



# MAGNA

## Forward. For all.

Q4 & FY 2025 and 2026 Outlook

February 13, 2026

# Louis Tonelli

Vice President, Investor Relations



# Forward-Looking Statements

Certain statements in this document constitute "forward-looking information" or "forward-looking statements" (collectively, "forward-looking statements"). Any such forward-looking statements are intended to provide information about management's current expectations and plans and may not be appropriate for other purposes. Forward-looking statements may include financial and other projections, as well as statements regarding our future plans, strategic objectives or economic performance, or the assumptions underlying any of the foregoing, and other statements that are not recitations of historical fact. We use words such as "may", "would", "could", "should", "will", "likely", "expect", "anticipate", "assume", "believe", "intend", "plan", "aim", "forecast", "outlook", "project", "potential", "estimate", "target", "imply" and similar expressions suggesting future outcomes or events to identify forward-looking statements. The following table identifies the material forward-looking statements contained in this document, together with the material potential risks that we currently believe could cause actual results to differ materially from such forward-looking statements. Readers should also consider all of the risk factors which follow below the table:

Material Forward-Looking Statement	Material Potential Risks Related to Applicable Forward-Looking Statement
Light Vehicle Production	<ul style="list-style-type: none"><li>Light vehicle sales levels, including due to:<ul style="list-style-type: none"><li>A decline in consumer confidence</li><li>Economic uncertainty</li><li>Elevated interest rates and availability of consumer credit</li><li>Deteriorating vehicle affordability</li></ul></li><li>Tariffs and/or other actions that erode free trade agreements</li><li>Production deferrals, cancellations and volume reductions</li><li>Production and supply disruptions</li><li>Commodities prices</li><li>Availability and relative cost of skilled labour</li></ul>
Total Sales Segment Sales	<ul style="list-style-type: none"><li>Same risks impacting Light Vehicle Production above</li><li>Alignment of our product mix with production demand</li><li>Customer concentration</li><li>Pace of EV adoption, including North American electric vehicle program deferrals, cancellations and volume reductions and growth of Chinese OEMs</li><li>Shifts in market shares among vehicles or vehicle segments</li><li>Shifts in consumer "take rates" for products we sell</li><li>Relative currency values</li></ul>
Adjusted EBIT Margin Adjusted Diluted EPS Free Cash Flow	<ul style="list-style-type: none"><li>Same risks impacting Total Sales and Segment Sales above</li><li>Execution of critical program launches</li><li>Operational underperformance</li><li>Product warranty/recall risks</li><li>Production inefficiencies</li><li>Unmitigated incremental tariff costs</li><li>Restructuring costs and/or impairment charges</li><li>Inflation</li><li>Ability to secure planned cost recoveries from our customers and/or otherwise offset higher input costs</li><li>Price concessions</li><li>Commodity cost volatility</li><li>Scrap steel price volatility</li></ul>
Equity Income	<ul style="list-style-type: none"><li>Same risks impacting Adjusted EBIT Margin above</li><li>Risks related to conducting business through joint ventures</li><li>Risks of doing business in foreign markets</li><li>Legal and regulatory proceedings</li><li>Changes in law</li></ul>
Weighted Average Diluted Shares Outstanding Share Repurchases	<ul style="list-style-type: none"><li>Same risks impacting Free Cash Flow above</li><li>Ability to repurchase shares for cancellation, including due to normal course issuer bid rules, trading blackouts, and other factors</li></ul>

# Forward-Looking Statements (cont.)

Forward-looking statements are based on information currently available to us and are based on assumptions and analyses made by us in light of our experience and our perception of historical trends, current conditions and expected future developments, as well as other factors we believe are appropriate in the circumstances. While we believe we have a reasonable basis for making any such forward-looking statements, they are not a guarantee of future performance or outcomes. In addition to the factors in the table above, whether actual results and developments conform to our expectations and predictions is subject to a number of risks, assumptions, and uncertainties, many of which are beyond our control, and the effects of which can be difficult to predict, including, without limitation:

## Macroeconomic, Geopolitical and Other Risks

- consumer confidence levels;
- geopolitical risks;
- threats to free trade agreements;
- international trade disputes;
- planning and forecasting challenges;
- interest rates and availability of consumer credit;

## Risks Related to the Automotive Industry

- pace of EV adoption;
- North American EV program deferrals, cancellations and volume reductions;
- economic cyclicality;
- regional production volumes;
- deteriorating vehicle affordability;
- intense competition;

## Strategic Risks

- evolution of the vehicle;
- evolving business risk profile;
- technology and innovation;
- investments in mobility and technology companies;

## Customer-Related Risks

- customer concentration;
- market shifts;
- growth of Chinese OEMs;
- dependence on outsourcing;
- consumer take rate shifts;
- customer purchase orders;
- potential OEM production-related disruptions;

## Supply Chain Risks

- semiconductor chip supply disruptions and price increases
- supply base;
- supplier claims;
- supply chain disruptions;
- regional energy supply and pricing;

## Manufacturing/Operational Risks

- product launch;
- operational underperformance;
- restructuring costs and impairment charges;
- skilled labour attraction/retention;

## Pricing Risks

- quote/pricing assumptions;
- customer pricing pressure/contractual arrangements;
- commodity price volatility;
- scrap steel/aluminum price volatility;

## Warranty/Recall Risks

- repair/replacement costs;
- warranty provisions;
- product liability;

## IT Security/Cybersecurity Risks

- IT/cybersecurity breach;
- product cybersecurity;

## Other Business Risks

- joint ventures;
- intellectual property;
- risks of doing business in foreign markets;
- tax risks;
- relative foreign exchange rates;
- returns on capital investments;
- financial flexibility;
- credit ratings changes;
- stock price fluctuation;

## Legal, Regulatory and Other Risks

- legal and regulatory proceedings; and
- changes in laws.

In evaluating forward-looking statements or forward-looking information, we caution readers not to place undue reliance on any forward-looking statement. Additionally, readers should specifically consider the various factors which could cause actual events or results to differ materially from those indicated by such forward-looking statements, including the risks, assumptions and uncertainties above which are:

- discussed under the "Industry Trends and Risks" heading of our Management's Discussion and Analysis; and
- set out in our Annual Information Form filed with securities commissions in Canada, our annual report on Form 40-F with the United States Securities and Exchange commission, and subsequent filings.

Readers should also consider discussion of our risk mitigation activities with respect to certain risk factors, which can be also found in our Annual Information Form. Additional information about Magna, including our Annual Information Form, is available through the System for Electronic Data Analysis and Retrieval + (SEDAR+) at [www.sedarplus.ca](http://www.sedarplus.ca), as well as on the United States Securities and Exchange Commission's Electronic Data Gathering, Analysis and Retrieval System (EDGAR), which can be accessed at [www.sec.gov](http://www.sec.gov).

# Reminders

## All amounts are in U.S. Dollars

Today's discussion excludes the impact of other expense (income), net ("Unusual Items") and amortization of acquired intangible assets. Please refer to the reconciliation of Non-GAAP measures in our press release dated February 13, 2026 for further information.

"Organic", in the context of sales movements, means "excluding the impact of foreign exchange, acquisitions and divestitures".

Weighted Sales Growth over Market (GoM) compares Magna organic sales growth (%) to vehicle production change (%) after applying Magna-specific geographic sales weighting, excluding Complete Vehicles, to regional production.

# Swamy Kotagiri

Chief Executive Officer



# Key Takeaways

## 1

### Strong Q4 and 2025 financial performance, reflecting resilience of our business model

- Continued traction on **operational excellence** activities
- Successful efforts across Magna to secure commercial recoveries
- Executed tariff mitigation plans, **offsetting vast majority** of direct impacts
- **Third straight year** of Adj. EBIT margin expansion

# Key Takeaways

2

## Focus on free cash flow resulting in strong delivery

- Generated full year operating cash flow of **\$3.6 billion** and free cash flow of **\$1.9 billion**
- Disciplined approach to capital spending – CapEx/Sales of **3.1%** for 2025
- Continue to improve fixed cost structure and optimize engineering spend across the enterprise
- Adj. Debt to Adj. EBITDA ratio at **1.58x** at December 31<sup>st</sup>, ended 2025 with **\$1.6 billion** in cash

# Key Takeaways

3

Outlook for 2026 reflects continued improvement, particularly operating margins

- Weighted sales growth over market of **+1.5%** at midpoint
- Adjusted EBIT margin expansion between **40 and 100 bps** for the year
- Free cash flow generation in **\$1.6 – 1.8B** range

# Key Takeaways

## 4

### Executing our deliberate and proven capital allocation strategy

- Driving **EPS growth** with **strong free cash flow**
- **~22 million shares** available for repurchase as of today under current buyback authorization (NCIB)
- Company plans to **repurchase all remaining available shares** during 2026
- Maintaining strong balance sheet and financial flexibility

# 2025 Highlights



# Financial Results – Q4 and Full Year 2025

	CONSOLIDATED SALES	ADJUSTED EBIT	ADJUSTED DILUTED EPS	FREE CASH FLOW
<b>Q4 2025</b> YoY	\$10.8B ▲ 2%	7.5% ▲ 100bps	\$814M ▲ 18%	\$2.18 ▲ 29%
<b>FY 2025</b> YoY	\$42.0B ▼ 2%	5.6% ▲ 20bps	\$2,364M ▲ 2%	\$1.9B ▲ \$849M

# Performance Against Prior Outlooks

(\$Billions)	Initial 2025 Outlook (February)	Most Recent 2025 Outlook (October)	2025 Actual	
Sales	38.6 – 40.2	41.1 – 42.1	42.0	✓
Adjusted EBIT Margin	5.3% – 5.8%	5.4% – 5.6%	5.6%	✓
Adjusted Net Income	1.3 – 1.5	1.45 – 1.55	1.62	✓
Free Cash Flow	0.8 – 1.0	1.0 – 1.2	1.91	✓
Capital Spending	~1.8	~1.5	1.31	✓

**Met or Exceeded Prior Outlooks on All Key Metrics**

# Driving Long-Term Performance

## Product Innovation and Growth

- Hit target award bookings for '25, including:
  - High-voltage programs for hybrids and EVs with multiple customers
  - Large ADAS program with NA-based global OEM
  - Gen 3 core seat structure awards across multiple China-based OEMs
  - Complete Vehicle assembly programs with XPENG and GAC
  - 2028 business already ~90% booked
- Collaboration with NVIDIA to deliver AI-powered solutions in active safety
- Recognized with Automotive News PACEpilot award for our thermal sensing technology



# Driving Long-Term Performance

## Operational Excellence Driving Margin Expansion

- Contributed ~35 bps in 2025
- Operational excellence at scale: ~80% of facilities streaming live data on a unified platform, providing improved visibility
- Material flow optimization underway in over half our divisions, delivering logistics savings
- Continued deployments of AI in scheduling, process quality control, and condition-based monitoring
- Implemented energy saving projects and achieved 100% renewable energy in Europe
- A record 151 customer recognition awards



# Driving Long-Term Performance

## People Focus

- Operational Management Accelerator Program earned Brandon Hall Group's Best Senior Manager Development Program award
- Named to Ethisphere's "World's Most Ethical Companies" list (4<sup>th</sup> consecutive year)
- Made Fortune's "World's Most Admired Companies" list (9<sup>th</sup> consecutive year)

# FORTUNE



# Phil Fracassa

## EVP & Chief Financial Officer

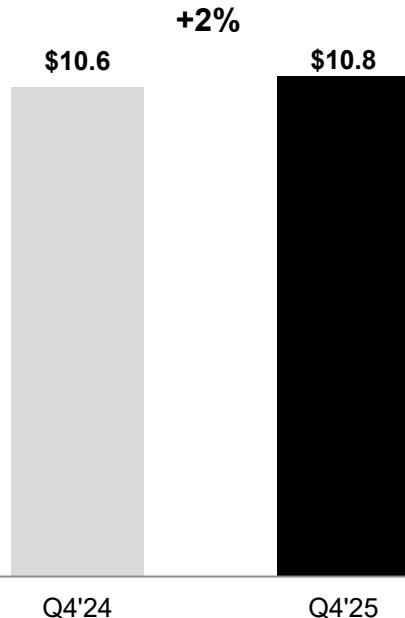


# Q4 2025 Results

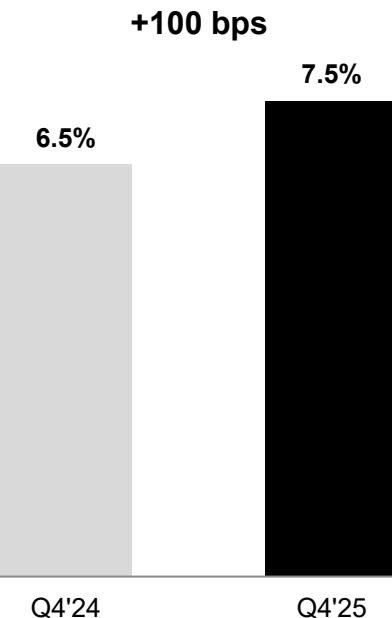


# Q4 2025 Financial Results

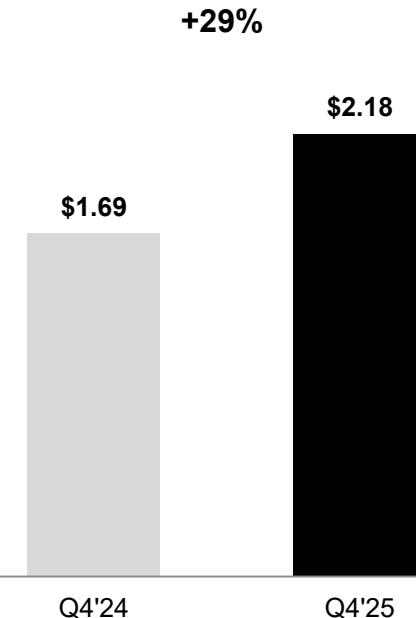
## Consolidated Sales (\$Billions)



## Adjusted EBIT Margin (%)



## Adjusted Diluted EPS (\$)

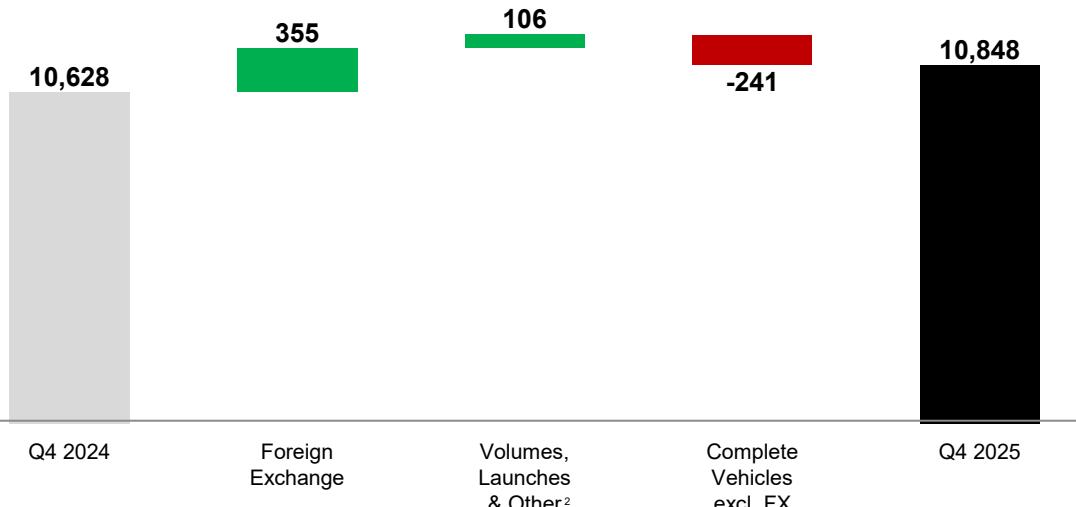


# Q4 2025 Financial Results

## Consolidated Sales

(\$Millions)

+2%



<sup>1</sup> Weighted Sales Growth over Market (GoM) compares Magna organic sales growth (%) to vehicle production change (%) after applying Magna-specific geographic sales weighting, excluding Complete Vehicles, to regional production

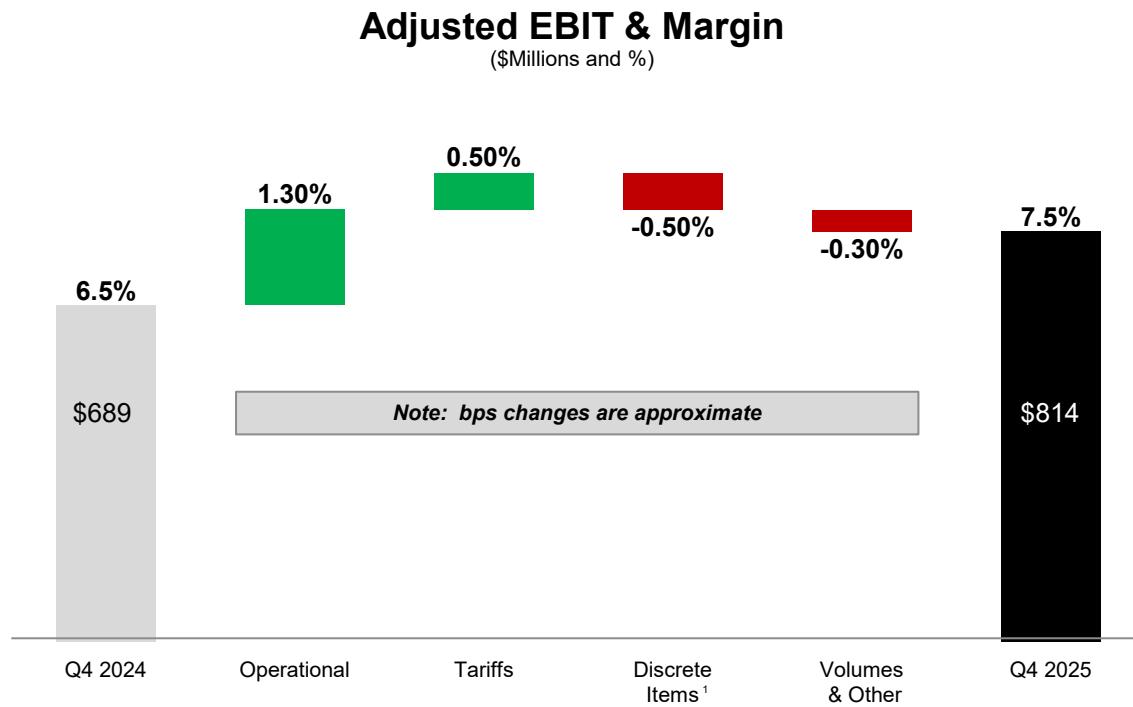
<sup>2</sup> "Other" includes customer price increases to recover certain higher input costs and tariffs, the net impact of commercial items, and net customer price concessions

## Q4 2025 LV Production

North America	-3%
Europe	3%
China	-2%
Global	-1%
Magna Weighted	-1%

Weighted Sales GoM<sup>1</sup>: 0%  
(+2% excl. Complete Vehicles)

# Q4 2025 Financial Results



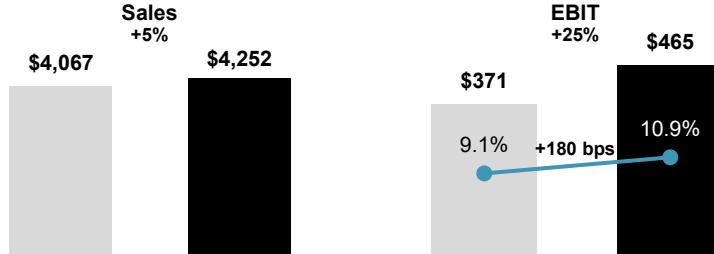
<sup>1</sup> Includes items from both Q4 2025 and Q4 2024. Represents the net change year over year.

- **Operational**
  - Operational excellence activities driving productivity and efficiency improvements (+)
  - Benefits of previous restructuring actions (+)
  - Lower engineering spend (+)
  - Higher commodity and labour costs (-)
- **Tariffs**
  - Customer recoveries, net of costs incurred (+)
- **Discrete Items<sup>1</sup>**
  - Net impact of commercial items (-)
  - Impact of Chinese OEM insolvencies in '24 (+)
- **Volumes & Other**
  - Higher profit sharing and incentive comp (-)
  - Engineering income in '24 on the cancellation of a Complete Vehicle contract (-)
  - Unfavourable product mix (-)
  - Earnings on higher sales (+)

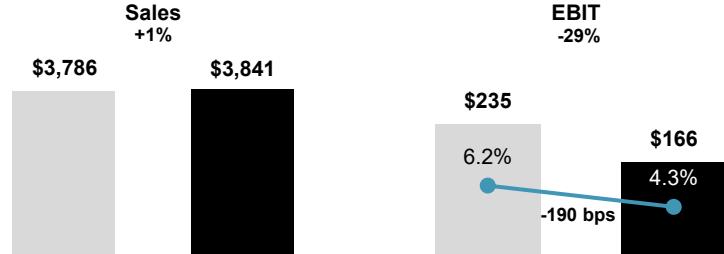
# Q4 2025 Segment Performance

\$Millions

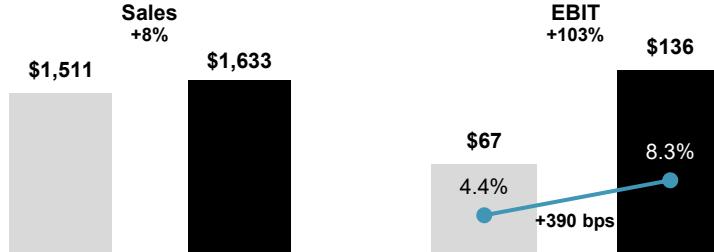
## Body Exteriors & Structures



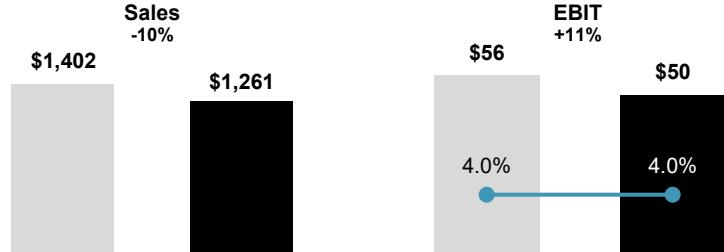
## Power & Vision



## Seating

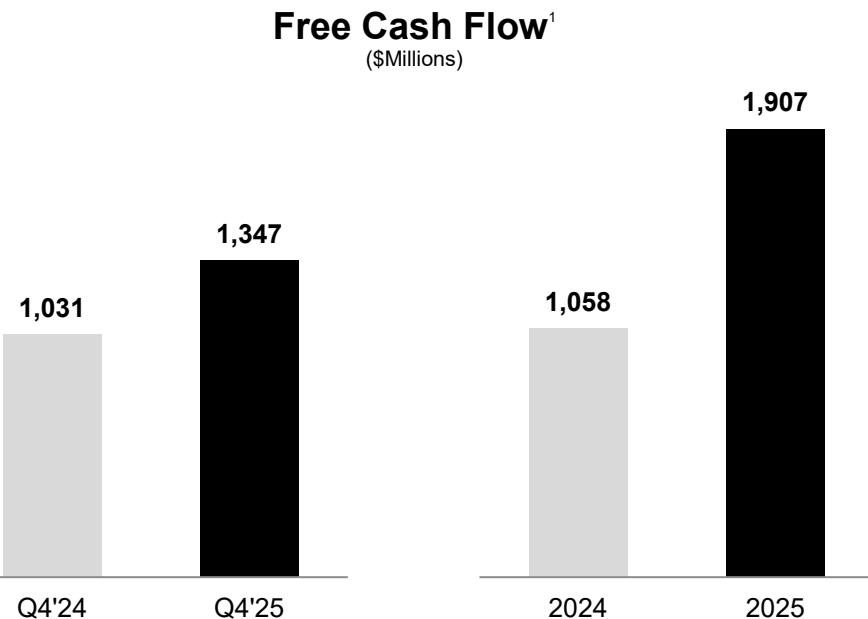


## Complete Vehicles



■ Q4 2024 ■ Q4 2025

# Q4 & FY Free Cash Flow



**Q4'25 and FY'25 Include Customer Recoveries  
for Certain EV Investments**

<sup>1</sup> Free Cash Flow (FCF) is Cash from Operations plus Proceeds from normal course Dispositions of fixed and other assets minus Fixed Asset Additions and Increase in Investment in other assets

	(\$Millions)	
	Q4 2024	Q4 2025
Cash from Operations Before Changes in Operating Assets & Liabilities	896	1,155
Changes in Operating Assets & Liabilities	1,014	827
<b>Cash from Operations</b>	<b>1,910</b>	<b>1,982</b>
Fixed Asset Additions	(709)	(532)
Increase in Investments, Other Assets and Intangible Assets	(207)	(157)
Proceeds from Normal Course Dispositions	37	54
<b>Investment Activities</b>	<b>(879)</b>	<b>(635)</b>
<b>Free Cash Flow<sup>1</sup></b>	<b>1,031</b>	<b>1,347</b>

## Key Sources (uses) of cash

Net Repayment of Debt	(513)	(747)
Repurchase of Common Shares	(202)	(86)
Dividends paid	(133)	(135)

# Maintaining Strong Balance Sheet and Financial Flexibility

## Total Liquidity (31DEC25) (\$millions)

Cash and Cash Equivalents	1,612
Available Term & Operating Lines of Credit	3,500
Total Liquidity	5,112

## Rating Agency Leverage Ratio (LTM, 31DEC25) (\$millions)

Adjusted Debt	6,820
Adjusted EBITDA	4,305
Rating Agency Leverage	1.58x

*Long-Standing Investment-Grade Ratings with Moody's, S&P and DBRS*

- Ended 2025 with strong liquidity of \$5.1B, including \$1.6B of cash on hand
- Rating agency leverage below 1.6x at 12/31/25, better than expected due to strong Q4 cash flow; expect to be below 1.5x in 2026
- Company well-positioned to significantly increase share repurchases in 2026

# Consolidated Outlook



# Financial Outlook – Key Macro Assumptions



## Automotive Light Vehicle Production (millions of units)

	2025	2026
North America	15.2	15.0
Europe	16.7	16.8
China	32.7	32.0
Magna-Weighted GLVP Growth	-1%	'25-'26

## U.S. Foreign Exchange Rates

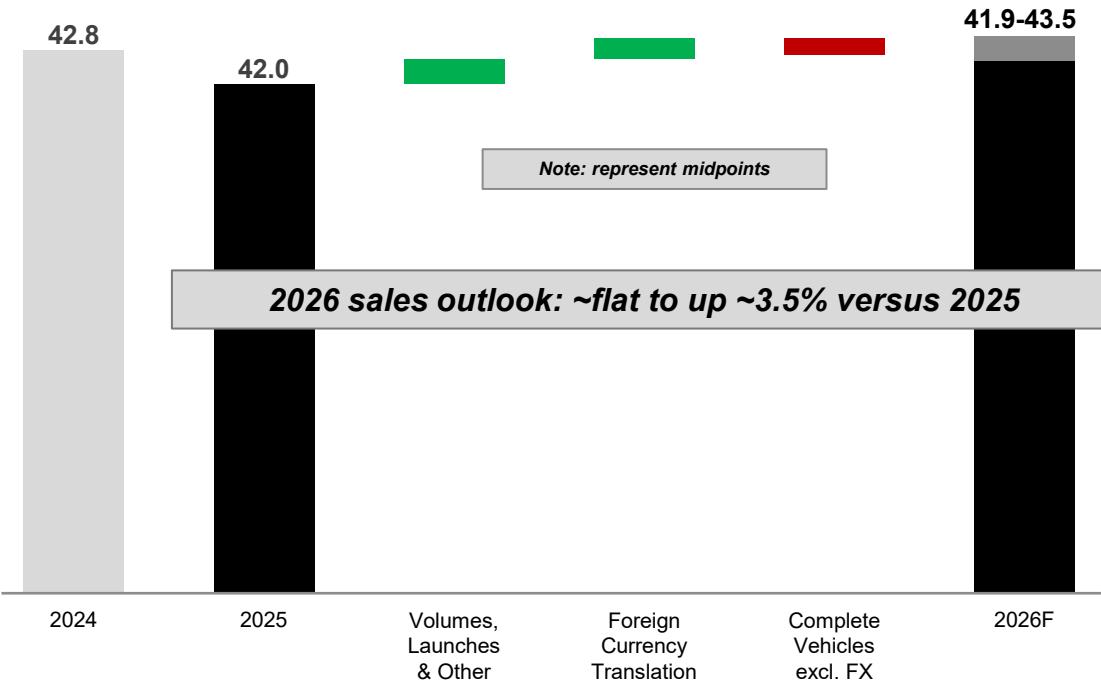
	2025	2026
Cdn	0.716	0.720
Euro	1.130	1.160
RMB	0.139	0.143

## Acquisitions/Divestitures

No material acquisitions/divestitures

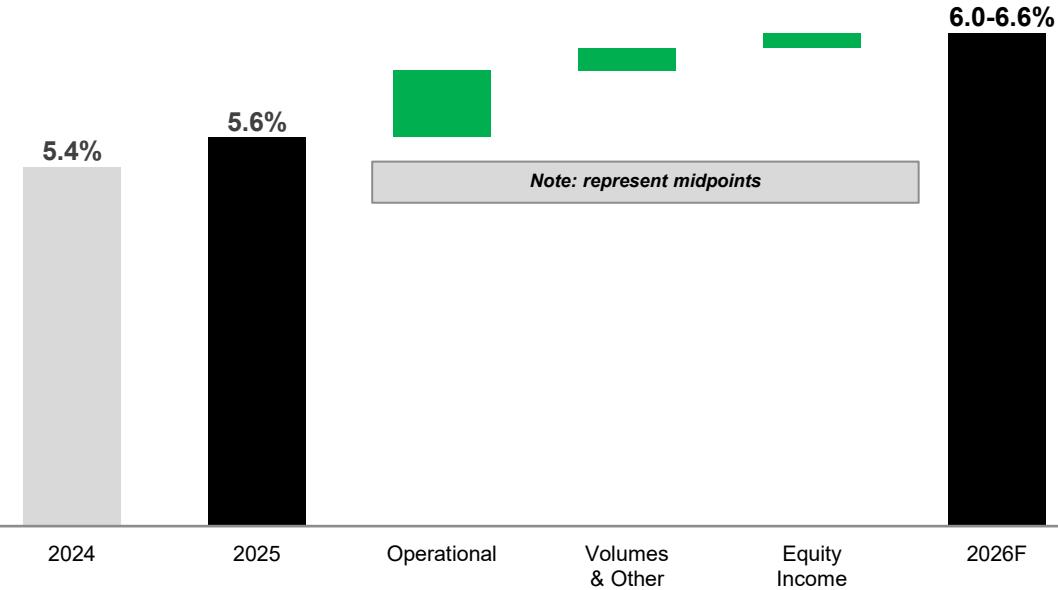
# Consolidated Sales

(\$Billions)



- **2026 sales outlook:**  
~flat to up ~3.5% vs. 2025
- New and replacement program launches (+)
- Weaker US\$ (+)
- LVP modestly down in North America and China, slightly up in Europe (-)
- EOP of certain high-content programs, including BMW Z4/Toyota Supra, Ford Escape (-)
- **Weighted organic GoM:**  
0 to +3% (ex-CV: +1 to +4%)

# Consolidated Adj. EBIT Margin %



***Expect Strong Margin Expansion in 2026 on  
Operational Excellence and Disciplined Execution***

- **2026 Adjusted EBIT margin outlook: up 40 -100 basis points versus 2025**
- Operational
  - Continued operational excellence and cost reduction initiatives, net of normal price concessions (+)
  - Lower new facility costs (+)
  - Lower tooling contribution (-)
  - Higher launch costs (-)
- Volumes & other
  - Earnings on higher sales, including launches (+)
  - Lower warranty expense (+)
- Higher equity income (+)

# 2026 Outlook Summary

## Consolidated Sales

**\$41.9B - \$43.5B**

## Adjusted EBIT Margin

**6.0% - 6.6%**

## Adjusted EPS

**\$6.25 - \$7.25**

## Free Cash Flow

**\$1.6B - \$1.8B**

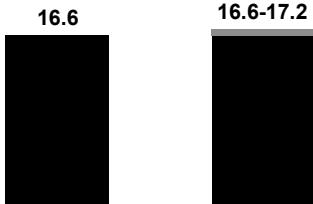
## Other Key Assumptions:

- Capital Spending (CapEx): \$1.5 - 1.6B
- Equity Income: \$160 - 195M  
(included in EBIT margin)
- Interest Expense (net): ~\$180M
- Adjusted Tax Rate: ~23%
- Diluted shares outstanding (FY average):  
~270 million shares

# Segment Sales & Adjusted EBIT Margin %

## Body Exteriors & Structures

'25-'26  
0 to 3%



2025  
Weighted GoM 0 to 4%

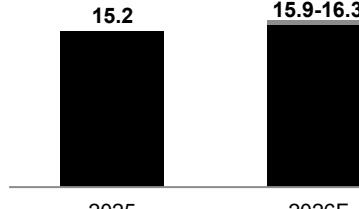
2026F

8.1  
8.2-8.8

2025  
2026F

## Power & Vision

'25-'26  
5 to 7%



2025  
Weighted GoM 4 to 7%

2026F

## Adjusted EBIT Margin %

4.5

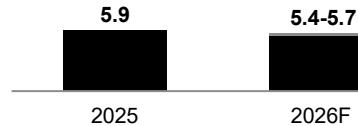
6.0-6.6

2025  
2026F

**Sales**  
(\$Billions)

## Seating Systems

'25-'26  
-8 to -3%

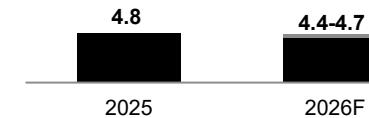


2025  
Weighted GoM -8 to -3%

2026F

## Complete Vehicles

'25-'26  
-9 to -3%



2025  
Weighted GoM -11 to -5%

2026F

# Swamy Kotagiri

Chief Executive Officer



# Closing Comments



# In Summary

**Strong Q4/25 and FY 2025 results – Adj. EBIT margin expansion, Adj. EPS growth, strong FCF generation**



# In Summary

**Operational excellence** positively impacting margin performance in 2025 and 2026



# In Summary

**Solid Outlook**, including further margin expansion and EPS growth, and continued strong FCF generation



# In Summary

**Focused on shareholder value creation** – raised dividend for 16<sup>th</sup> consecutive year, expect to repurchase all shares available under current buyback authorization during 2026



# In Summary

**We remain confident in executing our proven strategy and driving EPS growth, together with strong FCF**



# Q&A



# Appendix Q4 2025 Results



# Q4 2025 Reconciliation of Reported Results

Excluding: (1) Other Expense (Income), Net and (2) Amortization of Acquired Intangible Assets \$Millions, except for share figures	Reported	(1)	(2)	Adjusted
Income Before Income Taxes % of Sales	\$ 114 1.1%	\$ 629	\$ 29	\$ 772 7.1%
Income Tax Expense % of Pretax	\$ 111 97.4%	\$ 37	\$ 3	\$ 151 19.6%
Income Attributable to Non-Controlling Interests	\$ (4)	\$ -	\$ -	\$ (4)
Adjusted Net Income Attributable to Magna <sup>1</sup>	\$ (1)	\$ 592	\$ 26	\$ 617
Adjusted Diluted Earnings Per Share	\$ 0.00	\$ 2.09	\$ 0.09	\$ 2.18

<sup>1</sup> Adjusted Net Income Attributable to Magna represents Net Income excluding Other expense (income), net and Amortization of Acquired Intangible Assets

# Q4 2024 Reconciliation of Reported Results

Excluding: (1) Other Expense (Income), Net and (2) Amortization of Acquired Intangible Assets \$Millions, except for share figures	Reported	(1)	(2)	Adjusted
Income Before Income Taxes % of Sales	\$ 381 3.6%	\$ 228	\$ 28	\$ 637 6.0%
Income Tax Expense % of Pretax	\$ 147 38.6%	\$ (29)	\$ 6	\$ 124 19.5%
Income Attributable to Non-Controlling Interests	\$ (31)	\$ -	\$ -	\$ (31)
Adjusted Net Income Attributable to Magna <sup>1</sup>	\$ 203	\$ 257	\$ 22	\$ 482
Adjusted Diluted Earnings Per Share	\$ 0.71	\$ 0.90	\$ 0.08	\$ 1.69

<sup>1</sup> Adjusted Net Income Attributable to Magna represents Net Income excluding Other expense (income), net and Amortization of Acquired Intangible Assets

# Sales Performance vs Market

Q4 2025 vs Q4 2024

	Reported	Organic <sup>1</sup>	Performance vs Weighted Global Production (Weighted GoM)
Body Exteriors & Structures	5%	2%	3%
Power & Vision	1%	(2%)	(1%)
Seating Systems	8%	6%	7%
Complete Vehicles	(10%)	(17%)	(16%)
<b>TOTAL SALES</b>	<b>2%</b>	<b>(1%)</b>	<b>0%</b>

Unweighted Production Growth (1%)

Weighted Production Growth<sup>2</sup> (1%)

<sup>1</sup> Organic Sales represents sales excluding acquisitions net of divestitures and FX movements

<sup>2</sup> Calculated by applying Magna geographic sales weighting, excluding Complete Vehicles, to regional production

# Sales Performance vs Market

2025 vs 2024

	Reported	Organic <sup>1</sup>	Performance vs Weighted Global Production (Weighted GoM)
Body Exteriors & Structures	(2%)	(2%)	(1%)
Power & Vision	(1%)	(3%)	(2%)
Seating Systems	2%	1%	2%
Complete Vehicles	(7%)	(10%)	(9%)
<b>TOTAL SALES</b>	<b>(2%)</b>	<b>(3%)</b>	<b>(2%)</b>

Unweighted Production Growth 3%

Weighted Production Growth<sup>2</sup> (1%)

<sup>1</sup> Organic Sales represents sales excluding acquisitions net of divestitures and FX movements

<sup>2</sup> Calculated by applying Magna geographic sales weighting, excluding Complete Vehicles, to regional production

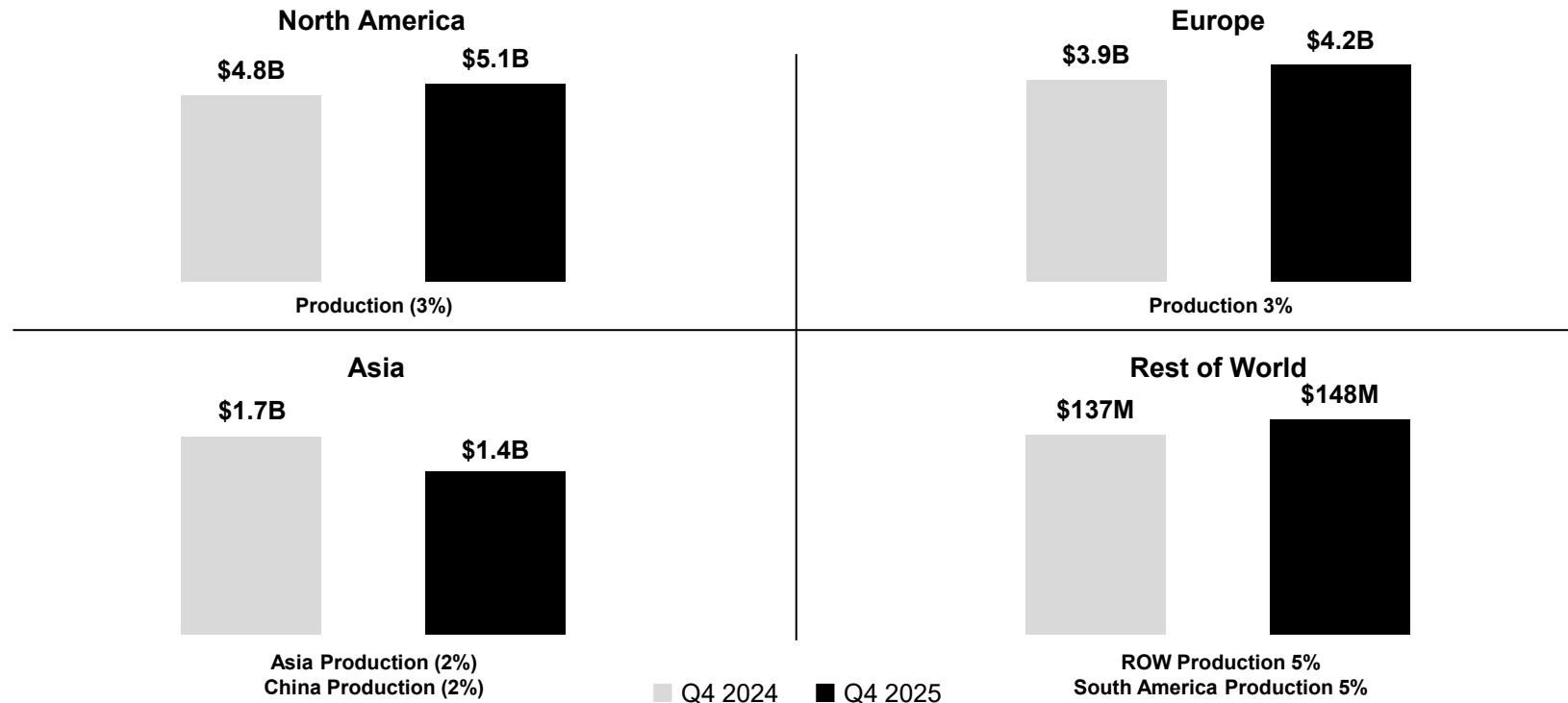
# Segment Impact on Adjusted EBIT % of Sales

Q4 2025 vs Q4 2024

(\$Millions)	Sales	Adjusted EBIT	Adjusted EBIT as a Percentage of Sales
4 <sup>th</sup> Quarter of 2024	\$ 10,628	\$ 689	6.5%
Increase (Decrease) Related to:			
Body Exteriors & Structures	\$ 185	\$ 94	0.8%
Power & Vision	\$ 55	\$ (69)	(0.7%)
Seating Systems	\$ 122	\$ 69	0.6%
Complete Vehicles	\$ (141)	\$ (6)	0.0%
Corporate and Other	\$ (1)	\$ 37	0.3%
4 <sup>th</sup> Quarter of 2025	\$ 10,848	\$ 814	7.5%

# Geographic Sales

Q4 2025 vs Q4 2024



# Q4 2025 Financial Results

(\$Millions, unless otherwise noted)	Q4 2024		Q4 2025		Change
Sales	10,628		10,848		220
Adjusted EBIT	689	6.5%	814	7.5%	125
Interest Expense	52		42		10
<b>Adjusted Pre-Tax Income</b>	<b>637</b>		<b>772</b>		<b>135</b>
Adjusted Income Taxes	124	19.5%	151	19.6%	(27)
Income Attributable to Non-Controlling Interests	31		4		27
<b>Adjusted Net Income Attributable to Magna</b>	<b>482</b>		<b>617</b>		<b>135</b>
Diluted Shares Outstanding (millions of shares)	285.9		282.7		(3.2)
<b>Adjusted Diluted EPS (\$)</b>	<b>1.69</b>		<b>2.18</b>		<b>0.49</b>

# Leverage Ratios as of December 31, 2025

(\$Millions)	Net Debt/ Adj. EBITDA	Rating Agency Debt/EBITDA <sup>1</sup>
Cash and Cash Equivalents	\$ (1,612)	-
ST and LT Debt per Balance Sheet	4,712	\$ 4,712
Leases and Other Credit Rating Agency Adjustments	-	2,108
<b>Net Debt / Rating Agency Debt</b>	<b>\$ 3,100</b>	<b>\$ 6,820</b>
LTM Adjusted EBITDA	\$ 3,911	\$ 3,911
Credit Rating Agency Adjustments	-	405
<b>Adjusted EBITDA / Rating Agency EBITDA</b>	<b>\$ 3,911</b>	<b>\$ 4,316</b>
<b>Leverage at December 31, 2025</b>	<b>0.79x</b>	<b>1.58x</b>

<sup>1</sup> "Rating Agency" Debt/EBITDA reflects estimated Moody's adjustments and resulting calculation as of December 31, 2025



Forward.  
For all.