

Company presentation

May 2024



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THEON INTERNATIONAL AT A GLANCE

Leading pure-play optronics provider with state-of-the-art technological set-up



Global customer base across multiple attractive markets

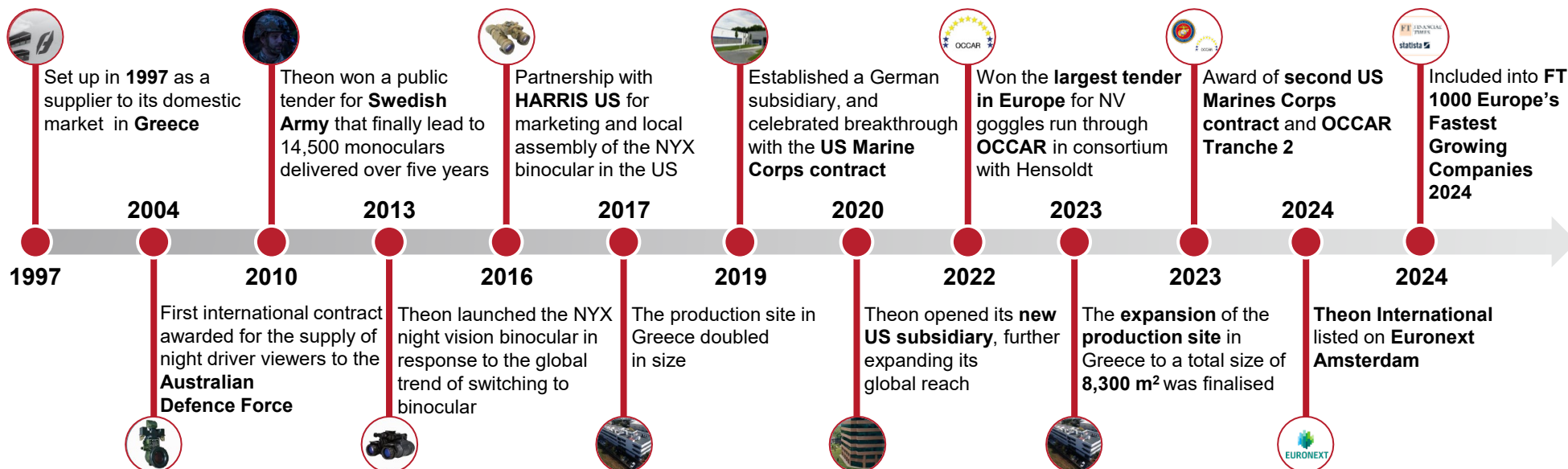


Strong financial profile with growth visibility and asset-light model



Theon is a leading independent provider of high-quality Night Vision & Thermal Imaging solutions

Proven track record that has led to a successful listing in Euronext, Amsterdam



Europe

Largest provider of night vision goggles to Europe¹

- Theon has an estimated >50% share of the European night vision goggles market³
- Market leader in Germany and Belgium
- Growing positioning in Latvia, Austria, Sweden and Italy

US

Fastest growing Department of Defence supplier

- Second USMC contract recently awarded to run through 2028
- ~17,000 deliveries since 2019 under the first USMC contract
- Strategic partnership with EOTECH to expand sales of product lines for the US law enforcement and commercial markets

MENA

Market leader in key GCC² nations

- Leader in United Arab Emirates for night vision goggles, with an estimated >50% share of the market³
- Growing positioning in Saudi Arabia and Kuwait for night vision devices and sights
- Supplier to Morocco for customised devices

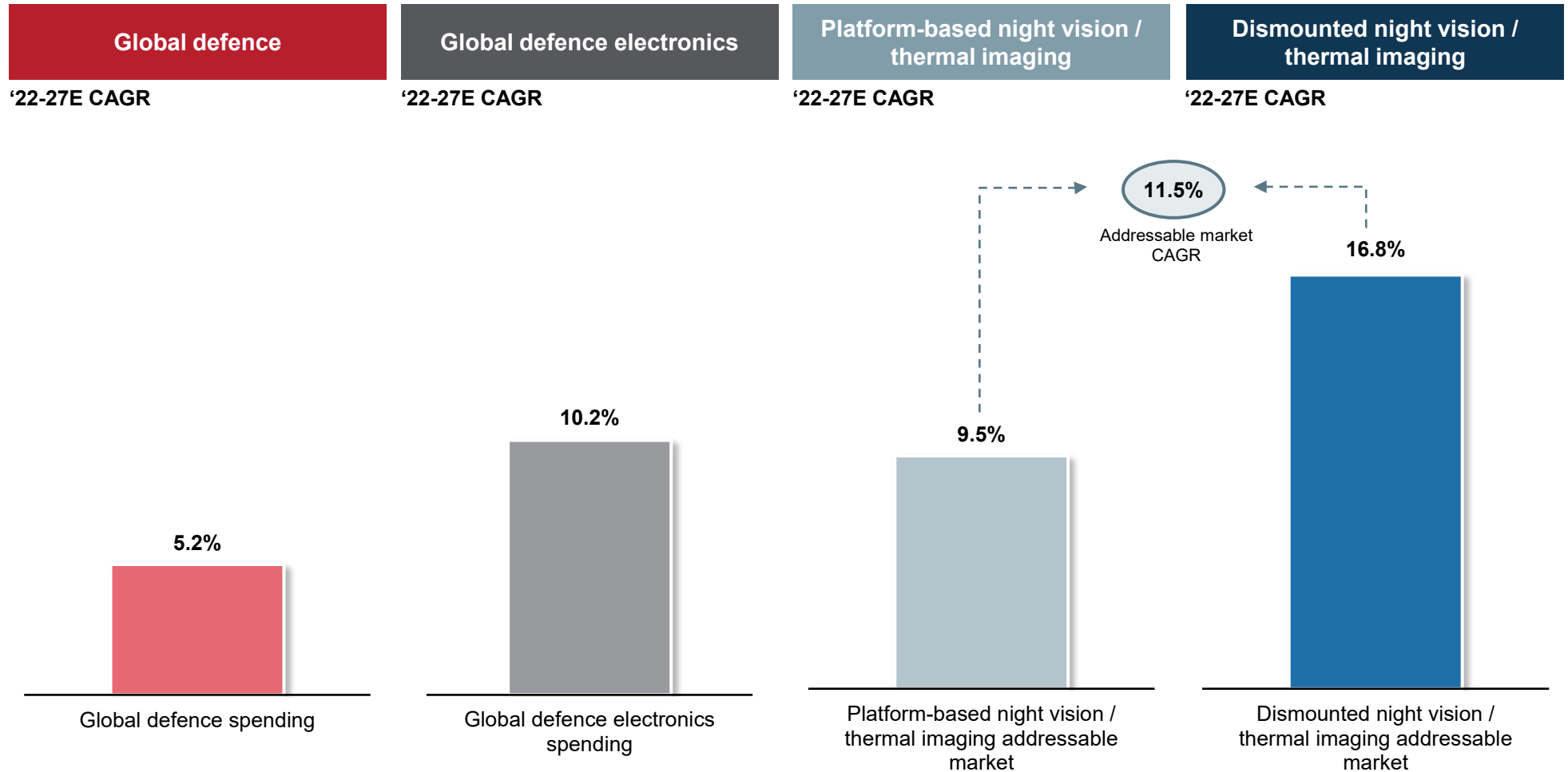
FULL SUITE OF NIGHT VISION & THERMAL IMAGING PRODUCTS TAILORED TO CUSTOMER NEEDS

Night vision	
Goggles	Monoculars  ARGUS
	Binoculars  MIKRON  NYX
	Modular  ARGUS PANOPTES
Weapon sights	Stand-alone  ARTEMIS
	Clip-on  DAMON
Platform based	 TITANS  URANIA

Thermal imaging	
Weapon sights	Stand-alone  THERMIS  THERMIS Mk2
	Clip-on  THERMIS Clip-on
	Customised thermal sights  TH100  TH60/DSA
Platform based	 THERMON Thermal imager viewer  THERMON Fused viewer
	 TRITON  TALOS SR/MR

More than 160,000 systems manufactured and sold to date

ATTRACTIVE GLOBAL INDUSTRY DYNAMICS WITH ENVISAGED LONG-LASTING MOMENTUM

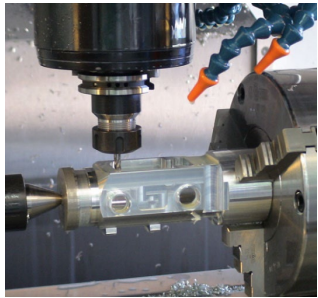


Identified investment opportunities globally

- OCCAR
- "Future Soldier Systems"
- Goggles and weapon sights
- Army Modernisation
- Procurement Plan
- Next Gen ENVG-B

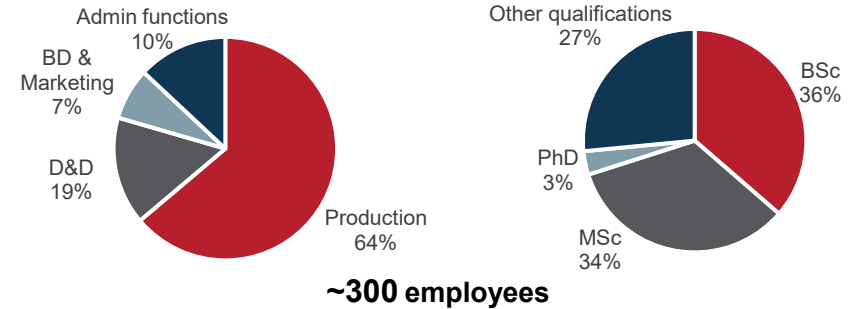
DISRUPTIVE BUSINESS MODEL RELYING ON GLOBAL REACH AND PROPRIETARY TECHNOLOGICAL CAPABILITIES IN A FULLY INTEGRATED PRODUCTION SET-UP

Process & production capability

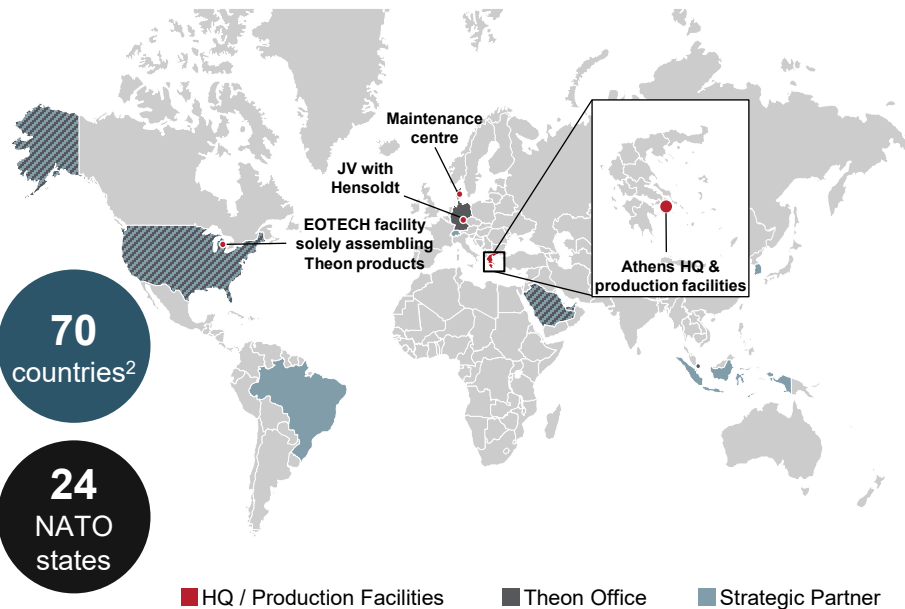


- Research, Design & Prototyping
- Testing & Evaluation
- Product Development & Enhancement
- Enhanced Automation & Technology
- Aftermarket Support & Modernization

Highly skilled workforce¹



Global presence



Theon manufacturing facilities



Original Athens facility
3,500 sqm



New Athens facility
4,800 sqm



Wetzlar facility (Hensoldt JV)
300 sqm



Plymouth facility (EOTECH)
100 sqm

THEON'S EXPERTISE, ENGINEERING, AND MANUFACTURING CAPABILITIES ARE INSTRUMENTAL TO CREATING MISSION CRITICAL PRODUCTS

Theon value add in product engineering and design

Optical engineering and design is a significant contributor to the optical performance of the system

System engineering and design determines the robustness and ergonomics of the system

Electronics engineering and design is a significant contributor to battery lifetime as well as resistance of the system against external electromagnetic interference

Theon value add for customers

Cutting-edge **in-house** product design, engineering and production

High degree of **product customisation** to address specific customer needs (performance / situation driven)

System integration for enhanced situational awareness

LONG-STANDING RELATIONSHIPS WITH A DIVERSIFIED GLOBAL CUSTOMER BASE LEADING TO REPEATING BUSINESS

Governmental procurement agencies and armed forces

Selected key customers



OCCAR
Since 2021



US Marine Corps
Since 2019



UK Ministry of Defence
Since 2021



Armasuisse
Since 2018



Swedish Army
Since 2010



Austrian Armed Forces
Since 2019

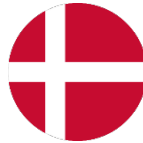
Other key customers



Latvia



Brazil



Denmark



UAE



Italy



Saudi Arabia

Defence primes¹

Dismounted



Platforms



GENERAL DYNAMICS




















Largest contract ever signed for night vision goggles in the European market



"Top Greek Export Company 2023"²

THEON PARTNERSHIPS ENABLE GLOBAL CUSTOMER REACH AND SUPPORT AN ASSET LIGHT MANUFACTURING FOOTPRINT

					
Country	 Germany	 United States	 United States	 Switzerland	 Saudi Arabia
Contract	 OCCAR NVG programme	 United States Marine Corps	No specific contract	 Armasuisse	 Saudi Arabian Army
Product	 MIKRON	 NYX / PVS-31D	Multiple products	 NYX	 MIKRON
Structure	<ul style="list-style-type: none"> • Joint venture • Final assembly at facility in Germany • Overheads shared between Theon and Hensoldt 	<ul style="list-style-type: none"> • Elbit Systems supplies Theon products to USMC • Final assembly at facility in United States with Elbit image intensifier tubes (IITs) 	<ul style="list-style-type: none"> • EOTECH assembles Theon products for the defence, law enforcement and civil market • Final assembly at facility in the United States 	<ul style="list-style-type: none"> • Safran Vectronix supplies Theon products to Armasuisse • Program close to completion • Final assembly at facility in Switzerland 	<ul style="list-style-type: none"> • NCMS supplies Theon products to Saudi Arabian Army • Final assembly in Saudi Arabia

ATTRACTIVE FINANCIAL PROFILE CHARACTERISED BY HIGH REVENUE GROWTH, HIGH PROFITABILITY AND DIVIDEND DISTRIBUTION

FY 2023



€506.0 m Soft order intake

2.3x book-to-bill ratio



€540.2 m Soft order backlog

2.5x revenue



€218.7 m Revenue

53.1% growth y-o-y



€56.5 m Adj. EBIT

25.8% margin



€0.1 m Net cash

(0.0)x leverage

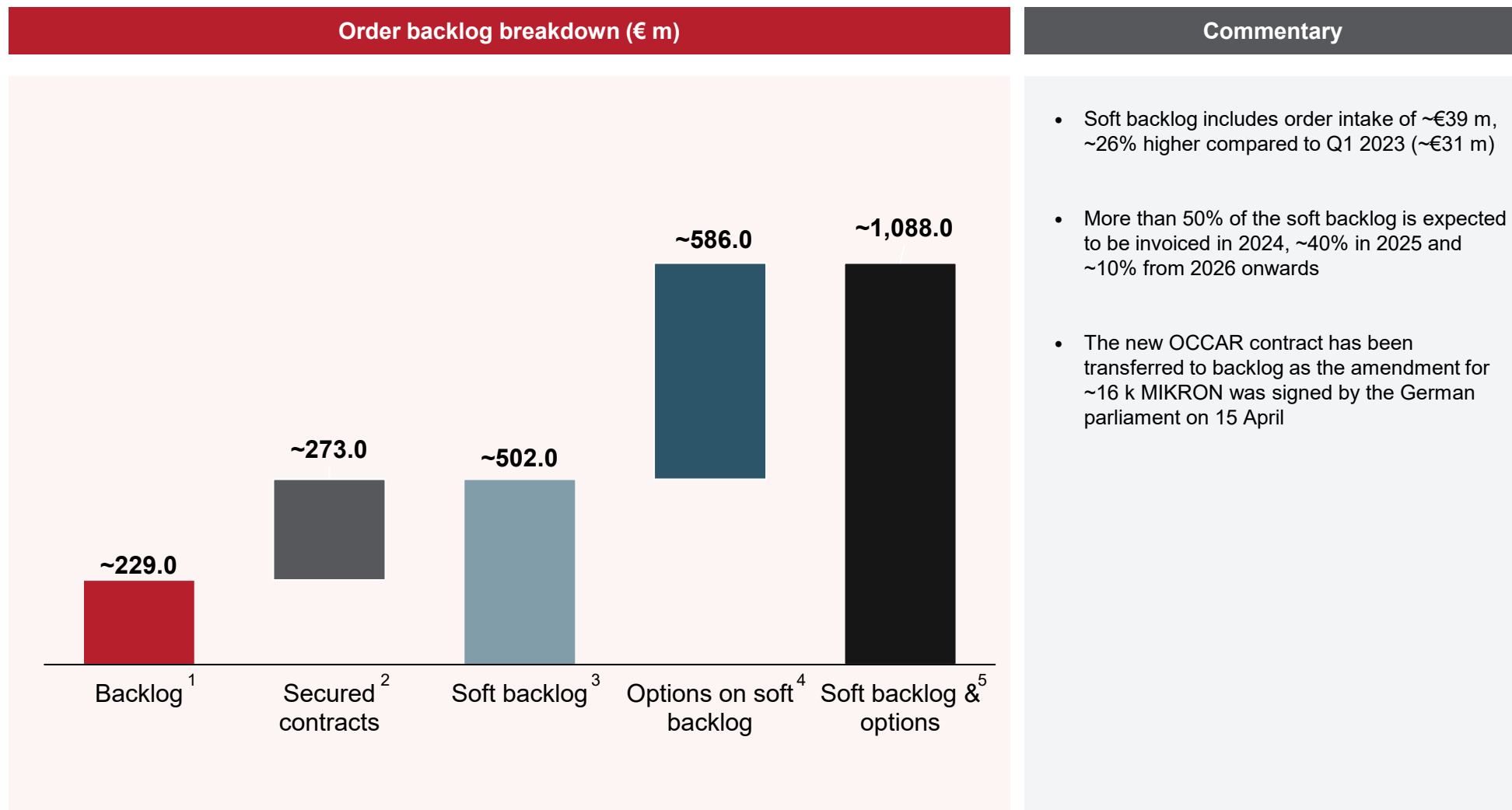


40% Dividend payout

Proposal to AGM

Q1 TRADING UPDATE: MAINTAINING HIGH LEVEL BACKLOG

Q1 2024



Source: Company information

¹ Backlog is defined as the value of the non-executed orders at the respective reporting date

² Secured contracts up to the respective reporting date subject to contract finalization and ratification by national parliaments in certain cases

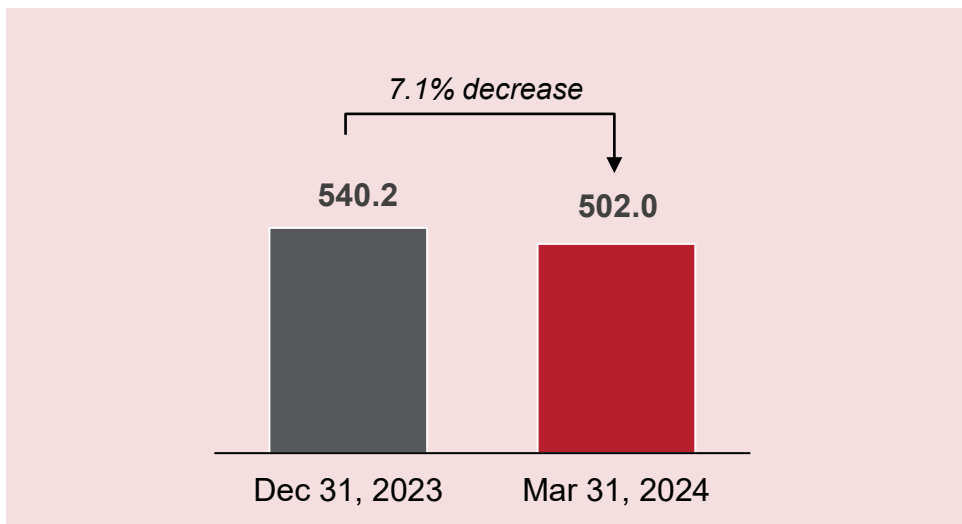
³ Soft backlog is defined as the sum of the backlog as of 31 March 2024 (as set forth in footnote ¹) plus the secured contracts up to the same reporting date (as set forth in footnote ²)

⁴ Contractual options on soft backlog exercisable at discretion of the customer

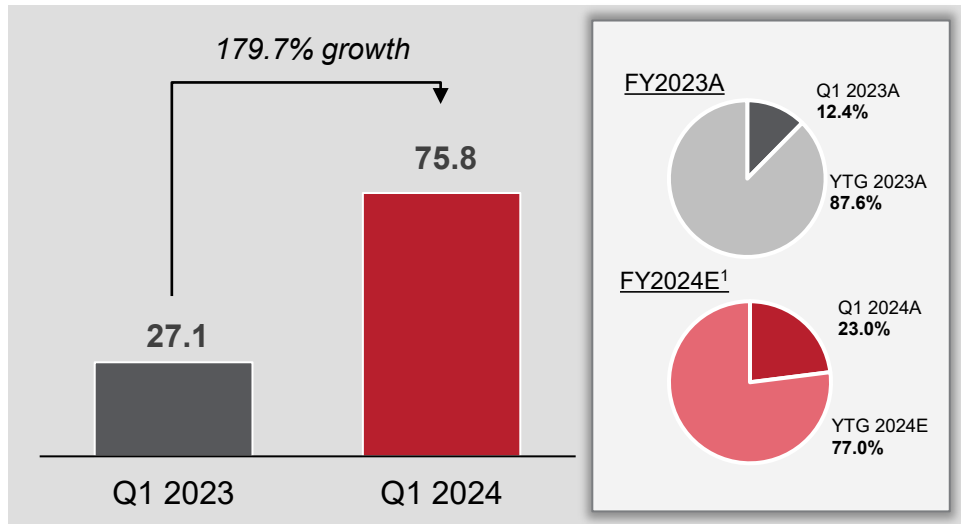
⁵ Total of backlog (as set forth in footnote ¹) plus secured contracts (as set forth in footnote ²) plus contractual options on soft backlog (as set forth in footnote ⁴)

Q1 2024 TRADING UPDATE: LOWER SEASONALITY AND STRONG QUARTERLY PERFORMANCE COMPARED TO PREVIOUS YEAR

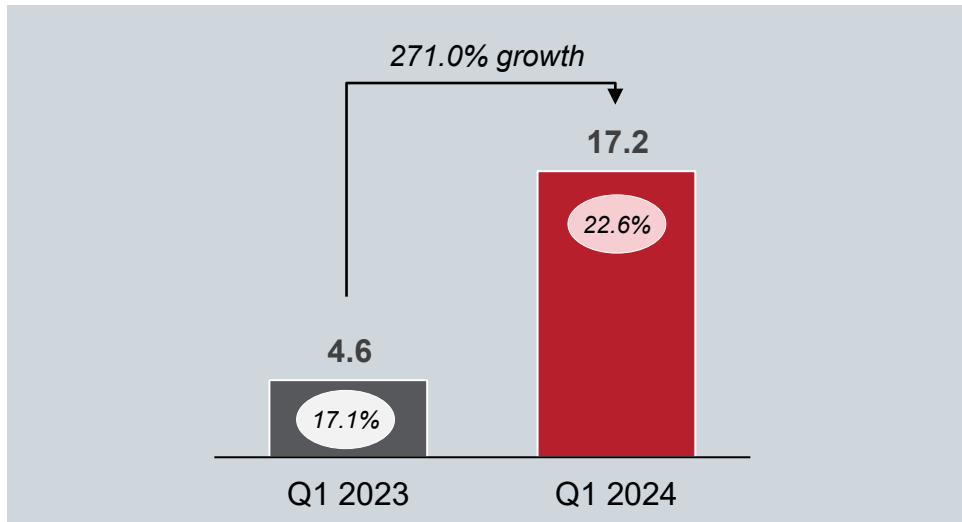
Soft backlog (€ m)



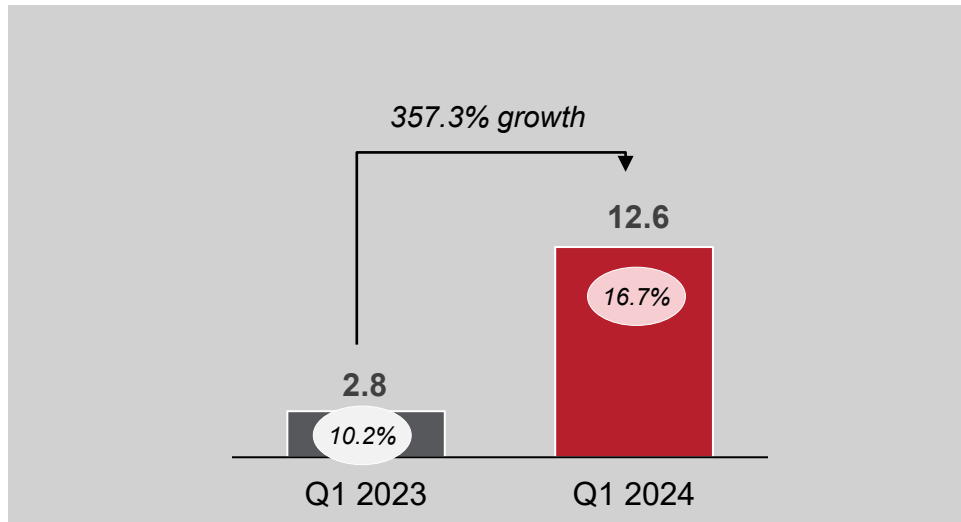
Revenue (€ m)



Adj. EBIT (€ m)



Net Profit/ (Loss) (€ m)



Source: Company information

¹ Based on lower end of the guidance (€330 m)

Margin
Q1 2023

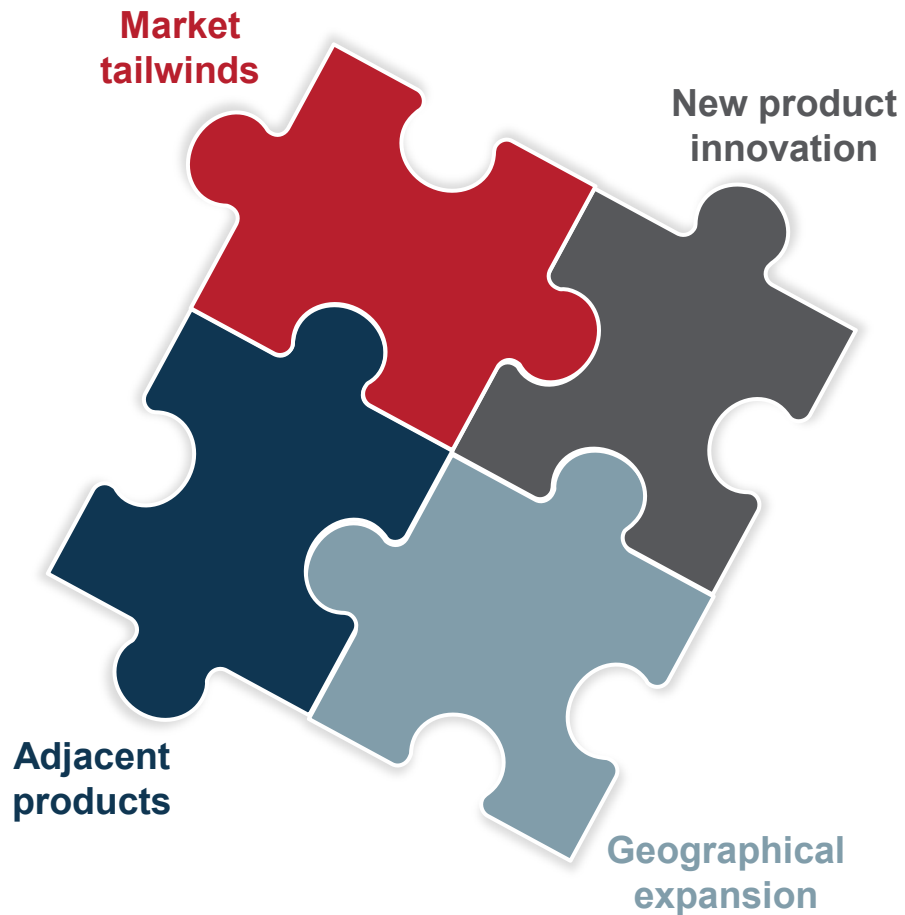
Margin
Q1 2024

OUTLOOK

	2024 target	Medium term target
Revenue	€330-350 m	Growth in line with addressable market
EBIT margin	Mid-twenties	Mid-twenties
Capex	€10-12 m	Capex as % of revenue in line with historical levels excluding Athens facility expansion
Dividend payout	40% to be proposed to AGM	30-40%

PLATFORM WELL POSITIONED TO DRIVE FURTHER ORGANIC AND INORGANIC GROWTH BEYOND CURRENT BUSINESS PLAN

Organic growth opportunities



Inorganic growth opportunities

