



PHOENIX MECANO



CAPITAL MARKETS DAY

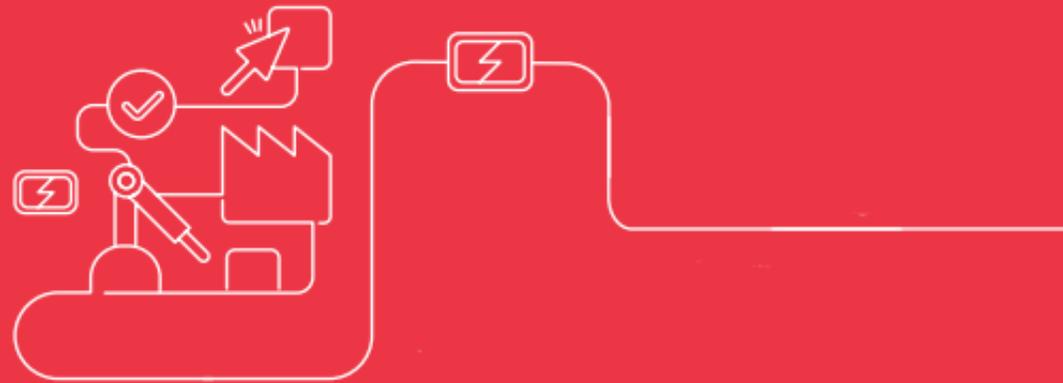
Phoenix Mecano AG
1 December 2022

AGENDA & ZIELE

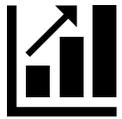
- 09.30 Die Phoenix Mecano-Gruppe im Überblick
Dr. Rochus Kobler
- 09.50 Trends in der smarten Produktion von morgen
Dr. Gregor Langer
- 10.10 Vom Gehäuse zur kundenspezifischen Lösung
Dr. Heinz Werner Rixen
- 10.30 Video-Interview mit *Dr. Josef Gross*
- 10.45 Lokale Wertschöpfung für Kunden in der Schweiz – *Michael Jahn*
- 11.00 Kurze Pause
- 11.15 Betriebsrundgang
- 12.15 Q&A und Abschluss
- Apéro riche

- Blick hinter die Kulisse der ‘Company Presentation’
- ‘Equity Story’ untermauern mit:
 - Führungsteam der Gruppe und Spartenleitung
 - Aktivitäten der Sparten
 - Produkten und Applikationen
- Phoenix Mecano – ‘Investment Case’
 - Die transformierte Phoenix Mecano-Gruppe
 - Rückblick Business Performance Q3/22
 - Gruppenziele und Spartenstrategien

**A GLOBAL
TECHNOLOGY GROUP
FOCUSING ON
PROFITABLE GROWTH
IN MARKETS
OF THE FUTURE**

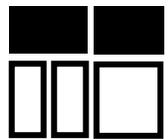


A GLOBAL TECHNOLOGY GROUP LISTED IN SWITZERLAND



EUR ~800 million sales

- High-tech components and modular solutions
- Revenue 50% Europe and 50% rest of the world



2 growth areas
3 focused divisions

- Long-term growth strategy
- Executed in 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

EQUITY STORY – 7 REASONS TO INVEST

**Profitable
growth
and
steady
returns**

1. Leading positions in two growth areas driven by megatrends
2. Balanced portfolio with three clearly focused divisions
3. Customer-centric value proposition emphasizing operational excellence and market proximity
4. Growth aspirations and profitability targets supported by consistent strategy execution
5. DewertOkin Technology Group with significant potential for additional value creation
6. Solid balance sheet and stable cash flows secure regular distribution to shareholders
7. Committed anchor shareholder with long-term entrepreneurial perspective

LEADING POSITIONS IN TWO GROWTH AREAS

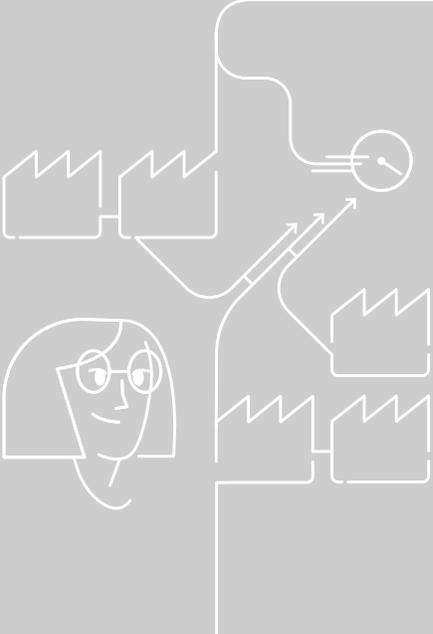
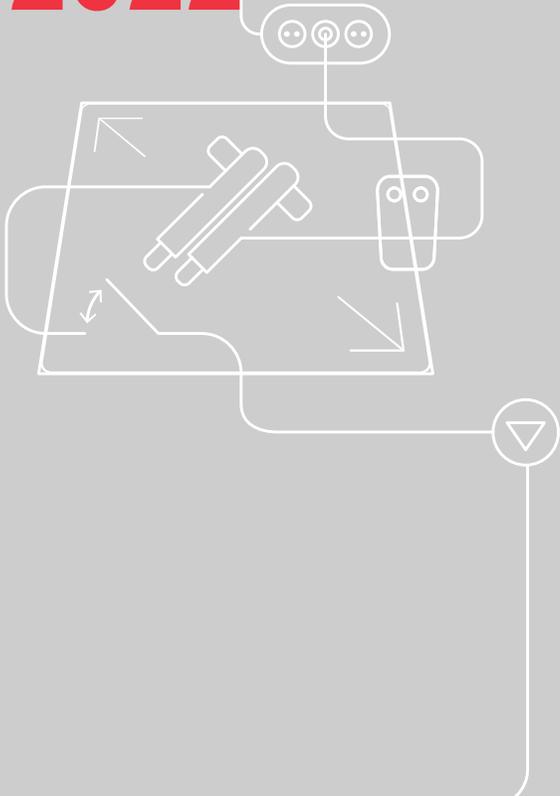
GROWTH AREAS	Industrial Applications		Smart Furniture
DIVISIONS	Industrial Components 28% of Group sales	Enclosure Systems 24% of Group sales	DewertOkin Technology Group 48% of Group sales
GLOBAL NICHES	<ul style="list-style-type: none"> Automation Modules Measuring Technology 	<ul style="list-style-type: none"> Industrial and electronic enclosures 	<ul style="list-style-type: none"> Drive systems for comfort furniture
MARKET POSITIONS	<ul style="list-style-type: none"> Leading provider in Germany for profile and linear technology Technology leader in measuring technology and electromechanical components 	<ul style="list-style-type: none"> Market leader in Europe with above 50% market share 	<ul style="list-style-type: none"> Leading provider of drive systems for the comfort furniture industry worldwide with above 30% market share

WITH THREE CLEARLY FOCUSED DIVISIONS

GROWTH AREAS	Industrial Applications		Smart Furniture
DIVISIONS	Industrial Components	Enclosure Systems	DewertOkin Technology Group
GROWTH DRIVERS	<ul style="list-style-type: none"> • Industrial automation and Robotics • Digitalization / Industrial IoT • Decarbonization • Environment, health and safety 		<ul style="list-style-type: none"> • Demographic changes • Smart home E-Health • Ergonomics
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

Current Financials

BUSINESS PERFORMANCE Q1–Q3 2022



Q1–Q3 2022 RESULTS

Results in EUR million/in %

	Q1–Q3 2021	Q1–Q3 2022	+/-
Incoming orders	646.1	620.6	–3.9%
Gross sales	611.4	606.9	– 0.7%
Book-to-Bill Ratio	105.7%	102.3%	–3.4 pp
Operating result (excl. one-off items)	41.1	43.7	+6.3%
Margin (excl. one-off items)	6.7%	7.2%	+0.5 pp
Operating result	41.1	37.8	–8.0%
Margin	6.7%	6.2%	–0.5 pp
Result of the period	27.3	25.7	–5.8%

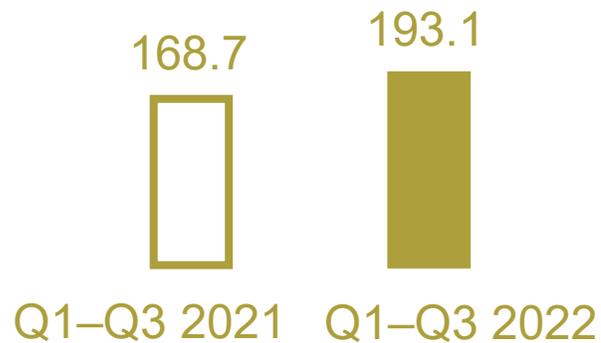
HIGHLIGHTS

- High level of sales and incoming orders in industrial activities
- Sustainable turnaround of Industrial Components division
- Increased profitability before special items – Confirmed guidance
- DOT around break-even through “perfect storm”
- Divestment of Phoenix Mecano Digital Elektronik and Phoenix Mecano Digital Tunisie
 - Signed on 14 November 2022, closing expected in 2–4 months and being subject to customary closing conditions 100% shares of PMDE and PMDT acquired at book value by Cicor Group
 - Net Sales (2022) of EUR >30 million with ~260 employees
 - Focus on core business
 - Free up of liquidity

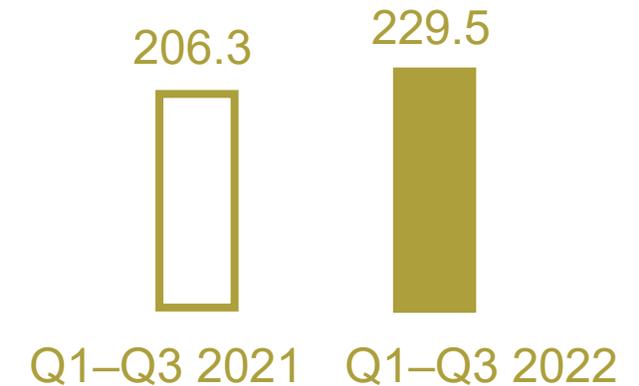
INDUSTRIAL COMPONENTS – PROVEN SUSTAINABLE TURNAROUND

- Strong demand for industrial automation
- High activity in project business for renewable energy generation, transmission and storage
- Focus on profitable and high margin activities

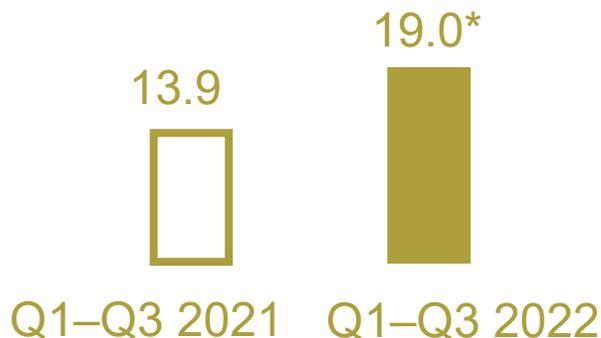
Gross sales | EUR million



Incoming orders | EUR million



Operating result | EUR million



Operating margin | in %

9.8%*

* Excluding one-off impact of special items

SPEAKER



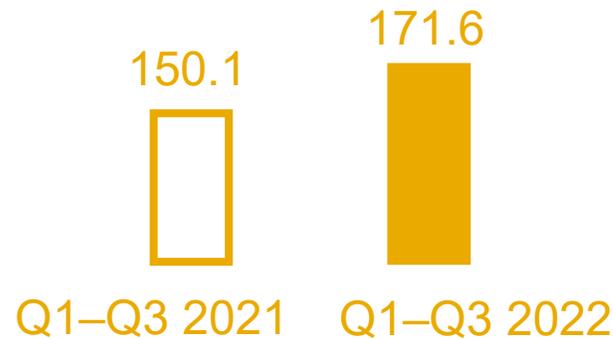
Dr Gregor Langer
Head of Business Area Automation Modules
(RK Rose+Krieger)

With Phoenix Mecano since 2021

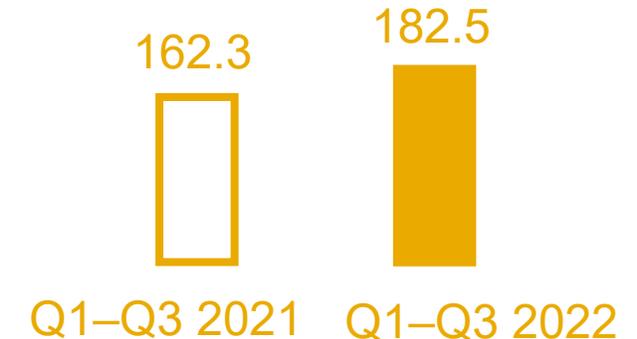
ENCLOSURE SYSTEMS – PROVEN STRONG PERFORMANCE

- Booming market for electronic enclosures driven by industrial digitalization
- High demand for industrial enclosures with integrated electronics and human machine interfaces
- Execution of a stringent pricing strategy with strong pricing power

Gross sales | EUR million



Incoming orders | EUR million



Operating result | EUR million



Operating margin | in %

16.2%

SPEAKER



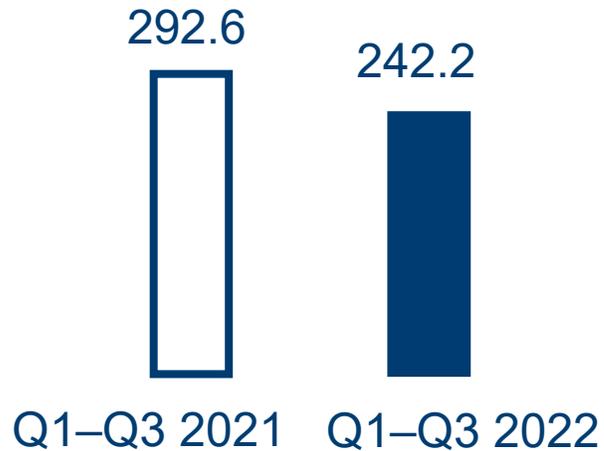
Dr Heinz Werner Rixen
Head of Enclosure Systems division

With Phoenix Mecano since 2013

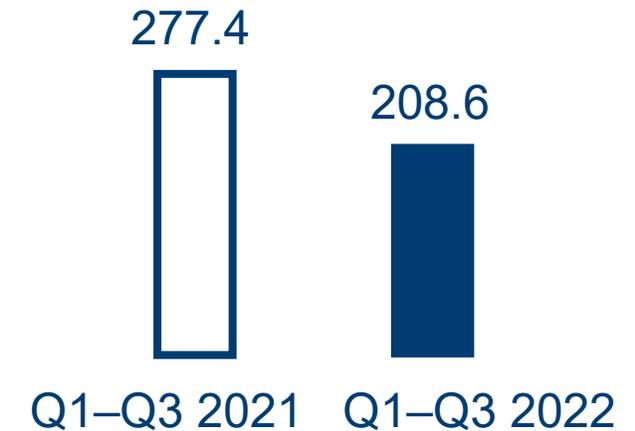
DEWERTOKIN TECHNOLOGY GROUP – BREAK-EVEN IN “PERFECT STORM”

- High inflation in American end markets with negative impact on demand for electrically adjustable furniture
- Increased prices for raw materials and logistics
- Supply chain disruptions

Gross sales | EUR million



Incoming orders | EUR million



Operating result | EUR million



Operating margin | in %

–0.3%

SPEAKER



Dr Josef Gross
Head of DewertOkin Technology Group division

With Phoenix Mecano since 2009

SPEAKER



Michael Jahn

Managing Director Phoenix Mecano
Komponenten AG, Stein am Rhein

*With Phoenix Mecano since 1997
In this position since 2012*

NEW MEMBERS OF GROUP MANAGEMENT



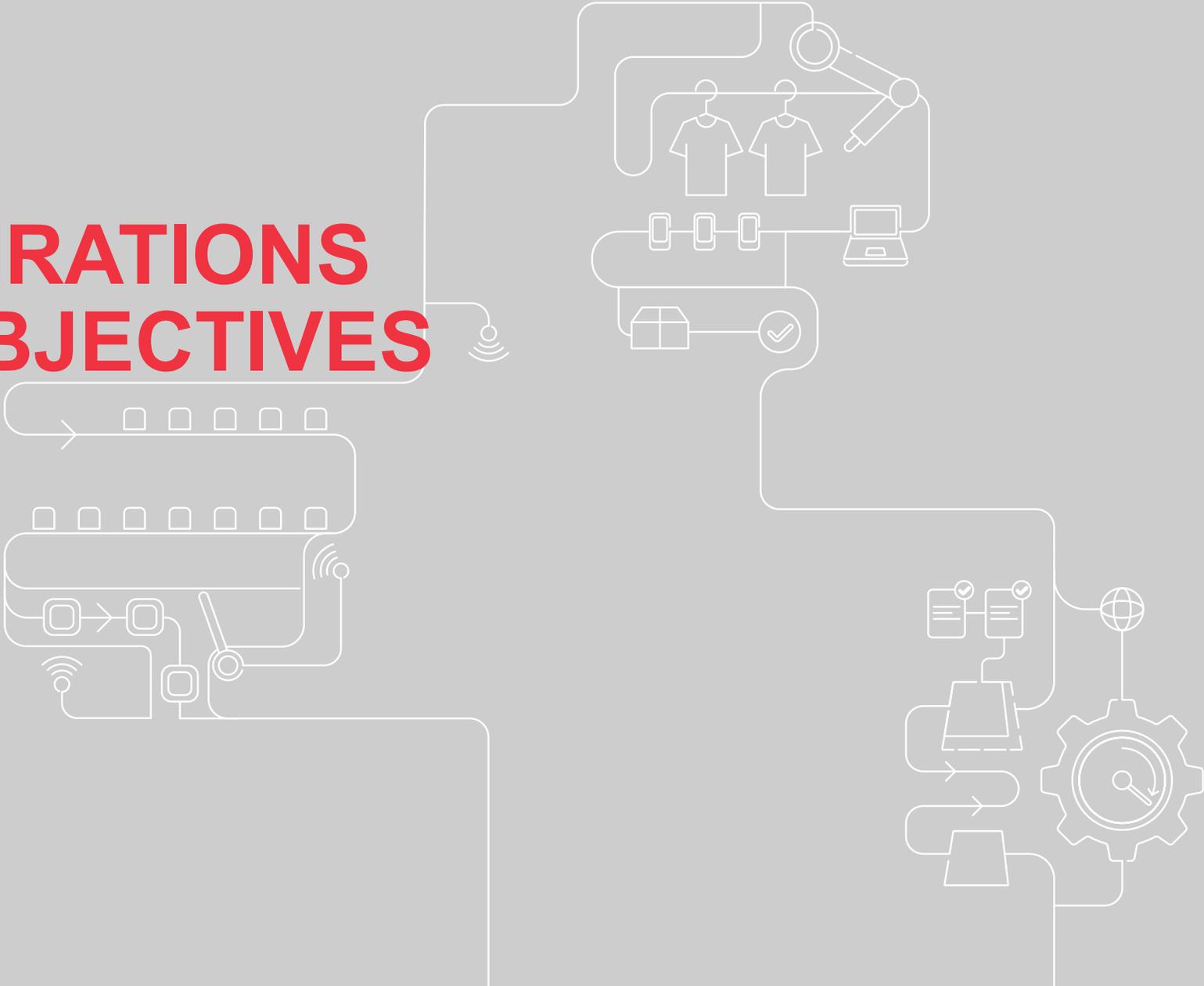
Ines Kljucar
Chief Commercial Officer
(1980)
MSc International
Management /
MBA INSEAD



Lothar Schunk
Chief Operating Officer
(1978)
PHD Mechanical
Engineering / BSc Economics

- **2019–2022 Head of International Sales & Marketing**
 - **2016–2019 Deputy COO**
 - 2015–2016 Head of Marketing at Körber Medipak
 - 2010–2015 Sen. Manager Strategic Marketing at Bosch
 - 2013 Global Executive MBA, INSEAD
 - 2006–2010 Senior Consultant at Roland Berger
 - 2006 MSc Corporate Finance, International Management, Berlin
- **2019–2022 Head of Operations & Technology**
 - **2016–2019 Deputy COO**
 - 2014–2016 Director Process Office at Tetra Laval Group
 - 2010–2014 Project Manager at Boston Consulting Group
 - 2010 BSc Economics, Distance Learning University Hagen
 - 2008 PhD Mechanical Engineering, ETH Zurich
 - 2005 MSc Mechanical Engineering, University of Stuttgart

GROWTH ASPIRATIONS STRATEGIC OBJECTIVES



GROWTH ASPIRATIONS AND PROFITABILITY TARGETS (1/2)

Group-level

Strategic mid-term targets 2026

Growth

Organic 4–6%

Total 6–10%



**Profitable
Growth**

Returns to shareholders

Return on Capital

ROCE > 15%

Profitability

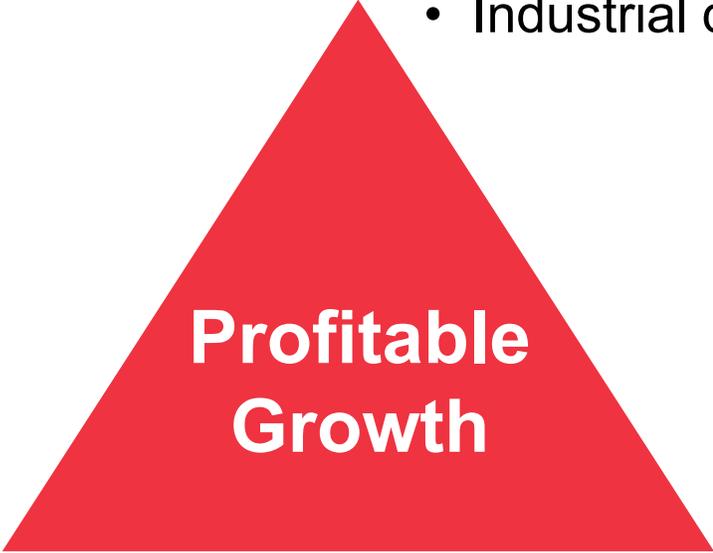
EBIT-Margin 8–12%

GROWTH ASPIRATIONS AND PROFITABILITY TARGETS (2/2)

Current performance

Growth

- DOT – >10%
- Industrial divisions – GDP+



**Profitable
Growth**

Returns to shareholders
Return on Capital
ROCE > 15%



Profitability

- DOT – High single-digit EBIT
- Industrial divisions – double-digit EBIT



STRATEGIES FOR INDUSTRIAL ACTIVITIES AND SMART FURNITURE

GROWTH AREAS	Industrial Applications		Smart Furniture
DIVISIONS	Industrial Components	Enclosure Systems	DewertOkin Technology Group
STRATEGY	<ul style="list-style-type: none"> • Leverage European leadership positions • Expand market share on global basis • Further emphasize innovation leadership • Strategic investments in digitalization 		<ul style="list-style-type: none"> • Regain profitability • Materialize value drivers • Exploit window of opportunity for further growth • Continue strategic investments

INVESTMENT CASE, HIGHLIGHTS AND TERM TARGETS

INVESTMENT CASE

1.	Leading positions in two growth areas driven by megatrends
2.	Balanced portfolio with three clearly focused divisions
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CURRENT TRADING HIGHLIGHTS

- DOT break-even through “perfect storm”
- Sustainable turnaround of Industrial Components division
- Increased profitability before special items

STRATEGIC MID-TERM TARGETS 2026

1. Growth rate: 6–10% p.a. overall
2. Industrial activities: double-digit EBIT margin
3. DOT: high single-digit EBIT margin
4. ROCE > 15%



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