

Ad hoc announcement pursuant to Art. 53 LR

Capital Markets Day: Phoenix Mecano focused on profitability and innovation

Phoenix Mecano is systematically implementing its strategy, with a focus on sustainably boosting profitability. At its second Capital Markets Day, the Group confirms its medium-term targets of an EBIT margin of 8–12% and an ROCE of over 15% by 2026. However, due to external challenges and the strategic streamlining of its portfolio, the desired annual growth rates of 6–10% will not be achieved by the end of 2026.

Kloten/Stein am Rhein, 11 December 2025. In the current challenging market environment, Phoenix Mecano is centring its strategy on sustainably boosting profitability. The management and Board of Directors have decided to make profitability their top priority and confirm the ambitious targets of an earnings before interest and taxes (EBIT) margin of 8–12% and a return on capital employed (ROCE) of over 15% by 2026. These objectives underscore their confidence in the strength and resilience of Phoenix Mecano's proven business model.

The challenging growth targets of 6–10% per annum by 2026 are unlikely to be achievable. The reasons for this are, firstly, the slowdown in growth recorded by the smart furniture business (DOT Group) in the current year. New customs regulations caused temporary disruptions to supply chains in the global furniture industry, and end customers in the key US market remain cautious. Despite a slight recovery, this has led to a decline in incoming orders and sales so far this year.

Secondly, the industrial divisions' core European markets have been experiencing a recessionary environment for over a year. The consistent focus on global, structurally growing niche markets only partially offset these declines in sales. In addition, Phoenix Mecano has optimised its industrial activities portfolio, making targeted divestments and concentrating its operating activities on areas offering sustained profitable growth.

For the coming year, Phoenix Mecano anticipates an economic recovery in its core European markets and, following the recent easing of the customs situation, positive momentum for the smart furniture business.

Capital Markets Day at Kistler Group: spotlight on partnership, innovation and future opportunities

The Phoenix Mecano Group's Capital Markets Day is taking place today at the Kistler Group in Winterthur. Kistler is a leading global provider of measurement technology and a long-standing partner of Phoenix Mecano. The close cooperation between the two companies is a prime example of Phoenix Mecano's successful business model of supporting demanding customers with tailor-made solutions for technically sophisticated industrial applications.

The Phoenix Mecano management team will demonstrate how the company is creating added value for customers and shareholders and further enhancing its competitiveness, even under difficult conditions.

Those attending the event will get to see practical examples of how Phoenix Mecano operates as an innovative solution provider with a flexible and globally integrated value chain. Senior representatives of the Group will illustrate how megatrends such as electrification and industrial digitalisation are continuing to drive demand for high-quality components and system solutions. In this context, Phoenix Mecano positions itself as a reliable partner valued for its customised products and strong delivery capability.

The Capital Markets Day shows that the Phoenix Mecano Group is excellently positioned to generate sustained profitable growth thanks to its systematically implemented strategy and high level of innovation.

About Phoenix Mecano

The Phoenix Mecano Group is a global player in the enclosures and industrial components segments and is a leader in many markets. Headquartered in Stein am Rhein, Switzerland, the Group employs around 7,000 people worldwide and generated sales of EUR 779.5 million in 2024. It is geared towards the manufacture of niche products and system solutions for customers in the mechanical and plant engineering, measurement and control technology, medical technology, aerospace technology, alternative energy, and home and hospital care sectors. Phoenix Mecano was founded in 1975 and has been listed on the Swiss stock exchange since 1988.

For more information, please contact:

Phoenix Mecano Management AG
Dr Rochus Kobler, CEO
Lindenstrasse 23, CH-8302 Kloten
Tel.: +41 (0)43 255 4 255
info@phoenix-mecano.com
<https://group.phoenix-mecano.com>