

Welcome!

Bossard Group – Semi-Annual Results 2025

Agenda

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- 02** Financial Review
- 03** Strategy 200 Progress
- 04** US Tariff - Impacts
- 05** Focus 2025
- 06** Q&A

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Highlights 2025

Highlights 2025

Market developments

- Challenging market environment with ongoing geopolitical and economic uncertainties
- Initial stabilization in Q1; debates on global trade conflicts caused demand to decline in Q2
- Regional differences: Asia (India, Malaysia) – positive demand dynamics; Europe and America – tariff headlines created high planning uncertainty
- Weakening demand, especially in export-oriented and cyclical industries
- Significant Swiss franc appreciation vs. most currencies
- Sustained demand for automated, data-driven C-parts management solutions

Bossard

- A challenging market environment that also offers opportunities
- Benefiting from strong demand in Asia, the group drove growth in Europe through acquisitions but faced a sales decline in America
- Accelerated implementation of Smart Factory systems (services) across the globe, enhancing customer relationships and differentiation
- Took advantage of “Make in India” in India and nearshoring in Malaysia (semi/electronics)
- Strong pipeline & conversion aerospace industries
- Acquisition of Ferdinand Gross in Germany (EUR 80 Mio. sales, 260 employees)

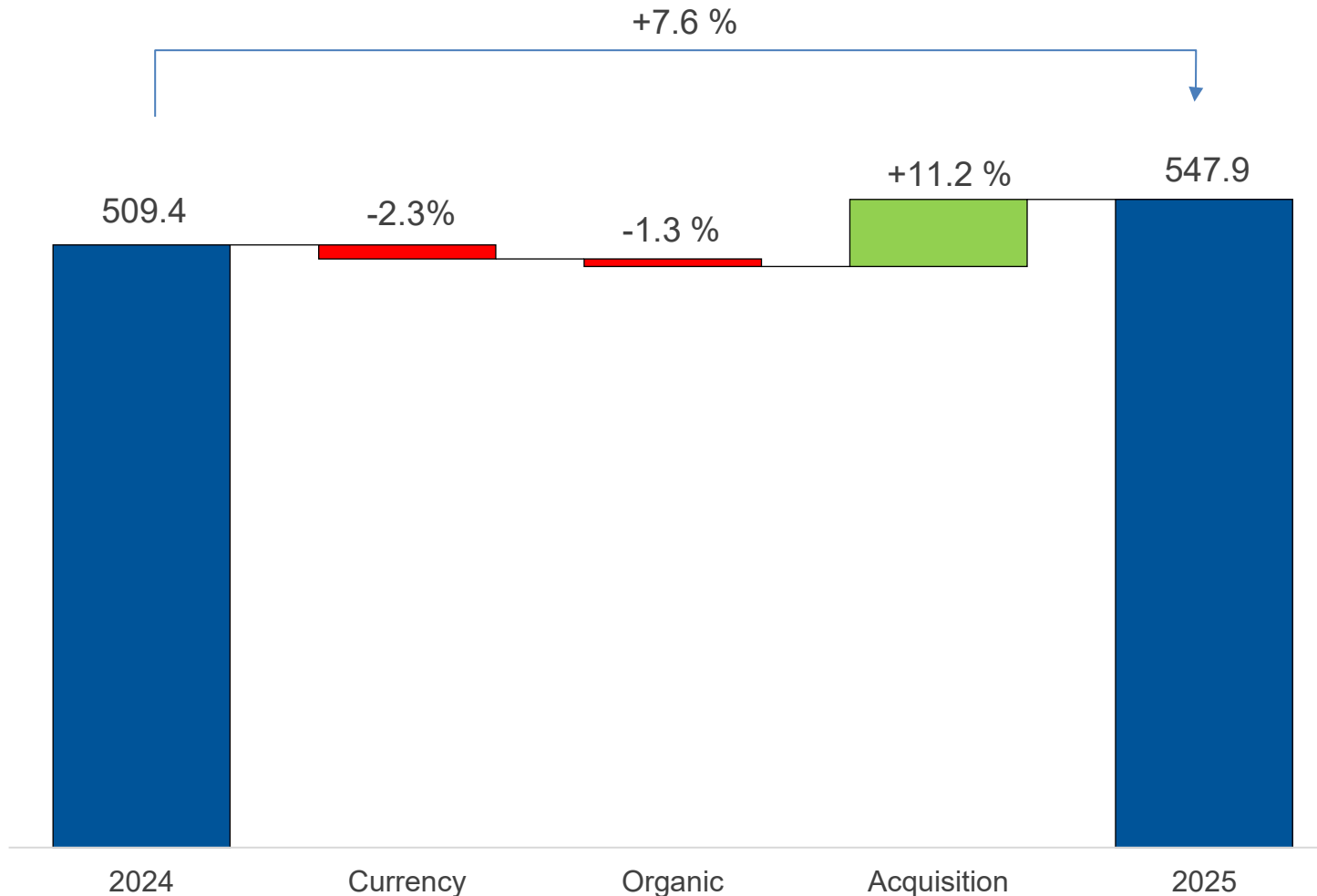
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Financial review

NET SALES

June YTD 2025

in CHF million



- After signs of stabilization in Q1, demand weakened in Q2 amid uncertainty over tariff discussions
- Market regions experienced different sales trends
- Currency impact persisted due to the Swiss franc's appreciation, with a Q2 effect of -5.6 percent
- Positive contribution from acquisitions
- Gratifying growth rates in the railway, aerospace and semicon related electronics industries
- Demand for Smart Factory solutions carried on

FINANCIAL PERFORMANCE

Income statement as per June 30, 2025

in CHF million

in CHF million	H1 2024	H1 2025	H1 2025 adjusted ¹⁾	+/- adjusted ¹⁾
Net sales	509.4	547.9	547.9	7.6 %
Gross profit	169.5	178.6	181.7	7.2 %
<i>in %</i>	<i>33.3 %</i>	<i>32.6 %</i>	<i>33.2 %</i>	
Selling & administrative expenses	-111.4	-123.1	-122.9	10.3 %
EBIT	58.1	55.5	58.8	1.2 %
<i>in %</i>	<i>11.4 %</i>	<i>10.1 %</i>	<i>10.7 %</i>	
Result from associated companies	0.0	-0.4		
Financial result	-3.1	-5.6		
Income before taxes	55.0	49.5		
Income taxes	-12.6	-10.8		
Net income	42.4	38.7		
<i>in %</i>	<i>8.3 %</i>	<i>7.1 %</i>		

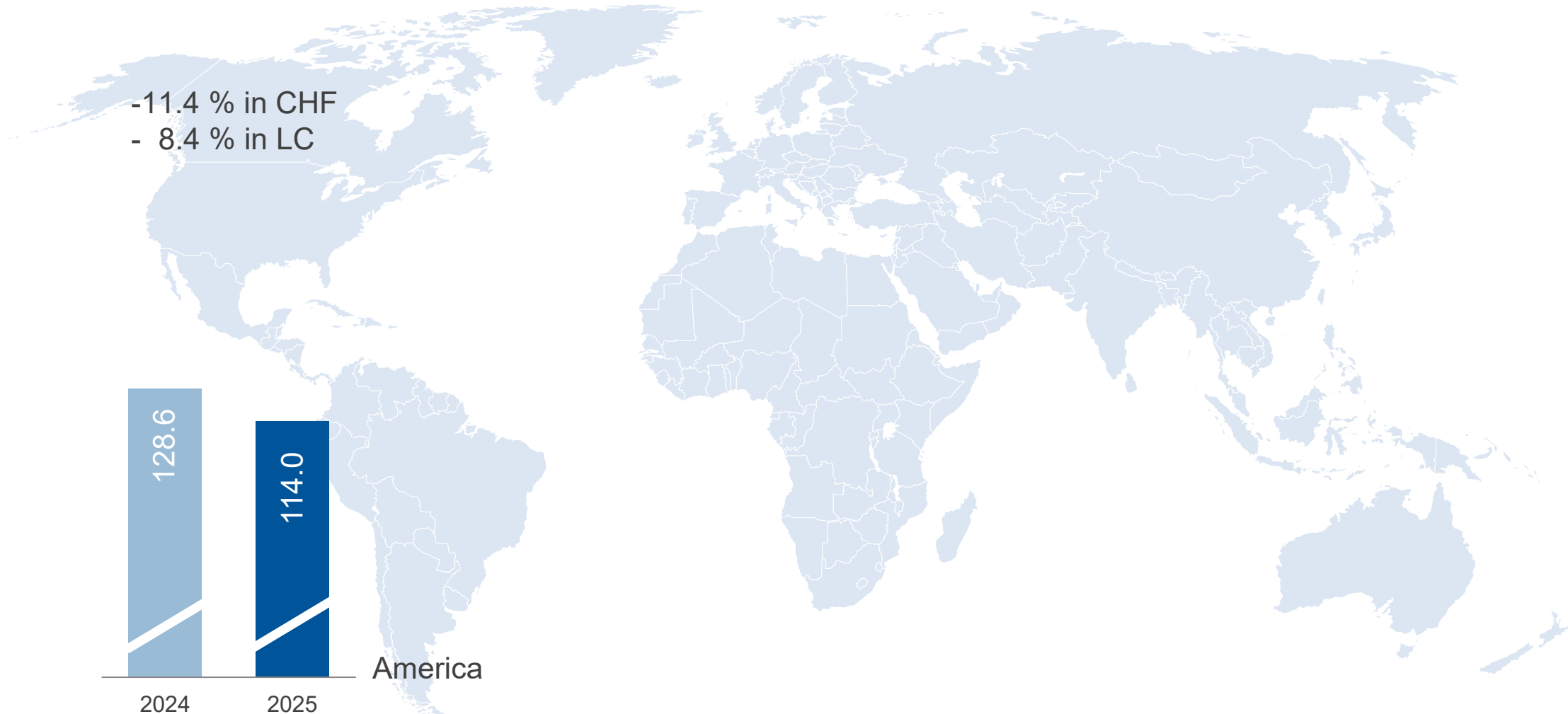
- Lower gross profit margin due to PPA allocation. Adjusted margin at 33.2 percent
- Higher cost levels due to:
 - higher wage costs
 - rollout activities of the new ERP system
 - higher license fees due to an increase in system users
 - acquisitions
- Adjusted EBIT at CHF 58.8 million, EBIT margin at 10.7 percent
- Financial result
 - Less interest expenses but still higher due to negative currency impact

¹⁾ Purchase price allocation effects (PPA effects) on inventories and intangible assets in accordance with Swiss GAAP FER 30

NET SALES DEVELOPMENT

June 2025 YTD

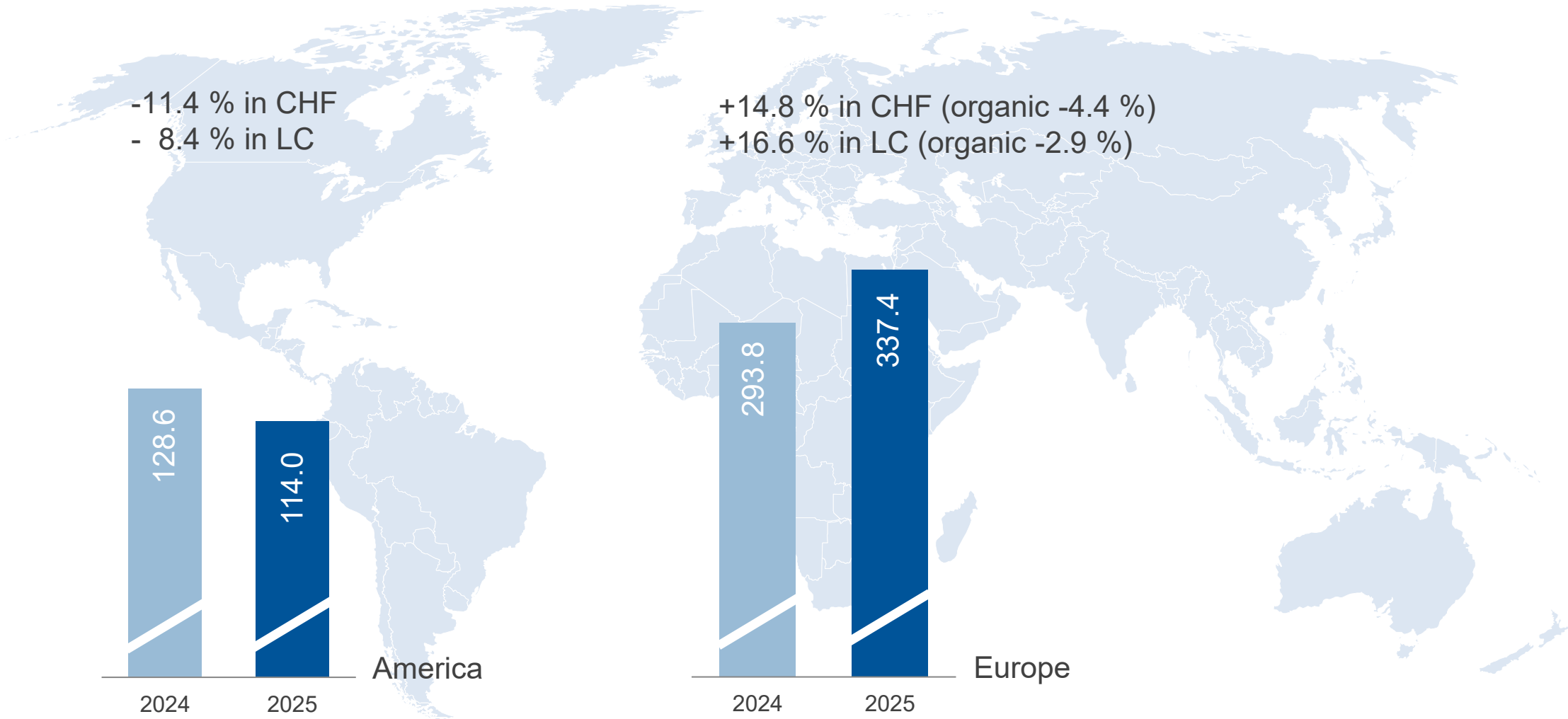
in CHF million



NET SALES DEVELOPMENT

June 2025 YTD

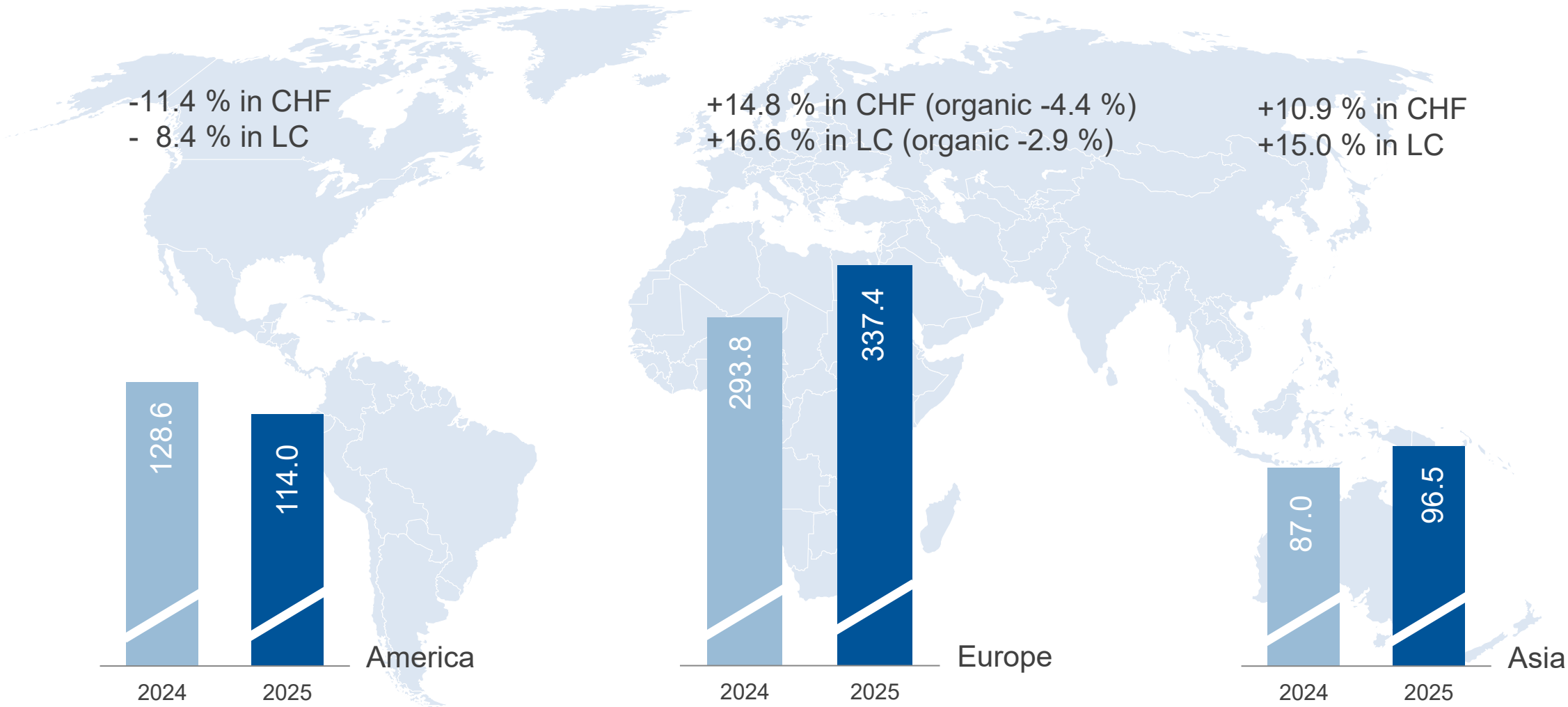
in CHF million



NET SALES DEVELOPMENT

June 2025 YTD

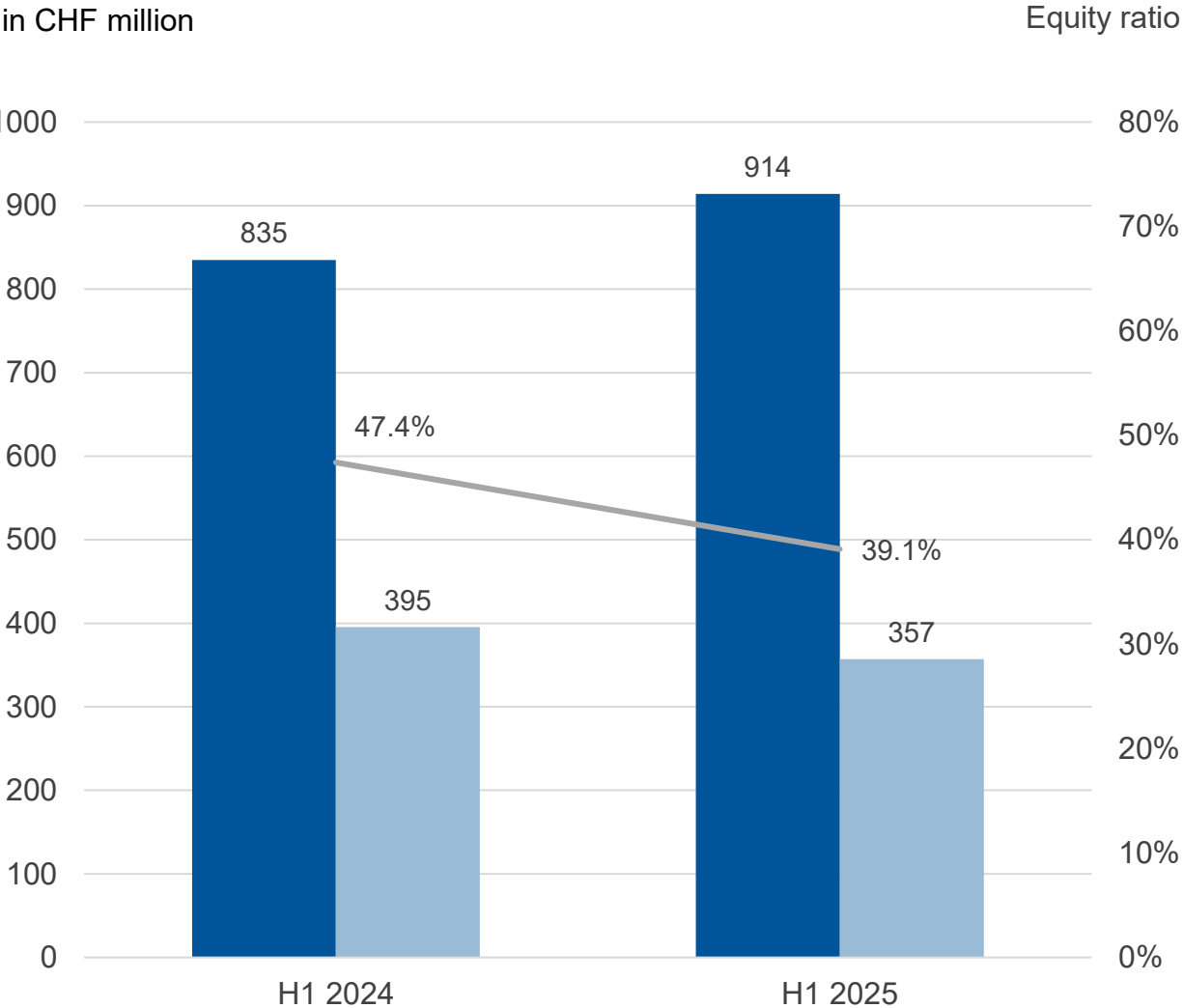
in CHF million



SOLID BALANCE SHEET

As per June 30

in CHF million



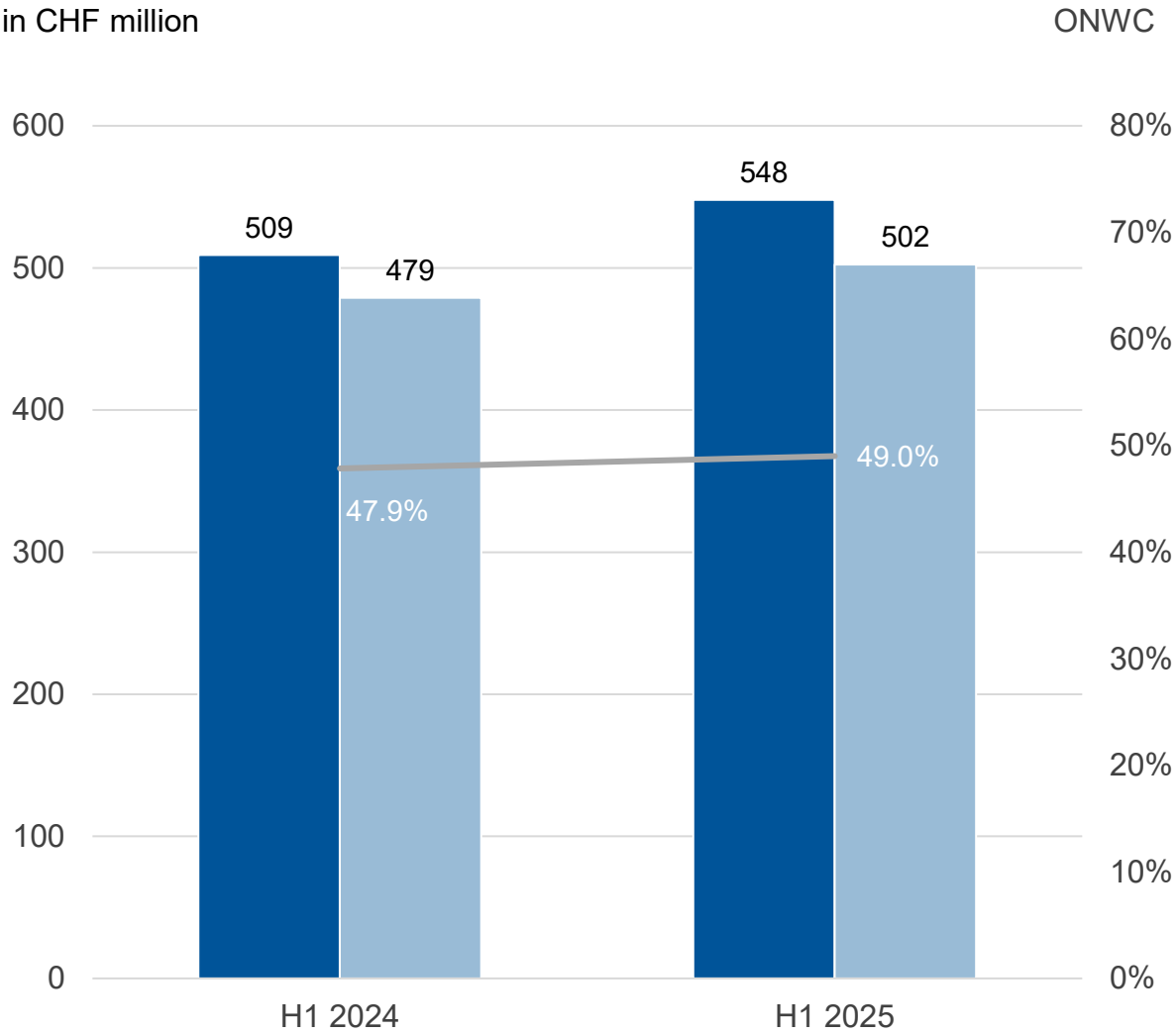
- Total assets increased in the comparison period, primarily due to the acquisition
- Equity decreased by CHF 48 million due to the netting of goodwill against equity
- Continued solid balance sheet with an equity ratio of 39.1 percent

- Total assets
- Shareholders' equity
- Equity ratio in % of total assets

OPERATING NET WORKING CAPITAL

As per June 30

in CHF million

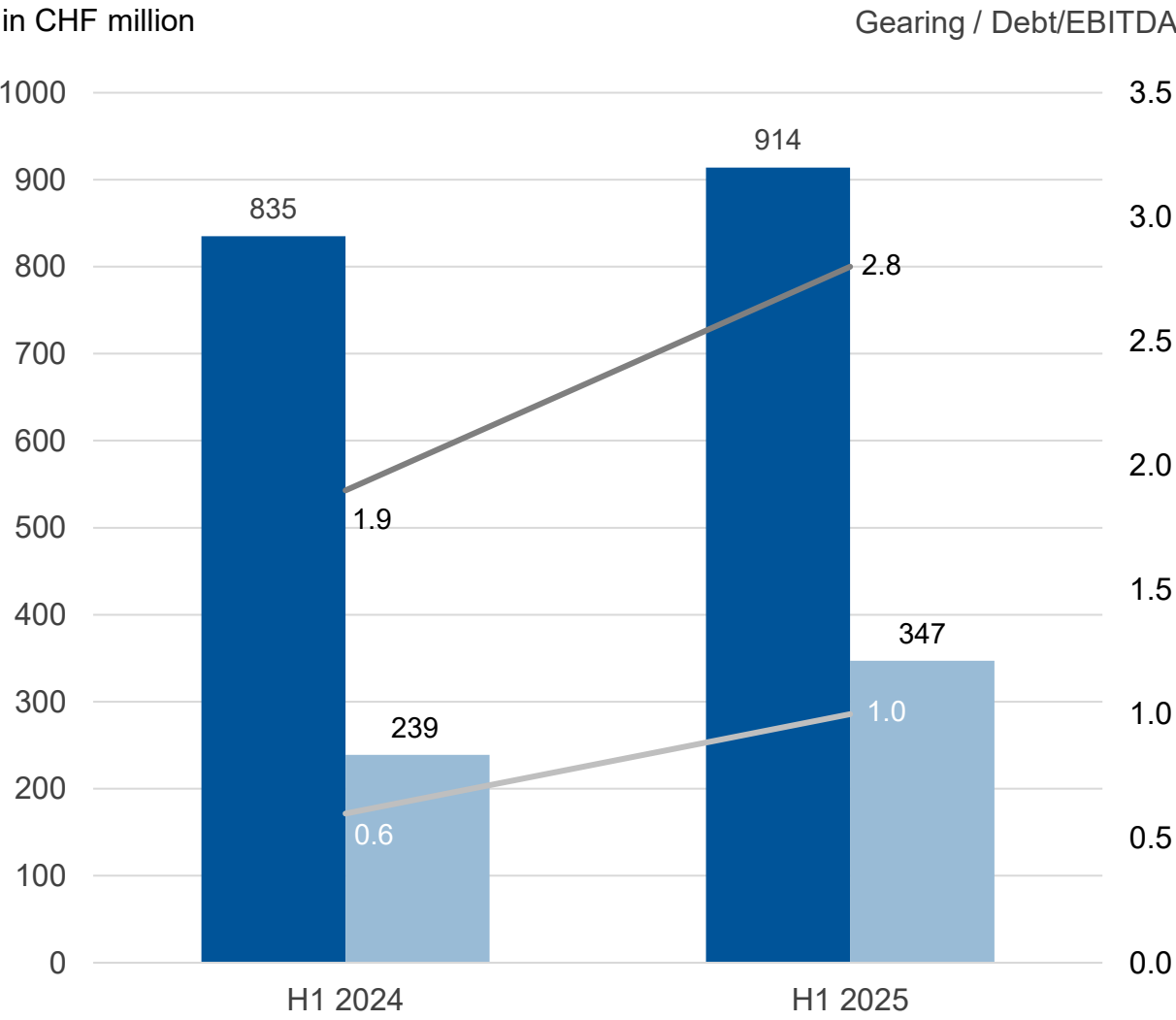


- Year-over-year increase in total operating net working capital mainly driven by acquisitions
- Adjusted for acquisitions ONWC in percent of net sales was at 46.4 percent in 2025

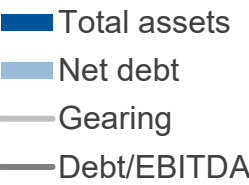
■ Net sales
■ ONWC
— ONWC in % net sales

SOLID BALANCE SHEET RATIOS

As per June 30



- Increase in net debt mainly due to:
 - Acquisitions made
 - Higher operating net working capital driven by acquisitions
- Balance sheet target ratios concerning the long-term funding ratios
 - Gearing <1.3 actual at 1.0
 - Debt/EBITDA <2.0x actual at 2.8x

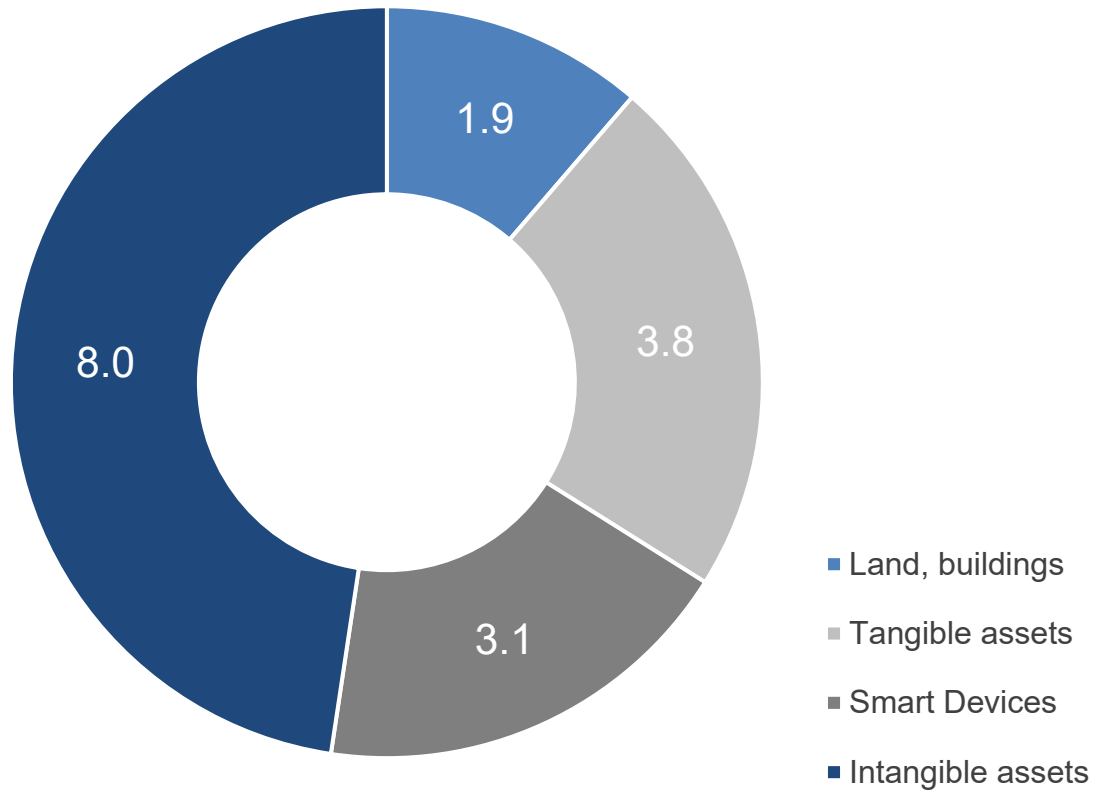


CAPITAL EXPENDITURES

June 2025 YTD

in CHF million

Total Capex:
CHF 16.8 million



Land, buildings

- Office and warehouse maintenance

Tangible assets

- Replacement/expansion of warehouse equipment, machinery, office equipment and cars

Smart Devices

- Scales and electronic labels for Smart Factory installations

Intangible assets

- General IT investment/replacement
- New global enterprise resource system (ERP)

CASH FLOW STATEMENT

As per June 30

in CHF million

	Actual H1 2024	+/-	Actual H1 2025
Cash flow from operating activities before NWC	55.0	1.2	56.2
Change in NWC	9.3		-23.5
Cash flow from operating activities	64.3	-31.6	32.7
Tangible and intangible assets	-15.4		-19.4
Net acquisitions	-19.6		-58.4
Other financial assets	1.6		0.7
Cash flow from investing activities	-33.4	-43.7	-77.1
Free cash flow	30.9	-75.3	-44.4
Free cash flow without acquisitions	50.5	-36.5	14.0
in % of net sales	6.2 %		1.4 %

- Stable cash flow from operating activities before changes in net working capital
- Increase of net working capital due to acquisitions
- Capital expenditure reflects the continuous investments in infrastructure and IT/ERP system in accordance with our Strategy 200
- Net acquisitions related to purchase price for Ferdinand Gross Group

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Strategy 200 Progress

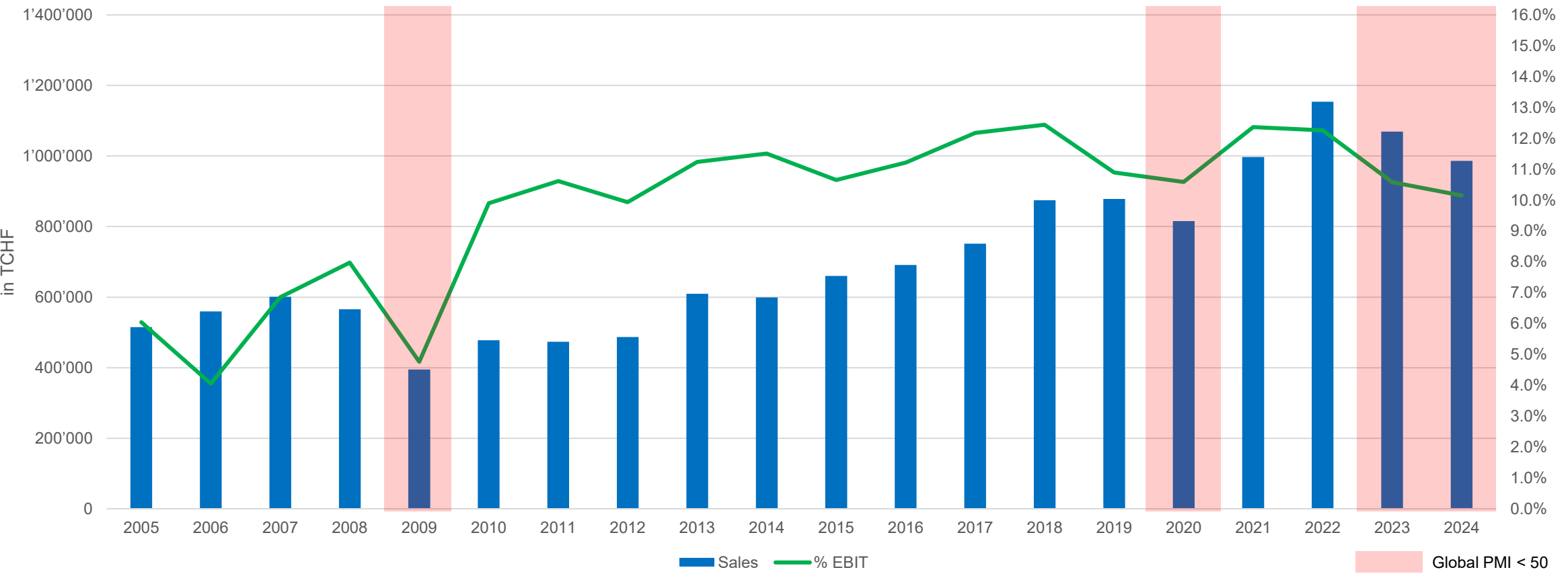
Overview

Accelerated profitable and sustainable growth...

- ... based on our proven business model
- ... **organically and through acquisitions**
- ... to achieve relevant market shares in our key markets
- ... through 7 strategic initiatives

ACCELERATED, PROFITABLE & SUSTAINABLE GROWTH

Sales & EBIT margin development



LATEST ACQUISITIONS

Ferdinand Gross Group, Leinfelden-Echterdingen, Germany

- Fastener distribution
- 260 employees, EUR 80 million annual sales
- Customer base: industrial, mechanical and plant engineering, railway, automotive
- Strengthening market presence in Germany, Hungary, Poland
- Signing in 2024, closed in January 2025



Overview

Accelerated profitable and sustainable growth...

- ... based on our proven business model
- ... organically and through acquisitions
- ... to achieve relevant market shares in our key markets
- ... **through 7 strategic initiatives**

STRATEGY

7 strategic initiatives





- Introduction of Microsoft D365 in 14 Business Units across the globe by 2024 (36 % business coverage)
- Successful rollouts in Aerospace Germany and Vietnam in H1; Poland, Czech Republic, Austria, and India planned for H2,
- ... 9 rollouts in Europe and Asia by end of 2026 (67 % business coverage)
- Using AI to innovate process automation and intelligence tools to increase efficiency and transparency

Efficiency in customer acquisition and pipeline conversion



- Focus on growth verticals (sunrise industries such as railway, robotics, semiconductor equipment & aerospace)
- Strong shift towards digital lead generation & higher conversion rates (less people, higher focus on profitable opportunities)
- Demand for Smart Factory and automated, data-driven C-parts management solutions carried on

SMART FACTORY LOGISTICS (SFL)

Services to avoid stockouts and reduce inventory costs



SFL - It is proven!

Industry 4.0
ready

30
years of proven
experience

250
Field experts

>475'000
Smart devices
installed

1
ARIMS
Supply chain
collaborative
platform

>1,100
customers
globally

>275
CHF million
Sales transacted
through SF
systems

SMART FACTORY ASSEMBLY (SFA)

Services to avoid mistakes and increase efficiency in assembly



SFA – Still small, but proven!

Industry 4.0
ready

4
years of proven
experience

16
Field experts

>250
Systems / Smart
tools installed

1
ELAM
Interactive digital
work instruction
platform

>100
customers /
healthy pipeline

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US Tariff - Impacts

Tariffs are passed on to customers

- US tariffs (50% on aluminum & steel) and USD depreciation drive cost increases of ~CHF 35m (+60%)
- Pass-through of price increases (10–30%) to customers in progress
- Localization of imports not feasible (limited capacity, local prices 3x higher)
- EU imports under negotiation; China imports negligible (CHF 2m, localization widely possible)
- Global insecurity and market shifts weighing on Mexico & Canada demand
- CH/EU/China exports to US impacted



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Focus 2025

Pipeline conversion, ERP & AI, Guiding Principles (GP) & CSRD

We bring Proven Productivity & Sustainability to every assembly operation in the world!

SALES ENGINE

- CRM rollout & pipeline conversion!
- **Sales growth above market average**
- Focus on growth BUs & sunrise industries
- Scale productivity services – ATE, SFL, SFA



CULTURE

- Digitalization – Deploy HR platform in US/Europe
- **Anchoring our ‘Guiding Principles’**
- Talent & leadership programs (leadership accelerator)
- Deployment of ‘Learning Management System (LMS)’

OPERATIONS ENGINE

- **ERP - successful introduction of D365 in 7 BUs**
- Artificial Intelligence (AI) for higher efficiency (int./ext.)
- SCM – proactive cost reduction program
- Cyber security – no break-downs

SUSTAINABILITY

- Regional CO₂ reduction initiatives (scope 1&2)
- **Reporting compliance (CSRD, others)**

MID-TERM FINANCIAL TARGETS

... after a phase of investments

- Sales:
Organic sales growth target of $> 5\%$
- Operating profit margin (EBIT):
Target range of $12\% - 15\%$
- Balance sheet:
Equity ratio $> 40\%$
- Dividend payout ratio:
 40% of net income





Thank you!

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Q&A

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Events and announcements

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|--|------------------|
| – Publication of sales results, 3 rd quarter 2025 | October 14, 2025 |
| – Bossard Strategy Day | October 29, 2025 |
| – Publication of sales results 2025 | January 15, 2026 |
| – Meeting for financial analysts & media conference | March 5, 2026 |
| – Publication of annual report 2025 | March 5, 2026 |
| – Annual general meeting | April 10, 2026 |
| – Publication of sales results, 1 st quarter 2026 | April 10, 2026 |

Link to the Bossard [Investor Manual](#)

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