



PHOENIX MECANO



GLOBAL COMPETENCE, LOCAL VALUE

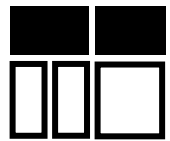
Phoenix Mecano
Investor Presentation
September 2024

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



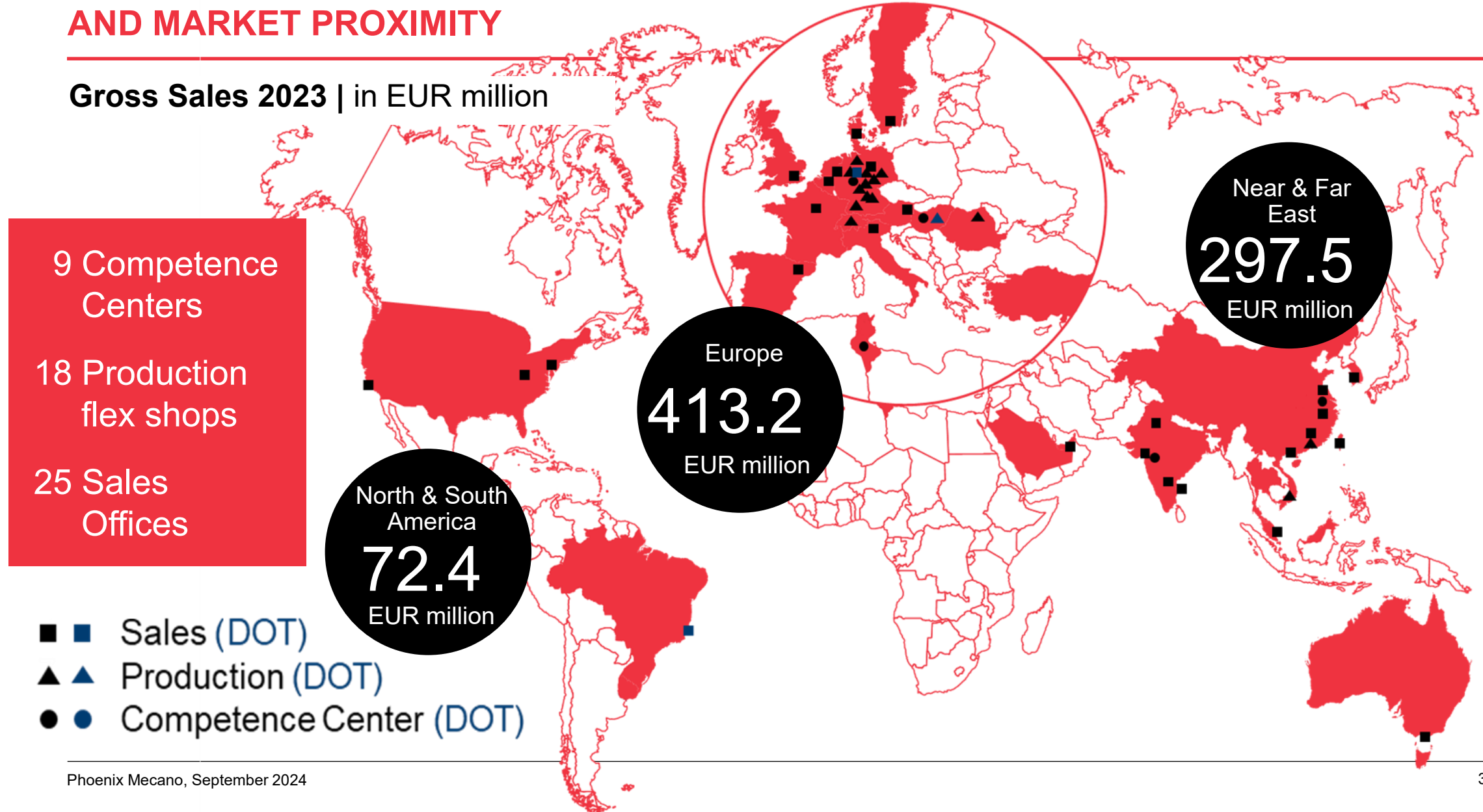
Founded 1975

Going public 1988

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

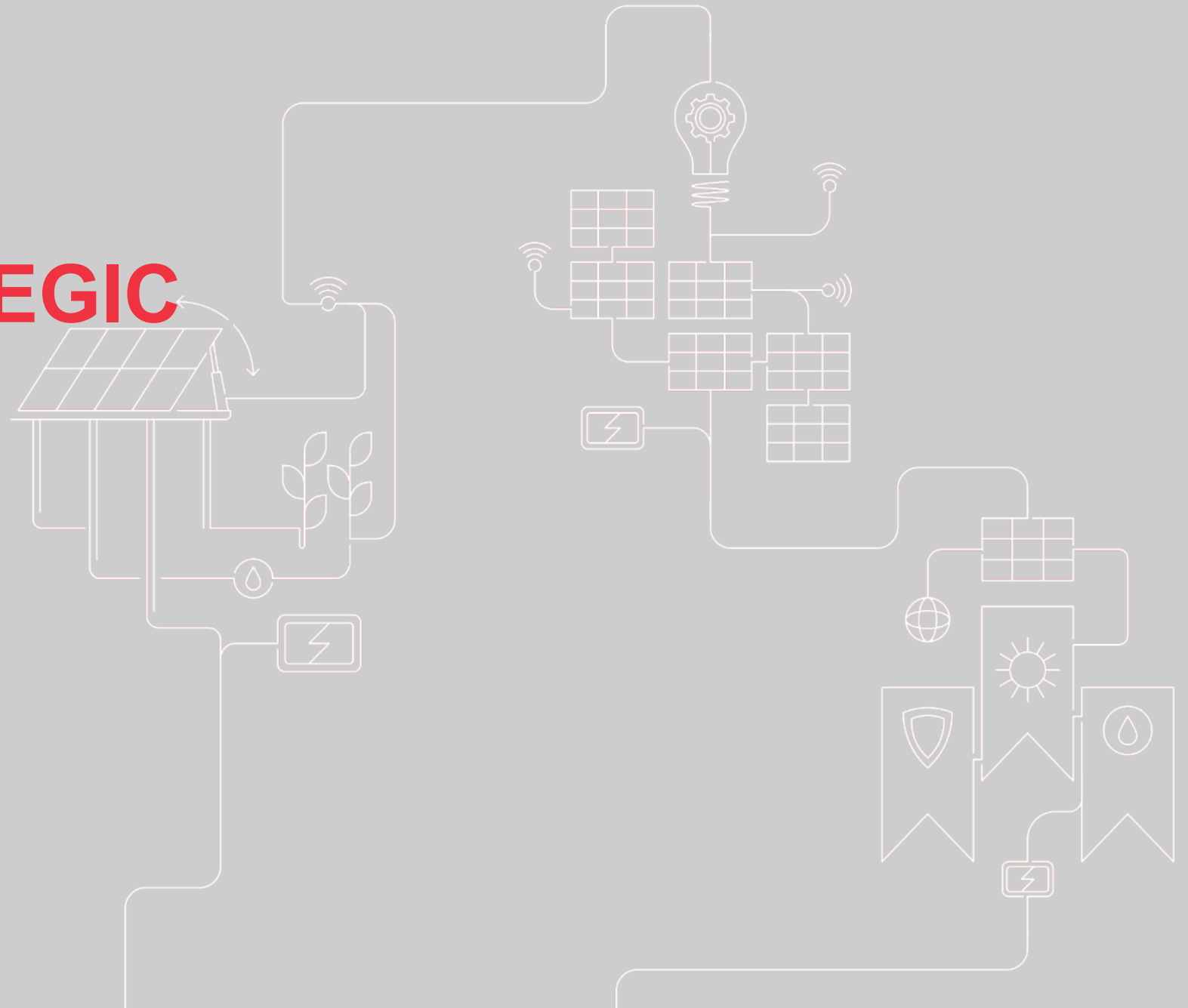
GLOBAL PRESENCE – EMPHASIZING OPERATIONAL EXCELLENCE AND MARKET PROXIMITY

Gross Sales 2023 | in EUR million



Investment Case

OUR STRATEGIC FOCUS



OUR STRATEGIC FOCUS

**Streamlining
Portfolio**




**Focus on
Profitability**

- 1** Balanced portfolio with leading market positions
- 2** Proven customer-centric business model
- 3** Reliable shareholder returns underpinned by strong cashflow generation
- 4** Growth aspirations and profitability targets
- 5** DewertOkin Technology Group with potential for additional value creation

BALANCED PORTFOLIO WITH LEADING MARKET POSITIONS

GROWTH AREAS	Industrial Solutions		Smart Furniture
FOCUSED DIVISIONS	Industrial Components	Enclosure Systems	DewertOkin Technology Group
GROWTH DRIVERS	<ul style="list-style-type: none">• Industrial Automation and Robotics• Industrial Digitalization• Decarbonization		<ul style="list-style-type: none">• Smart Home• Demographic changes
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

ILLUSTRATIVE APPLICATIONS

GROWTH AREAS	Industrial Solutions		Smart Furniture
FOCUSED DIVISIONS	Industrial Components	Enclosure Systems	DewertOkin Technology Group
GROWTH DRIVERS	<ul style="list-style-type: none">Industrial Automation and Robotics 		<ul style="list-style-type: none">Smart Home  

Value Proposition

PROVEN BUSINESS MODEL



PROVEN BUSINESS MODEL – CUSTOMER-CENTRIC VALUE PROPOSITION

1. Standardize

Bundling demand, developing and manufacturing industrial components

Economies
of scale

2. Customize

Customized adaptations for niche markets and industrial applications

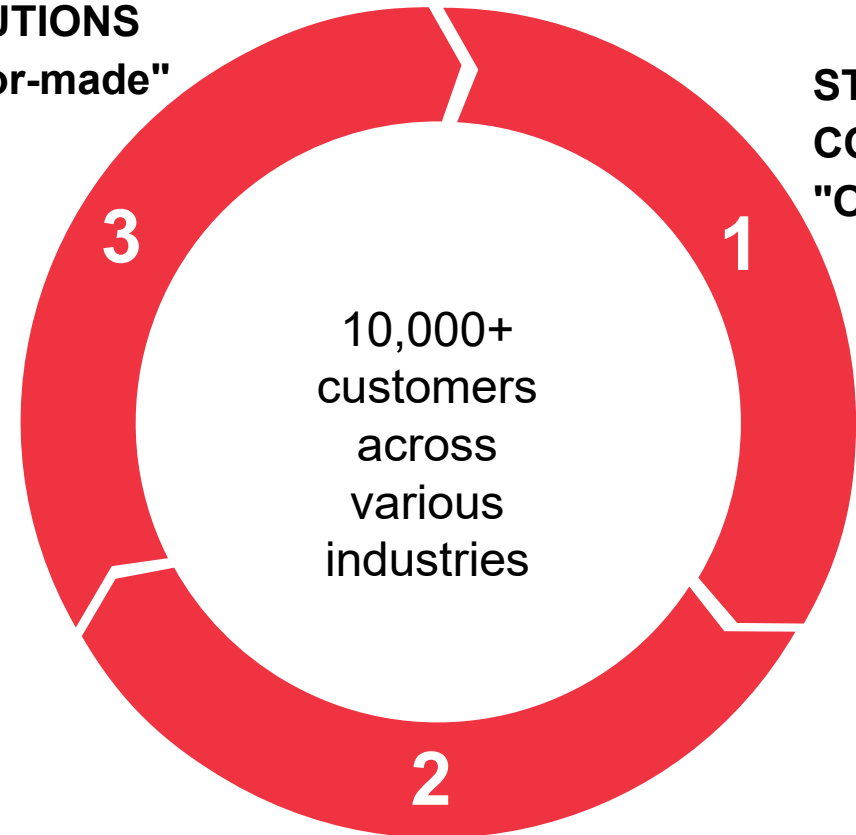
Pricing
power

3. Innovate & Integrate

Design-in solutions & system integration in close cooperation with our customers

Innovation
partnership

CUSTOM-DESIGNED
SOLUTIONS
"Tailor-made"

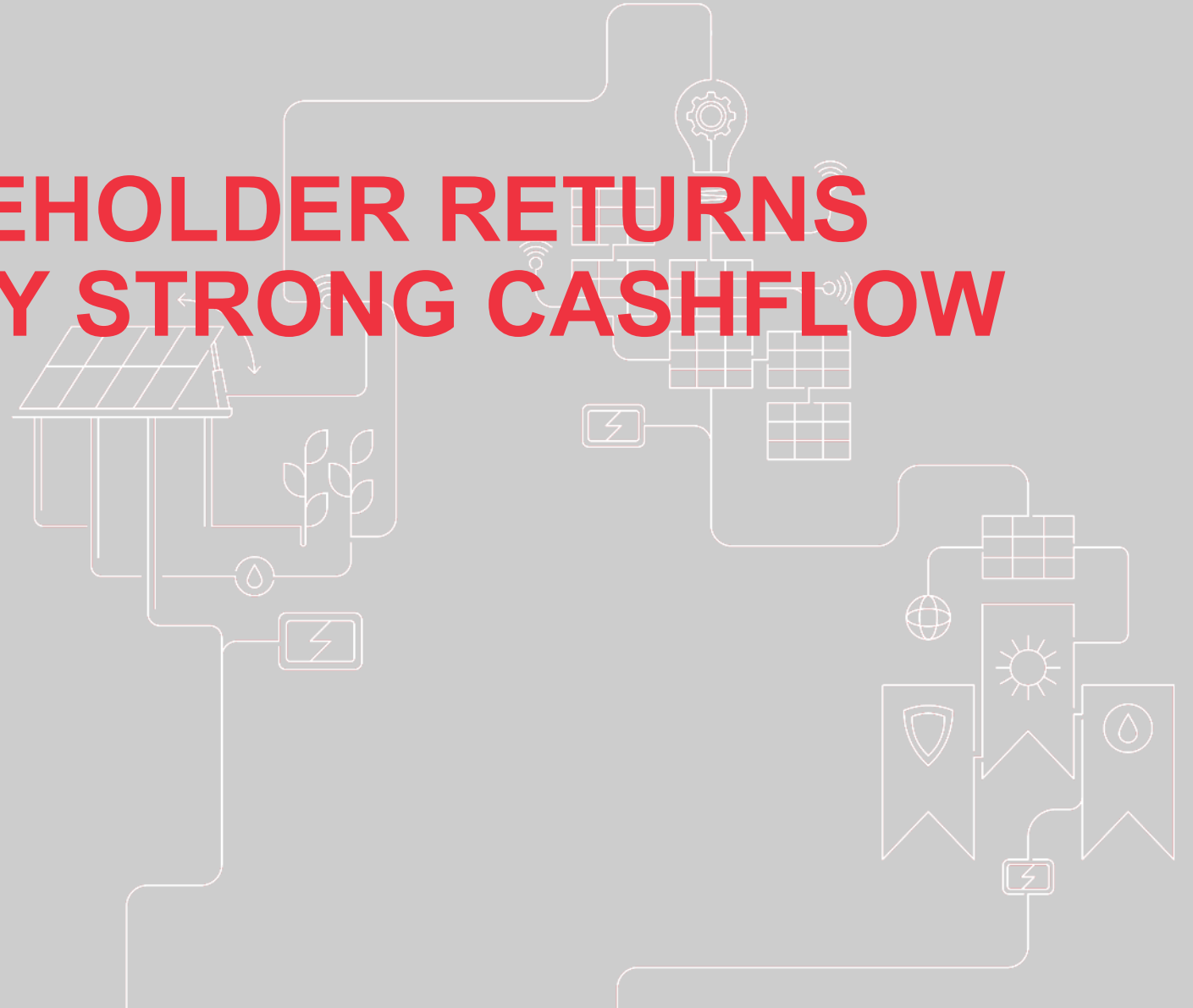


STANDARD
COMPONENTS
"Off-the-shelf"

CUSTOMIZED MODULAR SOLUTIONS
"Made-to-measure"

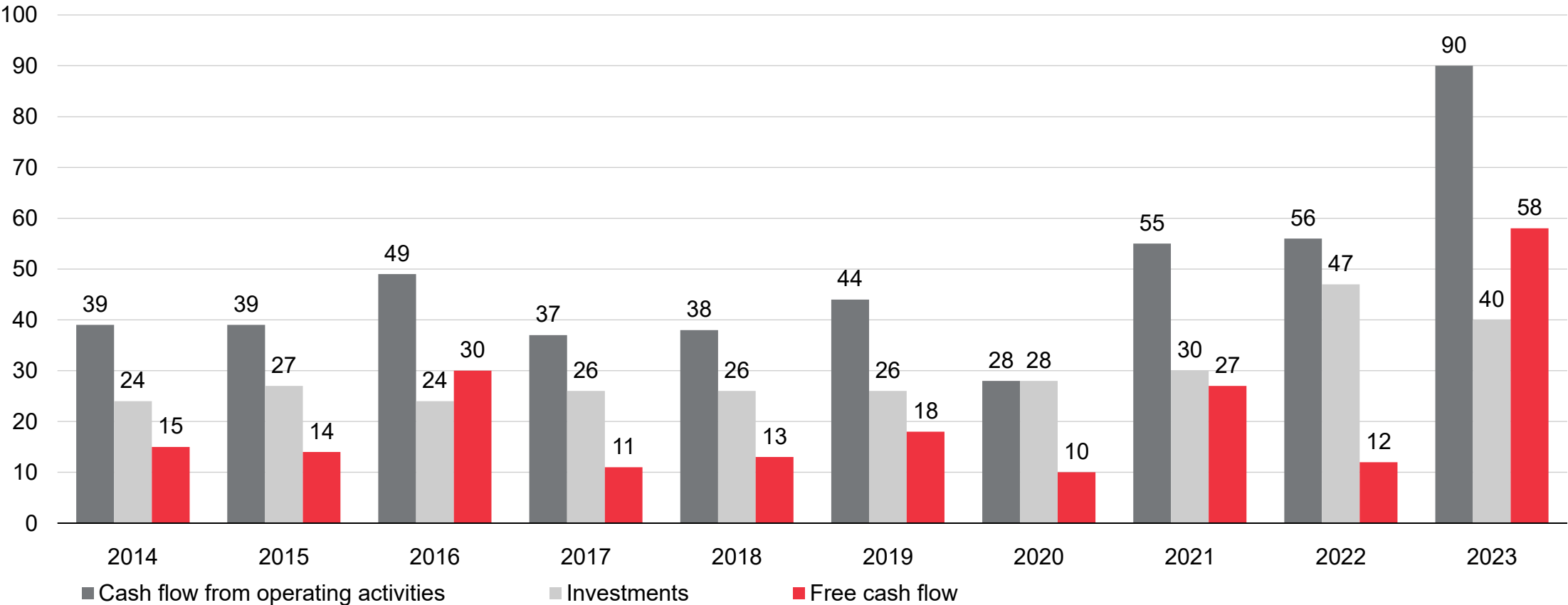
Shareholder Return

RELIABLE SHAREHOLDER RETURNS UNDERPINNED BY STRONG CASHFLOW GENERATION



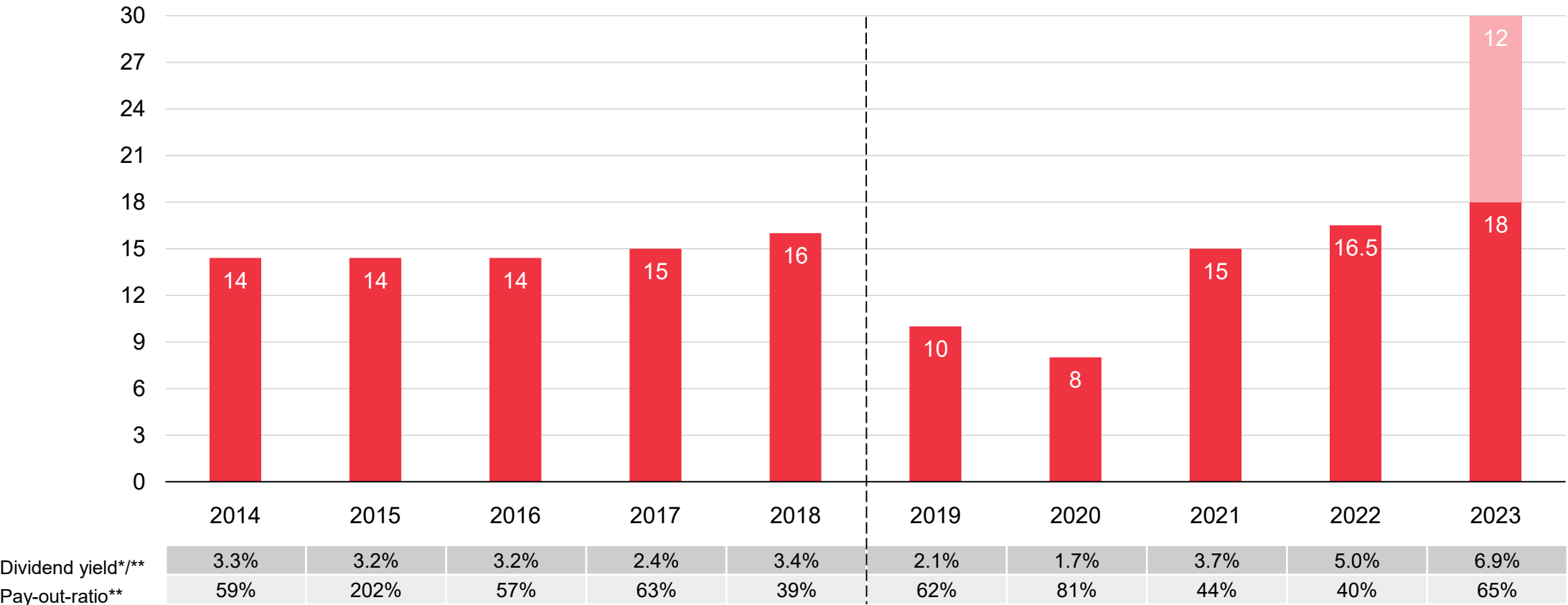
STRONG CASH FLOW GENERATION

Cash Flow and Investments | in EUR million



SIGNIFICANT CASH RETURN TO SHAREHOLDERS

Dividends 2014 – 2023 | in CHF



■ Dividends ■ Special dividend

| 2019–2023 according to Swiss GAAP FER
*Based on year-end stock value ** Proposed dividends vs. net result

Investment Case

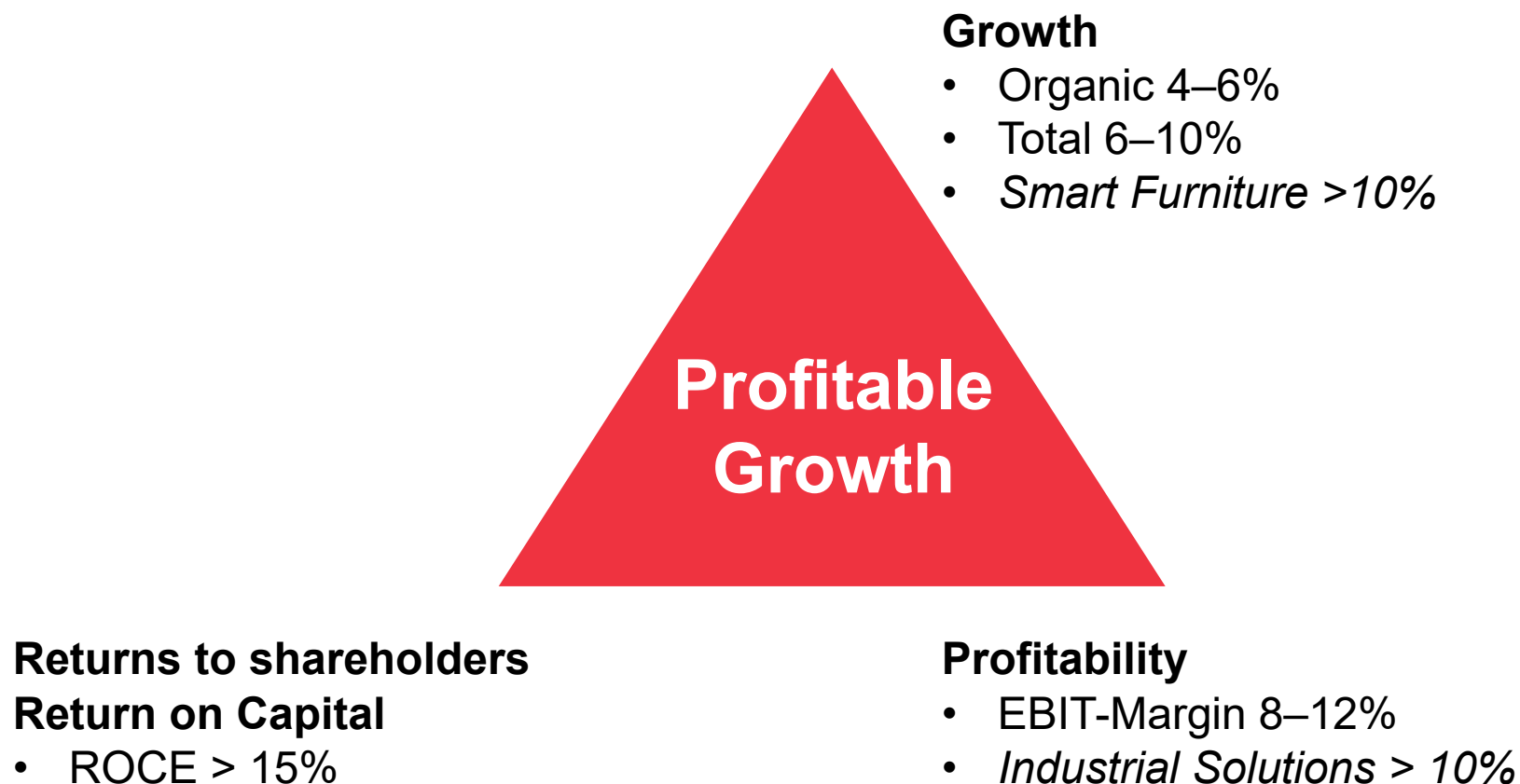
GROWTH ASPIRATIONS AND PROFITABILITY TARGETS



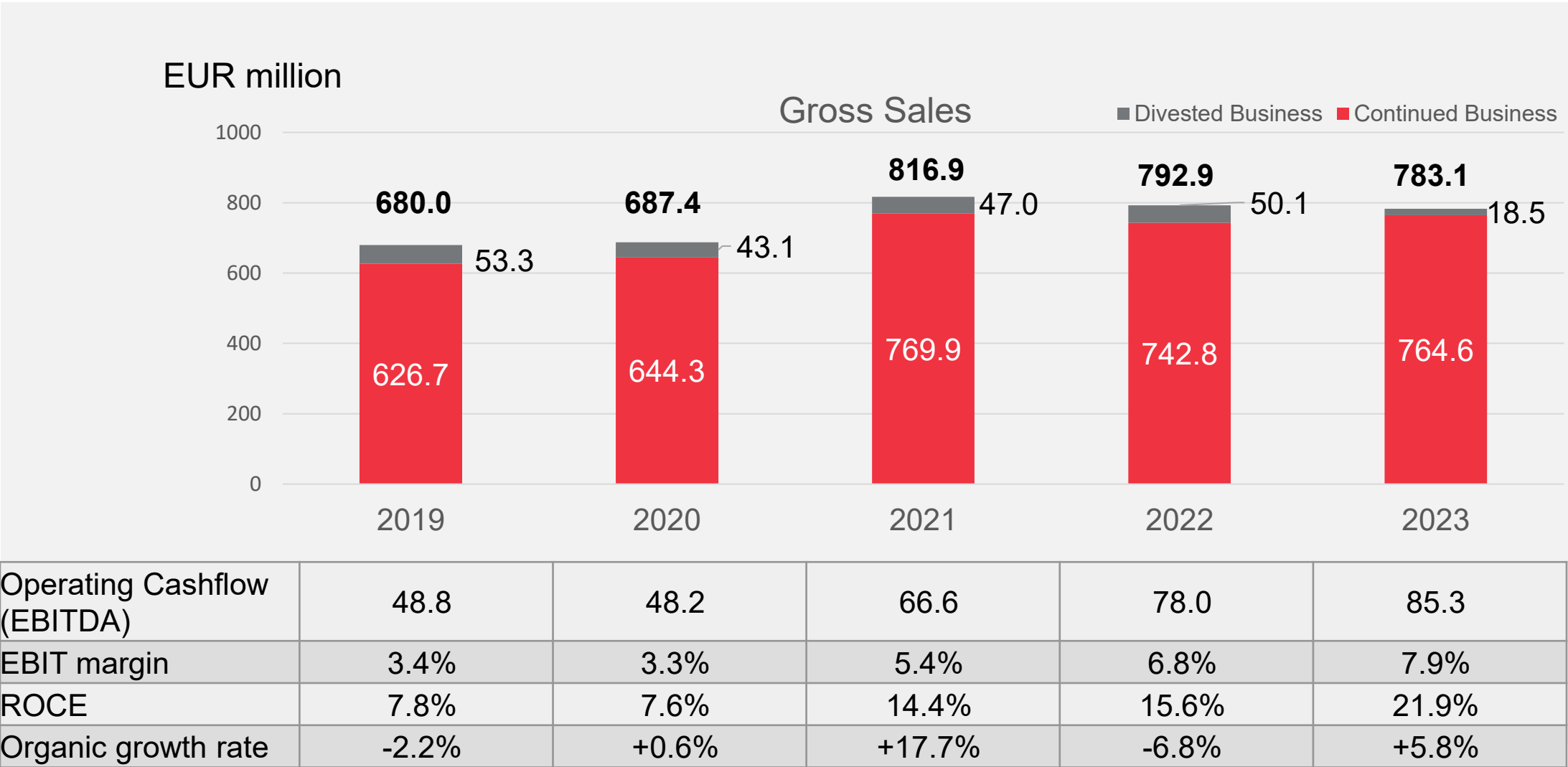
GROWTH ASPIRATIONS AND PROFITABILITY TARGETS

Group-level

Strategic mid-term targets 2026

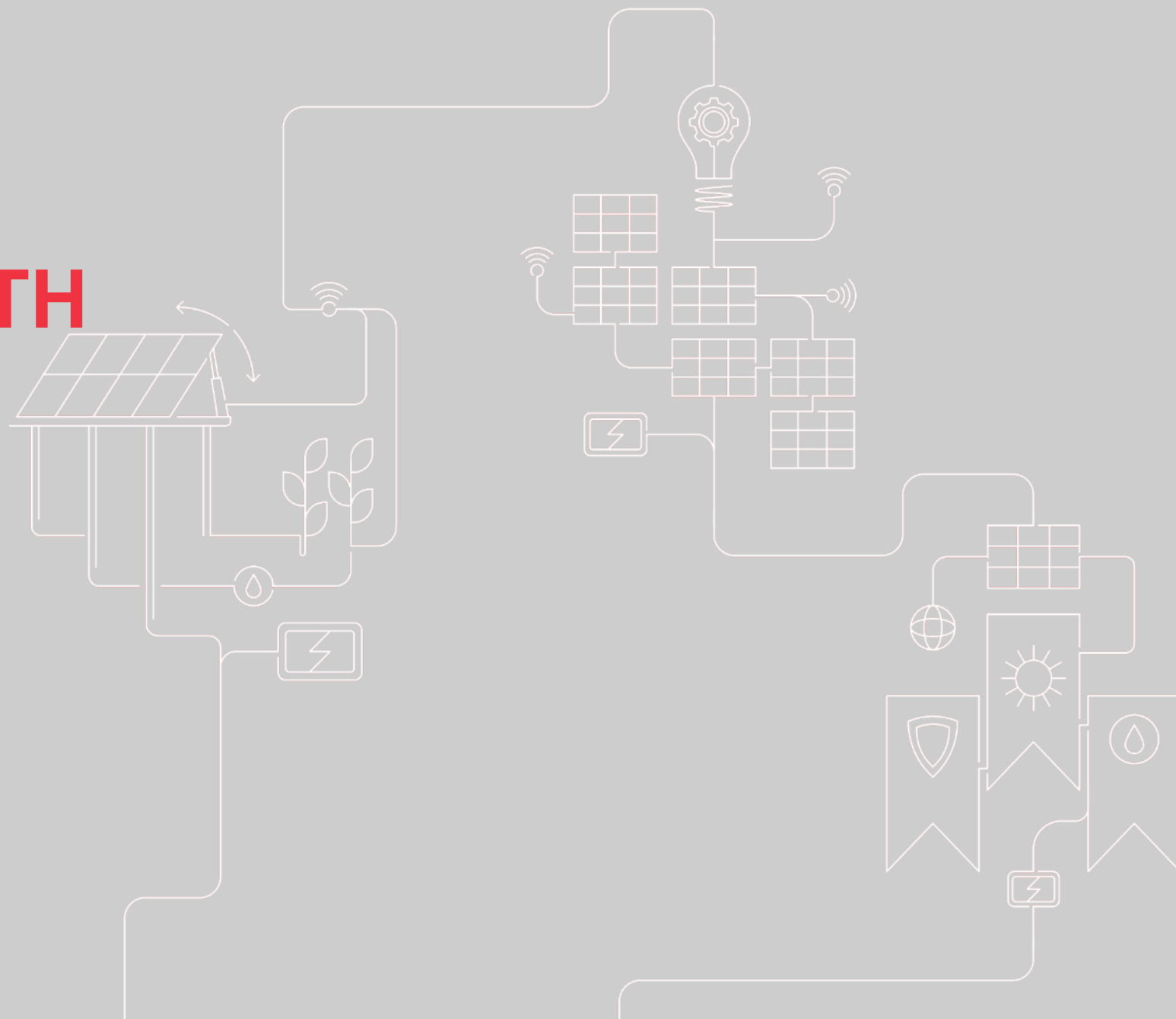


OUR STRATEGIC FOCUS



Megatrends

OUR GROWTH DRIVERS



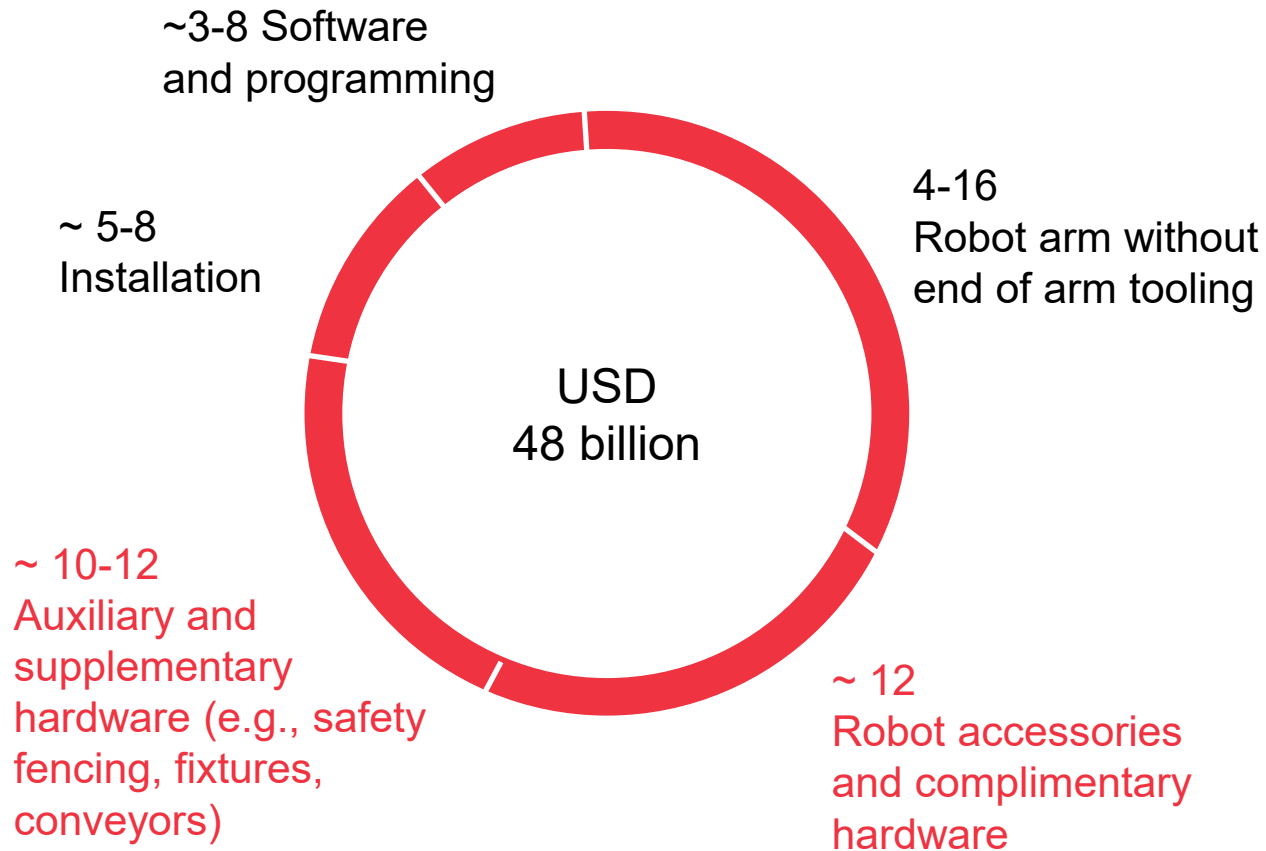
Growth Area – Industrial Automation and Robotics

- Factory Automation and Robotics
- Industrial Digitalization
- Internet of Things
- Shortage of Skilled Labor
- Reshoring



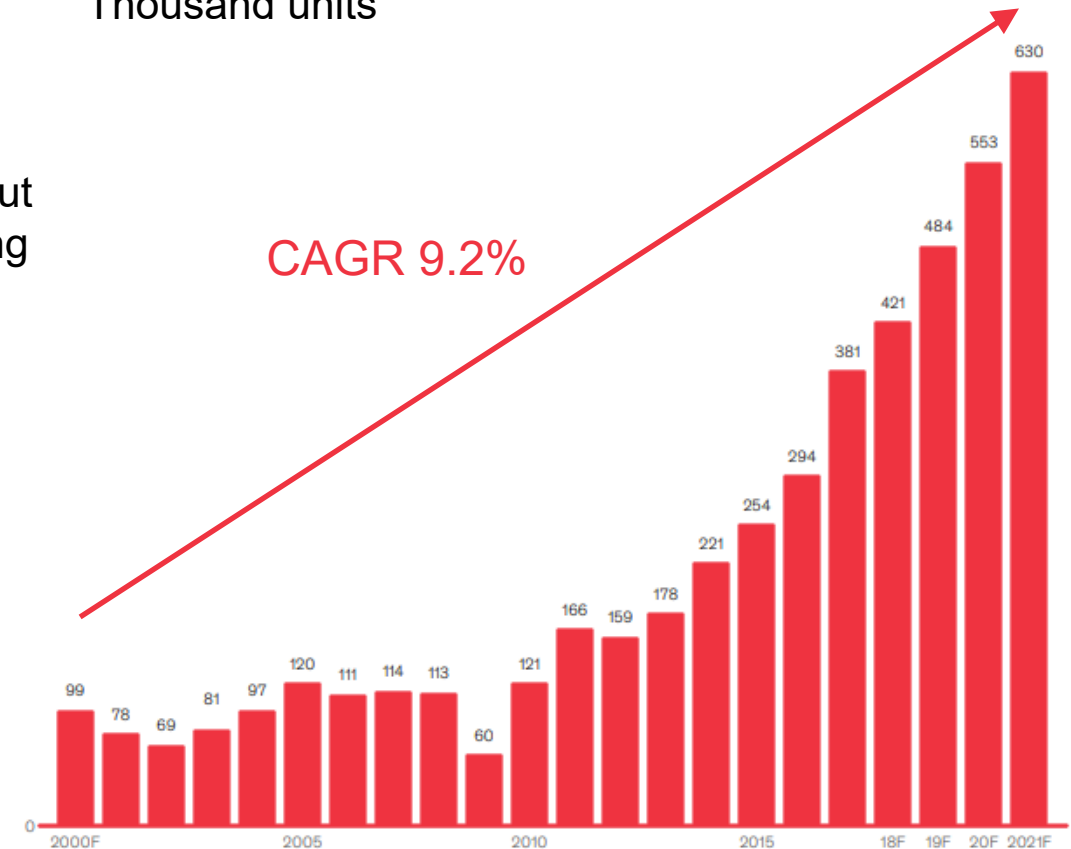
ROBOT SYSTEMS MARKET

Global Robot Systems Market



Annual shipments of industrial robots worldwide

Thousand units



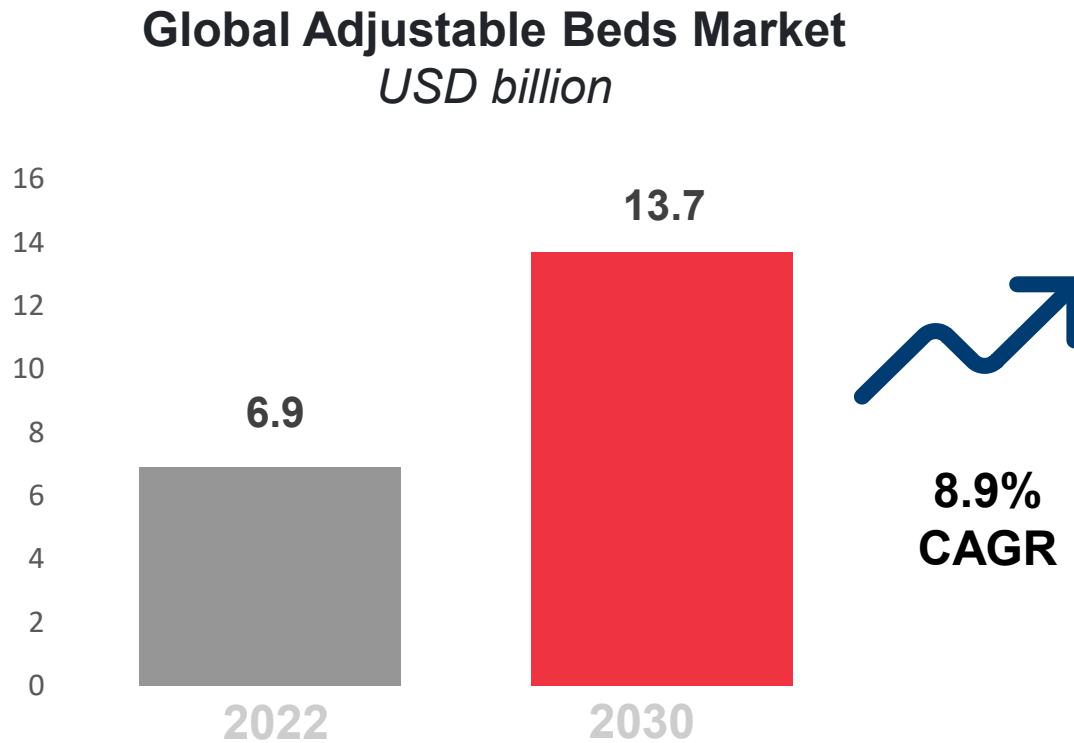
Source: Industrial robotics – Insights into the sector's future growth dynamics (McKinsey, 2019)

Growth Area – Smart Furniture

- Aging society
- Growing middle-class
- Ergonomics in homeoffices and workplaces
- Digital health
- Smart home



MARKET POTENTIAL SMART FURNITURE (2/2)



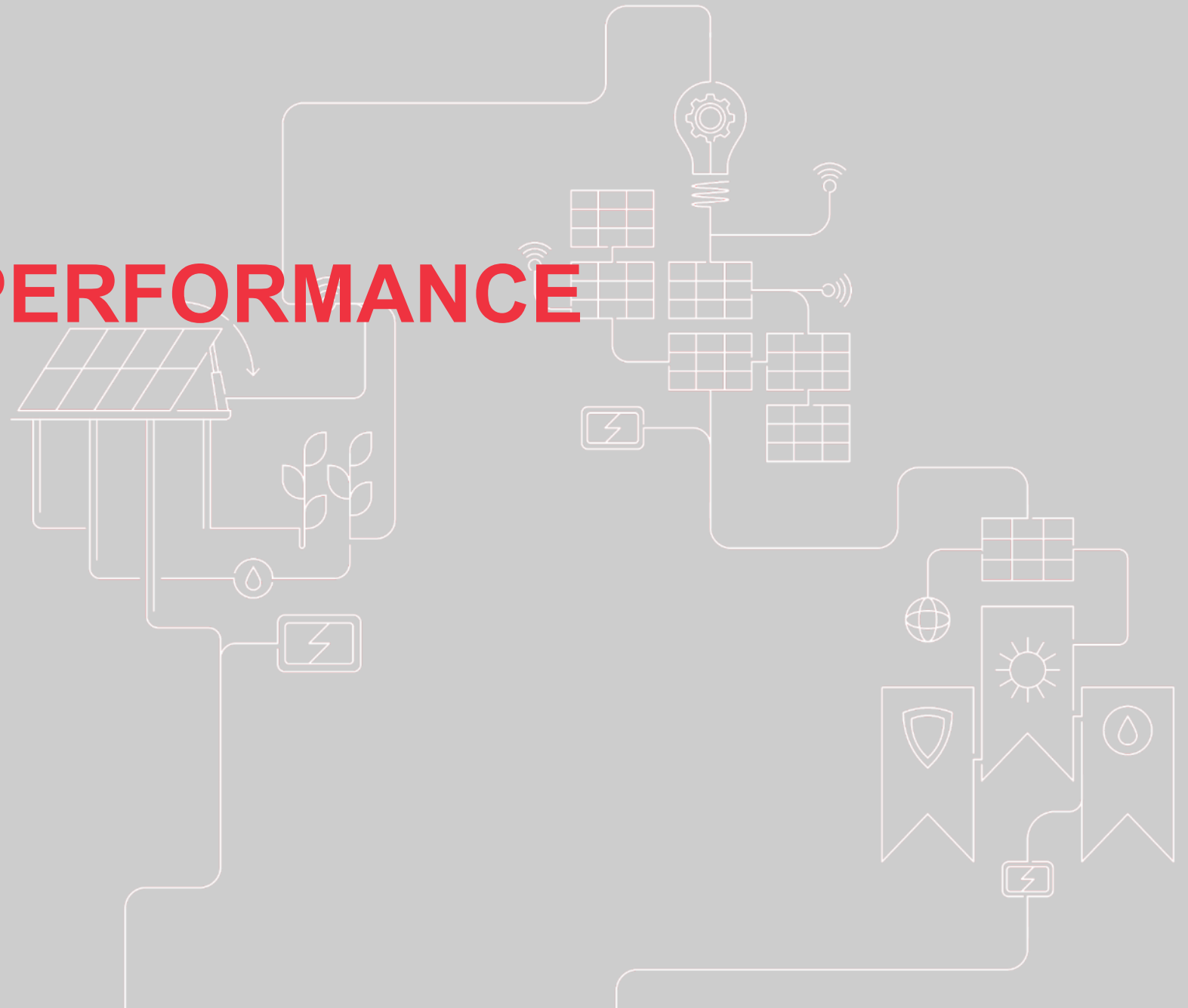
- Increasing penetration rate for automated furniture → USA > 60% (EU > 10%)
- Going for «higher growth» through organic growth drivers:
 - Increasing number of drives per set
 - Vertical integration
 - Electronic periphery
 - Integrated sensor technology
 - Digitalization of drives

Source: SkyQuest Technology Group

<https://www.skyquestt.com/report/adjustable-beds-and-mattress-market>

Current Financials

BUSINESS PERFORMANCE H1 2024



CONSOLIDATED RESULTS H1 2024

- Group sales declined due to economic slowdown and divestments
- Industrial activities impacted by sluggish demand in Europe, particularly in Germany
- Continued turnaround of DOT Group
- Integration of production for DOT mechanism technology
- Product innovations for applications in growth areas
- Bolt-on acquisition for Measuring Technology

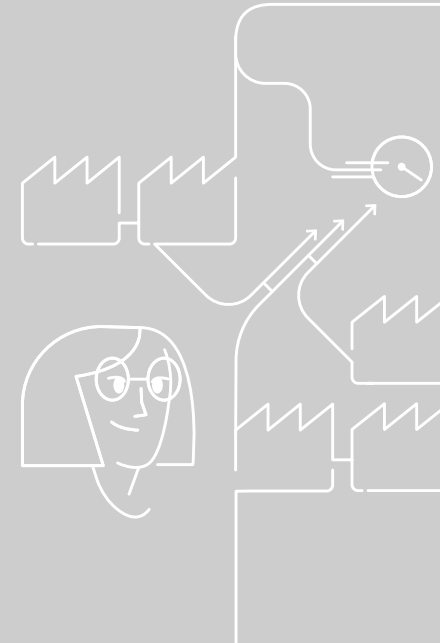
EUR million	H1 2023	H1 2024	+/-
Gross sales	409.0	386.2	-5.6%
Operating result	30.2	26.2	-13.2%
in % of sales	7.4%	6.8%	-0.6pp
Result of the period	20.5	18.2	-11.5%

OUTLOOK 2024

- Visibility still low and numerous uncertainty factors remain
- First signs of economic recovery – Phoenix Mecano expects upturn to continue
- Recovery may come too late to fully compensate backlog from H1 2024
- Updated guidance: Operating result between unchanged from previous year and 20% decline from previous year

DewertOkin Technology Group

UPDATE NEW INDUSTRIAL PARK AND TECHNOLOGY CENTRE IN JIAXING



NEW INDUSTRIAL PARK

Location: Jiaxing (Shanghai)
Operational ramp-up: 2023
Floor space: 115.000 sqm
Investment: Up to EUR 100 million

Rationale

- Consolidate existing locations
- Improve operational efficiency
- Increase vertical integration
- Materialize operational leverage
- Establish global R&D centre
- Space for future growth

Plan

- Partial listing of DewertOkin in China
- Substantial participation of local leadership team





智慧工厂

SMART FACTORY

The factory includes three manufacturing centers: smart home, healthy office and smart medical care

It covers seven core production processes including injection molding, aluminum processing, painting, welding, Surface Mounted Tec. (SMT), DC motor production and final assembly.



注塑车间#1F
INJECTION WORKSHOP



喷涂车间#2F
PAINTING WORKSHOP



焊接车间#2F
WELDING WORKSHOP



升降柱总装#3F
LIFT ASSEMBLY WORKSHOP



铝材加工#1F
ALUMINUM WORKSHOP



驱动器总装#2F
ASSEMBLY WORKSHOP



马达车间#4F
DC MOTOR WORKSHOP




电子车间 (SMT+控制系统) #4F
ELECTRONIC WORKSHOP

EQUITY STORY

STREAMLINING PORTFOLIO FOCUS ON PROFITABILITY

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2. Proven customer-centric business model
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- Net cash position by end of year – Launch of share buyback program
 - Increased focus through divestments and improved profitability
 - Turnaround of DewertOkin Technology Group division
 - Organic development H1 2024: net sales –1,7% incoming orders +1.0%



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