LEADING TODAY AND IN THE FUTURE

ZKB Swiss Equities Conference 2023

About the Komax Group

Market and technology leader

komax

Schleuniger
A KOMAX COMPANY

adaptronic
A KOMAX COMPANY

CIRRIS®
A KOMAX COMPANY

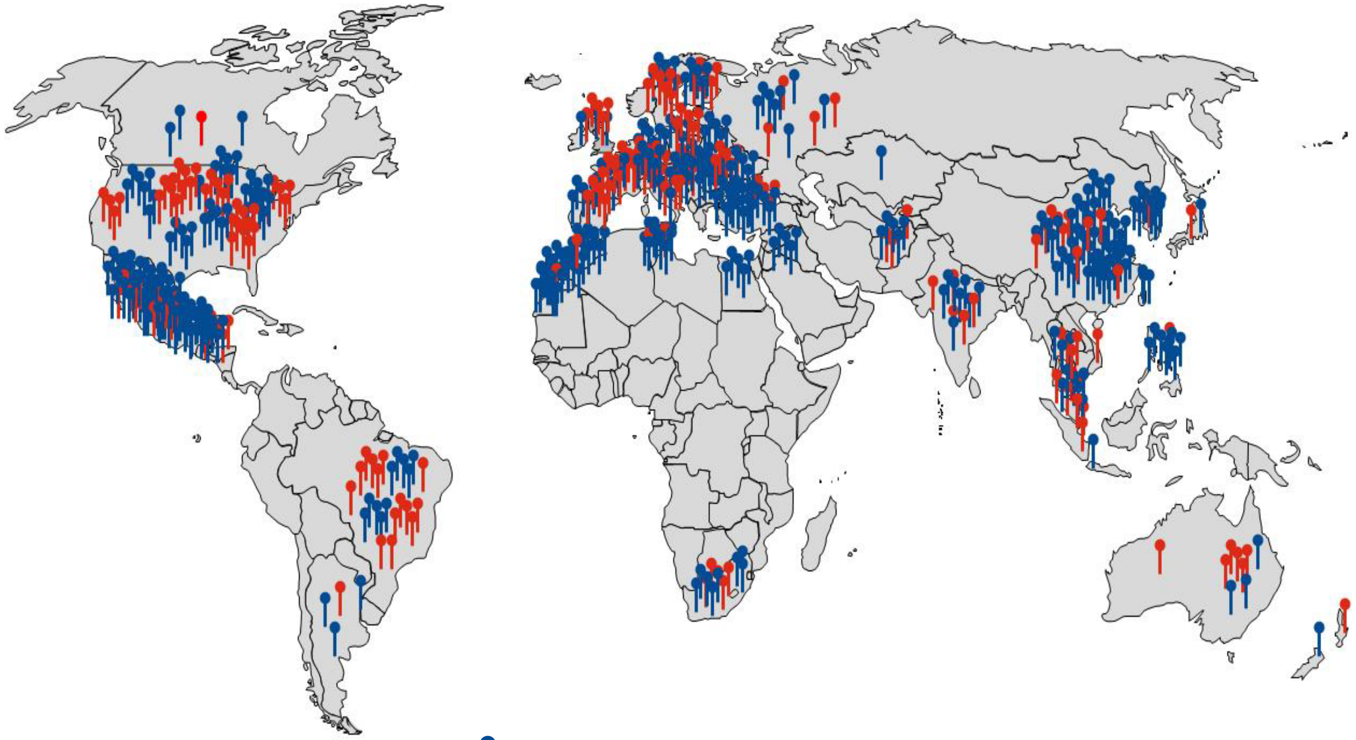
DI.IT
A KOMAX COMPANY

WUSTEC
A KOMAX COMPANY

- More than 3400 employees
- More than 50 companies
- Present in 60 countries
- Number 1 in the market

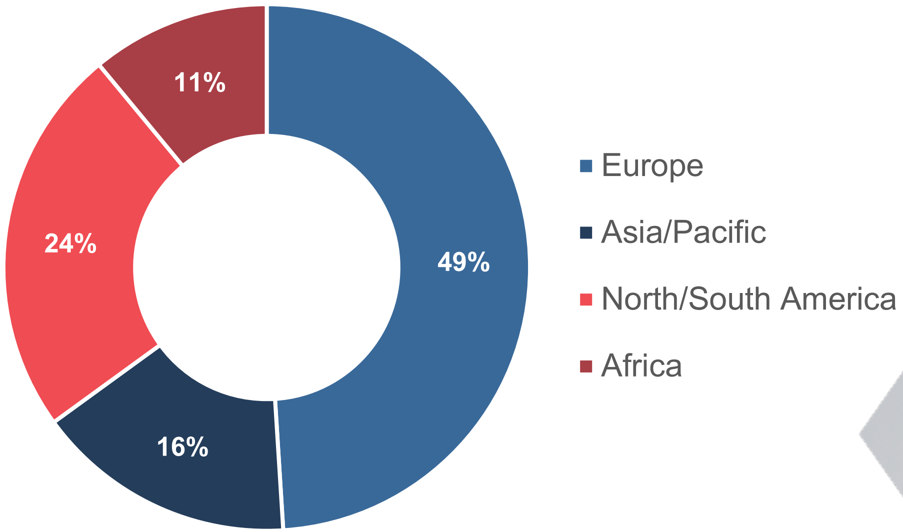
The largest installed base in the world

Unique sales, engineering, and service network



~ 20 Crimp to crimp machines
~ 20 Other machines

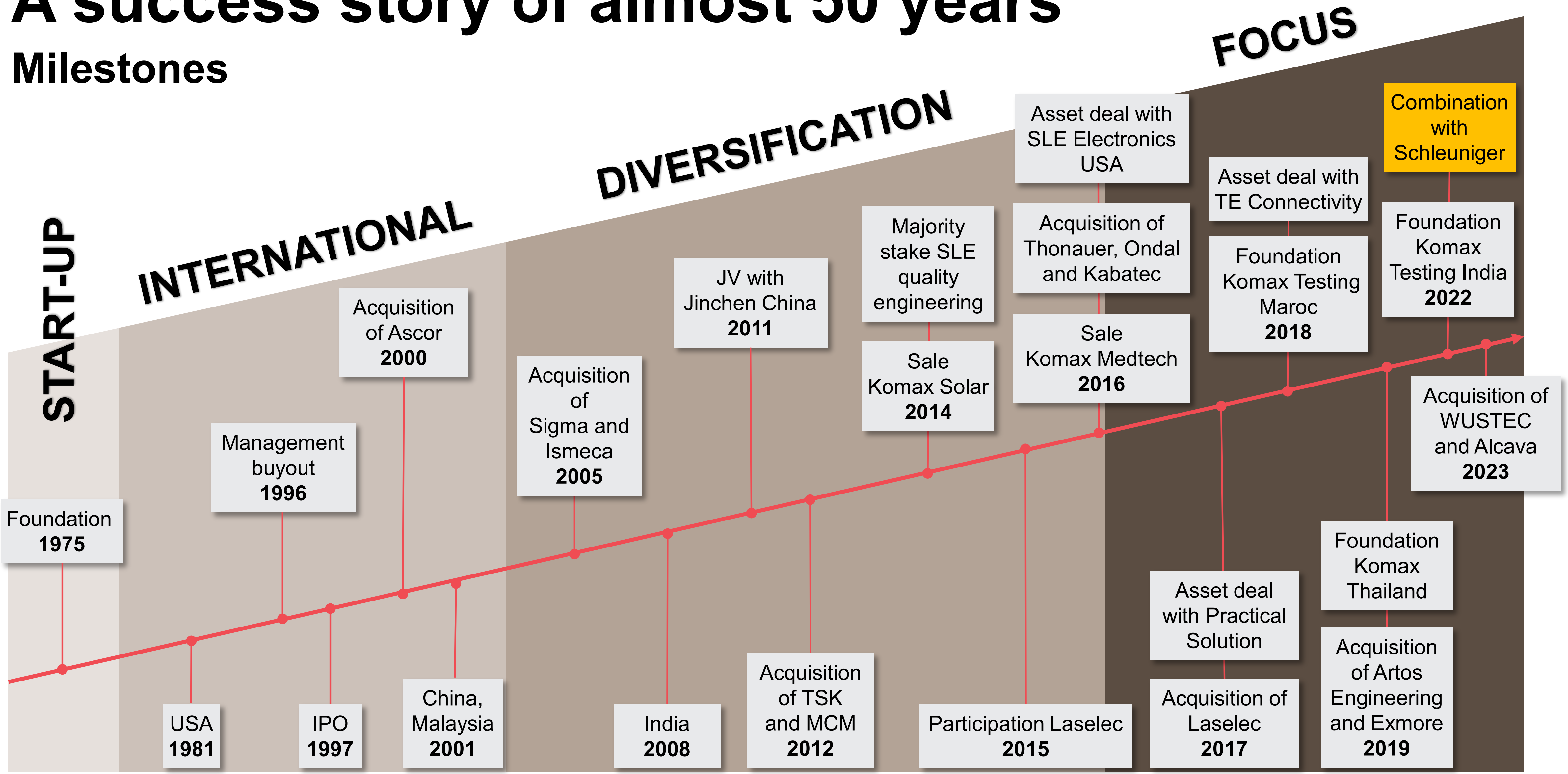
Revenues by region first half 2023



The broadest product portfolio

A success story of almost 50 years

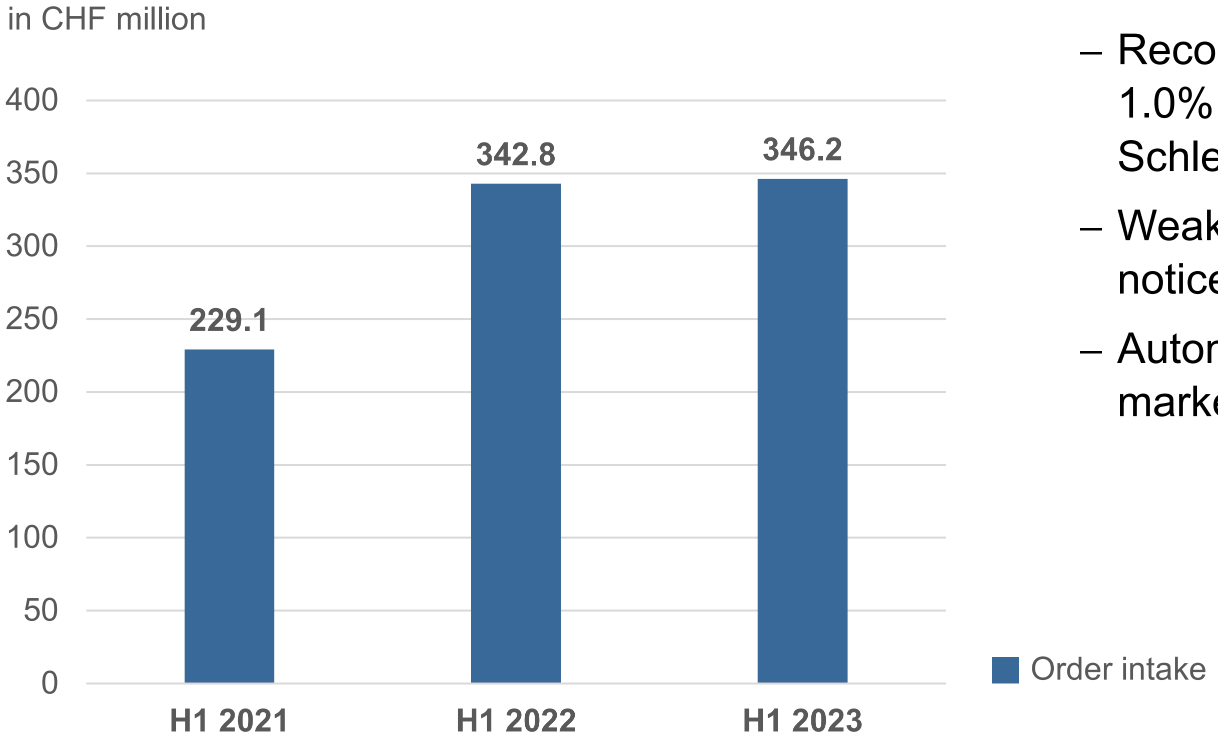
Milestones



WHAT IS THE CURRENT SITUATION?

Order intake slightly increased

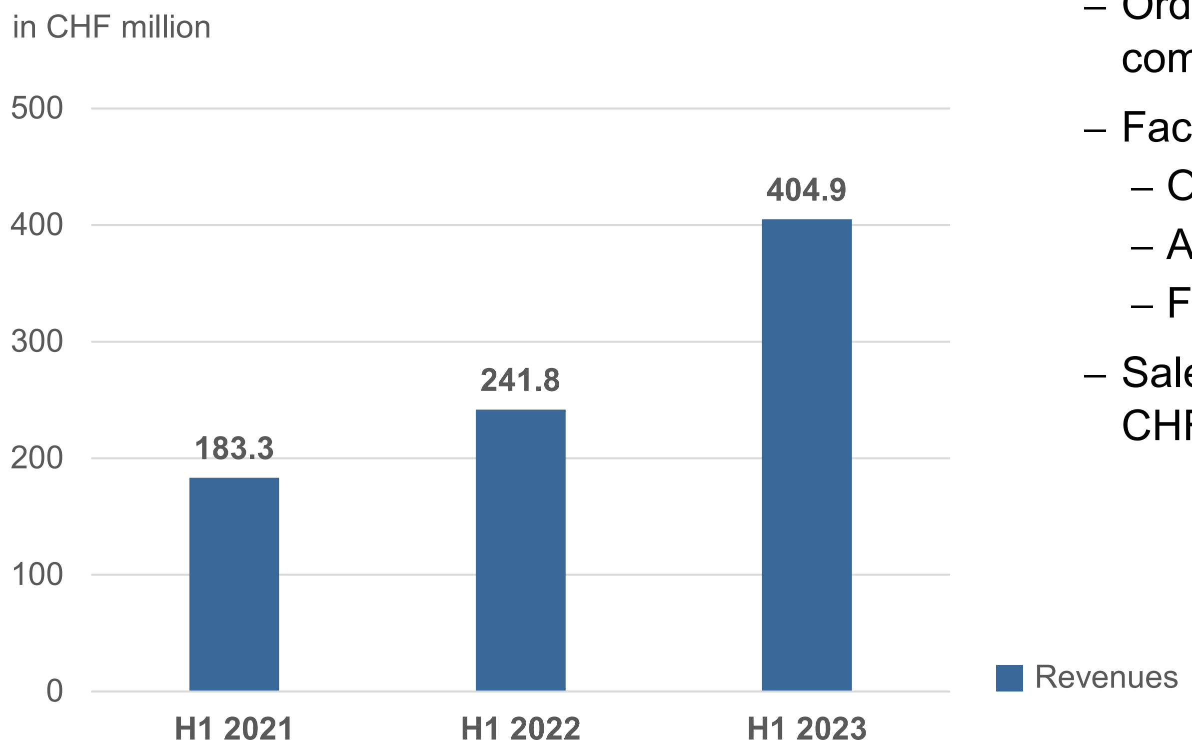
Automation trend continues



- Discontinuation of one-off effect from Ukraine war of around CHF 70 million
- Record order intake of previous year exceeded by 1.0% – mainly due to the combination with Schleuniger
- Weak market development in China clearly noticeable
- Automation trend in the automotive and industrial market segments ongoing

Gratifying revenue growth

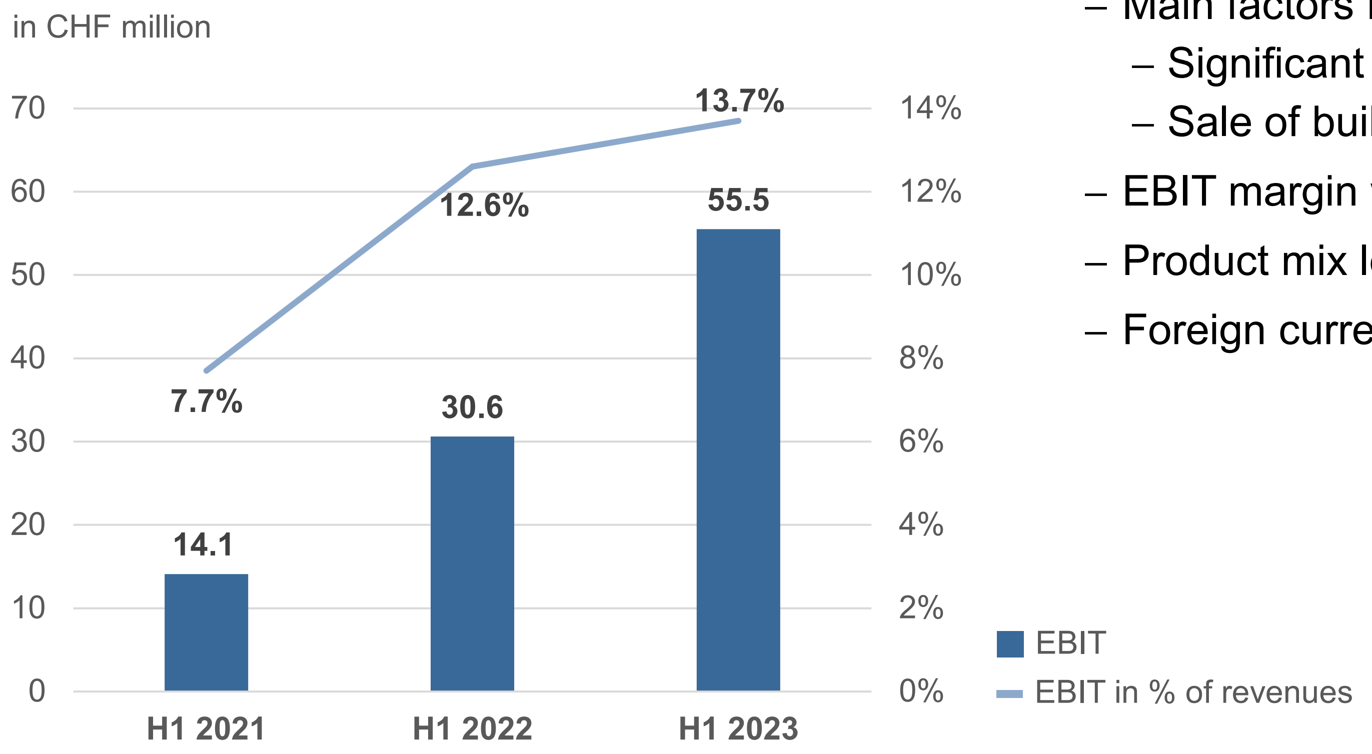
Reliability of supply chains improved



- Revenues up by 67.5%
- Order backlog continuously reduced to a level commensurate with previous years
- Factors behind development of revenues
  - Organic growth: +11.2%
  - Acquisition growth: +54.2%
  - Foreign currency impact: –2.6%
- Sale of building in Rotkreuz increases revenues by CHF 11.1 million

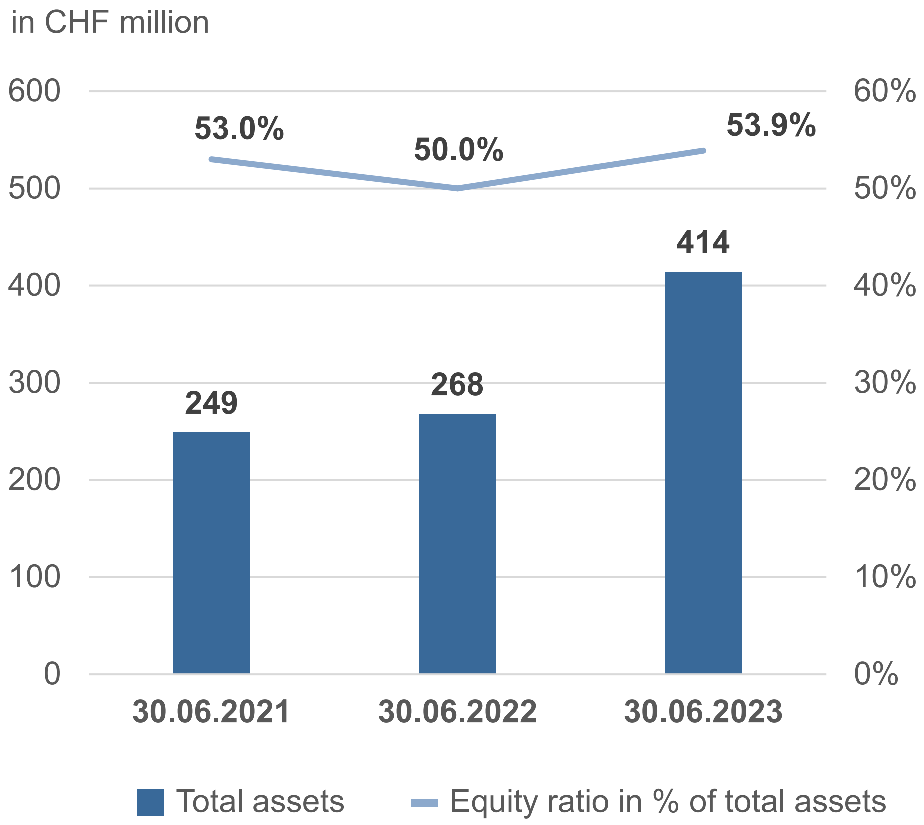
Positive EBIT development

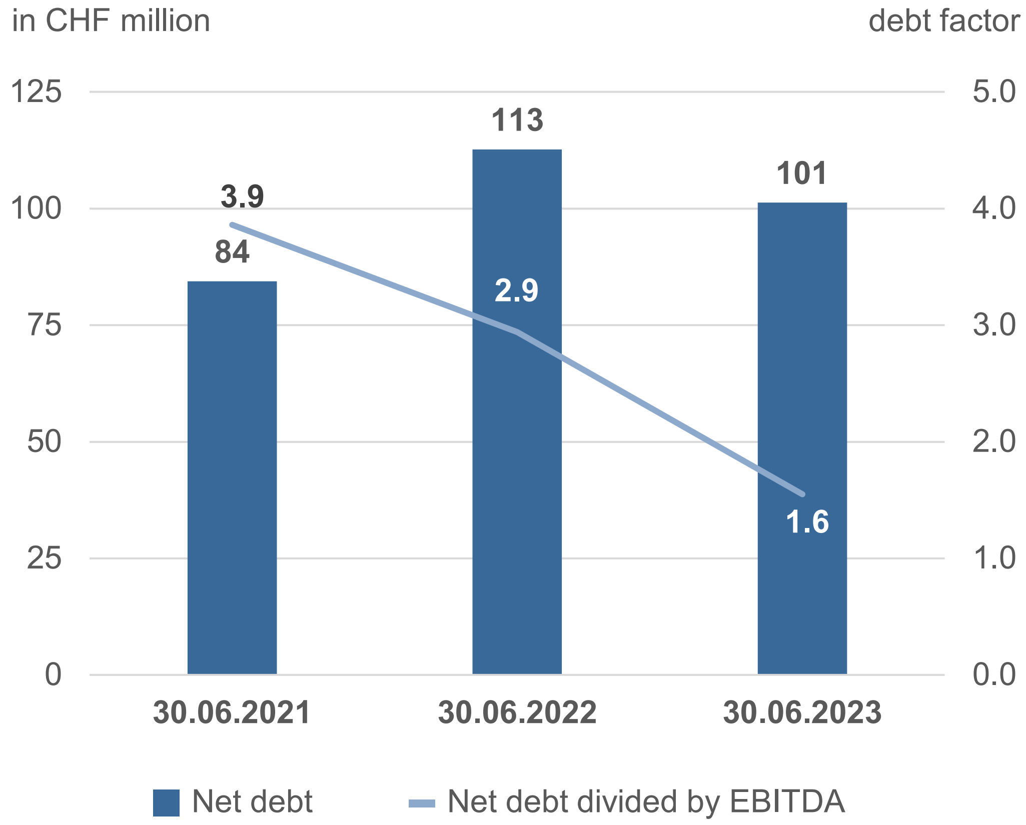
Influenced by various factors



- EBIT increased by 81.5%
- Main factors behind positive EBIT development
  - Significant growth of revenues
  - Sale of building in Rotkreuz (CHF 11.1 million)
- EBIT margin without sale of building at 11.3%
- Product mix less advantageous than previous year
- Foreign currency development clearly negative

Strong financial position





WHAT DO WE WANT TO ACHIEVE?

Intensive analysis of the new starting point

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No detailed due diligence possible prior to the combination

Excellent starting position
(market and technology leader)

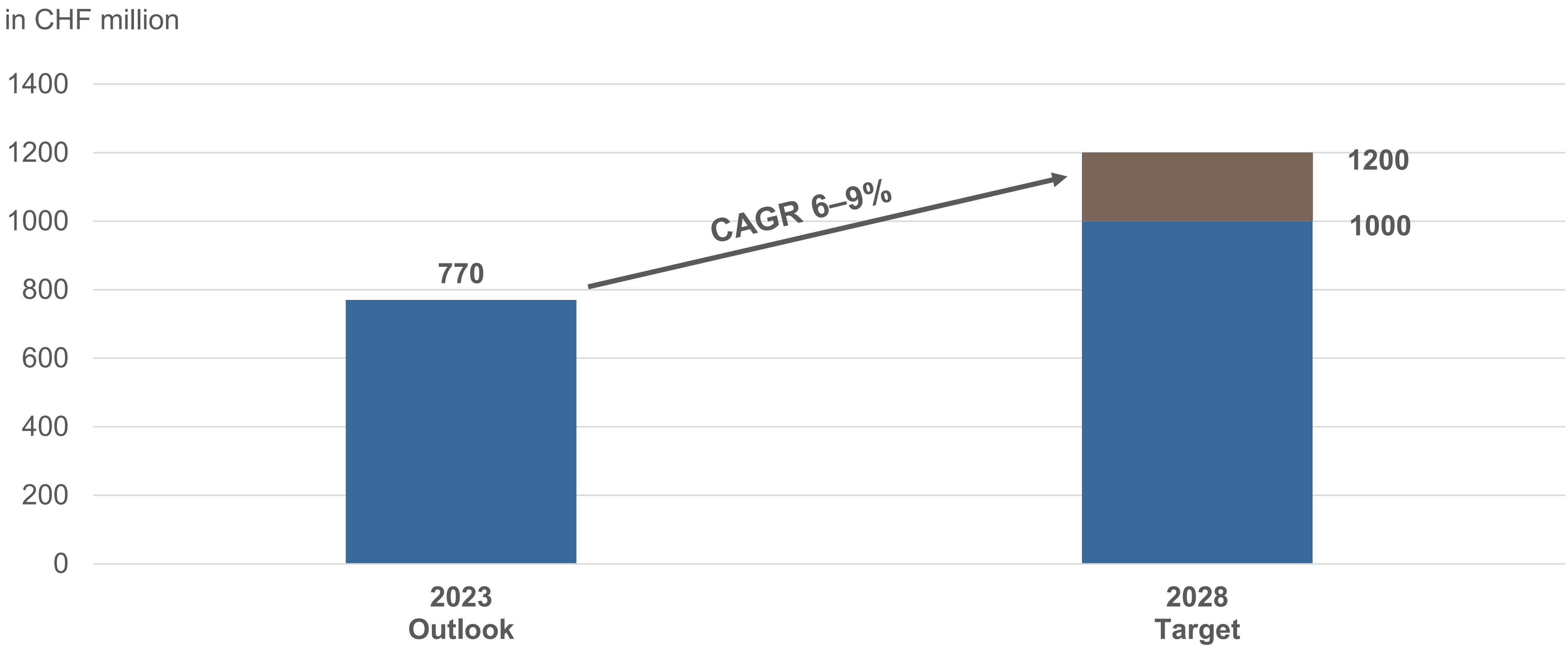
Growing market
(megatrend automation)

Schleuniger

Stronger together
(numerous positive surprises)

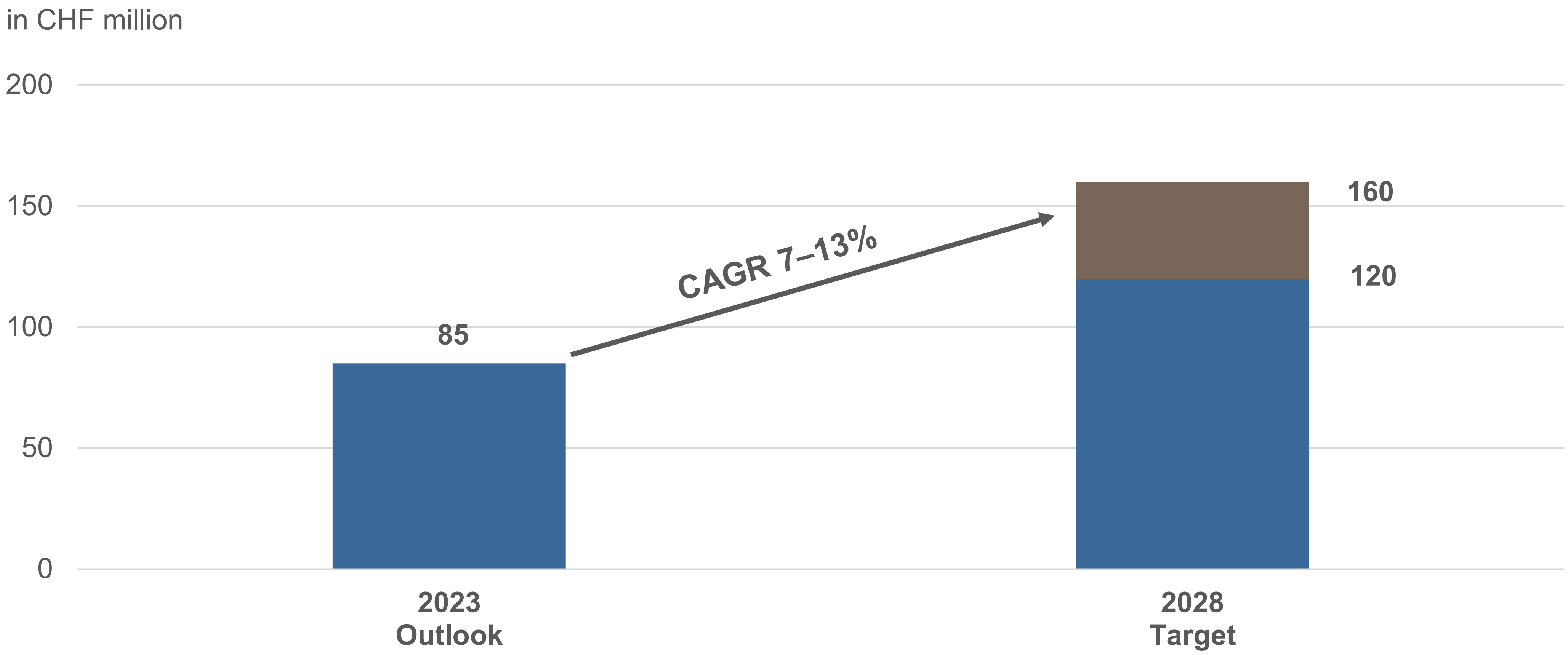
Revenue target: CHF 1.0 – 1.2 billion

Target 2028



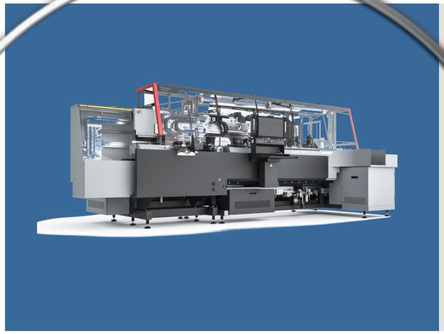
EBIT target: CHF 120 – 160 million

Target 2028



WHERE DOES THE GROWTH COME FROM?

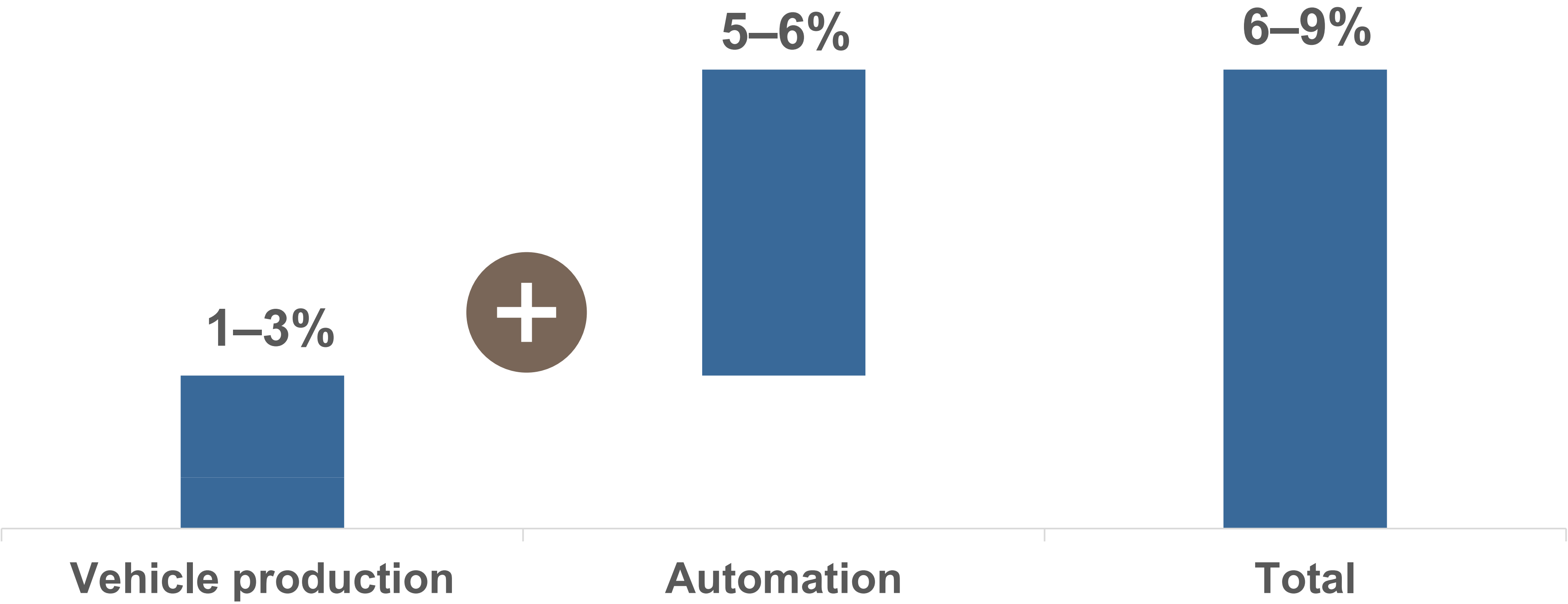
Automated work vs. manual work



20%
automated

80%
manual

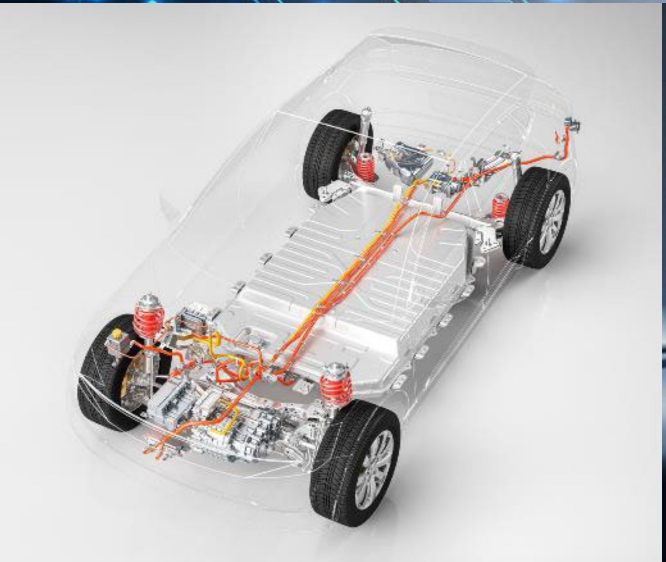
Automation drives Komax Group's growth



FURTHER GROWTH DRIVERS

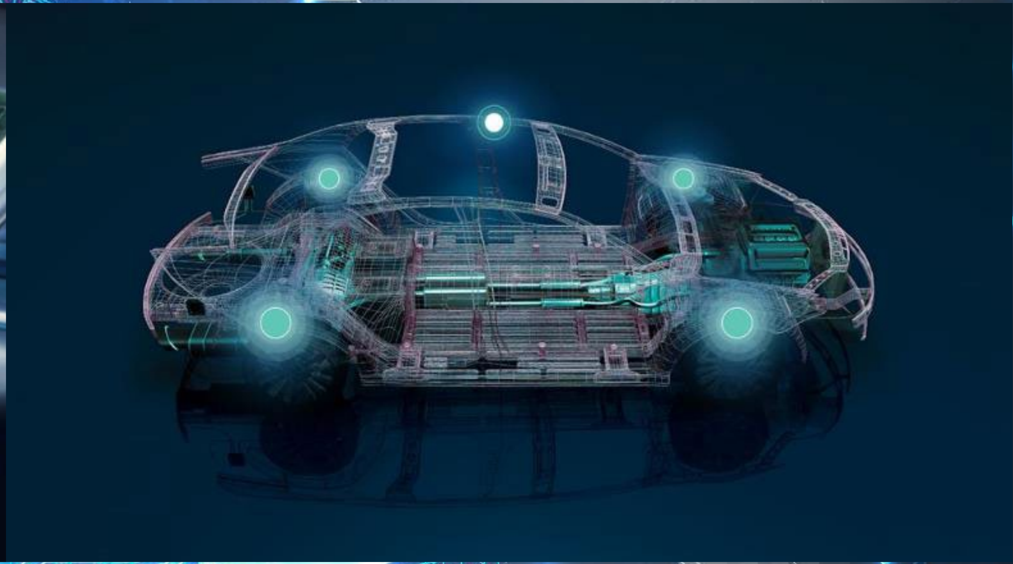
Upheaval of the automotive industry

Komax Group is a driving force – together with customers and OEMs



E-mobility

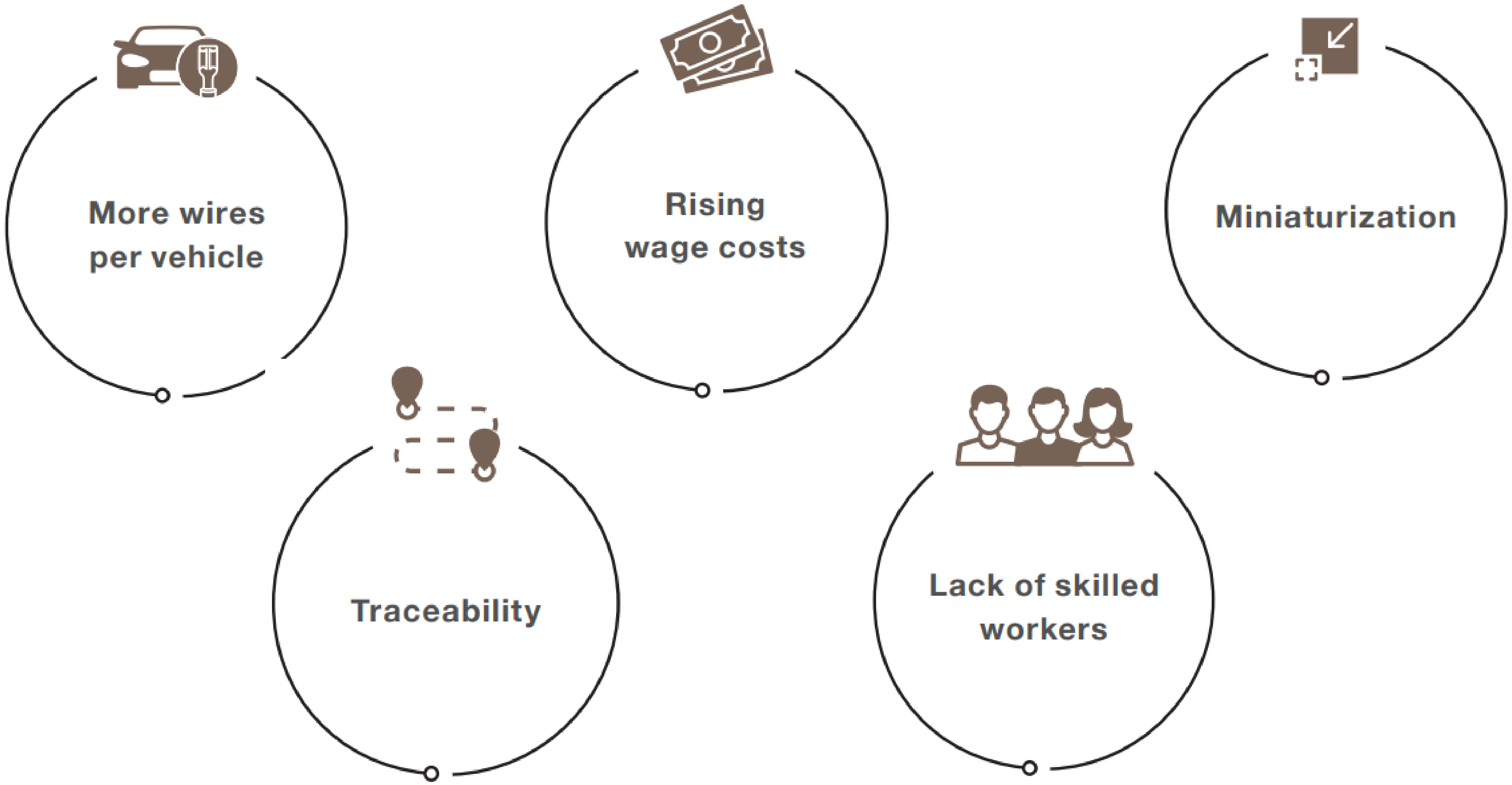
Autonomous driving



Zonal architecture

Plenty of automation potential outside the automotive industry

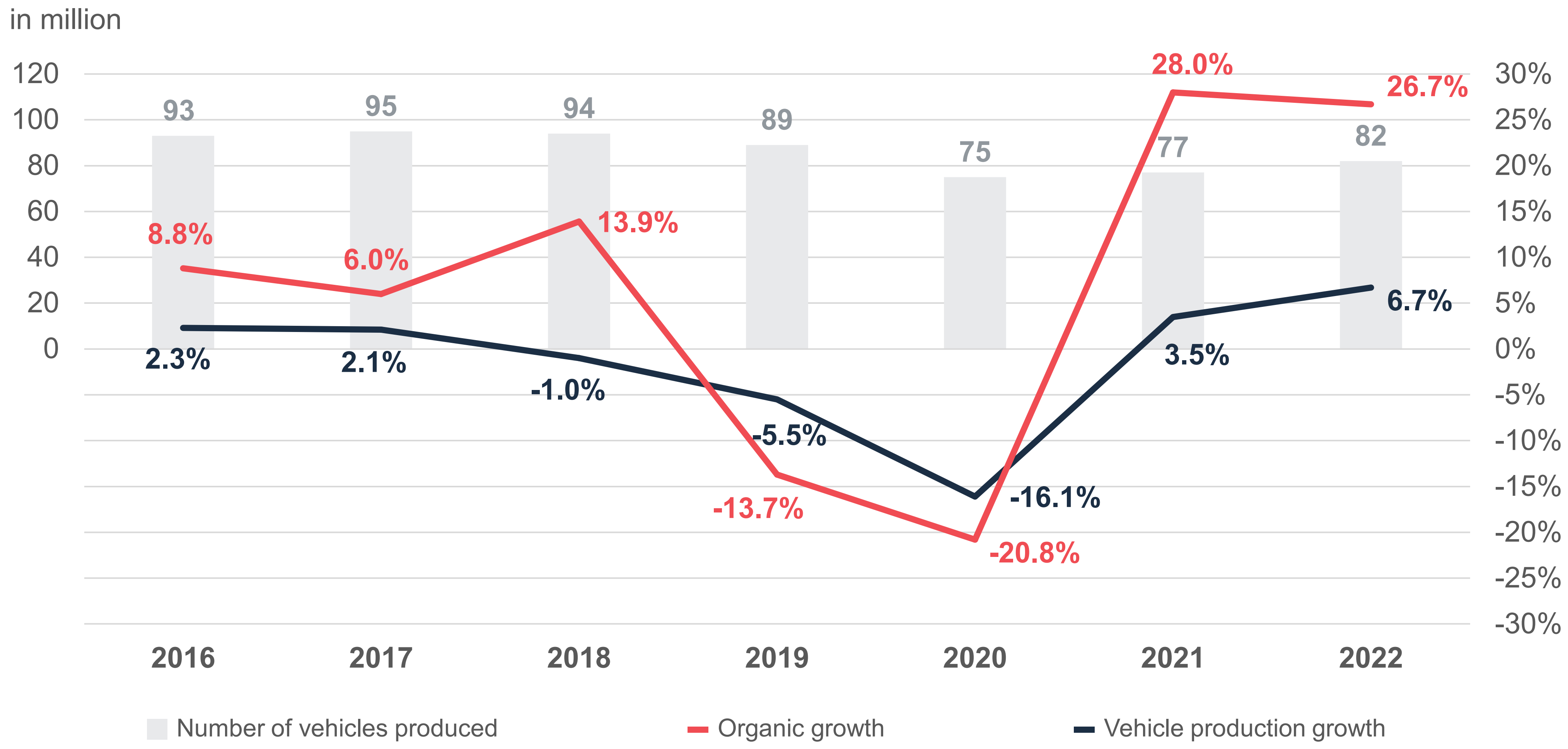
Further trends support growth



AN IMPRESSIVE TRACK RECORD

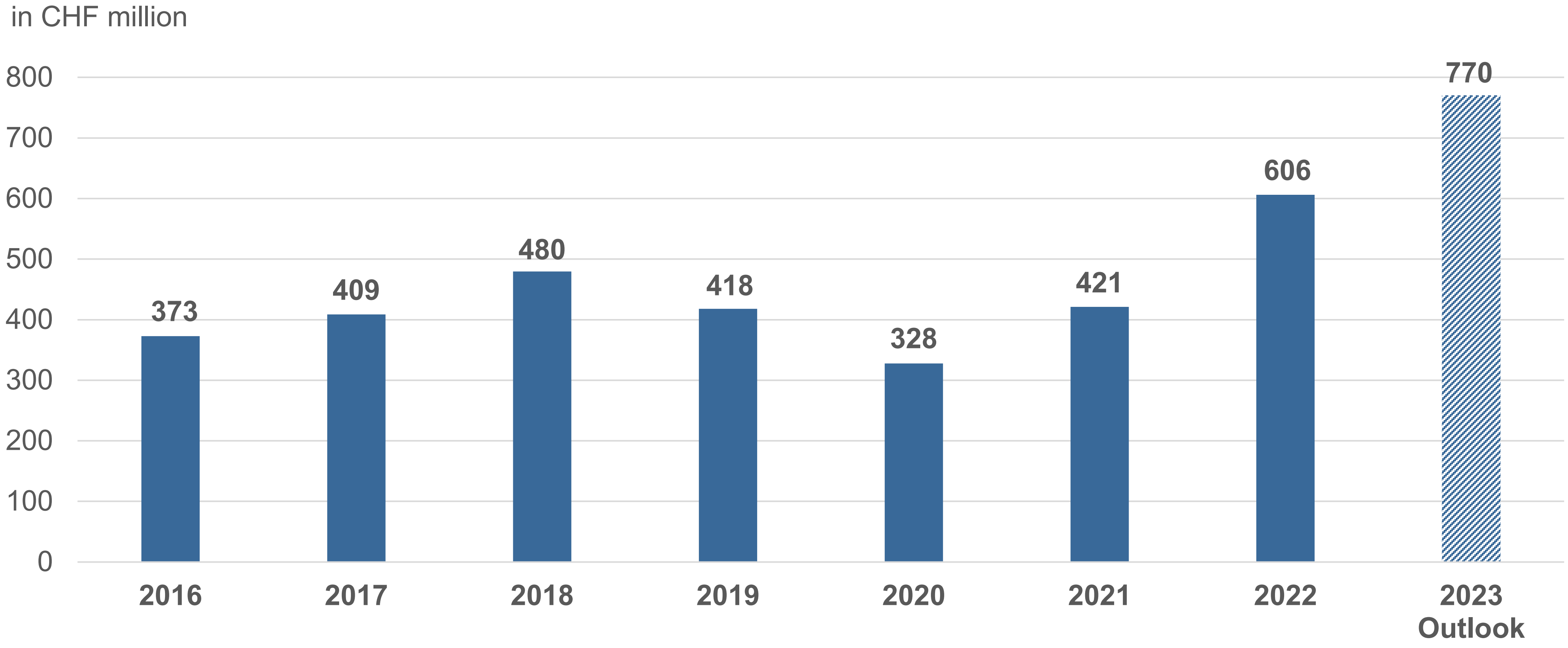
Organic growth outperforms vehicle growth

Automation is the key growth driver



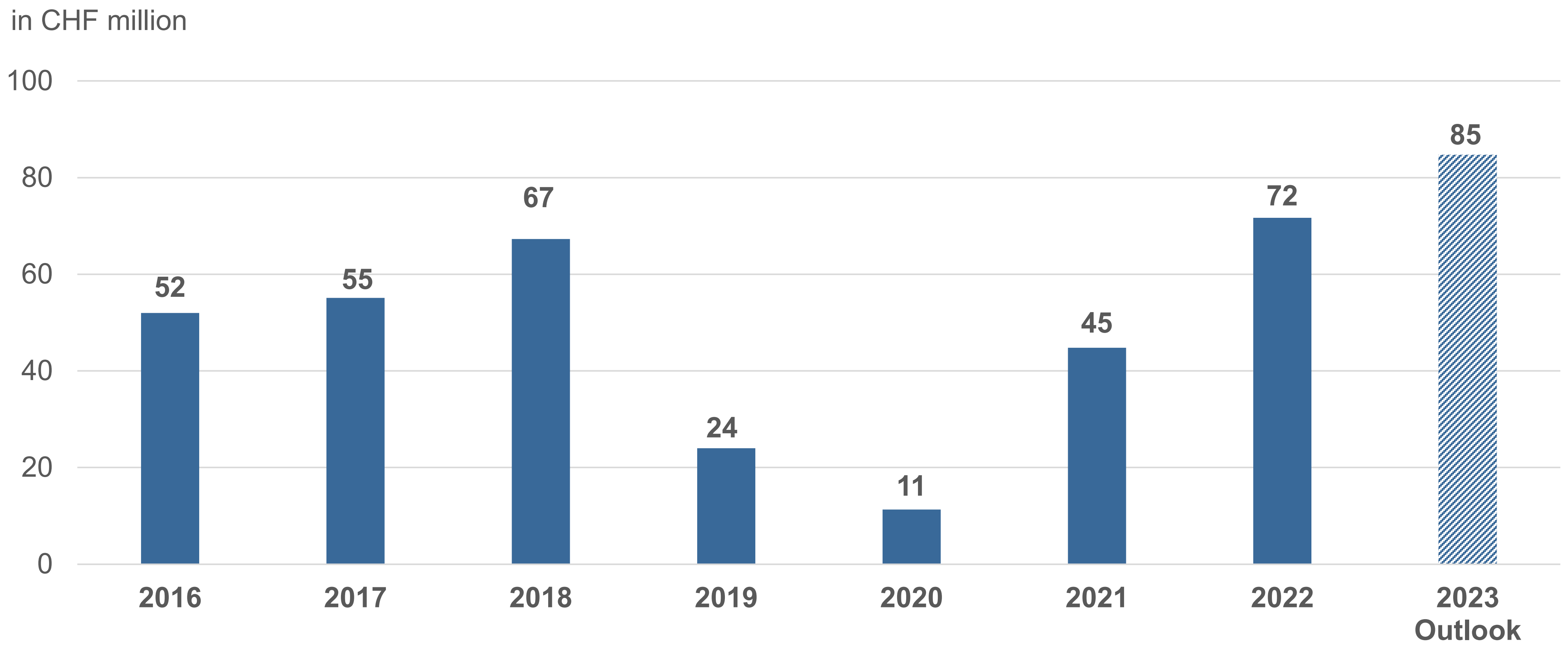
Strong revenue growth

Focus on automated wire processing since 2016



Strong EBIT growth

Focus on automated wire processing since 2016



HOW CAN WE UTILIZE THE VAST POTENTIAL?

Strategic priorities 2028

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CREATE VALUE ALONG CUSTOMER JOURNEY

INNOVATE FOR AUTOMATION AND QUALITY

STRENGTHEN GLOBAL CUSTOMER PROXIMITY

DEVELOP NON-AUTOMOTIVE MARKETS

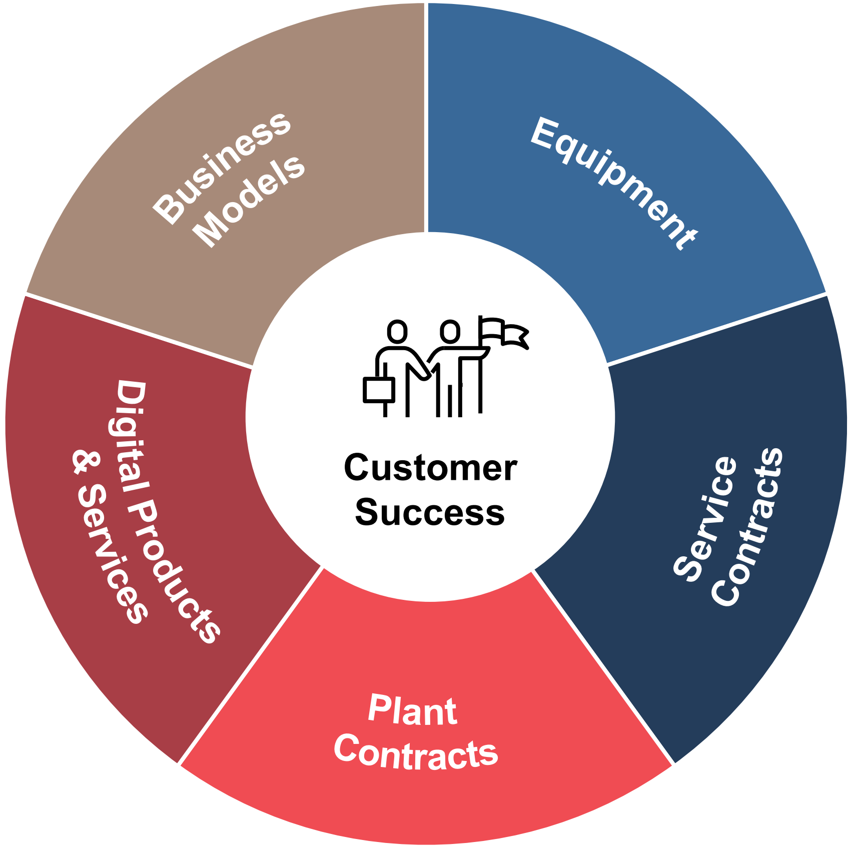
SCALE KOMAX AND SCHLEUNIGER

LEAN AND EXCELLENT, DIGITAL TRANSFORMATION

ESG (ENVIRONMENTAL, SOCIAL, GOVERNANCE)

Create value along customer journey

Increase in service business

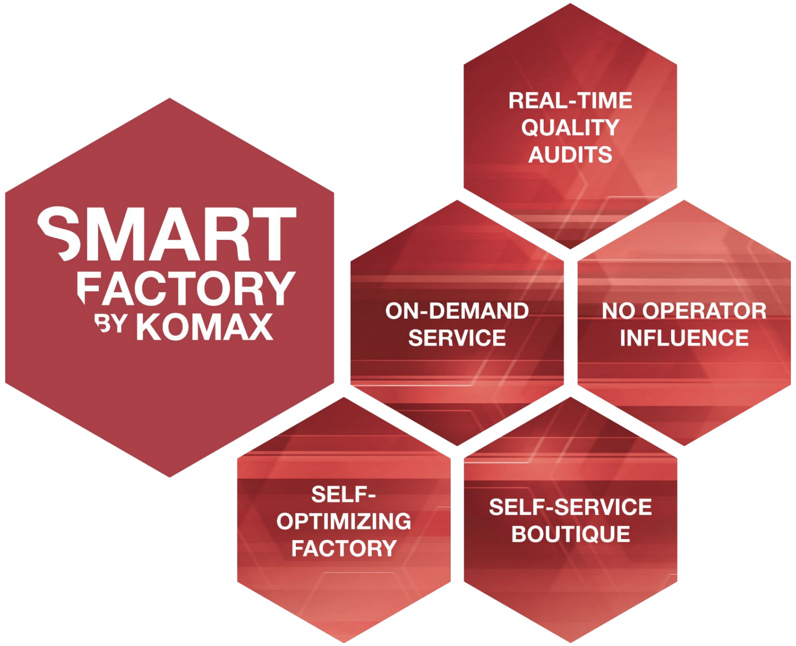


Value Creation Packages

Ensure that customer becomes even more successful than before

Innovate for automation and quality

Investment of 8–9% of revenues in R&D



Higher Automation

Quality Solutions

Strengthen global customer proximity

Increase footprint in Asia

Develop non-automotive markets

Focus on two market segments (25% of revenues)

Aerospace & Railway

Industrial & Infrastructure

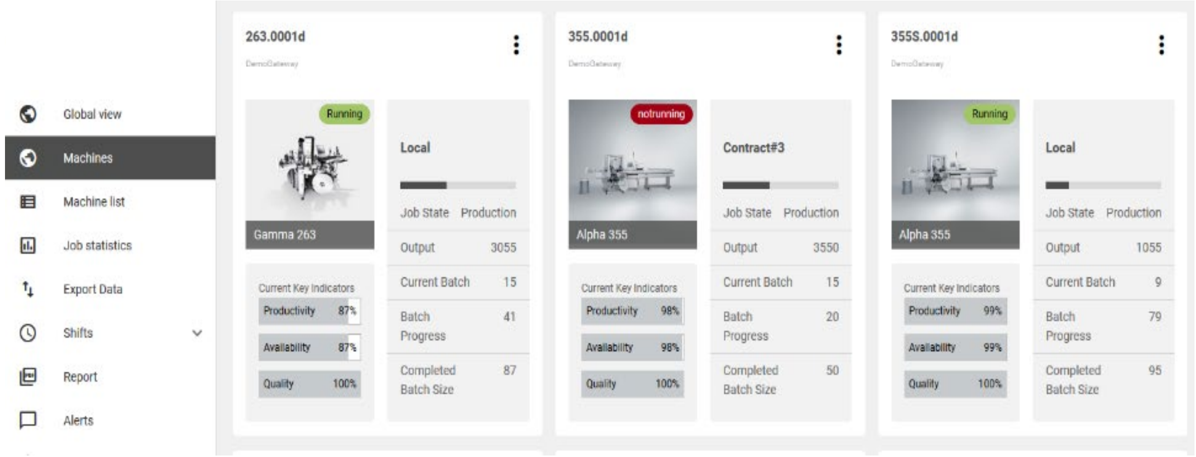
Growth is costly – further strategic initiatives make an important contribution to securing profitability

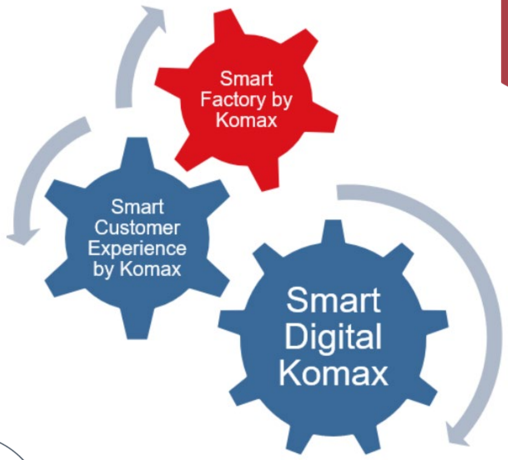
Scale Komax and Schleuniger

Specific use of the respective strengths

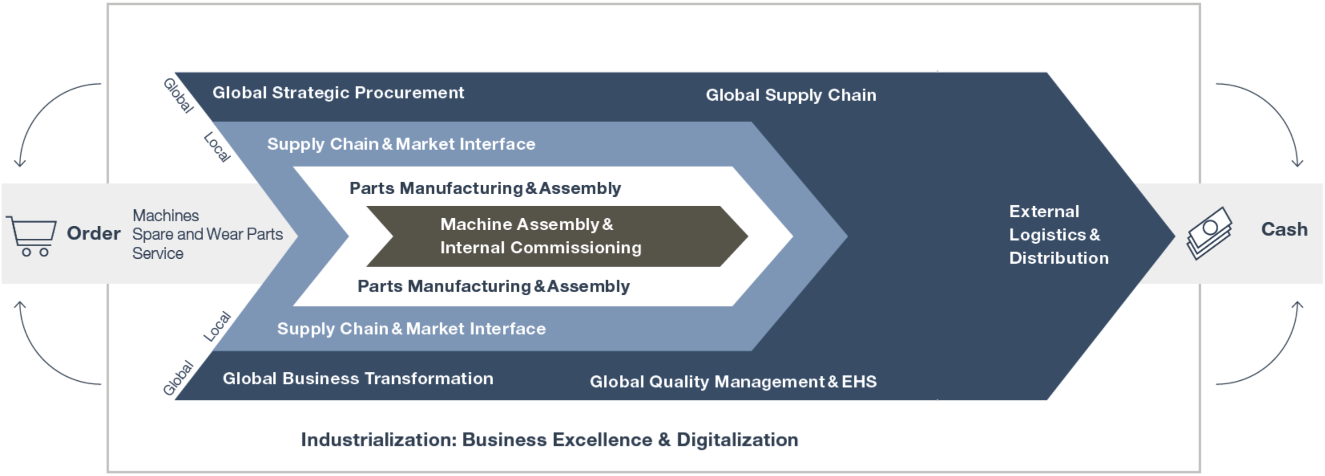
Lean and Excellent, Digital Transformation

Optimization of processes and supply chains





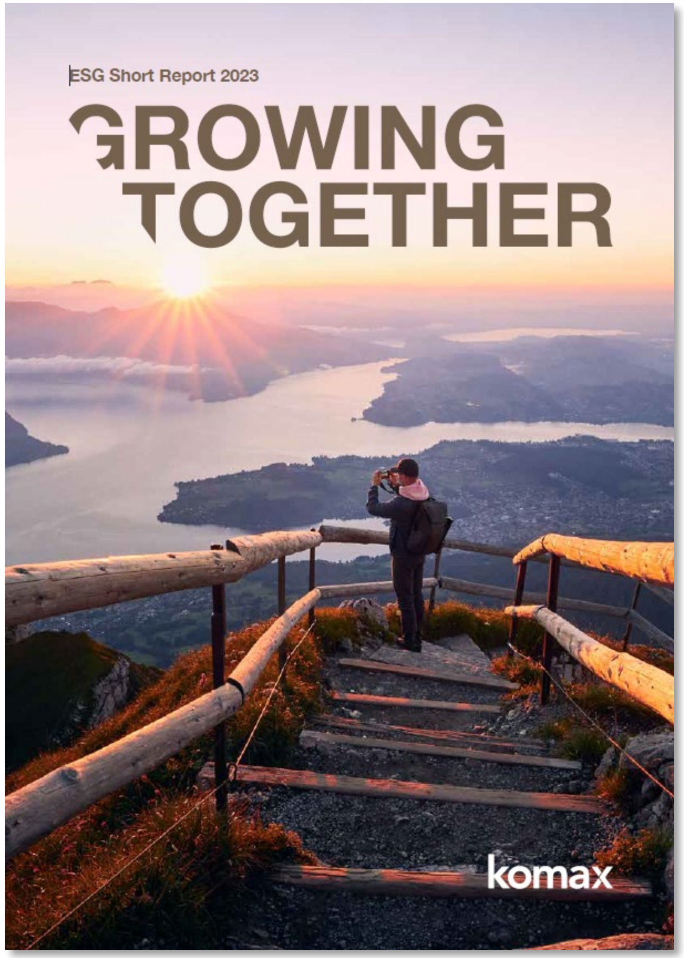
Digital Supply Chain



ESG targets 2024–2028

Komax Group: sustainable, social, and responsible

ENVIRONMENTAL	CLIMATE PROTECTION	Greenhouse gas emissions and energy efficiency
		Product life cycle management
SOCIAL	RESPONSIBILITY	Workplace safety and well-being
		Customer relations
GOVERNANCE	FAIRNESS	Business ethics and compliance
		Supply chain risk management



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Contact / Financial calendar

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Financial calendar

Preliminary information on 2023 financial year	23 January 2024
Annual media and analyst conference on the 2023 financial results	12 March 2024
Annual General Meeting	17 April 2024
Half-year results 2024	13 August 2024

Disclaimer

This presentation contains forward-looking statements in relation to the Komax Group which are based on current assumptions and expectations. Unforeseeable events and developments could cause actual results to differ materially from those anticipated. Examples include: changes in the economic and legal environment, the outcome of legal disputes, exchange rate fluctuations, unexpected market behavior on the part of our competitors, negative publicity and the departure of members of management. The forward-looking statements are pure assumptions, made on the basis of information that is currently available.

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