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The Cicor Group

Electronification of everything

Turning ideas into advanced electronic solutions

Medical



Cicor helps improve global healthcare by the development and manufacture of applications such as hearing aids, surgical robots or smart drug delivery systems

Industrial



Cicor is at the forefront of technology, driving miniaturization and automation in areas such as robotics, sensors, control systems and semiconductor equipment

Aerospace & Defence (A&D)



Solutions from Cicor in aircrafts, satellites and defense systems ensure safety, reliability and communication at land, sea, in the skies and beyond

The Cicor Group in 2023

Facts and figures

Sales growth

24.5% to CHF 390m

Organic growth of 11.1%, gaining market share

Sales to strategic markets

84%

Strengthened focus on Industrial, Medical, Aerospace & Defence

19

Sites, resilient setup in Europe and Asia (May 2024)

EBITDA margin

11.6%

Top profitability amongst peers

Book-to-bill rate

1.03

Despite a recessionary environment

3,250

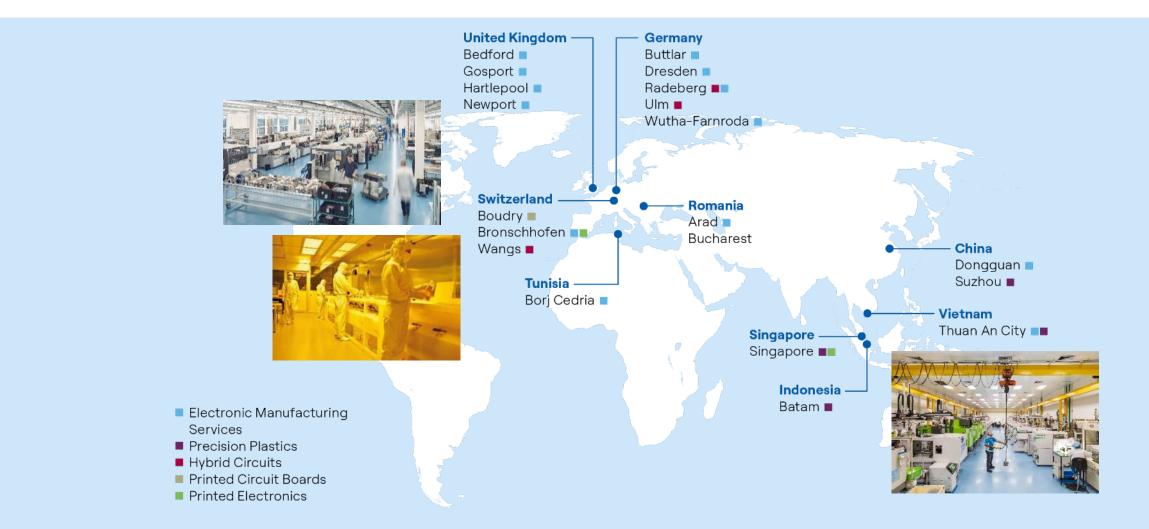
Employees worldwide, of which 10% with engineering degree (May 2024)



One stop shop – creating strategic partnerships with customers



Close to customers and competitive





Building of leading platforms in attractive markets

European market leader for A&D EMS



- Long-standing supplier of design and manufacturing services to 30 leading A&D integrators in Europe
- True one-stop shop from systems engineering, critical components, assembly, on-site support and training
- Acquisition of Axis Electronics (completed 11/2021), STS Defence (01/2024) and TT Electronics' IoT division (03/2024) turned Cicor into the European leader for A&D electronics

CAGR 2021-2023

66%

Share of PF sales 2024

Market position Europe

23%

No. 1

Bedford, UK

Newport, UK

Gosport, UK

Ulm, Germany

Boudry, Switzerland

Wangs, Switzerland











Cicor's Domain Expertise

Communications and Networks

- Secure networks
- Satellite communications
- Antennas and RF
- Messaging Command and Control
- Information Assurance

For the Royal Navy's future Type 26, City class frigate, Cicor designed twin configurable masts for communications and sensor antennas.



Electronic Warfare

- Advanced signal processing
- Electronic Support Measures
- Calibration
- Countermeasures

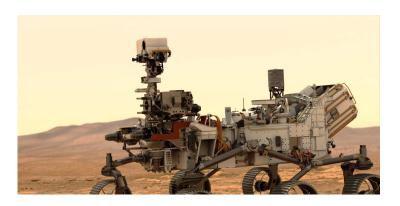
Cicor designs and manufactures highreliability cable sets for portable targeting systems that withstand the harshest environments.



Control and Instrumentation

- Control systems
- Engine management
- Databus networks
- Power distribution
- Rugged consoles, enclosures & racks

NASA's Perseverance rover is discovering Mars using memory modules that contain Cicor-manufactured PCBs.





Building of leading platforms in attractive markets

Advancing healthcare through technology

- CDMO for medical devices supporting people to live healthier lives
- True one-stop shop from device engineering to critical component development/manufacturing and assembly
- Enabling advanced healthcare through miniaturization, bio-compatibility, printed electronics
- Serving high-growth verticals such as smart drug delivery, robot surgery, neurostimulation

CAGR 2021-2023

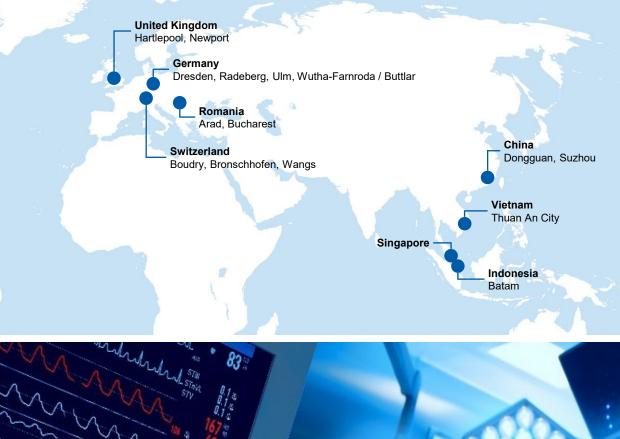
Share of PF sales 2024

Market position Europe

31%

25%

No. 4







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M&A Update

A strong platform for organic growth and industry consolidation



Focus on our three core markets with highly profitable high-mix/low-volume businesses



Strategic customer relationships through excellent solution finding, differentiated technology portfolio and flawless execution



The EMS market is a highly fragmented and growing market, predestined for consolidation through M&A

Highly fragmented market



- 1.700 EMS companies in Europe (thereof many smaller owner-led EMS companies looking for succession options).
- Top 10 companies representing only 40% of the total market.
- To date, no clear winners or players with clear leadership position.

Large, growing market



- EMEA's EMS market has a size of EUR 57bn (2023) and a forecasted CAGR of 6.8% until 2030.
- Cicor's core segments
 (Medical, Aerospace & Defence & High End Industrial) represent around 40% of EMS market.

High customer loyalty





- Cicor operates in markets with high customer loyalty.
- High entry barriers for competitors in missioncritical applications through engineering partnerships, validation cycles and government regulations.
- High mix / low volume EMS players with a history of consistently higher margins than commoditized low mix / high volume segments.

- Clear economies of scale and competitive advantages of larger players.
- High synergy potential in terms of revenue, cost savings and cash benefits.
- Customers are actively searching for a consolidated and reliable supply base.

Source: Weiss Engineering (in4ma), 2024

Source: Weiss Engineering (in4ma), 2023, 2024

Long-term market development

A consolidated market with significantly increased profitability of the leading EMS players



Timeline of executed transactions

Cicor follows a value-accretive buy-and-build strategy since 2021



Dec-2021

Strengthening presence in the Aerospace & Defence market through the acquisition of Axis Electronics Ltd. (UK)



Jan-2023

Further strengthening of presence in Germany through acquisition of Phoenix Mecano Digital Flektronik incl. low-cost manufacturing site in Tunisia



stsdefence

Jan-2024

Expansion of presence in the UK high-end electronics market through acquisition of STS defence

Carve-out from



Mar-2024

Acquisition (carve-out) of three businesses from TT Electronics to strengthen presence in the UK and offer full-cycle manufacturing services in China



Announcement of Cicor's inorganic growth strategy



Acquisition of SMT Elektronik to expand EMS market presence in Germany and leverage proximity to existing Cicor subsidiary RHe Microsystems GmbH



Acquisition of the thin film business of AFT in order to strengthen Cicor's position as leading supplier of thin film substrates in Europe

Thin film business of AFT MICrowave



Feb-2024

Acquisition of Evolution Medtec to enhance Cicor's MedTech product development capabilities



To be continued 2024/25

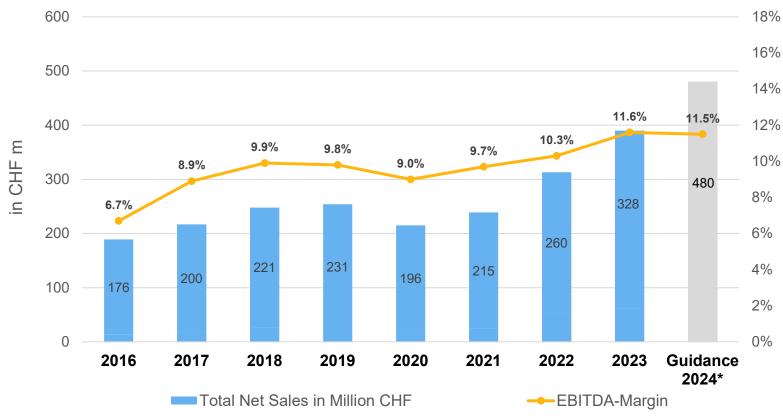
Solid deal flow and highly attractive M&A pipeline in place for years to come



Note: Dates in timeline refer for acquisitions to month as of when companies were/will be included in Cicor consolidation scope



Profitable growth accelerated since 2022



^{*} The chart shows the mid-points of the guidance 2024. Cicor expects in 2024 sales to grow to CHF 460-500 Million with an EBITDA margin in the target range of 10-13%.

Key success factors

- Value-accretive buy-and-build strategy
- Organic sales growth above market growth
- Focus on business excellence driving margins
- Superior profitability of the target sectors Aerospace & Defence, Medical and Industrial

Robust EPS development

 Underlying 2023 net earnings per share** at CHF 4.19



^{**} Net profit (CHF 11.8 million) excluding FX losses (CHF 4.1 million) and one-off tax impacts (CHF 2.7 million) divided by outstanding shares including MCN shares (4'428767).

Acquisition of STS Defence Limited



has acquired 100% of the shares of the UK based STS Defence Limited (completed January 24, 2024)



Tech & engineering provider of sustainment, support and modernization solutions for mission-critical electronics and communications systems

Key facts

Location: Gosport, UK (120km south of London)

FTE: 150

Financials: GBP 27.5M of sales (FY 2023) with

strong operating margins

Customers: medium to large customers within

Aerospace & Defence and other industries

located primarily in the UK market

Acquisition rationale

Expand Cicor's platform for the UK market combined with the other announced UK-based acquisitions (i.e., Axis Electronics and two of the three acquired TT Electronics businesses)

Increase Cicor's **capabilities within mission- critical electronics** for the Aerospace and
Defence industry

Product examples



Design of Type 26 communication masts







Box build and cabling of CERN power systems

Acquisition of Evolution Medtec Srl



has acquired 100% of the shares of the Romanian engineering company Evolution Medtec Srl (completed February 28, 2024)



End-to-end engineering
services provider, focused on
medical and paramedical
applications

Key facts

Location: Bucharest, Romania

FTE: 25

Sales: in the lower single-digits million Euro

range for FY 2023

EBITDA: margin comparable to Cicor in FY 2023 **Customers:** medium and large medical device and industrial companies in Europe, the UK, and

the US

Acquisition rationale

Enhancing Cicor's **product development capabilities** in the medical technology sector

Geographic fit: proximity to Cicor's Arad production site and geographic distribution of customers

Product engineering examples



Therapy devices



Class III remote control system and control app



Biometric monitor



Implants



Acoustics

Carve-out of three manufacturing sites from TT Electronics



has acquired 100% of the shares of TT Electronics IoT Solutions Ltd. with three businesses in the UK and China (completed March 31, 2024)

Carve-out from



PCBA and box builds for IoT solutions and OEMs in highly regulated markets including full life cycle EMS services and substantial testing capabilities

Key facts

Locations: Hartlepool, UK; Newport, UK;

Dongguan, China

FTE: 500

Purchase consideration (EV): GBP 20.8 mln

Sales: GBP 70.2 mln (FY 2023)

Customers: customer base across missioncritical, high growth sectors including Aerospace

& Defence, Industrial, Green Energy

Acquisition rationale

Improved business continuity and expanded capacity with multiple EMS production facilities in the UK

Platform for Cicor UK to enter into new sectors (Industrial, Medical)

Integration of production site in Dongguan, China, into Cicor Asia

Production sites

25'000 sq.m of manufacturing space

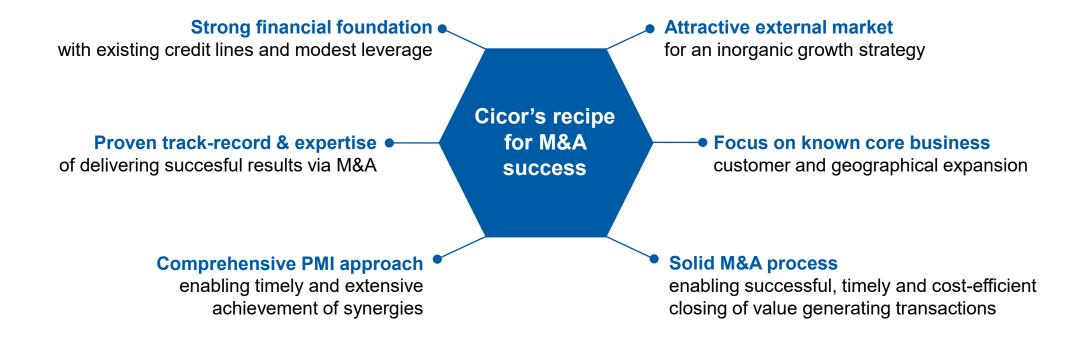


IoT Solutions



Solutions for OEMs in highly regulated markets

Cicor's unique position to create value through M&A







Financial Results FY 2023

Change in Accounting Principles

Offset Goodwill in Equity

- The Board of Directors of Cicor has decided that goodwill from acquisitions will be offset directly against shareholders' equity at the time of acquisition²⁾
- Previously goodwill was capitalized and amortized over its estimated useful life of five years
- The prior year financial information was restated
- Core results (excluding the amortization of goodwill and intangible assets from acquisitions) will no longer be reported
- The impact of the restatement is shown in the adjacent table

		2000 (0	- 41 X		. 0000 (40	
in CHF million		2023 (6 mc	restated	reported	r 2023 (12	montns) restated
Goodwill	reported	change			change	
	20.2 35.7	-20.2 0.0	0.0 35.7	16.6 31.9	-16.6	0.0
Other intangible assets					0.0	31.9
Other assets	348.8	0.0 -20.2	348.8	312.7	0.0	312.7
Total assets	404.7		384.5	361.1	-16.6	344.5
Total liabilities	250.9	0.0	250.9	213.0	0.0	213.0
Total equity	153.8	-20.2	133.6	148.1	-16.6	131.5
Total equity and liabilities	404.7	-20.2	384.5	361.1	-16.6	344.5
G						
Net sales	199.2	0.0	199.2	389.9	0.0	389.9
Operating costs	-177.8	0.0	-177.8	-344.8	0.0	-344.8
EBITDA	21.3	0.0	21.3	45.1	0.0	45.1
Depreciation	-5.8	0.0	-5.8	-11.7	0.0	-11.7
Amortization Goodwill	-2.8	2.8	0.0	-5.7	5.7	0.0
Amortization other intangible assets	-2.2	0.0	-2.2	-4.4	0.0	-4.4
Operating profit (EBIT)	10.5	2.8	13.4	23.4	5.7	29.0
Interest and taxes	-5.6	0.0	-5.6	-17.3	0.0	-17.3
Net profit	4.9	2.8	7.7	6.1	5.7	11.8
EBITDA margin	10.7%	0.0%	10.7%	11.6%	0.0%	11.6%
EBIT margin	5.3%	1.4%	6.7%	6.0%	1.5%	7.4%
Net profit margin	2.5%	1.4%	3.9%	1.6%	1.5%	3.0%
Equity Ratio	38.0%	-3.3%	34.8%	41.0%	-2.8%	38.2%
Net debt	-63.0	0.0	-63.0	-43.5	0.0	-43.5
Earnings per share in CHF 1)	1.10	0.64	1.74	1.37	1.28	2.66

- 1) Earnings per share is calculated considering the 1'267'116 conditional shares that will be created upon conversion of the mandatory convertible notes by January 2027.
- 2) Link to the media release:

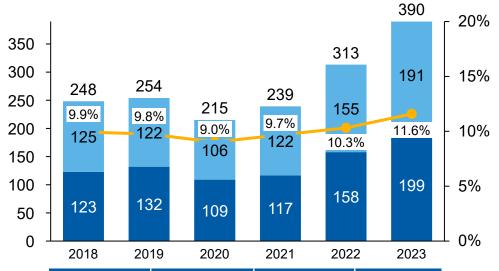
https://www.cicor.com/en/news/article/cicor-changes-the-accounting-policy-for-the-treatment-of-goodwill/



Performance 2018 - 2023

Long-term view – Impact of Cicor growth strategy

Cicor Group



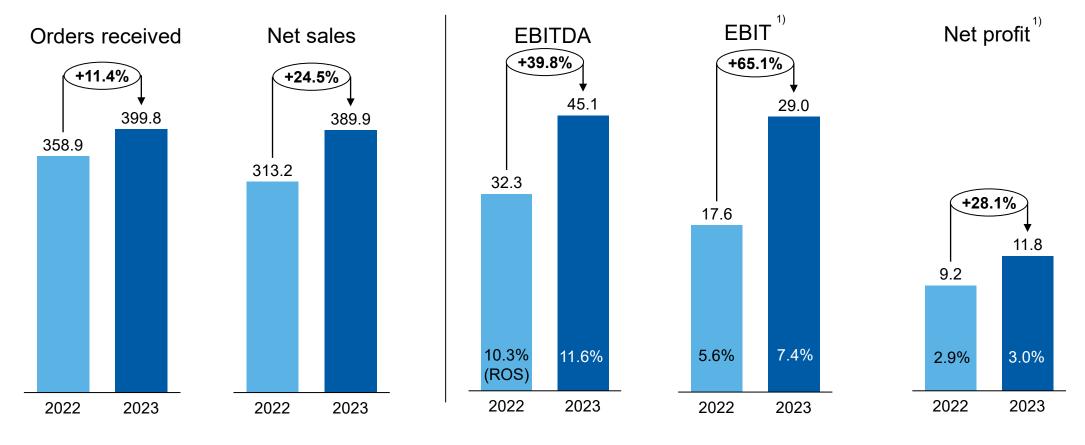
Group in TCHF	FY 2022	FY 2023	% YoY
Sales	313 193	389 890	24.5%
EBITDA	32 274	45 135	39.8%
ROS%	10.3%	11.6%	+130 bps

Sales H2 Sales H1 — EBITDA margin in %

- Change in sales at reported FX rates +24.5% (at constant FX rates +27.5%)
- Organic sales growth of 11.1%¹⁾
- Profitable growth with 9.5% Sales CAGR and 12.9% EBITDA CAGR over the last five years.
- STS closed in January 2024, no impact on 2023 results or balance sheet.

¹⁾ Change in local currencies, adjusted for acquisitions

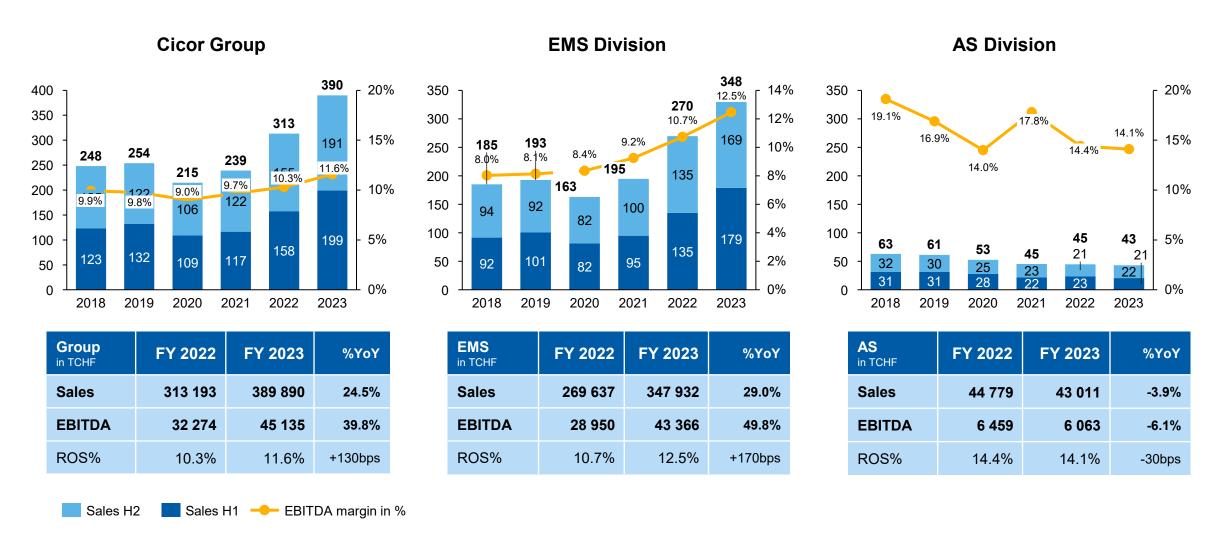
Record sales and core results from organic growth and acquisitions



¹⁾ Cicor has changed its accounting policy effective 1.1.2024 to offset Goodwill in equity at the time of acquisition with no amortization in future periods. All prior periods have been restated.

Profitable growth in EMS Division

Performance 2018 – 2023





in TCHF

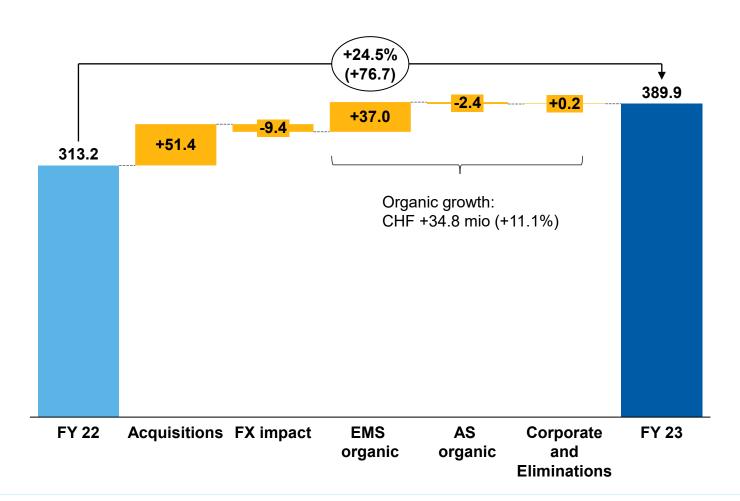
Consolidated Income Statement

	2023	in %	2022	in %	%YoY
Net sales	389 890	100.0	313 193	100.0	24.5
Material expenses	-207 150	-53.1	-167 077	-53.3	24.0
Operating expenses	-137 605	-35.3	-113 842	-36.3	20.9
EBITDA	45 135	11.6	32 274	10.3	39.8
Depreciation	-11 686	-3.0	-10 365	-3.3	12.7
Amortization	-4 404	-1.1	-4 317	-1.4	2.0
EBIT	29 045	7.4	17 592	5.6	65.1
Financial result	-8 362	-2.1	-4 541	-1.4	84.1
Income taxes	-8 923	-2.3	-3 873	-1.2	130.4
Net profit	11 760	3.0	9 178	2.9	28.1

- Record high in Net sales and EBITDA
- Strong contribution from EMS division and economies of scale results in increased overall EBITDA margin of 11.6% (plus 130bps).
- Financial result affected by negative currency effects in both periods, in 2023 the FX effects were MCHF 3 higher than PY.
- Increase in tax rate to 43.1% mainly due to external tax effects, as tax-rate increased in UK and change of tax-scheme in Romania (minimal tax).
- EBIT margin increased to 7.4% driven by improved operating profitability.



Sales contribution



- Strong organic sales growth in EMS division and good contribution from newly acquired companies.
- Negative currency impact of -3.0% (CHF -9.4 mio) mainly due to the devaluation of GBP, RON and EUR vs. CHF.
- Organic growth includes a decrease in broker sales (low margin sales), this understates EMS organic growth.

in TCHF

Consolidated Balance Sheet

	2023	in %	2022	in %
Current assets	251'896	73.1	251'422	72.9
Non-current assets	92'626	26.9	93'497	27.1
Total Assets	344'522	100.0	344'919	100.0
Current liabilities	114'989	33.4	102'829	29.8
Non-current liabilities	98'044	28.5	115'015	33.3
Equity	131'489	38.2	127'075	36.8
Total Liabilities and equity	344'522	100.0	344'919	100.0
Net Debt	43'484		44'522	
Gearing ratio (net debt in % of equity)	33.1		35.0	
Net debt / EBITDA LTM	0.96		1.38	
Net debt / EBITDA LTM proforma 1)	0.96		1.36	
Equity Ratio	38.2%		36.8%	

¹⁾ Acquisitions are included for twelve months pro forma as defined in the covenants agreed with the banking syndicate.

- Focus on ONWC and optimization of treasury activities delivering strong 2023 results.
 Despite revenue growth of 24.5% balance sheet size slightly reduced demonstrating improved capital efficiency.
- All bank covenants met as of December 2023 (equity ratio > 30.0% and leverage net debt / EBITDA < 3.5 including acquisition pro forma).
- Net debt of CHF 43.5 million decreased by CHF 1.0 million despite investments in two acquisitions in 2023.



in TCHF

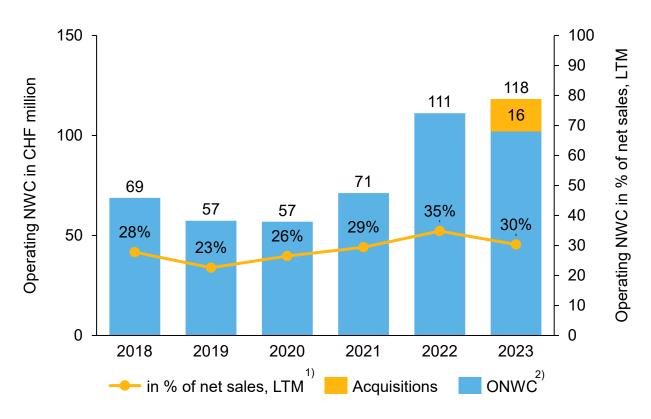
Consolidated Cash Flow Statement

	2023	2022
Net profit	11 760	9 178
Depreciation, amortization and impairment	16 090	14 682
Other non cash items	8 371	- 877
Changes in working capital	2 537	-33 040
Net cash from / (used in) operating activities	38 757	-10 057
Purchase of Property, plant and equipment (net)	-12 156	-11 174
Purchase of intangible assets	- 347	- 225
Acquisition of subsidiaries, net of cash acquired	-21 985	-19 645
Net cash used in investing activities	-34 488	-31 044
Free cash flow	4 269	-41 101
Free Cash Flow excl. acquisitions	26 254	-21 456
Net cash from financing activities	-20 578	48 947
Currency translation effects	-1 331	-1 152
Cash flow	-17 640	6 694

- Positive cash flow from operating activities driven by strong net income performance and focus on working capital management.
- Focus on working capital and normalization of supply chain resulted in a positive cashflow
- Positive free cash flow before acquisitions demonstrates value creation of Cicor's core business.



Operating Net Working Capital



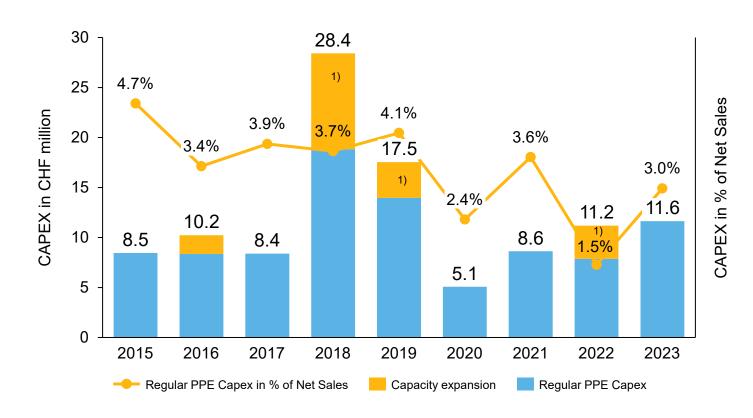
- 1) Acquisitions are included for full twelve months pro-forma
- 2) Operating NWC: Operating inventory + operating accounts receivable operating trade payables

- Stabilization in half year 2023 turned into a decrease in second half of 2023, as a result of strong management focus on working capital management.
- Increase in ONWC from recent acquisitions is main driver for increase.
- The improvement to 30% of sales confirms Cicor's mid-term guidance/strategy



CAPEX

Capex for Property, plant and equipment



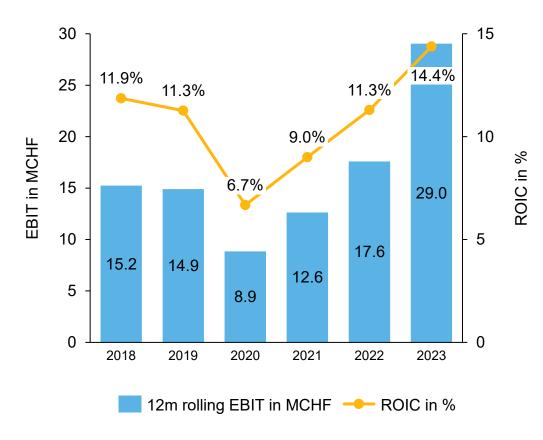
1) 2018: New plant in Romania, 2019: Paint-Shop and precision molding in Indonesia, 2022: New plant in Vietnam

- No capacity expansion in 2023
- Investment in PPE was in line with our expectations and support our further growth strategy
- Capex of 3% according our mid-term goals (excluding major footprint expansions)



ROIC

Return on Invested Capital



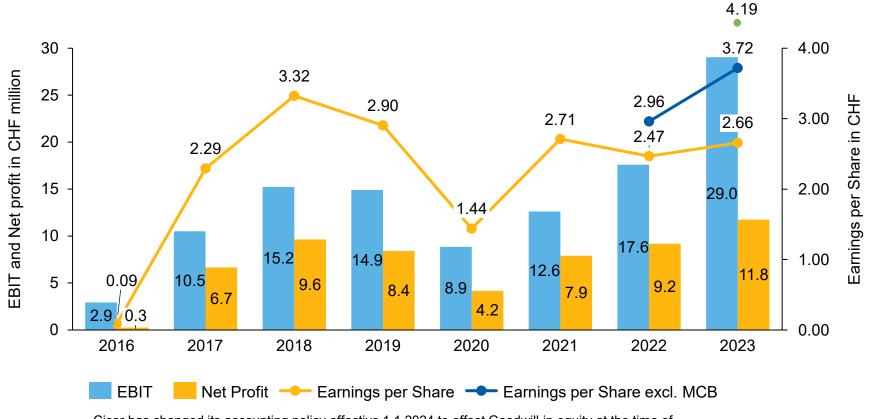
- Strong ROIC progression in 2023 inline with mid-term guidance to be above 15%.
- ROIC improvement driven by
 - Revenue growth (24.5%)
 - profitability improvements (130 bps)
 - invested capital efficiency (treasury / ONWC improvement)
- Increase in ROIC compared to prior period as EBIT increased above invested capital.

ROIC in % = Core EBIT (EBIT before amortization of Intangible assets out of business combinations, 12m rolling) / Average Net Invested Capital (12m rolling) = Equity plus Financial liabilities minus Intangible assets out of business combinations



EPS

Long-term development of earnings per share



- Underlying 2023 net earnings per share at CHF 4.19
- Underlying earnings exclude FX losses of CHF 4.1 million and one-off tax impacts of CHF 2.7 million (total EPS impact of CHF 1.54•)

Key Figures per Share

	2023	2022	Change %
Number of registered shares issued	3 411 169	3 409 542	+0.0%
Number of Treasury shares	- 249 404	- 241 916	+3.1%
Number of outstanding registered shares	3 161 765	3 167 626	-0.2%
Number of conditional shares for MCN	1 267 116	1 267 116	+0.0%
Number of outs. and cond. MCN shares	4 428 881	4 434 742	-0.1%
Average number of outst. and cond. MCN shares	4 428 767	3 719 122	+19.1%
Net profit (in TCHF)	11 760	9 178	+28.1%
Earnings per share (in CHF)	2.66	2.47	+7.6%
Share price (in CHF)	49.80	42.90	+16.1%
Market capitalization (in TCHF)	220 558	190 250	+15.9%

- The conversion of the MCN will result in 1,267,116 additional shares until 2027.
 These shares are considered outstanding for both EPS and market capitalization purposes.
- Optional conversion of the MCN started in January 2024
- Increase in average number of outstanding and conditional MCN shares from the issuance of the second tranche of MCNs in October 2022.
- Earnings per share increase driven by strong operating profitability.



Two acquisitions successfully completed in 2023

Acquisitions

	PM	AFT	2023
Cash paid	23'498	1'368	24'866
Direct costs related to acquisition	421	157	578
Purchase consideration cash	23'919	1'525	25'444
less: Fair value of net assets acquired	-23'004	-1'313	-24'317
Goodwill	915	212	1'127
Non-current Assets	7'258	831	8'089
Current Assets	23'512	524	24'036
Non current liabilities	-348	0	-348
Current liabilities	-7'418	-41	-7'459
Total fair value of net assets acquired	23'004	1'313	24'317
Purchase consideration cash	23'919	1'525	25'444
less: cash and cash equivalents acquired	-3'459	0	-3'459
Cash outflow on acq. during the year	20'461	1'525	21'985

Cicor Digital Elektronik (PM)

- Two sites in Thuringia (Germany) and one site in Borj-Cedria (Tunisia)
- Closing of share deal in January 2023 for a consideration of TCHF 23 919, resulting in a Goodwill of TCHF 915
- Integrated in Cicor's EMS division

AFT Microwave (AFT)

- Cicor acquired the thin-film business of AFT microwave GmbH, Backnang (Germany), as part of an asset deal.
- Closing of deal in March 2023 for a consideration of TCHF 1 525, resulting in a Goodwill of TCHF 212.
- Integrated into Reinhardt Microtech GmbH, Ulm (Germany), which is part of the Cicor AS division



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Outlook & Closing

Guidance

Accelerated growth expected to continue in 2024

- Order backlog equivalent to almost one year's sales
- Important new projects are entering series production
- The consolidation of acquired companies will additionally lead to a significant increase in sales and earnings
- The appreciation of the Swiss franc against the euro and the US dollar, as well as a temporary decline in demand from customers in the smart building and other industrial sectors, will have a dampening effect on growth
- **Full year 2024 guidance** (Provided the geopolitical, economic and financial conditions do not deteriorate significantly):
 - Net sales of CHF 460 500 million
 - EBITDA margin in the target range of 10-13%



Continuing on the growth trajectory

Organic Growth

7 - 10% p.A. Revenue

>600
million
CHF4)

Profitability

Core EBIT

7 – 10%

EBITDA

10 – 13%

Other

Core ROIC 1)

>15%

Net Debt / EBITDA

<2.75

Capex 2)

up to 3%

- Cicor is well positioned to face economic headwinds due to its strategic markets being more resilient.
- Acquisitions will continue to play an important role as we see attractive opportunities with high returns.
- Dividends to be considered once Cicor delivering sustainable positive net cash flows.³⁾

⁴⁾ The current mid-term guidance includes some moderate level of acquisitions.



¹⁾ Core ROIC in % = EBIT before amortization of intangible assets from acquisitions (12m rolling) / Average Net Invested Capital (12m rolling) = Equity plus Financial liabilities minus Intangible assets out of business combinations

²⁾ CAPEX guidance expressed as % of revenue excluding major footprint expansions

³⁾ Positive operating cash flows higher than negative investment cash flows (incl M&A) and financing cash flows (incl repayments) in at least two consecutive years.

Cicor – an asset for your portfolio

- Market with resilient growth driven by megatrends of electronification, outsourcing and nearshoring
- Strategy targeting the most profitable segments of the market: Industrial, Medical, Aerospace & Defense
- Value accretive buy and build strategy with disciplined approach and integration playbook
- Management with track-record for successful organic and inorganic growth



Investor Relations

Agenda 2024

Interim Report 2024
Business Update Q3/2024
Investora 2024 in Zurich
Baader Investment Conference 2024 in Munich
Deutsches Eigenkapitalforum in Frankfurt

We plan to participate in various conferences and roadshows during 2024. As soon as the dates are confirmed, we will publish details on our website and in the SIX consolidated corporate calendar.



Cicor Technologies Ltd.

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The latest list of analysts covering Cicor is available on our website: https://www.cicor.com/en/investors/financial-information/analysts/



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