

# Results Half-Year 2023

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## Agenda

**Business update**

Alex Waser

**Financial review**

Beat Neukom

**Outlook**

Alex Waser

**Q&A**

Alex Waser  
Beat Neukom

# Key figures H1 2023

**CHF 468.3 m**

**Net sales**

Net sales growth of 3.3%,  
9.7% at constant exchange rates



**CHF 25.3 m**

**EBIT**

EBIT margin of 5.4%  
vs. 2.3% in H1 2022



**CHF 420.9 m**

**Order intake**

Order intake declined by 21.5%,  
-16.3% at constant exchange  
rates



**12.5%**

**RONOA**

Return on Net Operating Assets  
vs. 6.6% in H1 2022



**CHF -34.4 m**

**Operating free cash flow**

vs CHF -52.5 m in H1 2022



**CHF 283.2 m**

**Net cash**

Strong balance sheet with  
equity ratio of 64.5%



# First half of 2023 in a nutshell



Competence Days China, Tianjin



Competence Center Automation, Shanghai



Supply chain constraints easing



Trend towards automated systems for mid- and entry-level segments and Smart Factory solutions



Profitability more than doubled from H1 2022

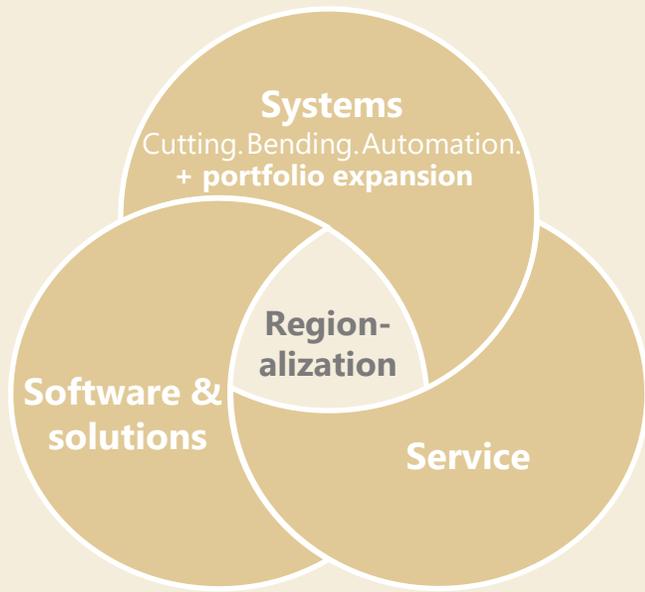


Continued investment and growth of service business



Medium-term growth drivers intact

# We made significant progress on our strategic pillars



## Systems

- New product innovation in Silver portfolio
- Expanded entry-level segment with additional products
- Increased global market reach with DNE products

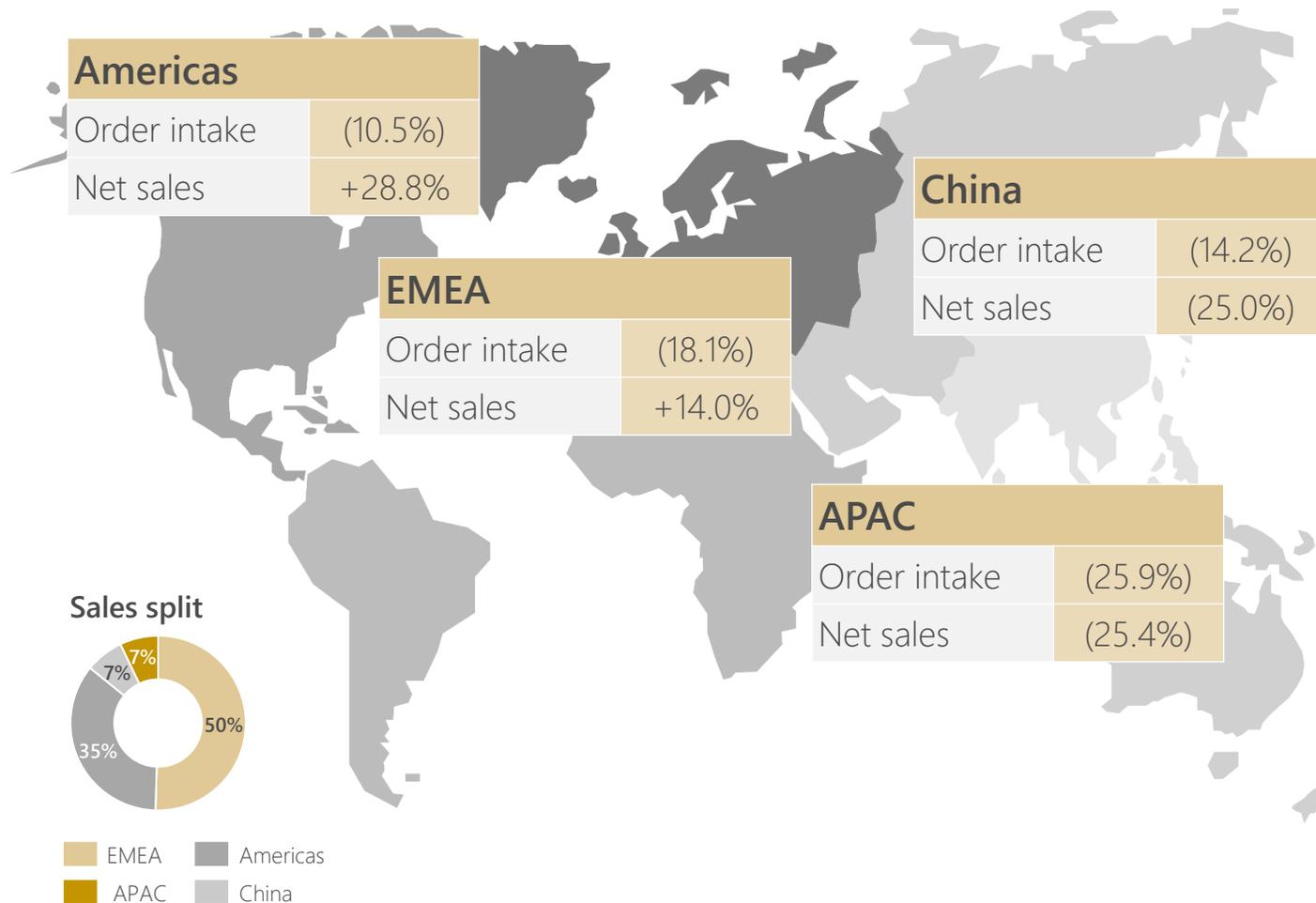
## Software & solutions

- Growing demand for BySoft Software Suite
- Go-live of smart factory projects
- Up to 50 smart factory projects annually

## Service

- 360° Customer Advisor available for all Bystronic product lines
- Continued high service contract coverage for new installations
- 20 additional service technicians hired while revenue per technician increased

# Strong sales growth due to realization of high order backlog



Figures at constant exchange rates. For reported figures refer to appendix

## EMEA

- Normalization of order backlog
- Customer investment behavior cautious

## Americas

- Benefiting from a re-shoring surge
- Grown in relevance and represents more than 1/3 of total Bystronic net sales

## China

- Fact-to-face Customer activities re-initiated
- Despite the easing of COVID-related restrictions, customers across all sectors adopted a restrained approach

## APAC

- Lower volumes from government investment and stimulus support programs
- Australia developed positively within the region

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## Key figures

in CHF million	H1 2023	H1 2022	Δ in %	Δ in % at CER <sup>1</sup>
<b>Order intake</b>	<b>420.9</b>	536.1	(21.5%)	(16.3%)
<b>Order backlog</b>	<b>354.1</b>	515.2		
<b>Net sales</b>	<b>468.3</b>	453.2	3.3%	9.7%
Systems business	345.5	343.1	0.7%	6.8%
Service business	122.9	110.1	11.7%	18.7%
<b>Operating result (EBIT)</b>	<b>25.3</b>	10.5	> 100%	
EBIT margin	5.4%	2.3%		
<b>Net result</b>	<b>19.8</b>	7.0	> 100%	
<b>Operating free cash flow</b>	<b>(34.4)</b>	(52.5)		
<b>RONOA (in %)</b>	<b>12.5%</b>	6.6%		

<sup>1</sup> at constant exchange rates

# Slowing order intake amidst economic uncertainties – maintained high order backlog

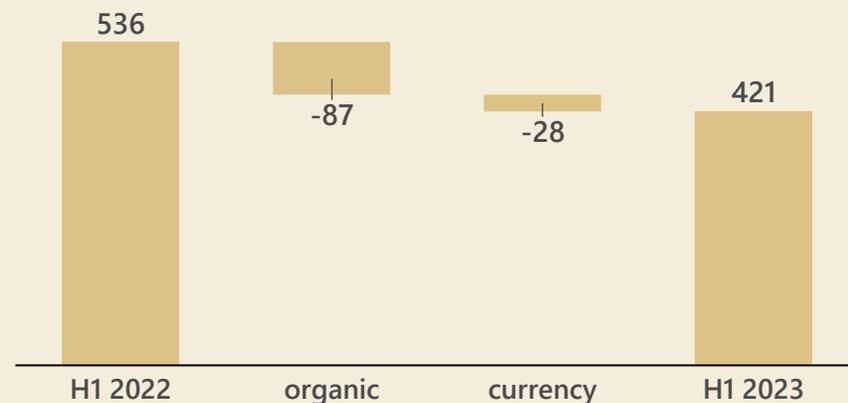
## Order intake

in CHF million

### sequential

	H1 2022	H2 2022	H1 2023	H1'23 vs H2'22
EMEA	261.0	247.8	198.4	↓
Americas	168.4	140.2	145.7	↑
China	42.9	34.5	33.5	→
Asia Pacific	63.8	50.9	43.3	↓
<b>Total</b>	<b>536.1</b>	<b>473.4</b>	<b>420.9</b>	

### y-o-y



- **Overall softening in order intake** of a high base in H1 2022
- **EMEA** impacted by **weaker economic development**
- Continued **solid demand in Americas** with sequential increase H1'23 vs H2'22. Order intake +50% vs pre-COVID 2019 levels
- Restrained customer behavior in **China** but **stable at lower levels**
- Normalizing from buoyant levels in H1'22. **APAC prior year** benefited from government **investment programs**
- Significant **unfavorable FX impact** represents 24% of absolute y-o-y decline

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**High order backlog** at end of H1 2023 of CHF 354 million
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**Lower order intake** in the systems business expected for 2023
- 
**Growing demand** in **service and software**

## Profitability more than doubled due to volume, price increases and cost management

in CHF million	H1 2023	H1 2022	H2 2022	Δ in %	
<b>Net sales</b>	<b>468.3</b>	<b>453.2</b>	<b>562.7</b>	3.3%	
Other operating income	1.8	2.2	3.2	-	
<b>Material expenses</b> + changes in inventories	(198.7)	(197.3)	(272.0)	0.7%	Material quote improvement of 1.1ppts vs H1'22 and 5.9ppts vs H2'22 from price increases, favorable mix and raw material costs
<i>in % of sales</i>	(42.4%)	(43.5%)	(48.3%)		
<b>Personnel expenses</b>	(131.1)	(132.9)	(127.1)	(1.3)%	Salary inflation offset by 4% headcount reductions while at the same time further investment in service organization
<i>in % of sales</i>	(28.0%)	(29.3%)	(22.6%)		
Depreciation and amortization	(10.2)	(10.2)	(11.6)	-	
<i>in % of sales</i>	(2.2%)	(2.2%)	(2.1%)		
<b>Other operating expenses</b>	(104.8)	(104.6)	(117.6)	0.2%	Reduction of fixed operating expenses offset by increase of volume related expenses
<i>in % of sales</i>	(22.4%)	(23.1%)	(20.9%)		
<b>Operating result (EBIT)</b>	<b>25.3</b>	<b>10.5</b>	<b>37.6</b>	141.1%	
<i>in % of sales</i>	5.4%	2.3%	6.7%		
Financial result	(0.1)	(1.9)	(0.8)	-	
<b>Result before income taxes</b>	<b>25.2</b>	8.6	36.8	192.1%	
Taxes	(5.5)	(1.7)	(7.2)	-	
<b>Net result</b>	<b>19.8</b>	7.0	29.6	183.8%	

## Cash flow improved y-o-y while 1<sup>st</sup> half is usually lower than 2<sup>nd</sup> half

in CHF million	H1 2023	H1 2022
<b>Net result</b>	<b>19.8</b>	<b>7.0</b>
Depreciation and amortization	10.2	10.2
Change in net working capital	(57.3)	(61.6)
<b>Cash flow from operating activities</b>	<b>(27.4)</b>	<b>(44.4)</b>
Capital expenditures (capex)	(6.7)	(8.2)
<i>in % of sales</i>	<i>1.4%</i>	<i>1.8%</i>
Other investments / divestments	(0.4)	0.1
<b>Operating free cash flow</b>	<b>(34.4)</b>	<b>(52.5)</b>

### Cash flow development

- Increase in **inventories to work down high order backlog** and build-up of safety stock
- Softening in order intake led to reduction of **Advance payments from customers**
- **Accrued income from large solution projects** increased
- **Lower than usual capex-to-sales ratio** due to timing of projects



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## Confirming outlook for the full year 2023

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Bystronic is **well positioned** for further growth based on its **solid market position** and **strong portfolio** of systems, service and solutions.

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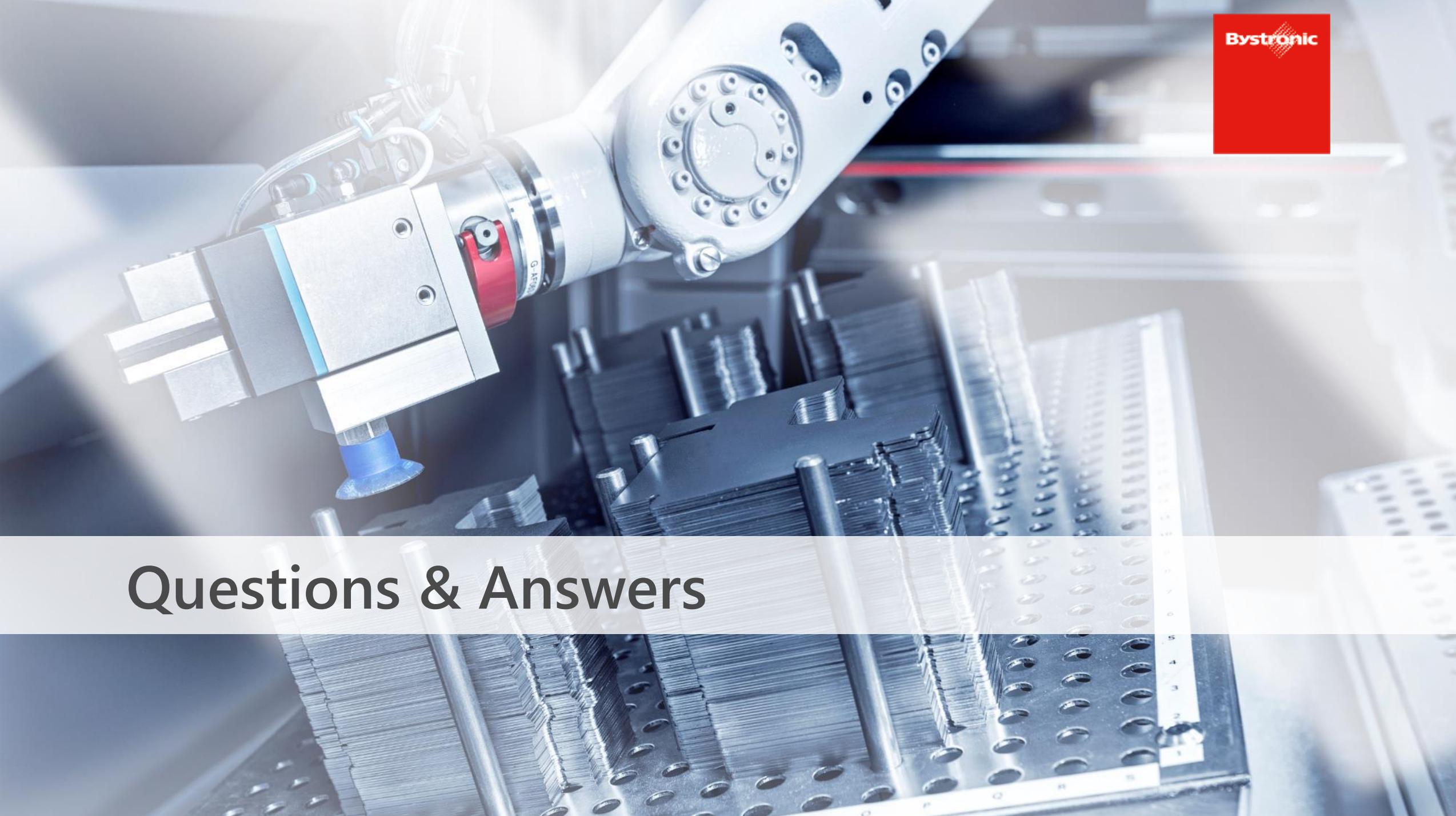
In light of the economic slowdown, **for the full year 2023, Bystronic continues to anticipate** a decline in order intake in the systems business, a growing service business and **a higher operating result (EBIT) with a slight decline in overall sales**

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The group is confident to **reach its medium-term targets** based on its strong market position and **the industry's intact growth drivers**.

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The background of the entire image is a close-up, high-angle shot of a white industrial robotic arm. The arm is positioned over a complex metal workpiece, likely a mold or a large plate with numerous holes. The lighting is bright and focused, highlighting the metallic textures and the precision of the machinery. The robotic arm has a blue protective cap on its end effector and a red component near the wrist. The overall scene conveys a sense of advanced manufacturing technology.

# Questions & Answers

The background of the page is a photograph of an industrial robotic arm. The arm is white and metallic, with various joints and components visible. It is positioned over a large, complex metal structure that appears to be a mold or a part of a manufacturing machine. The structure has many small holes and slots. The lighting is bright, creating a clean and professional look.

# Appendix

## Regional performance

	Order intake in CHF million				Net sales in CHF million			
	H1 2023	H1 2022	in %	in % at CER <sup>1</sup>	H1 2023	H1 2022	in %	in % at CER <sup>1</sup>
<b>EMEA</b>	198.4	261.0	(24.0%)	(18.1%)	235.8	222.3	6.1%	14.0%
<b>Americas</b>	145.7	168.4	(13.5%)	(10.5%)	164.5	131.4	25.2%	28.8%
<b>China</b>	33.5	42.9	(22.0%)	(14.2%)	34.5	50.6	(31.8%)	(25.0%)
<b>APAC</b>	43.3	63.8	(32.1%)	(25.9%)	33.5	48.9	(31.4%)	(25.4%)
<b>Total</b>	<b>420.9</b>	<b>536.1</b>	<b>(21.5%)</b>	<b>(16.3%)</b>	<b>468.3</b>	<b>453.2</b>	<b>3.3%</b>	<b>9.7%</b>

<sup>1</sup> At constant exchange rates

## Financial calendar

### 2023

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September 13	Investora conference in Zurich
September 18	Baader Investment conference in Munich
October 13	9M Trading Update
November 2	ZKB Swiss Equity und Real Estate Conference in Zurich
November 14-16	Credit Suisse Equity Forum Switzerland in Zurich

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### 2024

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February 29	2023 Full-year results in Zurich
April 15	3M Trading Update
April 17	Annual General Meeting in Zurich

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