

Full-year 2024 results

Zurich, February 27, 2025

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Agenda

Business update

Domenico Iacovelli

Reorganization and restructuring

Domenico Iacovelli

Financial review

Beat Neukom

Outlook 2025

Domenico Iacovelli

Q&A

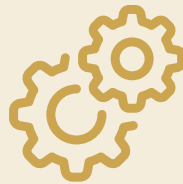
Domenico Iacovelli
Beat Neukom

Key figures 2024

CHF 625.4m

Order intake

Order intake declines by 21.2%
(-18.6% at constant exchange
rates)



CHF -47.4m

EBIT adjusted

excl Restructuring costs &
impairments



CHF 1.2m

Operating Free Cash Flow

Optimization of net working
capital



CHF 648.3m

Net sales

Net sales down 30.3%
(-28.1% at constant exchange
rates)



CHF -84.0m

EBIT

incl Restructuring costs &
impairments of CHF 36.6m



CHF 4.00

Dividend per class A share

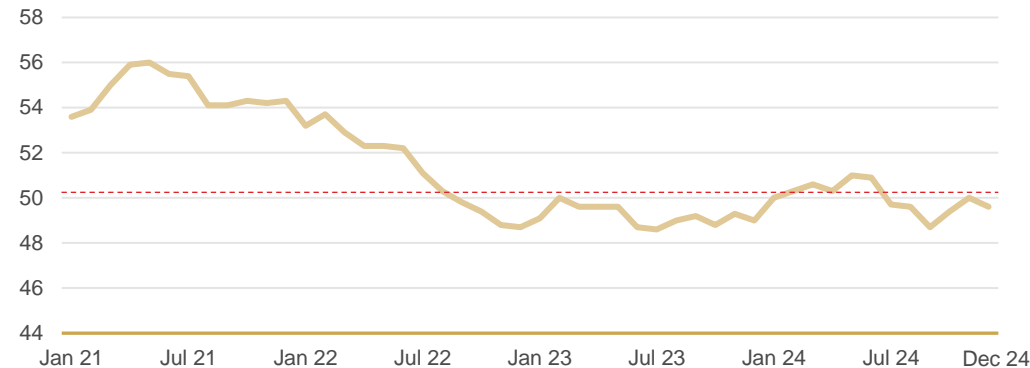
Proposal to the Annual
General Meeting 2025



Market dynamics – challenging situation in key sectors affects our order intake

JP Morgan global manufacturing PMI

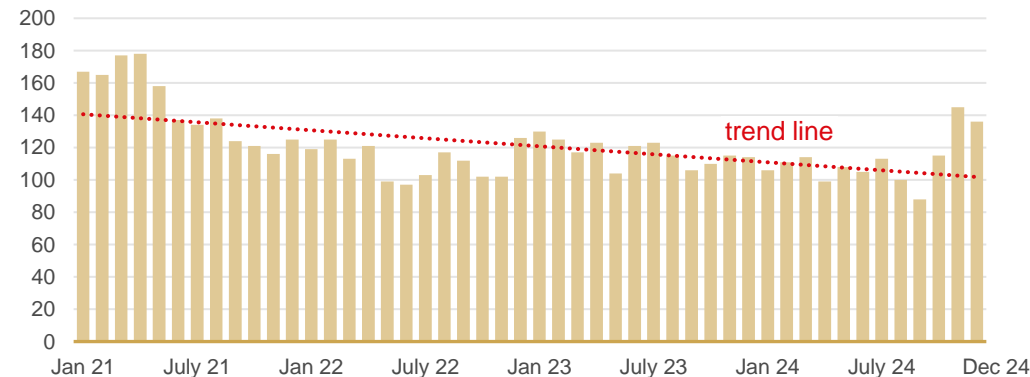
Economic indicator that measures the health of the manufacturing sectors



- PMI below 50 since mid-2022, indicating manufacturing recession
- Eurozone, especially Germany, in deep contraction; USA neutral
- Continued uncertainty expected to keep manufacturing subdued

Agriculture Economy Barometer

Index via a survey of producer – sense of the health of agriculture economy in the US

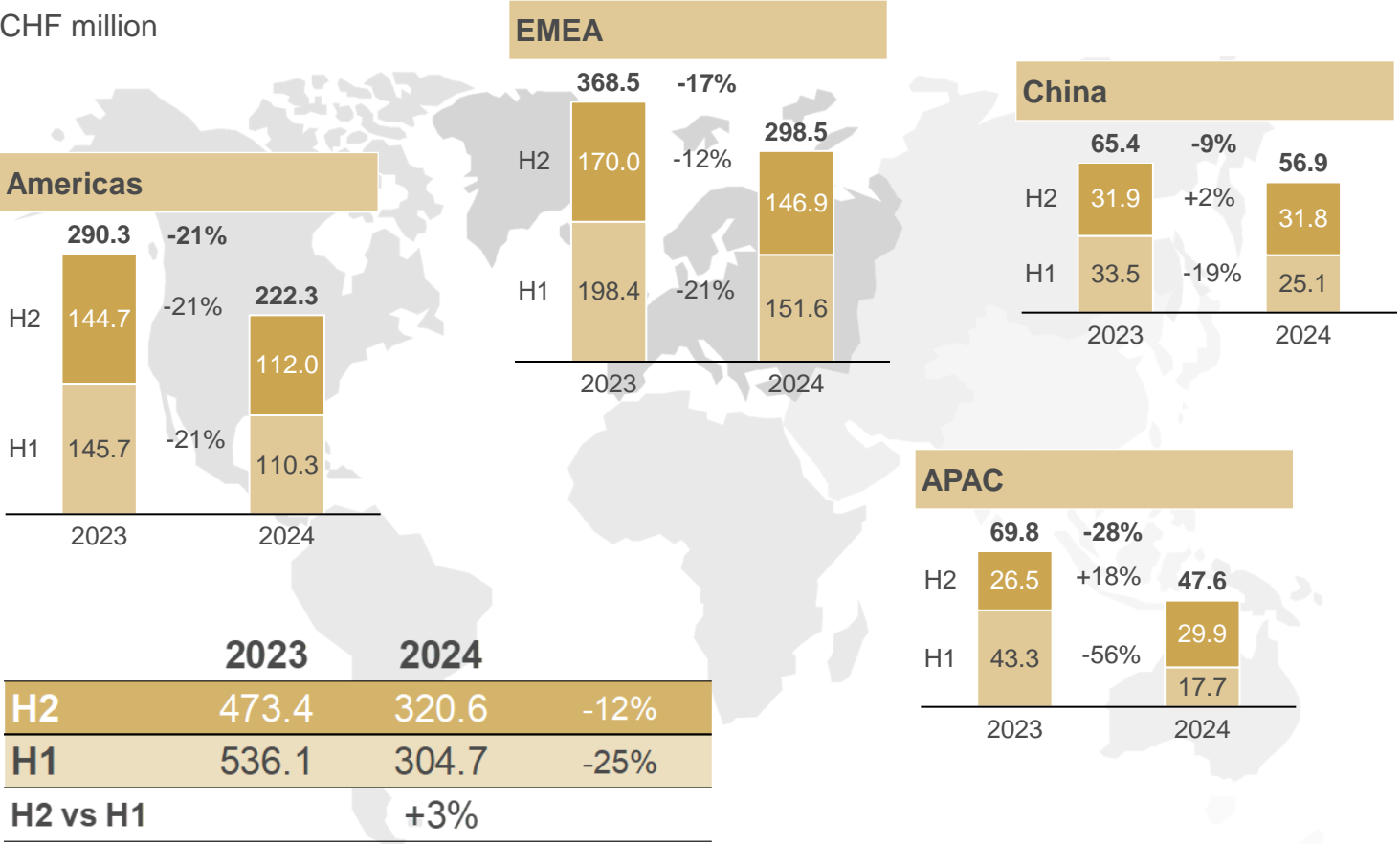


- Agriculture as a key end market for our business, especially in the Americas
- OEMs insourcing production due to undercapacity, disadvantaging job shops.
- Q4 2024 increase primarily attributable to short-term effects post-US election

Continued weak market environment in all regions and challenges in project execution

Order intake

in CHF million



Growth rates at constant exchange rates

Regions

- **EMEA:** structural economical challenges in main countries of the Eurozone in all industries
- **Americas:** prolonged decision-making process ahead of US elections and continued high interest rates.
- **China:** continued weak momentum and highly-competitive
- **APAC:** low demand in key markets such as Korea

Overall

- Challenges in project execution and customer satisfaction impacted our market position
- Customers hesitation towards Bystronic negatively impacted order intake

2024 Key Highlights – new product launches, customer and trade show successes



Mid-Size Bending Cell

- Successful launch
- Modular and compact design
- Powerful robot: up to 30kg parts
- Smart technology: automatic tool and gripper changes



EuroBlech & Fabtech

- Successful trade shows
- Customer centricity
- 2,700+ leads
- Innovative solutions



Smart Factory in Australia

- First smart factory in Australia
- Customer: Novon Lighting
- Automation and efficiency improvements

2024 Key Highlights – Swiss Technology Award winner - an innovative advantage



Intelligent Cutting Process (ICP)

Intelligent Cutting Process optimizes and automates the cutting process, enhancing efficiency, precision, and consistency in laser cutting systems

Up to 80% waste reduction



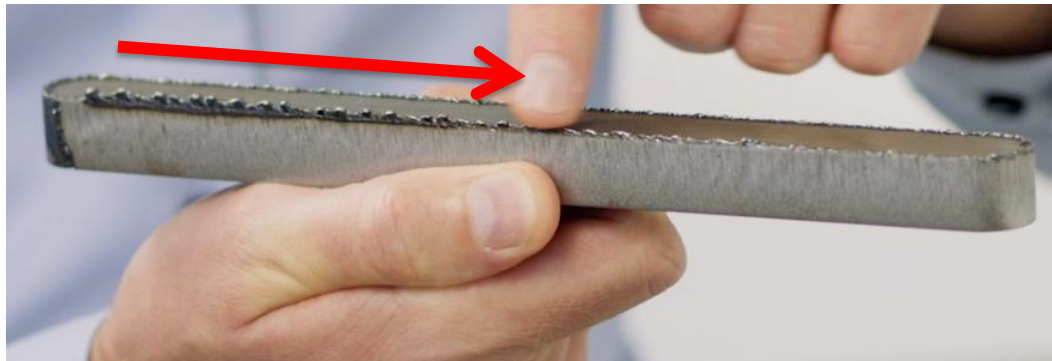
AI-driven quality monitoring & analysis



Up to 50% less post-processing



Quality and reliability improvement

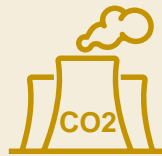


Improving the cutting quality during the cut in real-time

ESG performance improvement in 2024

-4%

Scope 1 & 2
(operations)



-38%

Waste & circularity



+14 Basis Points

ESG ratings



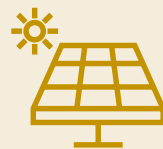
-9%

Scope 3
(products & Supply
Chain)



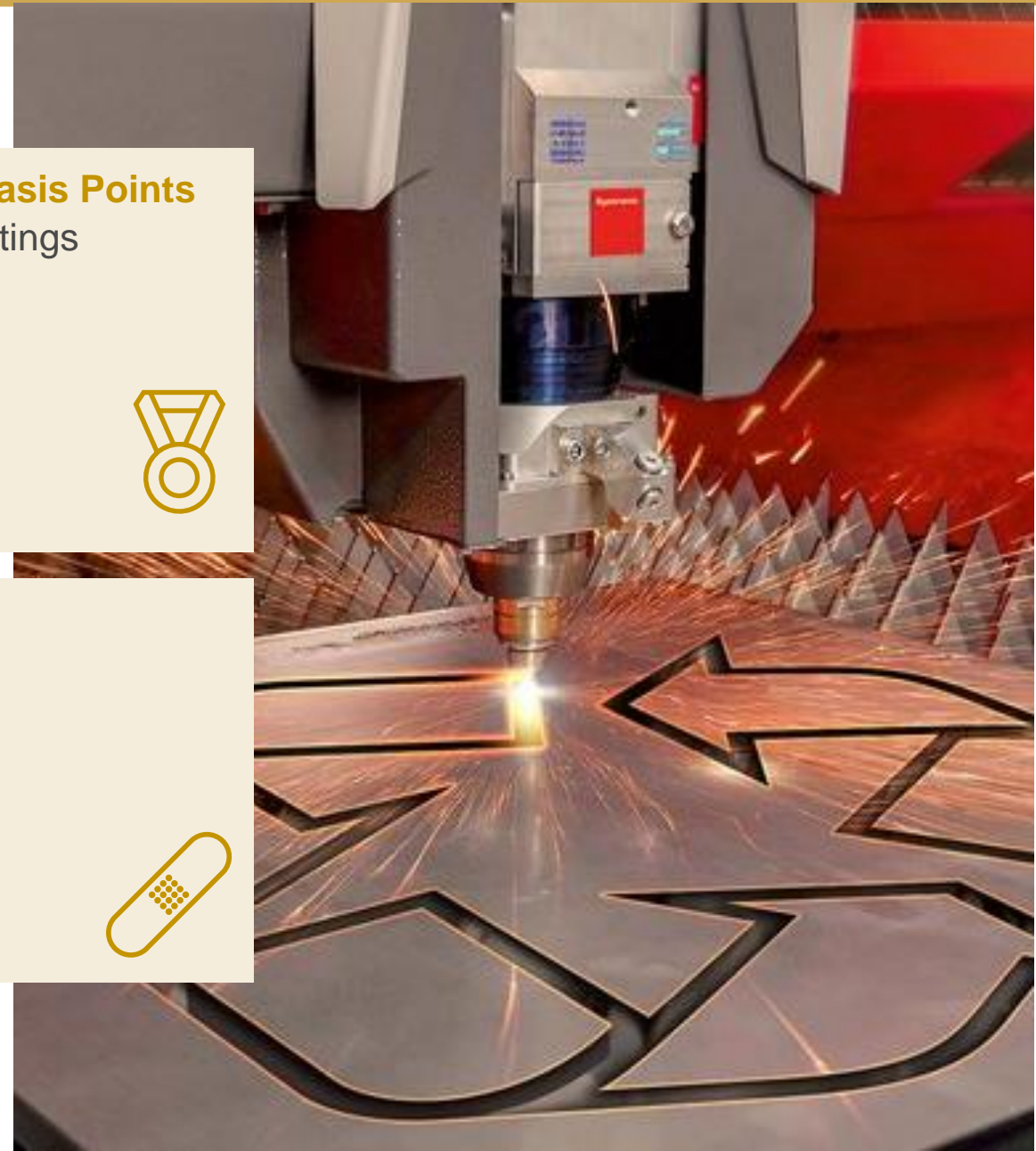
16%

Renewable energy



-27%

Injuries



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Internal challenges



Lack of customer focus
Insufficient attention to customer needs



Project execution deterioration



Overcapacity due to organizational set-up



Loss of market share
Missed market opportunities



Diluted dual brand strategy



Increased resilience and strengthened brand to regain market share



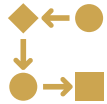
Divisional structure (Systems & Service)

- Strong market focus
- Simplified organization/ Clear responsibilities
- End to End process



Innovation

- Dedicated R&D in Divisions
- Clear Product development priorities
- Increase level of automation
- Expand Smart Factory functionalities



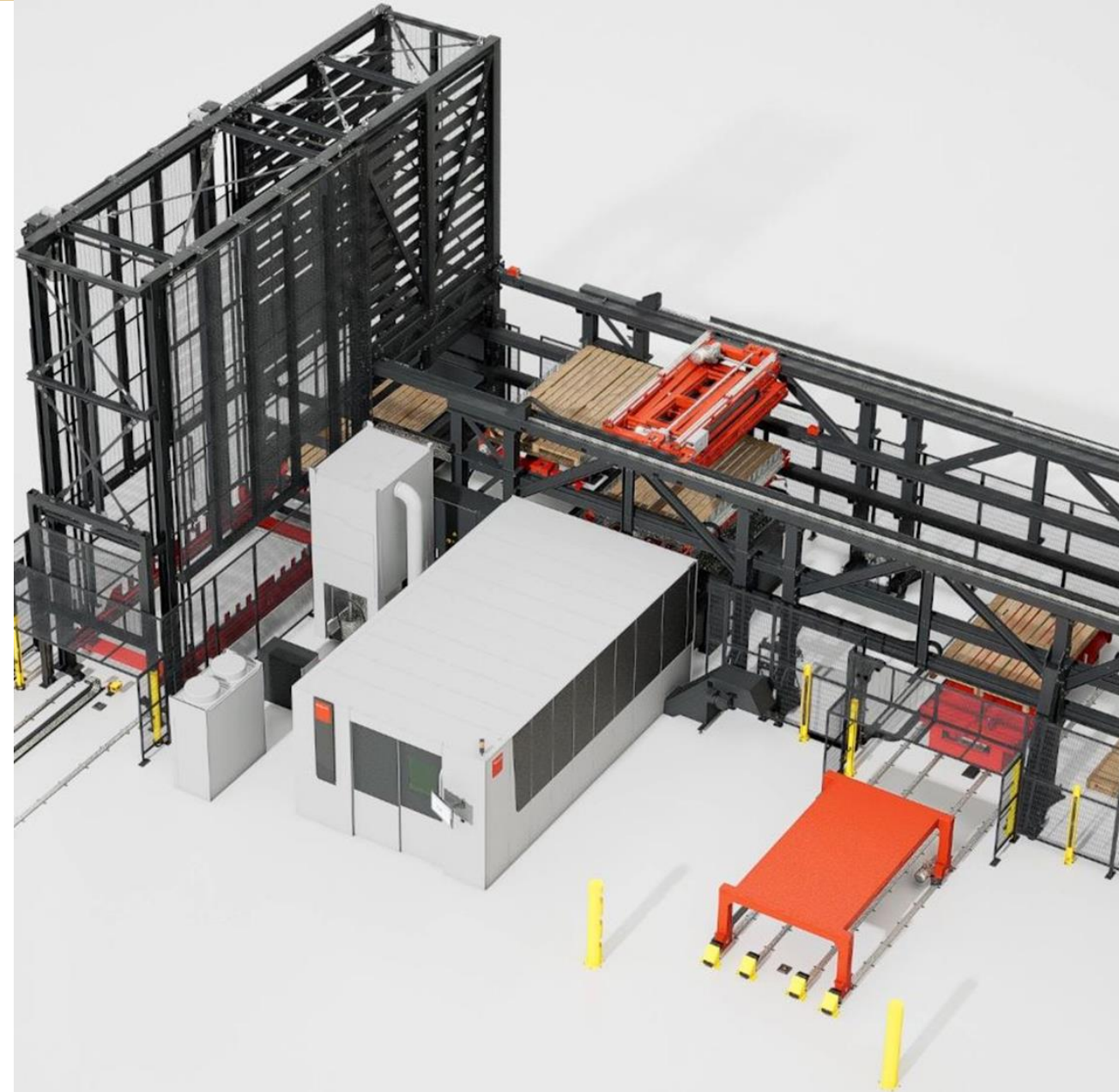
Efficiency

- Concentrated global production know-how
- Bundled competencies in subsidiaries
- Eliminated parallelism



Market Opportunities

- Swiss quality
- Market-focused product design
- Expand Tube portfolio to gain market share
- Clear dual brand strategy



Driving profitability over the economic cycles



Consolidated group functions and optimized global footprint



Reduced number of Executive Board members



Reduced manufacturing overcapacities



Improved production processes – vertical integration



> CHF 60m annualized savings

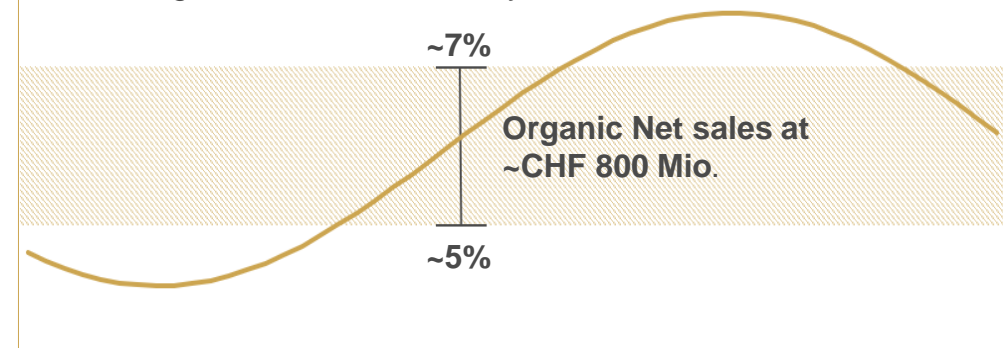


> 600 FTE reductions



2/3 of savings effective in 2025

EBIT margin over the economic cycles



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Improved gross margin and cost saving measures only partially compensated for net sales loss

in CHF million	2024	2023	Δ in %	
Net sales	648.3	930.1	(30.3)	Sales decline of CHF 282m, thereof 21m fx related
Other operating income	5.2	5.1	2.6	
Material expenses + changes in inventories <i>in % of sales</i>	(274.4) (42.3%)	(404.9) (43.5%)	(32.2)	Improved gross margin mainly from higher share of service sales, favorable mix and better sourcing conditions
Personnel expenses <i>in % of sales</i>	(230.9) (35.6%)	(251.9) (27.1%)	(8.3)	Cost reduction of CHF 21m H1'24: CHF 123m, H2'24: CHF 108m
Other operating expenses <i>in % of sales</i>	(175.8) (27.1%)	(203.1) (21.8%)	(13.4)	Strict cost control in sales, marketing and administration; and reduction due to lower sales
Depreciation and amortization <i>in % of sales</i>	(19.8) (3.0%)	(21.0) (2.3%)	(6.0)	
Operating result (EBIT) adjusted¹⁾ <i>in % of sales</i>	(47.4) (7.3%)	54.4 5.8%	>(100.0)	
Restructuring and impairment	(36.6)	0.0		Restructuring of CHF 23m and impairment of 14m
Operating result (EBIT)	(84.0)	54.4		
Financial result	1.2	0.7		Increased interest income overcompensating fx losses
Result before income taxes	(82.8)	55.1		
Taxes	15.3	(13.1)		Average applicable tax rate: 22.4% Effective tax rate 18.4% mainly because of changes in deferred taxes
Net result	(67.6)	41.9		

¹ Reconciliation Operating result (EBIT) adjusted to Operating result (EBIT) refer to Appendix section

Continued solid balance sheet

in CHF million	Dec 31, 2024	Dec 31, 2023
Cash and securities	323.0	348.8
Trade receivables	94.4	117.5
Inventories	200.8	237.9
Other current assets	47.3	57.3
Fixed / intangible assets	124.9	135.2
Other non-current assets	130.7	127.4
Total assets	921.1	1,024.1
Trade payables	40.6	52.2
Advance payments from customers	96.0	95.3
Other liabilities	147.3	146.0
Total liabilities	283.9	293.5
Total equity	637.3	730.6
Total equity and liabilities	921.1	1,024.1

Cash and securities



Continued solid cash position;
reduction mainly driven by
dividend of CHF 24.8m

Net working capital



Dysproportional reduction by 36%
(vs Net sales of 30%)

Equity ratio



69% on Dec 31, 2024

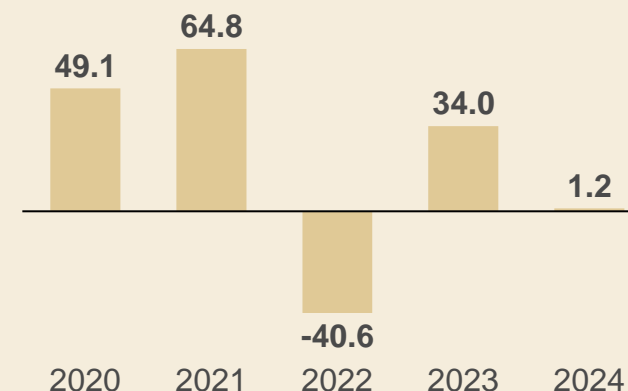
Optimizing working capital results in positive Operating free cash low despite Net loss

in CHF million	2024	2023
Net result	(67.6)	41.9
Depreciation and amortization	25.9	21.0
Increase/decrease in:		
inventories	44.6	30.2
trade receivables	27.0	38.1
advance payments from customers	(2.9)	(54.3)
trade payables	(10.9)	(14.0)
Other items	(2.1)	(9.3)
Cash flow from operating activities	14.0	53.6
Investments in fixed and intangible assets	(14.1)	(19.4)
<i>in % of sales</i>	2.2%	2.0%
Other investments / divestments	1.3	(0.2)
Operating free cash flow	1.2	34.0

Cash flow development

- Successful focus on working capital management: cash collection and reduced inventory
- Selective investments in capital expenditures

Operating free cash flow
over last 5 years CHF 108.5m



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2025: A transition year

- Market environment to remain challenging
- Order intake expected to increase in Q3 & Q4, impacting Net sales in 2026
- Strong CHF against all major currencies
- 2/3 of the cost savings will be recognized throughout 2025
- Low single digit amount from restructuring still to be incurred in 2025



Conclusion

Due to the lower order backlog at the beginning of 2025 and the stronger Swiss franc Bystronic expects slightly lower Net sales and a negative operating profit for the full year 2025.

The group anticipates a weak start to the year with an improvement as the year progresses



The background of the slide is a close-up photograph of an industrial robotic arm. The arm is white and metallic, with various joints and a blue-tipped tool. It is positioned over a complex metal workpiece that has many small, circular holes. The lighting is bright, creating a professional and industrial atmosphere.

Questions & Answers

The background of the slide is a photograph of an industrial robotic arm. The arm is white and metallic, with a blue tool head. It is positioned over a workpiece that appears to be a stack of metal plates or a mold. The scene is brightly lit, with some lens flare effects.

Appendix

Key figures

in CHF million	2024	2023	Δ in %	Δ in % at CER ¹
Order intake	625.4	794.0	(21.2)	(18.6)
Net sales	648.3	930.1	(30.3)	(28.1)
Systems business	436.3	692.7	(37.0)	(35.1)
Service business	212.0	237.4	(10.6)	(7.4)
Operating result (EBIT) adjusted	(47.4)	54.4	>(100.0)	>(100.0)
EBIT margin adjusted	(7.3%)	5.8%		
Operating result (EBIT)	(84.0)	54.4		
Net result	(67.6)	41.9		
Operating free cash flow	1.2	34.0		
RONOA (in %)	(25.9%)	14.2%		
Equity in % of total assets	69.2%	71.3%		
Average FTE ²	3,268	3,573		
Dividend (in CHF per share) ³				
Class A registered share	4.00	12.00		

¹ at constant exchange rates
² full time equivalents
³ proposal to the AGM on April 22, 2025

Reconciliation EBIT adjusted to EBIT reported

in CHF million	2024 adjusted	Restructuring and impairment	2024 Reported
Net sales	648.3	-	648.3
Other operating income	5.2	-	5.2
Material expenses + changes in inventories <i>in % of sales</i>	(274.4) (42.3%)	(7.9)	(282.3) (43.5%)
Personnel expenses <i>in % of sales</i>	(230.9) (35.6%)	(17.3)	(248.3) (38.3%)
Other operating expenses <i>in % of sales</i>	(175.8) (27.1%)	(5.2)	(181.1) (27.9%)
Depreciation and amortization <i>in % of sales</i>	(19.8) (3.0%)	(6.1)	(25.8) (4.0%)
Operating result (EBIT) <i>in % of sales</i>	(47.4) (7.3%)	(36.6)	(84.0) (13.0%)

Regional performance

	Order intake in CHF million				Net sales in CHF million			
	2024	2023	in %	in % at CER ¹	2024	2023	in %	in % at CER ¹
EMEA	298.5	368.5	(19.0)	(16.6)	290.7	453.3	(35.9)	(34.1)
Americas	222.3	290.3	(23.4)	(21.0)	255.5	335.1	(23.8)	(21.4)
China	56.9	65.4	(13.0)	(9.1)	55.7	63.5	(12.3)	(8.4)
APAC	47.6	69.8	(31.8)	(27.8)	46.4	78.2	(40.7)	(37.6)
Total	625.4	794.0	(21.3)	(18.6)	648.3	930.1	(30.3)	(28.1)

¹ At constant exchange rates

Financial calendar

2025

April 17	3M Trading Update
April 22	Annual General Meeting
July 25	Half-year results 2025
October 23	9M Trading Update