



a leader in intuitive motion control

2025 ANNUAL RESULTS ANNOUNCEMENT

24 March 2026

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The background of the slide features a blue-toned graphic with various data visualization elements. On the left, there is a network diagram with nodes and connecting lines. In the center and right, there are several bar charts of varying heights and widths, some with circular markers at their peaks. The overall aesthetic is technical and data-driven.

BUSINESS OVERVIEW

Mr. Robin Milavec

President, Chief Technology Officer,
Interim Global Chief Operating Officer
& Executive Board Director

2025 Business Highlights - Overview



\$4.6B

Total Revenue

Achieved record revenue for 3rd consecutive year

57

Program Launches

Strong new program launches in APAC

\$4.9B

New Bookings

Incl. new SbW wins with two leading Chinese NEV OEMs



~\$1.5B

APAC Revenue

Achieved record revenue for 4th consecutive year

\$46M

Annual Dividend Payment

45% payout ratio up from 35%



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New Program Launches

Continued strong launch momentum in APAC

FY2025 Overview

57

Program Launches

1st

mCEPS launch in EMEASA

1st

DPEPS launch in APAC

Multiple

REPS launches with COEMs

48

launches in APAC

Major Program Launches in 2025



Zeekr 9X
REPS, Halfshafts



Li Auto i6 / i8
REPS



Xpeng G9
REPS



Zeekr 007GT
DPEPS, Halfshafts



Fiat Panda / Opel Frontera / Citroen C3 Aircross
mCEPS



GM Bolt
CEPS, Halfshafts



Audi Q6L e-tron
Columns, Halfshafts



Ford Expedition
REPS



BYD Sealion 06
CEPS

 EV content included

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AUTOMOTIVE

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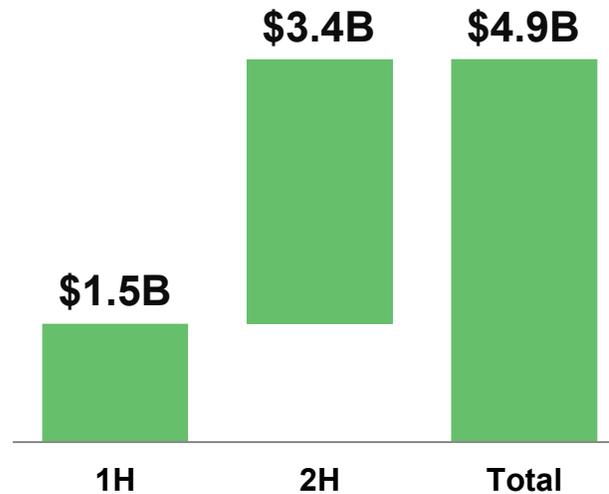
New Business Award - 2025

Key Highlights

- **SbW program wins with two leading Chinese NEV OEMs, including HWA and RWA**
- **Expanded DPEPS and RWS business across APAC and EMEASA**
- **First EPS win with market leader in India**
- **First High Output CEPS win with COEM**
- **Capturing Chinese OEMs growth in Europe and South America**
- **Significant Power Columns win with a NA full size truck platform**

Bookings*

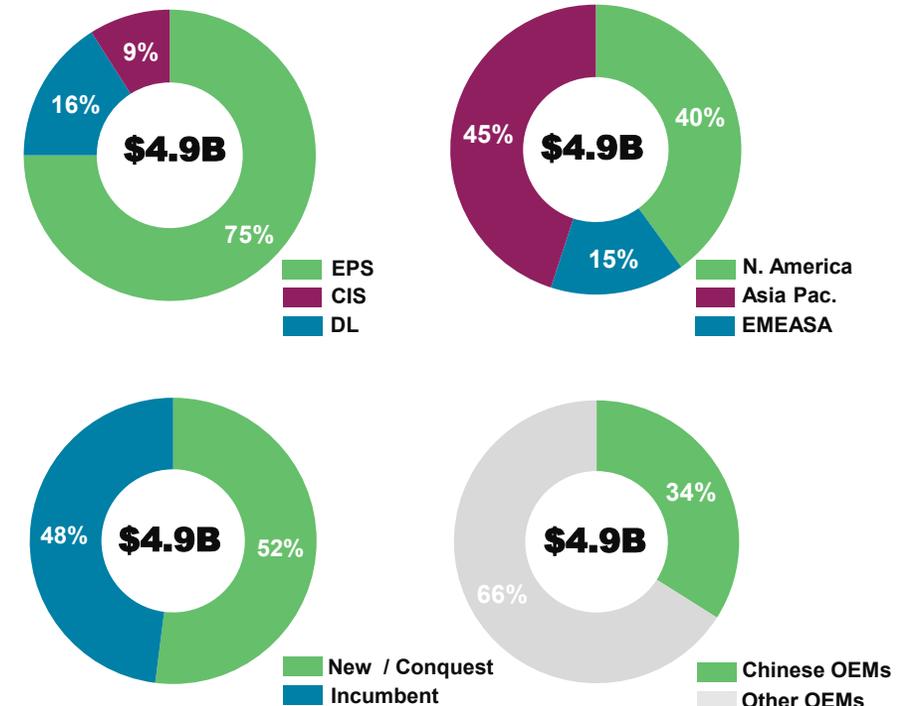
(\$ in billions)



* Booked business information is compiled through our internal records, and such information has not been audited nor reviewed by our auditors.

Bookings Composition

(\$ in billions)



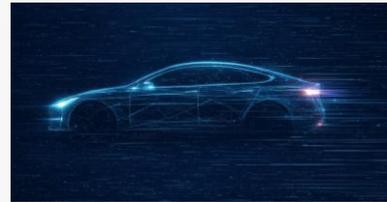
(1) SbW: steer-by-wire
 (2) DPEPS: dual pinion electric power steering
 (3) RWS: rear wheel steering

Customer Portfolio Expansion - 2025

**Four
New EPS
Customers**

BAIC

MARUTI SUZUKI



Premium NA EV OEM



EU Autonomous Mobility OEM

**QUALITY &
RELIABILITY**



TECHNOLOGY



**CUSTOMER
FOCUSED CULTURE**



EXECUTION

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AUTOMOTIVE

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Advanced Steering Production & Validation Expansion in APAC

● Commissioned
○ In Construction



2020
Jan

APAC Technical
Center



2025
Jan

Changshu Manufacturing
& Tech Center



2025
Nov

India Technical Center
(added DL Validation)



2026
Mar

Thailand Plant 🕒

2026 2H
(e)

Liuzhou New Plant



2026 2H
(e)

Suzhou New Plant



Motion-by-Wire™: EMB Update



EMB

Electronic Mechanical Braking



2nd Winter Testing Completed at Yakeshi, China

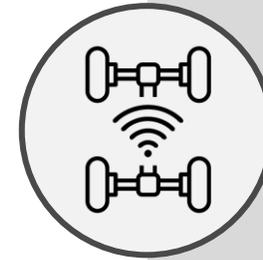
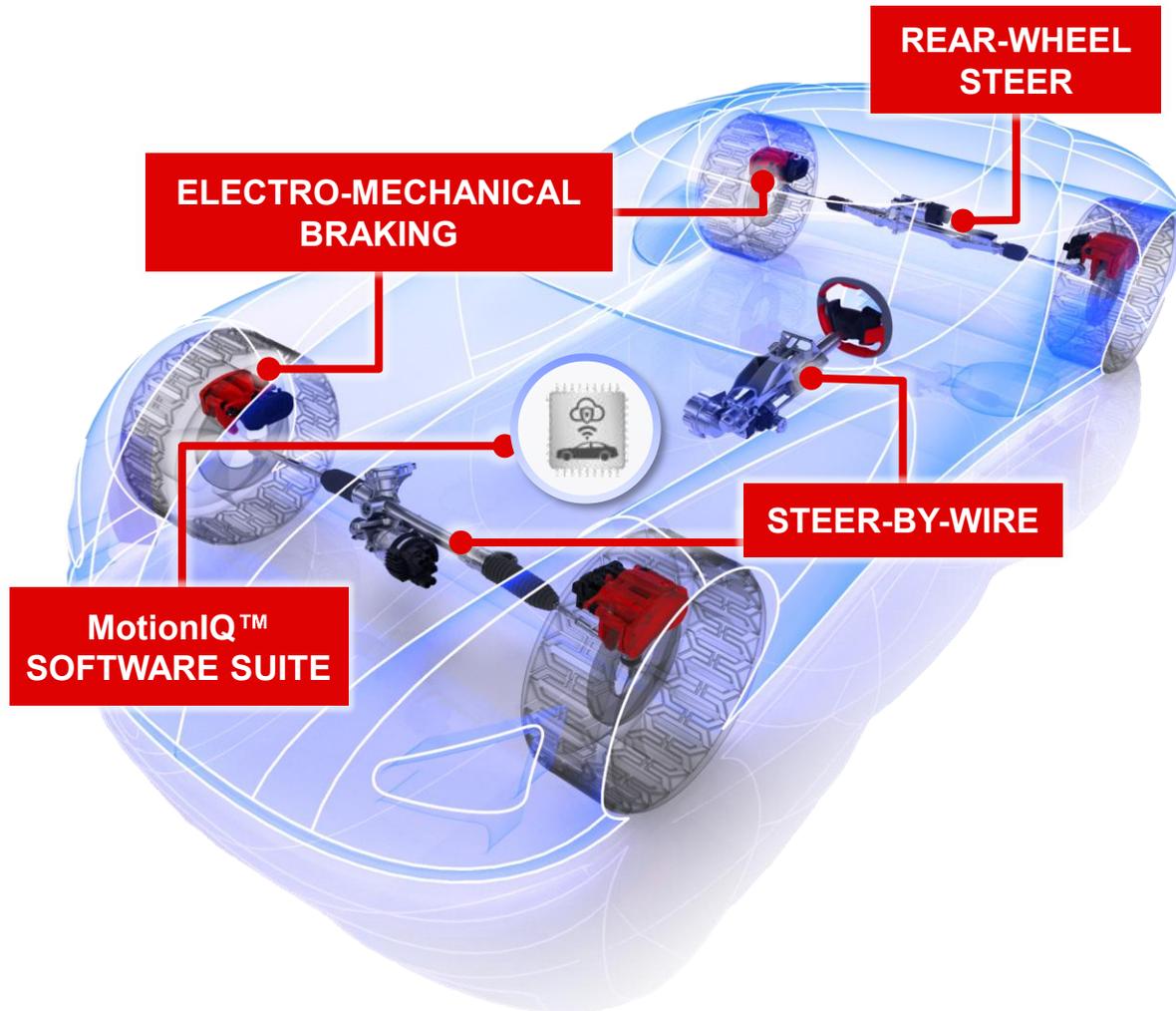


Customer Validation Ongoing



Industrialization & Durability Validation

Capitalizing Motion-by-Wire™ + MotionIQ™ for Intelligent Motion



Smart chassis, steer, and brake-by-wire, electric powertrain integration



Software-defined vehicle and AI integration into motion control



Autonomous vehicle capabilities, incl. Robotaxi and ADAS L3+

FINANCIAL *UPDATE*

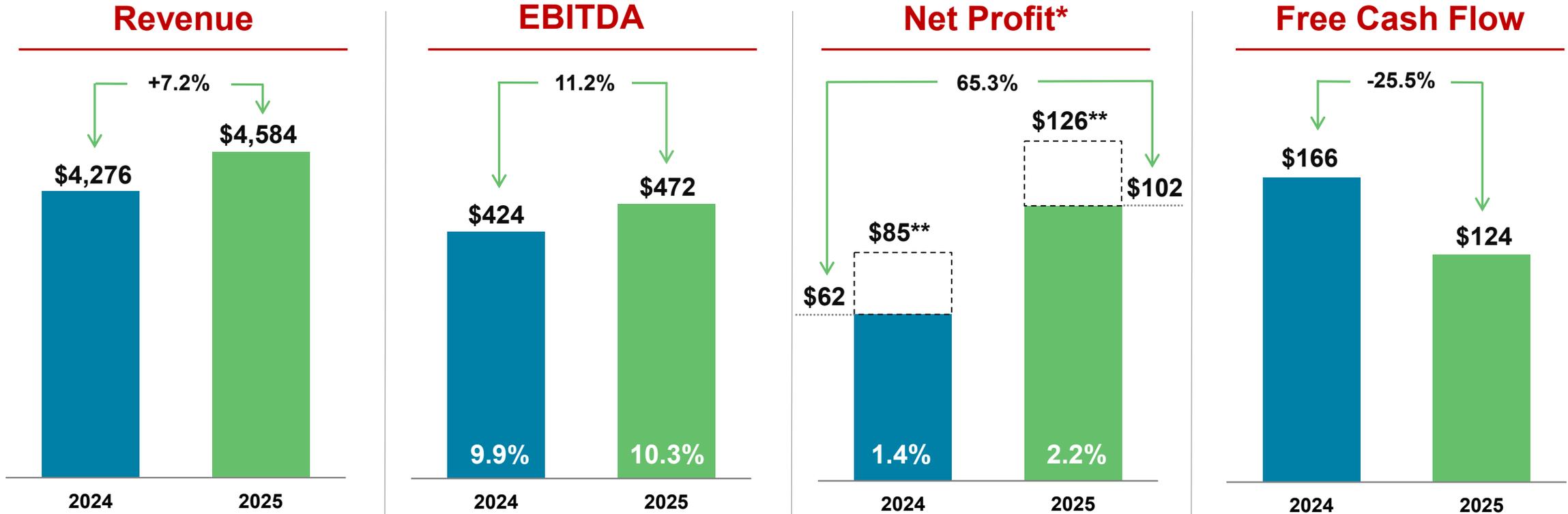
Mr. Mike Bierlein
Senior Vice President,
Chief Financial Officer

2025 Financial Review

- **Achieved Record Full-Year Revenue of US\$4.584 Billion**
 - *Growth of 6.9% YoY adjusted for foreign exchange and commodity, outpacing market by 320 bps*
 - *All three regions achieved growth driven by strong production schedule*
- **EBITDA Growth of 11.2% YoY and Margin Expansion of 40 bps:**
 - *Higher volume, enhanced efficiency and performance offsetting pricing continue driving margin expansion*
 - *Net tariff costs and troubled suppliers impacting full year results*
- **Positive Free Cash Flow of \$124M / Balance Sheet Remains Strong with \$414M of Net Cash**
- **Strong Bookings of \$4.9B, Including Two SbW Program Awards**
- **\$46M Dividend with 45% Payout Ratio Up from 35% in 2024**

2025 Key Financial Metrics

(\$ in millions)



EBITDA Higher Than 2024 Due to Favorable Volume and Operating Performance

* Net Profit Attributable to Equity Holders

** Adjusted for Net Impairment Costs

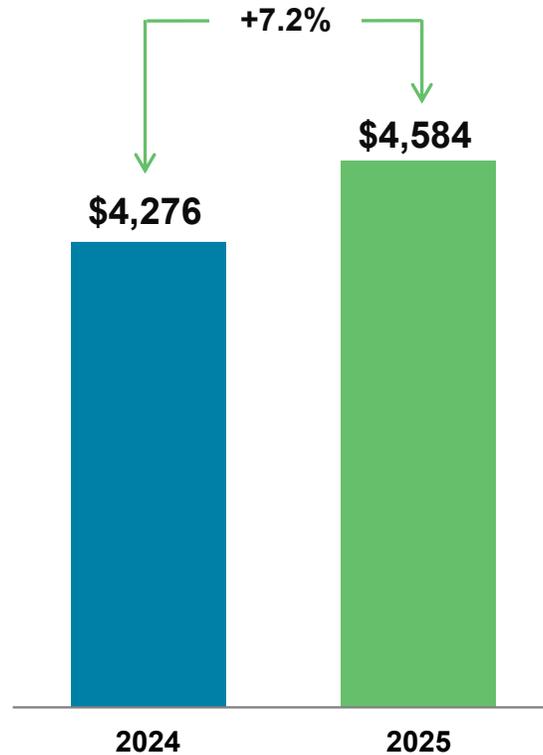


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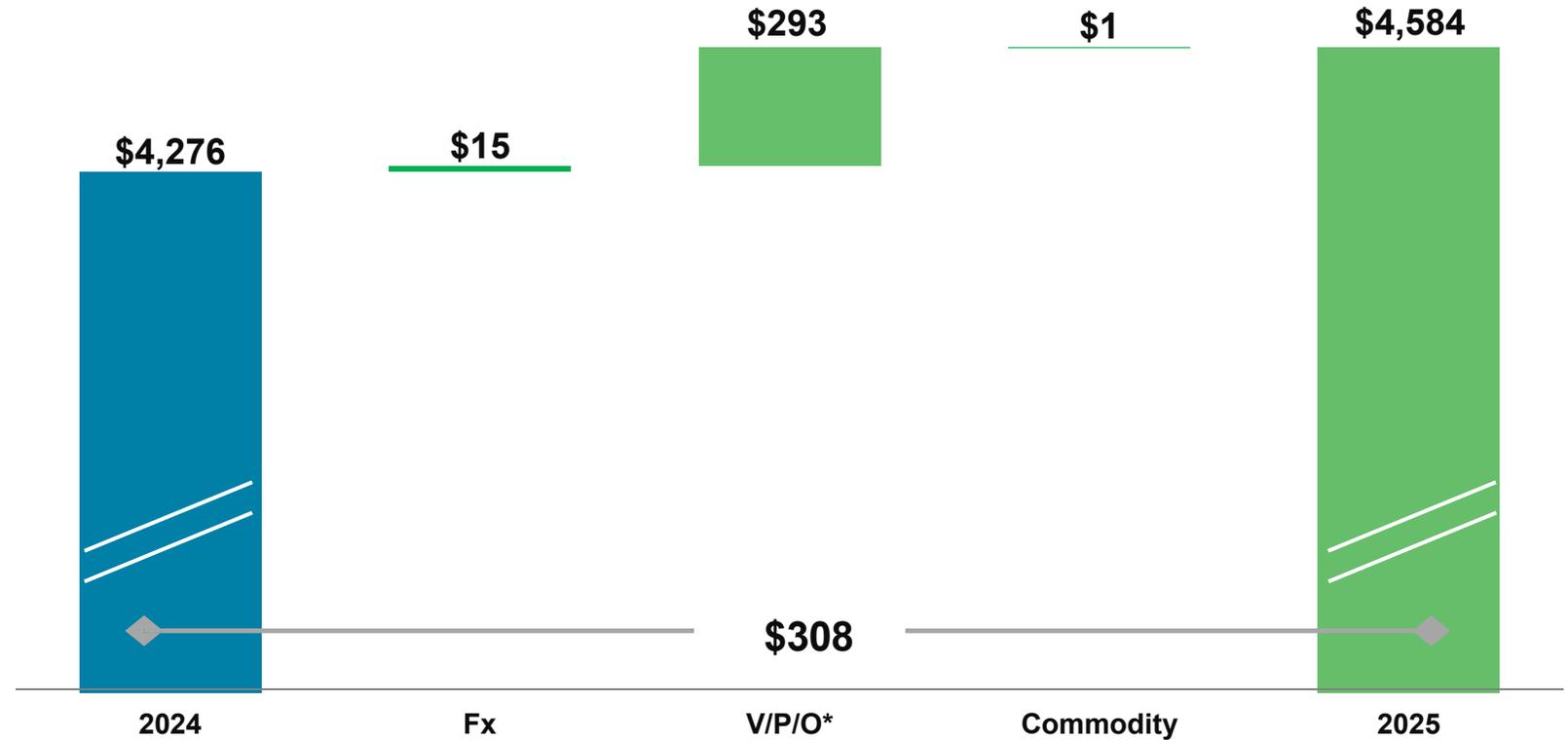
2025 Revenue Bridge

(\$ in millions)

Total Revenue

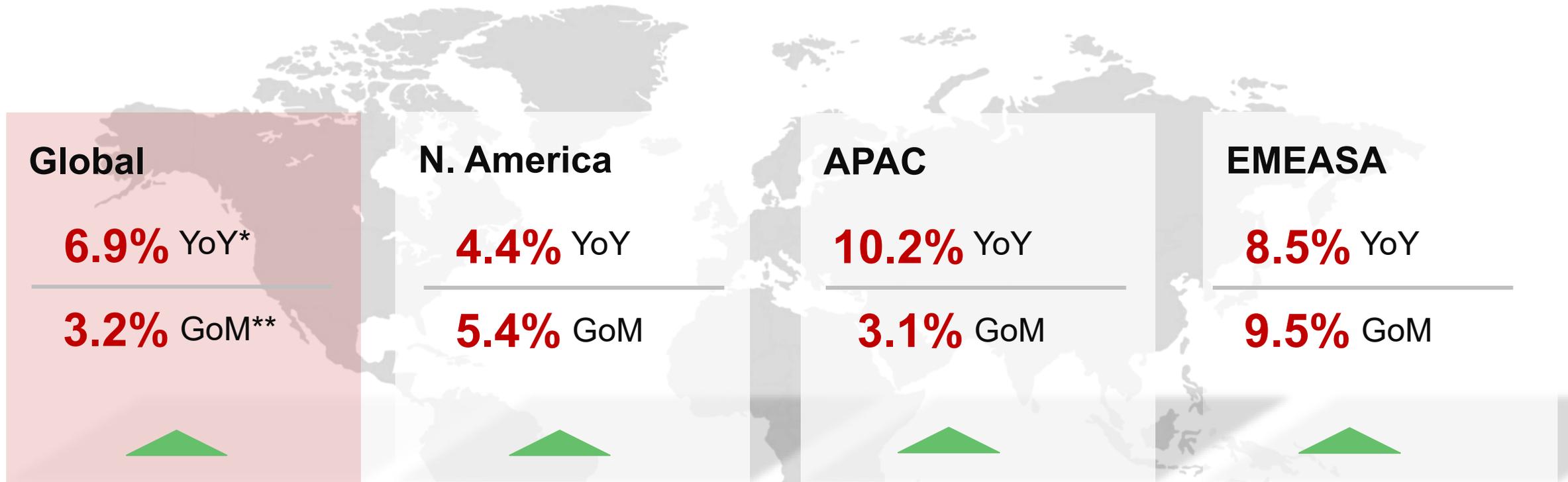


YoY Revenue Drivers



* V/P/O: Volume, Pricing & Others

2025 Revenue Growth Outpacing Market



**Total Adjusted Revenue Growth vs. 2024
Outperformed Market 320 bps, +3.2%**

* Adjusted revenue growth excludes foreign exchange and commodity

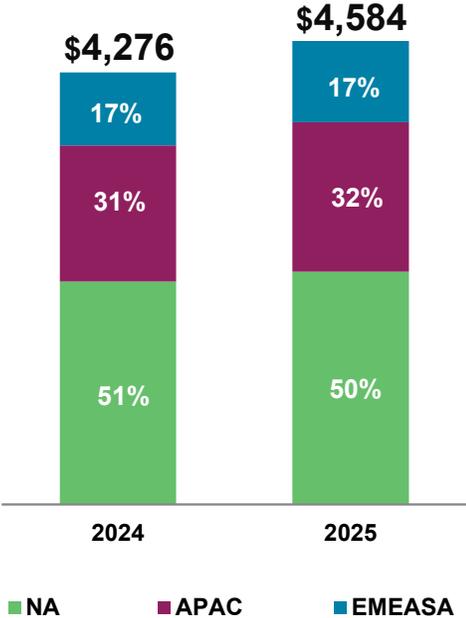
** Growth-over-market based on S&P Global Mobility January 2026

2025 Revenue by Region

(\$ in millions)

Total Revenue

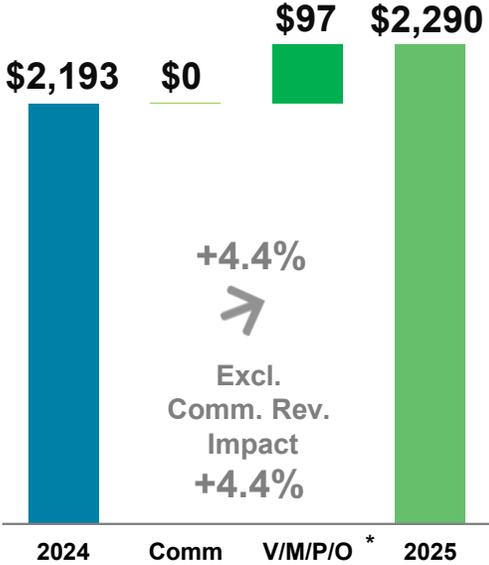
(structural %)



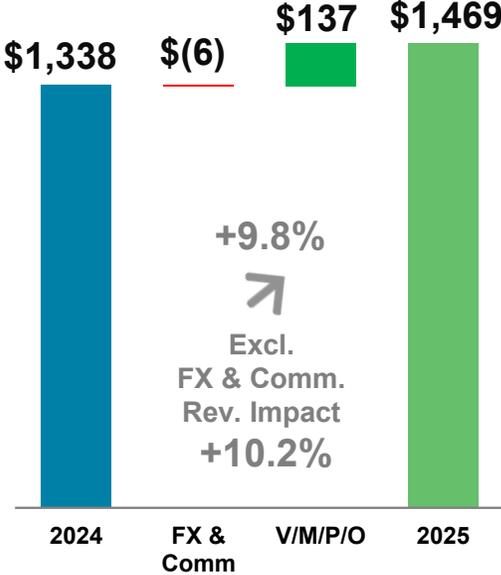
Regional Distribution

(growth %)

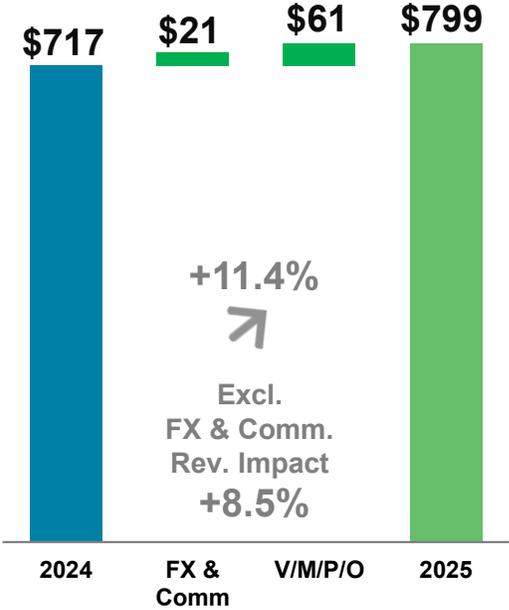
NA



APAC



EMEASA



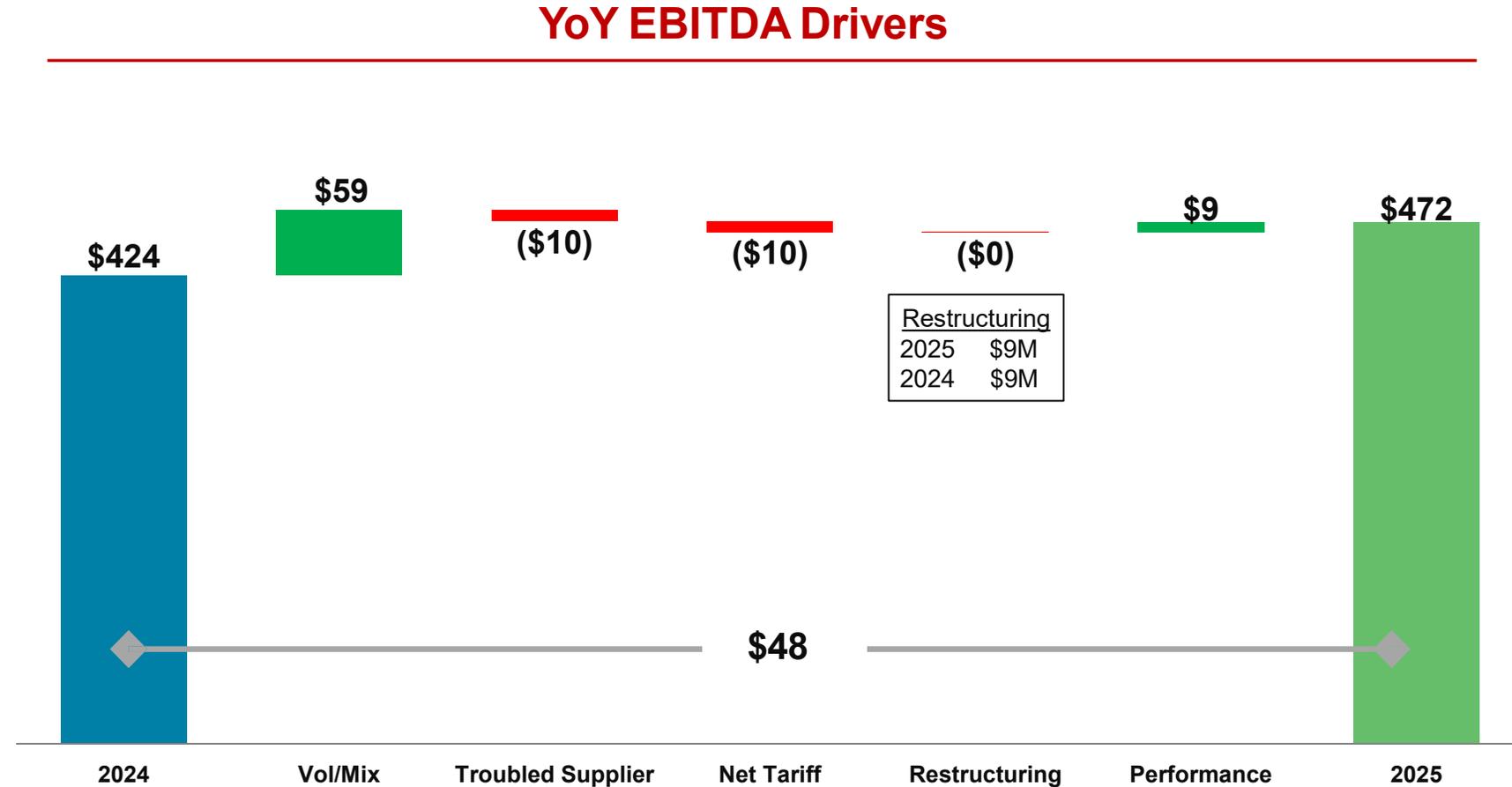
* V/M/P/O: Volume, Mix, Pricing & Others



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EBITDA Bridge – 2025 vs 2024

(\$ in millions)



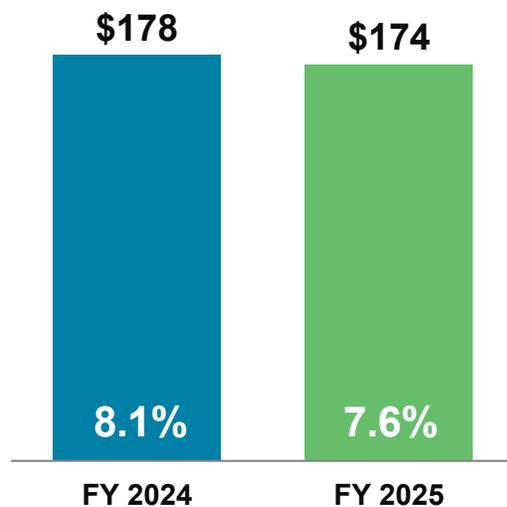
**EBITDA Growth of 11.2% Driven by Increased Revenue and Performance
Partially Offset by Troubled Supplier and Net Tariff**

2025 EBITDA and Margin Performance by Region

(\$ in millions)

NA

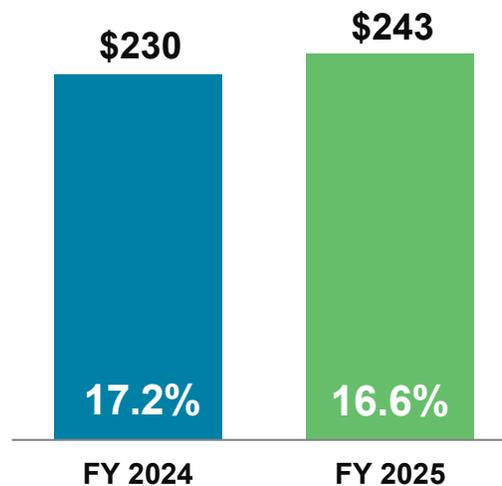
(% of revenue)



Margin Improvement Initiatives Offset by Troubled Suppliers and Net Tariff Costs

APAC

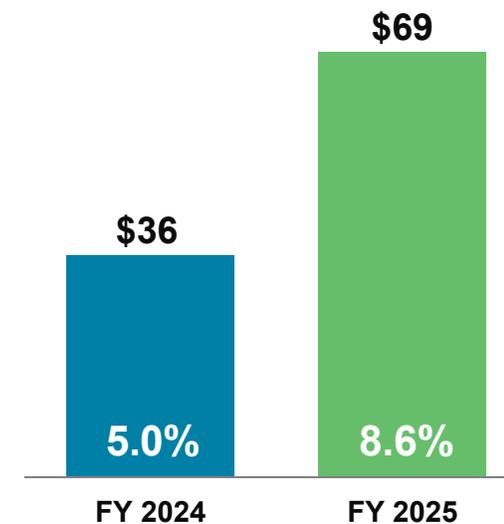
(% of revenue)



Continued Growth and Strong Margins

EMEASA

(% of revenue)



Improving Operating Efficiency and Revenue Growth

2025 EBITDA to Net Profit Walk

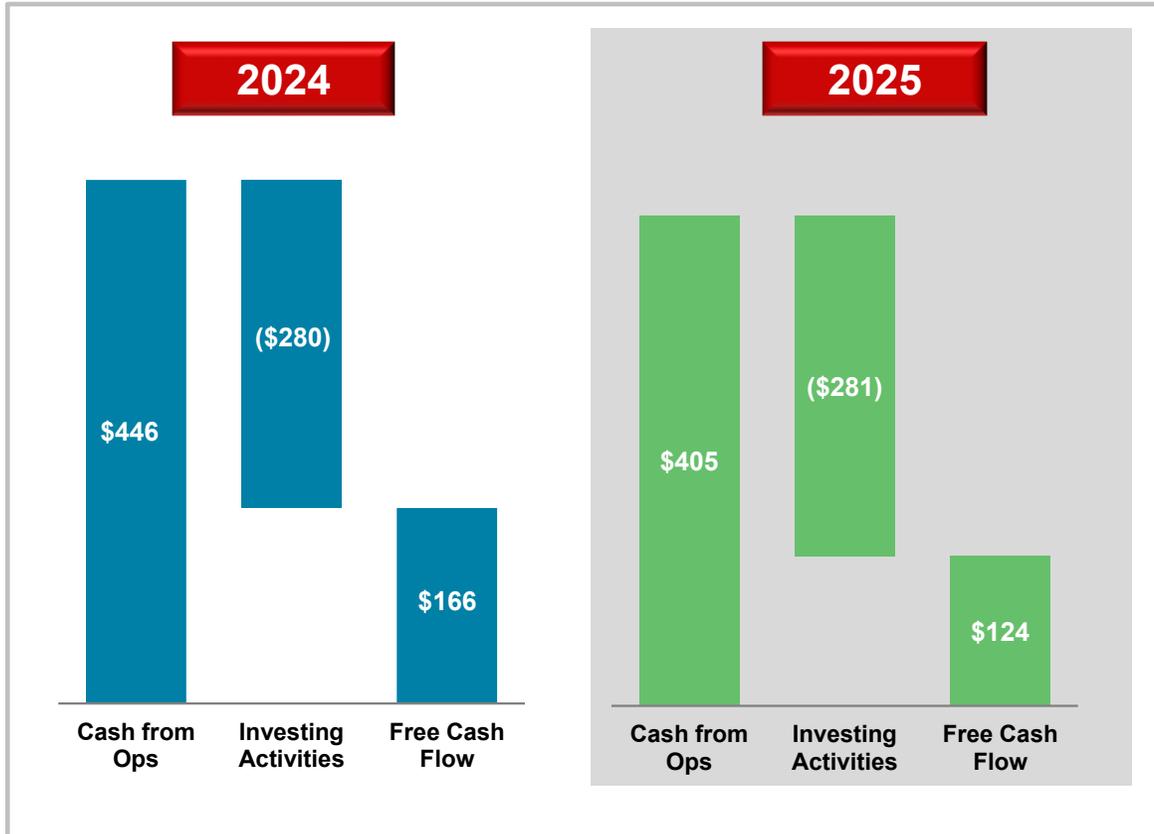
(\$ in millions)

	<u>FY 2024</u>	<u>FY 2025</u>
EBITDA	424	472
- D&A Expense	310	309
Operating Profit	115	163
+ Share of JV Earnings	4	5
- Net Finance Costs	2	(0)
- Income Tax (Benefit)	42	55
- Minority Interest	13	11
Net Profit	62	102

- D&A includes \$24M net program impairment costs in 2025 and \$23M in 2024
- JV Earnings comprised of Chongqing operations
- Income Tax Expense unfavorable primarily due to improved profitability
- Minority Interest comprised of the China Driveline JVs

2025 Free Cash Flow and Capital Structure Metrics

(\$ in millions)



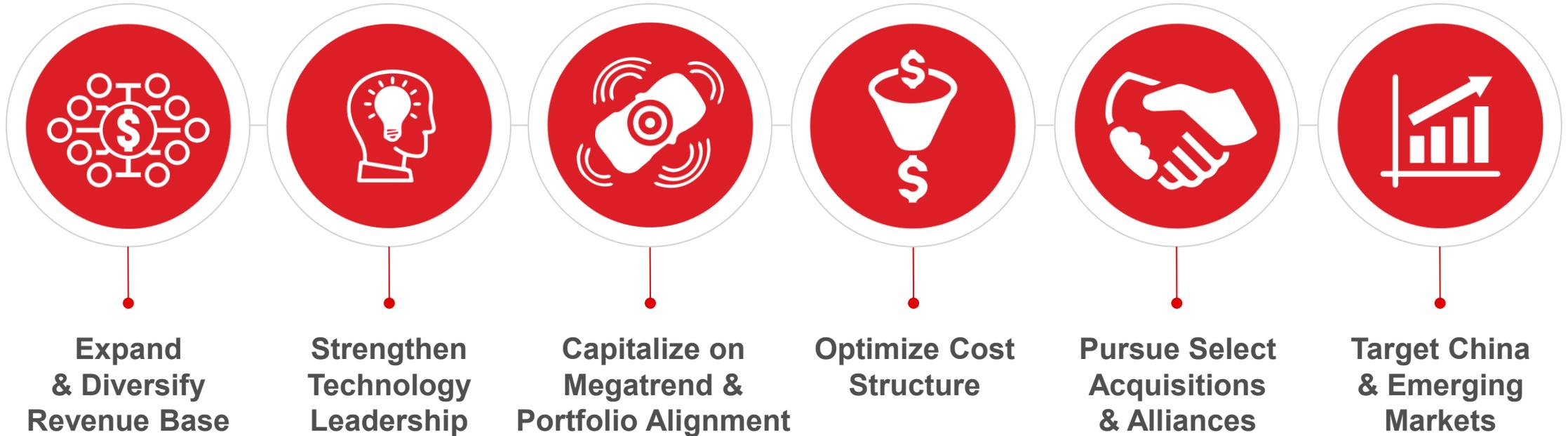
	Dec 2024	Dec 2025
Cash and Capital		
Gross Debt	\$ 48	\$ 50
Finance Leases	44	37
Less: Cash	<u>422</u>	<u>501</u>
Net Cash	<u>\$ (331)</u>	<u>\$ (414)</u>
Total Equity	\$ 2,030	\$ 2,159
Total Net Capital	\$ 1,699	\$ 1,745
Net Debt / Net Capital	n.a.	n.a.
Liquidity		
Cash	\$ 422	\$ 501
Credit Facilities	<u>324</u>	<u>332</u>
Total	<u>\$ 746</u>	<u>\$ 833</u>
Leverage / Coverage		
Gross Debt to EBITDA	0.1x	0.1x
Net Debt to EBITDA	n.a.	n.a.

2026 Operating Considerations

Above Market Revenue Growth and Continued Margin Expansion

- On track to post record revenue for the full year of 2026
- Above market revenue growth in 2026 driven by APAC
- Continued margin expansion benefiting from increased volume and operating performance improvements
- Motion-by-Wire™ continues to build momentum, with additional order opportunities anticipated and initial revenue recognition expected to begin in 2026
- Geopolitical risks persist amid ongoing conflicts and trade tensions

Strategy for Profitable Growth



A well-defined plan to drive stakeholder value