BOSSARD
Proven Productivity

Welcome

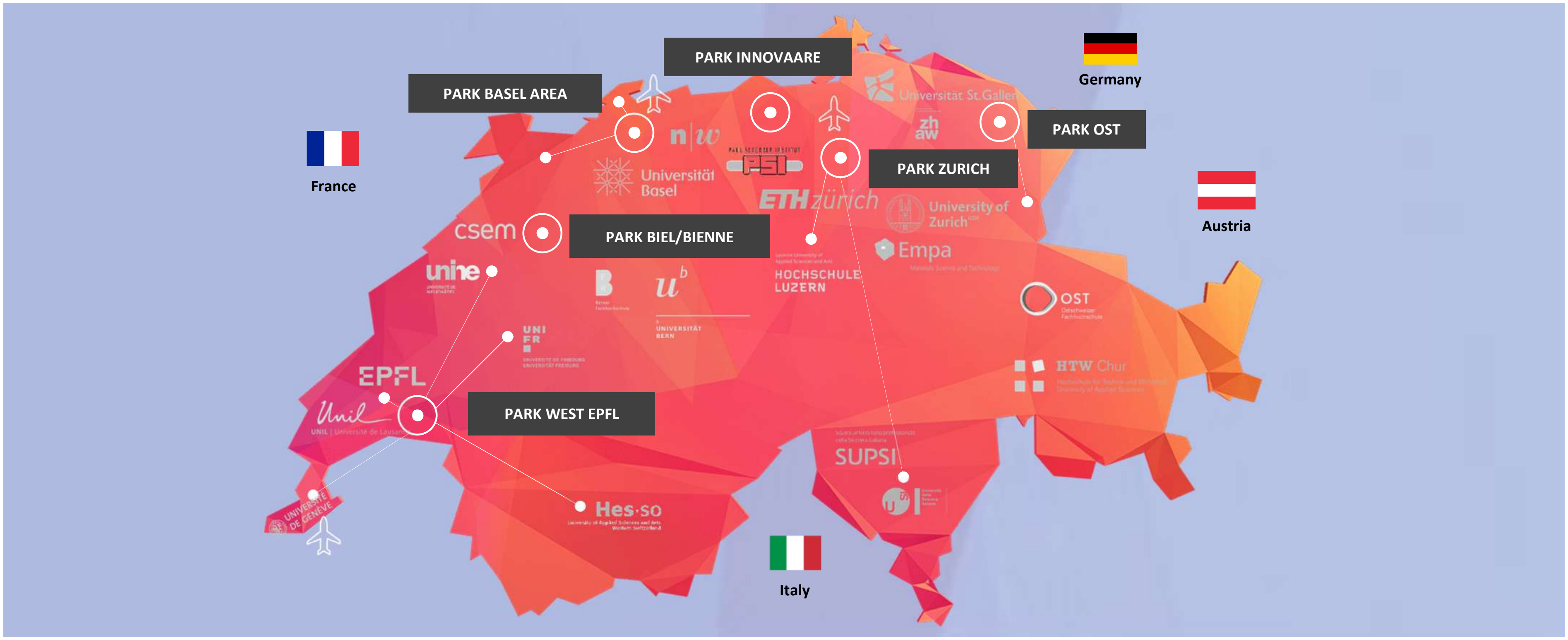
Bossard Strategy Day | October 29, 2025

Agenda

01	Profile & Strategy 200	Daniel Bossard	Group CEO
02	Sales Engine	Erica Wong	VP Sales & Marketing
03	Operations Engine	Gaetano Pasta / Angie Ilic	Program Manager Global ERP / Project Manager AI
04	Smart Factory Services	Remo Gander	VP Smart Factory
	Break		
05	Financial Performance and M&A	Stephan Zehnder	Group CFO
06	Wrap-up and Q&A	Daniel Bossard & Stephan Zehnder	Group CEO / Group CFO

SWITZERLAND INNOVATION PARK BIEL/BIENNE

Six Innovation Parks across Switzerland



Switzerland Innovation Park Biel/Bienne (SIPBB)

Bring together, what belongs together

4 centers of excellence under one roof

Swiss Advanced Manufacturing Center

Swiss Battery Technology Center

Swiss HealthTech Center

SWISS SMART FACTORY ®

~ 50 empl.

powered by

SWITZERLAND INNOVATION PARK BIEL/BIENNE

+

Industry tenants

Big Players & SMEs
~ 250 empl.

Start-ups
~ 100 empl.

Education partners

Berner Fachhochschule

hftm höhere fachschule technik mittelland

~ 100 empl. + Students

Transfer Center

SCC SWISS COBOTICS COMPETENCE CENTER

Swiss Smart Factory –
Leading the way towards smart and sustainable manufacturing.

SWISS SMART FACTORY®
powered by
SWITZERLAND INNOVATION
PARK BIEL/BIENNE

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powered by SWITZERLAND INNOVATION PARK BIEL/BIENNE

Our Services

1. INNOVATION HUB FOR INDUSTRY 4.0

We help you develop your next-generation of automation and digitalisation solutions via:

- Innosuisse Projects
- EU-Projects
- Direct

Innovation project supported by
Schweizerische Eidgenossenschaft
Confédération suisse
Confederazione Svizzera
Confederaziun svizra
Swiss Confederation
Innosuisse – Swiss Innovation Agency

European Commission

2. PLATFORM «TEST BEFORE INVEST»

The Lighthouse Project Industry 4.0 includes:

- **1'000 m2** of testing environment
- **100+** state-of-art technologies
- Proof-of-Concepts (PoC) of future manfucturing scenarios

3. KNOWLEDGE TRANSFER & NETWORKING

The Swiss Smart Factory Network represents:

- **80+** partners worldwide
- **3000+** visitor per year
- **8** SSF signature events
- **20** workshops & training programs per year

Technology-Providers → End-Users

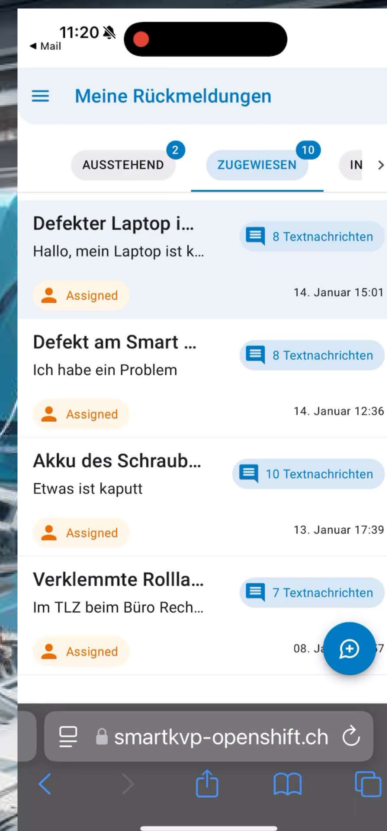
SWISS SMART FACTORY ®
powered by SWITZERLAND INNOVATION PARK BIEL/BIENNE

Innosuisse Research Project with Bossard

SmartKVP

Promoting ideas, strengthening teams

User-oriented, Gen-AI-powered platform for continuous improvement



OST Ostschweizer Fachhochschule
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VEBO
BOSSARD Proven Productivity

Our 88 Members

(https://ssf.sipbb.ch/membership/our-members/)

Visit the

SWISS SMART FACTORY

1

Profile & Strategy 200

Daniel Bossard, Group CEO

BOSSARD

Bossard is a strategic partner for fastening technology and Smart Factory solutions to OEM customers globally.

BOSSARD

FACTS & FIGURES

A startup with 194 years of experience

Founded 1831
Publicly listed 1987
SIX Swiss Exchange

Family Business
7th Generation

Geographic Sales Distribution
58 % Europe
24 % America
18 % Asia/Pacific

33 Countries

16
Quality and Testing
Laboratories globally

over 3,000
Employees

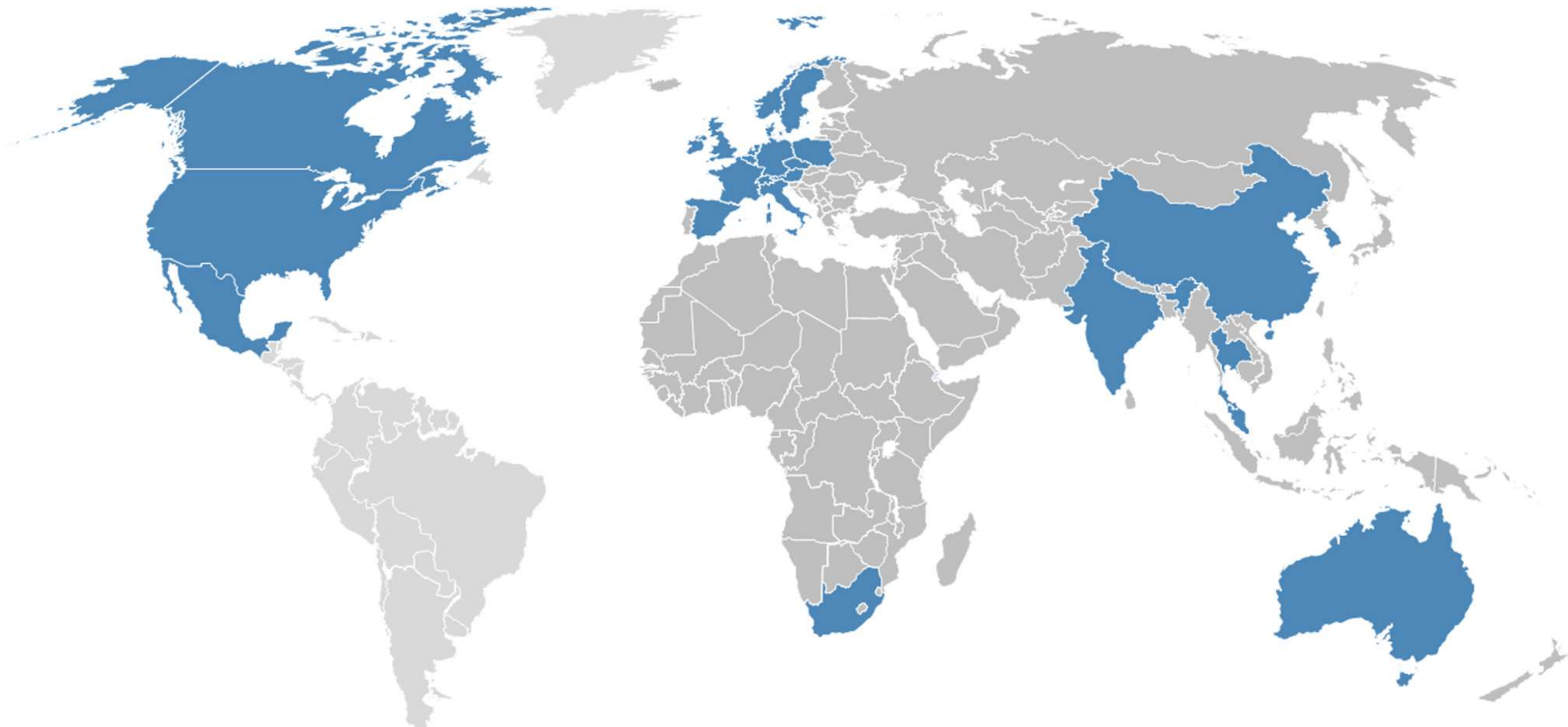
Total Turnover 2024
in CHF million

986

BOSSARD

BOSSARD GROUP

Resilience – global spread of customers and supply network



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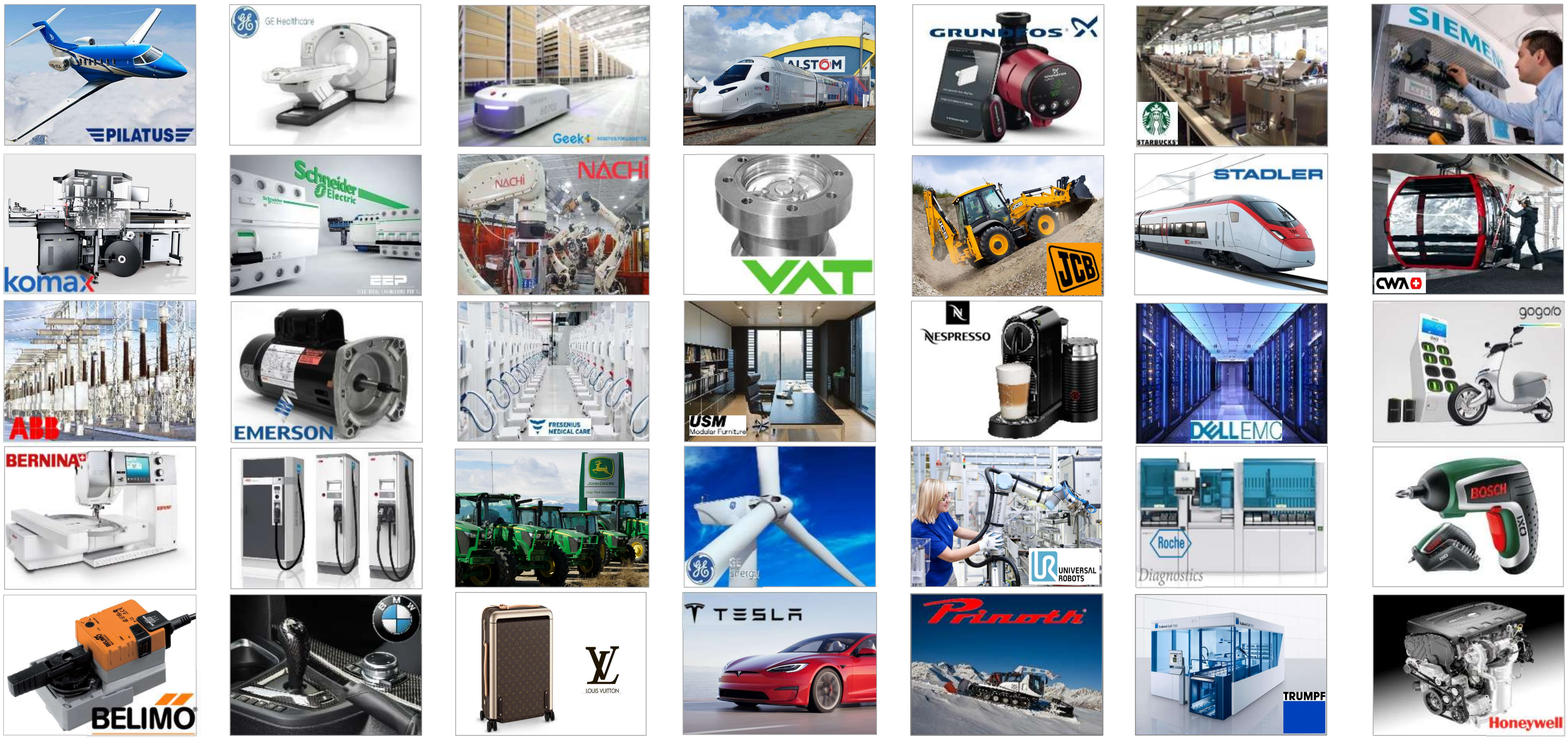
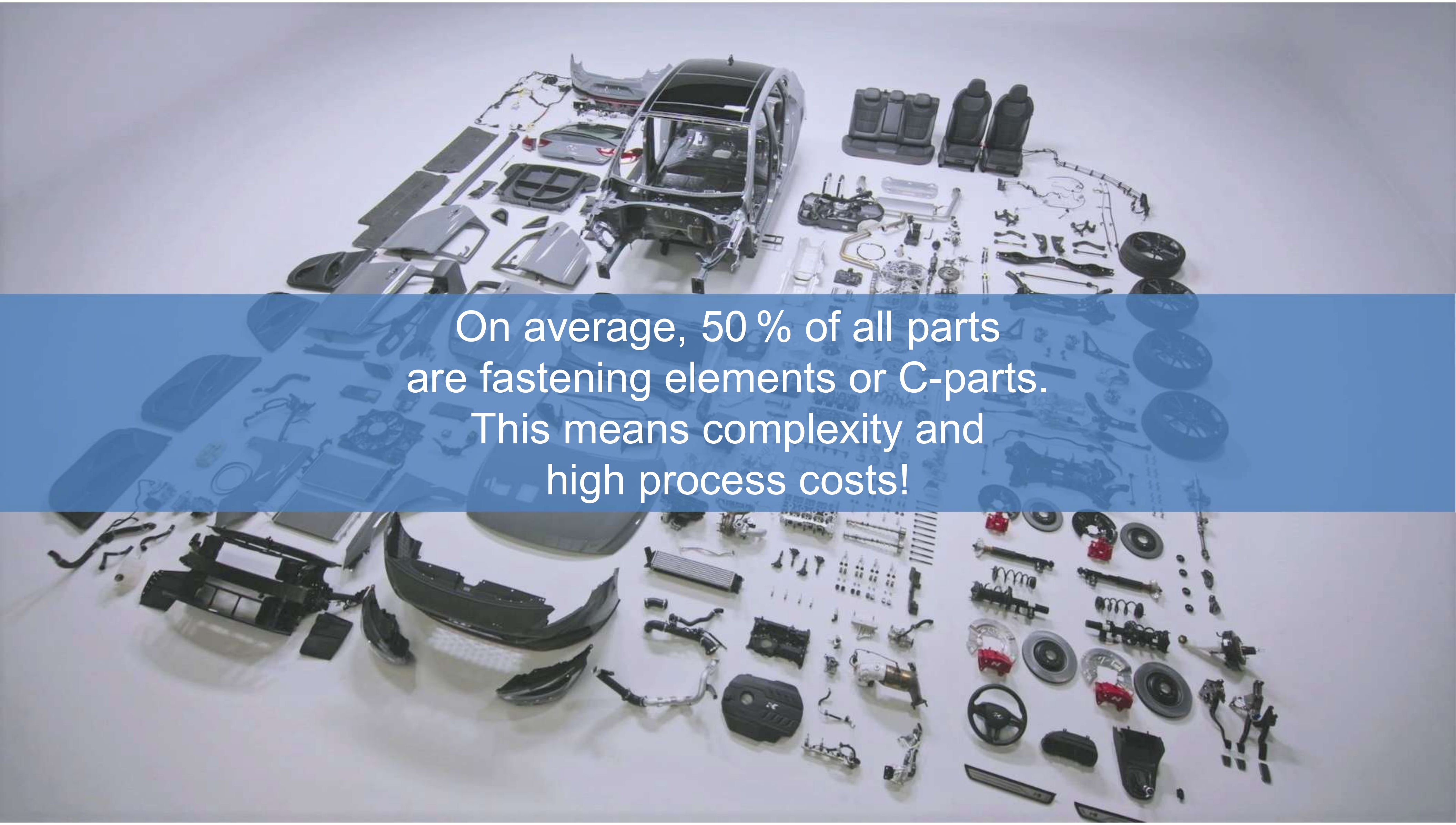
GROUP STRUCTURE

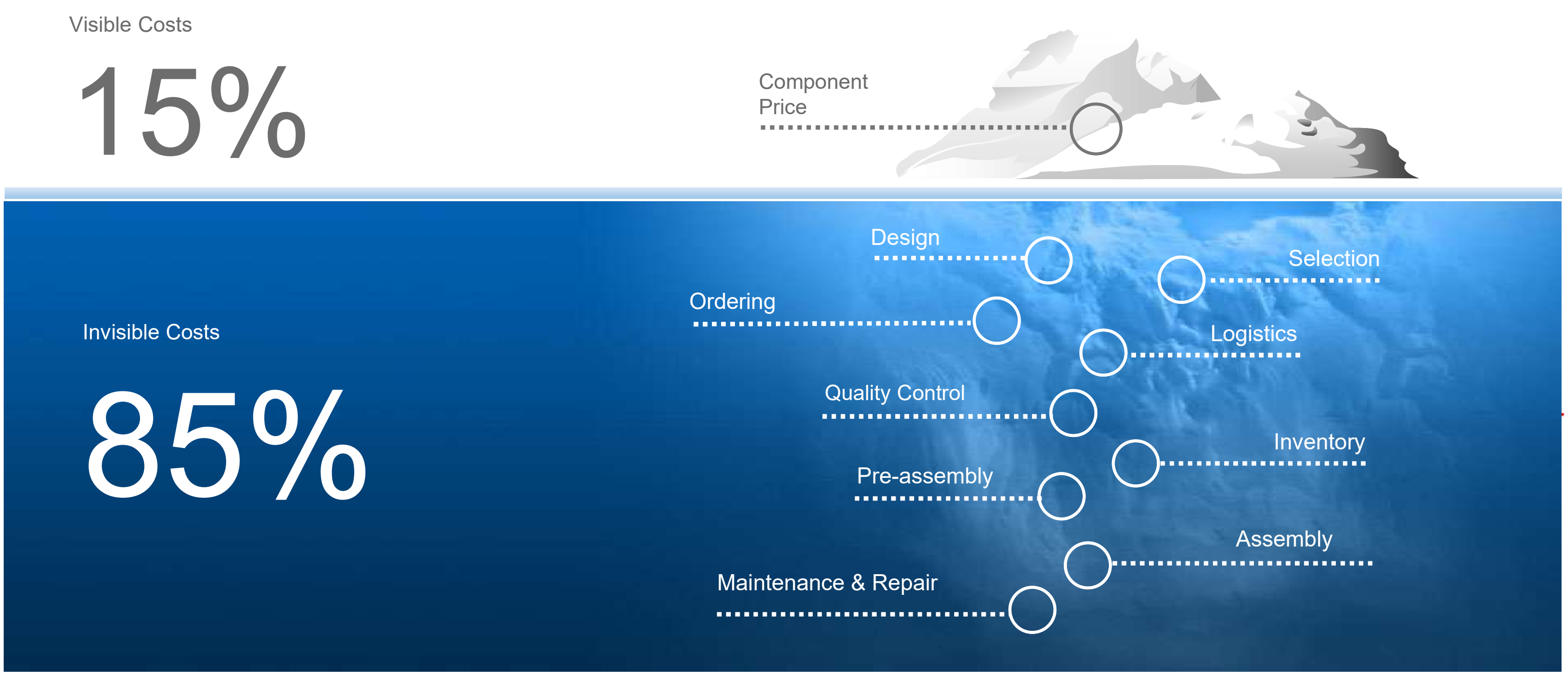
A selection of high-quality customers




On average, 50 % of all parts
are fastening elements or C-parts.
This means complexity and
high process costs!

BUSINESS OPPORTUNITY

Total Cost Reduction - Focus on invisible costs



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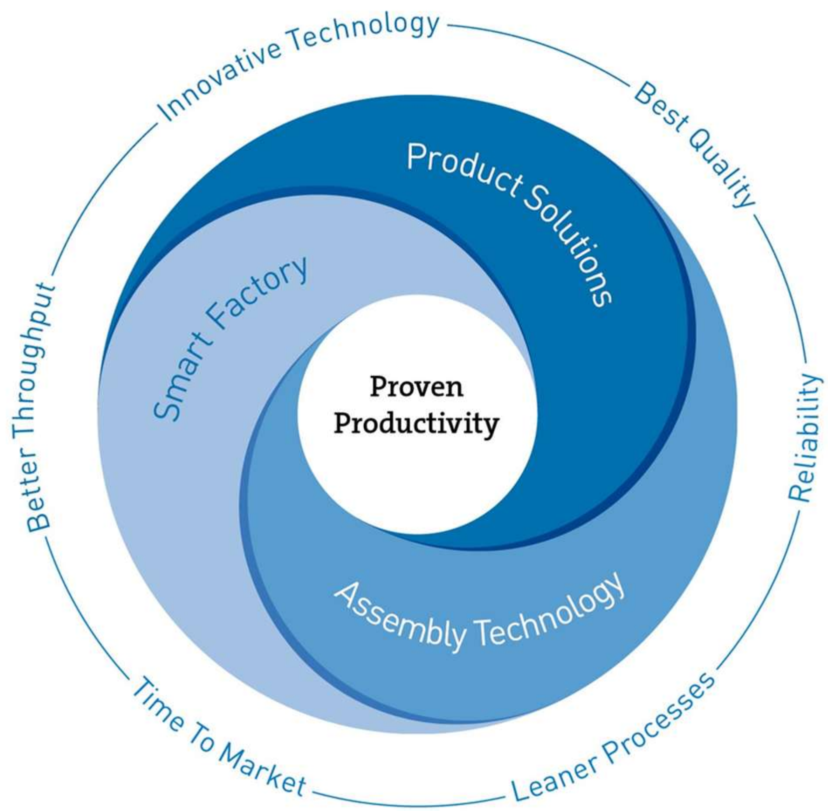
BUSINESS MODEL

Proven Productivity - Solutions to increase customer competitiveness



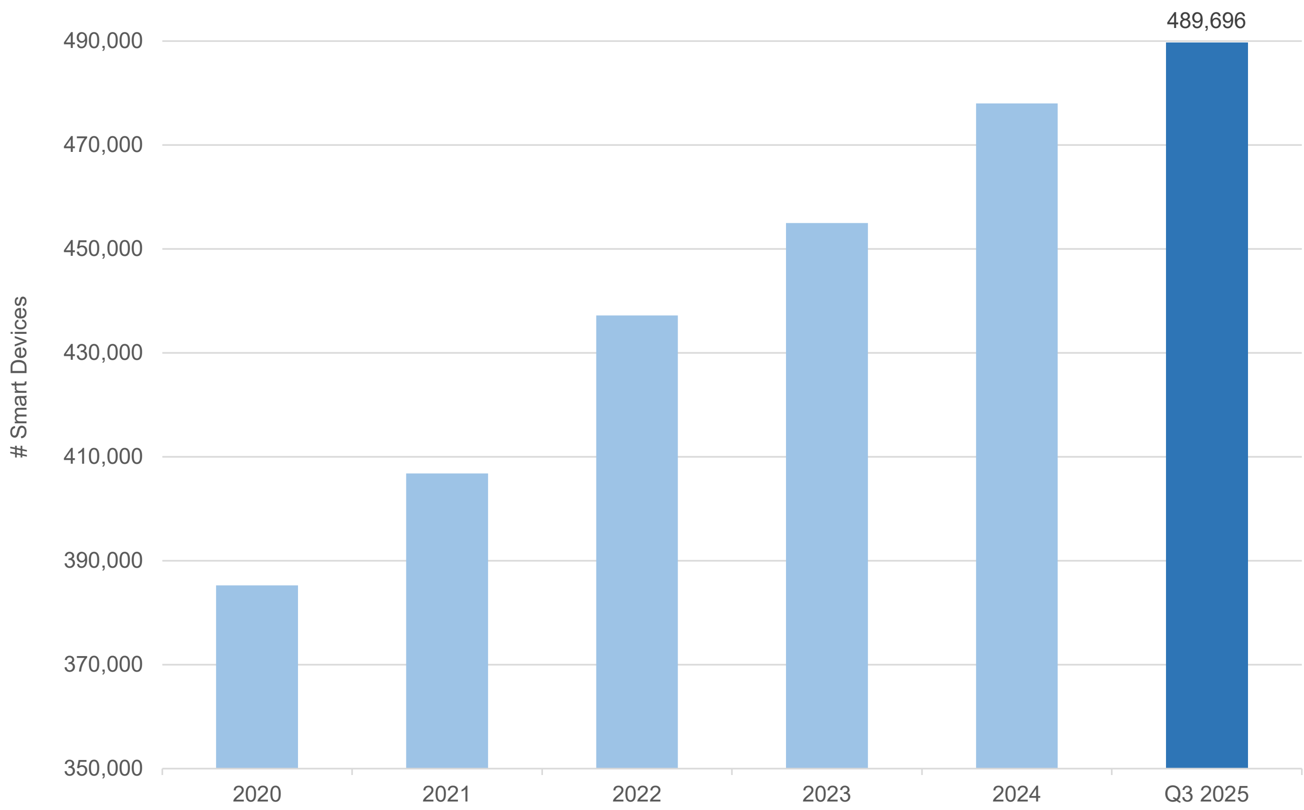
SERVICES

Strategic importance

Offering	Sales Volume	Customer Value	Customer Entry Level
Assembly Technology + **Smart Factory +** Product Solutions			**C-Level**
Assembly Technology + Product Solutions			**Design & Development**
Smart Factory + Product Solutions			**Production & Logistics**
Product Solutions			Purchasing

SERVICES

Smart Factory Logistics – installed smart devices



- 1,100 customers
- CAGR 5.1 %

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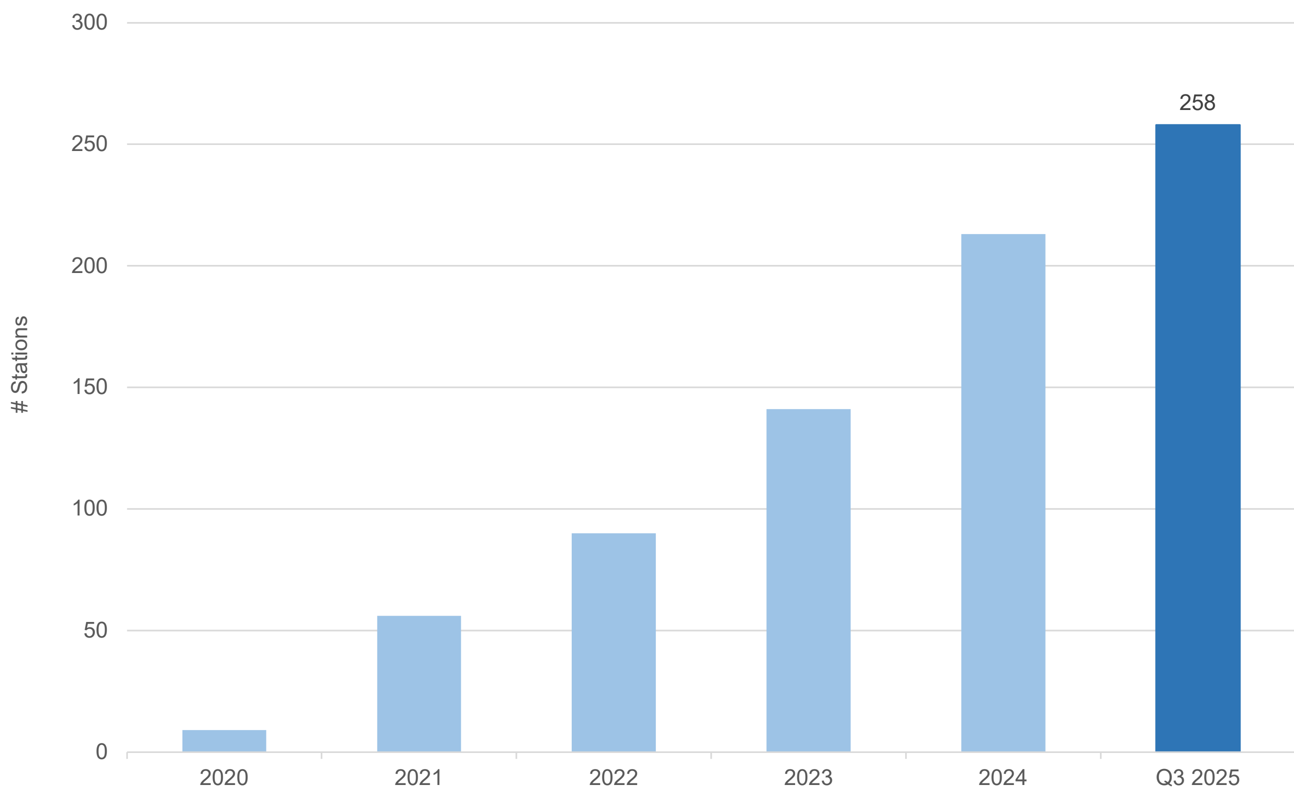
SERVICES

Smart Factory Assembly – installed stations



- > 250 Customers
- CAGR 132 %

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STRATEGY 200

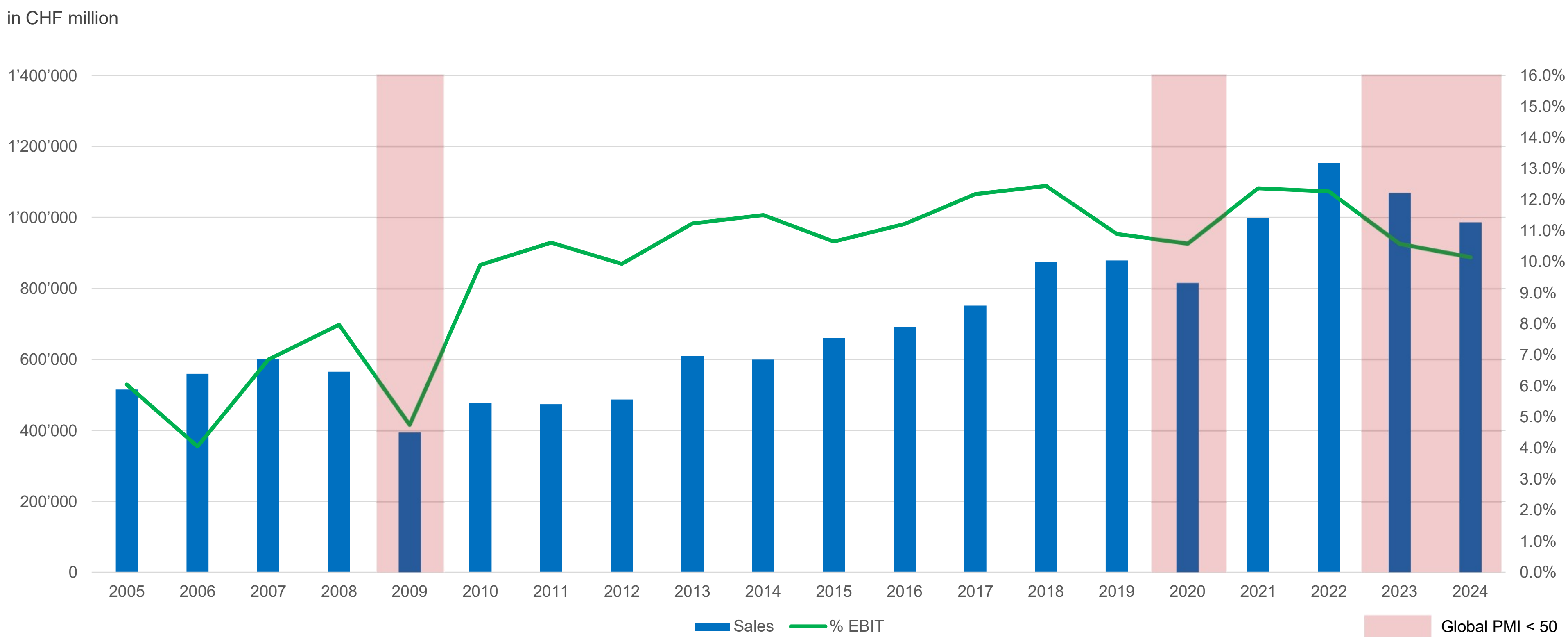
Overview

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



STRATEGY 200

Overview

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- … based on our proven business model
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- **… through 7 strategic initiatives**

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STRATEGY

7 strategic initiatives

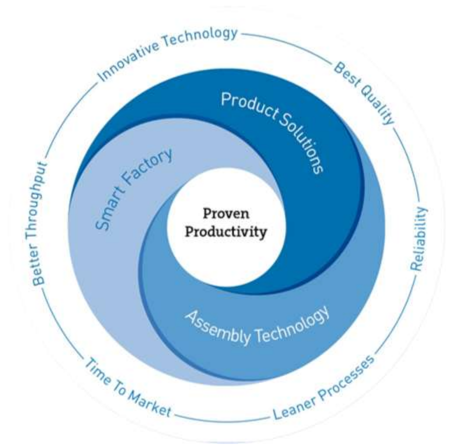
Strategic Initiatives

From 2020 Strategy

… to Strategy 200!

Together, we bring
Proven Productivity &
Sustainability to every
manufacturing & assembly
operation in the world.

Winning Aspiration | Proven Productivity



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SALES ENGINE

Efficiency in customer acquisition and pipeline conversion

- Focus on growth verticals (sunrise industries such as railway, robotics, semiconductor equipment & aerospace)
- Deep & wide
(products & services, global)
- Strong shift towards digital lead generation & higher conversion rates
- Emphasis on Smart Factory and automated, data-driven C-parts management solutions

OPERATIONS ENGINE

Efficiency in our operations

- Introduction of Microsoft D365 in 19 Business Units across the globe by mid of 2025 (38 % business coverage)…
- … India planned for H2 2025, 4 rollouts in Europe and Asia by end of 2026 (61 % business coverage)
- Technology to increase efficiency
- Efficient supply chain (infrastructure, end-to-end processes, speed)

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INNOVATION

Cutting edge service development (Smart Factory, automation)

- Smart Factory driven service innovation
- … C-parts management & TCO

TOGETHER WE CREATE

Global collaboration, people development & alignment

- Continued focus on guiding principles & global collaboration
- … succession planning
- … talent & leadership development
- … alignment of goals & targets (global incentive structure)

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SUSTAINABILITY

Reduced footprint, social responsibility & regulatory compliance

- Reduction of CO_2 footprint (50 % from 2023-2031)
- Compliance with suppliers' code of conduct
- Compliance with global regulations (CSRD)

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2

Sales Engine

Erica Wong, VP Sales & Marketing

Sales Engine Journey towards 2031 & beyond– driving sustainable Growth

Growth Acceleration

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Strengthening partnerships – the **Sales Engine** enables us to turn high-quality leads into lasting customer relationships, driving share of wallet and long-term profitable growth.

Growth Acceleration

TOWARDS 2031 & BEYOND

Foundation

New user-friendly Website (optimized frontend)
– Better Lead Generation and Conversion

Resources Hub (streamline & consolidate fragmented to 1)
– Efficiency Gains, Cost Savings, Visibility & Scalability

End-to-End unified Sales Process & Structure (Watch List)
– Predictable Pipeline & global Scalability

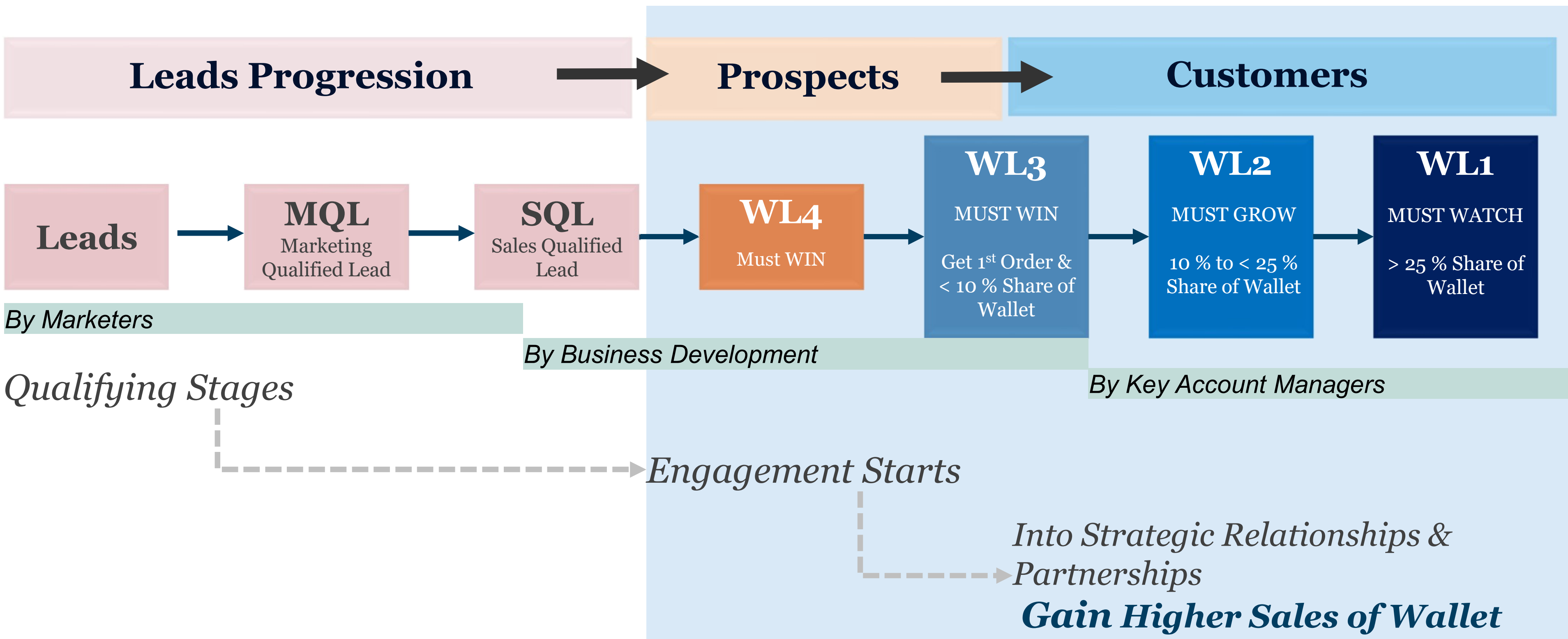
Marketing, Sales, Product, and Services Teams collaborating through a unified Process (Silo to integrated)
– Increase Share of Wallet (quantitative)

Customer Satisfaction Index & Net Promoter Score Survey
– Qualitative Feedback drives Performance

Collaboration & Disciplined Execution

TOWARDS 2031 & BEYOND

Foundation



Growth Acceleration

1. From Tools to tangible Impact:

Marketing BI (GLOW) – Gives Visibility from Lead → Marketing Qualified Lead → Sales Qualified Lead → Watch List 4 → Watch List 3 (get first Order)

- Funnel Efficiency
- Higher Conversion
- Predictable Pipeline

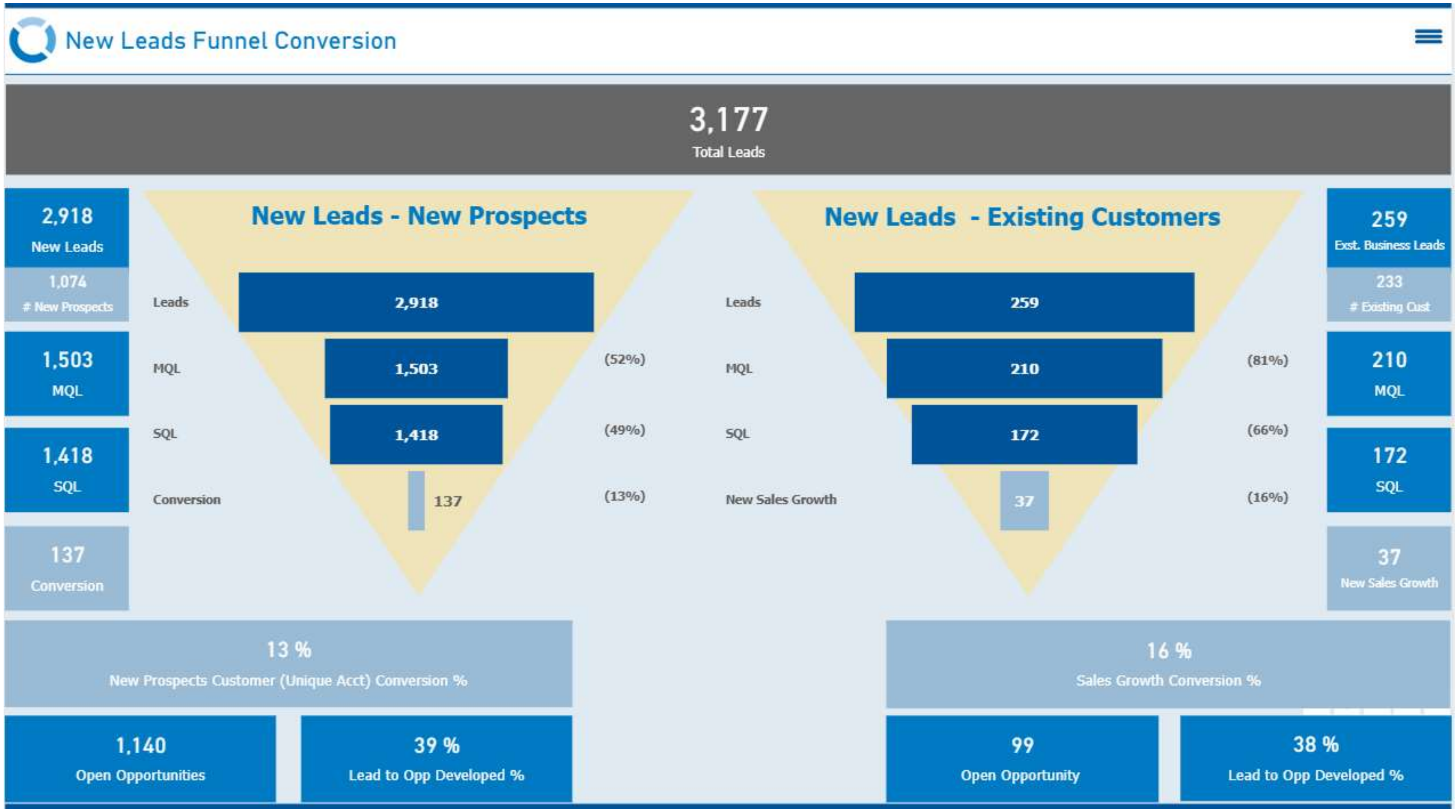
Sales BI (GAIN) – Gives Visibility from Watch List 4 – 3 – 2- 1 to get higher Share of Wallet

- Precise Customer Segmentation
- Prioritize must-win industries
- Accelerate early Entry into high-growth Sunrise Markets

Both BI drives measurable Conversion & Growth

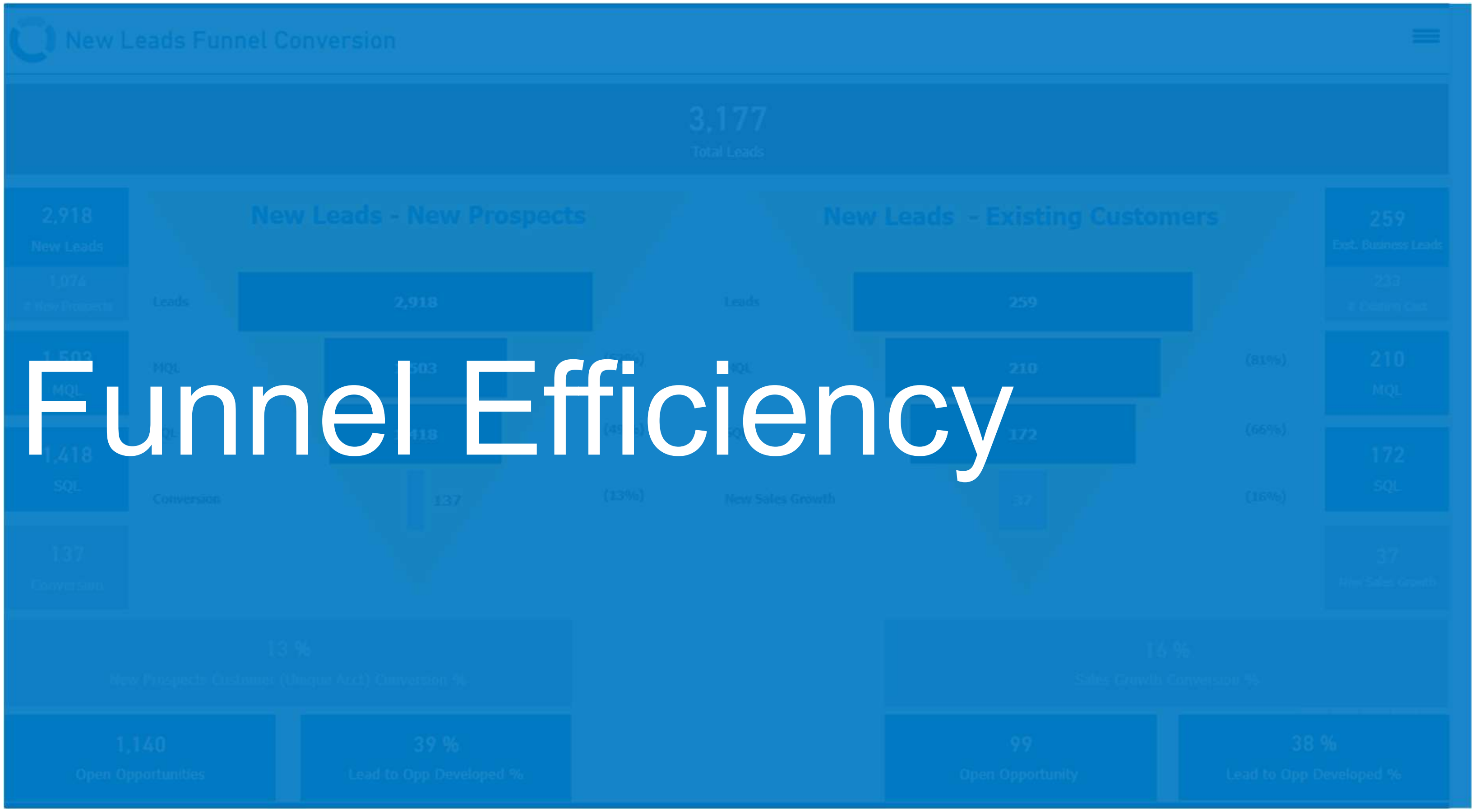
TOWARDS 2031 & BEYOND

Growth Acceleration



TOWARDS 2031 & BEYOND

Growth Acceleration



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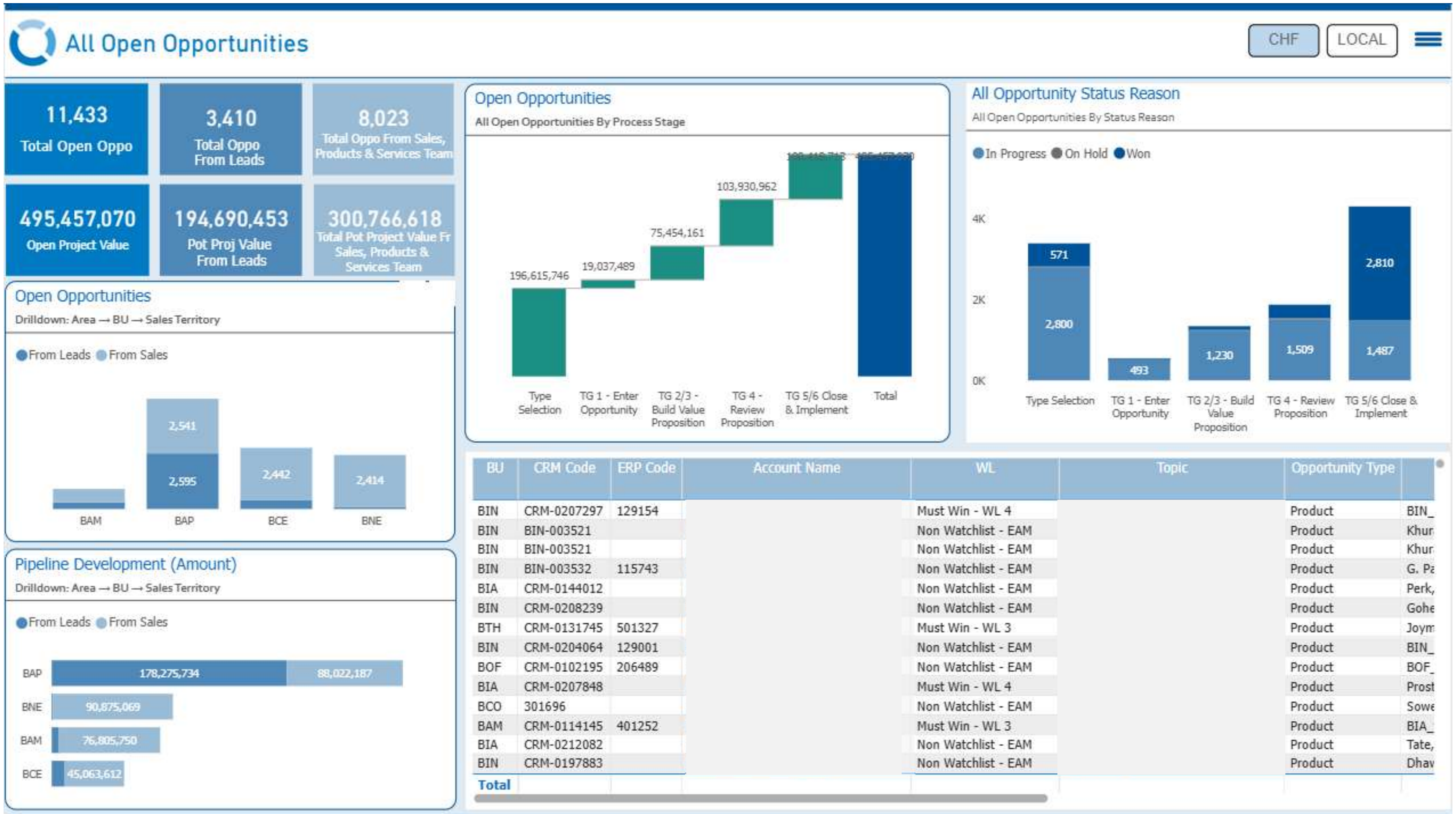
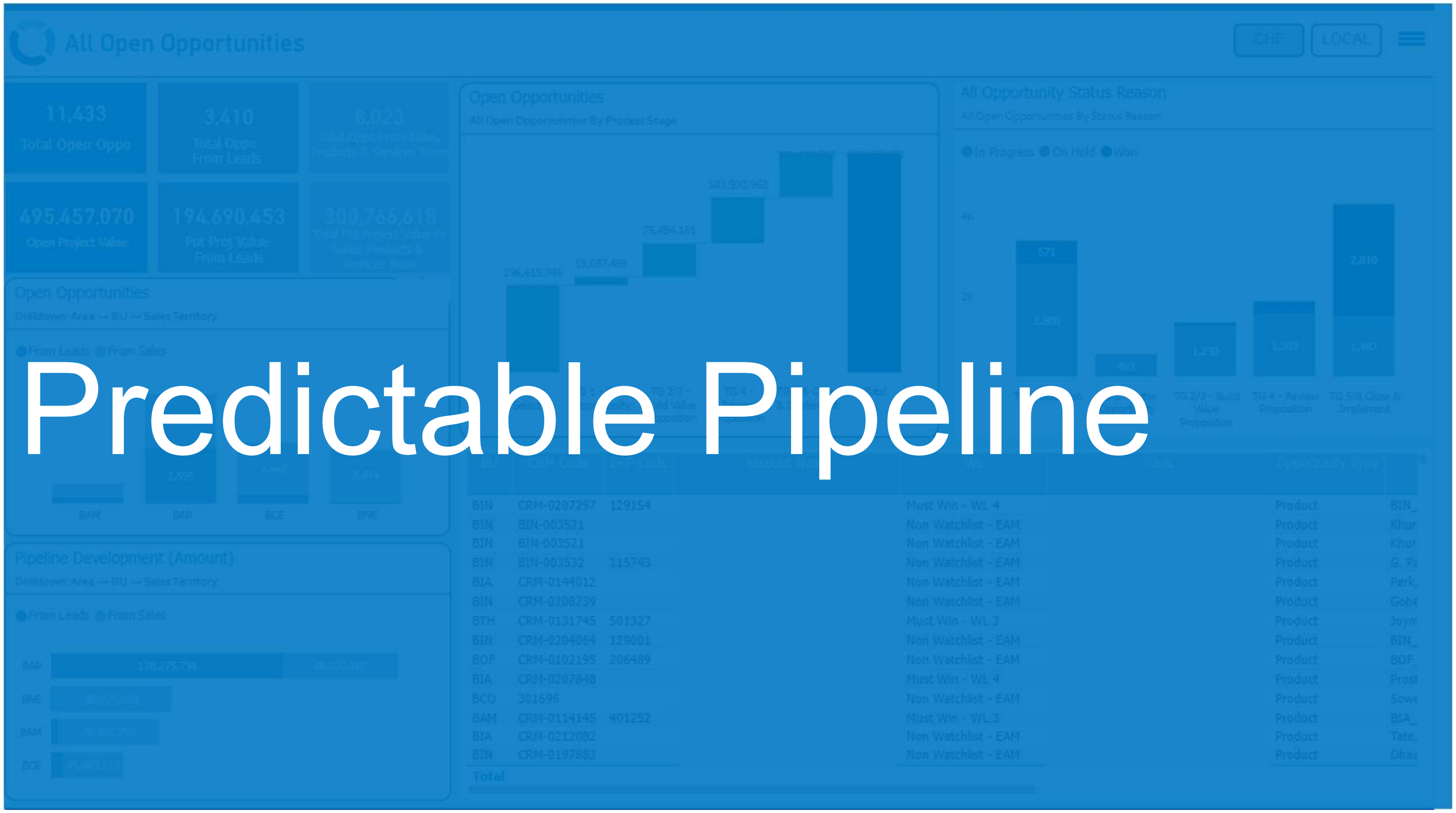
TOWARDS 2031 & BEYOND

Growth Acceleration



BU	CRM Code	ERP Code	Account Name	WL	Topic	Opportunity Type	
BIN	CRM-0207297	129154		Must Win - WL 4		Product	BIN_
BIN	BIN-003521			Non Watchlist - EAM		Product	Khur
BIN	BIN-003521			Non Watchlist - EAM		Product	Khur
BIN	BIN-003532	115743		Non Watchlist - EAM		Product	G. Pa
BIA	CRM-0144012			Non Watchlist - EAM		Product	Perk,
BIN	CRM-0208239			Non Watchlist - EAM		Product	Gohe
BTH	CRM-0131745	501327		Must Win - WL 3		Product	Joym
BIN	CRM-0204064	129001		Non Watchlist - EAM		Product	BIN_
BOF	CRM-0102195	206489		Non Watchlist - EAM		Product	BOF_
BIA	CRM-0207848			Must Win - WL 4		Product	Prost
BCO	301696			Non Watchlist - EAM		Product	Sowe
BAM	CRM-0114145	401252		Must Win - WL 3		Product	BIA_
BIA	CRM-0212082			Non Watchlist - EAM		Product	Tate,
BIN	CRM-0197883			Non Watchlist - EAM		Product	Dhav
Total							

Growth Acceleration



Predictable Pipeline

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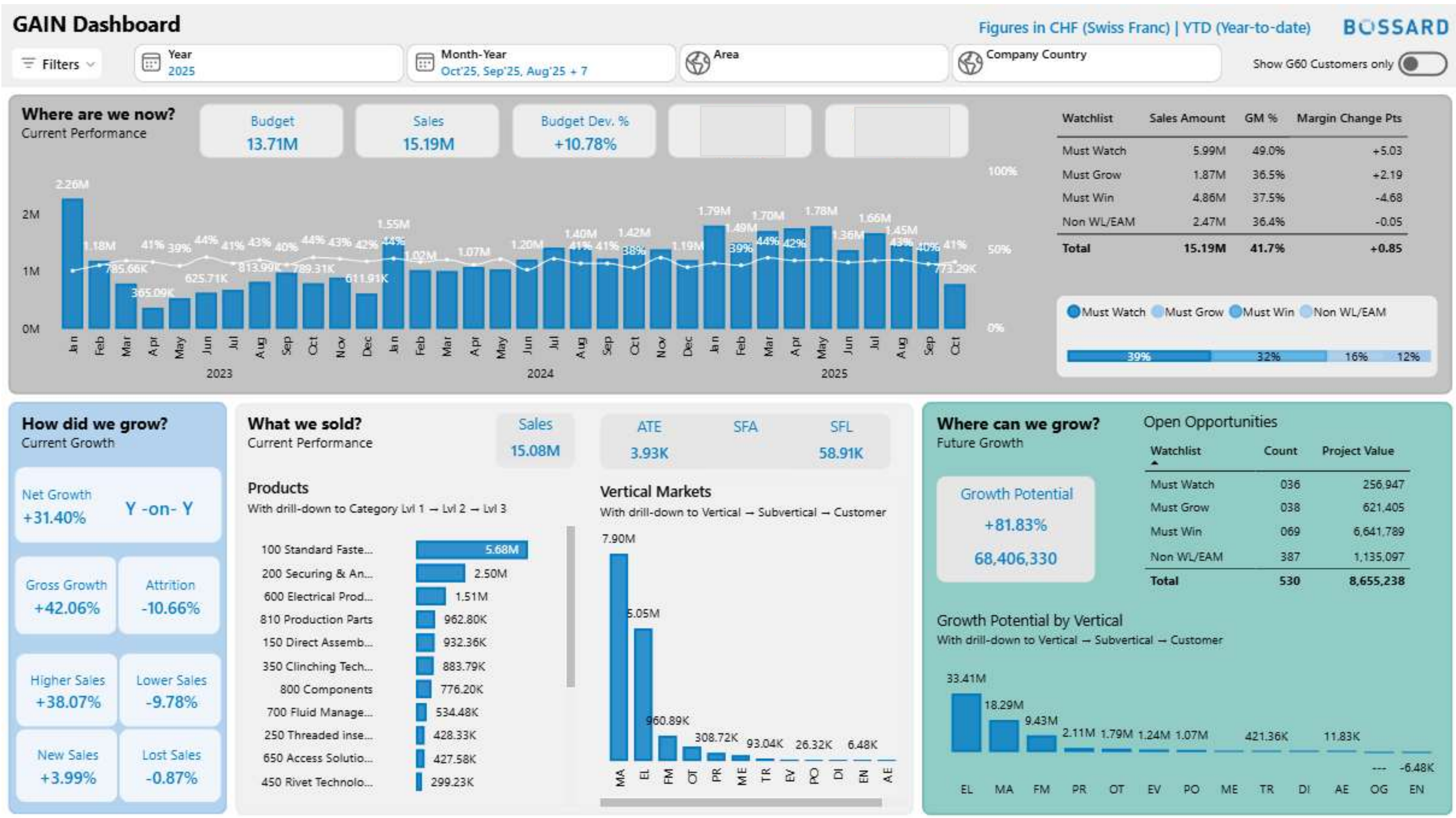
TOWARDS 2031 & BEYOND

Growth Acceleration



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TOWARDS 2031 & BEYOND

Growth Acceleration

TOWARDS 2031 & BEYOND

Growth Acceleration

2. Global 60 Program (G60) – to increase Share of Wallet of global Base across all 4 Continents

- Strategic Partnership
- Scalable Growth
- Consistent Synergies

Growth Acceleration

3. High Performance Sales Leadership Coaching Program – Scalable Sales Culture

- **Preboarding** – Every Sales Leaders to have 3 Years Growth Plan agreed
- **Module 1** - From Insights to Impact
  - Sales BI 10 key Insights (quantitative) & Assessment
  - 5 high Performance qualitative Traits & Assessment
- **Module 2** - Driving for Results
- **Module 3** - Coaching & Support – global Scalability & build Consistency

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TOWARDS 2031 & BEYOND

Growth Acceleration

3. High Performance Sales Leadership Coaching Program – Scalable Sales Culture

- **Preboarding** – Every Sales Leaders to have 3 Years Growth Plan agreed
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Coaching for Impact

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TOWARDS 2031 & BEYOND

Sustainable Growth

Efficiency that converts

– From top Funnel → Conversion → Sales Execution

Insights that accelerate

– BI Dashboards that turn Data into Growth

Leaders that drive Growth

– Coaching & Capability Building that embed a high-performance Culture

Voice that guide Growth

– Customer Satisfaction & net Promoter Score into our Performance Cycle

STR 200

Growth Acceleration

3

Operations Engine

Gaetano Pasta, Program Manager ERP | Angie Ilic, Project Manager AI

BOOST and STR200 – Line of sight

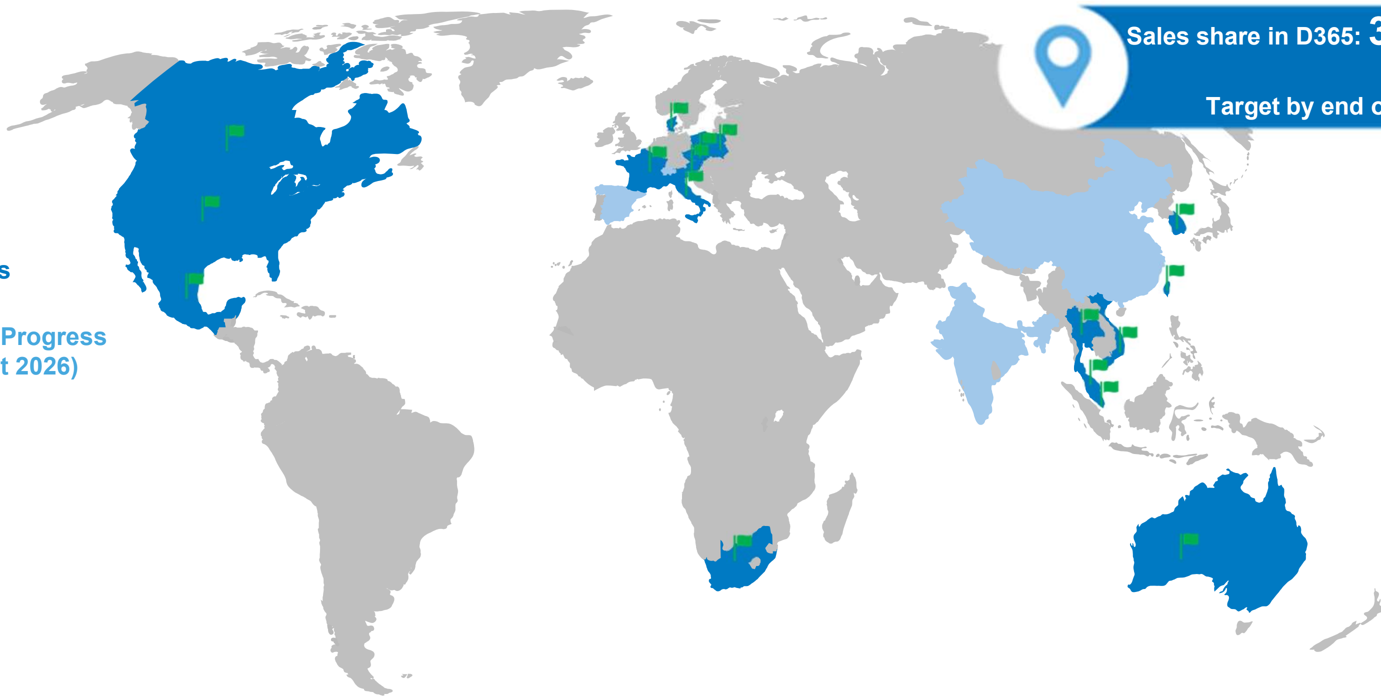
BOOST Program Outcomes	Bossard 200 - Strategic Outcomes
One integrated Solution Global Standard Business Processes Single Business and Customer Data Source	**One Bossard** ONE Company that acts, feels and behaves the same. Ideas and best Practices are shared globally
Actionable Sales Insights Central Reporting and Forecasting Global Profitability Model	**Sales Engine** Growing our Business Creating new Opportunities
Meaningful Customer Insights Electronic Data Interchange (EDI) with Partners Digital quote-to-cash Process	**Customer Centricity** Stronger Customer Loyalty Increase our Competitive Advantage
Globalized Supply Chain Operations Central Inventory Management Advanced Supplier Relationship Management	**Operation Engine** Global Supply Chain Excellence based on the Principles of Efficiency, Effectiveness, Speed, and Agility

BOOST

Progress and Live Units

Sales share in D365: **38 %**

Target by end of 2026: **61 %**



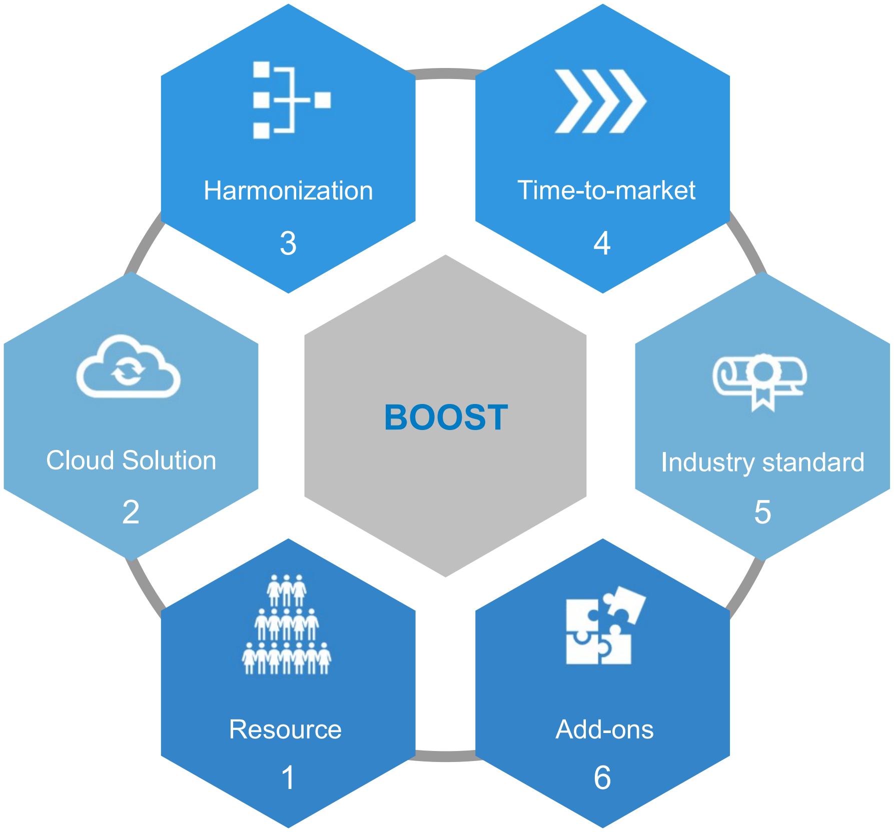
BOOST Live Units

BOOST Units - in Progress (completion target 2026)

5.5 years to engineer and rollout a **full ERP solution suite** in **19 countries** and **23 locations** across the globe

BOOST

Quantitative Wins



1. Resource scalability - broad availability of skilled Microsoft resources on the market
2. Solution scalability to match our customers needs through cloud hosting with resourceful partners
3. Process harmonization for quantifiable results and common data for global improvements
4. Speed to market for globally available features that improve customer experience and create stickiness
5. Offering integrated solutions to our customers based on industry standards
6. Diversification and specialization options via Add-ons and Independent Software Vendors

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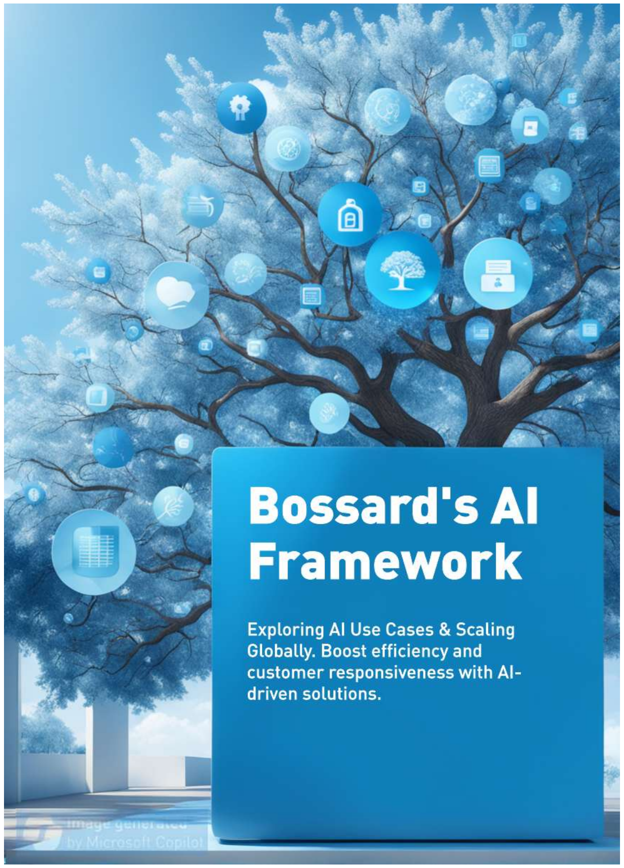
BOSSARD AI FRAMEWORK

Building the foundation for secure and scalable AI adoption



Productivity & Efficiency

Automating routine tasks frees up resources and improves margins.

Customer Value

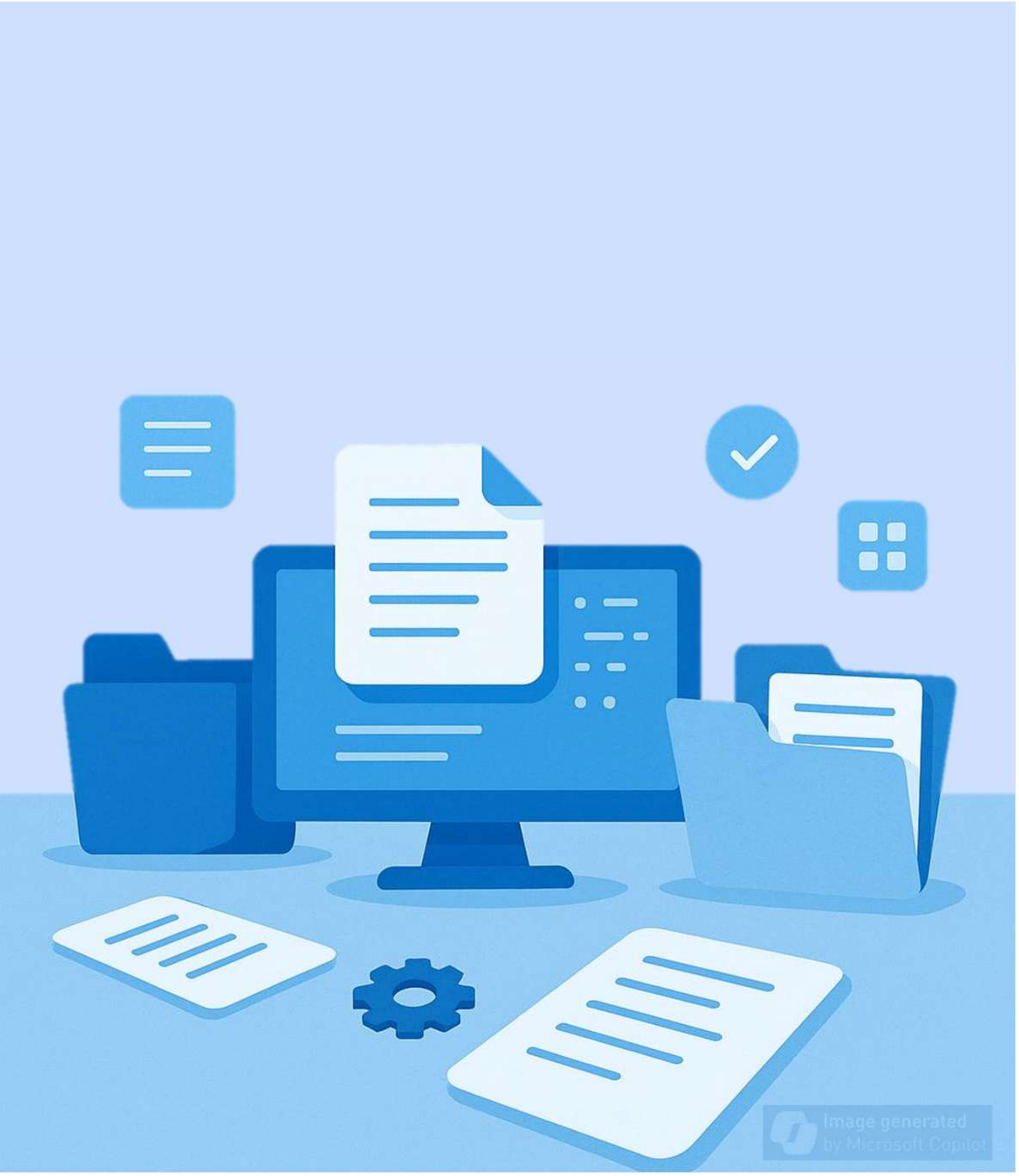
Faster, smarter responsiveness strengthens sales effectiveness and retention.

Global Setup & Awareness

AI council, developers and ambassadors drive adoption, while training builds skills and responsible use.

Trust & Compliance

Clear guardrails and data security ensure safe, scalable deployment.



BOSSARD AI TOOL

Document processing program

The Document Processing Program automates the extraction, classification, and validation of data from documents, enabling faster workflows, improved accuracy, and better decision-making.

Potential use cases:

Purchasing Orders, Invoices, Certificates, Drawings, Delivery Notes

Process

User sends mail with document to tool

Document processing program will classify the document

The tool will extract & validate the data

User can review the results and then send it to systems (ERP)

Reducing manual workload and speeds up processes

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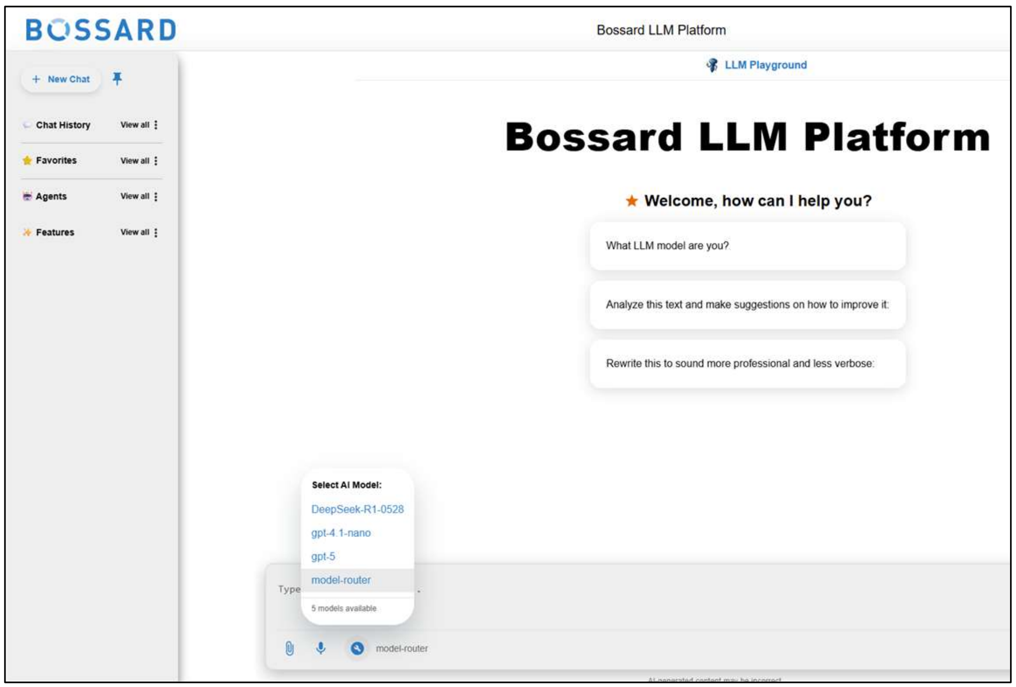
BOSSARD AI PLATFORM

Introduction

Vision

«The place to go for AI»



Why it matters

Bossard leverages AI to increase productivity, accelerate customer engagement and build a scalable platform for profitable growth – all underpinned by trusted data security.

Key Features

- **Productivity Gains:** supports in daily tasks, generating content (reports, presentations...)
- **Customer Impact**: Faster and smarter interactions improve sales conversion and retention
- **Scalability:** Flexible architecture ensures reliable deployment worldwide
- **Trust & Compliance:** Built-in safeguards guarantee data protection and regulatory compliance

4

Smart Factory Services

Remo Gander, VP Smart Factory

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Empowering the factories of tomorrow -
we *simplify* and bring *intelligence* into *operations* from supply chain, intralogistics to assembly, built on Proven Productivity.

Smart Factory Global Leadership Team
October 2025

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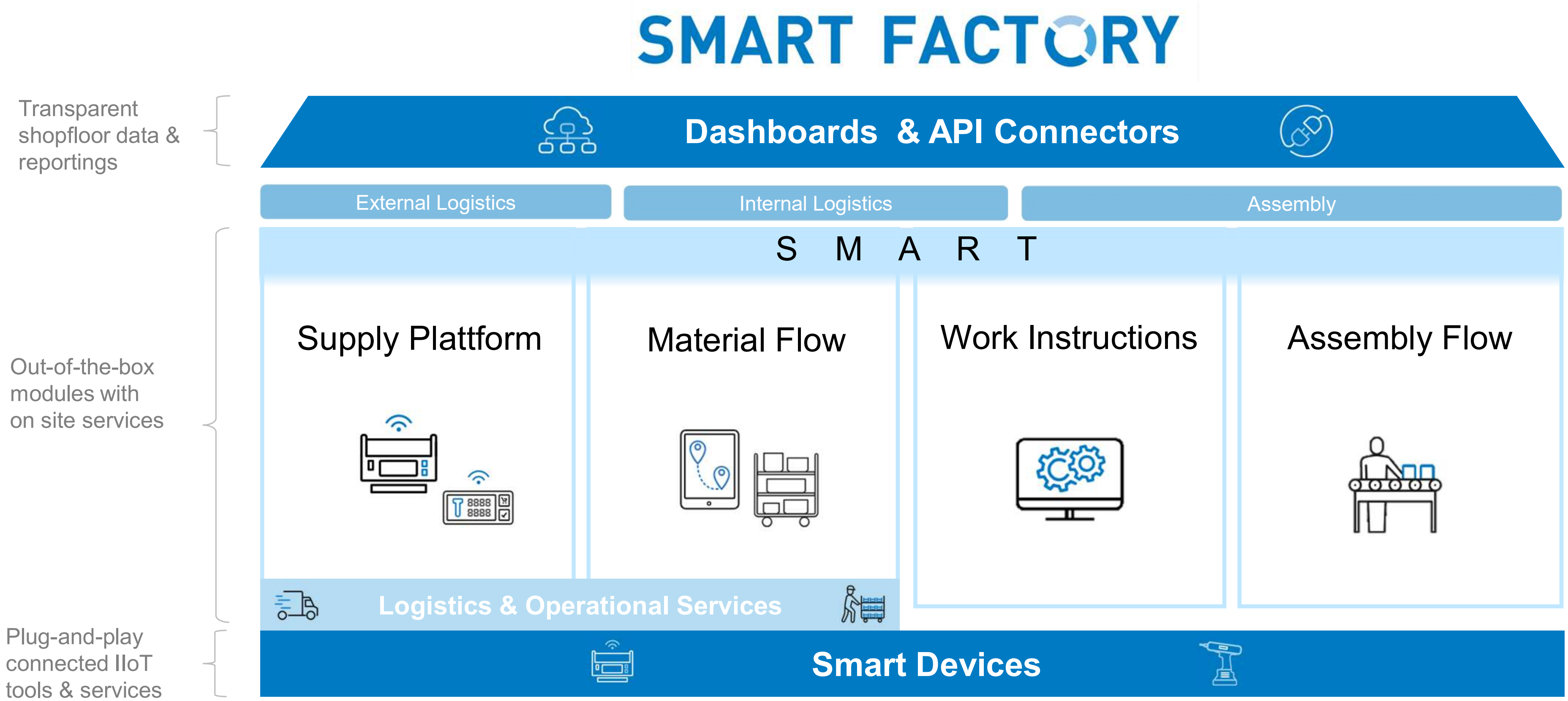
BOSSARD SMART FACTORY

Bossard Smart Factory Suite of Offerings



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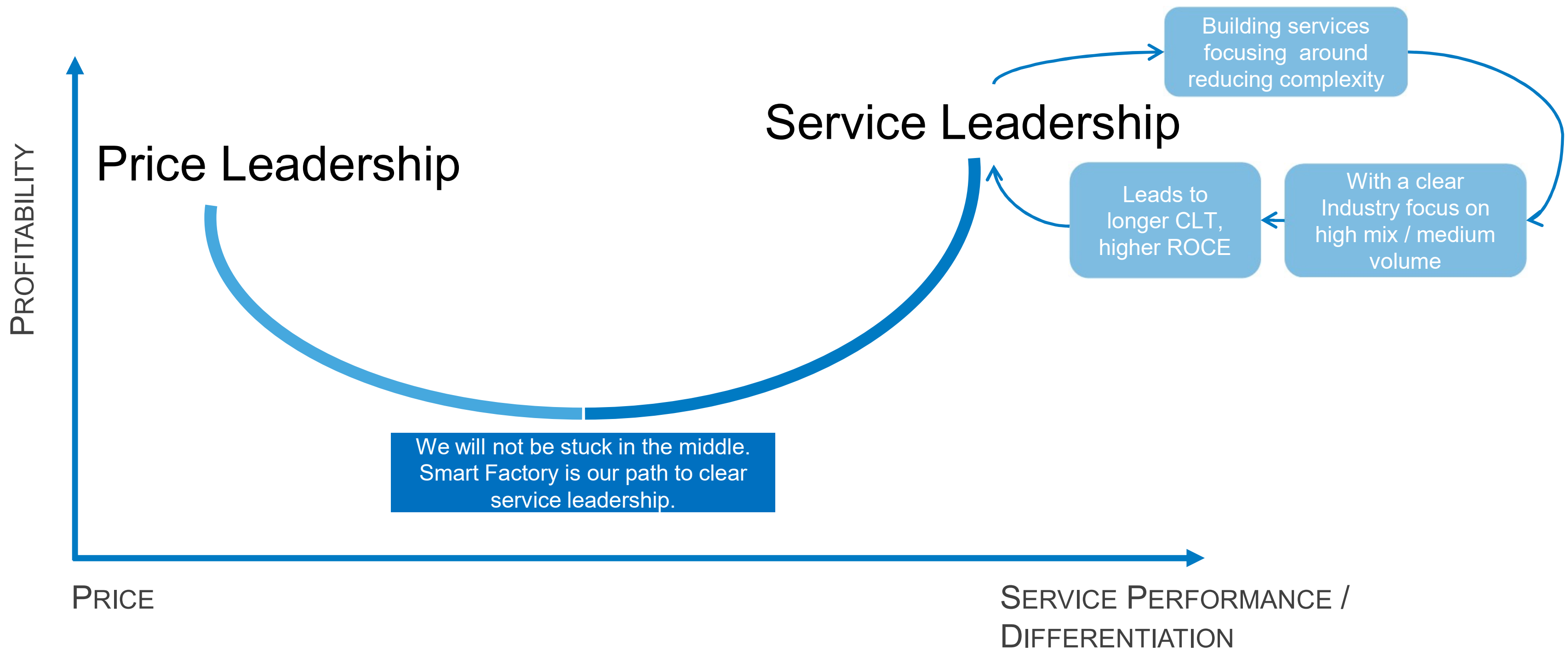
WHY SMART FACTORY MATTERS

Market positioning



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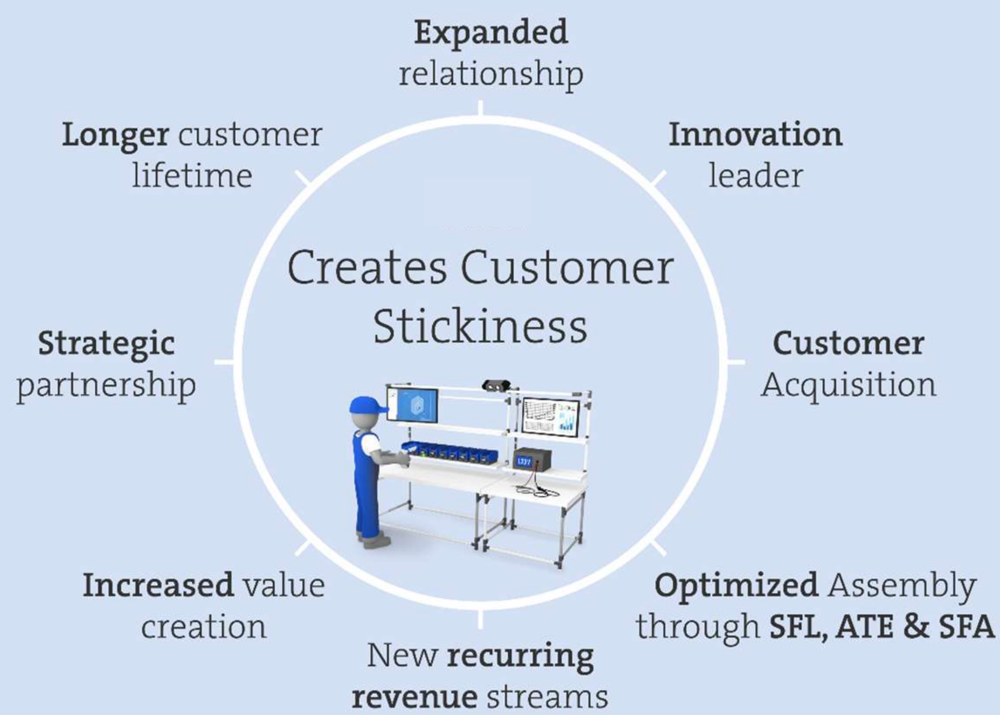
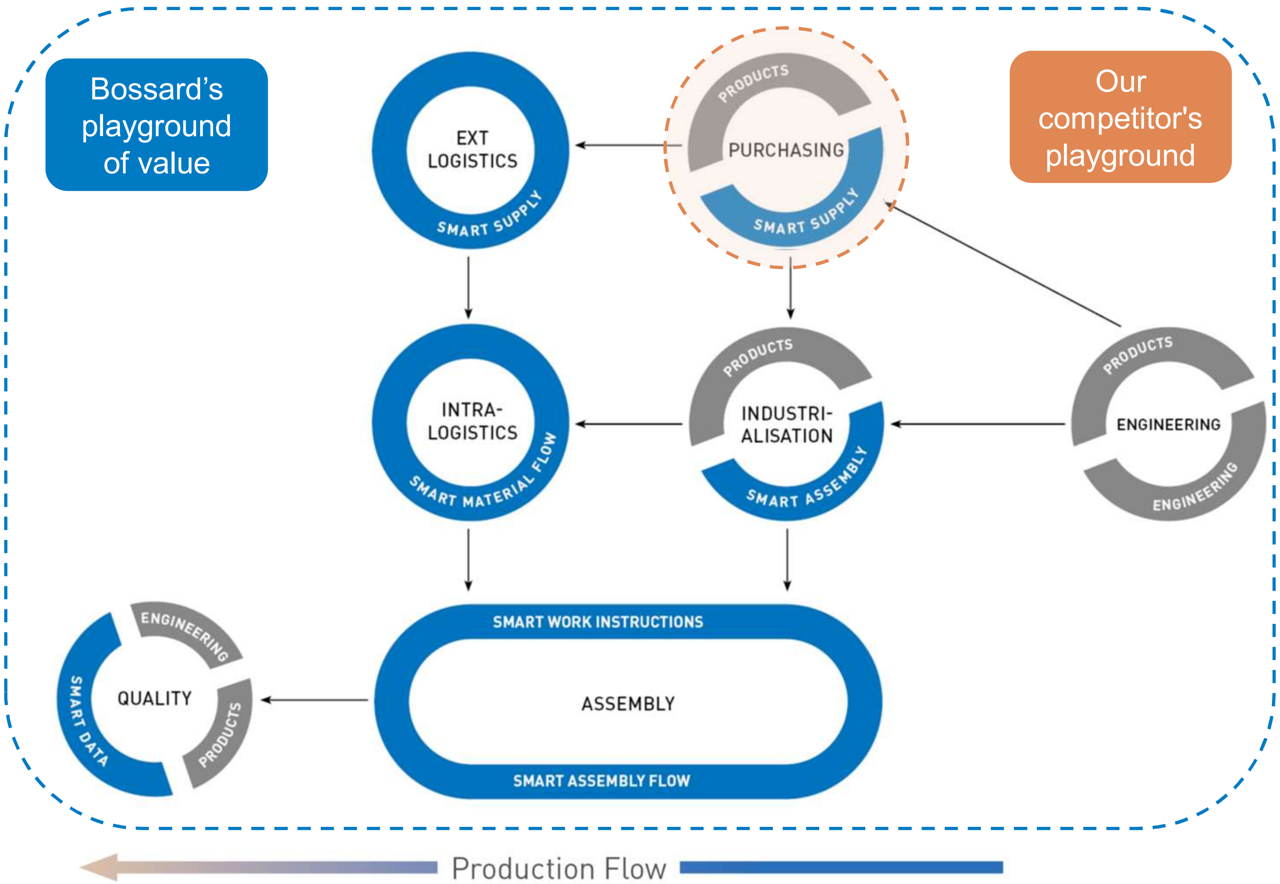
Smart Factory Services create strategic advantage



WHY SMART FACTORY MATTERS

Bossard's Playground of value as a strategic advantage

1. **Customer Stickiness**
   Deeper integration across value chains, wide network and increasing customer lifetime value
2. **Cross-Selling Engine**
   Smart Factory opens doors for other Bossard services and products
3. **Share of Wallet**
   Recurring revenues from different pockets
4. **New Customer Acquisition**
   Door-opener for new accounts



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WHY SMART FACTORY MATTERS

Customer SME Examples 2025

Smart Supply
Example

ARTIDIS

- Revenue before Smart Supply: 5,700 CHF

12× revenue increase

Replicated the logistics concept in a new factory

- Revenue with Smart Supply: 72,000 CHF

- Getting new business in Houston

Smart Factory was the key enabler to win new business abroad

Smart Assembly
Example

Hydra Specma

- Won a customer with Smart Assembly: 100,000 CHF project

Scaled the concept across 4 additional EU and Asian factories

Total 4 new customers

- New factories didn't have business with Bossard before
- Opened cross-selling opportunities with **Smart Supply** and **Product**

- Smart Factory potential 700,000 CHF
- Product potential 500,000 CHF

Smart Factory gave us access to four new factories we couldn't reach before

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WHY SMART FACTORY MATTERS

Market Outlook

The global ***Smart Factory market is expected to grow at > 10 % CAGR through 2030****, driven by labor shortages, cost pressure, and digitalization trends. With Bossard's proven productivity and scalable architecture, we are well positioned to capture share in this accelerating market.*

1. **Strengthen Bossard's position as a strategic Smart Factory partner**
   Increase customer awareness and understanding of our Smart Factory capabilities and value

2. **Accelerate account-based selling**
   Focus on our ideal customer profiles with a more centralized, Smart Factory-led go-to-market model

3. **Modular, repeatable solutions**
   Stand-alone Smart Factory service modules: fast to deploy, easy to connect, designed to scale

5

Financial Performance & M&A

Stephan Zehnder, Group CFO

MID-TERM FINANCIAL TARGETS

… after a phase of investments

- Sales:
  Organic sales growth target of > 5 %

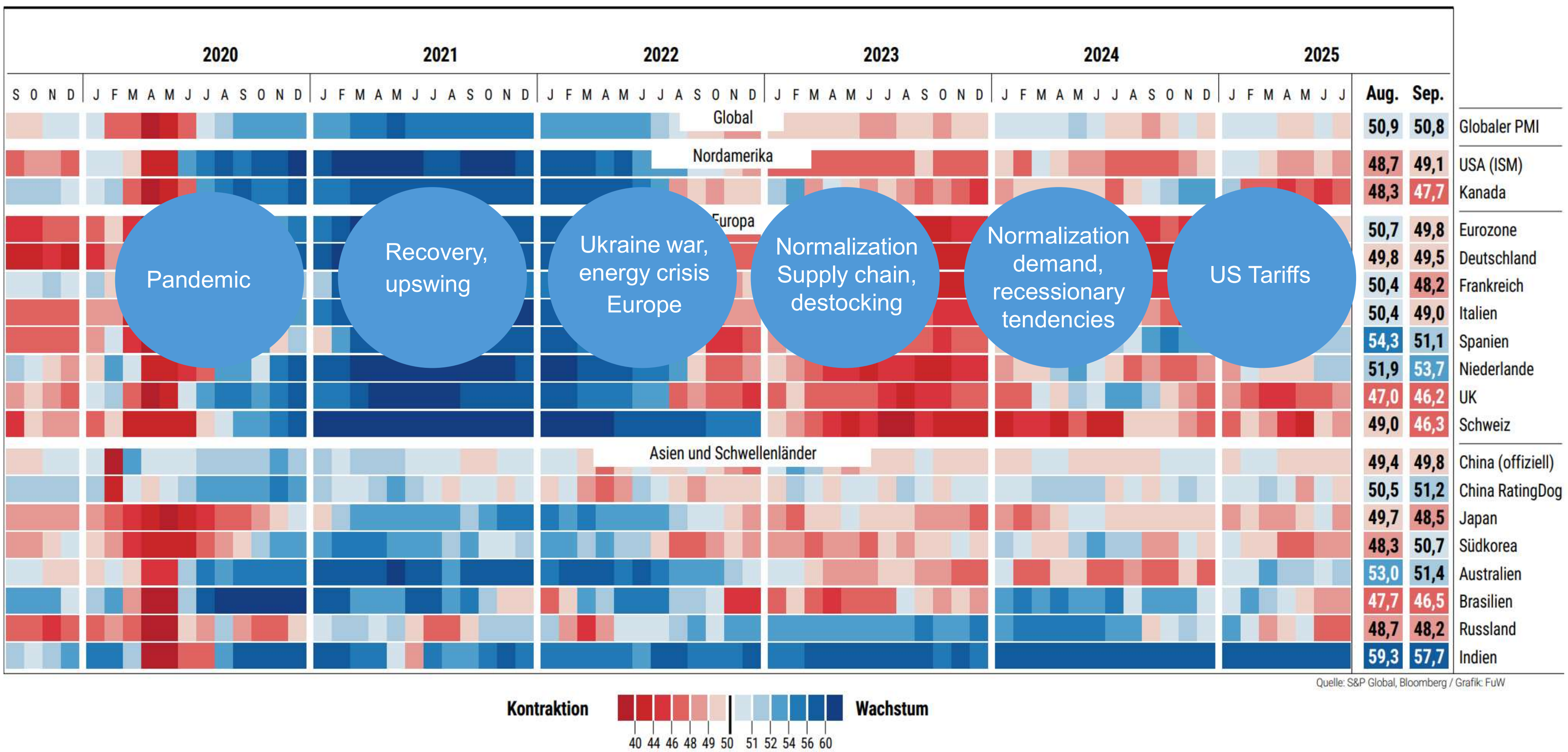
- Operating profit margin (EBIT):
  Target range of 12 % - 15 %

- Balance sheet:
  Equity ratio > 40 %

- Dividend payout ratio:
  40 % of net income

BUSINESS ENVIRONMENT

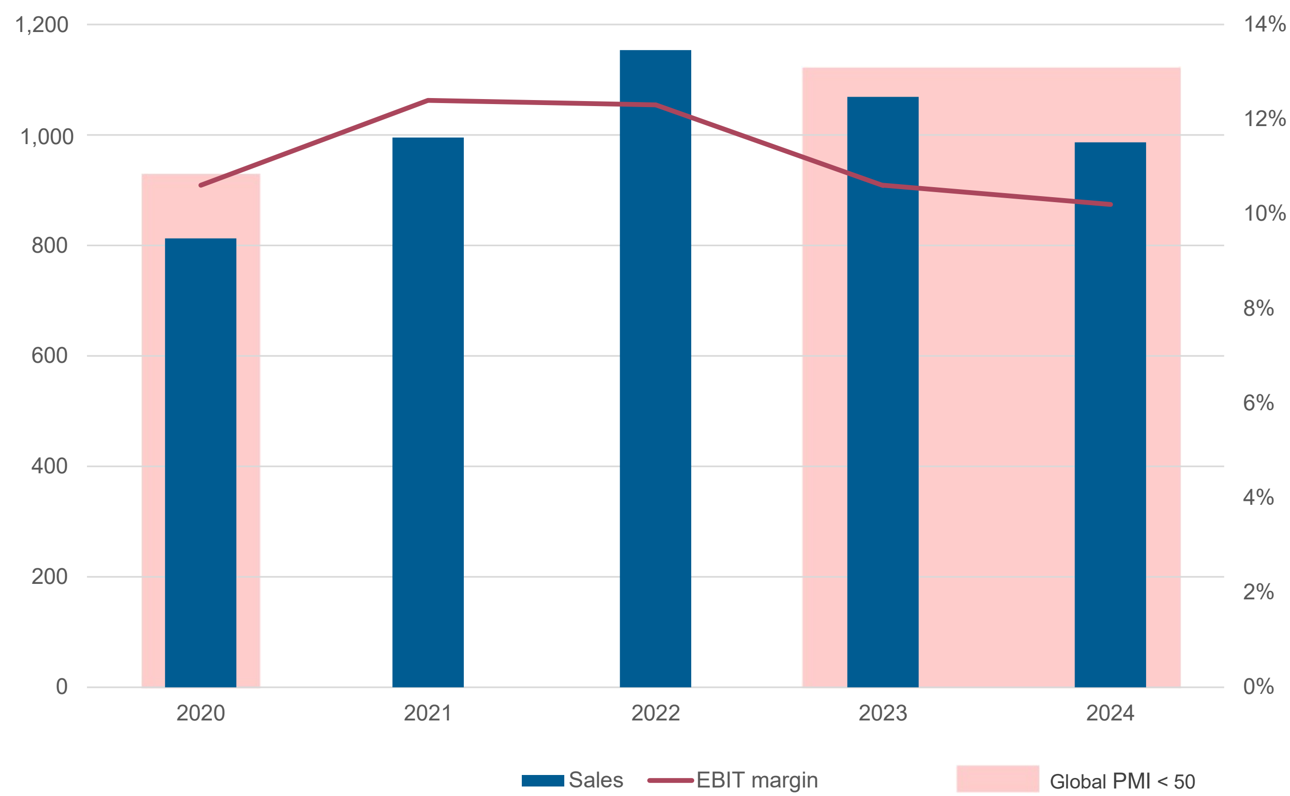
PMI development 2020-2024



STRATEGY 200

Sales & EBIT margin development

in CHF million

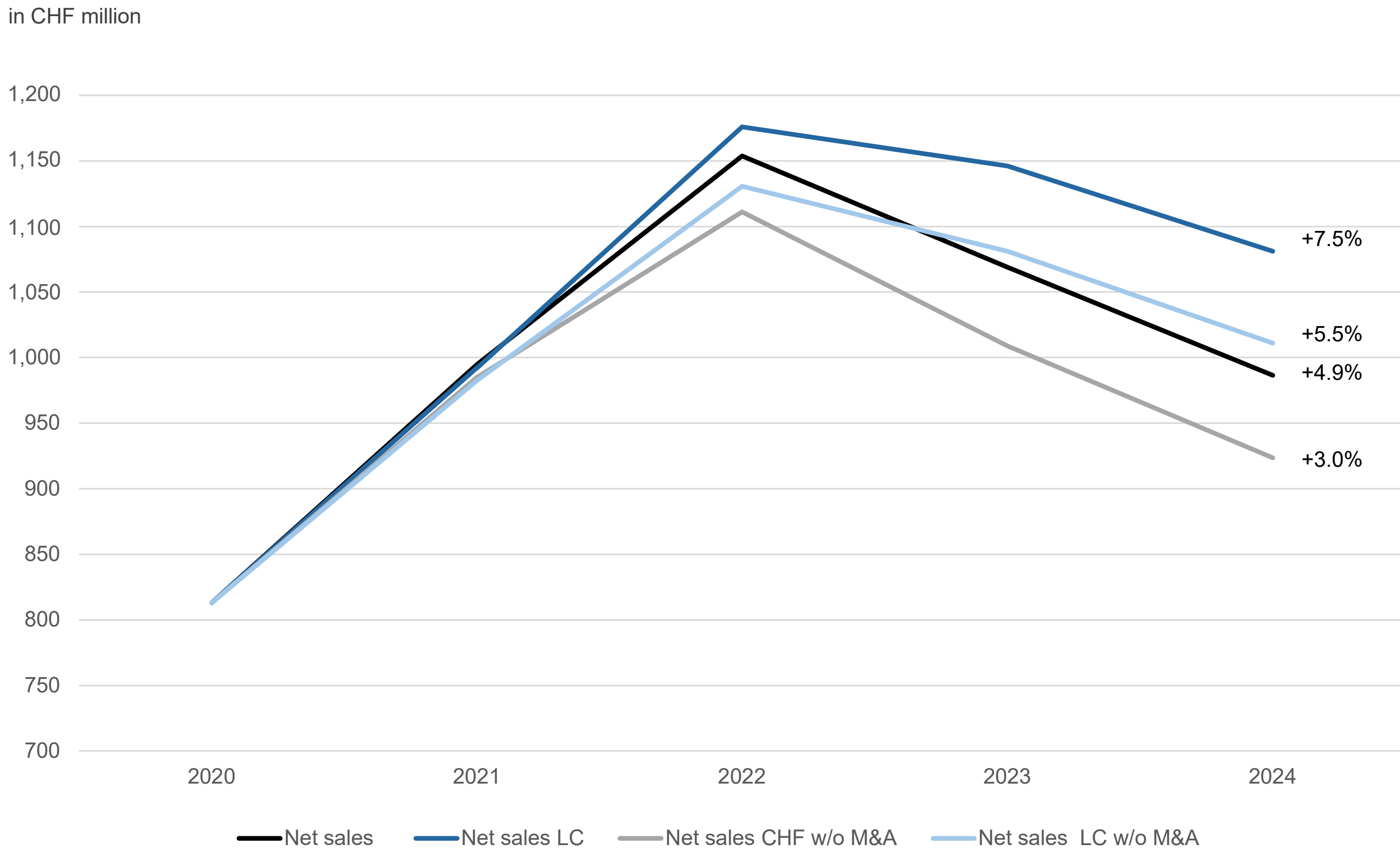


Main drivers of lower sales and EBIT margin development

- Lower sales volume to due to economic environment
- Strengthening of the Swiss Franc
- Higher operational costs due to inflation, especially personnel costs
- Additional costs related to the ERP Rollout (FTE and costs)
- Higher IT costs due to more SaaS software solutions

STRATEGY 200 – KPI DASHBOARD

Net sales 2020-2024



CAGR	2020-2024
Net sales	4.9%
Net sales LC	7.5%
Net sales CHF w/o M&A	3.0%
Net sales LC w/o M&A	5.5%

Local currency (LC): basis average exchange rates 2020

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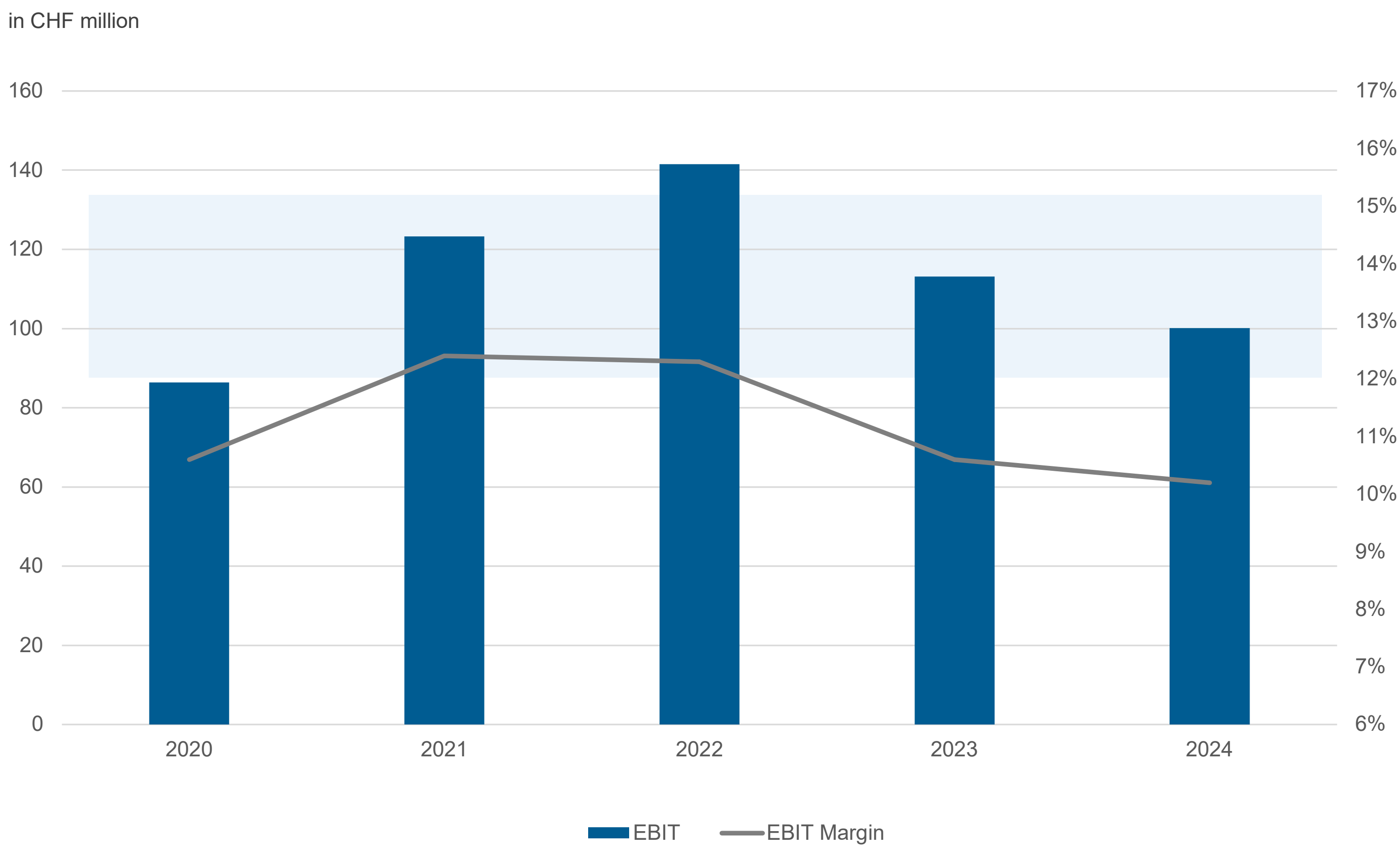
STRATEGY 200 – KPI DASHBOARD

EBIT margin - target range 12 % - 15 %



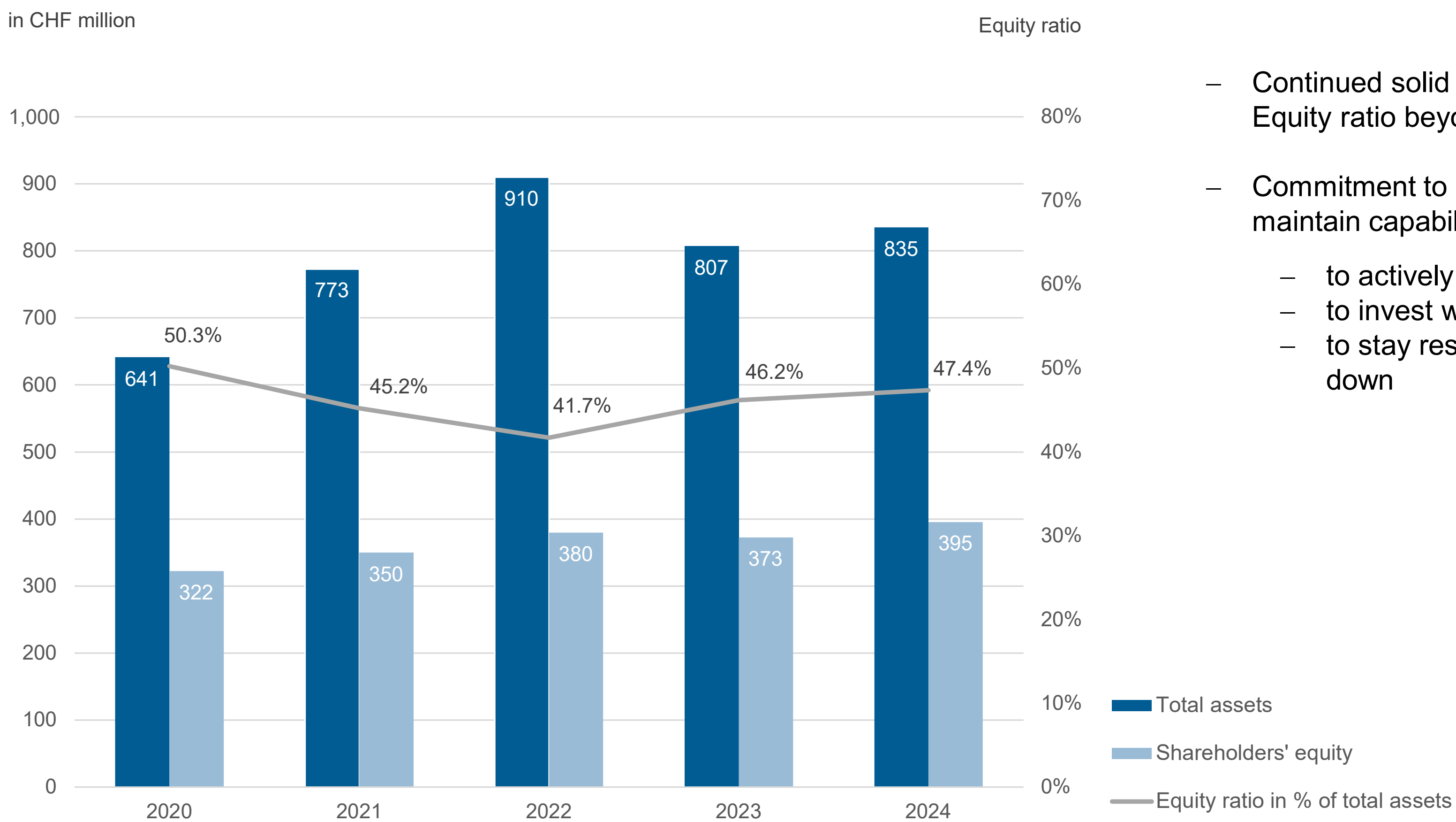
CAGR	2020-2024
EBIT	3.7%
EBIT LC	6.4%
EBIT CHF w/o M&A	-0.9%
EBIT LC w/o M&A	1.7%

Local Currency (LC): basis average exchange rates 2020

BOSSARD

BALANCE SHEET

Solid capital structure

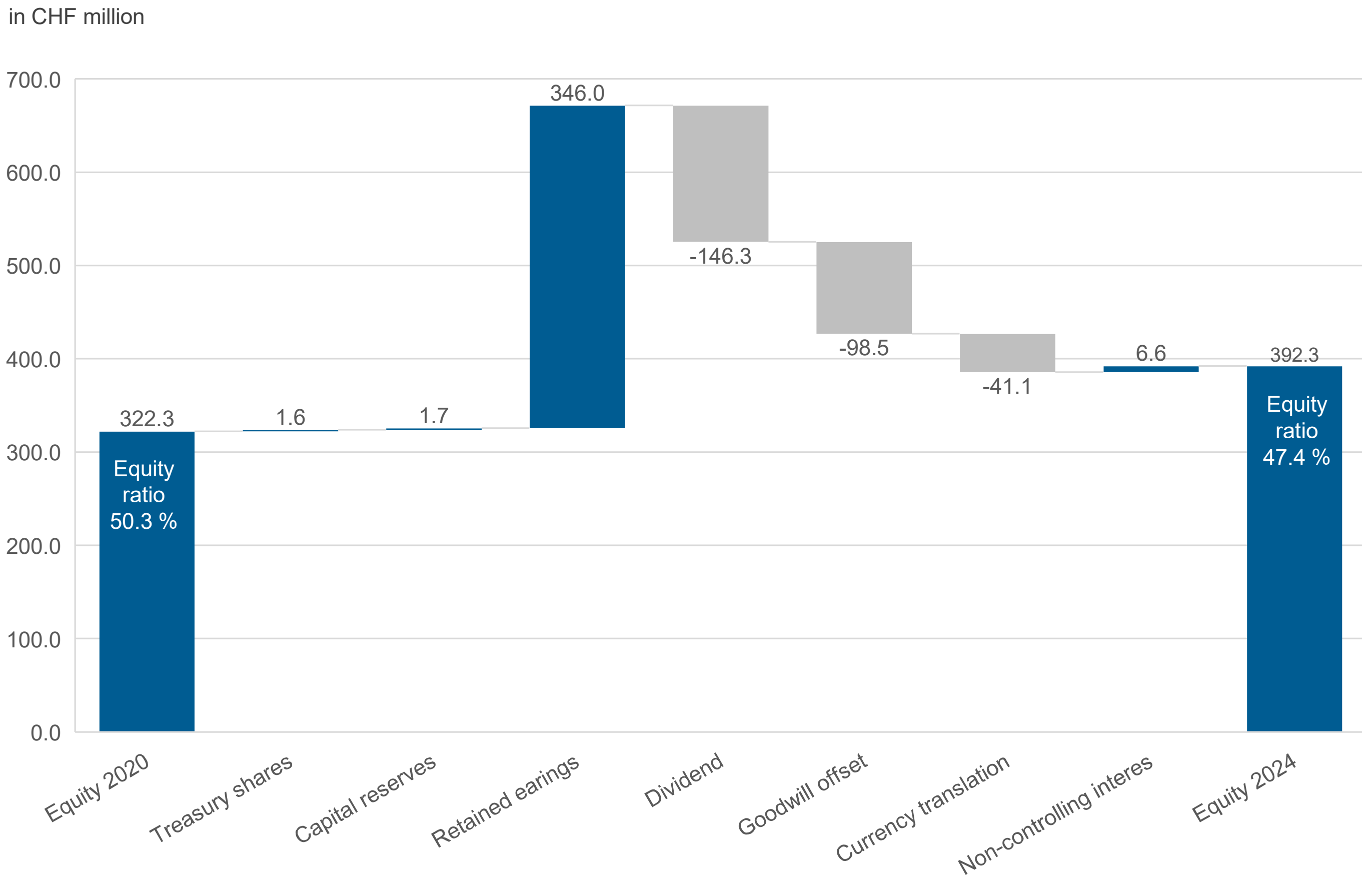


- Continued solid balance sheet
  Equity ratio beyond the target of 40 percent
- Commitment to a stable capital structure to maintain capabilities:
  - to actively act on operational tasks
  - to invest when opportunities arise
  - to stay resilient when markets slow down

BOSSARD

BALANCE SHEET

Change in Equity 2020-2024



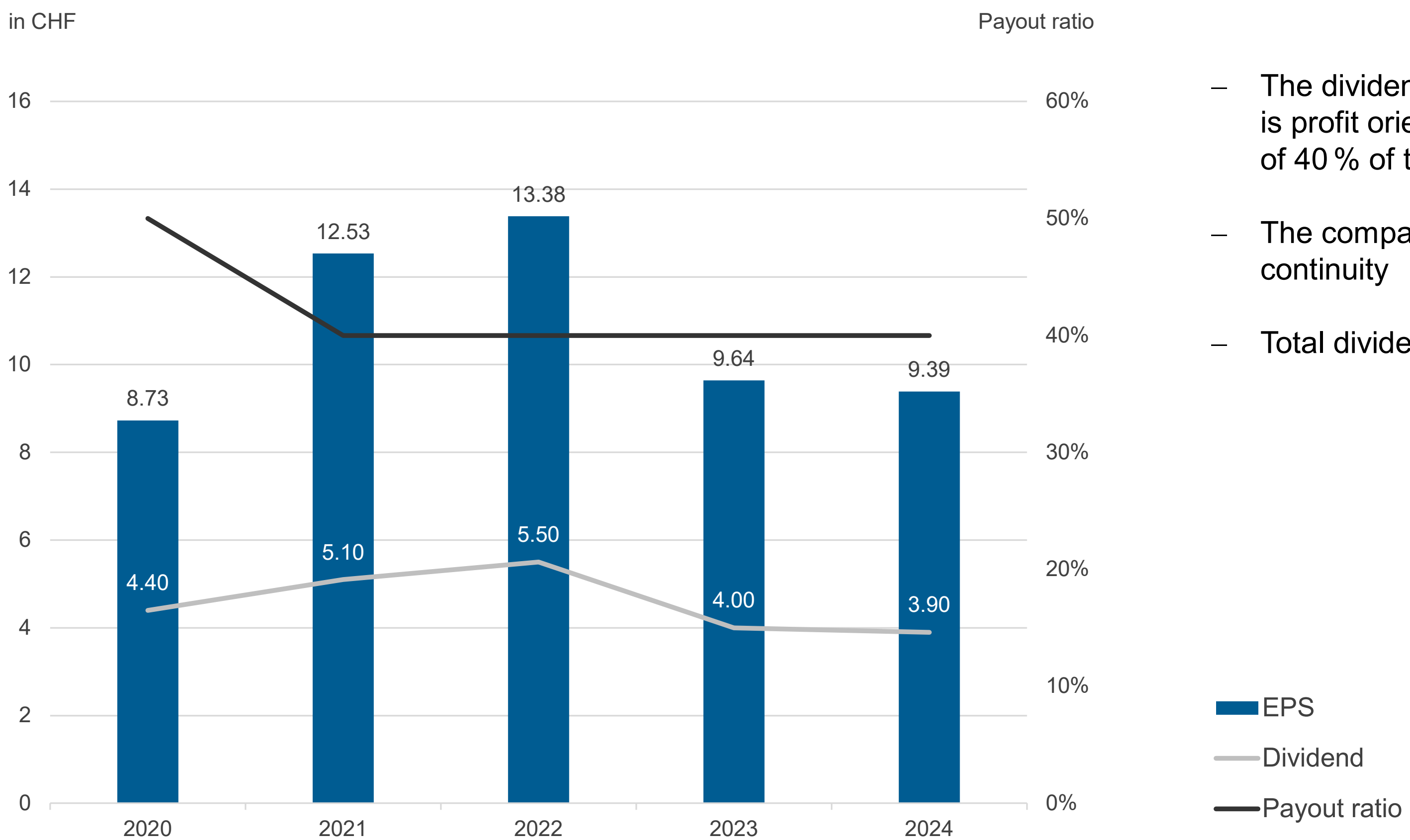
Main influencing drivers:

- Stable operating performance in a volatile market period
- Shareholder returns through dividend distribution
- Targeted M&A investments
- Currency translation effects due to the appreciation of the Swiss franc

BOSSARD

DIVIDEND POLICY

40 percent payout of net income

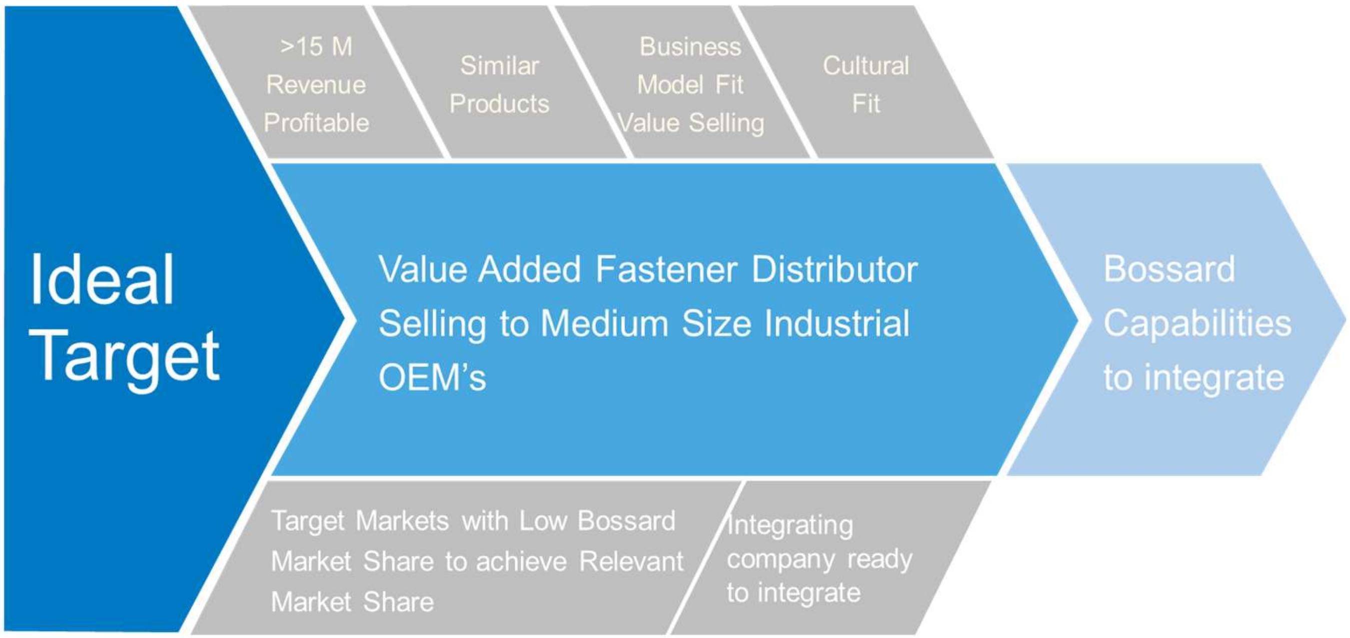


- The dividend policy of the Bossard Holding AG is profit oriented and based on a payout ratio of 40 % of the net income.
- The company is committed to dividend continuity
- Total dividend payout of 146.3 million CHF

M&A is a tool to make Bossard better by acquiring Talent, Markets and new Capabilities

M&A PROCESS AND ORGANIZATION - Two dimensions of our M&A strategy

Ideal target – what we are looking for



- Strategic fit to strengthen our position
- Shared value – culture matters, both sides believing in innovation, reliability and long-term partnership
- Readiness to integrate to connect operationally, technologically and culturally

Ideal target – what we are looking for

- Build, borrow or buy
- Complement existing strength but also leverage know-how and capabilities
- Creating synergies to drive sustainable value

M&A

Acquisitions 2020-2025

Total 157 million CHF
in sales acquired

2020

Bossard Norway
- Increase investment from 60 % to 100 %

2021

Jeveka B.V. Netherlands
- Sales EUR 27 million

2022

Penn Engineered Fastener Canada
- Sales USD 25 million

2023

Bossard Irland
- Increase investment from 95 % to 100 %

2024

Dejond Fastening Belgium
- Sales EUR 15 million

Aero Negoce France
- Sales EUR 25 million

2025

Ferdinand Gross Germany
- Sales EUR 80 million

Bossard is a global leading partner of intelligent solutions for industrial fastening technology

BOSSARD

BOSSARD GROUP

Financial discipline remains the backbone of our strategy

Capital Allocation Priorities

- Invest in organic growth and innovation – particularly in smart factory and digital supply chain solutions
- Pursue targeted acquisitions that accelerate strategic capabilities
- Maintain a solid balance sheet – ensuring flexibility and resilience
- Return value to shareholders – through sustainable dividends and prudent reinvestment

BOSSARD

Bossard - a strong, resilient and entrepreneurial investment case

1 PROVEN AND SCALABLE BUSINESS MODEL
- Advanced services and engineering expertise create customer stickiness
- Strong market position in fragmented market

2 DIVERSIFICATION
- Diversified customer base in all major sectors
- Global footprint with local operations ensures flexibility and resilience
- Dual sourcing strategy

3 SUSTAINABILITY EMBEDDED IN BUSINESS MODEL
- Proven Productivity and smart solutions reduce resource use and emissions
- ESG strategy drives long-term competitiveness and customer loyalty

4 OPERATIONAL PERFORMANCE
- High level of recurring revenue based on long-term partnerships with customers protects margins
- Continuous investments to improve operational efficiency

5 SOLID BALANCE SHEET
- Goodwill from acquisitions offset against equity
- Disciplined financing structure
- Attractive dividend yield

6 OPPORTUNITIES FOR PROFITABLE GROWTH
- Continued automation trend and global staff shortages
- Focus on growth industries such as electromobility, electronics, robotics, railway and aerospace
- Growth potential through M&A in a consolidating market

6

Wrap-Up and Q&A

Daniel Bossard, Group CEO | Stephan Zehnder, Group CFO

Thank you!

Bossard Strategy Day | October 29, 2025