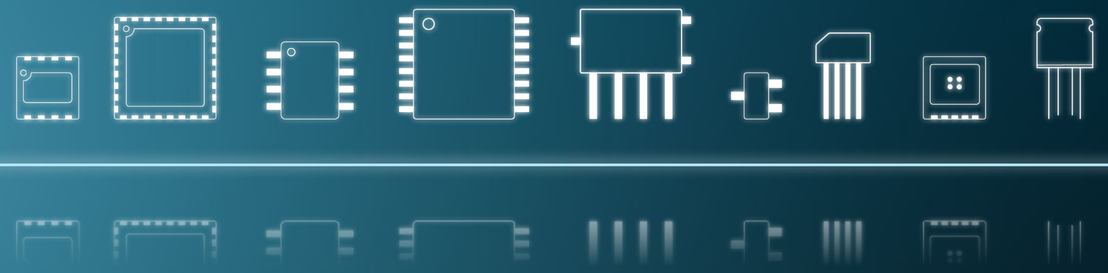
# Welcome

## to the Melexis Capital Markets Day 2025



**Disclaimer**

Except for those statements that report the Company's historical  results, the statements being made are forward looking statements. Actual results could differ materially from those projected in the forward looking statements. Factors which could cause actual results to differ from expectations include the following: volatility in supply and demand affecting revenues and market prices, price and availability of silicon foundry, assembly and test prices, assembly and test subcontract capacity required to meet financial targets and/or meet backlog requirements, risks and delays associated with bringing up new production capabilities or with deliveries from subcontractors, timing and market acceptance of new products, increased expenses associated with new product acceptance of new products, increased expenses associated with new product introductions of process changes, delays in developing or achieving volume production of new products, which can result in delays or failure to contribute to revenues and profits, ability of the Company to maintain its customer and vendor base and delays in and/or inability in raising additional capital.

# Agenda

| | |
|---|---|
| Welcome and agenda | Philip Ludwig |
| The next wave of Melexis growth | Marc Biron |
| Innovation Machine | Vincent Hiligsmann |
| Deep dive Robotics | Julien Ghaye |
| Q&A | |

| | |
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| Automotive Growth Drivers | Vincent Hiligsmann |
| Deep dive China | Vincent Hiligsmann |
| Financial overview | Karen van Griensven |
| Key takeaways | Marc Biron |
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# The world we operate in

World Class Operations

Climate Change

One Health

SOCIETY

Customer Intimacy

Aging Population

HOW TO WIN

Innovation vs. commoditization

Geopolitical Tension

Automotive Pivot

Artificial Intelligence

DIVERSIFICATION

Electrification of Everything

Redefinition of Mobility

CORE BUSINESS

Talent Scarcity

Robotization of Everything

Software-Defined-Vehicle

PEOPLE

Re-skill / Upskill

# Time-Tested

# The next wave of Melexis growth is underway

**Capital Markets Day**

**2010 - 2023**
ASSPs >50%
Triaxis
Expanding portfolio
Europe, Asia, US

**1995 ~2010**
Founding
ASIC sensors and drivers
Automotive
Electronic engineers
Western Europe

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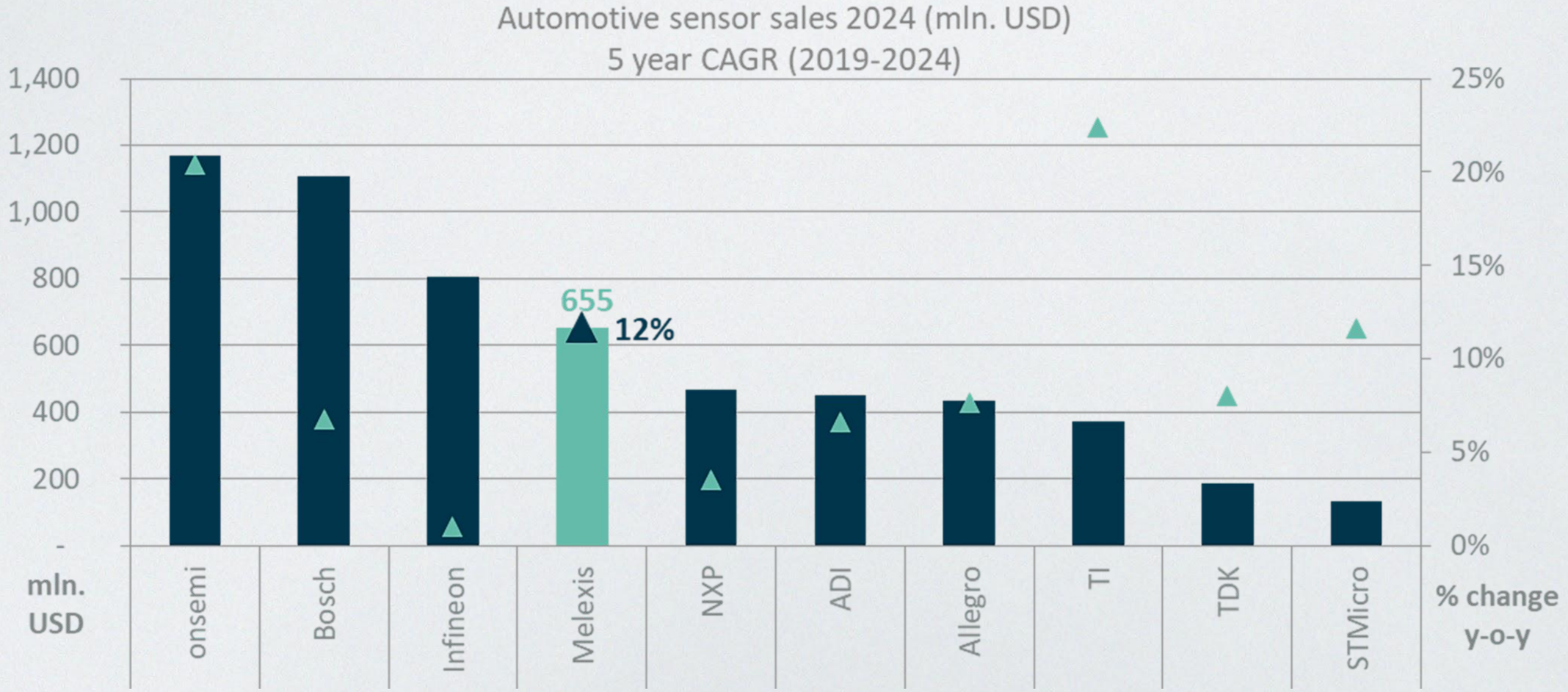
# Melexis strategy based on 4 pillars

- Technology leadership
- Customer intimacy
- Fabless model
- System solutions

# Technology leadership

## Melexis ranks 4th in automotive sensors




Source: TechInsights (April 2025)

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# Technology leadership

| **Steering & Braking** Sensors | **EV Powertrain** Sensors | **Thermal management** Sensors | **Thermal management** Drivers | **Interior Lighting** Drivers |
|---|---|---|---|---|
| **1 Melexis** | **1. Melexis** | **1. Melexis** | **1. Melexis** | **1. Melexis** |
| 2 Infineon | 2. Allegro | 2. TDK | 2. Elmos | 2. Indie |
| 3. Allegro | 3. Novosense | 3. Allegro | 3. TDK | 3. Elmos |

**400+ patents**
**Average of 40 patent families per year**

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Customer intimacy

# Big enough to serve, small enough to care

# Customer intimacy : OEMs

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# Customer intimacy : Tier 1

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# China awards

## 2025

Best Partner Award - by Inno Sensing
Outstanding Supplier in the Supply Chain -by Yanzhi Technology
Strategic Partner Award - by Wodeer

## 2024

MLX90427 - OFweek Automotive Technology Innovation Award
Global Automotive Supplier Ecosystem Partner Award - by China Auto Newspaper
Excellent Award for HR Best Practices in the Semiconductor Industry

## 2023 Q4

MLX90423 - Top 50 Auto Chips in 2023
Strategic Technical Collaboration Supplier - by EFI Automotive
Value Contribution Award - by Sanhua Automotive

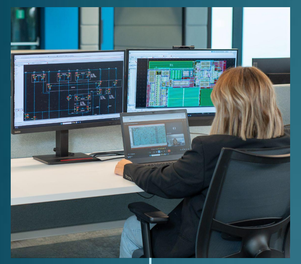
# Fabless model

What we do

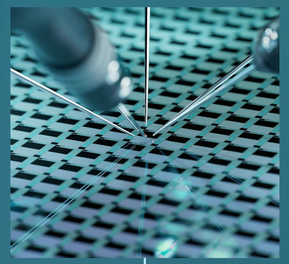
External

**Define**

**Design and layout**

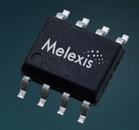


**Wafer probe**

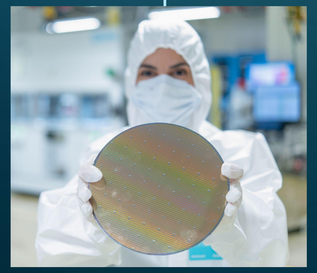


**Final test**

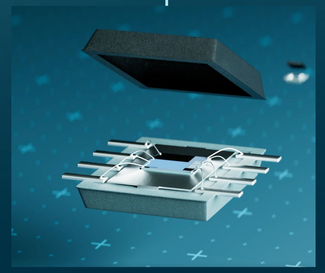
**Chips**



350-110 nm (8”)
130 nm (8”)
90 nm (12”)
40 nm (12”)



**Wafer fab**



**IC assembly**

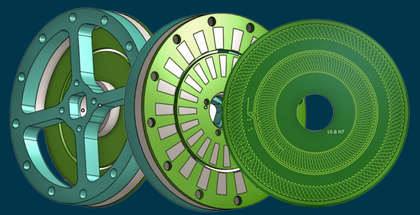
**Module assembly**

**Full solutions**

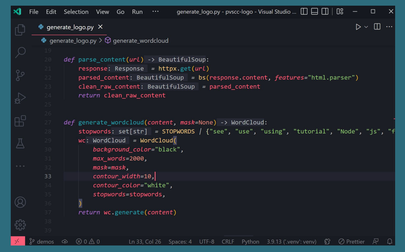
# System solutions

## Mechatronic module
Fingertip

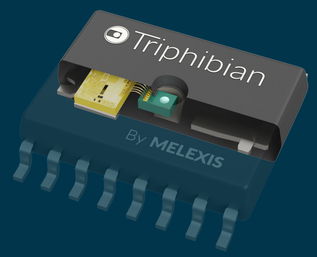
## Mechatronic module
Alternative Mobility



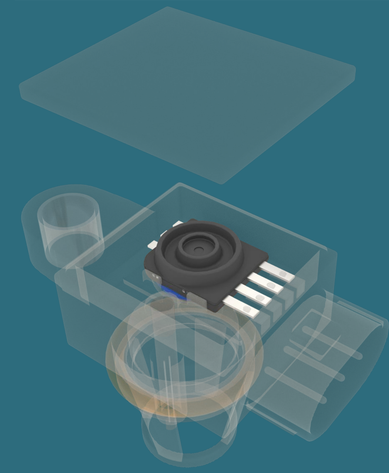
## Software
Embedded/Edge AI




## Complex packaging
Triphibian




## Complex packaging
PCB less



## Application & System engineering
(simulator / webtool / GUI)

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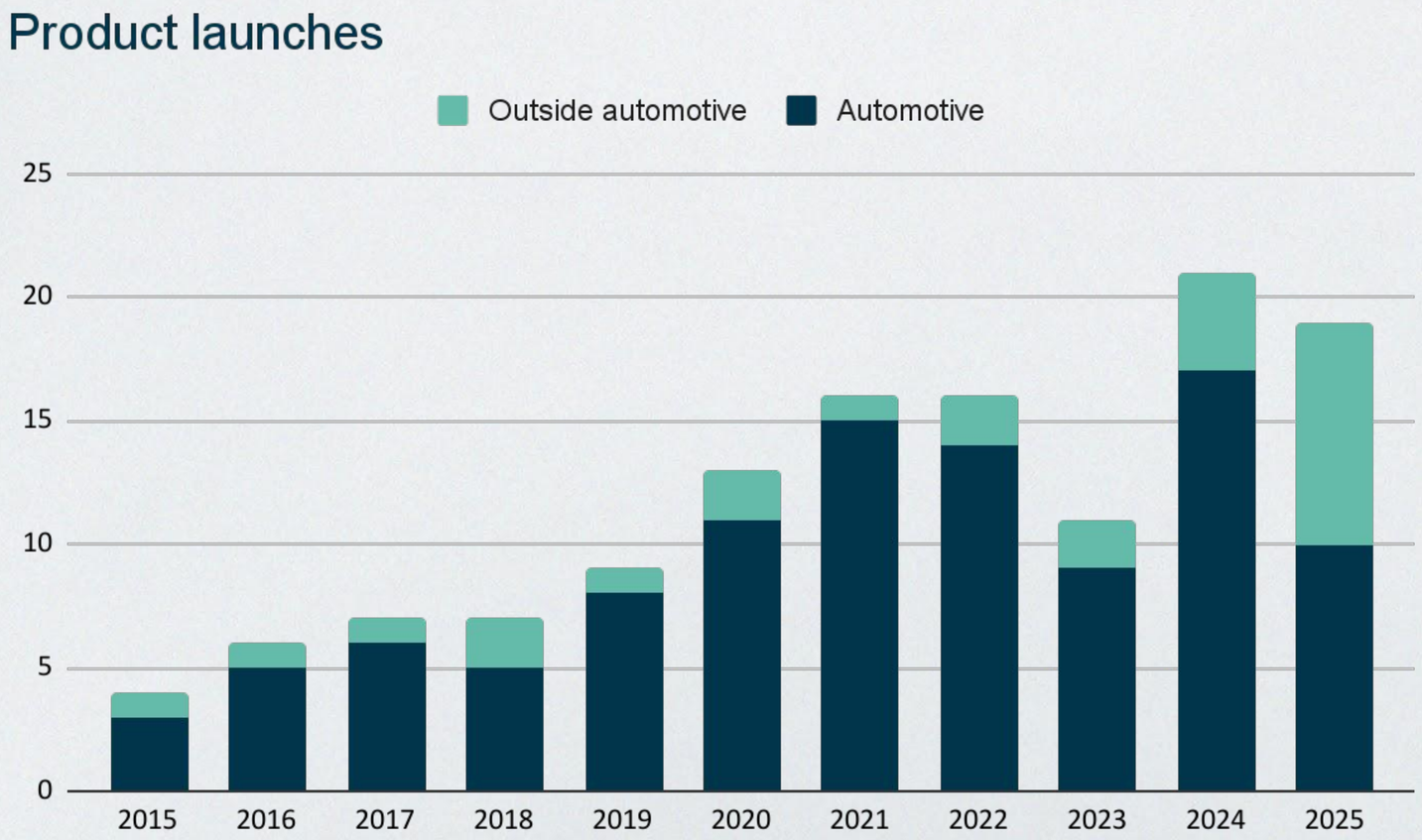
# Accelerating into the future

- Pursue rapid innovation & win in high-growth markets
- Future-proof talent & diverse, high-performing teams
- Serving customers with world class operations

# Pursue rapid innovation

## Accelerating product development




Scheduled product launches for full FY2025

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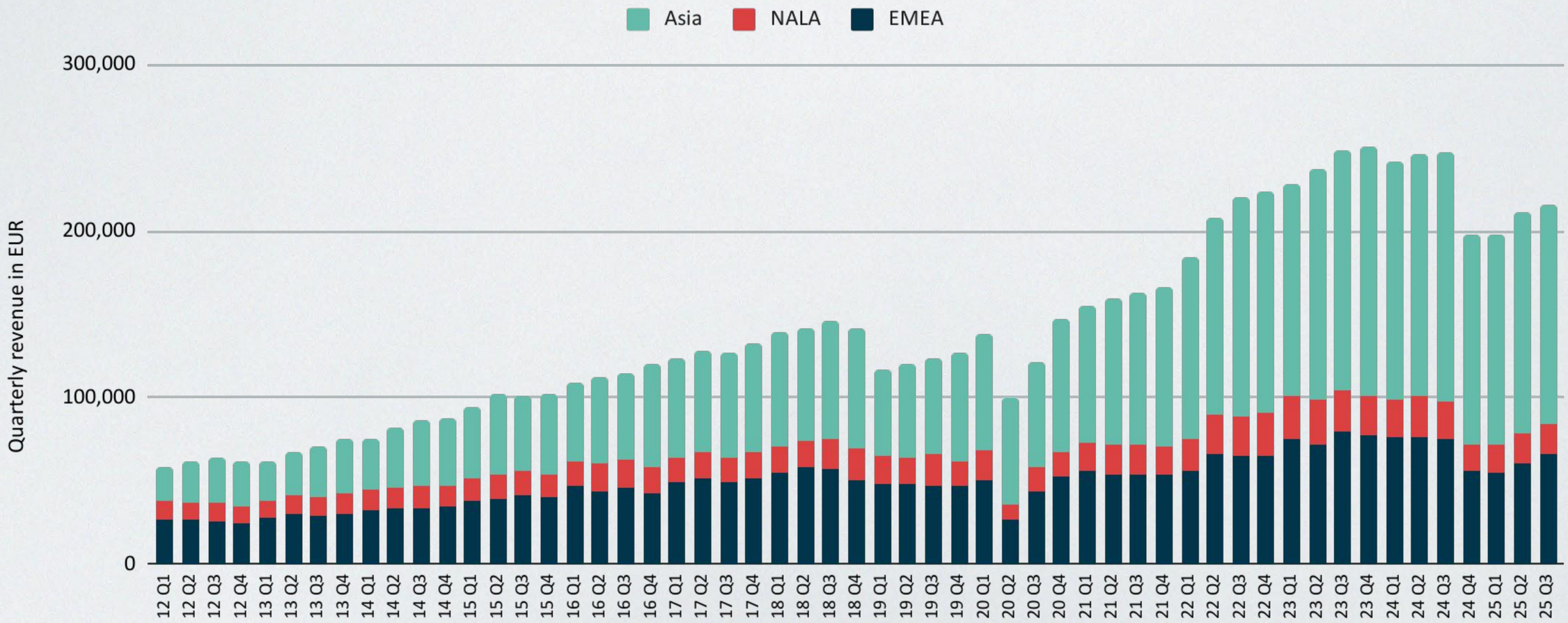
# Win in high-growth markets

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# Future-proof talent & diverse, high-performing teams

### Strategic workforce planning

Geographical relevant skills and competency building with increased focus on software and mechatronic.

### Organizational transformation reflects today's and tomorrow's market shifts

Enables autonomy and effective decision making.

### Driven by values

Focus on driving high performance, in results and behaviors.

### Effective leadership

Enhancing leadership capabilities through targeted programs.

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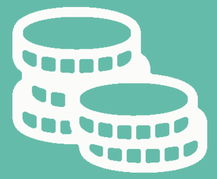
# Serving customers with world class operations

Building a smarter, faster, more resilient operations engine

Driving operational efficiency



Establishing a strategic footprint in Asia

Flawless quality with zero defect mindset

Sustainable operation efficiency

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# Melexis strategy house as the North Star

# Leading in sensors and drivers in an electrified and robotized world

**WHY**

**We innovate with heart for the good of people and planet**

**HOW**

We develop a portfolio of products, services & solutions to enable our customers' success

- **Technology leadership**
- **Customer intimacy**
- **Fabless model**
- **System Solutions**

**WHERE**

Automotive | Robotics | Alternative Mobility | Sustainable World | Digital Health

**WHAT**

- **Pursue rapid innovation & win in high-growth markets**
- **Future-proof talent & diverse, high-performing teams**
- **Serving our customers with world class operations**

**OUR DNA**

Sustainable & Adaptable by Design and Driven by our Values

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# The hi-tech world we operate in

Mature Nodes vs. Advanced Nodes

Silicon CMOS vs. SiC & GaN Power Devices

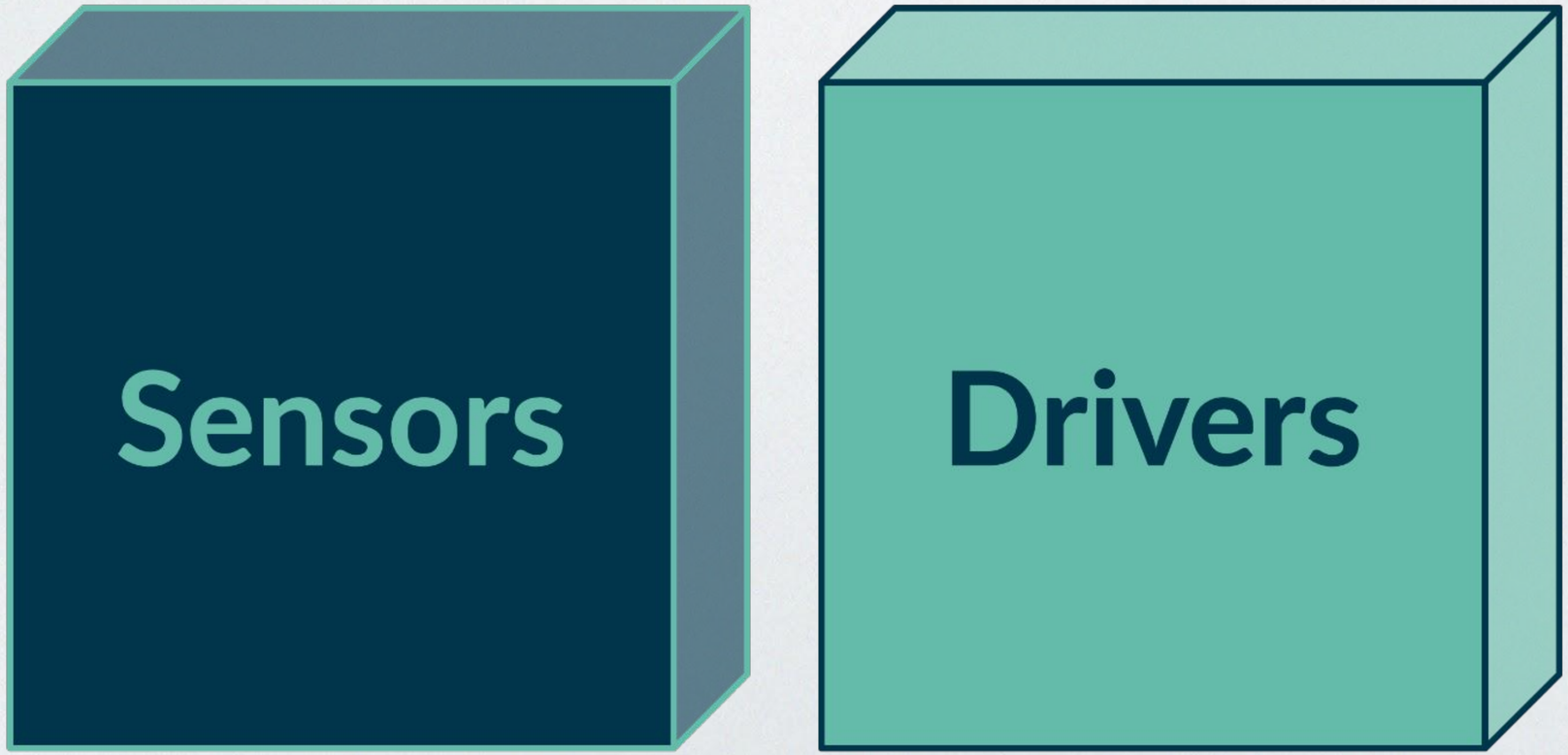
The Era of Data

Edge-AI vs. Cloud-AI

The Era of Electrification, Robotization & Automation

# Capital Markets Day 2025

## Product portfolio




Provide **DATA**

Enable **ACTION**

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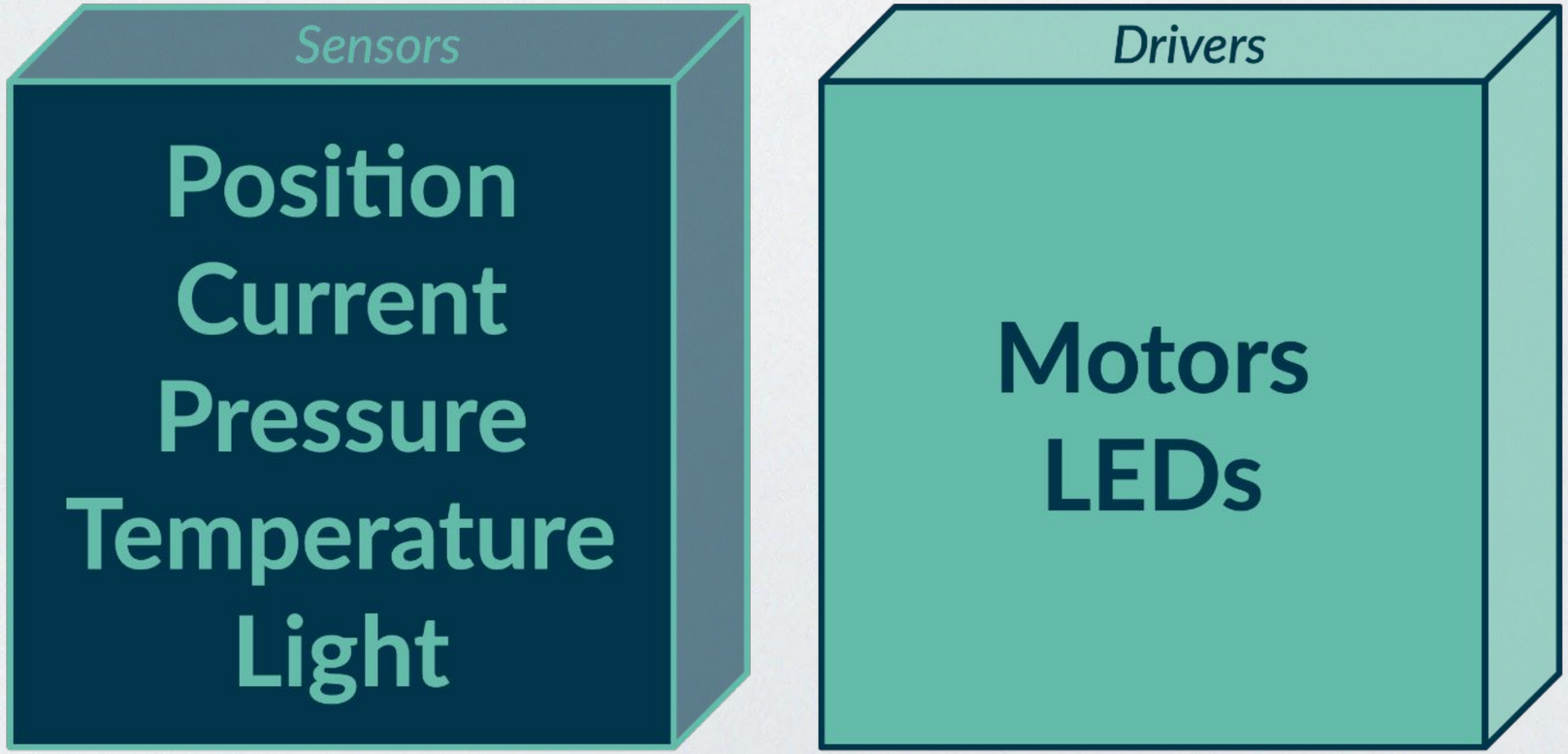
## Product portfolio

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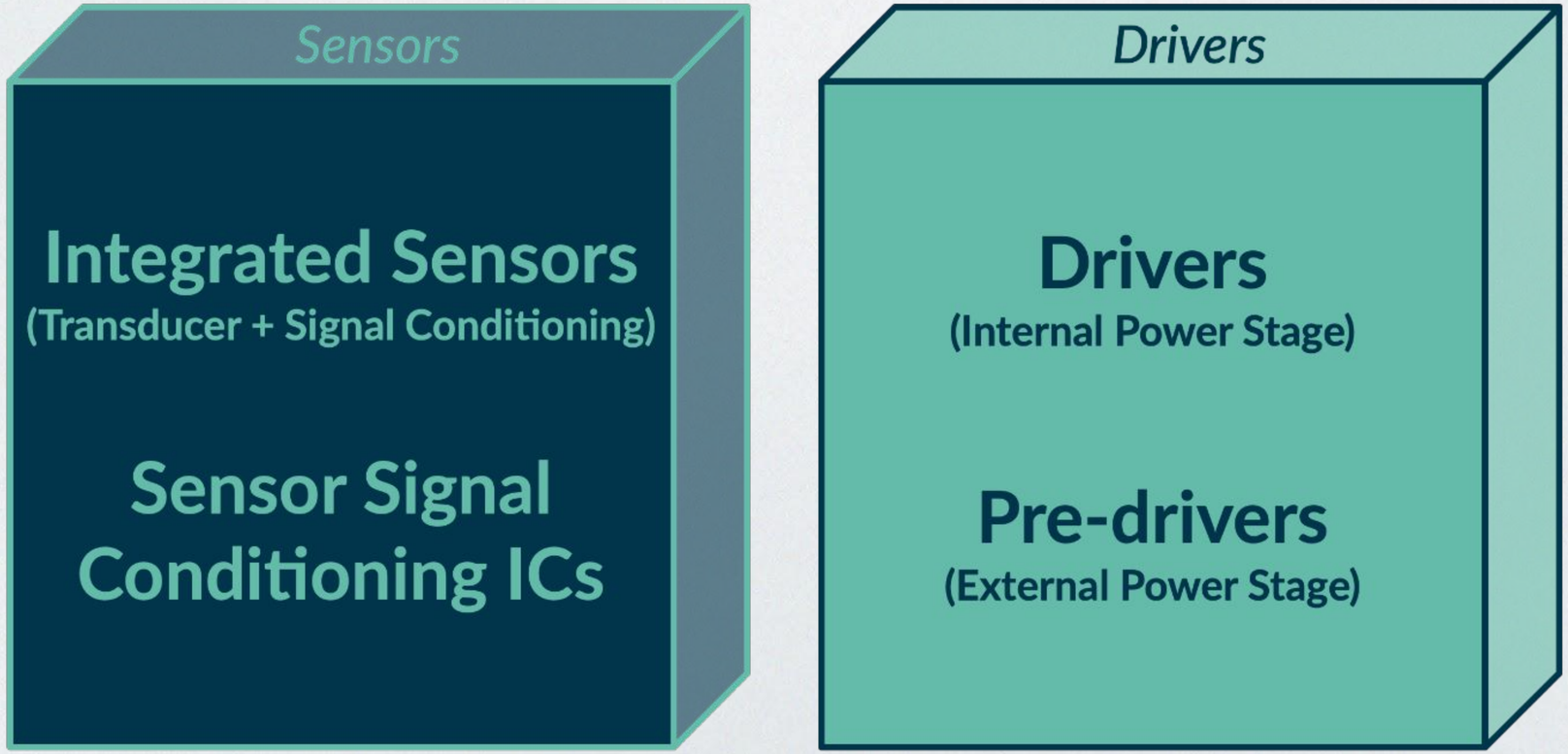
## Product portfolio

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## Chosen markets

Automotive

Robotics

Alternative Mobility

Sustainable World

Digital Health

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## Growth drivers

**Automotive**

- Maturing market growth
- Higher growth for 5 areas of focus
  - EV Powertrain
  - EV Thermal Management
  - Battery
  - E-Braking & E-Steering
  - Lighting
- ICs & Solutions

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## Growth drivers

**Robotics**

**Alternative Mobility**

**Sustainable World**

**Digital Health**

- High intrinsic market growth
  - Data
  - Electrification
  - Robotization
- Higher value proposition
  - ICs
  - System Solutions
  - Modules
- High multiplier in Robotics

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## Business Creation Organization

### Business Units

| BU Position | BU Current | BU OptoMEMS | BU Drivers | Global Sales |
|---|---|---|---|---|
| | | | | |

### Business Innovations

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## Journey from idea to revenue

Up to 5 years

1 … 3 years

½ … 3 years

1 … 5 … 10+ years

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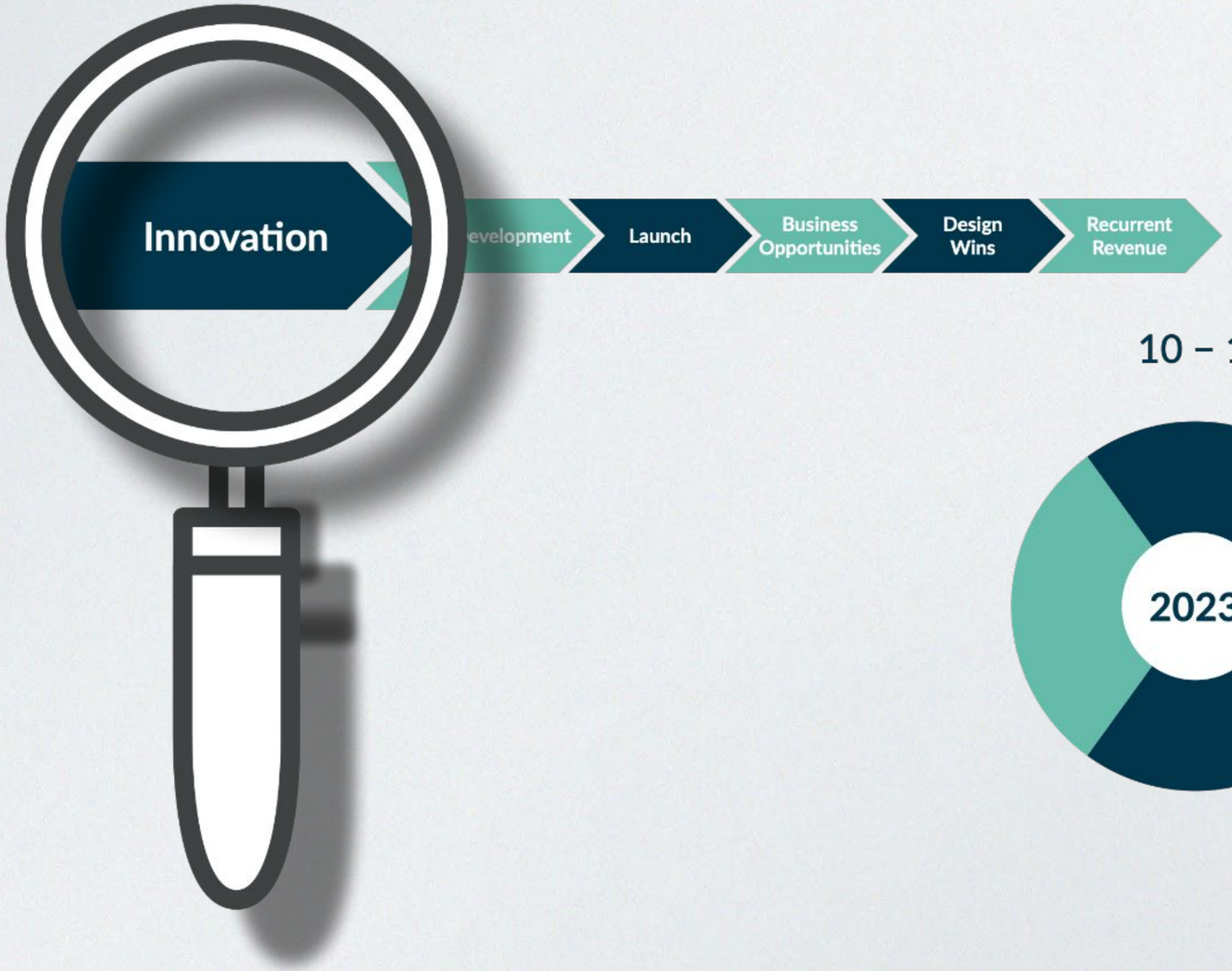
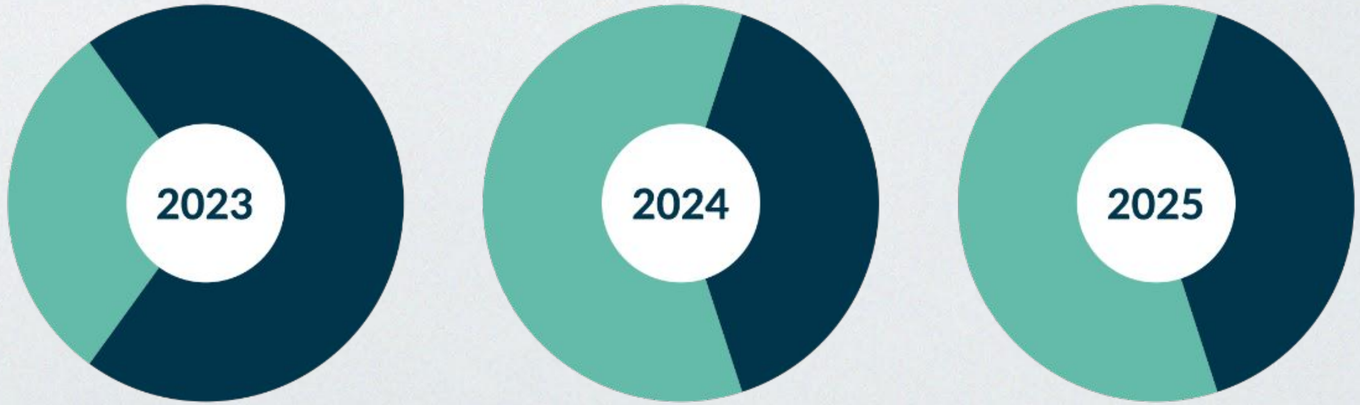
## Innovation

- Torque Sensing
- Strain Sensing
- In-cell Battery Impedance Sensing
- Self-illuminating Nanoplasmonic Biosensor
- Graphene Field Effect Transistor Readout IC
- …




10 – 15 Innovation & Pre-Development Kick-Offs per year




Target = Automotive Market

Target = Other Markets

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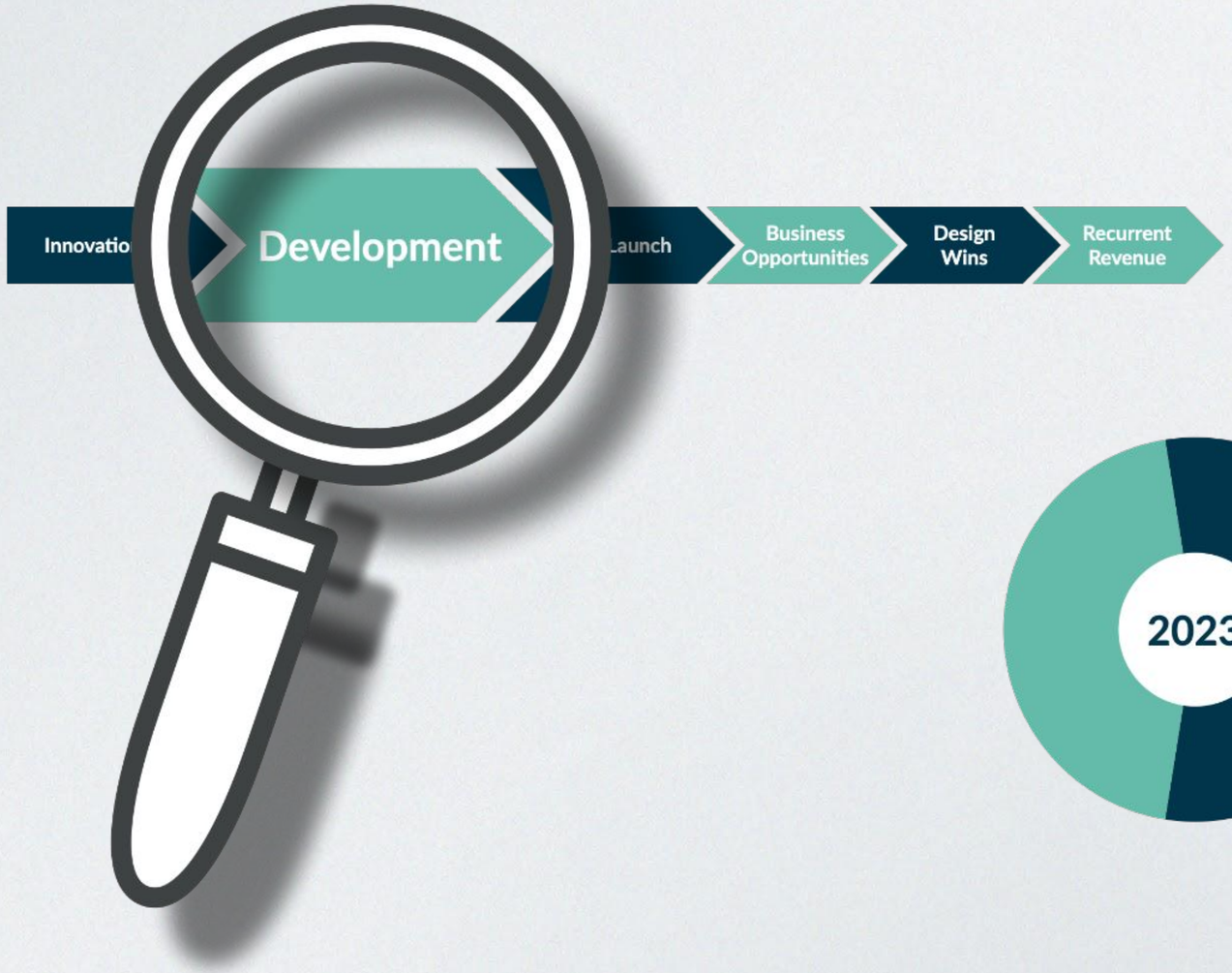
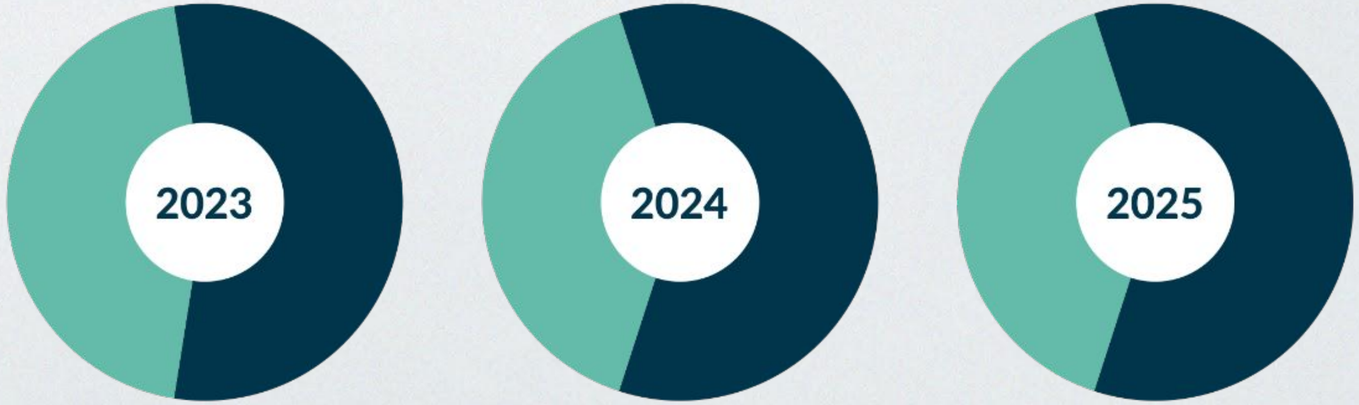
## Product Development

- Motor Controller feat. Dual Core 32b MCU
- Hydrogen Sensing
- Coreless Current Sensing
- Silicon RC Snubber
- 48V Switches
- …




20 – 25 Development Kick-Offs per year




Target = Automotive Market

Target = Other Markets

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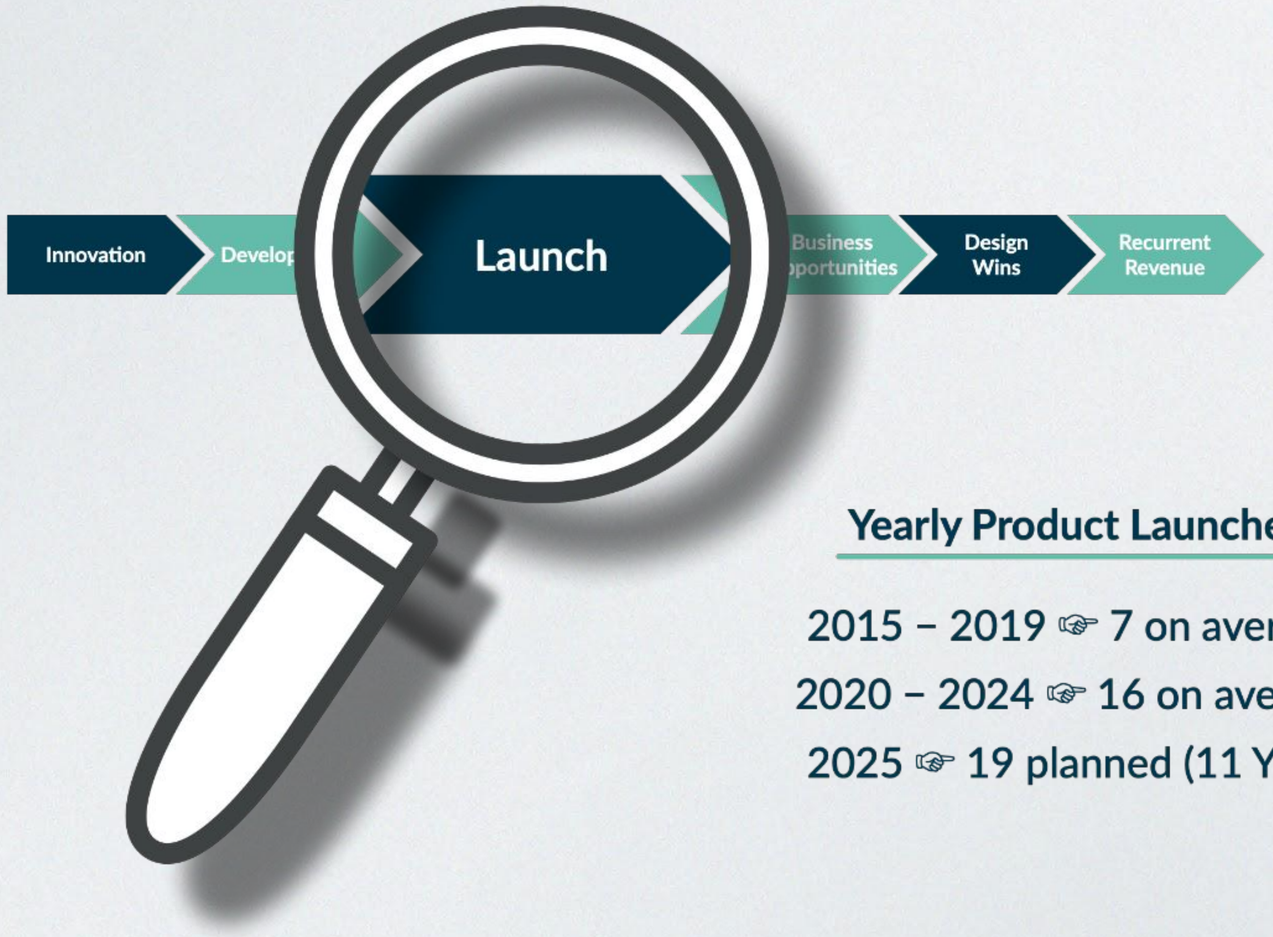
## Product Launches

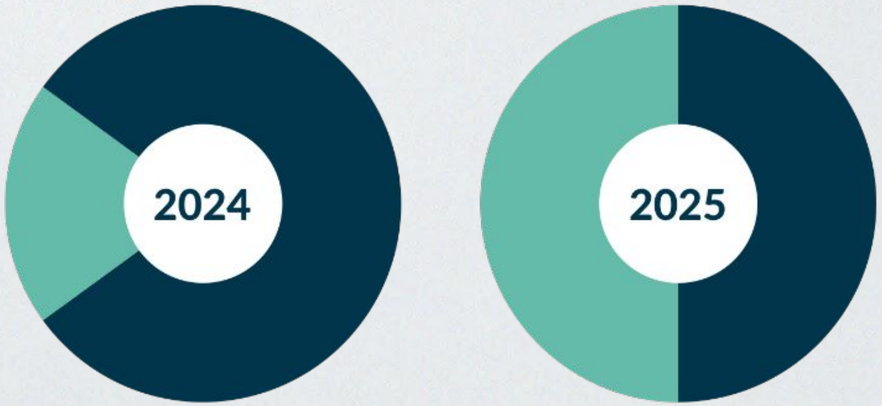



### Yearly Product Launches

2015 – 2019 ☞ 7 on average

2020 – 2024 ☞ 16 on average

2025 ☞ 19 planned (11 YTD)




Target = Automotive Market

Target = Other Markets

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## Product Launches – 2023

Greenify all the ICE engine management applications

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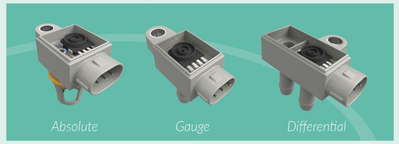
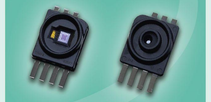
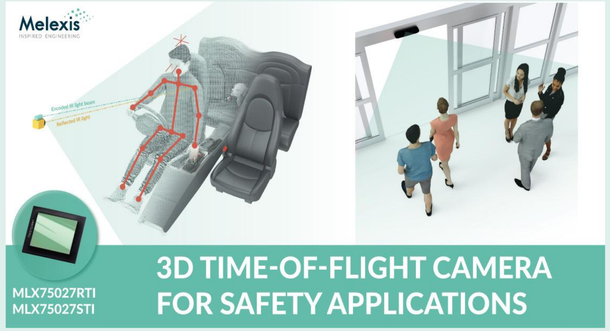



COMPLETE PCB-LESS PRESSURE SENSOR IC PLATFORM

PCB-less series



MLX90823
MLX90825

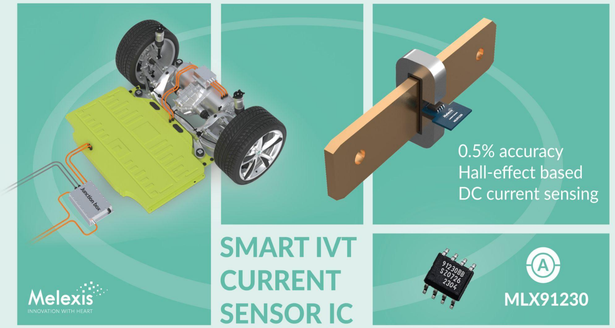



3D TIME-OF-FLIGHT CAMERA FOR SAFETY APPLICATIONS

Targeting automotive mechatronic applications up to 10 W

SMART LIN MOTOR DRIVER IC BOOSTS EVs PREMIUMIZATION

MLX81334









SMART IVT CURRENT SENSOR IC

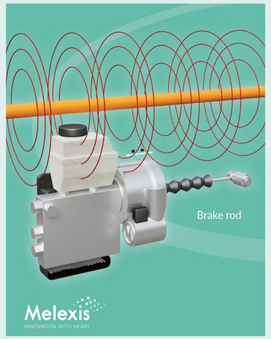


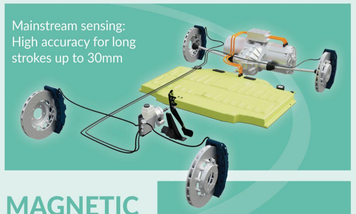


MLX91230

ULTRA-LOW POWER LATCH & SWITCH

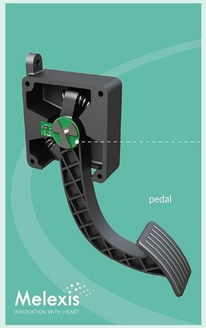
MLX92216
MLX92217
Extends your battery runtime

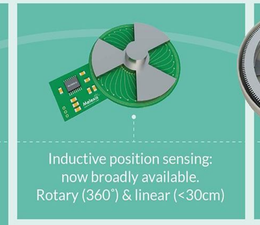


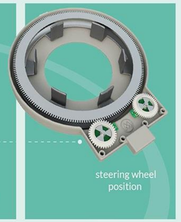




MAGNETIC POSITION SENSOR IC

MLX90423




INDUCTIVE INTERFACE IC

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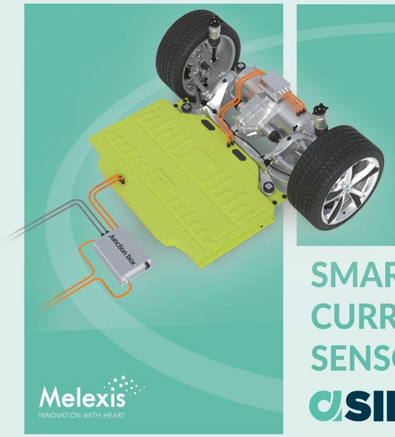
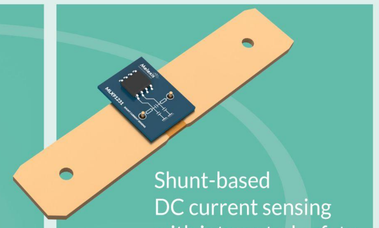
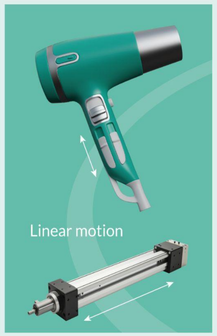


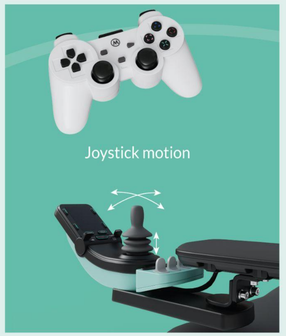
SMART IVT CURRENT SENSOR IC



Shunt-based
DC current sensing
with integrated safety

MLX91231




ULTIMATE PERFORMANCE IN A TINY 3D MAGNETOMETER

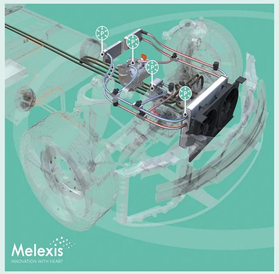
Balance the design trade-off between low noise, current consumption and cost

MLX90394

Melexis
INNOVATION WITH HEART

# Capital Markets Day 2025

## Product Launches – 2024



### TRIPHIBIAN™ PRESSURE SENSORS REVOLUTIONIZE EV THERMAL MANAGEMENT

Absolute MEMS
Analog output
Gas & Liquid media
2-70 bar

MLX90830

Melexis

ADK81116

### DYNAMIC RGB-LED APPLICATIONS MADE EASY

Simply calibrate & configure your application without the need for firmware development.

Melexis

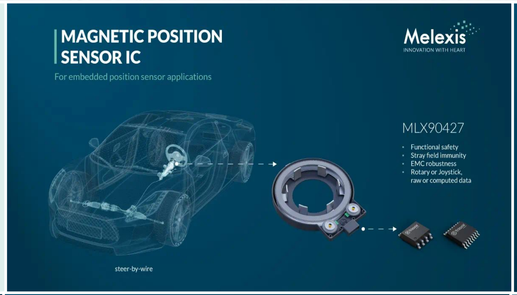
### INDUXIS®: FULLY INTEGRATED SWITCH

- Contact-less
- Magnet-less
- Strayfield immune
- Integrated coils

### MLX92442

directly detects conductive target

Melexis




### MAGNETIC POSITION SENSOR IC

For embedded position sensor applications

MLX90427

- Functional safety
- Stray field immunity
- EMC robustness
- Rotary or Joystick, raw or computed data

Melexis

### SMART FAN DRIVER IC

Cooling fan for servers

MLX90418

- 1-coil BLDC fan driver
- all-in-one
- code free
- server-specific functions

single fan
1 x 30W

twin fan
2 x 15W

Melexis
INNOVATION WITH HEART

### SMART LED DRIVER IC

For automotive ambient lighting

MLX81123

- Cost-effective performance
- Reliability
- Small package solution
- New supply chain

Melexis
INNOVATION WITH HEART

### INTEGRATED CURRENT SENSORS

With reinforced isolation

MLX91220 (5V)
MLX91221 (3.3V)

- Certified voltage isolation
- Analog ratiometric or fixed output
- DC to 300 kHz bandwidth

Melexis

### CURRENT SENSOR ICs

Smart IVT sensors achieve ASIL C(D)

ASIL READY BY MELEXIS

MLX91209
MLX91221

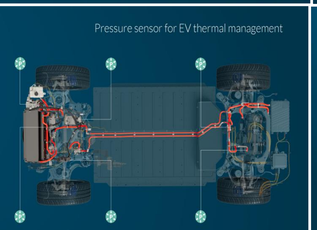
- ISO 26262 ASIL C
- 5/12 V
- Hall-effect or shunt interface
- LIN / UART-over-CAN

### PRESSURE SENSOR ICs

Triphibian™ sensor with SENT output

MLX90834

- Absolute MEMS
- SENT output
- Gas & Liquid media
- 2-70 bar




Melexis
INNOVATION WITH HEART

### LATCH & SWITCH ICs

Fast dual latch for DC motors & encoders

MLX92253

- 2 independent tracks for low jitter
- Consistent 90° phase shift
- Two speed-speed outputs
- Pre-programmed, cost-effective

Melexis
INNOVATION WITH HEART

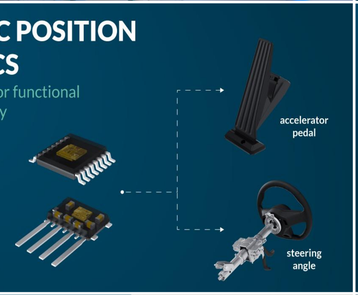
### MAGNETIC POSITION SENSOR ICS

Stacked dual-die for functional safety & availability

MLX90425/26

ASIL READY BY MELEXIS

- Stray field immunity
- 360° rotary
- ASIL C(D)




### SMART FAN DRIVER IC

24 V/60 W sensorless single-coil BLDC driver

MLX90416

- 1-coil BLDC fan & pump driver
- All-in-one sensorless
- Code-free

NOHall

Melexis
INNOVATION WITH HEART

### MAGNETIC POSITION SENSOR ICs

Position sensor with low power wake-up function

MLX90424

- 30 mm linear
- 5V / 12 V battery supply
- Galvanic isolation (3 dies)

### SMART LED DRIVER ICs

For automotive ambient lighting

MLX81124

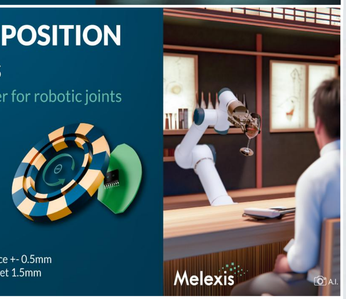
- Cost-effective performance
- Reliability
- Small package solution

### MAGNETIC POSITION SENSOR ICs

Arcminaxis™ encoder for robotic joints

MLX90384

- High-precision, up to 18-bit
- One IC for various magnets
- Generous placement tolerance +- 0.5mm
- Large air gap, sensor to magnet 1.5mm



Melexis

### LATCH & SWITCH ICs

3-wire micropower switching for automotive

MLX92235

- Ultra-low power consumption
- Best-in-class tolerances
- Versatile

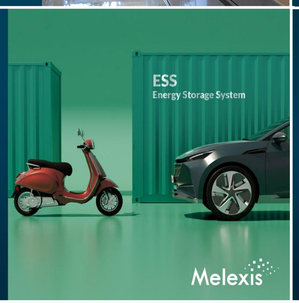
Melexis
INNOVATION WITH HEART

### CURRENT SENSOR ICs

New coreless technology

MLX91235

- Coreless for smaller footprint
- DSP compensation for high accuracy
- Open calibration (SPI)
- Separate overcurrent detection
- 500 kHz analog ratiometric output




Melexis

### MAGNETIC POSITION SENSOR ICs

Triaxis® magnetic high-speed encoder

MLX90382

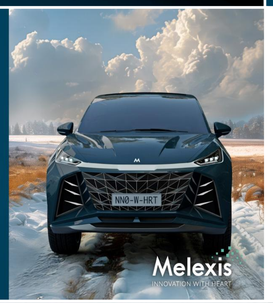
- 3D Mounting flexibility
- Zero latency
- Stray field immunity
- 14-bit high-speed encoder

### PRESSURE SENSOR ICs

Triphibian™ sensor with LIN output

MLX90833

- Absolute MEMS
- LIN output
- Gas & liquid media
- 2-70 bar



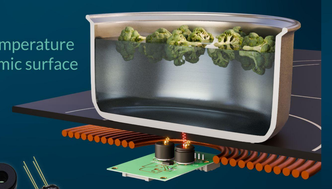

Melexis
INNOVATION WITH HEART

INDUCTIVE SIMULATOR by Melexis

# Capital Markets Day 2025

## Product Launches – 2025

### TEMPERATURE SENSOR ICs
Measure cookware temperature through cooktop ceramic surface

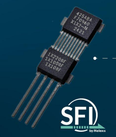


MLX90617
- Look through ceramic surface
- Contactless
- Factory-calibrated

### MAGNETIC POSITION SENSOR ICs
Consistency with legacy MLX90364 for hybrid cars

throttle

MLX90425 DMP
- Consistency with MLX90364
- Stray field immunity
- 360° rotary
- ASIL B (D)

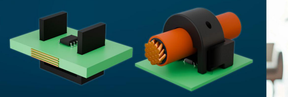


thermal valve

### SMART LED DRIVER ICs
MLX80142

Ready to use RGB LED driver for high-speed animation
- Suitable for Software-Defined Vehicle (SDV)
- Supports PCB-less technologies
- Optimized for space-critical application

### CURRENT SENSOR ICs
Non-intrusive IMC-Hall® <100 A

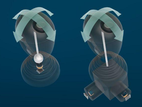


MLX91218 Low Field
- High sensitivity (600 mV/ mT)
- Dual over current detection (OCD)
- Supporting systems with high surge current

### TEMPERATURE SENSOR ICs
32x24 pixel InfraRed (IR) array

MLX90642
- Best-in-class Signal-to-Noise Ratio
- 2 Field of View options
- Factory calibrated

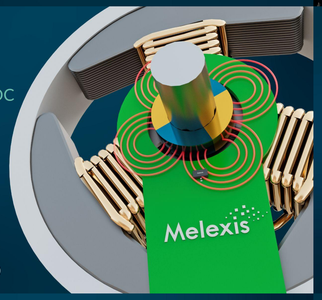
### MAGNETIC POSITION SENSOR ICs
Sensing for industrial control systems



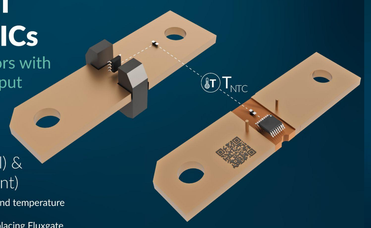
MLX90427
- Contactless design
- Integrated stray-field immunity (SFI)
- Cost-effective solution with SPI output

### LATCH & SWITCH ICs
For compact DC & BLDC motor applications

MLX92211
- Lateral sensing for magnet re-use
- Surface mount technology for reflow automation
- Robustness and reliability (ESD, EMC)

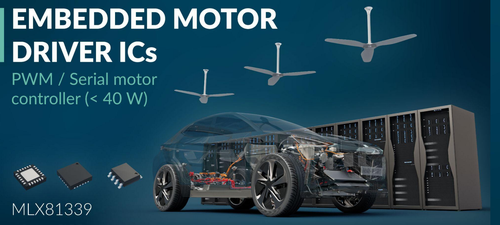



### CURRENT SENSOR ICs
Smart IVT sensors with external NTC input




MLX91230 (Hall) & MLX91231 (shunt)
- IVT for current, voltage and temperature
- ASIL C(D)
- Miniature Hall sensor replacing Fluxgate
- Monolithic Shunt interface IC

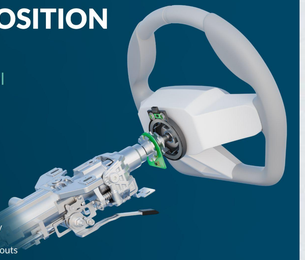
### EMBEDDED MOTOR DRIVER ICs
PWM / Serial motor controller (< 40 W)



MLX81339
- 3-phase BLDC and stepper motor control
- Flash programmability in a small footprint
- Fast prototyping with StartToRun

### INDUCTIVE POSITION SENSOR ICs
Dual-input for differential or on-chip vernier angle

MLX90514
- Rotary (360°) or Linear (<40cm)
- Dual-channel operation with zero latency
- Enable ASIL D sensing systems
- Compact coil design and tighter PCB Layouts



### SMART LED DRIVER ICs
code-free driver for ambient lighting

<Code Free>

MLX80124
- Simply calibrate & configure your application
- No firmware development
- Robust automotive-grade performance

### EMBEDDED MOTOR DRIVER ICs
6-Nov
MLX81350

### TEMPERATURE SENSOR ICs
18-Nov
MLX90637

### POSITION SENSOR ICs
20-Nov
MLX90382a

### PROTECTION DEVICEs
27-Nov
MLX91299

### TEMPERATURE SENSOR ICs
4-Dec
MLX90642p

### POSITION SENSOR ICs
9-Dec
MLX90514r

### LATCH & SWITCH ICs
11-Dec
MLX90296

### SMART FAN DRIVER ICs
18-Dec
MLX90411d

TEMPERATURE
DISTANCE-TO-SPOT STUDIO
by Melexis

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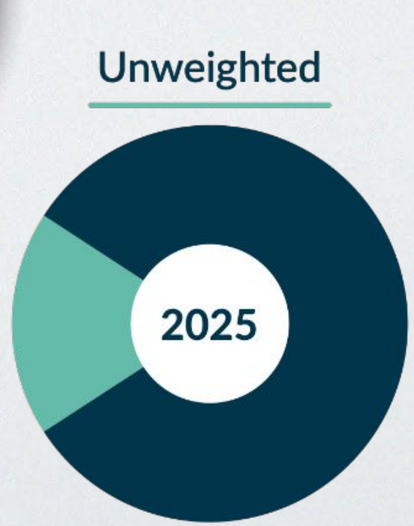
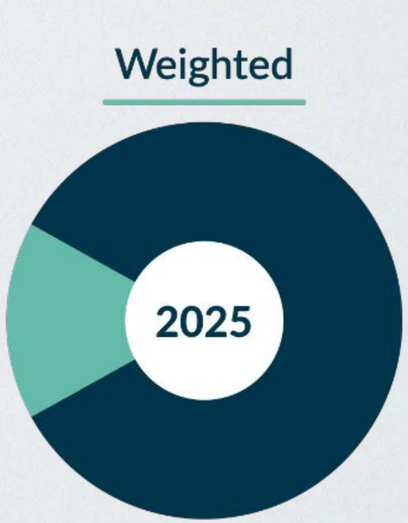
## Business Opportunities






Target = Automotive Market

Target = Other Markets

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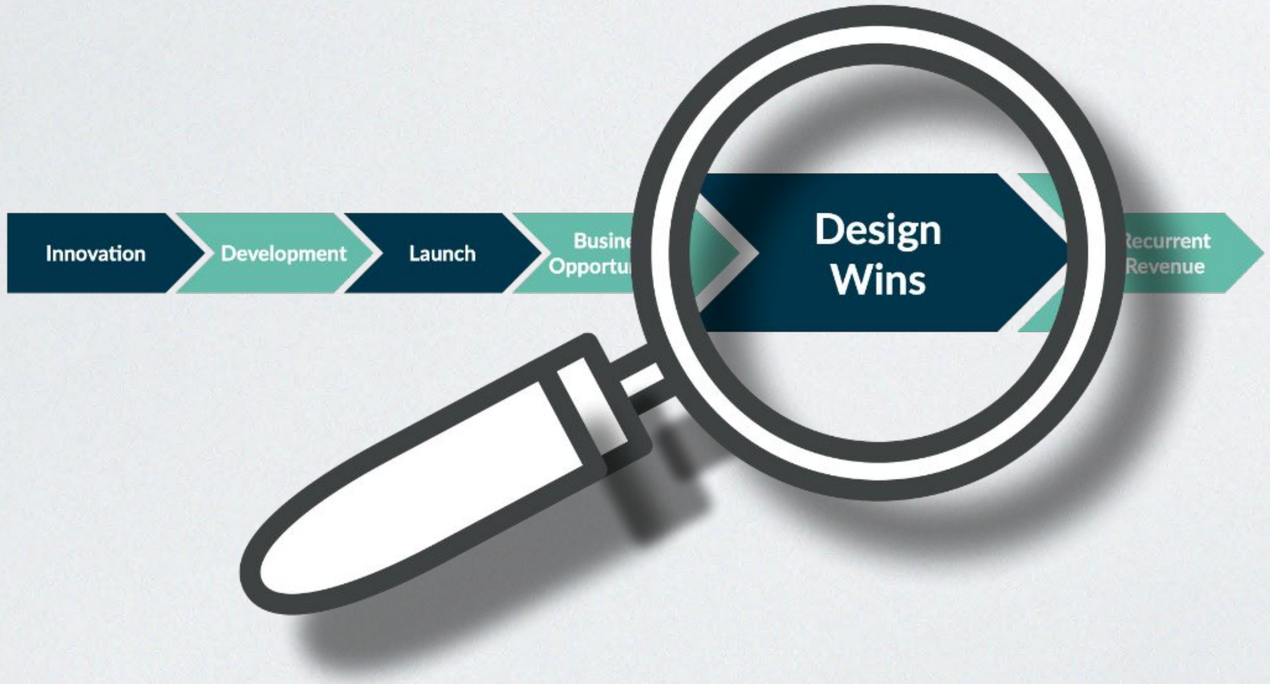
# Capital Markets Day 2025

## Design Wins



Target = Automotive Market

Target = Other Markets

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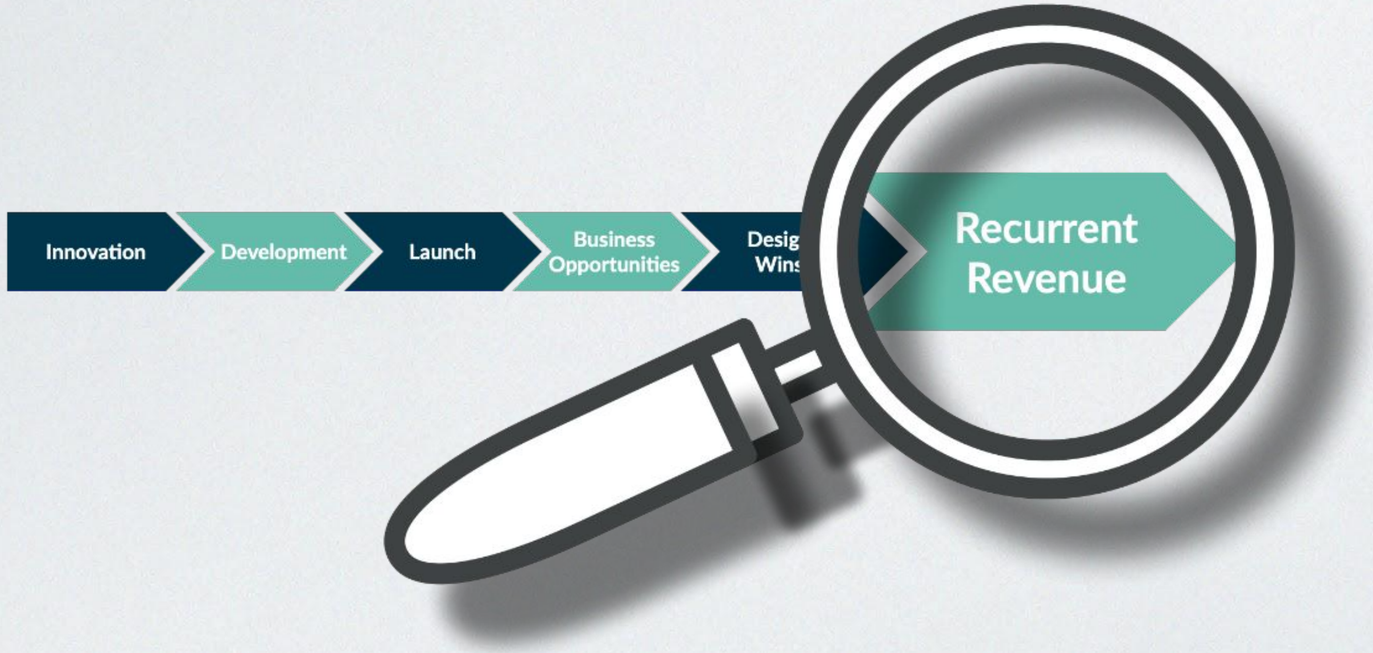
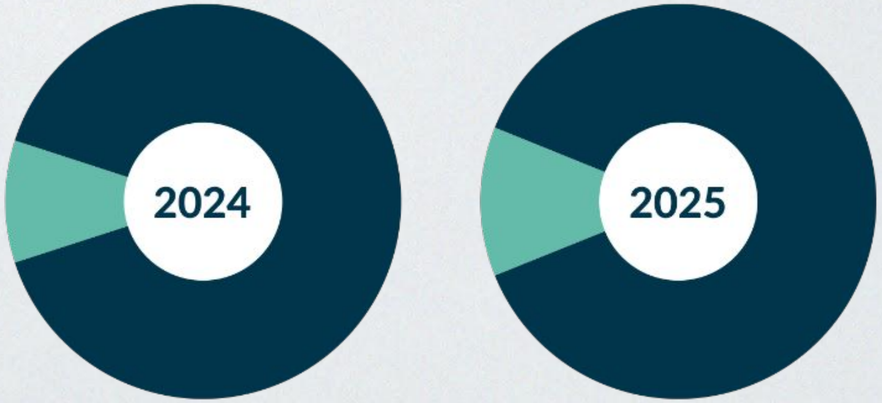
# Capital Markets Day 2025

## Recurrent Revenue




Target = Automotive Market

Target = Other Markets

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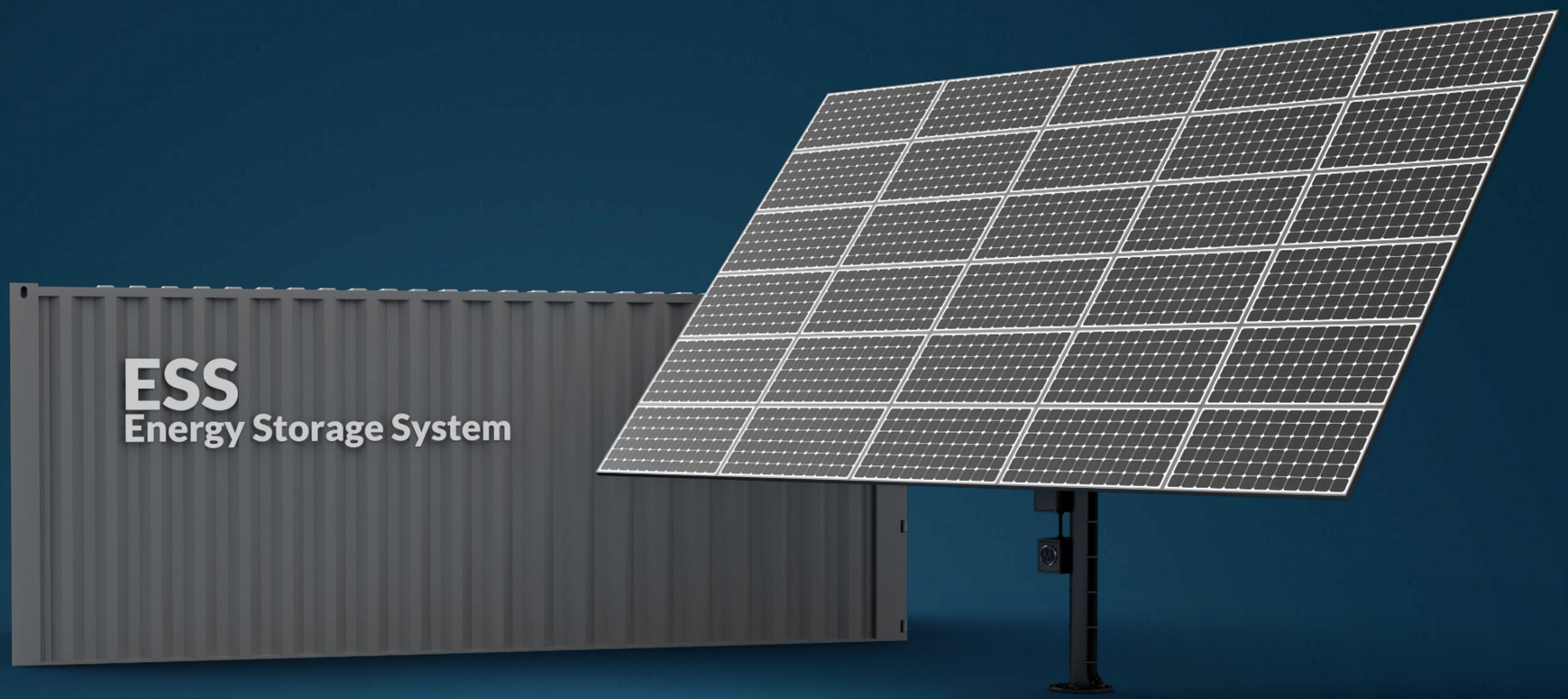
# Digital health

# Sustainable world




LS Pos A P MD T

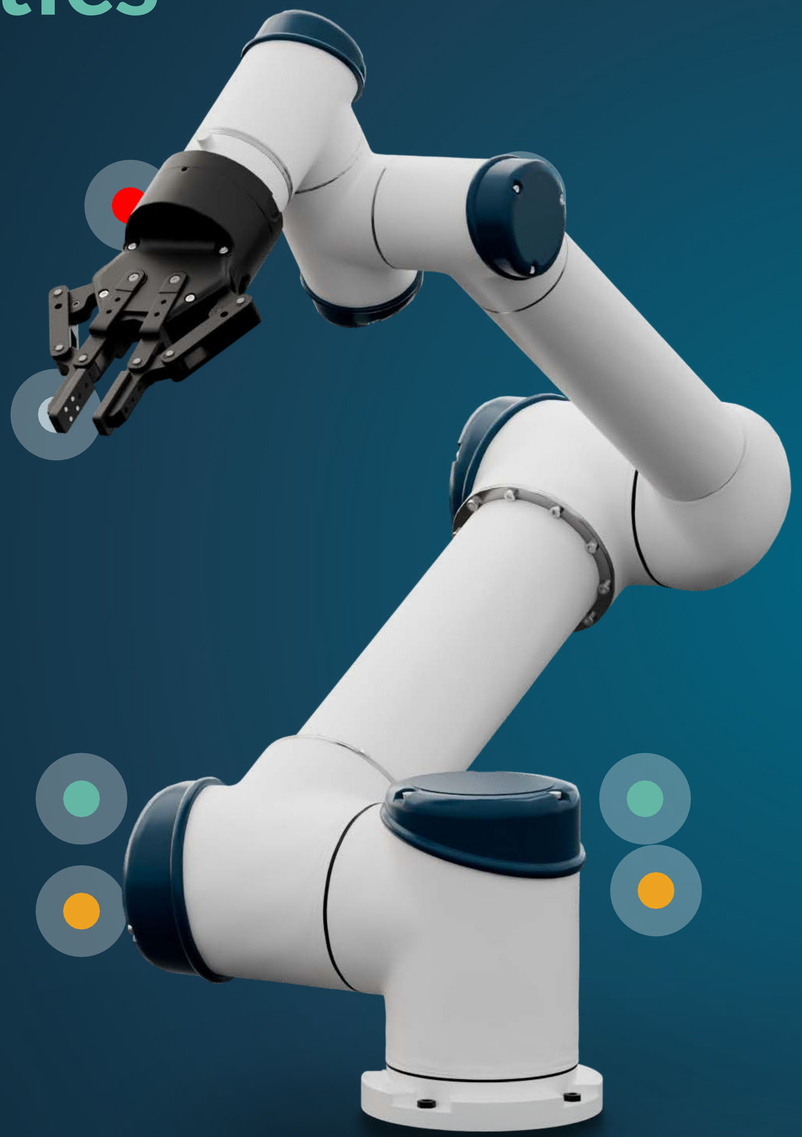
# Alternative mobility

LS Pos A P MD T

# Robotics

LS Pos A MD T

# Robotics



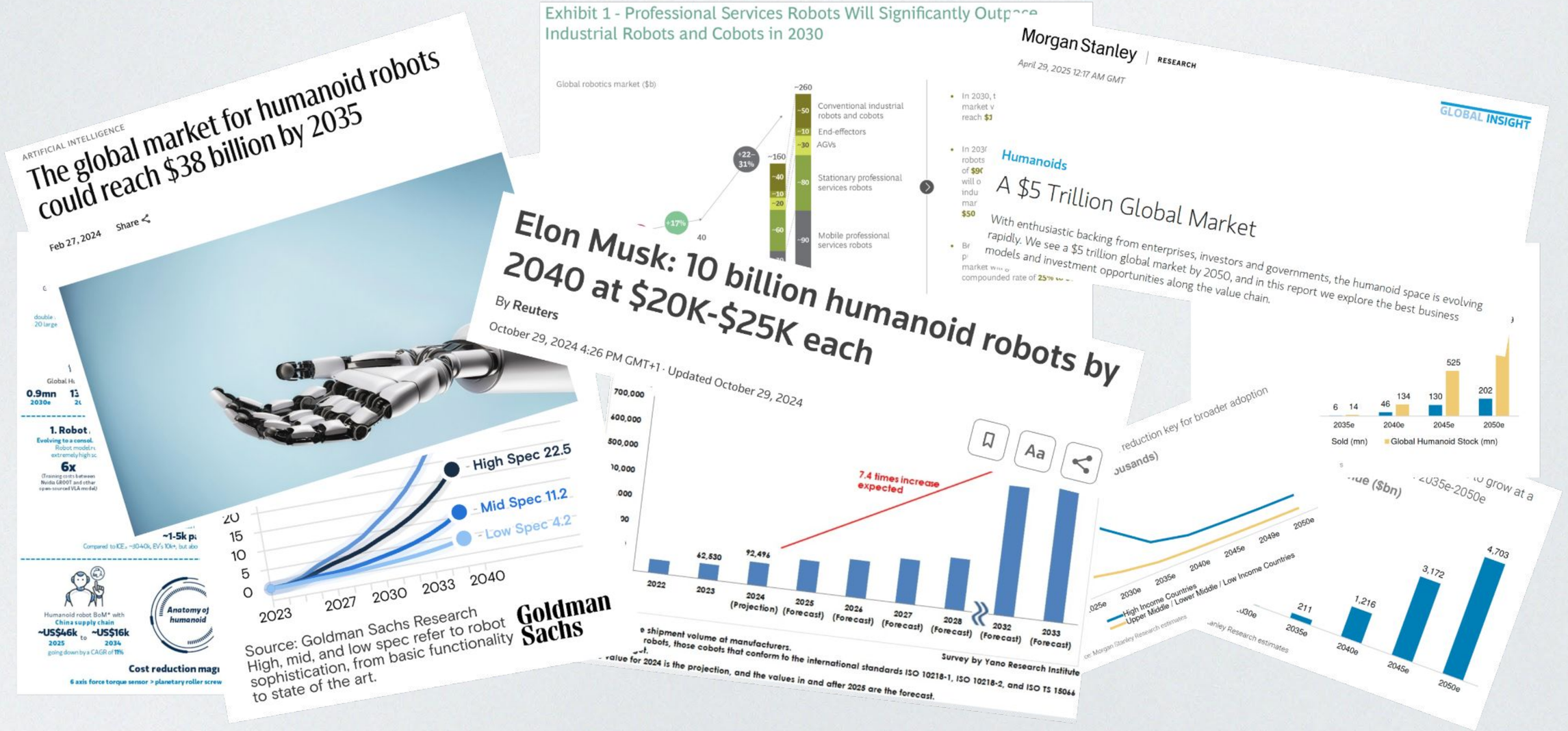
- Temperature sensor
- Tactile sensing module
- Motor driver
- Motor positioning - magnetic resolver
- Motor positioning - inductive resolver
- Joint positioning - magnetic encoder
- Joint positioning - inductive encoder

# Robotics

- Temperature sensor
- Tactile sensing module
- Motor driver
- Motor positioning - magnetic resolver
- Motor positioning - inductive resolver
- Joint positioning - magnetic encoder
- Joint positioning - inductive encoder

# Capital Markets Day 2025

## Robotics

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# Capital Markets Day 2025

## Robotics

SEPTEMBER 26, 2025 — ESSAYS

### Why Today's Humanoids Won't Learn Dexterity

A provocative new essay from Rodney Brooks, a foundational figure in robotics known for co-founding iRobot, has ignited a sharp debate over the future of humanoid machines. In "Why Today's Humanoids Won't Learn Dexterity," Brooks argues that the current, vision-centric approach to training robots is fundamentally flawed, and that without a rich sense of touch, true human-like manipulation is an unattainable fantasy.

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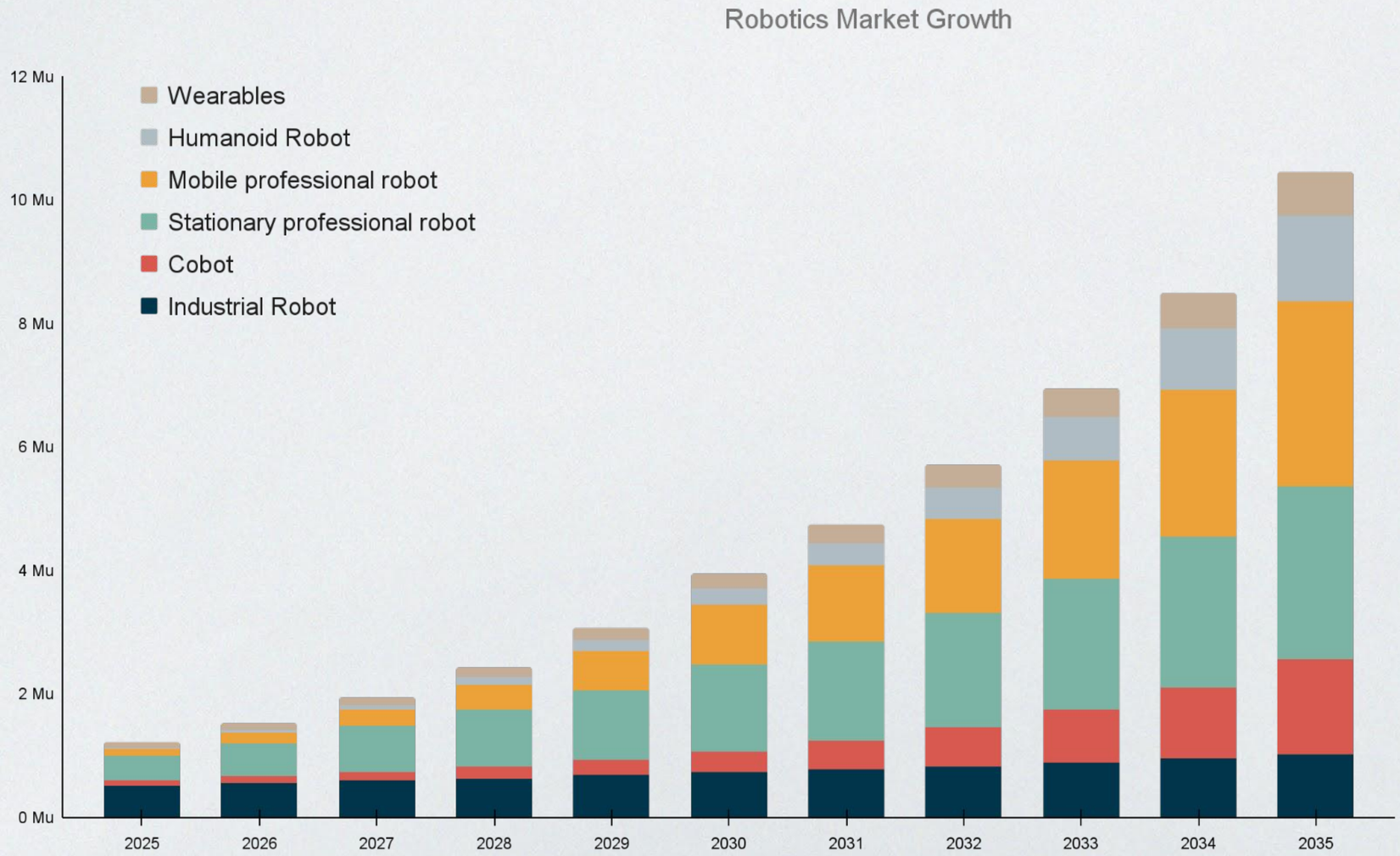
# Agenda

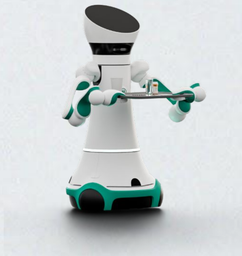
| | |
|---|---|
| Welcome and agenda | Philip Ludwig |
| The next wave of Melexis growth | Marc Biron |
| Innovation Machine | Vincent Hiligsmann |
| Deep dive Robotics | Julien Ghaye |
| Q&A | |

| | |
|---|---|
| Automotive Gr wth Drivers | Vincent Hiligsmann |
| Deep dive China | Vincent Hiligsmann |
| Financial overview | Karen van Griensven |
| Key takeaways | Marc Biron |
| Q&A | |

# The Robotics Vision

## We believe in the mass adoption of robots





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# Tactile Sensing - an industry challenge

Vision is not enough, the sense of touch is a must. Both sensing methods give complementary information about the world!

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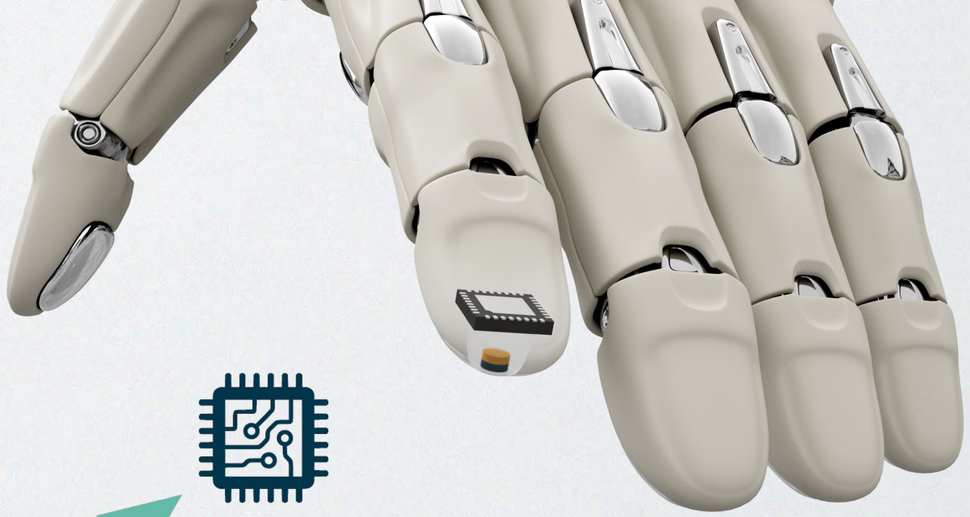
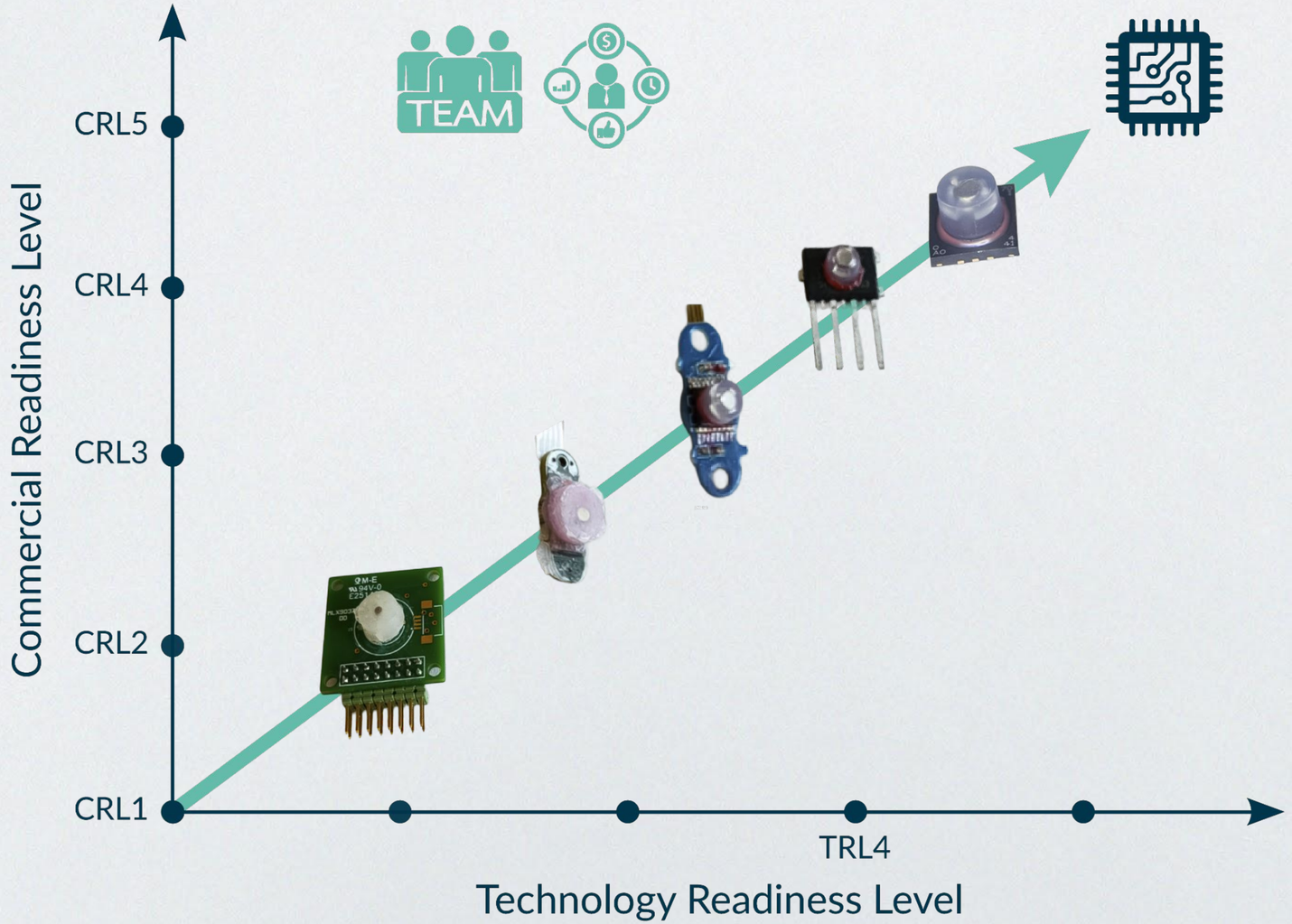
# Tactile Sensing - an industry challenge



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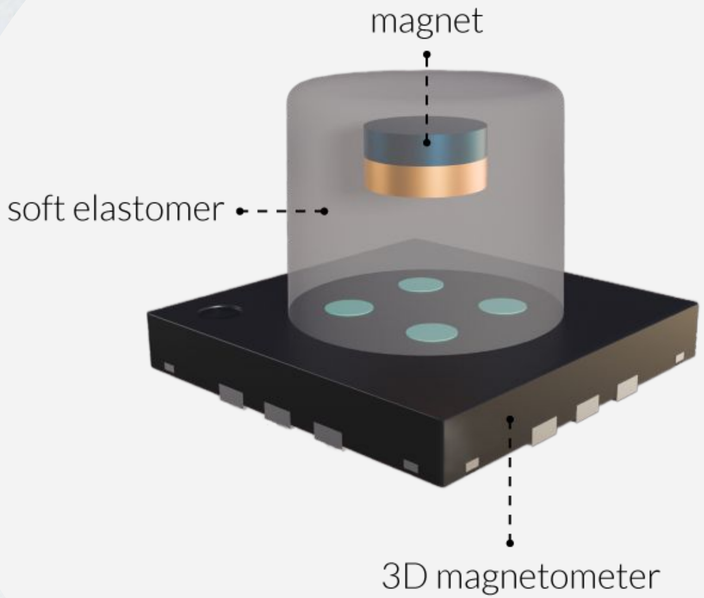
# The Tactaxis Sensor




## Soft sensor
High mechanical compliance

## Compact
6x6mm footprint

## True 3D Sensing
Normal and shear forces

## Robust
Against change of temperature and stray magnetic fields

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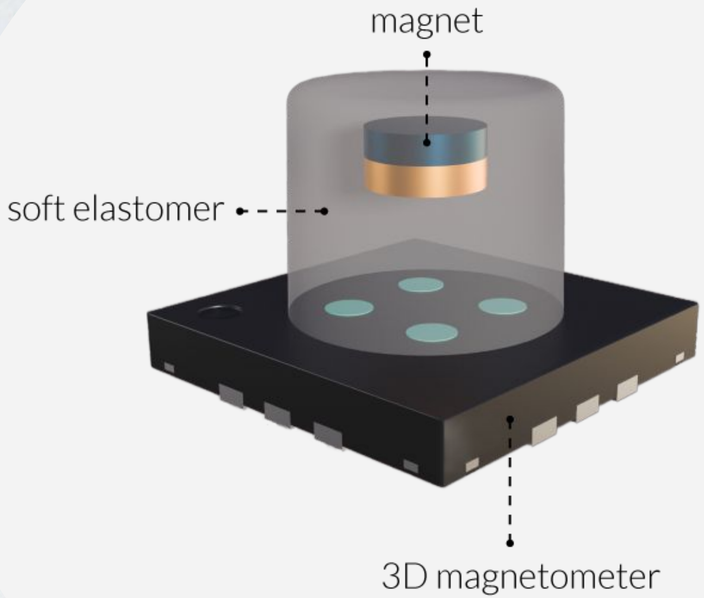
# The Tactaxis Sensor

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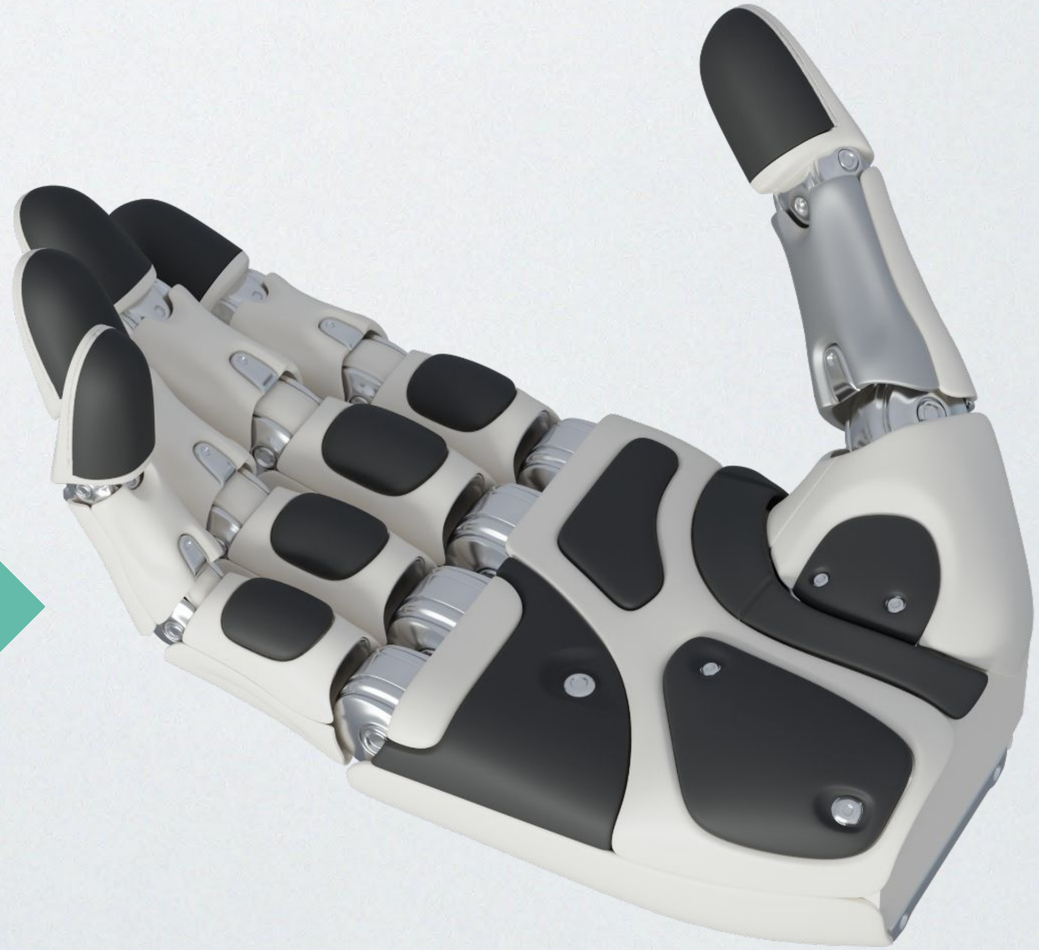

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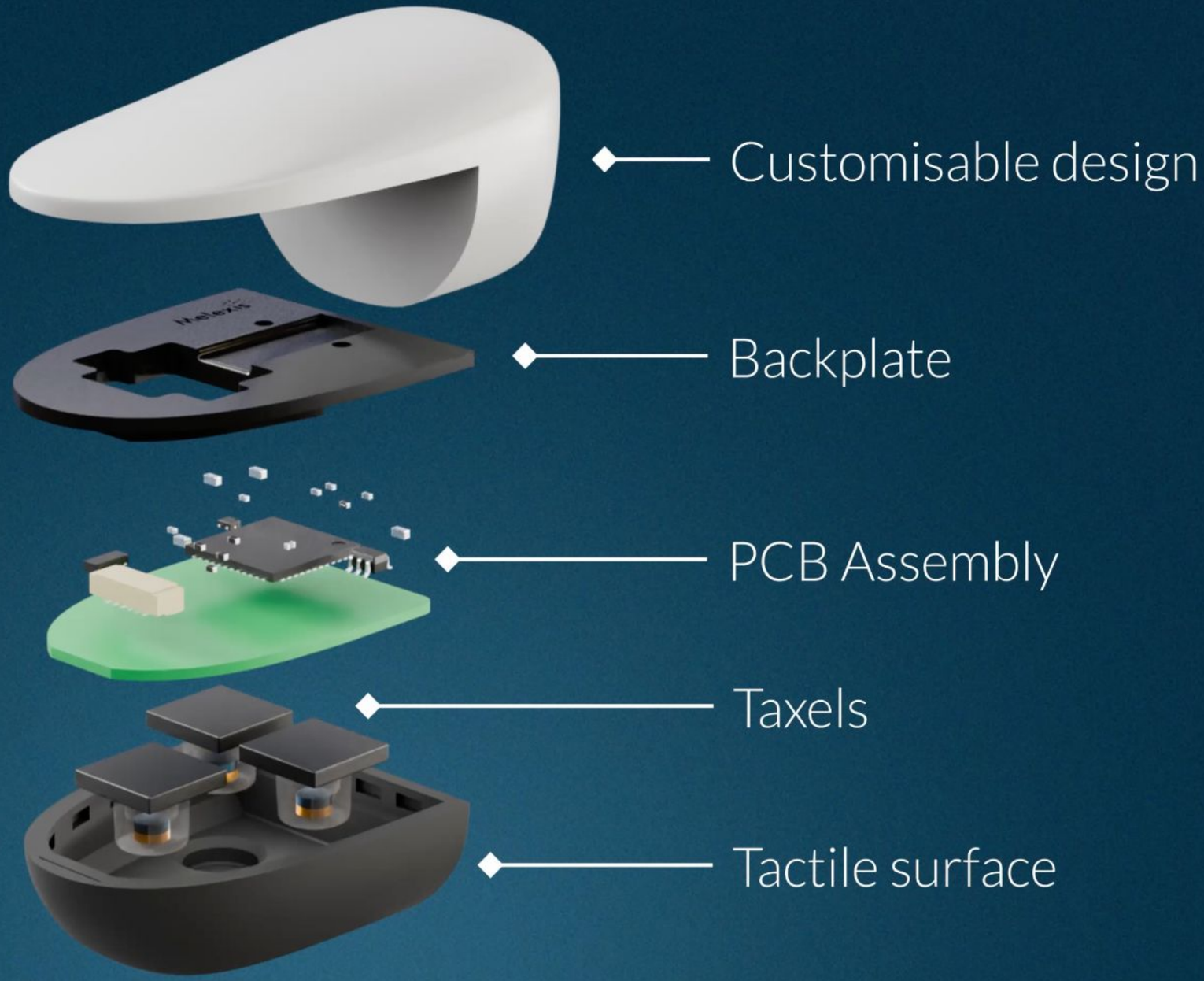
# Fingertip Module

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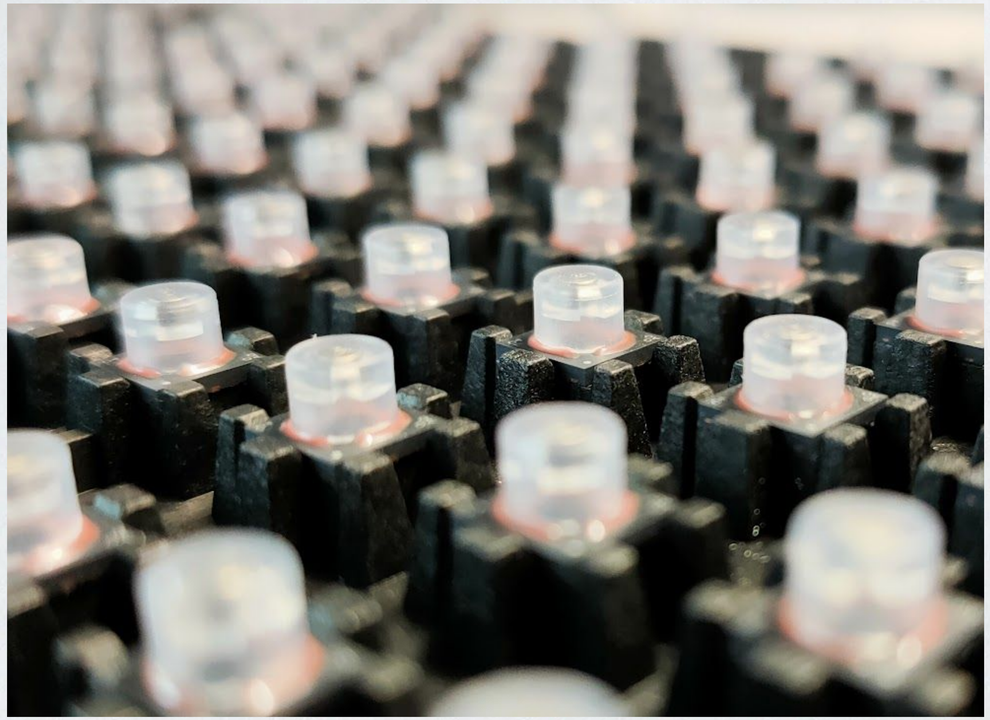
# Forward looking summary

This is the **foundation** of a new, high-value tactile product family.



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| Key takeaways | Marc Biron |
| Q&A | |

# Capital Markets Day 2025

## Major Automotive Trends

1. Electrification
2. Premiumization
3. ADAS[1]

[1]ADAS = Advanced Driver-Assistance Systems

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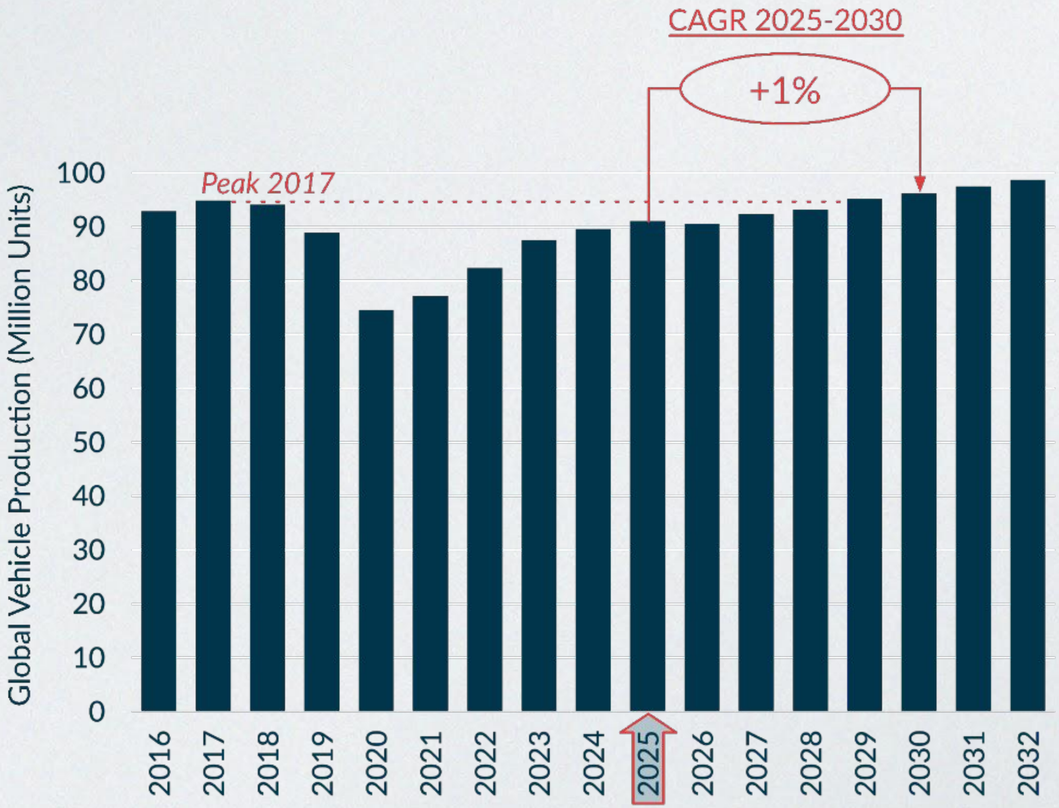
# Capital Markets Day 2025

## Global Vehicle Production




Source: S&P Global Mobility - Light Vehicle E-Propulsion Forecast (9/2025)

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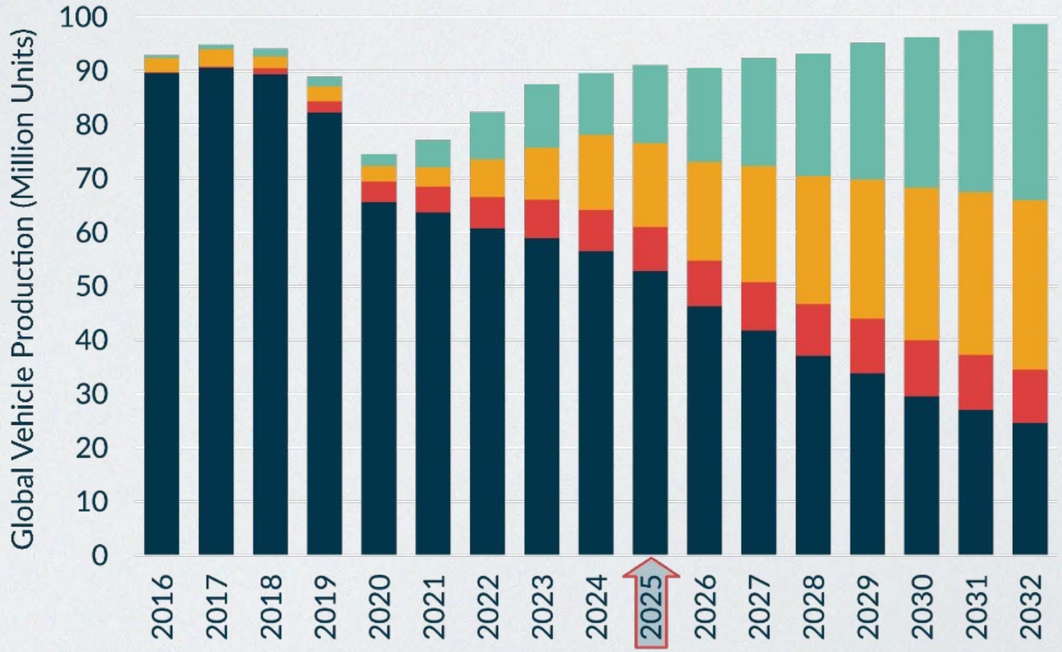
# Capital Markets Day 2025

## Global Vehicle Production vs. Powertrain Type

① Electrification

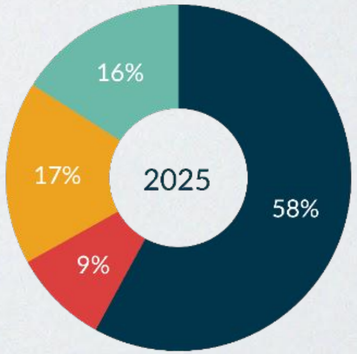
② Premiumization

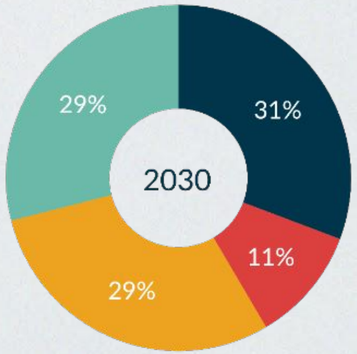
③ ADAS




CAGR 2025-2030

| | |
|---|---|
| Electric Vehicle (BEV - FCEV) | +14% |
| Full Hybrid (fHEV) Plug-In Hybrid (pHEV) Range Extender (REEV) | +13% |
| 48 Volt Mild Hybrid (mHEV) | +5% |
| Internal Combustion Engine (ICE & µHEV) | −11% |




Source: S&P Global Mobility - Light Vehicle E-Propulsion Forecast (9/2025)

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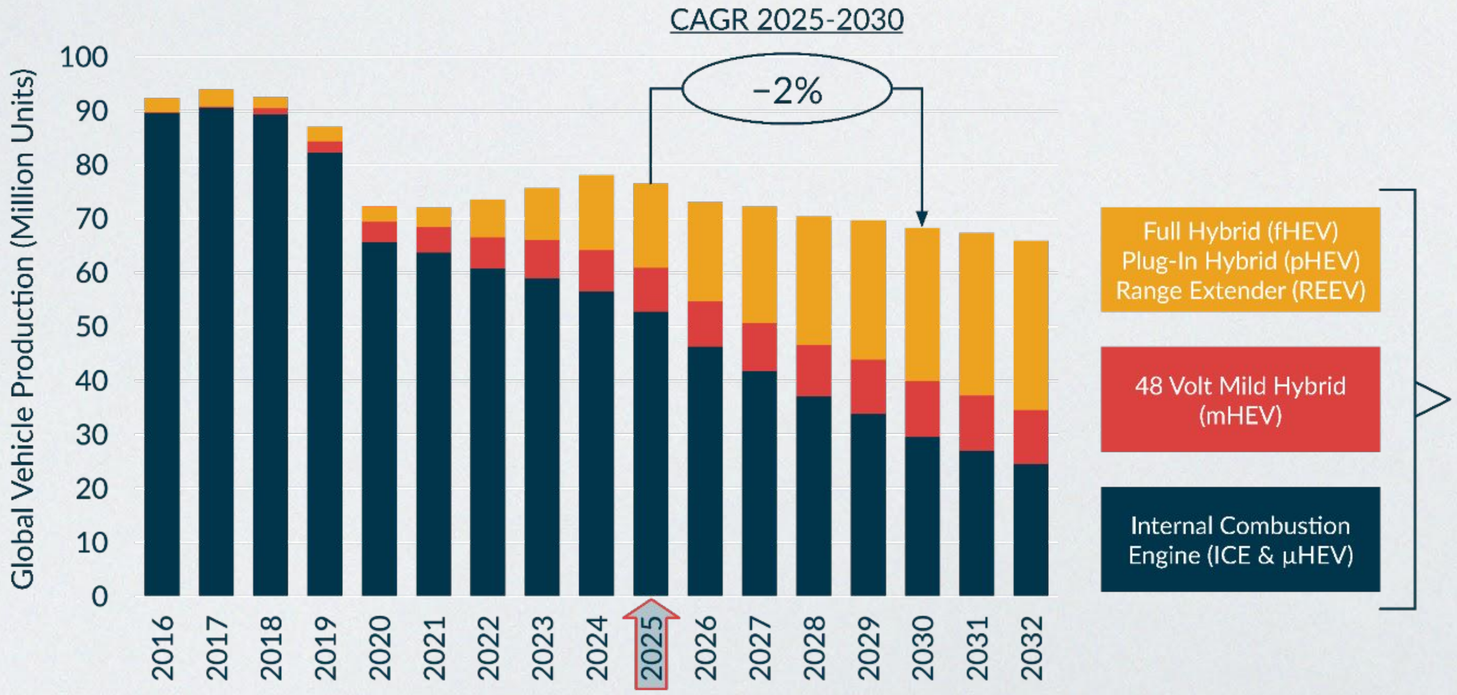
# Capital Markets Day 2025

## Global Vehicle Production ☞ Internal Combustion Engine (ICE)

1. Electrification
2. Premiumization
3. ADAS




Full Hybrid (fHEV)
Plug-In Hybrid (pHEV)
Range Extender (REEV)

48 Volt Mild Hybrid (mHEV)

Internal Combustion Engine (ICE & µHEV)

ICE

| 2025 | 2030 |
|---|---|
| 84% | ↘ 71% |

Source: S&P Global Mobility - Light Vehicle E-Propulsion Forecast (9/2025)

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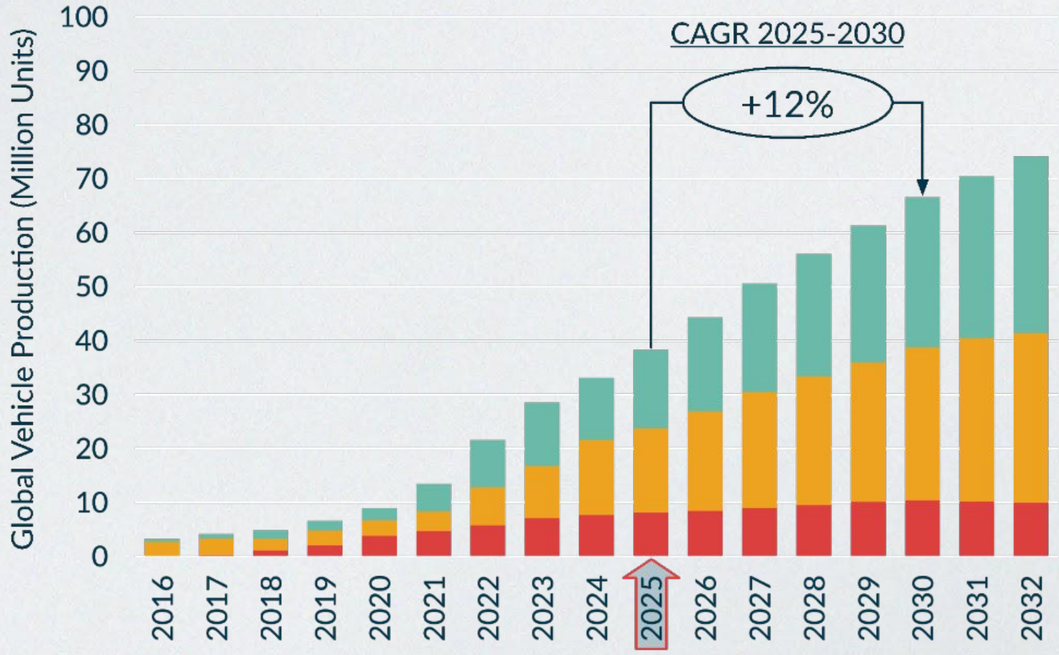
# Capital Markets Day 2025

## Global Vehicle Production ☞ Electric Motor

① Electrification

② Premiumization

③ ADAS




Source: S&P Global Mobility - Light Vehicle E-Propulsion Forecast (9/2025)

Electric Vehicle (BEV - FCEV)

Full Hybrid (fHEV)
Plug-In Hybrid (pHEV)
Range Extender (REEV)

48 Volt Mild Hybrid (mHEV)

## Electric Motor

| 2025 | 2030 |
|---|---|
| 42% ↗ | 69% |

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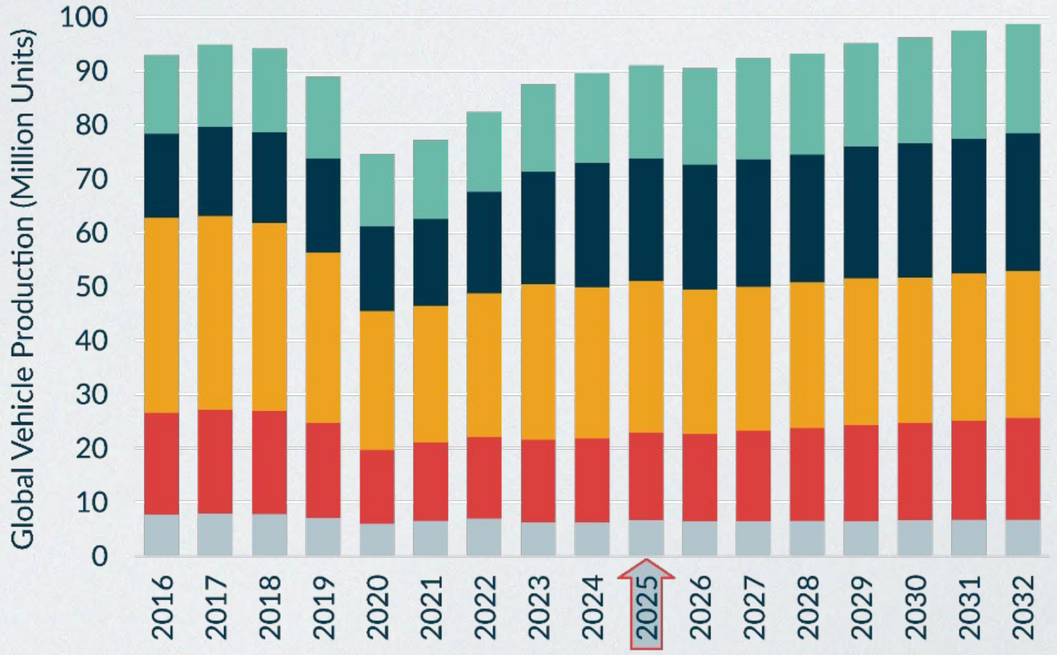
# Capital Markets Day 2025

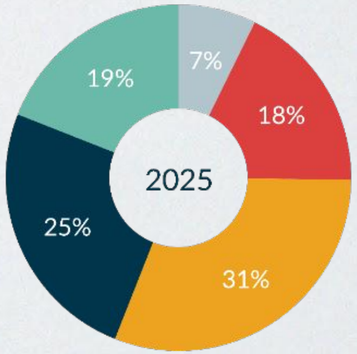
## Global Vehicle Production vs. Segment

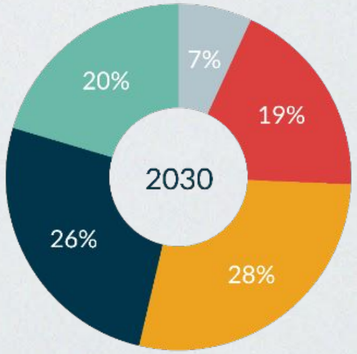
1. Electrification
2. Premiumization
3. ADAS




CAGR 2025-2030

| | |
|---|---|
| E-segment | +3% |
| D-segment | +2% |
| C-segment | −1% |
| B-segment | +2% |
| A-segment | 0% |




Source: S&P Global Mobility - Light Vehicle E-Propulsion Forecast (9/2025)

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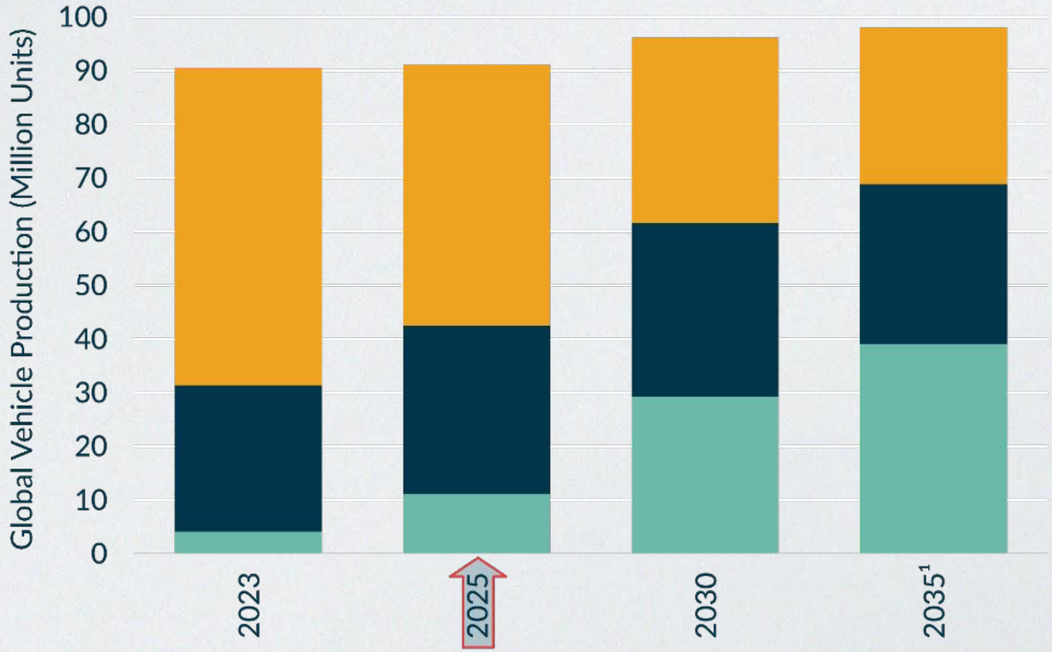
# Capital Markets Day 2025

## Global Vehicle Production vs. Level of *Driving Automation*

① Electrification

② Premiumization

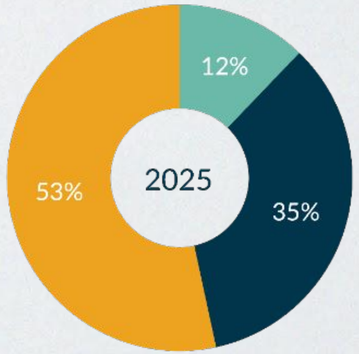
③ ADAS

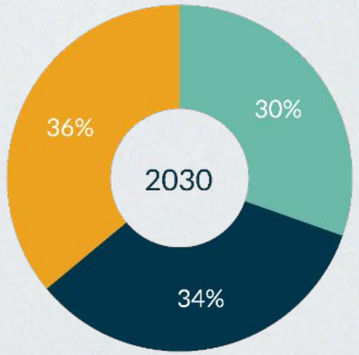



CAGR 2025-2030

| | |
|---|---|
| Level 0 to Level 1 | −7% |
| Level 2 | +1% |
| Level 2+ to Level 4 | +21% |

Level of *Driving Automation* according to SAE J3016




Source: S&P Global Mobility - AutoTechInsight Autonomy Forecast (6/2025)

[1] 98 Million vehicles, of which 39 million L2+ to L4 (40%)

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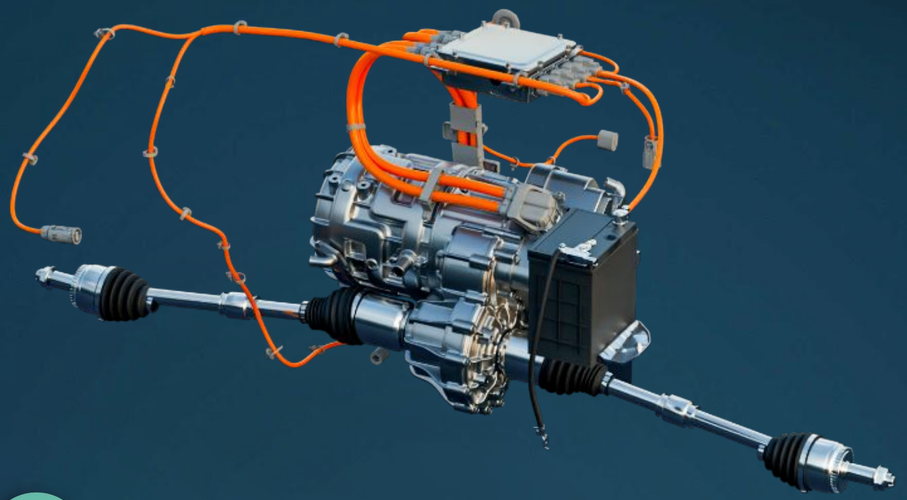
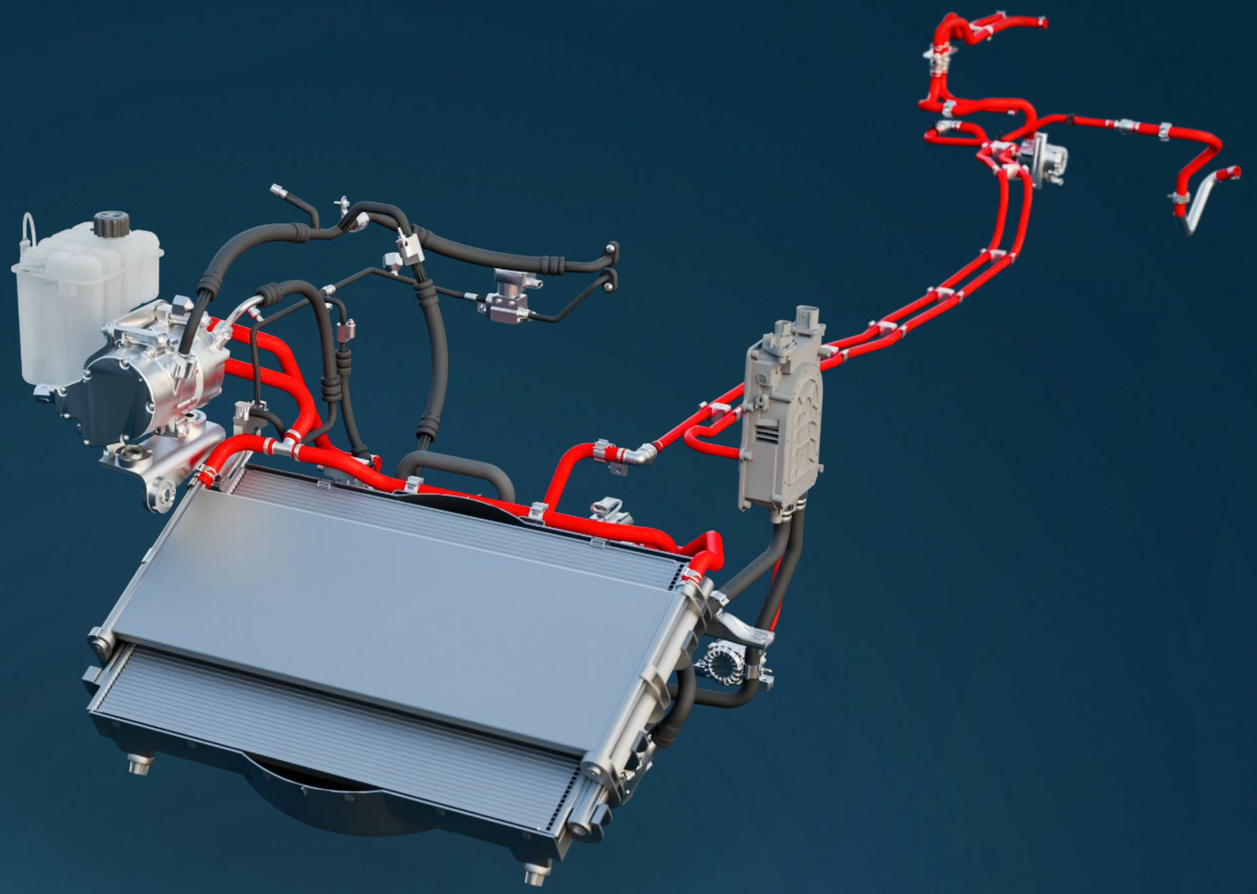
# EV powertrain

- AC phase current monitoring
- Rotor position sensing
- Power module temperature monitoring
- Safety cover open/close detection
- Power transistors protection



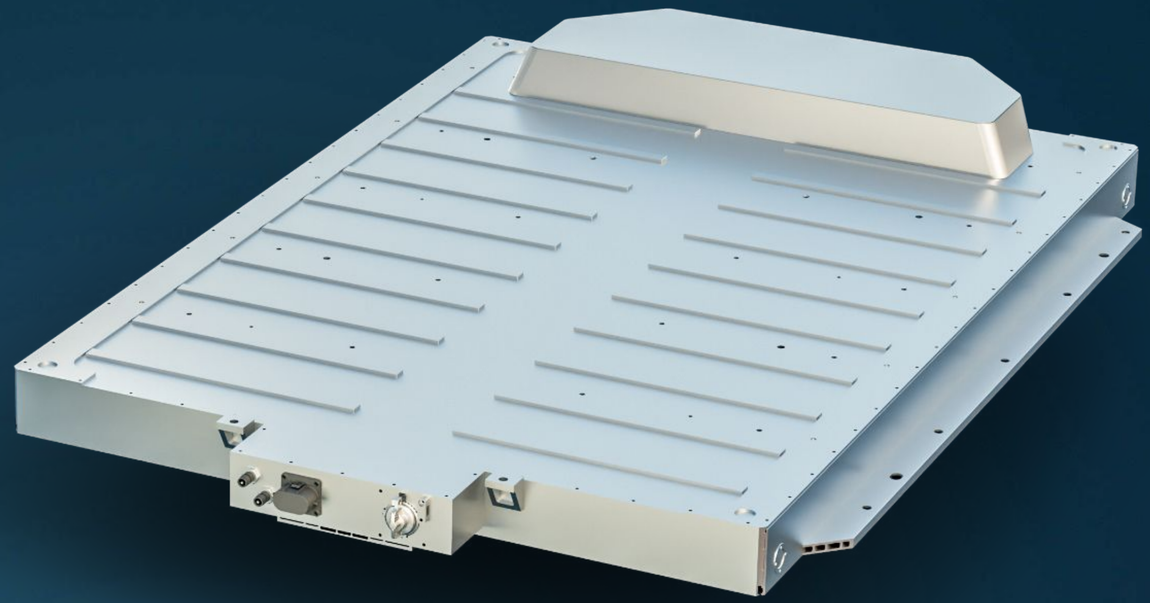
# EV thermal management

- Pressure & temperature monitoring
- E-compressor current sensing
- Fast charge current monitoring
- Valve positioning & controlling
- Pump controlling
- Refrigerant pressure sensing



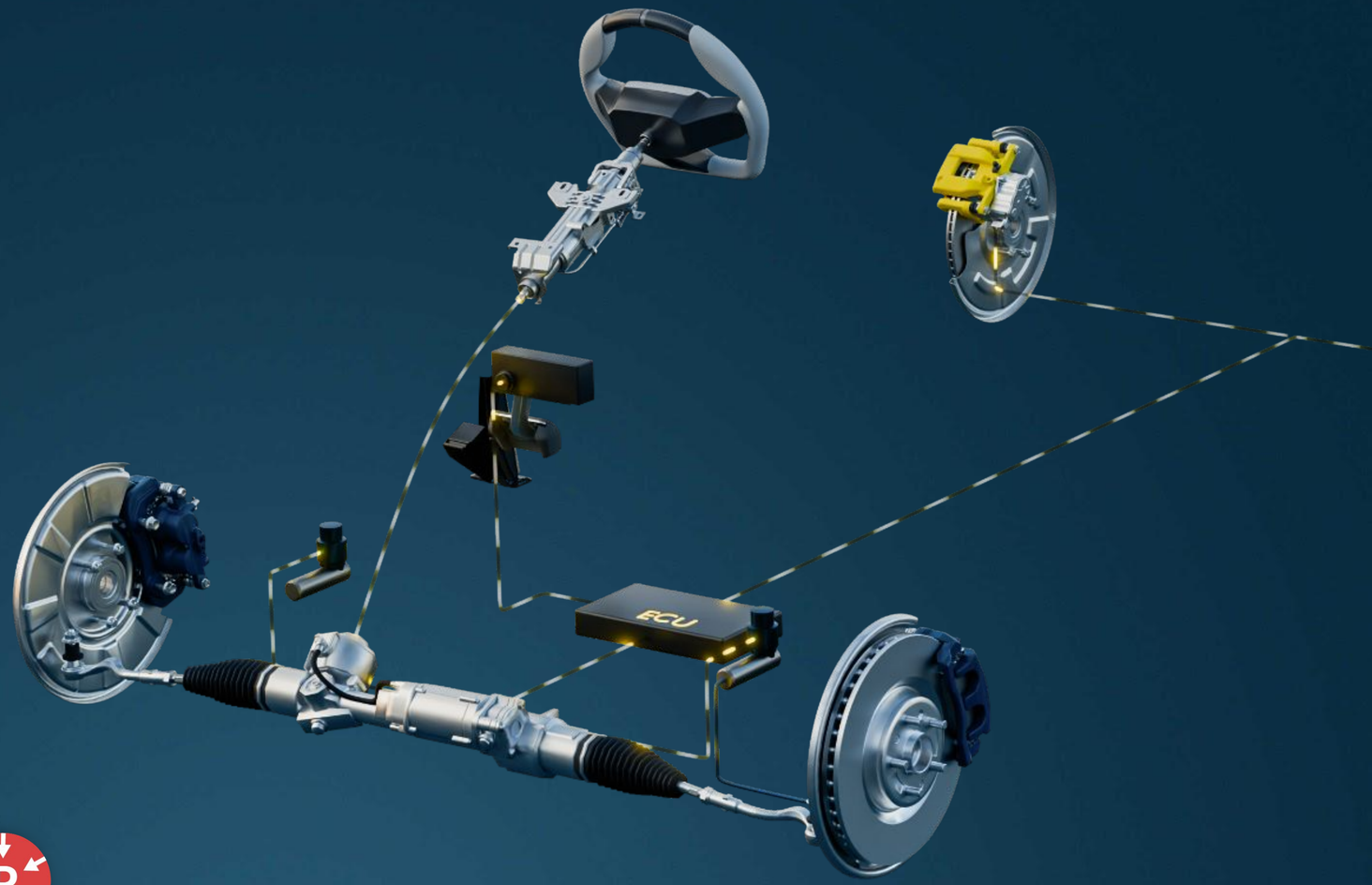
# EV battery

- AC & DC current monitoring
- Pack & cell level pressure monitoring
- Contactless temperature monitoring
- Hydrogen sensing for early thermal runaway detection
- Cell-level impedance monitoring for State-of-Charge



# E-braking & E-steering

- Steering angle position & torque sensing
- Pedal position sensing
- Rotor positioning
- Park lock motor positioning & controlling
- Caliper position & force sensing




S int Pos LS MD P

# Lighting

- Interior ambient lighting
- Animated lighting
- Logo & grille illumination
- Daytime running light
- Rear lighting

# Capital Markets Day 2025

## Serviceable Addressable Market (SAM) — Automotive Growth Drivers

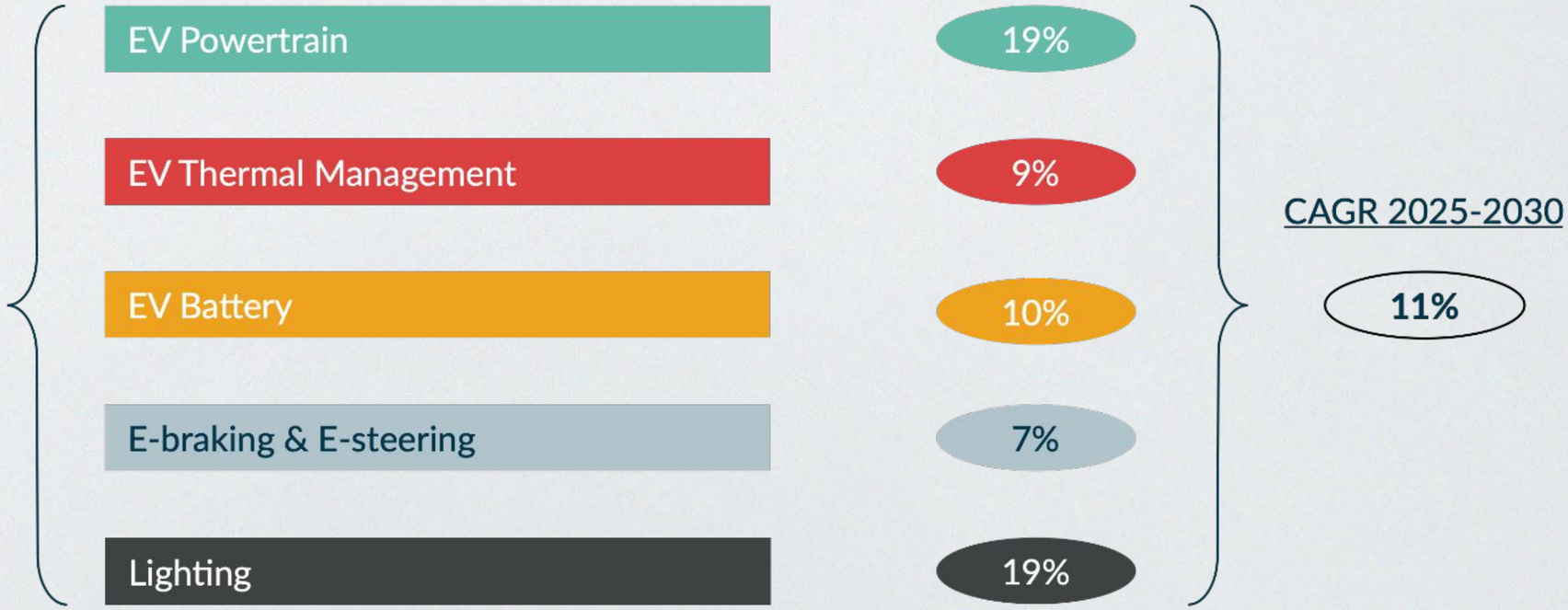
Automotive Semiconductor ☞ 7% CAGR 2025-2030

Playfield of Melexis (Sensors & Drivers) ☞ 4% CAGR 2025-2030

Source: S&P Global - Automotive Semiconductor Tracker (8/2025)

36% of Automotive Revenue in 2025

Around 46% of Automotive Revenue in 2030




Source: Melexis management estimates for 2025 and 2030 based on bottom-up sockets model.

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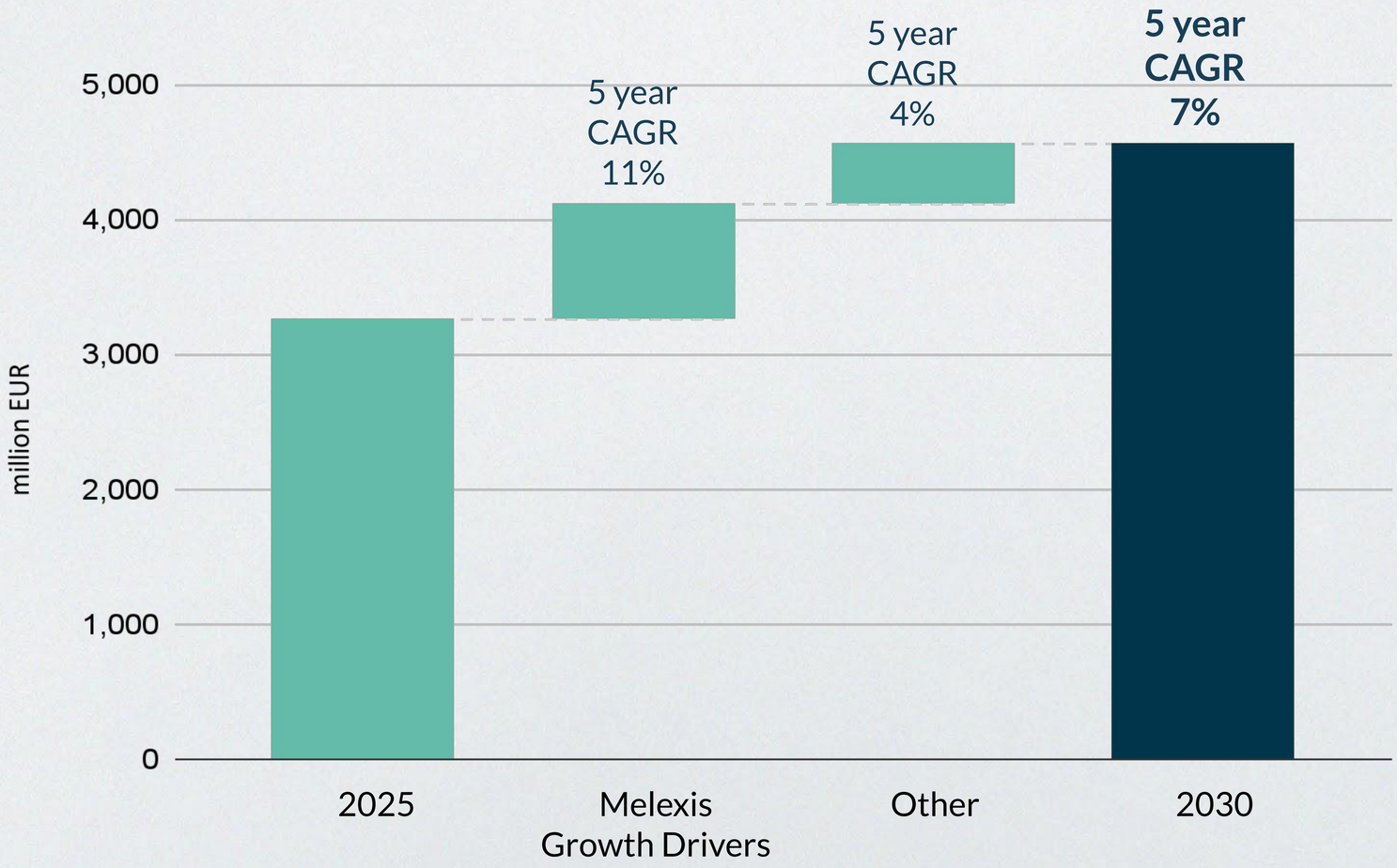
# Capital Markets Day 2025

## Serviceable Addressable Market (SAM) — Automotive

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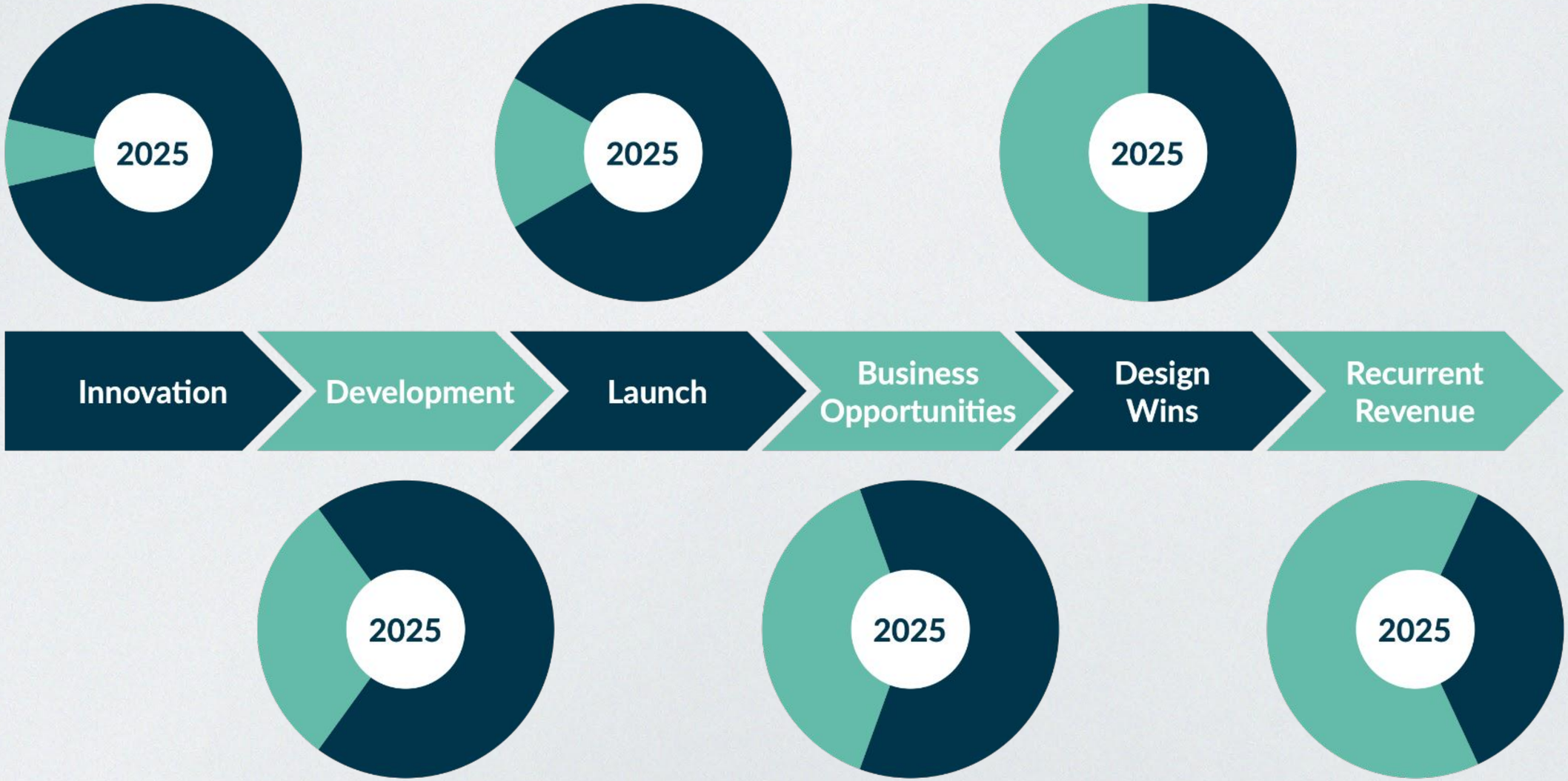
# Capital Markets Day 2025

## Journey from idea to revenue

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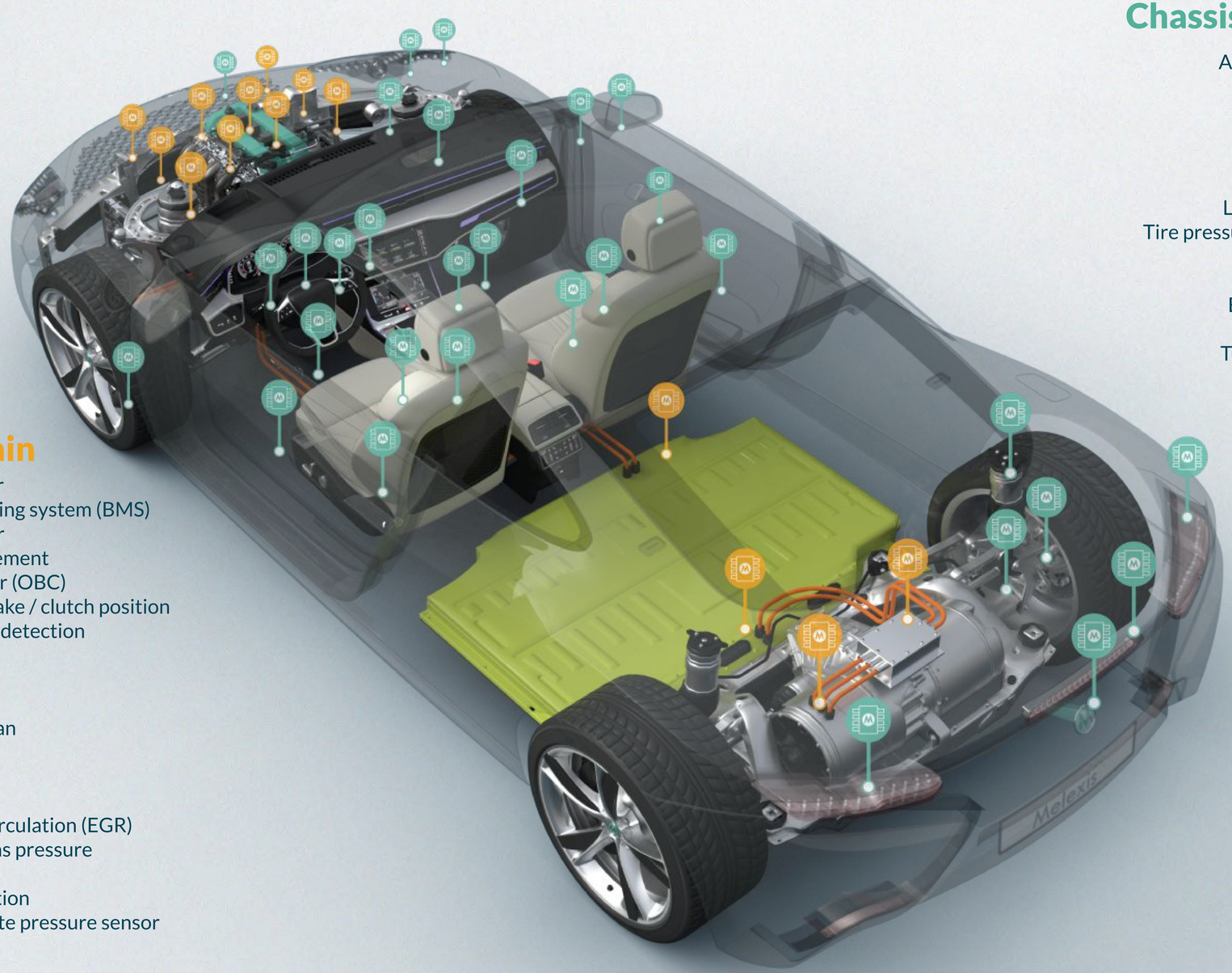
# Melexis chips in every new car




## Powertrain

Traction inverter
Battery monitoring system (BMS)
DCDC converter
Thermal management
Onboard charger (OBC)
Accelerator / brake / clutch position
Brake fluid level detection
Transmission
Clutch switch
Gear shift
Engine cooling fan
Water pump
Water valves
Grille shutter
Exhaust gas recirculation (EGR)
Valve exhaust gas pressure
Throttle
Crankshaft position
Manifold absolute pressure sensor
Fuel pump
Fuel level

## Chassis - Body - Safety

ADAS / Dashboard GPU cooling
Washing liquid level detection
Wiper
Rain-light sensor
Hood lock switch
LED headlight ventilation fan
LED and laser headlight control
Tire pressure monitoring system (TPMS)
Smart tire sensor
Ride height
Electrical power steering (EPS)
Brake light switch
Turn signals / stalk-end position
Electric parking brake
Flap position detection
Climate control / HVAC
Seat heating and ventilation
Seat belt buckle
Seat position adjuster
Seat lumbar pressure
Keyless entry
Door lock switch
Door handle wake up switch
Side mirror adjuster
Window lift
Sunroof
In-vehicle networking
Interior ambient lighting
Interior animated lighting
Puddle lights
Stop lights
Rear lights
Tailgate/trunk motor opener
Trunk lock switch

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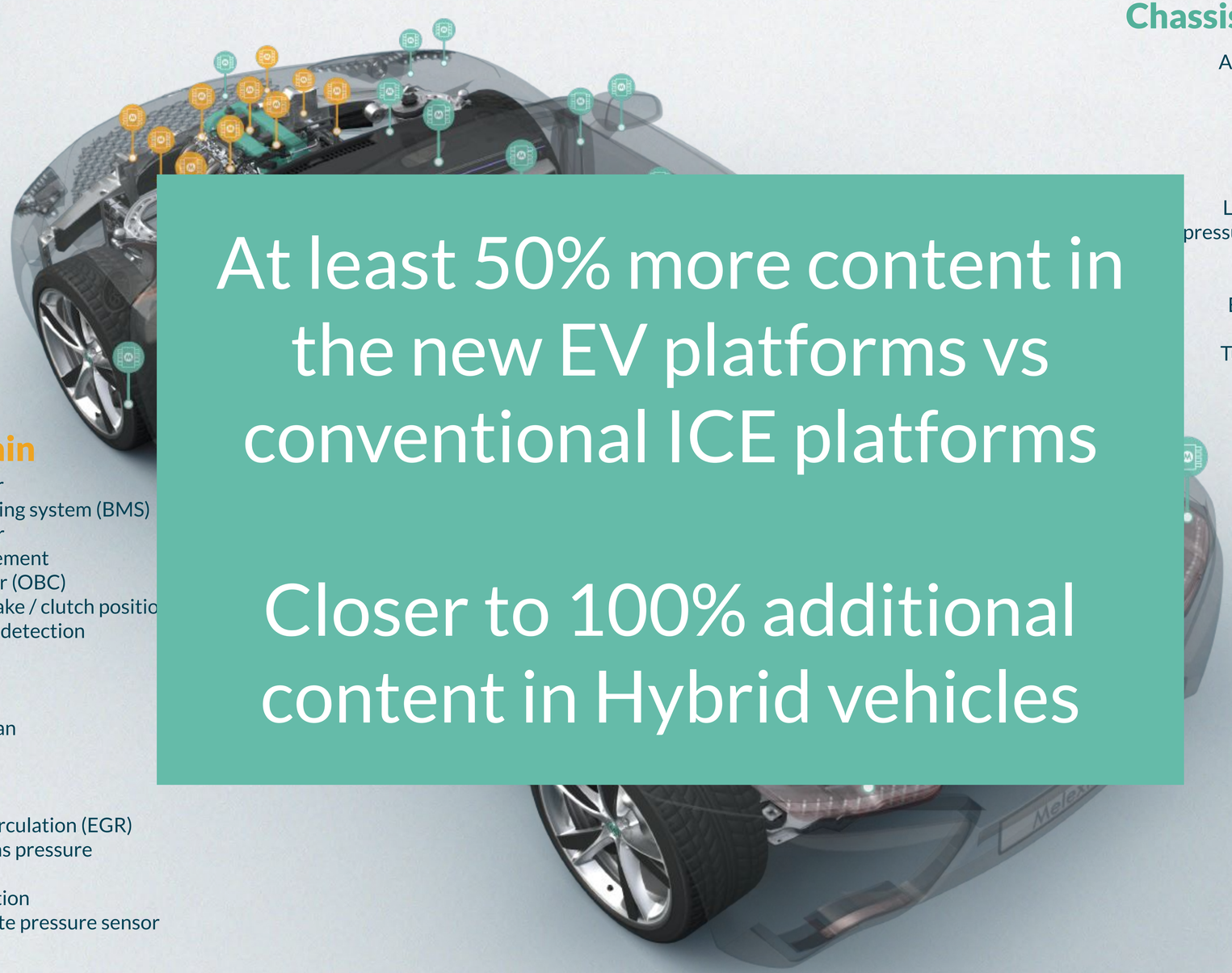
# Melexis chips in every new car



## Powertrain

Traction inverter
Battery monitoring system (BMS)
DCDC converter
Thermal management
Onboard charger (OBC)
Accelerator / brake / clutch positio
Brake fluid level detection
Transmission
Clutch switch
Gear shift
Engine cooling fan
Water pump
Water valves
Grille shutter
Exhaust gas recirculation (EGR)
Valve exhaust gas pressure
Throttle
Crankshaft position
Manifold absolute pressure sensor
Fuel pump
Fuel level

At least 50% more content in the new EV platforms vs conventional ICE platforms

Closer to 100% additional content in Hybrid vehicles

## Chassis - Body - Safety

ADAS / Dashboard GPU cooling
Washing liquid level detection
Wiper
Rain-light sensor
Hood lock switch
LED headlight ventilation fan
LED and laser headlight control
pressure monitoring system (TPMS)
Smart tire sensor
Ride height
Electrical power steering (EPS)
Brake light switch
Turn signals / stalk-end position
Electric parking brake
Flap position detection
Climate control / HVAC
Seat heating and ventilation
Seat belt buckle
Seat position adjuster
Seat lumbar pressure
Keyless entry
Door lock switch
Door handle wake up switch
Side mirror adjuster
Window lift
Sunroof
In-vehicle networking
Interior ambient lighting
Interior animated lighting
Puddle lights
Stop lights
Rear lights
Tailgate/trunk motor opener
Trunk lock switch

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# European mHEV

## Chassis - Body - Safety (# 65-145 ICs)

## Powertrain (# 15 ICs)

Interior ambient lighting (x 20-100)
Panorama sunshade switch (x1)
Rain light sensor (x1)
ADAS/ICAS GPU fan (x1)
HVAC system (x2)
Dashboard GPU fan (x3)

Seat position (x2)
Seat belt buckle (x5)

Power liftgate (x1)

Wastegate valve (x1)
Variable Turbine Geometry (x1)

OBC cooling fan (x1 )

Grille illumination (x4)

48V EV inverter (x6)

Active Grille shutter (x3)

Cooling chiller (x3)
Expansion valves (x2)
Oil shut-off valve (x1)

Automatic transmission (x3)
Acceleration pedal (x2)
Electric Steering (x1)
Airbag off switch (x1)
HMI knob (x1)

Keyless entry (x1)
Window lifter controller (x4)
Window lifter latch (x8)
Door handler (x1)

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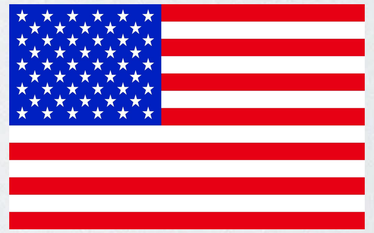
# USA EV

## Chassis - Body - Safety (# 48 ICs)

## Powertrain (# 4 ICs)



Interior lighting (x20)

Seat (track) motor (x4)
Seat belt buckle (x5)

Power liftgate (x1)

Signal aggregator
LIN interface (x2)

Disconnect actuator (x2)

Electronic transmission shifter (x1)

EV inverter (x4)

Park lock actuator (x1)

Window lifter controller (x4)
Window lifter latch (x8)

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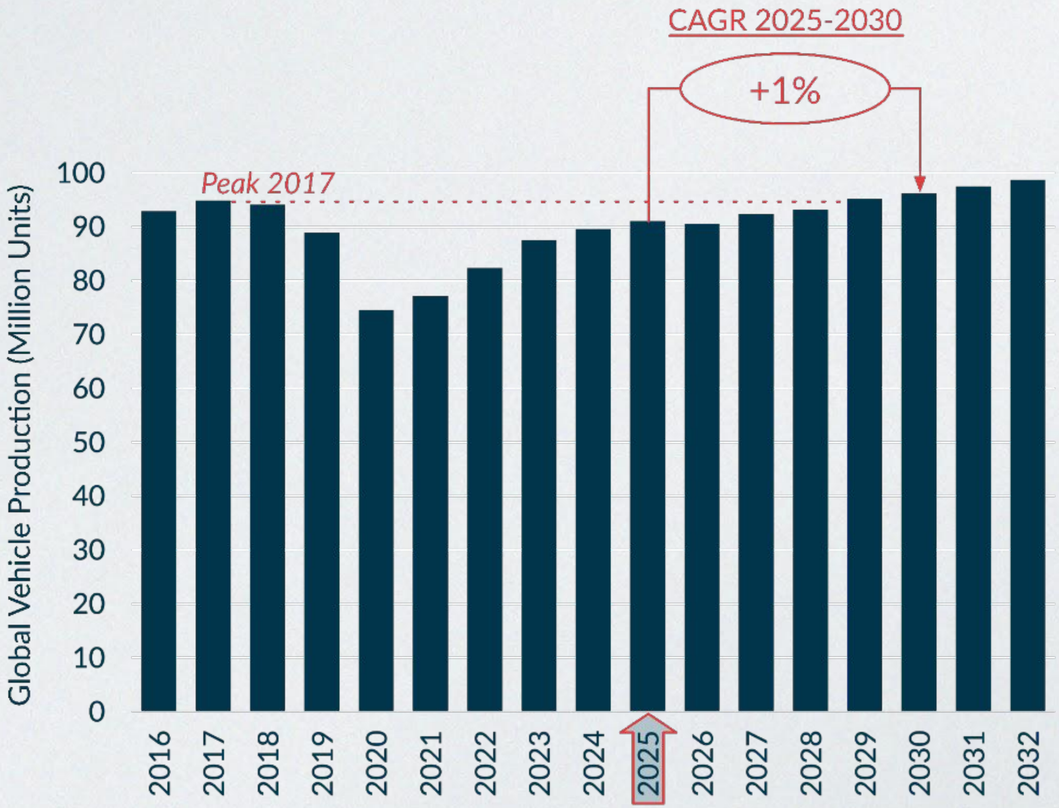
# Agenda

| | |
|---|---|
| Welcome and agenda | Philip Ludwig |
| The next wave of Melexis growth | Marc Biron |
| Innovation Machine | Vincent Hiligsmann |
| Deep dive Robotics | Julien Ghaye |
| Q&A | |

| | |
|---|---|
| Automotive Growth Drivers | Vincent Hiligsmann |
| Deep dive China | Vincent Hiligsmann |
| Financial overview | Karen van Griensven |
| Key takeaways | Marc Biron |
| Q&A | |

# Capital Markets Day 2025

## Global Vehicle Production




Source: S&P Global Mobility - Light Vehicle E-Propulsion Forecast (9/2025)

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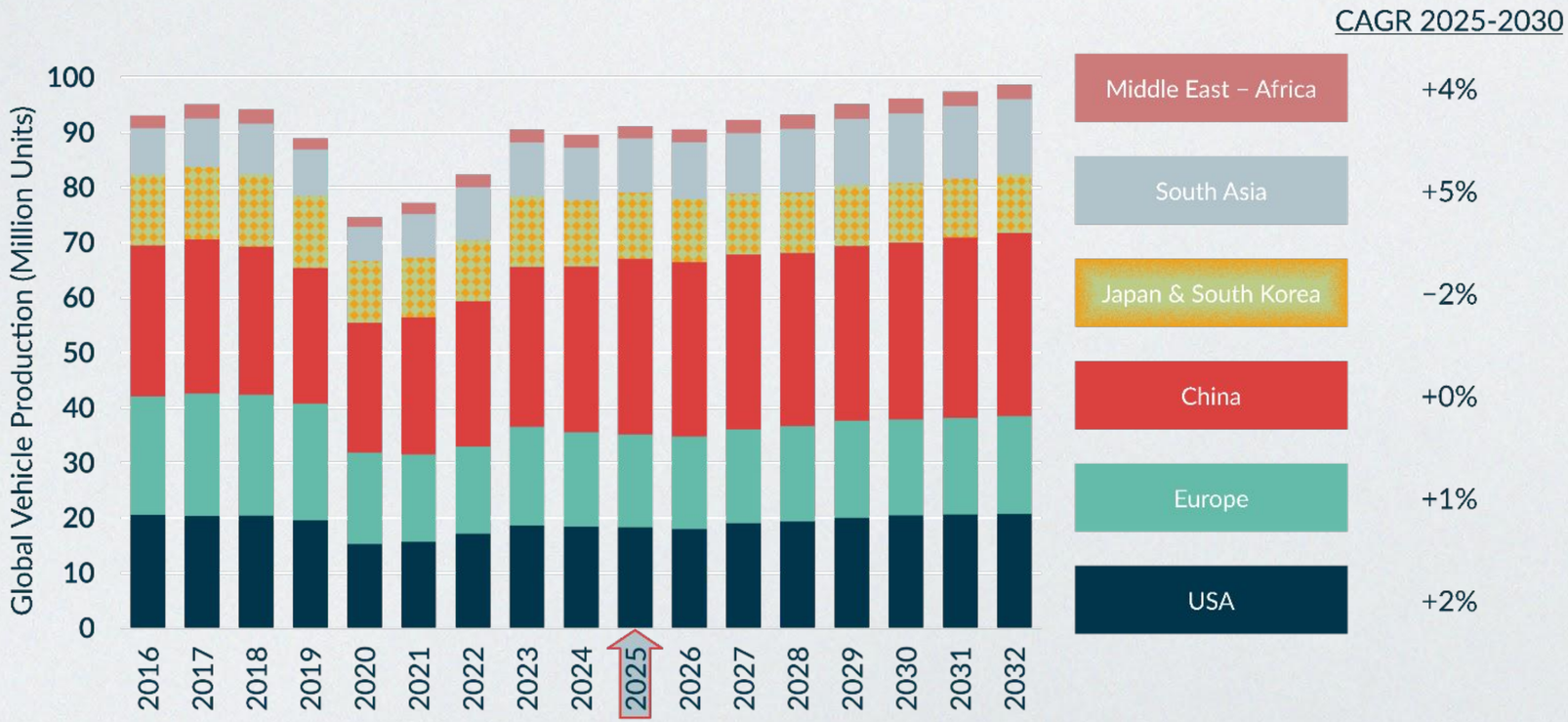
# Capital Markets Day 2025

## Global Vehicle Production vs. Manufacturing Region/Country

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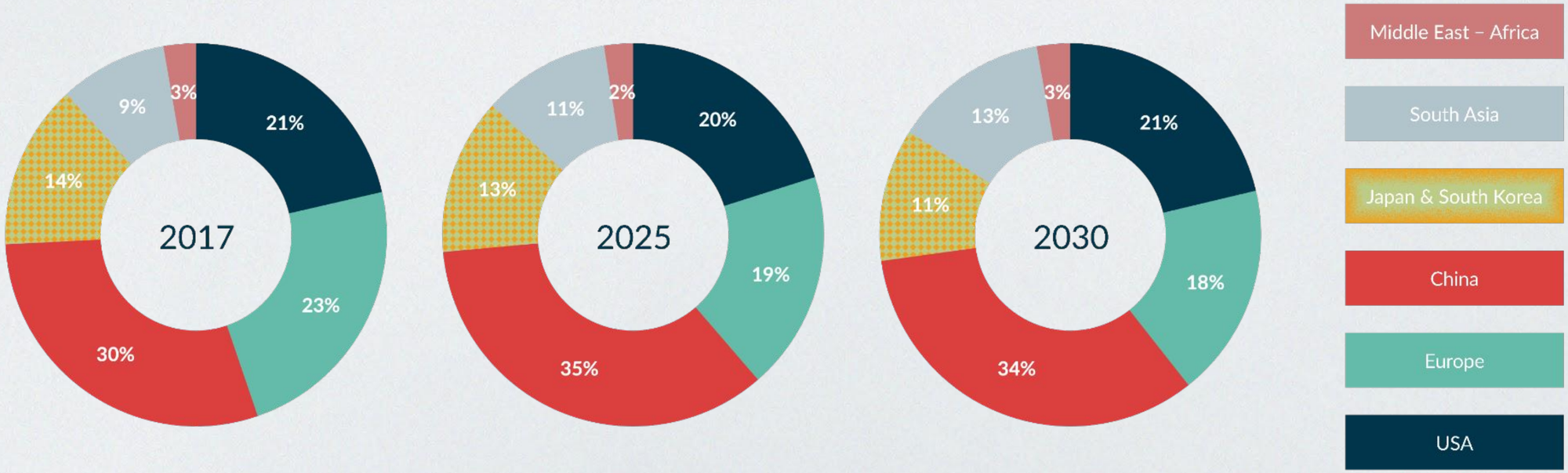
# Capital Markets Day 2025

## Global Vehicle Production vs. Manufacturing Region/Country




Source: S&P Global Mobility - Light Vehicle E-Propulsion Forecast (9/2025)

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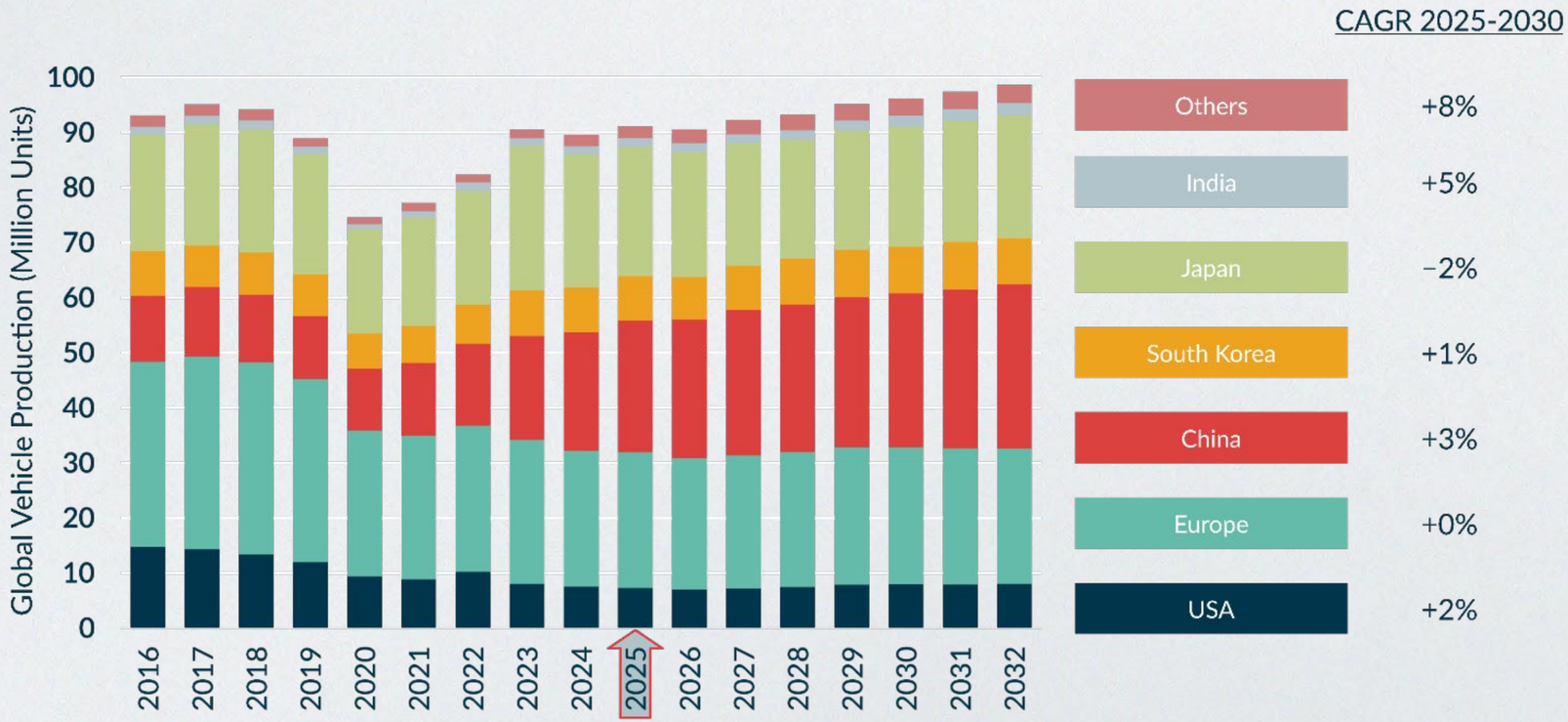
# Capital Markets Day 2025

## Global Vehicle Production vs. OEM Country-of-Origin

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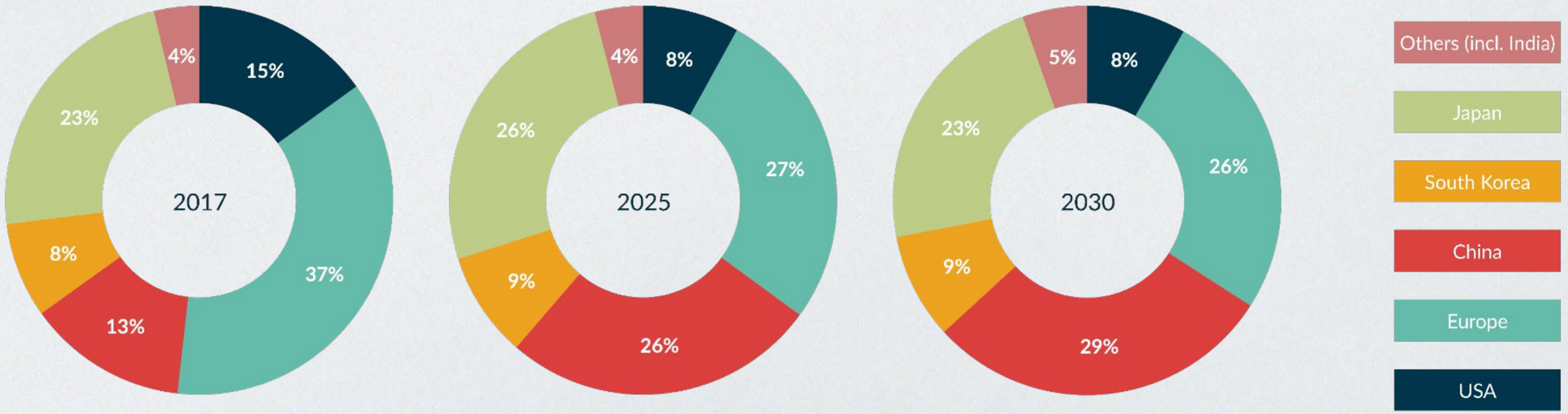
# Capital Markets Day 2025

## Global Vehicle Production vs. OEM Country-of-Origin




Source: S&P Global Mobility - Light Vehicle E-Propulsion Forecast (9/2025)

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# Capital Markets Day 2025

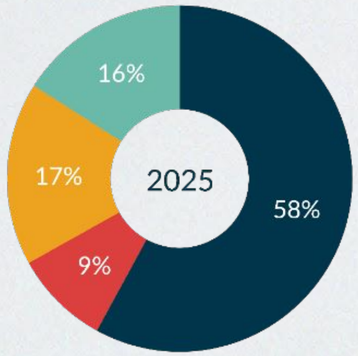
## Powertrain Type ☞ China vs. Global

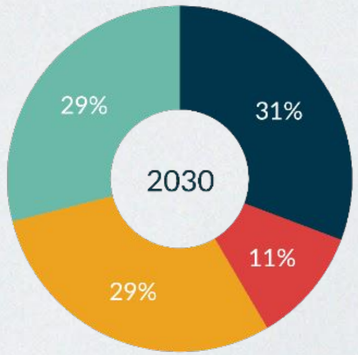
① Electrification

② Premiumization

③ ADAS

### GLOBAL

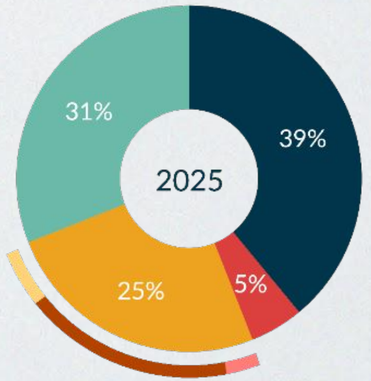


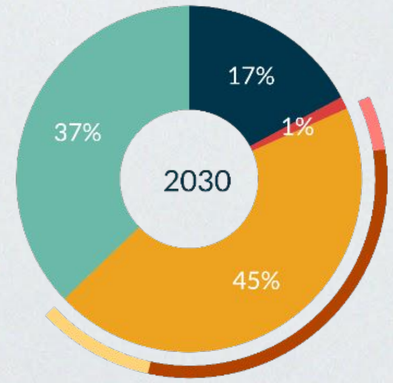




CAGR 2025-2030

| | | |
|---|---|---|
| +14% | Electric Vehicle (BEV - FCEV) | +4% |
| +13% | Full Hybrid (fHEV)<br>Plug-In Hybrid (pHEV)<br>Range Extender (REEV) | +13% |
| +5% | 48 Volt Mild Hybrid (mHEV) | −25% |
| −11% | Internal Combustion Engine (ICE & µHEV) | −15% |

### CHINA




Source: S&P Global Mobility - Light Vehicle E-Propulsion Forecast (9/2025) | NE Times (7/2025) | Gasgoo (2025)

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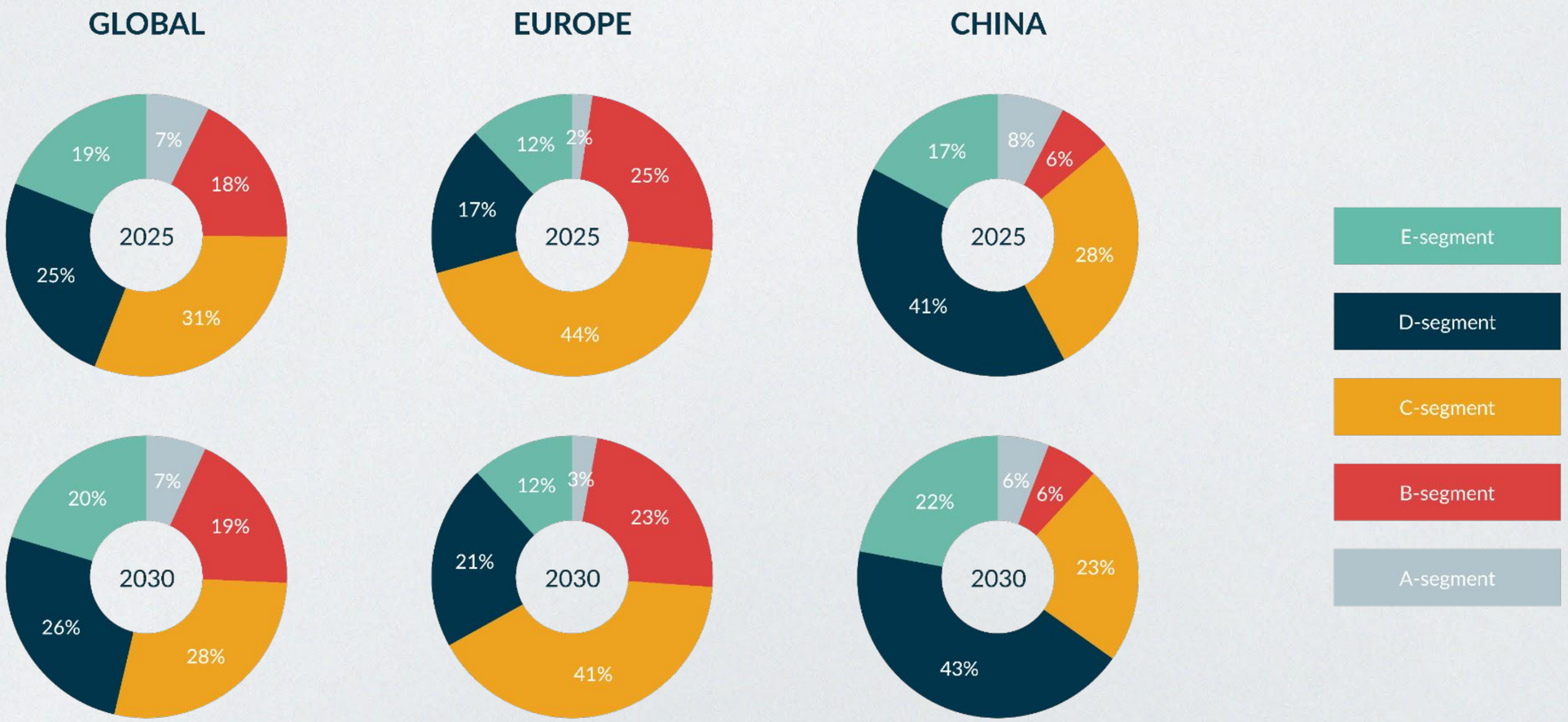
# Capital Markets Day 2025

## Segment ☞ China vs. Global

① Electrification

② Premiumization

③ ADAS




Source: S&P Global Mobility - Light Vehicle E-Propulsion Forecast (9/2025)

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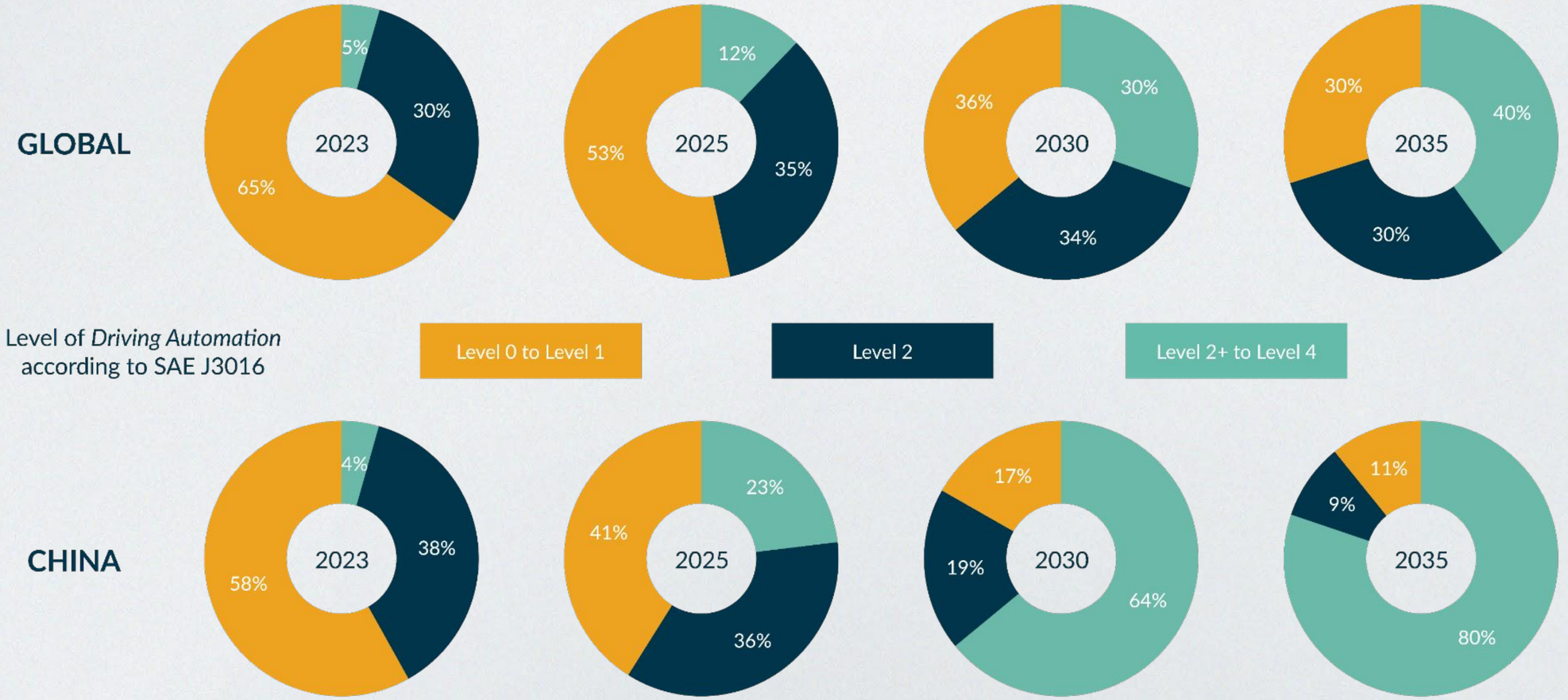
# Capital Markets Day 2025

## Level of *Driving Automation* ☞ China vs. Global

① Electrification

② Premiumization

③ ADAS




Source: S&P Global Mobility - AutoTechInsight Autonomy Forecast (6/2025)

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## Automotive China

- Electrification ✅
- Premiumization ✅
- ADAS ✅

- Leadership
- Dynamic market ☞ high speed

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## Automotive China

# We play & win in China

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# Chinese EV

## Chassis - Body - Safety (# 30-31 ICs)

## Powertrain (# 16-17 ICs)

Steering angle (x2)

Seat ventilation fan (x8)
Seat motor (x8)

Power liftgate (x2)

HVAC flap actuator (x6)
Electrical oil pump (x1)

Charging flap (x1)

Expansion valve (x 2-3)

EV inverter rear (x6)
EV inverter front (x6)
Battery pressure sensor (x1)
Battery current sensor (x1)

Brake position (x2-3)

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## Automotive China

**How do we continue to play ?**

**How do we continue to win ?**

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# Capital Markets Day 2025

## Automotive China

- Continuous product innovation
- Quality track record
- Local team ☞ strengthen our technical & commercial field presence
- Product customization
- Product localization "China for China"
    - Local Supply Chain
        - Wafer (12" - 90nm)
        - Package
        - Logistics
    - Outsource Test at Assembly House

} Competitiveness

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# Capital Markets Day 2025

## Automotive China

- Continuous product innovation
- Quality track record
- Local team ☞ strengthen our technical [illegible] field presence
- Product customization
- Product localizati[illegible]
  - Local [illegible]ge
  - Logistics
  - Outsource Test at Assembly House

**at the speed of China**

Competitiveness

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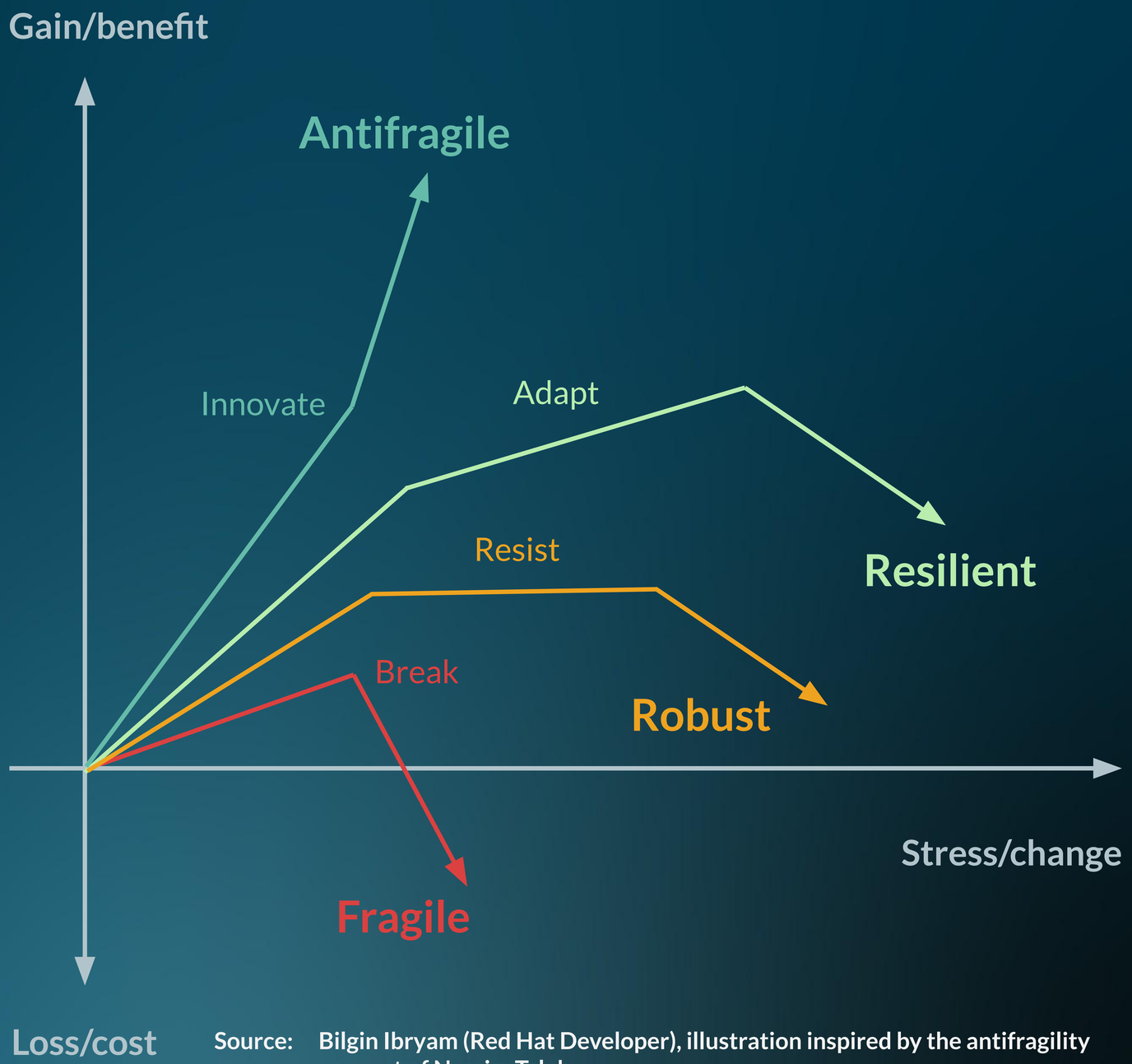
# Antifragility

Antifragility is the property of systems that get stronger when exposed to stressors, such as volatility, randomness, and disorder.

**Our nature (Darwinian): adapt and survive/thrive**

**One of our values: *We always have a plan***




Source: Bilgin Ibryam (Red Hat Developer), illustration inspired by the antifragility concept of Nassim Taleb

# Agenda

| | |
|---|---|
| Welcome and agenda | Philip Ludwig |
| The next wave of Melexis growth | Marc Biron |
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# Financial overview

## Antifragility through a financial prism

**Commercial diversification**

**Profitability**

**Balance sheet**

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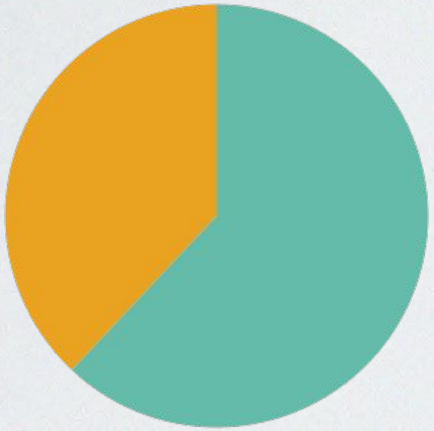
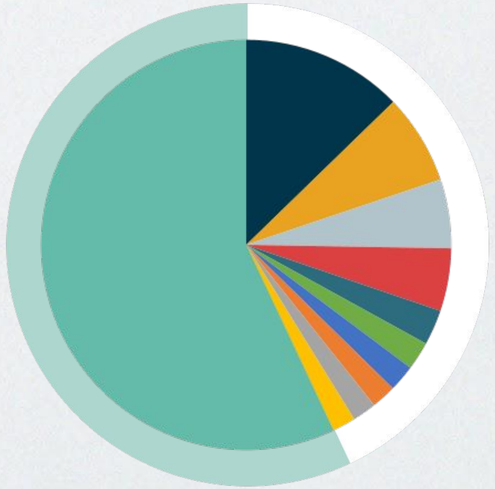
# Significant commercial diversification

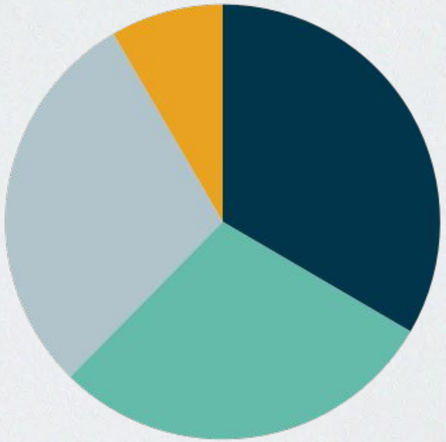
## Across channels, geographies and product portfolio



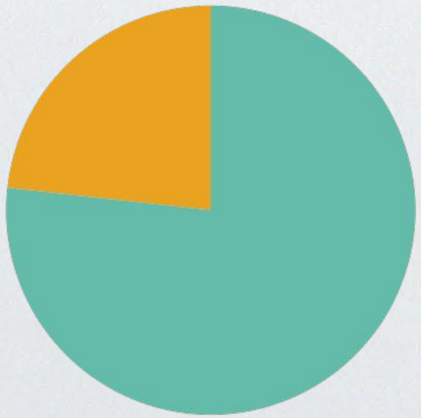
**Sales channels**
Direct 62%
Distributors 38%



**Customer base**
Top 10 = 43%
Over 200 customers
(small enough to care)



**Ship to**
APAC ex Greater China 33%
China 29%
EMEA 29%
NALA 8%



**Product portfolio**
Sensors 77% 8 Product lines
Drivers 23% 3 Product lines

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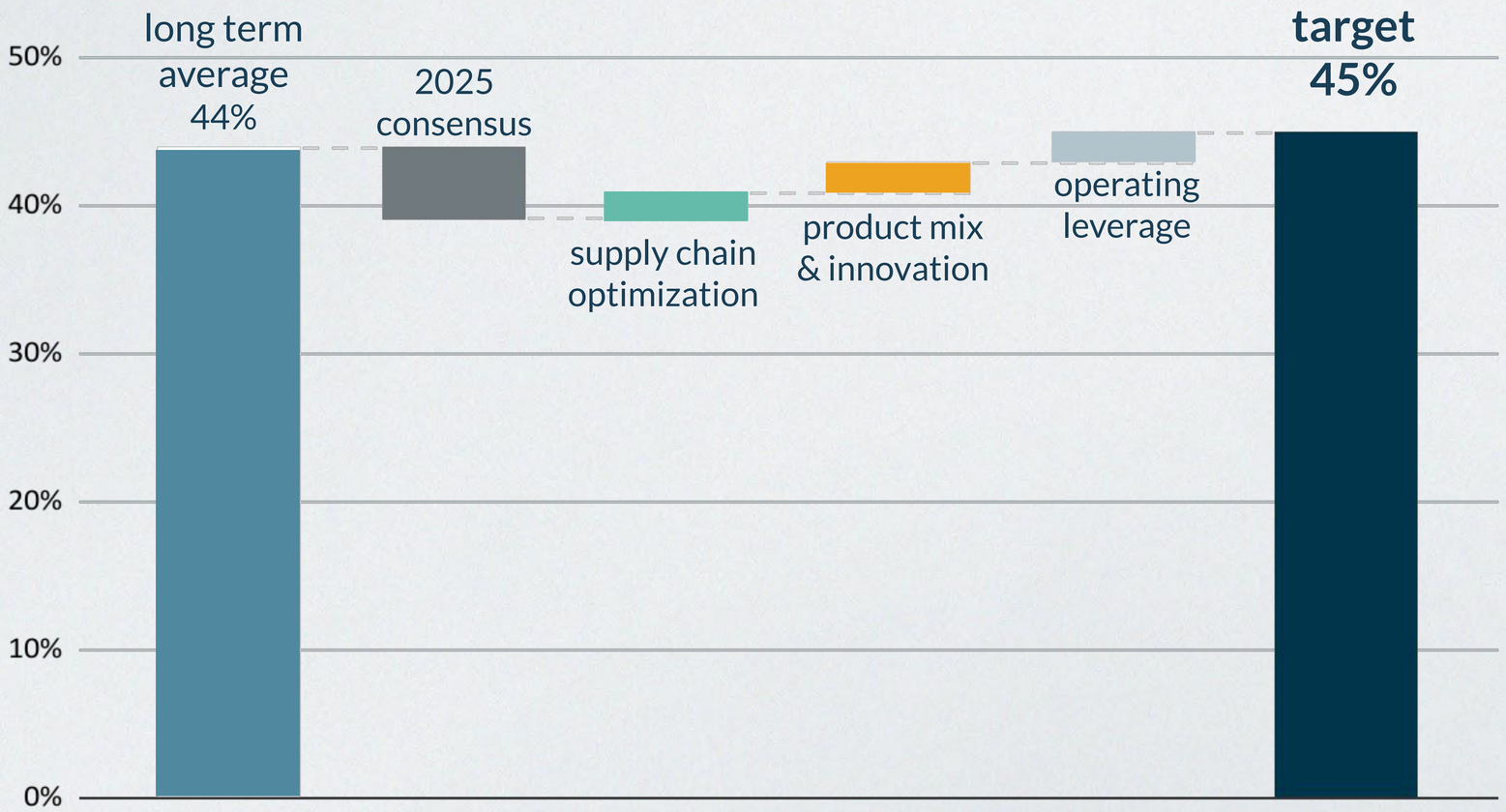
# Gross margin improvement trajectory

## Multiple initiatives in implementation




**Supply chain optimization**
- Specialize at existing sites
- Ensure optimal external supply chain
- Localize close to customers

**Product mix & innovation**
- Grow faster with better product mix
- Innovations capture more value

**Operating leverage**
- Efficient operations & optimize utilization rates

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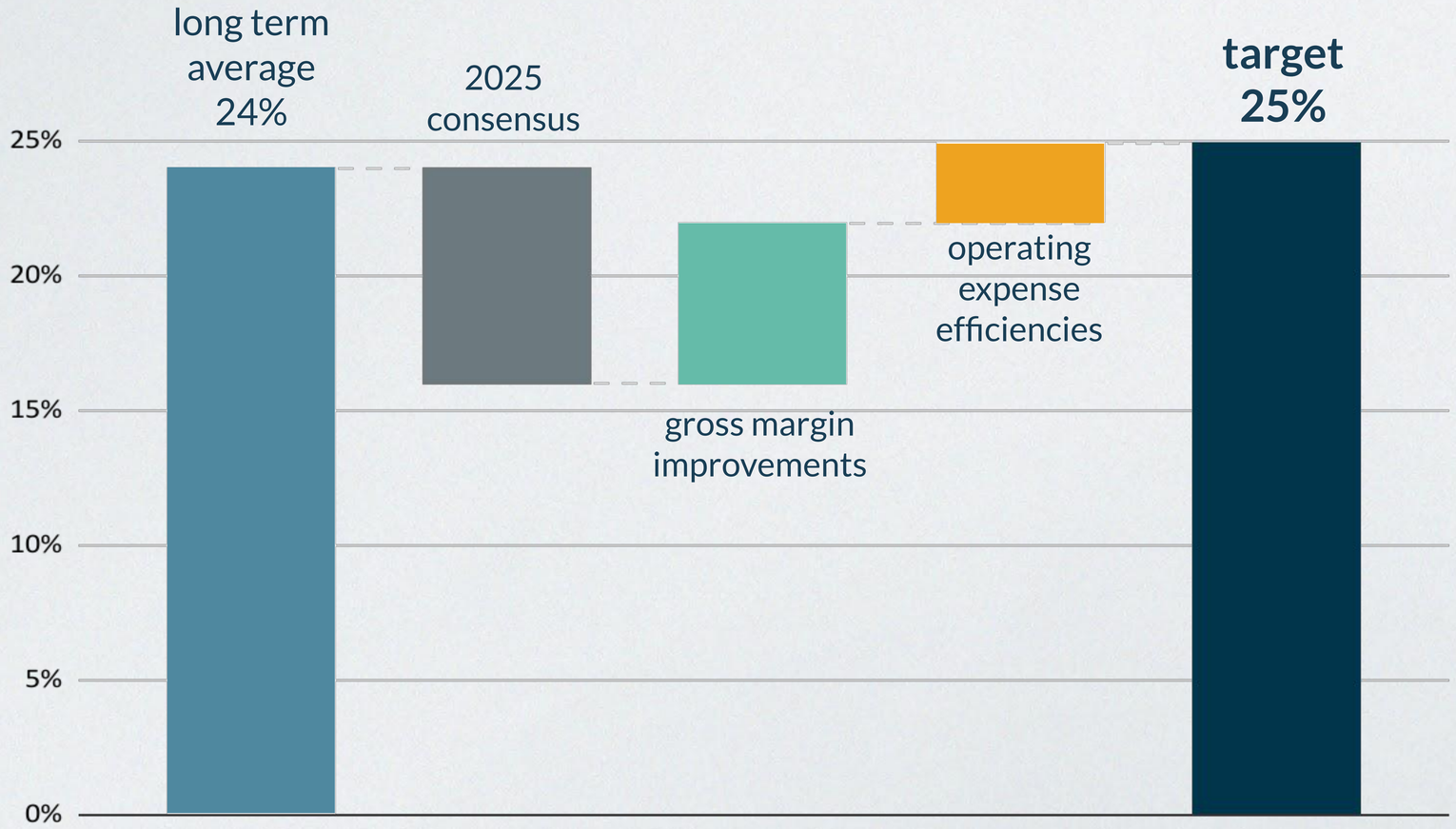
# EBIT margin improvement trajectory

## Ensure innovation funding and control SG&A




### Gross margin improvements

- Supply chain optimization
- Product mix & innovation
- Operating leverage

### Operating expense efficiencies

- Consistent R&D spend of ~12-14% of sales through the cycle
- SG&A below sales growth and leverage gross margin uplift

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# Maintain strong balance sheet

## FCF provides strength and flexibility

R&D fully expensed

Increasing Free Cash Flow generation

Low and decreasing leverage

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# Capital allocation priorities

## Active allocation to drive innovation and shareholder returns

### Invest to drive organic growth

R&D (Opex) ~12-14%

Capex ~5-7%

(% of sales)

### Maintain solid balance sheet

### Dividend

Share buyback

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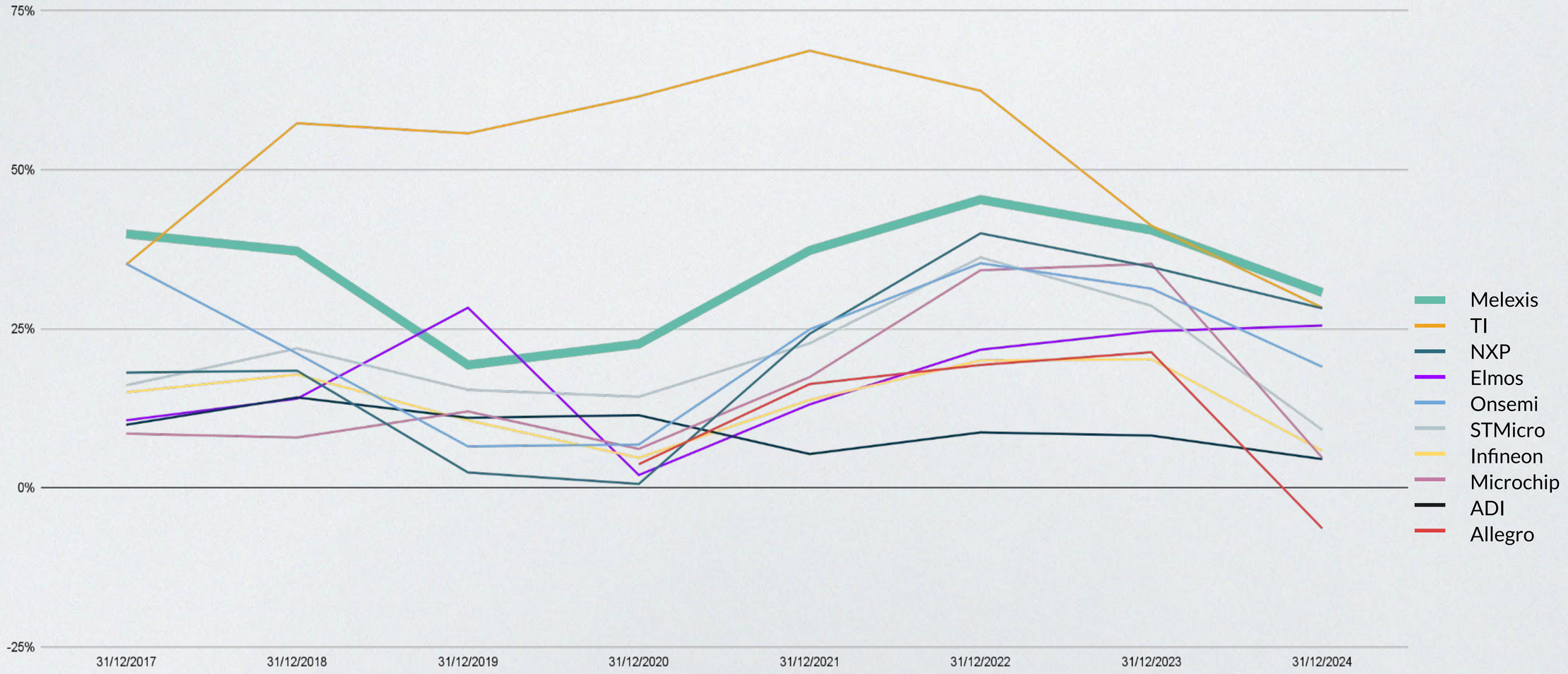
# Consistently high return on equity outperforms peers

## Virtuous cycle of profitable growth, reinvestment and shareholder returns

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*Source: Bloomberg*

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# Melexis target operating model

## Balancing innovation-led top line and profit growth through the cycle

| Sales | Gross margin | EBIT margin |
| --- | --- | --- |
| high single digit CAGR | 45% | 25% |

Key assumptions

- Outperform where we play (SAM: 7% automotive, higher in multi-markets)
- Volume assumptions: automotive production stable, unit growth in multi-markets, overall content growth (value of chips per unit), high multipliers in multi-markets
- Focus on Melexis growth drivers in multiple markets
- Higher ASPs through increasing system solutions

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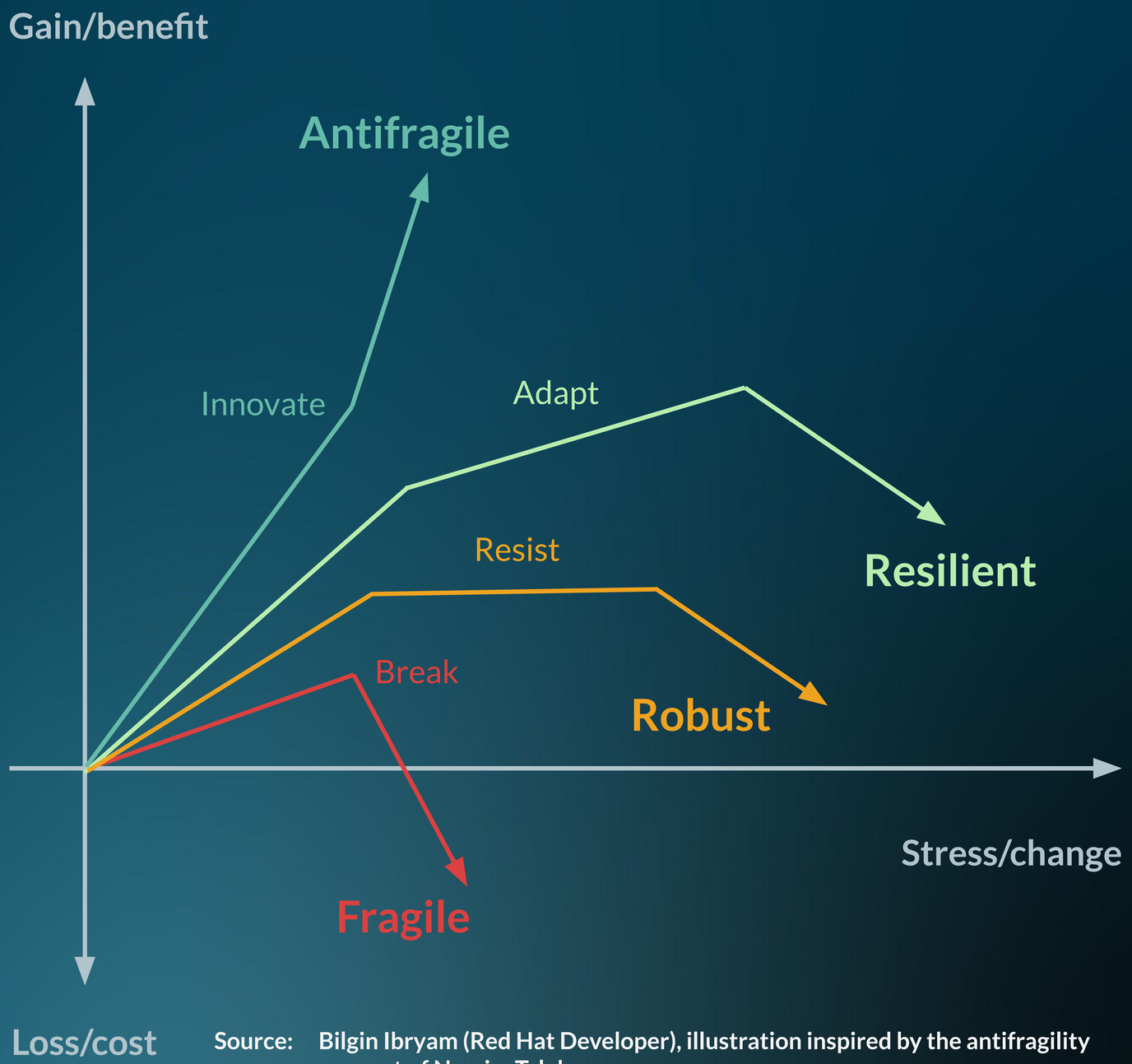


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# Leading in sensors and drivers in an electrified and robotized world

**WHY**

**We innovate with heart for the good of people and planet**

**HOW**

We develop a portfolio of products, services & solutions to enable our customers' success

- **Technology leadership**
- **Customer intimacy**
- **Fabless model**
- **System Solutions**

**WHERE**

- **Automotive**
- **Robotics**
- **Alternative Mobility**
- **Sustainable World**
- **Digital Health**

**WHAT**

- **Pursue rapid innovation & win in high-growth markets**
- **Future-proof talent & diverse, high-performing teams**
- **Serving our customers with world class operations**

**OUR DNA**

**Sustainable & Adaptable by Design and Driven by our Values**

**EARNINGS**

High single digit sales CAGR, 45% Gross margin & 25% EBIT margin

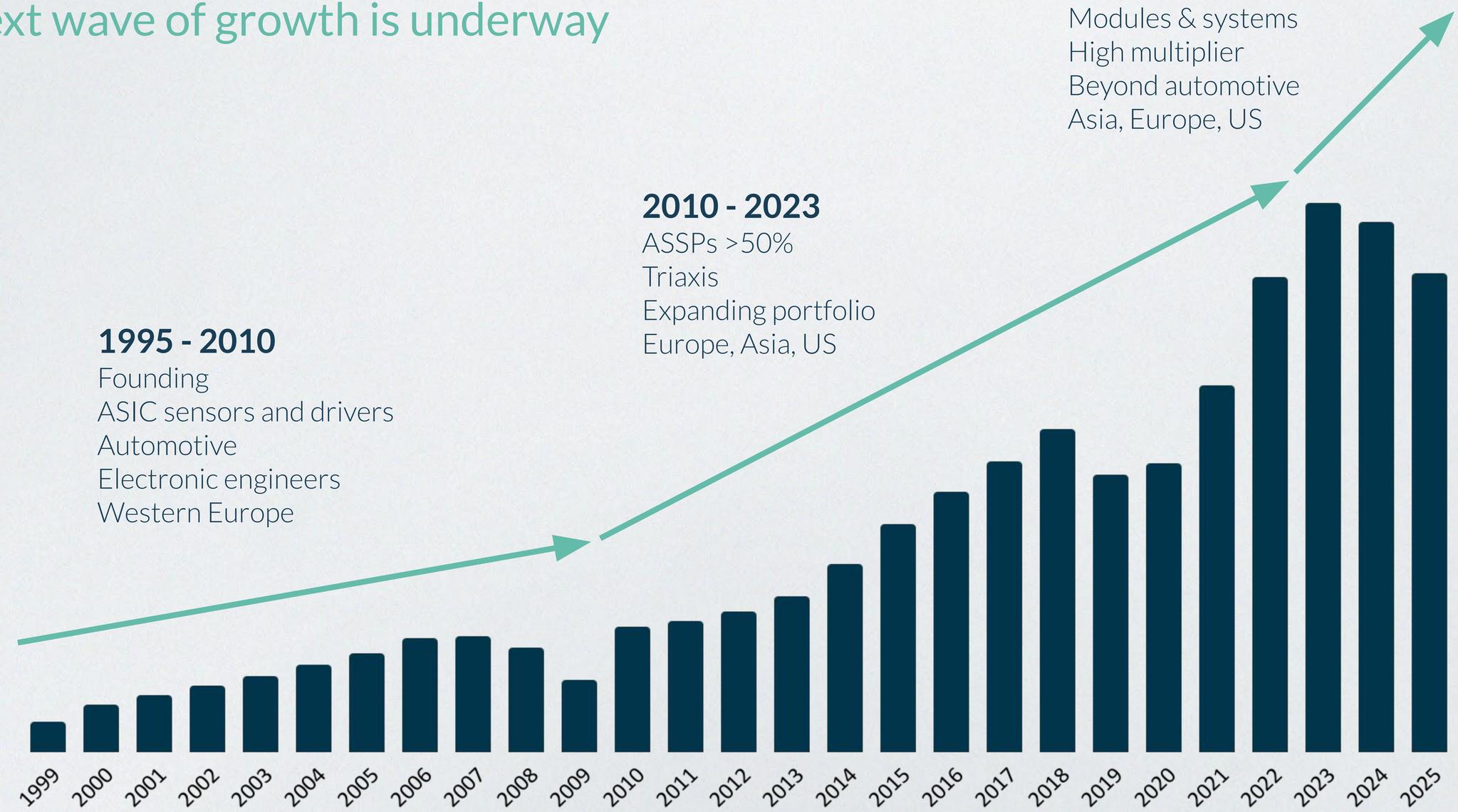
# Capital Markets Day 2025

## The next wave of growth is underway

**1995 - 2010**
Founding
ASIC sensors and drivers
Automotive
Electronic engineers
Western Europe

**2010 - 2023**
ASSPs >50%
Triaxis
Expanding portfolio
Europe, Asia, US

**2023 -**
ASSPs 80%
Modules & systems
High multiplier
Beyond automotive
Asia, Europe, US

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# THANK YOU