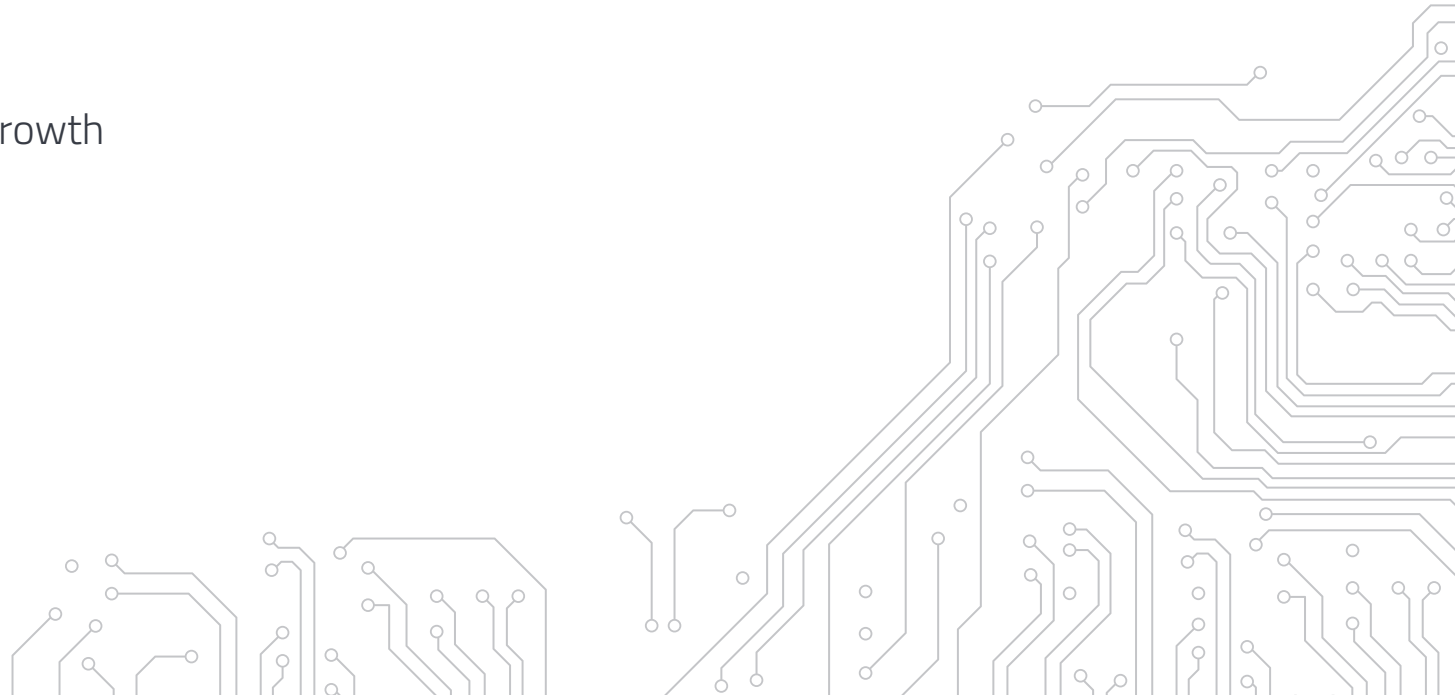


# Company presentation

**April 2025**

Strategy update as a basis for sustainable profitable growth



## Status quo & call to action

We live in dynamically changing times; we must actively pursue new business through proactive sales, clearly focused market and customer orientation – in order to be ready for the future.



## What do we mean by “From Pull to Push”?

1. From being **PULLED** by customers to actively **PUSHING** the market.
2. From **BEING DRIVEN** to innovation to **DRIVING INNOVATION** into the market.
3. From **REACTING** to quality demands to **SETTING NEW QUALITY** standards.
4. From **REACTING** to customer needs to **DELIVERING EXCELLENCE** proactively.

# High value realization from sales of the DIN rail business and the share in the India joint venture

## Current situation

- The equity ratio has decreased to only 5.3% by the end of 2024
- Economic conditions are leading to significant revenue declines
- Despite improved cost efficiency, a further loss is reported in 2024
- No revenue or licensing income since the JV formation in 2022, with accumulated startup losses around 18 million euros
- Further growth in the India business would have required substantial additional resources.

Sale of power supply solution business for DIN rail applications

Sale of the minority stake in the India joint venture

## Restructuring

- Cash inflow after closing of approx. 30 million euros
- The majority of bank liabilities in Germany and parts of the debt in Vietnam will be repaid
- The equity ratio will rise to over 30%
- Restrictions imposed by financing banks will be lifted

## Expansion of the remaining core activities

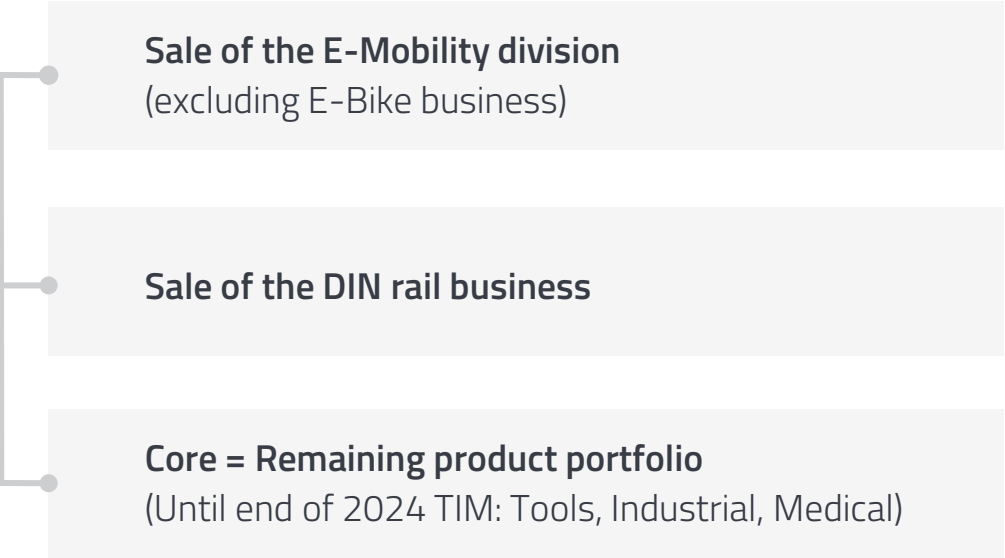
- Internationalization and strengthening of sales
- Innovation and expansion of the solution portfolio
- A new corporate structure with five business units, focusing on innovative growth drivers

Unavoidable

Turnaround

Future

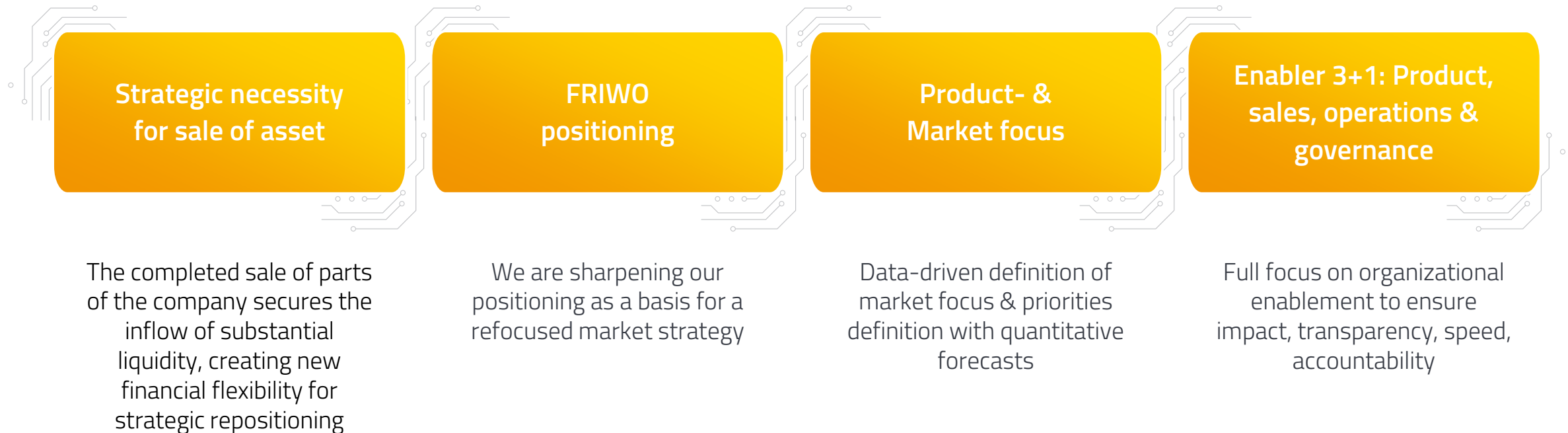
# FRIWO key figures following completion of the transactions



KPI	Revenue 2024 million euros	EBIT 2024 million euros	Headcount Feb 2025
E-Mobility	0,9	-3,9	47
DIN rail business	10,4	+1,7	144
Core business	81,7	-1,3	990

Structural changes require a clear positioning, which will define the direction for future growth and strategic development

# Key strategic elements for FRIWO



# Target customers are quality leaders in their segments, with high quality and customization requirements

Criteria	#1 Priority
Geographical Region	North America & Europe
Positioning	Premium & niche strategy
Production volume	Mass production & large series (>1000 pcs.)
Power classification	100 W - 3000 W
Predictability	Long-term planning of demands and binding calls
Predictability	Low replacibility, low competition, long-term partnerships
Product requirements	High quality- and customization requirements

# Increased internationalization – USP as a supplier with a global footprint and flexible, cost-efficient production structure

**93 m**

€ Revenue 2024

**5 Locations**

Headquarters: Ostbevern (DE)

Vietnam (2 production sites)

USA (dedicated sales office)

India: Company-owned site near Bangalore

Cooperation with UNO MINDA

Service company (for purchasing): China

**>1200**

Employees 2024

of which currently in:

Germany: ~ 100 employees

Vietnam: ~ 1,100 employees

**>1 mrd**

power supplies sold

# Leading innovative product and system provider of power supplies and charging technology in five business areas



## **E-MOBILITY, TRANSPORTATION & LOGISTICS**

Focus: Solutions for electric drive systems, charging technology, energy supply and logistics applications.



## **MEDICAL & HEALTHCARE SOLUTIONS**

Focus: Advanced solutions for medical technology, healthcare devices and diagnostic systems.



## **INDUSTRIAL APPLICATIONS**

Focus: Automation, manufacturing technology, industrial control systems and food processing.



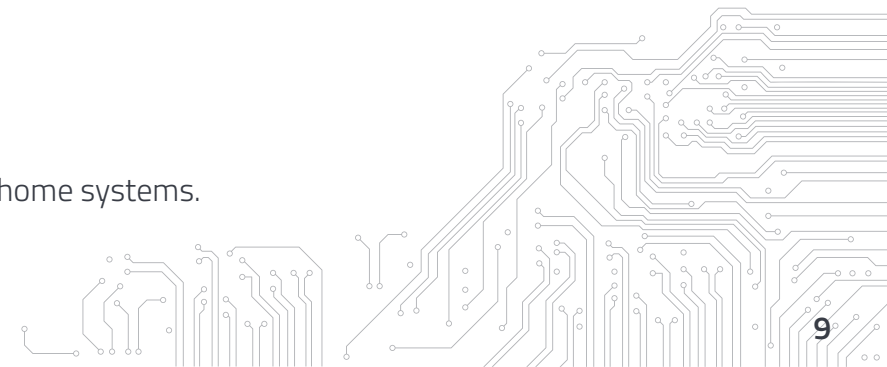
## **SPECIALIZED TOOLS & EQUIPMENT**

Focus: High-quality power supplies for tools and specialized equipment in various industries.



## **LIFESTYLE SOLUTIONS**

Focus: Products for private use such as household appliances, entertainment electronics and smart home systems.



# E-Mobility, Transportation & Logistic business area

## European market leader in e-bike charging systems

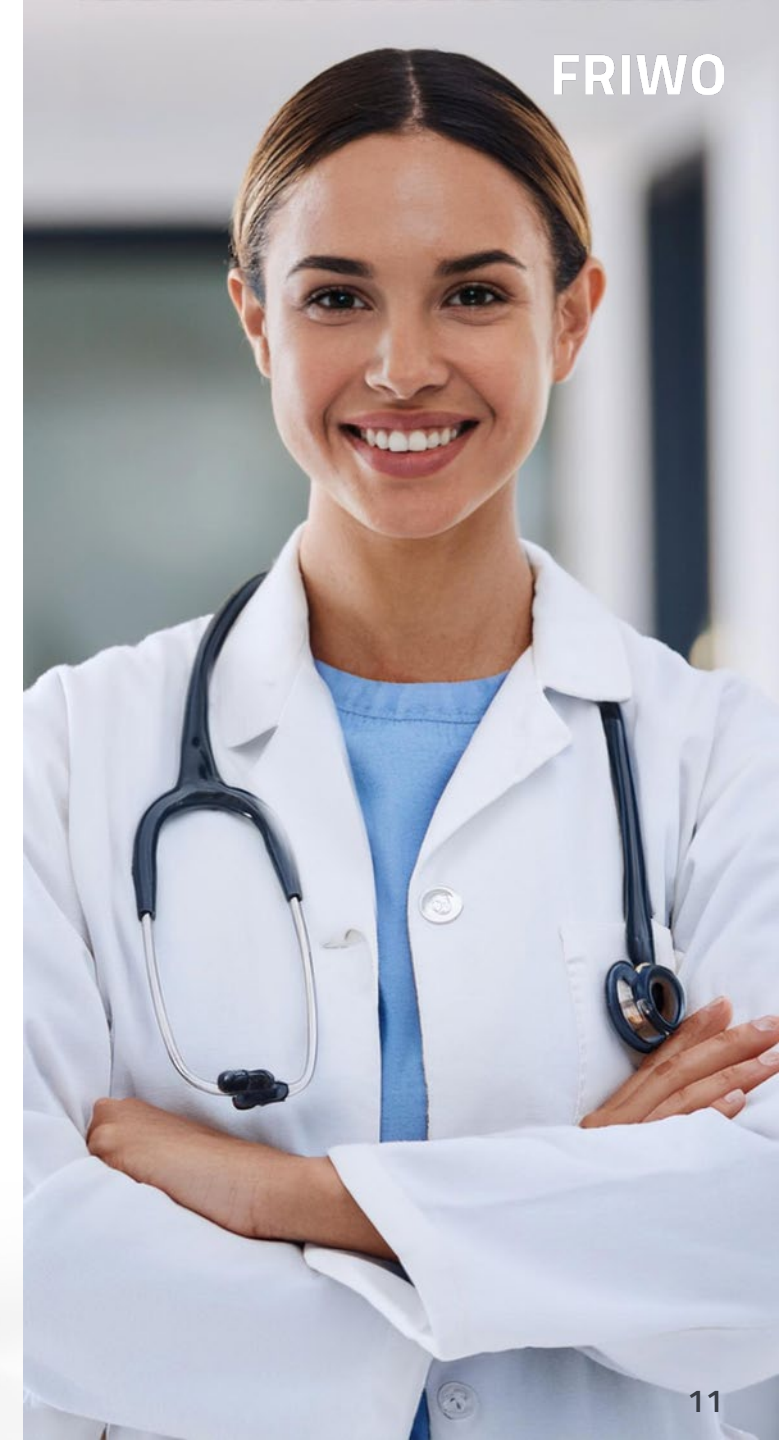
- Focus: high-tech e-mobility innovations with Tier 1 OEM customers.
- We supply battery chargers to 50 % of the largest e-bike drive system manufacturers.
- Already > 5 million e-bike chargers of the highest quality delivered
- Number 1 position in Europe – strong focus on DACH region
- International expansion to:
  - India
  - South-East Asia
  - North America
  - Australia
  - Rest of Europe



# Medical & Health Care Solutions business area

## Mobility and digitization for medical technology

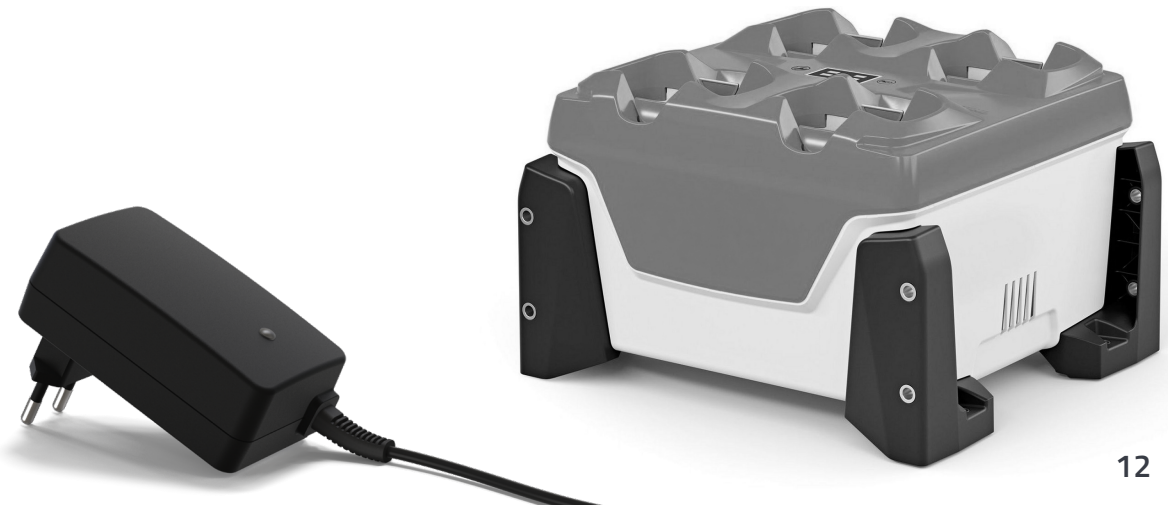
- Some of the largest medical technology, infusion pump and incubation device manufacturers rely on FRIWO e-mobility
- High-margin business with established sales channels
- Product range: technologically leading high-end power supplies for laboratory equipment and power supply for medical technology
- Significant upside potential through internationalization (esp. USA)
  - Share of Group revenue to be noticeably expanded – significant earnings potential



## Specialized Tools & Equipment business area

### Smart charging systems for tools and garden equipment

- Product range: E-mobility charging systems for lawn mowers, power tools, garden tools and hedge trimmers
- including: charging electronics, batteries, battery chargers
- Growth potential through product innovations such as multiple charging systems



# Industrial Applications business area

## Mission-critical power supply solutions

- Power supply solutions for customer industries with special requirements in terms of shock, humidity or temperature resistance
- Growth potential through product innovations and increased internationalization
- Additional potential through increased customer-related contract manufacturing





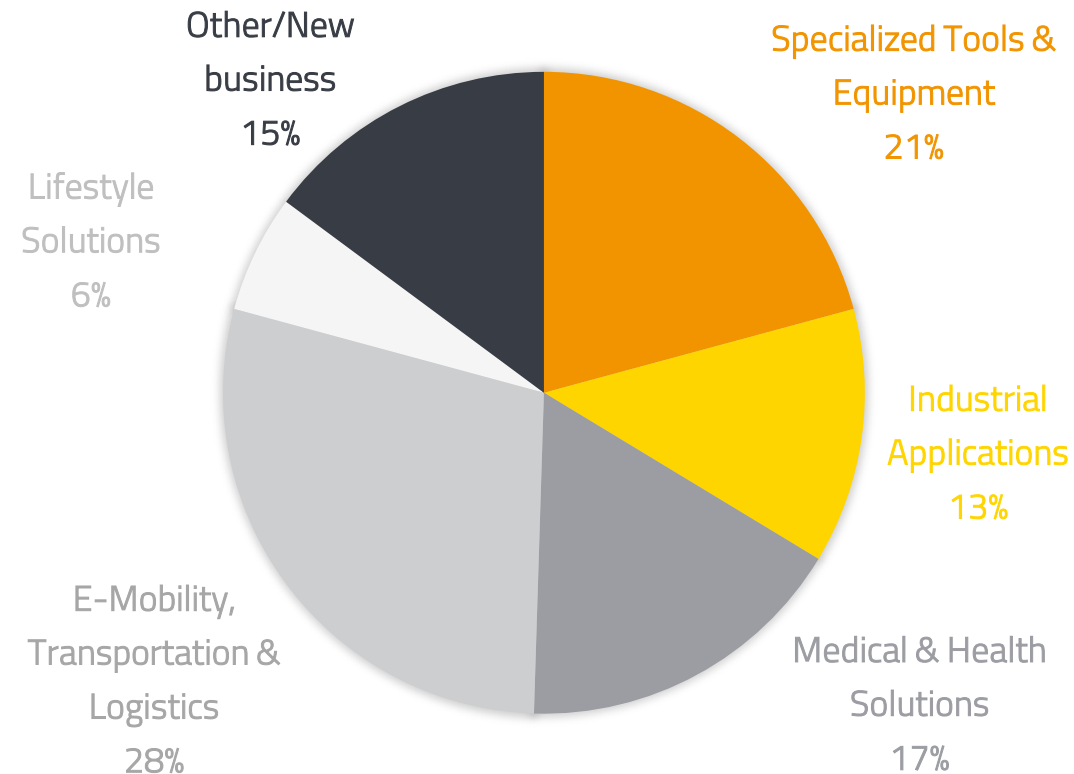
## Lifestyle Solutions business area:

- Charging electronics and power supply solutions for private use
- Customer focus on:
  - Household appliances,
  - consumer electronics, and
  - smart home systems
- Growth potential through product innovations and increased internationalization



# Expansion of our position as a leading innovative product and system provider of power supply and charging technology

Forecast: medium-term  
revenue mix



Well-diversified  
technology portfolio

# Already established or promising areas of application in the five business segments

## INDUSTRIAL APPLICATIONS

- 1 Control & automation systems
- 2 Optical instruments
- 3 Medical technology
- 4 Measuring technology
- 5 Safety technology
- 6 Microscopy systems
- 7 Measuring & testing technology
- 8 Food processing

## E-MOBILITY, TRANSPORTATION & LOGISTICS

- 1 Electric material handling vehicles
- 2 E-Bikes
- 3 E-Scooters
- 4 Safety & surveillance systems
- 5 Packaging technologies
- 6 Automated logistics solutions
- 7 Charging stations & energy supply
- 8 Identification & tracking systems
- 9 E-Strollers
- 10 E-Boats & speedboats
- 11 Light material handling equipment

- 12 E-Wheelchairs & Indoor Mobility
- 13 Mobile handheld technologies
- 14 Cooling & temperature management
- 15 Golfcarts

## MEDICAL & HEALTHCARE SOLUTIONS

- 1 Patient monitoring devices
- 2 Diagnostic devices
- 3 Anesthesia devices
- 4 Electric hospital beds
- 5 Medical Service Robotics
- 6 Rehabilitation & assistance devices
- 7 Surgical devices
- 8 Wellness & relaxation technology
- 9 Therapeutic devices
- 10 Sexuality & Intimate wellness devices
- 11 Household hygiene devices
- 12 Care & assistance robots
- 13 Tobacco & vaporizer technology
- 14 Health devices & monitors (B2C)
- 15 Fitness devices

- 16 Electric handheld medical tools
- 17 Beauty-Tech

## SPECIALIZED TOOLS & EQUIPMENT

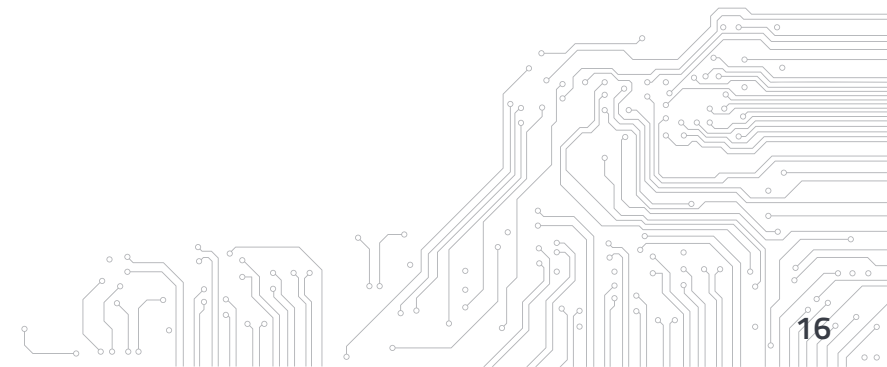
- 1 Power tools
- 2 Commercial power tools
- 3 Lawn mower robots & cleaning robots
- 4 Garden electric tools
- 5 Handheld scanners
- 6 Electrically operated medical hand tools

## LIFESTYLE SOLUTIONS

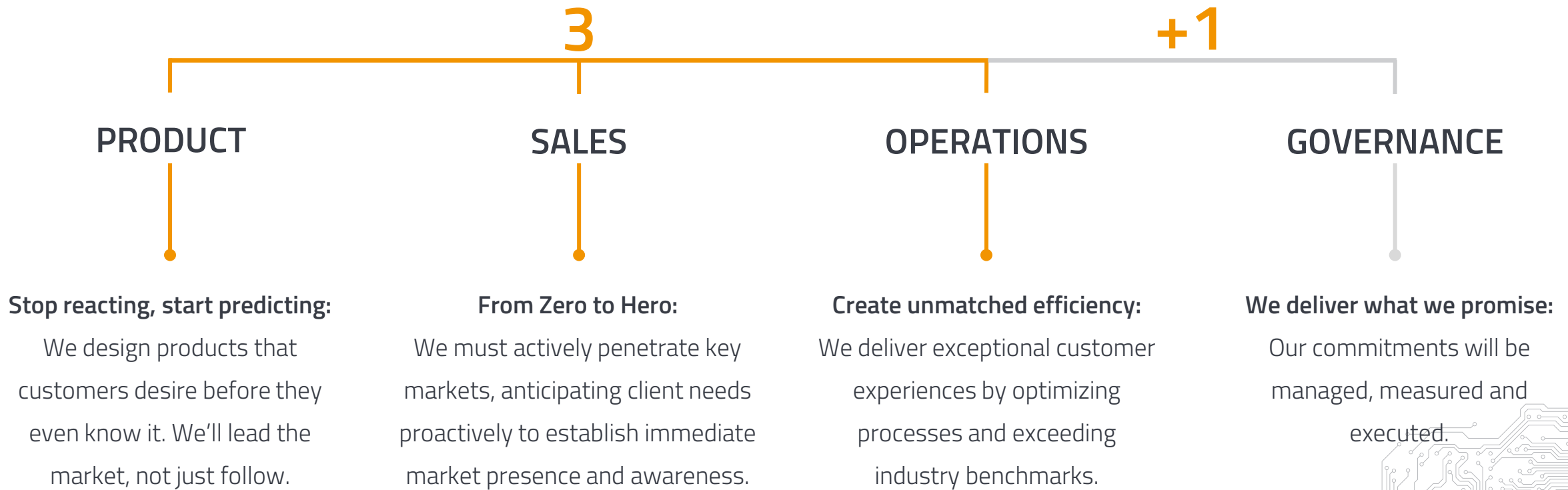
- 1 TV, radio & multimedia
- 2 Electronic toys
- 3 Stationary slot machines & arcade games
- 4 Network devices
- 5 Power supply
- 6 Electronic board & card games



Substantial growth potential in all business areas



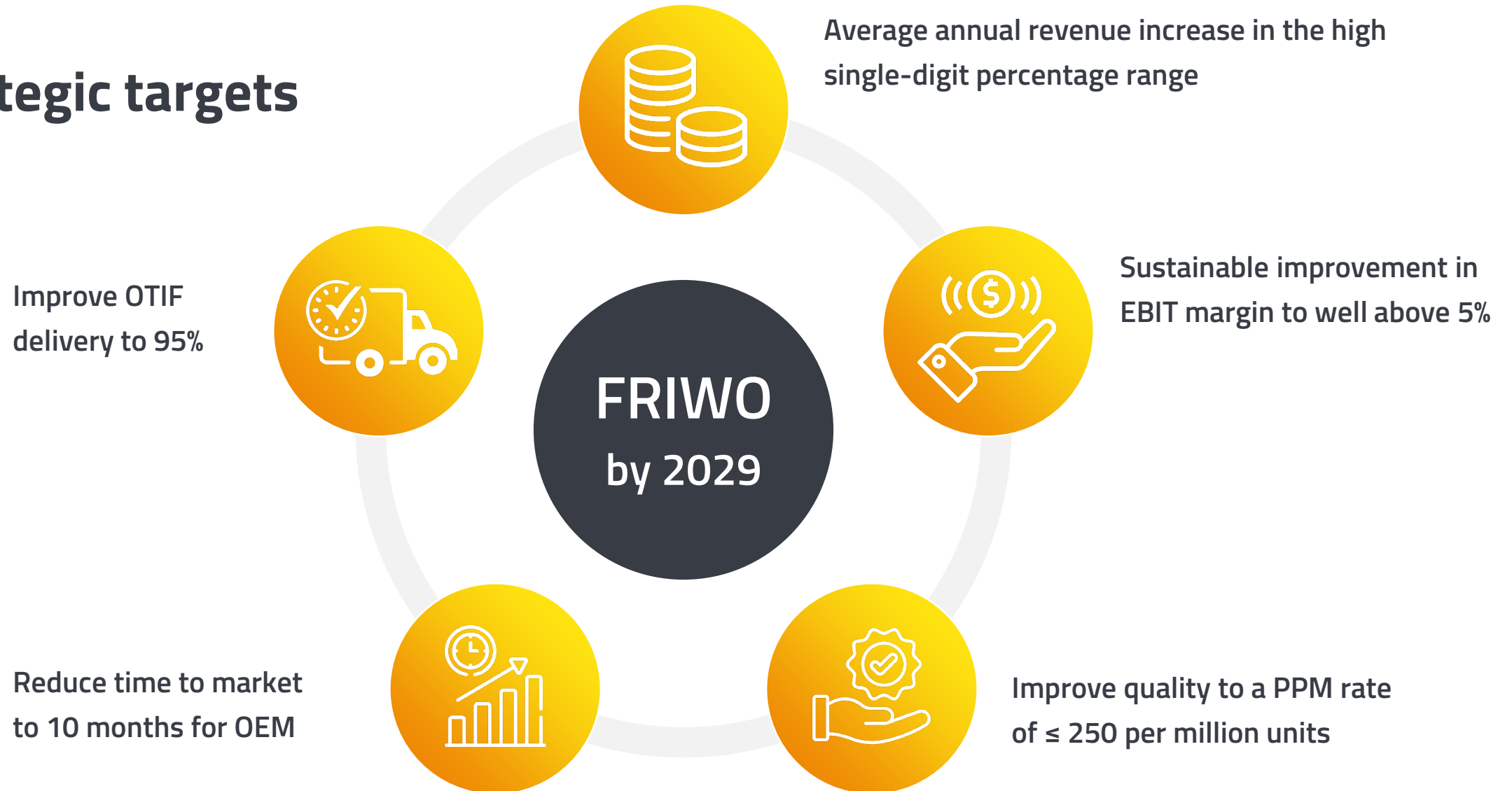
# Enabler for **Pull to Push**: Product, sales, execution & governance



# In a nutshell: From being pulled to push



## Strategic targets



# Review of 2024

## Group sales and earnings within the forecast range – Continued weak demand in Europe

- Group revenue declines to 93.0 million euros in 2024 (forecast: 90-95 million euros)
- EBIT loss halved to -3.6 million euros – impact of lower sales, upfront costs for India joint venture and one-time expenses for adjustments to production structure
- Significant positive effects through streamlining of structures
- Headcount reduced by 500 to ~1,200
- Equity ratio drops to a low 5,3 %
- Order intake shows positive trends

In million euros	2024	2023
Revenue	93,0	111,1
Earnings before interest and taxes <b>(EBIT)</b>	-3,6	-7,4
Profit before tax (PBT)	-7,1	-11,1
Earnings after taxes	-6,2	-11,5
Order backlog	43,7	49,6
Order intake	88,2	80,7
	12/31/2024	12/31/2023
Balance sheet total	63,7	71,2
Equity	3,3	9,6
Equity ratio in percent	5,3	13,5
Employees (as at reporting date)	1.206	1.701

# Outlook: Realignment shows first positive effects – Clearly defined growth targets

## 2025 is a transition year:

- Economic headwind continues
- Solid development in all segments
- Positive earnings effect from efficiency measures and absence of start-up costs for Indian joint venture
- Noticeably positive adjusted earnings expected
- Transaction in India leads to an extraordinary earnings contribution amounting to a large part of the purchase price after completion
- Uncertainty regarding further one-time effects
- Significantly improved financial result

## Profitable growth in subsequent years until 2030

- Consolidated revenue to grow by at least a high single-digit percentage annually
- Focus on internationalization and product innovations
- Sustainable turnaround in earnings targeted
- Target: EBIT margin of more than 5%
- Share of technically sophisticated solutions to increase
- High cost efficiency
- Ability to resume dividend payments in the medium term

# New management leads FRIWO to become a profitable technology company



**Dominik Wöffen**  
Executive Board Member

**Since 2009 at FRIWO, most recently  
serving as COO**

Responsible for global operations, sales, procurement, R&D, as well as product and quality management.



**Ina Klassen**  
Executive Board Member

**Since 2012 at FRIWO, most recently  
Head of Finance and Controlling**

Responsible for Finance and Accounting, Controlling, IT, HR, Marketing, Legal, Investor Relations, and Sustainability.

# Contact for Investor Relations and Media

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