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# PRESENTATION

Phoenix Mecano-Group, 16 April 2020

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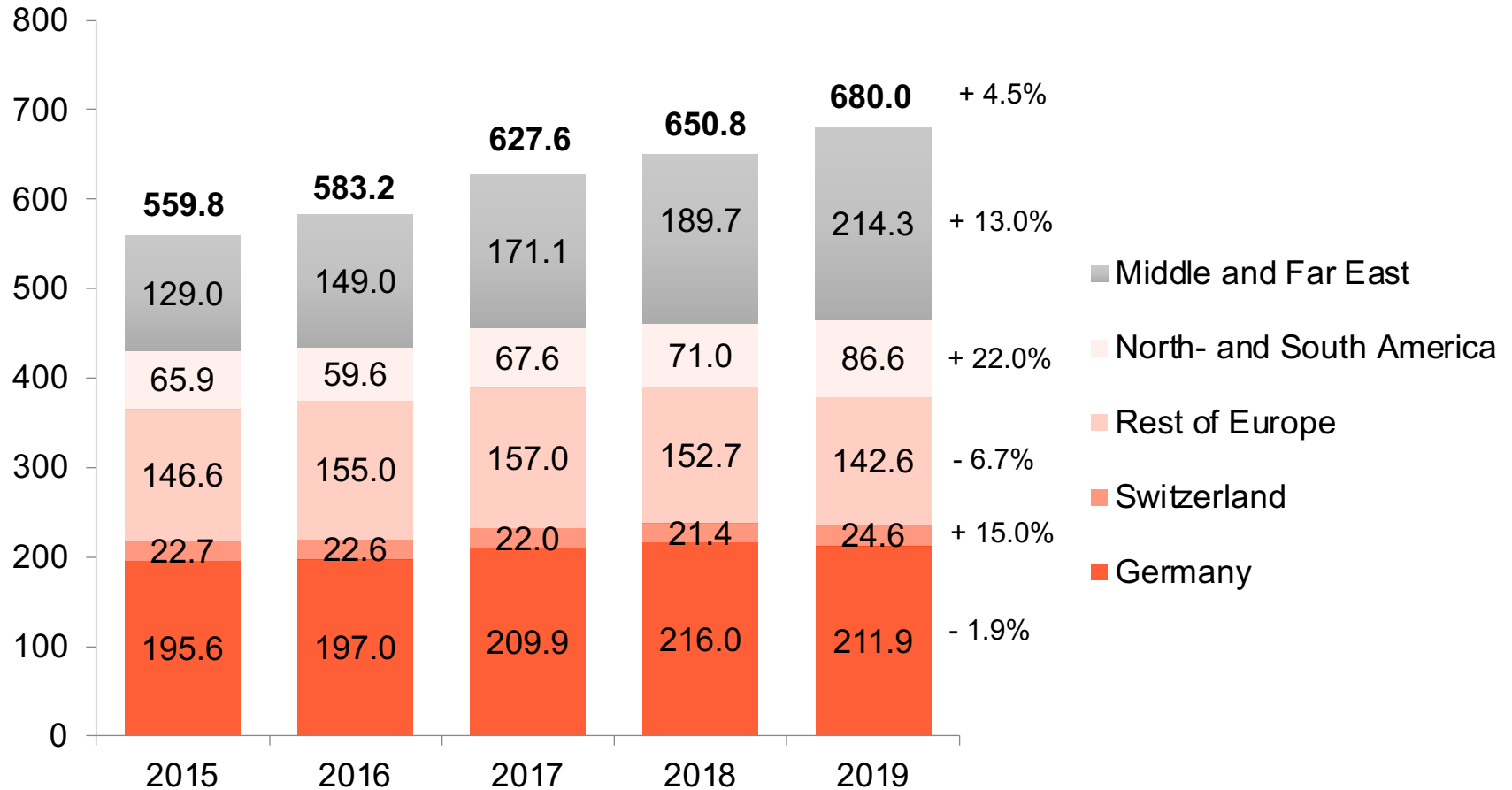
# ANNUAL ACCOUNTS 2019

From the start of 2019, the consolidated financial statements have been prepared in accordance with Swiss GAAP FER. The previous year's figures have been adjusted accordingly. The years 2015 – 2017 are presented according to IFRS.

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# GROSS SALES CONSOLIDATED BY REGION

EUR million



## CONSOLIDATED RESULT

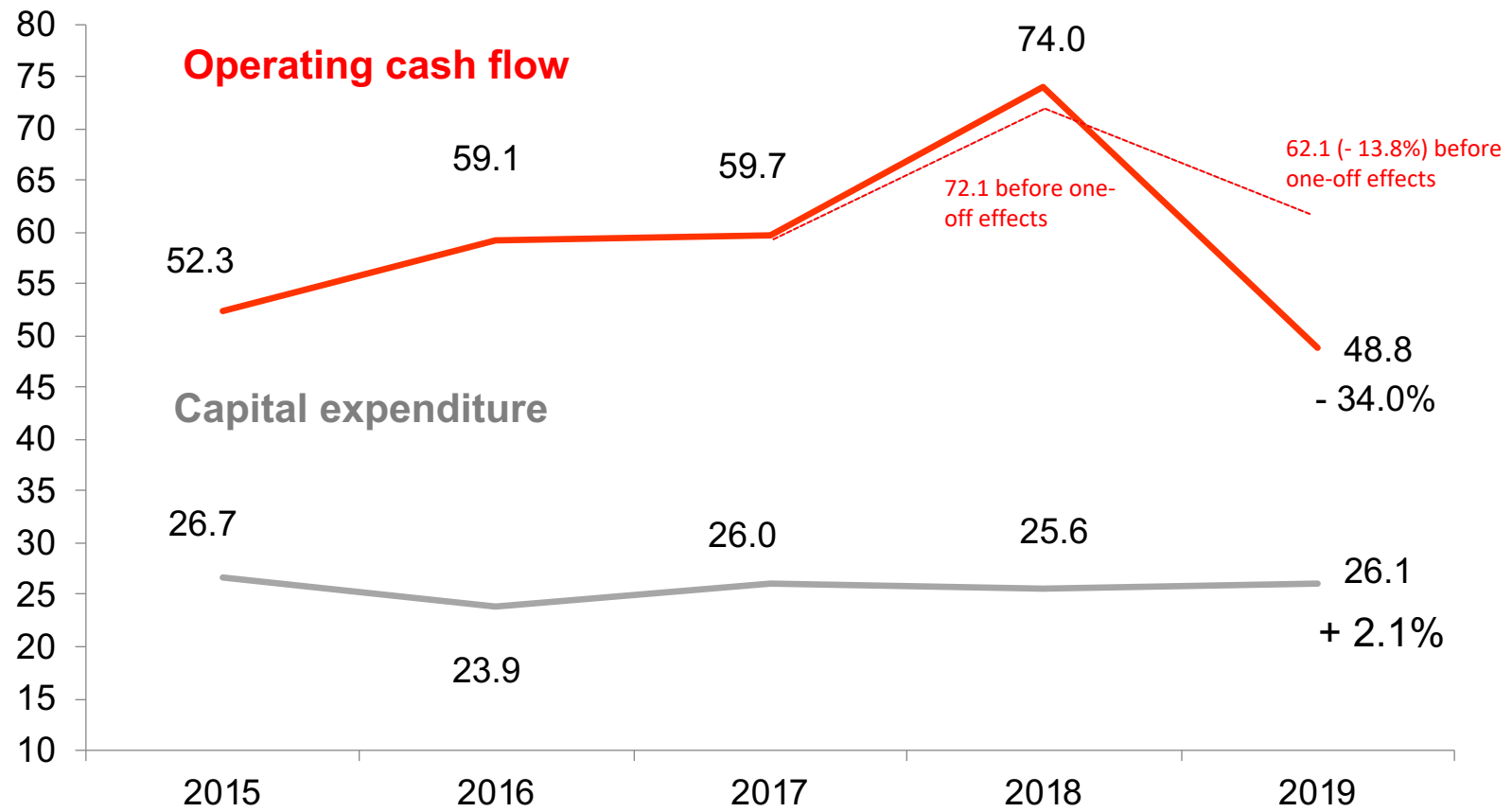
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EUR million

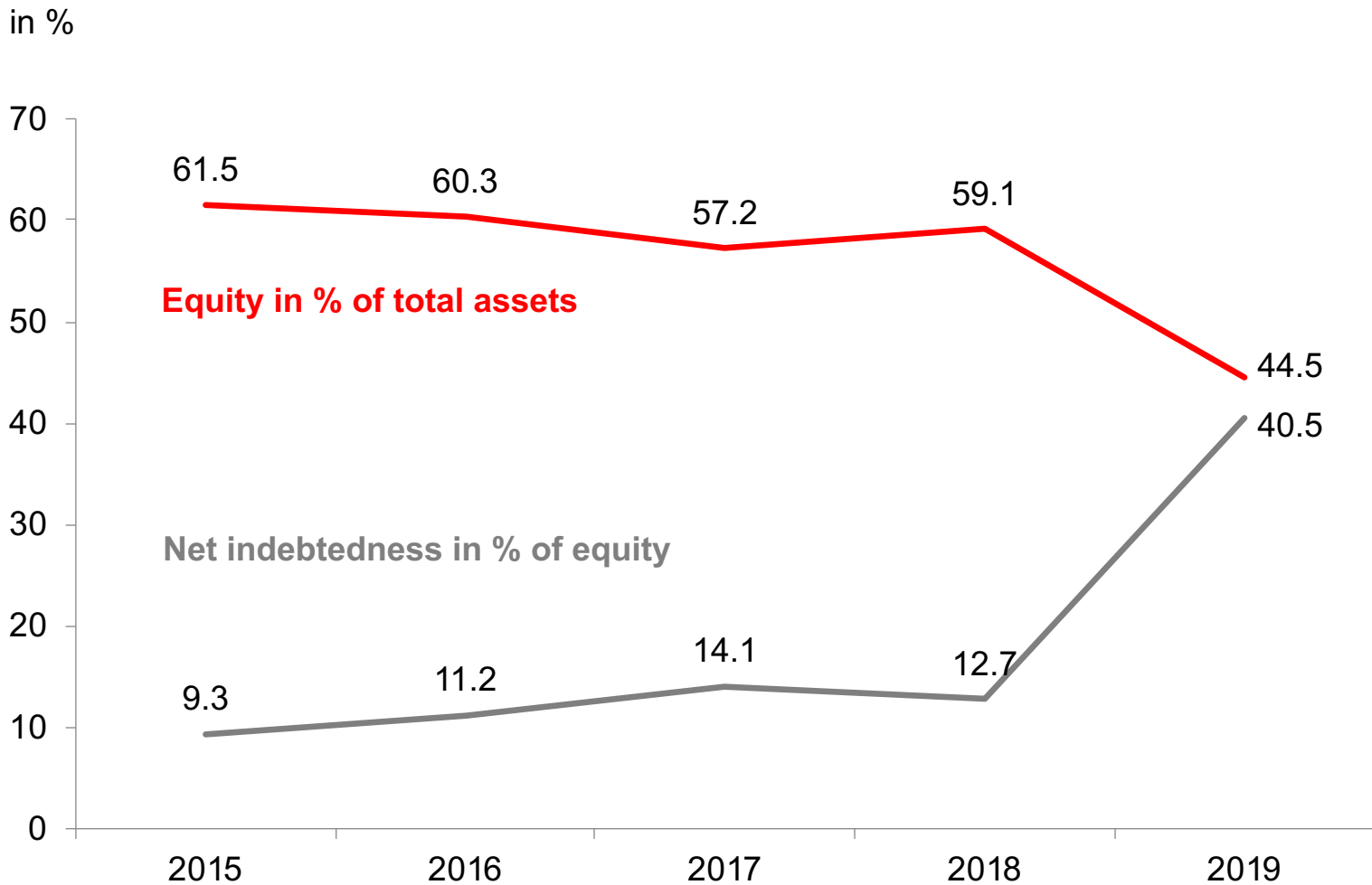
	2018	2019	Variance
Incoming orders	659.4	<b>691.6</b>	<b>+ 4.9%</b>
Gross sales	650.8	<b>680.0</b>	<b>+ 4.5%</b>
Book-to-Bill Ratio	101.3%	<b>101.7%</b>	
Operating result before one-off effects	49.5	<b>39.5</b>	<b>- 20.1%</b>
Operating result margin before one-off effects	7.6%	<b>5.8%</b>	
One-off effects	1.9	<b>-16.2</b>	
Operating result after one-off effects	51.3	<b>23.4</b>	<b>- 54.5%</b>
<b>Result of the period</b>	36.1	<b>13.9</b>	<b>- 61.5%</b>

# OPERATING CASH FLOW AND CAPITAL EXPENDITURE

EUR million



## EQUITY RATIO AND GEARING



# ENCLOSURES

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EUR million

	2018	2019	Variance	Organic
<b>Gross sales</b>	186.6	<b>189.3</b>	<b>+ 1.4%</b>	<b>- 1.3%</b>
<b>Operating result</b>	22.5	<b>19.5</b>	<b>- 13.0%</b>	
<b>Operating result margin</b>	12.0%	<b>10.3%</b>		

## MECHANICAL COMPONENTS

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EUR million

	2018	2019	Variance	Organic
<b>Gross sales</b>	327.9	<b>360.6</b>	<b>+ 10.0%</b>	<b>- 2.3%</b>
<b>Operating result before one-off effects</b>	25.4	<b>21.2</b>	<b>- 16.5%</b>	
Operating result margin before one-off effects	7.8%	<b>5.9%</b>		
<b>Operating result after one-off effects</b>	25.4	<b>11.5</b>	<b>- 54.8%</b>	



## ELCOM/EMS

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EUR million

	2018	2019	Variance	Organic
<b>Gross sales</b>	136.3	<b>130.1</b>	<b>- 4.6%</b>	<b>- 3.3%</b>
<b>Operating result before one-off effects</b>	4.9	<b>1.5</b>	<b>- 69.0%</b>	
Operating result margin before one-off effects	3.6%	<b>1.2%</b>		
<b>Operating result after one-off effects</b>	6.8	<b>- 4.7</b>	<b>- 169.4%</b>	

# CURRENT BUSINESS Q1 2020

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## CONSOLIDATED RESULT

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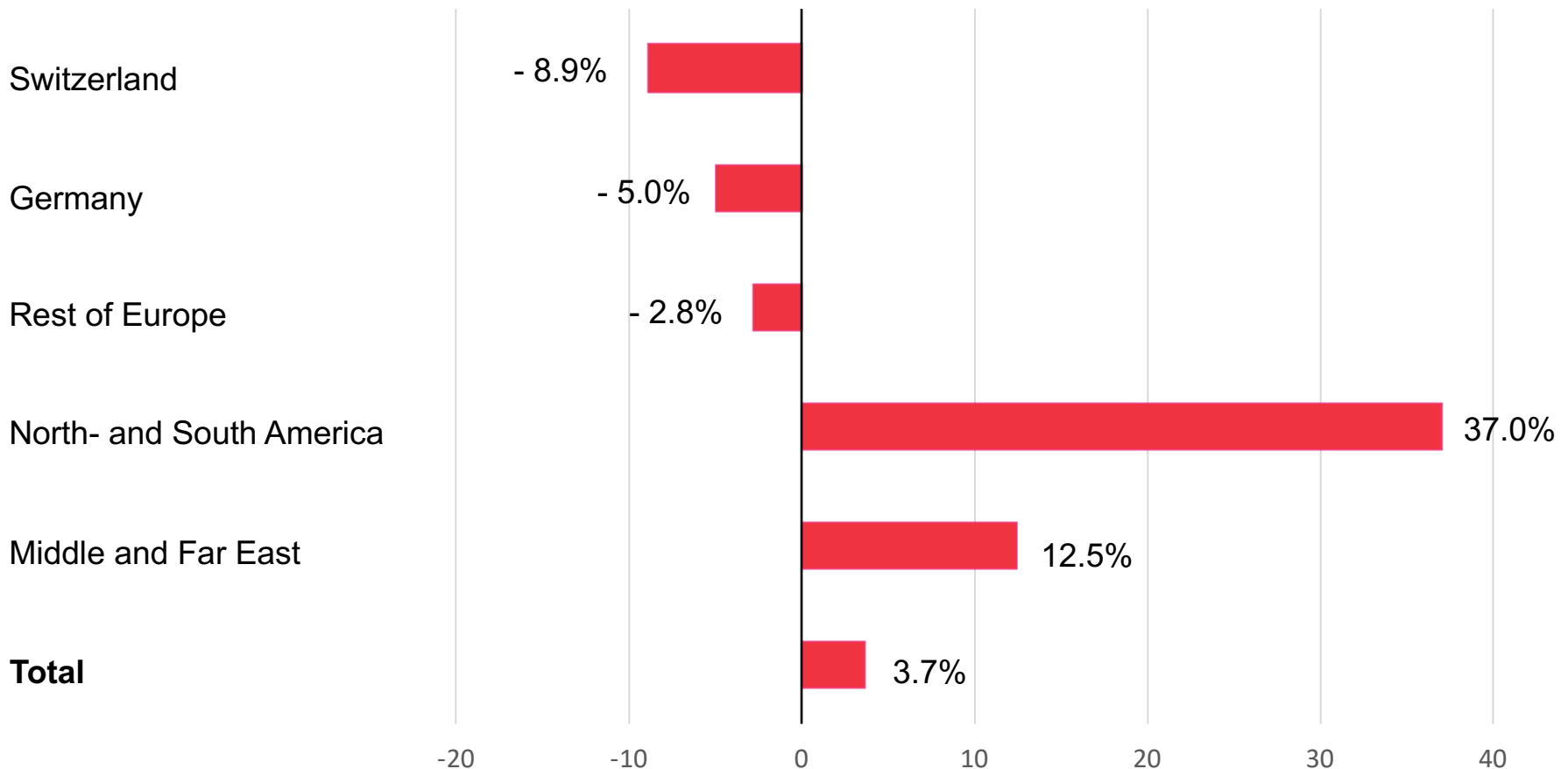
EUR million

	Q 1 2019	Q 1 2020	Variance
Incoming orders	157.3	<b>171.8</b>	<b>+ 9.2%</b>
Gross sales	156.7	<b>162.5</b>	<b>+ 3.7%</b>
Book-to-Bill Ratio	100.4%	<b>105.8%</b>	
Operating result	10.6	<b>6.0</b>	<b>- 42.9%</b>
Operating result margin	6.8%	<b>3.7%</b>	
<b>Result of the period</b>	<b>8.1</b>	<b>1.2</b>	<b>- 84.8%</b>

## GROSS SALES BY REGION

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Q1 2020 versus Q1 2019 | in %



## ENCLOSURES

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EUR million

	Q1 2019	Q1 2020	Variance	Organic
<b>Gross sales</b>	49.2	<b>48.1</b>	- 2.2%	- 5.6%
<b>Operating result</b>	6.6	<b>5.0</b>	- 24.9%	
Operating result margin	13.5%	<b>10.3%</b>		

## MECHANICAL COMPONENTS

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EUR million

	Q1 2019	Q1 2020	Variance	Organic
<b>Gross sales</b>	75.0	<b>85.5</b>	<b>+ 13.9%</b>	<b>+ 1.8%</b>
<b>Operating result</b>	4.7	<b>3.7</b>	<b>- 20.4%</b>	
Operating result margin	6.2%	<b>4.3%</b>		

## ELCOM/EMS

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EUR million

	Q1 2019	Q1 2020	Variance	Organic
<b>Gross sales</b>	32.5	<b>28.9</b>	<b>- 11.0%</b>	<b>- 11.0%</b>
<b>Operating result</b>	0.3	<b>- 1.7</b>	<b>-</b>	
<b>Operating result margin</b>	0.8%	<b>- 5.7%</b>		