

Full-year 2025 results

February 26, 2026

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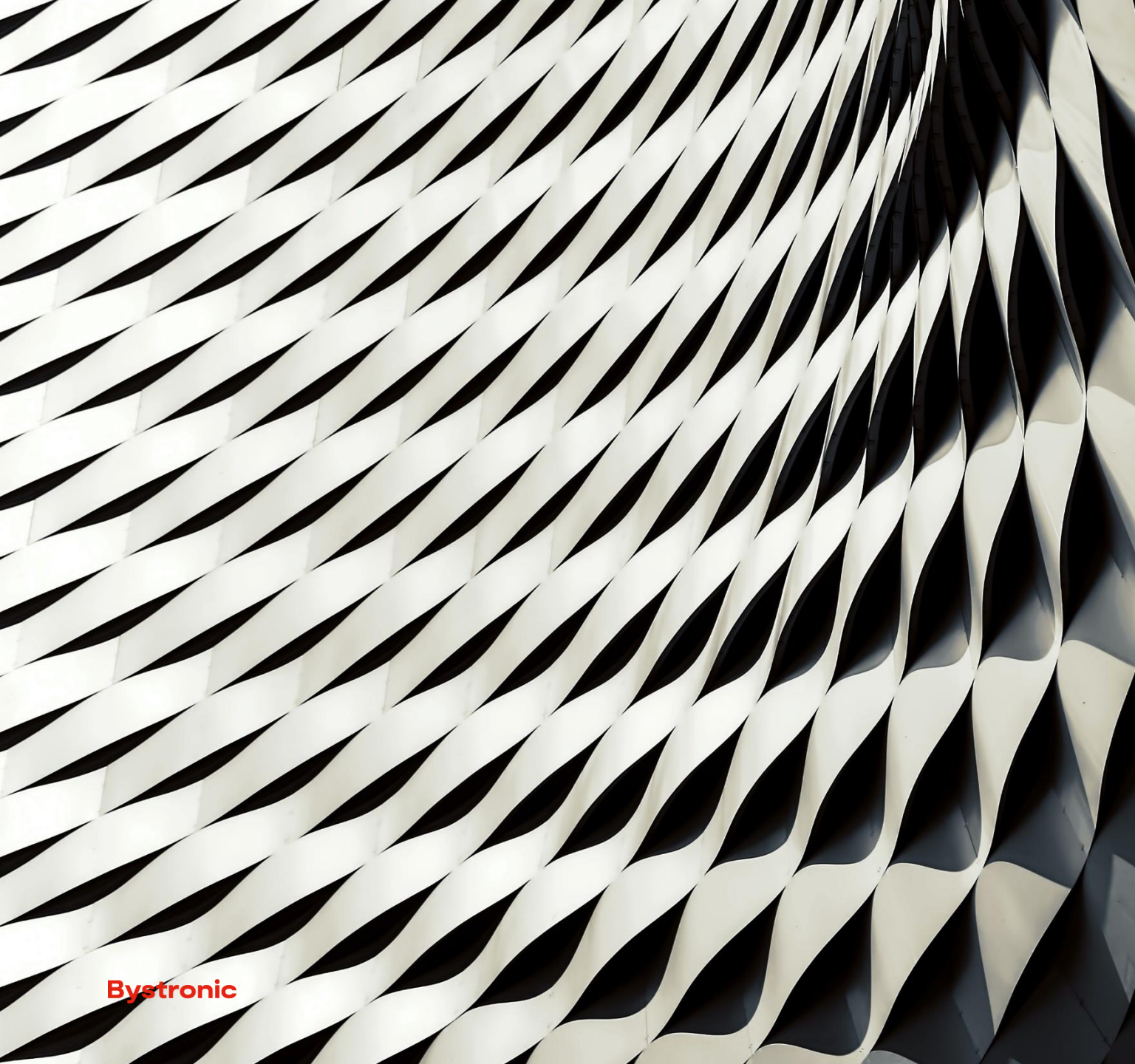


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Agenda

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

Key figures 2025 – Positive book-to-bill and significantly increased profitability



Order intake

CHF 634.5m

Order intake +5.0%¹



Net sales

CHF 613.2m

Net sales decline –2.2%¹



EBIT

CHF -19.8m

76.4% improvement vs 2024



Operating FC

CHF -18.8m

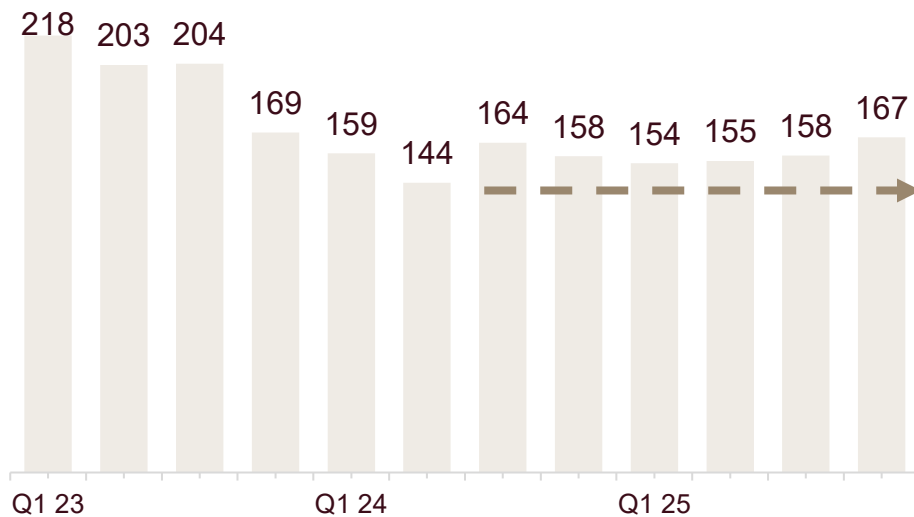
vs CHF +1.2m in 2024



¹ at constant exchange rates

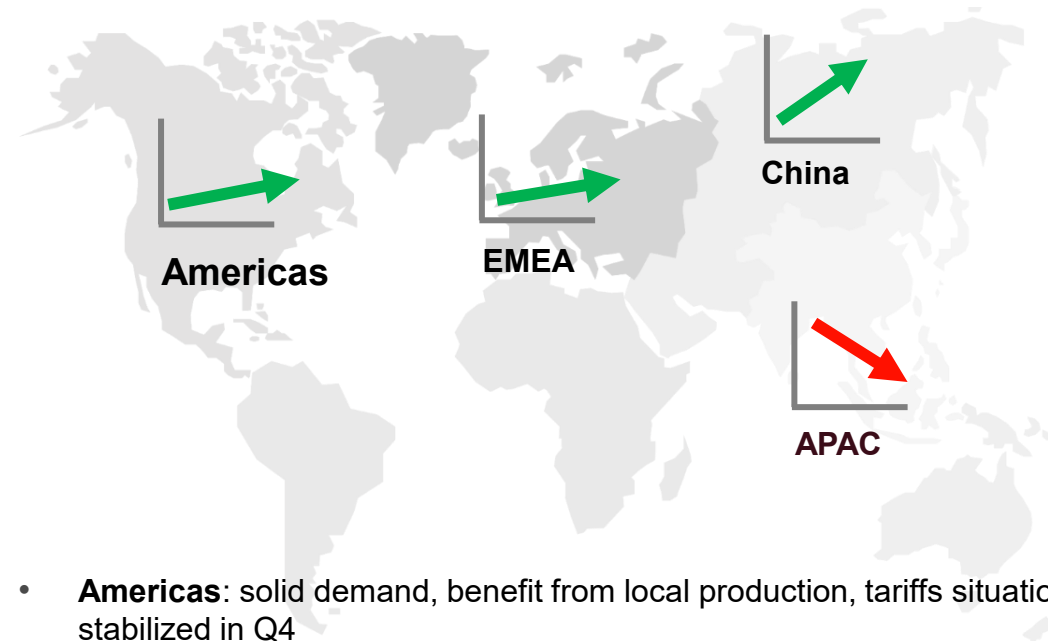
The market is trending sideways – Bystronic stabilized order intake in the past quarters

Order intake per quarter
in CHF million



- Stable quarterly order intake at low level
- Positive customer reactions towards reorganization
- First signs of re-gained trust from customers

Market development
per region



- **Americas:** solid demand, benefit from local production, tariffs situation stabilized in Q4
- **EMEA:** Slight recovery, strong performance in Italy and Spain. DACH records increased demand for automation and smart factory solutions
- **China:** Positive development. DNE Laser achieved higher order intake driven by dual-brand strategy
- **APAC:** The APAC region outside China remains challenging, with no clear signs of recovery yet

Order intake returned to growth, driven by rising demand for automation solutions



Smart Factory & Automation

- Automation remains the key driver for our industry
- Growing demand for smart factory solutions
- BySoft Suite recognized as leading software solution



Bending

- Strong demand for bending solutions
- Increasing market demand for automation solutions

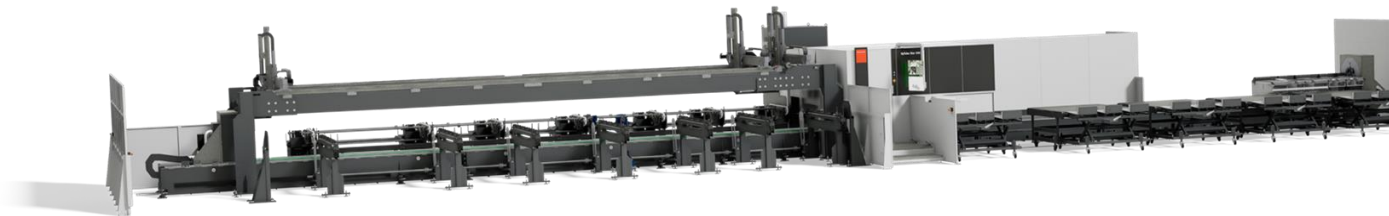


DNE

- Launched dual-brand strategy
- Expanded global dealer network
- Inaugurated state-of-the-art manufacturing base in Foshan, China

Tube

- Order intake from new markets – such as data centers
- ByTube Star 330 strengthened Bystronic's reputation in tube market



Adapted to new market realities



Organization (Systems & Service)

- Executive Committee in place
- Strong market focus
- Fast decision making



Efficiency

- Bundled competencies
- Consolidated group functions
- Optimized production set-up



Innovation

- Integration of R&D in division Systems
- Expansion of automation solutions
- Expansion of smart factory solutions

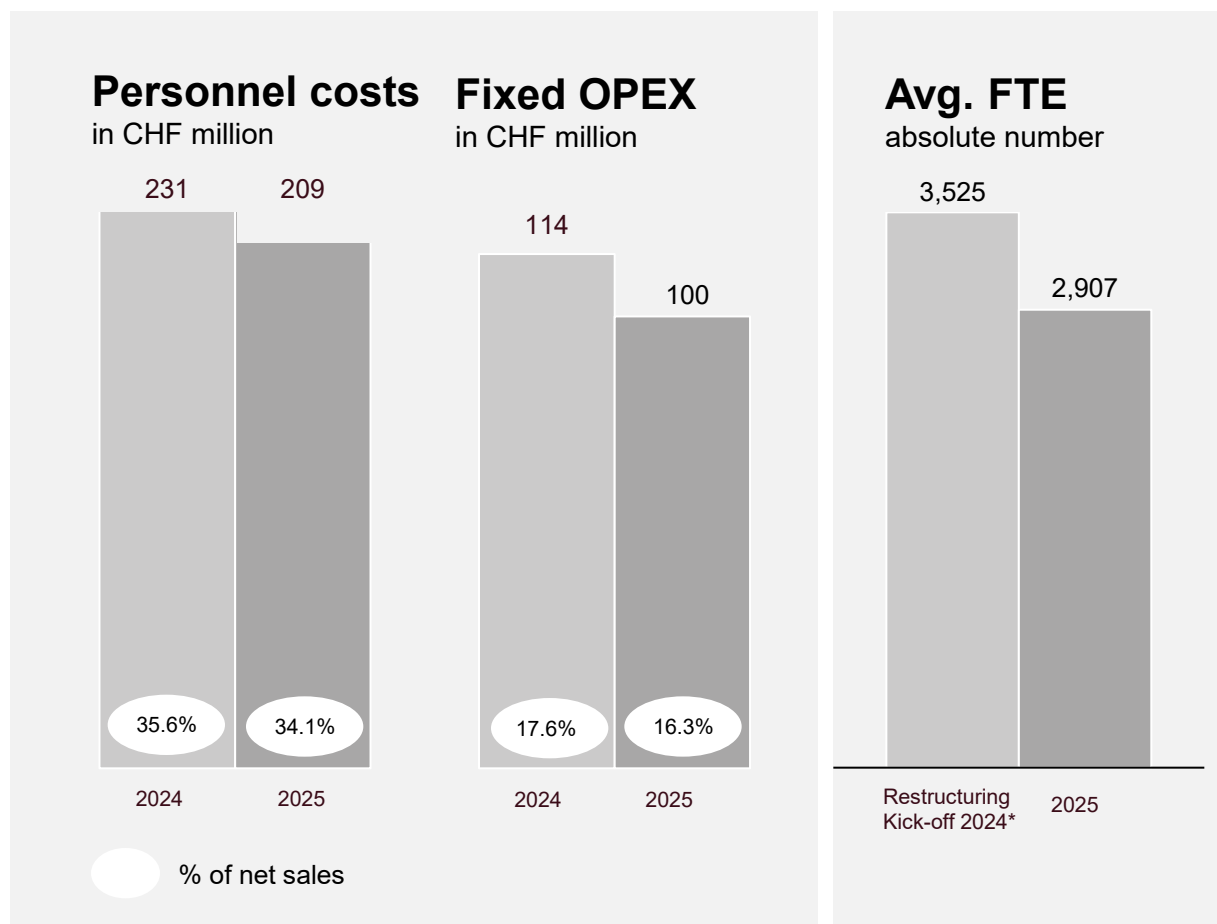


Opportunities

- Quality made in Switzerland
- Market-oriented product portfolio
- Focus on tube laser cutting systems

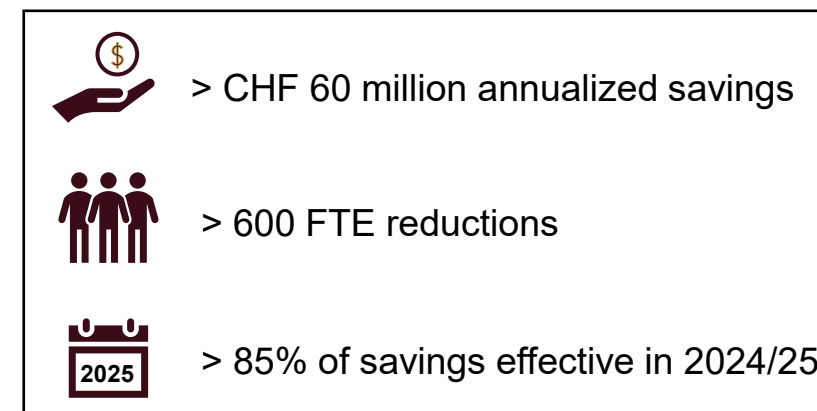


Restructuring and reorganization led to significantly reduced Total Operating Costs



* Baseline with number of FTE in fall 2024 including budgeted open positions

... on track to reach our commitments



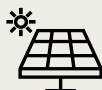
Sustainability performance

Strong ESG improvements in 2025

+24%

Renewable electricity

Renewable:
54%



-6%

Waste & circularity

Waste:
2,150 tons



-14% (inline with STBi)
Scope 1 & 2 (operations)

Scope 1 & 2:
8,687 tCO₂e



-28%
Workforce injuries in
manufacturing plants

TRIR*:
1.15



Bystronic

* Total recordable injuries rate
(# Injuries / 200,000 hours)



Bystronic Hoffman
Estates, Illinois, USA

Strengthening our position as a full solutions partner



Organic growth as a foundation

- Ongoing investment in productivity-focused solutions (machines, automation, software, services)
- Broader offering to increase customer value across the full lifecycle
- Focus on expanding regional market share
- Strengthening relationships with OEMs and channel partners



Strategic partnerships

- In Japan, Bystronic partnered with Komatsu to strengthen access to key industrial markets
- In Europe, Bystronic partnered with SSAB on green steel solutions



Targeted M&A

- Targeted acquisitions expand applications, solutions, and regional access
- Diversification into adjacent markets to increase resilience and reduce cyclicality
- Expansion into related technologies for more balanced end-market exposure

New attractive growth markets – medical technology and semiconductors



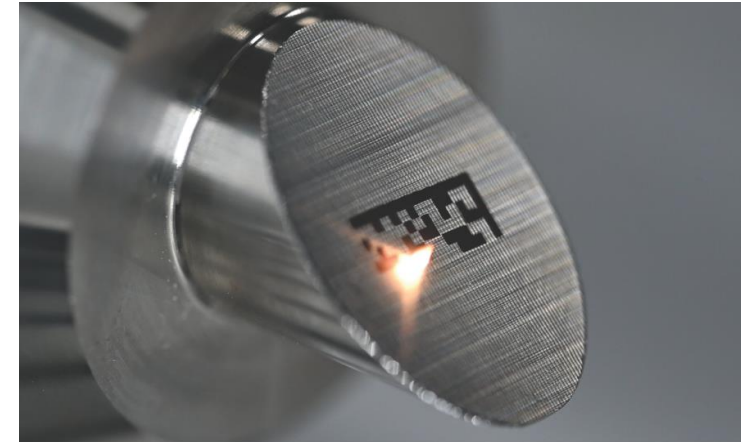
Successfully completed acquisition

- CHF 80 million in 2025
- 400 employees
- Integration since February



High-precision applications

- Laser technologies for precision processing across a wide range of materials, including ceramics, polymers, and metals such as stainless steel and titanium



Micro-material processing

- Dedicated laser sources and tools enable integrated processes in high-demand industries such as semiconductors and medical technology



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Operational performance demonstrates success of restructuring

in CHF million	2025	2024	
Order intake	634.5	625.4	Order intake increase 5.0% at constant exchange rates
Net sales	613.2	648.3	Sales decline of -2.2% at constant exchange rates
Operating result (EBIT) adjusted¹ <i>in % of sales</i>	(19.8) (3.2%)	(47.4) (7.3%)	Reduced loss as a result of restructuring and reorganization
Restructuring and impairments	-	(36.6)	Restructuring cost in 2024 amounting to CHF 23m and impairments of CHF 14m
Operating result (EBIT)	(19.8)	(84.0)	
Net result	(28.9)	(67.6)	

¹ before restructuring and impairments

Continued strong balance sheet provides stability in a challenging environment

in CHF million	Dec 31, 2025	Dec 31, 2024
Cash and securities	330.7	323.0
Trade receivables	80.4	94.4
Inventories	183.7	200.8
Other current assets	50.6	47.2
Fixed / intangible assets	114.7	125.0
Other non-current assets	85.5	130.6
Total assets	845.5	921.1
Trade payables	50.9	40.6
Advance payments from customers	83.4	96.0
Other liabilities	116.0	147.2
Total liabilities	250.3	283.9
Total equity	595.2	637.3
Total equity and liabilities	845.5	921.1

Cash and securities



Continued solid cash position

Net working capital



Good management of inventory and receivables collection

Equity ratio



70% on December 31, 2025

Dividend



Per class A registered share CHF 4.00

Cash flow development

in CHF million	2025	2024
Net result	(12.9)	(67.6)
Depreciation and amortization	13.7	25.9
Increase/decrease in:		
inventories	4.8	44.6
trade receivables	8.0	27.0
advance payments from customers	(7.1)	(2.9)
trade payables	11.2	(10.9)
Change in provision, deferred taxes and non-current customer loans	(16.6)	(10.8)
Other items	(9.0)	8.7
Cash flow from operating activities	(7.9)	14.0
Investments in fixed and intangible assets	(8.3)	(14.1)
<i>in % of sales</i>	1.5%	2.2%
Other investments / divestments	(2.6)	1.3
Operating free cash flow	(18.8)	1.2

Cash flow development



Operating free cash flow impacted by restructuring related cash out

Normalized net working capital after benefit in 2024 (following net sales decline vs. 2023)

Other items include prepayments to suppliers

Partial repayment of vendor loan from Mammut of CHF 36 million (remaining loan of CHF 32 million)



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Outlook

2026 – next step towards profitability

- Bystronic does not expect a significant improvement in the overall market environment in 2026
- Continued positive momentum from sheet metal portfolio and Bystronic Rofin business (~CHF 80 million in 2025)

Conclusion

For 2026, Bystronic expects to return to increasing net sales, supported by a higher backlog in the sheet metal business, and additional contributions from Bystronic Rofin. Combined with significantly improved operating costs, the company is taking the next step toward profitability.



Q&A



Appendix

Key figures

in CHF million	2025	2024	Δ in %	Δ in % at CER ¹
Order intake	634.5	625.4	1.5%	5.0%
Systems	436.0	413.4	5.5%	9.0%
Service	198.6	212.0	(6.3%)	(2.8%)
Net sales	613.2	648.3	(5.4%)	(2.2%)
Systems	414.6	436.3	(5.0%)	(1.8%)
Service	198.6	212.0	(6.3%)	(2.8%)
Operating result (EBIT) adjusted	(19.8)	(47.4)		
EBIT margin adjusted	(3.2%)	(7.3%)		
Operating result (EBIT)	(19.8)	(84.0)		
Net result	(28.9)	(67.6)		
Operating free cash flow	(18.8)	1.2		
RONOA (in %)	(11.5%)	(25.9%)		
Equity in % of total assets	70.4%	69.2%		
Average FTE	2,907	3,268		
Dividend (in CHF per share)				
Class A registered share	4.00	4.00		

¹ at constant exchange rates