



CONFERENCE FOR FINANCIAL ANALYSTS AND THE MEDIA

Zurich, 20.12.2016

AGENDA

Zurich, December 20, 2016

Review 2016

- Macro economy
- Market trends
- Main highlights

Financial trends 2016

- Backlog
- Turnover
- Operating result (EBIT)
- Net result

We are building our future

- Novelties & innovations

Outlook 2017

- Market & macro economy
- Financials
- Long-term financial targets

Agenda 2017

REVIEW 2016

REVIEW 2016

- Macro economy
- Market trends
- Main highlights

REVIEW 2016

Macro economy

Global economic situation

- Central banks market interventions and negative interest policies to kick start the economy encountered limited success
- Liquidity/cash available in huge quantities by banks and companies but does not ipso-facto create an investment mood
- Geopolitical events in 2016 in Europe (Brexit/France/Germany/Italy), Middle East (Syria/Turkey/Egypt) and in the US are starting to reshape societies and political systems. Potentially negative for international trade

REVIEW 2016

Macro economy

Global economic situation

- In growing markets: China growth is stabilizing, Middle east quite active despite political challenges, Brazil GDP should turn positive again
- The Swiss Franc evolved in a relatively narrow range and Swiss industrial groups have continuously adapted to the post January 2015 situation

REVIEW 2016

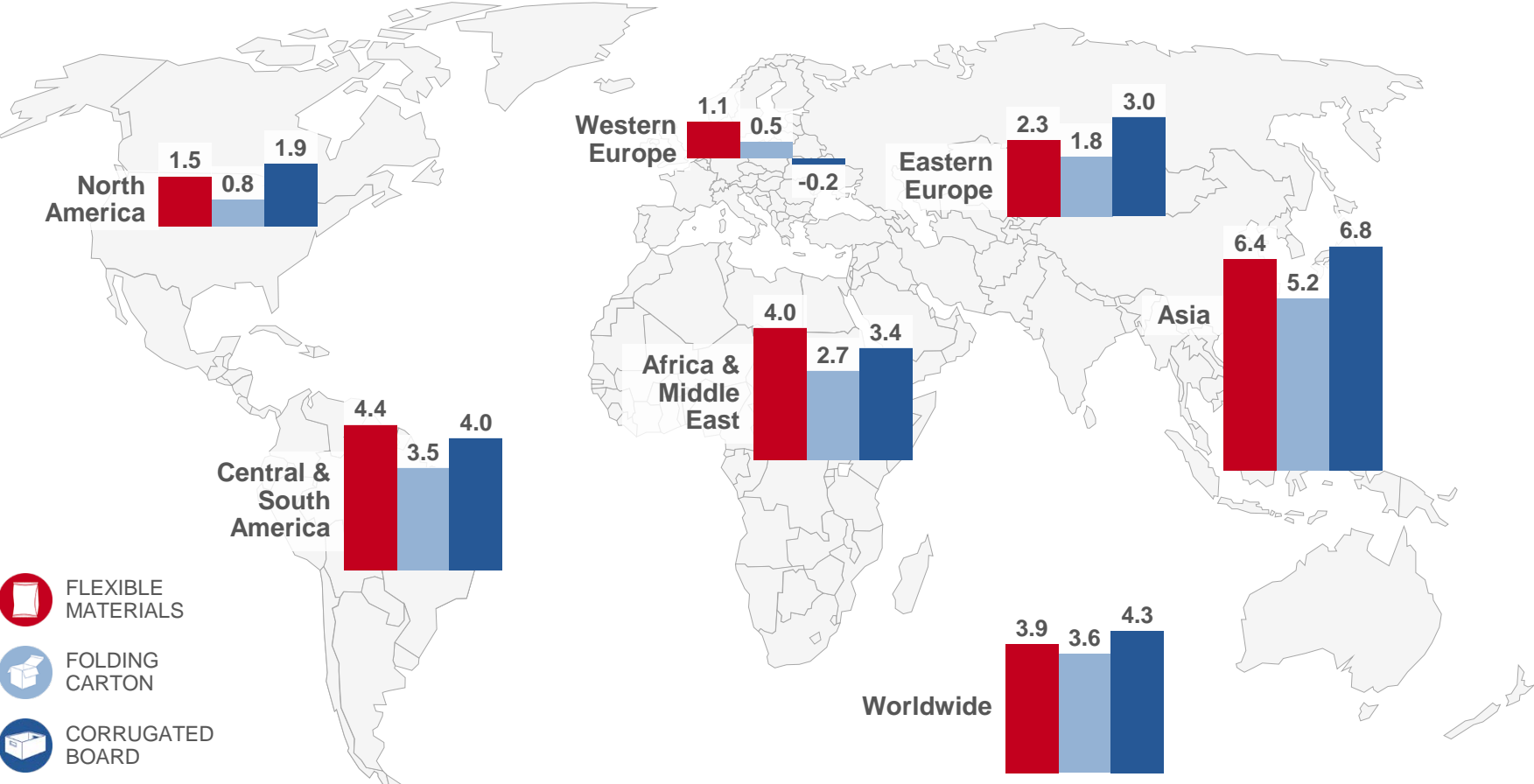
- Macro economy
- Market trends
- Main highlights

REVIEW 2016

Forecast packaging consumption growth

CAGR 2015-2020 in %

Sources: Smithers Pira

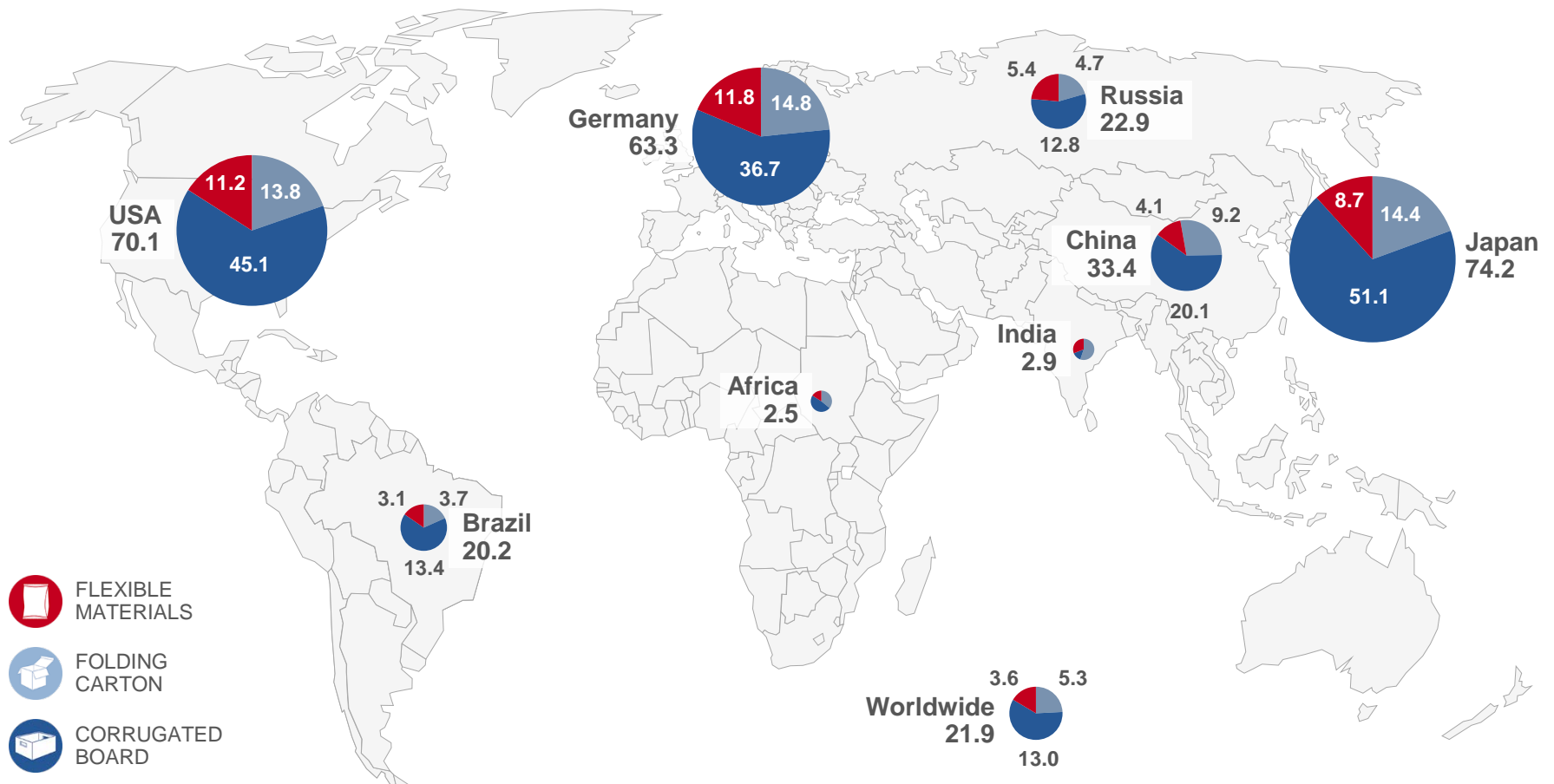


REVIEW 2016

Consumption per capita

Annual in kilo

Sources: Smithers Pira



-  FLEXIBLE MATERIALS
-  FOLDING CARTON
-  CORRUGATED BOARD

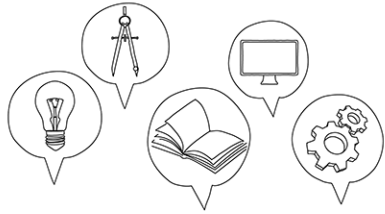
REVIEW 2016

- Macro economy
- Market trends
- Main highlights

REVIEW 2016

Main highlights - 125th Anniversary



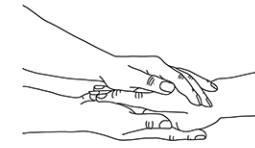


OUR MOTTO:

PEOPLE, KNOWLEDGE AND



TRUST



RESPECT



PERFORMANCE



PASSION

VALUES

AND BEHAVIORS AT



BOBST

OUR VALUES ARE THE FOUNDATION THAT HELP US ACHIEVE OUR MISSION:

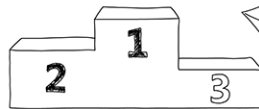


A COMPANY WHERE PEOPLE ARE VALUED

PREPARING BOBST FOR THE NEXT GENERATION



BEING NUMBER 1 (OR 2) IN THE INDUSTRY

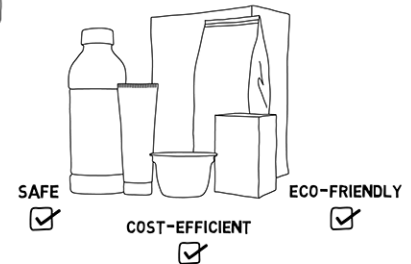


OUR VALUES WILL HELP US TO REALIZE OUR STRATEGY

TO HELP OUR CUSTOMERS ...



... SUPPLY APPEALING PACKAGING



REVIEW 2016

Main highlights - Drupa, Dusseldorf



REVIEW 2016

Main highlights - Opening of new branches

January 4

- Istanbul, Turkey



September 22

- Lagos, Nigeria



REVIEW 2016

Main highlights - K Show, Dusseldorf



WE ARE BUILDING
OUR FUTURE

WE ARE BUILDING OUR FUTURE

- Novelties & innovations

REVIEW 2016

Novelties & innovations



**FOLDING
CARTON**



MASTERCUT 106 PER
Autoplaten® die-cutter



VISIONCUT LER
Autoplaten® die-cutter



MASTERFOIL 106 PR
Hot foil stamper



MASTERFOLD 75/110
Folder-gluers



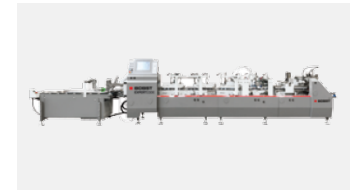
**CORRUGATED
BOARD**



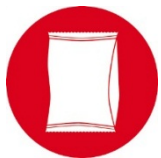
SPEEDPACK
Automated packing solution



MASTERFLEX-XL
Flexo printing press



EXPERTCODE
Digital serialization solution



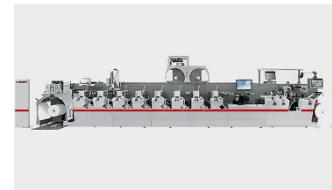
**FLEXIBLE
MATERIALS**



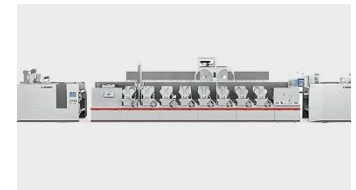
CL 750D
Compact laminator



MW 85 F
CI flexo press



M5
In-line narrow web press



M6
UV flexo mid-web press

REVIEW 2016

Printing technologies

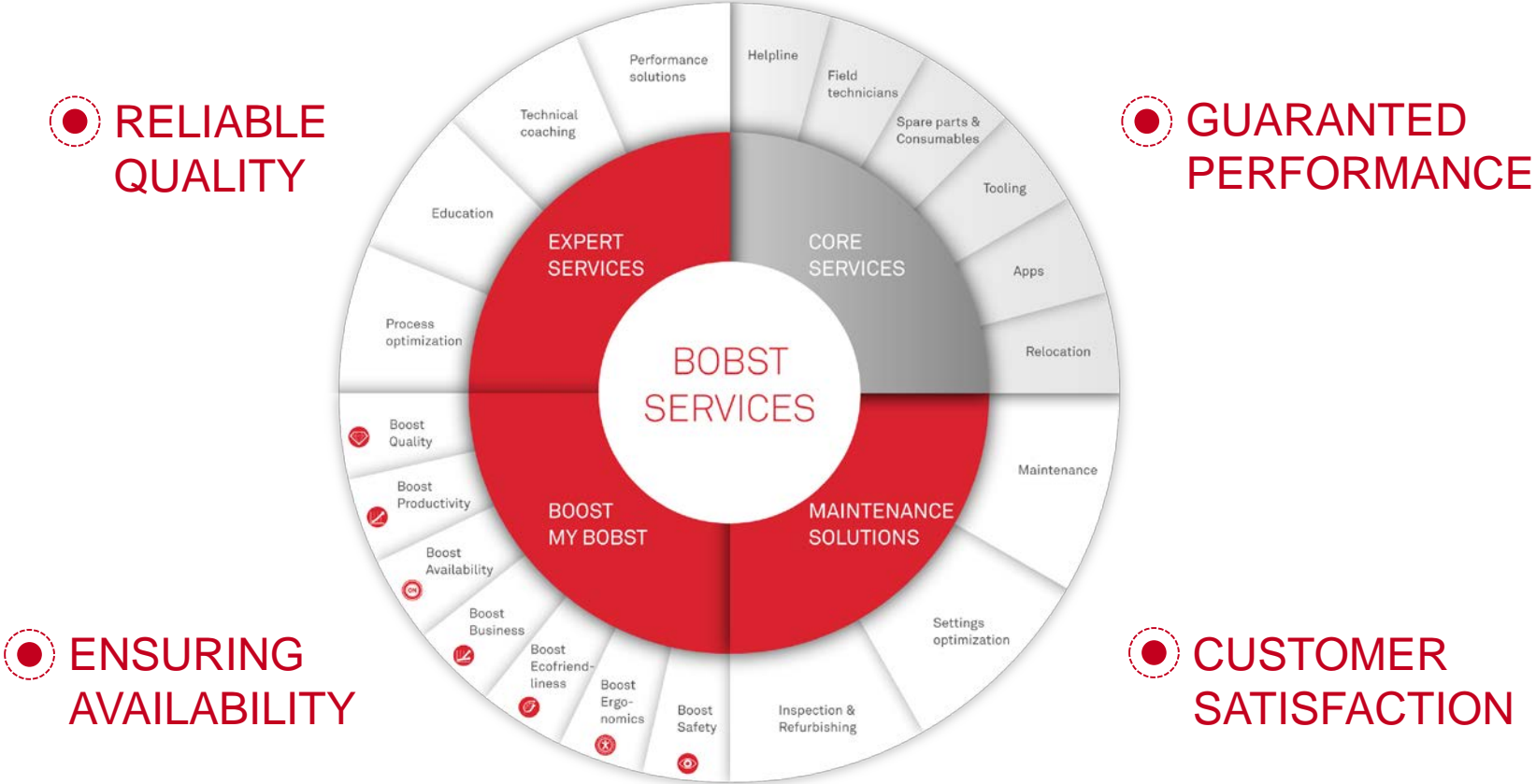
Our strategy

Develop industrial product range for film, label, corrugated and folding carton applications with extended technologies

- Flexo
- Gravure
- Digital flexo
- Digital printing

REVIEW 2016

Innovation in Service

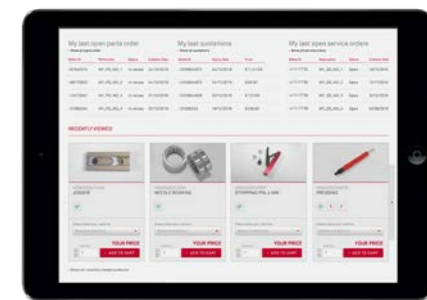
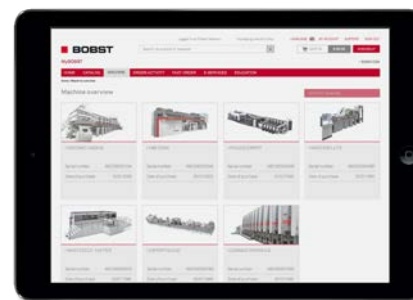
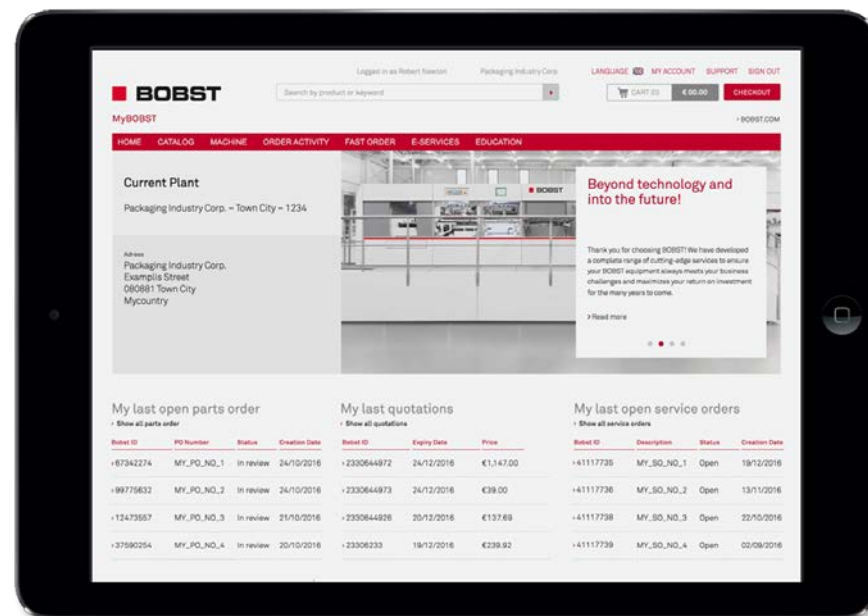


REVIEW 2016

Innovation in Service

New web portal **MyBOBST**

- Search our catalog
- Find the parts
- Place an order...
- ...and much more
- Available anytime, anywhere
- Fast, easy, free

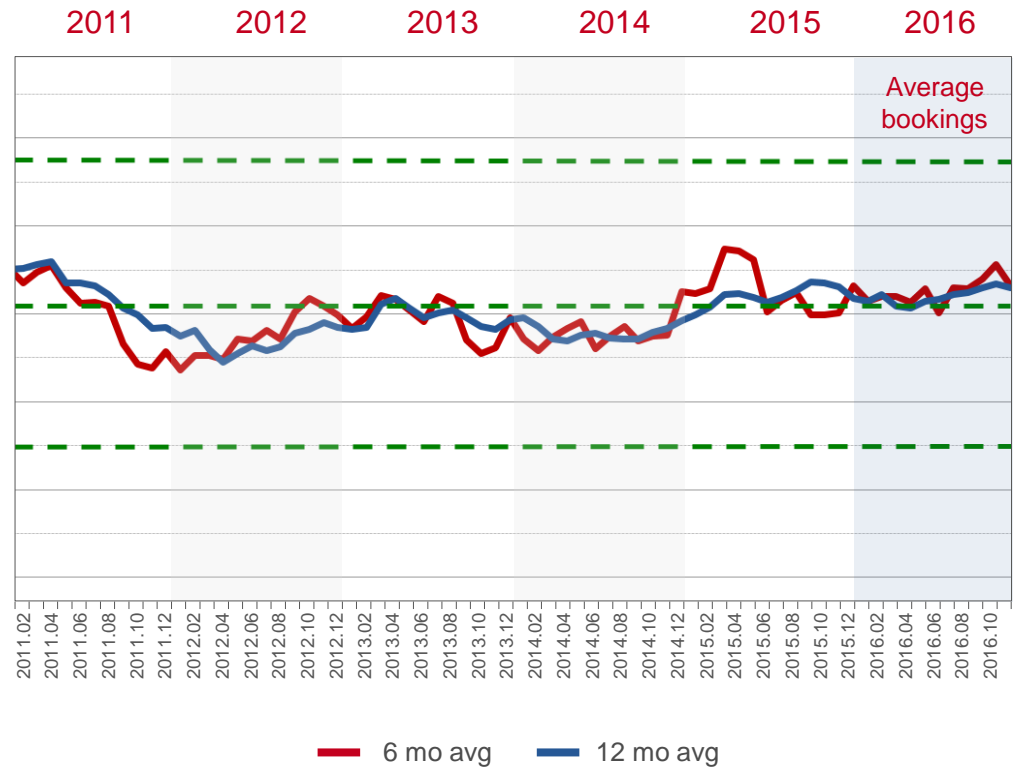


FINANCIAL TRENDS 2016

FINANCIAL TRENDS 2016

Evolution of the Group's business

- 2016 started with a higher level of backlog than beginning 2015
- Order entries higher than in previous year due to BUWF, BUSF lower after strong 2015
- Estimated backlog end 2016 lower for BUSF and higher for BUWF
- Machines backlog average 5 months



FINANCIAL TRENDS 2016

Consolidated turnover

In million CHF	2011	2012	2013	2014	2015	2016
Sales	1 270	1 264	1 354	1 300	1 331	Slightly > 1 400

Compared to 2015

Organic growth



Scope of consolidation



Assumptions: € 1.09 / \$ 0.97

FINANCIAL TRENDS 2016

Operating result (EBIT)

In million CHF	2011	* 2012	2013	2014	* 2015	2016
Published	27.5	19.0	60.3	81.7	83.9	~ 7%
Underlying	35.8	8.3	72.6	83.6	83.9	
		* Restated			* Restated	

Assumptions: € 1.09 / \$ 0.97

FINANCIAL TRENDS 2016

Consolidated net result

In million CHF	2011	* 2012	2013	2014	* 2015	2016
Published	2.5	-5.0	27.7	53.0	67.1	> 67.1
Underlying	8.9	-13.4	36.8	54.2	67.1	

* Restated

* Restated

Assumptions: € 1.09 / \$ 0.97

OUTLOOK 2017

OUTLOOK 2017

- Market and macro economy
- Financials
- Long-term financial targets

OUTLOOK 2017

World evolution

- Citizens specific expectations reflected in elections are giving a different shape to the global/regional economies
- All these changes will impact global trade, creating mid to long term new dynamics
- Every change brings fear and uncertainty. This is each time an opportunity to design a new vision, shaping regional economy and creating more business models. This will be possible when "humankind" is standing up for "its values" and "creating common good", while developing a better world
- Is the pain strong enough? Are we getting ready to design this joint vision?

OUTLOOK 2017

Bobst Group

- BOBST will continue to pursue investing for a global strategy
- Our value creation model is based on people, technology innovations and values
- Based on these core assets, we will generate value for our stakeholders, keeping the same priorities and focusing on successes
- Learning from our successes and mistakes, we will develop and innovate into new fields, to generate mid to long term revenue streams




"Trust – Respect – Passion – Performance"

OUTLOOK 2017

- Market and macro economy
- Financials
- Long-term financial targets

OUTLOOK 2017

Consolidated turnover evolution (as per Dec. 2016)


In million CHF	2016	2017
Turnover	Slightly > 1 400	
Organic growth		
Scope of consolidation		
Exchange rate impact		
Turnover		Slightly > 1 400

Assumptions: € 1.09 / \$ 0.97

More precise guidance with publication of 2016 results.

OUTLOOK 2017

Operating profit evolution (as per Dec. 2016)

In million CHF	2011	* 2012	2013	2014	* 2015	2016	2017
Published	27.5	19.0	60.3	81.7	83.9	~ 7%	
Underlying	35.8	8.3	72.6	83.6	83.9		

* Restated

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Assumptions: € 1.09 / \$ 0.97

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OUTLOOK 2017

- Market and macro economy
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OUTLOOK 2017

Long-term financial targets

Financial ratios	Targets since December 3, 2014
Turnover (mCHF)	1 400 - 1 500
Operating result (EBIT) margin	min. 8%
Return on capital employed (ROCE)	min. 15%
Equity ratio	40 - 45%
Payout ratio	30 - 50%

AGENDA 2017

AGENDA 2017

Save the date

March 2

- Publication of the 2016 financial statements
- Media and financial analysts' conference in Mex

April 6

- Annual General Meeting at 5.00 p.m. in Mex

July 27

- Publication of the half-year results
- Media and financial analysts' teleconference

October or December 18 (tbc)

- Media and financial analysts' conference in Zürich

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For more detailed information on Bobst Group, please refer to our websites:

- www.bobst.com
- <http://investors.bobst.com>

TOGETHER WE ARE
BUILDING OUR FUTURE

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