



HIGHLIGHTS HY23 – STRATEGY UPDATE

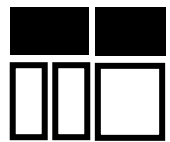
Phoenix Mecano AG
Investora
13 September 2023

A GLOBAL TECHNOLOGY GROUP LISTED IN SWITZERLAND



EUR ~800 million sales

- High-tech components and modular solutions
- Revenue 57% Europe and 43% rest of the world



2 growth areas
3 focused divisions

- Streamlined portfolio
- Focus on profitable niche markets

B2B > 10,000 customers

- Proven business model – Standardize/Customize/Integrate
- Broad customer base with 80% repeat customers

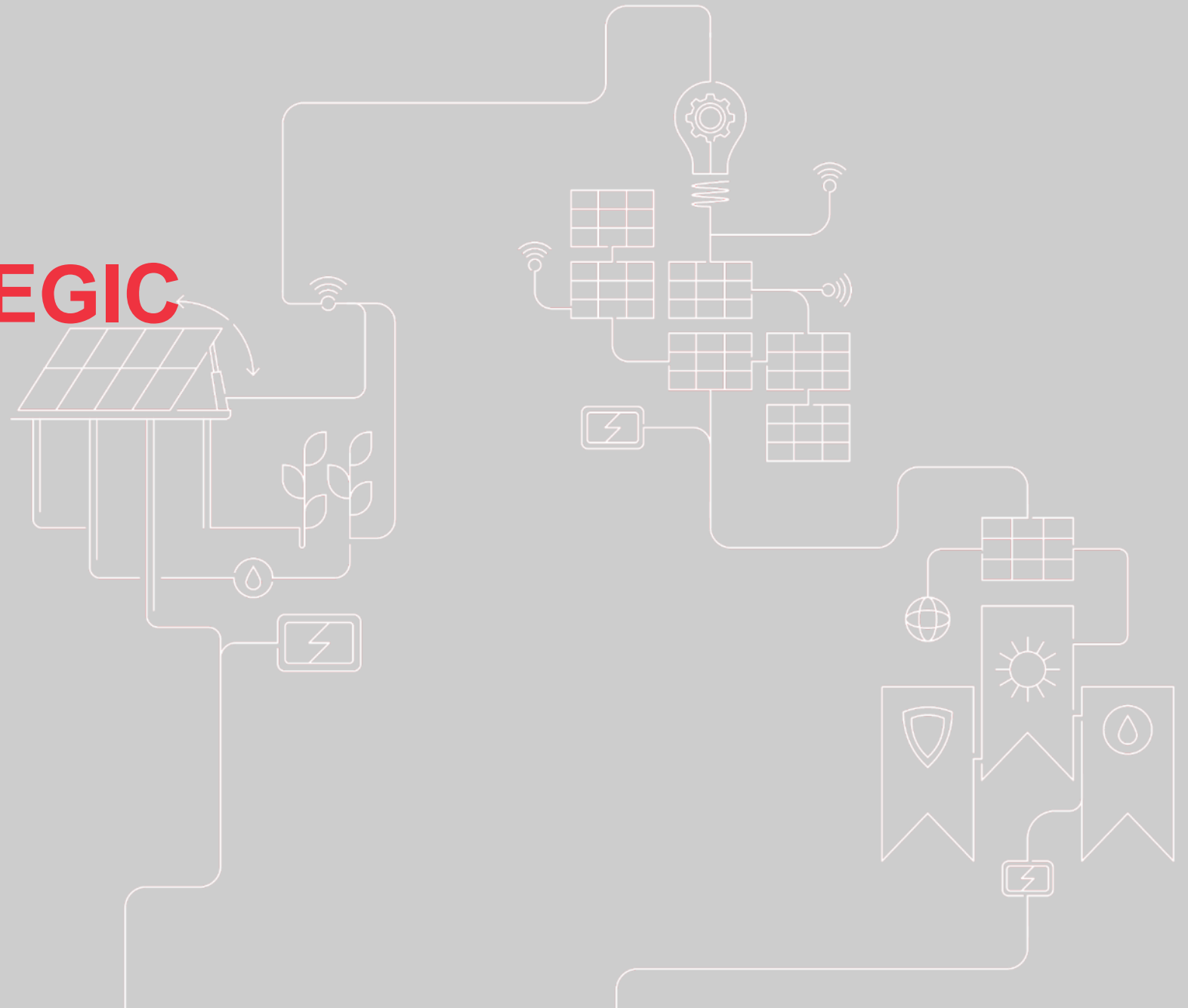


> 60 locations
worldwide

- Decentralized structures ensure customer proximity and agility
- Strong corporate culture emphasizing collaboration and continuous improvement

Investment Case

OUR STRATEGIC FOCUS



OUR STRATEGIC FOCUS

**Streamlining
Portfolio**

**Focus on
Profitability**

- 1** Leading positions in two growth areas
- 2** Three clearly focused divisions
- 3** Proven customer-centric business model
- 4** Growth aspirations and profitability targets
- 5** DewertOkin Technology Group with potential for additional value creation

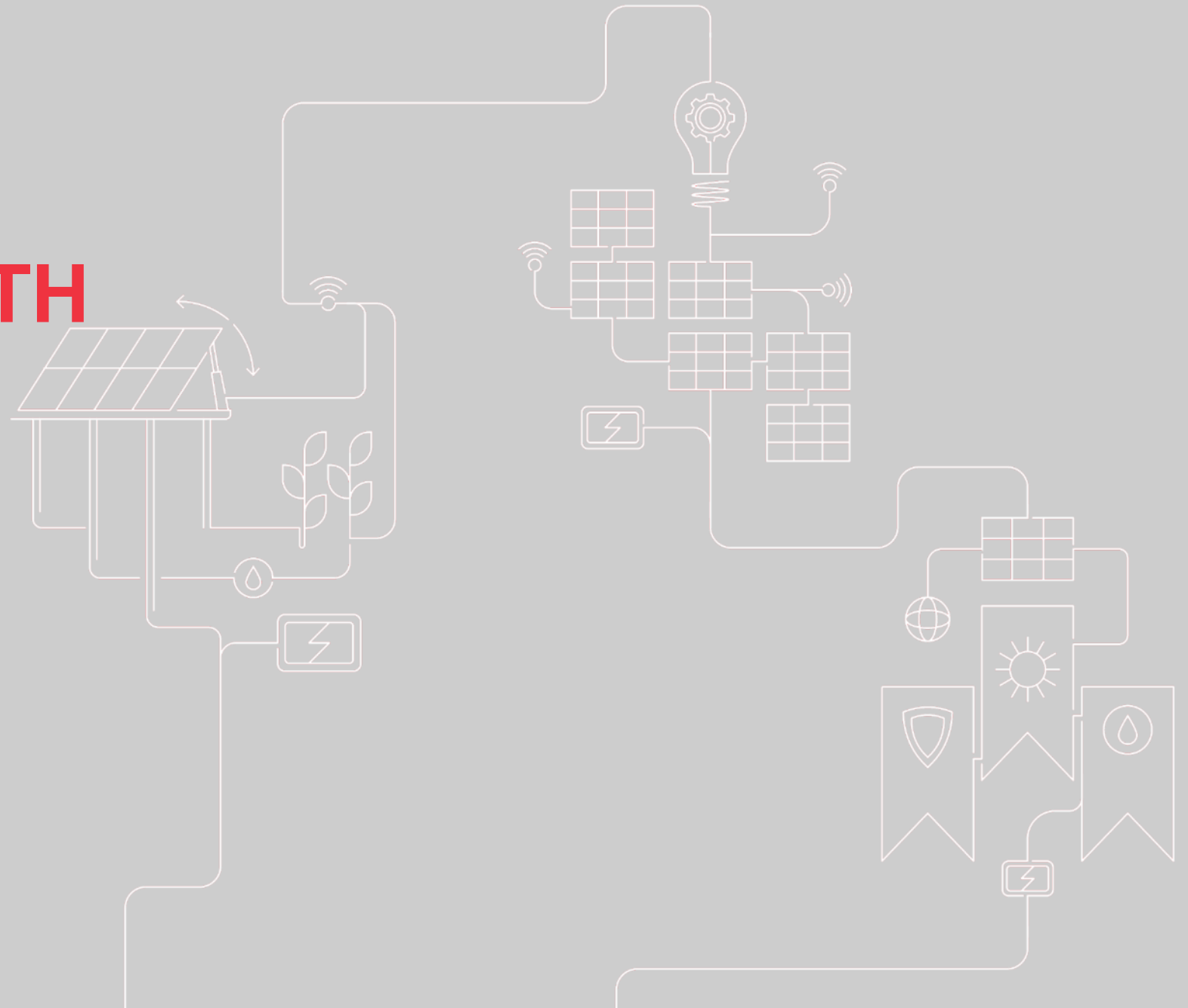
BALANCED PORTFOLIO

THREE CLEARLY FOCUSED DIVISIONS – TWO GROWTH AREAS

GROWTH AREAS	Industrial Applications		Smart Furniture
DIVISIONS	Industrial Components 32% of Group sales	Enclosure Systems 29% of Group sales	DewertOkin Technology Group 39% of Group sales
GROWTH DRIVERS	<ul style="list-style-type: none"> Industrial Automation and Robotics Decarbonization 		<ul style="list-style-type: none"> Demographic changes
BUSINESS CHARACTERISTICS	<ul style="list-style-type: none"> Investment goods & durable industrial goods High margin profile High mix – Low volume Short order cycles with some cyclicity 		<ul style="list-style-type: none"> Durable consumer goods High volume – Low mix Long order cycles

Megatrends

OUR GROWTH DRIVERS



Growth Area – Smart Furniture

Demographic changes



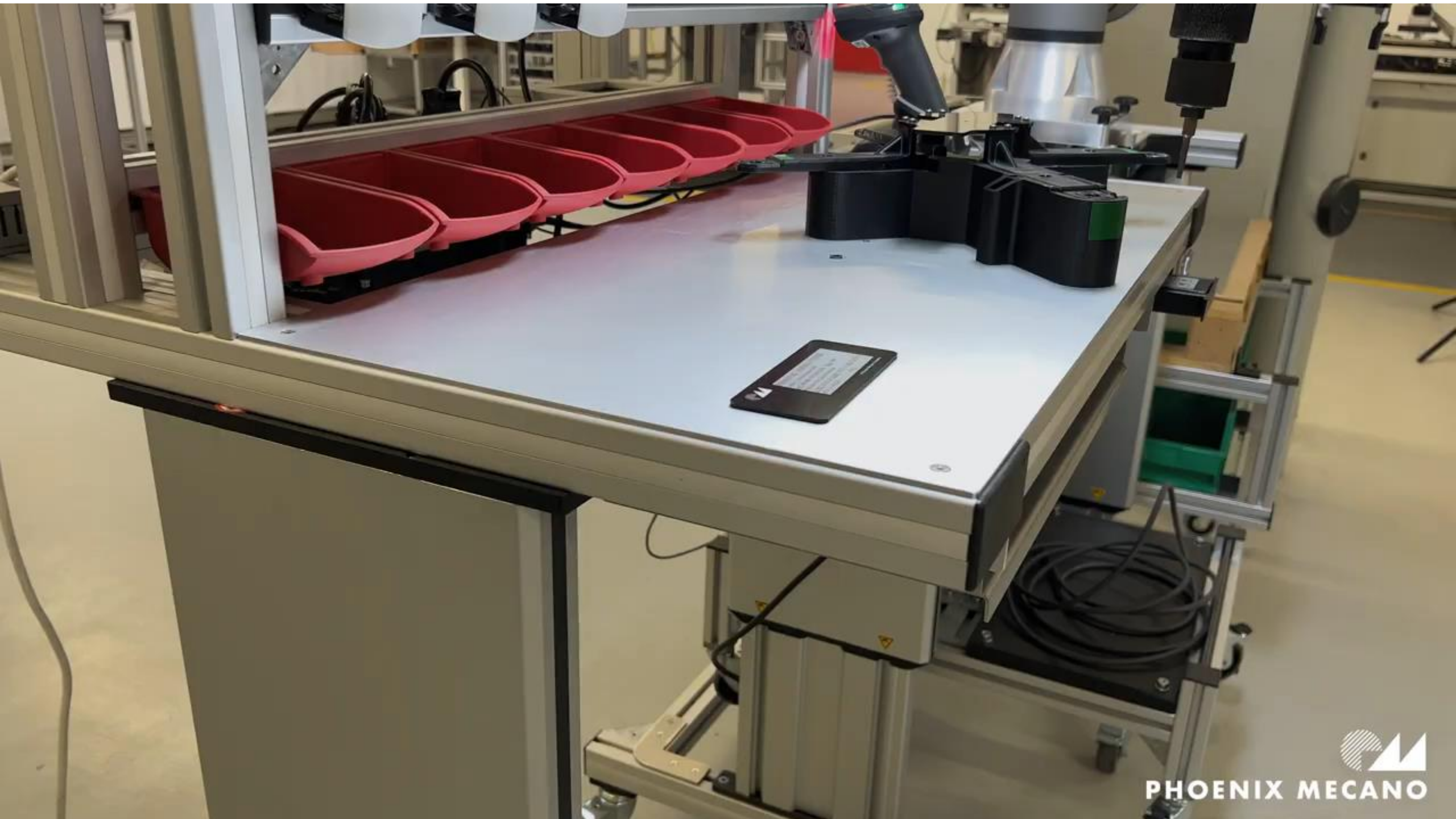


A DewertOkin Technology Brand



Growth Area – Industrial Applications
Industrial Automation





PHOENIX MECANO

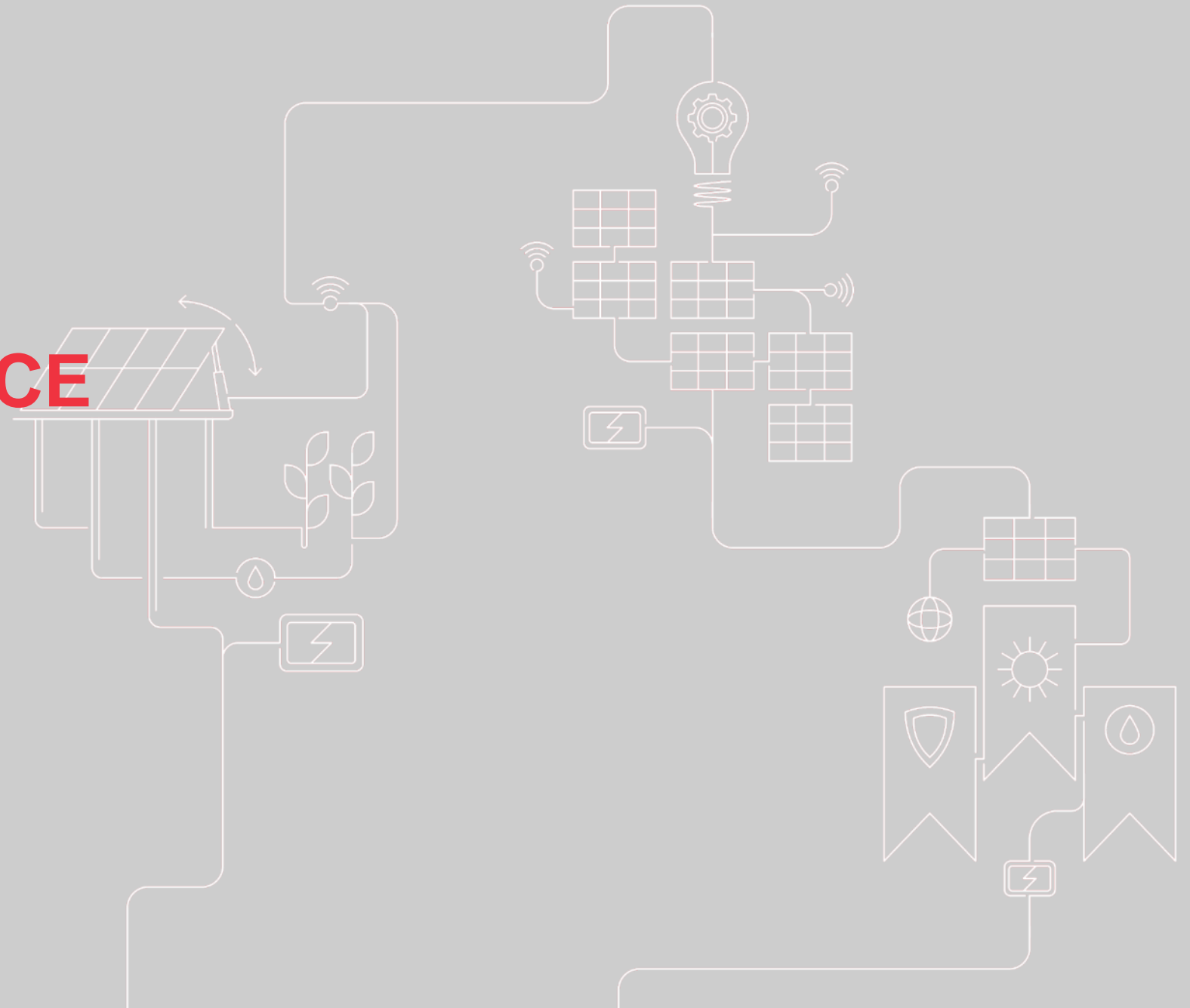
Growth Area – Industrial Applications Decarbonization



STELL DIR VOR
STELL DIR VOR ...

Current Financials

BUSINESS PERFORMANCE H1 2023



H1 2023 RESULTS – HIGHLIGHTS

- Stable topline – organic growth – despite slowdown in industrial sector
- Significantly improved earnings at Group level
- Industrial activities with robust cash flow generation
- Stabilization of DewertOkin Technology Group division
- Divestment of business area Rugged Computing

EUR	H1 2022	H1 2023	+/-
Incoming orders	437.7	400.4	-8.5%
Gross sales	410.7	409.0	-0.4%
Book-to-Bill Ratio	106.6%	97.9%	-8.7 pp
Operating result	24.8*	30.2	+21.7%
Margin	6.0%*	7.4%	+1.4pp
Result of the period	17.2*	20.5	+19.4%

*restated

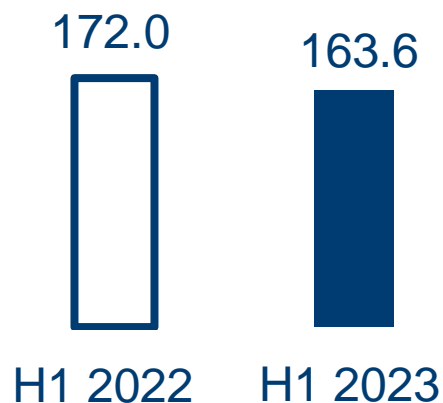
DIVESTMENT OF BUSINESS AREA RUGGED COMPUTING

- Divestment of W-IE-NE-R Power Electronics GmbH, W-IE-NE-R Power Electronics Corp. and Hartmann Electronic GmbH
 - Signed on 25 August 2023, closing expected by end of 2023, being subject to customary closing conditions
 - 100% shares acquired by Kontron Group
 - Consolidated sales (2022) of EUR 18 million with 77 employees; EBITDA margin ~ 15%
- Strategic rationale
 - Further focus on core business
 - Free up of liquidity
 - One-off gain of around EUR 10 million at EBIT level

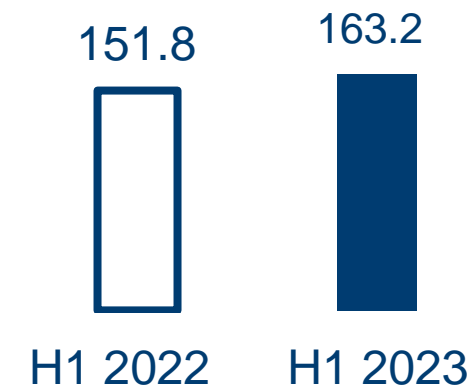
DEWERTOKIN TECHNOLOGY GROUP

- Inventories of DOT's key accounts significantly reduced – no upturn in end markets yet
- Incoming orders bottomed out
- Capacities for final assembly relocated from US and concentrated at new industrial park in Jiaxing

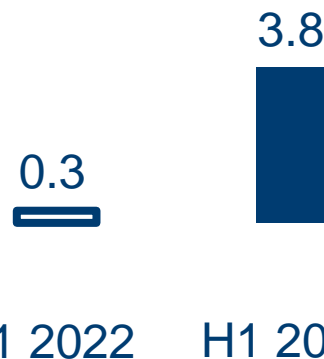
Gross sales | EUR million



Incoming orders | EUR million



Operating result | EUR million



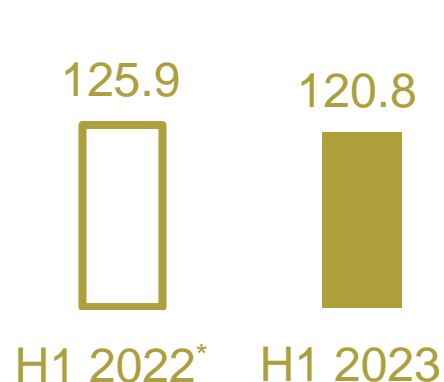
Operating margin | in %

2.3% (0.2%)

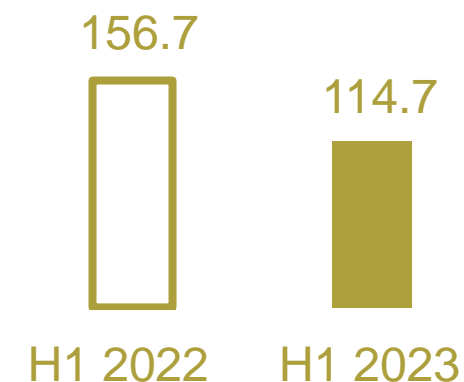
INDUSTRIAL COMPONENTS

- Strong demand in Measuring Technology business area
- Electrification and renewable energy transition continue to drive project inquiries
- Order backlog decreasing towards normal level

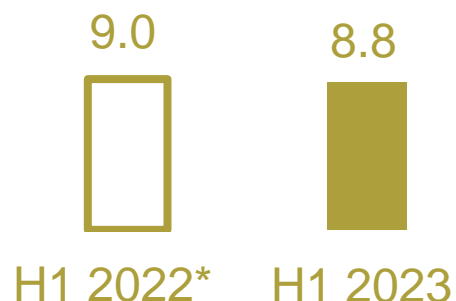
Gross sales | EUR million



Incoming orders | EUR million



Operating result | EUR million



Operating margin | in %

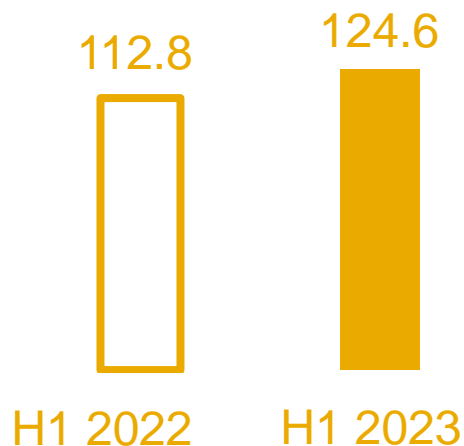
7.3% (7.2%)

*restated

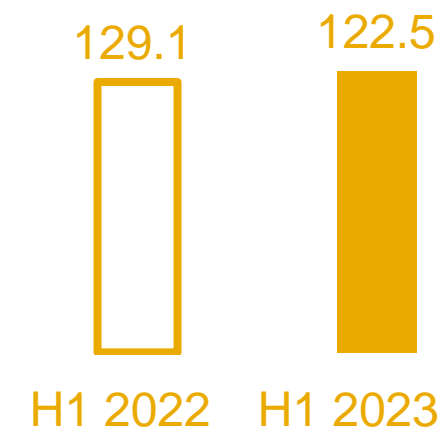
ENCLOSURE SYSTEMS

- Major customers reduced inventories
- Industrial PCs in high demand
- New applications for renewable energy infrastructure

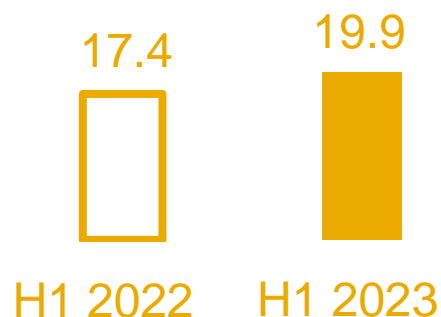
Gross sales | EUR million



Incoming orders | EUR million



Operating result | EUR million

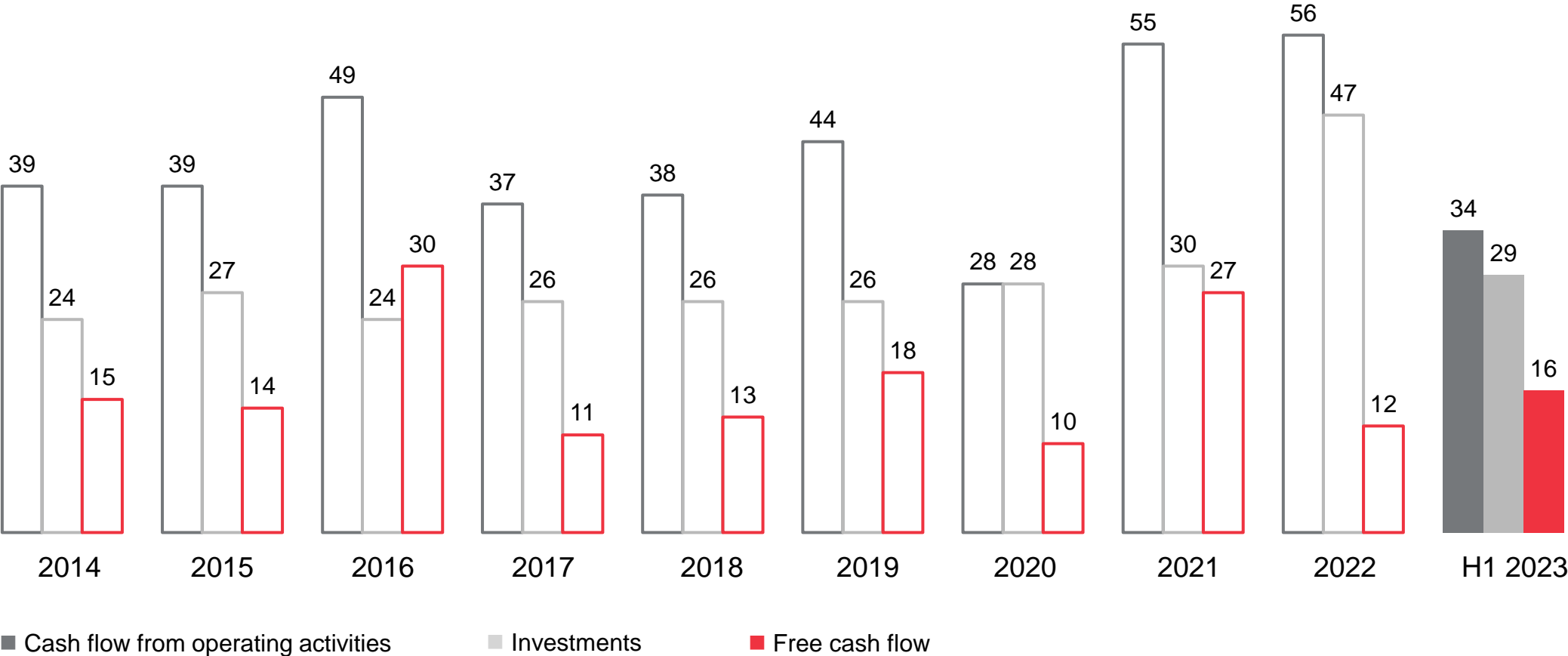


Operating margin | in %

16.0% (15.4%)

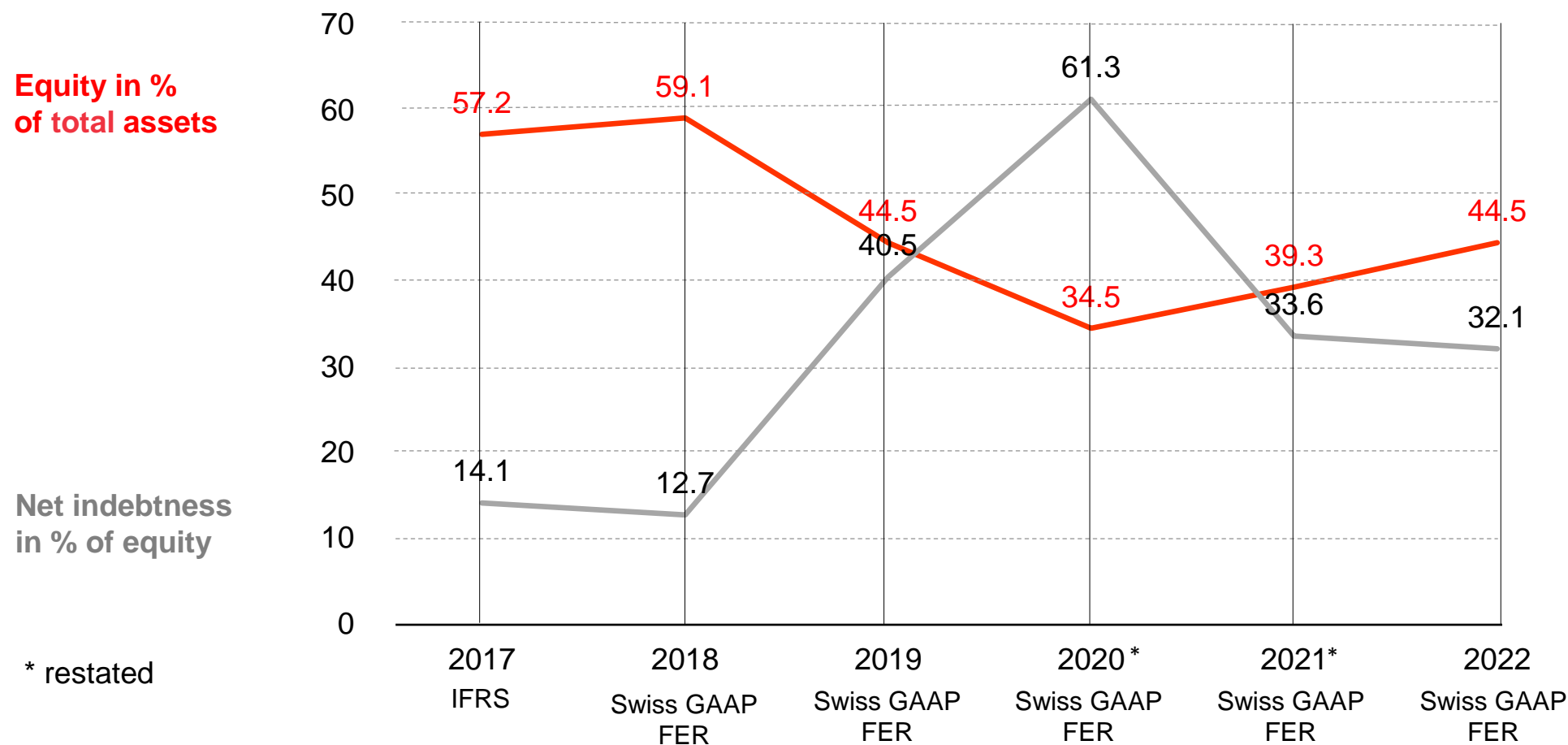
STABLE OPERATING CASH FLOW AND INVESTMENTS

Cash Flow and Investments | in EUR million



EQUITY RATIO AND GEARING

in %

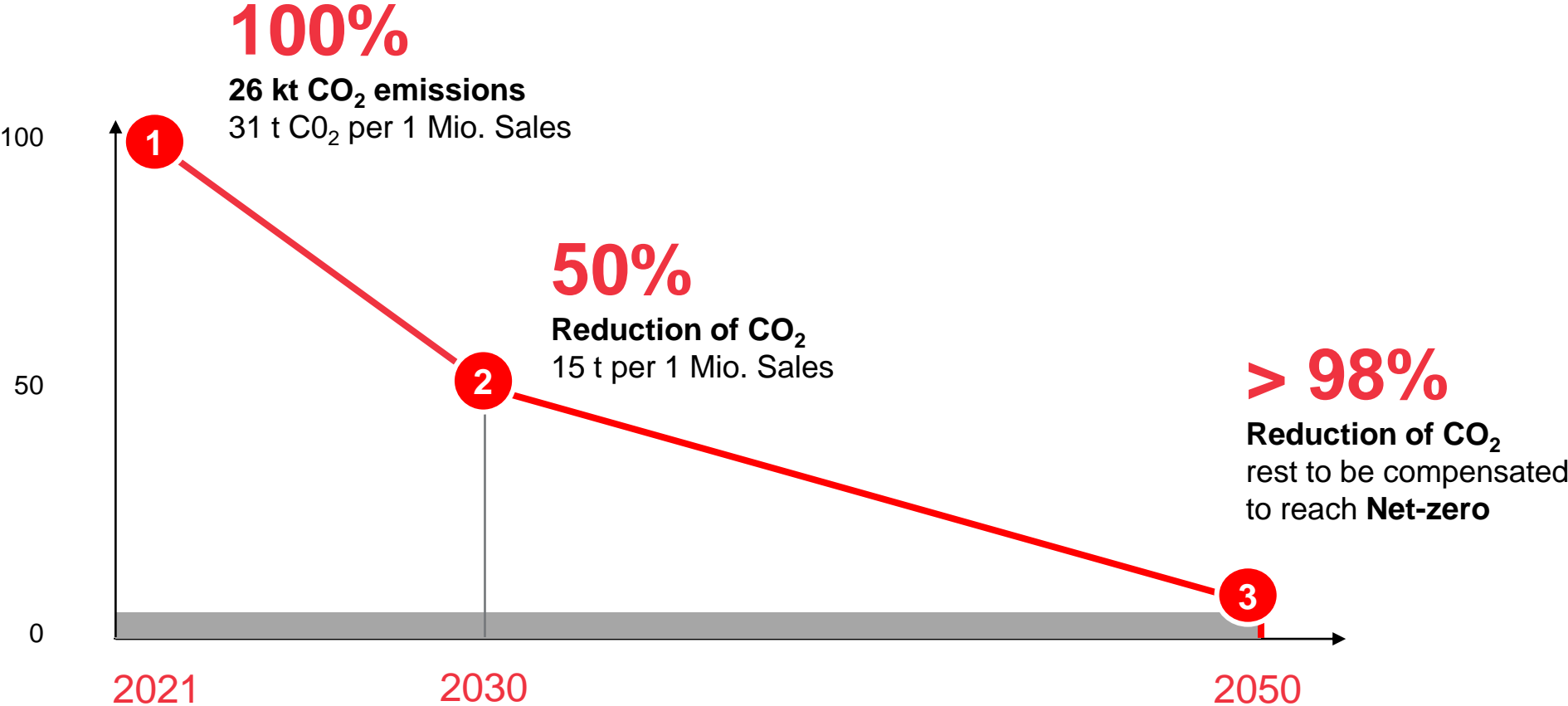


Sustainability

COMMITTED TO SUSTAINABILITY



OUR OBJECTIVE: REDUCE CO₂ EMISSIONS BY 50% UNTIL 2030

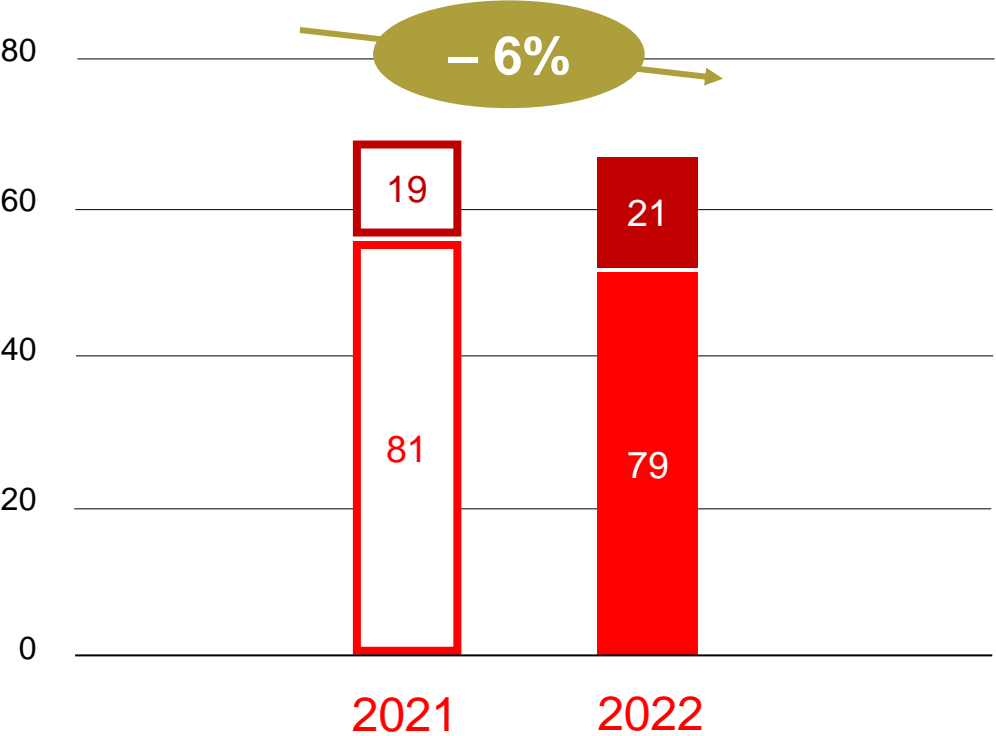


Note: Scope 1 and 2 only

OUR FOOTPRINT

Total energy consumption | in %

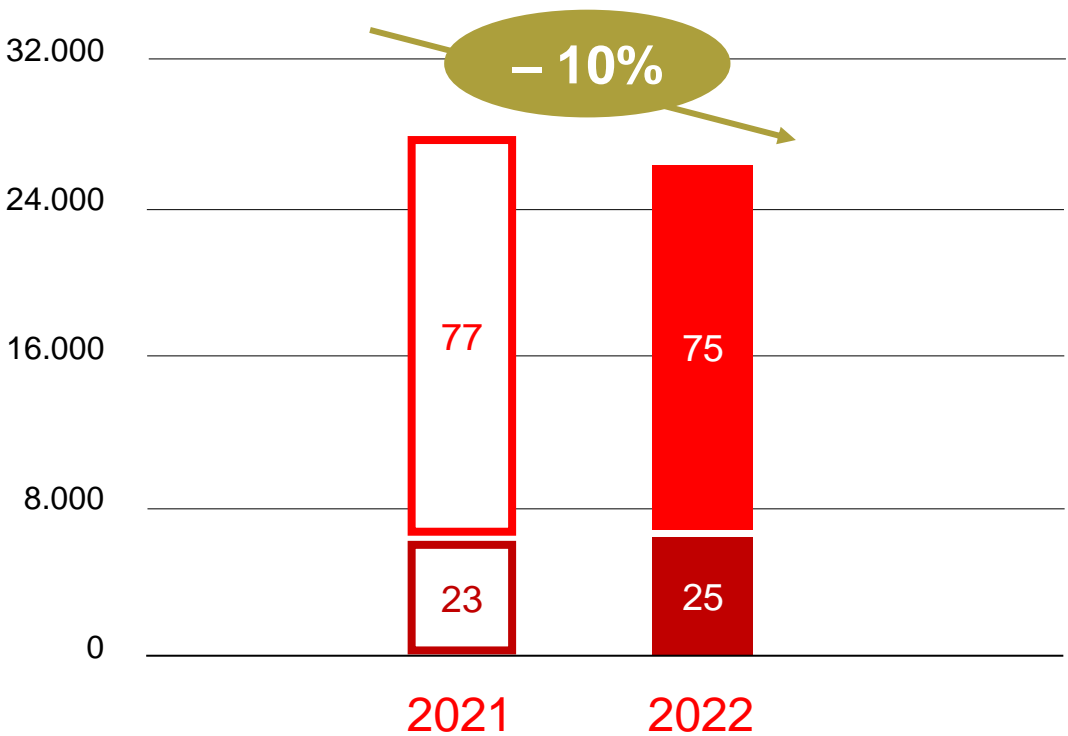
GWh/a



- Non-renewable energy consumption
- Renewable energy consumption

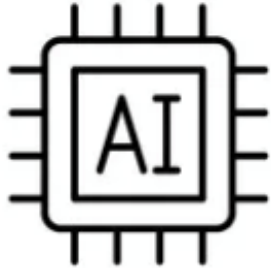
Direct and indirect emissions | in %

t CO₂eq/a



- Scope 2 indirect
- Scope 1 direct

THREE MAIN LEVERS TO ENABLE REDUCTION OF 50% BY 2030



Newer Technology

More efficient machines,
energetic refurbishment,
E-Cars, Greener electricity
production ...

Estimated impact by 2030*

> 20%



Lean-Measures (J2OX) in production and office

Estimated impact by 2030*

> 15%



Solar-plant initiative

8 GWh, of which 4 GWh already
in planning or construction

Estimated impact by 2030*

> 15%

* Reduction in % of total CO₂

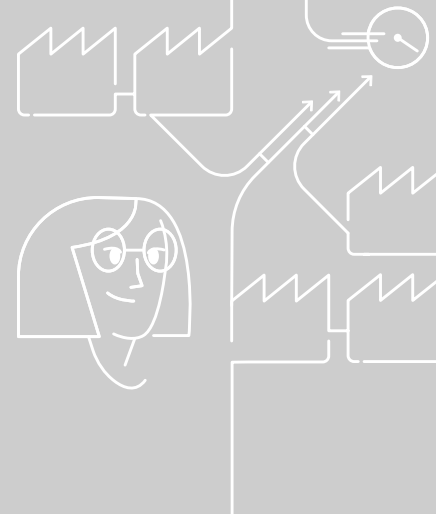
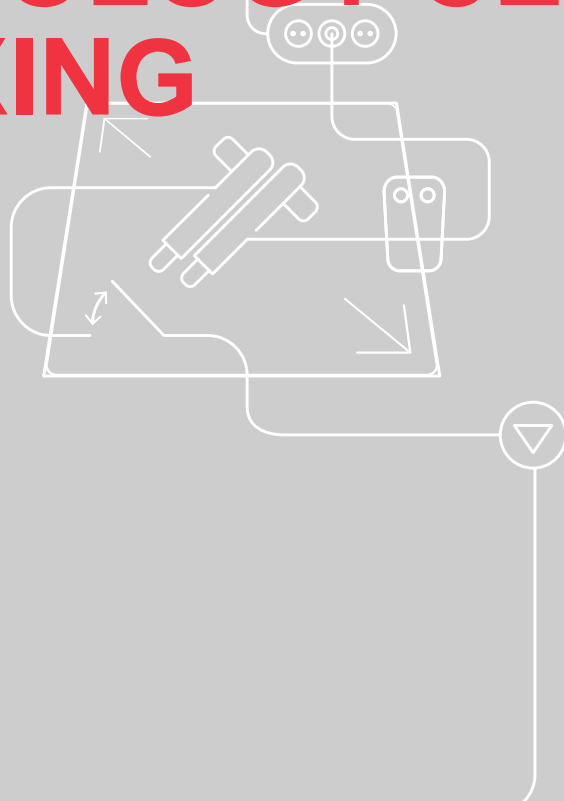
Our Mission

**GENERATE MASSIVE CO₂ SAVINGS
WITH MAXIMUM ENVIRONMENTAL AND
POSITIVE EBIT-IMPACT**



DewertOkin Technology Group

NEW INDUSTRIAL PARK AND TECHNOLOGY CENTRE IN JIAXING



NEW INDUSTRIAL PARK



Location: Jiaxing (Shanghai)
Operational ramp-up: 2023
Official inauguration: 8 November 2023



Floor space: 115.000 sqm
Investment: Up to EUR 100 million

NEW INDUSTRIAL PARK



Rationale

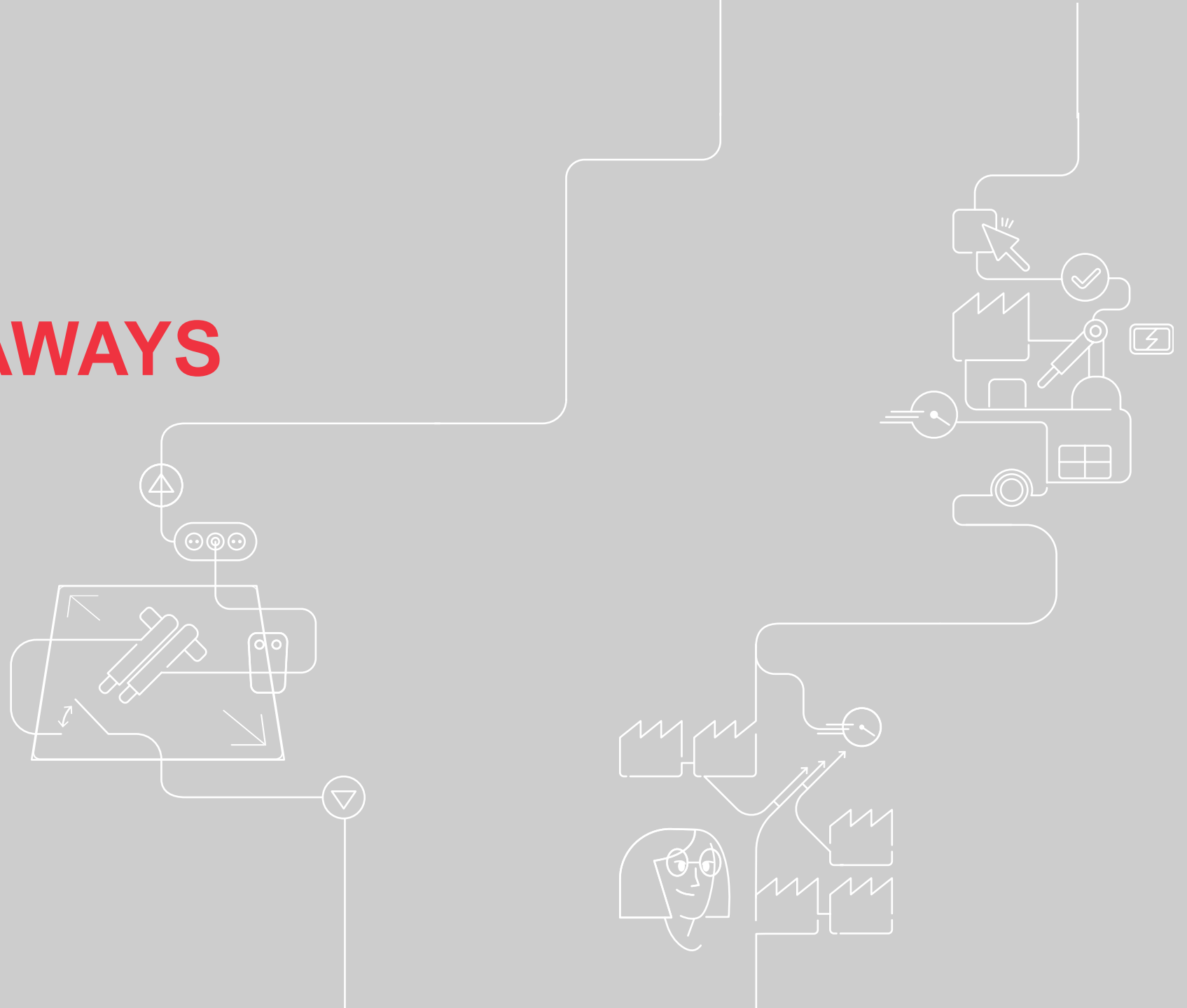
- Consolidate existing locations
- Improve operational efficiency
- Increase vertical integration



- Materialize operational leverage
- Establish global R&D centre
- Space for future growth

Wrap-up

KEY TAKE-AWAYS



INVESTMENT CASE

STRATEGIC LEVERS

1. Leading positions in two growth areas
2. Three clearly focused divisions
3. Customer-centric value proposition
4. Growth aspirations and profitability targets
5. DewertOkin Technology Group with significant potential for additional value creation

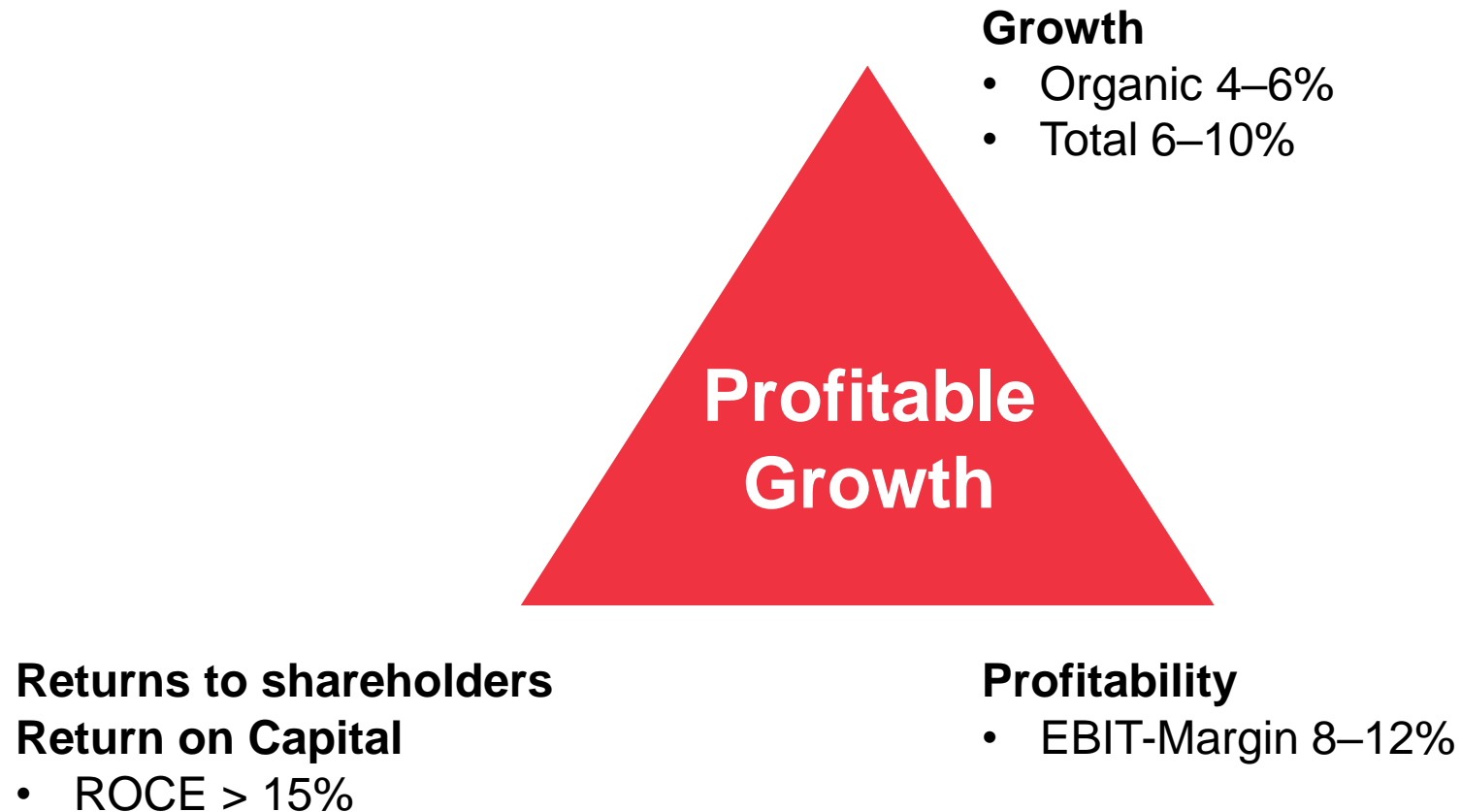
H1 2023 HIGHLIGHTS

- Solid business performance despite slowdown in industrial sector
- Significantly improved earnings at Group level
- Industrial activities with robust cash flow generation
- Stabilization of DewertOkin Technology Group division

GROWTH ASPIRATIONS AND PROFITABILITY TARGETS ... (1/2)

Group-level

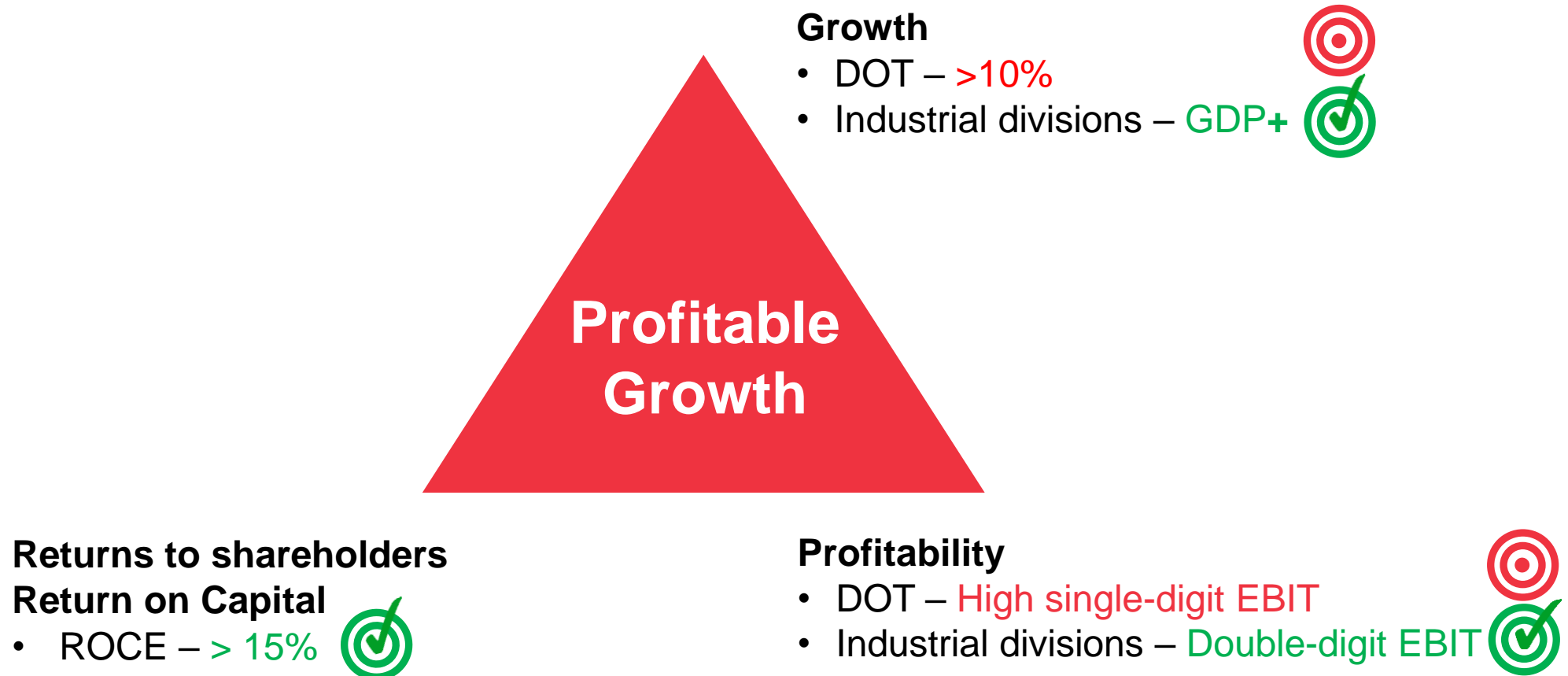
Strategic mid-term targets 2026



... SUPPORTED BY CONSISTENT STRATEGY EXECUTION (2/2)

Targets 2026

Current performance





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