

Investor Manual



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1 Executive Summary

1.1 About Bossard

The Bossard Group is a leading global provider of product solutions and services in industrial fastening and assembly technology. The Group acts as a strategic partner for its Original Equipment Manufacturer (OEM) customers worldwide with its three offerings of Product Solutions, Assembly Technology Expert (ATE), and Smart Factory, which includes Smart Factory Logistics (SFL) and Smart Factory Assembly (SFA). Bossard is well-positioned to grow profitably and generate attractive returns as one of the leading Groups in a still very fragmented market.

The Group was founded 1831 in Zug, Switzerland, and is molded by members of the founding family, now represented by the seventh generation.

The holding company, Bossard Holding AG, has its headquarters in Zug, Switzerland, and is quoted on the SIX Swiss Exchange in Zurich (BOSN, Swiss security number 23862714, ISIN CH0238627142). Bossard's close to 3,000 employees are present at 82 locations in 32 countries worldwide.

As a value-driven group, Bossard believes in sustainable growth and fosters a culture of ethical conduct and responsibility among all employees. In dealing with their business partners, customers and stakeholders, Bossard is committed to providing optimal services and solutions. Bossard is well aware that success is achieved in a social and natural environment and views it as its essential responsibility to act sustainably.



Bossard's business units

82 locations in 32 countries worldwide

1.2 Strong market demand for increased productivity

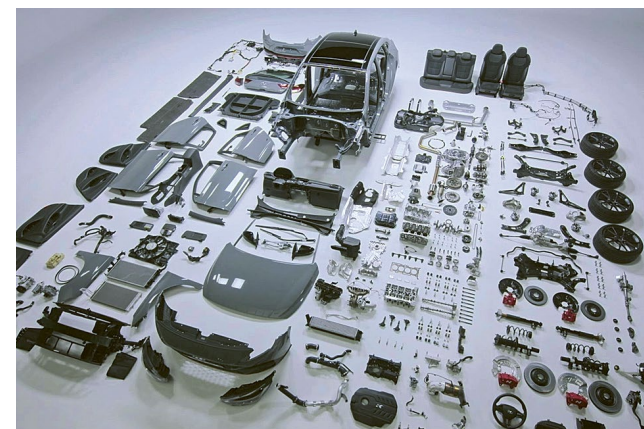
Finally, although the basic technologies and production processes applied are well established and well understood, innovations in fastening design and performance continue to be made. As a result, the demand for better planning, layout and development phases is rising to reduce the production and assembly time and the use of materials on the one hand and to enhance the output quality on the other hand to strengthen our customers competitiveness.

The pressure on capital costs forces optimized inventory management solutions. In addition, the reduction of throughput times and the need for production improvement also requires innovative and networked logistics solutions. The traceability of production steps, high labor costs and a low tolerance for errors in the production process leads to a constant demand for reliable production processes and corresponding control solutions.

From the customer's perspective, the interplay of Product Solutions, Assembly Technology Expert and Smart Factory has six core benefits:

- **Time to market** – this means that customers' products are brought to market faster – a crucial competitive advantage in a global environment where speed counts
- **Lean process** – this means saving time, money and resources, being able to calculate total costs better – and above all, achieving higher margins
- **Better throughput** – this is one of the central cost aspects for customers when it comes to boosting effectiveness, especially improving efficiency
- **High quality** – this means absolute reliability in terms of product, process and production safety – and hence, less waste and fewer complaints
- **Innovative technology** – only companies open to new developments are ready to successfully forge new paths and go where no other competitor has gone before
- **Maximum reliability** – this means knowing that they can rely on Bossard and its long-time employees with the utmost confidence – not just now, but decades down the line

On average,
50 percent of all
single parts are
fastener-related –
this is complexity
and cost!



Challenge with fasteners and C-parts
Complexity generates costs

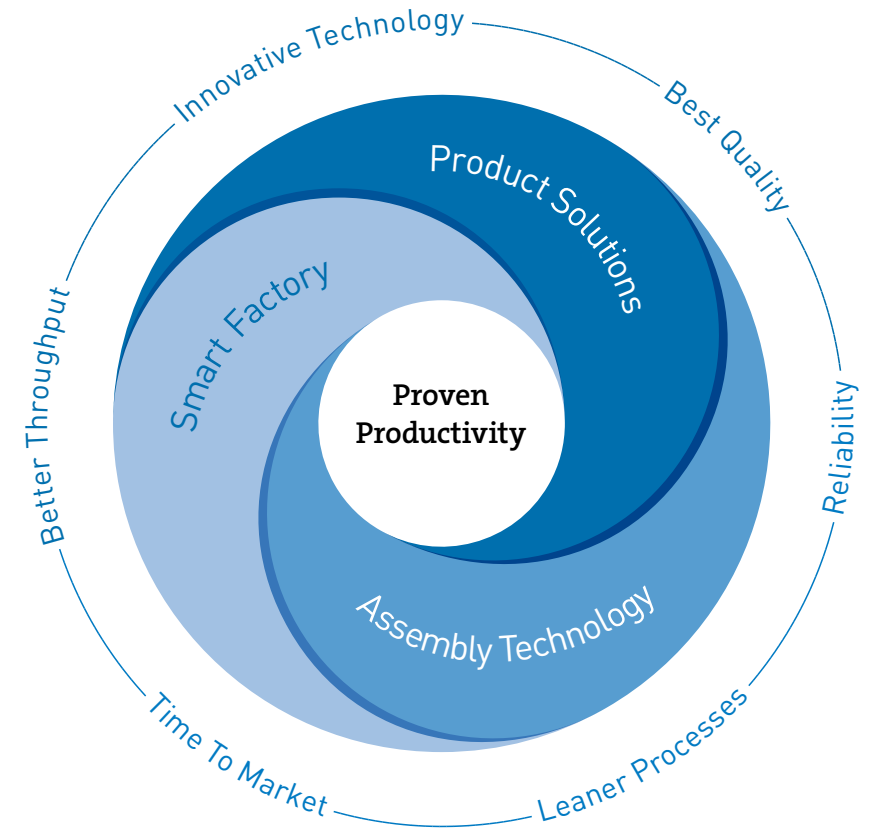
1.3 Business model

Bossard's fastening technology full-service package applies along the entire value chain. Bossard optimizes the clients' processes through its core competencies – Product Solutions, Assembly Technology Expert and Smart Factory solutions.

High-quality fasteners ensure that products last longer. The solution-oriented Assembly Technology Expert means that customers can already count on cost savings during a product's planning, design and development phase and reduce their production time. Bossard helps them be more competitive by slashing their time to market and educating them to become experts themselves. Smart Factory Logistics is an end-to-end service for managing B- and C-parts. It is a time tested and proven methodology that helps to uncover hidden potential for productivity improvement. Smart Factory Assembly provides optimal process control, control of tools, the traceability of production steps and leads to an assembly which networked into a harmonized process.

Bossard's holistic view – Proven Productivity – enables its customers to apply solutions that are better, faster, more efficient, more cost-effective, more innovative, more reliable and hence to help to outperform their competitors.

See more about Proven Productivity on [Bossard's website](#).



1.4 Strategic focus

The strategy is designed to allow Bossard to offer local and multinational industrial customers comprehensive on-site services and innovative solutions for their fastening needs. Bossard's strong market position is built on its global presence, innovative solutions and wide range of products. This position is underlined by its solid reputation in the industry and longstanding relationships with its supplier and customer base driving for quality products, engineering and product solutions and extensive value-added logistic systems. The goal based on these factors is to ensure the company's long-term competitive edge.

Bossard has defined five strategic targets to exploit further growth and profit opportunities:

- Innovative service & solutions (Assembly Technology Expert, Smart Factory Logistics and Smart Factory Assembly)
- Gaining a relevant market share in the focus markets North America and Asia
- Targeting growth markets such as robotics, electromobility, railway, and healthcare technology
- Increasing sales to existing customers
- M&A strategy focus on integration potential, scale or innovative products and brands

1.5 Differentiating factors

1.5.1 Total cost of ownership approach

Bossard supports uncovering the potential along the entire value chain of industrial engineering and addressing the TCO in fastening. Assembly Technology Expert and Smart Factory solutions are service and solution-driven approaches and essential building blocks.

1.5.2 Engineering capabilities

Bossard has extensive engineering know-how that provides value-added services for customer fastener-related requirements. With six modules, the engineering specialists plumb the potential in product design, on the production line, in C-parts supply, assortment configuration, and basic and advanced training. In addition, Bossard maintains a worldwide accredited laboratory for product engineering and testing as well as provides extensive on-site service for function and reliability problem solving.

1.5.3 Strong global market position

Bossard is among the market leaders in the sector of fasteners in each of the three global economic regions (Europe, America and Asia). In those markets where Bossard is not present through its own companies, it works through alliance partners. The range of services provides the perfect complement to the partners'

competence. This means that Bossard can provide for multinationally active industrial customers wherever they have a presence.

1.5.4 Supplier/delivery reliability

For years, the Group has practiced a purchasing strategy based on several procurement sources and generous stock-keeping, which is of central importance to ensure the best possible delivery capability to customers. In addition, the high level of flexibility, commitment and experience of the employees are a further essential building block.

1.5.5 Reliable fasteners

The Group has well-established quality assurance functions that control incoming materials' quality and perform numerous validation processes to both customer and Bossard specifications. The five different quality levels of Bossard synchronize the quality requirements/risk assessments of its customers with their quality.

1.5.6 Entrepreneurial thinking and behaviour

The family has managed Bossard for 192 years in an entrepreneurial, responsible and sustainable way. The result is a corporate culture that unites the values of trust, leadership, social responsibility, entrepreneurship, and credibility.

1.5.7 Diversified and sustainable customer base

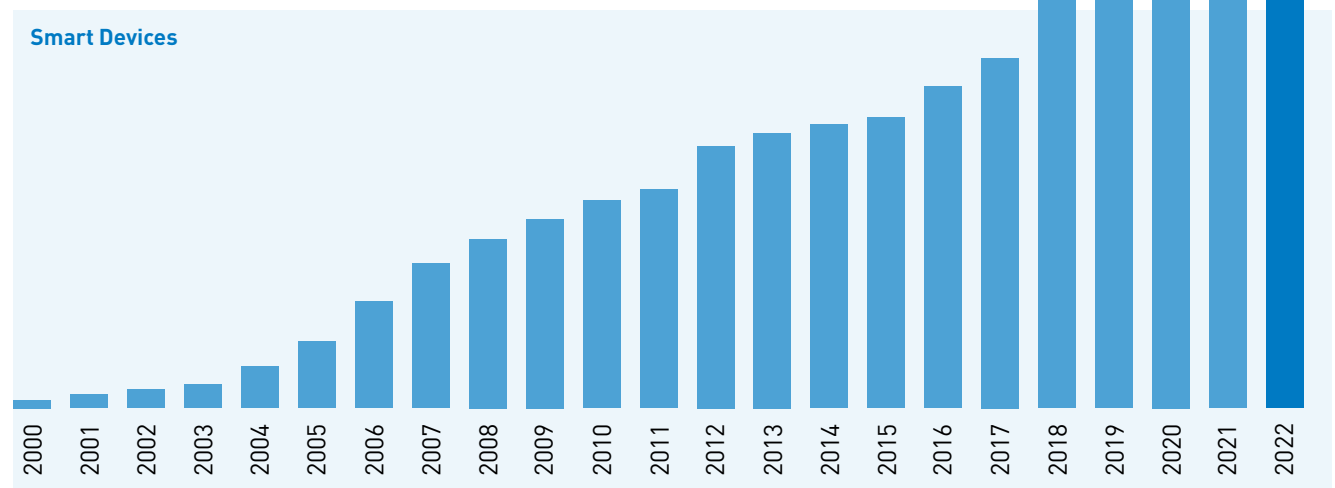
The broad industrial diversification with more than 30,000 customers from a wide range of industries balanced customer growth significantly reduces dependence on individual industry segments. More than 90 percent of large and medium-sized customers have been working with Bossard for more than ten years, and this sustainable customer base is the most important foundation for long-term sales and profit development.

1.5.8 Leader in digitalization

More than 20 years ago, Bossard invented the first fully digitalized and automated C-parts management system, based on IoT technology, that today is being used every day by over 1,100 customers globally with an installed base of more than 437,000 Smart Devices. The proven solutions, used by customers to maintain a seamless supply of C-parts for production without manual interaction. With the digital platforms developed over the last years, Bossard was able to switch its wide range of services to the virtual space – instantly and across the globe.

1.6 Seven reasons to invest in Bossard

- Strong need for Proven Productivity gains and sustainability in assembly operations
- Company shaped and managed by an entrepreneurial spirit
- Scalable business model
- Strong market position and broad diversification by end markets/segments
- Focus on future industries such as automation, electromobility, medical technology and railway
- High level of recurring revenue due to strong partnerships with customers
- Additional growth potential through M&A in non-consolidated markets



INVESTOR MANUAL

2 Key Financials

| In CHF 1,000 | 2022 | 2021 | 2020 | 2019 | 2018 |
|---|-----------|---------|---------|---------|---------|
| Net sales | 1,153,841 | 995,148 | 812,792 | 876,224 | 871,070 |
| Change to prior year in % | 15.9 | 22.4 | -7.2 | 0.6 | 10.8 |
| Gross profit | 360,131 | 317,120 | 248,730 | 273,253 | 275,768 |
| in % of net sales | 31.2 | 31.9 | 30.6 | 31.2 | 31.7 |
| Personnel expenses | 216,475 | 199,732 | 165,728 | 180,920 | 176,483 |
| in % of net sales | 18.8 | 20.1 | 20.4 | 20.6 | 20.3 |
| EBITDA | 165,185 | 145,904 | 105,863 | 113,612 | 124,940 |
| in % of net sales | 14.3 | 14.7 | 13.0 | 13.0 | 14.3 |
| EBIT | 141,467 | 123,326 | 86,386 | 95,705 | 108,821 |
| in % of net sales | 12.3 | 12.4 | 10.6 | 10.9 | 12.5 |
| Net income | 105,583 | 98,017 | 67,751 | 75,959 | 85,410 |
| in % of net sales | 9.2 | 9.8 | 8.3 | 8.7 | 9.8 |
| Cash flow ¹⁾ | 129,301 | 120,595 | 87,228 | 93,866 | 101,529 |
| in % of net sales | 11.2 | 12.1 | 10.7 | 10.7 | 11.7 |
| Capital expenditures | 41,230 | 35,289 | 23,927 | 34,649 | 27,791 |
| Operating net working capital ²⁾ | 554,964 | 435,620 | 346,982 | 359,745 | 333,010 |
| in % of net sales | 48.1 | 43.8 | 42.7 | 41.1 | 38.2 |
| Net debt | 318,989 | 217,222 | 155,655 | 187,716 | 130,162 |
| Shareholders' equity | 379,623 | 349,548 | 322,340 | 304,524 | 309,650 |
| in % of total assets | 41.7 | 45.2 | 50.3 | 46.7 | 51.3 |
| Total assets | 910,089 | 772,776 | 641,308 | 652,729 | 604,094 |
| Return on equity | 29.0 | 29.2 | 21.6 | 24.7 | 29.8 |
| Return on average capital employed (ROCE) | 17.4 | 19.1 | 14.7 | 16.8 | 21.5 |
| Dividend yield in % (Basis: share price at Dec. 31) | 2.8 | 1.6 | 2.5 | 1.1 | 3.2 |
| Earnings per share ^{3) 4)} | | | | | |
| Registered A share in CHF | 13.38 | 12.53 | 8.73 | 9.73 | 10.95 |
| Registered B share in CHF | 2.68 | 2.51 | 1.75 | 1.95 | 2.19 |
| Price/earnings ratio (Basis: share price at Dec. 31) | 14.9 | 26.2 | 20.4 | 18.0 | 12.8 |
| Price/book value per share | 4.1 | 7.2 | 4.3 | 4.4 | 3.4 |
| Annual weighted average number of employees ⁵⁾ | 2,765 | 2,516 | 2,410 | 2,447 | 2,307 |
| Net sales per employee ⁶⁾ | 417.3 | 395.5 | 337.3 | 358.1 | 377.6 |

1) Net income + depreciation and amortization

2) Accounts receivable, inventories, less accounts payable

3) Basis: Average capital entitled to dividend

4) Basis: Share attributable to shareholders of Bossard Holding AG

5) Average full time equivalent

6) Basis: Annual weighted average number of employees

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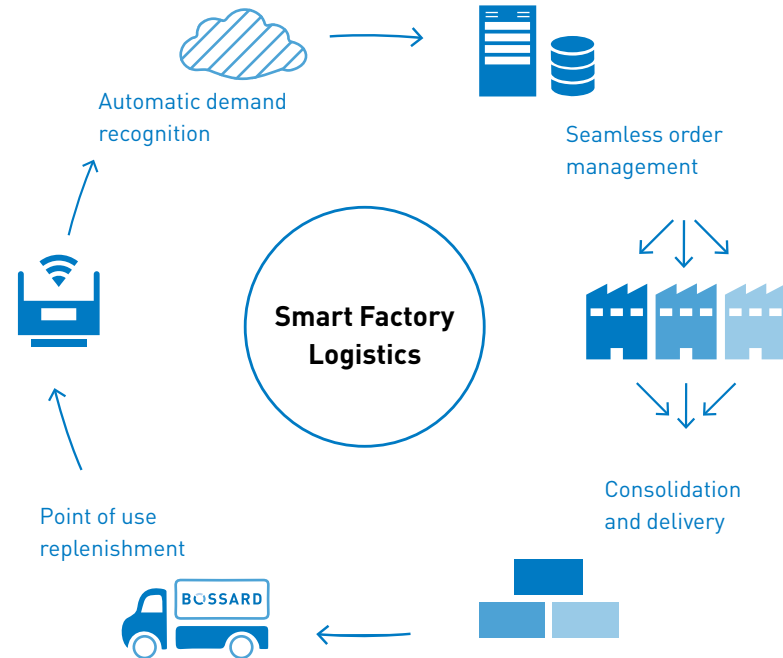
3 Business Overview

3.1 Smart Factory Logistics

In the world of Industry 4.0, Smart Factory Logistics is a core element for profitable growth. The more precise and smarter factory logistics is, the better companies fare against their competitors. While its customers fully focus on their core competences, Bossard takes care of automating their B- and C-parts management processes, thus ensuring a lean assortment and a smooth supply flow. Inventory is controlled in real-time, and material is delivered directly to the assembly stations thanks to smart order management. All at the right time and in the right place. Lower material handling costs and smaller inventories enable the customers to boost productivity in their production significantly.

Explore more:

www.bossard.com/global-en/smart-factory-logistics/



Simple and lean process

Bossard Smart Factory Logistics offers solutions that are precisely tailored to customer needs.

Solution

Description



Demand
management

Bossard Smart Factory Logistics systems are ready for use and ensure article availability.



On-time
delivery

Select delivery method from accepting supply at the receiving area up to work cell replenishment.



Expert
support

Our experts are available to design, maintain and optimize your system and offer additional advisory services.



ARIMS

Stay in control by receiving personalized and real time data.
Optimize your supply chain trough interactive program management and mobile app.



Costumizable
options

Customize your solutions package with various features such as:

- Supplier Consolidation Solution
- ERP integration
- Last Mile Management
- etc.

3.2 Smart Factory Assembly

Smart Factory Assembly provides optimal control of process, tools as well as the traceability of production steps. In addition, assembly is networked into a harmonized process.

Digital assembly workplace

Assembly operators are guided through each work step with interactive visuals. This shortens the onboarding time and ensures consistent quality. In addition, the production quality is ensured and traceable. Using Smart Factory Assembly, you can easily handle large numbers of product variants and produce them reliably in one-piece flow in paperless production.

Connected smart tools and devices

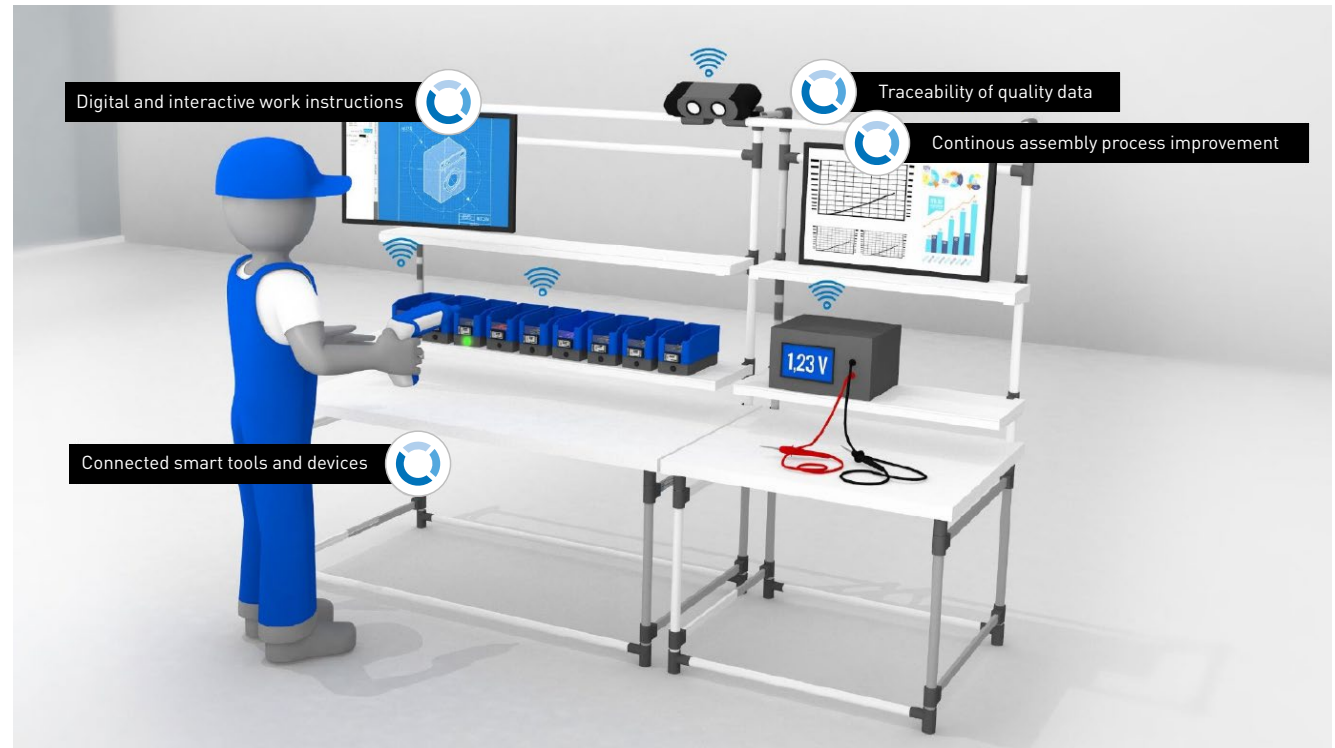
The aim is to connect the assembly environment, which is parameterized and/or measured specifically for the respective assembly step. The more assembly tools and testing equipment are connected with the system, the more one can leverage the following advantages:

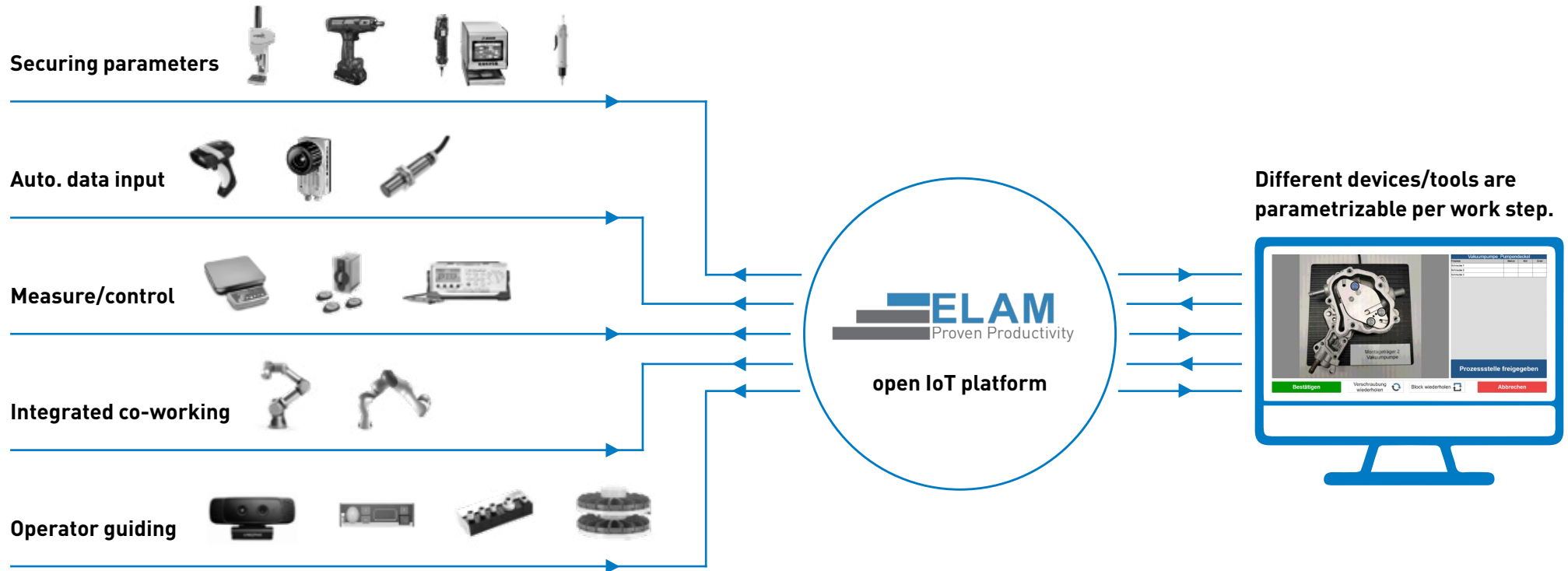
- Faster setup of the work stations for a new order/product
- Correct parameterization of the tools based on the order
- Documentation of all relevant assembly and testing processes based on a product

Various tools and devices can be incorporated.

Explore more:

www.bossard.com/global-en/smart-factory-assembly/





Connection smart tools and devices

A selection of possible tools

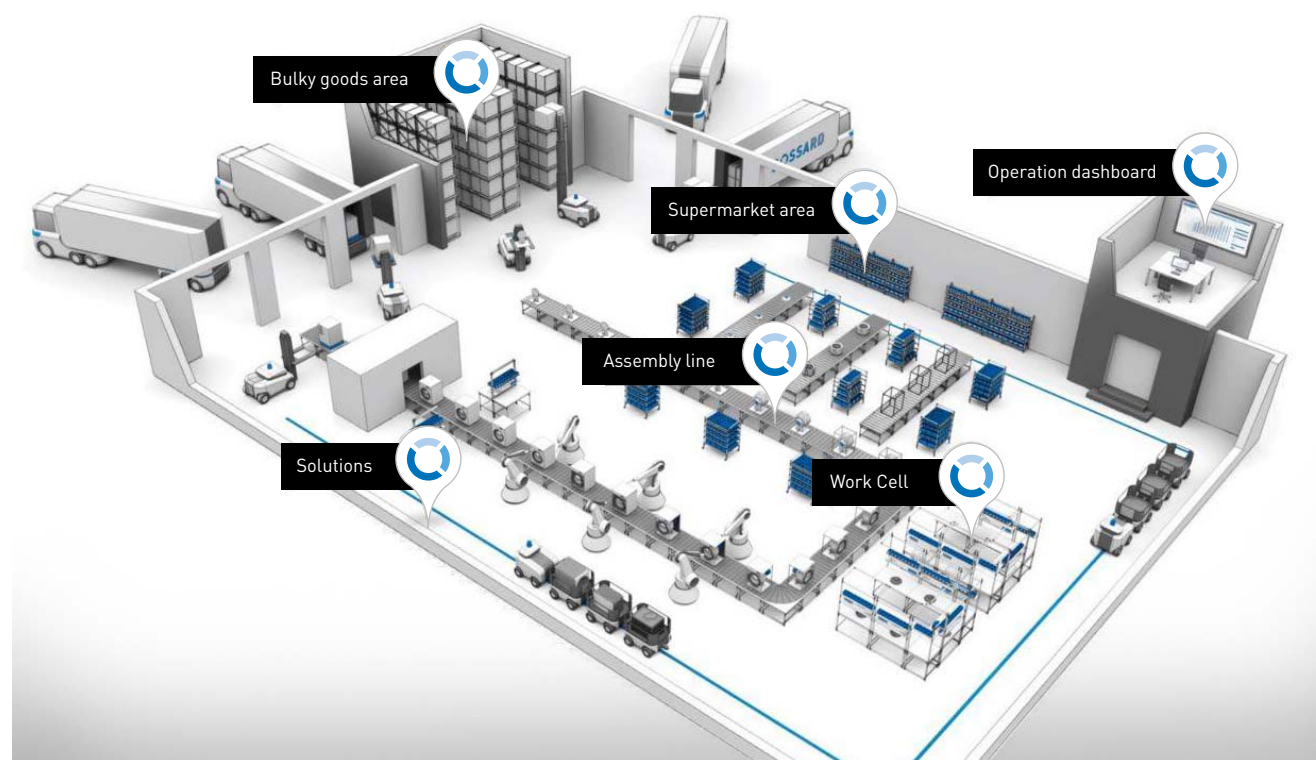
Enterprise Smart Assembly

All members (technical writer, industrial/quality engineer, production employees/manager and operation excellence) of the production facility are connected and networked in the production process.



Smart Factory Assembly
Blueprint

3.3 The combination of Smart Factory Assembly and Smart Factory Logistics from Bossard exploits the potential across the entire value chain.



Smart Factory Logistics
Blueprint

3.4 Assembly Technology Expert service

3.4.1 A three-stage methodology from concept to production

Using a three-stage methodology, Assembly Technology Expert helps customers to reduce their production time and significantly cut their costs. Bossard helps them be more competitive by slashing their time to market.

Design – focusing on fastening joints, Bossard assists its customers in designing perfect products to avoid costs. In cutting-edge fastening design centers, Bossard's highly trained engineers oversee their customers' fastening design procedures. They also keep close track of total product lifecycle costs.

Optimize – Bossard hones its customers' fastening processes to perfection. In this step, Assembly Technology Expert uses proven methodologies, smart sensors and industrial analytics and enables its customers to streamline every inch of their assembly process. This leads to Proven Productivity.

Educate – Bossard believes that its customers themselves can become experts. Therefore, it educates them on the science of fastening. Tailor-made training sessions on engineering principles, applications, and technology create synergies in customers' minds.

3.4.2 Six expert services

Assembly Technology Expert works with six differentiated services. Each part contributes to improving the productivity step by step.

Expert Walk – Bossard takes an in-depth look at the production facility and examines all workstations and assembly lines. The engineering experts study fasteners and tools the customer is using and determine how to proceed leaner and smarter.

Expert Teardown – Bossard disassembles the product and examines every inch of it. Focusing on the fasteners, their design, their functionality and their assembly procedure, the engineers identify the best fastening solution and the cost-saving potential for the customers.

Expert Design – Having the right fastener at the right time at the right place is crucial for success. Bossard provides the technical solutions and access to big data to find the most practical part.

Expert Assortment Analysis – To reduce total cost of ownership, Bossard streamlines the bill of materials by identifying opportunities for fastener rationalization. The engineers work with proven analytical processes, application audits and state-of-the-art methodologies and techniques.



Assembly Technology Expert

Where in your production can our service be used?

Expert Test Services – Bossard's test laboratories in Europe, America and Asia have cutting-edge measuring and testing equipment at their disposal. They guarantee that the manufacturing reliably meets quality requirements and that production procedures of its customers are flawless.

Expert Education – Bossard empowers its customers to become an expert in the full range of assembly technologies. In the seminars and e-learning, customers learn about the essentials and secrets of fastening, from novice level to mastery.

Explore more:

www.bossard.com/global-en/assembly-technology-expert/

3.5 Products

It is the small parts that make a product a unit. Bossard offers a selection of more than 200,000 different standard and branded articles directly from stock – available on-line. This range is supplemented with special articles tailored to your application to over one million fastening solutions, electric assembly accessories and control elements.

Discover our products:

www.bossard.com/eshop/global



- Standard fasteners (metal, plastic)
- Riveting, clinching solutions
- Welding & adhesive solutions
- Cable & wire management
- Access hardware
- Coating, sealing



- Engineered components
- Turned parts
- Pressed parts, cold formed parts
- Extruded parts
- 3D-printed parts
- Kit sets, sub-assemblies

Product Solutions for industrial applications

We cover all needs for our customers.

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4 Path to be a Strategic Service & Solution Partner and Equity Story

4.1 Global partner in logistics, assembly, engineering and product solutions

Bossard's fastening technology full-service package applies along the entire value chain and optimizes the clients' processes. On this path, Bossard wants to scale its success engine (Product Solutions, Smart Factory Logistics/Assembly, Assembly Technology Expert) to every relevant customer and every relevant market in the world.

The basis of Bossard's business and the volumes achieved are the quality and the high delivery capability. The value of the collaboration with the customers or the Proven Productivity grows with the delivery of the services. Smart Factory solutions help logistics and production managers to optimize supply and production processes. Through Assembly Technology Expert services, the right fastening solutions are identified, tested and implemented

according to the requirements. This increases the customer's safety and avoids costs.

The sum of all services establishes Bossard at the customer's C-level as a strategic industrial partner that helps companies to increase their competitiveness. This creates customer loyalty that could never be achieved by trading products alone.

| Bossard offering | Sales contribution | Customer value/ Bossard margin | Customer entry level |
|--|--------------------|-----------------------------------|-------------------------------|
| Smart Factory Logistics + Assembly Technology Expertise + Product Solutions | | | C-Level General Management |
| Assembly Technology Expertise + Product Solutions | | | Engineering Management/R&D |
| Smart Factory Logistics + Product Solutions | | | Assembly/Logistics Management |
| Product Solutions | | | Procurement Management |

Proven Productivity – the holistic view

The demand of our clients for full services is steadily growing.

4.2 Key trends: reduce complexity and cost of OEMs

Bossard is the expert to uncover the potential along the entire value chain of industrial engineering and to address the total cost of ownership (TCO) in fastening.

On average, the fastener itself makes up to only around 15 percent of the total costs. The remaining 85 percent of the costs come from development, procurement, testing, inventories, assembly and logistics. This chain of events is adding costs to the entire fastening ecosystem.

Experience in the industry has shown that cost savings of 50 percent and more can be achieved in logistics and engineering. This has a lasting effect on the total costs of the end product. Bossard recognizes the facts and understands its customers challenges. Therefore, every solution created, is designed to reduce costs, according to the TCO concept in fastening.

This is what Bossard calls "The Rule of 15-85." The following are the most important levers for addressing total cost accounting:

4.2.1 Select and design

Bossard offers over one million fastening solutions, electric assembly accessories and control elements from inventory.

Customized solutions can be used to improve fasteners in prototypes, new or existing products and current assembly processes. Bossard's Expert Design method can also be used during the design phase.

4.2.2 Flexible, real-time and individual small scale and prototype production

Many companies are looking for flexible sourcing solutions due to uncertainties in supply chains, demand for just-in-time procurement, and inventory reduction. Bossard's Real Time Manufacturing offers CNC milled or turned prototype of a product, or a first small series quickly produced at a reasonable price and reliable in terms of time.



**Bossard
designs cost
out.**



> 50 percent
of the product costs are defined
at the design stage

Bossard design engineering support

Involvement with customers's R&D departments to make the right fastener and assembly decisions, before production begins and non-value added cost are incurred.

4.2.3 Sourcing

Global sourcing needs to meet the highest quality, availability, and safety standards. Bossard has a very stringent supplier selection process. Every supplier is audited according to the relevant ISO standards regularly. The worldwide supplier network guarantees speedy order fulfilment and supply chain flexibility, which means better planning, significant cost savings and higher productivity.

4.2.4 Logistics and handling

Optimizing production and manufacturing is a key growth driver in today's fast-paced world. The leaner and smarter the factory, the stronger its lasting positioning in the market will be. Bossard Smart Factory Logistics optimizes supply chain performance with innovative systems and customized solutions. This brings the factory up to date with the Internet of Things, enables machine-to-machine communication and makes B- and C-parts management leaner and more transparent.

4.2.5 Quality inspection

The fulfilment of any quality standard starts with selecting the suitable raw material, respectively, with the right material composition, the complementary treatment to ensure the optimal mechanical properties. Bossard meets this challenge with 16 state of the art accredited testing laboratories worldwide.

4.2.6 Stocking

Stocking products from franchised lines at multiple locations ensures product availability when and where the customer needs it without affecting production. Stock at Bossard's multiple distribution centers is managed by a state of the art enterprise resource planning (ERP) distribution system that provides complete traceability of all products in stock or shipped to customers. Stock availability, pricing, and order and delivery status are provided in real-time for all distribution centers. Most orders are filled from stock and shipped the same day. Similar inventory is stocked at all distribution centers to ensure business continuity.

Bossard Assortment Analysis helps customers to streamline their fastener assortment and add clear rules for preferred types of fasteners, materials, recess types, etc.

4.2.7 Pre-assembly and assembly

The right fastening solution for manufacturing helps to make companies more competitive by slashing time to market. Bossard Assembly Technology Expert service helps to find the right solutions. Production engineers and product designers offers Expert Walks/Teardowns and are full of continuous innovation, process optimization and efficiency – factors that are key to gaining a competitive edge in the manufacturing business.

4.2.8 Ordering

The availability of a broad technical capability to capture orders, ranging from a small SME to a global company, is a key factor in a company's success. Bossard offers a large selection of various standard, special and branded articles directly from stock – orderable via the online store, the telephone, the catalogue, by e-mail, with the smartphone via the app Bossard SCAN or the SmartBin solutions.

4.3 Attractive market fundamentals

The Bossard Group operates in a growing industry though the markets within the industry differ from region to region in terms of their demand and maturity. According to Freedonia, the global demand for industrial fasteners is estimated to rise 3.6 percent per year for the next five years. From a regional perspective, Asia is the largest and in absolute terms fastest growing market, whereas growth industries such as robotics, electromobility, railway and healthcare technology present the most exciting end markets.

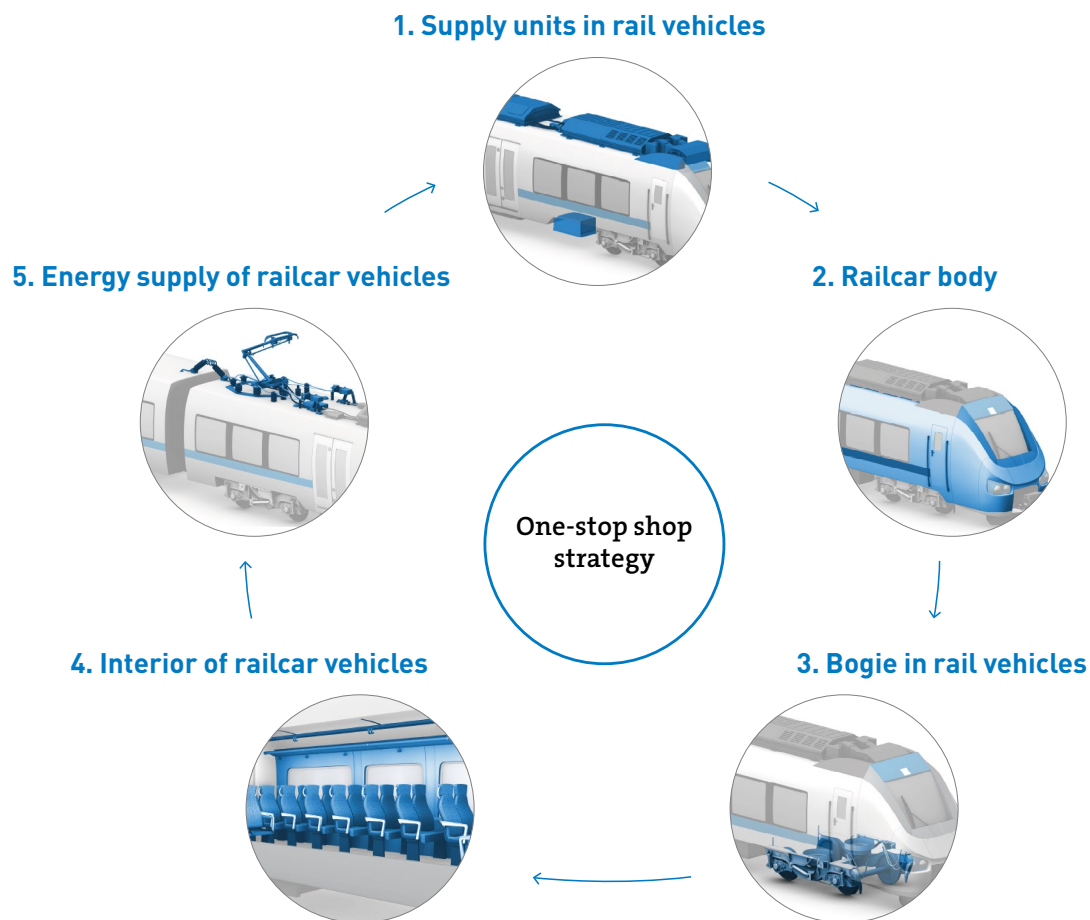
The market for industrial fastening technology is highly fragmented and characterized by many small, often family-run companies with a lack of scalability due to the limited product range or a limited regional footprint. In recent years, the shortage of capacity and expertise has led to consolidation by a few large and multinational players.

The market for C-parts management is particularly attractive, since it deals with lots of complexity in small parts, which are usually not within customers' core competency, but can cause complete production line-downs, if a part is missing.

In addition, local and multilocal industrial customers are increasingly asking for comprehensive on-site services and innovative solutions for their fastening needs like engineering services and extensive value-added logistic systems, always to ensure their long-term competitive edge.

4.4 One-stop shop strategy strengthens customer stickiness

Bossard fastening elements are successfully used in many different industries. Among them are electric vehicles, electrical engineering and the railway industry.



1. Supply units in rail vehicles

- Cable glands
- Compression latches
- Hose clamps
- High strength threaded inserts

2. Railcar body

- Slotted self locking nuts
- Lock bolts
- Grounding studs
- Tensioner nuts

3. Bogie in rail vehicles

- Lock washers
- Wedge locking washers
- Hex head locking screws
- Tension control bolts

4. Interior of railcar vehicles

- Hinges
- Fasteners for composite materials
- Threaded inserts
- Fasteners for C-rails
- High strengths blind rivets
- Cable tie plates
- Pan head screws with flange
- Notched screws

5. Energy supply of railcar vehicles

- Barb cable ties
- Wrap sleeveings
- Resilient conical washers
- Coatings

One-stop shop strategy

The example of the railway industry shows how Bossard delivers applications from A–Z as an expert one-stop shop.

4.5 Customer base diversified by industry and region

Bossard has a broad industrial diversification with more than 30,000 customers from a wide variety of industries, enabling the Group to balance customer growth and

make it much less dependent on single industrial segments. In addition, the global footprint, with more than 80 operations in Europe, America and Asia, allows for global distribution of income.

Transportation

28 percent

Healthcare/medical

4 percent

Others

9 percent

Machinery

24 percent

Electronics

24 percent

Metal

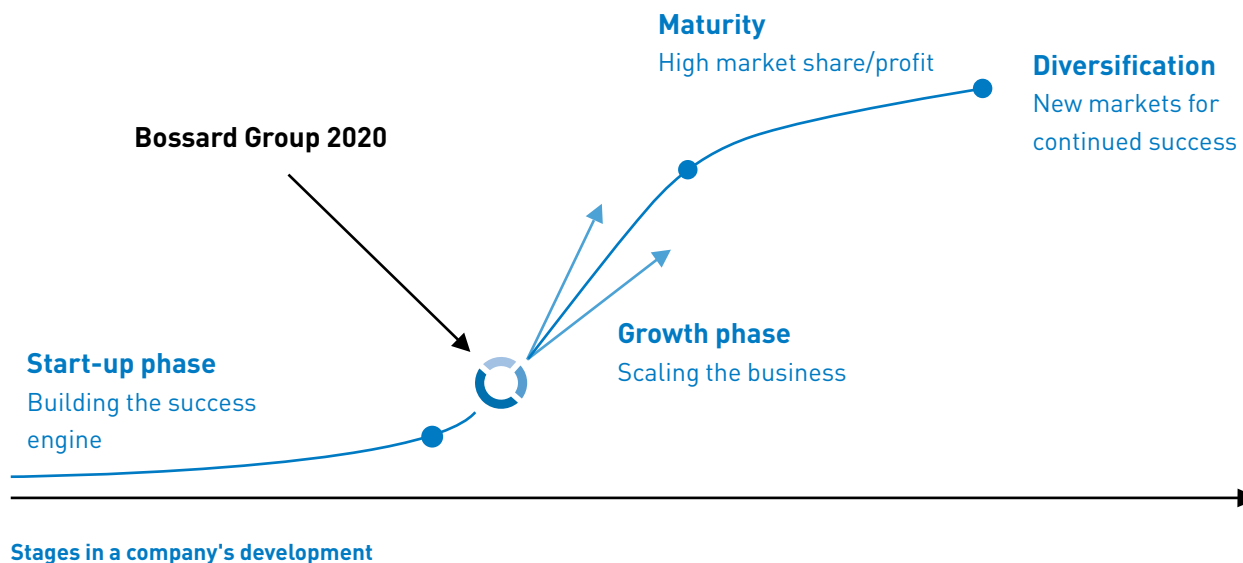
11 percent

The sectors we serve
Focus on industrial OEMs

4.6 Strategy 200 to accelerate profitable growth

With Bossard's Strategy 200 – Bossard turns 200 years old in 2031 – the Group will focus on its business model and high-quality growth in all key markets, focusing on its key strengths. With its long-time philosophy of Proven Productivity, Bossard focuses on substantially reducing the management and assembly costs of C-parts of its customers, thereby boosting their competitiveness sustainably and measurably. Bossard wants to increase its sales substantially to expand the market position organically and through acquisitions with profitability expected to improve at a faster rate than revenue. In addition, the invested capital must yield a reasonable return for its investors.

The seven strategic initiatives/elements of the strategy are composed of One Bossard, Together we Create, Sales Engine, Customer Centric, Operations Engine, Innovation and Sustainability/ESG.



4.7 Four key elements of the Strategy 200

4.7.1 Proven Sustainability

- Empowered people who can develop/show their full potential
- Environment that enables people to thrive and share knowledge within the Group
- Increase cultural, gender, age, race, etc. diversity throughout all hierarchy levels
- Reduce footprint by working towards less waste and a CO₂ neutral Bossard
- Create an ecosystem to provide future-proven solutions while minimizing the impact on the environment
- Contributing to a better world for the next generation

4.7.2 Cultural Transformation

- Creating an empowered, self-organized, bottom-up organization
- One external brand to increase the recognition value of the company and to promote employee identification
- One global company that acts, feels and behaves in the same way
- M&A strategy focuses on integration potential, scale, stickiness and the creation of superior growth, profitability and investor value
- The Bossard leadership purpose is to create an environment, in which the people and the organization reach their full potential, thereby strengthening the foundation of success for the next generation

- Resilient and agile company that is capable of change to adapt to current and future market requirements
- Living by our five guiding principles (We Experiment, We Empower, We Collaborate, We Talk Real, and We Deliver Value) to make our organization fit for the next generation
- The “collaborative” part plays a key role to reach the strategic ambition – not re-inventing wheels and sharing knowledge across regions, functions and hierarchies

4.7.3 Sales Transformation

- Move to a pull model driven by digital marketing for better push
- Achieve increased organic growth with more efficient use of sales and marketing
- Re-structure local sales organizations for stronger new sales and existing sales growth
- Strengthen global technology stack and digital marketing support to empower local sales and marketing teams
- Systematic digital inbound marketing approach to establish Bossard as key partner in TCO Assembly Technology
- Global vertical focus and key future industries like EV, rail, robotics/automation, medical healthcare and energy
- Focus on global accounts and attractive industries transportation, robotics/automation, medical healthcare and energy

- Global sales/marketing based on Group’s best practice
- Bossard Academy offers tailor-made training sessions about engineering principles, innovations, fasteners and assembly technology

4.7.4 Business Agility

- Digitalization of business processes, communication and collaboration tools, customer interaction and integration of all business units into one common system landscape
- AI and machine learning to improve customer value
- Innovation driven approach to early detect new ideas by innovation teams with space to experiment and its scaling up in the global marketplace
- Monitoring of marketplace for innovations, global interaction with universities and tech institutes
- Reduction of bureaucracy and monitoring of progress through the Bossard Bureaucracy Index (BBI)
- Strengthening supply chain resilience, adaptability and assure efficient, effective supply

Proven
Sustainability

Cultural
Transformation

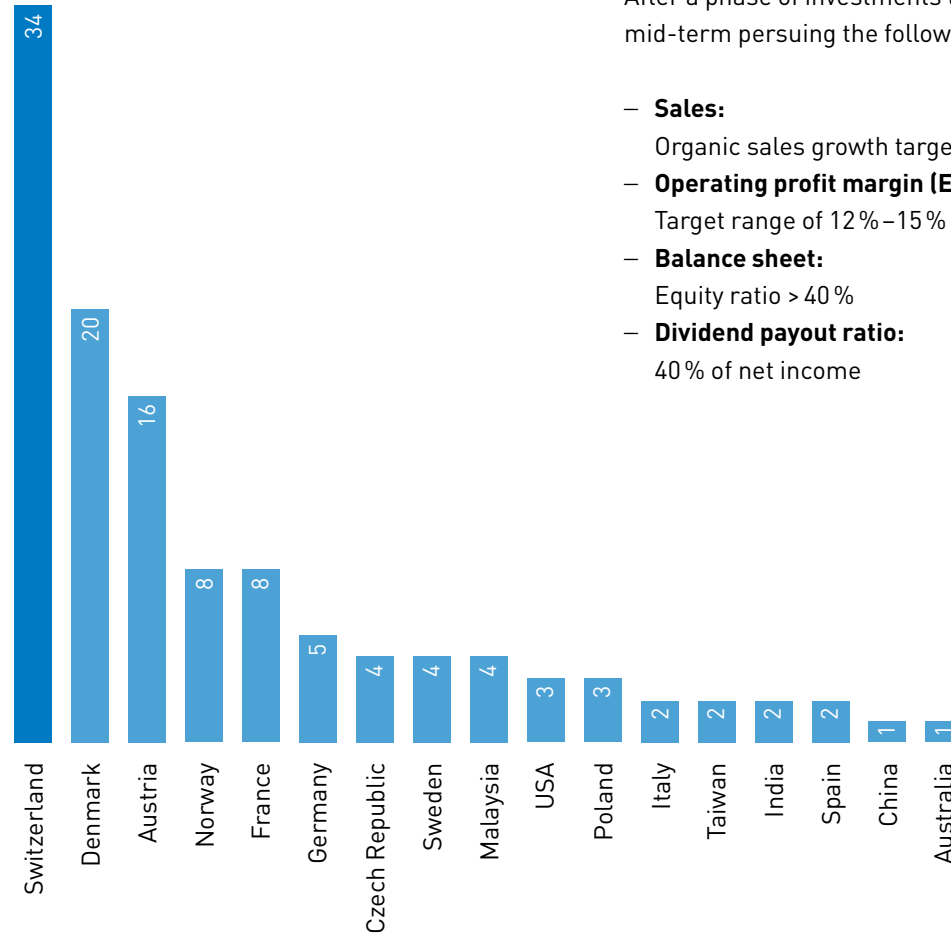
— STR200 —

Business Agility

Sales Transformation

4.8 Strategic or inorganic growth/M&A

Bossard has defined five strategic drivers to exploit further growth and profit opportunities. It will [expand innovative service/solutions like Assembly Technology Expert, Smart Factory Logistics and Smart Factory Assembly](#), which deepen the relationship to its customer, creates stickiness and enhances the margin profile. On the market side, the Group aims to [grow to a relevant market share in focus markets](#). The main geographic growth will be based on increased market penetration in regions such as North America and Asia. The same applies to the [ambitions in the growth industries](#) such as robotics, electromobility, railway, and healthcare technology. In addition, Bossard will leverage its strong position and generate [additional sales with existing customers](#) through a comprehensive solution and service offering in the areas of Assembly Technology Expert, Smart Factory Logistics and Smart Factory Assembly. The [M&A strategy focuses on integration potential, scale and innovative products and brands](#) to drive over proportionally growth, profitability and investor value.



Bossard is leading in selective markets

Significant potential for profitable growth (in percent)

4.9 Mid-term financial targets

After a phase of investments the Bossard Group is mid-term pursuing the following financial targets.

- **Sales:**
Organic sales growth target of > 5 %
- **Operating profit margin (EBIT):**
Target range of 12 % – 15 %
- **Balance sheet:**
Equity ratio > 40 %
- **Dividend payout ratio:**
40 % of net income

Bossard acquisitions since 2012

2012

KVT Fastening AG, Switzerland
KVT Fastening GmbH, Germany
KVT Fastening GmbH, Austria
[Branded product solutions](#)

2014

Intrado AG, Switzerland
[Electronic fastenings](#)

BigHead Fasteners Ltd., England (Part 1, 19 percent)
[Manufacturing](#)

2015

SertiTec SAS, France
Aero-Space Southwest, Inc., USA
Torp Tekniske AS, Norway (Part 1, 60 percent)
Forind Fasteners S.r.L., Italy
[Branded product solutions](#)

2016

Interfast (CH), Switzerland
[Aerospace](#)

LWA Verbindungstechnik AG, Switzerland
[Welding](#)

Arnold Industries, LLC, USA
Arnold Industries Cork DAC, Ireland
[Fasteners, kitting](#)

2017

Mario Marchi Eredi S.p.A., Italy
[Classic/specials](#)

2018

SLD, France
[C-parts management](#)

3D Prototyp GmbH, Switzerland
[3D manufacturing – plastic](#)

2019

BigHead Fasteners Ltd., England (Part 2, increase to 41.9 percent)
[Manufacturing](#)

Bruma Schraub- und Drehtechnik GmbH, Germany
[Classic/specials](#)

Linquan Precision Machinery Co. LTD, China
[Branded product solutions](#)

Ecoparts AG, Switzerland (30 percent)
[3D manufacturing – metal](#)

Boysen GmbH & Co. KG, Germany
SACS Boysen Aerospace U.S., Inc., USA
[Aerospace](#)

2020

Torp Tekniske AS, Norway
(Part 2, increase to 100 percent)
[Branded product solutions](#)

MultiMaterial-Welding AG, Switzerland (41 percent)
[Ultrasonic welding](#)

2021

Jeveka B.V., Netherlands
[Classic/specials/branded product solutions](#)

2022

PENN Engineered Fasteners Corporation, Canada
[Branded product solutions/specials](#)

INVESTOR MANUAL

5 Sustainability

Strong roots for the future

Bossard finds itself in a cultural transformation process. The Group has taken a thorough look at its own basic values and refined its business strategy. Based on our traditional values of trust, leadership, social responsibility, entrepreneurship, and credibility, we identified five additional operating principles that should guide us in all our business activities. These are our guiding principles. We want to be innovative and try unconventional approaches, tackle problems and mistakes openly and constructively, and cultivate mutual trust. Led by the “One Bossard” principle, we will work together even more closely around the world and learn from one another. The values and operating principles will help us to grow further and successfully steer our Group into the future. In so doing, we realize that our efforts will bear fruit only if we work closely with our customers and suppliers – and above all with our employees. They are the standard-bearers of Bossard’s corporate culture at all our locations and live it in their daily work.

Together we are strong – and innovative

Appropriately, our motto is “Together We Create.” We want to include our employees to an even greater degree in the development of our business and recognize and take up their ideas and concerns within the framework of various initiatives, because we are convinced of the added value of collective intelligence. Bossard employees actively participated in developing the new strategy



Corporate culture

Bossard's corporate culture is represented by a tree.

concept in “hack teams.” Symbolic for the Bossard tree, whose healthy and sustainable growth is our joint responsibility, our employees at the various locations all over the world planted and drew trees. These trees serve as a constant reminder of the values and operating principles of the Bossard Group as well as a call to action for each and every employee to contribute to the company’s success.

5.1 Reference to business model

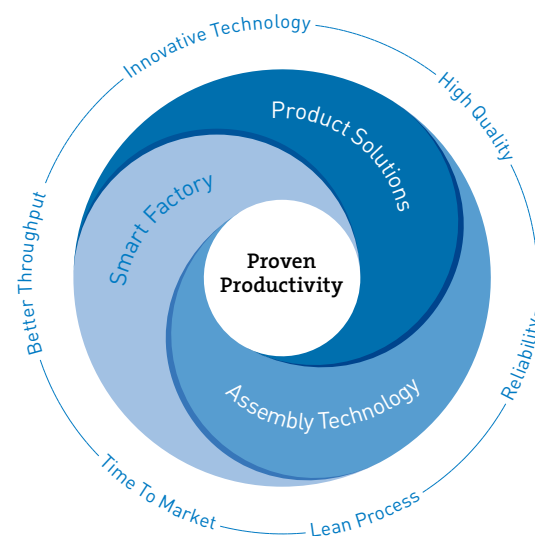
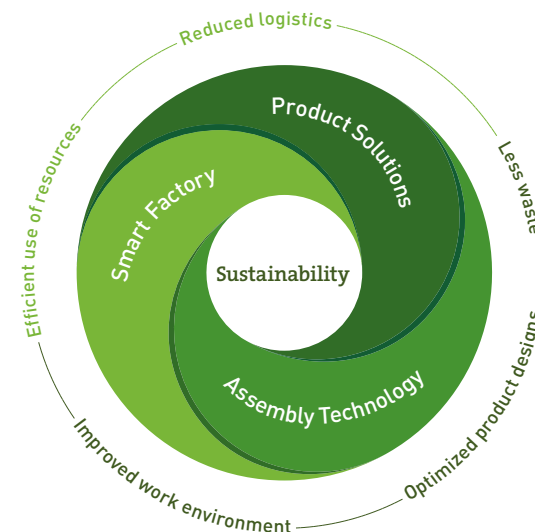
Innovative, efficient and holistic solutions – that is Bossard's approach. With products and services that simplify and optimize processes across all fastening solutions, sustainability is an integral ambition of Bossard's business model.

Bossard helps its customers not only avoid hidden costs in development, design, procurement, ordering, logistics, storage, assembly and quality assurance, but Bossard's solutions also mitigate environmental impact. Streamlining processes and optimizing individual products, reducing complexity and enhancing assembly, allow for more careful and targeted use of materials, energy and production capacities.

Mindful handling of resources begins in the product design phase and extends through supply chain structuring to the manufacturing processes, thus reducing operating waste and emissions. In addition, Bossard's customers' employees save time; consolidated and more efficient workflows make their work easier, resulting in a better work climate overall. With Bossard's support, its customers demonstrably boost their productivity. True to its Proven Productivity principle, Bossard creates added economic, ecological and social value.

Bossard's products and services are already part of Industry 4.0 and contribute to groundbreaking innovations. Moreover, Bossard is working with customers in emerging sectors such as electromobility, railway, automation, robotics, and medical technology, which contribute to sustainable development. In order to understand and propel the efficiency of customers' processes, Bossard promotes internal innovation, such as analytical methods using big data.

Close to 3,000 employees at 82 locations in 32 countries help Bossard to bring Proven Productivity and sustainability into assembly operations around the world by making more efficient fastening solutions possible. Driven by this value proposition and guided by its tested corporate values, Bossard intends to expand even further and strengthen its global supplier network for product solutions.



5.2 Reference to stakeholders

Bossard acts with integrity, fairness and responsibility in its dealings with stakeholders, treating all players with respect and honoring their interests. Among others, customers, suppliers, investors, rating companies, employees, authorities and governments, as well as partners account for Bossard's most important stakeholders. The Group attempts to harmonize differing expectations to the best of its ability and only makes promises it can keep.

Transparency is a central tenet and the Group ensures respectful, professional, and timely communication with its stakeholders. Bossard works with its customers as partners and often designs customized, innovative fastening solutions for and with them. The Group values this kind of collaboration and exchange. Similarly, Bossard enters into cooperation with other companies and research institutions. Among other things, the Group wants to help shape the structural change toward state-of-the-art digitalized production facilities.

Materiality analysis

Bossard has identified the material topics with the greatest impacts of its business activities on the economy, people, and planet as well as on its own long-term business success using a strategic approach. Bossard knows that the consequences of climate change, global population growth and current economic developments can impact its business operations and vice-versa. Thus, Bossard has conducted a materiality assessment to determine which topics could have the largest potential impacts for the Group and to set goals to minimize the negative consequences of Bossard's business activities.

Furthermore, to uphold current legal (EU and Swiss) regulations and Global Reporting Initiative (GRI) Standards 2021, Bossard is required to conduct a materiality analysis. To cover and align with these requirements, Bossard looks at each material topic from two different perspectives using the concept of double materiality:

- The “outside-in” perspective: How relevant is a topic for Bossard's long-term (business) success?
- The “inside-out” perspective: What are the most significant impacts of Bossard's business activities on the economy, people and environment?

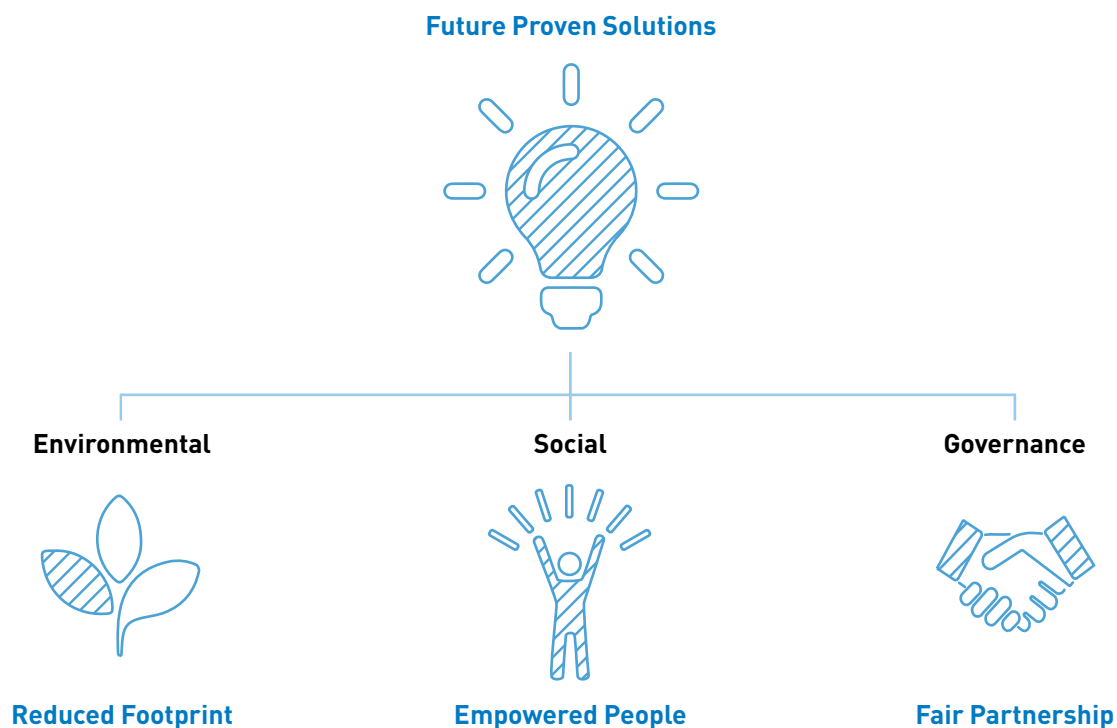
To answer these questions, Bossard was supported by an external consulting company during this process. The final materiality matrix will help Bossard pinpoint the sustainability challenges it currently faces, while also enabling the Group to start working on solutions for the future.

Bossard's four focus areas, Future Proven Solutions, Reduced Footprint, Empowered People and Fair Partnership, cover the economic, environmental, social, and governance dimension of Bossard's responsible corporate leadership. They were developed under the direction of Tabea Bürgler, Vice President (VP) Sustainability and

General Counsel, in collaboration with a project group devoted to the topic of sustainability and adopted by the executive committee at the beginning of 2021. They serve as a framework for orienting Bossard's current and future sustainability efforts.

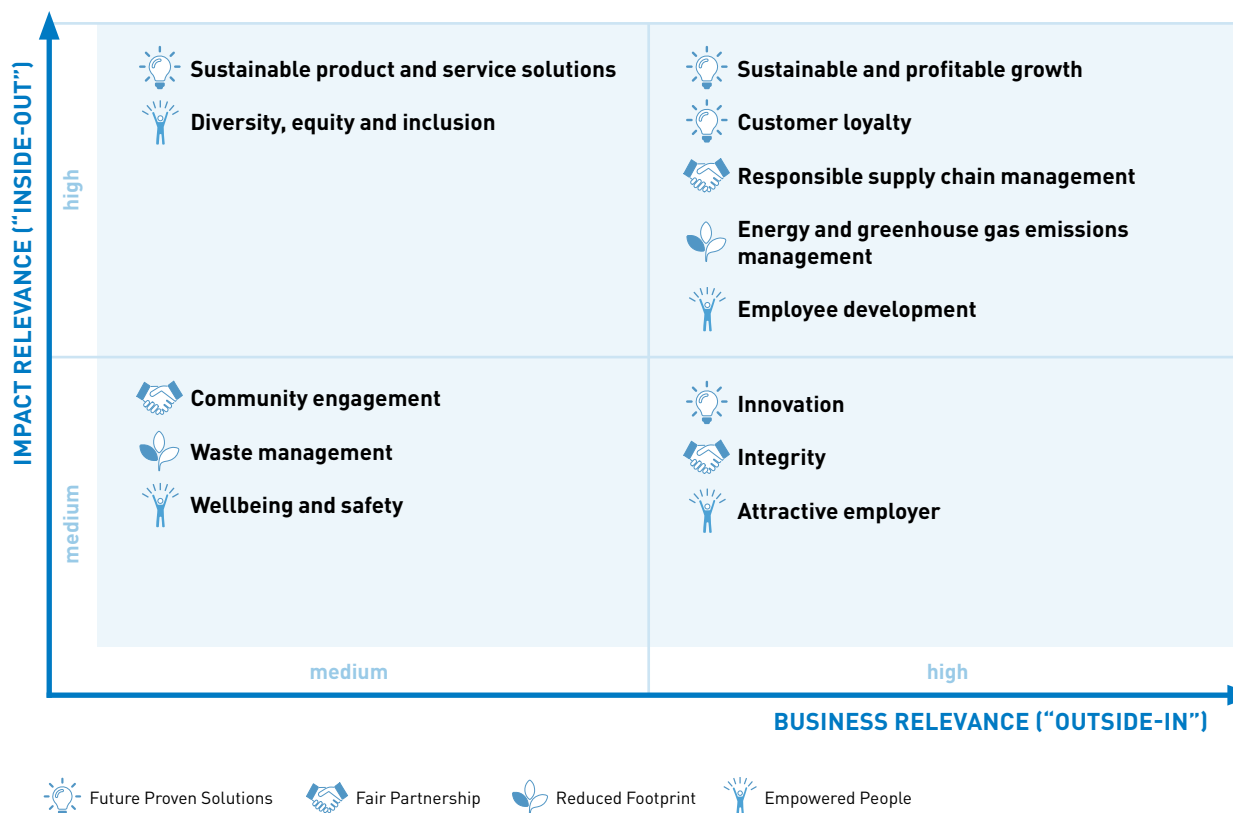
Each focus area consists of several topics on which Bossard has an impact. These topics were then compared to a list of topics on reporting standards, such as the GRI Standards, sector-specific topics as well as environmental, social, and governance (ESG) ratings and rankings. This led to a consolidated list of topics which are potentially relevant for Bossard, focusing on the Responsible Business Initiative (RBI) counter-proposal matters (environmental, social, and employee matters, human rights as well as corruption). The final list was shortened to 13 topics.

Bossard took a two-way approach to develop the materiality matrix. First, an online survey with 22 people of Bossard's management was conducted. In the survey, the contributors were asked to rank the impacts of each topic according to their best knowledge. The results were then consolidated and analyzed in a first draft of the materiality matrix. To validate the materiality matrix, Bossard's ESG team and its external consulting agency held a workshop with the CEO and CFO in which the matrix was discussed, assessed, and, if necessary, adjusted. In addition to the online survey, Bossard was able to evaluate the matrix, including its topics and impacts, from as many different angles as possible. All changes were incorporated, allowing Bossard to present its materiality matrix in this report.



The materiality matrix shows a balanced picture between economic, environmental, social, and governance topics. For each focus area, the material topics are spread evenly across the materiality matrix. Sustainable and profitable growth and customer loyalty as core values enable Bossard to tackle its material topics and are thus of key importance. While innovation drives Bossard's business, its sustainable product and service solutions define the impact on the environment. It is important to Bossard to manage its energy and greenhouse gas emission efficiently. As a distributor, Bossard also strives to manage its waste effectively and strengthen circular economy. While the wellbeing and safety of Bossard's employees are well understood, the Group pushes for more diversity, equity, and inclusion. Not only is Bossard already an attractive employer for talent to come, but the Group also lays emphasis on the development of its current employees. As a Group, Bossard already engages with local communities extensively. Integrity is a core value to the Group and deeply anchored in the daily business. Thus, Bossard also seeks to manage its entire supply chain responsibly.

MATERIALITY MATRIX



5.3 Focus Areas

Future Proven Solutions

Future Proven Solutions are a value proposition for Bossard's products and services. One of the Group's core competencies is to critically evaluate selected customer processes and identify potential for improvement. Customers are shown where and how they can achieve sustained added value thanks to Bossard's solutions. At the same time, Bossard continuously works on making its solutions offering even more sustainable. In that effort, Bossard aligns itself with its quality and efficiency claim, increasingly integrating the approaches of a circular economy.

Reduced Footprint

The long-term vision is clear: a climate-neutral Bossard Group. To that effect, Bossard endeavors to use resources and energy as efficiently and sparingly as possible and to reduce its overall environmental impact. Following a holistic management approach, the Group accounts for not only the impact of its core business but additionally the up- and downstream processes across the entire value chain. To minimize any negative impact on the environment in a targeted and efficient way, Bossard collects relevant environmental data across all business units.

Empowered People

Bossard knows the driving force behind its success are its employees. For this reason, their physical and mental wellbeing at the workplace is one of the Group's highest priorities. All employees shall be equally valued in their variety and diversity, feel supported and be able to develop their potential within the Group without discrimination of any kind. Bossard invests in its workforce and aims to bring the best talents on board. To that end, Bossard offers various education and training opportunities as well as attractive benefits and bonuses. Last but not least, mobile and agile ways of working are now firmly anchored in Bossard's work models.

Fair Partnership

The Fair Partnership focus area revolves around Bossard's integrity and reputation. First, Bossard fosters and protects these at the Group level in accordance with the principles of its new Code of Conduct. Second, they must be ensured with respect to Bossard's supplier network. Lastly, the Group's social engagement at the different locations contributes to its standing as a fair and reliable partner.

Bossard sources more than a million items from specialized industrial companies. Through a broad procurement network, the Group delivers innovative solutions for its customers. Professional relationships are fair and based on partnerships, guaranteeing all parties benefit from the cooperation.

5.4 Contribution to the sustainable development goals

Agenda 2030 and the United Nations' 17 sustainable development goals (SDGs) are essential for sustainable development. The SDGs are closely linked through their interdependencies.

Bossard seeks to offer products and services with low carbon footprints. By increasing energy efficiency and reducing greenhouse gas emissions for its business units, Bossard contributes to SDG 7. As an international business with local employees, the Group creates secure jobs for all employees, regardless of gender, age, religion, ethnicity, disabilities, and sexual orientation, etc., equally with humane and non-discriminatory conditions as outlined in SDG 8. Bossard sees its greatest potential for impact in its core business and hence in relation to SDG 9. The Group's solutions make a significant contribution to the modernization of industry and promote resource-saving production processes. Furthermore, the efficient and resource conscious use of all Bossard's product solutions is in line with SDG 12. Different measures are proposed within the Reduced Footprint focus area and environmental requirements set forth in the Supplier Code of Conduct. Thus, by measuring and aiming to reduce its emissions, Bossard contributes to SDG 13.

To further emphasize Bossard's intention to maintain environmentally, socially and economically responsible business practices, the Group's CEO signed the letter of commitment of the United Nations Global Compact (UNGC) in March 2021. Bossard thus joined a global community of nearly 15,000 companies of all sizes united in upholding the 10 global principles of responsible corporate leadership. As a signatory of the compact, Bossard pledges to implement the principles in the areas of human rights, work standards, environmental protection and the fight against corruption as well as submit a yearly progress report. In return, participation in the UNGC initiative allows the Group to benefit from the organization's expertise and its extensive network.

7 AFFORDABLE AND CLEAN ENERGY



8 DECENT WORK AND ECONOMIC GROWTH



9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



12 RESPONSIBLE CONSUMPTION AND PRODUCTION



13 CLIMATE ACTION



SGDs

Bossard focuses on these five sustainability goals
(source: www.globalgoals.org).

5.5 ESG governance and organization

Based on the requirements of law and the articles of association, the board of directors (BoD) exercises overall management (management function), supervision and control (control and organizational function) over the Group and its business units, thus ensuring corporate governance within the Group.

The BoD decides on the strategic objectives of the Group and the financial and human resources required to achieve these objectives. It appoints the members of the executive committee and their removal. Furthermore, ESG topics are reported regularly during the year to the BoD through the VP Sustainability to control the Group's ESG developments. In 2021, the BoD received training on ESG topics from an external specialist (status, progress, and outlook on ESG topics in general and in the distribution sector).

Submissions of critical concerns to the legal department are processed by the legal department, involving other departments if necessary, and reported anonymously to the BoD if the executive committee decides so. There were no critical concerns reported to the BoD in 2022. Bossard has not appointed a specific ESG committee.

Bossard's sustainability team reports to the executive committee on a regular basis, several times a year on ESG topics. In these meetings, the VP Sustainability and the executive committee decide on areas of ESG progress and next steps. The VP Sustainability is a member of the extended group executive committee and thus part of group management.

In October 2022, the Group announced that Susan Salzbrenner, VP People & Organization, will become a member of the group executive committee as of January 1, 2023. The board of directors has nominated Prof. Dr. Ina Toegel for election to the BoD. Therefore, Bossard expects the percentage of women in the BoD and executive committee to increase in 2023.

Read more about sustainability at Bossard in the [online Annual Report](#).

5.6 Corporate Governance

The Bossard Group's organizational structure derives from international standards for corporate management. The Group's corporate bodies and management follow the Directive on Information relating to Corporate Governance of SIX Swiss Exchange as well as the "Swiss Code of Best Practice for Corporate Governance" of *economiesuisse*.

The organizational structure of the Bossard Group is based on clear delimitation of tasks, competencies and responsibilities between the board of directors and the executive committee. The functions of the chairman of the board of directors and of the chief executive officer (CEO) are held by two different persons, so that the separation of powers is guaranteed. The Corporate Governance report is prepared according to the Directive on Information relating to Corporate Governance (DCG) of SIX Swiss Exchange. Unless otherwise indicated, all information applies as at December 31, 2022. The principles and rules on corporate governance are set out in the rules and regulations of Bossard Holding AG, i.e. in the articles of association of Bossard Holding AG (articles of association), in the organizational and business regulations of Bossard Holding AG (OBR), in the regulations of the board's committees, in the code of conduct and in the resolutions of the board of directors. The rules are regularly reviewed by the board of directors and adapted to current requirements (articles of association most recently in 2022, OBR most recently in 2021 and regulations of the board's committees most recently in 2015).

Read about Corporate Governance in the [online Annual Report](#).

INVESTOR MANUAL

6 Industry and End-Markets

6.1 In general

World demand for industrial and mechanical fasteners is influenced by a number of factors. Fasteners are used extensively as original equipment components in manufactured products like motor vehicles, electrical and electronic equipment, industrial machinery and fabricated metal products. Fasteners are also utilized in both building and non-building constructions, as well as in maintenance and repair operations (MRO) in all economic sectors. Because potential applications for fasteners are so broad and diverse, product demand is significantly influenced by overall economic conditions and trends in gross fixed investment. In addition, business conditions in industries that are the most intensive users of fasteners are also important determinants of product demand. As a result, such variables as manufacturers' shipments (both in the aggregate and on an industry-by-industry basis), motor vehicle supply and demand, aerospace industry trends and construction spending are closely monitored by fastener manufacturers. Furthermore, product design trends within major fastener-using manufacturing industries can significantly impact demand for these products.

All of the above factors differ on a country-by-country, region-by-region basis, and such variations take on added importance when analyzing global industrial fastener supply and demand. For example, nations tend to exhibit significant variation along parameters like level and types of manufacturing and construction activity, legal and regulatory considerations, and any number of other determinants of demand. Particularly important are the distinctions between industrialized countries, which for the most part represent mature, highly cyclical markets for fasteners, and developing nations, whose fastener market are less developed but offer greater growth potential. Finally, although the basic technologies and production processes utilized are well established and well understood, innovations in fastener design and performance continue to be made, as do developments in other joining technologies that provide functional competition for fastener suppliers. All of these factors, when considered together, comprise the market environment for industrial fasteners.

6.2 Fastener industry fundamentals and demand

Production by region

Global production of industrial fasteners is projected to increase 3.7 percent per year to USD 91.3 billion in 2023. The Asia/Pacific region will account for 66 percent of global production growth, with China alone accounting for more than half of regional gains. Asia/Pacific fastener manufacturing will be supported by low production costs, which represent a major advantage given the market's low margins and high degree of commoditization. In addition, many industrializing Asia/Pacific nations are expected to achieve strong demand gains, encouraging high levels of investment in regional production.

Fastener industries in North America and Western Europe are expected to grow at slower rates through 2023, restrained by local market maturity and intense competition in international markets. However, these regions will continue to comprise a large share of global output, particularly for aerospace-grade and other higher-end products. Industrial fastener production in Eastern Europe, the Africa/Mideast region, and Central and South America will remain limited. While output growth in each of these regions is expected, they will collectively account for only 6 percent of global production in 2023. Indigenous fastener industries in these areas are underdeveloped, and global multinational firms tend to have limited direct manufacturing presence, instead serving markets through distribution operations.

Demand by region

Based on the latest Freedonia study 2020 the global demand for industrial fasteners is forecast to rise 3.7 percent per year to 91.3 billion in 2023, driven mainly by rising manufacture of durable goods such as motor vehicles, machinery and fabricated metal products.

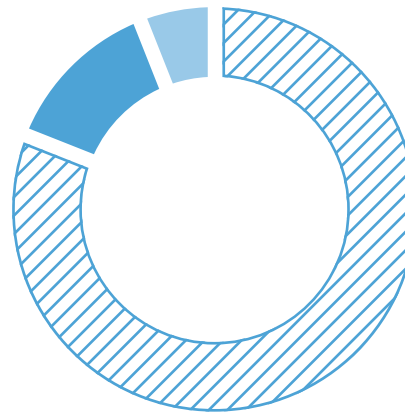
The Asia/Pacific region is projected to account for 54 percent of global demand gains, reflecting strong growth in the massive Chinese market. In addition, durable goods manufacturing industries are rapidly expanding in India and a number of Southeast Asian nations, including Indonesia, the Philippines, and Vietnam.

North America and Western Europe will continue to account for large shares of the global industrial fastener market, although the maturity of manufacturing industries in both regions will constrain demand gains. Manufacturers of commodity-type durable goods in these regions will face a particularly difficult environment as global trade competition intensifies, with a somewhat better outlook for technologically intensive markets like aerospace equipment.

The industrial fastener market in Eastern Europe is expected to post healthy growth through 2023, as countries like the Czech Republic, Hungary, and Poland are seeing high levels of investment in manufacturing for export to Western Europe.

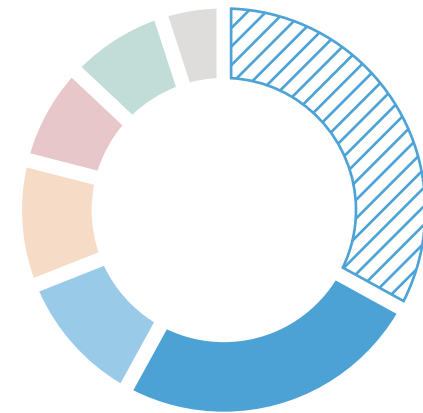
Demand by market

Fastener demand can be divided into three major markets: OEM, maintenance and repair operations (MRO), and construction. OEM applications are the dominant industrial fastener market, accounting for 81 percent of demand in 2018. Motor vehicles will remain the largest OEM outlet for industrial fasteners, followed by machinery.



- OEM (81 %)
- MRO (13 %)
- Construction (6 %)

The MRO market is projected to account for 11 percent of global growth in fastener sales between 2018 and 2023, driven by the expanding stock of fastener-using equipment worldwide, which will require continued maintenance expenditures to operate.



- Motor vehicles (34 %)
- Machinery (25 %)
- Fabricated metal products (11 %)
- Electronic (10 %)
- Electrical (8 %)
- Aerospace (8 %)
- Other OEM (5 %)

Source Freedonia Report 2020

While the construction market will remain a small share of global fastener sales, it is expected to achieve above average gains through 2023. To a large extent, this is because construction fastener markets are less concentrated in mature high-income nations than OEM markets. Many fast-growing developing nations that lack significant durable goods manufacturing still make intensive use of fasteners in construction applications.

Distribution channels

Distribution channels utilized by industrial fastener manufacturers differ somewhat based on the size of the firm:

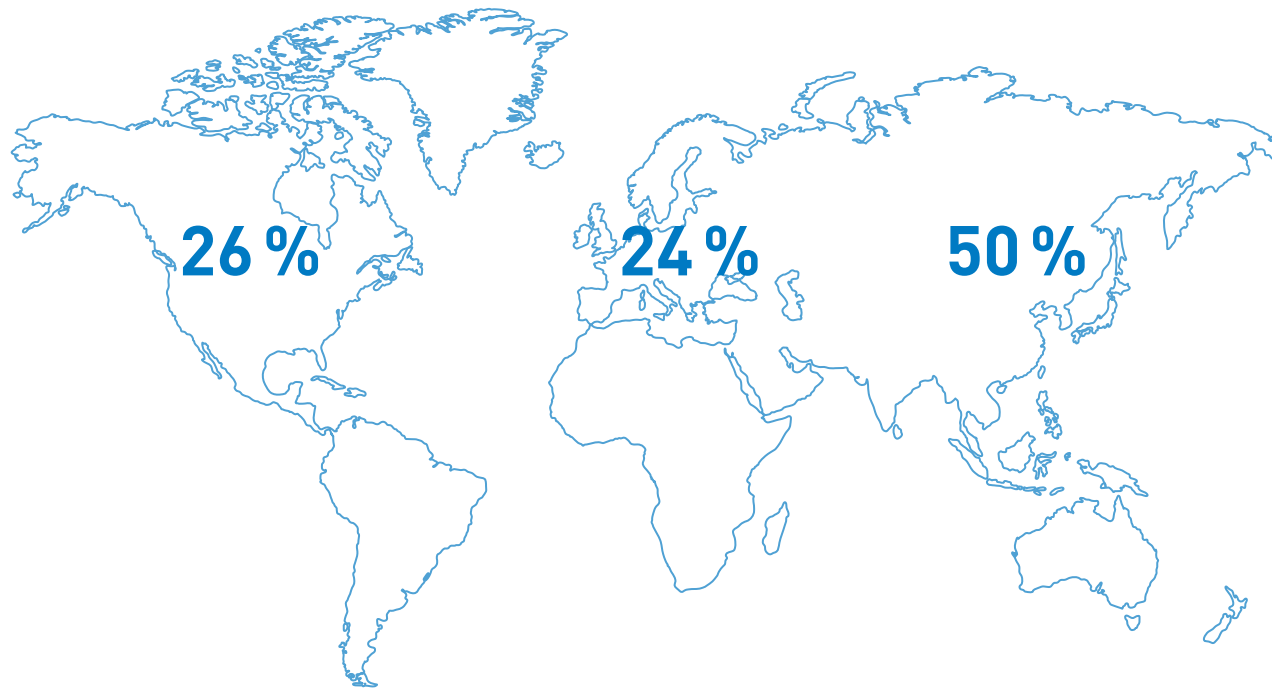
- Large and mid-sized companies tend to utilize both their own sales forces and independent distributors.
- Smaller producers rely more heavily on independent distributors.

In fact, the scale and scope of the fastener distribution industry rivals that of fastener manufacture, with thousands of supply firms involved. These range from extremely small establishments handling a few accounts and serving a limited geographic area to large enterprises offering a broad array of products to a diverse customer base. Some of these distribution firms are independent, while others are subsidiaries or divisions of fastener manufacturers.

The size of the fastener distribution industry is supported by the high level of standardization and commoditization in these products. As a result, developing relationships with distributors is a key step for fastener manufacturers looking to expand into new geographic markets.

Leading aerospace, motor vehicle, and machinery suppliers often purchase their fasteners directly from the manufacturer, as their bulk order enables them to better compete on price. Aftermarket demand is more commonly served via distributors, reflecting the numerous end users in each aftermarket. Most medium and smaller fastener users source their fasteners from distributors.

6.2.1 Bossard's estimated addressable market



Americas (26 %)

- 2020: 8 Bn.
- 2025: 9 Bn.
- CAGR: 3 %
- Market share: 3 %

EMEA (24 %)

- 2020: 7 Bn.
- 2025: 8 Bn.
- CAGR: 3 %
- Market share: 6 %

Asia-Pacific (50 %)

- 2020: 14 Bn.
- 2025: 18 Bn.
- CAGR: 5 %
- Market share: 1 %

Demand for industrial fasteners 2025

Addressable market potential USD 35 Bn.

6.2.2 Cyclicity of the fastener industry

Bossard's operational exposure to the economic cycle (PMI) has been successfully reduced in recent years. This has been clearly demonstrated in the resilience of the business model in the COVID-19 pandemic in 2020. The Group was able to show significant double-digit growth rates and high operating leverage in the following five quarters.

The high resilience and flexibility of the business model are based on the following points:

Digitalization – 27 years ago, Bossard introduced the first fully digitized and automated C-parts management system, based on IoT technology and today used daily by over 1,100 customers worldwide. Thanks to digital platforms developed in recent years Bossard has been able to move its wide range of services into the virtual space – immediately and worldwide.

Industrial diversification – Bossard has a broad industrial diversification with around 30,000 customers from a wide range of industries (2022: 24 percent electronics, 24 percent machinery, 28 percent transportation, 11 percent metal, 4 percent healthcare/medical and 9 percent others) enables the Group to achieve balanced customer growth and makes it significantly less dependent on individual industry segments.

Geographical diversification – This customer base is also well diversified geographically, with Europe accounting for 54 percent of sales, the Americas 27 percent and Asia 19 percent (2022).

Long-term and loyal customer relationships – Bossard has had a successful business relationship with over 90 percent of its customers for more than 10 years.

Innovation – driven approach to the early detection of new ideas proved to be very successful, as the examples of Smart Factory Assembly, Real Time Manufacturing services and Industry 4.0 concepts in C-parts have shown. Innovation teams, the “Blue Garage approach” for any ideas coming from within and the continuously monitoring of marketplaces for innovations will continue to support the Group to expand its leading market position.

Sunrise industries – By focusing on the growth industries of robotics, electromobility, railway and medical technology, high growth rates are achieved that are independent of economic cycles. Currently, 37 percent of our global sales are attributable to sunrise industries.

7 Company History, Structure, Management and Shareholders

7.1 Company history

Constant development

From a local hardware store in Zug to a Swiss industrial business and today a global leader in fastening technology.

1831–1951

Local, regional specialist business

1951–1961

Transition from regional to national specialist business

1961–1971

Major growth in business volume

1971–1981

Internationalization, new services in technical wholesaling and engineering

1981–1991

Qualitative growth, new technologies

1987

[Quotation of Bossard Holding AG on the Swiss Stock Exchange](#)

Since 1999

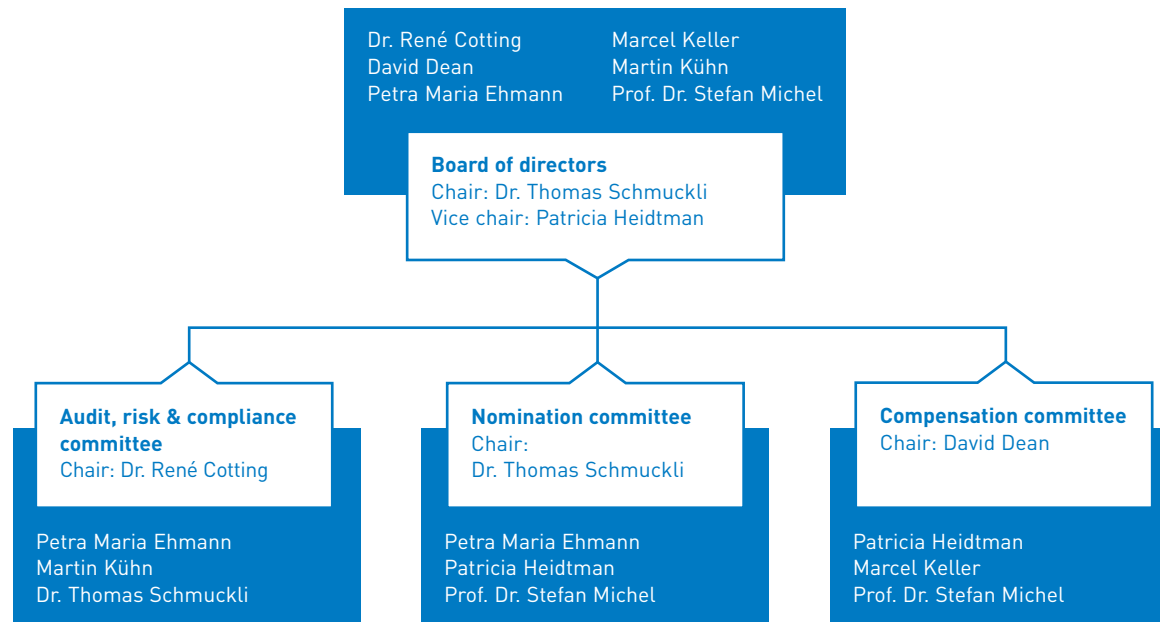
An internationally active group of companies with its headquarter in Zug, Switzerland. Specialized in industrial assembly technology

Find out more about Bossard's history [here](#).

7.2 Legal structure

Bossard Holding AG, the parent company of the Bossard Group, is a joint-stock company under Swiss law with its registered office in Zug. Bossard Holding AG is the only listed company belonging to the Group. It has a direct or indirect interest in the companies listed in note 28 of the financial report. Bossard Holding AG (Swiss securities no. 23862714, ISIN CH0238627142/BOSN) is listed on the SIX Swiss Exchange. Its stock market capitalization as at December 31, 2022 was CHF 1,537.7 million (2021: CHF 2,529.2 million). The Group's structure aims to provide optimum support for its business activities within an efficient legal, financial and strategic framework. This means that the structure should be as simple as possible and also transparent to anyone outside the Group. Bossard operates in industrial fastenings technology and generates its entire revenue in this market segment. Further information regarding the Group structure are set out in the notes to the financial report, namely in the notes' preamble, notes 12, and 13.

7.3 Board of directors



Board of directors

The board of directors' educational backgrounds and other vested interests are described below in brief form only. For the detailed form, see [here](#).


Dr. Thomas Schmuckli-Grob (1963)

Swiss citizen

Degree in law (LLB and LLD), University of Fribourg, Fribourg, Switzerland
Accredited lawyer and notary, Zug, Switzerland

- Since 2007 chair of Bossard
- 2007–2013 Legal and Compliance Asset Management at Credit Suisse
- 2005–2007 Head legal department of Corporate & Institutional Clients at Credit Suisse
- 2000–2005 Head of process and product management at Zuger Kantonalbank.
- 1993–2000 various management positions in the General Counsel division of Credit Suisse Group


Patricia Heidtman (1973)

Dual Swiss-US citizen

Master of Science, ETH Zurich, Zurich, Switzerland

- Since 2021 vice chair, member of the compensation committee since 2019, member of the nomination committee since 2019, member of the board of directors since 2019)
- Since 2017 member of the SIKA management team, currently head research & development for thermoplastic systems in Sarnen, Switzerland
- Prior 14 years in the USA, most recently head of innovation management for products, processes and developments for automotive industry


Dr. René Cotting (1970)

Swiss citizen

Degree in economics, social sciences and doctorate, University of Fribourg, Fribourg, Switzerland

- Since 2015 chair of the ARCC, since 2015 member of the board of directors
- Since 2021 Group CFO of Smartenergy Invest AG, Wollerau.
- 2017–2020 Head of Operation, Innovation and R&D, ABB Group, Chair ABB Technology Ventures
- 2013–2017 CFO, ABB Switzerland
- 1995–2013 various functions, ABB Group


David Dean (1959)

Swiss citizen

Swiss certified management accountant/controller, AKAD Business, Zurich, Switzerland, Swiss certified public accountant, Expertsuisse, Zurich, Switzerland

- Since 2020 Representative for holders of registered A shares
- Since 2019 chair of the compensation committee
- Since 2019 member of the board of directors
- 2005–2019 CEO Bossard Group
- 1998–2004 CFO Bossard Group
- 1992–1998 various positions, Bossard Group
- 1990–1992 Corporate controller and member of the executive committee of an international logistics group
- 1980–1990 various management functions, PricewaterhouseCoopers



Petra Maria Ehmann (1985)

German citizen

Bachelor of Science in mechanical engineering, ETH Zurich, Zurich, Switzerland
Master of Science in management science and engineering, Stanford University, Palo Alto, USA

- Since 2021 member of the nomination committee, member of the audit, risk & compliance committee, member of the board of directors
- Since 2022 Chief Innovation Officer and member of the extended Group Executive Board, Ringier
- 2018–2022 Global lead product partnerships Augmented Reality, Google
- 2016–2018 New Business development EMEA, Google Advertising & Commerce
- 2012–2016 Head of Business Intelligence, Kekanto
- Prior Senior Business Analyst A.T. Kearney



Marcel Keller (1968)

Swiss citizen

Business degree, KV Business School Zurich, Zurich, Switzerland

- Since 2021 member of the compensation committee, member of the board of directors
- Since 2018 member of the executive board of Vorwerk International, responsible for digital transformation, Group IT, North America and Asia
- 2001–2018 various management positions, Hewlett Packard, most recently as COO and VP strategy, Planning and Operations at Hewlett Packard Enterprise Technology Services



Martin Kühn (1976)

Swiss citizen

Business economist FH, University St. Gallen, St. Gallen, Switzerland
Swiss certified public accountant, Academy of Public Accountants, Zurich, Switzerland

- Since 2018 member of the audit, risk & compliance committee, member of the board of directors
- Since 2014 CFO, member of the executive committee, KIBAG Group
- Since 2010 various positions, KIBAG Group in Zurich
- 2002–2010 Auditor and M&A consultant



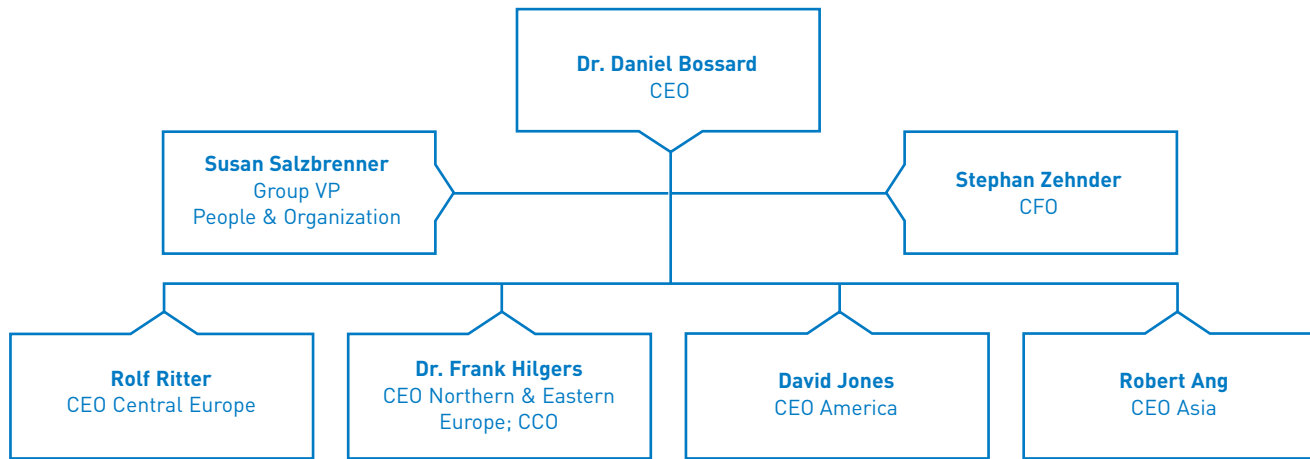
Prof. Dr. Stefan Michel (1967)

Swiss citizen

Degree in economics and doctorate in marketing, University of Zurich, Zurich, Switzerland

- Since 2015 member of the nomination committee
- Since 2011 member of the board of directors
- Since 2008 Professor for marketing and service management and director of the executive MBA, IMD Business School in Lausanne, Switzerland
- 2003–2008 Professor, Thunderbird School of Global Management in Arizona, USA.
- Prior Professor, Lucerne University of Applied Sciences and Arts, managed a family-run hotel and worked at Bank Leu in Zurich

7.4 Executive committee



Executive committee

The executive committee's educational backgrounds and other vested interests are described below in brief form only. For the detailed form, see [here](#).



Dr. Daniel Bossard (1970)

Swiss citizen

Business administration degree and doctorate in technology management, University of St. Gallen, St. Gallen, Switzerland

- Since 2019 Group CEO
- 2009–2018 CEO Bossard Northern and Eastern Europe
- 2003–2008 Sales & marketing manager of Bossard Group
- 2003–2006 CEO of Bossard Denmark
- 2000–2003 e-business manager of Bossard
- Prior Consultant for Accenture (formerly Andersen Consulting)



Stephan Zehnder (1965)

Swiss citizen

MBA in Finance, Graduate School of Business Administration and University of Wales, Zurich, Switzerland

- Since 2005 Group CFO
- 1998–2004 Head of Group Controlling, Bossard Group
- 1996–1997 Controller corporate finance, Bossard Group
- Prior various finance and controlling functions in international companies



Susan Salzbrenner (1982)

German citizen

Master of science in work and organizational psychology, Friedrich-Schiller University, Jena, Germany

Master degree in social psychology, University of Queensland, Brisbane, Australia
Post-graduate degree in intercultural business communication, Friedrich-Schiller University, Jena, Germany

- Since 2023 Group VP People & Organization
- 2021–2022 Functional Manager People and Organizational Development, Bossard Group
- 2017–2021 Partner at the Scandinavian consulting firm Implement Consulting Group
- 2012–2017 Manager of her own consulting company “Fit across Cultures”
- Prior various functions in the field of human resources in international companies



Rolf Ritter (1969)

Dual Swiss-US citizen

Business administration degree, HSG, St. Gallen, Switzerland

- Since 2023 CEO Central Europe
- Since 2021 CSO M&A and business development
- 2020–2021 VP of M&A and Business Development (Chief Strategy Officer)
- 2014–2020 Founder of a consulting company in Miami, USA, investments in tech startups and provision of strategic M&A advice to various companies
- 2014–2020 Teacher EMBA in Information Technology at Florida International University
- 2009–2014 CEO, BDT Media Automation GmbH, Germany
- 2004–2009 General manager, Bossard France
- Prior Project manager & consultant for Volkswagen, Accenture, SIG in various countries



Dr. Frank Hilgers (1966)

German citizen

Degree in chemistry and doctorate, University of Stuttgart, Stuttgart, Germany
Executive MBA (Accenture Program), Kellogg School of Management Northwestern University, Evanston, USA

- Since 2019 CEO Northern & Eastern Europe
- Since 2015 Manager branded products and high quality fastening solutions and innovation
- Since 2012 Manager business units, KVT Fastening
- 2009–2012 Member management team, KVT-Koenig
- 2007–2009 Head spare parts business and key account management
- 2004–2007 Head Group Strategy and Corporate Development, Siemens VDO Automotive
- 1997–2004 Senior manager strategy, Accenture (formerly Andersen Consulting)



David Jones (1970)

Citizen of the USA

Bachelor degree in Mechanical Engineering, Lawrence Technological University, Southfield, USA
MBA, Ross School of Business, University of Michigan, Ann Arbor, USA
Executive education, IMD, Lausanne, Switzerland

- Since 2021 CEO America
- 2013–2020 Responsible for the global automotive business, Sika Group
- 2010–2013 Manager industry and automotive business North America, Sika Corporation
- 2004–2010 Key Account Manager, Vice President of Engineering, Sika Corporation
- 2000–2004 Director of Engineering and Global Account Manager, Sika AG
- 1995–2000 Project Manager & Key Account Manager, Sika Corporation
- 1994 Release Engineer, General Motors



Robert Ang (1963)

Citizen of Singapore

Diploma in business administration, Thames Business School, Singapore, Singapore
Diploma in mechanical engineering, Singapore Polytechnic, Singapore, Singapore
MBA, Lee Kong Chian School of Business, Singapore, Singapore

- Since 2009 CEO Asia
- 2005–2009 Responsible for Bossard Greater China and prior to that, Southeast Asia region
- 1997–1999, CEO, Bossard Singapore
- 1994–1997 Manager of his own company until acquired by Bossard in 1997
- 1990–1994 Product manager, Conner Peripherals and Optics Storage Pte Ltd.
- 1986–1989 Buyer, Printronix AG

7.5 Significant shareholders

The disclosure notifications in relation to shareholdings in Bossard Holding AG are published on the electronic publication platform of SIX Swiss Exchange and can be accessed via the search function of the disclosure office via [this link](#).

The following shareholders held more than 3 percent of the total voting rights in Bossard Holding AG as at December 31, 2022:

The Kolin Group – a shareholder group as per article 120seq. of the Swiss Federal Act on Financial Market Infrastructures and Market Conduct in Securities and Derivatives Trading (FMIA) – consisting of Kolin Holding AG, Zug, and Bossard Unternehmensstiftung, Zug, owns 56.3 percent (2021: 56.3 percent) of total voting rights and 27.8 percent (2021: 27.8 percent) of capital entitled to dividend (with notification on September 7, 2022 due to change in the information subject to the obligation to notify). Kolin Holding AG is wholly controlled by the Bossard families. The individual members (shareholders) of the Bossard families are published on the electronic publication platform of SIX Swiss Exchange.

This shareholder group does not include shares without pooled voting rights, which are held by individual members of the Bossard families outside this shareholder group.

Bossard Holding AG is not aware of any other shareholders or groups of shareholders that held 3 percent or more of the total voting rights of Bossard Holding AG as at December 31, 2022.

Cross-shareholdings: There are no cross-shareholdings with other companies.

More detailed information can be found in [Bossard's Annual Report](#).

8 Financial Performance

8.1 Financial review 2022

Robust profitability in a challenging environment

In an economically challenging environment, the Bossard Group generated sales of CHF 1,153.8 million in the financial year 2022 (prior year: CHF 995.1 million). This represents an increase of 15.9 percent (in local currency: +18.4 percent), corresponding to organic sales growth of 15.0 percent in local currency. EBIT amounted to CHF 141.5 million (prior year: CHF 123.3 million), a plus of 14.7 percent, resulting in an EBIT margin of 12.3 percent (prior year: 12.4 percent). Net income increased by 7.7 percent to CHF 105.6 million (prior year: CHF 98.0 million). For the first time in its history, the Group reached the following milestones: sales of more than 1 billion Swiss francs and a net income of over 100 million Swiss francs.

The broad-based growth of the Bossard Group, which began in the fourth quarter of 2020, continued in the financial year 2022. All three market regions achieved new records. While demand in Europe stabilized at a high level over the course of the year, America posted impressive double-digit growth rates during the entire year. Asia also maintained double-digit sales growth. The strong global demand only led to a slight improvement of the tense situation on the procurement market. As a result, delivery capability and inventory levels continued to play a key role in 2022.

Broad-based growth in Europe

Sales in Europe increased by 8.7 percent to CHF 624.2 million (in local currency: +14.4 percent). Overall, demand remained at a high level in spite of continuing geopolitical tensions and the resulting challenges. Despite the strong Swiss franc, we achieved above-average growth in the aerospace, electronics, and mechanical engineering sectors. In an environment marked by inflation and a shortage of skilled labor, Bossard's Smart Factory services drew even more attention from customers. The acquisition of the Dutch company Jevaka B.V. in 2021 also contributed to the positive development. Adjusted for acquisitions, annual sales totaled CHF 593.5 million.

Continued strong growth in America

Sales in America grew by 36.8 percent to CHF 309.4 million (in local currency: +31.0 percent). The positive business development was driven by dynamic and broad-based economic growth. In the electromobility sector, exciting commercial vehicle projects were implemented. The acquisition of PENN Engineered Fasteners Corporation in Canada, consolidated since December 1, 2022, contributed to the gratifying sales performance. The acquisition is in line with the strategic approach to further expand Bossard's capabilities in America.

Above-average growth

Despite repeated lockdowns in China, Bossard was able to maintain double-digit sales growth in Asia. At CHF 220.2 million, sales were 13.0 percent (in local currency: +14.4 percent) above the prior year. Bossard achieved above-average growth especially in the growth industries of electromobility, electronics, and railway.

Robust profitability

The market environment in 2022 was marked by strong global demand and geopolitical tensions. This led to capacity bottlenecks, rising raw material prices, and significantly higher freight rates, which overall resulted in higher procurement costs. In this challenging market environment and owing to the regional margin mix, the gross profit margin declined by 0.7 percentage points compared to the prior year to 31.2 percent.

Sales and administration expenses increased by 12.8 percent to CHF 218.7 million. In relation to sales, however, these costs dropped to 19.0 percent from 19.5 percent in the prior year. On one hand, these expenses increased due to the steadily growing number of employees, which increased by 6.2 percent (organically: +5.1 percent) or 166 employees to a total of 2,823 full-time equivalents. On the other hand, the cost increases are associated with further normalization of business activities as well as our targeted investments in the organization as part of Strategy 200 and our digitalization initiatives.

In spite of the higher cost basis, the strong growth resulted in an increase in earnings. EBIT grew by CHF 18.2 million to a record of CHF 141.5 million, an increase of 14.7 percent. The EBIT margin was 12.3 percent (prior year: 12.4 percent), thus remaining at the prior year's level in spite of the inflationary environment.

The financial result amounted to CHF –5.0 million compared to last year's CHF –1.3 million. The increase in financial expenses results from the considerably higher capital requirement, rising interest rates as well as negative foreign currency valuations, which made a positive contribution in 2021. Tax expenses grew from CHF 23.3 million to CHF 30.0 million as a result of the significant increase in profit. The tax rate was 22.2 percent (prior year: 19.2 percent) and rose mainly due to the regional profit mix.

Net income grew by 7.7 percent to CHF 105.6 million (prior year: CHF 98.0 million). The Bossard Group thus achieved not only its best result in the Group's history but also a profit of over 100 million Swiss francs. At the annual general meeting of shareholders, the board of directors will propose a dividend of CHF 5.50 per registered A share (prior year: CHF 5.10), in line with our dividend policy of a 40 percent payout of net income.

Solid balance sheet despite significantly higher net debt

The significant growth as well as the Group's investment activity are also reflected in the increase in total assets. Compared to the prior year, total assets increased by 17.8 percent to CHF 910.1 million.

This increase is driven by higher customer receivables through increased sales as well as higher inventory. While the increase in receivables was disproportionately low compared to sales growth, the increase in inventory was above average. Besides the higher inventory volumes, this increase is due to higher raw material prices and freight rates. In addition, in light of the persistent market uncertainties and longer delivery times, we deliberately increased our inventory in order to ensure the best possible delivery capability to our customers. Last but not least, the acquisition of PENN Engineered Fasteners Corporation contributed to the increase in total assets.

Despite high profitability, the equity ratio fell from 45.2 percent in the prior year to 41.7 percent. The reason for this decline is the disproportional rise in net working capital and the goodwill offset from the acquisition of PENN Engineered Fasteners Corporation against equity. As a result of high investment activity, accelerated

growth, and especially the considerable increase in inventory, net debt increased from CHF 217.2 million in the prior year to CHF 319.0 million. The gearing – the ratio of net debt to equity – rose from 0.6 in the prior year to 0.8. The debt factor – net debt in relation to EBITDA – was 1.9 after 1.5 in the previous year.

While cash flow from operating activities before the change in net working capital increased by CHF 11.6 million to CHF 137.7 million, cash flow from operating activities fell from CHF 65.9 million in the prior year to CHF 6.0 million as a result of the above-average increase in operating net working capital. Cash flow from investment activities declined by CHF 24.2 million to CHF 68.1 million owing to the lower outflow of funds for business acquisitions. In contrast, outflows for investments in tangible and intangible assets were higher than in the prior year. Mainly as a result of the significant increase in net working capital, Bossard recorded a negative free cash flow of CHF 62.1 million in 2022 (prior year: CHF –26.4 million).

Outlook

The uncertainties on the procurement market, inflation, central bank policies, and geopolitical tensions will continue in the financial year 2023. But even a volatile market environment holds opportunities for growth. In 2022, for example, we noted a stronger trend toward nearshoring and increased demand for our Smart Factory Assembly (SFA) and Smart Factory Logistics (SFL) solutions. The current cost and wage inflation is expected to support demand for automated and digital Proven Productivity solutions from Bossard. Furthermore, our focus on growth industries such as electromobility, railway, electronics, and automation offers additional growth potential in 2023.

In addition, our focus in 2023 will be on our Strategy 200, with Bossard targeting an average organic growth rate of over 5 percent and an EBIT margin of 12 percent to 15 percent in the medium term following a phase of increased investments. We continue to rely on a strong balance sheet with an equity ratio of at least 40 percent and a payout ratio of approximately 40 percent of net income.

8.2 Balance sheet

| in CHF 1,000 | 31.12.2022 | 31.12.2021 |
|-------------------------------|----------------|----------------|
| Assets | | |
| Current assets | | |
| Cash and cash equivalents | 35,792 | 34,108 |
| Accounts receivable, trade | 193,039 | 174,524 |
| Other receivables | 6,529 | 5,717 |
| Prepaid expenses | 13,126 | 10,812 |
| Inventories | 442,275 | 338,296 |
| | 690,761 | 563,457 |
| Non-current assets | | |
| Property, plant and equipment | 143,096 | 141,129 |
| Intangible assets | 47,800 | 39,613 |
| Financial assets | 8,311 | 7,671 |
| Deferred tax assets | 20,121 | 20,906 |
| | 219,328 | 209,319 |
| Total assets | 910,089 | 772,776 |

| in CHF 1,000 | 31.12.2022 | 31.12.2021 |
|---|----------------|----------------|
| Liabilities and shareholders' equity | | |
| Current liabilities | | |
| Accounts payable, trade | 80,350 | 77,200 |
| Other liabilities | 13,431 | 19,007 |
| Accrued expenses | 48,374 | 45,436 |
| Tax liabilities | 8,194 | 11,391 |
| Provisions | 1,794 | 789 |
| Short-term debts | 128,677 | 86,554 |
| | 280,820 | 240,377 |
| Non-current liabilities | | |
| Long-term debts | 226,104 | 164,776 |
| Provisions | 10,882 | 7,388 |
| Deferred tax liabilities | 12,660 | 10,687 |
| | 249,646 | 182,851 |
| Total liabilities | 530,466 | 423,228 |
| Shareholders' equity | | |
| Share capital | 40,000 | 40,000 |
| Treasury shares | -3,844 | -4,242 |
| Capital reserves | 74,393 | 75,165 |
| Retained earnings | 263,135 | 234,332 |
| | 373,684 | 345,255 |
| Non-controlling interest | 5,939 | 4,293 |
| Total shareholders' equity | 379,623 | 349,548 |
| Total liabilities and shareholders' equity | 910,089 | 772,776 |

8.3 Income statement

| in CHF 1,000 | 2022 | 2021 |
|---|----------------|----------------|
| Net sales | 1,153,841 | 995,148 |
| Cost of goods sold | -793,710 | -678,028 |
| Gross profit | 360,131 | 317,120 |
| Selling expenses | -137,218 | -128,918 |
| Administrative expenses | -81,446 | -64,876 |
| EBIT | 141,467 | 123,326 |
| Share of result from associated companies | -813 | -620 |
| Financial result | -5,024 | -1,348 |
| Income before taxes | 135,630 | 121,358 |
| Income taxes | -30,047 | -23,341 |
| Net income | 105,583 | 98,017 |
| Attributable to: | | |
| Shareholders of Bossard Holding AG | 102,980 | 96,374 |
| Non-controlling interest | 2,603 | 1,643 |
| in CHF | 2022 | 2021 |
| Earnings per registered A share ¹⁾ | 13.38 | 12.53 |
| Earnings per registered B share ¹⁾ | 2.68 | 2.51 |

1) Earnings per share is based on the net income of the shareholders of Bossard Holding AG and the annual average number of outstanding shares entitled to dividend. There is no dilution effect.

8.4 Sales by region

| | Europe | | America | | Asia | | Group | |
|------------------|--------------|--------------|--------------|--------------|--------------|--------------|----------------|--------------|
| in CHF million | 2022 | 2021 | 2022 | 2021 | 2022 | 2021 | 2022 | 2021 |
| Sales | 627.4 | 575.5 | 310.1 | 226.9 | 220.6 | 194.9 | 1,158.1 | 997.3 |
| Sales deductions | -3.2 | -1.5 | -0.7 | -0.7 | -0.4 | -0.0 | -4.3 | -2.2 |
| Net sales | 624.2 | 574.0 | 309.4 | 226.2 | 220.2 | 194.9 | 1,153.8 | 995.1 |

8.5 Investor information

| | 2022 | 2021 | 2020 | 2019 | 2018 |
|--|--------------------|-----------|-----------|-----------|-----------|
| Share capital | | | | | |
| Registered A shares at CHF 5 par | | | | | |
| Capital stock in CHF 1,000 | 33,250 | 33,250 | 33,250 | 33,250 | 33,250 |
| Number of shares issued | 6,650,000 | 6,650,000 | 6,650,000 | 6,650,000 | 6,650,000 |
| Number of shares entitled to dividend | 6,346,441 | 6,349,096 | 6,341,309 | 6,345,360 | 6,272,567 |
| Registered B shares at CHF 1 par | | | | | |
| Capital stock in CHF 1,000 | 6,750 | 6,750 | 6,750 | 6,750 | 6,750 |
| Number of shares issued | 6,750,000 | 6,750,000 | 6,750,000 | 6,750,000 | 6,750,000 |
| Number of shares entitled to dividend | 6,750,000 | 6,750,000 | 6,750,000 | 6,750,000 | 6,750,000 |
| Registered A shares equivalents, entitled to dividend at Dec. 31 | 7,696,441 | 7,699,096 | 7,691,309 | 7,695,360 | 7,622,567 |
| Market price | | | | | |
| Ticker symbol (BOSN) | | | | | |
| Volume traded (daily average) | 15,065 | 13,466 | 20,805 | 19,036 | 17,113 |
| Closing price at Dec. 31 in CHF | 199.8 | 328.5 | 178.4 | 174.7 | 139.8 |
| Registered A share high in CHF | 331.5 | 362.0 | 179.4 | 180.8 | 252.0 |
| Registered A share low in CHF | 157.8 | 172.6 | 90.0 | 123.9 | 132.1 |
| Dividend per share | | | | | |
| Registered A share in CHF | 5.50 ¹⁾ | 5.10 | 4.40 | 2.00 | 4.50 |
| Registered B share in CHF | 1.10 ¹⁾ | 1.02 | 0.88 | 0.40 | 0.90 |
| in % of share capital | 110.0 | 102.0 | 88.0 | 40.0 | 90.0 |
| Dividend yield in % | | | | | |
| (Basis: price at Dec. 31) | 2.8 | 1.6 | 2.5 | 1.1 | 3.2 |
| Earnings per share ^{2) 5)} | | | | | |
| Registered A share in CHF | 13.38 | 12.53 | 8.73 | 9.73 | 10.95 |
| Registered B share in CHF | 2.68 | 2.51 | 1.75 | 1.95 | 2.19 |

| | 2022 | 2021 | 2020 | 2019 | 2018 |
|---|---------|---------|---------|---------|---------|
| Cash flow per share ^{2) 4)} | | | | | |
| Registered A share in CHF | 16.80 | 15.68 | 11.36 | 12.30 | 13.32 |
| Registered B share in CHF | 3.36 | 3.14 | 2.27 | 2.46 | 2.66 |
| Price/Earnings ratio (Basis: price at Dec. 31) | | | | | |
| | 14.9 | 26.2 | 20.4 | 18.0 | 12.8 |
| Net worth per share ³⁾ | | | | | |
| Registered A share in CHF | 49.3 | 45.4 | 41.9 | 39.6 | 40.6 |
| Registered B share in CHF | 9.9 | 9.1 | 8.4 | 7.9 | 8.1 |
| Market capitalization | | | | | |
| (Basis: price at Dec. 31) | | | | | |
| in CHF million ³⁾ | 1,537.7 | 2,529.2 | 1,372.1 | 1,344.4 | 1,065.6 |
| in % of shareholders' equity | 405.1 | 723.6 | 425.7 | 441.5 | 344.1 |

1) Proposal to annual general meeting of shareholders

2) Basis: Average number of outstanding shares entitled to dividend

3) Basis: Number of outstanding shares entitled to dividend at year-end

4) Net income + depreciation and amortization

5) Share attributable to shareholders of Bossard Holding AG

| in CHF million | 2022 | 2021 | 2020 | 2019 | 2018 |
|---|--------------|--------------|--------------|--------------|--------------|
| Economic value added analysis | | | | | |
| Net sales | 1,153.8 | 995.1 | 812.8 | 876.2 | 871.1 |
| Earnings before interest and taxes (EBIT) | 141.5 | 123.3 | 86.4 | 95.7 | 108.8 |
| Effective tax rate in % | 22.2 | 19.2 | 17.6 | 18.3 | 18.1 |
| Net operating profit after tax (NOPAT) | 110.1 | 99.6 | 71.2 | 78.2 | 89.2 |
| | | | | | |
| Equity | 379.6 | 349.5 | 322.3 | 304.5 | 309.7 |
| Gross financial debt | 354.8 | 251.3 | 196.4 | 220.4 | 162.8 |
| Less cash and cash equivalents | 35.8 | 34.1 | 40.7 | 32.7 | 32.6 |
| Capital employed (year-end) | 698.6 | 566.7 | 478.0 | 492.2 | 439.9 |
| Average annual capital employed (A) | 632.7 | 522.4 | 485.1 | 466.1 | 414.0 |
| | | | | | |
| Return on average capital employed in % (ROCE) | 17.4 | 19.1 | 14.7 | 16.8 | 21.5 |

| | 2022 | 2021 | 2020 | 2019 | 2018 |
|---|-------------|-------------|-------------|-------------|-------------|
| Cost of financial debt in % | | | | | |
| Average cost of financial debt | 1.1 | 1.1 | 1.1 | 1.2 | 1.2 |
| Less effective tax | 22.2 | 19.2 | 17.6 | 18.3 | 18.1 |
| Cost of financial debt after tax | 0.9 | 0.9 | 0.9 | 1.0 | 1.0 |
| | | | | | |
| Cost of equity in % | | | | | |
| Risk free rate (Basis: yearly average of yield Swiss government bond) | 0.8 | -0.2 | -0.5 | -0.5 | 0.0 |
| Risk premium | 5.5 | 5.5 | 5.5 | 5.5 | 5.5 |
| Cost of equity | 6.3 | 5.3 | 5.0 | 5.0 | 5.5 |
| Equity ratio | 41.7 | 45.2 | 50.3 | 46.7 | 51.3 |
| | | | | | |
| Weighted average cost of capital in % (WACC) | 3.2 | 2.9 | 3.0 | 2.9 | 3.3 |
| | | | | | |
| Economic profit in % (ROCE – WACC) (B) | 14.2 | 16.2 | 11.7 | 13.9 | 18.2 |
| | | | | | |
| Economic profit in CHF million (A) * (B) | 89.8 | 84.6 | 57.0 | 65.0 | 75.3 |

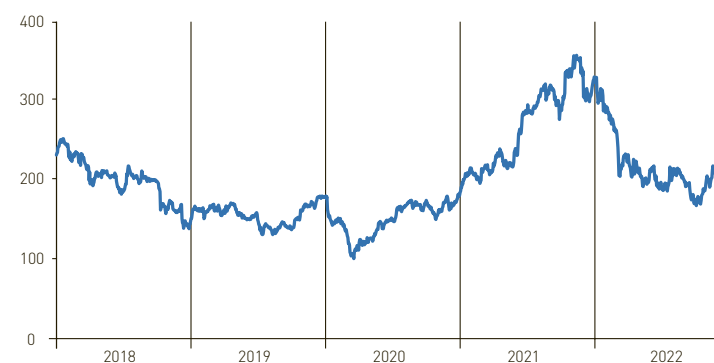
The articles of association do not include any provisions for opting-out or opting-up.

| in CHF million | 2022 | 2021 | 2020 | 2019 | 2018 |
|---|----------------|----------------|----------------|----------------|----------------|
| Economic book value (EBV) | | | | | |
| Market value added (economic profit/WACC) | 2,781.9 | 2,933.8 | 1,928.9 | 2,271.8 | 2,271.9 |
| Capital employed | 698.6 | 566.7 | 478.0 | 492.2 | 439.9 |
| Implied enterprise value (EVA®) | 3,480.5 | 3,500.5 | 2,406.9 | 2,764.0 | 2,711.8 |
| Less gross financial debt | 354.8 | 251.3 | 196.4 | 220.4 | 162.8 |
| Plus cash and cash equivalents | 35.8 | 34.1 | 40.7 | 32.7 | 32.6 |
| Economic book value at Dec. 31 | 3,161.5 | 3,283.3 | 2,251.2 | 2,576.3 | 2,581.6 |
| Market valuation and key ratios | | | | | |
| Share price at Dec. 31 in CHF | 199.8 | 328.5 | 178.4 | 174.7 | 139.8 |
| Market capitalization | 1,537.7 | 2,529.2 | 1,372.1 | 1,344.4 | 1,065.6 |
| Net financial debt | 319.0 | 217.2 | 155.7 | 187.7 | 130.2 |
| Enterprise value (EV) | 1,856.7 | 2,746.4 | 1,527.8 | 1,532.1 | 1,195.8 |
| EV in % of net sales | 160.9 | 276.0 | 188.0 | 174.9 | 137.3 |
| EV/EBITDA | 11.2 | 18.9 | 14.4 | 13.5 | 9.6 |
| EV/EBIT | 13.1 | 22.4 | 17.7 | 16.0 | 11.0 |
| EV/NOPAT | 16.9 | 27.6 | 21.5 | 19.6 | 13.4 |
| Price/book value per share | 4.1 | 7.2 | 4.3 | 4.4 | 3.4 |
| Return on equity in % | 29.0 | 29.2 | 21.6 | 24.7 | 29.8 |

| | |
|--------|--|
| EBIT | Earnings Before Interest and Taxes |
| NOPAT | Net Operating Profit After Taxes |
| ROCE | Return On Capital Employed |
| WACC | Weighted Average Cost of Capital |
| EV | Enterprise Value |
| EVA | Economic Value Added |
| EBITDA | Earnings Before Interest, Taxes, Depreciation and Amortization |

Share price development 2018–2022

Valor: 23862714, ISIN CH0238627142/BOSN



— Bossard N

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9 Competitive Landscape

9.1 Company-wide competition

The distribution market for industrial fasteners and C-parts is highly fragmented with thousands of firms competing worldwide without any having a dominant market share. Barriers to entry and price intensity can be low, especially when it comes to standard products or large-volume bulk goods without any value added services like Bossard offers. Bossard competes mostly with SMEs, often family-owned with only a limited overlap of product ranges and end-market exposures. In each of the three business areas there are many small but also some larger, partially comparable fastening distributors for instance like Fastenal (USA), Würth (Germany) or Bufab (Sweden) which have also internationalized their operations.



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Proven.

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