



STEYRMOTORS



Investor Presentation

March 2026

INTRODUCING



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	<p>Military vehicles from 3.5t to 10t</p>  <p>Primary Power for Special vehicles</p>	<p>MBT Locomotives</p>  <p>Auxiliary Power Unit (APU)</p>	<p>Rib Boats Battle Boats Work Boats Rescue Boats</p>  <p>Primary Propulsion Power & Electricity</p>
Steyr Motors Solution 	 <p>M14 M16</p>	 <p>M12 M16</p>	 <p>SE4 SE6</p>
Core Customers	<p>Military vehicle manufacturers</p> 	<p>Civil applications</p> 	<p>Military boat builders Civil boat builders</p> 
End users	<p>Civil Public Sector (Public Safety, Railways)</p> 		

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

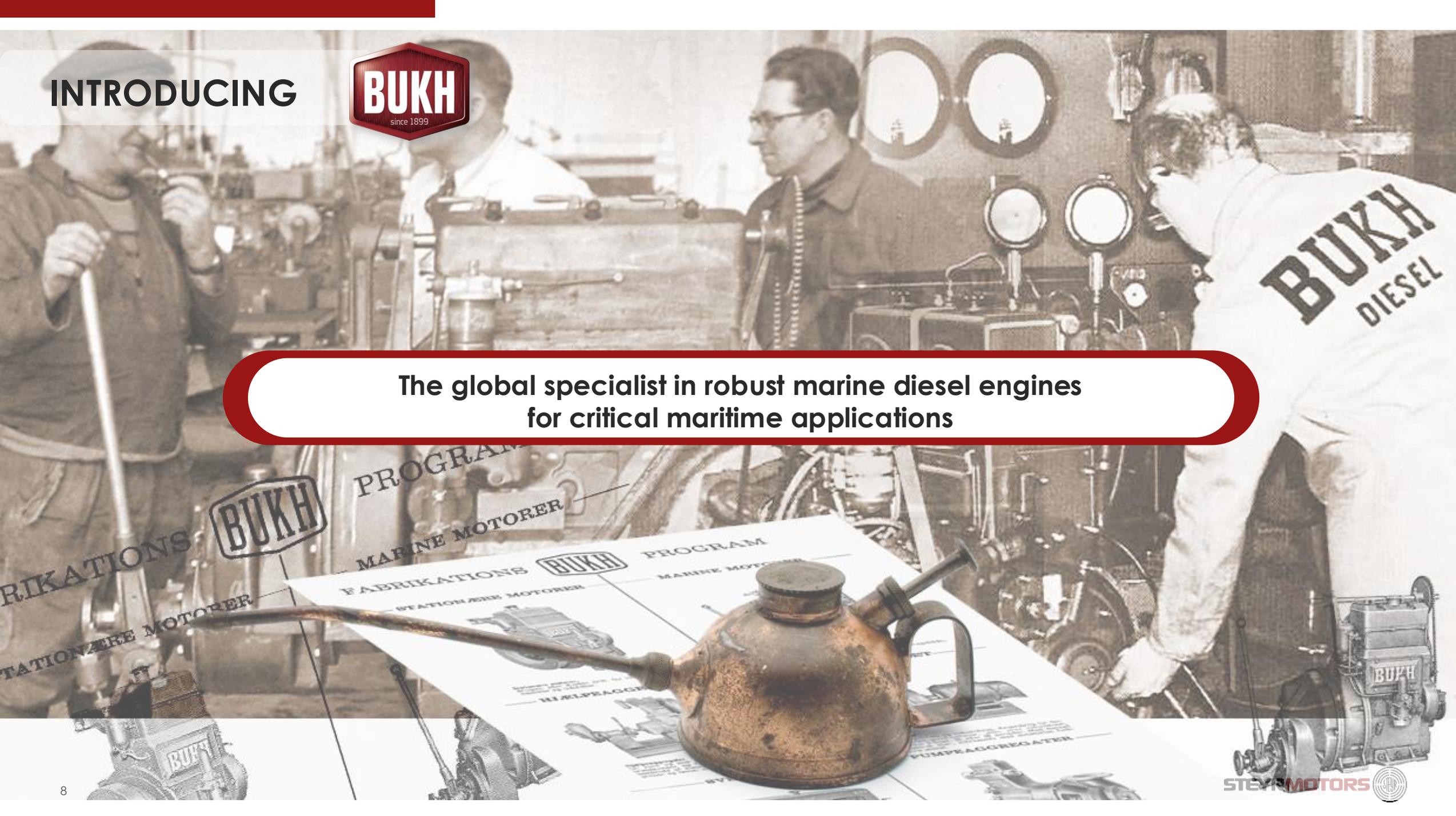
1	Milestones, Key Highlights and Financials
2	Outlook
3	Q&A – Thank you for your questions and interest
4	Appendix
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INTRODUCING



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

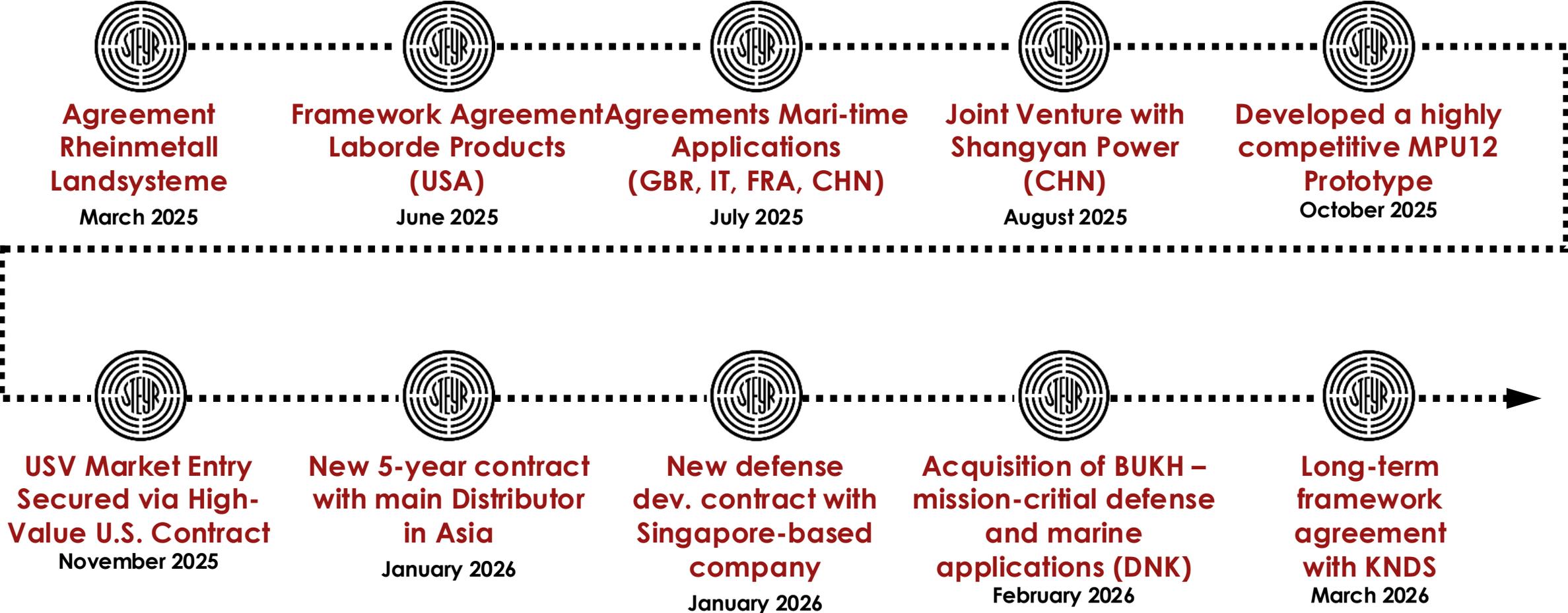


SOLAS** & Mission Critical Asia
& South America

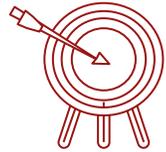
* Countries where only one party is active

** Safety of Life at Sea

DELIVERING KEY MILESTONES OVER THE LAST MONTHS



STEYR MOTORS – FINAL FIGURES 2025



Revenue
€48.5m



Adj. EBIT
€7.0m



Adj. EBIT Margin
14.5%



Order Backlog
> €300m*
2026-2030

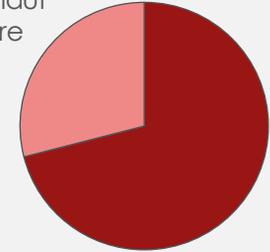


FTEs**
128



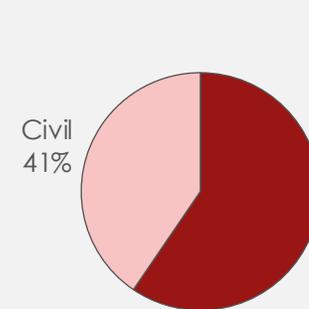
Dividend Proposal
€0.25

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

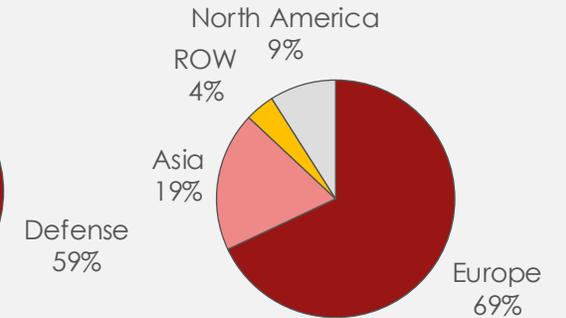


Engines &
Licence
Manufacturing
71%

Revenue by Area
2025



Revenue by
Segment
2025



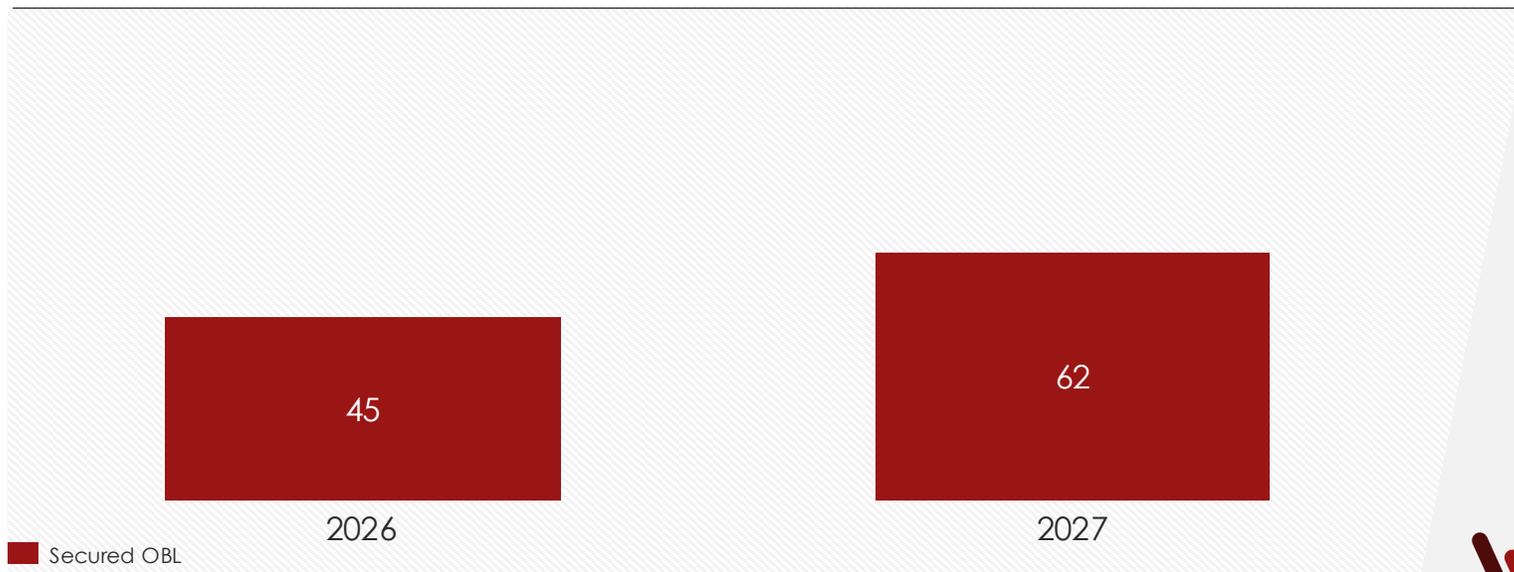
Revenue by
Region
2025

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

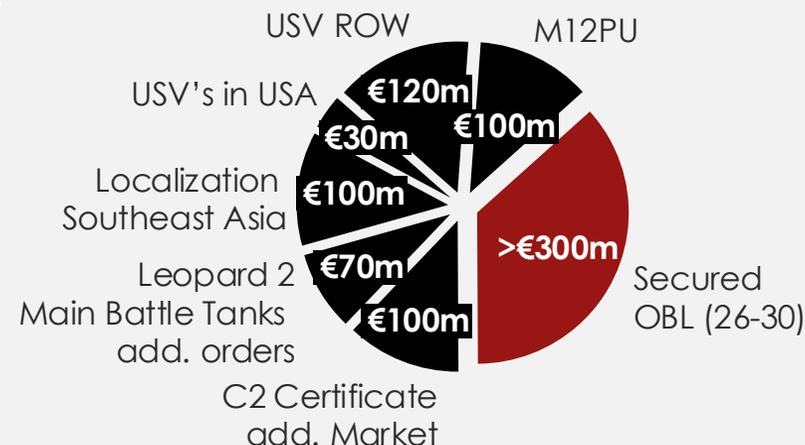
Total order backlog (26-27)



» 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**

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



» **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

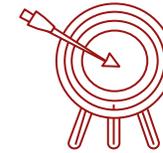


Revenue target
€75-95m



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**



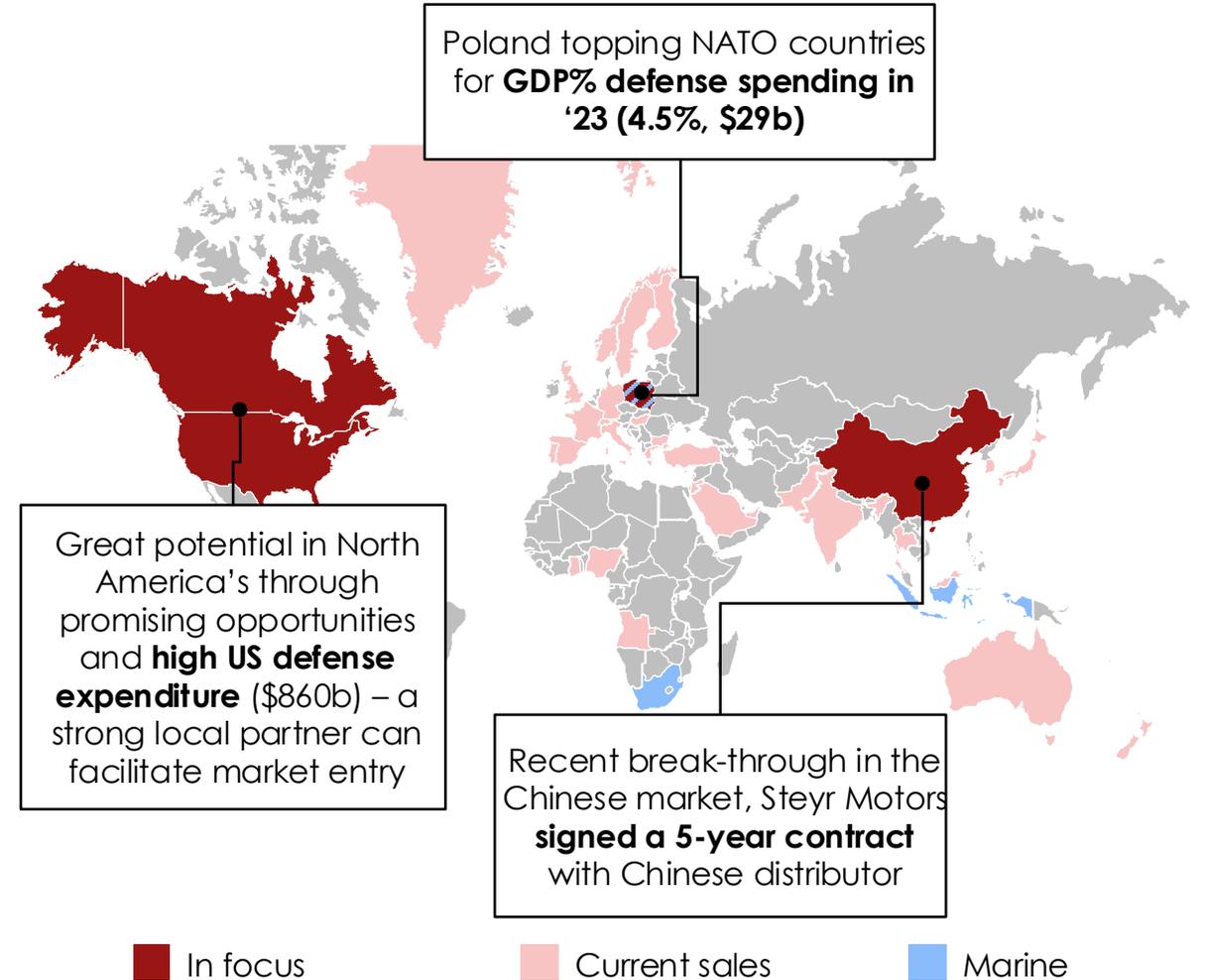
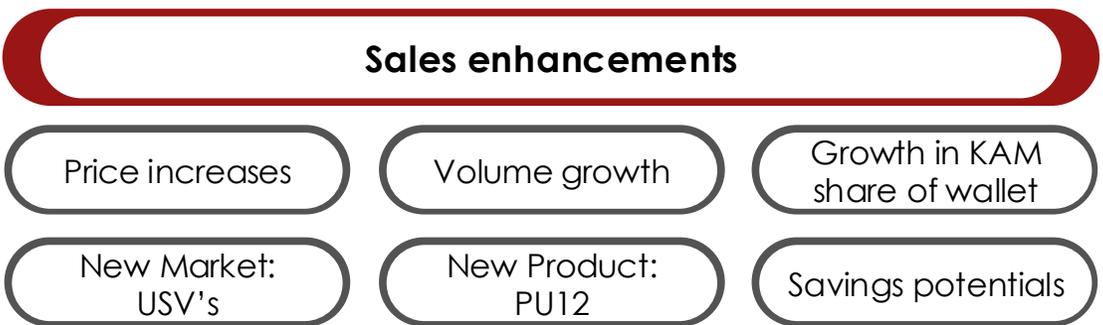
Unlocking new growth horizons – A flexible, modular infrastructure designed to **integrate new business opportunities** and **drive sustainable expansion**



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



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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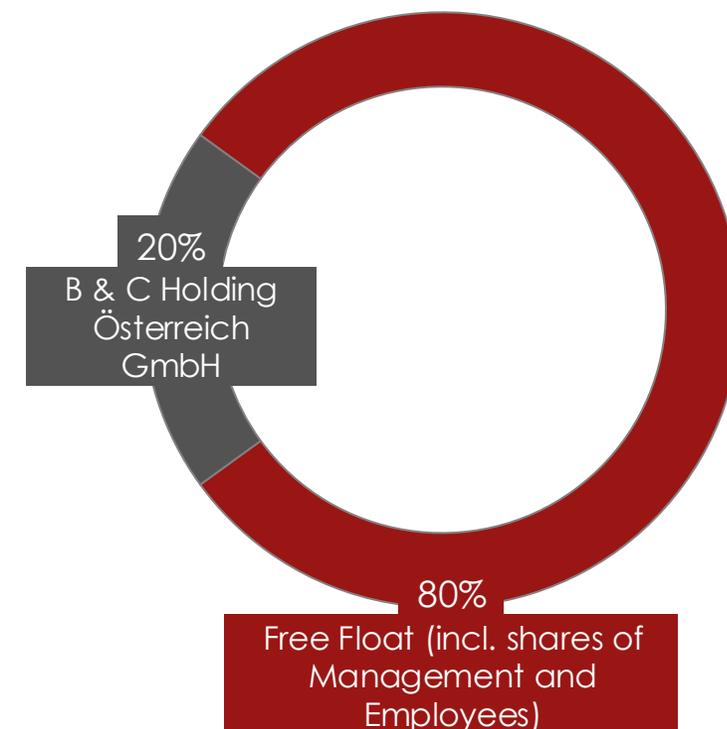
STEYR MOTORS SHARE

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 ³	✓	2.355 m ³	✗
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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