

HALF-YEAR RESULTS 2025

19 August 2025

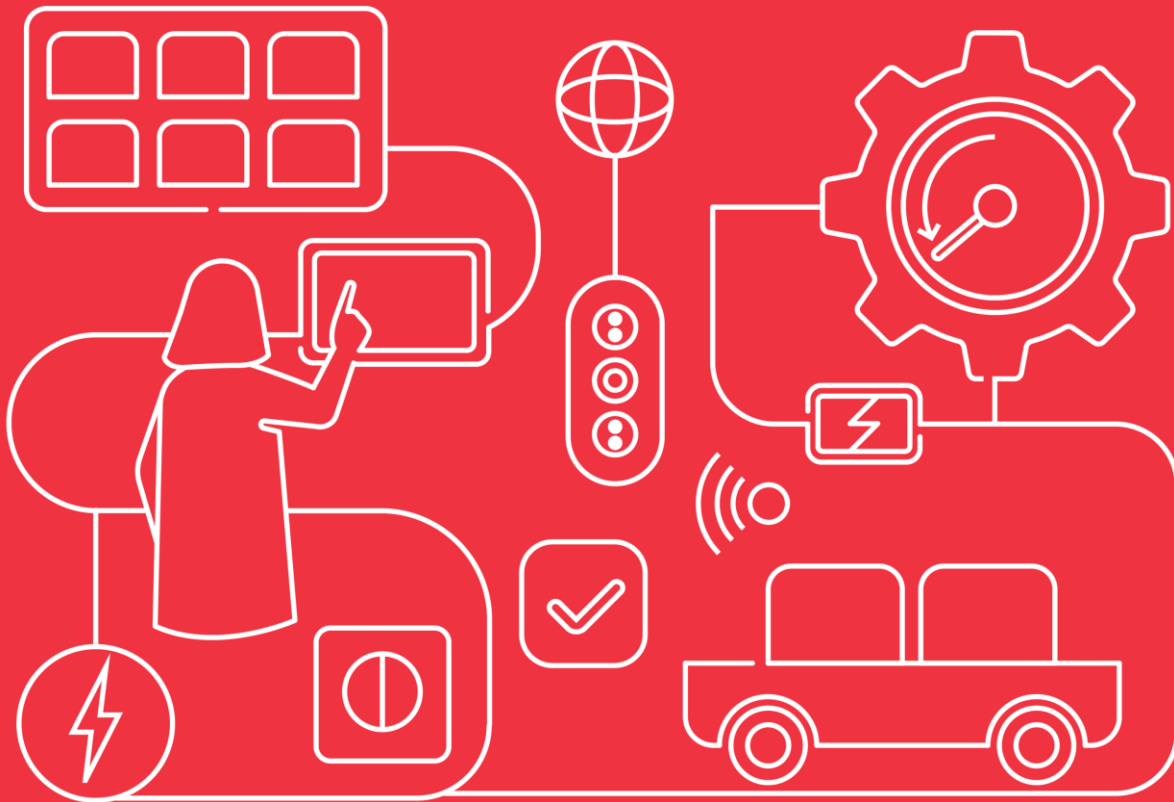
AGENDA

10:00 Introduction & Highlights H1 2025
10:05 Business Performance H1 2025
10:15 Tariff Update
10:20 Outlook 2025
10:25 Q & A

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INTRODUCTION & HIGHLIGHTS H1 2025

- Noticeable slowdown in business activities due to uncertainties around US tariffs in Q2 2025
- DewertOkin Technology Group experienced halt in global supply chain activities in Q2
- Direct tariff impact on the Phoenix Mecano-Group limited and operational performance intact
- Phoenix Mecano resilient thanks to global production network and investments in efficiency



BUSINESS PERFORMANCE H1 2025

CONSOLIDATED RESULTS

- Stabilization of sales in Industrial Components and Enclosure Systems divisions
- Significant drop in sales and EBIT in DOT Group in Q2 due to new US tariffs regime
- Performance improvement program in Industrial Components and increase of capacities of DOT Group in Vietnam

EUR million	H1 2024	H1 2025	+/-
Gross sales	386.2	380.3	-1.5%
Operating result	26.2	21.3	-18.8%
in % of sales	6.8%	5.6%	-1.2pp
Result of the period	18.2	14.4	-20.8%

ENCLOSURE SYSTEMS

- Robust business performance in a challenging business environment
- High demand for explosion-proof enclosures

EUR million	H1 2024	H1 2025	+/-
Gross sales	111.5	110.0	-1.4%
Operating result	15.8	15.2	-3.8%
in % of sales	14.2%	13.8%	-0.4pp

INDUSTRIAL COMPONENTS

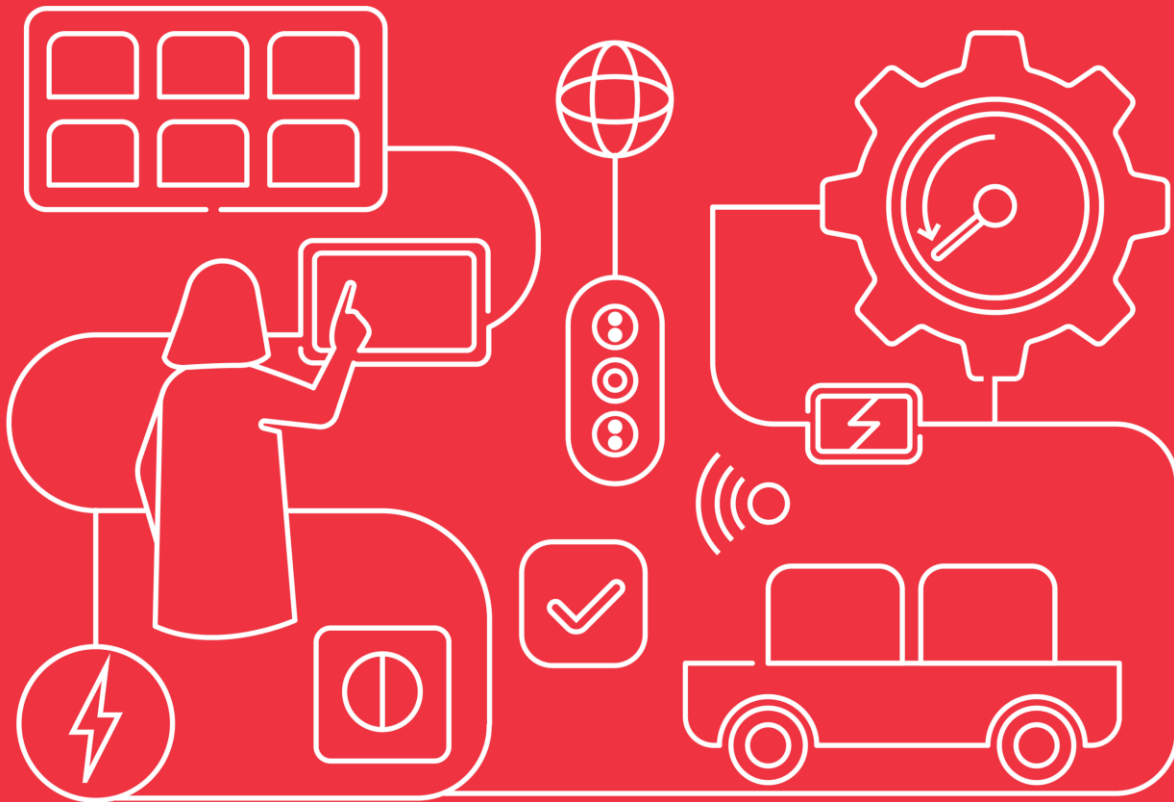
- High demand and excellent prospects for Measuring Technology products
- Normalisation of inventory levels and supply chain in Electrotechnical Components business area
- Low demand for modular solutions in the Automation Modules business area

EUR million	H1 2024	H1 2025	+/-
Gross sales	94.5	96.0	+1.7%
Operating result	4.3	2.4	-44.4%
in % of sales	4.6%	2.5%	-2.1pp

DEWERTOKIN TECHNOLOGY GROUP

- Temporary stand-still in global supply chains due to new tariffs regime in the US
- Volatile business development and digitalization initiatives with negative impact on DOT Group's performance

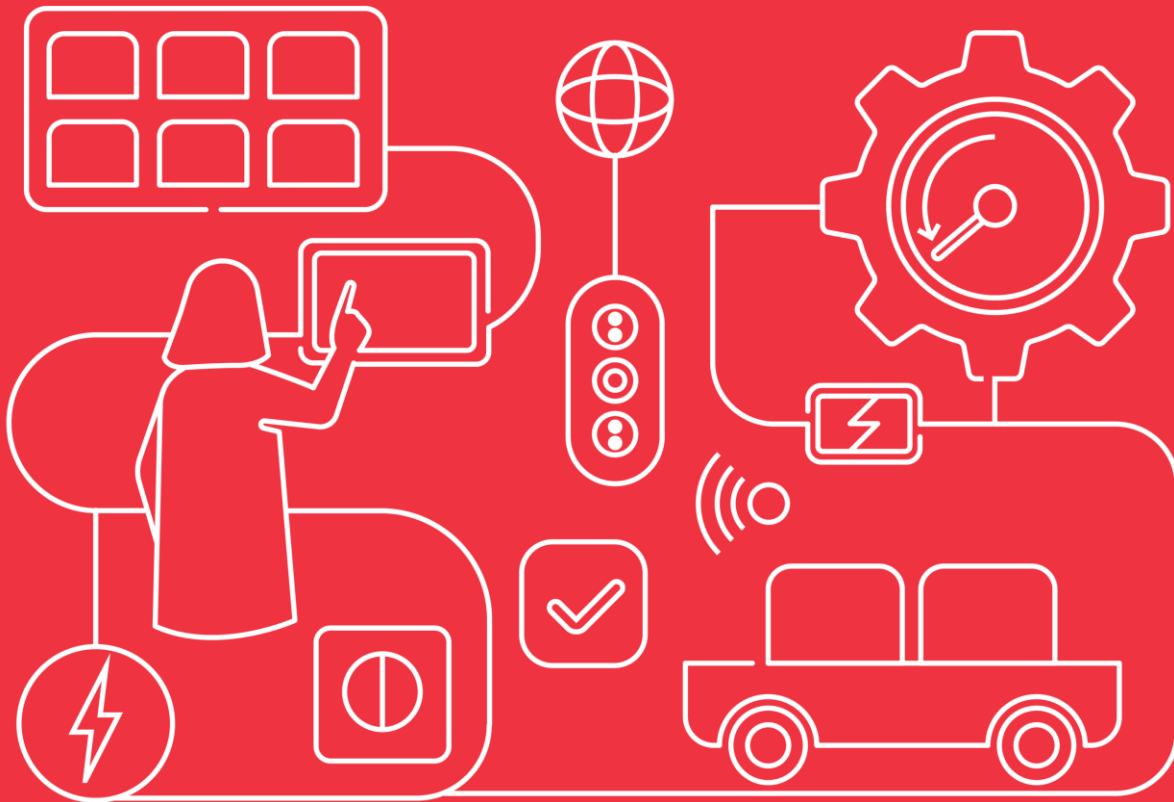
EUR million	H1 2024	H1 2025	+/-
Gross sales	175.4	169.7	-3.3%
Operating result	9.9	5.6	-43.2%
in % of sales	5.7%	3.3%	-2.4pp



TARIFF UPDATE

TARIFF UPDATE

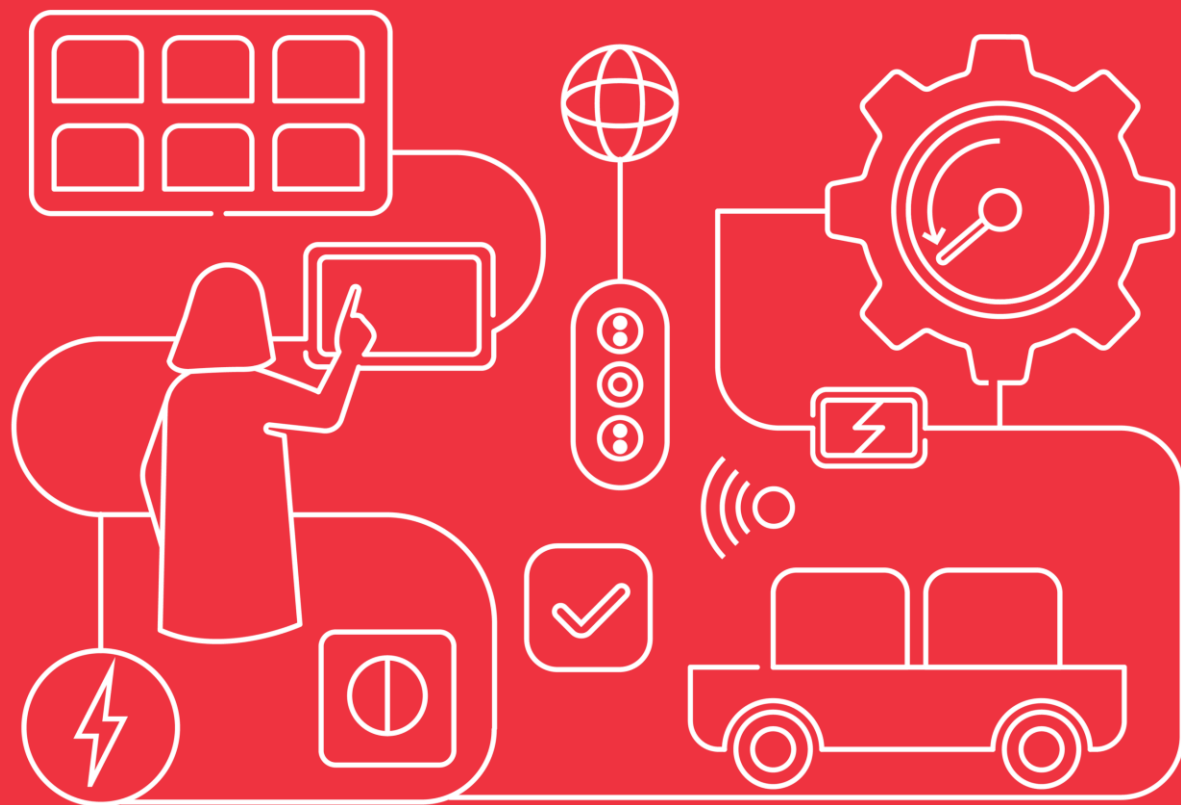
- Direct impact of US tariffs on Phoenix Mecano remains minimal.
- For 2025, the industrial divisions expected to directly export EUR 11.5 Mio. of products to the US from the EU, Switzerland and India.
- DOT Group expected to ship products worth EUR 25.1 Mio. directly to US customers from China in 2025.
- In response, DOT expanded production capacity in Vietnam.
- US Tariffs have indirect impact on the DOT Group and the industrial divisions:
 - Customers lack the necessary planning security for long-term investments.
 - Potentially higher prices for end customers leading to lower demand.



OUTLOOK

OUTLOOK AND WRAP-UP

- Slowdown due to US tariffs expected to be temporary
- No further deterioration expected for H2
- Phoenix Mecano resilient and well-positioned to benefit from next upturn
 - Actively addressing limited market dynamics
 - Focus on structural growth areas
 - Continuous investment in digitalization and efficiency improvements
- Guidance 2025: Operating result up to 20% below previous year
- Save the Date: Capital Markets Day on December 11, 2025



Q & A



**THANK YOU
FOR YOUR
ATTENTION!**