





# Financial Report

- 78** Consolidated Financial Statements
- 133** Financial Statements of Autoneum Holding Ltd
- 146** Remuneration Report / Vergütungsbericht
- 160** Review 2020–2024

## Consolidated income statement

CHF million	Notes	2024		2023	
Revenue	(4)	2 338.7	100.0%	2 302.3	100.0%
Material expenses <sup>1</sup>		-1 005.7	43.0%	-1 036.3	45.0%
Employee expenses	(5)	-716.1	30.6%	-696.7	30.3%
Other expenses	(6)	-408.8	17.5%	-418.6	18.2%
Other income <sup>2</sup>	(7)	38.6	1.7%	138.5	6.0%
<b>EBITDA</b>		<b>246.7</b>	<b>10.5%</b>	<b>289.2</b>	<b>12.6%</b>
Depreciation, amortization and impairment <sup>3</sup>	(8)	-121.8	5.2%	-182.4	7.9%
<b>EBIT</b>		<b>125.0</b>	<b>5.3%</b>	<b>106.9</b>	<b>4.6%</b>
Financial income	(9)	4.9		4.4	
Financial expenses	(10)	-35.8		-43.8	
Share of profit of associated companies	(15)	0.9		1.6	
<b>Earnings before taxes</b>		<b>94.9</b>	<b>4.1%</b>	<b>69.0</b>	<b>3.0%</b>
Income taxes	(11)	-24.9		-7.9	
<b>Net result</b>		<b>70.0</b>	<b>3.0%</b>	<b>61.1</b>	<b>2.7%</b>
attributable to shareholders of Autoneum Holding Ltd		52.1		48.3	
attributable to non-controlling interests		17.8		12.8	
Basic earnings per share in CHF	(12)	8.98		9.42	
Diluted earnings per share in CHF	(12)	8.97		9.42	

<sup>1</sup> Material expenses include CHF -0.2 million (2023: CHF -10.6 million) changes in inventories of finished goods and work in progress.

<sup>2</sup> Other income includes a bargain purchase gain of CHF 102.7 million in 2023 (refer to note 3, page 99).

<sup>3</sup> Depreciation, amortization and impairment include impairment charges on tangible assets in the amount of CHF 56.3 million in 2023.

## Consolidated statement of comprehensive income

CHF million	Notes	2024	2023
Net result		70.0	61.1
Currency translation adjustment <sup>1</sup>		16.1	-55.7
Inflation adjustment		4.8	4.4
<b>Total items that will be reclassified to income statement</b>		<b>20.9</b>	<b>-51.3</b>
Remeasurement of defined benefit pension plans	(24)	3.6	0.9
Changes in fair value of equity investments (FVOCI)	(16)	0.6	3.5
Income taxes		-0.4	0.6
<b>Total items that will not be reclassified to income statement</b>		<b>3.8</b>	<b>4.9</b>
<b>Other comprehensive income</b>		<b>24.7</b>	<b>-46.4</b>
<b>Total comprehensive income</b>		<b>94.7</b>	<b>14.7</b>
attributable to shareholders of Autoneum Holding Ltd		71.4	10.8
attributable to non-controlling interests		23.3	3.9

<sup>1</sup> The currency translation adjustment includes CHF 1.3 million (2023: CHF -2.3 million) from associated companies accounted for using the equity method.

The accompanying notes on pages 82-128 are part of the consolidated financial statements.

## Consolidated balance sheet

CHF million	Notes	31.12.2024	31.12.2023
<b>Assets</b>			
Tangible assets	(13)	759.3	750.8
Intangible assets	(14)	13.2	16.2
Investments in associated companies	(15)	19.6	18.9
Financial assets	(16)	30.2	30.3
Deferred income tax assets	(11)	58.6	50.7
Employee benefit assets	(24)	14.4	10.2
Other assets	(17)	103.5	95.5
<b>Non-current assets</b>		<b>998.9</b>	<b>972.6</b>
Inventories	(18)	162.4	180.1
Trade receivables	(19)	248.8	273.1
Current income tax receivables		3.4	1.7
Other assets	(17)	103.1	84.9
Financial assets	(16)	7.5	9.4
Cash and cash equivalents	(20)	108.2	149.4
<b>Current assets</b>		<b>633.4</b>	<b>698.6</b>
<b>Assets</b>		<b>1 632.3</b>	<b>1 671.2</b>
<b>Shareholders' equity and liabilities</b>			
Equity attributable to shareholders of Autoneum Holding Ltd		507.2	449.7
Equity attributable to non-controlling interests	(22)	96.8	87.2
<b>Shareholders' equity</b>		<b>604.0</b>	<b>537.0</b>
Financial liabilities	(23)	368.6	551.8
Deferred income tax liabilities	(11)	26.3	30.2
Employee benefit liabilities	(24)	18.0	16.6
Provisions	(25)	20.0	16.2
Other liabilities	(26)	9.2	11.5
<b>Non-current liabilities</b>		<b>442.1</b>	<b>626.4</b>
Financial liabilities	(23)	150.9	45.3
Current income tax liabilities		32.5	23.2
Provisions	(25)	21.2	33.3
Trade payables		177.9	190.3
Other liabilities	(26)	203.8	215.7
<b>Current liabilities</b>		<b>586.2</b>	<b>507.8</b>
<b>Liabilities</b>		<b>1 028.3</b>	<b>1 134.2</b>
<b>Shareholders' equity and liabilities</b>		<b>1 632.3</b>	<b>1 671.2</b>

The accompanying notes on pages 82–128 are part of the consolidated financial statements.

# Consolidated statement of changes in equity

CHF million	Attributable to the shareholders of Autoneum Holding Ltd						Total	Attributable to non-controlling interests	Total
	Share capital	Treasury shares	Capital reserve	Fair value reserve	Retained earnings	Currency transl. adjustm.			
<b>At January 1, 2023</b>	<b>0.2</b>	<b>-4.0</b>	<b>217.5</b>	<b>-5.2</b>	<b>243.1</b>	<b>-112.6</b>	<b>339.1</b>	<b>92.9</b>	<b>432.0</b>
Net result	-	-	-	-	48.3	-	48.3	12.8	61.1
Other comprehensive income	-	-	-	3.5	5.4	-46.4	-37.5	-8.9	-46.4
<b>Total comprehensive income</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3.5</b>	<b>53.7</b>	<b>-46.4</b>	<b>10.8</b>	<b>3.9</b>	<b>14.7</b>
Capital increase <sup>1</sup>	0.1	-	101.0	-	-	-	101.1	-	101.1
Sale of subscription rights	-	-	-	-	0.1	-	0.1	-	0.1
Dividends paid <sup>2</sup>	-	-	-	-	-	-	-	-9.6	-9.6
Purchase of treasury shares <sup>3</sup>	-	-3.3	-	-	-	-	-3.3	-	-3.3
Share-based remuneration <sup>3</sup>	-	2.1	-	-	-0.2	-	1.9	-	1.9
<b>Total transactions with owners</b>	<b>0.1</b>	<b>-1.2</b>	<b>101.0</b>	<b>-</b>	<b>-0.1</b>	<b>-</b>	<b>99.8</b>	<b>-9.6</b>	<b>90.2</b>
<b>At December 31, 2023</b>	<b>0.3</b>	<b>-5.2</b>	<b>318.6</b>	<b>-1.7</b>	<b>296.7</b>	<b>-159.0</b>	<b>449.7</b>	<b>87.2</b>	<b>537.0</b>
Net result	-	-	-	-	52.1	-	52.1	17.8	70.0
Other comprehensive income	-	-	-	0.6	7.7	11.0	19.2	5.5	24.7
<b>Total comprehensive income</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.6</b>	<b>59.8</b>	<b>11.0</b>	<b>71.4</b>	<b>23.3</b>	<b>94.7</b>
Dividends paid <sup>2</sup>	-	-	-	-	-14.5	-	-14.5	-13.7	-28.2
Purchase of treasury shares <sup>3</sup>	-	-2.0	-	-	-	-	-2.0	-	-2.0
Share-based remuneration <sup>3</sup>	-	1.7	-	-	0.9	-	2.6	-	2.6
<b>Total transactions with owners</b>	<b>-</b>	<b>-0.3</b>	<b>-</b>	<b>-</b>	<b>-13.6</b>	<b>-</b>	<b>-13.9</b>	<b>-13.7</b>	<b>-27.6</b>
<b>At December 31, 2024</b>	<b>0.3</b>	<b>-5.4</b>	<b>318.6</b>	<b>-1.1</b>	<b>342.9</b>	<b>-148.0</b>	<b>507.2</b>	<b>96.8</b>	<b>604.0</b>

<sup>1</sup> Refer to note 2.2 on page 98.

<sup>2</sup> Autoneum Holding Ltd paid a dividend for the 2023 financial year in 2024 of CHF 2.50 per share entitled to dividends, totaling a payout of CHF 14.5 million as approved by the Annual General Meeting. Autoneum Holding Ltd did not pay a dividend for the 2022 financial year in 2023.

<sup>3</sup> Autoneum purchased 17 500 registered shares (2023: 29 600) and transferred 14 962 registered shares (2023: 18 258) in conjunction with share-based remuneration in the period under review.

The accompanying notes on pages 82–128 are part of the consolidated financial statements.

## Consolidated statement of cash flows

CHF million	Notes	2024	2023
Net result		70.0	61.1
Dividend income	(9)	-1.1	-1.2
Interest income	(9)	-1.9	-1.4
Interest expenses	(10)	20.6	28.2
Income tax expenses	(11)	24.9	7.9
Depreciation, amortization and impairment	(8)	121.8	182.4
Share of profit of associated companies	(15)	-0.9	-1.6
Gain from disposal of tangible assets, net	(6), (7)	-2.8	-2.4
Bargain purchase gain	(3)	-	-102.7
Other non-cash income and expenses		19.6	12.9
Change in net working capital		-6.3	42.7
Change in post-employment benefit assets and liabilities		0.1	1.3
Change in non-current provisions		-	10.5
Change in other non-current assets		-6.1	-2.2
Change in other non-current liabilities		-1.8	2.6
Dividends received		2.4	3.1
Interest received		2.0	1.4
Interest paid		-20.3	-27.8
Income taxes paid		-30.4	-24.4
<b>Cash flows from operating activities</b>		<b>189.8</b>	<b>190.3</b>
Investments in tangible assets	(13)	-78.9	-57.1
Investments in intangible assets	(14)	-1.1	-0.9
Investments in financial assets		-6.5	-0.6
Investments in subsidiary or business, net of cash acquired	(3)	-	-96.0
Proceeds from disposal of tangible assets		5.1	10.1
Proceeds from disposal of financial assets		1.5	1.4
<b>Cash flows used in investing activities</b>		<b>-80.0</b>	<b>-143.1</b>
Proceeds from issue of share capital	(2.2)	-	101.1
Dividends paid to shareholders of Autoneum Holding Ltd		-14.5	-
Dividends paid to non-controlling interests		-13.7	-9.6
Purchase of treasury shares	(21)	-2.0	-3.3
Proceeds from sale of subscription rights		-	0.1
Proceeds from borrowings	(23)	5.0	225.1
Repayment of borrowings	(23)	-128.4	-315.5
<b>Cash flows used in financing activities</b>		<b>-153.6</b>	<b>-2.1</b>
Currency translation adjustment		2.7	-19.4
<b>Change in cash and cash equivalents</b>		<b>-41.2</b>	<b>25.7</b>
Cash and cash equivalents at beginning of the year		149.4	123.6
<b>Cash and cash equivalents at end of the year</b>	(20)	<b>108.2</b>	<b>149.4</b>

The accompanying notes on pages 82–128 are part of the consolidated financial statements.

# Notes to the consolidated financial statements

## 1 MATERIAL ACCOUNTING POLICIES

### 1.1 Basis of preparation

Autoneum Holding Ltd (“the Company”) was incorporated on December 2, 2010 as a Swiss corporation domiciled in Winterthur. The Company has been listed on the SIX Swiss Exchange (AUTN, ISIN: CH0127480363) since May 13, 2011. Autoneum Holding Ltd together with its subsidiaries will henceforth be referred to as “Autoneum Group”, “Group” or “Autoneum”. A list of subsidiaries, associated companies and non-consolidated investments of Autoneum Group can be found in note 35 on page 128.

The consolidated financial statements have been prepared in accordance with International Financial Reporting Standards (IFRS). The consolidated financial statements are based on historical cost, with the exception of employee benefit assets and liabilities, which are measured at the fair value of the plan assets less the present value of the defined benefit obligation, and specific financial instruments, which are measured at fair value. The consolidated financial statements were authorized for issue by the Board of Directors on March 11, 2025 and are subject to approval by the Annual General Meeting of shareholders on April 2, 2025.

The consolidated financial statements are published exclusively in English. Due to rounding, numbers presented throughout this report may not add up precisely to the totals provided. All ratios and variances are calculated using the underlying amount rather than the presented rounded amount.

### 1.2 Significant accounting judgments, estimates and assumptions

The preparation of the Group’s consolidated financial statements requires management to make judgments, estimates and assumptions that affect the application of the Group’s accounting policies and the reported amounts of revenue, expenses, assets and liabilities, the accompanying disclosures, and the disclosure of contingent liabilities. Uncertainty about these assumptions and estimates could result in outcomes that require a material adjustment to the carrying amount of assets or liabilities in future periods. Other disclosures relating to the Group’s exposure to risks and uncertainties include the risk management process (refer to note 2, page 93) and the sensitivity analyses of defined benefit plans (refer to note 24, page 120).

#### Judgments

In the process of applying the Group’s accounting policies, management has made the following judgment in connection with the consolidation of entities in which the Group holds less than the majority of voting rights.

Assessing whether Autoneum has control over an entity includes all facts and circumstances that may indicate that the Group is able to direct the relevant activities and key decisions. Autoneum concludes that it has control over certain entities in which it holds 50% (refer to note 22, page 117), based on specific rights allocated. Facts and circumstances indicating that Autoneum controls an entity may change and lead to a reassessment of the management’s conclusion.

In rare circumstances, IFRS 16 requires management judgment in order to determine an appropriate lease term. The application of IFRS 16 is outlined in note 1.9 on page 86.

## **Estimates and assumptions**

Key assumptions and estimation uncertainties that have a significant risk of resulting in a material adjustment in the next financial year include the following:

Impairment losses on tangible assets are assessed based on estimated cash flows, which may vary from actual cash flows. Important assumptions to consider are useful lives, growth rates, achievable margins, utilization levels and the discount rates.

Preproduction costs that are capitalized in the balance sheet include mainly employee costs. Testing for impairment of the capitalized preproduction costs requires management to estimate both the total future consideration and total future costs of a project.

For defined benefit plans, actuarial valuations which are the basis for the employee benefit assets and liabilities in the balance sheet are carried out regularly. These calculations are based on statistical and actuarial assumptions. In particular, the present value of the defined benefit obligation is affected by assumptions such as discount rate, expected future salary growth and life expectancy. Other assumptions for the valuation are derived from statistical data such as mortality tables and staff turnover rates. Actuaries are independent from Autoneum. Assumptions may differ significantly from actual results. These deviations can ultimately have an effect on the employee benefit assets or liabilities in future periods (refer to note 24, page 120).

In the course of the ordinary operating activities of Autoneum Group, obligations from guarantee and warranty, litigation and non-income tax risk, and environmental risk can arise. Provisions for these obligations are measured on the basis of estimated future cash outflow. The outcome of these business transactions may result in claims against Autoneum that may be below or above the related provisions. Provisions for litigation and non-income tax risk comprise complex cases that include material uncertainties. Environmental provisions are recognized for the expected costs for the cleanup and reconstruction of contaminated sites that are interdependent of many uncertainties, such as Autoneum's share of the cost or the applicable approach for determining these costs. The financial impact of these cases for future periods can only be estimated, because uncertainties relating to amount and date of cash outflow exist (refer to note 25, page 124).

Assumptions in relation to income taxes include interpretations of the tax regulations in place in the relevant countries. The adequacy of these interpretations is assessed by the tax authorities. This can result, at a later stage, in changes in the income tax expenses. To determine whether a deferred income tax asset on tax loss carryforwards may be recognized requires judgment in assessing whether there will be future taxable profits against which these tax loss carryforwards can be offset (refer to note 11, page 104).

## **1.3 Changes in accounting policies**

### **Adopted changes in accounting policies**

Except as described below, the accounting policies applied in these consolidated financial statements are the same as those applied in the consolidated financial statements as of December 31, 2023.

New and revised standards and interpretations effective as of January 1, 2024 have been applied but did not have any significant impact on the Group's consolidated financial statements.



## Future changes in accounting policies

The following new and revised standards and interpretations have been issued but are not yet effective. They have not been applied early in these consolidated financial statements. However, a preliminary assessment has been conducted by the management and the expected impact of each standard and interpretation is presented in the following table.

	Effective date	Planned application by Autoneum
<b>New standards and interpretations</b>		
IFRS 18 Presentation and Disclosure in Financial Statements <sup>1</sup>	January 1, 2027	January 1, 2027
IFRS 19 Subsidiaries without Public Accountability: Disclosures <sup>2</sup>	January 1, 2027	January 1, 2027
<b>Revisions and amendments of standards and interpretations</b>		
Lack of Exchangeability (Amendments to IAS 21) <sup>2</sup>	January 1, 2025	January 1, 2025
Annual Improvements to IFRS Accounting Standards – Volume 11 <sup>1</sup>	January 1, 2026	January 1, 2026
Amendments to the Classification and Measurement of Financial Instruments (Amendments to IFRS 9 and IFRS 7) <sup>1</sup>	January 1, 2026	January 1, 2026
Contracts Referencing Nature-dependent Electricity (Amendments to IFRS 9 and IFRS 7) <sup>2</sup>	January 1, 2026	January 1, 2026

<sup>1</sup> The impact on the consolidated financial statements of Autoneum cannot yet be determined with sufficient reliability.

<sup>2</sup> No impact or no significant impact is expected on the consolidated financial statements.

### 1.4 IFRS 18 Presentation and Disclosure in Financial Statements

IFRS 18 will replace IAS 1 Presentation of Financial Statements and introduces the following new key requirements:

- Entities are required to classify all income and expenses into five categories in the income statement, namely the operating, investing, financing, discontinued operations and income tax categories. Entities are also required to present a newly-defined operating profit subtotal. Entities' net result will not change.
- Management-defined performance measures (MPMs) are disclosed in a single note in the financial statements.
- Enhanced guidance is provided on how to group information in the financial statements.

In addition, all entities are required to use the operating profit subtotal as the starting point of the statement of cash flows when presenting cash flows from operating activities under the indirect method.

The Group is still in the process of assessing the impact of the new standard, particularly with respect to the structure of the Group's income statement, the statement of cash flows and the additional disclosures required for MPMs. The Group is also assessing the impact on how information is grouped in the financial statements, including for items currently labelled as "other".

### 1.5 Scope and methods of consolidation

The consolidated financial statements of Autoneum Holding Ltd include the Company and its subsidiaries. Subsidiaries are entities controlled by the Group. The Group controls an entity when it is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. The financial statements of subsidiaries are included in the consolidated financial statements from the date on which control commences until the date on which control is lost.

Acquisitions are accounted for using the acquisition method. Intercompany transactions are eliminated. If Autoneum does not have control over entities but significant influence, which is usually the case if Autoneum holds interests of between 20% and 50%, these investments are classified as associated companies and accounted for using the equity method. Interests of less than 20% where Autoneum does not have significant influence are classified as non-consolidated investments and are accounted for at fair value. The subsidiaries, associated companies and non-consolidated investments are listed in note 35 on page 128.

### **1.6 Foreign currency translation**

Items included in the financial statements of each Group company are measured using the currency of the primary economic environment in which the company operates (“functional currency”). The consolidated financial statements are prepared in Swiss francs, which is the functional currency and the reporting currency of Autoneum Holding Ltd.

Transactions in foreign currencies are translated into the functional currency by applying the exchange rates prevailing on the date of the transaction. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at year-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognized in the income statement. For consolidation purposes, items in the balance sheet of foreign subsidiaries are translated at year-end exchange rates, while income statement items are translated at average rates for the period. The resulting currency translation differences are recognized in other comprehensive income and, in the event of a disposal of a foreign operation, transferred to the income statement as part of the gain or loss from disposal.

### **1.7 Hyperinflation accounting**

The Argentinian and Turkish economies have exceeded 100 inflation points in the last 36 months (Argentina since 2018, Türkiye since 2022), based on consumer price indexes (CPI). Therefore, both economies are considered to be hyperinflationary, in accordance with the criteria in IAS 29 Financial Reporting in Hyperinflationary Economies. The standard requires that the financial statements prepared in the currency of a hyperinflationary economy be stated in terms of the measuring unit current at the reporting date. The financial statements of the Argentinian and Turkish subsidiaries were restated accordingly before being translated and included in the consolidated financial statements of the Group.

### **1.8 Property, plant and equipment**

Property, plant and equipment is stated at historical cost less accumulated depreciation, which is recognized on a straight-line basis over the estimated useful life of the asset. Historical cost includes expenditures that are directly attributable to the acquisition of the assets. Useful life is determined according to the expected utilization of each asset. The relevant ranges are as follows:

Buildings	20–50 years
Machinery and plant equipment	5–15 years
Data processing equipment	4–8 years
Vehicles and furniture	3–10 years

Components of certain assets with different useful lives are depreciated separately. Gains or losses arising from the disposal of tangible assets are recognized in the income statement. Costs of maintenance and repair are charged to the income statement as incurred. The residual values and useful lives of tangible assets are reviewed, and adjusted if appropriate, at each balance sheet date.

## 1.9 Leases

The Group leases various buildings, vehicles, machineries and other assets. Lease terms are negotiated on an individual basis and contain a wide range of different terms and conditions.

Leases are recognized as right-of-use assets as part of tangible assets and corresponding lease liabilities at the commencement date. Each lease payment is allocated between the lease liability and finance cost. The finance cost is charged to profit or loss. The right-of-use asset is depreciated over the shorter of the asset's useful life (refer to note 1.8, page 85) and the lease term on a straight-line basis and charged to profit or loss. Assets and liabilities arising from a lease are initially measured on a present value basis, using the rate implicit in the lease if this rate could be readily determined. If not, the lessee's incremental borrowing rate is used, which reflects the refinancing costs of Autoneum.

At the commencement date, right-of-use assets are measured at cost comprising the following:

- the amount of the initial measurement of the lease liability,
- any lease payments made at or before the commencement date, less any lease incentive received,
- any initial direct costs incurred by the lessee, and
- restoration costs.

At the commencement date, lease liabilities are initially measured at the present value of the lease payments. The following lease payments are included in the net present value:

- fixed payments, less any lease incentives receivable,
- variable lease payments that depend on an index or a rate, initially measured using the index or rate as at the commencement date,
- amounts expected to be payable by the lessee under residual value guarantees,
- the exercise of a purchase option if the lessee is reasonably certain to exercise that option, and
- payments of penalties for terminating the lease, if the lease term reflects the lessee exercising an option to terminate the lease.

The Group recognizes short-term leases and leases for which the underlying asset is of low value as operating expenses in profit or loss. Short-term leases are leases with a lease term of twelve months or less. Low-value assets are those not exceeding an amount of CHF 5 000.

Extension and termination options are included in a number of lease agreements across the Group. In determining the lease term, the management considers all facts and circumstances that create an economic incentive to exercise an extension option, or not to exercise a termination option. Extension options are only included in the lease term if the Group is reasonably certain to extend the contract.

## 1.10 Intangible assets

Intangible assets such as customer relations, technology and trademarks as well as software acquired from third parties are included in the balance sheet at acquisition cost and are amortized on a straight-line basis. The residual values and useful lives of intangible assets are reviewed, and adjusted if appropriate, at each balance sheet date. Autoneum has neither in the current reporting period nor in the prior period intangible assets that have an indefinite useful life recorded in the balance sheet. Autoneum has no goodwill capitalized in the balance sheet. Useful life is determined according to the expected utilization of each asset. The relevant ranges are as follows:

Software and other intangible assets	1–8 years
Customer relations	8 years
Technology	7 years
Trademarks	1 year

### **1.11 Impairment of assets**

Tangible assets, intangible assets and other assets (non-current) are tested for impairment if there are indications that, due to changed circumstances, their carrying value may no longer be fully recoverable. If such a situation arises, the recoverable amount is determined. This is the higher of its value in use and its fair value less cost to sell. Value in use is based on the estimated future cash flows, discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. If the recoverable amount is below the carrying amount, a corresponding impairment loss is recognized in the income statement. Where the recoverable amount cannot be determined for an individual asset, it is determined for the cash-generating unit to which the asset belongs. To determine the value of an asset, estimates of the expected future cash flows from both usage and disposal are made.

### **1.12 Capitalized preproduction costs**

In order to be able to supply an OEM with serial parts over the production period, Autoneum designs and develops a serial part based on its existing product technologies that meets the OEM's specifications and prepares its manufacturing process allowing serial production over the production period, which is usually between five and eight years. The costs for this process qualify as costs to fulfill a contract and are capitalized as preproduction costs in the line item other assets. Those costs are capitalized when the costs are directly attributable to a project, which means between the nomination date and start of production, the costs enhance resources of the entity that will be used in satisfying performance obligations in the future, and the costs are expected to be recovered. The majority of costs that fulfill those requirements are employee costs that are allocated to specific projects, either based on actual hours entered by employees multiplied by an hourly cost rate, or where hourly records are not available, based on estimates made by controlling staff. The capitalized preproduction costs are amortized in the income statement in the line item material expenses over the period when revenue from the sale of the serial parts is recognized, which is usually between five and eight years. Where the carrying amount of the capitalized preproduction costs exceeds the remaining amount of consideration that Autoneum will receive minus the remaining costs that Autoneum will incur to fulfill the contract, an impairment loss is recognized immediately.

### **1.13 Financial instruments**

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity.

#### **Initial recognition and measurement of financial assets**

The classification of financial assets at initial recognition depends on the financial asset's contractual cash flow characteristics and the Group's business model for managing them. Trade receivables are measured at the transaction price determined under IFRS 15 (refer to note 1.21 on page 91). The Group initially measures all other financial assets at its fair value plus, in the case of a financial asset not at fair value through profit or loss, transaction costs. In order for a financial asset to be classified and measured at amortized cost or fair value through OCI, it needs to give rise to cash flows that are solely payments of principal and interest (SPPI) on the principal amount outstanding. This assessment is referred to as the SPPI test and is performed at an instrument level. The Group's business model for managing financial assets refers to how it manages its financial assets in order to generate cash flows. The business model determines whether cash flows will result from collecting contractual cash flows, selling the financial assets, or both.

Purchases or sales of financial assets that require delivery of assets within a time frame established by regulation or convention in the marketplace (regular way trades) are recognized on the trade date, i.e., the date that the Group commits to purchasing or selling the asset.

#### **Subsequent measurement of financial assets**

For subsequent measurement, Autoneum classifies its financial assets into three categories:

- Financial assets at amortized cost: The Group measures financial assets at amortized cost if the financial asset is held within a business model with the objective to hold financial assets in order to collect contractual cash flows,

and the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding. Financial assets at amortized cost are subsequently measured using the effective interest method and are subject to impairment. Gains and losses are recognized in profit or loss when the asset is derecognized, modified or impaired.

- Financial assets designated at fair value through OCI with no recycling of cumulative gains and losses upon derecognition (equity instruments): Upon initial recognition, the Group can elect to classify irrevocably its equity investments as equity instruments designated at fair value through OCI when they meet the definition of equity under IAS 32 Financial Instruments: Presentation and are not held for trading. The classification is determined on an instrument-by-instrument basis. Gains and losses on these financial assets are never recycled to profit or loss. Dividends are recognized as financial income in the income statement when the right of payment has been established. Equity instruments designated at fair value through OCI are not subject to impairment assessment. The Group elected to classify irrevocably its listed investments in non-consolidated companies under this category.
- Financial assets at fair value through profit or loss: Financial assets at fair value through profit or loss include financial assets held for trading, financial assets designated upon initial recognition at fair value through profit or loss, or financial assets mandatorily required to be measured at fair value. Financial assets are classified as held for trading if they are acquired for the purpose of selling or repurchasing in the near term. Derivatives are also classified as held for trading. Financial assets with cash flows that are not solely payments of principal and interest are classified and measured at fair value through profit or loss, irrespective of the business model. Financial assets at fair value through profit or loss are carried in the statement of financial position at fair value with net changes in fair value recognized in the income statement.

#### **Derecognition of financial assets**

A financial asset is primarily derecognized when the rights to receive cash flows from the asset have expired or the Group has transferred its rights to receive cash flows from the asset or has assumed an obligation to pay the received cash flows in full without material delay to a third party under a “pass-through arrangement”.

#### **Impairment of financial assets**

The Group recognizes an allowance for expected credit losses (ECLs) for all debt instruments not held at fair value through profit or loss. ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Group expects to receive, discounted at an approximation of the original effective interest rate.

ECLs are recognized in two stages. For credit exposures for which there has not been a significant increase in credit risk since initial recognition, ECLs are provided for credit losses that result from default events that are possible within the next twelve months (a twelve-month ECL). For those credit exposures for which there has been a significant increase in credit risk since initial recognition, a loss allowance is required for credit losses expected over the remaining life of the exposure, irrespective of the timing of the default (a lifetime ECL).

For trade receivables and contract assets, the Group applies a simplified approach in calculating ECLs. The Group calculates ECLs according to a provision matrix based on days the amounts are past due. Publicly available credit default probabilities for the individual customer based on their ratings are further used in the assessment.

As Autoneum has not encountered material credit losses in the past, the Group considers a financial asset in default when contractual payments are 180 days past due. However, in certain cases, the Group may also consider a financial asset to be in default when internal or external information indicates that the Group is unlikely to receive the outstanding contractual amounts in full before taking into account any credit enhancements held by the Group. A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows.

### **Initial recognition and measurement of financial liabilities**

Financial liabilities are classified at initial recognition as financial liabilities at fair value through profit or loss, or as financial liabilities at amortized cost. All financial liabilities are recognized initially at fair value and, in the case of financial liabilities at amortized cost, net of directly attributable transaction costs.

The Group's financial liabilities include trade and other payables, loans and borrowings including bank overdrafts, and derivative financial instruments.

### **Subsequent measurement of financial liabilities**

The measurement of financial liabilities depends on their classification, as described below:

- Financial liabilities at fair value through profit or loss include financial liabilities held for trading and financial liabilities designated upon initial recognition as at fair value through profit or loss. Financial liabilities are classified as held for trading if they are incurred for the purpose of repurchasing in the near term. This category also includes derivative financial instruments entered into by the Group. Gains or losses on liabilities held for trading are recognized in the income statement.
- The category of financial liabilities at amortized cost is most relevant to the Group. After initial recognition, interest-bearing loans and borrowings are subsequently measured at amortized cost using the effective interest method. Gains and losses are recognized in profit or loss when the liabilities are derecognized as well as through the effective interest amortization process. Amortized cost is calculated by taking into account any discount or premium on acquisition and fees or costs that are an integral part of the effective interest. The effective interest amortization is included as finance expenses in the income statement. This category generally applies to interest-bearing loans and borrowings.

### **Derecognition of financial liabilities**

A financial liability is derecognized when the obligation under the liability is discharged or cancelled or expires. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as the derecognition of the original liability and the recognition of a new liability. The difference in the respective carrying amounts is recognized in the income statement.

### **Offsetting of financial instruments**

Financial assets and financial liabilities are offset and the net amount is reported in the consolidated statement of financial position if there is a currently enforceable legal right to offset the recognized amounts and there is an intention to settle on a net basis, to realize the assets and settle the liabilities simultaneously.

### **Derivative financial instruments**

The Group uses derivative financial instruments, such as forward currency contracts, to hedge its foreign currency risks. Such derivative financial instruments are initially recognized at fair value on the date on which a derivative contract is entered into and are subsequently remeasured at fair value. Derivatives are carried as financial assets when the fair value is positive and as financial liabilities when the fair value is negative. Any gains or losses arising from changes in the fair value of derivatives are taken directly to profit or loss.

## **1.14 Inventories**

Raw materials, consumables and purchased parts are valued at the lower of average cost and net realizable value. Semi-finished goods and finished goods are valued at the lower of manufacturing cost or net realizable value. Valuation adjustments are made for obsolete materials and excess stock.

### **1.15 Cash and cash equivalents**

Cash and cash equivalents include bank accounts and time deposits with original maturities from the date of acquisition of up to three months.

### **1.16 Equity**

Ordinary shares are classified as equity since the shares are non-redeemable and any dividends are discretionary.

When shares are repurchased, the amount of the consideration paid is recognized as a deduction from equity and presented as a separate component in equity. When treasury shares are sold or reissued subsequently, the amount received is recognized as an increase in equity and the resulting surplus or deficit on the transaction is recognized in retained earnings.

### **1.17 Provisions**

Provisions are recognized when the Group has a present legal or constructive obligation as a result of past events, it is probable that an outflow of resources will be required to settle the obligation, and the amount can be reliably estimated. Provisions are discounted if the impact is significant.

### **1.18 Income taxes**

Income taxes comprise both current and deferred income taxes. Normally, income taxes are recognized in the income statement, unless they are linked to a position that is recognized directly in equity or in other comprehensive income. In this case, the income taxes are also recognized directly in equity or in other comprehensive income.

Current income taxes are calculated and accrued on the basis of taxable income for the year. Deferred income taxes on temporary differences between carrying amounts of assets and liabilities for financial reporting purposes and amounts determined for local tax purposes are calculated using the liability method. Deferred income taxes are measured at the tax rate expected to be applied to temporary differences when they reverse, using tax rates enacted or substantially enacted at the reporting date. Deferred income tax assets and liabilities are offset to the extent that an entity has a legally enforceable right to offset current income taxes, and the deferred income taxes relate to income taxes levied by the same taxation authority and relate to the same taxable entity.

Temporary differences resulting from investments in Group companies are not considered if Autoneum is able to control the timing of the reversal of the temporary differences and if it is probable that these temporary differences will not reverse in future. The tax impact of losses and deductible temporary differences is capitalized to the extent it appears probable that such losses and deductible temporary differences will be offset in the future by taxable income.

### **1.19 Employee benefits**

Employee pension plans are operated by certain subsidiaries, depending upon the level of coverage provided by the government pension facilities in the various countries in which they are present. Some are provided by independent pension funds. If there is no independent pension fund, the respective obligations are shown in the balance sheet under employee benefit liabilities. As a rule, pensions are funded by employees' and employers' contributions. Pension plans exist on the basis of both defined contribution and defined benefit.

Pension liabilities arising from defined benefit plans are calculated annually by independent actuaries using the projected unit credit method. The discount rate used for the calculation is based on interest rates of high-quality corporate bonds that are denominated in the currency in which the benefits will be paid, and that have terms to maturity approximating to the terms of the related pension obligation. Remeasurement gains or losses are recognized in other comprehensive income. Pension cost relating to services rendered in the reporting period is recognized in the income statement as current service cost. Pension cost relating to services rendered in previous periods as a result of new

or amended pension benefits is recognized in the income statement as past service cost. The net interest expenses or income on the net defined benefit liability or asset for the period is determined by applying the discount rate used to measure the defined benefit obligation at the beginning of the period to the then net defined benefit liability or asset, taking into account any changes in the net defined benefit liability (asset) during the period as a result of contributions and benefit payments. The net interest expenses or income is recognized in financial expenses or income. The fair value of plan assets is deducted from the defined benefit obligations. Any asset resulting from this calculation is only capitalized up to an amount not exceeding benefits from future contribution reductions or refunds.

In the case of defined contribution plans, the contributions are recognized as expenses in the period in which they were incurred.

### **1.20 Share-based payments**

Share-based payments to members of the Board of Directors, the Executive Board and senior management are measured at fair value at the grant date and recognized in the income statement over the vesting period. The fair value is assessed based on the current market price and taking into account a discount for dividends that will not be collected by the beneficiary because the transfer of the shares is deferred. For share-based payments that are settled with equity instruments, a corresponding increase in equity is recognized.

### **1.21 Revenue recognition**

Revenue is measured based on the consideration specified in a contract with a customer. The Group recognizes revenue when it transfers control over a good or service to a customer.

The main business of Autoneum is to develop and produce multifunctional and lightweight components and systems for noise and heat protection for its customers, i.e., Original Equipment Manufacturers (OEM). Autoneum and the OEM agree on a contract upon nomination. The contracts include that Autoneum sells serial parts to the OEM over a production period of five to eight years. The serial parts are manufactured using a tool, which is either manufactured by Autoneum or procured by a third-party supplier and which is sold to the OEM, usually before the start of production. As a result, Autoneum agrees on two different kinds of performance obligations upon nomination: A performance obligation for each serial part that will be delivered to the OEM during the serial production period and a performance obligation for the procurement of the tools. Revenue is allocated to the performance obligations based on the selling price that is agreed with the OEM.

The majority of total revenue (more than 95%) is generated by the sale of the serial parts to the OEM and a minor part of total revenue (less than 5%) is generated by the sale of the tools to the OEM.

Upon nomination, the OEM and Autoneum agree on a sales price per serial part and agree that Autoneum will produce and deliver the serial parts to the OEM over its complete serial production period. The OEM and Autoneum agree on a contract that includes an expected quantity of serial products that will be delivered to the OEM, as the final quantity of required serial parts depends on the number of cars that the OEM will produce. Revenue from the sale of the serial parts is recognized at the point in time when control of the parts is transferred to the OEM, which is according to the delivery terms that are agreed with the OEM. Revenue is recognized based on the applicable sales price at the point in time the serial parts are transferred to the OEM. Control of the tools is transferred to the OEM at the point in time when the OEM accepts the tool.

Revenue recognized from contracts with customers is disclosed as revenue in the consolidated financial statements.



### **1.22 Financing costs**

Borrowing costs that are directly attributable to the acquisition, construction or production of a qualified asset are capitalized as a part of the acquisition costs of the qualified asset. All other financing costs are recognized directly in the income statement.

### **1.23 Government grants**

Government grants are assistance by government in the form of transfers of resources in return for compliance with certain conditions. Government grants related to capital expenditure (investment premiums) are initially recognized as a liability and subsequently recognized over the useful life of the subsidized tangible asset. If a government grant is awarded for the purpose of giving immediate financial support to an entity rather than an incentive to undertake specific expenditures, the grant is recognized in profit or loss of the period in which it becomes receivable and is deducted on the related expenses.

### **1.24 Definition of non-GAAP measures**

EBIT as a subtotal includes all income and expenses before addition/deduction of financial income, financial expenses, share of profit of associated companies and income taxes. EBITDA as a subtotal includes EBIT before deduction of depreciation and impairment of tangible assets as well as amortization and impairment of intangible assets.

## 2 RISK MANAGEMENT

Autoneum maintains an internal control system with the objective of ensuring effectiveness and efficiency of operations, reliability of financial reporting and compliance with applicable laws and regulations. The internal control system is an important part of the risk management system.

The process of risk management is governed by the regulation “Autoneum Risk Management System”, which was adopted by the Board of Directors. The regulation defines the main categories of risk, which serve as a basis of the risk management, and the bodies within the Group that deal with the various risks. In addition, the regulation defines the procedures for detecting, reporting and managing risk and the criteria for qualitative and quantitative risk assessment.

The regulation defines the following main risk categories: strategic risk, operational risk, financial risk, compliance risk, capital risk, litigation, legal, environmental, human rights violation and other corporate responsibility risk (e.g. political, organizational, social and work safety risk).

Besides the financial and capital risk (refer to paragraphs 2.1 and 2.2 respectively), the following risks within the main risk categories are a focus of Autoneum:

- Strategic risk: This risk results on the one hand from different markets in which Autoneum operates (local aspects, legal regulations, degree of maturity of markets). On the other hand, it results from the share of the customers in Autoneum’s revenue, as well as from the technical and regulatory requirements on Autoneum products.
- Operational risk: This risk results from the technical development of orders until end of production, from the need for cost-efficient production and the possibility of interruptions in production.

Strategic risk resulting from developments in the relevant markets and of the products offered therein is assessed as part of the strategic planning and financial planning processes. Strategic risk and operational risk are regularly reviewed at meetings within the Business Groups and with the CEO and the CFO of the Group. These meetings also deal with other risks impacting actual performance against budget, in order to identify and implement corrective measures.

Risks resulting from divestments or other major projects are monitored at Group level within the framework of authorities and approvals for the respective project. Quarterly project review reports are prepared for the attention of the Board of Directors.

Specific risks are addressed by periodic reports in dedicated bodies. Such reports cover environmental and work safety risk at the various sites, treasury risk and risk from legal actions and compliance.

An aggregate review of all identified risks and of the instruments and measures to address them is performed on a semi-annual basis by the Risk Council, consisting of representatives of all Business Groups and Corporate functions. The review results are reported to the Board of Directors and the Group Executive Board.

### 2.1 Financial risk

As a result of its worldwide activities Autoneum is exposed to various financial risks, such as credit risk, liquidity risk and market risk (foreign exchange risk, interest rate risk and price risk).

Autoneum’s financial risk management aims to minimize the potential adverse impact of the development of the financial markets on the Group’s financial performance and to secure its financial stability. This may include the use of derivative financial instruments to hedge certain risk exposures. Financial risks are identified primarily locally and evaluated and managed centrally by Group Treasury in close cooperation with the Group’s legal units.

## Credit risk

Credit risk arises from cash and cash equivalents, derivative financial instruments and deposits with banks and financial institutions, as well as from exposures to customers, including outstanding receivables, contract assets and committed transactions. Credit risk may result in a financial loss if one party in a transaction is unable or unwilling to meet its obligations. It is Autoneum's objective to limit the impact of a default. The maximum risk of these positions corresponds to the book values of financial instruments that are classified as financial assets at amortized cost (refer to note 29 on page 125).

Credit risk of financial counterparties is monitored centrally by Group Treasury. Significant relationships with banks and financial institutions are basically only entered into with counterparties which would receive a BBB rating or higher in the categories of the largest rating agencies like e.g. Fitch. At the date of reporting, management does not expect significant losses from non-performance by financial institutions where funds are invested or financial transactions are outstanding.

Autoneum maintains business relationships with all significant automotive manufacturers and has a geographically broad, diversified customer portfolio. No customer accounted for more than 16.4% (2023: 15.2%) of Autoneum's revenue. The Group monitors the creditworthiness of its key customers by using independent ratings (if available) and by taking into account their financial position, past experience and other factors. The related credit risk is considered low at the date of reporting. In accordance with IFRS 9, the Group calculates the Expected Credit Loss according to a provision matrix based on days the amounts are past due. For trade receivables which are not overdue by more than 180 days, expected credit losses are determined by using publicly available credit default probabilities for the individual customer based on their ratings. If at this stage information indicating a higher collection risk for individual customers is available, individual allowances are recognized for the respective balances. The risk of an impairment loss increases significantly for open trade receivable balances that are overdue for more than 180 days. Unless the open balance is negligible, an individual assessment is performed to estimate expected credit losses. Individual assessments incorporate forward-looking information such as macroeconomic forecasts.

The average expected loss rates for trade receivables per aging category as well as for contract assets are as follows:

### AVERAGE EXPECTED LOSS RATE FOR TRADE RECEIVABLES PER AGING CATEGORY AS OF DECEMBER 31, 2024

CHF million	Not due	No more than 180 days overdue	181 days to one year overdue	More than 1 year overdue	Total
Expected loss rate (in %)	0.2%	2.2%	48.1%	100.0%	1.6%
Trade receivables (gross)	228.4	20.5	1.3	2.4	252.8
Allowance for impairment	-0.4	-0.4	-0.6	-2.4	-4.0
<b>Trade receivables</b>	<b>228.0</b>	<b>20.1</b>	<b>0.6</b>	<b>-</b>	<b>248.8</b>

### AVERAGE EXPECTED LOSS RATE FOR TRADE RECEIVABLES PER AGING CATEGORY AS OF DECEMBER 31, 2023

CHF million	Not due	No more than 180 days overdue	181 days to one year overdue	More than 1 year overdue	Total
Expected loss rate (in %)	0.3%	0.7%	53.5%	98.0%	2.1%
Trade receivables (gross)	249.0	23.0	4.1	2.8	279.1
Allowance for impairment	-0.7	-0.2	-2.2	-2.7	-5.9
<b>Trade receivables</b>	<b>248.3</b>	<b>22.8</b>	<b>1.9</b>	<b>0.1</b>	<b>273.1</b>

## AVERAGE EXPECTED LOSS RATE FOR CONTRACT ASSETS AS OF DECEMBER 31

CHF million	Not due 2024	Not due 2023
Expected loss rate (in %)	2.4%	3.9%
Contract assets (gross)	50.1	37.4
Allowance for impairment	-1.2	-1.5
<b>Contract assets</b>	<b>48.9</b>	<b>35.9</b>

### Liquidity risk

The objective of liquidity risk management is to ensure that sufficient financial resources are available at any point in time in order to be able to completely fulfill all payment obligations of the Group when due. As part of an integral budgeting and forecasting process, Group Treasury centrally monitors the planned liquidity position of the Group. Group Treasury compares the planned liquidity requirements with the available funds to detect shortages at an early stage. The liquidity risk management of Autoneum includes the maintenance of sufficient liquidity reserves and the availability of funding through an adequate amount of committed credit lines.

Beside several smaller bilateral credit facilities with banks, Autoneum maintains a credit agreement for the medium- and long-term financing requirements with a bank syndicate in the amount of CHF 350.0 million, which expires on October 29, 2029 (refer to note 23, page 118). Furthermore, a bond in the amount of CHF 100.0 million with a maturity date of December 8, 2025 has been issued and is listed at the SIX Swiss Exchange (refer to note 23, page 118).

The following tables show the contractual maturities of Autoneum's financial liabilities (including interest).

Financial liabilities at December 31, 2024	Carrying amount	Contractual undiscounted cash flows			
		Less than 1 year	1 to 5 years	More than 5 years	Total cash flow
CHF million					
Bonds	100.0	101.1	-	-	101.1
Bank debts	130.2	0.2	130.2	-	130.4
Lease liabilities	277.8	43.1	136.4	183.4	362.8
Other borrowings	5.5	5.0	0.5	-	5.5
Trade payables	177.9	177.9	-	-	177.9
Accrued expenses	113.4	113.4	-	-	113.4
Other payables	16.6	16.2	0.4	-	16.6
Derivative financial instruments	6.0	6.0	-	-	6.0
<b>Total</b>	<b>827.4</b>	<b>462.9</b>	<b>267.4</b>	<b>183.4</b>	<b>913.7</b>

Financial liabilities at December 31, 2023	Carrying amount	Contractual undiscounted cash flows			
		Less than 1 year	1 to 5 years	More than 5 years	Total cash flow
CHF million					
Bonds	99.9	1.1	101.0	-	102.2
Bank debts	221.5	0.5	221.5	-	222.0
Lease liabilities	266.9	38.5	119.3	189.3	347.0
Other borrowings	5.7	5.0	0.7	-	5.7
Trade payables	190.3	190.3	-	-	190.3
Accrued expenses	129.6	129.6	-	-	129.6
Other payables	19.2	18.4	0.7	-	19.2
Derivative financial instruments	3.1	3.1	-	-	3.1
<b>Total</b>	<b>936.1</b>	<b>386.6</b>	<b>443.3</b>	<b>189.3</b>	<b>1 019.1</b>

## Foreign exchange risk

Due to the global nature of its activities, the Group is exposed to foreign exchange risk. Foreign exchange risk arises from investments in foreign subsidiaries (translation risk) as well as from transactions and financial assets or financial liabilities that are denominated in a currency other than the functional currency of a legal unit (transaction risk). In order to hedge transaction risk that cannot be eliminated through offsetting transactions in the same foreign currency (natural hedging), subsidiaries may use forward contracts, which are usually traded with banks via Group Treasury. The transaction risk from foreign currencies is monitored continuously.

The subsidiaries' cash holdings with banks are denominated mostly in the functional currency of the subsidiary. The majority of the business transacted in Autoneum's subsidiaries is also in their functional currency.

At the reporting date, the Group held financial instruments which were denominated in currencies other than the functional currency of the respective Group company as follows:

CHF million	Assets 31.12.2024	Liabilities 31.12.2024	Assets 31.12.2023	Liabilities 31.12.2023
EUR	139.0	101.3	133.0	120.8
USD	44.1	71.9	42.3	58.4
Other	30.6	21.2	44.6	34.4
<b>Total</b>	<b>213.8</b>	<b>194.3</b>	<b>219.8</b>	<b>213.7</b>

The Group is exposed to foreign exchange risk mostly against the euro and the US dollar. The currency-related sensitivity of the Group against these two currencies is shown in the following table:

CHF million	Reasonable shift	Impact on net result	Impact on equity
<b>December 31, 2024</b>			
EUR/CHF	+/-10%	+/-3.8	+/-20.8
USD/CHF	+/-10%	+/-1.0	+/-55.3
<b>December 31, 2023</b>			
EUR/CHF	+/-15%	+/-1.0	+/-29.3
USD/CHF	+/-15%	+/-0.5	+/-75.3

The potential impact on net result is mainly due to foreign exchange gains and losses on financial instruments as well as the translation of the profit or loss of foreign subsidiaries into Swiss francs for consolidation purposes. The impact on equity additionally includes currency translation adjustments arising from the translation of the net investment in foreign subsidiaries.

## Interest rate risk

The interest rate risk of the Group relates to interest-bearing assets and liabilities. Floating interest rate positions are subject to cash flow interest risk. Fixed-interest positions are subject to fair value interest risk if measured at fair value. In general, Autoneum aims to maintain, in consideration of seasonal fluctuations, a balanced relation between fixed and floating interest-bearing financial liabilities as disclosed in note 23 on page 118. The bond issued at fixed interest rates is not subject to any interest rate risk, whereas the long-term credit agreement with floating interest rates is subject to a cash flow interest risk. The Group analyzes the interest rate risk on a net basis. No hedging of the interest rate risk was performed in the reporting period or in the prior period.

Based on the interest-bearing assets and liabilities that existed at December 31, 2024 a 100 basis point higher level of the respective underlying refinancing base rates (e.g. SARON or other alternative reference rates) would lead to a CHF 2.0 million (2023: CHF 2.7 million) lower net result as well as equity of the Group on an annual basis. A 100 basis point lower level of those rates would lead to a CHF 2.0 million (2023: CHF 2.7 million) higher net result as well as equity of the Group on an annual basis.

### **Price risk**

Holding financial assets that are measured at fair value exposes Autoneum to a risk of price fluctuation. Autoneum holds a significant investment in Nihon Tokushu Toryo Co. Ltd., whose shares are listed on the Tokyo Stock Exchange. Autoneum is exposed to a price risk according to the fluctuations in the share price. This investment is classified as a financial asset at fair value through other comprehensive income and changes in the share price do not impact profit or loss. The amount of financial assets at fair value through profit or loss that Autoneum held is not significant (refer to note 16, page 112 and note 29, page 125).

## **2.2 Capital risk**

The Group's objectives when managing capital are to safeguard the Group's ability to continue as a going concern in order to provide returns for the shareholders and benefits for other stakeholders, and to maintain an optimally leveraged capital structure in order to reduce the cost of capital. Autoneum aims to reach a stable investment grade rating as perceived by bank partners and debt investors.

Autoneum Group therefore targets a healthy balance sheet with an adequate portion of equity. In the mid-term, Autoneum aims for an equity ratio above 35%. On September 28, 2023 Autoneum Holding Ltd carried out a capital increase that led to an equity increase of CHF 101.1 million. As of December 31, 2024 the equity ratio equaled 37.0% (December 31, 2023: 32.1%). For the next few years, the dividend policy will depend on a number of factors, such as net result and the financial situation of the Group, the demand for capital and liquidity, the general business environment as well as legal and contractual restrictions. Subject to the foregoing, the Group intends to distribute at least 30% of its net result attributable to shareholders of Autoneum Holding Ltd. Dividends, if any, are expected to be declared and paid in Swiss francs.

### 3 CHANGE IN SCOPE OF CONSOLIDATION AND SIGNIFICANT TRANSACTIONS

There was no change in scope of consolidation in 2024.

In 2023, Autoneum acquired the automotive business of Borgers as of April 1, including tangible assets and inventories of the Borgers companies in Germany and 100% of the shares in the subsidiaries in France, Poland, Sweden, Spain, the Czech Republic, the United Kingdom, the USA and China.

The consideration for this transaction amounted to CHF 122.4 million. The purchase price allocation resulted in net identifiable assets of CHF 225.1 million and a bargain purchase gain of CHF 102.7 million. The acquisition of Borgers Automotive resulted in a cash outflow of CHF 96.0 million, net of cash acquired.

In 2023, Autoneum Mexico, S. de R.L. de C.V., Hermosillo, and Autoneum Mexico Servicios, S.A. de C.V., San Luis Potosí, were merged into Autoneum Mexico Operations, S.A. de C.V., San Luis Potosí.

### 4 SEGMENT INFORMATION

Segment information is based on Autoneum Group's internal organization and management structure as well as on the internal financial reporting to the Group Executive Board and the Board of Directors. The chief operating decision maker is the CEO. EBIT is used to measure performance, as the management believes that this information is most relevant in evaluating the results of the respective segments relative to other companies operating in the same industry.

Autoneum is the leading global automobile supplier in acoustic and thermal management for vehicles. Autoneum develops and produces multifunctional and lightweight components and systems for noise and heat protection and thereby enhances vehicle comfort.

The reporting is based on the following four reportable segments (Business Groups/BG): BG Europe, BG North America, BG Asia and BG SAMEA (South America, Middle East and Africa). "Corporate and elimination" include Autoneum Holding Ltd and the corporate center with its respective legal entities, an operation that produces parts for Autoneum's manufacturing lines, investments in associates and inter-segment elimination. Transactions between the Business Groups are made on the same basis as with independent third parties.



## SEGMENT INFORMATION 2024

CHF million	BG Europe	BG North America	BG Asia	BG SAMEA	Total segments	Corporate and elimination	Total Group
Third-party revenue	1 140.6	884.6	188.7	120.1	2 334.0	4.7	2 338.7
Inter-segment revenue	11.8	–	9.6	1.3	22.7	–22.7	–
Revenue	1 152.4	884.6	198.3	121.4	2 356.7	–18.0	2 338.7
EBITDA	112.3	69.6	35.3	21.4	238.5	8.2	246.7
in % of revenue	9.7%	7.9%	17.8%	17.6%	10.1%	n/a	10.5%
Depreciation, amortization and impairment	–54.8	–37.7	–18.2	–4.1	–114.9	–6.9	–121.8
EBIT	57.4	31.9	17.0	17.3	123.6	1.4	125.0
in % of revenue	5.0%	3.6%	8.6%	14.2%	5.2%	n/a	5.3%
Assets at December 31 <sup>1</sup>	717.4	563.9	193.5	65.0	1 539.9	92.4	1 632.3
Liabilities at December 31	501.4	422.7	95.5	36.4	1 056.0	–27.7	1 028.3
Addition in tangible and intangible assets	56.7	30.4	16.8	4.0	108.0	0.8	108.8
Employees at December 31 <sup>2</sup>	7 757	4 549	1 782	918	15 006	343	15 349

<sup>1</sup> Assets in "Corporate and elimination" include investments in associated companies in the amount of CHF 19.6 million, refer to note 15, page 112.

<sup>2</sup> Full-time equivalents including temporary employees.

## SEGMENT INFORMATION 2023

CHF million	BG Europe	BG North America	BG Asia	BG SAMEA	Total segments	Corporate and elimination	Total Group
Third-party revenue	1 060.6	895.9	233.4	107.8	2 297.6	4.7	2 302.3
Inter-segment revenue	13.3	–	9.4	1.2	23.9	–23.9	–
Revenue	1 073.9	895.9	242.8	109.0	2 321.6	–19.3	2 302.3
EBITDA	58.2	54.2	45.5	21.5	179.4	109.8	289.2
in % of revenue	5.4%	6.1%	18.7%	19.8%	7.7%	n/a	12.6%
Depreciation, amortization and impairment	–54.9	–94.6	–19.9	–4.6	–174.0	–8.4	–182.4
EBIT	3.3	–40.3	25.6	16.9	5.5	101.4	106.9
in % of revenue	0.3%	–4.5%	10.5%	15.5%	0.2%	n/a	4.6%
Assets at December 31 <sup>1</sup>	743.4	567.1	205.5	62.9	1 578.9	92.3	1 671.2
Liabilities at December 31	584.1	442.1	106.3	41.5	1 174.0	–39.7	1 134.2
Addition in tangible and intangible assets	41.8	27.3	7.6	6.2	82.9	2.0	84.9
Employees at December 31 <sup>2</sup>	8 330	4 987	1 918	930	16 165	354	16 519

<sup>1</sup> Assets in "Corporate and elimination" include investments in associated companies in the amount of CHF 18.9 million, refer to note 15, page 112.

<sup>2</sup> Full-time equivalents including temporary employees.

## REVENUE AND NON-CURRENT ASSETS BY COUNTRY

CHF million	Revenue <sup>1</sup> 2024	Revenue <sup>1</sup> 2023	Non-current assets <sup>2</sup> 31.12.2024	Non-current assets <sup>2</sup> 31.12.2023
USA	649.7	644.9	230.1	219.0
Germany	376.1	306.3	71.4	82.1
Mexico	192.3	173.4	43.0	49.5
China	164.9	215.7	66.0	68.1
Great Britain	135.1	123.4	12.3	14.1
Spain	116.5	121.8	39.9	40.6
Sweden	113.1	103.1	1.2	1.5
France	107.7	119.1	26.2	22.1
Belgium	84.6	98.5	4.5	9.7
Switzerland <sup>3</sup>	1.2	0.7	73.8	66.5
Remaining countries	397.5	395.4	223.7	212.7
<b>Total</b>	<b>2 338.7</b>	<b>2 302.3</b>	<b>792.1</b>	<b>785.9</b>

<sup>1</sup> Revenue is disclosed by location of customers.

<sup>2</sup> Non-current assets consist of tangible assets, intangible assets and investments in associated companies.

<sup>3</sup> Domicile of Autoneum Holding Ltd.

One customer (BMW) accounted for more than 10% of annual revenue in both 2024 (CHF 382.6 million) and 2023 (CHF 350.7 million).

Information on revenue by product group is not available. The major customers generate revenue in all geographic segments. When Autoneum is nominated by an OEM the contract includes that Autoneum will manufacture a tool which is sold to the OEM before the start of production and that Autoneum will produce and deliver serial parts to the OEM over the production period, which is usually between five and eight years. As the OEM's production volumes are continuously adapted to the market demand, the number of serial parts that Autoneum will deliver to the OEM can only be estimated. Autoneum expects that the contracts for which Autoneum was nominated as of December 31, 2024 will generate revenue of CHF 11.5 billion (December 31, 2023: CHF 10.7 billion) in future years.

## 5 EMPLOYEE EXPENSES

CHF million	2024	2023
Wages and salaries	-499.1	-469.1
Social security expenses	-131.9	-120.0
Pension expenses for defined contribution plans	-6.3	-6.1
Pension expenses for defined benefit plans	-4.1	-3.5
Other personnel expenses	-74.6	-98.0
<b>Total</b>	<b>-716.1</b>	<b>-696.7</b>

Autoneum started a long-term incentive plan (LTI) for the management in 2012. Part of Autoneum's net result is allocated to beneficiaries defined in advance by granting them shares of Autoneum Holding Ltd. The shares become property of the beneficiaries after a vesting period of 35 months, if the beneficiaries are then still employed by an Autoneum company. Immediate vesting occurs in case of death or retirement of the beneficiary. In case of employment termination, shares not yet vested lapse without compensation. Exceptions are possible at the discretion of the Nomination and Compensation Committee. Vesting occurs every year in April. Employee expenses resulting from share-based compensation in the course of the LTI are recognized over the vesting period. 11 059 shares (2023: 1 089 shares) were granted in 2024, and CHF 0.6 million expenses (2023: CHF 0.1 million) were recognized in wages and salaries.

Members of the Board of Directors receive part of their remuneration in Autoneum shares. 5 029 shares (2023: 6 806 shares) valued at CHF 153.28 (2023: CHF 129.98) were granted in 2024, and expenses of CHF 0.8 million (2023: CHF 0.9 million) were recognized in wages and salaries.

Members of the Group Executive Board receive part of their remuneration in Autoneum shares. 13 905 shares (2023: 11 174 shares) valued at a weighted average share price of CHF 122.49 (2023: CHF 124.19) were granted in 2024, and expenses of CHF 1.7 million (2023: CHF 1.4 million) were recognized in wages and salaries.

## 6 OTHER EXPENSES

CHF million	2024	2023
Energy	-95.3	-102.5
Repairs and maintenance	-93.8	-104.7
Distribution and marketing expenses	-62.1	-64.9
Operating material	-25.8	-23.4
IT and office expenses	-21.7	-19.5
Audit and consulting expenses	-17.8	-17.5
Insurance and other charges	-17.5	-17.6
Lease expenses	-13.3	-14.6
Outsourced services	-12.6	-13.2
Waste and cleaning	-12.6	-12.3
Security expenses	-3.8	-4.1
Loss from disposal of tangible assets	-1.1	-0.3
Miscellaneous expenses	-31.5	-24.0
<b>Total</b>	<b>-408.8</b>	<b>-418.6</b>

## 7 OTHER INCOME

CHF million	2024	2023
By-product income	17.7	17.1
Gain from disposal of tangible assets	3.9	2.7
Rental income	1.6	1.4
Bargain purchase gain	-	102.7
Miscellaneous income	15.4	14.7
<b>Total</b>	<b>38.6</b>	<b>138.5</b>

Miscellaneous income mainly comprises various reimbursements among the Group as well as income from release of unused provisions.

## 8 DEPRECIATION, AMORTIZATION AND IMPAIRMENT

CHF million	2024	2023
Depreciation of tangible assets	-118.4	-119.9
Impairment of tangible assets	-0.5	-56.3
Reversal of impairment of tangible assets	1.4	-
Amortization of intangible assets	-4.3	-6.1
<b>Total</b>	<b>-121.8</b>	<b>-182.4</b>

## 9 FINANCIAL INCOME

CHF million	2024	2023
Interest income	1.9	1.4
Dividend income	1.1	1.2
Other financial income	1.8	1.8
<b>Total</b>	<b>4.9</b>	<b>4.4</b>

## 10 FINANCIAL EXPENSES

CHF million	2024	2023
Interest expenses	-20.6	-28.2
Net foreign exchange losses	-10.3	-8.7
Net loss on net monetary position from hyperinflationary accounting	-4.9	-6.9
Other financial expenses	-0.1	-0.1
<b>Total</b>	<b>-35.8</b>	<b>-43.8</b>

Interest expenses include CHF 12.1 million (2023: CHF 12.0 million) interest expenses for lease liabilities, CHF 0.3 million (2023: CHF 0.8 million) amortization of transaction costs and CHF 0.2 million (2023: CHF 0.7 million) interest expenses for defined benefit plans.

## 11 INCOME TAXES

CHF million	2024	2023
Current income taxes	-37.7	-31.4
Deferred income taxes	12.7	23.5
<b>Total</b>	<b>-24.9</b>	<b>-7.9</b>

Reconciliation between expected and actual income tax result:

CHF million	2024	2023
Earnings before taxes	94.9	69.0
Average applicable income tax rate	22.6%	22.8%
<b>Expected income tax result</b>	<b>-21.4</b>	<b>-15.7</b>
Non-taxable income and non-deductible expenses <sup>1</sup>	-3.3	14.8
Current income taxes from prior periods	-11.1	-5.0
Current year losses for which no deferred income tax assets were recognized	-1.3	-4.5
Utilization of previously unrecognized tax loss carryforwards or tax credits	0.7	-
Recognition of previously unrecognized or derecognition of tax loss carryforwards or tax credits	12.5	9.8
Recognition of previously unrecognized or derecognition of deductible temporary differences	1.1	-3.6
Non-recoverable withholding taxes	-4.3	-4.4
Income taxes at other income tax rates or taxable base	1.5	0.7
Impact of changes in income tax rates	-0.1	0.6
Other effects	0.9	-0.6
<b>Income tax expenses</b>	<b>-24.9</b>	<b>-7.9</b>

<sup>1</sup> In the previous period, non-taxable income is mainly impacted by the bargain purchase gain.

The change in the average applicable income tax rate is mainly due to the different geographic composition of earnings before taxes.

Deferred income tax assets and liabilities pertain to the following balance sheet line items:

CHF million	Deferred income tax assets 31.12.2024	Deferred income tax liabilities 31.12.2024	Deferred income tax assets 31.12.2023	Deferred income tax liabilities 31.12.2023
Tangible assets	2.8	26.4	3.5	27.0
Intangible assets	1.2	1.2	1.1	1.5
Non-current financial assets	–	1.8	–	2.2
Employee benefit assets	–	1.6	–	1.1
Other non-current assets	4.1	7.6	2.5	7.1
Inventories	2.1	0.6	2.0	0.4
Other current assets	1.3	5.2	1.1	4.7
Employee benefit liabilities	1.2	1.0	1.0	0.9
Provisions	1.6	0.6	0.7	0.3
Other liabilities	7.1	0.3	6.4	0.9
Tax loss carryforwards and tax credits	57.4	–	48.4	–
Inflation adjustment	–	–	–0.2	–
<b>Subtotal</b>	<b>78.7</b>	<b>46.3</b>	<b>66.6</b>	<b>46.2</b>
Offsetting	–20.0	–20.0	–16.0	–16.0
<b>Total</b>	<b>58.6</b>	<b>26.3</b>	<b>50.7</b>	<b>30.2</b>

The increase in the net deferred income tax asset of CHF 11.9 million (2023: increase of CHF 7.8 million) relates to the deferred income tax income recognized in the consolidated income statement of CHF 12.7 million (2023: CHF 23.5 million), to the deferred income tax expense recognized in other comprehensive income of CHF 0.4 million (2023: income of CHF 0.6 million), a positive inflation adjustment of CHF 0.2 million (2023: negative inflation adjustment of CHF 0.4 million), a negative currency translation adjustment of CHF 0.7 million (2023: negative currency translation adjustment of CHF 0.4 million). Previous year change included net deferred income tax liabilities of CHF 15.4 million assumed at the acquisition of Borgers Automotive.

No deferred income tax assets are recognized from deductible temporary differences in the amount of CHF 143.2 million (December 31, 2023: CHF 127.0 million). At the reporting date, tax loss carryforwards of CHF 143.7 million (December 31, 2023: CHF 106.3 million) are recognized for Group companies that incurred losses in 2024 or 2023 (2023 or 2022) supported by taxable temporary differences and expected future profitability.

The table below discloses tax loss carryforwards by their year of expiry:

CHF million	Recognized <sup>1</sup> 31.12.2024	Non-recognized <sup>2</sup> 31.12.2024	Recognized <sup>1</sup> 31.12.2023	Non-recognized <sup>2</sup> 31.12.2023
Less than 3 years	–	2.5	–	3.7
In 3 to 7 years	26.1	20.3	35.4	0.8
Thereafter	164.8	282.3	126.1	318.9
<b>Total</b>	<b>190.9</b>	<b>305.1</b>	<b>161.5</b>	<b>323.4</b>

<sup>1</sup> Tax loss carryforwards for which deferred income tax assets are recognized.

<sup>2</sup> Tax loss carryforwards for which no deferred income tax assets are recognized.

The tax loss carryforwards for which no deferred income tax assets were recognized originate from countries with a deferred income tax rate of between 9% and 34% in both the reporting year and the prior year.

The table below discloses tax credits by their year of expiry:

CHF million	Recognized <sup>1</sup> 31.12.2024	Non-recog- nized <sup>2</sup> 31.12.2024	Recognized <sup>1</sup> 31.12.2023	Non-recog- nized <sup>2</sup> 31.12.2023
Less than 3 years	–	13.8	–	3.5
In 3 to 7 years	–	–	–	12.8
Thereafter	1.7	3.2	1.8	8.6
<b>Total</b>	<b>1.7</b>	<b>17.1</b>	<b>1.8</b>	<b>24.9</b>

<sup>1</sup> Tax credits for which deferred income tax assets are recognized.

<sup>2</sup> Tax credits for which no deferred income tax assets are recognized.

### Global minimum top-up tax

The Organisation for Economic Co-Operation and Development (OECD) has published model rules for Pillar Two based on the G20 Inclusive Framework on Tax Avoidance and Profit Shifting, which are intended to address the global tax challenges to ensure companies pay an effective minimum income tax rate of at least 15%. The Group has adopted the International Tax Reform – Pillar Two Model Rules (amendments to IAS 12) as of December 31, 2023. The amendments provide for a temporary mandatory exception from deferred income tax accounting for the top-up tax. Any top-up tax would be accounted for as a current income tax under this amendment.

The Group monitors the global minimum tax rules in the jurisdictions in which it operates on a regular basis. Switzerland enacted Pillar Two legislation by introducing a Qualified Domestic Minimum Top-up Tax (QDMTT) effective as of January 1, 2024. Based on the Country-by-Country Reporting (CbCR) data from 2023 and 2024, the Company has performed an analysis applying the Transitional Safe Harbour rules as of December 31, 2024. Based on the Transitional Safe Harbour analysis and a review of enacted Pillar Two legislation, Autoneum and its subsidiaries would not be liable for any top-up tax in relation to the current reporting period. On September 4, 2024 Switzerland enacted the Income Inclusion Rule (IIR) effective as of January 1, 2025, which complements the QDMTT. The IIR imposes a 15% minimum top-up tax on the profits of foreign subsidiaries of Swiss-based multinational companies. The Group estimates that the IIR will have no material impact on the consolidated financial statements. The Group is continuing to follow Pillar Two legislative developments to evaluate the potential future impact of Pillar Two taxation on the consolidated financial statements.

## 12 EARNINGS PER SHARE

		2024	2023
Net result attributable to shareholders of AUTN	CHF million	52.1	48.3
Average number of shares outstanding	Number of shares	5 806 265	5 120 515
Average number of shares outstanding diluted	Number of shares	5 810 745	5 122 344
Basic earnings per share	CHF	8.98	9.42
Diluted earnings per share	CHF	8.97	9.42

The average number of shares outstanding is calculated based on the number of shares issued less the weighted average number of treasury shares held. At December 31, 2024, 4 480 shares (December 31, 2023: 1 829 shares) in relation to the management's long-term incentive plan (LTI) were excluded from the diluted weighted average number of ordinary shares calculation because their effect would have been anti-dilutive.

## 13 TANGIBLE ASSETS

### TANGIBLE ASSETS 2024

CHF million	Land and buildings	Machinery and plant equipment	Data-processing equipment	Vehicles and furniture	Tangible assets under construction	Total
Cost at January 1, 2024	623.1	1 331.6	33.9	55.3	46.3	2 090.1
Addition	19.2	8.5	0.8	9.2	69.8	107.6
Disposal	-15.7	-25.6	-1.2	-5.8	-0.1	-48.5
Modification	0.8	-	-	0.8	-	1.6
Reclassification	2.8	54.0	2.6	1.4	-60.8	-
Inflation adjustment	0.7	12.3	0.4	0.3	-0.1	13.6
Currency translation adjustment	14.9	37.5	1.4	1.1	1.1	56.1
<b>Cost at December 31, 2024</b>	<b>645.8</b>	<b>1 418.3</b>	<b>37.8</b>	<b>62.3</b>	<b>56.2</b>	<b>2 220.5</b>
Accumulated depreciation and impairment at January 1, 2024	-267.9	-1 007.5	-27.6	-36.4	-	-1 339.4
Depreciation	-36.7	-69.3	-2.9	-9.4	-	-118.4
Impairment	-	-0.4	-0.1	-	-	-0.5
Reversal of impairment	1.1	0.4	-	-	-	1.4
Disposal	14.6	24.6	1.2	5.8	-	46.2
Inflation adjustment	-0.3	-11.5	-0.3	-0.2	-	-12.4
Currency translation adjustment	-7.9	-28.1	-1.2	-0.9	-	-38.1
<b>Accumulated depreciation and impairment at December 31, 2024</b>	<b>-297.1</b>	<b>-1 091.7</b>	<b>-31.0</b>	<b>-41.2</b>	<b>-</b>	<b>-1 461.1</b>
Net book value at January 1, 2024	355.2	324.1	6.3	18.8	46.3	750.8
<b>Net book value at December 31, 2024</b>	<b>348.6</b>	<b>326.6</b>	<b>6.9</b>	<b>21.1</b>	<b>56.1</b>	<b>759.3</b>

### PROPERTY, PLANT AND EQUIPMENT 2024

CHF million	Land and buildings	Machinery and plant equipment	Data-processing equipment	Vehicles and furniture	Tangible assets under construction	Total
Cost at January 1, 2024	304.4	1 321.6	33.3	33.6	46.3	1 739.1
Addition	0.5	7.4	0.5	0.7	69.8	78.9
Disposal	-1.5	-23.8	-1.2	-1.3	-0.1	-27.9
Reclassification	2.8	54.0	2.6	1.4	-60.8	-
Inflation adjustment	-	12.3	0.4	0.2	-0.1	12.8
Currency translation adjustment	9.1	37.2	1.4	0.9	1.1	49.7
<b>Cost at December 31, 2024</b>	<b>315.3</b>	<b>1 408.7</b>	<b>36.9</b>	<b>35.5</b>	<b>56.2</b>	<b>1 852.6</b>
Accumulated depreciation and impairment at January 1, 2024	-170.2	-1 002.2	-27.2	-27.0	-	-1 226.6
Depreciation	-9.6	-67.2	-2.8	-2.7	-	-82.3
Impairment	-	-0.4	-0.1	-	-	-0.5
Reversal of impairment	-	0.4	-	-	-	0.4
Disposal	0.4	22.8	1.2	1.2	-	25.6
Inflation adjustment	-	-11.5	-0.3	-0.2	-	-12.1
Currency translation adjustment	-6.0	-28.0	-1.2	-0.8	-	-36.0
<b>Accumulated depreciation and impairment at December 31, 2024</b>	<b>-185.5</b>	<b>-1 086.0</b>	<b>-30.4</b>	<b>-29.6</b>	<b>-</b>	<b>-1 331.5</b>
Net book value at January 1, 2024	134.2	319.4	6.1	6.6	46.3	512.5
<b>Net book value at December 31, 2024</b>	<b>129.8</b>	<b>322.7</b>	<b>6.5</b>	<b>6.0</b>	<b>56.1</b>	<b>521.0</b>



## RIGHT-OF-USE ASSETS 2024

CHF million	Land and buildings	Machinery and plant equipment	Data-processing equipment	Vehicles and furniture	Tangible assets under construction	Total
Cost at January 1, 2024	318.7	10.0	0.6	21.7	-	351.0
Addition	18.7	1.1	0.3	8.6	-	28.7
Disposal	-14.2	-1.8	-	-4.5	-	-20.6
Modification	0.8	-	-	0.8	-	1.6
Inflation adjustment	0.7	-	-	0.1	-	0.8
Currency translation adjustment	5.8	0.3	-	0.3	-	6.4
<b>Cost at December 31, 2024</b>	<b>330.5</b>	<b>9.7</b>	<b>0.9</b>	<b>26.8</b>	<b>-</b>	<b>367.9</b>
Accumulated depreciation and impairment at January 1, 2024	-97.8	-5.2	-0.3	-9.4	-	-112.7
Depreciation	-27.0	-2.2	-0.2	-6.7	-	-36.0
Reversal of impairment	1.1	-	-	-	-	1.1
Disposal	14.2	1.8	-	4.5	-	20.6
Inflation adjustment	-0.3	-	-	-	-	-0.3
Currency translation adjustment	-1.9	-0.1	-	-0.1	-	-2.1
<b>Accumulated depreciation and impairment at December 31, 2024</b>	<b>-111.7</b>	<b>-5.7</b>	<b>-0.5</b>	<b>-11.7</b>	<b>-</b>	<b>-129.6</b>
Net book value at January 1, 2024	221.0	4.7	0.3	12.3	-	238.3
<b>Net book value at December 31, 2024</b>	<b>218.8</b>	<b>3.9</b>	<b>0.4</b>	<b>15.1</b>	<b>-</b>	<b>238.3</b>

## TANGIBLE ASSETS 2023

CHF million	Land and buildings	Machinery and plant equipment	Data-processing equipment	Vehicles and furniture	Tangible assets under construction	Total
Cost at January 1, 2023	567.8	1 299.5	34.4	49.0	31.1	1 981.7
Acquisition through business combination <sup>1</sup>	101.9	116.8	0.1	6.0	9.0	233.7
Addition	17.5	9.8	0.9	7.9	48.0	84.0
Disposal	-16.7	-23.0	-0.8	-5.3	-0.6	-46.3
Modification	-6.3	-2.2	-	0.1	-	-8.5
Reclassification	2.7	32.0	2.2	1.4	-38.3	-
Inflation adjustment	0.4	8.7	0.2	0.4	0.2	9.9
Currency translation adjustment	-44.2	-110.0	-3.1	-4.1	-3.0	-164.5
<b>Cost at December 31, 2023</b>	<b>623.1</b>	<b>1 331.6</b>	<b>33.9</b>	<b>55.3</b>	<b>46.3</b>	<b>2 090.1</b>
Accumulated depreciation and impairment at January 1, 2023	-259.6	-978.3	-27.5	-35.5	-	-1 300.7
Depreciation	-36.6	-71.5	-3.1	-8.7	-	-119.9
Impairment	-1.5	-54.6	-	-	-0.3	-56.3
Disposal	11.0	22.6	0.8	5.2	0.3	39.9
Inflation adjustment	-0.1	-8.3	-0.2	-0.2	-	-8.9
Currency translation adjustment	18.8	82.5	2.5	2.8	-	106.5
<b>Accumulated depreciation and impairment at December 31, 2023</b>	<b>-267.9</b>	<b>-1 007.5</b>	<b>-27.6</b>	<b>-36.4</b>	<b>-</b>	<b>-1 339.4</b>
Net book value at January 1, 2023	308.2	321.2	6.9	13.5	31.1	681.0
<b>Net book value at December 31, 2023</b>	<b>355.2</b>	<b>324.1</b>	<b>6.3</b>	<b>18.8</b>	<b>46.3</b>	<b>750.8</b>

<sup>1</sup> Refer to note 3 on page 99.

## PROPERTY, PLANT AND EQUIPMENT 2023

CHF million	Land and buildings	Machinery and plant equipment	Data-processing equipment	Vehicles and furniture	Tangible assets under construction	Total
Cost at January 1, 2023	254.3	1 290.4	33.9	32.1	31.1	1 641.7
Acquisition through business combination <sup>1</sup>	70.8	113.3	–	2.7	9.0	195.9
Addition	0.2	7.4	0.7	0.9	48.0	57.1
Disposal	-1.8	-20.7	-0.7	-1.0	-0.6	-24.8
Reclassification	2.7	32.0	2.2	1.4	-38.3	–
Inflation adjustment	–	8.7	0.2	0.2	0.2	9.2
Currency translation adjustment	-21.8	-109.5	-3.0	-2.7	-3.0	-140.0
<b>Cost at December 31, 2023</b>	<b>304.4</b>	<b>1 321.6</b>	<b>33.3</b>	<b>33.6</b>	<b>46.3</b>	<b>1 739.1</b>
Accumulated depreciation and impairment at January 1, 2023	-173.9	-972.7	-27.1	-26.9	–	-1 200.6
Depreciation	-9.5	-69.3	-3.0	-3.1	–	-84.9
Impairment	-0.4	-54.6	–	–	-0.3	-55.2
Disposal	1.8	20.4	0.7	1.0	0.3	24.0
Inflation adjustment	–	-8.3	-0.2	-0.2	–	-8.6
Currency translation adjustment	11.8	82.3	2.4	2.2	–	98.7
<b>Accumulated depreciation and impairment at December 31, 2023</b>	<b>-170.2</b>	<b>-1 002.2</b>	<b>-27.2</b>	<b>-27.0</b>	<b>–</b>	<b>-1 226.6</b>
Net book value at January 1, 2023	80.4	317.7	6.7	5.2	31.1	441.1
<b>Net book value at December 31, 2023</b>	<b>134.2</b>	<b>319.4</b>	<b>6.1</b>	<b>6.6</b>	<b>46.3</b>	<b>512.5</b>

<sup>1</sup> Refer to note 3 on page 99.

## RIGHT-OF-USE ASSETS 2023

CHF million	Land and buildings	Machinery and plant equipment	Data-processing equipment	Vehicles and furniture	Tangible assets under construction	Total
Cost at January 1, 2023	313.5	9.1	0.5	16.9	–	340.0
Acquisition through business combination <sup>1</sup>	31.1	3.5	–	3.2	–	37.9
Addition	17.3	2.4	0.2	7.0	–	26.9
Disposal	-14.9	-2.2	-0.1	-4.3	–	-21.5
Modification	-6.3	-2.2	–	0.1	–	-8.5
Inflation adjustment	0.4	–	–	0.2	–	0.6
Currency translation adjustment	-22.4	-0.6	-0.1	-1.4	–	-24.4
<b>Cost at December 31, 2023</b>	<b>318.7</b>	<b>10.0</b>	<b>0.6</b>	<b>21.7</b>	<b>–</b>	<b>351.0</b>
Accumulated depreciation and impairment at January 1, 2023	-85.7	-5.5	-0.3	-8.6	–	-100.1
Depreciation	-27.1	-2.2	-0.1	-5.6	–	-35.0
Impairment	-1.1	–	–	–	–	-1.1
Disposal	9.3	2.2	0.1	4.3	–	15.9
Inflation adjustment	-0.1	–	–	-0.1	–	-0.2
Currency translation adjustment	7.0	0.2	–	0.6	–	7.8
<b>Accumulated depreciation and impairment at December 31, 2023</b>	<b>-97.8</b>	<b>-5.2</b>	<b>-0.3</b>	<b>-9.4</b>	<b>–</b>	<b>-112.7</b>
Net book value at January 1, 2023	227.8	3.6	0.2	8.3	–	239.8
<b>Net book value at December 31, 2023</b>	<b>221.0</b>	<b>4.7</b>	<b>0.3</b>	<b>12.3</b>	<b>–</b>	<b>238.3</b>

<sup>1</sup> Refer to note 3 on page 99.

Tangible assets of CHF 0.2 million (December 31, 2023: CHF 0.5 million) are pledged as security for financial liabilities.

Lease accounting has impacted profit or loss and the consolidated statement of cash flows as follows:

CHF million	2024	2023
Lease expenses relating to short-term leases and low-value assets	-13.3	-14.6
Depreciation and impairment for right-of-use assets	-35.0	-36.1
Interest expenses on lease liabilities	-12.1	-12.0
<b>Total recognized in profit or loss</b>	<b>-60.4</b>	<b>-62.7</b>
Lease expenses paid relating to short-term leases and low-value assets	-13.3	-14.6
Interest paid on lease liabilities	-12.1	-12.0
<b>Total recognized in cash flows from operating activities</b>	<b>-25.4</b>	<b>-26.6</b>
Repayment of lease liabilities	-31.5	-30.2
<b>Total recognized in cash flows used in financing activities</b>	<b>-31.5</b>	<b>-30.2</b>
<b>Total cash flows used for leases</b>	<b>-56.9</b>	<b>-56.8</b>

### Impairment

Tangible assets are tested for impairment if there are indications, that due to changed circumstances, their carrying amount may no longer be recoverable. In 2024, no material impairments nor material reversal of impairments have been identified as a result of this test and the carrying amount of the cash-generating units are recoverable.

In 2023, CHF 52.2 million of the impairment charges on tangible assets were attributable to Business Group North America, CHF 3.7 million to Business Group Europe and CHF 0.4 million to Corporate.

## 14 INTANGIBLE ASSETS

### INTANGIBLE ASSETS 2024

CHF million	Software	Customer relations	Technologies	Trademarks	Other intangible assets	Total
Cost at January 1, 2024	25.8	3.5	9.9	2.6	0.7	42.6
Addition	0.1	-	-	-	1.0	1.1
Reclassification	0.4	-	-	-	-0.4	-
Currency translation adjustment	0.5	-	-	-	-	0.5
<b>Cost at December 31, 2024</b>	<b>26.9</b>	<b>3.5</b>	<b>9.9</b>	<b>2.6</b>	<b>1.4</b>	<b>44.3</b>
Accumulated amortization at January 1, 2024	-22.7	-0.3	-1.1	-2.0	-0.3	-26.3
Amortization	-1.8	-0.4	-1.4	-0.7	-	-4.3
Reclassification	-0.3	-	-	-	0.3	-
Currency translation adjustment	-0.5	-	-	-	-	-0.5
<b>Accumulated amortization at December 31, 2024</b>	<b>-25.2</b>	<b>-0.8</b>	<b>-2.5</b>	<b>-2.6</b>	<b>-0.1</b>	<b>-31.1</b>
Net book value at January 1, 2024	3.2	3.2	8.8	0.7	0.4	16.2
<b>Net book value at December 31, 2024</b>	<b>1.7</b>	<b>2.7</b>	<b>7.4</b>	<b>-</b>	<b>1.3</b>	<b>13.2</b>

### INTANGIBLE ASSETS 2023

CHF million	Software	Customer relations	Technologies	Trademarks	Other intangible assets	Total
Cost at January 1, 2023	25.0	-	-	-	0.7	25.7
Acquisition through business combination <sup>1</sup>	1.3	3.5	9.9	2.6	-	17.3
Addition	0.7	-	-	-	0.2	0.9
Reclassification	0.1	-	-	-	-0.1	-
Currency translation adjustment	-1.2	-	-	-	-	-1.3
<b>Cost at December 31, 2023</b>	<b>25.8</b>	<b>3.5</b>	<b>9.9</b>	<b>2.6</b>	<b>0.7</b>	<b>42.6</b>
Accumulated amortization at January 1, 2023	-21.0	-	-	-	-0.3	-21.3
Amortization	-2.8	-0.3	-1.1	-2.0	-	-6.1
Currency translation adjustment	1.0	-	-	-	-	1.1
<b>Accumulated amortization at December 31, 2023</b>	<b>-22.7</b>	<b>-0.3</b>	<b>-1.1</b>	<b>-2.0</b>	<b>-0.3</b>	<b>-26.3</b>
Net book value at January 1, 2023	4.0	-	-	-	0.3	4.4
<b>Net book value at December 31, 2023</b>	<b>3.2</b>	<b>3.2</b>	<b>8.8</b>	<b>0.7</b>	<b>0.4</b>	<b>16.2</b>

<sup>1</sup> Refer to note 3 on page 99.

## 15 INVESTMENTS IN ASSOCIATED COMPANIES

Investments in associated companies comprise the 30% share in SRN Sound Proof Co., Ltd., Chonburi, Thailand, the 25% share in Wuhan Nittoku Autoneum Sound-Proof Co. Ltd., Wuhan, China, the 25% share in Wuhan Nittoku Autoneum Auto Parts Co. Ltd., Wuhan, China, and the 25% share in ATN Auto Acoustics Inc., Kamioguchi, Japan. The investments in associated companies are measured using the equity method. The net book value of investments in associated companies changed as follows:

CHF million	2024	2023
Net book value at January 1	18.9	21.6
Share of profit of associated companies	0.9	1.6
Dividends received	-1.3	-1.9
Currency translation adjustment	1.1	-2.3
<b>Net book value at December 31</b>	<b>19.6</b>	<b>18.9</b>

## 16 FINANCIAL ASSETS

CHF million	31.12.2024	31.12.2023
Investments in non-consolidated companies	24.3	23.7
Loans	0.8	0.7
Other financial assets	5.2	6.0
<b>Total non-current portion</b>	<b>30.2</b>	<b>30.3</b>
Marketable securities	6.0	-
Derivative financial instruments	1.4	9.4
<b>Total current portion</b>	<b>7.5</b>	<b>9.4</b>

The increase in investments in non-consolidated companies results from a change in the market value of the investment in Nihon Tokushu Toryo Co. Ltd. of CHF 0.6 million (2023: increase of CHF 3.5 million), which is recognized in other comprehensive income.

Derivative financial instruments have been reclassified to current financial assets, whereas they were previously reported under other current assets. Prior period comparatives have been revised to align with the current year's presentation.

## 17 OTHER ASSETS

CHF million	31.12.2024	31.12.2023
Capitalized preproduction costs	67.3	63.2
Contract assets	29.0	23.6
Other receivables	7.1	8.8
<b>Total non-current portion</b>	<b>103.5</b>	<b>95.5</b>
Non-income tax receivables	31.2	27.5
Accrued income	25.7	22.7
Contract assets	19.8	12.4
Deferred expenses	7.2	6.1
Advance payments to suppliers	6.9	7.5
Other receivables	12.3	8.7
<b>Total current portion</b>	<b>103.1</b>	<b>84.9</b>

Contract assets result mainly when tools are sold to the OEM and Autoneum is not reimbursed at the same point in time, but with a predefined part of the price of the serial products that are sold to the OEM over the production period. The contract assets are transferred to receivables when the right for payment becomes unconditional. This usually occurs when the Group issues an invoice to the customer, which is expected within the next year for the current portion and within the next two to eight years for the non-current portion.

Derivative financial instruments have been reclassified from other current assets to current financial assets (refer to note 16, page 112). Prior period comparatives have been revised to align with the current year's presentation.

The following table shows the movements in capitalized pre-production costs during the year:

CHF million	2024	2023
Net book value at January 1	63.2	61.7
Capitalization of preproduction costs	19.7	18.7
Amortization of preproduction costs	-16.9	-14.8
Restatement by inflation	0.1	0.1
Currency translation adjustment	1.3	-2.6
<b>Net book value at December 31</b>	<b>67.3</b>	<b>63.2</b>

Autoneum spent CHF 57.9 million (2023: CHF 55.2 million) on research and development in the period under review, whereof CHF 19.7 million (2023: CHF 18.7 million) were capitalized. The remaining portion was recognized as an expense in the period when incurred.

## 18 INVENTORIES

CHF million	31.12.2024	31.12.2023
Raw materials and consumables	43.1	47.5
Purchased parts	1.4	1.6
Finished goods	30.4	28.8
Work in progress	92.4	107.7
Allowance for impairment	-4.9	-5.5
<b>Total</b>	<b>162.4</b>	<b>180.1</b>

The following table summarizes the movement in the allowance for impairment:

CHF million	2024	2023
Allowance at January 1	-5.5	-4.9
Addition	-0.3	-0.9
Utilization	-	-0.2
Release	1.0	0.1
Currency translation adjustment	-0.2	0.4
<b>Allowance at December 31</b>	<b>-4.9</b>	<b>-5.5</b>

## 19 TRADE RECEIVABLES

CHF million	31.12.2024	31.12.2023
Trade receivables (gross)	252.8	279.1
Allowance for impairment	-4.0	-5.9
<b>Total</b>	<b>248.8</b>	<b>273.1</b>

The following table summarizes the movement in the allowance for impairment:

CHF million	2024	2023
Allowance at January 1	-5.9	-3.7
Addition	-0.2	-2.9
Utilization	0.3	0.1
Release	2.0	0.3
Currency translation adjustment	-0.2	0.4
<b>Allowance at December 31</b>	<b>-4.0</b>	<b>-5.9</b>

Trade receivables comprise receivables due from customers with the below-mentioned credit rating. The rating system can be seen as being congruent to the rating categories applied by the largest worldwide known rating agencies like e.g. Fitch:

CHF million	31.12.2024	31.12.2023
A- or higher	87.1	101.3
BBB- to BBB+	100.5	87.2
BB+ or lower	35.8	55.7
Not rated	25.4	28.9
<b>Total</b>	<b>248.8</b>	<b>273.1</b>

At December 31, 2024 no trade receivables are pledged as security for financial liabilities (December 31, 2023: nil).

## 20 CASH AND CASH EQUIVALENTS

CHF million	31.12.2024	31.12.2023
Cash at banks	106.2	145.0
Time deposits with original maturities up to 3 months	2.0	4.4
<b>Total</b>	<b>108.2</b>	<b>149.4</b>

## 21 SHAREHOLDERS' EQUITY

On September 28, 2023 Autoneum Holding Ltd carried out a capital increase that led to an increase by 1168 090 registered shares based on the previous 4 672 363 registered shares outstanding as at December 31, 2022. The share capital is fully paid up. At December 31, 2024 the share capital amounts to CHF 292 023 and is composed as follows:

		31.12.2024	31.12.2023
Shares outstanding	Number of shares	5 792 295	5 794 833
Treasury shares	Number of shares	48 158	45 620
<b>Total shares issued</b>	<b>Number of shares</b>	<b>5 840 453</b>	<b>5 840 453</b>
Nominal value per share	CHF	0.05	0.05
<b>Share capital</b>	<b>CHF</b>	<b>292 023</b>	<b>292 023</b>

### Share capital

The holders of shares are entitled to receive dividends and are entitled to one vote per share at General Meetings of the Company.

### Conditional share capital

For issuing convertible bonds, warranty bonds, and for granting shareholder options, the share capital can be increased by a maximum of 700 000 fully paid-up registered shares with a par value of CHF 0.05 up to a maximum value of CHF 35 000. Furthermore, for the issuance of shares to employees of subsidiaries, the share capital can be increased by a maximum of 250 000 fully paid-up registered shares with a par value of CHF 0.05 up to a maximum value of CHF 12 500.

### Treasury shares

The following transactions with treasury shares were performed during the financial year:

	2024 in shares	2024 in CHF million	2023 in shares	2023 in CHF million
Treasury shares at January 1	45 620	5.2	34 278	4.0
Purchase of treasury shares	17 500	2.0	29 600	3.3
Transfer of treasury shares	-14 962	-1.7	-18 258	-2.1
<b>Treasury shares at December 31</b>	<b>48 158</b>	<b>5.4</b>	<b>45 620</b>	<b>5.2</b>

In the course of the capital increase on September 28, 2023 Autoneum Holding Ltd did not exercise the subscription rights to treasury shares. 17 052 subscription rights were sold in the market for CHF 0.1 million.

### Capital reserve

The capital reserve at December 31, 2024 originates from the contribution of the Autoneum companies to the Group in the course of the separation in 2011 (CHF 217.5 million) and the capital increase of Autoneum Holding Ltd on September 28, 2023 (CHF 101.0 million).

### Fair value reserve

The fair value reserve contains changes in the fair value of listed non-consolidated investments. The reserve will be reclassified to retained earnings at disposal.

### Retained earnings

Retained earnings include accumulated earnings since the Group was established in December 2010.



## Currency translation adjustment

The currency translation adjustment comprises all foreign exchange differences arising from the translation of the financial statements of foreign entities included in the consolidated financial statements.

## Changes resulting from other comprehensive income

The table below discloses changes resulting from other comprehensive income to each component of equity:

### OTHER COMPREHENSIVE INCOME 2024

CHF million	Fair value reserve	Retained earnings	Currency transl. adjustm.	Total	Attributable to non-controlling interests	Total equity
Currency translation adjustment	-	-	11.0	11.0	5.1	16.1
Inflation adjustment	-	4.5		4.5	0.3	4.8
<b>Total items that will be reclassified to income statement</b>	<b>-</b>	<b>4.5</b>	<b>11.0</b>	<b>15.5</b>	<b>5.5</b>	<b>20.9</b>
Remeasurement of defined benefit pension plans	-	3.6	-	3.6	-	3.6
Change in fair value of equity investments (FVOCI)	0.6	-	-	0.6	-	0.6
Income taxes	-	-0.4	-	-0.4	-	-0.4
<b>Total items that will not be reclassified to income statement</b>	<b>0.6</b>	<b>3.2</b>	<b>-</b>	<b>3.8</b>	<b>-</b>	<b>3.8</b>
<b>Total</b>	<b>0.6</b>	<b>7.7</b>	<b>11.0</b>	<b>19.2</b>	<b>5.5</b>	<b>24.7</b>

### OTHER COMPREHENSIVE INCOME 2023

CHF million	Fair value reserve	Retained earnings	Currency transl. adjustm.	Total	Attributable to non-controlling interests	Total equity
Currency translation adjustment	-	-	-46.4	-46.4	-9.3	-55.7
Inflation adjustment	-	3.9	-	3.9	0.5	4.4
<b>Total items that will be reclassified to income statement</b>	<b>-</b>	<b>3.9</b>	<b>-46.4</b>	<b>-42.4</b>	<b>-8.9</b>	<b>-51.3</b>
Remeasurement of defined benefit pension plans	-	0.9	-	0.9	-	0.9
Change in fair value of equity investments (FVOCI)	3.5	-	-	3.5	-	3.5
Income taxes	-	0.6	-	0.6	-	0.6
<b>Total items that will not be reclassified to income statement</b>	<b>3.5</b>	<b>1.5</b>	<b>-</b>	<b>5.0</b>	<b>-</b>	<b>4.9</b>
<b>Total</b>	<b>3.5</b>	<b>5.4</b>	<b>-46.4</b>	<b>-37.5</b>	<b>-8.9</b>	<b>-46.4</b>

## 22 NON-CONTROLLING INTERESTS

The non-controlling interests derive from entities that are controlled by the Group (subsidiaries), but Autoneum does not have all of the entities' capital rights. Those subsidiaries are listed in note 35 on page 128. Due to disclosure restrictions in shareholder agreements, information on significant non-controlling interests is only disclosed on an aggregated level. The table below sets out the aggregated financial information of the subsidiaries with non-controlling interests:

CHF million	31.12.2024	31.12.2023
Non-current assets	161.3	153.6
Current assets	185.9	176.5
Non-current liabilities	-43.6	-46.8
Current liabilities	-104.3	-103.6
<b>Net assets</b>	<b>199.4</b>	<b>179.7</b>
attributable to non-controlling interests	96.8	87.2
	<b>2024</b>	<b>2023</b>
Revenue	580.0	577.6
Net profit	38.6	28.0
Other comprehensive income	11.1	-18.2
<b>Total comprehensive income</b>	<b>49.6</b>	<b>9.8</b>
attributable to non-controlling interests	23.3	3.9
Cash flows from operating activities	59.1	55.6
Cash flows used in investing activities	-21.2	-11.0
Cash flows used in financing activities	-37.2	-59.9
<b>Change in cash and cash equivalents</b>	<b>0.7</b>	<b>-15.3</b>

## 23 FINANCIAL LIABILITIES

CHF million	31.12.2024	31.12.2023
Borrowings	368.6	551.8
<b>Total non-current portion</b>	<b>368.6</b>	<b>551.8</b>
Borrowings	144.8	42.2
Derivative financial instruments	6.0	3.1
<b>Total current portion</b>	<b>150.9</b>	<b>45.3</b>

The movements in the borrowings over the year were as follows:

CHF million	Bonds	Bank debts	Lease liabilities	Other borrowings	Total
Borrowings at January 1, 2024	99.9	221.5	266.9	5.7	594.0
Proceeds	-	5.0	-	-	5.0
Repayment	-	-96.6	-31.5	-0.3	-128.4
<b>Cash flows</b>	<b>-</b>	<b>-91.6</b>	<b>-31.5</b>	<b>-0.3</b>	<b>-123.4</b>
Addition	-	-	28.7	-	28.7
Modification	-	-	1.6	-	1.6
Increase in present value	0.1	0.3	-	-	0.4
Currency translation adjustment	-	-	12.1	-	12.1
<b>Non-cash changes</b>	<b>0.1</b>	<b>0.3</b>	<b>42.4</b>	<b>-</b>	<b>42.8</b>
<b>Borrowings at December 31, 2024</b>	<b>100.0</b>	<b>130.2</b>	<b>277.8</b>	<b>5.5</b>	<b>513.5</b>
Thereof non-current	-	130.2	238.0	0.5	368.6
Thereof current	100.0	-	39.9	5.0	144.8

CHF million	Bonds	Bank debts	Lease liabilities	Other borrowings	Total
Borrowings at January 1, 2023	174.9	185.5	263.0	15.5	638.8
Proceeds	-	225.1	-	-	225.1
Repayment	-75.0	-200.8	-30.2	-9.5	-315.5
<b>Cash flows</b>	<b>-75.0</b>	<b>24.3</b>	<b>-30.2</b>	<b>-9.5</b>	<b>-90.4</b>
Assumed through business combination <sup>1</sup>	-	12.0	37.9	-	49.9
Addition	-	-	26.9	-	26.9
Modification	-	-	-8.5	-	-8.5
Increase in present value	0.1	0.7	-	-	0.8
Currency translation adjustment	-	-1.0	-22.2	-0.3	-23.5
<b>Non-cash changes</b>	<b>0.1</b>	<b>11.7</b>	<b>34.1</b>	<b>-0.3</b>	<b>45.5</b>
<b>Borrowings at December 31, 2023</b>	<b>99.9</b>	<b>221.5</b>	<b>266.9</b>	<b>5.7</b>	<b>594.0</b>
Thereof non-current	99.9	221.5	229.6	0.7	551.8
Thereof current	-	-	37.2	5.0	42.2

<sup>1</sup> Refer to note 3, page 99.

On December 8, 2017 Autoneum Holding Ltd issued a fixed-rate bond with a nominal value of CHF 100.0 million, which is listed on the SIX Swiss Exchange (AUT17, ISIN: CH0373476032). The bond carries a coupon rate of 1.125% and has a term of eight years with a final maturity on December 8, 2025.

On July 4, 2016 Autoneum Holding Ltd issued a fixed-rate bond with a nominal value of CHF 75.0 million, which was listed on the SIX Swiss Exchange (AUH16, ISIN: CH0326213904). The bond carried a coupon rate of 1.125% and had a term of seven years, which was repaid at the final maturity date on July 4, 2023.

Autoneum maintains a long-term credit agreement with a banking syndicate in the amount of CHF 350.0 million, whereof CHF 131.3 million was drawn at year-end (December 31, 2023: CHF 222.8 million). The line of credit may partly be used as a guarantee facility. On October 26, 2023 the long-term credit agreement was amended, among other things, with regards to the final maturity date that was extended from October 31, 2027 to October 29, 2028. On November 6, 2024 the long-term credit agreement was amended with regards to the final maturity date that was extended from October 29, 2028 to October 29, 2029. The interest rate is based on the SARON rate plus an applicable margin, which is determined based on the ratio of net debt to EBITDA. An adjusted ratio of net debt to EBITDA represents the customary financial covenant of that agreement. The covenant is tested on a half-yearly basis on June 30 and December 31. The loan becomes repayable on demand if the ratio exceeds the agreed threshold at any testing date. Autoneum complied with the covenant in the financial years 2024 and 2023. Accordingly the loan is classified as non-current at December 31, 2024. Autoneum expects to comply with the covenants within 12 months after the reporting date.

On January 31, 2023 the Group signed an additional bridge facility agreement with UBS and Credit Suisse in the amount of CHF 150.0 million, initially drawn on March 31, 2023 and with final maturity date on January 31, 2024. At December 31, 2023 the full amount of the bridge facility agreement was repaid.

In addition to the aforementioned bond and the long-term credit agreement, local credit limits and borrowings with individual customary market conditions exist in several countries.

Borrowings and derivative financial instruments have been combined under financial liabilities. In the prior period, derivative financial instruments were reported under other current liabilities. Prior period comparatives have been revised to align with the current year's presentation.

The borrowings are denominated in the following currencies:

CHF million	31.12.2024	31.12.2023
CHF	257.2	350.5
USD	145.2	137.8
EUR	56.0	58.6
CNY	23.9	23.7
Other	31.2	23.3
<b>Total</b>	<b>513.5</b>	<b>594.0</b>

## 24 EMPLOYEE BENEFITS

CHF million	31.12.2024	31.12.2023
Post-employment benefit liabilities	10.4	10.7
Other long-term employee benefits	7.6	5.9
<b>Employee benefit liabilities</b>	<b>18.0</b>	<b>16.6</b>

In the reporting period, total expenses for pensions in the amount of CHF 10.6 million have been recognized as employee expenses and interest expenses (2023: CHF 10.2 million). Some employees participate in defined contribution plans whose insurance benefit results solely from the paid contributions and the return on investment on the plan asset. The other employees participate in defined benefit plans that are based upon direct benefits of the Autoneum Group.

### Defined contribution plans

The expenses for defined contribution plans totaled CHF 6.3 million in the current reporting period (2023: CHF 6.1 million).

### Defined benefit plans

Autoneum maintains defined benefit pension plans in Switzerland, the USA, Canada, Great Britain, France and the Netherlands. The most significant pension plans are those in Switzerland. Those plans sum up to 67.3% (December 31, 2023: 66.7%) of the Group's defined benefit obligation and 68.8% (December 31, 2023: 68.9%) of the Group's plan assets.

The status of the defined benefit plans at year-end was as follows:

CHF million	2024	2023
<b>Switzerland</b>		
Fair value of plan assets at December 31	154.9	138.0
Present value of defined benefit obligation at December 31	-143.2	-129.9
<b>Surplus at December 31</b>	<b>11.7</b>	<b>8.0</b>
<b>Other countries</b>		
Fair value of plan assets at December 31	70.4	62.1
Present value of defined benefit obligation at December 31	-69.5	-64.9
Asset ceiling <sup>1</sup>	-8.5	-5.9
<b>Deficit at December 31</b>	<b>-7.6</b>	<b>-8.6</b>
<b>Total surplus/(deficit) at December 31</b>	<b>4.0</b>	<b>-0.6</b>
Recognized in the balance sheet		
as employee benefit assets	14.4	10.2
as employee benefit liabilities	10.4	10.7

<sup>1</sup> Asset ceiling includes a change in limitation on recognition of fund surplus of CHF -2.7 million (2023: CHF 3.0 million) and a positive currency translation adjustment of CHF 0.1 million (2023: positive currency translation adjustment of CHF 0.3 million).

### Swiss pension plans

Pension plans are governed by the Swiss Federal Law on Occupational Retirement, Survivors' and Disability Pension Plans (BVG). The Group's pension plans are administered by separate legal foundations, which are funded by regular employee and company contributions. Plan participants are insured against the financial consequences of old age, disability and death. The most senior governing body of the pension plan is the Board of Trustees. The Board of Trustees is responsible for the investment of the plan assets. All investment decisions made by the Board of Trustees need to conform to the guidelines set out in a long-term investment strategy. This strategy is based on legal requirements, expected future contributions and expected future obligations and is reassessed at least once a year. All governing and administration bodies have an obligation to act in the interests of the plan participants. The final benefit is contribution-based with certain minimum guarantees. Due to these minimum guarantees, the Swiss plans are treated as defined benefit plans for the purposes of these IFRS financial statements, although they have many characteristics of defined contribution plans. Retirement benefits are based on the accumulated savings capital, which can either be drawn as a lifelong pension or as a lump-sum payment. The pension is calculated by multiplying the balance of the savings capital with the applicable conversion rate. The plan is exposed to actuarial risks, such as longevity risk (underlying mortality table BVG 2020), interest rate risk and market (investment) risk. In case of underfunding, the Board of Trustees is required to take the necessary measures to ensure that full funding can be expected to be restored within a reasonable period. The measures may include increasing employee and company contributions, lowering the interest rate on retirement account balances or reducing prospective benefits.

### Pension plans in other countries

Autoneum maintains defined benefit plans in Canada, Great Britain, France, the Netherlands and the USA. The pension plan in Canada is closed to new members. The plan is funded, and the majority of the contributions are paid by the employer. The pension plan in Great Britain is funded and has been closed to new members. New employees join a defined contribution plan. The plan in France is unfunded and settled by the employer while the plan in the Netherlands is funded and has been closed to new members.

In the USA the Group maintains four defined benefit pension plans. Three of those plans are funded and one plan is unfunded. The defined benefit plans in the USA have been closed to new members. New employees in the USA join defined contribution plans. In addition, Autoneum participates in one multiemployer defined benefit plan subject to a collective bargaining agreement between the union and the employer. The rate of contributions is governed by the collective bargaining agreement and the fund met the minimum funding requirements of Employee Retirement Income Security Act of 1974 (ERISA). Under the standard withdrawal liability process, an employer is subject to a withdrawal liability based on its allocation percentage multiplied by the unfunded vested benefit. An employer can be liable for other entities' obligations if a mass withdrawal occurs. By providing benefits to certain union-represented employees, the plan would qualify as a defined benefit plan. However, as sufficient information on the asset base, the pension portfolio and the allocation of plan assets are not available, Autoneum accounts for it as a defined contribution plan. The audited financial statements of the plan were prepared on the accrual basis of accounting in accordance with accounting principles generally accepted in the United States of America (U.S. GAAP). As of January 1, 2024 the plan had assets of USD 355.6 million (January 1, 2023: USD 356.2 million) and accrued liabilities (immediate gains method) of USD 567.2 million (January 1, 2023: USD 575.6 million). In the period under review, Autoneum contributed USD 1.0 million to the plan. In 2023, Autoneum contributed USD 1.0 million (13%) to the plan, whereas the total contributions of all participating employers together were USD 8.1 million. The expected contributions to the plan for 2025 are USD 1.1 million. Although this plan is in an underfunded status, Autoneum currently has no obligation.

The movement in the defined benefit obligation for all pension plans over the year was as follows:

CHF million	2024	2023
Defined benefit obligation at January 1	194.8	192.8
Current service cost	4.5	3.7
Past service cost from plan amendments/curtailments	-0.3	-0.2
Interest expenses	4.9	5.9
Remeasurement gains and losses	9.0	8.5
Employee contributions	2.8	2.8
Settlements	-	-0.7
Benefits paid	-5.1	-12.5
Currency translation adjustment	2.2	-5.6
<b>Defined benefit obligation at December 31</b>	<b>212.8</b>	<b>194.8</b>

The movement in the fair value of plan assets for all pension plans over the year was as follows:

CHF million	2024	2023
Fair value of plan assets at January 1	200.1	200.1
Interest income	4.7	5.2
Return on plan assets excluding interest income	15.3	6.3
Employer contributions	5.6	3.9
Employee contributions	2.8	2.8
Settlements	-	-0.7
Benefits paid	-5.1	-12.3
Currency translation adjustment	1.8	-5.3
<b>Fair value of plan assets at December 31</b>	<b>225.3</b>	<b>200.1</b>

The major categories of plan assets were as follows:

CHF million	31.12.2024	31.12.2023
Equity	105.0	101.0
Debt	56.6	45.1
Real estate	47.3	41.6
Cash	6.2	7.1
Other	10.2	5.3
<b>Total</b>	<b>225.3</b>	<b>200.1</b>

All equity and debt instruments are listed on a stock exchange.

The amounts recognized in profit or loss were as follows:

CHF million	2024	2023
Current service cost	-4.5	-3.7
Past service cost from plan amendment/curtailments	0.3	0.2
Net interest expenses	-0.2	-0.7
<b>Pension expenses for defined benefit plans</b>	<b>-4.3</b>	<b>-4.1</b>
Recognized in the income statement		
as employee expenses	-4.1	-3.5
as interest expenses	-0.2	-0.7

The amounts recognized in profit or loss result from plans in the following regions:

CHF million	2024	2023
Expenses from defined benefit plans in Switzerland	-3.4	-2.8
Expenses from defined benefit plans in other countries	-0.9	-1.3
<b>Total</b>	<b>-4.3</b>	<b>-4.1</b>

The expected employer contributions for the Group's defined benefit pension plans for 2025 amount to CHF 4.4 million. The expected benefit payments for 2025 are CHF 5.4 million.

The effect from remeasurement of the defined benefit pension plans recognized in other comprehensive income is as follows:

CHF million	2024	2023
Remeasurement gains and losses		
from changes in demographic assumptions	3.3	0.1
from changes in financial assumptions	-7.9	-9.7
from experience adjustment	-4.5	1.1
Return on plan assets excluding interest income	15.3	6.3
Asset ceiling	-2.7	3.0
<b>Total</b>	<b>3.6</b>	<b>0.9</b>

The table below discloses the main actuarial assumptions at year-end:

Weighted average of all pension plans		31.12.2024	31.12.2023
Discount rate	in %	2.1	2.5
Expected future salary growth	in %	0.8	1.1
Expected future pension growth	in %	0.7	0.1
Life expectancy for females at age of 65	in years	24.2	24.1
Life expectancy for males at age of 65	in years	22.3	22.2

At December 31, 2024 the weighted average duration of the defined benefit obligation was 13.4 years (December 31, 2023: 14.0 years).

The table below shows the results of the sensitivity analysis. It was analyzed how expected changes in the discount rate, in future salary and pension growth, and in the life expectancy would impact the defined benefit obligation. Changes in these parameters would have the following effect on the defined benefit obligation:

CHF million	31.12.2024	31.12.2023
Increase in discount rate by 0.25 percentage points	-6.8	-6.7
Decrease in discount rate by 0.25 percentage points	7.2	7.1
Increase in future salary growth by 0.5 percentage points	1.8	1.8
Decrease in future salary growth by 0.5 percentage points	-2.1	-2.0
Increase in future pension increase by 0.25 percentage points	3.0	3.0
Decrease in future pension increase by 0.25 percentage points	-2.9	-2.8
Increase in life expectancy by one year	6.4	5.3
Decrease in life expectancy by one year	-6.0	-4.7



## 25 PROVISIONS

CHF million	Litigation and tax risk	Environmental	Restructuring	Other	Total
Provisions at January 1, 2024	2.8	10.0	18.3	18.4	49.5
Addition	1.8	0.3	5.4	8.3	15.7
Utilization	-0.7	-	-6.5	-5.8	-13.2
Release	-0.2	-6.2	-	-5.4	-11.8
Reclassification	-	-	4.4	-4.4	-
Currency translation adjustment	-0.4	0.2	0.6	0.6	1.0
<b>Provisions at December 31, 2024</b>	<b>3.3</b>	<b>4.2</b>	<b>22.1</b>	<b>11.6</b>	<b>41.3</b>
Thereof non-current	0.1	4.0	12.7	3.3	20.0
Thereof current	3.2	0.2	9.4	8.3	21.2

Litigation and non-income tax risk provisions comprise provisions for expected costs resulting from investigations and proceedings of government agencies, provisions for court cases, such as claims brought by workers for health or accident-related incidents, and provisions for non-income tax risk. The majority of litigation and non-income tax risk provisions are expected to be used within the next year.

Environmental provisions contain the estimated costs for the clean-up of contaminated sites due to past industrial operations. The net decrease of environmental provisions is associated with the sale of a real estate in Germany. The majority of environmental provisions are expected to be used in two to five years.

Restructuring provisions cover legal and constructive obligations in connection with restructuring measures. The net increase of restructuring provisions is associated with the adjustment of footprint at several locations to maintain competitiveness. The majority of non-current restructuring provisions are expected to be used in one to three years.

Other provisions are made for contracts where the unavoidable costs to fulfill the obligation are greater than the expected economic benefits, as well as for other constructive or legal liabilities of Group companies. The net decrease in other provisions is primarily due to the reclassification of dilapidation provisions in Great Britain and the partial release of these provisions. The majority of other provisions are expected to be used within the next year.

## 26 OTHER LIABILITIES

CHF million	31.12.2024	31.12.2023
Advance payments from customers	8.0	10.4
Deferred income	0.8	0.4
Other payables	0.4	0.7
<b>Total non-current portion</b>	<b>9.2</b>	<b>11.5</b>
Accrued expenses	113.4	129.6
Advance payments from customers	31.0	36.4
Non-income tax payables	25.5	17.0
Accrued holidays and overtime	15.1	12.8
Deferred income	2.5	1.5
Other payables	16.2	18.4
<b>Total current portion</b>	<b>203.8</b>	<b>215.7</b>

Advance payments from customers qualify as contract liabilities and result primarily from the sale of tools to the OEM that had already been invoiced, but the final acceptance from the OEM is still missing and consequently revenue is not yet recognized. The current portion of advance payments from customers is usually recognized as revenue within the next twelve months. No material amount of revenue was recognized in 2024 or in 2023 from performance obligations that were satisfied in previous periods.

Derivative financial instruments have been reclassified from other current liabilities to current financial liabilities (refer to note 23, page 118). Prior period comparatives have been revised to align with the current year's presentation.

## 27 OTHER COMMITMENTS

At year-end, open commitments for investments in tangible and intangible assets amounted to CHF 18.6 million (December 31, 2023: CHF 17.1 million).

## 28 CONTINGENT LIABILITIES

There are no single matters pending that Autoneum expects to be material in relation to the Group's business, financial position or results of operations.

## 29 FINANCIAL INSTRUMENTS

The following tables summarize all financial instruments classified by categories according to IFRS 9:

CHF million	31.12.2024	31.12.2023
Cash at banks	106.2	145.0
Time deposits with original maturities up to 3 months	2.0	4.4
Trade receivables	248.8	273.1
Other receivables	19.4	17.5
Accrued income	25.7	22.7
Loans	0.8	0.7
Other financial assets	5.2	6.0
<b>Total financial assets at amortized cost</b>	<b>408.1</b>	<b>469.3</b>
Marketable securities <sup>1</sup>	6.0	-
Derivative financial instruments <sup>2</sup>	1.4	9.4
<b>Total financial assets at fair value through profit or loss</b>	<b>7.5</b>	<b>9.4</b>
Investments in non-consolidated companies <sup>1</sup>	24.3	23.7
<b>Total financial assets at fair value through other comprehensive income</b>	<b>24.3</b>	<b>23.7</b>
<b>Total</b>	<b>439.9</b>	<b>502.4</b>

CHF million	31.12.2024	31.12.2023
Borrowings	513.5	594.0
Trade payables	177.9	190.3
Accrued expenses	113.4	129.6
Other payables	16.6	19.2
<b>Total financial liabilities at amortized cost</b>	<b>821.4</b>	<b>933.0</b>
Derivative financial instruments <sup>2</sup>	6.0	3.1
<b>Total financial liabilities at fair value through profit and loss</b>	<b>6.0</b>	<b>3.1</b>
<b>Total</b>	<b>827.4</b>	<b>936.1</b>

<sup>1</sup> Measured at fair values that are based on quoted prices in active markets (level 1).

<sup>2</sup> Measured at fair values that are calculated based on observable market data (level 2).

Borrowings comprise a bond with a total net book value of CHF 100.0 million (December 31, 2023: CHF 99.9 million) and a total fair value of CHF 99.0 million (December 31, 2023: CHF 98.5 million) based on quoted prices in active markets. The fair value of the discounted contractual future cash flows is equal to the carrying amount of the variable interest bank borrowings. Refer to note 23 on page 118 for further information. The book values of other financial instruments measured at amortized cost correspond to their fair values.

### 30 RELATED PARTIES

Related parties are members of the Board of Directors and the Executive Board or close members of that person's family, pension funds, associated companies as well as companies controlled by significant shareholders. At December 31, 2024 Artemis Beteiligungen I Ltd, Hergiswil, Switzerland, and Michael Pieper, Hergiswil, Switzerland, held 22.66% of the shares of the Company (at December 31, 2023 Artemis Beteiligungen I Ltd, Hergiswil, Switzerland, and Michael Pieper, Hergiswil, Switzerland, held 22.64% of the shares of the Company).

The pension fund of an Autoneum Group entity granted a loan to the Company. The loan bears an interest rate of 1.0% (December 31, 2023: 1.8%) and is due within six days upon cancellation of the agreement by either the lender or the borrower.

The total remuneration to the Board of Directors and to the Group Executive Board was as follows:

CHF million	2024	2023
Short-term benefits	5.4	5.9
Share-based payments	2.7	2.3
Post-employment benefits	0.2	0.2
<b>Total</b>	<b>8.2</b>	<b>8.4</b>

The compensation of the Board of Directors and of the Group Executive Board is disclosed in the Remuneration Report on pages 146–157.

Year-end balances with related parties were as follows:

CHF million	31.12.2024	31.12.2023
Current borrowings due to pension funds	5.0	5.0
Bonus accruals for Group Executive Board	2.4	2.5
<b>Total</b>	<b>7.4</b>	<b>7.5</b>

### 31 NET DEBT

CHF million	31.12.2024	31.12.2023
Cash and cash equivalents	-108.2	-149.4
Marketable securities	-6.0	-
Bonds	100.0	99.9
Bank debts	130.2	221.5
Other borrowings	5.5	5.7
<b>Net debt excl. lease liabilities</b>	<b>121.4</b>	<b>177.8</b>
Lease liabilities	277.8	266.9
<b>Net debt</b>	<b>399.2</b>	<b>444.6</b>

## 32 EXCHANGE RATES FOR CURRENCY TRANSLATION

CHF	ISO code	Units	Average rate 2024	Average rate 2023	Year-end rate 2024	Year-end rate 2023
Argentine peso	ARS	100	0.09	0.10	0.09	0.10
Brazilian real	BRL	1	0.16	0.18	0.15	0.17
Canadian dollar	CAD	1	0.64	0.67	0.63	0.63
Chinese yuan	CNY	100	12.24	12.69	12.38	11.80
Czech koruna	CZK	100	3.79	4.05	3.74	3.75
Euro	EUR	1	0.95	0.97	0.94	0.93
Pound sterling	GBP	1	1.12	1.12	1.14	1.07
Indian rupee	INR	100	1.05	1.09	1.06	1.01
Mexican peso	MXN	100	4.82	5.07	4.43	4.95
Polish zloty	PLN	100	22.10	21.43	22.12	21.34
Russian ruble	RUB	100	0.95	1.07	0.85	0.93
Swedish krona	SEK	100	8.33	8.50	8.21	8.35
Thai baht	THB	100	2.50	2.58	2.65	2.44
Turkish lira	TRY	100	2.56	2.84	2.56	2.84
United States dollar	USD	1	0.88	0.90	0.90	0.84
South African rand	ZAR	100	4.79	4.91	4.82	4.55

## 33 EVENTS AFTER BALANCE SHEET DATE

### Acquisition of Jiangsu Huanyu Group

On February 28, 2025, Autoneum completed the acquisition of 70% of the shares in Jiangsu Huanyu Group (“Jiangsu Huanyu”), a leading Chinese supplier of acoustic and thermal vehicle components, which represents a strategic addition to Autoneum’s portfolio. The acquisition will be accounted for as a business combination in accordance with IFRS 3. The measurement of the acquisition-date fair values of net assets acquired, including goodwill and the non-controlling interest, is ongoing and will be finalized within the IFRS 3 measurement period. The acquisition of Jiangsu Huanyu will be reported through Business Group Asia.

### Information not disclosed as not yet available

At the time the financial statements were authorized for issue, neither the determination of the total purchase consideration nor the purchase price allocation for the net assets acquired, liabilities assumed and the fair value of the non-controlling interest for Jiangsu Huanyu have been finalized. The provisionally determined fair values of the assets acquired and liabilities assumed of Jiangsu Huanyu will be disclosed in the semi-annual financial statements as of June 30, 2025.

### Non-controlling interest

The fair value of the non-controlling interest in Jiangsu Huanyu will be determined during the purchase price allocation.

## 34 PROPOSAL OF THE BOARD OF DIRECTORS

For the year ended December 31, 2024 the Board of Directors proposes to the Annual General Meeting on April 2, 2025 a dividend of CHF 2.80 per share entitled to dividends. This represents a total distribution up to CHF 16.4 million. In 2023, a total dividend of CHF 14.5 million (CHF 2.50 per share entitled to dividends) was distributed to the shareholders of Autoneum Holding Ltd.

## 35 SUBSIDIARIES, ASSOCIATED COMPANIES AND NON-CONSOLIDATED INVESTMENTS

			Nominal capital in millions	Subsidiaries	Associated companies	Non-cons. investments	Voting & capital rights	Research & technology	Application developm.	Production & supply	Service & financing
<b>Switzerland</b>	Autoneum Holding Ltd, Winterthur	CHF	0.3	•		100%					•
	Autoneum International Ltd, Winterthur	CHF	7.0	•		100%					•
	Autoneum Management Ltd, Winterthur	CHF	1.3	•		100%	•				•
	Autoneum Switzerland Ltd, Sevelen	CHF	0.3	•		100%		•	•		
<b>Argentina</b>	Autoneum Argentina S.A., Córdoba	ARS	22.5	•		100%					•
<b>Belgium</b>	Autoneum Belgium NV, Genk	EUR	8.0	•		100%					•
<b>Brazil</b>	Autoneum Brasil Têxteis Acústicos Ltda., São Paulo	BRL	201.6	•		100%		•	•		
<b>Canada</b>	Autoneum Canada Ltd., Tillsonburg	CAD	-	•		100%					•
<b>China</b>	Autoneum (Chongqing) Sound-Proof Parts Co., Ltd., Chongqing	CNY	49.3	•		100%					•
	Autoneum (Shenyang) Sound-Proof Parts Co., Ltd., Shenyang	CNY	49.2	•		100%					•
	Autoneum (Shanghai) Management Co., Ltd., Shanghai	CNY	13.2	•		100%		•	•		•
	Autoneum (Yantai) Co., Ltd., Yantai	CNY	34.5	•		100%					•
	Autoneum (Pinghu) Co., Ltd., Pinghu	CNY	144.9	•		100%					•
	Autoneum (Tianjin) Co., Ltd., Tianjin	CNY	38.0	•		100%					•
	Autoneum Nittoku (Guangzhou) Automotive Sound-Proof Co., Ltd., Guangzhou	CNY	75.8	•		51%					•
	Tianjin Autoneum Nittoku Automotive Sound-Proof Co., Ltd., Tianjin	CNY	47.2	•		51%					•
	Wuhan Nittoku Autoneum Sound-Proof Co., Ltd., Wuhan	CNY	89.6	•		25%					•
Wuhan Nittoku Autoneum Auto Parts Co., Ltd., Wuhan	CNY	81.0	•		25%					•	
<b>Czech Republic</b>	Autoneum CZ s.r.o., Choceň	CZK	206.2	•		100%					•
	Autoneum Pilsen s.r.o., Rokycany <sup>1</sup>	CZK	623.8	•		100%					•
<b>France</b>	Autoneum Holding France SAS, Lyon	EUR	39.8	•		100%					•
	Autoneum France SAS, Aubergenville	EUR	8.0	•		100%		•	•		
	Borgers France S.A.S., Colmar <sup>1</sup>	EUR	1.6	•		100%					•
<b>Germany</b>	Autoneum Germany GmbH, Rossdorf	EUR	11.2	•		100%					•
<b>Great Britain</b>	Autoneum Great Britain Ltd., Stoke-on-Trent	GBP	66.0	•		100%					•
	Borgers Ltd., Telford <sup>1</sup>	GBP	6.5	•		100%					•
<b>Hungary</b>	Autoneum Hungary Ltd., Komárom	EUR	-	•		100%					•
<b>India</b>	Autoneum India Pvt. Ltd., New Delhi	INR	571.4	•		100%					•
	Autoneum Nittoku Sound Proof Products India Pvt. Ltd., Chennai	INR	220.0	•		51%					•
<b>Indonesia</b>	PT Tuffindo Nittoku Autoneum, Karawang	IDR	162 666.0	•		9%					•
<b>Italy</b>	Porfima Uno S.r.l., Torino	EUR	-	•		100%					•
<b>Japan</b>	Nihon Tokushu Toryo Co. Ltd., Tokyo	JPY	4 753.0	•		13%	•	•	•	•	
	ATN Auto Acoustics Inc., Kamioguchi	JPY	100.0	•		25%		•			
<b>Korea</b>	Autoneum Korea Ltd., Seoul	KRW	264.0	•		100%					•
<b>Mexico</b>	Autoneum Mexico Operations, S.A. de C.V., San Luis Potosí <sup>1</sup>	MXN	807.0	•		100%					•
	UGN de Mexico, S. de R.L. de C.V., Silao	MXN	0.1	•		50%					•
	Servicios de Acoustical Solutions, S. de R.L. de C.V., Silao	MXN	0.1	•		50%					•
<b>Poland</b>	Autoneum Poland Sp.z.o.o., Katowice	PLN	20.8	•		100%		•	•		
	Autoneum PL Sp.z o.o., Złotoryja <sup>1</sup>	PLN	0.5	•		100%					•
<b>Portugal</b>	Autoneum Portugal Lda., Setúbal	EUR	0.6	•		87%					•
<b>Russia</b>	Autoneum Rus LLC, Ryazan	RUB	0.8	•		100%					•
<b>South Africa</b>	Autoneum Feltex (Pty) Ltd., Rosslyn	ZAR	-	•		51%					•
<b>Spain</b>	Autoneum Spain S.A.U., Sant Cugat del Vallés	EUR	5.8	•		100%					•
	Borgers S.A.U., Madrid <sup>1</sup>	EUR	2.0	•		100%					•
<b>Sweden</b>	Borgers Nord AB, Gothenburg <sup>1</sup>	SEK	4.0	•		100%					•
<b>Thailand</b>	SRN Sound Proof Co., Ltd., Chonburi	THB	100.0	•		30%					•
	Summit & Autoneum (Thailand) Co., Ltd., Chonburi	THB	16.0	•		51% <sup>2</sup>					•
<b>Türkiye</b>	Autoneum Erkurt Otomotiv A.S., Bursa	TRY	2.5	•		51%					•
<b>USA</b>	Autoneum America Corporation, Farmington Hills	USD	-	•		100%					•
	Autoneum North America, Inc., Farmington Hills	USD	-	•		100%		•	•		
	UGN Inc., Downers Grove	USD	-	•		50%		•	•		
	Borgers Ohio Inc., Norwalk <sup>1</sup>	USD	-	•		100%					•
	Borgers USA Corp., Vance <sup>1</sup>	USD	-	•		100%					•
	Borgers US-Holding L.P., Atlanta <sup>1</sup>	USD	-	•		100%					•
	Borgers US-Holding Management Inc., Atlanta <sup>1</sup>	USD	-	•		100%					•

<sup>1</sup> Acquired companies of the automotive business of Borgers in 2023. Refer to Note 3 on page 99.

<sup>2</sup> Autoneum has 49% of the capital rights.



# Statutory Auditors' Report

To the General Meeting of Autoneum Holding Ltd, Winterthur

## Report on the Audit of the Consolidated Financial Statements

### Opinion

We have audited the consolidated financial statements of Autoneum Holding Ltd and its subsidiaries (the Group), which comprise the consolidated statement of balance sheet as at December 31, 2024, the consolidated statement of income statement, the consolidated statement of comprehensive income, the consolidated statement of changes in equity and the consolidated statement of cash flows for the year then ended, and notes to the consolidated financial statements, including a summary of material accounting policy information.

In our opinion, the consolidated financial statements (pages 78 to 128) give a true and fair view of the consolidated financial position of the Group as at December 31, 2024, and of its consolidated financial performance and its consolidated cash flows for the year then ended in accordance with International Financial Reporting Standards (IFRS) and comply with Swiss law.

### Basis for Opinion

We conducted our audit in accordance with Swiss law, International Standards on Auditing (ISA) and Swiss Standards on Auditing (SA-CH). Our responsibilities under those provisions and standards are further described in the "Auditor's Responsibilities for the Audit of the Consolidated Financial Statements" section of our report. We are independent of the Group in accordance with the provisions of Swiss law, together with the requirements of the Swiss audit profession, as well as those of the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (including International Independence Standards) (IESBA Code), and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Key Audit Matters



#### REVENUE RECOGNITION

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the consolidated financial statements of the current period. These matters were addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.



## REVENUE RECOGNITION

### Key Audit Matter

Total consolidated revenue of the financial year 2024 amounted to CHF 2338.7 million (2023: CHF 2302.3 million).

Revenue is a key performance indicator and therefore in the focus of internal and external stakeholders. The Group recognizes revenue when it transfers control over a good or service to its customers.

The majority of the Group's revenue relates to the sale of serial parts to Original Equipment Manufacturers (OEM) over a production period of usually five to eight years. Revenue from the sale of the serial parts is recognized at the point in time when control of the parts is transferred to the OEM in accordance with the agreed delivery terms.

There is a risk that revenue may be recognized in the wrong accounting period.

### Our response

Our audit included, amongst others, inquiring of management regarding significant new contracts and their assessment of existing contracts.

We gained an understanding of the internal controls and processes with respect to revenue recognition and performed testing of key controls. This included walk-throughs and where appropriate testing operating effectiveness of internal controls.

We took a sample of transactions before and after the year-end and agreed the details of these transactions to underlying documentation such as the contractual terms, to assess that revenue has been recognized in the appropriate period and in the appropriate amount.

Furthermore, we assessed the Group's disclosure relating to revenue recognition.

### For further information on Revenue Recognition refer to the following:

- Note 1.21, Revenue Performance
- Note 4, Segment Information

## Other Information

The Board of Directors is responsible for the other information. The other information comprises the information included in the annual report, but does not include the consolidated financial statements, the stand-alone financial statements of the company, the compensation report and our auditor's reports thereon.

Our opinion on the consolidated financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

## Board of Directors' Responsibilities for the Consolidated Financial Statements

The Board of Directors is responsible for the preparation of the consolidated financial statements, which give a true and fair view in accordance with IFRS and the provisions of Swiss law, and for such internal control as the Board of Directors determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, the Board of Directors is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Board of Directors either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

## Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Swiss law, ISA and SA-CH will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of an audit in accordance with Swiss law, ISA and SA-CH, we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made.
- Conclude on the appropriateness of the Board of Directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material



uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the Group as a basis for forming an opinion on the consolidated financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

We communicate with the Board of Directors or its relevant committee regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the Board of Directors or its relevant committee with a statement that we have complied with relevant ethical requirements regarding independence, and communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

From the matters communicated to the Board of Directors or its relevant committee, we determine those matters that were of most significance in the audit of the consolidated financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report, unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

## Report on Other Legal and Regulatory Requirements

In accordance with Art. 728a para. 1 item 3 CO and PS-CH 890, we confirm that an internal control system exists, which has been designed for the preparation of the consolidated financial statements according to the instructions of the Board of Directors.

We recommend that the consolidated financial statements submitted to you be approved.

KPMG AG



Reto Benz  
Licensed Audit Expert  
Auditor in Charge



Kathrin Schünke  
Licensed Audit Expert

Zurich, March 11, 2025

KPMG AG, Badenerstrasse 172, CH-8036 Zurich

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## Income statement of Autoneum Holding Ltd

CHF million	Notes	2024	2023
<b>Income</b>			
Dividend income		35.2	49.8
Financial income	(2)	45.0	36.1
License income		5.5	3.2
<b>Total income</b>		<b>85.7</b>	<b>89.2</b>
<b>Expenses</b>			
Valuation adjustments on investments and loans	(3)	-27.9	-24.4
Financial expenses	(4)	-8.4	-47.1
Administration expenses		-10.9	-11.1
Taxes		-	-0.2
<b>Total expenses</b>		<b>-47.2</b>	<b>-82.8</b>
<b>Net result</b>		<b>38.5</b>	<b>6.4</b>

## Balance sheet of Autoneum Holding Ltd

CHF million	Notes	31.12.2024	31.12.2023
<b>Assets</b>			
Cash and cash equivalents		6.3	4.1
Loans and financial receivables	(6)	144.6	128.0
Accrued income and deferred expenses	(7)	9.0	14.6
<b>Current assets</b>		<b>159.9</b>	<b>146.7</b>
Loans and financial receivables	(6)	262.7	329.5
Investments	(8)	562.3	570.8
<b>Non-current assets</b>		<b>825.0</b>	<b>900.2</b>
<b>Assets</b>		<b>984.9</b>	<b>1 046.9</b>
<b>Liabilities and shareholders' equity</b>			
Borrowings	(9)	128.7	25.1
Deferred income and accrued expenses	(10)	6.6	5.3
Other liabilities	(11)	8.1	7.3
<b>Current liabilities</b>		<b>143.4</b>	<b>37.7</b>
Borrowings	(9)	131.3	322.8
<b>Non-current liabilities</b>		<b>131.3</b>	<b>322.8</b>
<b>Liabilities</b>		<b>274.8</b>	<b>360.5</b>
Share capital	(12)	0.3	0.3
Legal capital reserves	(12)		
Reserves from capital contributions		101.2	101.2
Other capital reserves		349.8	349.8
Treasury shares	(12)	-5.4	-5.2
Available earnings			
Balance brought forward		225.8	234.0
Net result		38.5	6.4
<b>Shareholders' equity</b>		<b>710.1</b>	<b>686.4</b>
<b>Liabilities and shareholders' equity</b>		<b>984.9</b>	<b>1 046.9</b>

# Notes to the financial statements of Autoneum Holding Ltd

## 1 PRINCIPLES

### General

Autoneum Holding Ltd was incorporated on December 2, 2010 as a Swiss corporation domiciled in Winterthur. The Company does not have any employees.

The financial statements were prepared according to the provisions of the Swiss Law on Accounting and Financial Reporting (32<sup>nd</sup> title of the Swiss Code of Obligations). Where not prescribed by law, the significant accounting and valuation principles applied are described below.

### Loans and financial receivables

Loans granted in foreign currencies are translated at the rate at the balance sheet date, whereby unrealized losses are recorded but unrealized gains are not recognized. In the case where the currency effect of loans is hedged, both unrealized losses and gains are recognized.

### Treasury shares

Treasury shares are recognized at acquisition cost and deducted from shareholders' equity at the time of acquisition. In case of a sale, the gain or loss is recognized in the income statement as financial income or financial expenses.

### Bonds and bank debts

Borrowings are recognized in the balance sheet at nominal value. The issue costs for the bonds and for finance agreements are recognized as accrued income and deferred expenses due from third parties and amortized on a straight-line basis over the maturity period.

### Investments

Investments are valued using the single-item approach.

## 2 FINANCIAL INCOME

CHF million	2024	2023
Interest income	25.6	25.7
Net foreign exchange gains	6.9	-
Other financial income	12.5	10.5
<b>Total</b>	<b>45.0</b>	<b>36.1</b>

## 3 VALUATION ADJUSTMENTS ON INVESTMENTS AND LOANS

CHF million	2024	2023
Valuation adjustments on subsidiaries	-28.5	-27.9
Valuation adjustments on non-consolidated companies	0.6	3.5
<b>Total</b>	<b>-27.9</b>	<b>-24.4</b>

#### 4 FINANCIAL EXPENSES

CHF million	2024	2023
Interest expenses	-8.1	-13.6
Net foreign exchange losses	-	-32.7
Other financial expenses	-0.3	-0.8
<b>Total</b>	<b>-8.4</b>	<b>-47.1</b>

#### 5 EXTRAORDINARY EXPENSES

There are no extraordinary expenses in 2024 and 2023.

#### 6 LOANS AND FINANCIAL RECEIVABLES

CHF million	31.12.2024	31.12.2023
Loans due from subsidiaries	94.8	89.0
Cash pool receivables due from subsidiaries	49.8	39.0
<b>Total current portion</b>	<b>144.6</b>	<b>128.0</b>
Loans due from subsidiaries	262.7	329.5
<b>Total non-current portion</b>	<b>262.7</b>	<b>329.5</b>

#### 7 ACCRUED INCOME AND DEFERRED EXPENSES

CHF million	31.12.2024	31.12.2023
Accrued income and deferred expenses due from subsidiaries	6.2	3.5
Accrued income and deferred expenses due from third parties	2.8	11.1
<b>Total</b>	<b>9.0</b>	<b>14.6</b>

#### 8 INVESTMENTS

The subsidiaries, associated companies and non-consolidated investments are listed in note 16 on page 139. They are owned directly or indirectly by Autoneum Holding Ltd.

Investments in non-consolidated companies of CHF 22.7 million (December 31, 2023: CHF 22.2 million) are valued at quoted market value on December 31, 2024.

## 9 BORROWINGS

CHF million	31.12.2024	31.12.2023
Cash pool liabilities due to subsidiaries	19.7	14.2
Bonds	100.0	-
Loans due to subsidiaries	4.1	5.9
Loans due to related parties	5.0	5.0
<b>Total current portion</b>	<b>128.7</b>	<b>25.1</b>
Bonds	-	100.0
Bank debts	131.3	222.8
<b>Total non-current portion</b>	<b>131.3</b>	<b>322.8</b>

On December 31, 2024 loans due to related parties comprise a loan of CHF 5.0 million (December 31, 2023: CHF 5.0 million) that was granted by the pension fund of an Autoneum Group entity to the Company. The loan bears an interest rate of 1.0% (December 31, 2023: 1.8%) and is due within six days upon cancellation of the agreement by either the lender or the borrower.

On December 8, 2017 Autoneum Holding Ltd issued a fixed-rate bond with a nominal value of CHF 100.0 million, which is listed on the SIX Swiss Exchange (AUT17, ISIN: CH0373476032). The bond carries a coupon rate of 1.125% and has a term of eight years with a final maturity on December 8, 2025. On December 31, 2024 the market value of the bond was CHF 99.0 million (December 31, 2023: CHF 98.5 million).

On July 4, 2016 Autoneum Holding Ltd issued a fixed-rate bond with a nominal value of CHF 75.0 million, which was listed on the SIX Swiss Exchange (AUH16, ISIN: CH0326213904). The bond carried a coupon rate of 1.125% and had a term of seven years, which was repaid at the final maturity date on July 4, 2023.

Autoneum maintains a long-term credit agreement with a banking syndicate in the amount of CHF 350.0 million, whereof CHF 131.3 million was drawn at year-end (December 31, 2023: CHF 222.8 million). The line of credit may partly be used as a guarantee facility. On October 26, 2023 the long-term credit agreement was amended, among other things, with regards to the final maturity date that was extended from October 31, 2027 to October 29, 2028. On November 6, 2024 the long-term credit agreement was amended with regards to the final maturity date that was extended from October 29, 2028 to October 29, 2029. The interest rate is based on the SARON rate plus an applicable margin, which is determined based on the ratio of net debt to EBITDA. An adjusted ratio of net debt to EBITDA represents the customary financial covenant of that agreement. The covenant is tested on a half-yearly basis on June 30 and December 31. The loan becomes repayable on demand if the ratio exceeds the agreed threshold at any testing date. Autoneum complied with the covenant in the financial years 2024 and 2023. Accordingly the loan is classified as non-current at December 31, 2024. Autoneum expects to comply with the covenants within 12 months after the reporting date.

On January 31, 2023 Autoneum Holding Ltd signed an additional bridge facility agreement with UBS and Credit Suisse in the amount of CHF 150.0 million, initially drawn on March 31, 2023 and with final maturity date on January 31, 2024. At December 31, 2023 the full amount of the bridge facility agreement was repaid.

## 10 DEFERRED INCOME AND ACCRUED EXPENSES

CHF million	31.12.2024	31.12.2023
Deferred income and accrued expenses due from third parties	6.6	4.9
Deferred income and accrued expenses due from subsidiaries	-	0.5
<b>Total</b>	<b>6.6</b>	<b>5.3</b>

## 11 OTHER LIABILITIES

CHF million	31.12.2024	31.12.2023
Other liabilities due to subsidiaries	8.0	7.1
Other liabilities due to third parties	-	0.2
<b>Total</b>	<b>8.1</b>	<b>7.3</b>

## 12 SHAREHOLDERS' EQUITY

### Share capital

The share capital amounts to CHF 292 022.65. It is divided into 5 840 453 fully paid-up registered shares with a par value of CHF 0.05 each.

### Conditional share capital

For issuing convertible bonds, warranty bonds and for granting shareholder options, the share capital can be increased by a maximum of 700 000 fully paid-up registered shares with a par value of CHF 0.05 up to a maximum value of CHF 35 000. Furthermore, for the issuance of shares to employees of subsidiaries, the share capital can be increased by a maximum of 250 000 fully paid-up registered shares with a par value of CHF 0.05 up to a maximum value of CHF 12 500.

### Legal capital reserves

These reserves include an amount of CHF 101.2 million (December 31, 2023: CHF 101.2 million) whose distribution as dividends is not subject to income taxes in Switzerland and can be effected free of Swiss withholding tax. The Swiss Federal Tax Administration (SFTA) has not yet finally confirmed the increase portion (CHF 101.0 million) from capital contributions as a capital contribution as per Article 5(1bis) Withholding Tax Act. The remaining part of the legal capital reserve does not benefit from the Swiss capital contribution principle.

### Treasury shares

The following transactions with treasury shares were performed during the financial year:

	2024 in shares	2024 in CHF million	2023 in shares	2023 in CHF million
Treasury shares at January 1	45 620	5.2	34 278	4.0
Purchase of treasury shares	17 500	2.0	29 600	3.3
Sale of treasury shares	-10 644	-1.2	-12 262	-1.4
Transfer of treasury shares	-4 318	-0.5	-5 996	-0.7
<b>Treasury shares at December 31</b>	<b>48 158</b>	<b>5.4</b>	<b>45 620</b>	<b>5.2</b>

### **13 GUARANTEES AND COLLATERAL PROVIDED**

Autoneum Holding Ltd has guaranteed CHF 17.7 million (December 31, 2023: CHF 17.1 million) to financial institutions for granting credit facilities to direct and indirect subsidiaries and CHF 32.1 million (December 31, 2023: CHF 30.2 million) to other third parties for securing transactions they entered into with direct and indirect subsidiaries and other third parties. No financing commitment was given in favor of a subsidiary in either 2024 or 2023.

### **14 SHARES ALLOCATED TO THE BOARD OF DIRECTORS**

Part of the remuneration of the Board of Directors is paid in shares of Autoneum Holding Ltd. In 2024, 5 029 shares (2023: 6 806 shares) with a total value of CHF 770 845 (2023: CHF 884 644) were allocated and 4 318 shares (2023: 5 996 shares) were transferred to the members of the Board of Directors. The remaining shares were withheld by the Company to account for the beneficiaries' part of social security contributions and withholding taxes.

### **15 RELEASE OF HIDDEN RESERVES**

The net release of hidden reserves amounted to CHF 18.4 million in 2024 (2023: nil).

## 16 SUBSIDIARIES, ASSOCIATED COMPANIES AND INVESTMENTS

			Nominal capital in millions	Subsidiaries	Associated companies Non-cons. investments	Voting & capital rights	Research & technology	Application developm.	Production & supply	Service & financing
<b>Switzerland</b>	Autoneum Holding Ltd, Winterthur	CHF	0.3	•		100%				•
	Autoneum International Ltd, Winterthur	CHF	7.0	•		100%				•
	Autoneum Management Ltd, Winterthur	CHF	1.3	•		100%	•			•
	Autoneum Switzerland Ltd, Sevelen	CHF	0.3	•		100%		•		•
<b>Argentina</b>	Autoneum Argentina S.A., Córdoba	ARS	22.5	•		100%				•
<b>Belgium</b>	Autoneum Belgium NV, Genk	EUR	8.0	•		100%				•
<b>Brazil</b>	Autoneum Brasil Têxteis Acústicos Ltda., São Paulo	BRL	201.6	•		100%		•		•
<b>Canada</b>	Autoneum Canada Ltd., Tillsonburg	CAD	-	•		100%				•
<b>China</b>	Autoneum (Chongqing) Sound-Proof Parts Co., Ltd., Chongqing	CNY	49.3	•		100%				•
	Autoneum (Shenyang) Sound-Proof Parts Co., Ltd., Shenyang	CNY	49.2	•		100%				•
	Autoneum (Shanghai) Management Co., Ltd., Shanghai	CNY	13.2	•		100%		•		•
	Autoneum (Yantai) Co., Ltd., Yantai	CNY	34.5	•		100%				•
	Autoneum (Pinghu) Co., Ltd., Pinghu	CNY	144.9	•		100%				•
	Autoneum (Tianjin) Co., Ltd., Tianjin	CNY	38.0	•		100%				•
	Autoneum Nittoku (Guangzhou) Automotive Sound-Proof Co., Ltd., Guangzhou	CNY	75.8	•		51%				•
	Borgers (Shanghai) Trading Co. Ltd., Shanghai <sup>1</sup>	CNY	1.0	•		100%				•
	Tianjin Autoneum Nittoku Automotive Sound-Proof Co., Ltd., Tianjin	CNY	47.2	•		51%				•
	Wuhan Nittoku Autoneum Sound-Proof Co., Ltd., Wuhan	CNY	89.6	•		25%				•
	Wuhan Nittoku Autoneum Auto Parts Co., Ltd., Wuhan	CNY	81.0	•		25%				•
	<b>Czech Republic</b>	Autoneum CZ s.r.o., Choceň	CZK	206.2	•		100%			
Autoneum Pilsen s.r.o., Rokycany <sup>1</sup>		CZK	623.8	•		100%				•
<b>France</b>	Autoneum Holding France SAS, Lyon	EUR	39.8	•		100%				•
	Autoneum France SAS, Aubergenville	EUR	8.0	•		100%		•		•
	Borgers France S.A.S., Colmar <sup>1</sup>	EUR	1.6	•		100%				•
<b>Germany</b>	Autoneum Germany GmbH, Rossdorf	EUR	11.2	•		100%				•
<b>Great Britain</b>	Autoneum Great Britain Ltd., Stoke-on-Trent	GBP	66.0	•		100%				•
	Borgers Ltd., Telford <sup>1</sup>	GBP	6.5	•		100%				•
<b>Hungary</b>	Autoneum Hungary Ltd., Komárom	EUR	-	•		100%				•
<b>India</b>	Autoneum India Pvt. Ltd., New Delhi	INR	571.4	•		100%				•
	Autoneum Nittoku Sound Proof Products India Pvt. Ltd., Chennai	INR	220.0	•		51%				•
<b>Indonesia</b>	PT Tuffindo Nittoku Autoneum, Karawang	IDR	162 666.0	•		9%				•
<b>Italy</b>	Porfima Uno S.r.l., Torino	EUR	-	•		100%				•
<b>Japan</b>	Nihon Tokushu Toryo Co. Ltd., Tokyo	JPY	4 753.0	•		13%	•	•	•	•
	ATN Auto Acoustics Inc., Kamioguchi	JPY	100.0	•		25%		•		•
<b>Korea</b>	Autoneum Korea Ltd., Seoul	KRW	264.0	•		100%				•
<b>Mexico</b>	Autoneum Mexico Operations, S.A. de C.V., San Luis Potosí	MXN	807.0	•		100%				•
	UGN de Mexico, S. de R.L. de C.V., Silao	MXN	0.1	•		50%				•
	Servicios de Acoustical Solutions, S. de R.L. de C.V., Silao	MXN	0.1	•		50%				•
<b>Poland</b>	Autoneum Poland Sp.z.o.o., Katowice	PLN	20.8	•		100%		•		•
	Autoneum PL Sp.z.o.o., Złotoryja <sup>1</sup>	PLN	0.5	•		100%				•
<b>Portugal</b>	Autoneum Portugal Lda., Setúbal	EUR	0.6	•		87%				•
<b>Russia</b>	Autoneum Rus LLC, Ryazan	RUB	0.8	•		100%				•
<b>South Africa</b>	Autoneum Feltex (Pty) Ltd., Rosslyn	ZAR	-	•		51%				•
<b>Spain</b>	Autoneum Spain S.A.U., Sant Cugat del Vallés	EUR	5.8	•		100%				•
	Borgers S.A.U., Madrid <sup>1</sup>	EUR	2.0	•		100%				•
<b>Sweden</b>	Borgers Nord AB, Gothenburg <sup>1</sup>	SEK	4.0	•		100%				•
<b>Thailand</b>	SRN Sound Proof Co., Ltd., Chonburi	THB	100.0	•		30%				•
	Summit & Autoneum (Thailand) Co., Ltd., Chonburi	THB	16.0	•		51% <sup>2</sup>				•
<b>Türkiye</b>	Autoneum Erkurt Otomotiv A.S., Bursa	TRY	2.5	•		51%				•
<b>USA</b>	Autoneum America Corporation, Farmington Hills	USD	-	•		100%				•
	Autoneum North America, Inc., Farmington Hills	USD	-	•		100%		•		•
	UGN Inc., Downers Grove	USD	-	•		50%		•		•
	Borgers Ohio Inc., Norwalk <sup>1</sup>	USD	-	•		100%				•
	Borgers USA Corp., Vance <sup>1</sup>	USD	-	•		100%				•
	Borgers US-Holding L.P., Atlanta <sup>1</sup>	USD	-	•		100%				•
	Borgers US-Holding Management Inc., Atlanta <sup>1</sup>	USD	-	•		100%				•

<sup>1</sup> Acquired companies of the automotive business of Borgers.

<sup>2</sup> Autoneum has 49% of the capital rights.



## 17 EVENTS AFTER BALANCE SHEET DATE

### **Acquisition of Jiangsu Huanyu Group**

On February 28, 2025, Autoneum completed the acquisition of 70% of the shares in Jiangsu Huanyu Group (“Jiangsu Huanyu”), a leading Chinese supplier of acoustic and thermal vehicle components, which represents a strategic addition to Autoneum’s portfolio. The acquisition will be accounted for as a business combination in accordance with IFRS 3. The measurement of the acquisition-date fair values of net assets acquired, including goodwill and the non-controlling interest, is ongoing and will be finalized within the IFRS 3 measurement period. The acquisition of Jiangsu Huanyu will be reported through Business Group Asia.

### **Information not disclosed as not yet available**

At the time the financial statements were authorized for issue, neither the determination of the total purchase consideration nor the purchase price allocation for the net assets acquired, liabilities assumed and the fair value of the non-controlling interest for Jiangsu Huanyu have been finalized. The provisionally determined fair values of the assets acquired and liabilities assumed of Jiangsu Huanyu will be disclosed in the semi-annual financial statements as of June 30, 2025.

### **Non-controlling interest**

The fair value of the non-controlling interest in Jiangsu Huanyu will be determined during the purchase price allocation.

## Dividend proposal for the appropriation of available earnings

CHF	2024
Balance brought forward	225 815 791
Net result	38 470 044
<b>At the disposal of the Annual General Meeting</b>	<b>264 285 835</b>
<b>Proposal</b>	
Distribution of a dividend <sup>1</sup>	16 353 268
Carried forward to new account	247 932 567
<b>Total</b>	<b>264 285 835</b>

<sup>1</sup> Shares held by Autoneum Holding Ltd at the time of dividend distribution are not entitled to dividends. The amount distributed will be reduced accordingly at the time of distribution.

The Board of Directors proposes that a dividend of CHF 2.80 be paid per registered share entitled to dividends.

# Statutory Auditors' Report

To the General Meeting of Autoneum Holding Ltd, Winterthur

## Report on the Audit of the Financial Statements

### Opinion

We have audited the financial statements of Autoneum Holding Ltd (the Company), which comprise the balance sheet as at December 31, 2024, and the income statement for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the financial statements (pages 133 to 140) comply with Swiss law and the Company's articles of incorporation.

### Basis for Opinion

We conducted our audit in accordance with Swiss law and Swiss Standards on Auditing (SA-CH). Our responsibilities under those provisions and standards are further described in the "Auditor's Responsibilities for the Audit of the Financial Statements" section of our report. We are independent of the Company in accordance with the provisions of Swiss law and the requirements of the Swiss audit profession, and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Key Audit Matters



#### INVESTMENTS AND LOANS DUE FROM SUBSIDIARIES

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the financial statements of the current period. These matters were addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.



## INVESTMENTS AND LOANS DUE FROM SUBSIDIARIES

### Key Audit Matter

The financial statements of Autoneum Holding Ltd as at December 31, 2024 include investments in the amount of CHF 562.3 million, current loans due from subsidiaries in the amount of CHF 94.8 million and non-current loans due from subsidiaries in the amount of CHF 262.7 million.

The company annually reviews investments and loans due from subsidiaries for impairment on an individual basis.

The impairment assessment of investments and loans due from subsidiaries requires significant management judgement, in particular in relation to the forecasted earnings and growth rates as well as discount rates and is therefore a key area that our audit was concentrated on.

### Our response

Our audit procedures included, amongst others, evaluating the methodical and mathematical accuracy of the model used for the impairment test as well as the appropriateness of manager's assumptions.

This comprised:

- Agreeing forecasts used in the impairment tests to current expectations of management.
- Challenging the robustness of key assumptions on a sample basis, based in our understanding of the commercial prospects of the respective entities.

**For further information on investments and loans due from subsidiaries refer to the following:**

- Note 3, Valuation adjustments on investments and loans
- Note 6, Loans and financial receivables
- Note 8, Investments

### Other Information

The Board of Directors is responsible for the other information. The other information comprises the information included in the annual report, but does not include the consolidated financial statements, the stand-alone financial statements of the Company, the remuneration report and our auditor's reports thereon.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

### **Board of Directors' Responsibilities for the Financial Statements**

The Board of Directors is responsible for the preparation of the financial statements in accordance with the provisions of Swiss law and the Company's articles of incorporation, and for such internal control as the Board of Directors determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Board of Directors is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Board of Directors either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

### **Auditor's Responsibilities for the Audit of the Financial Statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with Swiss law and SA-CH will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Swiss law and SA-CH, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made.
- Conclude on the appropriateness of the Board of Directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.

We communicate with the Board of Directors or its relevant committee regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.



We also provide the Board of Directors or its relevant committee with a statement that we have complied with relevant ethical requirements regarding independence and communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

From the matters communicated to the Board of Directors or its relevant committee, we determine those matters that were of most significance in the audit of the financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report, unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

## Report on Other Legal and Regulatory Requirements

In accordance with article 728a para. 1 item 3 CO and PS-CH 890, we confirm that an internal control system exists, which has been designed for the preparation of the financial statements according to the instructions of the Board of Directors.

Based on our audit in accordance with Art. 728a para. 1 item 2 CO, we confirm that the proposal of the Board of Directors complies with Swiss law and the Company's articles of incorporation. We recommend that the financial statements submitted to you be approved.

KPMG AG

Reto Benz  
Licensed Audit Expert  
Auditor in Charge

Kathrin Schünke  
Licensed Audit Expert

Zurich, March 11, 2025

KPMG AG, Badenerstrasse 172, CH-8036 Zurich

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# Vergütungsbericht

## 1 EINLEITUNG

### Inhalt und Grundlagen des Vergütungsberichts

Dieser Vergütungsbericht erläutert die Zuständigkeit und Festsetzung der Vergütung an die Mitglieder des Verwaltungsrats und der Konzernleitung sowie das Vergütungssystem von Autoneum und dessen Anwendung in der Berichtsperiode. Die Offenlegungen erfolgen in Übereinstimmung mit den geltenden Bestimmungen des Schweizer Rechts, der Richtlinie betreffend Informationen zur Corporate Governance der SIX Swiss Exchange und dem Swiss Code of Best Practice for Corporate Governance von economiesuisse. Die unter Ziffer 4 und 5 aufgeführten Tabellen wurden von der Revisionsstelle geprüft. Darüber hinaus wird dieser Vergütungsbericht den Aktionärinnen und Aktionären an der Generalversammlung vom 2. April 2025 konsultativ zur Abstimmung unterbreitet, damit diese ihre Meinung über die Vergütungspolitik und das Vergütungssystem zum Ausdruck bringen können.

### Regelungen zur Vergütung in den Statuten

Die Statuten der Autoneum Holding AG enthalten Bestimmungen über die für die Mitglieder des Verwaltungsrats und der Konzernleitung geltenden Vergütungsgrundsätze:

- Beschlussfassung und Befugnisse der Generalversammlung (§12/13);
- Genehmigung von Vergütungen an die Mitglieder des Verwaltungsrats und der Konzernleitung sowie Zusatzbetrag für neue Mitglieder der Konzernleitung, die nach der Vergütungsgenehmigung durch den Verwaltungsrat berufen werden (§14);
- Mandats- und Arbeitsverträge der Mitglieder des Verwaltungsrats und der Konzernleitung (§19);
- Anzahl zulässiger Mandate (§20);
- Wahl und Aufgaben des Vergütungsausschusses (§23);
- Grundsätze zu den fixen und variablen erfolgsabhängigen Vergütungen sowie zur Zuteilung von Aktien an die Mitglieder des Verwaltungsrats und der Konzernleitung (§24);
- Darlehen, Kredite und Renten an die Mitglieder der Konzernleitung (§25).

Der vollständige Wortlaut der Statuten ist online verfügbar unter:

<https://www.autoneum.com/de/investor-relations/corporate-governance/#statuten>.

Die vom Verwaltungsrat beantragten maximalen Gesamtbeträge der Vergütungen an die Mitglieder des Verwaltungsrats und der Konzernleitung werden den Aktionären anlässlich der Generalversammlung jährlich gesondert und prospektiv für das kommende Geschäftsjahr zur Genehmigung vorgelegt (§14 der Statuten).

## 2 ZUSTÄNDIGKEIT UND FESTSETZUNGSVERFAHREN

Die Grundzüge der Vergütungspolitik, das Vergütungssystem sowie die aktienbasierten Vergütungspläne werden vom Vergütungsausschuss erarbeitet, jährlich überprüft und vom Verwaltungsrat verabschiedet. Es wurden keine externen Berater zur Ausgestaltung der Vergütungspolitik oder der Vergütungsprogramme beigezogen.

Der Verwaltungsrat legt jährlich die Vergütung der Mitglieder des Verwaltungsrats und der Konzernleitung fest, befindet über den fixen Anteil der Vergütung und legt, basierend auf den Vorschlägen des Vergütungsausschusses und im Rahmen der von den Aktionären genehmigten Grenzen, die Ziele, Parameter und weitere Einzelheiten für die Bonus- und Aktienzuteilungspläne fest. Die Mitglieder des Verwaltungsrats, über deren Entschädigung entschieden wird, nehmen ebenfalls an der entsprechenden Sitzung teil. Die Festsetzung der Höhe der Vergütung an die Mitglieder des Verwaltungsrats und der Konzernleitung liegt im Ermessen des Verwaltungsrats. Dabei berücksichtigt er Funktion und

Verantwortung, bei der Konzernleitung auch Erfahrung, und bezieht öffentlich zugängliche oder aus eigener Erfahrung bekannte Informationen mit ein.

### 3 VERGÜTUNGSSYSTEM

#### **Vergütung an die Mitglieder des Verwaltungsrats**

Die Mitglieder des Verwaltungsrats erhalten für ihre gesamte Verwaltungsratsstätigkeit eine fixe jährliche Vergütung sowie einen jährlichen Pauschalbetrag für Repräsentationsspesen. Sie erhalten keine variable Vergütung. Die Mitglieder des Verwaltungsrats können wählen, ob sie einen Teil oder die gesamte Vergütung in bar oder in Form von Autoneum-Aktien beziehen möchten. Der Baranteil wird im Dezember des laufenden Geschäftsjahres ausbezahlt. Die Aktien werden im jeweiligen Geschäftsjahr zugeteilt und sind für drei Jahre gesperrt. Der für die Umwandlung der Vergütung in Aktien anzuwendende Kurs basiert auf dem durchschnittlichen Schlusskurs der Aktie während der zehn Börsentage nach der Dividendenzahlung oder nach der Generalversammlung, falls keine Dividendenzahlung erfolgt, wobei ein Abschlag für die dreijährige Sperrfrist vorgenommen wird.

#### **Vergütung an die Mitglieder der Konzernleitung**

Die Vergütungsstruktur für das obere Management des Konzerns besteht aus mehreren Komponenten und berücksichtigt im Rahmen einer marktgerechten Vergütung die individuelle Leistung und den Konzernenerfolg im Geschäftsjahr sowie die langfristige und nachhaltige Wertschöpfung. Die Vergütung an das obere Management des Konzerns inklusive Mitglieder der Konzernleitung besteht entsprechend aus einem Basissalär (fixe Vergütung), einem variablen, erfolgsabhängigen Bonus gemäss Bonusplan («Executive Bonus Plan») und der Beteiligung am Aktienzuteilungsplan («Long-Term Incentive Plan», LTI). Um eine konsequente Ausrichtung auf die langfristigen Aktionärsinteressen sicherzustellen, wird ein Teil der variablen Vergütung in Form von gesperrten Aktien ausbezahlt. Durch die dreijährige Sperrfrist der zugeteilten Aktien ist diese Vergütung an die langfristige Entwicklung des Unternehmenswertes von Autoneum geknüpft.

#### **Basissalär**

Das Basissalär der Mitglieder der Konzernleitung besteht aus einer fixen jährlichen Vergütung. Der Verwaltungsrat kann einen Anteil des Basissalärs definieren, der in Autoneum-Aktien entrichtet wird. Die Anzahl Aktien wird anhand des durchschnittlichen Schlusskurses während der ersten zehn Börsentage des betreffenden Jahres berechnet. Die Aktien werden im Dezember des laufenden Geschäftsjahres zugeteilt und sind für drei Jahre gesperrt.

#### **Bonus**

Die Mitglieder der Konzernleitung können eine variable, erfolgsabhängige Vergütung von bis zu 80% ihres Basissalärs in Form eines Bonus erzielen, abhängig vom Erreichen oder Übertreffen von definierten Mindestprofitabilitäts- und Liquiditätszielen auf Stufe Konzern oder Business Groups sowie von der Erreichung jährlich festgelegter, individueller Ziele. Zusätzlich werden die folgenden ESG-Zielkriterien für Nachhaltigkeit sowie für soziale und ökologische Belange angewandt:

- Scope-1<sup>1</sup>-Emissionen (direkte Treibhausgasemissionen aus dem Verbrauch fossiler Brennstoffe);
- Scope-2<sup>1</sup>-Emissionen (indirekte Treibhausgasemissionen aus eingekauftem Strom, ohne Strom aus erneuerbaren Energien);
- ungefährliche Abfälle (Reduktion ungefährlicher Abfälle);
- Unfallhäufigkeitsrate («Accident Frequency Rate», AFR) (keine Unfälle).

<sup>1</sup> Gemäss der Definition des Greenhouse Gas Protocols.



Die Zielvorgaben für den CEO und den CFO setzen sich aus der Konzernergebnismarge (Gewichtung 52.5%), dem Konzern-RONA (22.5%), individuellen Zielen (15%) sowie ESG-Zielen auf Konzernebene (10%) zusammen. Für die Leiter der Business Groups setzen sich die Ziele aus der Konzernergebnismarge (17.5%), dem Konzern-RONA (7.5%), der EBIT-Marge der Business Group (35%), dem Free Cashflow der Business Group (15%), individuellen Zielen (15%) sowie ESG-Zielen auf Ebene der Business Group (10%) zusammen. Für die gewichteten Ziele sind untere und obere Limiten definiert.

Generell ist das Erreichen des unteren Limits Voraussetzung für die erfolgsabhängige Vergütung und das Erreichen des oberen Limits legt deren Maximum fest. Für ESG-Kriterien hingegen gilt das Prinzip «je niedriger, desto besser». Für alle Zielvorgaben steigt die erfolgsabhängige Vergütung linear zwischen den zwei definierten Limiten an, mit Ausnahme der Unfallhäufigkeitsrate, bei der 100% erreicht sind, wenn das Ergebnis gleich oder kleiner als das definierte untere Limit ist, 50% sind erreicht, wenn das Ergebnis zwischen dem unteren und/oder gleich dem oberen Limit ist, und 0% sind erreicht, wenn das Ergebnis über dem oberen Limit liegt.

Ein Bonus wird ungeachtet der anderen Ziele nur ausgerichtet, wenn ein positives Konzernergebnis vorliegt. Mindestens 40% des Bonus werden in Autoneum-Aktien entrichtet. Jedes Mitglied der Konzernleitung kann bis zu 100% des Bonus in Aktien beziehen. Dabei besteht die Wahl zwischen Aktien mit einer Sperrfrist von drei Jahren und einem Anrecht auf Aktien, die nach einem Aufschub von drei Jahren übertragen werden. Der errechnete Bonus wird mit 1.4 multipliziert und dann in Aktien umgewandelt, wofür der durchschnittliche Schlusskurs der ersten zehn Börsentage im Januar des Folgejahres herangezogen wird.

### **Aktienzuteilungsplan (LTI)**

Der LTI sieht vor, dass der Verwaltungsrat einen Teil des Konzerngewinns im Voraus definierten Berechtigten zuteilen kann. Berechtigte sind Mitglieder des oberen Managements des Konzerns inklusive der Konzernleitung. Eine Zuteilung erfolgt nur, wenn das Konzernresultat positiv ist und einen definierten Schwellenwert übersteigt. Der für den LTI zu verwendende Gesamtbetrag des Konzerngewinns wird in Autoneum-Aktien umgewandelt, die den Berechtigten zu festen Prozentsätzen entsprechend den internen Funktionsstufen zugeteilt werden. Die Aktien werden nach einer Vestingperiode von 35 Monaten auf die Berechtigten übertragen, falls diese Personen zu diesem Zeitpunkt weiterhin bei einem Unternehmen des Autoneum-Konzerns angestellt sind. Aufgrund der Vestingperiode von 35 Monaten besteht eine starke Korrelation zwischen dem Wert des LTI zum Vestingzeitpunkt und der Kursentwicklung der Autoneum-Aktien. Die Vestingperiode endet bei Todesfall oder bei Pensionierung, womit die Aktien mit umgehender Wirkung auf die Berechtigten übertragen werden. Bei einer Beendigung des Arbeitsverhältnisses verfallen Aktien mit laufender Vestingperiode ohne Entschädigung. Ausnahmen davon sind nach dem Ermessen des Vergütungsausschusses möglich.

### **Aktioptionen und Aktienkaufpläne**

Es bestehen keine Aktioptionen oder Aktienkaufpläne.

### **Zulässige Tätigkeiten ausserhalb des Autoneum-Konzerns**

Der Verwaltungsrat entscheidet, ob Mitglieder der Konzernleitung oder das obere Management des Konzerns zusätzliche Mandate bei anderen Unternehmen übernehmen dürfen. Sofern die Mandate ausserhalb der vertraglich vereinbarten Arbeitszeit ausgeübt werden, besteht keine Verpflichtung, die erhaltenen Mandatsvergütungen an Autoneum abzutreten.

## 4 INFORMATIONEN ZU MITGLIEDERN DES VERWALTUNGSRATS

### Externe Mandate der Mitglieder des Verwaltungsrats (gemäss Art. 734e OR)

In der folgenden Tabelle sind alle externen Mandate nummerisch aufgeführt, die die Mitglieder des Verwaltungsrats in vergleichbaren Funktionen bei anderen Unternehmen mit wirtschaftlicher Zielsetzung (einschliesslich Unternehmen desselben Konzerns) wahrnehmen. Mandate ohne wirtschaftliche Zielsetzung sind am Schluss separat ausgewiesen.

Verwaltungsrat	Unternehmensbezeichnung	Funktion
Hans-Peter Schwald Präsident	1. AVIA Vereinigung unabhängiger Schweizer Importeure und Anbieter von Energieprodukten, Genossenschaft	Präsident des Vorstands
	2. Dagda Consulting AG	Präsident des Verwaltungsrats
	3. DSH Holding AG	Mitglied des Verwaltungsrats
	4. PCS Holding AG	Mitglied des Verwaltungsrats
	5. Rehaklinik Tschugg	
	– Retsch Holding AG	Mitglied des Verwaltungsrats
	– Rehaklinik Tschugg AG	Präsident des Verwaltungsrats
	6. Rieter Holding AG <sup>1</sup>	Mitglied des Verwaltungsrats Mitglied des Nomination and Compensation Committees Mitglied des Audit Committees
	7. Stadler Rail	
	– Stadler Rail AG <sup>1</sup>	Vizepräsident des Verwaltungsrats Mitglied des Nomination and Compensation Committees Mitglied des Audit Committees
	– Stadler Bussnang AG	Präsident des Verwaltungsrats
	– Stadler Rheintal AG	Präsident des Verwaltungsrats
	– Stadler Rail Management AG	Präsident des Verwaltungsrats
	– Stadler Stahlguss AG	Vizepräsident des Verwaltungsrats
	– Stadler Rail Valencia S.A.U.	Mitglied des Verwaltungsrats
	– Stadler Winterthur AG	Mitglied des Verwaltungsrats
	8. VAMED Schweiz	
	– Rehaklinik Dussnang AG	Präsident des Verwaltungsrats
	– Rehaklinik Seewis AG	Präsident des Verwaltungsrats
	– Rehaklinik Zihlschlacht AG	Präsident des Verwaltungsrats
	– VAMED Health Project Schweiz AG	Präsident des Verwaltungsrats
	– VAMED Management und Service Schweiz AG	Präsident des Verwaltungsrats

<sup>1</sup> Börsenkotierte Gesellschaft

<b>Verwaltungsrat</b>	<b>Unternehmensbezeichnung</b>	<b>Funktion</b>
	9. Valfor Attorneys-at-Law Association	Präsident des Vorstands
	10. ZSC Lions Arena Immobilien AG	Präsident des Verwaltungsrats
Norbert Indlekofer Vizepräsident	1. ATESTEO GmbH & Co. KG	Mitglied des Beirats
	2. Feintool International Holding AG <sup>1</sup>	Vizepräsident des Verwaltungsrats Vorsitzender des Vergütungsausschusses
Liane Hirner	1. Vienna Insurance Group – Vienna Insurance Group AG <sup>1</sup>	CFRO
	– Compania de Asigurari «DONARIS VIENNA INSURANCE GROUP» Societate pe Actiuni	Stellv. Vorsitzende des Aufsichtsrats Vorsitzende des Audit Committees
	– Donau Versicherung AG Vienna Insurance Group	1. Stellv. Vorsitzende des Aufsichtsrats Vorsitzende des Prüfungsausschusses Mitglied des AR Arbeitsausschusses Personal Mitglied des AR Ausschusses für dringende Angelegenheiten
	– Vienna-Life Lebensversicherung AG Vienna Insurance Group	Stellv. Vorsitzende des Aufsichtsrats Vorsitzende des Audit Committees Mitglied des AR Ausschusses für dringende Angelegenheiten Mitglied des AR Arbeitsausschusses Personal
	– InterRisk Versicherungs-AG Vienna Insurance Group	Vorsitzende des Aufsichtsrats Vorsitzende des Prüfungsausschusses Vorsitzende des AR Arbeitsausschusses Personal
	– InterRisk Lebensversicherungs-AG Vienna Insurance Group	Vorsitzende des Aufsichtsrats Vorsitzende des Prüfungsausschusses Vorsitzende des AR Arbeitsausschusses Personal
	– Private Joint Stock Company Insurance Company «USG»	Stellv. Vorsitzende des Aufsichtsrats Mitglied des Audit Committees Vorsitzende des Risikoausschusses Mitglied des Remunerationsausschusses

<sup>1</sup> Börsenkotierte Gesellschaft

Verwaltungsrat	Unternehmensbezeichnung	Funktion
	– Private Joint-Stock Company Insurance Company «Kniazha Life Vienna Insurance Group»	Stellv. Vorsitzende des Aufsichtsrats Mitglied des Audit Committees Vorsitzende des Risikoausschusses Mitglied des Remunerationsausschusses
	– Private Joint-Stock Company Ukrainian Insurance Company «Kniazha Vienna Insurance Group»	Stellv. Vorsitzende des Aufsichtsrats Mitglied des Audit Committees Vorsitzende des Risikoausschusses Mitglied des Remunerationsausschusses
	– Intersig Vienna Insurance Group Sh.A.	Mitglied des Aufsichtsrats
	– Sigma Vienna Insurance Group Sh.A.	Mitglied des Aufsichtsrats
	– Joint Stock Company International Insurance Company IRAO	Stellv. Vorsitzende des Aufsichtsrats
	– Asigurarea Romaneasca- Asirom Vienna Insurance Group S.A.	Stellv. Vorsitzende des Aufsichtsrats Vorsitzende des Audit Committees Vorsitzende des AR Arbeitsausschusses Vorsitzende des AR Arbeitsausschusses Vorstandsangelegenheiten
	– BCR Asigurari de Viata Vienna Insurance Group S.A.	Stellv. Vorsitzende des Aufsichtsrats Vorsitzende des Audit Committees Vorsitzende des AR Ausschusses für drin- gende Angelegenheiten Vorsitzende des Remunerationsausschusses
	– Omniasig Vienna Insurance Group S.A.	Stellv. Vorsitzende des Aufsichtsrats Vorsitzende des Audit Committees Vorsitzende des AR Ausschusses für drin- gende Angelegenheiten Vorsitzende des AR Arbeitsausschusses Vorstandsangelegenheiten
	<b>Mandate ohne wirtschaftliche Zielsetzung:</b>	
	– EIOPA Insurance and Reinsurance Stakeholder Group (IRSG)	Mitglied des Beirats
	– Webster Vienna Private University	Mitglied des Beirats
	– Kammer der Wirtschaftstrehänder	Mitglied
	– Institut österreichischer Wirtschaftsprüfer (IWP)	Mitglied des Vereins
	– Versicherungsverband Österreich (VVO)	Mitglied

Verwaltungsrat	Unternehmensbezeichnung	Funktion	
Martin Klöti <sup>2</sup>	1. Artemis Group		
	– Artemis Holding AG	Mitglied der Konzernleitung	
	– Artemis Beteiligungen I AG	Mitglied des Verwaltungsrats	
	– Artemis Beteiligungen III AG	Mitglied des Verwaltungsrats	
	– Artemis Beteiligungen V AG	Mitglied des Verwaltungsrats	
	– Artemis Deutschland Holding GmbH	Geschäftsführer	
	– Artemis Immobilien AG	Mitglied des Verwaltungsrats	
	– Artemis Immobilien Deutschland GmbH	Geschäftsführer	
	– Artemis Real Estate Holding AG	Mitglied des Managements	
	– Artemis Real Estate International AG	Mitglied des Verwaltungsrats	
	– Feintool International Holding AG <sup>1</sup>	Vizepräsident des Verwaltungsrats Vorsitzender des Audit Committees Mitglied des Vergütungsausschusses	
	– Franke Holding AG	Mitglied des Verwaltungsrats Vorsitzender des Audit Committees	
	2. Centinox		
	– Centinox Asset Management AG	Mitglied des Verwaltungsrats	
	– Societa' Agricola Sant' Isidoro Srl	Mitglied des Verwaltungsrats	
	3. Ciron SA	Mitglied des Verwaltungsrats	
	4. KRAFTWERK Group AG	Mitglied des Verwaltungsrats	
	<b>Mandate ohne wirtschaftliche Zielsetzung:</b>		
	– Franke Stiftung	Mitglied des Stiftungsrats	
	– Pensionskasse Franke	Mitglied des Stiftungsrats	

<sup>1</sup> Börsenkotierte Gesellschaft

<sup>2</sup> Mitglied des Verwaltungsrats seit 09.04.2024

Verwaltungsrat	Unternehmensbezeichnung	Funktion	
Michael Pieper	1. Arbonia AG <sup>1</sup>	Mitglied des Verwaltungsrats	
	2. Artemis Group		
	– Artemis Holding AG	CEO	
	– Artemis Beteiligungen I AG	Mitglied des Verwaltungsrats	
	– Artemis Beteiligungen III AG	Mitglied des Verwaltungsrats	
	– Artemis Beteiligungen V AG	Mitglied des Verwaltungsrats	
	– Artemis Real Estate Holding AG	Mitglied des Verwaltungsrats	
	– Franke Holding AG	Mitglied des Verwaltungsrats Mitglied des Audit Committees Mitglied des HR Committees	
	– Franke Technology and Trademark Ltd.	Mitglied des Verwaltungsrats	
	3. Bergos AG	Mitglied des Verwaltungsrats	
	4. Centinox		
	– Centinox Holding AG	Präsident des Verwaltungsrats	
	– Centinox B AG	Präsident des Verwaltungsrats	
	5. Deutsche Bank, Beirat Süd	Mitglied des Beirats	
	6. Duravit AG	Mitglied des Aufsichtsrats	
	7. Ettlin Aktiengesellschaft	Stellv. Vorsitzender des Aufsichtsrats	
	8. Forbo Holding AG <sup>1</sup>	Vizepräsident des Verwaltungsrats Mitglied des HRN&R Committees	
	9. Reppisch Werke AG	Mitglied des Verwaltungsrats	
		<b>Mandate ohne wirtschaftliche Zielsetzung:</b>	
		– Franke Stiftung	Mitglied des Stiftungsrats
	– Stiftung für das Luzerner Sinfonieorchester	Mitglied des Stiftungsrats	
	– Stiftung Schweizer Wirtschaftspolitik	Mitglied des Stiftungsrats	

<sup>1</sup> Börsenkotierte Gesellschaft

<b>Verwaltungsrat</b>	<b>Unternehmensbezeichnung</b>	<b>Funktion</b>
Oliver Streuli	1. Rieter Group	
	– Rieter Holding AG <sup>1</sup>	CFO
	– Rieter AG (Fusion aus Maschinenfabrik Rieter AG und Rieter Management AG)	Mitglied des Verwaltungsrats
	– Tefina Holding-Gesellschaft AG	Präsident des Verwaltungsrats
	– Unikeller Sona AG	Mitglied des Verwaltungsrats
Ferdinand Stutz	1. Bau AG Andelfingen	Präsident des Verwaltungsrats
	2. Grüner Systemtechnik GmbH & Co.KG	Mitglied des Beirats
	3. Osterwalder AG	Mitglied des Verwaltungsrats
	4. René Baer AG	Mitglied des Verwaltungsrats
	5. Römheld & Moelle GmbH	Mitglied des Beirats
	6. Stutz Improvement AG	Präsident des Verwaltungsrats
	7. Stutz & Weibel Immobilien AG	Mitglied des Verwaltungsrats
	8. Valeta Group	
	– Sirag AG	Mitglied des Verwaltungsrats
	– Unipro AG	Mitglied des Verwaltungsrats
	– Valeta AG	Mitglied des Verwaltungsrats
– Valeta GmbH	Mitglied des Beirats	

<sup>1</sup> Börsenkotierte Gesellschaft

## Gehaltene Aktien von Mitgliedern des Verwaltungsrats einschliesslich nahestehender Personen (gemäss Art. 734d OR)

Die folgende Tabelle gibt Auskunft über die von den Mitgliedern des Verwaltungsrats gehaltenen Autoneum-Namensaktien per 31. Dezember 2024 (im Vergleich zum 31. Dezember 2023):

Verwaltungsrat	31.12.2024	31.12.2023
	Anzahl Aktien	Anzahl Aktien
Hans-Peter Schwald, Präsident	69 246	68 000
Norbert Indlekofer, Vizepräsident	3 742	3 252
Liane Hirner	4 185	3 236
Martin Klöti, Mitglied des Verwaltungsrats seit 09.04.2024	–	n/a
Michael Pieper	1 323 195	1 322 381
Oliver Streuli	2 413	1 860
Ferdinand Stutz	6 722	6 456
<b>Total</b>	<b>1 409 503</b>	<b>1 405 185</b>

## Vergütung an die Mitglieder des Verwaltungsrats

Die Summe aller Vergütungen, die im Geschäftsjahr 2024 an die gegenwärtigen Mitglieder des Verwaltungsrats ausgerichtet wurden, beträgt 1 489 062 CHF. Es erfolgte keine Vergütung an ehemalige Mitglieder des Verwaltungsrats. An der Generalversammlung 2023 wurde dem Verwaltungsrat für das Geschäftsjahr 2024 eine maximale Gesamtvergütung von 1.75 Mio. CHF zugesprochen, womit sich dessen Vergütung für 2024 im genehmigten Rahmen bewegt. Es wurden keine Darlehen, Kredite, zusätzlichen Honorare oder Vergütungen, die marktunüblich sind, an die gegenwärtigen und ehemaligen Mitglieder des Verwaltungsrats oder diesen nahestehende Personen ausgerichtet. Im Geschäftsjahr 2024 erfolgten Honorarzahungen in Höhe von 48 579.10 CHF (2023: 39 670.95 CHF) für rechtliche und administrative Dienstleistungen an Firmen, für die der Präsident des Verwaltungsrats tätig ist.

Die Summe aller Vergütungen an die Mitglieder des Verwaltungsrats setzt sich wie folgt zusammen:

Verwaltungsrat	Funktion (einschliesslich Ausschüsse) per 31.12.2024	2024			Total
		Fixe Vergütung		Andere <sup>1</sup>	
CHF		in bar	in Aktien <sup>2</sup>		
Hans-Peter Schwald	Präsident des Verwaltungsrats, Mitglied des Vergütungsausschusses, Mitglied des Nominationsausschusses, Mitglied des Revisionsausschusses, Präsident des Strategie- und Nachhaltigkeitsausschusses	170 758	202 943	21 777	395 478
Norbert Indlekofer	Vizepräsident des Verwaltungsrats, Präsident des Vergütungsausschusses, Präsident des Nominationsausschusses, Mitglied des Strategie- und Nachhaltigkeitsausschusses	129 889	107 296	12 909	250 094
Liane Hirner	Mitglied des Verwaltungsrats, Präsidentin des Revisionsausschusses	1 476	196 505	–	197 981
Martin Klöti <sup>3</sup>	Mitglied des Verwaltungsrats, Mitglied des Revisionsausschusses	107 250	–	5 354	112 604
Michael Pieper	Mitglied des Verwaltungsrats	168	130 901	5 729	136 798
Oliver Streuli	Mitglied des Verwaltungsrats, Mitglied des Vergütungsausschusses, Mitglied des Nominationsausschusses, Mitglied des Strategie- und Nachhaltigkeitsausschusses	100 016	90 435	12 790	203 241
Ferdinand Stutz	Mitglied des Verwaltungsrats, Mitglied des Vergütungsausschusses, Mitglied des Nominationsausschusses, Mitglied des Strategie- und Nachhaltigkeitsausschusses	140 073	42 765	10 028	192 866
<b>Total</b>		<b>649 630</b>	<b>770 845</b>	<b>68 587</b>	<b>1 489 062</b>



Verwaltungsrat	Funktion (einschliesslich Ausschüsse) per 31.12.2023	2023			
		Fixe Vergütung		Andere <sup>1</sup>	Total
CHF		in bar	in Aktien <sup>6</sup>		
Hans-Peter Schwald	Präsident des Verwaltungsrats, Mitglied des Vergütungsausschusses, Mitglied des Nominationsausschusses, Mitglied des Revisionsausschusses, Präsident des Strategie- und Nachhaltigkeitsausschusses	–	369 143	22 206	391 349
Norbert Indlekofer <sup>5</sup>	Vizepräsident des Verwaltungsrats, Präsident des Vergütungsausschusses, Präsident des Nominationsausschusses, Mitglied des Strategie- und Nachhaltigkeitsausschusses	116 972	92 936	11 989	221 897
Liane Hirner	Mitglied des Verwaltungsrats, Präsidentin des Revisionsausschusses	–	172 613	–	172 613
Michael Pieper	Mitglied des Verwaltungsrats	–	119 062	5 354	124 416
Oliver Streuli	Mitglied des Verwaltungsrats, Mitglied des Vergütungsausschusses, Mitglied des Nominationsausschusses, Mitglied des Revisionsausschusses	72 500	95 275	11 542	179 317
Ferdinand Stutz	Mitglied des Verwaltungsrats, Mitglied des Vergütungsausschusses, Mitglied des Nominationsausschusses, Mitglied des Strategie- und Nachhaltigkeitsausschusses	130 000	35 615	9 217	174 831
Rainer Schmückle <sup>6</sup>	n/a	50 000	–	–	50 000
<b>Total</b>		<b>369 472</b>	<b>884 644</b>	<b>60 308</b>	<b>1 314 424</b>

<sup>1</sup> Andere Vergütungen enthalten den Arbeitgeberbeitrag für die Sozialabgaben.

<sup>2</sup> Die fixe Vergütung in Aktien berechnet sich anhand der zugeteilten Anzahl Aktien, multipliziert mit dem durchschnittlichen Schlusskurs der zehn Börsentage nach der Dividendenzahlung 2024 (153.28 CHF). Die Übertragung erfolgte nach Abzug der Sozialabgaben und Verrechnungssteuer.

<sup>3</sup> Mitglied des Verwaltungsrats seit 09.04.2024.

<sup>4</sup> Die fixe Vergütung in Aktien berechnet sich anhand der zugeteilten Anzahl Aktien, multipliziert mit dem durchschnittlichen Schlusskurs der zehn Börsentage nach der Generalversammlung 2023 (129.98 CHF). Die Übertragung erfolgte nach Abzug der Sozialabgaben und Verrechnungssteuer.

<sup>5</sup> Vizepräsident des Verwaltungsrats seit 23.03.2023.

<sup>6</sup> Mitglied des Verwaltungsrats und Vizepräsident bis 23.03.2023.

Die Veränderung des Verwaltungsrats honorars im Vergleich zum Vorjahr ist hauptsächlich darauf zurückzuführen, dass der Verwaltungsrat anlässlich der Generalversammlung 2024 um ein Mitglied vergrössert wurde und dass die Vergütungen erstmals seit 2011 moderat angehoben wurden.

## 5 INFORMATIONEN ZU MITGLIEDERN DER KONZERNLEITUNG

### Externe Mandate der Mitglieder der Konzernleitung (gemäss Art. 734e OR)

In der folgenden Tabelle sind alle externen Mandate aufgeführt, die die Mitglieder der Konzernleitung in vergleichbaren Funktionen bei anderen Unternehmen mit wirtschaftlicher Zielsetzung (einschliesslich Unternehmen desselben Konzerns) wahrnehmen:

Konzernleitung	Unternehmensbezeichnung	Funktion
Eelco Spoelder	–	–
Bernhard Wiehl	–	–
Daniel Bentele	–	–
Fausto Bigi	<b>Mandate ohne wirtschaftliche Zielsetzung:</b>	
	– Sindipeças (Verband der Autoteilehersteller)	Mitglied
Andreas Kolf	–	–
Greg Sibley	–	–

## Gehaltene Aktien und Anrechte auf Aktien von Mitgliedern der Konzernleitung einschliesslich nahestehende Personen (gemäss Art. 734d OR)

Die folgende Tabelle gibt Auskunft über die von den Mitgliedern der Konzernleitung gehaltenen Autoneum-Namensaktien sowie Anrechte auf Aktien per 31. Dezember 2024 (im Vergleich zum 31. Dezember 2023):

Konzernleitung	31.12.2024		31.12.2023	
	Anzahl Aktien	Anzahl Anrechte <sup>1</sup>	Anzahl Aktien	Anzahl Anrechte <sup>1</sup>
Eelco Spoelder (CEO seit 27.03.2023)	4 977	8 122	809	2 104
Bernhard Wiehl	6 874	2 810	4 059	490
Daniel Bentele (Mitglied der Konzernleitung seit 01.07.2023)	743	2 774	-	-
Fausto Bigi	1 742	5 766	1 742	3 565
Andreas Kolf	2 784	1 812	1 656	490
Greg Sibley	2 601	1 936	1 535	490
<b>Total</b>	<b>19 721</b>	<b>23 220</b>	<b>9 801</b>	<b>7 139</b>

<sup>1</sup> Für die Offenlegung der Anrechte wird das Zuteilungsjahr verwendet, die Vorjahresdarstellung wurde konsistent dazu angepasst.

## Vergütung an die Mitglieder der Konzernleitung

Im Geschäftsjahr 2024 beträgt die Summe aller Vergütungen, die an die Mitglieder der Konzernleitung ausgerichtet wurden, 7 010 419 CHF, davon 2 043 156 CHF an den CEO, der einen Teil seines Basissalärs in Aktien erhält. Es erfolgte keine Vergütung an ehemalige Mitglieder der Konzernleitung. An der Generalversammlung 2023 wurde der Konzernleitung für das Geschäftsjahr 2024 eine maximale Gesamtvergütung von 8,5 Mio. CHF zugesprochen, womit sich deren Vergütung für 2024 im genehmigten Rahmen bewegt. Es wurden keine Darlehen, Kredite, zusätzlichen Honorare oder Vergütungen, die marktunüblich sind, an die gegenwärtigen und ehemaligen Mitglieder der Konzernleitung oder diesen nahestehende Personen ausgerichtet.

Die Summe aller Vergütungen an die Mitglieder der Konzernleitung setzt sich wie folgt zusammen:

Konzernleitung	Fixe Vergütung		Variable Vergütung		LTI <sup>1</sup>	Andere <sup>2</sup>	Total
	in bar	in Aktien <sup>3</sup>	in bar	in Aktien <sup>4</sup>			
<b>2024</b>							
CHF	in bar	in Aktien <sup>3</sup>	in bar	in Aktien <sup>4</sup>			
Alle Mitglieder	2 768 784	200 183	927 597	1 503 058	461 718	1 149 079	7 010 419
Davon							
Eelco Spoelder, CEO	720 000	150 106	267 264	561 295	173 984	170 507	2 043 156
<b>2023</b>							
CHF	in bar	in Aktien <sup>6</sup>	in bar	in Aktien <sup>7</sup>			
Alle Mitglieder	3 182 083	87 582	1 215 035	1 300 126	310 054	1 235 306	7 330 186
Davon							
Eelco Spoelder, CEO <sup>5</sup>	612 500	87 582	264 600	370 394	126 730	239 255	1 701 062

<sup>1</sup> Für das Geschäftsjahr 2024 wurden 2.5% des Konzerngewinns zugeteilt. Die Vestingperiode für die im April 2025 zugeteilten Rechte endet Anfang März 2028. Für das Geschäftsjahr 2023 wurden 2.5% des Konzerngewinns zugeteilt.

<sup>2</sup> Andere Vergütungen umfassen Vergütungen als Ersatz für Ansprüche, die bei einem früheren Arbeitgeber infolge Wechsels zu Autoneum verfallen sind sowie den Arbeitgeberbeitrag für die Sozialabgaben, den Arbeitgeberbeitrag für die Pensionskasse und andere Nebeneleistungen (Fringe Benefits).

<sup>3</sup> Der anwendbare Aktienkurs während der definierten Periode war 124.88 CHF.

<sup>4</sup> Der in Aktien ausbezahlte Bonusanteil (mind. 40%) wird mit 1.4 multipliziert und dann in Aktien umgewandelt, wofür der durchschnittliche Schlusskurs der ersten zehn Börsentage im Januar 2025 herangezogen wird (122.18 CHF).

<sup>5</sup> CEO seit 27.03.2023.

<sup>6</sup> Der anwendbare Aktienkurs während der definierten Periode war 114.84 CHF.

<sup>7</sup> Der in Aktien ausbezahlte Bonusanteil (mind. 40%) wird mit 1.4 multipliziert und dann in Aktien umgewandelt, wofür der durchschnittliche Schlusskurs der ersten zehn Börsentage im Januar 2024 herangezogen wird (124.88 CHF).

Die Veränderung der Vergütung der Mitglieder der Konzernleitung gegenüber dem Vorjahr beruht hauptsächlich darauf, dass es im Geschäftsjahr 2023 zu einer Überlappung der Vergütung an den CEO und den Head Business Group Europe kam. Andererseits sind Bonuszahlungen in 2024 höher als in 2023, weil die bonusrelevanten Finanzziele 2024 weitestgehend erreicht wurden.

# Bericht der Revisionsstelle

An die Generalversammlung der Autoneum Holding AG, Winterthur

## Bericht zur Prüfung des Vergütungsberichts

### Prüfungsurteil

Wir haben den Vergütungsbericht der Autoneum Holding AG (die Gesellschaft) für das am 31. Dezember 2024 endende Jahr geprüft. Die Prüfung beschränkte sich auf die Angaben nach Art. 734a-734f OR in den Tabellen enthalten in den Abschnitten «4 Informationen zu Mitgliedern des Verwaltungsrats» und «5 Informationen zu Mitgliedern der Konzernleitung» auf den Seiten 149 bis 157 des Vergütungsberichts.

Nach unserer Beurteilung entsprechen die Angaben nach Art. 734a-734f OR im beigefügten Vergütungsbericht dem schweizerischen Gesetz und den Statuten.

### Grundlage für das Prüfungsurteil

Wir haben unsere Prüfung in Übereinstimmung mit dem schweizerischen Gesetz und den Schweizer Standards zur Abschlussprüfung (SA-CH) durchgeführt. Unsere Verantwortlichkeiten nach diesen Vorschriften und Standards sind im Abschnitt «Verantwortlichkeiten der Revisionsstelle für die Prüfung des Vergütungsberichts» unseres Berichts weitergehend beschrieben. Wir sind von der Gesellschaft unabhängig in Übereinstimmung mit den schweizerischen gesetzlichen Vorschriften und den Anforderungen des Berufsstands, und wir haben unsere sonstigen beruflichen Verhaltenspflichten in Übereinstimmung mit diesen Anforderungen erfüllt.

Wir sind der Auffassung, dass die von uns erlangten Prüfungsnachweise ausreichend und geeignet sind, um als eine Grundlage für unser Prüfungsurteil zu dienen.

### Sonstige Informationen

Der Verwaltungsrat ist für die sonstigen Informationen verantwortlich. Die sonstigen Informationen umfassen die im Geschäftsbericht enthaltenen Informationen, aber nicht die in den Tabellen der Abschnitte «4 Informationen zu Mitgliedern des Verwaltungsrats» und «5 Informationen zu Mitgliedern der Konzernleitung» im Vergütungsbericht, die Konzernrechnung, die Jahresrechnung und unsere dazugehörigen Berichte.

Unser Prüfungsurteil zum Vergütungsbericht erstreckt sich nicht auf die sonstigen Informationen, und wir bringen keinerlei Form von Prüfungsschlussfolgerung hierzu zum Ausdruck.

Im Zusammenhang mit unserer Prüfung haben wir die Verantwortlichkeit, die sonstigen Informationen zu lesen und dabei zu würdigen, ob die sonstigen Informationen wesentliche Unstimmigkeiten zu den geprüften Finanzinformationen im Vergütungsbericht oder unseren bei der Prüfung erlangten Kenntnissen aufweisen oder anderweitig wesentlich falsch dargestellt erscheinen.

Falls wir auf Grundlage der von uns durchgeführten Arbeiten den Schluss ziehen, dass eine wesentliche falsche Darstellung dieser sonstigen Informationen vorliegt, sind wir verpflichtet, über diese Tatsache zu berichten. Wir haben in diesem Zusammenhang nichts zu berichten.

### Verantwortlichkeiten des Verwaltungsrates für den Vergütungsbericht

Der Verwaltungsrat ist verantwortlich für die Aufstellung eines Vergütungsberichts in Übereinstimmung mit den gesetzlichen Vorschriften und den Statuten und für die internen Kontrollen, die der Verwaltungsrat als notwendig feststellt, um die Aufstellung eines Vergütungsberichts zu ermöglichen, die frei von wesentlichen falschen Darstellungen aufgrund von dolosen Handlungen oder Irrtümern ist. Zudem obliegt ihm die Verantwortung über die Ausgestaltung der Vergütungsgrundsätze und die Festlegung der einzelnen Vergütungen.

## Verantwortlichkeiten der Revisionsstelle für die Prüfung des Vergütungsberichts

Unsere Ziele sind, hinreichende Sicherheit darüber zu erlangen, ob die im Vergütungsbericht enthaltenen Angaben gemäss Art. 734a-734f OR frei von wesentlichen falschen Darstellungen aufgrund von dolosen Handlungen oder Irrtümern sind, und einen Bericht abzugeben, der unser Prüfungsurteil beinhaltet. Hinreichende Sicherheit ist ein hohes Mass an Sicherheit, aber keine Garantie dafür, dass eine in Übereinstimmung mit dem schweizerischen Gesetz und den SA-CH durchgeführte Prüfung eine wesentliche falsche Darstellung, falls eine solche vorliegt, stets aufdeckt. Falsche Darstellungen können aus dolosen Handlungen oder Irrtümern resultieren und werden als wesentlich gewürdigt, wenn von ihnen einzeln oder insgesamt vernünftigerweise erwartet werden könnte, dass sie die auf der Grundlage dieses Vergütungsberichts getroffenen wirtschaftlichen Entscheidungen von Nutzern beeinflussen.

Als Teil einer Prüfung in Übereinstimmung mit dem schweizerischen Gesetz und den SA-CH üben wir während der gesamten Prüfung pflichtgemässes Ermessen aus und bewahren eine kritische Grundhaltung. Darüber hinaus:

- identifizieren und beurteilen wir die Risiken wesentlicher falscher Darstellungen im Vergütungsbericht aufgrund von dolosen Handlungen oder Irrtümern, planen und führen Prüfungshandlungen als Reaktion auf diese Risiken durch sowie erlangen Prüfungsnachweise, die ausreichend und geeignet sind, um als Grundlage für unser Prüfungsurteil zu dienen. Das Risiko, dass aus dolosen Handlungen resultierende wesentliche falsche Darstellungen nicht aufgedeckt werden, ist höher als ein aus Irrtümern resultierendes, da dolose Handlungen kollusives Zusammenwirken, Fälschungen, beabsichtigte Unvollständigkeiten, irreführende Darstellungen oder das Ausserkraftsetzen interner Kontrollen beinhalten können.
- gewinnen wir ein Verständnis von dem für die Prüfung relevanten Internen Kontrollsystem, um Prüfungshandlungen zu planen, die unter den gegebenen Umständen angemessen sind, jedoch nicht mit dem Ziel, ein Prüfungsurteil zur Wirksamkeit des Internen Kontrollsystems der Gesellschaft abzugeben.
- beurteilen wir die Angemessenheit der angewandten Rechnungslegungsmethoden sowie die Vertretbarkeit der dargestellten geschätzten Werte in der Rechnungslegung und damit zusammenhängenden Angaben.

Wir kommunizieren mit dem Verwaltungsrat bzw. dessen zuständigem Ausschuss unter anderem über den geplanten Umfang und die geplante zeitliche Einteilung der Prüfung sowie über bedeutsame Prüfungsfeststellungen, einschliesslich etwaiger bedeutsamer Mängel im Internen Kontrollsystem, die wir während unserer Prüfung identifizieren.

Wir geben dem Verwaltungsrat bzw. dessen zuständigem Ausschuss auch eine Erklärung ab, dass wir die relevanten beruflichen Verhaltensanforderungen zur Unabhängigkeit eingehalten haben, und kommunizieren mit ihnen über alle Beziehungen und sonstigen Sachverhalte, von denen vernünftigerweise angenommen werden kann, dass sie sich auf unsere Unabhängigkeit auswirken, und – sofern zutreffend – über Massnahmen zur Beseitigung von Gefährdungen oder getroffene Schutzmassnahmen.

KPMG AG



Reto Benz  
Zugelassener Revisionsexperte  
Leitender Revisor



Kathrin Schünke  
Zugelassene Revisionsexpertin

Zürich, 11. März 2025

KPMG AG, Badenerstrasse 172, CH-8036 Zürich

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# Übersicht 2020–2024

## CONSOLIDATED INCOME STATEMENT

CHF million	2024	2023	2022	2021	2020
Revenue	2 338.7	2 302.3	1 804.5	1 700.4	1 740.6
BG Europe	1 152.4	1 073.9	616.6	636.9	641.8
BG North America	884.6	895.9	795.1	687.0	753.5
BG Asia	198.3	242.8	273.2	281.0	254.1
BG SAMEA <sup>1</sup>	121.4	109.0	120.5	94.7	88.4
EBITDA	246.7	289.2	152.1	179.8	148.5
in % of revenue	10.5%	12.6%	8.4%	10.6%	8.5%
EBIT	125.0	106.9	35.4	57.5	27.8
in % of revenue	5.3%	4.6%	2.0%	3.4%	1.6%
Net result	70.0	61.1	10.9	30.1	-10.7
in % of revenue	3.0%	2.7%	0.6%	1.8%	-0.6%
Return on net assets in % (RONA)	7.8%	7.0%	2.8%	4.5%	1.3%
Return on equity in % (ROE)	12.3%	12.6%	2.5%	7.0%	-2.3%

## CONSOLIDATED BALANCE SHEET AT DECEMBER 31

Non-current assets	998.9	972.6	866.4	942.1	1 002.0
Current assets	633.4	698.6	605.5	559.9	806.1
Equity attributable to shareholders of AUTN	507.2	449.7	339.1	357.4	309.7
Equity attributable to non-controlling interests	96.8	87.2	92.9	93.8	103.9
Total shareholders' equity	604.0	537.0	432.0	451.2	413.6
Non-current liabilities	442.1	626.4	542.0	493.9	874.1
Current liabilities	586.2	507.8	497.9	556.9	520.3
Total assets	1 632.3	1 671.2	1 471.9	1 502.0	1 808.1
Net debt <sup>2</sup>	399.2	444.6	515.2	533.7	563.7
Shareholders' equity in % of total assets	37.0%	32.1%	29.4%	30.0%	22.9%

## CONSOLIDATED STATEMENT OF CASH FLOWS

Cash flows from operating activities	189.8	190.3	94.5	100.4	149.7
Cash flows used in investing activities	-80.0	-143.1	-37.2	-29.3	-37.2
Cash flows (used in)/from financing activities	-153.6	-2.1	-30.4	-288.7	122.3
Employees at December 31 <sup>3</sup>	15 349	16 519	11 622	11 840	12 774

<sup>1</sup> Including South America, Middle East and Africa.

<sup>2</sup> Net debt including lease liabilities at December 31.

<sup>3</sup> Full-time equivalents including temporary employees.

## INFORMATION FOR INVESTORS

CHF million	2024	2023	2022	2021	2020
Number of issued shares at December 31	5 840 453	5 840 453	4 672 363	4 672 363	4 672 363
Share capital of Autoneum Holding Ltd at December 31	0.3	0.3	0.2	0.2	0.2
Net result of Autoneum Holding Ltd	38.5	6.4	35.8	54.9	24.3
Market capitalization at December 31	692.8	790.4	473.1	788.5	749.6
in % of revenue	29.6%	34.3%	26.2%	46.4%	43.1%
in % of equity attr. to shareholders of AUTN	136.6%	175.7%	139.5%	220.6%	242.0%

## DATA PER SHARE (AUTN)

CHF		2024	2023	2022	2021	2020
Basic earnings per share		8.98	9.42	-0.47	4.91	-5.45
Dividend per share <sup>1</sup>		2.80	2.50	-	1.50	-
Shareholders' equity per share <sup>2</sup>		87.56	77.61	73.12	76.92	66.77
Share price at December 31		119.60	136.40	102.00	169.70	161.60
Share price development during the year	High	166.60	157.60	202.20	201.00	167.50
	Low	98.00	98.80	78.00	133.30	50.00

<sup>1</sup> Dividend proposal by the Board of Directors for the financial year 2024 is subject to the approval of the Annual General Meeting.

<sup>2</sup> Equity attributable to shareholders of Autoneum Holding Ltd per share outstanding at December 31.

## Wichtige Termine

### Generalversammlung 2025

2. April 2025

### Halbjahresbericht 2025

30. Juli 2025

### Generalversammlung 2026

28. April 2026

## Kontakte

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Für die Zwecke dieses Geschäftsberichts bezeichnet der Begriff «das Unternehmen» die Autoneum Holding AG, und die Begriffe «Autoneum», «der Konzern», «wir», und «unser» bezeichnen die Autoneum Holding AG und ihre konsolidierten Tochtergesellschaften, sofern der Kontext nichts anderes erfordert.

März 2025

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