PFISTERER

Your Power Connection

Investor Presentation

Pfisterer Holding SE

September 2026

Johannes Linden

Co-CEO (Management Board Member & Speaker)
PFISTERER Holding SE

Key Responsibilities:
Finance & Operations

+30 years of industry experience

pia AUTOMATION | ANDRITZ | mall//herlan | SIG

+3 of tenure at PFISTERER

Dr. Konstantin Kurfiss

Co-CEO (Management Board Member)
PFISTERER Holding SE

Key Responsibilities:
Sales & Technology

+30 years of industry experience

NKT PFISTERER

+16 years of tenure at PFISTERER

“Be the preferred partner for innovative, reliable and mission-critical electrical connection and insulation solutions“

Leading supplier of mission-critical power grid connection and insulation solutions

450 **Revenue in m EUR** FY 2025[1,2]	**80** **Adj. EBITDA in m EUR** FY 2025[1,3]
334 **Order book in m EUR** as of Dec 2025[4]	**1,000,000** **Product and testing capabilities in volt**
17,8 **Adj. EBITDA margin in %** % of revenues 2025[1,3]	**>1,370** **Employees** highly skilled and experienced

Note(s): [1] Consolidated 2025 IFRS figures, audited; [2] Revenue year-on-year growth of 17.4%; [3] Adjusted for personnel expenses related to the one-off IPO related virtual share option program 2023 (approx. €4m in 2025); [4] Order book = sum of all undelivered customer orders at a certain point in time at the order value; [5] End-of-Line | Source(s): Company information

Leading market position

Cable-agnostic pure play supplier of electrical connection and insulation solutions

Global production and sales setup

Strong footprint in key growth regions worldwide with a highly diverse customer base

Technological excellence

State-of-the-art electrical EoL[5] testing and R&D capabilities ensure safe and reliable products in a risk-averse market

Tradition for 100+ years

Long-standing experience and recognition in electrical power connection

Covering the entire power value chain

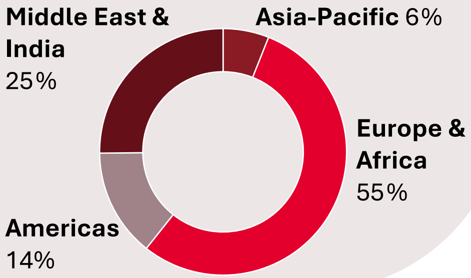
Solutions from energy generation to transmission and distribution across all voltage levels


Offshore-Wind
++ +++
Nuclear Energy
++ +++
Onshore-Wind
++ +++
Subsea Cable
+++
Solar Energy
+ +++
Underground Cable
++ +++
Rail & Mobility
+ ++
Data Centers
+ ++
Power Distribution
+ ++
Repair- & Emergency Solutions
++ +++
Overhead Lines
++ +++
Safety Equipment
+ ++ +++
Substation
++ +++
Generation
Transmission
Distribution
+ Low Voltage (LV): < 6kV
++ Medium Voltage (MV): > 6kV and < 53 kV
+++ High Voltage (HV): > 53 kV

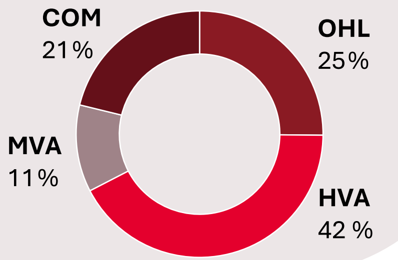
Highly-diversified customer base and global distribution network
Global footprint with presence across 90+ countries

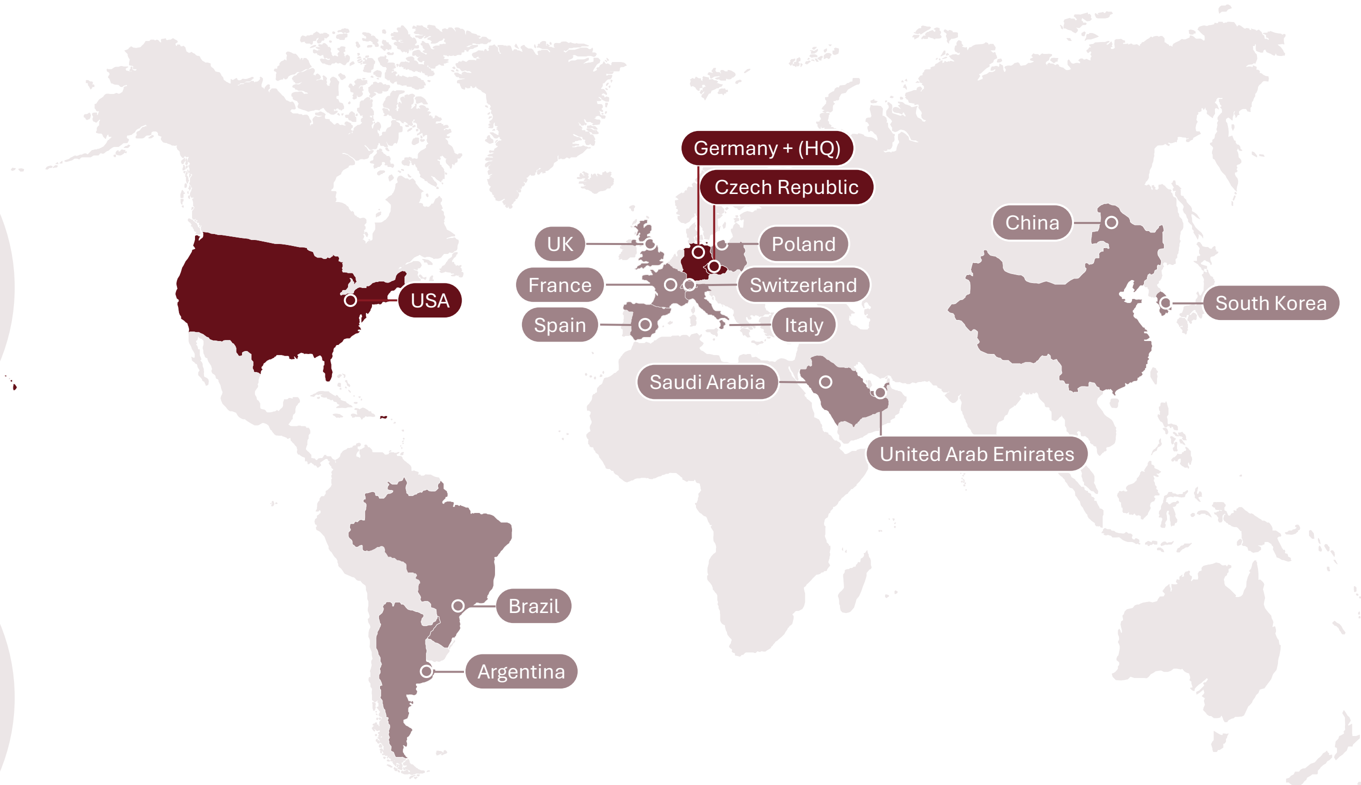
Revenue split HY1 2026[1]

By geography



By segment





- **Production excellence hubs** (5 operational facilities)
- **Distribution excellence hubs**

Selected customers

Utilities

Cable Manufacturers

Technical Distributors

OEMs

Contractors

Note(s): HVA: High Voltage Cable Accessories; MVA: Medium Voltage Cable Accessories; OHL: Overhead Lines; COM: Components; [1] Consolidated HY1 2026 IFRS figures, unaudited
Source(s): Company information

Ongoing positive market environment and trends for growth and future opportunities

1 **Large and fast-growing market**
Strong market growth fuelled by megatrends of increasing electricity demand, higher renewables penetration & grid modernisation needs

2 **Unique positioning**
Cable-agnostic pure play supplier of electrical connection & insulation solutions strategically positioned across all voltage levels with high barriers to entry & a highly diversified customer base worldwide

3 **Superior value proposition**
Deeply embedded supplier focusing on mission-critical, highly innovative & reliable components with sustainability at its core

4 **Global operational excellence**
Combining a global, local-for-local industrial presence with strong supplier and logistics partnerships, vertical integration & proven record of operational excellence

5 **Multi-faceted growth strategy**
Perfectly positioned to capitalise on multi-dimensional growth levers

6 **Excellent financial profile**
Attractive combination of growth, profitability, capital efficiency & accelerating cash generation

Source(s): Company information

Strongly increasing electricity demand and technological changes of the power landscape as key growth drivers

Strong increase in electricity demand and resilience

- Population growth / urbanisation
- Decarbonisation / electrification
- Data Centers / Artificial Intelligence
- Reduction of geopolitical risks

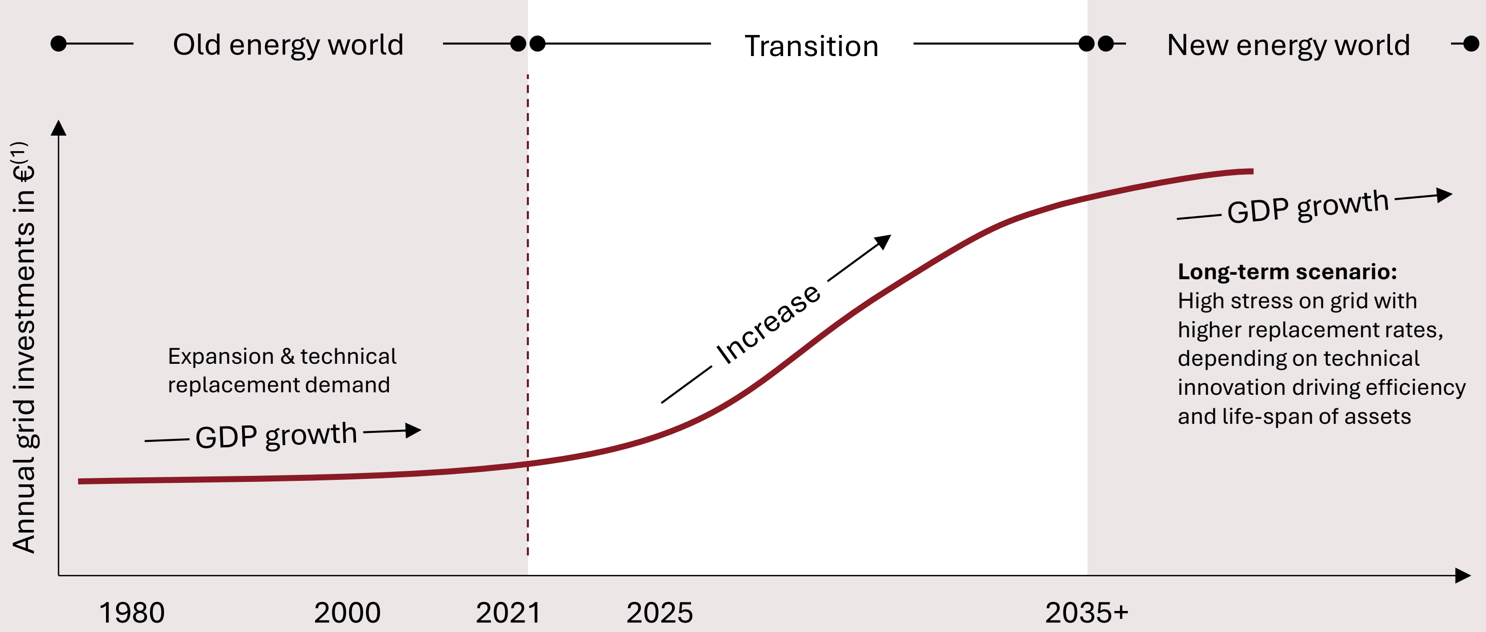
+

Technological supply changes

- Increasing share of (decentralised) renewables
- Overaged and outdated grid infrastructure
- Increasing voltage / load levels
- Growing distance between generation and consumption

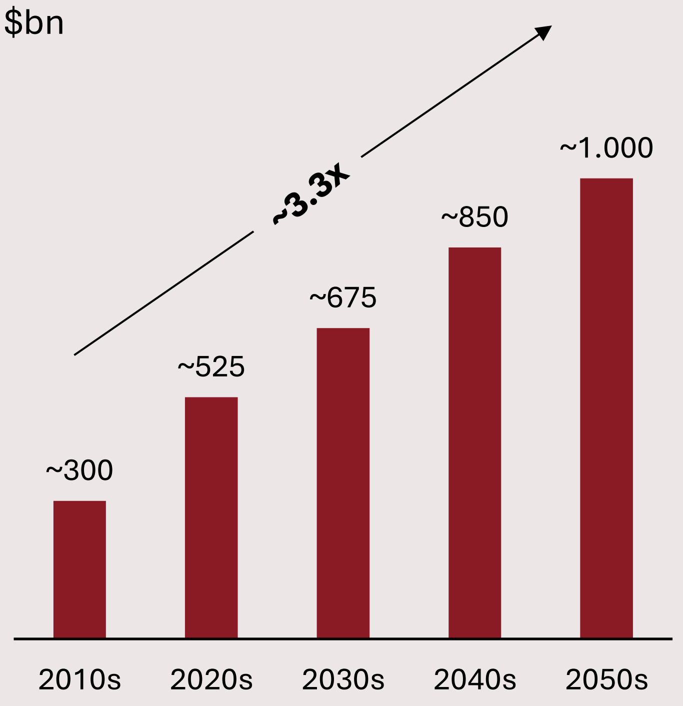
Source(s): Roland Berger - PFISTERER HV, MV, LV Accessories Market Study (19 December 2024); Roland Berger - HVDC Market Opportunity Assessment (13 August 2024); Company information

Global enhancement and resolving of investment backlog in transmission and distribution grids offer additional strong growth



1. **Grid underinvestment over decades**
   Turning of tide in 2020s – **TSOs start to invest, DSOs follow**
2. **Market growth expected well beyond formerly projected**
3. **New, higher market level expected**

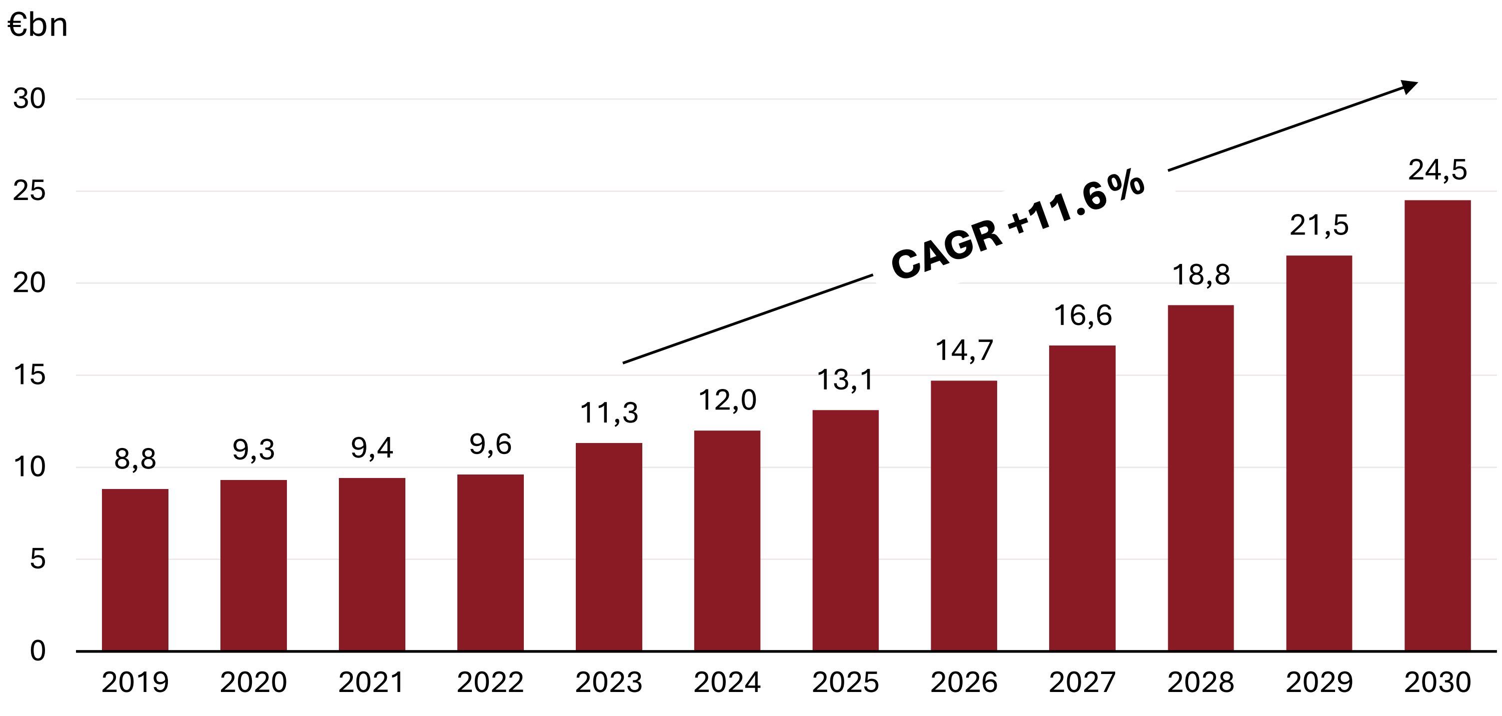
Average annual transmission and distribution investments globally[2]



Note(s): TSOs: Transmission System Operators; DSOs: Distribution System Operators
Source(s): [1] Company assessment; [2] DNV Energy Transition Outlook 2025

Consequently, PFISTERER's addressable market is expected to grow at a CAGR of 11.6 % until 2030

PFISTERER's globally addressable market[1]



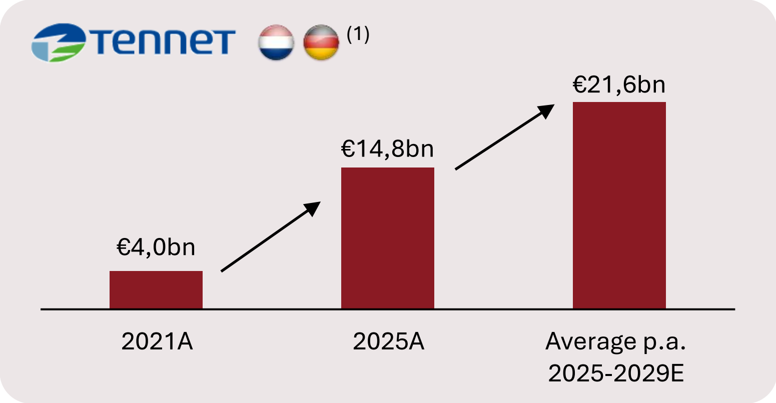
Growth across all key product categories

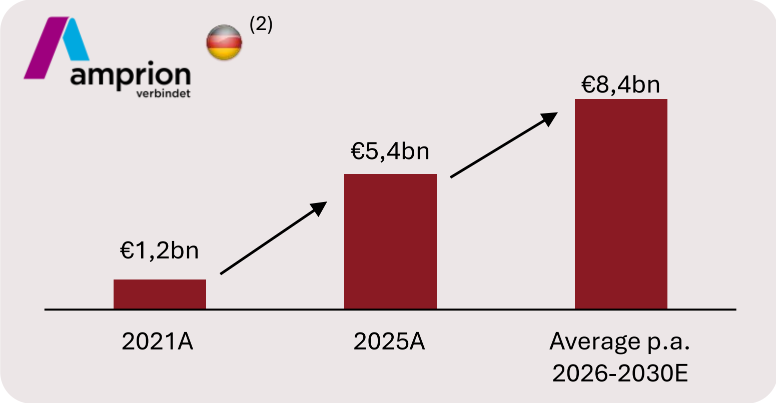
Outlook secured by announced grid investments of TSOs

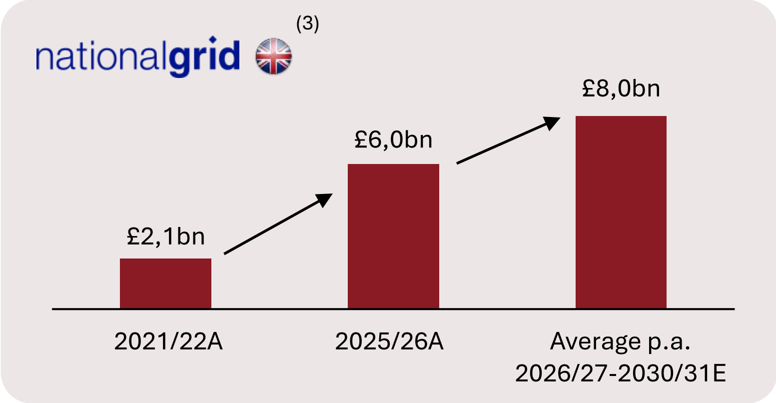
Note(s): [1] TAM includes Germany, France, Spain, Italy, Netherlands, Poland, UK, US, China, Middle East (Saudi Arabia and UAE only), India and South America (Brazil and Argentina only

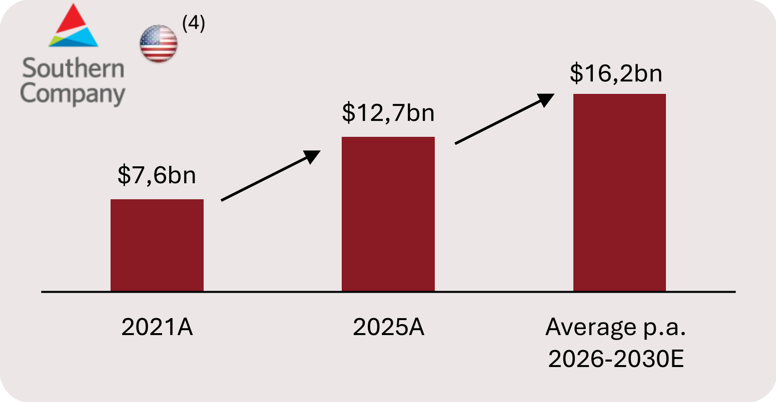
Source(s): Roland Berger - PFISTERER HV, MV, LV Accessories Market Study (19 December 2024)

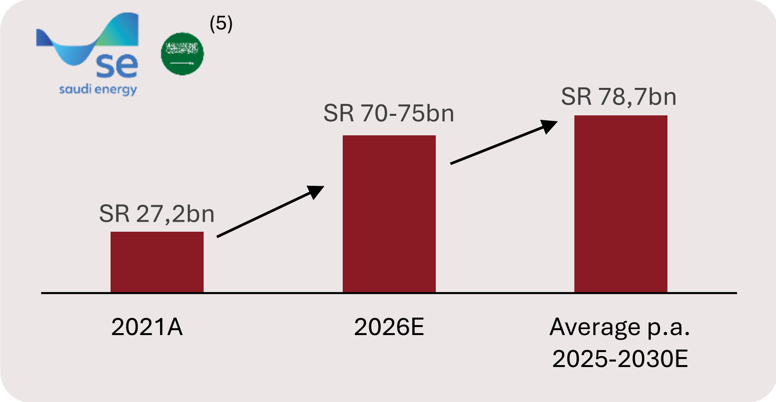
Significant grid investments recently announced by leading TSOs as well as DSOs

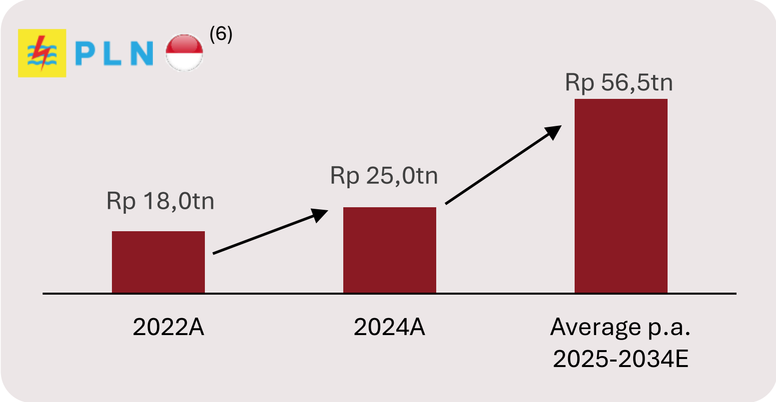












Note(s): Selective companies shown subject to availability of public capex plan data
Source(s): (1) TenneT annual report 2021/25 and press release; (2) Amprion annual report 2021/25 and press release; (3) Nationalgrid annual report 2021/22 & 2025/26 and 5 year investment framework; (4) Southern Company – S&P Capital IQ for historical CAPEX and current company investment plan; (5) Saudi Energy annual report 2021/25, including 2026 guidance and announcement on Future Project Forum 2024; (6) PLN - State Electricity Company of Indonesia: Annual report 2022/24 (T&D network development) and RUPTL 2025-2034 Business Plan 2025

PFISTERER stands out from competition by offering the industry's most comprehensive portfolio of connecting and insulation products

PFISTERER

18% Contractors[1]

NCC
POWERLINES
EIFFAGE
SAG

14% Cables[1]

TFKable
KEC
HELLENIC CABLES Fulgor S.A.
LS Cable & System
Riyadh Cables Group Company
Southwire
L-com Global Connectivity

17% OEMs[1]

ABB
GE
MITSUBISHI ELECTRIC
Hitachi Energy
Richards Manufacturing Co.
SIEMENS energy
ALSTOM
Schneider Electric

19% Distributors network[1]

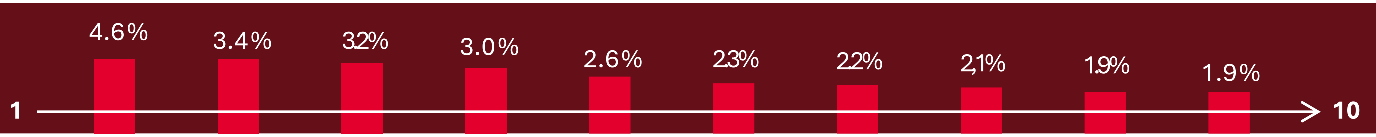
batenburg
SIGMAFORM
SAB ELTEKNIK AB
MAXETA
EUROLAITE
DRUGMAND The power connection

31% Utilities

TenneT
RWE
e.on
edesur
EDISON INTERNATIONAL
edenor
swissgrid
enel
Saudi Electricity Company
amprion

DSOs + TSOs

Top 10 customers revenue split[2]



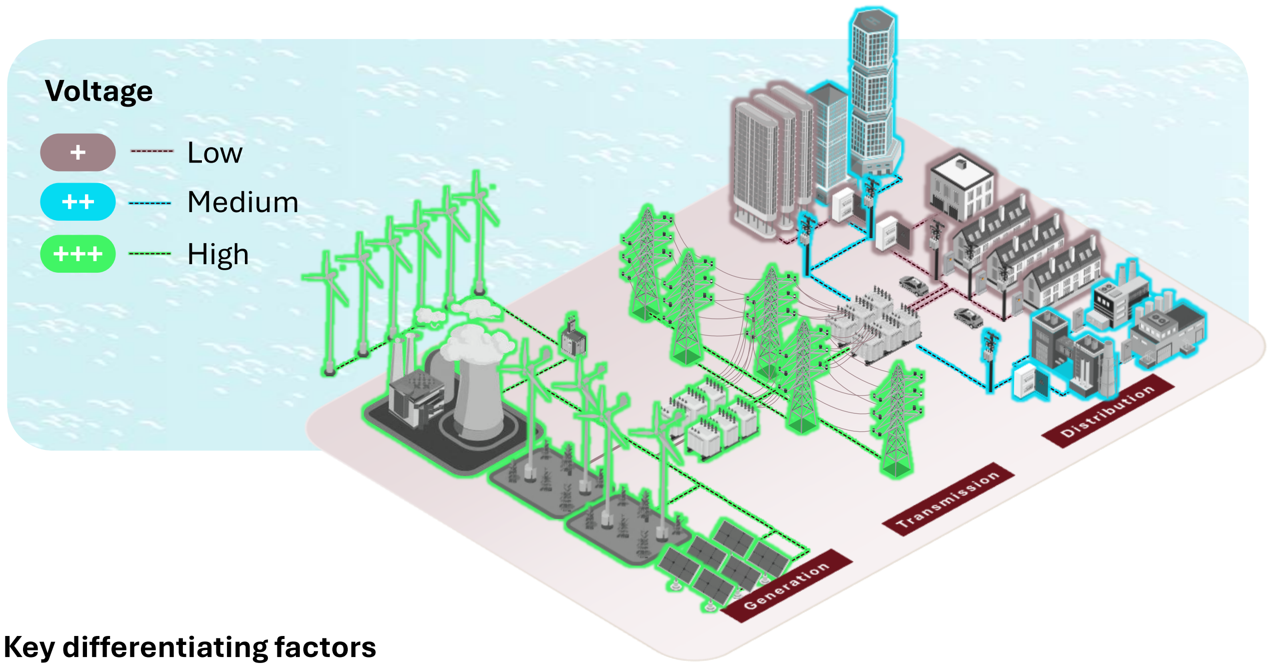
What makes PFISTERER the preferred and trusted partner for customers across various market sectors

- PFISTERER stands for quality, safety, and reliability of its solutions and products
- Innovation and customer collaborations to remain a trusted partner for the future
- Long-standing relationships with conservative customers foster trust and repeat business
- Ideal cable-agnostic partner for manufacturers lacking connection and insulation expertise

PFISTERER's single largest customer accounts for <5% of consolidated revenue[2]

[1]Customer segmentation as% of total revenue in HY1 2026. The segmentation excludes Railways customers representing c.1% of the total;
[2]HY1 2026 data for top 10 customers ranked by percentage share | Source(s): Company information

PFISTERER stands out from competition by offering the industry's most comprehensive portfolio of connecting and insulation products



ICSMs[1]
Generation, Transmission
++ +++

Manufacturers and suppliers providing end-to-end integrated cable solutions, from local to global markets

Global: Nexans, prysmian, NKT
Local: SÜDKABEL, BRUGG, ELSEWEDY ELECTRIC

Generalists
Transmission, Distribution
+ ++ +++

Manufacturers and suppliers of cable accessories across multiple voltage levels, from local to global markets

Global: SUMITOMO, EATON, 3M
Local: TBEA

OHL
Transmission, Distribution
++ +++

Manufacturers of Overhead Line (OHL) components for power transmission and distribution, across local and global markets

Global: BONOMI, HUBBELL, NGK INSULATORS
Local: RIBE, NGK-LOCKE, INC., SIEMENS WUXI

Specialists
Transmission, Distribution
++ +++

Local/ regional suppliers of use-specific cable accessories across multiple voltage levels (HVA & MVA)

Global: Raychem, Hongshang, REPL
Local: LINDSEY SYSTEMS, G&W, ENSTO

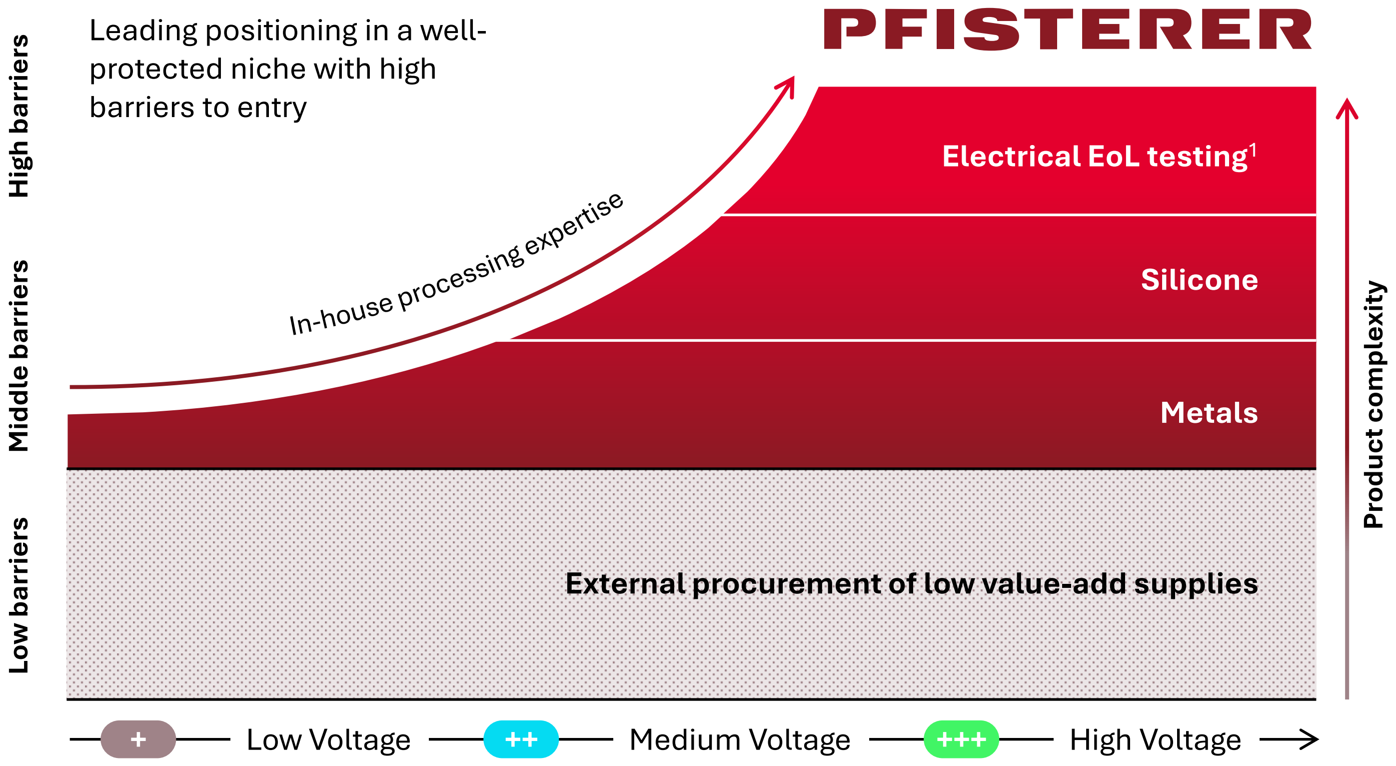
Key differentiating factors

- Across all voltage levels (+ ++ +++)
- 1m Volt testing, mission-critical reliability
- Complementary partner to suppliers
- Serving all power grid interfaces: Generation, Transmission, Distribution
- Cutting-edge silicone and metals expertise
- Pluggable design, seamless integration

Note(s): The logos showed above represent just a selection of PFISTERER competitors;
[1] Integrated Cable System Manufacturers, Source(s): Company information

Market entry barriers rise rapidly with increasing voltage levels, driven by strict regulations and comprehensive product know-how

Higher Voltage, increased complexity



[1]End-of-Line | Source(s): Company information

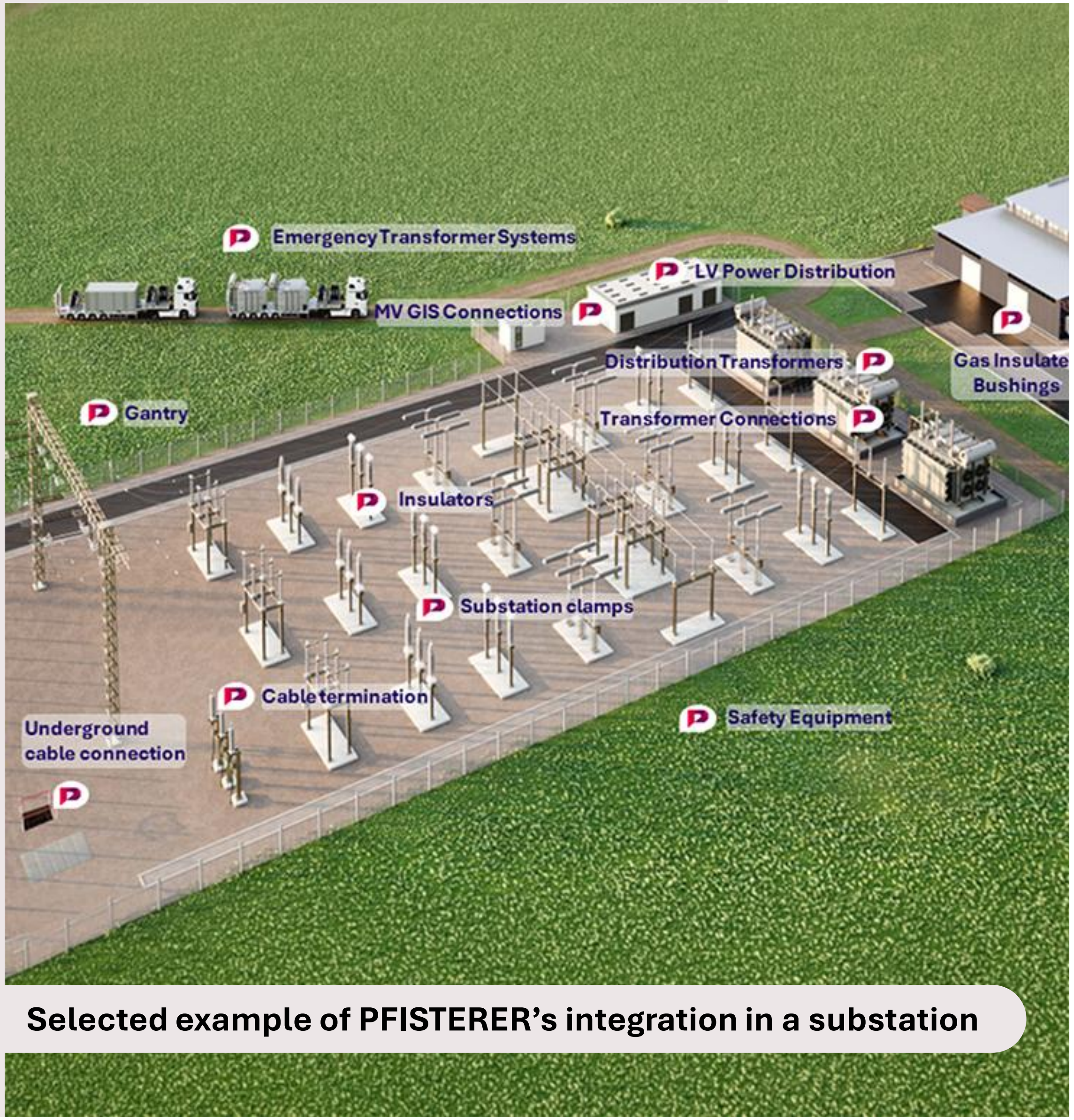
Other market entry barriers

Regulatory and certification know-how:
Strict regulations and standards

Risk-averse grid customers:
Reliability in mission-critical applications

Electrical End-of-Line testing capabilities:
In-house testing capabilities are key to reinforce PFISTERER's reputation

Deeply incorporated into dozens of applications



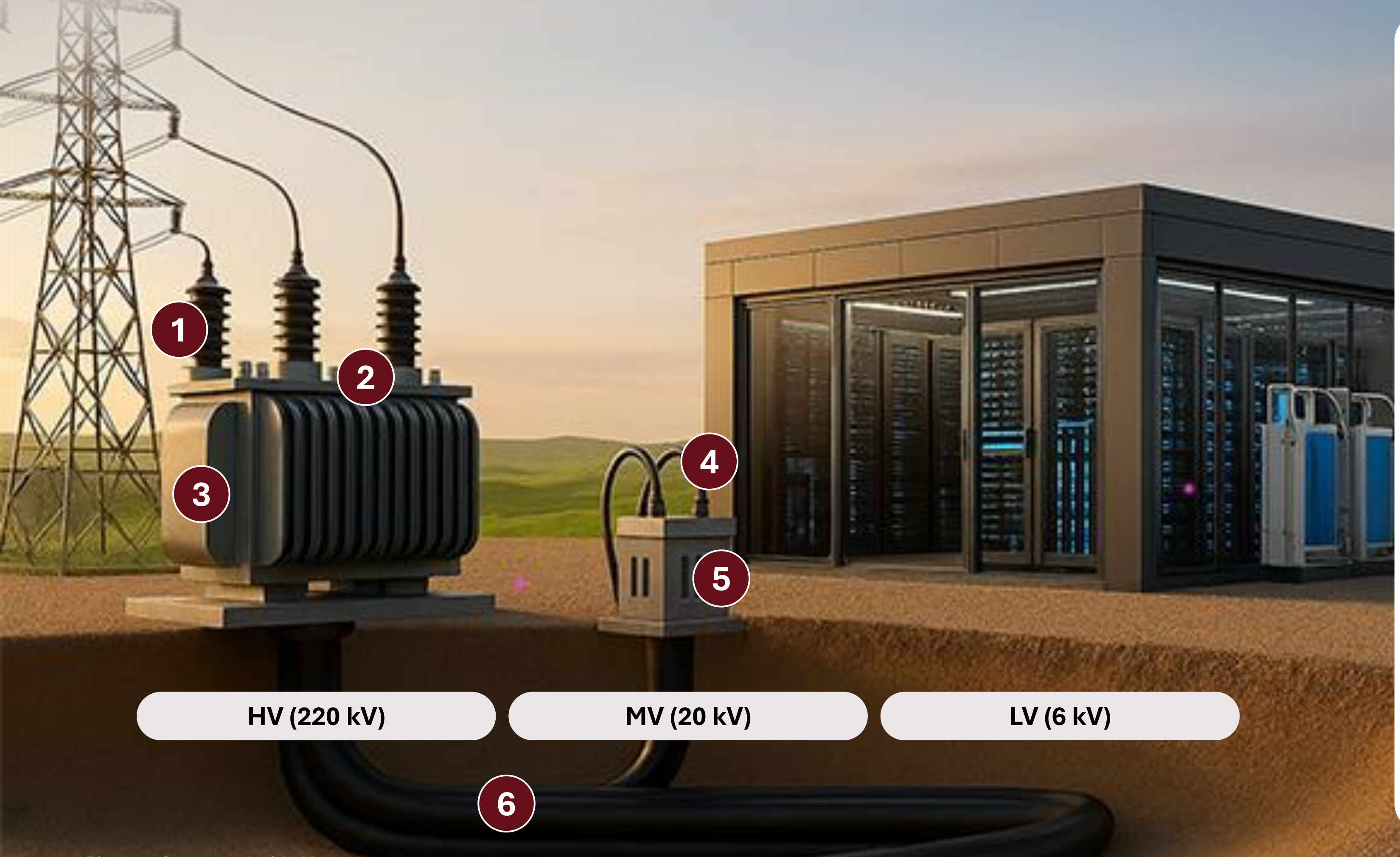
Selected example of PFISTERER's integration in a substation

Mission-critical products for key power infrastructure

- **15 different PFISTERER products** are installed on average in various applications from all product segments
- **~5-8% of total costs** are attributable to the **procurement and integration** of PFISTERER products
- **PFISTERER's products are mission-critical** yet account for only a **small portion of the final product's overall cost,** enabling **robust and sustainable pricing power**

Source(s): Company information

Specific products by PFISTERER benefit from datacenter boom in the US



Picture: Generated with AI

1 Pluggable Bushing

4 LV Connector

2 HV Surge Arrester

5 MV Surge Arrester

3 MV Connex

6 SICON

PFISTERER products support to connect datacenters to medium and high voltage grid infrastructure

Safe and reliable solutions for generation, transmission, and distribution across diverse networks and all voltage levels

Low and Medium Voltage

+ ++

COM | Expertise: Metal

SICON Bolted Connections

ISICOMPACT

MVA | Expertise: Metal, Silicone

CONNEX Cable Connections

PFISTERER PLUG

High Voltage

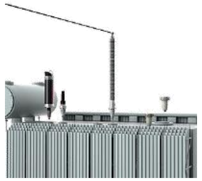
+++

OHL | Expertise:
Metal, Silicone, Electrical End-of-Line testing

HVD & HVA | Expertise:
Metal, Silicone, Electrical End-of-Line testing

420kV braced line post

420kV double tension set



Components for Transformers

Components for GIS

Cable Accessories

Space damper

Insulators

Warning spheres

Assembled Energy Cables

Universal Repair Kit

Accessories

Through sustained innovation and exceptional product development know-how,
PFISTERER positioned itself as a leading cable accessories supplier across all voltage levels and applications

Note(s): COM: Connectors; MVA: Medium Voltage Alternate; OHL: Overhead Lines; HVD: High Voltage Direct; HVA: High Voltage Alternate
Source(s): Company information

Global footprint with local expertise favours proximity to clients and creates competitive advantage

- **Distribution excellence hubs**
- **Production excellence hubs** (5 operational facilities)

Numerous mutually-reinforcing benefits from a scalable, global, well-invested model

- **Proximity** to **risk-averse customers** to provide **tailored solutions, fast response time** and **localized support**
- **Lean procurement model** to reduce **logistics hurdles** and **transportation costs** via regional hubs and streamlined operations
- **Cost-effective** and **scalable operations** leveraging skilled, cost-efficient labor to mitigate demand fluctuations
- **Local intelligence** for understanding **market dynamics**, responding to **regulation changes**, and accessing **regional opportunities**

Source(s): Company information

PFISTERER Strategyhouse 2030

PROCESS OPTIMIZATION & DIGITALIZATION

1
CORE BUSINESS & MARKETS
Grow
Leverage on strong technical expertise in existing segments and established regions

2
BUSINESS BOUNDARIES
Expand
Introduce new solutions to complement existing offerings and expand in selected markets

3
FUTURE TRENDS
Drive innovation
Invest in HV product development and in-house laboratory for R&D and electrical End-of-Line testing

Scale existing production footprint

Leverage global supplier & logistics network

Continue to bulid and grow ONE GLOBAL TEAM

Profit, People, Planet –our sustainability core, to be made visible and measurable

IPO proceeds and stock market listing to accelerate growth and further strengthen PFISTERER's leading position

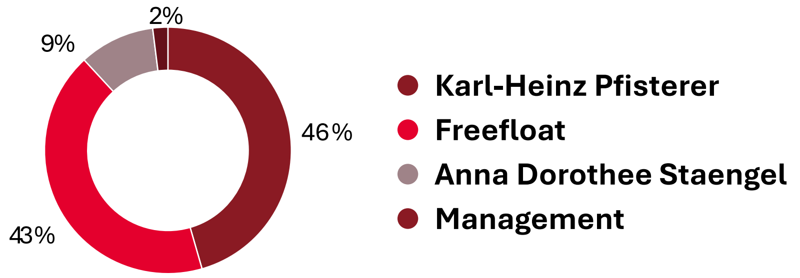
Key reasons for the IPO

- **Growth finance**
  Expansion of production capacities and additional resources for innovative projects / products in technical sweet spot
- **Strengthen financial capabilities**
  Growing reliability and security in customer relationships with financial capability considered key factor
- **Independent pure-play**
  Maintain independence as specialized pure-play for electrical connection and insulation technology and secure succession plan

Successful IPO enables to accelerate growth

- Listed in SCALE Segment of the Frankfurt Stock Exchange since May 2025, ISIN DE000PFSE212
- Generated gross proceeds of EUR 95 million from capital increase through cash contributions
- Start of the implementation of the CAPEX program amounting to EUR 270m by 2030

Shareholder structure
as of June 11, 2026



Source(s): Company information

Current projects being implemented to achieve strategic goals

A Milestone on the Path to HVDC Market Launch

- PFISTERER has been granted a **patent for its innovative HVDC pluggable connector technology** ("HVDC-pluggable connector") by the German Patent and Trademark Office (DPMA)
- **This technology is used in modern high-tech HVDC power systems** such as HVDC converter stations, outdoor terminations, and repair joints (up to 525 kV)
- PFISTERER currently holds **166 active patents** within the group

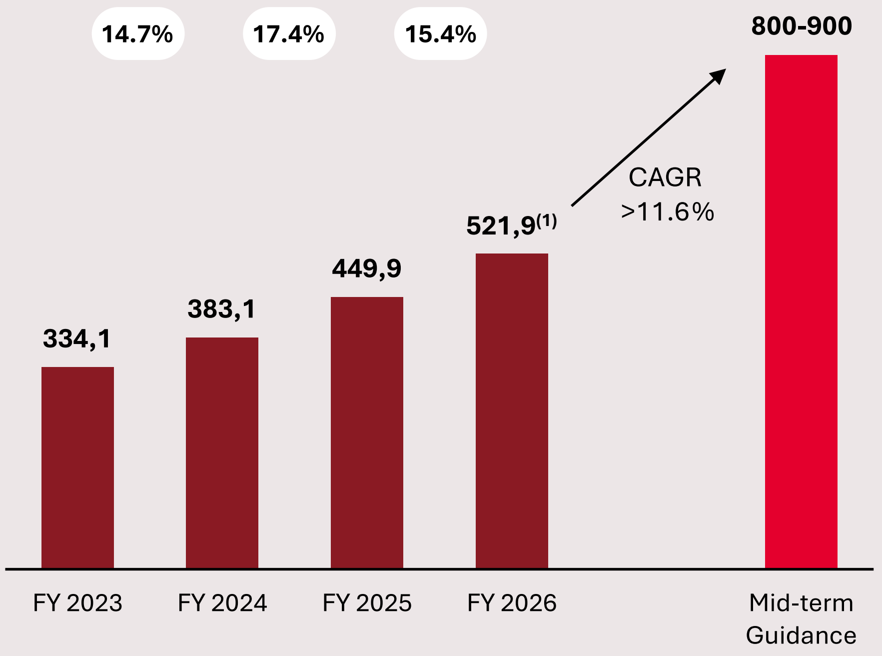
HOCCA Innovation. Market Expansion.

- The **insulating body and inner electrode** are in-house developed by **PFISTERER**
- **SICON shearbolt** is used as the connector
- **First successful use** for a U.S.-offshore wind project; installation on pre-assembled cable and unit testing at our plant in Rochester, USA
- **Market expansion into Asia** where we address market demands (i.a. Japan, South Korea)

Powerful financial profile with strong double-digit topline growth paired with superior profitability

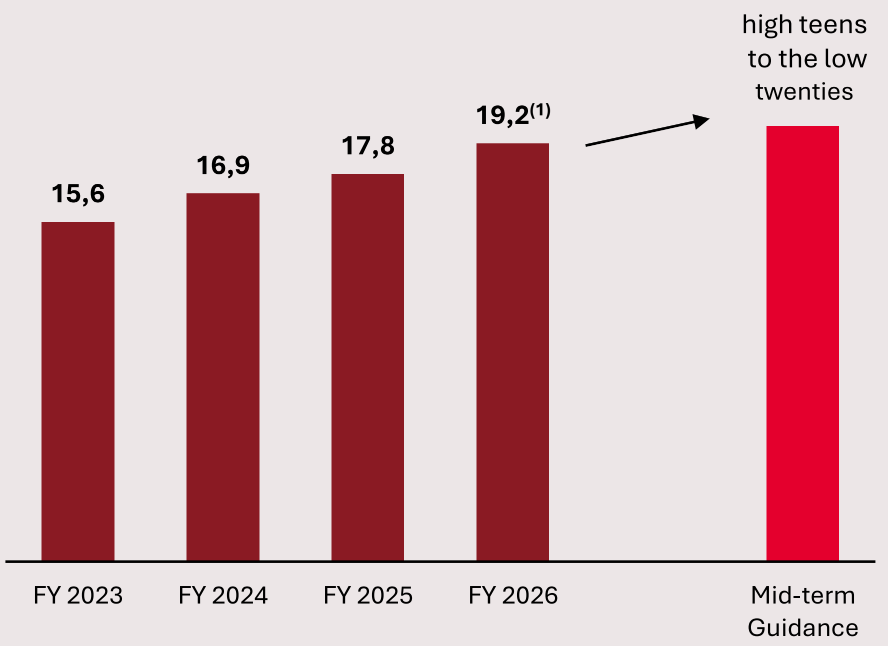
Strong top-line development

Revenue (in €m) and growth



Increase in profitability

Adj. EBITDA margin in %



Note: Consolidated fiscal year 2025 IFRS figures, audited; (1) Average consensus estimate, as of August 2026

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   Perfectly positioned to capitalise on multi-dimensional growth levers

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   Attractive combination of growth, profitability, capital efficiency & accelerating cash generation

Source(s): (1) IEA Electricity 2026; (2) Bloomberg NEF New Energy Outlook 2025; (3) Bloomberg NEF, September 2025; (4) IEA World Energy Outlook 2025; (5) IEA World Energy Investment 2025; (6)DNV Energy Transition Outlook 2025;

Thank you for your attention