



EQUITY FORUM

September 4/5, 2023

CHERRY MANAGEMENT BOARD & MISSION STATEMENT



Oliver Kaltner - CEO



Mathias Dähn - CFO



Udo Streller - COO

CHERRY continually strives to learn and create value. We provide responsibly developed hardware, software & cloud-services, enabling efficient, creative design in the digital world.

70 YEARS OF RELEVANCE AS AN INNOVATION AND QUALITY LEADER

Business development on the foundation of global mega trends and the CHERRY Legacy



Gaming / eSports

- > 3bn. Gamers worldwide
- Individualization trend
- Mindset with Start-up-Logic



Work-from-anywhere

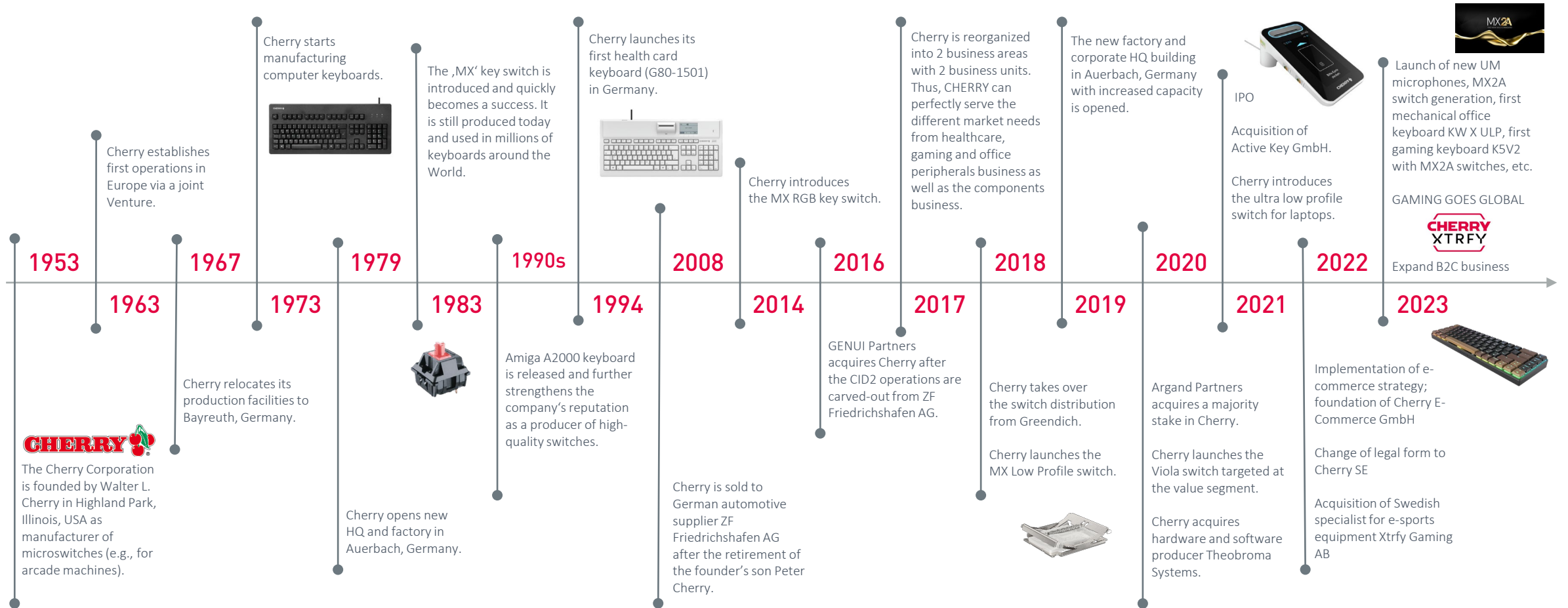
- > 2/3 Germans prefer hybrid workplaces
- Up to 80k daily keystrokes for Creators
- Enormous sales potential via eCommerce



Digital healthcare

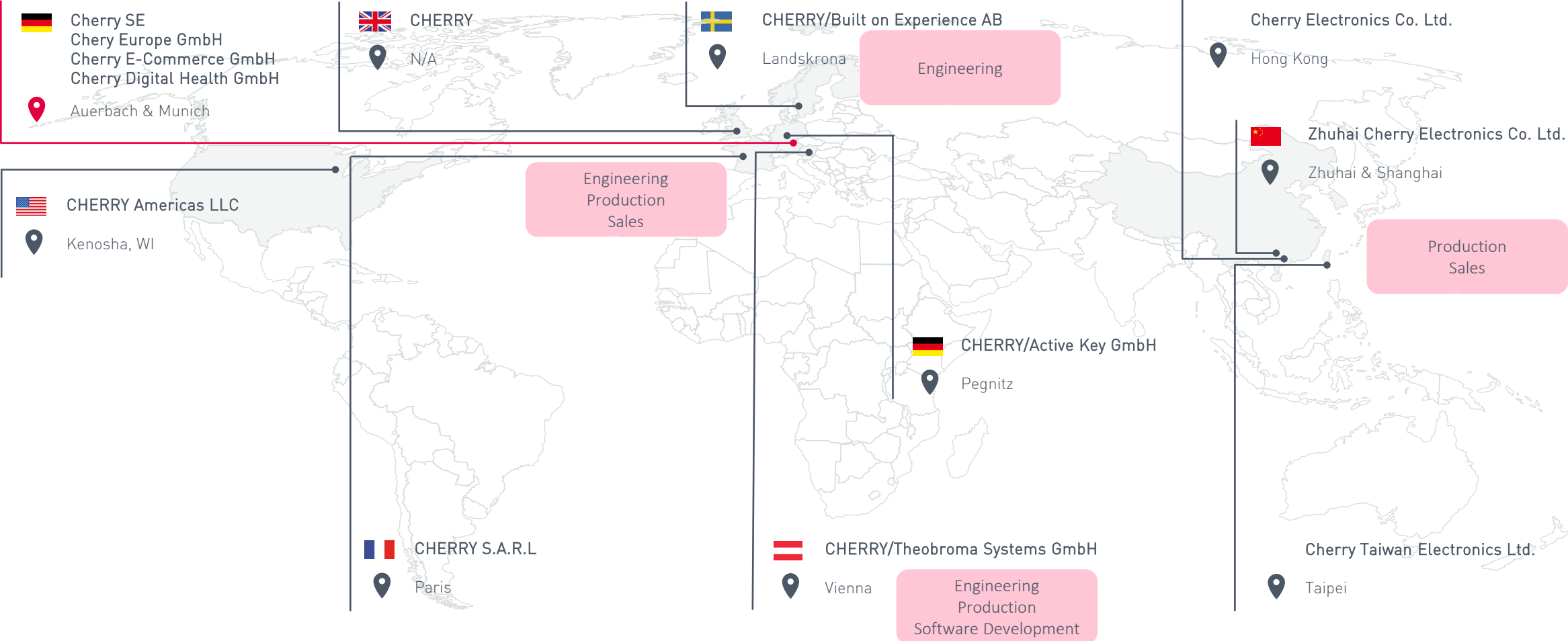
- > 70% market share in new HW sales
- E-health PIN pad required in future
- Scalability via cloud-based SaaS-offering

CHERRY LEGACY – 70 YEARS OF RELEVANCE & TRANSFORMATION



CHERRY GLOBAL FOOTPRINT

With satellite hubs and highly automated production



VISION & STRATEGIC FOCUS 2023

VISION

We enable people to advance into and scale the digital world to maximize performance, creativity, and interaction across the digital value chain.

STRATEGIC FOCUS

- Combination of **profitable organic** & **strategic non-organic growth**
- Leverage **digitization** of German **healthcare sector** to introduce platform-based **SaaS business model** with recurring revenues
- **Expand and internationalize** CHERRY's **premium market position** in gaming with the rapid global spread of eSports activities and the global "work-from-anywhere" trend
- Keep the CHERRY business model "**asset-light**"



2023 – A YEAR IN STRATEGIC & OPERATIONAL TRANSITION

Managing the growth – turning an established manufacturer into a Tech Company

Current optimization focus is on fundamental business processes, i.e.

- Market analysis and assessment
- Sales planning and control
- Production planning and control
- Finance, accounting and controlling
- Seamless interaction between Sales / Supply Chain / Finance



Achieving
greater overall
resilience and
precision in our
business and
economic
processes

“To change and strive for improvement is living part of the DNA of the Cherry culture in a dynamic world.” Oliver Kaltner, CEO of Cherry SE

SPEEDING UP BUSINESS PERFORMANCE WITH OPERATIONAL EXCELLENCE

Ongoing efforts to solidify & leverage our position as an industry leader

Corporate Policy Update

- Market orientation includes customers and competitors and involves all business partners
- Management culture to co-create efficient business processes in hybrid work environment
- Employees/quality/processes orientation for continuous improvement and efficiency
- Commitment to environmental protection with resource-efficient production processes

Organizational Development

- Creation of a unified BU “Peripherals & Gaming” incl. full integration of Xtrfy to promote synergies between teams and drive further efficiencies with clear Route to Market strategy
- Transformation of Industrial Engineering department into Operational Excellence to focus on Product Engineering, Project Management, Industrial Engineering

People & Culture

- Several changes in management positions to boost efficiencies – full Xtrfy integration
- Execution of first Cherry Culture Survey throughout all locations
- Early achievement of 10% goal for women in management – „Female Talents@Cherry“

REVISED M&A STRATEGY

Clear focus on software and cloud services in Digital Health & Solutions and Gaming business units

Objectives

M&A as catalyzer for transformation towards platform-oriented portfolio of HW/SW (SaaS) & Cloud Services

Creating a well-balanced revenue mix post 2025
Generating positive impact on profitable growth & IP portfolio

Regions & Sizes

Focus on Europe & USA

≥ Single digit €m revenue
Focus on IT & dev.

Focus areas

High priority:
SaaS & cloud services
(Start-ups / Grown-ups)

Opportunistic:
HW Peripherals & Switches
(Established Players)

- Cherry is an attractive takeover company for other companies.
- We integrate these assets into our business, with technical, workflow and cultural processes almost seamlessly.
- We are leaving the brand essence of these companies with the aim of further developing the CHERRY platforms in full.
- We ensure that integrated companies meet the corporate objectives immediately after acquisition.
- We avoid sales or profit losses in the ramp-up phase.

PEOPLE & CULTURE

New role for HR: Cultural development of CHERRY as an employer

HR's remit is changing as part of Cherry's realigned strategy

People & Culture as...

- Shaper of the transformation towards being a listed pioneer TECH Company with an attractive & positive culture
- Ambassador of the company culture
- Driver & explainer of the necessary organizational changes



Important Measures

Value communication

Communicate training and development opportunities

Promote diversity

Attractive workplace design / hybrid work

Effective & efficient people processes

Satellite Hubs

KEY ACTION ITEMS 2023 (YTD)

Variety of discrete actions successfully executed in all relevant business areas

B2B2C

- Refinement of partner bonus and incentive program for T1 and T2
- Strong focus on synchronized sales steering across all channels
- Controlled inventory management both in own warehouses and in all distribution partner channels
- Full availability of all product lines in all countries, especially Gaming finished goods in Americas and Office products in APAC

B2C

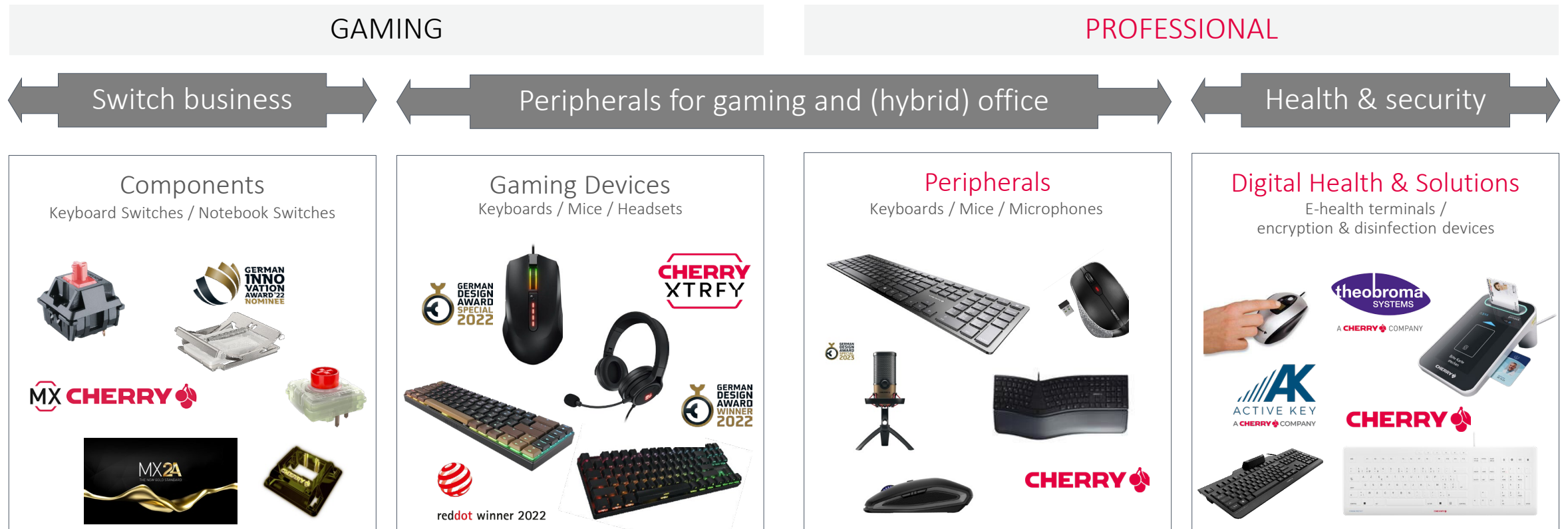
- Strong focus on sales steering & inventory management
- Successful integration of XTRFY into Gaming and Office Peripherals BU
- Extension of product reach due to sponsorships and internationalization
- Expansion of eCommerce business both in breadth and depth
- Full availability of new microphone product series
- Market introduction of new high-end office keyboard with ULP-Switches
- Introduction of “Pokemon” Series Products in China

B2B

- Rigorous reduction of production overhead
- Switch production adjusted to current market situation (“built-to-order”) and latest demands
- Start of MX2 Production
- Launch of E-Health PinPad
- Initial development cooperation with Medion ERAZER

INTRODUCTION OF OUR BUSINESS AND STRATEGIC OUTLOOK

Innovative and high-quality products & services that are specially developed for specific customer needs



> Successful positioning of business activities in core markets along major global trends <

CHERRY LEGACY

TOUCH IT. FEEL IT. LOVE IT.



Components
Keyboard Switches / Notebook Switches




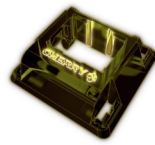
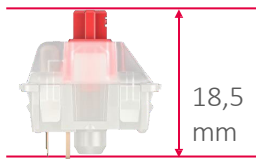
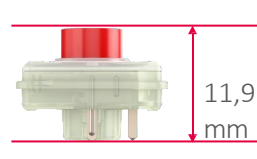
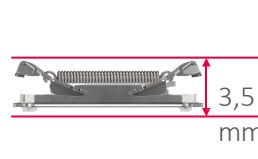
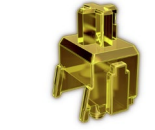
MX CHERRY

World leading switch technology

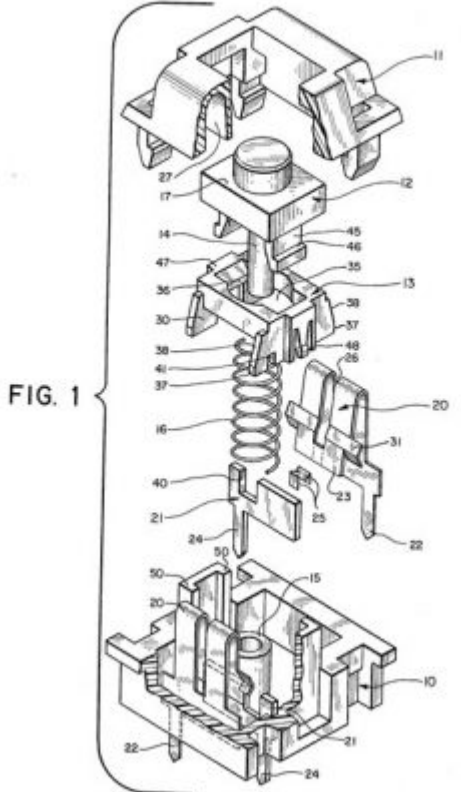
INVENTOR & INNOVATION LEADER FOR MECHANICAL SWITCHES

The CHERRY legacy: the first snap-action switches were produced in 1953

Driving innovator for mechanical keyboard switches

			
<p>MX STANDARD</p>	<p>MX LOW PROFILE</p>	<p>MX ULTRA LOW PROFILE</p>	<p>MX2A</p>
 <p>18,5 mm</p>	 <p>11,9 mm</p>	 <p>3,5 mm</p>	
<p>Exclusive and patented switch design</p>	<p>Maximum precision, durability and perfect function</p>	<p>Highly precise and extremely reliable gold crosspoint contact system</p>	<p>Improved smoothness, ping, and stem wobble by the next gold standard MX2A</p>

U.S. Patent Aug. 21, 1984 Sheet 1 of 3 4,467,160



The exclusive and patented switch design includes the feature set of CHERRY MX switches that has been proven for decades, which ensures maximum precision and perfect function even in the ultra-thin design. This is primarily due to the highly precise and extremely reliable gold crosspoint contact system as well as the special choice of materials such as stainless steel or high-temperature resistant polymer plastic, which are essential for the market-leading specifications of this switch.

MX2A SWITCH LAUNCH IN AUGUST 2023 – THE NEW GOLD STANDARD

Yet another revolution in mechanical switch technology by the market leader – redefining excellence

Characteristics

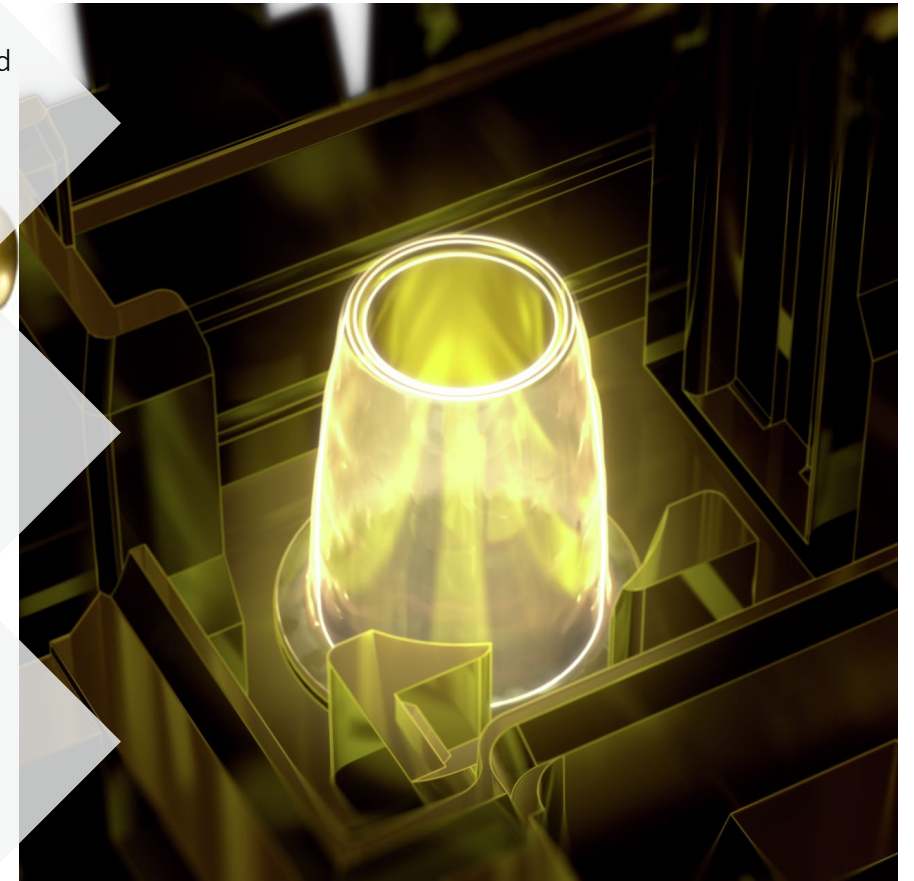
- Each technical aspect of the switch has been precisely refined
- Unrivalled tactile experience
- Derivatives available for ultimate customization
- 100M lifetime

Key Benefits

- Even more precise contact actuation
- < 1ms bounce time
- Extra smooth operation with low friction
- No pinging sound

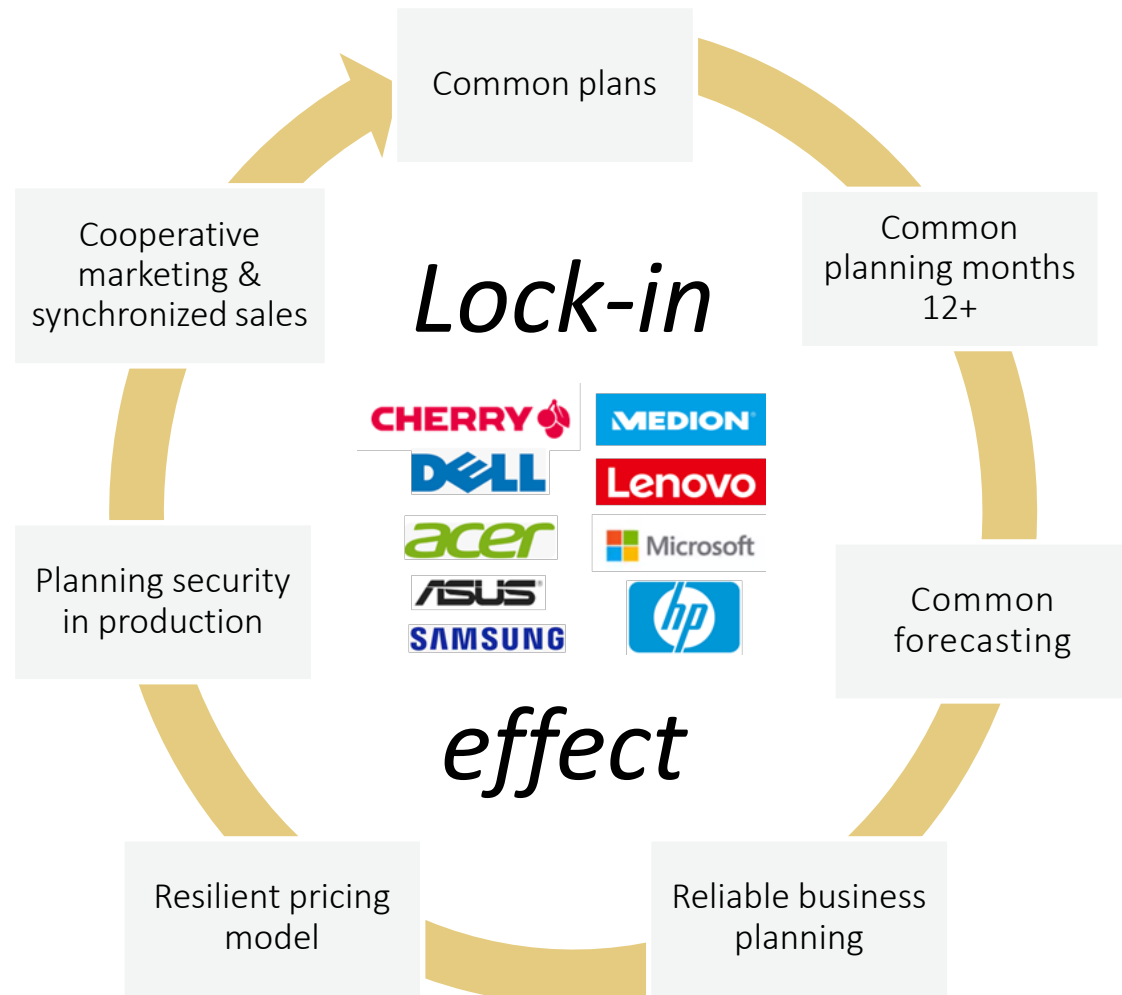
Environment

- Packaging reduces plastic waste by more than 90%
- 35% higher packaging density on palette
- Reduced storage space and CO2 emissions during transport



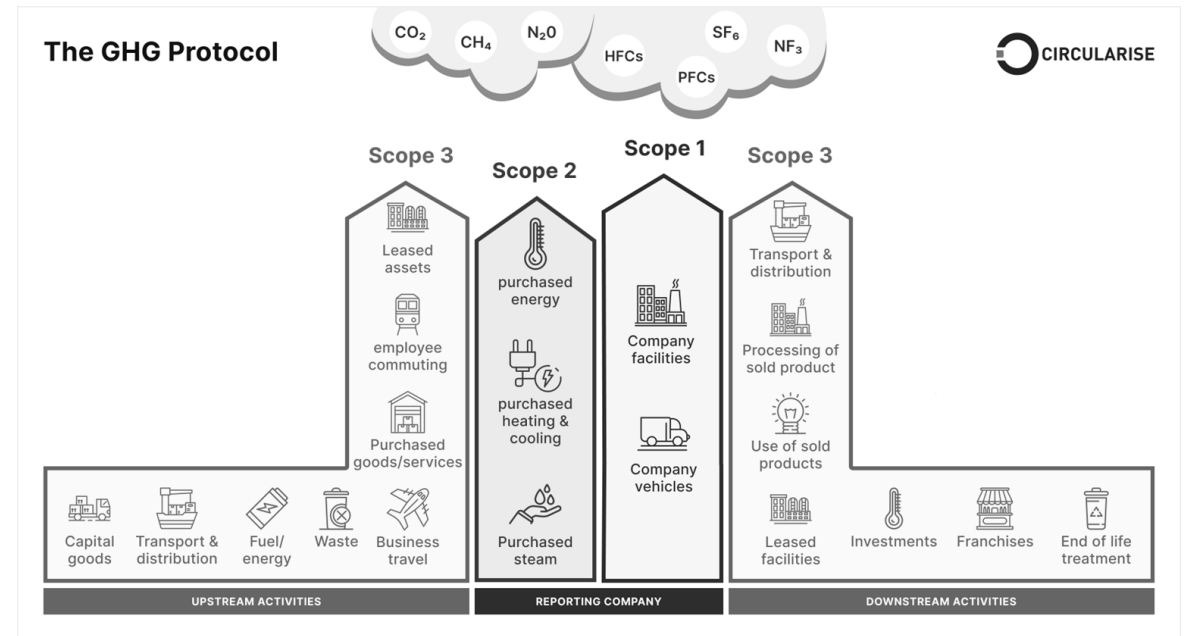
COMPONENTS – SWITCHES GOES OEM

From indirect business to direct business



Cherry's extra opportunity

OEM brands are trying to reduce their dependence on China for sourcing and production and are looking for production sites in Europe to reduce Scope 3 emissions



GAMESCOM 2023 – ERAZER AND CHERRY MX UP TO JOIN FORCES

World's largest computer and video games event from Aug. 23 – 27 in Cologne



Europe's leading business platform for games/eSports industry

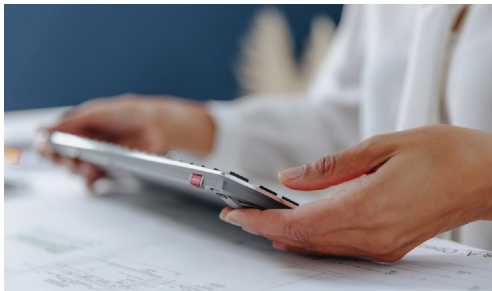
- Visitors had the opportunity to test CHERRY MX switches at the ERAZER booth for the first time
- CHERRY MX ULP switches highlighted in existing flagship gaming laptops such as ERAZER Beast X40 and ERAZER Major X20
- Joint development of new gaming keyboard announced by CHERRY and ERAZER to expand partnership into peripherals
- Plans to develop partnership even further into multi-media sector



High-end MEDION ERAZER Beast X40, one of the fastest laptops ever, has received numerous awards and is highly praised by external testers.

CHERRY LEGACY

TOUCH IT. FEEL IT. LOVE IT.



Gaming Devices
Keyboards / Mice / Headsets

GERMAN DESIGN AWARD SPECIAL 2022

CHERRY XTRFY

GERMAN DESIGN AWARD WINNER 2022

reddot winner 2022

Peripherals
Keyboards / Mice / Microphones

GERMAN DESIGN AWARD SPECIAL 2023

GERMAN DESIGN AWARD WINNER 2022

CHERRY

High-end peripherals for Gaming/
eSports, Creators and (hybrid) Office

POSITIONING AS LEADING INNOVATOR IN HIGH-END GAMING PERIPHERALS

Kick-off event at Saturn Xperion Cologne in May and live events at Gamescom 2023 in August



Major events with international reach in gaming/IT industry

- > 130 international journalists, influencers, streamers from Germany, France, UK, Sweden, USA (e. g. Heise, Chip, PC-Welt, Toms Hardware, Fnac, Axel Springer, Rocket Beans) covering CHERRY XTRFY
- One joint premium brand to the customer with new style guide introduced to international customers and partners, eSport teams & gamers (e. g. API, Cyberport, Terra, SK)
- Gamescom 2023 exclusive sponsor of peripherals for “HMX4”

CHERRY
XTRFY



XTRFY K5 COMPACT RGB – 5th generation keyboard shaped by the community’s input and trusted by top players, ultra-customizable with super-scan technology for instant response, pre-lubed PCB-mounted stabilizers and double layers of sound-dampening foam.



> 100 million total reach published press content

INTERNATIONALIZATION: E-COMMERCE AS STRONG DRIVER

Increasing global brand awareness of end consumers through a variety of online platforms and market-places



INTERNATIONALIZATION ON TRACK

Country expansion, multi-channel approach and various partnerships leverage strong growth potential

Direct business on 3 continents with 30 countries covered

- Country expansion and deepening sales lines in the major markets outside of German-speaking markets, the United States and China.
- Broadening our sales lines in Central Europe with focus on France and the UK, Benelux, the Nordic countries, Italy, and Spain, as well as Korea and other Asian countries.

Multi-channel approach as a B2B and B2C company

- Further strengthening of multi-channel sales and targeted additions to our product portfolio.

B2B – Direct Partnerships & Distribution Partnerships

B2C – Direct Retail & eCommerce & Distribution Partnerships & Sub-Distribution Partnerships.



At CHERRY, we are investing in the successive expansion of our eCommerce activities. Platforms such as Amazon in the USA and Europe are supplemented by online social media platforms such as TikTok, JD and others in China and Asia.

RECENT NEW PRODUCT RELEASE HIGHLIGHTS

New product innovations in peripherals serve as ambassadors for latest CHERRY switch technology ULP & MX2A



CHERRY KW X ULP - first keyboard with CHERRY MX ULP

- Combines the advantages of a mechanical keyboard with the aesthetics of modern slimline devices – market launch in April.
- Equipped with state-of-the-art connectivity, a rechargeable battery and high-quality materials, it sets new standards.



CHERRY XTRFY K5V2 - first gaming keyboard with CHERRY MX2A

- Global market introduction of one of the most customizable 65% mechanical gaming keyboards in the world in August at Gamescom 2023 (ETA: late 2023).
- Based on the popular K5 keyboard, it will feature hot-swappable CHERRY MX2A Red switches, pre-lubed PCB-mounted stabilizers as well as double layers of sound-dampening foam and super-scan technology for instant response.

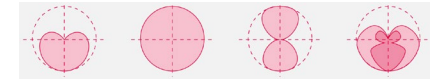
RECENT AWARD HIGHLIGHTS OF INNOVATIVE PRODUCT RANGE

Awards as a proof point for further upgrading the portfolio with relevant products strengthen CHERRY legacy



CHERRY UM 9.0 PRO RGB – microphone for streaming and gaming

- USB microphone for maximum versatility – whether for a Let's Play, a podcast with several people or a face-to-face interview.
- Four different polar patterns available to specific user needs: CARDIOID, OMNIDIRECTIONAL, BIDIRECTIONAL, STEREO.
- Shock mount function ensures interference-free recordings and filters out any unwanted vibrations or background noise.



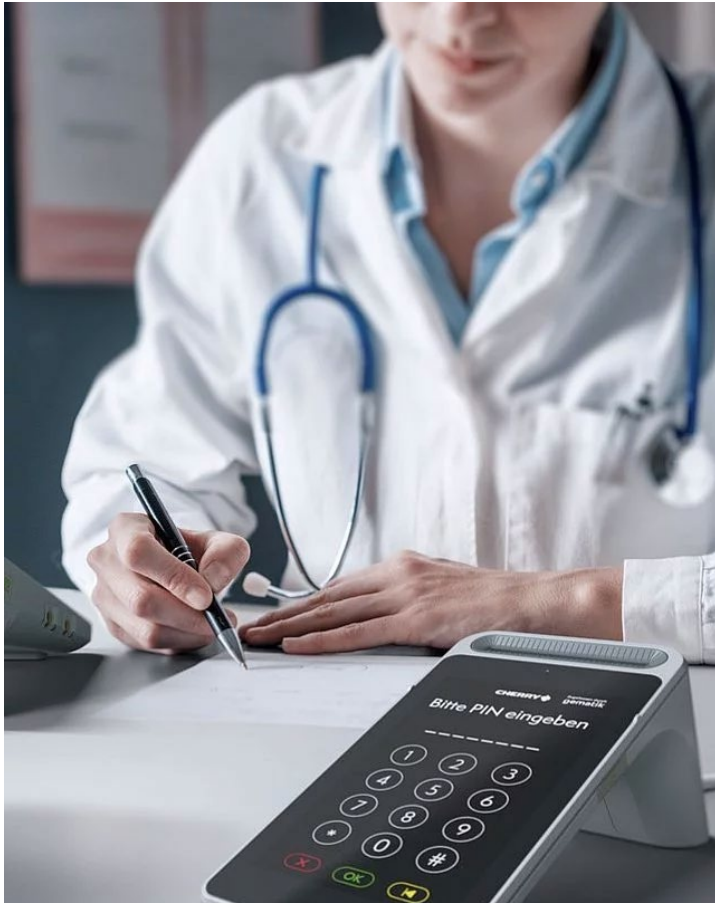
CHERRY eHealth PIN-Pad PP-1516 – Ideal extension for CHERRY eHealth terminal

- Applications of the telematics infrastructure (e. g. electronic patient record, electronic medication plan, emergency data management) require PIN entry by the patient.
- The PIN pad is the ideal terminal device for comfort and hygiene on the patient side, easy to disinfect and prepared with a 5 MP camera for reading data matrix codes (QR codes).
- It is ideally suited for use in (medical) practices, clinics and pharmacies, among others.



CHERRY LEGACY

TOUCH IT. FEEL IT. LOVE IT.



Digital Health & Solutions
E-health terminals /
encryption & disinfection devices

theobroma
SYSTEMS
A CHERRY COMPANY

ACTIVE KEY
A CHERRY COMPANY

CHERRY

Driver & enabler for
healthcare digitalization

INCREASING POPULARITY OF CHERRY DIGITAL HEALTH & SOLUTIONS

Focus on smart solutions, high quality and certified components to further increase installed base

Advantage of the technological edge of CHERRY devices, i.e.

- Four card slots and NFC enable authentication and give access to the telematics infrastructure via eHealth Terminal.
- Connectivity via LAN (power supply or PoE) or USB (supported by the CHERRY "eHealth USB-LAN Proxy" software). The new eHealth PIN pad can also be connected to the eHealth Terminal via USB.
- Thanks to the REST API, all settings of the eHealth terminal (e.g., entering the SMC-B PIN) can be performed remotely via a web browser.
- Integrated VPN client also supports use in TI-as-a-Service environments and in the future with TI gateway and high-speed connectors.
- Can be used with Apple devices via USB (USB-ECM) due to MAC-OS compatibility, thereby further increasing user-friendliness.
- Prepared with a 5 MP camera for reading data matrix codes (QR codes), the PIN pad is ideally suited for use in (medical) practices, clinics and pharmacies, among others.










CHERRY AT THE SWEET SPOT OF FUTURE DIGITAL HEALTHCARE MARKET

Digitization of German healthcare system unlocks potential for additional recurring revenues via SaaS

Momentum of digitization of the German healthcare system is picking up

- Increasing political direction from the German Federal Minister of Health to introduce e-prescriptions across the board from July
- E-prescription is set to be made mandatory from 2024 and thus established as a fully digital standard in the provision of medicines
- Digitization of the German healthcare market will be significantly expedited in future and new digital health applications will be brought closer to the point of care
- The move will create a huge demand for diverse cloud-based application software combined with certified hardware in future

Cherry Digital Health preparing to expand business model

- Expand market share of > 70% in new eHealth terminal sales
- Capitalize on technical advancements of current devices, driven by
 - Roll-out of additional applications
 - Deployment to new user groups
 - Synergies with connector replacement efforts
 - Strong partnerships. i.e.       

Future-proof expansion of the value chain



BENEFITS AND ASPECTS OF THE RECURRING REVENUE BUSINESS MODEL

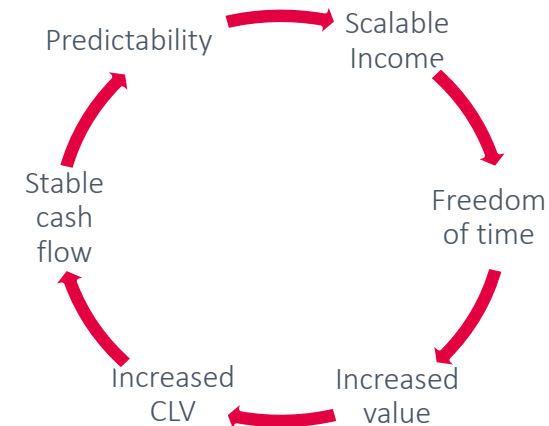
About the attractiveness and relevance of business models with recurring revenues

A reversed development process in the digital era

- HW remains an important part of the triad with SW and cloud services, however
- Cloud services determine the future HW requirements in the development process.

- The recurring component of these business models consists accordingly in the regular renewal or extension of the subscription.
- The installed base (hardware and software base) is defined by the number of users or subscribers.
- The attractiveness of such a business model depends very much on the strength of the "lock-in" effect: opt-out instead of opt-in.

CHERRY is evolving from a hardware into a hardware, software and cloud services company



CHERRY AT A GLANCE – FINANCIAL HIGHLIGHTS H1/23

Overall development of business activities above internal plan



€ 61.3m

Revenue with strong growth momentum in Q2
(+13.6% from Q1/23)



5.2%

EBITDA margin (adj.)
due to strong Q2/23 (13.8%)



448

Employees (FTE)
down 0.7% from Q1/23



€ -26.6m

Operating cash flow H1/23
(thereof € -8.7 in Q2/23)



€ 8.7m

Net debt
(Cash at bank € 52.4m)



M&A

Ongoing negotiations
with potential targets



Global market leader



Innovation and quality
leadership



Brand recognition



Blue chip customer
base



Global multichannel
sales



Scalable production
base



Solid financial profile

KEY FINANCIAL INDICATORS H1/23

Profitable growth in Q2/23 supports FY 2023 targets

in € million/ As indicated	Q2/23	Q2/22	Δ	H1/23	H1/22	Δ
Revenue	32.6	32.9	-0.9%	61.3	65.9	-6.9%
Gross profit margin	36.6%	33.4%	3.2pp.	30.2%	31.6%	-1.4pp.
EBITDA margin	13.4%	12.9%	0.5pp.	2.5%	12.4%	-9.9pp.
(adj.) EBITDA	4.5	5.0	-10.4%	3.2	9.4	-66.2%
(adj.) EBITDA margin	13.8%	15.3%	-1.5pp.	5.2%	14.3%	-9.1pp.
EBIT	0.9	0.4	115.9%	-5.7	0.4	n.a.
Group result	0.3	-0.4	n.a.	-5.0	-0.6	n.a.

Group revenue mainly driven by

- Strong sequential growth in Q2 in Digital Health & Solutions, Office Peripherals, and Gaming Devices, thereby further gaining market shares in focus markets
- Xtrfy included in Gaming Devices revenue in H1/23

Gross profit margin mainly impacted by

- Positive product mix effects
- Significant reduction of cost of sales in Q2 (€ 20.7m) below 2-year average (øQ2/21 – Q1/23: € 24.4m)

EBITDA margin (adj.) mainly driven by

- Higher gross profit margin in Q2/23

OUTLOOK FY 2023 CONFIRMED

Current fiscal year as a year of transition and consolidation



Revenue

€ 135 to 165m



(adj.) EBITDA margin

10% to 14%

- **GAMING***
Double-digit revenue growth and a slightly higher (adj.) EBITDA margin (2022: - 0.7%)
- **PROFESSIONAL***
Single-digit revenue growth and a slightly lower EBITDA adj. margin (2022: 17.0%), mainly due to higher Sales & Marketing costs

Key mid-term targets	Range (in % of Group revenue)
Inventories	25% to 30%
Research & Development expense ratio	3% to 4.5%
Selling & Marketing expense ratio	10% to 12.5%

Mid-term Outlook:

Return to an (adj.) EBITDA margin at Group level of over 20%

* Change in segment reporting from FY 24 with 3 operating segments.

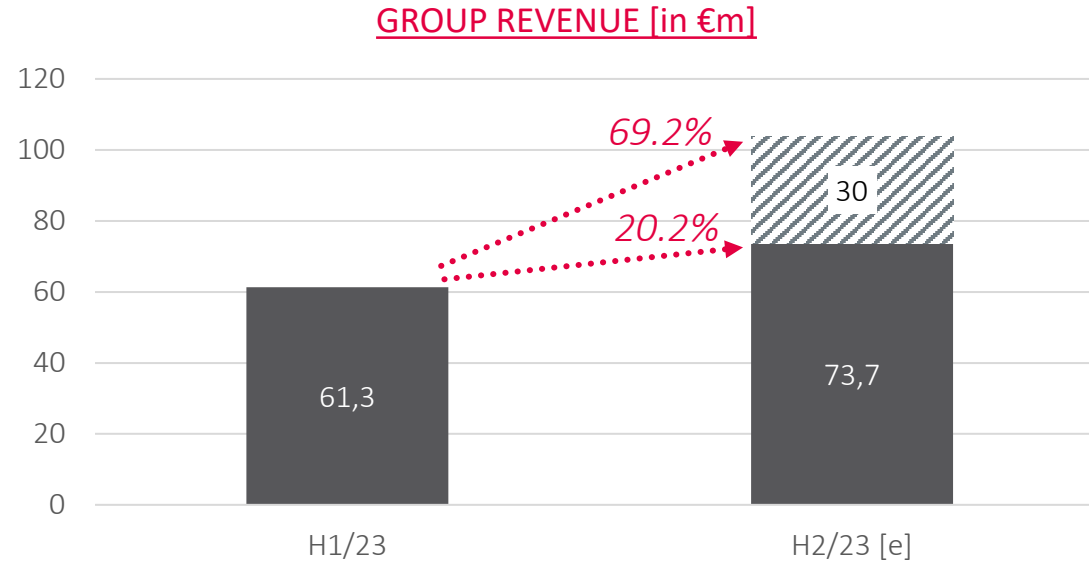
MAIN DRIVERS FOR H2/23

Continued growth momentum supporting the business performance in H2/23



Revenue Outlook FY 23

€ 135 to 165m



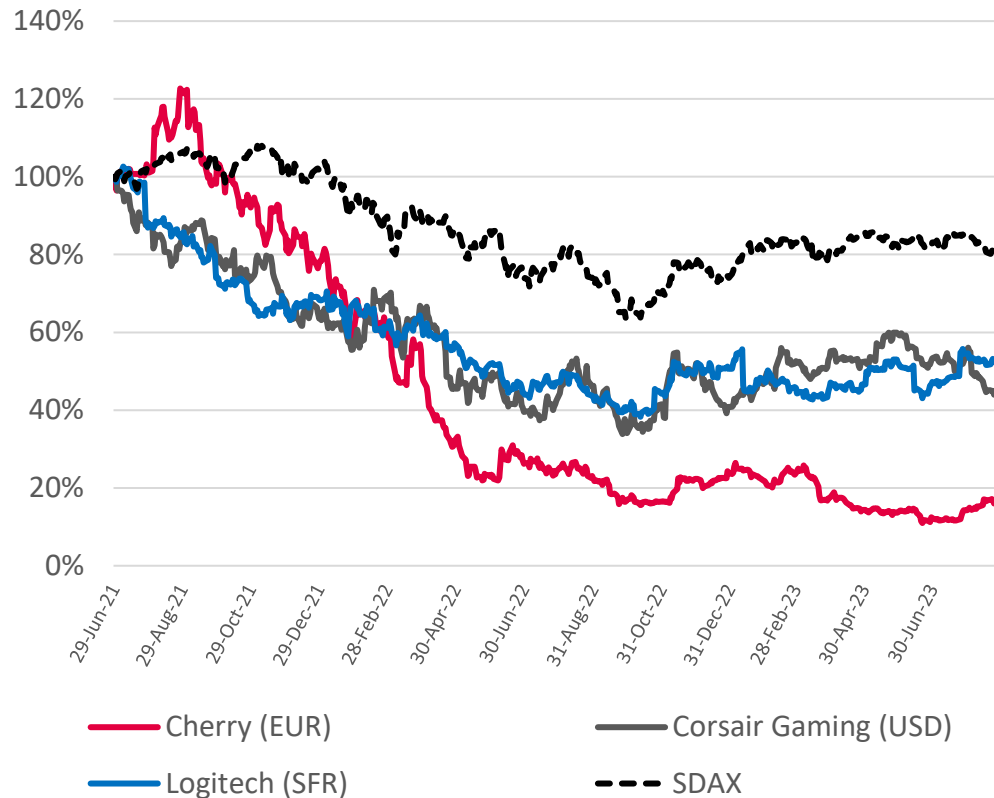
- Continued internationalization of Gaming Devices and Office Peripherals business to further penetrate European and US markets
- Seasonal peaks in demand in both B2C and B2B due to various sales events, i.e. "Black Friday", "Cyber Monday", and holiday season
- Various product launches and updates and increasing collaboration with influencers, e-sports organizations, etc.
- Current legislative projects establishing e-prescription as digital standard in pharmaceutical care from January 1, 2024, among others
- Initial sales from MX2 switch generation and increased sales of ULP switches

APPENDIX

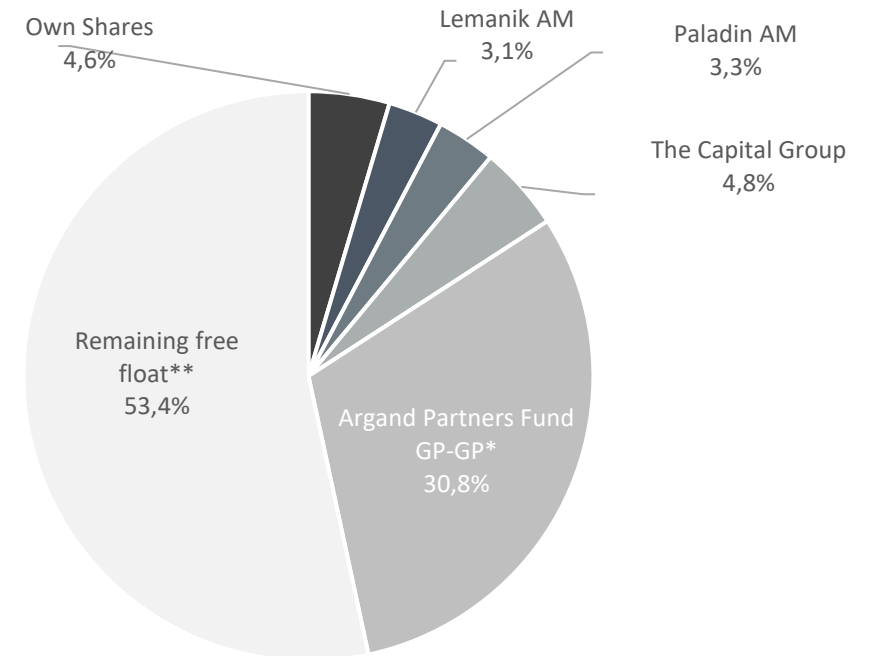


RELATIVE SHARE PERFORMANCE & CURRENT SHAREHOLDER STRUCTURE

RELATIVE SHARE PERFORMANCE



SHAREHOLDER STRUCTURE



* Based on internal investor reporting to Cherry, not subject to disclosure.

** Includes 0.3% held directly and indirectly by the members of the Management Board.

CHERRY SHARE BUY BACK PROGRAM 2022 COMPLETED

Overview

- The Management Board has resolved on June 9, 2022, with the consent of the Supervisory Board, to launch a share buyback program using the AGM authorization of June 23, 2021.
- Within the framework of the Share Buyback Program 2022, up to a total of 2,000,000 shares (corresponding to up to 8.2 % of the existing share capital of the Company) may be repurchased
- from June 13, 2022, to June 30, 2023,
- at a total purchase price (excluding incidental acquisition costs) of a maximum of EUR 25.0 million
- up to a price cap of EUR 14.00 per share.

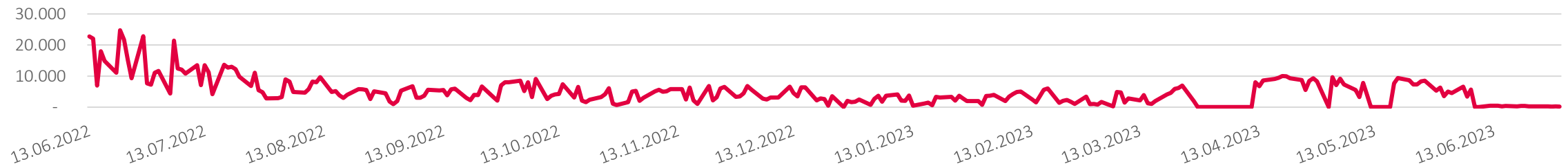
Programme completed as of June 30, 2023

Period	No. of shares purchased	Average price (in€)	Purchased volume (in€)
Q2/22	215,318	9.0457	1,947,711
Q3/22	434,894	7.5458	3,281,642
Q4/22	256,905	6.1301	1,574,849
Q1/23	170,843	7.1235	1,217,002
Q2/23	266,462	4.6512	1,239,357
Total	1,344,422*	6.9031	9,280,680**

* Including 234,138 shares transferred in Q1/23 as part of the Xtrfy acquisition.

** Excluding Bank Commissions.

DAILY NO. OF SHARES REPURCHASED



FINANCIAL CALENDAR 2023*

DATE	EVENT
September 4/5	Equity Forum
September 18/19/20	Berenberg Flagship German Corporate Conference
November 15	Interim report for Q3/9M 2023
November 16	Münchener Kapitalmarkt Konferenz

* Expected dates, subject to change..

FORWARD LOOKING STATEMENTS

Disclaimer

This presentation contains forward-looking statements. These statements are based on the current views, expectations and assumptions of the management of Cherry SE and involve known and unknown risks and uncertainties that could cause actual results, performance or events to differ materially from those expressed or implied in such statements. Actual results, performance or events may differ materially from those described herein due to factors affecting Cherry SE such as, among other things, changes in the general economic and competitive environment, capital market risks, currency exchange rate fluctuations and competition from other companies, and changes in international and national laws and regulations, in particular with respect to tax laws and regulations. Cherry SE does not assume any obligation to update any forward-looking statements.

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Market & Industry Data

This presentation also contains estimates and other statistical data made by independent parties and by the Company relating to the Company's industry, the Company's business and the market for the Company's products and its future growth. This data involves a number of assumptions and limitations, and you are cautioned not to give undue weight to such estimates. In addition, projections, assumptions, and estimates of the Company's future performance and the future performance of the market for its products are necessarily subject to a high degree of uncertainty and risk.

General remark

Figures may not add up due to rounding.

THANK YOU FOR YOUR ATTENTION

Cherry SE
Dr. Kai Holtmann | Head of Investor Relations

Rosental 7 c/o Mindspace | 80331 Munich, Germany

Postal address
Cherrystrasse 2 | D-91275 Auerbach, Germany

E-Mail kai.holtmann@cherry.de
Tel. +49 175 1971503
Fax +49 9643 20 61 900
Web <https://ir.cherry.de>

