



Frankfurt, September 17, 2024

Capital Market Day 2024

PSI



Safe-harbor-statement

This presentation may contain forward-looking statements regarding the business, results of operations, financial condition and earnings outlook of PSI Group. These statements may be identified by words such as “anticipate”, “believe”, “estimate”, “expect”, “forecast”, “intend”, “may”, “plan”, “project”, “predict”, “should” and “will” and variations of such words or similar expressions. These forward-looking statements are based on our current assessments, expectations and assumptions, of which many are beyond control of PSI Group, and are subject to risks and uncertainties. You should not place undue reliance on these forward-looking statements. Should these risks or uncertainties materialize, or should underlying expectations not occur or assumptions prove incorrect, actual results, performance or achievements of PSI Group may materially vary from those described explicitly or implicitly in the relevant forward-looking statement. This could result from a variety of factors, such as the level of customer orders received, the demand for process control and optimization software in the market, the timing of final acceptance of deliveries by customers, the condition of financial markets and access to financing for PSI Group, general conditions in the software market and macroeconomic conditions, cancellations, rescheduling or delays in projects, capacity constraints, extended sales and qualification cycles, misuse of systems or misbehavior by own or subcontractors employees, misuse of systems or misbehavior by customers, organizational failures, technical failures of own software and hardware systems, technical failures of 3rd party software and hardware systems and any other factors discussed in any reports or other announcements, in particular in the Risk Report in the PSI Group Annual Report. Any forward-looking statements contained in this document are based on current expectations and projections of the executive board based on information available the date hereof. PSI Group undertakes no obligation to revise or update any forward-looking statements as a result of new information, future events or otherwise, unless expressly required to do so by law.

Today's presenters



Robert Klaffus

CEO, PSI Software SE



Gunnar Glöckner

CFO, PSI Software SE



Myriam Mensing

Director at Process Industries



Karsten Pierschke

Head of Investor Relations



Agenda

1

Introduction

2

Market

3

Customer voices

4

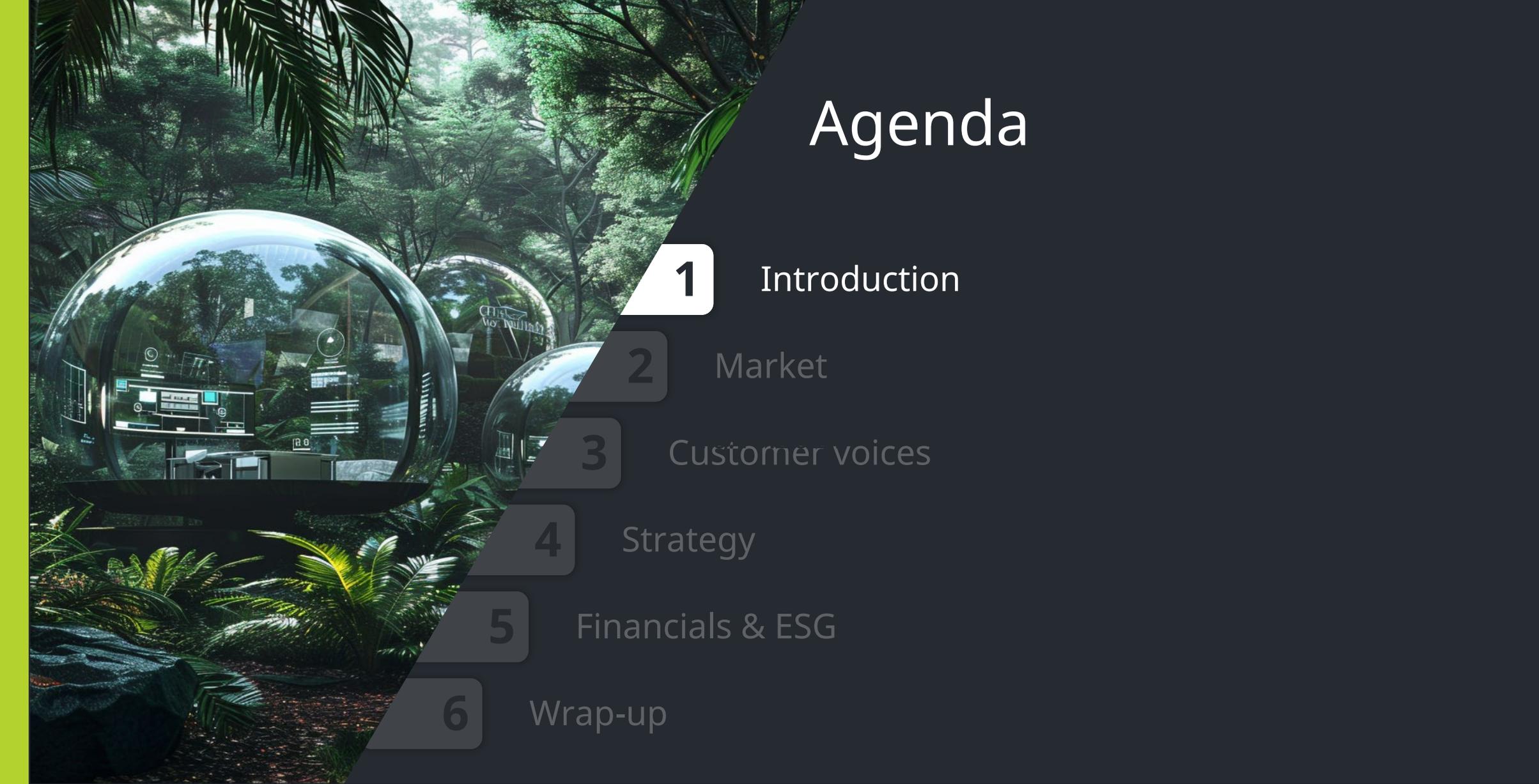
Strategy

5

Financials & ESG

6

Wrap-up



Agenda

1

Introduction

2

Market

3

Customer voices

4

Strategy

5

Financials & ESG

6

Wrap-up

PSI in a nutshell



55 Years

Founded in 1969
IPO in 1998

Product portfolio

Qualicision AI

Multicommodity energy Suite & SCADA – PSIconrol | PSImarkets

Metallurgical MES & SCM suite – PSImetals

MES & ERP systems for discrete manufacturing - PSIpenta

Warehouse management & logistics suite – PSIWms

Public transport depot dispatch suite – PSIdms

Locations

17 locations

worldwide on 4 continents
1,700 customers

Financials

EUR 270 m

Revenue
2% EBIT

Our People

~2,310

23% female share
35 nationalities
Ø tenure 9.7 y
Ø age 42.9 y

Industrial software market

Serving a EUR 106 bn market



Grid & Energy Management



Process Industries



Discrete Manufacturing



Logistics



Mobility

All figures FY2023

SCADA: Supervisory Control and Data Acquisition | MES: Manufacturing Execution System | SCM: Supply Chain Management
ERP: Enterprise Resource Planning | WMS: Warehouse Management System | DMS: Depot Management System

Establishing a vertical-market-oriented structure



Energy Management

Revenue (2023): **138.9**
 Revenue CAGR (2018 – 2023): **6.9%**

PSI Software SE (group)

Revenue (2023): **269.9**



Production Management

Revenue (2023): **131.0**
 Revenue CAGR (2018 – 2023): **5.7%**

Revenue CAGR (2018 – 2023): **6.3%**



Business Units



Grid & Energy Management

Revenue: **124.9**
 Revenue CAGR: **6.7%**



Process Industries

Revenue: **64.8**
 Revenue CAGR: **7.2%**



Discrete Manufacturing

Revenue: **33.0**
 Revenue CAGR: **1.2%**



Logistics

Revenue: **30.2**
 Revenue CAGR: **8.2%**

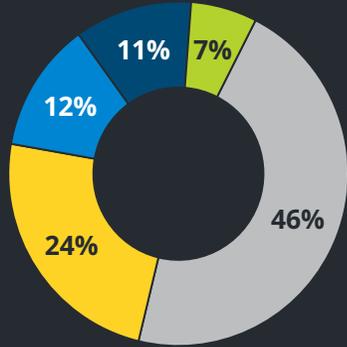


Mobility

Revenue: **17.0**
 Revenue CAGR: **12.8%**

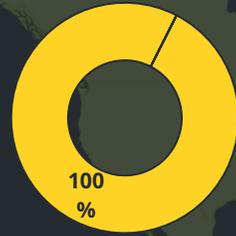
Absolute figures in million EUR

Our regional footprint by Business Unit



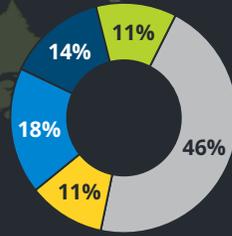
Global

Revenue:
269.9
Revenue CAGR*:
6.3%



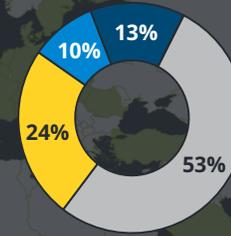
AM

Revenue:
28.9
Revenue CAGR*:
16.8%



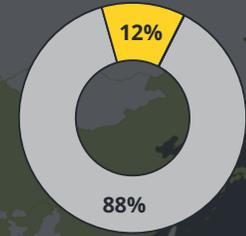
DE

Revenue:
148.5
Revenue CAGR*:
5.1%



EMEA w/o DE

Revenue:
69.7
Revenue CAGR*:
5.3%



AP

Revenue:
22.7
Revenue CAGR*:
4.5%
Therein CAGR (2020-2023):
11.6%

Grid & Energy Management
 Process Industries
 Discrete Manufacturing
 Logistics
 Mobility

* CAGR years 2018 – 2023 | all absolute figures in million EUR

Financial situation 2020 – 2024



* all absolute figures in million EUR

■ EBIT Plan (12 months) ■ EBIT achieved (12 months) ■ EBIT Quarter (current & forecast) (quarters)

Financial performance

2020 – 2023

- 2020 and 2021 EBIT in line/ slightly overperformed guidance
- 2022 Ukraine war and related loss of profitable Russia business plus impacts from German energy crisis
- 2023 marked by losses in grid business due to operational issues and generation change in EB

Financial performance

2024

- Cyber incident in February with negative impacts esp. in Q1 & Q2
- Positive results expected for Q3 & Q4
- Guidance 2024 confirmed

Guidance 2024



Plan **WITHOUT** incident

Revenue growth
(year-over-year)

+5%

EBIT

EUR 11 to 13 m

EBIT Margin

4%



Plan **INCLUDING** incident

-8 to -12%

EUR -9 to -15 m

-4 to -6%



Impacts from cyberattack 2024

- Peak negative impact in H1/24 from extra costs and loss of revenues due to idle effect



Remaining uncertainty

- Uncertainty within forecast corridor
- Final insurance coverage
- Partial compensations expected in 2025 or later



Reloading PSI

- Costs included for repositioning PSI as an integrated software company

Disrupting ourselves...

corporate culture

open | trustful | reliable | ambitious

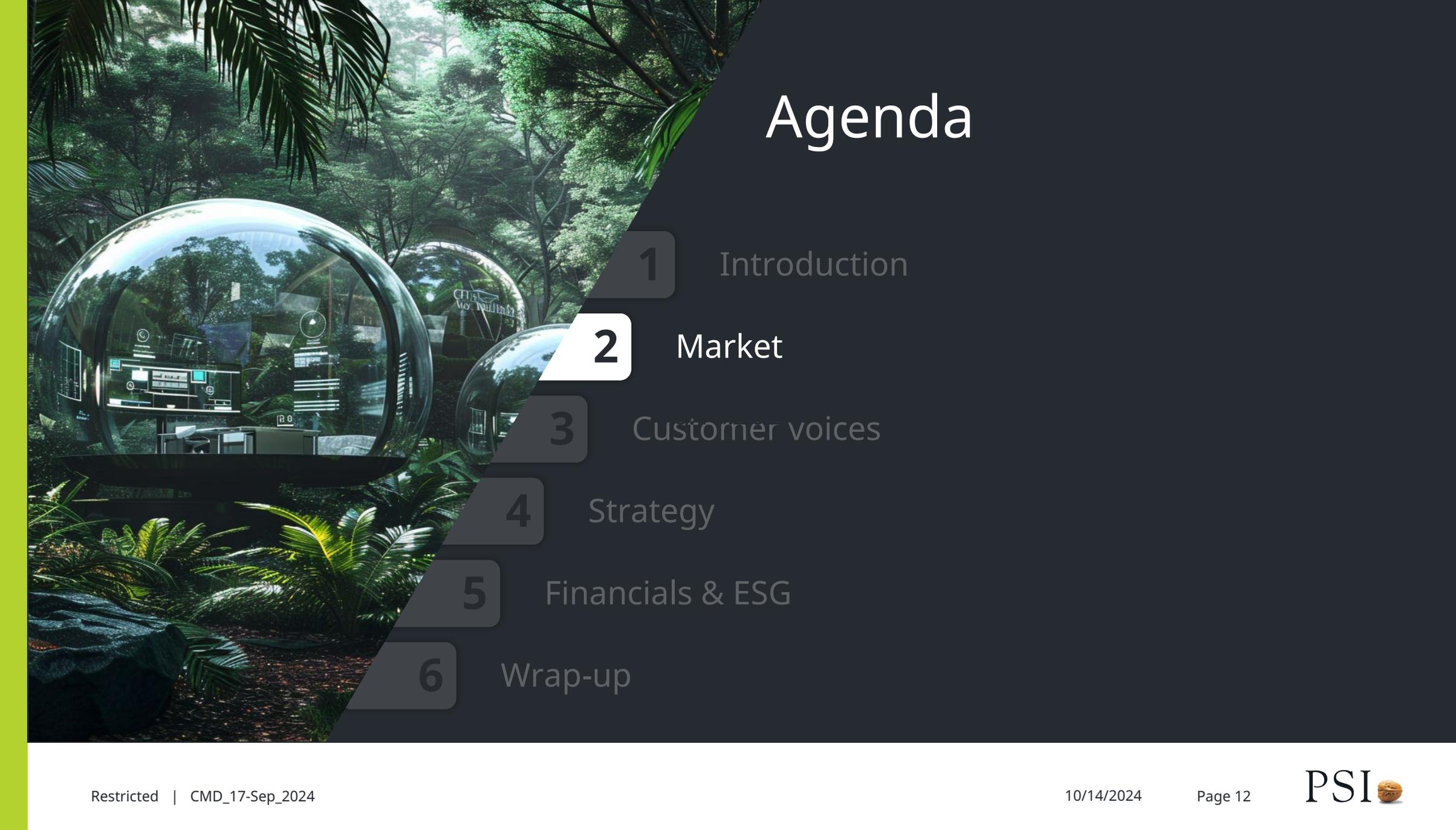
technological edge

modular | scalable | cloud-based | SaaS-ready

PSI reloaded

integrated software company

outside-in driven | fast-growing | resilient



Agenda

1

Introduction

2

Market

3

Customer voices

4

Strategy

5

Financials & ESG

6

Wrap-up

Our customers



Mega Drivers create a dynamic market environment



Mega Drivers create a dynamic market environment

Decarbonization & resource efficiency



50% Growth*
of renewable capacity 2022 to 2023



Global temperature approx. 1.45 °C
above pre-industrial average**



13% Recycling rate
of global solid waste***

* IEA: International Energy Agency "executive summary renewables 2023"

** WMO: World Meteorological Organization: press release 19-03-2024

*** World Bank: Trends in solid waste management

Mega Drivers create a dynamic market environment

Increasing unpredictability



Geopolitical conflicts



Cyber crime



Pandemics



Natural disasters

Mega Drivers create a dynamic market environment



Business drivers

-  Competitive pressure
-  Faster innovation cycles
-  Agility & sustainability
-  War for talent
-  New business models

Mega Drivers create a dynamic market environment



Speed & scalability



Automation



Digitalization

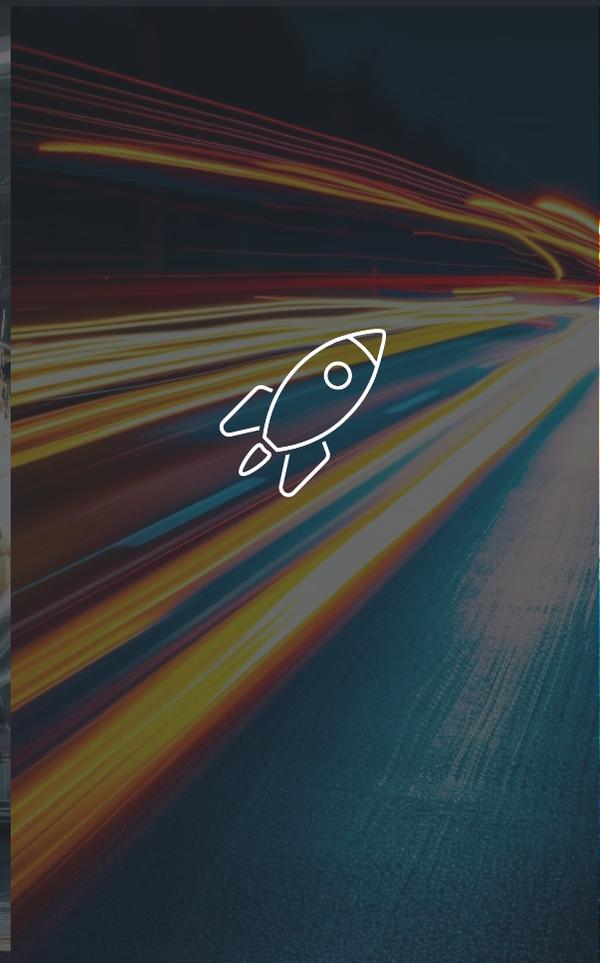
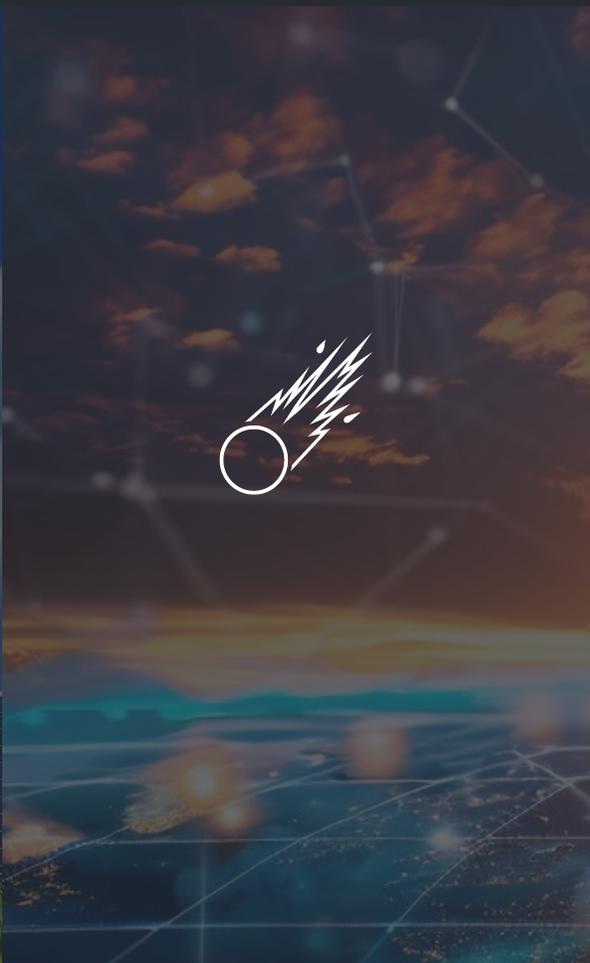


Cloud technologies

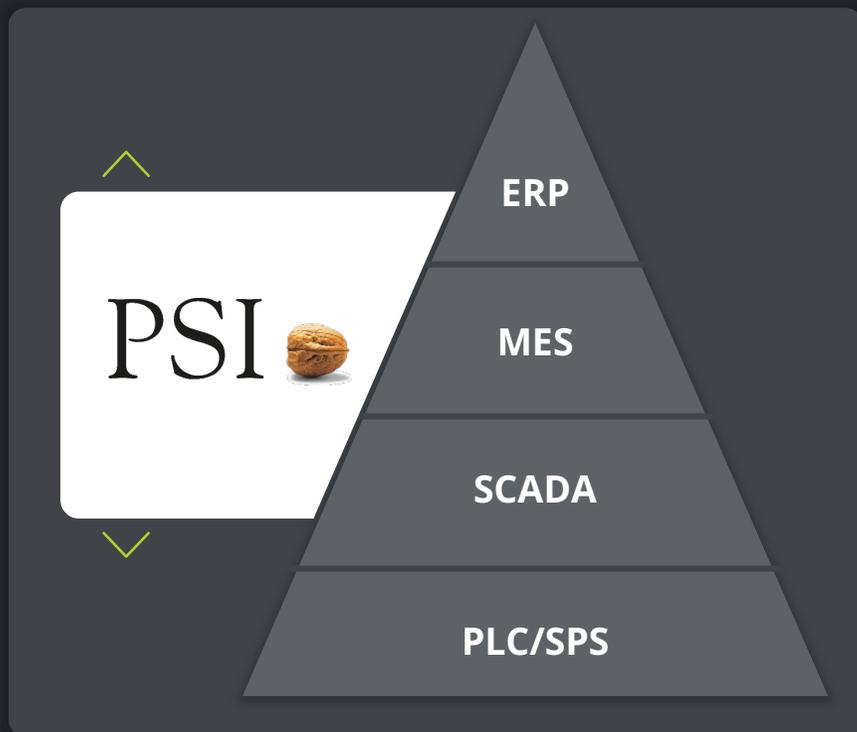


Rise of AI

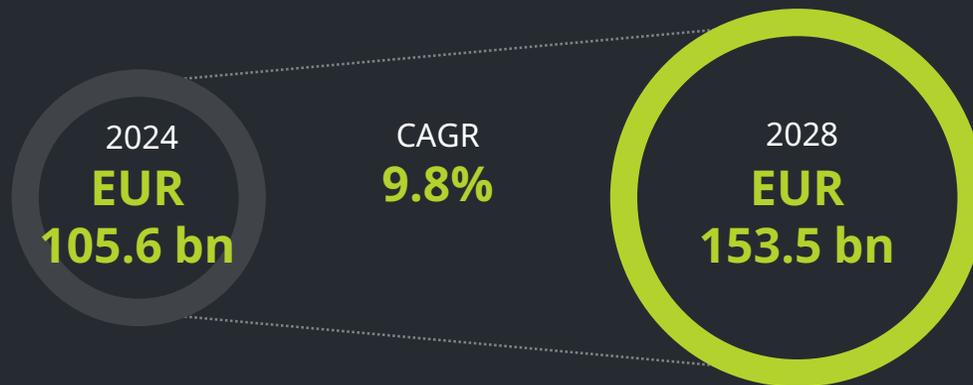
Mega Drivers create a dynamic market environment



PSI – a player in the global industrial software market...



Industrial Software Market*



Regions*

AM:	DE:	EMEA w/o DE:	AP:
9.9%	10.5%	7.3%	11.5%

Software products*

ERP:	MES:	WMS:	SCADA:	DMS:
13.7%	11.5%	9.8%	7.0%	9.4%

*Industrial Software Market FMI | Automation Pyramid | Based on <https://imk.engineering/industrie-4.0.html>

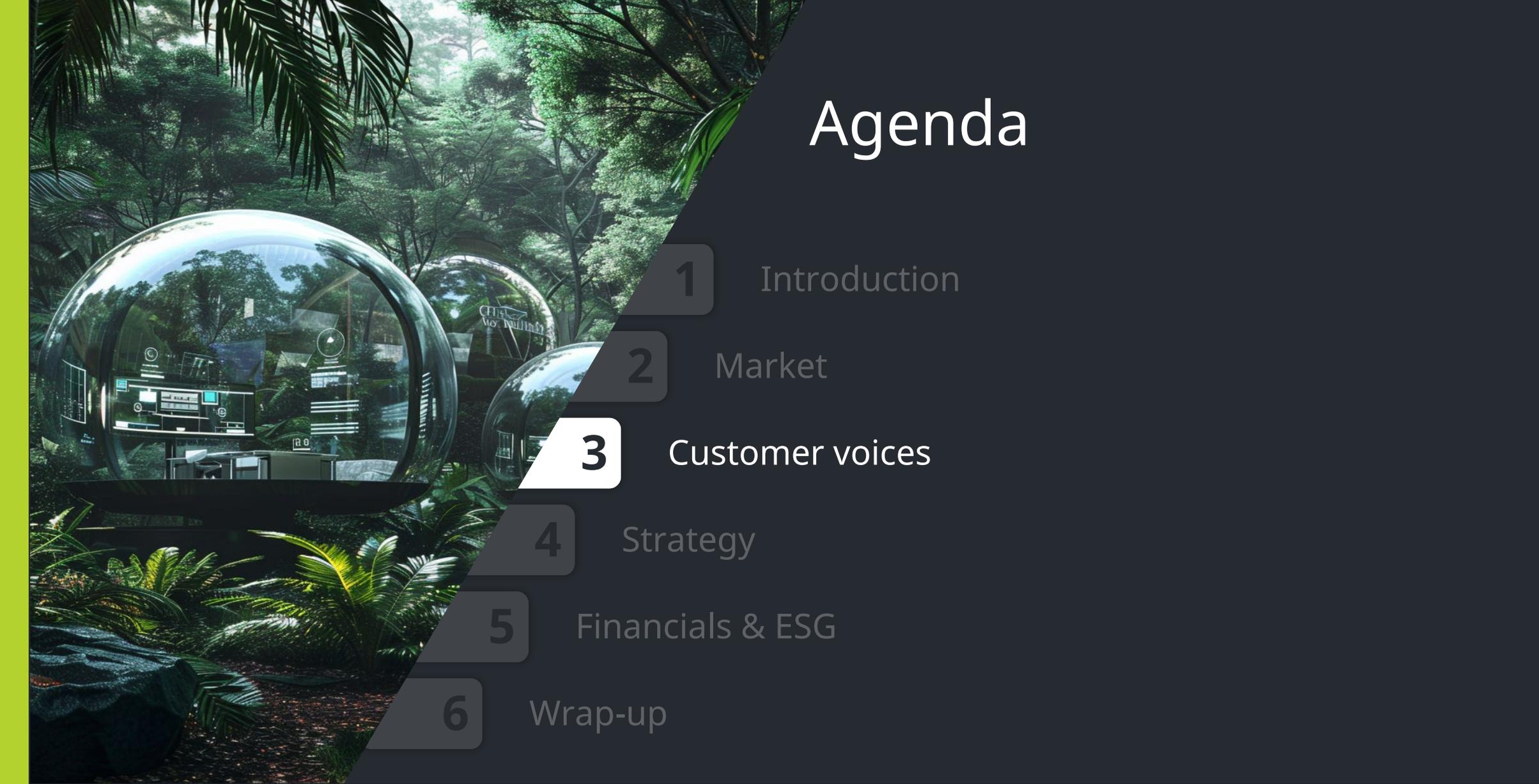
... and well positioned for strong growth

Mega drivers create strong momentum for software and digitalization



Leading position in several served markets

Significant growth potential across attractive vertical markets and geographies



Agenda

1

Introduction

2

Market

3

Customer voices

4

Strategy

5

Financials & ESG

6

Wrap-up



Customer voices

LPP is a leading fashion & retail company in Central and Eastern Europe, active in 39 countries and headquartered in Poland

Annual revenues of EUR 4 bn*



The E.ON Group is one of Europe's largest operators of energy networks and infrastructure. E.ON provides solutions for approximately 47 million customers

Annual revenues of EUR 93.7 bn*



SSAB is a global steel company with a leading position in high-strength steels and related services. SSAB aims to be the first, in 2026, to offer fossil-free steel to the market

Annual revenues of EUR 10.5 bn*



Logistics 

PSIwms | enable process automation and efficiency gains | resource optimization | secure in-time delivery esp. e-commerce



Grid & Energy Management 

PSIcontrol | PSIconmand | PSImarkets | PSIneplan | Secure grid operations with minimal downtimes | maximize efficiency and margins | provide in depth grid analytics, optimization and simulation

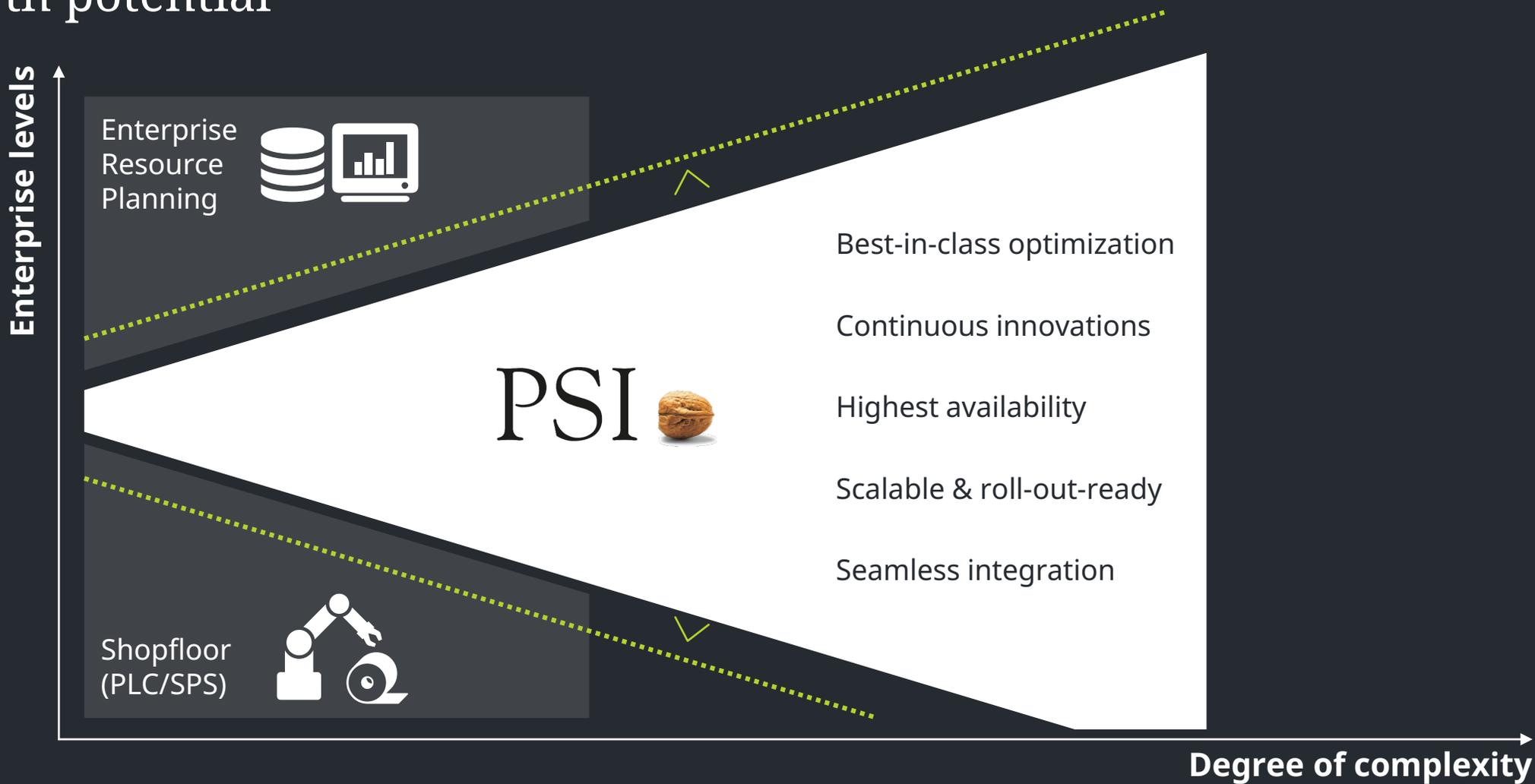


Process Industries 

PSImetals | support SSAB's digitalization journey | achieving a step change in process efficiency | enabling CO₂ savings

Sources: Corporate websites | *Annual Report last fiscal year corporate website

Market-leading PSImetals suite with significant growth potential



PSImetals – truly “glocal”

	From	To
Internationalization	String-of-pearl mergers with BFI-BT 1999, 4production 2008, AIS 2009, Broner Metals 2014	Integrated & global leader for production planning and execution systems on 4 continents, 17 countries, 500 people serving our customers worldwide
Product deployment	Single-site and highly customized installations	Multi-site rollouts with global customers more than 42% of our customers utilize PSImetals in multiple sites
Value-add concept	Every project by PSI	Eco-system of global and local partners Primetals, Wipro, SAP, IDAP, Regesta, Seresco, AM Sistemas, BFI, coilDNA
Greensteel transformation*	Steel and aluminum production accounts for 11% of global CO₂ emission	European and US steel companies are planning to invest more than EUR 40 billion in CO₂ emission reduction over the next 10yrs

*LeadIt – Leadership Group for Industry Transition

A strong foundation for profitable growth our large customer base | our powerful & sticky portfolio

Product portfolio for critical processes in attractive vertical markets...



Advanced control systems & trading software for the grid & energy market

ERP & MES for discrete manufacturing

Logistics software suite for optimization of supply chains & transport

Leading MES & supply chain optimization for metals production & process industries

Depot & traffic management for mobility

... addressing highly relevant mega drivers

Decarbonization

Sector coupling

Security of supply

Cyclic economy

Resource efficiency

Resilience

Agenda

1

Introduction

2

Market

3

Customer voices

4

Strategy

5

Financials & ESG

6

Wrap-up

Our Mission

WE ARE PSI.

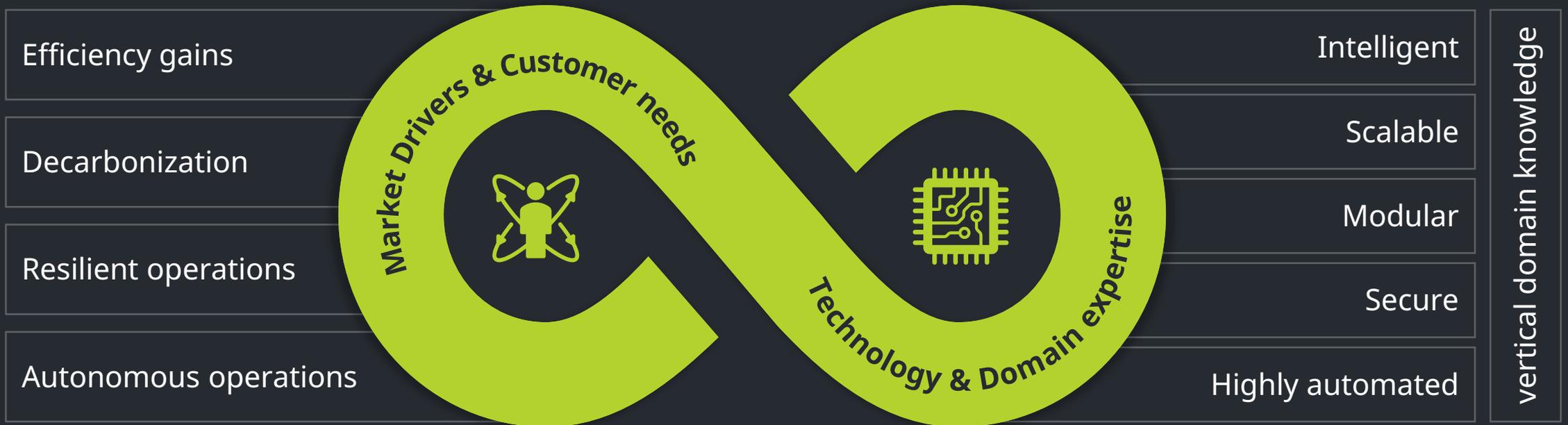
We are **the place to be** for **high-performing teams**, being **passionate** about creating **value for our customers** and **enabling** them to master their **transformations**.

Our **cutting-edge products** keep the world **running** in a more sustainable, resilient and efficient way.

At PSI, we are **Pioneering a Smarter World**.



A massive transformation of industrial business is on the way



Industrial AI is the next big thing in industrial operations

AI expected to grow CAGR 24.6%*

Next level automation

From planning & control to holistic optimization

Requires vast amount of data | openness | scalable architecture



Decades of cross-vertical domain knowledge in Industrial AI

Domain expertise in critical industries & infrastructure

Modular layer-based & cloud-ready AI stack

Scaling opportunity in large installed base

LPP

ArcelorMittal

FIEGE

e-on

HOCHBAHN



DB

STELCO

and more...



* Orbis research, 2023

Cloud-based SaaS unlocks the full potential of scalability and industrial AI

Low entry barriers for new applications & value creation

Peace of mind: always up-to-date, secure, ...

Highly flexible | full up- & downwards scalability

Access to AI features | interoperability w/ other systems

Customer benefits

What's in it for PSI

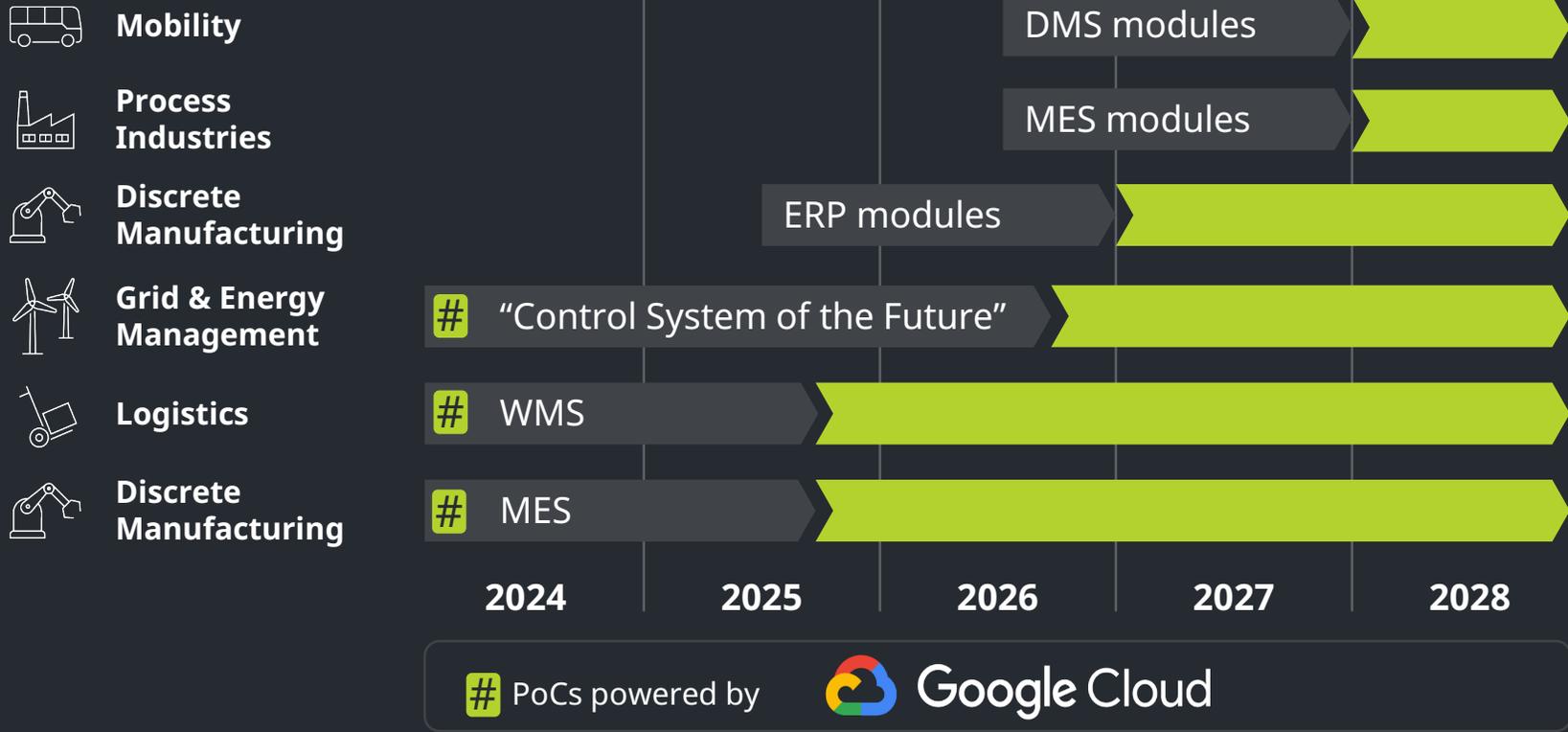
Low entry barriers for new customer acquisition

Competitive edge through seamless integration of AI

Detaching revenue growth from resource constraints

Recurring business | low risk | high margin | high predictability

PSI's cloud transformation roadmap



Sequence

MES and WMS first | market ready for SaaS | competitive pressure from SaaS increasing

Control System of the Future as major new development in a cloud-native environment for leapfrog innovation

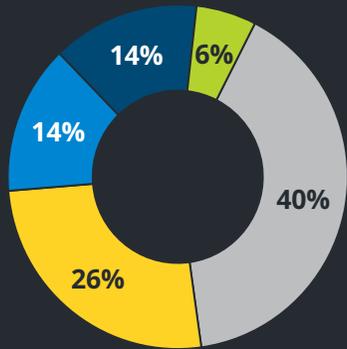
ERP modules will follow to be added to MES & WMS as PSI's industrial SaaS suite

MES for Process Industries and DMS will follow last during FY2026

Continuous deployment

PoC: Proof of Concept

Driving PSI's international growth



Global 2028

AM

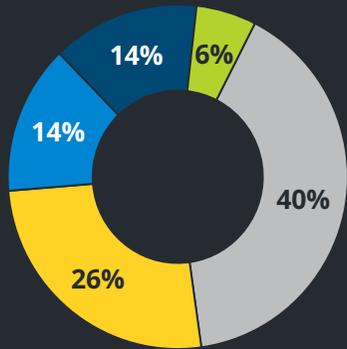
DE

EMEA w/o DE

AP

■ Grid & Energy Management ■ Process Industries ■ Discrete Manufacturing ■ Logistics ■ Mobility

Driving PSI's international growth



Global 2028

Process Industries (PSImetals) as nucleus for PSI Americas
HQ in Pittsburgh (staff: #60) significant presence in Brazil (#30)
Established local partner network for PSImetals
Market entry by all other business units & target market for SaaS launch



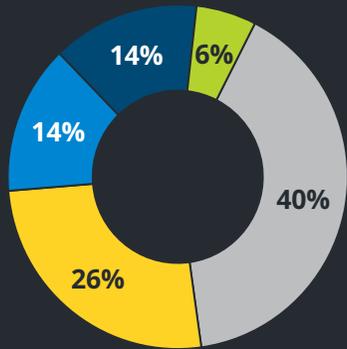
DE

EMEA w/o DE

AP

Grid & Energy Management Process Industries Discrete Manufacturing Logistics Mobility

Driving PSI's international growth



Global 2028

Maintain leading positions e.g., in Grid & Energy Management
Continue growing the business esp. in Discrete Manufacturing and Logistics
Continuous margin improvement through pricing and efficiency measures

AM

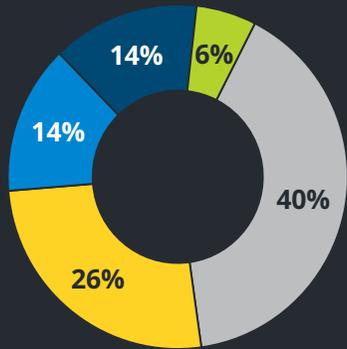
DE

EMEA w/o DE

AP

■ Grid & Energy Management ■ Process Industries ■ Discrete Manufacturing ■ Logistics ■ Mobility

Driving PSI's international growth



Global 2028

More than a nucleus (!) established in 2004 and >500 people in 2024
No. 1 growth market for all 5 business units over 5y planning horizon
Will continue to play an important role for product development & SaaS

AM
↗

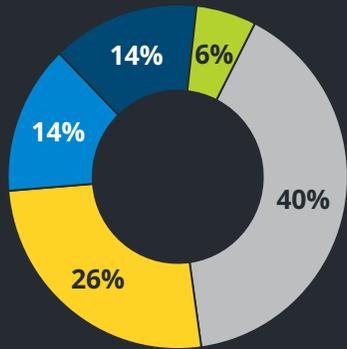
DE
↘

↑
EMEA w/o DE
↑

AP

■ Grid & Energy Management ■ Process Industries ■ Discrete Manufacturing ■ Logistics ■ Mobility

Driving PSI's international growth



Global 2028

Strong footprint in Grid & Energy Management since 1997
Southeast Asia HQ in Kuala Lumpur (MY) with #170 staff
Target market for Grid & Energy Management, Logistics and Mobility

India HQ opened in Pune in 2023 with now > #20 staff and expanding
Growing nucleus around Process Industries (PSImetals)
Growth opportunities esp. for Grid & Energy Management



■ Grid & Energy Management ■ Process Industries ■ Discrete Manufacturing ■ Logistics ■ Mobility

We embarked on the PSI reloaded journey

Simplification



11 > 1

Legal Entities in DE

10 > 5

Business Units

Int'l Growth



0 > 4

Regional Hubs

Innovation



PSI Marketplace

#3 Cloud PoCs running

Agile transformation

Culture



23% > >26%

Female share

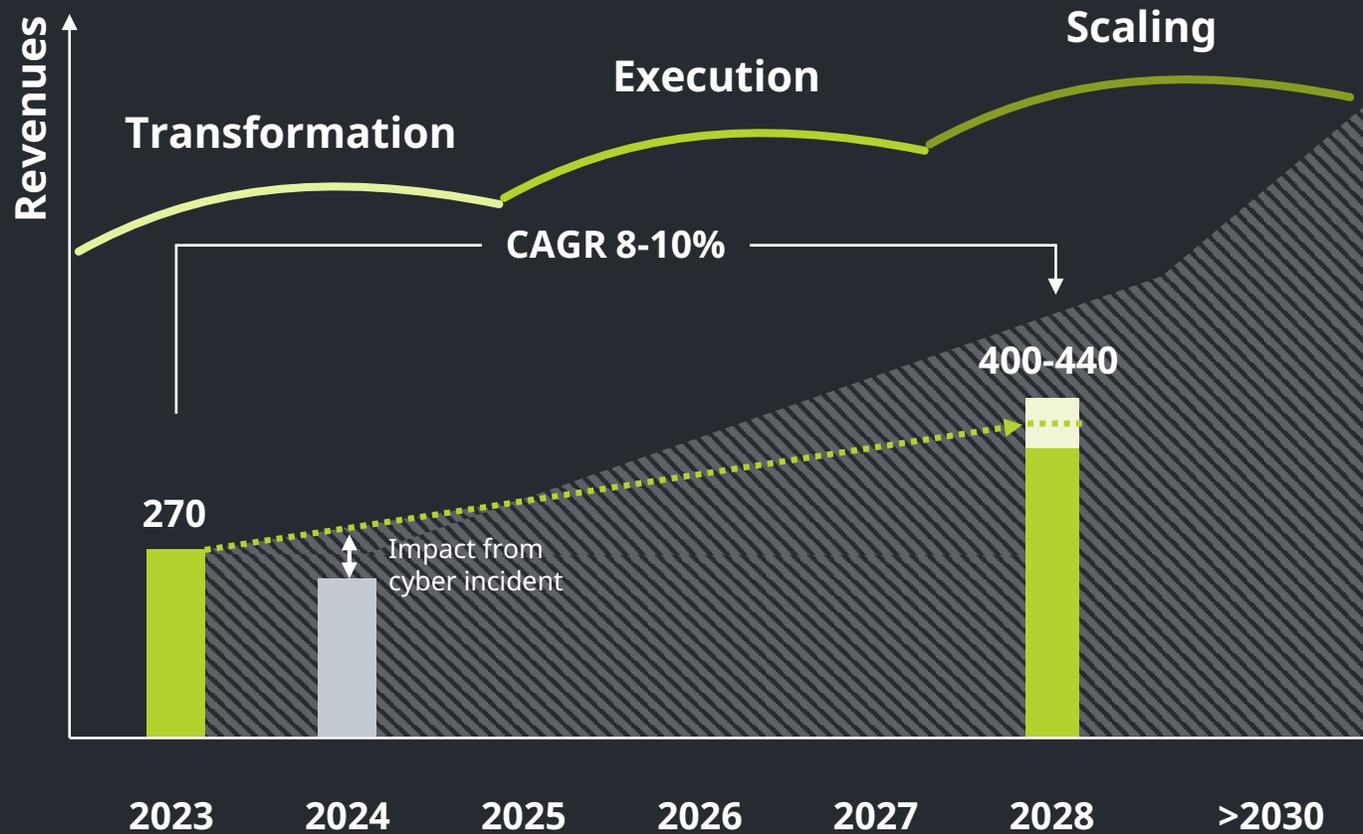
>35 nationalities

Workplace & careers

Transforming PSI into a high performance software company



Translating it into numbers...



Absolute figures in million EUR

Topline headroom

- Higher international growth
- Growing into new verticals
- Faster SaaS transition
- Inorganic growth (M&A)

EBIT expectations

- Reach 14-16% in 2028
- Paving the way to 20%+
- Execution, execution, execution

Agenda

1

Introduction

2

Market

3

Customer voices

4

Strategy

5

Financials & ESG

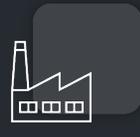
6

Wrap-up

Clear levers for margin improvement 2024 thru 2028



Grid & Energy Management



Process Industries



Discrete Manufacturing



Logistics



Mobility

Investments



Utilization



Go-to-Market



Pricing



Cost Efficiency



Total Margin Improvement

11pp

8pp

10pp

10pp

6pp

Impact on margin improvement Low

Medium

High

Sustainability at PSI – Goals 2028



Environmental

CO₂ emissions & waste management

- >75% customer projects with direct CO₂ reduction impact
- CO₂-neutral by 2028

Energy efficiency

- Reduce energy consumption by >30%

SaaS & cloud transformation

- >15% eligible activities (EU Taxonomy)



Social

Purpose-driven, employee satisfaction & experience

- Employee satisfaction index > 80%
- Fluctuation rate < 10%
- >80% employees with academic grade
- Ownership culture through share program

Diversity & inclusion

- Female share (overall) > 26%
- International employee background >40% more than 40 nationalities represented



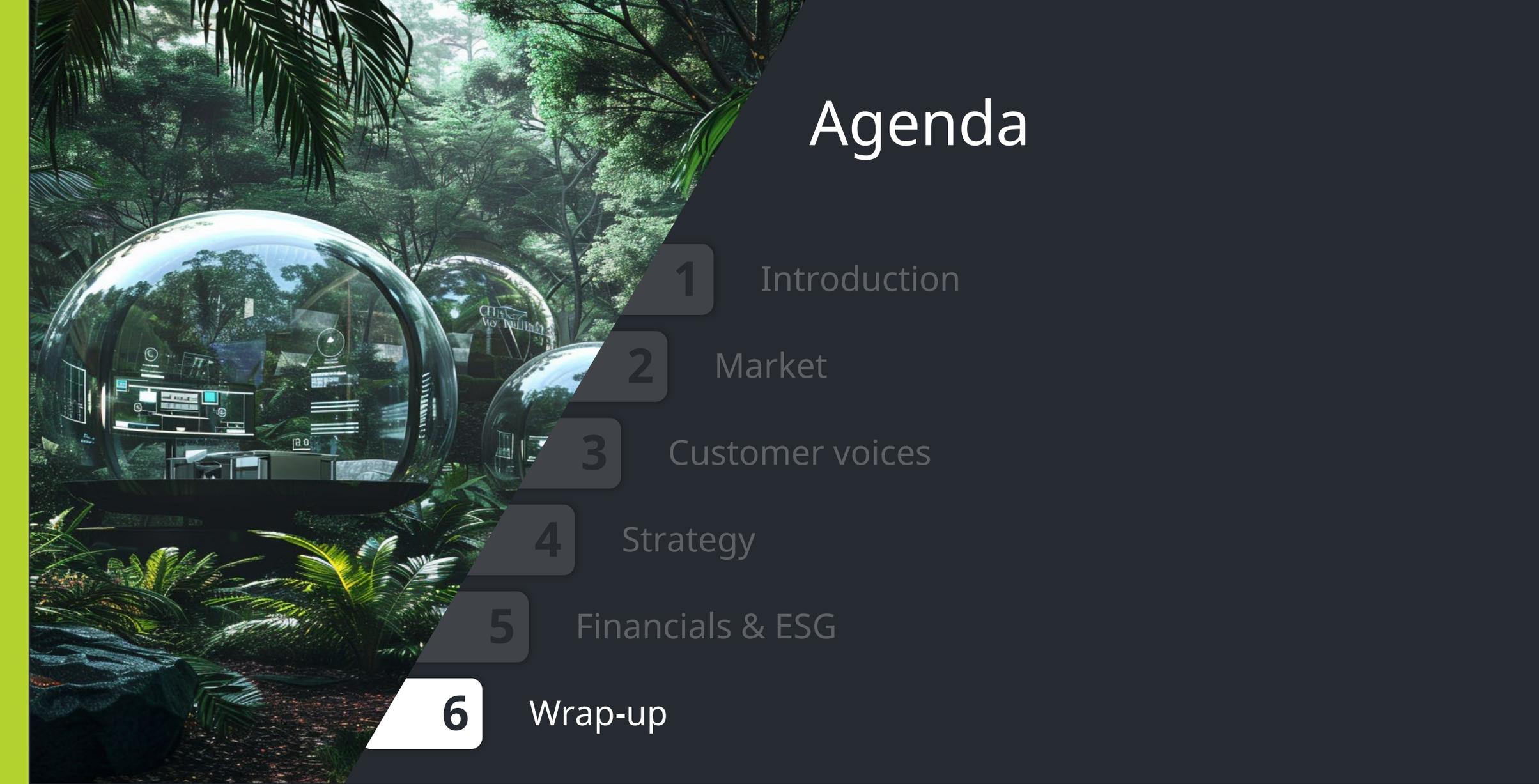
Governance

Integrity, compliance & information security

- 100% data protection compliance
- 100% compliance & awareness trainings
- No significant findings from external audits

Transparency & reliability

- Speedy publication of financial information
- Frequent investor days
- Full peer comparability in reporting



Agenda

1

Introduction

2

Market

3

Customer voices

4

Strategy

5

Financials & ESG

6

Wrap-up

What to take away from today's CMD



Highly attractive & dynamic market with significant growth opportunities for PSI



Strong heritage in the industrial software market with comprehensive portfolio & loyal customer base



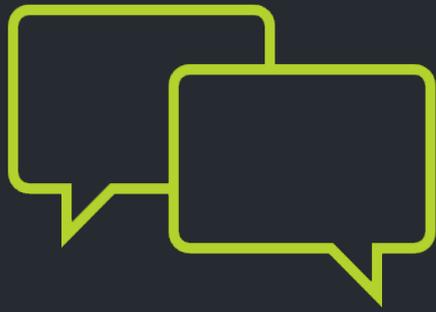
Now, we are bringing THE team together and have THE strategy in place to make it happen



Transforming PSI into an industrial SaaS company | EUR 400-440m revenue @ 14-16% EBIT in 2028



At PSI, we are determined to substantially grow shareholder value



Q & A