



**STEYRMOTORS**



## Investor Presentation

March 2026

# INTRODUCING STEYRMOTORS



**The global leader for customized engines in special military and civil situations**



# STEYR MOTORS' OUTSTANDING PRODUCT PORTFOLIO HAS A COMPETITIVE ADVANTAGE

Product lines

 **Military vehicles**

 **Aggregates**

 **Marine**

Application

Military vehicles from 3.5t to 10t

MBT      Locomotives

Rib Boats      Battle Boats      Work Boats      Rescue Boats



Primary Power for Special vehicles

Auxiliary Power Unit (APU)

Primary Propulsion Power & Electricity

Steyr Motors Solution



**M14 | M16**



**M12 | M16**



**SE4 | SE6**

Core Customers

Military vehicle manufacturers

Civil applications

Military boat builders

Civil boat builders



End users



# DRIVING INCREMENTAL GROWTH THROUGH PRODUCT PORTFOLIO EXPANSION AND NEW MARKET ENTRY



M14 | M16



M12 | M16



M12PU



SE4 | SE6

## Military Vehicles

Military vehicles from 3.5t to 10t



Primary Power for Special Vehicles

## Aggregates

MBT

Locomotives



Auxiliary Power Unit (APU)

## Mobile Power Unit

Counter-Drone Power

Camp Power

Field Power



Power Unit (PU)

**New Product**

## Marine

USV's

Battle Boats

Rib Boats

Rescue Boats



**New Market**

Primary Propulsion Power & Electricity

The M12 Power Unit for any mission

# DEPLOY ANYWHERE, OPERATE EVERYWHERE: THE M12 POWER UNIT AS THE UNIVERSAL ENERGY BACKBONE FOR MODERN DEFENSE



*From drone defense systems to arctic mobility and desert command posts*



# M12 POWER UNIT

**2**  
CYLINDER



**BEST  
PERFORMANCE**

**MINIMUM  
PU-DIMENSIONS**

**MAXIMUM  
EFFICIENCY**

## Facts

- **28V (DC), 29kW**
- **400V (AC), 32kVA**

## THREE SEPARABLE MODULES

- **Cooling Unit** - Separable Cooling Unit for special demands
- **Engine Generator Unit** - Powerful drive with integrated power generation
- **Base frame incl. tank** - Robust base with optimized fuel supply

## MAIN FEATURES

- **Easy handling:** Movable with a forklift from all sides and with a pallet truck from both sides
- **Modular base frame:** available with various fuel tank capacities
- **Standard version:** 60-liter tank for up to 8 hours of full-load operation



## STACKABLE

- Up to 36 units fit into a 20ft HC container
- Optimizes logistics and storage costs.

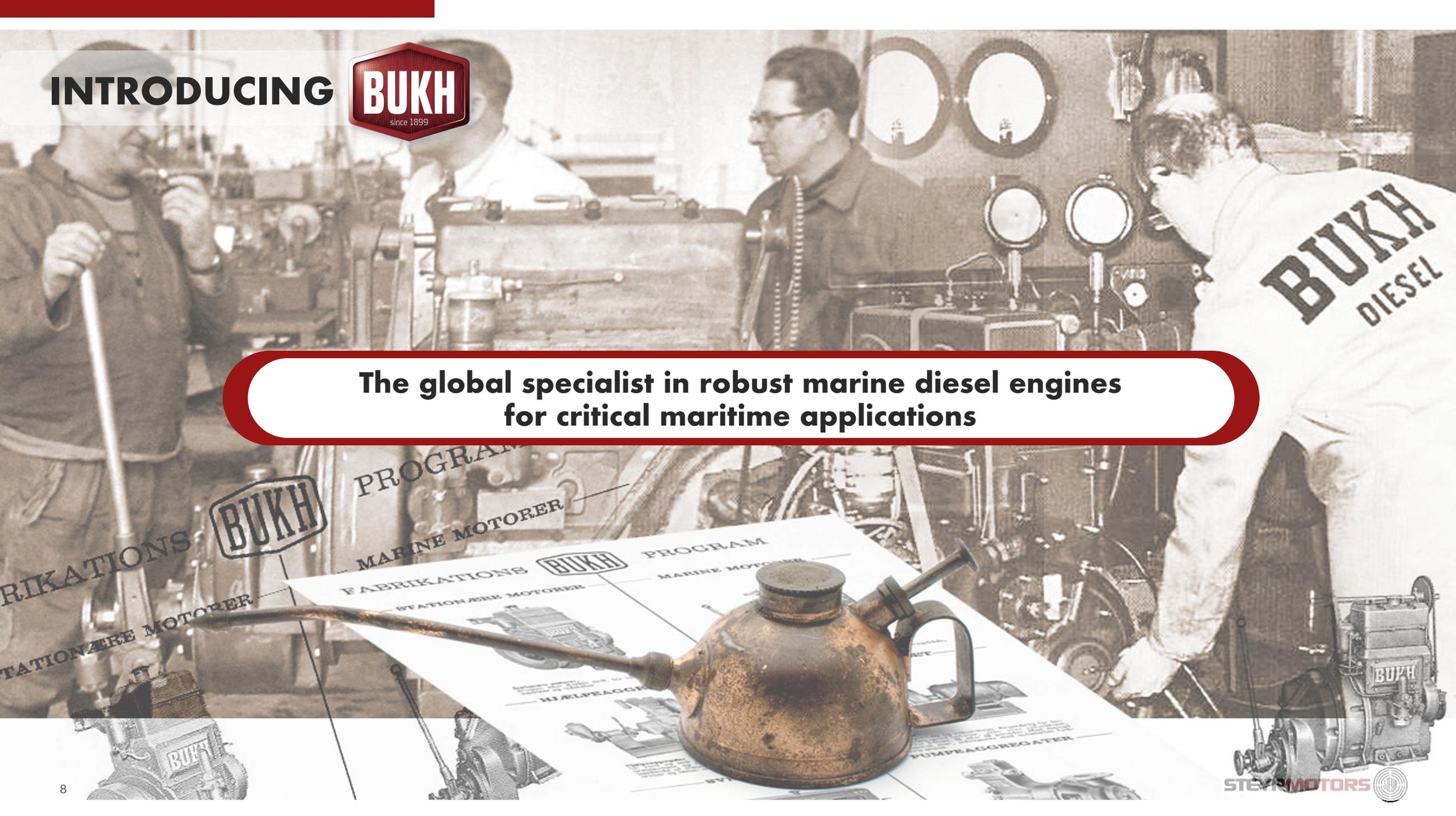
# AGENDA

1	Milestones, Key Highlights and Financials
2	Outlook
3	Q&A – Thank you for your questions and interest
4	Appendix
5	Disclaimer

**INTRODUCING**



**The global specialist in robust marine diesel engines  
for critical maritime applications**



# STRATEGIC FIT | HIGH COMPLEMENTARITY IN THE MARINE SEGMENT WHILE STRENGTHENING THE JOINT MARKET POSITION



**Marine engine HP range**



**120–300 HP**



**24–700 HP**

**Distributor network**



**Number of countries: 46**



**Number of countries: 55**

**Focus on the EU and North America**

**Focus on Asia & South America**

**Exclusive countries\* : 10**

**Exclusive countries\* : 27**

**Marine focus area**



**Defense & USVs  
Nato-Countries**

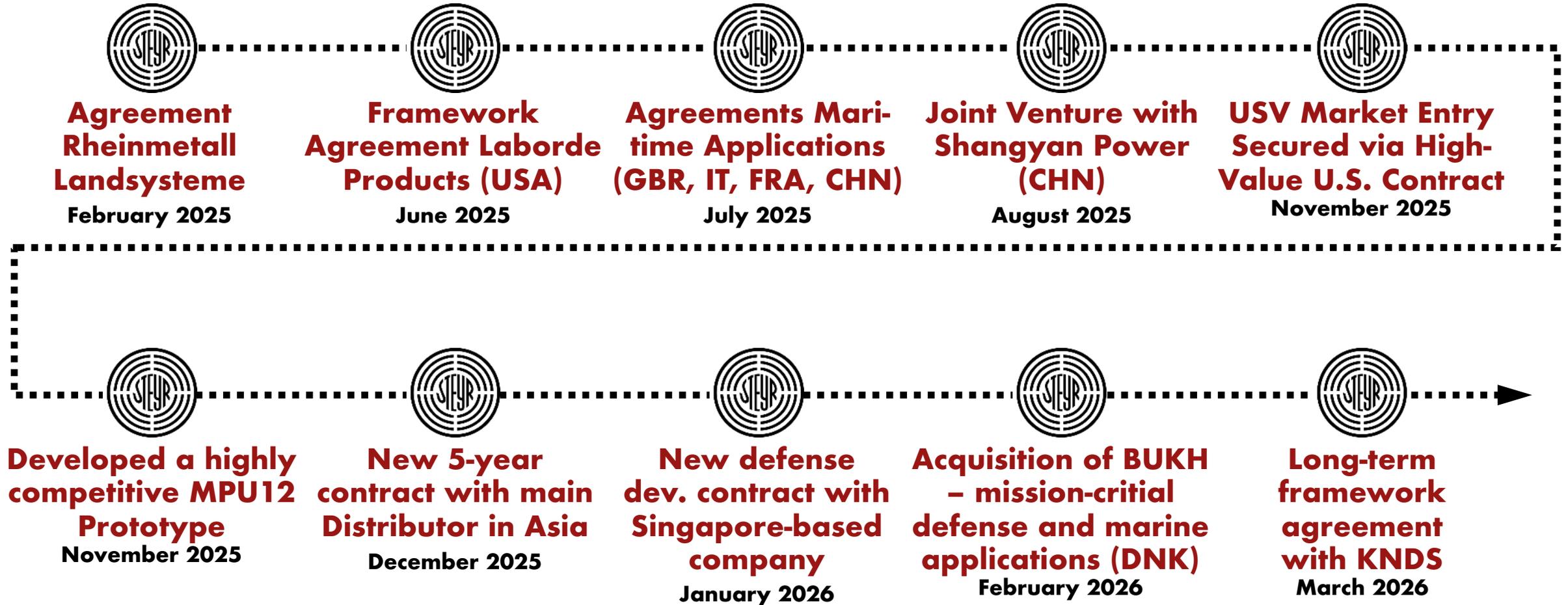


**SOLAS\*\* & Mission Critical  
Asia & South America**

\* Countries where only one party is active

\*\* Safety of Life at Sea

# DELIVERING KEY MILESTONES OVER THE LAST 12 MONTHS



# STEYR MOTORS – FINAL FIGURES 2025



Revenue  
**€48.5m**



Adj. EBIT  
**€7.0m**



Adj. EBIT Margin  
**14.5%**



Order Backlog  
**> €300m\***  
**2026-2030**

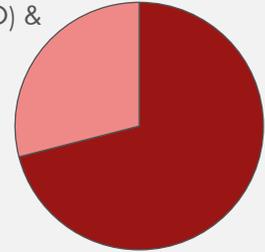


FTEs\*\*  
**128**



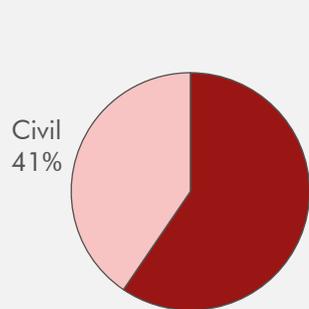
Dividend Proposal  
**€0.25**

Maintenance, Repair  
& Overhaul (MRO) &  
Spare Parts  
29%

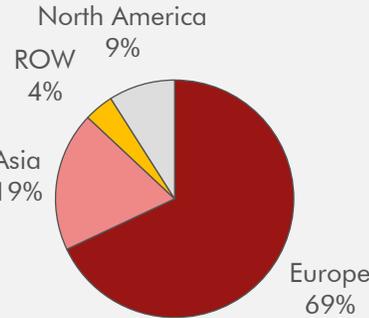


Engines &  
Licence  
Manufacturing  
71%

Revenue by Area  
**2025**



Revenue by Segment  
**2025**



Revenue by Region  
**2025**

Source: \*Current Order Backlog \*\*as of 31.12.2025

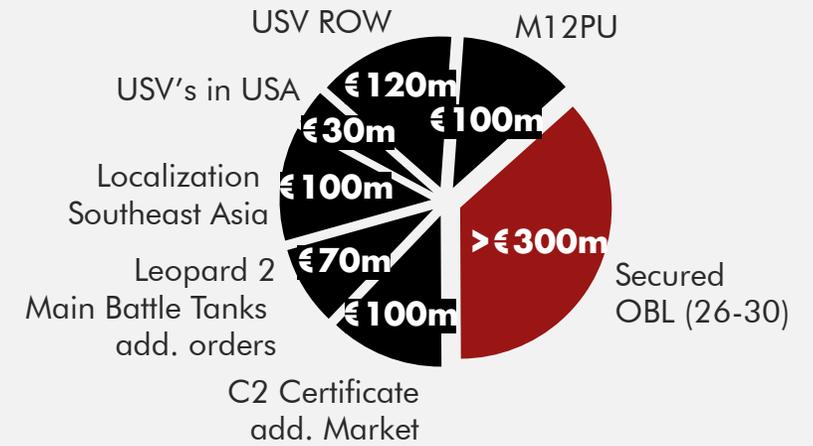
Total order backlog defined as fixed order backlog + frame order backlog and committed sales and includes both legally and non legally binding orders.

# MORE THAN €300M FROM 2026-2030 ON SECURED ORDERS ARE THE FOUNDATION FOR SUCCESS

## Total order backlog (26-27)



## Secured OBL (€m) and further concrete Opportunities (€m)



With more than **€300m** secured in our **order backlog**, we've laid a **solid foundation** for our future **growth strategy**

This strong **forward visibility** gives us the **confidence** to **reach** our **ambitious revenue goals**

Several **concrete Opportunities** in progress that could **add €530m** in **revenue**, expanding our **backlog** to **€830m**

The **C2 certificate** opens a **€5b market**

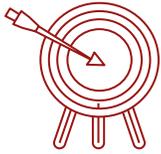
**M&A activities** will further **push our revenue** over the next years

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# STEYR MOTORS – TARGETS FOR 2026 AND BEYOND

2026

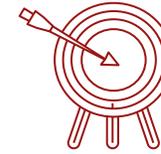


Revenue target  
**€75-95m**



EBIT Margin  
**at least 15%**

2027



Revenue target  
**approx. €140m**



EBIT  
**approx. €40m**

- » **Optimized scalability** through our **production platform** – Enabling seamless execution with superior **cost efficiency** and **operational excellence**
- » **Unlocking new growth horizons** – A flexible, modular infrastructure designed to **integrate new business opportunities** and **drive sustainable expansion**
- » **Disciplined, value-accretive M&A** will serve as a lever, to accelerate **revenue expansion** through **capability, portfolio, and market access scale-up**

# STEYR MOTORS HAS A CLEAR FOCUS FOR ITS MID-TERM GEOGRAPHICAL EXPANSION

	Initiative	Drivers of incremental sales
Governmental	Expansion in <b>3 high-potential areas</b>	<ul style="list-style-type: none"> <li>○ <b>New projects</b> driven by high defense spending</li> <li>○ Enlargement of scope in <b>special governmental applications</b></li> <li>○ Expansions in <b>North America, China and Poland</b></li> </ul>
Marine	<b>Strengthen distributor network</b>	<ul style="list-style-type: none"> <li>○ <b>Penetration of new markets</b> or where current presence is limited</li> <li>○ Stronger footprint <b>driving after-sales development</b></li> </ul>

### Sales enhancements

Price increases

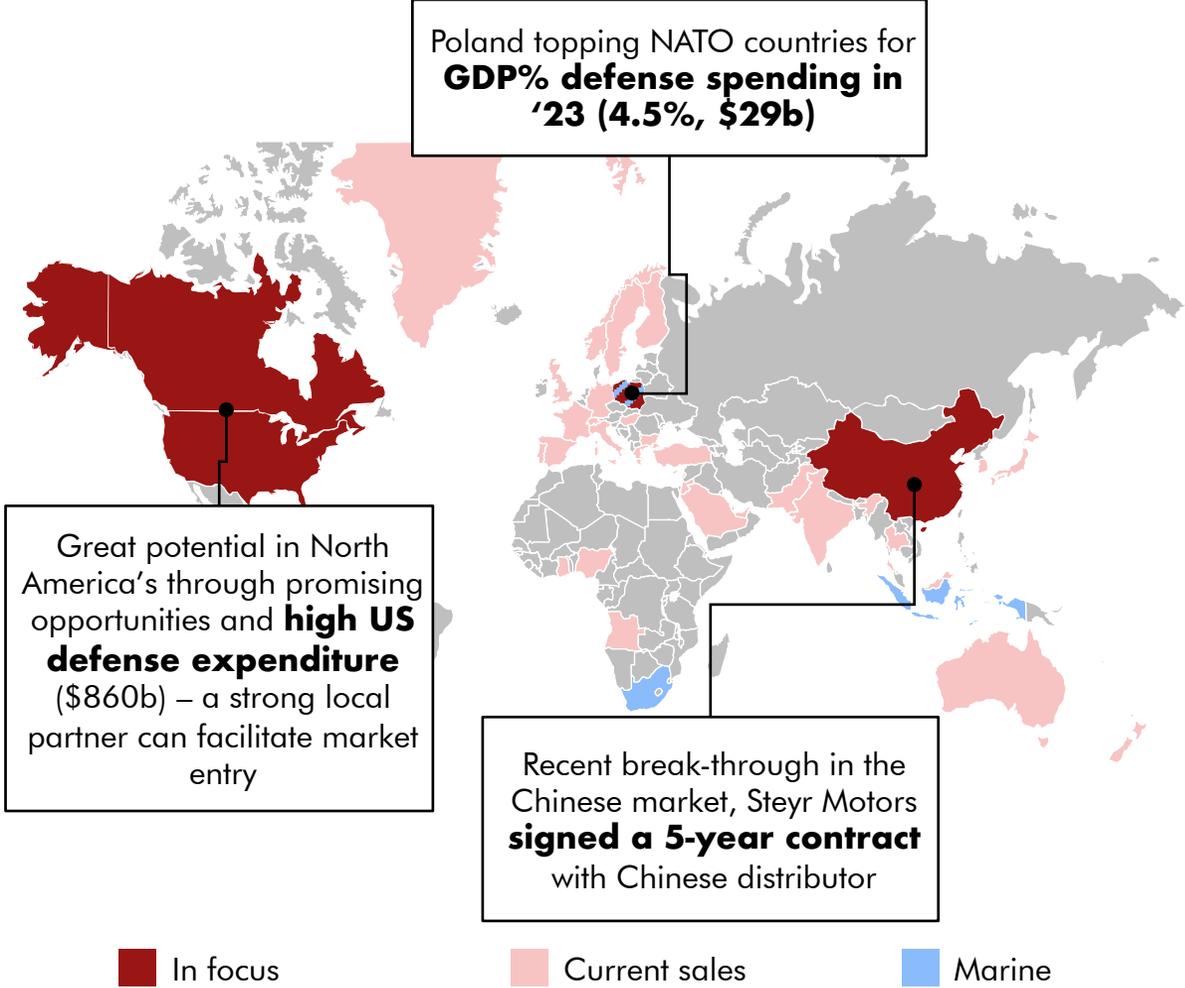
Volume growth

Growth in KAM share of wallet

New Market: USV's

New Product: PU12

Savings potentials



# OPERATIONAL MOMENTUM | MULTI-YEAR PROGRAM TRACTION DRIVES STRUCTURAL VALUE CREATION

## KNDS – Strategic Platform Horizon 2034 – 500 engine frame contract

- This **milestone strengthens** our role in **next-generation defense platforms** and **secures recurring revenues** in Europe. Add. **further ~€70m** highly probable **near-term opportunity** is **expected**

## USV Programs – Naval Modernization

- **Naval forces worldwide** are **accelerating** the **transition toward** unmanned surface vessels (**USVs**), balancing **crew safety** with **sustained control** and **dominance at sea**



*Major contract in advanced stages of finalization; announcement expected shortly*

## M12 Power Unit - Inquiries

- **Prototypes** of the **M12PU** have been **requested** by **multiple MoDs** and **tier-one defense OEMs** for applications ranging from **drone charging** to **directed-energy defense systems**, underscoring **strong demand**.

## Strategic UAV Collaboration

- A **German drone manufacturer** under **contract** with the **German MoD** plans to deploy our **M12PU** as a containerized **charging solution**, enabling **rapid UAV turnaround** and **sustained frontline operations**

» **Value** is created at **platform level** in **defense markets** – revenue **realization follows** with an intrinsic delay. **We're executing the rights steps NOW** to drive **the future growth** we target

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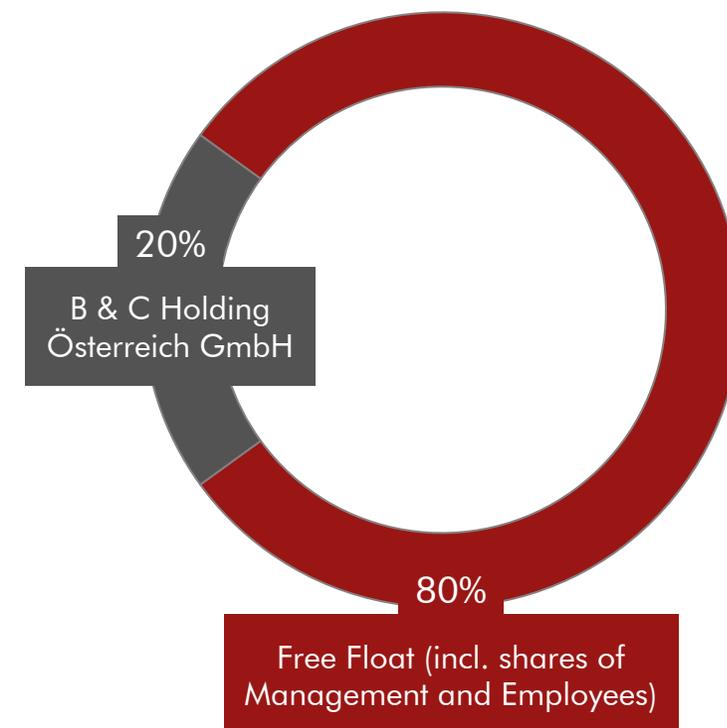
# STEYR MOTORS SHARE

## Master Data

Symbol	4X0
ISIN	AT0000A3FW25
Transparency level	Scale, direct market plus
Market segment	Open Market
Stock exchange & trading venue	Frankfurt Stock Exchange/Xetra, Vienna
Number of shares	5,200,000
Share capital	EUR 5,200,000.00
Designated Sponsors	Hauck Aufhäuser Lampe Privatbank AG

## Shareholder Structure

as of 31 December 2025



# THE M12PU REDEFINES MOBILE POWER UNITS WITH BEST-IN-CLASS SIZE-TO-PERFORMANCE RATIO



	Steyr Motors MPU12		Cummins 30RMP-1060A	
Size	L 1200, H 800, W 850 mm	✓	L 1913, H 1346, W 914 mm	✗
Volume	0.816 m <sup>3</sup>	✓	2.355 m <sup>3</sup>	✗
Weight	600 kg	✓	1005 kg	✗
Output	32kVA	✓	31kVA	✗
Noise	70db (A) @7m	=	70db (A) @7m	=
Temp	-46°C to 49°C	=	-45°C to 57°C	=
Multi-fuel	F-34/F-35/F-54/F-63/F-65/JP-8/JET A1/EN 590	✓	JP-8, JP-4, DF-1, DF-2, DF-A	✗
EMC	MILSTD 461F	=	MILSTD 461F	=
Fuel Cap.	8h	=	8h	=



» The SMO M12PU outperforms legacy units like the Cummins RMP with up to 65% less volume and 40% less weight. Delivering full power, battlefield-ready efficiency, and unmatched mobility.

# STRATEGIC LEAP | STEYR MOTORS BECOMES A MAJOR EUROPEAN PLAYER WITH GLOBAL SCALING POWER



## Geopolitical & industrial leverage

- **Two production sites** in Europe
- **Presence in NATO country** (Denmark)
- **Simplified export** procedures in the defense context
- Increased **supply chain resilience**



## Asian growth as a game changer

- Own **China entity** with **local sales**
- **High existing** share of **sales in Asia**
- **Immediate market access** for **SMO products**
- **Scaling possible without infrastructure development** at the Denmark location



## Product & revenue synergies

- **SMO** has **access** to new marine **product portfolio (24–700 HP)**
- New **BUKH 300-HP SOLAS** engine will be **based on SMO base engine**
- **Complementary distributor network**



## Margin & efficiency levers

- **Centralization** of IT, HR, and marketing
- **Fixed cost optimization** at group level
- **Economies of scale** in support functions
- **EBIT margin increase** at Bukh



## Scalable production base

- **Free capacity** in **Denmark**
- **Wage levels comparable** to **Austria**
- **Ramp-up possible without CAPEX**
- **High flexibility** during peaks in demand

With the **acquisition** of **BUKH A/S**, **Steyr Motors** is **strengthening** its **industrial base**, significantly **expanding** its **international** presence, and creating the conditions for accelerated growth in the marine and, looking ahead, defense segments.

# FINANCIAL CALENDAR

DATE	EVENT
6 March 2026	Publication of Annual Report 2025
31 March 2026	Record date "Annual General Meeting"
10 April 2026	Annual General Meeting
13–15 April 2026	Investor Conference Zürs
15 April 2026	Ex-dividend date
16 April 2026	Dividend record date
23 April 2026	Dividend payment date
20 May 2026	Publication Q1 Results
19 August 2026	Publication of Half Year Report 2026
21–24 September 2026	Baader Investment Conference
22 October 2026	Publication Q3 Results
23–25 November 2026	Deutsches Eigenkapitalforum

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