



**3 – 2 – 1
THE FUTURE
IS OUR FOCUS**

STRATEGY UPDATE

The Phoenix Mecano-Group in Strategic Transition

We have been undertaking transitional changes in our corporate structure following strategic priorities

- Focus on profitability
- Streamlining and simplifying the portfolio

Leading towards our next strategic horizons

- Activating and harnessing **OUR POWER OF ONE**

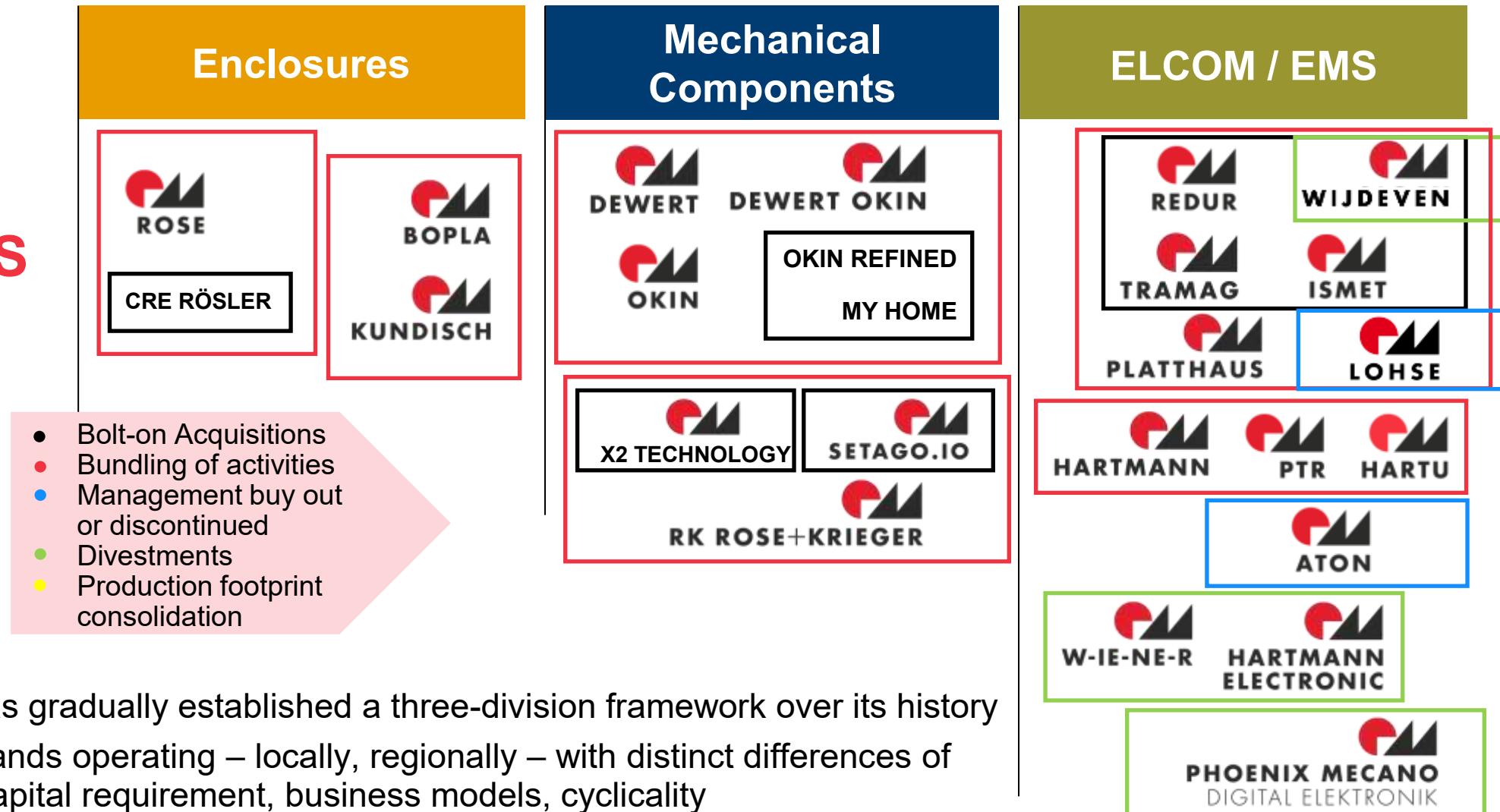
3
DIVISIONS

2
**GROWTH
FIELDS**

1
**THE
POWER
OF ONE**

A Decade of Streamlining and Focus on Profitability

3 DIVISIONS



Two Growth Areas – With a dotted line

2 GROWTH AREAS



- We concentrated on enhancing the group's overall profitability.
- Efforts have been directed towards two key growth areas.
- Within these areas, we aimed to reinforce our leading positions in the market.
- These two growth sectors show distinct economic profiles, serve different industries, each with its own ordering patterns, business cycles, growth drivers and profitability trends.

Future Strategic Horizon — Activation of the Power of ONE

1 THE POWER OF ONE



- TWO separate units – both seeking their own POWER OF ONE

Smart Furniture

- The plan includes partial IPO of the Business Unit DewertOkin Technology Group – DOT

Industrial Activities

- The strategic goal is to create a focused portfolio of industrial activities aligned with global niches, driven by structural growth and megatrends

3 – 2 – 1 – We continue our strategy of Streamlining & Focus on Profitability

**Earn the
right to
accelerate
growth**

- **Group level:** Continuing our strategy of streamlining and reaching ambitious profitability targets – Earning the right to accelerate
- **Industrial activities:** Leveraging our resilient business model – Defending profitability while continuing to streamline portfolio
- **Enclosure Systems:** Global expansion – expanding leading positions in profitable, structural growth areas
- **Measuring Technology:** Driving profitable growth in line with the decarbonization megatrend
- **DOT:** Strengthening profitability – Building a compelling IPO narrative, supported by digital health as a key accelerator for future growth

A close-up, slightly blurred photograph of a person's hands holding a pair of binoculars. The person is looking through the binoculars at a landscape featuring a blue sky with white clouds and a dark, hilly terrain. The binoculars have a dark, metallic finish with a light-colored eyecup.

SUCCESS IS ALWAYS YESTERDAY'S
NEWS – THE FUTURE IS OUR FOCUS



PHOENIX MECANO