STABILUS

Q1 FY2026 RESULTS

ANALYST & INVESTOR WEB CONFERENCE
JANUARY 26, 2026

MOTION CONTROL

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Numbers were rounded to one decimal. Due to rounding, numbers presented may not add up precisely to the totals provided.

KEY TAKEAWAYS

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Strong cash generation: Adj. FCF at €23.9m (PY: €8.9m). Adj. EBIT[1] margin at 10.1%, -1.5pp y/y; **Adj. EBIT margin in China recovered q/q and reached 18%** in Q1 FY26.

Revenue at €291.1m, -10.7% y/y: organic change -7.0%, **FX – 3.7% y/y**. Revenue and earnings development continue to be negatively affected by the current economic situation and **unfavorable currency effects**. Excluding currency effects, **stable revenues y/y in EMEA and Americas,** difficult business development with an organic change of -25% in APAC.

Significant overhead cost reduction. The **transformation program** to boost long-term competitiveness is well on track, further cost savings expected going forward.

Net leverage ratio as of end December 2025 at 3.04.

The **key growth drivers until 2030 are intact** and will support our development going forward, primarily from H2 FY2026 on.

[1] See list of acronyms in appendix.

KEY GROWTH DRIVERS UNTIL 2030

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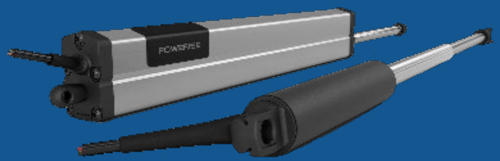
INDUSTRIAL POWERISE

Industrialization of electromechanical motion



AUTOMOTIVE SIDE DOOR ACTUATION

OEM adoption in next-gen vehicle platforms

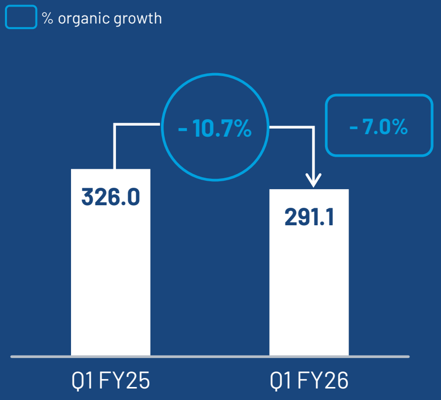
AUTOMATION SYNERGIES

Automation Solutions, Industrial Robots, Humanoids

STABILUS GROUP IN Q1 FY2026

REVENUE AND EARNINGS IMPACTED BY CURRENT MARKET ENVIRONMENT

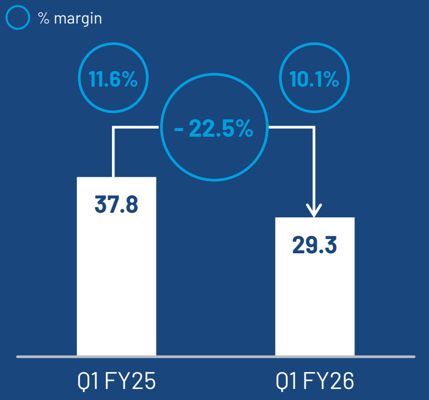
REVENUE (€M)



Revenue ▼ 10.7% y/y

- Organic -7.0%, FX -3.7% y/y
- Soft automotive business, predominantly in APAC[1] (China)
- Destaco revenue synergies €1.7m

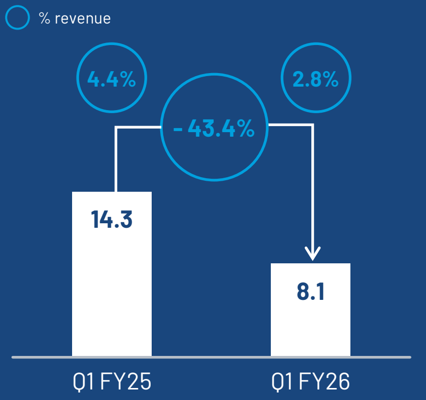
ADJ. EBIT (€M)



Adj. EBIT margin ▼ 1.5pp y/y

- Organic -18.8%, FX -3.7% y/y
- Reduction of R&D, selling and administrative costs by €6.7m or -10.5% y/y
- Destaco cost synergies €0.5m

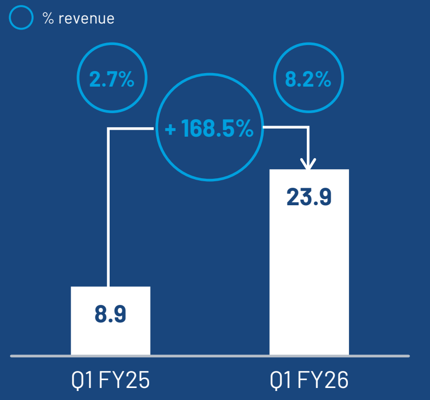
PROFIT (€M)



Profit margin ▼ 1.6pp y/y

- Higher finance costs y/y due to unfavorable fx rate development: €0.4m net fx loss in Q1 FY26 vs. €2.5m net fx gain in Q1 FY25
- Lower income tax expense y/y

ADJ. FCF (€M)



Adj. FCF % revenue ▲ 5.5pp y/y

- Adjustments to FCF €1.8m (PY €2.0m)
- Higher cash flow from operations by €7.9m y/y, lower cash flow for investing activities by €7.3m y/y

[1] See list of acronyms in appendix.

BUSINESS DEVELOPMENT BY REGION IN Q1 FY2026

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	AMERICAS	EMEA	ASIA-PACIFIC
Revenue	▼ **5.7%** y/y	▼ **1.4%** y/y	▼ **30.6%** y/y
adj. EBIT margin	**4.7%** ▼ **3.8pp** y/y	**10.8%** ▲ **1.9pp** y/y	**18.1%** ▼ **1.3pp** y/y

Despite difficult business development and revenue dip by 31% in APAC, the countermeasures were effective to safeguard an adj. EBIT margin of 18% in this region.

AMERICAS: REVENUE AND EARNINGS IMPACTED BY WEAK US DOLLAR AND SOFTER INDUSTRIAL BUSINESS

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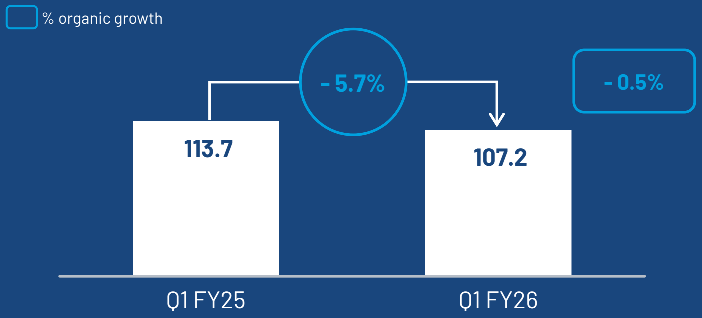
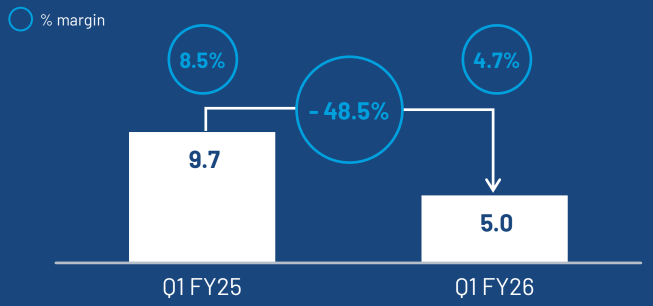
REVENUE (€M)



ADJ. EBIT (€M)



Revenue ▼ 5.7% y/y

- Organic -0.5%, FX -5.2% y/y
- Lower revenues primarily in Industrial Components business unit
- Organic growth in Automotive Gas Spring, Automotive Powerise and Industrial Automation (Destaco) by 0.4%, 2.2% and 3.2% y/y, respectively

Adj. EBIT margin ▼ 3.8pp y/y

- Organic -43.3%, FX -5.2%
- Lower margin as a result of softer industrial business
- Mexico and US gas spring operations with workforce turnover challenges, driving increased training investments and reduced operational efficiency

[1] See list of acronyms in appendix.

EMEA: MARGIN IMPROVEMENT WITH REVENUES ROUGHLY ON THE PRIOR-YEAR LEVEL

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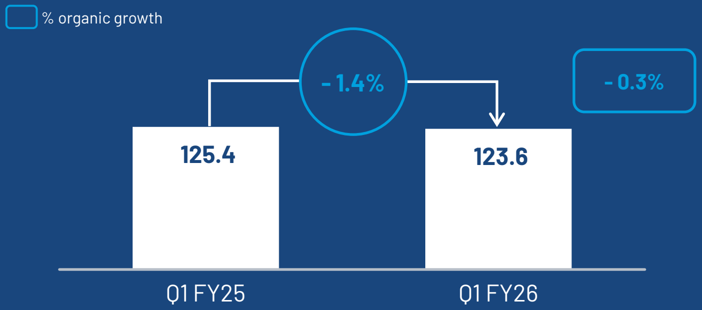
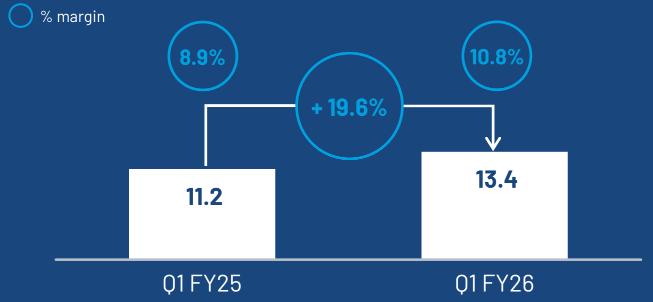
REVENUE (€M)



ADJ. EBIT (€M)



Revenue ▼ 1.4% y/y

- Organic -0.3%, FX -1.1%
- Lower revenues in Automotive Gas Spring (AGS[1]) and Industrial Automation (Destaco) business units
- Organic growth in Automotive Powerise and Industrial Components by 4.2% and 4.0% y/y, respectively

Adj. EBIT margin ▲ 1.9pp y/y

- Organic +21.4%, FX -1.8%
- Effective cost cutting measures
- First cost savings from the announced transformation program

[1] See list of acronyms in appendix.

APAC: MARGIN IN HIGH TEENS (18%), DESPITE REVENUE DIP

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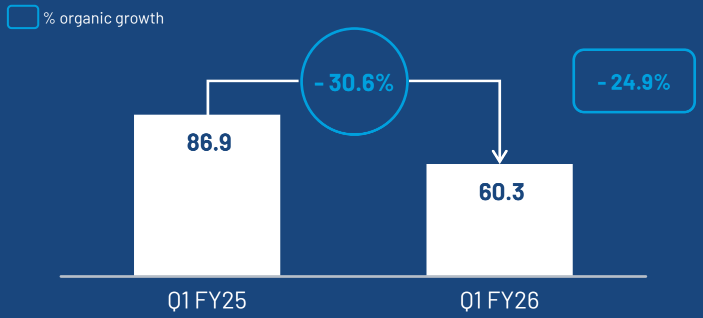
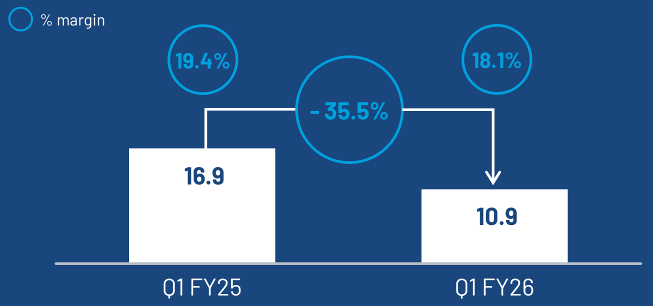
REVENUE (€M)



ADJ. EBIT (€M)



Revenue ▼ 30.6% y/y

- Organic -24.9%, FX -5.7% y/y
- Lower revenues in Automotive Powerise (APR[1]) and Automotive Gas Spring (AGS) business units, predominantly in China

Adj. EBIT margin ▼ 1.3pp y/y

- Organic -31.4%, FX -4.1%
- Despite significantly lower revenues, the EBIT margin stood at 18.1%
- Substantial margin improvement q/q: 11.1% in Q4 FY25 vs. 18.1% in Q1 FY26

[1] See list of acronyms in appendix.

BUSINESS DEVELOPMENT BY MARKET SEGMENT

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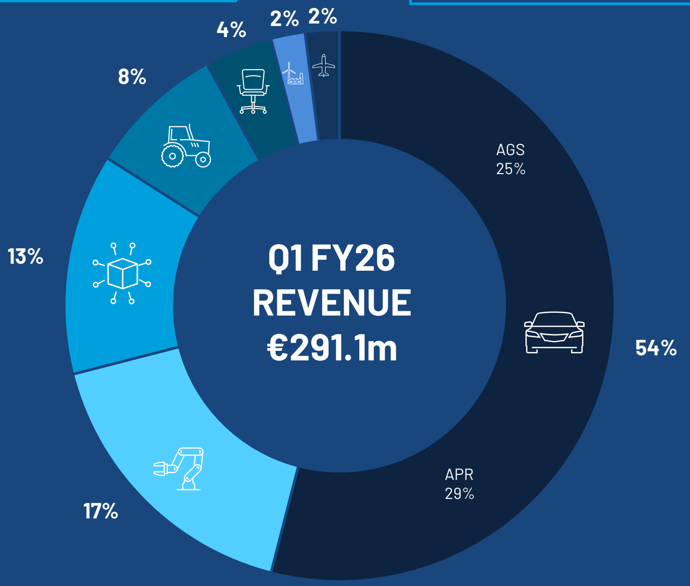
Industrial business ▼ 7% y/y
Organic -2%
FX -5%

Automotive business ▼ 14% y/y
Organic -10%
FX -4%



ICON	MARKET SEGMENT	% CHANGE Y/Y
	Automotive (AGS and APR)	▼ 14%
	Industrial Machinery & Automation (IMA)	▼ 10%
	Distributors, Independent Aftermarket, E-commerce (DIAMEC)	▼ 1%
	Commercial Vehicles (CV)	▼ 2%
	Health, Recreation & Furniture (HRF)	▼ 4%
	Energy & Construction (EC)	▼ 30%
	Aerospace, Marine & Rail (AMR)	▲ 16%

Revenue affected by unfavorable currency effects. Organic development in diversified industrial business more resilient than in automotive.

NET LEVERAGE RATIO AT 3.04 AS OF END DECEMBER 2025

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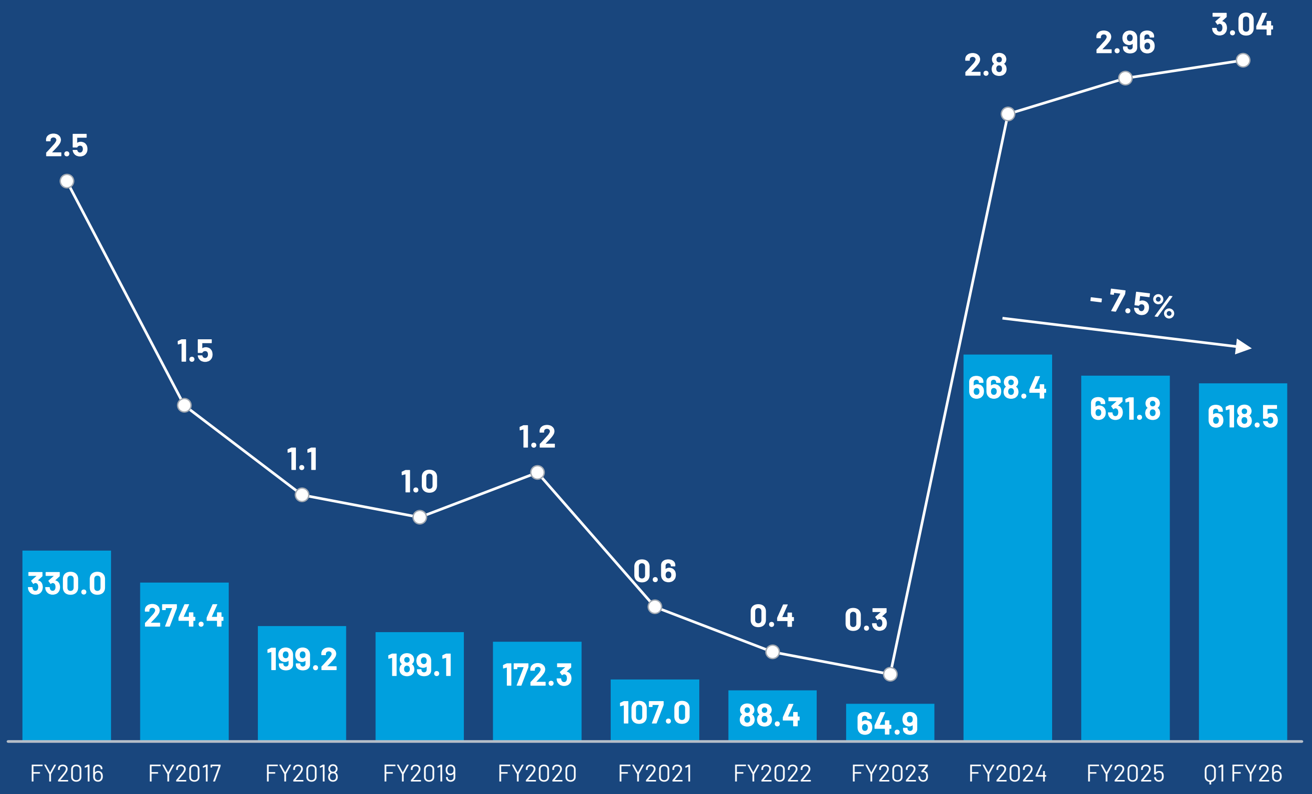

- In Q1 FY26, net financial debt was reduced by €13.3m.
- Since end FY2024, net financial debt was reduced by €49.9m or 7.5%.
- Our goal is to reduce net leverage ratio below 2.0 within the next three years.
- Our mid-term target leverage ratio is 1.0.

Net financial debt as of end of quarter in €m | Net leverage ratio = net financial debt / LTM adj. EBITDA

NWC/REVENUE RATIO IMPROVED TO 17.3%

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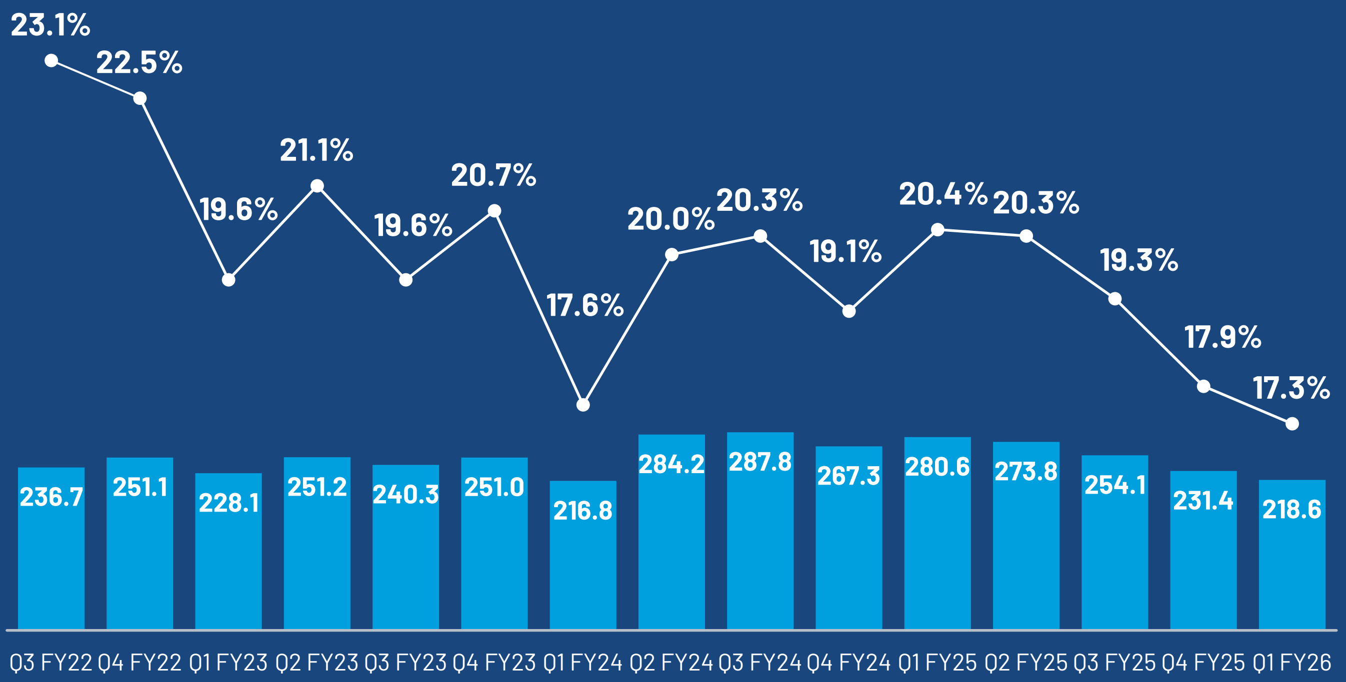

- NWC/revenue ratio improved by 60bp q/q to 17.3% as of end Q1 FY26.
- Receivables sold under the factoring program as of end December 2025: €20.6m (Sept 2025: €25.8m, Dec 2024: €8.3m).

NWC as of end of quarter in €m | NWC/revenue ratio = NWC in % of LTM revenue

INVESTMENT FOCUS ON INNOVATIVE NEW PRODUCTS

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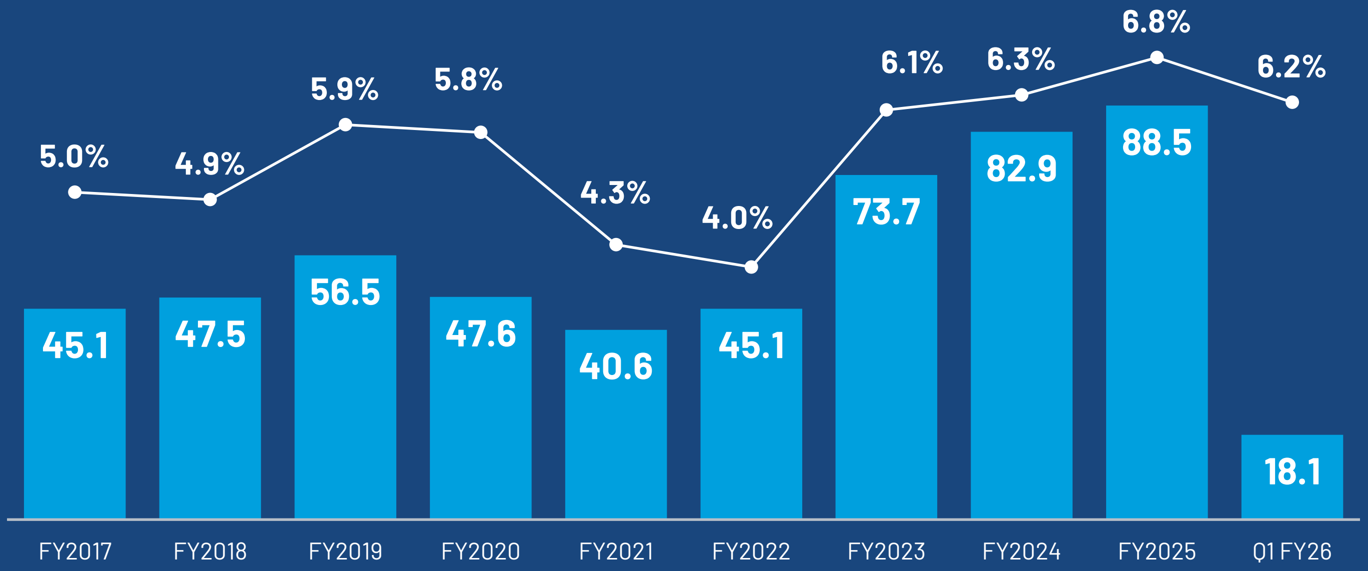

- Important investment projects:
  - radar technology,
  - smart door actuation,
  - electric grippers,
  - automation of production facilities.

Capital expenditure (CAPEX) in €m | Capex in % revenue

CONFIRMING GUIDANCE FOR FY2026

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	FY2025 Actual	FY2026 Forecast
Revenue	€1,296.1m	**€1.1bn - €1.3bn**
Adj. EBIT margin	11.0%	**10% - 12%**
Adj. FCF	€119.0m	**€80m - €110m**

- The forecast range reflects **difficult market conditions, macroeconomic and geopolitical uncertainties.**
- Despite softer development in Q1 FY2026, **we confirm our FY2026 guidance** from December 8, 2025.

SUMMARY AND OUTLOOK

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The Q1 FY2026 revenue and earnings development was **significantly impacted by the current market environment**.

We confirm our FY2026 guidance from December 8, 2025.

Despite the headwinds, **we continue to pursue our long-term strategy STAR 2030**, focusing on profitable and sustainable growth, customer and employee satisfaction, innovation and sustainability.

Q&A SESSION

APPENDIX

REVENUE AND ADJUSTED EBIT MARGIN BY QUARTER

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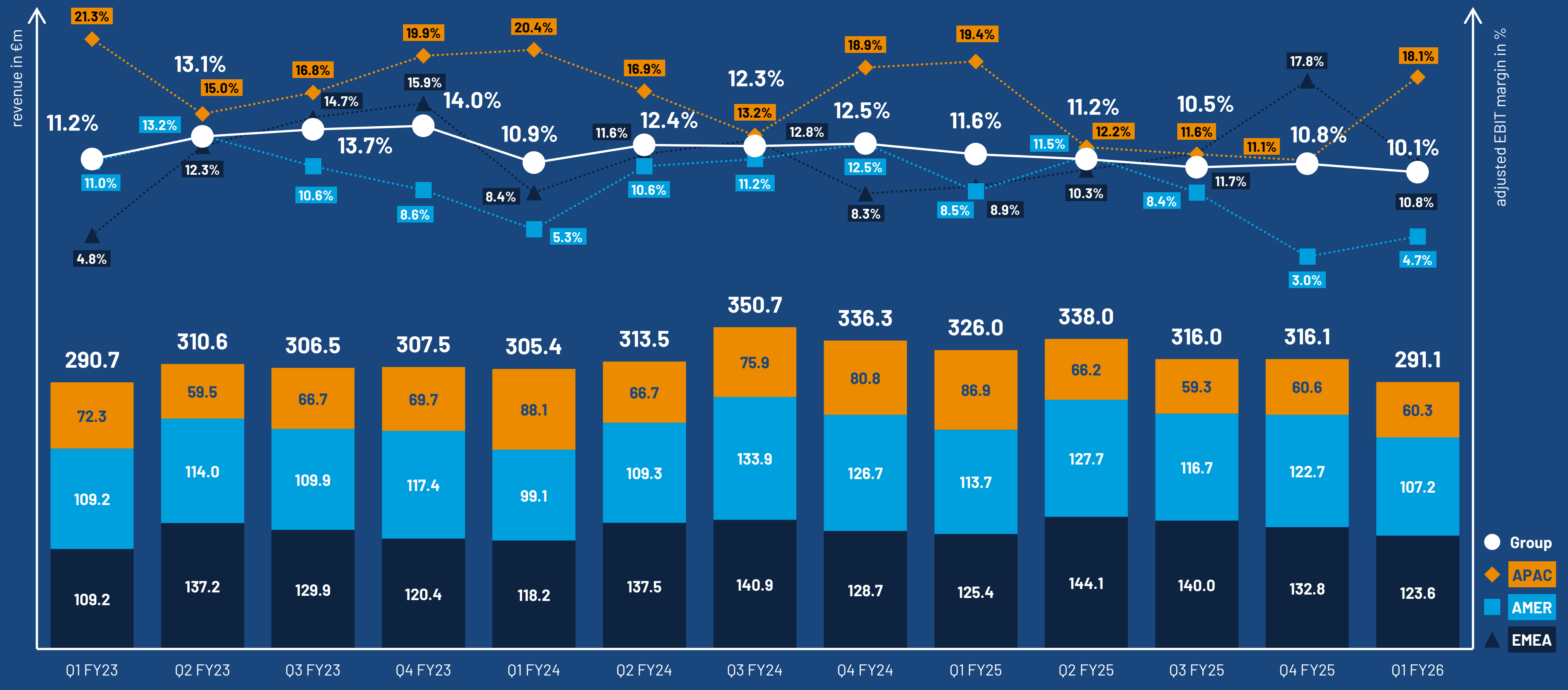

REVENUE

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THREE MONTHS ENDED DECEMBER 31, 2025

REVENUE (€M)

	Q1 FY2025 Actual	Q1 FY2026 Actual	Change	% change	Acquisition effect	Currency effect	Organic growth
Automotive Gas Spring	29.0	27.1	(1.9)	(6.6)%	0.0%	(0.1)%	(6.5)%
Automotive Powerise	26.1	26.6	0.5	1.9%	0.0%	(2.3)%	4.2%
Industrial Components	57.3	58.9	1.6	2.8%	0.0%	(1.2)%	4.0%
Industrial Automation (Destaco)	12.9	11.0	(1.9)	(14.7)%	0.0%	(0.4)%	(14.3)%
EMEA	**125.4**	**123.6**	**(1.8)**	**(1.4)%**	**0.0%**	**(1.1)%**	**(0.3)%**
Automotive Gas Spring	25.5	24.4	(1.1)	(4.3)%	0.0%	(4.7)%	0.4%
Automotive Powerise	29.8	30.6	0.8	2.7%	0.0%	0.5%	2.2%
Industrial Components	32.2	27.4	(4.8)	(14.9)%	0.0%	(8.0)%	(6.9)%
Industrial Automation (Destaco)	26.2	24.8	(1.4)	(5.3)%	0.0%	(8.5)%	3.2%
AMERICAS	**113.7**	**107.2**	**(6.5)**	**(5.7)%**	**0.0%**	**(5.2)%**	**(0.5)%**
Automotive Gas Spring	29.8	22.1	(7.7)	(25.8)%	0.0%	(6.1)%	(19.7)%
Automotive Powerise	44.6	28.4	(16.2)	(36.3)%	0.0%	(5.2)%	(31.1)%
Industrial Components	6.7	6.0	(0.7)	(10.4)%	0.0%	(7.4)%	(3.0)%
Industrial Automation (Destaco)	5.9	3.8	(2.1)	(35.6)%	0.0%	(5.1)%	(30.5)%
APAC	**86.9**	**60.3**	**(26.6)**	**(30.6)%**	**0.0%**	**(5.7)%**	**(24.9)%**
Total Automotive Gas Spring (AGS)	84.3	73.6	(10.7)	(12.7)%	0.0%	(3.6)%	(9.1)%
Total Automotive Powerise (APR)	100.5	85.6	(14.9)	(14.8)%	0.0%	(2.8)%	(12.0)%
Total Industrial Components (IC)	96.2	92.3	(3.9)	(4.1)%	0.0%	(3.9)%	(0.2)%
Total Industrial Automation (Destaco)	45.0	39.6	(5.4)	(12.0)%	0.0%	(5.7)%	(6.3)%
Total	**326.0**	**291.1**	**(34.9)**	**(10.7)%**	**0.0%**	**(3.7)%**	**(7.0)%**

ADJUSTED EBIT

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THREE MONTHS ENDED DECEMBER 31, 2025

ADJUSTED EBIT (€M)

	Q1 FY2025 Actual	Q1 FY2026 Actual	Change	% change	Acquisition effect	Currency effect	Organic change
EMEA	11.2	13.4	2.2	19.6%	0.0%	(1.8)%	21.4%
AMERICAS	9.7	5.0	(4.7)	(48.5)%	0.0%	(5.2)%	(43.3)%
APAC	16.9	10.9	(6.0)	(35.5)%	0.0%	(4.1)%	(31.4)%
Total	**37.8**	**29.3**	**(8.5)**	**(22.5)%**	**0.0%**	**(3.7)%**	**(18.8)%**

P&L AND ADJUSTED EBIT

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THREE MONTHS ENDED DECEMBER 31, 2025

P&L (€M)

	Q1 FY2025 Actual	Q1 FY2026 Actual	Change	% change
Revenue	326.0	291.1	(34.9)	(10.7)%
Cost of sales	(238.7)	(215.4)	23.3	(9.8)%
Gross Profit	**87.2**	**75.7**	**(11.5)**	**(13.2)%**
% margin	*26.7%*	*26.0%*		
R&D expenses	(9.4)	(7.7)	1.7	(18.1)%
Selling expenses	(33.4)	(32.4)	1.0	(3.0)%
Administrative expenses	(20.9)	(16.9)	4.0	(19.1)%
Other income/expenses	4.7	2.4	(2.3)	(48.9)%
EBIT	**28.1**	**21.1**	**(7.0)**	**(24.9)%**
% margin	*8.6%*	*7.2%*		
Finance income/costs	(7.3)	(9.5)	(2.2)	30.1%
EBT	**20.9**	**11.6**	**(9.3)**	**(44.5)%**
% margin	*6.4%*	*4.0%*		
Income tax	(6.6)	(3.5)	3.1	(47.0)%
Profit	**14.3**	**8.1**	**(6.2)**	**(43.4)%**
% margin	*4.4%*	*2.8%*		
EPS in €	*0.56*	*0.31*	*(0.25)*	*(44.6)%*

ADJUSTED EBIT (€M)

	Q1 FY2025 Actual	Q1 FY2026 Actual	Change	% change
EBIT	**28.1**	**21.1**	**(7.0)**	**(24.9)%**
PPA adj. - D&A	8.9	7.6	(1.3)	(14.6)%
Reorganization	-	0.6	0.6	n/a
Advisory costs	0.8	-	(0.8)	(100.0)%
Total adjustments	**9.7**	**8.2**	**(1.5)**	**(15.5)%**
Adjusted EBIT	**37.8**	**29.3**	**(8.5)**	**(22.5)%**
% margin	*11.6%*	*10.1%*		

BALANCE SHEET

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DECEMBER 31, 2025

BALANCE SHEET (€M)

	Sept 2025 Actual	Dec 2025 Actual	Change	% change
Property, plant and equipm.	303.9	301.5	(2.4)	(0.8)%
Goodwill	526.6	527.1	0.5	0.1%
Other intangible assets	450.4	447.2	(3.2)	(0.7)%
Other investments	6.0	6.0	-	0.0%
Inventories	204.4	211.4	7.0	3.4%
Trade receivables	176.1	150.5	(25.6)	(14.5)%
Other assets	50.5	55.9	5.4	10.7%
Cash	162.6	166.4	3.8	2.3%
Total assets	**1,880.5**	**1,866.0**	**(14.5)**	**(0.8)%**
Equity incl. minorities	635.8	646.7	10.9	1.7%
Debt (incl. accrued interest)	794.4	784.8	(9.6)	(1.2)%
Pension plans	44.9	44.2	(0.7)	(1.6)%
Deferred tax liabilities	60.0	60.1	0.1	0.2%
Trade payables	149.0	143.3	(5.7)	(3.8)%
Other liabilities	196.4	186.9	(9.5)	(4.8)%
Total equity and liabilities	**1,880.5**	**1,866.0**	**(14.5)**	**(0.8)%**

CASH FLOW

THREE MONTHS ENDED DECEMBER 31, 2025

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CASH FLOW STATEMENT (€M)

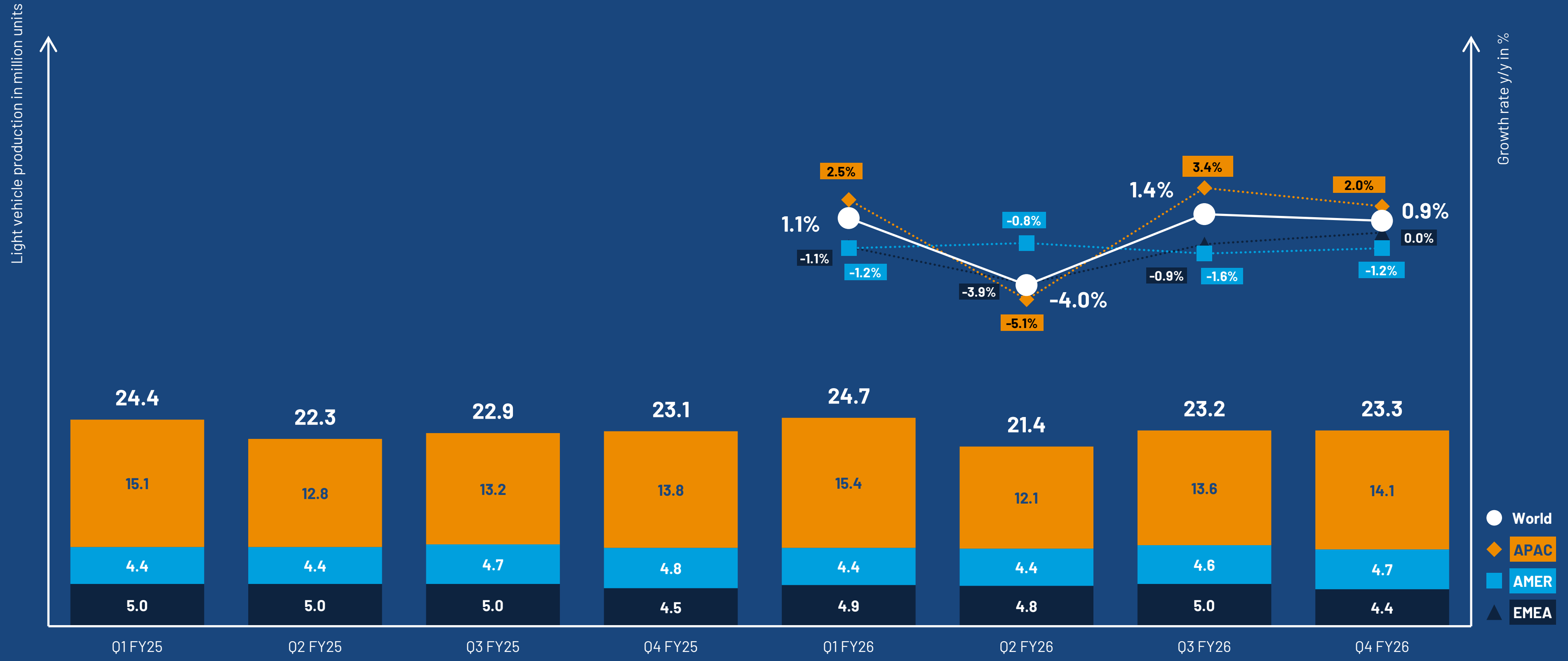
	Q1 FY2025 Actual	Q1 FY2026 Actual	Change	% change
Cash flow from operating activities	29.7	37.6	7.9	26.6%
Cash flow from investing activities	(22.8)	(15.5)	7.3	(32.0)%
Cash flow from financing activities	(21.4)	(19.4)	2.0	(9.3)%
Net increase / (decrease) in cash	**(14.5)**	**2.8**	**17.3**	**<(100.0)%**
Effect of movements in exchange rates	2.5	1.0	(1.5)	(60.0)%
Cash as of beginning of the period	109.4	162.6	53.2	48.6%
Cash as of end of the period	**97.5**	**166.4**	**68.9**	**70.7%**

ADJ. FCF (€M)

	Q1 FY2025 Actual	Q1 FY2026 Actual	Change	% change
Cash flow from operating activities	29.7	37.6	7.9	26.6%
Cash flow from investing activities	(22.8)	(15.5)	7.3	(32.0)%
Free cash flow	**6.9**	**22.1**	**15.2**	**>100.0%**
Adjustments	2.0	1.8	(0.2)	(10.0)%
Adj. FCF	**8.9**	**23.9**	**15.0**	**>100.0%**

LVP DEVELOPMENT / FORECAST

QUARTERLY VIEW: Q1 FY25 – Q4 FY26



Source: leading market forecast institutes, January 2026

LVP DEVELOPMENT / FORECAST

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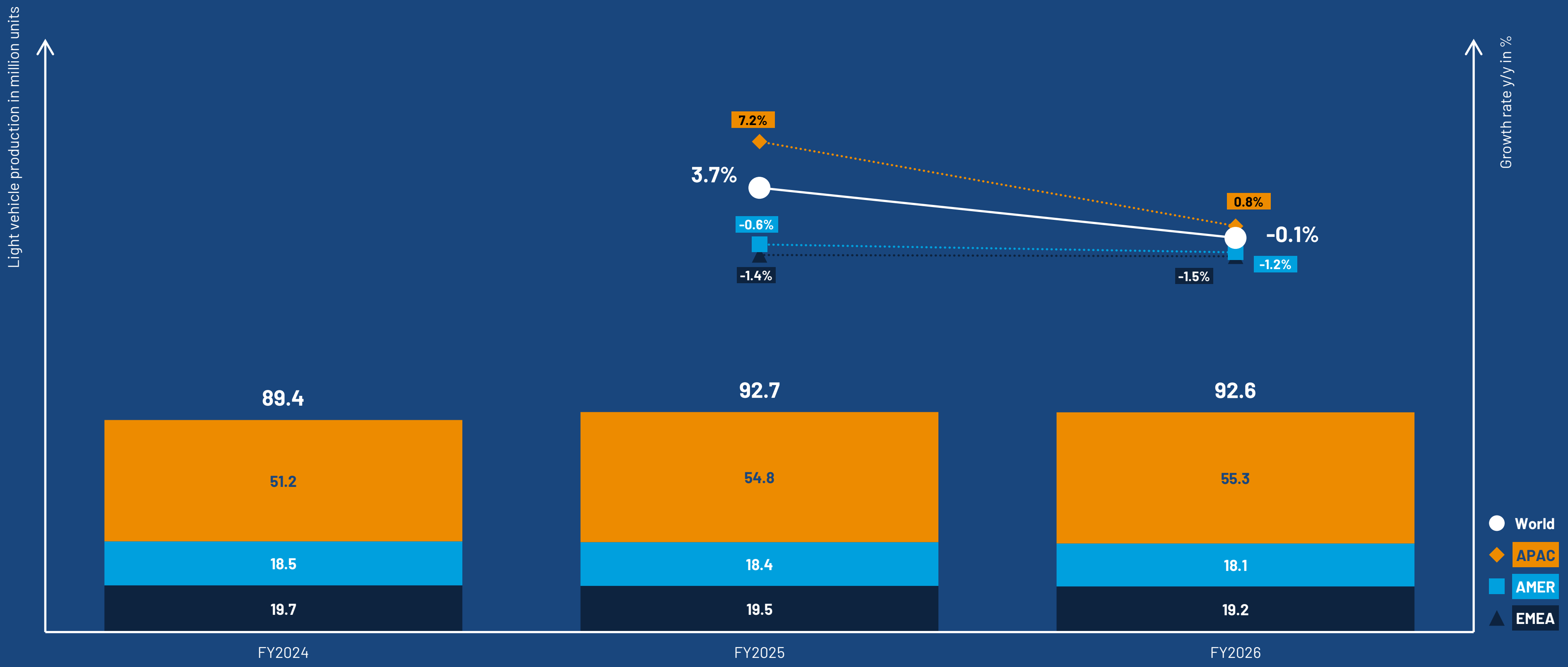
YEARLY VIEW: FY2024 – FY2026



Source: leading market forecast institutes, January 2026

ACRONYMS AND ABBREVIATIONS

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Adj.	Adjusted	**FX**	Foreign exchange, currency effect
AGS	Automotive Gas Spring	**FY**	Fiscal year
AMR	Aerospace, Marine & Rail	**GDP**	Gross domestic product
APAC	Asia-Pacific	**HRF**	Health, Recreation & Furniture
APR	Automotive Powerise	**IMA**	Industrial Machinery & Automation
bp	Basis point	**LTM**	Last twelve months
CAPEX	Capital expenditure	**LVP**	Light vehicle production
CV	Commercial Vehicles	**M&A**	Mergers & Acquisitions, acquisition effect
CY	Calendar year	**NLR**	Net leverage ratio
D&A	Depreciation and amortization	**NWC**	Net working capital
DIAMEC	Distributors, Independent Aftermarket, E-commerce	**pp**	Percentage point
EMEA	Europe, Middle East & Africa	**PPA**	Purchase price allocation
EBIT	Earnings before interest and taxes	**PPE**	Property, plant and equipment
EBITDA	Earnings before interest, taxes, depreciation and amortization	**Prelim**	Preliminary
EBT	Earnings before taxes	**PY**	Prior year
EC	Energy & Construction	**q/q**	Quarter-on-quarter
FCF	Free cash flow	**y/y**	Year-on-year

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