Welcome to the Investor Day 2026

Investor Day 2026
Jens Breu, Heerbrugg, 9/17/2026

Today's Speakers

Jens Breu

Volker Dostmann

Christina Burri

Urs Langenauer

Thomas Jung

Iso Raunjak

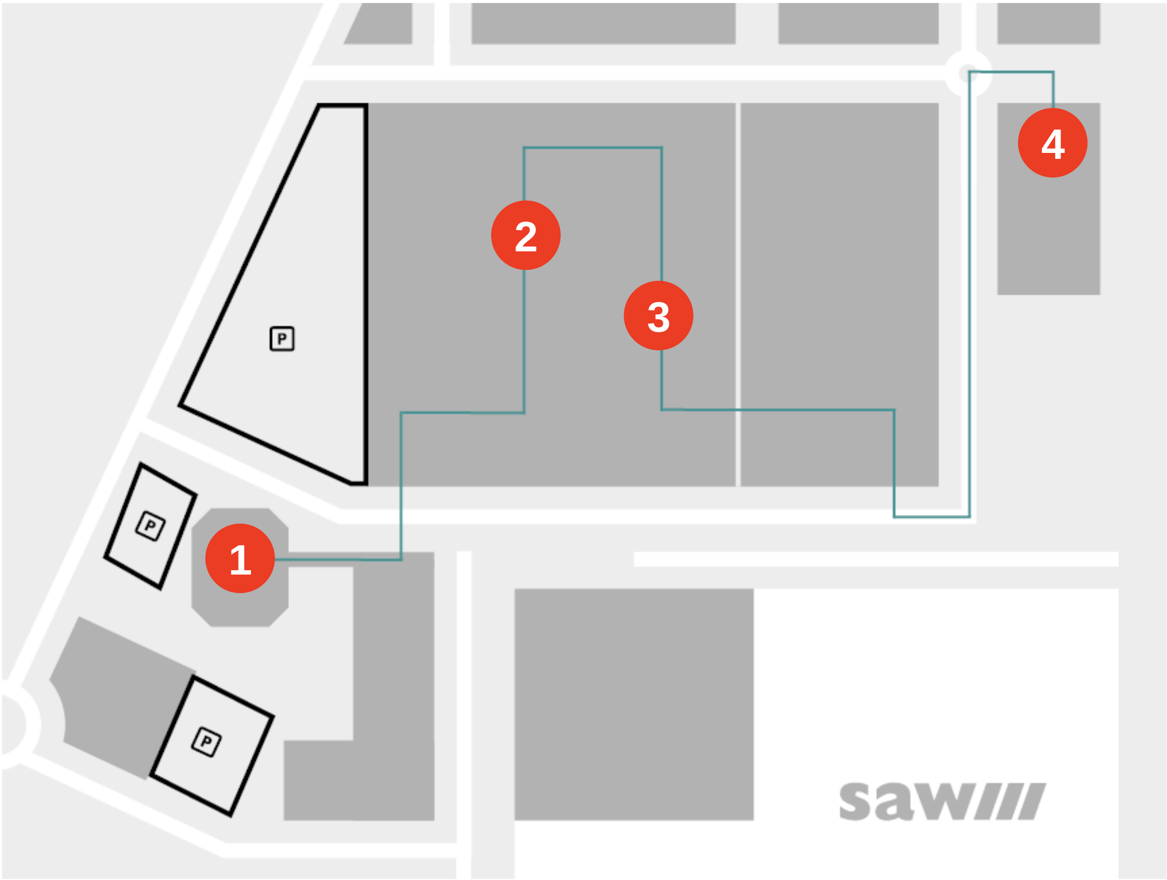
Dominik Estermann

Agenda

1.	**Inventing success together**	Jens Breu, Volker Dostmann & Christina Burri	9.00–10.00 am
2.	**Presentation EC Segment**	Urs Langenauer	10.00–10.30 am
3.	**Plant Tour**		10.30 am–12.15 pm
4.	Lunch		12.15–1.15 pm
5.	**Presentation FS Segment**	Thomas Jung	1.15–1.45 pm
6.	**Presentation D&L Segment**	Iso Raunjak	1.45–2.15 pm
7.	**Q&A**		2.15–3.00 pm
8.	Apero		3.00–3.30 pm

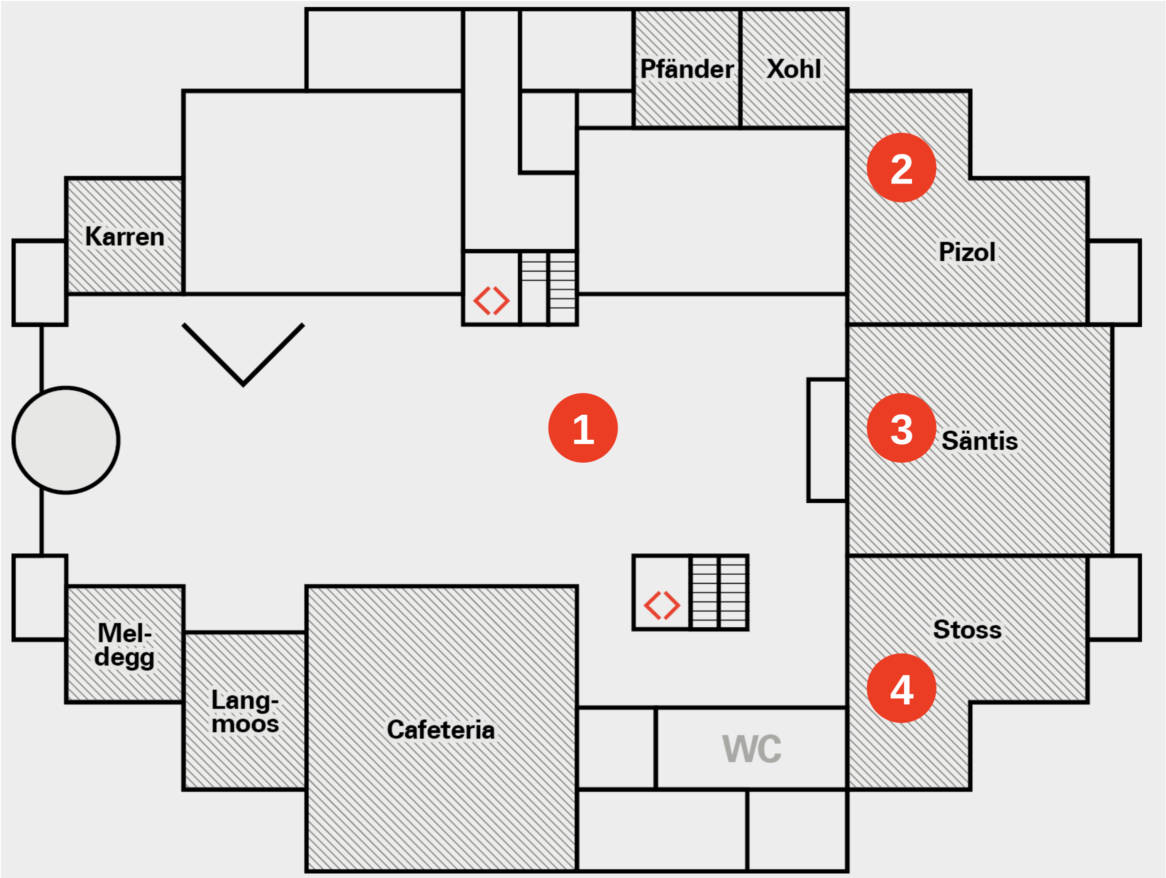
Plant Tour
With Four Focus Topics

1. Distribution & Logistics
2. Aerospace
3. Fastening Systems
4. Automotive



Lunch & Product Booths
Product Presentation During Lunch

1. Lunch area
2. Aerospace product booth
3. Electronics product booth
4. Medical product booth



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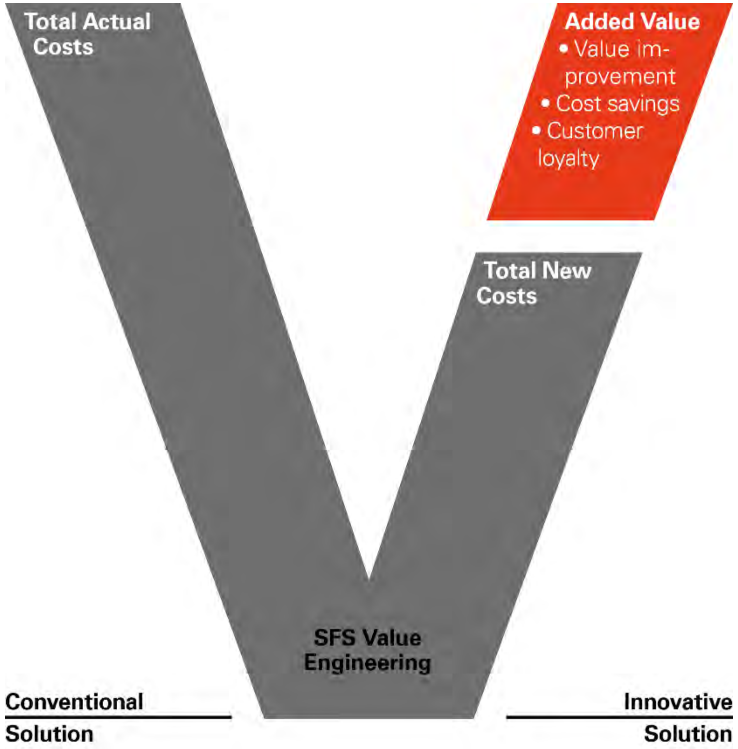
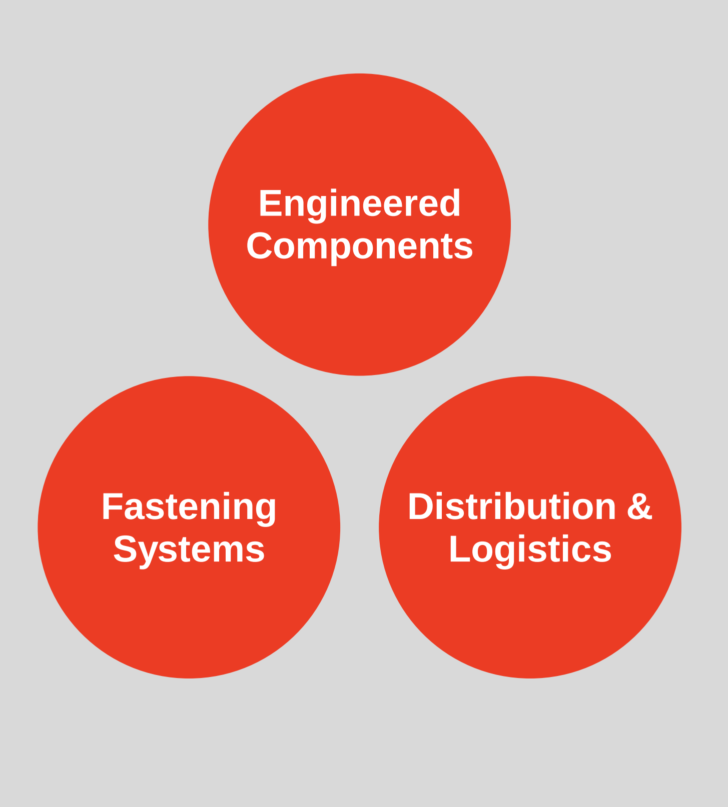
Positioning

Inventing success together
Driving Innovation Through Value Engineering

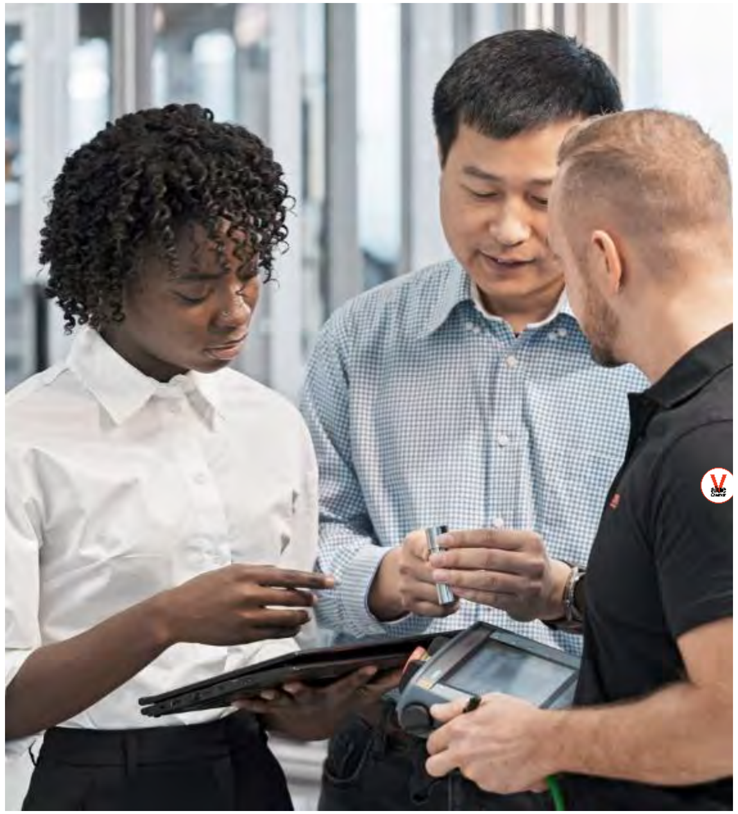
Value Engineering…



in Three Segments…



by Value Creators



Strategic Core Pillars
Effectiveness of Core Pillars Proven

Solid financial position	• Continued investments in innovation • Realization of growth projects and opportunities
Diversification	• End markets and regions • Sales channels
Local-for-local	• Customer proximity essential for value proposition • Reliable delivery performance
Focused technologies	• Core set of tooling-based technologies and relevant secondary operations • Standardized machine park to reduce risk and maximize flexibility
Relevant megatrends	• Technological advances, Geopolitical block–building, Economic development, Societal shifts, Environmental changes, Legal compliance

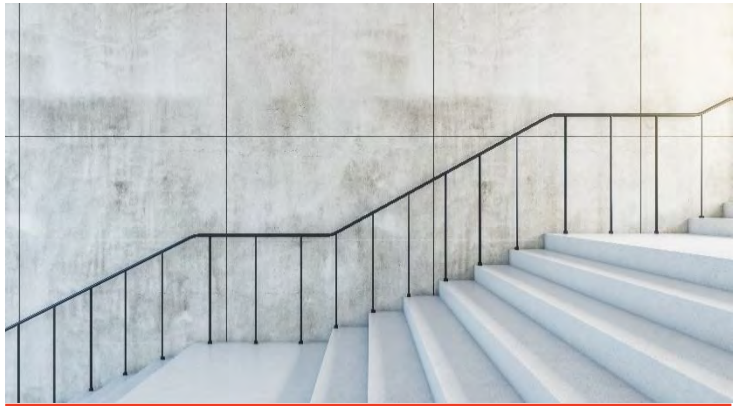
Capital Allocation
Geared Towards Continuity

M&A

- Aerospace platform
- Medical Devices platform
- Fastening Systems, Europe and North America
- Distribution & Logistics, all regions

CAPEX

- Efficiency improvements, automation, digitalization
- India manufacturing platform
- Target 4–6% of net sales



Dividend

- Stable dividend payment
- Target payout ratio: 35–50% of net income
- Provide room for M&A, CAPEX and balance sheet deleveraging

Additive Manufacturing
From Niche Technology to Industrial Manufacturing

3D printing turns inventory into data and shortens the path from idea to part

Lighter. Stronger. Smarter.
Real part. Real application.

No tooling
Produce directly from a digital file

Design freedom
Create geometries impossible with conventional manufacturing

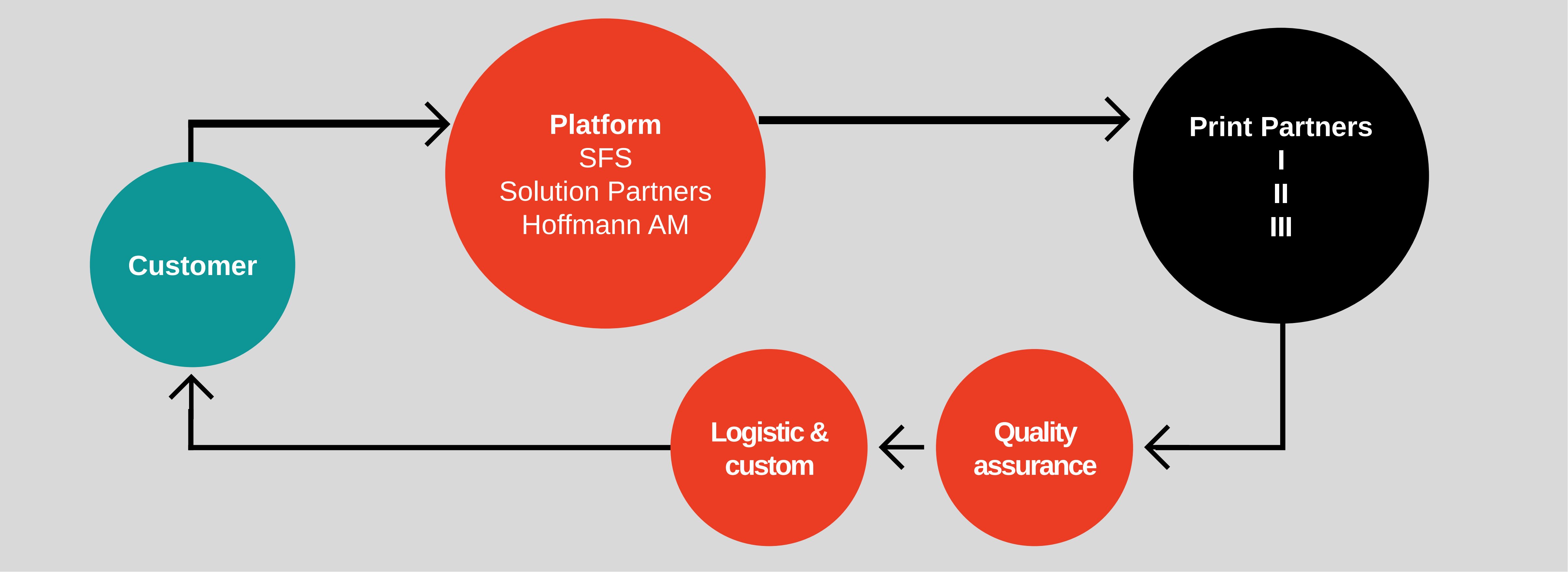
From one to thousands
From prototypes to serial production

On demand
Produce when and where the part is needed

Global industrial additive manufacturing market – strong and sustained growth

A structural shift towards digital, flexible and decentralized manufacturing.

Hoffmann Additive Manufacturing
Provide the Ecosystem for Industrial Production



Platform Demonstration
Choose Your Giveaway

Cell phone holder

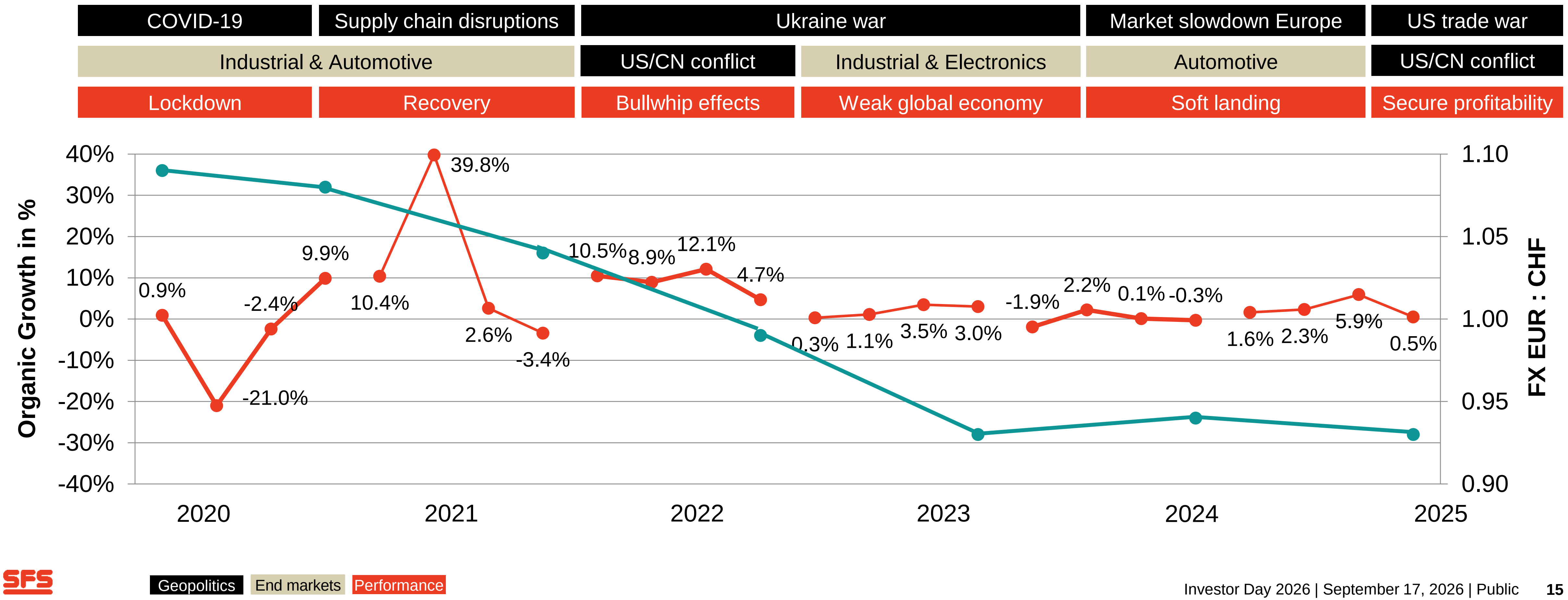
Shopping cart coin

URL
https://sfs.hoffmann-am.com/

Challenges & Initiatives

Cycle in the Last Few Years
Challenging Market Environment

Organic Growth in %



SFS Group 2026–2030
Perspective on Opportunities and Assets

SFS business model strengths and opportunities

Strengths
- Diversified business model smoothens out cyclical swings
- Technological leadership / Value Engineering approach and focus on mission critical products foster strong and long-lasting customer relationships and prevent commoditization
- Global set-up / local-for-local approach appeals to large multinational customers
- Proven track record in far-sighted acquisitions
- Stable margins, solid balance sheet, and strong cash flow generation capability

Opportunities
- Above average growth in Asia / North America and reduction of European exposure
- Further expansion into high-margin sectors / new key account gains and application in e.g. MedTech and Aerospace
- Exploitation of cross-selling opportunities in distribution network
- Rising demand for electrical vehicles (EV)
- Digital marketplaces and B2B eCommerce

Underlying Growth Drivers (1/2)
Megatrends Bear Opportunities

Technological advances

- Digitalization, automation, and robotics drive efficiency, supply chain resilience, agility
- Artificial intelligence
- Technological progress drives rate of commoditization
- Electrification

Geopolitical block-building

- Geopolitical conflicts elevate supply chain resilience and local-for-local approach
- Driving force behind defense, aerospace, and cyber security
- Push for autonomy drives for critical / renewable infrastructure, data centers, and semiconductors

Economic development

- Economic stagnation / stagflation to flatten growth and demand by increasing interest rates, financing costs, and cost sensitivity
- Overcapacities and competition likely to drive consolidation
- Emerging and developing markets with growth prospects

Underlying Growth Drivers (2/2)
Megatrends Bear Opportunities

Societal shifts

- Growing middle class drives individ-ual mobility and air travel
- Smart products perceived as norm
- Increasing health/longevity and safety awareness
- Skilled labor shortage pushes human augmentation and robotics

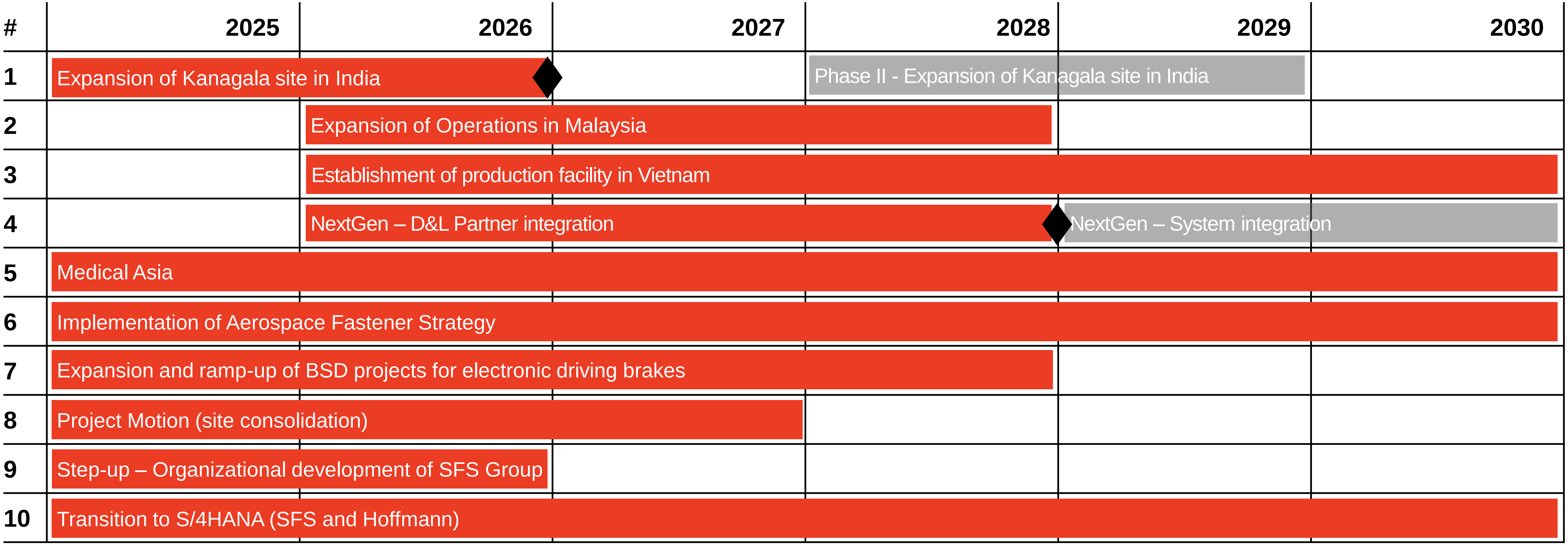
Environmental changes

- ESG awareness and natural re-source shortages pivot industries towards green manufacturing / building, decarbonization, circular economy, refurbishment, sustainable materials, use of lightweight mate-rials and composites, and resource-efficient technologies

Legal compliance

- Increasing regulation / regulatory complexity increases requirements regarding control, monitoring, and documentation of processes and products

SFS Group 2026–2030
Top 10 Projects



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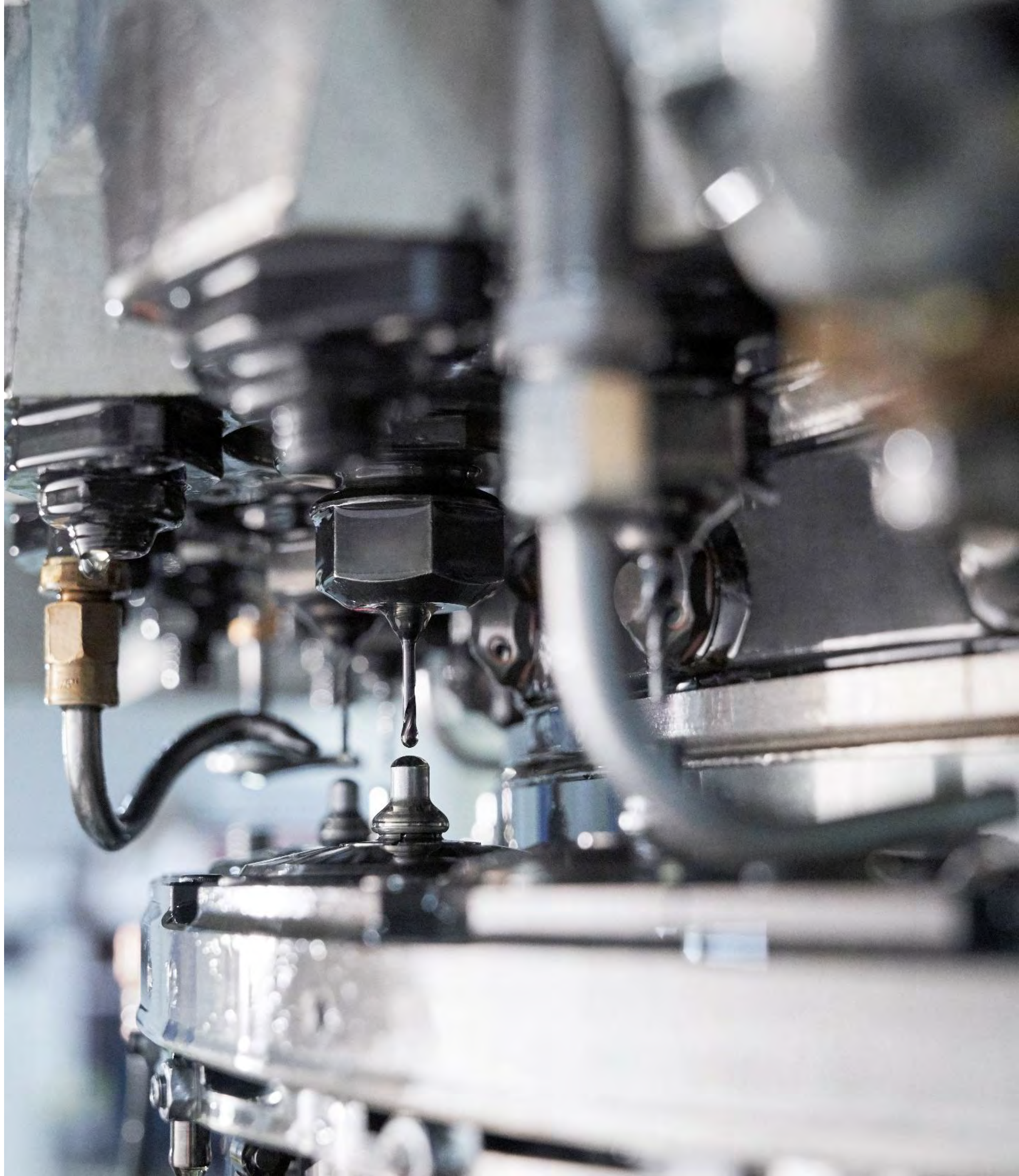


Inventing success together
Volker Dostmann, Heerbrugg, 9/17/2026

Streamlining Production and Distribution Network

Program’s Progress

Secure Profitability & Strengthen Focus on Core Activities

CHF 110m

Sales reduction expected
2025: ~20% materialized

CHF 75m

One-off costs
2025: >60% implemented

+0.8 pp

EBIT margin effect
2025: minor effect recorded

650 FTE

Jobs affected
2025: ~50% of workforce reduction target achieved

Affected Sites and Time Planning
Streamlining Production and Distribution Network

- Brunn am Gebirge (Austria): closed in 2025
- Olpe (Germany): closed in 2025
- Malaysia & Singapore: Hoffmann’s Asia-Pacific organization moved to distribution partners in 2025
- Mocksville (USA): production shut down in 2025
- Emmenbrücke (Switzerland): management buyout of Allchemet in 2025
- Turnov (Czech Republic): Automotive plant sold in 2026
- Torbali (Türkiye): closed in 2026
- Flawil (Switzerland): site to be closed by end of 2027
- Essen & Göppingen (Germany): distribution locations of Hoffmann closed by end of 2026

Projects to be concluded by end of 2027

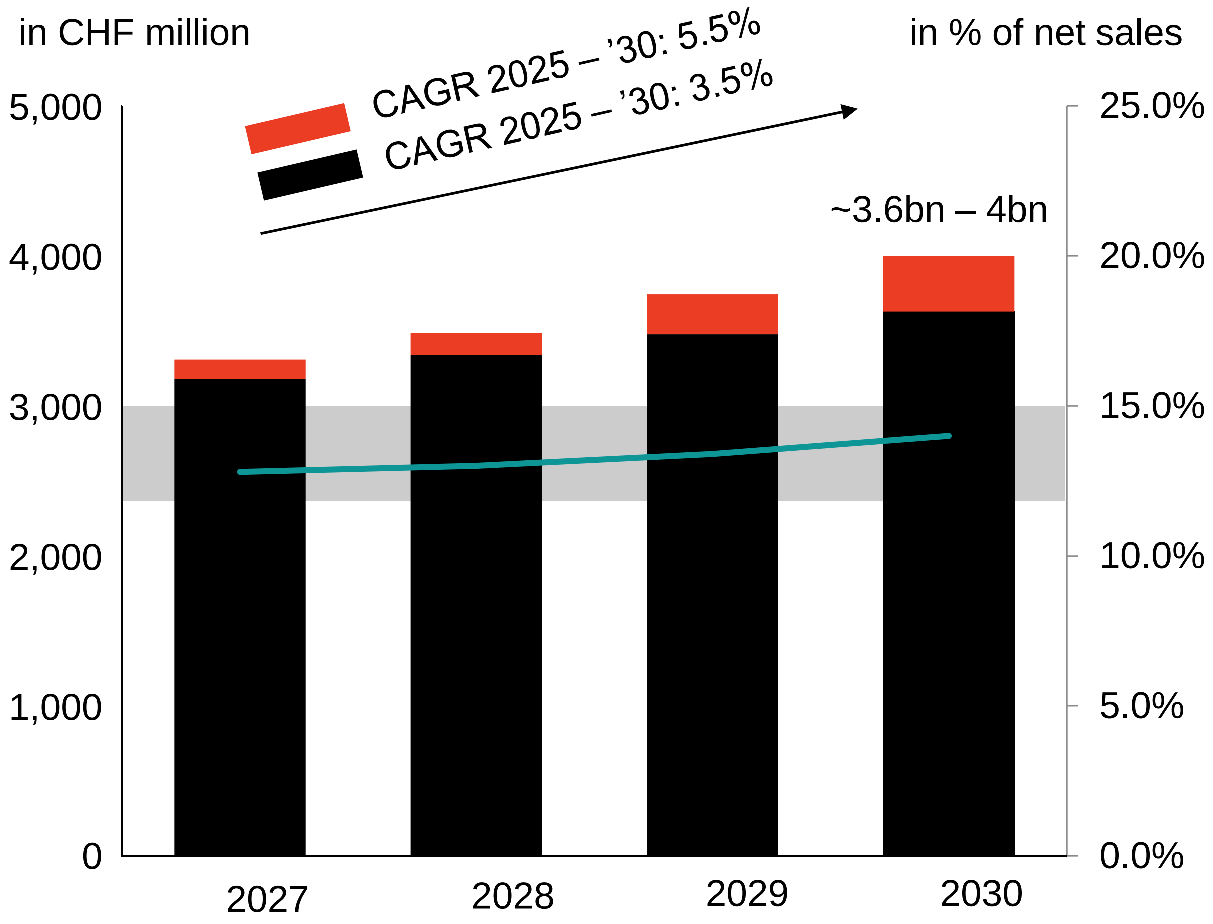
Guidance

Guidance 2026
Mid-Term Guidance Confirmed

	2025A (CHF)	**2026G**	**Mid-Term Guidance**
Sales *(growth in local currencies, incl. scope effects)	3,056.6 million	**+3–6%***	**+3–6%***
Adjusted EBIT margin	12.2%	**12–15%**	**12–15%**

Visualizing the Mid-term Guidance Until 2030
Target: Growth and Margin Expansion

- Cases at stable FX
- Availability of M&A targets and segment mix impacting sales and EBIT margin development
- Continued focus on streamlining production and distribution network



BOND

Transaction Summary
Key Terms

Issuer	**SFS Group AG, Heerbrugg**
Issue/Status	Domestic public fixed rate bond
Current ratings	A-/stable (ZKB), A-/stable (fedafin), BBB+/stable (UBS)
Currency and amount	CHF/tbd, benchmark-size
Maturity	Exp. 7 years, including 3-month par call
Joint lead managers	ZKB, UBS
Governing law	Swiss law
Listing	SIX Swiss Exchange
Denominations	CHF 5,000 or multiples thereof
Use of proceeds	Net proceeds will be used by the issuer for financing the acquisition of Heartland Precision Fasteners, Inc., as well as for general corporate purposes
Assurances	Pari passu, negative pledge, events of default with exceptions (incl. cross default and breach of obligations), change of control (all according to the Terms of the Bond)

Acquisition of Heartland Precision Fasteners

Acquire Platform for North American Aerospace Market

- SFS establishes US presence for aerospace fasteners with Heartland Precision Fasteners (“HPF”)
- Acquisition expands access and manufacturing footprint into US aerospace fastener market and to customers such as Boeing
- SFS realizes big leap in its ambition to become an aerospace fastener manufacturer with a global footprint
- HPF and, more broadly, the aerospace industry show a high level of compatibility with financial targets for the EC segment and the SFS Group
- Aerospace market has been a key target market for M&A for years

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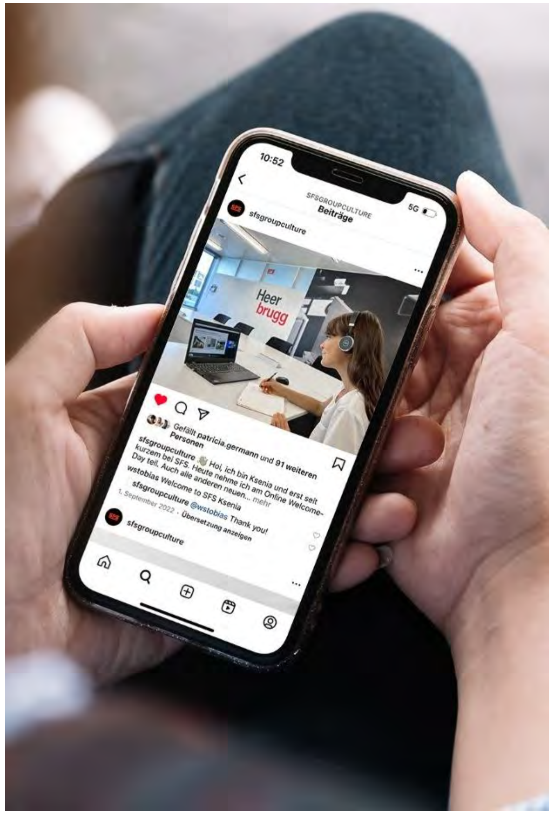
Christina Burri, Heerbrugg, 9/17/2026

Organization
Supporting the Segments

HR

Corporate Communications



Marketing & Branding

ESG

HR – Talent and Succession Management

Talent and Succession Management
Why This Is a Business Topic

Our risk is concentrated in a defined set of key positions – in three categories:

Business strategic

Positions essential to delivering the SFS strategy – through revenue contribution, critical decisions, or core business functions. Capped at a maximum of 1% of all positions.

Expert

Unique skills and specialist knowledge that core operations depend on, and that are very difficult to source externally.

Hazard-specific

Positions essential to business continuity and risk management.

- Defined by standardized criteria and named by segment leaders – not by tradition or personal judgement.
- Growth and acquisitions depend on having leaders and experts ready when these positions become vacant.
- Managing that readiness is a continuity question, not an HR program.

In short:
Our exposure lies not in the workforce as a whole, rather in a small number of positions – which we now manage systematically.

Talent and Succession Management
How We Manage It

1 Identify

Talent Matrix assesses performance and potential against common criteria across the group.

2 Calibrate

Talent and succession conferences at local, segment and group level make assessments comparable.

3 Secure

Succession planning for defined key positions, including interim cover.

4 Develop

Individual development plans, leadership programs, coaching and rotation.

Governance

The HR Competence Center Learning & Development owns the standards, the annual process and the Group-level consolidation. Segment leadership and HR Business Partners own execution and results. Segment-specific adjustments remain possible where required by local markets and career paths.

In short:
Global standards, local ownership, group-wide transparency.

Talent and Succession Management
What It Delivers

Reduced key position risk

Transparency regarding which critical positions are covered, by whom, and how ready those successors are. The focus is on positions, not on individuals considered irreplaceable.

Stronger internal pipeline

Talents are identified and moved across segment boundaries, not only within them.

Better management decisions

Calibrated and comparable assessments replace locally shaped judgements.

A scalable process

Workday will extend the same logic across the Group without adding administrative cost.

Outlook:
From the current cycle onwards, we will be able to report on succession coverage and readiness for key positions with a solid, consolidated data basis.

Investor view:
Talent and succession management is how we manage continuity risk and build the capacity to deliver the strategy.

ESG

Our Commitment

Most Important Standards and Ratings

B rating in the climate questionnaire

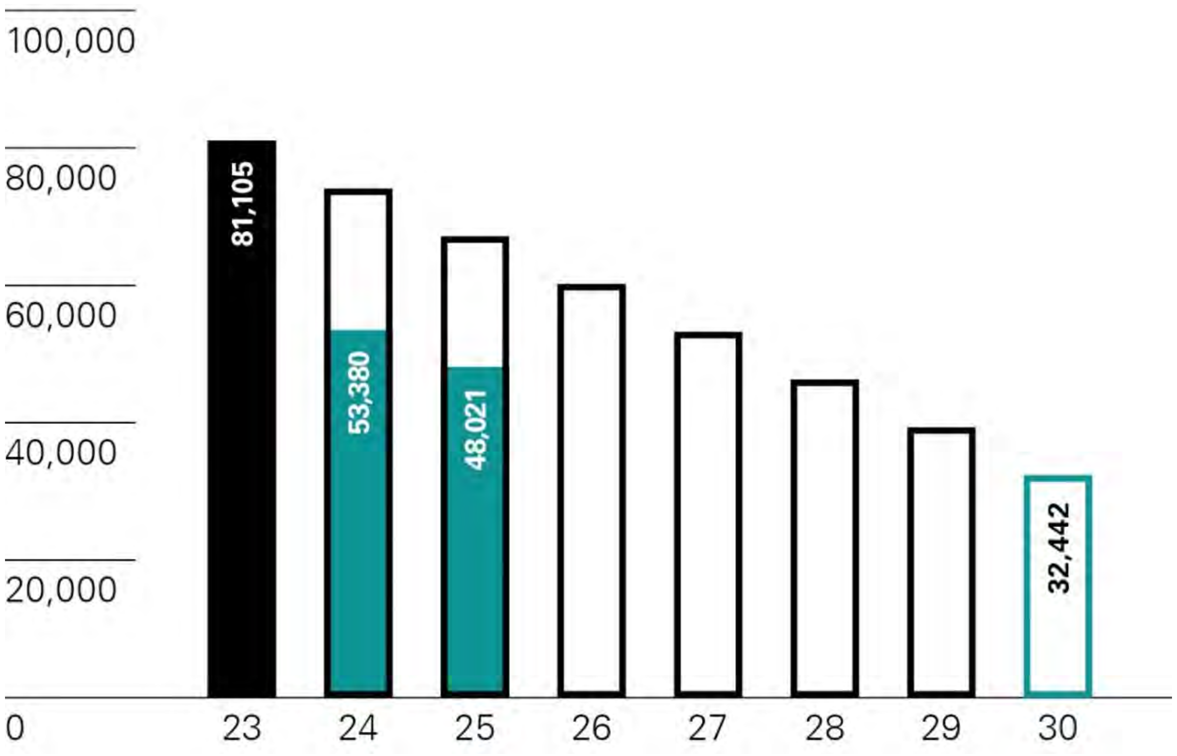
Silver rating from ecovadis

Support for the UN Global Compact and the SDGs

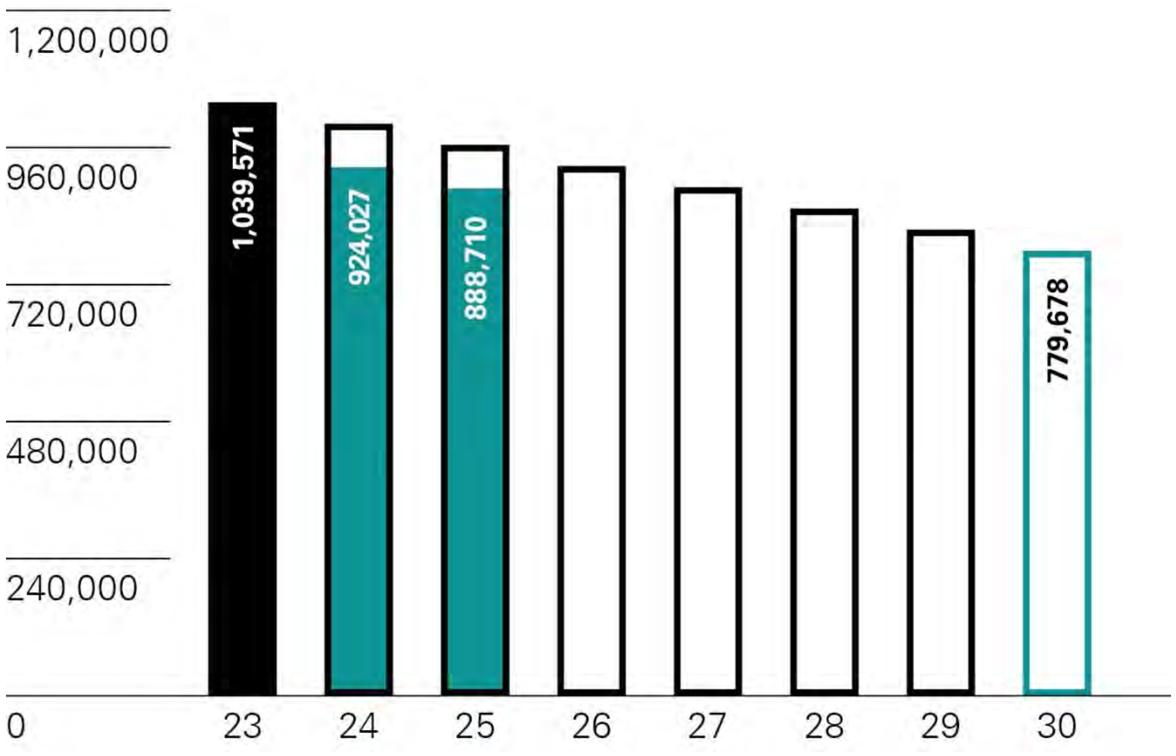
Validated climate targets consistent with net zero by 2050

SBTi Short-Term Targets
On Track to Achieve Our 2030 Targets

Emissions Reduction (Scope 1+2) by –60% vs. 2023
CO_2 emissions in metric tons



Emissions Reduction (Scope 3) by –25% vs. 2023
CO_2 emissions in metric tons



SFS

Main Levers in Scope 1+2
Renewable Electricity and Electrification of Car Fleet

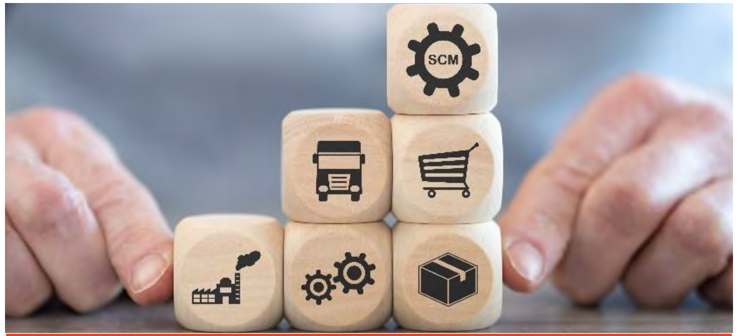
Change Target to 100% Renewable Electricity

Accelerate Electricifiation of our Car Fleet

Main Levers Scope 3

Supply Chain Management, Green Steel and Transport

Supply Chain Management

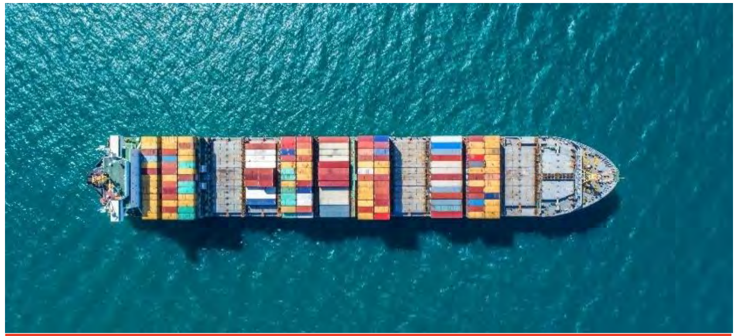


- Collect primary data: request Product Carbon Footprint of main suppliers in all segments
- Require suppliers to commit to ambitious CO_2 reduction targets

Raw Materials

- Align suppliers with our SBTi commitment
- Change to green steel wherever possible

Transport



- Reduce air freight
- Optimize sea freight (e.g. LNG)
- Rail instead of trucks
- HVO or electric trucks

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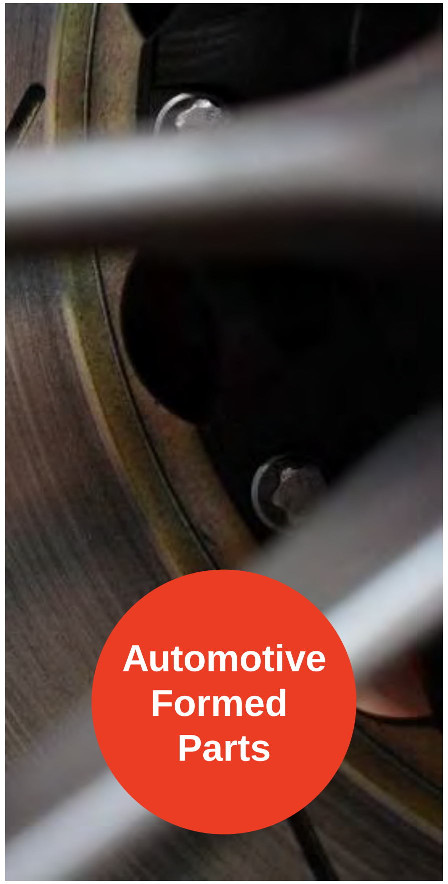
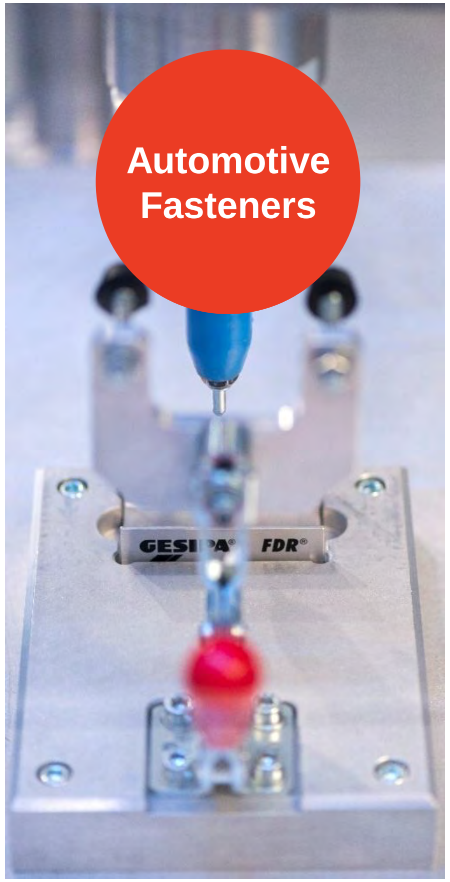
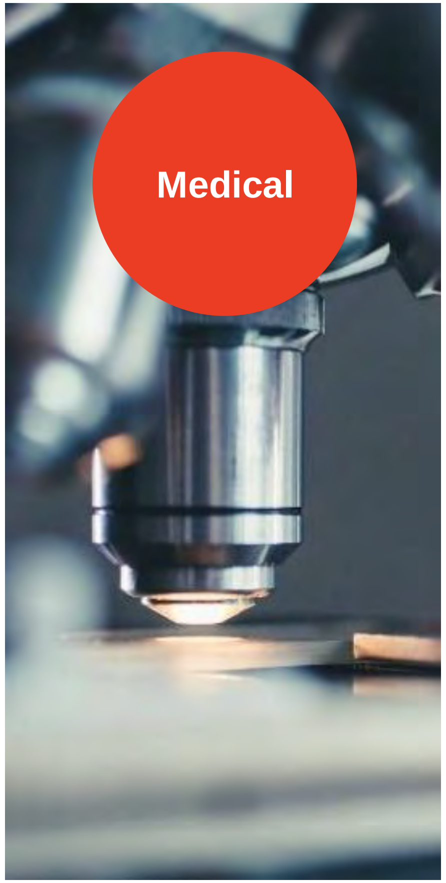
Engineered Components
Urs Langenauer, Heerbrugg, 9/17/2026

Segment Engineered Components







Financial Indication Engineered Components Segment*

Accelerate Growth in Asia and North America

Growth (LC, incl. bolt-on M&A)

Within SFS Group mid-term guidance
- Moderate growth in Europe
- Accelerated growth in Asia (Electronics applications, BSD/EMB, Medical Devices platform)
- Accelerated growth in North America (Medical Devices, Aerospace)

Profitability (% EBIT)

Back in 18–21% EBIT bracket by 2030
- Mix effects
- Rewards from streamlining Production and Distribution Network
- Utilization of installed capacity

ROCE

>20%
- Main lever EBIT achievement

***No official guidance, subject to changes without further notifications**

Electronics

Electronics End Market
Market Trends/Drivers

Key Drivers
- Hyperscale data centre boom drives demand for nearline HDD
- Semiconductor demand driven by data centres and digitalization of the broader industry

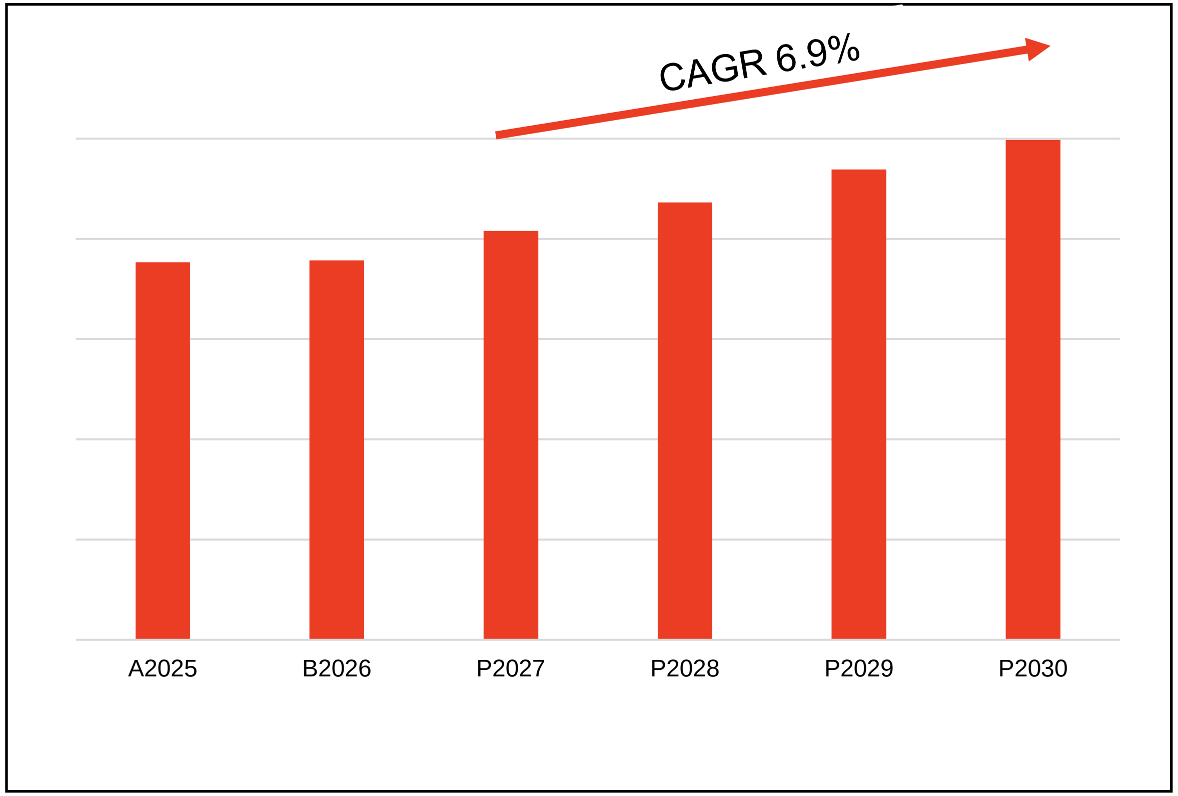
Industry Trends
- China-Plus-One Strategy
- Foldable share to grow in smart phone sector
- Increasing demand in high quality and short lead times

Competitive Trends
- Increasing competition outside of China

SFS

Electronics End Market – Data Storage
AI Driving Growth in Data Demand

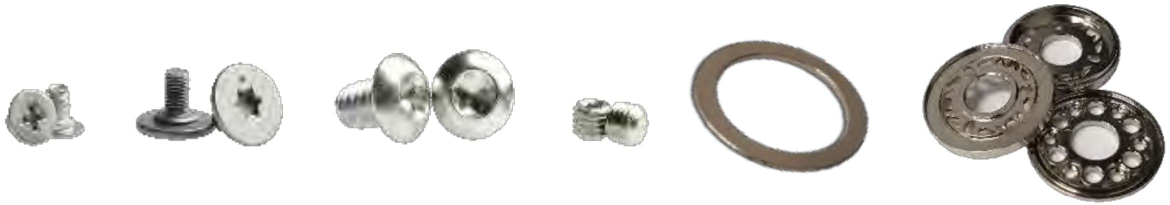
Sales development in HDD applications



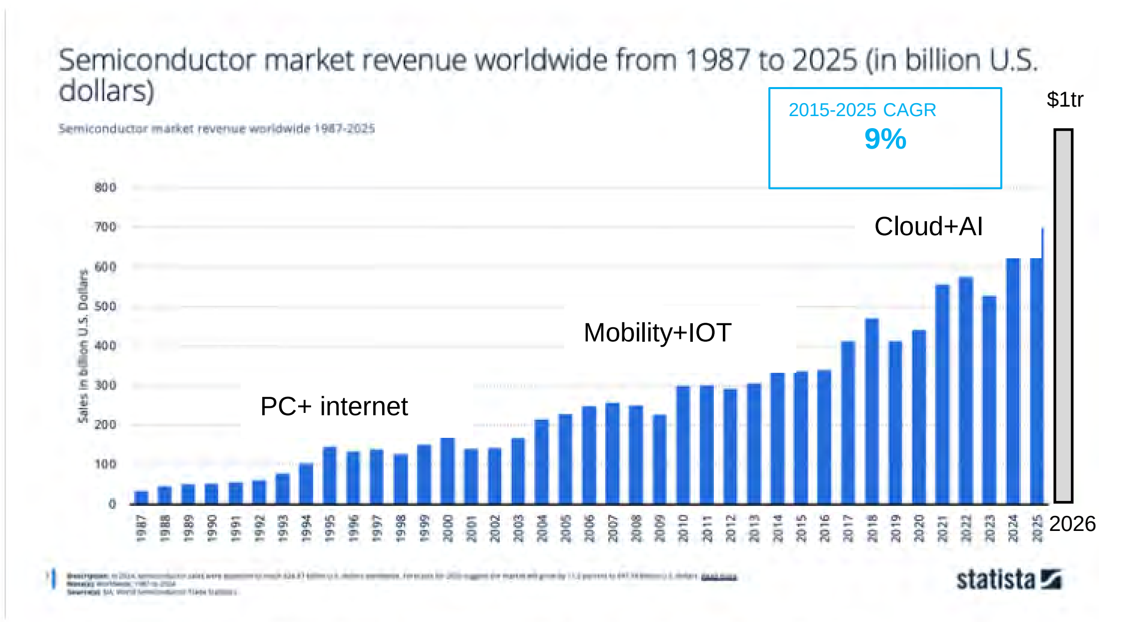
Main growth drivers

- **Core focus**: High-capacity hard drive segment for hyperscale data centers
  - **Uni-Lube®** screws
  - **SUS clamps and assembly** parts (metal shroud)
  - Titanium/Glass **spacers**

- **Key region:** Asia, predominately Thailand, China, Philippines, and Malaysia



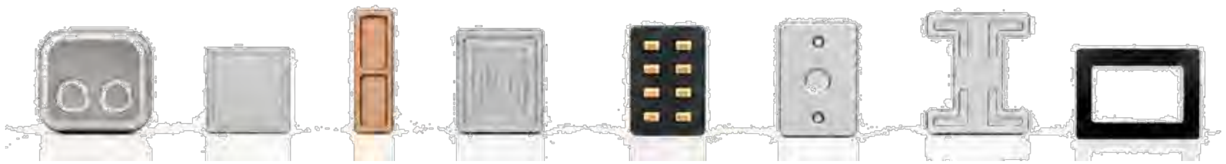
Electronics End Market – Semiconductor
Opportunities in Semiconductor Market



Semiconductor Market Revenue 1987 to 2025- Source : Statista

Demand increasingly diversified
Growth is driven not only by smartphones and PCs but also by AI, data centers, automotive, industrial automation, power electronics, and IoT technology

Opportunities
Expand scope of activities with technology and capacity build-up. Expand beyond fabless power IC applications

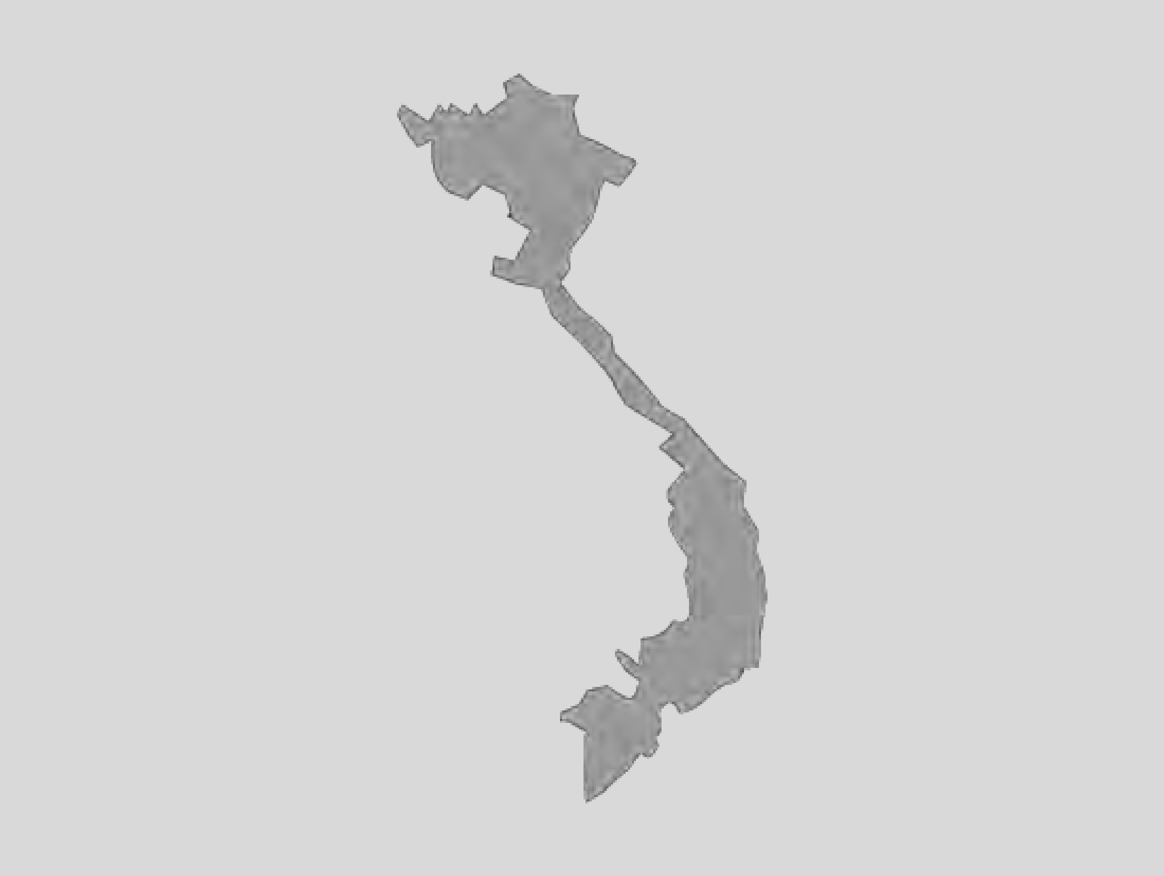


Electronics End Market
Vietnam Market Entry, Build-out in India

Aligning with China-Plus-One Strategy
- Local presences in Vietnam and India help strategic customers diversify manufacturing to mitigate geopolitical risks

Growth opportunities in high-tech sectors
- Vietnam is a growing hub for semiconductors, EV, AI hardware, and advanced electronics industries

Protect revenue base and enhance customer value
- Vietnam expansion safeguards existing sales against rising local competition in the region
- Facility improves lead times, engineering response, scalability for new product launches in Vietnam



Automotive

Automotive End Market
Market Trends/Drivers

Key drivers
- Individual mobility remains important globally
- Perception among car users shifting to “smartphone on wheels”
- Geopolitical environment drives local-for-local approaches

Industry trends
- Chinese OEMs entering EU with low cost and digitalized EVs
- New and stricter road traffic safety regulations
- Consolidation in EU and NA supply indurstry

2026
91m
cars

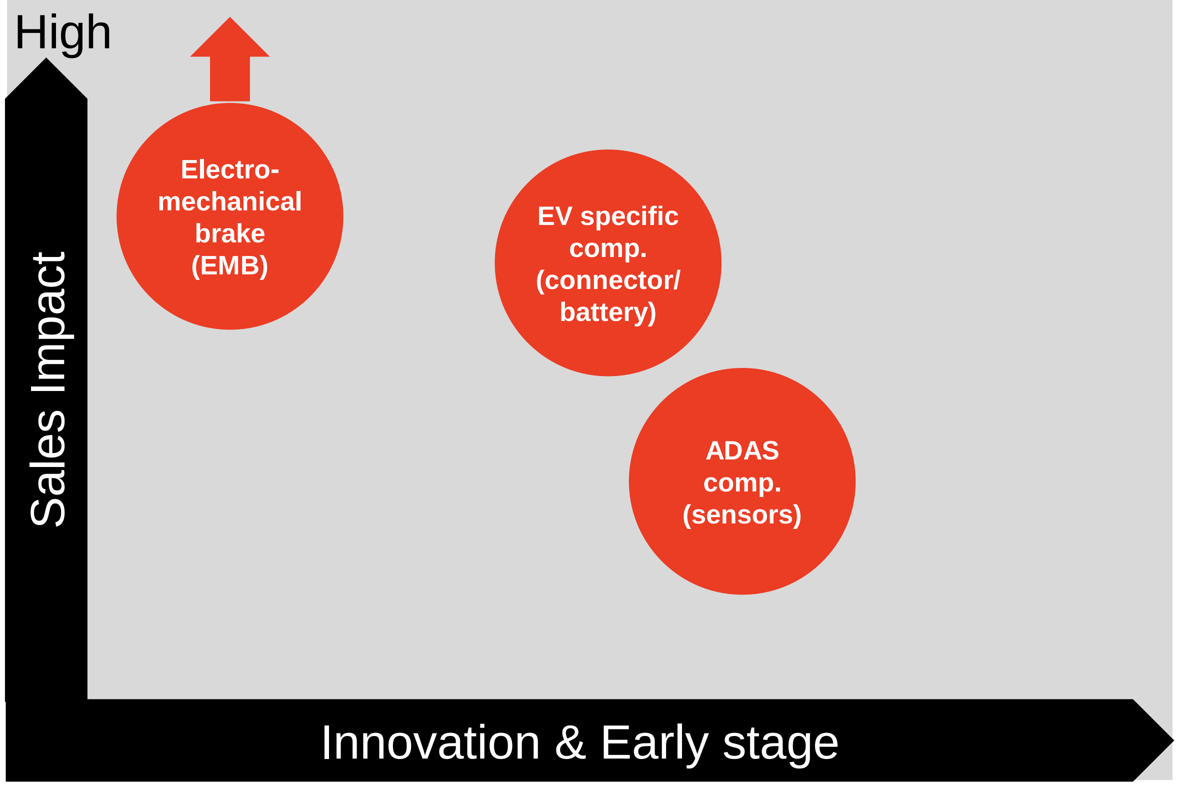
2030
97m
cars

CAGR
+1.7%

Competitive trends
- High-cost sensitivity even for mission-critical applications
- Time to market and quality in all aspects as differentiators
- Overcapacity in most regions due to stagnating production volume

Automotive End Market – Innovation
Major Growth Potential From “Dry” Braking Trend (EMB)

Product Portfolio



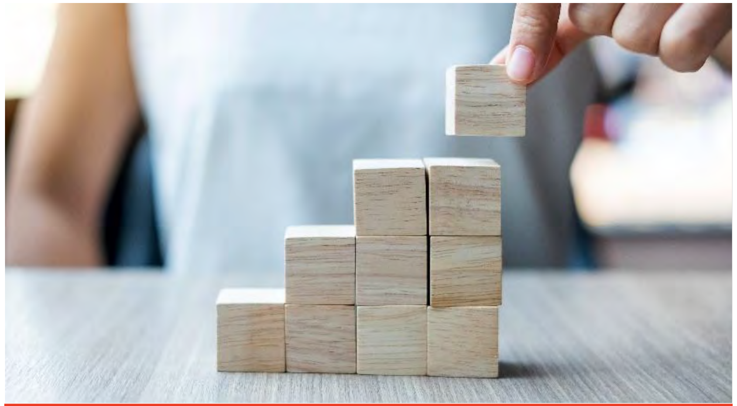
EMB (**E**lectro**M**echanical «dry» **B**rake)
- BSD assemblies as major actuator component

EV
- Trend toward electromobility boosts applications for batteries (CN) and connectors (EU+CN+NA)

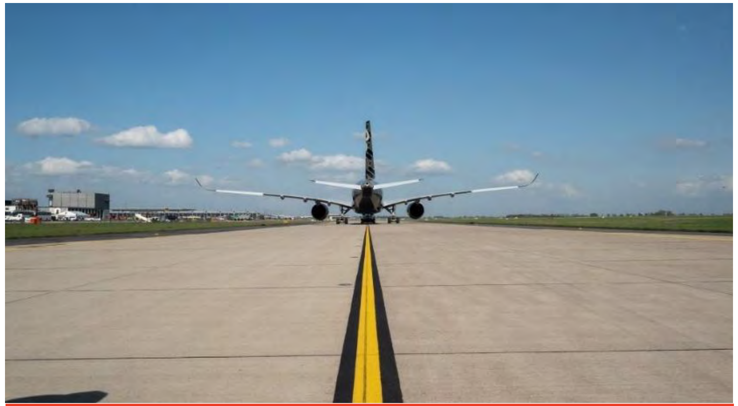
ADAS
- For ultrasonic, optical (camera housing) + radar sensors with exponential growth due to global autonomous driving trend

Aerospace

Aerospace End Market
Market Trends/Drivers



Key drivers
- Growth of global air travel
- Airlines need to replace aging fleets with more efficient aircraft
- Geopolitical tensions are pushing governments to source locally



Industry trends
- Reduce aviation’s carbon footprint
- Lightweight materials (composite)
- Supply chain resilience and alternative to dominant suppliers
- Ability to serve customers locally

2025 AC build 1’400

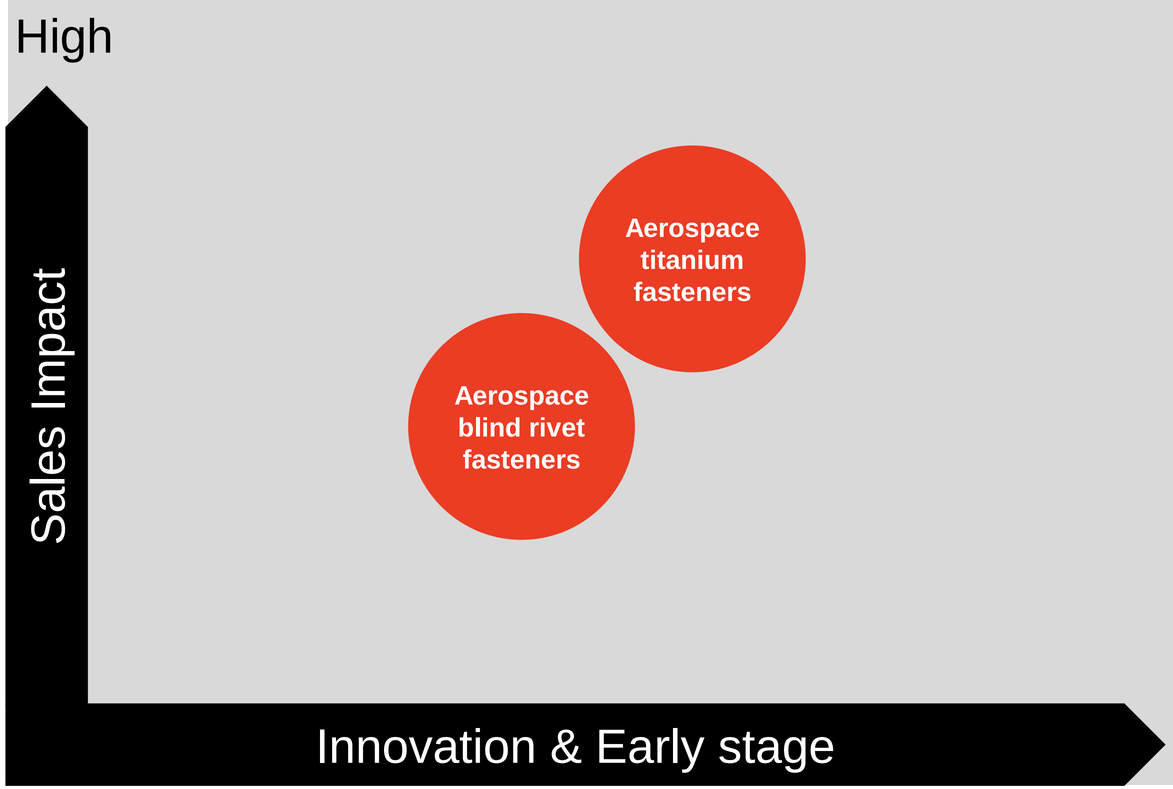
2030 AC build 2’000

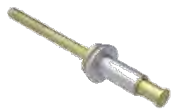
CAGR 8%

Aerospace market size
- Global air traffic: ~4% annual long-term growth
- Forecast >40,000 new aircrafts over the next 20 years
- ~USD 7 bn global fastener market

Aerospace End Market Innovation
Build Manufacturing Excellence for Structural Fasteners

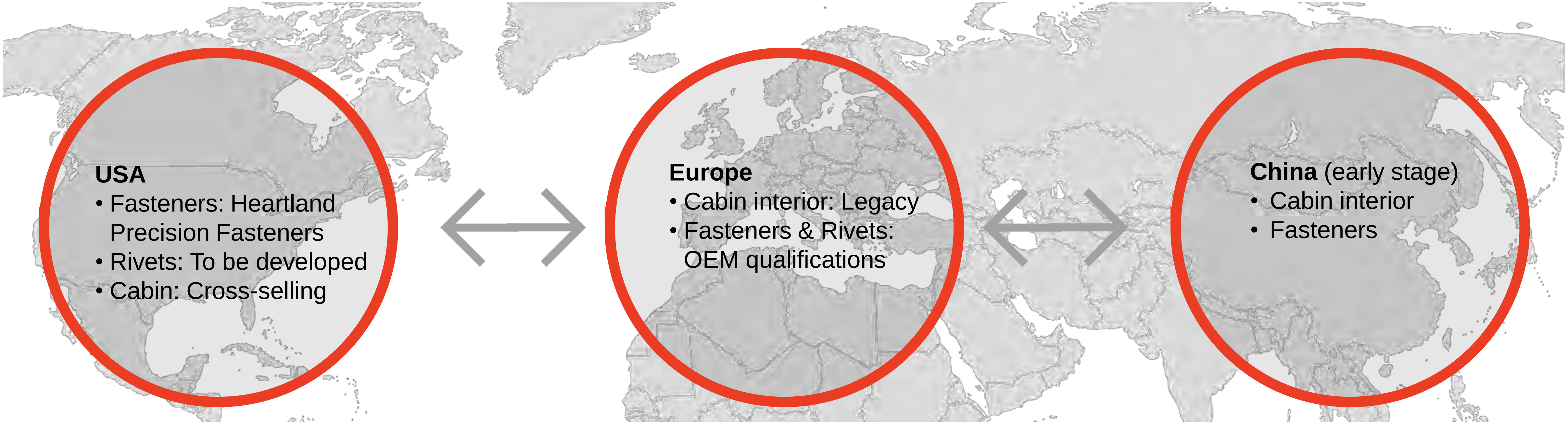
Product Portfolio



	Titanium fasteners	Blind rivet fasteners
		
Application	Securely join critical aircraft structures	Fast, one-sided joining of aircraft structures and interiors
Customer need	Reliable supply for mission-critical applications	Fast installation, lightweight design, reliable supply
Our competencies	Heat treatment and Titanium forming expertise	Automated manu-facturing and installation know-how

Aerospace End Market

Ambition 2030 – Scaling to a Global Platform

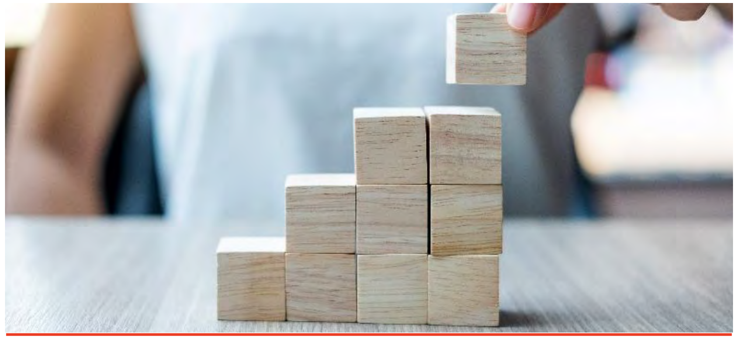


Gain scale and a **global footprint to transform** from a niche player **into a strategic manufacturing partner for aerospace customers** while supply chain constraints create a unique market opportunity.

Medical Devices

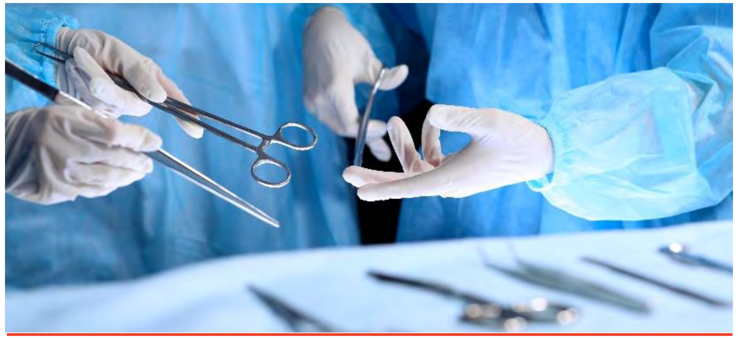
Medical End Market
Market Drivers/Trends

Key drivers



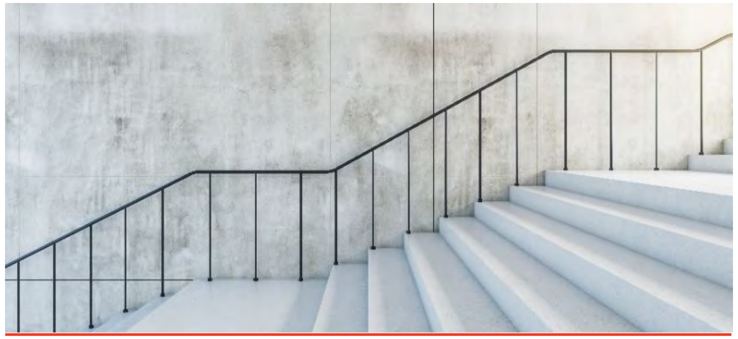
- Aging population
- Rise in chronic diseases
- Healthcare worker shortage
- Healthcare spending outpacing GDP growth – at or near peak of spending curve – see cuts to Medicaid, Medicare & VA Health

Industry trends



- Robotic surgery & digitalization
- Single-use disposables: Surgical instruments, endoscopes
- Cardiovascular & drug delivery (GLP-1, autoinjectors)

Competitive trends

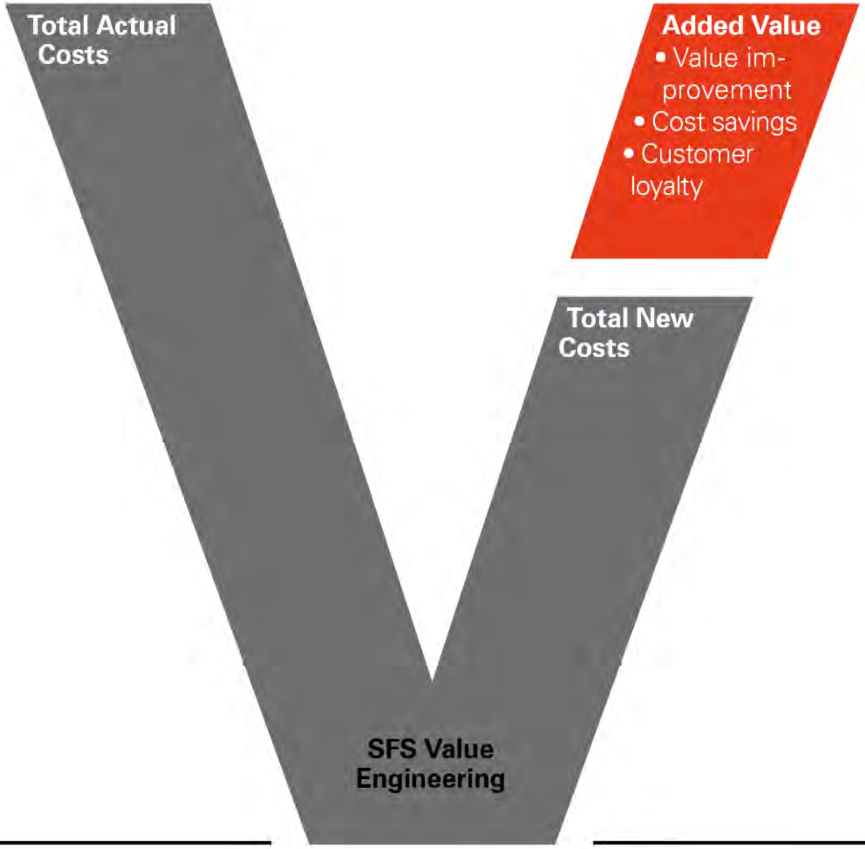


- Global market growing at a ~5.5% CAGR
- Transfer of risks to C(D)MO
- Supply chain resilience (dual source, near shoring)

Value Proposition

Conventional Compared to Our Innovative Solution

Metal Components Only



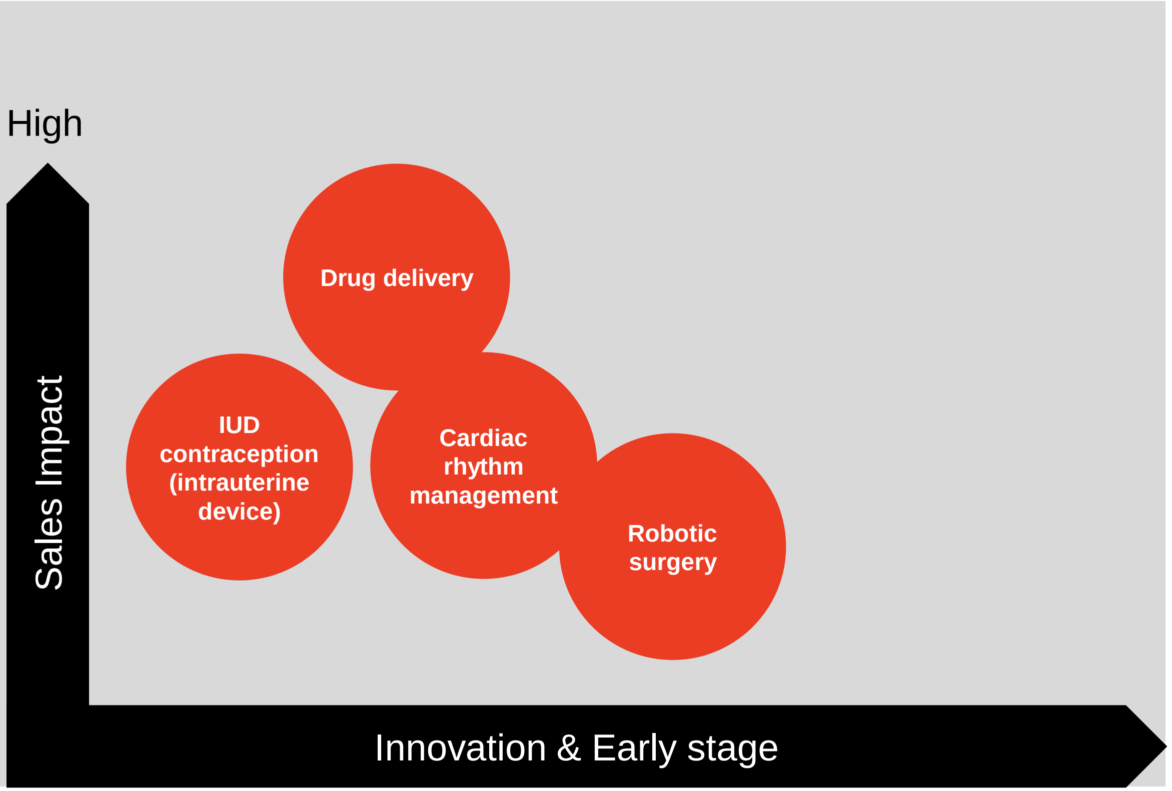
Optimizing the Product
End-to-end production (metals, plastic, packaging)

Conventional Solution

Innovative Solution

Medical End Market Innovation
Combining Technologies to Capture Growth Potential

Product Portfolio



IUD contraception
- Establish Liquid Silicone Rubber (LSR) molding
- Expand plastics capabilities for implantable components

Drug delivery
- Micro-molding & needle expertise
- LSR molding for precision seal and components

Cardiac rhythm management CRM / cardio
- Precision coiling for guidewires, embolic coils, vascular stent components and titanium casing
- In-house tube manufacturing capabilities (catheters)

Robotic surgery
- High-speed micro-machining targeted at endoscopy and MIS instrument components
- Automated and electro-mechanical assembly

Investor Day 2026

Plant Tour

Safety Instructions
General

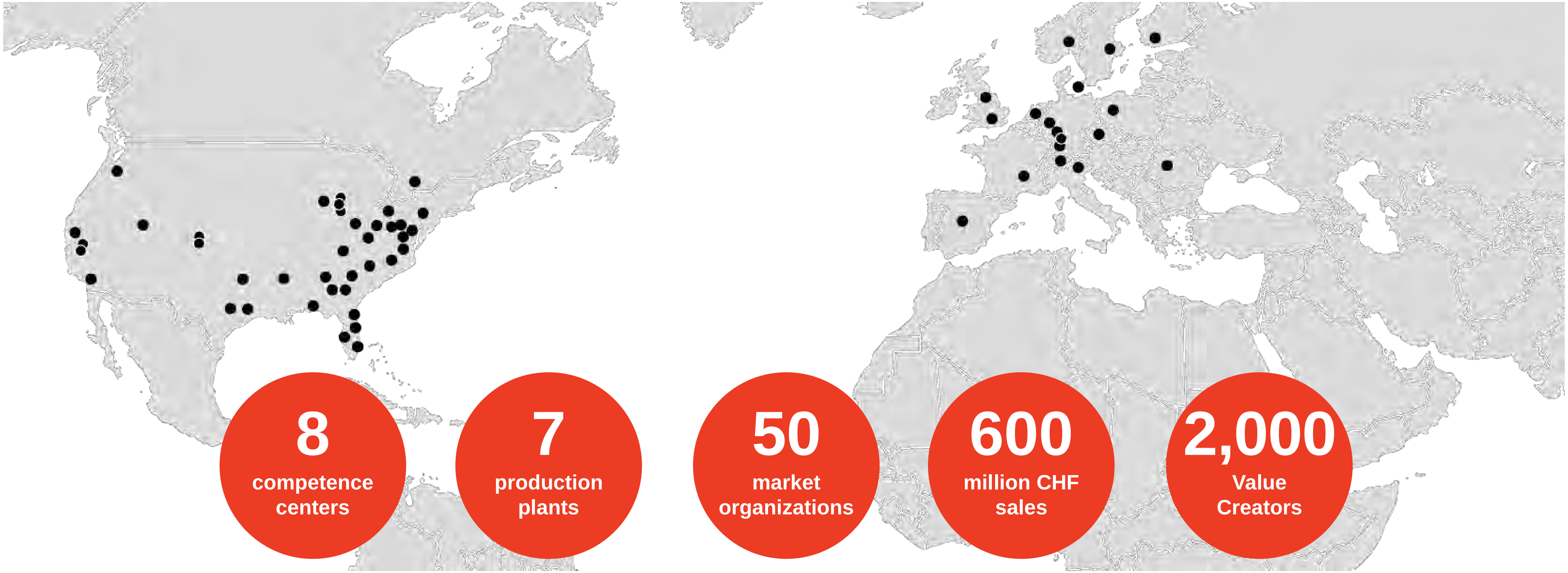
- Filming and taking photos prohibited
- Don’t touch any components or equipment
- No smoking inside the buildings
- Mind the danger areas
- Beware of internal forklift traffic

Lunch

Investor Day 2026

Fastening Systems
Thomas Jung, Heerbrugg, 9/17/2026

Key Figures Fastening Systems Segment
The Building Envelope Specialist



SFS

Fastening Systems Segment in a Nutshell
Focused Business in a Fragmented Construction Market

Position within construction market

- Our organization is driven by customer centricity
- We operate in 4 focused business models
- Our Fastening Systems offering extends from product to systems and software solutions
- Activities are focused on EU and NA
- Agile and empowered local market organizations respond quickly to changing customer needs
- Major key accounts served worldwide

Peculiarities of business

- No dependence on individual large customers
- Regional or national rules, norms and habits
- Time-critical orders – often next-day delivery

Key drivers for change and innovation

- Sustain-ability
- Increased building regulations
- Digital transfor-mation

Fastening Systems New Organization
Tailored Business Models

Europe

Local application expertise in the building envelope
- Local technical expertise
- Product availability
- Trusted building envelope partner
- Innovative solutions

Switzerland

Distribution specialist with smart solutions
- One-stop-shop portfolio
- Fast and reliable delivery
- Smart procurement solutions
- Technical consulting

SFS North America

Focused service for OEM’s and dealers
- Dedicated OEM support
- Customized solutions
- Reliable supply performance
- Long-term partnerships

TFC North America

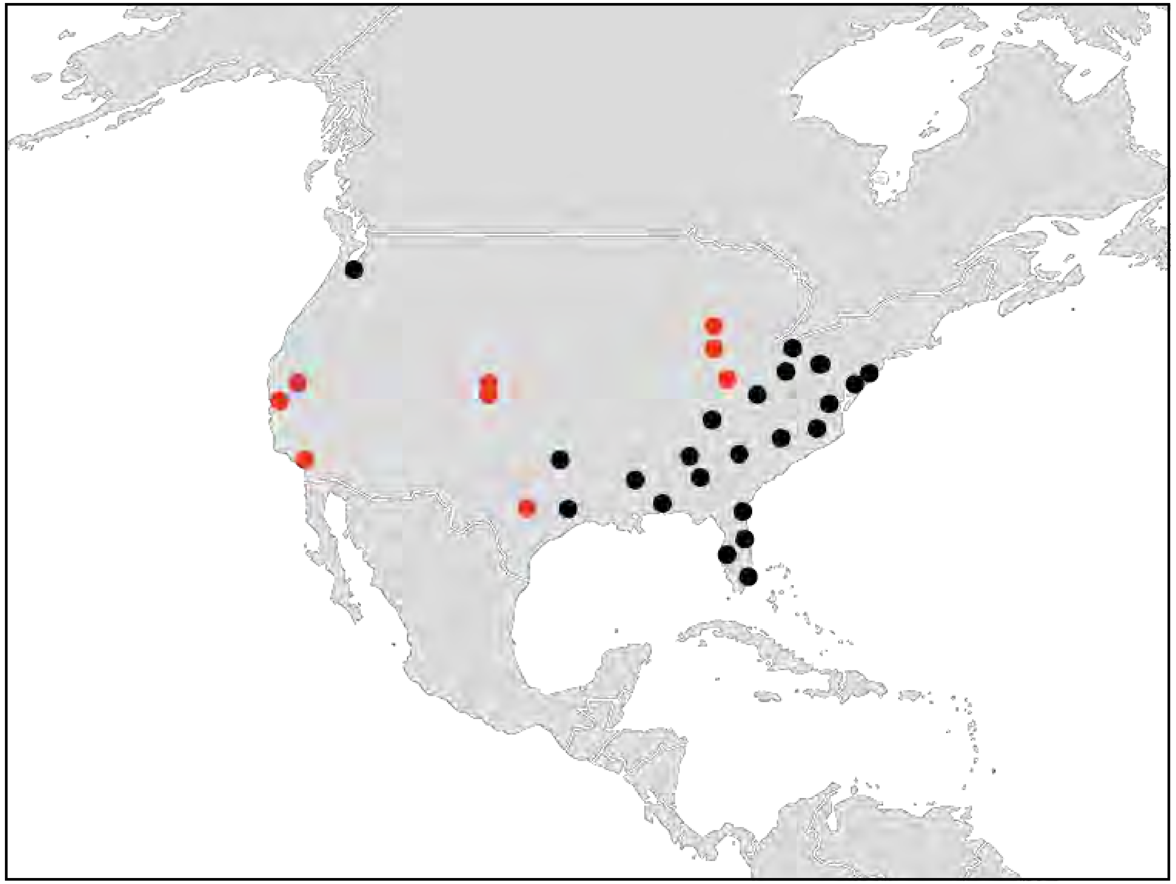
High availability and strong brands
- Immediate availability
- Strong premium brands
- Fast local service

Strategic Initiatives
Overarching Objectives

Growth with Fall Protection	Become a top player in North America and Europe → M&A
Extend offering to sealing	Establish SFS as a strong player in sealing applications for building envelope → M&A
Grow with TFC	Have all high-potential regions/cities in the US covered by a TFC branch → 2 to 3 new locations per year
Shape the digital differentiation	Lead the industry with digital solutions (e-commerce, software solutions, AI-tools)
Profit improvement	Improve ROCE for the European business (optimize material flow and locations)

TFC: Focused Distributor with Direct Contractor Access

Scaling Market Reach and Profitable Growth



Locations	From 22 to 31
Sales	From approx. USD 70 million to approx. USD 130 million
Cost base	From standalone to fully integrated
Profit	From good to excellent

Major Innovation Themes 2026–2030

From Products to Systems

Goal

Move from individual components to integrated building solutions

Examples

- PV fixing system for façades and roofs, including software
- Window installation system for fixing, sealing and insulation
- Ergonomic setting tools for façades and roofs

Value Creation

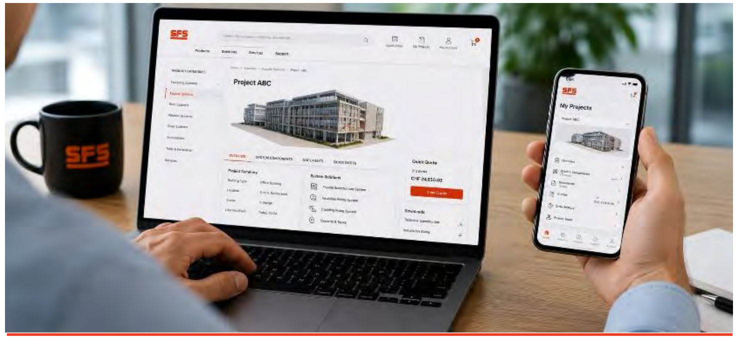
- Higher sales per customer transaction
- Increased customer loyalty
- Greater differentiation from competitors
- More specification-driven business

Major Innovation Themes 2026–2030
Digital Customer Experience

Goal

Make it easier to do business with SFS

Examples



- e-Commerce
- Software to quote, calculate, and design façade systems
- Customer self-service portals
- Software from project to parts list to purchase

Value Creation

- Faster customer interactions
- Reduced transaction costs
- Improved customer retention
- Better market reach

Major Innovation Themes 2026–2030
AI-Driven Productivity

Goal

Leverage AI across commercial and operational processes

Examples

- AI-supported sales and order management
- Demand forecasting to futureproof availability
- Exploit CoPilot possibilities within the entire organization
- Knowledge management

Value Creation

- Reduce SG&A costs
- Faster decision making
- Improved forecasting accuracy
- Increased sales productivity
- Data based decisions

Financial Indication Fastening Systems Segment*

Growth at Upper End/Above SFS Mid-Term Guidance

Growth (LC, incl. bolt-on M&A)

At upper end / above SFS Group mid-term guidance

- North America: Further grow TFC network, product portfolio expansion
- Europe: Product portfolio expansion

Profitability (% EBIT)

Back in 14–17% EBIT bracket by 2030

- Continue optimization of European operations model, incl. dual sourcing strategy
- From products to systems
- Further optimize Construction & Wood business

ROCE

>20%

- Main lever EBIT achievement
- Net working capital management (product availability critical for success of business model)

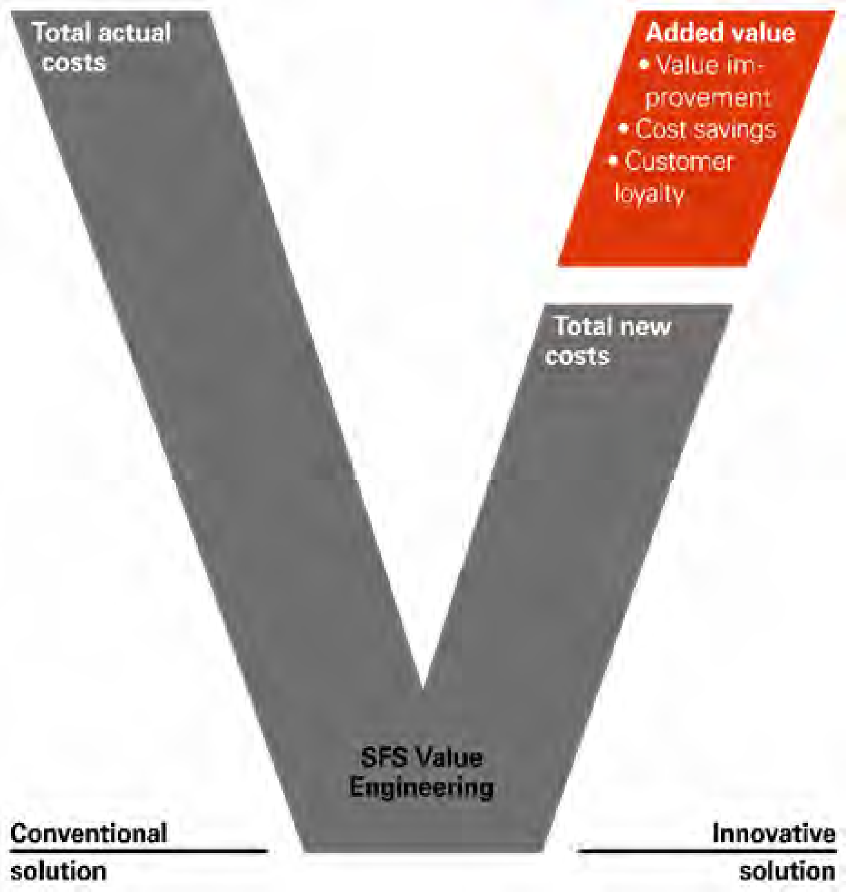
***No official guidance, subject to changes without further notifications**

Investor Day 2026

Distribution & Logistics
Iso Raunjak, Heerbrugg, 9/17/2026

Vision & Mission

We Make Our Customers More Successful



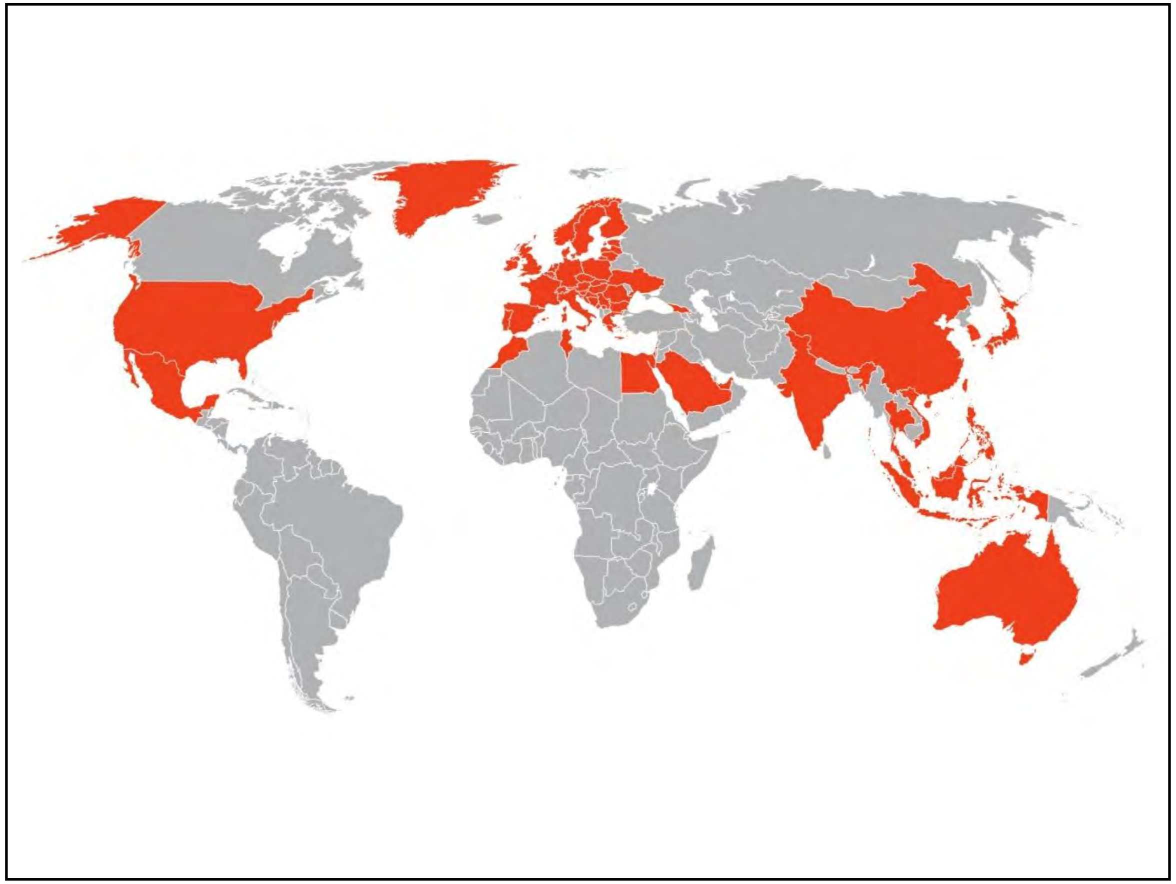
Purpose
We enable people to perform at their best

Vision
We provide the Ecosystem for industrial production

Mission
We make our customers more successful – around the industrial workplace

No Matter Where. We’re There for Our Customers
No. 1 in Europe, Serving Customers Locally Worldwide

- **Number 1 in Europe**, on site worldwide for our customers
- **Local strength** through sales teams on site
- Professional export team for **worldwide delivery**
- 135,000 **satisfied customers**
- Around 4,000 **enthusiastic employees**
- More than EUR **1.4 billion** in sales



Unique Selling Proposition
USPs Sell – And Provide Value for Our Customers

Convenience

Reliable, top level supply performance

Top-level expert advise

Simplicity

Pre-selected core assortment

Holistic solutions for the indust. workplace

Sustainability

GARANT system brand

Easy integration and connectivity

Customers & Industries

Grow the Core and Address Adjacent Opportunities

	Core industries	Adjacent industries	Non-core industries
New customers	Market penetration	Expand defense & aerospace GSA/EUR	Opportunistic, selective
Existing customers	Customer penetration		

Geographic Focus
Differentiated Regional Approach

- Market leader
- Secure sales volume and margin
- Grow by crowding out the competition

GSA
Hold & Grow

- Top 3 in specific countries
- Focus region for growth & market investment
- Support organic growth with selective M&A

Europe
Expand

- High potential market
- Pursue strategy, evaluation end of 2028
- Support organic growth through selective M&A

Americas
Adapt & Expand

- High-potential market
- Pursue strategy, evaluation end of 2028
- Support organic growth through selective M&A

Asia
Adapt & Expand

Successful Business Model and Growth Opportunities
Building on Our Successes and Seizing New Opportunities

Well-established business models

Catalog Portfolio/Volume Business

Fasteners in Switzerland

Personal Protective Equipment

Workstations & Storage

Focus countries in Europe

Growth opportunities

Hoffmann Group Connected

Defense & Aerospace

Fasteners GA & Europe

Americas & Asia regions

3D Printing Services

Fasteners
Launch in Germany & Austria (GA)

Strategic milestone

Portfolio expansion unlocks new sales potential, increases customer penetration, and strengthens our market position.

August 1, 2026
Market launch in Germany & Austria on August 1, 2026

Slowenia pilot launch on July 1, 2026

68.000
Number of fastener items available at launch.

Expansion to 100k items under review

eLogistics® NXT
SFS procurement and inventory management solution being tested in Germany with selected customers

Scaling
Learnings from the GA ramp-up & Slovenia pilot will support the EU rollout from 2027

Value for the customer
- Reliable supply with standard Hoffmann processes
- Single source
- Supplier consolidation

All4One: Integration of Former Partner Companies
Gaining Market Share in the GA, Poland & Belgium Region

Strategic milestone

Acquisition of technical distributors Gödde, Perschmann & Oltrogge closed on of May 1, 2026

One
Sales Company in Germany: one structure, one system, same processes

Approx. 22,200
additional customers for D&L

Market share
Significantly larger market share in GA, Belgium and the growth market of Poland

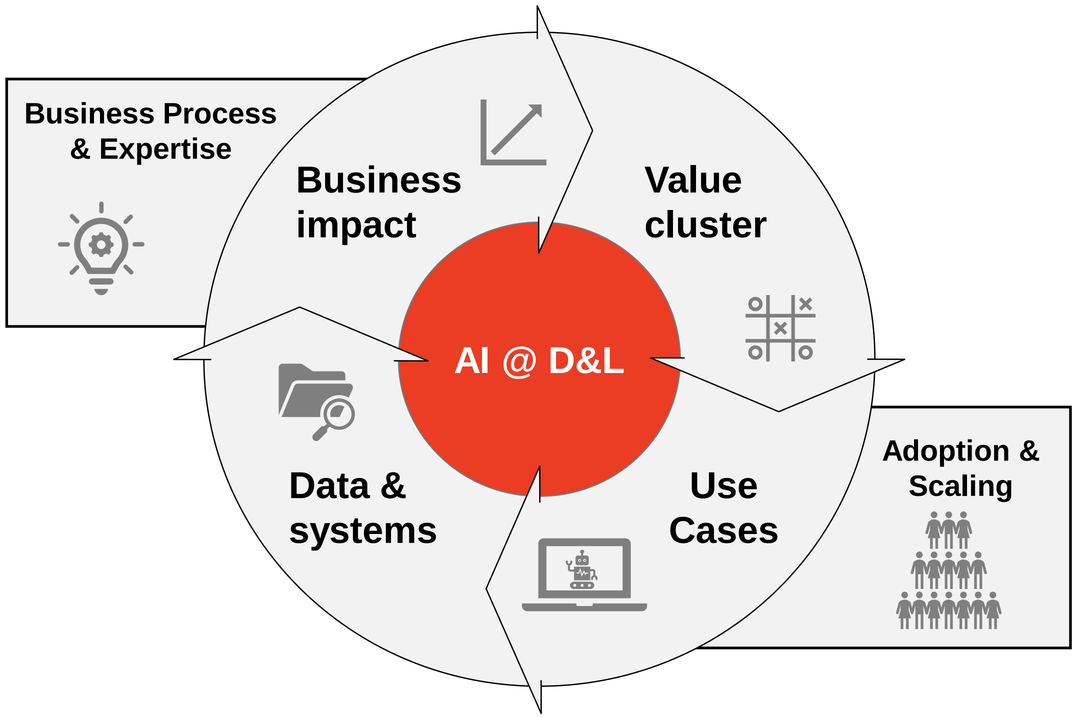
Integration process
Clear post-merger-integration roadmap and learnings from SFS's acquisition of Hoffmann

Values for our customers and us
- One face to the customer
- Common Purchasing terms by 2027
- Connected, even more efficient teams and standardized processes

Artificial Intelligence

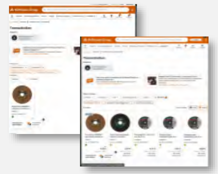
From Isolated AI Use Cases to Scalable Business Capabilities

General AI approach @ D&L



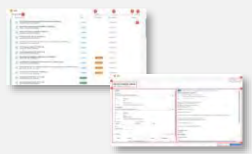
Selection of use cases

TACO[1]
Product Data Enrichment



Structured product attributes for 400,000 additional articles — **previously not feasible at scale**

Order Automation
Automated Order Processing



74% reduction in average order capture time possible for suitable customers (from 7 to 1.8 min)

Product Agents
Availability of product knowledge

Approx. 33% reduction in product request creation time (from 1.5 to 1.0 min) possible while improving information quality

[1] TACO = „Transformative Automated Content Optimization“

Organization Distribution & Logistics Segment
Organizational Structure Supports Strategy Execution

Head of Segment

Finance, M&A

	GSA	Region West	Region East	Americas	Asia
Sales & Marketing					
Partner Business					
Innovation & Business Development					
Product Management					
Operations & General Services					

Financial Indication Distribution & Logistics Segment*
Accelerated Growth at Sustainable Profitability

Growth (LC, incl. bolt-on M&A)

Within SFS Group mid-term guidance
- Expand market access in North America and Asia
- Accelerate growth in Europe outside DACH

Profitability (% EBIT)

Sustainably within 8–11% EBIT bracket, ambition to constantly achieve double-digit EBIT margin
- Rewards from streamlining Production and Distribution Network

ROCE

>20%
- Main lever EBIT achievement
- Net working capital management (product availability critical for success of business model)

***No official guidance, subject to changes without further notifications**

Q&A

Agenda

2027

Publication of Annual Report 2026
Friday, February 26, 2027

Annual General Meeting
Tuesday, April 20, 2027

Publication of Half-Year Report 2027
Wednesday, July 21, 2027

Note: no media release on sales figures in January from now on

Thank you for your attention

Inventing success together