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# AUTOMATION – KEY GROWTH DRIVER

ZKB Swiss Equities Conference
Christian Mäder, CFO
6 November 2025

komax | adaptronic | TECHNOLOGY HOSVER | DI.IT
Schleuniger | CIRRIS® | WUSTEC

# About the Komax Group

## Market and technology leader

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Schleuniger
A KOMAX COMPANY

adaptronic
A KOMAX COMPANY

CIRRIS
A KOMAX COMPANY

TECHNOLOGY HOSVER
A KOMAX COMPANY

WUSTEC
A KOMAX COMPANY

LINTECH
A KOMAX COMPANY

Di.IT
A KOMAX COMPANY

- Founded in 1975
- Around 3400 employees
- High innovative strength
  (R&D expenditure 8% – 9% of revenues)
- Present in 60 countries
- More than 50 companies
- Number 1 in the market by a wide margin




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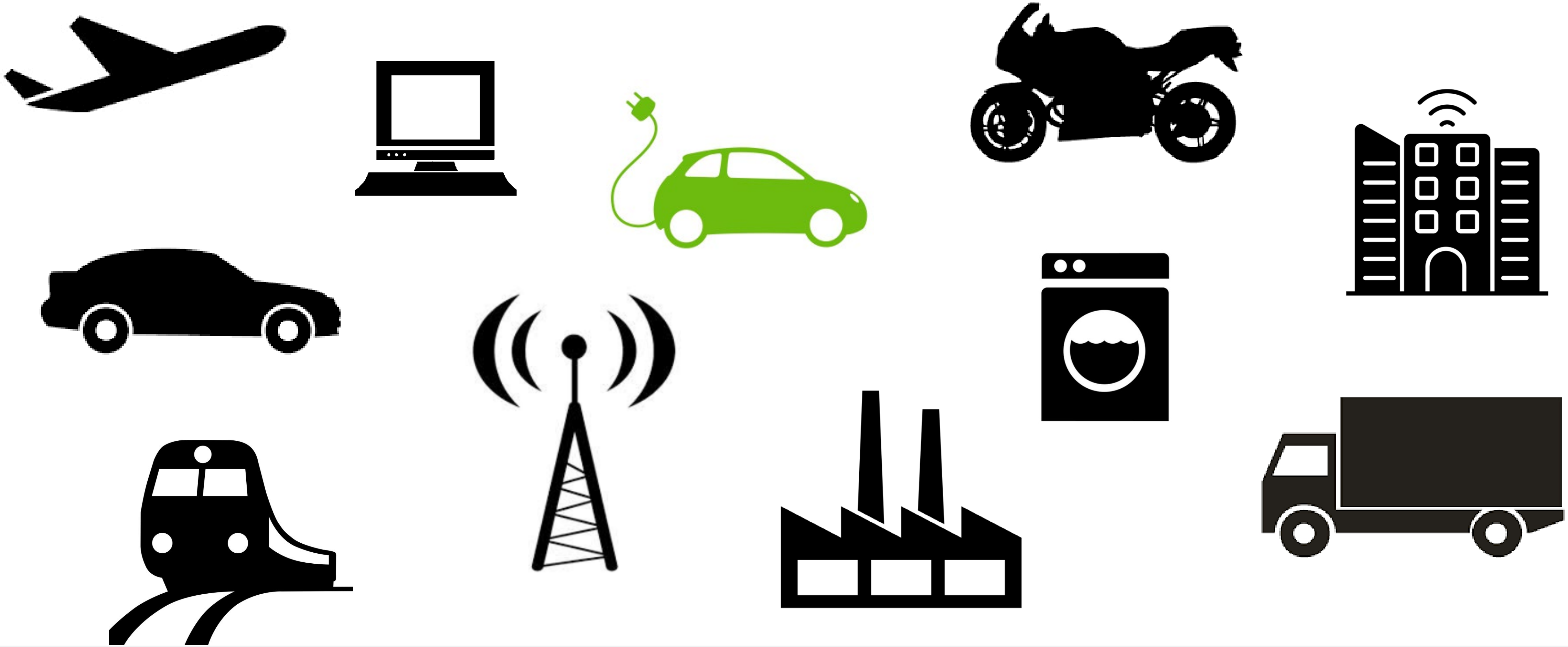
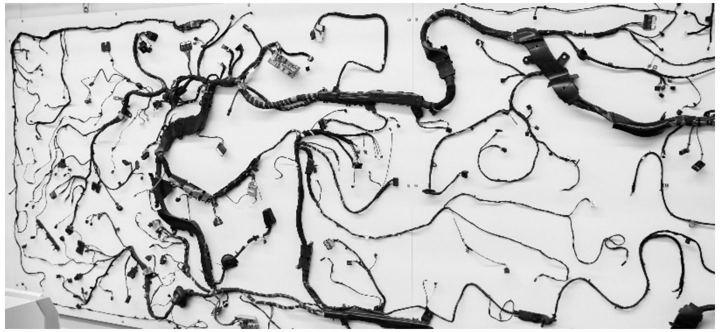
# What does the Komax Group do?

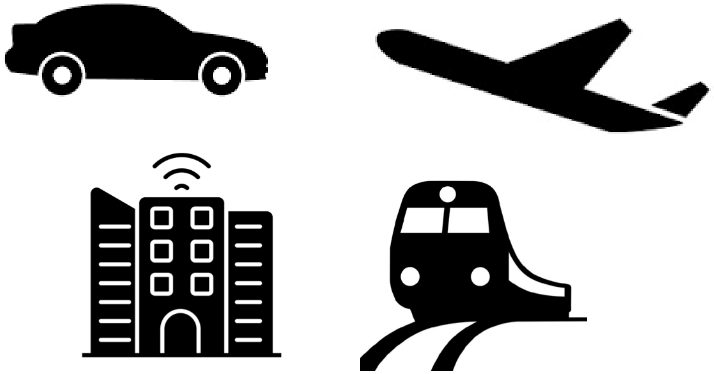
# Wherever electricity is used, wires are required, and wherever wires are installed, areas of application arise for the Komax Group



# Customers of Komax: wire harness manufacturers

**Komax** → supplies → **Wire Harness Manufacturer** (e.g., Leoni, Aptiv, Yazaki) → supplies → **e.g., OEM**





# The broadest product portfolio

# Current market situation

# Challenging market situation, focus on sustainable profitability

**Geopolitical uncertainties strongly affecting the automotive sector**

- Order intake slightly higher than in previous year
- Positive development of the industrial and infrastructure markets

**Significant cost reductions**

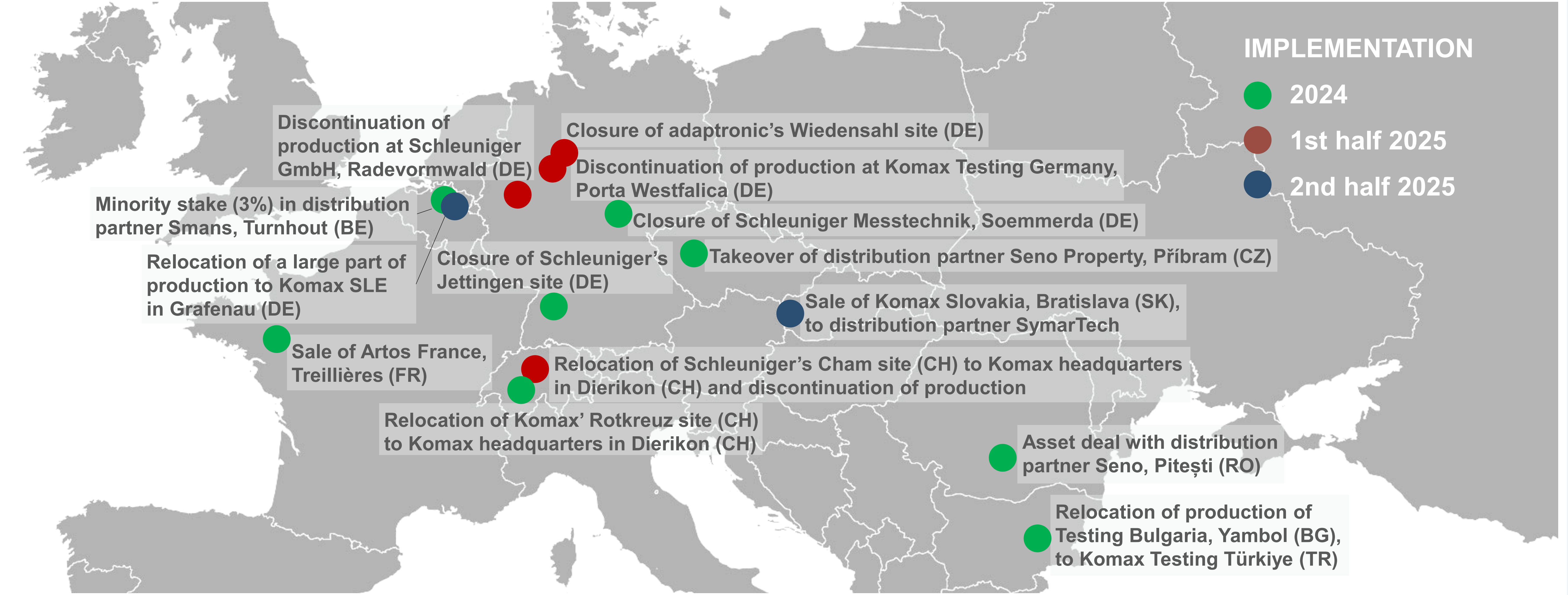
- Further structural adjustments and cost-cutting measures implemented
- Cost base reduced by CHF 6 million in the first half of 2025
- Cost savings of CHF 25 million in total starting in 2026 compared to the 2024 financial year

**Further progress on the Chinese market**

- Successful localization of a fully automated twisting machine at the Tianjin site
- Launch of a new machine for processing data wires, manufactured in China

# Many structural adjustments completed in Europe

Group-wide cost savings of around CHF 25 million from 2026, reduction of 200 jobs



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# US tariff policy weakens customers' willingness to invest

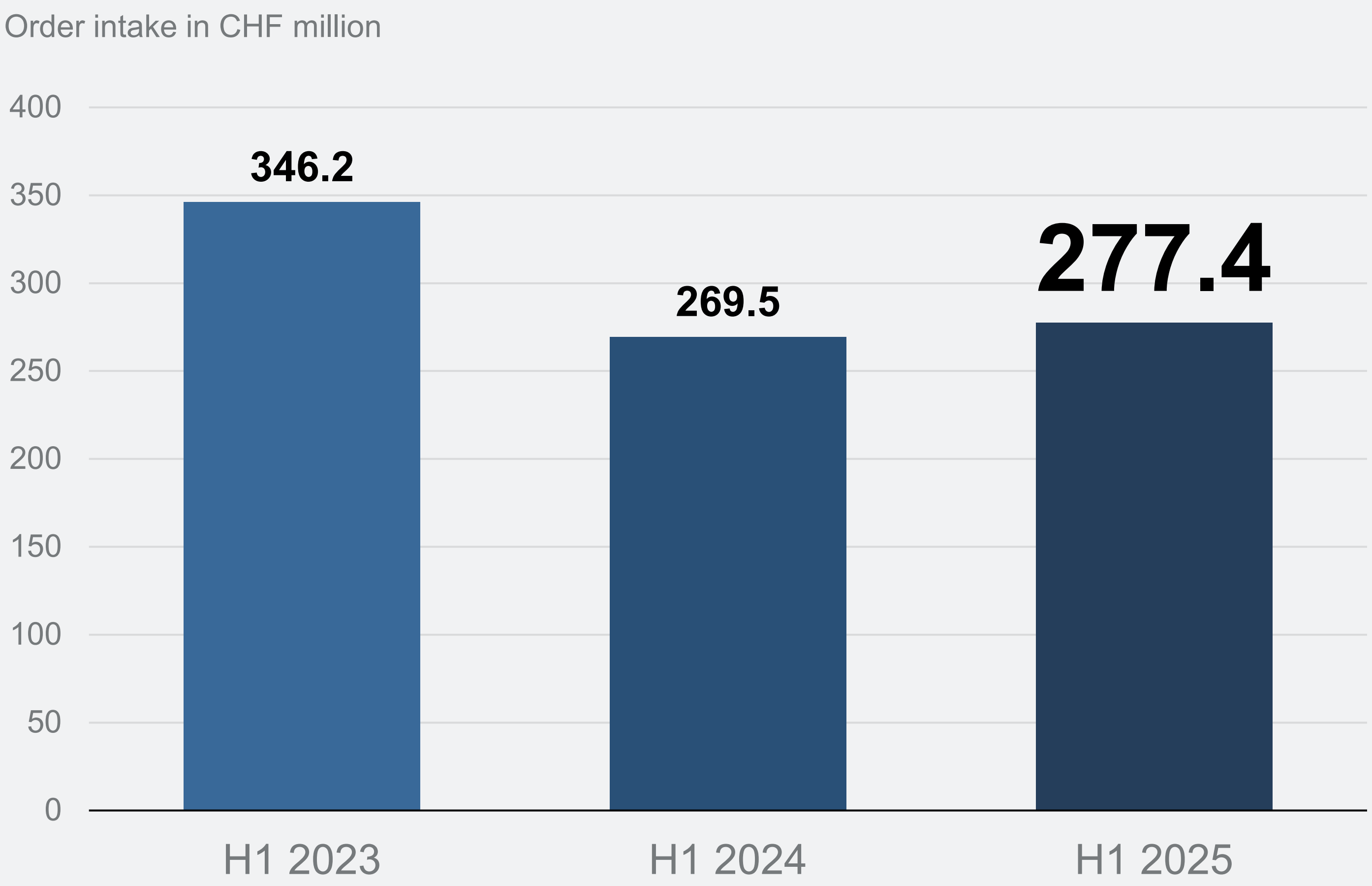

- Komax Group has the strongest global presence (including locations in the US)
- There are no significant competitors from the US
- Tariffs of 10% were passed on to customers
- Full passing on of the 39% tariff is not possible
- Based on current revenues, the Komax Group delivers goods worth around CHF 40 million annually from Switzerland to the US
- Indirect impacts (e.g., changes in investment behavior) are currently uncertain

# 2025 half-year results

# Order intake slightly improved

## Subdued willingness to invest due to geopolitical factors

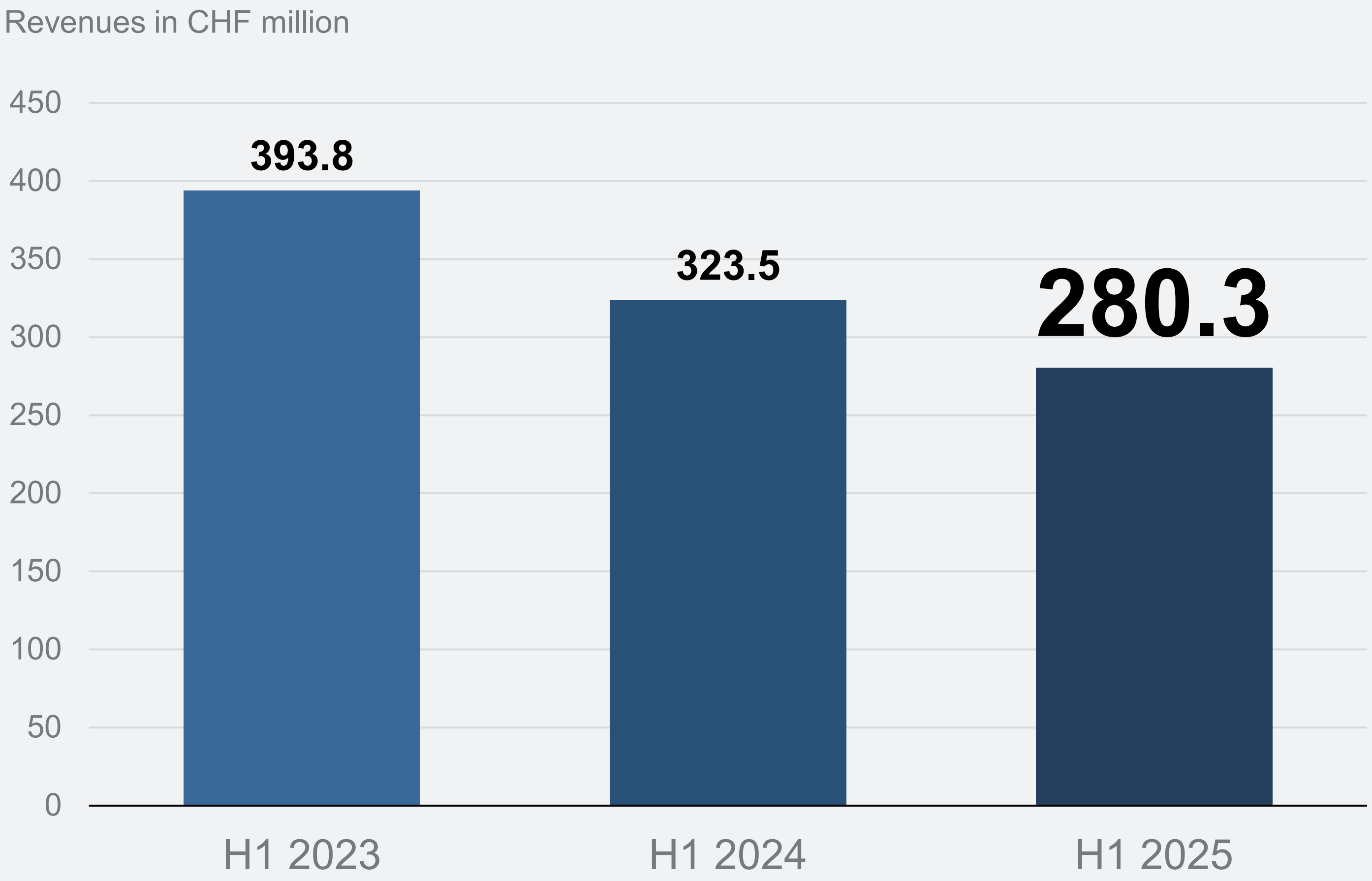
- Order intake increased by 2.9%
- Different regional development
  - High volatility in Europe, North America, and China
  - Strong investment activity in North Africa and India
- Declining willingness to invest from April onwards due to US tariff policy



# Significant decline in revenues

Sluggish automotive industry, growth in industrial and infrastructure markets

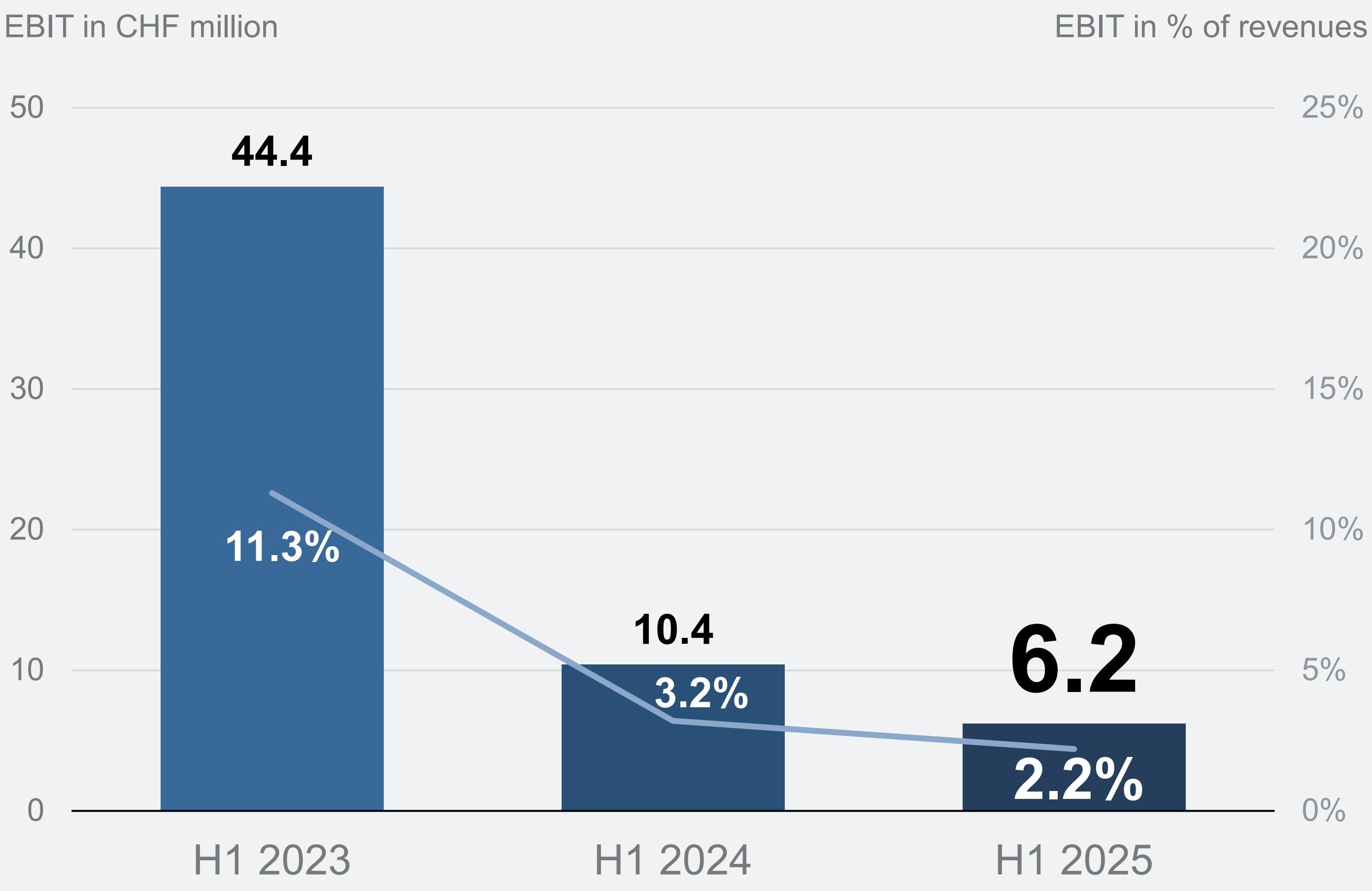
- Decline in revenues (–13.3%) particularly due to the lack of volume business in the automotive industry
- Factors behind development of revenues
  - Organic development: –13.2%
  - Acquisition-related growth: 3.0%
  - Foreign currency impact: –3.1%
- Order backlog fell to CHF 160.2 million due to lower foreign exchange rates and the market situation (end of 2024: CHF 177.1 million)



# Positive EBIT despite decline in revenues

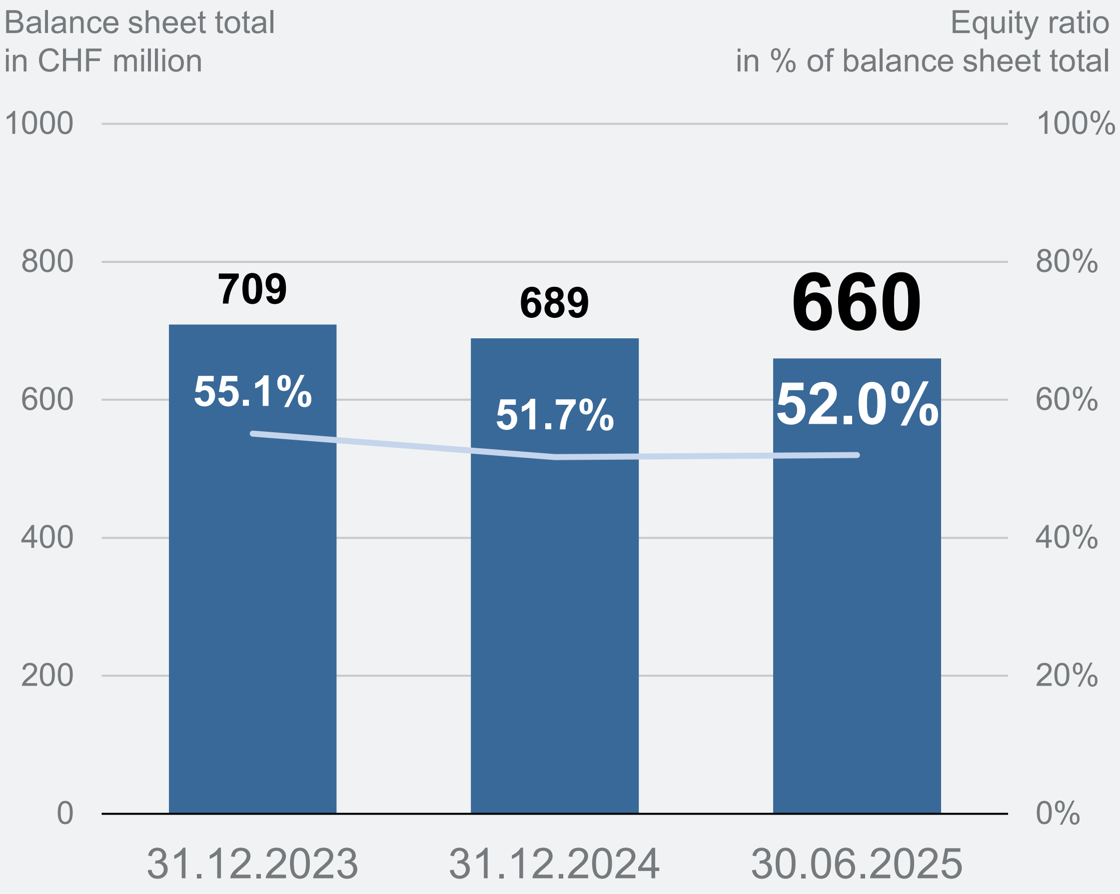
## Structural adjustments and cost-cutting measures are showing results

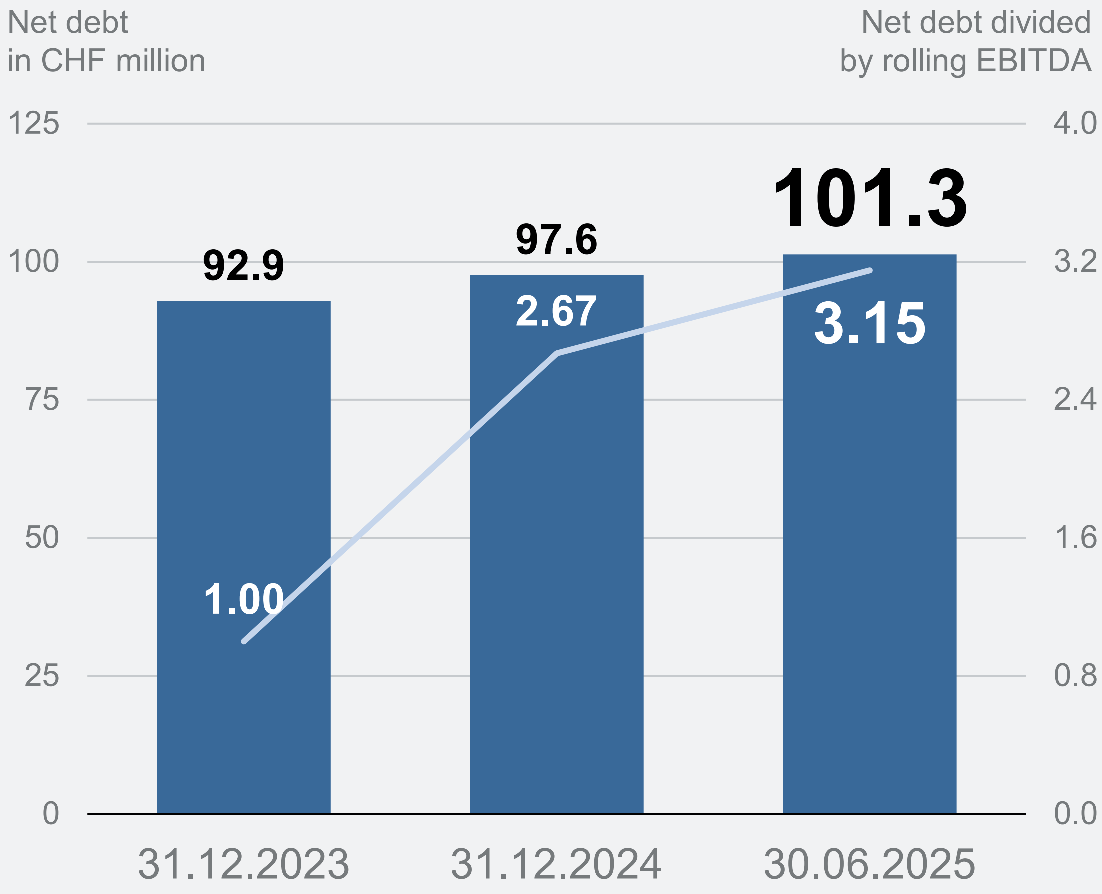
- High gross margin of 68.1% (H1 2024: 63.4%)
- Despite a decline in revenues of CHF 43.2 million and negative currency effects of 2.2 percentage points on the EBIT margin, EBIT fell by only CHF 4.2 million
- EBIT of CHF 6.2 million includes restructuring costs of CHF 1.5 million
- Intensified cost-cutting measures led to savings of CHF 6 million – twice as much as originally forecasted for the full year 2025



# Solid financial foundation

## Equity ratio consistently above 50%



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# Progress in strategy implementation

# China strategy: implementation rapidly proceeding

### 2021
- **Shanghai**: komax — QS, Gamma

### 2022
- **Tianjin**: Schleuniger — CC
- **Shanghai**: komax, Schleuniger — QS, Gamma

### 2023
- **Tianjin**: Schleuniger — CC
- **Shanghai**: komax, Schleuniger — QS, Gamma

### 2024
- **Suzhou**: HOSVER Technology — HV
- **Tianjin**: Schleuniger, komax — CC, Gamma
- **Shanghai**: komax, Schleuniger — QS

### 2025
- **Changchun**: 长春易加科技有限公司 CHANGCHUN E-PLUS TECHNOLOGY CO.,LTD.
- **Suzhou**: HOSVER Technology, komax — HV, Data Wire
- **Tianjin**: Schleuniger, komax — CC, Gamma, Sigma
- **Shanghai**: komax, Schleuniger — QS



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# Strengthening of Tianjin site

Successful product localization



- Localization of fully automatic twisting machines for the Chinese market
- New machine launched at productronica in Shanghai in March and already sold several times

- New, larger building rented in Tianjin and moved into in June to cope with expected growth in China

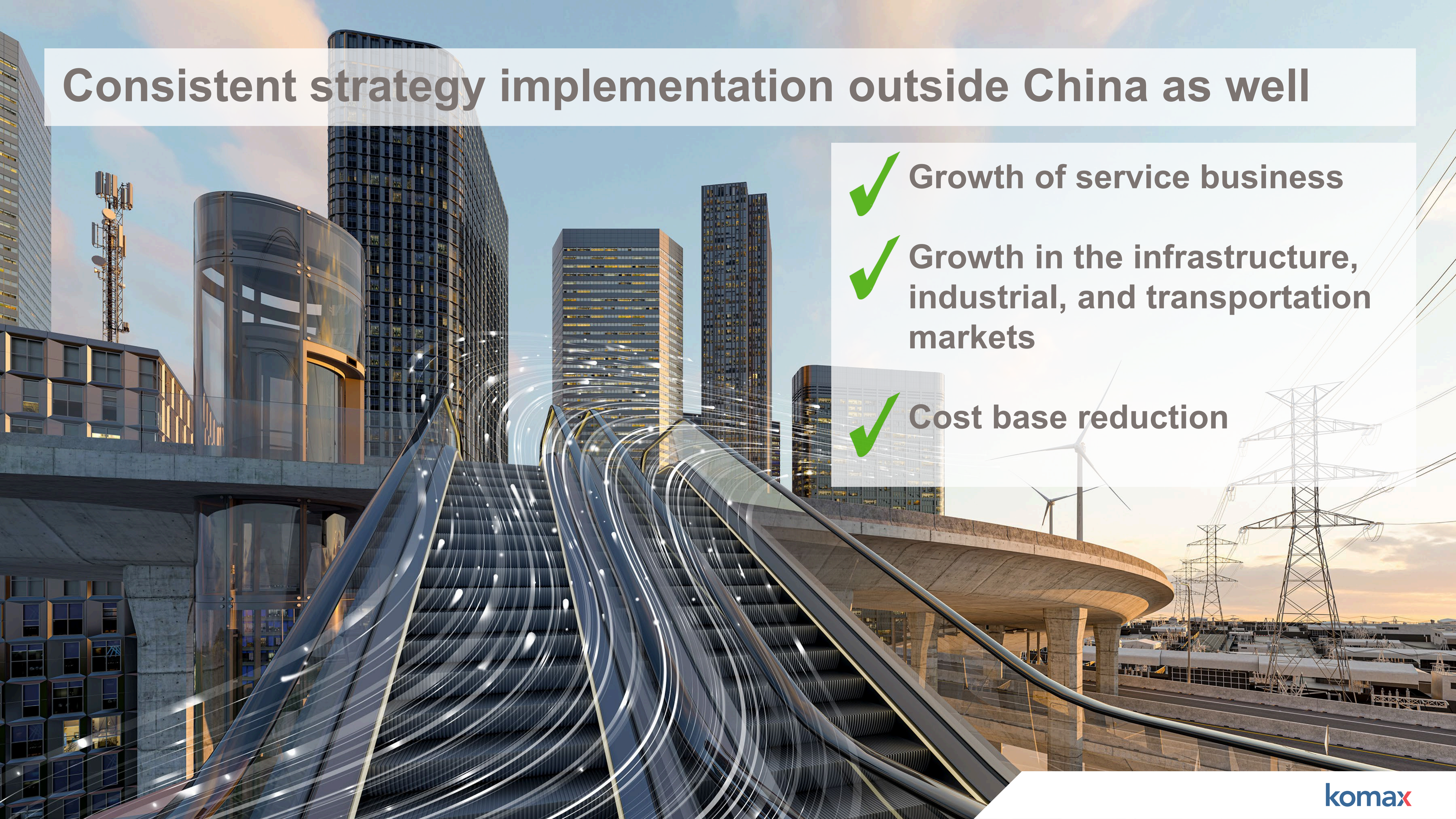
# Hosver

Leading manufacturer of machines for processing high-voltage cables in China

TECHNOLOGY HOSVER


- Launch of a new machine for processing data wires at productronica in Shanghai in March 2025
- Increase in stake in Hosver from 56% to 67% in August 2025

# Consistent strategy implementation outside China as well

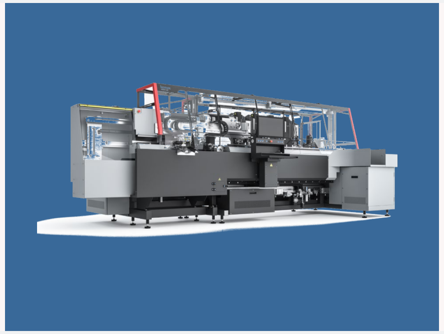


- ✓ Growth of service business
- ✓ Growth in the infrastructure, industrial, and transportation markets
- ✓ Cost base reduction

# Outlook

# Automated vs. manual work

The long-term trend toward automation shows no signs of abating



**20%**
**automated**

**80%**
**manually**

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# Outlook and new mid-term targets

Strong foundation for profitable growth

## Outlook

In the 2025 financial year, the Komax Group expects revenues of around CHF 580 million and a slightly positive EBIT (before restructuring expenses of CHF 7.5 million).

## New mid-term targets

Thanks to the significant cost savings, the Komax Group laid the foundation for targeting **a double-digit EBIT margin starting in 2027**. In addition, the Komax Group assumes **average annual market growth of around 6% and plans to grow faster than the market**. The Komax Group continues to be convinced of the growth potential in this market and of the company and is even more focused on sustainable high profitability. This target replaces the previous mid-term targets for 2030.

# Next financial communication

## Financial calendar

| | |
|---|---|
| Preliminary information on 2025 financial year | 20 January 2026 |
| Annual media and analyst conference on the 2025 financial results | 10 March 2026 |
| Annual General Meeting | 9 April 2026 |
| Half-year results 2026 | 13 August 2026 |

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# Note on forward-looking statements

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 competitors, negative publicity, and the departure of management-level employees. The forward-looking statements are pure assumptions, made on the basis of information that is currently available.


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