

Half-year 2026 results

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Agenda

- Business review
- Financial review
- Outlook
- Q&A

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Key figures H1 2026



Order intake

CHF 337.7m

Order intake +15.7%¹
(organic +3.8%¹)



Net sales

CHF 302.9m

Net sales increase +5.4%¹
(organic -6.9%¹)



EBIT

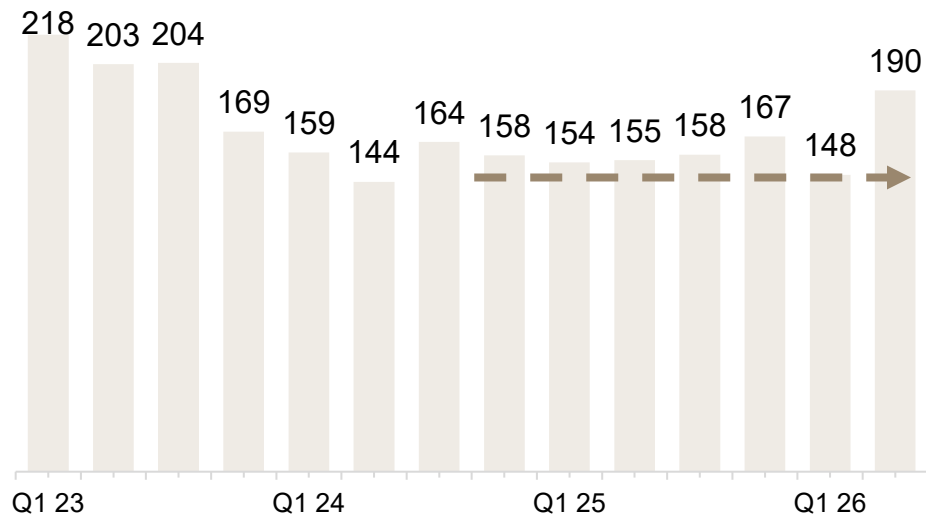
CHF -23.4m

CHF -7.9m in 2025

¹ at constant exchange rates

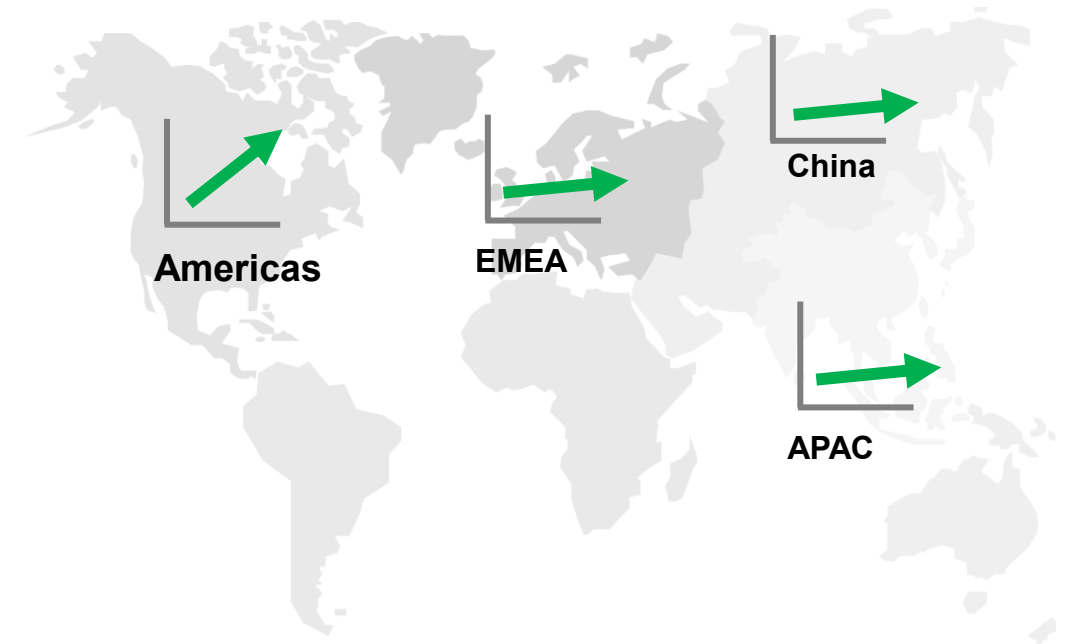
After a weak Q1, order intake stabilized in Q2

Order intake per quarter in CHF million



- Very weak Q1
- Q2 stabilized

Market development Q2 vs. Q1 2026 per region



- **Americas**: Strong Q2 demand for both single machines and automation
- **Other regions**: Solid demand across product categories in Q2
- **Bystronic Rofin**: Q2 order intake at CHF 22m (total of CHF 36m in H1)
- **Backlog**: Strong backlog of CHF 308m supporting higher net sales in H2

Strong contribution from Bystronic Rofin

- Meets growth expectations
- Positive margin contribution
- Aligned with favorable long-term trends in semiconductor and medtech
- Integration on track

Order intake

5 months

CHF 35.5m

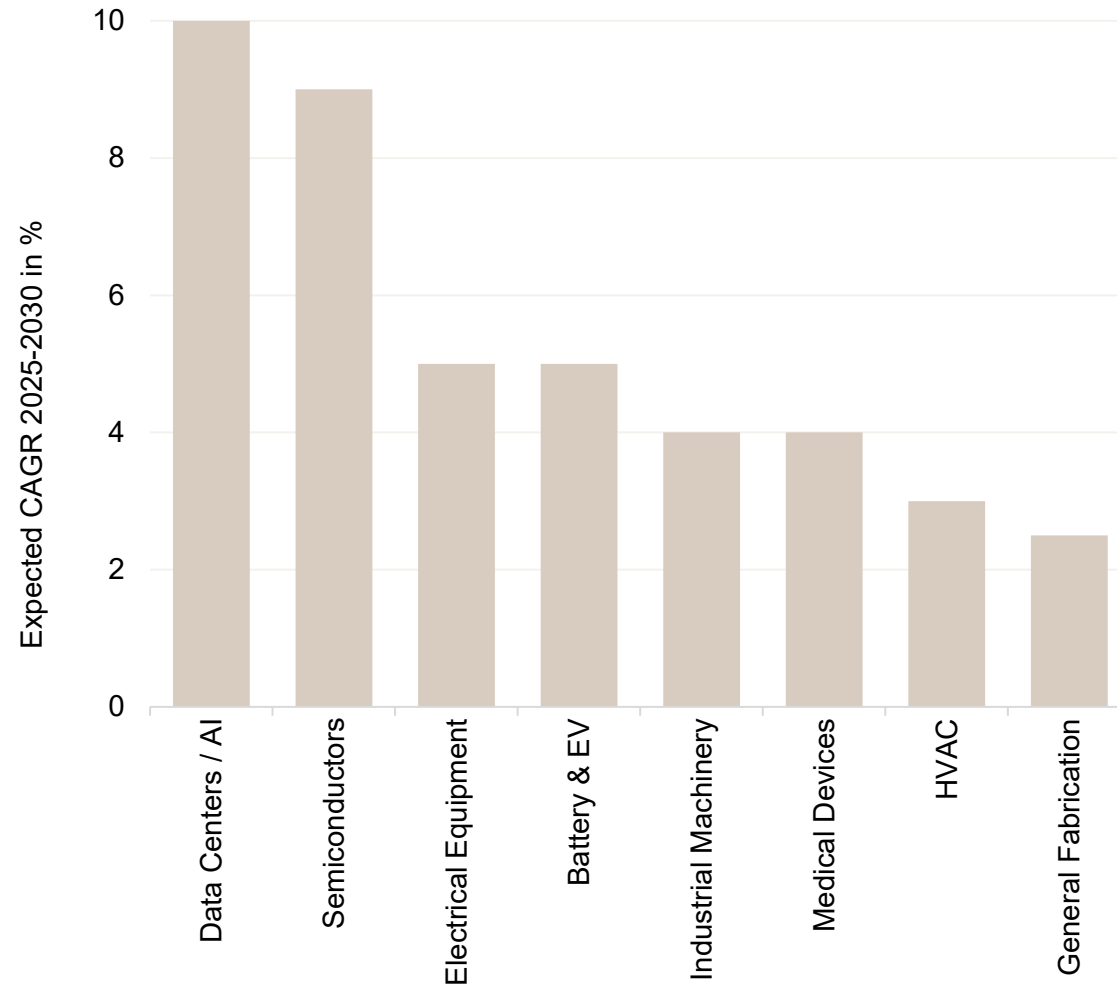
Net sales

5 months

CHF 35.8m



High-value manufacturing end-markets offer automation growth opportunities



Industrial automation

- Projected to grow at 7% YoY by 2030

Growth drivers

- Increasing pressure on manufacturing costs
- High-cost countries trying to protect industrial base
- Lack of skilled labor
- Increasing technical maturity of automation and digitization

Accelerating our transformation with integrated manufacturing solutions

Integrated manufacturing solutions

- Lead with integrated manufacturing solutions
- Increase customer productivity
- Expand software and digital capabilities
- Differentiate beyond standalone machines

Win in growth markets

- Prioritize high-growth industries and regions
- Strengthen our vertical market approach
- Capture new applications and opportunities

Expand our technology portfolio

- Broaden our manufacturing capabilities
- Enhance advanced manufacturing through innovation and partnerships
- Strengthen our position across the value chain

Transform how we operate

- Project management organization
- Process optimization
- Centralized functional excellence
- Transversal vertical teams

Operational performance

in CHF million	H1 2026	H1 2025	
Order intake	337.7	309.4	Order intake increased 15.7% at constant exchange rates (organic 3.8%)
Backlog	307.7	229.6	
Net sales	302.9	304.6	Sales increase 5.4% at constant exchange rates (organic -6.9%)
Operating result (EBIT)	(23.4)	(7.9)	
<i>in % of sales</i>	<i>(7.7%)</i>	<i>(2.6%)</i>	
Net result	(25.4)	(12.9)	

Cash flow development

in CHF million	H1 2026	H1 2025
Net result	(25.4)	(12.9)
Depreciation and amortization	6.9	8.1
Increase/decrease in:		
inventories	(19.3)	3.3
trade receivables	(31.4)	3.7
advance payments from customers	11.9	(14.4)
trade payables and other liabilities	11.6	(0.8)
Change in provision, deferred taxes and non-current customer loans	(0.7)	(14.8)
Other items	(7.8)	8.6
Cash flow from operating activities	(54.2)	(19.2)
Investments in fixed and intangible assets	(4.1)	(4.5)
<i>in % of sales</i>	<i>1.4%</i>	<i>1.5%</i>
Other investments / divestments	1.7	(0.5)
Operating free cash flow	(56.6)	(23.2)

Cash flow development



Higher inventories include raw material and dedicated customer systems for stronger H2 2026 net sales (partially offset by customer advance payments).

Trade receivables inflated by pending but committed payments towards Bystronic Rofin (carve out from previous owner Coherent).

Continued strong balance sheet provides stability in a challenging environment

in CHF million	June 30, 2026	Dec 31, 2025
Cash and securities	256.6	330.7
Trade receivables	121.8	80.4
Inventories	228.6	183.7
Other current assets	54.6	50.6
Fixed / intangible assets	136.0	114.7
Other non-current assets	50.8	85.5
Total assets	848.5	845.5
Trade payables	58.1	50.9
Advance payments from customers	96.2	83.4
Other liabilities	138.1	116.0
Total liabilities	292.4	250.3
Total equity	556.1	595.2
Total equity and liabilities	848.5	845.5

Bystronic

Cash and securities



Continued solid cash position

Purchase price Bystronic Rofin amounted to CHF 48.3m

Full repayment Mammut loan (CHF 32.4m)

Net working capital



Inflated trade receivables will normalize in H2 2026

High inventory level correlates with strong backlog

Equity ratio



66% on June 30, 2026

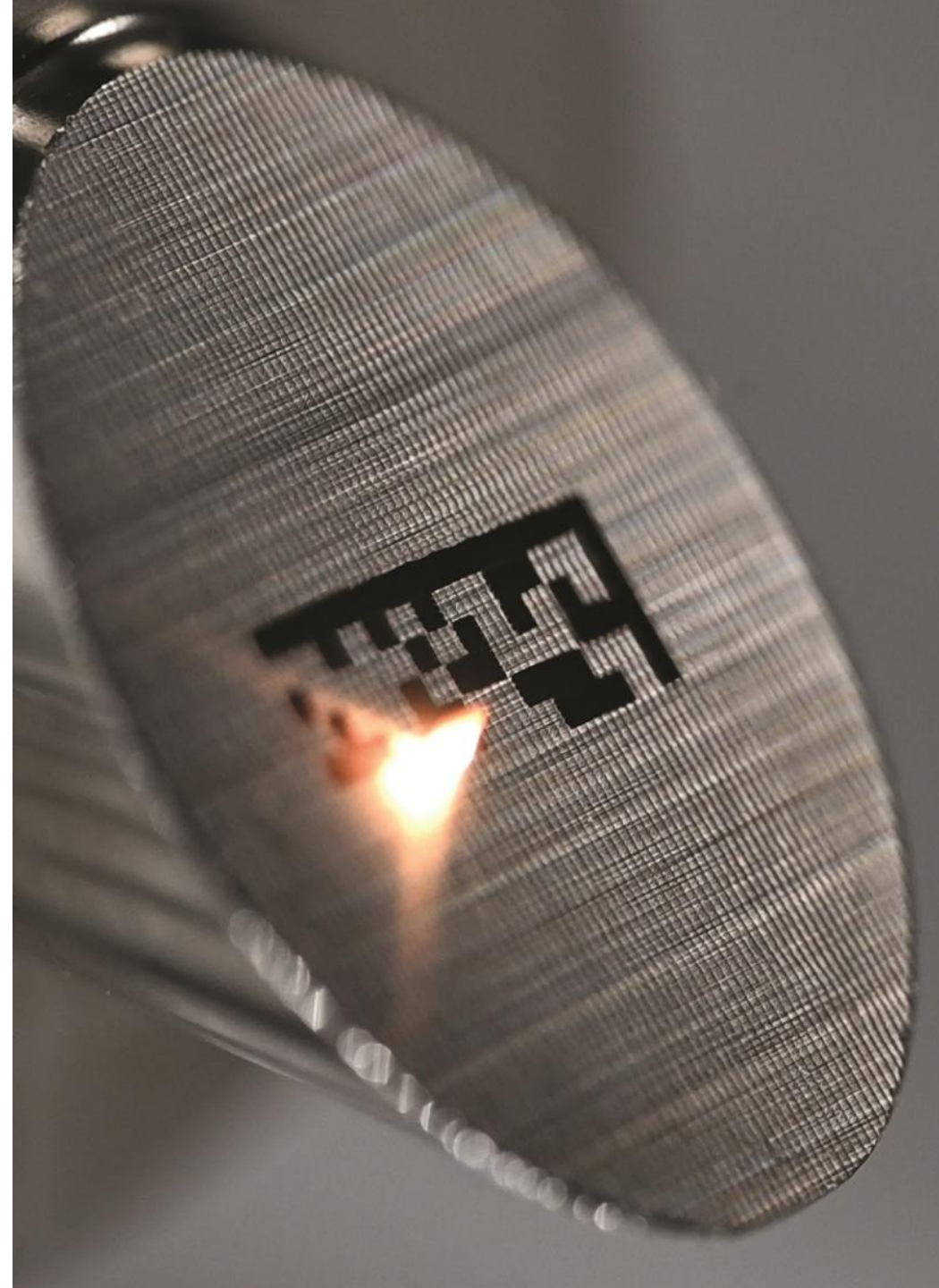
Outlook

Backlog supports stronger H2 performance

- Bystronic expects a continued difficult market situation for the remainder of 2026
- Bystronic confirms the outlook communicated in June 2026
- Higher second-half net sales, supported by backlog execution, are expected to improve profitability although the weak first quarter cannot be fully offset

Conclusion

Bystronic expects net sales to exceed the prior-year level, primarily driven by Bystronic Roфин, while profitability is not expected to improve compared to the previous year.



Q&A



Appendix

Key figures

in CHF million	H1 2026	H1 2025	Δ in %	Δ in % at CER ¹
Order intake	337.7	309.4	9.2%	15.7%
Systems	242.6	209.3	15.9%	22.7%
Service	95.1	100.1	(4.9%)	1.3%
Backlog	307.7	229.6	34.0%	
Net sales	302.9	304.6	(0.6%)	5.4%
Systems	207.8	204.5	1.6%	7.4%
Service	95.1	100.1	(4.9%)	1.3%
Operating result (EBIT)	(23.4)	(7.9)		
Net result	(25.4)	(12.9)		
Operating free cash flow	(56.6)	(23.2)		
Equity in % of total assets	65.5%	71.7%		
Average FTE	3,064	2,940		
Dividend (in CHF per share)				
Class A registered share	4.00	4.00		

¹ at constant exchange rates