

# FINANCIAL ANALYSTS AND MEDIA CONFERENCE

MARCH 2, 2022



WELCOME

# AGENDA

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**1** Highlights 2021

**2** Financial Review

**3** Strategic Focus & Outlook 2022

# HIGHLIGHTS 2021

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- Record sales & EBIT – CHF 995 million – CHF 123 million
- Tailwind & volatility (COVID, supply disruptions, price inflation)
- Proven supply chain resilience (double sourcing, safety stock)
- ‘Proven Productivity’ services – new business & customer loyalty
- Strategy 200 implementation (digitalization, cultural transformation)
- Acquisition in the Netherlands (Jeveka)
- First ‘Capital Markets Day’

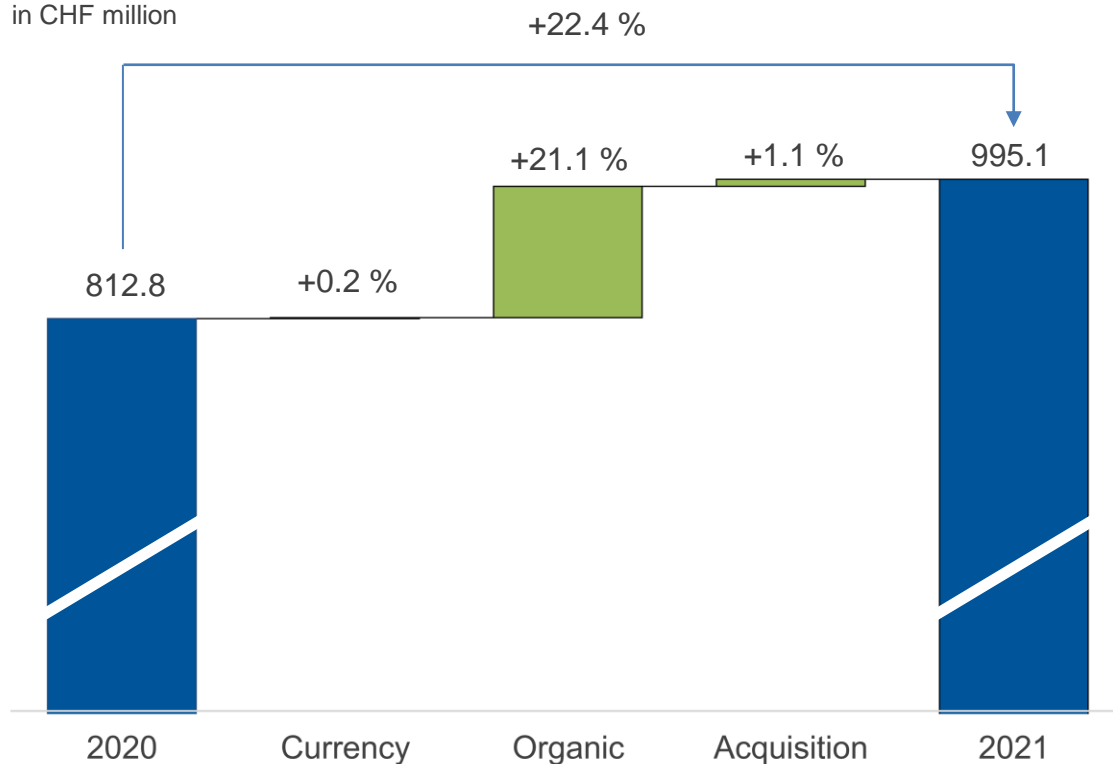




# FINANCIAL REVIEW 2021

# NET SALES 2021

in CHF million



- Strong global economic upturn
- Double-digit growth rates in all three market regions
- Broad customer base in a wide range of industries was supportive
- Focus on growth industries paid off

# FINANCIAL PERFORMANCE

## INCOME STATEMENT 2021

in CHF million

	2020	2021	+/-
<b>Net sales</b>	<b>812.8</b>	<b>995.1</b>	<b>22.4 %</b>
<b>Gross profit</b>	<b>248.7</b>	<b>317.1</b>	<b>27.5 %</b>
<i>in %</i>	<i>30.6 %</i>	<i>31.9 %</i>	
Selling expenses	109.7	128.9	17.5 %
Administration expenses	52.6	64.9	23.4 %
<b>EBIT</b>	<b>86.4</b>	<b>123.3</b>	<b>42.8 %</b>
<i>in %</i>	<i>10.6 %</i>	<i>12.4 %</i>	
Result from associated companies	0.3	0.6	
Financial result	3.8	1.4	-63.2 %
<b>Income before taxes</b>	<b>82.3</b>	<b>121.3</b>	<b>47.4 %</b>
Taxes	14.5	23.3	60.7 %
<b>Net income</b>	<b>67.8</b>	<b>98.0</b>	<b>44.5 %</b>
<i>in %</i>	<i>8.3 %</i>	<i>9.8 %</i>	



# KEY SUCCESS FACTORS

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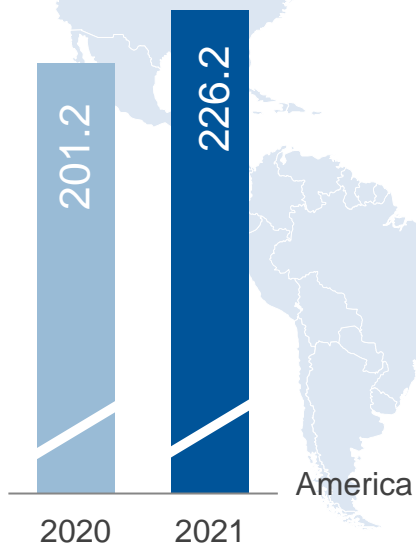
- Flexibility of our employees whose performance was exceptional under difficult conditions
- Purchasing strategy based on several procurement sources
- Generous stockkeeping to ensure the best possible delivery capability
- Upfront and farsighted investment in people and organization as well as in infrastructure in different market regions
- Targeted acquisitions over the last years
- Focus on product solutions and services

# NET SALES DEVELOPMENT 2021

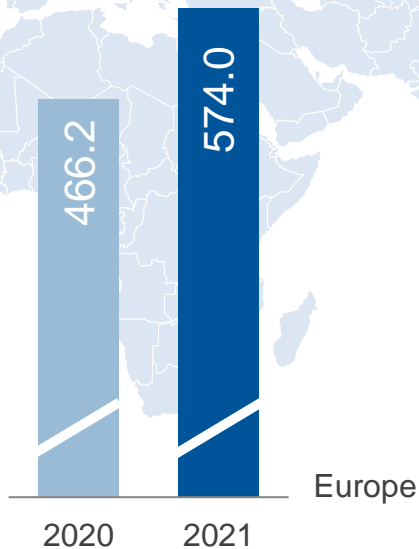
## BY REGION

in CHF million

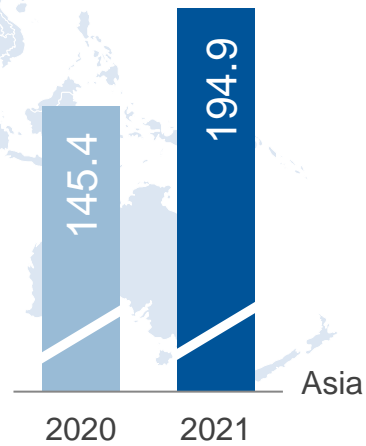
+12.4 % in CHF  
+15.3 % in LC



+23.1 % in CHF (*organic 21.2 %*)  
+22.1 % in LC (*organic 21.1 %*)



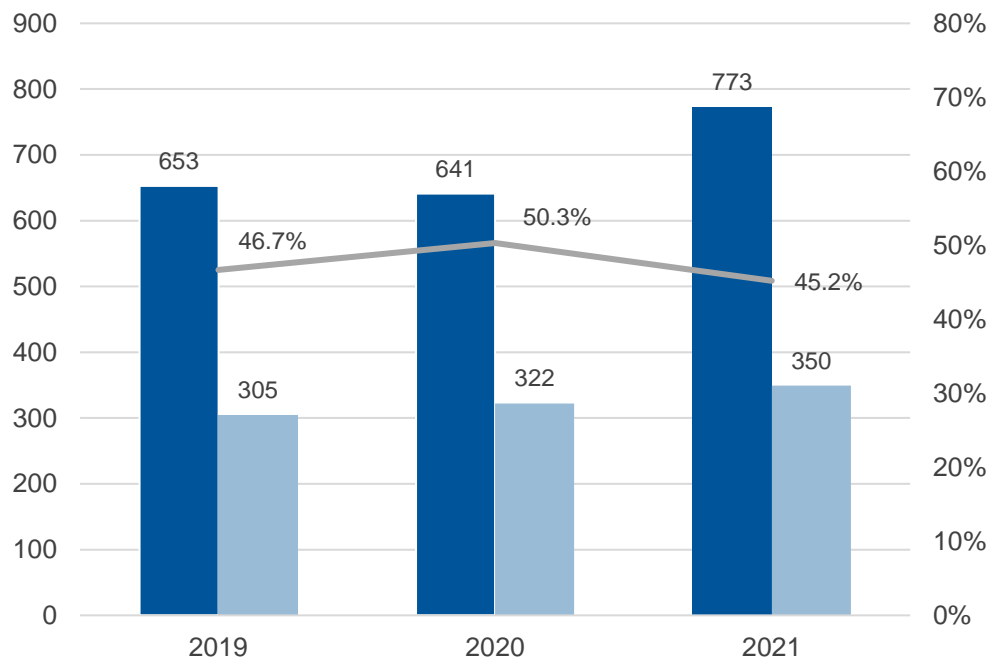
+34.0 % in CHF  
+31.8 % in LC



# SOLID BALANCE SHEET 2021

in CHF million

Equity ratio

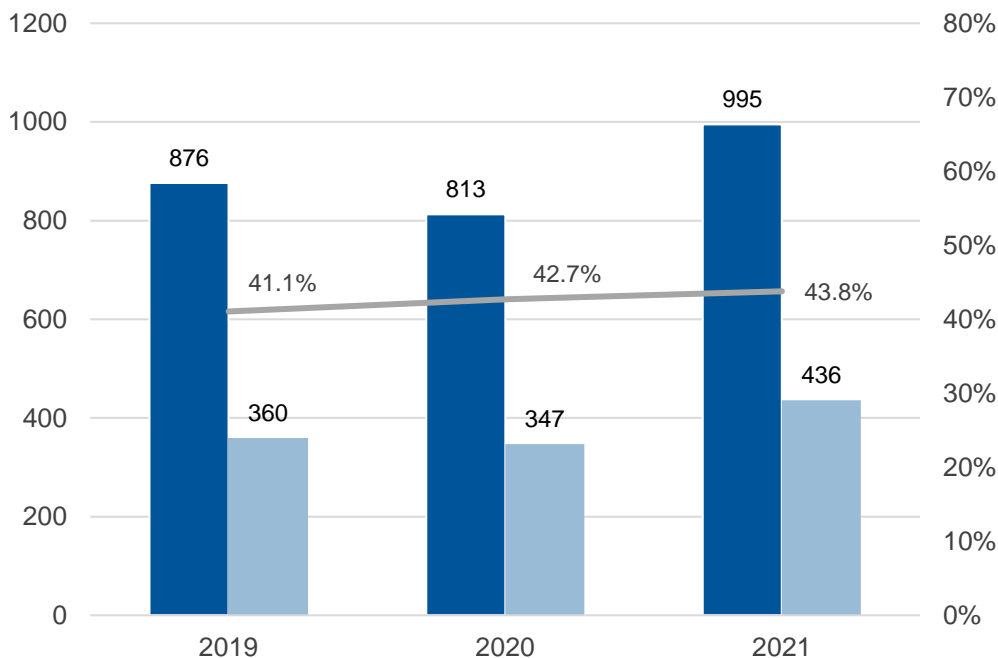


- YOY increase in total assets mainly due to higher operating net working capital.
- Lower equity ratio due to offsetting the goodwill from the acquisition of Jeveka B.V, Netherlands against equity.

■ Total assets  
■ Shareholders' equity  
— Equity Ratio in % of total assets

# OPERATING NET WORKING CAPITAL

in CHF million



ONWC

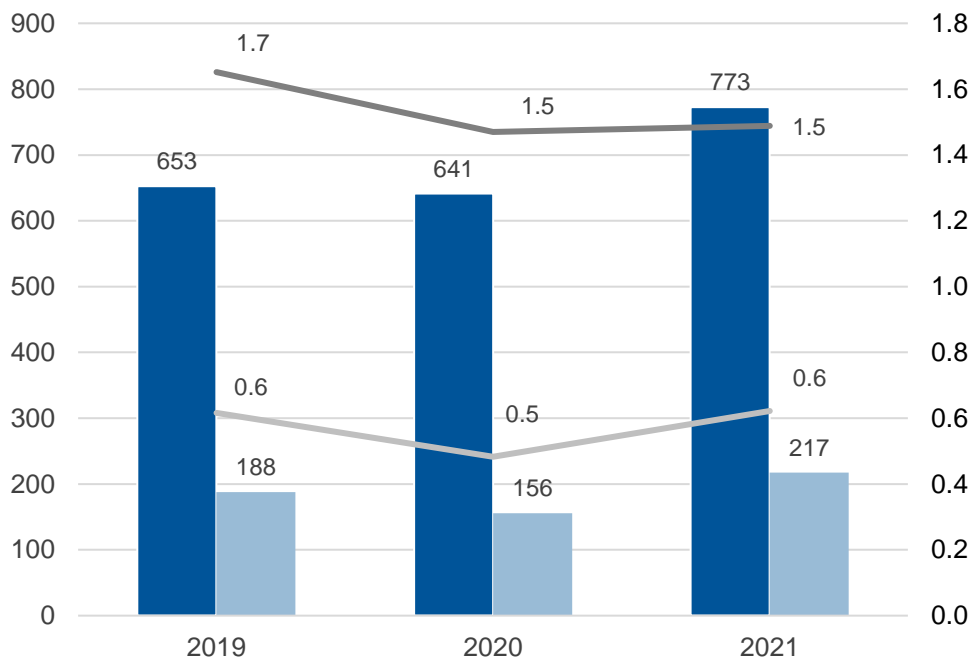
- YOY increase in total assets mainly driven by higher operating net working capital and the acquisition of Jeveka, BV, Netherlands.
- Above average increase of inventory due to:
  - Increase in demand
  - Maintaining service level
  - Higher raw material prices and freight costs

■ Net sales  
■ ONWC  
— ONWC in % net sales

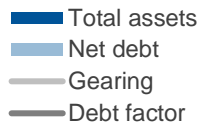
# SOLID BALANCE SHEET RATIOS 2021

in CHF million

Gearing / Net debt factor



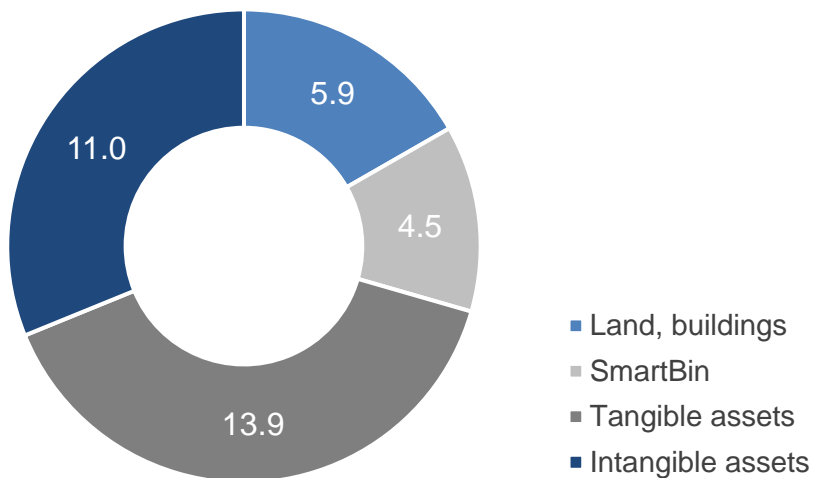
- Stable balance sheet ratios despite significant increase in total assets and net debt



# CAPITAL EXPENDITURES 2021

in CHF million

**Total Capex:**  
35.3 CHF million



## Land, buildings

- Office and warehouse capacity expansion in France and Taiwan

## SmartBin

- Scales for Smart Factory installations

## Tangible assets

- Replacement / expansion of warehouse equipment, machinery, office equipment and cars

## Intangible assets

- General IT investment / replacement
- New global enterprise resource system



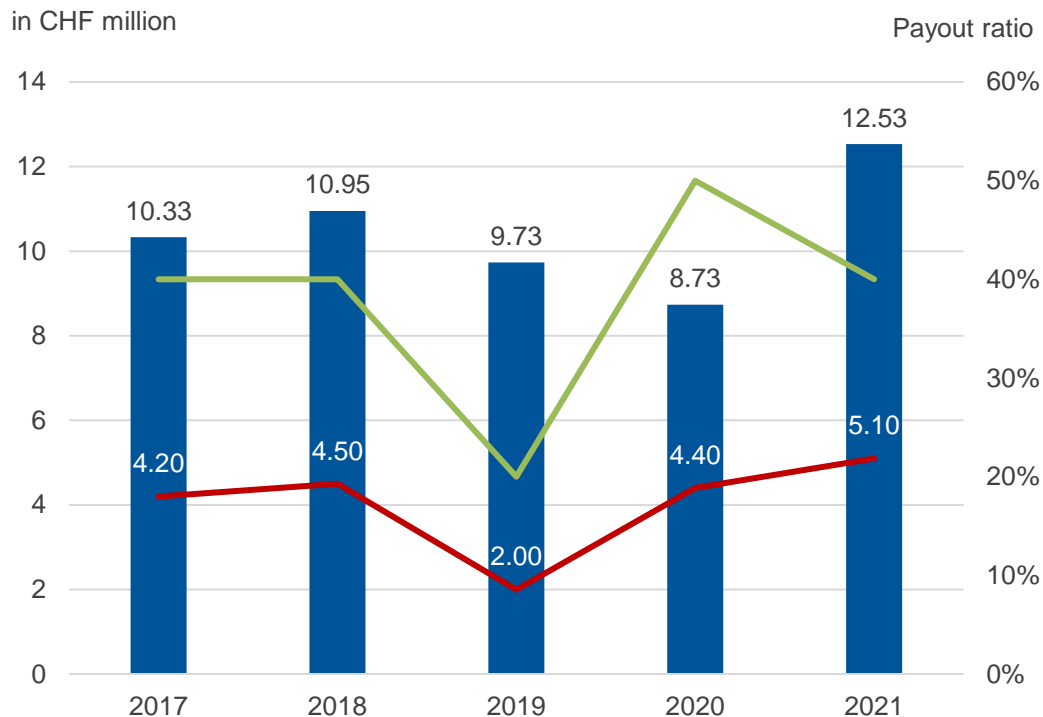
# CASH FLOW STATEMENT 2021

in CHF million

	Actual 2020	Actual 2021	+/- in %
<b>Cash flow from operating activities before NWC</b>	90.2	126.0	39.7 %
Change in NWC	1.4	-60.1	
<b>Cash flow from operating activities</b>	91.6	65.9	-28.1 %
Fixed assets	-24.0	-35.3	
Net acquisitions	-19.6	-55.9	
Other financial assets	2.4	-1.1	
<b>Cash flow from investing activities</b>	-41.2	-92.3	124.0 %
<b>Free cash flow</b>	50.4	-26.4	

# DIVIDEND POLICY

## 40 PERCENT PAYOUT OF NET INCOME



### Proposed dividend for FY 2021

Proposal to the general annual meeting of shareholders

- Gross dividend of CHF 5.10 per registered A share
- Prior year: CHF 4.40
- Increase: +15.9 percent



# STRATEGIC FOCUS & OUTLOOK 2022

# BOSSARD STRATEGY 200

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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.

# STRATEGIC FOCUS – SUNRISE INDUSTRIES

A scenic landscape at sunset with a grid overlay containing industry names. The background shows a sun setting over a valley, with a blue sky above and a golden glow below. A grid of four semi-transparent white boxes is centered on the image, each containing a different industry name in a dark, sans-serif font.

RAILWAY

ELECTRIC/ELECTRONIC

HEALTHCARE

ELECTRIC VEHICLES





Railway

Engineering & Smart Factory Partner

Alstom Transport, France

**ALSTOM**  
• mobility by nature •



## Electronics – Semiconductor Equipment Supply Partnership

ASML, Eindhoven, Netherlands

**ASML**





Healthcare

Engineering & Smart Factory Partner

Roche Diagnostics International AG, Switzerland

Roche



# Electric Vehicles Engineering & Smart Factory Partner

Lucid Motors, Casa Grande, Arizona (USA)

LUCID





northvolt | VOLVO

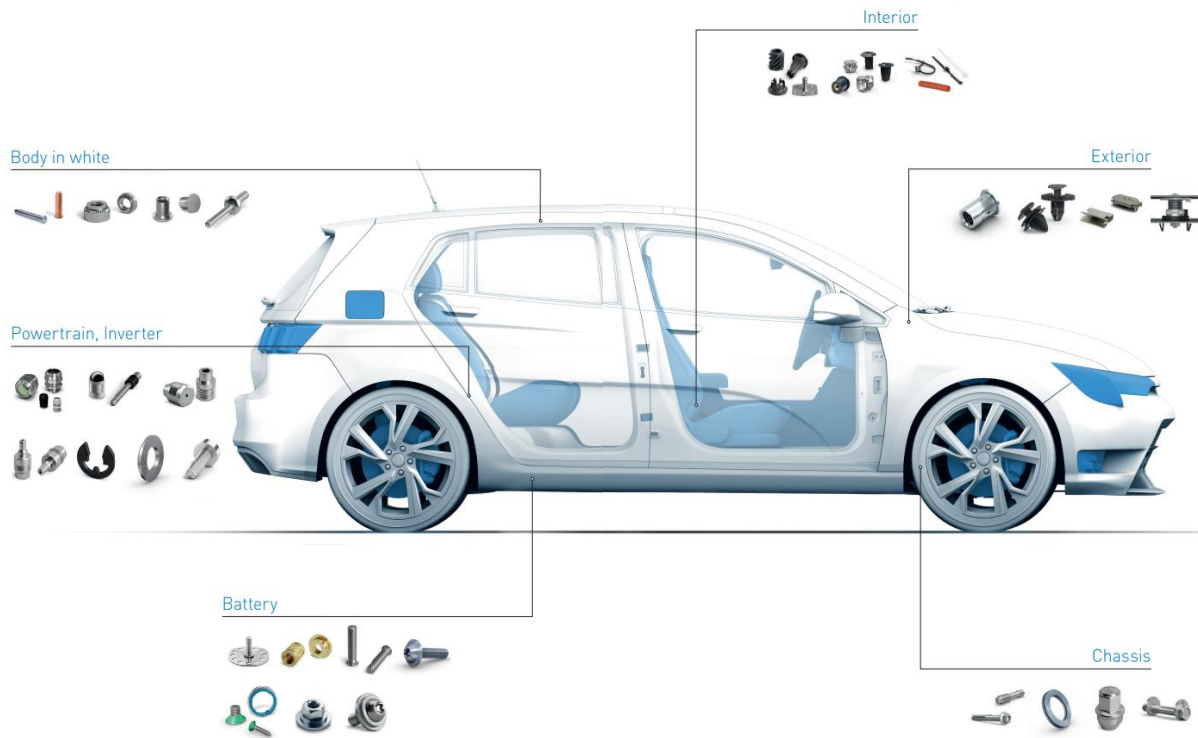
# Electric Vehicles – Battery Systems Engineering & Supply Partner

Northvolt, Västerås, Sweden

**northvolt**

# ELECTRIC VEHICLES

## SMART PRODUCT SOLUTIONS





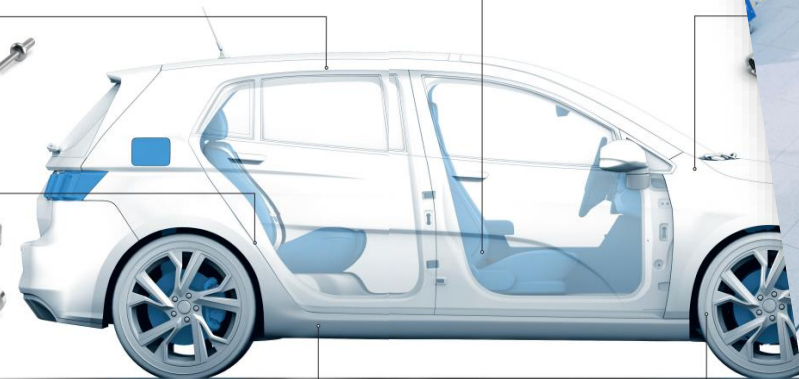
# ELECTRIC VEHICLES

## SMART PRODUCT SOLUTIONS

Body in white



Powertrain, Inverter



Interior



Battery



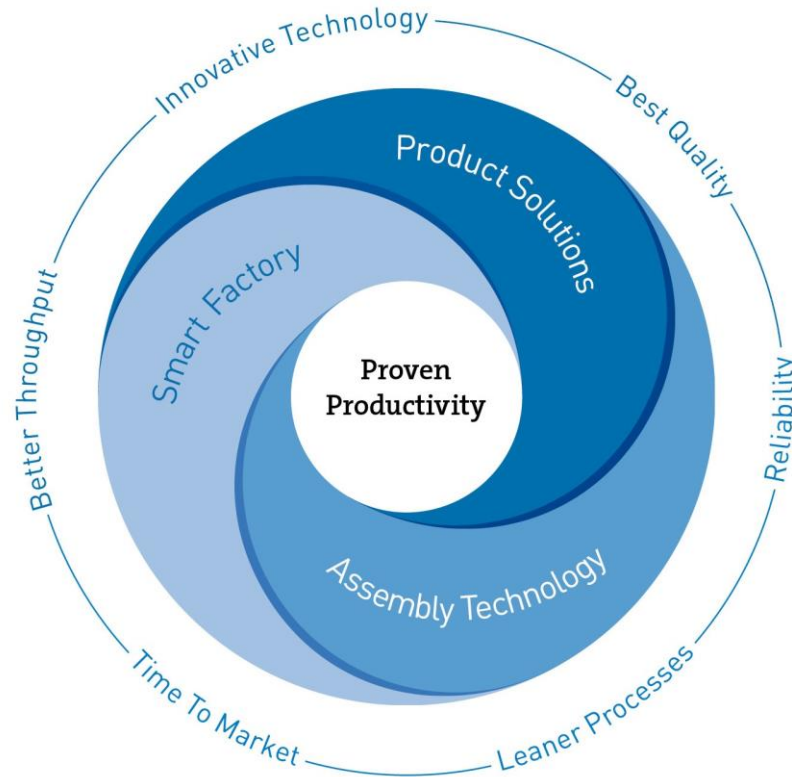
**BOSSARD**  
Proven Productivity



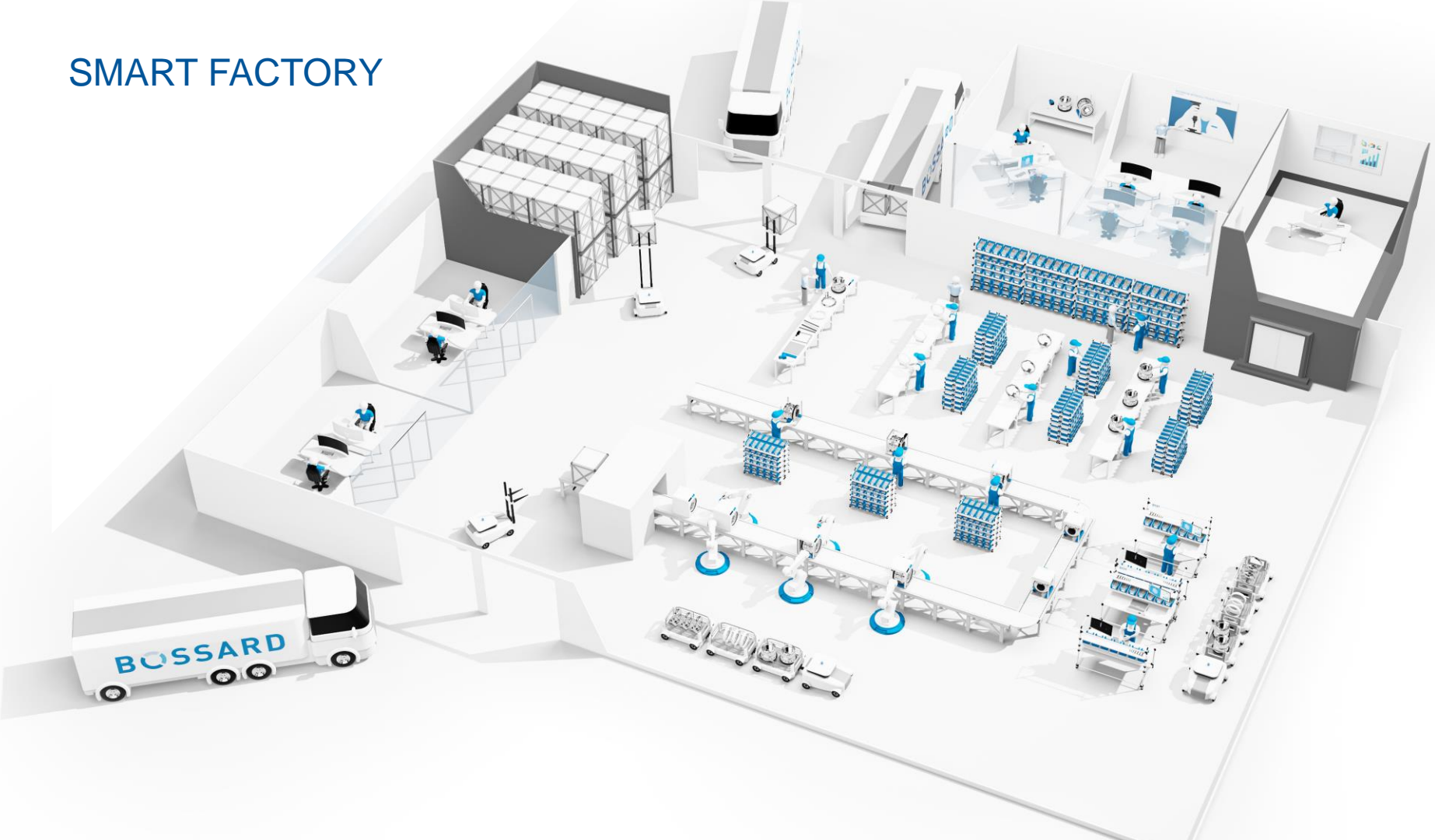
**Electric Vehicles**  
Smart solutions for the EV sector

# STRATEGIC FOCUS – PROVEN PRODUCTIVITY

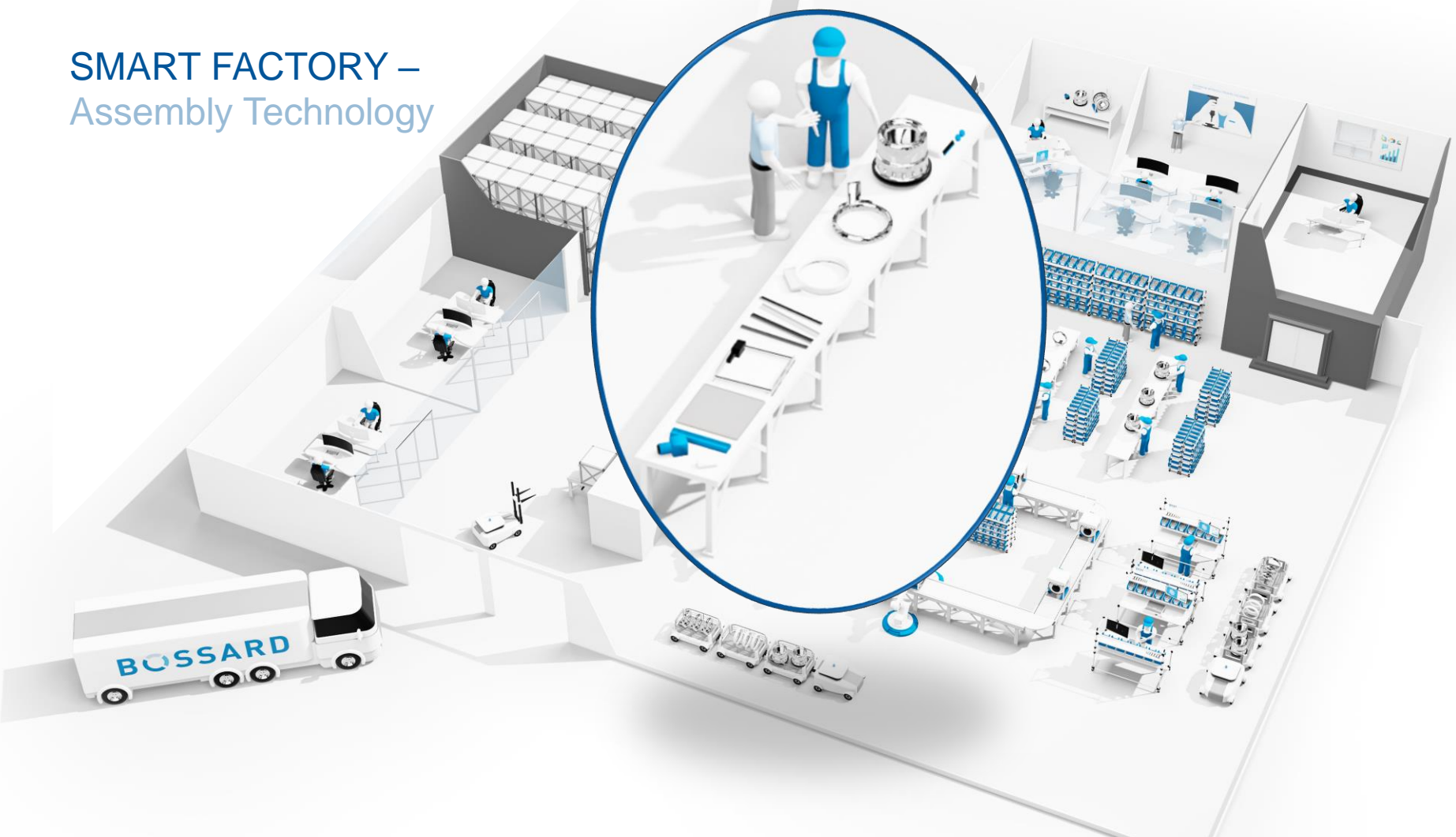
# PROVEN PRODUCTIVITY THROUGH PRODUCT SOLUTIONS & STRATEGIC SERVICES



# SMART FACTORY

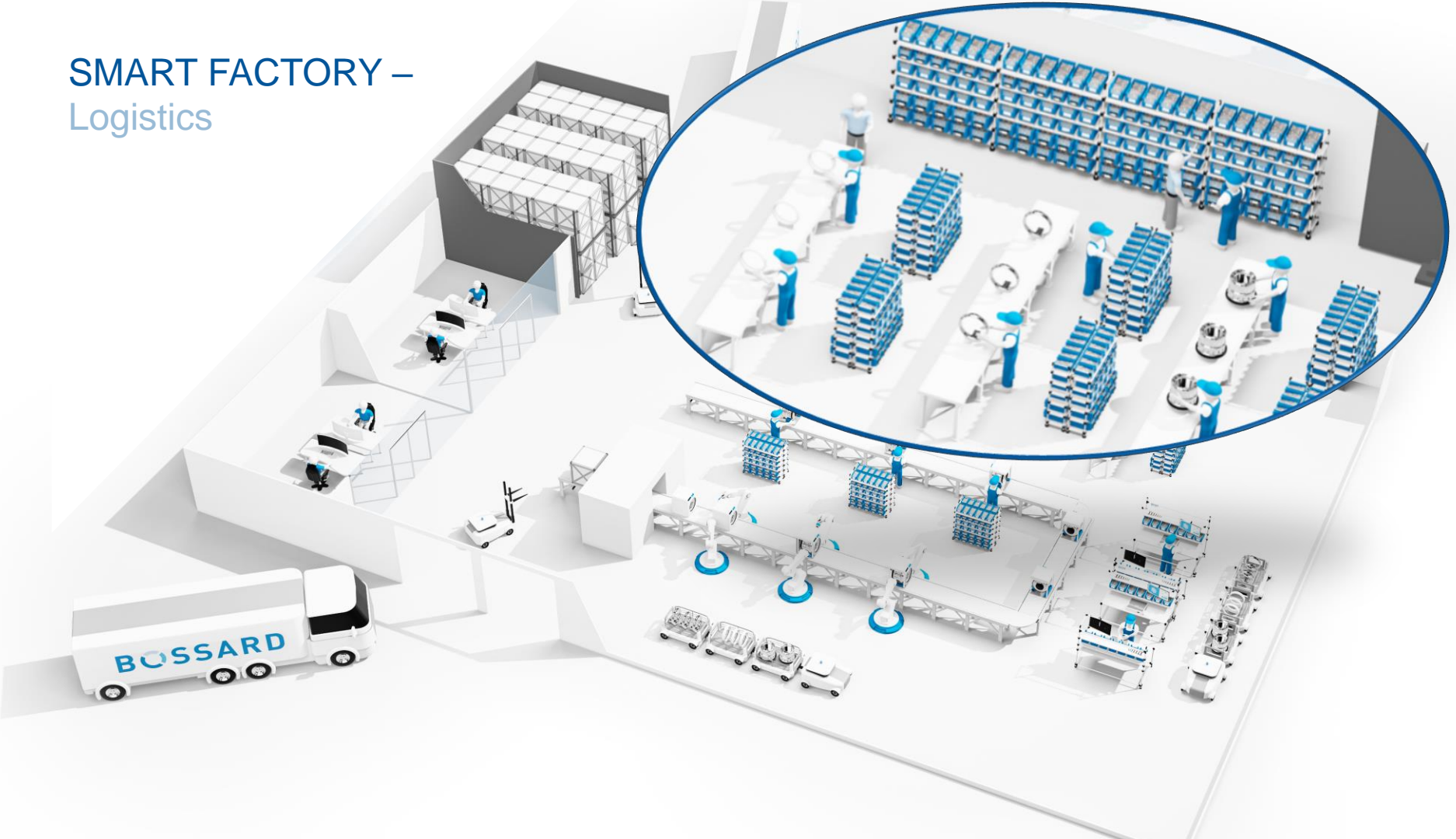


# SMART FACTORY – Assembly Technology



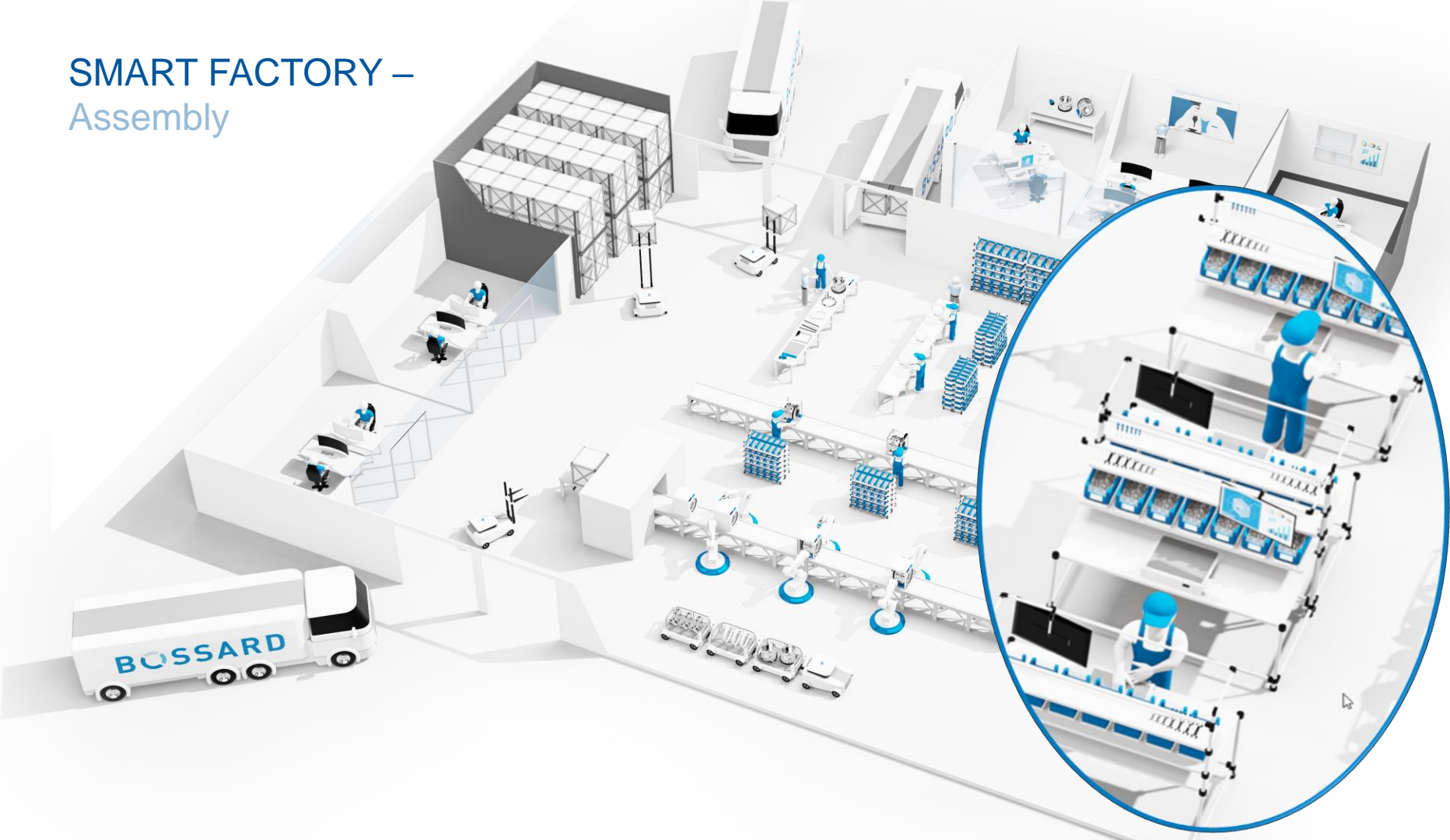


# SMART FACTORY – Logistics



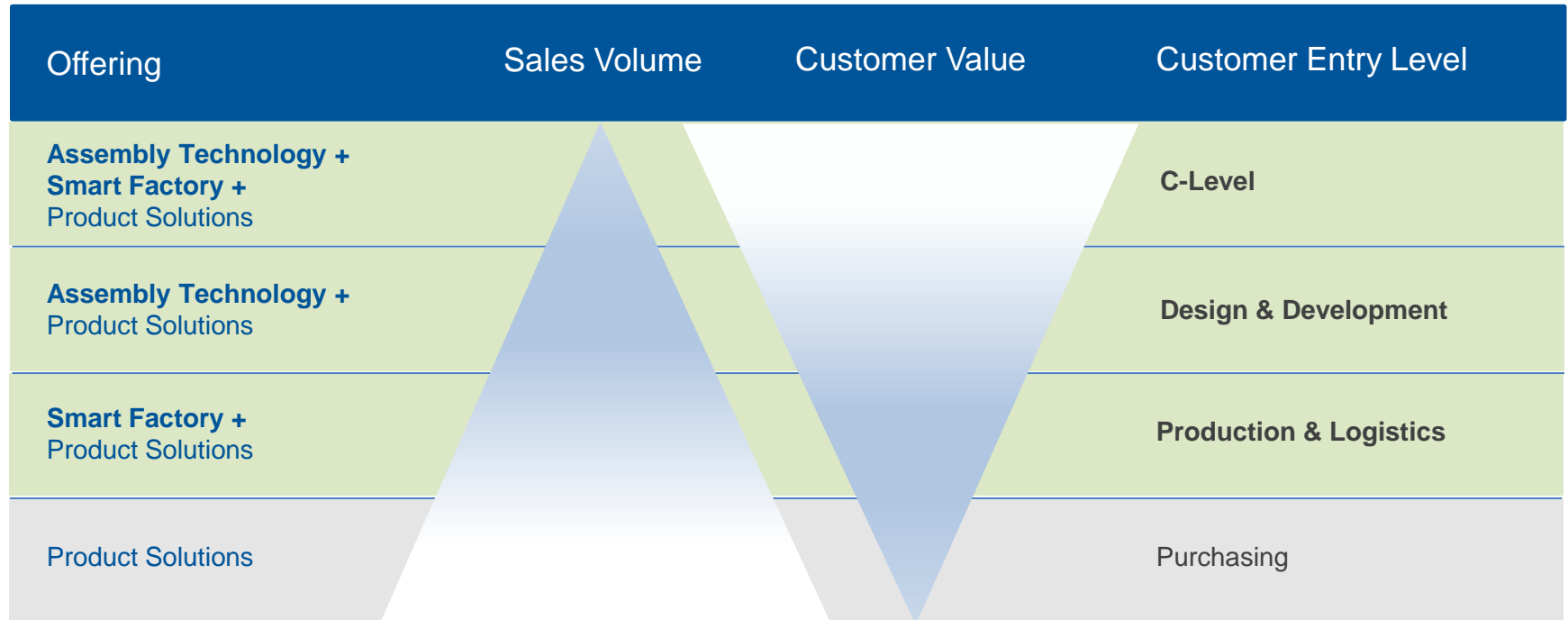


# SMART FACTORY – Assembly



# STRATEGIC SERVICES

## ... CREATE CUSTOMER VALUE



# STRATEGIC FOCUS – SUMMARY

# BOSSARD GROUP

## STRATEGIC FOCUS 2022

### RUN



- **Profitable Growth**  
Focus on Sunrise Industries
- **Customer Retention, Penetration & New Business Development**  
Services as a Key Driver for Cost Reduction
- **Sustainability**  
Embed Sustainability in Day-to-Day - Social & Environmental

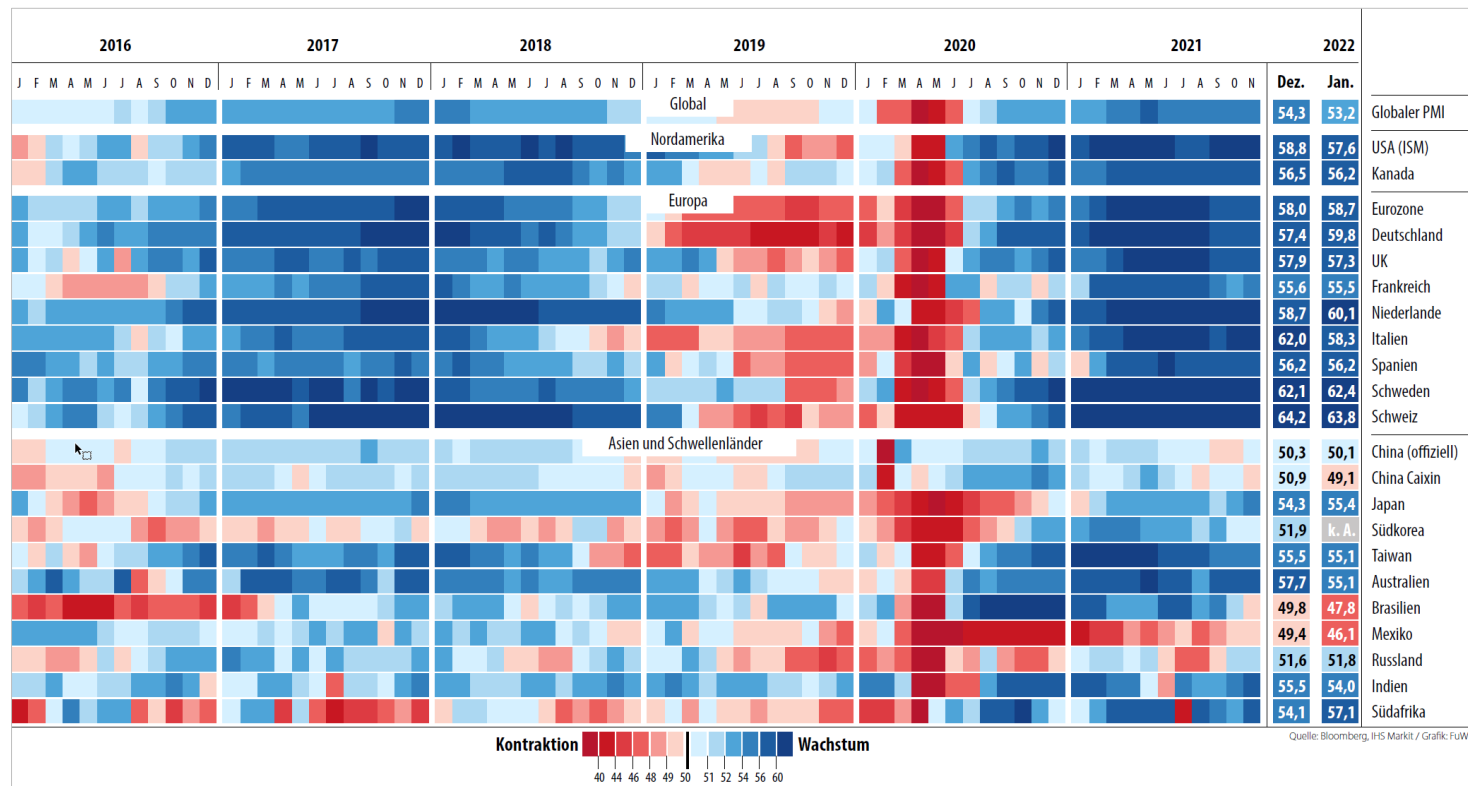
### CHANGE



- **Operations Engine**  
Build Digital Platform (ERP System, 1st Release)
- **Sales Engine**  
Develop Global 'Sales Engine', Experiments & Successes
- **Together We Create**  
'Guiding Principles', Leadership Development & Talent Management

# OUTLOOK 2022

# GLOBAL PURCHASING MANAGERS' INDICES OPTIMISTIC...





# GLOBAL SUPPLY CHAIN

War in Ukraine

EU antidumping tax for steel fasteners from February 17 (20 - 80 percent)

Fastener prices increasing!

Lead times 30 - 50 weeks (vs. 12 weeks)

Freight cost at peak (scarce port & container capacities)

Inflation (raw materials, wages)



# OUTLOOK 2022

## SUMMARY

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- PMIs high – strong global demand!
- Great potential in sunrise industries
- Volatile environment (COVID, war, supply chain, inflation)
- Ongoing investments (digitalization, strategy 200)
- Cautiously optimistic for 2022







Together, We Create!

# SAFE HARBOR STATEMENT

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