

Half-year 2021 Report

Results presentation

Disclaimer

The information in this presentation about the business performance of the Bystronic Group is of a summary nature only. The information published in the Annual Report 2020 of Conzzeta AG, the company that preceded Bystronic AG until the end of April 2021, the half-year report 2021 of Bystronic AG and the information on the website www.bystronic.com prevails.

Although the greatest possible care was taken with the preparation of the presentation, Bystronic takes no responsibility for its completeness or correctness. Unless otherwise specified, the figures are based on the annual report for 2020 of Conzzeta AG, the company that preceded Bystronic AG, and on the half-year report for 2021 of Bystronic AG.

The presentation also contains statements about expected future financial and operational developments which are based on subjective assessments. No assurance can be given that those expectations will be achieved. Any liability for loss or damage arising directly or indirectly from the information in this presentation is expressly excluded.

Transformation milestones

Alex Waser

Strategy 2025 execution

Alex Waser

H1 2021 highlights

Alex Waser

H1 2021 financial review

Beat Neukom

Outlook 2021

Alex Waser

Q&A

Alex Waser
Beat Neukom



Pure play positioning

- Listing May 3, 2021
- SIX:BYS



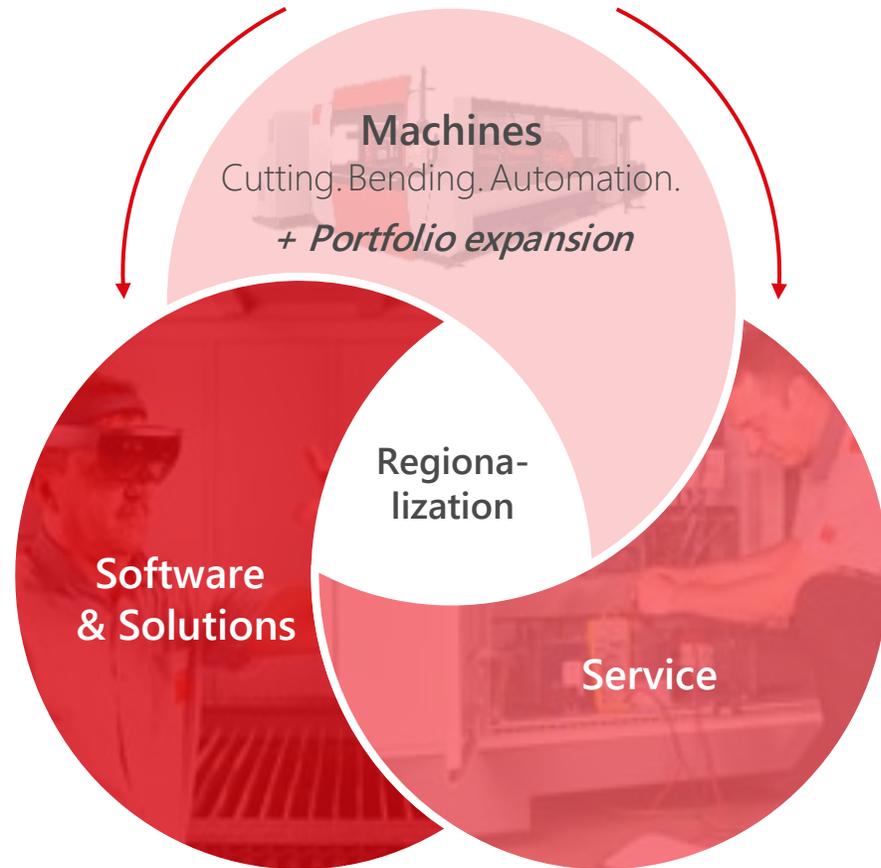
Transformation concluded

- FoamPartner closed in March
- Mammut closed in June



Deliver to promise

- Regional structure in place
- Service business growth
- Automation solutions
- Smart Factory Solutions



Bystronic USA

- Brand Experience Center
- Smart Factory
- Local production

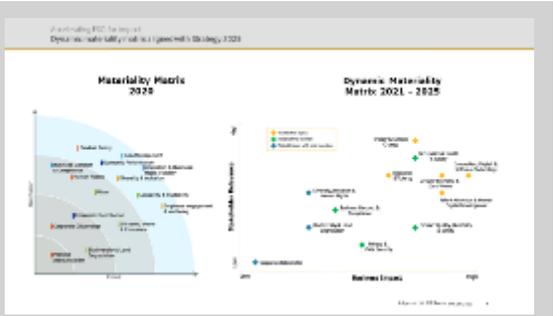
Software / Smart Factory

- Acquired software specialist Kurago
- Accelerate launch of Smart Factory Solutions

Service growth

- Nearly all customers buy Bystronic machines with service package
- Hiring 100 service technicians

Conducted SDG alignment



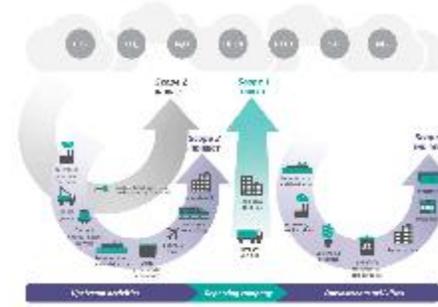
Forward-looking
Materiality Matrix aligned
with Strategy 2025



Conducted S&P 500
corporate sustainability
assessment / defining
ESG KPIs & targets in H2

Conducted Carbon Footprint Assessment

Scope 1 & 2 emissions for all
production sites



CDP reporting
1st CDP as BYS



1st Bystronic sustainability
report for 2021 on track

CHF million

Order intake

549.5

+62.8% ¹⁾ / +27.6% ²⁾

- Partially driven by catch-up effects due to the pandemic
- Broad based in all regions
- Bystronic USA fully operational
- Resumption of trade fairs in some regions also driving increased customer demand
- Increased demand for automation

Net sales

440.7

+19.2% ¹⁾ / +4.4% ²⁾

- Double-digit sales growth in all regions
- Solid development of service business, now at 22.9% of sales (H1 2020: 19.9%)
- Supply chain constraints posing certain challenges

EBIT

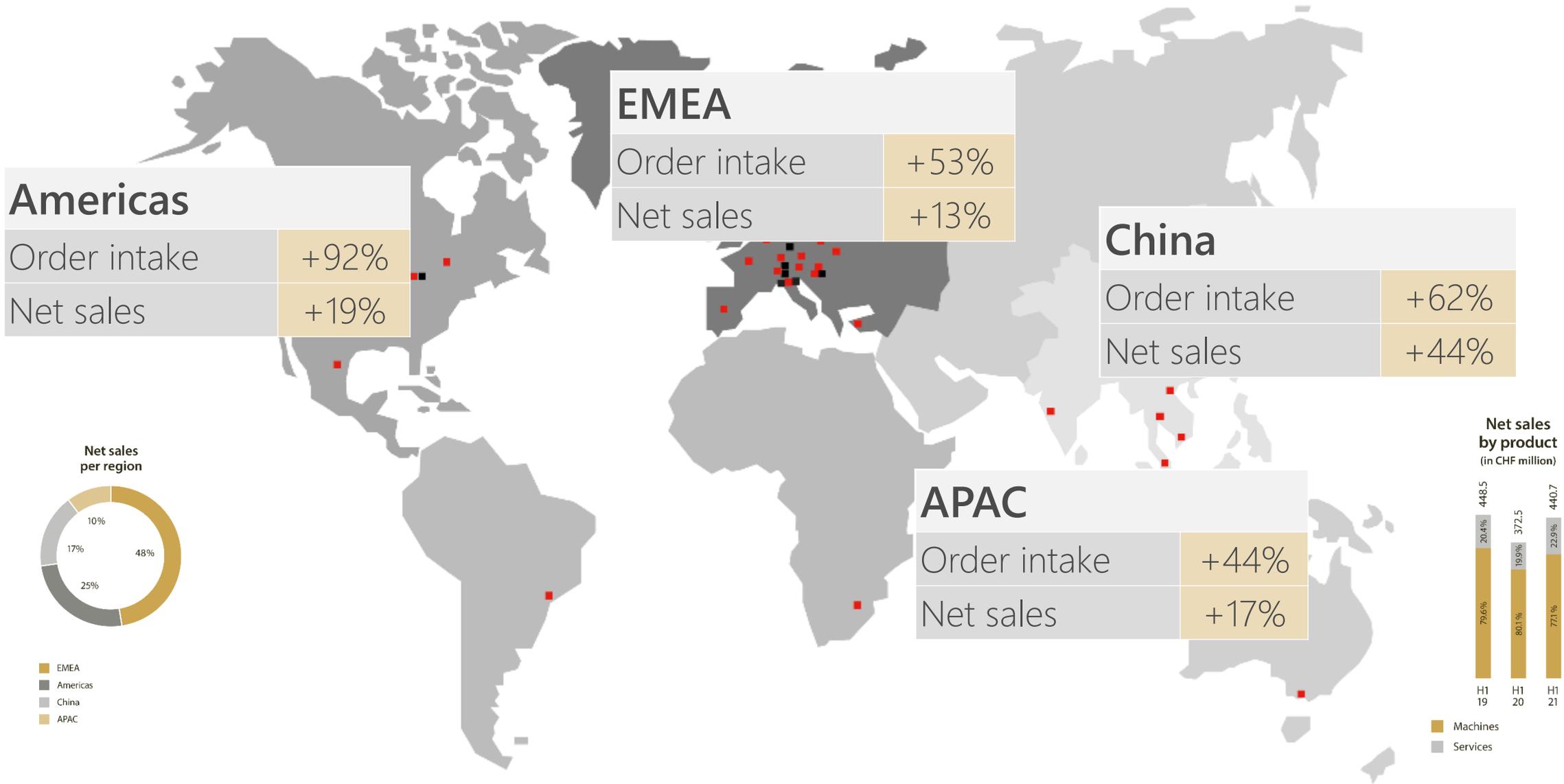
30.3

margin 6.9% / adj. margin 8.0%

- Positive contribution of higher sales volumes
- Transportation constraints
- Higher PEX (service hirings)
- One-off costs in connection with the transformation
- Impacts from higher material costs mitigated by regional set-up and local sourcing

1) At constant exchange rates

2) At constant exchange rates vs. H1 2019



At constant exchange rates compared to H1 2020

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Group transformation completed - significant impacts on presentation of financial statements

Schmid Rhyner (Feb 28, 2020)

- 2 months in H1 2020
- Significant positive impact on H1 2020 results from divestment gain

FoamPartner (Mar 31, 2021)

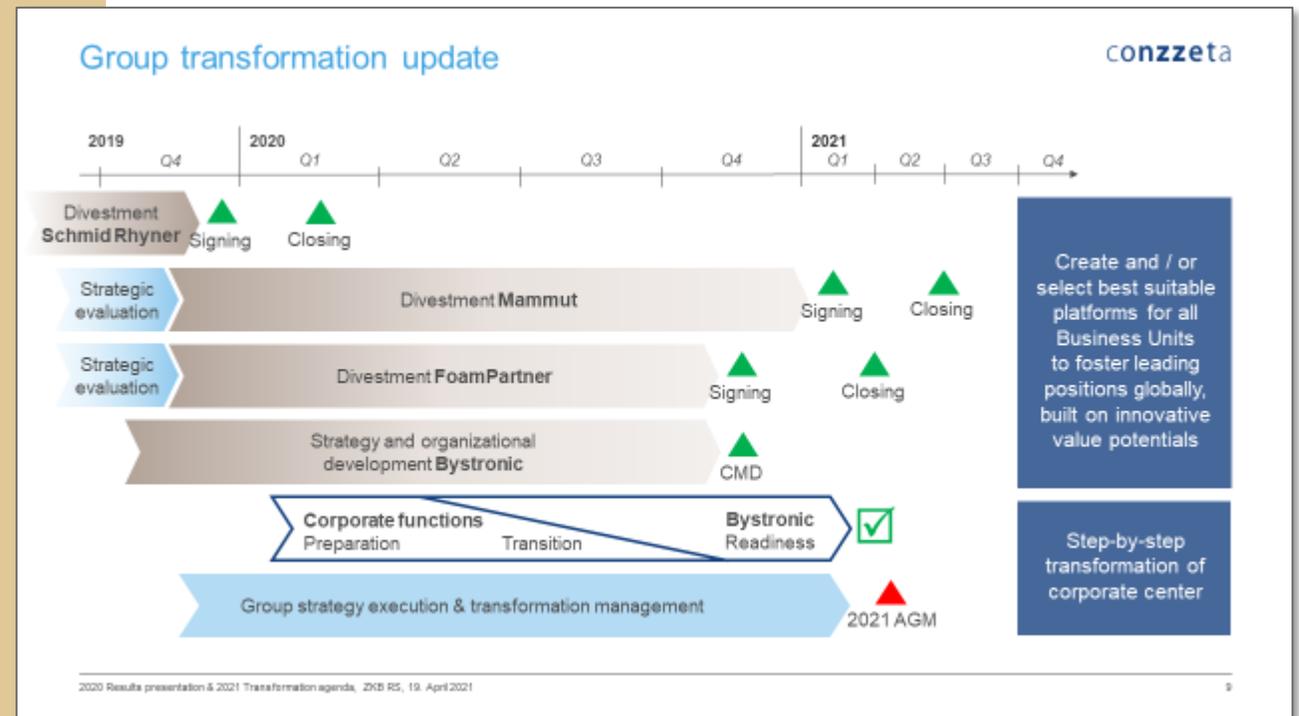
- Full Year 2020; 3 months in H1 2021
- Goodwill recycling with a significant negative impact on consolidated results

Mammut (Jun 30, 2021)

- Full Year 2020; 6 months in H1 2021
- Divestment with a break-even impact on H1 2021 results

Cash inflow in H1 2021 of CHF 322.7 million from FoamPartner and Mammut divestments

Deconsolidation of discontinued operations



CHF million	Continuing operations			Total Group	
	H1 2021	H1 2020	%	H1 2021	H1 2020
Net sales	440.7	372.5	18.3%	624.3	576.2
Increase compared to prior year at constant exchange rates			19.2%		
Operating result (EBIT)	30.3	23.4	29.6%	-55.2	49.9
in % of net sales	6.9%	6.3%		-8.8%	8.7%
Net result	23.3	16.6	40.4%	-60.9	46.6
in % of net sales	5.3%	4.5%		-9.7%	8.1%
Earnings per class A share, in CHF	11.19	7.45		-29.50	21.96
Net operating assets (NOA)	234.9	290.3	-19.1%		
Return on net operating assets (RONOA)	20.0%	12.8%			
Operating free cash flow	19.7	-24.4			
Equity ratio (%)	69.2	72.2	-300 bp		

Operating result (EBIT) for continuing operations increased by 30%

CHF million

H1 2020 EBIT

**Discontinued / continuing operations
H1 2020 adjusted**

Volume and product mix

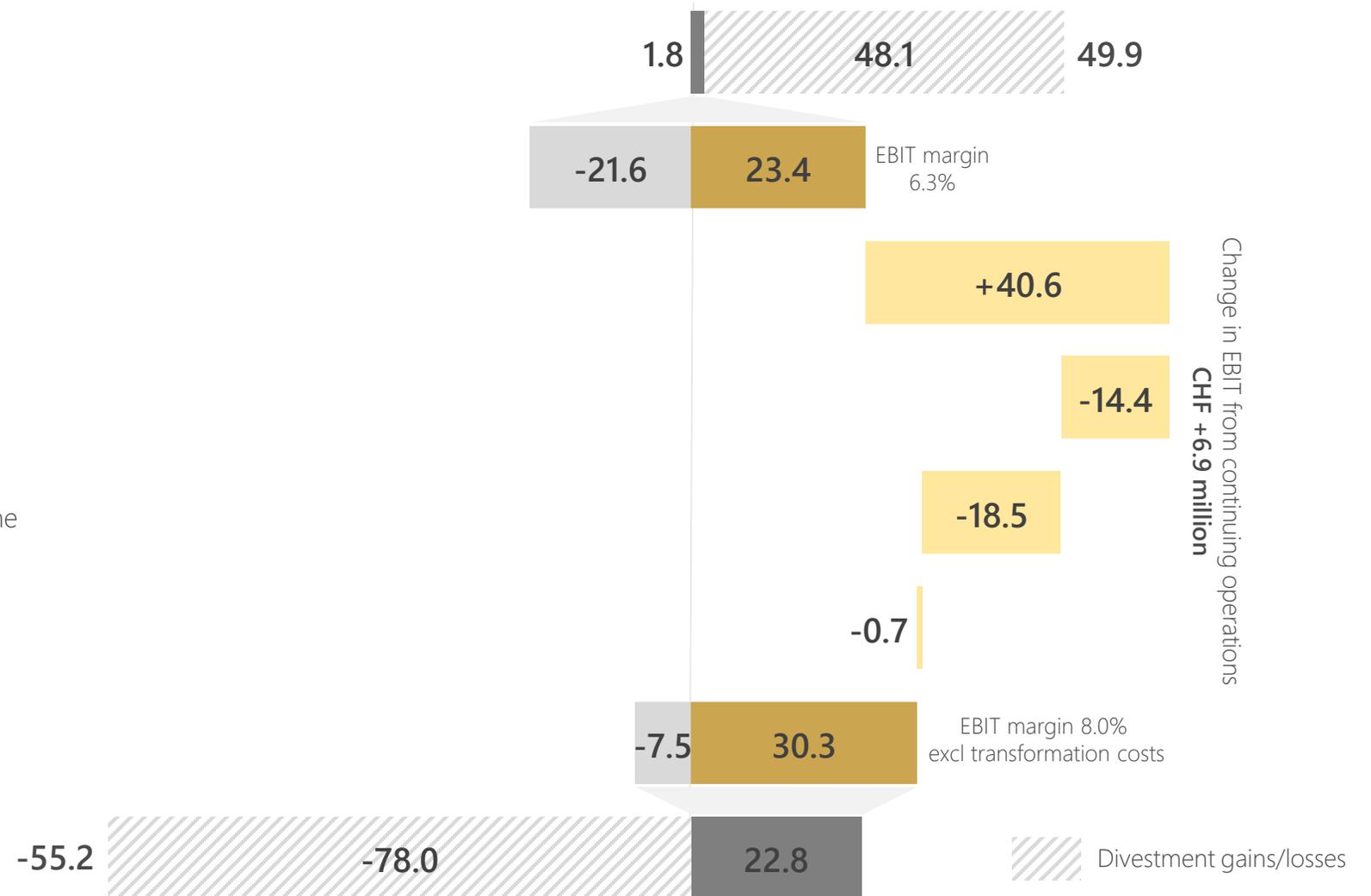
Personnel expenses

Operating expenses, other operating income
& depreciation / amortization

FX translation

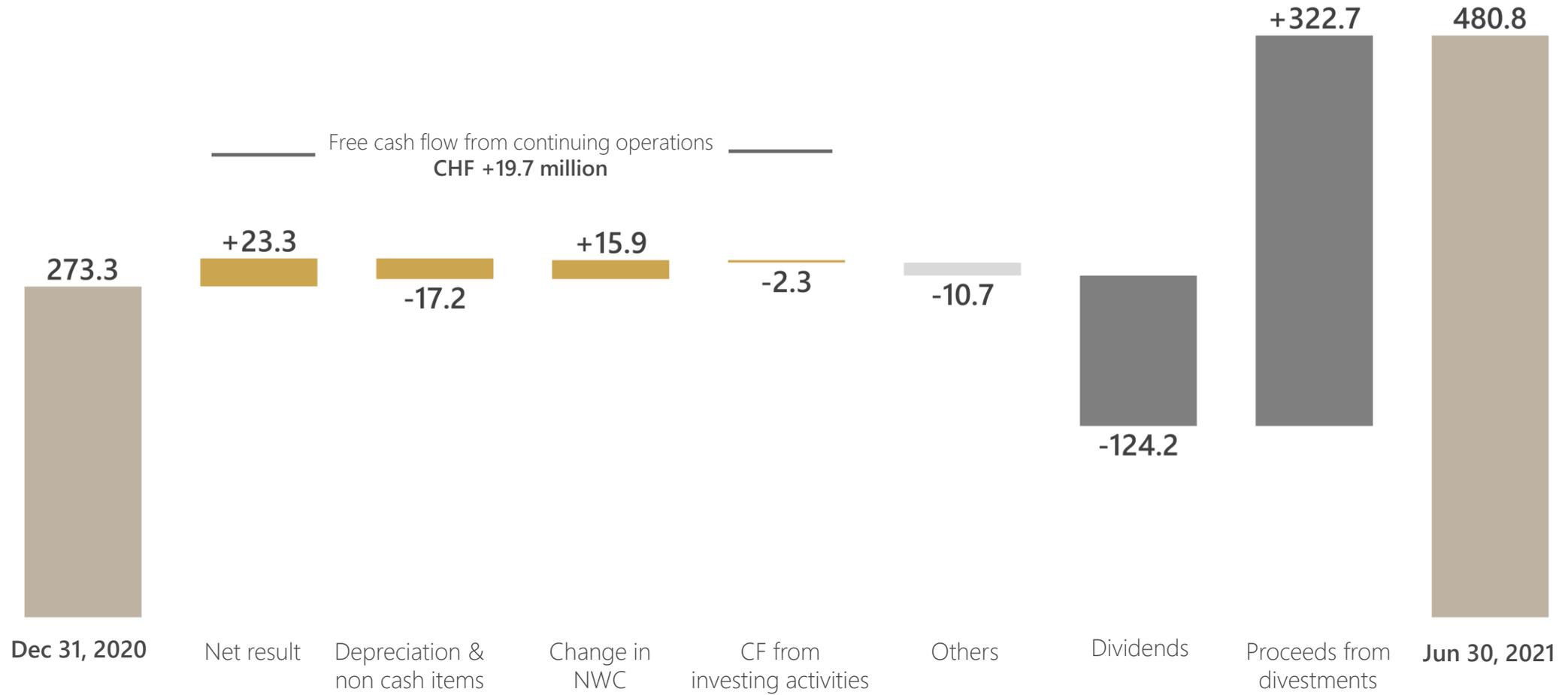
**Discontinued / continuing operations
H1 2021 adjusted**

H1 2021 EBIT



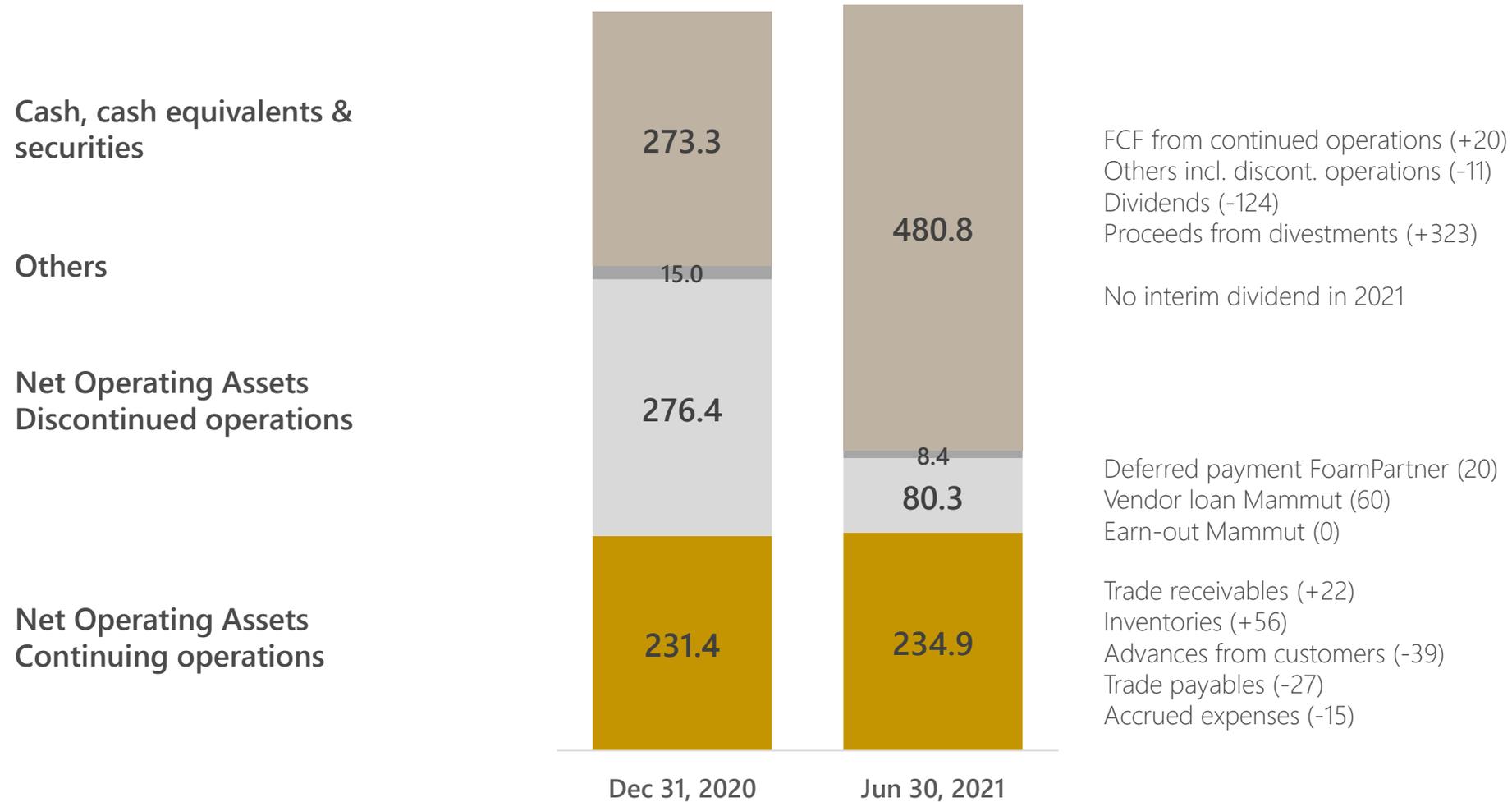
Cash, cash equivalent & securities reached CHF 481 million

CHF million



Strong balance sheet with NOA for continuing operations only marginally increasing

CHF million

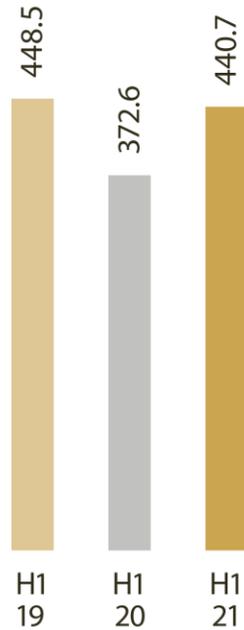


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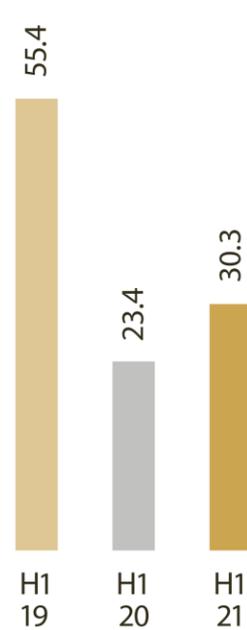
Sales

(Net sales in CHF million)



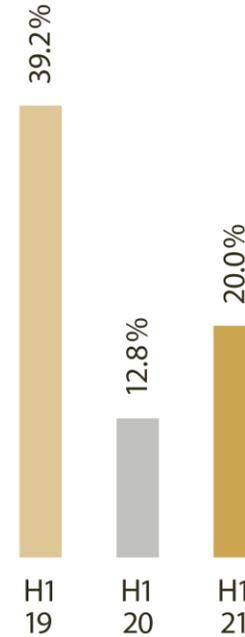
Profitability

(EBIT in CHF million)



Capital efficiency

(RONOA)



Financial targets

(mid-term until 2025)

Growth

Over 5% growth
in net sales

Profitability

EBIT margin
over 12%

Capital efficiency

Over 25% return on
net operating assets
(RONOA)

Net sales growth

~15%

EBIT margin

8-9%

Based on

- Continuation of positive business developments in H2 2021
- Onboarded service technicians trained and will become productive in H2 2021
- Increased demand for automation
- Procurement situation not accentuated
- Stable inflation rates

Q&A

We are happy to answer your questions



Appendix

Financial calendar

2021/22		
Sept 15/16, 2021	Investora conference	Investora
Oct 15, 2021	Trading update	Bystronic
Nov 3, 2021	ZKB Swiss Equities Conference	ZKB
Nov 19, 2021	CS Equity Forum Switzerland	Credit Suisse
Nov 30, 2021	Capital Markets Day	Bystronic
March 15, 2022	Full-year 2021 results	Bystronic
April 14, 2022	Trading update	Bystronic
April 26, 2022	AGM	Bystronic

Appendix

Bystronic investor relations and media contacts



Beat Neukom
Chief Financial Officer

joined Bystronic 2021
Swiss citizen, born in 1970

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Appendix

Key figures continuing operations & total group

CHF million	Continuing operations			Total Group	
	H1 2021	H1 2020	Change	H1 2021	H1 2020
Order intake	549.5	340.2	61.5%		
Increase compared to prior year at constant exchange rates			62.8%		
Net sales	440.7	372.5	18.3%	624.3	576.2
Increase compared to prior year at constant exchange rates			19.2%		
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Operating free cash flow	19.7	-24.4	nm		
CAPEX	7.7	6.8	13.2%		
Net operating assets (NOA)	234.9	290.3	-19.1%		
Return on net operating assets (RONOA)	20.0%	12.8%	-720 bp		
Total equity	804.4	834.0	-3.5%		
Equity ratio (%)	69.2	72.2	-300 bp		
Number of employees as of reporting date	3,357	3,043	10.3%		

¹⁾ Total Group H1 2021 including divestment loss of CHF -78.5 million from sale of FoamPartner and in H1 2020 including CHF 48.1 million divestment gain from sale of Schmid Rhyner

Bystronic

Thank you for your interest

