

Zurich
November 9, 2021

www.bobst.com

**- Conference for financial analysts
and the media**

BOBST

Agenda

November 9, 2021

1

Review 2021

- Industry Vision

2

Digitalization

- Connectivity
- Technology Solutions

3

Sustainability

4

What's coming...

- Market Trends
- Organization

5

Financial results guidance 2021

- Backlog
- Consolidated turnover & EBIT

3

Outlook

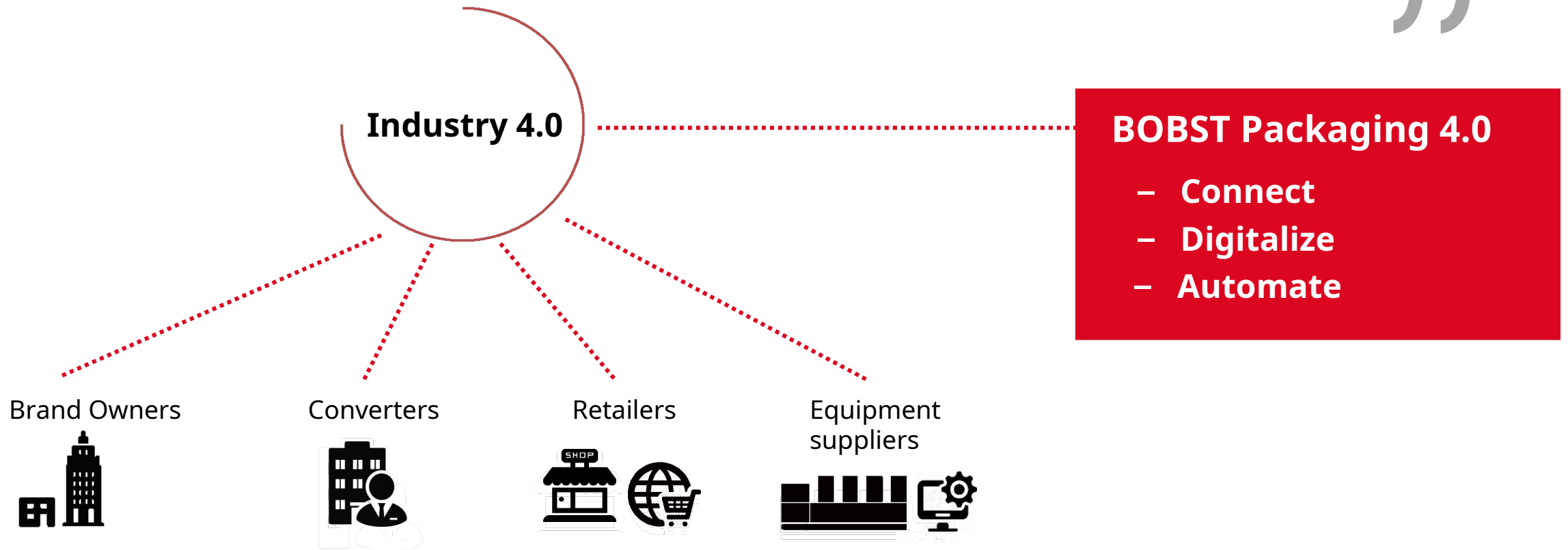
- Long term targets
- Agenda 2022

Review 2021

Industry Vision

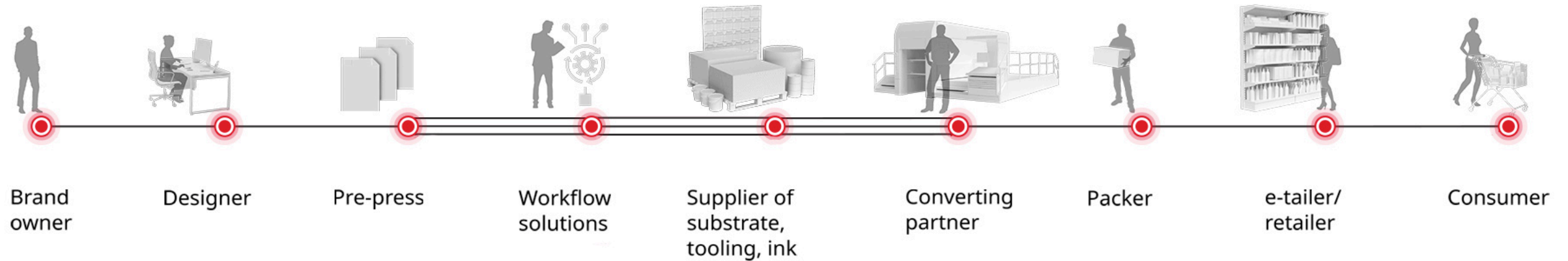
Packaging Industry 4.0 Challenges

“ The **digital revolution** is forcing every company to move from business models focused on products and services to **additional models that leverage networks, platforms to deliver new business models** ”



BOBST Industry Vision

The foundations of our vision

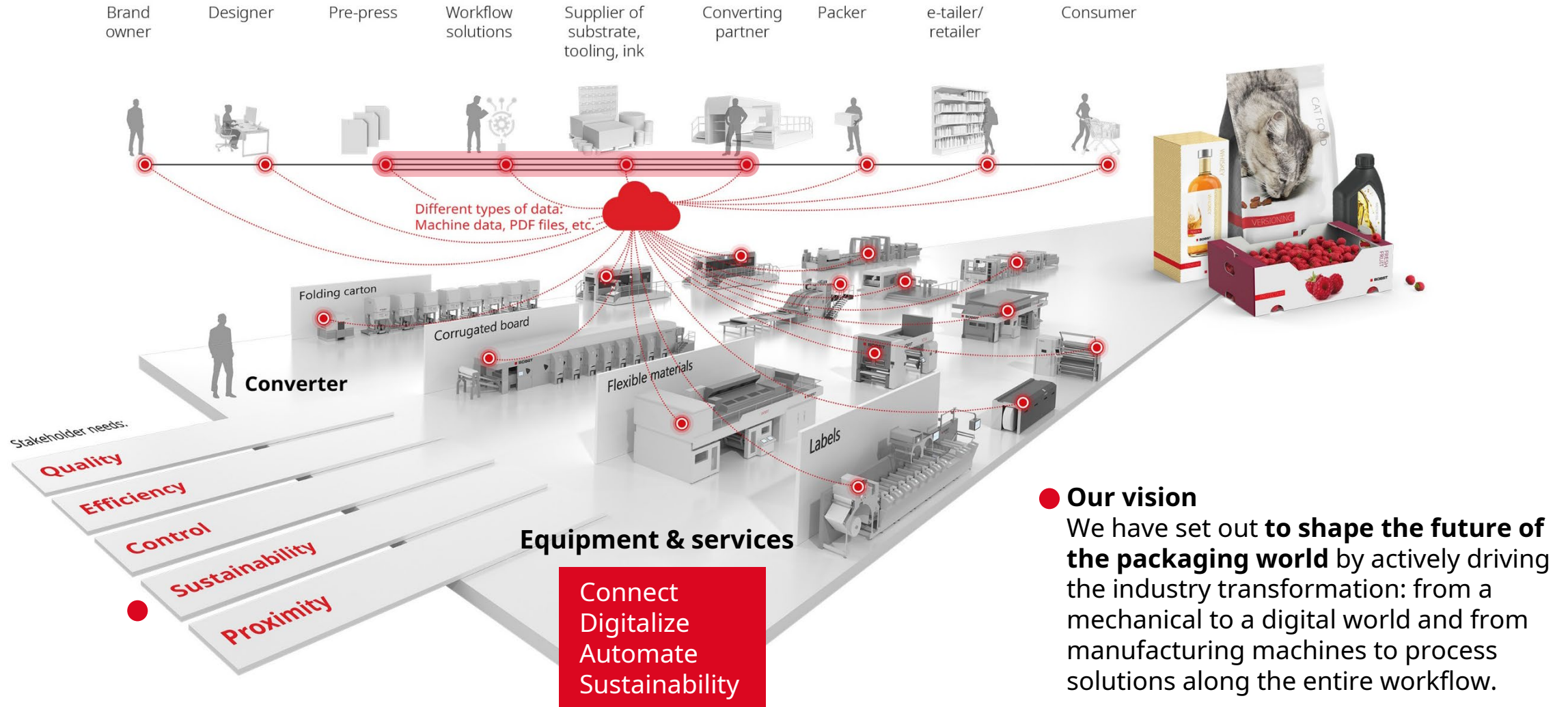


From **isolated** steps
to an **end-to-end view**

For **Brand Owners** to
Converters and **Consumers**

BOBST Industry Vision

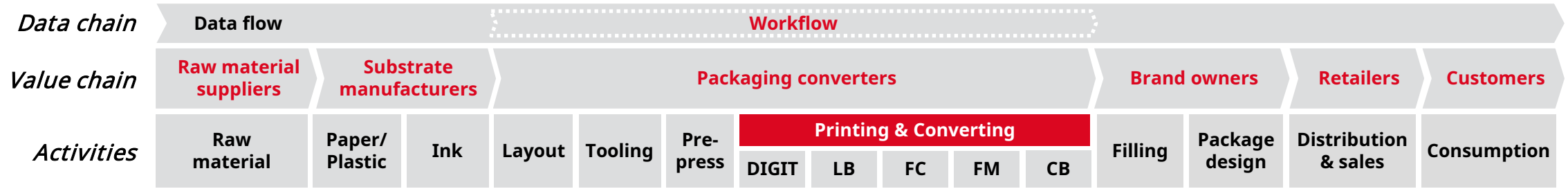
Shaping the future of the packaging world



Digitalization

Digitalization

Let's start with the value chain & the main challenges as we understand them



Shorter lead time

Reduce steps between creation and final packaging



Zero Fault Packaging

Goods protection.
Color Consistency



Sustainability

New regulations and plastic reduction



Agility

Mass customization, variability, short runs

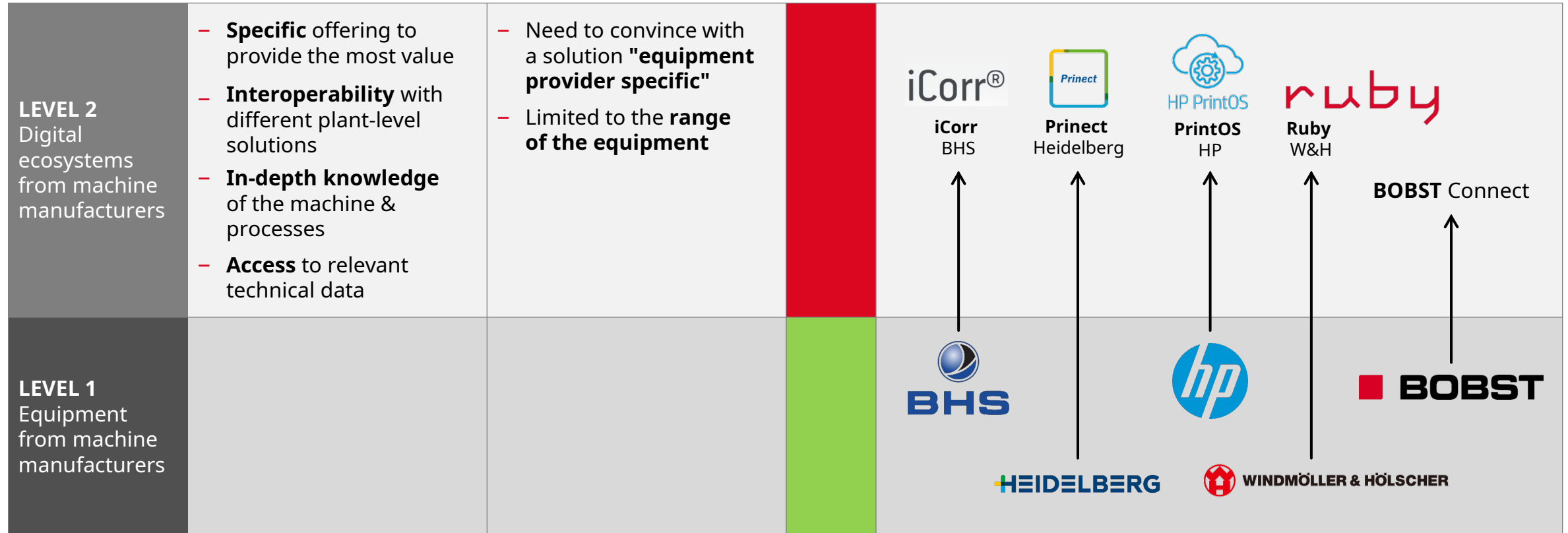


New business models and consumer expectations

e-commerce and proximity retail

Market and competitive landscape

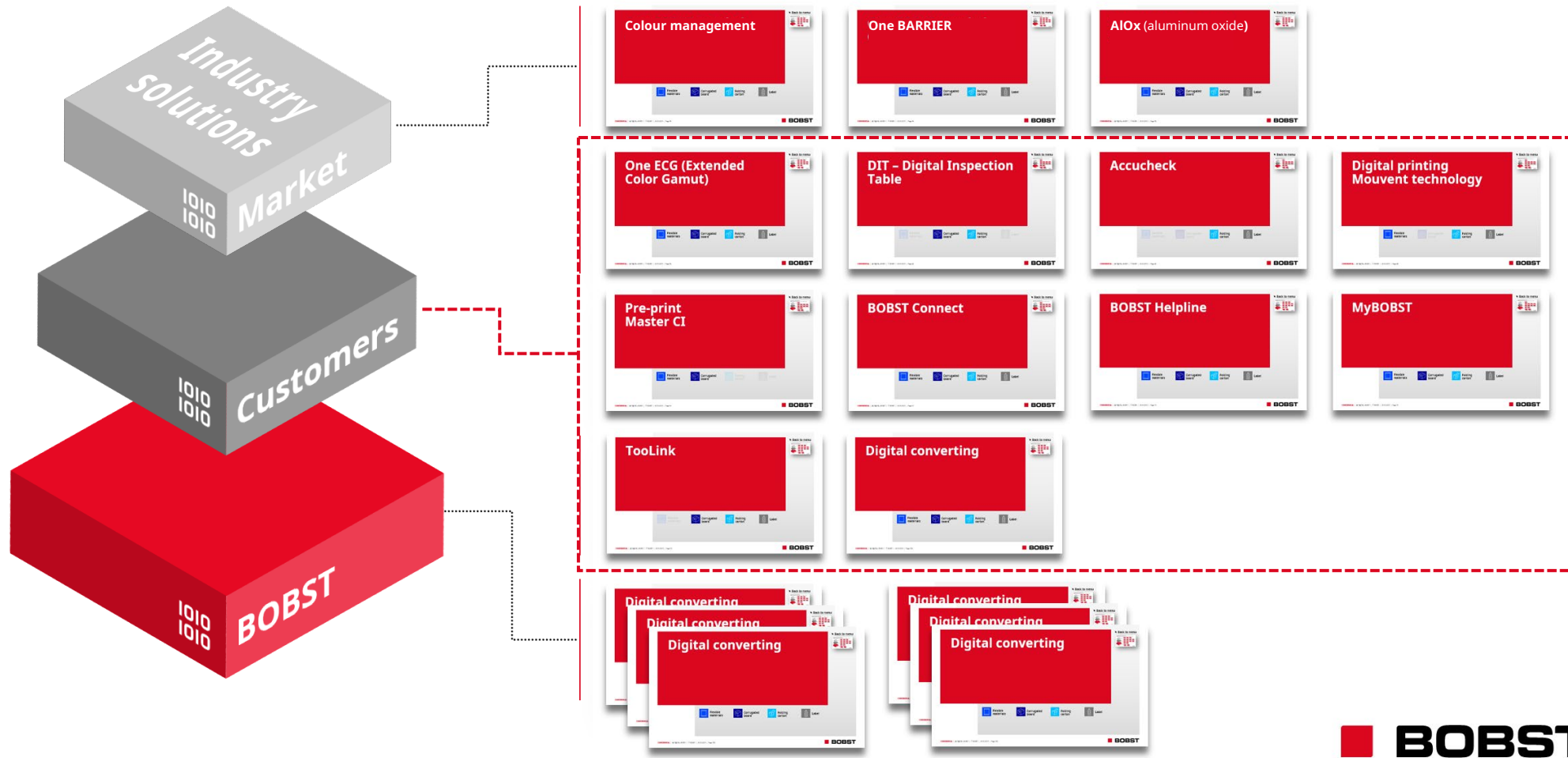
Becoming a solution provider...



BOBST digital focus ■ BOBST with comprehensive standing today ■

Digitalization of the value chain

Solutions available and implemented for the different levels



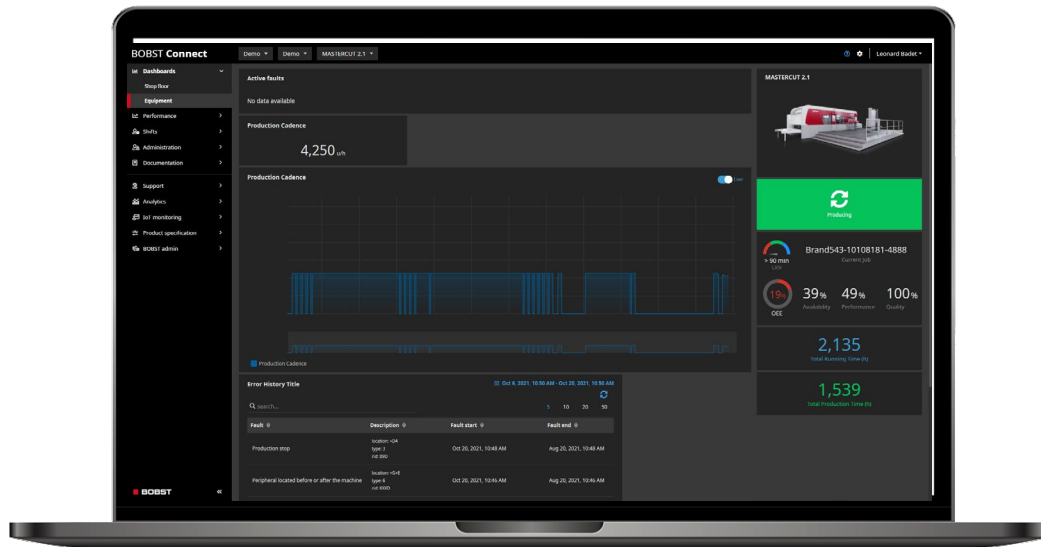
Connectivity

BOBST Connect available features focus

Where do we make the difference?

BOBST Connect features focus for equipment monitoring

- Current warnings on machine
- Brief indication of current performance
- Operator related **key equipment information**
- First investigation through direct information access
- Access to **historical data**
- Production summary per equipment
- Trend on **OEE components**
- Trend on delay or advance on current jobs
- Quick view of machine health and production status
- Highlight technician related key equipment information
- Customizable dashboards



BOBST Connect available features focus

Where do we make the difference?

BOBST Connect features focus for performance management



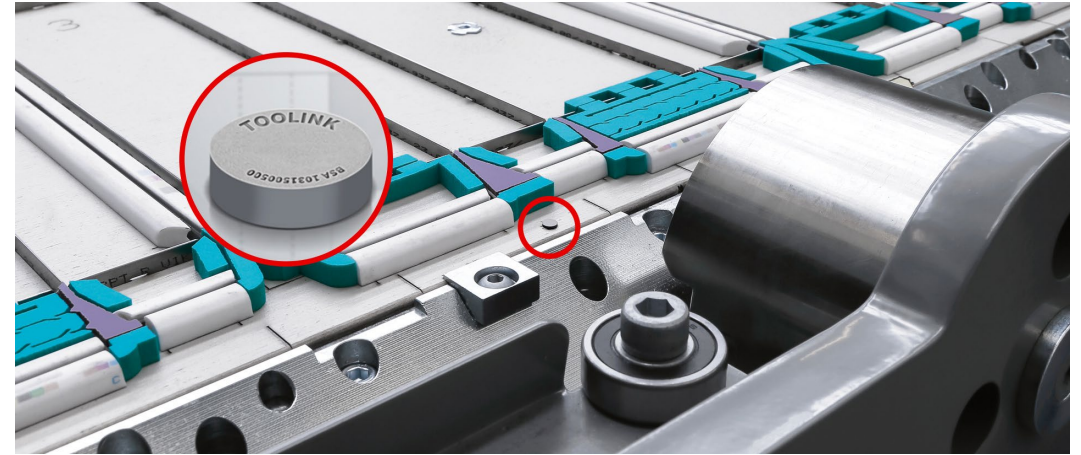
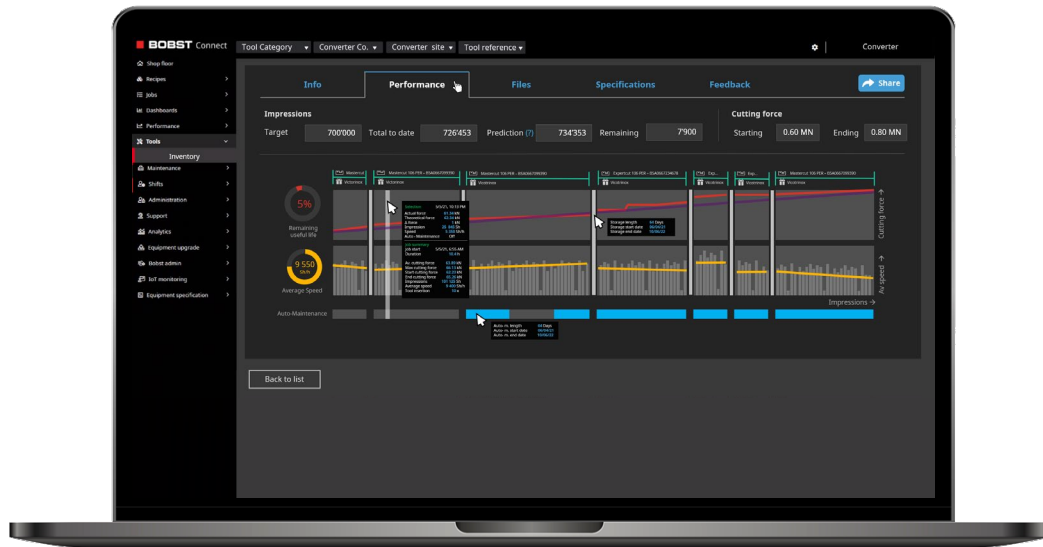
- Live OEE per shift, job, week & month with OEE elements link
- Timeline view of production profile
- Unified downtime categories with automatic suggest
- **Performance losses** calculated against target speed
- Quality and availability losses
- **Performance history**, per job, shift, day, week & month
- Availability and quality corrections with automatic OEE update
- Live shift creation, assignment & update, weekly & monthly view
- **Machine learning** based setup time categorization
- Statistics on downtime reasons
- Shift assignment correction, **automatic OEE update**
- Performance comparison between jobs, shifts, days

BOBST Connect available features focus

Where do we make the difference?

BOBST Connect
features focus

for ToolLink



Digital technology, for smarter converting

- Automatic job recall in machine
- Up to 15 minutes faster make ready
- Automated recipe saving
- Reduce errors and stress
- Manage tools inventories and wear
- Integrated within BOBST Connect

Technology Solutions

Technology Solutions

Quality control solution

DIGITAL INSPECTION TABLE

Folding Carton 106

Applications

- Die Cutting
- Creasing
- Embossing
- Braille
- Hot Foil Stamping

Your advantages

- Reduce **human errors**
- Enable **data driven** business insights (BOBST Connect)
- Significantly **reduce waste and recall**
- **Saves money** and floor space



Technology Solutions

oneLABEL Portfolio

Flexo

Narrow web flexo

Digitalizing flexo printing

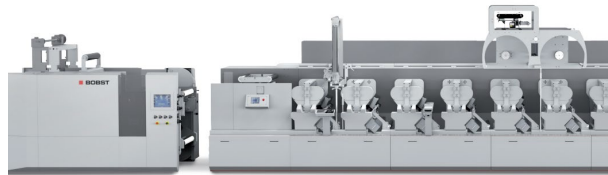
Time to market

- Medium to long runs

Sophisticated and complex labels

- Embellishment & Finishing
- Direct pantone colors
- Automated quality and color consistency management

Lowest TCO in the industry



Flexo and Inkjet

All-in-One / all-inline

Prime, Print, Embellish, Cut

Time to market

- Short to long runs
- Print on demand

Customization

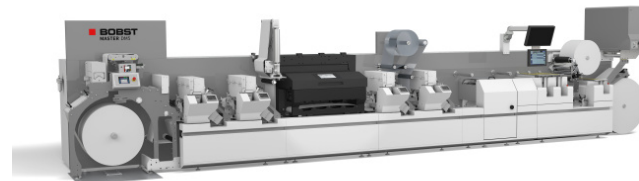
- Multiple variations
- Variable Data Printing

End-to-end solution

- All-in-One (digital and flexo printing)
- Printing & Converting

Lowest TCO in the industry

Modular architecture



Digital inkjet

Digital printing

Prime, Print, Embellish, Cut

Time to market

- Print on demand
- Short to long runs

Customization

- Multiple variations
- Variable Data Printing

Ease of use

Lowest TCO in the industry

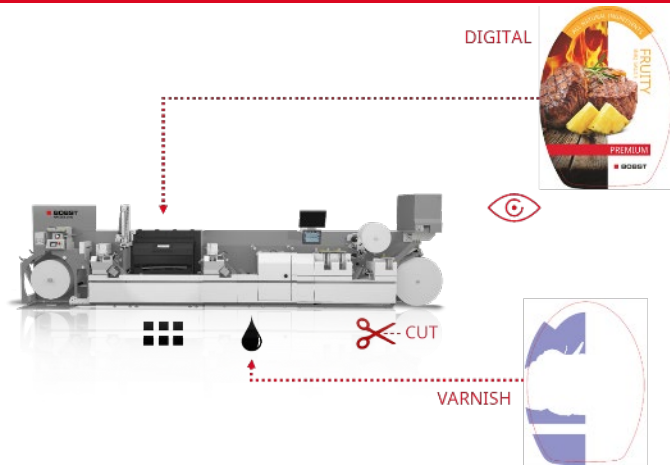
Entry level solutions available



Technology Solutions

BOBST MASTER DM5 - Modular design adapted to your job basket

Simple label: Digital print + varnish + diecut



Pantone/Spot

Cold Foil

Embossing

Reverse Printing

Silk-Screen

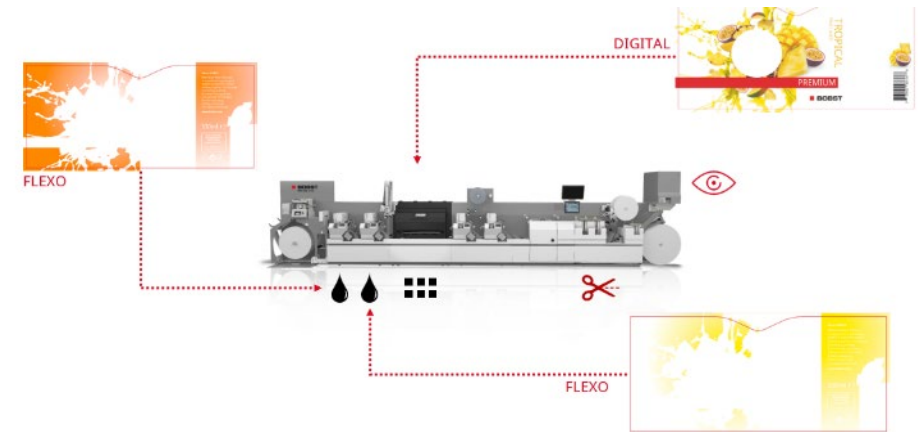
Lamination

Die-cutting

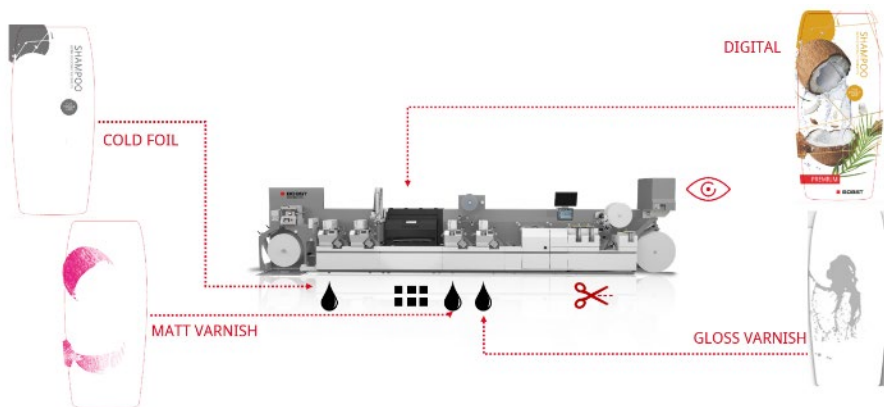
Slitting

Varnish

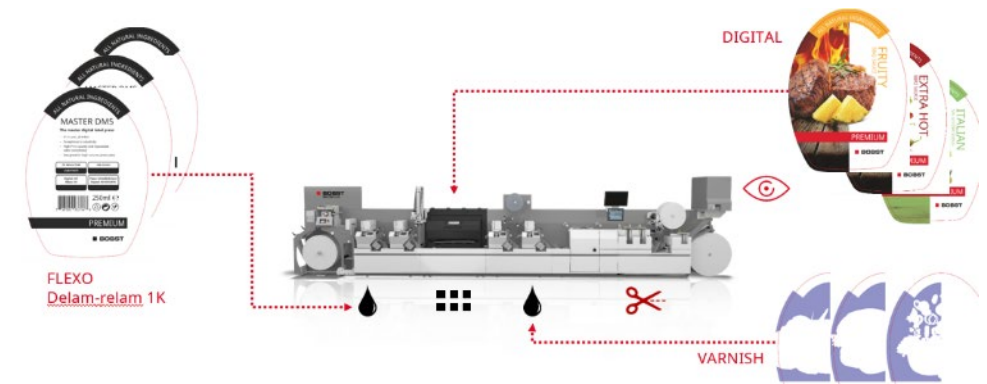
Label with large spot color and white



Multiprocessed and embellished job



Multiple SKU job with common tooling (video)

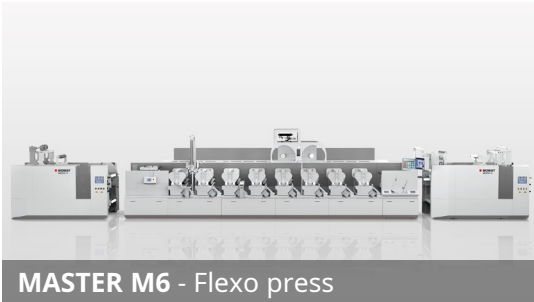


Technology Solutions

New products

BOBST Connect

oneLABEL Portfolio



MASTER M6 - Flexo press



MASTER DM5 - Digital & flexo press



LB701-UV - Digital press

Flexible packaging



VISION RS 5003 - Gravure press

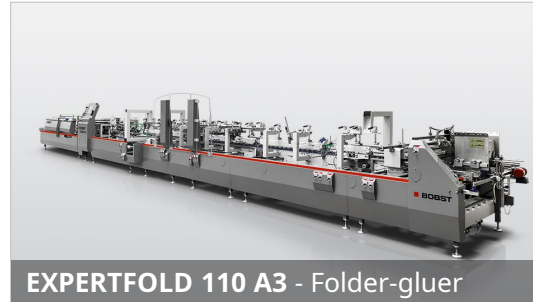


oneBARRIER - Packaging solution



Siegwerk - Partner for water-based inks

Folding carton



EXPERTFOLD 110 A3 - Folder-gluer

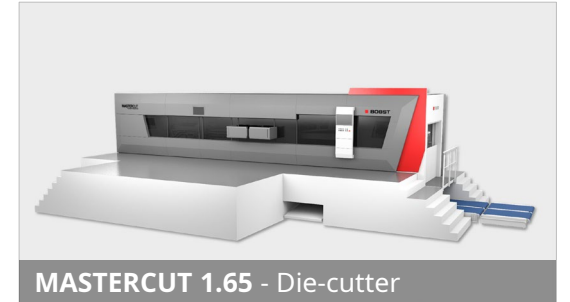


NOVAFOIL 106 - Hot foil stamper



DIT - Folding Carton 106

Corrugated board



MASTERCUT 1.65 - Die-cutter



SPEEDPACK - Automatic packer



MASTERLINE DRO - Flexo & die-cutters

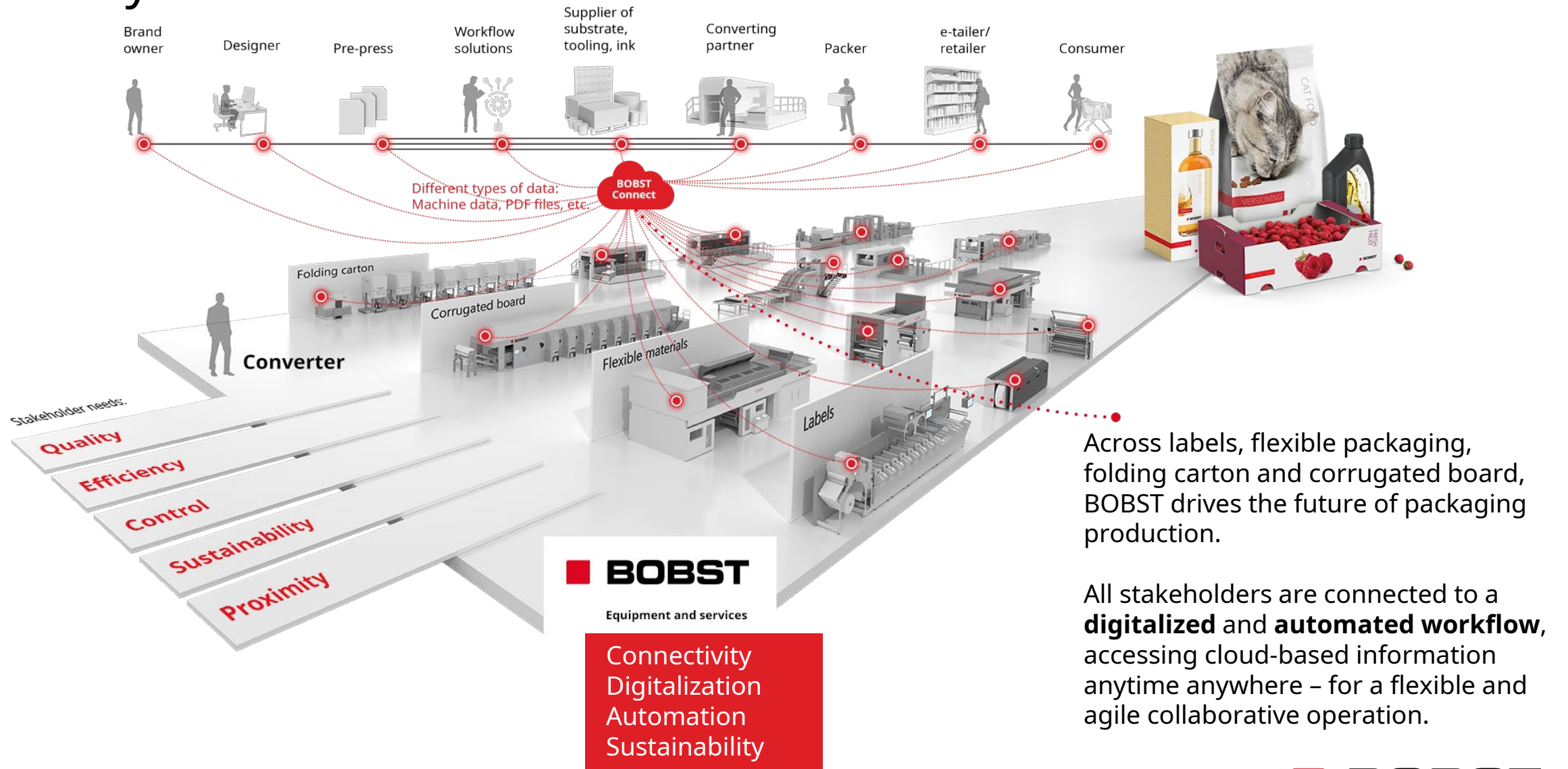
Technology Solutions

Shaping the future of the packaging world



Sustainability

Sustainability Industry vision



Sustainability

Initiatives 2021-2030

Objectives 2021

- Prepare comprehensive **strategy** & objectives LT 2025 & 2030
- **Prepare RBI** (Responsible Business Initiative) compliance plan for 2022
- **Prepare GRI** (Global Reporting Initiative) reporting upgrade, future TCFD
- **Prepare carbon accounting** in place with LT objective
- Develop **Sustainability impact** for 10 BOBST technologies, environmentally improved **packaging solutions**

TCFD: Task Force on Climate-related Financial Disclosures

Sustainability

Bobst's carbon impact across the value chain



Scope 1 & 2, Scope 3 upstream

- Procurement (direct)
- Business travel
- Staff commute
- Water & waste treatment
- Transport in-bound

Scope 3 downstream

Energy consumed by the machines sold in 2019 during their whole lifetime

Out of scope

Not accounted for, because not required by the GHG protocol

Sustainability Initiatives 2021-2030

Objectives 2021

- Prepare comprehensive **strategy** & objectives LT 2025 & 2030
- **Prepare RBI** (Responsible Business Initiative) compliance plan for 2022
- **Prepare GRI** (Global Reporting Initiative) reporting upgrade, future TCFD
- **Prepare carbon accounting** in place with LT objective
- Develop **Sustainability impact** for 10 BOBST technologies, environmentally improved **packaging solutions**

Strategic priorities (materiality assessment)



Operations: climate change; occupational health and safety; women and youth; sustainable procurement and supply chain, business ethics.



Packaging equipment at customer's site: energy from the machine; extending the life of the machine.



Packaging use and end-of-life cycle: environmentally friendly packaging

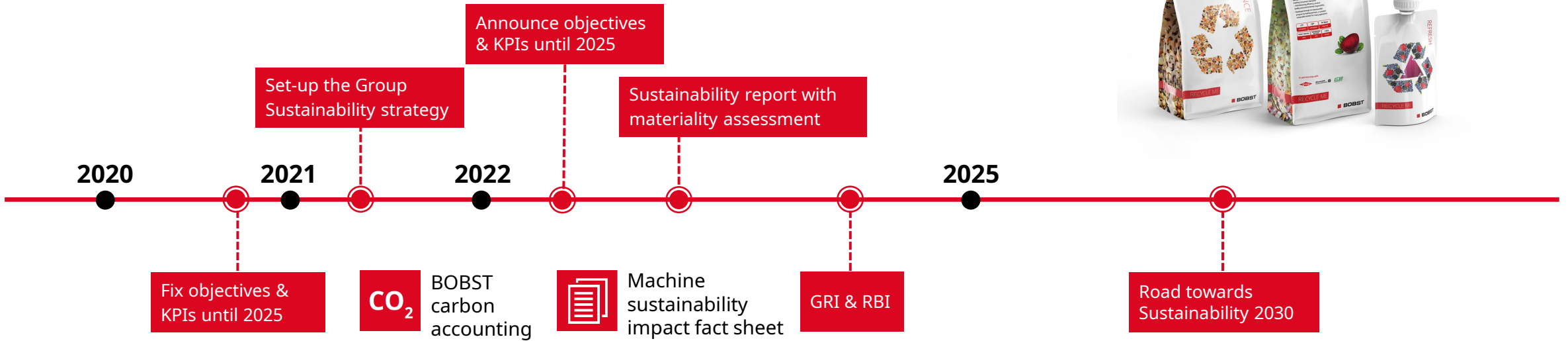
TCFD: Task Force on Climate-related Financial Disclosures

Sustainability Roadmap



First packaging MASTERCLASS: providing brand owners with insights about the future of packaging production, including sustainability

Participation to CEFLEX's goal to make all flexible packaging in Europe circular by 2025 by contributing with a new generation of polymers to achieve mono-material



Development and market launch of the MASTER DM5, oneECG, iQ500, ...



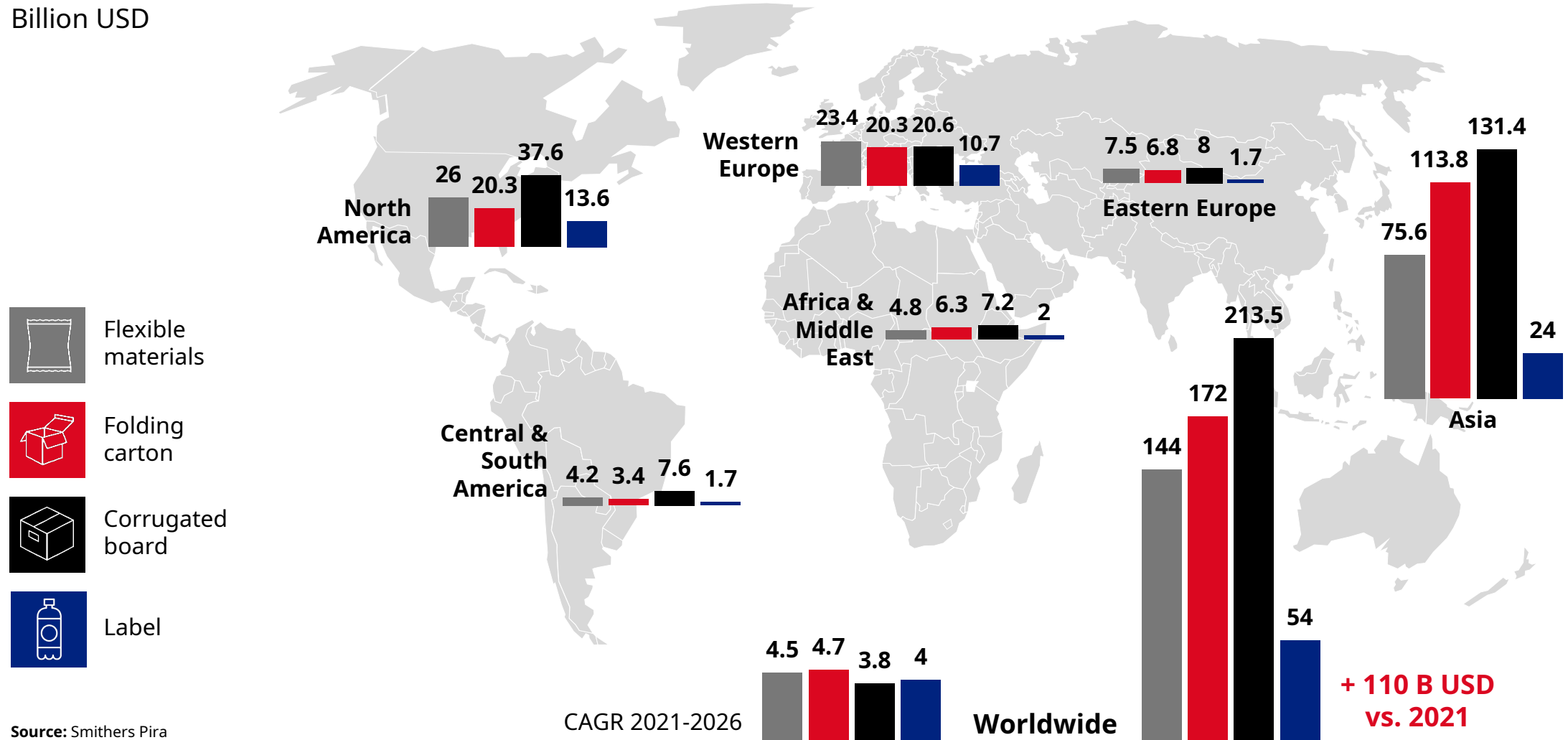
What's coming...

Market Trends

Market Trends

Packaging consumption - Value 2026

Billion USD



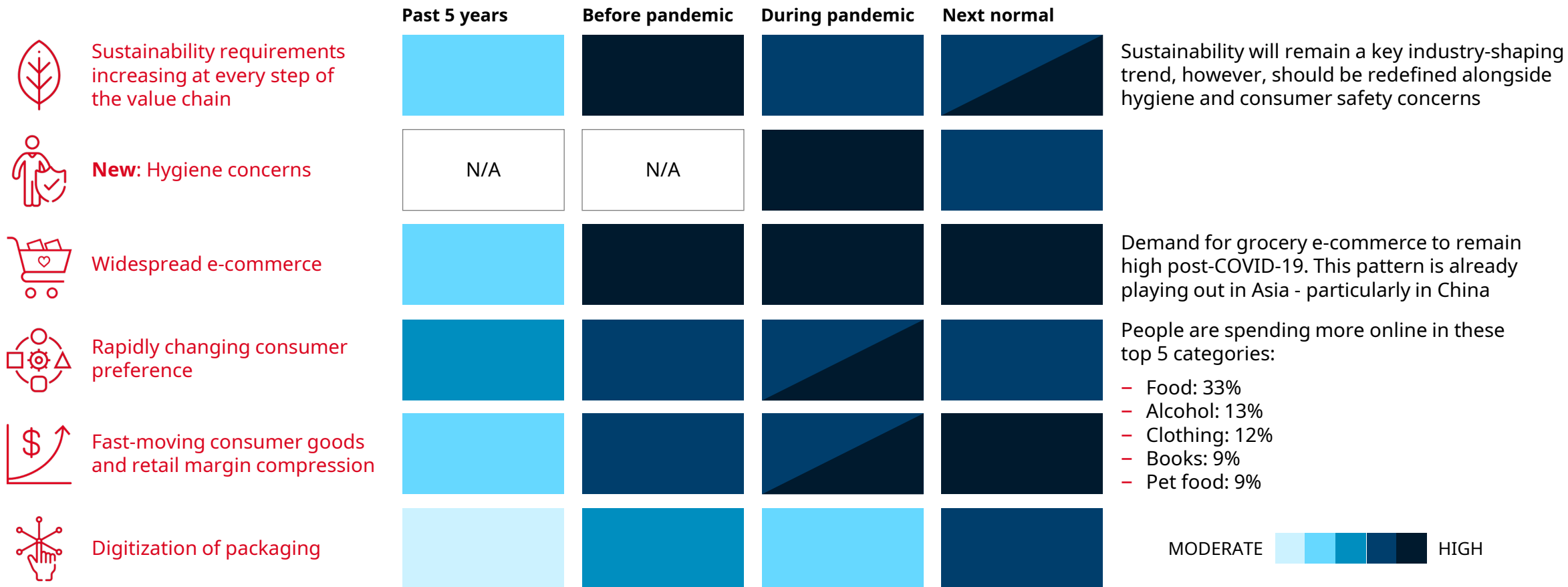
Source: Smithers Pira

Market Trends

COVID-19 impact on packaging megatrend

Key trend shaping the industry

Potential impact of expected trend



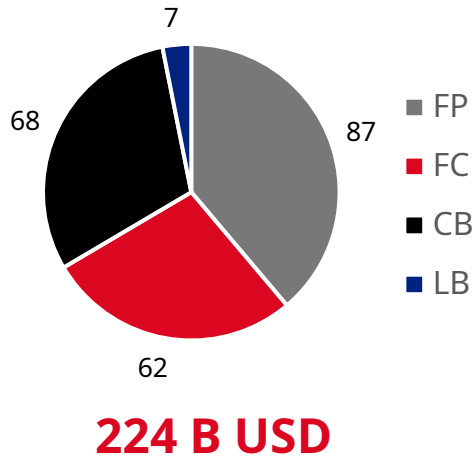
MODERATE  HIGH

Source: McKinsey

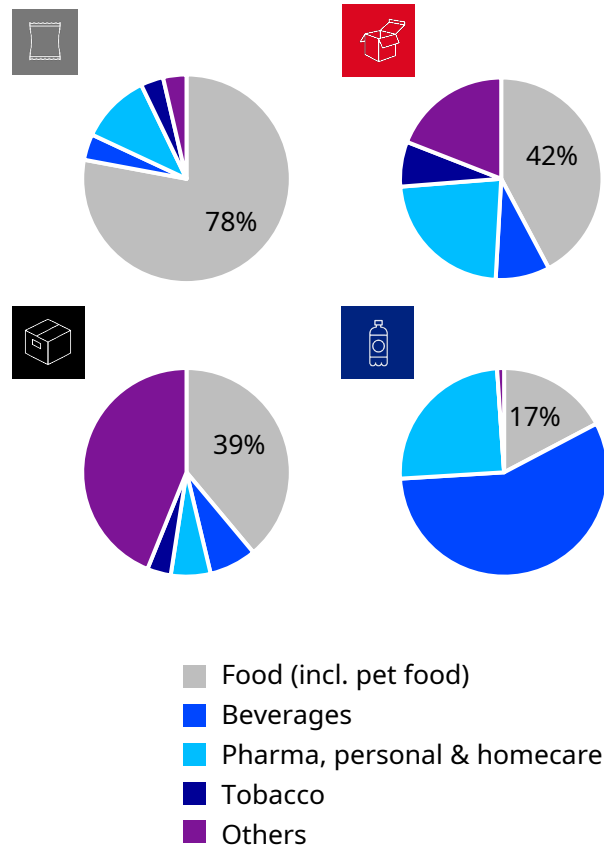
Market Trends

Food End-User: 49% of total packaging value

Packaging value by industry:



Packaging volume by industry:



Main applications:

- Dry food boxes (3.3 M tons 2020 & 6.3% CAGR 21-26)
- Frozen food pouches (2.3 M tons 2020 & 5.9% CAGR 21-26)
- Chilled food pouches
- Shrink sleeves
- In-mold labels

Main sales channels:

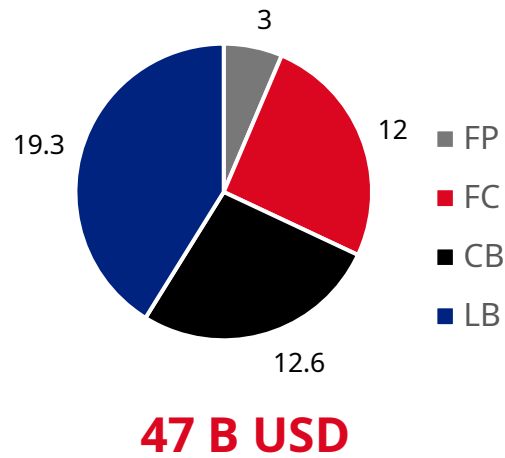
- 90% (2020-2025: 80%)
- 10% (2020-2025: 20%)

Source: Smithers Pira

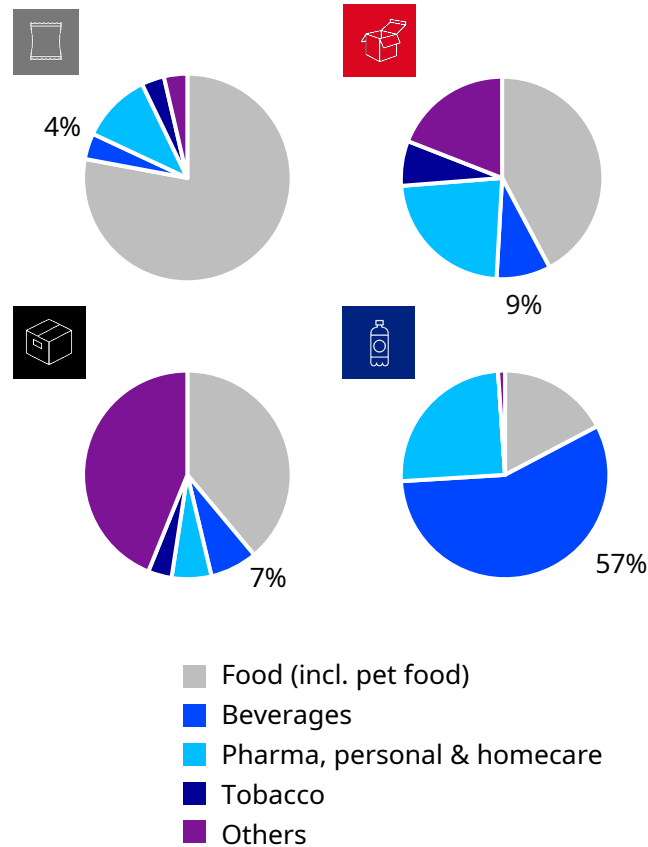
Market Trends

Beverage End-User: 10% of total packaging value

Packaging value by industry:



Packaging volume by industry:



Main applications:

- Wet-glue
- Pressure sensitive labels
- Sleeves
- 6-pack carrier
- Wine box
- Can carrier tray
- Bag-in-a-box

Main sales channels:

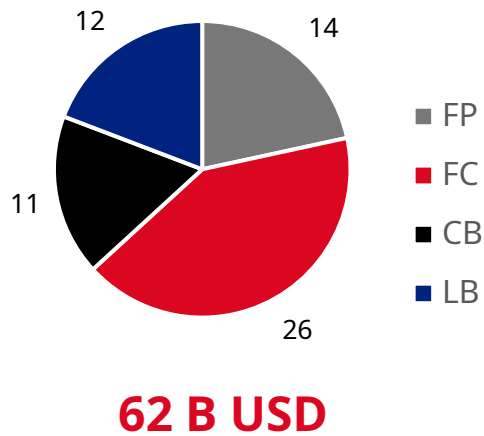
- 90% (2020-2025: 80%)
- 10% (2020-2025: 20%)

Source: Smithers Pira

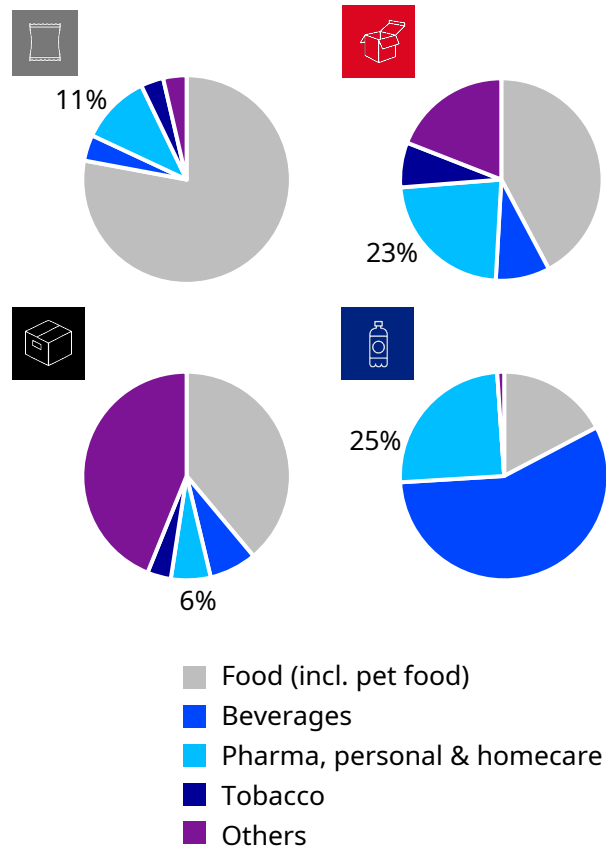
Market Trends

Pharma, personal & homecare End-User: 14% of total packaging value

Packaging value by industry:



Packaging volume by industry:



Main applications:

- Blister foil
- Pharma box
- Sachets
- PSL (pressure sensitive)
- Stick packs

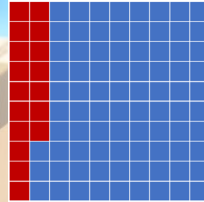
Main sales channels:

- 85% (2025: 80%)
- 15% (2025: 20%)

Source: Smithers Pira

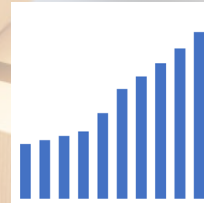
Market Trends

Fast growing market with COVID-19 impact



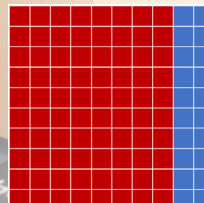
17%

Corrugated with end-use in e-commerce
(estimated at 12% before COVID-19)
Share in 2023



11%

Growth of corrugated value with end-use in e-commerce in Western Countries
(5,1% before COVID-19)
CAGR until 2025



80%

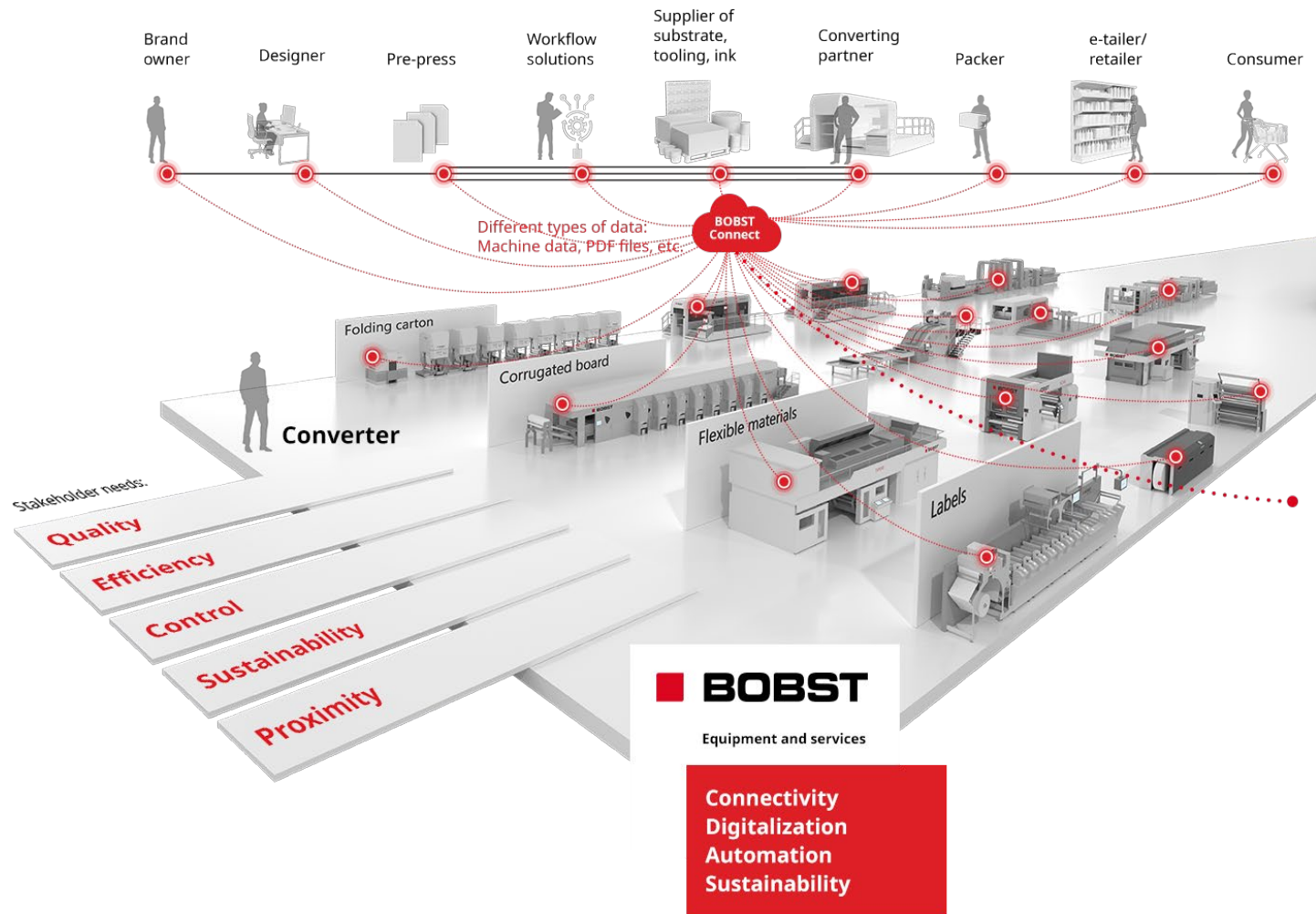
Value of corrugated in e-commerce packaging
Stable value (2020-2025)

Source: Smithers Pira

Group transformation

Group transformation

Industry vision & targets 2025



New business model supporting Group Vision

- Transform our Go to Market – machines & services
- Industry solutions

Efficiency (increase profitability over cycles)

- Improve synergies, optimize production footprint, scale up Group purchasing
- Increase flexibility and reduce fixed costs

Customer

- Satisfaction is industry benchmark for all technologies

Be highly attractive employer

- For the next generation with high employee's satisfaction

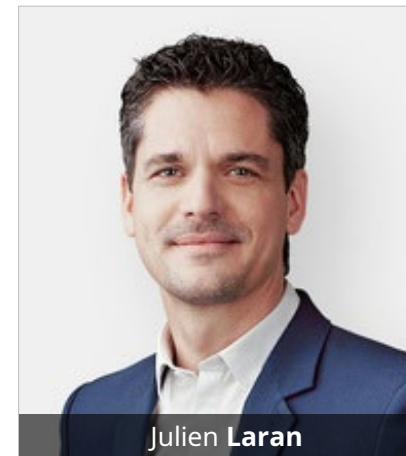
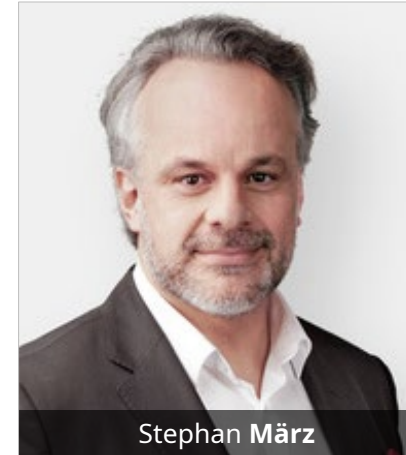
Sustainability

- Develop new “recyclable packaging” with industry partners
- Implement sustainable strategy

Group transformation

Changes in the Group Executive Committee from January 1, 2022

- **Stephan März**, Head of BU Printing & Converting has decided to leave BOBST and he is replaced by **Alain Berger**, currently Head of several Product Lines, a 50-year-old French-Swiss national.
- **Julien Laran**, Head of BU Services & Performance has decided to leave BOBST and he is replaced by **Raphaël Indermühle**, currently head Sales BU Printing & Converting, a 55-year-old Swiss national.

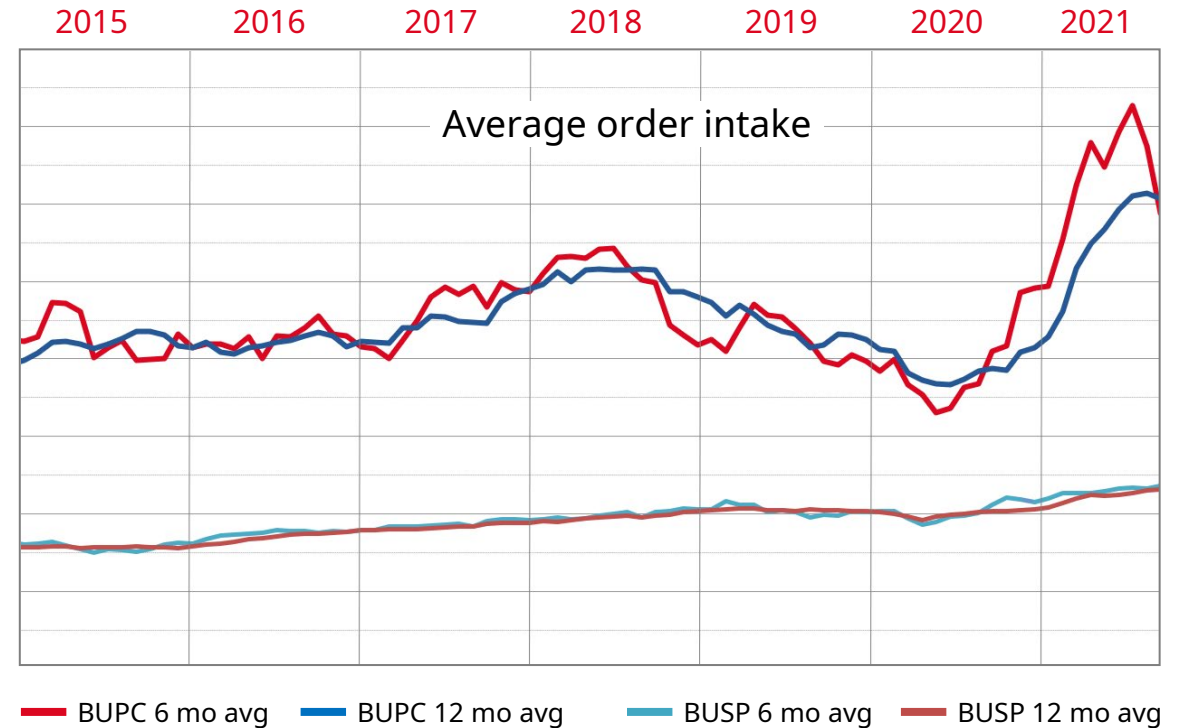


Financial results guidance 2021

Financial results guidance 2021

Evolution of the Group's business

- Order intake for machines much higher than in previous year (+ 65% yoy October)
- 2021 year-end machines backlog will be very high, around 8 - 9 months expected 2022 sales in average
- Steady growth of Services order intake

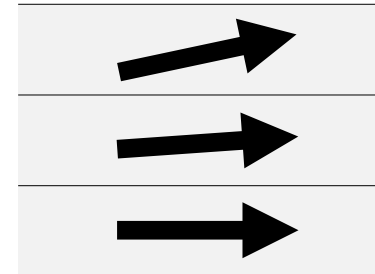


Financial results guidance 2021

Consolidated turnover

In million CHF	2016	2017	2018	2019	2020	2021
Sales	1 447	1 529	1 635	1 636	1 372	1500 - 1 600

Organic growth
Scope of consolidation
Exchange rate impact



– Assumptions: EUR 1.07 / \$ 0.91

Financial results guidance 2021

Operating result (EBIT)

In million CHF	2016	2017	2018	2019	2020	2021
EBIT	103.7	118.7	86.5	81.0	43.7	5 - 6%

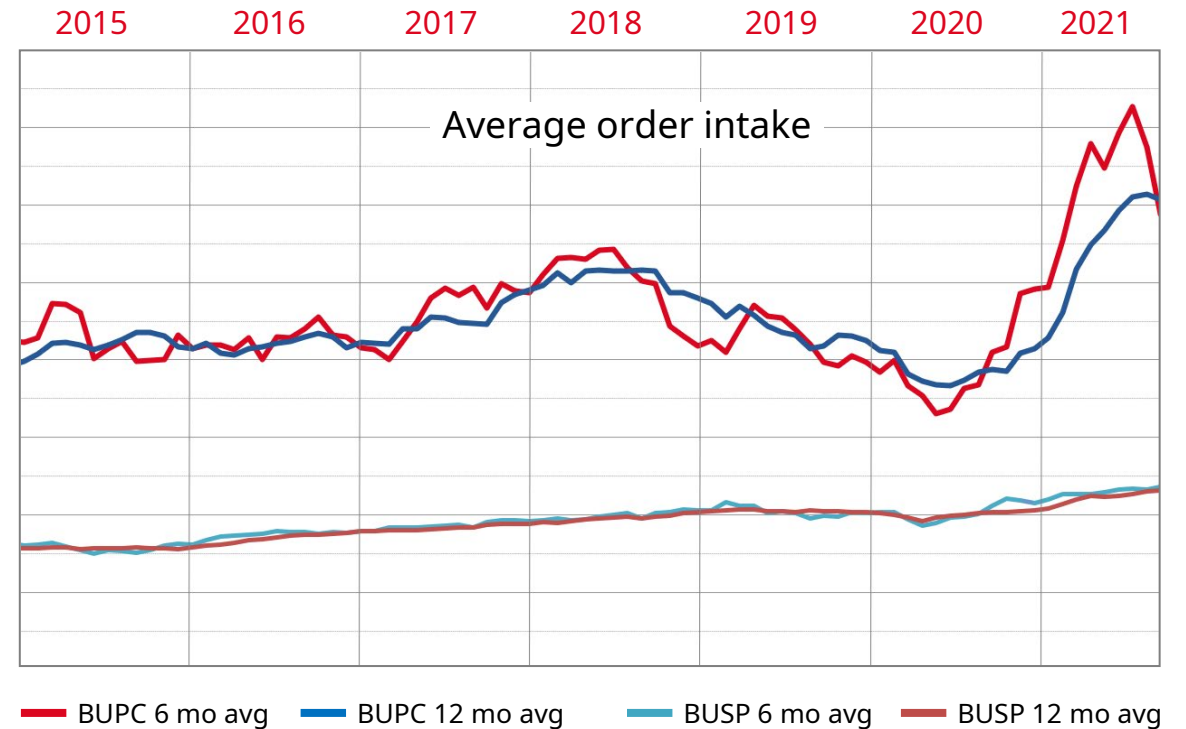
- Assumptions: EUR 1.07 / \$ 0.91
- 2021 operating result guidance before positive one-time impact of around CHF 15 million from the sale of real-estate property in France

Outlook

Outlook

Trends 2022

- Backlog for 2022 is already high and order outlook for the next 6-12 months remains positive
- Impact of pandemic situation should not deteriorate
- We expect that supply chain situation remains highly challenging for another at least 10-12 months
- We expect to further increase sales and profitability in 2022, due to strong backlog
- More information will be provided on Feb 25th 2022



Long term outlook

Financial targets confirmed

Financial ratios

Turnover (mCHF)	1 700 - 1 800
Operating result (EBIT) margin	min. 8%
Return on capital employed (ROCE)	min. 20%
Payout ratio	30 - 50%
Equity ratio	40 - 45%

Agenda

Save the date

2022

February 25

Publication of the 2021 financial statements

Conference for financial analysts and the media in Mex

March 30

Annual General Meeting at 5.00 p.m. in Mex

July 26

Publication of the half-year results

Teleconference for financial analysts and the media

November 9

Conference for financial analysts and the media in Zurich

Investors and media relations

Stefano Bianchi

- +41 21 621 27 57
- investors@bobst.com

For more detailed information on Bobst Group

- www.bobst.com
- investors.bobst.com



Shaping the future of the packaging world

A hand is shown pointing upwards towards the center of the page. The background is a light gray with several glowing white circles of varying sizes. Red dotted lines form curved paths across the scene, some connecting the glowing circles. The overall aesthetic is clean, modern, and futuristic.

Our vision for
the Bobst Group

Disclaimer

Bobst Group SA and its affiliated companies operate in a rapidly changing environment. Some of the inherent risks are beyond the control of the company. Certain statements and the material which accompany this presentation by Bobst Group SA are by their very nature forward-looking. The actual results of Bobst Group SA and its consolidated results may differ materially from those predicted in these presentations. While reasonable efforts have been made to ensure that the information provided in the presentation gives a correct picture of the performance, this presentation is only a summary of the performance of Bobst Group and its affiliated companies. Bobst Group has used reasonable efforts to ensure the accuracy and timeliness of the data included in this presentation as of the day when it is made. Bobst Group SA makes no representation or warranty as to the continued accuracy of the data provided and has no obligation to update the data shown in this presentation, as operational changes may occur as time goes by.

The contents of this presentation are the copyright Bobst Group SA, and may not be reproduced, transferred, or stored without prior written permission from Bobst Group SA.