



# STABILUS GROUP TRANSFORMATION PROGRAM

ANALYST & INVESTOR WEB CONFERENCE  
SEPTEMBER 19, 2025

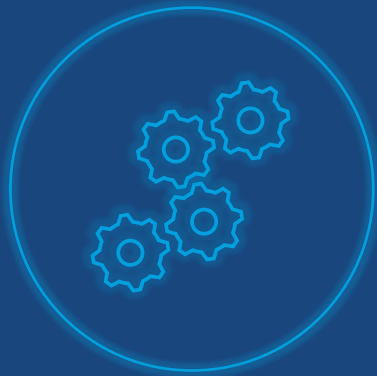
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# SHIFTING INTO A HIGHER GEAR ON THE WAY TO OUR PROFITABILITY TARGETS

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**Organizational transformation:** adjustments to the organizational structure, reduction of hierarchical layers, alignment of processes to foster stronger customer focus and faster decision-making

**Location-related measures:** Consolidation of office and production facilities (e.g., consolidation of our facilities in Germany, the USA, Singapore and Thailand)

**Personnel-related measures:** workforce reduction by around 450 employees (c. 6% of global workforce), predominantly in EMEA and Americas

**Strong commitment to STAR 2030 targets, particularly to delivering an adj. EBIT margin of 15%.**



**c. €18m one-off expenses**, predominantly related to severance payments, real estate measures, and other restructuring costs

- › expenses/provision recognized in FY2025
- › cash outflow will be largely in FY2026

**c. €19m cost savings in FY2027**

**c. €32m recurring annual cost savings from FY2028 onwards**

# FY2025 FORECAST FOR REVENUE, ADJ. EBIT MARGIN AND ADJ. FCF UNCHANGED

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	FY2024 Actual
Revenue	€1,305.9m
Adj. EBIT margin	12.0%
Adj. FCF	€132.8m

## FY2025 Forecast

c. €1.3bn

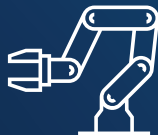
c. 11%

c. €105m

- › Due to the provision for one-off restructuring expenses of €18m (booked in Sept 2025), **the FY2025 profit is expected to amount to c. €25m, which is below the current market expectations** (Vara consensus: €47.1m).



# Q&A SESSION



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