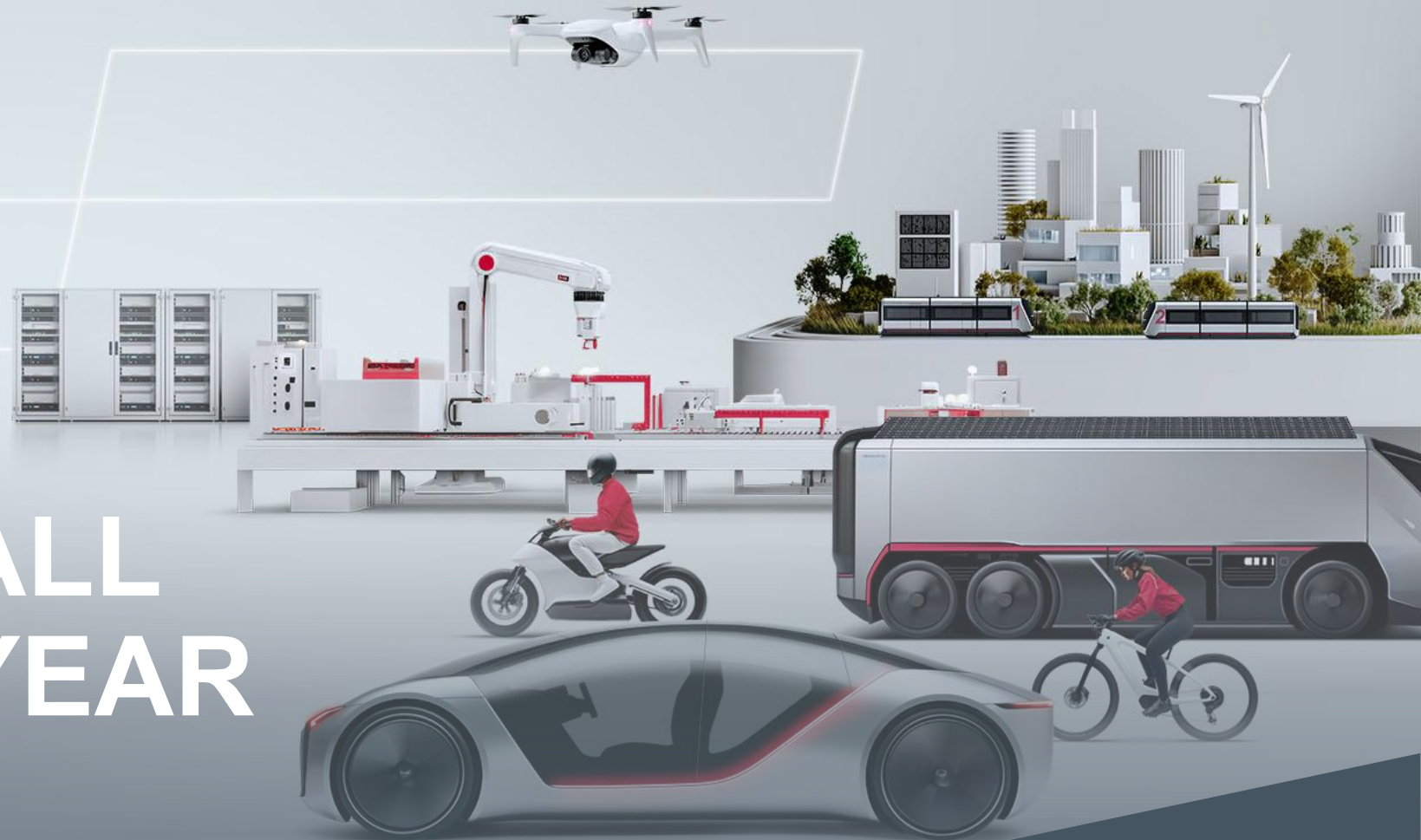


March 26th, 2026

EDAG ENGINEERING GROUP AG

ANALYST CALL FINANCIAL YEAR 2025

YOUR GLOBAL MOBILITY AND
INDUSTRY ENGINEERING EXPERTS



WELCOME TO TODAY'S ANALYST CALL



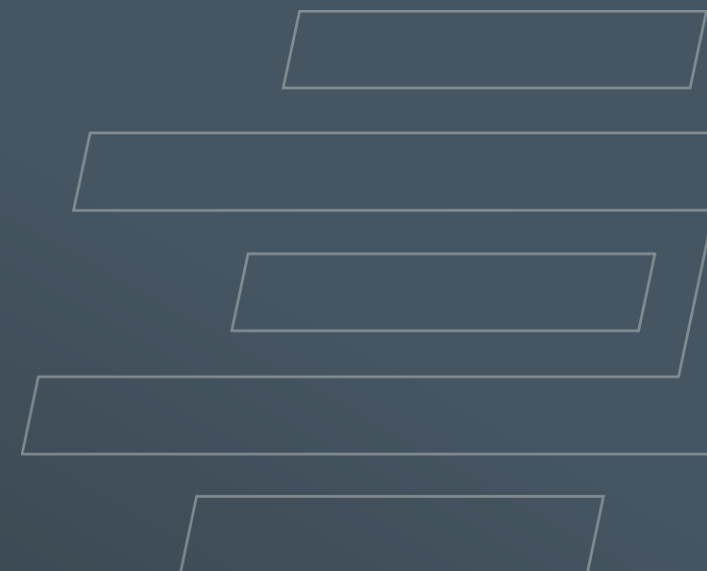
Harald Keller

CEO



Holger Merz

CFO



EDAG GROUP FINANCIAL YEAR 2025 KEY FIGURES



714.0

m. EUR
Revenues



-12.9 **26.9**

m. EUR
adj. EBIT

m. EUR
adj. EBITDA



-1.8 **3.8**

%
adj. EBIT margin

%
adj. EBITDA margin

8,303

Employees



4.5

m. EUR
Operating Cash-Flow



only

13.1

m. EUR
Investments



EDAG PRESENTATION AGENDA

HIGHLIGHTS

MARKET ENVIRONMENT IN 2025

KEY FIGURES

MARKET, STRATEGY & OUTLOOK

Q & A

AGENDA



HIGHLIGHTS HANNOVER FAIR



- **Main partner NVIDIA**
- **5 theme islands** – Smart Product, Smart Factory, Smart People, Smart Ecosystem & Industrial Metaverse
- **Presentation of Metaverse use cases**
- **Stage presentations** – including one with Siemens with 500 people on site & 1,000,000 streams
- **1st Place Factory Innovation Award**
- **> 1,000 leads generated;** 60% of which are potential new customers from various industries

HIGHLIGHTS RECAP ACTIVITIES



DEVELOPMENT OF EVTOL WITH AIR

- Supporting AIR ONE across the full eVTOL development chain – from system engineering to prototypes and validation.
- Building deep expertise in piloted and unmanned drone technologies.
- Expanding footprint in next-generation air mobility.



STRENGTHENED STRATEGIC OEM PARTNERSHIPS

- Strategic development partner to Volvo Cars.
- Key Partner recognition from Volkswagen China Technology Company (VCTC).
- Strengthened global positioning and diversifying client base internationally.



SMART INDUSTRY SUMMITS - DRIVING INDUSTRIAL GROWTH

- Showcased scalable AI and smart factory solutions, reinforcing EDAG's industrial innovation leadership on three international summits in India, Germany and the U.S.
- Intensified global partnerships while presenting market-ready solutions driving efficiency and growth.



EXPANSION OF DEFENCE ACTIVITIES

- Engineering projects for well-known defence companies.
- Order intake tripled compared to previous year.
- Frank Leidenberger, 3*star Lieutenant General (ret.), elected to the Supervisory Board.

EDAG PRESENTATION AGENDA

HIGHLIGHTS

MARKET ENVIRONMENT IN 2025

KEY FIGURES

MARKET, STRATEGY & OUTLOOK

Q & A

AGENDA



MARKET ENVIRONMENT IN 2025 IMPACT ON ENGINEERING SERVICE PROVIDER

- Global economic grew by 3.3 % in 2025 and only 0.2 % in Germany.⁽¹⁾



- Trade tensions and protectionist policies remained a headwind while technology-driven investment and selective fiscal support offered stabilizing effects.
- Global car sales with moderate growth, reflecting mixed regional dynamics and slower economic momentum. Despite industry headwinds, EV output surged, reinforcing the global shift toward electrification.
- Automotive uncertainty, trade disputes, and customer challenges triggered profit warnings, cost cuts, and tariff-related project delays.
- The anticipated H2 recovery in the mobility sector did not occur, keeping capacity utilization low, while growth was largely driven by sharply rising engineering investments from the defence industry.

Notes:

(1) IMF World Economic Outlook January 2026.

EDAG PRESENTATION AGENDA

HIGHLIGHTS

MARKET ENVIRONMENT IN 2025

KEY FIGURES

MARKET, STRATEGY & OUTLOOK

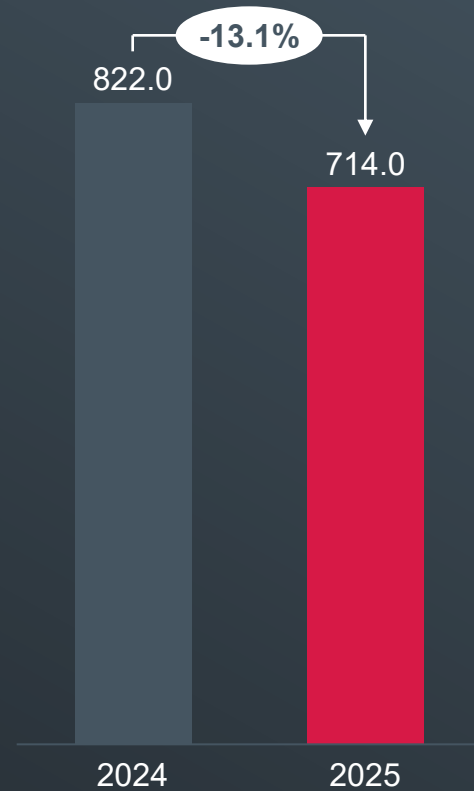
Q & A

AGENDA

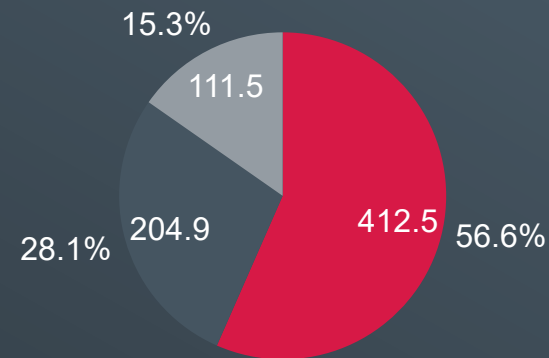


KEY FIGURES REVENUES

Revenues
[m€]⁽¹⁾



Revenues by Segment
[m€]⁽²⁾



Change 2024 to 2025

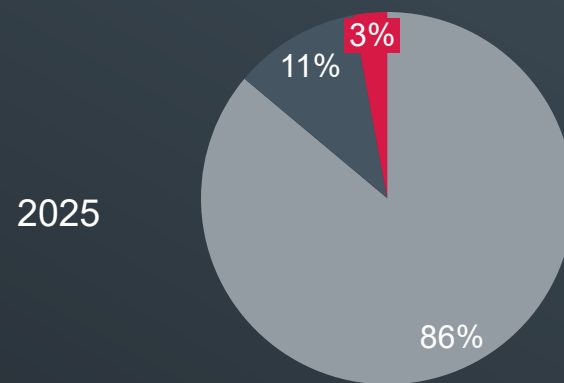
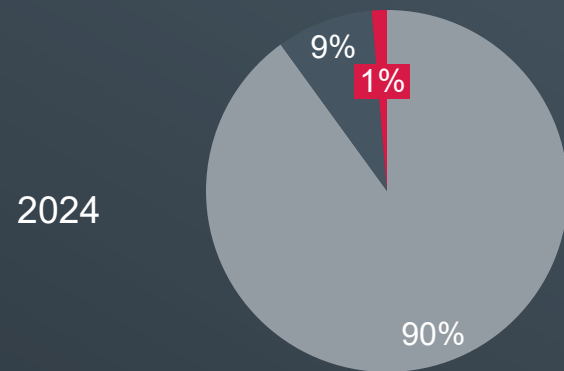
Vehicle Engineering	-13.0 %
Electrics / Electronics	-14.0 %
Production Solutions	-15.7 %

Notes: (1) Revenue defined as sales revenue plus change in inventories. (2) Figures include sales revenue with other segments.

KEY FIGURES

REVENUES BY SECTOR

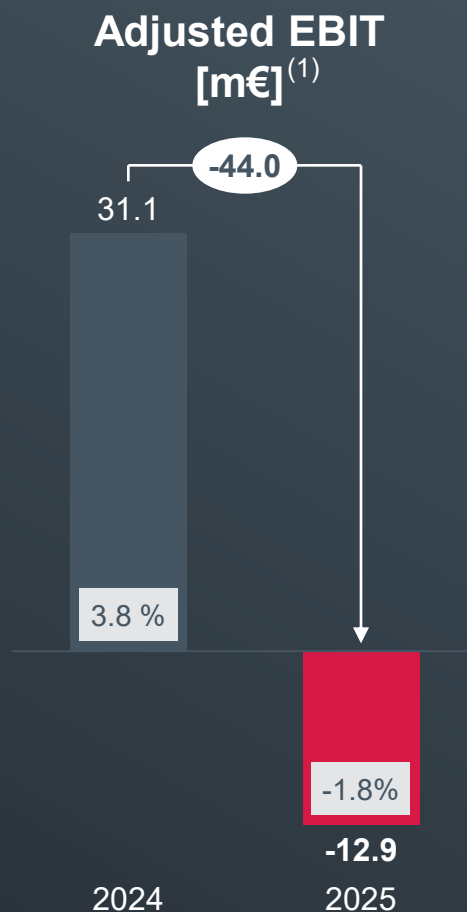
Revenues by Sector [m€]



Change 2024 to 2025

Mobility	- 17 %
Industry	+ 10 %
Defence	+ 88 %

KEY FIGURES ADJUSTED EBIT



Adjusted EBIT by Segment [m€]

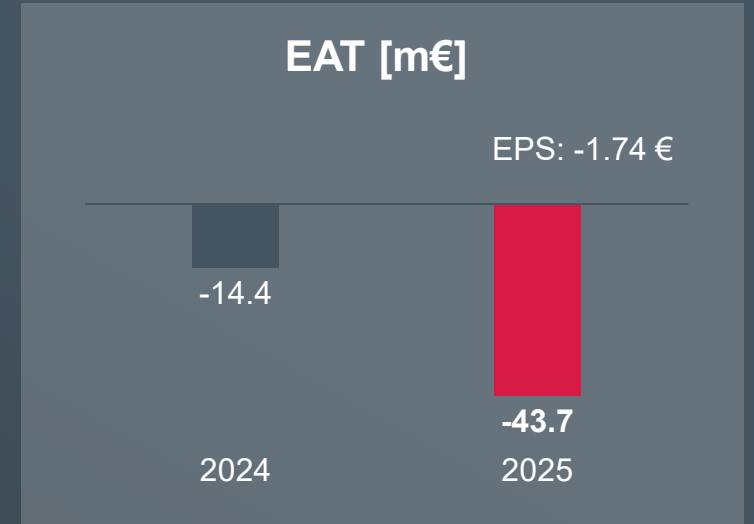
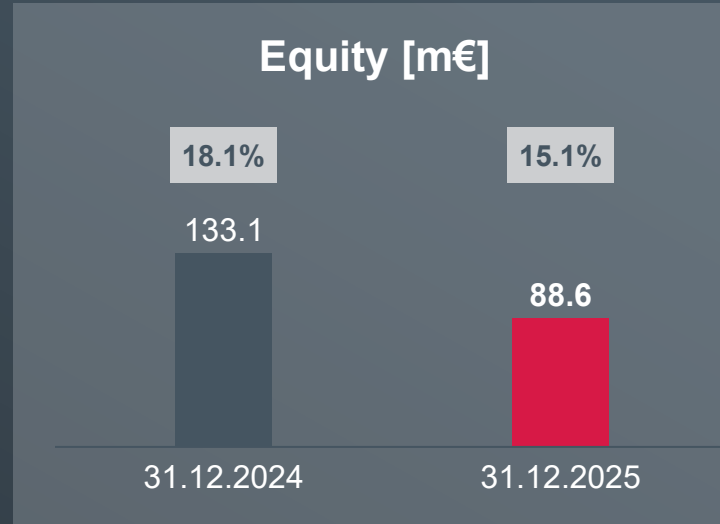
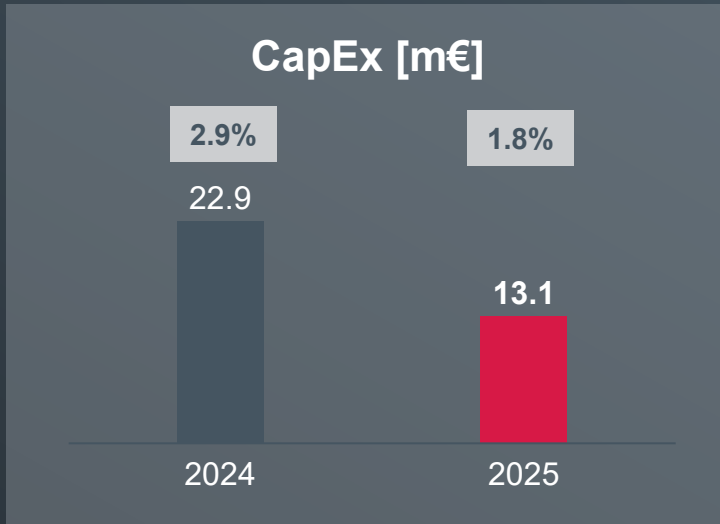
	2024	margin	2025	margin
Vehicle Engineering	24.0	5.1 %	7.9	1.9 %
Electrics / Electronics	1.6	0.7 %	-1.8	-0.9 %
Production Solutions	5.5	4.2 %	-19.0	-17.0 %

Notes: (1) Adj. for one-offs (purchase price allocation and restructuring costs).

x.x% adjusted EBIT-Margin

KEY FIGURES

CAPEX, EQUITY, EAT



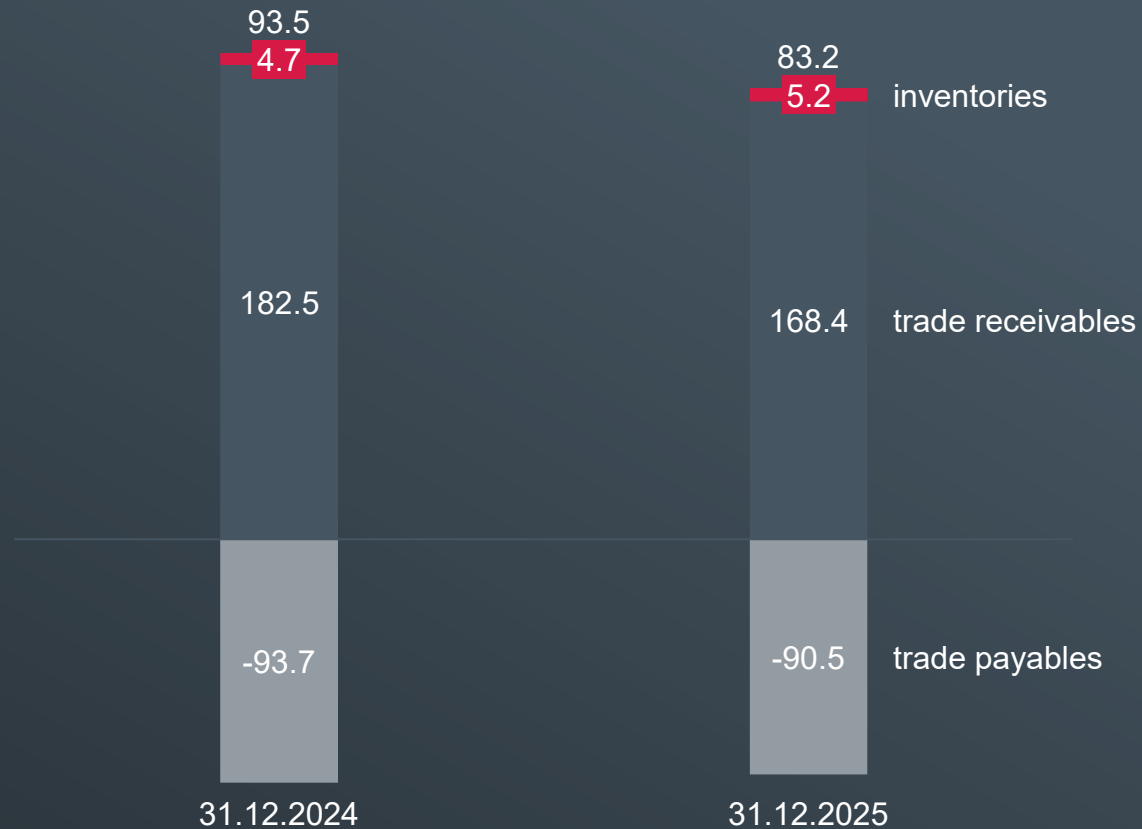
x.x% Capex / Revenue **x.x%** Equity / Balance Sheet total

KEY FIGURES

TRADE WORKING CAPITAL



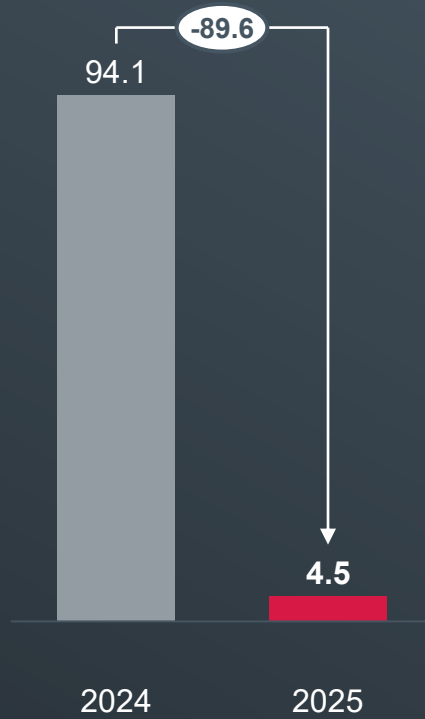
Trade Working Capital [m€]



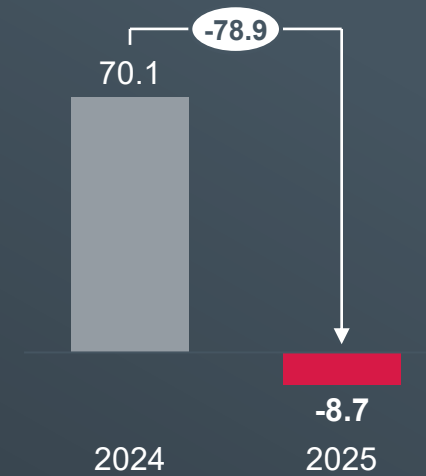
KEY FIGURES CASH FLOWS



Operating Cash Flow [m€]



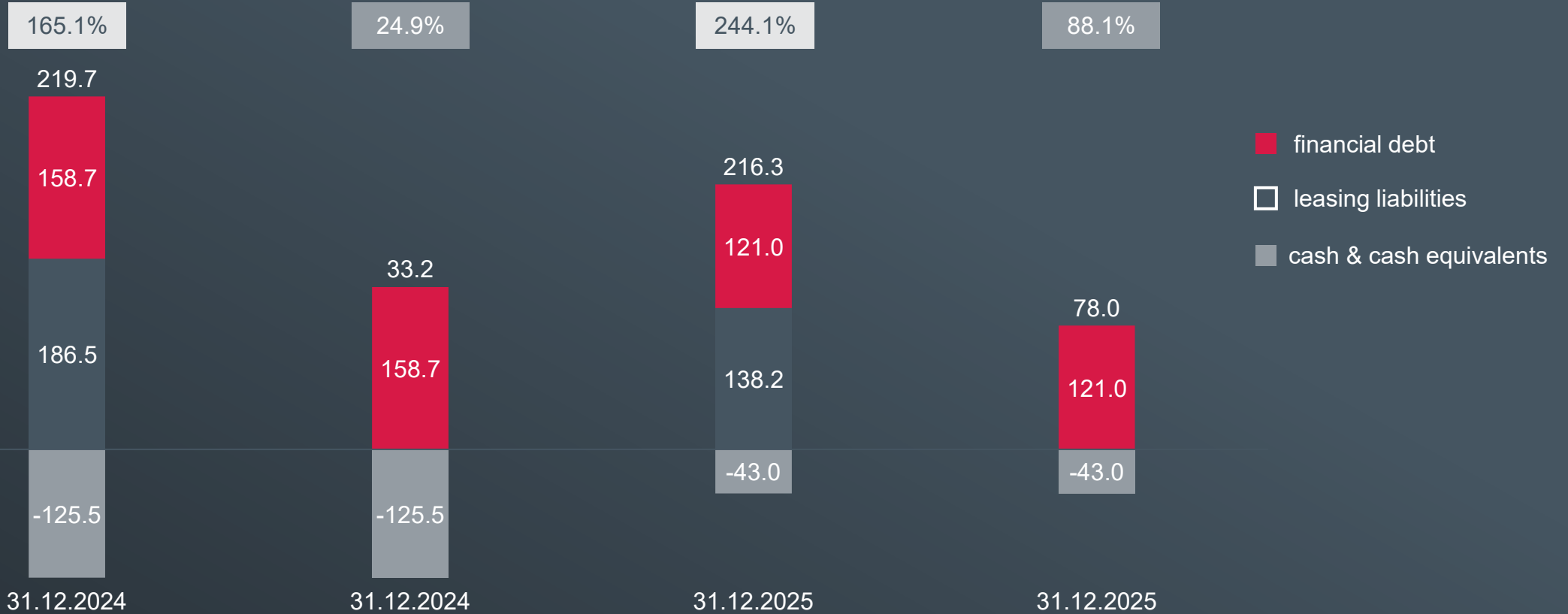
Free Cash Flow [m€]



KEY FIGURES

NET FINANCIAL DEBT

[m€]

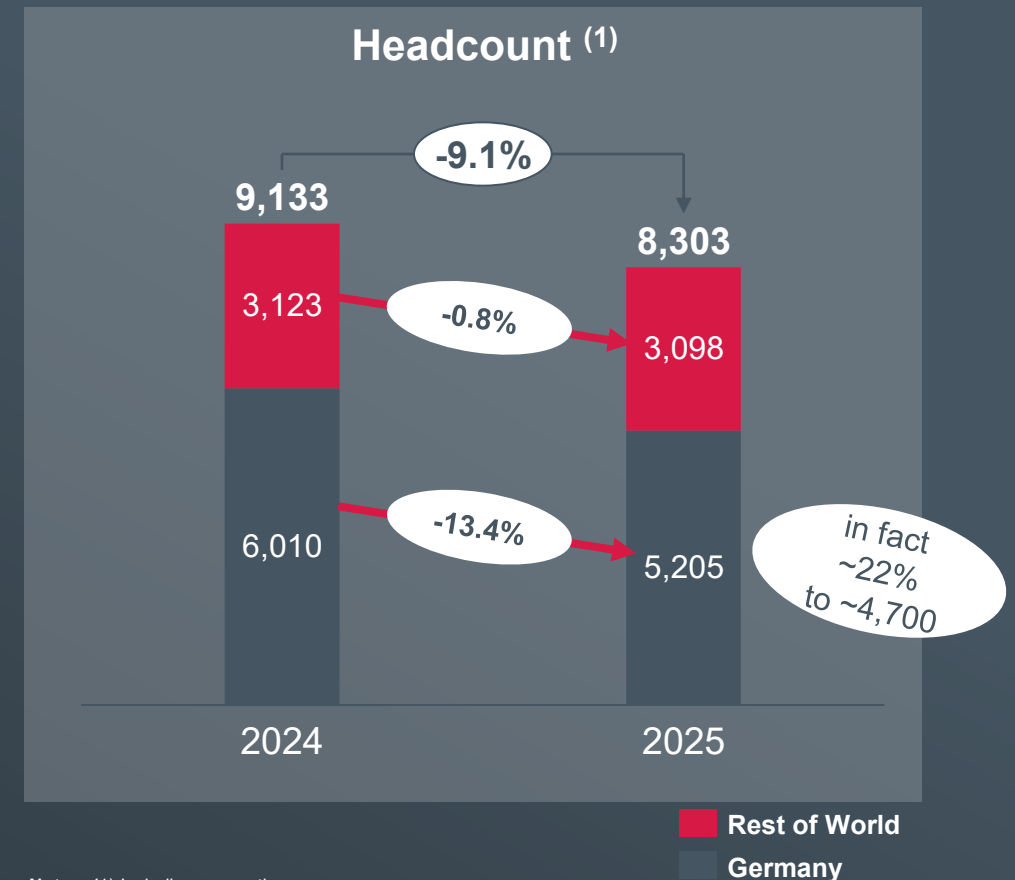


X Net Gearing w/ leasing (Net financial debt / equity)

X Net Gearing w/o. leasing (Net financial debt / equity)

RESTRUCTURING MEASURES STATUS QUO

- Restructuring programs: 34.5 Mio. EUR in November 2024 and 30.0 Mio. EUR in August 2025 included:
 - Reducing headcount mainly in Germany and in selected other European locations
 - Depreciation, amortization and impairments
 - Closing and consolidation of sites
- Headcount reduction in Germany already over 800 yoy, further app. 500 from 2026
- Costs already included in FY 2025
- **Long-term savings of around EUR 90 million annually from 2026 ongoing**



Notes: (1) Including apprentices

EDAG PRESENTATION AGENDA

HIGHLIGHTS

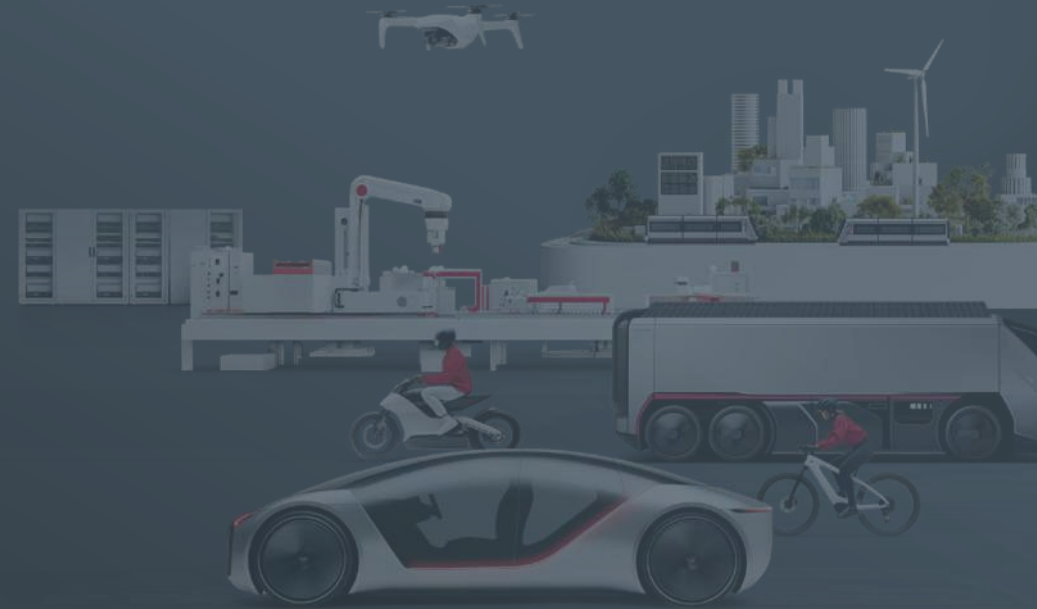
MARKET ENVIRONMENT IN 2025

KEY FIGURES

MARKET, STRATEGY & OUTLOOK

Q & A

AGENDA



MARKET AUTOMOTIVE ENVIRONMENT OUTLOOK

MOBILITY

- **Geopolitical & Regulatory Shifts**
Trade tensions push OEMs toward localized production and operational restructuring, while relaxed regulations extend the coexistence of EVs and ICEs.
 - **EV & Software Shift**
The move to electric and software-defined vehicles is disrupting legacy OEMs and innovation cycles.
 - **Global Competitive Shake-Up**
China's rise in exports challenges western brands' market share and profitability.
- R&D investment levels remain strong across customers
 - Strong technology capabilities and effective use of AI increasingly essential
 - Greater flexibility as budgets shifts from project-based orders toward framework agreements
 - Global delivery centers as key success factor for engineering service providers amid continued cost pressure



MARKET INDUSTRY & DEFENCE OUTLOOK

INDUSTRY

- IMF projects global economic growth of 3.3 % for 2026 and 1.1 % for Germany.⁽¹⁾
 - Persistent trade tensions and supply-chain diversification increase complexity.
 - Rapid technology shift driven by Industrial Metaverse, digital twins, AR/VR, cloud integration and AI-enabled development.
- Demand for automation, digitalization and AI expertise remains high
- Need for flexible, cost-efficient engineering capacity
- Strong role as end-to-end partner for industrialization



DEFENCE

- Structural growth in European Defence spendings.
 - Shift toward integrated, software-defined and networked systems.
 - Strong structural demand for engineering, integration and industrialization services.
- Local added value and safeguarding European technology as strategic criteria
- Long-term cycles with focus on relationship and trust
- Holistic partner for engineering services, including small-batch production



Notes: (1) IMF World Economic Outlook January 2026.

STRATEGY KEY TRANSFORMATION ACTIONS



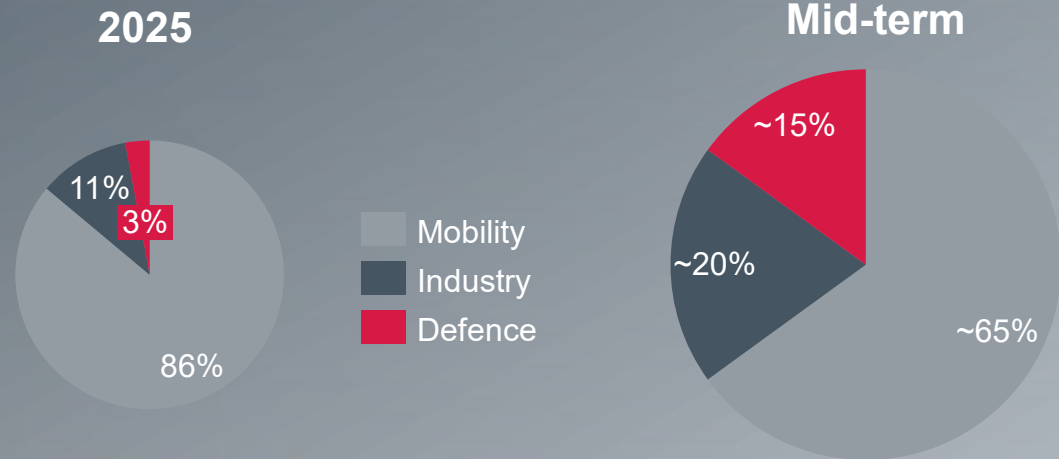
Consistent implementation of strategic measures to increase **competitiveness** through **sustainable growth**.



STRATEGY

MID-TERM GOALS: ACCELERATING TRANSFORMATION & GROWTH⁽¹⁾

- **First choice for customers:**
most efficient, innovative and sustainable engineering service provider
- Increase in the degree of **digitization through automation and AI tools**
- **Diversification**
 - ~15% of sales in the Defence sector
 - ~20% of sales in other industries
- Adjusted EBIT margin of 6 - 8%
- >40% of **sales outside Germany** with a focus on
 - China
 - India as our largest Global-Delivery Center (GDC)
 - USA



Notes: (1) mid-term: within the next five years

OUTLOOK FINANCIAL YEAR 2026

The EDAG Group expects ongoing challenges in the mobility sector in the 2026 financial year, which will also be reflected in the first half of 2026 in the development of revenue and earnings.

Operational improvements driven by strategic initiatives and cost savings will result in a positive adjusted EBIT. In addition to the opportunities, the forecast is also associated with risks that arise for our customers and, consequently, for us, primarily from ongoing market dynamics and geopolitical uncertainties.



Revenue is expected in a range of **around -5 to around 5 percent**



The **adjusted EBIT** margin is expected to be **positive up to around 3 percent**



The **investment rate** is expected in a range of **2 to 3 percent**

EDAG PRESENTATION AGENDA

HIGHLIGHTS

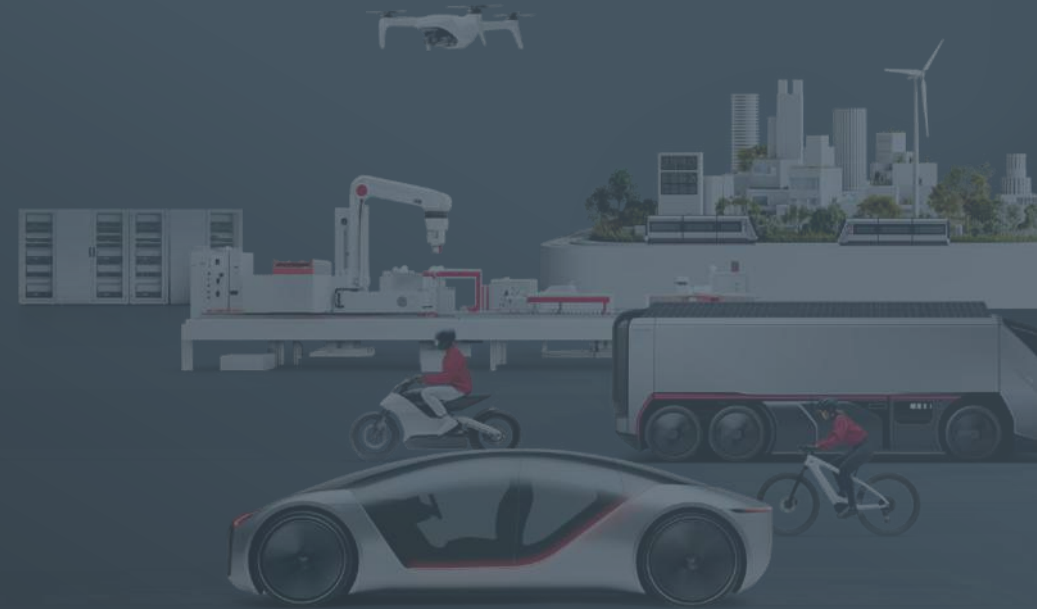
MARKET ENVIRONMENT IN 2025

KEY FIGURES

MARKET, STRATEGY & OUTLOOK

Q & A

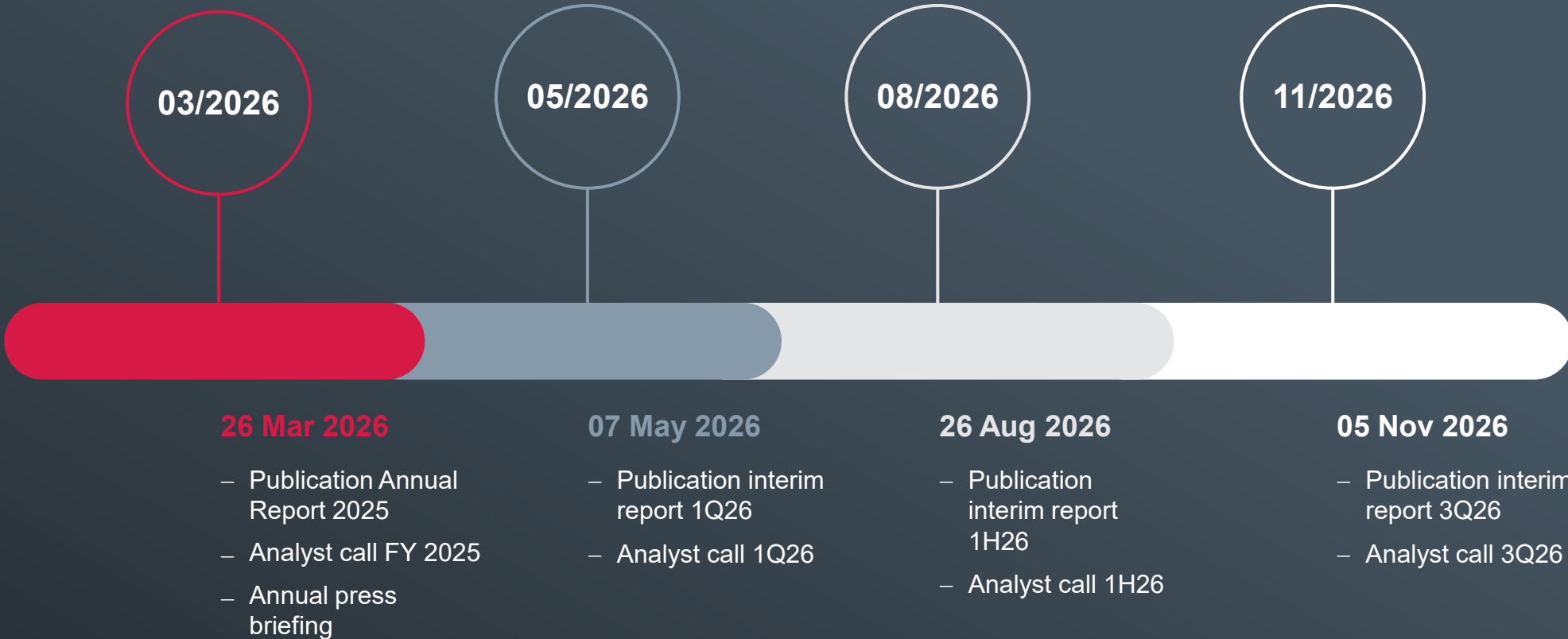
AGENDA



Q & A



INVESTOR RELATIONS FINANCIAL CALENDER



INVESTOR RELATIONS CONTACT



IR CONTACT



EDAG Engineering Group AG

Schlossgasse 2
CH – 9320 Arbon

Phone: +41 (0)71 544 33 -11

E-Mail: ir@edag-group.ag

ir.edag.com

THANK YOU



INVESTOR RELATIONS DISCLAIMER



- For the purposes of the following disclaimer, references to “this Presentation” shall be deemed to include references to this document, the presenters’ speeches, the question and answer session and any other related verbal or written communications.
- The information contained in this Presentation has been prepared solely for use in the Call on March 26th, 2026.
- This Presentation is confidential and does not constitute or form part of, and should not be construed as, an offer, solicitation or invitation to subscribe for, underwrite or otherwise acquire, any securities of the Company or any of its subsidiaries nor should it or any part of it form the basis of, or be relied on in connection with, any contract to purchase or subscribe for any securities of the Company or any of its subsidiaries, nor shall it or any part of it form the basis of or be relied on in connection with any contract or commitment whatsoever. Accordingly, any investment decision to purchase or subscribe for any securities of the Company should be made solely on the basis of the information that is issued by the Company available in the public domain.
- This Presentation has been presented to you solely for your information and must not be copied, reproduced, distributed or passed (in whole or in part) to any other person at any time. Presentations are by their nature abbreviated information and cannot substitute for narrative information. In addition, the information herein is preliminary and is not comprehensive. No reliance may be placed for any purpose whatsoever on the information or opinions contained in this Presentation or on its completeness, accuracy or fairness. Neither the Company, the remainder of its Group, its shareholders nor any financial or other advisors mandated by the Company nor any other manager, their respective affiliates, directors, officers, employees, advisers or agents accepts any responsibility or liability whatsoever for or makes any representation or warranty, express or implied, as to the accuracy, completeness or fairness of the information or opinions in this Presentation (or whether any information has been omitted from this Presentation) or any other information relating to the Group, whether written, oral or in a visual or electronic form, and howsoever transmitted or made available or for any loss howsoever arising from any use of this Presentation or its contents or otherwise arising in connection therewith. In particular, no representation or warranty is given as to the likelihood of achievement or reasonableness of, and no reliance should be placed on, any projections, targets, ambitions, estimates or forecasts contained in this Presentation, and nothing in this Presentation is or should be relied on as a promise or representation as to the future.
- Certain industry and market information in this Presentation and/or related materials and/or given at the presentation has been obtained by the Company from third party sources. The Company has not independently verified such information and neither the Company nor any of its directors provides any assurance as to the accuracy, fairness or completeness of such information or opinions contained in this document and neither the Company nor any of its directors takes any responsibility for such information.
- Without prejudice to the foregoing, neither the Company nor any of its directors accept any liability whatsoever for any loss howsoever arising, directly or indirectly, from use of this document or its contents or otherwise arising in connection therewith.
- This Presentation contains forward-looking statements based on the currently held beliefs and assumptions of the management of the Company, which are expressed in good faith and, in their opinion, are reasonable. Forward-looking statements involve known and unknown risks, uncertainties and other factors, which may cause the actual results, financial condition, performance, or achievements of the Company, or industry results, to differ materially from the results, financial condition, performance or achievements expressed or implied by such forward-looking statements. Many of these risks and uncertainties relate to factors that are beyond the Company’s ability to control or estimate precisely, such as future market conditions, currency fluctuations, the behavior of other market participants, the actions of regulators and other factors such as the Company’s ability to continue to obtain financing to meet its liquidity needs, changes in the political, social and regulatory framework in which the Group operates or in economic or technological trends or conditions. These forward-looking statements speak only as at the date of this Presentation. Given these risks, uncertainties and other factors, recipients of this Presentation are cautioned not to place undue reliance on these forward-looking statements.
- All information in this Presentation is current at the time of publication but may be subject to change in the future. The Company disclaims any obligation to update or revise any statements, in particular forward-looking statements, to reflect future events or developments. Statements contained in this Presentation regarding past events or performance should not be taken as a guarantee of future events or performance. Recipients of this Presentation should not treat the contents of this Presentation as advice relating to legal, taxation or investment matters, and must make their own assessments concerning such matters and other consequences of a potential investment in the Company and its securities, including the merits of investing and related risks.
- This presentation is confidential and is being distributed to selected recipients only. In receiving or otherwise accessing this Presentation, you will be deemed to have represented, agreed and undertaken that (i) you will observe the foregoing provisions, limitations and conditions; (ii) you have read and agree to comply with the contents of this disclaimer including, without limitation, the obligation to keep the information given at the presentation and this document and its contents confidential; and (iii) you will not at any time have any discussion, correspondence or contact concerning the information given at the presentation with any of the directors or employees of the Company or its subsidiaries nor with any of its customers or suppliers, or any governmental or regulatory body without the prior written consent of the Company.
- This Presentation and any materials distributed in connection with this Presentation are not directed to, or intended for distribution to or use by, any person or entity that is a citizen or resident or located in any locality, state, country or other jurisdiction where such distribution, publication, availability or use would be contrary to law or regulation or which would require any registration or licensing within such jurisdiction. Failure to comply with this restriction may constitute a violation of applicable securities laws.
- This Presentation is not for publication, release or distribution in the United States, Australia, Canada or Japan. The distribution of this Presentation in other jurisdictions may also be restricted by law.
- This Presentation and the information contained herein are not an offer of securities for sale in the United States. The securities described herein have not been and will not be registered under the U.S. Securities Act of 1933, as amended (the “U.S. Securities Act”), or any state securities laws, and may not be offered or sold in the United States except pursuant to an exemption from, or transaction not subject to, the registration requirements of the U.S. Securities Act