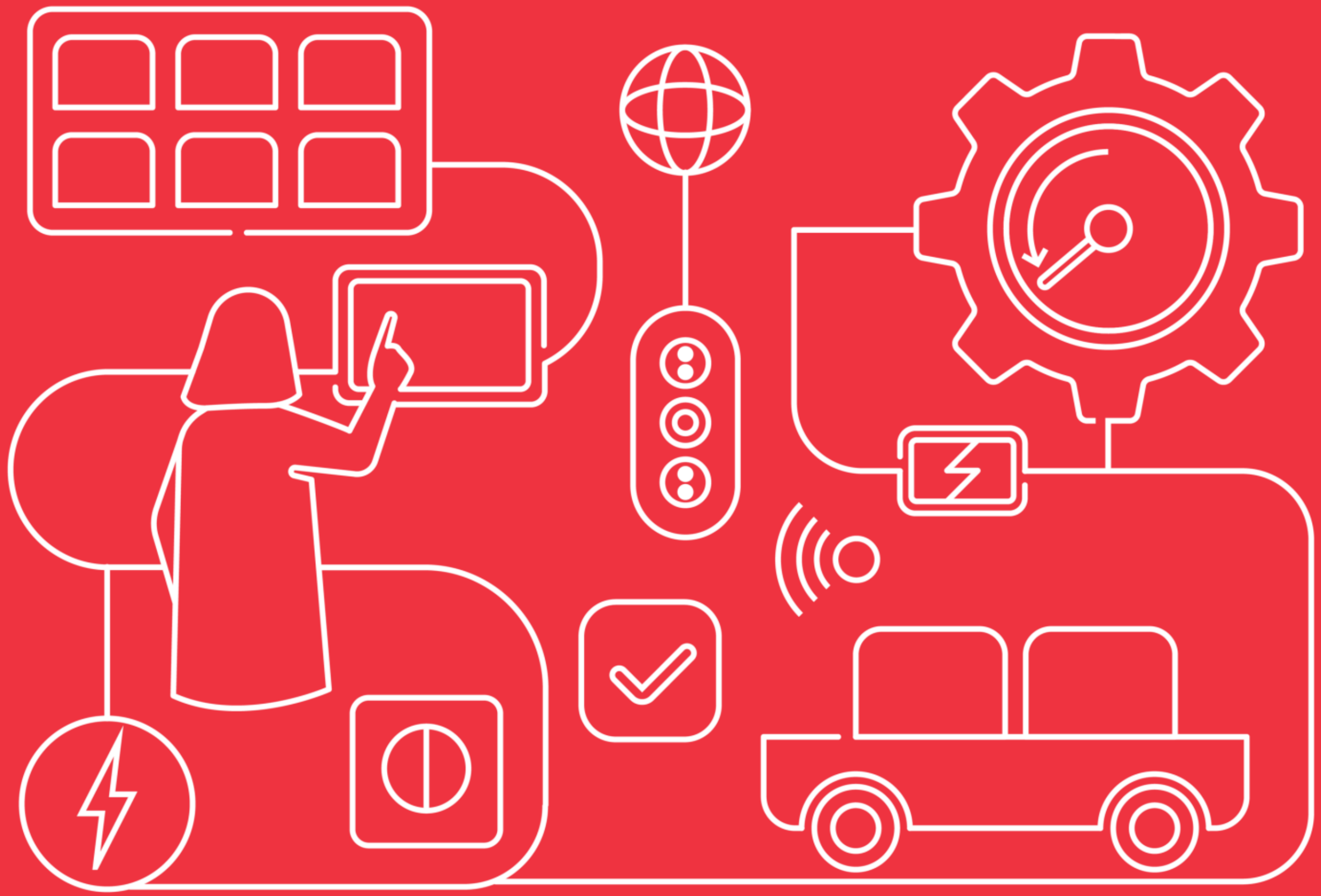
Phoenix Mecano for ZKB Swiss Equity Conference



GLOBAL COMPETENCE, LOCAL VALUE

5 November 2025

Agenda

- Who we are
- Essentials of our equity story
- Current trading highlights

A Global Technology Group listed in Switzerland

1975
Founded
Founding family as anchor shareholder

2
Growth areas
Streamlined & balanced portfolio

3
Focused divisions
Focus on profitable niche markets

7'000
FTE
Strong corporate culture emphasizing operational excellence

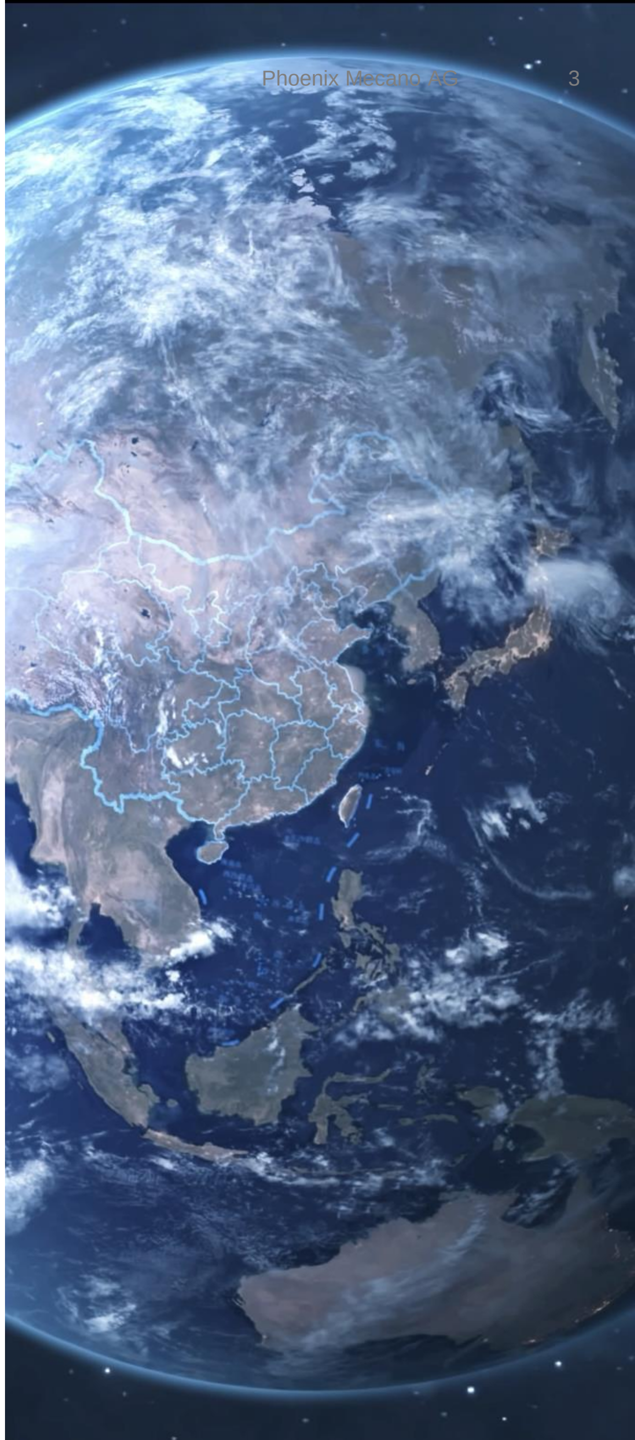
>60
Locations
Decentralized structures ensure customer proximity and agility

~800
Sales in Mio. EUR
High-tech components and modular solutions

Revenue 46% Europe and 54% rest of the world

>10'000
B2B customers
Proven customer-centric business model

Broad customer base with 80% repeat customers

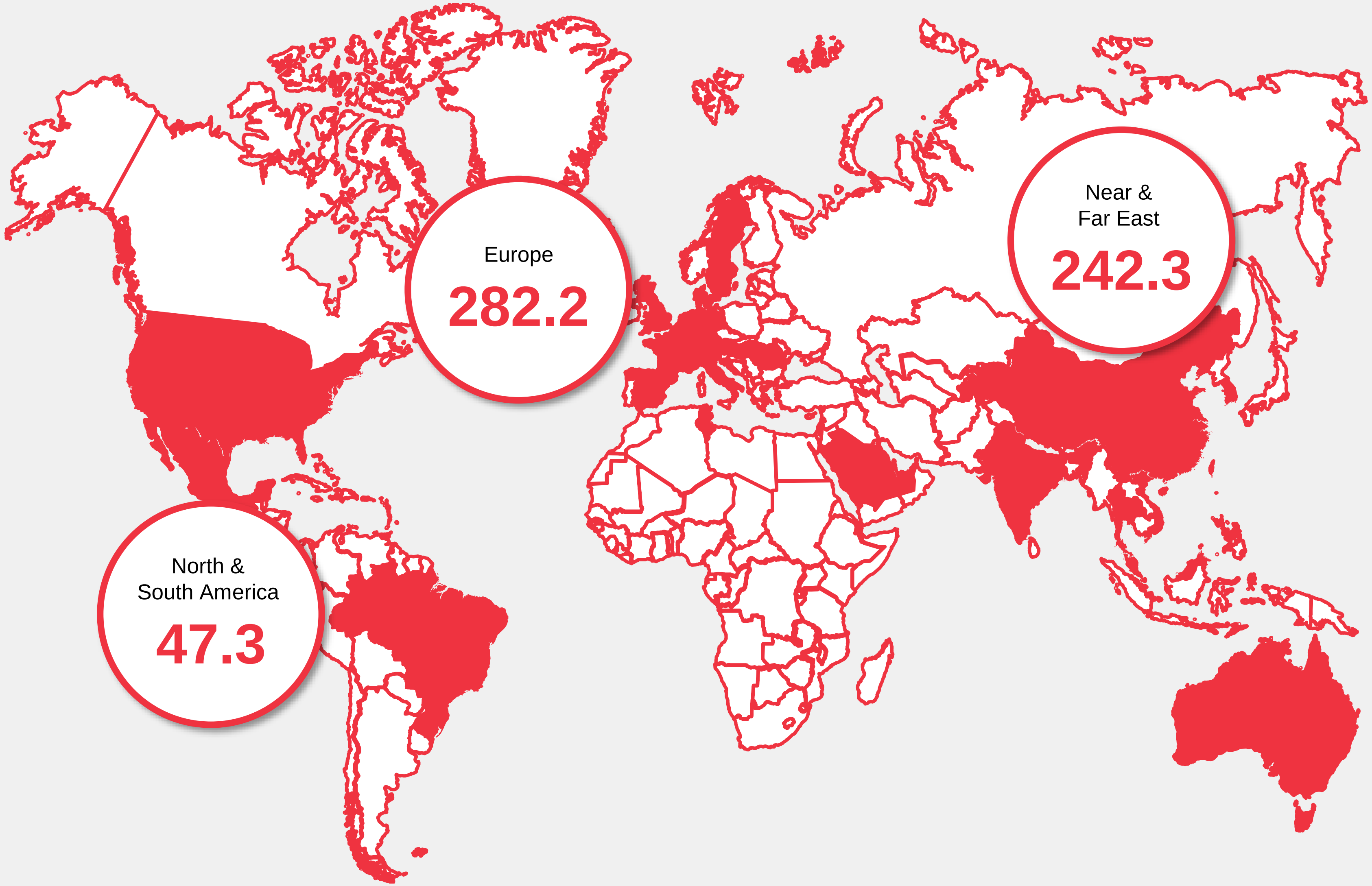


Global Presence

Emphasizing operational excellence and market proximity

9	Competence Centers
18	Production flex shops
25	Sales Offices

Gross Sales Q1 - Q3 2025 EUR million



Balanced portfolio with leading market positions

Growth areas	**Industrial Solutions**		**Smart Furniture**
Focused divisions	**Industrial Components** (26%)*	**Enclosure Systems** (29%)*	**DewertOkin Technology Group** (45%)*
Growth drivers	**Industrial Automation & Robotics** Industrial Digitalization Decarbonization		**Smart Home** Demographic changes
Leading in global niches	**TOP3** in DACH-markets Global Technology **leader**	**Number 1** in Europe	**Number 1** in seating and bedding motion technology

*Gross Sales Q1 - Q3 2025

Product examples: Industrial Activities

Renewable Energy

Explosion-proof enclosures
for hydrogen applications

Transportation

Power distribution units for
electric commercial vehicles

Electrical Technology

Current transformers
for data centers

Product Example: Boversa

- Metal base and plastic cover
- Perfect for wireless applications requiring cooling
- Example: Mobile camera surveillance system for construction site monitoring with integrated lighting (photo on the right)

Product examples: DewertOkin Technology Group

Drives

Compact drives to electrically adjust medical
and comfort furniture

Mechanisms

Robust furniture fittings suitable for a variety of furniture designs

Accessories

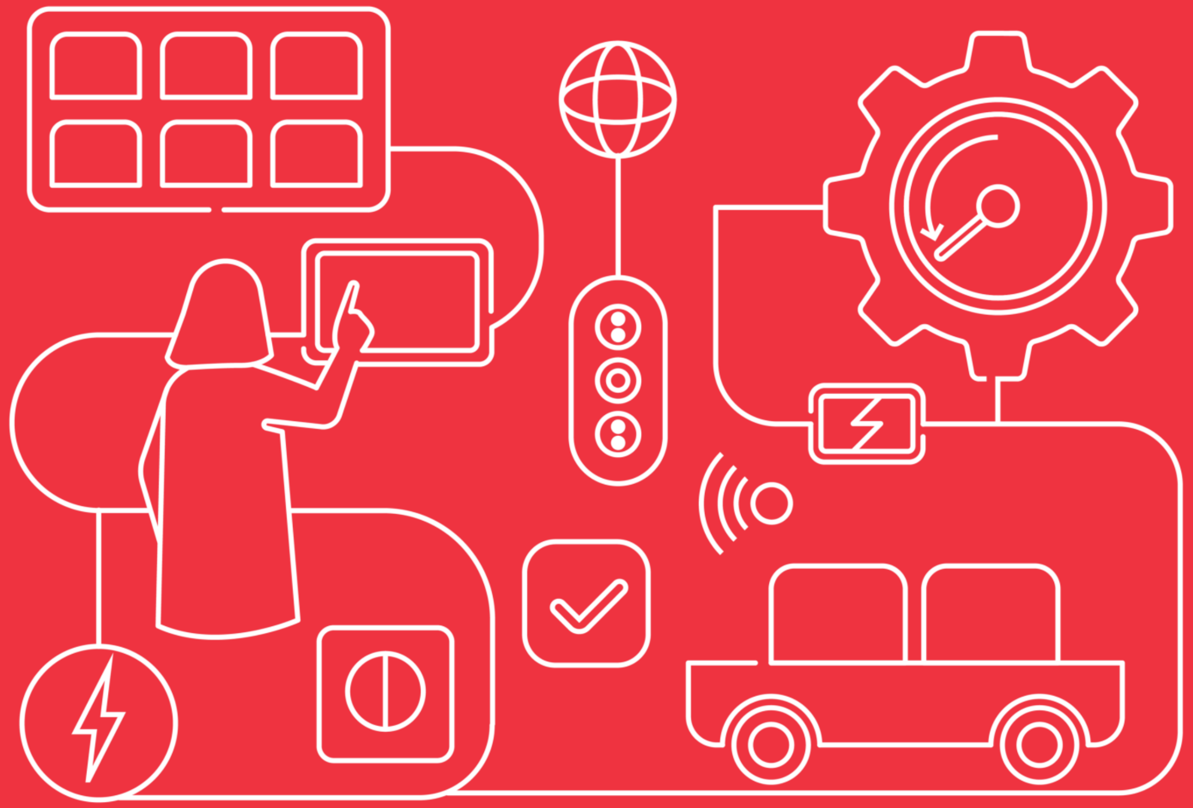
Handsets to easily operate
adjustable comfort furniture

Sensors

Various sensors to detect bed status and monitor vital signs

Product example: DewertOkin Technology Group

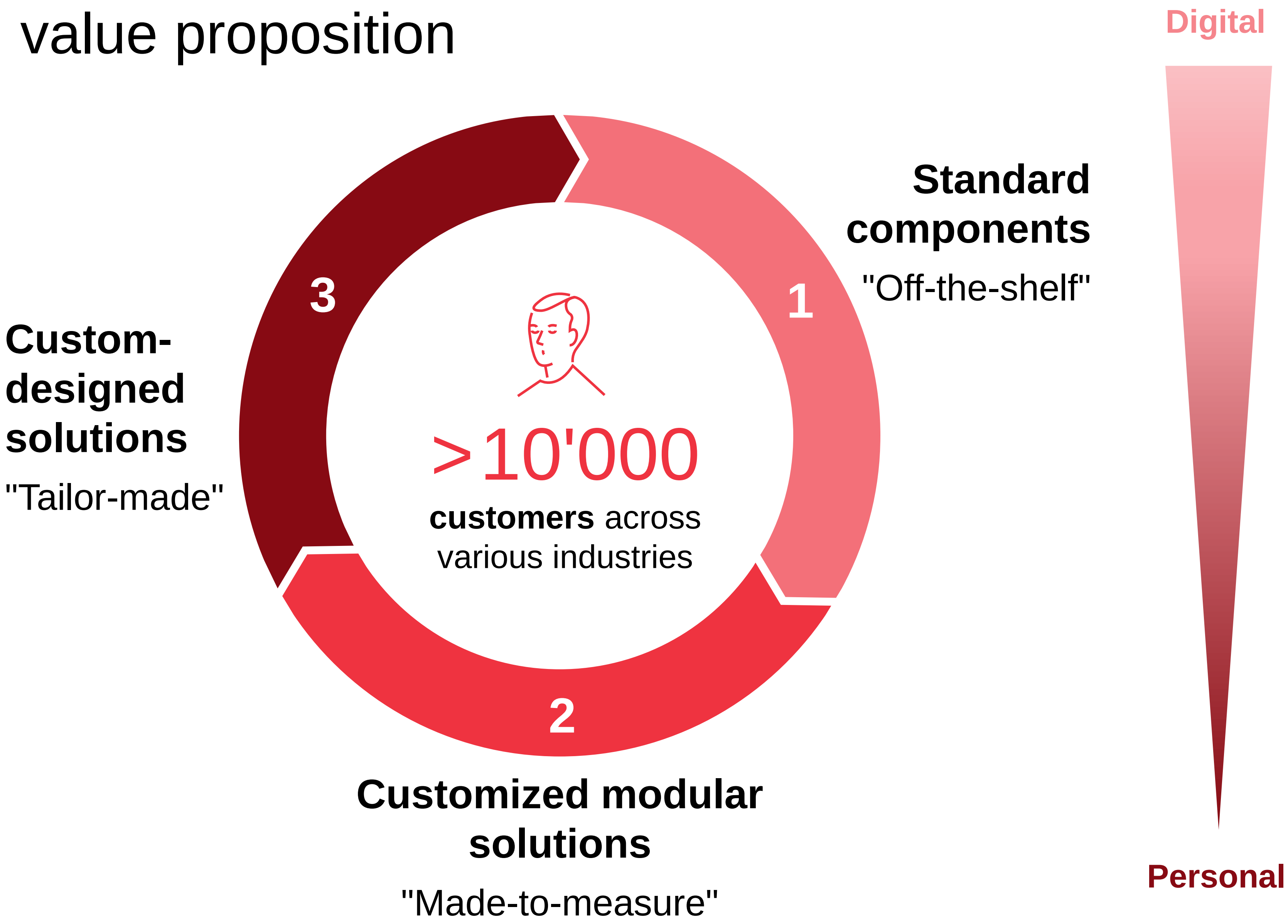
PHOENIX MECANO



VALUE PROPOSITION

Proven business model

Proven business model – customer centric value proposition



Economies of scale

1. Standardize

Bundling demand, developing and manufacturing industrial components

Pricing power

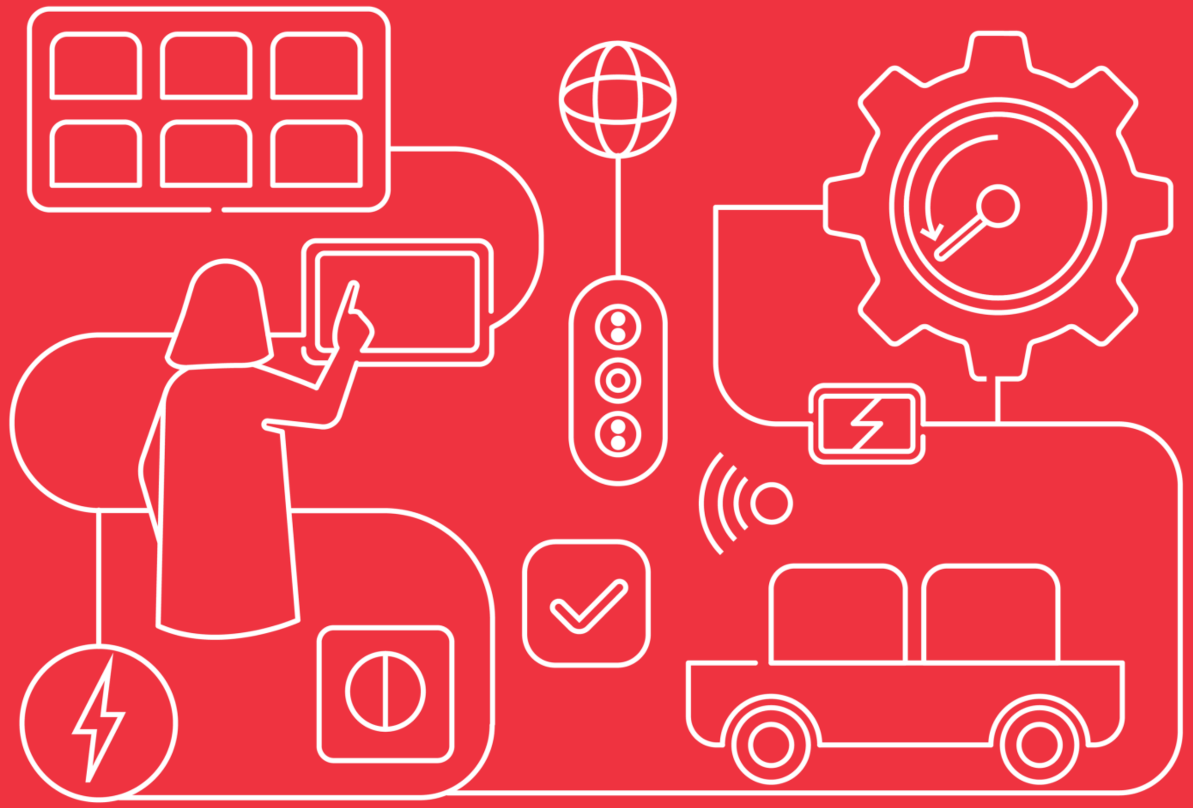
2. Customize

Customized adaptations for niche markets and industrial applications

Innovation partnership

3. Innovate & Integrate

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



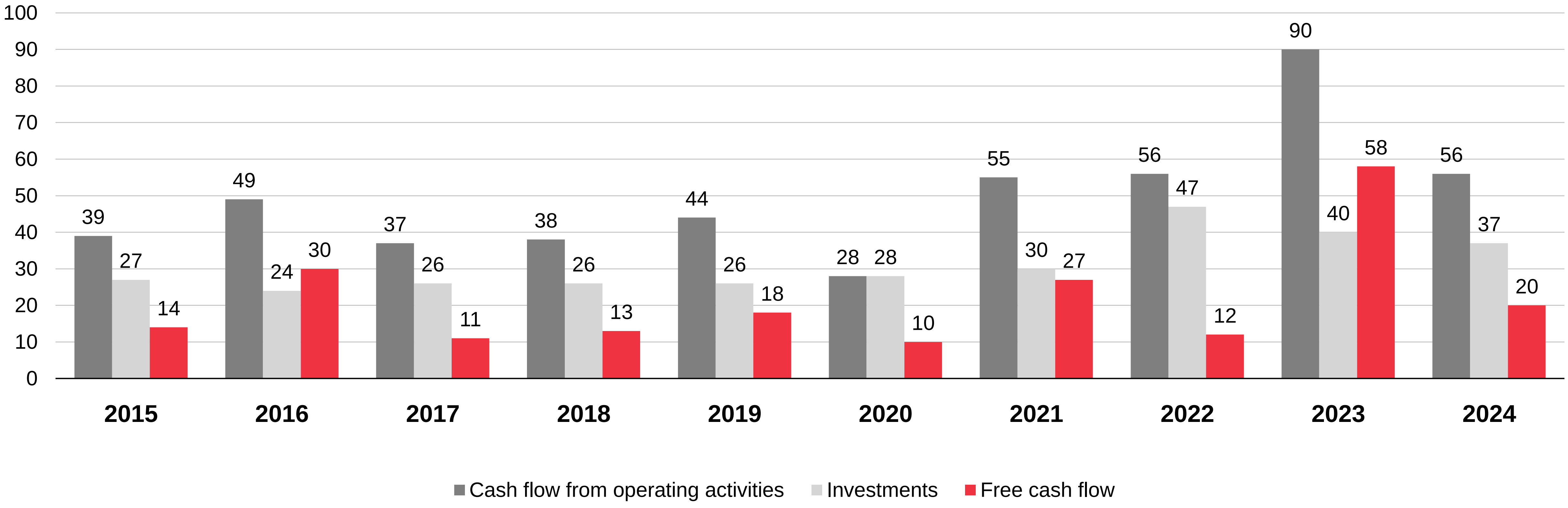
RELIABLE SHAREHOLDER RETURN

Returns underpinned by
strong cashflow generation

Strong cash flow generation

Cash Flow and Investments

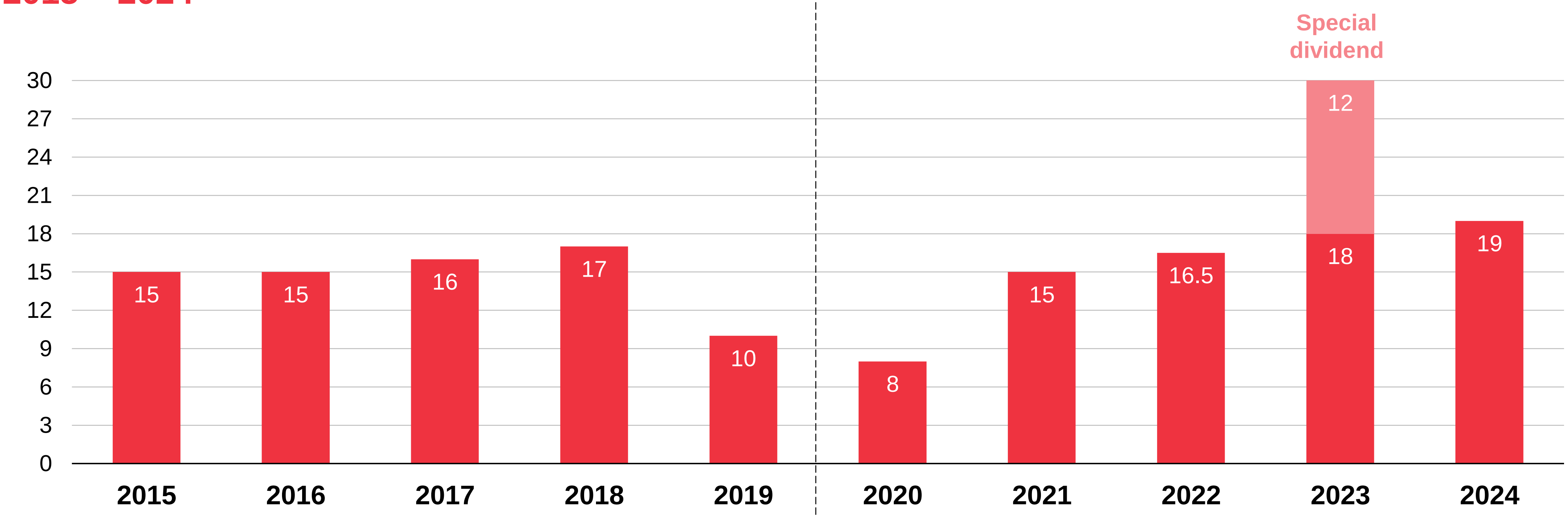
EUR million



Significant cash return to shareholders

Dividends 2015 – 2024

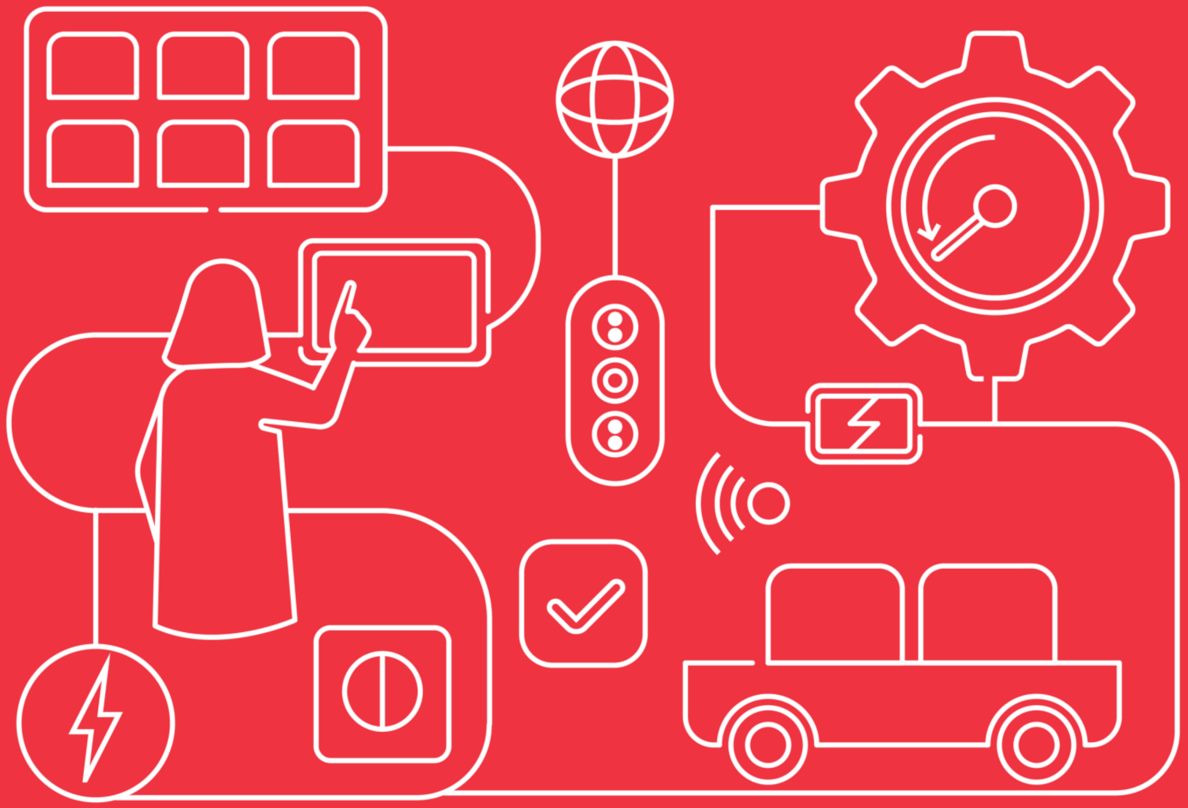
CHF



Dividend yield */**	3.2%	3.2%	2.4%	3.4%	2.1%	1.7%	3.7%	5.0%	6.9%	4.5%
Pay-out-ratio **	202%	57%	63%	39%	62%	81%	44%	40%	65%	51%

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

PHOENIX MECANO



OUR GROWTH DRIVERS

Megatrends

Industrial Automation and Robotics

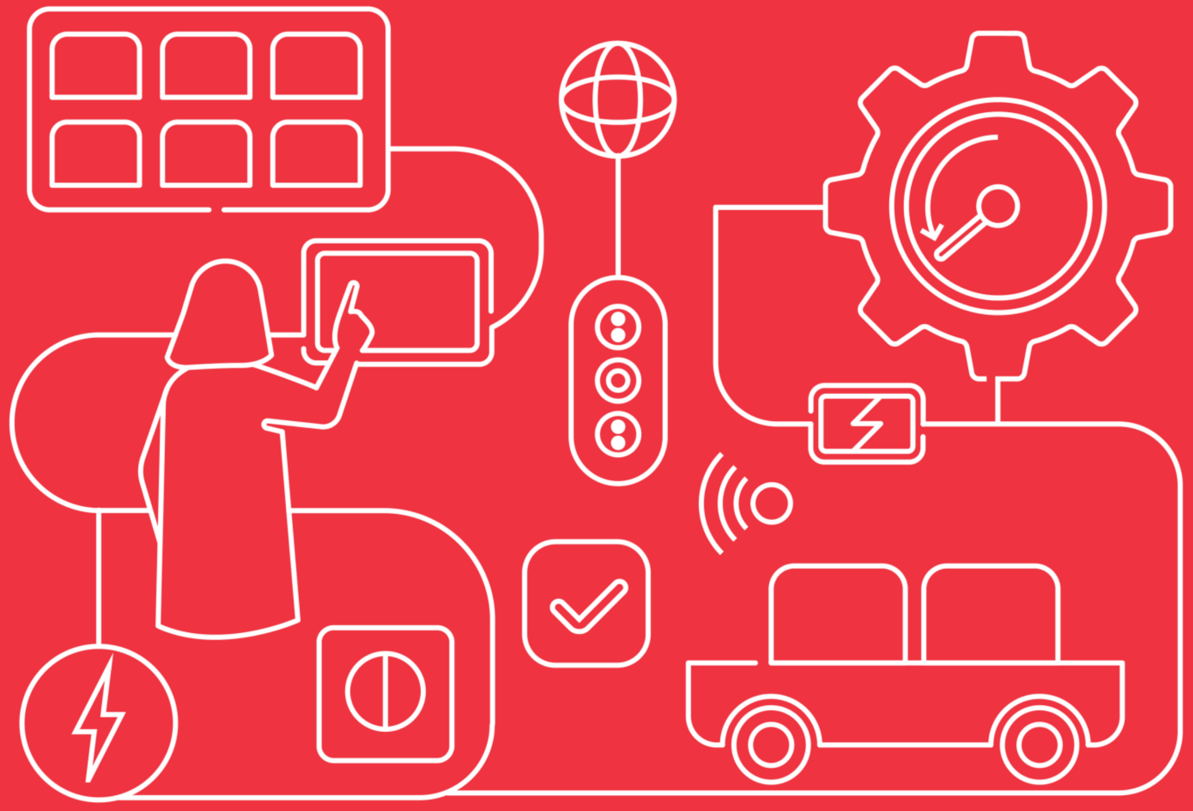
- Factory Automation and Robotics
- Industrial Digitalization and IoT
- Shortage of Skilled Labor / Reshoring

Decarbonization

- Renewable Energy Sources
- Smart Grids
- Electromobility
- Green Hydrogen

Smart Furniture

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



GROWTH ASPIRATIONS AND PROFITABILITY TARGETS

Growth aspirations and profitability targets

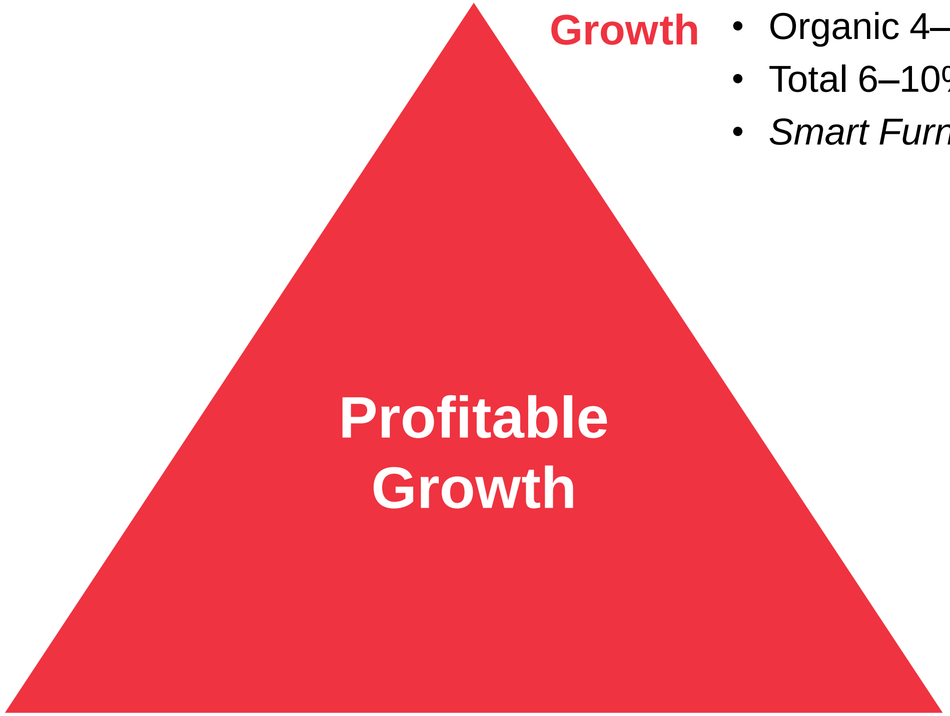
communicated on Dec. 2, 2022

Group-level

Strategic mid-term targets 2026

Growth

- Organic 4–6%
- Total 6–10%
- *Smart Furniture >10%*



Returns to shareholders
Return on Capital
ROCE > 15%

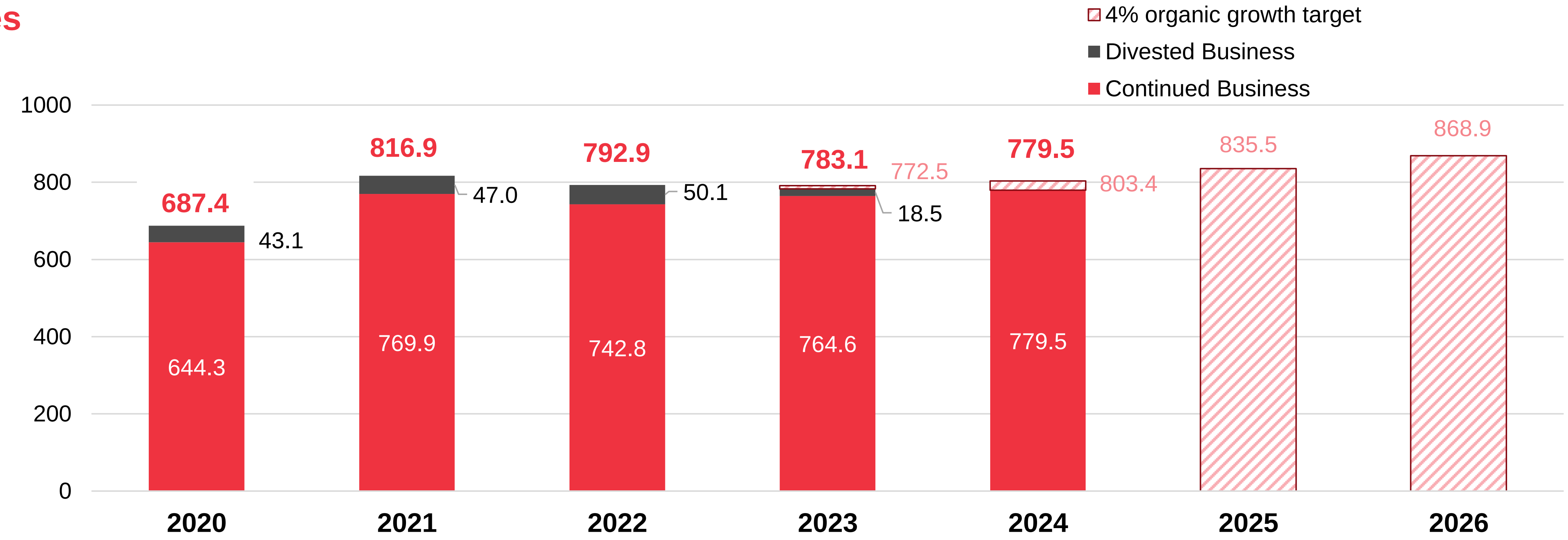
Profitability

- EBIT-Margin 8–12%
- *Industrial Solutions > 10%*

Development over 5 years

Gross Sales

EUR million

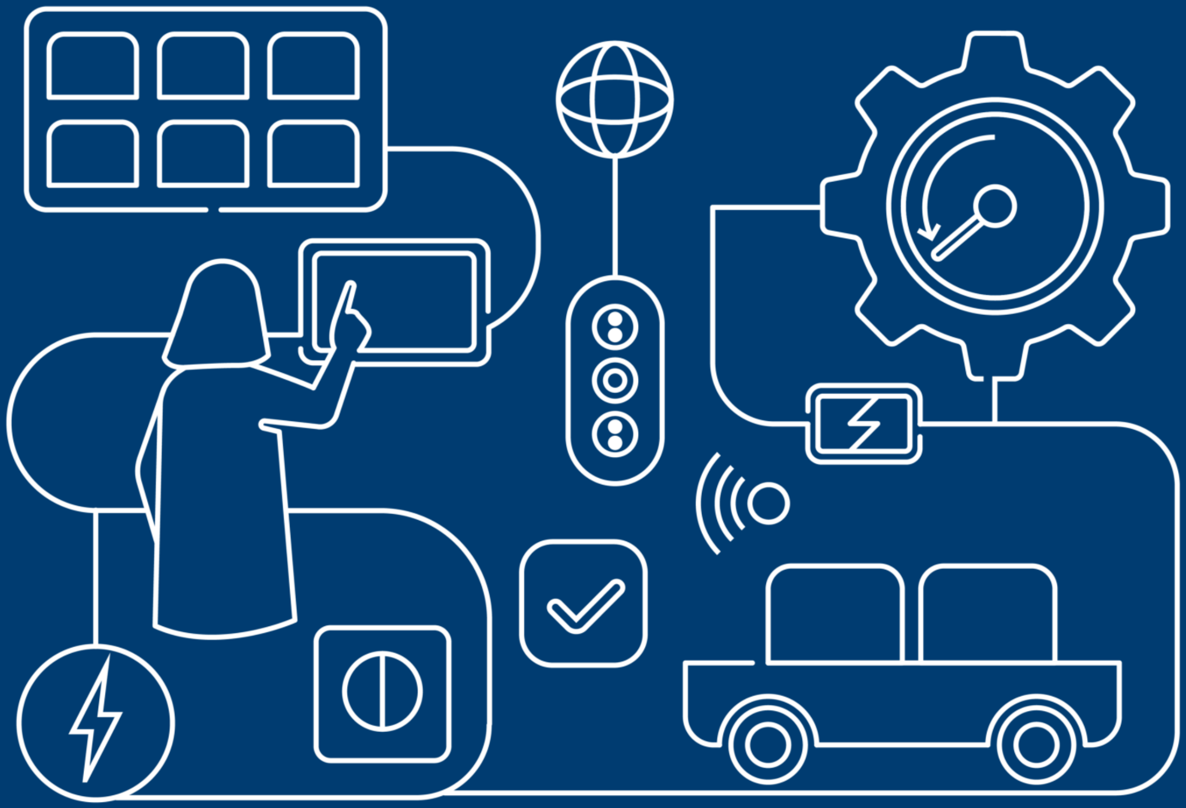


	2020	2021	2022	2023	2024	2025	2026
Operating Cashflow (EBITDA)	48.2	66.6	78.0	85.3	75.3		
EBIT margin	3.3%	5.4%	6.8%	7.9% (7.5%)*	6.6%		
ROCE	7.6%	14.4%	15.6%	21.9%	17.1%		
Organic growth rate	+0.6%	+17.7%	-6.8%	+5.8%	+2.0%		

* adjusted for one-off effects

Global competence, local value

PHOENIX MECANO



DEWERTOKIN TECHNOLOGY GROUP – DOT

DEWERTOKIN TECHNOLOGY GROUP

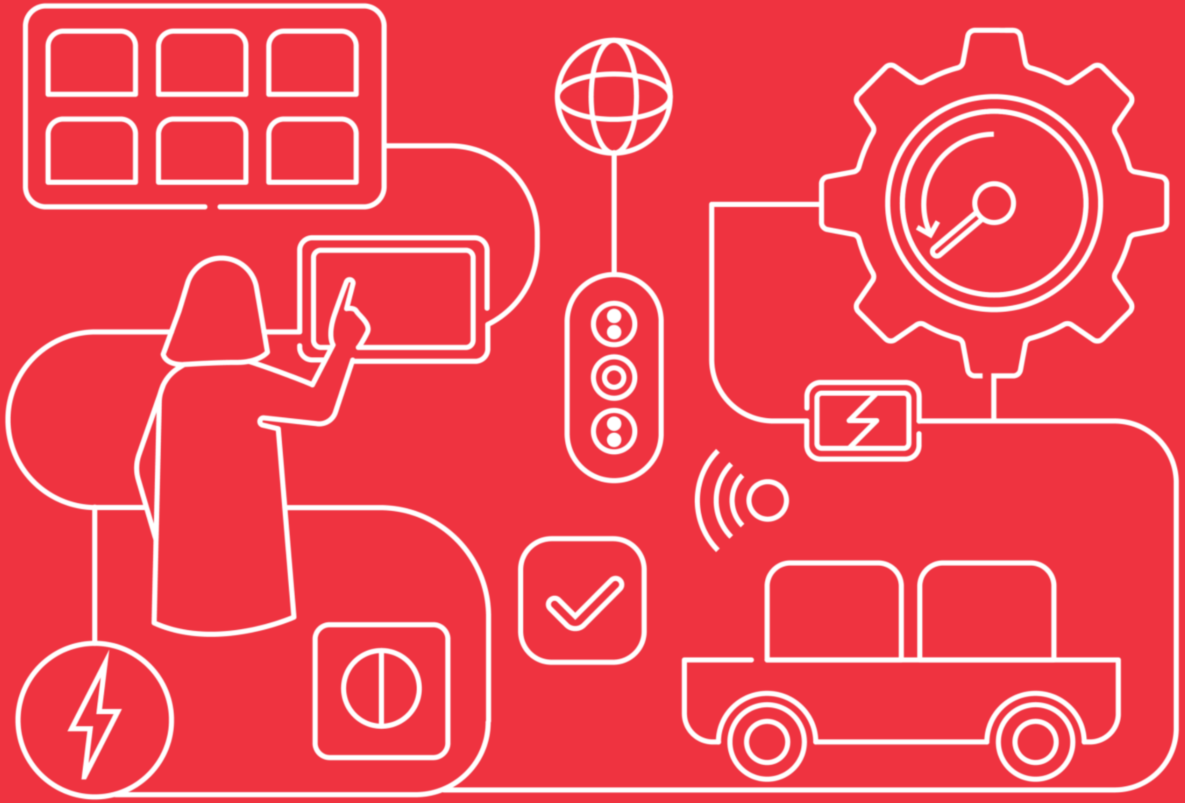
Plan for Partial IPO

- DewertOkin Technology Group announced a partial IPO in China in early 2020.
- Local leadership’s financial involvement (ESIP) helps attract and retain talent.
- DOT Group, based in Jiaxing, operates independently from the main group.
- IPO application is planned based on performance from 2024 to 2026.

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

Global competence, local value

PHOENIX MECANO



BUSINESS PERFORMANCE Q1-Q3 2025

Current Financials

Q1-Q3 2025 Results – Highlights

- Despite difficult conditions, Phoenix Mecano achieved an increase in result in the third quarter of 2025 compared with the previous year
- Industrial divisions generated organic growth and boosted their profitability
- DewertOkin Technology Group continued to feel the effects of the US tariffs

EUR million	Q1-Q3 2024	Q1-Q3 2025	+/-
Incoming orders	603.3	566.1	-6.2%
Gross sales	591.7	571.8	-3.4%
Operating cash flow	59.0	54.4	-7.8%
Operating result	**41.7**	**37.0**	**-11.3%**
in % of sales	7.1%	6.5%	-0.6pp
Result of the period	**28.0**	**25.6**	**-8.6%**

Q1-Q3 2025 Results – Divisions

EUR million	Enclosure Systems	Industrial Components	DewertOkin Technology Group
Gross sales	165.1	147.1	253.5
% change previous year	-0.3%	+2.1%	-7.9%
Operating result	24.1	7.5	9.4
in % of sales	14.6%	5.1%	3.7%

Enclosure Systems

- High demand for explosion-proof enclosures on back of global energy investments
- Subdued demand in HMI segment due to weakness in european automotive sector

Industrial Components

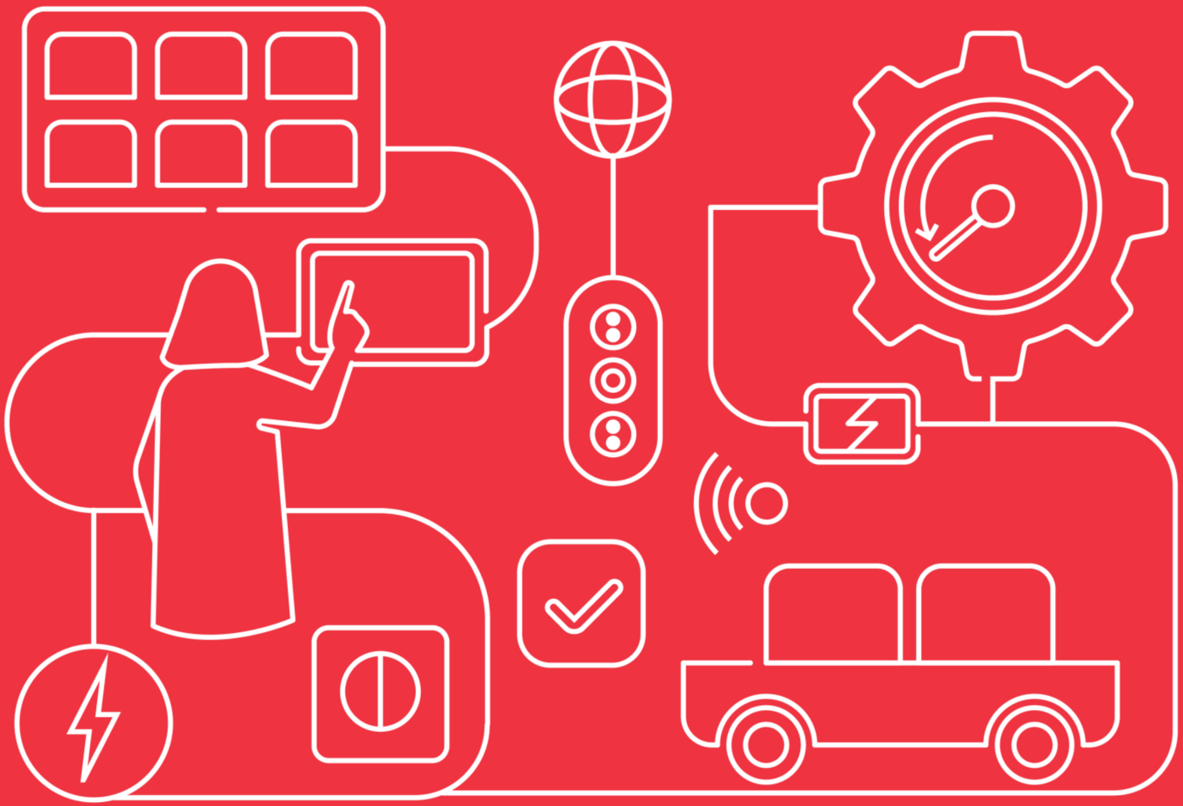
- Build-out of electricity infrastructure continued to drive sales in Measuring Technology
- Performance enhancement programme of EUR 3.5 million

DewertOkin Technology Group

- Global supply chains for furniture remained strained due to tariff impact
- Agile production network offers alternative options in Vietnam and Hungary

Tariff Update

- The direct effect of US tariffs on Phoenix Mecano remains limited.
- In 2025, the industrial divisions are anticipated to export EUR 11.5 million worth of products directly to the US from the EU, Switzerland, and India.
- The DOT Group plans to ship products valued at EUR 25.1 million directly to US customers from China in 2025.
- To address this, DOT has increased its production capacity in Vietnam.
- US tariffs indirectly affect both the DOT Group and the industrial divisions, as customers face uncertainty in planning for long-term investments.
- Higher prices for end customers could result in decreased demand.



WRAP-UP

Wrap-up

INVESTMENT CASE

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

CURRENT TRADING HIGHLIGHTS

- Slowdown caused by US tariffs anticipated to be temporary
- Strong performance in industrial activities
- Ongoing investments in digitalization and efficiency enhancements – positioning to capitalize on the next economic upturn
- 2025 guidance: Operating result may be up to 20% lower than the previous year
- Capital Markets Day scheduled for December 11, 2025

Global competence, local value

PHOENIX MECANO

THANK YOU FOR YOUR ATTENTION!