

BOSSARD GROUP

CAPITAL MARKETS DAY



WELCOME!

THE GROUP EXECUTIVE BOARD



Daniel Bossard | CEO Group



Stephan Zehnder | CFO Group



Rolf Ritter | CSO Group



Beat Grob | CEO Central Europe



David Jones | CEO Americas



Frank Hilgers | CEO North/East Europe

COMPANY PROFILE

THE TRUSTED EXPERT BRAND IN FASTENING TECHNOLOGY

KEY FACTS



Founded 1831



Family Business
7th Generation



83 Locations in
31 Countries



2,600 Employees



Net Sales 2020
CHF 813 million



57% Europe
25% America
18% Asia/Pacific

BOSSARD

is a leading strategic partner for industrial fastening and assembly technology solutions to OEM customers globally.

BOSSARD

CUSTOMER SEGMENTS

Electronics 26%



Machinery 24%



Transportation 24%



Metal 11%



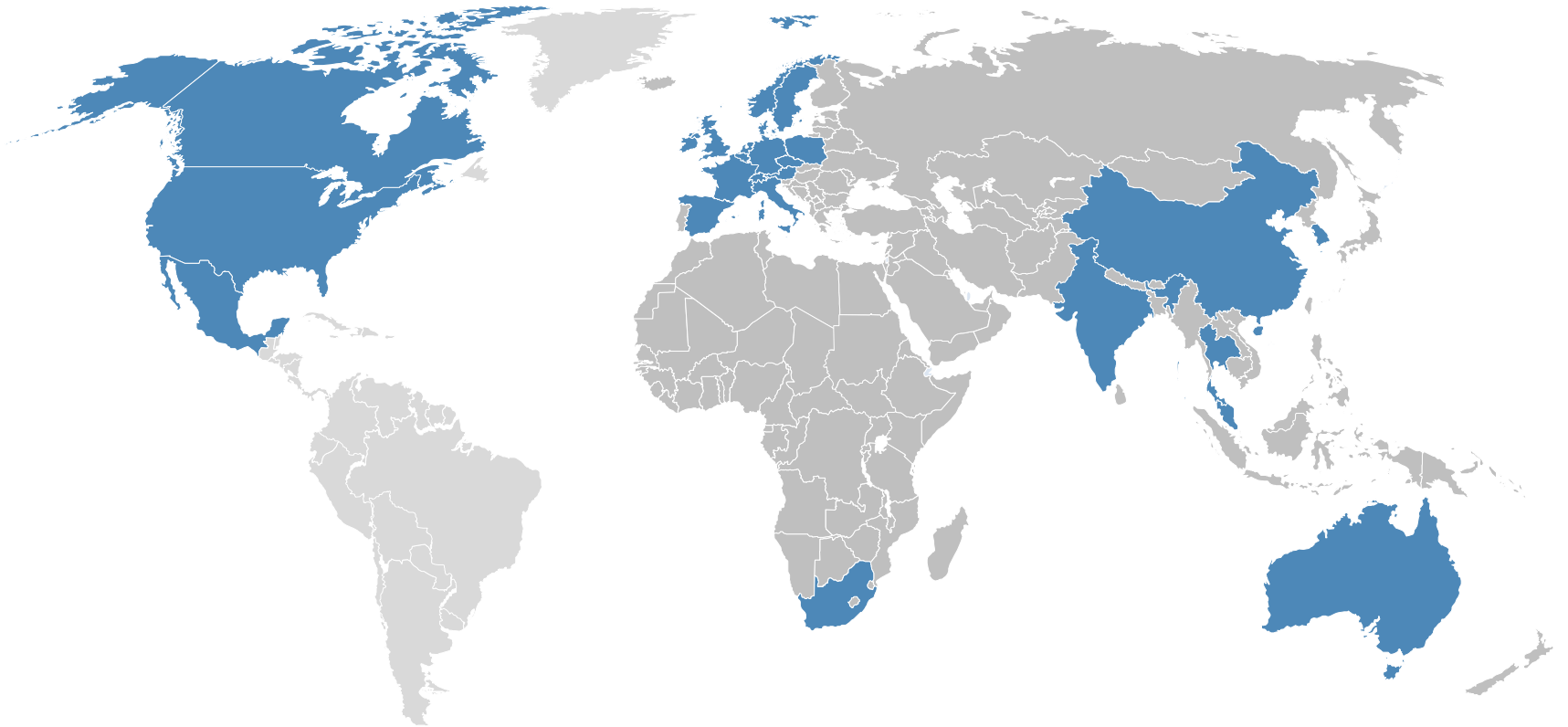
Healthcare/Medical 6%



Others 9%

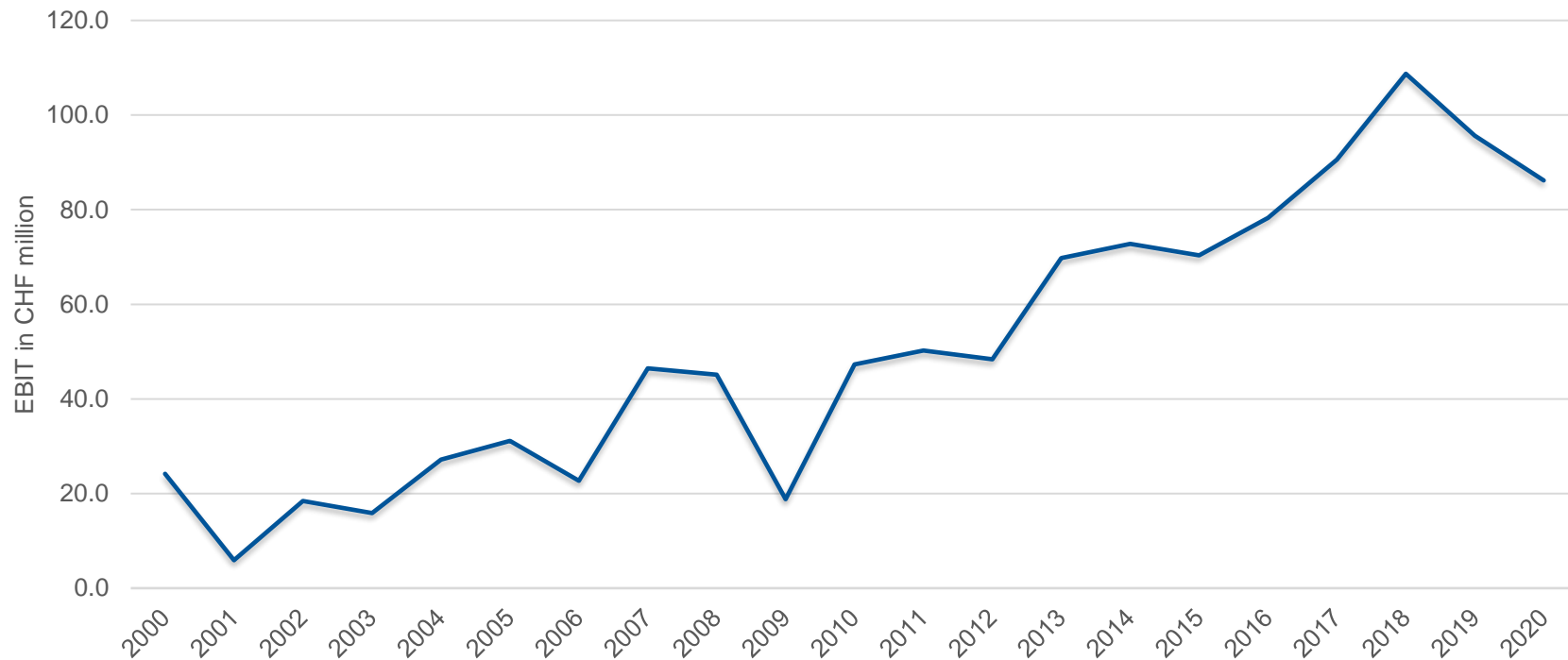


... WITHIN A STRONG GLOBAL FOOTPRINT
BROADLY DIVERSIFIED



BOSSARD – A LONG-TERM SUCCESS STORY

EBIT QUADRUPLED OVER TWO DECADES



BOSSARD GROUP

STORYLINE

1 THE BUSINESS OPPORTUNITY

2 PROOF OF CONCEPT

3 BUSINESS MODEL & OFFERING

4 GROWTH POTENTIAL

5 STRATEGY 200

6 FINANCIAL TARGETS

7 AND FINALLY...

1

THE BUSINESS OPPORTUNITY



In average, 50% of all parts
are fastening elements or C-parts.
This means complexity and
high process costs!

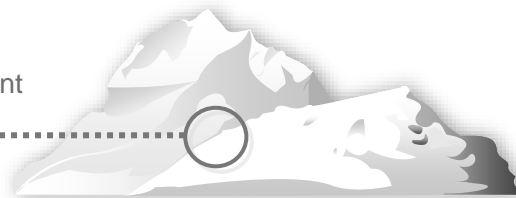


TOTAL COST OF A FASTENER

Visible Cost

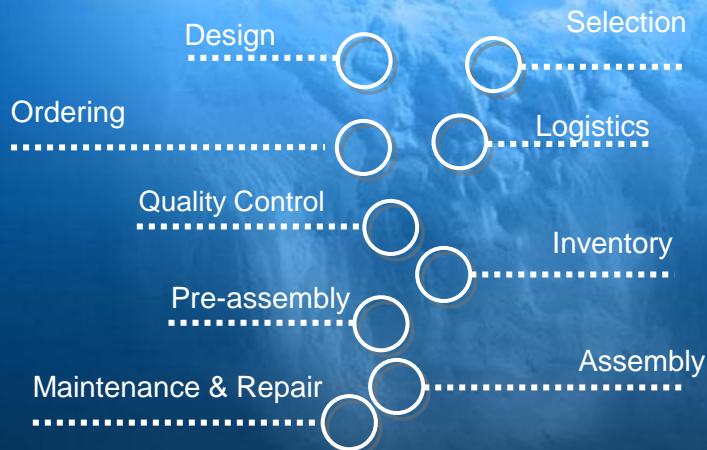
15%

Component
Price



Invisible Cost

85%



2 PROOF OF CONCEPT



Reduced process costs by 39%
through systematic analysis

Roche Diagnostics International AG, Switzerland

Roche



Bossard engineering expertise helps us to reduce complexity in fastening by 58%

Alstom Transport, France

ALSTOM
• mobility by nature •



Assembly time reduced by 38%

GoGo Smartscooter, Taiwan

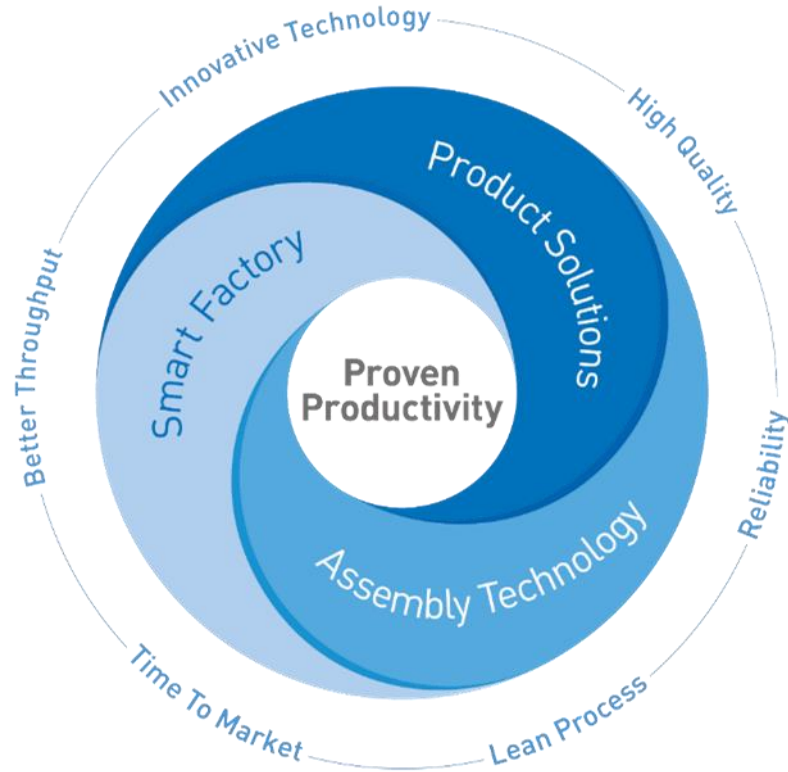
gogoro

3

BUSINESS
MODEL &
OFFERING

OUR BUSINESS MODEL

SOLUTIONS TO INCREASE OUR CUSTOMERS' PRODUCTIVITY



PRODUCT SOLUTIONS

PRODUCT SOLUTIONS FOR INDUSTRIAL APPLICATIONS

WE SELL OVER 1,000,000 DIFFERENT PARTS



- 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

ASSEMBLY TECHNOLOGY EXPERT

ASSEMBLY TECHNOLOGY EXPERT



SMART FACTORY LOGISTICS

SMART FACTORY LOGISTICS



SMART FACTORY ASSEMBLY

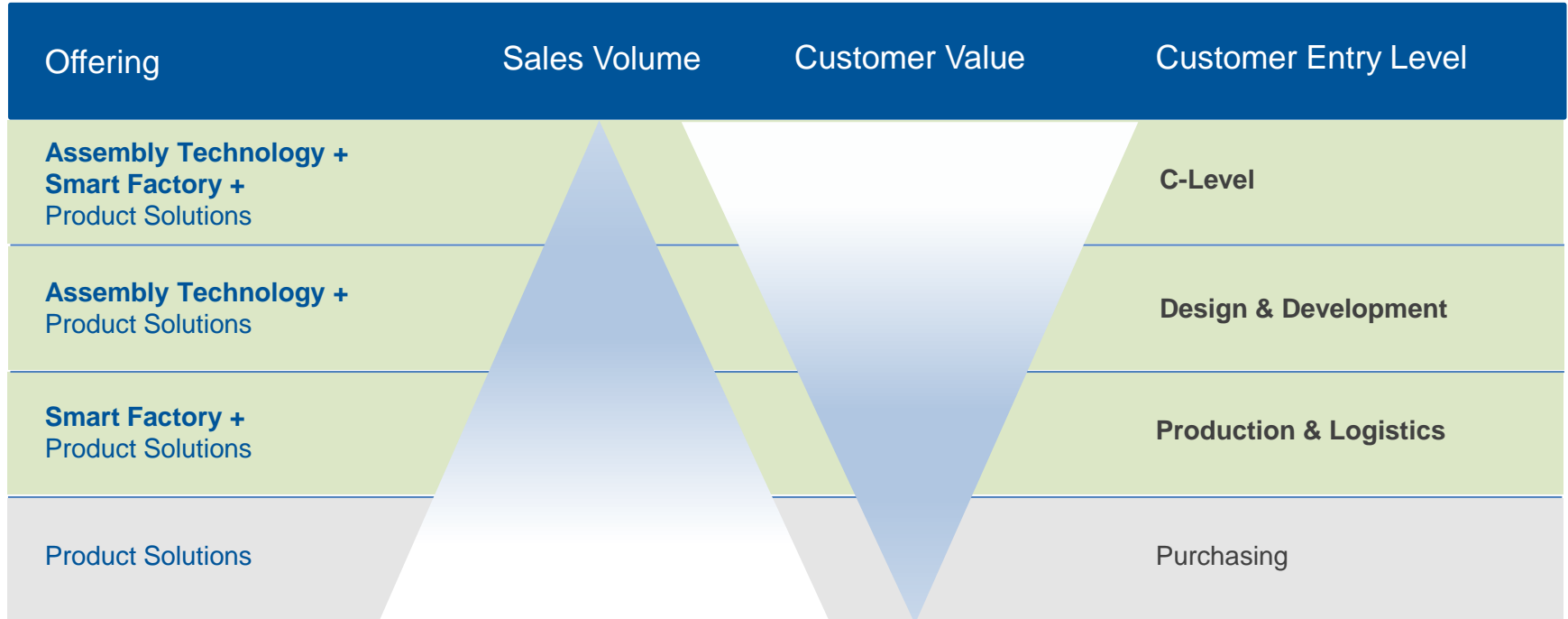
SMART FACTORY ASSEMBLY



SERVICES – STRATEGIC IMPORTANCE

SERVICES

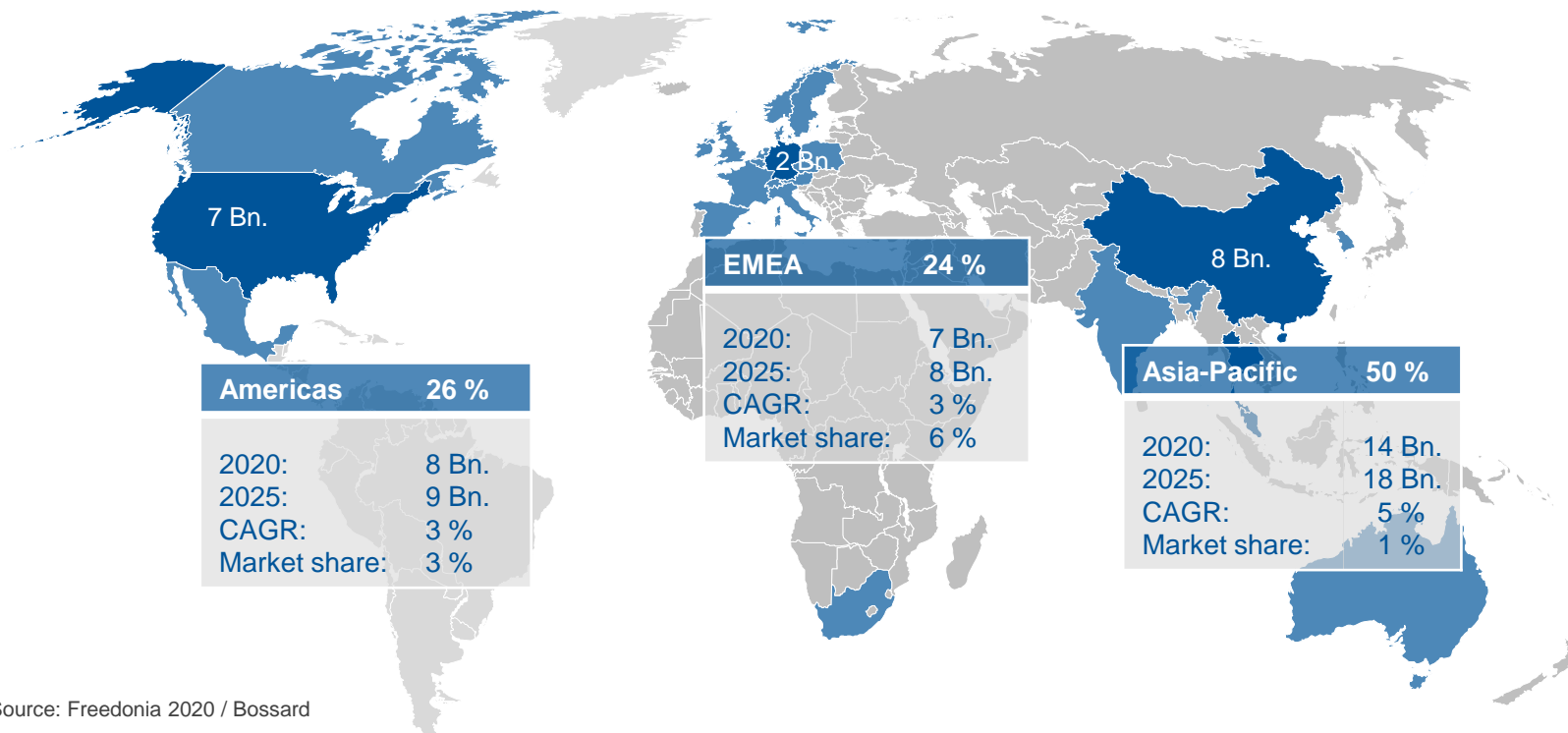
STRATEGIC IMPORTANCE TO CREATE CUSTOMER LOYALTY



4 GROWTH POTENTIAL

DEMAND FOR INDUSTRIAL FASTENERS 2025

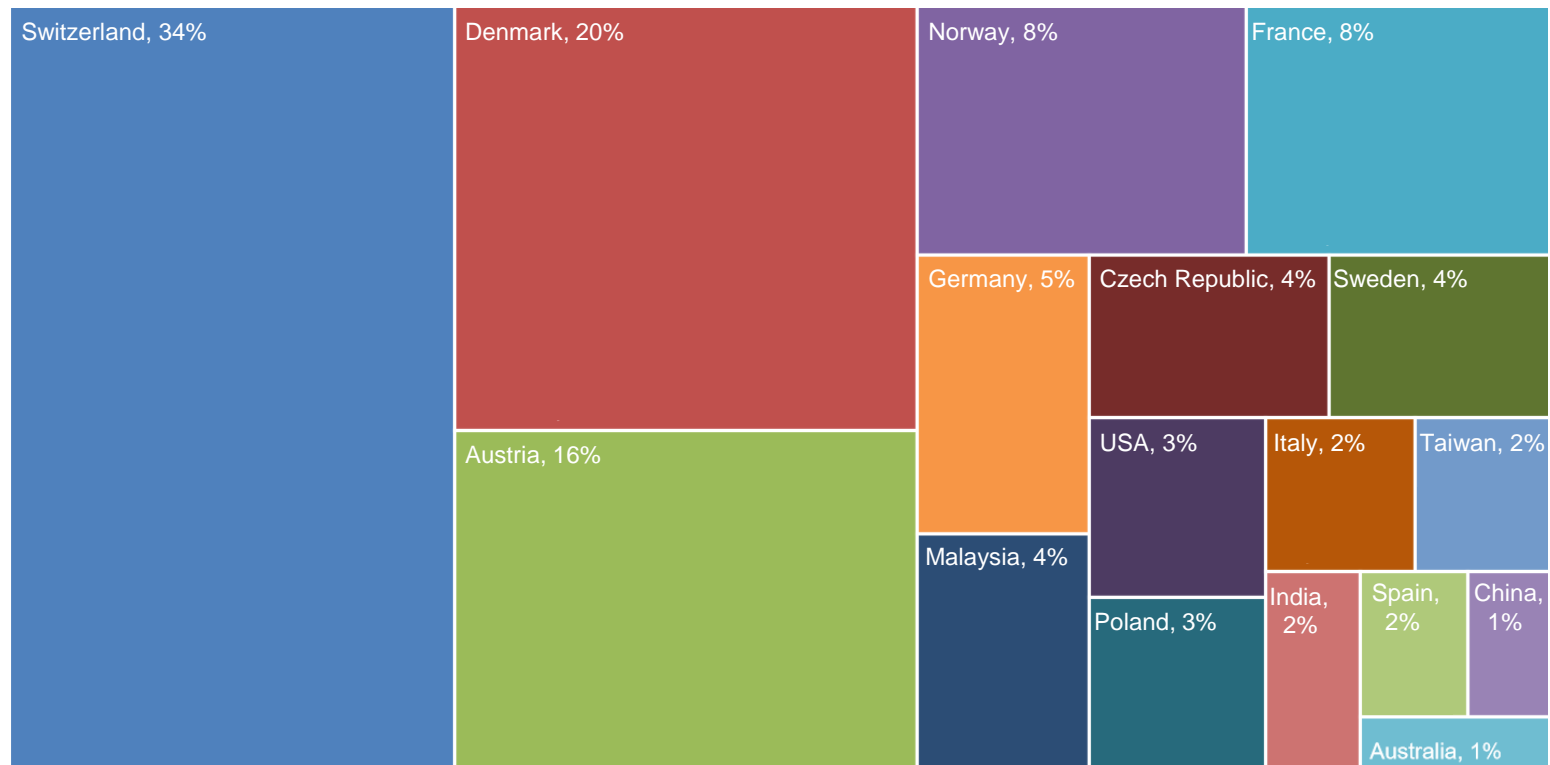
ADDRESSABLE MARKET POTENTIAL USD 35 BN



Source: Freedonia 2020 / Bossard

BOSSARD IS LEADING IN SELECTIVE MARKETS

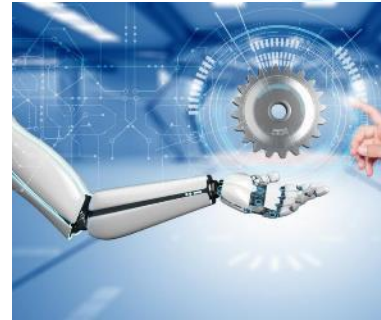
SIGNIFICANT POTENTIAL FOR PROFITABLE GROWTH



GROWTH POTENTIAL

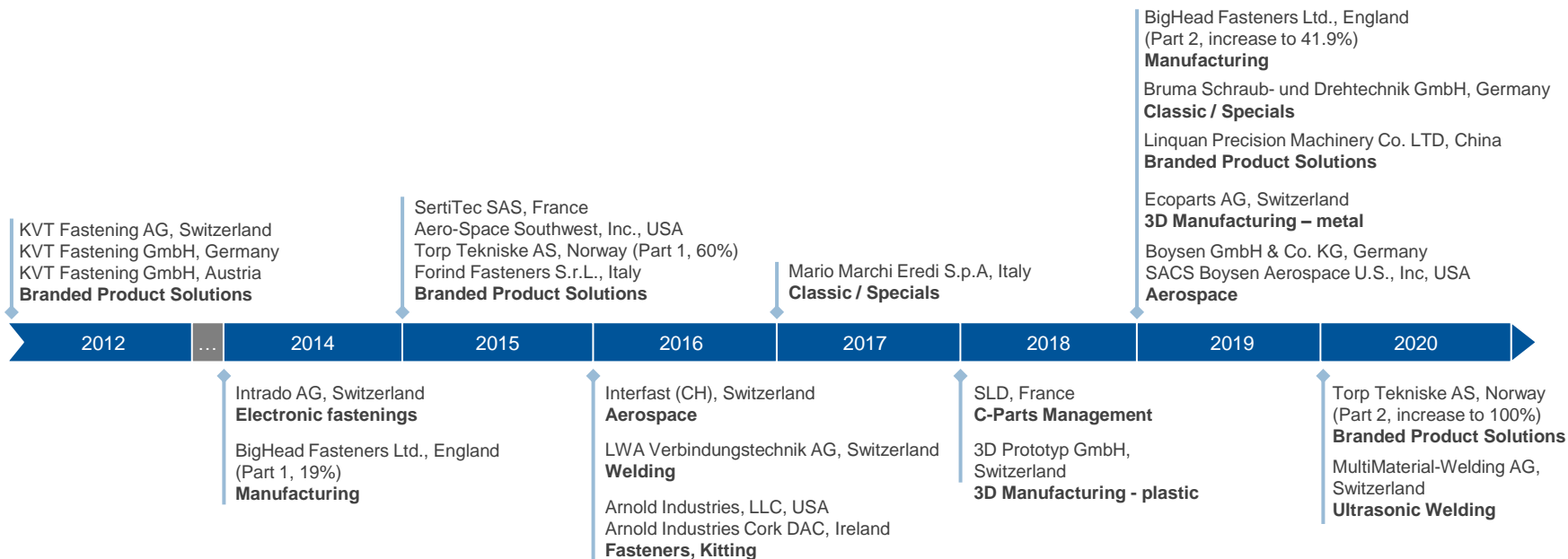
Growth Industries

- Railway
- Electromobility
- Robotics
- Healthcare



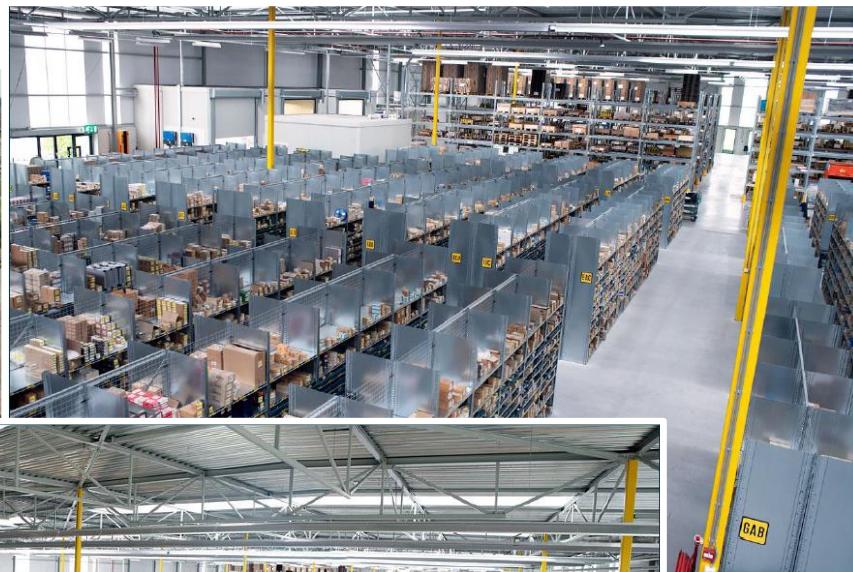
BOSSARD ACQUISITIONS SINCE 2012

SUSTAINABLE ORGANIC GROWTH PAIRED WITH ACQUISITIVE GROWTH



NEW AQUISITION

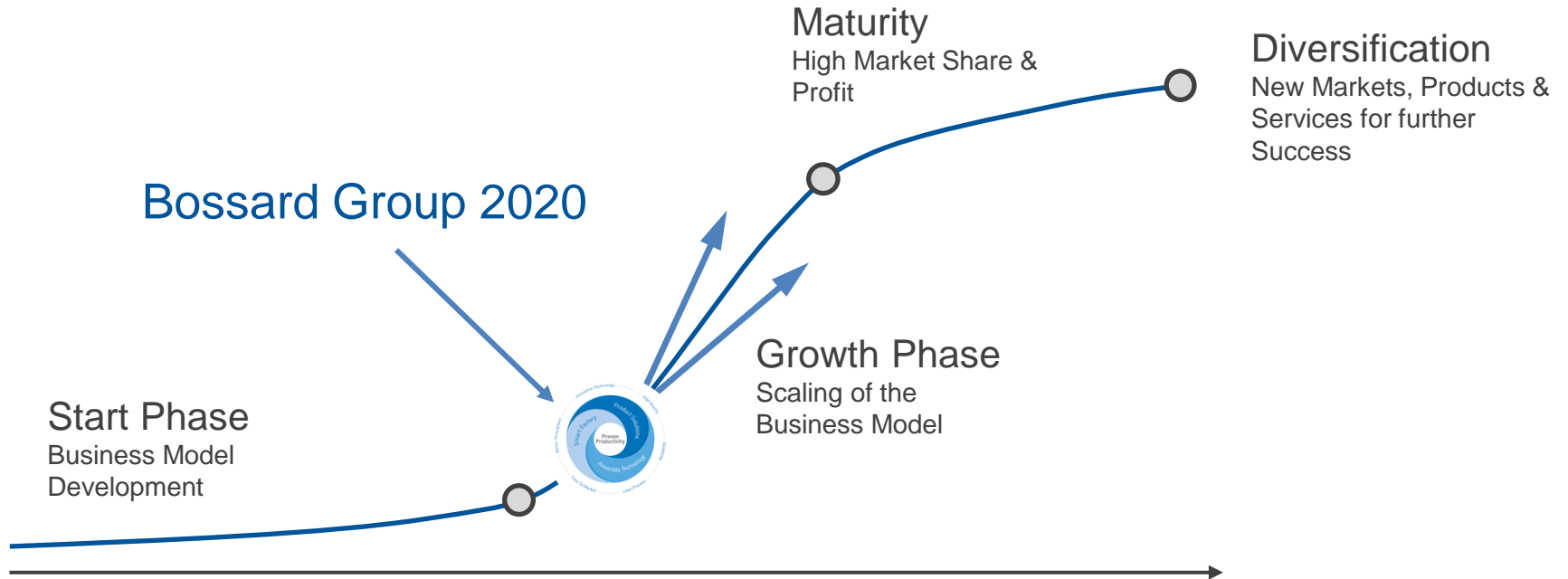
JEVEKA B.V. - ALMERE (NL)



5

STRATEGY 200

GROWTH POTENTIAL



OUR WINNING ASPIRATION

Together, we bring **PROVEN**
PRODUCTIVITY and
SUSTAINABILITY to every
assembly operation in the world!

7 STRATEGIC INITIATIVES

TRANSITION TO OUR STRATEGY 200



TOGETHER, WE CREATE EFFICIENCY IN COLLABORATION



- We are creating a human-centric environment where it is fun to work and where we can unleash the potential of all our employees
- We build a company culture around the defined guiding principles:
 - We Collaborate
 - We Experiment
 - We Empower
 - We Talk Real
 - We Deliver Value

SALES ENGINE

EFFICIENCY IN CUSTOMER ACQUISITION



- We focus on growth verticals (industries)
- We are following a bold shift to digital lead generation
- We harmonize the way we approach customers and close deals

SUSTAINABILITY

AN INTEGRAL PART OF OUR STRATEGY



- Working towards CO2 neutrality
 - Collecting data & setting realistic goals in 2022
- Together, we create an environment, in which our people and the organization reach their full potential,...
- ... thereby strengthening the foundation of success for the next generation.

BOSSARD STRATEGY 200

Accelerated, profitable and sustainable growth...

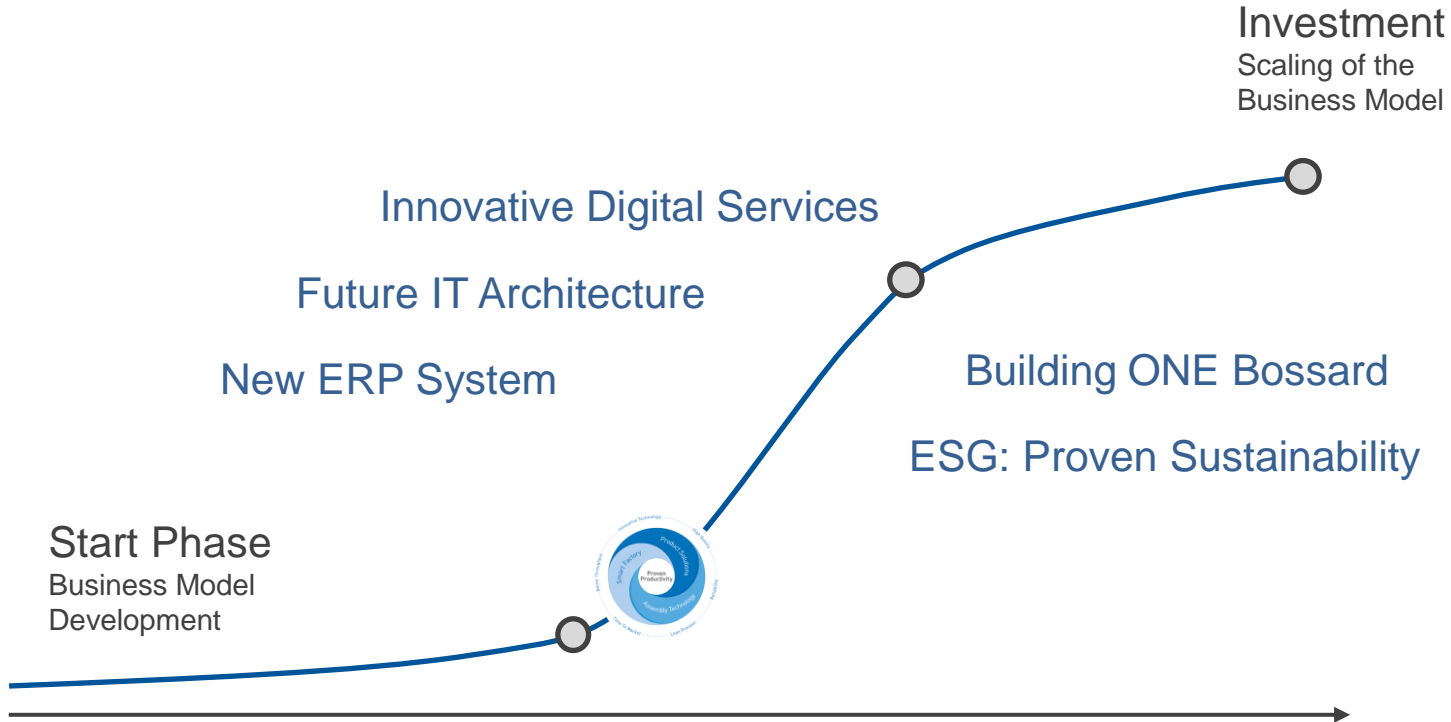
- ... based on our proven business model,
- ... organically and through acquisitions,
- ... to achieve relevant market shares in our key markets,
- ... through 7 strategic initiatives.

6

FINANCIAL TARGETS

BOSSARD STRATEGY 200

WHERE DO WE INVEST TO REACH MID-TERM TARGETS



MID-TERM FINANCIAL TARGETS

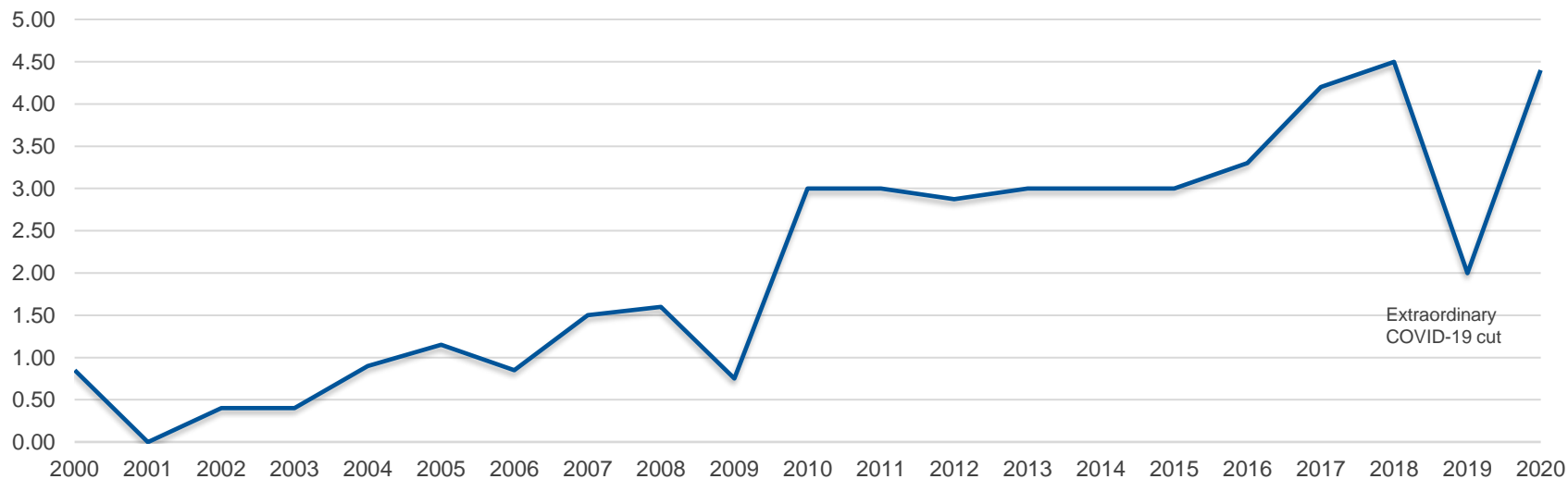
- **Sales:**
Organic sales growth target of > 5%
- **Operating profit margin (EBIT):**
Target range of 12% - 15%
- **Balance sheet:**
Equity ratio > 40% (continued)
- **Dividend payout ratio:**
40% of net income (continued)

DIVIDEND POLICY

RELIANCE ON SOLID RECURRING INCOME

The dividend policy of the Bossard Holding AG is **profit oriented** and based on a **payout of 40%** of the net income. The company is **committed to dividend continuity**.

Dividend (CHF/share)



7

AND FINALLY...

7 REASONS TO INVEST IN BOSSARD

- Strong need for productivity gains & 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 rail, EV, robotics & healthcare
- High level of recurring revenue due to strong partnerships with customers
- Additional growth potential through M&A



Together, We Create!

SAFE HARBOR STATEMENT

This document has been prepared by the company solely for the use of this presentation. The information contained in this document has not been independently verified and includes assumptions and estimates that may not be correct and no representation or warranty, express or implied, is made as to, and no reliance should be placed on, the fairness, accuracy, completeness or correctness of the information or opinions contained herein. None of the company or any of their respective affiliates, advisors or representatives shall have any liability whatsoever arising from any use of this document, or its contents, or otherwise arising in connection with this document.

This presentation may contain certain forward-looking statements relating to the Group's future business, development and economic performance. Such statements may be subject to a number of risks, uncertainties and other important factors, such as but not limited to (1) competitive pressures; (2) legislative and regulatory developments; (3) global, macroeconomic and political trends; (4) fluctuations in currency exchange rates and general financial market conditions; (5) delay or inability in obtaining approvals from authorities; (6) technical developments; (7) litigation; (8) adverse publicity and news coverage, which could cause actual development and results to differ materially from the statements made in this presentation. Bossard assumes no obligation to update or alter forward-looking statements whether as a result of new information, future events or otherwise.

This document does not constitute an offer or invitation to purchase shares and neither it nor any part of it shall form the basis of, or be relied upon in connection with any contract or commitment whatsoever .