

BOSSARD
Proven Productivity

Welcome!

ZKB Swiss Equity Conference - November 6, 2026

Agenda

01 Bossard in Brief

02 Business Model

03 Strategy 200 Progress & Focus

04 Results 2026: semi-annual & net sales Q3 YTD

05 Mid-Term Targets

06 Why invest in Bossard?

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Bossard in Brief

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



BOSSARD

FACTS & FIGURES

A startup with 195 years of experience

Founded 1831
Publicly listed 1987
SIX Swiss Exchange

Family Business
7th Generation

Geographic Sales Distribution
61 % Europe
21 % America
18 % Asia/Pacific



33 Countries

16 Quality and Testing Laboratories globally

3’300 Employees

Total Turnover 2025
in CHF million

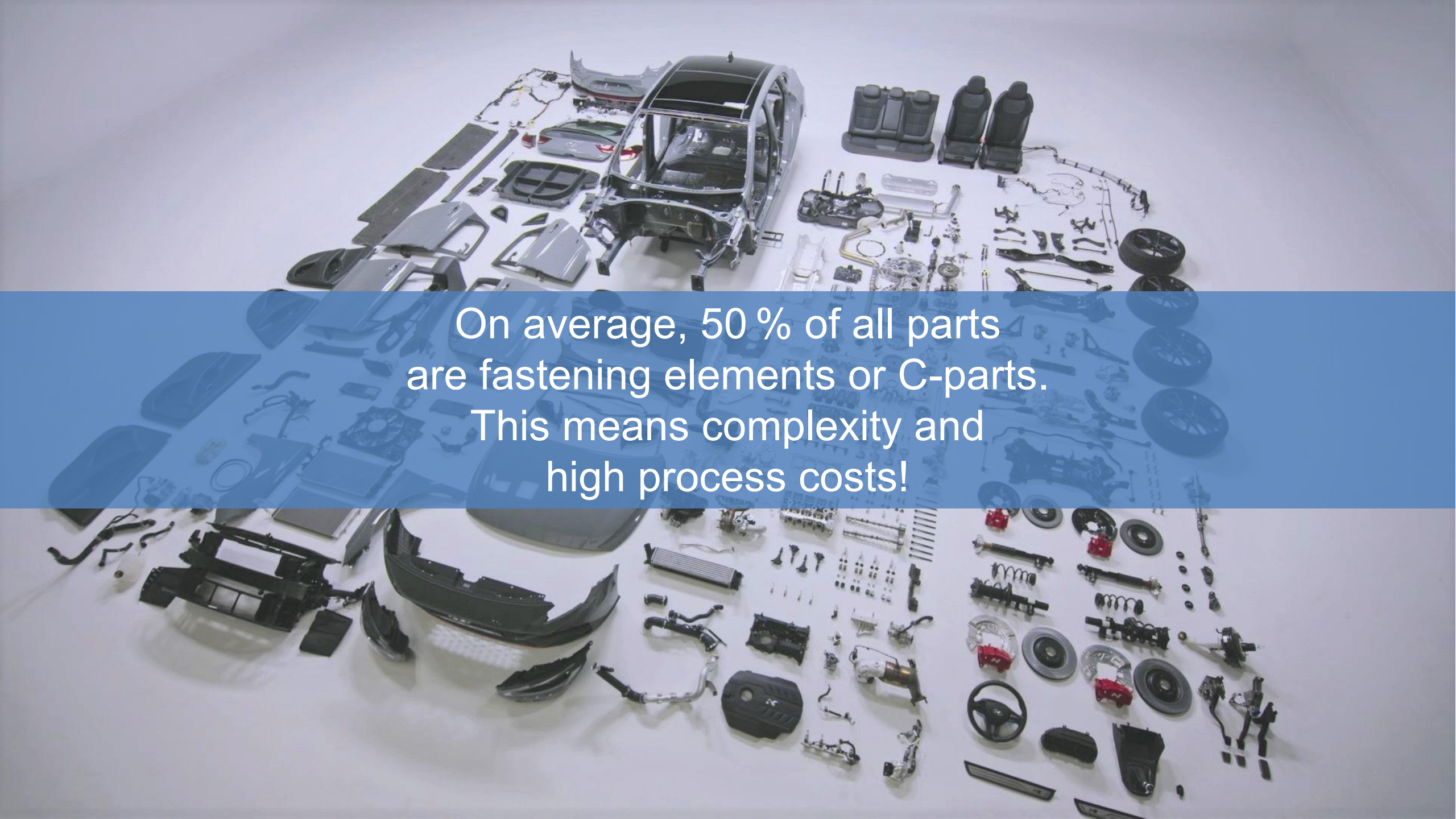
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BOSSARD

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Business Model

BOSSARD


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

Visible Costs

15%



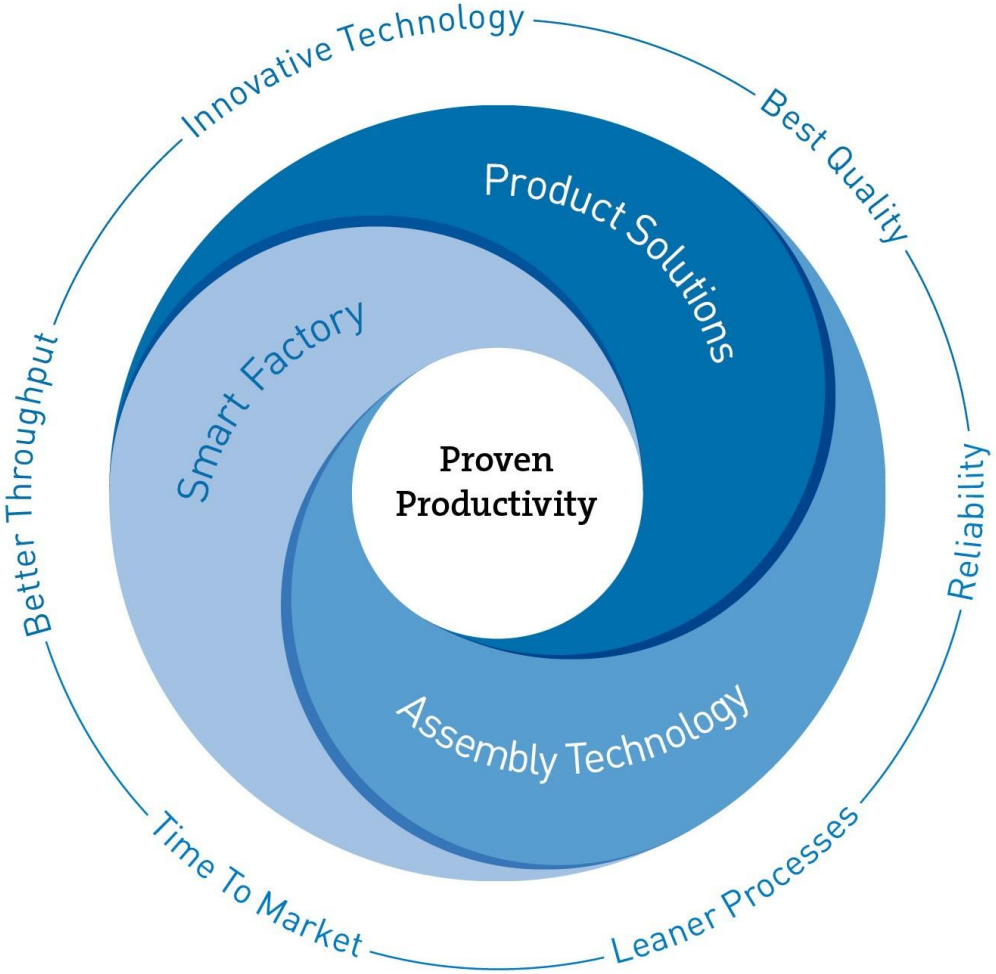
Invisible Costs

85%

Design
Selection
Ordering
Logistics
Quality Control
Inventory
Pre-assembly
Assembly
Maintenance & Repair

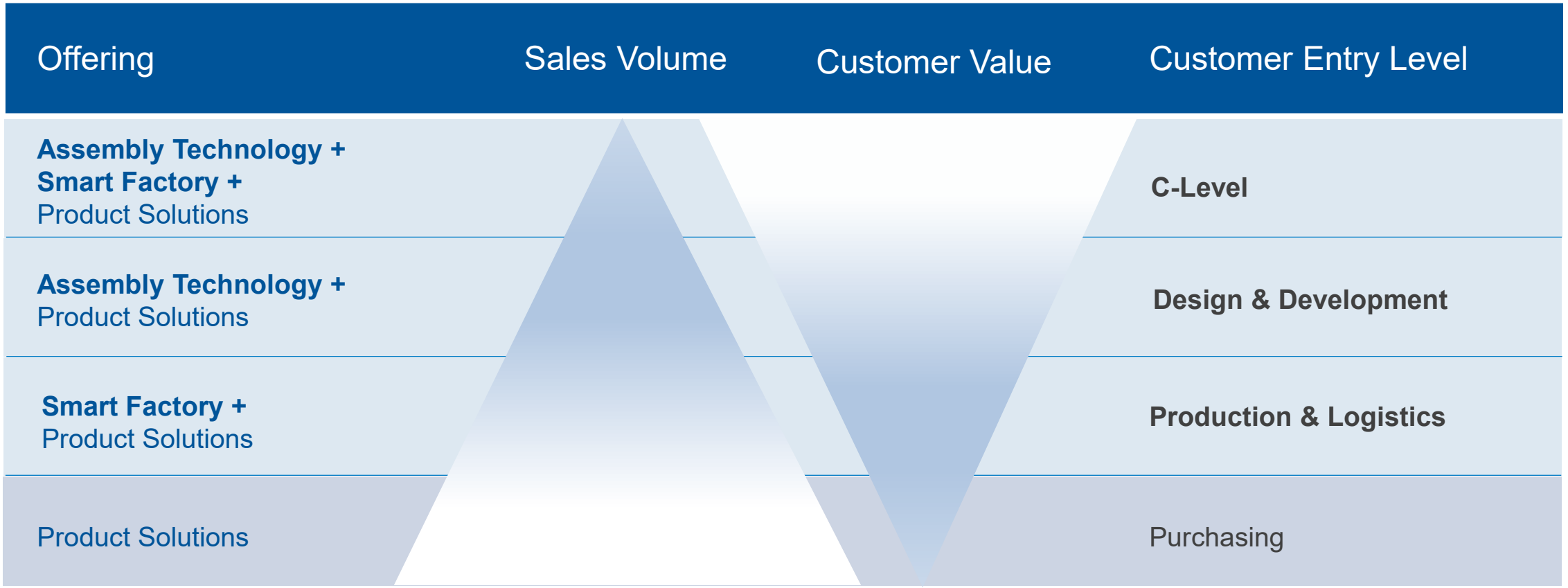
BUSINESS MODEL

Proven Productivity - Solutions to increase customer competitiveness



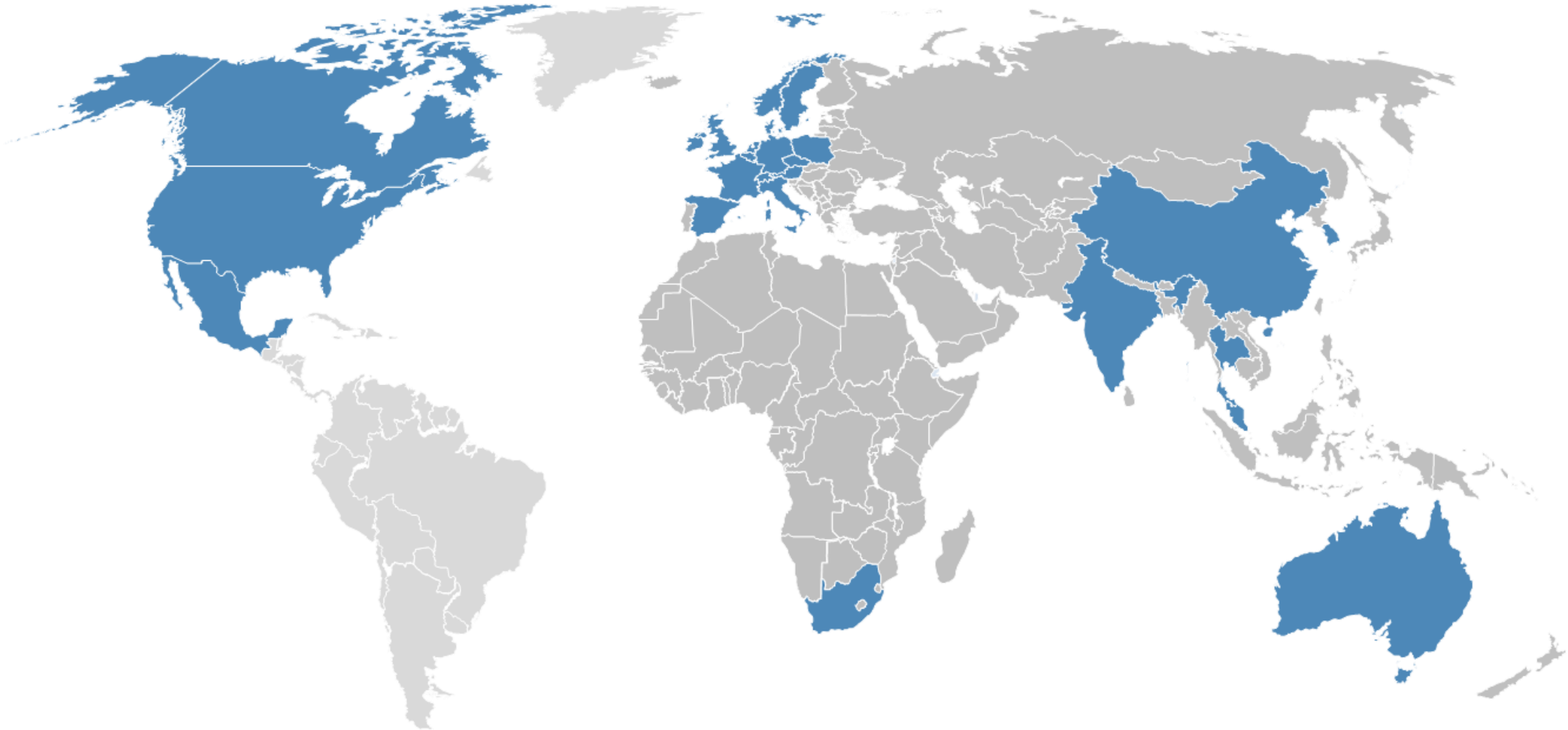
SERVICES

Strategic importance



BOSSARD GROUP

Resilience – global spread of customers and supply network



BOSSARD

GROUP STRUCTURE

A selection of high-quality customers











































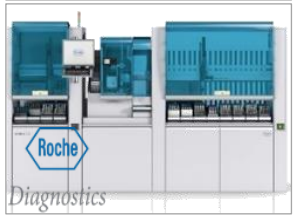
















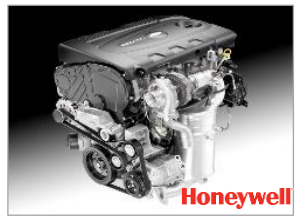












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Strategy 200 – Progress & Focus

BOSSARD

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**

STRATEGY

7 strategic initiatives

From 2020 Strategy



… to Strategy 200!

TOGETHER WE CREATE

Global collaboration & people development



- Continued focus on guiding principles & global collaboration
- … succession planning
- … talent & leadership development

BOSSARD

SALES ENGINE

Efficiency in customer acquisition and pipeline conversion



- Focus on growth verticals (rail, semiconductor & electronics, data center infrastructure and aerospace)
  → Sales Acceleration

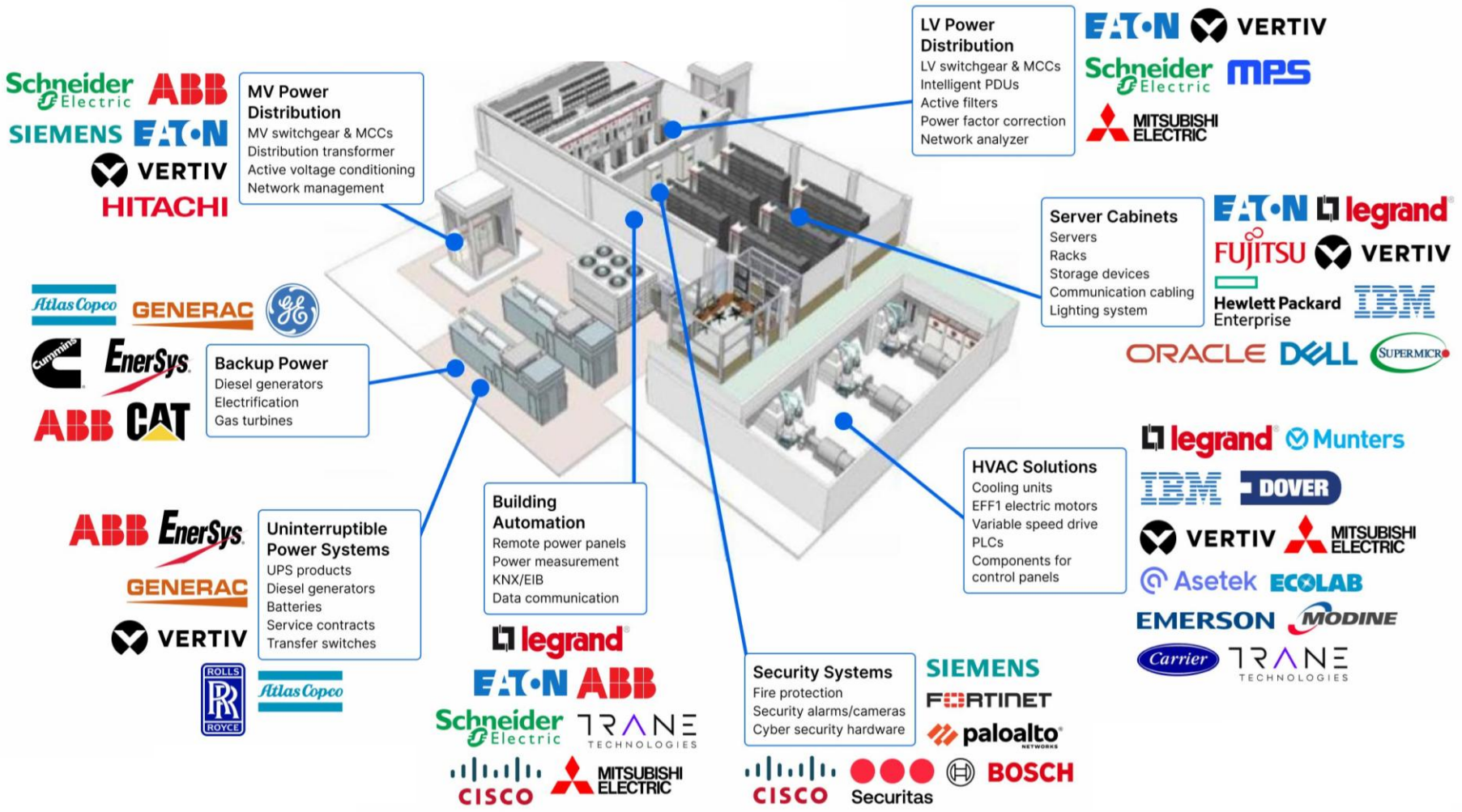
SALES ENGINE

Sales Acceleration: Pilatus, AGCO, LAM Research



SALES ENGINE

Sales Acceleration: Data Center - Ecosystem



SALES ENGINE

Efficiency in customer acquisition and pipeline conversion



- Focus on growth verticals (rail, semiconductor & electronics, data center infrastructure and aerospace)
  → Sales Acceleration

- Deep & wide (products & services, global)
  → Global Customer Penetration (G60)

SALES ENGINE

Global customer penetration – G60



To increase share of wallet of global base

60 global accounts
+2400 sites

SALES ENGINE

Efficiency in customer acquisition and pipeline conversion



- Focus on growth verticals (rail, semiconductor & electronics, data center infrastructure and aerospace)
  → Sales Acceleration
- Deep & wide (products & services, global)
  → Global Customer Penetration (G60)
- Strong shift towards digital lead generation & higher conversion rates
  → Global KPI Dashboard
- Emphasis on Smart Factory and automated, data-driven C-parts management solutions

OPERATIONS ENGINE

Efficiency in our operations



- Introduction of Microsoft D365 in 23 business units across the globe by end of 2026 (61% business coverage)
- AI to increase efficiency (AI tools implemented with tangible impacts on internal efficiency)
- Efficient supply chain – infrastructure, end-to-end processes, speed
- Group cost re-allocation outside Switzerland (e.g. IT-hub in Spain)

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Results 2026: semi-annual & net sales Q3 YTD

FINANCIAL PERFORMANCE

Income statement as of June 30

in CHF million

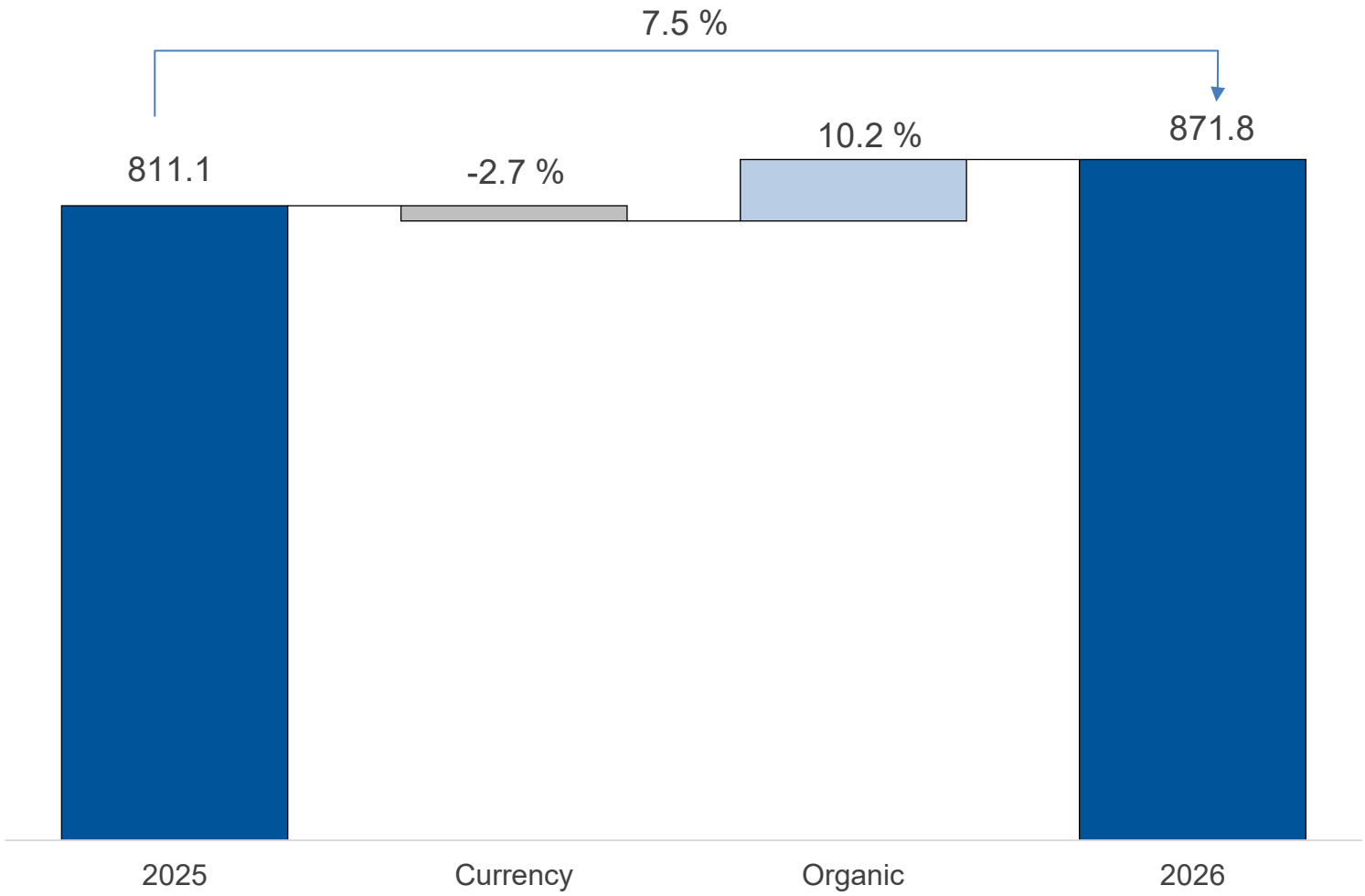
	H1 2025	H1 2026	+/-
Net sales	**546.7**	**575.7**	**5.3 %**
Gross profit	**177.4**	**198.3**	**11.7 %**
in %	*32.5 %*	*34.4 %*	
Selling & administrative expenses	-123.4	-126.8	2.7 %
Other operating income	1.5	1.4	-6.7 %
EBIT	**55.5**	**72.9**	**31.3 %**
in %	*10.2 %*	*12.7 %*	
Result from associated companies	-0.4	-0.2	
Financial result	-5.6	-2.4	
Income before taxes	**49.5**	**70.3**	**42.0 %**
Income taxes	-10.8	-15.6	
Net income	**38.7**	**54.7**	**41.3 %**
in %	*7.1 %*	*9.5 %*	

- Higher gross profit margin due to targeted measures in purchasing, price adjustments and customer product mix
- S&A costs increased moderately due to:
  - higher FTEs
  - salary increases
  - and higher license fees due to more system users after the rollout of the new ERP system
- Financial result
  - Improvement of financial result due to lower interest expenses and positive currency impact

NET SALES DEVELOPMENT SEPTEMBER 2026 YTD

Contribution driver

in CHF million

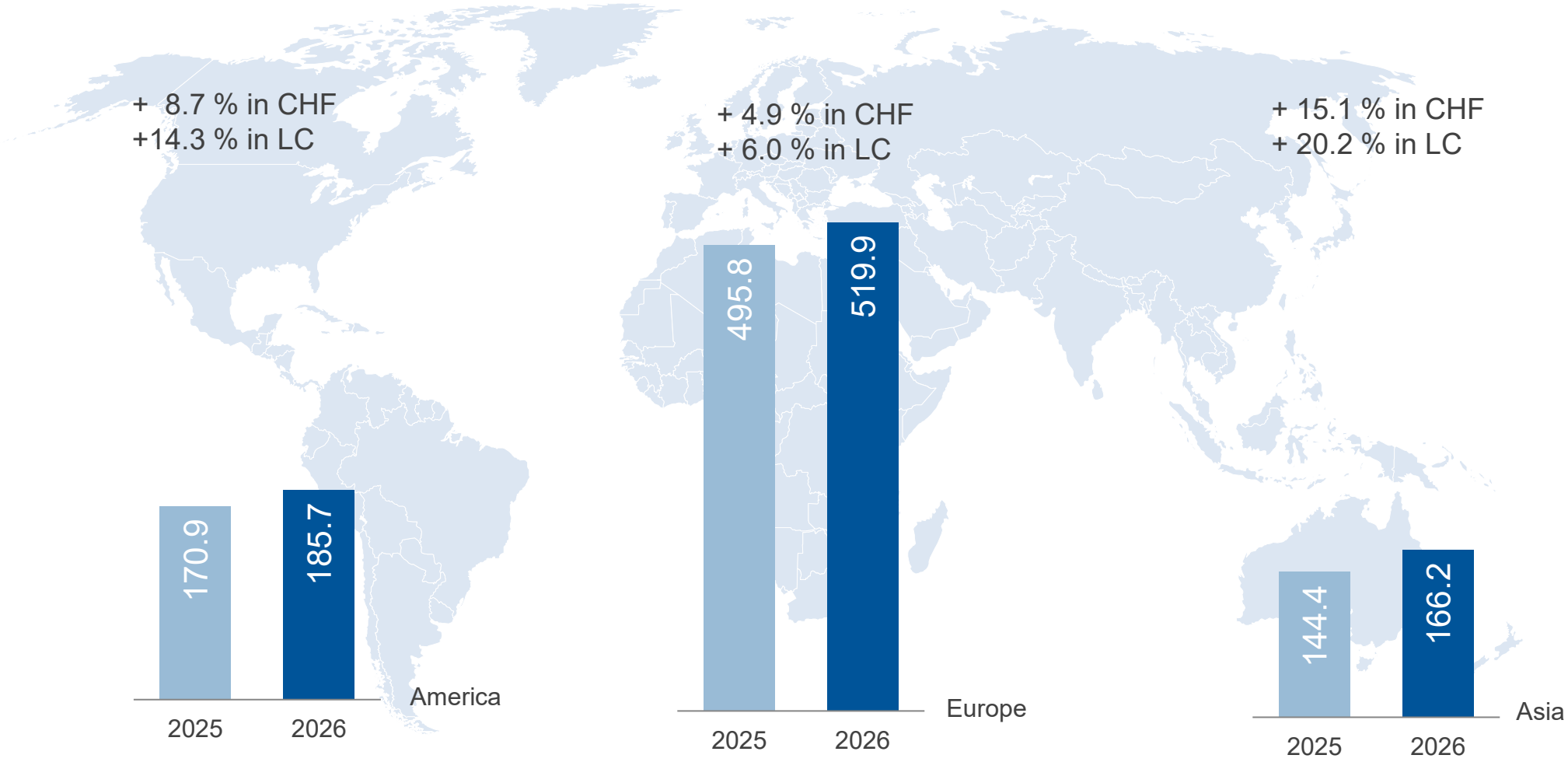


- Currency impact persisted due to the Swiss franc's appreciation, though easing in H2 2026
- All three market regions continued to experience positive sales trends
- Gratifying growth rates in rail, semiconductor & electronics, data center infrastructure and aerospace continued in Q3 2026

NET SALES DEVELOPMENT SEPTEMBER 2026 YTD

By region

in CHF million



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Mid-Term Financial Targets

FINANCIAL TARGETS

… towards 2031

SALES

> 5 %

Organic sales growth

EBIT MARGIN

12–15 %

Target range

EQUITY RATIO

> 40 %

Balance sheet

DIVIDEND

40 %

Payout of net income

FY 2026 GUIDANCE

CHF 1,140–1,160 m

Net sales

> 12 %

EBIT margin (target 12–15 %)

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Why invest in Bossard?

Bossard - a strong, resilient and entrepreneurial investment case

01 Proven and scalable business model

- Advanced services and engineering expertise create customer stickiness
- Strong market position in fragmented market

02 Diversification

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

03 Sustainability embedded in business model

- Proven productivity and smart solutions reduce resource use and emissions
- ESG strategy drives long-term competitiveness and customer loyalty

04 Operational performance

- High level of recurring revenue based on long-term partnerships protects margins
- Continuous investments to improve operational efficiency

05 Solid balance sheet

- Goodwill from acquisitions offset against equity
- Disciplined financing structure
- Attractive dividend yield

06 Opportunities for profitable growth

- Continued automation trend and global staff shortages
- Focus on growth industries: rail, semiconductor & electronics, data center infrastructure and aerospace
- Growth potential through M&A in a consolidating market

Thank you!

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