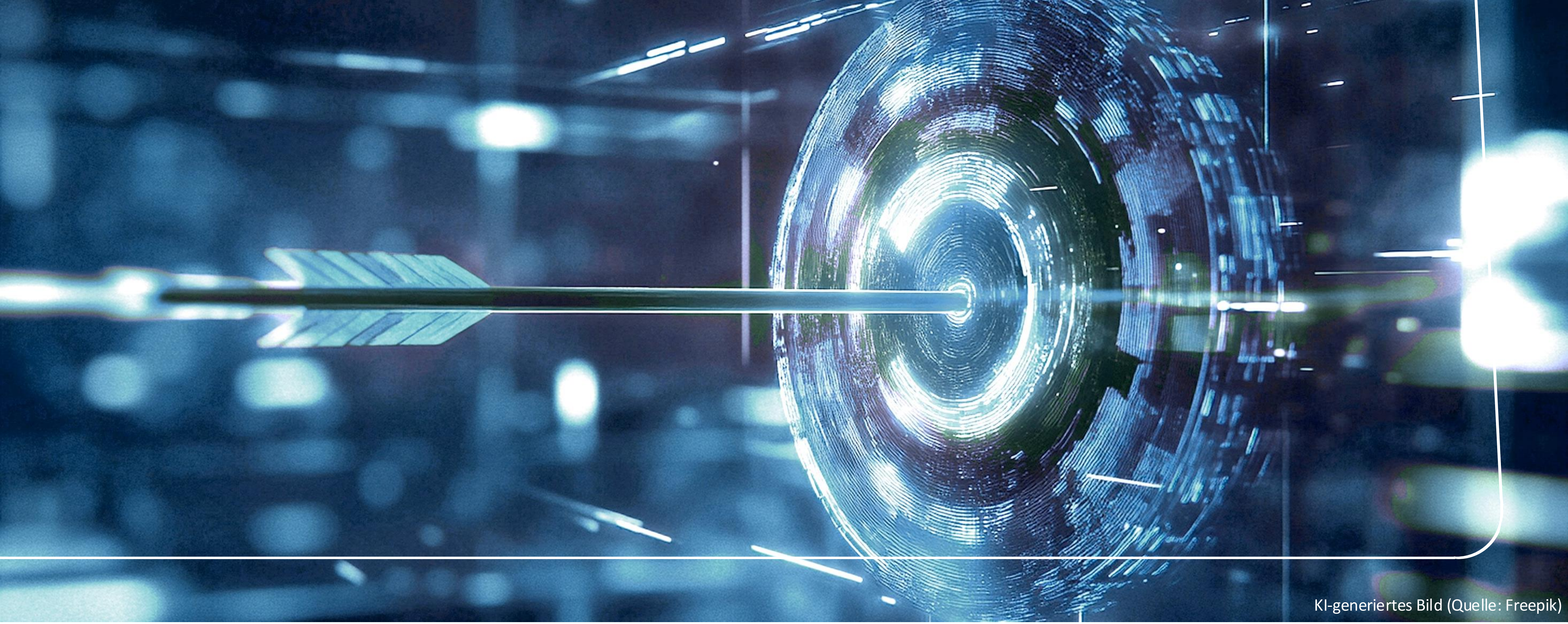
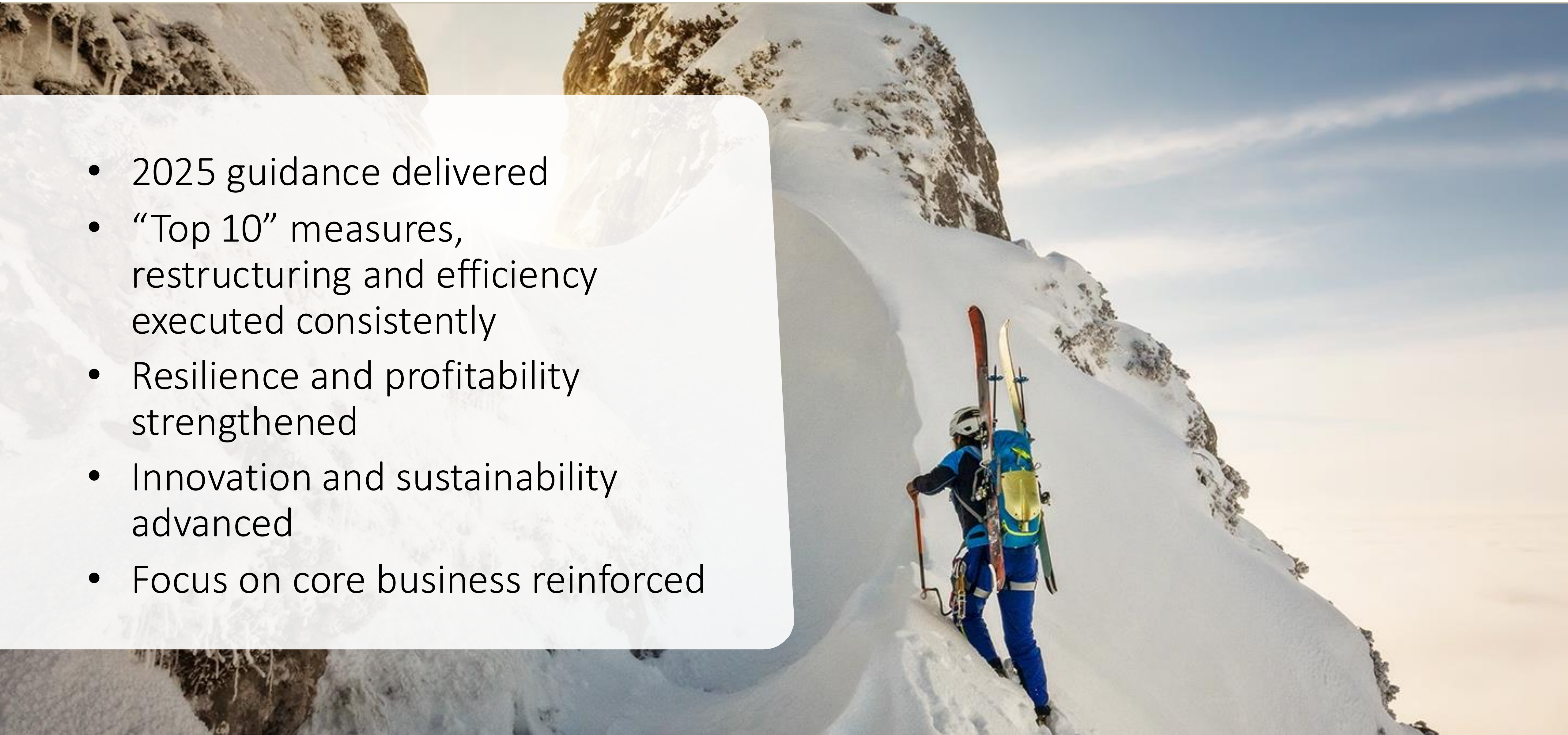


Financial Results 12 M 2025

March 27, 2026

GRAMMER

2025: We delivered what matters



- 2025 guidance delivered
- “Top 10” measures, restructuring and efficiency executed consistently
- Resilience and profitability strengthened
- Innovation and sustainability advanced
- Focus on core business reinforced

FY 2025

GRAMMER GROUP at a glance

GRAMMER

FY 2025

KPIs	FY 2025	FY 2024
Group revenue [in EUR million]	1,821.2	1,921.7
EBIT [in EUR million]	69.1	8.1
Operating EBIT [in EUR million]	75.1	41.6
Operating EBIT margin	4.1%	2.2%
Free Cashflow [in EUR million]	39.1	–18.9

- Revenue impacted by continued macroeconomic and industry-specific uncertainties.
- Commercial Vehicles revenue increased modestly by 1.8%, while the Automotive area declined by 8.8%. Regional performance varied, with declines in AMERICAS and APAC partially offset by a slight increase in EMEA.
- Despite the decline in revenue, EBIT and operating EBIT improved year-on-year supported by restructuring measures, the "Top 10" measures program, and timely seasonal capacity adjustments in EMEA and AMERICAS.
- Positive Free Cashflow primarily attributable to higher earnings from continuing operations.

FY 2025

Group Revenue / EBIT / Operating EBIT

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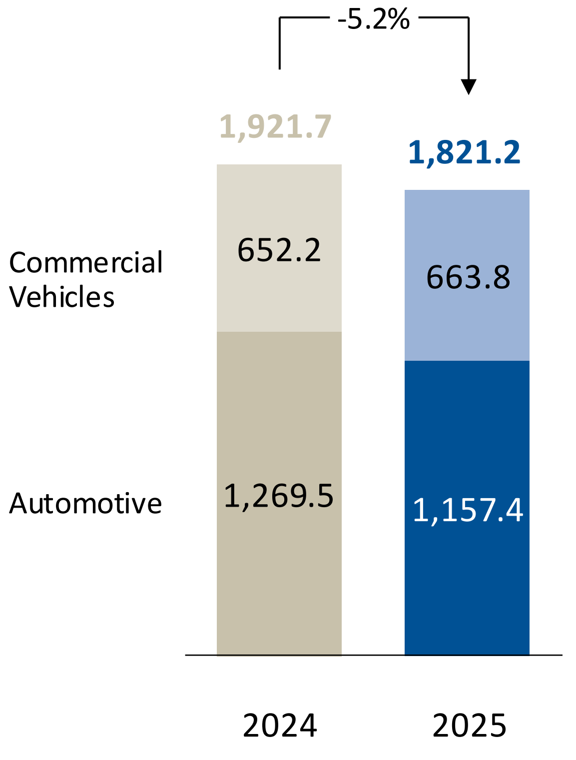
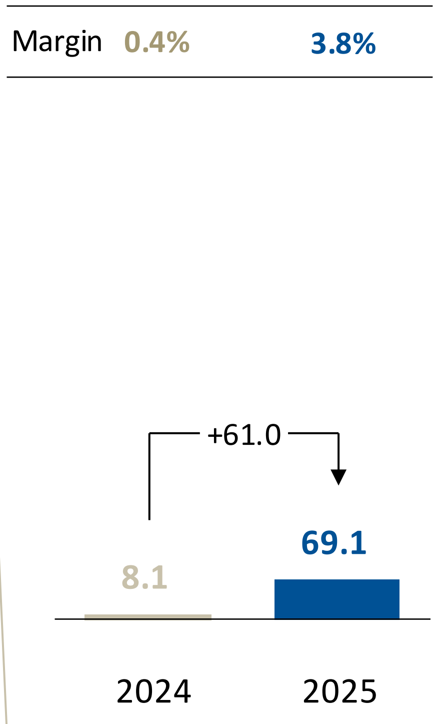
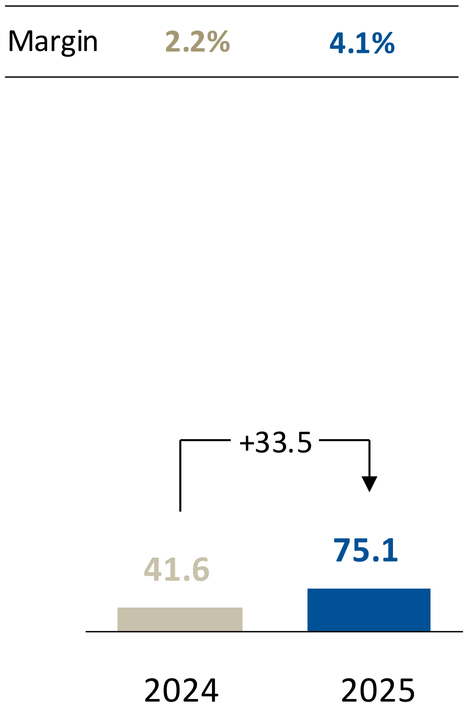
REVENUE
[in EUR million]



EBIT
[in EUR million and %]



OPERATING EBIT
[in EUR million and %]

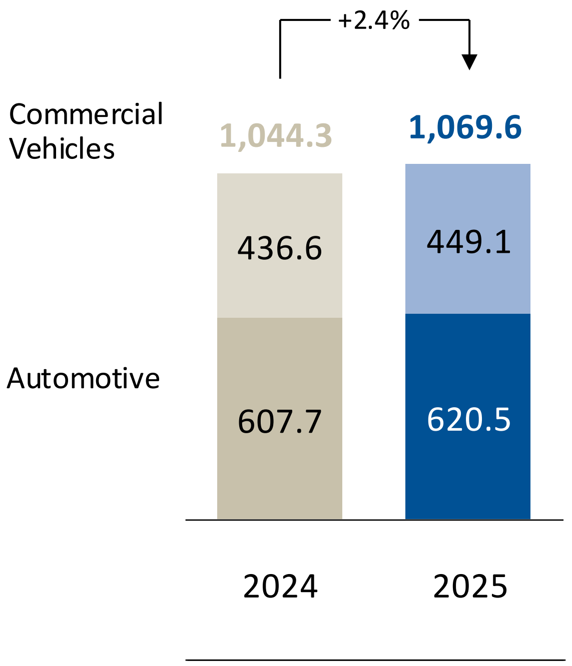


- Revenue in Commercial Vehicle sector increased slightly by 1,8% with mixed regional performance: increase in EMEA and APAC, while declining in AMERICAS
- Automotive revenues declined by 8,8% overall
- EBIT and operating EBIT improved significantly primarily attributable to margin improvements in EMEA, the “Top 10” measures program and restructuring initiatives
- Operating EBIT adjusted for:
  - income from the dissolving of restructuring provisions of EUR 3.8 million
  - negative currency effects of EUR 11.3 million
  - deconsolidation income of EUR 1.5 million

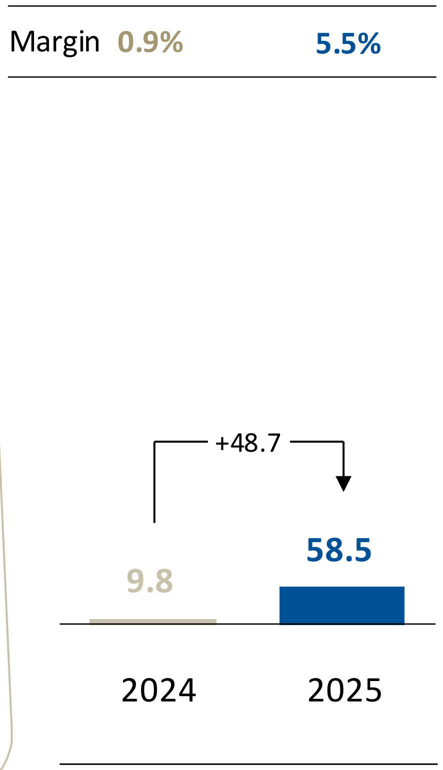
FY 2025

Region EMEA Revenue / EBIT / Operating EBIT

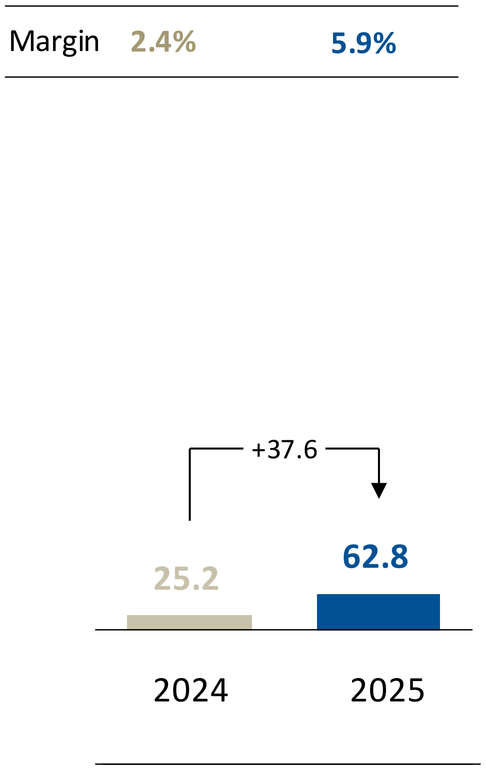
REVENUE
[in EUR million]



EBIT
[in EUR million and %]



OPERATING EBIT
[in EUR million and %]

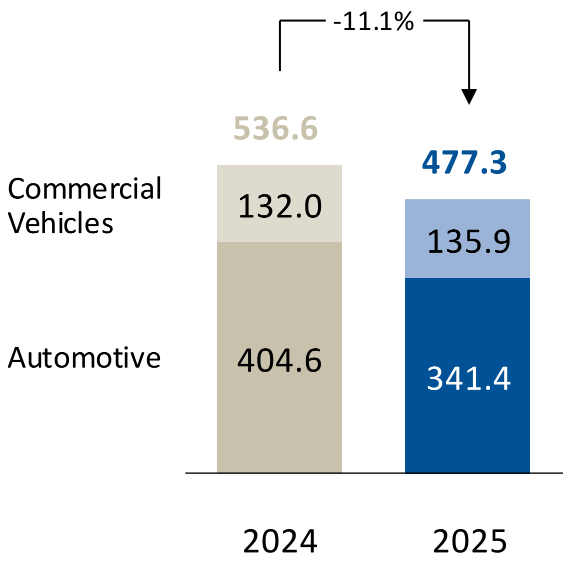


- Revenue increased by 2.4% due to both product areas: CV + 2.9%, Automotive +2.1%
- EBIT significantly improved by restructuring measures, efficiency enhancements and “Top 10“ measures
- Operating EBIT adjusted for
  - negative currency effects of EUR 4.7 million
  - income from the dissolving of restructuring provisions of EUR 0.7 million
  - deconsolidation loss of EUR 0.3 million

FY 2025

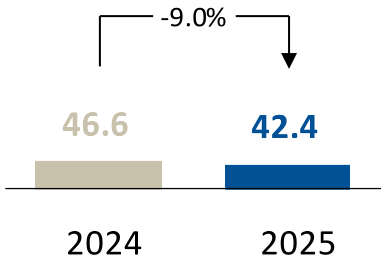
Region APAC Revenue / EBIT / Operating EBIT

REVENUE
[in EUR million]



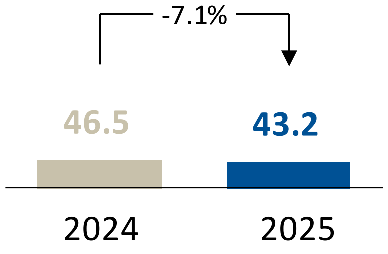
EBIT
[in EUR million and %]

	2024	2025
Margin	8.7%	8.9%



OPERATING EBIT
[in EUR million and %]

	2024	2025
Margin	8.7%	9.1%



- APAC revenue declined by 11.1%, primarily driven by the Automotive area (-15,6%), as American and European OEMs continued to lose market share to local Chinese OEMs
- Commercial Vehicles revenue recorded increase by +3.0% supported by growth in the Offroad segment
- EBIT and operating EBIT down due to the decline in revenue
- Operating EBIT adjusted for
  - negative currency effects of EUR 0.8 million

FY 2025

Region Americas Revenue / EBIT / Operating EBIT

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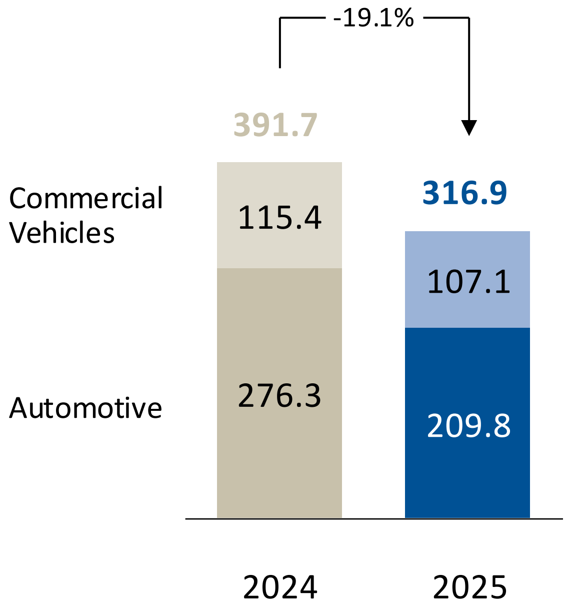
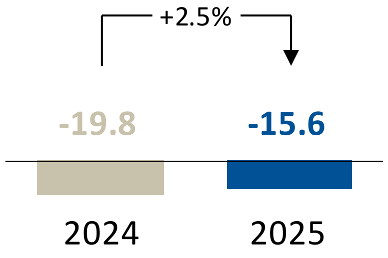
REVENUE
[in EUR million]



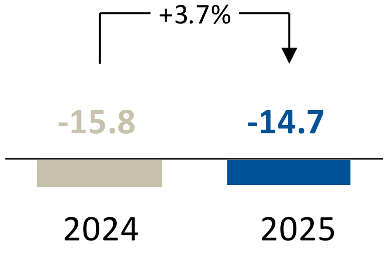
EBIT
[in EUR million and %]

	2024	2025
Margin	-5.1%	-4.9%



OPERATING EBIT
[in EUR million and %]

	2024	2025
Margin	-4.0%	-4.6%



- The revenue decline by -19.1% is attributed to
  - -24.1% in Automotive due to model phase-outs, lower call-offs and weaker market demand
  - -7.2% in Commercial Vehicles as a result of lower volumes
- EBIT remained affected by ongoing ramp up costs for the new CV plant and new projects as well as inefficiencies in production
- Operating EBIT adjusted for:
  - deconsolidation income of EUR 4.9 million
  - negative currency effects of EUR 5.8 million

FY 2025

Group: Employees

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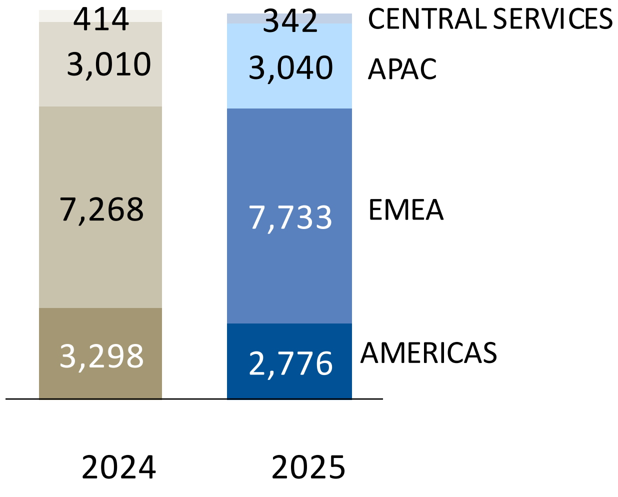
EMPLOYEES
[Average; with temporary workers]

BY REGION
[Average; with temporary workers]



- **AMERICAS -15.8%**
  Workforce adjusted due to lower demand, restructuring and efficiency improvement measures
- **EMEA +6.4%**
  Increase driven by JAI integration (1.059 employees)
- **APAC +1.0%**
  extension for future growth
- **Central Services -17.4%**
  decrease due to restructuring measures & organizational changes

FY 2025

Group: Capital Expenditure

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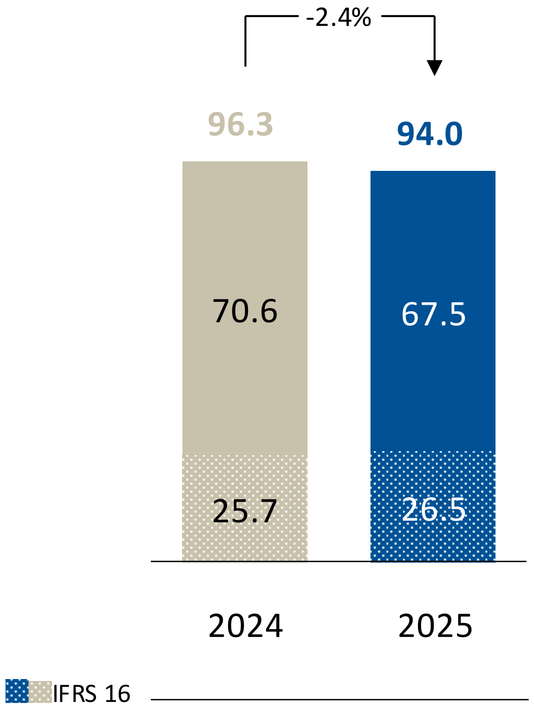
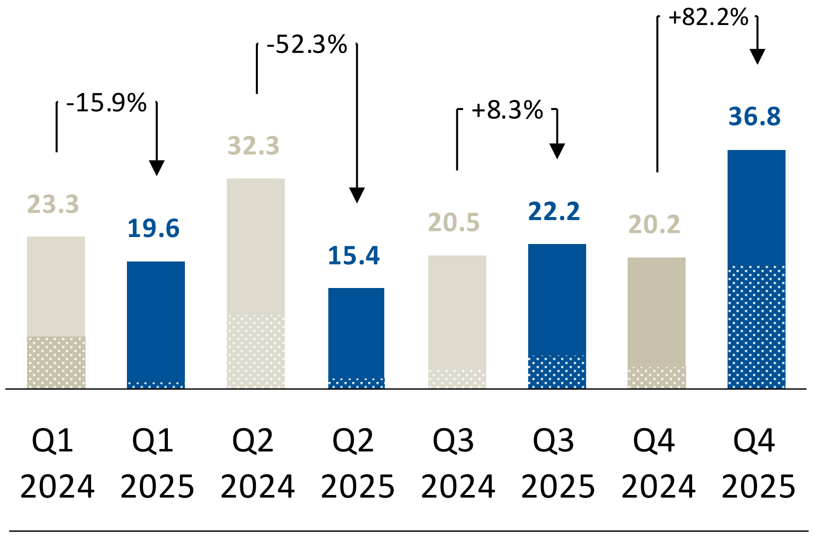
CAPITAL EXPENDITURE
[in EUR million]



BY QUARTER
[in EUR million]



- **EMEA:** Capex of EUR 29.8 million below prior year (EUR 34.6 million). Focus on Automotive ramp-ups, injection molding and new CV product generations
- **APAC:** Capex mainly in the China plants; IFRS 16 leasing at EUR 9.8 million, significantly below prior year (EUR 17.5 million)
- **AMERICAS:** Capex of EUR 26.7 million, increase driven by new investment in production facilities and machinery for new projects
- **Central Services** EUR 8.4 million, mainly for capitalized development of new CV seat generations and PLM

FY 2025

Group: Working Capital, Free Cash Flow and Net Debt

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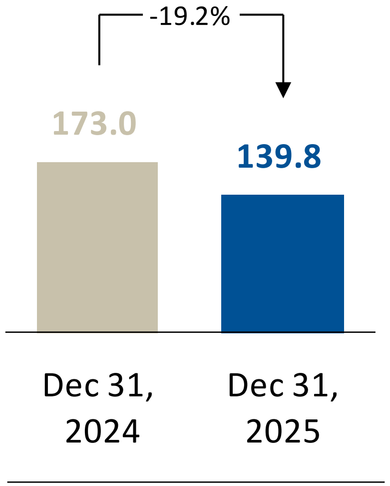
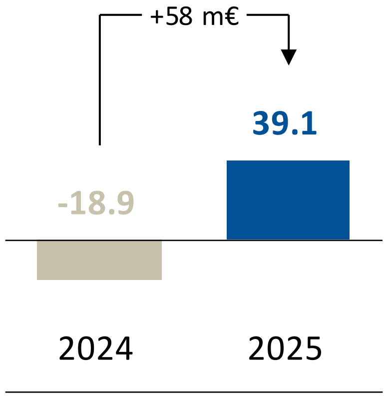
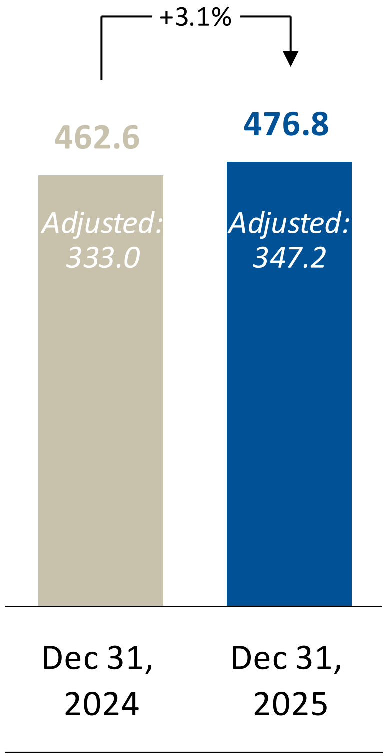
WORKING CAPITAL
[in EUR million]



FREE CASHFLOW
[in EUR million]



NET DEBT
[in EUR million]



- **Working capital:** decrease mainly driven by lower inventories and trade receivable
- **Free cash flow:** Improvement reflects stronger operating performance and higher cash flow from continuing operations
- **Net debt**: 2024 benefited from a EUR 45 million cash inflow from the hybrid loan related to the JAI acquisition; repayment in 2025 increased net debt. Additional increase of EUR 11.6 million from IFRS 16 lease capitalization for the AMERICAS facility
- **Adjusted Net Debt**: EUR 130 million subordinated loans from main shareholder Ningbo Jifeng treated as equity

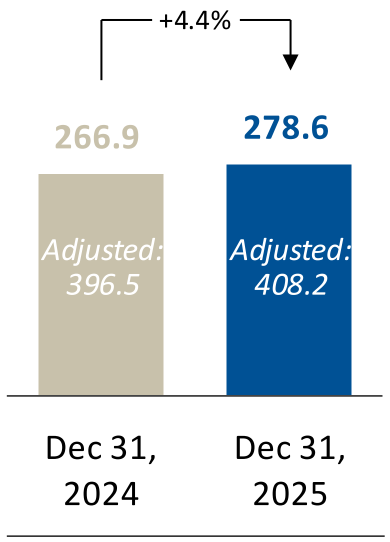
FY 2025

Equity, Leverage and Gearing

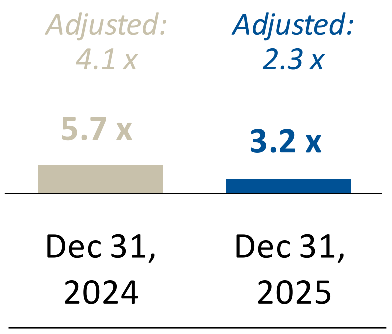
EQUITY
[in EUR million]

Margin 15.7% 17.3%

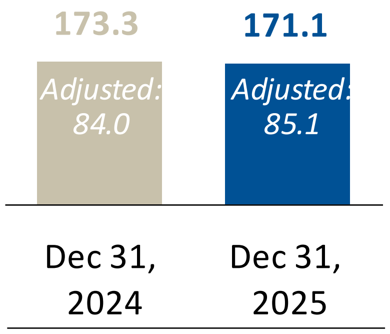
Adjusted: 23.3% *Adjusted: 25.4%*



LEVERAGE



GEARING
[in %]



- **Equity:** Increase mainly driven by net profit of EUR 23.5 million
- **Leverage**: Improved year over year, primarily reflecting stronger EBITDA growth
- **Adjusted metrics**: Equity and gearing adjusted to treat EUR 130 million subordinated loans from the main shareholder as equity; leverage also adjusted for exceptional items based on operating EBIT.

2026 OUTLOOK

March 27, 2026

GRAMMER

OUTLOOK

FY 2026

Group revenue
~ EUR 1.9 billion

Operating EBIT
~ EUR 80 million

The outlook is particularly subject to further geopolitical developments and their impact on the global economy as well as the stable development of exchange rates.

FY 2025

Group revenue
~ EUR 1.8 billion

Operating EBIT
EUR 75.1 million

- Regional and segment-specific demand development expected in 2026
- Group revenue forecast at ~**EUR 1.9 billion**
- Growth momentum in China driven by local OEMs
- Automotive growth in AMERICAS from project ramp-ups
- Operating EBIT to further improve through efficiency and restructuring measures

New medium-term planning 2028

GRAMMER

With the updated medium-term plan to 2028, GRAMMER expects a sustainable improvement in revenue and profitability supported by implemented and ongoing measures.

Mid-term targets for

2028

Revenue:
EUR 2.5 bn

Operating EBIT margin: **> 5%**

The MSG297/2900

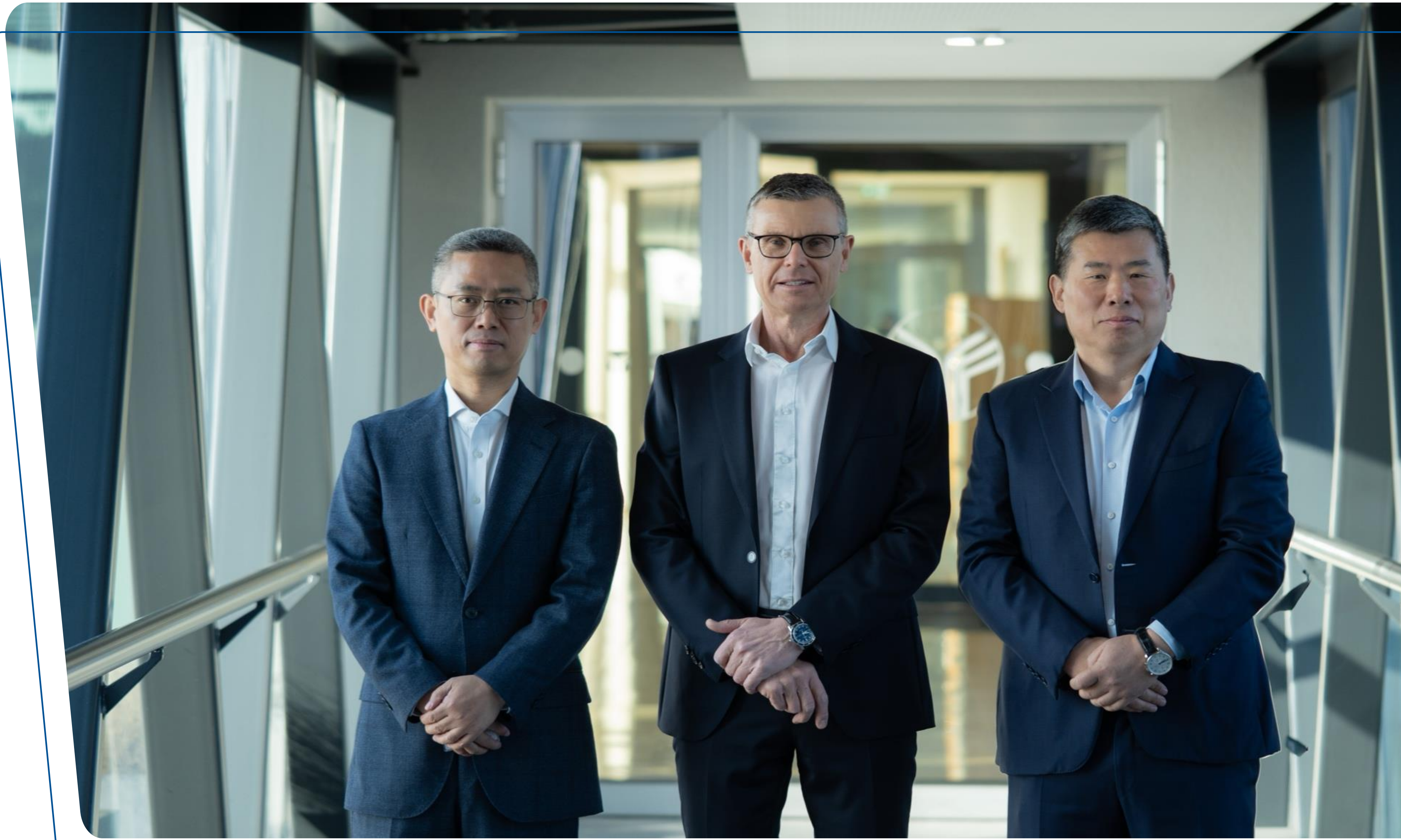
The new **high-end seat** for **agricultural** and **construction machinery.**

- New comfort level
- High degree of modularity
- Clean state-of-the-art design
- Personalized equipment options
- CAN BUS ready

FY 2025

Q&A

March 27, 2026



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Thank you for your attention.

We deliver what matters.

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FY 2025

Key figures

	1-12 2025	1-12 2024[1]	Q4 2025	Q4 2024[1]
Group revenue	**1,821.2**	**1,921.7**	**434.3**	**449.7**
Revenue EMEA	1,069.6	1,044.3	256.7	233.5
Revenue AMERICAS	316.9	391.7	71.1	86.4
Revenue APAC	477.3	536.6	117.6	141.9
EBIT	69.1	8.1	26.7	10.5
EBIT margin (in %)	3.8	0.4	6.1	2.3
Operating EBIT	75.1	41.6	25.2	3.6
Operating EBIT margin (in %)	4.1	2.2	5.8	0.8
Earnings before taxes	32.5	-23.7	13.6	8.6
Net profit	23.5	-48.0	2.6	-1.7
Total assets	1,607.2	1,699.6	1,607.2	1,699.6
Equity	278.6	266.9	278.6	266.9
Equity ratio (in %)	17.3	15.7	17.3	15.7
Net debt	476.8	462.6[2]	476.8	462.6[2]
Gearing (in %)	171.1	173.3	171.1	173.3
Capital expenditure (without Financial Assets)	94.0	96.3	36.8	20.2
Free Cashflow from continued operations	39.1	-18.9[2,3]	21.3	44.6[2,3]
Employees (number, average)	11,904	12,116	11,904	12,116

[1] Continuing operations. In financial year 2024, the TMD Group was sold and reported as a discontinued operation.
[2] To better reflect factoring activities, the comparative figures have been partially adjusted from the prior-year financial statements. See also Note 3 of the Consolidated Financial Statements.
[3] The comparative figures have been partially adjusted from the prior-year financial statements due to the finalized closing balance sheet of the acquired European business of the Ningbo Jifeng Group. See also Note 6 of the Consolidated Financial Statements.