



Investor presentation

Investora 2021 – Sept 16, 2021

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.

Who we are

Alex Waser, Group CEO

Strategy 2025

Alex Waser, Group CEO

H1 2021 highlights

Beat Neukom, Group CFO

Outlook 2021

Alex Waser, Group CEO

Q&A

Alex Waser, Group CEO
Beat Neukom, Group CFO

Appendix

Founded

1986

Best choice.

Net sales FY 2019

935.8

2020: 801.4

CHF million

Employees

3,357

globally

per June 30, 2021

Locations

9

development and production sites,
31 sales and service subsidiaries

Innovation

~50%

sales with products on market
for less than three years

Ticker symbol

SIX: BYS

listed since May 3, 2021

From 1994 until April 2021 Bystronic was part of Conzzeta AG. With the transformation of the Group, focusing on the Bystronic sheet metal processing business unit and disposal of all other activities per June 30, 2021, **Bystronic is now a pure-play company with a clear and attractive growth strategy for the future.**

Who we are
Our heritage: we pioneered with machines for cutting and bending

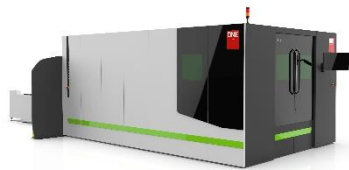
Gold segment



Silver segment



Expansion into bronze segment



Production cells

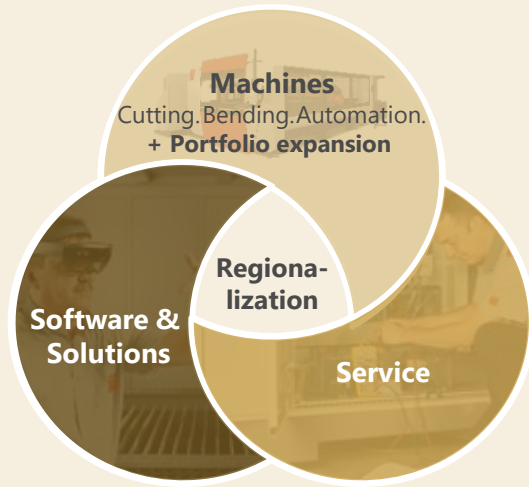


Heritage

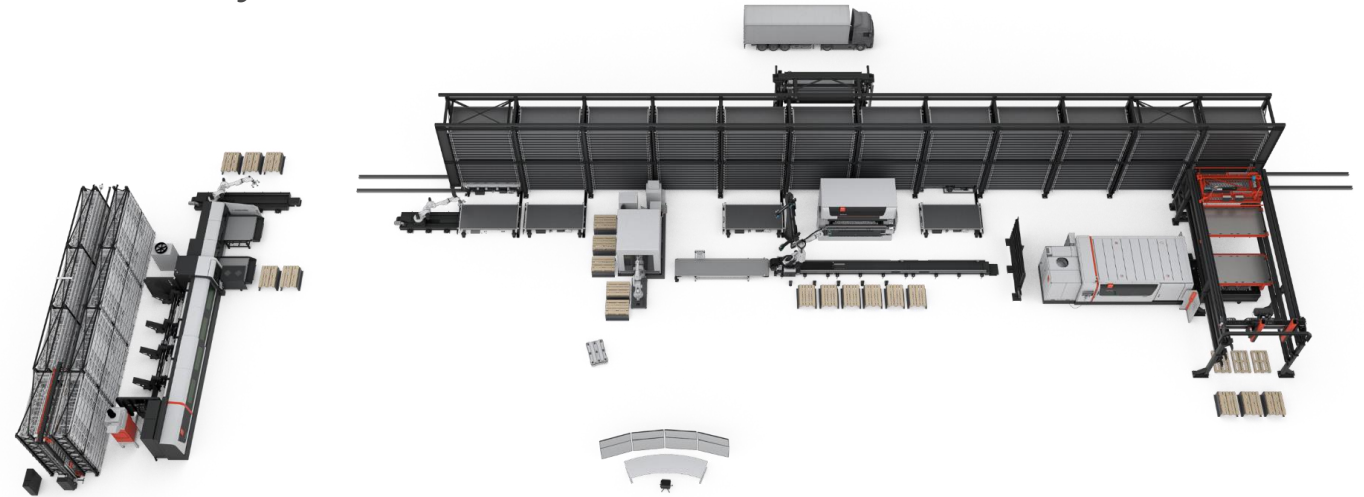
- Hardware focus
- Single machine focus
- Incomplete software offerings
- Service as an add on
- Service as “fire fighting”
- Single customer projects
- Limited modularity
- Limited regionalization
- “One size fits all” approach

Opportunities

- Hardware & software focused
- Software based solutions
- Service as a business
- Recurring revenues
- One stop shop
- Global standardization
- Configurable modules
- Regionalization
- Segment focus



Smart factory suite



Integrated material and data flow, efficient handling



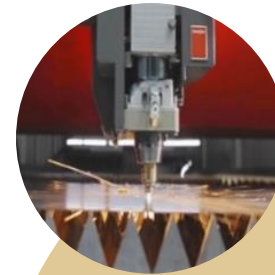
Our combined offering of

- state of the art equipment,
- leading-edge solutions and
- comprehensive services

enable our clients to become

- more efficient and
- more productive ...
- ...while reducing their environmental footprint

Advanced laser technologies



Future technologies

Efficient bending and robotics

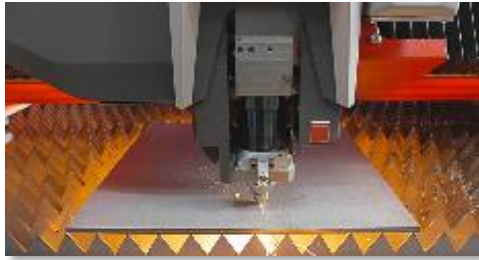


World-class manufacturing

Easy-to-use software



Worldwide serviceability



Energy efficient lasers

- 40% increase in energy efficiency from CO2 lasers -> fiber laser technology



Energy saving bending

- Energy-Saver function (Start-Stop)



Nitrogen generation

- Zero-Carbon in-house nitrogen generation incl. PV systems
- Cost reduction & carbon neutral solution
- Supporting clients with green financing



Intelligent software

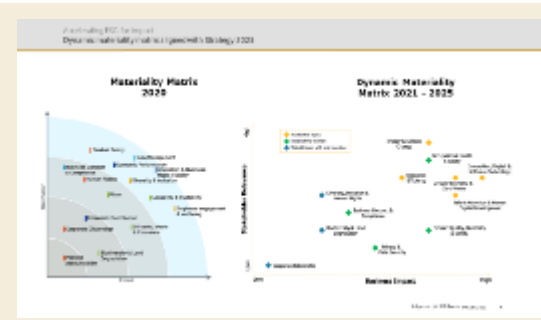
- Waste reduction
- Nesting optimization
- Optimized work-flows



Re-Manufacturing

- Bystronic pre-owend program
- Reuse, reduce, recycle
- Circular economy

Conducted SDG alignment



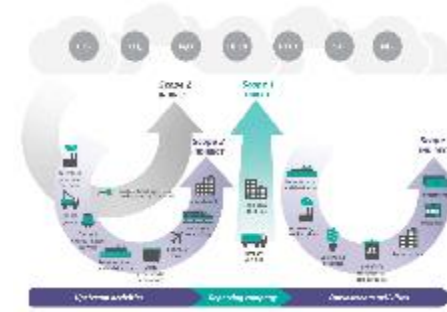
Forward-looking
Materiality Matrix aligned
with Strategy 2025

S&P Global

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

Established and new competition

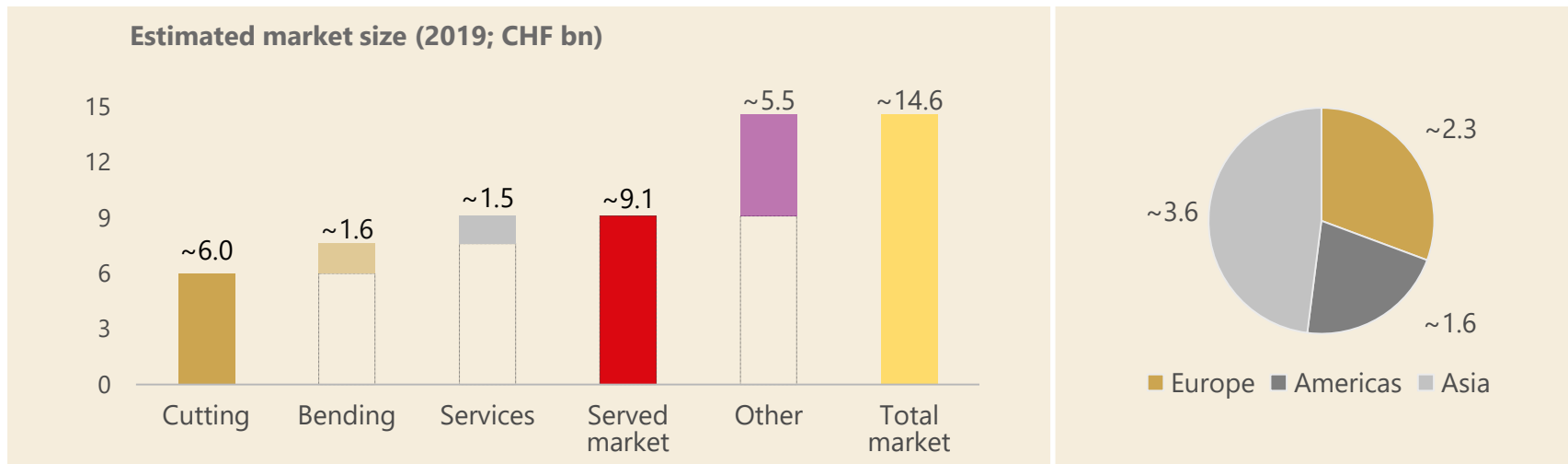
- Competitive landscape dynamic and increasingly fragmented, particularly from new players in fiber laser entry level segment

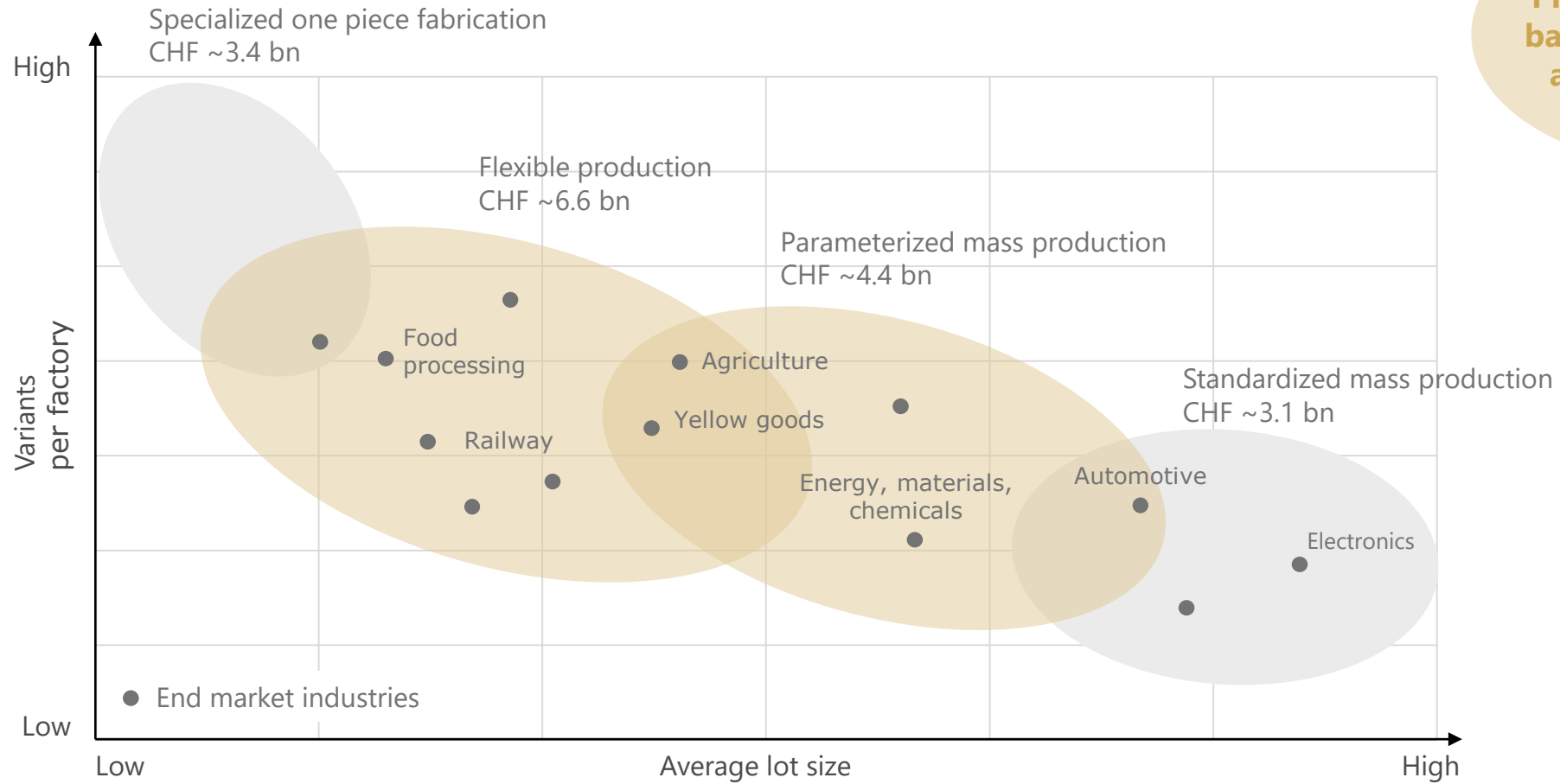
Opportunities in innovative hardware

- Line extensions in cutting & bending; high-performance cutting with more high-tech integration & customization features

Secular trend towards smart factory solutions & services

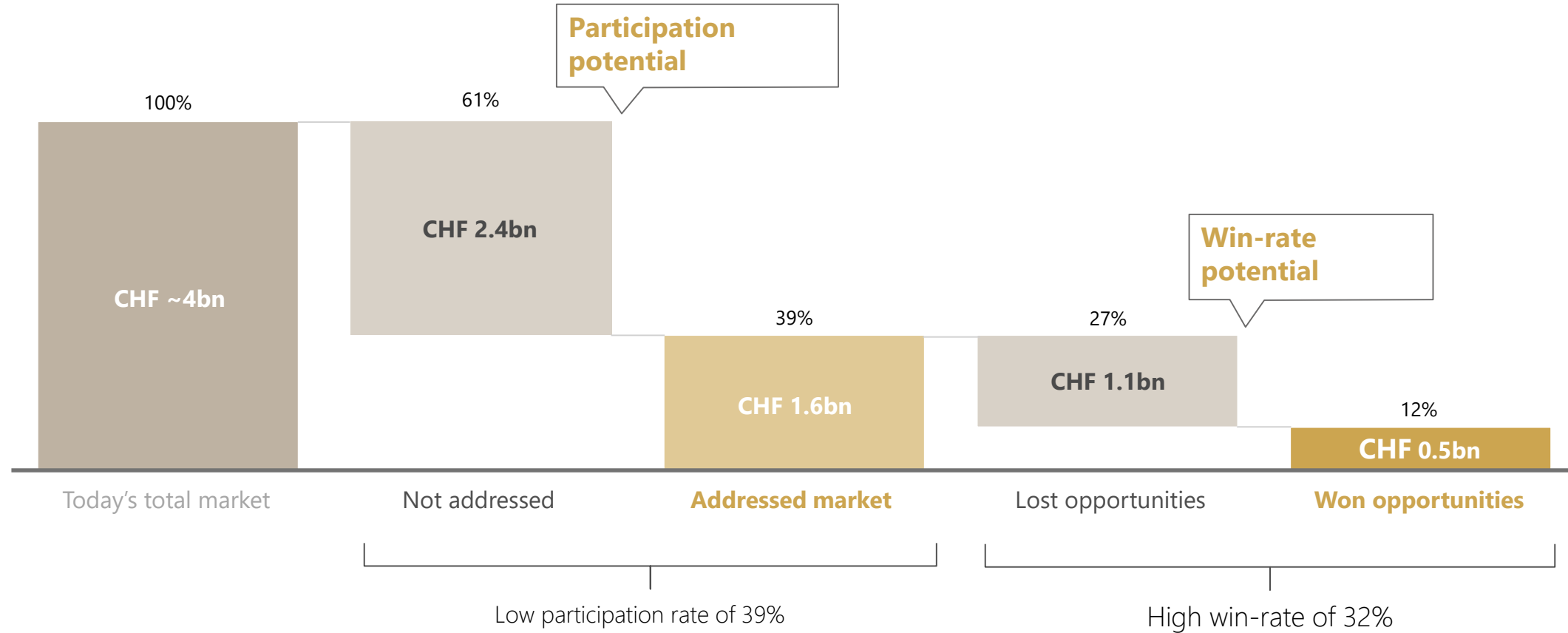
- Growing focus on systems for enhanced client productivity through E2E automation and solutions that yield more stable revenue streams





Own analysis and estimates; note: numbers do not add up to 100% due to overlapping categories

2D cutting market segment >1kW laser power



Growth

**Over 5% growth
in net sales**

based on 2019 figures,
CHF 1.3b by 2025

Profitability

**EBIT margin
over 12%**

Services

26% of net sales

compared to 19% in 2019

Capital Efficiency

**Over 25% return
on net operating
assets (RONOA)**

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Pure play positioning

- Listing May 3, 2021
- SIX:BYS



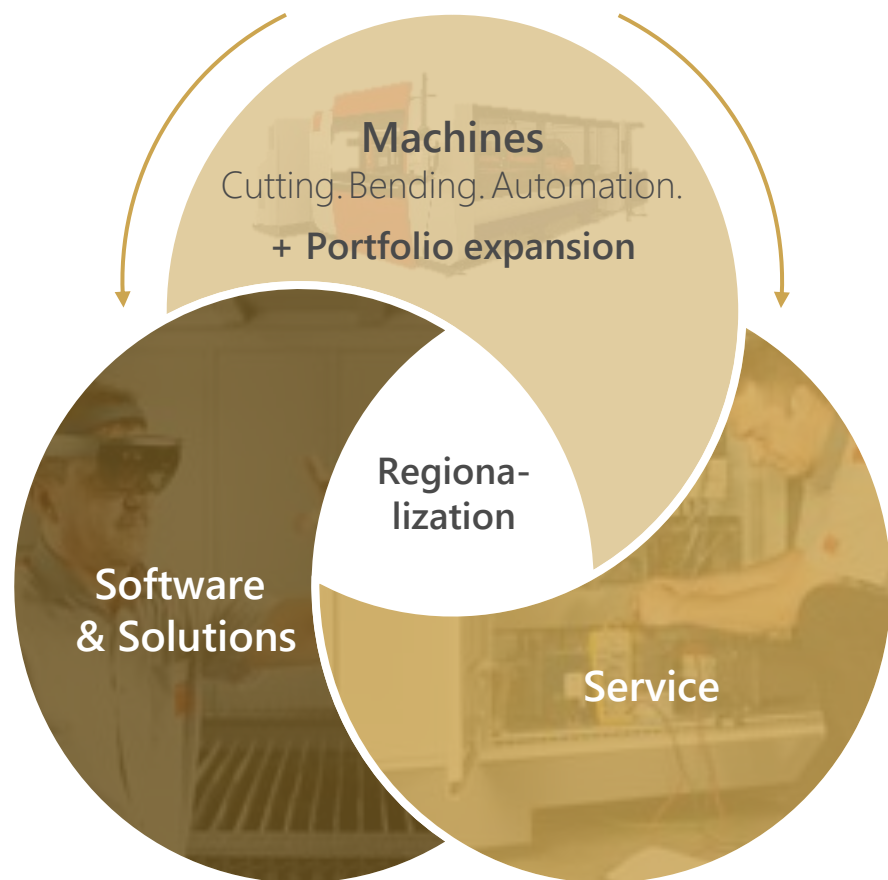
Transformation concluded

- FoamPartner closed in March
- Mammut closed in June



Deliver to promise

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



KURAGO

Bystronic USA

- Brand Experience Center
- Smart Factory
- Local production

Service growth

- Nearly all customers buy Bystronic machines with service package
- Hiring 100 service technicians
- 23% of net sales

Software / Smart Factory

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

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)
- Impacts from higher material costs mitigated by regional set-up and local sourcing
- Adjusted margin excludes one-off costs in connection with the transformation of the Group

1) At constant exchange rates

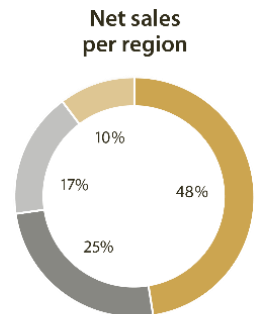
2) At constant exchange rates vs. H1 2019

Americas	
Order intake	+92%
Net sales	+19%

EMEA	
Order intake	+53%
Net sales	+13%

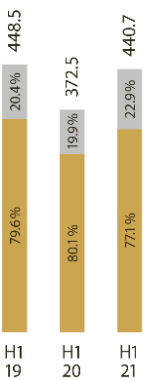
China	
Order intake	+62%
Net sales	+44%

APAC	
Order intake	+44%
Net sales	+17%



- EMEA
- Americas
- China
- APAC

Net sales by product
 (in CHF million)



- Machines
- Services

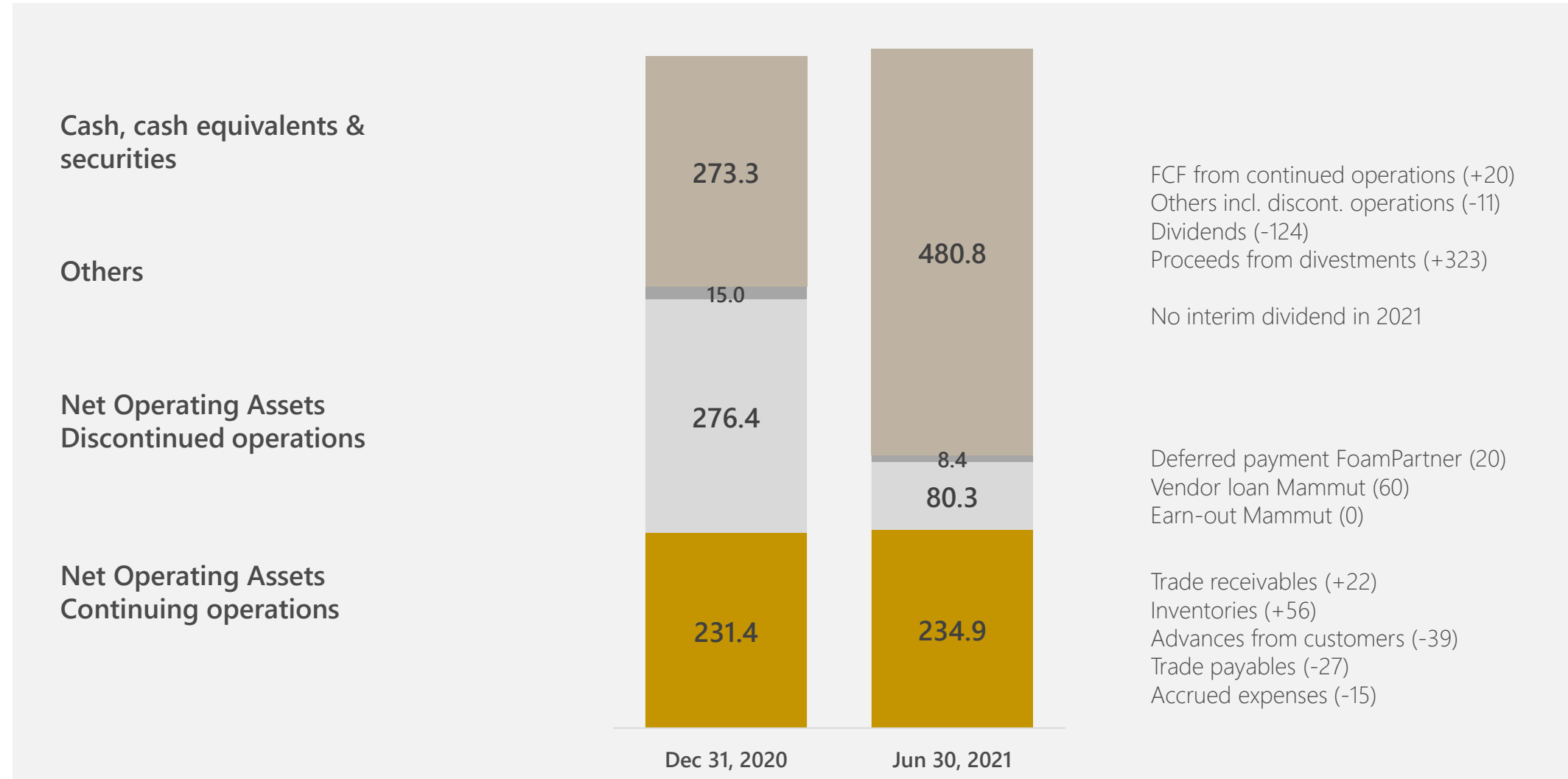
At constant exchange rates compared to H1 2020

Financial 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%		
Operating result (EBIT) ¹⁾	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	50.2%	-29.50	21.96
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

CHF million



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Net sales growth

~15%

EBIT margin

8-9%

- 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

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Q&A

We are happy to answer your questions



Q&A

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Financial calendar

2021/22		
Sept 16, 2021	Investora conference	Investora
Sept 17, 2021	UBS Best of Switzerland conference	UBS
Oct 15, 2021	Trading update	Bystronic
Nov 4, 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 in May 2021

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Investor Relations Advisor

joined Bystronic in April 2021
as external advisor ad interim

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Patrizia Meier
Investor Relations Officer

joins Bystronic in October 2021

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Michael Präger
Chief Communications
& ESG Officer

joined Bystronic in March 2021

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For additional information, please also refer to our website: <https://ir.bystronic.com/en/>

Appendix

Group transformation completed – significant impacts on presentation of H1 2021 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)

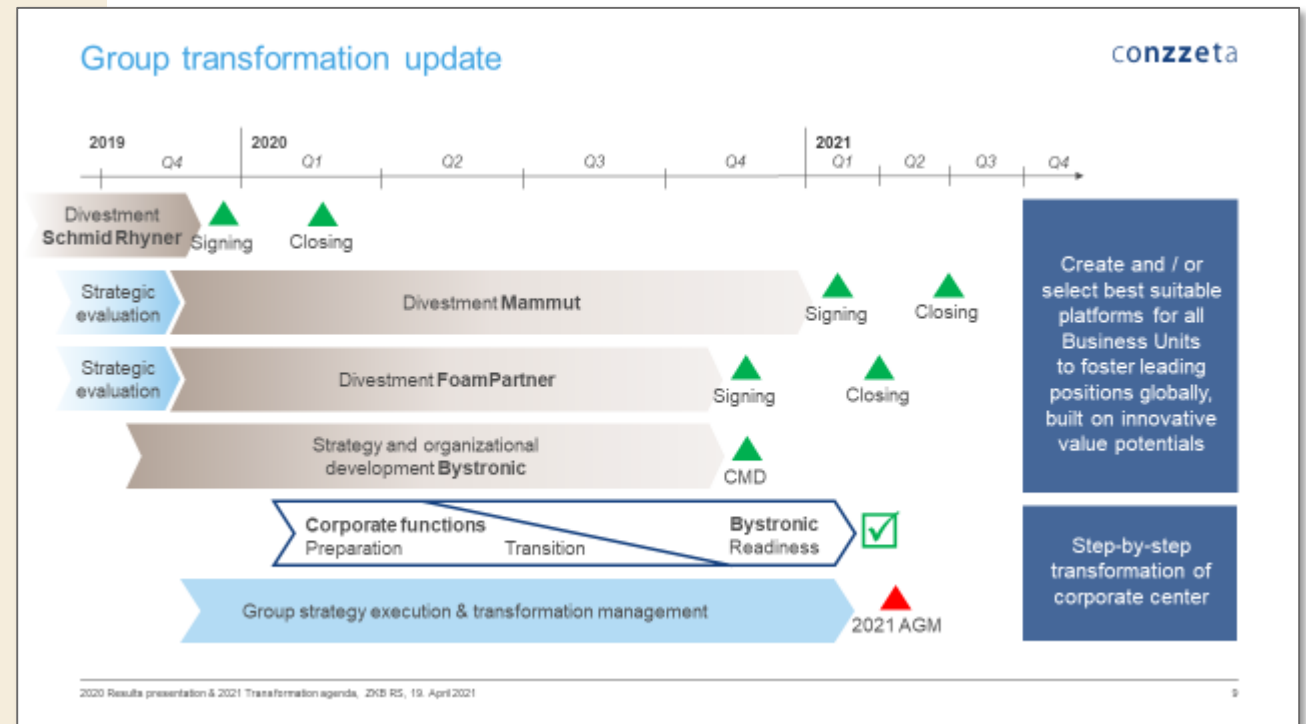
- Full Year 2020; 3 months in H1 2021
- Goodwill recycling with a significant negative impact on consolidated results

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



Appendix

H1 2021 operating result (EBIT) for continuing operations increased by 30%

CHF million

H1 2020 EBIT

**Discontinued / continuing operations
H1 2020 adjusted**

Volume and product mix

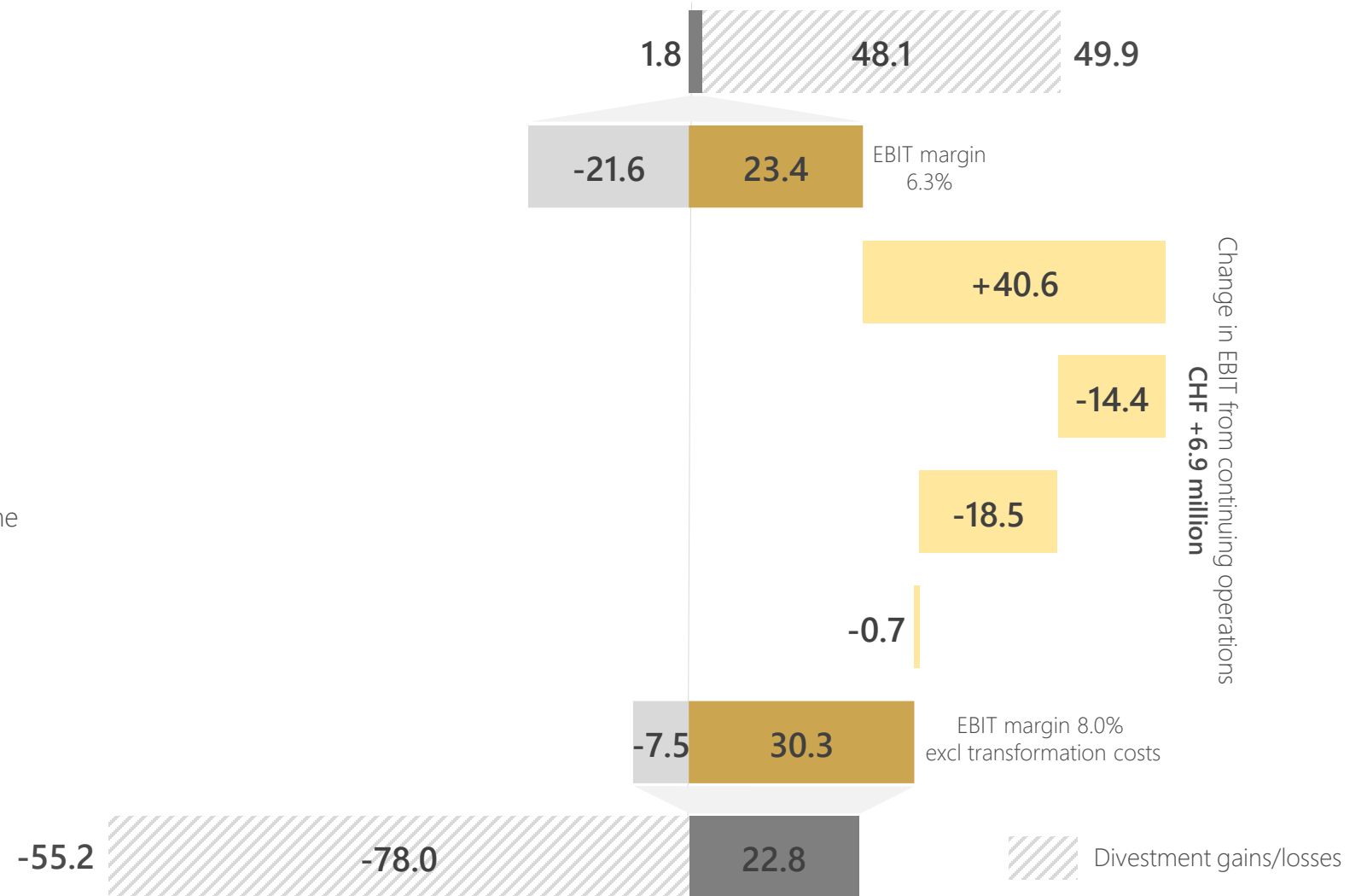
Personnel expenses

Operating expenses, other operating income
& depreciation / amortization

FX translation

**Discontinued / continuing operations
H1 2021 adjusted**

H1 2021 EBIT



Appendix

H1 2021 cash flow development: Cash, cash equivalent & securities reached CHF 481 million at June 30, 2021

CHF million

