



# Hydro Extrusions

## *Investor & analyst meeting*

Hydro Extrusions  
Toulouse, September 23<sup>rd</sup> 2025

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## Cautionary note

Certain statements included in this announcement contain forward-looking information, including, without limitation, information relating to (a) forecasts, projections and estimates, (b) statements of Hydro management concerning plans, objectives and strategies, such as planned expansions, investments, divestments, curtailments or other projects, (c) targeted production volumes and costs, capacities or rates, start-up costs, cost reductions and profit objectives, (d) various expectations about future developments in Hydro's markets, particularly prices, supply and demand and competition, (e) results of operations, (f) margins, (g) growth rates, (h) risk management, and (i) qualified statements such as "expected", "scheduled", "targeted", "planned", "proposed", "intended" or similar.

Although we believe that the expectations reflected in such forward-looking statements are reasonable, these forward-looking statements are based on a number of assumptions and forecasts that, by their nature, involve risk and uncertainty. Various factors could cause our actual results to differ materially from those projected in a forward-looking statement or affect the extent to which a particular projection is realized. Factors that could cause these differences include, but are not limited to: our continued ability to reposition and restructure our upstream and downstream businesses; changes in availability and cost of energy and raw materials; global supply and demand for aluminium and aluminium products; world economic growth, including rates of inflation and industrial production; changes in the relative value of currencies and the value of commodity contracts; trends in Hydro's key markets and competition; and legislative, regulatory and political factors.

No assurance can be given that such expectations will prove to have been correct. Hydro disclaims any obligation to update or revise any forward-looking statements, whether as a result of new information, future events or otherwise.

01

# Agenda

# Today's agenda



	Agenda point	Presenter	Timing
1	Welcome and introduction to Hydro Extrusion	P. Warton	09.00 – 09.35
2	Understanding extrusion value drivers and HE financial update	A. Samsonsen	09.35 – 10.15
-	<i>Break</i>		10.15 – 10.30
3	Hydro Building Systems   Overview and key value drivers	Miriam Uria	10.30 – 11.15
4	HBS South and Toulouse	Anne Catherine & Nicole	11.15 – 12.00
Q&A during presentation			



# Safety first

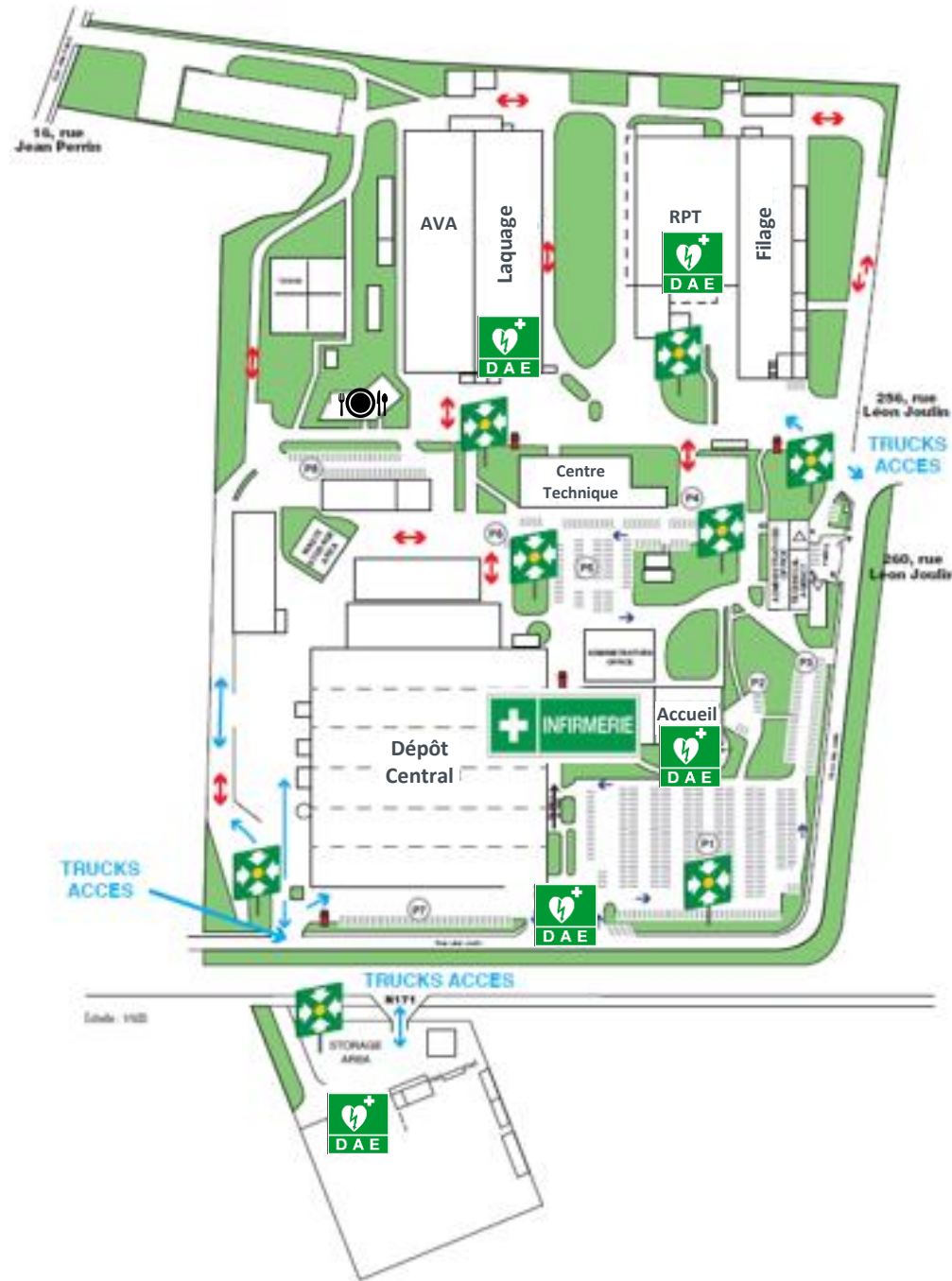
## Site layout of the Toulouse Site



***Follow your guide to the nearest meeting point***



***For your information, an infirmary and defibrillators are available on the site***



Meeting point



Infirmary



Defibrillator

# Today's presenters from Hydro Extrusion



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**Miriam Uria**  
Senior Vice President Hydro Building Systems



**Anne-Catherine Bonnet**  
Vice President Market Area South



**Nicole Perez**  
Strategic Unit Director TECHNAL/SAPA



**Antonio Togna**  
Operations Director Toulouse Site

01

# Introduction

# Extrusions – #1 in the global aluminium extrusion industry

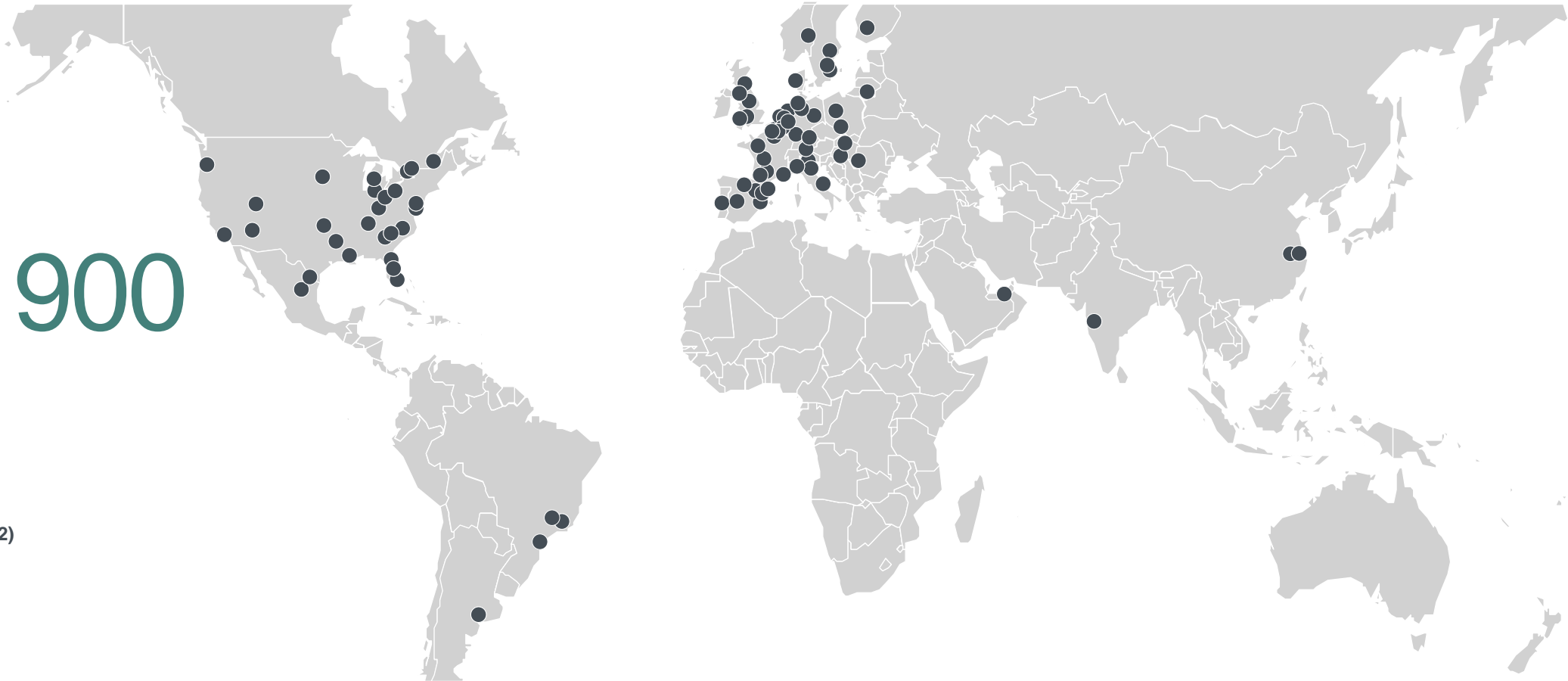


Present in

~40  
countries

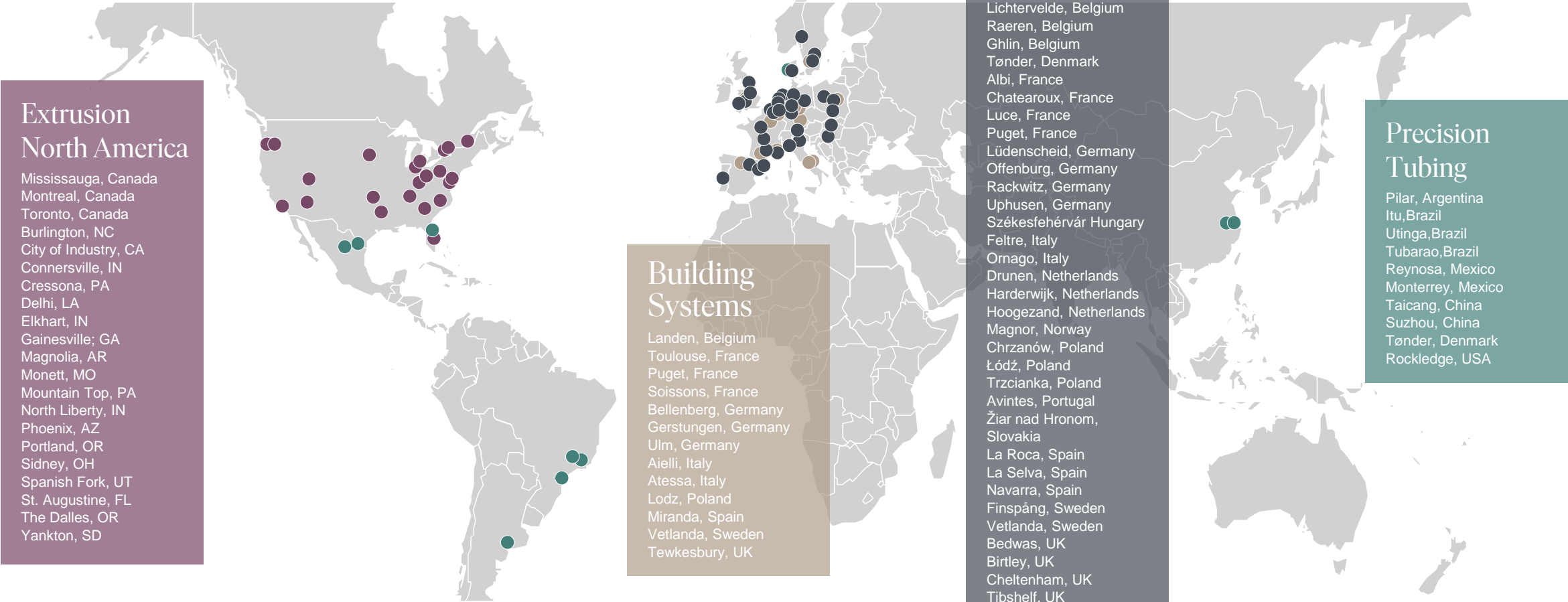
~ 19 900  
people <sup>1)</sup>

1.0  
Million mt sales<sup>2)</sup>



1) Permanent employees as of end-2024  
2) Total sales in 2024

# Hydro Extrusions has more than 100 locations in more than 30 countries



Each dot on the map represents a Hydro Extrusions manufacturing site or warehouse. In addition to these, there are several sales offices

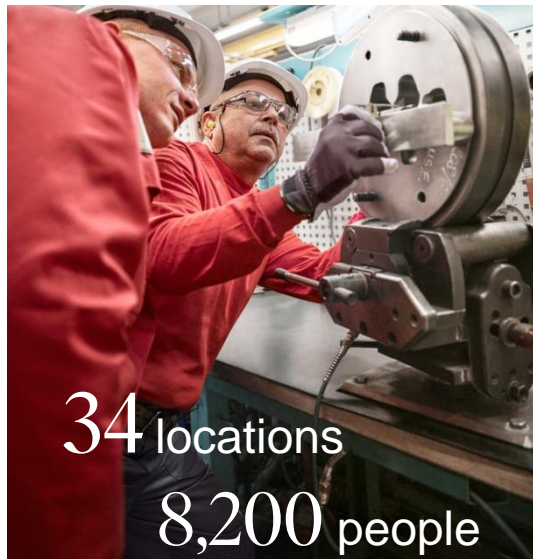


# Hydro Extrusions is organized in four business units



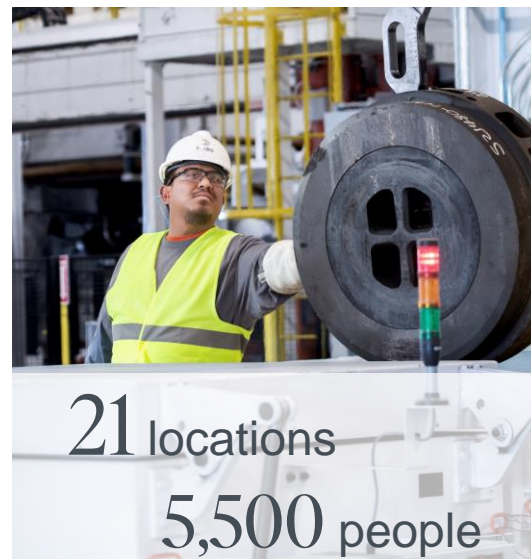
## Extrusion Europe

- Market leader focusing on value-added products
- 14% market share



## Extrusion North America

- Uniquely positioned as the only coast-to-coast supplier
- 18% market share



## Precision Tubing

- Global technology market leader in Precision Tubing
- 35% market share in Europe and USA



## Building Systems

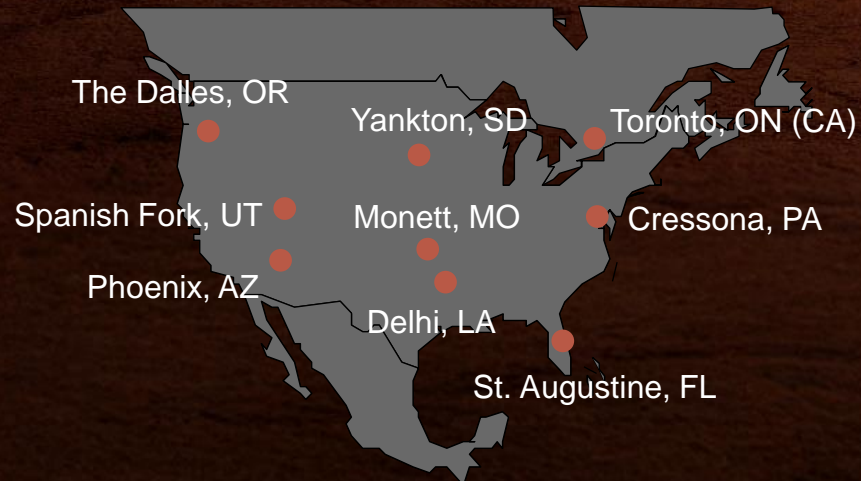
- Leading European player with multi-brand portfolio
- 18% market share in Europe





# 22 recycling facilities across three continents

## North America



## Europe



## South America

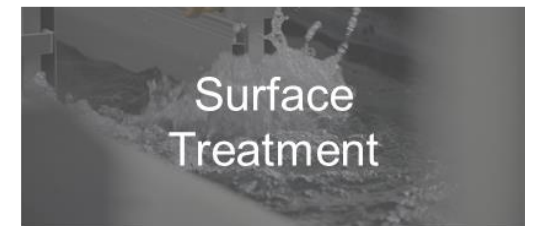
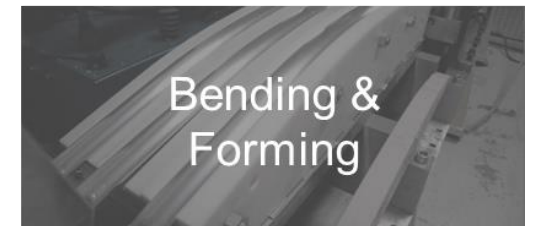
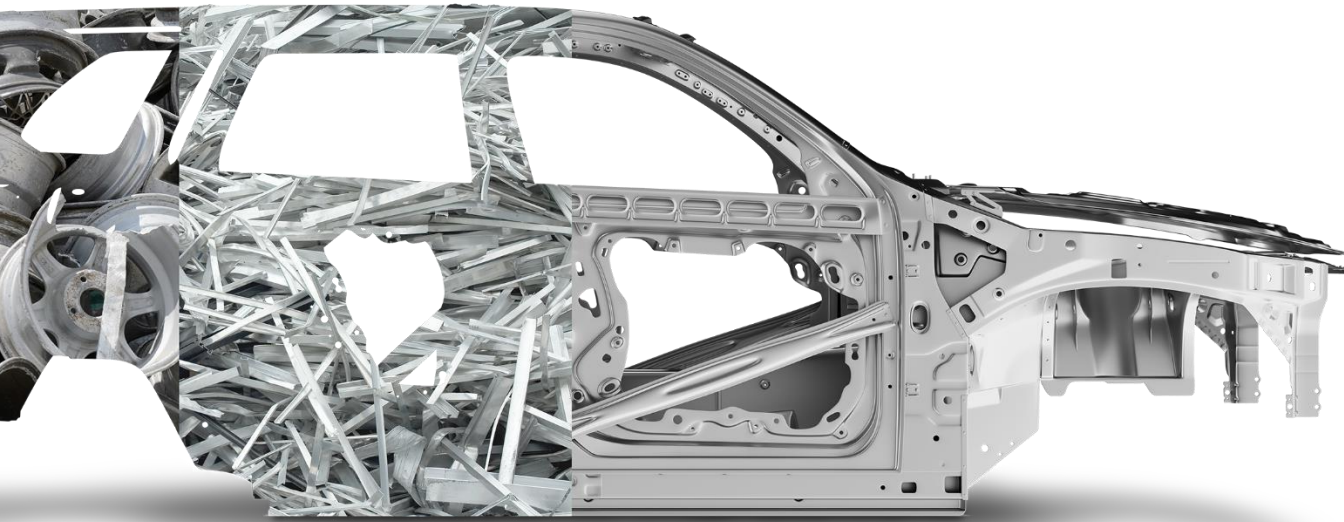




# Added value processes offered for all kinds of applications



If an extruded aluminium profile is not enough



# Future-proofing customers through greener sourcing, production, and product development



Hydro Extrusions sustainability targets 2030

## Sourcing



## Production



## Product



Reduce own emissions

Help customers realize their sustainability ambitions and positions

1) Baseline 2018



# Our approach is transparency



- Future-proofing customers means making sure customers live up to current and future regulations
- We transparently disclose the data needed, whether customers use the “cut-off” or the “mass-based allocation approach”\*
- We always disclose the share of pre- and post-consumer scrap, when documenting the recycled content in our products
- We believe transparency is one of the keys to a circular, more sustainable economy

\*) Hydro believes the mass-based allocation approach is the most accurate method for calculating carbon footprint, while also incentivizing a circular economy. Read more here: <https://www.hydro.com/en/global/aluminium/about-aluminium/aluminium-recycling/>





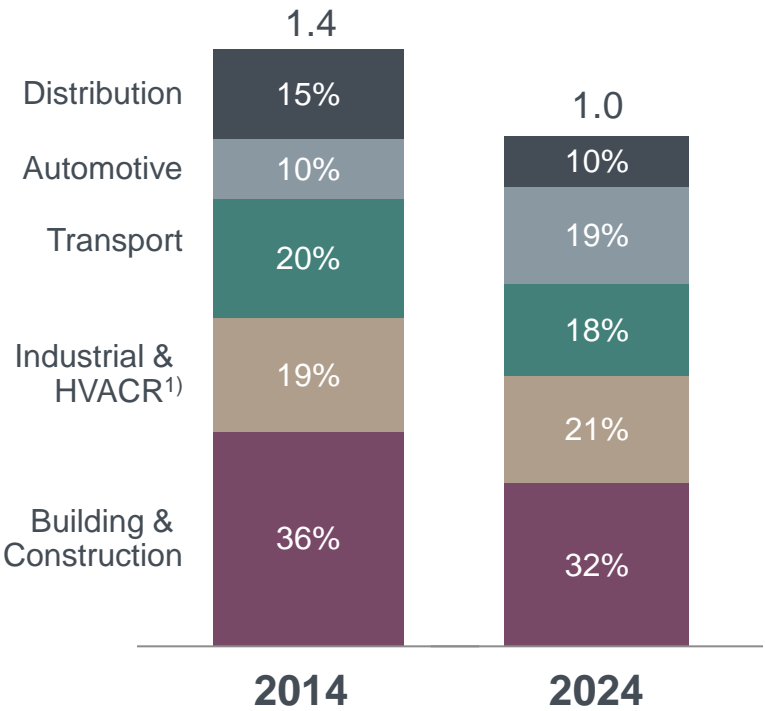
# Solid EBITDA per tonne generation despite weak markets



Segment position and margin management as key drivers

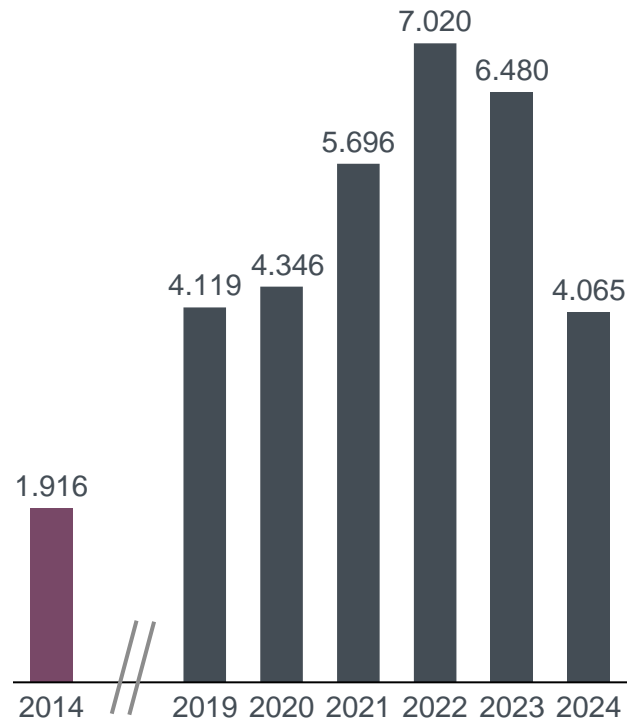
## HE sales volumes split per segment

Million tonnes



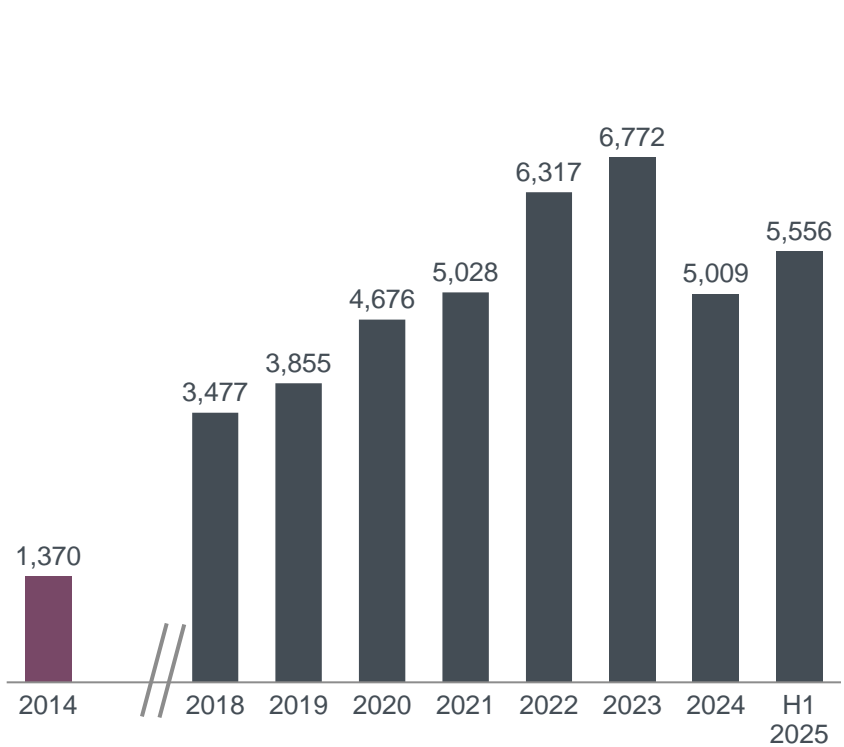
## HE EBITDA

NOK million



## HE EBITDA per tonne

NOK per tonne



1) Heat, ventilation, air conditioners & refrigerators  
2) HE EBITDA adjusted for capitalization of dies to make comparable to peers

# Reshaping Tomorrow Hydro Extrusions 2030 strategy



## People

*Employer of choice*

Leadership development  
DIB workforce, Safety and  
Compliance first



## Product

*Innovative solutions*

Product development and  
problem-solving  
High-growth segments



## Partner

*Valuable relationships*

Deepen relationships with  
forward-thinking customers  
Grow the cake and our  
share



## Process

*Continued improvement*

Digitalization, AI and  
automation  
EBS-culture embedded



## Pioneer

*Lead the way*

Shape our markets for  
circular solutions  
Joint decarbonization with  
customers

# Industry trends towards 2030 are favorable for Hydro Extrusions, driven by customer needs and segment growth



Opportunity to leverage Hydro Extrusions' strengths increases as target segments develop

## Customer needs



- As industries and applications mature, customers demand more developed solutions
- Value added offerings
- New, R&D driven solutions
- Customers will partner with suppliers providing new and advanced solutions, e.g., low-carbon, high R/C content, sustainably produced solutions

## Segment growth



- More growth expected in value added product and solutions area rather than “commodities”
- Attractive segments with 5-10% annual growth
- Key growth segments include Automotive / E-mobility / Defense / Renewables / Big & Wide Rail

## HE capabilities

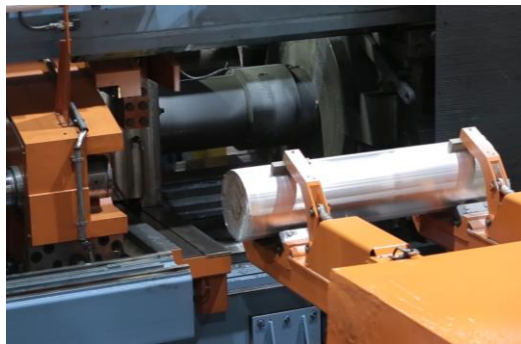
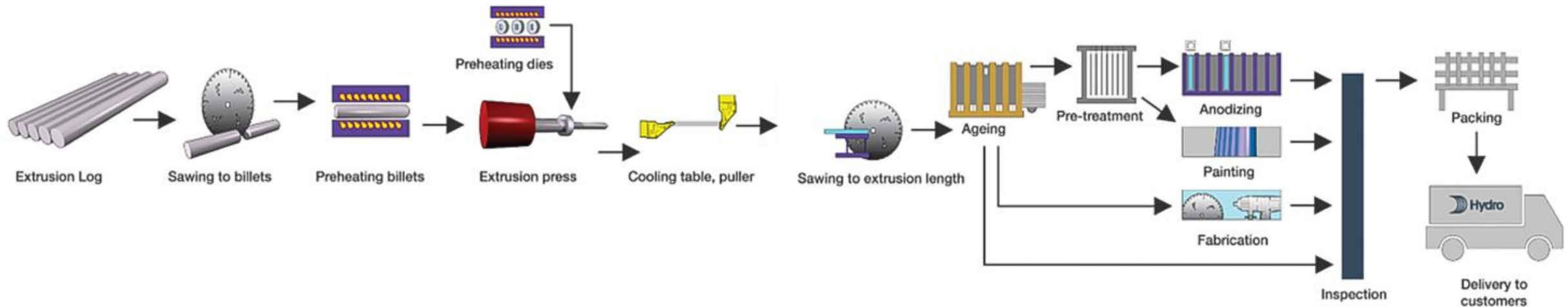


- Strong innovative capacity to provide high-quality advanced solutions
- Developed R&D position that can be further enhanced
- Head start vs competition in sustainability area
- Size, geographical coverage and advanced capabilities to be relevant in differentiated segments

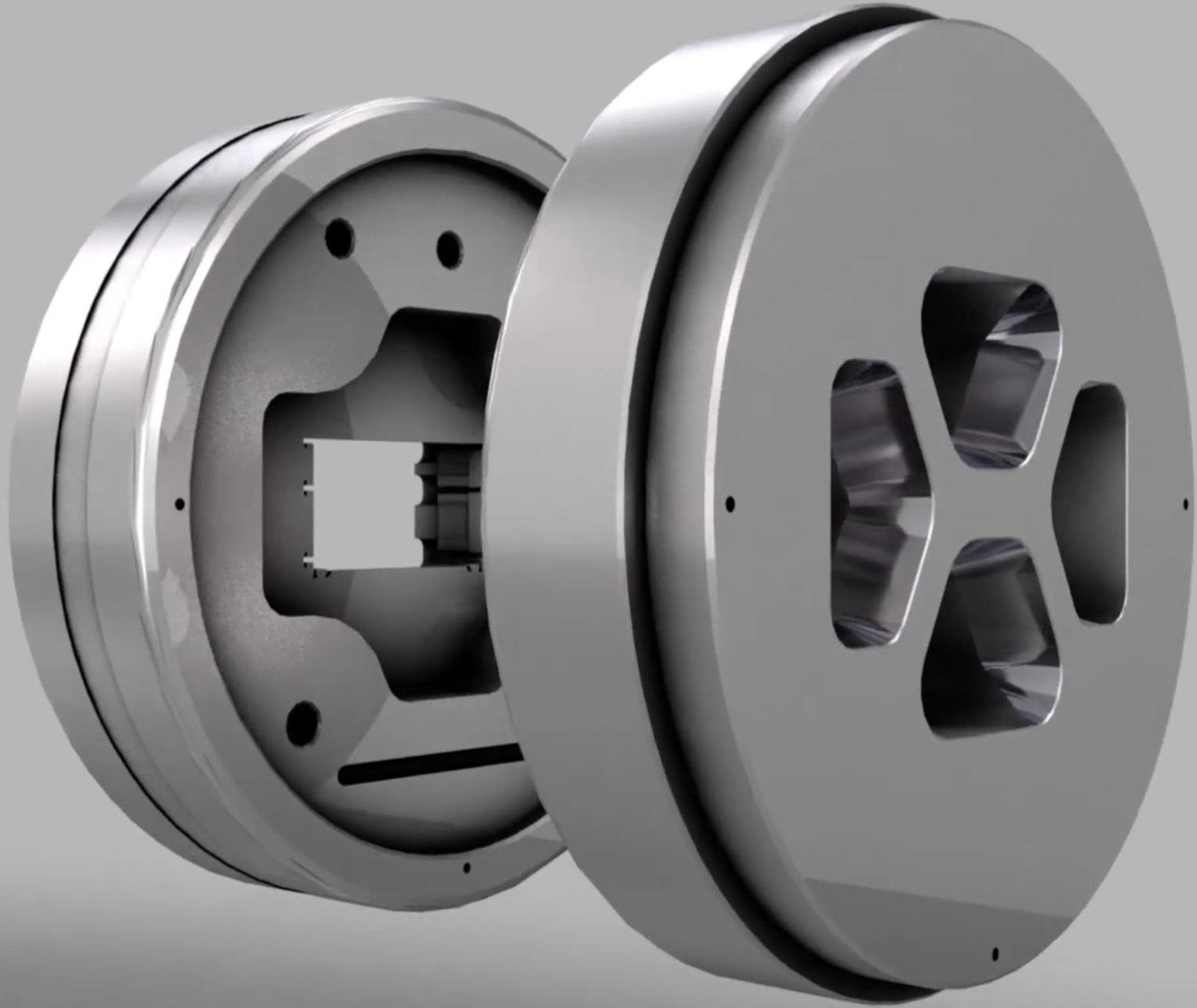
# 02 Value drivers in Extrusions



# Extrusions and added value process: Driving value from billet to finished product











# Hydro Extrusions follow-up all main production processes based on a profit-center perspective



Remelt	Extrusion	Anodizing	Painting	Fabrication	Thermal Break	Other	Precision Tubing	Building Systems
<i>All variables below followed up for all profit centers</i>								
Sales revenues <sup>1)</sup>								
Variable costs <sup>1)</sup>								
Fixed production costs <sup>1)</sup>								
Sales and administration costs <sup>1)</sup>								
EBITDA								
Operational KPI's								
Commercial KPI's								

1) Split into detailed categories

# The extrusion industry offers several avenues for driving value, both operationally and commercially

## Profit center

## Value drivers

### Extrusions

- Press configuration and press productivity
- Labor productivity
- Packing productivity
- Segment / customer mix

### Remelt / Recycling

- Recycling input: use of post vs pre-consumer scrap, ingot consumption
- Scrap discounts vs LME, ingot premiums, billet premiums
- Premium contract structure (EU vs NA)
- Power sourcing

### Surface treatment

- Anodizing productivity
- Consumable costs (caustic soda, paint, electricity)

### Fabrication

- Fabrication equipment and configuration
- Fabrication productivity
- Automation
- Segment / customer mix



**EBITDA**

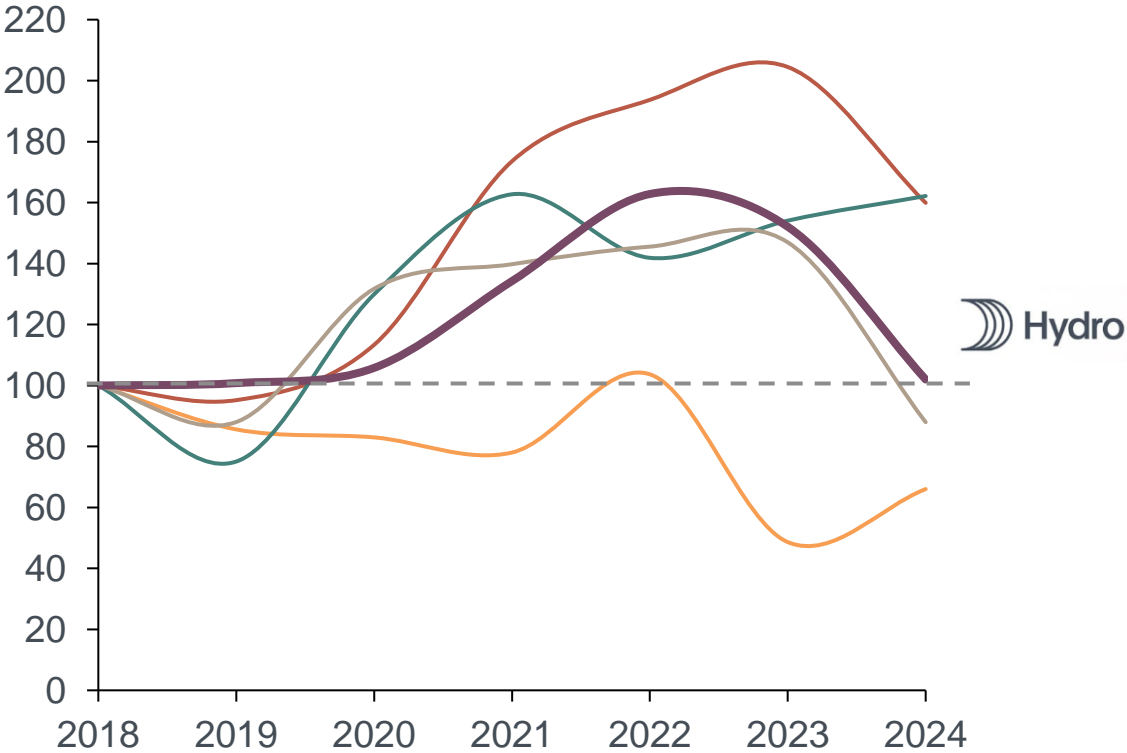


# Financial performance and Improvement programs

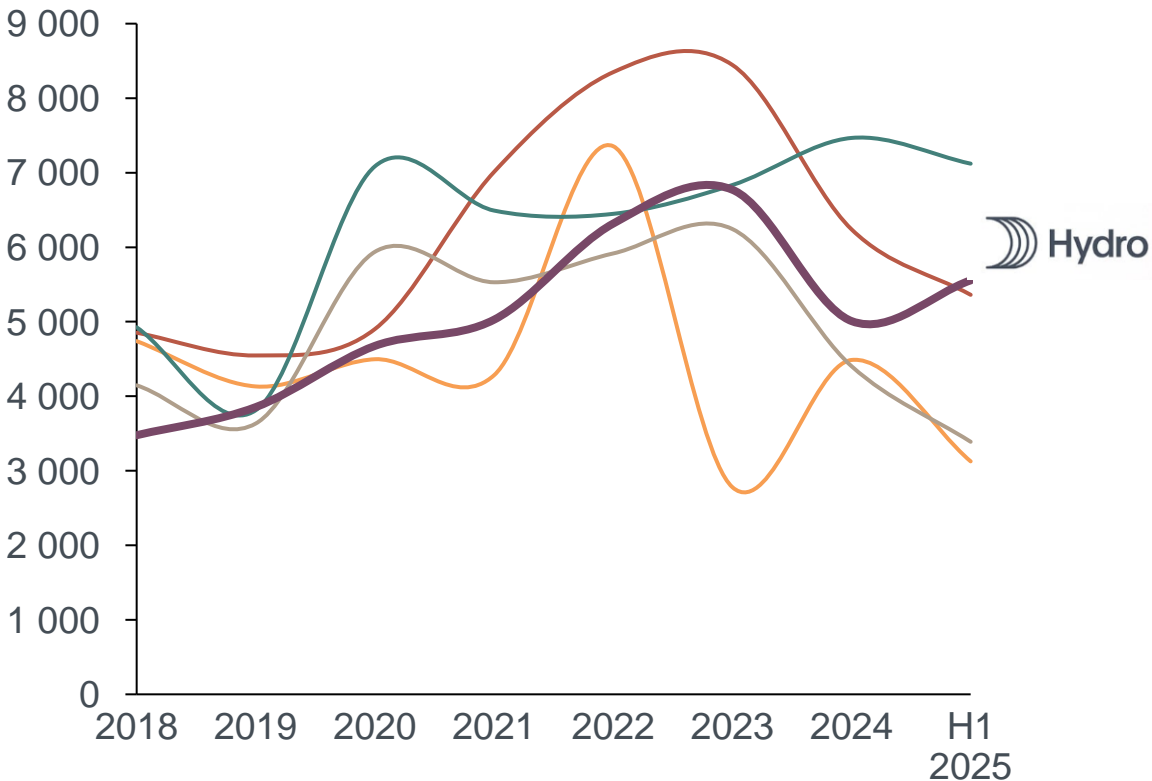
# Overall challenging development for extrusion peers during market downturn last years



**EBITDA development**  
(indexed 2018 = 100)



**EBITDA per tonne**  
(in NOK)



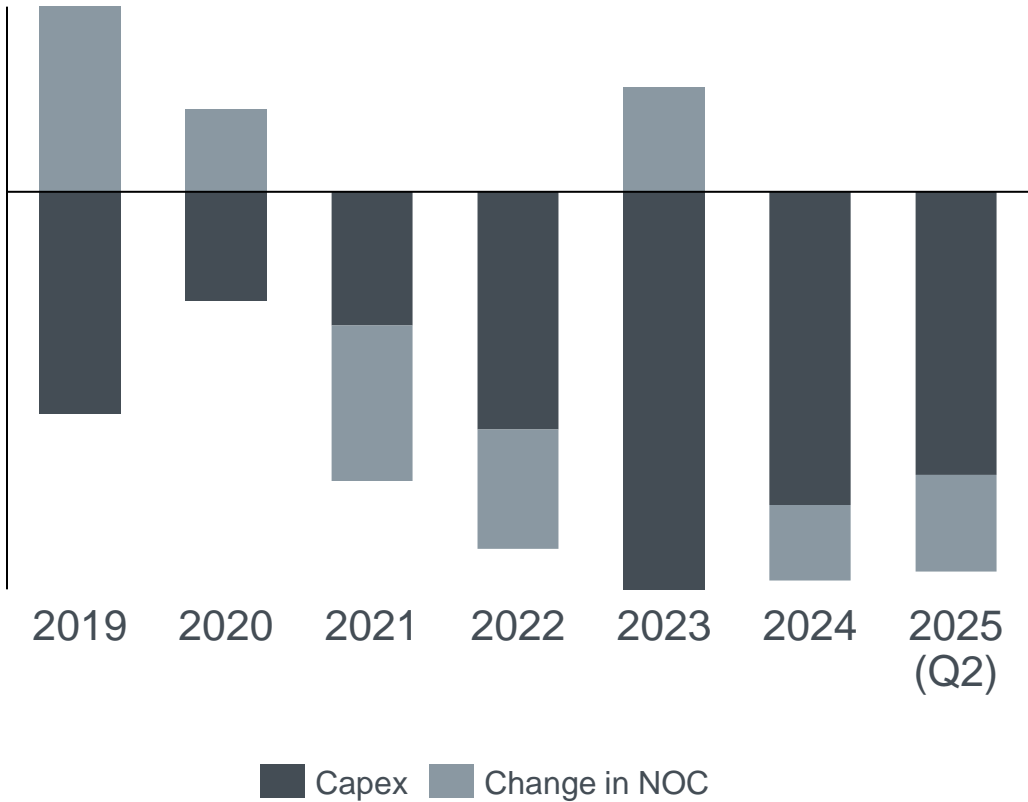
Source: Company filings, Hydro Extrusions adjusted for dies



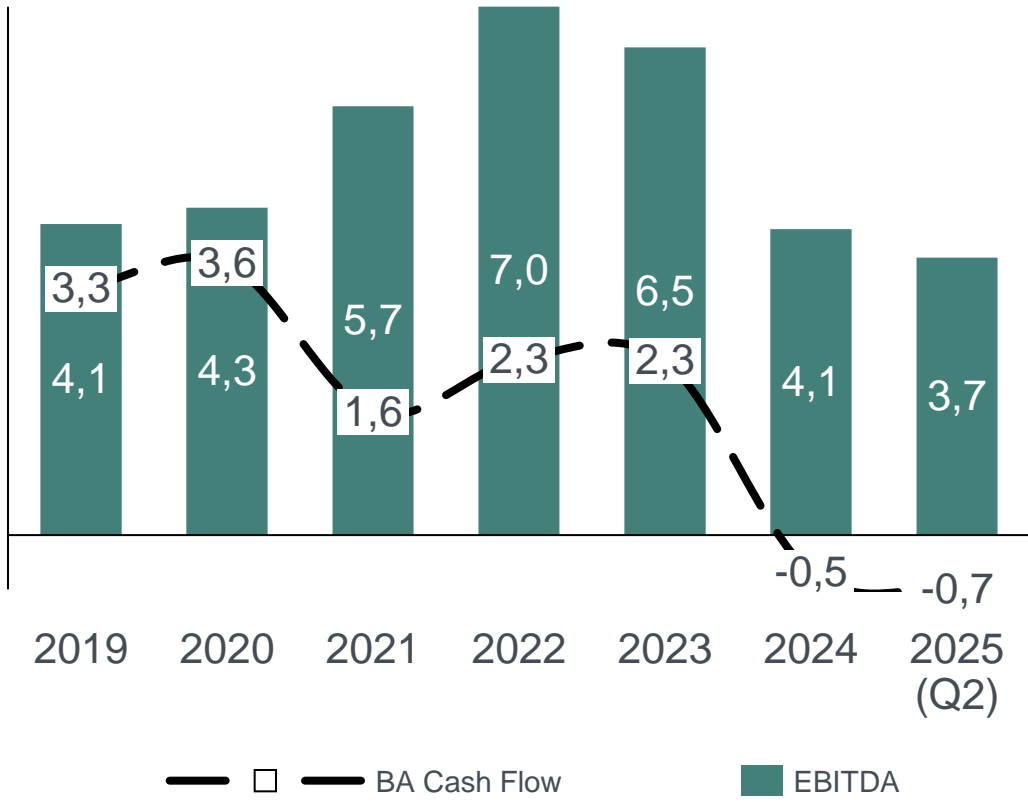
# Hydro Extrusions driving to positive cash-flow also in weak markets through balancing capex and with NOC focus



Actively driving NOC in difficult markets with reduced capex to support cash-flow (bNOK)



EBITDA and Cash-flow (bNOK)



# Extrusion sales volumes bottoming out

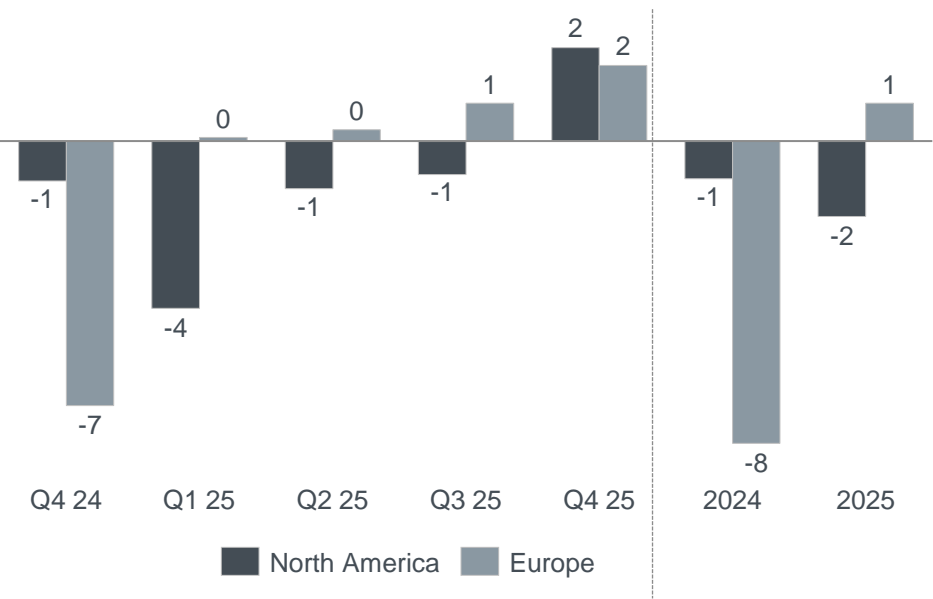


B&C and industrial segments improving from low levels, headwinds in automotive and transport moderating

## External market forecasts<sup>1)</sup>

Year over Year

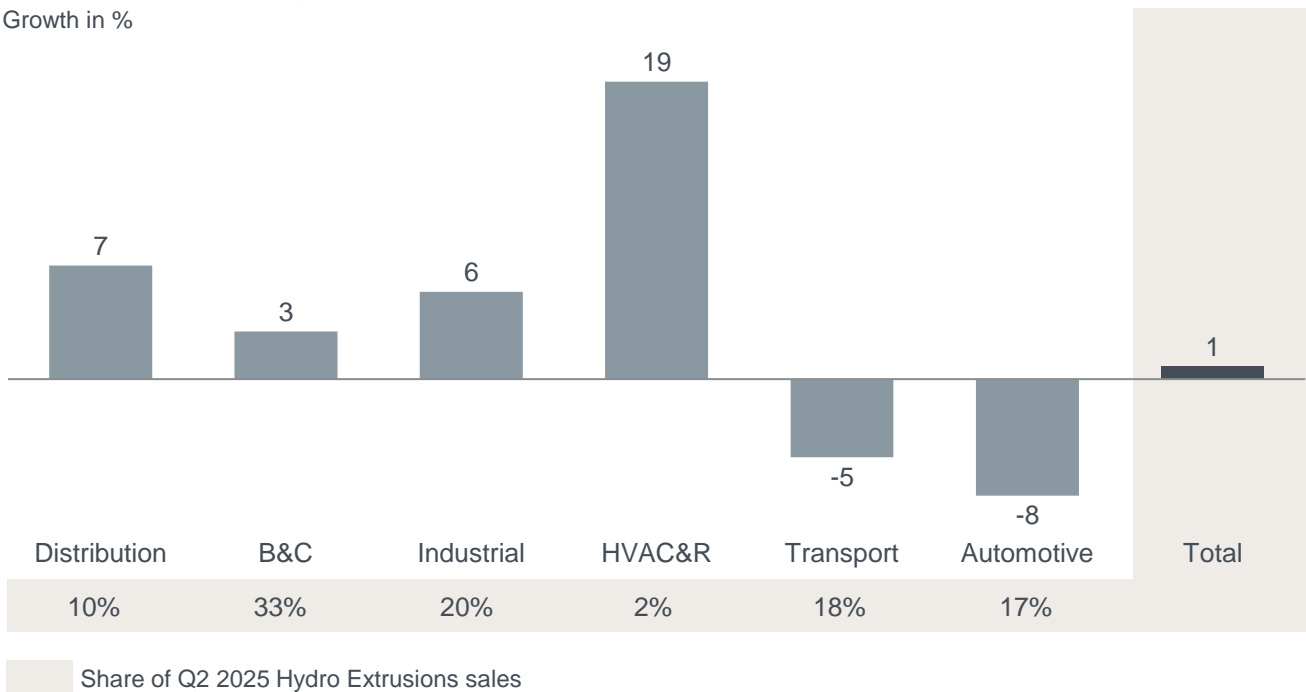
Extrusion market growth per quarter and annually  
Growth in %



## Extrusion sales volumes

Q2 2025 vs Q2 2024

Hydro Extrusions segment sales volume  
Growth in %



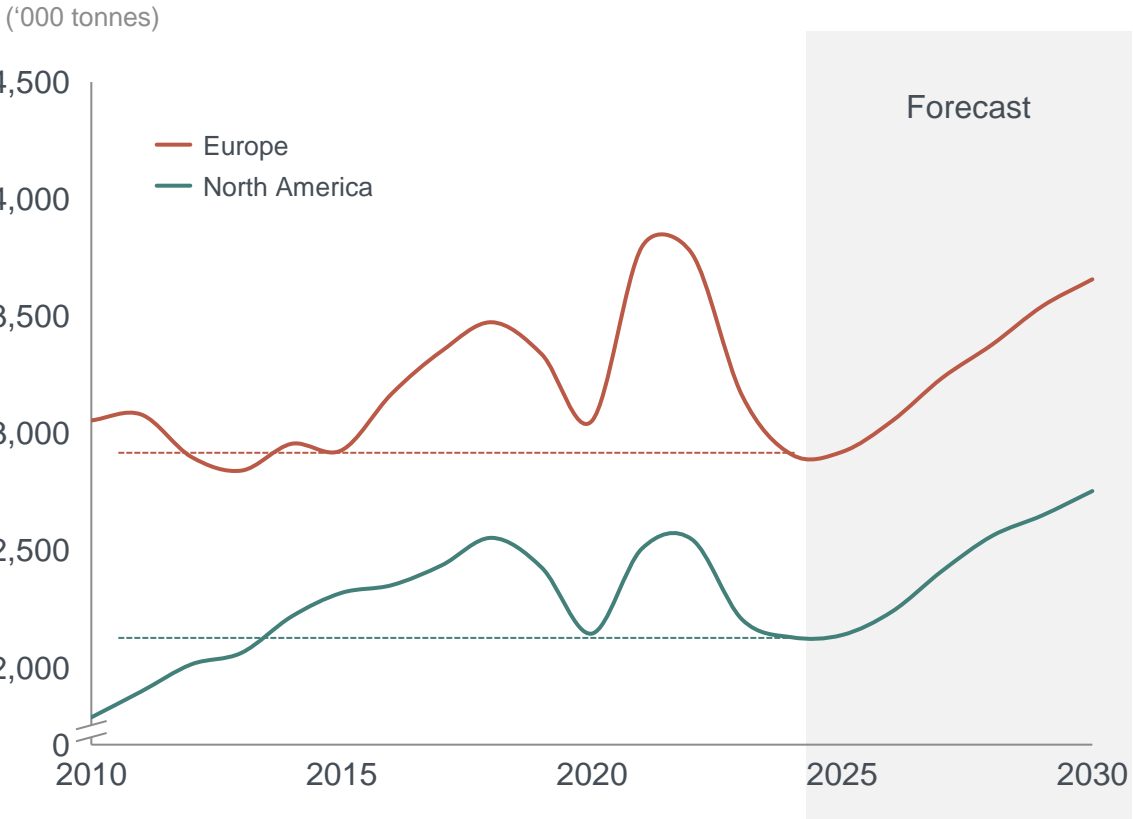
1) Source: CRU

# Long-term growth prospects for extrusions remain attractive supported by broad-based segment growth



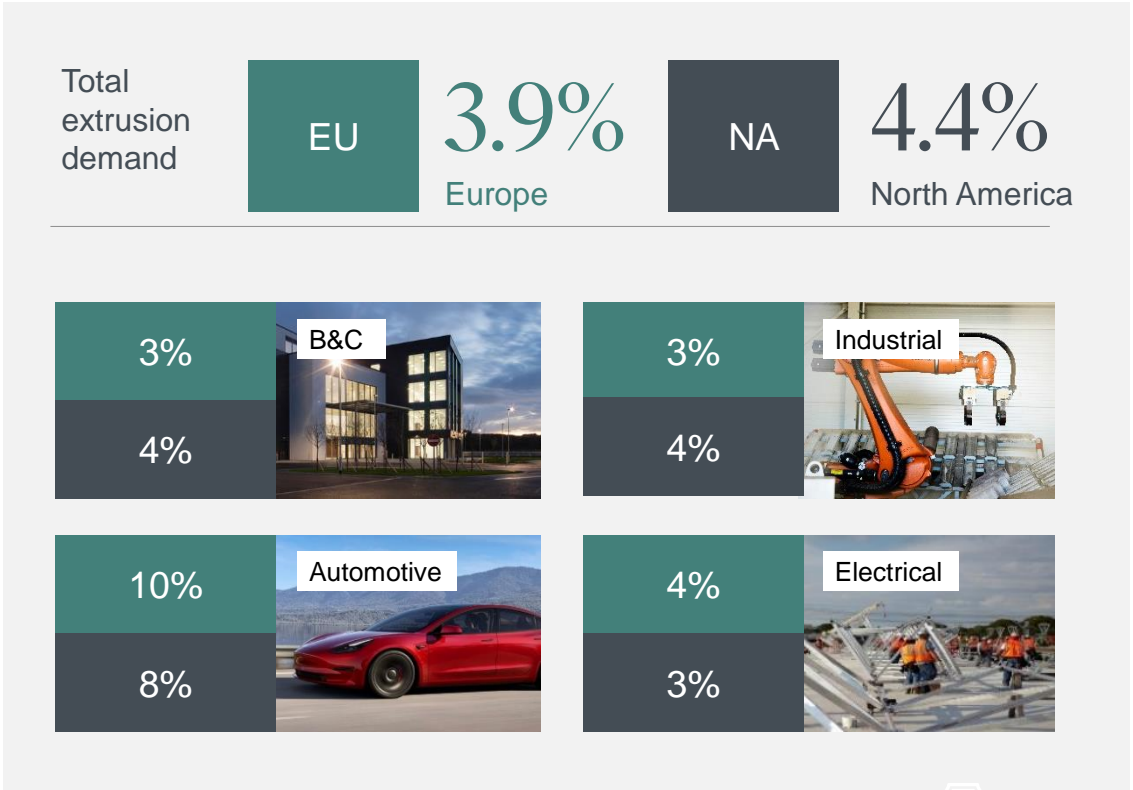
Strongest growth in automotive, large pent-up potential following unprecedented market decline since 2022

Extrusion demand estimates (CRU)



Source: CRU

Extrusion demand CAGR 2024 - 30



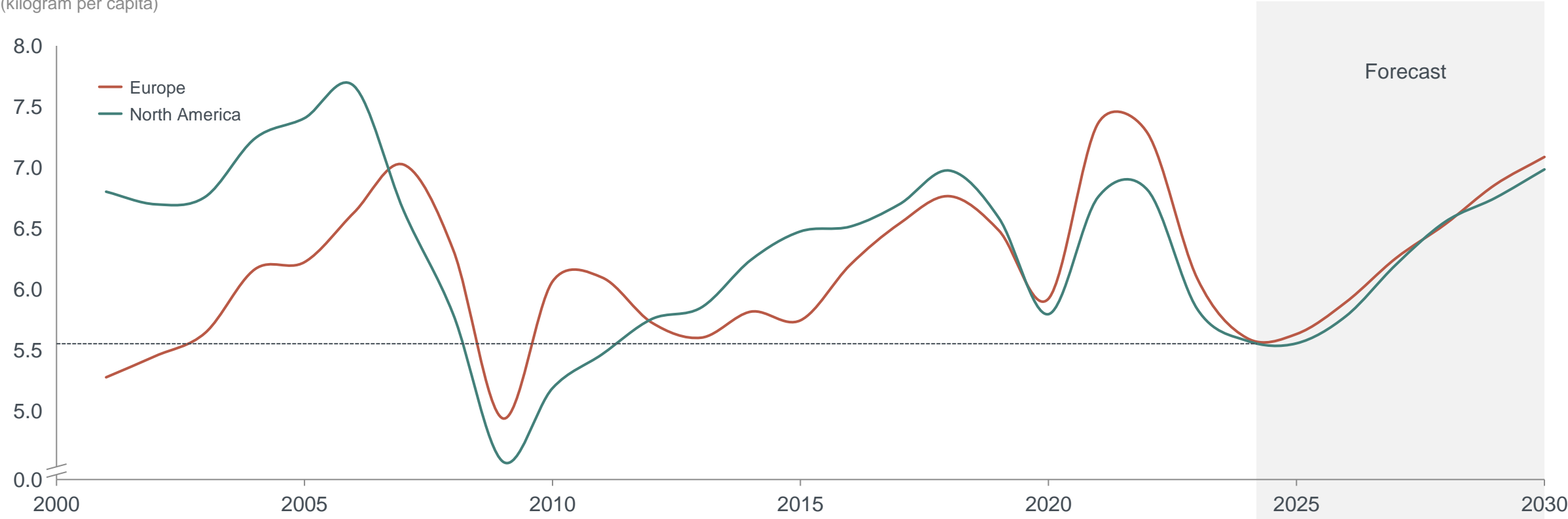
# Extrusion demand per capita expected to improve towards 2030 from historically low levels in 2025



Current consumption levels lowest since Financial Crisis, structural trends supporting growth per capita

## Extrusion demand per capita

(kilogram per capita)

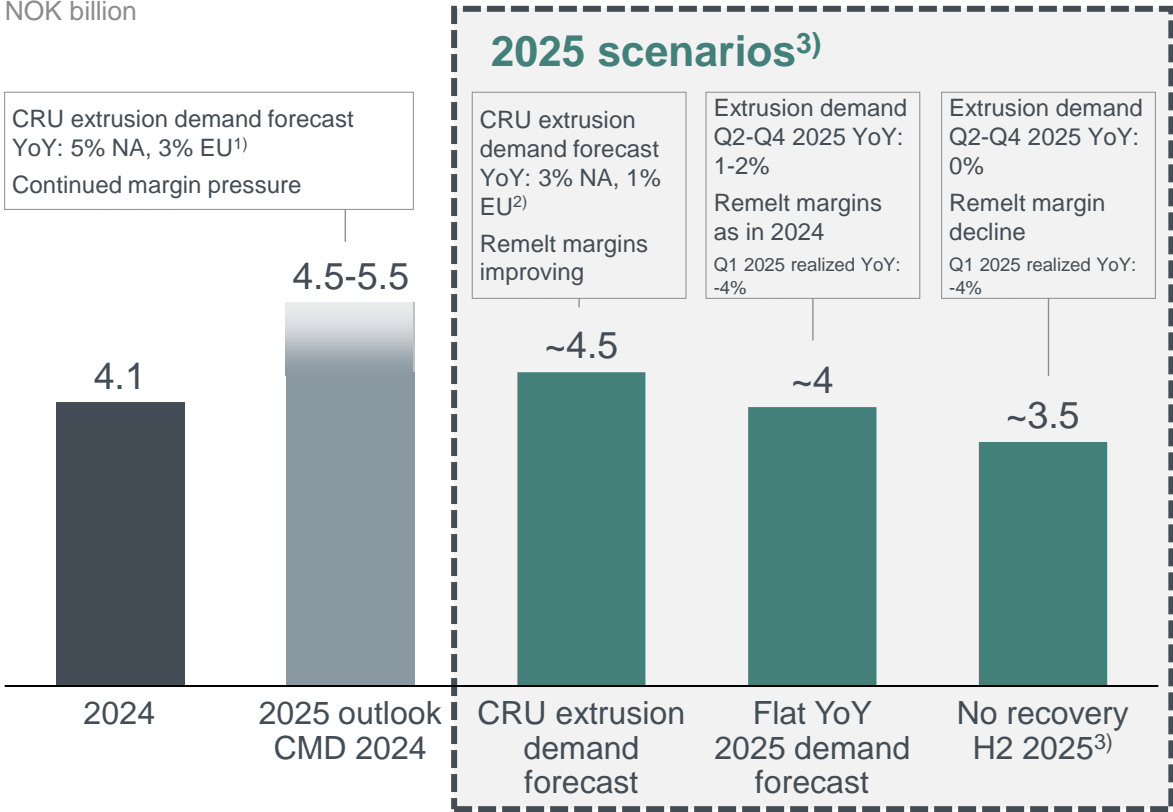




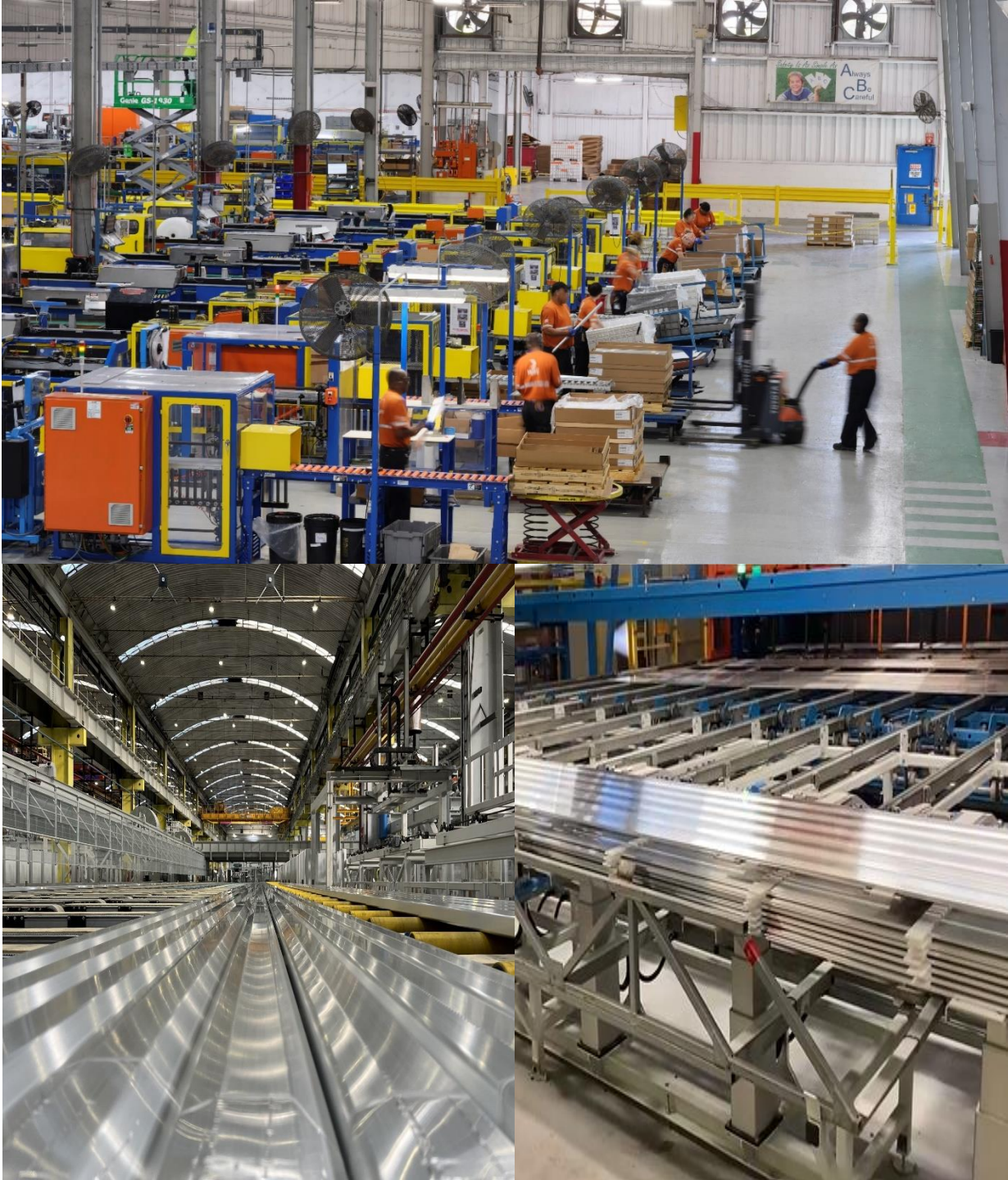
# 2025 Extrusions outlook down on uncertain markets

## Hydro Extrusions adjusted EBITDA forecast

NOK billion








1) Based on CRU 2025 demand assumptions as per November 2024.  
2) Based on CRU 2025 demand assumptions as per April 2025.  
3) Scenarios include modest recovery or further deterioration of remelt margins in connection with demand assumptions



# Extrusions stepping up ambitions on operational and commercial improvements



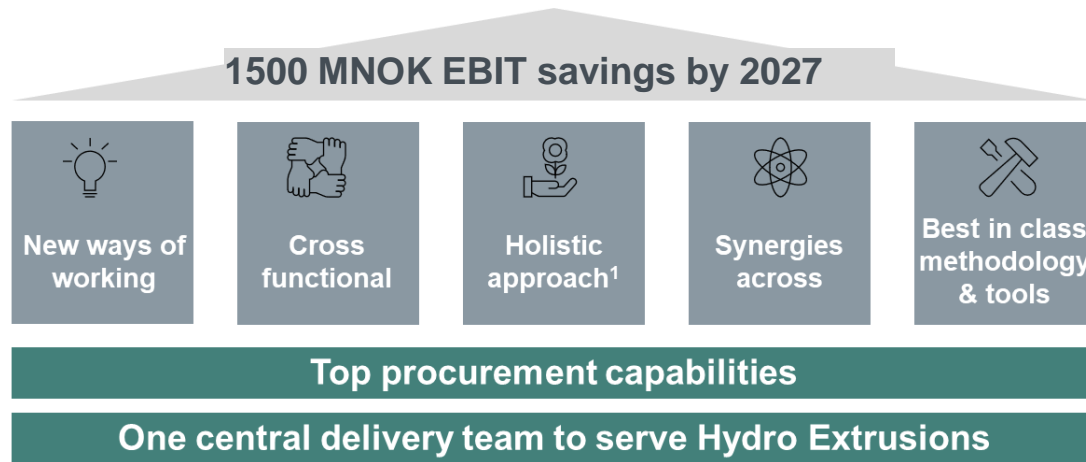
Ambitious improvement targets 2030 supported by dedicated value streams

Category	Description
  Commercial ambitions	<ul style="list-style-type: none"><li>• Increase market share in key, dedicated segments through solution offerings and high service level</li><li>• Greener offerings supporting market share growth</li></ul>
 Hot metal cost	<ul style="list-style-type: none"><li>• Reduction in hot metal cost in Hydro Extrusions recyclers through using more PCS and less ingot</li><li>• Improving operational performance &amp; energy efficiency</li></ul>
 Automation	<ul style="list-style-type: none"><li>• Reducing labor through automizing key process steps</li><li>• Improves productivity, quality and safety</li></ul>
 Operational improvements	<ul style="list-style-type: none"><li>• Downtime reductions</li><li>• Labor productivity improvements</li><li>• Scrap rate and metal improvements</li></ul>
 Procurement	<ul style="list-style-type: none"><li>• Hydro Extrusions wide initiative covering procurement savings on all categories, including CAPEX</li></ul>

Improvement ambition towards 2030 (2024 baseline, real terms)



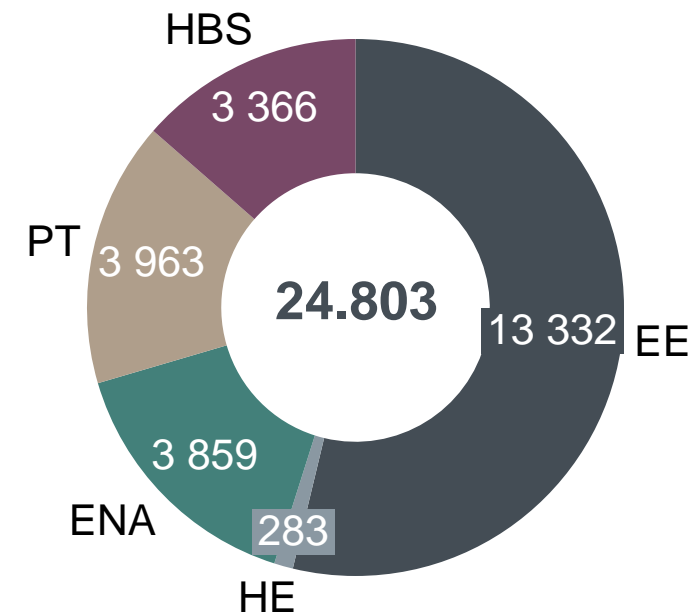
# Procurement with 1.1 BNOK in improvements so far, but significant opportunities remain



Central procurement team increased in scope and current focus areas:

- Moving into category strategies including supplier consolidation and process optimization and more data and analytics
- CAPEX optimization through Framework agreements with strategic suppliers and asset standardization
- Global Process Ownership through defining standardized processes; actively search for automation opportunities and defining and implementing global material master data

24.803 suppliers in Hydro Extrusions





# Hydro Extrusion targeting to reduce more than 100 FTEs in 2025 through automation projects

HE improvement program



Automation



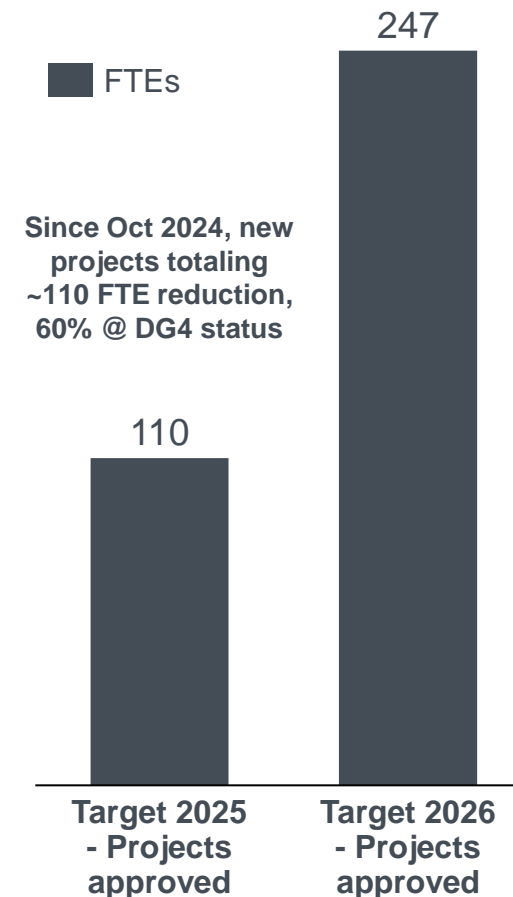
## Rationale:

- Automation (where relevant) is key to secure HE to stay competitive
- Standardization of automation equipment is key
- Payback on automation projects is ~3 years on average
- Improves ergonomics, productivity, quality and safety
- Mitigating the issue of attracting people in more challenging parts of the extrusion value chain

## Automation projects cover:

- AGV's: Extrusion & AVA areas
- Fabrication cells & robots
- Automation Quality processes
- Automated packing lines
- Automated material handling systems
- Press line automation

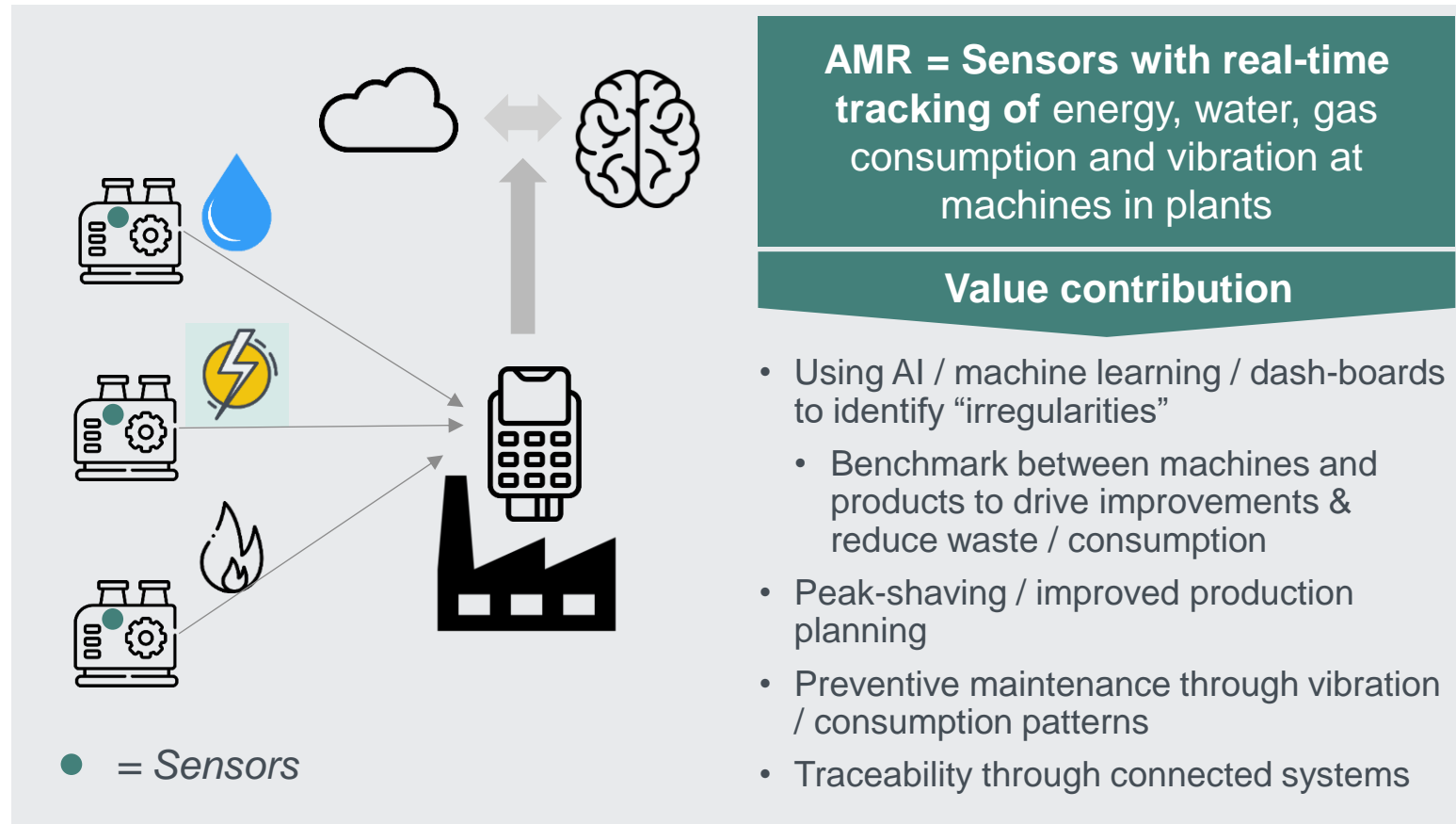
## Targeted manning reduction



# Digitalization, AI and automation

Key levers to improve performance and profitability

## AMR = Automatic Meter Reading



## Automation

- PT Taicang Fabrication – reducing 95 FTEs through Automation & EBS<sup>1)</sup> (>20% of work-force)
  - Ergonomic, quality, safety and finance
- Automatic quality controls enable delivering millions of parts without quality issues





# Delivering on growth projects, reshaping investment agenda towards press replacements and automation



Hydro Extrusions CAPEX agenda – short and long-term

## Complete



Hueck M&A

Navarra recycling

Sjunnen recycling

Poland greener press

Precision Tubing China  
Automotive press



### Total capacity and added capabilities:

- 250,000 tonnes of recycling capacity
- 45,000 tonnes of automotive capacity (half under execution)
- 70,000 of press capacity for other segments

## Ramping up



The Dalles cast (U.S.)

Nenzing press

Rackwitz press

City of Industry press (U.S.)

Phoenix press and fabrication

Cressona recycling and presses (U.S.)

Hungary recycling – ramp up Q4 2024

## Under execution



Hungary automotive press

Tønder automotive press

Atessa Recycling



- Installing **advanced automotive presses** meeting medium-term demand
- **Hydro CIRCAL** production in Atessa to strengthen internal supply

## Project pipeline



Press replacements  
(Albi & Gainesville in progress)

Automation projects

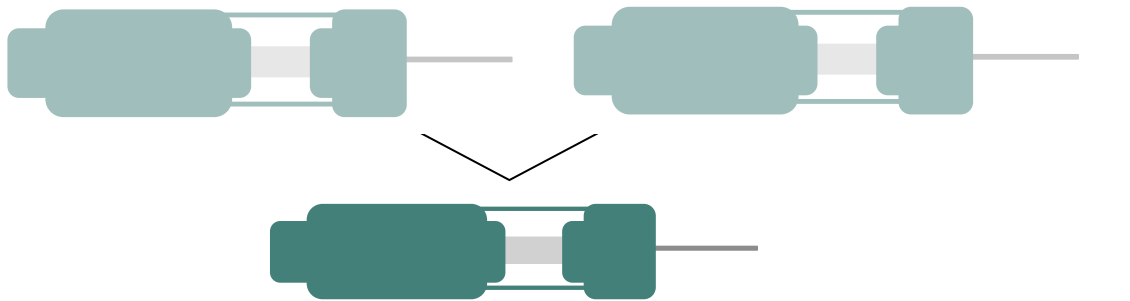


- Focus on **improving capabilities and productivity**
- Strong benefits for operational performance with clear savings

# Press consolidations giving new capabilities and cost savings, automation project providing strong returns



## Press consolidation example: Cressona (U.S.)



	Two old presses	One new press
Manning	2x7 FTEs per shift	4 FTEs per shift
Maintenance cost p.a.	USD 3-4 million	USD ~2 million
Downtime	25-30%	<10%
Scrap rate	25-30%	15-18%
Annual production	2x10K tonnes	35K tonnes

Based on cost savings alone

IRR: 20-25%

## Automated Fabrication cells



### Automation Example – Fabrication Plant:

- One AGV<sup>1)</sup> = 3 FTEs<sup>2)</sup> saved (~1 year payback)
- Simple automation of a fabrication machine = 3 FTEs (< 2 years payback)
- Complex automation of material flow and process steps (Payback ~4 to 5 years)

1) AGV = Automated guided vehicle, 2) FTE = Full-time equivalent

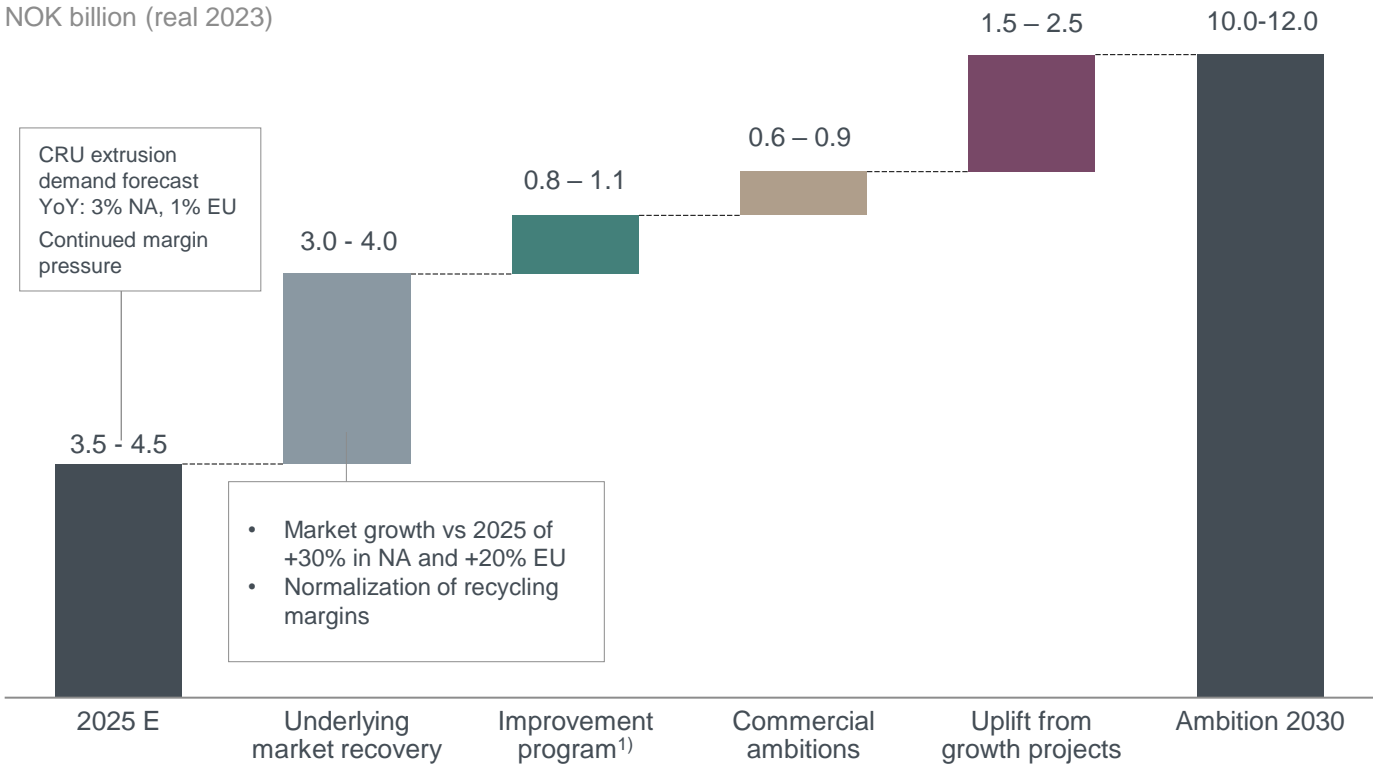
# Roadmap to 2030 target underpinned by stronger improvement agenda and structural demand recovery



Cyclical improvement in extrusions demand and improvement program supporting long-term targets

## Hydro Extrusions EBITDA ambitions

NOK billion (real 2023)



## Hydro Extrusions 2030

- Growing in **non-commoditized segments** fitting with Hydro Extrusions' capabilities + **Market share growth** ambition in high-growth, profitable segments
- Investments to support capabilities and **ability to compete through high service levels**
- **Press and fabrication capacity, value added services and recycling**
- **Sustainability** giving **commercial** opportunities
- **Segmentation** and improved **greener offerings** as key levers
- Increased **digitalization** throughout all processes
- **Standardization** generating value across extrusion value chain – from understanding profit to driving procurement and reducing energy consumption


1) Net offsets (price increases and other)



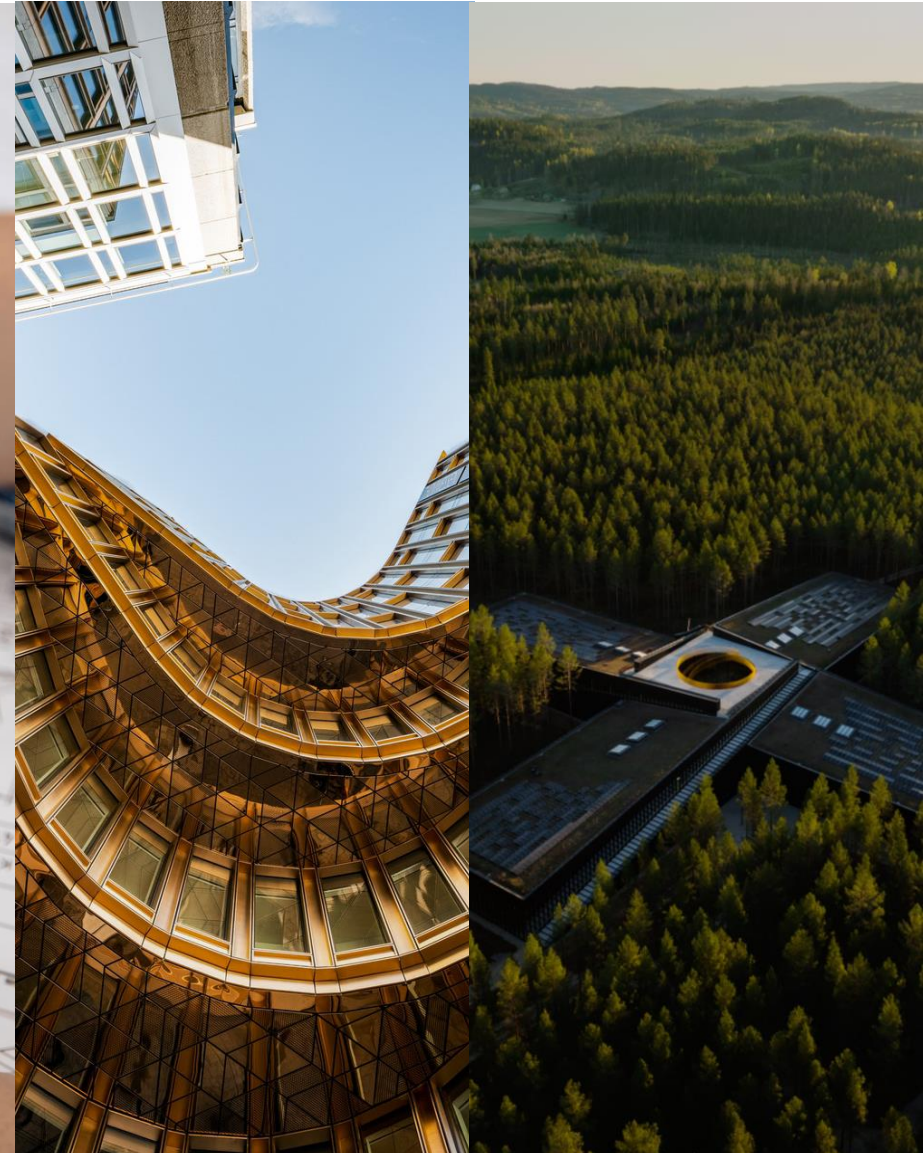
# Welcome to Hydro Building Systems!

Toulouse, September 23, 2025



A close-up photograph of a person's hand holding a black pen, pointing at architectural blueprints spread out on a table. The hand is wearing a silver bracelet and a watch. The blueprints show various technical drawings and measurements.

# What is Hydro Building Systems?







# Our competitive advantages





# AGENDA



Our  
ambitions



A close-up photograph showing a person's hand holding a grey, modular building component. The component has a complex, interlocking shape with multiple flat surfaces and recessed areas. In the background, there are architectural blueprints spread out on a table, and a black pen is visible. The lighting is bright and even, highlighting the texture of the component and the details of the blueprints.

What is Hydro

Building Systems?

# We are a leading aluminium building systems division of Hydro Extrusions with a multibrand portfolio



Based on 2024FY

**TECHNAL®**  
By  Hydro

**sapa:**  
By  Hydro

**domal**  
By  Hydro

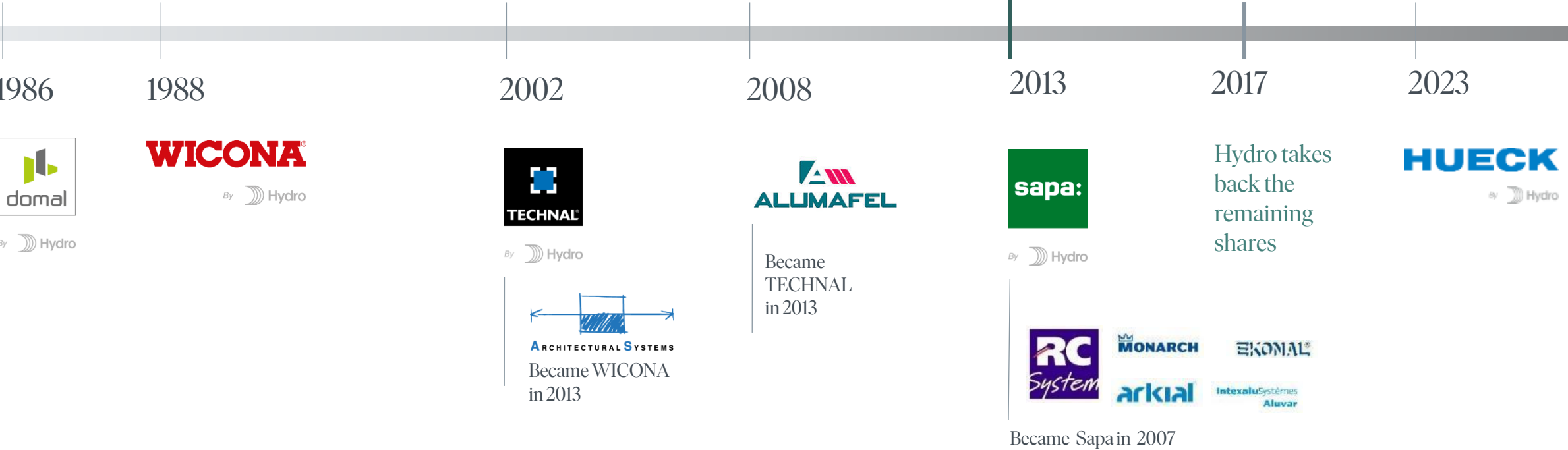
**WICONA®**  
By  Hydro



# External growth strategy: a heritage of strong brands, products, and wide local presence



## Hydro acquisitions



# Hydro Building Systems worldwide



100+

Countries where our products are shipped to

10,000+

Customers in our portfolio

115,000+

Building Influencers in our network (architects, consultants, investors, etc.)



# Our business

A woman with long brown hair, wearing a red sweater and dark pants, stands on a balcony with a metal railing, looking out at a modern brick building with large windows.

We are developing and distributing  
advanced aluminium solutions for  
the building envelope

Our key market segments:

- Individual Residential
- Outdoor extensions
- Residential Collective
- Healthcare
- Educational
- Offices
- Commercial

# Our customers

**+10,000 Direct customers** - we are selling to all types of metal builders: small or big, specialized or generalist, locally or internationally

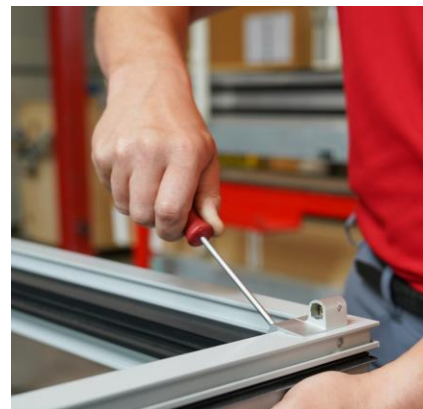
**Indirect customers** are prescribers of our solutions, and end consumers



**Projects specialists**  
Metalbuilders  
International or national big project maker



**Generalists**  
Regional  
Prefabricator  
Craftsman



**Industrials**  
Industrial doors & window makers  
Industrial specialists:  
gate, shutters, pergolas...



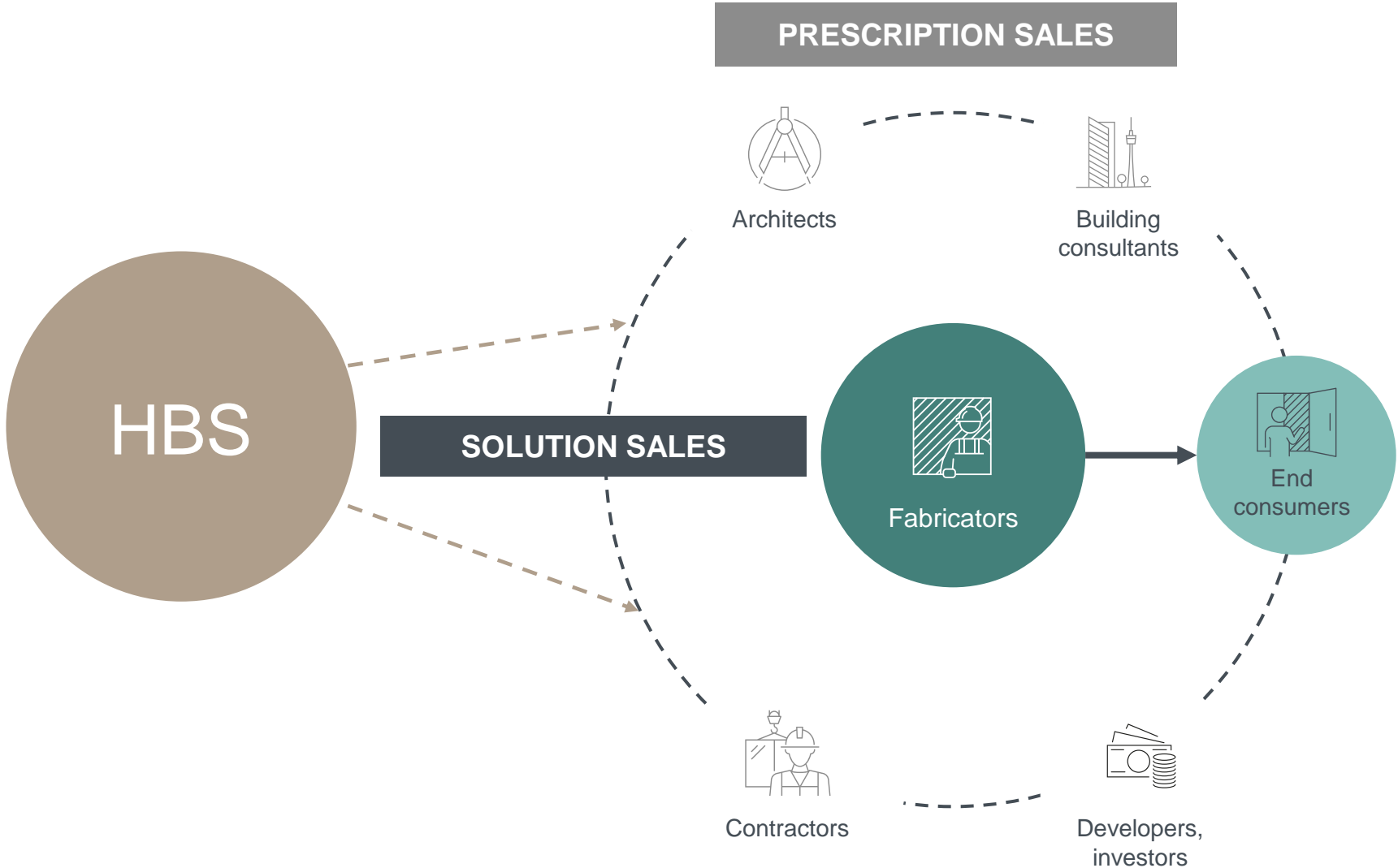
**Building Influencers**  
Architects  
Real estate owners  
Building developers & consultants



**End consumers**  
Of the house  
Of the office  
Of the hotels



# Our business model



# A wide product range



Windows



Facades



Doors



Sliders

Solar  
systems



Verandas



Balustrades



Gates




# More than products



From idea







Our competitive  
advantages

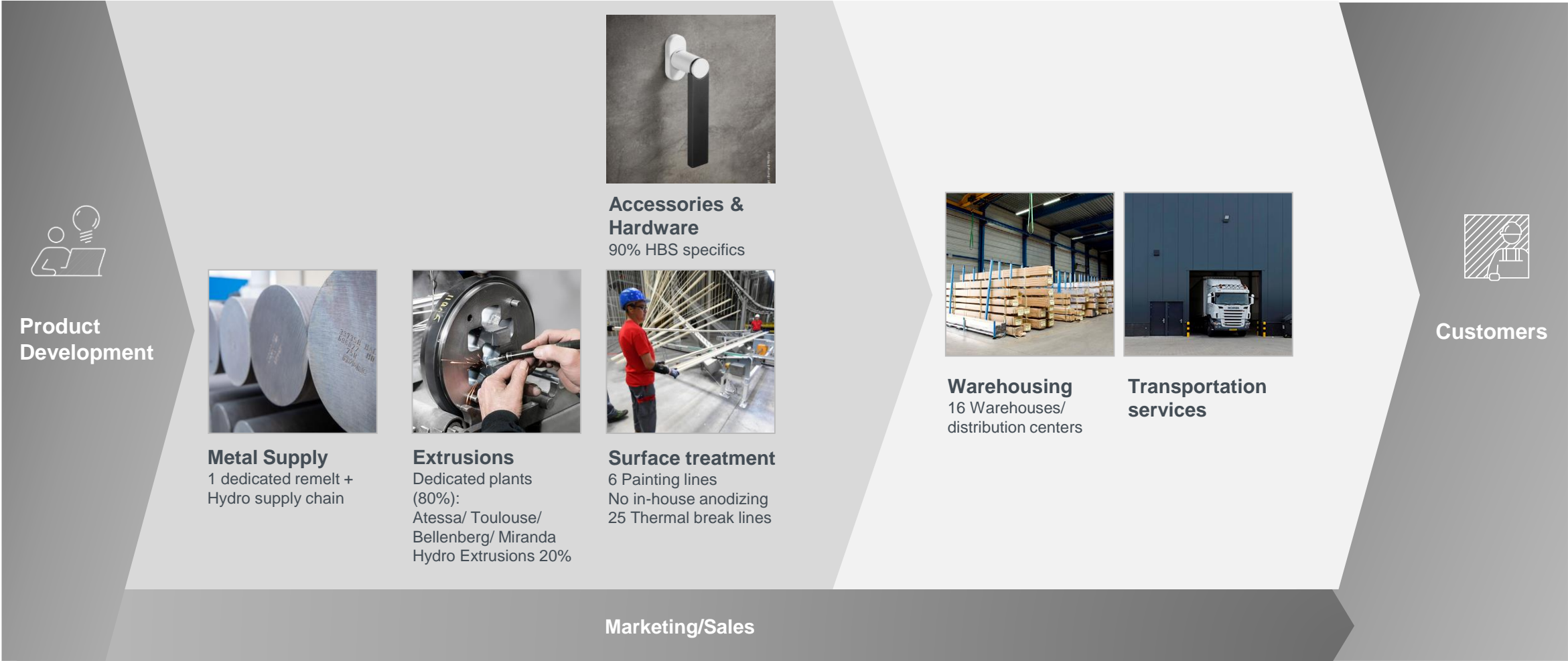
Value Chain  
Brands  
Sustainability



# Value Chain



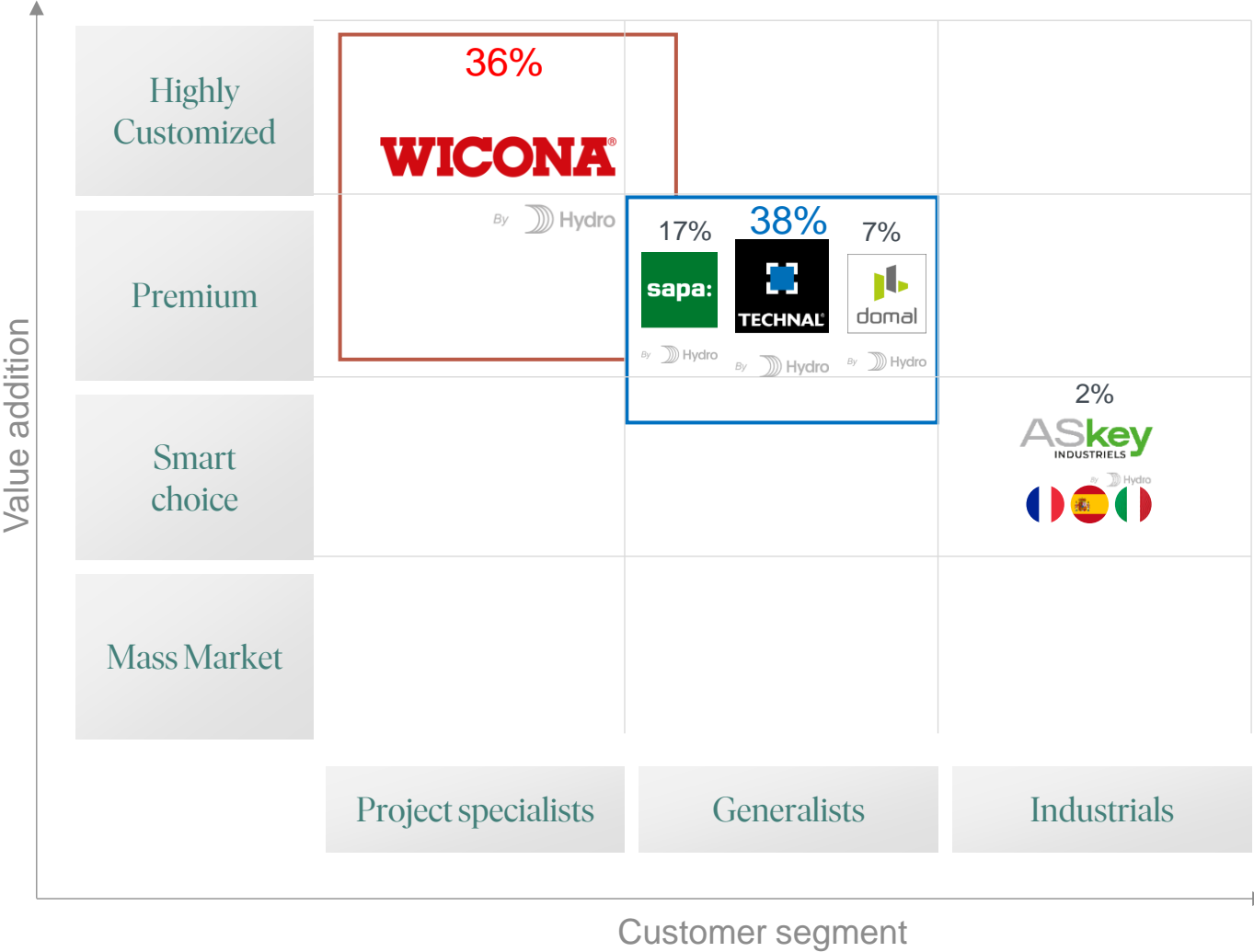
# Our integrated value chain to x3 EBITDA per ton compared to Extrusions business



# Brands



Our brand portfolio is a strength on the market to cover all segments





# Our brands stand as global leaders - international in scale, unique in identity



By Hydro

## Highly customized

WICONA is a worldwide known German brand with over 70 years' experience, specialised in technical buildings with expertise in large customised facades

BRAND SLOGAN

**BUILD CITIES  
BEYOND  
TOMORROW**

BRAND DNA

PROVEN  
PERFORMANCE

DESIGN  
ON DEMAND

RELIABLE  
PARTNER

INNOVATION  
PIONEER

URBAN LIFE

## Premium



By Hydro



By Hydro



By Hydro

TECHNAL is a premium brand available worldwide with over 60 years experience, specialized in residential and architectural projects, but known under different names in some countries

BRAND SLOGAN

**IMAGINE  
WHAT'S  
NEXT**

BRAND DNA

INNOVATION

DESIGN

SUSTAINABILITY

PROXIMITY

VISIONARY

TOUCH OF CRAZINESS

TENTAL

AMBIAL

TITANE

SOLEAL NEXT

ARTLINE

TIGAL

# Sustainability



DRIVING  
**DECARBONISATION**

EMBRACING  
**CIRCULARITY**

# Changing the building industry



## Sustainable operations

**Energy reduction program** with green energy -15%  
water stewardship -10%  
waste reduction -90% → near-zero landfill

**Greener logistics & packaging**  
-30% in CO2 emissions  
route optimization, higher truck fill, reduce/switch to lighter materials, and reusable packaging: -30% CO2 reduction



ISO 45001

ISO 14001

ISO 50001

## Eco-designed products

**Circular products by design**, built for easy sorting and dismantling

**Hydro CIRCAL 75R standard on all products**

All of our products contain at least **75% recycled and 95% recyclable content**



ecovadis

## Shape a Circular market

**We close the loop** with a full integrated chain of rethinking renovation, scrap collection, and recycling

**First Hydro CIRCAL 100R projects** (EPD-backed, ASI-certified)

**We go beyond regulations** to allow buildings to reach the highest ratings internationally



## People

**Diversity, Inclusion, Belonging** actions

**Leadership programs, Succession, learning** and talent acquisition focus

**Growing share of women:** 24% in 2024

## Society

**Drive decarbonization in the building and construction sector**

**ESG Certified labels for customers network (All for Good...)**

**Challenge the suppliers** to propose 100 % recyclable /recycled products incl. non aluminium parts





Our

ambitions



Hydro Building Systems

# Leading the shift to zero-impact buildings by 2030



ZERO  
ACCIDENTS



EMPLOYER OF  
CHOICE



GLOBAL  
LEADER



PROFITABLE  
GROWTH



Growth



Circularity



New products



Innovation



Digitalization



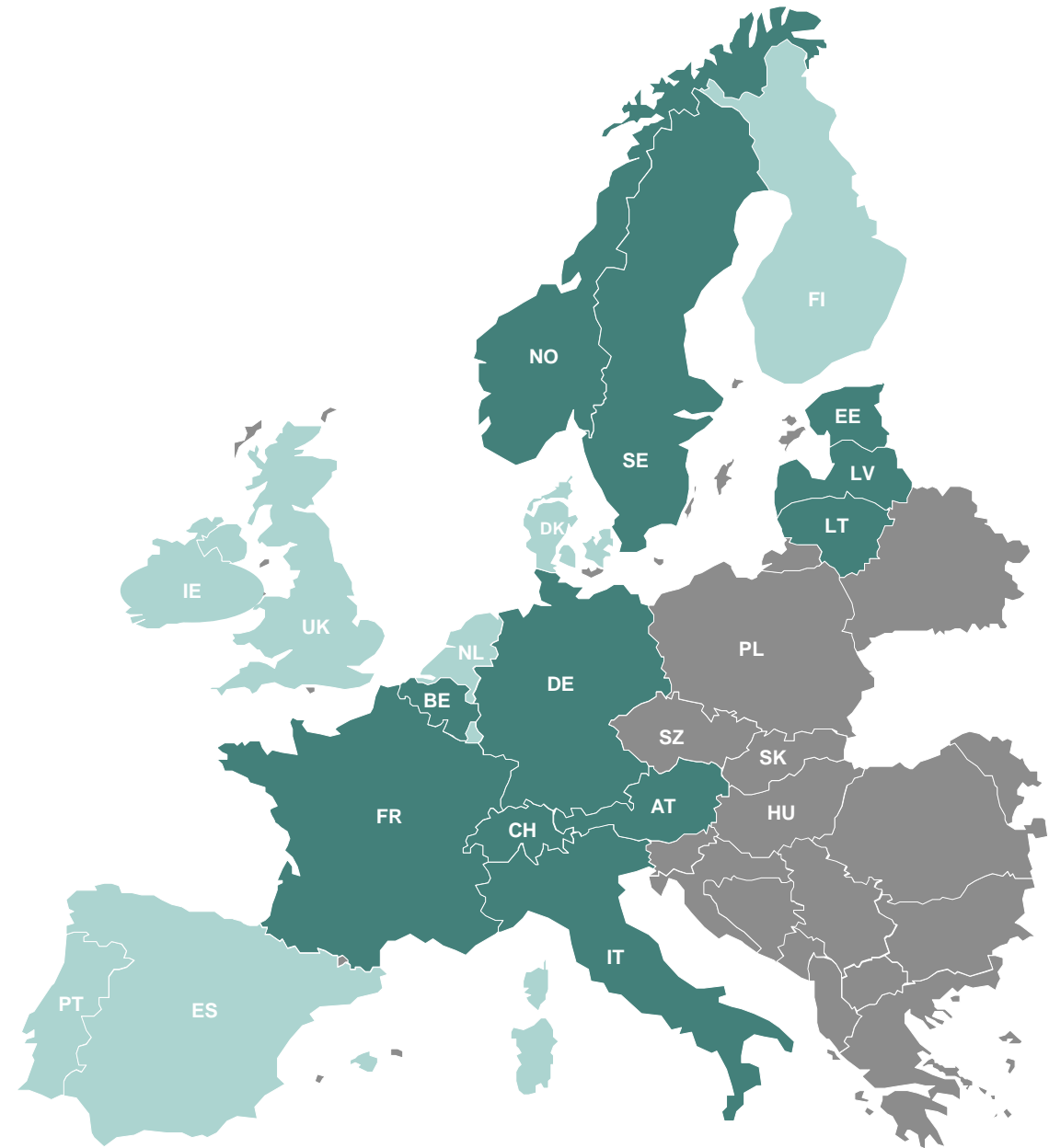
# GROWTH

*Bugatti Tower, UAE*  
*200 meters tower height,*  
*Customised strip curtain wall,*  
*curved glass*  
**675 tons sold**



Defending & growing ~18%  
**market share in Europe**  
despite sector headwinds

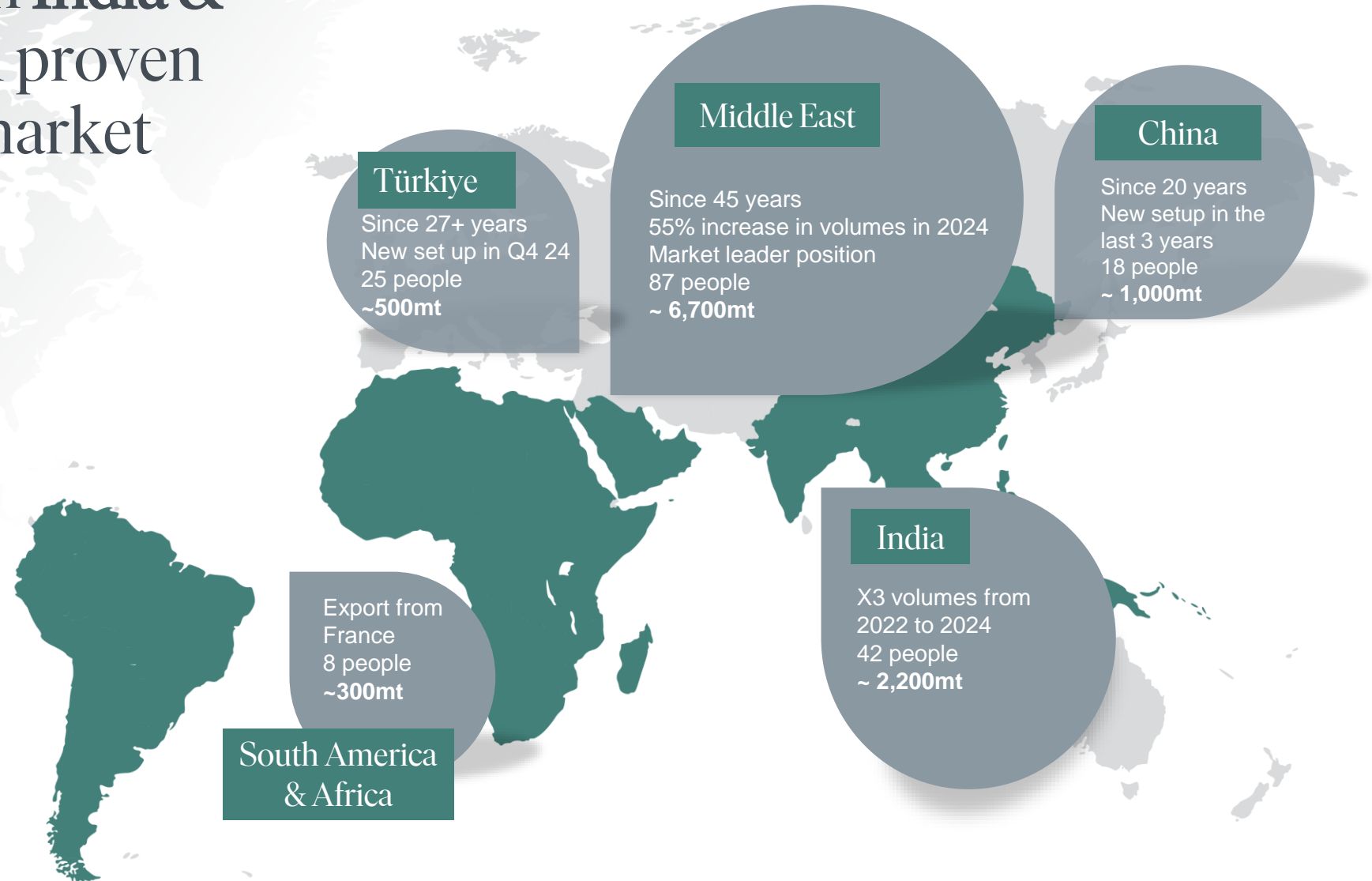
- 14 Strategic Units
- 3k Employees
- 11 Warehouse HUBS





# Expanding fast in **India & Middle East** with proven track record of market leadership

- 4** Strategic Units
- 185** Employees
- 5** Warehouse HUBS





*New innovation center, architected by Hadi Teherani. Owned by Walter AG, the 145-metre long and arch-shaped building is located at the southern gate of the new innovation park and lies directly at the interface of the university, research and development and technology companies.*

*With a total area of 14,800 square metres, it is the world's first façade made of 100% end-of-life aluminium from WICONA.*

**85 tons Hydro Circal 100R**



# CIRCULARITY



# Aluminum matters...



  
Hydro  
**CIRCAL®**  
*Recycled  
Aluminium*

## Hydro CIRCAL 75R for all products

Hydro CIRCAL 75R is made from **75% recycled post-consumer scrap** and has a carbon footprint of **1.9 kilo CO<sub>2</sub>e per kilo aluminium**

## Hydro CIRCAL 100R on demand

Hydro CIRCAL 100R is made from **100% recycled post-consumer scrap** and has a carbon footprint of **0.4 kilo CO<sub>2</sub>e per kilo aluminium**



...but a window is more than aluminium

75 / 95  
recycled content / recyclable content



### Recycled Polyamide

Post industrial recycled content for our new products + EoL recycling from the building industry



### Recycled EPDM

Post industrial recycled content available from our suppliers + work in progress for EoL recycling from the building industry



### Powder Coating

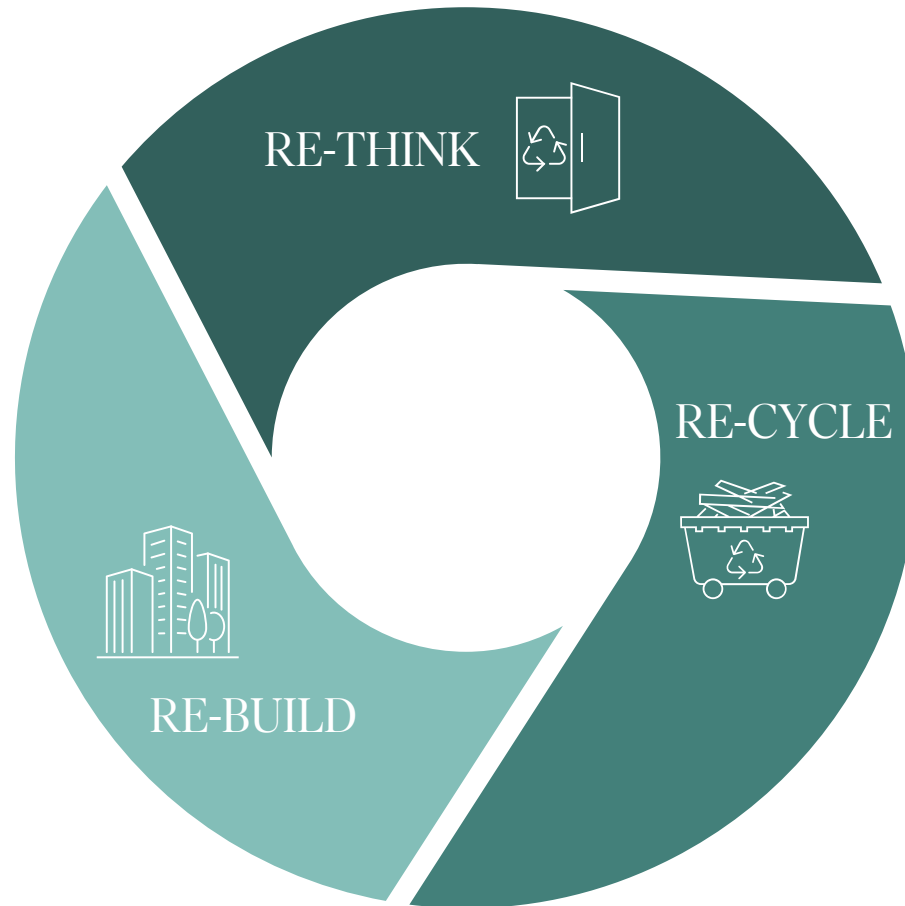
Working group with our suppliers to improve material Health (PFAS)



### Hardware and other

Promote the use of extruded accessories instead of casted one to improve recyclability

# We –fully- close the loop and change the market



## RE-THINK

01

Recycled products designed to last and upgrade building envelopes

## RE-CYCLE

02

Materials to create new products with a minimal carbon footprint

## RE-BUILD

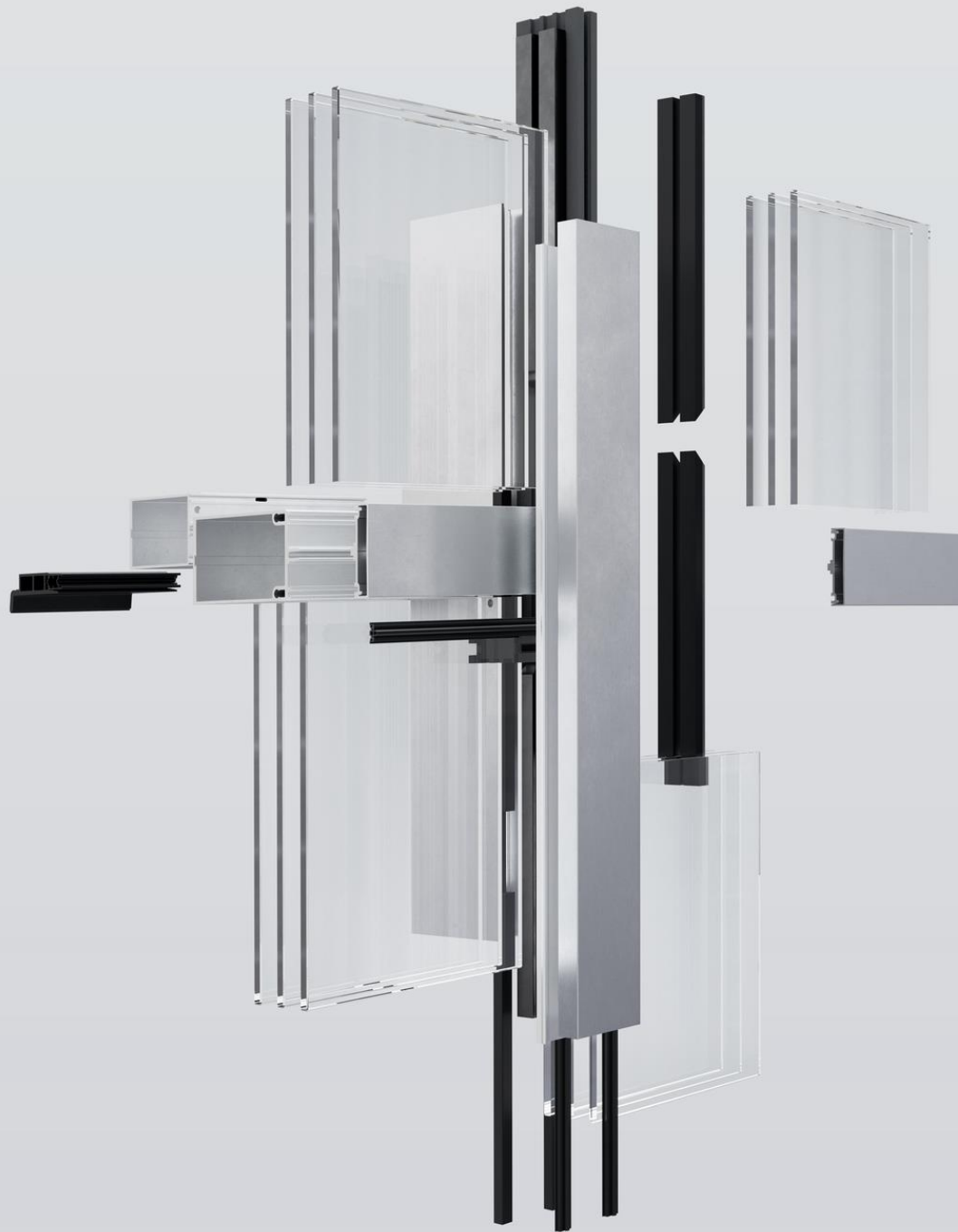
03

Renovated buildings gives façades and windows a second life through innovative reuse



# New products

One common technical platform across  
brands and regions for: Windows & Doors,  
Facades, Sliders





# Consolidate all technical offerings into a single technology platform, for all our brands

85% common, 15% differentiation

## Accelerate R&D

- Shorter range, less complexity
- Sharing across regions

## Reduce supply chain costs

- Strong reduction of number of articles in stock
- Less warehousing costs
- Less NOC

## Increase sales

- More competitive products
- Optimal distribution





# Innovation





# Towards Neutral buildings

Co-conception of Water filled glass elements  
Heating and cooling functions







Creating the first façade solution to renovate  
without dismantling everything

A modern, brightly lit showroom with large glass windows overlooking a green landscape. The interior features several white, humanoid robots wearing VR headsets, positioned at various stations. These stations include computer monitors on stands and interactive displays. The floor is light-colored with circular markings. A mouse cursor is visible in the center of the room. The overall atmosphere is high-tech and futuristic.

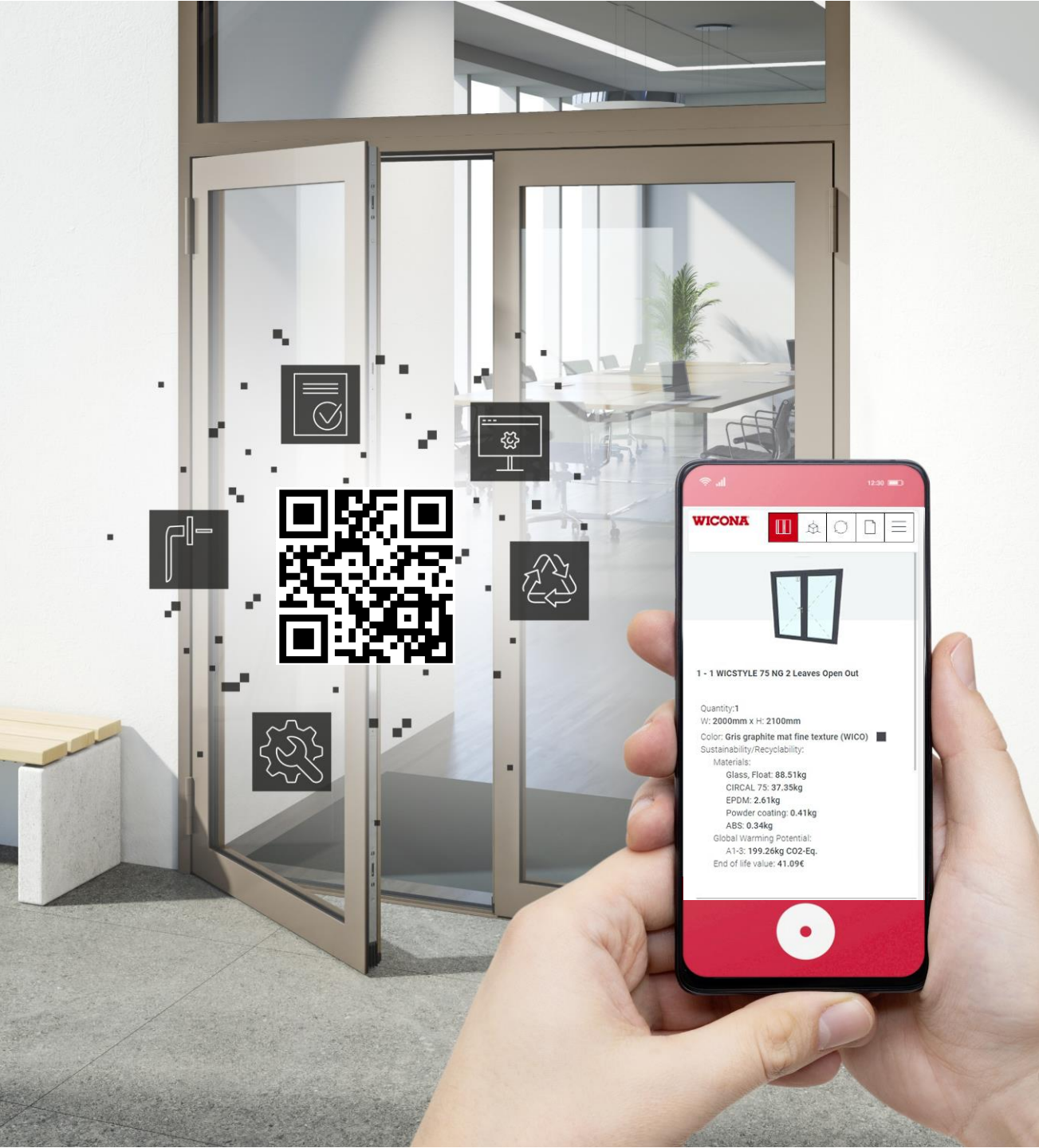
VR trainings in  
showrooms/events



# Traceability of the full product lifecycle



TRY ME !







# Digitalization



# Digital solutions to drive our business forward



## Be visible and generate business

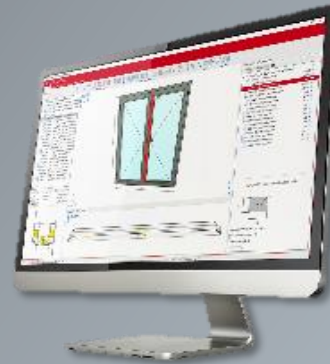
*~1,400,000 visits / year*  
*~26,000 leads / year*



## Be the preferred partner for metal builders

Order online  
*2,5 M order lines/year*

In house industry-specific software  
*~7,000 licenses worldwide*  
*3 MEUR invoicing / year*



## Drive internal digital platform excellence

One common Product Lifecycle Management software  
One common ERP system  
One MES (Manufacturing Execution System) in rollout  
100% common support solutions (HR/Salesforce/SAP)





# In Hydro Building Systems, we can offer something unique



We are positioned for Growth

Platformed and innovative products

Integrated Supply chain, benefits all in one in Hydro

Profitable growth (EBITDA)

Capex, low levels needed

Circularity in DNA



# 04 HBS South and Toulouse



# Shaping Growth in the South

Anne-Catherine Bonnet

# South at a glance



48% of HBS external tonnage sold

300,000+ orders in 2024

6000+ customers

18,000+ Building Influencers

6

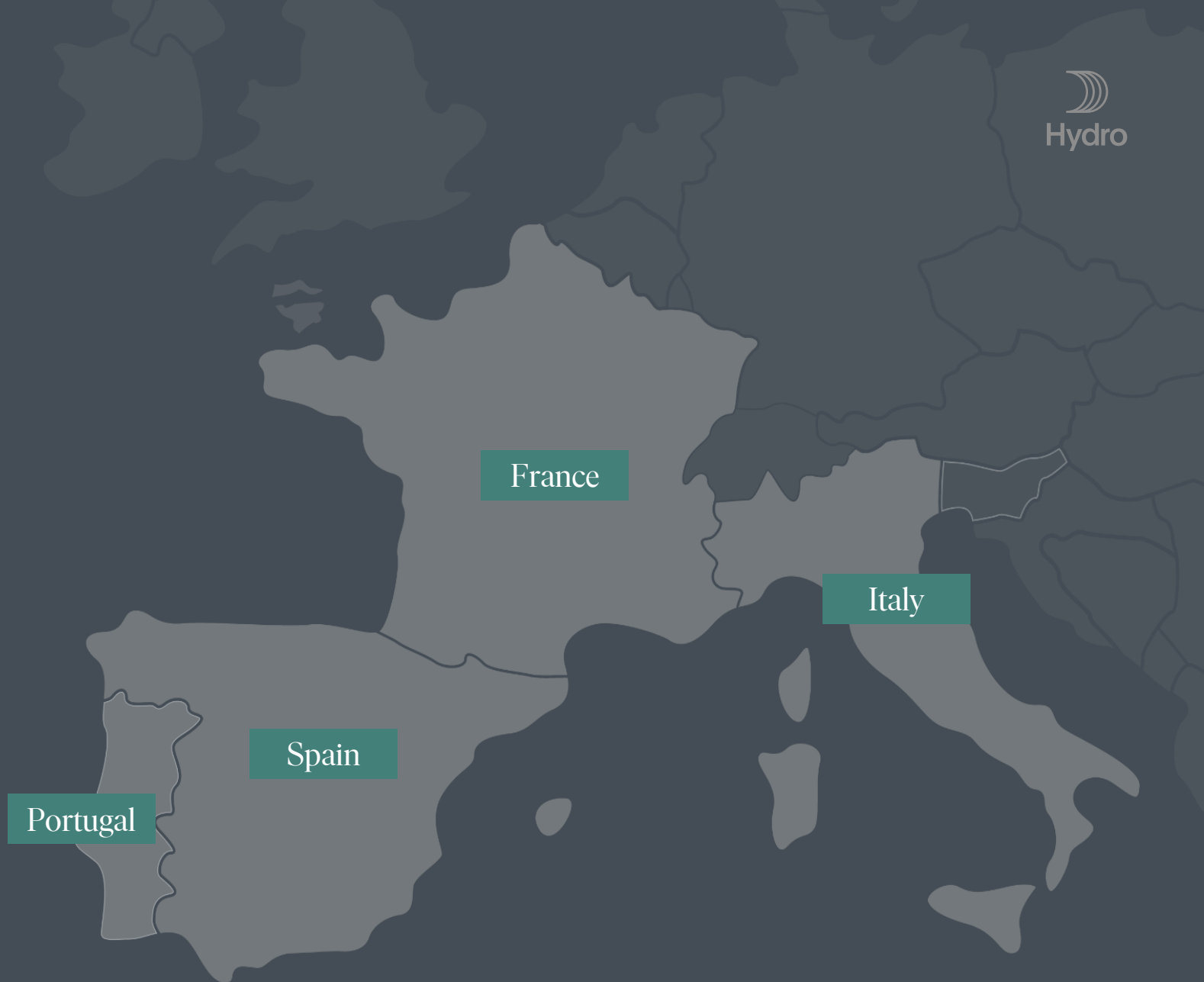
Strategic Units

435

FTE Sales & Marketing

4

National customer  
networks





This is South market



Key factors of our success



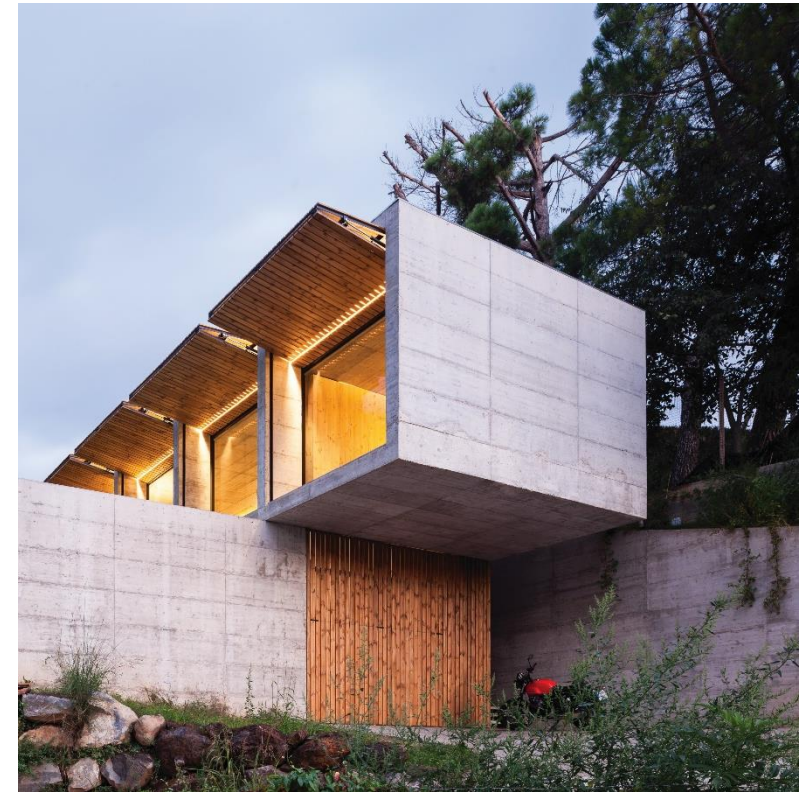


This is South market





# Where Lifestyle Shapes the Market





A balanced market:  
50% renovation, 50%  
new construction —  
with a strong focus on  
premium residential







53%

of activity on premium  
residential market



17%

of activity on  
be-spoke projects



By  Hydro



By  Hydro

**WICONA®**

By  Hydro



It is a unique market with very different profiles of fabricators





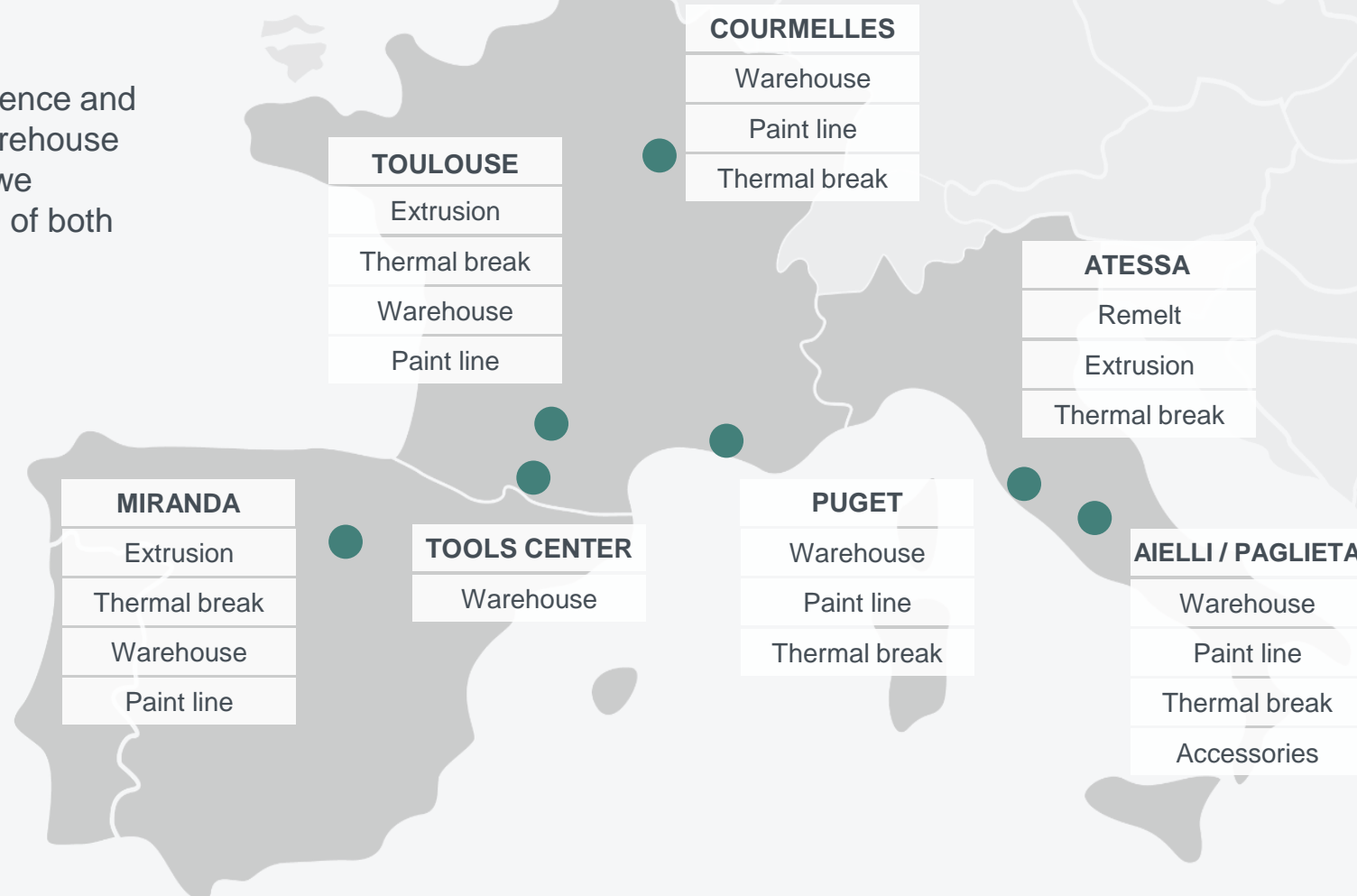
# Key factors of success





# A fully integrated value chain, close to customers

With a **local** industrial presence and a dedicated on-site tool warehouse (our proprietary systems), we guarantee **optimal control** of both **quality and supply chain**.





# We invest in partnerships that lead the way to reach top influencers



Early involvement to detect projects and decision makers.

55  
presales



# Growing networks



460

Aluminiers certified  
TECHNAL



170

Maestro Serramentisti

**We give our customers the tools to grow their business**

- Customer loyalty services
- Educational programs
- Loyalty initiatives
- Communication & acquisition tools
- Premium showrooms
- Conferences with partners
- Innovative and digital tools



# High-end design Showrooms





# CIRCULARITY = Project Acquisition Driver

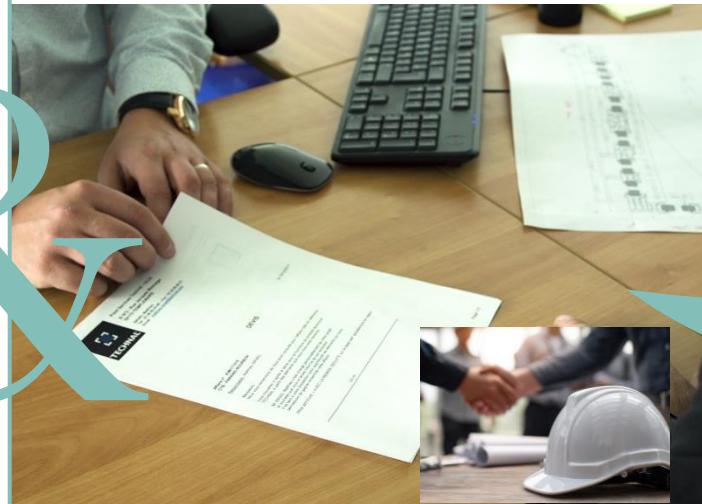
With **circular certificates** after sales



**Certified labels** for network members



Our customers can go **beyond regulatory and taxonomy requirements**, present and future





# We build the local network for scrap collection to facilitate the virtuous circle

CO<sub>2</sub> footprint

90,000 tons CO<sub>2</sub>

South Europe

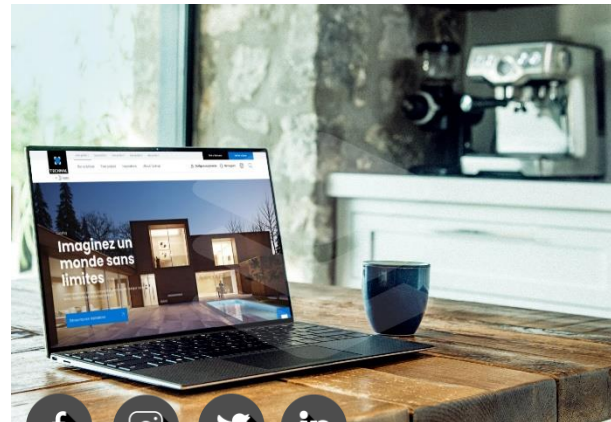
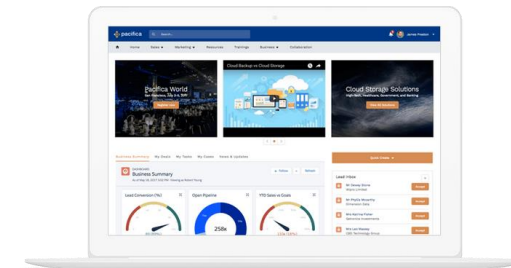


# Full digital customer journey for business generation

82% of our order lines are digital



EDI Systems



E-Marketing & social media strategy



Increase quotations with systematic push to configurator



**PARTNERS lead**  
Increase response rates and success rates



# How are we tackling HBS ambitions?



Growth



Circularity



New products



Innovation



Digitalization



- Tackling renovation market & leveraging the shift in the decision process of building and construction



- Adapting to changing environment, and new customer expectations



- Accelerating changes, smart use of resources, benchmark through regions



- Leveraging the power of a strong local presence in South Europe





By  Hydro

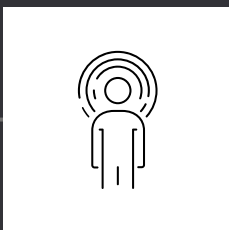
# TECHNAL FRANCE, A TRUE SUCCESS STORY

Nicole Perez





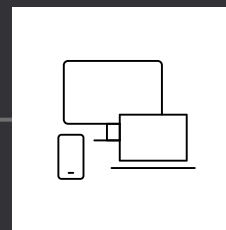
# **MUCH** MORE THAN JUST PRODUCTS



**Brand awareness**



**Customer  
proximity and  
centricity**



**Services : digital  
experience,  
communication**



**Circularity offer**





# OUR DNA



- **TECHNAL** imagines with **no limits** to maximize people's comfort.
- Design and innovative solutions, developed with a **sustainable approach**.
- Highest **architectural ambitions**, featuring minimalistic design.

# THE POWER OF DESIGN

## Minimalist Design



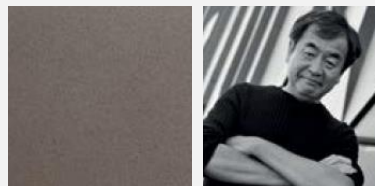
## Exclusive Handles



## Co-conception of **Exclusives Colors** with famous architects



**BRONZE LUMIÈRE**  
by Alain Moatti



**BRUN D'IN-EI**  
by Kengo Kuma





# ARCHITECTS AWARDS TREND SETTER SINCE 2003

**TECHNAL®**  
By Hydro



**WATA** WORLD  
ARCHITECTURE  
AWARD

**PALMARÈS  
ARCHITECTURE  
ALUMINIUM  
TECHNAL**



# ARCHITECTS WORK WITH TECHNAL

**TECHNAL®**

By  Hydro



**JEAN NOUVEL**

**TECHNAL BOOTH, BATIMAT 1989**

LOUVRE ABU DHABI, UNITED ARAB EMIRATES



**KENGO KUMA**

**TECHNAL BOOTH, BATIMAT 2017**

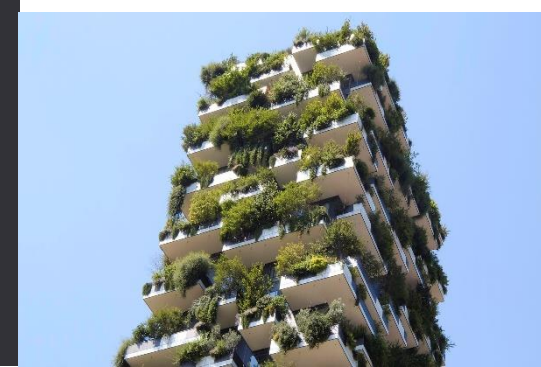
SUNNYHILLS, TOKYO, JAPAN



**STEFANO BOERI**

**TECHNAL BOOTH, BATIMAT 2019**

BOSCO VERTICALE, MILAN, ITALY





# THE POWER OF SPECIFICATION

Our strength lies in prescription: by influencing early in the design phase, we shape demand for our systems.

Through technical expertise, knowledge-sharing and trusted partnerships with architects and consultants, we turn specifications into long-term business.



## LA RUCHE

40 tons including - 1 tower in **Hydro CIRCAL® 100R** (15 tons)

Customer : ALU RENNAIS



## ENSAM

20 tons of low-carbon aluminium **Hydro CIRCAL® 75R**

Customer : LORILLARD BATIMENT



# ESPACE TECHNICAL FOR OUR CUSTOMERS

## Closeness to customer

Guidance, showroom, and available stock.

## Services

Consulting, technical support, training, and sales assistance.

## Collaboration

Shared workshops, coworking, and events.

# 11 agencies

➤ Located in all big cities





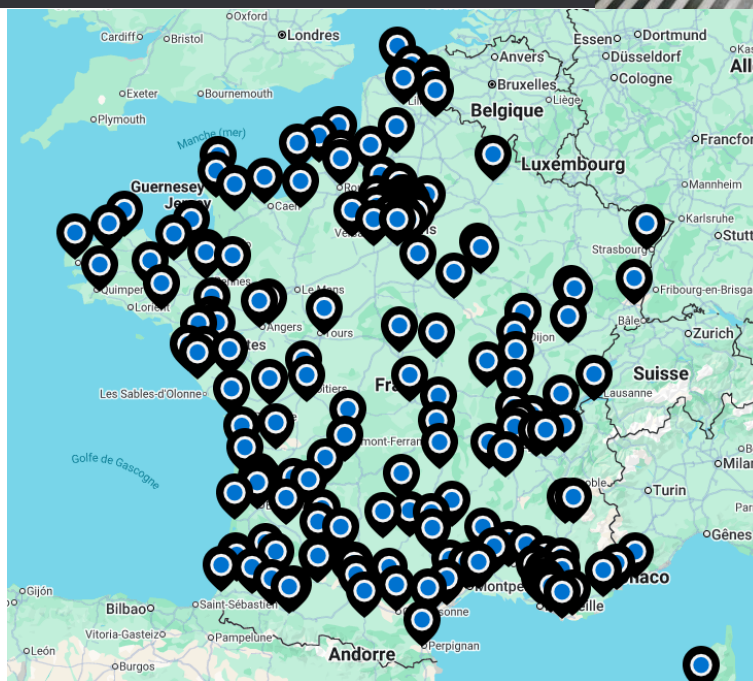
# CUSTOMER NETWORK

➤ Aluminiers Agréés TECHNAL



FABRICANTS INSTALLATEURS AGRÉÉS

**190 members**



The 1<sup>st</sup>  
French network  
of eco-certified  
metal builders



# AFTER SALES SERVICE NETWORK



## 120 CONTRACT SIGNATURES TO DATE

- After-Sales Service offer is open to all our customers
- Guarantees high-quality and consistent service
- Shared tools, training, and best practices



# THE POWER OF COMMUNICATION



**20 TV campaigns** since 1<sup>st</sup> one back in 1986



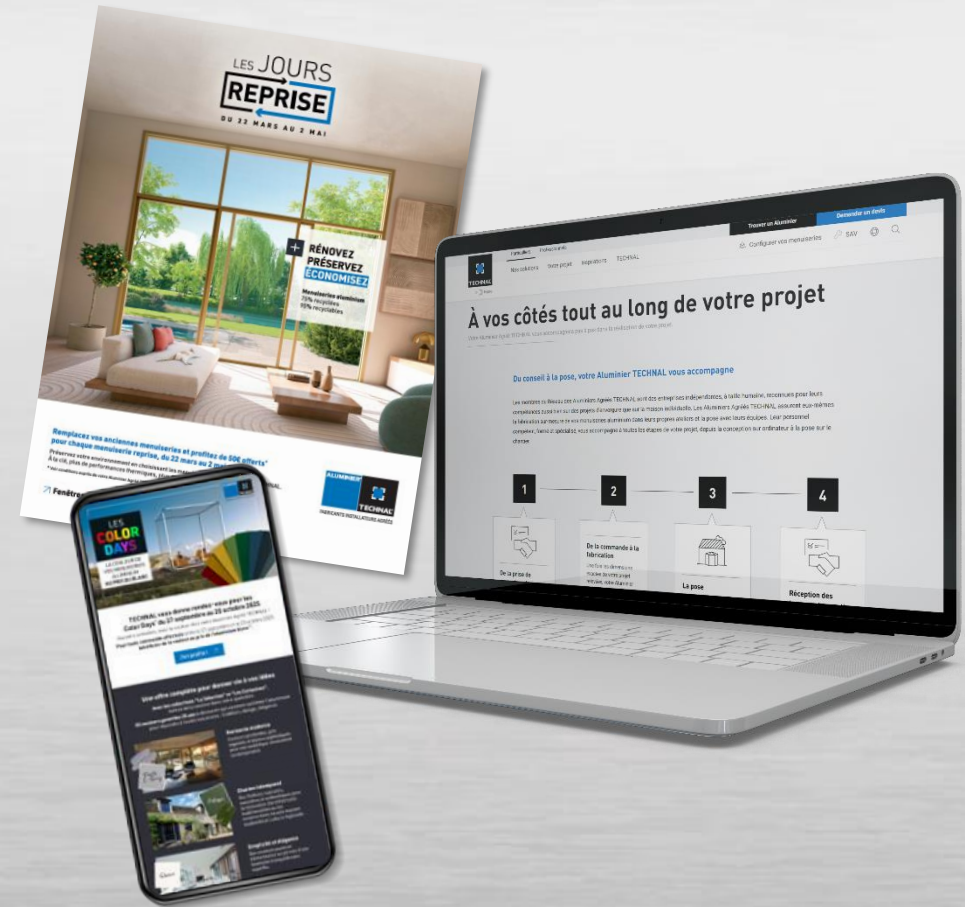
**380 000 visits** by year on our website France  
**11 000 leads** by year in France  
**2,38 M€ turnover** from communication campaign



**Innovation mindset** in customer approach  
with Aluminier network and media approach



**Brand awareness:**  
Towards architects: 80%  
Towards end users: 30% **+4% vs 2023**

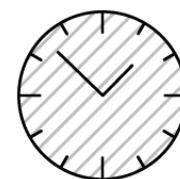


# WE CLOSE THE LOOP...

TECHNAL®  
By Hydro



france•tv



Broadcast on main French TV  
channels for **2 months.**





**Hydro**

*Industries that matter*