

ZKB Swiss Equity Conference

November 2, Zurich

Alex Waser, CEO
Beat Neukom, CFO

Agenda

About Bystronic

Alex Waser

Recent performance

Beat Neukom

Regionalization

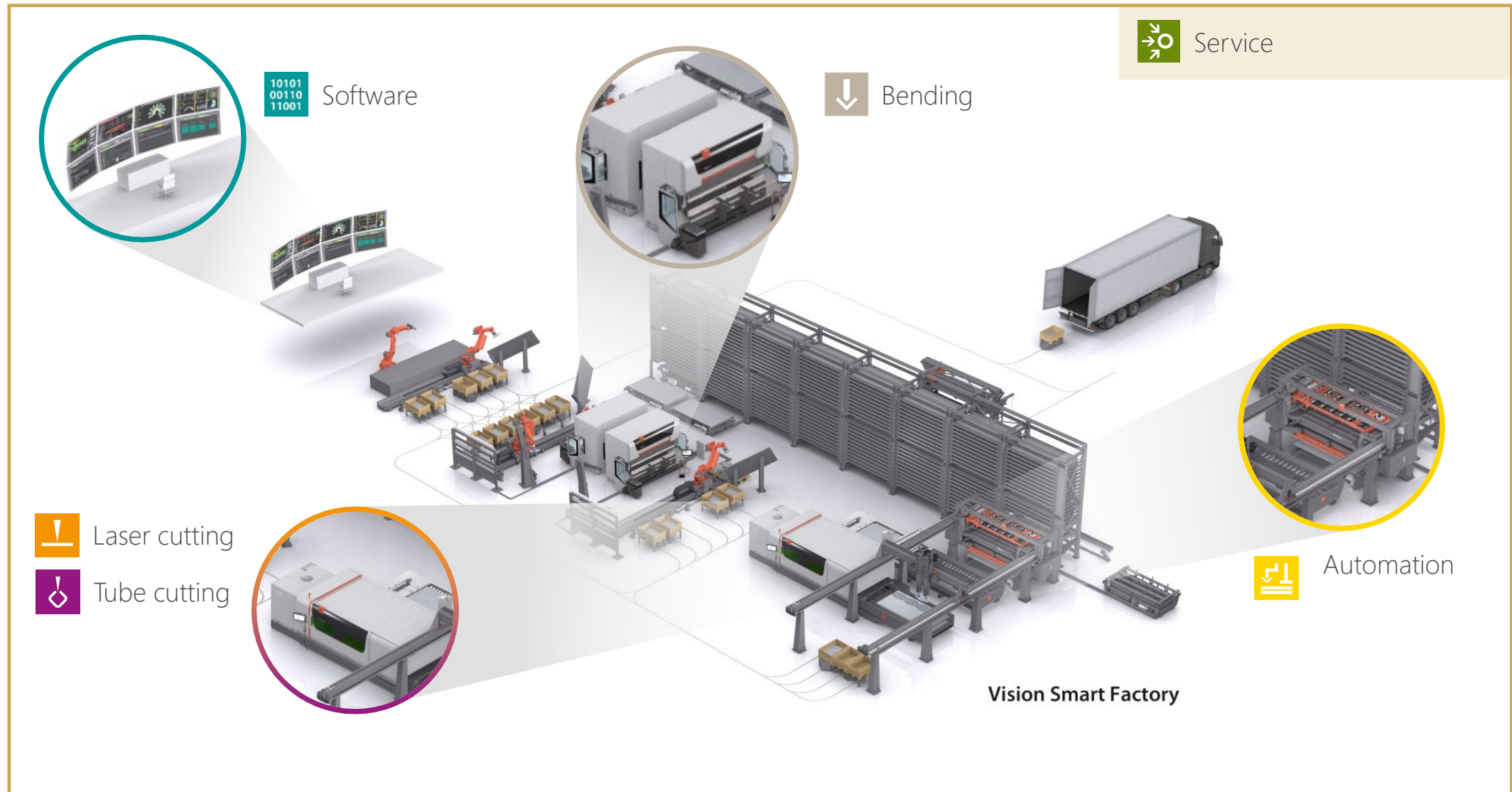
Alex Waser

«Deep dive» - our business in the Americas

Alex Waser



We manage the entire material and data flow in our customers' factory



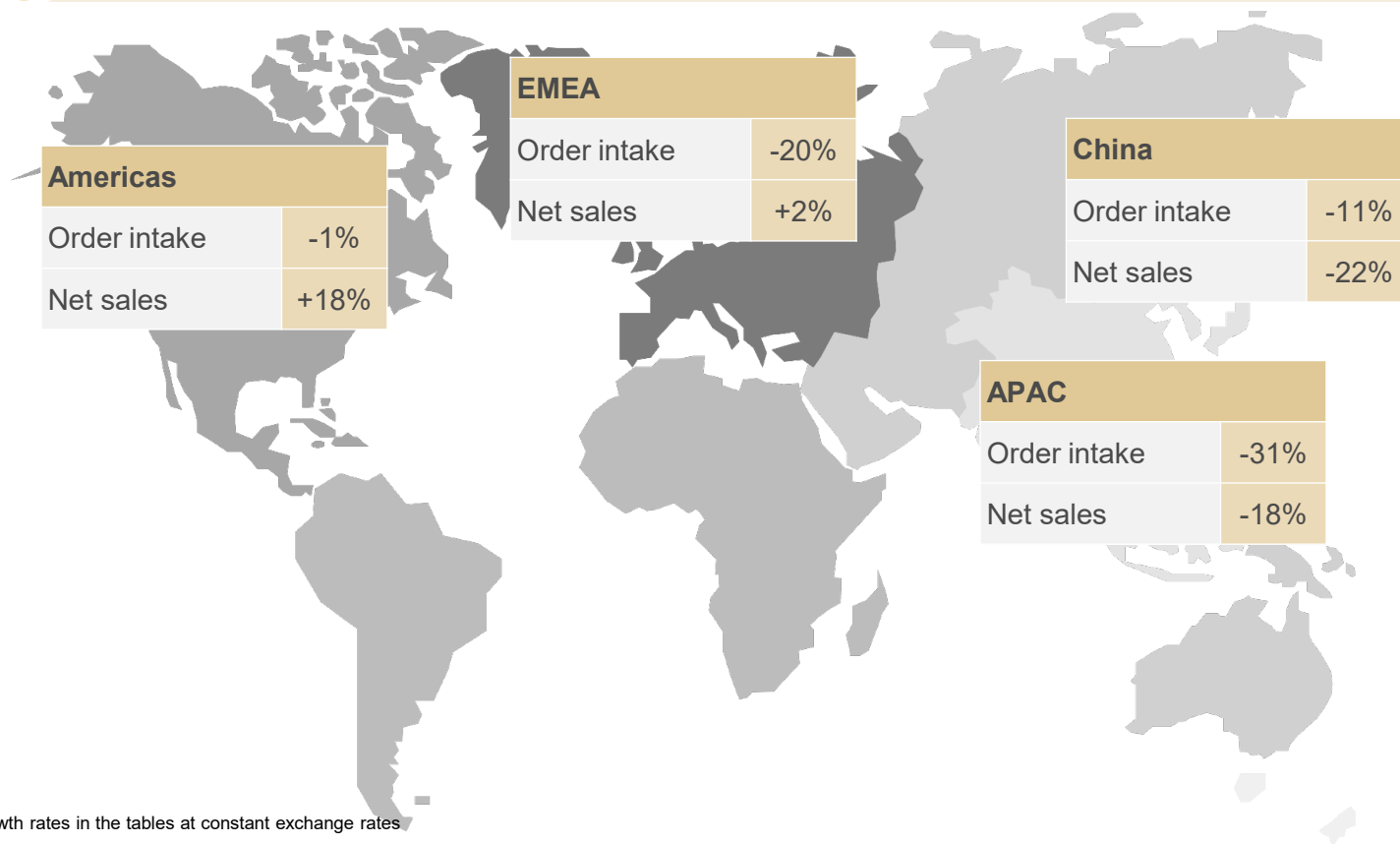
Performance in the first nine months 2023



Order intake -20% to CHF 625 million (-14% at constant exchange rates)
– order intake in Q3 stabilizing vs. previous quarters



Net sales -4% to CHF 681 million (+2% at constant exchange rates)



Growth rates in the tables at constant exchange rates

Comments

- Ongoing cautious investment behavior – demand stabilized in the 3rd quarter at level of preceding quarters
- Moderate sales growth at constant exchange rates due to high order backlog
- Continued growth in service business

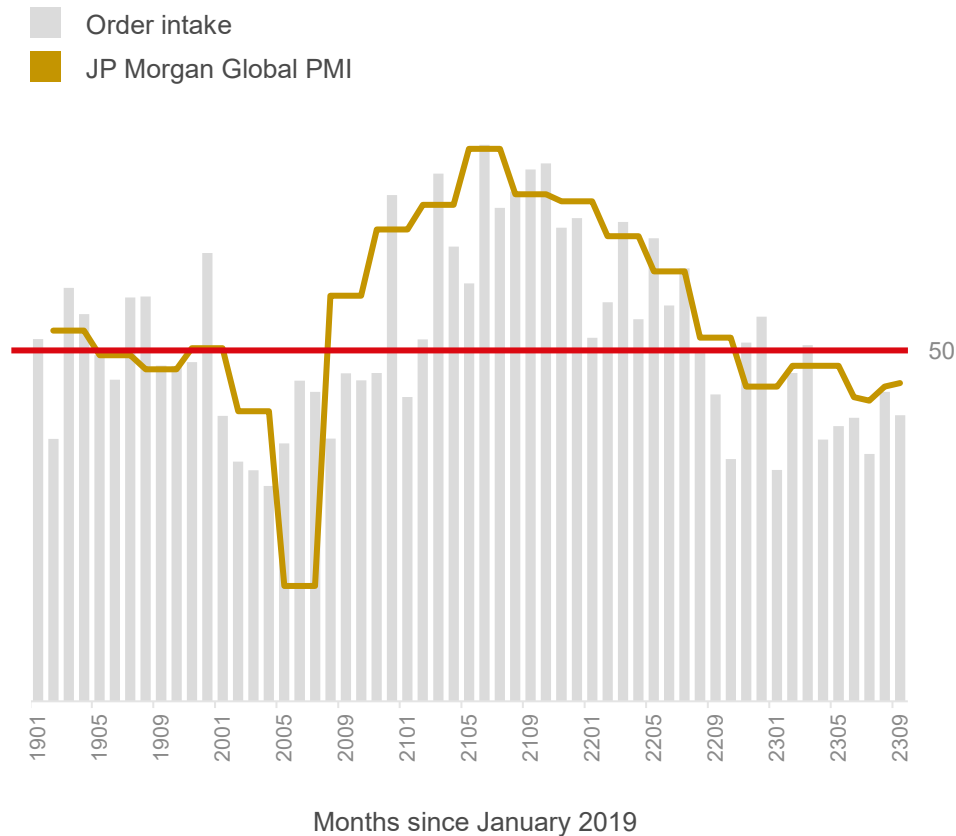
Outlook

Confirmed outlook for full year 2023, expecting

- a decline in order intake and sales in the machine business;
- a growing service business;
- overall slight decline in sales and a higher operating result (EBIT)

For 2024, Bystronic expects declining sales and lower operating result than in 2023

Our order intake shows a correlation to the global investment sentiment



Demand correlates to the general investment sentiment – correlation of ~85% to PMI

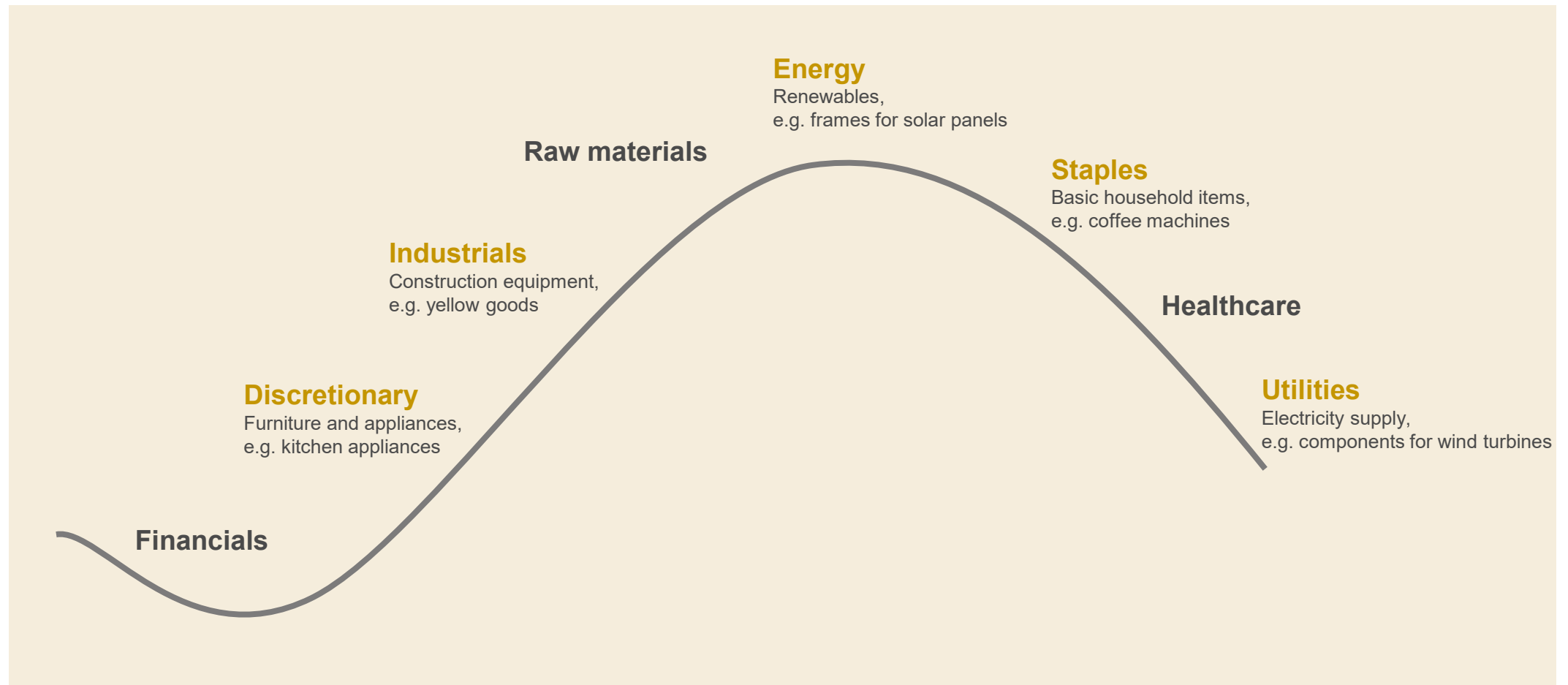
Service business generates more steady revenue streams

Exposure to different end-markets provides some resilience

... a few comments on the current sentiment

EMEA	challenging with restraint customer behavior
Americas	more positive sentiment
China	low confidence from customers on a soon recovery
APAC	stabilizing on a lower level

Our exposure to different end-markets...



... provides some resilience through the economic cycle

Regionalization is a key driver for our business

WHY?

At the core of our strategy

Closer to customers and local needs

Local supply chains: better availability of components and lower costs (transport, tariffs)

Faster delivery to clients

Local service business: faster response-time, optimized service offering

HOW?

Expanded local presence in all regions

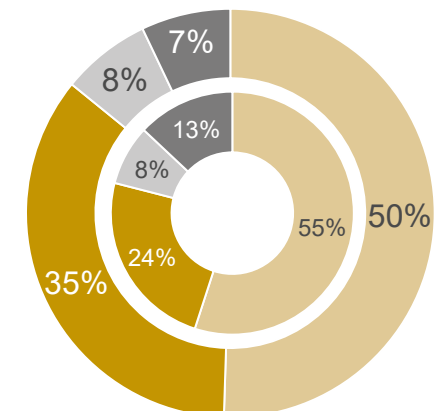
Direct sales channels

Local assembly in the US

Americas as a key driver for our growth
– from 24% of our sales to 35% in the last years

Outside circle: sales in H1 2023
Inside circle: sales in 2019

■ EMEA ■ Americas
■ APAC ■ China



Attractiveness of the American market for sheet-metal processing



Re-shoring

Customers are building up local capacity



Infrastructure programs

Government programs worth USD 1 trillion for infrastructure projects to upgrade roads, bridges, transit systems etc.



Increased local presence

Bystronic is perceived as a “local player” and demonstrates commitment to the market

We established a new headquarters as a basis for our growth ambitions in the Americas

From our previous HQ in Elgin, IL...



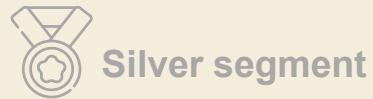
... to a state-of-the-art facility in Hoffman Estates, Chicago



15,000 square meters hub for our Americas business operations including **sales, service, training, spare parts, assembly** of new Bystronic machines and **refurbishing** of used Bystronic machinery

We are expanding our local footprint in the US

Until recently



Local assembly of products in the Silver segment, e.g. BySmart Fiber

Localized since Q2 2020



BySmartFiber 3015

NEW



Local assembly of products in the Gold segment, e.g. ByCut Star and ByCut Smart

Localized since Q2 2023 - benefits from introduction of new modular platform



First assembly of ByCut Star in the US in July 2023

NEW



Sale of entry-level products through agents since mid-2023

Dual-brand-strategy to differentiate offering between Bystronic and DNE



DNE laser-cutting machine

Wrap-up: focus topics and next steps for Bystronic group



**Focus on
installations
and delivery of
backlog**

Sales delivery in Q4: focus on installation
Adjust production capacities to muted demand



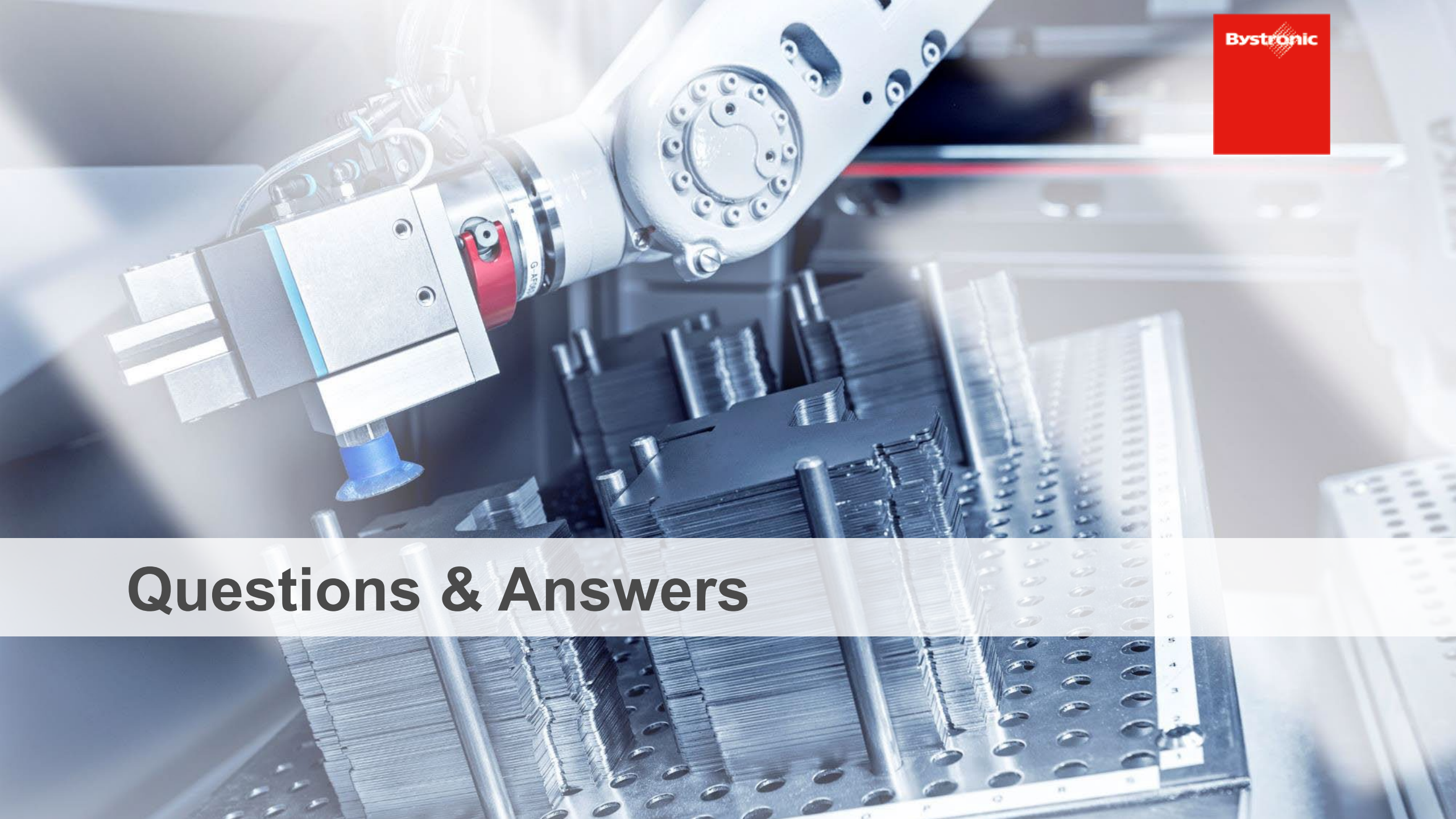
**Balanced
approach to
cost reductions
and
investments**

Localize assembly of machines in the US
Develop automation solutions in China
Grow service business



**Manage
economic
uncertainties**

Strengthen new business development
Post-pone non-critical projects to reduce OPEX
Implement short-time work

The background of the slide is a high-quality photograph of an industrial robotic arm. The arm is white and metallic, with various joints and sensors visible. It is positioned over a complex metal workpiece that has a grid of circular holes. The lighting is bright, creating a professional and technical atmosphere.

Questions & Answers

Disclaimer

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