

ANNUAL GENERAL MEETING

MAY 21, 2026

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Chief Executive Officer

A Year of structural change

A market with dual dynamics

▮ Mobility industry faces massive pressure to improve efficiency

▮ Complexity ↓

▮ Capital expenditure ↓

▮ Strategic adjustments ↑

▮ Speed ↑

▮ Flexibility ↑

▮ Global competitive pressure is increasing

▮ Price levels ↓

▮ Customer expectations ↑



PWO Group in the market environment

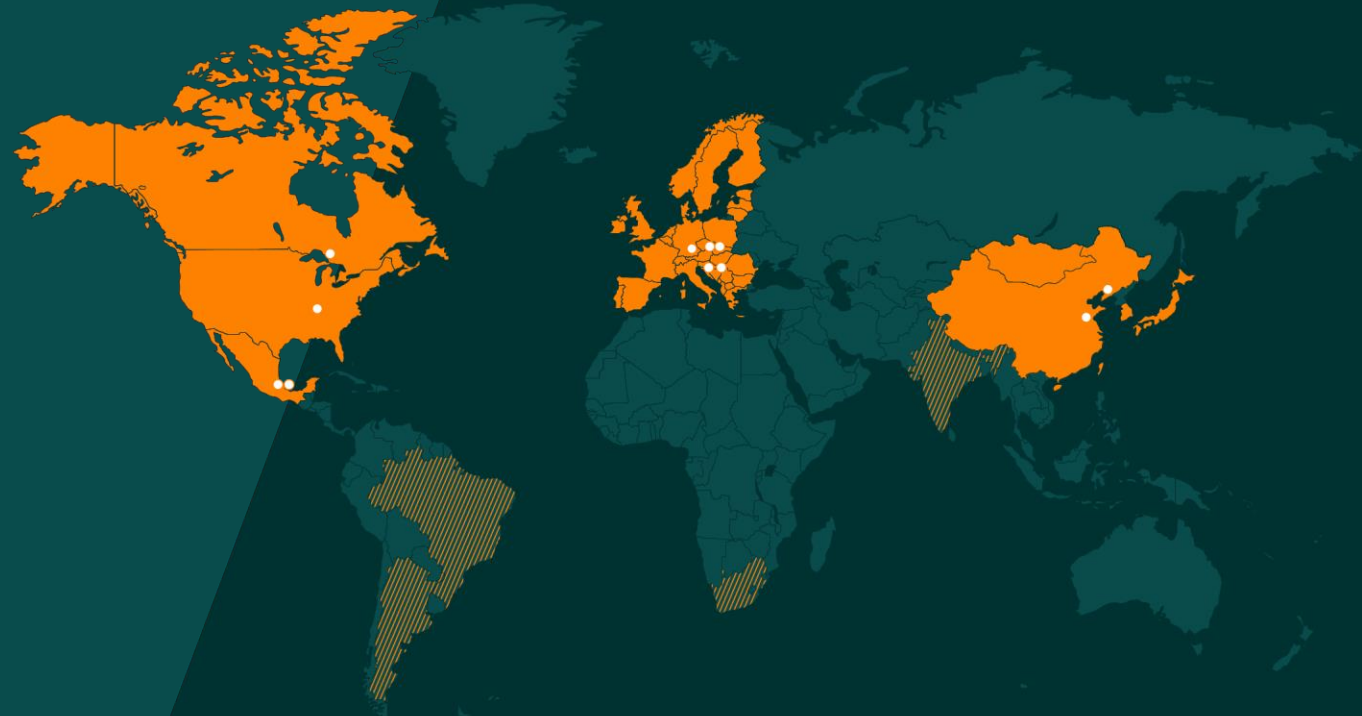
Proactive from within

/// New Locations

- /// Customer proximity
- /// Local procurement
- /// Competitiveness

/// Targeted additions

- /// Market growth
- /// Platform logic
- /// Cost structures



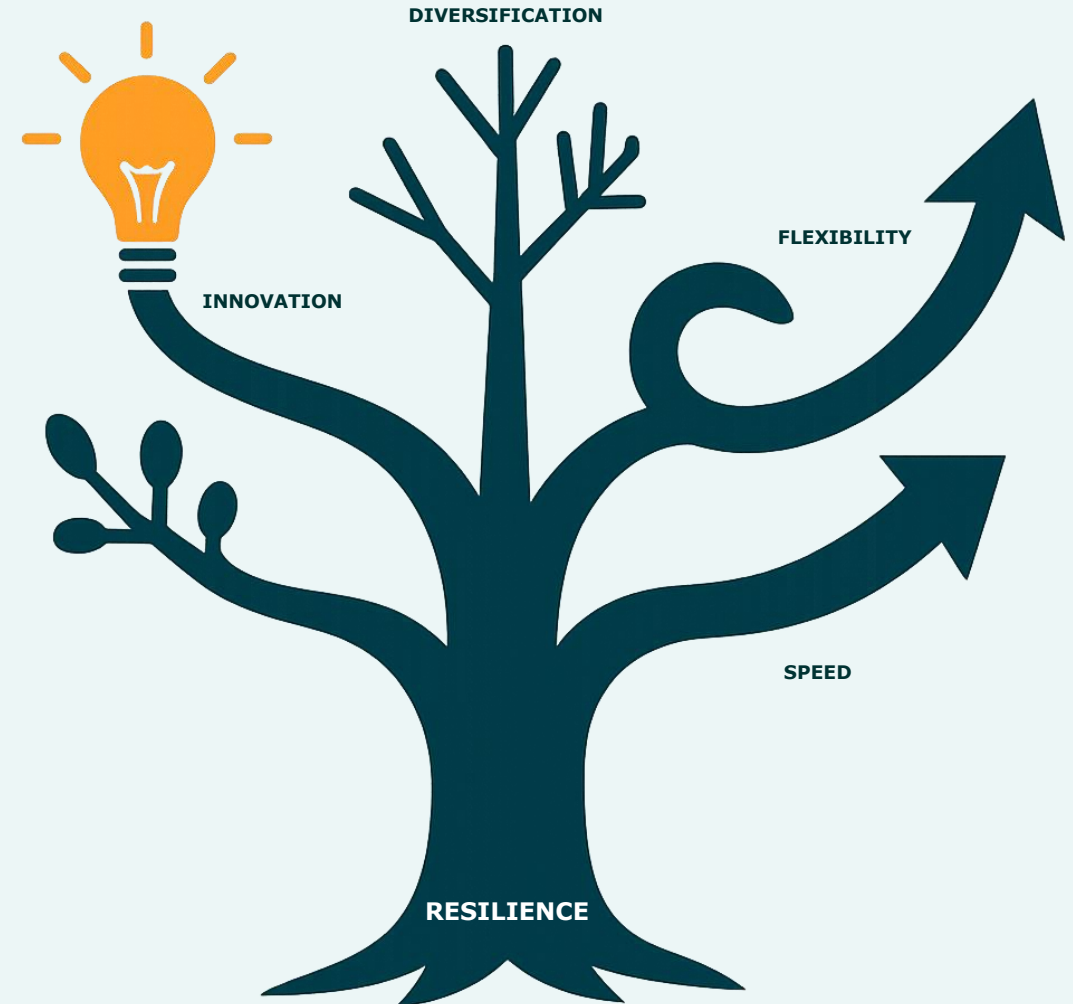
PWO Locations ●
Main regional markets of the PWO Group ■
Countries with past and current project-specific partnerships ▨

PWO Group in the market environment

Success & Resilience

- // New business significantly above target
- // Strong demand for PWO solutions
- // Technological Strength + Market Knowledge → Innovation
- // Broader customer base, lower dependencies
- // Growth primarily outside Germany

**Innovation + Diversification +
Flexibility + Speed = Resilience**



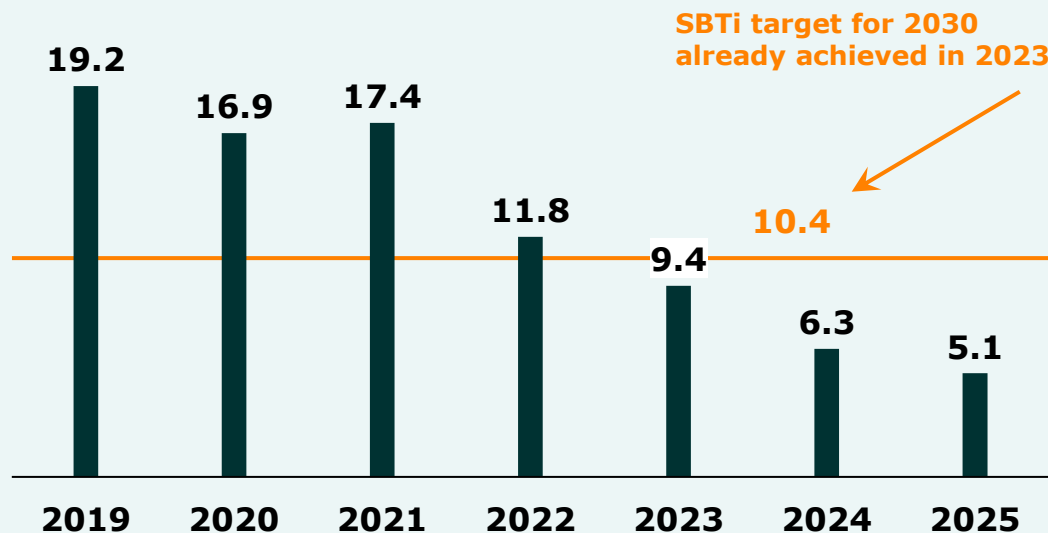
Sustainability as a competitive advantage

Less visible - but a strategic lever

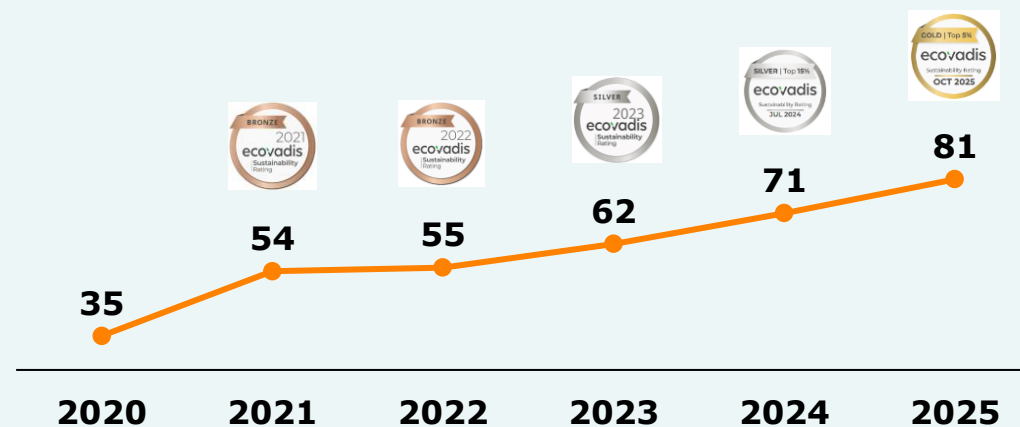
- // A key factor in non-current contract awards
- // Supply chains will be evaluated more heavily based on their emissions profile in the future
- // PWO significantly exceeded Scope 1 & Scope 2 targets



PWO Scope 1 & 2 CO₂ emissions in 1,000 tons



PWO Score ≥ 97% of all companies rated by EcoVadis



Responsibility for Germany

Strength through internationalization

- // Germany is losing its competitive edge structurally
- // The 2026 Company Agreement Secures Jobs
- // Balance between realism and responsibility
- // International locations secure the Group's future



PROACTIVE FROM WITHIN

FINANCIAL PERFORMANCE AND KEY FIGURES AT A GLANCE



Steady business performance in 2025 despite challenging conditions

Revenue

(EUR million)

+30%

EBIT before currency effects

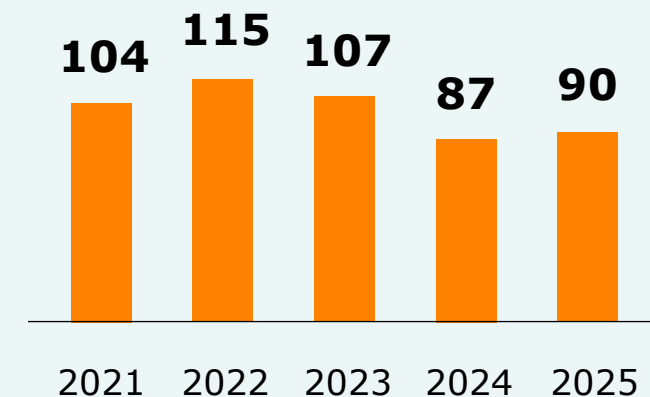
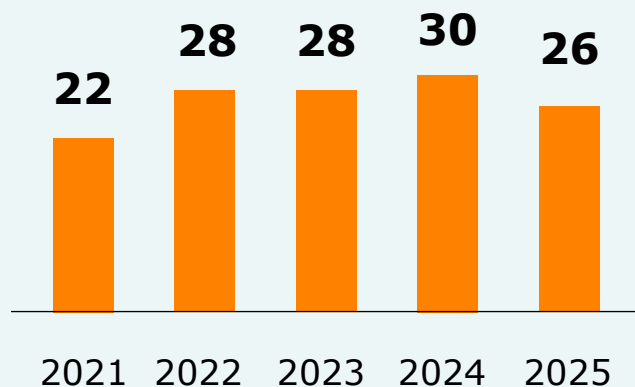
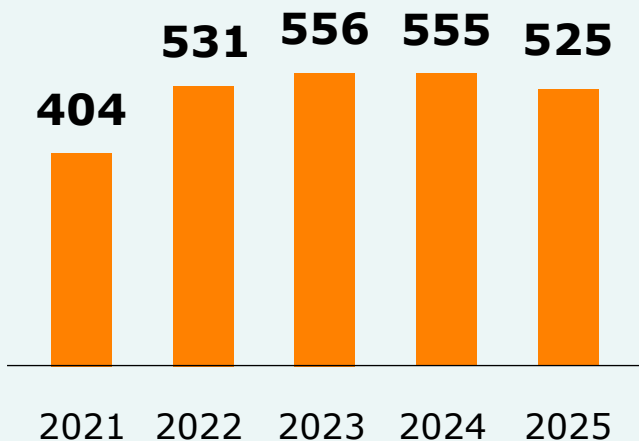
(EUR million)

+18%

Net debt


(EUR million)

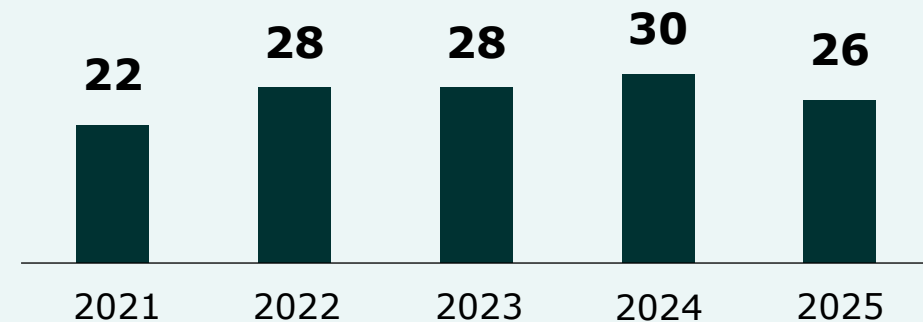
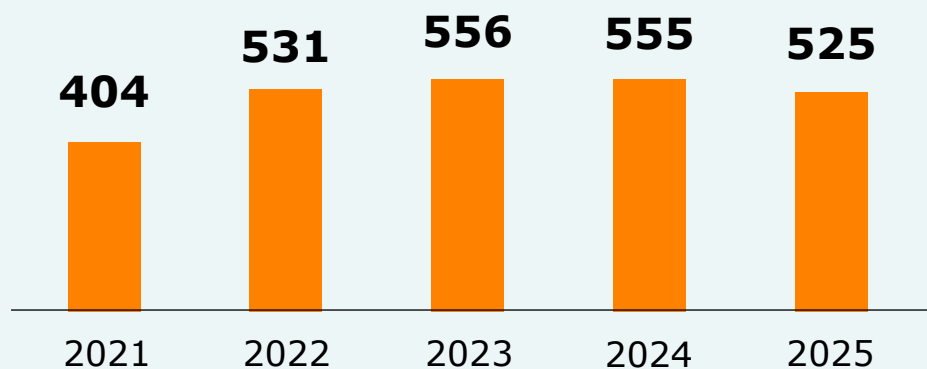
-13%



Key performance indicators 2025

Earnings

PWO Group (EUR million) 




// New business in the start-up and ramp-up phase stabilizes capacity utilization

// Weakening automotive industry dampens demand

// Strong new business secures profitability

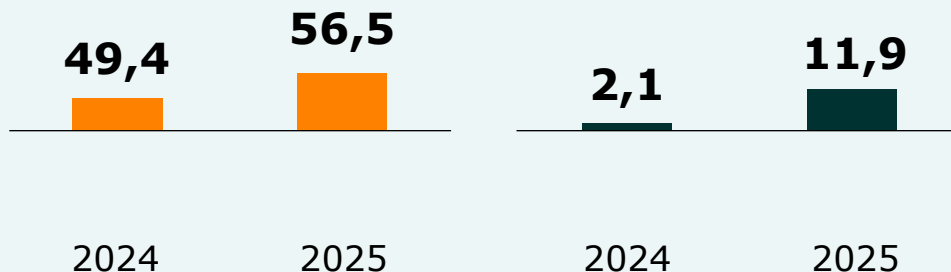
 Revenue

 EBIT before currency effects

Key performance indicators 2025

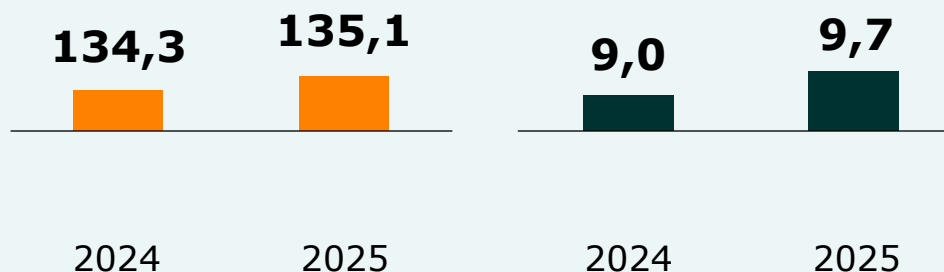
Segments

Canada segment (EUR million)




Improved capacity utilization has a positive effect

Czech Republic segment (EUR million)



Strong cost discipline secures earnings

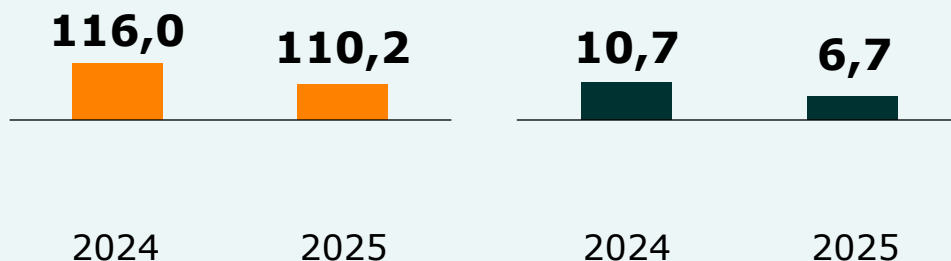
 Revenue

 EBIT before currency effects

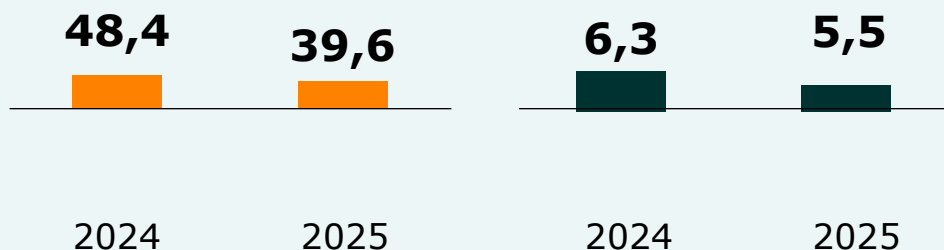
Key performance indicators 2025


Segments


Mexico segment (EUR million)




China segment (EUR million)



 Targeted capital expenditure on future series production

 Competition remains intense

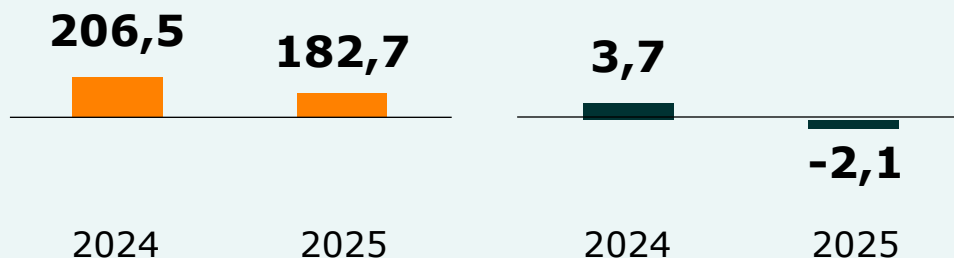
 Revenue

 EBIT before currency effects

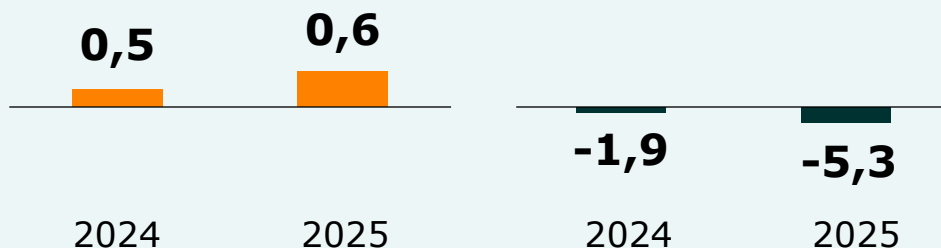
Key performance indicators 2025

Segments

Germany segment (EUR million)




Serbia segment (EUR million)




Operating environment remains challenging

Production start-up proceeding as planned

Customer shifts are impacting revenue levels

 Revenue

 EBIT before currency effects

Key performance indicators for 2025

Financial position

Free cash flow after interest paid and interest received and taxes paid

- Decrease from EUR 33.3 million in 2024 to EUR 9.9 million in 2025

Capital expenditure

- from EUR 46.2 million in 2024 reduced to EUR 41.3 million in 2025



Key performance indicators for 2025

Financial position

Net leverage ratio

// from 1.6 years in 2024
to 1.8 years in 2025

Equity ratio

// remained unchanged in 2025
at 37.5% (previous year: 37.5%)

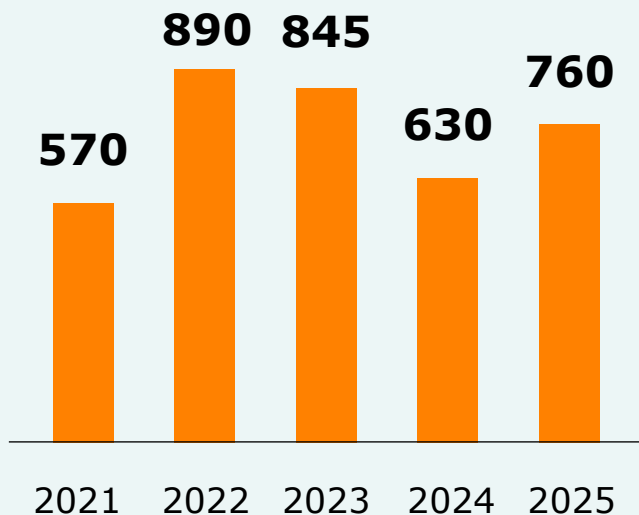


Key performance indicators 2025

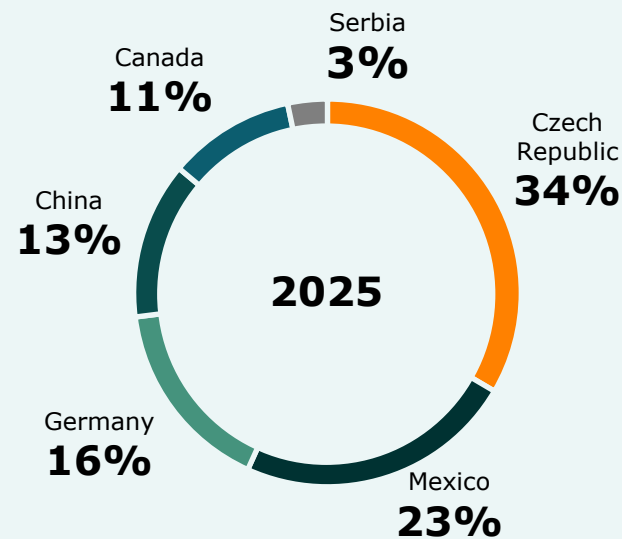
Lifetime volume of new business

New business as a percentage of revenue

(Lifetime volume; EUR million)



- from ~ EUR 630 million in 2024 to ~ EUR 760 million in 2025
- Prudent management of new business, particularly regarding profitability and start-up risks

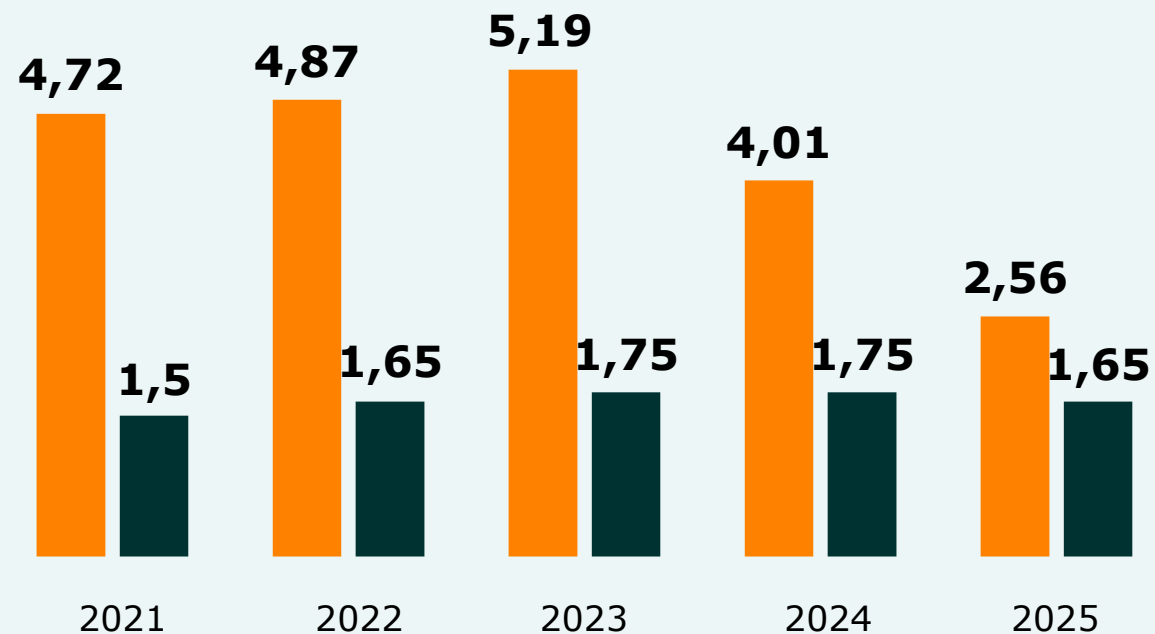


Key performance indicators 2025

Dividend

- Proposed dividend of EUR 1.65 in 2025
- Balanced dividend policy in line with earnings and non-current capital strategy

Dividend and earnings per share (EUR)



■ Earnings per share ■ Dividend per share 2025: Proposal

Q1 2026

Fiscal year 2026 off to a successful start

/ Revenue

from EUR 137.0 million in 2025
to EUR 125.4 million in 2026

(EUR 134.9 million excluding negative Currency effects of EUR 4.5 million and lower tool sales of EUR 5.0 million due to accounting adjustments)

/ EBIT before currency effects

from EUR 5.5 million in 2025
to EUR 2.8 million in 2026

(one-time effects for restructuring measures in the low single-digit million-euro range weighed on EBIT)

/ Lifetime volume of new business

from ~ EUR 195 million in 2025
to ~ EUR 150 million in 2026



2026 full-year forecast confirmed

Outlook for 2026

Priorities clearly on track

- // Stability through international growth
- // The environment in Germany remains challenging
- // Consistent implementation of our strategy
- // Further development of technological capabilities
- // Operational excellence at all plants
- // Strict prioritization of our capital expenditure



Proactive from within

**for customers, employees,
shareholders, and
all other stakeholders**

[PWO-GROUP.COM](https://www.pwo-group.com)