

Investor presentation

October 2023

Bystronic at a glance



Who we are

Bystronic is a **globally leading technology company in the area of sheet metal processing**. Our high-quality solutions enable transformation into a productive and sustainable future. The focus is on the **automation of the complete material and data flow of the cutting and bending process chain**. The intelligent connectivity of our laser cutting systems and pressbrakes with innovative automation, software, and service solutions is the key to comprehensive **digitalization in the sheet metal industry**.

Bystronic has over 3,600 employees worldwide at more than 40 locations, and generated a net revenue of CHF 1,015.9 million in 2022. Since May 2021, Bystronic is listed on the the **SIX Swiss Exchange** (SIX: BYS).



Global footprint

Our company **headquarters are located in Niederönz (Switzerland)**. A total of **nine development and production locations** are in Niederönz and Sulgen (Switzerland), Gotha (Germany), Cazzago San Martino and San Giuliano Milanese (Italy), Tianjin, Shenzhen and Shanghai (China), and Hoffman Estates (USA). We are actively represented by our own sales and service subsidiaries in **more than 30 countries** and by agents in numerous other countries.



Our mission

We stand for customer proximity, high-performance innovations, service excellence, and local expertise. As a **trusted partner**, we aim for long-term collaboration to solidify lasting customer relationships.



Our equity story in a nutshell

1

We are an **innovation leader** creating value for our customers

2

We are well positioned in **attractive end markets** with **potential for sustainable growth**

3

We strive for **industry-leading profitability** based on our **asset-light business model**

4

Our strong balance sheet offers both **attractive shareholder returns** and **M&A firepower to complement our portfolio**

5

Our **experienced global management team** is characterized by a strong entrepreneurial spirit

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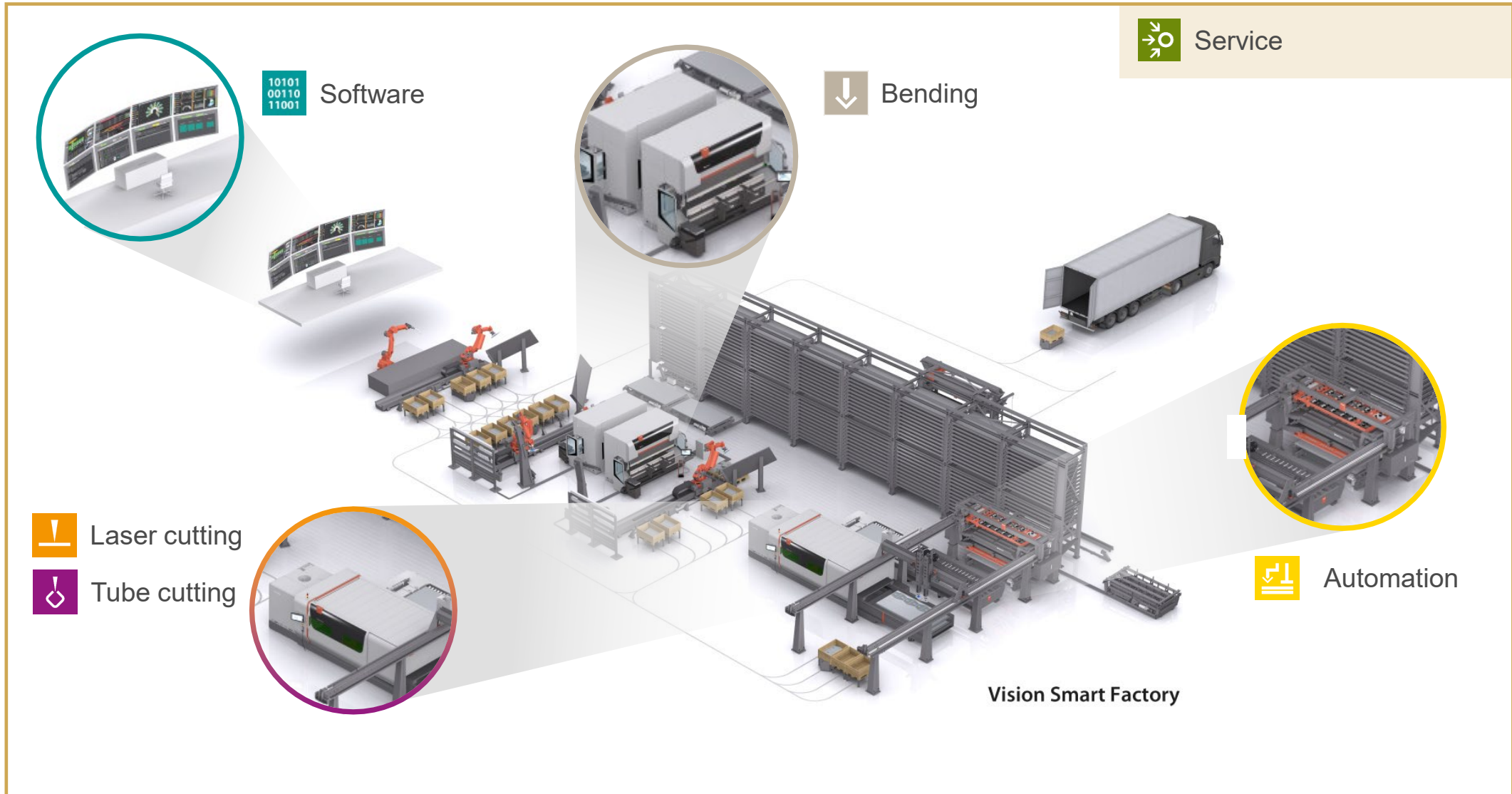
Recent performance

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We manage the entire material and data flow in a sheet metal factory



We create value for our customers as a market leader in the sheet metal processing industry



Laser cutting



Tube cutting



Bending



Automation

We innovate and produce **systems** for **sheet metal processing** applications



Software

We develop and implement **software solutions** for automated production cycles



Service

We deliver world-class **service** to ensure customer up-time

Net sales

CHF 1,016 m

in 2022

EBIT margin

4.7%

in 2022

RONOA

15.1%

in 2022

Employees

~ 3,500

9

development and
production sites

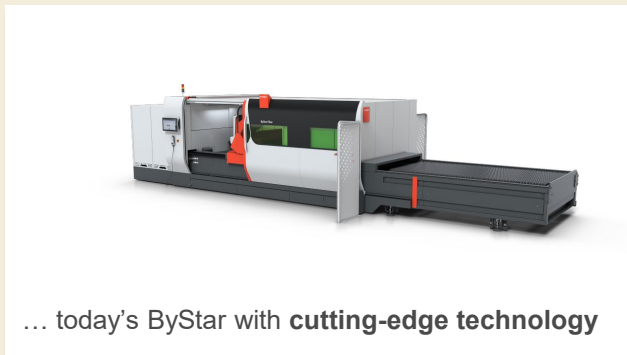
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sales and service
entities

Our roots date back to nearly 60 years of innovation within the sheet metal processing industry



Our first ByStar in 1992...



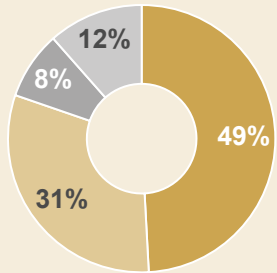
... today's ByStar with cutting-edge technology



- **1964** Foundation, followed by launch of first laser cutting system in 1984
- **1992** ByStar as one of our key products established on the market
- **1994** Bystronic becomes part of Conzzeta
- **1997** Market entry for Bending with acquisition of Hämmerle in Zofingen (CH)
- **2012** Opening of Bystronic in Tianjin with assembly and demo center
- **2016** Acquisition of DNE in China
- **2019** Innovation partnership with Kurago to develop software solutions
- **2021** Opening of first Brand Experience and assembly center in Chicago, US
Standalone innovation leader with own listing at SIX Swiss Stock Exchange
- **2022** Opening of a new Brand Experience center in Korea

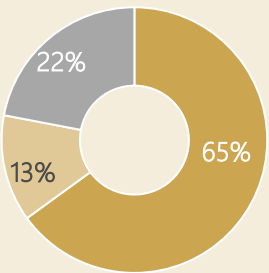
We have a global presence for research and development, production and sales

Sales per region in 2022

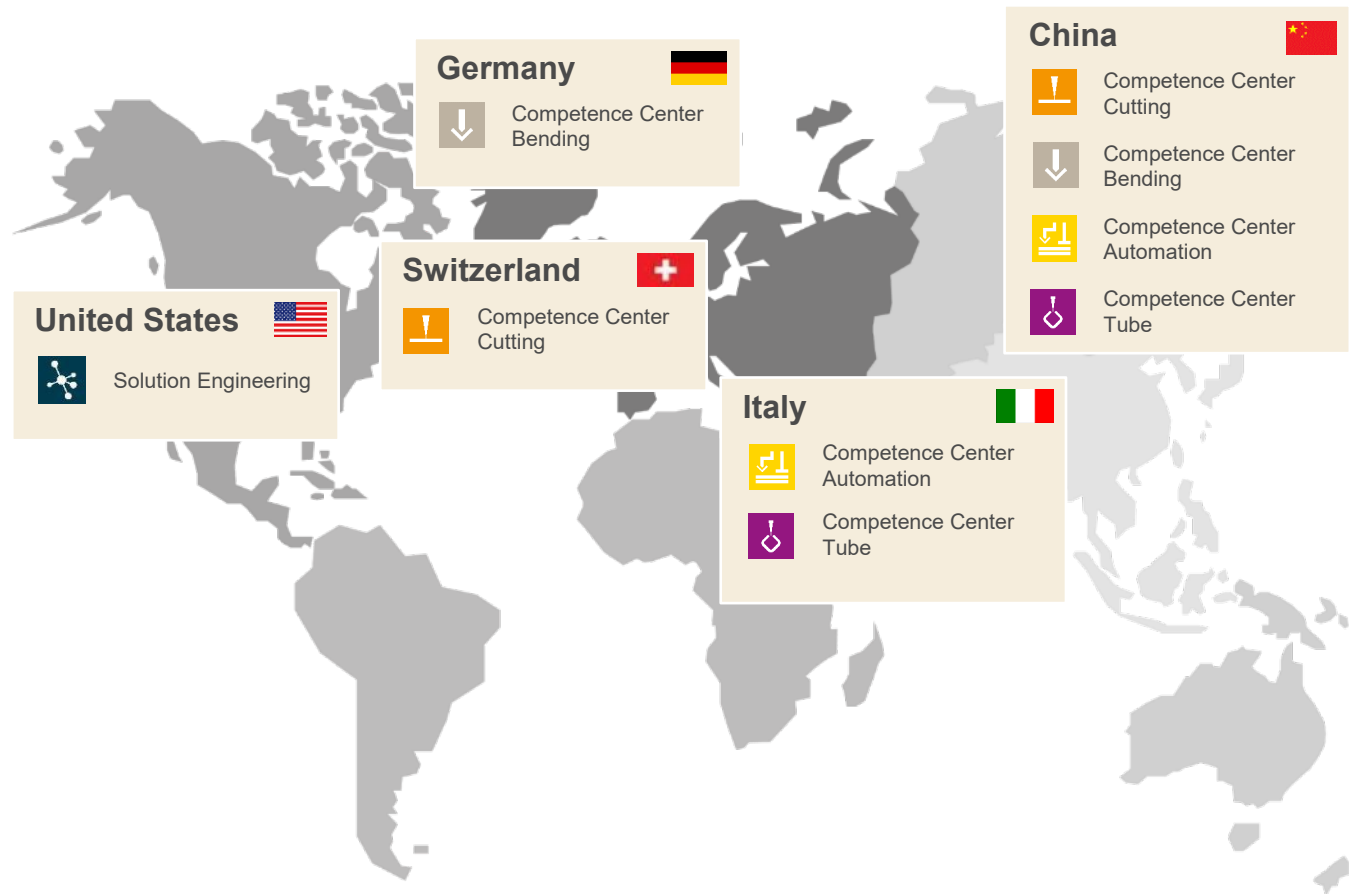


EMEA Americas China APAC

Sales per application in 2022



Cutting Bending Services



Our heritage: we pioneered with machines for cutting and bending

Historically, strong footprint in gold segment with leading technologies

Expansion into silver and entry-level segment since several years

Core competency to leverage know-how between regions and segments



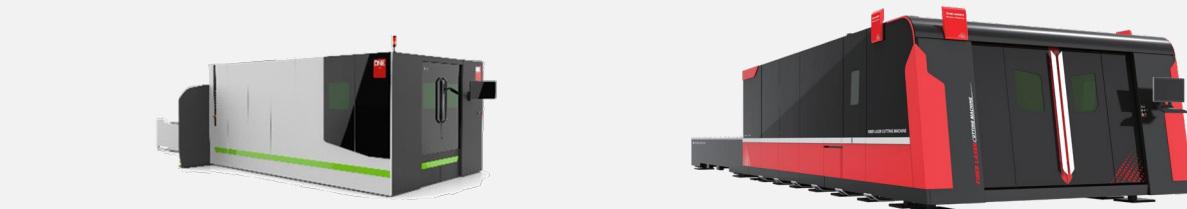
Gold segment



Silver segment



Entry-level segment



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Sheet metal is an attractive material and used in countless everyday products

What is sheet metal?



Available in sheets



Available in coils



Wide range of materials such as stainless steel, steel, aluminum, brass, copper, nickel, and titanium



Stainless and corrosion-resistant

What makes sheet metal so versatile?



Ideal balance between high strength and relatively light weight



Broader range of applications and enhanced formability (bending, rolling, pressing) compared to other materials



Easy to manufacture (weld, fold, press, screw)



Highly recyclable

Sheet metal enables growth for a wide range of industries and products around the globe



Transportation

Trains (cladding, doors, electrical housings)

Automobile (parts for chassis, battery housings)

Elevators

Trailers

Shipyards

Recreation



Real estate

Kitchen appliances

Tube column constructions for fairs

Storage systems

Clean rooms

HVAC



Electronics

Electrical cabinets

Storage for data centers

Electrical housings for telecommunications

Electrical components for wind turbines

Coffee machines



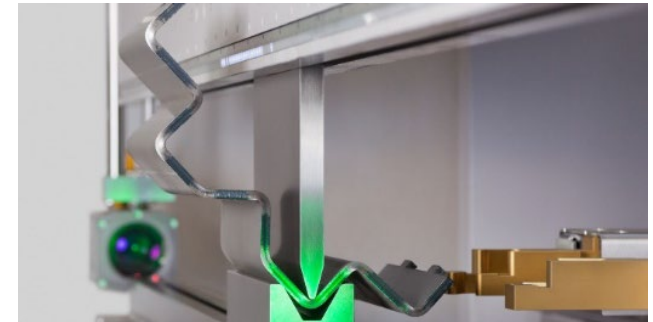
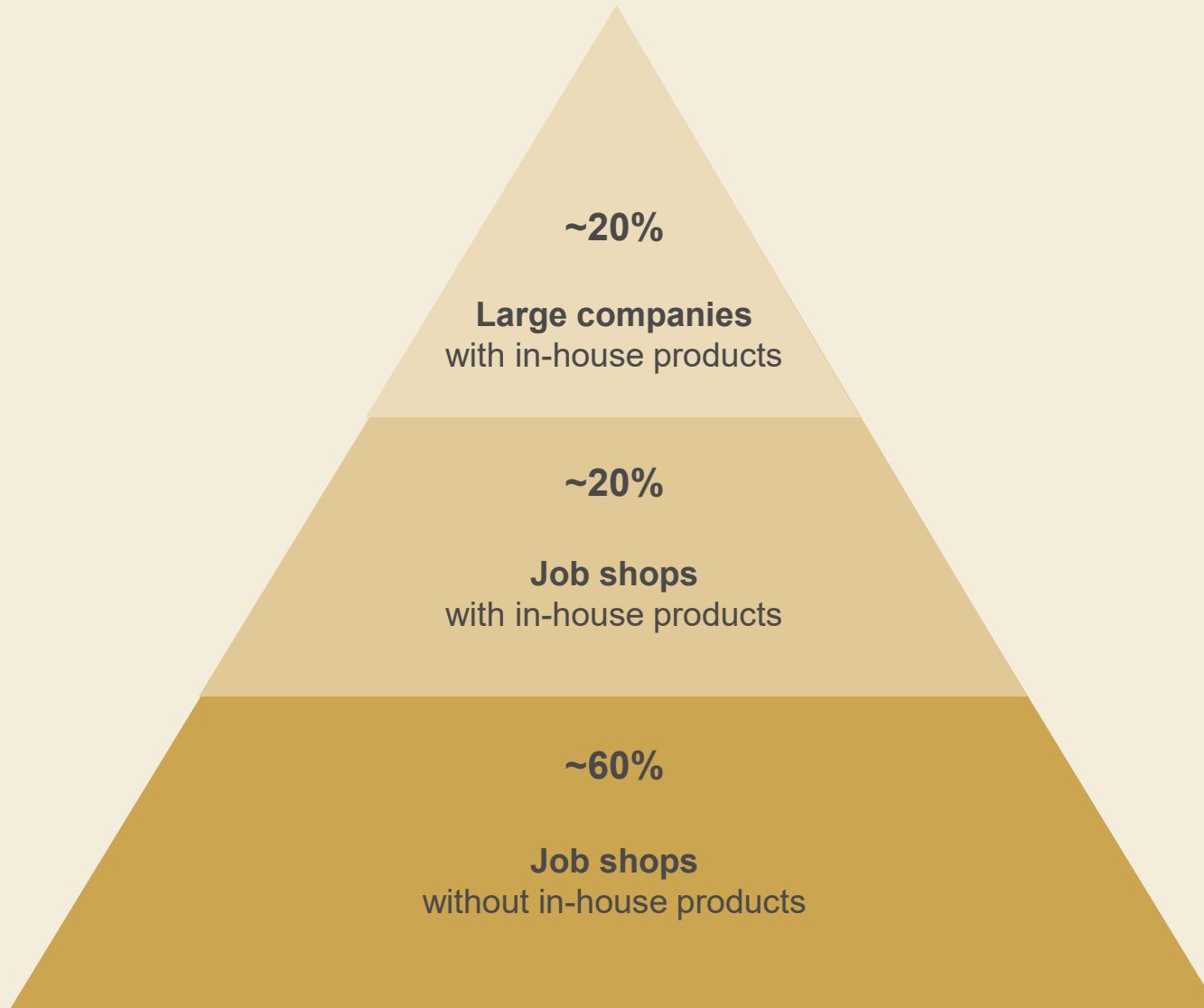
Agriculture

Tractors

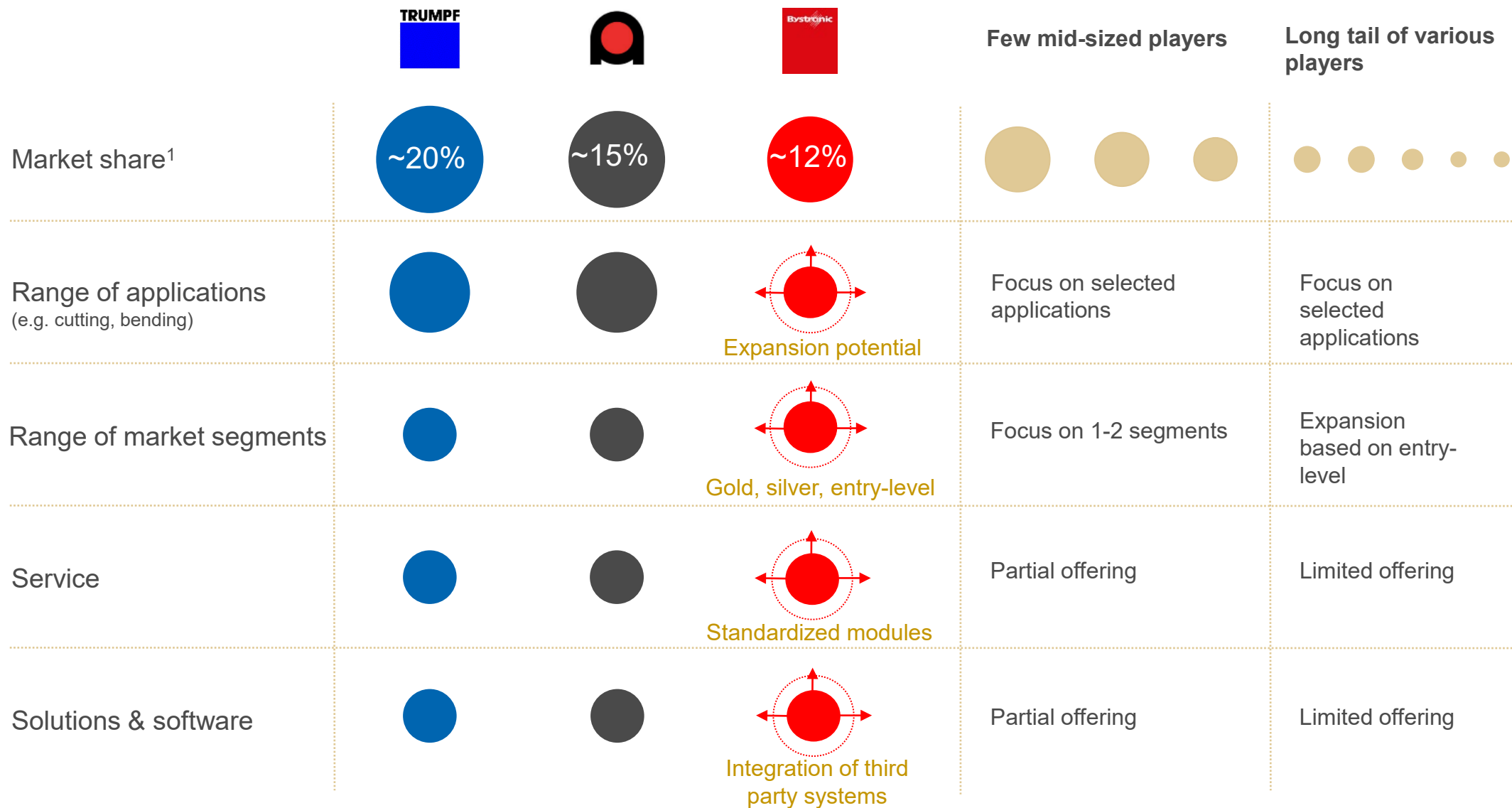
Harvesters

Construction equipment

Our diversified customer base serves manufacturers in the growing sheet metal industry



We are no. 3 in a growing market - sweet spot with further expansion potential



● Size of bullets represent presence and size in respective market

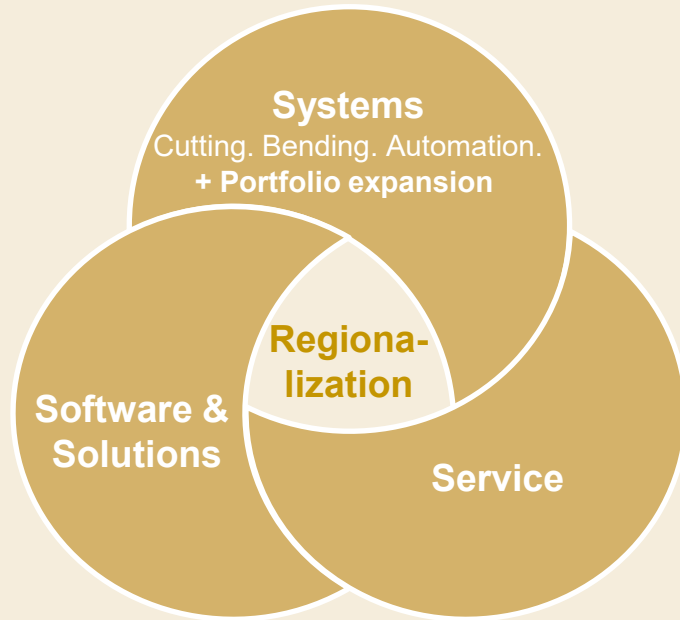
¹ In Bystronic's served markets for comparable applications, management estimates

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Our strategy in a nutshell

Our mid-term targets



- > 5% annual organic sales growth
- > 12% EBIT margin
- > 25% RONO A

Organic growth complemented with selective M&A to expand portfolio

Systems

Create added value for our customer by continuously innovating its product portfolio for all market segments and regions

Software & solutions

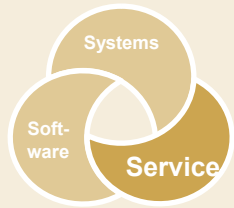
Offer software solutions for automated and digitalized manufacturing process, which boosts our customer's productivity

Service

Offer our customer a global, standardized, and modular service program to ensure highest productivity and longevity of the machines



Our modular service packages enhance our customers' productivity and efficiency



Maintenance is key and we have a **close customers relationship** ...



Unexpected maintenance interrupts tight production timelines



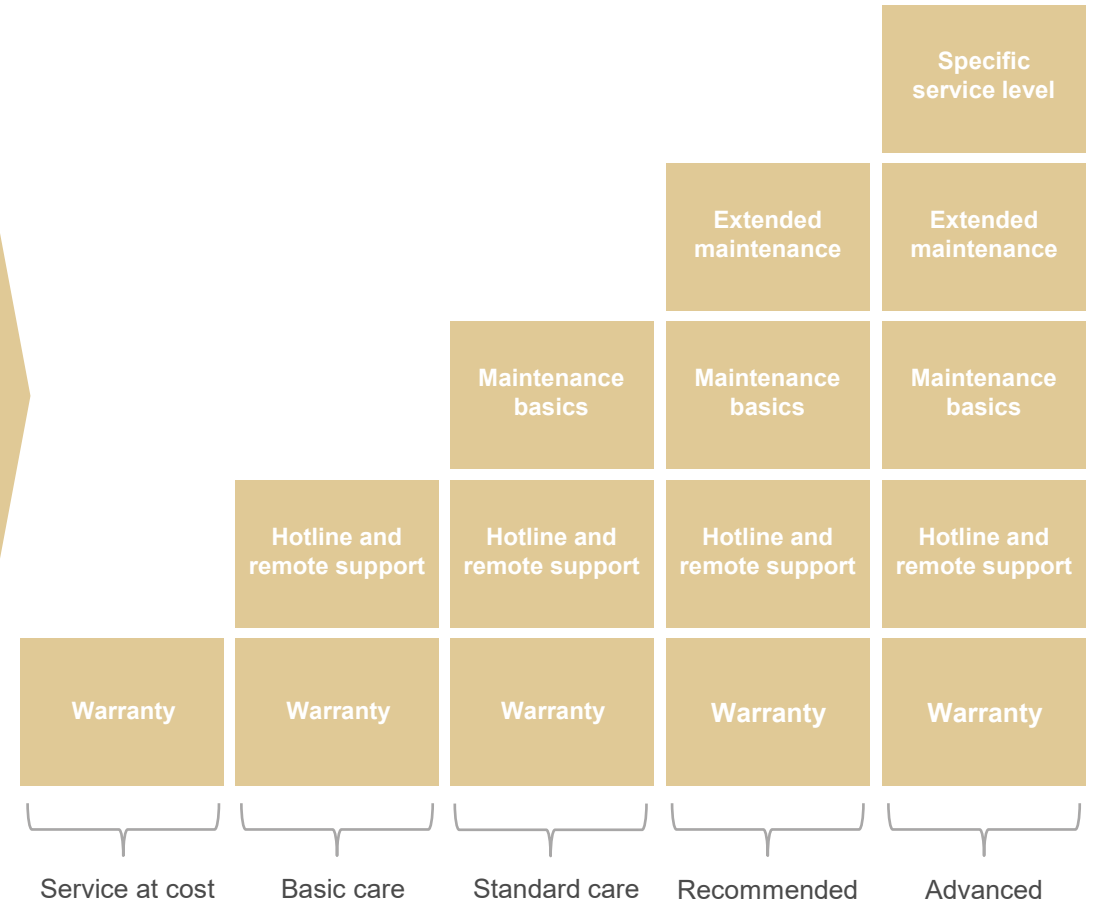
Customers have limited in-house know-how and expertise for maintenance



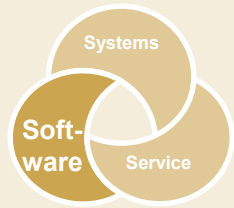
Maintenance and spare parts are not from a single source



... by offering **service solutions** and **ensuring peace of mind** for our customer



Our software digitizes the workflows in the sheet metal processing industry



Our potential to make our customers' daily work easier...



... by having their production under control and full transparency in real time



Our Sustainability approach



Milestones in 2022

- Established our global carbon footprint for Scope 1, 2 and 3
- Included ESG criteria in management compensation
- Completed a comprehensive materiality assessment
- Founded a group-wide Sustainability council
- Established a sustainable engineering function to tackle Scope 3 emissions

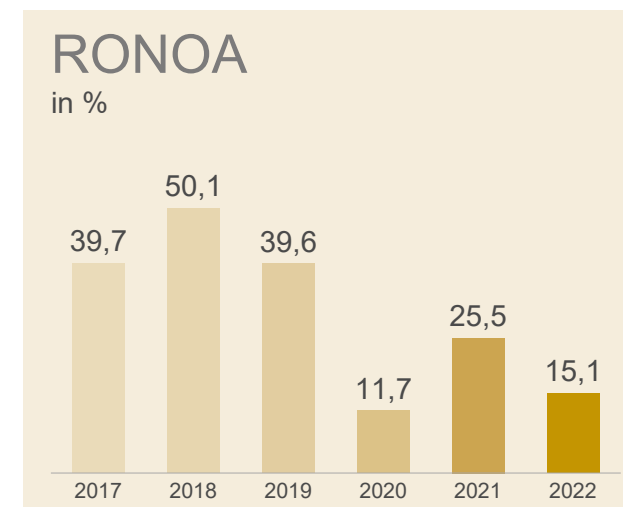
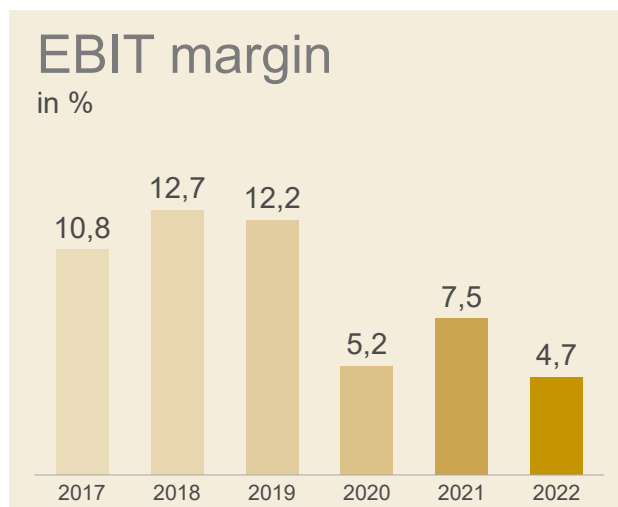
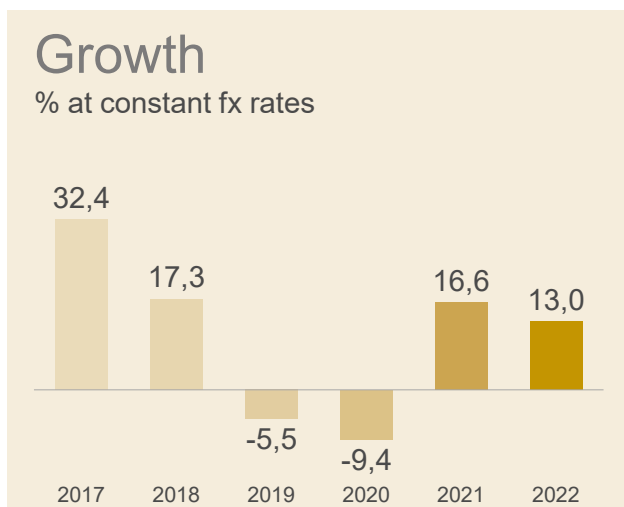
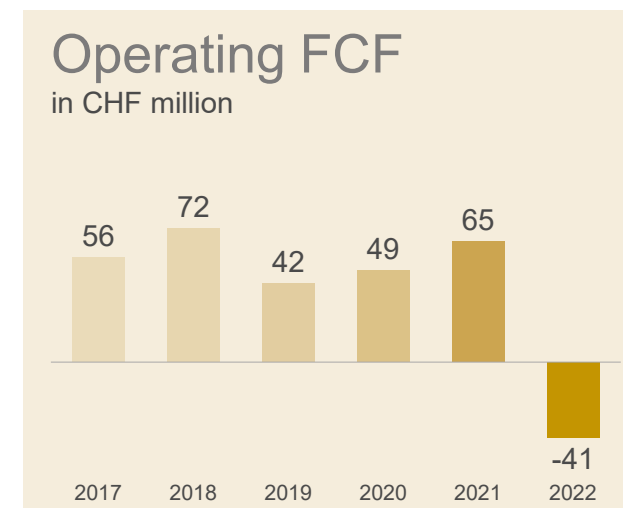
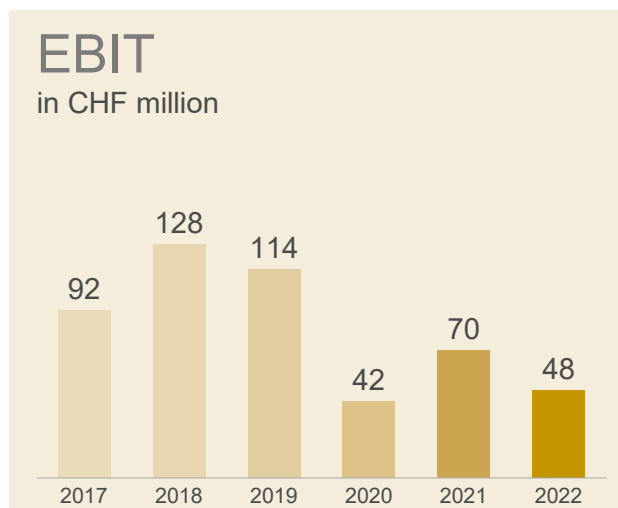
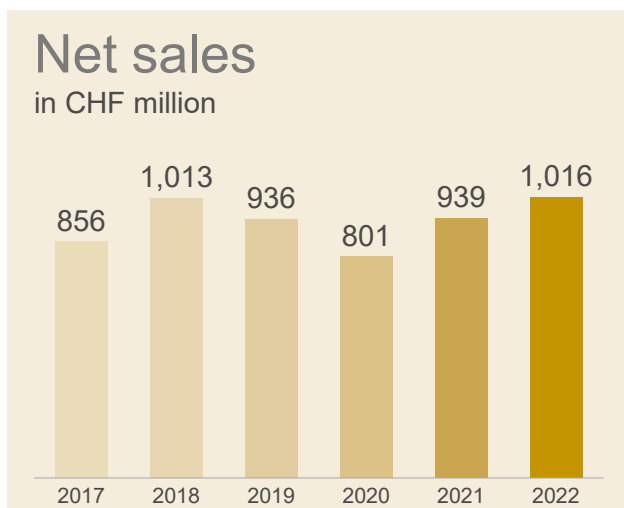


Creating an impact for a sustainable future with sheet metal and beyond

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Key financial figures



Balanced approach to capital allocation

We maintain high liquidity of >CHF 300m ¹ and an equity ratio of 62%



M&A strategy: portfolio expansion by means of bolt-on and medium-sized targets



Key focus areas for M&A: Acquire additional applications, strengthen service organization and invest in tooling / integration



Dividend policy to pay out one-third to one-half of net profit to shareholders



¹ As of May 2, 2023 after dividend payment

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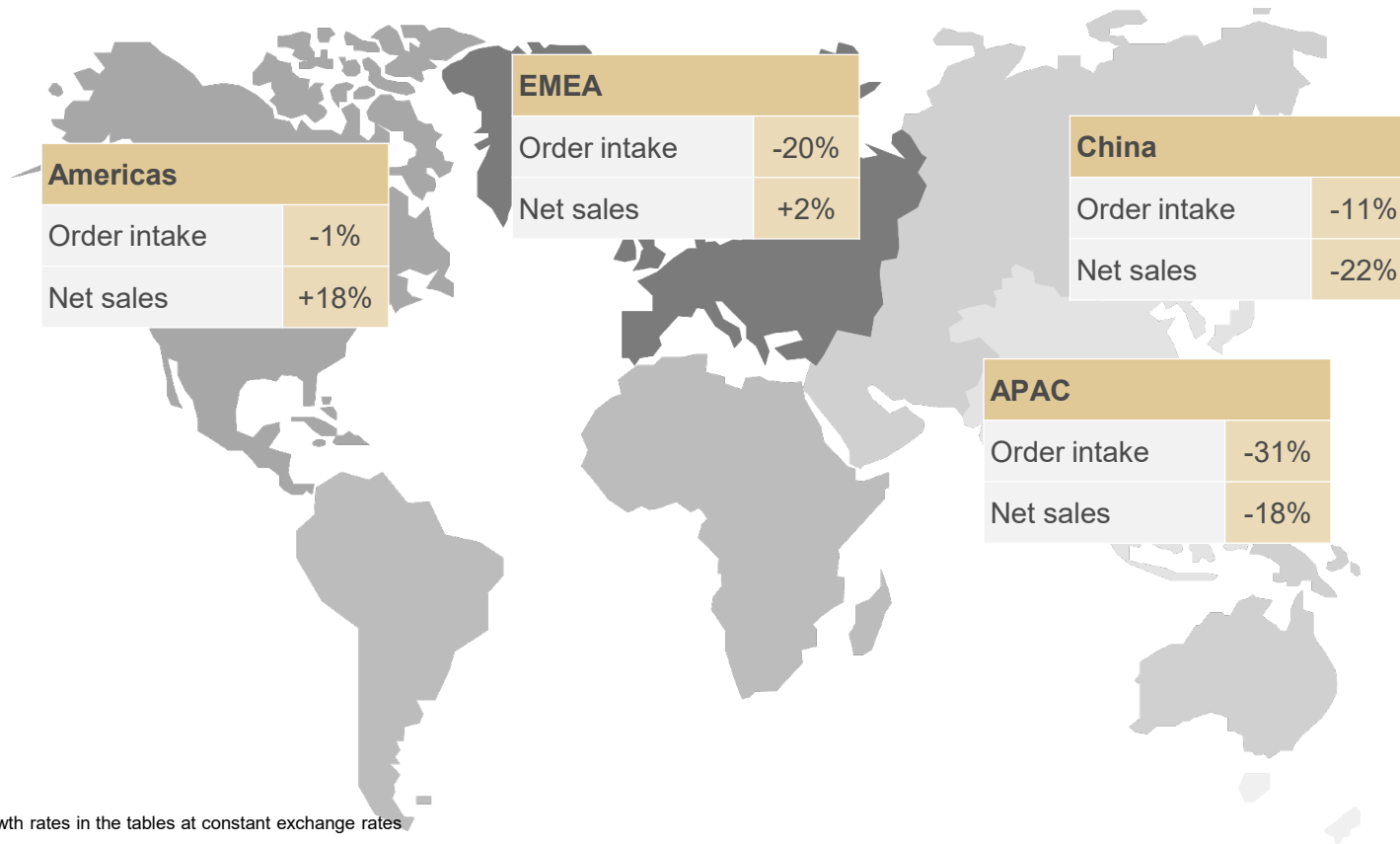
Performance in the first nine months 2023



Order intake -20% to CHF 625 million (-16% at constant exchange rates) – stabilizing vs. previous quarters with Q3 +4% vs. Q2 at constant exchange rates



Net sales -4% to CHF 681 million (+2% at constant exchange rates)



Growth rates in the tables at constant exchange rates

Comments

- Ongoing cautious investment behavior – demand stabilized in the 3rd quarter at level of preceding quarters
- Moderate sales growth at constant exchange rates due to high order backlog
- Continued growth in service business

Outlook

Confirmed outlook for full year 2023, expecting

- a decline in order intake and sales in the machine business;
- a growing service business;
- overall slight decline in sales and a higher operating result (EBIT)

For 2024, Bystronic expects declining sales and lower operating result than in 2023

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Strong leadership with industry experience and an entrepreneurial spirit

Board of Directors



Dr. Heinz O. Baumgartner
Chairman of the Board of Directors
since 2021



Dr. Roland Abt
Chair of the Audit Committee
since 2014



Dr. Matthias Auer
Member of the Audit Committee
since 1996



Inge Delobelle
Member of the HR Committee
since 2022



Urs Riedener
Chair of the HR Committee
since 2014



Felix Schmidheiny
Board member
since 2023



Robert F. Spoerry
Member of the HR Committee
since 1996



Eva Zauke
Board member
since 2023

Executive Committee



Alex Waser
Chief Executive Officer
joined in 2013



Beat Neukom
Chief Financial Officer
joined in 2021



Johan Elster
President EMEA Region
joined in 1996



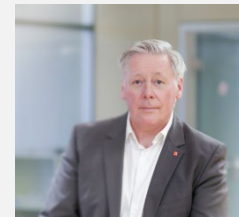
John-Paul Surdo
President Americas Region
joined in 2023



Norbert Seo
President APAC Region
joined in 2015



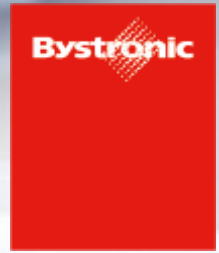
Song You
President China Region
joined in 2016



Eamon Doherty
Chief Service Officer
joined in 2016



Alberto Martinez
Chief Digital officer
joined in 2018



Questions & Answers

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Chief Communications & ESG
Officer

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Financial calendar

2023

November 2 ZKB Swiss Equity und Real Estate Conference in Zurich

2024

February 29 2023 Full-year results in Zurich

April 15 3M Trading Update

April 17 Annual General Meeting in Zurich

Disclaimer

The information in this presentation relating to the business performance of the Bystronic Group is of a summary nature only. The information published in the Half-year Report 2023 as well as Annual Reports 2021 and 2022 of Bystronic AG, and the information on the website www.bystronic.com prevails.

Although the greatest possible care was taken during the preparation of this presentation, Bystronic accepts no responsibility for its completeness or correctness. Unless otherwise specified, the figures are based on the Annual Reports 2021 and 2022 of Bystronic AG.

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