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Architecture and Network Solutions

Enabler of value driven architectures

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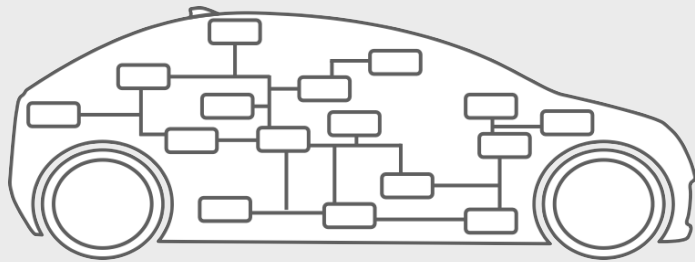
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My five goals for today:

- 1** | **Explain the dynamics** shaping the modern vehicle architecture
- 2** | **Clarify ANS' role** in shaping the emerging architecture
- 3** | **Highlight how ANS benefits** from the architecture development
- 4** | **Underline ANS' key differentiators** vis-à-vis competitors
- 5** | Describe how our strengths **translate into financial upside potential**

1 The auto architecture is changing

Classic architecture



Distributed Architecture

>100 single ECUs²

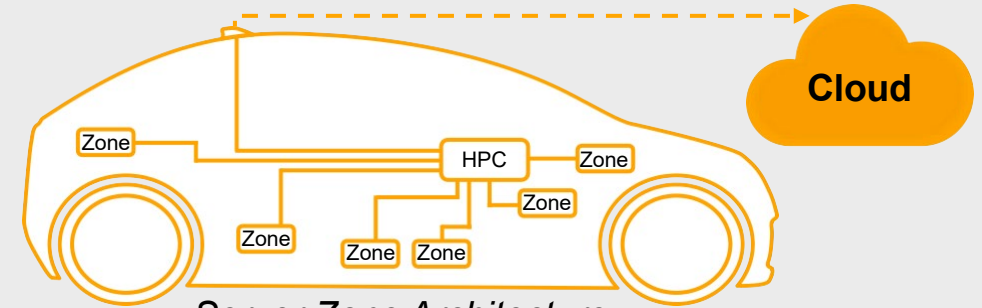
Dedicated and frozen SW³ features

Mainly hardware defined

Limited connectivity

- › Features bound to static and customized hardware and architecture
 - › **Pre-defined** vehicle functionality
 - › Updates require **hardware components exchange**

Emerging / targeted architecture



Server-Zone Architecture

Few HPC⁴ and zones

Dynamic allocation of computing power

Software-defined

High connectivity

- › Standardized core products combined with innovative edge products / software features
 - › **Flexible** vehicle functions
 - › Update and upgrade **over the air and lifetime**

1. Software-defined vehicle | 2. Electronic control units | 3. Software | 4. High performance computer.

1 The shift to SDV¹ provides a variety of benefits to all key stakeholders

End-user

- › New level of **personalization**
- › **New business models** like features on demand
- › Features **always up to date**
- › Full IoT integration

OEM

- › **Simplification** of architectures
- › **Interaction of functions** to create more value
- › **Faster** deployment of **new features**
- › **Cost reduction**

ANS

- › **New value streams**, like architecture consulting
- › Business opportunities **over the vehicle lifecycle**
- › **Separated functional SW offering**
- › **High value hardware**

1. Software-defined vehicle.

2 The SDV transformation is expected to unlock material incremental value streams for ANS

ANS positioning

Classic architecture

Features bound to static hardware and architecture



OEM value chain

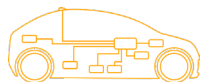


- › **Main involvement** during **vehicle development and production**
- › **Limited offering** in the vehicle **concept** and **maintenance** phase

ANS Adj. EBIT margin of 7.5%¹ in 2024

Emerging / targeted architecture

Standardized core products and innovative edge products / software features



Potential new value streams



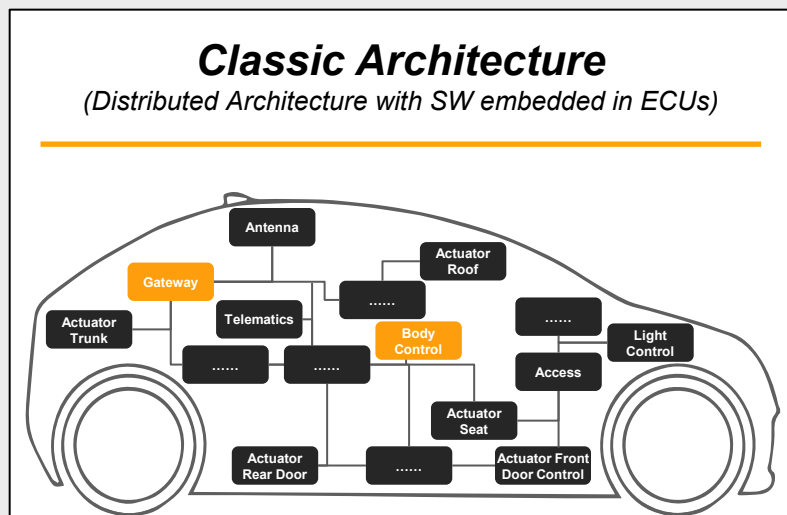
- › **ANS targets an earlier and broader involvement** in the OEM value chain
- › Offering across the **entire vehicle life cycle** incl. the vehicle concept and maintenance phase

Only limited business with SDV platforms currently

The SDV present an attractive upside potential for ANS

1. 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.

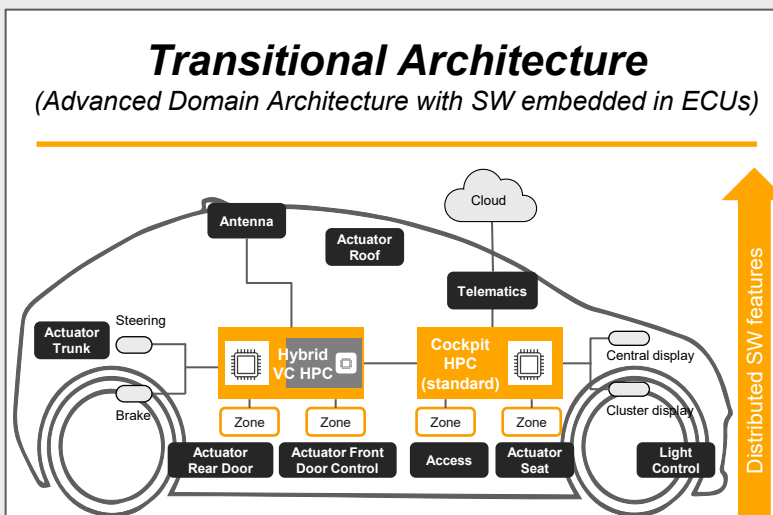
3 ANS core remains strong and profitable, bolstered by additional SDV offerings



- › Broad portfolio of ECUs with embedded SW
- › Pioneer and innovator in Body Controller
- › Market leader in pneumatic seat control
- › Connectivity with Telematics and Antennas

Profitable foundation

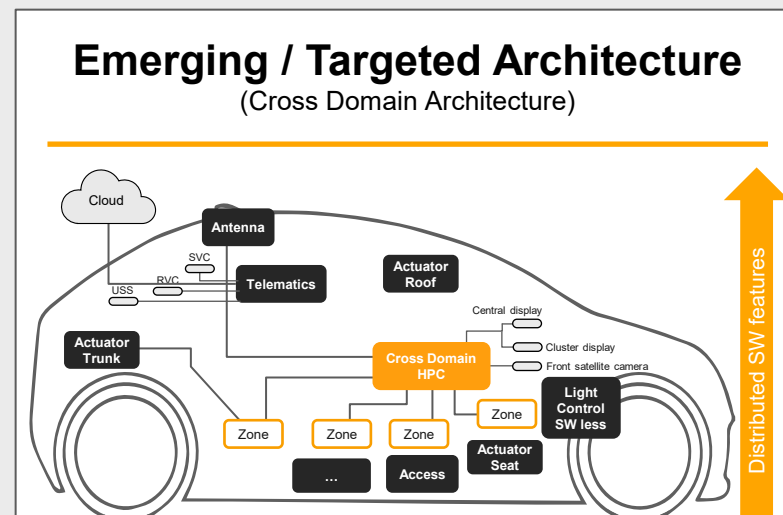
ANS 7.5% Adj. EBIT Margin¹ in 2024



- › Domain HPCs and emerging hybrid HPCs
- › ZCU and Edge ECUs
- › SW integration incl. 3rd party SW
- › Selected service offering

Evolving SDV solutions portfolio

SDV value streams are expected to materialize



- › Cross domain HPCs
- › SW features integrated or as separate offering
- › Broad service offering
- › High level of connectivity

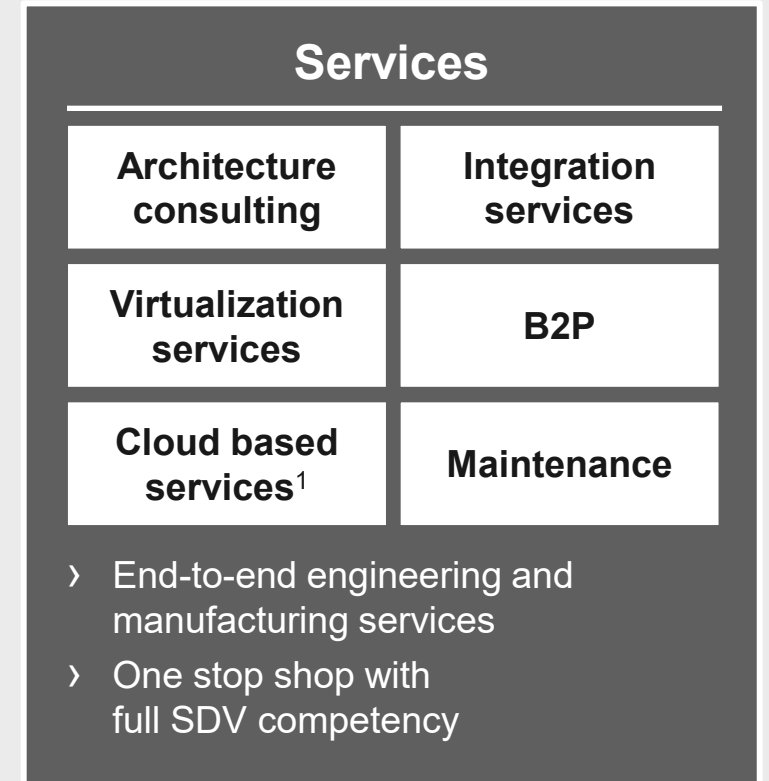
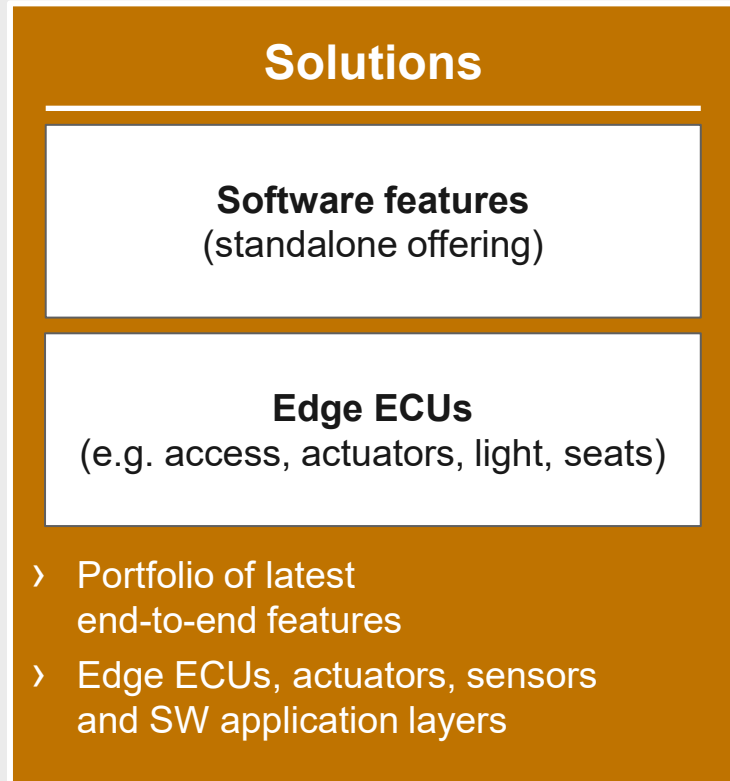
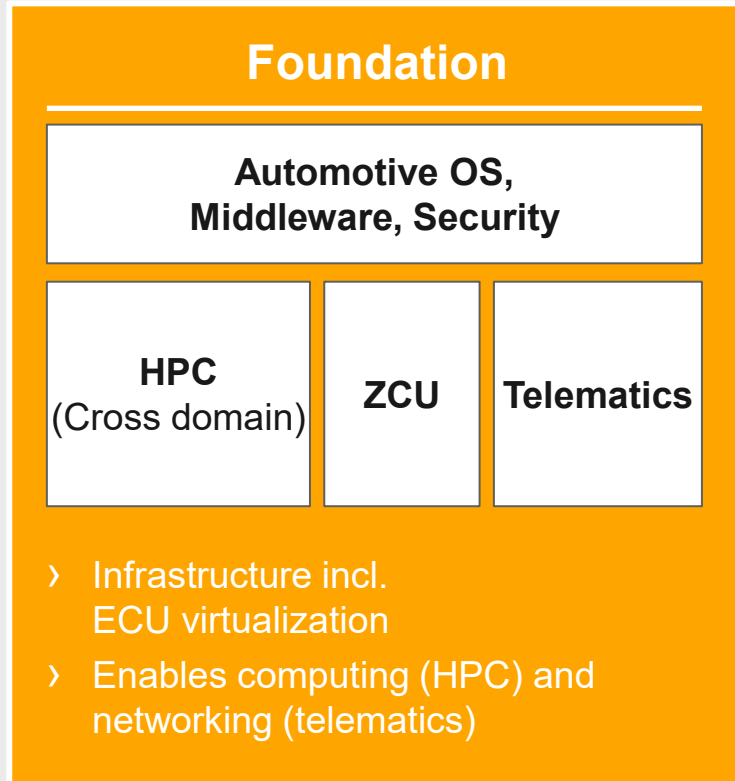
Full SDV solutions portfolio targeted

SDV value streams are expected to materialize



1. 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. Over-the-air updates.

3 ANS with its comprehensive portfolio of SDV competencies is the one stop shop to address the SDV transformation



Competencies span across the infrastructure, the E2E features and the services required to enable the SDV

1. Enabling seamless integration of vehicle functions with existing and self developed cloud services, e.g. virtual key management.

3 SDV transformation creates material long-term upside potential

SDV beginnings

- › OEMs first **experimented** / pioneered **SDV platforms** in **2016**
- › Related requests for quotation **received in 2016 and the following years**

SDV platform delays

- › **Holistic complexity became visible** leading to delays in the implementation
- › **Delays** in SDV platforms **observed across almost all OEMs pioneering new architectures**

SDV opportunities

- › OEMs are increasingly **looking at developing SDV platforms again**
- › **Opportunities to quote** for SDV platforms are **expected to start from 2026 onwards**

Sales upside potential

- › After winning contracts for SDV platform, **typical development times are 3 to 4 years** (in China typically shorter than in other regions), **determined by customer schedule**
- › Therefore, actual **recognition of sales** **expected with a delay**

As SDV platforms were delayed and “classic” platforms were being extended, customers continued and continue to rely on ANS current profitable product portfolio

4 Competitors only have a fraction of ANS' capabilities – ANS as one of the leading players combines all the relevant capabilities

Perspectives on perceived challengers

OEM in-house

- › **Complex E2E¹ architectures** – require wide range of capabilities
- › **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 **CLEPA award¹** 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. Awarded by the European Association of Automotive Suppliers.

4 Our differentiating strengths

Hard to replicate portfolio and capabilities

- › **Comprehensive offering** covering classic to emerging architectures
- › **Wide-range of capabilities** to cover the entire vehicle lifecycle, from concept to maintenance

Expertise in all areas that matter

- › **Decades of** automotive integration **experience in both hardware and software**
- › **Deep know-how** in architecture optimization, feature integration, and **complex project management**, enabled by ANS **broad engineering workforce**

Scalability across OEMs

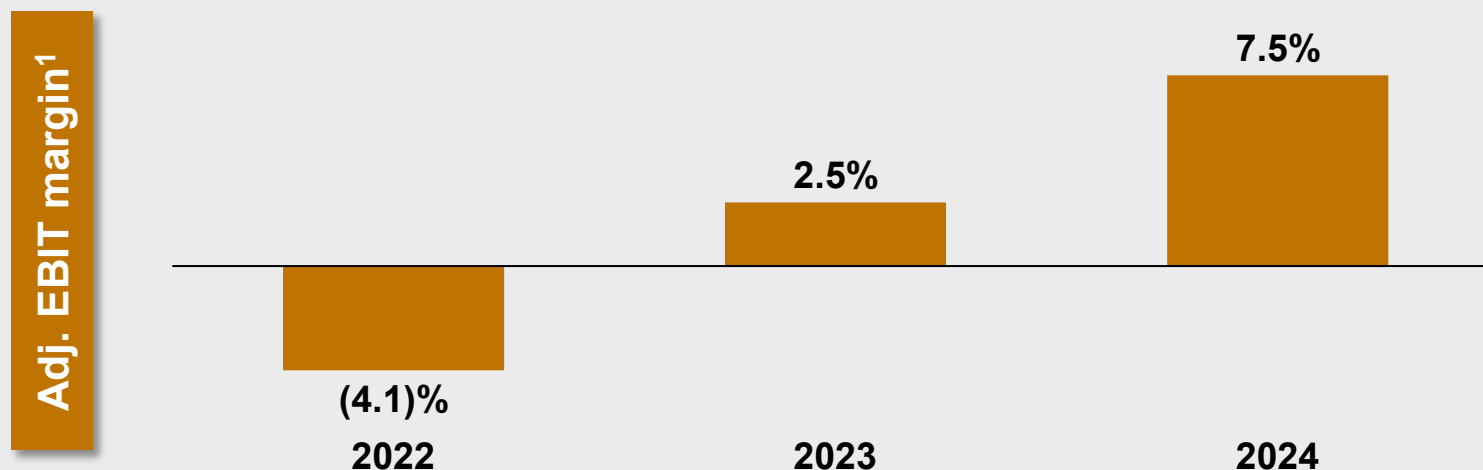
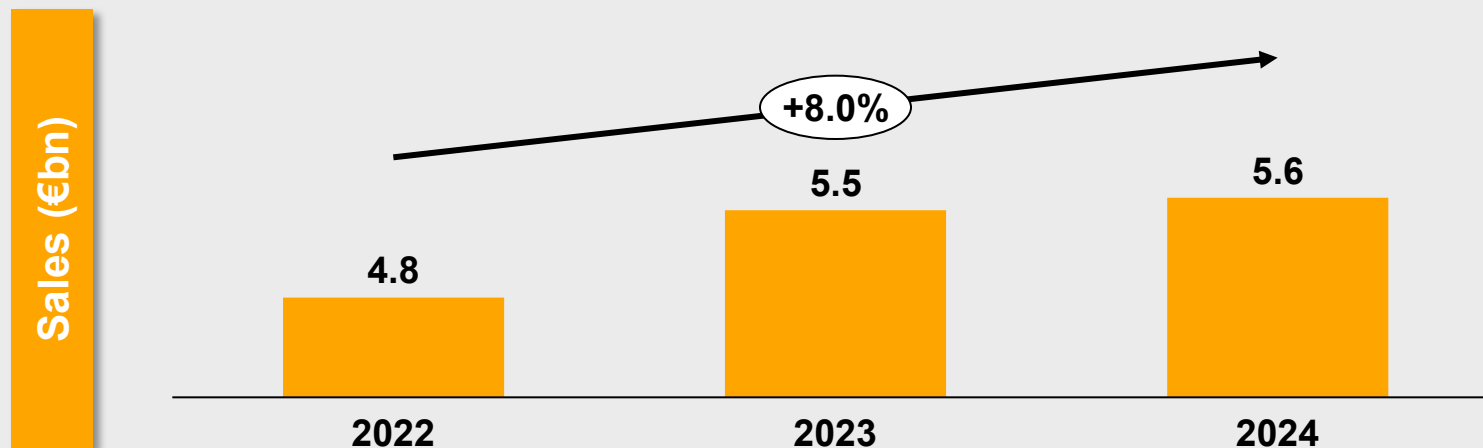
- › Ability to **scale the offering across various OEMs** and platforms
- › **Cost competitiveness** through economies of scale and purchasing power

Broad access to technology

- › **Integrate in-house solutions and partner offerings** ensuring **access to latest technologies**
- › Ability to leverage **cross business area know-how**

5 Historic financial development

Financials



Commentary

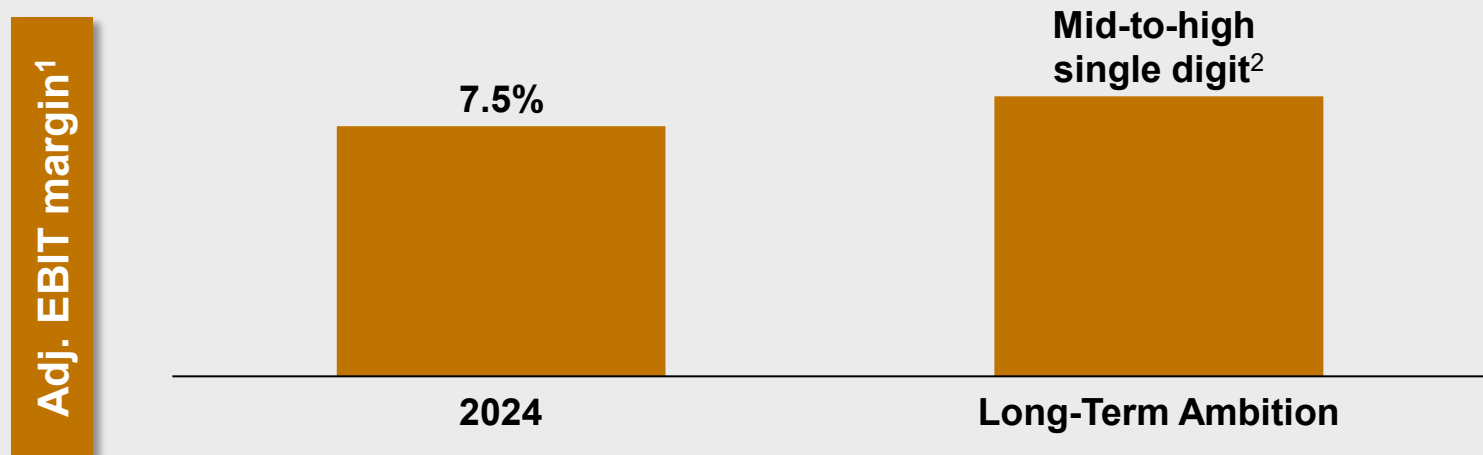
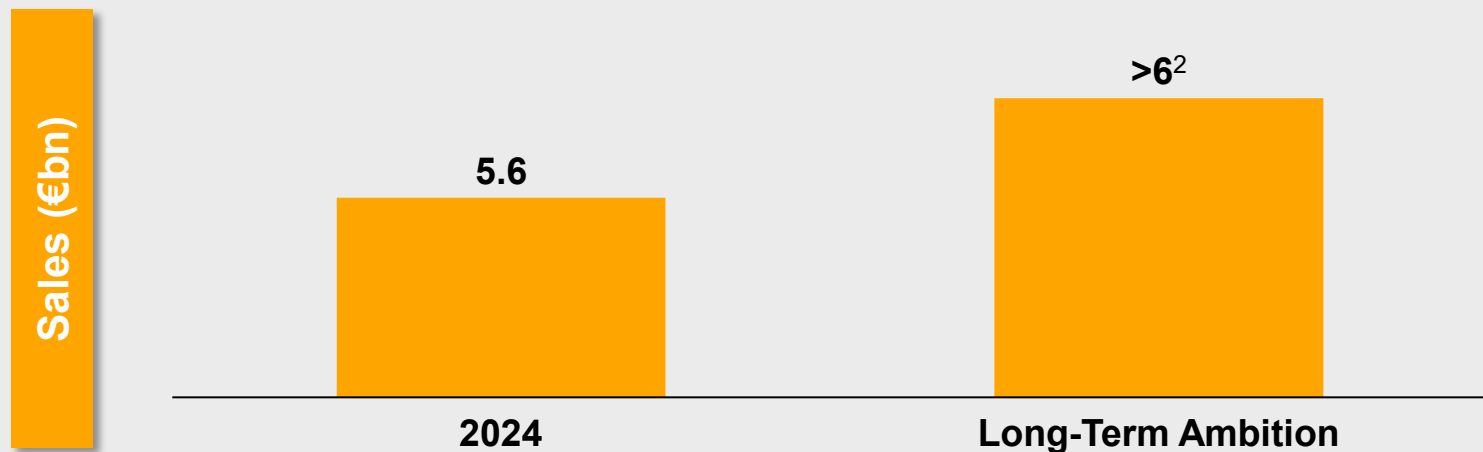
› **Balanced portfolio tapping selectively rising market value** (e.g. connectivity, access, high performance computer)

- › **Close project steering**
- › **New business setup**
- › **Reduction of organizational layers**
- › **Repricing, reduction of production and logistic costs and Re-DtC²**
- › **R&D efficiency and fixed cost control**

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.

5 Financial long-term ambition

Financials



Commentary

- › **Comprehensive portfolio** serving both classic and SDVs
- › **Rising HW/SW value** and **separation**
- › **Stepwise introduction** of new electronic vehicle architectures
- › **Increasing regulation** as additional drivers (connectivity)

- › **Reduction of material costs**
- › **Operational excellence**
- › **R&D efficiency** (e.g. footprint and project optimization)

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.

ANS – Enabler of value driven architectures

MARKET LEADER¹ in foundation with access to virtually all OEMs

STRUCTURAL GROWTH at the sweet-spot of the shift to the SDV²

INTEGRATOR OF CHOICE combining tech and auto expertise

PARTNER ECOSYSTEM provides flexibility to OEM customers

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.

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