



FY2024 PRELIMINARY RESULTS

ANALYST & INVESTOR WEB CONFERENCE
NOVEMBER 11, 2024

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Numbers were rounded to one decimal. Due to rounding, numbers presented may not add up precisely to the totals provided.



Despite the macroeconomic background, Stabilus has substantially increased its sales in FY2024 and has reached **record levels of Group's revenue and adj. FCF**.

The integration of Destaco is well on track.

All **initiatives to improve robustness and resilience** of our business were intensified.

Diversification by market segments and **strong cash generation** provide stability.

We continue to drive **innovation in automation solutions**.

The **current market environment** continues to be challenging.



We delivered on our guidance from June 2024: €1,306m revenue (guidance: €1.3bn – €1.35bn) with 12.0% adj. EBIT margin (guidance: 11.7%–12.3%).

Organic revenue growth in APAC¹ (+14.1% y/y) while organic development in EMEA (–1.2% y/y) and Americas (–5.7% y/y) was impacted by challenging environment in the Automotive and Commercial Vehicle markets.

Revenue increase of +7.5% y/y in FY2024, due to the acquisition and consolidation of Destaco.

In H2 FY24, Destaco generated **€95.4m revenue with 20.4% EBIT margin**. **Destaco integration is well on track.**

Refinancing of the €250m bridge facility completed in September: it was replaced by a promissory note which was significantly oversubscribed.

Deleveraging is well on track: **net financial debt was reduced** from €720.2m as of end March 2024 to €668.4m as of end Sept 2024.

¹ See list of acronyms in appendix.

DESTACO PERFORMANCE TWO QUARTERS AS MEMBER OF THE STABILUS GROUP



INDUSTRIAL AUTOMATION (DESTACO) (€M)

**FY2024
(Apr-Sept)
Prelim**

Revenue	95.4
EBIT	19.5
<i>% revenue</i>	<i>20.4%</i>
FCF	27.5
<i>% revenue</i>	<i>28.8%</i>





First 100 days of integration show strong success

All teams stable and highly motivated, shaping the future of the Stabilus Group

Ongoing execution of **cross-sales initiatives** (incl. joint tradeshow)

Sales team and distributor training conducted

First cross-sales orders received, opportunity funnel filled

Marketing campaign "**Stabilus4Automation**" launched

The goal of this campaign is to combine the marketing concepts of Stabilus and Destaco

HR information system replaced by SAP HCM

Payroll and benefit transition completed

Site **migrations to Stabilus IT environment** well on track

New hardware delivered and operational

78 of 90 applications successfully migrated

All PCs and servers migrated from Dover to a Destaco/Stabilus domain

CONTINUING ELECTRIFICATION OF MOTION CONTROL APPLICATIONS - AN IMPORTANT GROWTH DRIVER



Stabilus Group continues to benefit from electrification of motion control solutions:

from mechanical gas springs to electro-mechanical Powerise drives.



Similarly, Destaco has not only manual, pneumatic and hydraulic clamps in its product portfolio, but also electrified and smart product versions.



Upselling - offering next generation smart gripper systems, easily programmable and accessible for process analytics.



Example:

Electric "plug and play" grippers - easy handling, low use of energy, high modularity and versatility.

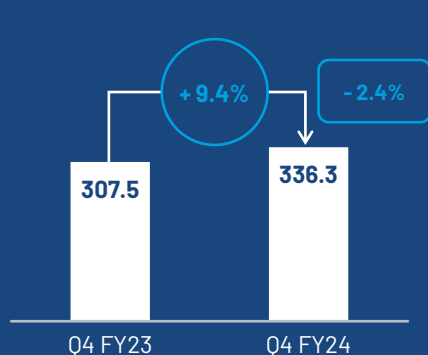
STABILUS GROUP IN Q4 FY2024

VERY STRONG ADJ. FCF IN Q4 FY24 Y/Y

STABILUS

REVENUE (€M)

□ % organic growth

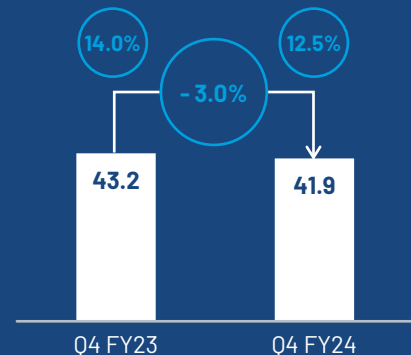


Revenue ▲ 9.4% y/y

- › Organic -2.4%, M&A +15.7%, FX -3.9% y/y
- › M&A effect: Destaco €46.6m, Cultraro €1.7m
- › Growth in APAC¹ offset by less revenues in EMEA and Americas

ADJ. EBIT (€M)

○ % margin

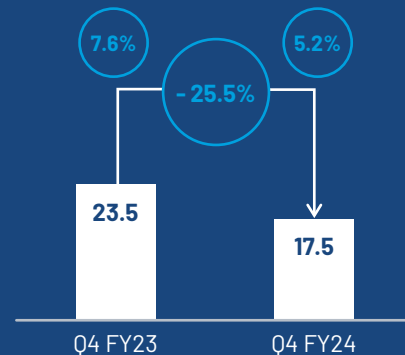


Adj. EBIT margin ▼ 1.5pp y/y

- › Adj. EBIT -3.0% y/y: Organic -26.6%, M&A +25.0%, FX -1.4%
- › M&A: Destaco €9.8m (21.0% EBIT margin), Cultraro €0.6m

PROFIT (€M)

○ % revenue

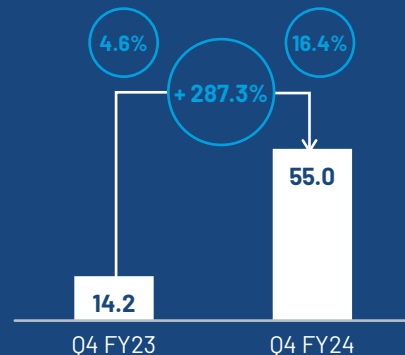


Profit margin ▼ 2.4pp y/y

- › Higher D&A for PPA, as a consequence of Destaco acquisition in FY24

ADJ. FCF (€M)

○ % revenue



Adj. FCF % revenue ▲ 11.8pp y/y

- › M&A: Destaco €19.9m
- › Lower income tax payments by €8.4m y/y and temporary changes in NWC which will partly reverse in the following quarters
- › Adjustments to FCF €2.3m (PY €10.3m)

¹ See list of acronyms in appendix.

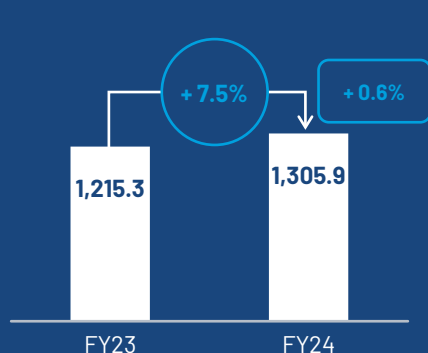
STABILUS GROUP IN FY2024

STABILUS

VERY STRONG ADJ. FCF IN FY2024 Y/Y

REVENUE (€M)

□ % organic growth

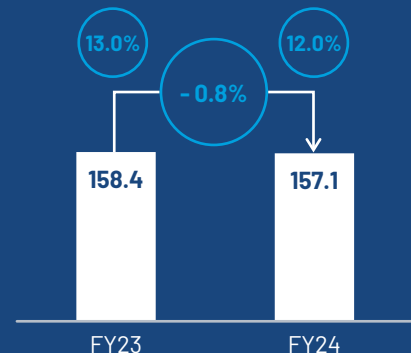


Revenue ▲ 7.5% y/y

- › Organic +0.6%, M&A +9.1%, FX -2.2% y/y
- › M&A effect: Destaco €95.4m, Cultraro €15.0m
- › Growth in APAC¹ offset by less revenues in EMEA and Americas

ADJ. EBIT (€M)

○ % margin



Adj. EBIT margin ▼ 1.0pp y/y

- › Adj. EBIT -0.8% y/y: Organic -12.0%, M&A +14.4%, FX -3.2%
- › M&A: Destaco €19.5m (20.4% EBIT margin), Cultraro €3.3m

PROFIT (€M)

○ % revenue

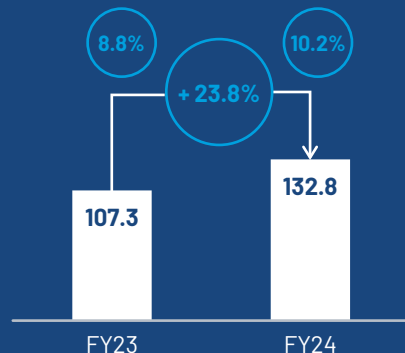


Profit margin ▼ 3.0pp y/y

- › Higher D&A for PPA, advisory costs, income tax expense, as a consequence of Destaco acquisition in FY24

ADJ. FCF (€M)

○ % revenue



Adj. FCF % revenue ▲ 1.4pp y/y

- › M&A: Destaco €27.5m
- › Temporary changes in NWC which will partly reverse in the next quarters
- › Adjustments to FCF €653.2m (PY €10.6m)

¹ See list of acronyms in appendix.

BUSINESS DEVELOPMENT BY REGION IN FY2024

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AMERICAS



EMEA



ASIA-PACIFIC

Revenue

▲ 4.1% y/y

▲ 5.8% y/y

▲ 16.1% y/y

adj. EBIT margin

10.2%

10.4%

17.5%

▼ 60bp y/y

▼ 180bp y/y

▼ 90bp y/y

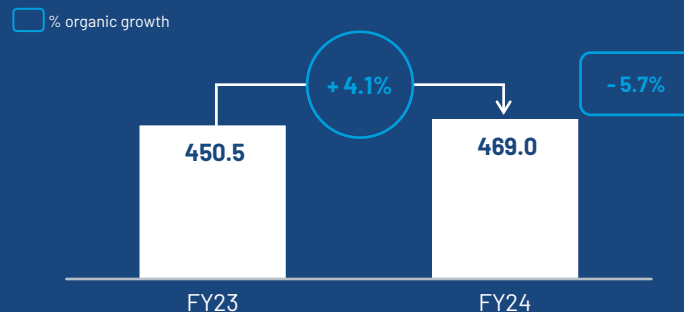


Significant revenue increase due to organic growth in APAC and consolidation of Destaco from April 2024 on.

AMERICAS – REVENUE INCREASE DRIVEN BY ACQUISITION; WEAK ENERGY & CONSTRUCTION AND POWERISE MARKETS

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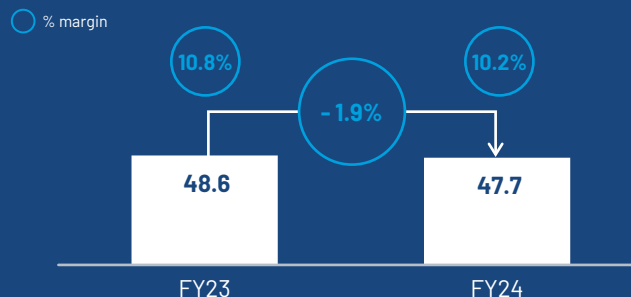
REVENUE (€M)



Revenue ▲ 4.1% y/y

- › Organic -5.7%, M&A +11.7%, FX -1.9%
- › M&A: Destaco €52.7m
- › Less revenues in EC¹, Automotive (esp. APR), DIAMEC and AMR

ADJ. EBIT (€M)



Adj. EBIT margin ▼ 60bp y/y

- › Adj. EBIT -1.9% y/y: Organic -17.4%, M&A +20.6%, FX -5.1% y/y
- › M&A: Destaco €10.0m
- › Lower fixed cost absorption, continuing labor cost inflation

¹ See list of acronyms in appendix.

EMEA – ACQUISITIONS DRIVE REVENUE; WEAK COMMERCIAL VEHICLES SEGMENT

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REVENUE (€M)



Revenue ▲ 5.8% y/y

- › Organic -1.2%, M&A +8.3%, FX -1.3%
- › M&A: Destaco €27.9m, Cultraro €13.1m
- › Less revenues in CV¹ and DIAMEC, partly offset by organic growth in AMR

ADJ. EBIT (€M)



Adj. EBIT margin ▼ 180bp y/y

- › Adj. EBIT -9.4% y/y: Organic -21.2%, M&A +13.1%, FX -1.3% y/y
- › M&A: Destaco €5.0m, Cultraro €2.9m
- › Lower fixed cost absorption, continuing labor cost inflation

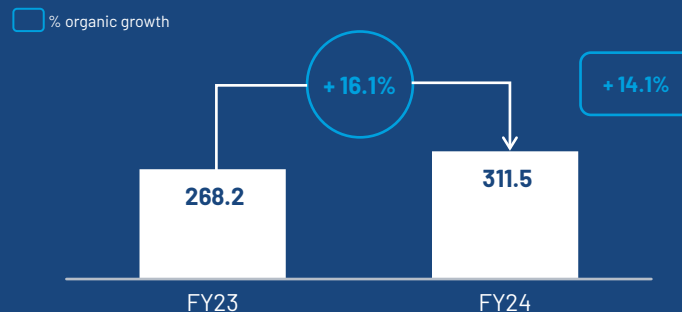
¹ See list of acronyms in appendix.

APAC – GROWING IN ALL MARKET SEGMENTS ORGANICALLY, SUPPORTED BY ACQUISITIONS

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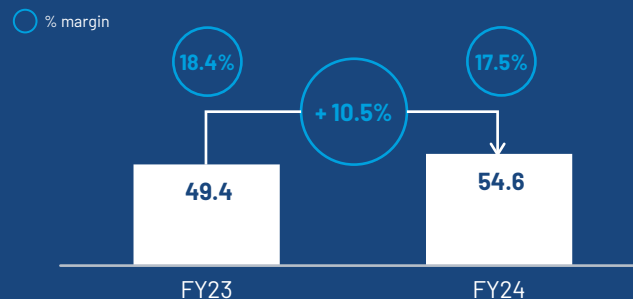
REVENUE (€M)



Revenue ▲ 16.1% y/y

- › Organic +14.1%, M&A +6.2%, FX -4.2%
- › M&A: Destaco €14.8m, Cultraro €1.9m
- › Organic growth in all market segments, particularly in Automotive Powerise (APR)

ADJ. EBIT (€M)



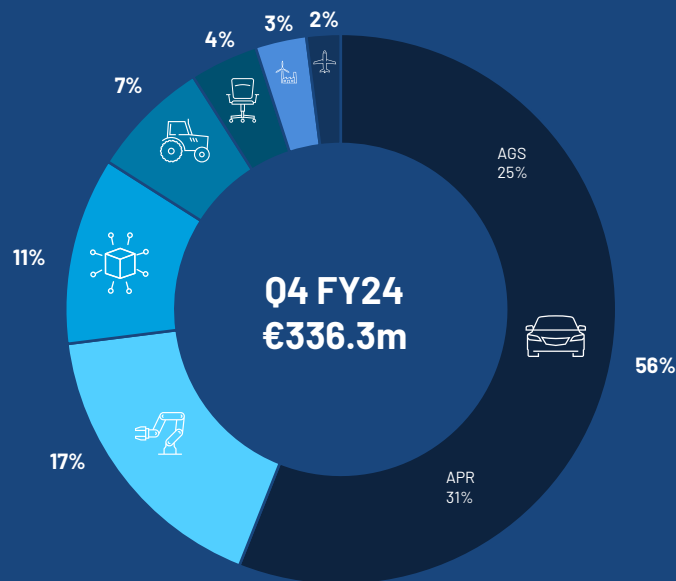
Adj. EBIT margin ▼ 90bp y/y

- › Adj. EBIT +10.5% y/y: Organic +4.2%, M&A +9.9%, FX -3.6% y/y
- › M&A: Destaco €4.5m, Cultraro €0.4m

¹ See list of acronyms in appendix.

BUSINESS DEVELOPMENT BY MARKET SEGMENT IN Q4 FY24

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ICON

MARKET SEGMENT

% CHANGE Y/Y



Automotive (AGS and APR)

▼ 3%



Industrial Machinery & Automation (IMA)

▲ 455%¹



Distributors, Independent Aftermarket, E-commerce (DIAMEC)

▼ 12%



Commercial Vehicles (CV)

▼ 10%



Health, Recreation & Furniture (HRF)

▼ 9%



Energy & Construction (EC)

▼ 8%



Aerospace, Marine & Rail (AMR)

▲ 11%

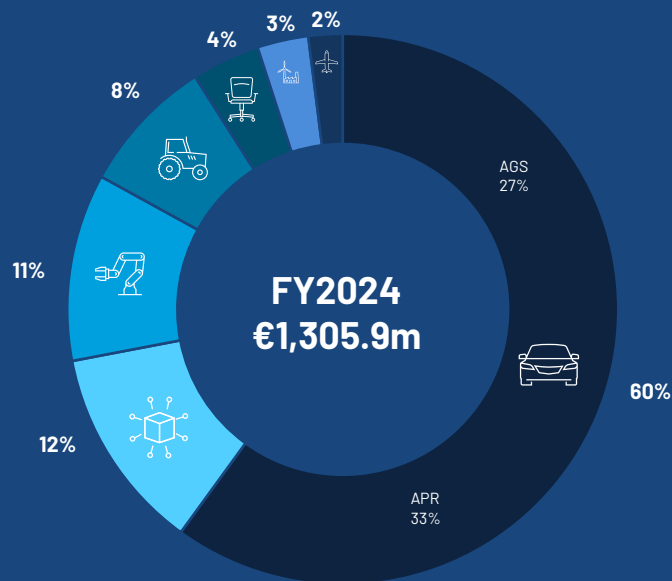


In Q4 FY24, IMA and AMR were growing and performing better than in Q4 of the prior FY. Organic growth in IMA was supported by consolidation of Destaco revenues.

¹ The significant increase is due to the consolidation of Destaco (€46.6m revenue in Q4 FY24). Change excl. Destaco: +3% y/y.

BUSINESS DEVELOPMENT BY MARKET SEGMENT IN FY2024

STABILUS



ICON

MARKET SEGMENT

% CHANGE Y/Y



Automotive (AGS and APR)

▲ 2%



Distributors, Independent Aftermarket, E-commerce (DIAMEC)

▼ 3%



Industrial Machinery & Automation (IMA)

▲ 217%¹



Commercial Vehicles (CV)

▼ 4%



Health, Recreation & Furniture (HRF)

▲ 2%



Energy & Construction (EC)

▼ 32%



Aerospace, Marine & Rail (AMR)

▲ 38%



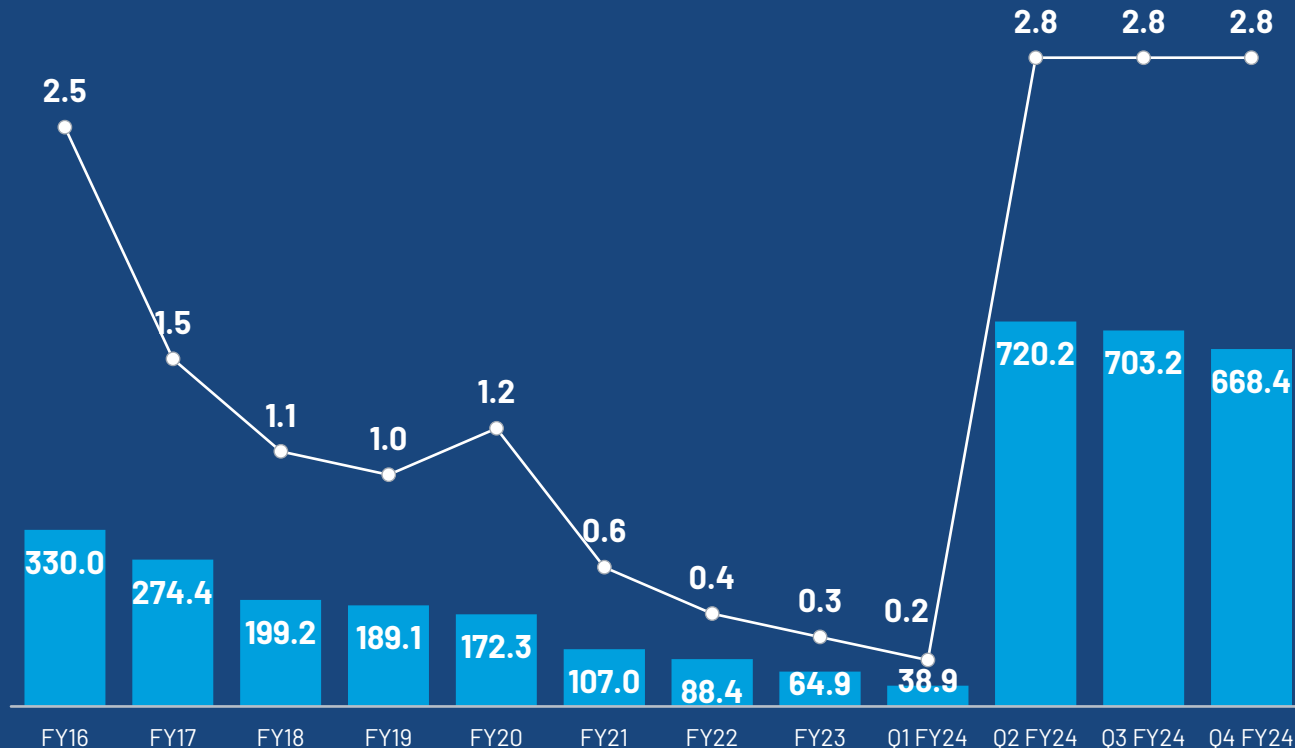
High diversification by market segment improves robustness in challenging market environment.

¹ The significant increase is due to the consolidation of Destaco from April 2024 on (€95.4m revenue in H2 FY24). Change excl. Destaco: -5% y/y.

NET DEBT FURTHER REDUCED Q/Q - TO €668.4M IN Q4 FY24

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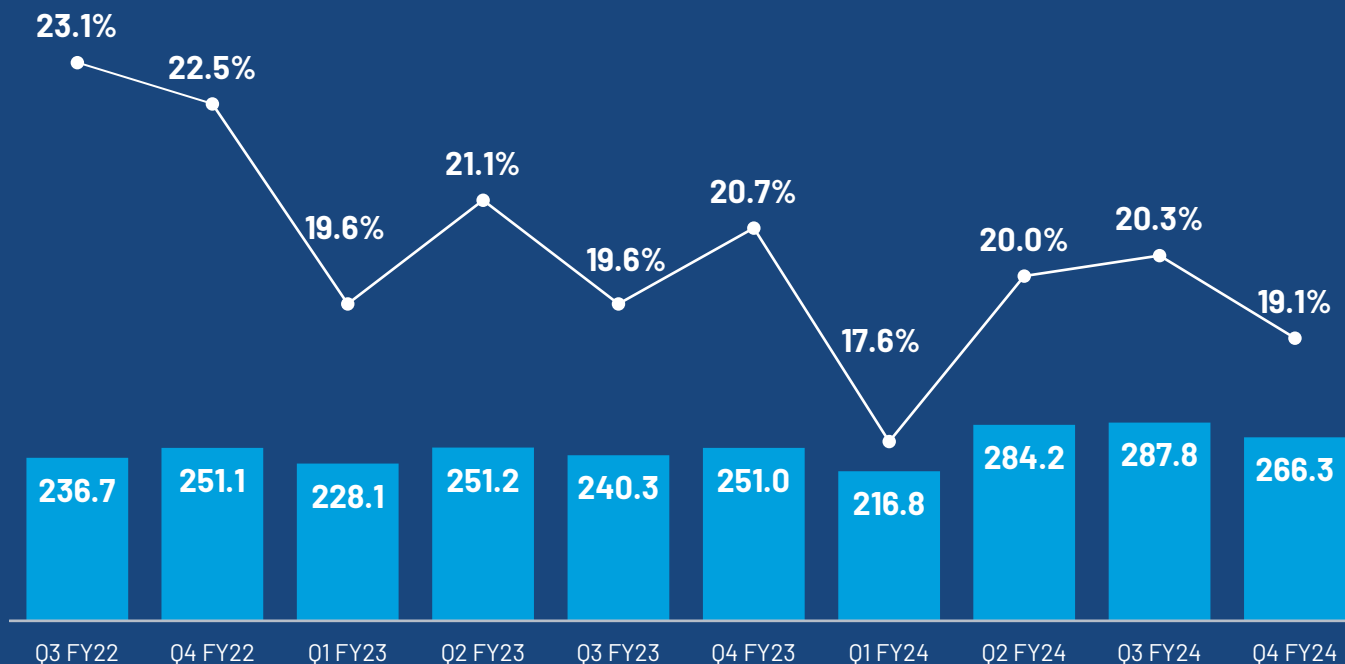
NET DEBT REDUCED BY €51.8M IN THE LAST SIX MONTHS



- › Net leverage ratio stable at 2.8 and well below 3.0. Net debt reduced by €51.8m in the last six months.
- › Our goal is to reduce net leverage ratio well below 2.0 within the next two to three years.
- › Our mid-term target leverage ratio is 1.0.

NWC REDUCED TO 19.1% OF REVENUE IN Q4 FY24

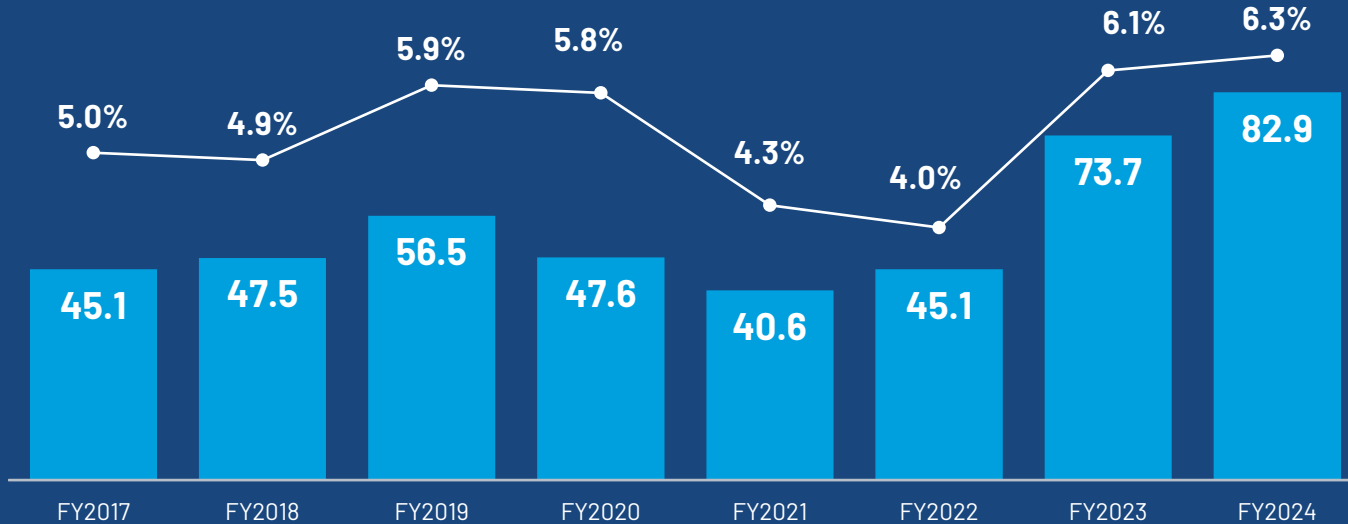
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- › NWC/revenue ratio at 19.1%, incl. Destaco's NWC and proforma LTM revenue.
- › The increase from 17.6% in Q1 FY24 to a level above 20% in the following quarters due to the consolidation / inclusion of Destaco and Destaco's comparatively higher NWC/revenue ratio.

CAPEX WILL FACILITATE FUTURE GROWTH WITH INNOVATIVE NEW PRODUCTS SUCH AS DOOR ACTUATORS

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- › In FY2023 and FY2024 capex returned to the usual, historical level of c. 6% of revenue.
- › Investment focus in FY2024: radar technology, smart door actuation and automation of production facilities.
- › These investments will facilitate and drive our future revenue growth with innovative new products such as door actuator systems and improve production costs.



Despite the **challenging market environment**, Stabilus showed a solid performance in FY2024.

Diversification by market segments and **strong cash generation** provide stability.

With the **current win rates** we underline our strong market shares in key markets and secure future success.

The integration of Destaco is well on track.

We will release **our FY2025 forecast** together with our 2024 annual report on **Monday, December 9, 2024**, followed by **analyst & investor web conference**.

We continue to pursue **our long-term strategy STAR 2030**, focusing on profitable and sustainable growth, customer and employee satisfaction, innovation and sustainability.



Q&A SESSION

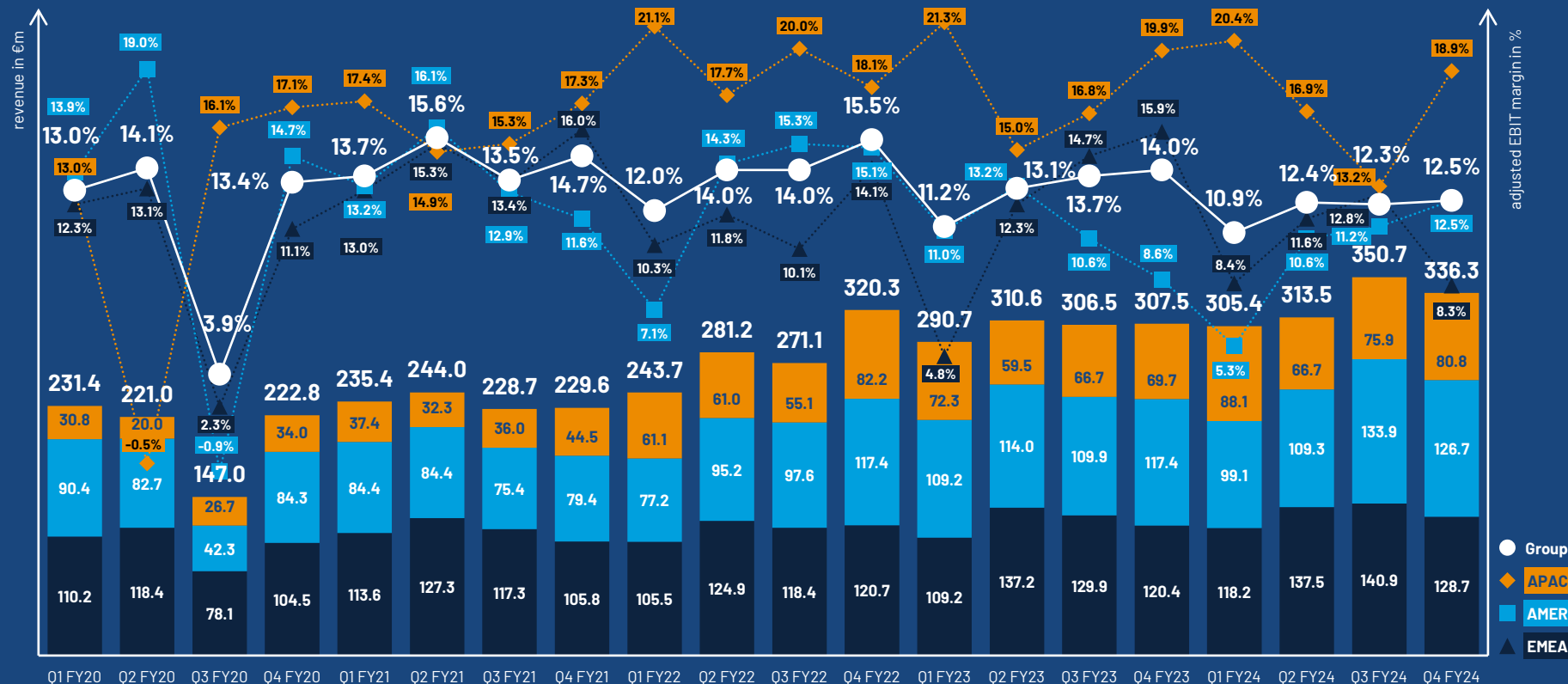


APPENDIX

REVENUE AND ADJUSTED EBIT MARGIN BY QUARTER

INCLUDING Q4 FY24 PRELIMINARY RESULTS

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REVENUE

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THREE MONTHS ENDED SEPTEMBER 30, 2024

REVENUE (€M)

	04 FY2023 Actual	04 FY2024 Prelim	Change	% change	Acquisition effect	Currency effect	Organic growth
Automotive Gas Spring	30.0	29.4	(0.6)	(2.0)%	2.5%	(5.0)%	0.5%
Automotive Powerise	26.3	25.5	(0.8)	(3.0)%	0.0%	(0.5)%	(2.5)%
Industrial Components	64.1	60.6	(3.5)	(5.5)%	1.2%	(1.4)%	(5.3)%
Industrial Automation (DESTACO)	-	13.3	13.3	n/a	n/a	n/a	n/a
EMEA	120.4	128.7	8.3	6.9%	12.3%	(2.1)%	(3.3)%
Automotive Gas Spring	30.2	29.4	(0.8)	(2.6)%	0.0%	(5.9)%	3.3%
Automotive Powerise	44.4	37.4	(7.0)	(15.8)%	0.0%	(10.4)%	(5.4)%
Industrial Components	42.8	34.1	(8.7)	(20.3)%	0.0%	(6.6)%	(13.7)%
Industrial Automation (DESTACO)	-	25.8	25.8	n/a	n/a	n/a	n/a
AMERICAS	117.4	126.7	9.3	7.9%	22.0%	(7.8)%	(6.3)%
Automotive Gas Spring	26.5	25.2	(1.3)	(4.9)%	0.6%	0.0%	(5.5)%
Automotive Powerise	38.0	41.8	3.8	10.0%	0.0%	(0.3)%	10.3%
Industrial Components	5.2	6.3	1.1	21.2%	0.7%	(5.6)%	26.1%
Industrial Automation (DESTACO)	-	7.5	7.5	n/a	n/a	n/a	n/a
APAC	69.7	80.8	11.1	15.9%	11.1%	(0.6)%	5.4%
Total Automotive Gas Spring (AGS)	86.7	84.0	(2.7)	(3.1)%	1.0%	(3.8)%	(0.3)%
Total Automotive Powerise (APR)	108.7	104.7	(4.0)	(3.7)%	0.0%	(4.5)%	0.8%
Total Industrial Components (IC)	112.2	101.0	(11.2)	(10.0)%	0.7%	(3.6)%	(7.1)%
Total Industrial Automation (DESTACO)	-	46.6	46.6	n/a	n/a	n/a	n/a
Total	307.5	336.3	28.8	9.4%	15.7%	(3.9)%	(2.4)%

REVENUE

STABILUS

YEAR ENDED SEPTEMBER 30, 2024

REVENUE (€M)

	FY2023 Actual	FY2024 Prelim	Change	% change	Acquisition effect	Currency effect	Organic growth
Automotive Gas Spring	120.2	124.5	4.3	3.6%	6.6%	(1.2)%	(1.8)%
Automotive Powerise	113.1	111.5	(1.6)	(1.4)%	0.0%	(0.8)%	(0.6)%
Industrial Components	263.3	261.5	(1.8)	(0.7)%	2.0%	(1.6)%	(1.1)%
Industrial Automation (DESTACO)	-	27.9	27.9	n/a	n/a	n/a	n/a
EMEA	496.6	525.5	28.9	5.8%	8.3%	(1.3)%	(1.2)%
Automotive Gas Spring	119.4	118.8	(0.6)	(0.5)%	0.0%	(0.4)%	(0.1)%
Automotive Powerise	171.5	161.1	(10.4)	(6.1)%	0.0%	1.4%	(7.5)%
Industrial Components	159.6	136.4	(23.2)	(14.5)%	0.0%	(6.6)%	(7.9)%
Industrial Automation (DESTACO)	-	52.7	52.7	n/a	n/a	n/a	n/a
AMERICAS	450.5	469.0	18.5	4.1%	11.7%	(1.9)%	(5.7)%
Automotive Gas Spring	101.8	106.2	4.4	4.3%	1.5%	(4.1)%	6.9%
Automotive Powerise	144.7	166.2	21.5	14.9%	0.0%	(4.3)%	19.2%
Industrial Components	21.7	24.3	2.6	12.0%	1.7%	(4.3)%	14.6%
Industrial Automation (DESTACO)	-	14.8	14.8	n/a	n/a	n/a	n/a
APAC	268.2	311.5	43.3	16.1%	6.2%	(4.2)%	14.1%
Total Automotive Gas Spring (AGS)	341.4	349.5	8.1	2.4%	2.8%	(1.8)%	1.4%
Total Automotive Powerise (APR)	429.3	438.8	9.5	2.2%	0.0%	(1.1)%	3.3%
Total Industrial Components (IC)	444.6	422.2	(22.4)	(5.0)%	1.2%	(3.5)%	(2.7)%
Total Industrial Automation (DESTACO)	-	95.4	95.4	n/a	n/a	n/a	n/a
Total	1,215.3	1,305.9	90.6	7.5%	9.1%	(2.2)%	0.6%

ADJUSTED EBIT

STABILUS

THREE AND TWELVE MONTHS ENDED SEPTEMBER 30, 2024

ADJUSTED EBIT (€M)

	04 FY2023 Actual	04 FY2024 Prelim	Change	% change	Acquisition effect	Currency effect	Organic change
EMEA	19.3	10.7	(8.6)	(44.6)%	14.0%	0.5%	(59.1)%
AMERICAS	10.0	15.9	5.9	59.0%	54.0%	(7.0)%	12.0%
APAC	13.9	15.3	1.4	10.1%	18.7%	0.0%	(8.6)%
Total	43.2	41.9	(1.3)	(3.0)%	25.0%	(1.4)%	(26.6)%

	FY2023 Actual	FY2024 Prelim	Change	% change	Acquisition effect	Currency effect	Organic change
EMEA	60.5	54.8	(5.7)	(9.4)%	13.1%	(1.3)%	(21.2)%
AMERICAS	48.6	47.7	(0.9)	(1.9)%	20.6%	(5.1)%	(17.4)%
APAC	49.4	54.6	5.2	10.5%	9.9%	(3.6)%	4.2%
Total	158.4	157.1	(1.3)	(0.8)%	14.4%	(3.2)%	(12.0)%

P&L AND ADJUSTED EBIT

STABILUS

THREE MONTHS ENDED SEPTEMBER 30, 2024

P&L (€M)

	Q4 FY2023 Actual	Q4 FY2024 Prelim	Change	% change
Revenue	307.5	336.3	28.8	9.4%
Cost of sales	(227.7)	(245.8)	(18.1)	7.9%
Gross Profit	79.8	90.5	10.7	13.4%
% margin	26.0%	26.9%		
R&D expenses	(4.7)	(8.4)	(3.7)	78.7%
Selling expenses	(26.9)	(40.3)	(13.4)	49.8%
Administrative expenses	(16.0)	(20.0)	(4.0)	25.0%
Other income/expenses	0.5	1.2	0.7	>100.0%
EBIT	32.6	22.9	(9.7)	(29.8)%
% margin	10.6%	6.8%		
Finance income/costs	(0.3)	0.2	0.5	<(100.0)%
EBT	32.3	23.1	(9.2)	(28.5)%
% margin	10.5%	6.9%		
Income tax	(8.8)	(5.5)	3.3	(37.5)%
Profit	23.5	17.5	(6.0)	(25.5)%
% margin	7.6%	5.2%		
EPS in €	0.93	0.70	(0.23)	(24.7)%

ADJUSTED EBIT (€M)

	Q4 FY2023 Actual	Q4 FY2024 Prelim	Change	% change
EBIT	32.6	22.9	(9.7)	(29.8)%
PPA adj. - D&A	3.7	18.2	14.5	>100.0%
Environmental protection costs	2.6			
Advisory costs	4.1	0.8	(3.3)	(80.5)%
PPA adjustments	0.2	-	(0.2)	(100.0)%
Total adjustments	10.6	19.0	8.4	79.2%
Adjusted EBIT	43.2	41.9	(1.3)	(3.0)%
% margin	14.0%	12.5%		

P&L AND ADJUSTED EBIT

YEAR ENDED SEPTEMBER 30, 2024

STABILUS

P&L (€M)

	FY2023 Actual	FY2024 Prelim	Change	% change
Revenue	1,215.3	1,305.9	90.6	7.5%
Cost of sales	(894.1)	(963.6)	(69.5)	7.8%
Gross Profit	321.2	342.3	21.1	6.6%
% margin	26.4%	26.2%		
R&D expenses	(31.1)	(34.4)	(3.3)	10.6%
Selling expenses	(104.4)	(126.2)	(21.8)	20.9%
Administrative expenses	(48.4)	(77.7)	(29.3)	60.5%
Other income/expenses	(0.1)	9.3	9.4	<(100.0)%
EBIT	137.1	113.3	(23.8)	(17.4)%
% margin	11.3%	8.7%		
Finance income/costs	(17.8)	(13.0)	4.8	(27.0)%
EBT	119.3	100.4	(18.9)	(15.8)%
% margin	9.8%	7.7%		
Income tax	(16.0)	(28.3)	(12.3)	76.9%
Profit	103.3	72.0	(31.3)	(30.3)%
% margin	8.5%	5.5%		
EPS in €	4.12	2.84	(1.28)	(31.1)%

ADJUSTED EBIT (€M)

	FY2023 Actual	FY2024 Prelim	Change	% change
EBIT	137.1	113.3	(23.8)	(17.4)%
PPA adj. - D&A	14.4	30.3	15.9	>100.0%
Environmental protection costs	2.6	-	(2.6)	(100.0)%
Advisory costs	4.1	14.2	10.1	>100.0%
PPA adjustments	0.2	(0.7)	(0.9)	<(100.0)%
Total adjustments	21.3	43.8	22.5	>100.0%
Adjusted EBIT	158.4	157.1	(1.3)	(0.8)%
% margin	13.0%	12.0%		

BALANCE SHEET

SEPTEMBER 30, 2024

STABILUS

BALANCE SHEET (€M)

	Sept 2023 Actual	Sept 2024 Prelim	Change	% change
Property, plant and equipm.	247.2	300.3	53.1	21.5%
Goodwill	236.6	540.0	303.4	>100.0%
Other intangible assets	230.0	477.9	247.9	>100.0%
Other investments	6.0	6.0	-	0.0%
Inventories	177.3	223.6	46.3	26.1%
Trade receivables	198.0	203.4	5.4	2.7%
Other assets	46.1	50.3	4.2	9.1%
Cash	193.1	109.4	(83.7)	(43.3)%
Total assets	1,334.3	1,910.9	576.6	43.2%
Equity incl. minorities	712.0	677.7	(34.3)	(4.8)%
Debt (incl. accrued interest)	258.0	777.8	519.8	>100.0%
Pension plans	37.7	47.3	9.6	25.5%
Deferred tax liabilities	44.6	64.2	19.6	43.9%
Trade payables	124.3	159.7	35.4	28.5%
Other liabilities	157.7	184.2	26.5	16.8%
Total equity and liabilities	1,334.3	1,910.9	576.6	43.2%

CASH FLOW

STABILUS

THREE MONTHS ENDED SEPTEMBER 30, 2024

CASH FLOW STATEMENT (€M)

	Q4 FY2023 Actual	Q4 FY2024 Prelim	Change	% change
Cash flow from operating activities	40.2	74.7	34.5	85.8%
Cash flow from investing activities	(36.3)	(22.0)	14.3	(39.4)%
Cash flow from financing activities	(11.2)	(80.7)	(69.5)	>100.0%
Net increase / (decrease) in cash	(7.3)	(28.0)	(20.7)	>100.0%
Effect of movements in exchange rates	2.2	(1.8)	(4.0)	<(100.0)%
Cash as of beginning of the period	198.3	139.4	(58.9)	(29.7)%
Cash as of end of the period	193.1	109.4	(83.7)	(43.3)%

ADJ. FCF (€M)

	Q4 FY2023 Actual	Q4 FY2024 Prelim	Change	% change
Cash flow from operating activities	40.2	74.7	34.5	85.8%
Cash flow from investing activities	(36.3)	(22.0)	14.3	(39.4)%
Free cash flow	3.9	52.7	48.8	>100.0%
Adjustments	10.3	2.3	(8.0)	(77.7)%
Adj. FCF	14.2	55.0	40.8	>100.0%

CASH FLOW

STABILUS

YEAR ENDED SEPTEMBER 30, 2024

CASH FLOW STATEMENT (€M)

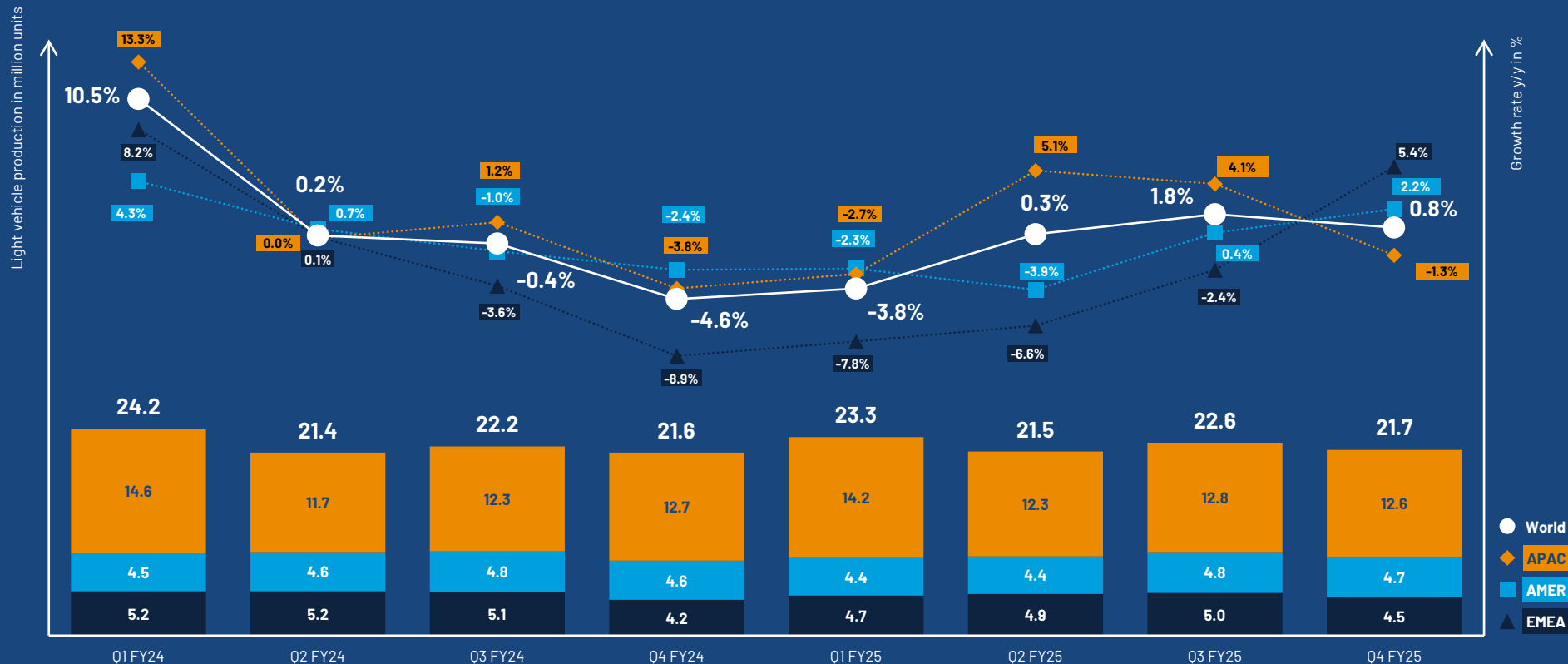
	FY2023 Actual	FY2024 Prelim	Change	% change
Cash flow from operating activities	178.1	197.0	18.9	10.6%
Cash flow from investing activities	(81.4)	(717.4)	(636.0)	>100.0%
Cash flow from financing activities	(66.4)	440.7	507.1	<(100.0)%
Net increase / (decrease) in cash	30.3	(79.7)	(110.0)	<(100.0)%
Effect of movements in exchange rates	(5.5)	(3.9)	1.6	(29.1)%
Cash as of beginning of the period	168.4	193.1	24.7	14.7%
Cash as of end of the period	193.1	109.4	(83.7)	(43.3)%

ADJ. FCF (€M)

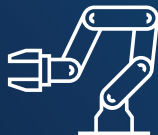
	FY2023 Actual	FY2024 Prelim	Change	% change
Cash flow from operating activities	178.1	197.0	18.9	10.6%
Cash flow from investing activities	(81.4)	(717.4)	(636.0)	>100.0%
Free cash flow	96.7	(520.4)	(617.1)	<(100.0)%
Adjustments	10.6	653.2	642.6	>100.0%
Adj. FCF	107.3	132.8	25.5	23.8%

LVP DEVELOPMENT / FORECAST

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Adj.	Adjusted	FX	Foreign exchange, currency effect
AGS	Automotive Gas Spring	FY	Fiscal year
AMR	Aerospace, Marine & Rail	HRF	Health, Recreation & Furniture
APAC	Asia-Pacific	IMA	Industrial Machinery & Automation
APR	Automotive Powerise	LTM	Last twelve months
bp	Basis point	LVP	Light vehicle production
CAPEX	Capital expenditure	M&A	Mergers & Acquisitions, acquisition effect
CV	Commercial Vehicles	NWC	Net working capital
CY	Calendar year	pp	Percentage point
D&A	Depreciation and amortization	PPA	Purchase price allocation
DIAMEC	Distributors, Independent Aftermarket, E-commerce	Prelim	Preliminary
EMEA	Europe, Middle East & Africa	PY	Prior year
EBIT	Earnings before interest and taxes	q/q	Quarter-on-quarter
EBITDA	Earnings before interest, taxes, depreciation and amortization	y/y	Year-on-year
EBT	Earnings before taxes		
EC	Energy & Construction		
FCF	Free cash flow		



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