AUMOVIO

Q3 2026 results

Philipp von Hirschheydt – CEO
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Lutz Ackermann – Head of IR

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November 5, 2026

Investor Relations

Agenda

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Claus T. Bauer – Head of Finance
Member of the AUMOVIO Supervisory Board since 2025

- More than **20 years of leadership experience** in the automotive industry
- 2021-2025: **Schaeffler Group**, Chief Financial Officer, CFO
- 2016-2021: **Schaeffler Group**, Chief Financial Officer & Senior VP Americas
- 2002-2015: **Schaeffler Group**, Chief Financial Officer & Senior VP IT and Legal North America
- 1998-2002: **INA Werk**, Head of Group Accounting
- 1991-1998: **Rödl & Partner**, Certified Tax Advisor and Team Lead
- 1986-1991: University degree in Business Administration, Friedrich-Alexander University Erlangen-Nürnberg



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Solid 9M 2026 result in a challenging environment
Profitability & norm. FCF severely impacted by BMW settlement

€12,619 mn
Adj. Sales
(9M adj. Sales down 9.8% YoY)

€294 mn / 2.3%
Adj. EBIT / Adj. EBIT margin
(9M adj. EBIT margin -0.7%p YoY)

€111 mn / €-297 mn
Normalized FCF / Adj. FCF
(9M normalized FCF down €91mn)

- **Adj. Sales** declined due to volume and price effects, while **adj. EBIT margin** improved to 3.1% (excl. BMW) reflecting transformation execution with **normalized FCF** below prior-year due to BMW settlement cash-out and selective semiconductor inventory build-up

- **UX remains a strategic pillar within AUMOVIO,** underpinning long-term value creation potential through technology leadership and operational execution
- **Strong transformation execution,** including the completed divestment of the Belgium plant, the signed divestment of the washer & cleaning business in the Czech Republic, and the closed divestment of SupplyOn
- **Expansion of business with Chinese OEMS, including the Chery partnership in Europe**, marked by an order intake of airbag control units
- **SAM secured its first series award for a Distributed Brake System from a major Chinese OEM and provided the braking system for VW's Mission Efficiency concept car**, demonstrating both local execution strength and global innovation capabilities

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AURORA: Autonomous trucking at the inflection point
A significant industrialization opportunity for AUMOVIO

AURORA | Leadership to scale

Independent assessments position Aurora among the leading L4 trucking players.

AURORA CMD[1]:

YE 2027 target:
>1,000
driverless trucks

2030 target:
>30,000
driverless trucks

Route validation time:
6y → **6w** → **6d**
first route **today** **ambition**

Latest customer update: Charger Logistics[2]:

Charger Logistics plans to acquire up to 500 Aurora-equipped autonomous trucks. Deliveries expected in 2027–2028.

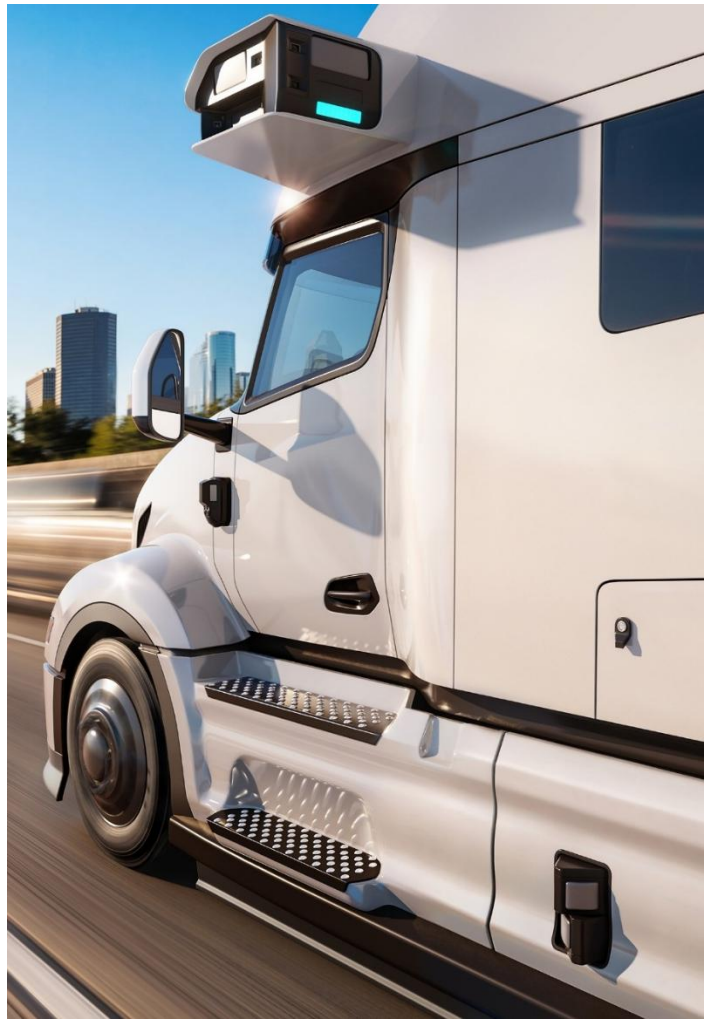
AUMOVIO | Industrialization status and US localization advantage

Aurora's scale-up drives demand for AUMOVIO hardware, integration and lifecycle services.

We validate
Gen3 Aurora Driver hardware

We integrate
Gen3 driving kit seamless into OEM series production

We produce
local-for-local in the US with SOP in 2027



1 Sources: Aurora CMD 2026. 2 Source: https://ir.aurora.tech 26 October 2026.

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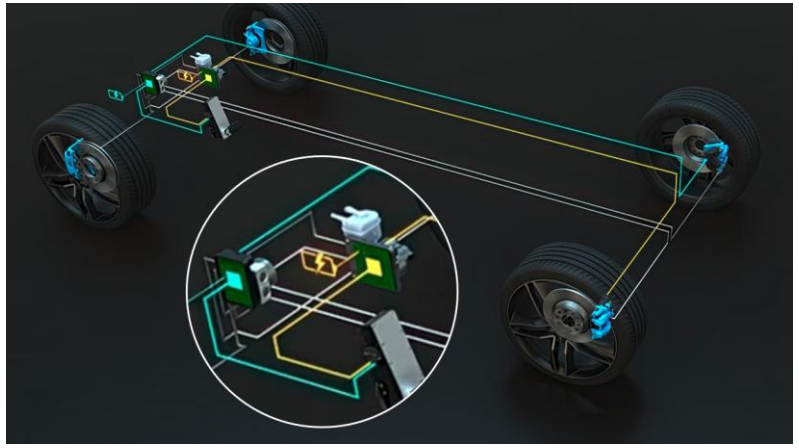
SAM competitiveness: China strength and technology leadership
Three proof points in execution, customer wins and innovation

Winning in China

First series award for Distributed Brake System

Major Chinese OEM
SOP end of 2027

- Compact, efficient and lightweight
- Flexible packaging
- Ready for SDV/AD-platforms



Growing with Chinese OEMs

Taking a long-time partnership to Europe

25+ years with Chery
Local R&D and production in Europe

- First nomination: Airbag-control-unit
- Unlocks broader AUMOVIO portfolio potential



Technology leadership

Semi-dry brake for VW Mission Efficiency

One enabler for VW's three world records
Efficiency, recuperation and stability

- Electromechanical-rear brake + optimized hydraulic front
- Advance toward full dry brake



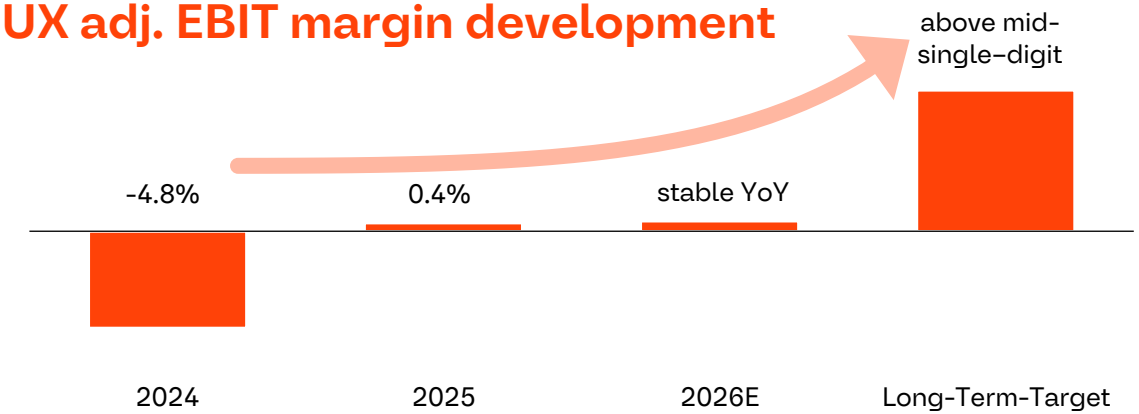
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User Experience remains part of our company
And creates greater long-term shareholder value in-house



UX adj. EBIT margin development



Long-term ambition

A credible path to the targets

- Target of more than €4bn Sales
- Aim to increase profitability above mid- single-digit adj. EBIT and a strong ROCE
- Fully invested asset base enables strong cash generation potential

Leading technology

Technology leadership differentiates

- Next-gen cockpits: #1 displays, top 3 in HUDs & Digital Cluster
- First-to-market under-display camera and B-pillar display
- Award-winning cockpit technologies with multiple OEM awards
- Vertical integration increases value

Portfolio fit

Scale unlocks synergies and resilience

- Cross-BA award with a Chinese OEM
- UX beyond passenger cars (CSV, AES)[1]
- Greater resilience in volatile markets during semiconductor and component shortages
- Strong ecosystem: 30+ strategic partnerships accelerating innovation

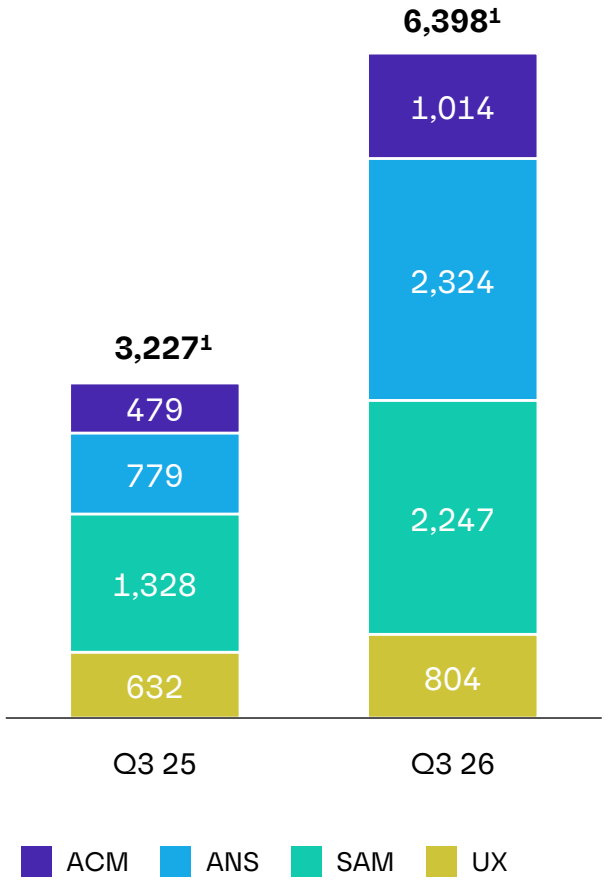
1 CSV= Commercial & Special Vehicle, AES=AUMOVIO Engineering Solutions.

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Major Q3 project wins in Europe and NA across all business areas
BMW order intake of €1.4 bn underpins strong Q3 performance

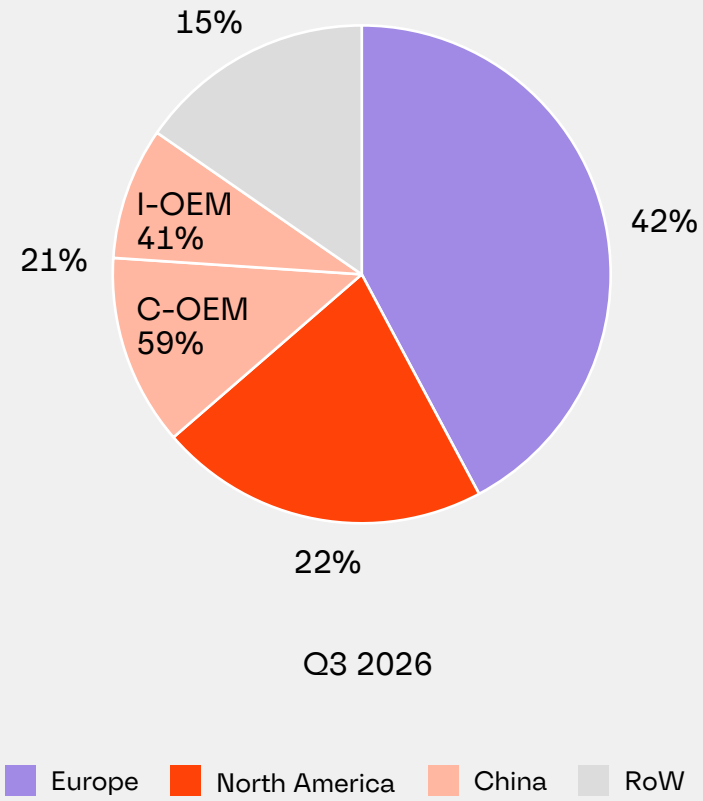
Q3 2026 order intake (mn €)



Highlights order intake Q3 2026

- Increased share of NA, EU and Korea, due to major project wins across all BAs and various OEMs
- **BA ACM:** Major awards on SAT CAM, Truck business and Long-Range Radar
- **BA ANS:** Major awards for Zone Controllers, Door Control Units, Antenna Modules and CoSmA
- **BA SAM:** Major awards for MK C2, MK 120 ESC, Electronic Parking Brake, Foundation and Airbag Control Units
- **BA UX:** Major awards for Display Solutions, Digital Cluster with Asian OEM

Regional split (%)



1 Including other sales. Due to AES segment not reported separately, the sum of numbers shown in the column does not match the total sum.

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Agenda

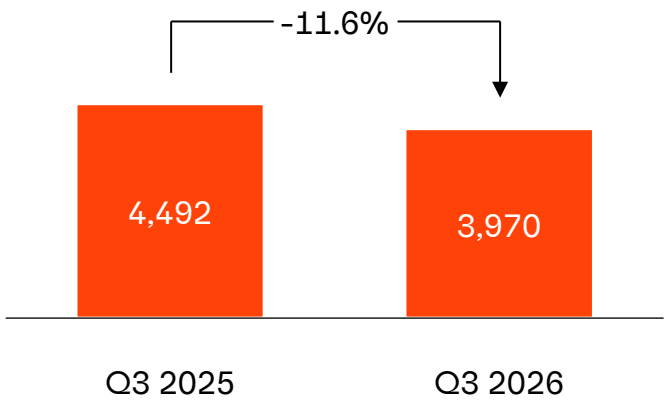
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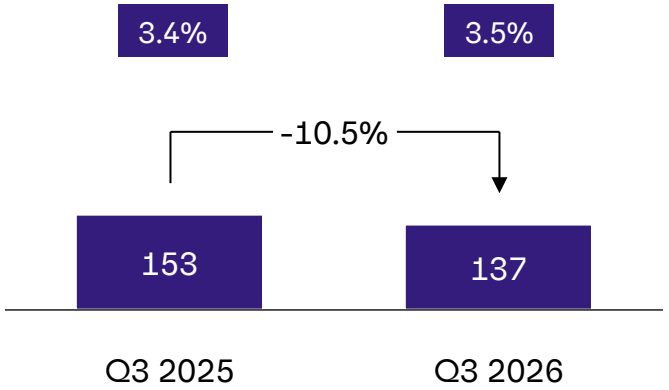
Internal

Q3 profitability improved despite topline headwinds
FCF reflects BMW settlement and higher inventory

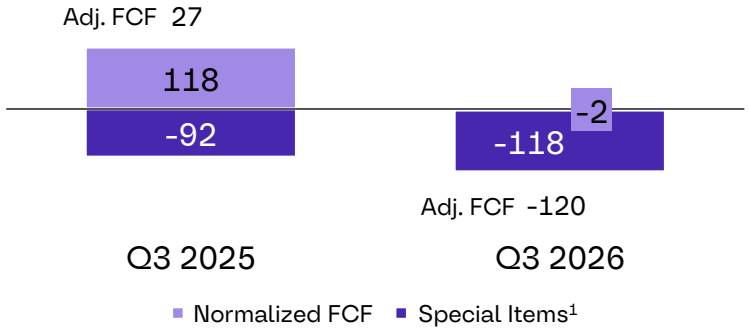
Adj. Sales (€ mn)



Adj. EBIT (€ mn)



Normalized FCF (€ mn)



- Q3 2026 adj. Sales declined by 11.6% YoY, driven by volume & price effects (€-498 mn)

- Q3 2026 adj. EBIT declined by 10.5% YoY, driven by lower adj. Sales and lower adj. Gross Profit
- Adj. EBIT margin improvement resulting from cost discipline and R&D efficiencies

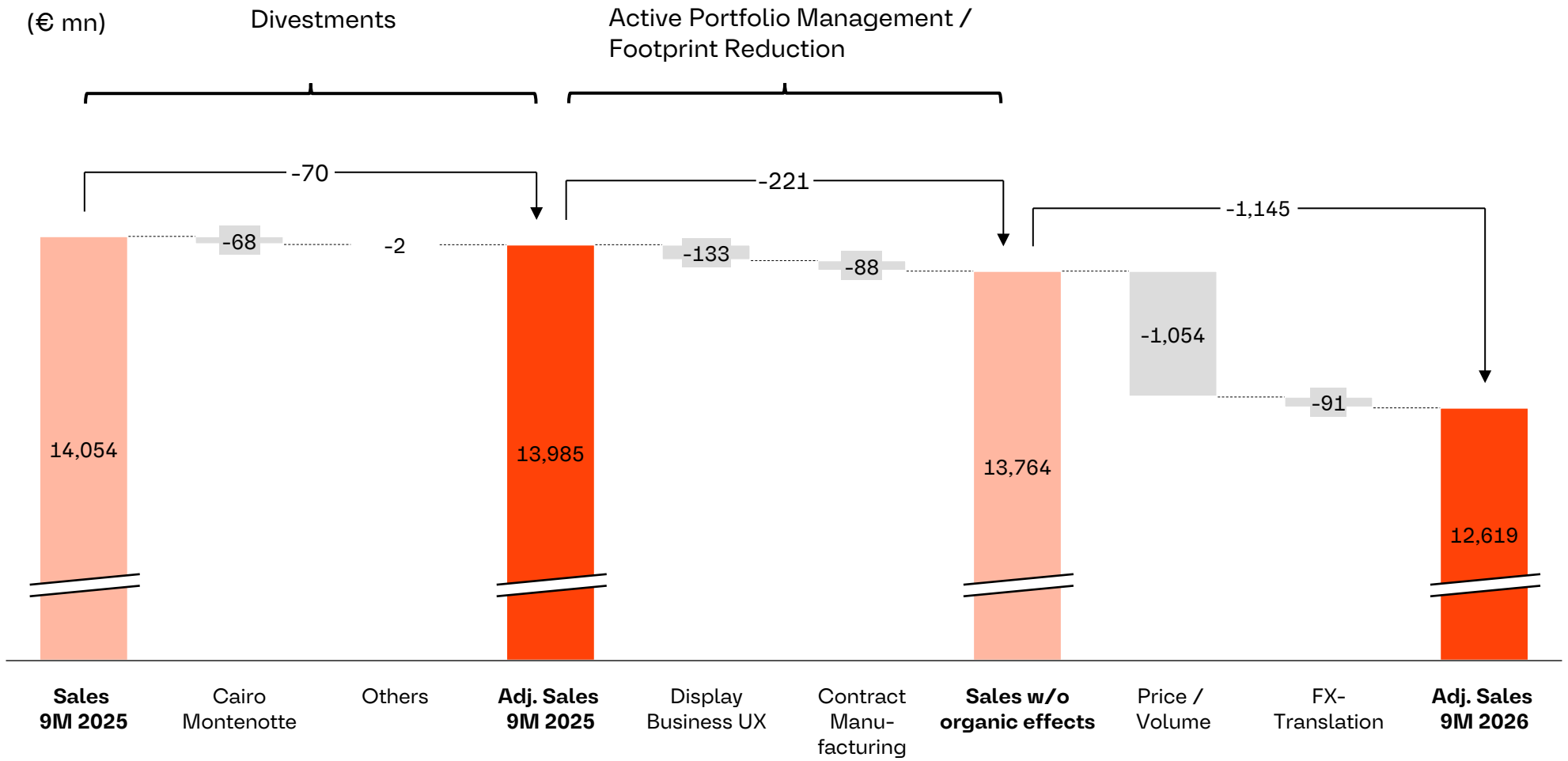
- Q3 2026 normalized Free Cash Flow decreased YoY, driven by BMW settlement and inventory build up in selective semiconductors to balance supply constraints
- Adj. Free Cash Flow impacted by higher special items

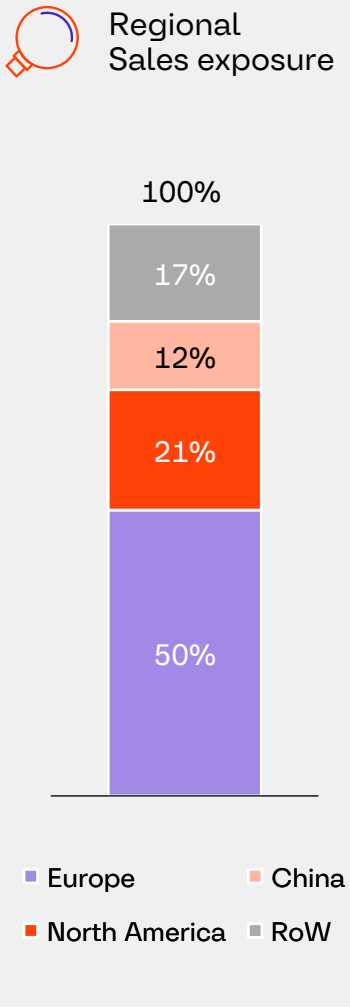
1 Special items in Q3 2026 consist of €62 mn cash-out restructuring and €6 mn cash-out listing and separation.

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Internal

Market headwinds continue to impact 9M Sales development
Active portfolio management to enhance profitability



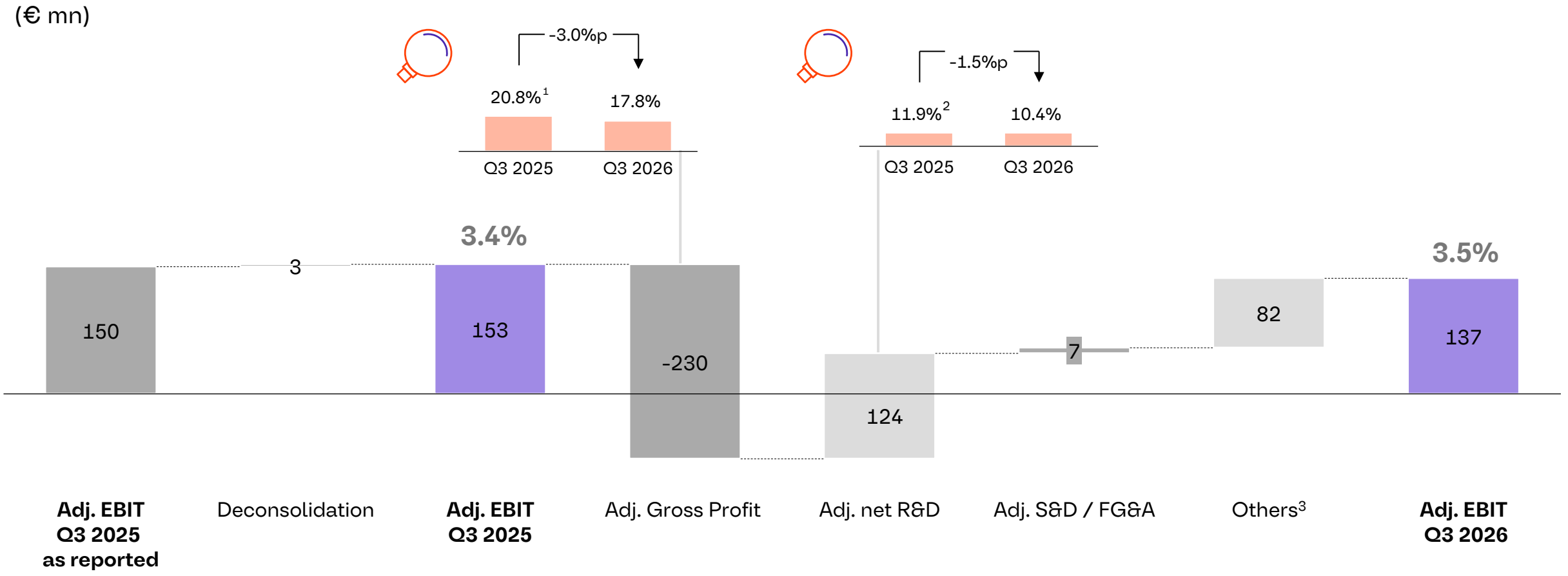


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Internal

Q3 profitability resilience supported by R&D efficiency measures

Adj. EBIT walk 2025 to 2026 excluding special items

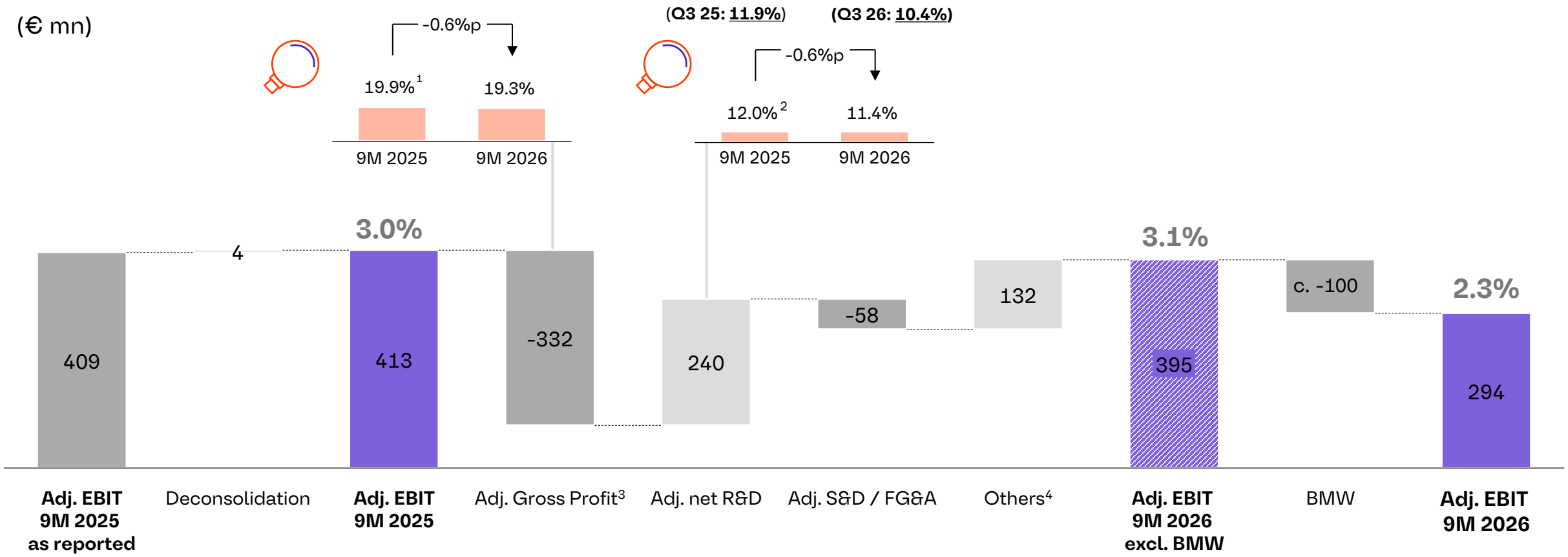


1 Adj. Gross Profit margin. 2 Adj. net R&D-to-Sales-ratio. 3 Others includes mainly FX effects as well as litigations, other operational income and expenses, non-income taxes and charges.

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R&D measures contributing to improved 9M profitability
Adj. EBIT walk 2025 to 2026 excluding special items



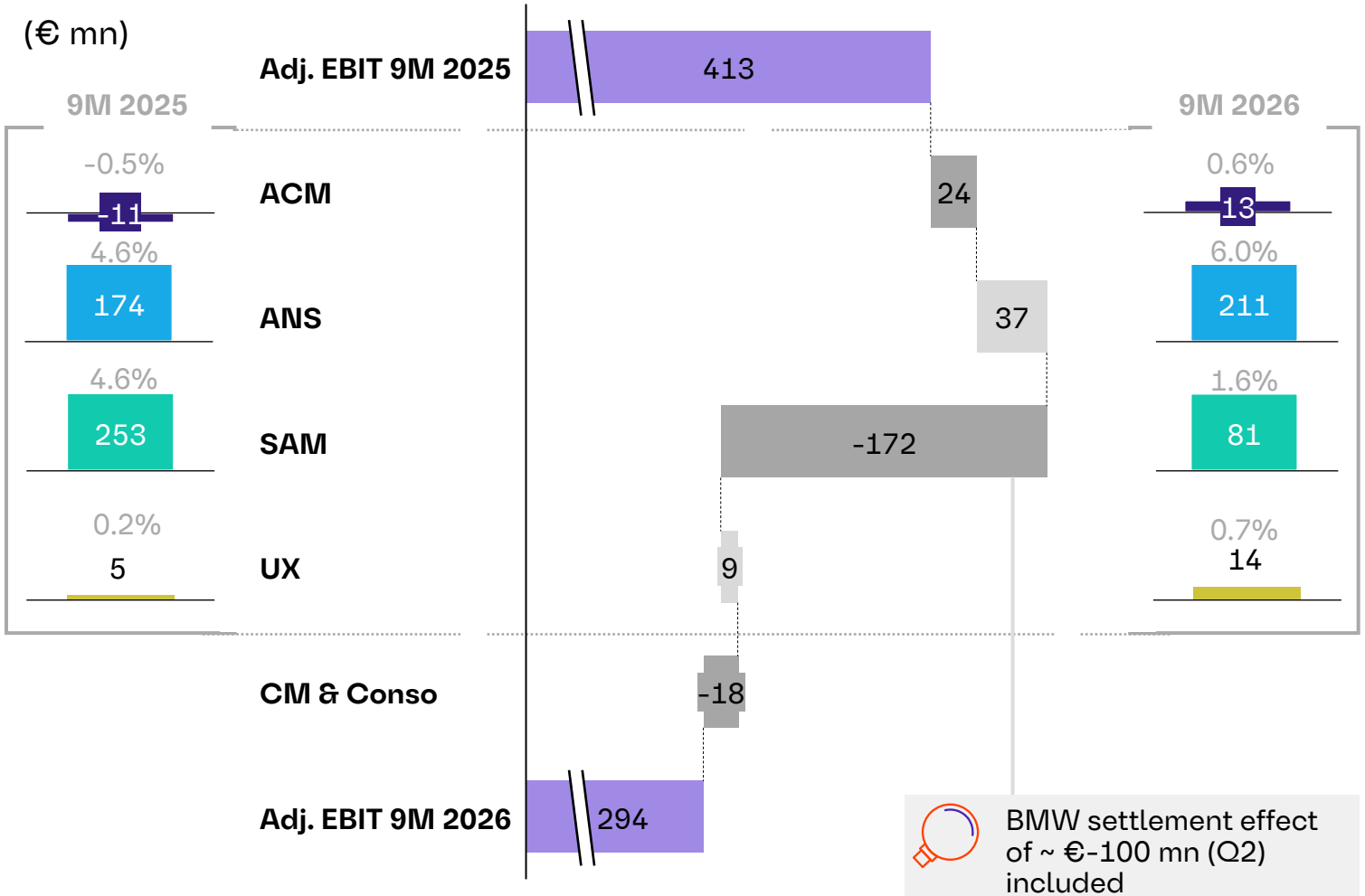
1 Adj. Gross Profit margin. 2 Adj. net R&D-to-sales-ratio. 3 Does not include the BMW settlement. 4 Others includes mainly FX effects as well as litigations, other operational income and expenses, non-income taxes and charges.

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Internal

Transformation progress drives 9M profitability in ACM, ANS, UX

Adj. EBIT development by business area



BMW settlement effect of ~ €-100 mn (Q2) included

ACM

- Adj. Sales -12.0% YoY, mainly due to FX effects as well as lower volumes
- Adj. EBIT improvement primarily driven by R&D-efficiency measures

ANS

- Adj. Sales -7.8% YoY, due to FX effects and lower volumes
- Adj. EBIT +21.2% YoY, reflecting effective transformation and cost management

SAM

- Adj. Sales -9.3% YoY, due to BMW settlement, FX and volume effects
- Adj. EBIT -67.8% YoY, due to BMW settlement, FX and volume effects

UX

- Adj. Sales -7.9% YoY, driven by FX and price/volume effects
- Adj. EBIT improvement, due to effective self-help measures, resulting in strong operational performance and cost structure improvements

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9M normalized FCF reflects lower adj. EBIT & higher inventory

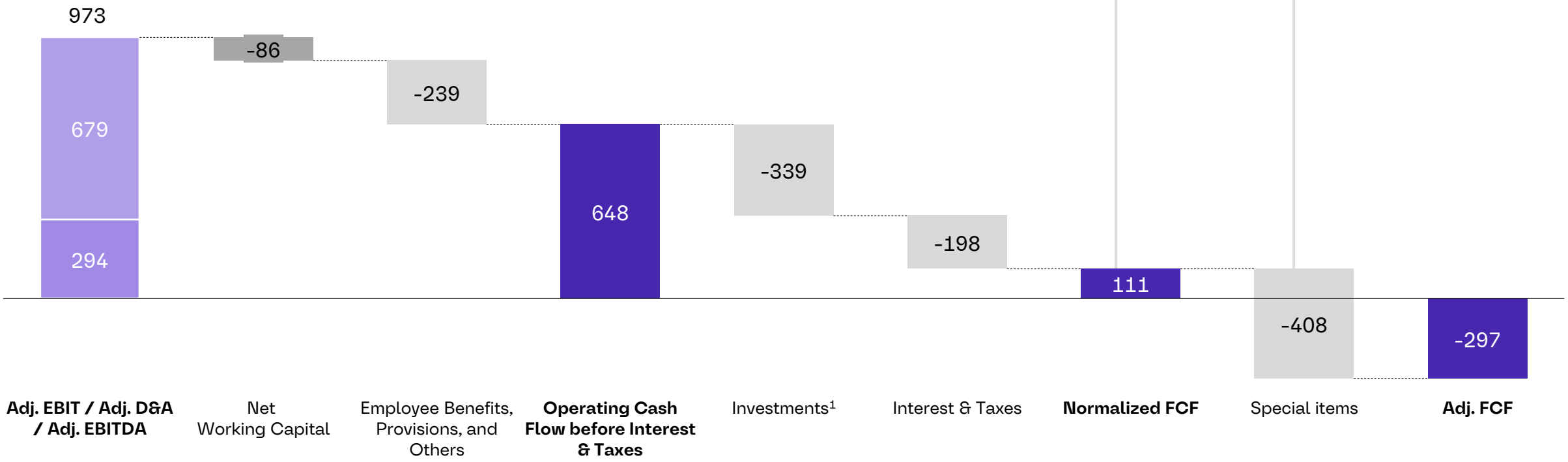
Adj. FCF affected by restructuring, separation & BMW settlement

(€ mn)

BMW settlement effect of ~ €-30 mn included

Cash-effective costs include:

- €-295 mn restructuring
- €-61 mn spin-off & separation
- ~ €-70 mn BMW settlement



1 Investments do not include Capex for right-of-use assets with an amount of €38mn.

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Operating in a changing and challenging market environment
Group outlook for FY 2026 unchanged

	Actuals 2025	March 2026	Current Outlook	
Adj. Sales (€ bn)	18.5	17.0-18.5	17.0-17.5	– Lower light vehicle production expectations; active portfolio management; delayed project ramp-ups; FX as of Dec 31, 2025; BMW settlement + Reduced net R&D expenses
Adj. EBIT margin (%)	3.9%	3.5-5.0%	3.0-4.0%	+ Continued footprint optimization – Ongoing raw material and memory price headwinds (low-to-mid-three-digit € mn amount before customer compensations) – BMW settlement
Normalized FCF (€ mn)	650	500-800	500-700	– Selective inventory increases to strengthen resilience in volatile semiconductor and geopolitical environment + Disciplined cash effective capex spending <4.5% ● Guidance for normalized FCF excl. potential prior-years tax payments – Cash outflow BMW settlement
		Further assumptions	**Further assumptions**	
Cash-out spin-off & restructuring & BMW settlement[1] (€ mn)	491	Low- to mid-three-digit € mn range	Around 650	– Spin-off cash outflow in double-digit € mn range; restructuring cash outflows tied to R&D and footprint measures; divestitures; BMW settlement
Net income[2] (€ mn) **/ earnings per share** (€)	-655 / -6.54	Significant improvement vs. prior year	Improvement vs. prior year	+ Assuming an improved tax rate

1 Delta between normalized Free Cash Flow and adj. Free Cash Flow. 2 Net income after minorities.

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Internal

Operating in a changing and challenging market environment
Updated outlook for ACM, SAM and UX

Business Area	Adj. Sales (€)[1]	Outlook	Adj. EBIT margin (%)[1]	Actual Outlook
Autonomous and Commercial Mobility (ACM)	Significant decrease	– Significant lower adj. Sales due to updated market assumptions, FX and lower volumes in ADAS and weaker US commercial vehicle market – Lower R&D expenses vs. 2025 – **Moderate adj. EBIT margin[2] improvement (previously stable)** due to a larger effect of cost savings in R&D, production, sales, and administration	Moderate improvement	Updated
Architecture and Network Solutions (ANS)	Moderate decrease	– Moderate lower adj. Sales due to FX; project ramp-ups compensate project phase-outs – Stable adj. EBIT margin[2] through cost savings, re-design to cost measures, and R&D efficiencies	Stable performance	☑
Safety and Motion (SAM)	Significant decrease	– **Significant lower adj. Sales (previously moderate)** due to FX and a more challenging market environment – **Moderate adj. EBIT margin[2] decline (previously slightly),** due to a more challenging environment despite R&D cost efficiency, footprint optimization, and operational excellence; BMW Settlement burdens adj. Sales and adj. EBIT	Moderate decrease	Updated
User Experience (UX)	Moderate decrease	– Moderate lower adj. Sales due to FX – **Stable adj. EBIT margin[2] (previously slightly improvement)** due to a more challenging environment as well as project mix effects – Support from structural measures (plant closures), operational excellence, and efficiencies in material prices	Stable performance	Updated

1 FX as of Dec. 31, 2025. 2 Percentage point change.

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CAPITAL MARKET DAY 2027

Save the date

22 June 2027

Frankfurt region
More details will follow



November 5, 2026

Thank you!

Q&A

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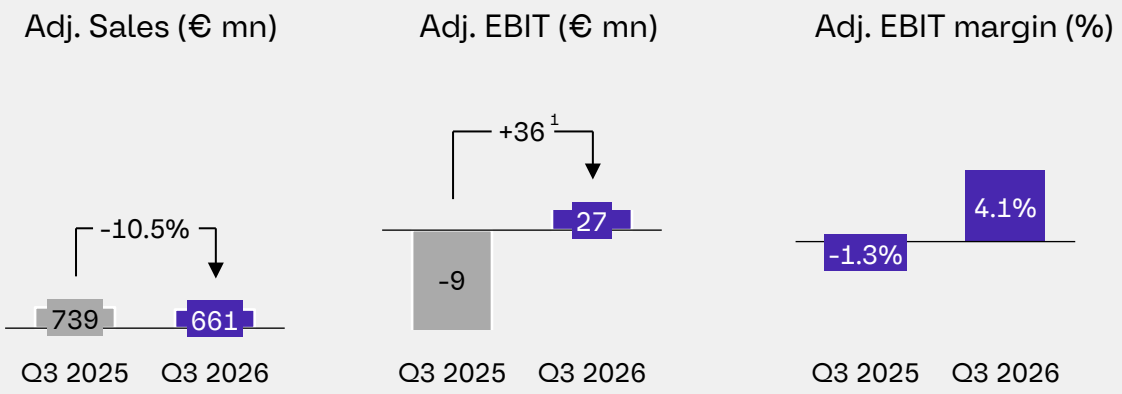
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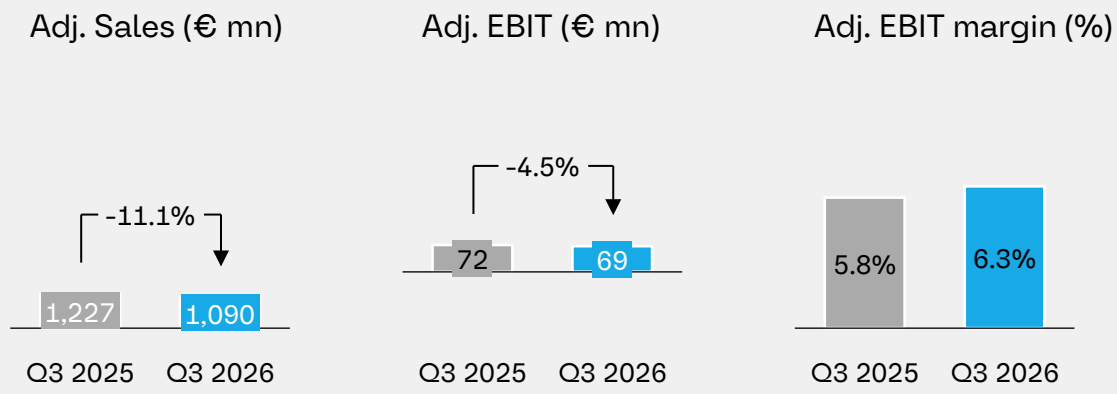
Business Areas ACM and ANS
Q3 development adj. Sales and adj. EBIT

Autonomous and Commercial Mobility (ACM)



- Adj. Sales declined by 10.5%, mainly driven by negative FX effects (€ -7 mn), lower volumes and price effects
- Adj. EBIT improved primarily driven by cost reductions in R&D, as well as higher customer reimbursements

Architecture and Network Solutions (ANS)



- Adj. Sales declined by 11.1%, due to lower volumes and contractual price reductions
- Adj. EBIT declined slightly by 4.5%, reflecting effective transformation and cost management

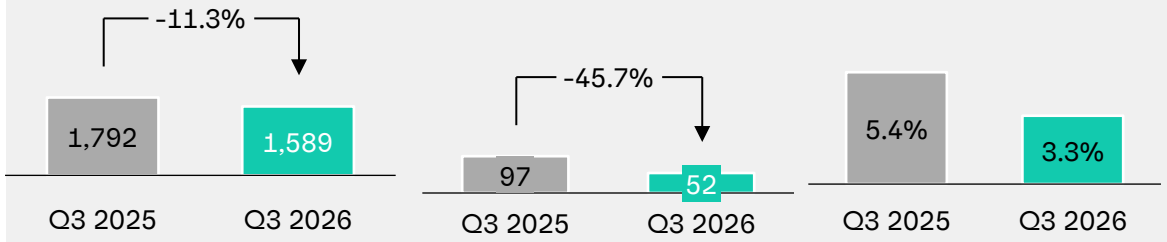
1 Percentage changes are not meaningful where adj. EBIT is negative or close to zero in either period. Accordingly, absolute changes are presented.

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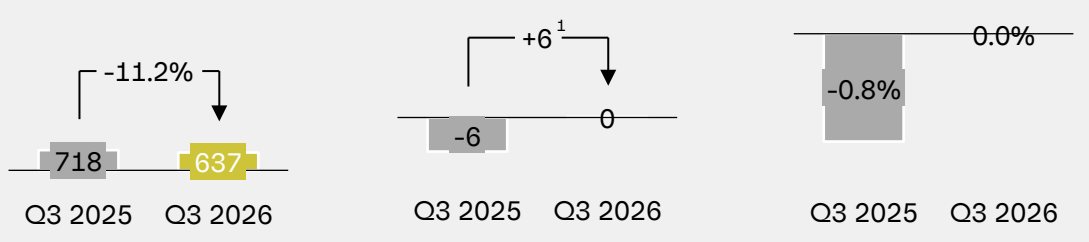
Business Areas SAM and UX
Q3 development adj. Sales and adj. EBIT

Safety and Motion (SAM)



- Adj. Sales declined by 11.3%, driven by lower volumes
- Adj. EBIT decreased by 45.7%, due to lower volumes and unfavorable selling price effects, partially offset by positive effects from fix cost reductions

User Experience (UX)



- Adj. Sales declined by 11.2%, driven by FX effects (€ -6 mn), portfolio effects and lower volumes
- Adj. EBIT increased due to positive impact from structural optimization and operational efficiency improvements

1 Percentage changes are not meaningful where adj. EBIT is negative or close to zero in either period. Accordingly, absolute changes are presented.

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Key figures by Business Area (1/2)
Sales (€ mn) and EBIT (€ mn and as % of Sales)

AUMOVIO	Q1 25	Q2 25	Q3 25	Q4 25	FY 25	Q1 26	Q2 26	Q3 26
Sales	4,805	4,740	4,509	4,496	18,550	4,404	4,244	3,970
Sales growth (YoY)	-1.8%	-5.4%	-6.8%	-8.4%	-5.6%	-8.3%	-10.0%	-12.0%
EBIT	-147	4	11	63	-70	-79	-390	2
EBIT margin	-3.1%	0.1%	0.2%	1.4%	-0.4%	-1.8%	-9.2%	0.0%

ACM	Q1 25	Q2 25	Q3 25	Q4 25	FY 25	Q1 26	Q2 26	Q3 26
Sales	835	788	739	690	3,051	724	692	661
Sales growth (YoY)	-1.5%	-5.2%	-9.1%	-17.0%	-8.1%	-13.3%	-12.1%	-10.5%
EBIT	-6	-18	-17	-68	-109	-111	-3	20
EBIT margin	-0.7%	-2.3%	-2.2%	-9.9%	-3.6%	-15.4%	-0.5%	3.0%

SAM	Q1 25	Q2 25	Q3 25	Q4 25	FY 25	Q1 26	Q2 26	Q3 26
Sales	1,883	1,857	1,810	1,821	7,371	1,725	1,655	1,589
Sales growth (YoY)	0.9%	-5.5%	-0.8%	-2.9%	-2.1%	-8.4%	-9.6%	-12.2%
EBIT	43	27	71	70	211	21	-311	-19
EBIT margin	2.3%	1.5%	3.9%	3.8%	2.9%	1.2%	-18.8%	-1,2%

ANS	Q1 25	Q2 25	Q3 25	Q4 25	FY 25	Q1 26	Q2 26	Q3 26
Sales	1,295	1,279	1,227	1,247	5,048	1,232	1,184	1,090
Sales growth (YoY)	-4.1%	-11.1%	-12.6%	-8.6%	-9.2%	-4.9%	-7.4%	-11.1%
EBIT	-65	8	57	160	160	24	-54	44
EBIT margin	-5.0%	0.6%	4.6%	12.8%	3.2%	-1.9%	-4.5%	4.1%

UX	Q1 25	Q2 25	Q3 25	Q4 25	FY 25	Q1 26	Q2 26	Q3 26
Sales	752	786	718	738	2,993	721	719	637
Sales growth (YoY)	-1.9%	5.8%	-5.6%	-7.8%	-2.5%	-4.1%	-8.5%	-11.2%
EBIT	-59	42	-10	-89	-116	0	-14	-18
EBIT margin	-7.8%	5.4%	-1.3%	-12.1%	-3.9%	0.0%	-1.9%	-2.9%

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Key figures by Business Area (2/2)
Adj. Sales (€ mn) and adj. EBIT (€ mn and as % of adj. Sales)

AUMOVIO	Q1 25[1]	Q2 25[1]	Q3 25[1]	Q4 25[1]	FY 25[1]	Q1 26[2]	Q2 26[2]	Q3 26
Adj. Sales	4,780	4,714	4,492	4,496	18,480	4,404	4,244	**3,970**
Adj. Sales growth (YoY)						-7.8%	-10.0%	**-11.6%**
Adj. EBIT	93	167	153	308	721	106	50	**137**
Adj. EBIT margin	1.9%	3.5%	3.4%	6.9%	3.9%	2.4%	1.2%	**3.5%**

ACM	Q1 25[3]	Q2 25[3]	Q3 25[3]	Q4 25[3]	FY 25[3]	Q1 26	Q2 26	Q3 26
Adj. Sales	833	787	739	690	3,050	724	692	**661**
Adj. Sales growth (YoY)						-13.1%	-12.1%	**-10.5%**
Adj. EBIT	1	-2	-9	-31	-42	-19	5	**27**
Adj. EBIT margin	0.1%	-0.3%	-1.3%	-4.5%	-1.4%	-2.6%	0.7%	**4.1%**

SAM	Q1 25[4]	Q2 25[4]	Q3 25[4]	Q4 25[4]	FY 25[4]	Q1 26	Q2 26	Q3 26
Adj. Sales	1,859	1,831	1,792	1,821	7,303	1,725	1,655	**1,589**
Adj. Sales growth (YoY)						-7.2%	-9.6%	**-11.3%**
Adj. EBIT	79	78	97	124	377	61	-32	**52**
Adj. EBIT margin	4.2%	4.2%	5.4%	6.8%	5.2%	3.6%	-2.0%	**3.3%**

ANS	Q1 25	Q2 25	Q3 25	Q4 25	FY 25	Q1 26	Q2 26	Q3 26
Adj. Sales	1,295	1,279	1,227	1,247	5,048	1,232	1,184	**1,090**
Adj. Sales growth (YoY)						-4.9%	-7.4%	**-11.1%**
Adj. EBIT	39	64	72	186	360	62	80	**69**
Adj. EBIT margin	3.0%	5.0%	5.8%	14.9%	7.1%	5.0%	6.8%	**6.3%**

UX	Q1 25	Q2 25	Q3 25	Q4 25	FY 25	Q1 26	Q2 26	Q3 26
Adj. Sales	752	786	718	738	2,993	721	719	**637**
Adj. Sales growth (YoY)						-4.1%	-8.5%	**-11.2%**
Adj. EBIT	-32	42	-6	6	11	6	8	**0**
Adj. EBIT margin	-4.2%	5.3%	-0.8%	0.8%	0.4%	0.8%	1.1%	**0.0%**

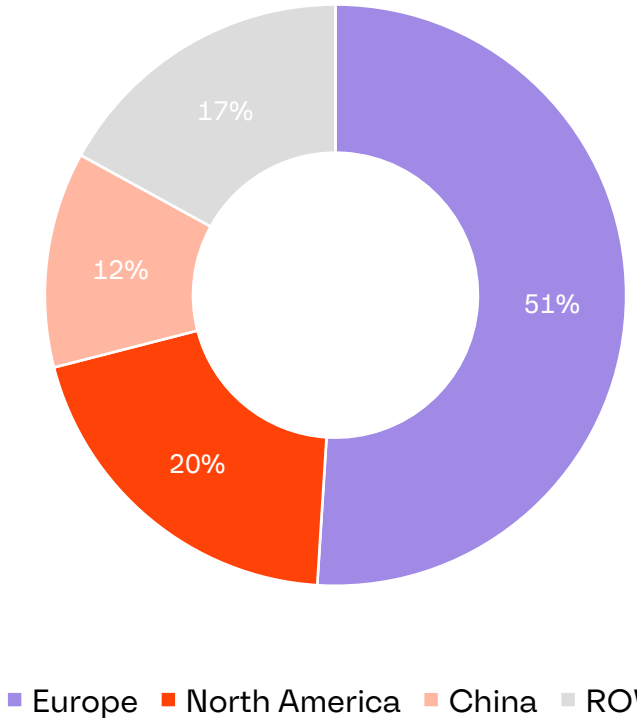
1 Adjusted for consolidation effect Quantum Inventories and Cairo Montenotte. 2 Adjusted for consolidation effect co-pace. 3 Adjusted for consolidation effect Quantum Inventories. 4 Adjusted for consolidation effect Cairo Montenotte.

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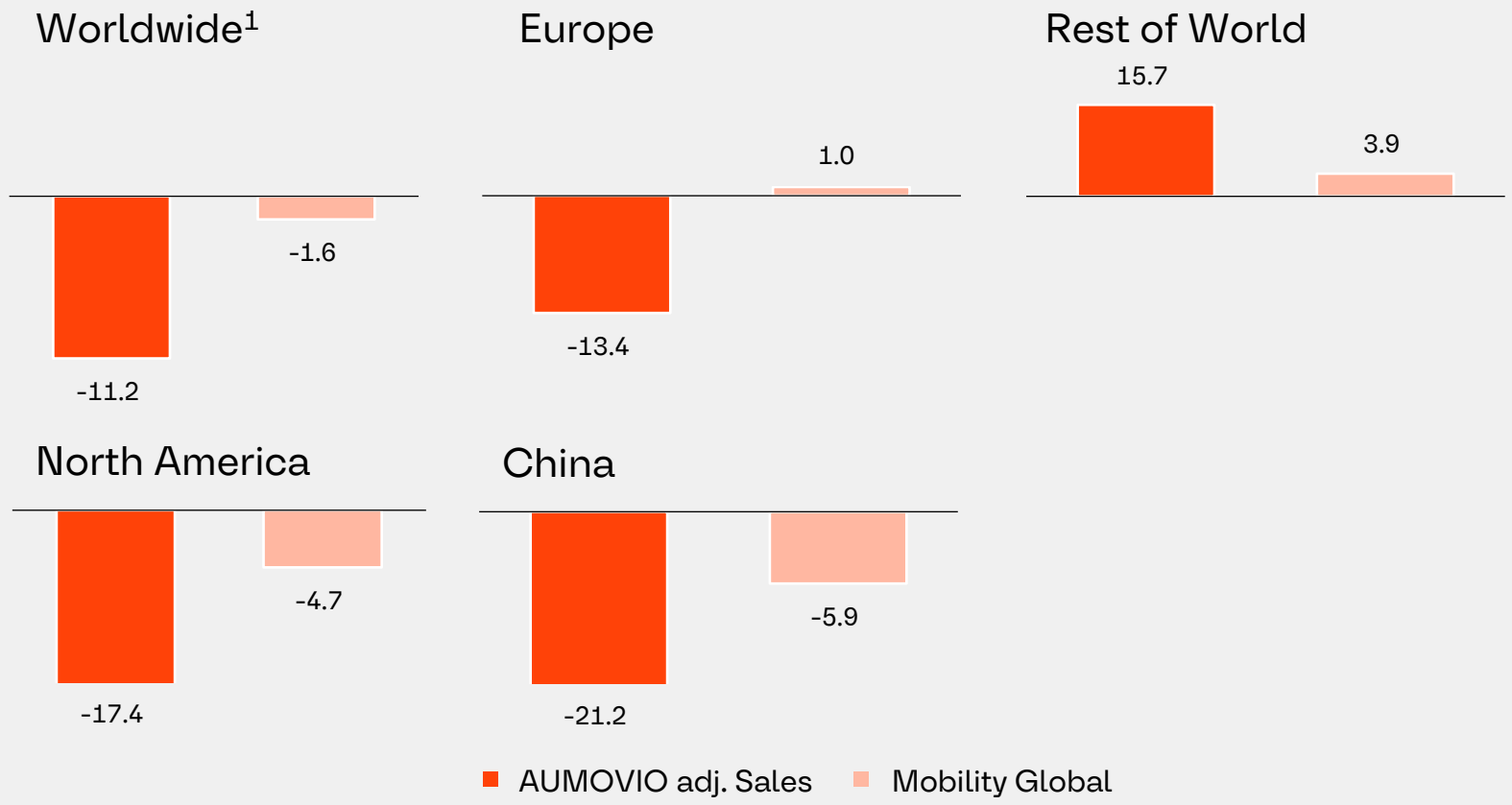
Internal

Focused project selection affecting regional growth outcomes
Sales exposure and performance per region in Q3 2026

Sales exposure



AUMOVIO Sales organic growth vs. vehicle production (YoY in %)



1 Net Sales by country adjusted on FX effects and without consolidation effects. 2 Based on Mobility Global, status October 2026.

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Internal

Financial development
Adj. Sales and adj. EBIT margin

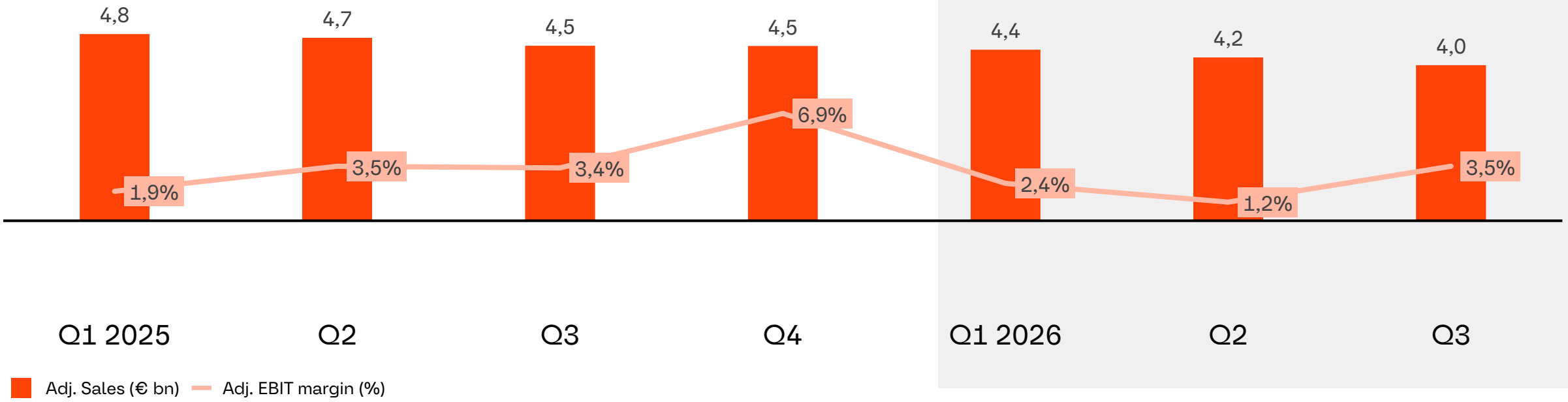
2025

- **€18.5** bn adj. Sales
- **3.9%** adj. EBIT margin

2026

Guidance of:

- **€17.0-17.5** bn adj. Sales
- **3.0-4.0%** adj. EBIT margin



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Internal

Transformation and one-off items impact EBIT and net income

Bridge from adj. EBIT to net income

IFRS PnL item (€ mn)	9M 2025	9M 2026	Key comments (9M 26 YoY)
Adj. EBIT	413	294	Adj. EBIT decrease by 29.0%
Adjustments (incl. special items)	-546	-761	Key items – €222 mn restructuring and termination (PY €272 mn) – €11 mn spin-off (PY €193 mn) – €127 mn impairments and amortization of PPA (PY €33 mn) – €155 mn disinvestments (PY €19 mn) – €246 mn all others
EBIT	-133	-467	EBIT lower by €334 mn YoY
Financial Result	35	-144	Mainly related to fair value evaluation of debt
Taxes	-124	-49	Tax rate mainly driven by – Non-creditable withholding taxes – Tax pre-payments – Valuation allowances – Tax provisions for prior periods
Net income[1]	-251	-669	Net income lower by €418 mn YoY

1 Net income refers to net income after minorities. Net income before minorities amounts to €-223 mn in 9M 2025 and €-661 mn in 9M 2026, representing a year-on-year decrease of €438 mn.

9M 2026 Reconciliation adj. EBIT and normalized FCF
Figures in € mn

EBIT reported	**-467**
Amortization of intangible PPA	22
Impairments	105
Restructuring and termination	222
Gains/Losses from disposal of business operations	155
Expenses for listing and separation	11
All others	246
Adjusted EBIT	**294**

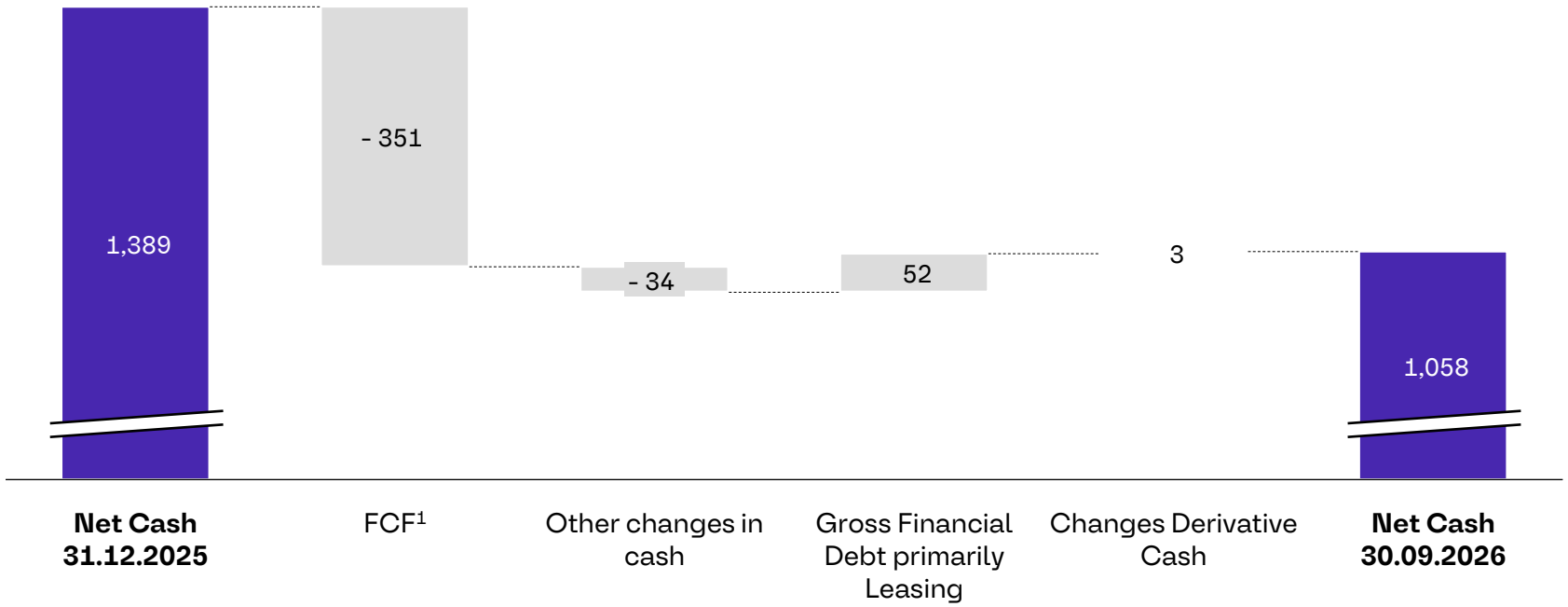
Reported Free Cash Flow	**-351**
Interest bearing investments	5
Cash in- and outflows for acquisition and selling of business operations	-58
Adjusted Free Cash Flow	**-297**
Cash outflow for restructuring	-295
Cash outflow for listing and separation	-61
Other cash inflows	-52
Normalized Free Cash Flow	**111**

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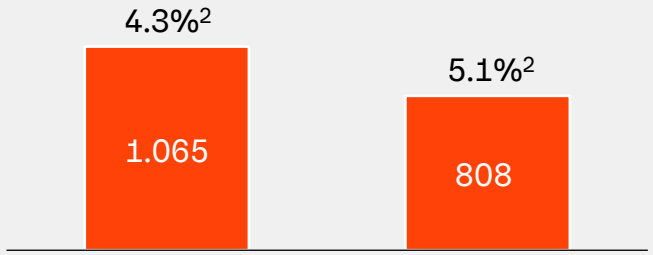
Internal

9M Net-cash position remains strong
Lower net pension liabilities improve financial position

(€ mn)



Net Pension Liabilities (€ mn)



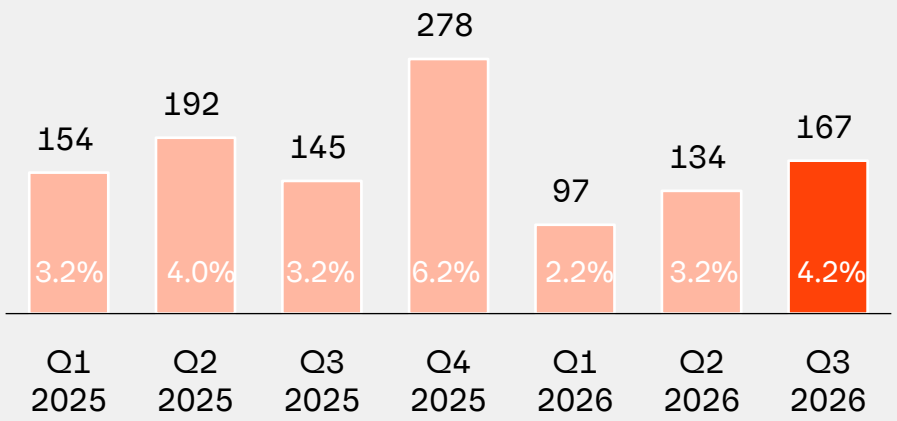
1 Adjusted Free Cash Flow: €-297 million, interest-bearing advances and investment grants (€5 million), acquisition of companies and business operations (-€9 million), and disposals of companies and business operations (-€49 million). 2 Discount rate Germany.

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Internal

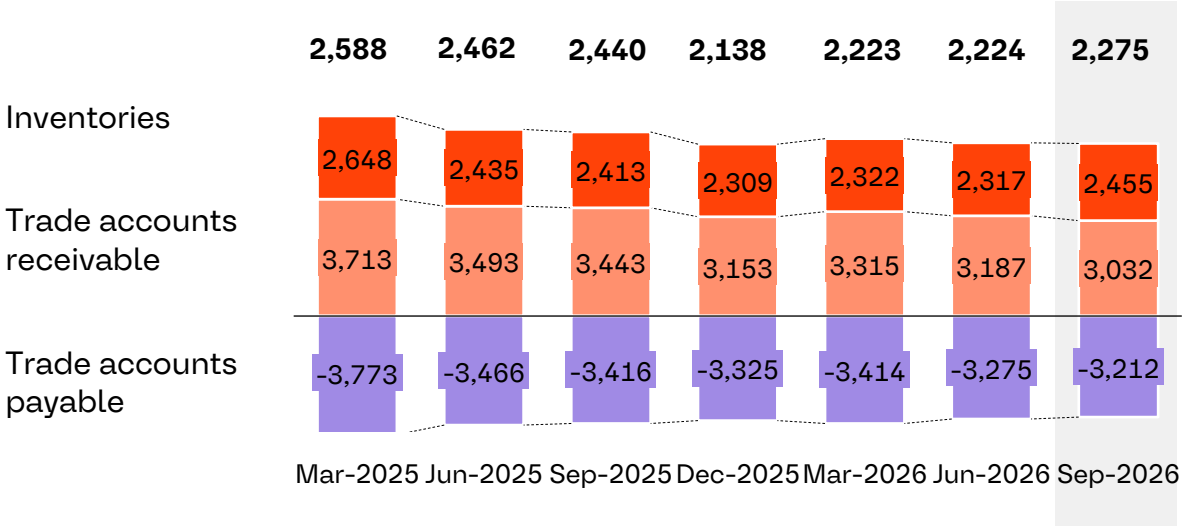
Disciplined Capex and Working Capital management
Improving capital efficiency

Capex (€ mn and as % of Sales)



- Capex/Sales at 4.2% in Q3 2026 due to disciplined spending across all Business Areas
- Continued Capex discipline to leverage on well-invested asset base

Working Capital (€ mn)



- Strategic inventory management to ensure reliable customer supply while preserving efficiency

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Internal

Building a streamlined and highly competitive global footprint
Ramp down aligned with ambition of <45 production locations

2025

CLOSURE:

- Karben

(Production loc. closed Q4 25/ Sales of location completed Q3 26)

DIVESTMENT/M&A:

- Cairo Montenotte

(Transaction closed Q4 25)

FY-end 55[3]
Production locations

2026

CLOSURE:

- Changsha

(Operational Exit[1] Q1 26)

- Nogales

(Operational Exit[1] Q4 26)

- Babenhausen prod. loc.

(Operational Exit[2] Q4 26)

DIVESTMENT/M&A:

- Rheinböllen

(Transaction completed Q2 26)

- Mechelen

(SPA signed in Q2 2026)

- Czech Republic – Washer and cleaning business

(Signed in Q3 2026)

YTD 50[3]
Production locations

2027

CLOSURE:

- Gifhorn

(Operational Exit[1] Q4 27)

- Kaunas

(Operational Exit[1] Q4 27)

FY-end 47[3]
Production locations

2028

CLOSURE:

- Lianyungang

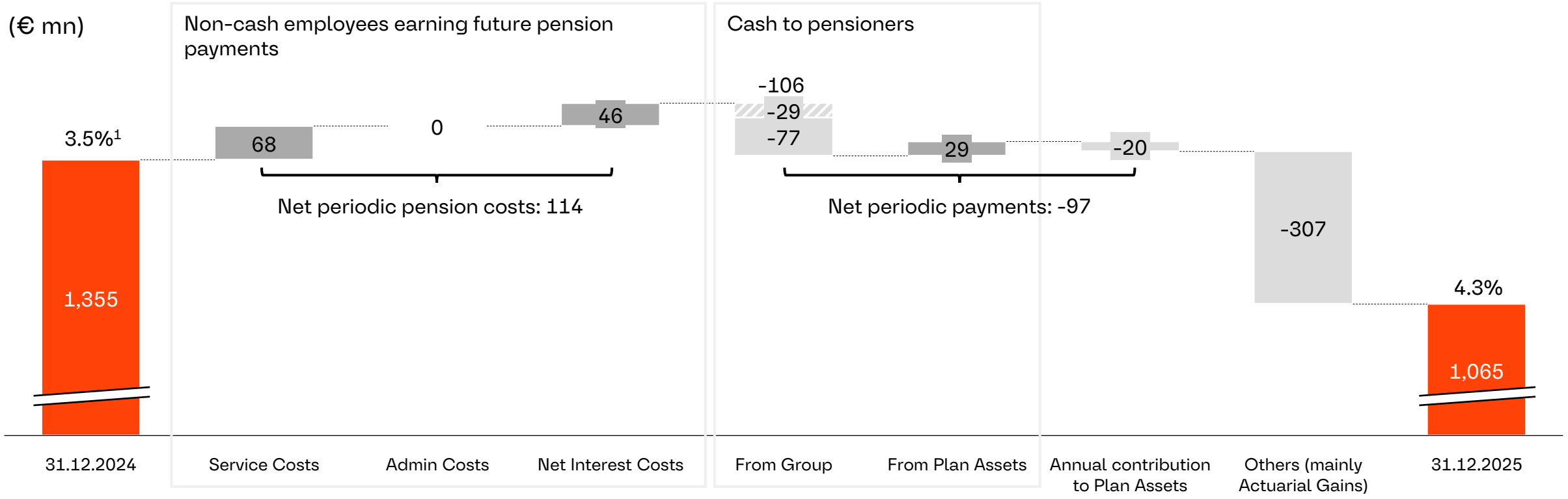
(Operational Exit[1] Q2 28)

FY-end 44[3]
Production locations

1 Following the operational exit, the production location is no longer included in AUMOVIO's production footprint. Remaining activities are limited to wind-down process. 2 In this context, the operational exit refers exclusively to the discontinuation of production activities at the site. R&D and shared service functions will continue to be located at the site. 3 M&A activities and closures in the fourth quarter are reflected in the footprint count in the following year.

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Net periodic costs slightly higher than net periodic payments
FY 2025 pension reconciliation



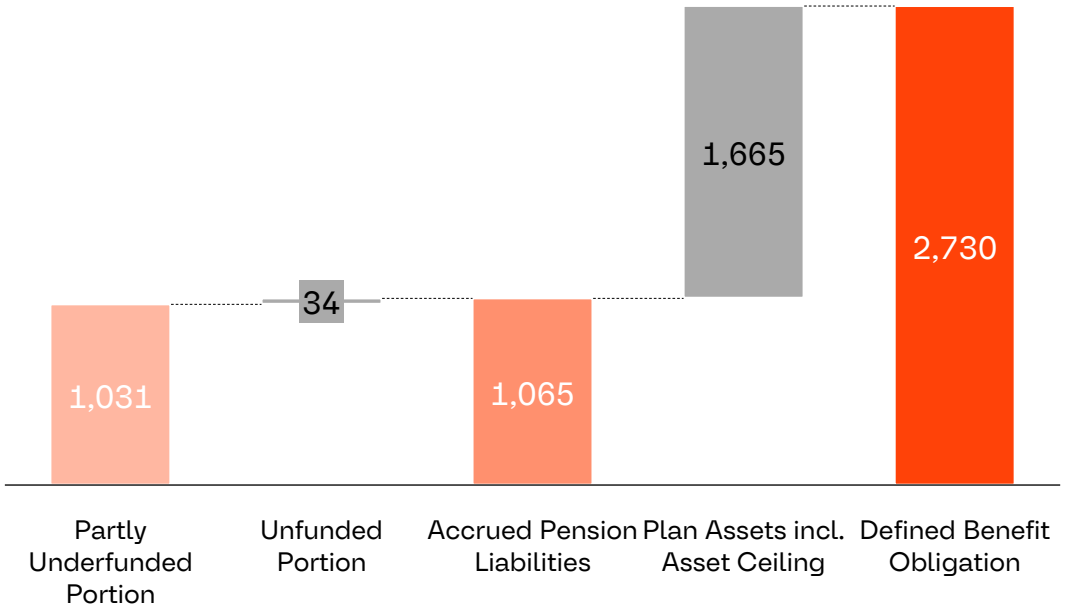
1 Discount rate Germany.

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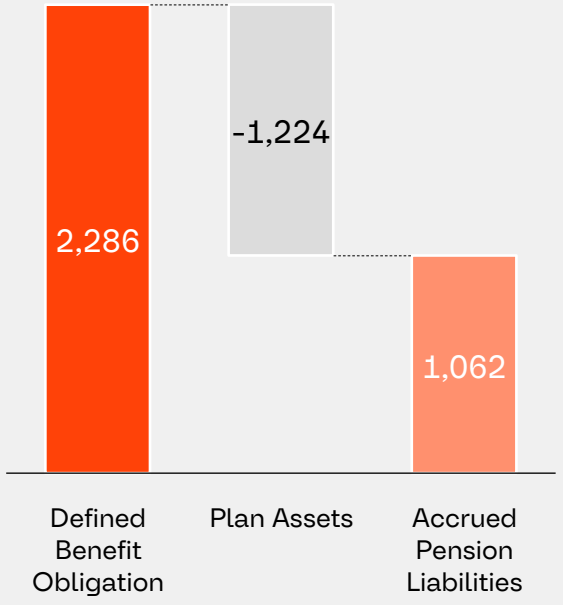
Germany accounts for majority of pension plans
FY 2025

Funded Status of Defined Benefit Obligation (€ mn)

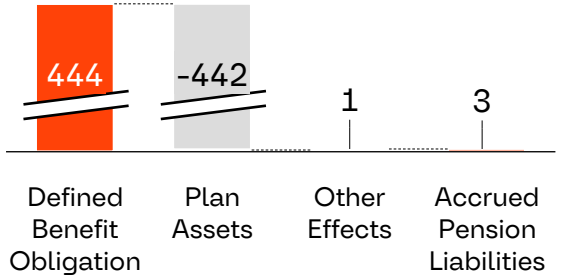


Reconciliation of Accrued Pension Liabilities per Region (€ mn)

Germany



Outside Germany



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Internal

Interim 2026 IFRS Consolidated Financial Statement
Profit and Loss Statement

€ millions	January 1 till September 30		Q3	
	2026	2025	**2026**	2025
Sales	**12,619**	**14,054**	**3,970**	**4,509**
Cost of sales	-10,395	-11,390	-3,304	-3,586
Gross profit on sales	**2,224**	**2,664**	**666**	**923**
Research and development expenses	-2,242	-2,434	-642	-721
Selling and logistics expenses	-464	-442	-150	-138
Administrative expenses	-295	-452	-95	-246
Other income	910	878	402	297
Other expenses	-597	-356	-183	-109
Income from equity-accounted investees	-3	9	3	4
EBIT	**-467**	**-133**	**2**	**11**
Interest income	43	43	22	10
Interest expense	-92	-104	-37	-27
Effects from currency translation	-112	103	-41	11
Effects from changes in the fair value of derivative instruments, and other valuation effects	17	-7	11	-7
Financial result	**-144**	**35**	**-45**	**-14**
Earnings before tax	**-612**	**-98**	**-43**	**-3**
Income tax expense	-49	-124	-24	-8
Net income	**-661**	**-223**	**-67**	**-11**
Non-controlling interests	-8	-28	-5	-8
Net income attributable to the shareholders of the parent	-669	-251	-72	-19
Basic earnings per share in €	-6.68	-2.51	-0.72	-0.19
Diluted earnings per share in €	-6.68	-2.51	-0.72	-0.19

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Internal

Interim 2026 IFRS Consolidated Financial Statements
Balance Sheet - Assets

€ millions	30.09.2026	31.12.2025
Goodwill	2,105	2,089
Other intangible assets	205	323
Property, plant, and equipment	4,437	4,788
Investment property	2	2
Investments in equity-accounted investees	182	197
Other investments	86	80
Deferred tax assets	1,347	1,319
Defined benefit assets	69	64
Long-term contract assets	24	-
Long-term derivative instruments and interest-bearing investments	0	0
Long-term other financial assets	202	204
Long-term other assets	29	24
Non-current assets	**8,688**	**9,090**
Inventories	2,455	2,309
Trade accounts receivables	3,032	3,153
Short-term contract assets	37	90
Short-term other financial assets	87	96
Short-term other assets	520	555
Income tax receivables	162	132
Short-term derivative instruments and interest-bearing investments	14	11
Cash and cash equivalents	1,333	1,719
Asset held for sale	54	0
Current assets	**7,693**	**8,065**
Total assets	**16,381**	**17,155**

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Internal

Interim 2026 IFRS Consolidated Financial Statements
Balance Sheet – Equity and Liabilities

€ millions	**30.09.2026**	**31.12.2025**
Subscribed capital	250	250
Capital reserves	9,676	9,677
Retained earnings	-710	90
Other comprehensive income	-434	-938
Equity attributable to the shareholders of the parent	**8,783**	**9,079**
Non-controlling interests	175	165
Total equity	**8,958**	**9,244**
Long-term employee benefits	1,003	1,281
Deferred tax liabilities	21	66
Long-term provisions for other risks and obligations	304	307
Long-term indebtedness	192	241
Long-term other financial liabilities	2	2
Long-term contract liabilities	70	51
Long-term other liabilities	6	11
Non-current liabilities	**1,598**	**1,959**
Short-term employee benefits	629	703
Trade accounts payables	3,212	3,325
Short-term contract liabilities	127	155
Income tax payables	131	138
Short-term provisions for other risks and obligations	612	735
Short-term indebtedness	96	100
Short-term other financial liabilities	665	407
Short-term other liabilities	344	390
Liabilities held for sale	9	-
Current liabilities	**5,825**	**5,952**
Total equity and liabilities	**16,361**	**17,155**

Interim 2026 IFRS Consolidated Financial Statements
Cash Flow (1/2)

€ millions	30.09.2026	30.09.2025
Net income	**-661**	**-223**
Income tax expense	49	124
Financial result	144	-35
EBIT	**-467**	**-133**
Interest paid	-42	-95
Interest received	34	44
Income tax paid	-190	-261
Dividends received	1	48
Depreciation, amortization, impairment, and reversal of impairment losses	805	767
Income from equity-accounted investees and other investments, incl. impairment and reversal of impairment losses	3	-9
Gains/losses from the disposal of assets, companies, and business operations	55	5
Changes in		
Inventories	-113	88
Trade accounts receivables	210	48
Trade accounts payables	-183	-98
Employee benefits and other provisions	-173	-150
Other assets and liabilities as well as other non-cash effects	64	-5
Cash flow arising from operating activities	**4**	**248**

Interim 2026 IFRS Consolidated Financial Statements
Cash Flow (2/2)

€ millions	30.09.2026	30.09.2025
Disposal of property, plant and equipment, and intangible assets	37	36
Capital expenditure on property, plant and equipment, and software	-339	-432
Capital expenditure on intangible assets from development projects and miscellaneous	-0	-2
Acquisition of companies and business operations	-9	-12
Disposal of companies and business operations	-49	1
Cash inflow from interest-bearing investments	9	1,819
Cash outflow from interest-bearing investments	-4	-
Cash flow arising from investing activities	**-355**	**1,410**
Cash flow before financing activities (Free Cash Flow)	**-351**	**1,658**
Changes in equity	22	-
Change in other indebtedness	21	-1,102
Repayment of lease liabilities	-69	-75
Cash flow from profit and loss transfer agreements	-	-273
Dividends paid to and cash changes from equity transactions with non-controlling interests	-8	-47
Other cash changes	-	-0
Cash flow arising from financing activities	**-34**	**-1,497**
Change in cash and cash equivalents	**-385**	**161**
Cash and cash equivalents at the beginning of the reporting period	**1,719**	**1,394**
Effect of exchange-rate changes on cash and cash equivalents	35	-99
Classification of Cash and Cash Equivalents Held for Sale	-9	-5
Disposal of cash and cash equivalents through changes in the scope of consolidation	-26	0
Cash and cash equivalents at the end of the reporting period	**1,333**	**1,450**

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Financial calendar
2027

February

- Financial results publication FY 2026 (February 24)

May

- Quarterly statement as of March 31 (May 05)
- Annual shareholders meeting (May 14)

June

- Capital market day (June 22)

August

- Half-year financial report as of June 30 (August 05)

November

- Quarterly statement as of September 30 (November 04)

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Glossary

1 | Adj. Sales is calculated as Sales adjusted for changes in the scope of consolidation.
2 | Adj. net R&D-to-Sales-ratio calculated as adj. net R&D as percentage of adj. Sales.
3 I Adj. EBIT is defined as EBIT before amortization of intangible assets from purchase price allocation (PPA), changes in the scope of consolidation, and special effects (e.g., impairment, restructuring, and gains or losses from disposals of companies or business operations).
4 I Adj. EBIT margin is calculated as adj. EBIT divided by adj. Sales, multiplied by 100.
5 I Adj. Free Cash Flow is calculated as cash flow from operating and investing activities, adjusted for cash inflows/outflows from interest-bearing investments and for acquisitions and divestments of companies and business operations.
6 I Normalized Free Cash Flow is Defined as cash inflows/outflows arising from operating and investment activities, adjusted for disposals and acquisitions of companies and business operations, other interest-bearing investments, and cash inflows/outflows from special effects that are shown as adjustments in EBIT. The expected normalized free cash flow also excludes any tax payments related to prior-period tax liabilities.
7 I Financial result is defined as the sum of interest income, interest expense, the effects from currency translation (resulting from financial transactions), the effects from changes in the fair value of derivative instruments, and other valuation effects. The financial result is the result of financial activities.
8 | Capital expenditure relates to additions to property, plant & equipment, and software, as well as additions to capitalized right-of-use assets in line with IFRS 16 - leases and additions to capitalized borrowing costs in line with IAS 23 - Borrowing Costs.
9 | Working Capital is calculated as inventories plus trade accounts receivables less trade accounts payable. The variance between the balance-sheet view of working capital and the movement shown in the cash flow bridge primarily stems mainly from different foreign-currency translation effects. The balance sheet uses period-end exchange rates, while the cash flow view reflects transactional and average-rate impacts over the reporting period.

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