



Zurich
November 11, 2025

www.bobst.com

Conference for financial analysts and the media

Agenda November 11, 2025

01

Review 2025

02

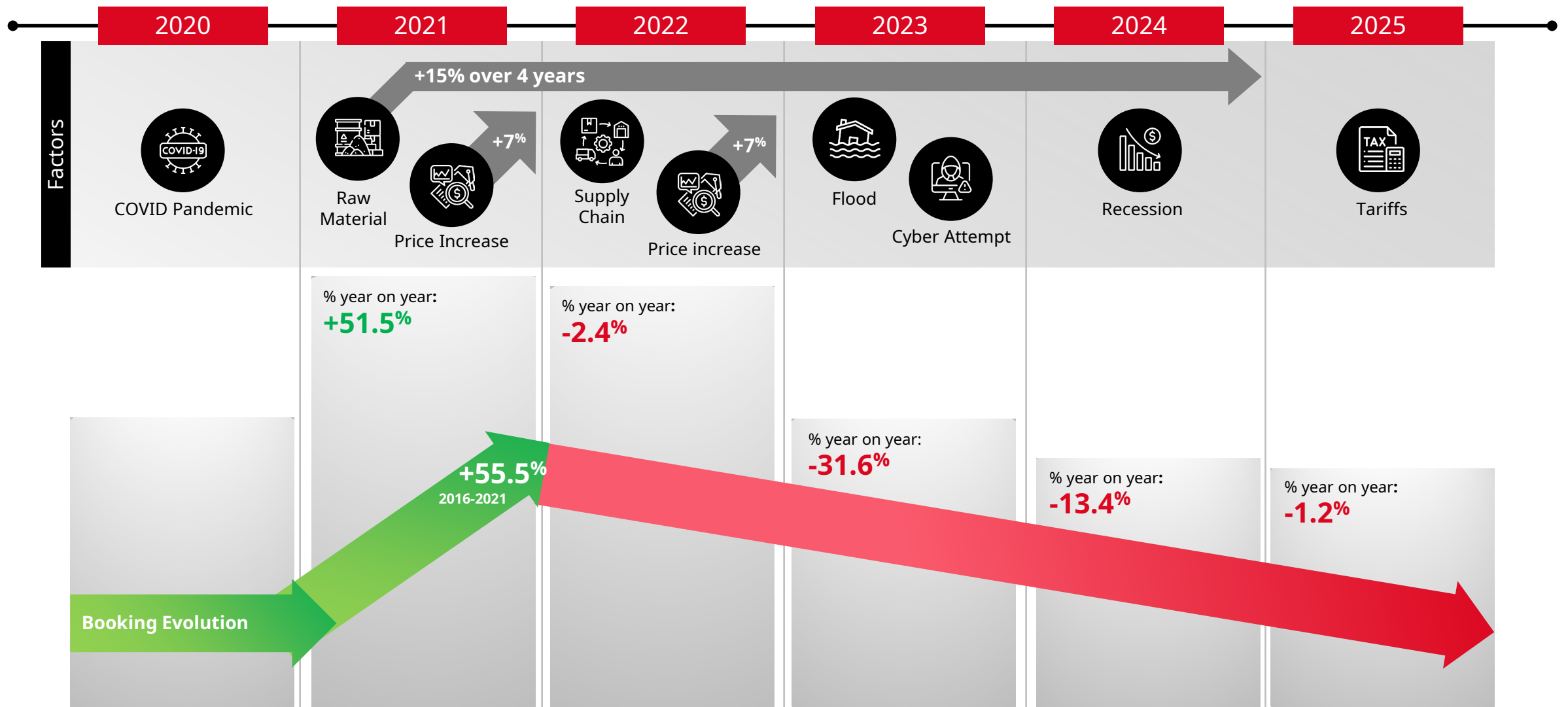
Market trends & industry transformation

03

Financial guidance 2025

Review 2025

Business Evolution since 2020



Machine bookings only. FX not restated. 2025 F1

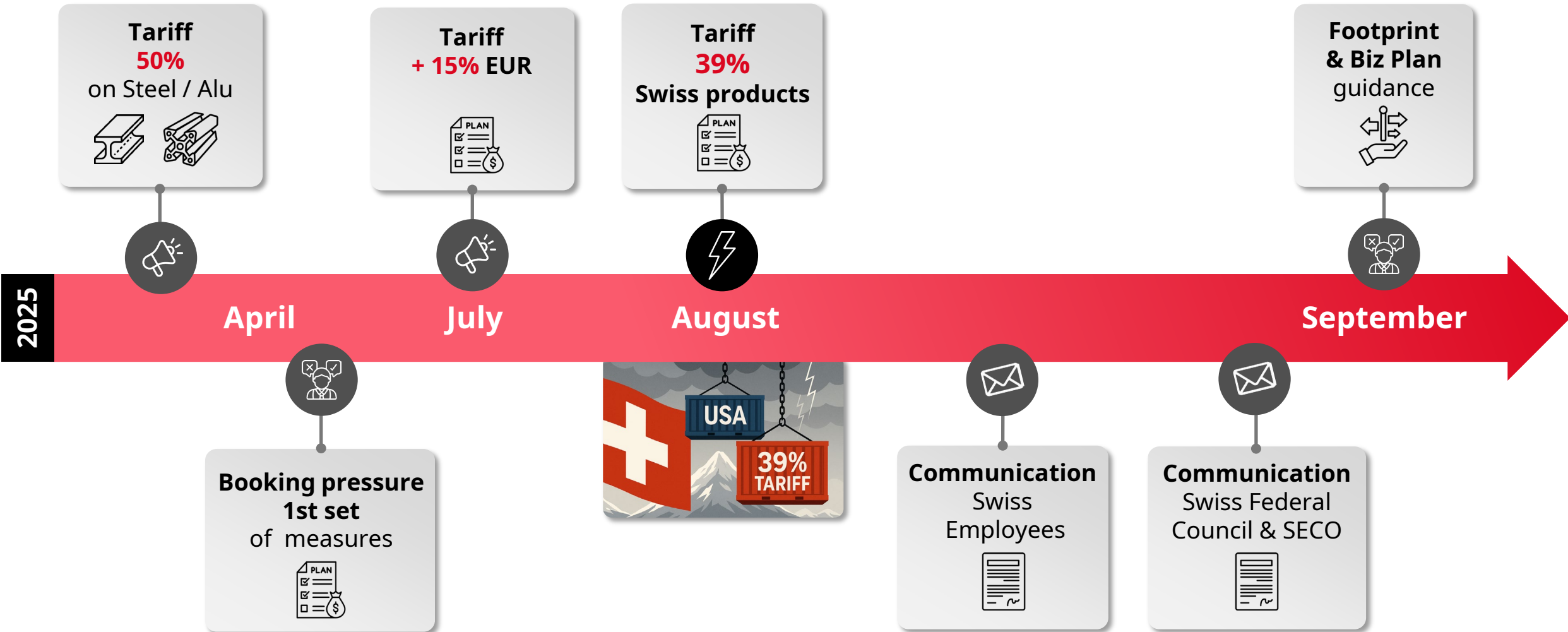
Business evolution

NAM Market



US Tariff – Crisis Management

Evolution since April 2025



2025 Major events

K show, Labelexpo, Fefco

Labelexpo 2025 - Barcelona



K SHOW - Partner Booth



K SHOW - Meerbusch



FEFCO - ROME



K SHOW - Bielefeld



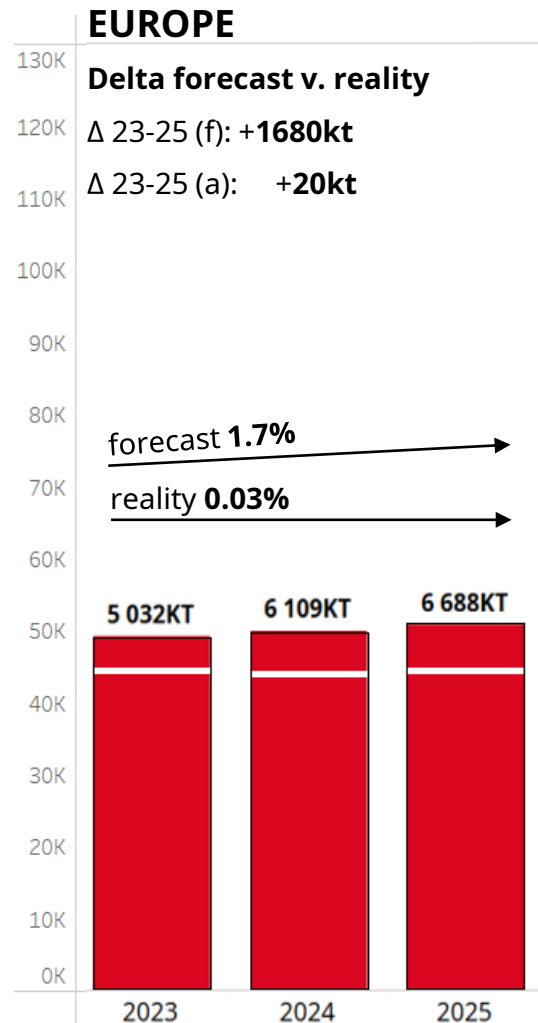
K SHOW - Manchester



Market trends & Industry transformation

Packaging consumption forecast evolution

2023 Forecasts vs Reality in 2025

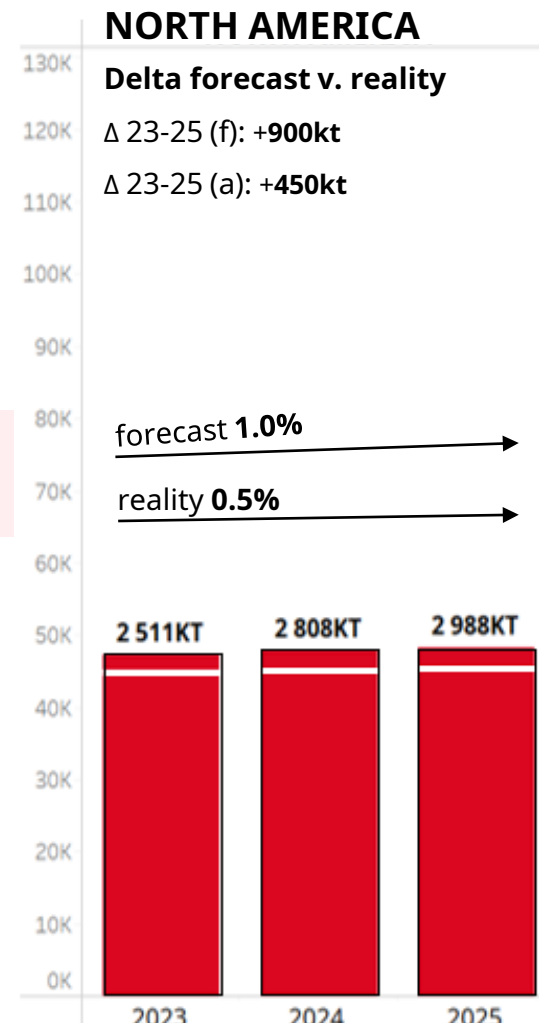


- In 2023 forecasts estimated a **1.7%** YoY growth in Europe
- Recent reports re-evaluated consumption and growth for the period 2023 – 2025
- Consumption **10% lower** than 2023 forecasts
- Growth completely flat at **0.03% YoY** for given period
- Global economy and political instabilities have been a **major detriment** to the packaging consumption in Europe

Measure unit: forecasts delta

2023 forecast 

White line → 2025 actuals



- 2023 consumption forecasts close to actual numbers (**6% Δ in 2025**)
- The NAM packaging market is considered **saturated**, with little space for increase (**+0.45Mt** 23-25)
- This translates into a **0.5% YoY** increase between 2023 and 2025
- Consumers also put the **brakes** on **spendings** in the last years, highlighting **cautiousness**
- Even with an anticipated ease up mid-term, **NAM will not be a driver** for packaging usage growth

Measure unit: forecasts delta

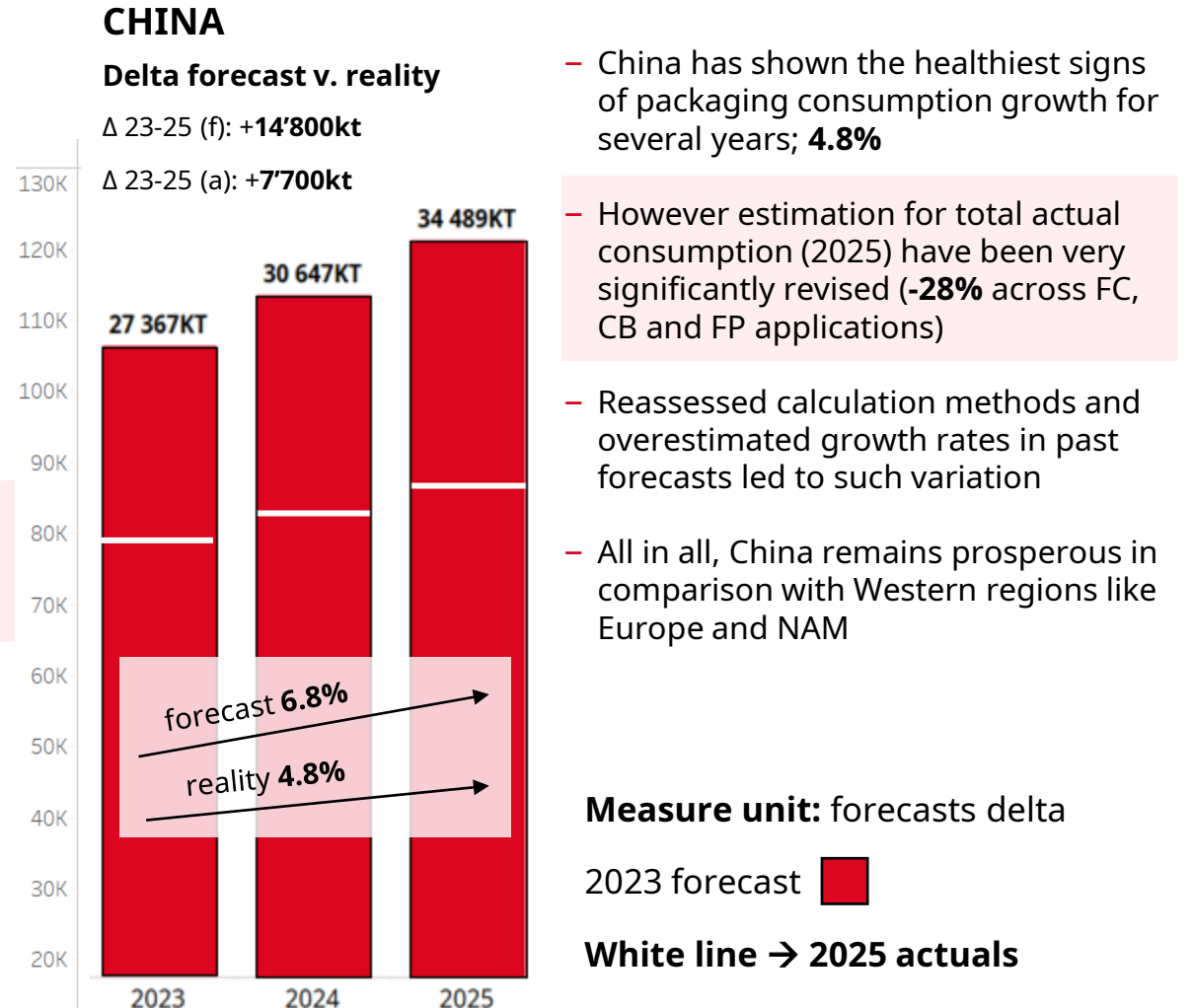
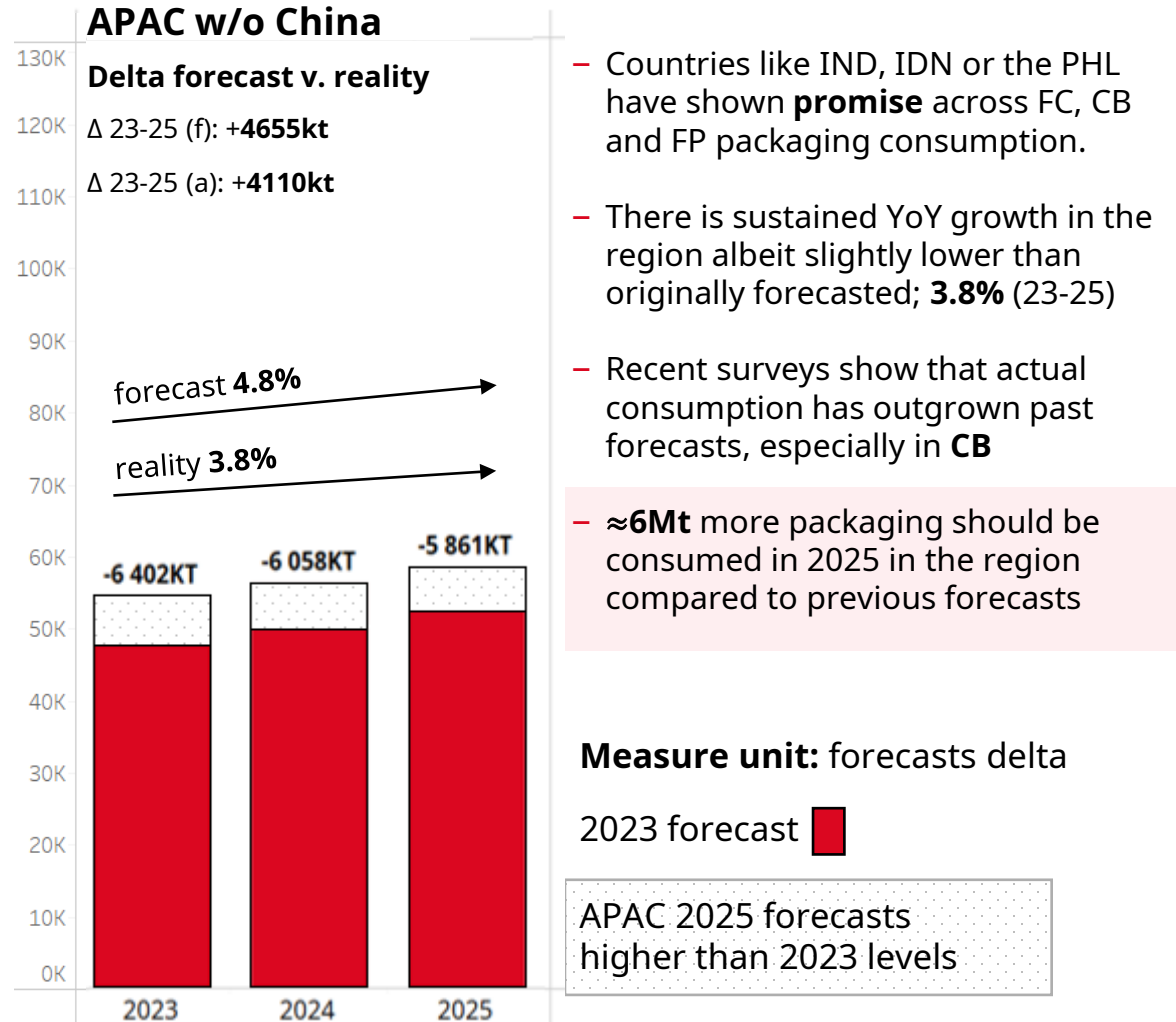
2023 forecast 

White line → 2025 actuals

Source: Consolidation of FC, CB and FP data from Smithers reports, 2022, 2023, 2025

Packaging consumption forecast evolution

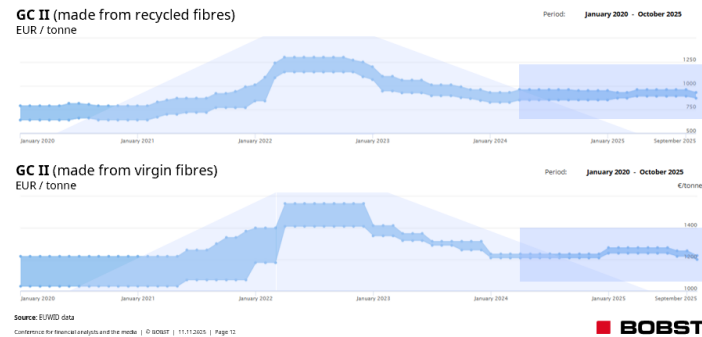
2023 Forecasts vs Reality in 2025



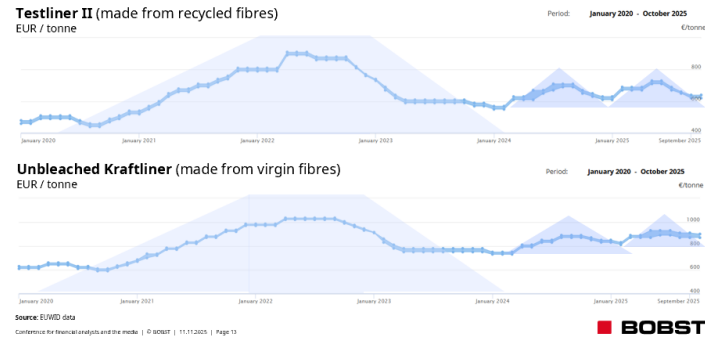
Source: Consolidation of FC, CB and FP data from Smithers reports, 2022, 2023, 2025

Substrates price tracker

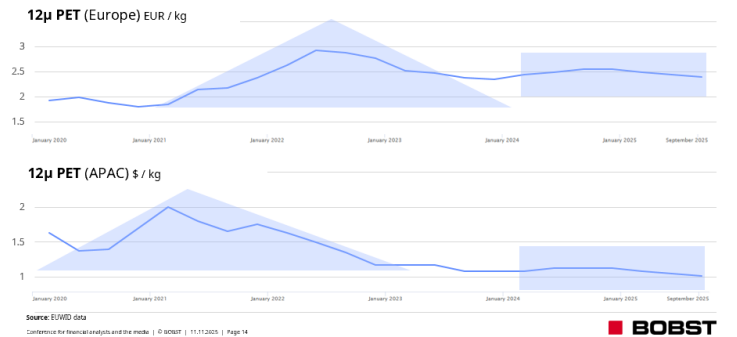
Substrate price tracker FC price evolution in Germany (GD II /GC II)



Substrate price tracker CB price evolution in Germany (Unbleached Kraftliner / Testliner II)



Substrate price tracker FP price evolution in Europe and Asia-Pacific (12µ PET)



Industry Transformation

New Services – CoEfficient



New Services - CoEfficient

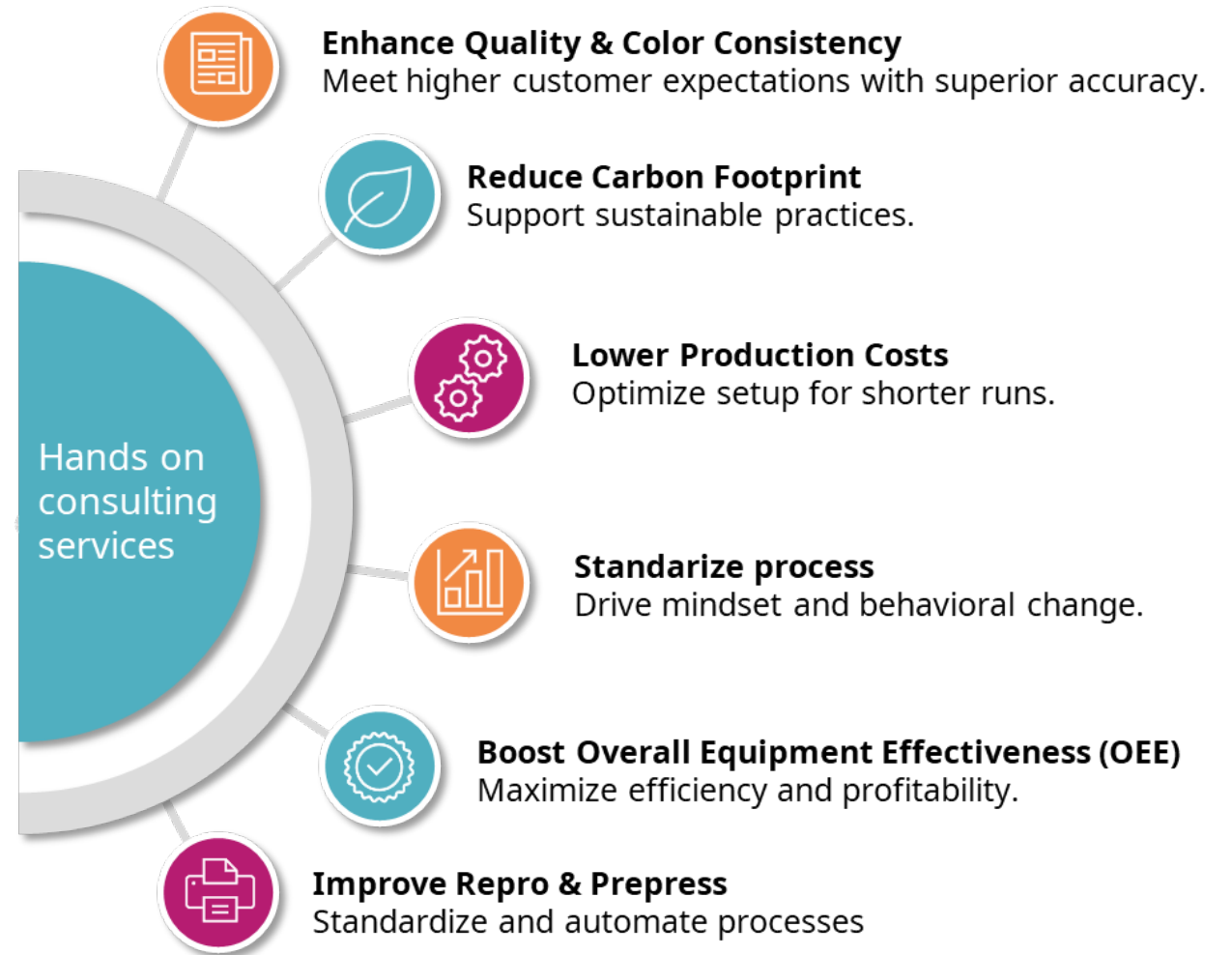
Co-efficient is a consulting company that helps packaging converter improve their production processes to increase profitability

by reducing set-up costs, enhancing OEE, Improving color quality, and promoting sustainable practices



Why this partnership?

- Optimizing Packaging Production entire production flow
- Measurable consultancy impact – powered by data
- Extract the full potential of your converting equipment



Industry Transformation

New Services - starting in 2020, good ramp up until 2024

BOBST Connect

SaaS (Software as a Service)

Subscription based business model



Helpline support and BOBST Connect IoT platform sold as an **annual subscription** per machine with unlimited user accounts for the IoT platform.

Challenges

- Portfolio readiness
- Go-to-market and change management

Zero Patching

Pay per unit [sheets]

One-off + usage-based business model



Initial investment: 20k (including platen measurement, training, 2 set of plates, platen cleaner). **Pay per sheet** (1.20 CHF / 1000 sheet). Requires BOBST Connect / TooLink / 3Y contract minimum / 1 plate replacement maximum every year or every 25 M / plate.

LAUNCH 2025

Product developed

Challenges

- Deployment phase
- Go-to-market and change management

Linear Meter

Pay per unit [linear meters]

Usage + subscription-based business model



Consumption-based pricing based on tier structure for **volume incentive**. Monthly invoice, average **cost per linear meter**. Inks and most consumables included. Requires monthly mandatory 5Y **service contract**

Challenges




- E2E process automation
- Go-to-market and change management

Financial guidance 2025

Outlook 2025

Consolidated turnover

In million CHF	2020	2021	2022	2023	2024	2025
Sales	1 372	1 563	1 841	1 960	1 891	~15% lower than 2024

Organic growth	
Scope of consolidation	
Exchange rate impact	

Assumptions: EUR 0.94 / USD 0.83 (Budget rate: EUR 0.94 / USD 0.86)

Outlook 2025

Operating result (EBIT)

In million CHF	2020	2021	2022	2023	2024	2025
Operating result (EBIT)	44	99	141	141	142	Less than 50% of 2024

Assumptions: EUR 0.94 / USD 0.83 (Budget rate: EUR 0.94 / USD 0.86)

Outlook 2025

Long-term financial targets

Financial ratios

Sales (mCHF)	1 800 - 1 900
Operating result (EBIT) margin	min. 8%
Return on capital employed (ROCE)	min. 20%
Payout ratio	min. 50%
Equity ratio	30 - 35%

Agenda

Save the date

2026

February 27

Publication of the 2025 financial statements

Conference for financial analysts and the media in Mex

April 2

Annual General Meeting

July 28

Publication of the half-year results

Teleconference for financial analysts and the media

November 4

Conference for financial analysts and the media in Zurich

Investors and media relations

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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, suggesting movement or data flow. The overall aesthetic is clean, modern, and futuristic.

Our vision for
the Bobst Group

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