

Capital Markets Day

November 30, 2021 in Niederönz

Agenda

Time	Topic	Speaker
09:00	Arrival in Niederönz and registration	
09:30	Markets and Strategy 2025	Alex Waser, Chief Executive Officer
	Innovation and technology	Christoph Rüttimann, Chief Technology Officer
	Smart Factory solutions	Alberto Martinez, Chief Digital Officer
	Service as a business	Eamon Doherty, Chief Service Officer
10:45	Coffee break	
11:05	ESG roadmap	Michael Präger, Chief ESG & Communications Officer
	Finance update	Beat Neukom, Chief Financial Officer
	Q&A session	
	Closing remarks	Alex Waser, Chief Executive Officer
12:15	Lunch	
13:00	Visits at production and Smart Factory locations	
15:30	End of Capital Markets Day	

Today's speakers



Alex Waser

Chief Executive Officer
joined Bystronic in 2013



Beat Neukom

Chief Financial Officer
joined Bystronic in 2021



Christoph Rüttimann

Chief Technology Officer
joined Bystronic in 2017



Alberto Martinez

Chief Digital Officer
joined Bystronic in 2018



Eamon Doherty

Chief Service Officer
joined Bystronic in 2016



Michael Präger

Chief Communications & ESG Officer
joined Bystronic in 2021



Alex Waser
Chief Executive Officer

joined Bystronic in 2013
Swiss citizen

We are well positioned in **attractive growth industries**



We have laid the **foundation for future growth**



We are **on track to deliver** on our 2025 strategic and financial targets



We have transformed into a pure-play innovation leader in the sheet metal processing market

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

We create customer value with our systems, software and services



Laser cutting



Tube cutting



Bending



Automation

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

CHF 801 million

net sales in 2020

7% EBIT margin

in the first half of 2021



Software

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

20% RONO

in the first half of 2021

~3,500

employees



Service

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

9

development and production sites

31

sales and service entities

Sheet metal is more relevant than ever and enables growth for 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

Our business is well-diversified across end-industries ...

Early-cycle

- Transportation
- Industrials
- Agriculture
- Capital goods
- Construction equipment
- Real estate

Mid-cycle

- Technology
- Communication services
- Energy

Late-cycle

- Materials
- Utilities
- Governmental programs

... as we serve sectors in all stages and are thus well balanced through the cycle

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

We are active in a large, growing market – aligned with global mega trends

Megatrends drive growth for sheet metal industry

E-mobility boom

- Charging stations
- Laminates for motors
- Battery housings

Electronics

- Enclosers for various electronic applications
- Semiconductor industry: cabinets, data centers

+ Urbanization and smart cities

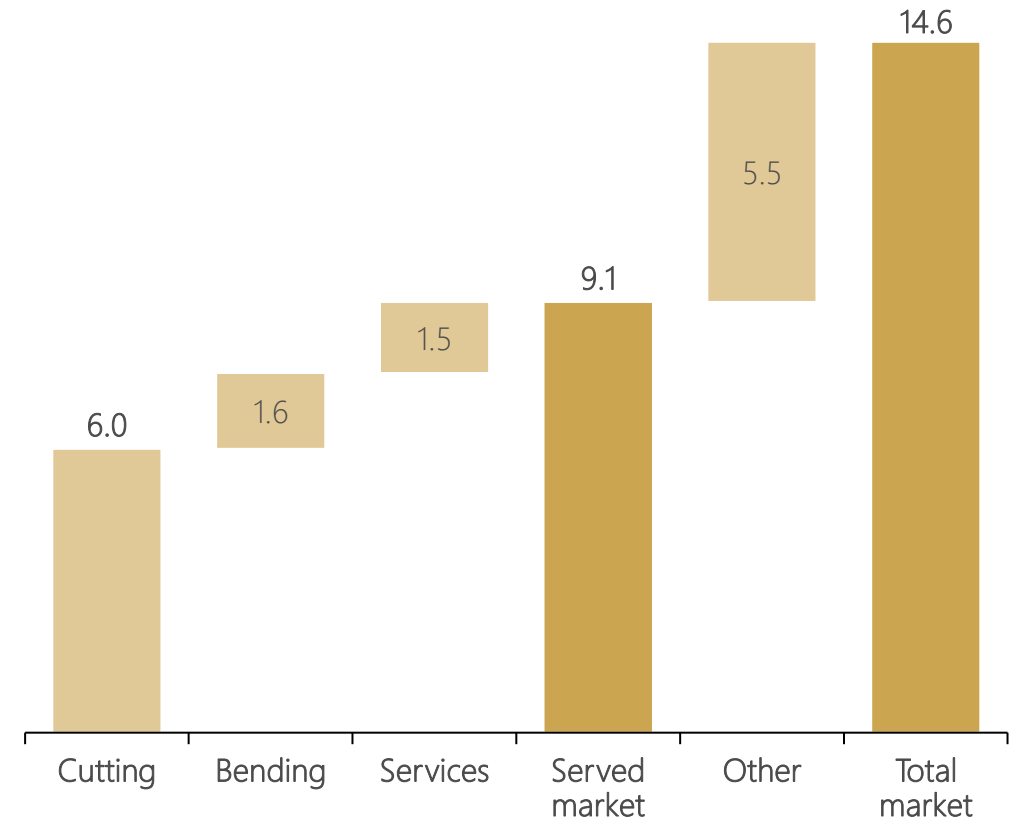
+ Digitalization

+ Climate change

~ 2-4% market growth²

Estimated market size

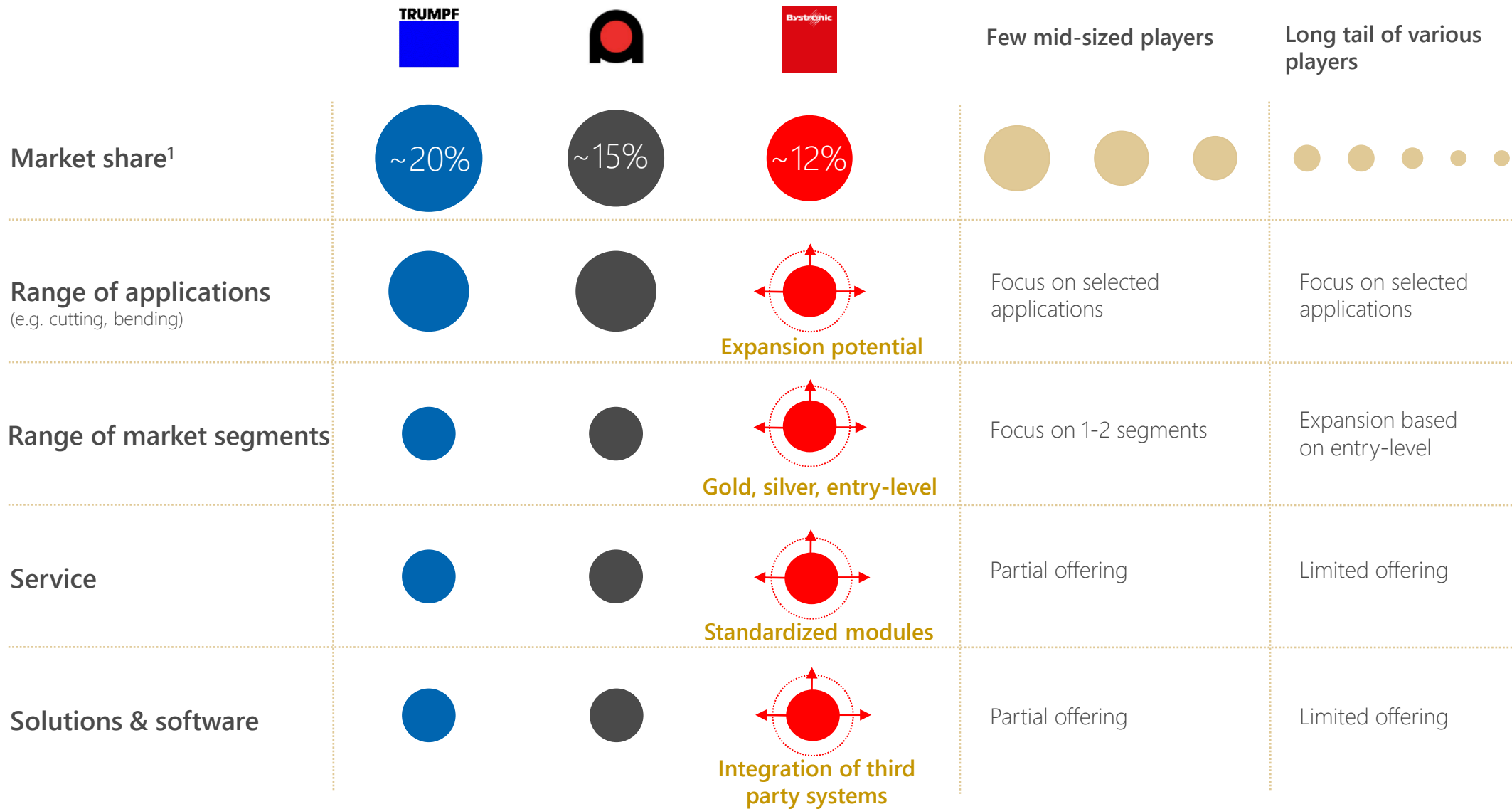
in CHF billion ¹



¹ According to Bystronic's 2019 market assessment

² Management estimates

Sweet spot with strong positions in service and software - expansion potential for applications



○ Size of bullets represent presence and size in respective market
¹ In Bystronic's served markets for comparable applications, management estimates

Job shops

Contract manufacturers with or without their own products



Large companies

Including:

CATERPILLAR®

JCB



Schindler



JOHN DEERE

LIEBHERR



To be successful, our customers need **automated solutions** to ensure

... flexible production cycles

... varying lot sizes

... high speeds

... day and night shifts



Our top 10 customers account for ~5% of sales

Building blocks for value creation are in place – focusing on delivery

Targets by 2025

> **5%** annual organic sales growth

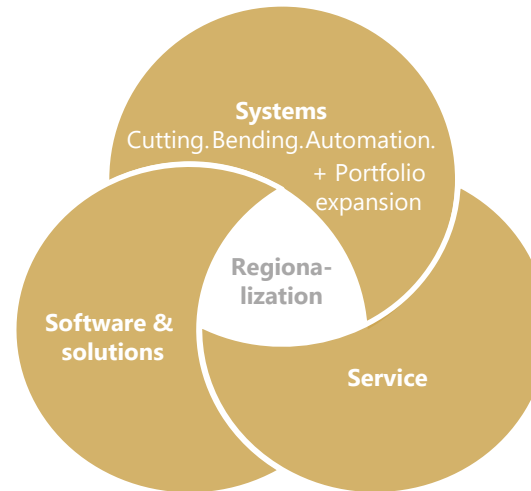
> **12%** EBIT margin

> **25%** RONOA



Strategy 2025

Organic growth complemented with selective M&A to expand portfolio



Systems

Lead in core technologies and create customer value through regionalization and segment-specific offers

Software & solutions

Expand industry-leading solutions with fully integrated software and automation

Service

Grow recurring revenues with global, standardized, modular service program



Christoph Rüttimann
Chief Technology Officer

joined Bystronic in 2017
Swiss citizen

Innovation is the lifeblood of Bystronic and it is what makes our customers successful in their business



Our innovation strategy ensures that we remain **at the forefront of the latest technologies**



We are **expanding our addressable markets** by creating new segments and leveraging our know-how from different applications and regions



We focus on customers to develop solutions for present and future challenges



Right products...

Our customers need the best products for their manufacturing business and automation processes



... in different price segments

Our customers want to choose their systems from different segments according to their individual budgets and applications



... based on future-oriented technologies

Our customers make high investments; therefore, our solutions must be modular, scalable and oriented towards future trends like sustainability and digitalization

Our innovation strategy ensures that we remain at the forefront of the latest technologies

Spotting

Our technology radar constantly screens the market to identify the latest trends and developments



Developing

With our corporate venturing program, we invest in early-stage technologies and start-ups



Creating

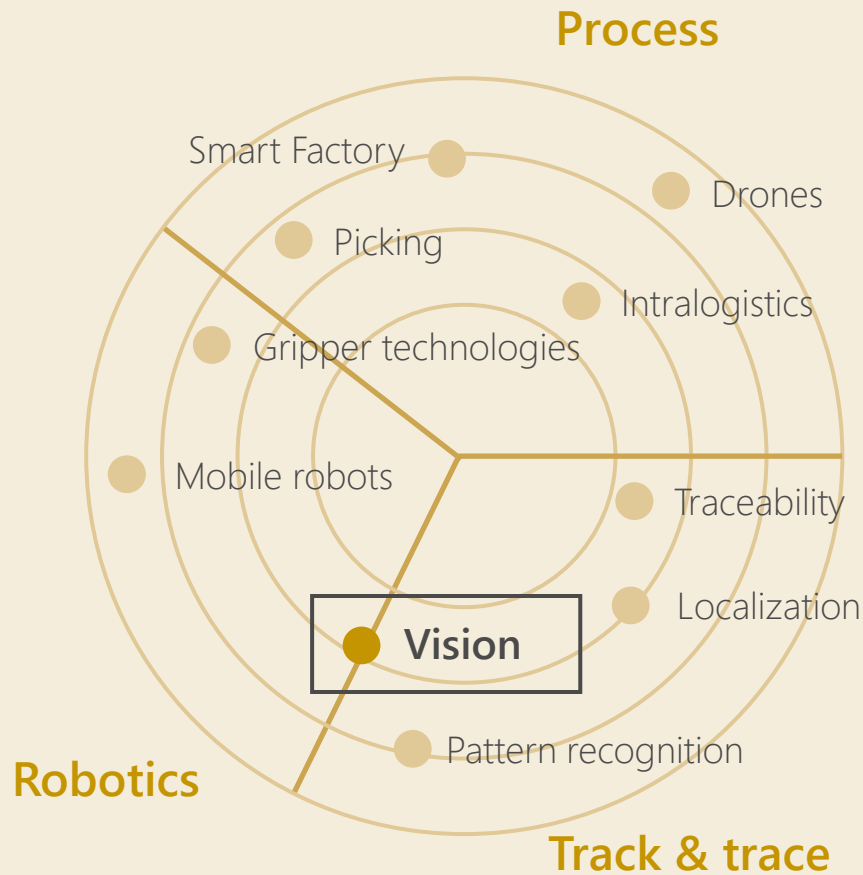
We exchange know-how across our regions and co-create with customers and value chain partners



Global agile organization to create solutions that make our customers successful in their business

Trends in the field of automation

Example radar



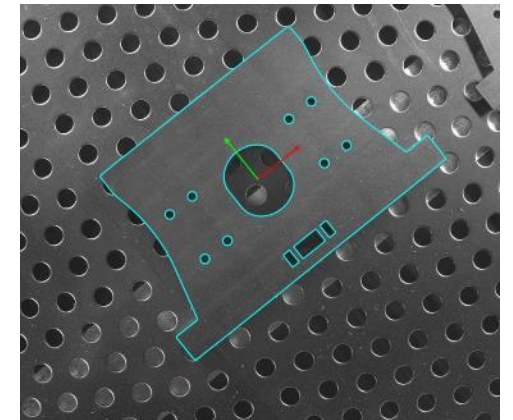
Our R&D teams constantly **screen market developments**

Case study

Detection of defective parts is key to automated manufacturing processes

Based on the trend "Vision" from our radar in 2019, we developed a **camera that analyzes** whether the produced parts conform to specifications – if not, they are removed from the process

In 2022, we will **offer** this as a **feature** for our bending automation solutions



Our objectives

Early access to new and disruptive technologies



Strengthen collaboration with potential M&A targets



Actively adapt future technologies to Bystronic's needs



Our proof point with **embotech***

Equity investment in 2018 with a low single-digit-million

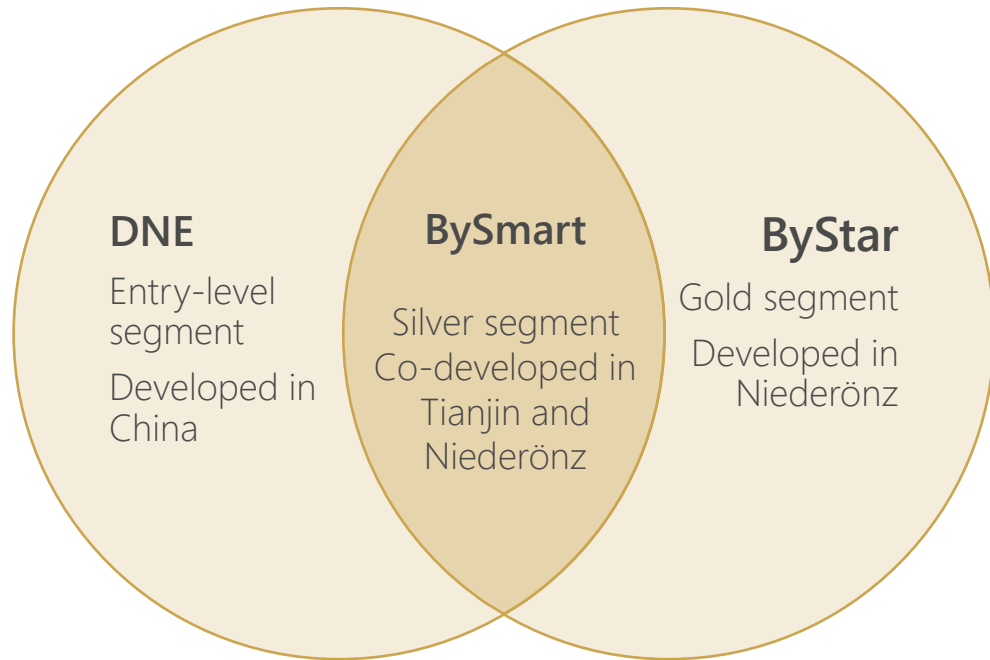
Co-innovation to develop the Quick-Cut feature for tube cutting systems

Rapid time-to-market and commercialization since 2020

About **embotech***

- Founded in 2014 as a spin-off from ETH Zurich
- Leading developer of decision-making software to solve optimization problems for industrial applications
- Won the **Swiss Technology Award as "Rising Star"** in November 2021

We open up new market segments by leveraging our know-how from different regions



Combination of know-how from high-end laser cutting systems and entry-level products from DNE to serve customers **globally** with a **silver segment** product



We have already launched **bending and tube processing solutions** in the silver and entry-level segments

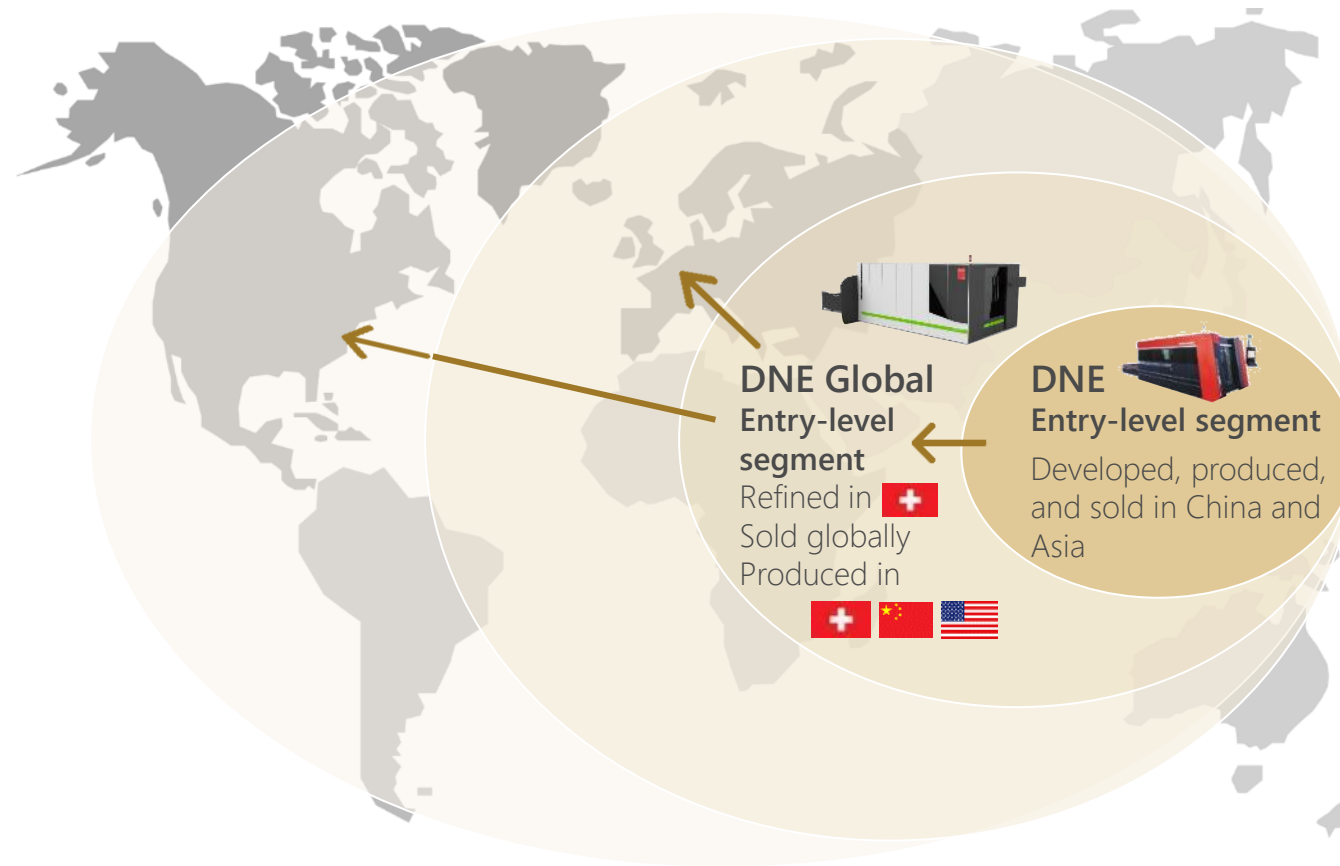


We are currently developing a similar approach for **automation solutions**



Currently produced in China, Switzerland, and the US

Our regional R&D organization leverages our acquisition of DNE in China



We combine DNE's know-how on **local Chinese systems with Bystronic's global experience...**

...to develop products for **new market segments** and thereby **expand our addressable market**

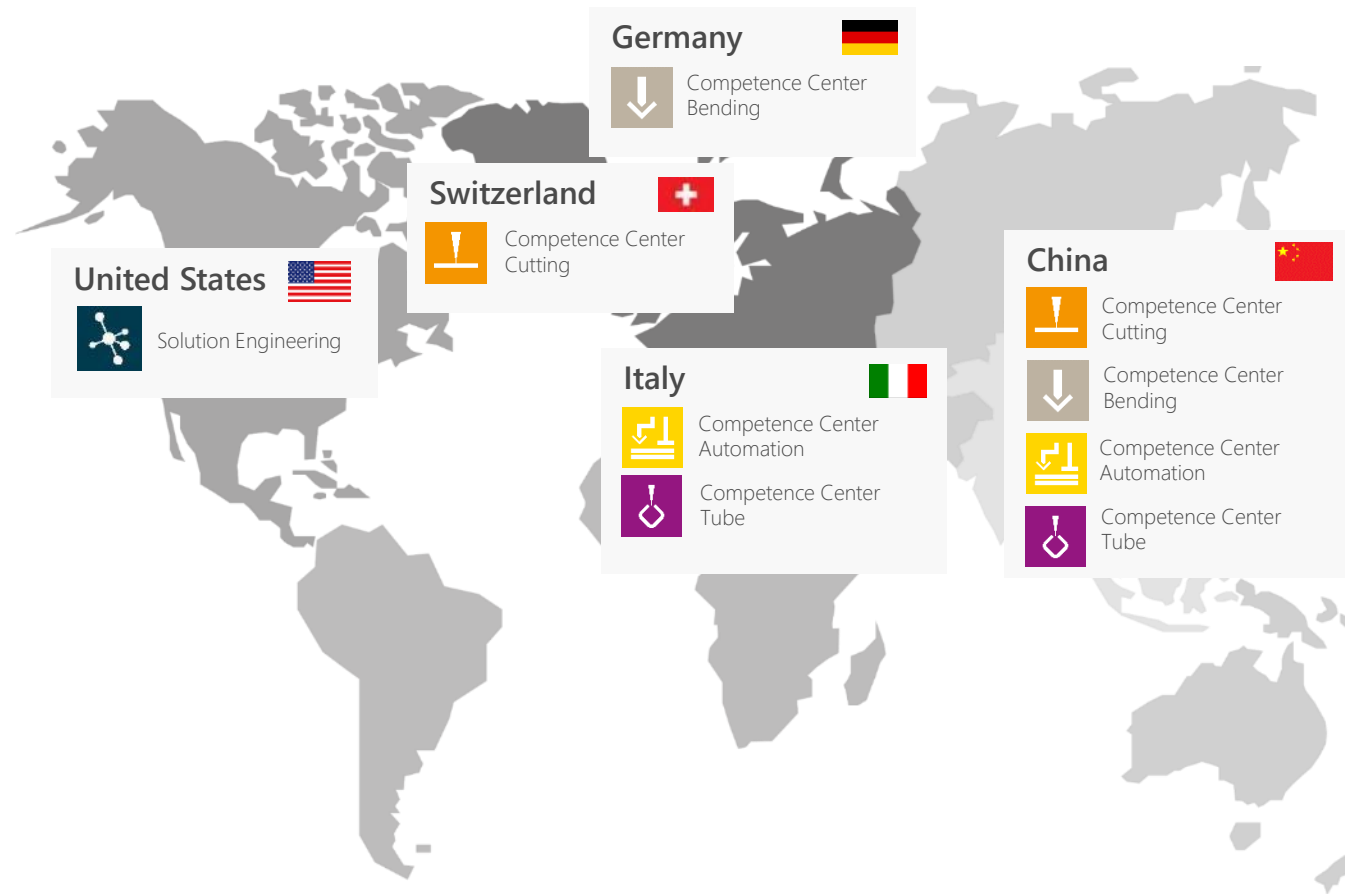
Launch of DNE Global in **2022**



About DNE

- Strategic rationale: **access to Chinese entry-level market**
- Gradual increase of equity stake until full acquisition in 2020
- Sales of ~CHF 100 million in 2021

Our global agile organization is close to our customers to ensure speed to market



Our global R&D organization serves **all regions** through dedicated regional **Competence Centers** and innovates to improve **end-to-end processes** for our customers

- Design-to-Cost
- Simultaneous engineering
- Sustainable engineering
- Local and innovation partnerships

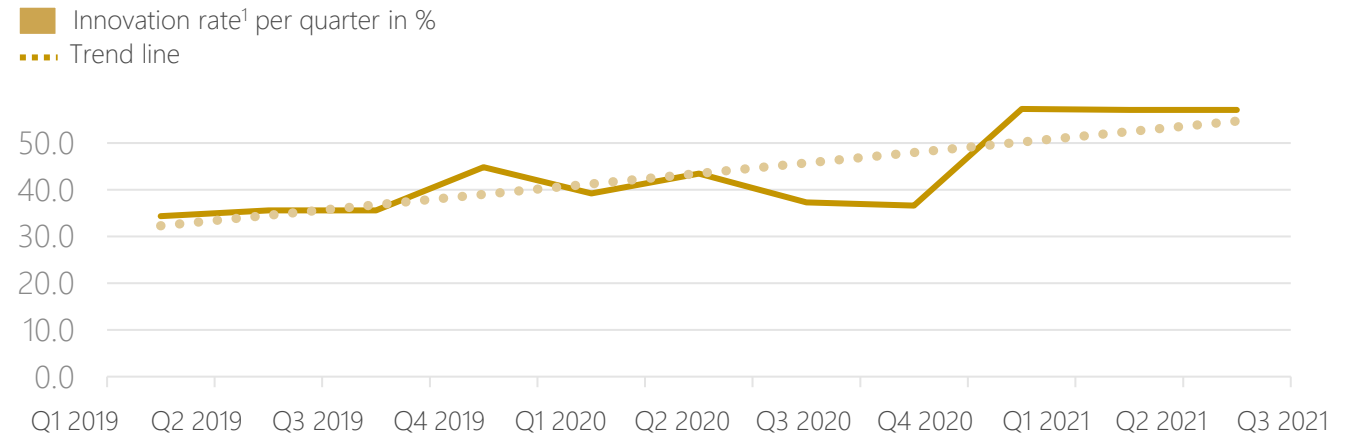
Track record of our innovation mindset

10% of our employees are active in research & development

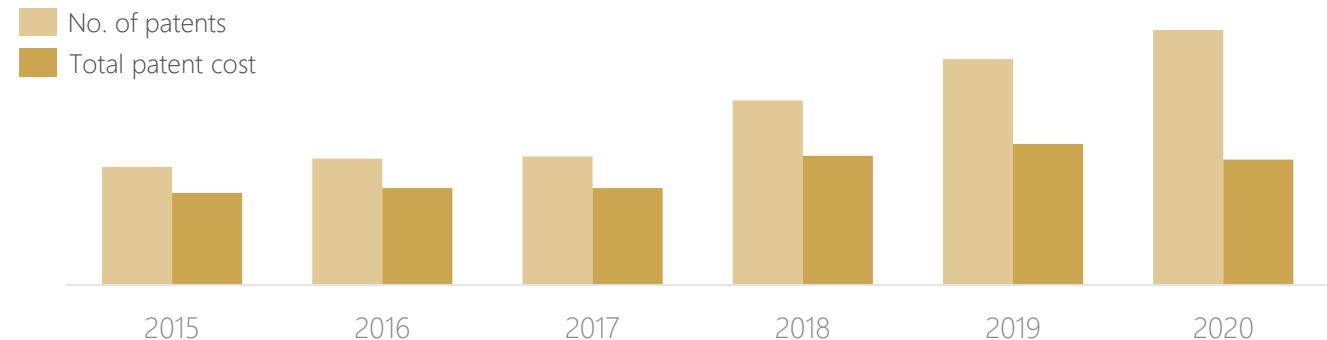
80% of innovations are co-created with customers and partners

30% of product innovations with positive SDG impact

50% of our systems were launched on the market < 3 years ago



Over the **past 5 years**, we more than **doubled** the number of patents at stable costs



¹ Innovation rate = no. of products on the market with age < 3 years divided by total no. of products

Innovation is a key element of our Strategy 2025

Targets by 2025

- > **5%** annual organic sales growth
- > **12%** EBIT margin
- > **25%** RONOA



Contribution to targets

> **50% innovation ratio**

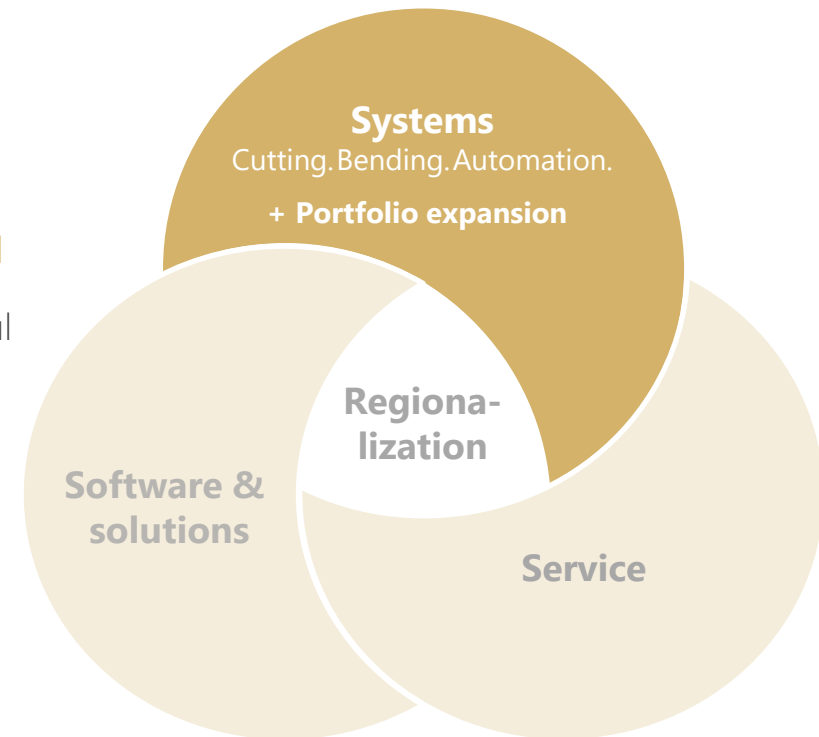
ensures rapid innovation capabilities and drives sales and profitability

Efficiency gains

thanks to Design-to-Cost

80% of innovations co-created

to make our customers successful



Smart Factory solutions



Alberto Martinez
Chief Digital Officer

joined Bystronic in 2018
Spanish citizen

We offer **solutions from a single source** for customers in different stages of digital maturity



We **digitalize our customers** to increase their efficiency and flexibility to adapt to unexpected changes



With our solutions business, we **strengthen existing customer relationships** and **attract new customers** – increasing our sales of both systems and software solutions



We understand the challenges our customers face in their day-to-day business



Heterogeneity

- Systems, software and technologies from different suppliers on single shop floor
- Different data sources and systems



Speed and planning

- Job shops are dependent on fast and accurate quoting to achieve maximum productivity
- Larger customers focus on the efficient planning of production cycles



Limited communication

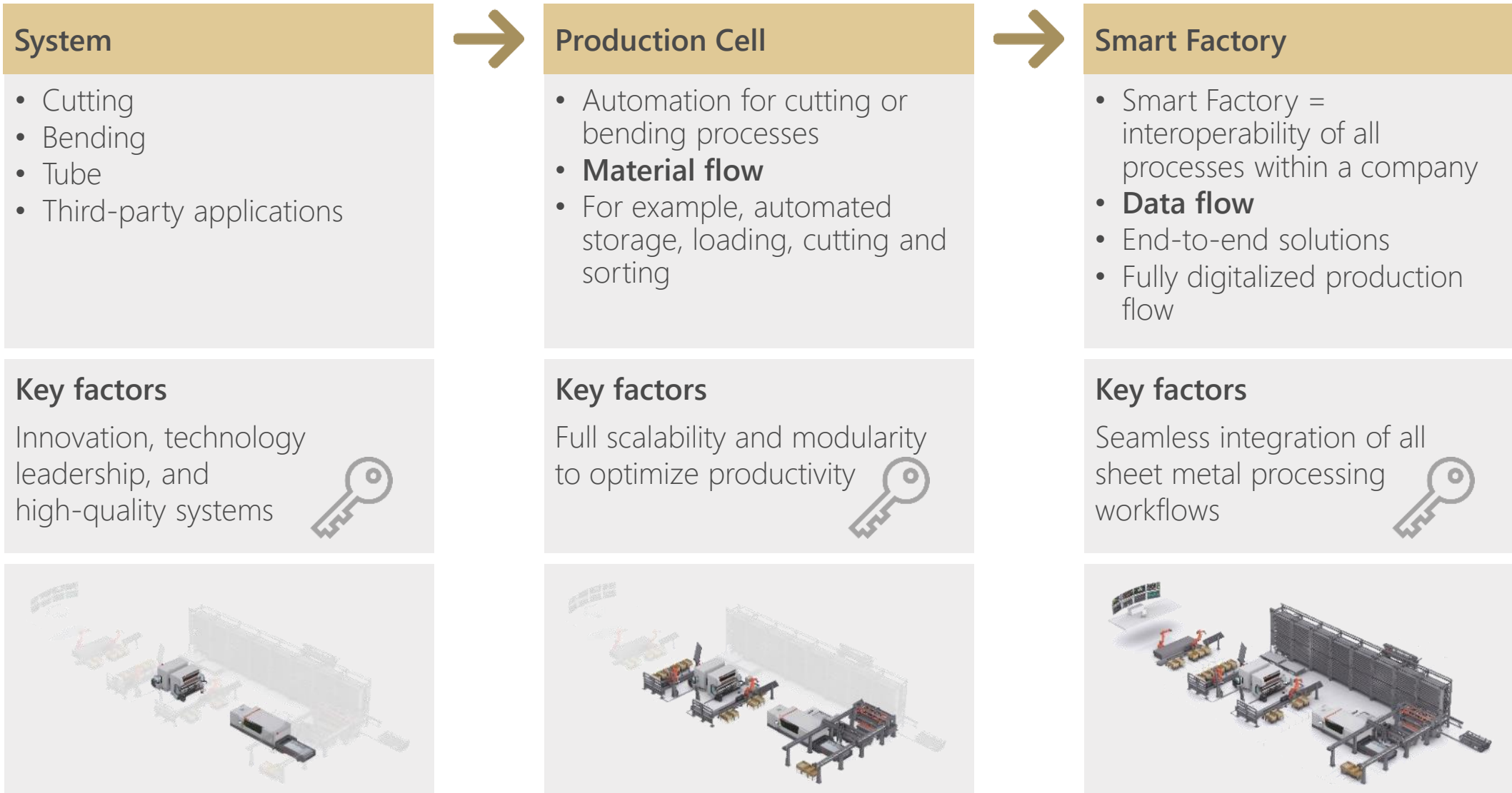
- Information exchange between back office, planning and production
- Low degree of integration between customers and suppliers



Human subjectivity

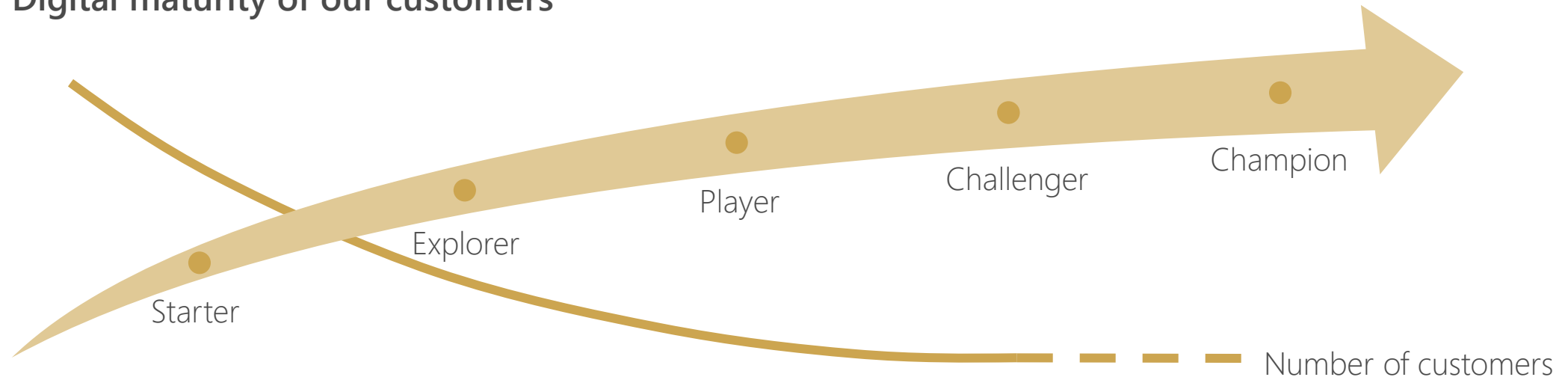
- Decisions are based on intuition, not on actual data
- Limited analysis of future optimization potential

We join our customers on their journey from individual systems to the Smart Factory




We offer solutions for all our customers, no matter their stage of digital maturity

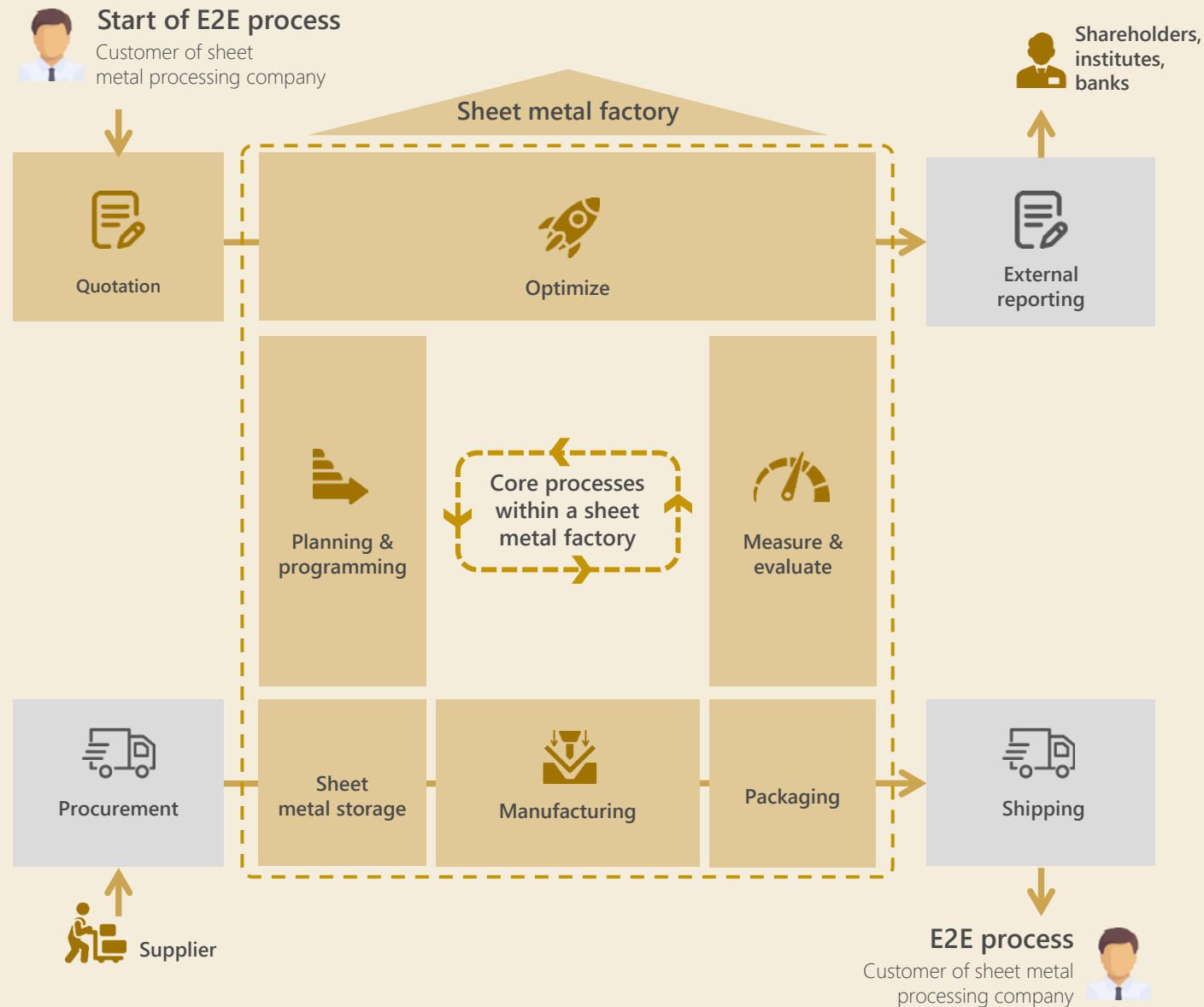
Digital maturity of our customers



System	Production cell	Smart Factory
System software <ul style="list-style-type: none">• Device controls• Easy to operate, intuitive, and user-friendly interface	Automation software <ul style="list-style-type: none">• “BySoft” cell control• “BySoft” shop floor• Modular and scalable packages for production control	Smart Factory software <ul style="list-style-type: none">• “BySoft” business• “BySoft” insights• Modular and scalable packages for the management of sheet metal processing companies

High growth potential as most customers are in the “**starter**” and “**explorer**” stages 

Our Smart Factory software covers all the relevant steps of our customers' production processes



Our solution

... **combines** systems and automation **from any brand** into a flexible network

... **synchronizes** material and data flows

... **digitalizes** processes and makes workflows **more productive**

... offers **full transparency** of the entire network – at any time and from anywhere

... provides a high level of **cybersecurity**



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



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

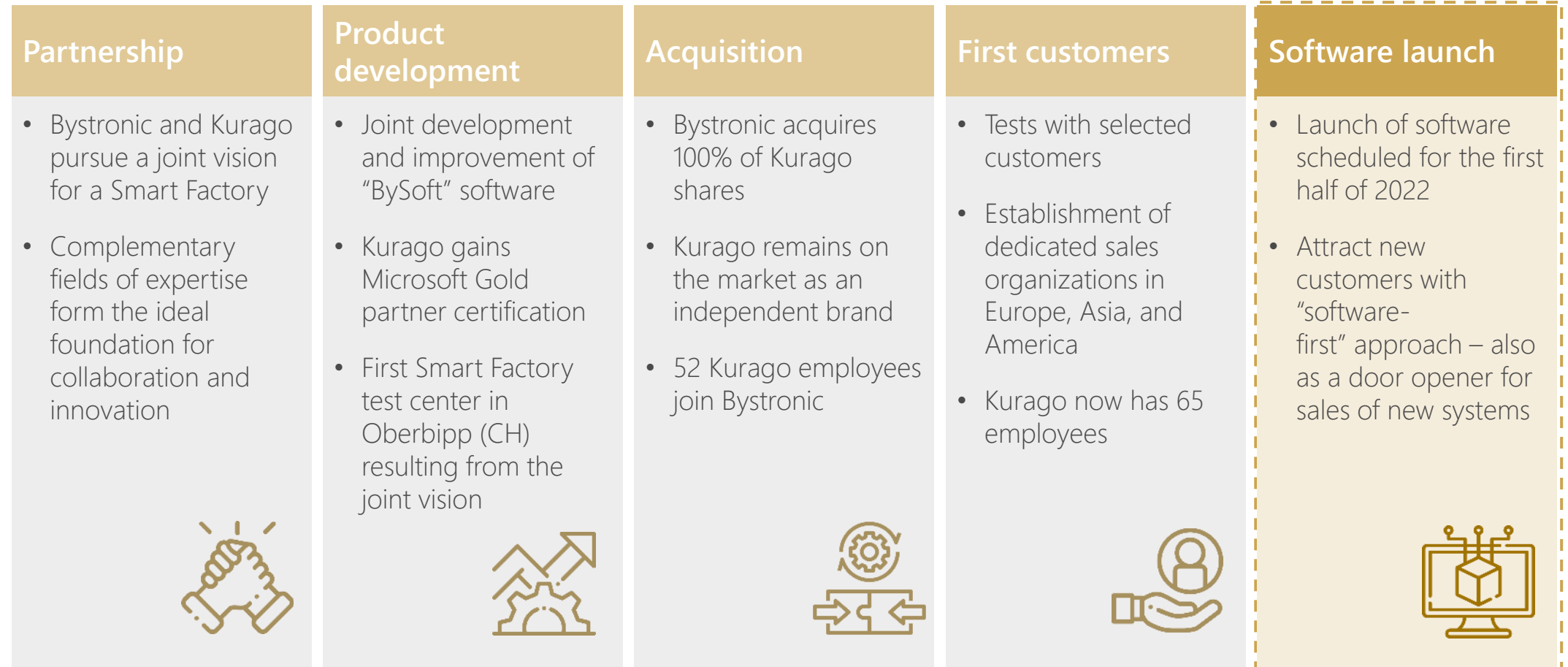
December 2019

September 2020

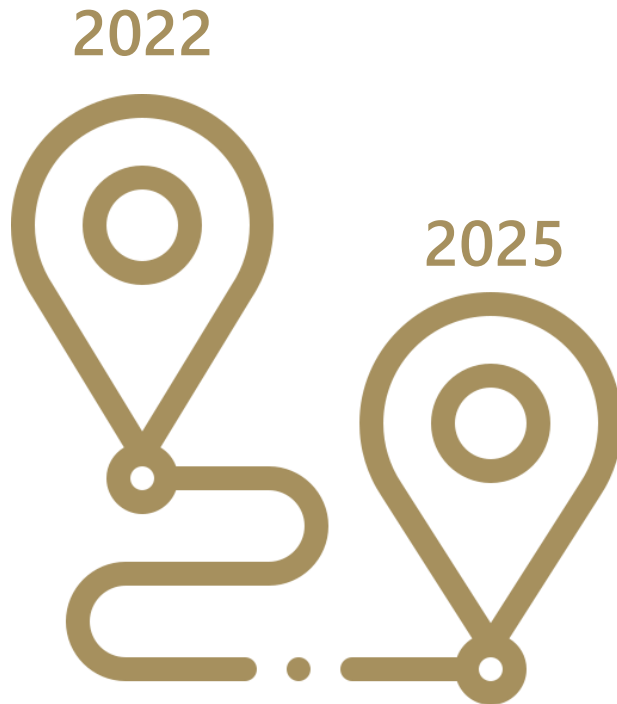
March 2021

Today

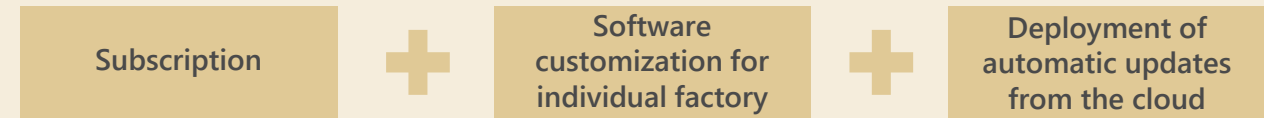
First half-year 2022



Roadmap to leverage our cloud-based Smart Factory solutions



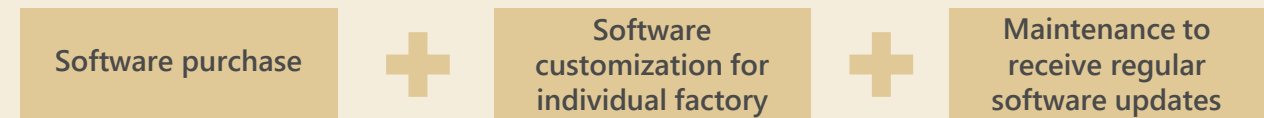
Business model (1) Subscription / pay-per-use



Benefits

Subscription model, resulting in operating expenses for the customer, but low initial investment

Business model (2) On premise



Benefit

Single cash outlay for software purchase and customization, maintenance as required on a case-by-case basis

Our Smart Factory solutions are key elements of our Strategy 2025

Targets by 2025

- > **5%** annual organic sales growth
- > **12%** EBIT margin
- > **25%** RONOA



Contribution to targets

Attract new customers

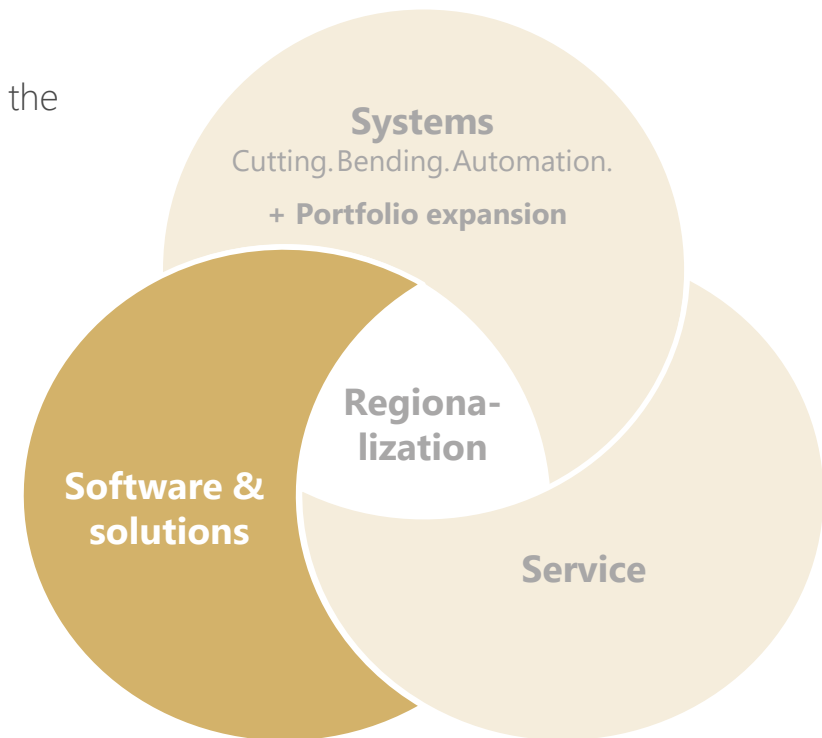
with software solutions and expand relationship to generate additional sales of systems

Revenues

in the single-digit millions during the first years

Margin accretive

from 2023 onwards



Service as a business



Eamon Doherty
Chief Service Officer

joined Bystronic in 2016
Irish citizen

Our **modular service portfolio** covers the entire product lifecycle and ensures **peace of mind** for our customers



Our service business is a key element to **remain close to our customers** and strengthen our relationship with them



We aim to achieve **strong growth** in our service business at **accretive margins** – following the first years' investments



We understand the challenges our customers face in their daily business



Downtime is costly

In manufacturing environments, speed is key and downtime significantly impacts productivity



Tight production timelines

Unexpected maintenance interrupts tight production timelines



Limited in-house know-how

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



Complexity

Maintenance and spare parts are not from a single source

Be the trusted partner for customers

Proactive

Our ByCare Program and 360° Customer Advisor ensure a close partnership, reducing downtime.



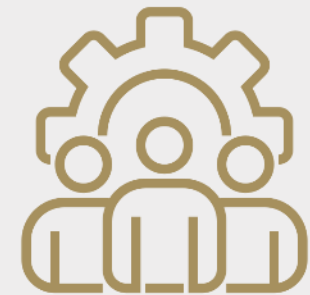
Predictive

We are building up capabilities to enhance the prediction of downtime by coupling the connectivity of our systems with analytical tools such as the "Uptime Analyzer".



People

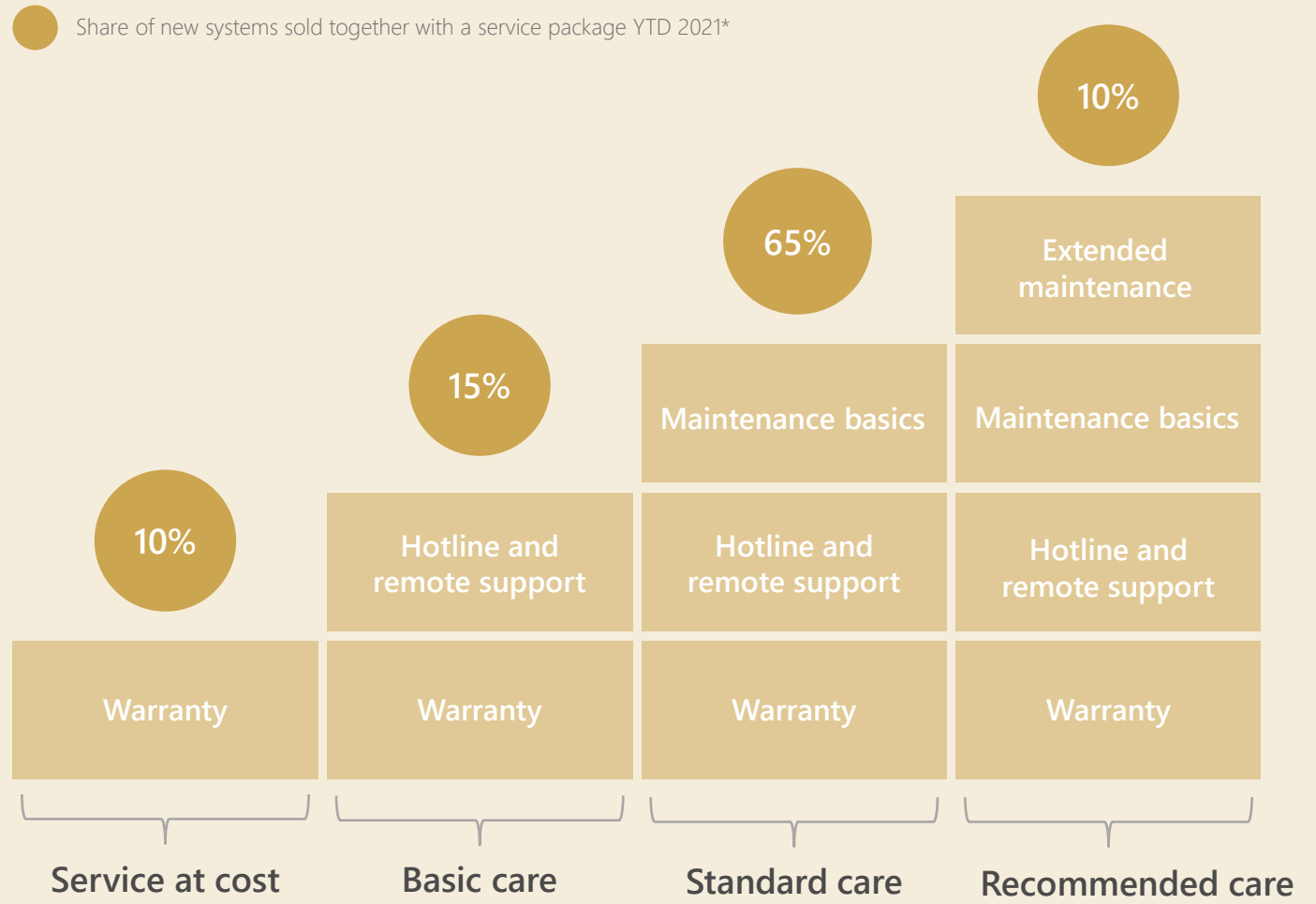
Our employees are dedicated, experienced, and well-trained enabling them to provide customer-oriented support.



Vision to enhance our customers' productivity and efficiency



Our modular service packages ensure customers' peace of mind



Service products are **standardized** and available across markets and segments*

Modular service portfolio to attract and support a **wide range of customer requirements**

Services in high demand – **> 90% of new systems** sold with a service package since beginning of 2021*

Coverage of installed base with service products in the **low double-digits**

Launch of our ByCare maintenance packages started in 2021 – further packages in 2022



* excluding DNE in China

Our 360° Customer Advisor program ensures uptime

We offer our customers a **health check** for their systems and add value to customer visits

- 1 **Identify the problem** and need for interventions
- 2 **Recommend action** to ensure continued uptime
- 3 **Highlight the benefits** of the early intervention



Our people enable our customers' success

Global support – local implementation

> 70 service technicians hired in 2021

~100 additional technicians to be hired in 2022

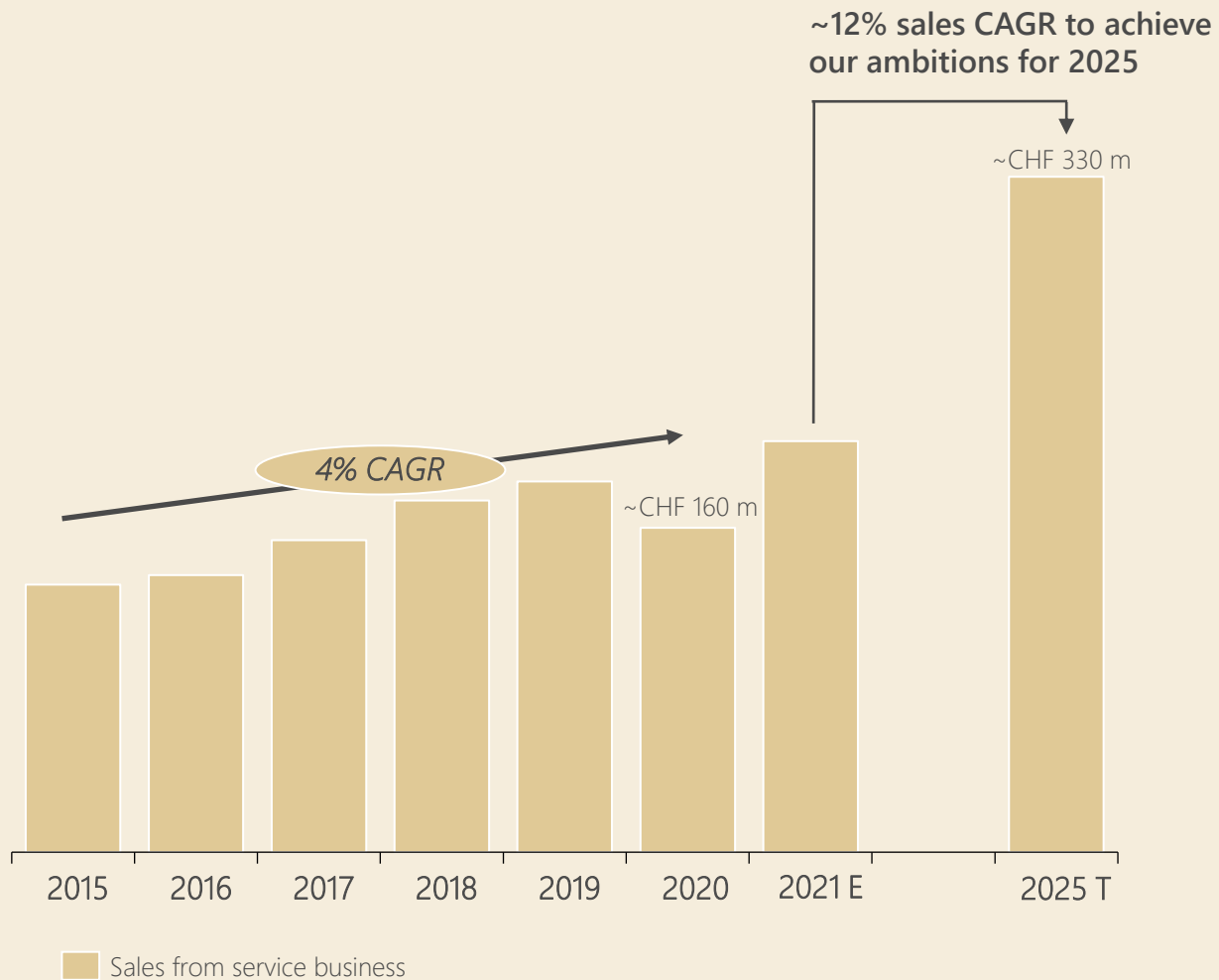
Global training function established

We are transitioning from product-focused training to skills and competency based training

Enabling our people to offer the
ultimate customer experience



Our service business has laid the foundations for future growth



Service portfolio covers

- after-sales
- consumables
- maintenance
- spare parts

High ambitions

to accelerate our sales growth based on launch of modular service programs

EBIT margin > than Group average

after initial investments in people

Our service business is a key element of our Strategy 2025

Targets by 2025

- > **5%** annual organic sales growth
- > **12%** EBIT margin
- > **25%** RONOA



Contribution to targets

Recurring revenues provide resilience

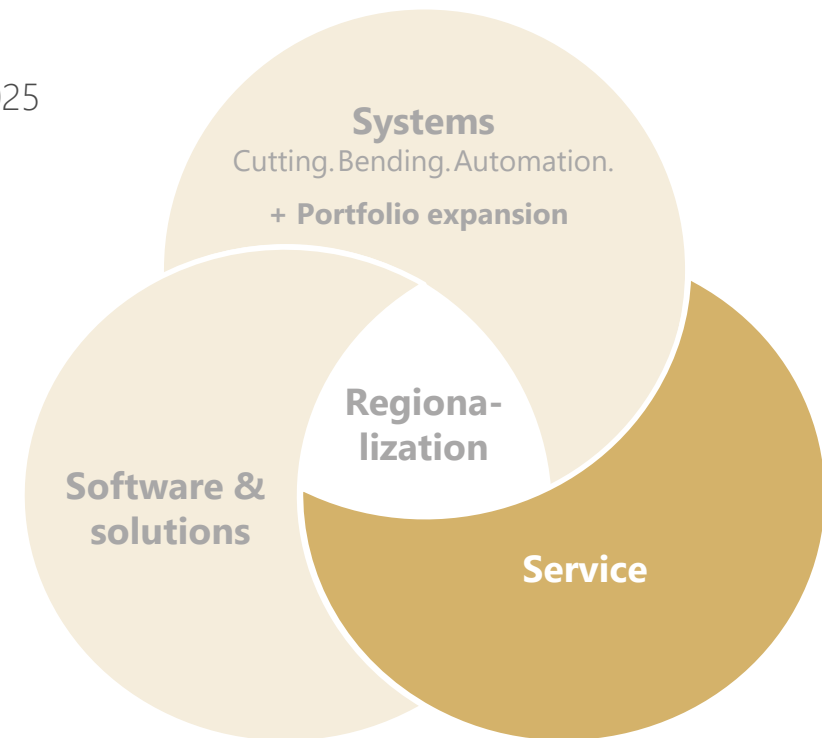
and overproportional growth over the cycle

~CHF 330 million

sales from service business by 2025

Margin accretive

after initial investments
to expand service organization



ESG roadmap – Sustainability is at the core of our strategy 2025



Michael Präger
Chief ESG & Communications Officer

joined Bystronic in 2021
German citizen

Sustainability is the foundation for our business and we **strive to create a real impact**



Our innovation is focused on helping customers and the sheet metal industry to **become sustainable**



We will report on our progress in our **first Sustainability Report** in 2022



What does sustainability mean for Bystronic?



Our organization

We strive to create real impact and intend to become truly sustainable in everything we do as an organization



Our customers & value chain

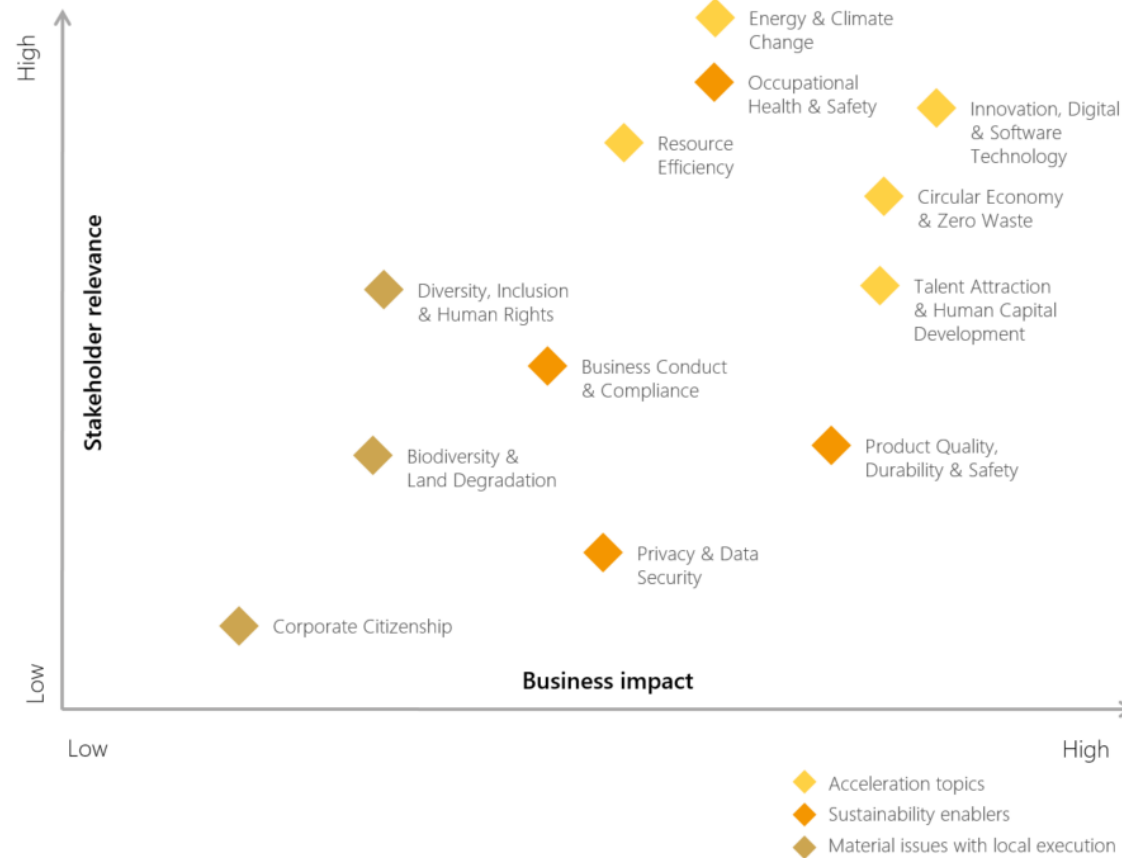
We enable our customers and our value chain to become more sustainable and ready for the future



Our industry & ecosystem

We co-create with partners throughout our ecosystem to advance sustainable, circular, and resource-efficient solutions and business models

We have identified where we can make the biggest impact in line with our Strategy 2025



Our material topics

- Energy & Climate Change
- Innovation, Digital & Software Technology
- Talent Attraction & Human Capital Development
- Resource Efficiency
- Circular Economy & Zero Waste

We integrate sustainability in everything we do



Organizational capabilities

- Executive Program: True Business Sustainability at Institute for Business Sustainability (IBS)
- Establishment of Group Sustainability Council
- Individual ESG target setting for top management as of 2022



Employee engagement

- Electromobility days (sustainable employee experiences)
- “Be safe” campaigns
- 2021 Employee engagement survey with response rate > 93% and overall engagement > 82%

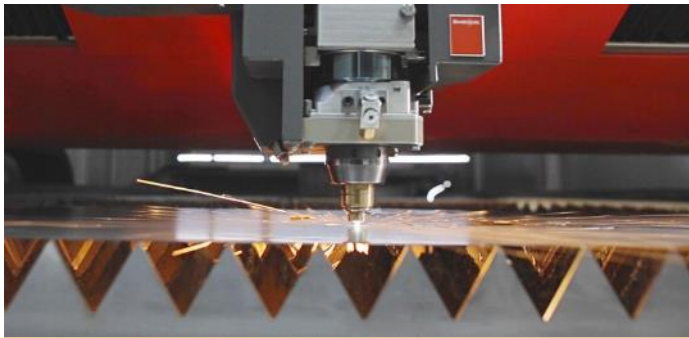


Talent management

- Global leadership and young professionals development programs
- Employee development board at management level



We drive sustainable engineering to decarbonize our customers' business (Scope 3 emissions)



Energy-efficient solutions

- 40% increase in energy efficiency from CO₂ lasers -> fiber laser technology
- Energy-efficient bending technologies
- Automation & software are drivers of energy efficiency gains



Resource efficiency

- Modular machine design
- Material reduction program
- Life cycle management



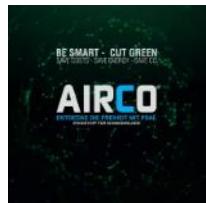
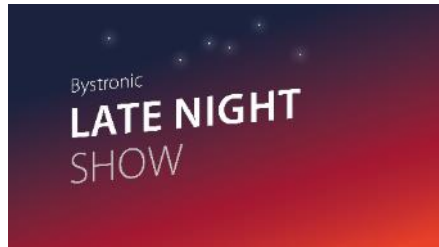
Circular business models

- Reuse, reduce, recycle approach
- Re-manufacturing programs
- 100% recycling and zero waste approach

R&D linked to SDG & Scope 3 benefits **30%**



We advance sustainability services for the sheet metal industry through ecosystem partnerships



Sustainability Services

- Digital (hybrid) event for Bystronic customers
- 6 ecosystem partners on stage
- Focus on sustainable engineering and net zero manufacturing
- Addressing customers' needs for energy efficiency and CO₂ reduction
- 1,700+ customers reached



We are committed to decarbonizing the sheet metal industry

Our carbon footprint

For the first time, we calculated our carbon footprint (Scope 1 & 2) for the Bystronic Group in 2021

Scope 1 emissions ¹

2019: 6,077 tons
2020: 6,296 tons

Scope 2 emissions ¹

2019: 4,845 tons
2020: 4,728 tons



Decarbonization strategy

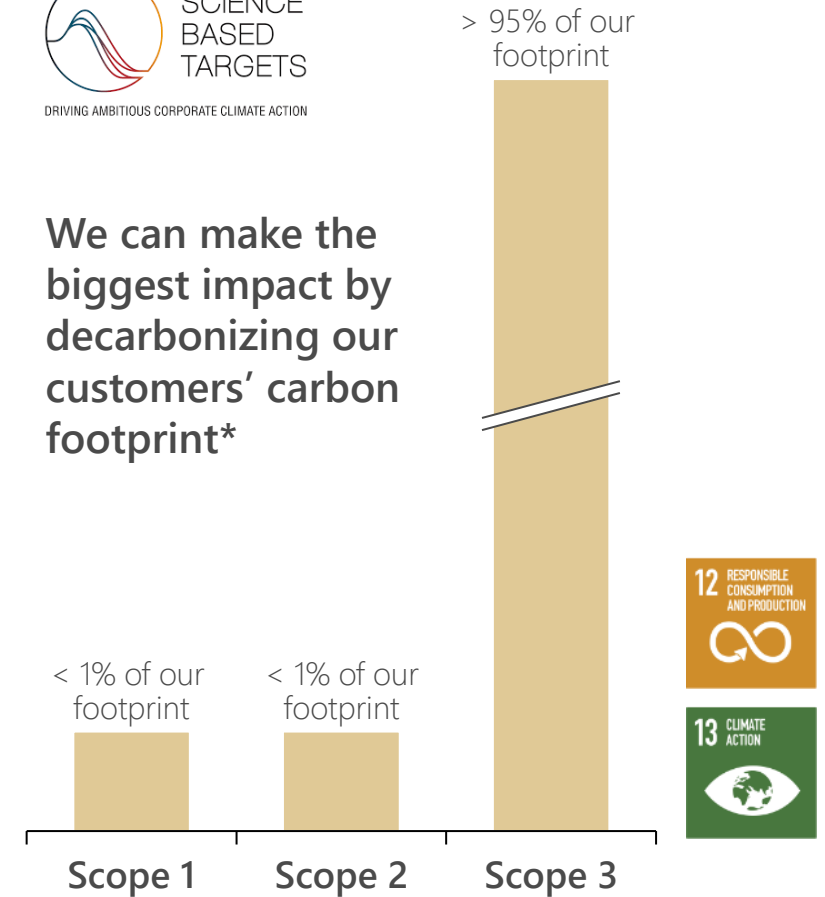
- Building Scope 3 emissions roadmap
- Execution acceleration
- Renewables, PV installations, e-mobility, process improvements

Targets

We are in the process of officially committing to **reducing** absolute **Scope 1 and 2** GHG emissions **42% by 2030** vs. 2019 inline with the SBTi



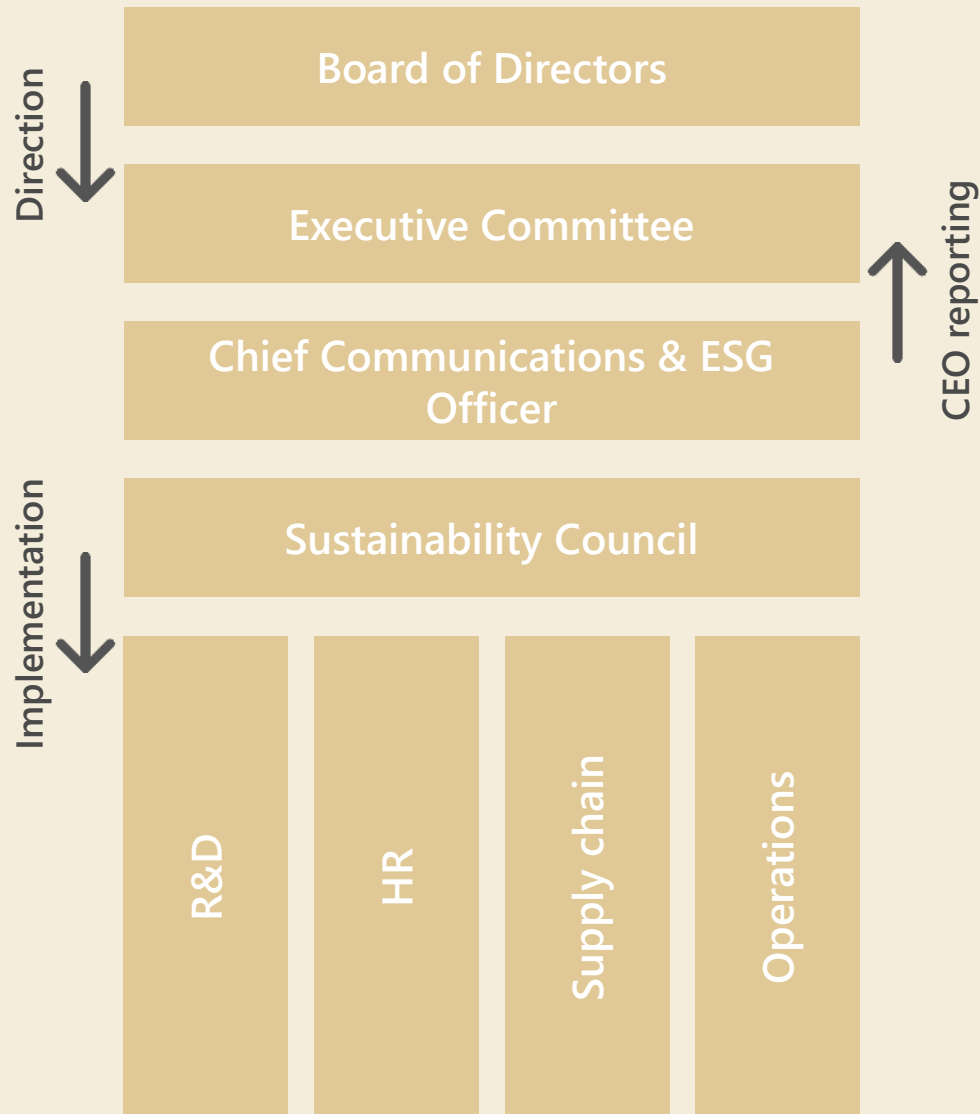
We can make the biggest impact by decarbonizing our customers' carbon footprint*



¹ Market-based

*Carbon emissions assessment for HQ Niederörs in 2019

We have implemented a governance structure for sustainability to accelerate impact



Changes in the Board proposed

- Chairman Heinz Baumgartner
- Member Inge Delobelle

Regular **ESG updates** in the Board of Directors

Established **Sustainability Council** and **decentralized ESG** into the organization for maximum speed and impact

Implementing **ESG targets in compensation plan** as of January 2022

Building **partnerships** throughout the value-chain and offering **sustainability services** for customers and suppliers

Sustainability reporting (**GRI**) for 2021



Actions completed

Governance structure implemented

- Regular Board updates
- Clear management accountabilities
- Dedicated Sustainability Council

Decarbonization strategy in place

- Set reduction targets
- Initiatives to reduce emissions launched

Sustainable engineering and services

- Green subsidies management
- Value-chain collaboration

Next steps



Define **ESG management compensation targets** as of January 2022



Develop **strategy, ambitions, and targets** in line with materiality and UN Sustainable Development Goals



Publish **first Sustainability Report** in 2022
Closing ESG rating gaps

Sustainability is an enabler to achieve the targets of our Strategy 2025

Targets by 2025

> **5%** annual organic sales growth

> **12%** EBIT margin

> **25%** RONO A



Contribution to targets

Future-oriented business model

with sustainability as the foundation of everything we do and a strong stakeholder co-creation approach

Decarbonization strategy

Accelerating sustainability for our customers and our industry

Human Capital development

Making our people future-fit



Beat Neukom
Chief Financial Officer

joined Bystronic in 2021
Swiss citizen

We drive top- and bottom-line growth by means of **innovation**, **operational excellence** and **regionalization**



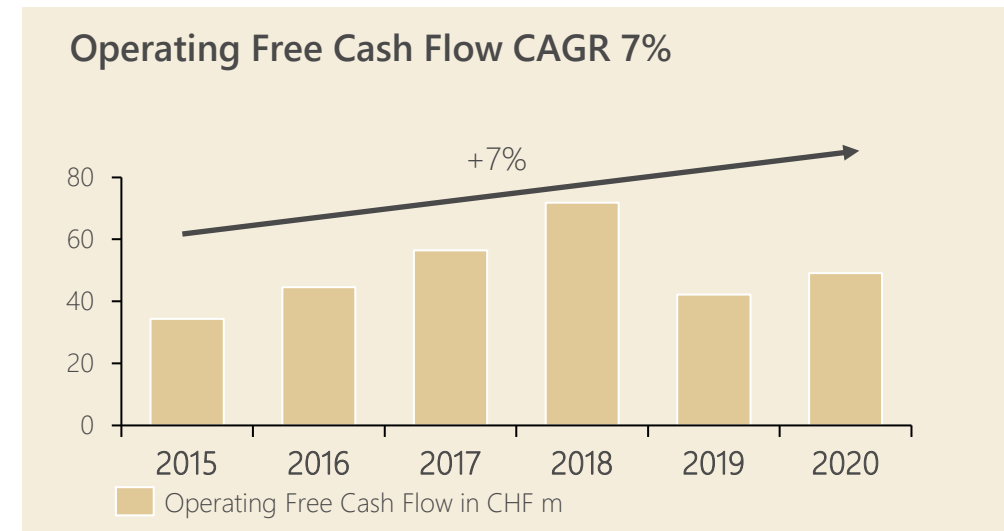
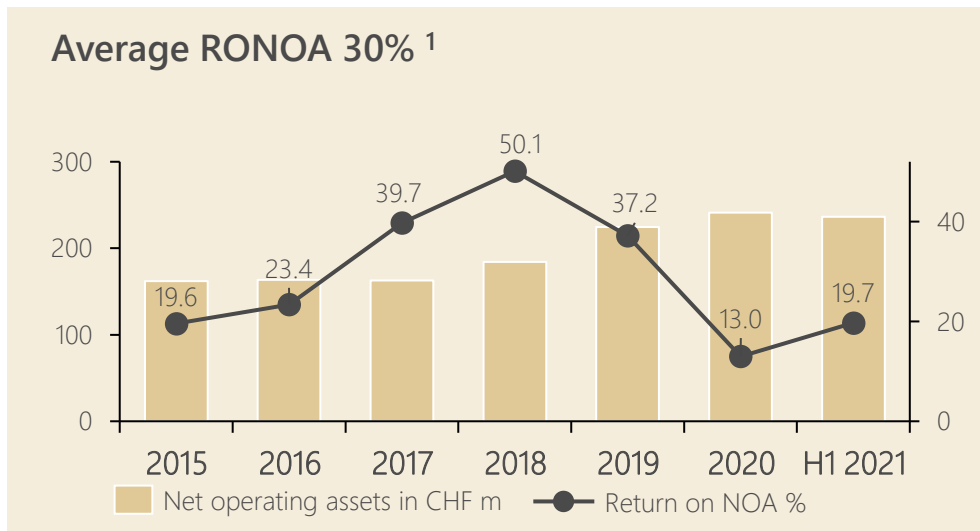
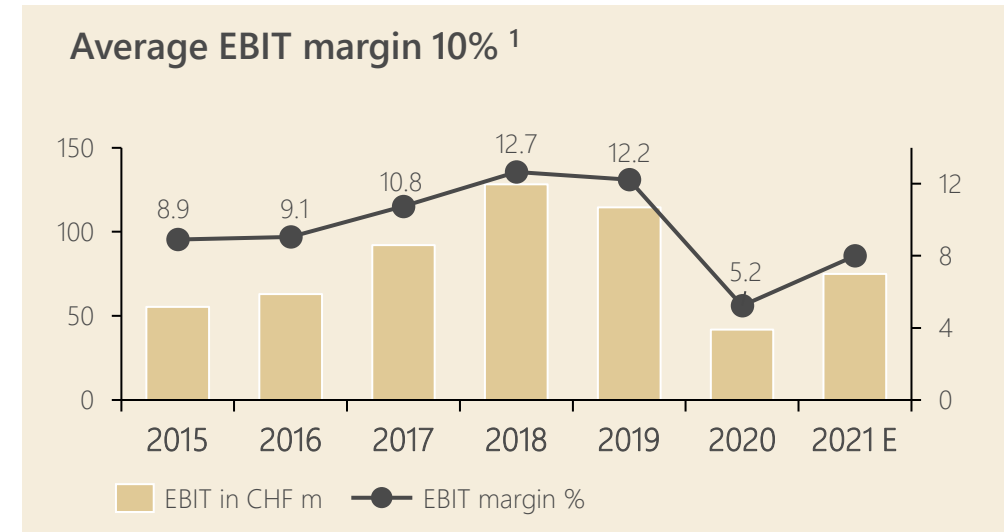
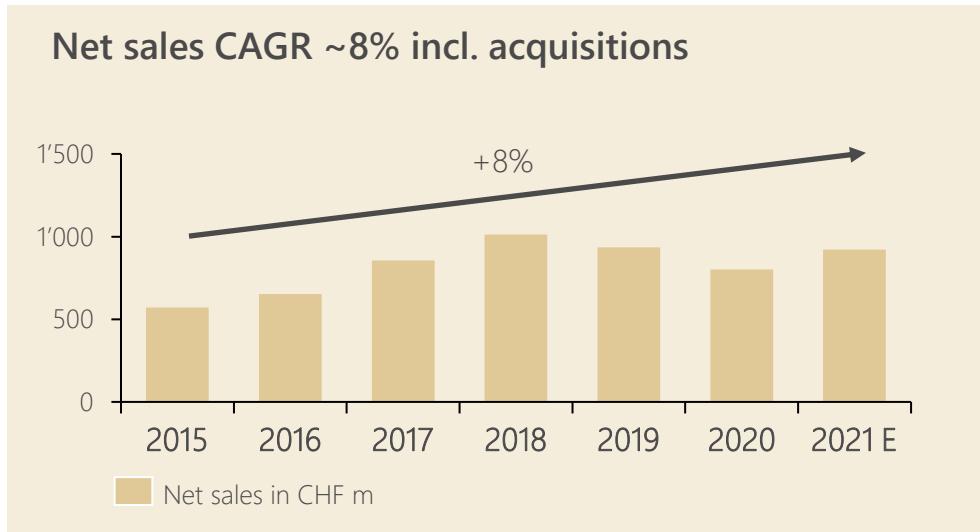
We pursue an **asset-light business model** with high returns on net operating assets



Thanks to our strong balance sheet, we have further headroom for **M&A** to expand our portfolio



Our financial track record



¹ Previous years adjusted as if Bystronic had operated on a stand-alone basis

Reiterating our mid-term targets

Sales

> 5%

annual organic sales growth¹
from 2019 to 2025

~26% of revenues from services

Profitability

> 12%

EBIT margin

Industry-leading profitability

Capital efficiency

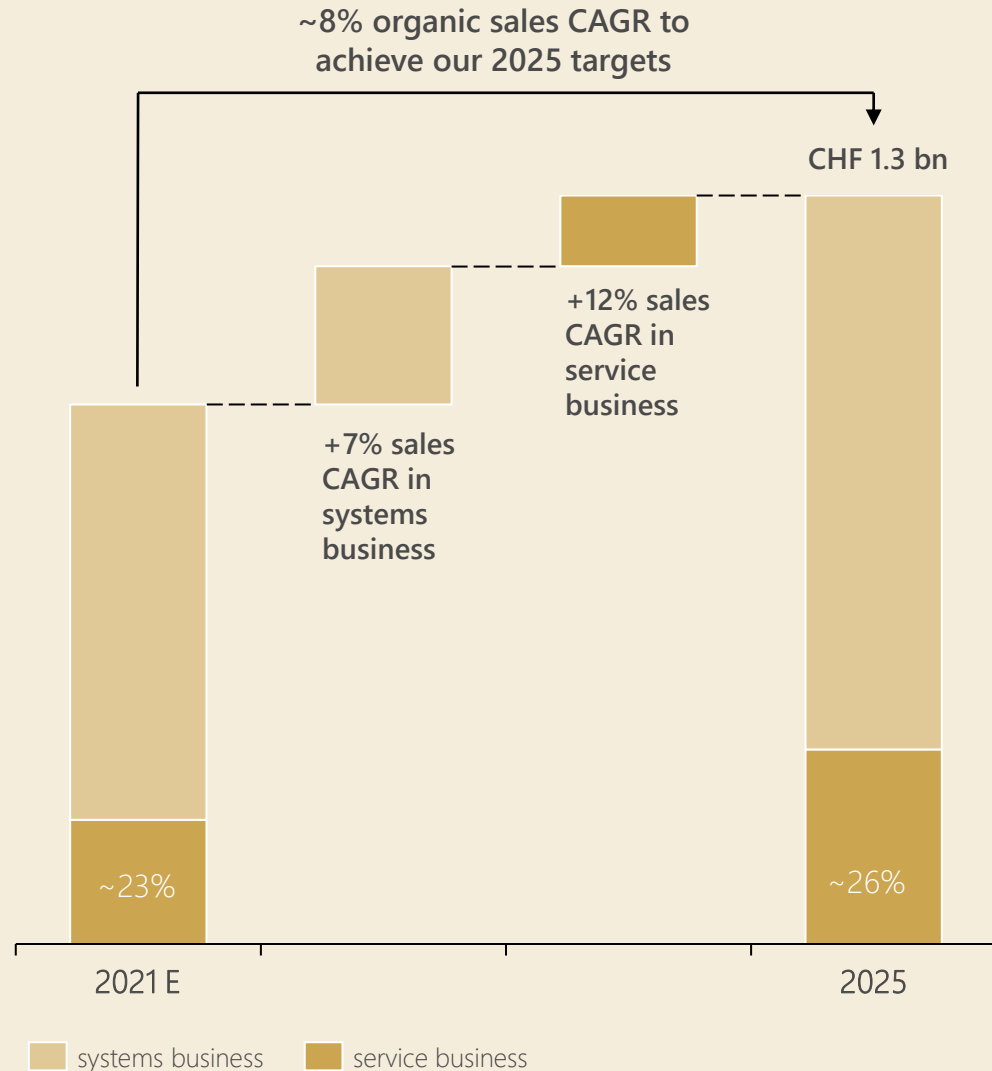
> 25%

RONOA

Attractive returns on net operating
assets

¹ Targets set on the basis of 2019 net sales until 2025

We target >5% annual organic sales growth in the cycle from 2019 to 2025

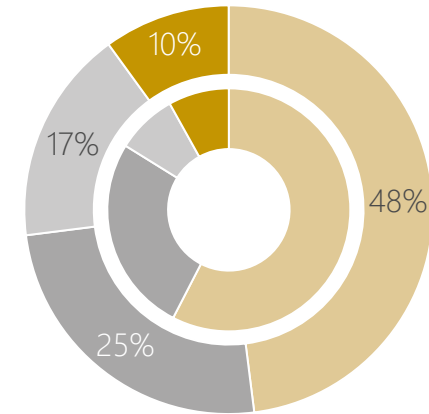


Growth drivers in systems business

- Strongest growth expected in **automation and solutions**
- New customers in **different market segments**
- Leverage **broader market presence** with closer customer proximity

Outside circle: sales in H1 2021
Inside circle: sales in 2015

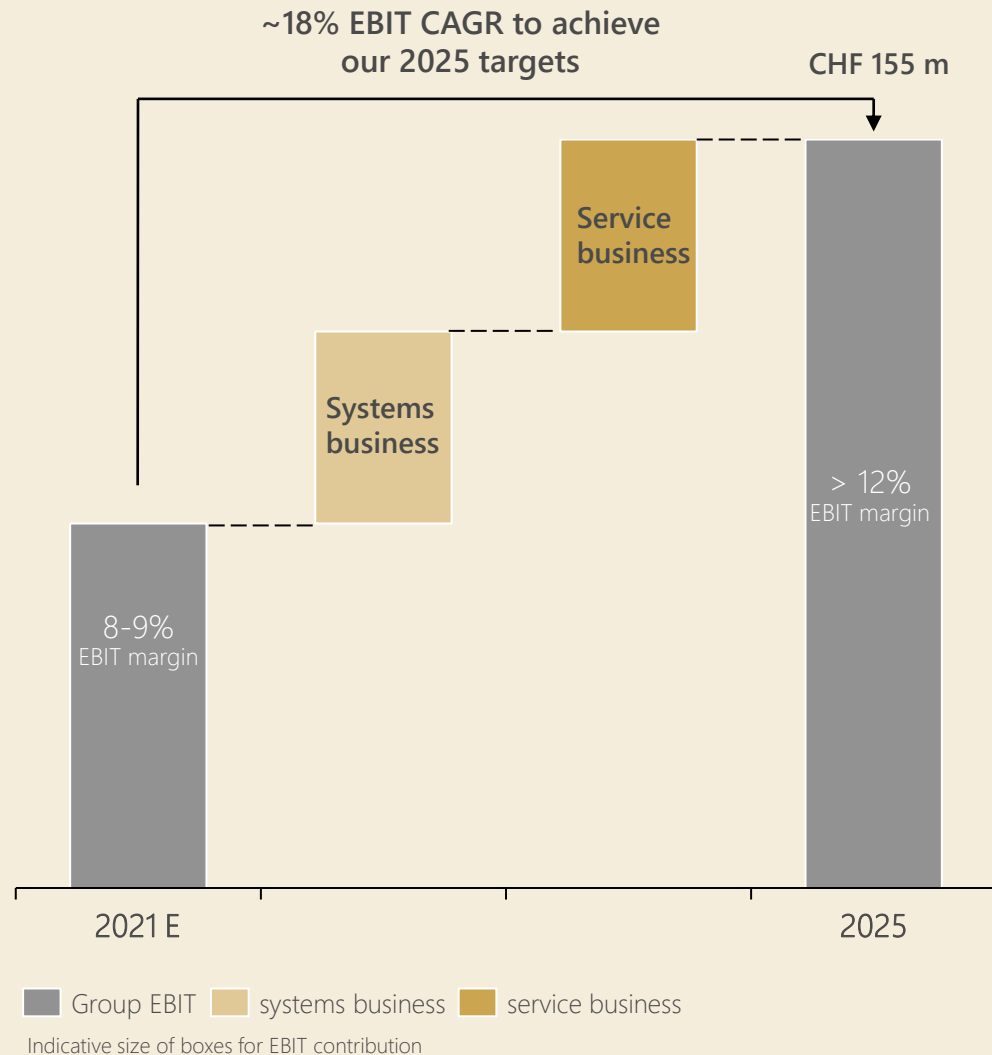
■ EMEA ■ Americas
■ APAC ■ China



Growth drivers in service business

- Sales of recently launched **modular service packages**
- Increase in service contract **coverage for installed base**

We focus on service, innovation and operational efficiency to drive bottom-line growth



Margin drivers

- Strong growth of **service** business
- Launch of new **innovations** and features
- Focus on **operational efficiency** and local sourcing

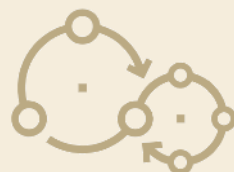
First half-year 2021

Net sales	100%
Material expenses	
<ul style="list-style-type: none"> ■ Components with fixed prices for agreed volumes, e.g. <ul style="list-style-type: none"> • Mechatronic components • Laser sources • Automation systems • Optics ■ Raw materials, mainly steel 	- 45%
Personnel expenses	- 28%
Depreciation and amortization	- 1%
Other operating expenses	
<ul style="list-style-type: none"> ■ Transport ■ Other variable OPEX (e.g. warranty, assembly) ■ Energy ■ Other fixed OPEX (e.g. R&D, travel, sales, rent, corporate center) 	- 19%
EBIT	7%

Our asset-light business model results in an attractive RONOA

Lean production

- We only manufacture after an order has been placed
- Inventories are limited to mainly raw materials, components and spare parts



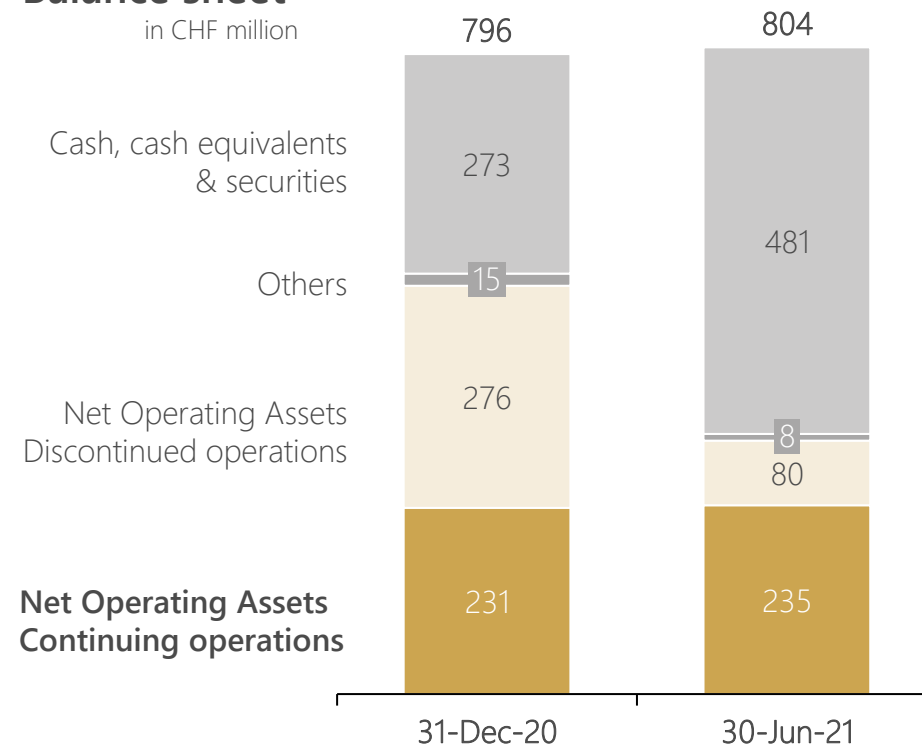
Advanced payments

- Financing of production with advanced customer payments
- Up to four payments from customers per order



Balance sheet

in CHF million

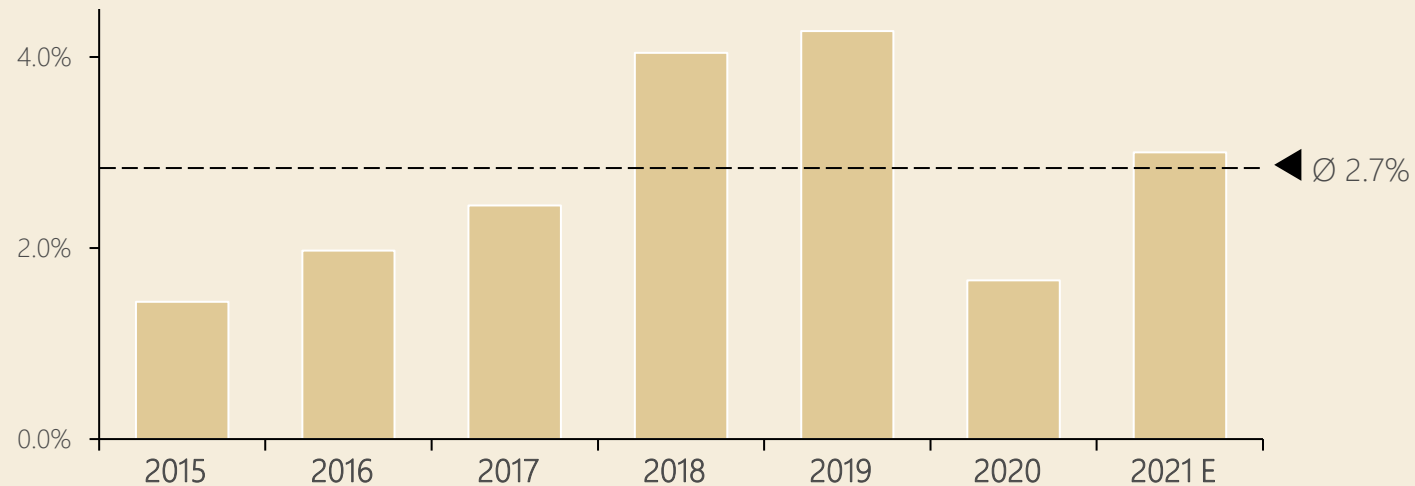


Sales grew by **18%** in H1 2021, while Net Operating Assets remained **stable** – resulting in a **higher RONOA of 20%**

Our asset-light business model drives Free Cash Flow generation

Low capex-to-sales ratio

proves asset-light business model



We continue to invest in further growth in all regions

- ✓ DNE manufacturing expansion
- ✓ Brand Experience Center and assembly in the US
- Brand Experience Center in Korea
- Competence Center Automation for silver and entry-level in China
- Global Brand Experience Center in Niederönz (CH)

Mid-term ~3% capex-to-sales ratio

Investments for expansion mainly relating to

- Brand Experience Centers
- Competence Centers
- Production and assembly



Our strong balance sheet offers opportunities for shareholder returns and M&A



We have **liquid assets**
~ **CHF 480 m**



Solid **equity ratio** at ~**70%**



High **net cash position**



Balanced approach between
shareholder returns and M&A



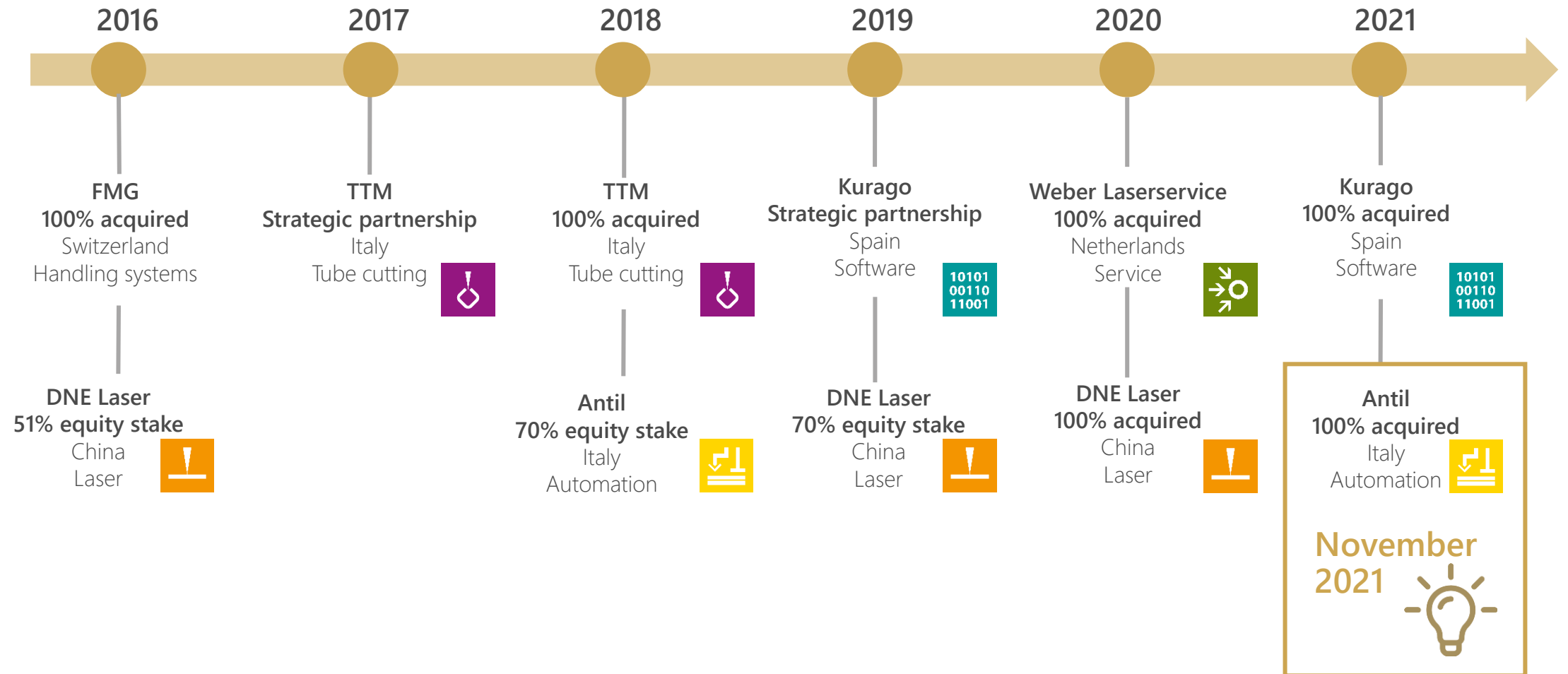
Dividend: The Board will state
its position as part of the 2021
annual reporting

Balance sheet as per June 30, 2021

Cash and cash equivalents	420.8	Trade payables	92.6
Securities	60.0	Advance payments from customers	87.3
Trade receivables	128.4	Short-term provisions	21.3
Inventories	235.1	Accrued expenses and deferred income	75.8
Other current assets	71.5	Other short-term liabilities	48.6
Fixed assets	125.6	Long-term provisions	19.5
Other non-current assets	18.4	Other non-current liabilities	13.4
Financial assets	103.2	Total equity	804.4
Total assets	1,162.9	Total equity and liabilities	1,162.9

Net Operating Assets of CHF 235 million

Successful track record of strengthening and expanding our capabilities through M&A



We are screening M&A opportunities to selectively strengthen our portfolio

Current portfolio



Laser



Acquire additional applications



Tube



Strengthen service organization



Bending



Automation



Expand software capabilities



Software



Invest in tooling / integration



Services

Criteria

- ✓ **Sheet metal processing** industry
- ✓ **Bolt-on** acquisitions or **medium-size**
- ✓ **Profitable** business – no restructuring cases
- ✓ **Solid margin levels** for same application or capability
- ✓ **Synergy potential**

Reiterating our guidance and mid-term targets

Financial indications	2021	Mid-term
Sales	~ 15%	> 5% organically per year
FX impact	~ 1%	-
EBIT margin	8-9%	> 12%
Tax rate	~ 21%	21-23%
Capex	~ 3% of sales	~ 3% of sales

We have transformed into a pure-play innovation leader in the sheet metal processing market

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

Financial calendar

2022

Jan 14, 2022	Baader Helvea Swiss Equities Conference
Feb 4, 2022	Trading update 12M
March 15, 2022	Full-year 2021 results
April 14, 2022	Trading update Q1
April 26, 2022	AGM

Contacts



Beat Neukom
Chief Financial Officer

joined Bystronic in 2021

Contact:
investor@bystronic.com
+41 62 956 40 79



Patrizia Meier
Head of Investor Relations

joined Bystronic in 2021

Contact:
patrizia.meier@bystronic.com
+41 79 637 46 33



Michael Präger
Chief Communications & ESG Officer

joined Bystronic in 2021

Contact:
michael.praeger@bystronic.com
+41 79 870 01 43

Disclaimer

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.