



**Conference starts at 11:00 (Swiss time)**





# Media and Analyst Conference: Financial Year 2025

Feintool International Holding AG

Lars Reich CEO & Thomas Erne CFO

26 February 2026

 **FEINTOOL**  
The Power of Commitment.

# Agenda

**11.00** Welcome

Year in Review

Financial Results

Outlook

**11.40** Your Questions

**12.00** Lunch and Networking



**Lars Reich**  
Chief Executive Officer



**Thomas Erne**  
Chief Financial Officer

# Materials

## Online now

- ▶ Annual Report 2025
- ▶ Ad Hoc Release

## Online after the conference

- ▶ Slides of the presentation
- ▶ Video of the conference

**Visit:** [www.feintool.com/financial-results](http://www.feintool.com/financial-results)





# Year 2025 in Review

CEO Lars Reich

# Year 2025



**CHF 4.7m**

**EBIT**



**Break Even  
Level**

**further reduced**



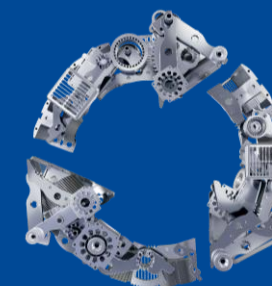
**CHF 661.4m**

**Net Sales**



**Restructuring  
in Europe**

**completed**



**55.6 %**

**Equity ratio**

# The Markets 2025

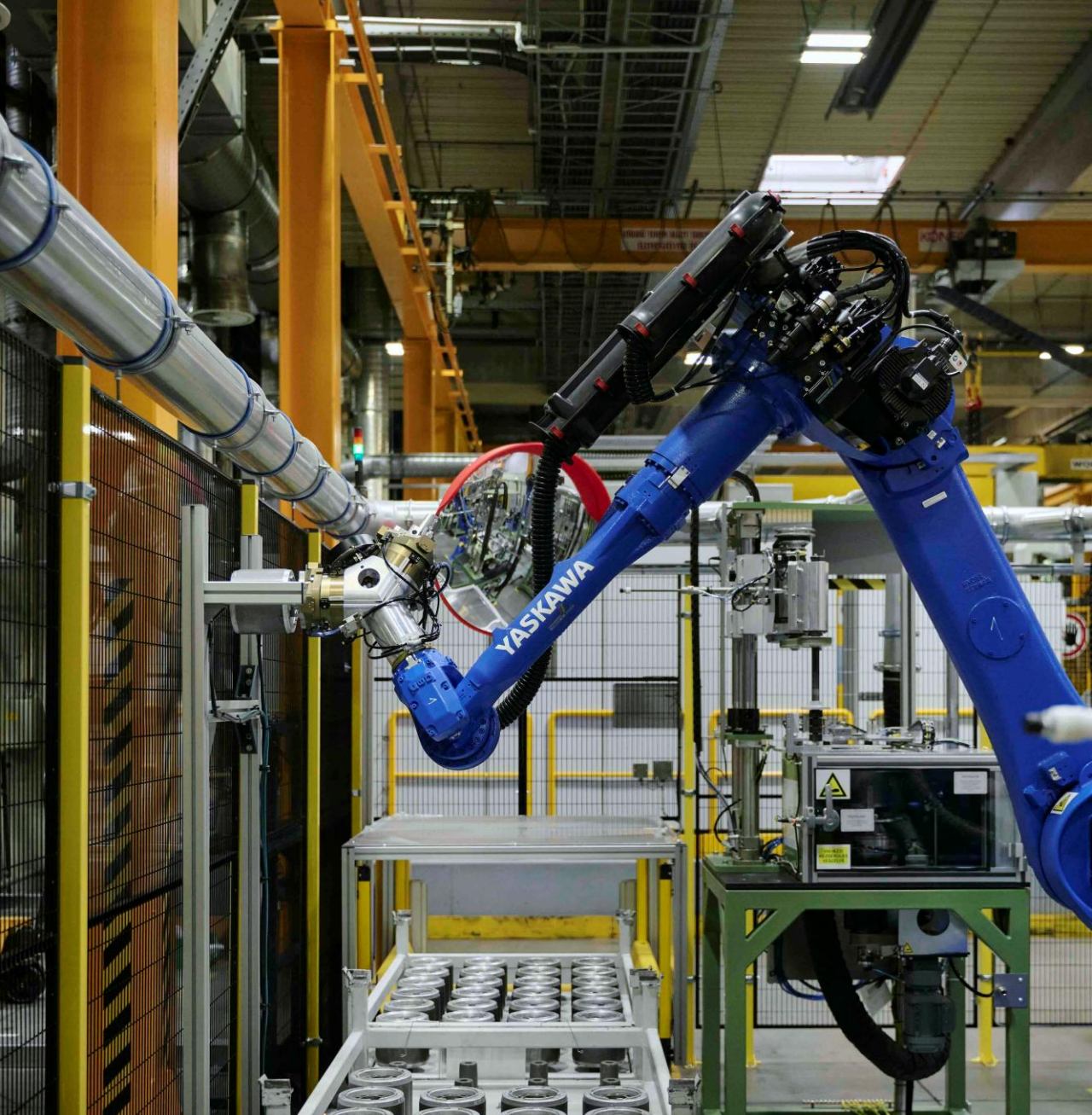
- ▶ Persistently challenging global markets
- ▶ Low single-digit automotive growth
- ▶ Shifting climate and subsidy policies
- ▶ Subdued demand in industrial applications





## Feintool 2025

- ▶ Feintool aligned its cost structure, maintained financial stability and reinforced its position as a reliable partner despite market volatility
- ▶ Structural shifts toward Asia accelerated, with Feintool well positioned—particularly in e-mobility and e-motor core technologies
- ▶ Feintool defended core automotive business, gained selective share in industrial and green-energy applications



## Strategy proving its worth

- ▶ Strategic focus on core technologies (Fineblanking, Forming, E-Lamination Stamping) continues to pay off, with strong positions in conventional and hybrid powertrain components
- ▶ E-Lamination Stamping is the future-critical technology; 60% of new projects relate to e-motor cores (Europe and Asia)
- ▶ Feintool's diversified "local-for-local" footprint enhances resilience to geopolitical risks and successfully addresses regional market developments

# Europe in 2025

## Challenging e-vehicle market - restructuring measures show first results

- ▶ European sales declined by 12.4% to CHF 383.5 million
- ▶ Sharp drop in demand for e-vehicle components amid market overcapacity and program downsizing, postponements or cancellations
- ▶ Restructuring measures completed in 2025 yield first effects and are expected to deliver around CHF 12 million annual savings from 2026 onward



Example of Feintool's restructuring: Swiss Luca Waber (right) is on assignment in Most (CZ)

# North America in 2025

**Improving trend in the second half, supported by market share gains**

- ▶ The US accounted for sales of CHF 199.8 million (increase of 2.8%; in local currency 9.6%)
- ▶ During the course of the year, the US business showed a marked improvement
- ▶ First half of 2025 was impacted by lower raw material prices as well as the weakness of the US dollar—volumes sold were significantly higher year-on-year
- ▶ Feintool benefits from its market-leading position in Fineblanking and Forming, particularly in applications for vehicles with conventional and hybrid drives



Representing Feintool's strong position in the US: the completed expansion in Nashville

# Asia in 2025

## Headwinds from competition, slowing decline in the second half

- ▶ In Asia, the Feintool Group generated sales of CHF 80.7 million, 10.3% below the previous year
- ▶ The decline was driven by intensified competition in the automotive market in China, which led to market share losses at end customers supplied by Feintool
- ▶ In India, the timing of the construction of the new production site in Pune is proving favorable, as the opening is scheduled for June 2026 and the Group is recording significant interest and quoting activity for production in the new plant

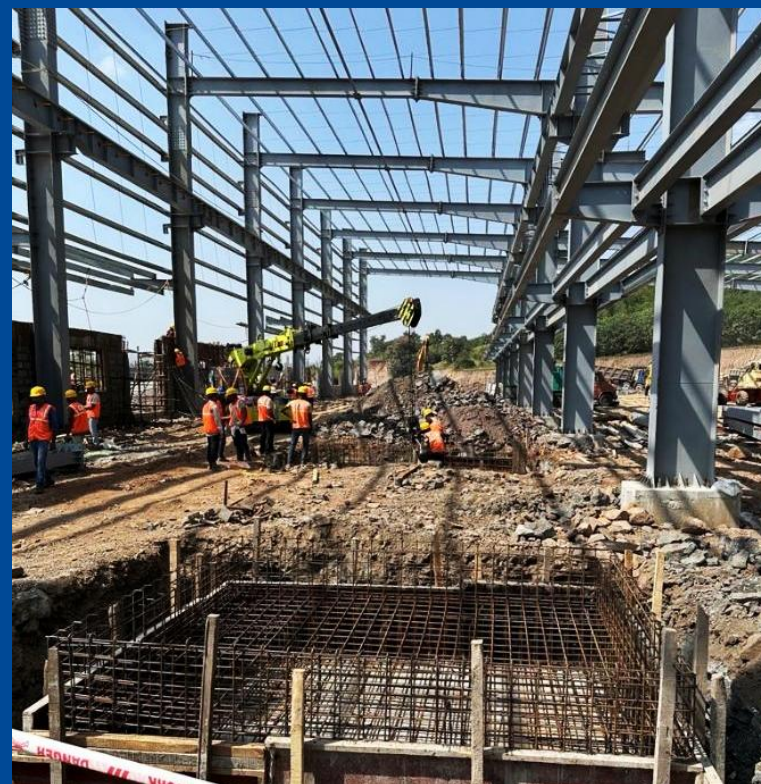


In Taicang, Feintool's E-Motor Core capabilities see substantial quoting activity, with several programs ramping up in 2025

# Feintool India: Opening Ceremony in June 2026



**Groundbreaking**  
September 2024



**Structure and Press Pit work**  
October 2025



**Impressions Production Hall**  
January 2026

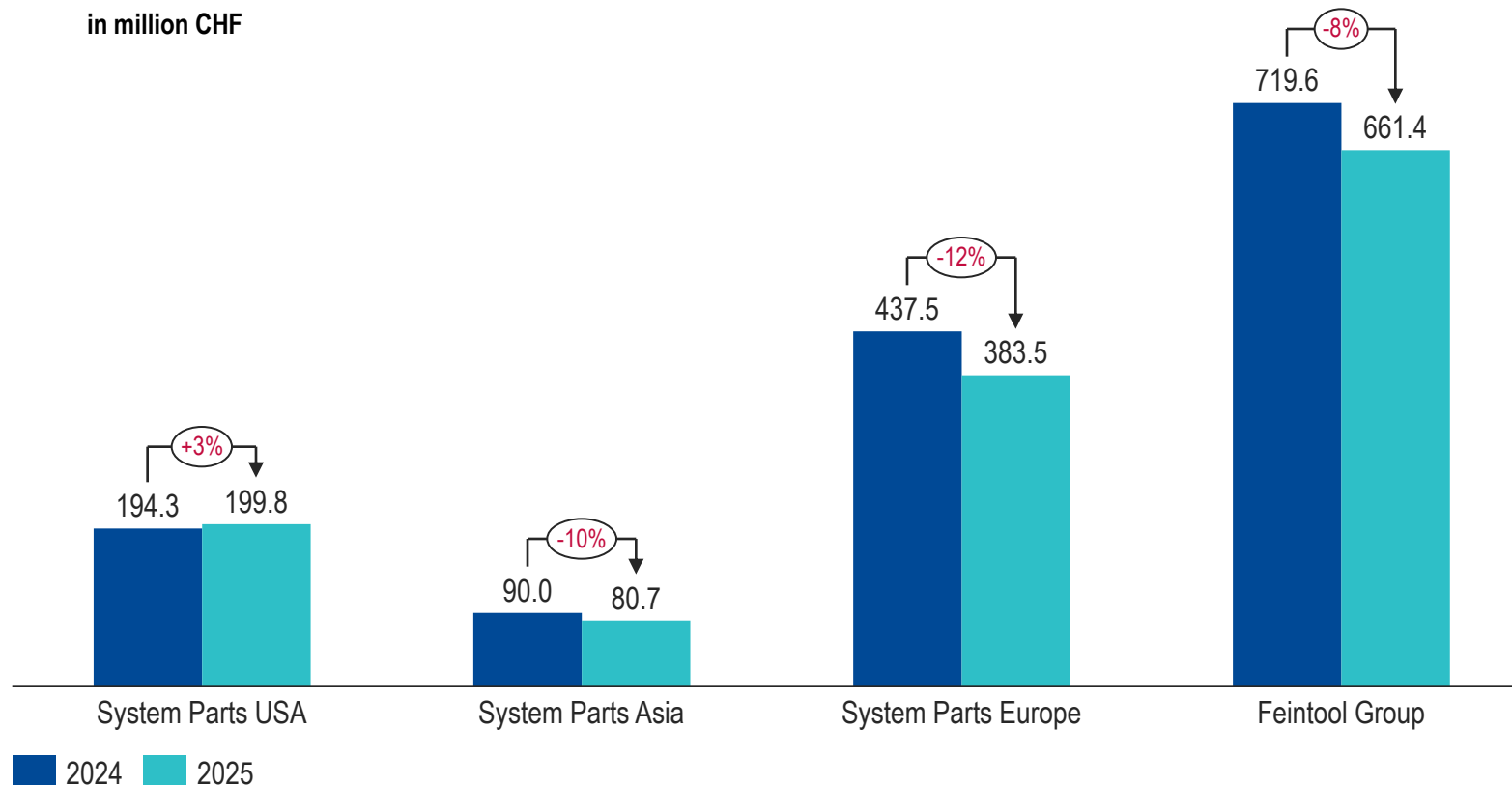


# Financial Results 2025

CFO Thomas Erne

# Net Sales

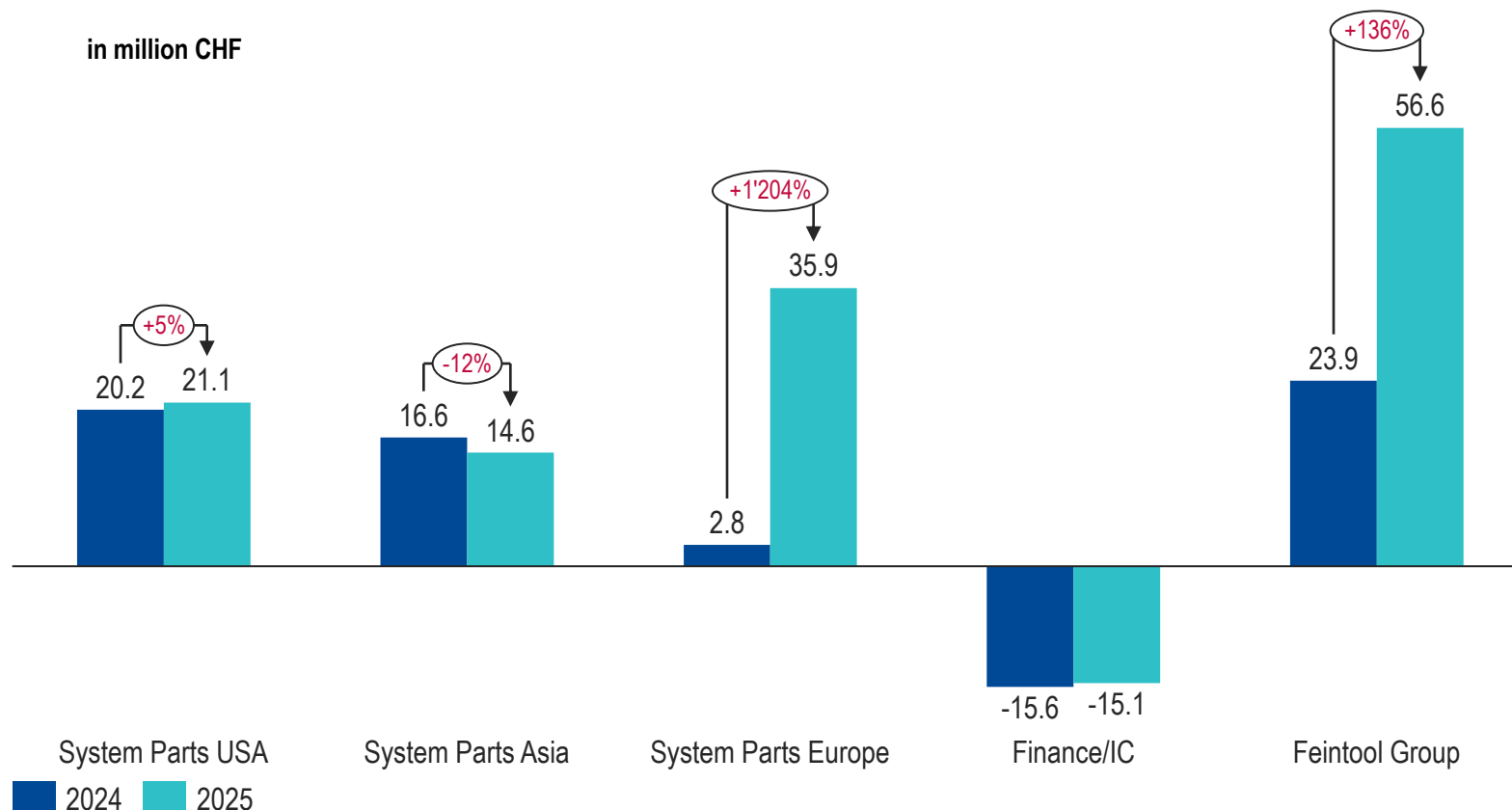
in million CHF



- ▶ Net sales -8% (w/o FX impact -4.5%) lower than in 2024
- ▶ In 2025, the non-automotive business accounted 15.7%
- ▶ Growth in USA, without FX impact at +9.6 %

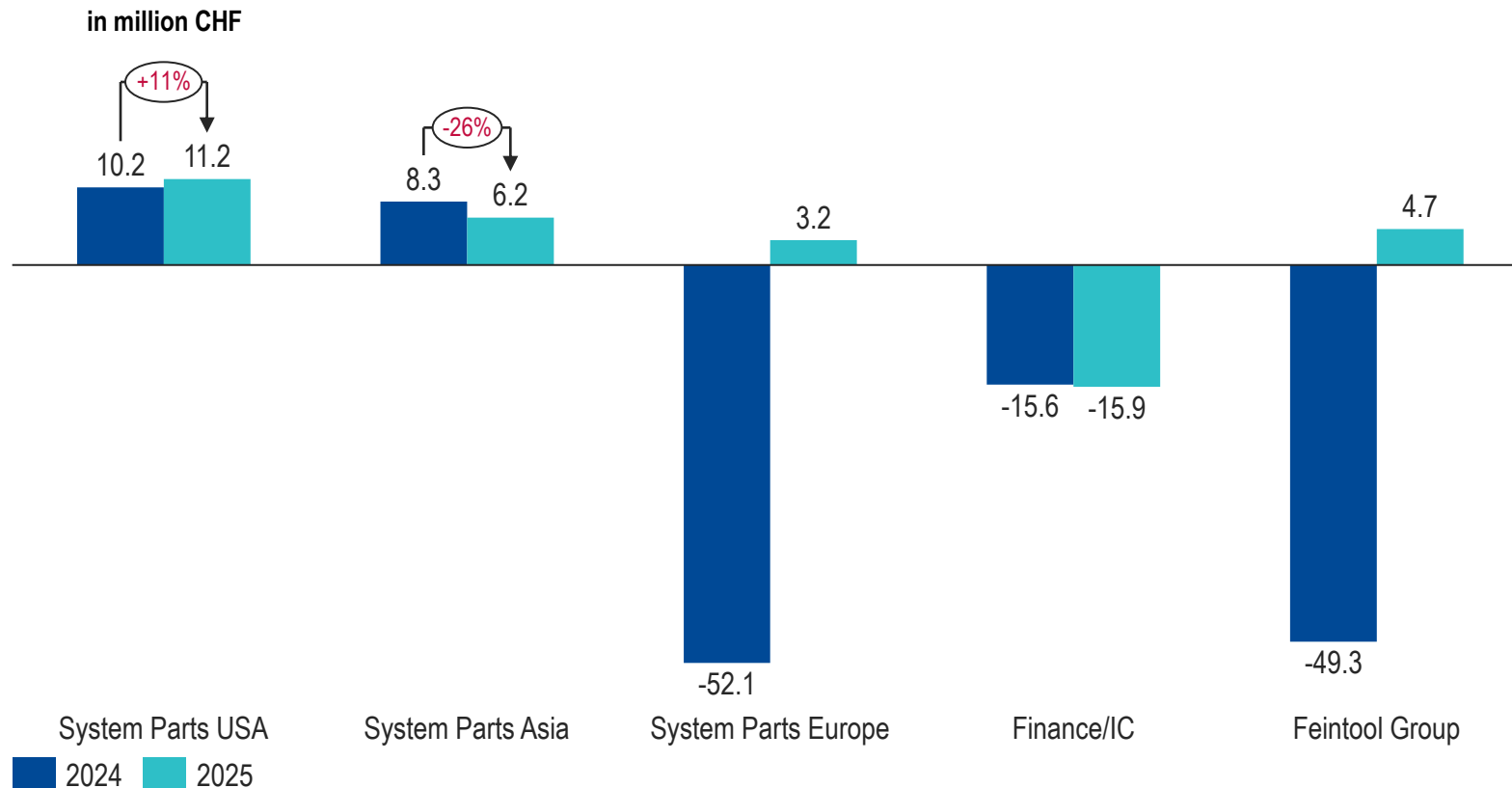
# EBITDA

EBITDA in 2025 improved by 4.7 Mio. CHF, compared to EBITDA in 2024 (51.9 Mio. CHF, excluding one-off effects)



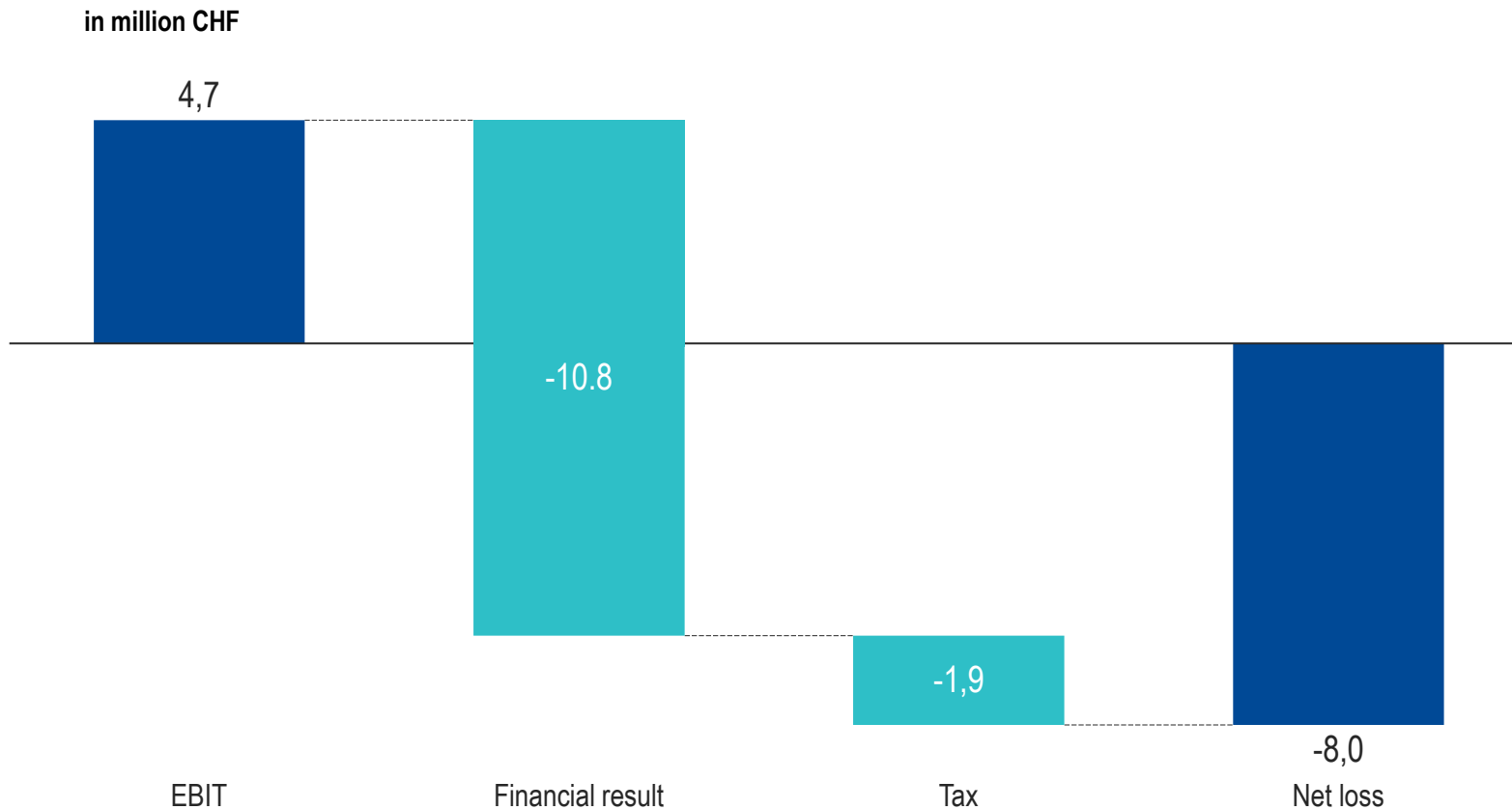
- ▶ Lower Sales of 58.2 Mio. CHF have been offset by lower cost and different product mix material effects
- ▶ Lower material cost quote with 46.8% due to change in product mix (PY at 51.5%)
- ▶ Lower personnel cost -6.6 Mio. CHF

# EBIT



- ▶ Operative result in 2025 closing with EBIT of 4.7 Mio. CHF
- ▶ As a reminder: Adjusted EBIT in 2024, was at -2.2 Mio. CHF, excluding one-time effects 47.1 Mio. CHF
- ▶ Cost base is significantly reduced and profitability increased

# Group Result 2025



- ▶ Financial result with -10.8 Mio. CHF slightly higher, compared to the Financial Result in 2024, with -7.9 Mio. CHF
- ▶ Net loss of -8.0 Mio. CHF in 2025

# Balance Sheet

Assets (in m CHF)	31.12.2025	31.12.2024	Difference
Cash and cash equivalents	82.6	77.1	5.6
Trade and other receivables	88.8	103.6	-14.7
Inventories and net contract assets	98.5	106.7	-8.2
Prepaid expenses and accrued income	5.1	5.4	-0.4
<b>Total current assets</b>	<b>275.0</b>	<b>292.7</b>	<b>-17.8</b>
Property, plant and equipment	356.7	365.0	-8.3
Other non-current assets	138.8	152.9	-14.1
<b>Total non-current assets</b>	<b>495.5</b>	<b>517.9</b>	<b>-22.4</b>
<b>Total Assets</b>	<b>770.5</b>	<b>810.7</b>	<b>-40.2</b>

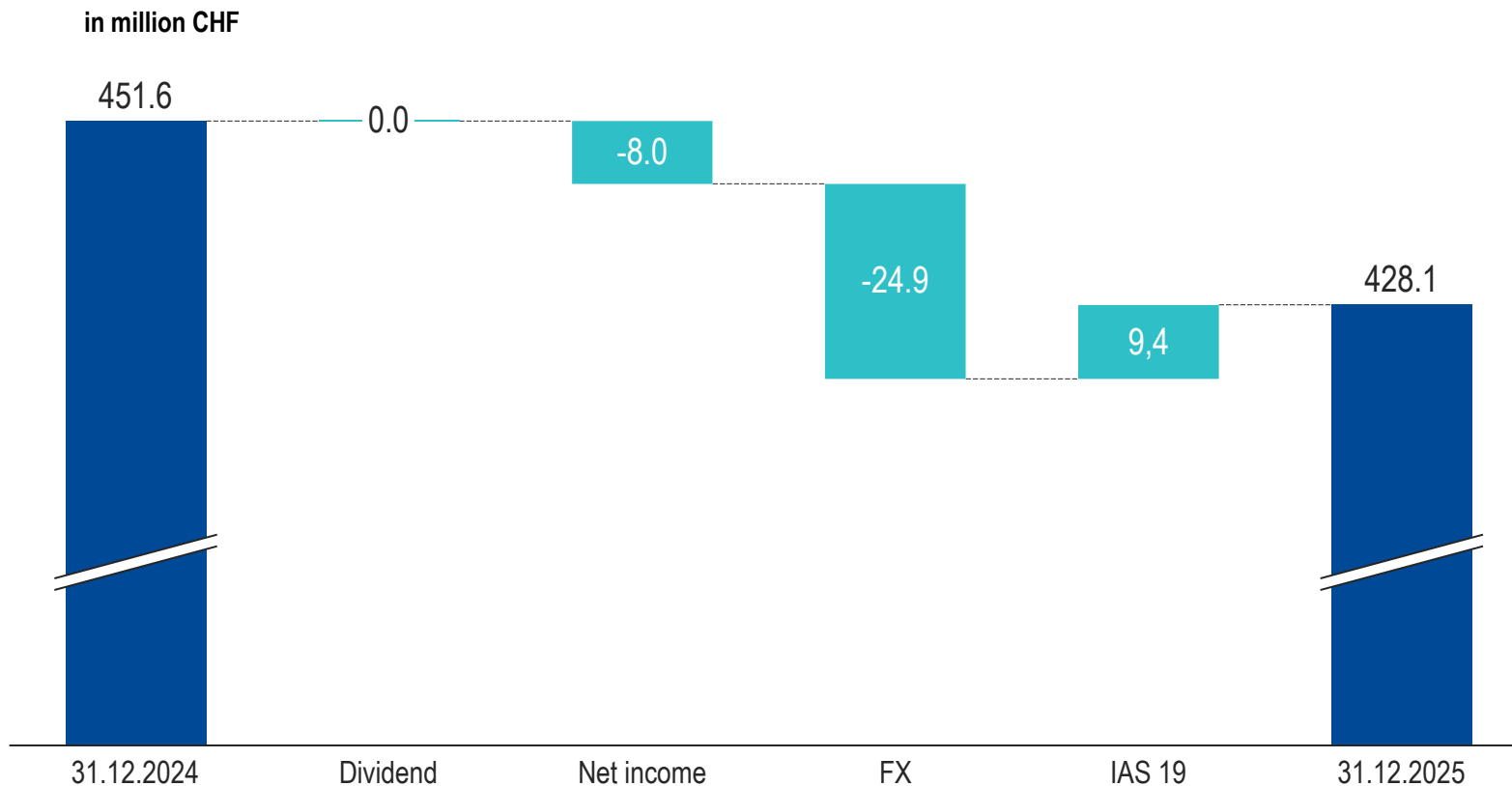
- ▶ Total assets decreased to 770 Mio. CHF , driven by reduction in Receivables and reduction in Inventories, as well as in non-current assets.
- ▶ Reduction of capital employed, especially in working capital

# Balance Sheet

Liabilities (in m CHF)	31.12.2025	31.12.2024	Difference
Financial liabilities	140.3	119.7	20.6
Other liabilities	202.0	239.4	-37.3
Shareholder's equity	428.1	451.6	-23.5
<b>Total Liabilities</b>	<b>770.5</b>	<b>810.7</b>	<b>-40.2</b>
Equity ratio	55.6%	55.7%	-0.1%
Net debt	57.7	42.7	15.0

- ▶ Equity ratio remains very strong with 55.6%
- ▶ Net debt slightly increased to 57.7 Mio. CHF (HY 2025: 80.1 Mio. CHF)

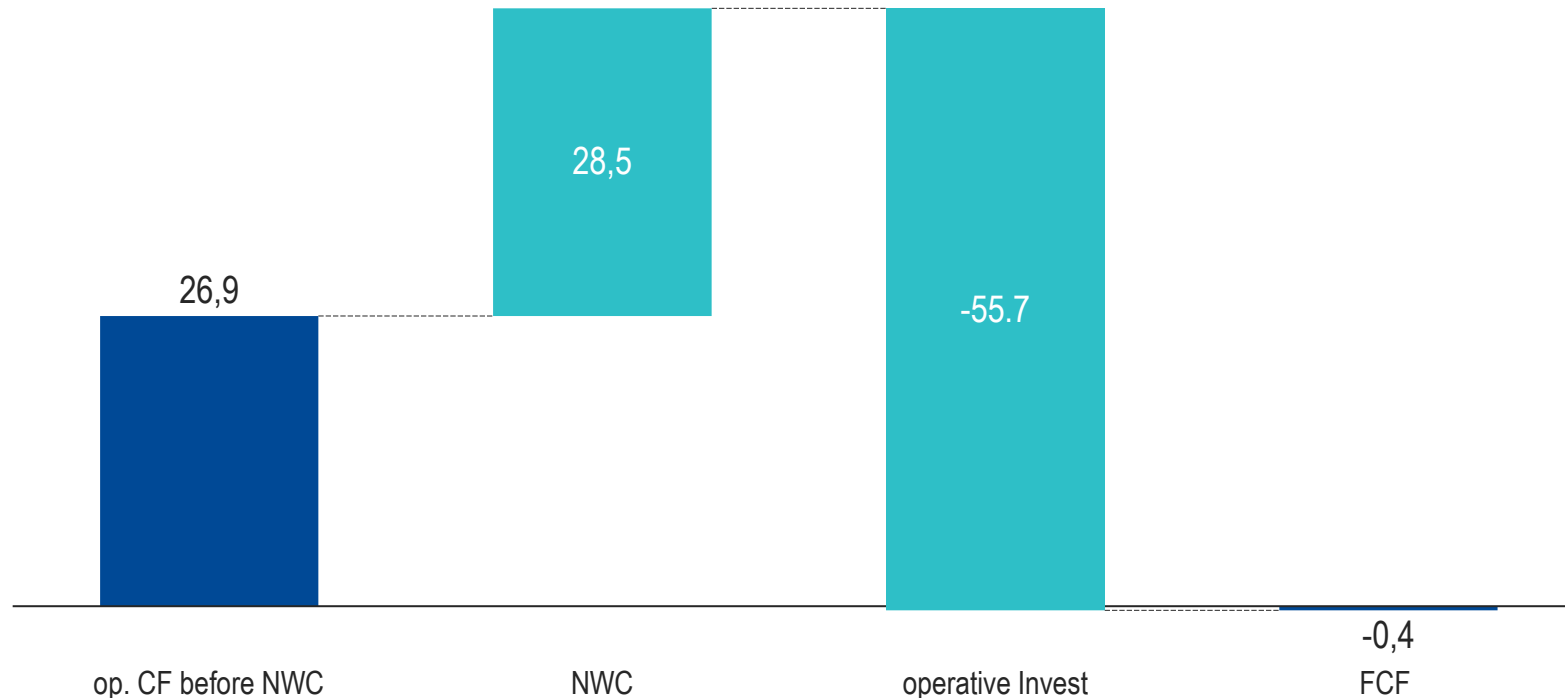
# Equity



- ▶ Equity ratio remains very strong with 55.6%
- ▶ Drop in net income, offset by IAS 19 positive effects
- ▶ Decline of equity is mainly impacted by exchange rate effects

# Cash Flow

in million CHF



- ▶ Operative cash flow positive with 26.9 Mio. CHF
- ▶ Change in NWC contributing +28.5 Mio. CHF
- ▶ Investments mainly in USA and Asia, supporting further growth expectations for the regions
- ▶ High investment cycle ending in 2025

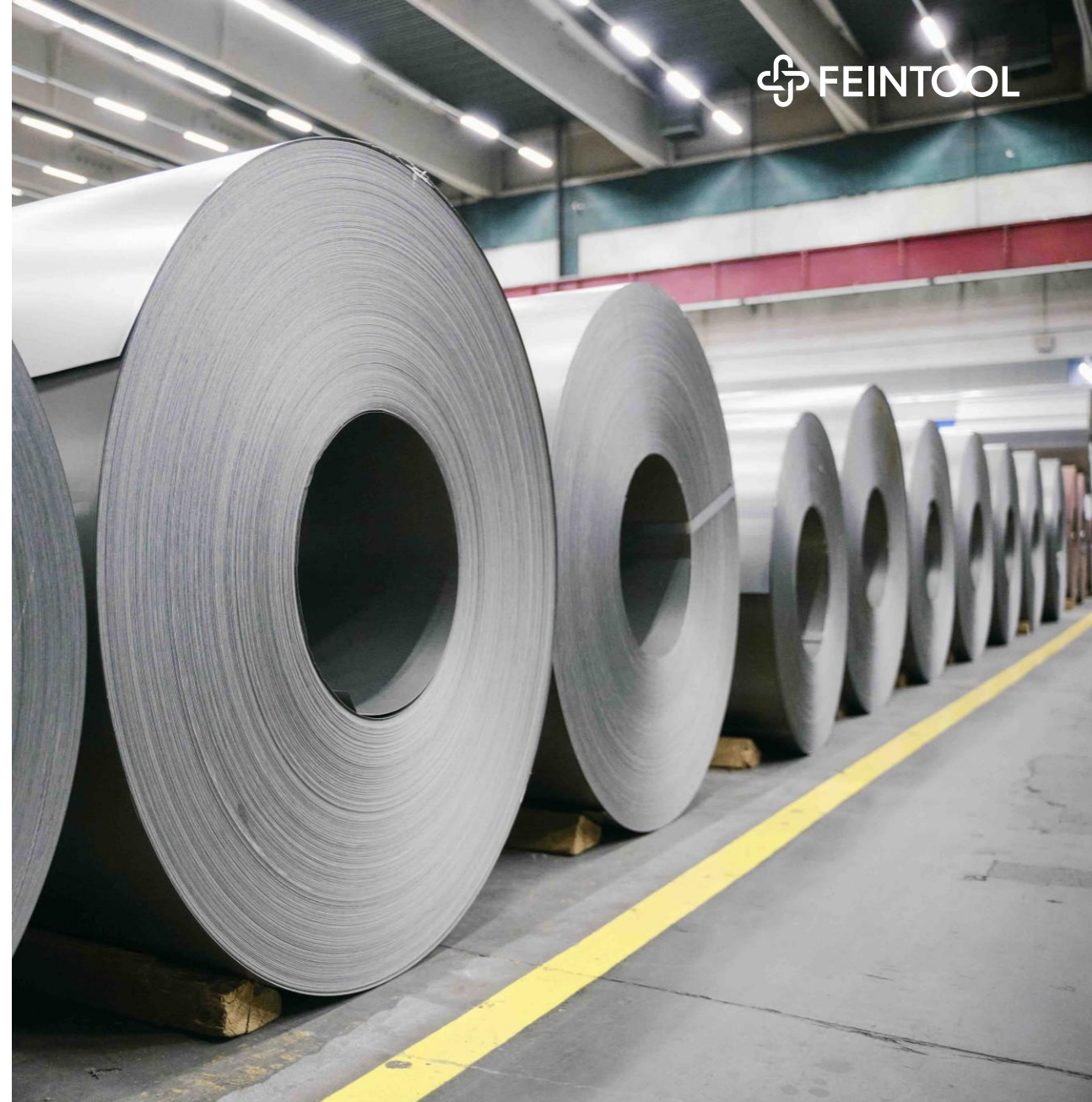


# Outlook

## CEO Lars Reich

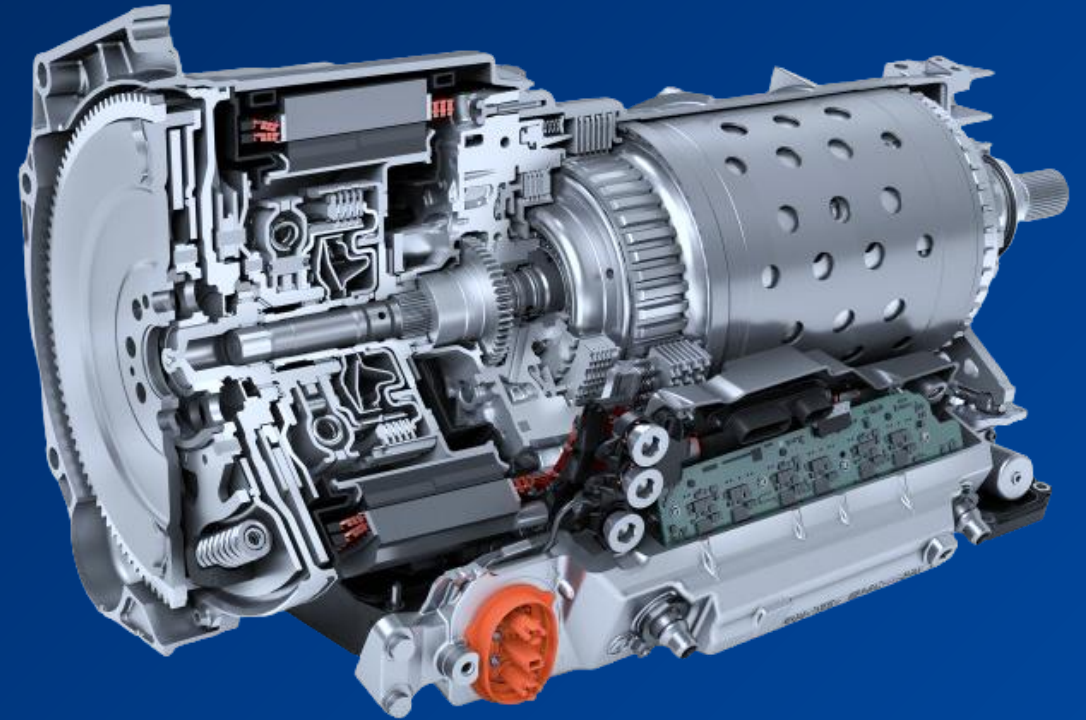
# Optimistic medium-term outlook unchanged

- ▶ New sales-relevant, large-volume programs will start up across the group in 2026
- ▶ In Europe, the environment stays challenging - Feintool responds to this with a strengthened operating platform in place
- ▶ In the US and Asia, the Group aims to build on the positive momentum of the second half of 2025
- ▶ Feintool anticipates further improvement in EBIT margins in local currencies
- ▶ Capex shift towards maintenance, efficiency-driven projects, and selected capacity expansions, supporting structurally improved free cash flow profile
- ▶ Feintool reaffirms its mid-term target of achieving an EBIT margin of more than 6%



# BWM, ZF reach milestone— Feintool part of it

- ▶ ZF and BMW Group entered in a long-term agreement
- ▶ Focus on supply and further development of the 8HP automatic transmission
- ▶ Emphasis on electrified drivetrains
- ▶ Partnership expected to run until the late 2030s
- ▶ **Feintool already provides essential parts for the 8HP Transmission program today**



8HP Automatic Transmission (ZF)

BMW AND ZF CONTINUE PROGRAM UNTIL LATE 2030S

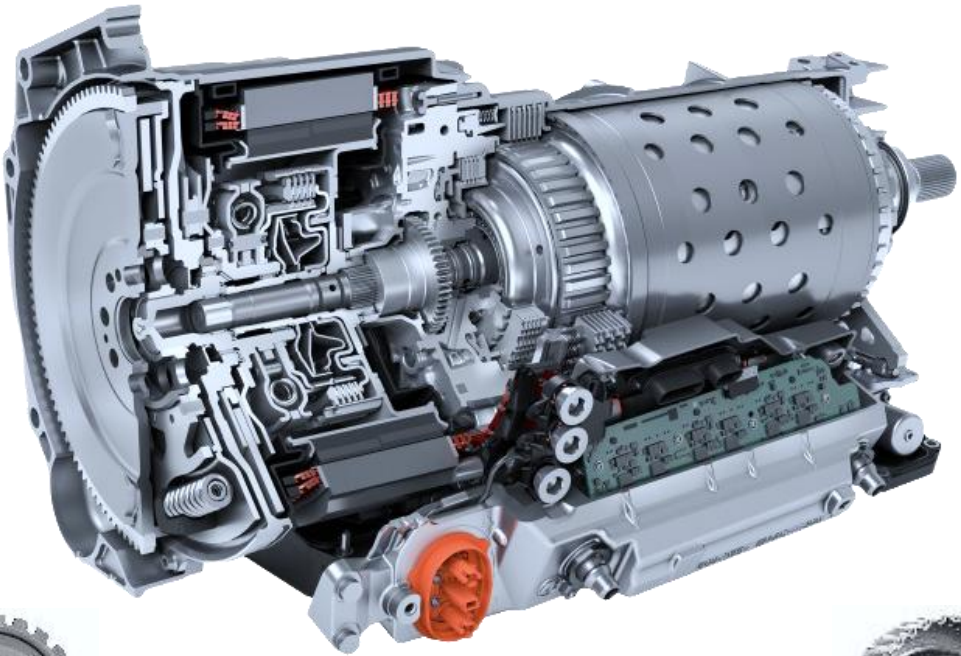
# Feintool Parts in the 8HP Hybrid Transmission



**Ring Gear Carrier**  
(formed)



**Centrifugal Weight**  
(fineblanked)



**Guide Disc**  
(formed)



**Guide Disc**  
(fineblanked)



**Ring Gear Carrier**  
(fineblanked)



**Park Pawl**  
(fineblanked)



**Park Pawl Abutment Plate**  
(fineblanked)



**Disc Carrier**  
(formed)



**Piston Assy**  
(formed)



**Clutch Plates**  
(fineblanked)




**Planetary Carriers**  
(formed)



**Guide Disc**  
(formed)

# Volvo, powered by Feintool

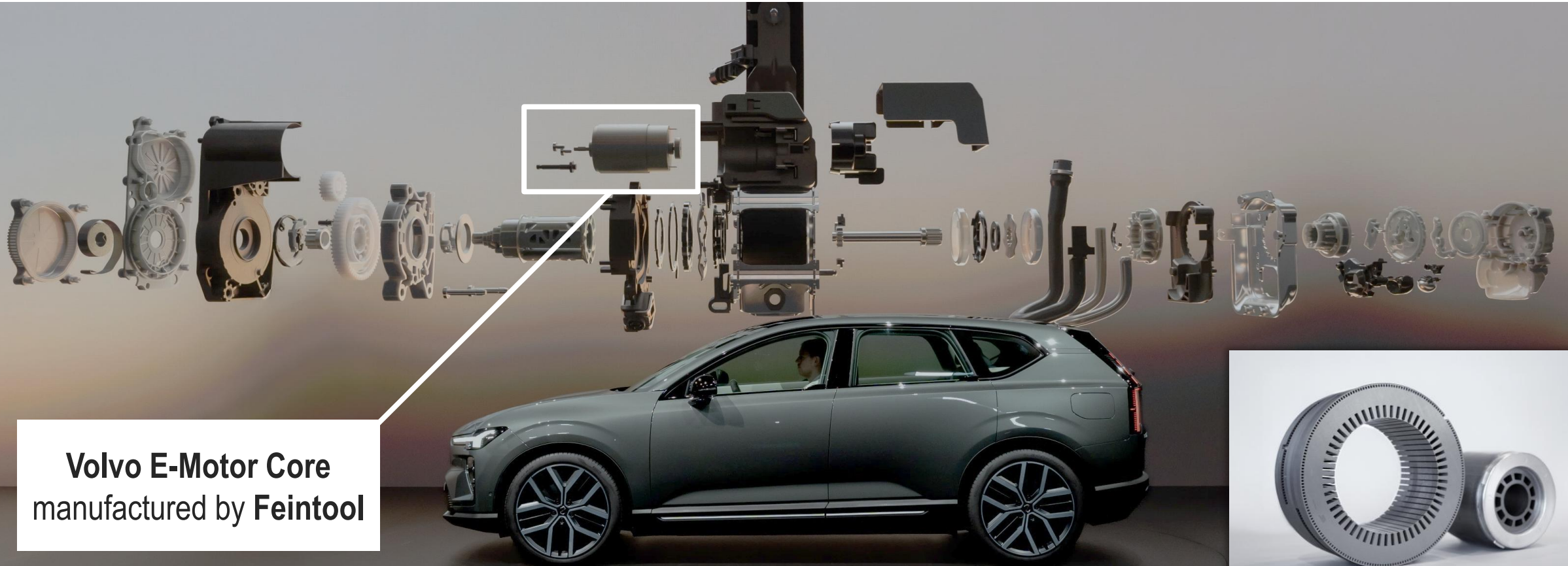
- ▶ Feintool's E-Lamination Stamping technology boosts the torque density, efficiency and compactness of e-vehicle car main drives
- ▶ Our engineering expertise turns complex designs into stable, scalable core assemblies
- ▶ This convinced Volvo to source the main-motor core for their newest, industry-leading e-car from us
- ▶ **Feintool is very proud to power the new, visionary Volvo EX 60**



EX 60 (Volvo)

SUCCESS STORY

# Feintool Powers the Newest Generation Volvo: The EX 60



**Volvo E-Motor Core**  
manufactured by **Feintool**

EX 60 (Volvo)

# AI Data Center Momentum

- ▶ Feintool benefits from the AI momentum with its e-motor cores
- ▶ Our highly efficient e-motor cores enable the economical cooling of server farms
- ▶ Server farms are expensive to operate, and cooling costs quickly mount up, making our E-Lamination Stamping technology increasingly sought after
- ▶ **In 2026 Feintool secured a major order for e-motor cores for data center cooling systems in the US, marking the Group's market entry with its E-Lamination Stamping technology in North America**



OUTLOOK

# Highlights in 2026

**USA**  
Cincinnati  
Nashville

**USA**  
Data Center Cooling  
E-Motor Core Business

**EUROPE**

Lyss CH  
Ettlingen DE  
Jena DE  
Jessen DE  
Most CZ  
Obertshausen DE  
Oelsnitz DE  
Ohrdruf DE  
Sachsenheim DE  
Tokod HU  
Vaihingen/Enz DE

**EUROPE**  
Main E-Drive  
Newest Volvo EX 60

**ASIA**  
Plant Opening in  
Pune, India, June 2026

**INDIA**  
Pune

**JAPAN**  
Atsugi  
Tokoname

**CHINA**  
Taicang  
Tianjin

**We understand the value of our commitments.**

We commit to faster **innovation**,  
lowering your **design risk**.

We commit to delivering **quality** parts,  
lowering your **production risk**.

And we commit to **reliable** parts,  
lowering your **purchasing risk**.

**We make more than parts.  
We make commitments.**

# Your Questions

**Thank you for  
your attention.**

We are happy to answer  
your questions.



**Lars Reich**  
Chief Executive Officer



**Thomas Erne**  
Chief Financial Officer

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