

Small Devices – Big Impact

Belimo Holding AG
Investor Presentation 2023



Octavian Seminar 2023

BELIMO[®]

Our Company

Market Leader in HVAC Field Devices with CHF 765 Million Sales

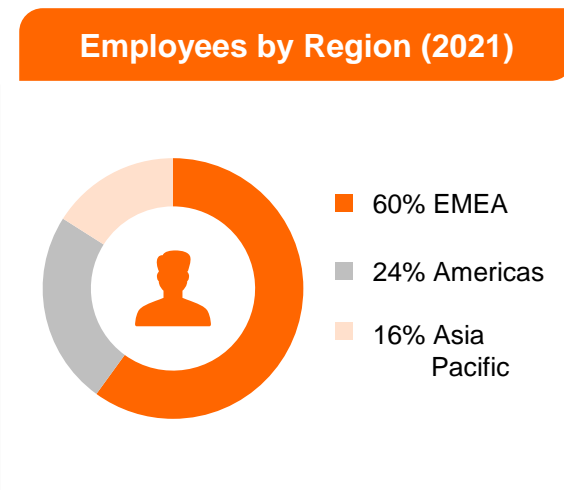
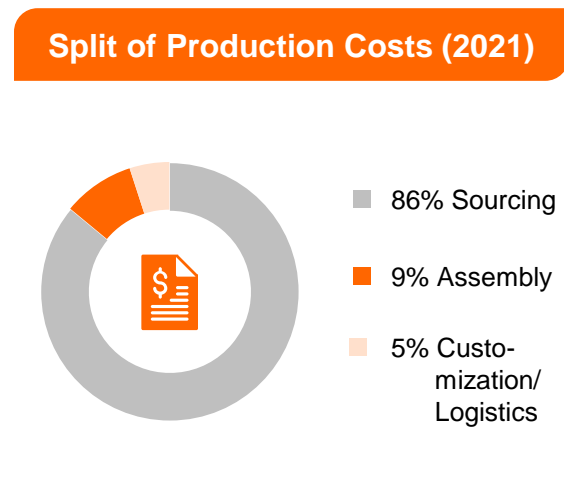
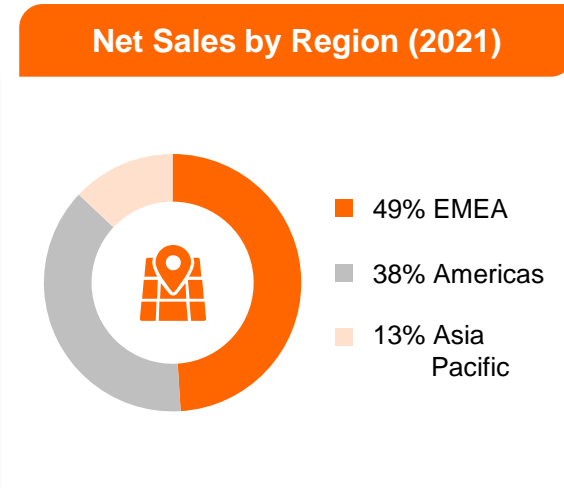
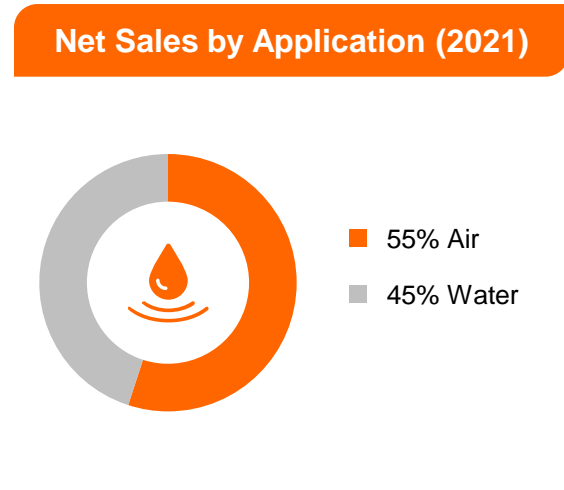


 We listed at the SIX in 1995 and became a SMIM constituent as of September, 2022.

 We invest more than 7% of our sales every year in research and development.

 We sold our 100 millionth actuator for the control of HVAC systems in 2020.

 We have more than 2'000 employees worldwide in over 80 countries on all continents.



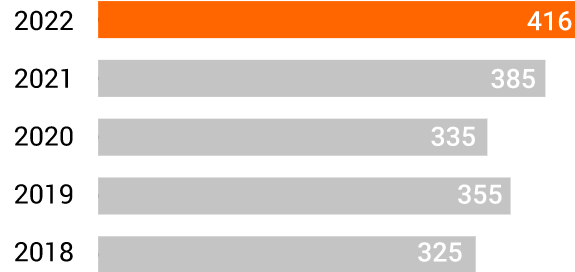
Our Company

Key Financials

Profit & Loss (HY1 2022)

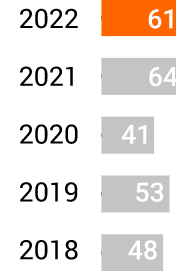
Net Sales
in CHF million

416.4



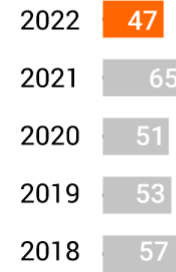
Net Income
in CHF million

61.3



Operating Cash Flow
in CHF million

46.5



Earnings before Interest and Taxes (EBIT)
in CHF million

76.7

EBIT Margin

18.4%

Earnings per Share (EPS)
in CHF

4.99

Total CO₂ Savings of Belimo Devices
2021, in million tons CO₂e

8.2

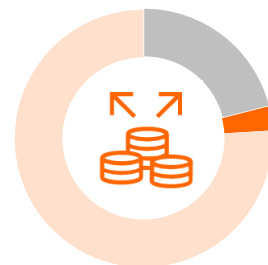
Balance Sheet (HY1 2022)

Assets
as at June 30, 2022



- 13.5% Cash and cash equivalents
- 47.7% Other current assets
- 38.8% Non-current assets

Liabilities and Equity
as at June 30, 2022



- 21.7% Current liabilities
- 2.6% Non-current liabilities
- 75.7% Total equity / equity ratio

Return on Invested Capital (ROIC)
2021

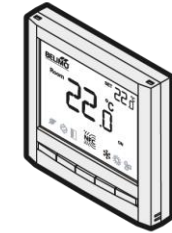
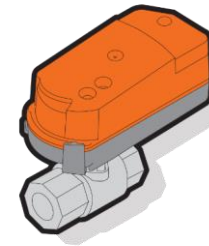
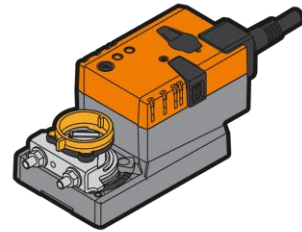
26.0%

Net Working Capital (NWC)
2021, in % of net sales

26.0%

Our Company

Four Key Milestones in Our 48-Year Long History



1975

Foundation of Belimo Automation AG Switzerland.



1976

Introduction of the first direct coupled actuator – **Air Business.**



1999

Introduction of the Characterized Control Valve – **Water Business.**



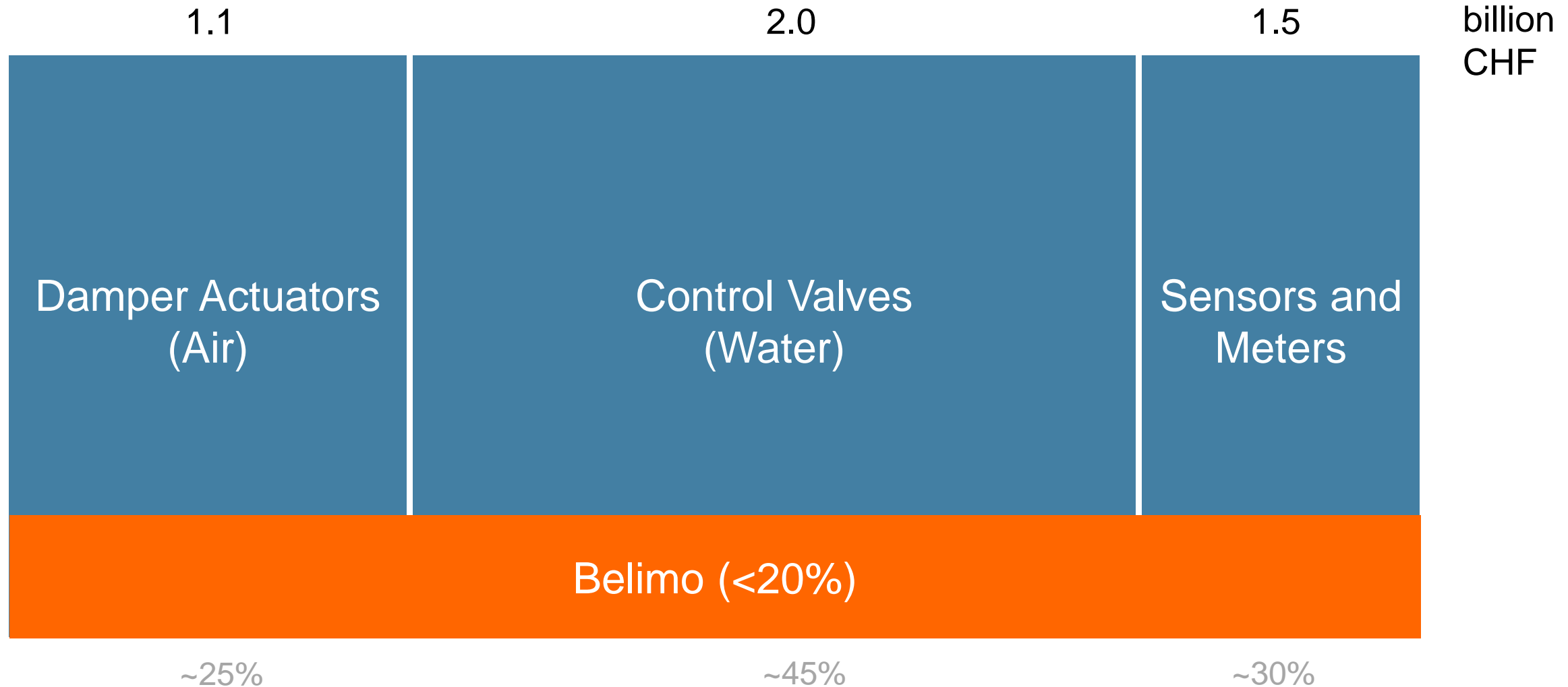
2017

Introduction of the Belimo Sensors product range – **Sensor Business.**

Our Markets

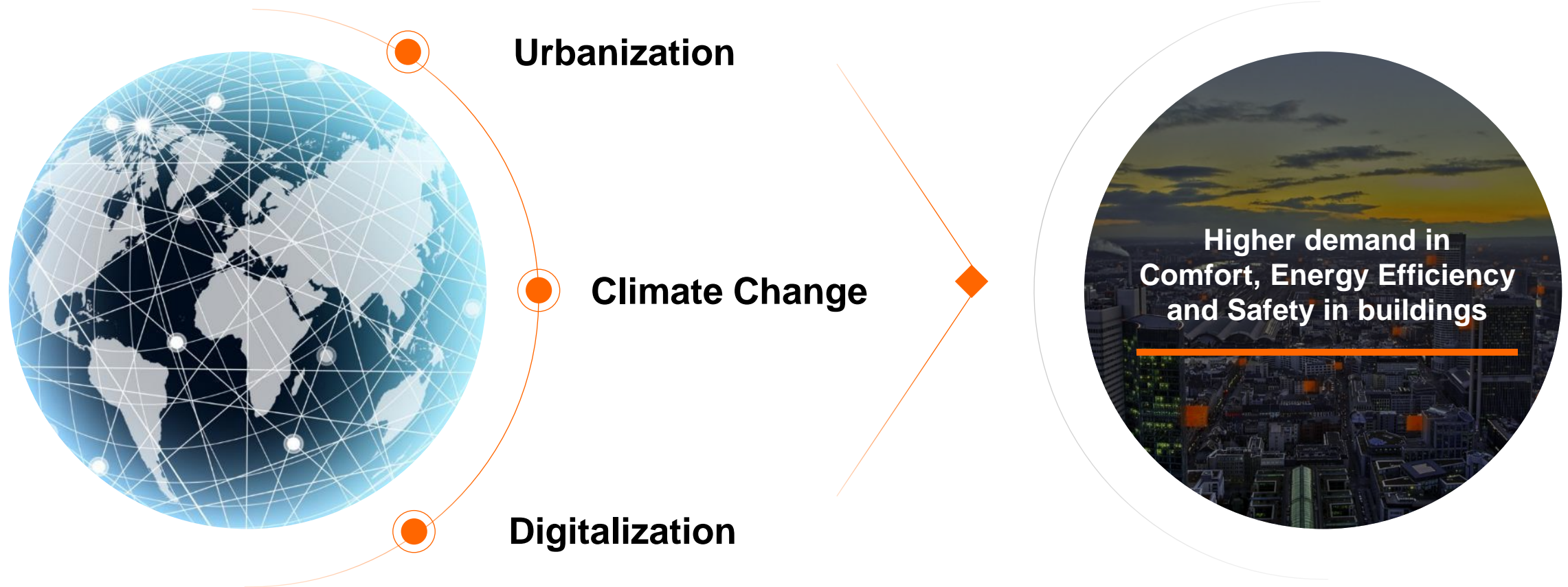


Our Total Addressable Market in 2022: CHF 4.6 Billion



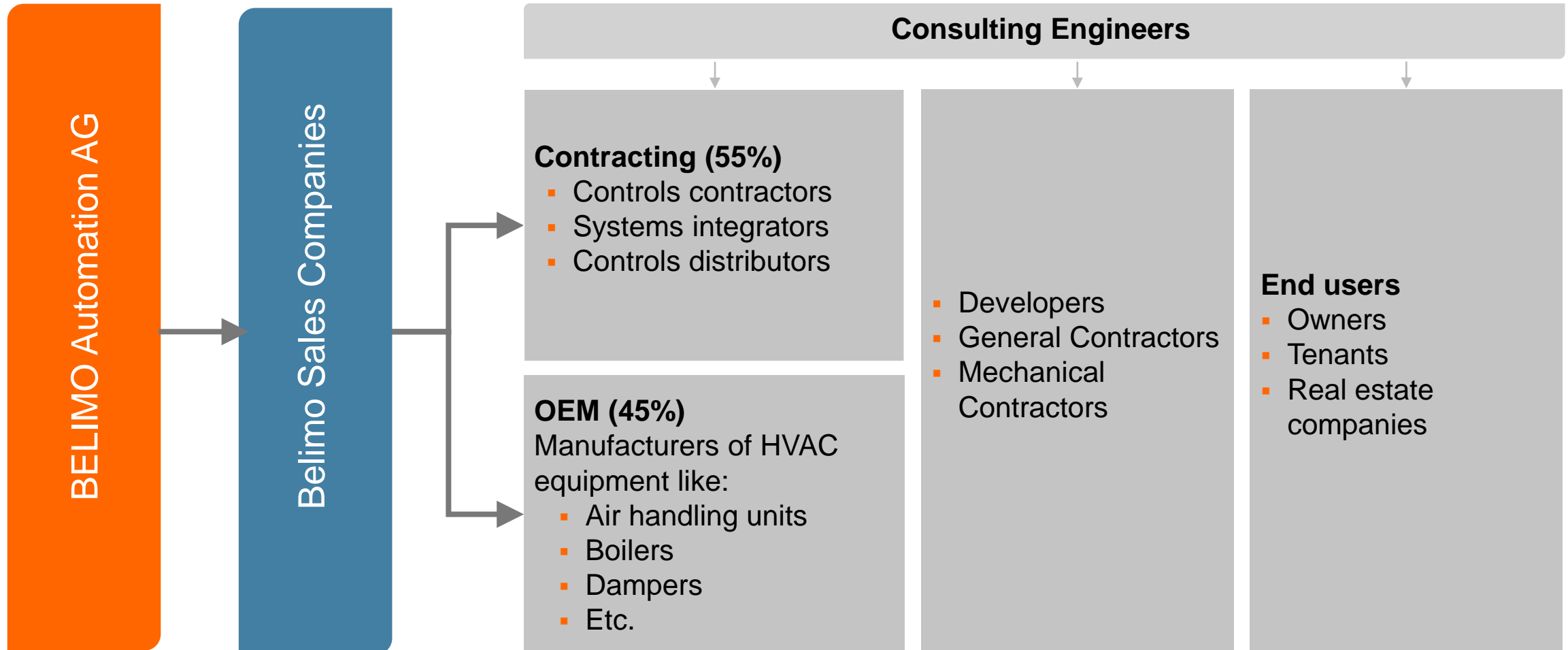
Our Markets

Driving Higher Demand in Comfort, Energy Efficiency and Safety



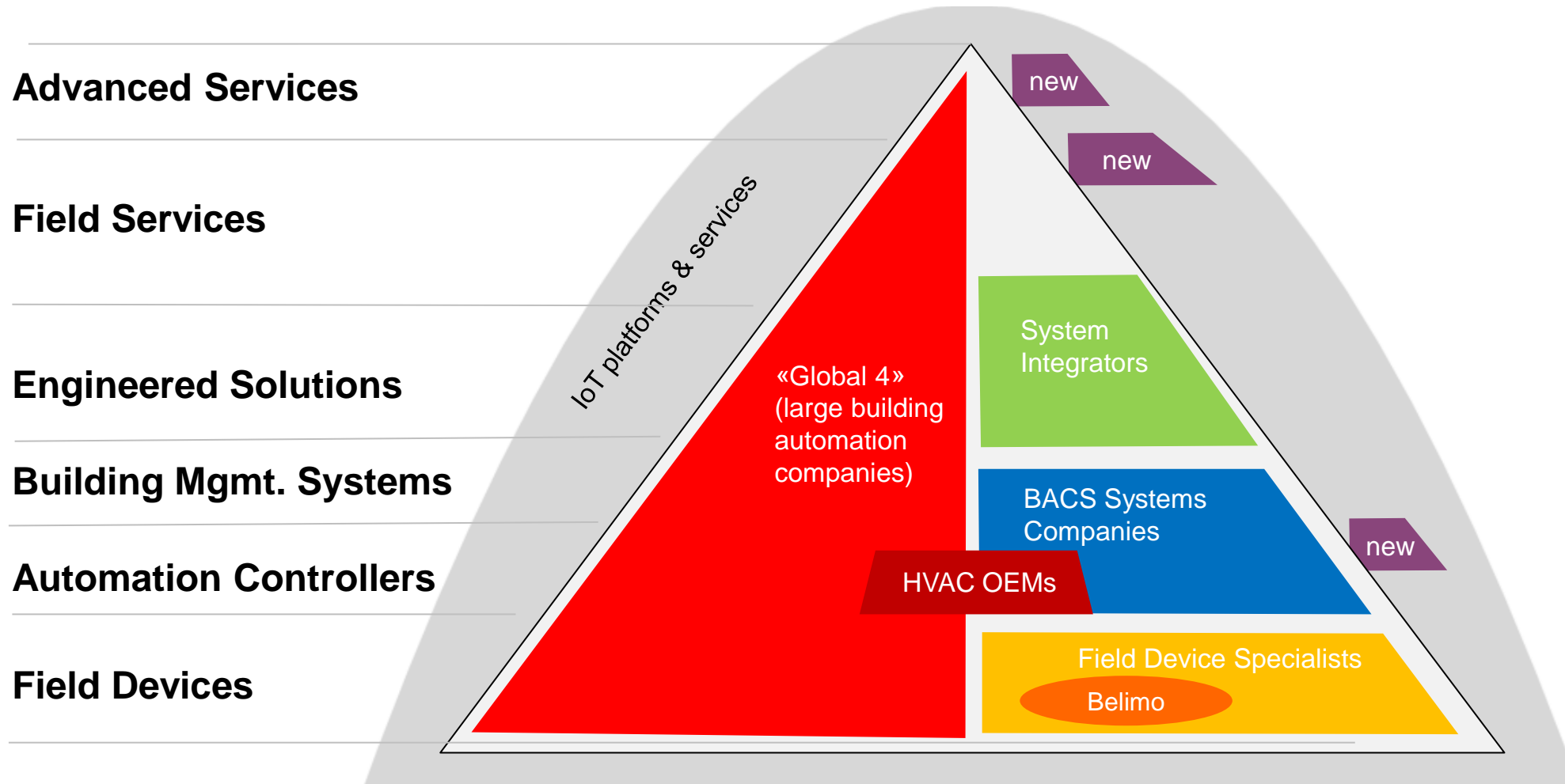
Our Markets

Serving Two Main Channels in HVAC: Contracting and OEM



Our Markets

Growing Together with Independent Contractors and HVAC OEMs

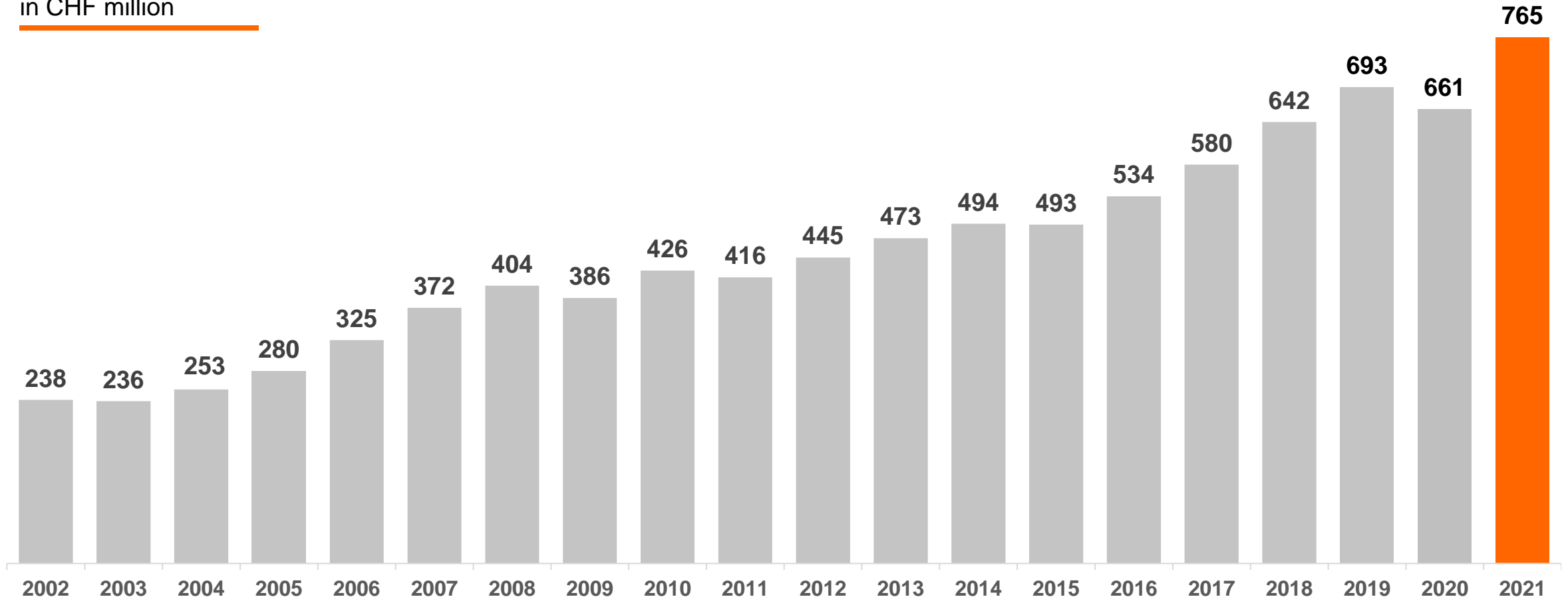


Our Growth Strategy – Review

An Impressive Growth Story...

Net Sales 2002-2021

in CHF million



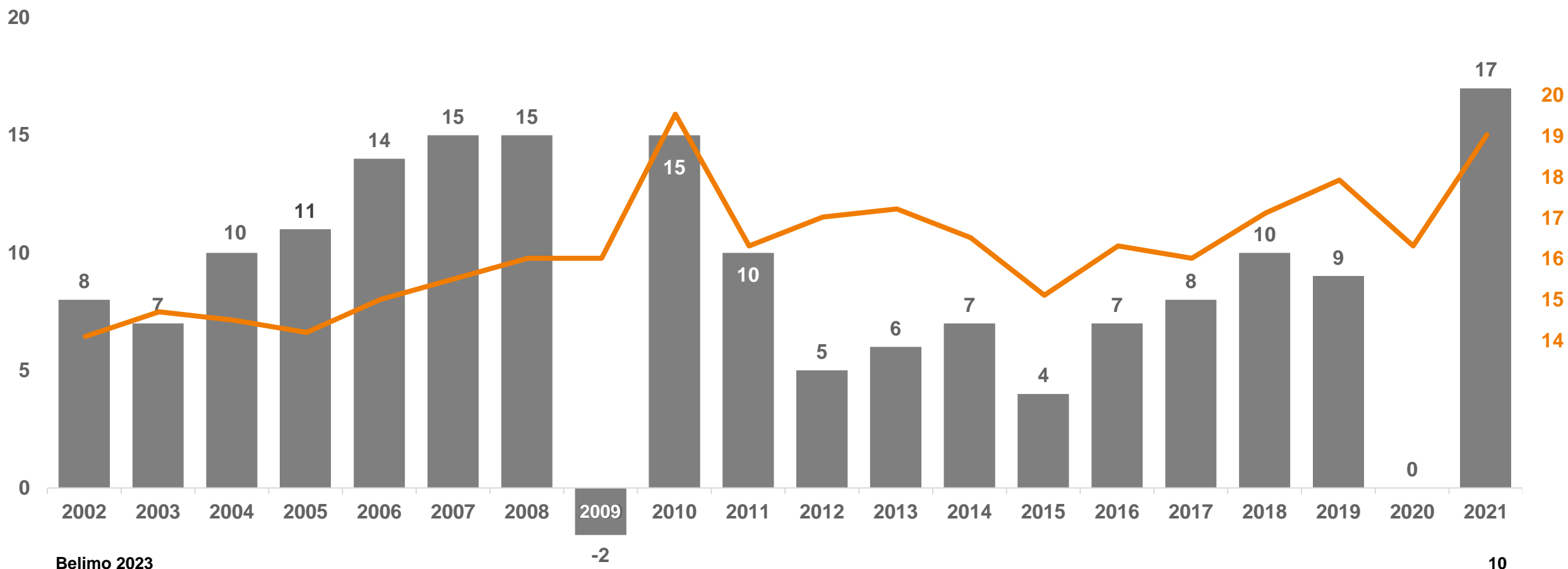
Our Growth Strategy – Review

...with Long-Term Stable Margins

Net Sales Growth
in percent / local currencies



EBIT-Margin
in percent of net sales



Our Growth Strategy – Review

Review of the Successful 1st Phase of Our Growth Strategy

The implementation of a dedicated growth strategy led to an **additional ~3 percentage points net sales growth CAGR*** between 2016 to 2021 through market share gains:

- › new products
- › new segments
- › new markets

2011-2016

*CAGR 5.7%**

2016-2021

1st Phase of
Growth Strategy

*CAGR 8.8%**

Key Initiatives



Actuators and Valves

Performance Devices

Sensor Business

Grow Asia Pacific

Strengthened ESG Profile

Our Growth Strategy – Outlook

Now Entering the 2nd Phase of Our Growth Strategy

Heightened energy efficiency requirements offer additional growth potential, but also new challenges in terms of **bottlenecks such as labor shortages**, which we address through a set of dedicated initiatives.



Our Growth Strategy – Outlook

Strengthened Megatrends Support Underlying Market Growth

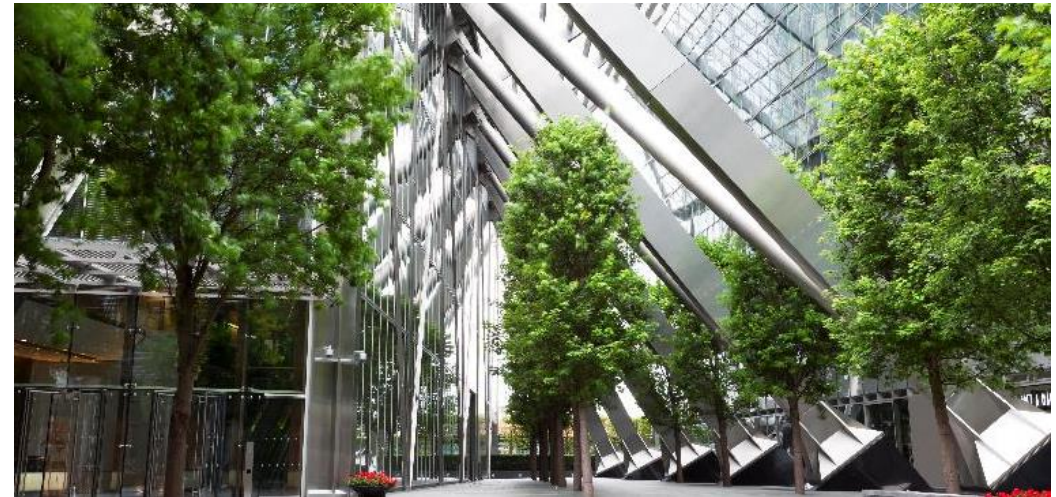


Customer Demand



Indoor Air Quality:

- new construction projects
- retrofit projects



Energy Efficiency:

- new construction projects
- retrofit projects

Regulatory Drivers

Publications and Agenda



Next Key Dates

19

Publication of Sales 2022
January, 2023

6

Publication of Annual Report 2022
March, 2023

27

Annual General Meeting 2023
March, 2023



This presentation contains comments relating to future developments which are based on assumptions and estimates of BELIMO Holding AG. Although the Company assumes the expectations of these forward-looking statements to be realistic, they contain risks. These can lead to the actual results being significantly different from the forward-looking statements.

Various factors may cause actual results to differ materially in the future from those reflected in forward-looking statements contained in this report, among others:

- Changes in the economic and business environment.
- Exchange rate and interest rate changes.
- The introduction of competing products.
- Inadequate acceptance of new products or services.
- Changes in the business strategy.

BELIMO Holding AG neither plans nor commits itself to keep these prospective comments up to date.



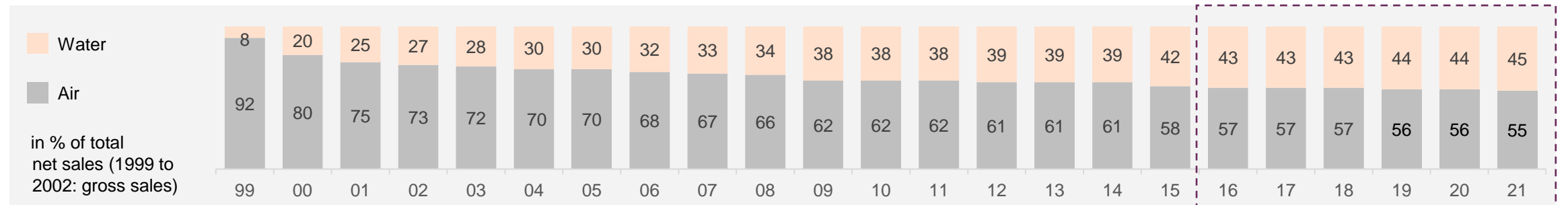
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Backup Slides

Our Growth Strategy – Review

New Products: Damper Actuators (Air) and Control Valves (Water)

	Strategic Achievements	Sales Growth
Water	<ul style="list-style-type: none"> +3 percentage points market share gains between 2018 to 2021 from 14% to 17%. 	<ul style="list-style-type: none"> Water net sales growth CAGR 2016 to 2021 in LC: 9.7%.
Air	<ul style="list-style-type: none"> +3 percentage points market share gains between 2018 to 2021 from 36% to 39%. 	<ul style="list-style-type: none"> Air net sales growth CAGR 2016 to 2021 in LC: 8.1%.



Since its introduction 1999 water business grew at 15.4% CAGR; air business 4.2% (in CHF).

Our Growth Strategy – Review

New Segments: Performance Devices

Performance Devices



Strategic Achievements

- Positioning ourselves as a **solution provider** addressing building owner's energy challenges.
- 4th generation of the **Belimo Energy Valve™** (incl. Thermal Energy Meter) for **retrofit applications**.

Sales Growth

- Registering already **10% of net sales** with smart flow control devices.
- **Established concept** of Performance Devices in the market.



~ 97-98% existing buildings



~ 2-3%

new buildings per year

Our Growth Strategy – Review

New Segments: Sensor Business

Sensor Business



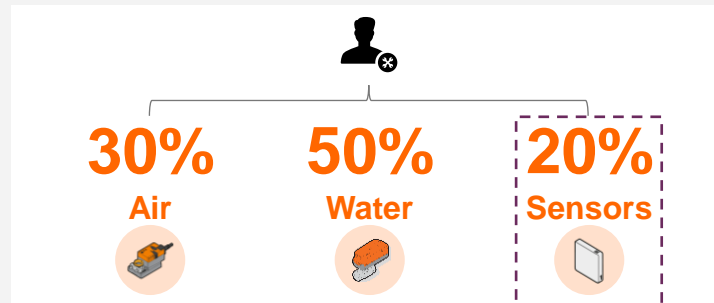
Strategic Achievements

- Introduced full portfolio of pipe and duct sensors, supporting our **bundling sales** approach.
- **Entered the room** with room sensors; room operating units.
- Toxic gas specialist **acquisition** in 2020.

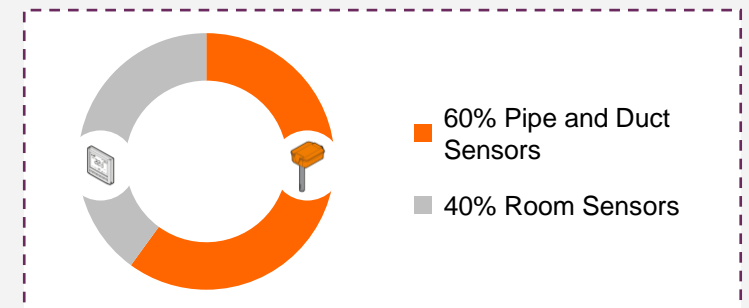
Sales Growth

- Addition of sensors in **2017**, since driving **growth rates** in excess of rest of the portfolio.
- We achieved **>CHF 20 million of sensor sales in 2021** (~3% global market share) and target 10% market share until 2025.

Market Size by Field Device Type



Market Size by Sensor Type



Our Growth Strategy – Review

New Markets: Grow Asia Pacific

Grow Asia Pacific

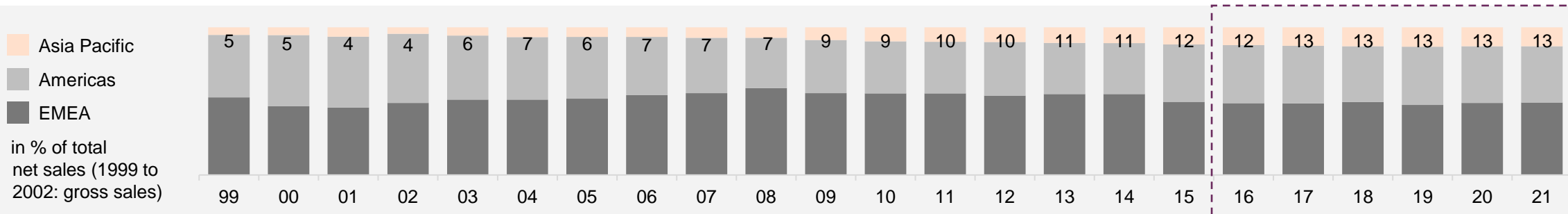


Strategic Achievements

- China: **Extensive sales network** with 13 hubs, establishing the Belimo brand.
- India: Opening of new headquarters, **CESIM® House** in Mumbai.

Sales Growth

- APAC in 2021 with 13% of Group / **CHF ~100 million of net sales**, more than half of it from China.
- Net sales growth CAGR 2016 to 2021 in LC: **10.4%**.



Since 1999, APAC sales grew with 11.2% CAGR, EMEA 6.3%, and Americas 6.2% (in CHF).

Our Growth Strategy – Outlook

Customer Value: Addressing Resources Bottlenecks to Capture Potential

Customer Value

Solution Leadership



RetroFIT+

Accelerate the renewal of the installed base (retrofit).



Grow Asia Pacific

Ensure market leadership in the fastest growing market.



Digital Customer Experience

Innovate our customers' experience.



Actuators and Valves

Grow business and expand market leadership.



Sensors and Meters

Expand range of comfort, energy, safety sensors, and increase market share.



Digital Ecosystem

Enable seamless access to device data.

