



# IR PRESENTATION

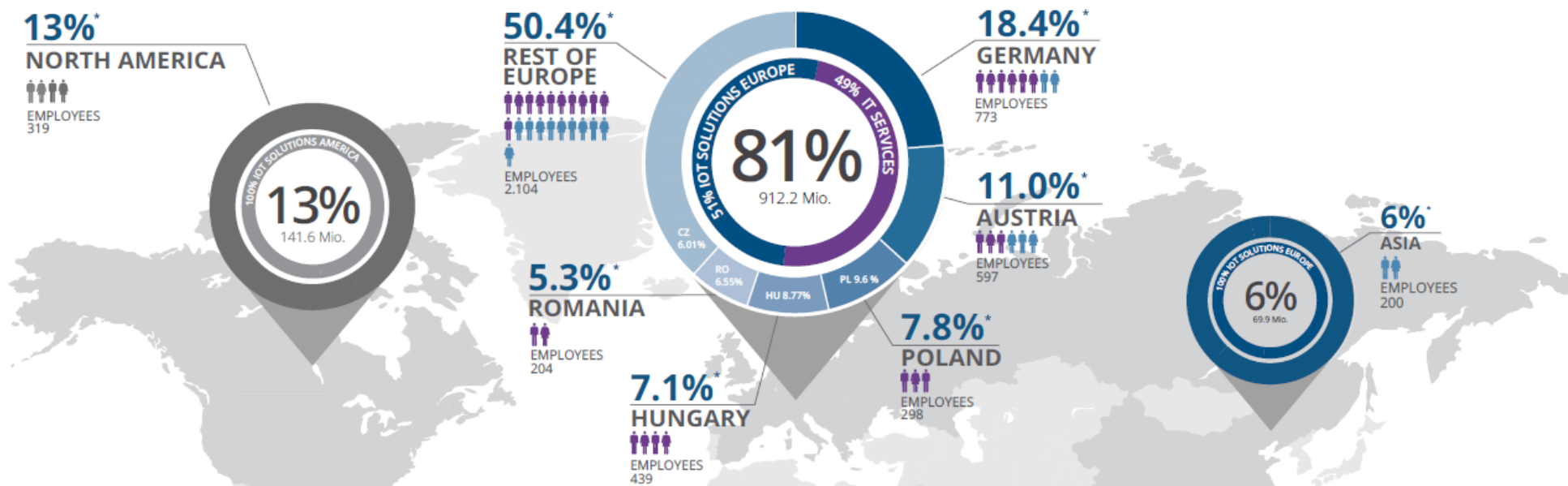
## Q3 | 9M UPDATE

Hannes Niederhauser, CEO  
Richard Neuwirth, CFO

November 2020



# S&T AT A GLANCE



## 01 S&T PROVIDES GLOBAL IOT 4.0 TECHNOLOGY



- > S&T offers IoT solutions for Industrial & Transportation
- > IoT grows fast: The whole Industry 4.0 market is expected to grow at a CAGR of ~15% by 2022\*

## 02 S&T IS AN IT SERVICE PROVIDER WITH REGIONAL FOCUS



- > Germany, Austria, Switzerland (DACH)
- > East Europe

## 03 S&T IN FIGURES

- > 2019: EUR 1,122.9 Mio. revenues and EUR 111.7 Mio. EBITDA
- > 2019: Strong op. cashflow (EUR 83.4 Mio.) and high liquidity (EUR 312.3 Mio.)
- > 5.264 employees in 32 countries (as of 30<sup>th</sup> of September 2020)

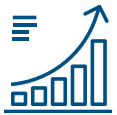
## 04 MEMBER OF THE TECDAX® & SDAX®

- > Headquarter in Linz, Austria, listed in Frankfurt, Germany
- > ~ EUR 1.1 Bn. market cap as of 3<sup>rd</sup> of November 2020
- > 2019 trading volume of ~ EUR 1 Bn.

\* Revenues in % of S&T Group total revenues based on location of revenue generating S&T subsidiary

\*\* Source: IMS Report, ABI Research, Oracle, Markets and Markets Analysis

# S&T HIGHLIGHTS



## PROFIT FOCUS

- › Revenue 9M 2020 (9M 2019):  
+11 % to EUR 836.4 Mio. (EUR 753.2 Mio.)
- › EBITDA 9M 2020 (9M 2019):  
+17% to EUR 83.7 Mio. (EUR 71.7 Mio.)
- › Net Income after NCI 9M 2020 (9M 2019):  
+9% to EUR 31.5 Mio. (EUR 29 Mio.)



## LEADING IOT ALLIANCE

- › Manufacturing cooperation and IoT cooperation with Foxconn in progress
- › Alliance with Microsoft and Intel for Industry 4.0 Cloud Solutions
- › 5G stack for IIoT extended by acquisition of Iskratel, SI



## FINANCE GROWTH

- › Working Capital Optimization progressing well through PEC program
- › Operating Cash Flow further improved (9M 2020: EUR 50.0 Mio. | 9M 2019: 4.5 Mio.)
- › Cash of EUR 253.7 Mio. at hand as of 30<sup>th</sup> of September 2020
- › Sufficient liquidity available to finance organic and an-organic growth



## SHAREHOLDER FOCUS

- › **Allocate 50% of profits to dividends and share buy backs**
- › Continuous dividend increase: 2014 - 2018: 7ct; 8ct; 10ct; 13ct; 16ct; dividend for FY 2019 postponed to 2021 due to Corona crisis;
- › Share buyback program: 1.15 Mio. treasury shares 9/2020  
new program started 30<sup>th</sup> of October 2020 for 1 Mio. shares
- › ESG rating improvements ongoing

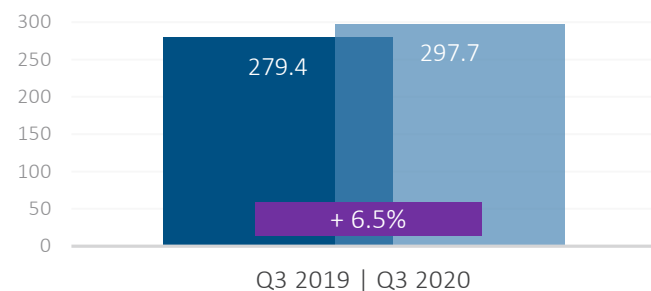
# Q3 2020

## STRONG RESULTS DESPITE COVID-19 PANDEMIC



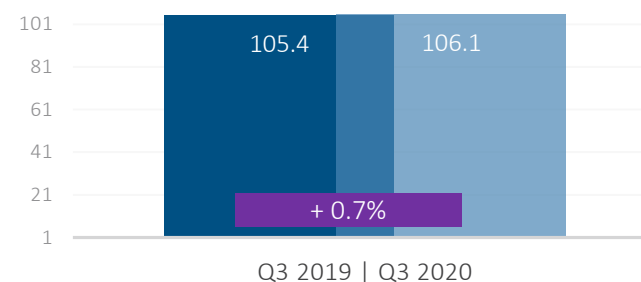
### REVENUE

(in EUR Mio.)



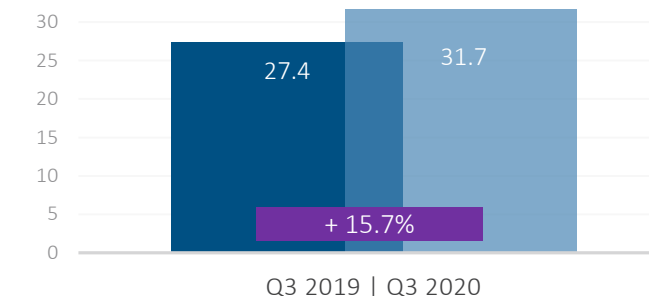
### GROSS PROFIT

(in EUR Mio.)



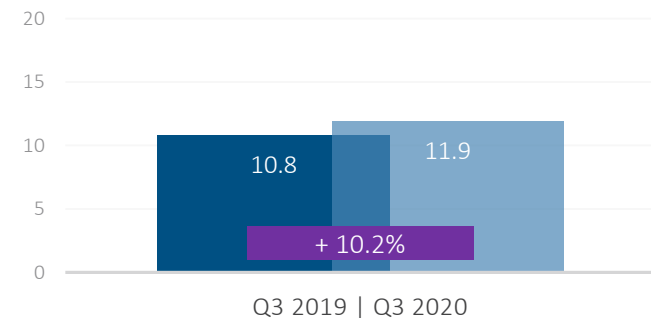
### EBITDA

(in EUR Mio.)



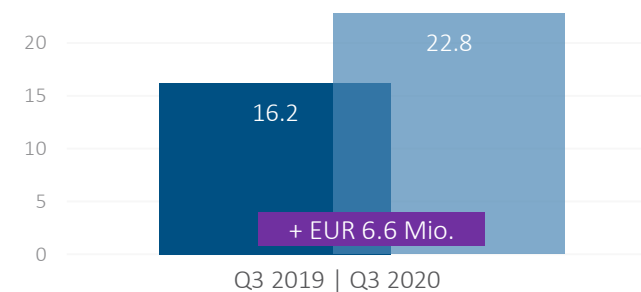
### NET INCOME AFTER NCI

(in EUR Mio.)



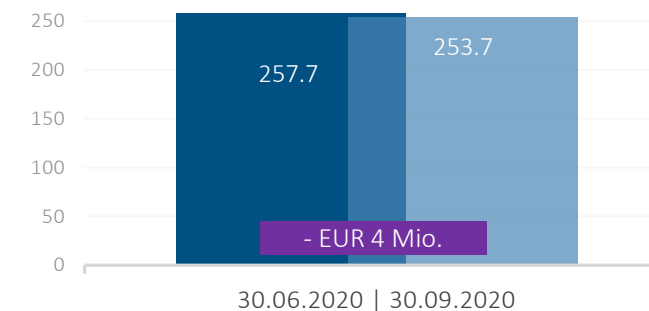
### OPERATING CASHFLOW

(in EUR Mio.)



### CASH AND CASH EQUIVALENTS

(in EUR Mio.)



Strong Q3 2020 despite global economic caused by Covid-19 Pandemic

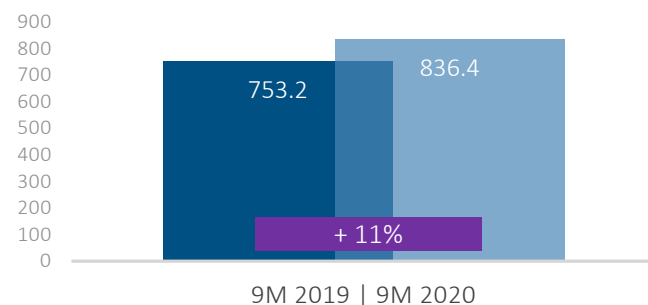
# 9M 2020

## GOOD RESULTS IN ALL PARAMETERS



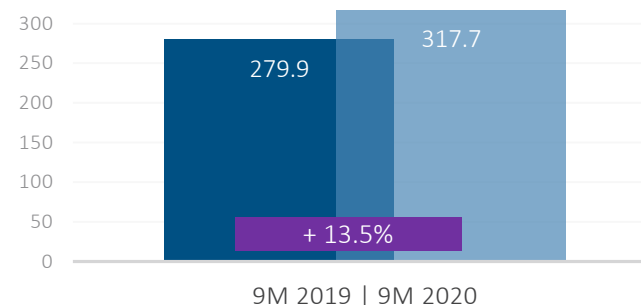
### REVENUE

(in EUR Mio.)



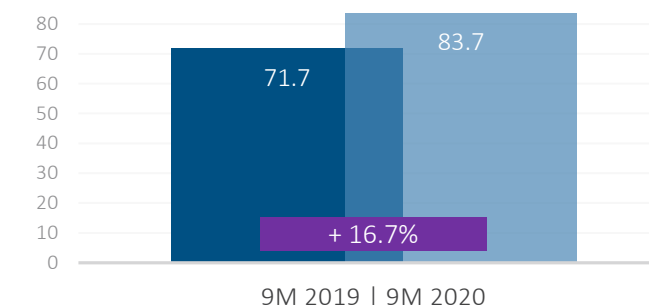
### GROSS PROFIT

(in EUR Mio.)



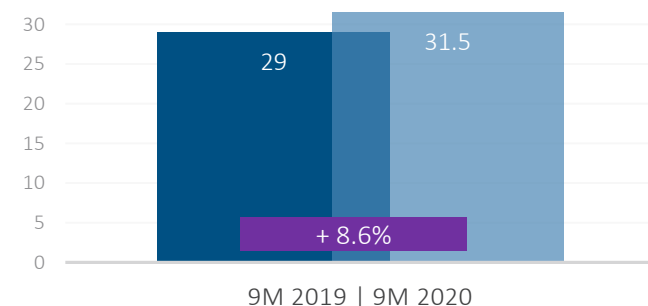
### EBITDA

(in EUR Mio.)



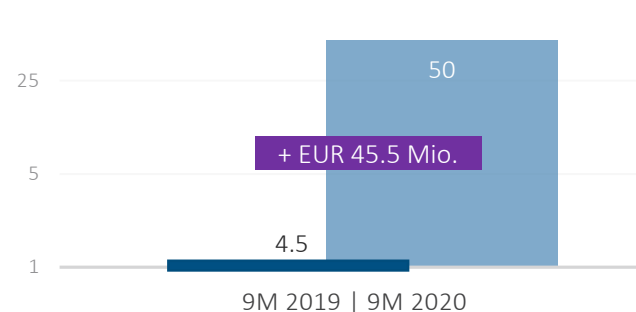
### NET INCOME AFTER NCI

(in EUR Mio.)



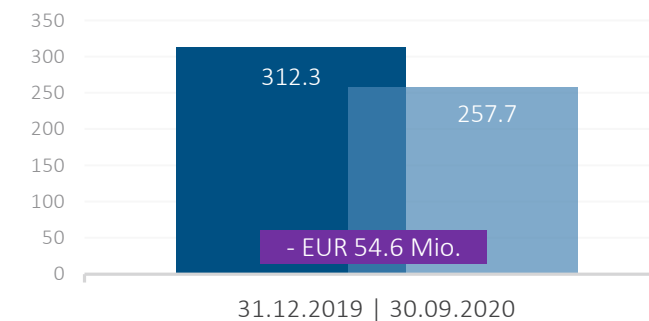
### OPERATING CASHFLOW

(in EUR Mio.)



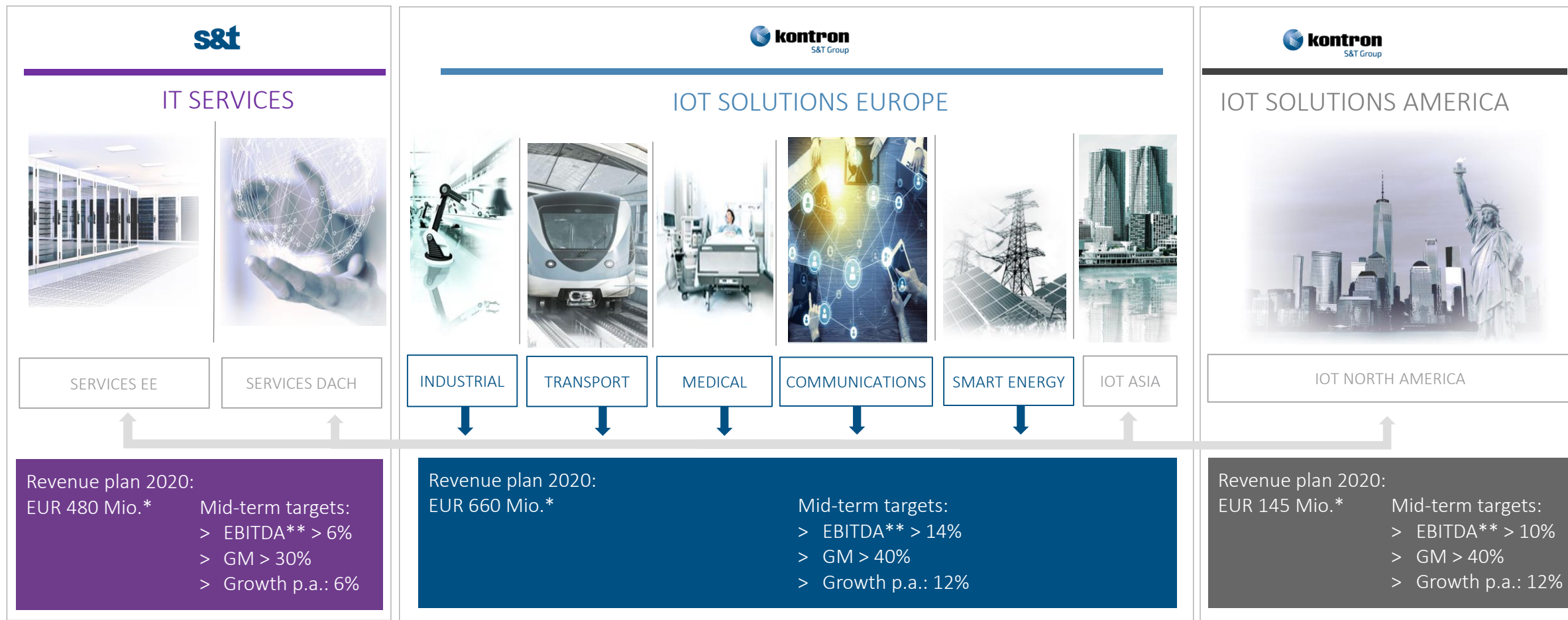
### CASH AND CASH EQUIVALENTS

(in EUR Mio.)



9M 2020 on track | Operating Cashflow improved by ~ EUR 45.5 Mio.

# S&T BUSINESS MODEL



IoT Solutions Europe Technologies to be pushed additionally via S&T sales channels in North America, Asia and Eastern Europe

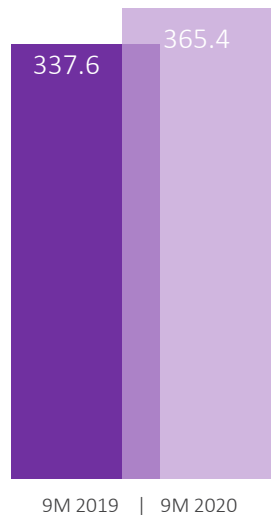
\* incl. I/C revenues before Iskratel+ CITYCOMP acquisition

\*\* before HQ-fee distribution

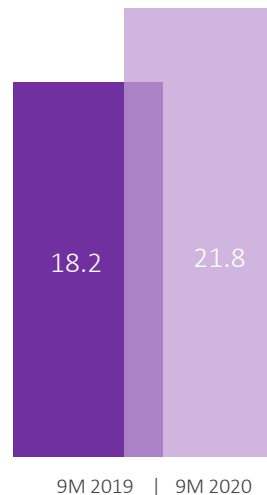
# IT SERVICES



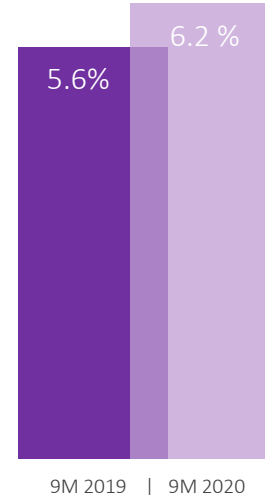
## REVENUE\*



## EBITDA BEFORE HQ FEE\*\*



## ADJ. EBITDA MARGINS\*\*\*



- › S&T Eastern Europe adopted faster to Corona crisis, Corona impacts will be minor
- › Delays/cancellations in deployments are compensated by
  - › more public business
  - › “Corona” subsidies on labor cost
  - › Home office/VPN equipment
- › EBITDA margin growing appr. 0.6% vs 2019
- › Good growth of Home Office, Network & Security, SAP Hana and Public Business

“IT Services” first time 6% EBITDA-Margin exceeded

\* 3<sup>rd</sup> Party revenues including intercompany revenues

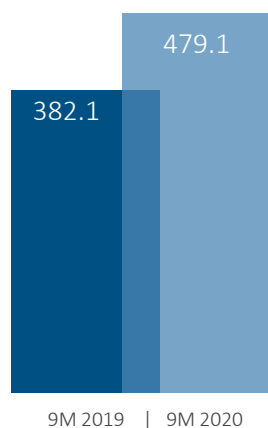
\*\* EBITDA before charged management fees from S&T AG (part of IT Services Segment); EBITDA after management fees: MEUR 27.9 (9M 2020), MEUR 24.5 (9M2019)

\*\*\* HQ-fee adjusted EBITDA in % of external revenue

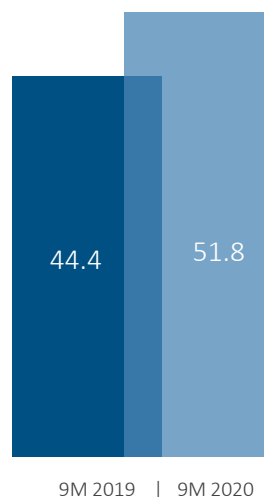
# IOT SOLUTIONS EUROPE



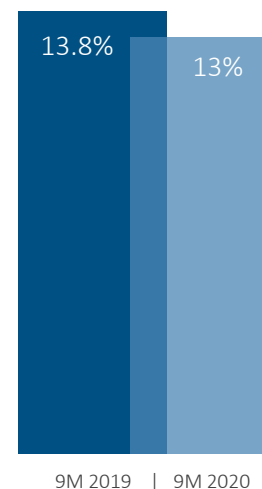
## REVENUE\*



## EBITDA BEFORE HQ FEE\*\*



## ADJ. EBITDA MARGINS\*\*\*



- › Highest EBITDA (before HQ-fee) contribution to the group in Q3 2020
- › Strong growth due to growing IIOT market
- › Business well adopted to Corona crisis:
  - › Medical booming (Dräger, Maquet, GEHC)
  - › Public business (transportation)
  - › No more subsidies due to full utilization
- › Lower gross margin due to product mix (seasonal more volume products)
- › M2M (IIoT) communication expanded by newly acquired 5G know-how (Iskratel)

“IoT Solutions Europe” segment is major profit driver of S&T Group

\* 3<sup>rd</sup> Party revenues including intercompany revenues

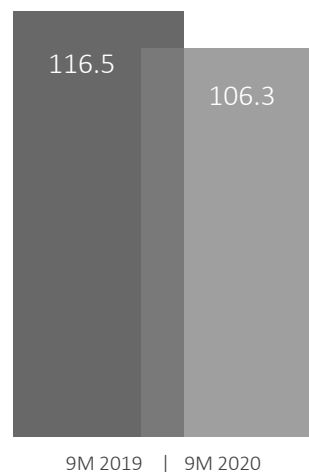
\*\* EBITDA before charged management fees from S&T AG (part of IT Services Segment); EBITDA after management fees: MEUR 47.9 (9M 2020), MEUR 41.5 (9M2019)

\*\*\* HQ-fee adjusted EBITDA in % of external revenue

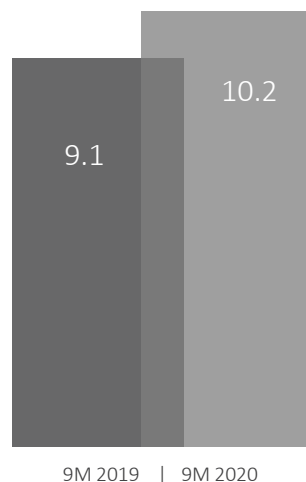
# IOT SOLUTIONS AMERICA



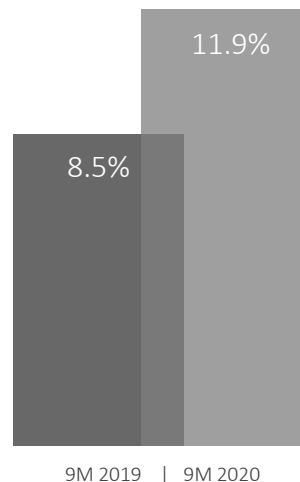
## REVENUE\*



## EBITDA BEFORE HQ FEE\*\*



## ADJ. EBITDA MARGINS\*\*\*



- › Restructuring completed, app. 8% cost reductions achieved
- › Two largest customers phasing out, Avionics weaker, partially compensated higher Gross Margin with new customers
- › New projects have lower revenues but improved EBITDA
- › First time Adj. EBITDA Margin above 10% - further improvements expected 2021

Restructuring of “IoT Solutions America” completed | Sustainable double-digit Adj. EBITDA Margin achieved

\* 3<sup>rd</sup> Party revenues including intercompany revenues

\*\* EBITDA before charged management fees from S&T AG (part of IT Services Segment); EBITDA after management fees: MEUR 8.0 (9M 2020), MEUR 5.7 (9M2019)

\*\*\* HQ-fee adjusted EBITDA in % of external revenue

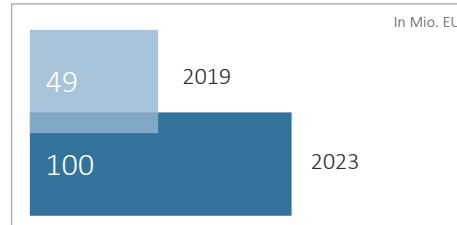
# ITP PROGRAM ('IMPROVE TECHNOLOGY PENETRATION') PROGRAM TO BOOST S&T'S GROWTH AND MARGINS



## SUSIETEC

SUSiEtec IoT software framework: Enabling machine learning (AI)

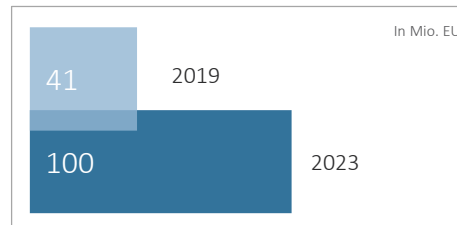
- › Improve software product portfolio: Embedded SW, Soft PLC, TSN (real time networks)
- › EUR 80 Mio. software revenues planned by 2023, triggering add. 250 Mio. IoT product sales



## SMART ENERGY

IoT-ready Smart Grids: From hardware up to data management software

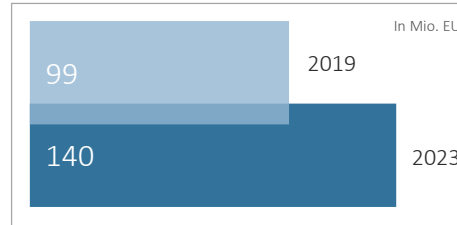
- › Revenue plan of EUR 100 Mio. until 2023



## TRAIN CONTROL SYSTEMS

Mission critical control systems for high speed trains

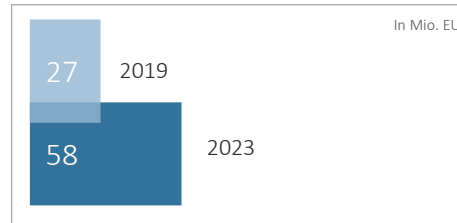
- › Revenue plan of EUR 140 Mio. until 2023



## AUTONOMOUS DRIVING

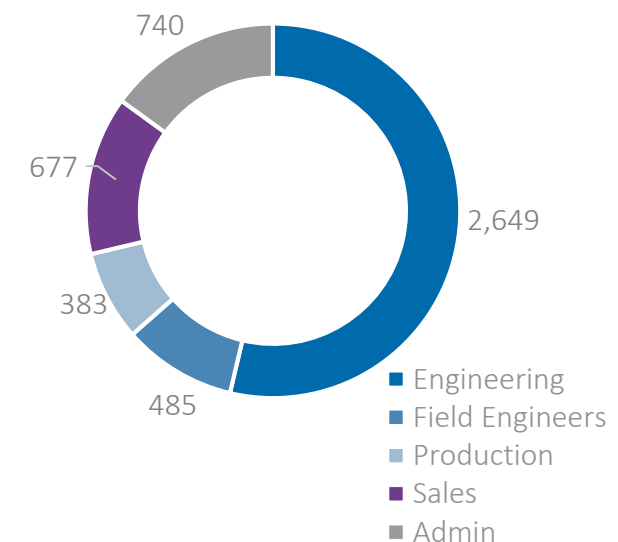
Real Time Edge Computing for Level 4 Autonomous Driving

- › Revenue plan of EUR 58 Mio. until 2023

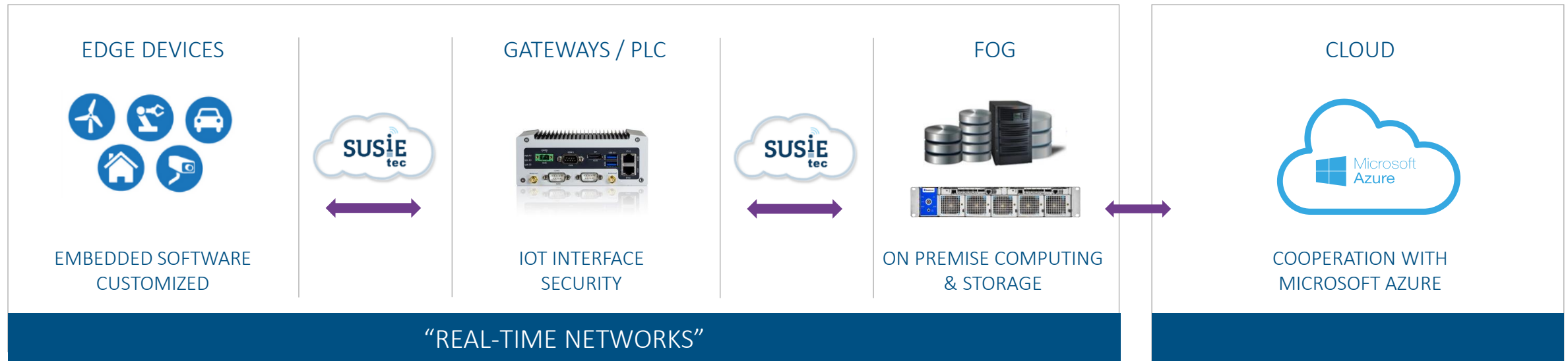


## EXCELLENT POOL OF ENGINEERS

- › Cost efficient in-house resources in Eastern Europe
- › 2019: EUR 170,5 million R&D costs (15,2% of revenues) as of 40% paid by customers
- › Around 3.000 engineering heads worldwide



## OUR OFFERING FOR A SMART FACTORY: FROM EDGE TO CLOUD



### CUSTOMER EXAMPLES

- > SUSiEtec Workforce-Solution
- > Driverless transport vehicles for production and logistics operations  
Enabling IoT navigation software for sensor-based tracking
- > Printing industry - IoT Industry Computer Platforms to operate printing presses
- > Manufacturer of injection molding machines  
Modern user experience and process control in factory environment

**HAUSER**

**KINEXON**

**HEIDELBERG**

**ENGEL**

### COOPERATION WITH FOXCONN

- > Roll out of IoT Software together in Asia
- > Cooperate on leading Industry 4.0 production standards and technologies
- > Create a global Industry 4.0 factory

# TECHNOLOGY MEDICAL AND HEALTHCARE MARKET



## MEDICAL SYSTEMS

- › S&T designs and delivers Smart Medical Control Systems
- › Total volume 2019 appr. EUR 100 Mio.

Top customers :

- › GE Healthcare (USA + Israel)
- › Dräger, Maquet, Philips, Fresenius, Medtronic, Siemens
- › S&T is qualified as mission critical supplier and will stay open during Corona crisis (Augsburg, Ismaning and San Diego facilities)
- › Strong business demand (+ 50%)

## MEDICAL SERVICES

- › S&T runs service contracts for technical equipment in hospitals
- › Total volume 2019 appr. EUR 40 Mio.
- › No shut down for mission critical services during corona crisis

## COMPLETE MEDICAL SOLUTION OFFERING



## DRÄGER VENTILATOR SYSTEMS

- › Global Top Player and Top 3 Customer of S&T (EUR 20 Mio. FY2019)
- › Control systems designed and delivered since 10 years by Kontron
- › Business currently exploding – weekend shifts in Augsburg + Ismaning

# S&T GROUP BALANCE SHEET



Mio. EUR	30/09/2020	31/12/2019
<b>NON-CURRENT ASSETS</b>	<b>462.6</b>	<b>457.2</b>
Fixed Assets	427.6	422.8
Other Assets	35.0	34.4
<b>CURRENT ASSETS</b>	<b>720.1</b>	<b>768.5</b>
Inventories	172.3	146.8
Trade receivables	186.9	212.1
Contract Assets from Customers	27.8	27.2
Cash and cash equivalents	253.7	312.3
Other receivables and prepayments	79.4	70.1
<b>Total Assets</b>	<b>1,182.7</b>	<b>1,225.7</b>

	30/09/2020	31/12/2019
<b>CAPITAL AND RESERVES</b>	<b>392.5</b>	<b>385.1</b>
Equity	392.5	385.1
<b>NON-CURRENT LIABILITIES</b>	<b>322.7</b>	<b>331.8</b>
Long-term loans and borrowings	211.1	220.0
Other Non-Current Liabilities	111.6	111.8
<b>CURRENT LIABILITIES</b>	<b>476.6</b>	<b>508.8</b>
Trade payables	195.2	205.0
Contract Liabilities from Customers	68.3	60.0
Short-term loans and borrowings	52.5	62.8
Other Current Liabilities	160.6	181.1
<b>Total Liabilities &amp; Equity</b>	<b>1,182.7</b>	<b>1,225.7</b>
> Equity Ratio	33.2%	31.4%
> Net Cash*	-9.9	29.5
> Working Capital excluding IFRS 15**	164.0	153.9

Cash represents ~ 22% of Total Assets

\* Definition Net Cash: Cash and cash equivalents less non-current and current financing liabilities (excl. liabilities from leasing according to IFRS 16)

\*\* Definition Working Capital: Inventories plus trade receivables less trade payables (excl. IFRS 15 contract assets and liabilities)

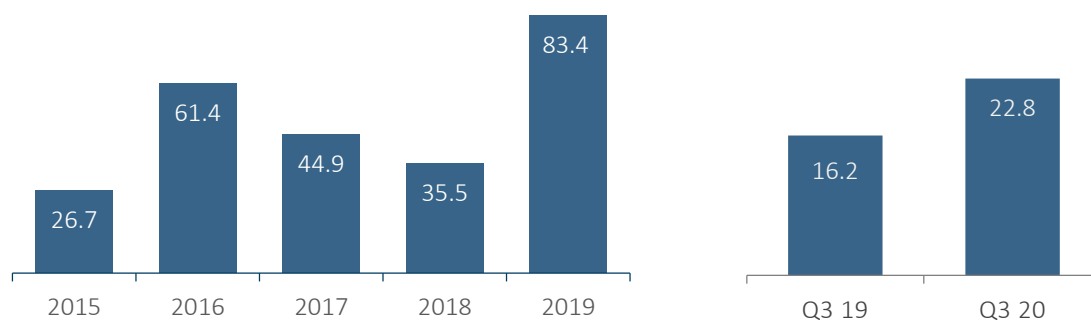
# UPDATE PEC PROGRAM

## SIGNIFICANT IMPROVEMENTS ON CASHFLOW AND WC RATIO



### OPERATING CASH FLOW

(IN EUR MIO.)



### ONE TIME EFFECTS ON OPERATING CASH FLOW IN Q3

IN TEUR

NON-ORGANIC CASH FLOW IMPACTs

-1,263

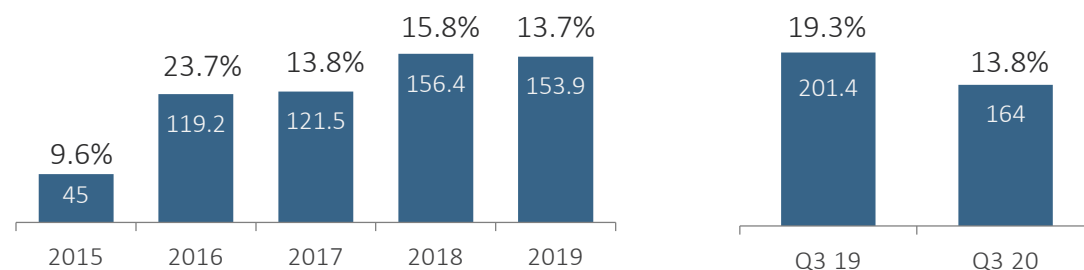
Settlement DeLijn, Belgium

-1,395

Settlement ex CEO/COO Kontron

### WORKING CAPITAL IN MIO. EUR | RATIO IN % OF REVENUES

(IN EUR MIO.)



in EUR Mio.	2018	Q3 2019	2019	Q3 2020
Revenues	990	279.4	1,123	297.8
Inventory	74 days (131 Mio.)	95 days (167 Mio.)	73 days (147 Mio.)	85 days (172 Mio.)
A/R	75 days (202 Mio.)	63 days (172 Mio.)	69 days (212 Mio.)	57 days (187 Mio.)
Factoring	56 Mio. (20%)	56 Mio. (24%)	63 Mio. (23%)	60 Mio. (24%)

# MISSING TRUST IN S&T SINCE 2017

## PROFITS UP – SHARE PRICE SIDEWARDS – P/E RATIO DOWN



### IMPROVE TRUST IN S&T

#### Further increase Transparency

- › We publish additional key figures and financial details
- › Capital market day to present technology + customers

#### Dividend and Share buyback Programs

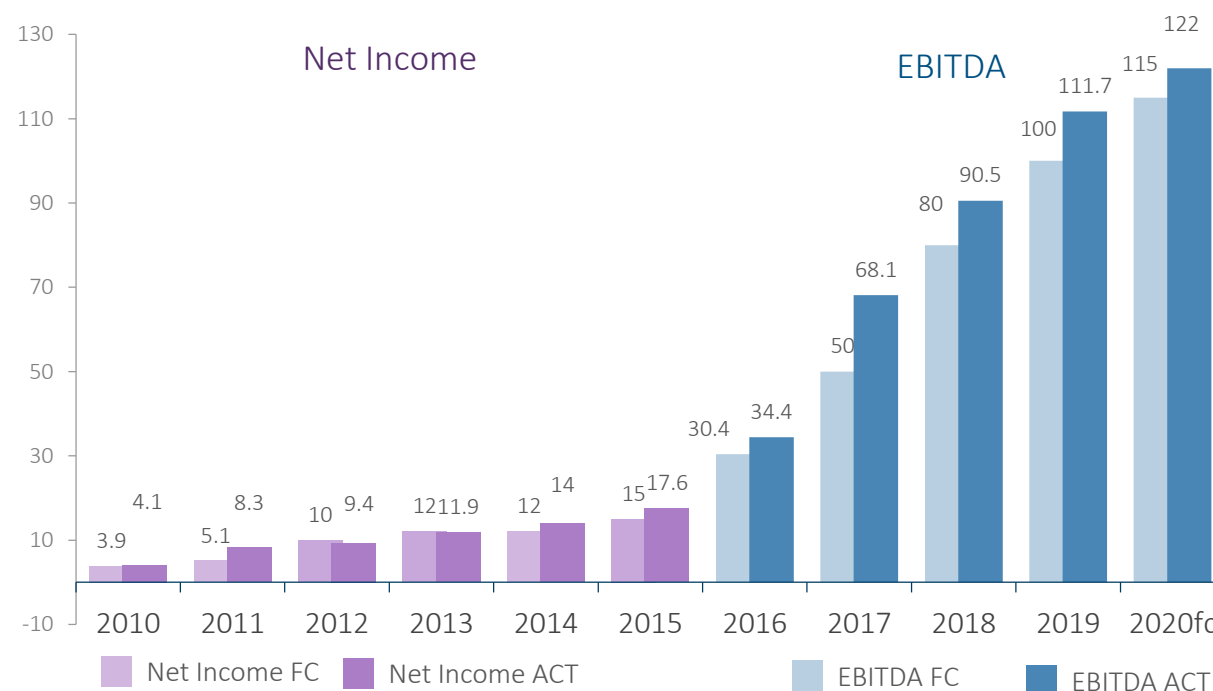
- › 50% (before: 25%) of net earnings will be distributed as dividend or used for share buy back

#### Guidance

- › Continuous growth since 11 years (revenue + profits)
- › Guidance (Q1 report) always met or exceeded (FY report)
- › In average we exceeded Profits +16,2% and Revenue +7%
- › We delivered excellent results and will continue to deliver

### GUIDANCE TRACK RECORD

In Mio. EUR



# ADDITIONAL DISCLOSURES | ONE-TIME EFFECTS | REGIONAL SALES



IN TEUR	EBIT ADJUSTMENT Q3
<b>17,174</b>	STATED EBIT
ONE TIME PROFIT EFFECTS (Q3)	
-193	FX losses
-275	M&A expenses
+482	Settlement KT group
-1,042	Expenses on stock options plan
+260	Settlement former CEO/COO Kontron
<b>-792</b>	Total one Time Profit Effects (Q3)
IMPACTS FROM PPA	
- 1,904	Q1 2020 Amortization
- 2,623	Q2 2020 Amortization
<b>-2,577</b>	Q3 2020 Amortization
<b>18,984</b>	ADJUSTED EBIT

Q3 2020 (%)		9M 2020 (%)		GEOGRAPHICAL SPLIT
Revenues	EBITDA	Revenues	EBITDA	
77.7%	74.7%	78.4%	84.1%	Europe
10.8%	14.9%	10.2%	9.6%	N. America
7.4%	5.0%	7.2%	3.4%	Asia
4.0%	5.3%	4.2%	3.0%	RUS/BY/MD

IN TEUR	R&D CAPITALIZATION Q3
+ 4,661	Capitalization R&D in Q3
- 3,102	Amortization of R&D in Q3
<b>+ 1,559</b>	Impact R&D Capitalization

## ADDITIONAL DISCLOSURES | ORGANIC GROWTH



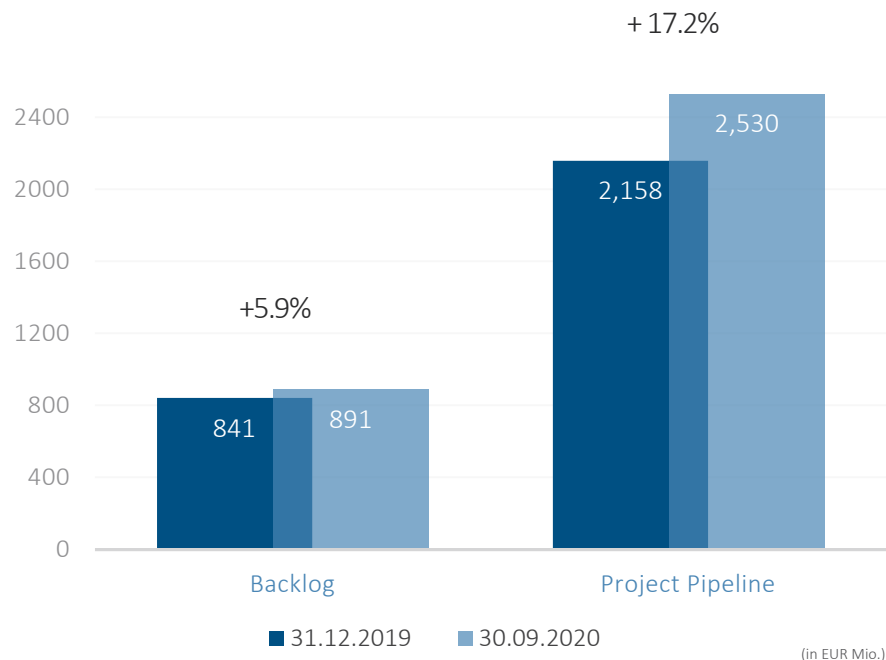
Acquisition (in EUR Mio.)	9M 2019	9M 2020	Q2 2020	Q3 2020
Stated revenues	753.201	836.423	268.595	297.749
Cronos*		439		
CITYCOMP*		8.208		8.202
Kapsch CarrierCom*	37.370	32.418		
BASS*	4.488	5.169		
AIS Automation*		10.884		
<b>Organic Revenues</b>	<b>711.343</b>	<b>779.305</b>	<b>268.595</b>	<b>289.547</b>
FX Impact		4.045		4.278
<b>Adjusted Revenues</b>		<b>783.350</b>		<b>293.825</b>
<b>Organic Growth</b>		<b>104%</b>		<b>109.4%</b>

Organic growth (revenues) in H1 amounted to 1.1% (due to Corona lockdown), good recovery in Q3 2020 to 9.4%,

# BACKLOG & OPPORTUNITIES ORDERS AND DESIGN WINS REMAIN STRONG IN Q3 2020



## BACKLOG DEVELOPMENT REMAINS POSITIVE



## SELECTED ORDERS | DESIGN WINS Q3 2020

	COUNTRY	VOLUME EUR
Medical respirator machines	GER	75 Mio.
Public safety/emergency system "112"	BG	58 Mio.
Control for high-speed train	LIT, BG, CN	38 Mio.
Social media compression system	USA	30 Mio.
Global leader in medical equipment	USA	26 Mio.
Medical surgical robots	USA	20 Mio.
Control for high-speed train	CZ	22 Mio.
Medical respirator machines	SWE	18 Mio.
Leading automation company	GER	7 Mio.
Semiconductor manufacturer SW	GER	5 Mio.

Growth in medical and public customers compensates slump in avionics

# M&A WHILE COVID PANDEMIC



## M&A OPPORTUNITIES

**Agenda 2023 plans for EUR 2,000 Mio. of revenues**

- › Half of growth by M&A (acquire EUR 100 Mio. Revenues py)
- › EUR 130 Mio. in 2020, FC 2021 > EUR 150 Mio.
- › Sufficient cash – EUR 400 Mio. in cash/lines, treasury shares and strong cash flow support

**Corona is a gamechanger in acquisition landscape**

- › Lack of acquisition financing reduces potential buyers
- › Valuations drop by 30% based on less buyers & lower profits
- › We will benefit and acquire 2020/2021 EUR 130/150 Mio.

**S&T M&A targets**

- › Restructuring situations at no profit (40% of revenues)
- › High synergies with S&T -> achieve 10% EBITDA within 2 years
- › Strategy change: cancel all targets in MD, RUS, BY

## COVID IMPACTS

**No revenue impact – back to growth in Q3**

- › 2<sup>nd</sup> sources qualified to secure supply chain (H1: 3.1 Mio. cost)
- › +EUR 50 Mio. (2020) in Medical but - EUR 24 Mio. in avionics
- › Public Sector increases to ~50% of new projects (2019: 32%)

**EUR 7 Mio. cost reductions in Q2+Q3**

- › Management/Board waived 20% of salary in Q2+Q3
- › EUR 3 Mio. subsidies Q2/Q3-> no more subsidies in Q4
- › Travel costs 2020 down by EUR 3 Mio., will continue

**Home office has no productivity impact**

- › S&T supports Home-Office trend for years, infrastructure in place
- › Based on 2<sup>nd</sup> lockdown home office ratio back to > 60%
- › Future > 25% in home offices (save EUR 2 Mio. in offices)

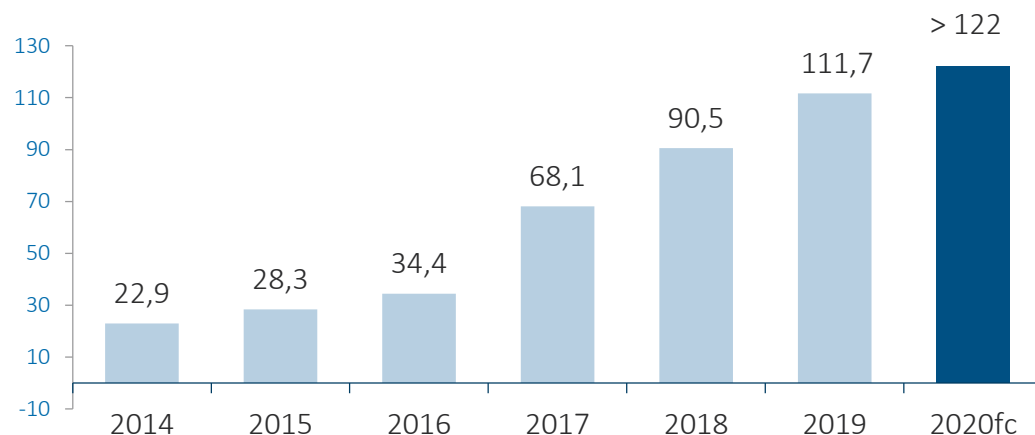
S&T acquired Iskratel & CITYCOMP (adds EUR 130 Mio. in 2021) – we will acquire 2020/2021 EUR 300 Mio. at reduced Corona prices  
We will freeze permanently EUR 5 Mio. in Corona savings

# GUIDANCE 2020 INCREASED S&T WILL EXCEED FIRST TIME 10% EBITDA-MARGIN



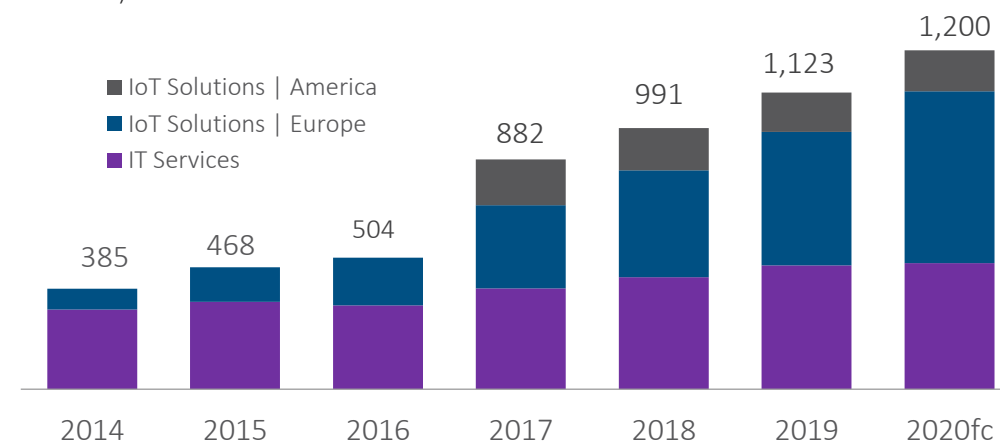
## EBITDA

(IN EUR MIO.)



## REVENUE

(IN EUR MIO.)



Backlog EUR Mio.	12/14	12/15	12/16	12/17	12/18	12/19	9/20
Project Pipeline	644	701	1,002	1,105	1,632	2,158	2,530
Scheduled Orders	157	181	306	474	841	841	891

## CONTINUOUS GROSS MARGIN AND EBITDA MARGIN GROWTH

GM	33.0 %	33.9 %	33.5 %	35.7 %	36.3 %	37.0 %	> 38 %
EBITDA	5.9 %	6.0 %	6.8 %	7.7 %	9.1 %	9.9 %	> 10 %

New Guidance: EUR 1,200 Mio. Revenue (before 1,150) @ minimum EUR 122 Mio. EBITDA (before 115)

\* Might increase if 2nd lockdown impact is reasonable

# SHORT AND MIDTERM GOALS | VISION 2030



## GUIDANCE 2020 INCREASED

Revenue: EUR 1,200 Mio.  
before: EUR 1,150 Mio.

EBITDA: minimum EUR 122 Mio.  
before: EUR 115 Mio.

## AGENDA 2023

5 years plan	2018	2023p	Growth
Revenues	990 Mio.	2,000 Mio.	+102%
EBITDA	90.5 Mio.	220 Mio	+143%
EPS	70 cent	175 cent	+150%

## VISION 2030

### TRANSFORMATION

- › 2009-2011 IT Product focus (23% GM)
- › 2012-2016 IT Service focus (33% GM)
- › 2017-2023 IOT Product focus (40% GM)
- › 2024-2030 IOT as a Service (50% GM)

### IOT TECHNOLOGIES

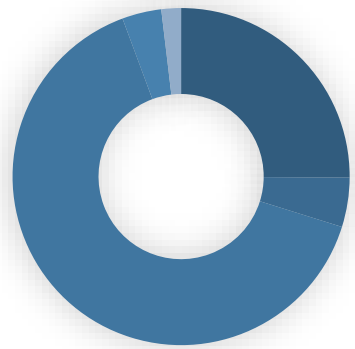
- › 20 Bn IOT machines in 2020 (1% of TAM)
- › Focus on expensive, low volume niches
- › Smart trains, factories, energy, medical, cars ..
- › IOT communication: RT, TSN, 5G + security

Details to VISION 2030 will be presented @ Capital Market Day 2020

# THE S&T SHARE TECDAX® & SDAX® MEMBER; TARGET: MDAX®

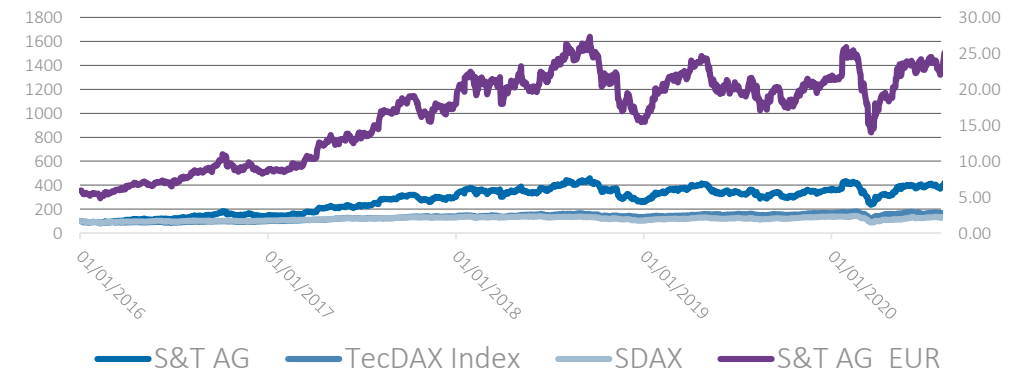


## SHAREHOLDER STRUCTURE



- Ennoconn Corporation - 26.6%
- Allianz Global Investors GmbH - 5.0%
- Freefloat - 68.4% - includes as follows:
- Ninety One SA (Pty) Ltd - 4.0%
- BNP Paribas Asset Management - 3.91%
- S&T Management - 2.0%

## S&T SHARE: A TECDAX® & SDAX® MEMBER

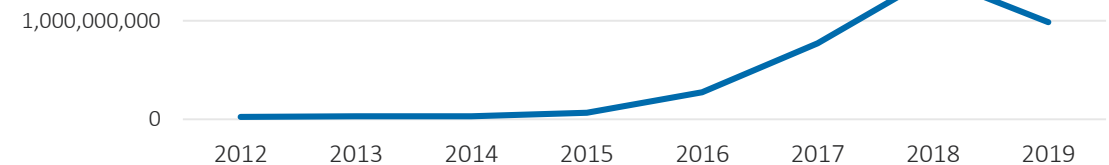


## COVERAGE

Two new analysts will take on coverage of S&T AG

Commerzbank	Buy: EUR 31.00	Pareto Securities	Buy: EUR 33.00
Hauck & Aufhäuser	Buy: EUR 33.00	Warburg Research	Buy: EUR 27.50
Kepler Cheuvreux	Buy: EUR 28.00	Raiffeisen Centrobank	Hold: EUR 26.00
Jefferies	Buy: EUR 32.00		

## SHARE LIQUIDITY



Share Buyback Program II 2020 started: purchase of max. 1 million shares with a maximum price of EUR 20.00 per share

# SHARE BUYBACK PROGRAM II 2020



## OVERVIEW

Duration: 30 October 2020 until 30 April 2021  
 Max. Price per share: EUR 20.00  
 Max. Volume: EUR 20 million



**Buyback of up to 1,000,000 shares**

representing approx. 1.5% of the current share capital of S&T AG

## IDEA BEHIND THE SHARE BUYBACK

**S&T shares are a strategic acquisition currency with add. leverage**

- › Buy backs will not reduce our available currency for acquisitions

**Currently S&T is valued at 8 times EBITDA**

- › Most acquisitions we are working on are more expensive
- › Based on lower-valuation new share buyback

**New policy on earnings distribution**

- › Current: 25% of Net Profits are distributed as dividend
- › New: 50% of net earnings will be distributed as dividend or used for share buy back
- › EUR 400 Mio. available funds sufficient based on EUR 250 Mio. cash + committed lines + cash flow

More share buybacks, 10 % approved, 2% done, 8% (5.4 Mio shares) authorized by ASM

# SUMMARY



## ACHIEVEMENTS

- › 9M revenue growth of 11% and EBITDA growth of 17%
- › PEC Program is progressing well
  - › Operating cash flow improvements continue
  - › Finance cost further optimized
- › 2 successful acquisitions completed
  - › several M&A opportunities in the pipeline



## TARGETS

- › Minimum Guidance for 2020:
  - › Revenues: EUR 1,200 Mio.
  - › EBITDA: minimum EUR 122 Mio.
- › 2 Bn. revenues at > 11% EBITDA in 2023
- › Ongoing Working Capital improvement
- › MDAX membership



## RISKS

- › Economic crisis due to Covid-19 crisis
- › Big players enter our niches in Industry 4.0
- › US-Dollar development
- › Address right technology trends



## OPPORTUNITIES

- › PEC Program boosts cash flow and EBITDA conversion
- › Sufficient cash to benefit from discounted M&A during and post-Corona
- › Leading technologies in the growing IIoT market

# APPENDIX

## ESG IMPROVEMENTS - ACTION PLAN FOR 2020 AND BEYOND



### TRANSPORT

Increase conversion of the fleet to e- and hybrid-vehicles, promotion of train travel, public transport ticket at various S&T locations



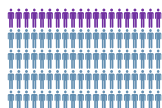
### RENEWABLE ENERGY

Expansion of photovoltaic system under usage of S&T Smart Energy products



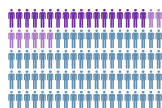
### VIDEO & HOME OFFICE

Further promotion of video-conferencing and home office work to further optimize travel impact



### SUPERVISORY BOARD

Chairman of the Supervisory replaced by female successor in June 2020, also next proposal intended to be a female candidate



### S&T TOP AND MIDDLE MANAGEMENT

Increase share of women in S&T management positions from 18% up to 25 % until 12/2021 equaling the current gender distribution in S&T



### MENTORING PROGRAM

New Mentoring Program from and for future female S&T leaders



### AUDIT COMMITTEE

New composition of audit committee -> increase of audit committee independency



### LONG TERM COMPENSATION

New long term Executive Remuneration/Compensation system



### COMMUNICATION

Increase communication with "Kleinaktionären"

# APPENDIX

## EXPERIENCED MANAGEMENT TEAM



### EXECUTIVE BOARD



HANNES  
NIEDERHAUSER  
CEO



RICHARD  
NEUWIRTH  
CFO



PETER STURZ  
COO  
Services EE



MICHAEL  
JESKE  
COO  
Services DACH



CARLOS  
QUEIROZ  
COO  
IoT Europe



Michael  
RIEGERT  
EVP  
Transportation

### EXTENDED MANAGEMENT BOARD



ROBERT  
COURTEAU  
EVP  
America



STEVE  
CHEN  
EVP  
Asia



ZELJKO  
PULJIC  
EVP  
Communication



OLGA  
SINENKO  
EVP  
Smart Energy



CHRISTOPH  
NEUMANN  
VP  
Technology



ANDY  
MASON  
VP  
Avionics



BERNHARD  
GÜNTNER  
VP  
Smart Factory

### MANAGEMENT

- › Trainee program for interim management for M&A/restructuring/integration

# APPENDIX

## S&T KEY FIGURES



In Mio. EUR	2016	2017	2018	2019	9M 2019	9M 2020
Revenues	503.7	882.0	990.9	1,122.9	753.2	836,4
Gross Profit	168.9	315.0	346.5	407.5	279.9	317.7
Gross Margin	33.5%	35.7%	35.0%	36.3%	37.2%	38.0%
EBITDA	34.4	68.1	90.5	111.7	71.7	83.7
EBITDA Margin	6.8%	7.7%	9.1%	9.9%	9.8%	10.7%
EBIT before PPA amortization	28.2	47.9	67.3	70.1	42.4	49.2
Net Income after NCI	20.4	29.4	48.5	49.1	29.0	31.5
EBITDA Interest Coverage Ratio*	7.9	9.8	14.5	17.7	15.81	17.20
Net Cash **	32.0	101.8	52.7	29.5	29.5	-9.9
Working Capital ***	119.2	121.5	156.4	153.9	223.2	164.0
Equity Ratio	36.0%	41.2%	43.3%	31.4%	31.9%	33.2%
Operating Cashflow	61.4	44.9	35.5	83.4	4.5	50.0
Employees	3,786	3,849	4,248	4,934	4,934	5,264

\* Definition EBITDA Interest Coverage Ratio: EBITDA divided by interest expenses (excl. interest expenses related to leasing liabilities according to IFRS 16)

\*\* Definition Net Cash: Cash and cash equivalents less non-current and current financing liabilities (excl. liabilities from leasing according to IFRS 16)

\*\*\* Definition Working Capital: Inventories plus trade receivables less trade payables (excl. IFRS 15 contract assets and liabilities)

# DISCLAIMER

---



This document includes 'forward-looking statements'. Forward-looking statements are all statements, which do not describe facts of the past, but containing the words "believe", "estimate", "expect", "anticipate", "assume", "plan", "intend", "could", and words of similar meaning. These forward-looking statements are subject to inherent risks and uncertainties since they relate to future events and are based on current assumptions and estimates of S&T AG, which might not occur at all or occur not as assumed. They therefore do not constitute a guarantee for the occurrence of future results or performances of S&T AG. The actual financial position and the actual results of S&T AG, as well as the overall economic development and the regulatory environment may differ materially from the expectations, which are assumed explicitly or implicitly in the forward-looking statements and do not comply to them. Analysts and investors, and any other person or entity that may need to take decisions or prepare or release opinions about the shares / securities issued by S&T AG are cautioned not to place undue reliance on those forward-looking statements, which speak only as of the date of this document. Past performance cannot be relied upon as a guide to future performance.

Except as required by applicable law, S&T AG undertakes no obligation to revise these forward-looking statements to reflect events and circumstances after the date of this presentation, including, without limitation, changes in S&T's business or strategy or to reflect the occurrence of unanticipated events. The financial information and opinions contained in this document are unaudited and are subject to change without notice. This document contains summarized information or information that has not been audited. In this sense, this information is subject to, and must be read in conjunction with, all other publicly available information, including if it is necessary, any fuller disclosure document published by S&T AG. None of the Company, its subsidiaries or affiliates or by any of its officers, directors, employees, advisors, representatives or agents shall be liable whatsoever for any loss however arising, directly or indirectly, from any use of this document its content or otherwise arising in connection with this document.

This document or any of the information contained herein do not constitute, form part of or shall be construed as an offer or invitation to purchase, subscribe, sale or exchange, nor a request for an offer of purchase, subscription, sale or exchange of shares / securities of S&T AG, or any advice or recommendation with respect to such shares / securities. This document or a part of it shall not form the basis of or relied upon in connection with any contract or commitment whatsoever.

This document does not constitute an offer to purchase securities in the United States, Canada, Australia, South Africa and Japan. Securities, including the bond of S&T AG may not be sold or offered for sale within the United States or to or for the account of / in favor of US citizens (as defined in Regulation S under the U.S. Securities Act of 1933 in the current version (the "Securities Act")) unless they are registered under the regulations of the Securities Act or unless they are subject to an exemption from registration. Neither S&T AG nor any other person intend to register the offer or a part thereof in the United States or to make a public offer of the securities in the United States.



## S&T AG

Industriezeile 35

A-4021 Linz

[www.snt.at](http://www.snt.at)

IR Contact:

[ir@snt.at](mailto:ir@snt.at)

+43 (1) 80191 - 1196