



**komax**

# AUTOMATION – KEY GROWTH DRIVER FOR THE KOMAX GROUP

Investor Day, 22 November 2024

**komax**

 adaptronic

 TECHNOLOGY  
HOSVER

**DI.IT**

 **Schleuniger**

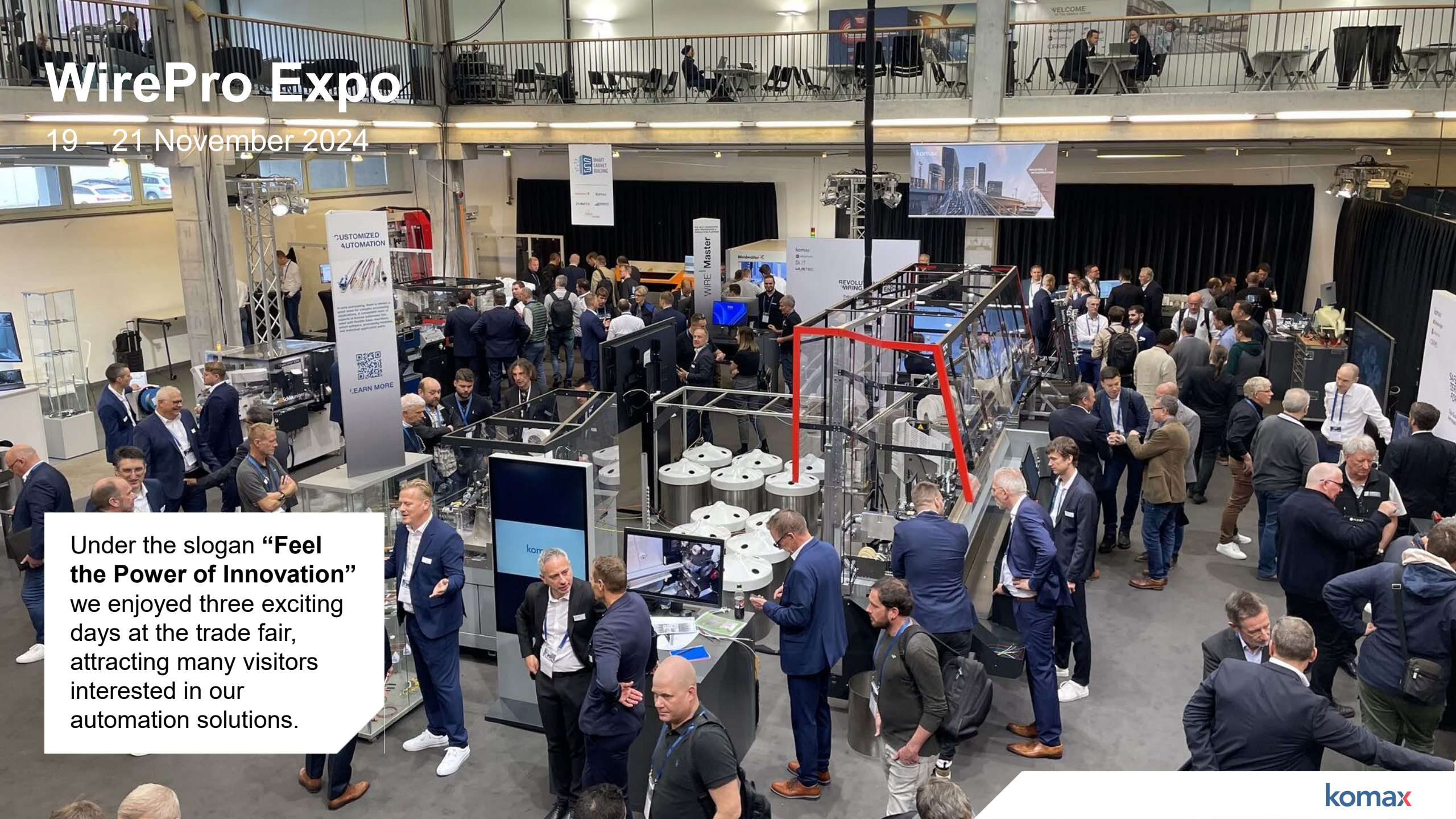
**CIRRIS®**

**WUSTEC**

# WirePro Expo

19 – 21 November 2024

Under the slogan **“Feel the Power of Innovation”** we enjoyed three exciting days at the trade fair, attracting many visitors interested in our automation solutions.



# HALL 3

## SERVICES

- 1 4WIRE Px & 4WIRE CAO
- 2 myKomax
- 3 WIRE Insights
- 4 ON-Demand & CARE Service Agreements

## HIGH MIX - LOW VOLUME

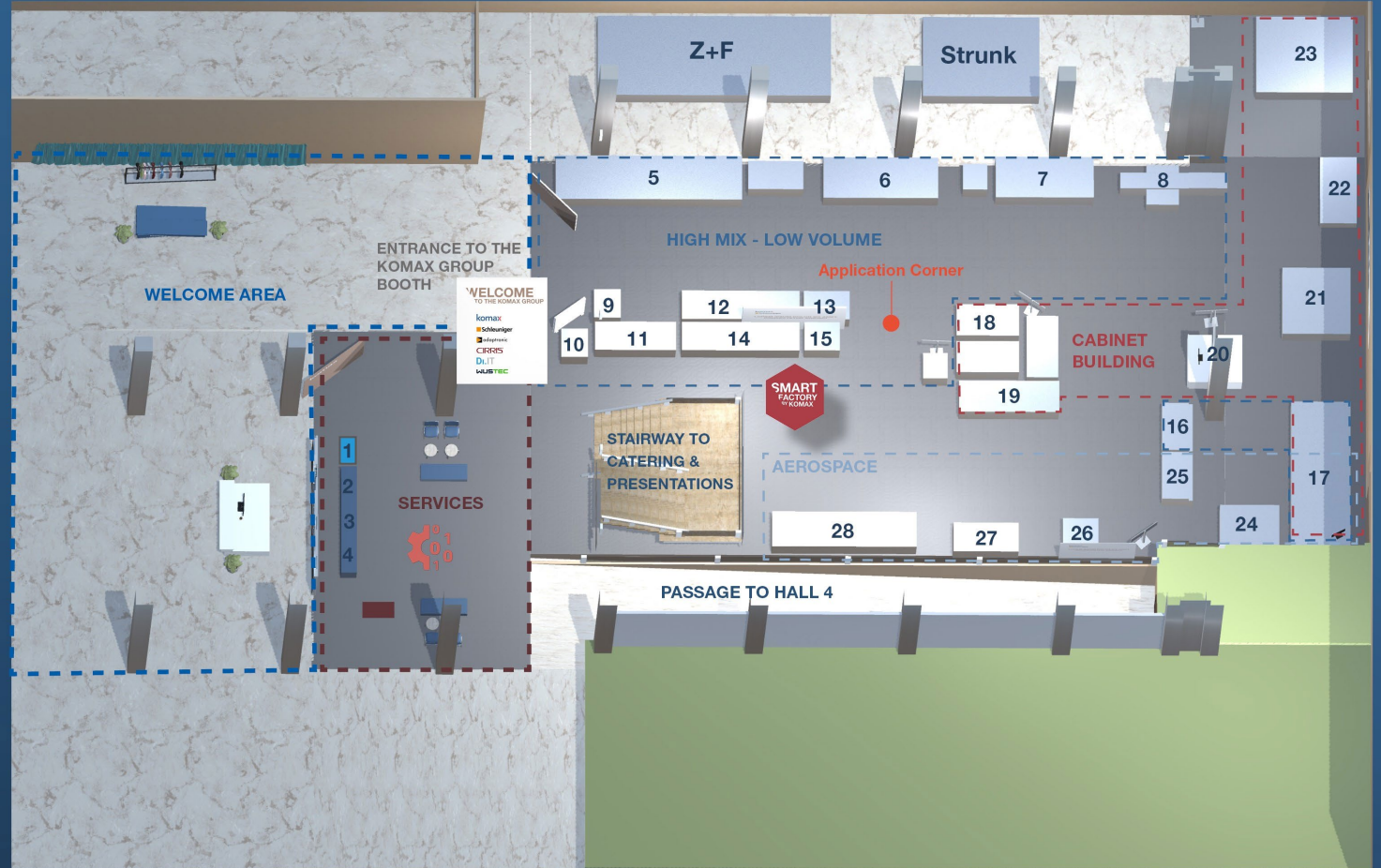
- 5 MegaStrip 9680
- 6 Alpha 565
- 7 CoaxCenter 6000
- 8 Alpha 520
- 9 Cut & Strip Family E400
- 10 WIRE Flow
- 11 Cut & Strip Family E300
- 12 Wire Stripping Solutions  
B300, B340, B240, UniStrip 2600,  
Mira 670
- 13 Iota 330
- 14 Bench Top Press Solutions  
CT 30S, UniCrimp 208, SealCrimp 208,  
CT60, Delta 240
- 15 TM4000
- 16 Easy Wiring
- 17 Testing NT700, Cirris 5150

## CABINET BUILDING

- 18 Zeta 620
- 19 Zeta 650
- 20 WUSTEC, Zuken
- 21 RailAssembler Weidmüller
- 22 RailLaser Weidmüller
- 23 Mod Center nVent Hoffman

## AEROSPACE

- 24 MRO Services  
Testing NT800-5, KT236
- 25 Harness Assembly  
Easy Wiring, Cirris 8180
- 26 MicroGraph System
- 27 Semi Automatic Solutions  
ShieldCut 8100, Mira 340Q, ILC 20/8,  
IR-DC + IR-MO, DMC WA22
- 28 Optima 400



# HALLE 4

## HIGH VOLTAGE

- 1 VTS1800  
End of Line Test
- 2 HV-R  
Automatic End of Line Test
- 3 Seal End Cap Assembly
- 4 Connector Assembly
- 5 Schunk: DS20-II  
Ultrasonic Welding
- 6 Lambda 141
- 7 NEW Lambda
- 8 Rotar 300

## SEQUENCE PRODUCTION

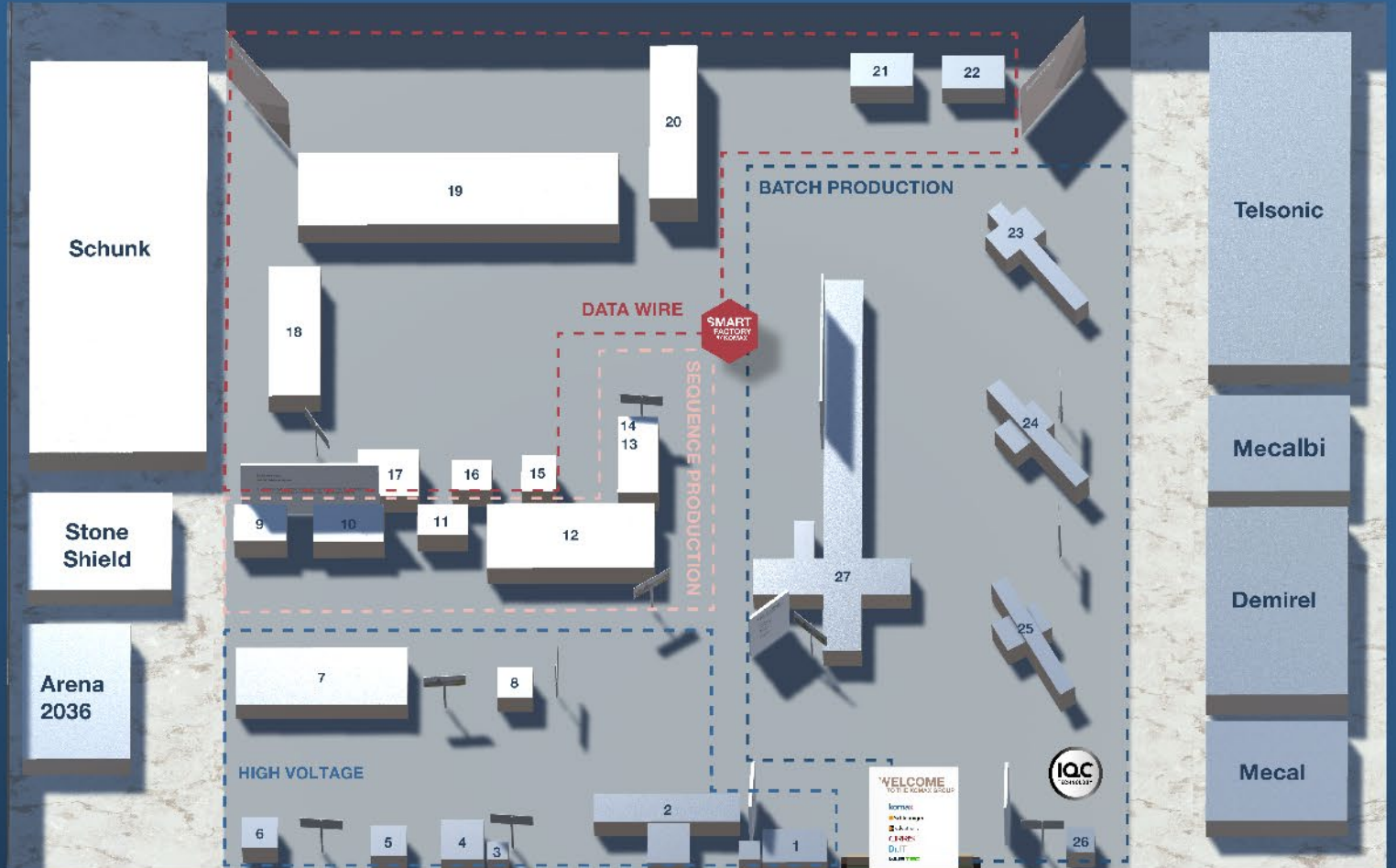
- 9 TS 1400
- 10 Wireless Inline Test
- 11 Rotar 500
- 12 Omega 750 S
- 13 4WIRE Px
- 14 WIRE Insights

## DATA WIRE

- 15 MultiStrip 9480 MR
- 16 Delta 520
- 17 Lambda 310
- 18 Lambda X 711
- 19 Lambda X 921
- 20 TS1700
- 21 MicroHeight 10,  
MicroPull 10,  
PT 60, NT211
- 22 MicroLab 45

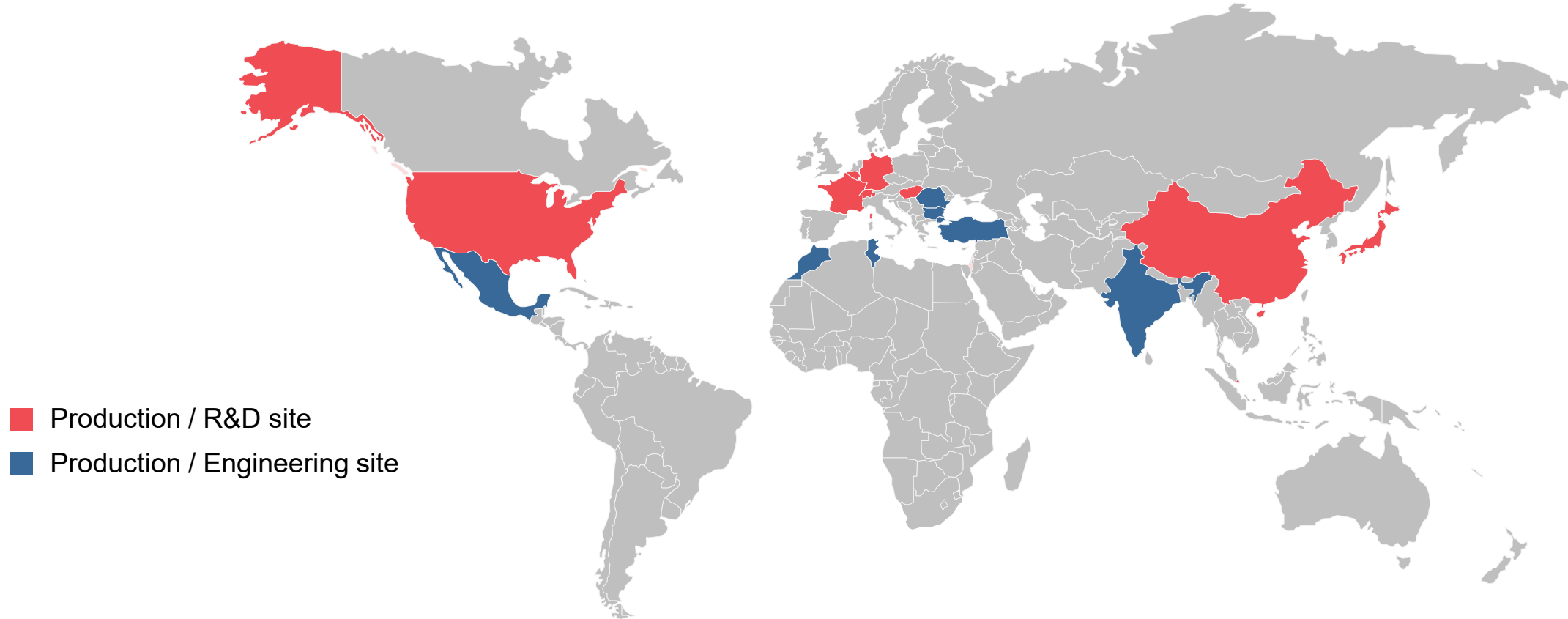
## BATCH PRODUCTION

- 23 Crimp Center 36 SP
- 24 Alpha 550 G2
- 25 Alpha 650 with IQC
- 26 IQC Technology  
Crimp Applicators,  
Cassette Assembly
- 27 Sigma 688 LTT



ENTRANCE & EXIT  
HALL 4

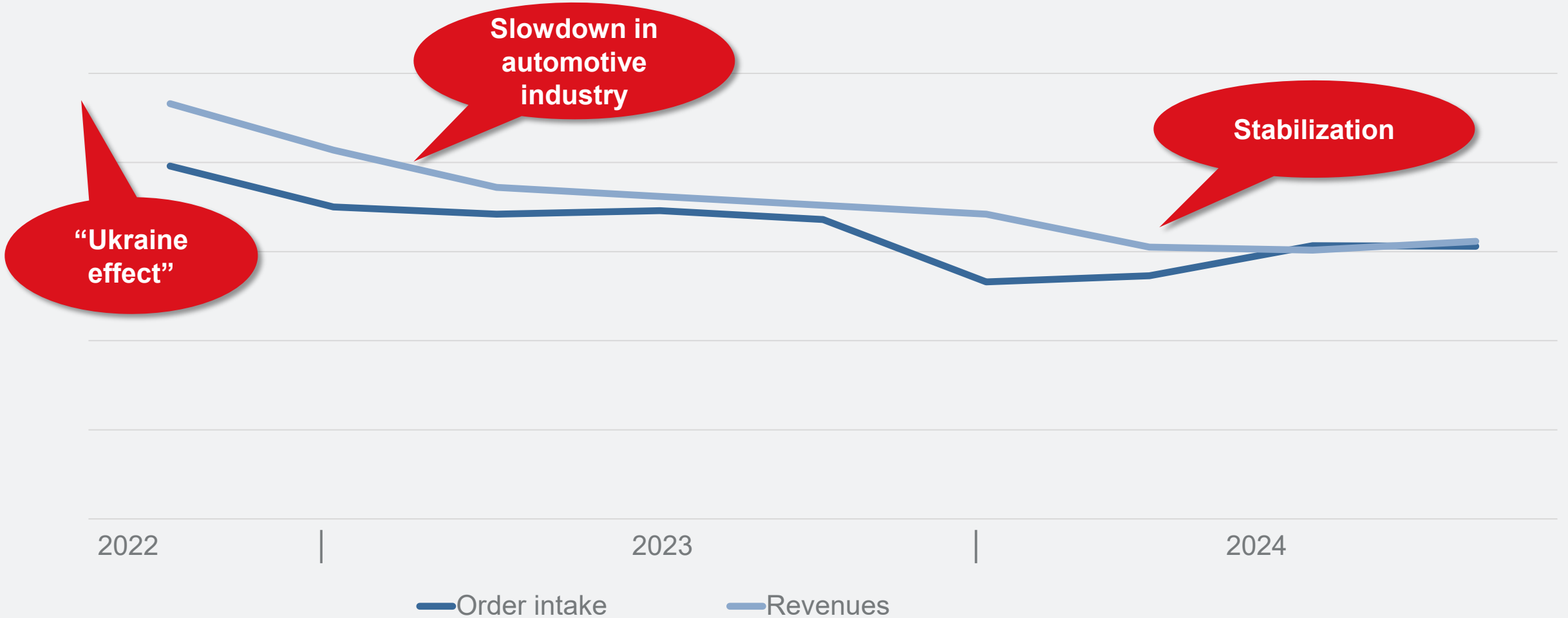
# Global production footprint



# AGENDA

1. Current market situation and outlook for 2024
2. Mid-term targets
3. Progress in strategy implementation and Schleuniger integration
4. Questions and answers
5. Live demonstration of innovative solutions at the booth
6. Lunch

# Top line development since combination with Schleuniger



# Monthly order intake in 2024

Low point was reached in the first half of the year



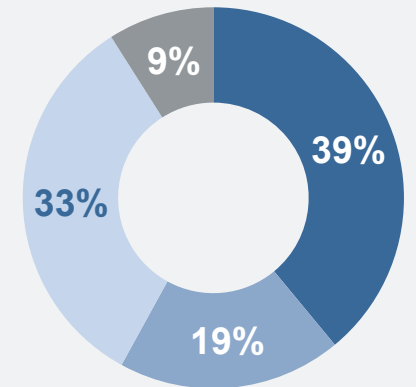


# Current market situation

Slight improvement in the second half of the year



Revenues by region  
first half of 2024

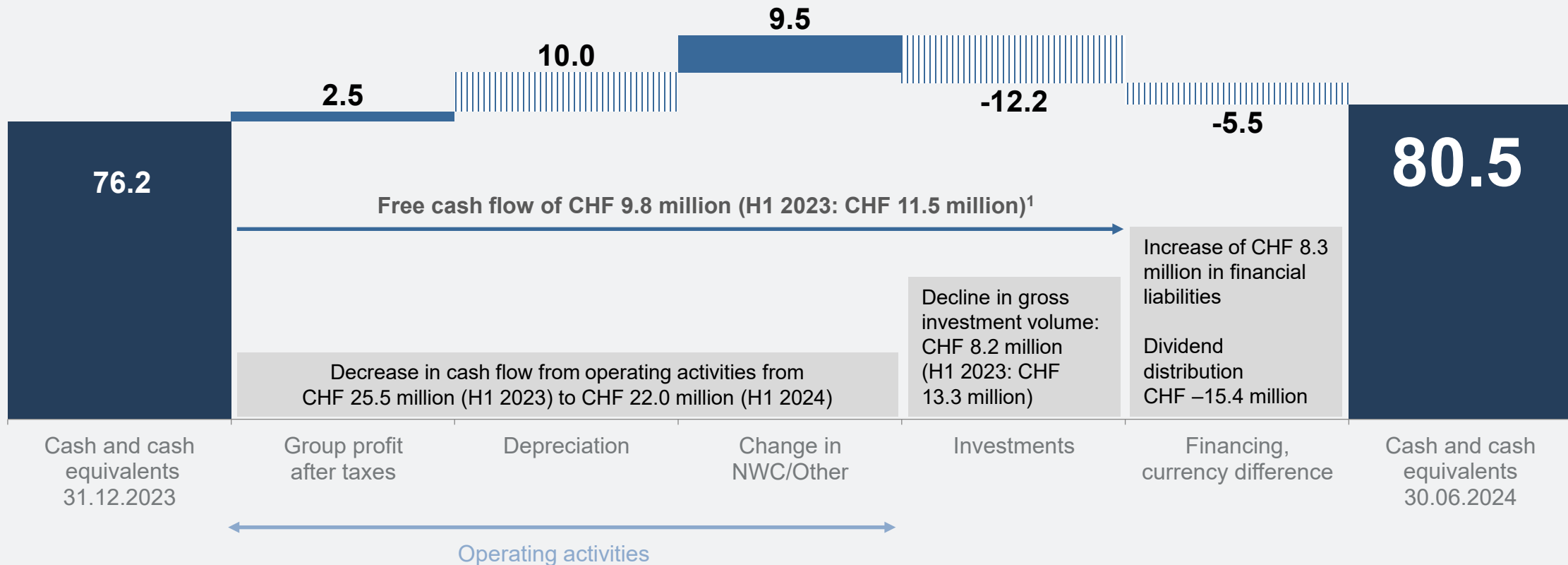


- Europe
- Asia/Pacific
- North/South America
- Africa

# Solid cash generation

Positive free cash flow despite challenging market environment

in CHF million

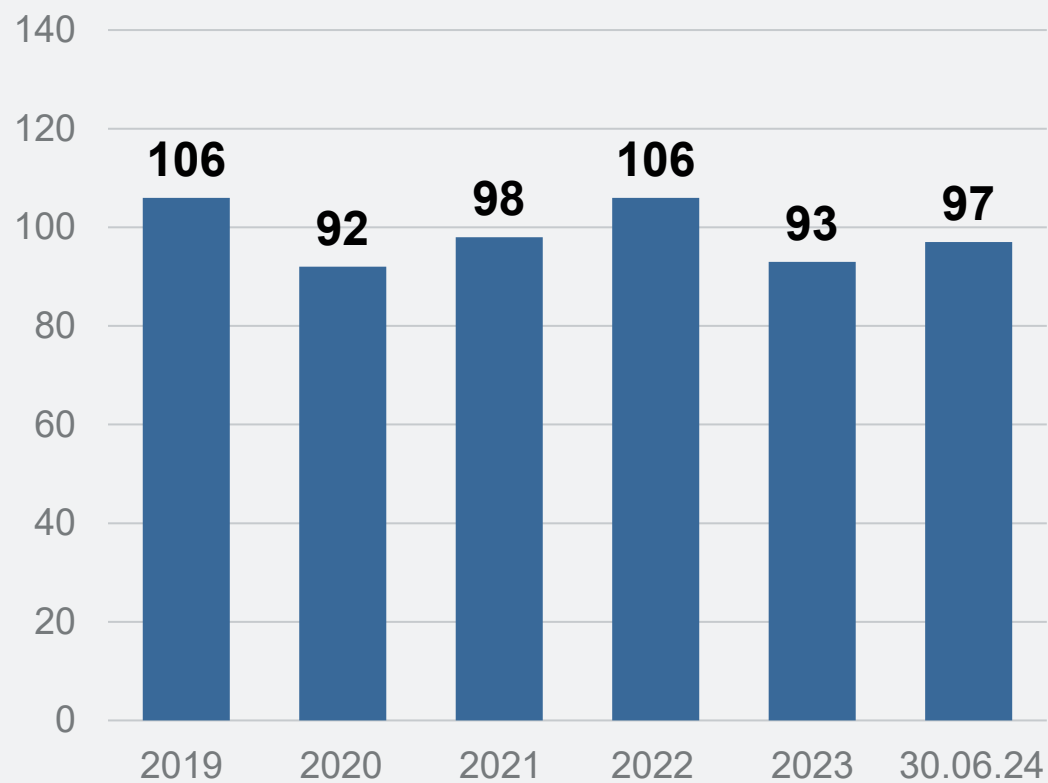


<sup>1</sup> Excluding a sale of a building in the first half of 2023.

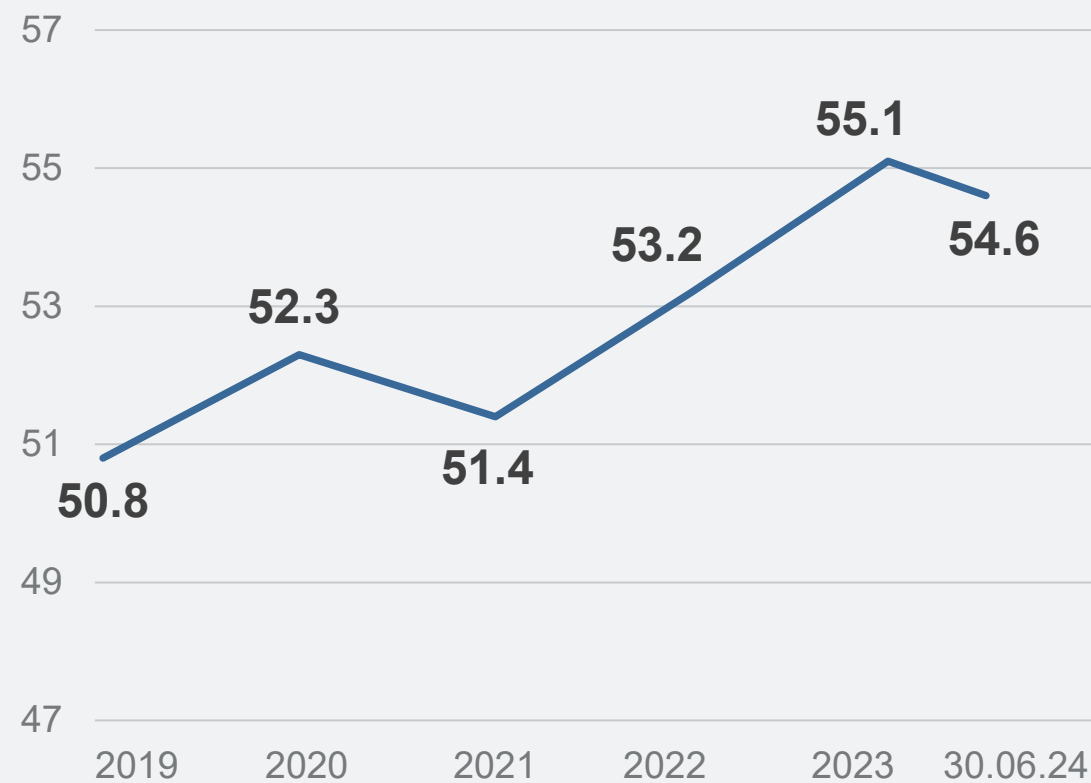
# Solid financial position

Stable net debt and equity ratio of over 50%

**Net debt** (in CHF million)



**Equity ratio** (in %)



# Outlook 2024

Guidance confirmed

## Order intake >

- Slight improvement in the market situation
- Higher order intake in the second half of the year than in the first half
- Book-to-bill ratio likely to be slightly above 1 in the second half of the year

## Revenues >

- 20% lower than 2023

## EBIT >

- Modestly positive...
- ...despite one-off expenses of around CHF 10 million and a negative currency effect

## Cost reduction >

- Various initiatives ongoing
- Savings of approximately CHF 20 million in 2024
- Sustainable reduction of the break-even point



**What happens to the  
mid-term targets?**

# Mid-term targets postponed by two years

Ambitious targets for growth and profitability

## Targets 2030

**1.0–1.2**

revenues  
in CHF billion

**120–160**

EBIT  
in CHF million

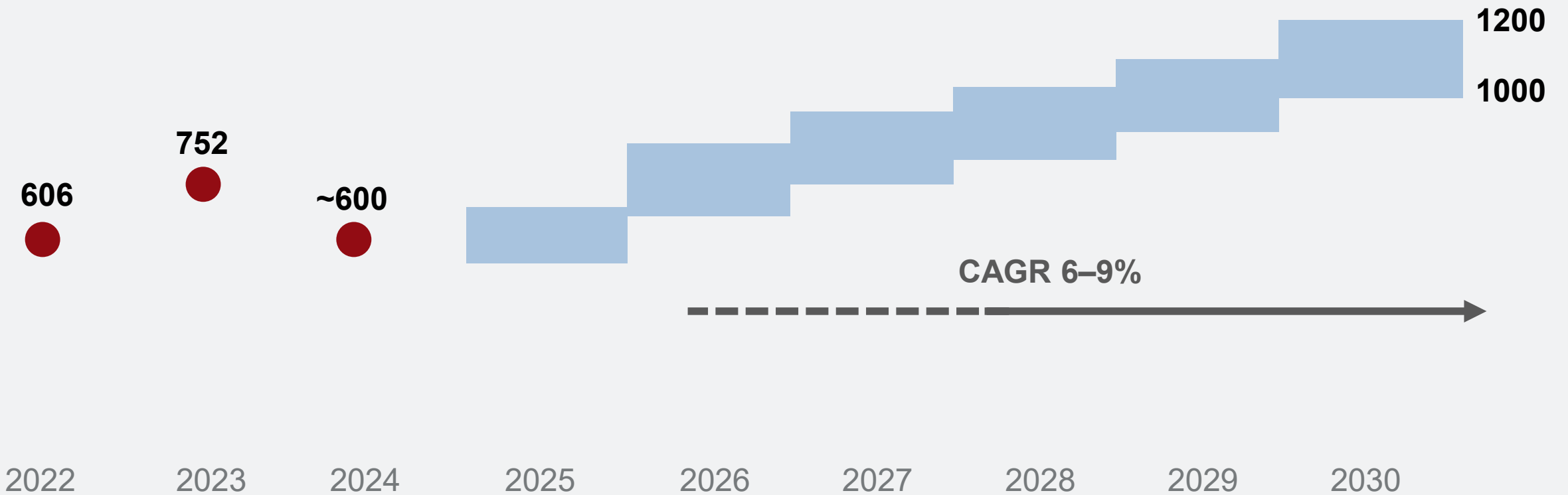


**Are the mid-term targets  
realistic?**

# Expected revenue development

Growth will not be linear

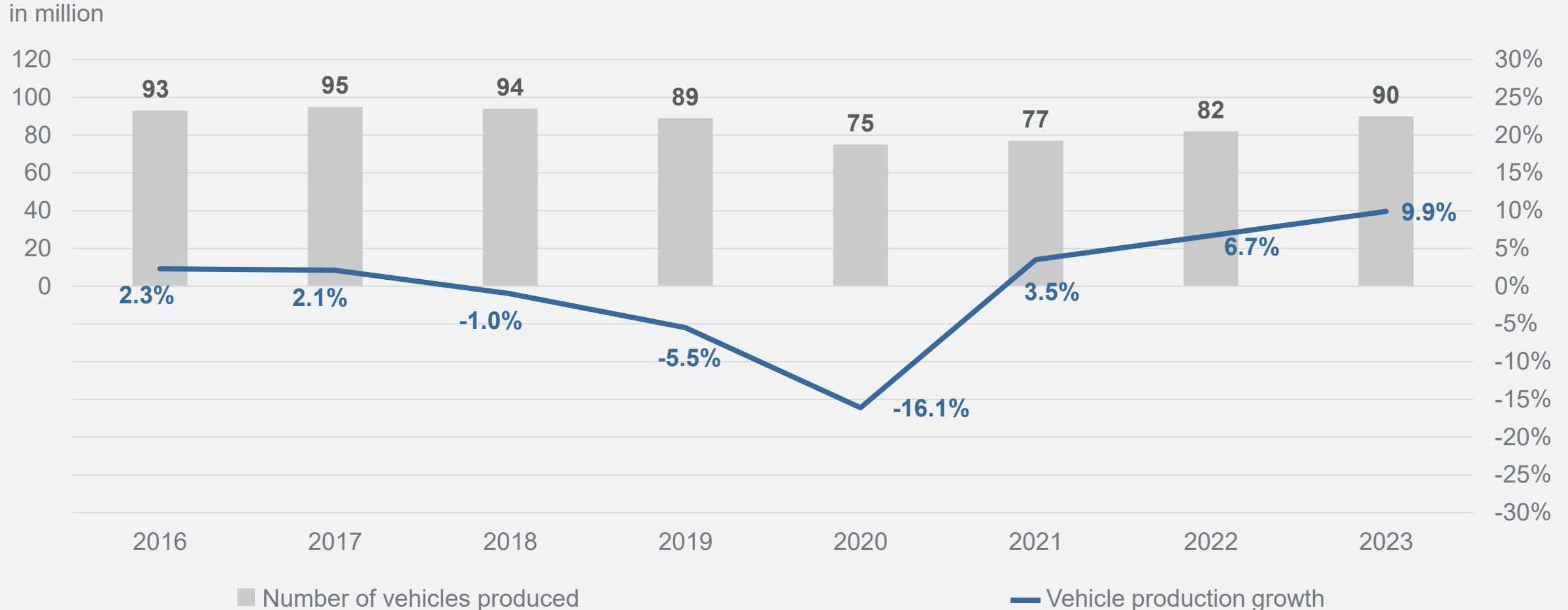
in CHF million





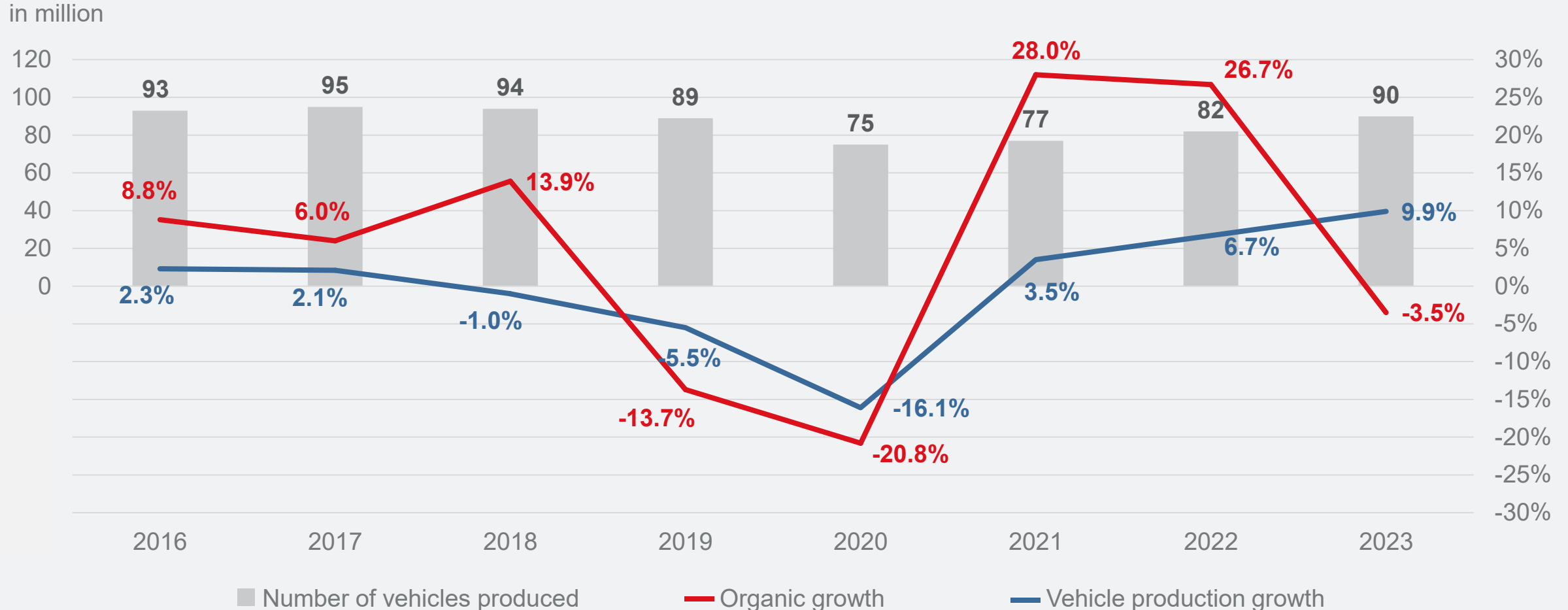
# Organic growth outperforms vehicle growth

Automation is the main growth driver



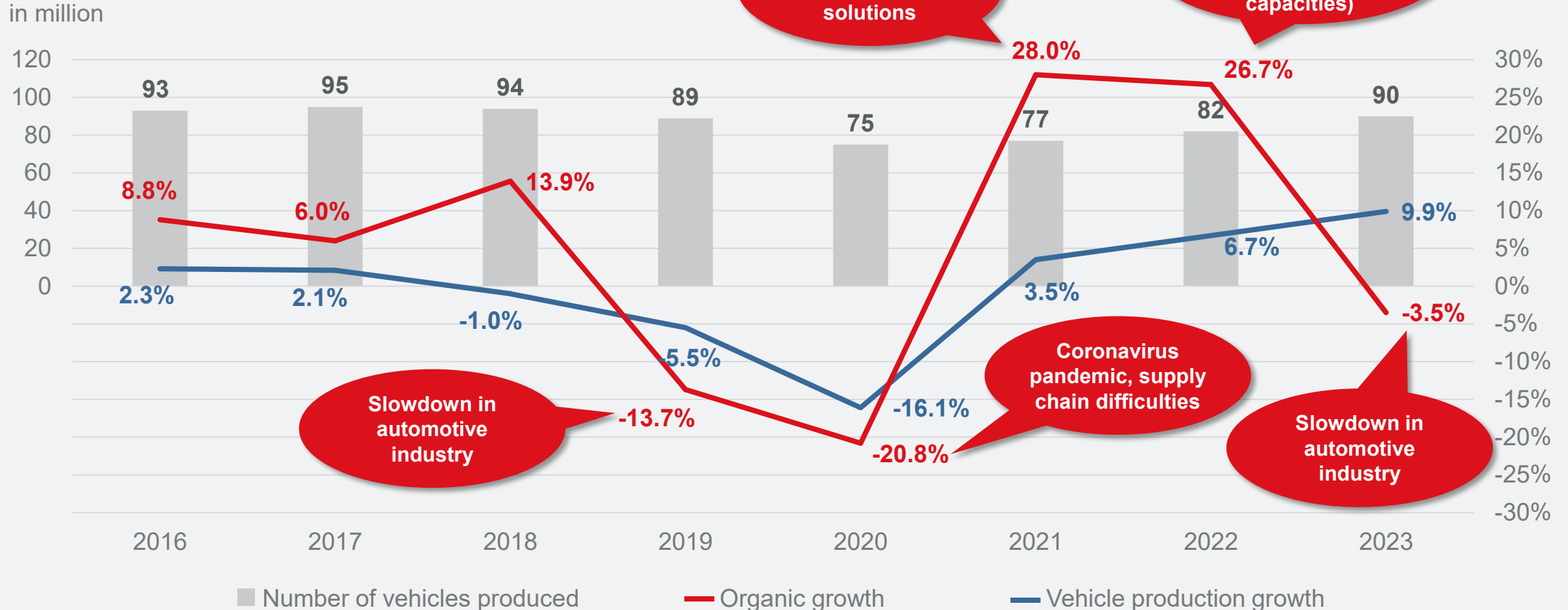
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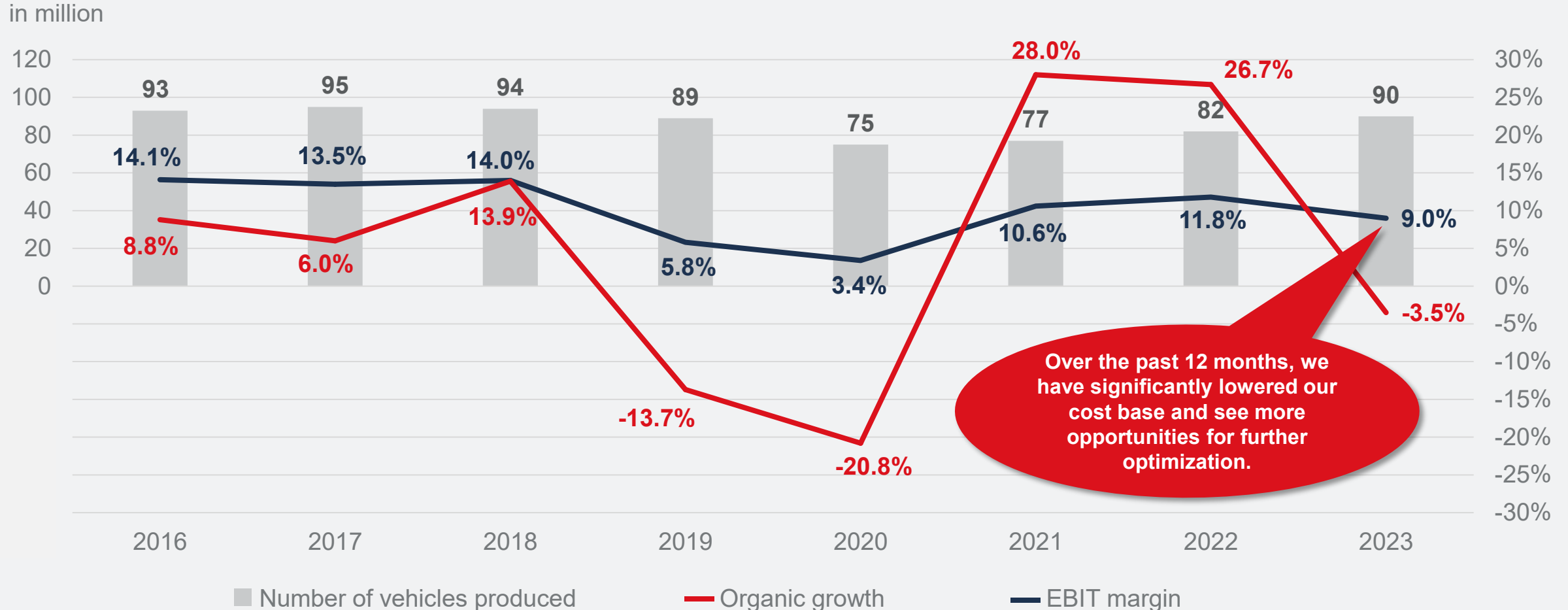
# Organic growth outperforms vehicle growth

Automation is the main growth driver



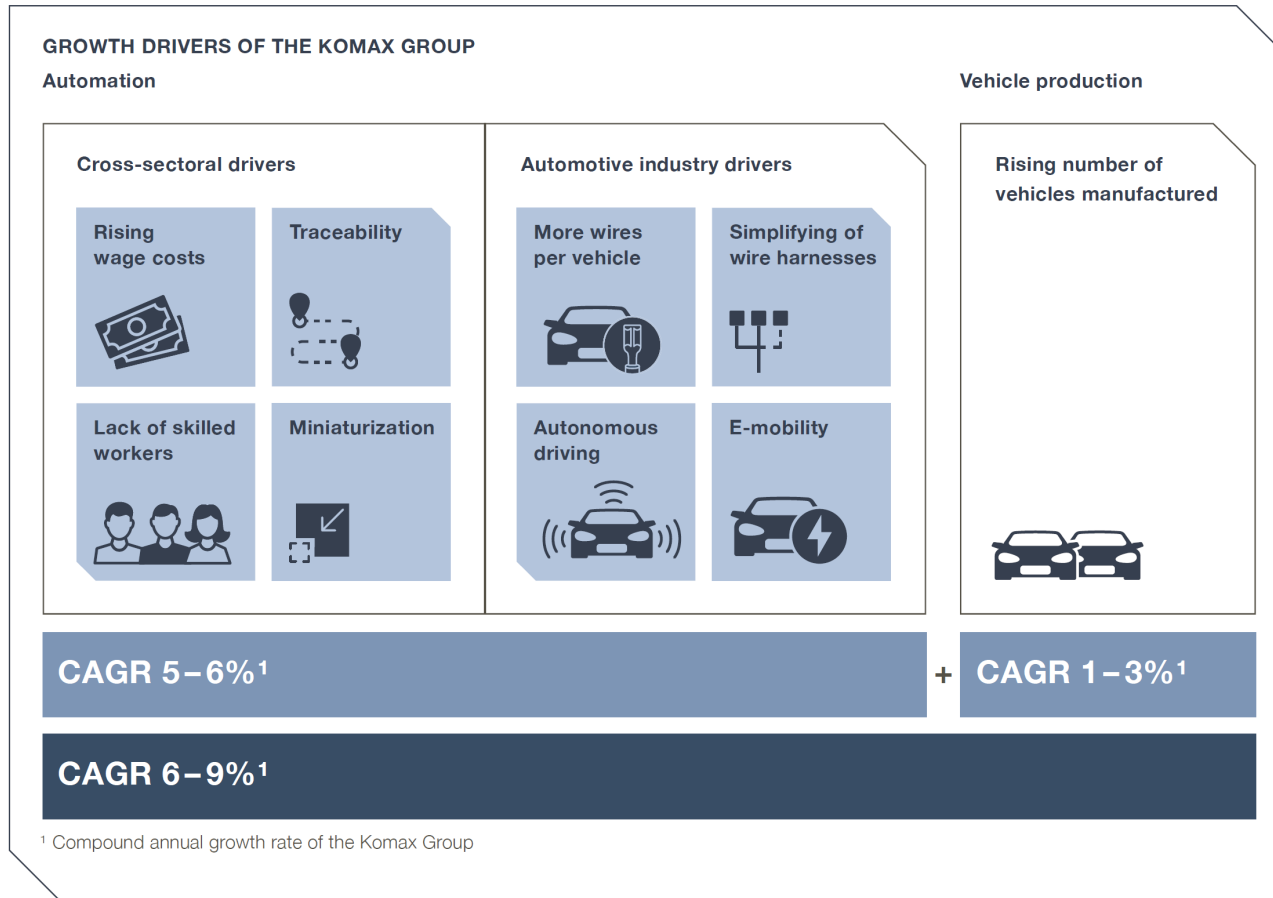
# Profitable even in challenging times

Flexibility in terms of costs



# Growth driver automation

Enormous automation potential for decades



## Eldorado scenario

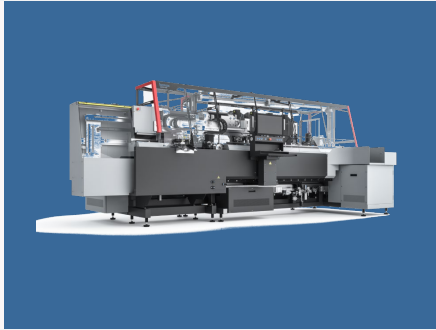


With an annual increase in the degree of automation of 5%, it will take 15 years to double it.

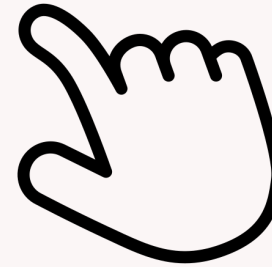


**Why is automation not  
increasing faster?**

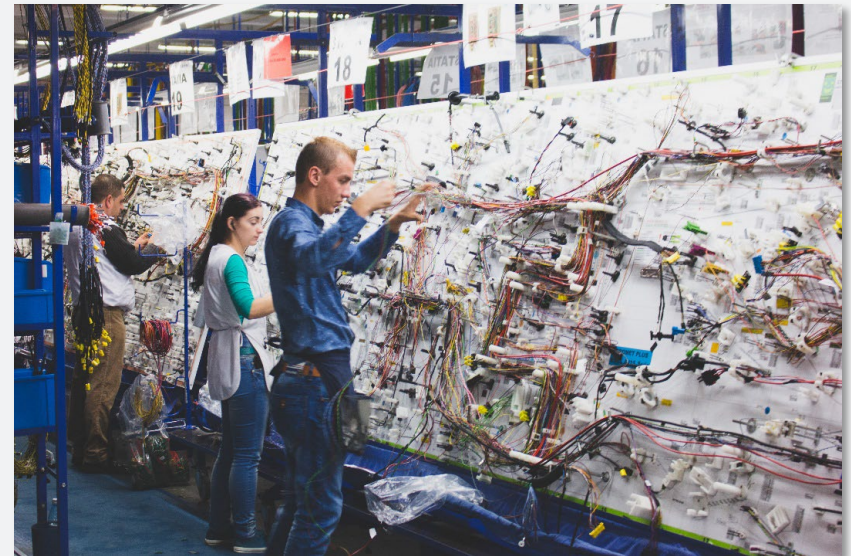
# Automated work vs. manual work



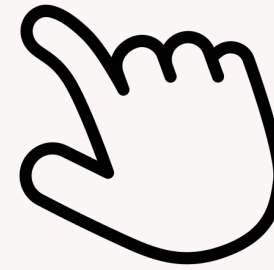
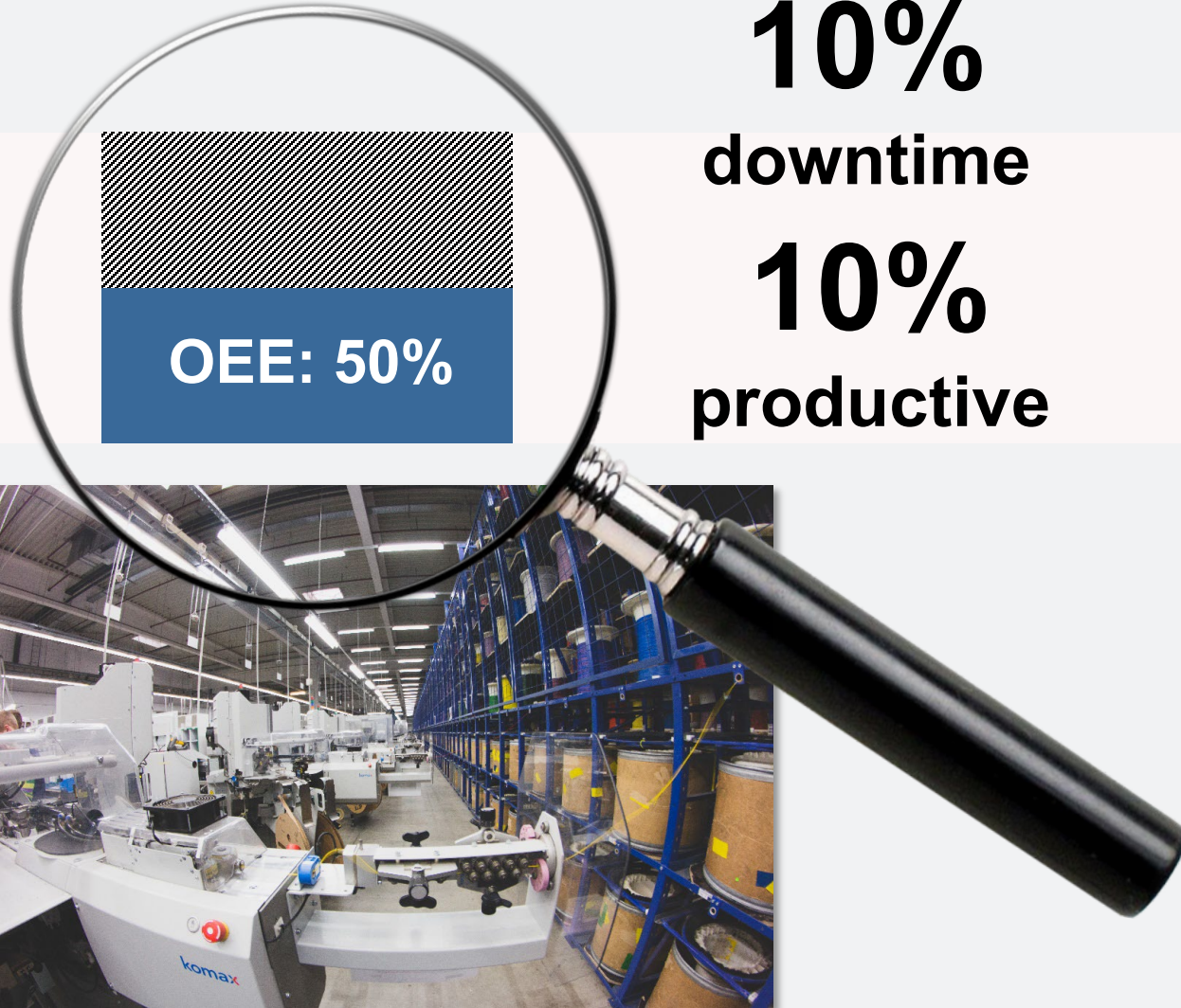
**20%**  
automated



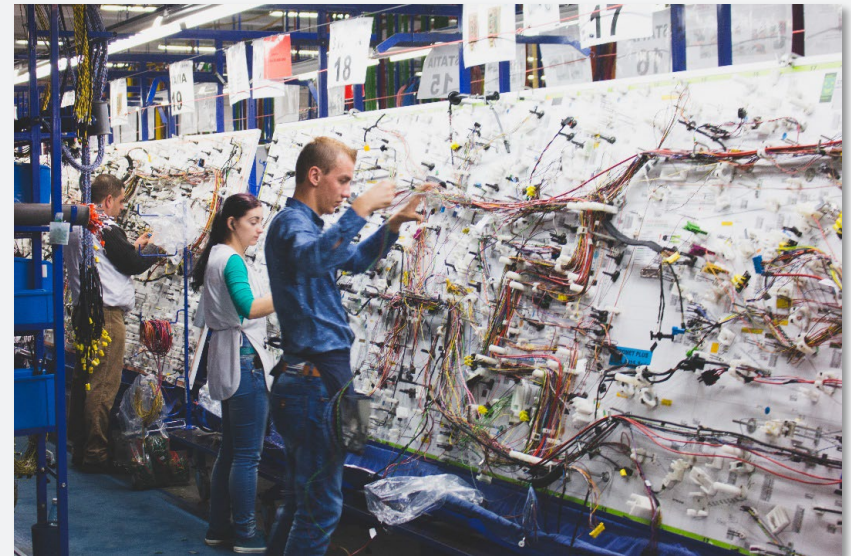
**80%**  
manual



# Automated work vs. manual work



**80%**  
manual



*OEE: Overall Equipment Effectiveness*

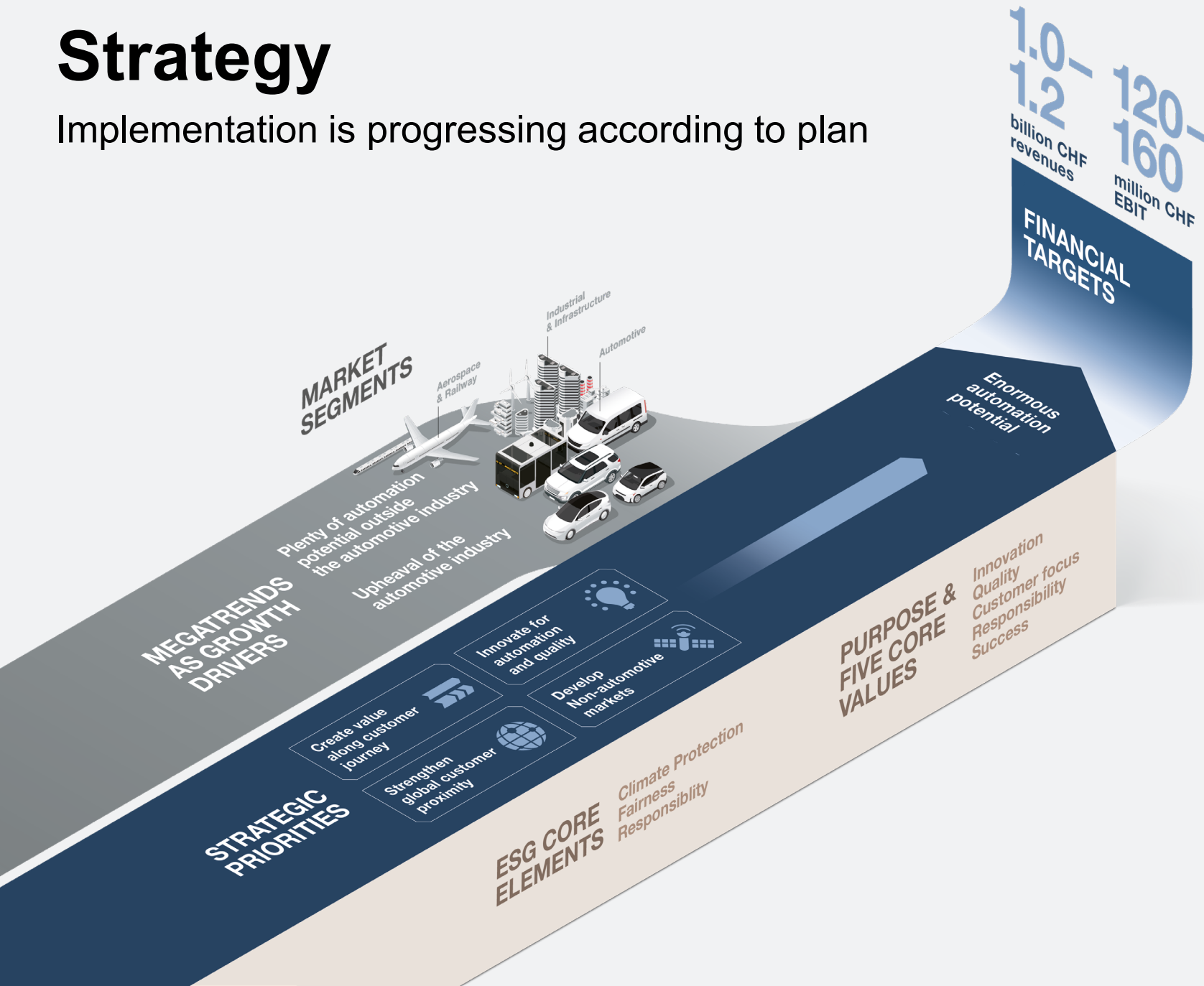




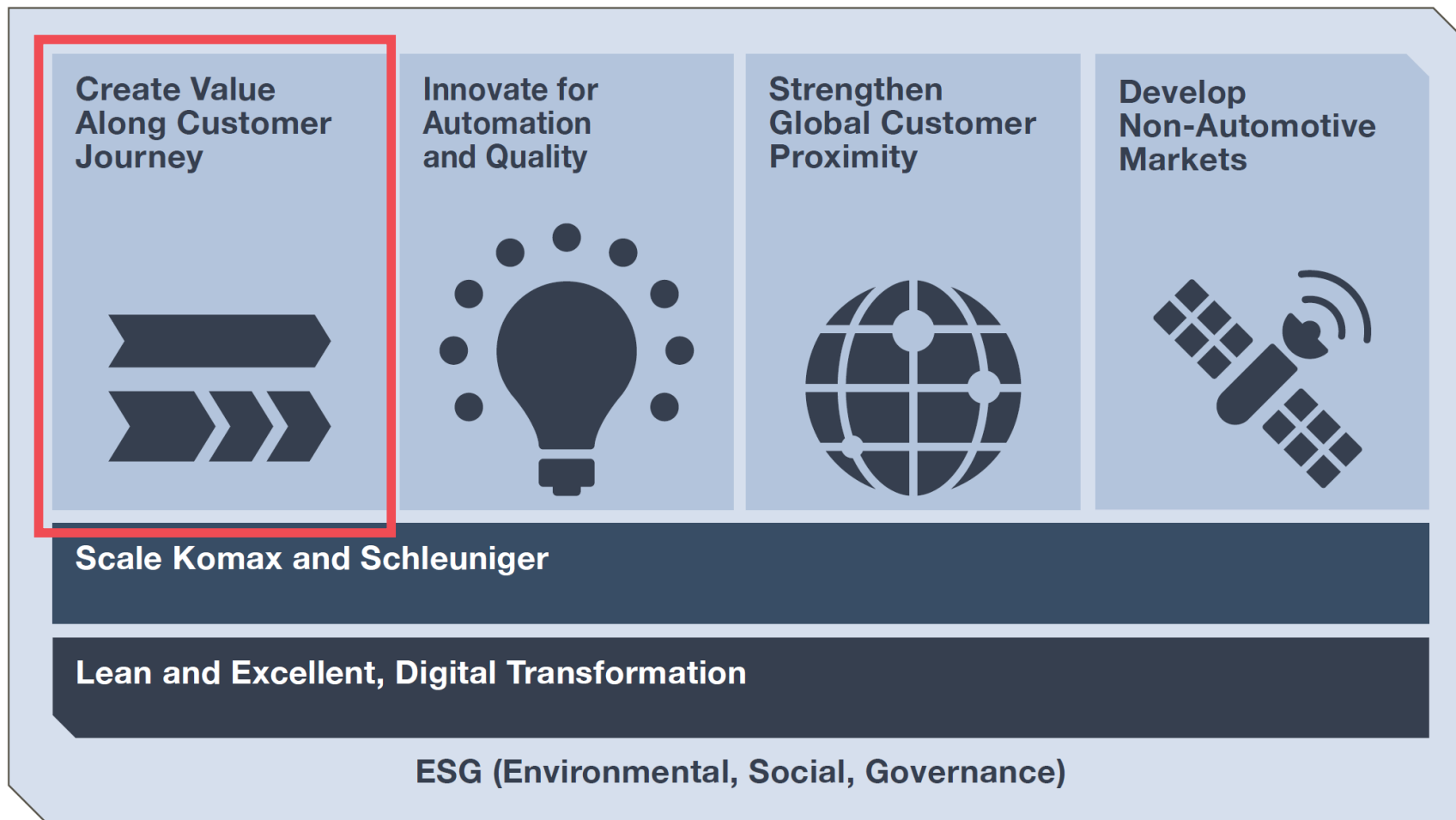
**How is the strategy  
implementation progressing?**

# Strategy

Implementation is progressing according to plan

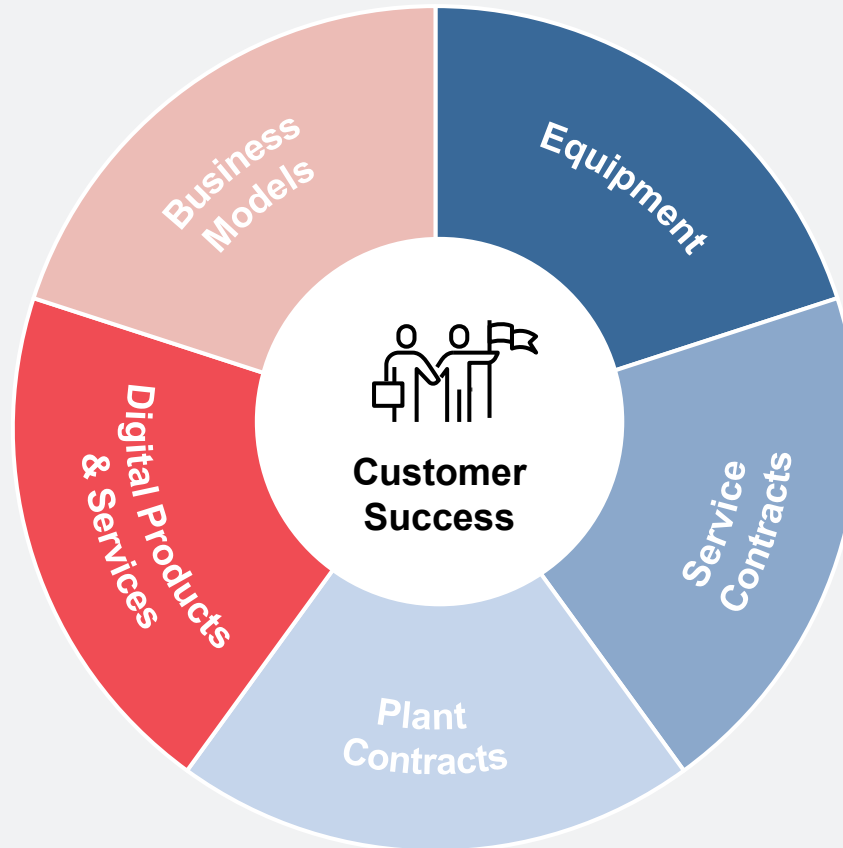


# Further strategic priorities



# Create value along customer journey

Target: significant increase in service business – from 20% to 25% by 2030



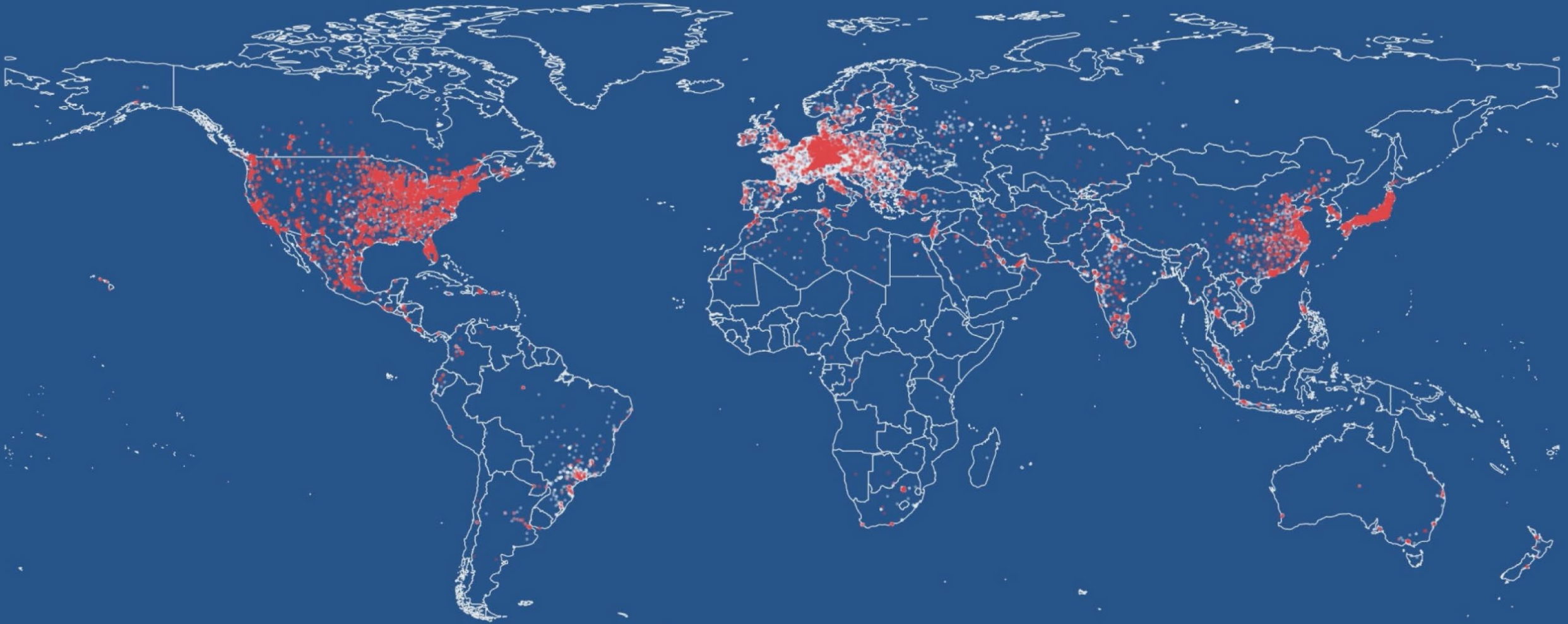
**Stronger focus on service is increasingly paying off**

- Substantial increase in service contracts
- Service budget will be exceeded in 2024

**More on this at the booth**

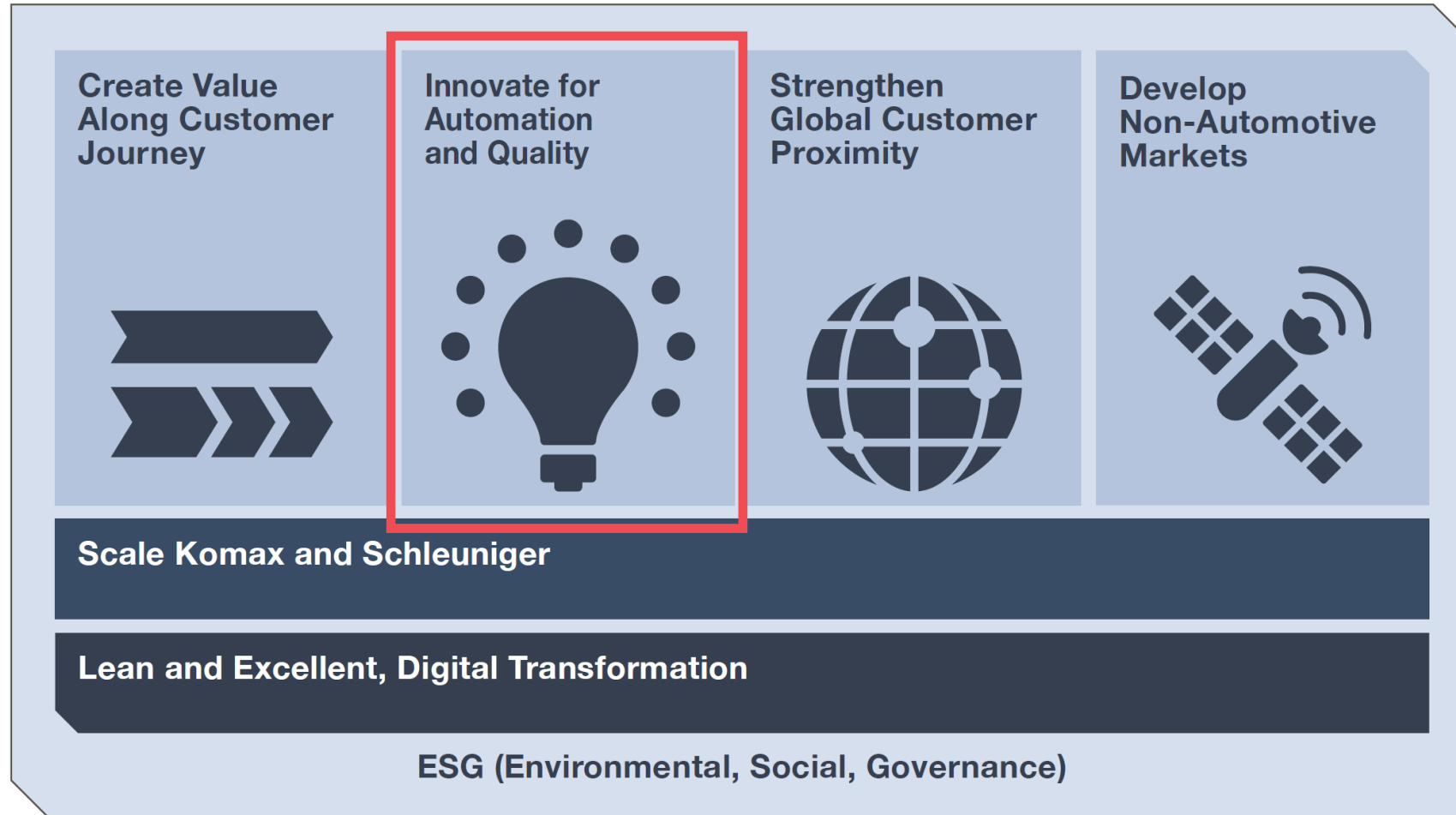


**70,000 Komax machines**



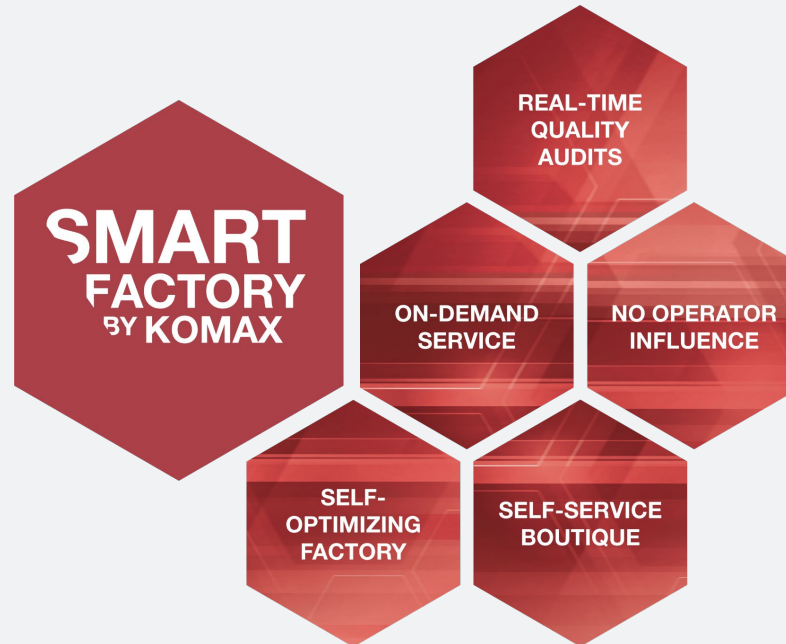
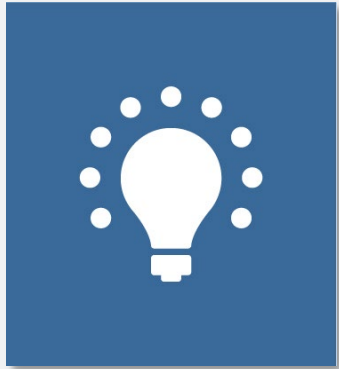
**325,000 Schleuniger machines**

# Further strategic priorities



# Innovate for automation and quality

Investment of 8–9% of revenues in R&D



**Higher Automation**

**Quality Solutions**

# Platform strategy

Further development of the installed base

upgrade



## Alpha 520

High variance  
High flexibility



upgrade



High productivity  
Transparency  
Suitable for automotive industry

## Alpha 550 G2



Highest productivity (IQC Technology)  
High flexibility  
High variance  
Transparency  
Suitable for automotive industry

## Alpha 650

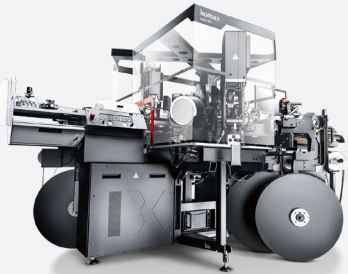
More on this  
at the booth



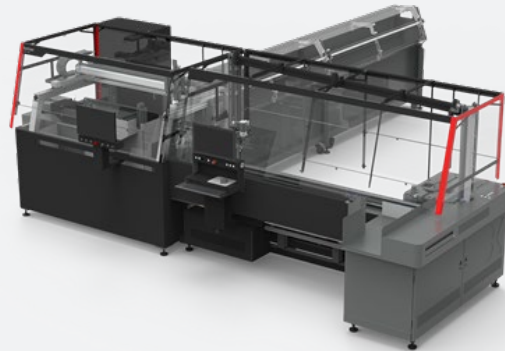
# Numerous new product launches every year

Some examples of innovations launched in 2024

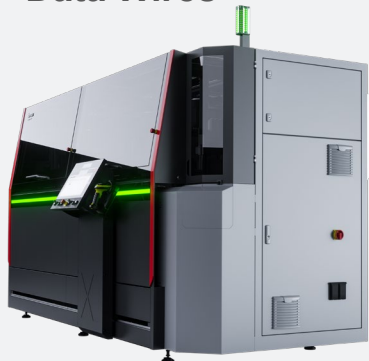
**Alpha 550 G2**  
Crimp to Crimp



**Sigma 438**  
UTP Wires (sequence production)



**Lambda 5**  
Data Wires



**Rotar 300**  
Taping



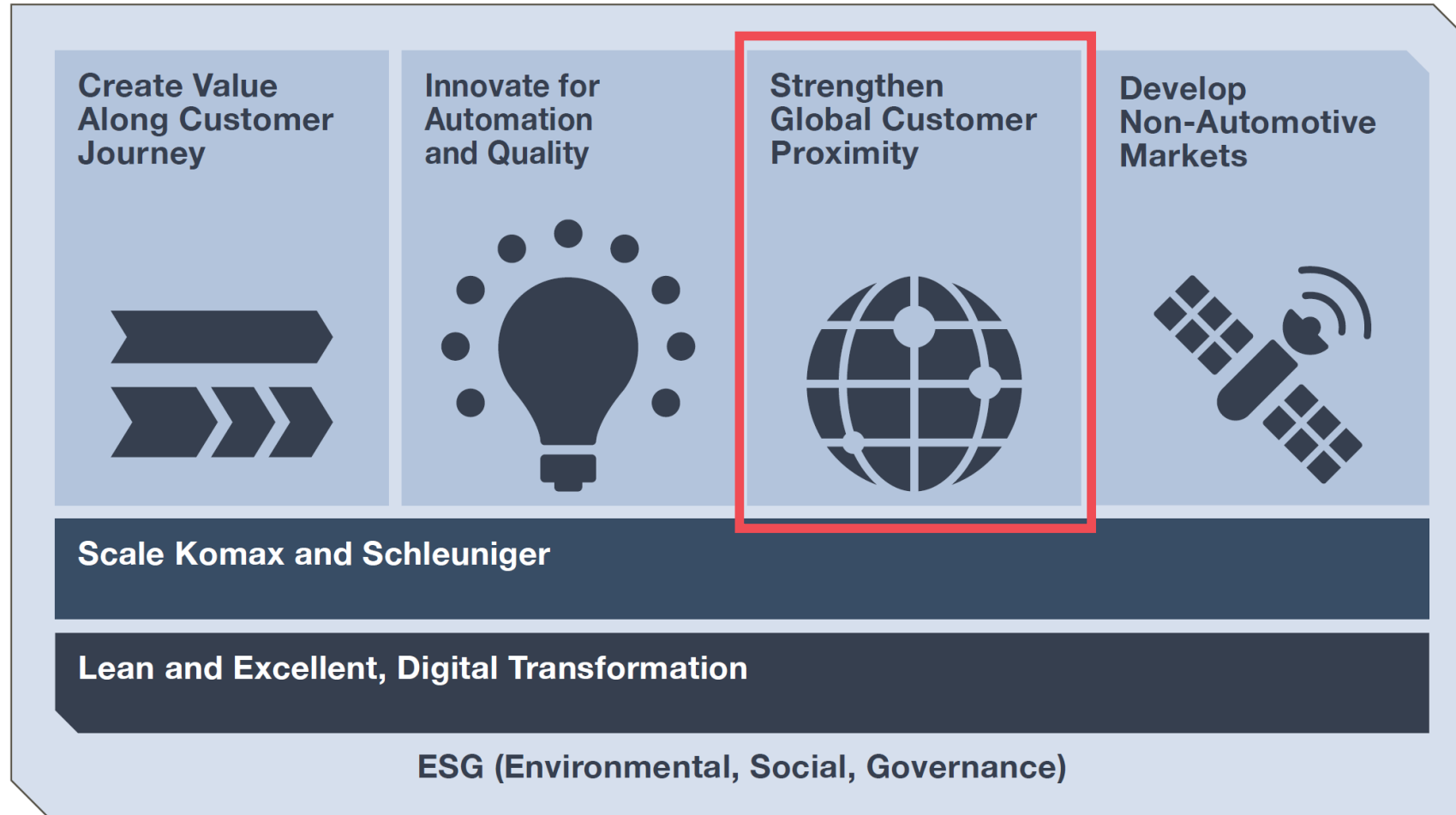
**Cirris 5150**  
Tester



**Innovative strength is the key to success**

Our innovation pipeline is overflowing. In the coming years, we will delight our customers with numerous exciting new product launches.

# Further strategic priorities



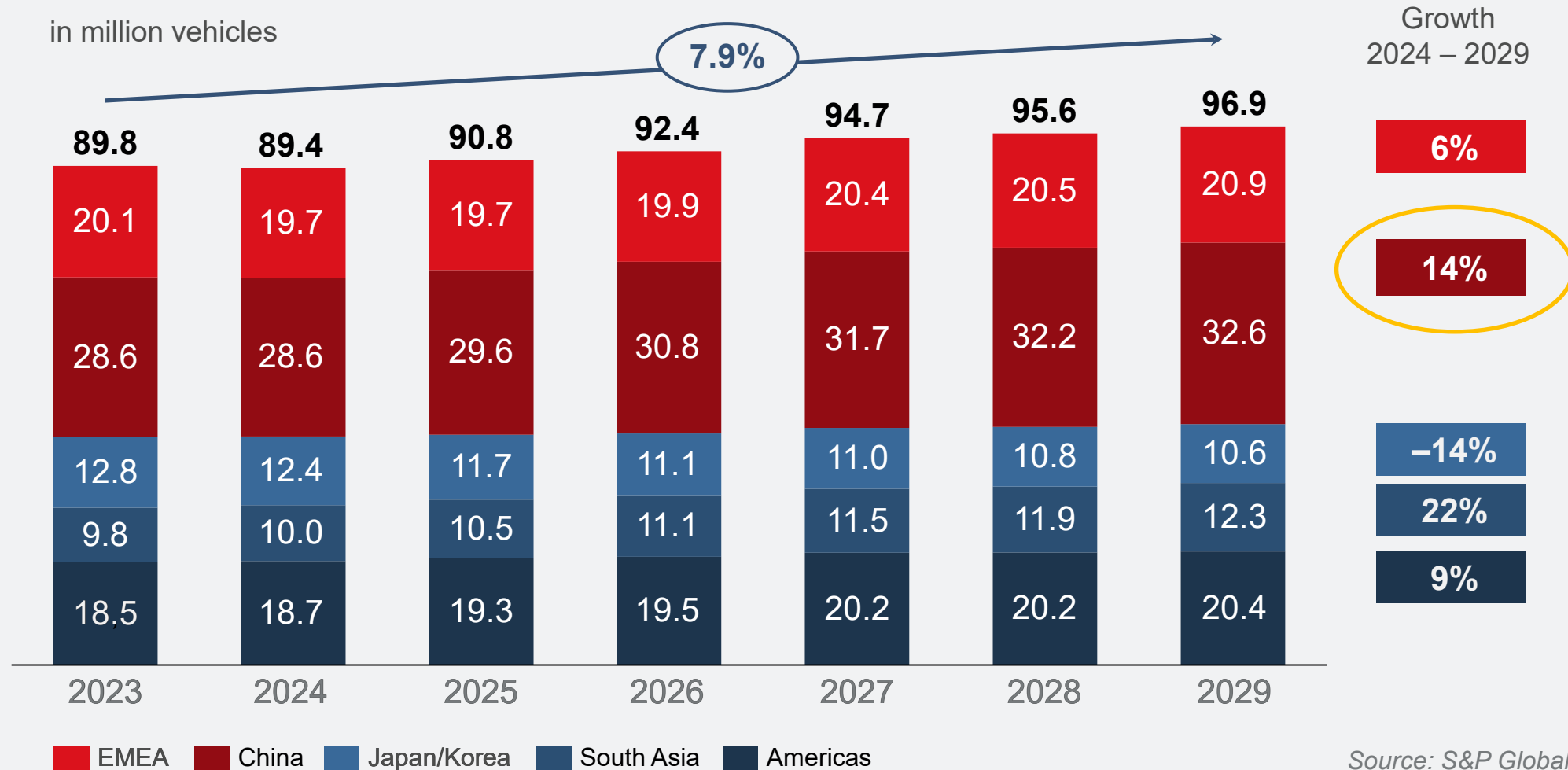
# Strengthen global customer proximity

Increase footprint in Asia, particularly in China



# Development of global vehicle production

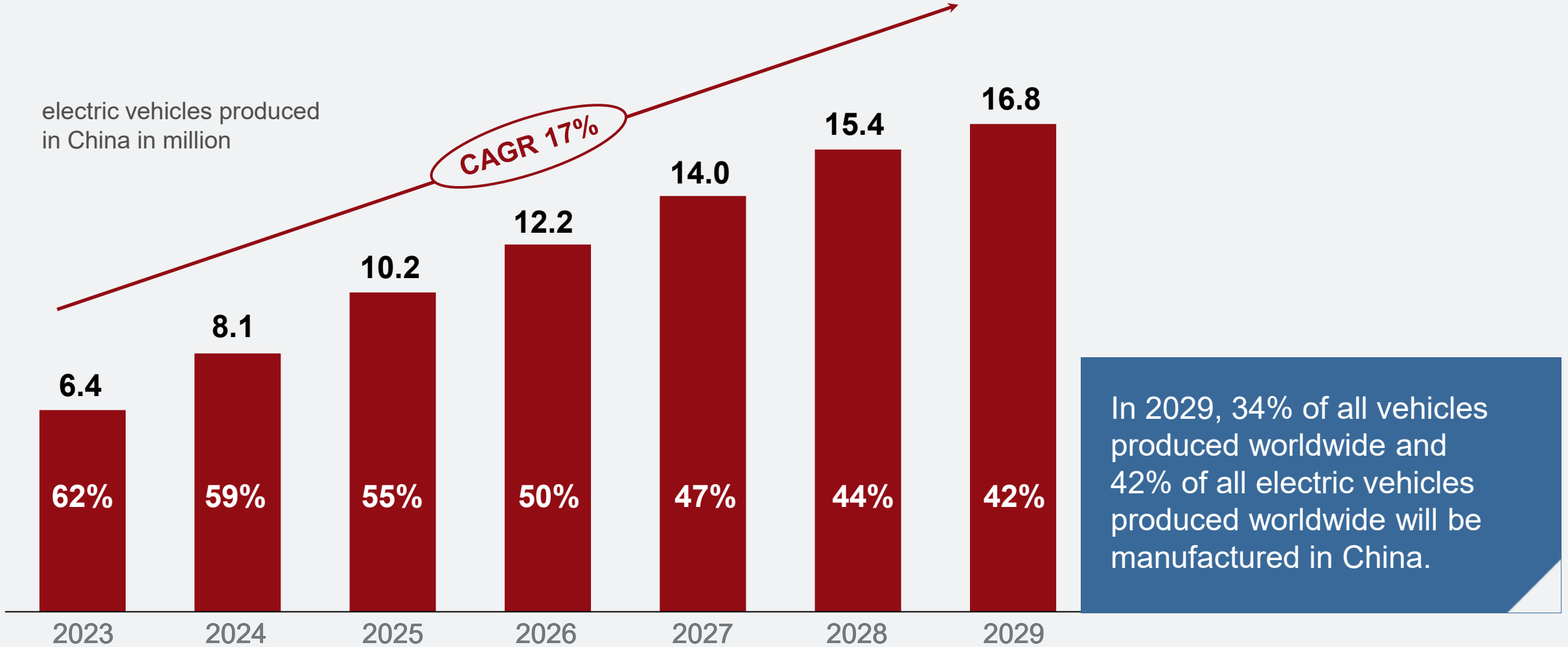
Strong growth in China from 2024 to 2029



Source: S&P Global Mobility, January 2024

# Significant increase in electric vehicles in China

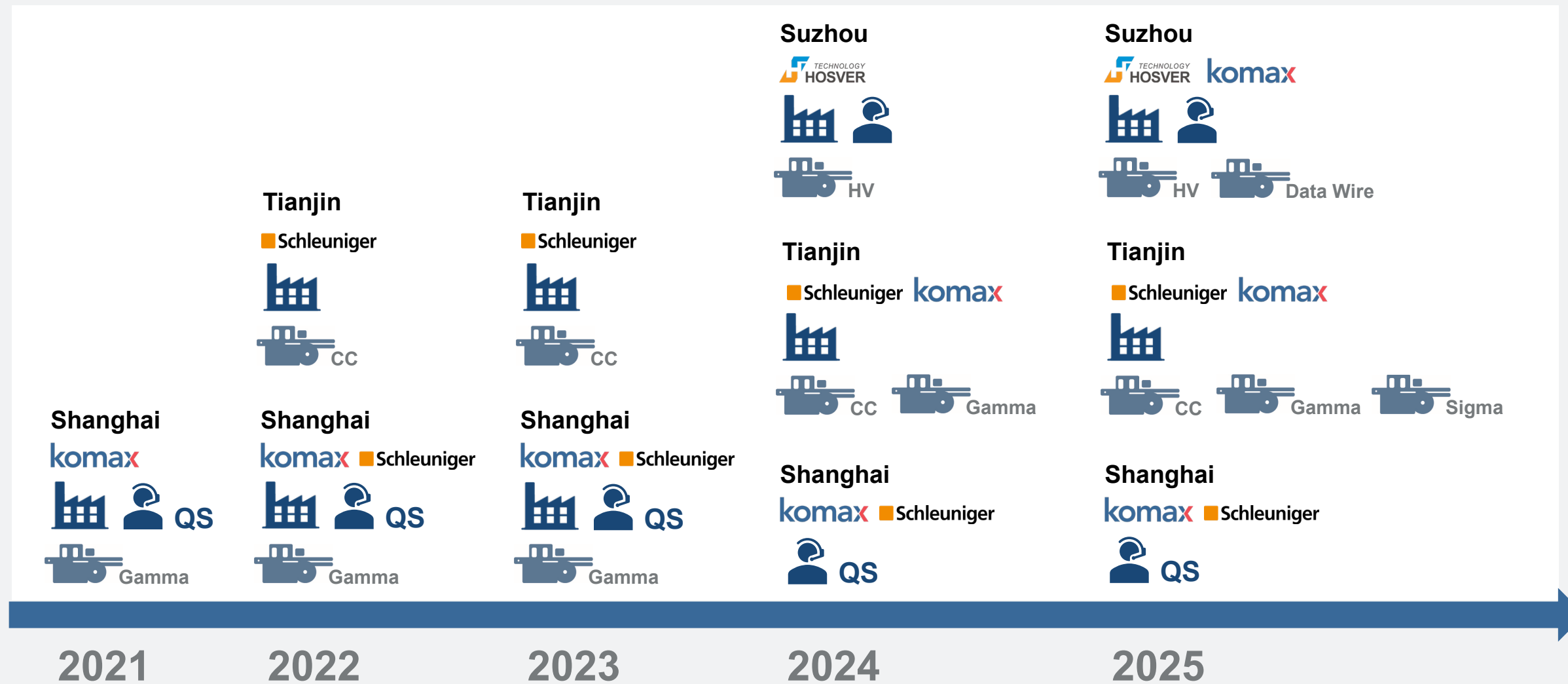
electric vehicles produced  
in China in million



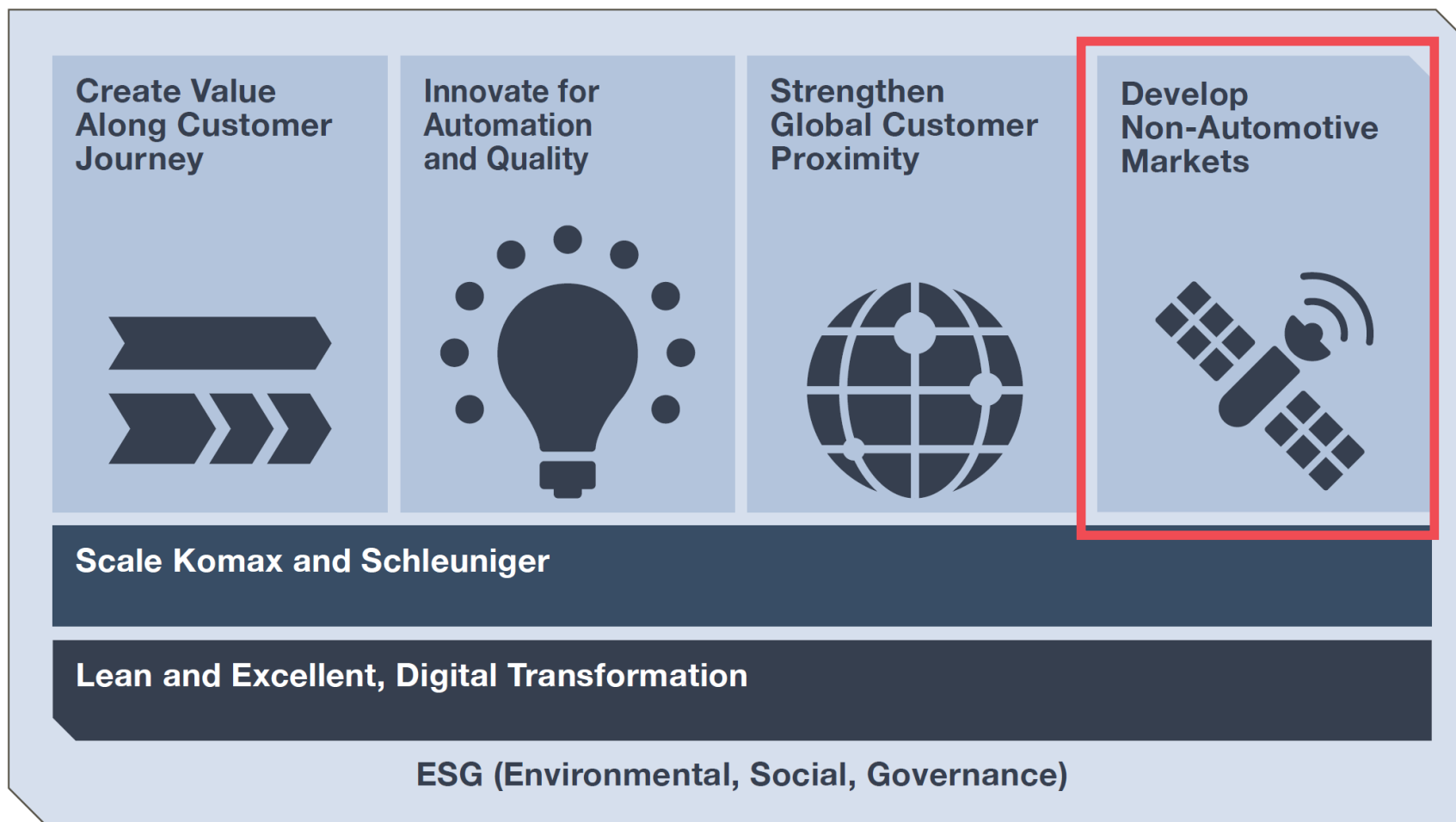
In 2029, 34% of all vehicles produced worldwide and 42% of all electric vehicles produced worldwide will be manufactured in China.

Source: S&P Global Mobility, January 2024

# China strategy: implementation is progressing rapidly



# Further strategic priorities



# Develop non-automotive markets

Target: increase in revenue share from 25% to 30% by 2030



**Aerospace & Railway**



**Industrial & Infrastructure**



# Strongly positioned outside the automotive industry

FINAL ASSEMBLY OF AIRCRAFT & QUALITY ASSURANCE OF ELECTRICAL SYSTEMS

ELECTRICAL SYSTEM WIRING & QUALITY ASSURANCE

WIRE HARNESS ENGINEERING & DATA PROCESSING

MARKING & CUTTING

WIRE END PROCESSING

WIRE END PROCESSING

The Komax Group facilitates the manufacturing process along the entire value chain of aircraft manufacturers.

# Strongly positioned outside the automotive industry

FINAL ASSEMBLY OF AIRCRAFT & QUALITY ASSURANCE OF ELECTRICAL SYSTEMS

ELECTRICAL SYSTEM WIRING & QUALITY ASSURANCE

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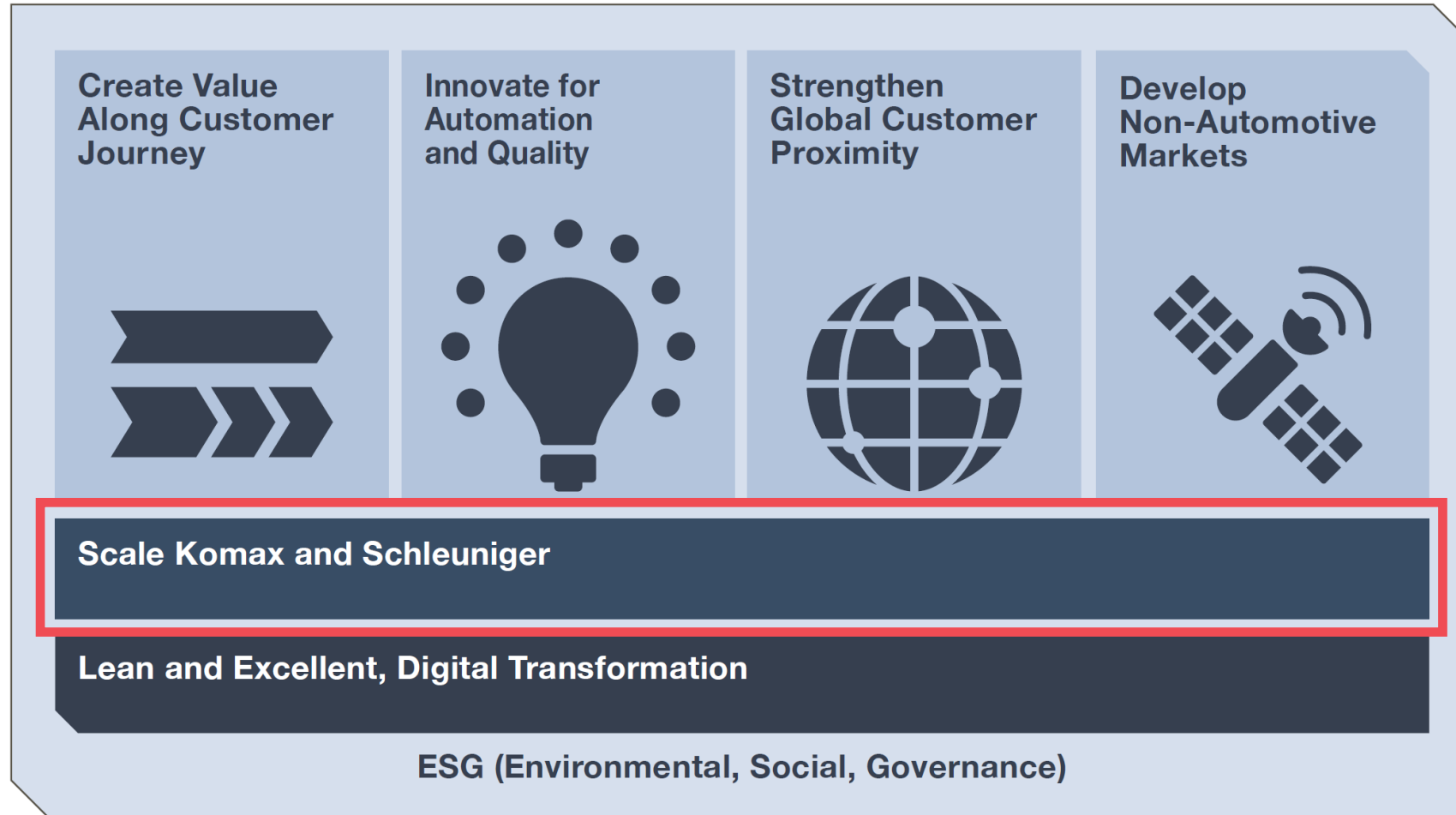
WIRE END PROCESSING

WIRE END PROCESSING

The Komax Group facilitates the manufacturing process along the entire value chain of aircraft manufacturers.



# Further strategic priorities





# Optimization of sales and service network

# Merging from 80 to 51 distribution channels

Streamlining the network  
within two years to meet the  
“one voice to the customer”  
principle



# Elimination of redundancies in the Benelux and Czech markets

Bundling of parallel distribution channels to increase customer proximity with just one point of contact and ability to react faster to their needs.

The logo for SENO, featuring the word "SENO" in a bold, black, sans-serif font, underlined with a red horizontal line.

## Czech Republic – takeover of Schleuniger distribution partner

- Acquisition of Seno as of beginning of July 2024
- Integration of Seno and its five employees into Komax Czech Republic Trading

The logo for smans, featuring a green hexagonal icon with a white 'S' inside, followed by the word "smans" in a bold, dark blue, sans-serif font.

## Benelux – transfer of Schleuniger product portfolio to Komax distribution partner

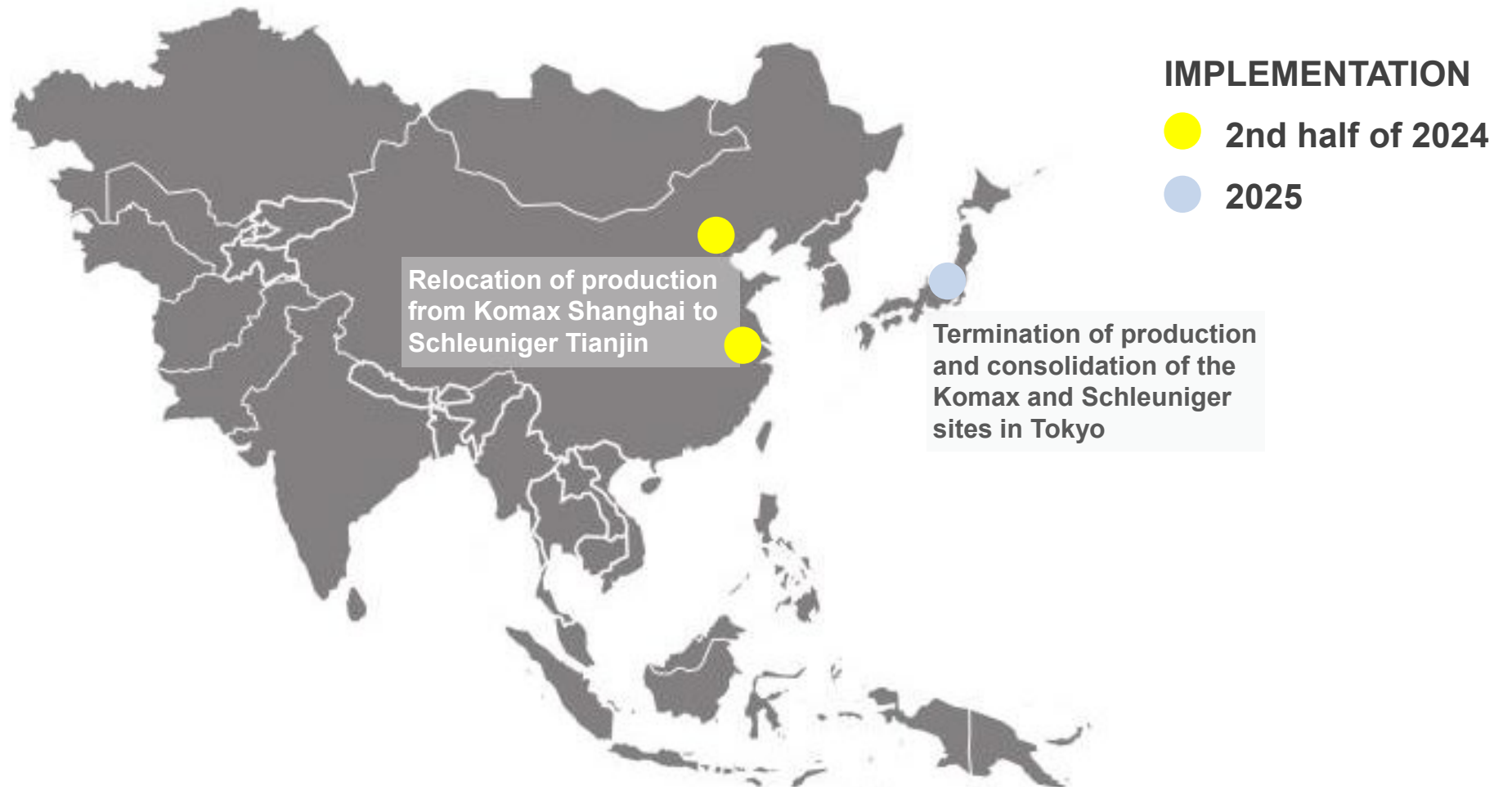
- Minority stake (3%) in Smans as of end of June 2024, which is the long-term distribution partner of Komax in Benelux
- In return: transfer of Schleuniger Benelux distribution unit (3 employees) and Schleuniger product portfolio



# Optimization of organizational structure and product portfolio

# Structural optimizations in Asia

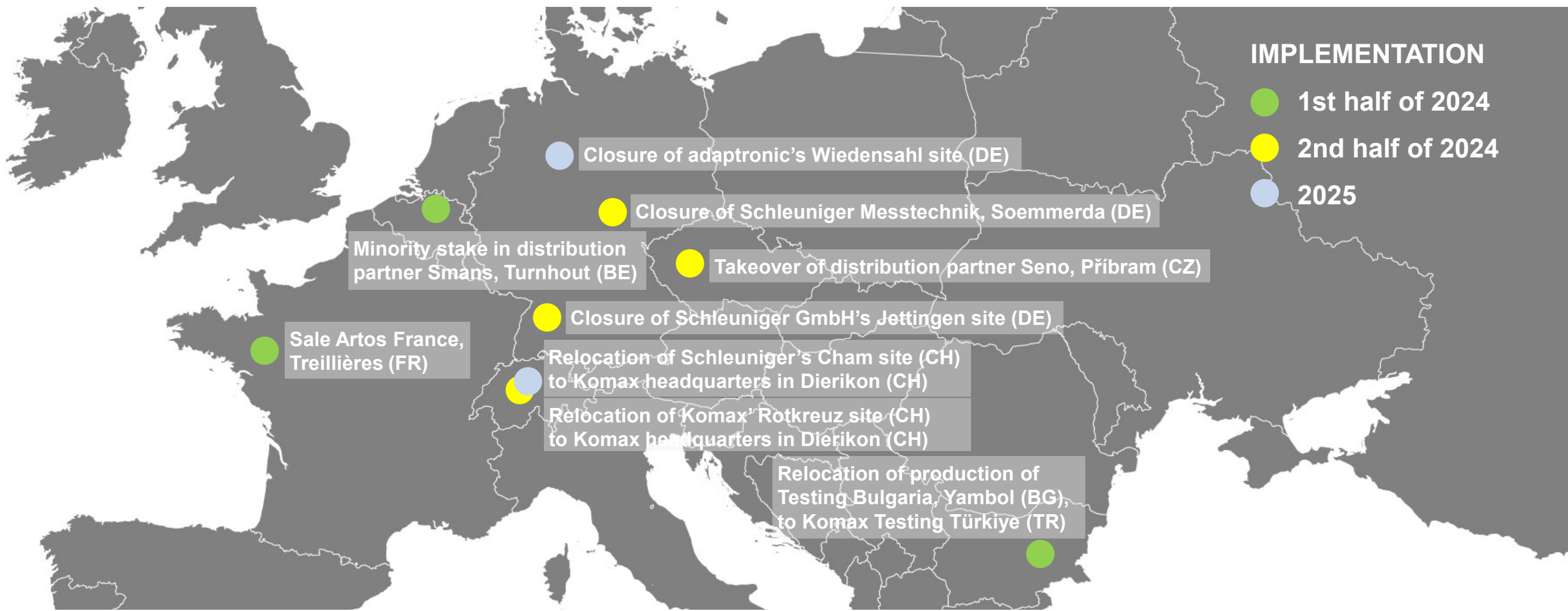
In the mid-term, the measures will reduce complexity and increase profitability





# Structural optimizations in Europe

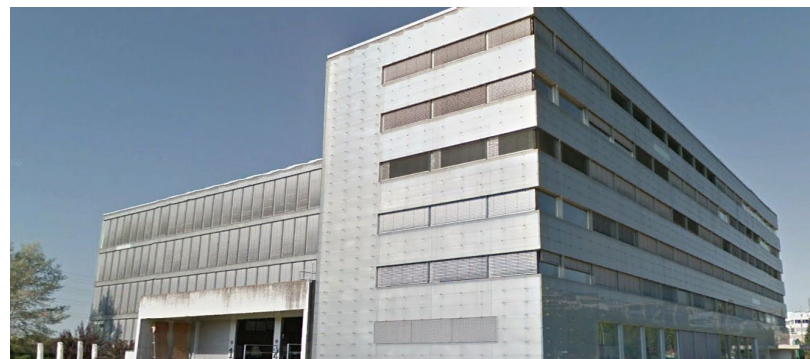
In the mid-term, the measures will reduce complexity and increase profitability



# Focus in Switzerland on two production sites

Schleuniger in Cham and Komax in Rotkreuz move to the renovated buildings in Dierikon

Termination of rental agreements in Rotkreuz (end of 2024) and Cham (end of 2025) leads to considerable cost savings, facilitates collaboration, and reduces the ecological footprint in Switzerland.



Cham and Rotkreuz sites



Headquarters in Dierikon

# Optimization of site structure and product portfolio

Closure of sites in Germany and Bulgaria affects approx. 130 employees



## Quality Solutions

- **Closure of Komax Testing Bulgaria in H1 2024**
- Production expansion at Komax Testing Türkiye
- Strengthening the position in the Turkish growth market



## Test Automation

- **Closure of Jettingen site in H2 2024**
- Product portfolio in the area of Test Automation abandoned



## Quality Tools

- **Closure of Schleuniger Messtechnik in H2 2024**
- Focus on two production sites – one in Europe and one in Asia
- Step-by-step streamlining of product portfolio

# Optimization of site structure and product portfolio

Closure of sites in Germany and Bulgaria affects approx. 130 employees



## Quality Solutions

- **Closure of Wiedensahl site in H1 2025**
- Product portfolio of hand adapters and special adapters abandoned

# Eliminating product portfolio overlaps

Implementation of a best-of strategy

More on this  
at the booth

## Reduction of complexity and cost

- Adjustments in the Cut & Strip und Wire Stripper product portfolio categories

### Cut & Strip

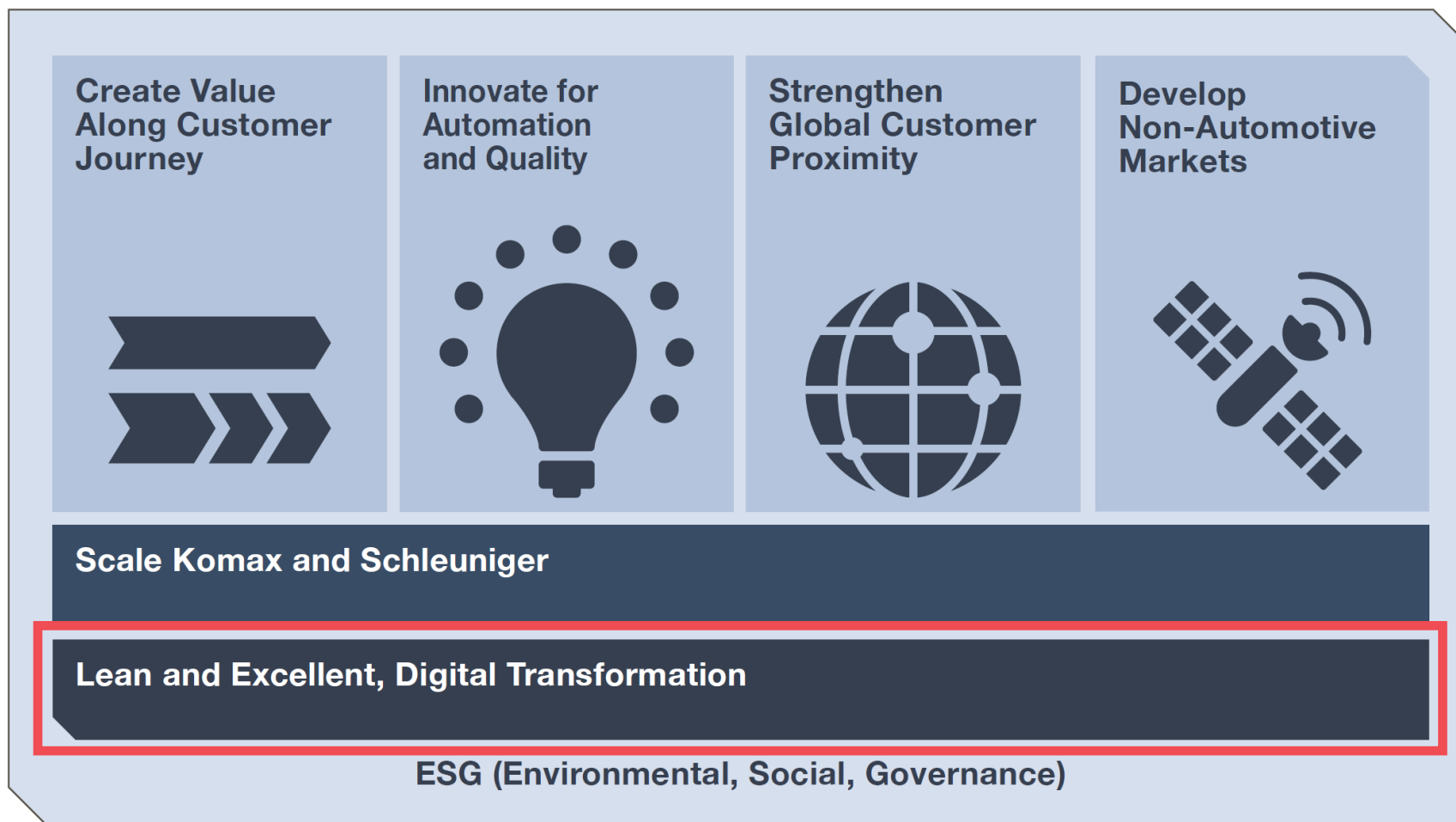
- Production stop of Kappa model series at Komax in Dierikon at the end of 2024
- Focus on products, produced by Schleuniger in Thun

### Wire Stripper

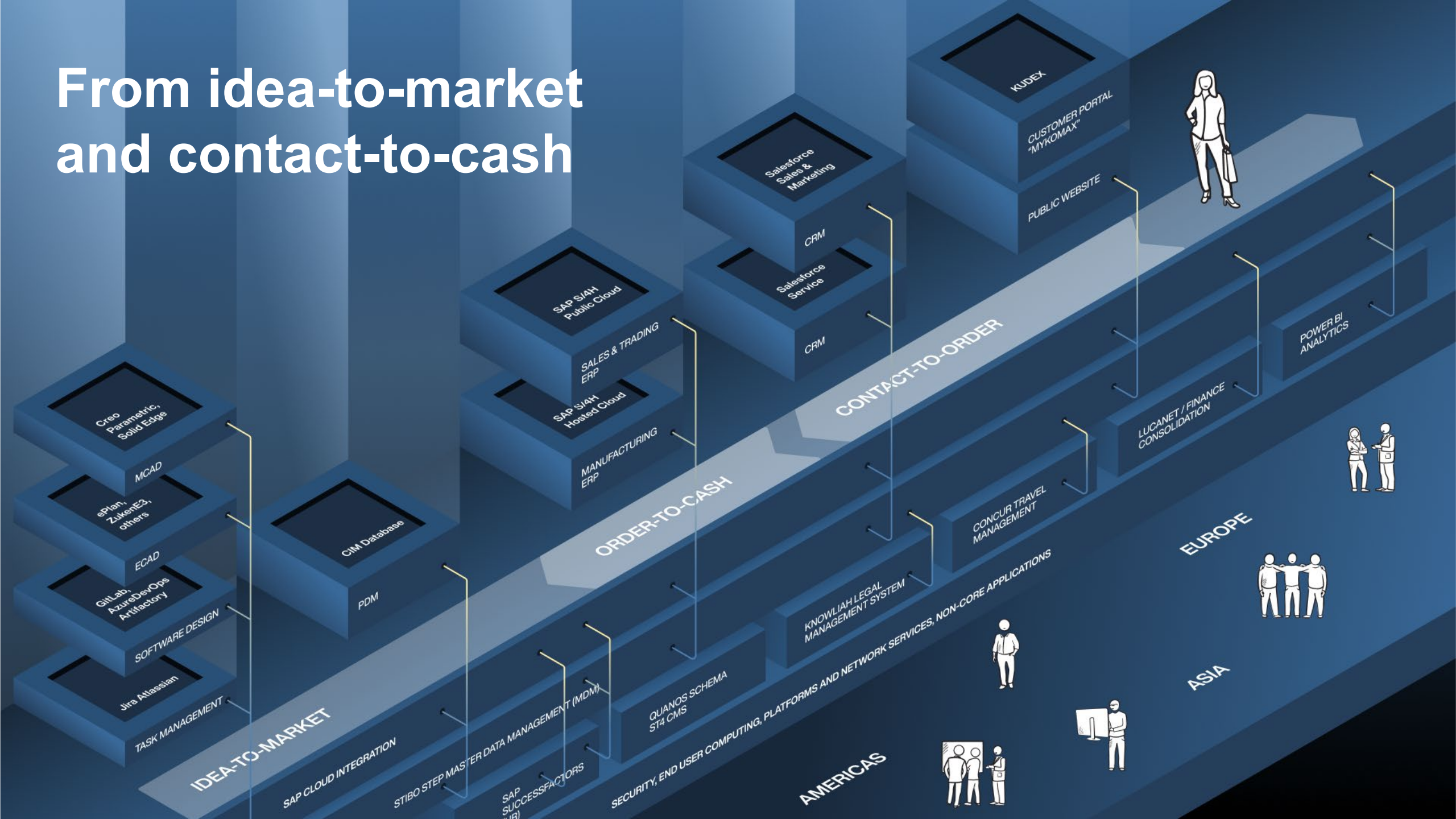
- Production stop of Mira model series in Japan by mid-2025
- Focus on products, produced by Schleuniger in Thun
- Lower maintenance and complexity costs thanks to streamlined product portfolio



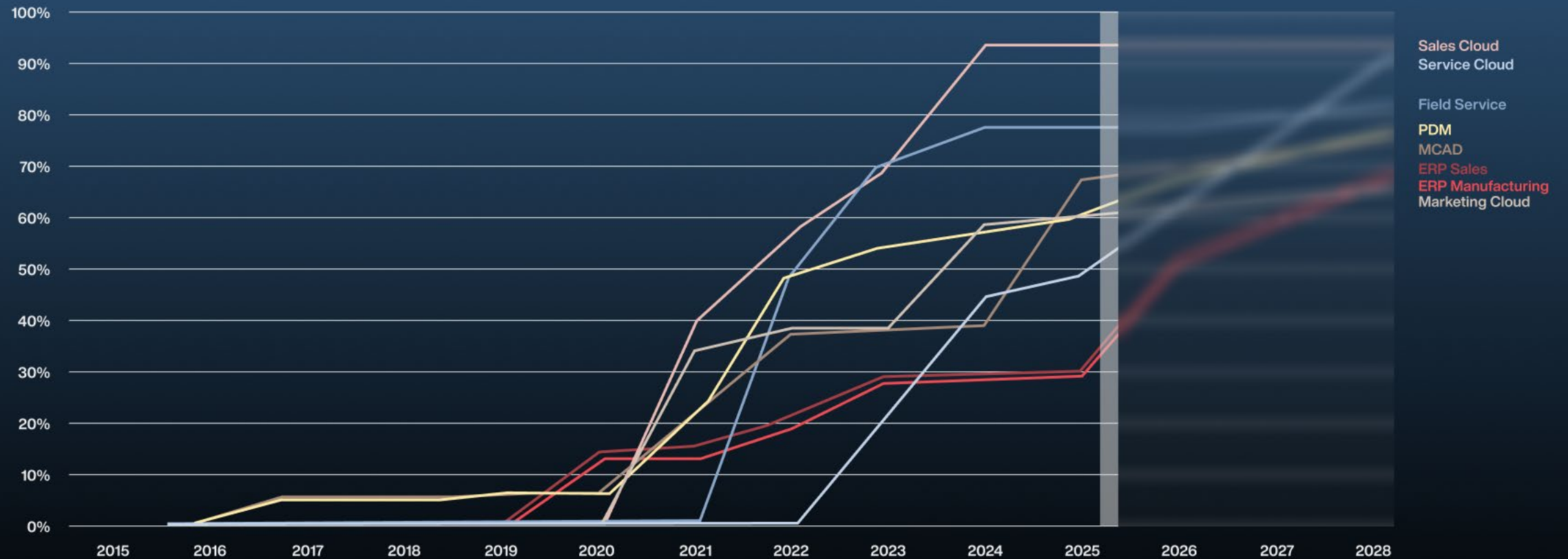
# Further strategic priorities



# From idea-to-market and contact-to-cash

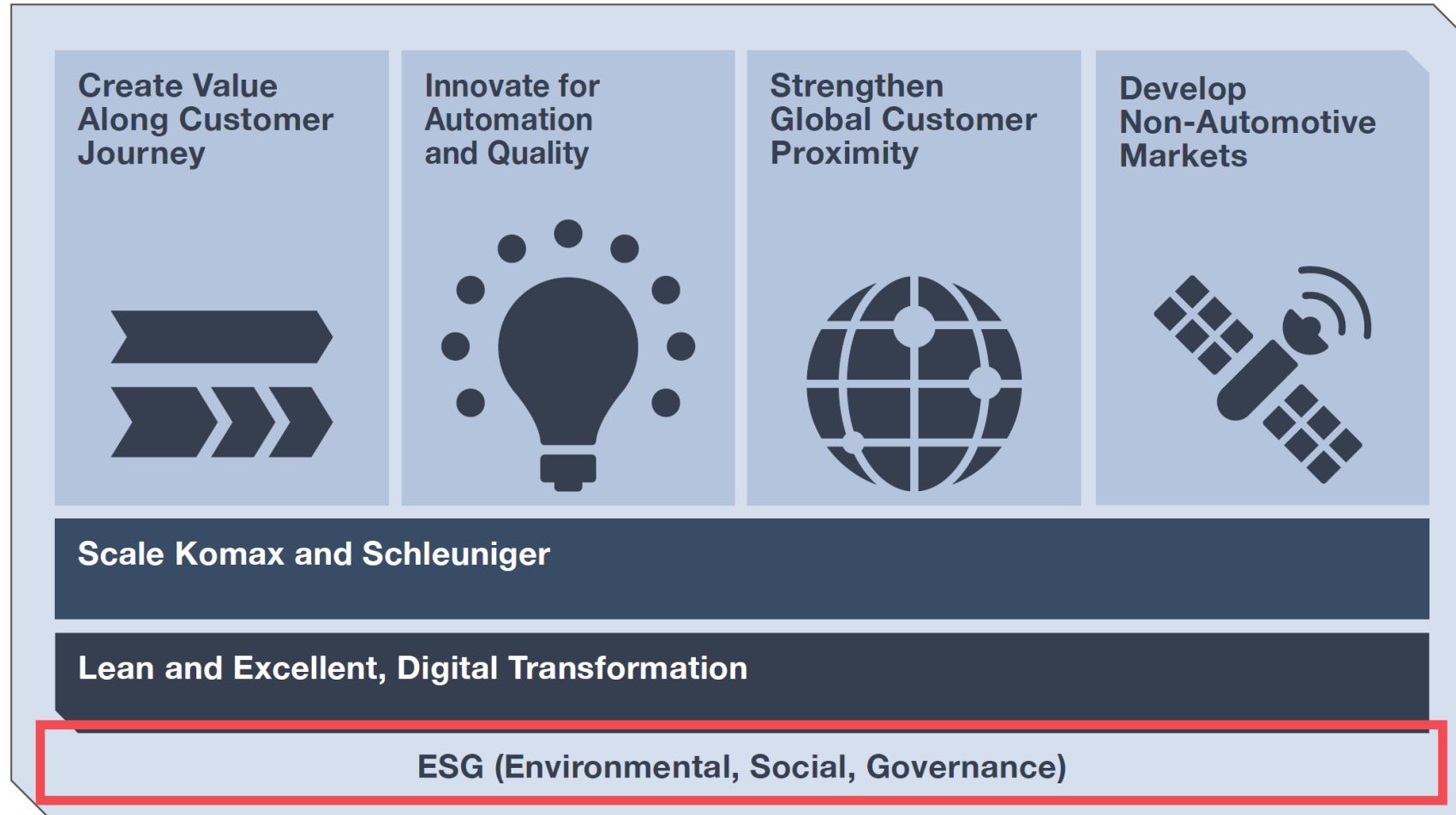


# Major progress in the global implementation of core applications





# Further strategic priorities



# What do we want to achieve with ESG?

Turning a duty into an opportunity

01 >

Taking responsibility and making an impact

02 >

Complying with regulatory requirements

03 >

Increasing attractiveness as an employer

04 >

Creating competitive advantage

# On track to meet the 13 ESG targets

ESG Committee works on implementation

## BOARD OF DIRECTORS

Board of Directors  
of Komax  
Holding AG

Sustainability and  
Innovation  
Committee

## EXECUTIVE COMMITTEE

CEO of the Komax  
Group (overall  
responsibility for  
operational  
implementation)

Other members  
of the Executive  
Committee

## ESG COMMITTEE

Operational  
implementation of  
the ESG strategy

## Targets in the areas of

- Greenhouse gas emissions and energy efficiency
- Product life cycle management
- Recycling
- Workplace safety
- Employee motivation
- Customer satisfaction
- On-time delivery
- Business ethics and compliance
- Supply chain risk management



# Change to the Executive Committee

# Marc Schürmann to leave the Komax Group

Member of the  
Executive Committee since 2019

Marc Schürmann joined the Komax Group in 1995 and will leave the company at the end of January 2025 to become CEO at another Swiss industrial company.

He has held various management positions in Switzerland and abroad, most recently as Head of the BU Wire Processing.





**What has changed since we  
presented the new strategy in  
September 2023?**

# We used the year to make significant progress

When the market situation improves, we are ready to benefit from it

Market environment is even more challenging

Initial steps in executing the strategy have been completed, and it has been confirmed that the priorities are correctly set

Optimization of the sales network, product portfolio, and organizational structure is well advanced

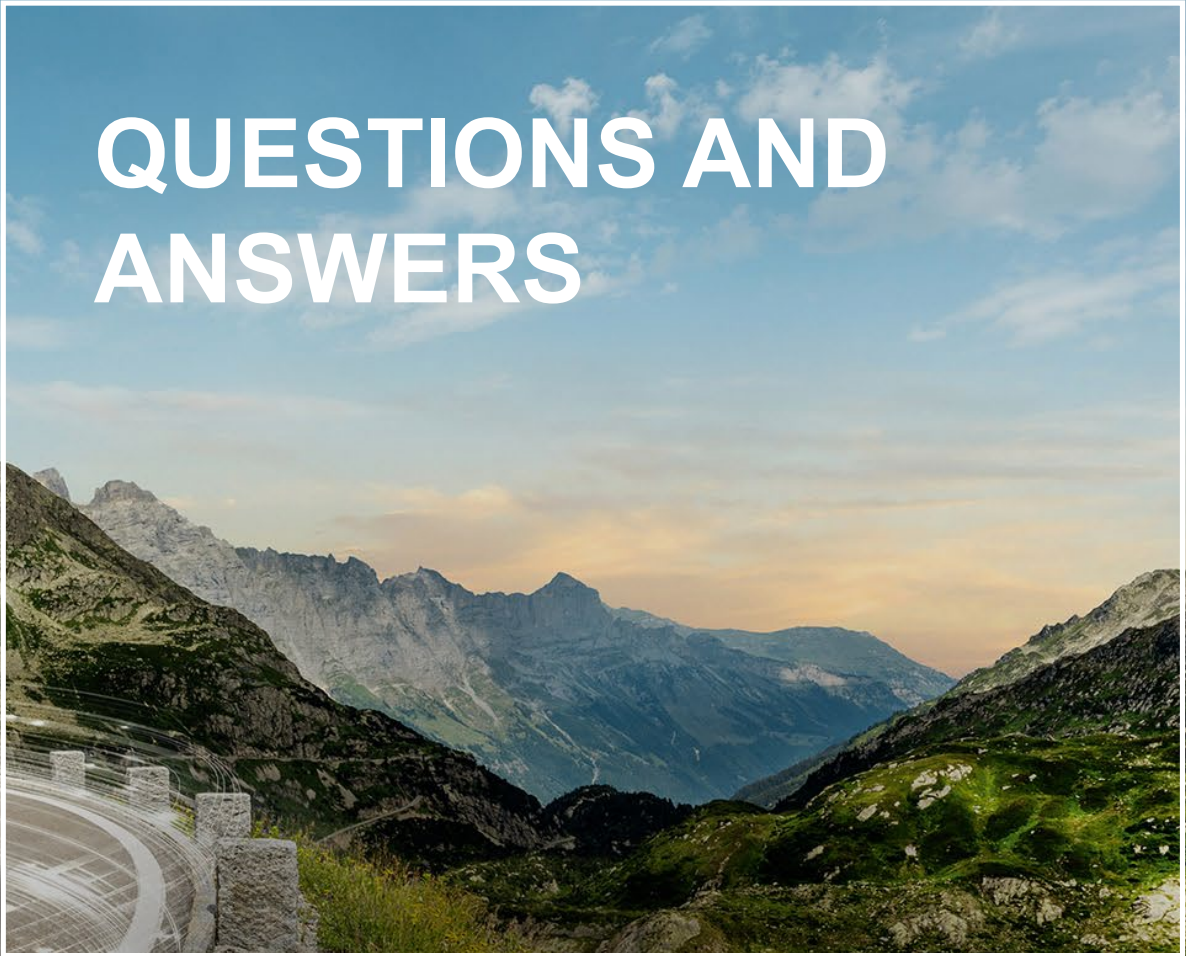
Strengthening the position in China is progressing rapidly

Cost base continues to decline

**Homework has been done to achieve profitable annual growth of 6% to 9% and reach the targets**

**komax**

# QUESTIONS AND ANSWERS



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 **Schleuniger**

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**WUSTEC**



# Next financial communication

## Financial calendar

Preliminary information on 2024 financial year	21 January 2025
Annual media and analyst conference on the 2024 financial results	11 March 2025
Annual General Meeting	16 April 2025
Half-year results 2025	12 August 2025

## Contact

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# Note on forward-looking statements

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