

Agenda

- Profile
- Business Model
- Proof of Concept
- Strategy 200
- Business Development 2023



#1-Profile

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Bossard is a strategic partner for fastening technology and smart factory solutions to OEM customers globally...



Profile - Overview





A Selection of Customers



































































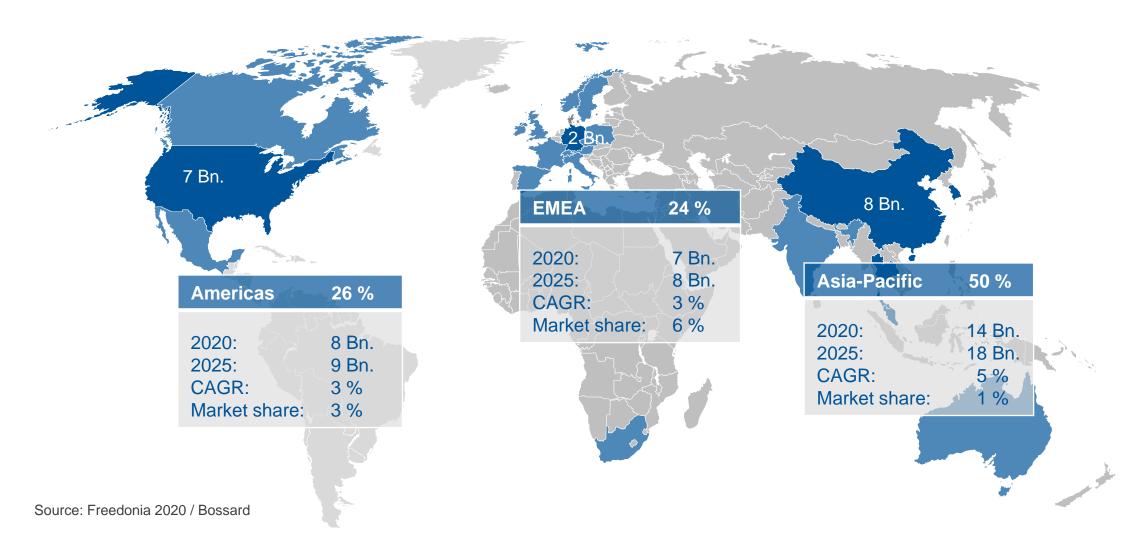




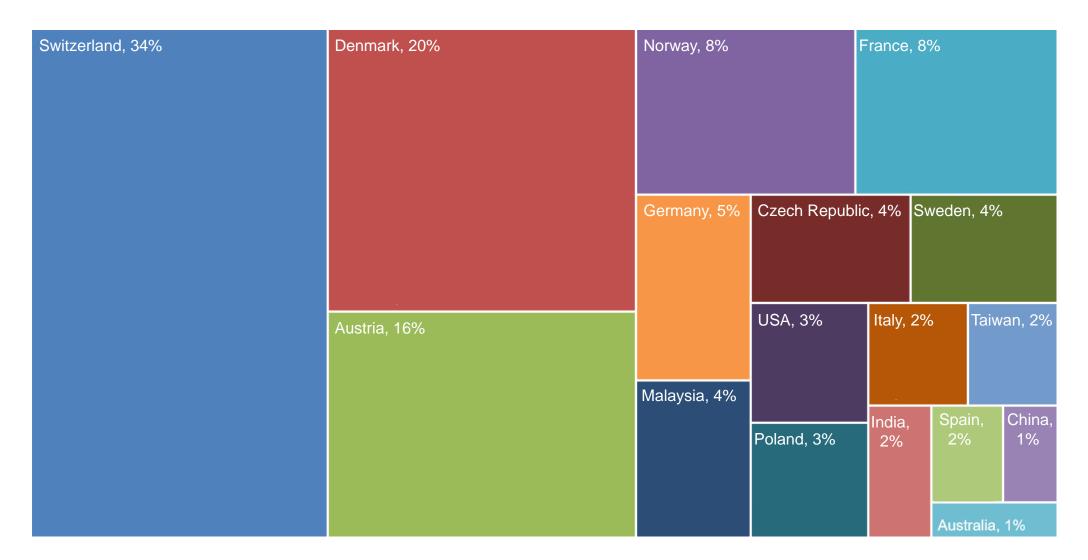




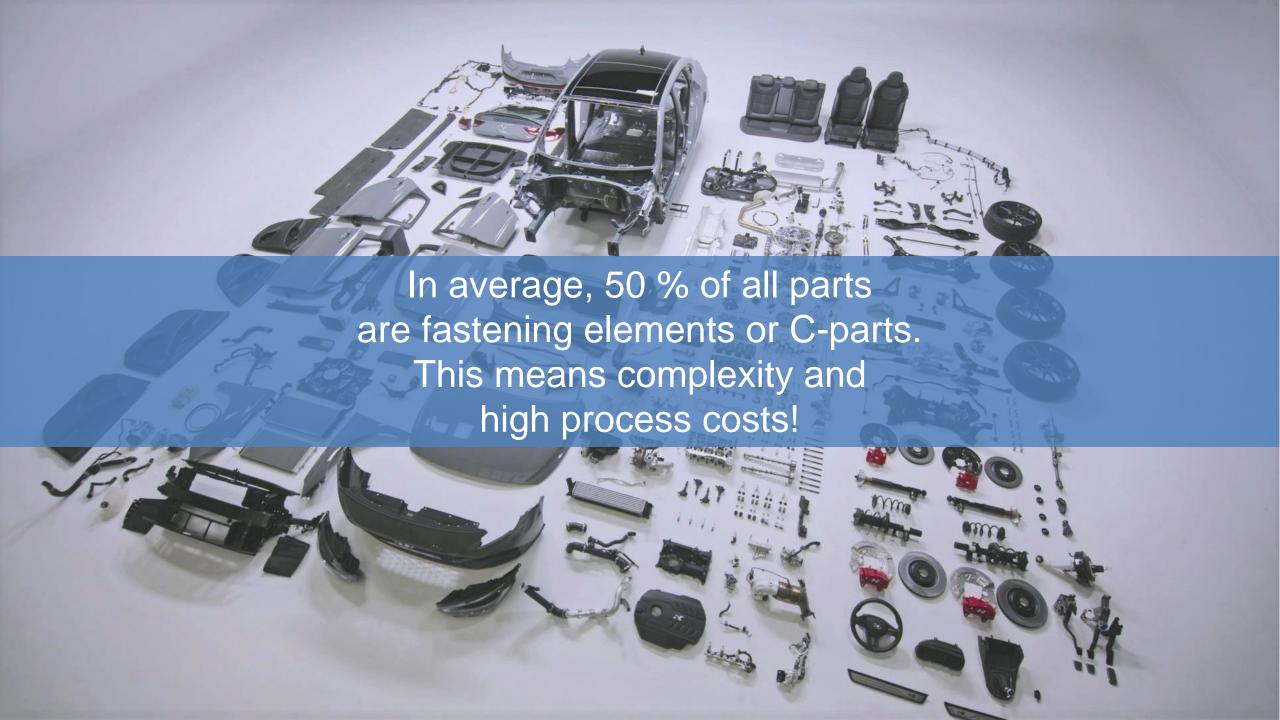
Global Resilience & addressable Market Potential USD 35 Bn.



Significant Potential for profitable Growth



#2 - Business Model

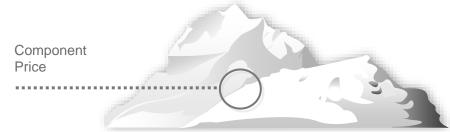


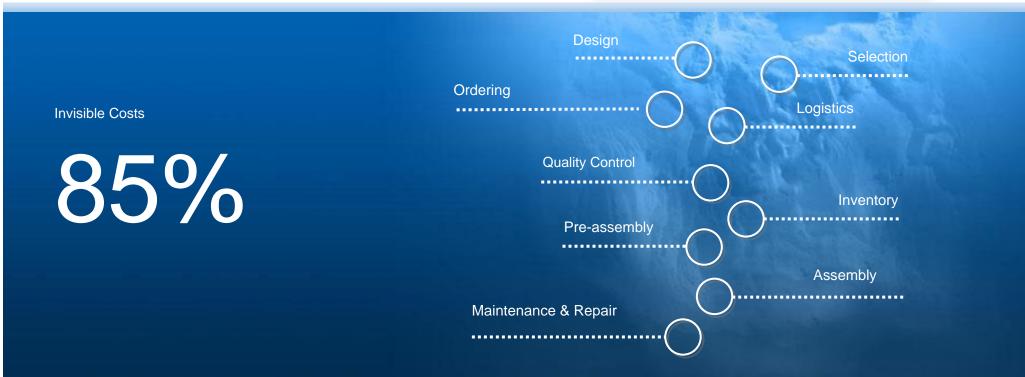
BUSINESS OPPORTUNITY

Total Cost Reduction - Focus on invisible Costs

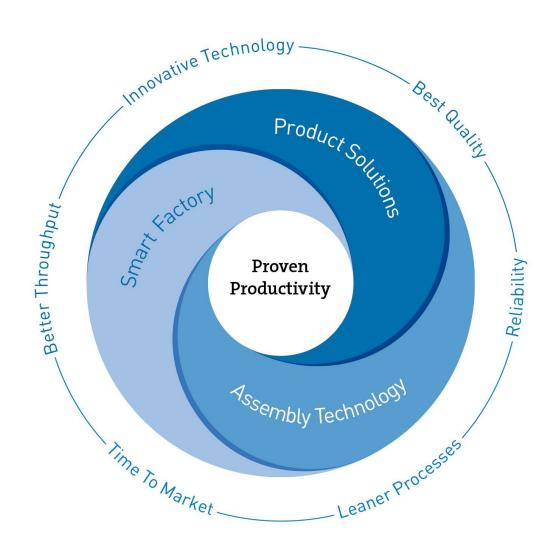
Visible Costs

15%





Proven Productivity - Solutions to increase Customer Competitiveness



PRODUCT SOLUTIONS

Over one Million different Products with high, global Availability









- 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

Services to avoid and reduce total Costs



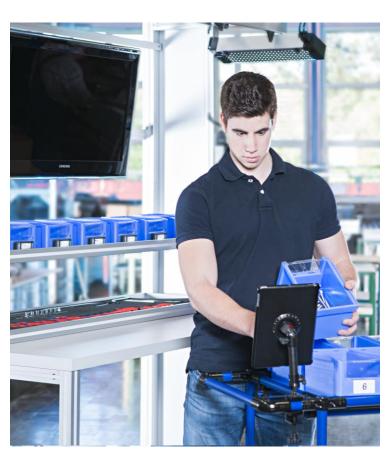




SMART FACTORY LOGISTICS

Services to avoid Stockouts and reduce Inventory Costs



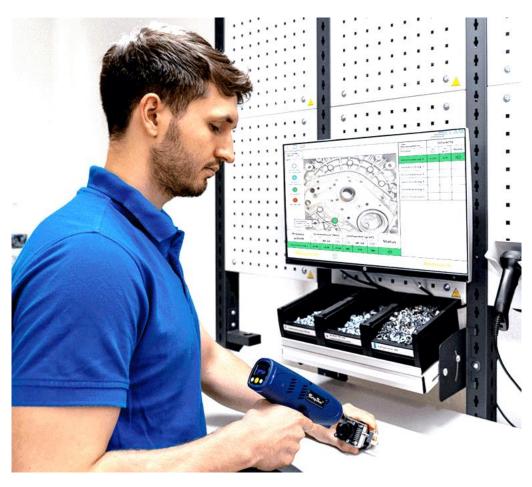




SMART FACTORY ASSEMBLY

Services to avoid Mistakes and increase Efficiency in Assembly





SERVICES

Strategic Importance

Offering	Customer Entry Level
Assembly Technology + Smart Factory + Product Solutions	C-Level
Assembly Technology + Product Solutions	Design & Development
Smart Factory + Product Solutions	Production & Logistics
Product Solutions	Purchasing

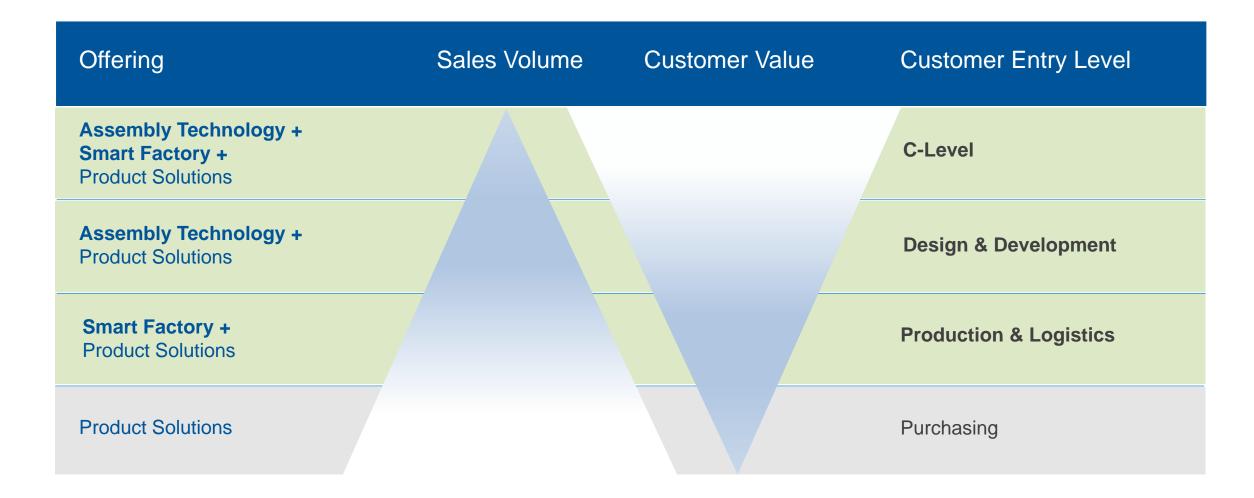
SERVICES

Strategic Importance

Offering	Sales Volume	Customer Entry Level
Assembly Technology + Smart Factory + Product Solutions		C-Level
Assembly Technology + Product Solutions		Design & Development
Smart Factory + Product Solutions		Production & Logistics
Product Solutions		Purchasing

SERVICES

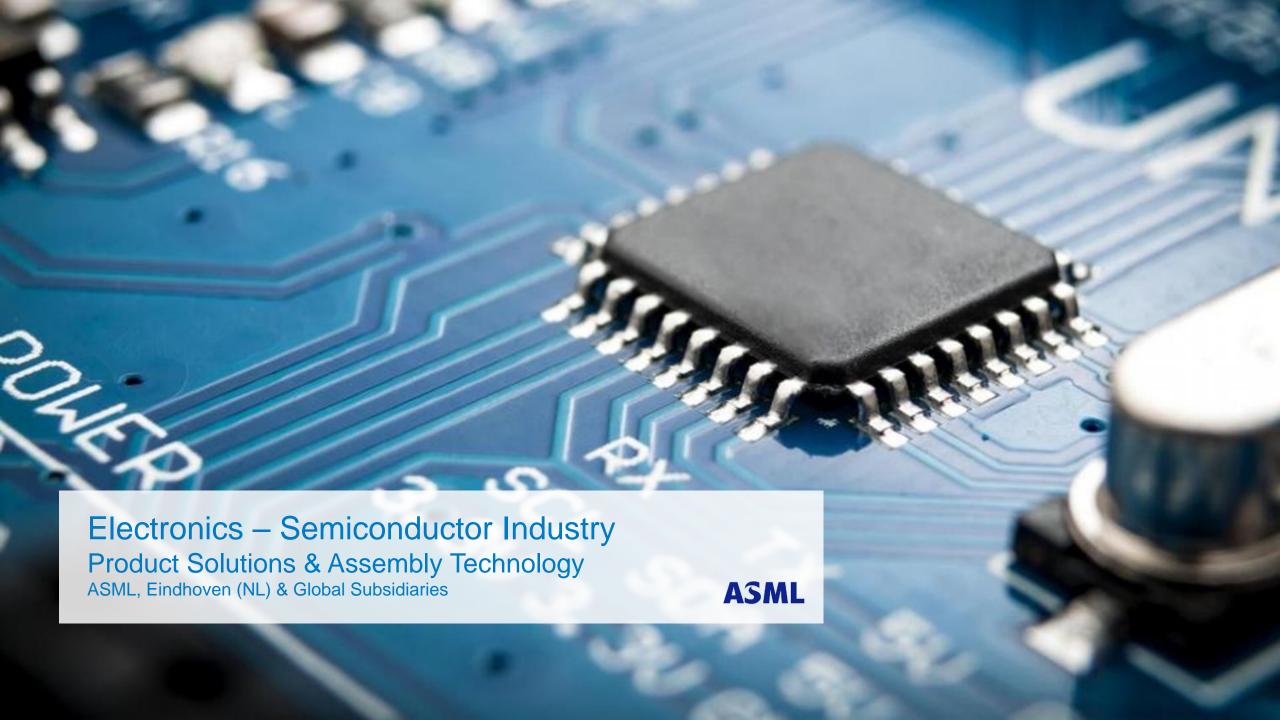
Strategic Importance



#3 - Proof of Concept

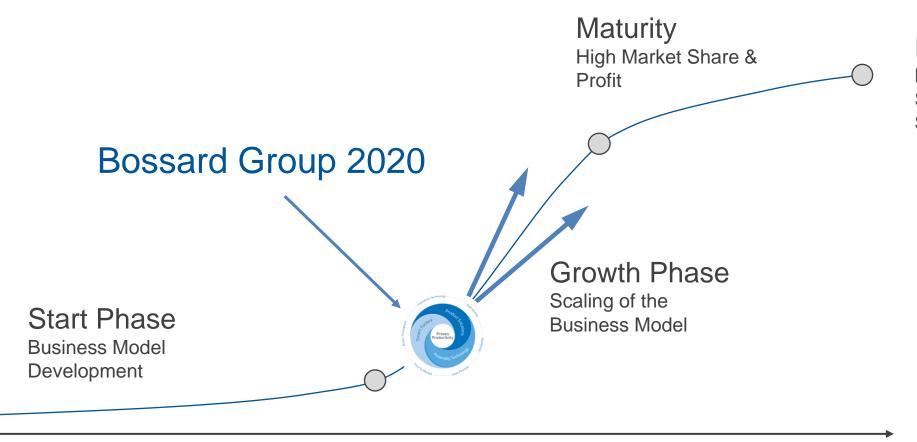






4 - Strategy 200

Growth Potential



Diversification

New Markets, Products & Services for further Success

STRATEGY 200

Overview

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

Together We Create - Efficiency in Collaboration



Initiatives on talent & leadership management to retain and develop talent in a scarce global market

Sales Engine - Efficiency in Customer Acquisition



Shift to digital lead generation and harmonized sales roles results in 30 % more qualified leads across the group and a faster pipeline conversion

STRATEGY 200

Operations Engine - Efficiency in our Operations



Successful implementation of Microsoft D365 in Denmark, Sweden and Singapore – next: Thailand, Malaysia, France and USA

Sustainability - Empowered People & reduced Footprint



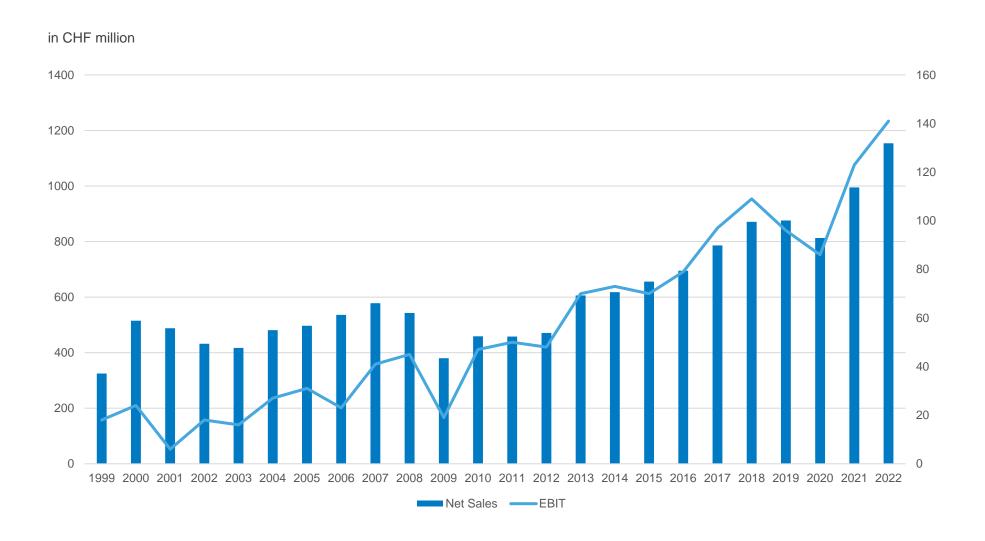
Successful data collection on our global CO₂ footprint (scope 1 & 2) and definition of initiatives by regions & business units

After a Phase of Investments

- 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

#5 – Business Development 2023

Long-Term - Sales & EBIT Development



BUSINESS DEVELOPMENT

2023

- -1.5 % Sales in H1 2023 (+3.1 % in local currency)
- Normalization of the markets and therefore demand, except electromobility ('sunrise industry')
- Winning new business through productivity services like Smart Factory Solutions
- ... namely, due to near-shoring trends
- Supply chain continues to normalize and thus availability
- Freight costs have reached almost pre-COVID levels
- Inventories have reached peak levels with a positive impact on cashflows
- Wage inflation, digitalization initiatives and interest rates driving cost base



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