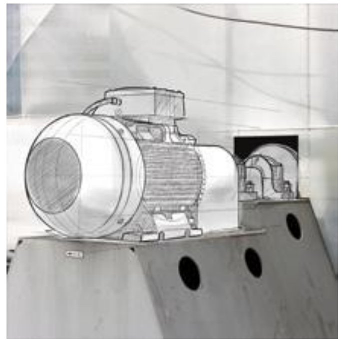
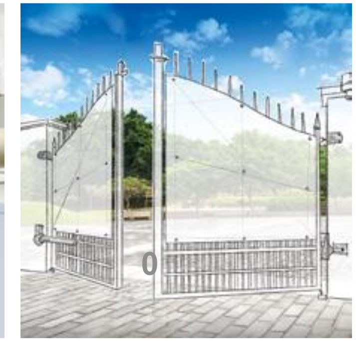
March 23rd 2026

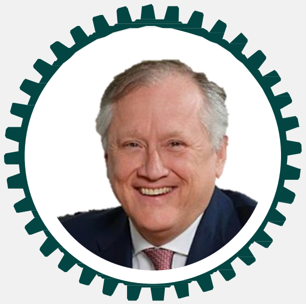
EGLA
EUROGROUP LAMINATIONS





Today’s speakers



Marco Arduini

Group CEO

Isidoro Guardalà

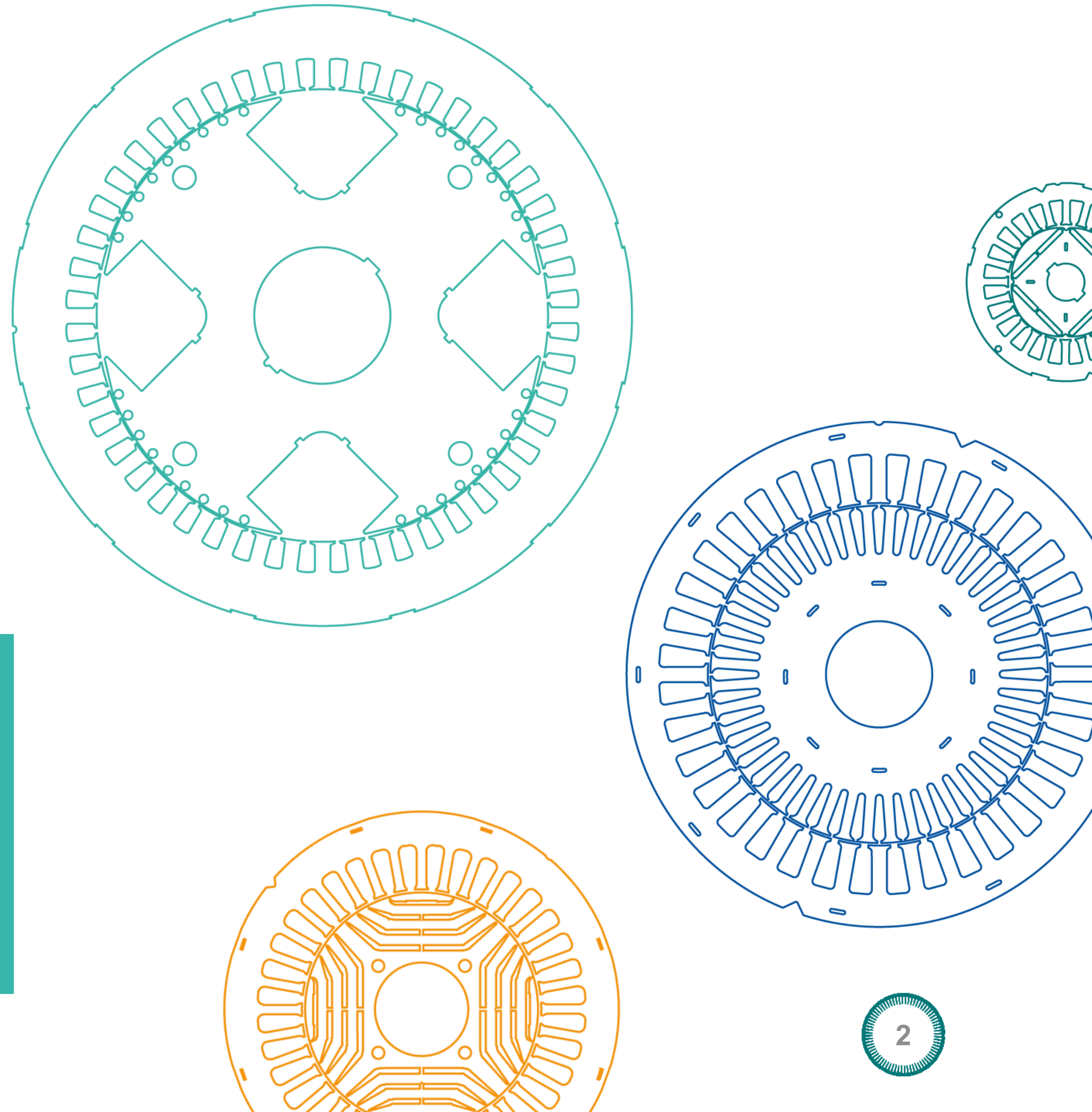
Deputy Group CEO

Matteo Perna

Group CFO

Vincenza Colucci

IR Advisor



I. Snapshot

Resilient and diversified business model
Revenues almost stable at constant FX and cash generation

Financial Results

- **E-mobility solutions**: **€514.3 million revenues**, down 6.1% at constant exchange rates due to lower sales volumes in the USA and EMEA partially offset by the sales in China (+69.4%)
- **Industrial & Infrastructure solutions: moderate revenue growth supported by expansion in Asia and entry into transformer market**. Segment revenue up (+5.9% at constant exchange rates) to €316.7m driven by the consolidation of Kumar Precision Stampings in India. Growth in Asia offset a mild slowdown in EMEA and North America
- **Margins impacted by tariffs and macroeconomic uncertainty**: tariffs and a weaker macro environment affected profitability across both segments, with lower volumes and reduced operating leverage in EMEA and North America

Revenues	EBITDA Adj.
€ 831.0 m	€ 88.7 m
-1.8% YoY (at constant FX)	

xEV Orderbook and Pipeline

- **Orderbook at € 2.7 bn,** mainly reflecting updated market dynamics in USA
- **Pipeline at € 2.1 bn**

Orderbook [1]	Pipeline [2]
€ 2.7 bn	€ 2.1 bn

Performance Improvement program

- **Industrial efficiency program** progressed in EMEA and in USMCA to compensate current market dynamics and to **structurally upgrade marginality and cash flow**
- **Operational excellence plan**: optimization of the industrial footprint and procurement, supply chain transformation, and strengthening of cross-functional governance

Outlook

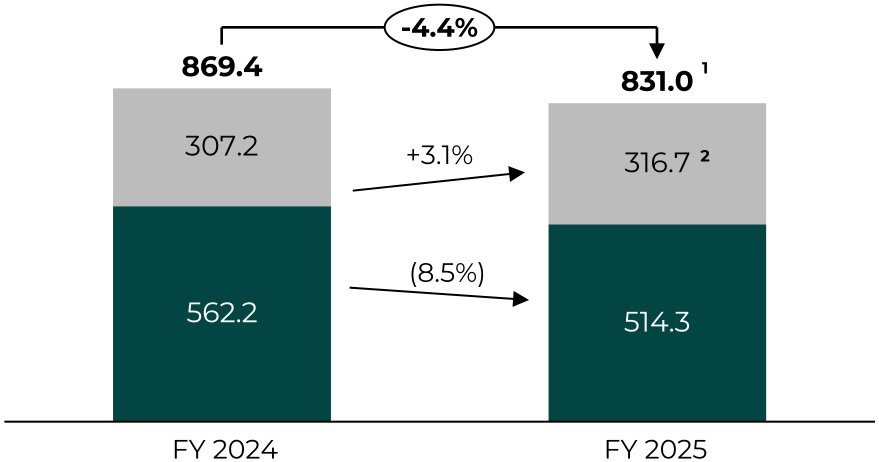
- **FY 2026 Revenue** ~ €700-750 m
- **FY 2026 EBITDA adj margin** ~ 11%
- **FY 2026 Positive Operating free cash flow from operations**, including capex at approx. € 45 m

1. Projected aggregate revenue from orders awarded by customers starting in February 2026 for the following 70 months
2. Refers to quotes issued in connection with potential new orders.

FY 2025 Key financial results

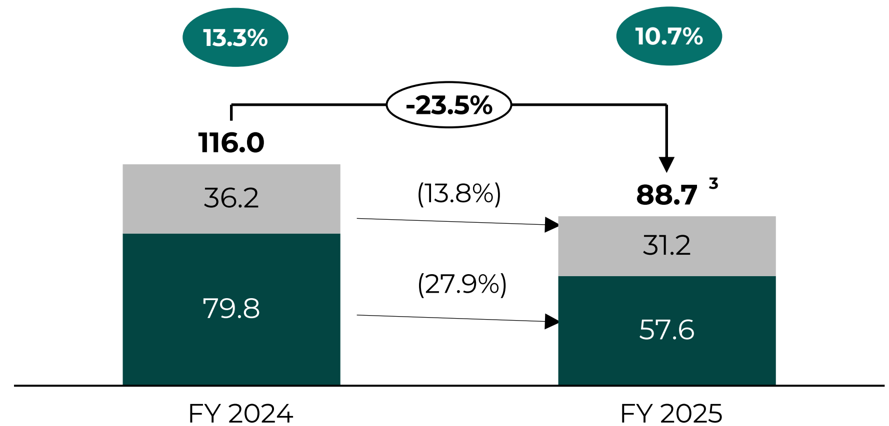
■ E-mobility solutions ■ Industrial & Infrastructure solutions ● % of Revenues

Revenues (€m)



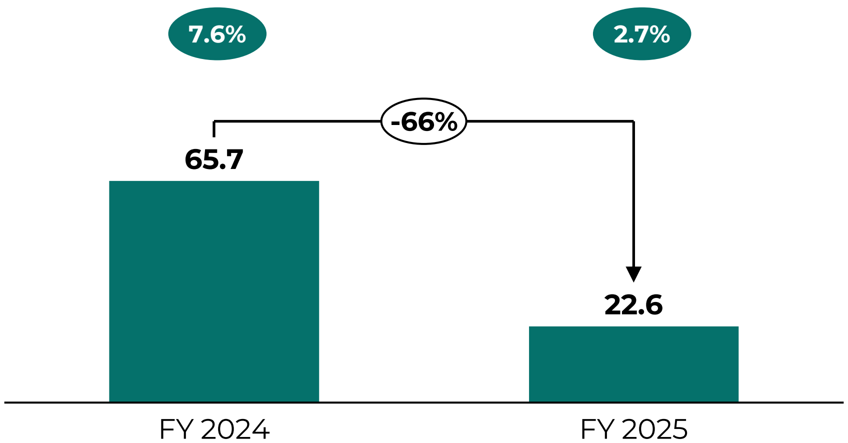
1. Revenues at a constant FX effect: € 853.4 (-1.8% YoY)
2. Includes € 48.2 million from Kumar

EBITDA Adjusted (€m)



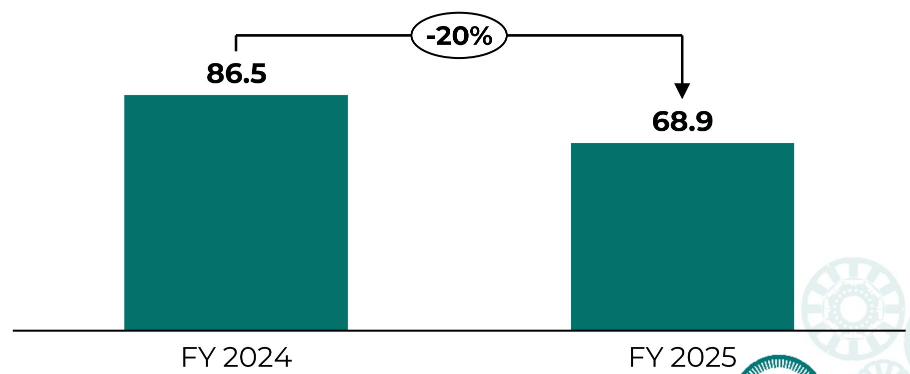
3. FY 2024 includes € 2.7 m of other revenues deriving from “New Markets tax credit” vs € 0.8 m in FY 2025

EBIT (€m)



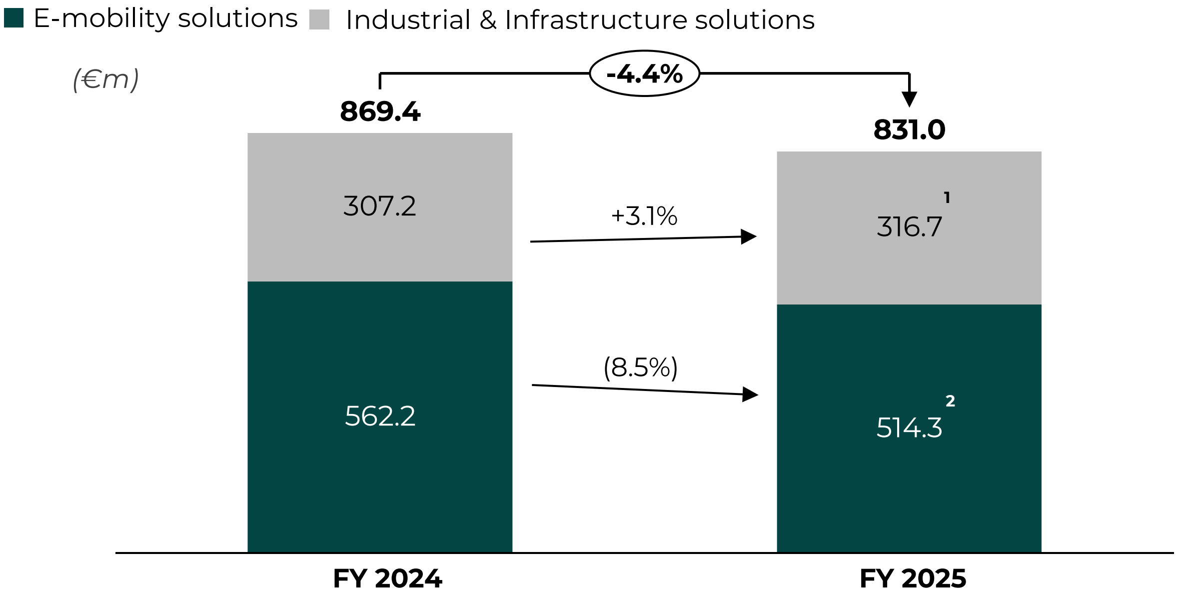
Note: Figures might not sum-up due to rounding

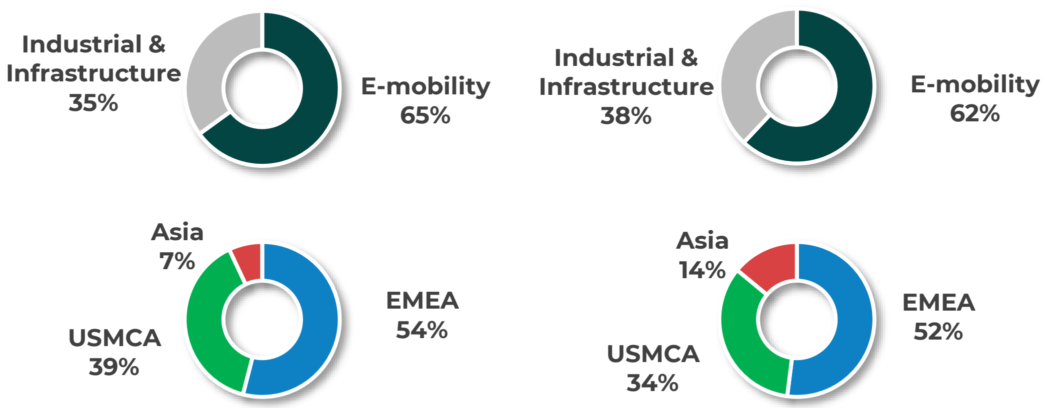
Capex (€m)



Group Revenues: Asia growth and Industrial demand partially offset USMCA tariff impact

Group Revenues (€m)





Revenue breakdown by Region considers the geographical area of the final client

1. Revenues (Industrial & Infrastructure solutions) at a constant FX effect: € 325.4 m
2. Revenues (E-mobility solutions) at a constant FX effect: € 528.0 m

E-mobility solutions

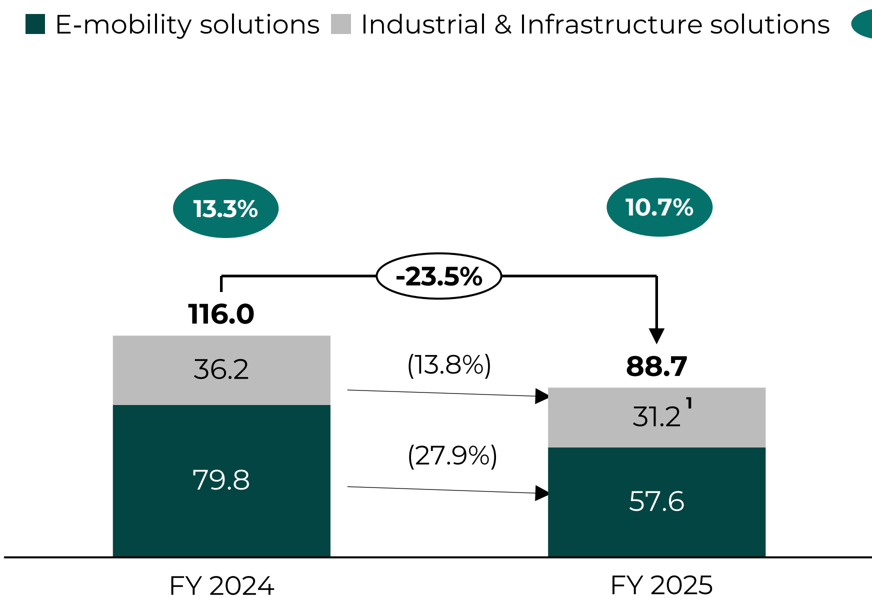
- **(8.5%) YoY decline mainly due to** new tariff impact in USMCA and weaker automotive demand which led to the cancellation and postponement of projects and volume reduction
- **+6.9% volumes** vs FY 2024, despite lower volumes in USMCA
- **4.3 m sets sold** (3.8 m sets in FY 2024) although with a higher weight of revenues from mild hybrid (9% vs 6% FY 2024)
- **6 SOPs:** (10 SOPs in FY 2024) 1 in EMEA , 3 in Mexico, 2 in China

Industrial & Infrastructure solutions

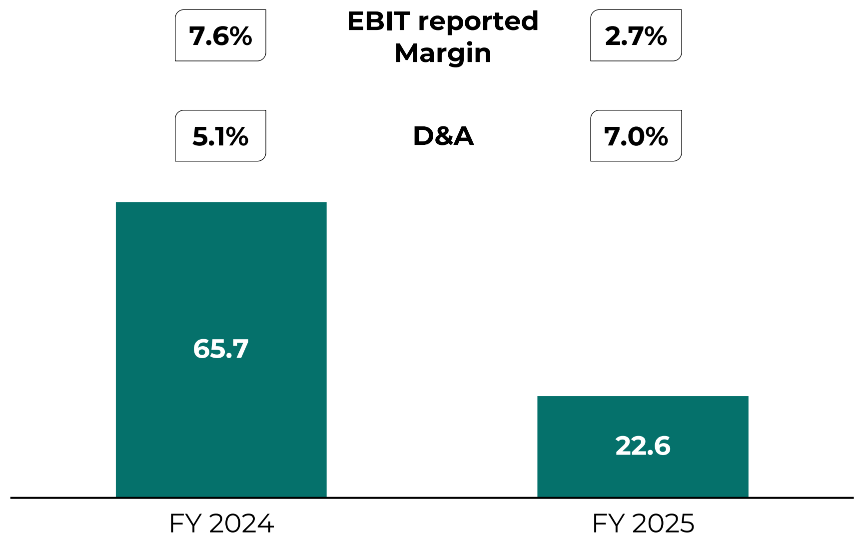
- **€ 48.2 m contribution** from Kumar sales
- Concerns over new tariffs which came effective since mid August slowed U.S. sales, as some customers tactically increased inventories from Asia
- **Higher volumes in Industrial and Home applications**, while lower sales were reported in Energy, HVAC and Logistics.

Group EBITDA impacted by ramp-up project mix and lower volumes in E-mobility solutions

EBITDA Adjusted (€m)



EBIT reported (€m)

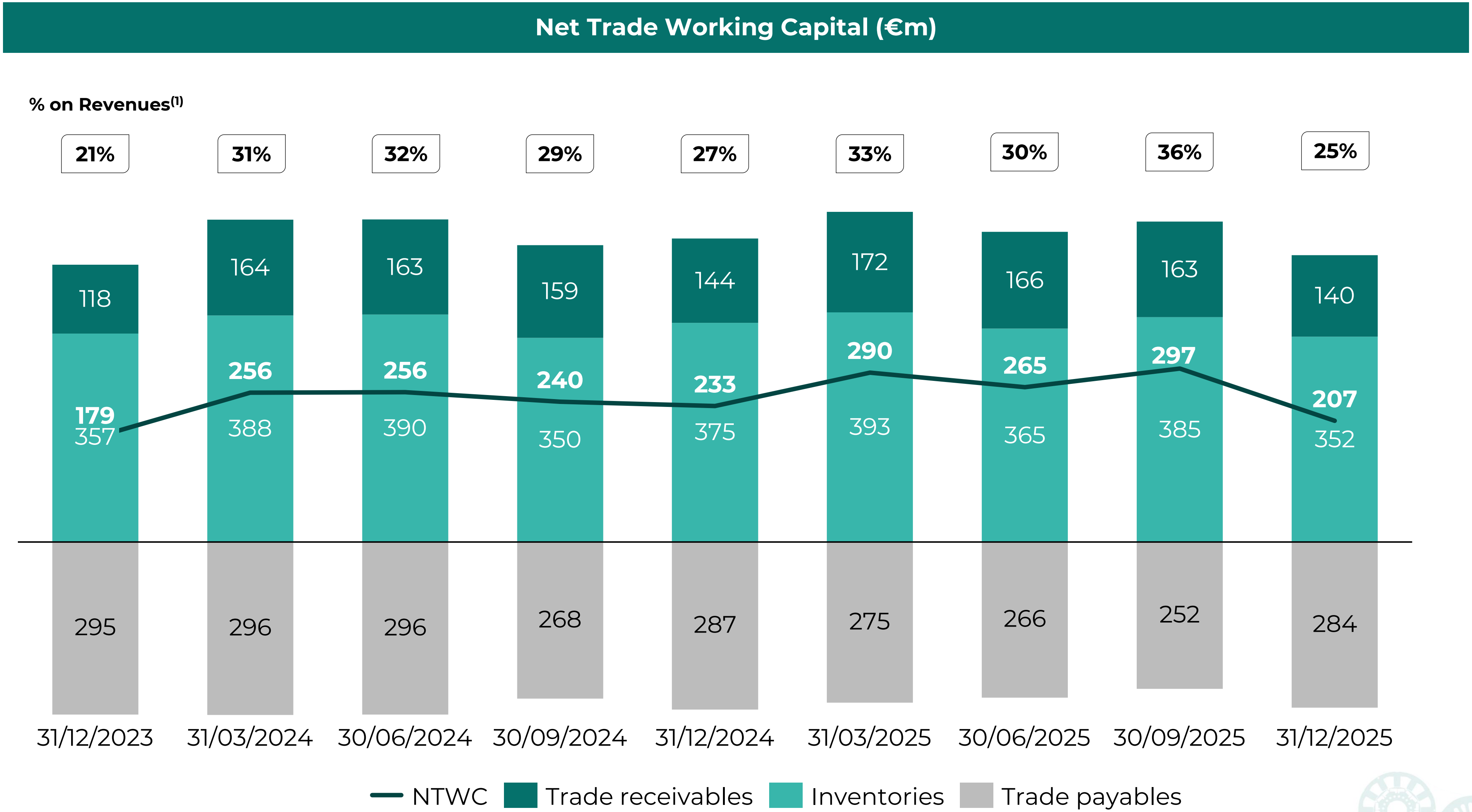


- **10.7% EBITDA adj. margin** (13.3% in FY2024) with a different mix in the portfolio of projects, with higher weight of those in ramp-up stage
- **9.7% EBITDA reported margin (12.7% in FY 2024)** mainly impacted by lower operating leverage in EMEA and North America, lower benefit from New Market Tax Credit vs FY 2024 and negative FX effects
- **Kumar EBITDA reported contributed for € 4.1 m** in FY 2025 with an EBITDA margin of 8.5%

- **EBIT reported at € 22.6 m in FY 2025** (vs € 65.7 m in FY 2024) also reflecting higher weight (7.0% vs 5.1%) of D&A costs, in line with the Capex plan
- **CAPEX at € 68.9 in FY 2025** (vs € 86.5 m in FY 2024), reflecting the completion and ramp-up of investment projects launched in previous years

1. Industrial & Infrastructure solutions Adj EBITDA included € 2.7 m of other revenues deriving from “New Markets tax credit” in FY 2024 vs € 0.8 m in FY 2025

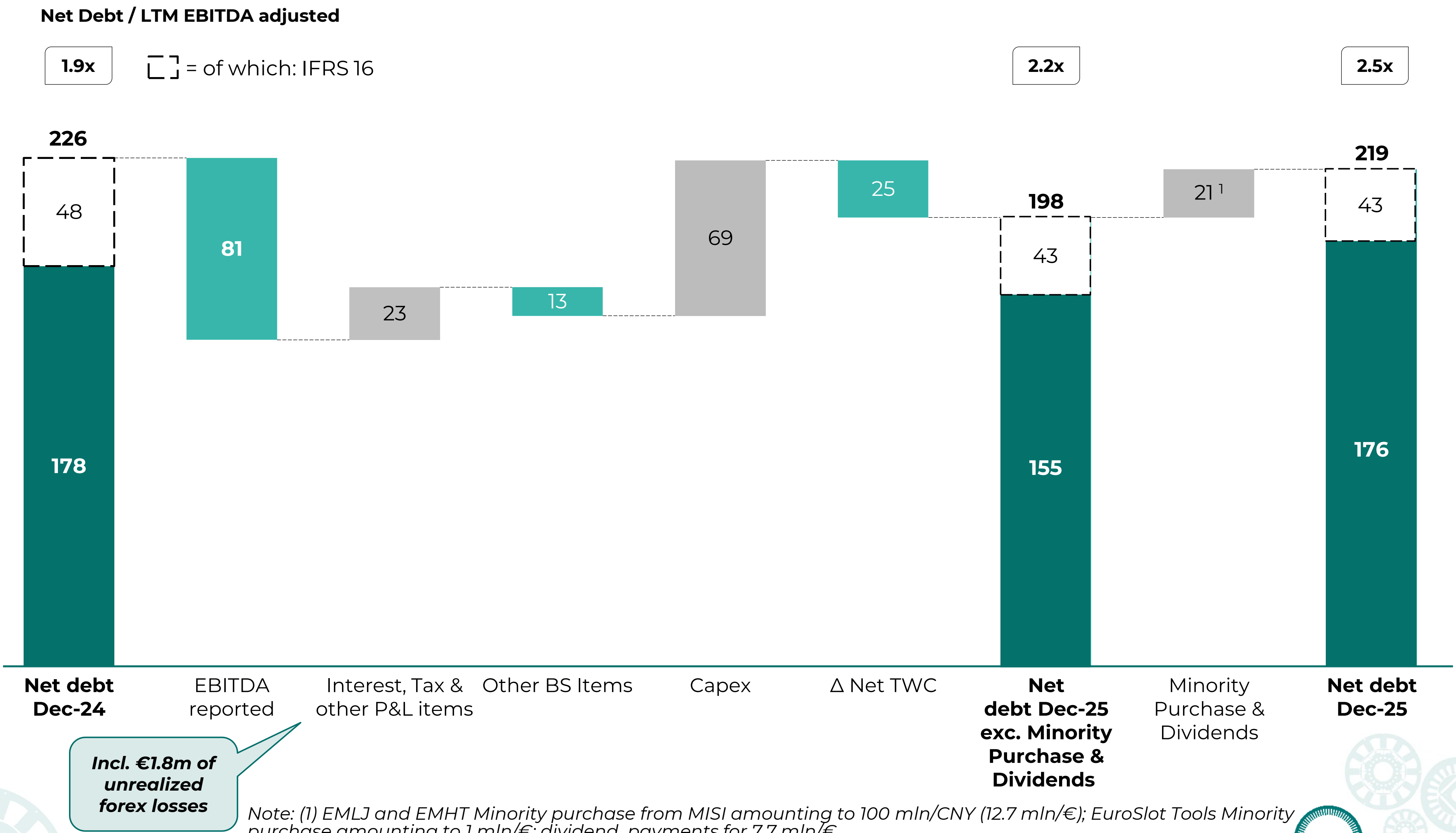
Net Trade Working Capital evolution (IFRS)



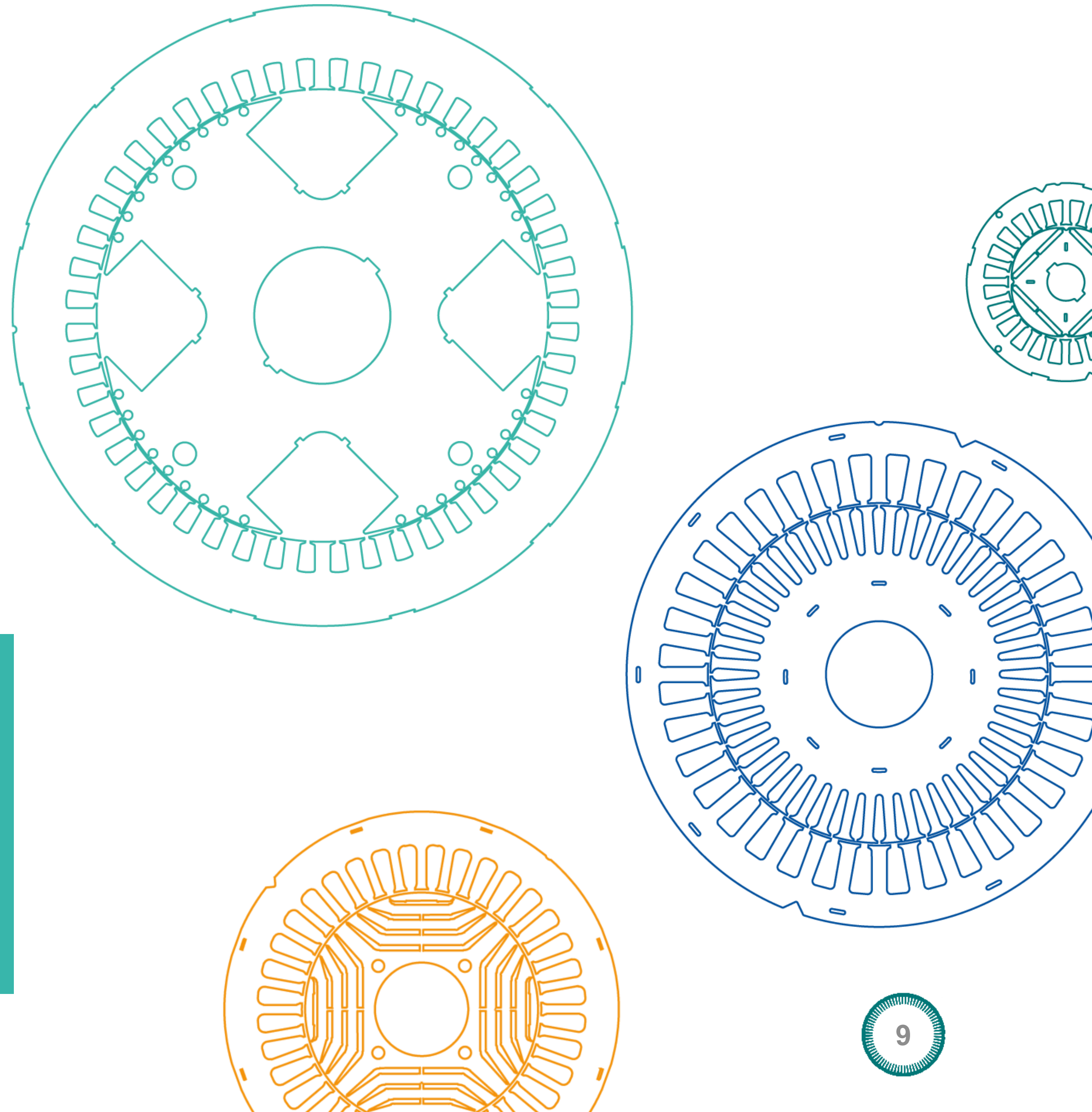
Note: (1) Calculated on LTM revenues

Net debt evolution FY 2025 (IFRS)

Net debt evolution (€m)



Note: (1) EMLJ and EMHT Minority purchase from MISI amounting to 100 mln/CNY (12.7 mln/€); EuroSlot Tools Minority purchase amounting to 1 mln/€; dividend payments for 7.7 mln/€



II. Outlook 2026

FY2026 Outlook

Group revenue impacted by market headwinds in USMCA and a weak macroeconomic environment in USMCA and Europe

Resilient profitability includes the benefits of the **performance improvement program** alongside supply chain recovery initiatives

Selective and disciplined approach on **CAPEX** in geographies and markets with **clear potential for growth**

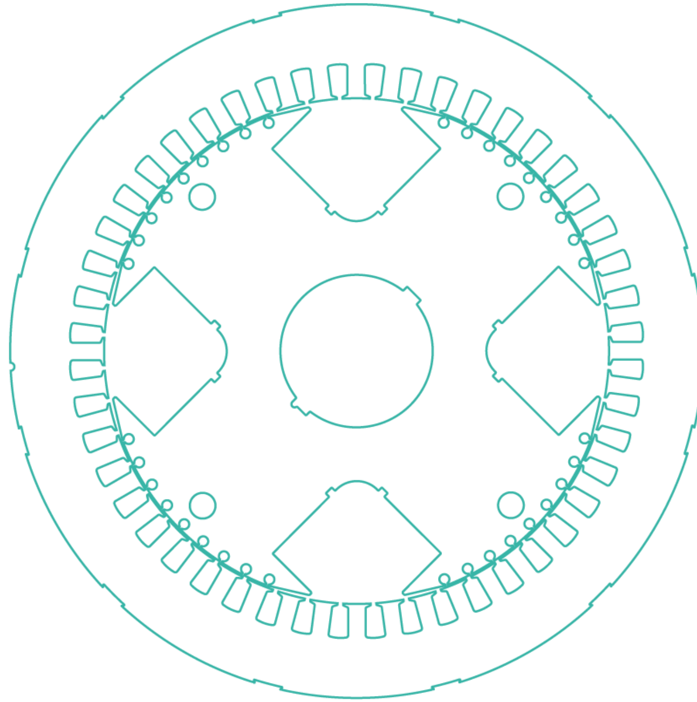
Maximize **investment returns** by optimizing capacity utilization, boosting **asset efficiency**, and reducing **intensity of trade working capital**

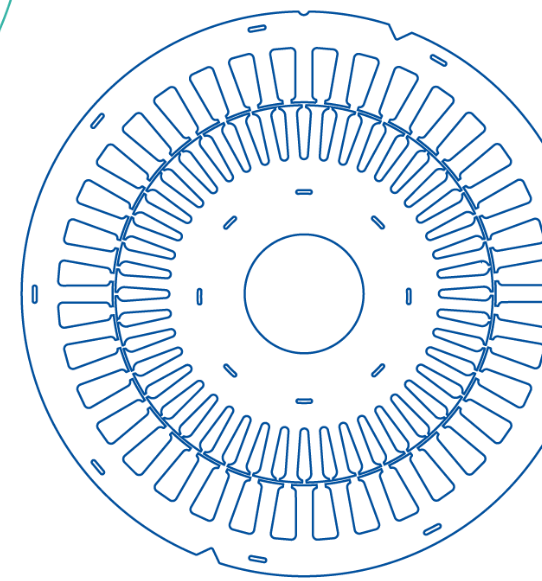
Guidance

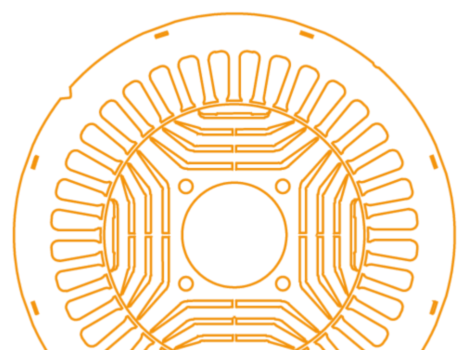
FY 2026E

€ 700-750 m	~11%	~45m	>0
Revenues	EBITDA Adj. Margin	CAPEX	Operating FCF

III. Appendix (all data are IFRS)







Consolidated Profit & loss (IFRS)

Key highlights on consolidated profit or loss (€m)		
€/m	**Dec24-YTD ACT**	**Dec25-YTD ACT**
Revenues	869	831
EBITDA	**110**	**81**
EBITDA margin	*12,7%*	*9,7%*
EBITDA adjusted	**116**	**89**
EBITDA adjusted margin	*13,3%*	*10,7%*
Depreciation and amortization	(45)	(58)
EBIT	**66**	**23**
EBIT margin	*7,6%*	*2,7%*
Financial income and cost	(19)	(24)
Profit (loss) before tax	**47**	**(1)**
Income taxes	(10)	1
Profit (loss) for the period	**37**	**(0)**
% on Revenues	*4,2%*	*0,0%*

Incl. €6.1m of unrealized forex gains

Incl. €1.8m of unrealized forex losses

Consolidated Balance sheet (IFRS)

Consolidated balance sheet (€m)		
€/m	Dec 2024 ACT	Dec 2025 ACT
Intangible assets	15	12
Property, plant and equipment	352	356
Right-of-use assets	58	49
Goodwill	28	26
Investments in associates	0	0
Non-current financial assets	2	2
Fixed assets	**455**	**444**
Inventories	375	352
Trade receivables	144	140
Trade payables	(287)	(284)
Net Trade Working Capital	**233**	**207**
Other current assets (liabilities)	57	28
NWC	**289**	**235**
Employee benefits & provisions	(5)	(4)
Other non current assets	(13)	(11)
Net Invested Capital	**727**	**663**
Equity	**501**	**444**
Financial liabilities and borrowings	419	405
Lease liabilities	48	43
Cash and cash equivalents	(241)	(228)
Net debt	**226**	**219**
Total sources	**727**	**663**

Reduction mainly due to:
- €8m dividends
- €14m negative impact due to the minority purchase
- €37m negative translation reserve (weakening of USD, CNY and INR vs €), of which €17m of negative impact due to IAS 21 effect)
+ €1m Stock Option Plan
+€1m MTM final derivatives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