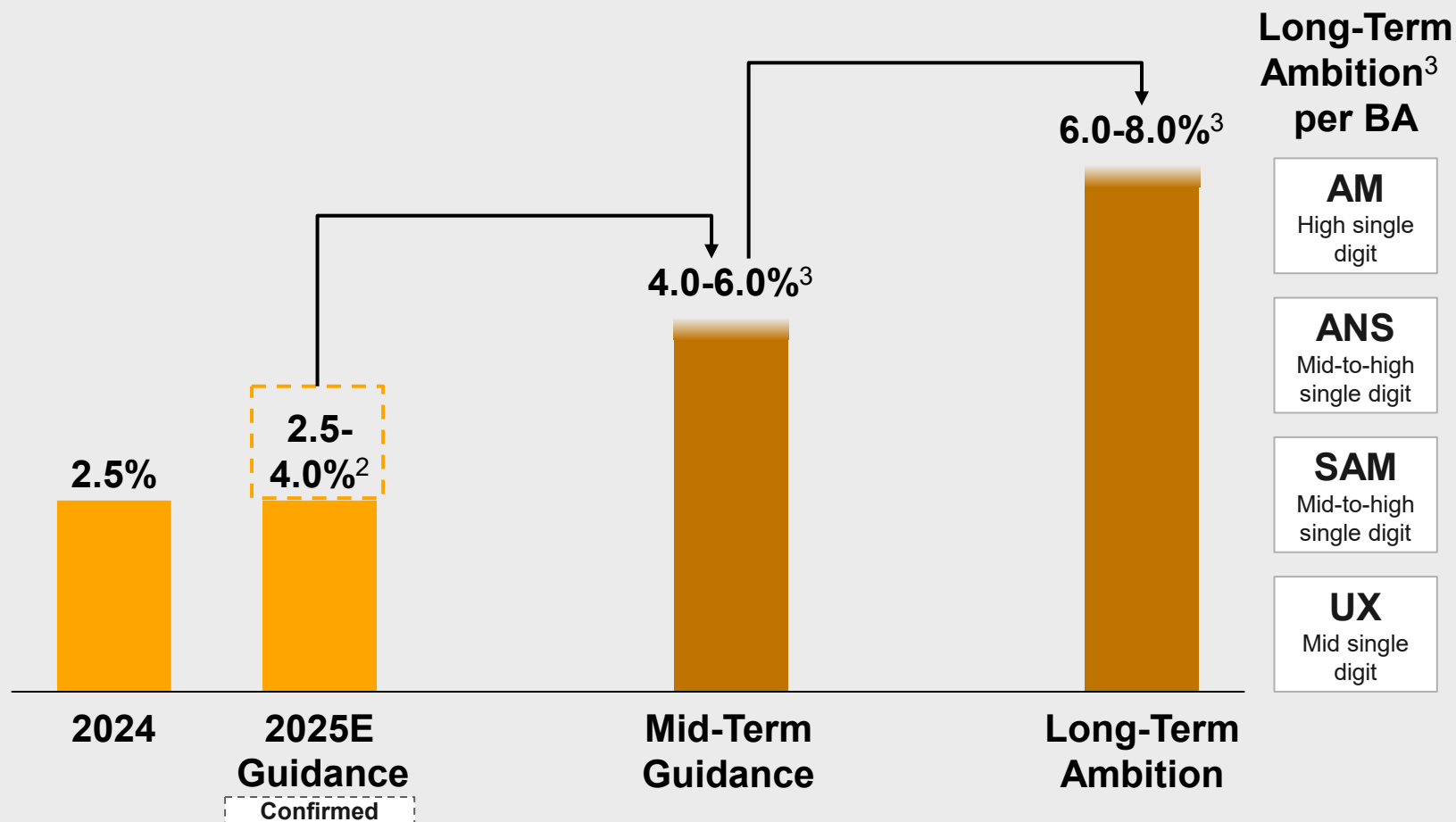
- › Continued shift of R&D to best cost countries
- › Further reduction of ~3k R&D FTEs announced and reserved for in Q1 2025
- › Stricter R&D prioritization towards highest profitability opportunities

Increasing R&D efficiency without compromising our ability to innovate and grow

1. Based on the Consolidated Financial Statements of Automotive; Research and Development Expenses (Net) are defined as expenses for research and development less reimbursements that the Group received in this context. | 2. R&D FTE for sector Automotive | 3. Ambitions are solely indicative and not a reliable predictor of future outcomes. | 4. From 2023 to 2024

2 EBIT ambition backed by tangible proactive measures

Adj. EBIT¹ margin (in %)



Self-help measures

- › R&D⁴ focus <10% by 2027E and operational excellence programs
- › Focus on best-cost country footprint
- › Further SG&A efficiency measures
- › Material cost reduction and Re-DtC⁵ targeted
- › Value-based pricing
- › Further footprint optimization
- › Continued fixed cost discipline

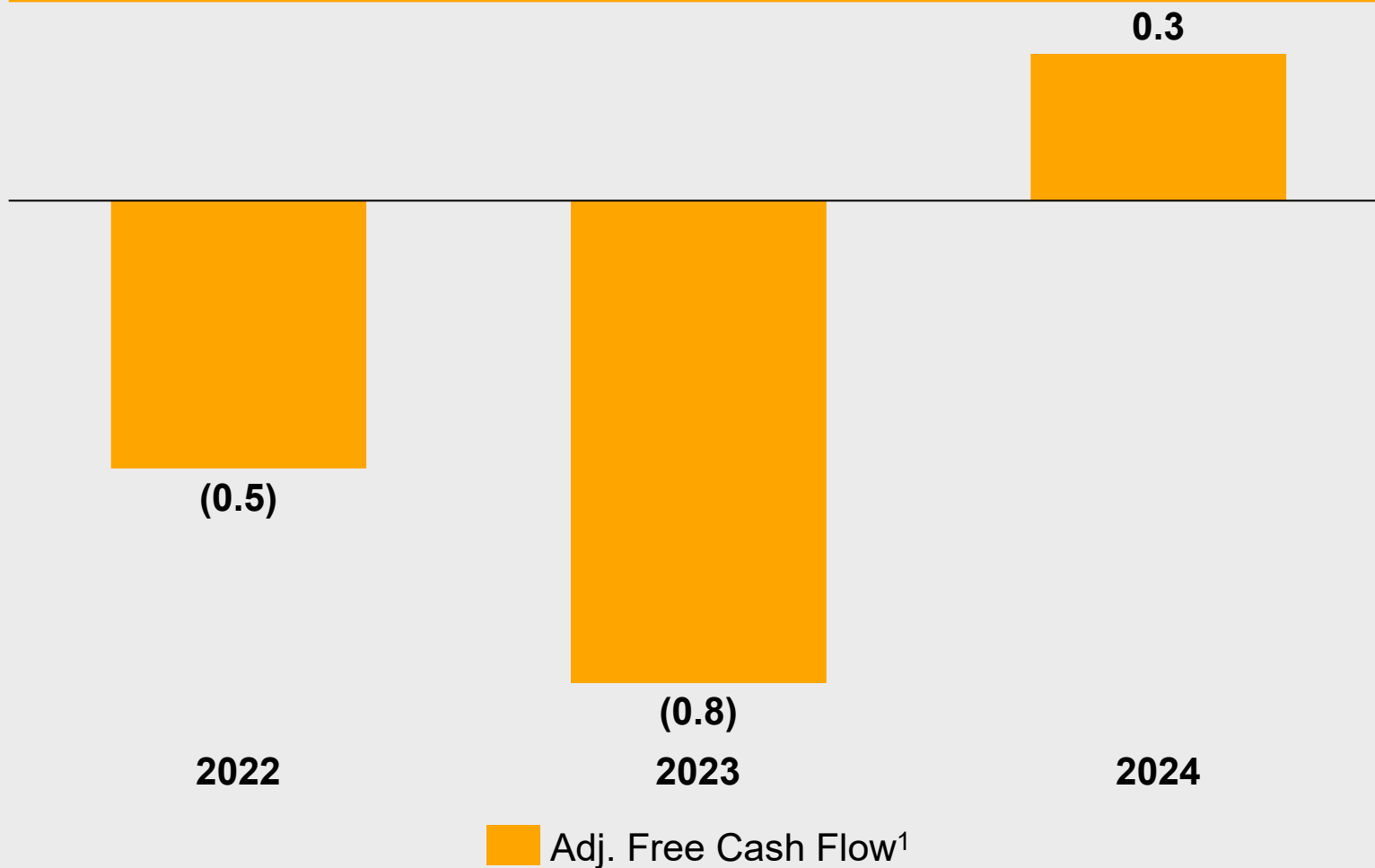
Further upside levers

- › Selective market share & innovation upside potential
- › Converting high margin order intake into sales
- › Significant increase of plant utilization

1. Based on the Consolidated Financial Statements of Automotive; Adj. EBIT margin is calculated as adjusted EBIT divided by adjusted sales multiplied by 100 | 2. Based on the guidance set forth by Continental AG for its Automotive Group Sector for the fiscal year ending on December 31, 2025; includes most recent assumption on tariffs | 3. Ambitions are solely indicative and not a reliable predictor of future outcomes | 4. R&D expenses (net) as % of sales | 5. Re-design to cost.

3 Cash Flow focus

Adj. Free Cash Flow¹ (€bn)

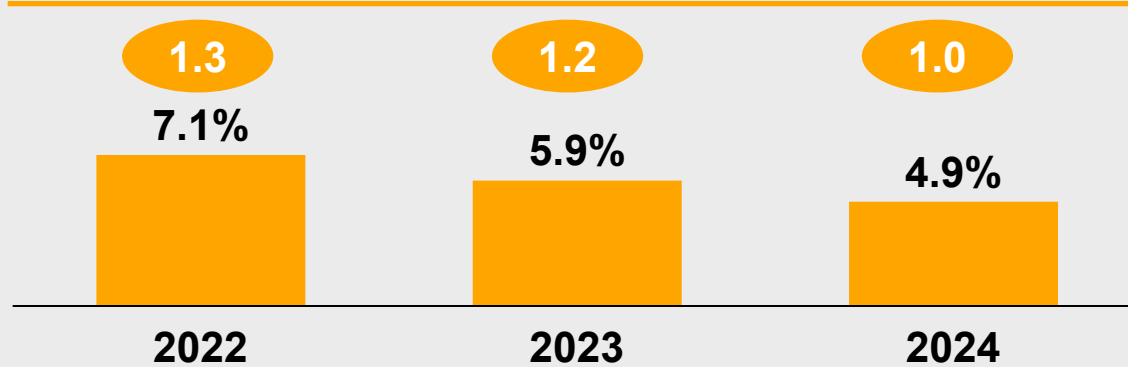


- ~ Elevated capex levels
- ~ Dedicated working capital programs initiated
- ~ Restructuring cash outs
- ✓ Cash flow core focus for management
- ✓ Operating improvements translate into cash flow
- ✓ Balance growth with shareholder returns

1. Based on the Consolidated Financial Statements of Automotive; Adj. Free Cash Flow is calculated as the sum of cash flow from operating activities and investing activities, adjusted for cash inflow/outflow from interest-bearing investments as well as for acquisitions and divestments of companies and business operations.

3 Leverage well-invested asset base and increase WC¹ efficiency

Capex² (€bn & as % of sales)

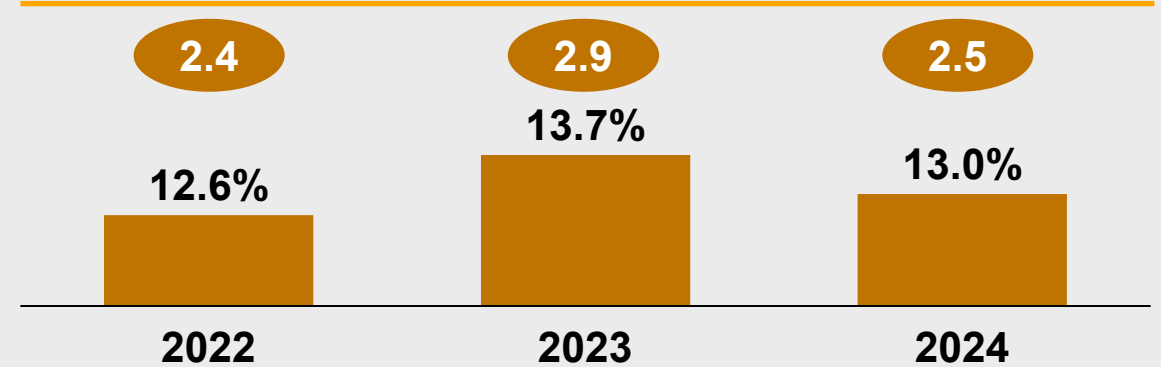


- › **Elevated capex levels** from 2022-2024 due to investments in Megafactories and technology transformation
- › **Return to normalized capex levels** post completion of Megafactories
- › Continued **capex discipline to leverage on well-invested** asset base

Mid- to Long-Term Ambition⁴

Maintain <5%

Working Capital³ (€bn & as % of sales)



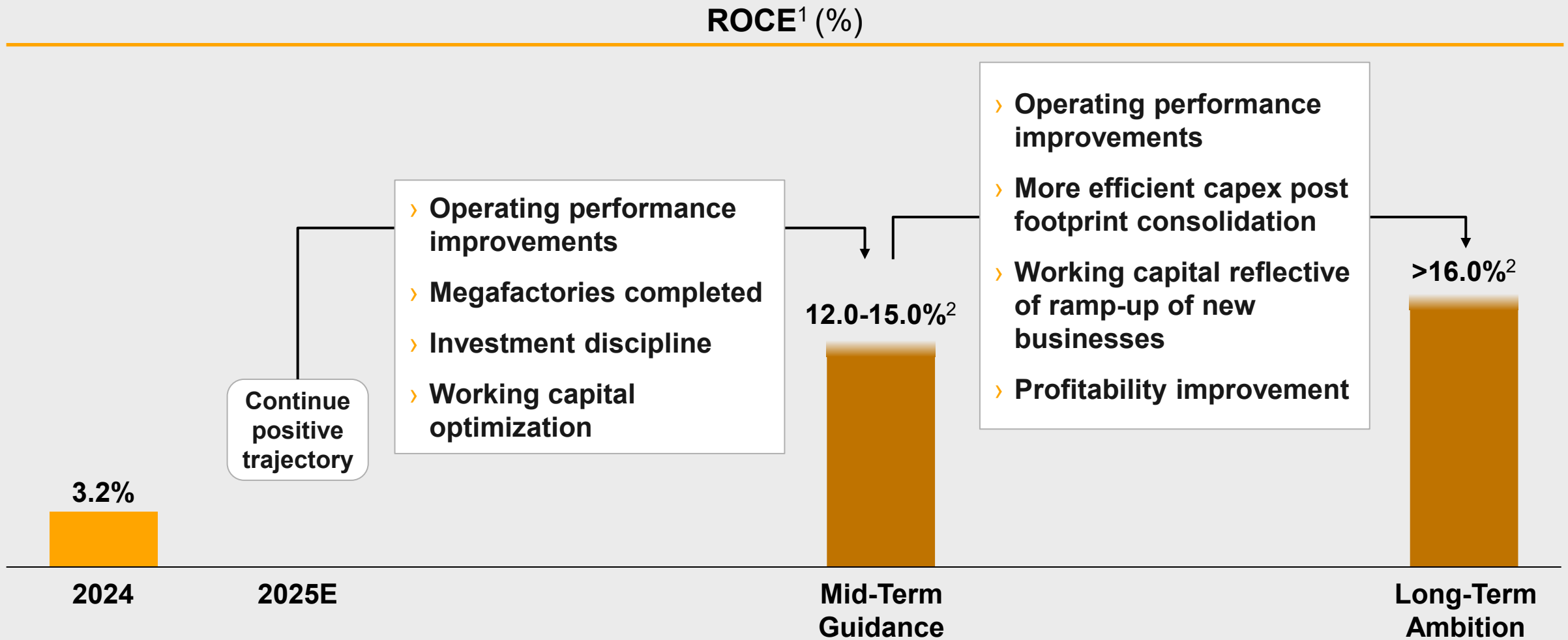
- › **Increased management focus** on working capital optimization
- › Dedicated **inventory efficiency programs** launched in BAs after chip crisis
- › **Strict management of overdues**
- › Critical **review of payment terms**

Long-Term Ambition⁴

Proactive working capital management to support FCF generation and reduce FCF volatility

1. Working capital | 2. Based on the Consolidated Financial Statements of Automotive; Capital expenditure relates to additions to property, plant and 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 | 3. Based on the Consolidated Financial Statements of Automotive; Working Capital is calculated as inventories plus trade accounts receivables less trade accounts payable | 4. Ambitions are solely indicative and not a reliable predictor of future outcomes.

3 Growth + Margin + Capital Discipline = ROCE Upside Potential



2024 based on the Consolidated Financial Statements of Automotive | 1. ROCE is calculated as the ratio of operating result (EBIT) to average operating assets for the fiscal year. ROCE corresponds to the rate of return on the capital employed. Operating assets are defined as the assets less liabilities as reported in the combined statement of financial position, without recognizing the net indebtedness, sale of trade accounts receivable, deferred tax assets, income tax receivables and payables, as well as other financial assets and debts. Average operating assets are calculated as the average of the beginning balance and ending balance of operating assets for the period and correspond to the capital employed. Net indebtedness is defined as short-term indebtedness plus long-term indebtedness less cash and cash equivalents, short-term derivative instruments and interest-bearing investments and long-term derivative instruments and interest-bearing investments | 2. Ambitions are solely indicative and not a reliable predictor of future outcomes.

4 Strong balance sheet allows full focus on strategy execution

Robust capital structure¹ targeted

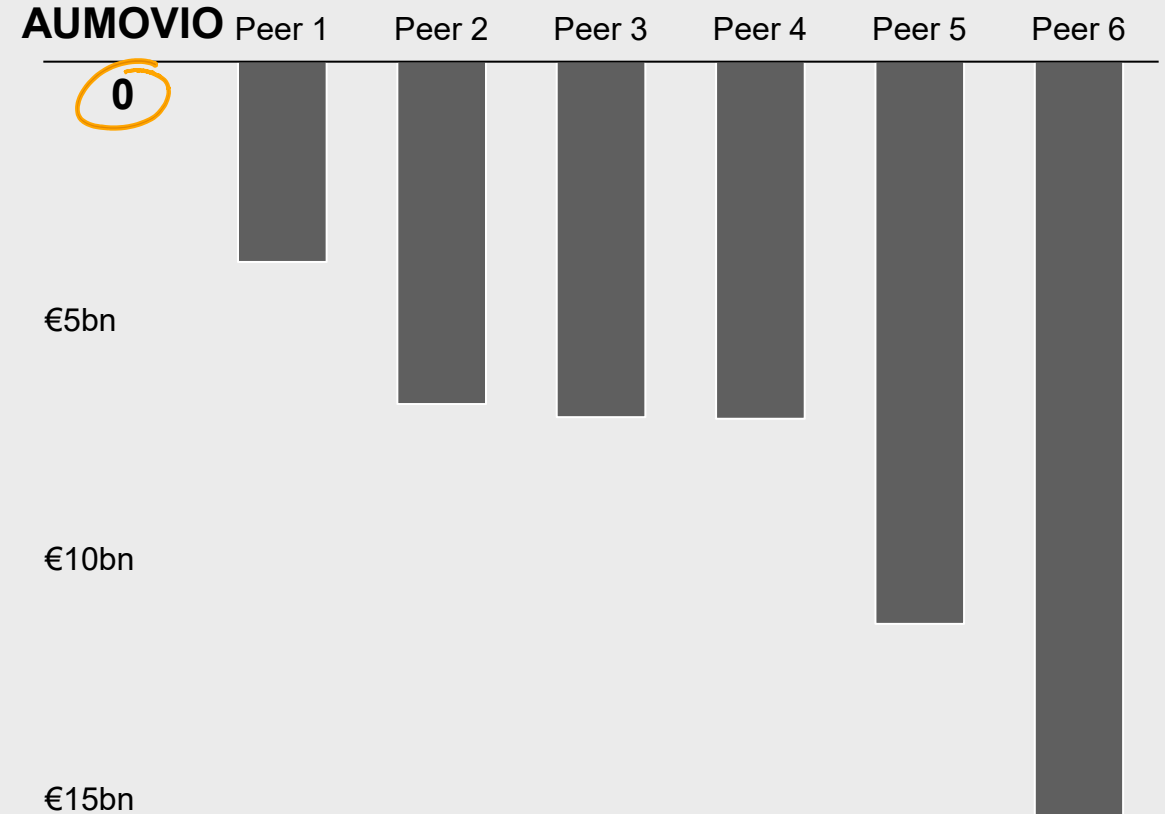
Strong liquidity position

- ✓ **1.5** €bn cash and cash equivalents
- ✓ **2.5** €bn revolving credit facility

Net cash position²

- ✓ **No** financial debt
- ✓ **1.5** €bn net pension provisions
- ✓ **0.4** €bn lease liabilities

Only OEM supplier without financial debt^{3,4}



1. The targeted capital structure for AUMOVIO will be implemented before the Spin-off will be effected | 2. Defined as cash less gross financial debt | 3. Only OEM supplier without financial debt compared to listed peers in Europe and North America with a market capitalization of >€1.0bn (the targeted capital structure for AUMOVIO will be implemented before the Spin-off will be effected); peer data as at June 13, 2025; financial debt defined as last reported gross financial debt (includes short-term and long-term financial liabilities) | 4. Peer comparison overview also includes selective European non-listed peers; data based on latest available reports as at June 13, 2025.

4 Value oriented capital allocation



> Strong balance sheet throughout the industry transformation



> Focused growth investments with <5% Capex¹ and <9% R&D² (net) targeted



> Continued review of business portfolio and opportunistic M&A



> Mid-term target: Dividend payout ratio of 10-30% of net income³

1. Capex as % of sales mid- to long-term ambition; Capital expenditure relates to additions to property, plant and 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 | 2. R&D (net) % of sales mid-term ambition; Research and Development Expenses (Net) are defined as expenses for research and development less reimbursements that the Group received in this context | 3. Automotives ability pay dividends in the future will depend on the amount of distributable profits. However, it cannot provide assurance regarding the amounts of future distributable profits, if any, and consequently, it can provide no assurance that it will pay dividends in the future, nor on the respective amounts.

AUMOVIO Group – Financial targets

	2024	2025E Guidance ³ Confirmed	Mid-Term Target ⁴	Long-Term Ambition ⁴
Sales	19.6bn	18.0 - 20.0bn	20.0 - 22.0bn	>24.0bn
Adj. EBIT Margin¹	2.5%	2.5 - 4.0%	4.0 - 6.0%	6.0 - 8.0%
ROCE²	3.2%		12.0 - 15.0%	>16.0%
Dividend	Payout ratio of 10-30% ⁵ of net income p.a.			

Actual financial figures are based on the Consolidated Financial Statements of Automotive | 1. Adjusted EBIT margin is calculated as adjusted EBIT divided by adjusted sales multiplied by 100 | 2. ROCE is calculated as the ratio of operating result (EBIT) to average operating assets for the fiscal year. ROCE corresponds to the rate of return on the capital employed. Operating assets are defined as the assets less liabilities as reported in the combined statement of financial position, without recognizing the net indebtedness, sale of trade accounts receivable, deferred tax assets, income tax receivables and payables, as well as other financial assets and debts. Average operating assets are calculated as the average of the beginning balance and ending balance of operating assets for the period and correspond to the capital employed. Net indebtedness is defined as short-term indebtedness plus long-term indebtedness less cash and cash equivalents, short-term derivative instruments and interest-bearing investments and long-term derivative instruments and interest-bearing investments | 3. Based on the guidance set forth by Continental AG for its Automotive Group Sector for the fiscal year ending on December 31, 2025; includes most recent assumption on tariffs | 4. Ambitions are solely indicative and not a reliable predictor of future outcomes | 5. Automotives ability pay dividends in the future will depend on the amount of distributable profits. However, it cannot provide assurance regarding the amounts of future distributable profits, if any, and consequently, it can provide no assurance that it will pay dividends in the future, nor on the respective amounts.

AUMOVIO Business Area – Financial targets

		ANS	AM	UX	SAM
Sales	2024	5.6bn	3.3bn	3.1bn	7.5bn
	Long-term Ambition ²	>6bn	>6bn	>4bn	>8.5bn
Adj. EBIT Margin ¹	2024	7.5%	(1.4)%	(4.8)%	3.5%
	Long-term Ambition ²	Mid-to-high single digit	High single digit	Mid single digit	Mid-to-high single digit

Actual financial figures are based on the Consolidated Financial Statements of Automotive | 1. Adjusted EBIT margin is calculated as adjusted EBIT divided by adjusted sales multiplied by 100 | 2. Ambitions are solely indicative and not a reliable predictor of future outcomes.

Stability with upside

LEAD

TRANSFORM

DELIVER

AUMOVIO

THANK YOU!



Appendix

Additional bottom-line upside potential from one-off reduction

Derivation of adj. EBIT¹ and Net income (+) / loss (-) attributable to the shareholders of the parent

In €m	2022	2023	2024
EBITDA²	1,033	1,026	1,390
Depreciation & Amortization ³	(1,967)	(1,054)	(1,101)
EBIT	(934)	(27)	290
PPA ⁴	70	58	55
Changes in consolidation scope ⁵	41	49	27
Impairment on goodwill	553	-	-
Impairment ⁶	325	9	29
Restructuring ⁷	(94)	307	72
Restructuring related expense	48	16	22
Other special effects ⁸	14	35	3
Adj. EBIT	23	446	498
EBIT	(934)	(27)	290
Financial Result	(105)	(329)	(284)
Income Taxes	45	39	(279)
Non-controlling interests	(19)	(16)	(17)
Net income (+) / loss (-) attributable to the shareholders of the parent	(1,013)	(333)	(289)

PPA & Goodwill Amo.

- › PPA expected to **continue at historic levels**
- › **No goodwill impairments** foreseen in 2025

Restructuring

- › **Continued right-sizing** of AUMOVIO

Spin-Off one-off effects

- › **Expected low-to-mid three digit €m** one-time costs and additional **low three digit €m** transaction tax effect

Financial result

- › **No financial interest** post spin-off
- › **Expected mid-to-high two digit €m p.a.** for pension and lease interest

Income taxes

- › **Normalized tax rate** in the range of **25-35%** is expected once business situation is stabilized

Data based on the Consolidated Financial Statements of Automotive | 1. Adj. EBIT is calculated 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 and losses from disposals of companies and business operations) | 2. EBITDA stands for earnings before interest, tax, depreciation and amortization. In the Automotive Group's financial reports this abbreviation is defined as earnings before financial result, tax, depreciation and amortization. It equals the sum of EBIT; depreciation of property, plant and equipment; amortization of intangible assets; and impairment, excluding impairment on financial investments | 3. Excluding impairment on financial investments | 4. Amortization of intangible assets from purchase price allocation (PPA) | 5. Changes in the scope of consolidation include additions and disposals as part of share and asset deals. Adjustments were made for additions in the reporting year and for disposals in the comparative period of the prior year | 6. Impairment also includes necessary reversals of impairment losses. It does not include impairment that arose in connection with a restructuring and impairment on financial investments and goodwill | 7. For 2024 also includes restructuring-related impairment losses totaling €2 million, the largest part of which is attributable to the ANS segment (€1 million); for 2022 also includes restructuring-related impairment losses totaling €9 million and reversals of impairment losses totaling €1 million attributable to the Safety and Motion segment | 8. Other special effects include severance payments, gains and losses from disposals of companies and business operations and other.

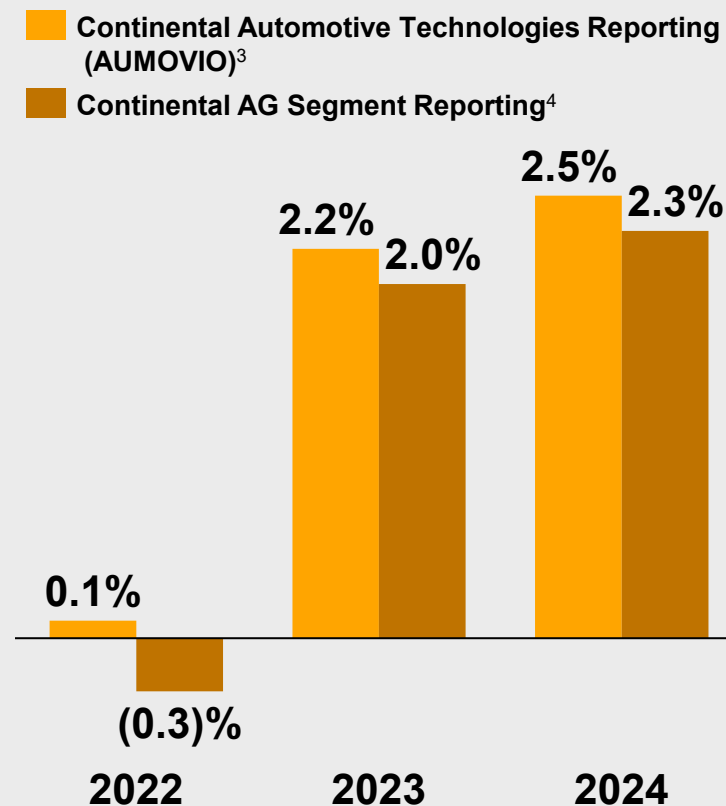
Scope of AUMOVIO financials

Basis of preparation

- › **Historical financials are based on the Consolidated Financial Statements of the Automotive Group**, i.e. Continental Automotive Technologies GmbH and its subsidiaries (“CAT”), which provide a complete historical representation of the business spun-off to AUMOVIO SE. **There is no historical financial information for AUMOVIO** for the years ended December 31, 2022, 2023 and 2024.
- › CAT Consolidated Financial Statements are **based on figures that were part of the historical reporting of Continental Group**
- › Presented financials were **prepared on a voluntary basis** for the prospectus
- › Presented Group financials include:
 - › (i) **consolidation and holding effects** and
 - › (ii) **Contract Manufacturing** in addition to 4 BAs
 - › Comprises **manufacturing of products on behalf Vitesco Technologies**¹
 - › At the time of the Vitesco spin-off this was not intended as a permanent solution and is **expected to be discontinued in H1 2026**
- › Historical financials **include historical charges of central costs** according to the spin-off perimeter

Exemplary differences vs. Continental AG reporting

Adj. EBIT margin²



1. Until the merger on October 1, 2024. Now Schaeffler Group | 2. Adjusted EBIT margin is calculated as adjusted EBIT divided by adjusted sales multiplied by 100 | 3. Based on the Consolidated Financial Statements of Automotive | 4. Based on Automotive Group Sector as reported in the Consolidated Financial Statements of Continental AG.

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