

# **Solutions,** as unique as your business

Domenico Iacovelli – Branchentalk Industrie  
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Laser cutting



Tube cutting



Bending



Automation

**We innovate and produce  
systems for sheet metal  
processing applications**

010  
110

Software

**We develop and  
implement software  
solutions for automated  
production cycles**



Service

**We deliver world-class  
service to ensure  
customer uptime**

**CHF 650 million**

net sales in 2024

**~3,000**

employees

**9**

development  
and production sites

**31**

sales and  
service entities



**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**





## 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



## Efficiency

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



## Innovation

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



## 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**

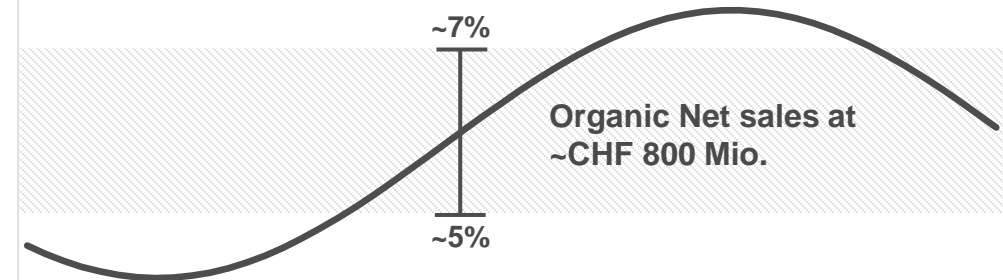


**> 600 FTE reductions (84 in Switzerland)**

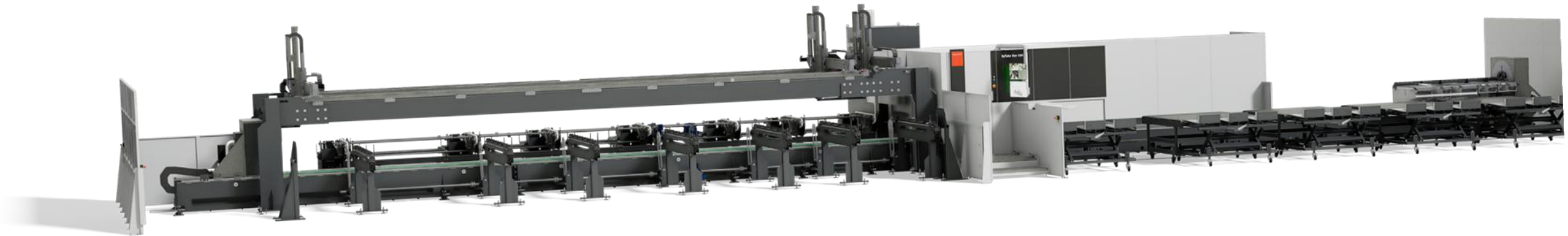


**2/3 of savings effective in 2025**

EBIT Margin over the economic cycles



We are proud of our **innovation leadership** heritage. Innovation is and remains a key driver for the Bystronic Brand and our customer success

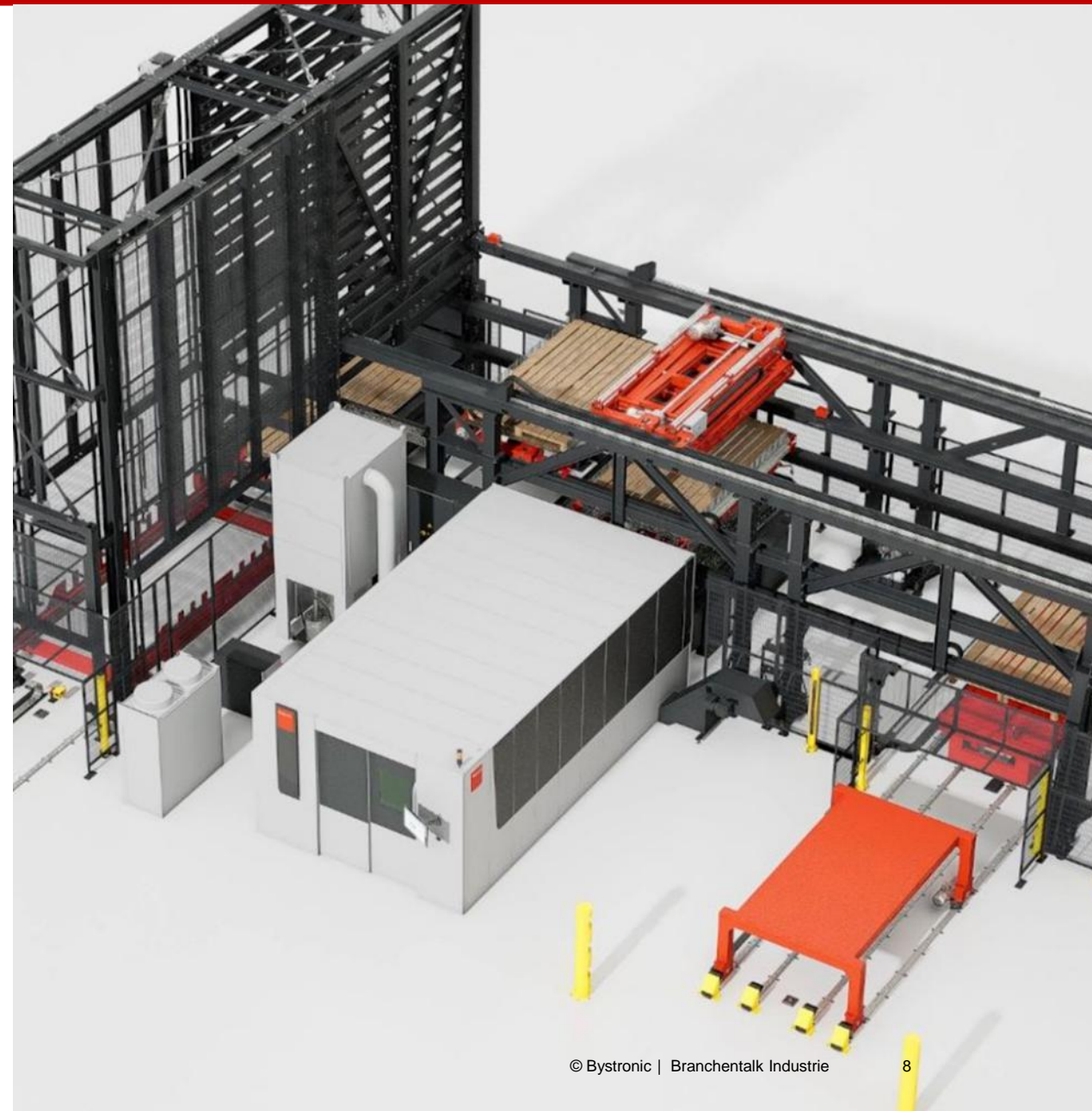




### Swiss Quality Automation

Automation remains a key pillar for Bystronic to drive productivity and efficiency for our customers

We will increase operational excellence by building a central automation development and production hub in Switzerland





30% 

(save up to 30%)

### Energy efficiency

- Energy Efficient Laser
- Energy Efficient Chiller
- Deep Standby
- Waste Heat Management
- Nitrogen-generator

20% 

(More than 20% recycled material)

### Circularity

- Modular design
- Long Life Consumables
- > 20% recycled materials
- Refurbishment

15% 

(save up to 15%)

### Material efficiency

- Residual Sheet Management
- Advanced Nesting
- Parameter Wizard
- Intelligent Cutting Process (ICP)
- NCT & KerfScan



### Bystronic is a strong brand ...

- ...with an impressive history
  - ...with a huge treasure of knowledge and expertise
  - ...with a technological excellence
  - ...with a strong team around the world
  - ...with passion for our customers
  - ...with an humbleness attitude
- 
- **... which stands for innovation and customer centricity**

The Bystronic logo is displayed within a solid red square. The word "Bystronic" is written in a bold, white, sans-serif typeface, centered horizontally and vertically within the square.

A man with a grey beard and mustache, wearing a maroon polo shirt, is working on a machine in a factory. He is looking intently at the machine, which has a blue cable connected to it. The background is a blurred industrial setting.

Bystronic

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Questions