



Value Engineering Specialist

ZKB Swiss Equity Conference
Zurich | November 6, 2024



Agenda

- 01 Positioning of SFS**
- 02 Organizational development**
- 03 Guidance & Group priorities**
- 04 Updates from selected Divisions**

Positioning of SFS

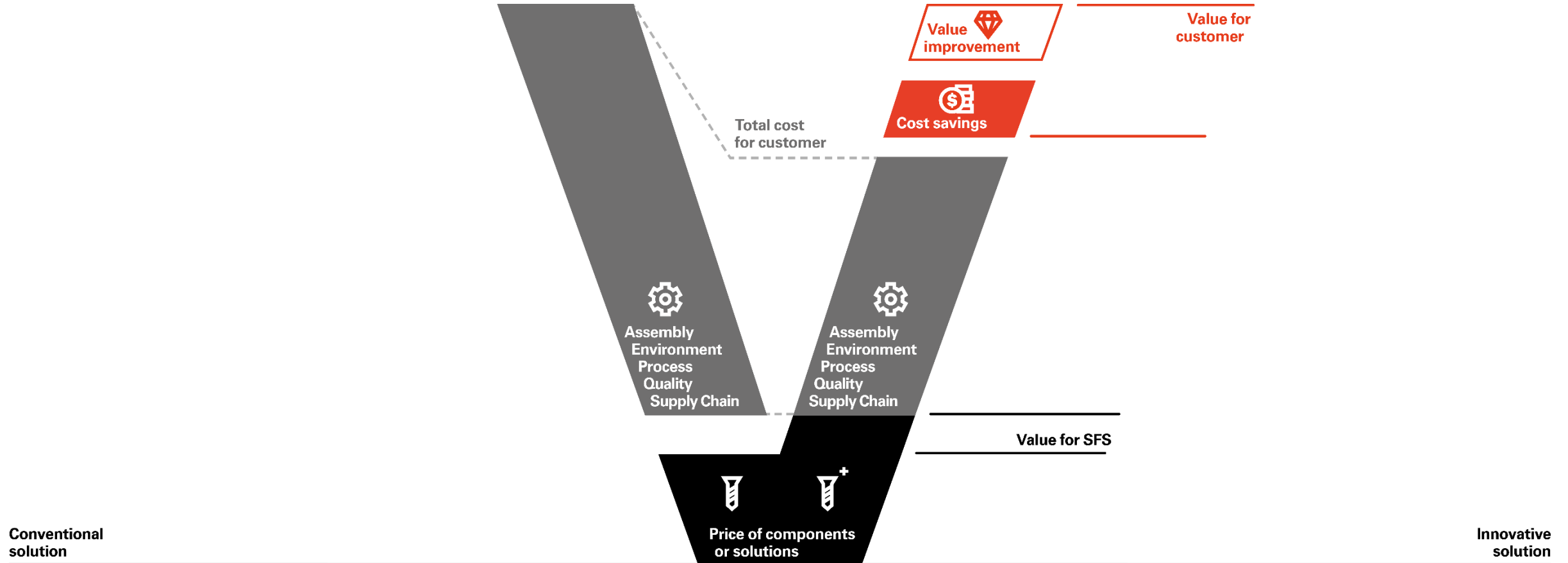
Mission-critical products for selected end markets

We are by your side – 24/7



Our value proposition

Inventing success together



Global sales & manufacturing platform

Customer proximity supported by local presence

140
locations
in 35
countries



North America

40 Locations
(7 production sites)

Europe

85 Locations
(20 production sites)

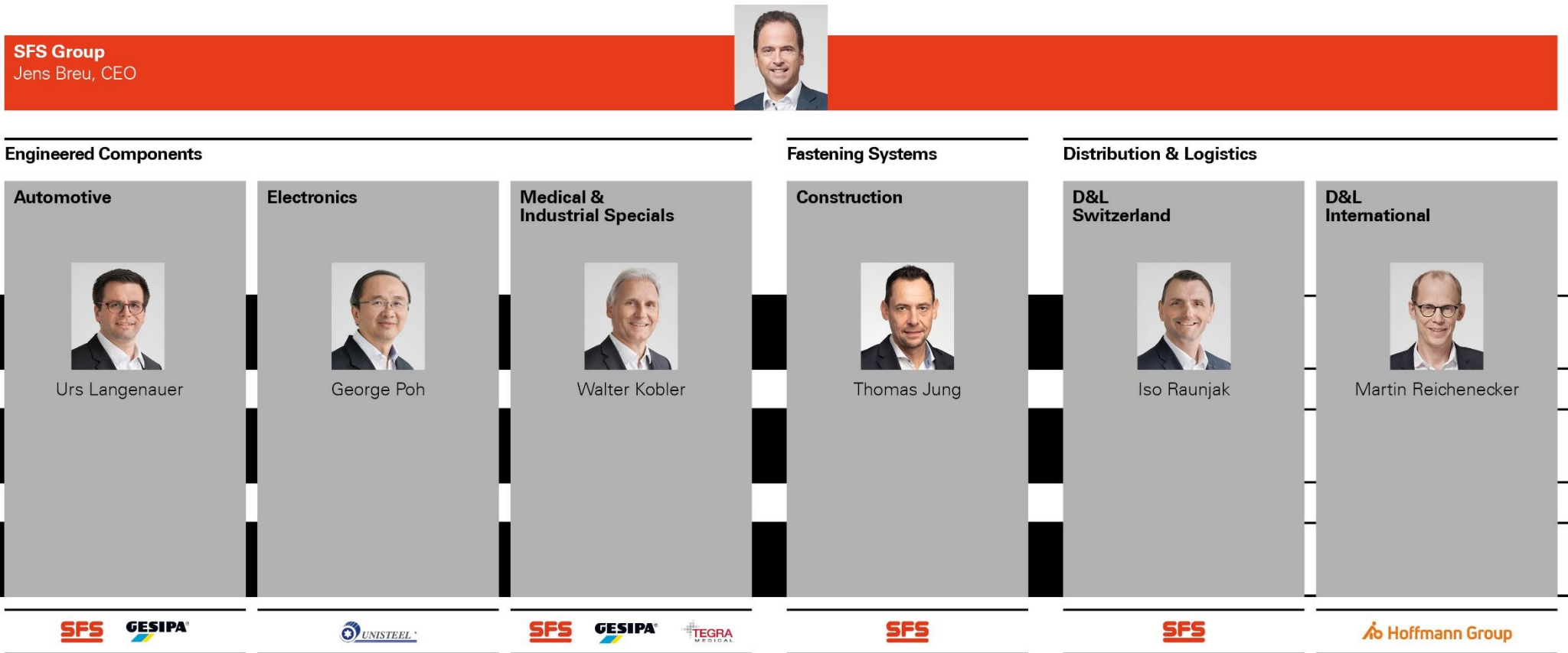
Asia, others

15 Locations
(5 production sites)

Organizational development

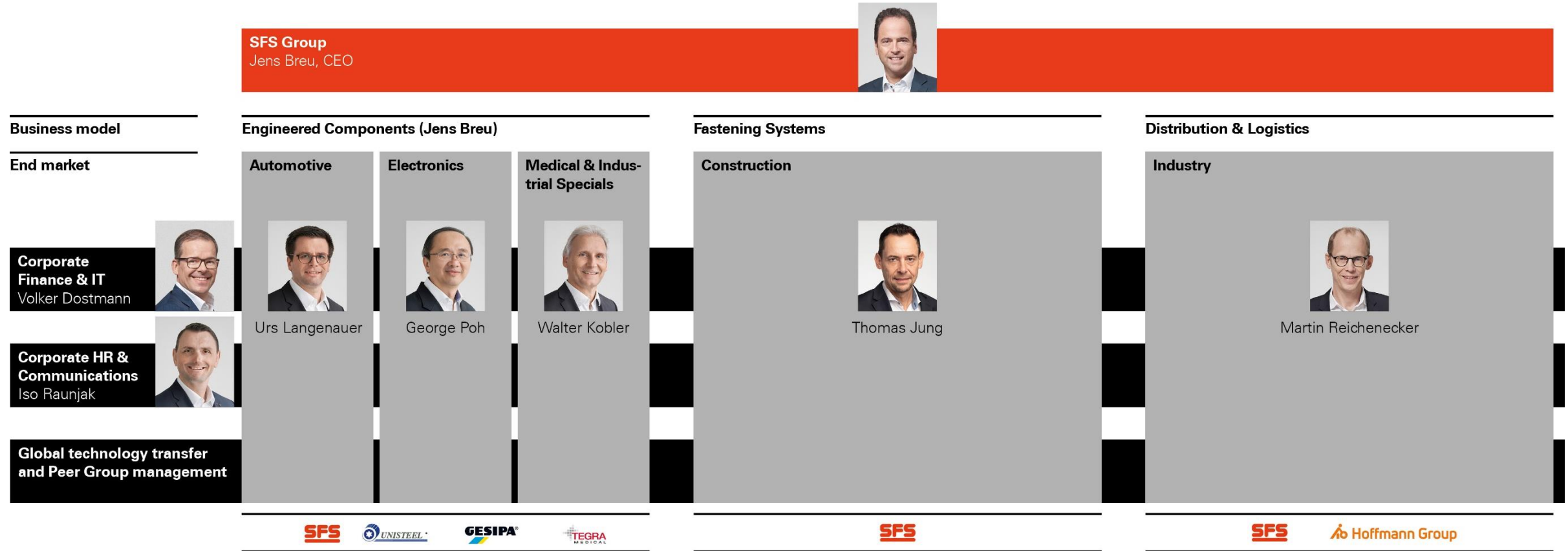
Group structure

Today's organization



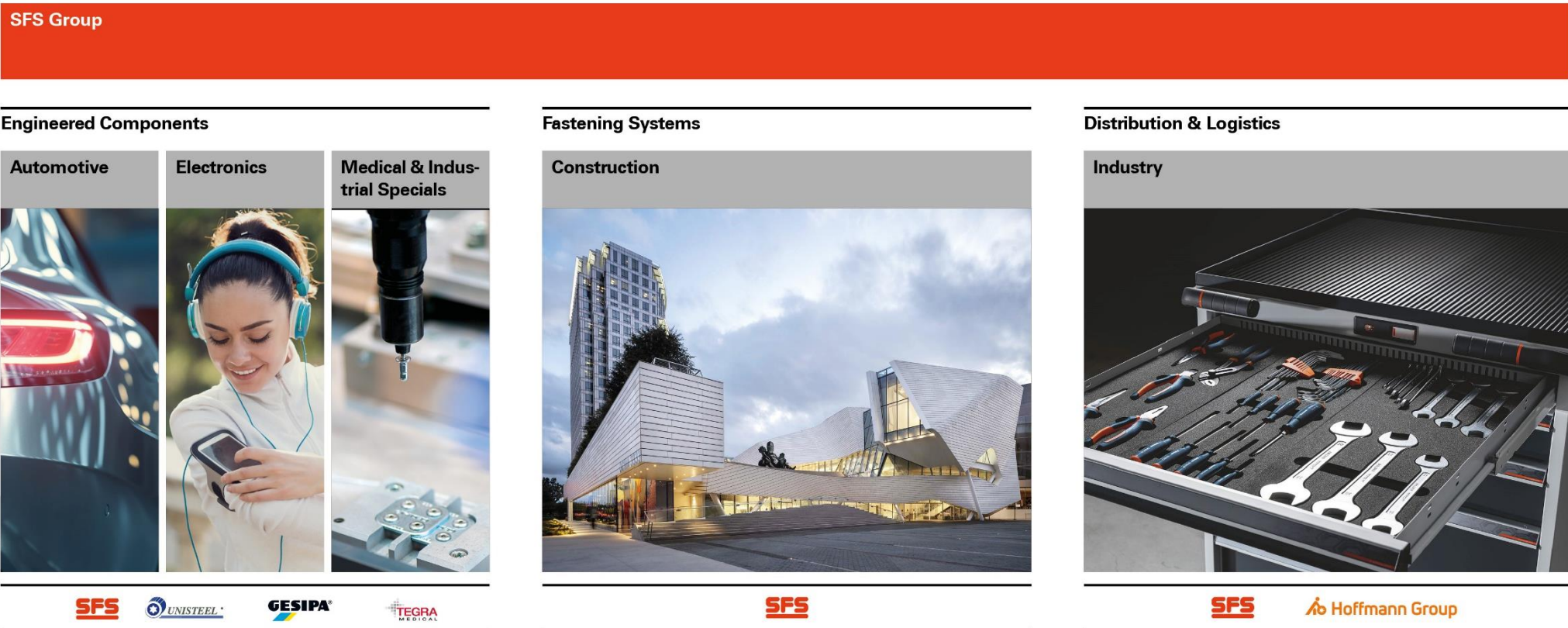
Group structure

Organization as of January 1, 2025



Group structure

Organization as of January 1, 2025



Guidance & Group priorities

Confirm guidance 2024 from Half-Year Report

FY2024 with slight growth and profitability improvement

	2023A	2024G
Gross sales SFS development	CHF 3,090.8 million	Confirm slight growth*
*(in local currencies, incl. scope effects)		
EBIT margin	11.7%	Slight improvement of EBIT margin

This outlook is based on the assumption that there will be no significant deterioration in the underlying economic and geopolitical conditions.

The results in July confirm these expectations.

Our key ESG initiatives

Creating value for all our stakeholders

Environmental



Renewable Energy



Lean & Green Program



Mobility and Transport



Sustainable Value Chain

Social



Training and Education



Occupational Health & Safety



Social Engagement



Promotion of Dual Education

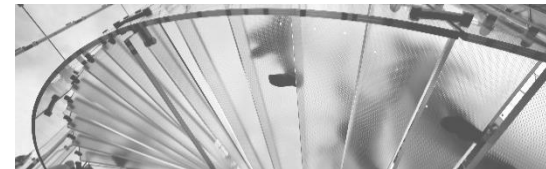
Governance



Compliance



Ethics



Transparency



Diversity

Environment

Share of renewable electricity substantially increased



Strategic priorities

Focusing on our main strengths

Diversification

-
- Balanced focus on different regions, end markets and distribution channels

Mega-trends

-
- Focus on application areas with strong underlying growth drivers due to global megatrends

“Local-for-local”

-
- Close customer relationships are essential for successful realization of the value proposition
 - Superior supply reliability thanks to short and robust supply chains

Focus on technology

-
- Focus on a core set of tooling-based technologies allows leadership
 - Standardized processes, systems and equipment reduce risks and increase flexibility

Solid financing

-
- Good profitability and a solid balance sheet enable ongoing investments in innovations and the implementation of growth projects

Updates from selected Divisions

Electronics division

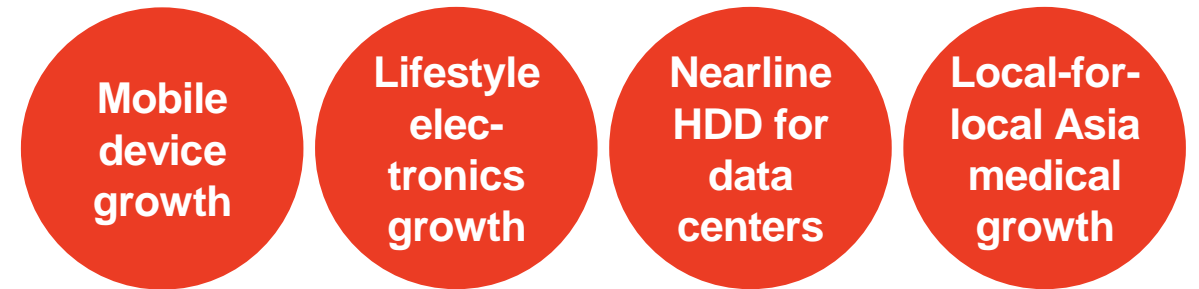
Positioning and market trends

Positioned to serve above average growing segments

Position within electronics market

- Supplying the electronics industry based on 7 core technologies and with 7 core products
- Focus on end market segments:
 - Mobile devices
 - Lifestyle electronics
 - Data storage
 - MedTech
- Manufacturing activities focused on Asia
- Global marketing including North America
- Major key accounts served worldwide

Key trends in industry



→ Growth driven by emerging markets demand, technology upgrades, customer product ecosystem & accessories expansion

→ AI drives the proliferation of data centers benefit nearline HDD

Project Starlight 2

Nantong phase 2 expansion, plant started production



- Completed in Q3-2023
- Growth of Electronics business with penetration of new stamping components for smartphone
- Manufacturing platform with higher space utilization to support other divisions
 - Relocation of Riveting from Nansha – integrated
 - Support growth of Automotive, M&I, bigger warehousing
- Automation transformation to improve productivity
- Solar PV completed on both phases



Project Starlight 2	Total Land Area (m ²)	Built-up Area (m ²)
Phase 1	90,000	77,030
Phase 2	22,000	34,440

Project Starlight 2

Nantong phase 3 expansion



- Completed in Q1-2024
- Located approx. 1 km away from main site
- Phase 3: Production plant and warehouse
- Support further localization growth potential:
 - Automotive Ball Screw Drives, first line installation in progress to support local customer
 - Medical: penetration of Chinese OEM and localization of foreign brand OEM
- Phase 4: Land reserved for future expansion

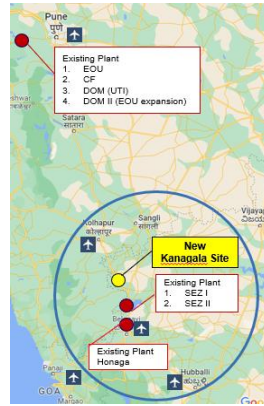
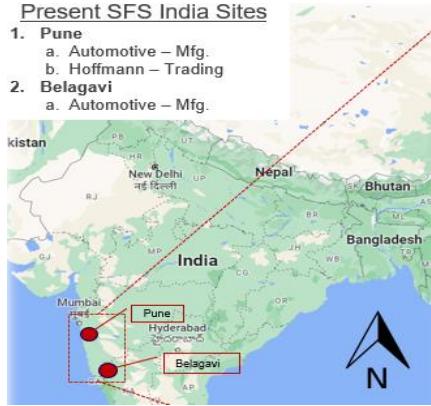
Project Starlight 2	Total Land Area (m ²)	Built-up Area (m ²)
Phase 3	57,470	28,230
Phase 4		–

Project Sprint – India expansion

Why, need and rationale

Present SFS India Sites

1. Pune
 - a. Automotive – Mfg.
 - b. Hoffmann – Trading
2. Belagavi
 - a. Automotive – Mfg.



- India – opportunity of existing customers’ China plus strategy and new emerging electronic opportunities
- OCOC strategy, synergy and resource maximization, creates a sizeable operation in India for future consolidating all sites under one campus
- To meet the combined growth plans of Automotive and Electronics division in India
- Effective divisional business risk management
- Better utilization, scale effects
- Broad know-how buildup
- Positioned to capture new business and fulfill customers’ supply chain requirement with local-for-local solution



Project Sprint	Total Land Area (m ²)	Plan Built-up Area (m ²)	Est. Completion Date
Phase 1	119,800	24,500	End 2025
Future phases		tbd	tbd

Automotive division

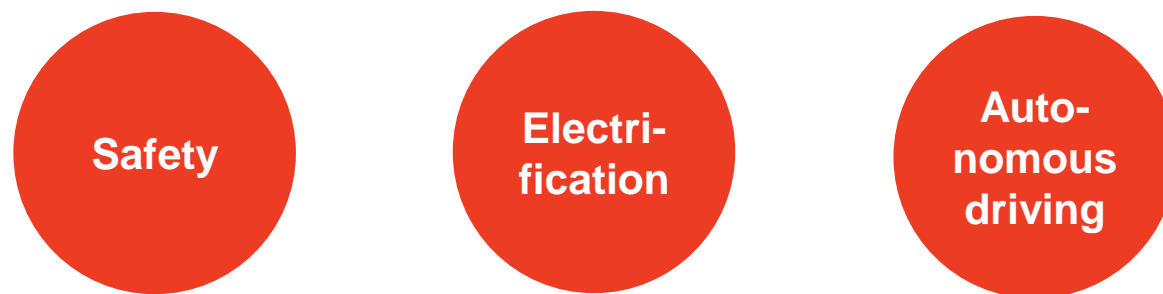
Positioning and market trends

Positioned to serve above average growing segments

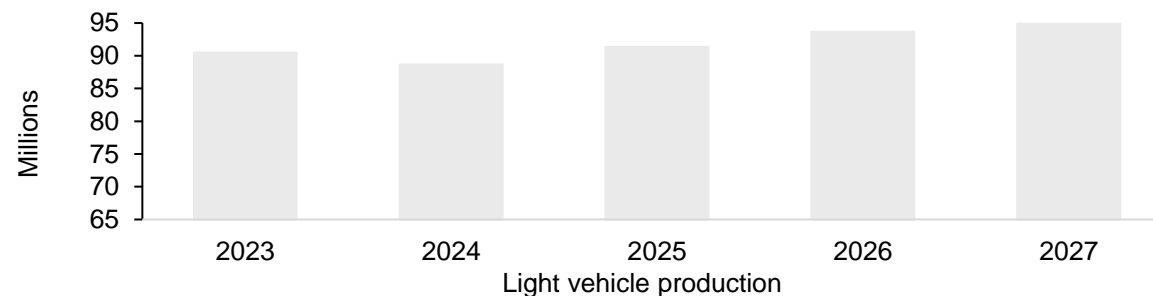
Position within automotive market

- Supplying the automotive industry and its supply chain with precision components
- Focus on areas of:
 - Active and passive safety
 - Autonomous driving
 - Electrification
- Activities focused on EU, NA, CN and IN
- Major key accounts served worldwide

Key trends in industry



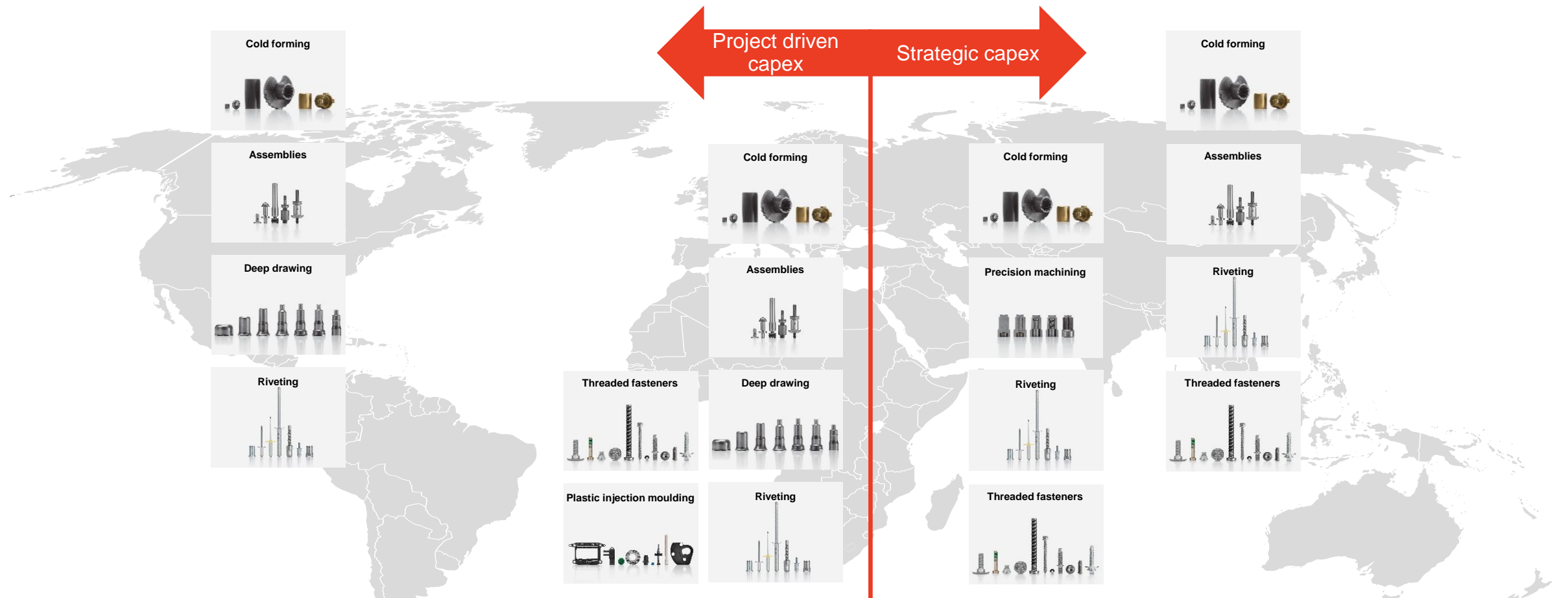
CAGR 2023–2027: 1.2%



Source: S&P Global Mobility, Aug 2024

Global Technology map

Create value with local competence

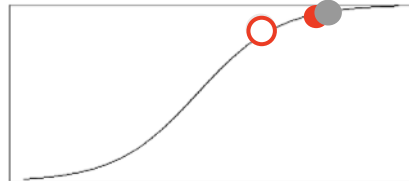


Participation in the braking circuit

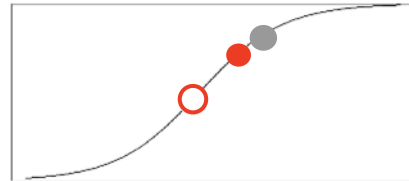
Market penetration/Manufacturing locations

Market penetration 2020/2022/2024

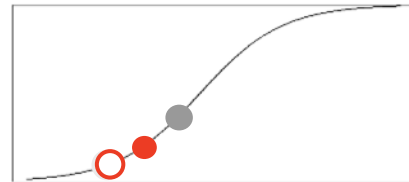
ABS/
ESC



Electric
Parking
Brake (EPB)



Integrated
Brake
System (IBS)



○ 2020 ● 2022 ● 2024

Manufacturing locations



1) Starting 2025
2) Estimated 2026

D&L International division

Positioning and market trends

Enabling our customers to perform at their best

Position within industrial production

Increasing customers productivity as a reliable partner for quality tools and digital innovations around the production process.

Focus on

- Best pre-selected product assortment
- Most competent people for best consulting service
- High efficient processes in procurement and production planning for our customers
- Europe, China, India, SEA, USA and Mexico

Major key accounts served worldwide

Key trend in industry

Increase
of
productivity

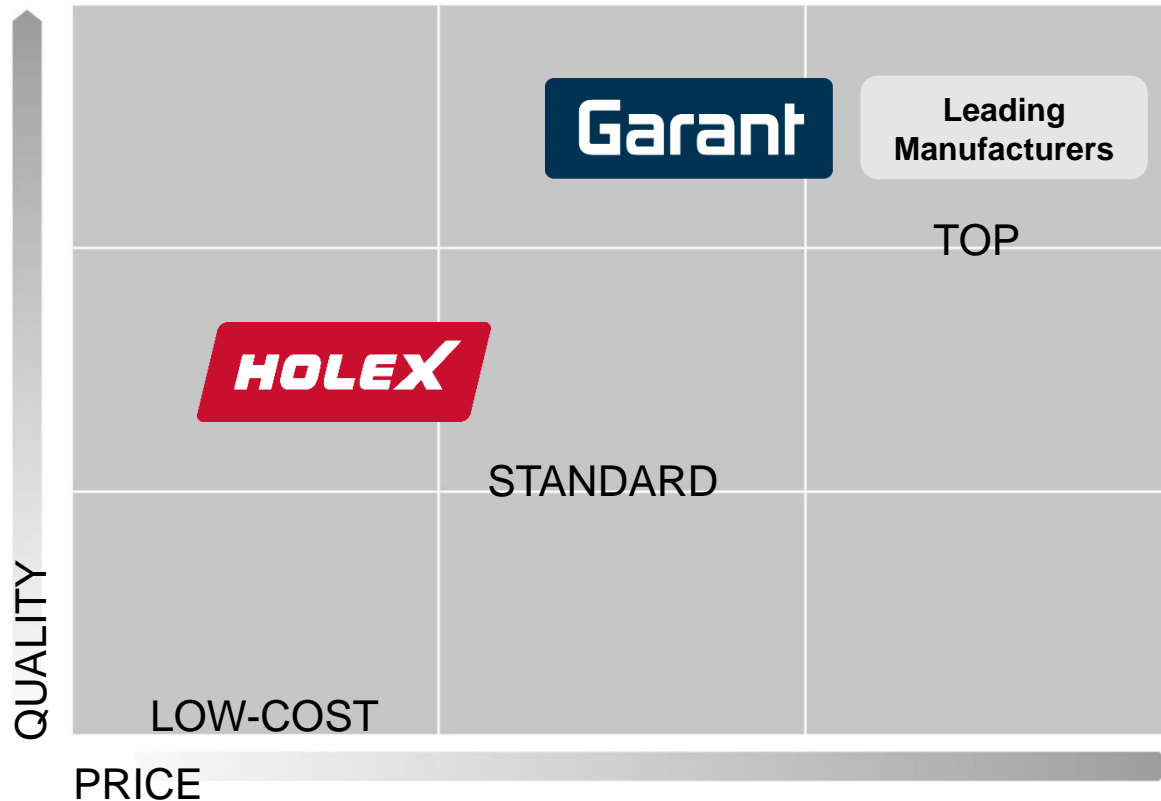
Digitization
of
production

Skilled
labor
shortage



3-Brand-strategy – top assortment for our customers

Quality and price positioning – Revenue split

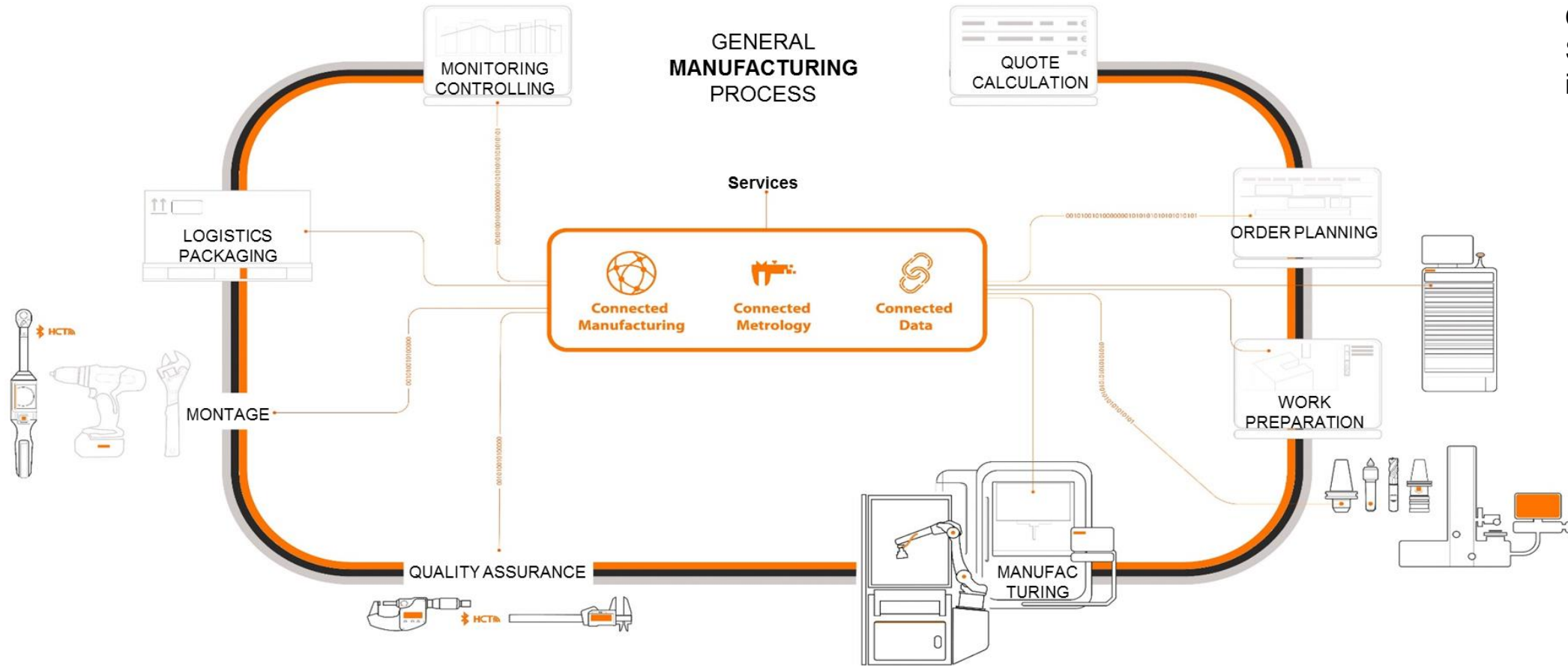


- Wide pre-selected portfolio
- Always the right quality
- GARANT one of the biggest brands in Europe



Digital Products

Networking and control of customer's production via CM

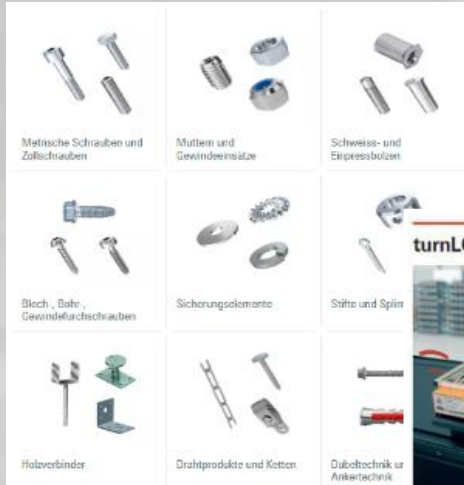


Customer benefit:
Simple, transparent,
integrated steering

Fasteners

Hoffmann will enter fastener business from 2026 on

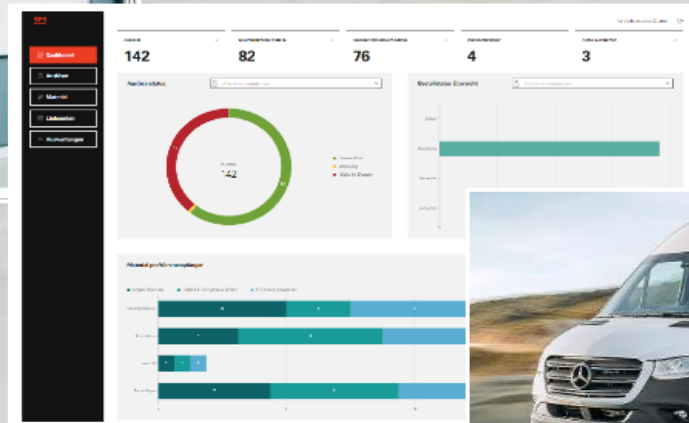
Fastening solutions



Supply system:
Kanban



Supply system software:
eLogisticNXT



Building a value-creating solution for Fasteners incl. supply systems is as major synergy within SFS.



Construction division

Construction division in a nutshell

Clear orientation in a fragmented market

Position within construction market

- “The building envelope specialist”
- Fastening technology in the building envelope, timber fasteners and quality hinges with high customer benefit. The offering is supported by eCommerce and online services.
- Activities focused on EU and NA
- Local market organizations in order to respond quickly to specific customer needs
- Major key accounts served worldwide

Peculiarities of business

- No dependence on individual large customers
- Regional or national rules, norms and habits
- Time-critical orders – often next day delivery

Key drivers for change and innovation



Sustain-
ability

Increased
building
regu-
lations

Digital
transfor-
mation

Key figures Construction division

Close to the market for best understanding



Key products & innovation

Innovations across product lines

Roofing & Cladding



CX
Fastener for
solar rail
fixation



Tightlapper
Fastener for
thin metal
sheets

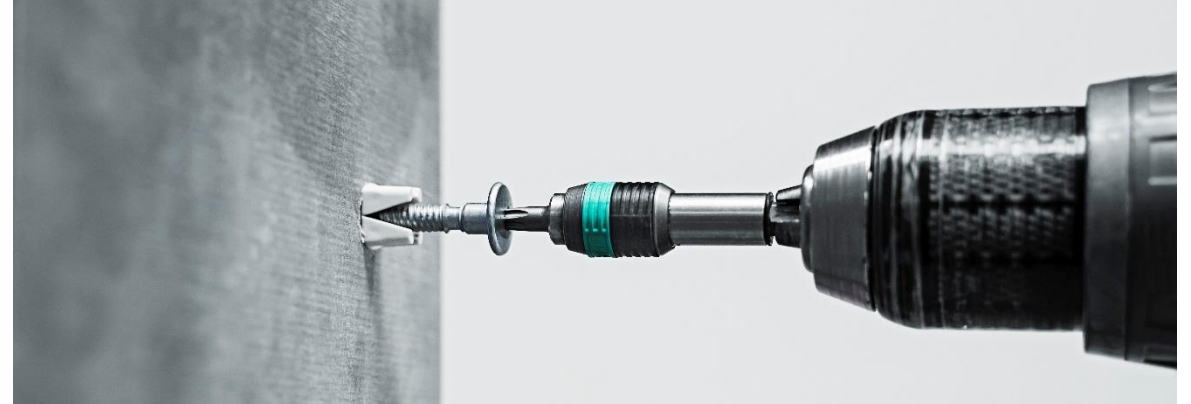


MXC
Fastener for
sandwich-
panels on
concrete
structures



CXCW
Fastener for
sandwich-
panels on
timber
structures

Rainscreen



Center Point System
Rainscreen panel fastening with centering sleeve

Q&A

Our IR agenda for FY2024

Publication of first information on financial year 2024

Friday, January 24, 2025

Publication of financial year results 2024

Friday, March 7, 2025

32nd Annual General Meeting

Wednesday, April 30, 2025

IR Contact

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**Thank you
for your attention**

Inventing success together