

STRATEGY 2028

komax

Investors Day, 28 September 2023

Intensive analysis of the new starting point

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No detailed due diligence possible prior to the combination



**Excellent starting position
(market and technology leader)**

**Growing market
(megatrend automation)**

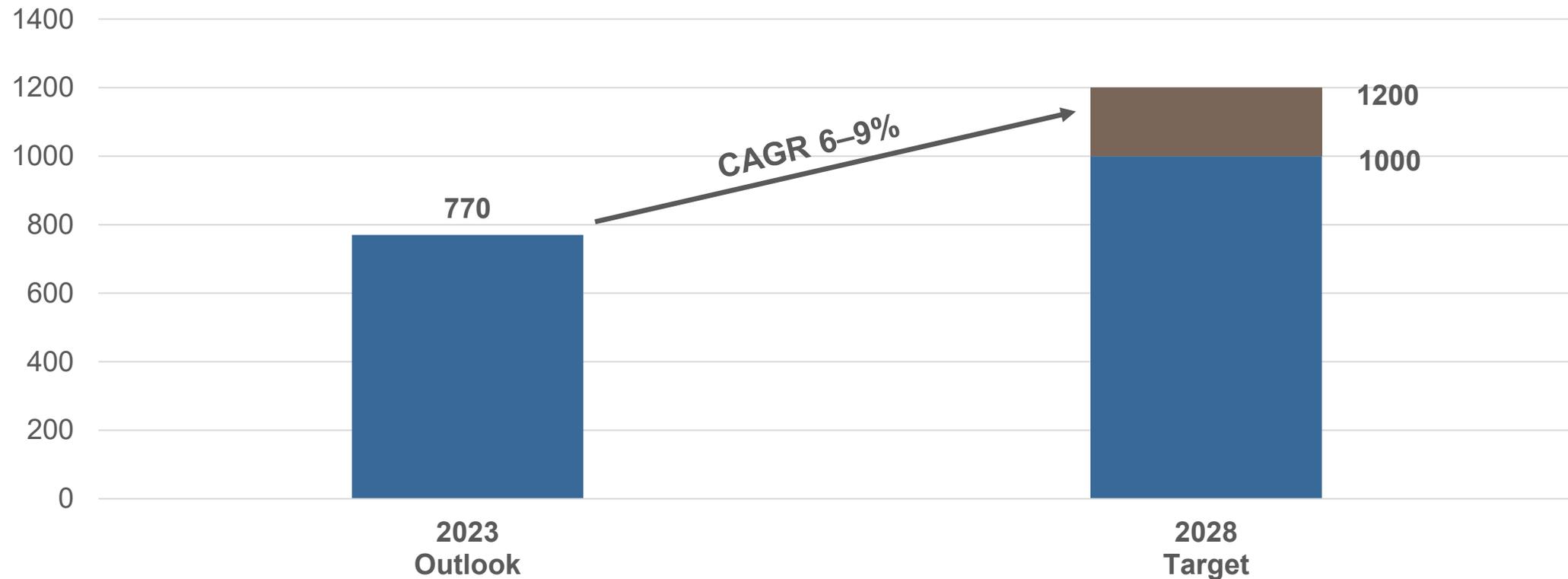
**Stronger together
(numerous positive surprises)**

**WHAT DO WE WANT TO
ACHIEVE?**

Revenue target: CHF 1.0 – 1.2 billion

Target 2028

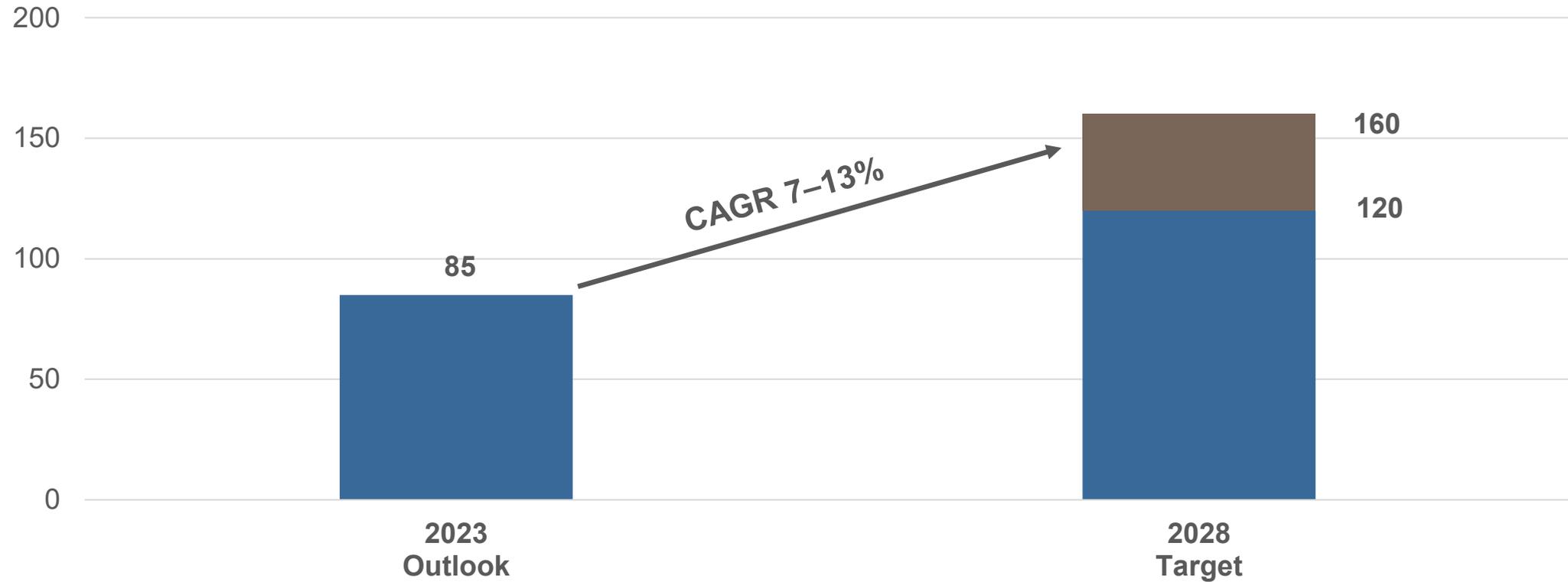
in CHF million



EBIT target: CHF 120 – 160 million

Target 2028

in CHF million



WHERE DOES THE GROWTH COME FROM?

Automation is a real El Dorado



Automated work vs. manual work



Automated work vs. manual work

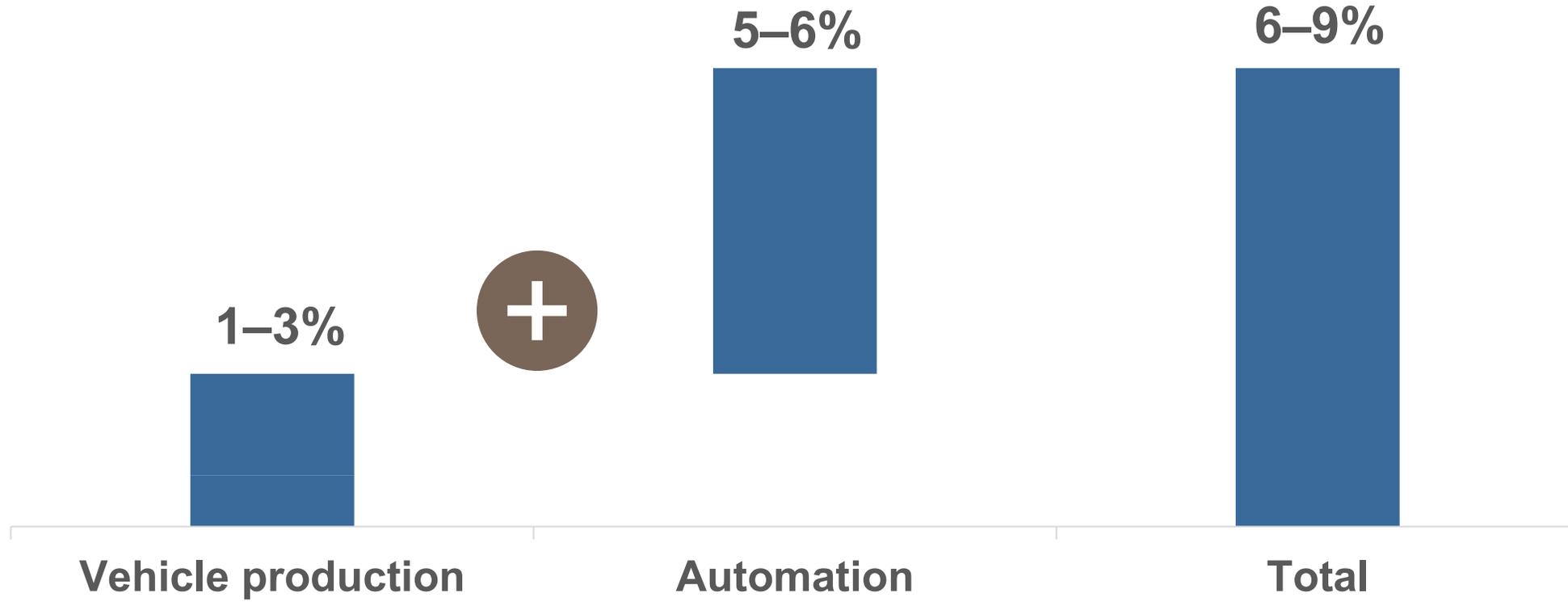


OEE: Overall Equipment Effectiveness

Enormous automation potential



Conclusion: Automation drives Komax Group's growth

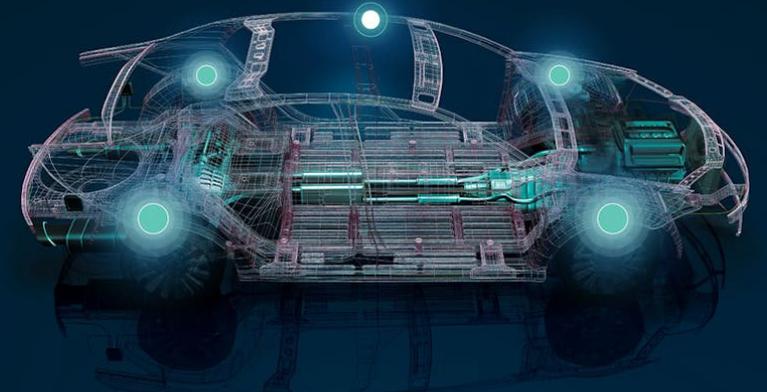
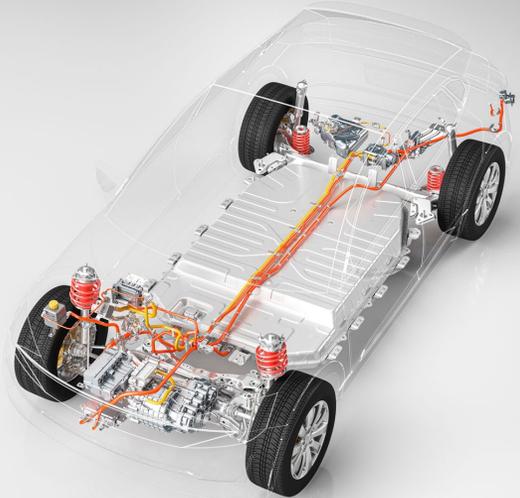


FURTHER GROWTH DRIVERS

Upheaval of the automotive industry

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Komax Group is a driving force – together with customers and OEMs



E-mobility

Autonomous driving

Zonal architecture

```
sys: <<b>0
<ent = 0xFF & (val >>0x00)
sys: <<#rgb["r"] = 0xFF & (to aktivirovat Central zone) >>0x10
<Gravity> $Hex2rgb = 0xFF «there is a probability of collision» >> 0x001
```

0.38

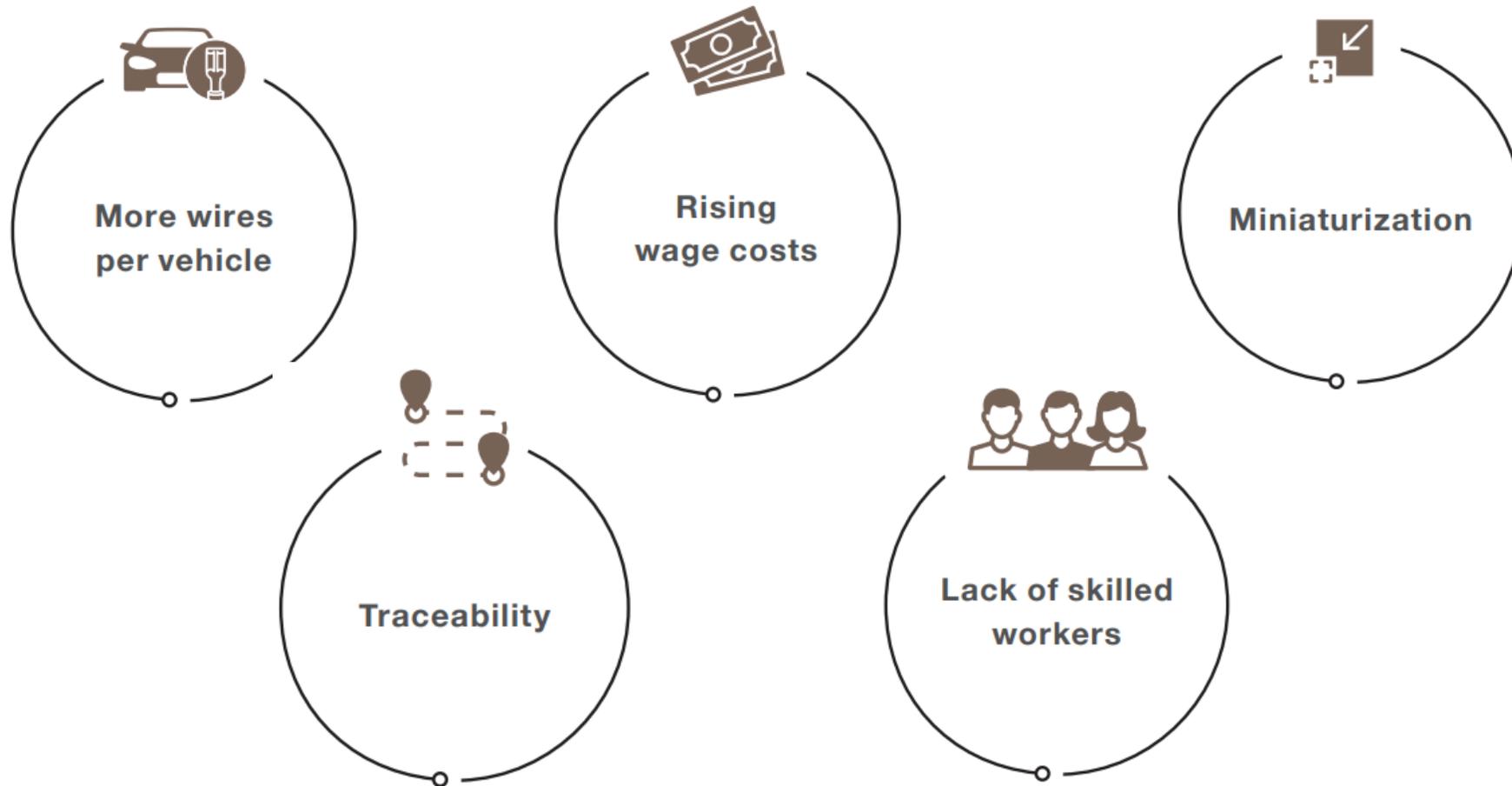
0.24

44



**Plenty of automation
potential outside the
automotive industry**

Further trends support growth



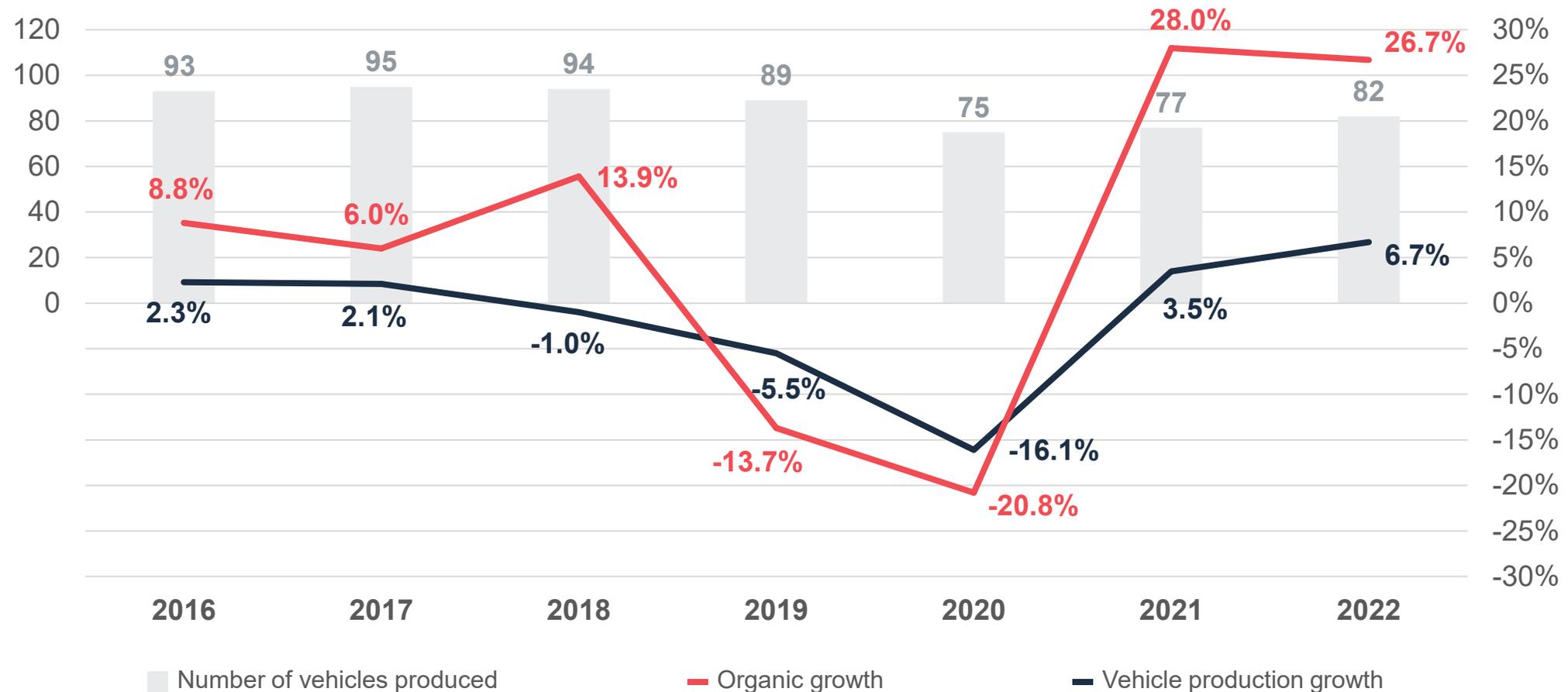
HISTORY HAS PROVEN...

Organic growth outperforms vehicle growth



Automation is the key growth driver

in million

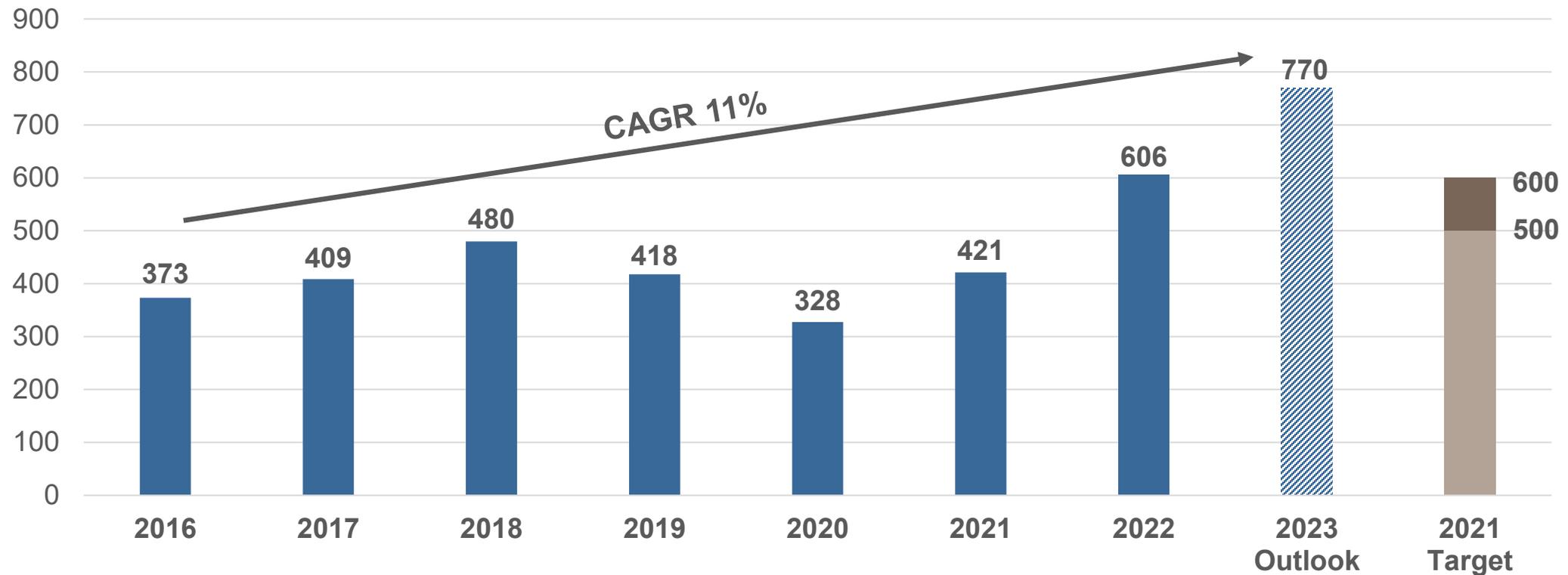


Initial revenue target: CHF 500–600 million



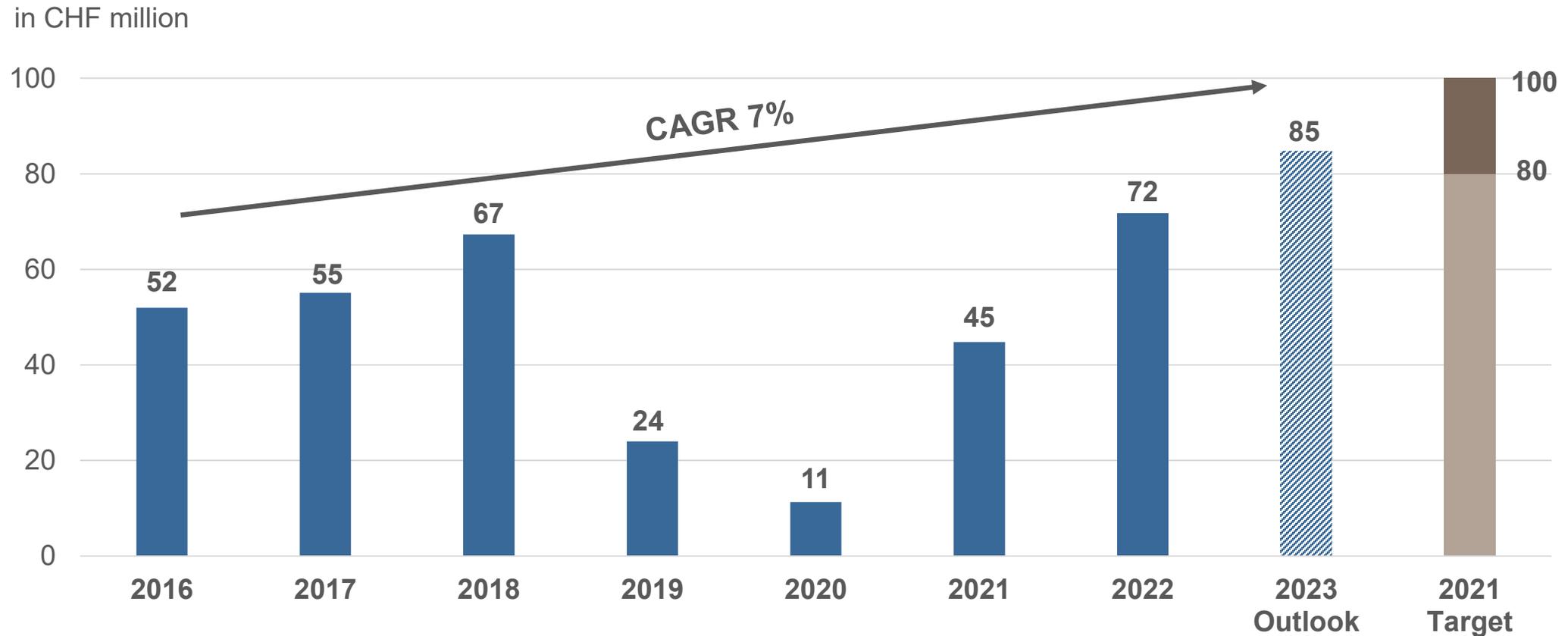
Target setting in 2016 for 2021

in CHF million



Initial EBIT target: CHF 80–100 million

Target setting in 2016 for 2021



HOW CAN WE UTILIZE THE VAST POTENTIAL?

Strategic priorities 2023

**SOLUTIONS
ALONG THE
VALUE CHAIN**



**INNOVATIVE
PRODUCTION
CONCEPTS**



**GLOBAL
CUSTOMER
PROXIMITY**



**DEVELOPMENT
OF NON-
AUTOMOTIVE
MARKETS**



LEAN AND EXCELLENT, DIGITAL TRANSFORMATION

Strategic priorities 2028

CREATE VALUE
ALONG
CUSTOMER
JOURNEY



INNOVATE FOR
AUTOMATION
AND QUALITY



STRENGTHEN
GLOBAL
CUSTOMER
PROXIMITY



DEVELOP
NON-
AUTOMOTIVE
MARKETS



SCALE KOMAX AND SCHLEUNIGER

LEAN AND EXCELLENT, DIGITAL TRANSFORMATION

ESG (ENVIRONMENTAL, SOCIAL, GOVERNANCE)

Create value along customer journey

Increase in service business



Value Creation Packages

Ensure that customer becomes even more successful than before

Innovate for automation and quality

Investment of 8–9% of revenues in R&D



Higher Automation

Quality Solutions

Strengthen global customer proximity

Increase footprint in Asia

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Develop non-automotive markets

Focus on two market segments (25% of revenues)



Aerospace & Railway



Industrial & Infrastructure

Growth is costly – further strategic initiatives make an important contribution to securing profitability

Scale Komax and Schleuniger

Specific use of the respective strengths

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■ Schleuniger

Organization

Implemented as of 1 January 2023

Komax Group

Market & Digital Services



Wire Processing



Solutions



Testing



Sales and service network

Ongoing since September 2022

Analysis of each country – consideration and implementation of different solutions

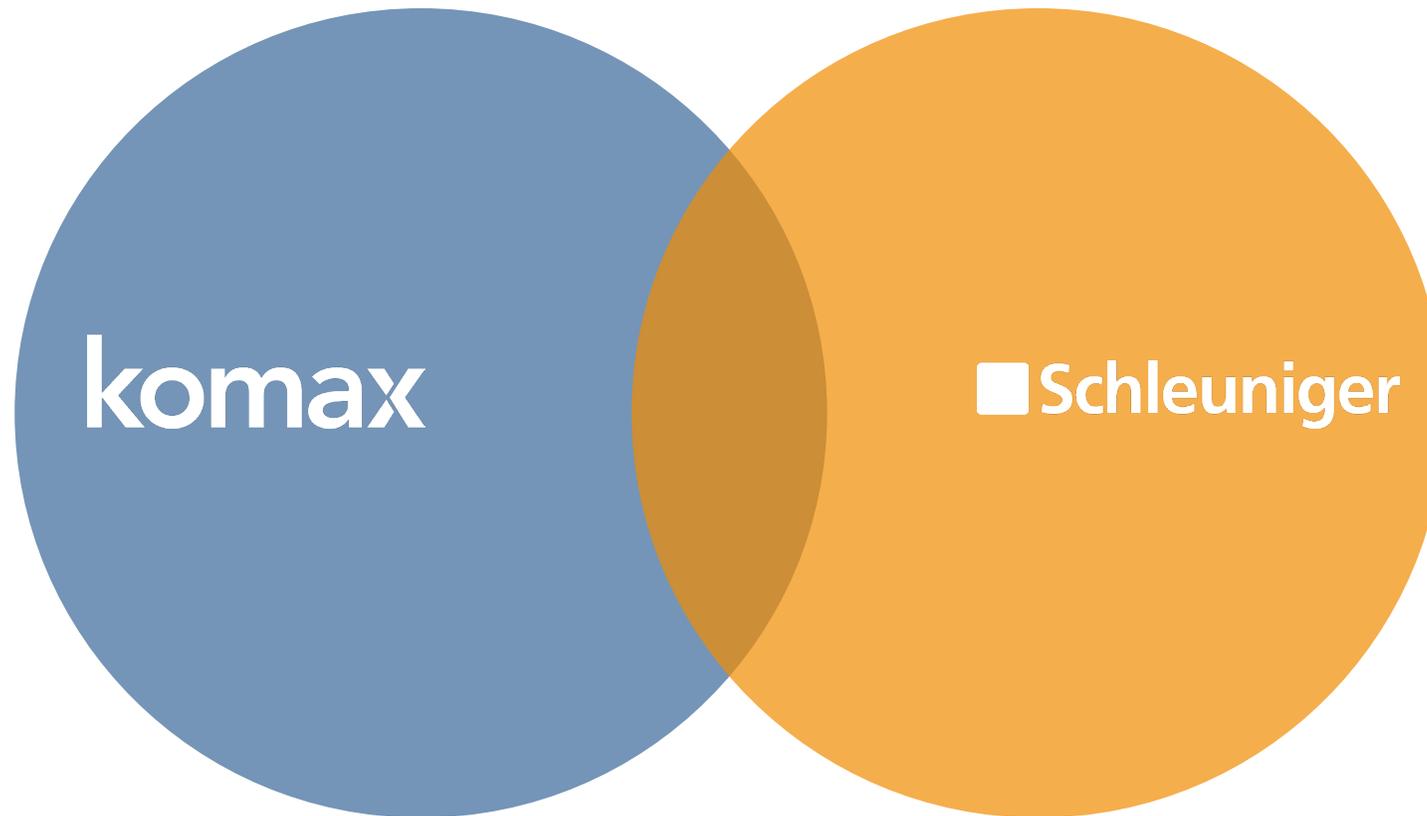


Examples



Customers

Significantly less overlapping than expected; cross-selling opportunities

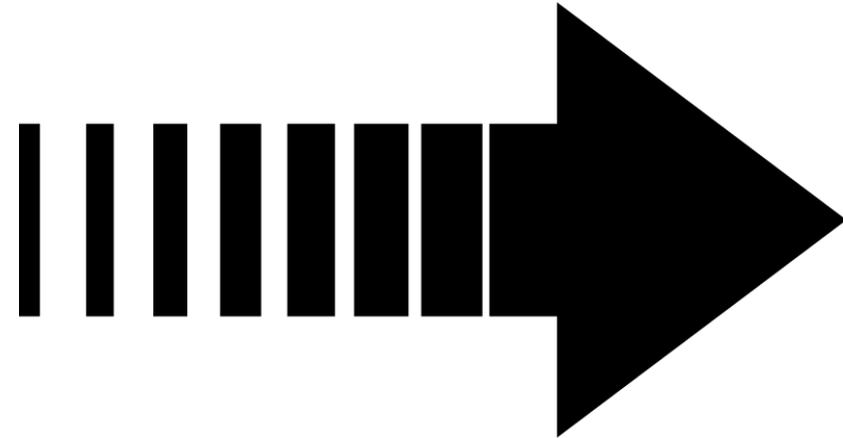


Product portfolio

Step-by-step optimization – using the best of both worlds



FUTURE



Continuous change of the product portfolio considering the life cycles of individual products

Product portfolio

Example: customer specific solutions – already in implementation



**Cham
(Schleuniger AG)**
Site for highest-level automation systems and for inline quality monitoring



SHU



**Grafenau
(Komax SLE)**
Site for automation of flexible high frequency (HF) solutions and solutions for new generations of connectors



Lambda X



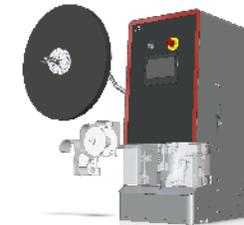
**Budakeszi
(Komax Hungary)**
Site for semi-automatic high voltage (HV) systems with a high level of flexibility



Lambda 140

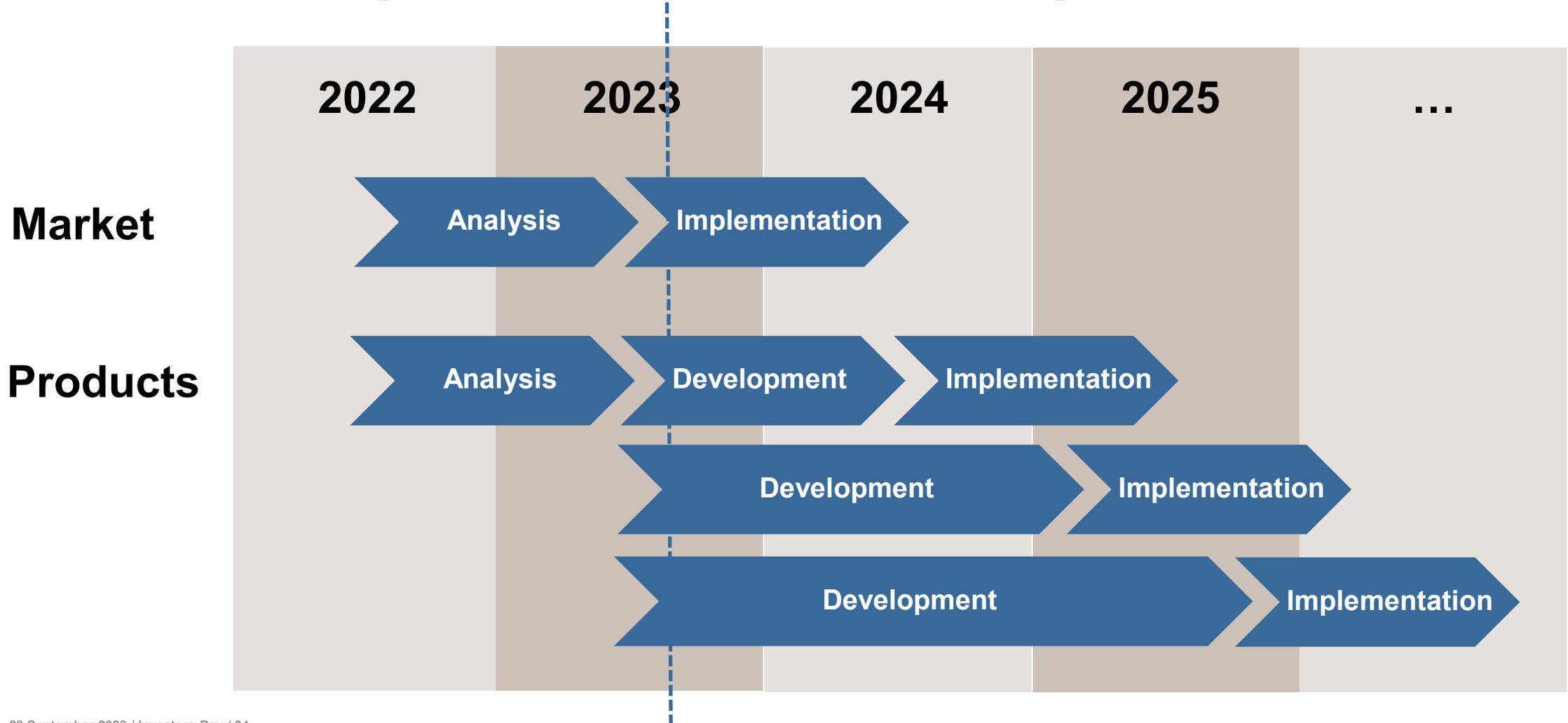


**Molenstede
(Komax Belgium)**
Site for entry-level solutions (low degree of automation) for sensor and data cables



BT-SC

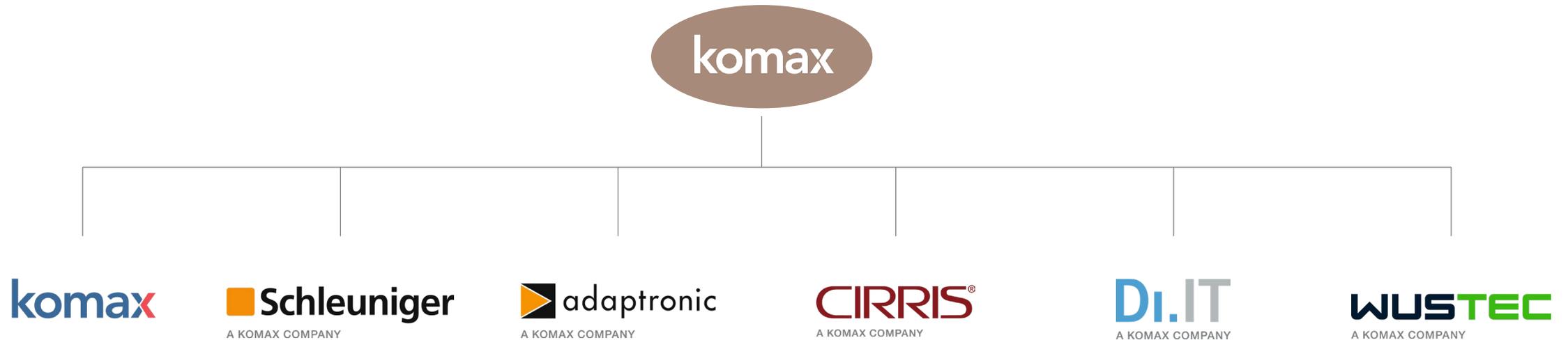
Market and products – different implementation roadmaps



Branding

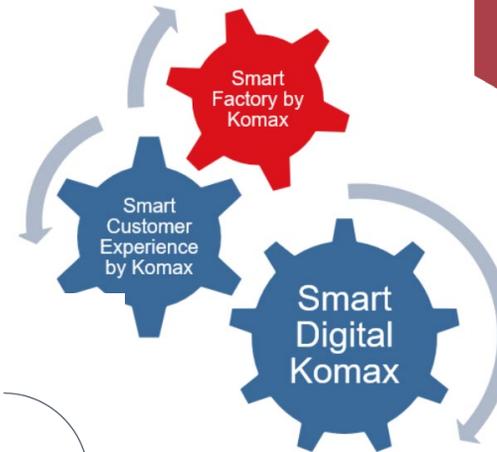
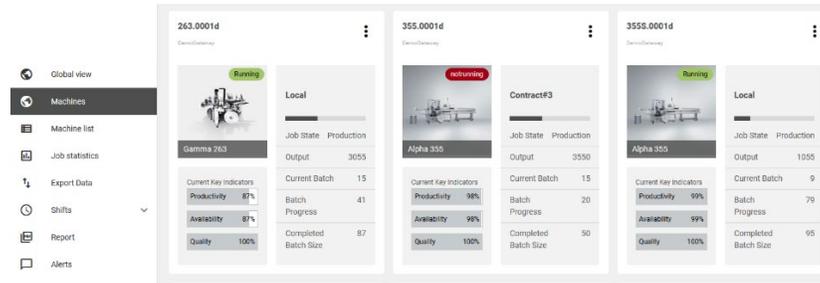


Multi-brand strategy with several product brands

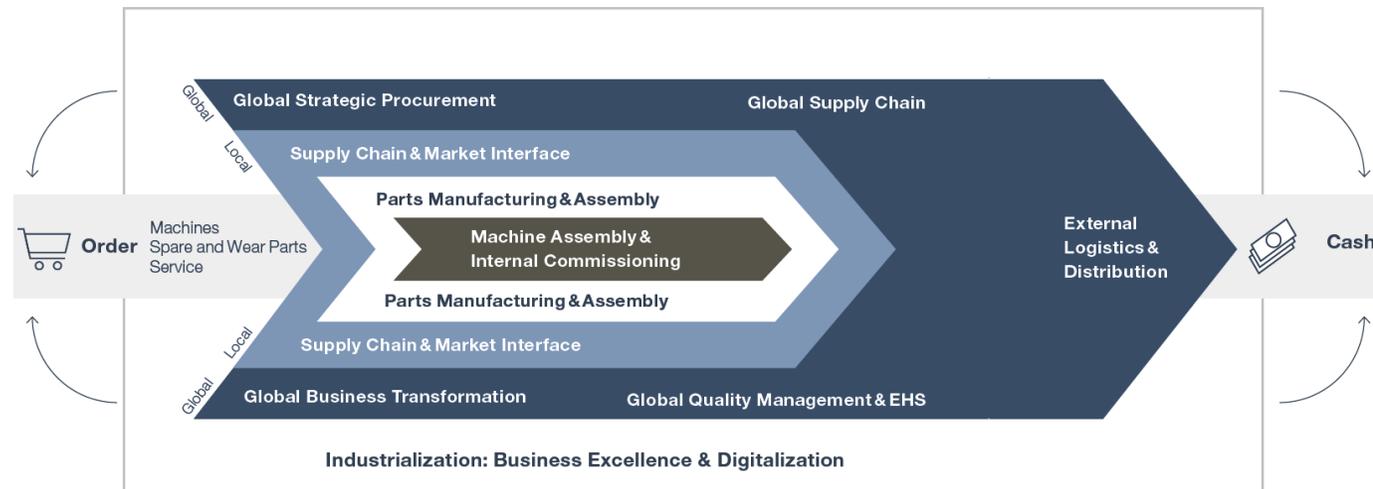


Lean and Excellent, Digital Transformation

Optimization of processes and supply chains



End-to-End Processes



ESG targets 2024–2028



For details: have a look at the ESG Short Report

ENVIRONMENTAL



CLIMATE PROTECTION

Greenhouse gas emissions and energy efficiency

Product life cycle management

SOCIAL



RESPONSIBILITY

Workplace safety and well-being

Customer relations

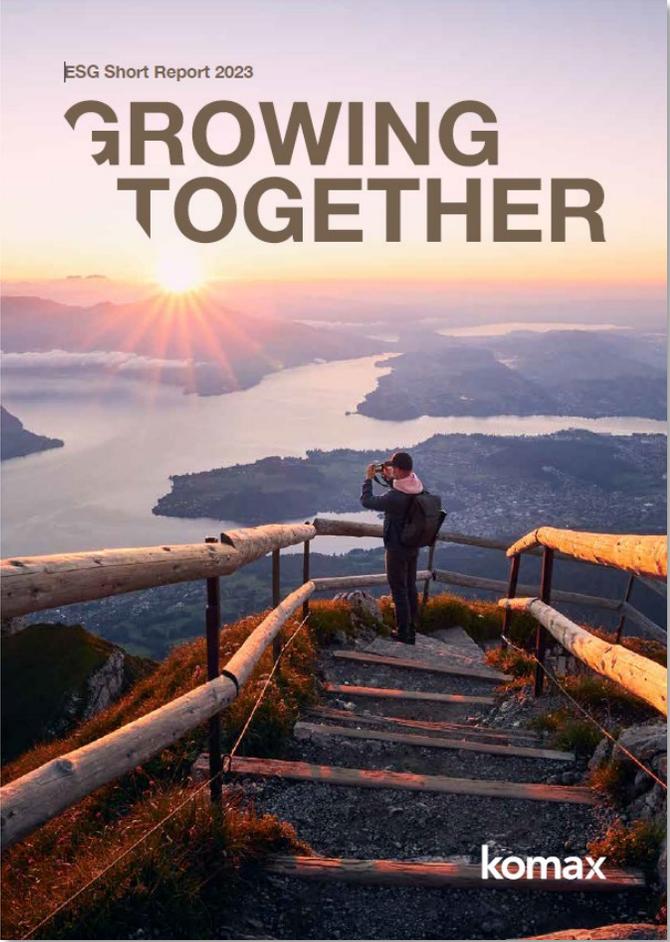
GOVERNANCE



FAIRNESS

Business ethics and compliance

Supply chain risk management



**THE SUCCESSFUL EXECUTION
OF STRATEGIC PRIORITIES
LEADS TO...**

Sustainable value creation

Ambitious financial targets 2028

REVENUES

CHF

1.0–1.2

billion

EBIT

CHF

120–160

million

AN ERA IS COMING TO AN END

Retirement of CFO Andreas Wolfisberg

Christian Mäder – CFO from 1 October 2023



Contact / Financial calendar



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Financial calendar

Preliminary information on 2023 financial year	23 January 2024
Annual media and analyst conference on the 2023 financial results	12 March 2024
Annual General Meeting	17 April 2024
Half-year results 2024	13 August 2024

Disclaimer



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

Leading today and in the future

komax

