



Best choice.

Investor presentation

Bystronic, June 2021

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

Leading in sheet metal processing

We are a pioneer in Sheet Metal Processing, striving for world class manufacturing & service and ready for the next development phase

With our products, solutions and services we enable our customers to lead their markets by optimizing their E2E value chain

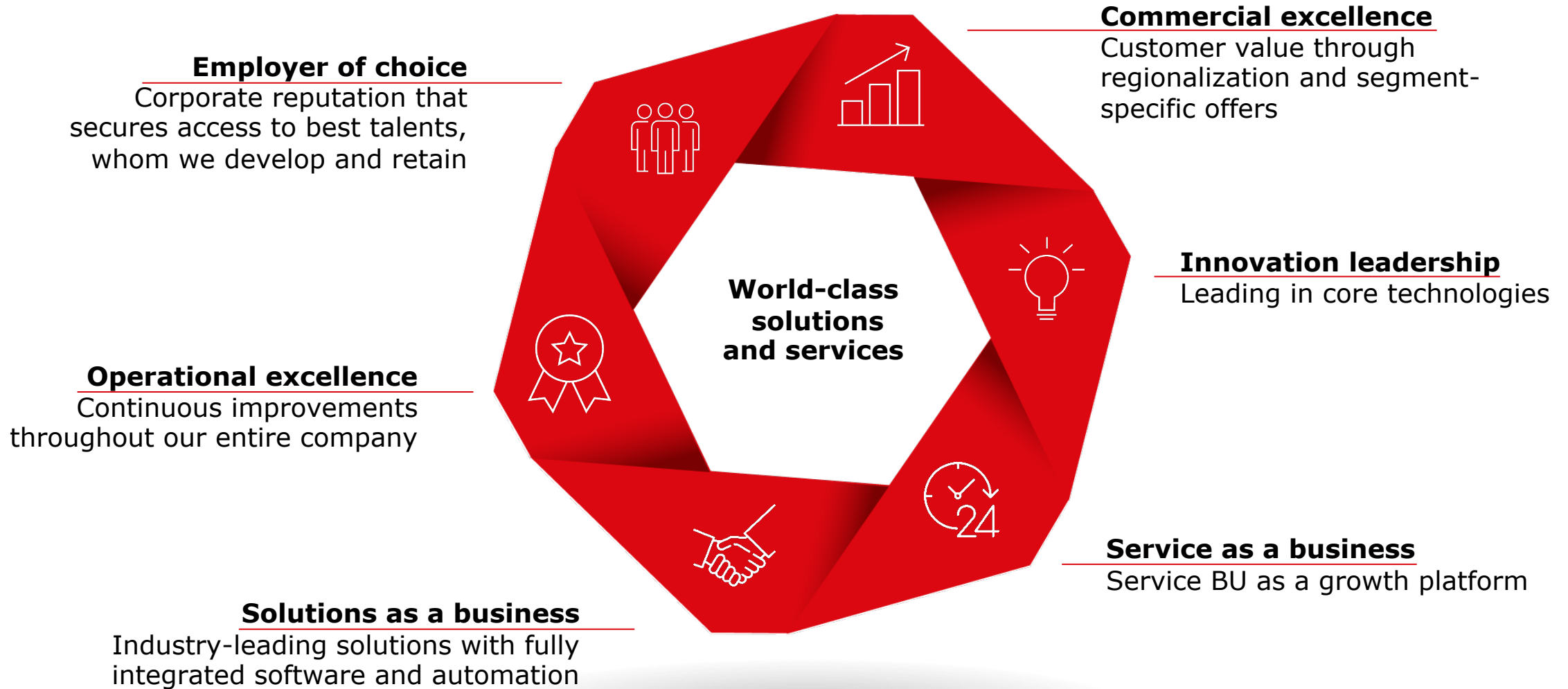


Agenda

- **Strategy for growth**
- What we do
- Market prioritization
- Financial overview
- Outlook
- Appendix



Our "Strategy 2025" focuses on clearly defined building blocks ...



... which is enhanced with a holistic, integrated management approach

Materiality assessment during 2020

Identification and prioritization of material sustainability topics with aspiration levels for Bystronic in consideration of emerging ESG standards

Carbon footprint assessment for Niederönz lead site (scope 1, 2, 3) ongoing

Development of integrated reporting concept for 2021

Economic topics

Economic performance

Good practice

Innovation & business model viability

Leadership

Data management

Good practice

Environmental topics

Energy & climate change

Good practice

Resource efficiency

Leadership

Longevity & cyclability

Good practice

Social topics

Product safety

Good practice

Engagement & wellbeing

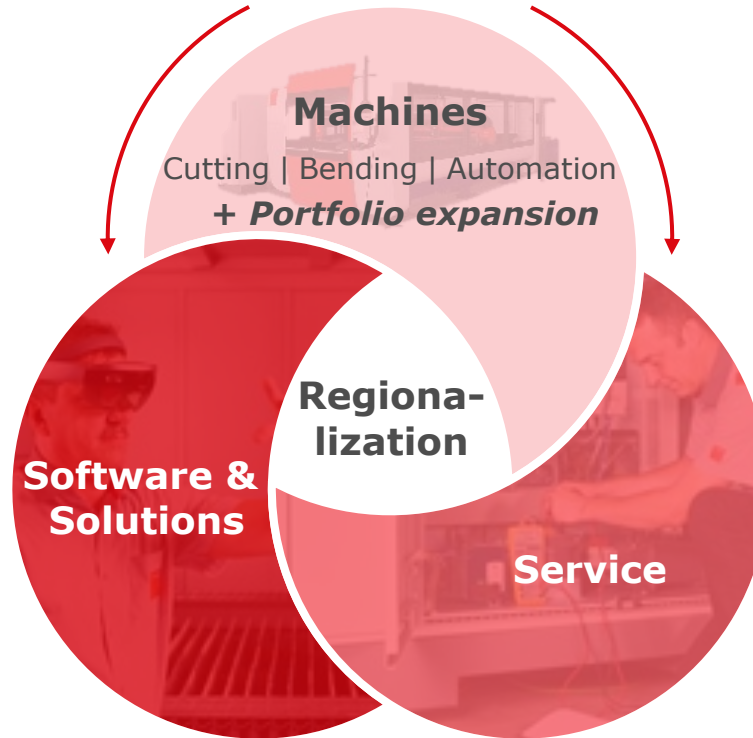
Good practice

Diversity & inclusion

Good practice

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

New Competences – New Skills – New Solutions

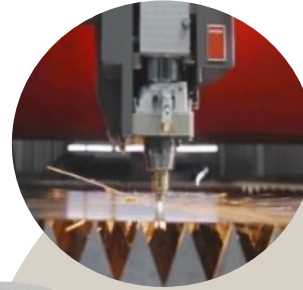
Our combined offering of

- 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



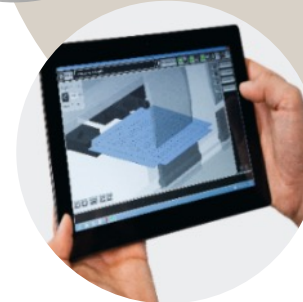
Efficient bending and robotics



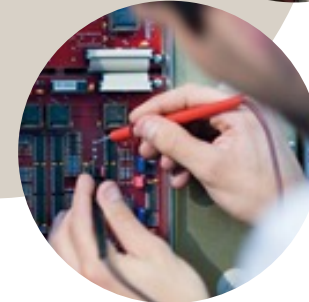
World-class manufacturing



Easy-to-use software

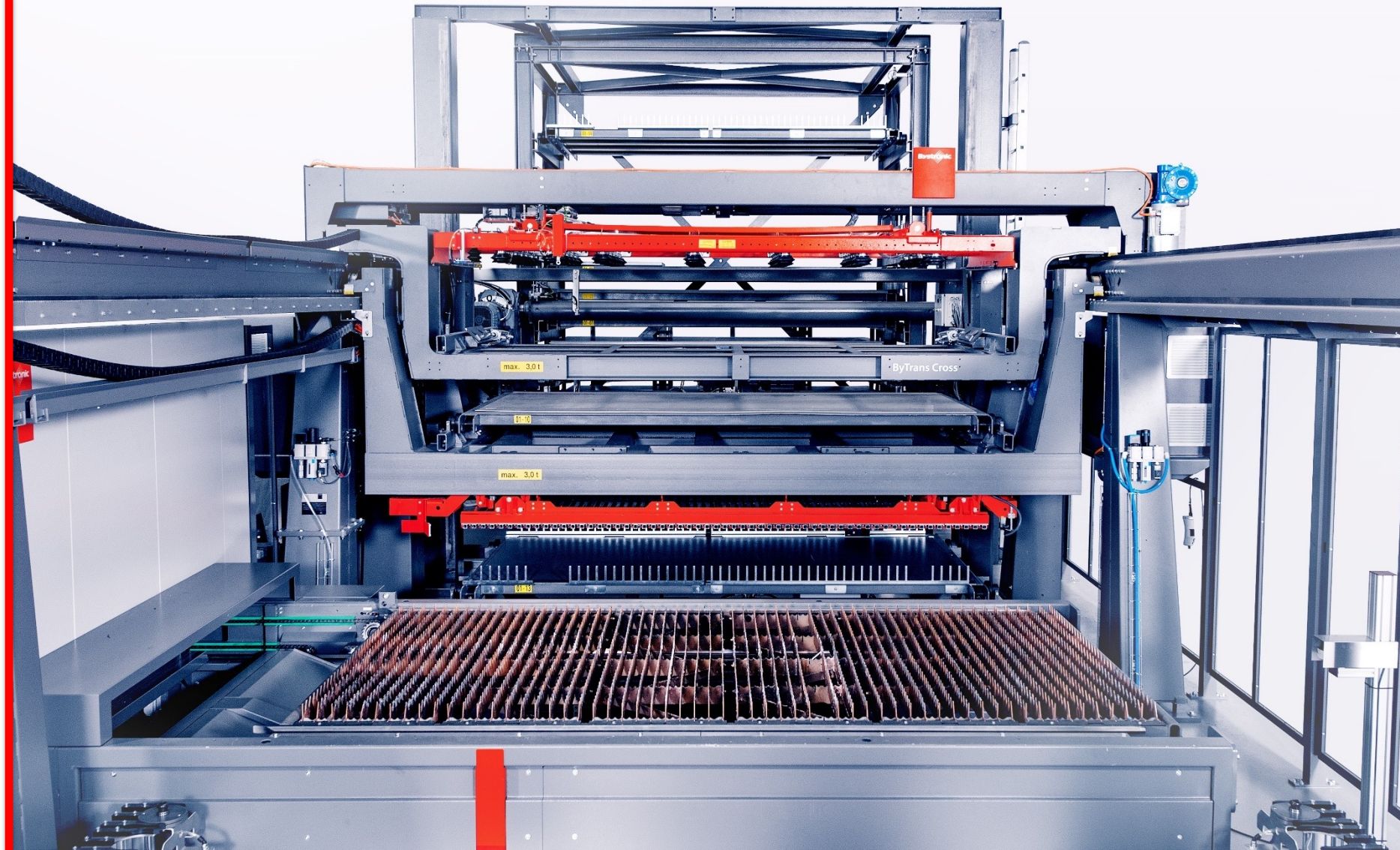


Worldwide serviceability



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We pioneered with machines for cutting and bending...

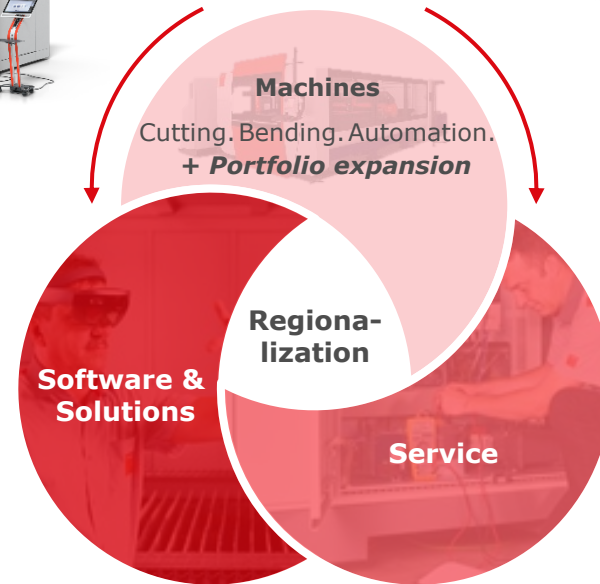
Gold segment



Gold & silver segment



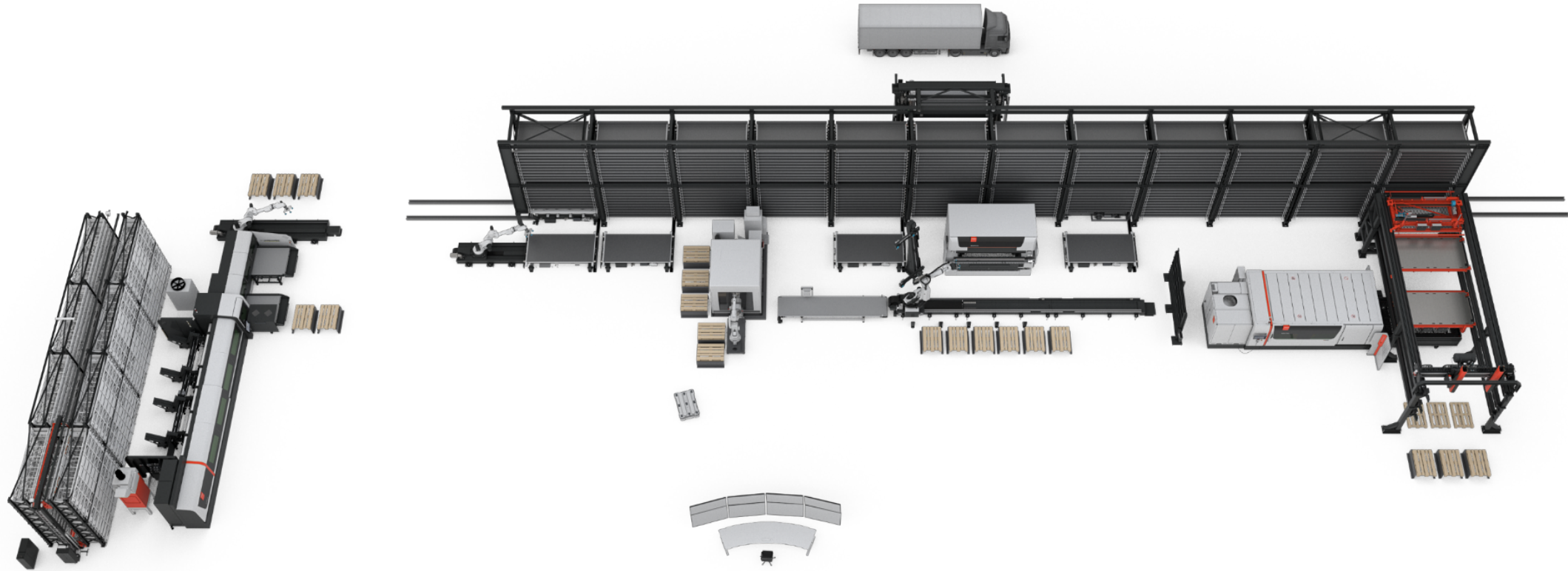
Production cells



Expansion into bronze segment



... and enhance Smart Factory Solutions for our customers



Integrated material and data flow, efficient handling

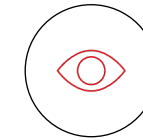
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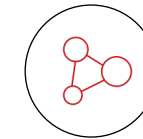
Software capabilities are at the core of our solutions offering

Bystronic provides **standardized production cells** and **cloud software solutions** ...

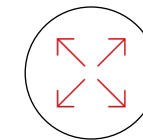
...which can be **customized** to meet specific customer needs for **improved end-to-end productivity** in sheet metal processing operations.



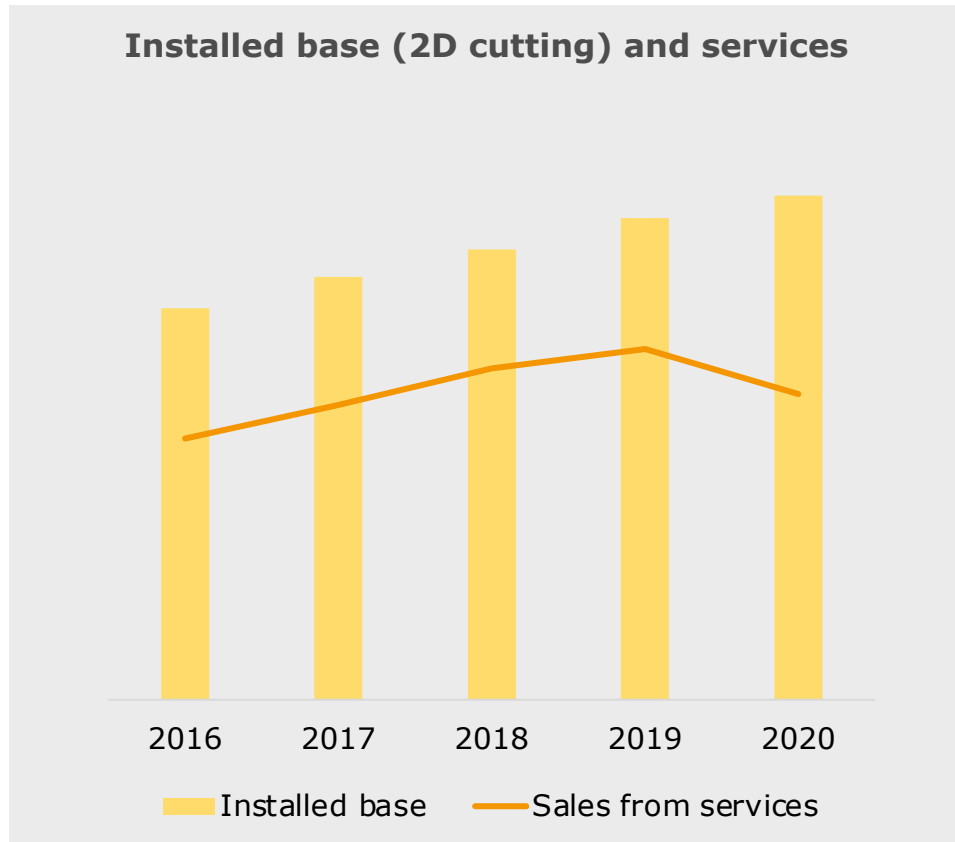
Open:
Open ecosystem that enables easy integration of 3rd-party products



Integrated:
Connecting machines and processes to create and offer complete ecosystems



Modular & Scalable:
Single interface and single data structure to focus on during analyses





Installed base excl. DNE Laser

- Sales share from services currently ~20% with CAGR of 4.0% from 2016 to 2020
- Deep dive analysis identified 55 independent levers with significant sales opportunities going forward
- Transition from a reactive to proactive service business
- Leveraging a blended aftersales model of hunters, farmers & sales back office
- Centrally supported, local execution

Significant opportunity to almost double sales from services by 2025

We started to hire ~100 additional service technicians

| | |
|---|--|
|  Customer satisfaction | Always putting the customer at the center |
|  Aligned organization | Focus, consistency, alignment, standardization, execution |
|  Business model | From transactional sales to value generating relationships |
|  Talent management | Talent pipeline, succession planning, & upgrading |
|  Blended after sales | Easy to do business with – hunters, farmers, back office |

Dedicated global service organization at the heart of customer operations and workflows



- Deep-dive analyses with benchmarking
- Improved CRM & client analytics capabilities
- Structurally enhanced customer focus

Industry 4.0

Agenda

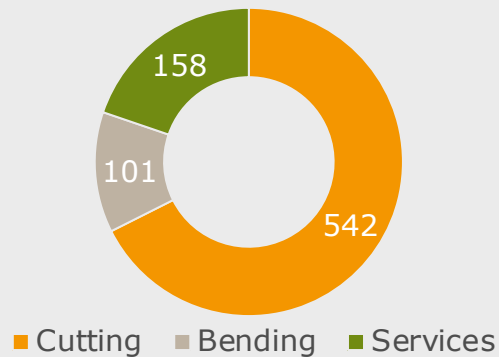
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Bystronic business profile in market context – share of ~12% in served machine market

Sales by product 2020

CHF m



Established and new competition

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

Opportunities in innovative hardware

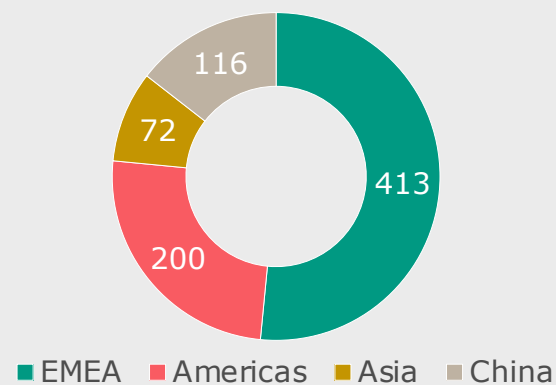
- Line extensions in cutting & bending; high-performance cutting with more high-tech integration & customization features

Secular trend towards smart factory solutions & services

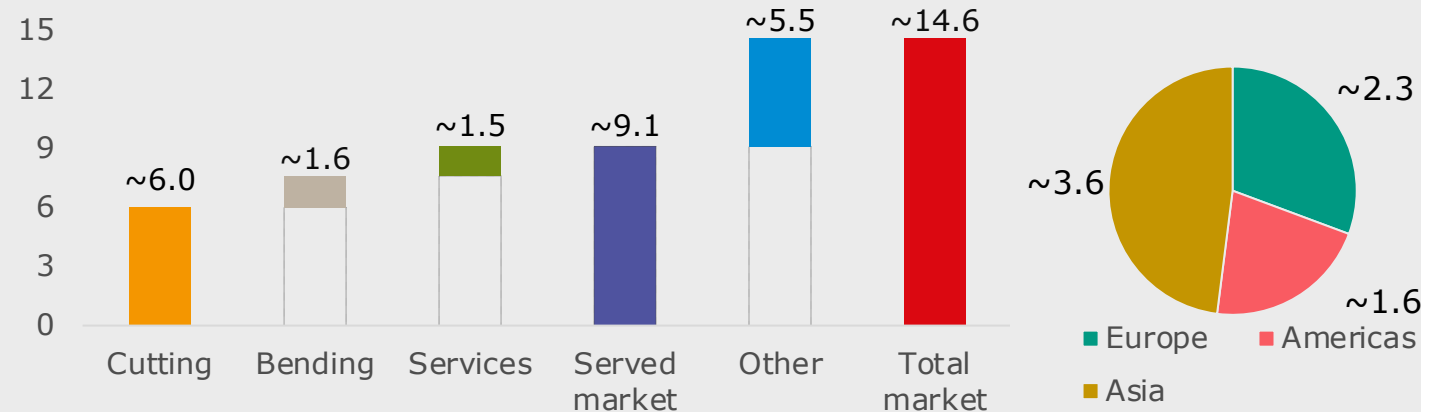
- Growing focus on systems for enhanced client productivity through E2E automation and solutions that yield more stable revenue streams

Sales by region 2020

CHF m



Estimated market size (2019; CHF bn)

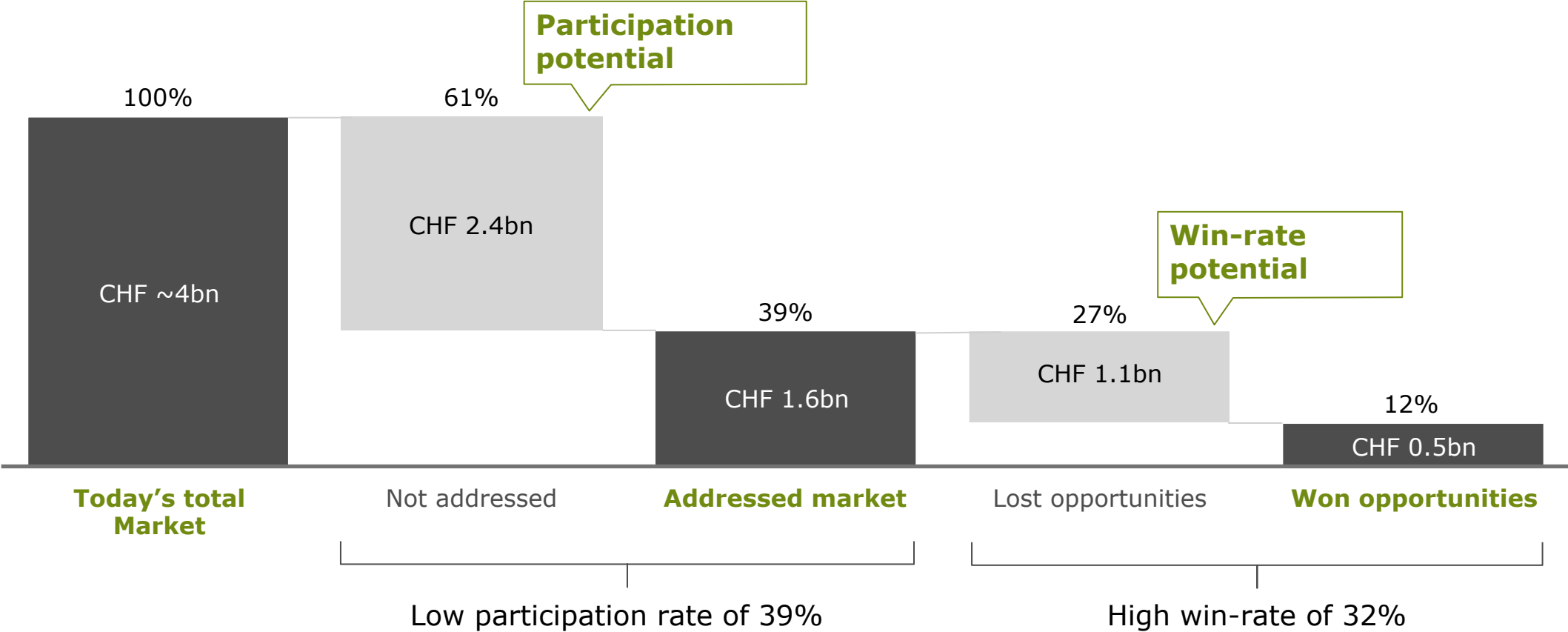


New: split into 4 regions.

As per Bystronic market assessment; regional split machines only.

Growth potential in the 2D laser cutting market

2D cutting market segment >1kW laser power



Region- and market-specific growth initiatives

Win rate potential

- Strengthen key account management
- Offer attractive financing options
- Customer / segment specific offering

Sales optimization

Participation potential

- Improve sales force coverage
- Sales channel partnering
- Internal best practice sharing
- Leverage / optimize sales teams
- Vertically targeted digital marketing
- CRM integration between marketing and sales

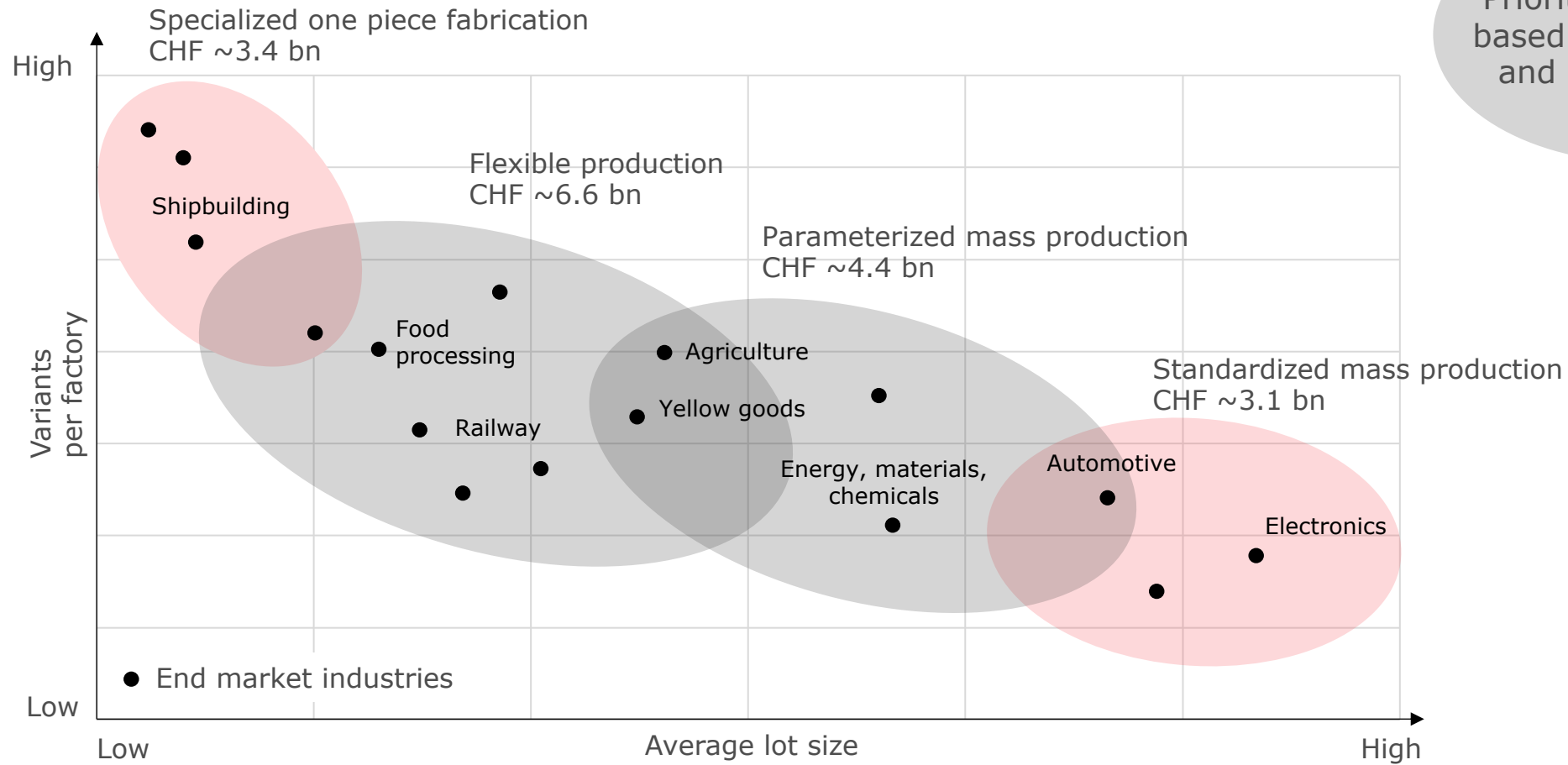
Offering optimization

- Close gaps in portfolio and add product lines
- Expand second-hand business

Awareness potential

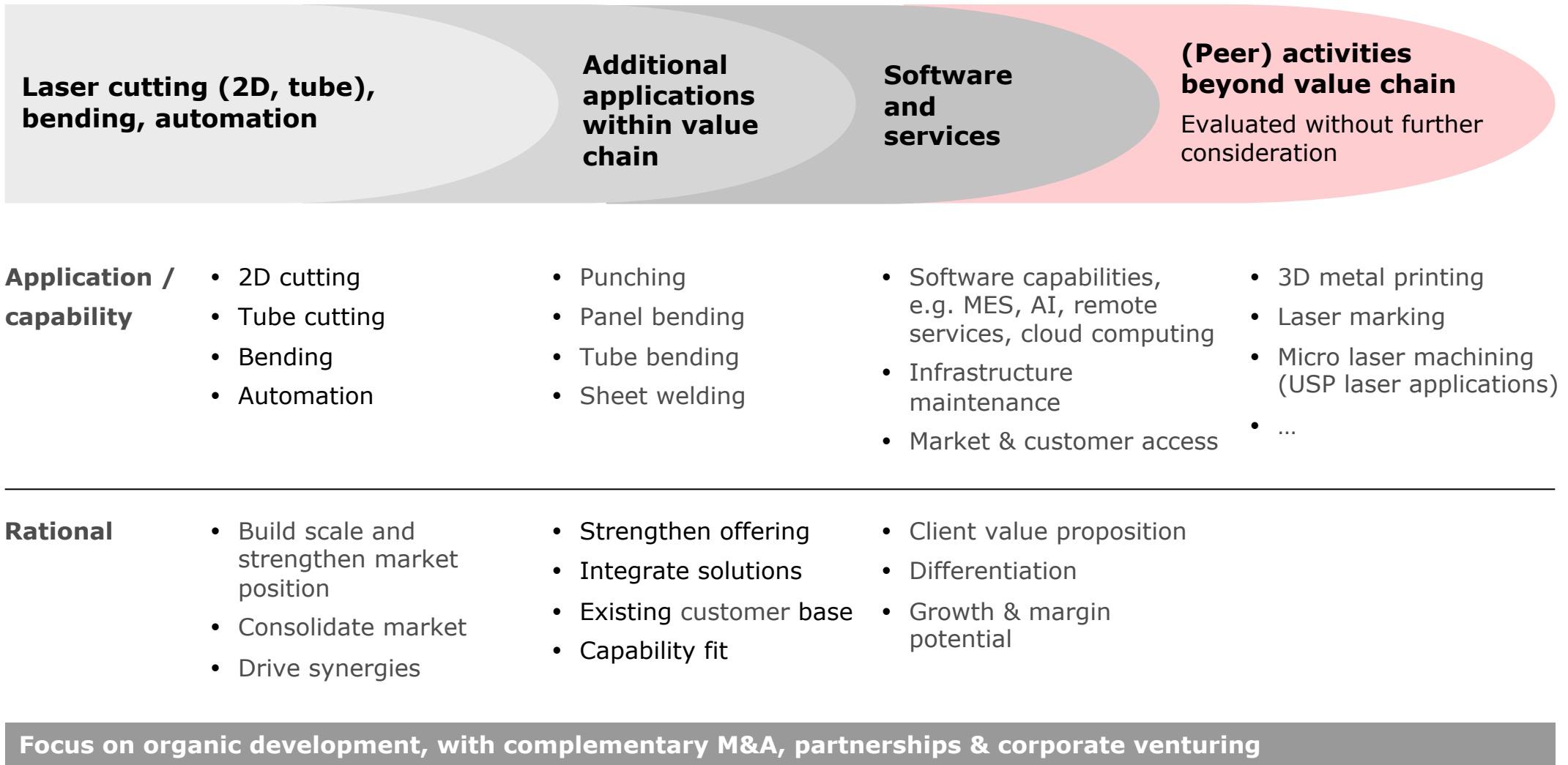
Market education over time also through cost effective digital marketing

Focus on attractive market segments with an improved understanding of end markets

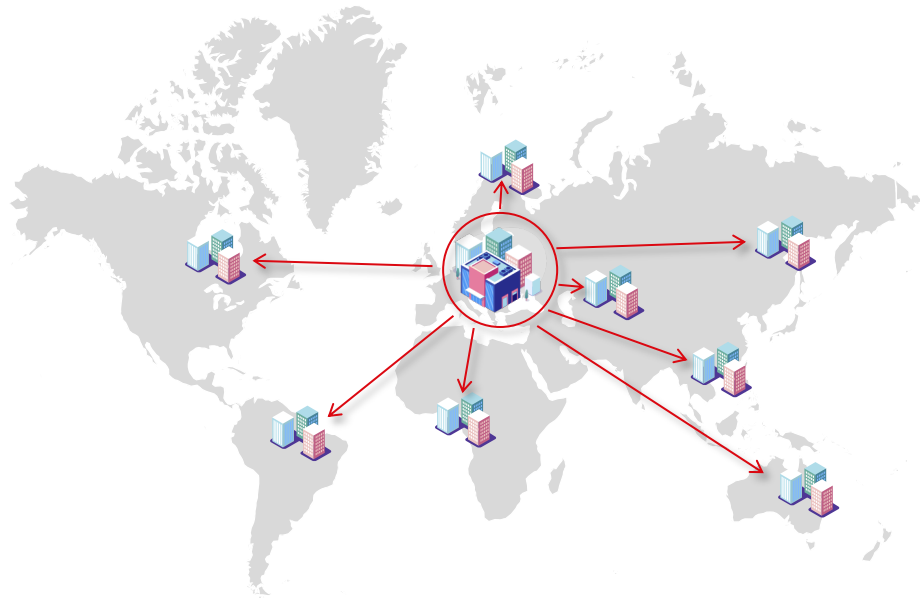


Own analysis and estimates; note: numbers do not add up to 100% due to overlapping categories

Our portfolio & collaboration strategy remains focused on sheet metal processing

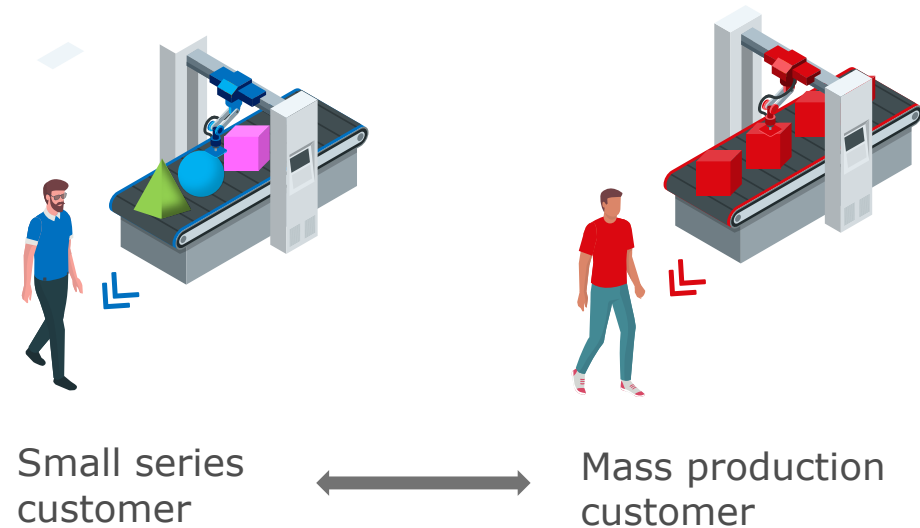


Implement regional management structure and strengthen local coverage



- Be close to market and clients for speed, flexibility and resilience
- Improve local market knowledge to target specific segments and industries
- Facilitate internal practice sharing and roll out initiatives globally / regionally / locally

Implement learnings from in-depth analysis of client segment needs



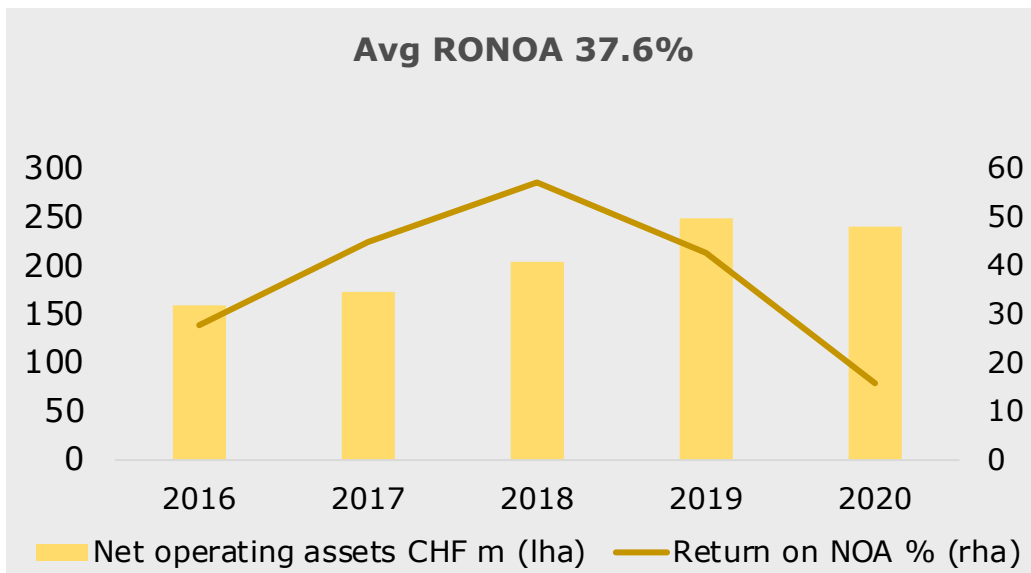
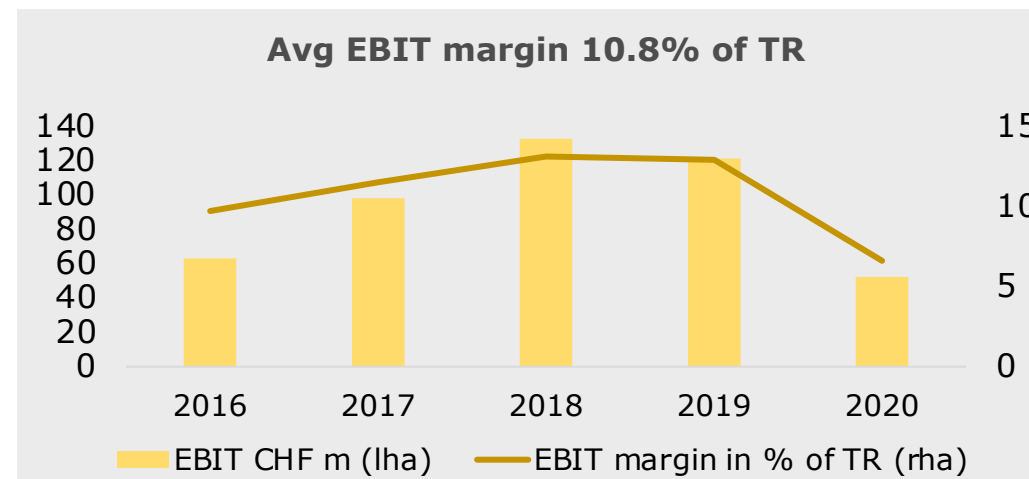
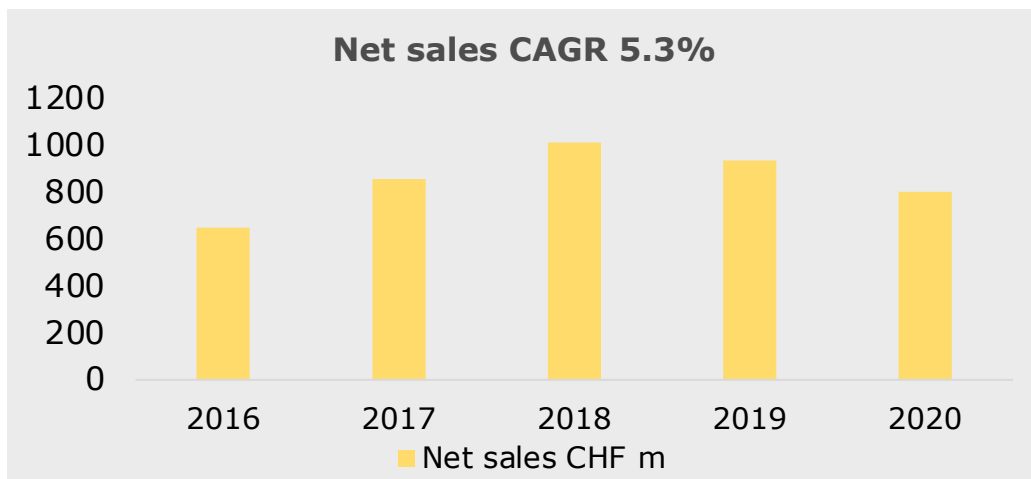
- Segmentation and client profiling based on improved knowledge of value drivers
- Modularization of product / solution offering, also with industry specific messaging
- Tailored E2E and productivity driven client value proposition

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We outperformed the market over the last business cycle



Key achievements 2015 / 2020

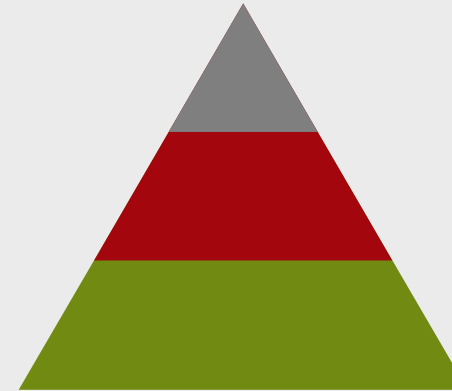
- Narrowed gap vs top two competitors in served market with profitable growth
- Outperformance driven by product innovation, market development and business excellence ... and not least by an experienced team
- Complementary M&A to broaden product & solutions offering to enter new applications and market segments

As per Conzzeta reporting.



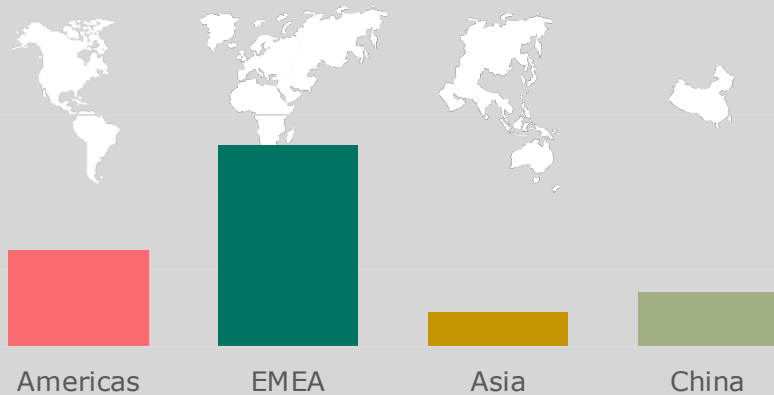
CHF 801 million
€ 749 million / \$ 849 million
Net sales

Customers

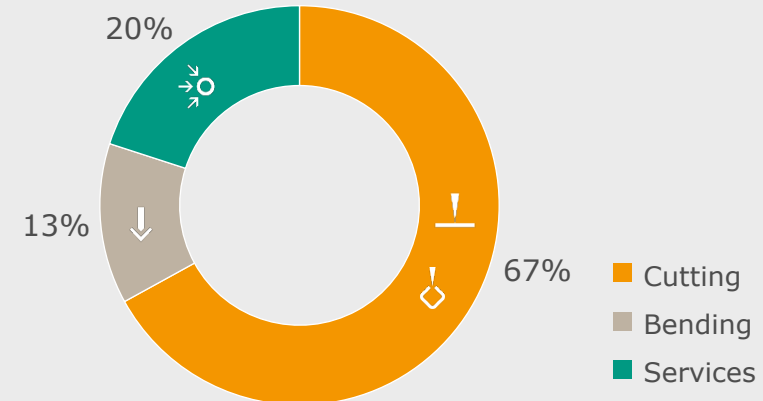


- Large companies with in-house products
- Job shops with in-house products
- Job shops without in-house products

Revenue by market region



Revenue by core activity



Covid-19 impacted our revenue and result development in 2020

| CHF m | 2020 | 2019 | Change |
|-------------------------|--------------|-------|----------------------|
| Order intake | 777.4 | 929.4 | -16.4% ¹⁾ |
| Net revenue | 801.4 | 936.0 | -14.4% ²⁾ |
| Operating result (EBIT) | 52.3 | 121.1 | -56.8% |
| EBIT margin | 6.6% | 12.9% | -630 bps |
| Net operating assets | 240.1 | 248.3 | -3.3% |
| RONOA | 15.8% | 42.6% | -268 bps |
| Employees | 3,053 | 2,987 | +66 employees |

1) at stable exchange rates -11.4%

2) at stable exchange rates -9.4%

As per Conzzeta reporting.

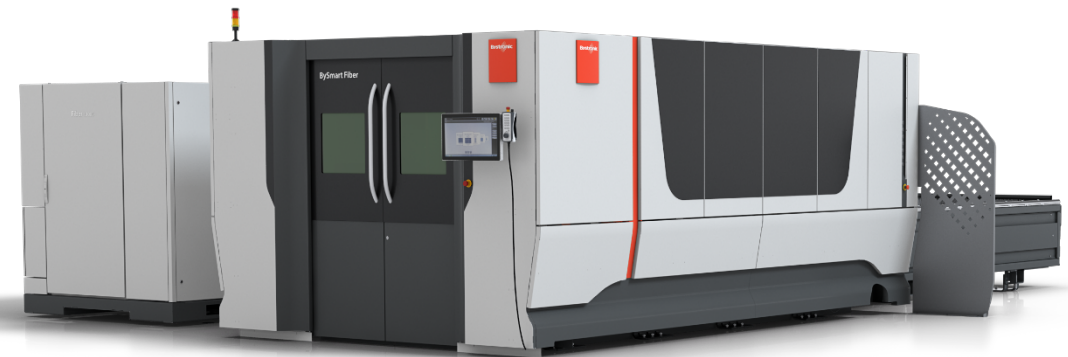
Bystronic operational performance

At stable FX rates, net revenue -9.4%

- Notable recovery of orders and sales in H2 vs most pandemic-hit H1
- Lower operating result vs strong PY reflecting volume loss, margin pressure as well as continued investments in future growth
- Timely introduction of BySmart fiber as cost effective cutting solution and good client response to more integrated solutions
- Elevated NOA position, also reflecting intention to benefit from potential market recovery in 2021

Q4 orders +2.4% vs PY; order backlog per end 2020 of CHF 206.8 m (+3.3% vs mid 2020)

=> On track to capitalize on market recovery



BySmart Fiber with versatile performance packages.

Significant increase in revenue and orders

| CHF m | 3M 2021 | 3M 2020 | reported | organic ¹⁾ |
|---|---------|--------------------|----------|-----------------------|
| Group net revenue | 337.8 | 298.4 | 13.2% | 18.0% |
| Sheet Metal Processing | | | | |
| Order intake | 252.7 | 169.7 | 48.9% | 54.2% |
| Net revenue | 197.0 | 173.8 | 13.3% | 16.9% |
| Net revenue of discontinued operations | | | | |
| Chemical Specialities | 76.4 | 73.8 ²⁾ | 3.4% | 13.4% |
| Outdoor | 64.5 | 50.8 | 26.9% | 28.2% |

¹⁾ at constant exchange rates and adjusted for changes in the scope of consolidation

²⁾ Incl. Schmid Rhyner (CHF 6.9 million 2020)

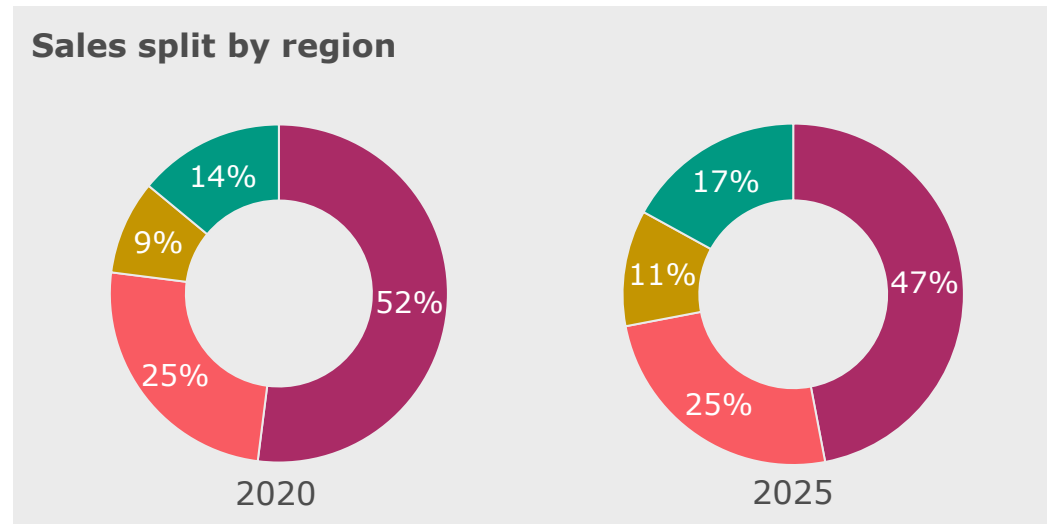
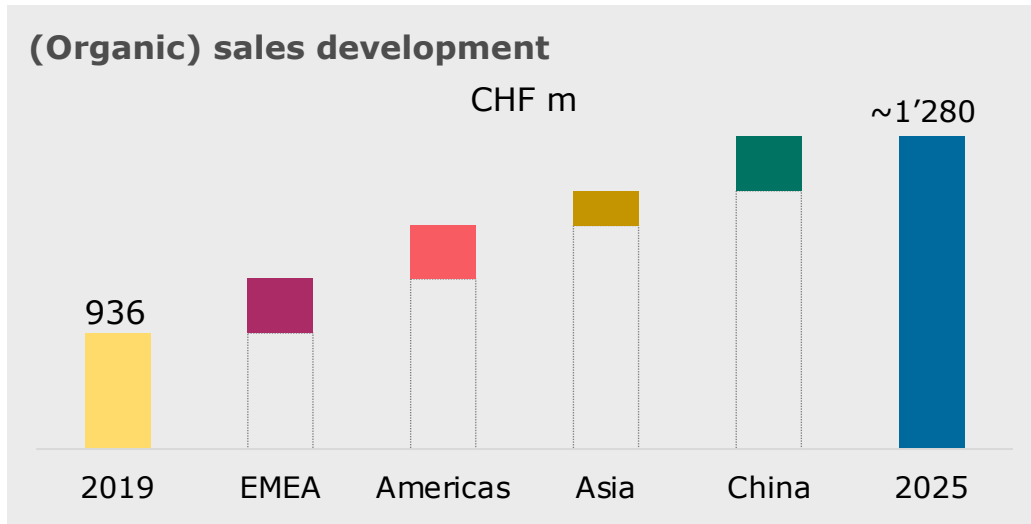
- 1Q with increased order intake by 54.2%, at CHF 253 m even above the level of 1Q of the pre-pandemic year 2019
- 1Q organic Group revenue increased by 18.0%, with growth in all segments and regions
- Acceleration of business activity at Bystronic evident across regions, pronounced in the Americas and China
- Sale of FoamPartner (Chemical specialties segment) completed by the end of March with a net cash inflow from the divestment of around CHF 250 million. Sale of Mammut announced on April 26, closing of which is expected by mid-year.
- If the positive business growth observed at Bystronic continues at a similar pace in 2Q, the outlook for the FY 2021 will probably be raised when the 1H results for 2021 are presented as planned on August 6.

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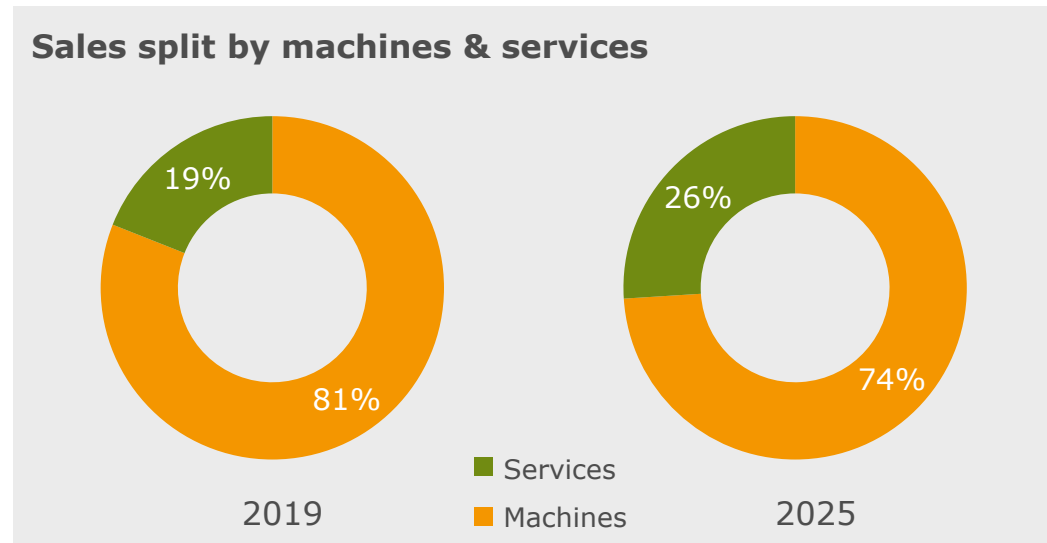
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We aim to grow across regions, strengthening recurring revenue from services



With "new" Bystronic, we seek growth across all regions, with separate p&l responsibilities for China and services, ... resulting in a broader business diversification with a disproportionally higher sales share from Asia and China as well as from services



Completion of strategic transformation of Conzzeta into Bystronic in reach

- Closing of FoamPartner transaction as of March 31, 2021
- Divestment of Mammut announced on April 26 and closing expected around mid 2021
- Name change from Conzzeta to Bystronic and listing of shares under BYB ticker as of May 3, 2021

Aspiration to position Bystronic in capital market with clear profile

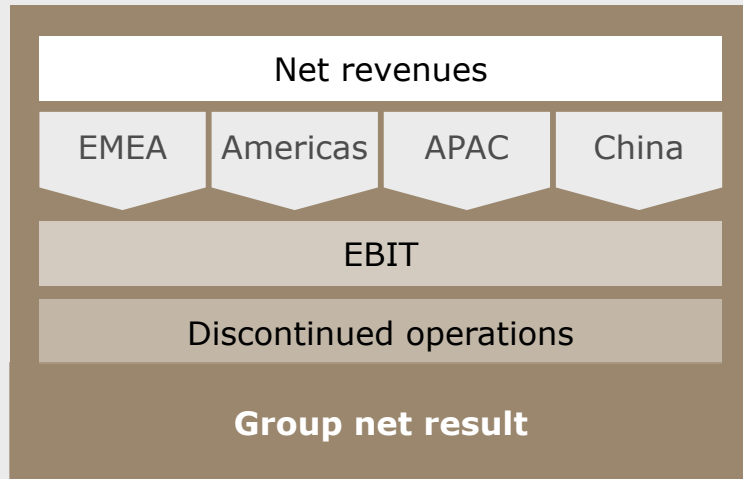
- Pure play on leading market position in attractive sector with growth opportunities from digitalization
- Pushing innovation to enhance client productivity and sustainability with smart factory solutions, automation, service and software solutions
- HY reporting on Aug 6, 2021, under Bystronic with transparent geographic segmentation

For the continued business we expect in 2021 ...

- ... a continuously improving client sentiment with an improving order intake
- ... a return to sales growth of between 5% and 8% vs 2020
- ... an improved EBIT margin of around 8%, at the lower end of our target range
- ... however, if the positive business development observed in 1Q continues at a similar pace in Q2, the outlook for the FY 2021 may likely be raised with the release of 1H1 results (August 6)

“Strategy 2025” pushing innovative solutions and services with enhanced segment-specific value proposition to position Bystronic even closer to clients

Bystronic segment reporting as of mid 2021



- Bystronic new segment reporting, starting with 2021 half-year report on August 6
- Committed to transparency on financial results and strategic progress
- Integrated reporting on material non-financial matters in preparation for FY 2021
- Profitability adversely impacted by somewhat higher expenses (for holding structure)

Financial aspiration by 2025



> 5%

Organic net sales CAGR of >5%,
with further upside from M&A; implied
market share growth from ~12% to ~17%



> 12%

EBIT margin



> 25%

RONOA

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| 2021/22 | | |
|-------------------|-------------------------|-----------|
| June 2, 2021 | Swiss Equity Conference | Stifel |
| Aug 6, 2021 | Half-year 2021 results | Bystronic |
| Sept 15/16 , 2021 | Investora conference | Investora |
| Oct 15, 2021 | Trading update | Bystronic |
| Nov, 2021 | Capital Markets' Day | Bystronic |
| March 15, 2022 | Full-year 2021 results | Bystronic |
| April 14, 2022 | Trading update | Bystronic |
| April 26, 2022 | AGM | Bystronic |



Alex Waser
CEO

joined Bystronic 2013
Swiss citizen, born in 1967



Johan Elster
President EMEA Region

joined Bystronic 1996
Norwegian citizen, born in 1964



Song You
President China Region

joined Bystronic 2016
US citizen, born in 1970



Norbert Seo
President Asia Region

joined Bystronic 2015
German citizen, born in 1964



Beat Neukom
Chief Financial Officer

joined Bystronic 2021
Swiss citizen, born in 1970



Eamon Doherty
Chief Service Officer

joined Bystronic 2016
Irish citizen, born in 1968



Robert St. Aubin
President Americas Region

joined Bystronic 2010
US citizen, born in 1956

Short biographies available on ec.bystronic.com



Ernst Bärtschi
Chairman of the Board

Member since 2014
Swiss citizen, born in 1952



Dr. Roland Abt
Member of the Board
Audit Committee Chairman

Member since 2014
Swiss citizen, born in 1957



Dr. Matthias Auer
Member of the Board
Audit Committee Member

Member since 1996
Swiss citizen, born in 1952



Robert F. Spörry
Member of the Board
Compensation Committee Member

Member since 1996
Swiss citizen, born in 1955



Jacob Schmidheiny
Member of the Board
As Chairman from 1984 until
2014

Member since 2014
Swiss citizen, born in 1943



Urs Riedener
Member of the Board
Compensation Committee
Chairman

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Bystronic Best choice.

Cutting. Bending. Automation.

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