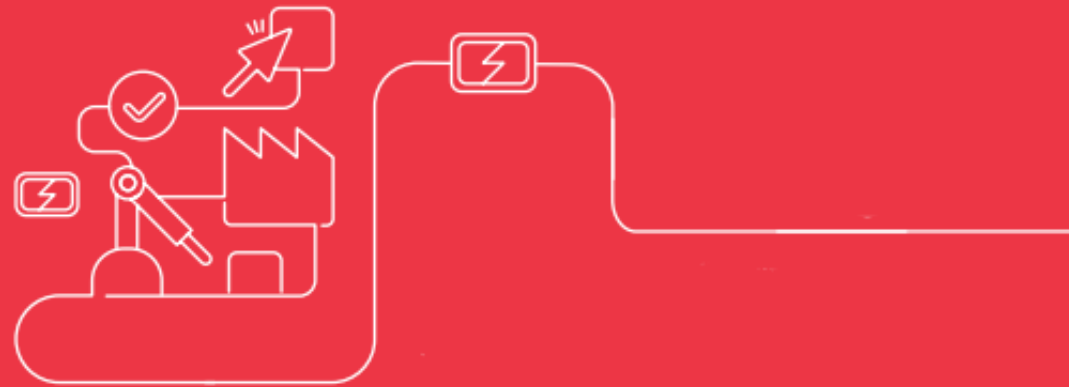




GLOBAL COMPETENCE, LOCAL VALUE

Branchentalk
Schweizer Industrieperlen
18 June 2024

**A GLOBAL
TECHNOLOGY GROUP
WITH LEADING POSITIONS
IN PROFITABLE MARKETS
OF THE FUTURE**



A GLOBAL TECHNOLOGY GROUP LISTED IN SWITZERLAND



EUR ~800 million sales

- High-tech components and modular solutions
- Revenue 53% Europe and 47% rest of the world



2 growth areas
3 focused divisions

- Streamlined & balanced portfolio
- Focus on profitable niche markets

B2B > 10,000 customers

- Proven customer-centric business model
- Broad customer base with 80% repeat customers



> 60 locations
7000 FTE

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

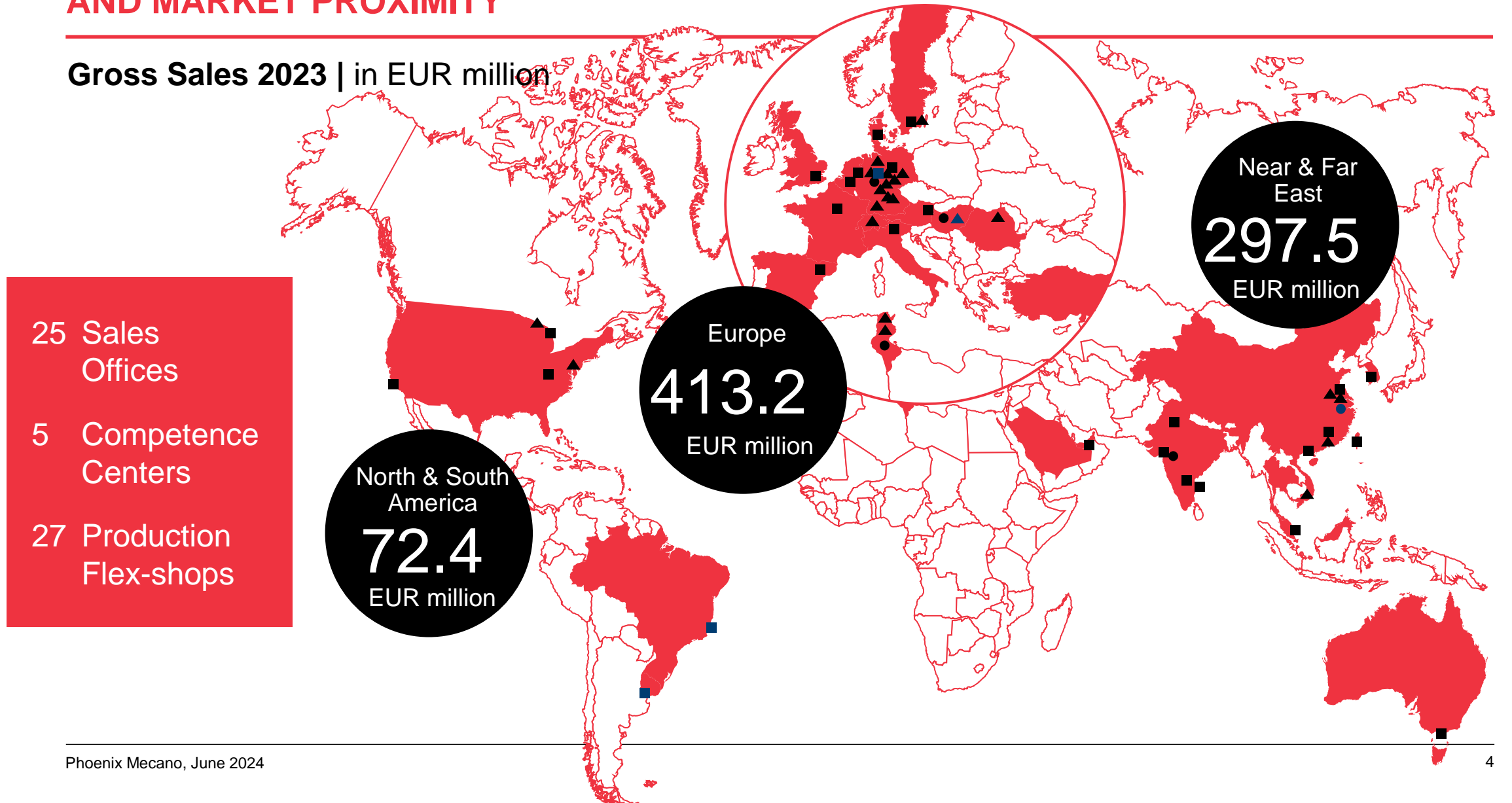


Founded 1975
Going public 1988

- Founding family as anchor shareholder
- Listed at SIX Swiss Exchange since 1988

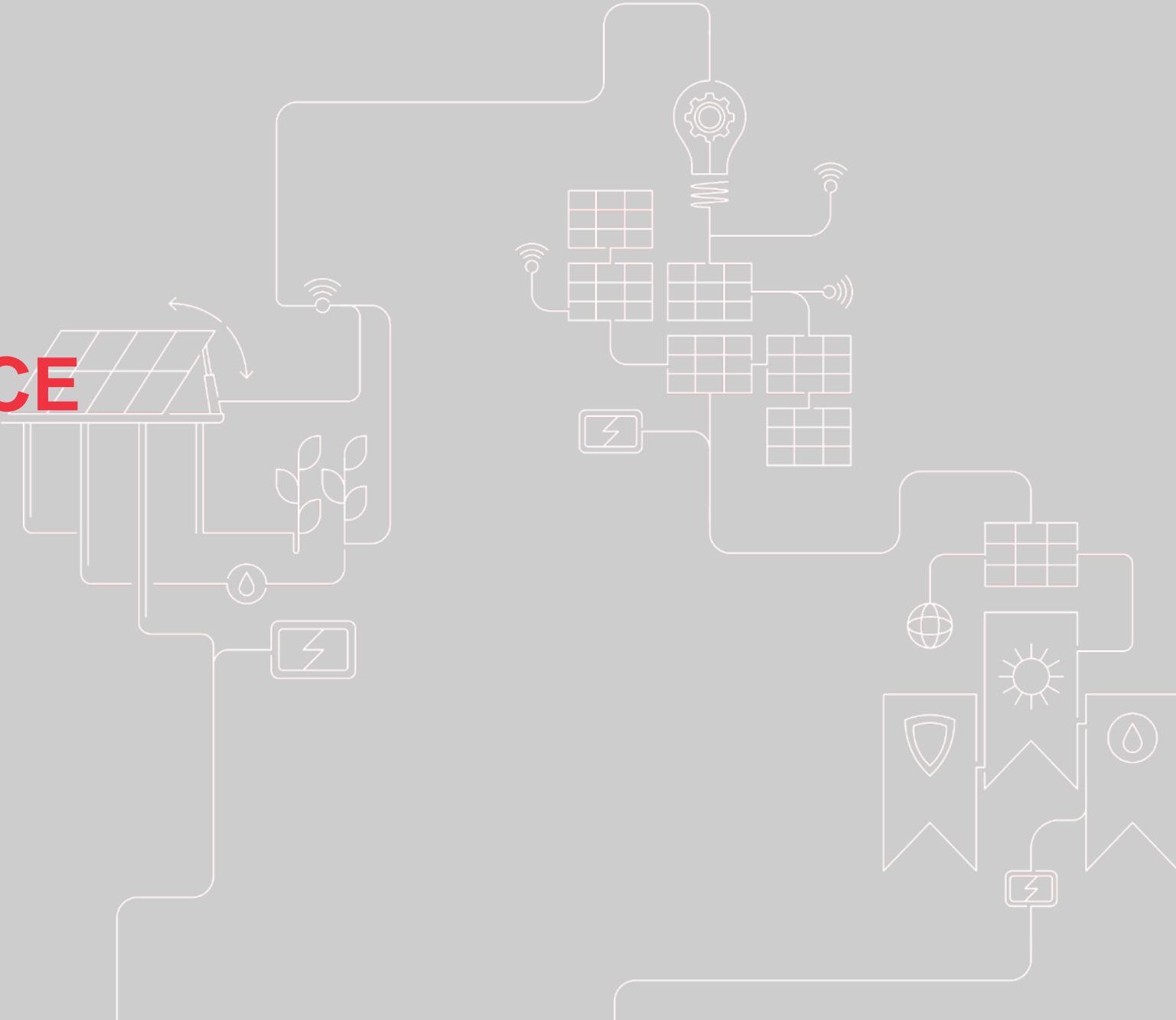
GLOBAL PRESENCE – EMPHASIZING OPERATIONAL EXCELLENCE AND MARKET PROXIMITY

Gross Sales 2023 | in EUR million



Current Financials

BUSINESS PERFORMANCE 2023



2023 RESULTS – HIGHLIGHTS

- Stable topline – organic growth – despite slowdown in industrial sectors
- Significantly improved earnings at Group level
- Turnaround of DewertOkin Technology Group division
- Divestment of business area Rugged Computing
- Net Cash position end of year
- Launch of share buyback program worth up to CHF 30 million & special dividend payment

EUR	2022	2023	+/-
Incoming orders	804.1	781.5	-2.8%
Gross sales	792.9	783.1	-1.2%
Operating cash flow	78.0	85.3	+9.5%
Book-to-Bill Ratio	101.4%	99.8%	-1.6 pp
Operating result	53.6	62.1	+15.8%
Margin	6.8%	7.9%	+1.1pp
Result of the period	39.0	45.5	+16.5%

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 (1/2) TWO GROWTH AREAS – THREE CLEARLY FOCUSED DIVISIONS

GROWTH AREAS	Industrial Solutions		Smart Furniture
FOCUSED DIVISIONS	Industrial Components 29% of sales	Enclosure Systems 29% of sales	DewertOkin Technology Group 42% of sales
SERVING GLOBAL NICHES	<ul style="list-style-type: none"> Automation Modules Measuring Technology 	<ul style="list-style-type: none"> Industrial and electronic enclosures 	<ul style="list-style-type: none"> Drive systems for smart furniture
WITH LEADING POSITIONS	<ul style="list-style-type: none"> TOP3 in DACH-markets Global Technology leader 	<ul style="list-style-type: none"> #1 in Europe 	<ul style="list-style-type: none"> #1 in seating and bedding applications

BALANCED PORTFOLIO (2/2)

TWO GROWTH AREAS – THREE CLEARLY FOCUSED DIVISIONS

<p>GROWTH AREAS</p>	<p>Industrial Solutions</p>		<p>Smart Furniture</p>
<p>FOCUSED DIVISIONS</p>	<p>Industrial Components</p>	<p>Enclosure Systems</p>	<p>DewertOkin Technology Group</p>
<p>DRIVING MEGATRENDS</p>	<ul style="list-style-type: none"> • Industrial Automation & Robotics • Decarbonization • Industrial Digitalization 		<ul style="list-style-type: none"> • Smart Home • Digital Health • Ergonomics
<p>STRATEGIC MID-TERM TARGETS 2026</p>	<ul style="list-style-type: none"> • Sales growth: GDP+ • Double-digit EBIT margins • ROCE >15% 		<ul style="list-style-type: none"> • Sales growth: >10% • High single-digit EBIT margin • ROCE >15%

MODULAR SOLUTIONS – „BAUKASTENPRINZIP“

COMPONENTS

Connecting Systems



Linear Technology



Profile Systems



MODULAR SOLUTIONS

“We offer customized solutions for smart factories of the future ... and we are creating mechanical links between the digitalized world (IIoT) and industrial processes ...”

Focus topic

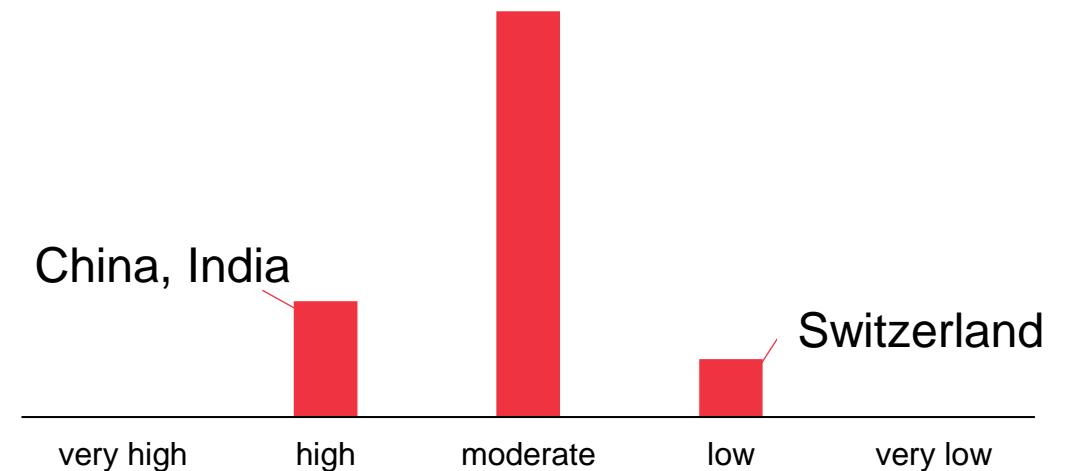
SHORTAGE OF SKILLED WORKERS



TO WHAT EXTENT ARE PHOENIX MECANO'S GLOBAL PRODUCTION SITES AFFECTED?

- **Shortage of skilled workers is not (yet) a big issue for the Phoenix Mecano Group:**
 - Out of 10 global production sites, 7 (in Germany, Hungary, Romania, USA) reported moderate availability
 - 2 (in China and India) reported high availability of skilled workers.
 - Only Switzerland said availability of skilled workers was low.

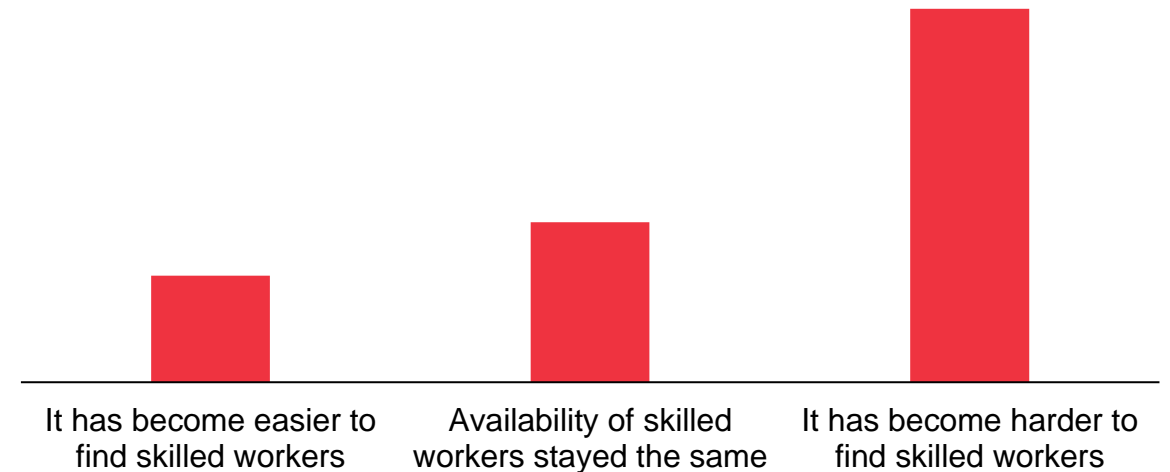
How would you rate the availability of skilled workers in your area?



TO WHAT EXTENT ARE PHOENIX MECANO'S GLOBAL PRODUCTION SITES AFFECTED?

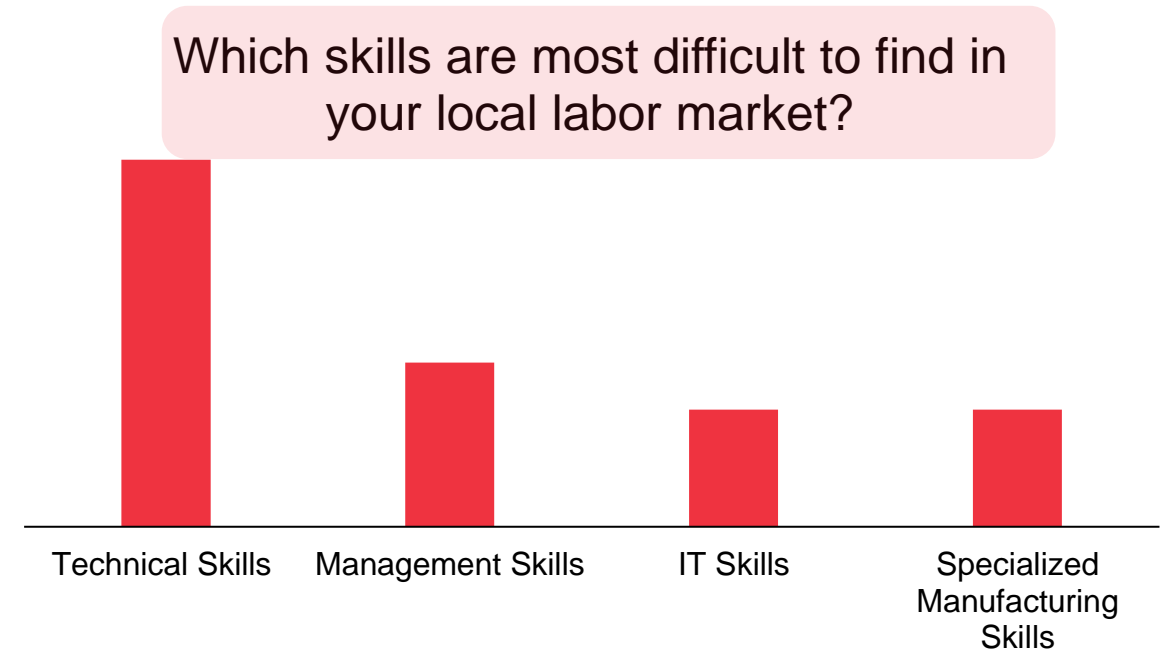
- **There is a clear trend**, even if the situation is not the same everywhere:
 - 5 sites said it has become harder to find skilled workers
 - At 3 sites, availability remained unchanged
 - 2 sites said it had become easier to find skilled workers

How has the availability of skilled workers evolved over the past 5 years?



TO WHAT EXTENT ARE PHOENIX MECANO'S GLOBAL PRODUCTION SITES AFFECTED?

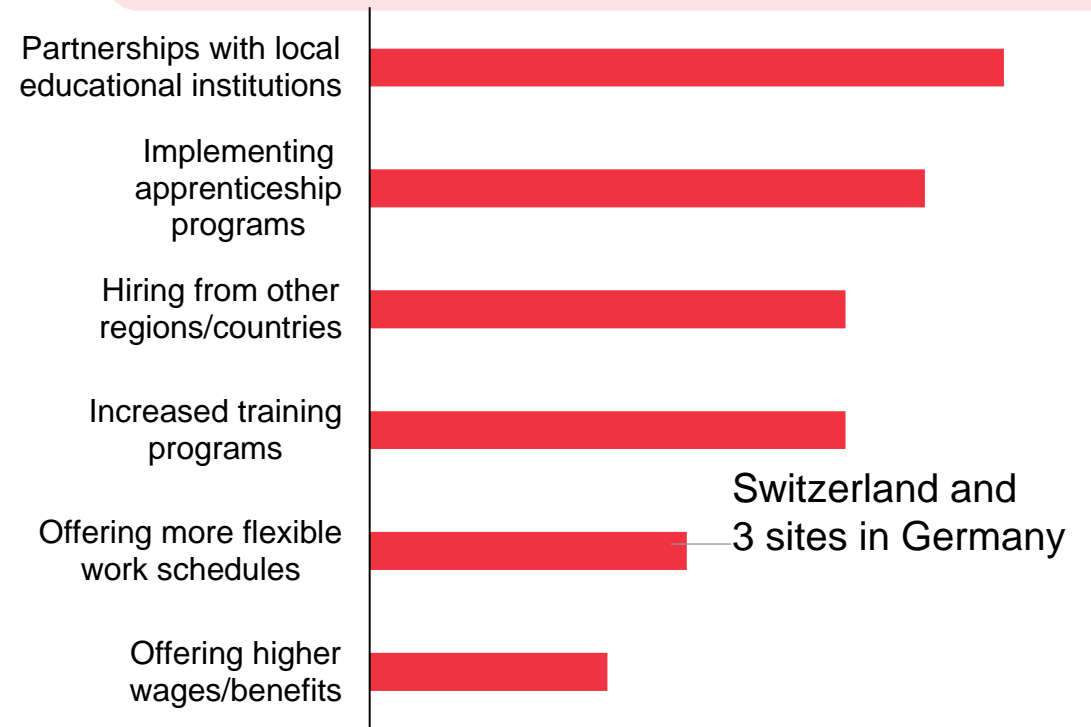
- **Employees with technical skills** such as engineers or machine operators are the most difficult to find across the Group (8 out of 10 sites).
- Management skills, IT skills and specialized manufacturing skills are all at similar levels



WHAT STRATEGIES ARE ADOPTED TO ADDRESS THE SHORTAGE OF SKILLED WORKERS?

- Phoenix Mecano's production sites focus on measures related to **education and training, both internally and externally.**
- Hiring from other regions/countries has been mentioned by half of the sites.
- Offering more flexible work schedule has only been mentioned by the sites in Germany (3) and in Switzerland (1).

What strategies have you implemented to address the shortage of skilled workers?



DIGITAL HOSPITAL SOLUTIONS





PHOENIX MECANO