

RESULTS 2025 AND Q1 2026

22 April 2026

Agenda

11:00 Highlights 2025
11:10 Business Performance 2025
11:25 Update on Sustainability
11:35 Q1 2026
11:40 Strategy Update
11:50 Impact of Iran Conflict and Outlook
12:00 Q & A

Rochus Kobler

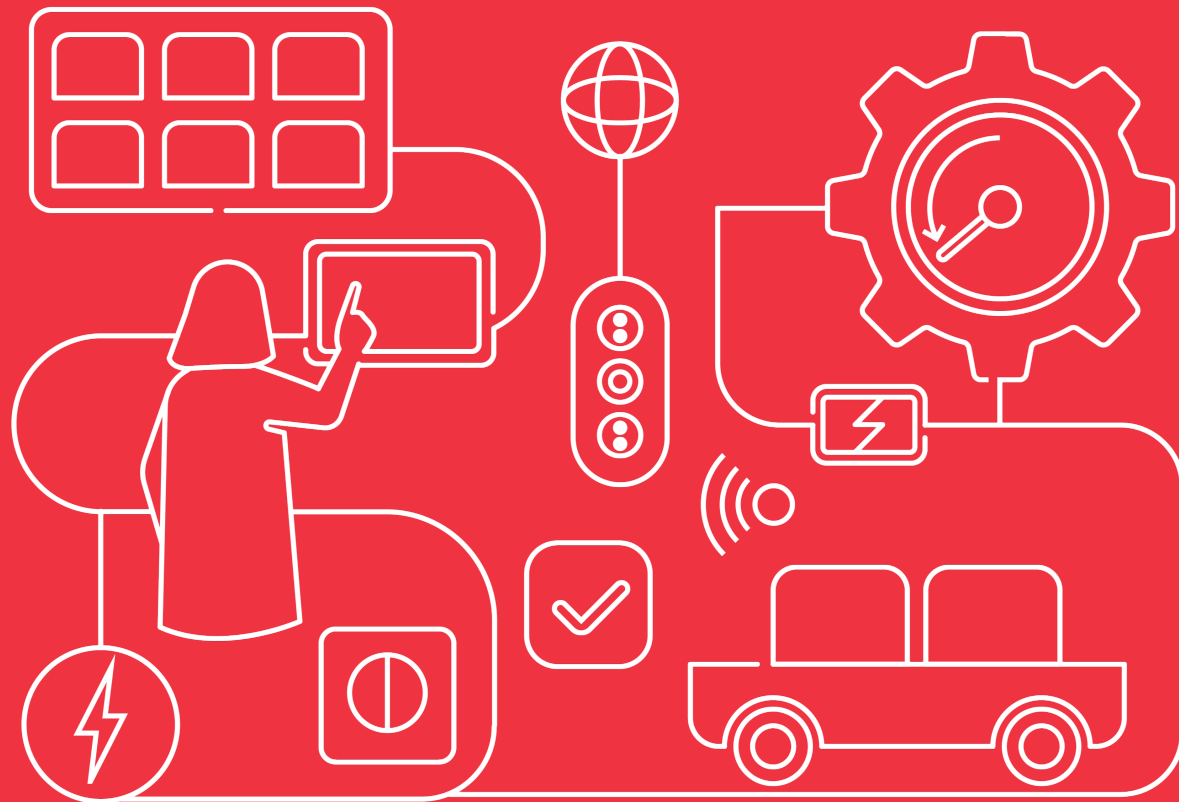
René Schöffeler

Rochus Kobler

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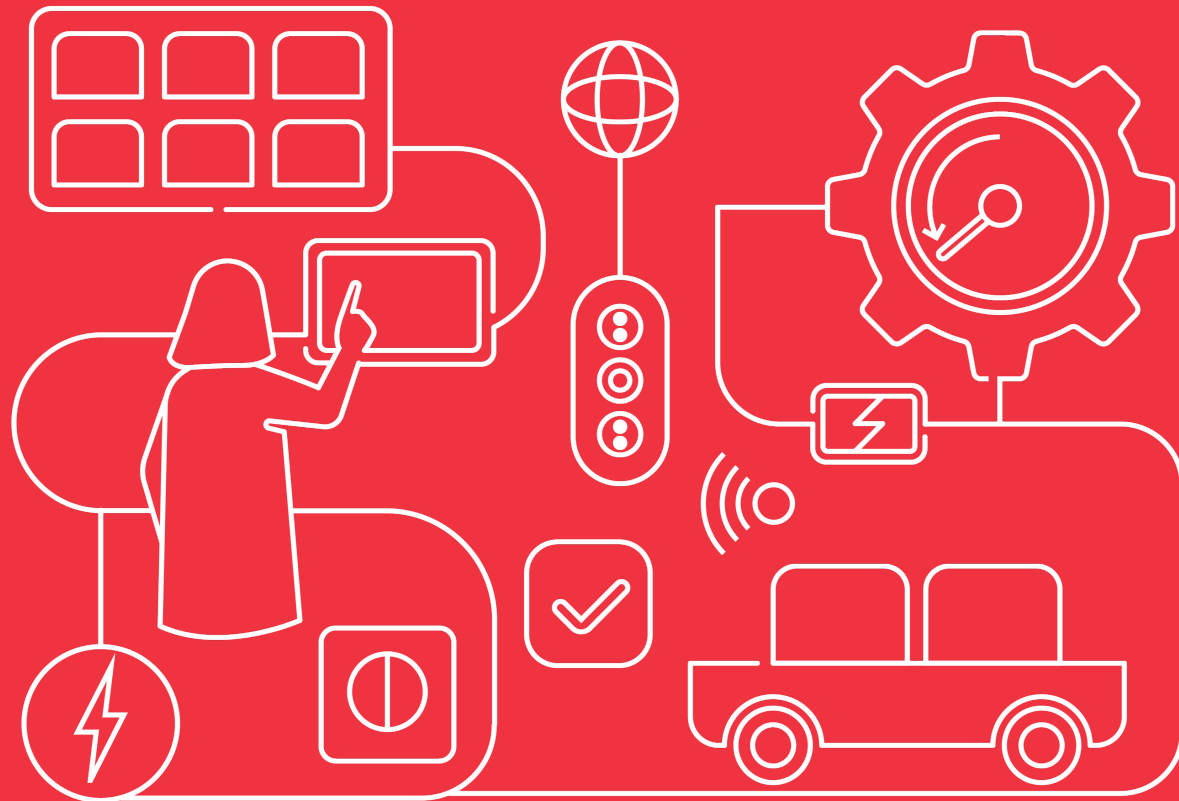
Rochus Kobler



HIGHLIGHTS 2025

Highlights 2025

- Sales remained broadly stable despite new US tariffs and weak industrial demand in Europe
- Profitability increased in the Industrial Components division
- DOT Group mitigated US tariff effects through its globally diversified manufacturing network



BUSINESS PERFORMANCE 2025

Current Financials

Consolidated Results

The Industrial Components division largely offset the tariff-related decline in sales in the DOT Group division.

Operating earnings only moderately declined despite the challenging economic climate and one-off costs for a performance improvement programme.

EUR million	2024	2025	+/-
Incoming orders	807.1	772.6	-4.3%
Gross sales	779.5	757.3	-2.8%
Operating cash flow	75.3	71.0	-5.7%
Operating result	51.5	47.6	-7.6%
in % of sales	6.6%	6.3%	-0.3pp
ROCE	17.1%	15.6%	-1.5pp
Result of the period	36.6	31.8	-13.1%

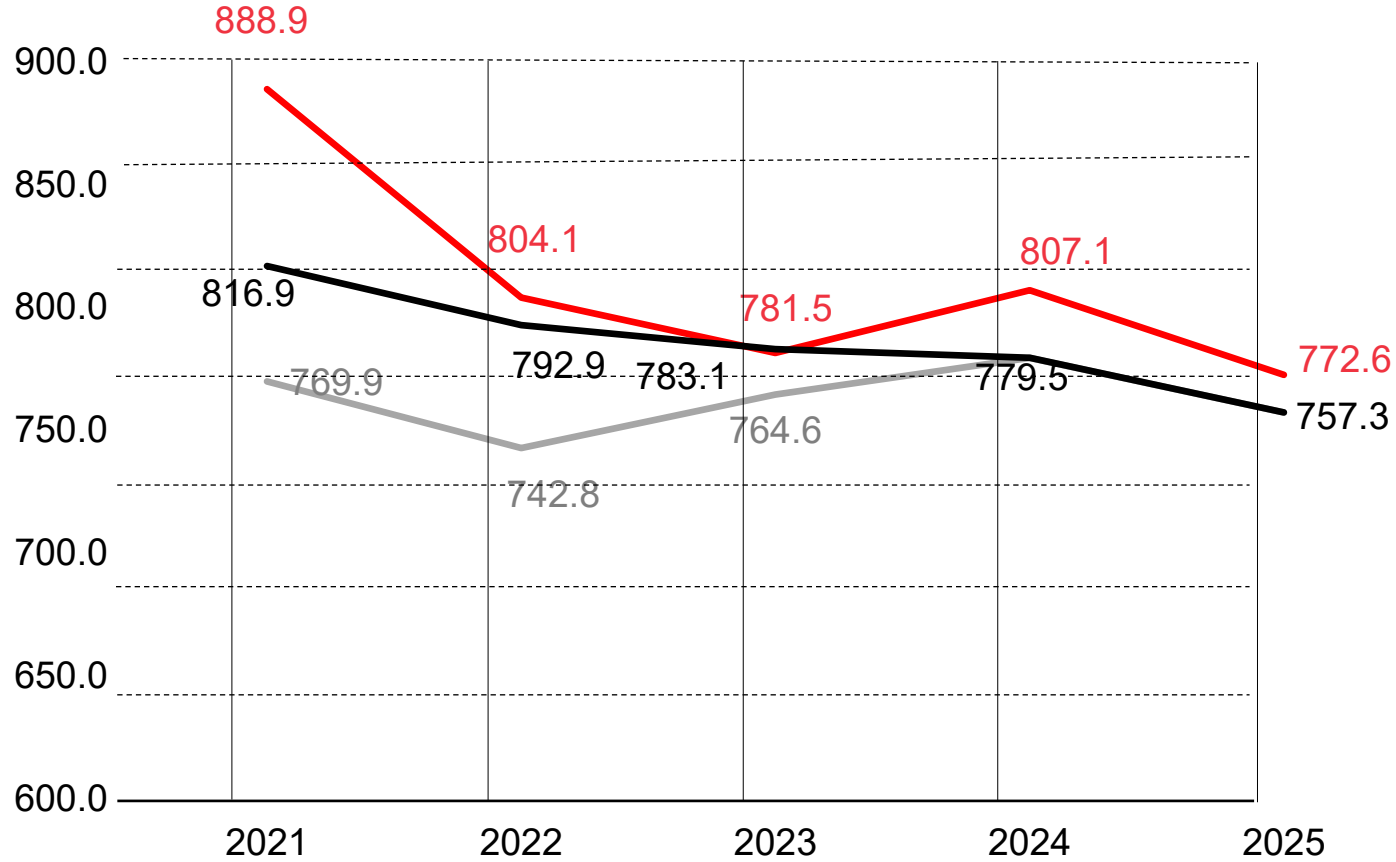
Incoming orders and gross sales

EUR million

Incoming orders

Gross sales

Gross sales continued business



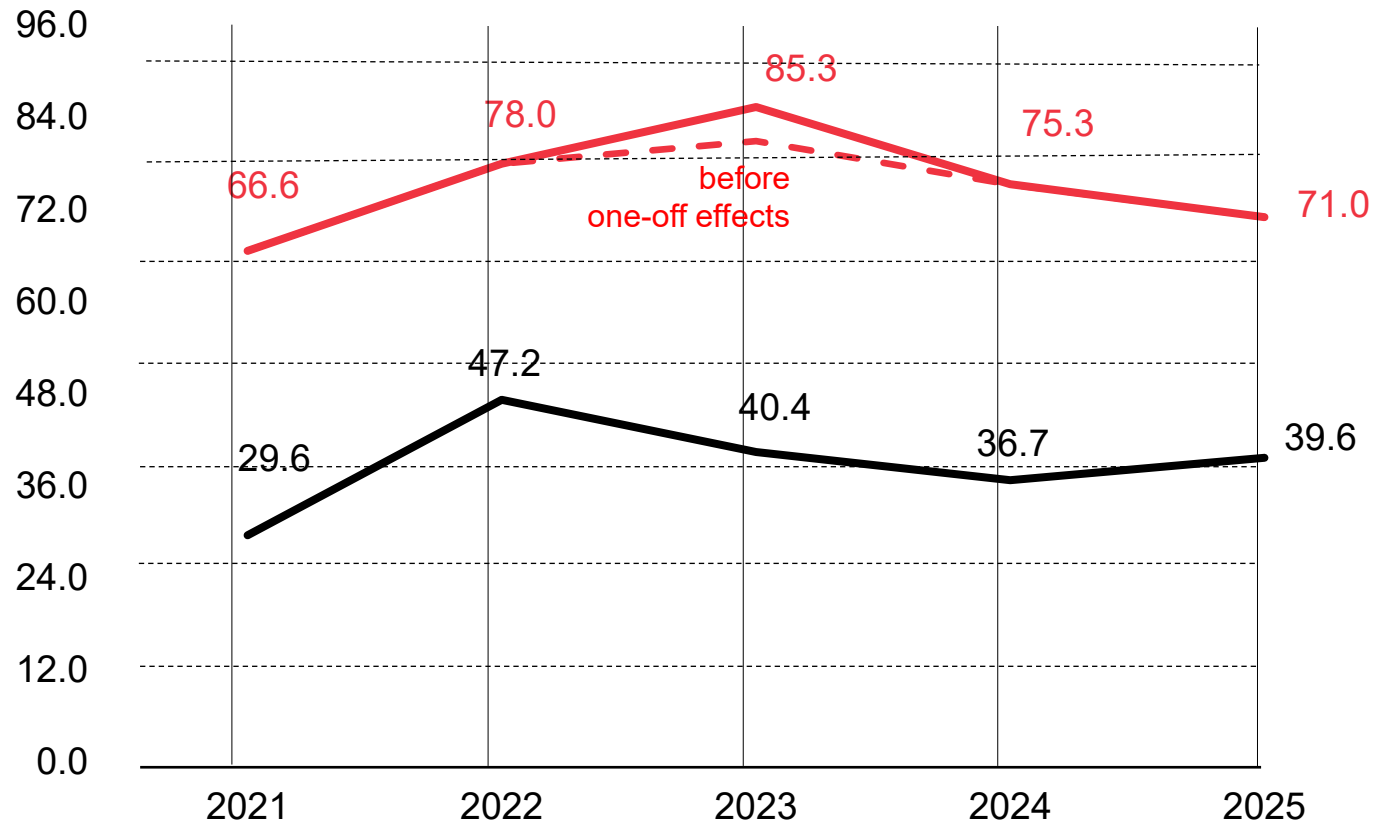
Book-to-bill ratio:
2025: 1.02
2024: 1.04

Operating cash flow and capital expenditure

EUR million

Operating cash flow (EBITDA)

Capital expenditure



Variance to 2024 | in %

Operating cash flow - 5.7%

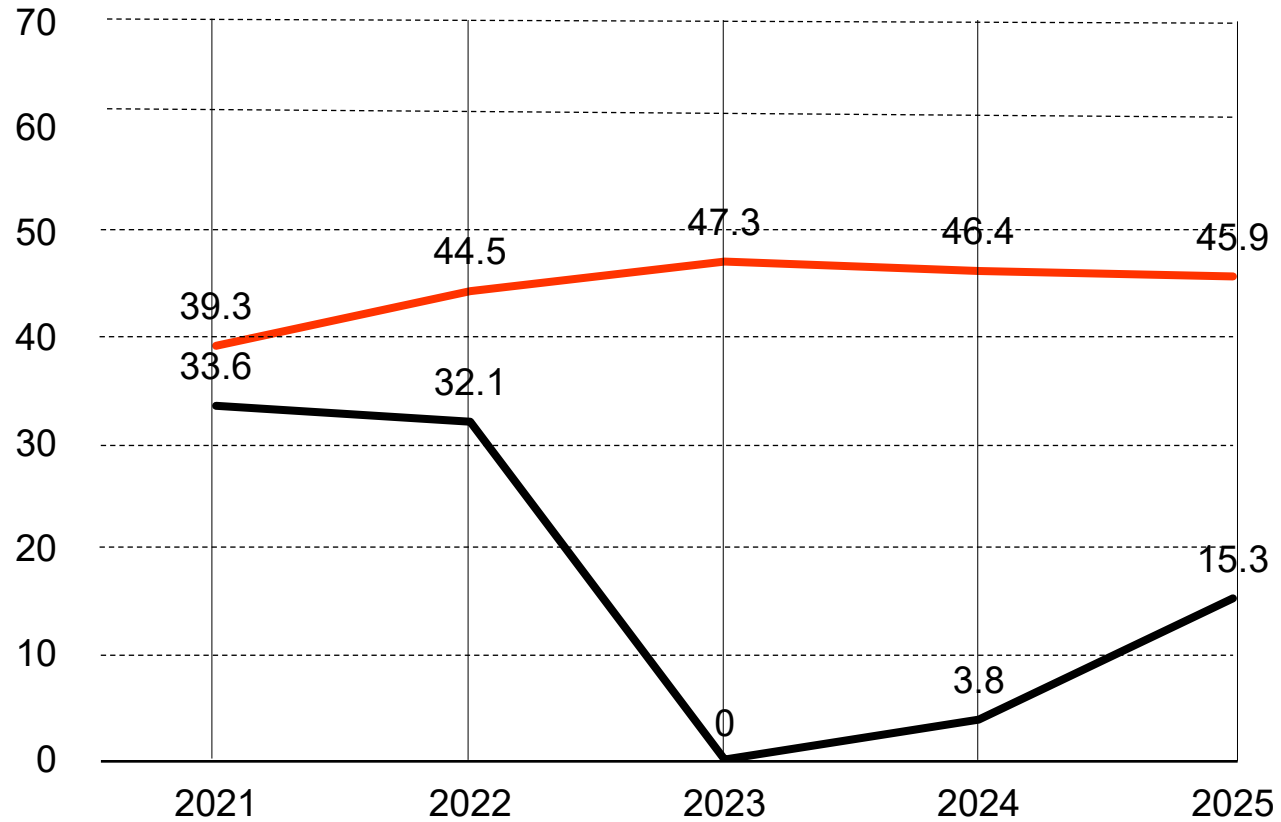
Capital expenditure + 7.9%

Equity ratio and gearing

in %

**Equity in %
of total assets**

**Net indebttness/
in % of equity**



Net debt 31.12.25:
EUR 42.0 million

Proposed dividend and reduction of share capital

- The Board of Directors proposes to the Annual General Meeting on 21 May 2026 to increase the ordinary dividend from CHF 19.00 to CHF 19.50 per share.
- The Board further proposes to the Annual General Meeting to cancel 40,665 shares purchased in buyback programs and to reduce the share capital accordingly (by 4,2 %).

Enclosure Systems

The Enclosure Systems division achieved stable sales, operating results and profitability despite the challenging economic environment.

The healthy order book end of 2025 provides a solid foundation to start in 2026.

EUR million	2024	2025	+/-
Gross sales	215.0	214.7	-0.1%
Operating result	28.4	28.2	-0.7%
in % of sales	13.2%	13.1%	-0.1pp
ROCE	27.6%	27.8%	+0.2pp

Industrial Components

Measuring Technology business area continued to develop very well. While Electrotechnical Components sales are on the road to recovery, the Automation Modules business area saw a decline in sales, which was addressed by a performance improvement program.

Despite one-off costs for these measures operating result significantly increased.

EUR million	2024	2025	+/-
Gross sales	184.6	191.1	+3.5%
Operating result	6.9	8.4	+21.5%
in % of sales	3.7%	4.4%	+0.7pp
ROCE	7.6%	8.1%	+0.5pp

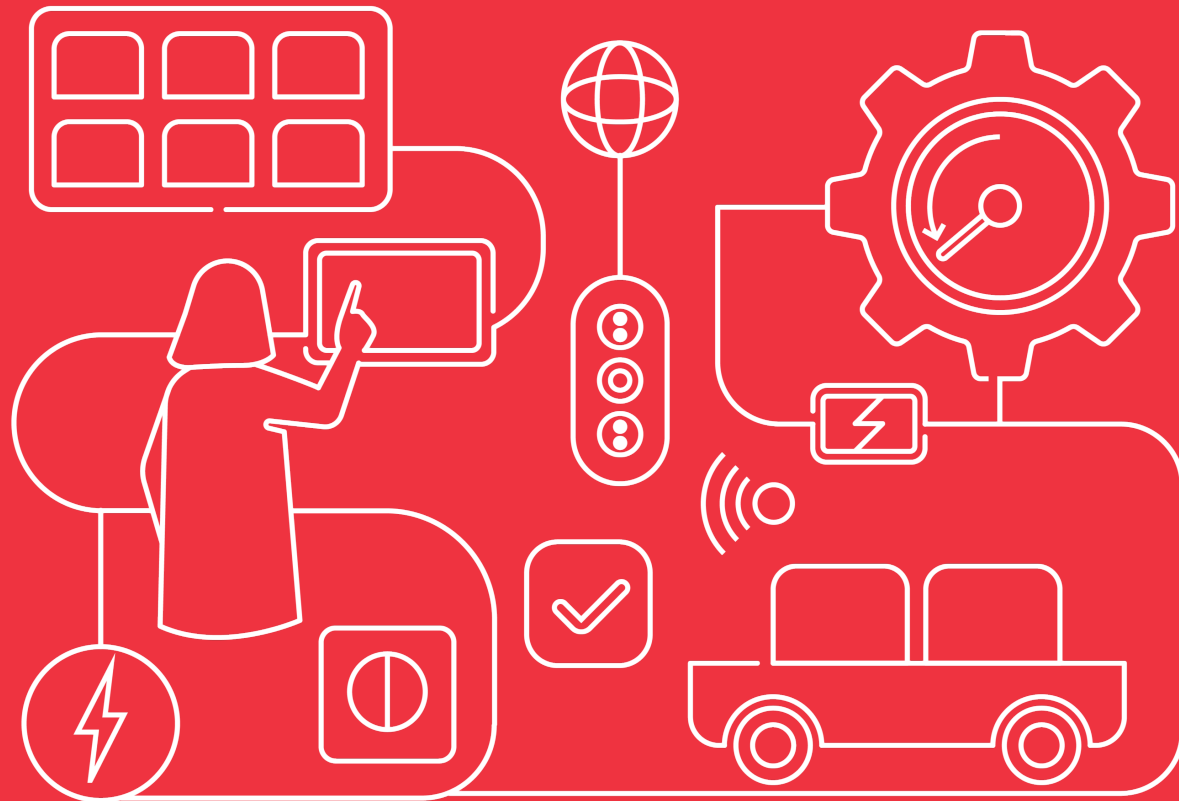
DewertOkin Technology Group

Consumer uncertainty in furniture markets and negative currency impacts led to a single-digit decline in DOT Group's sales.

Cost-cutting measures mitigated the decline in earnings.

The expansion of the product portfolio offers new growth opportunities for the future.

EUR million	2024	2025	+/-
Gross sales	370.5	343.0	-7.4%
Operating result	23.6	18.9	-20.3%
in % of sales	6.4%	5.5%	-0.9pp
ROCE	23.2%	19.8%	-3.4pp

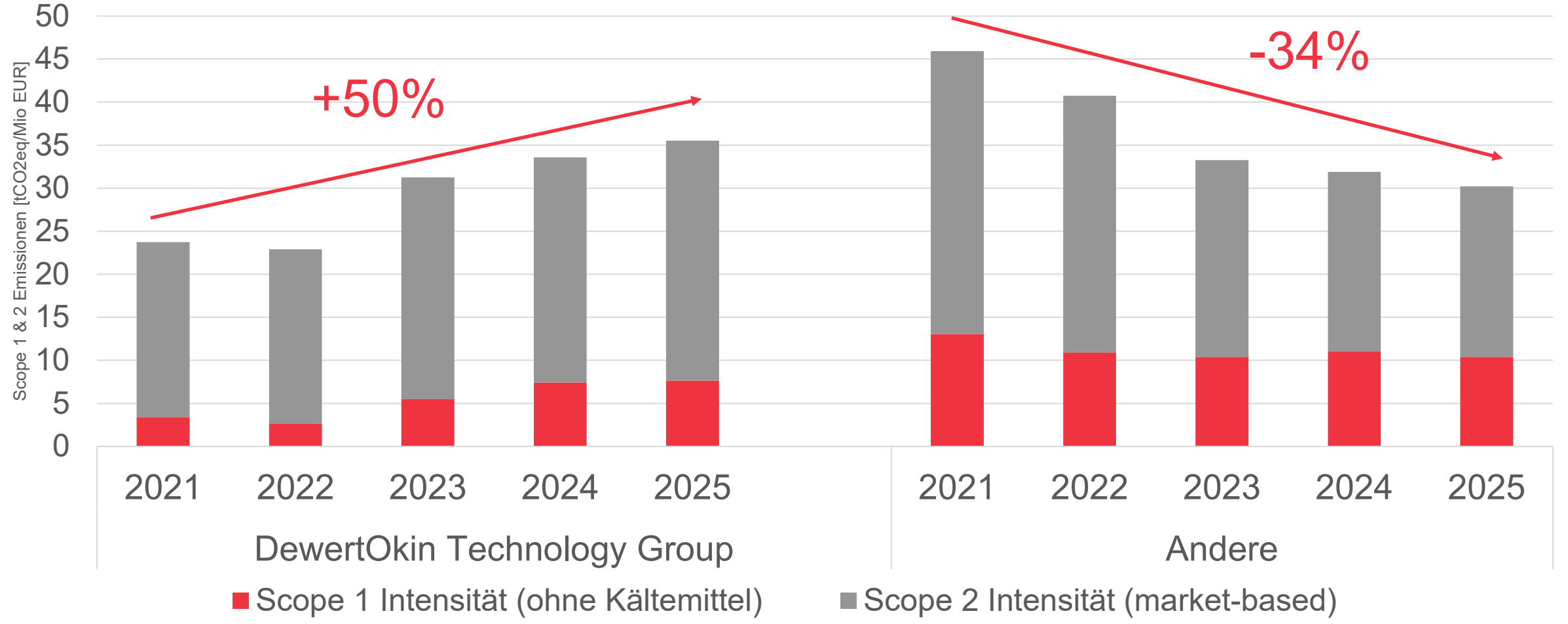


UPDATE ON SUSTAINABILITY

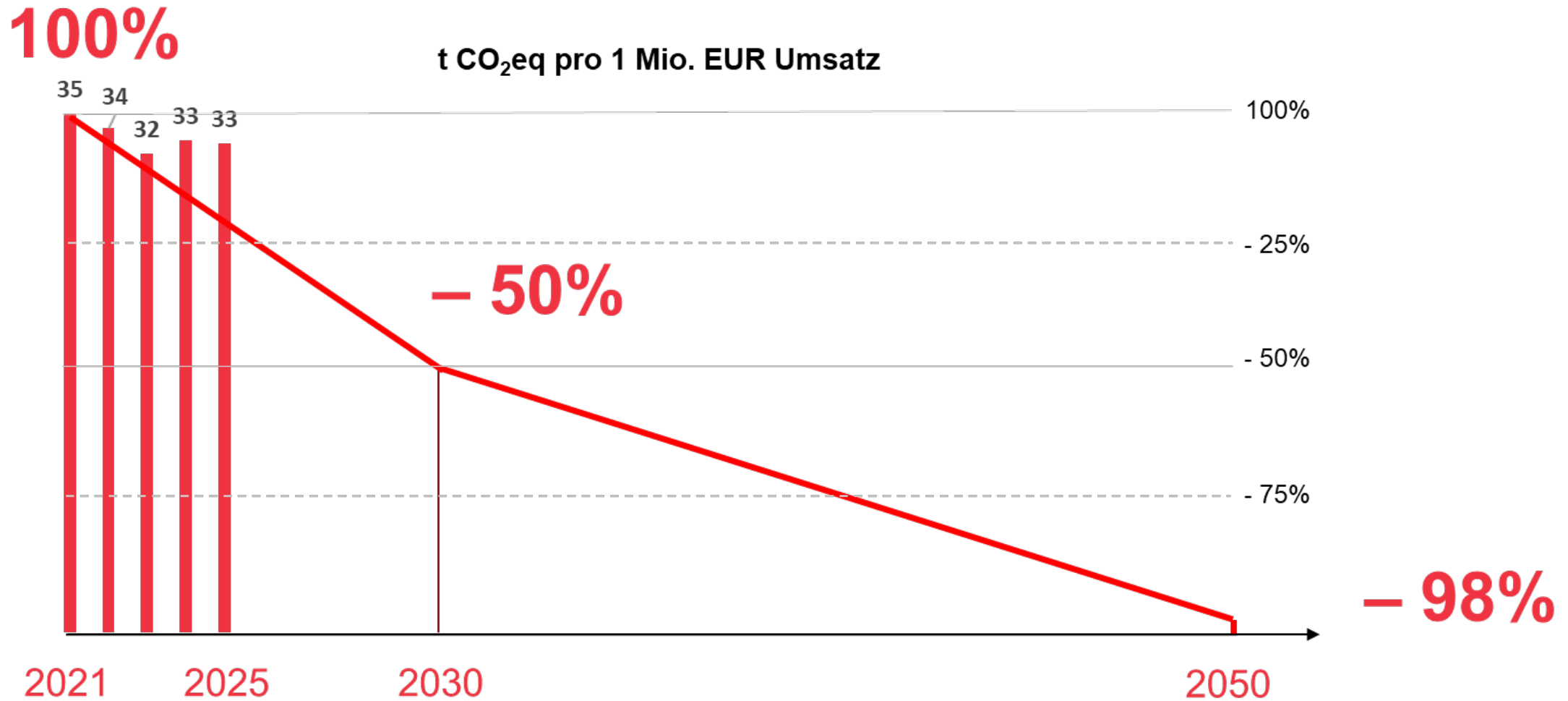
Sustainability Highlights

- Total energy consumption rose by +1% to around 75,000 MWh
- Electricity generation from the Group's own photovoltaic systems rose by 25%, from < 6,000 MWh to > 7,500 MWh
- Self-generated solar power covered around 15% of the Group's electricity consumption
- The share of renewable energy increased from 24% to 27%
- In total: Scope 1 and 2 CO₂ emissions fell by 3.5%
- Emissions intensity remained almost unchanged, but development uneven for DOT Group and industrial divisions

Emission intensity DOT vs. industrial divisions



Target: halving emissions by 2030, reach net zero by 2050 (Scope 1 and 2)



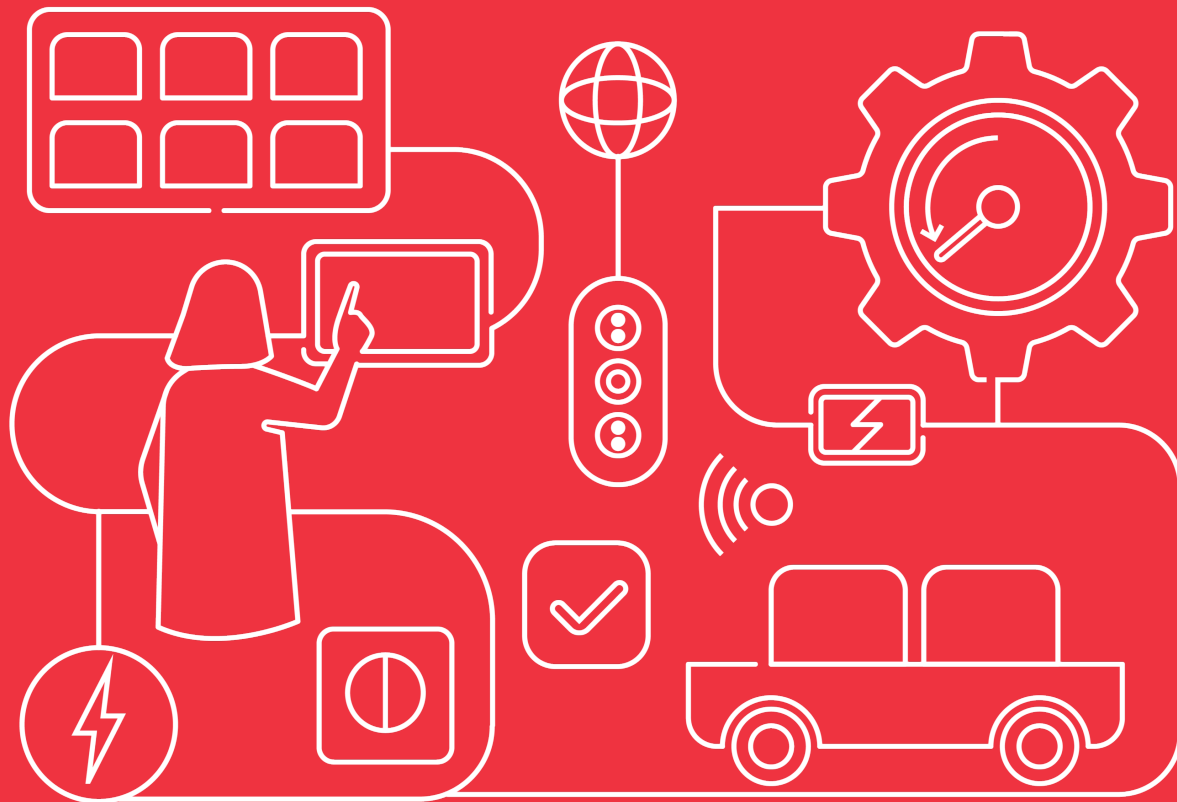


ROSE

A Phoenix Mecano Company



Ex EQUIPMENT



Q1 2026

Current Financials

Consolidated Results

Phoenix Mecano started strongly into 2026. Sales increased slightly, but profitability significantly improved.

Increased currency losses negatively affected the growth of the result of the period.

EUR million	Q1 2025	Q1 2026	+/-
Incoming orders	194.5	193.8	-0.4%
Gross sales	196.7	201.0	+2.2%
Operating cash flow	19.4	22.1	+13.9%
Operating result	13.5	16.4	+21.9%
in % of sales	6.9%	8.2%	+1.3pp
Result of the period	10.1	10.7	+5.2%

Enclosure Systems

Strong demand in energy and defense sector as well as railway technology overcompensated weaker sales in automotive.

Business areas of Industrial and Electronic Enclosures will move closer together to form a powerhouse for enclosure technology.

EUR million	Q1 2025	Q1 2026	+/-
Gross sales	55.8	58.1	+4.2%
Operating result	7.4	8.2	+10.9%
in % of sales	13.2%	14.1%	+0.9pp

Industrial Components

Positive market impulses were still missing in Automation Modules business area.

Capacities in Electrotechnical Components business area had to be increased to meet accelerating demand.

Measuring Technology realized significant sales in HVDC sector and also the business with data centers increased.

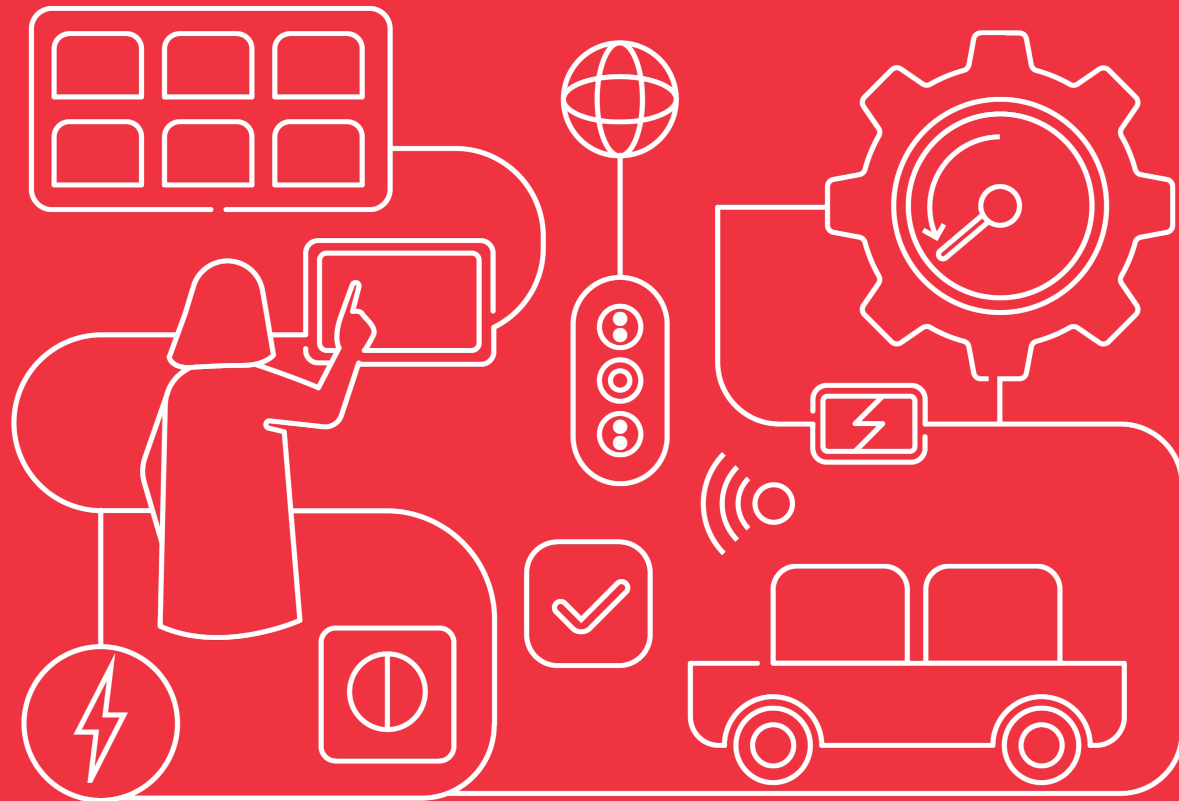
EUR million	Q1 2025	Q1 2026	+/-
Gross sales	49.9	57.3	+15.0%
Operating result	4.1	6.5	+57.1%
in % of sales	8.3%	11.4%	+3.1pp

DewertOkin Technology Group

In local currency, DOT Group could keep its sales stable. Furniture markets still did not show signs of revival in demand in Q1 2026.

Operating result improved due to a positive business development in South America.

EUR million	Q1 2025	Q1 2026	+/-
Gross sales	88.1	82.6	-6.3%
Operating result	2.8	3.3	+16.0%
in % of sales	3.2%	3.9%	+0.7pp



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**



Two Growth Areas – With a dotted line

2

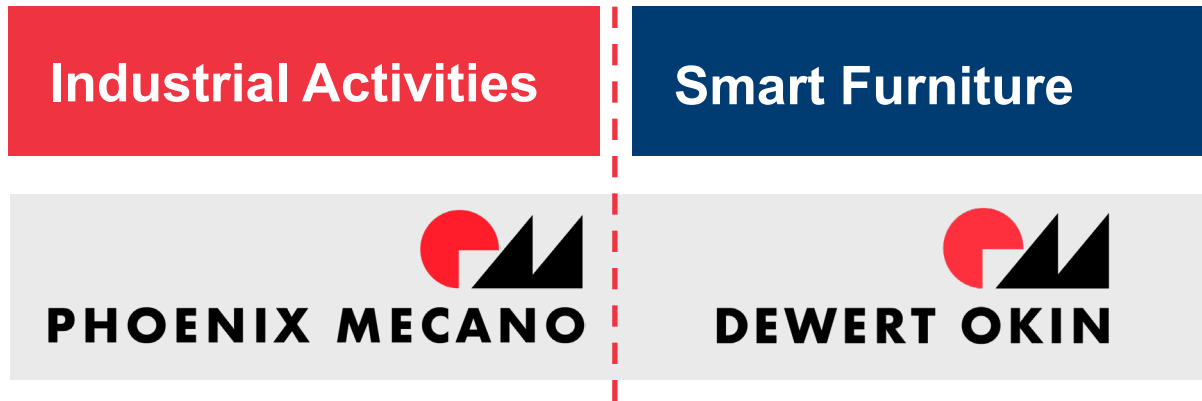
GROWTH AREAS



- 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

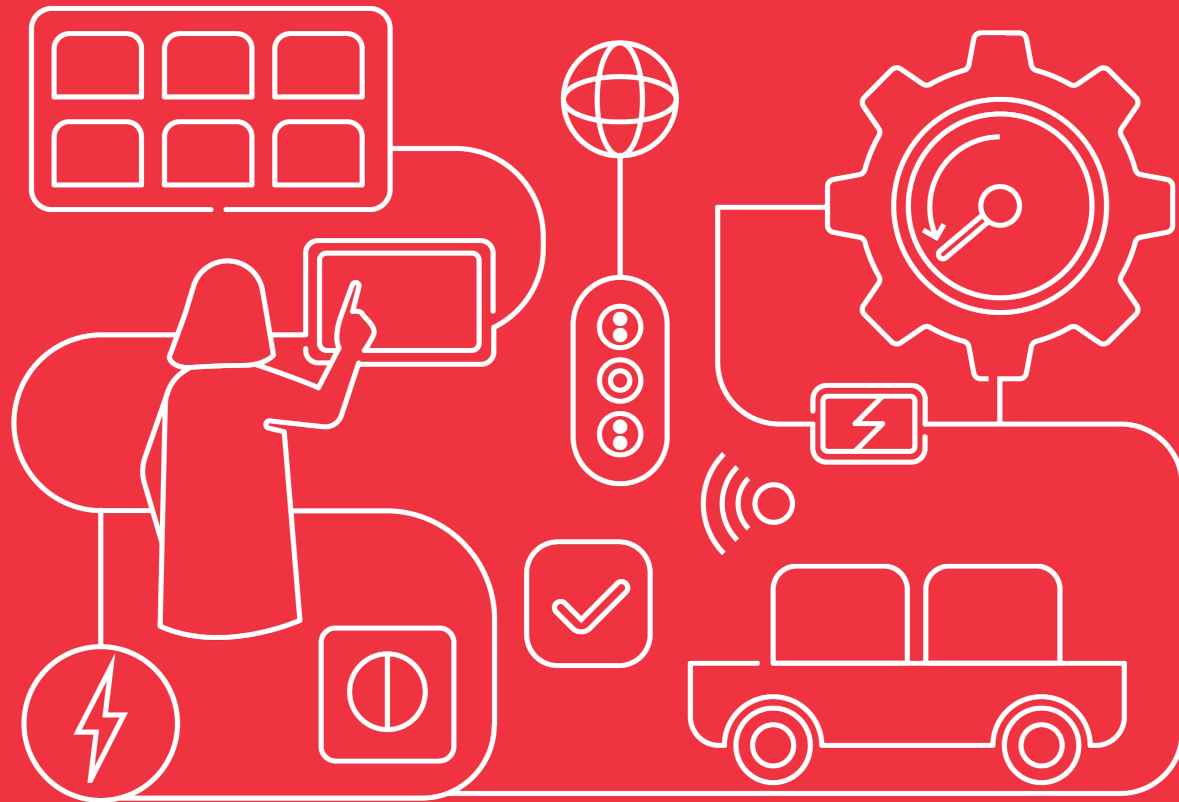
Industrial Activities

- 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



IMPACT OF IRAN CONFLICT & OUTLOOK

Our Presence in the Region

- Phoenix Mecano maintains production and assembly facilities in Dammam (Saudi Arabia) and Sharjah (United Arab Emirates), with a combined workforce of 25 FTEs
- Regional sales amounted to approximately EUR 10 million in the 2025 financial year
- Deliveries of enclosures via the Strait of Hormuz are presently at a standstill
- Urgently needed material transported by air and shipments via alternate ports avoiding Hormuz



Supply Chain Exposure India

Energy Impact in India

- Temporary LPG shortage
- High Middle East dependence but alternative energy sourcing plans are working
- 80% of daytime energy demand covered by rooftop solar

Inbound Supply Risk

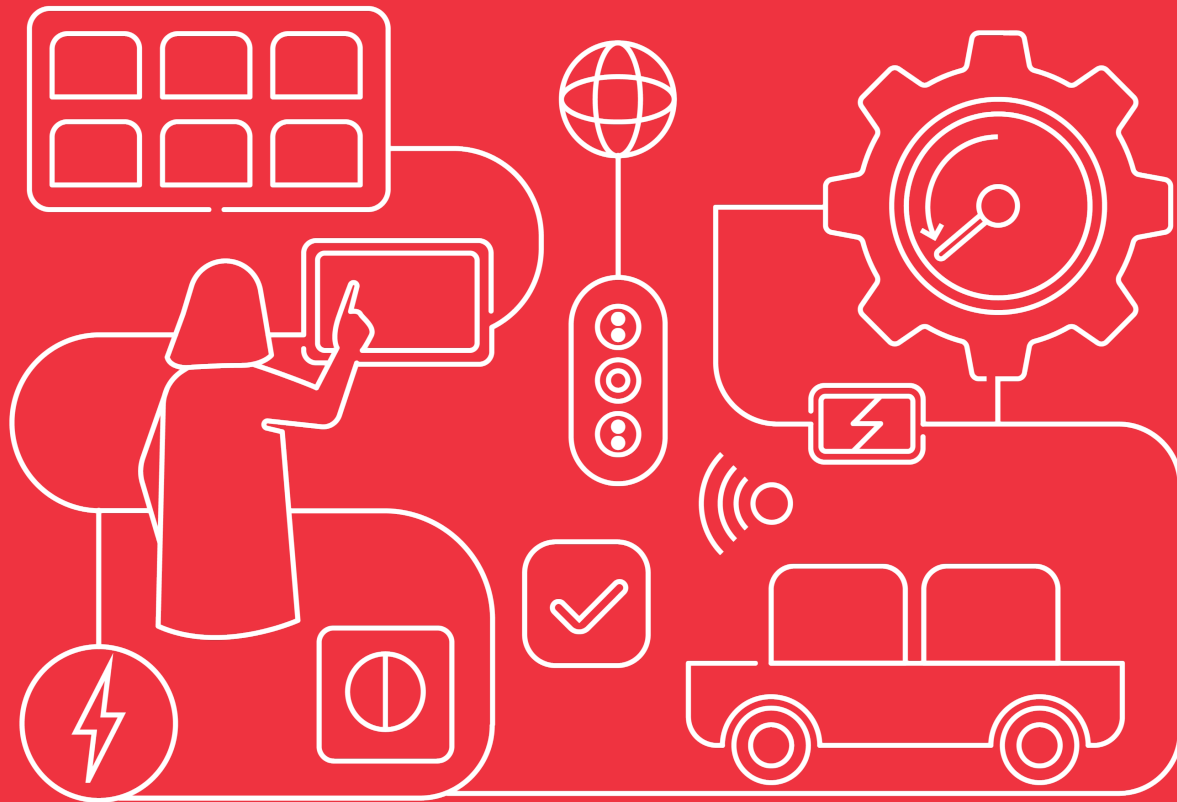
- Aluminum alloy
- Styrene (for polyester enclosures) : ~80% from UAE & Saudi Arabia

Mitigation Measures

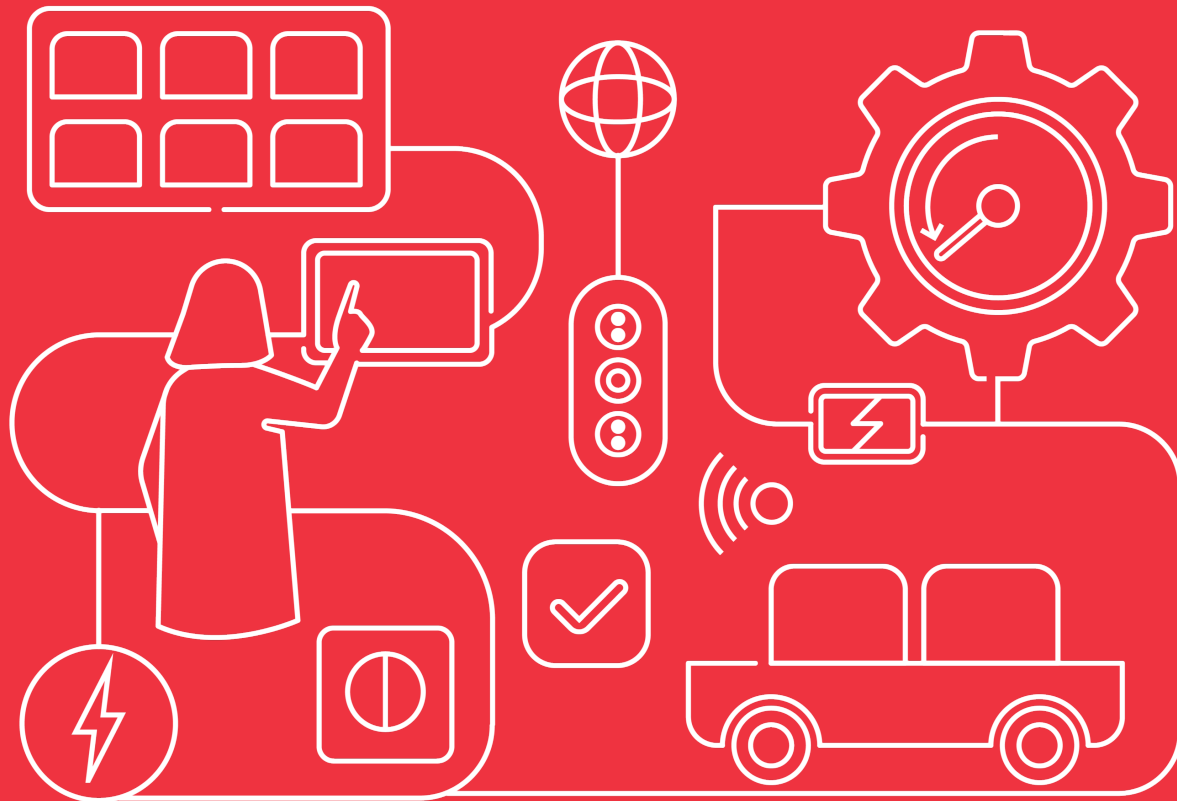
- Targeted measures are being implemented to manage short-term disruptions
- Proactive risk management to mitigate the impact of the war in Iran includes local production, increased inventory levels, supplier diversification, and alternative supply routes
- Resulting cost increases will be passed on to customers
- Phoenix Mecano expects to capture new opportunities once the conflict ends

Outlook

- Impact of war in Iran not yet visible in Q1 figures.
- Stable to slightly positive impulses expected in core markets.
- Investments expected to continue in industrial areas and to accelerate further in renewable energy generation.
- Gradual normalization expected in comfort and care furniture markets with the sector remaining sensitive to consumer sentiment and supply chain disruptions.
- We aim to improve our profitability and expect a slight increase in operating result (EBIT) compared to previous year.



Q & A



WRAP UP

Wrap up

- Solid results 2025 despite US tariffs and headwinds in European industries
- Strong start into 2026
- Uncertainty due to war in Iran and blockade of Hormuz Strait
- Dividend return of 4.4%
- Phoenix Mecano keeps strategic focus and holds strong positions navigating through uncertainty and volatile endmarkets

Global competence, local value



**THANK YOU
FOR YOUR
ATTENTION!**