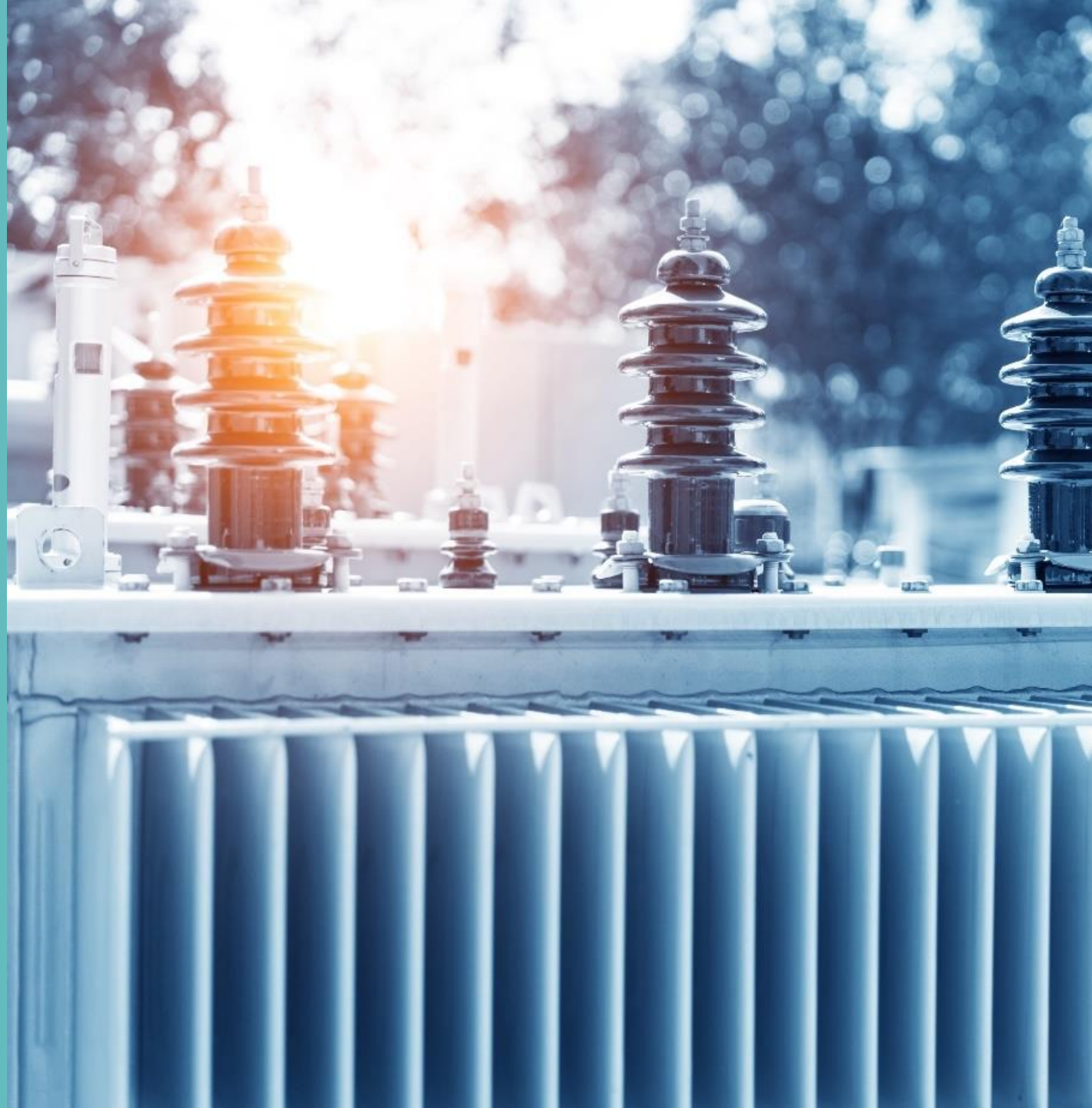


# R&S Group

## Investor Presentation

September 2025



This presentation contains certain forward-looking statements. Such forward-looking statements reflect the current views of management and are subject to known and unknown risks, uncertainties, assumptions and other factors that may cause actual results, performance or achievements of the Group to differ materially from those expressed or implied herein. Although R&S Group is convinced that the forward-looking statements are based on reasonable assumptions, R&S Group cannot guarantee that these expectations will be realized.

Should such risks or uncertainties materialize, or should underlying assumptions prove incorrect, actual results may vary materially from those described in this presentation.

R&S Group is providing the information in this presentation as of this date and does not undertake any obligation to update any forward-looking statements contained in it as a result of new information, future events or otherwise.



**Eduardo Terzi**  
Group CEO



**Matthias P. Weibel**  
Group CFO



**Doris Rudischhauser**  
Investor Relations Officer

1

**Introduction Market and R&S Group's position within**

2

**Key highlights and financial results H1 2025**

3

**Outlook for H2 2025**

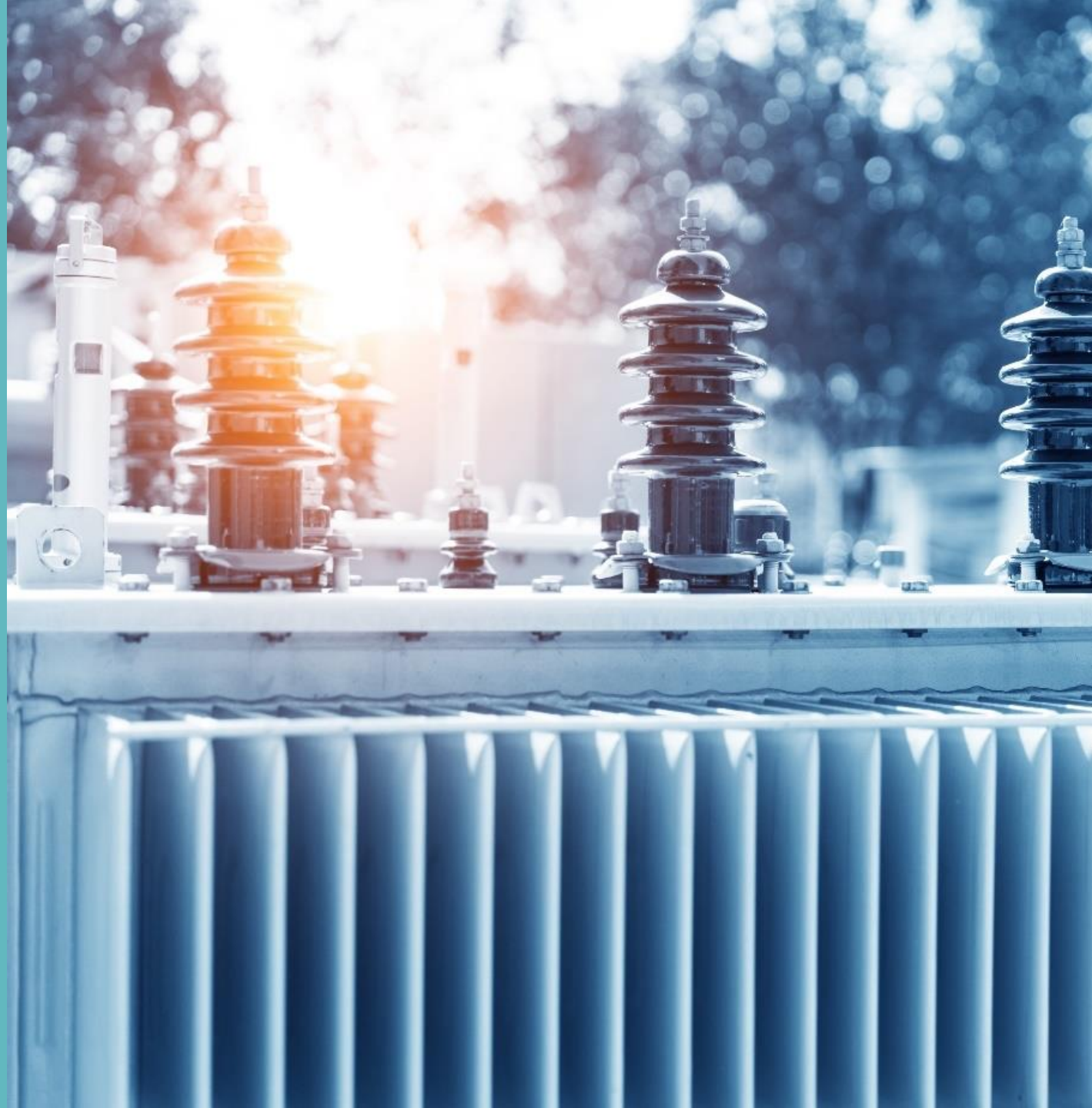
4

**Q&A**





Introduction market and  
R&S Group's position  
within



The  
Economist

Weekly edition   The world in brief   War in the Middle East   War in Ukraine   United States   The world economy   Business

Business | Unplugged

## How big tech plans to feed AI's voracious appetite for power

As data centres get more energy-hungry, the hyperscalers get more creative

Share



PHOTOGRAPH: DUSTIN CHAMBERS/NEW YORK TIMES/REDUX/EYEVINE

**Excerpt from the Economist, 28 July 2025:**

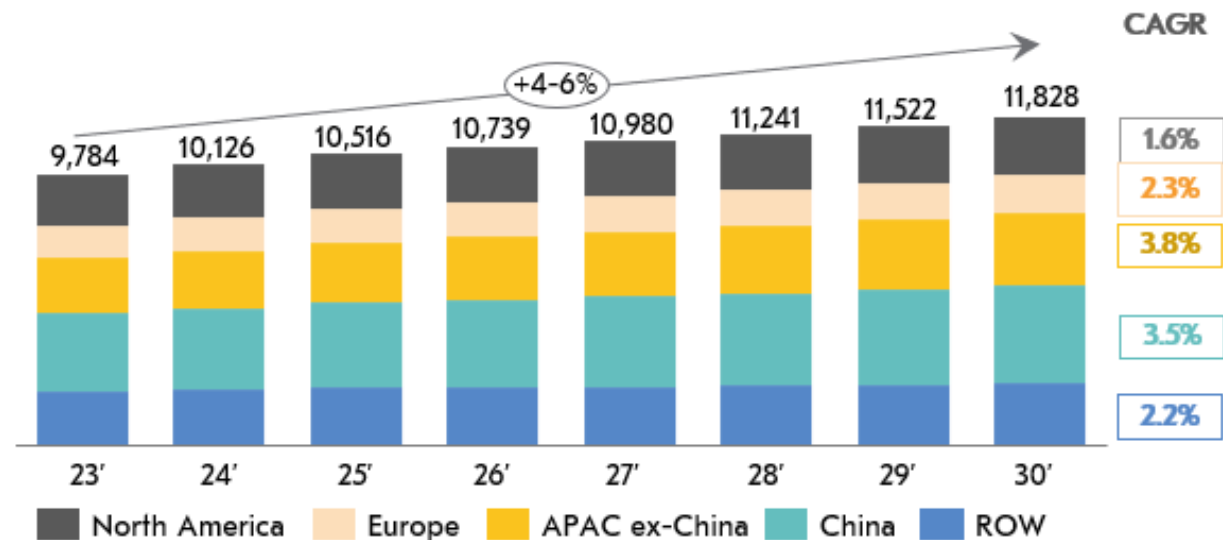
*“The scarcity of chips and data-centre hardware, including transformers and switching equipment, has led to sharply increased prices and extended delays.”*

Source: The Economist, Jul 28<sup>th</sup> 2025

# Strong secular market tailwinds and massive replacement requirement

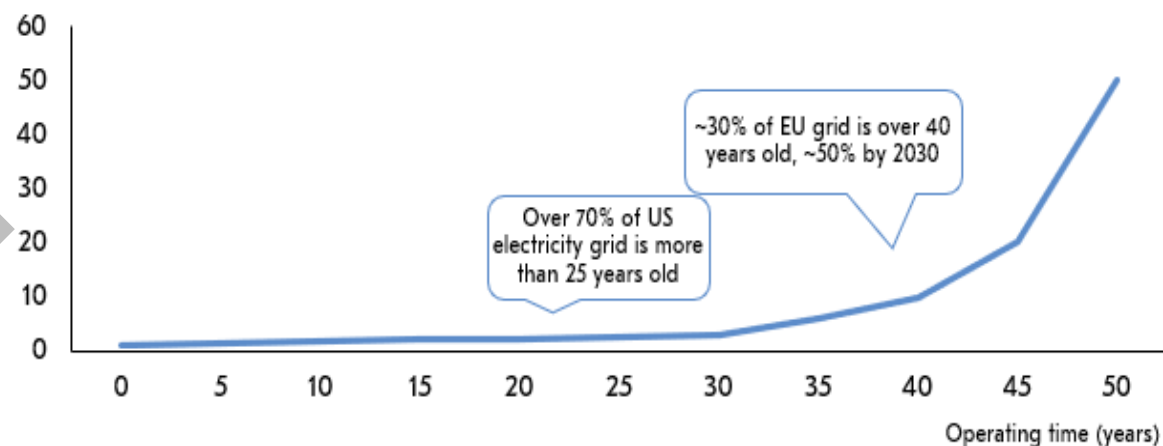
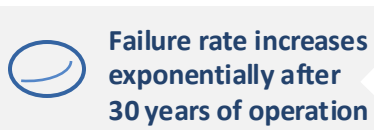
## Secular tailwinds...

Continued expansion of installed power generation capacity (GW) per region

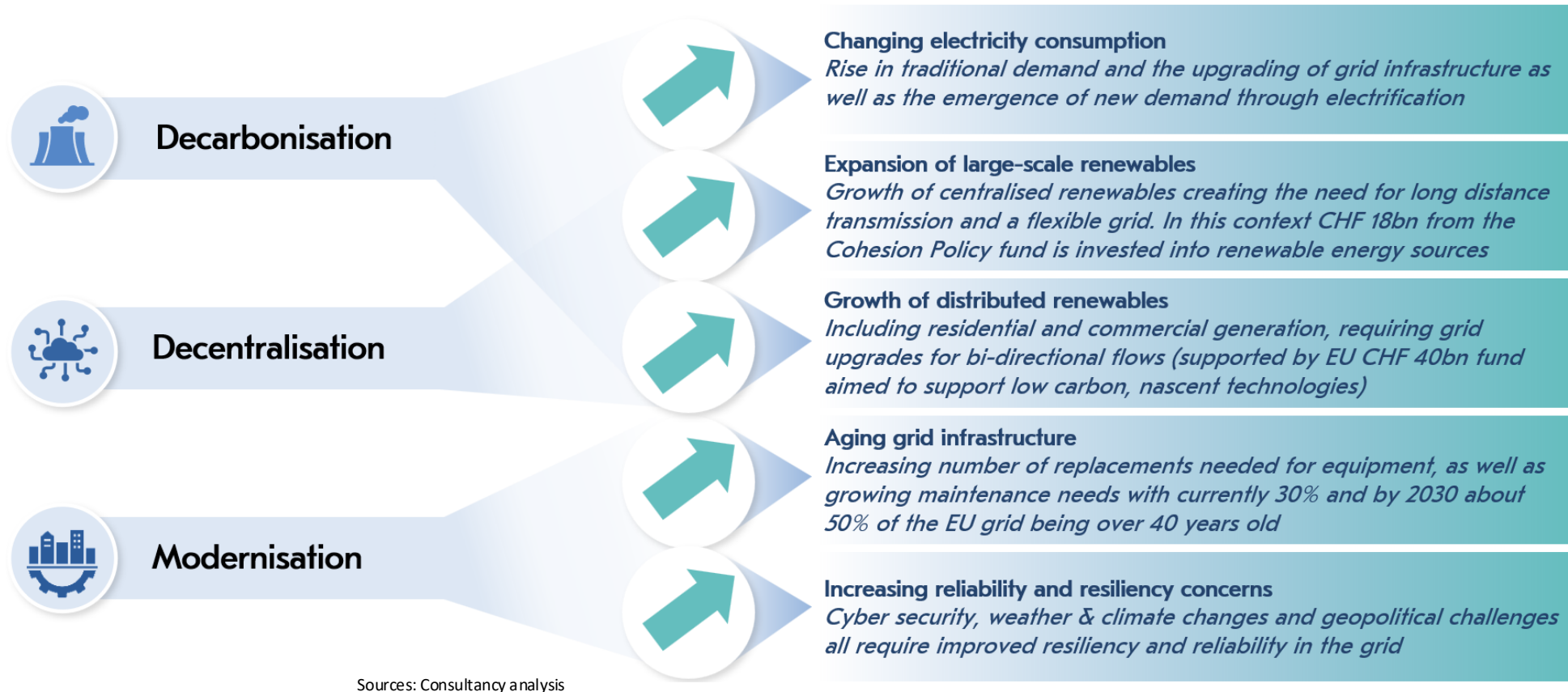


...combined with massive replacement requirements

Ageing grid infrastructure demanding replacement:  
Failure rate of transformers (%)



# Positive trends alive despite shake-ups from US. Strong business resilience.

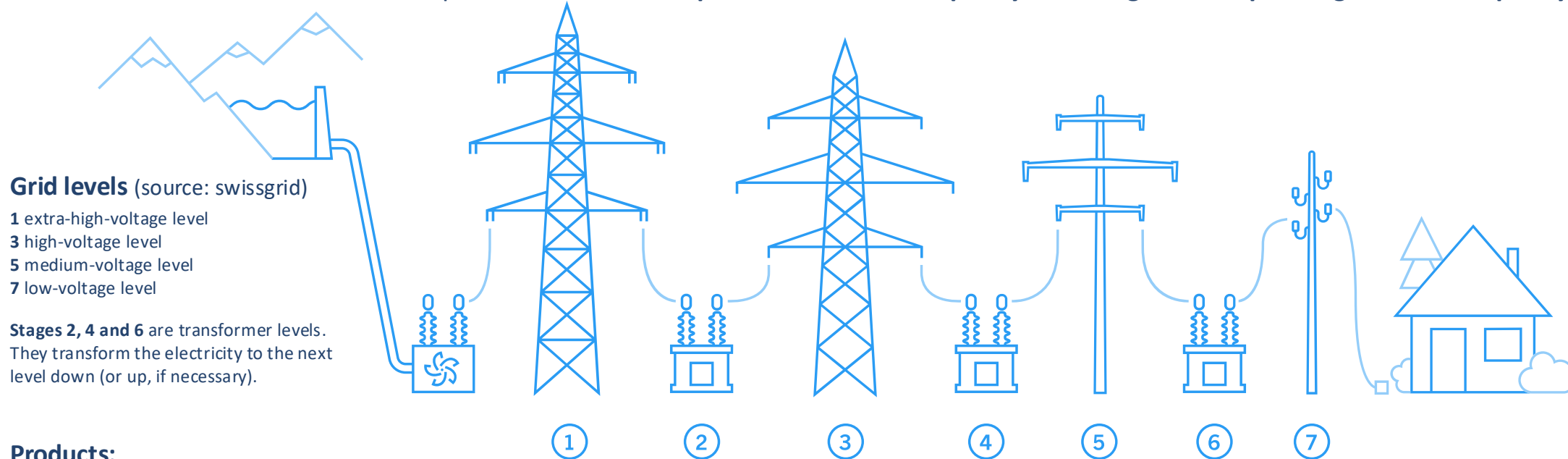


- Business driven by strong mega trends for expanded electrification, except temporary slowdown in electrical vehicle.
- Underlying trends still alive for utility.
- Growth potential with more focus on utility business, mainly in Germany, already at 13% of sales.



# The transformer market is at an inflection point for growth

The expansion of the electricity grid substitution is critical in the substitution by electrical energy. Transformers are essential in electricity transmission & distribution. In developed countries, the **required transformer capacity is ~3x higher than power generation capacity**.



## Products:

### Power Transformers (PT)

up to 120 MVA

### Distribution Transformers (DT)

up to 20 MVA

### Distribution Transformers

#### Oil-immersed (ODT) and Cast Resin (CRT)

up to 2.5 MVA and 10 MVA

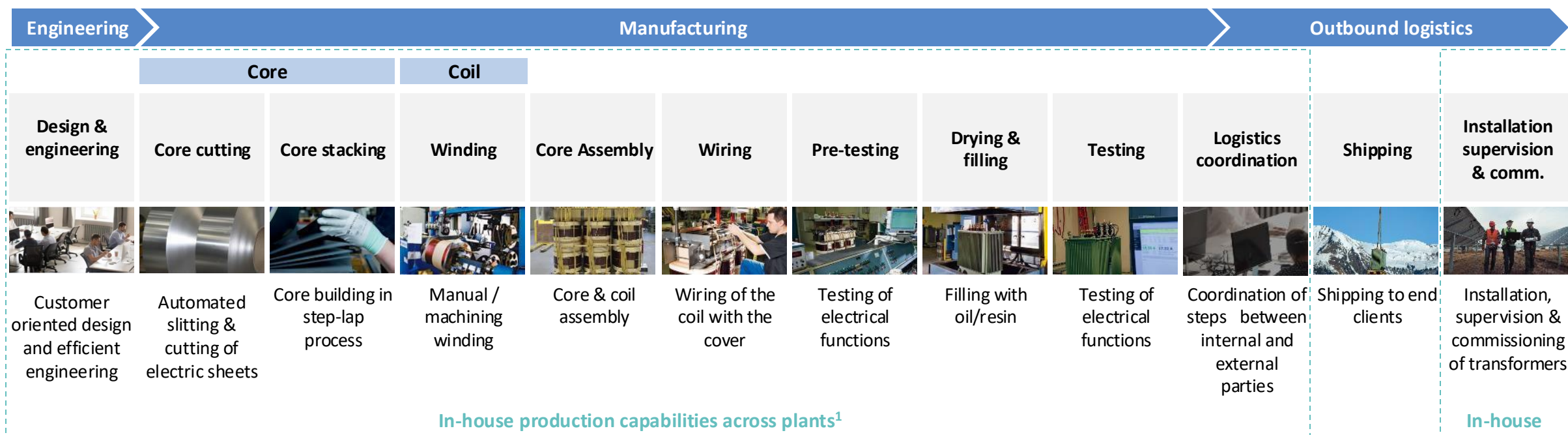
### Single-phase Transformers

up to 100 kVA



# Production process setting high entry barriers

Sophisticated production process ensuring premium quality and setting high entry barriers for competitors



- ✓ Product testing at **each manufacturing facility** as well as in **specific assembly and testing facilities** to ensure compliance with regulations and international standards
- ✓ Ensuring **highest quality and certification standards of the transformers**
- ✓ No need for a 3rd party testing provider to allow **ownership of testing process and premium quality**
- ✓ Labor **intensive process**, creating **high barriers to entry** for new entrants given **need for highly skilled employees** to process the testing

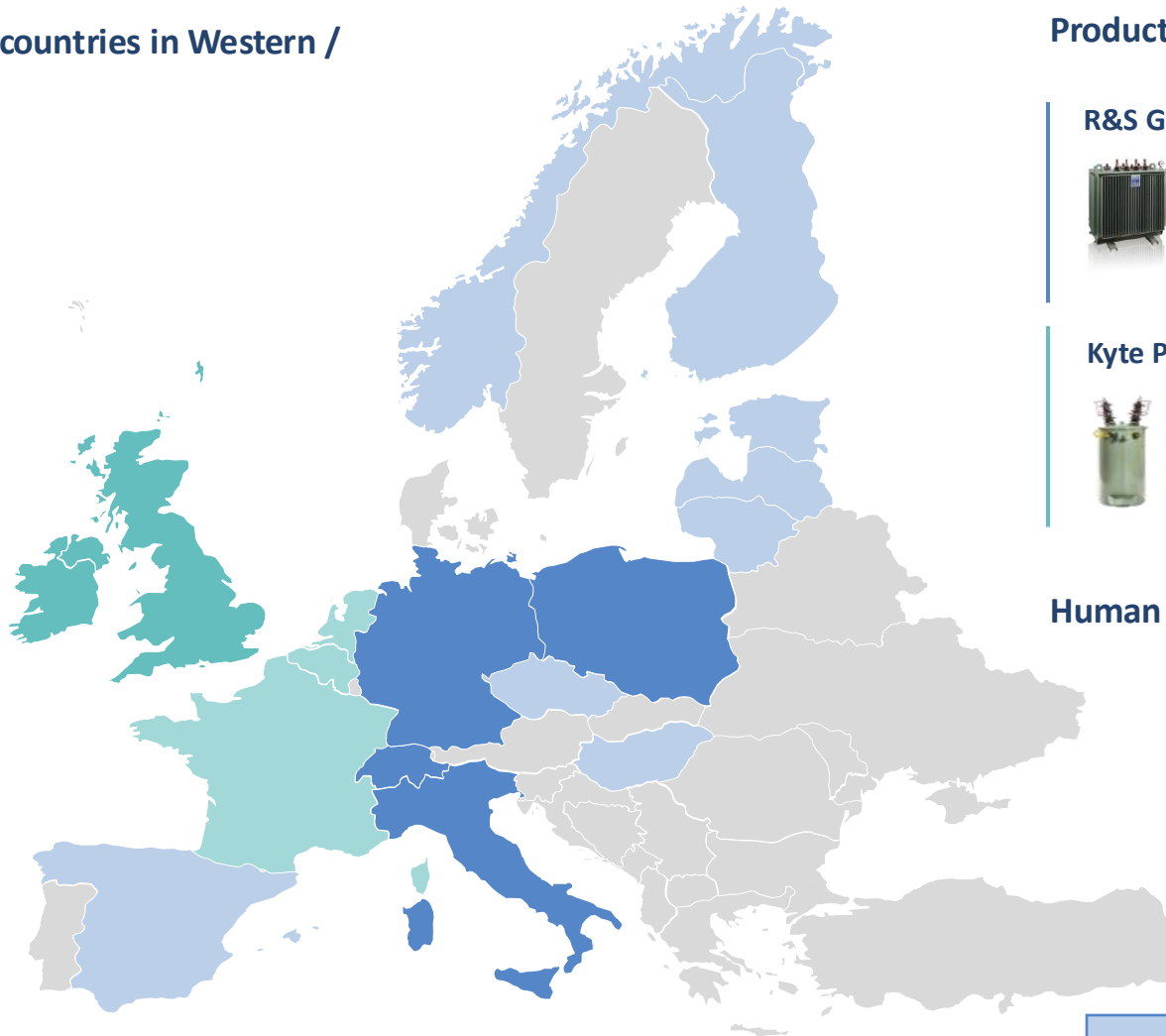
Note:

<sup>1</sup>In-house capabilities for core cutting at production site in Sissach (CH) to 80% and in Lodz (PL) and in Arezzo (IT)

# Footprint, expanded product portfolio and skills set

## Footprint covering key countries in Western / Central Europe

- Kyte core market
- Kyte secondary market
- R&S core market
- R&S secondary market



Sources: Company information, Market information

## Product portfolio – key products

### R&S Group



Distribution transformers  
Up to 36kV & 2.5MVA



Power transformers  
Up to 145kV & 120MVA



Cast resin transformers  
Up to 52kV & 20MVA



Instrument transformers  
Up to 36kV

### Kyte Powertech



Single phase transformers  
15-100kVA



Small/medium transformers  
15-315kVA



Big transformers  
1.2-10MVA



Substations  
400kVA-1MVA

## Human Resources: Number of employees

**R&S**  
635



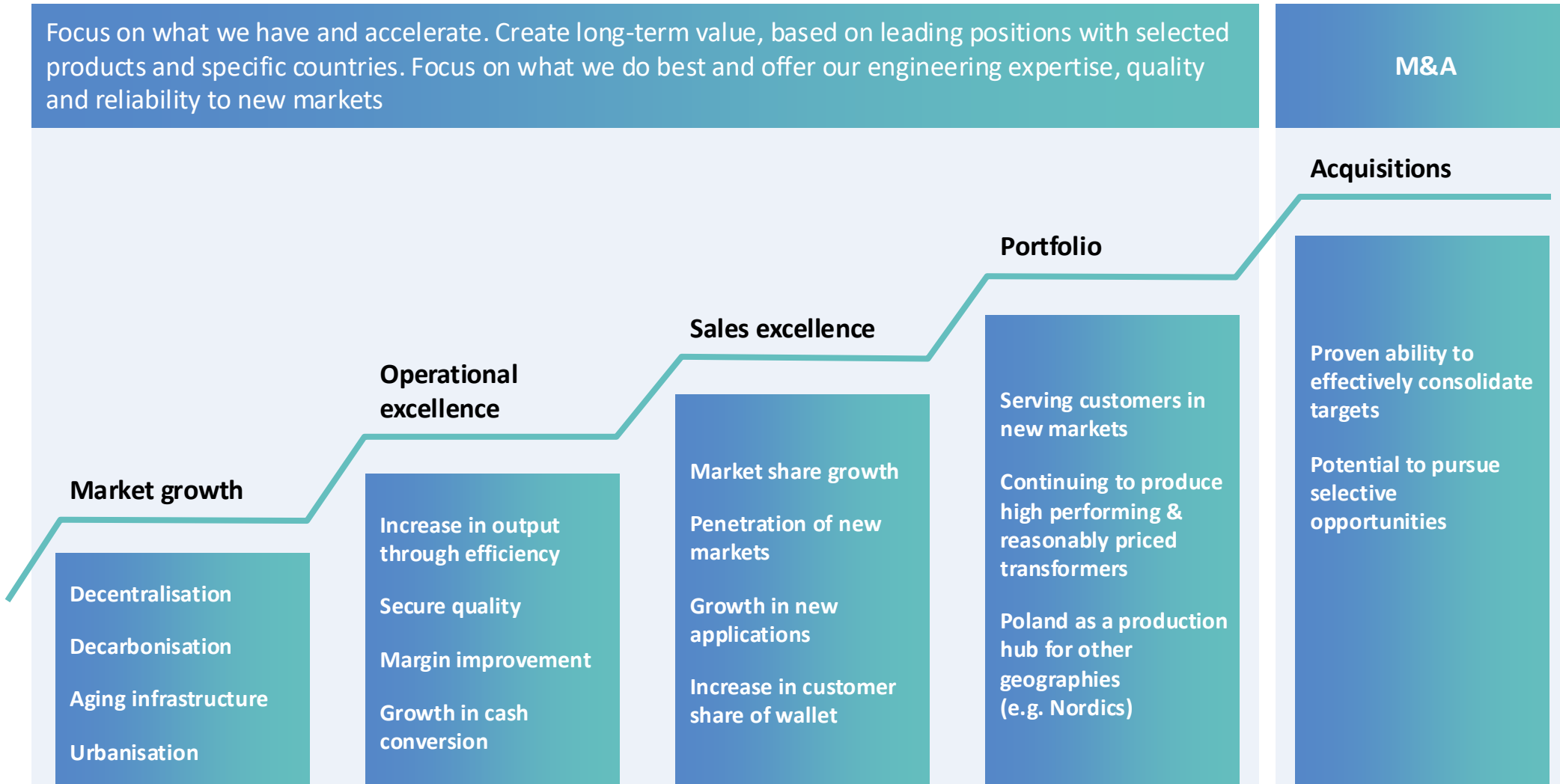
**kyte**  
POWERTECH  
500

Engineering and R&D:  
Combined design library > 20,000 designs

+ Middle East

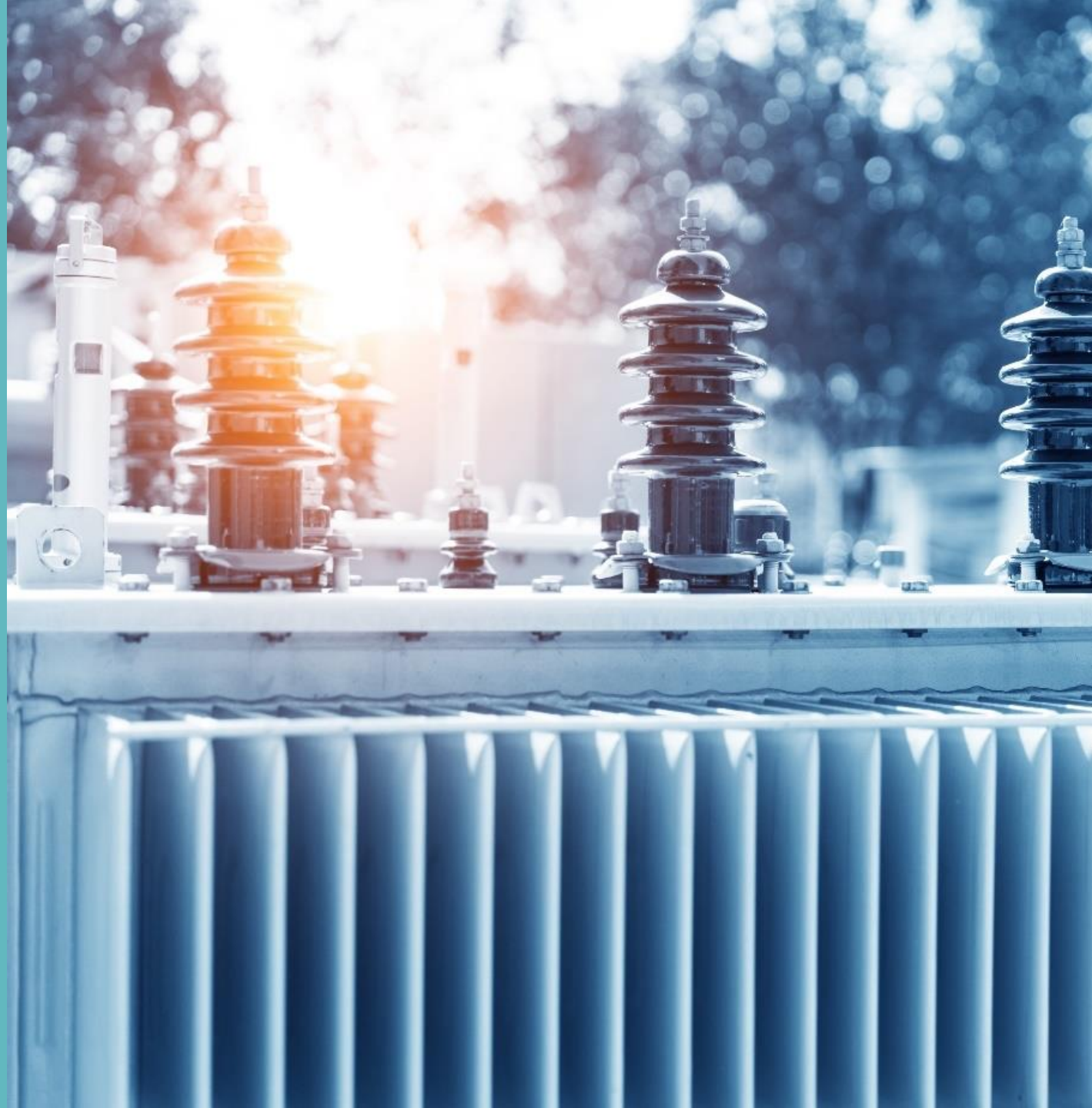
# Strategic pillars – portfolio management and M&A as integral parts

Focus on what we have and accelerate. Create long-term value, based on leading positions with selected products and specific countries. Focus on what we do best and offer our engineering expertise, quality and reliability to new markets





# Key highlights H1 2025



# H1 2025 at a glance



**Strong topline development;  
High order backlog  
supporting year-end outlook**



**Progress on Kyte  
Powertech**



**Capacity expansion and  
ramp-up Bochnia**



**Profitability in line with guidance  
with an EBIT margin at 19.5%**



**FCF impacted by growth  
investments (NWC, capex)**



**Investor confidence and  
more diversified  
shareholder base**

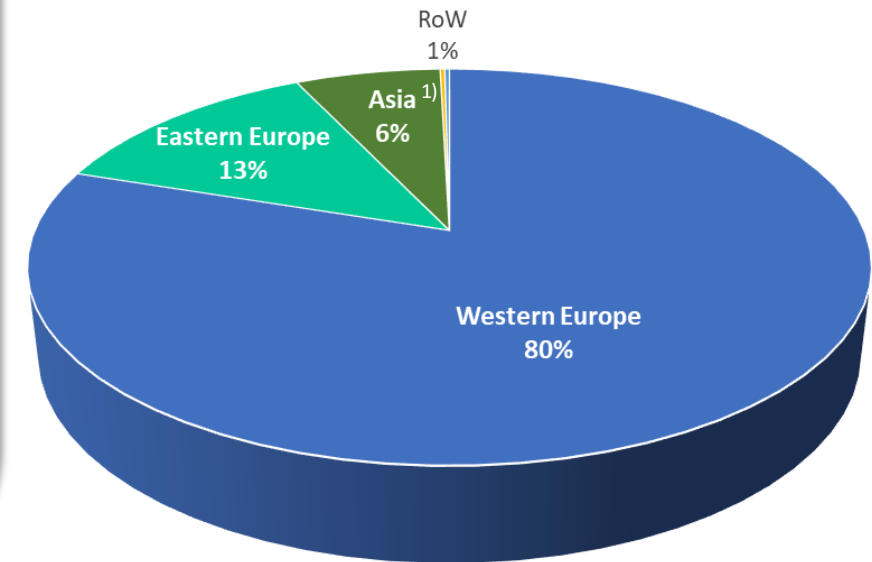
# All product groups and applications with continuing order intake



**Strong topline development;  
High order backlog supporting year-end outlook**

- Good demand in core markets of Switzerland, Italy, Poland and Ireland/UK.
- Continuous development in new markets such as Germany, the Nordics, the Baltics and France.
- Germany at 13% of sales (6% in prior year).
- Start of recovery of German and Polish construction sectors.
- R&S has no sales exposure to the US.
- High order backlog of CHF 305.7 million.

**Net sales mix:**



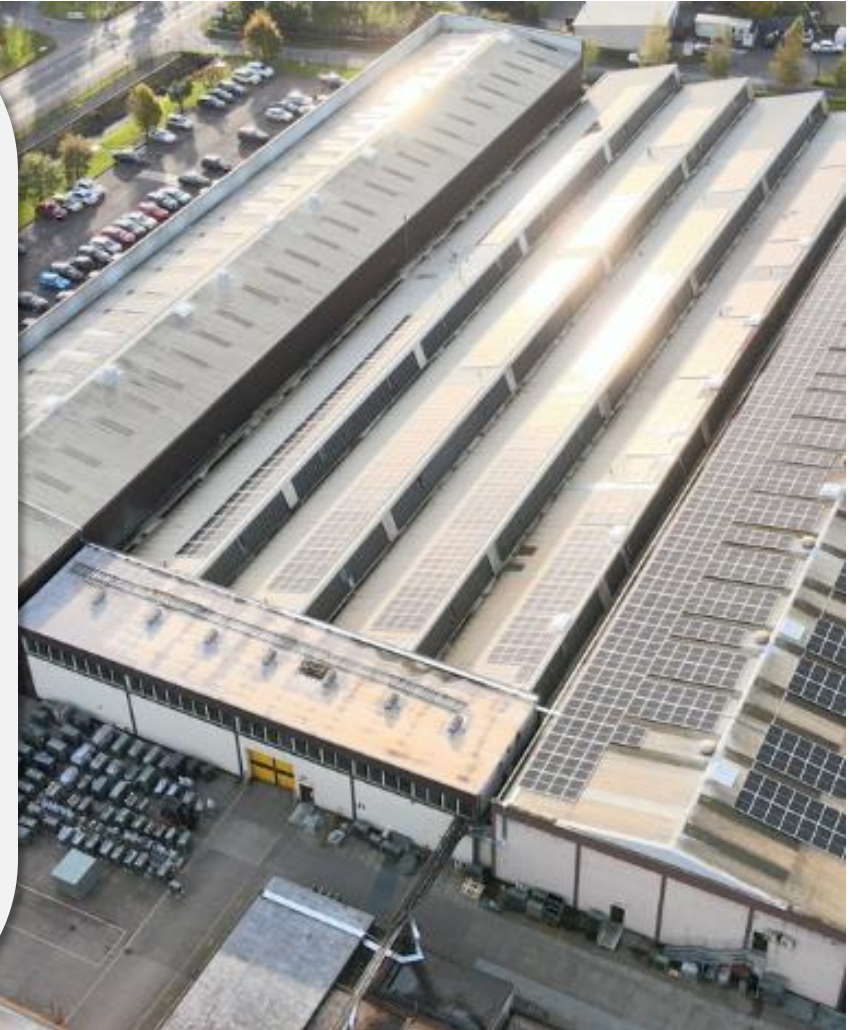
<sup>1</sup> incl. Middle East

# Ongoing progress on Kyte Powertech



## Progress on Kyte Powertech

- Formal integration successfully concluded.
- Integration of operational functions like manufacturing and quality to be deployed further.
- Productivity in operations in focus.
- Pursuit of up- and cross-selling initiatives across markets and customers.



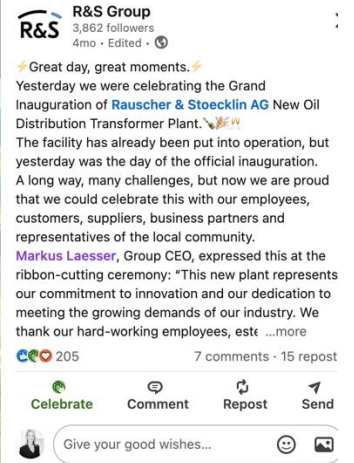


# Capacity expansion and ramp-up Bochnia delayed



## Capacity expansion and ramp-up Bochnia

- Official inauguration 3 April 2025 with customers and local representatives.
- Ramp-up and output plan of 10,000 sqm state-of-the-art facility. Build-up of working capital.
- Delays in ramp-up due to late machine deliveries and workforce development.
- Impact on sales and order intake.
- ISO 9001 certification already received, certification for key customers ongoing.



# Key figures<sup>\*)</sup> as per 30 June 2025



**244.8**

Order intake



**206.3**

Net sales



**305.7**

Order backlog



**40.2**

Operating result  
EBIT

**+19.5%**

EBIT margin



**28.8**

Profit after tax



**5.2**

Free cash flow

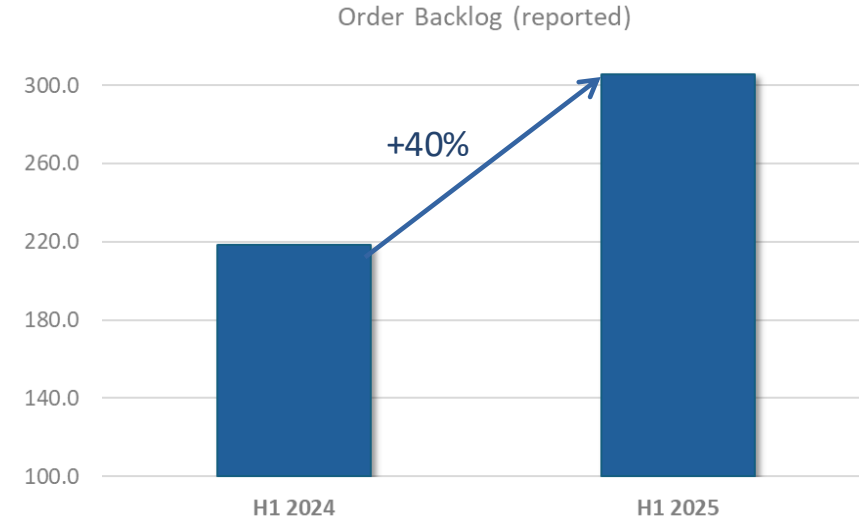
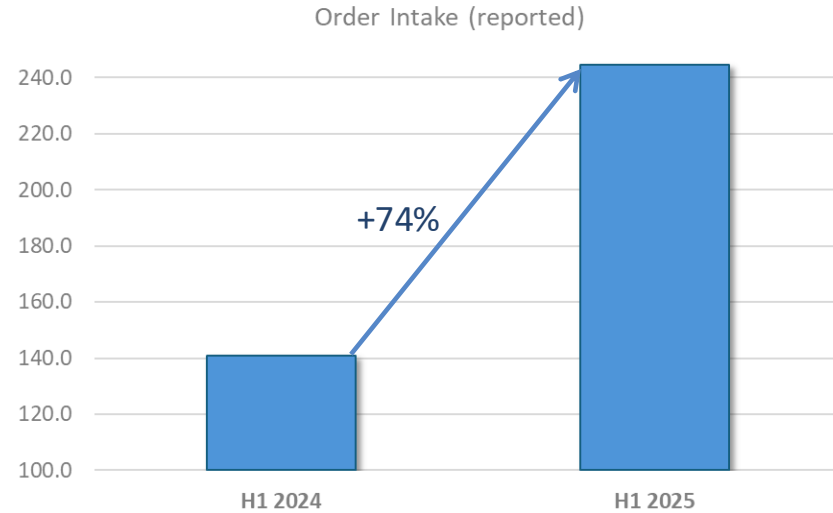
**+2.5%**

FCF margin

<sup>\*)</sup> Including Kyte Powertech for the full first half of 2025

# All product groups with continuing positive order intake

MCHF



- Continuous high monthly order intake from key markets (CH, GER, IT)
- Delays in the ramp-up of the new plant near Bochnia, resulting in a negative impact on order intake and sales of ~CHF 12 million in 2025
- Book-to-bill at 1.2 in H1 2025
- High backlog for Power Transformers until Q2/2027, adequate backlog for Oil Distribution- and Cast Resin Transformers.

# Key financial figures as per 30 June 2025

	<b>HY 2025 reported</b>	<b>HY 2024 reported</b>	<b>HY 2024 adjusted</b>	<b>Change in reported figures</b>
	MCHF	MCHF	MCHF	in%
Order intake	244.8	141.0	141.0	73.6%
Order backlog	305.7	218.2	218.2	40.1%
Net sales	206.3	109.9	109.9	87.7%
Operating result (EBIT)	40.2	24.0	25.5 <sup>1</sup>	67.5%
as % of net sales	19.5%	21.8%	23.2%	
Profit after tax	28.8	12.1	17.3 <sup>1,2</sup>	138.0%
Free Cash Flow	5.2	5.5	7.5 <sup>2</sup>	-5.5%
Earnings per share in CHF <sup>3</sup>	0.77	0.42	0.60	83.3%
Net financial debt <sup>4</sup>	104.0	-5.1	-5.1	n/a
Year-end Number of full-time equivalents	1'285	635	635	102.4%

1 Excluding M&A costs of 1.5 MCHF

2 Excluding subsequent tax payments in Italy of 3.7 MCHF (cash impact of 2 MCHF for H1 2024)

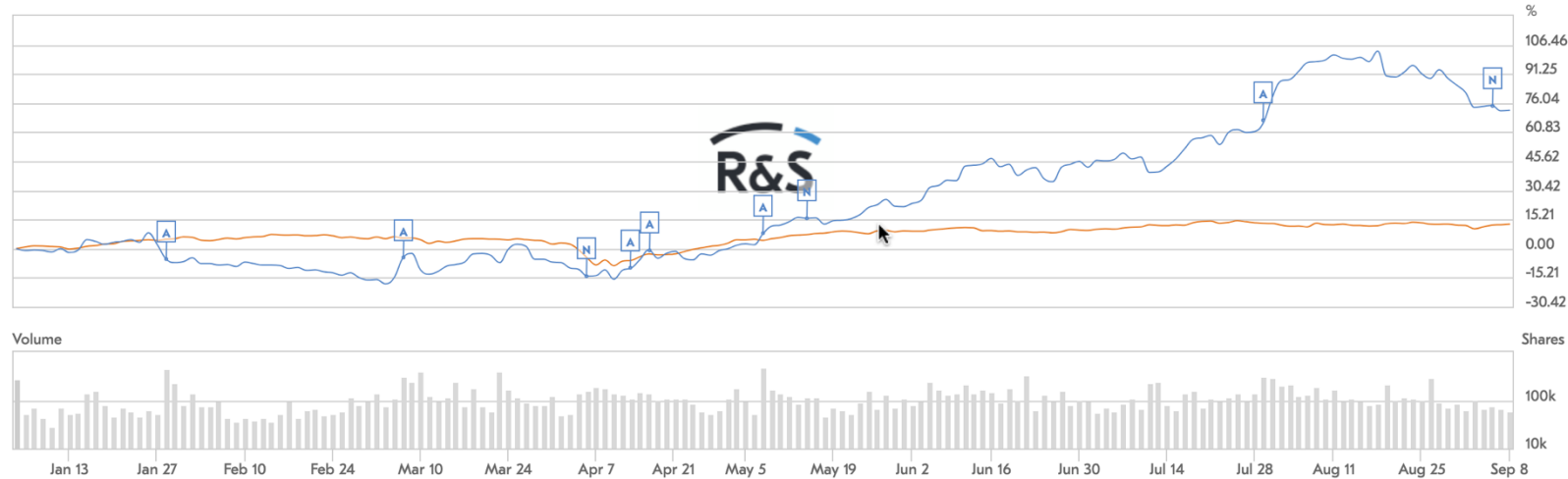
3 Basic Earnings per share computed by dividing Profit after tax by the weighted average number of shares outstanding (37'239'162 shares in 2025).

4 Defined as (interest-bearing) short- and long-term liabilities less cash and equivalents. Excess cash in the prior year numbers.



# Share price performance YTD and shareholder structure

— R&S Group (SIX Swiss Exchange) — SPI EXTRA

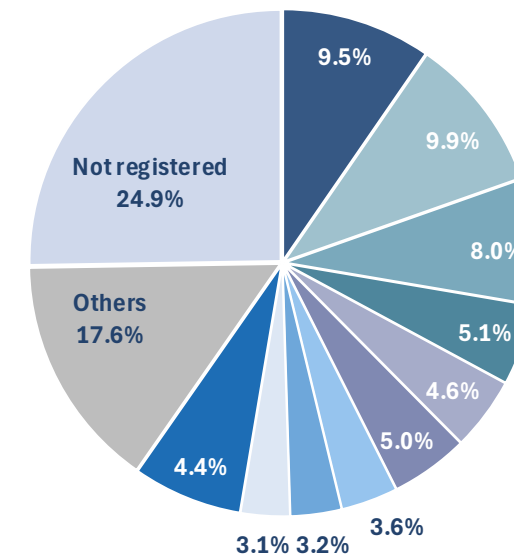


As of 17 September 2025

**Free float of 90.5%**

Number of shareholders: 2,103

## Significant shareholders<sup>4</sup>



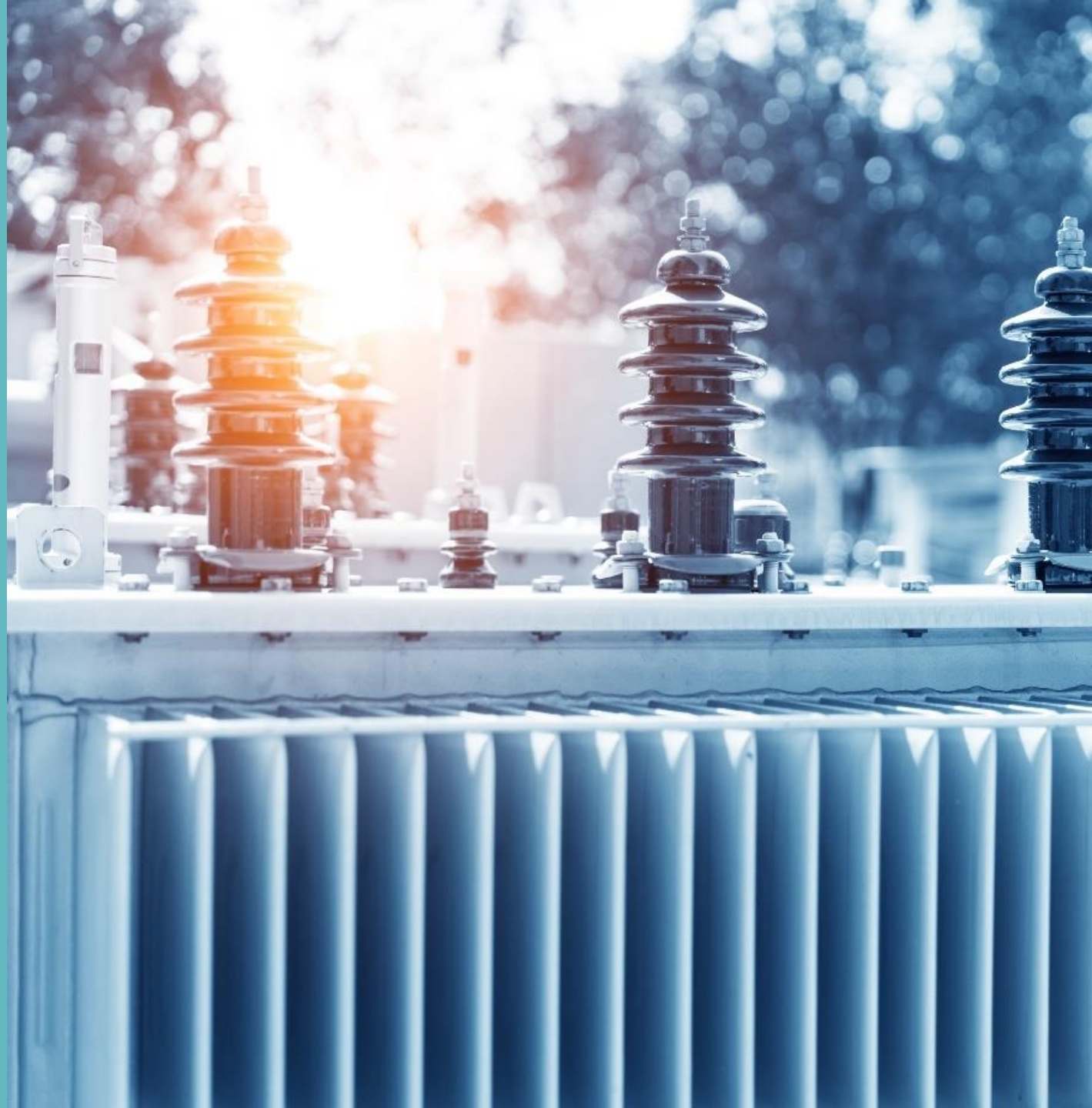
- Artemis Beteiligungen AG
- UBS Fund Management (Switzerland) AG
- The Capital Group Companies
- Janus Henderson
- Lock-up 8 members (Kyte management)
- Swisscanto Fondsleitung AG
- BlackRock
- J.P. Morgan Chase
- Columbia Threadneedle Investment
- Nominees

## Comments

- Share price development +211<sup>1</sup> since listing
- Market capitalization CHF 1,156 million +300%<sup>2</sup> since listing
- Number of shares outstanding: 37.2 million

- 1) Calculated based on closing prices.
- 2) Based on number of shares outstanding at listing and as of 17 September 2025, incl. conversion of redeemable warrants.
- 3) Free float according to definition of SIX Index Division excludes Artemis
- 4) Significant shareholders >3% with percentage as filed with SER Disclosure Office.

Outlook for H2 2025



# First impressions from Eduardo Terzi Group as CEO after ~100 days

*“Strategy only works when it meets strong and disciplined day-to-day execution.  
This is how we drive customer trust and profitable growth.”*

## Positive aspects



**People:** dedicated, professional, passionate



**Markets:** Addressing megatrends, good market positions, customer proximity



**Business model:** excellent technology, people and material intensive, focus on cash conversion



**Strategy:** current successful strategy **needs to be sharpened -> integrated company**

## Improve-ment potential



**Go-to market:** customer and market focus, value propositions/share of wallet



**Procurement:** bundling, renegotiation, development of new suppliers



**Operations:** operational and technological excellence, process optimization



**Culture:** performance orientation, talent development, competence management

# Focus topics for H2 2025



## Focus topics H2 2025

- Continue on positive business momentum based on current backlog and good market demand
- Further drive Operational Excellence in all the plants (process and cost optimizations), esp. @Kyte.
- Ramp-up Bochnia (throughput and output) without compromising quality.
- Progress on the new greenfield plant for power transformers
- Focus on working capital and cash conversion





# Plant expansion power transformers on track

New factory visualization



**ZREW**  
A company of R&S



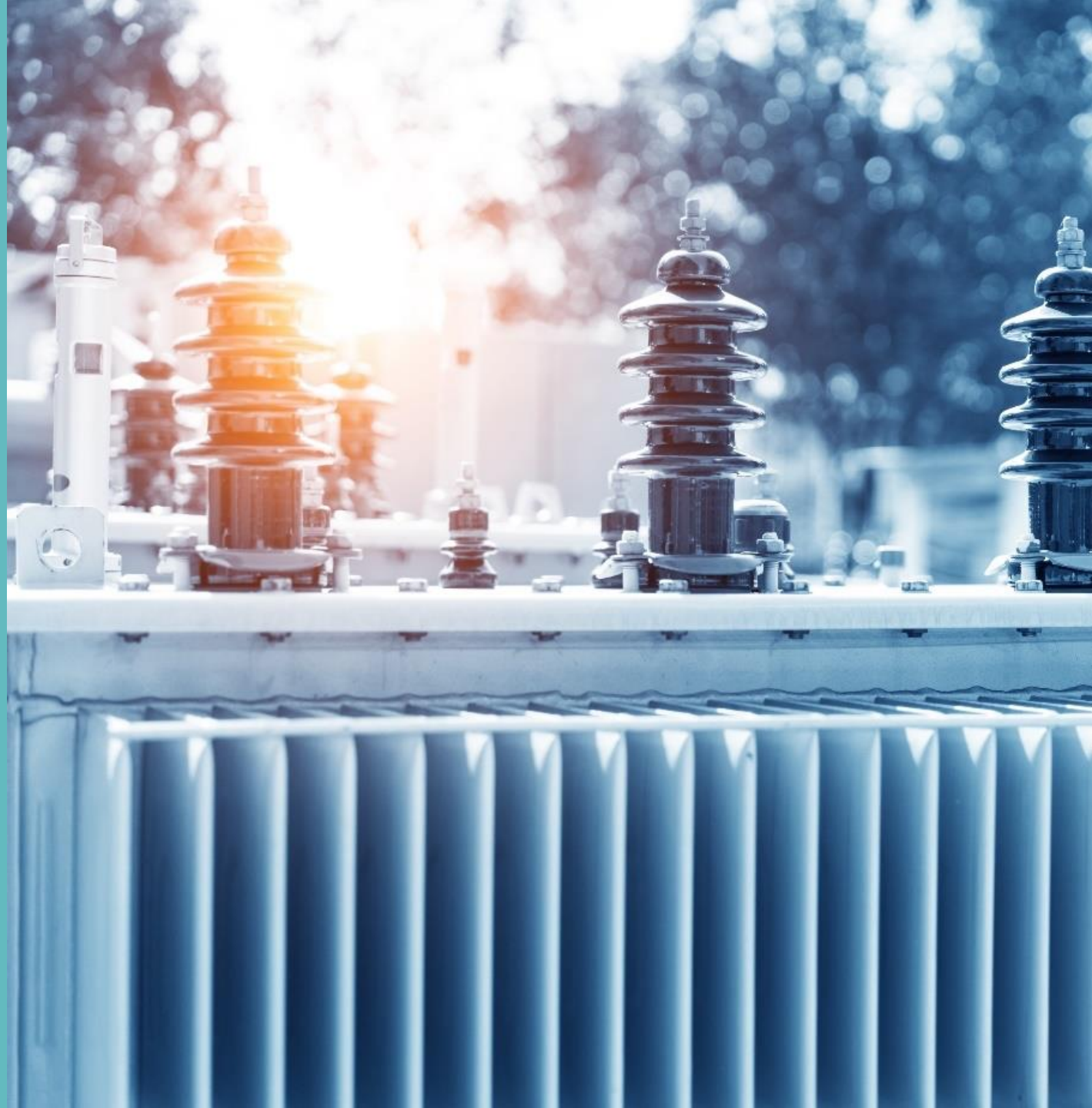
## New plant in Lodz:

- Greenfield factory for power transformers
- Start of operations planned for Q4 2026
- Doubling output

# Q&A

Thank you for your attention.

We are now happy to  
answer your questions.



## Financial Calendar

Full-year 2025 results

8 April 2026

Annual General Meeting

7 May 2026

## Analyst Coverage

- **Kepler Cheuvreux** Hans-Joachim Heimbürger, [hheimburger@keplercheuvreux.com](mailto:hheimburger@keplercheuvreux.com)
- **Octavian** Alessandro Foletti, [alessandro.foletti@octavian.ch](mailto:alessandro.foletti@octavian.ch)
- **UBS** Sebastian Vogel, [sebastian.vogel@ubs.com](mailto:sebastian.vogel@ubs.com)
- **ZKB** Bernd Laux, [bernd.laux@zkb.ch](mailto:bernd.laux@zkb.ch)

## Contact

### Investor and Media Relations

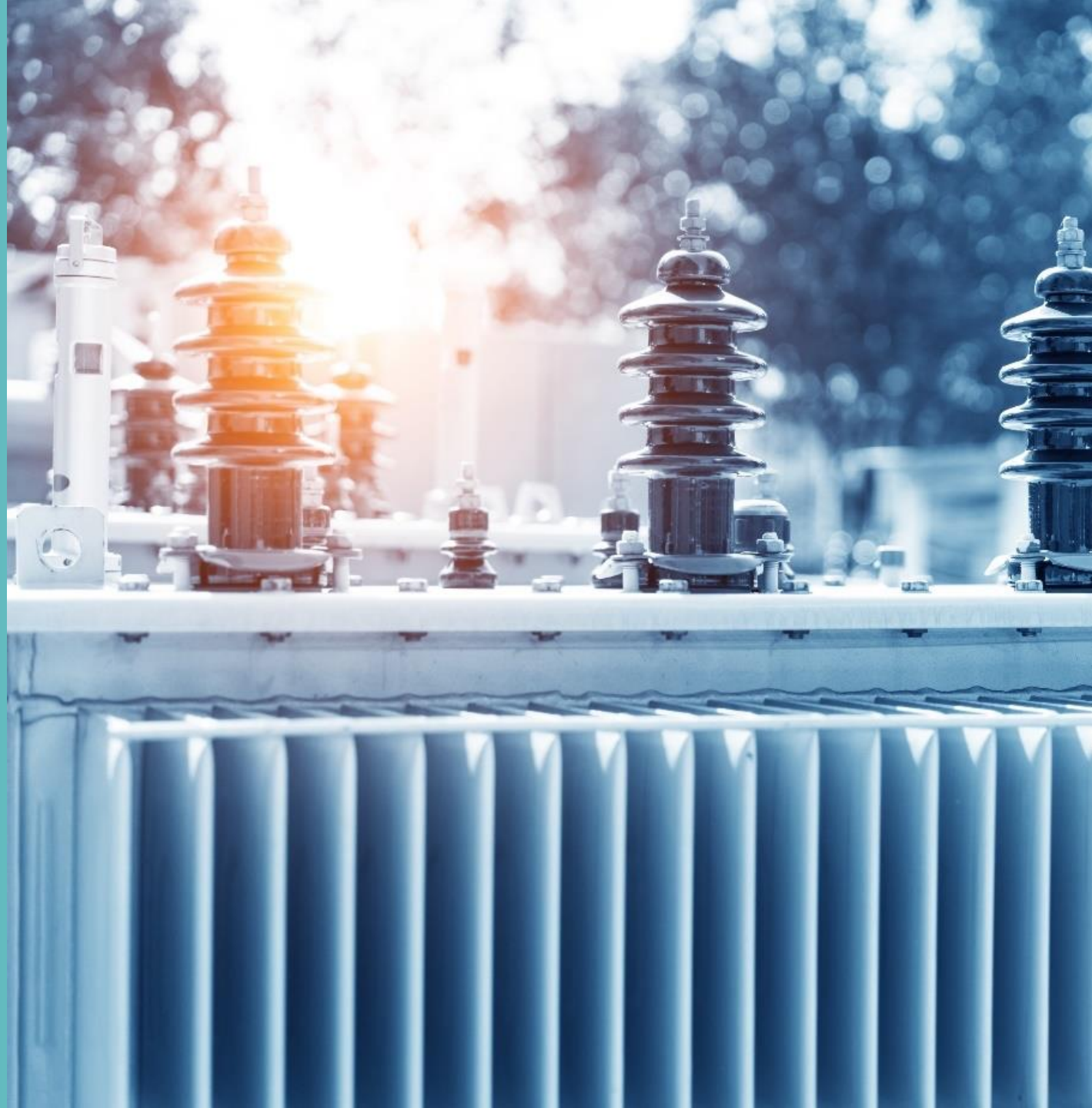
Doris Rudischhauser

Phone: +41 79 410 81 88

Email: [investors@the-rsgroup.com](mailto:investors@the-rsgroup.com)



# Appendix



# Guidance: R&S to deliver profitable growth on a sustainable basis

	Mid-term outlook <sup>*)</sup>	Commentary
Net sales growth	<p><b>Confirmed</b></p> <p>10%-13% p.a.</p>	<ul style="list-style-type: none"> <li>• Mid-term outlook organic growth over the cycle.</li> <li>• Continuing global electrification demand, decarbonization, decentralization and aged grids.</li> <li>• Increased importance of sales mix and currencies due to integration of Kyte.</li> </ul>
EBIT margin	<p><b>Confirmed</b></p> <p>Around 20% of net sales</p>	<ul style="list-style-type: none"> <li>• Resilient gross profit margin profile.</li> <li>• Economies of scale from continued net sales growth.</li> <li>• Operational excellence supporting margin expansion.</li> <li>• Good cost discipline at all plants.</li> </ul>
Free cash flow margin	<p><b>Confirmed</b></p> <p>10%-12% of net sales</p>	<ul style="list-style-type: none"> <li>• FCF equals cash flow from operating activities minus cash flow from investing activities.</li> <li>• Mid-term lower as investment waves increase.</li> <li>• Strong focus on cash conversion.</li> </ul>
Dividend policy and leverage	<p><b>Confirmed</b></p> <p>CHF 0.50 per share</p>	<ul style="list-style-type: none"> <li>• Stable dividend for FY2024 to FY2026, thereafter accelerated.</li> <li>• Mid-term target below 1.0x Net Debt / LTM EBITDA.</li> <li>• Excess cash to be returned to shareholders.</li> </ul>

<sup>\*)</sup> 3 years



# Our path to sustainability - ESG Roadmap (2025–2027)

Completed

In progress

Yet to start

Yet to start

TCFD & climate  
risk assessment,  
laid ESG  
reporting  
foundation

Double  
Materiality  
Assessment  
conducted,  
continuing of  
ISO 50001  
implementation

ISO 14064-1,  
22301, 26000,  
27001, 31000,  
37001  
introduced; full  
ISO 45001 &  
50001 rollout

Annual ESRS  
reporting, EURD  
& CSDDD  
compliance,  
group-wide ISO  
alignment

Foundation

Start Implementation

Integration

Leadership

2025

2025

2026

2027

# Consolidated profit & loss statement as per 30 June 2025

(with comparatives from prior year)

		30 June 2025 (unaudited) TCHF	30 June 2024 (unaudited) TCHF
Net sales	A	206'342	109'933
Changes in semi- / finished goods		1'600	8'656
Other operating income		772	76
<b>Operating income</b>		<b>208'715</b>	<b>118'664</b>
Material costs	B	-112'990	-61'835
Personnel costs	C	-37'317	-20'005
Operating expenses	D	-14'131	-9'466
Other operating expenses	E	-345	-1'760
<b>Operating result before amortisation and depreciation (EBITDA)</b>		<b>43'932</b>	<b>25'598</b>
Depreciation of tangible assets and amortisation of intangible assets	F	-3'693	-1'646
<b>Operating result (EBIT)</b>		<b>40'239</b>	<b>23'952</b>
Financial result	G	-3'741	-1'173
<b>Profit before income taxes</b>		<b>36'498</b>	<b>22'779</b>
Tax expenses	H	-7'692	-10'657
<b>Profit</b>		<b>28'806</b>	<b>12'122</b>
Basic earnings per share in CHF		0.77	0.42
Diluted earnings per share in CHF		0.77	0.42

- A Net sales**  
continuing positive development in the German market (13% of total Net sales vs. 6% in H1 2024 prior year)
- B Material costs**  
stable material prices with good availability of key materials; materials ratio slightly lower at 55% compared to 56% in the previous year
- Value added (Gross Margin)**
- B** decrease due to the acquisition of Kyte (portfolio effect) and more deliveries in the first half of the year (esp. Poland and Germany) and therefore lower WIP and semi-/finished goods
- C Personnel costs** increase is attributable to higher number of employees due to the ramp-up of new plant in Bochnia and already started stuffing for new plant in Łódź (already 20 FTE). While absolute costs have increased, costs relative to Net sales remained stable at 18%.
- D Operating expenses** decrease relative to Net sales, even though increase in absolute terms due to the acquisition of Kyte (higher maintenance costs and operational costs)
- E Other operating expenses** included in 2024 additional consultancy costs of CHF 1.5 million related to strategic projects
- F Depreciation, amortisation**  
higher due to the assets' capitalization as part of the PPA adjustments of Kyte (property and software).
- G Financial result** increase is attributable to more interest expenses related to the syndicated loan for the acquisition of Kyte
- H Tax expenses** lower due to a subsequent tax payment in Italy in the previous year (CHF 3.7 million)

previous HY 2024: «old» R&S group without acquired Kyte Powertech Ltd.

# Consolidated Balance Sheet as per 30 June 2025

		30 June 2025 (unaudited) TCHF	31 December 2024 (audited) TCHF			30 June 2025 (unaudited) TCHF	31 December 2024 (audited) TCHF
<b>Assets</b>				<b>Liabilities and equity</b>			
Cash and cash equivalents	A	55'997	76'795	<b>Liabilities</b>			
Accounts receivable		73'035	48'599	Short-term financial liabilities		33'658	28'421
Other short-term receivables	B	1'332	7'891	Accounts payable		46'760	42'302
Inventories	C	71'300	62'022	Other short-term liabilities		29'609	26'773
Prepaid expenses		1'812	2'247	Short-term provisions		9'818	7'696
<b>Total current assets</b>		<b>203'476</b>	<b>197'554</b>	Accruals		7'434	7'962
Tangible assets	D	44'528	37'011	<b>Total current liabilities</b>		<b>127'278</b>	<b>114'155</b>
Financial assets		2'449	2'046	Long-term financial liabilities	A	126'331	138'630
Intangible assets		20'421	21'786	Pension liability		618	710
<b>Total non-current assets</b>		<b>67'398</b>	<b>60'843</b>	Long-term provisions		8'185	10'205
<b>Total assets</b>		<b>270'874</b>	<b>258'397</b>	<b>Total non-current liabilities</b>		<b>135'135</b>	<b>149'546</b>
				<b>Total liabilities</b>		<b>262'413</b>	<b>263'700</b>
				<b>Equity</b>			
				Share capital		3'724	3'724
				Capital reserves	A	121'840	140'366
				Own shares		-468	-2'500
				Retained earnings		-114'542	-143'370
				Cumulative currency translation reserve		-2'094	-3'524
				<b>Total equity</b>		<b>8'461</b>	<b>-5'304</b>
				<b>Total Liabilities and equity</b>		<b>270'874</b>	<b>258'397</b>

- A** Decrease of cash due to higher dividend payout of the capital contribution reserve and amortisation of syndicated loan (CHF 12.5 million)
- B** Decrease is mainly attributable to the waiver of a long-term guarantee deposits in 2025
- C** Increase is reflecting higher business volumes and the build-up of the base stock in the new plant in Bochnia
- D** Tangible assets growth reflects investments in the new plant near Bochnia (PL), in new machines across the group

# Consolidated Cash Flow Statement as per 30 June 2025

		30 June 2025 (unaudited) TCHF	30 June 2024 (unaudited) TCHF
Profit of the period		28'806	12'122
Amortisation, depreciation and impairment		3'693	1'646
Profit (-)/Loss (+) on sale of tangible assets		-44	-4
Change in provisions/reserves	A	478	8'991
Other non-cash items	B	5'545	-2'688
<b>Cash flow from operating activities before changes in net working capital</b>		<b>38'478</b>	<b>20'066</b>
Change in inventories		-8'975	-7'226
Change in accounts receivable	C	-24'374	-11'988
Change in other receivables and prepaid expenses		1'371	-595
Change in accounts payable		4'640	-6'400
Change in other current liabilities and accruals		2'999	13'507
<b>Cash flow from operations</b>		<b>14'139</b>	<b>7'363</b>
Investments in tangible assets	D	-8'961	-1'747
Divestments of tangible assets		134	26
Investments in financial assets		-18	-4
Investments in intangible assets		-113	-174
<b>Cash flow from investment activities</b>		<b>-8'958</b>	<b>-1'898</b>
<b>Free cash flow</b>		<b>5'180</b>	<b>5'465</b>
Dividend payout	E	-18'596	-6'992
Issuance (+)/repayment (-) of short-term financial liabilities		3'895	-575
Issuance (+)/repayment (-) of long-term financial liabilities	E	-12'067	-8'320
<b>Cash flow from financing activities</b>		<b>-26'768</b>	<b>-15'888</b>
Exchange rate impact		790	1'410
<b>Net change in cash</b>		<b>-20'797</b>	<b>-9'013</b>
Cash and cash equivalents at 01.01		76'795	52'999
Cash and cash equivalents at 30.06		55'997	43'986
<b>Change in cash and cash equivalents</b>		<b>-20'797</b>	<b>-9'013</b>

- A Less accruals for customer claims (risk provisioning for penalties and onerous contracts)
- B Repayment of long-term guarantee deposits following the waiver of the contracts in January 2025
- C Higher inventories and accounts receivables due to higher business volumes, ramp up of new plant near Bochnia.  
Overall increase in accounts payable balances also a result of increased operations, but also due to better management of payables and more favorable supplier payment terms.
- D Main cash capital expenditures for new plant near Bochnia and new greenfield for Power transformers in Łódź.
- E High financing cash outflows due to dividend payout out of the capital contribution reserve and partial repayment of syndicated bank loan, which was raised in connection with last year's acquisition of Kyte

previous HY 2024: «old» R&S group without acquired Kyte Powertech Ltd.



**We guarantee energy**