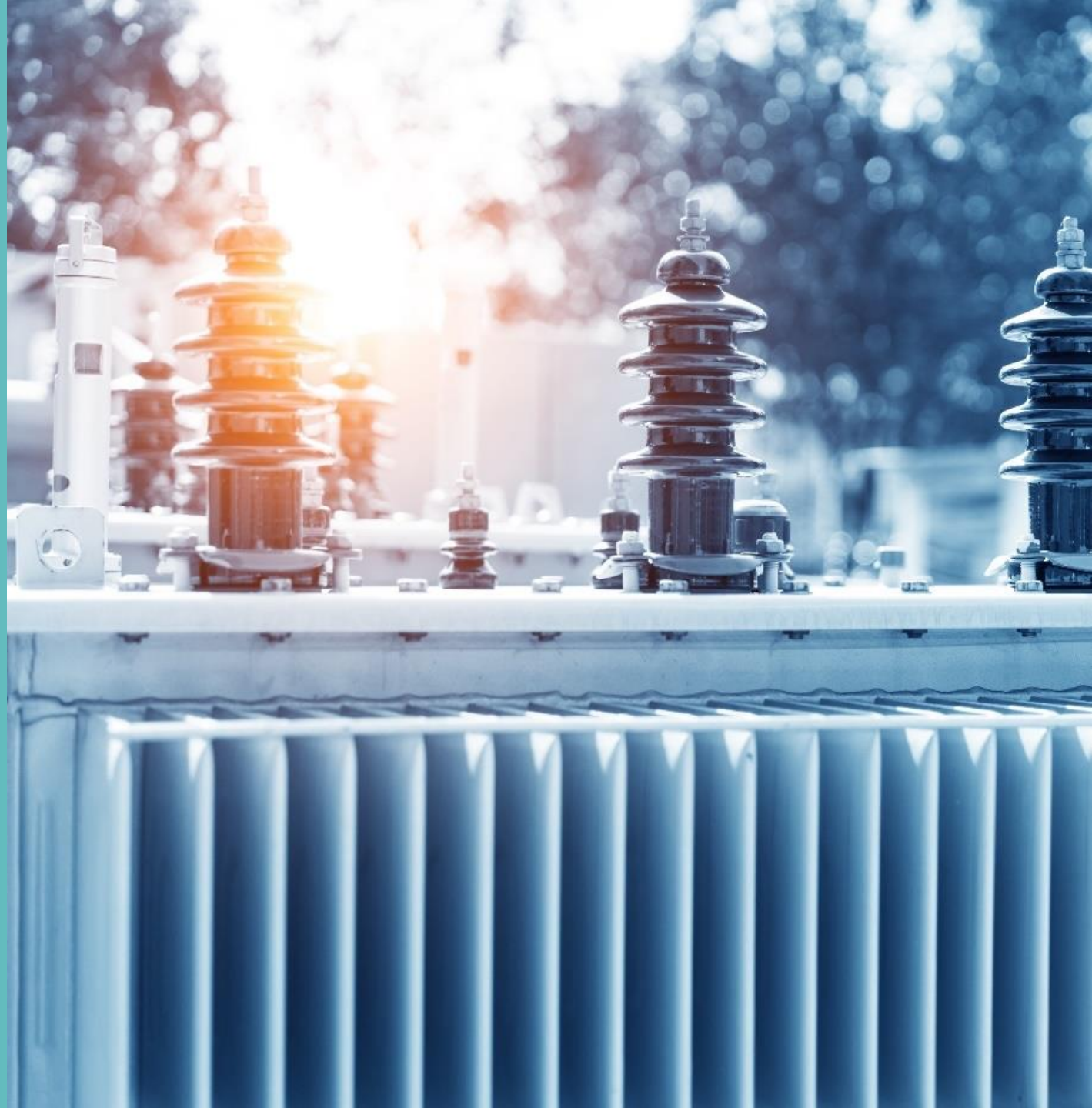


R&S Group

Investor Presentation

Octavian Swiss Seminar 2026, Davos
16 January 2026



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

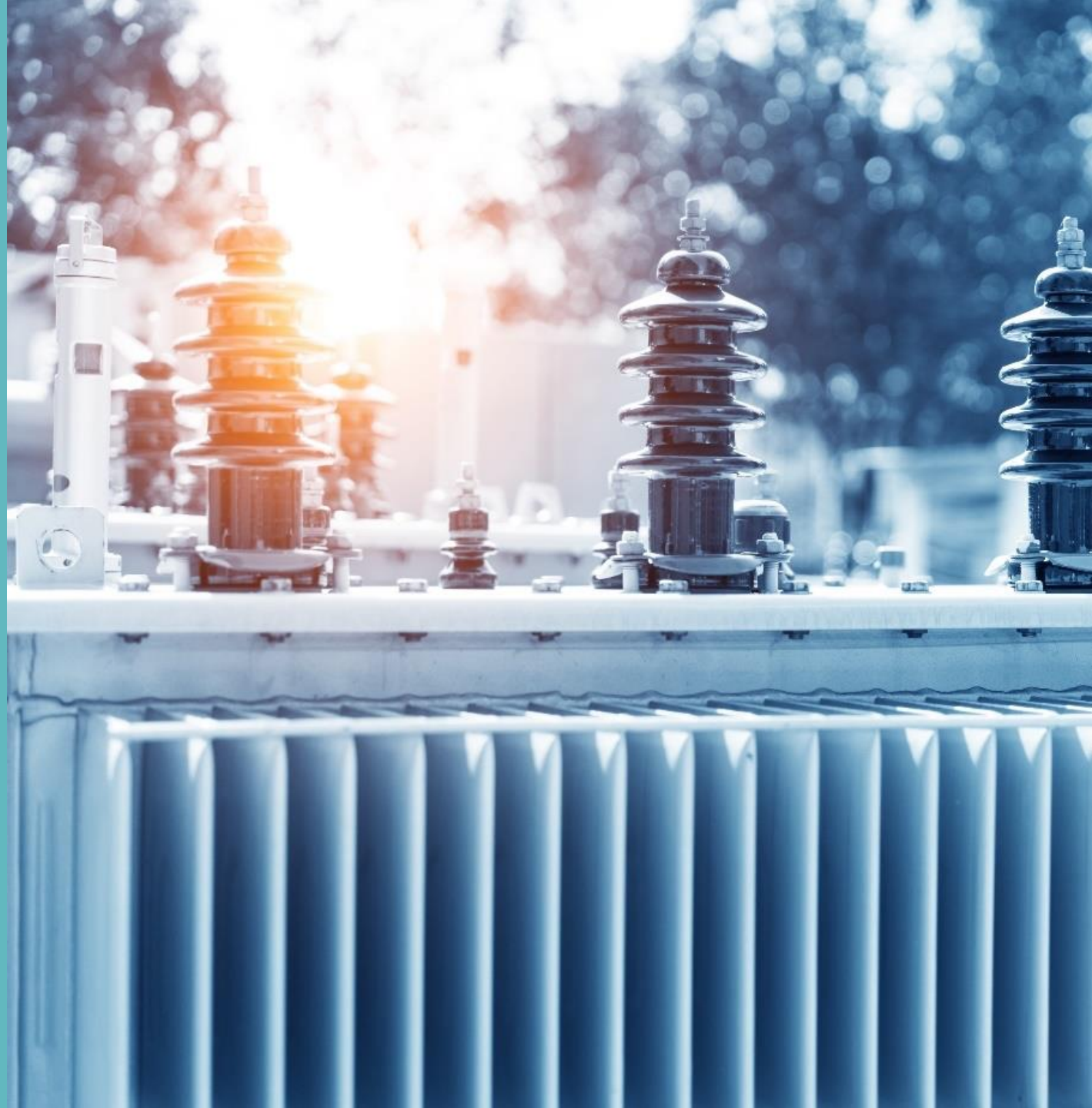
1 Introduction

2 Group strategy and focus topics

3 Q&A



Introduction



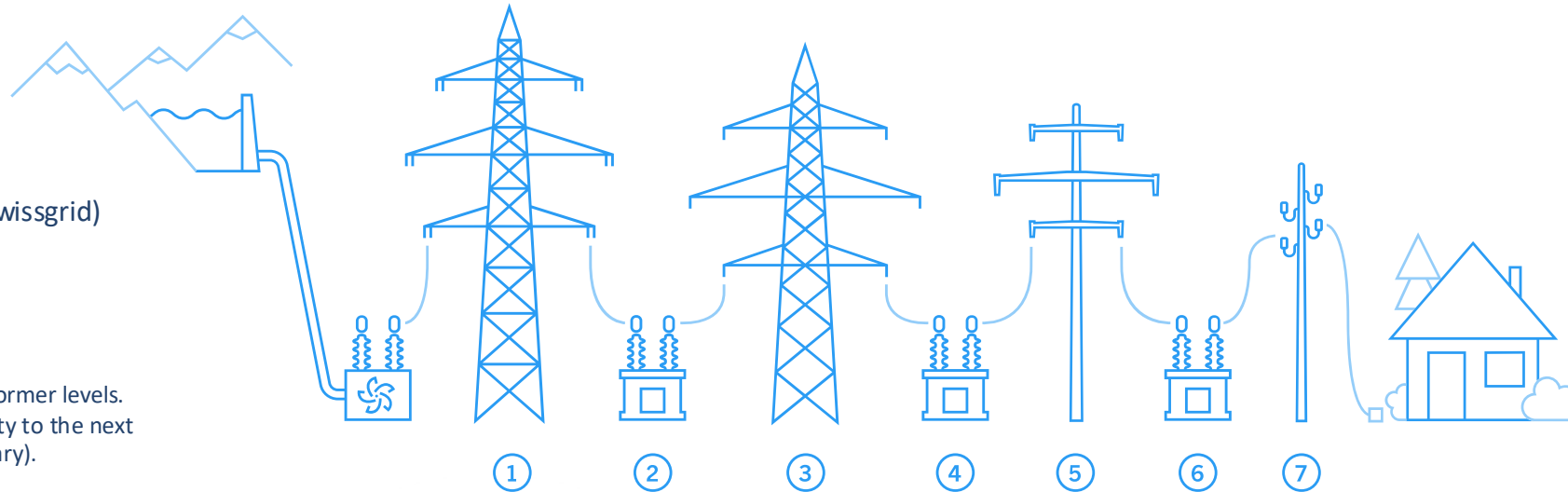
Portfolio to serve growing market segments

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.**

Grid levels (source: swissgrid)

- 1 extra-high-voltage level
- 3 high-voltage level
- 5 medium-voltage level
- 7 low-voltage level

Stages 2, 4 and 6 are transformer levels. They transform the electricity to the next level down (or up, if necessary).



Products:

Power Transformers (PT)

up to 120 MVA

Distribution Transformers (DT)

Oil-immersed up to 10 MVA
and **Cast Resin** up to 20 MVA

Single-phase Transformers

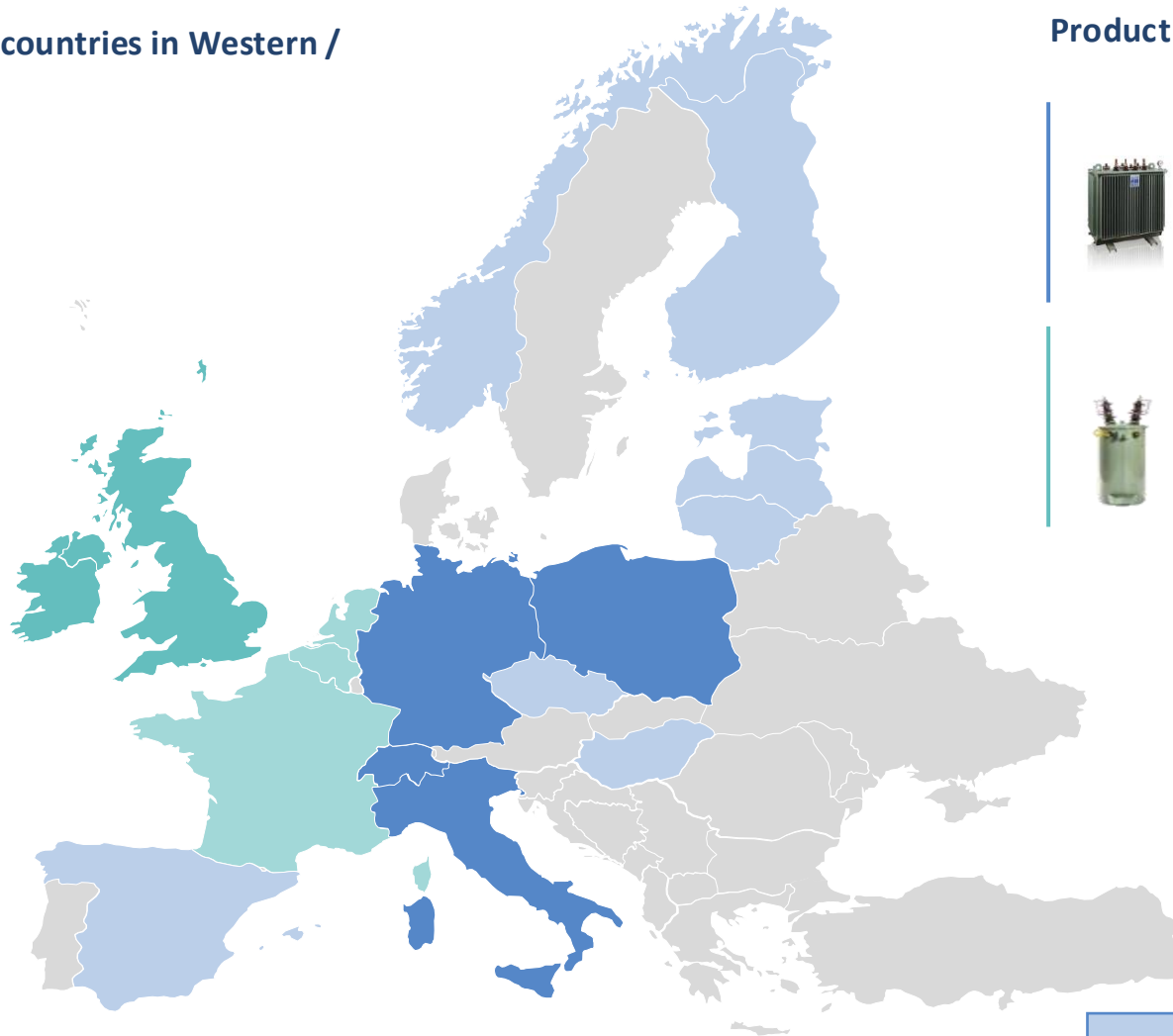
up to 100 kVA



Strong presence in Europe and Middle East

Footprint covering key countries in Western / Central Europe

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



Product portfolio – key products

 <p>Distribution transformers Up to 36kV & 2.5MVA</p>	 <p>Power transformers Up to 145kV & 120MVA</p>	 <p>Cast resin transformers Up to 52kV & 20MVA</p>	 <p>Instrument transformers Up to 36kV</p>
 <p>Single phase transformers 15-100kVA</p>	 <p>Small/medium transformers 15-315kVA</p>	 <p>Big transformers 1.2-10MVA</p>	 <p>Substations 400kVA-1MVA</p>

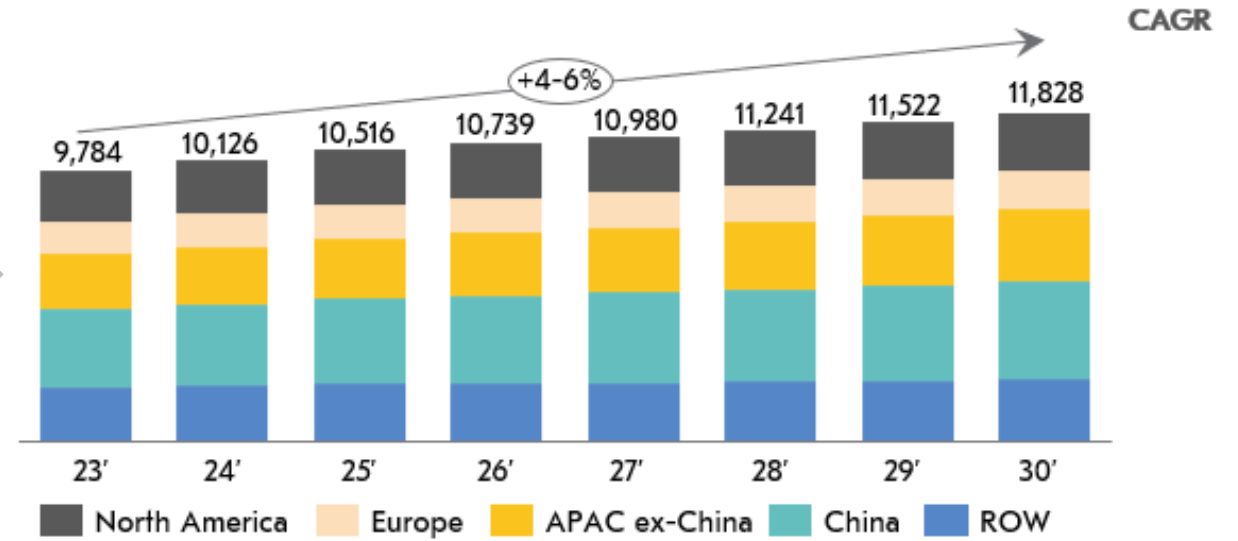
+ Middle East

Strong secular market tailwinds and massive replacement requirement

Secular tailwinds...

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

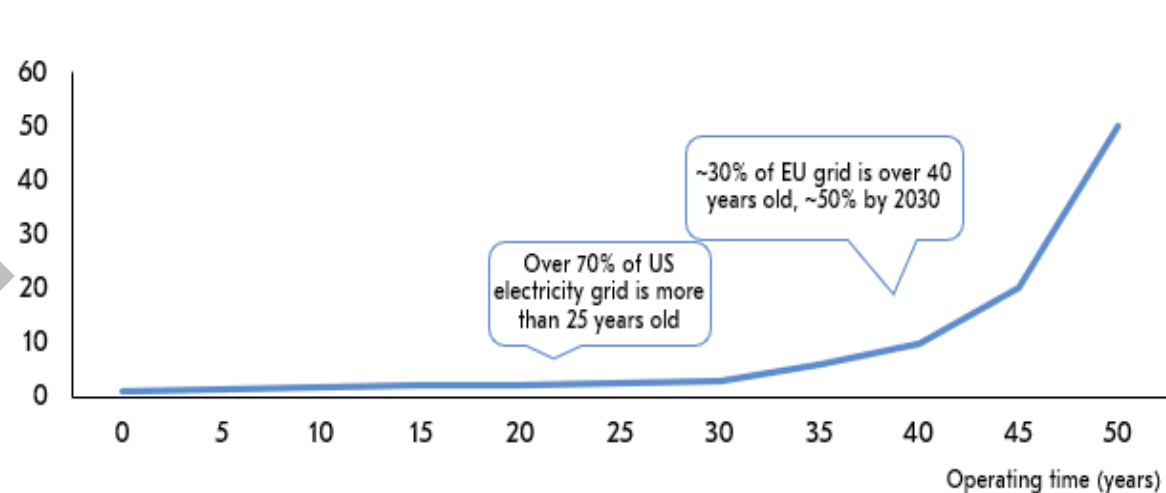
-  Increase of global population
-  Increase of economic activity
-  Digitalisation (Data Centers, Renewables, EV, ...)
-  Electrification of industrial processes



...combined with massive replacement requirements

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

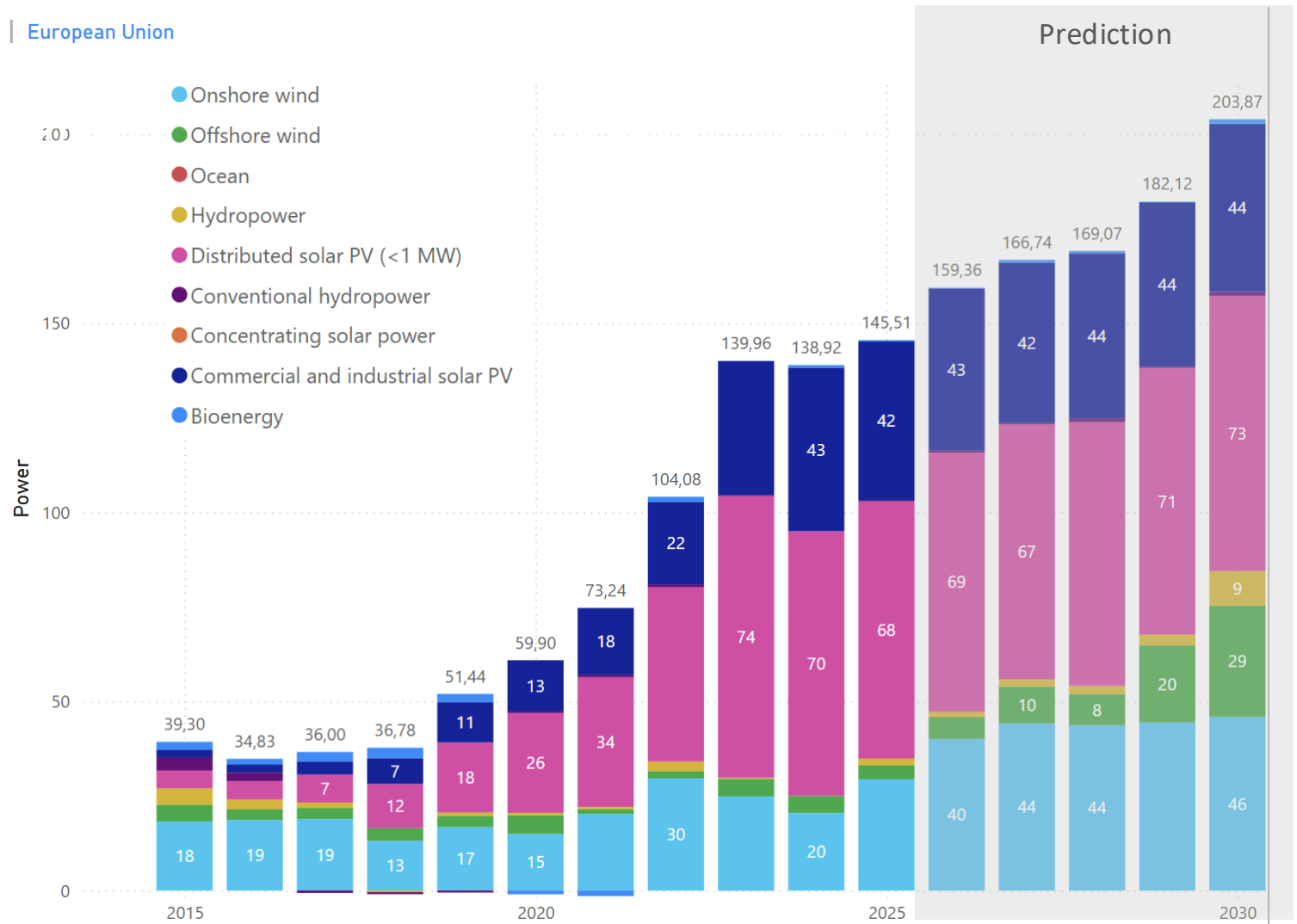
-  Failure rate increases exponentially after 30 years of operation



Sources: Reuters, WHO, IEA, World Economics, S&P, Consultancy analysis

Example: EU renewable generation

- Renewable capacity net additions drive transformer demand
- Net additions in GW differ significantly by technology, region and in demand



Source: International Energy Association Renewable Progress tracker

Example: Data Center hyperscalers



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

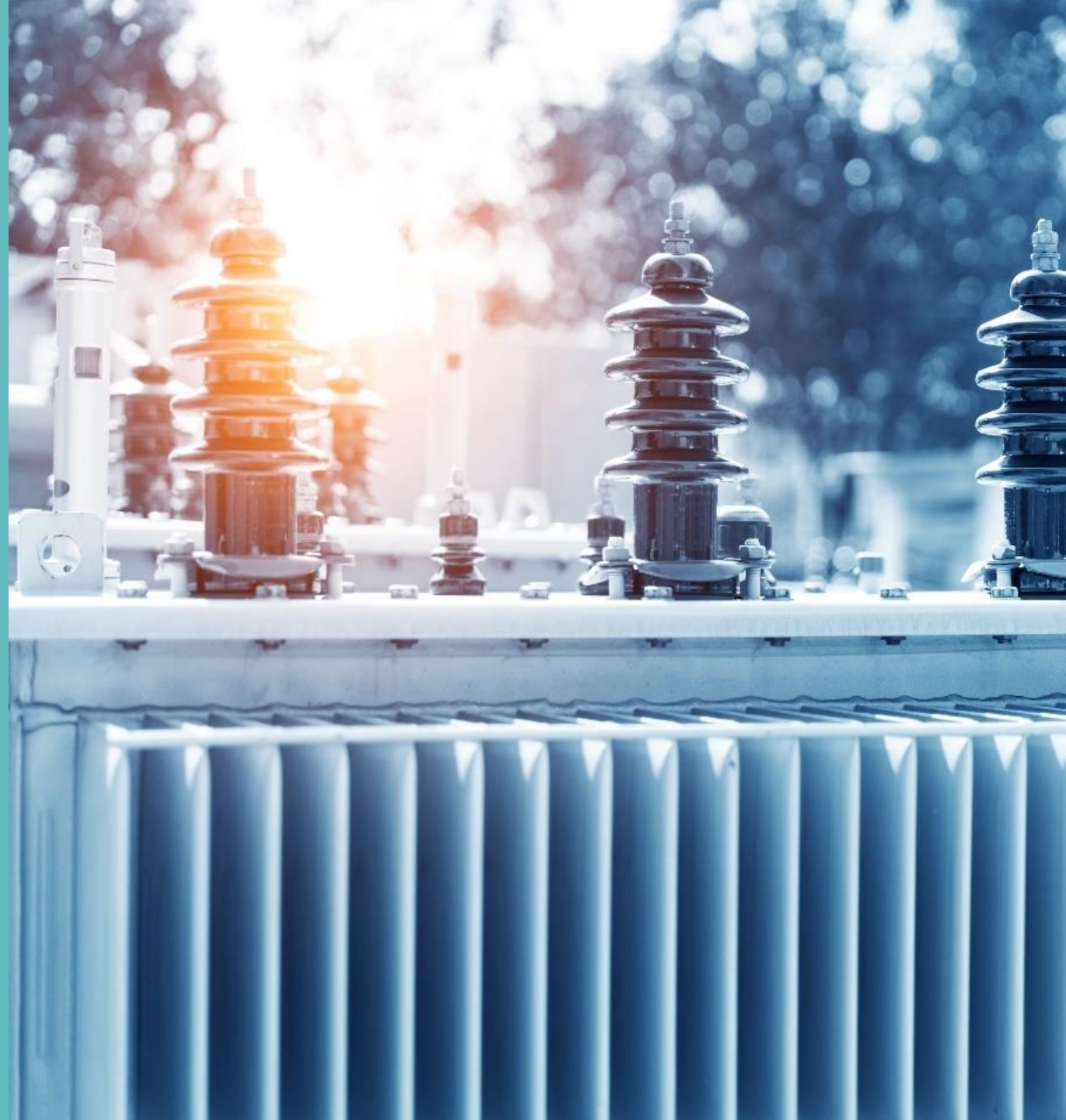
 Share



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

Source: The Economist, [Jul 28th 2025](#)

Group strategy and focus topics



Transformation towards an integrated company

Group

Executive Committee supported by
strong Group functions

Mid-term
targets

- 8-12 % net organic sales growth over the cycle (2025 – 2027)
- 19-21% EBITDA margin
- Stable dividend of CHF 0.50 per share until FY2026

Strategic focus
areas

Go-to market

- Improve market intelligence
- Define and pursue "profit pools"
- Add sales competencies on verticals
- Adjust sales-set up

Operations, Procurement and R&D

- Focus on efficiency and productivity, LEAN
- Manage/reduce material costs by smart sourcing
- R&D roadmap to support design-to-cost and higher end-products

People and Culture

- Invest in leadership, talent development, best practice sharing, job rotation
- Competence management
- Develop performance orientation

Sound bases



People and competences: dedicated, professional, passionate, open to change



Markets: Addressing megatrends, good market positions, customer proximity

Focus topics in 2025



Focus topics 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** without compromising quality (✓)
- Progress on the new greenfield plant for **power transformers; groundbreaking 21 November 2025**
- Strengthening competencies on Group level (incl. new hires) (✓)
- Continued focus on working capital and cash conversion



Notes:

✓ – done

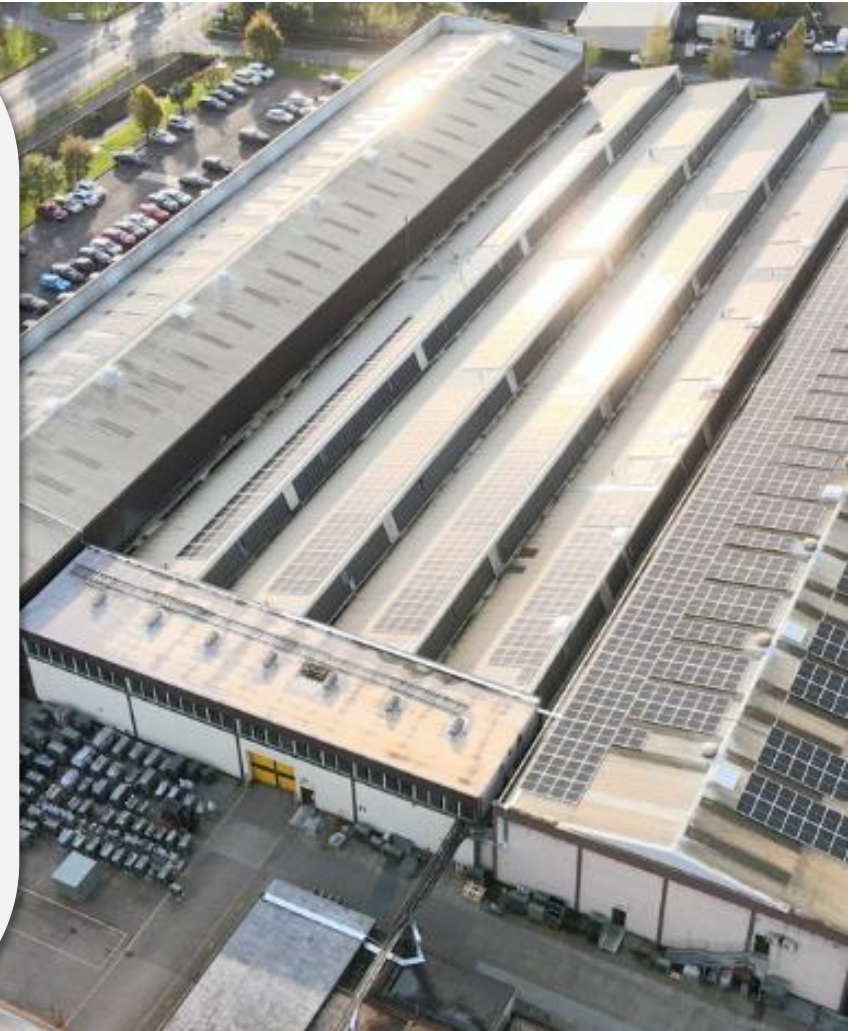
(✓) – partially done

Ongoing progress at Kyte Powertech



Integration of Kyte Powertech

- Formal integration successfully concluded ✓
- **Workforce strengthened:**
 - New local COO ✓
 - Project Lead for Operational Excellence ✓
- **Integration of operational functions** like manufacturing and quality to be deployed further
- **Productivity in operations** in focus
- **Cooperation and first joint projects** between plants in Poland and Switzerland:
 - design/calculation software ✓
 - in cross-selling, procurement, engineering



Notes:

✓ – done
(✓) – partially done

Ongoing progress at Bochnia



Capacity expansion and ramp-up Bochnia

- Delays in ramp-up due to late machine deliveries and workforce development resulting in time lag of customer certifications.
- **Capacity ramp up**
 - Planned monthly run-rate without compromising quality ✓
 - ISO 9001 certification received ✓
- **Sales ramp up**
 - First successes with **initial orders** from Swiss and Swedish utilities and prototype orders from a German utility ✓
 - Sales ramp-up with additional customers
- Joint **design calculation software** established ✓
- Several **frame contracts** with suppliers concluded ✓
- **Training** of workforce (✓)

Notes: ✓ – done
(✓) – partially done

Picture: new plant in Bochnia with new oven in the background

New greenfield for Power Transformers progressing

New factory visualization



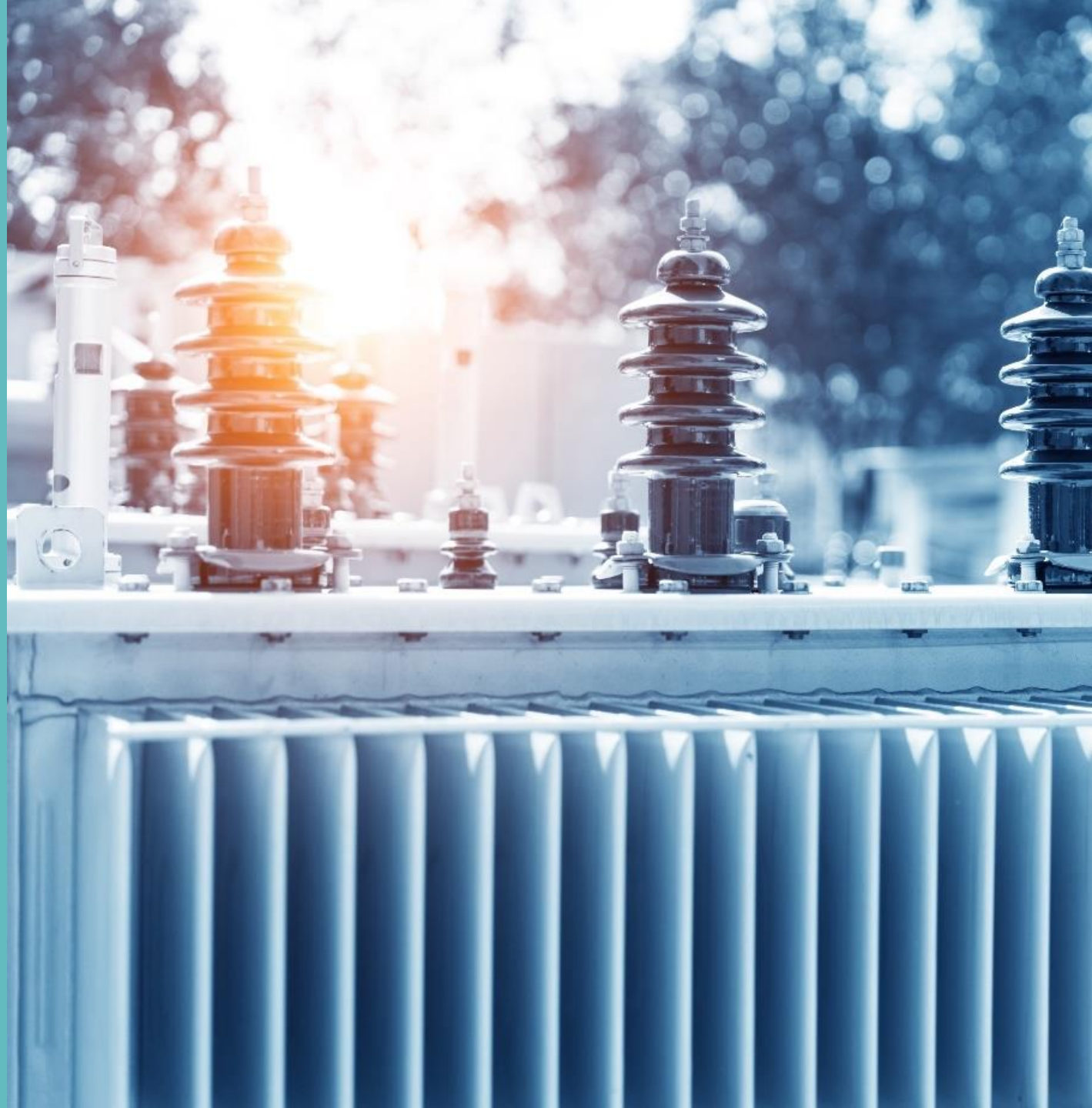
New plant in Lodz:

- **Greenfield** project for power transformers **on track**
- Ground-breaking ceremony on 21 November 2025 ✓
- Start of operations planned for Q4 2026
- Doubling of output
- Project **risk mitigation** measures in place ✓

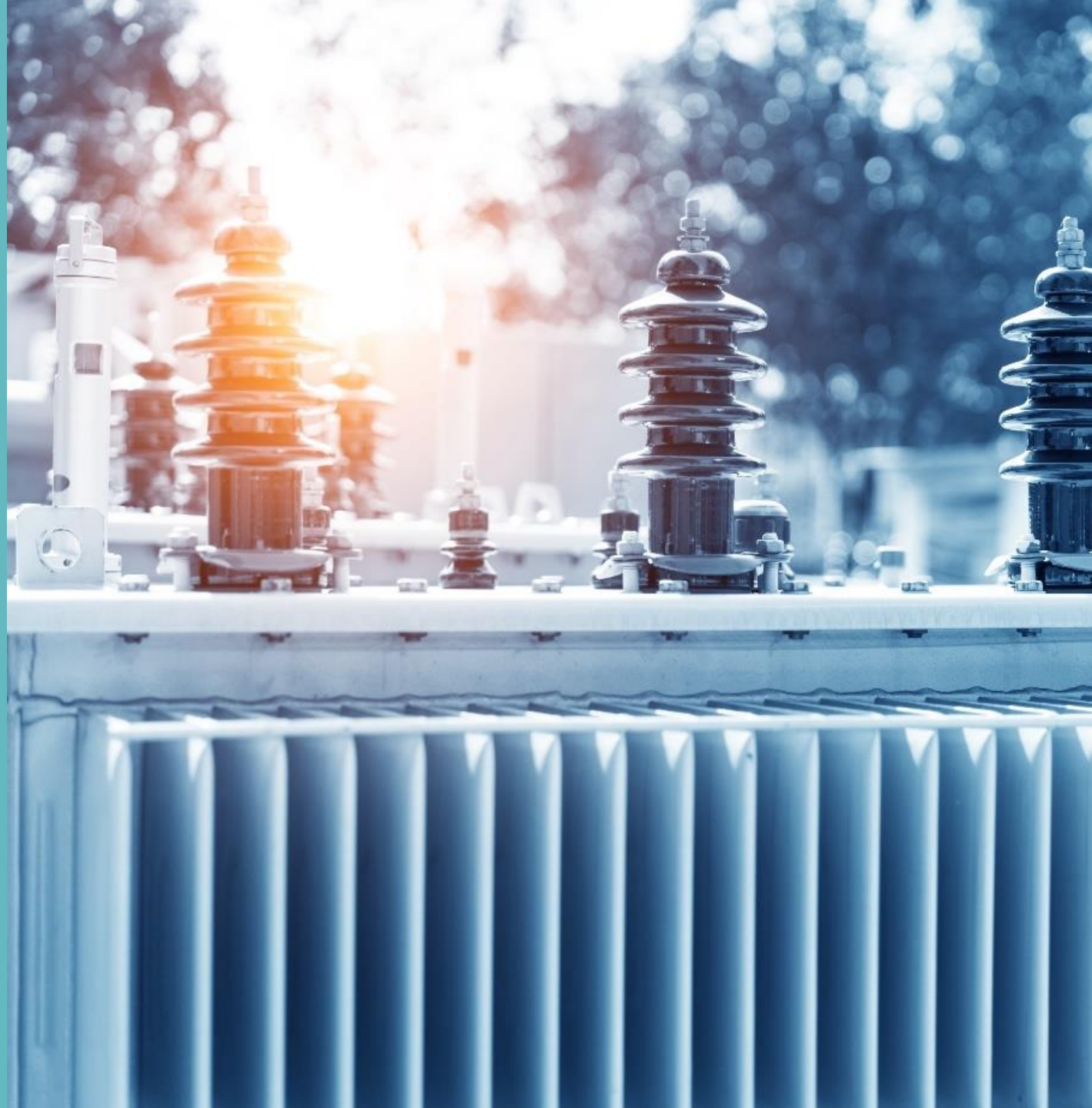
Q&A

Thank you for your attention.

We are now happy to
answer your questions.



Guidance

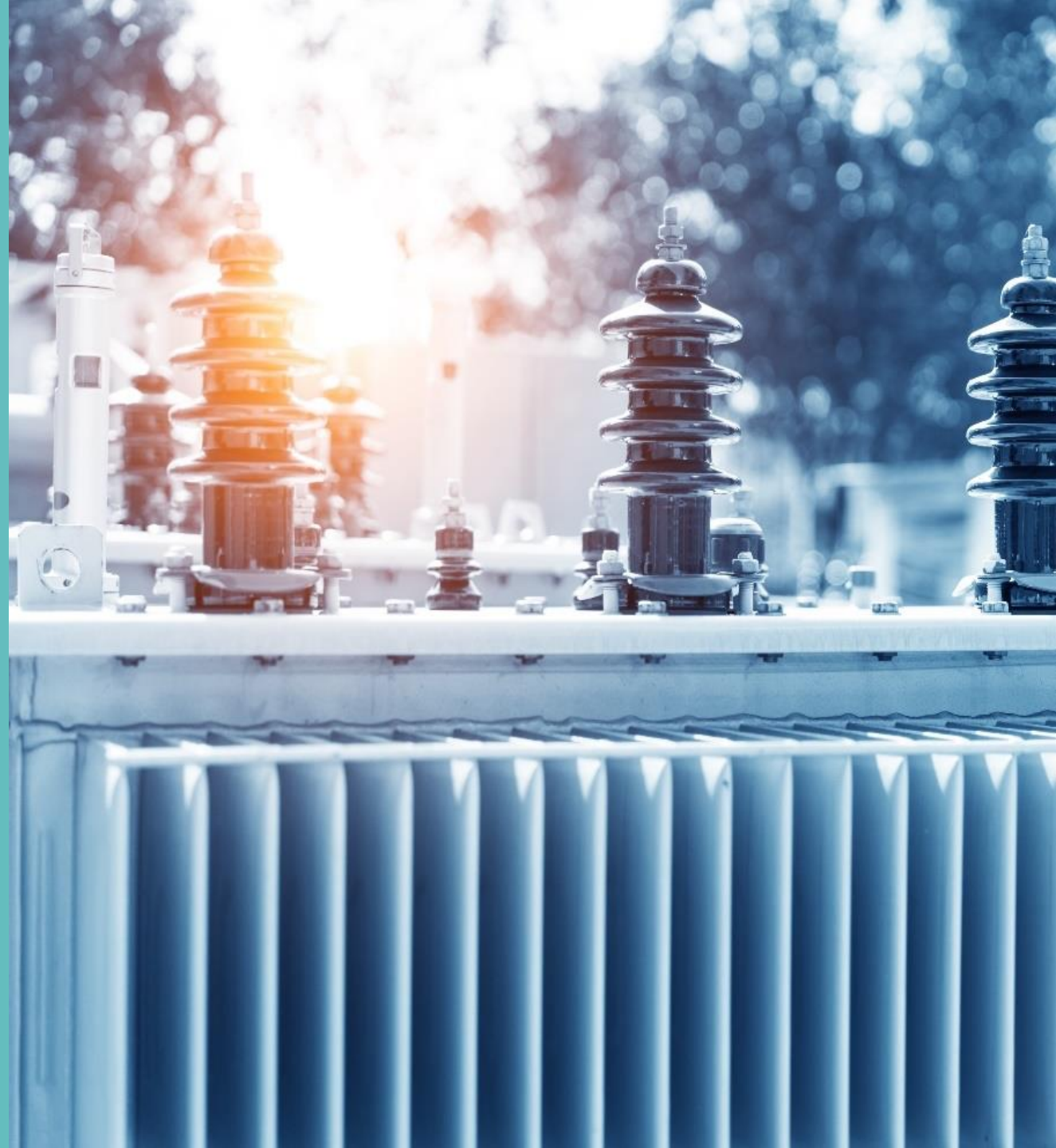


R&S continues to deliver profitable growth. 2026 as “Year of Investment”.

	Mid-term outlook ^{*)}	Commentary
Net sales growth	8%-12%	<ul style="list-style-type: none"> • Mid-term organic growth rate over the cycle (2025-2027). • Intact trends from continuing global electrification demand, decarbonization, decentralization and aged grids. • Missing installation capacities at customers reflected in new growth guidance (prolonging current rate). • Decreasing impact of delayed ramp-up of Bochnia over the planning period
EBITDA margin	19%-21% of net sales	<ul style="list-style-type: none"> • Overall very resilient gross profit margin profile. • Economies of scale from continued net sales growth and increase in operational excellence offset price normalisation. • Build-up of competencies at Group level and hiring for new plant in Łódź resulting in additional headcount cost in 2025 and 2026, but investment into growth and competitiveness.
Dividend policy and leverage	CHF 0.50 per share	<ul style="list-style-type: none"> • Stable dividend until FY2026. • Leverage ratio: Mid-term target around 1.0x Net Debt / LTM EBITDA. • Excess cash to be returned to shareholders.

^{*)} 3 years

Shareholder information



Analyst Coverage

Institution	Name	Rating	Price Target
- Berenberg	Patrick Laager, Patrick.Laager@berenberg.com	Buy	CHF 35.00
- Kepler Cheuvreux	Hans-Joachim Heimbürger, hheimburger@keplercheuvreux.com	Hold	CHF 20.00
- Octavian	Alessandro Foletti, alessandro.foletti@octavian.ch	Hold	CHF 26.50
- ODDO BHF	Adrian Pehl, adrian.pehl@oddo-bhf.com	Outperform	CHF 28.00
- UBS	Vogel, sebastian.vogel@ubs.com	Buy	CHF 22.60
- ZKB	Florian Sager, florian.sager@zkb.ch	Market Perform	n/a

Latest initiation reports



Equity report – Initiating coverage
Electronics | Switzerland

R&S Group

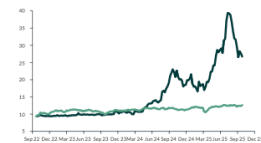
Outperform → | Target Price : CHF 34.0

Price (24/10/2025): CHF 26.75 | Upside : 27%

Revision	12/25e	12/26e
EPS	ns	ns

Valuation of the transformer pure play has become attractive again

Publication date: 27/10/2025 06:51
Writing date: 26/10/2025 21:50



Sources: ODDO BHF Securities, SIX

Share data	
RSGN SW RSGNLS	
Market Cap (CHFm)	995
Enterprise value (CHFm)	1.085

R&S Group is a pure play in the transformer business (focus on distribution up to medium-sized power transformers) with a strong presence in its home market Switzerland, but also in Poland, Italy, and increasingly in Germany as well as other parts of Europe. The group will benefit from structurally growing electricity grid investments leading to mid-teens adj. EBIT growth in the next couple of years. In light of the recent share price correction (~-30%), we initiate coverage at Outperform with a target price of CHF 34, offering 27% upside.

Solid overall market position in its market segments

R&S Group is a producer of a range of electrical transformer products for the electricity grid domain. It has about two-thirds of the market for oil distribution transformers in Switzerland, and c. 40% market share in power transformers for the lower range of the high-voltage segment. In cast-resin transformers it has about a third of the market e.g. in Poland, Italy and the Czech Republic. The company is, however, not active in the very large power transformer business which is dominated by big caps like Siemens Energy or Hitachi Energy.



27 October 2025

R&S Group Holding AG (RSGN SW)

BUY



**Capital Goods &
Industrial
Engineering**

Transforming power into
performance



We guarantee energy

Financial calendar | Contact

Financial Calendar

Trading update full-year 2025	5 March 2026
Full-year 2025 results	8 April 2026
Annual General Meeting	7 May 2026
Trading update half-year 2026	5 August 2026
Half-year 2026 results	16 September 2026

Contact

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