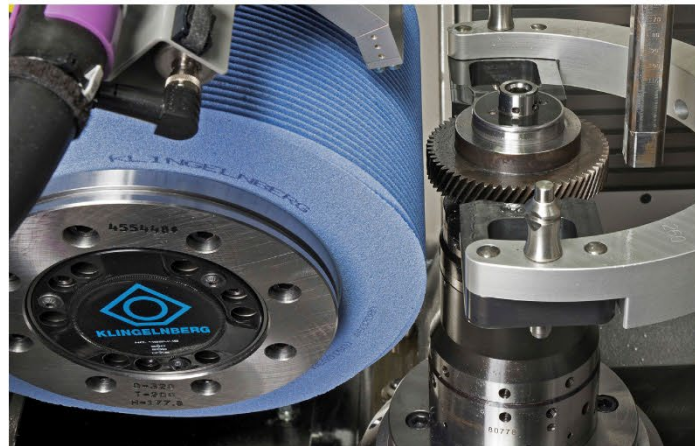
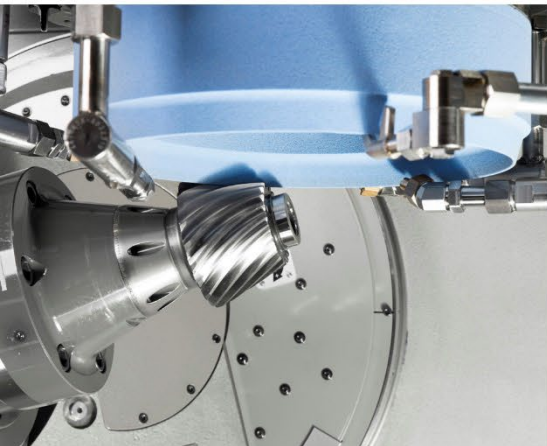
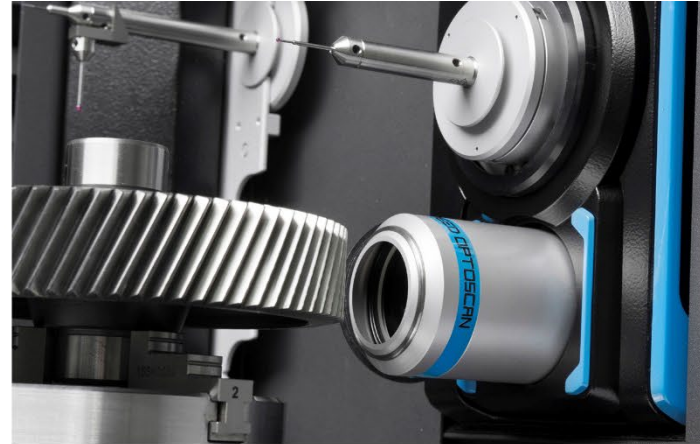




KLINGELBERG AG

Precision gearing champion with Swiss and German heritage



Presentation for
Analysts and Investors
Financial Report 2024/25
Zürich, June 2025

Disclaimer

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Agenda

1	Introduction and key facts
2	Financial results
3	Outlook
4	Q&A

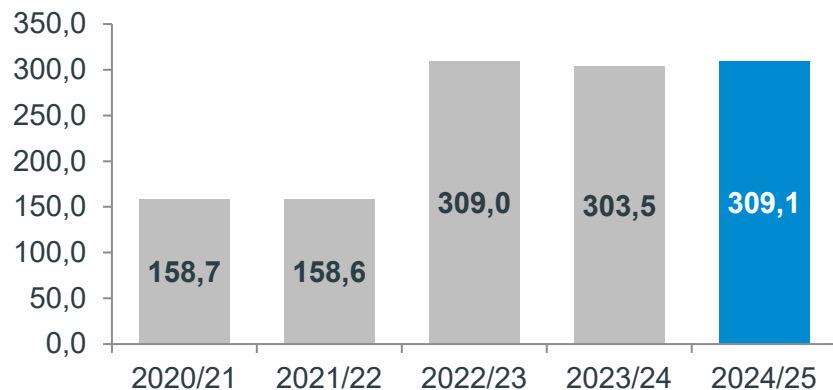
1 Key facts 2024/25

1	KLINGELNBERG proves stability in highly dynamic and volatile global business environment
2	Net sales increased by EUR 5,6 million (+1,8%) to EUR 309,1 million
3	Order intake of EUR 249,9 million (-19,7%)
4	EBIT amounted to EUR 16,2 million
5	EBIT Margin at 5,2% - operational fitness increased
6	Cautiously optimistic for the 2025/26 financial year - despite recent increase in global economic uncertainty
7	BoD proposes dividend of CHF 0,50 per share to AGM

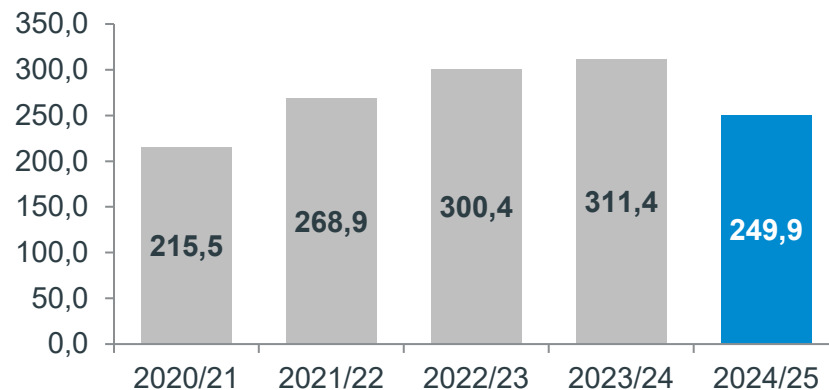
2 New record for net sales

KLINGELNBERG Group – Sales and orders (in €m)

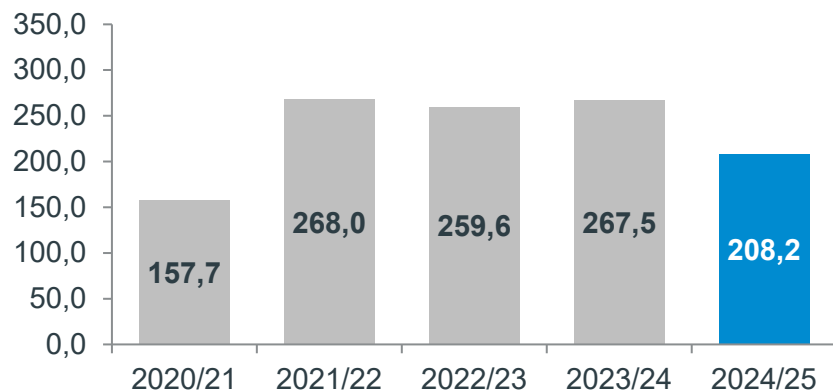
Net sales



Order intake



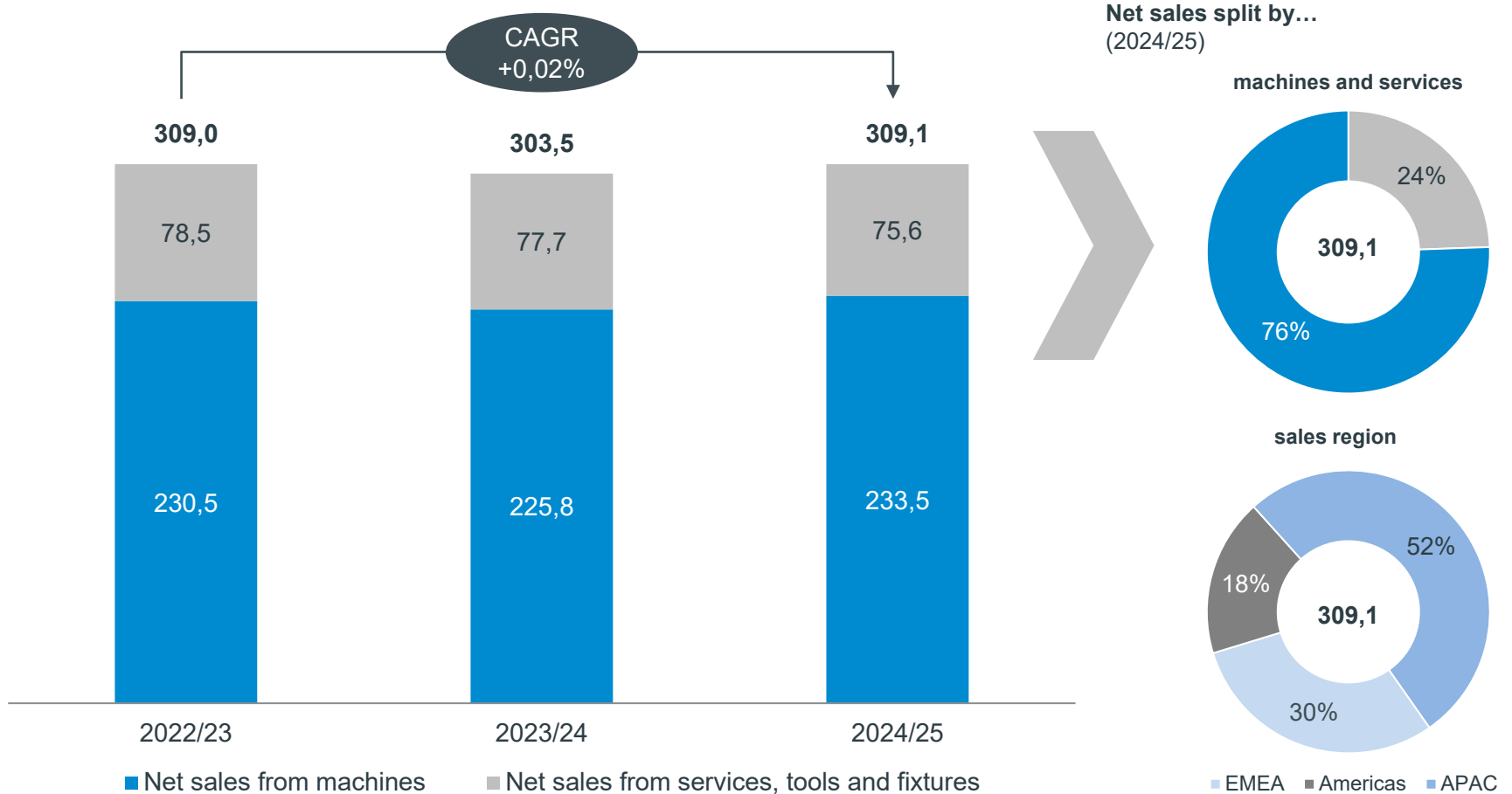
Order backlog



- KLINGELNBERG Group achieved net sales of EUR 309,1 million – the highest in the Company's history. This figure was EUR 5,6 million above the prior-year result and EUR 0,1 million higher than the previous record net sales posted in the 2022/23 financial year.
- Order backlog declined by EUR 59,3 million but remained at a high level of EUR 208,2 million.

2 Stable sales performance in a challenging global market

KLINGELNBERG Group – Sales (in €m)

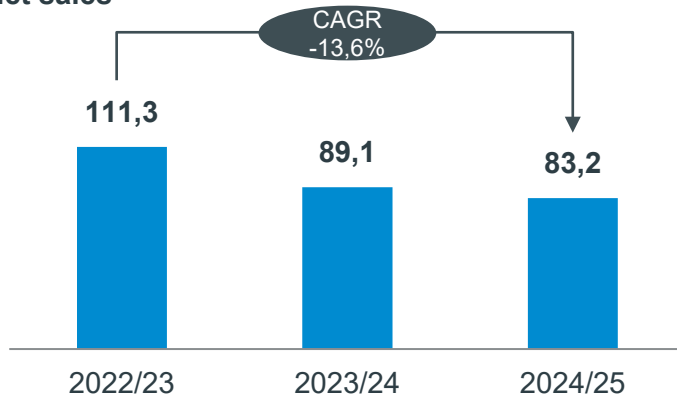


Note: Unless otherwise indicated, all figures are rounded up or down to the nearest hundred thousand Euros.

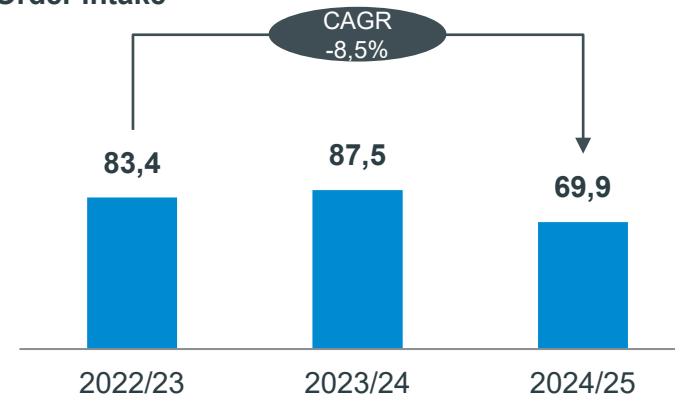
2 Bevel Gear segment with decline in net sales and order intake

KLINGELNBERG Group – Bevel Gears development (in €m)

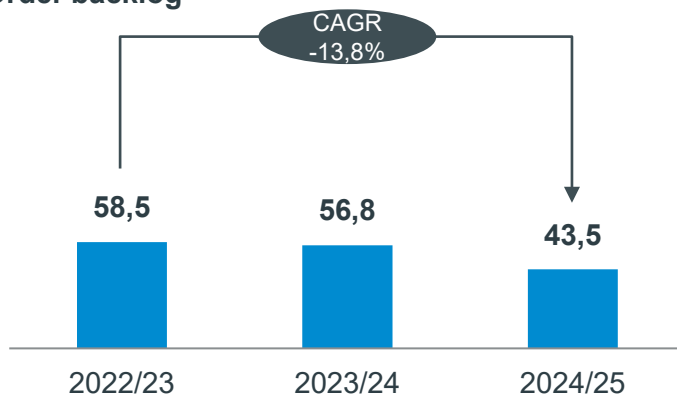
Net sales



Order intake



Order backlog



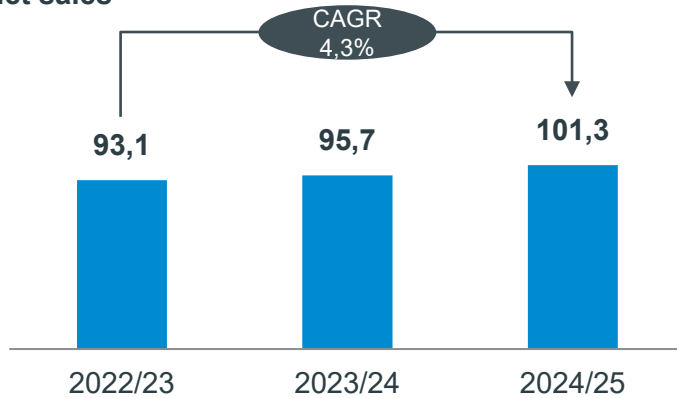
- The Bevel Gear segment generated net sales of EUR 83,2 million at the end of the 2024/25 financial year, representing a decline of EUR 5,9 million (-6,7%) compared to the previous financial year.
- Order intake totaled EUR 69,9 million, which was EUR 17,6 million below the level of the same prior-year period.
- Segment “waiting” on positive signal from US and GER

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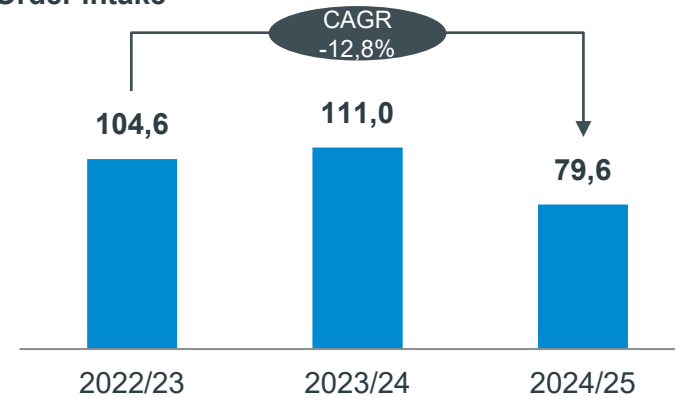
2 Cylindrical Gear continued with high net sales and strong order backlog

KLINGELNBERG Group – Cylindrical Gears development (in €m)

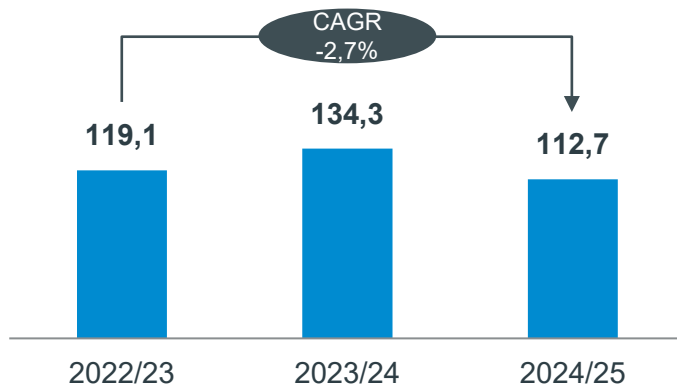
Net sales



Order intake



Order backlog



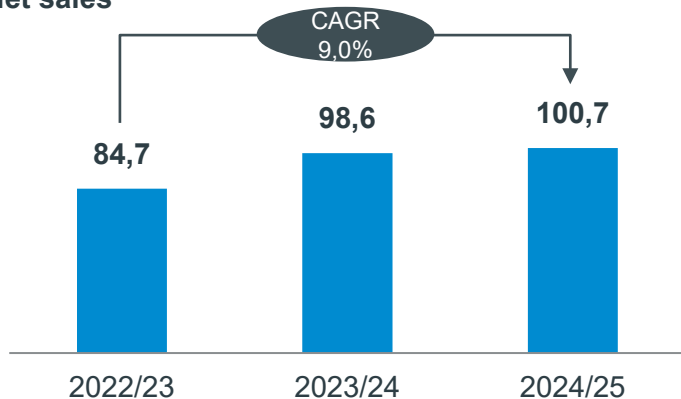
- The Cylindrical Gear segment achieved an increase in net sales of EUR 5,5 million, reaching a total of EUR 101,3 million.
- Order backlog declined by EUR 21,6 million but remained at a high level of EUR 112,7 million.

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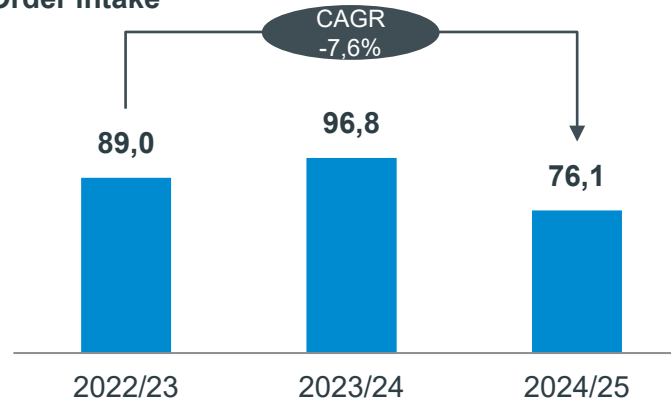
2 Measuring Centers with growth in net sales but decline in order intake

KLINGELNBERG Group – Precision Measuring Centers development (in €m)

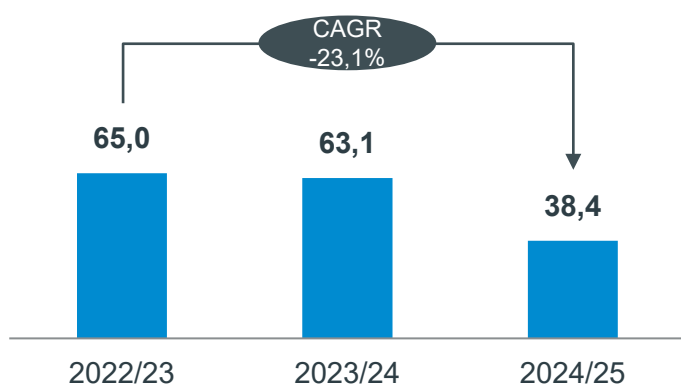
Net sales



Order intake



Order backlog



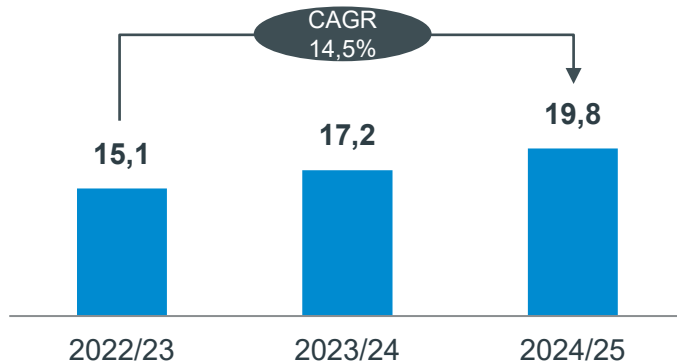
- The Measuring Centers segment achieved net sales of EUR 100,7 million and exceeded the high sales level of the prior financial year by EUR 2,1 million.
- However, order intake in this segment reduced compared to previous financial years. Following record order volumes in recent financial years, order intake in the 2024/25 financial year amounted to EUR 76,1 million.

Note: Unless otherwise indicated, all figures are rounded up or down to the nearest hundred thousand Euros.

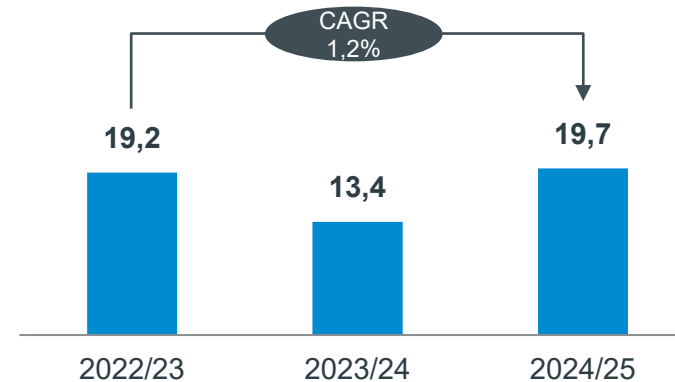
2 Drive Technology with increase in net sales and order intake

KLINGELNBERG Group – Drive Technology development (in €m)

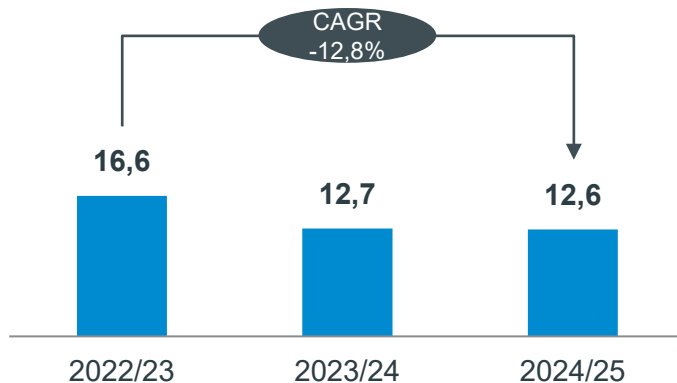
Net sales



Order intake



Order backlog



- With net sales of EUR 19,8 million, the Drive Technology segment recorded an increase of EUR 2,6 million compared to the prior financial year.
- Order intake rose by EUR 6,3 million year over year, reaching a total of EUR 19,7 million.
- Additional momentum in order intake resulted from the announcement that Drive Technology will focus exclusively on contract gear manufacturing going forward.

Note: Unless otherwise indicated, all figures are rounded up or down to the nearest hundred thousand Euros.

2 Continued achievement of a double-digit million operating result

KLINGELNBERG Group – Income statement (in €m)

	FY 2022/23 ACTUAL		FY 2023/24 ACTUAL		FY 2024/25 ACTUAL		Deviations 2024/25 vs. 2023/24	
Net sales from goods and services	309,0	100%	303,5	100%	309,1	100%	5,6	2%
Other operating income	9,5	3%	13,0	4%	3,3	1%	-9,7	-75%
Change in inventory of finished and unfinished goods	-18,8	-6%	2,3	1%	-10,7	-3%	-13,0	
Material expense	-125,8	-41%	-130,7	-43%	-117,3	-38%	13,5	10%
Personnel expense	-100,1	-32%	-114,4	-38%	-119,8	-39%	-5,5	-5%
Depreciation on tangible fixed assets	-4,0	-1%	-4,9	-2%	-5,3	-2%	-0,4	-8%
Amortisation on intangible assets	-0,4	0%	-0,3	0%	-0,4	0%	-0,1	-32%
Other operating expense	-46,3	-15%	-44,5	-15%	-43,5	-14%	1,0	2%
Share of result from joint ventures	0,6	0%	1,0	0%	0,8	0%	-0,2	-19%
Operating result	23,8	8%	25,1	8%	16,2	5%	-8,9	-35%
Financial result	-2,3	-1%	-2,5	-1%	-1,2	0%	1,3	53%
Profit before income taxes	21,5	7%	22,6	7%	15,0	5%	-7,5	-33%
Income taxes	-0,7	0%	-5,4	-2%	-5,0	-2%	0,3	6%
Net profit	20,8	7%	17,2	6%	10,0	3%	-7,2	-42%

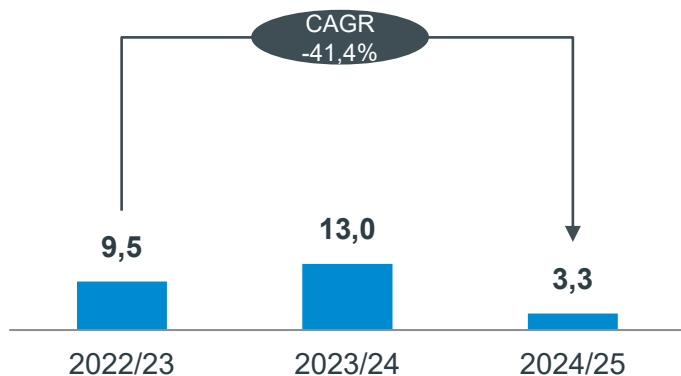
- For the third consecutive financial year, the KLINGELNBERG Group achieved a double-digit million operating result (EBIT) in the 2024/25 financial year. In the reporting year, the operating result amounted to **EUR 16,2 million**, a decrease of EUR 8,9 million compared to the previous financial year, which was primarily attributable to the absence of flood-related payments (est. 9 million)
- The operating result as a percentage of net sales from goods and services was **+5,2%**, a decline of 3,1 percentage points year over year mainly due to flood-related payments last year.

Note: Unless otherwise indicated, all figures are rounded up or down to the nearest hundred thousand Euros.

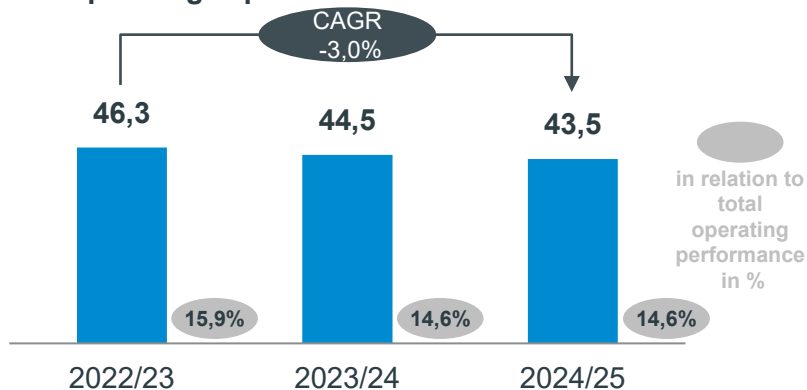
2 Other operating expense continued to fall

KLINGELNBERG Group – Income and cost development (in €m)

Other operating income



Other operating expense



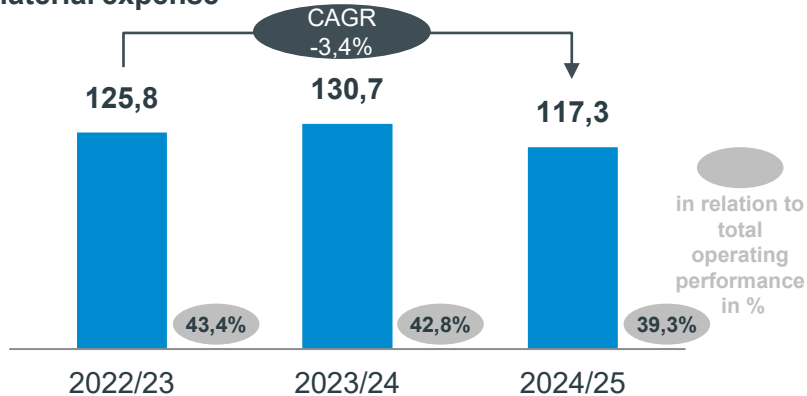
- Other operating income amounted to EUR 3,3 million at the end of the 2024/25 financial year, representing a decrease of EUR 9,7 million compared to the previous financial year. This decline was primarily due to the absence of flood-related payments (EUR 9,0 million).
- At the end of the 2024/25 financial year, other operating expense amounted to EUR 43,5 million, which was EUR 1,0 million below the previous financial year's level.
- The other operating expense ratio stood at 14,6% at the end of the 2024/25 financial year, remaining in line with the prior financial year.

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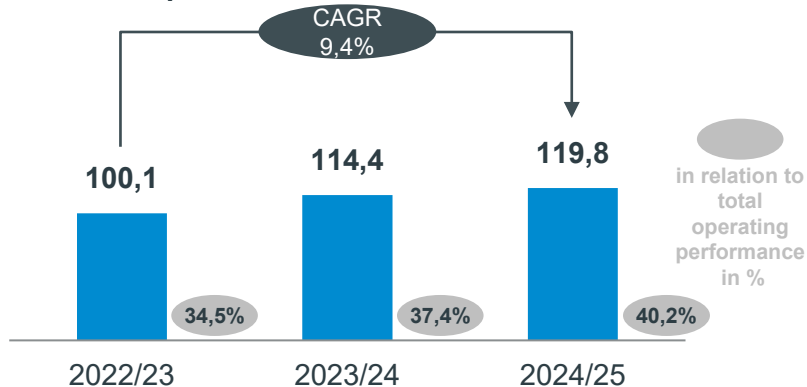
2 Materials ratio improved

KLINGELNBERG Group – Income and cost development (in €m)

Material expense



Personnel expense



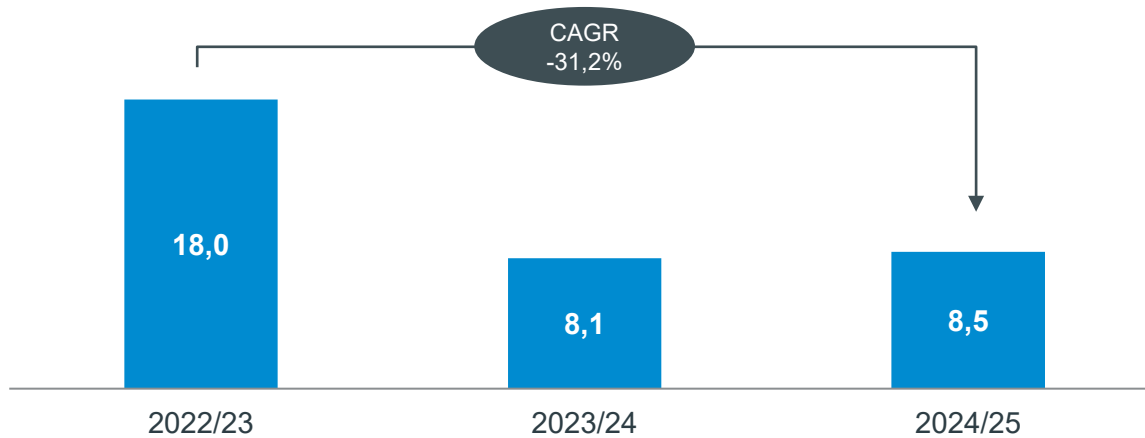
- In line with the lower total operating performance, material expense decreased by EUR 13,5 million year over year, amounting to EUR 117,3 million. Due in part to the reduction in inventory, the materials ratio declined by 3,4 percentage points compared to the previous financial year, reaching 39,3% at the end of the 2024/25 financial year.
- Personnel expense amounted to EUR 119,8 million at the end of the 2024/25 financial year, up EUR 5,5 million on the previous financial year. Wages and salaries, including social security contributions, rose by EUR 6,4 million. This increase was primarily due to the increase in headcount (+35 FTE), resulting in part from the acquisition of VISPIRON ROTEC GmbH, as well as a 3,3% collectively agreed wage increase at KLINGELNBERG GmbH.

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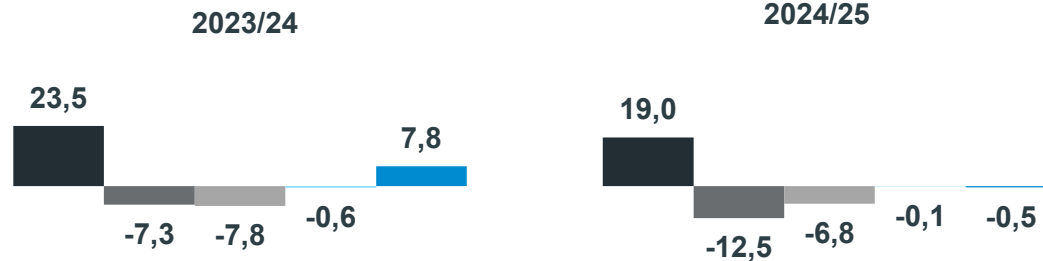
2 Net change in cash amounted to EUR -0,5 million

KLINGELNBERG Group – Consolidated cash flow statement (in €m)

Capital expenditures on tangible fixed assets



Cash Flow



- Cash flow from operating activities decreased by EUR 4,5 million compared to the last financial year.
- Cash flow from investing activities totaled EUR -12,5 million. This included outflows for investment in tangible fixed assets of EUR 8,5 million in the 2024/25 financial year, including a plot of land in Pune, India, and machinery investments at the sites in Hückeswagen, Germany, and Pune, India. The acquisition of VISPIRON ROTEC GmbH was also included in this item.

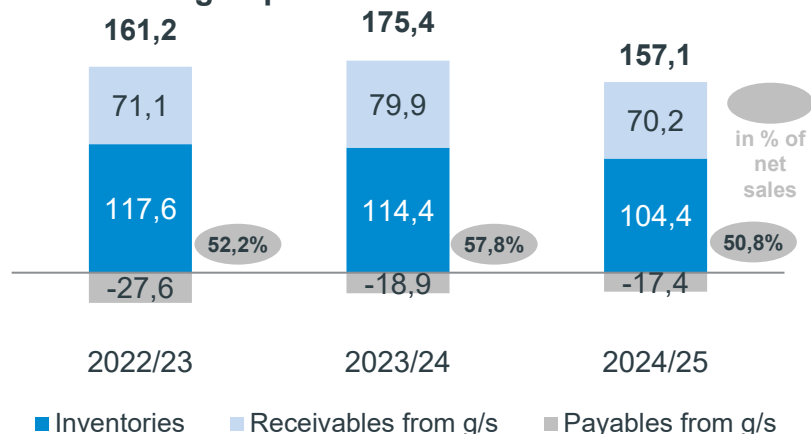
- Cash flow from operating activities
- Cash flow from investing activities
- Cash flow from financing activities
- Currency translation effects
- Net change in cash

Note: Unless otherwise indicated, all figures are rounded up or down to the nearest hundred thousand Euros.

2 Further strengthening of the financial position

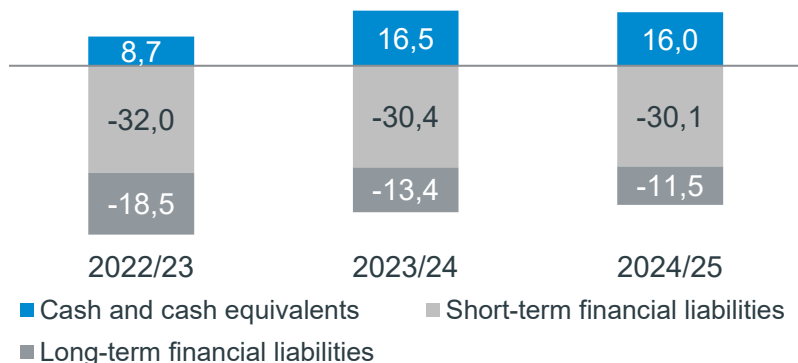
KLINGELNBERG Group – Balance sheet ratios (in €m)

Trade Working Capital

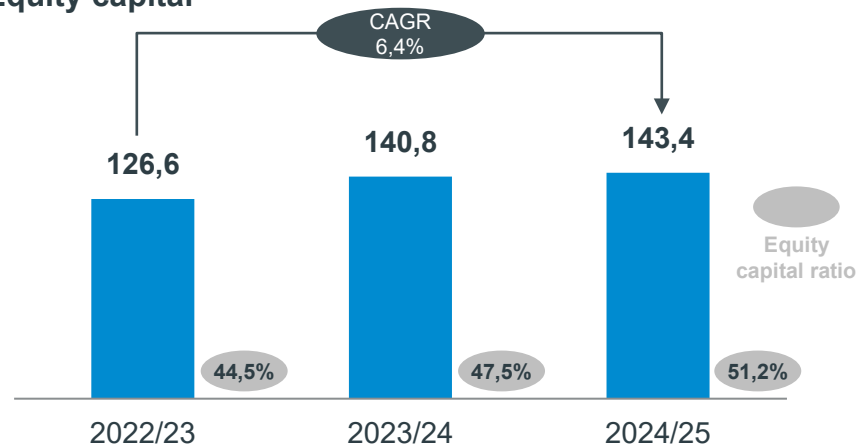


- Equity increased by EUR 2,6 million (+1,9%) compared to 31 March 2024, reaching EUR 143,4 million as of the balance sheet date. Net profit contributed EUR 10,0 million to equity, while the dividend payment reduced equity by EUR 4,7 million.
- The equity ratio rose by 3,7 percentage points compared to 31 March 2024, reaching 51,2% as at 31 March 2025.

Financing structure



Equity capital



Note: Unless otherwise indicated, all figures are rounded up or down to the nearest hundred thousand Euros.

3 Outlook

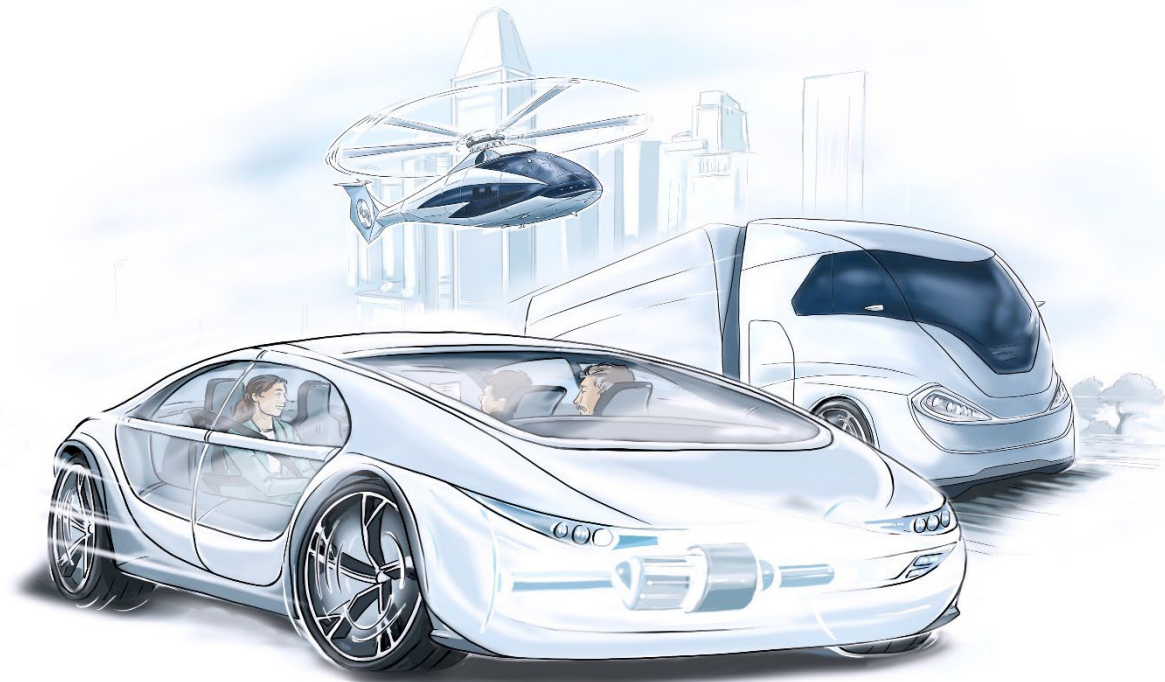
- For the 2025/26 financial year, KLINGELNBERG remains cautiously optimistic despite the recent increase in global economic uncertainty, while maintaining our traditional conservative approach.
- The geopolitical environment remains challenging and hard to predict for KLINGELNBERG
- We also see multiple chances
 - We are ready: Increased operational fitness and focussed R&D
 - Promising Southeast Asia and a recovering China + a strong India
 - Chance of resolution of economical conflicts (USA)
 - Increasing demand in defence and industry

In light of the current economic uncertainties, including geopolitical tensions, trade tariffs, and challenges in the automotive industry in Germany and the EU, it is difficult to provide a precise profit forecast.

Nevertheless, we are confident that we will achieve a positive result.

4 Thank you! – Q+A

KLINGELNBERG Group – Creating tomorrow's drive technology



Appendix

2 Strong increase in Equity mainly due to clearly positive annual result

KLINGELNBERG Group – Balance sheet (in €m)

	FY 2023/24 ACTUAL		FY 2024/25 ACTUAL		Deviations	
Cash and cash equivalents	16,5	6%	16,0	6%	-0,5	-3%
Receivables from goods and services	79,9	27%	70,2	25%	-9,7	-12%
Inventories	114,4	39%	104,4	37%	-10,0	-9%
Other current assets	9,6	3%	10,3	4%	0,8	8%
Non-current assets	75,7	26%	79,2	28%	3,5	5%
Total assets	296,1	100%	280,1	100%	-16,0	-5%
Short-term financial liabilities	30,4	10%	30,1	11%	-0,3	-1%
Long-term financial liabilities	13,4	5%	11,5	4%	-1,9	-14%
Payables from goods and services	18,9	6%	17,4	6%	-1,5	-8%
Other liabilities	92,7	31%	77,7	28%	-15,0	-16%
Total equity	140,8	48%	143,4	51%	2,6	2%
Total liabilities and equity	296,1	100%	280,1	100%	-16,0	-5%

Note: Unless otherwise indicated, all figures are rounded up or down to the nearest hundred thousand Euros.