



Zurich
November 6, 2024

www.bobst.com

Conference for financial analysts and the media

 **BOBST**

Agenda November 6, 2024

01

Review 2024

02

Market trends

03

Strategic focus - Digitalization

04

Financial guidance 2024

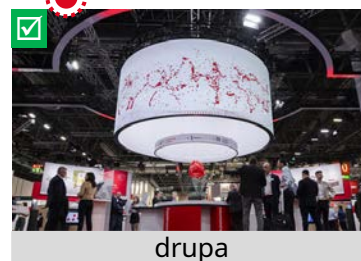
Review 2024

Review 2024

Highlights and lowlights



January Feb. Mar. April May June July August September October November December



Review 2024

drupa evolution 2004 - 2024



Drupa 2004
A world of creative solutions

Nb of visitors **394'478**
Nb of machines **20**
Stand size **1'888 sqm**

Drupa 2012
One brand one Group

Nb of visitors **314'500**
Nb of machine **5**
Stand size **1'600 sqm**



Drupa 2008
The next generation

Nb of visitors **389'993**
Nb of machine **16**
Stand size **1'888 sqm + 560 sqm (ex-Valmet)**

Drupa 2016
Leading Innovation

Nb of visitors **260'165**
Nb of machines **6**
Stand size **2'123 sqm + 425 sqm for ETERNA**



Powering performance with
expertise and digitalization

Leading
innovation

Sustainability

Digitalizing your rotogravure process



Digitize all up
Reduce complexity
Increase efficiency

Leading in line go



One complete digitalized workflow

From print
to digital twin

3rd party interoperability
Production optimization
Color consistency & repeatability



BOBST

Nb of visitors **170'000**
Stand size **1'853 sqm**

Leading innovation

NEXT
10:30
Folding carton

DAILY AGENDA
14:45
Labels

16:00
Folding carton

17:15
Flexible packaging

Connectivity
Digitalization
Automation
Sustainability

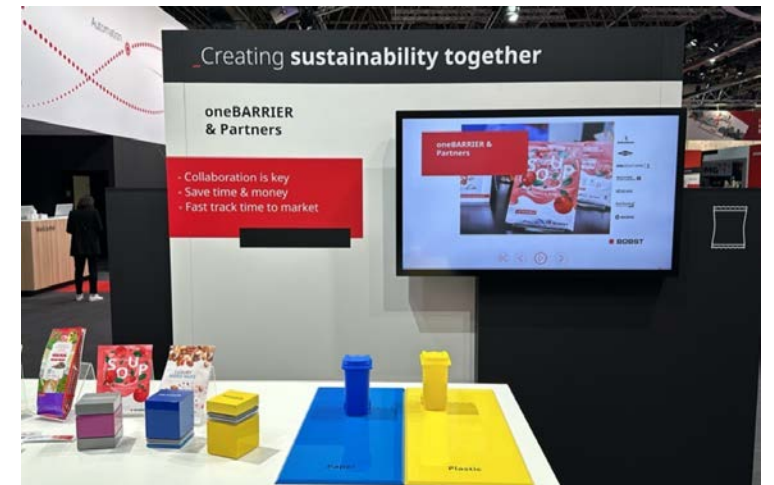
Leading innovation

BOBST



Review 2024

drupa technology proof points

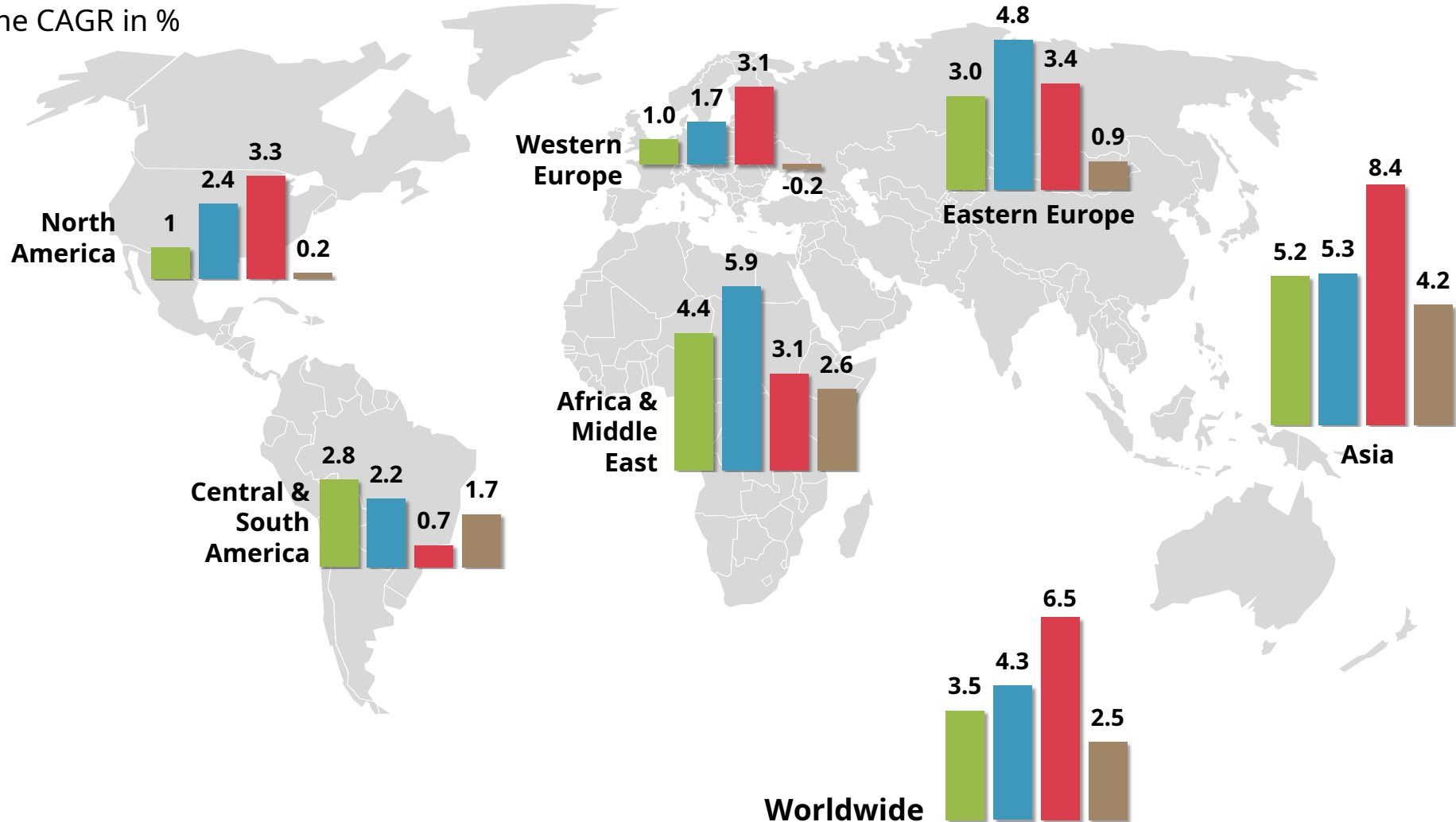
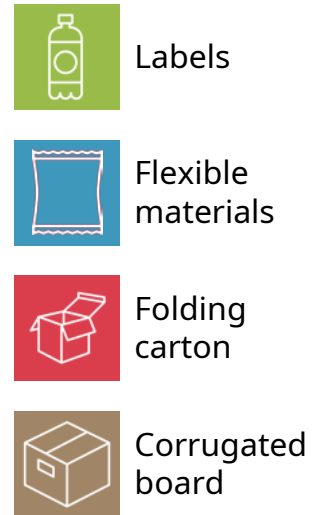


Market trends

Market trends

Forecast & strategy

Consumption volume CAGR in %
Period 2024-2029



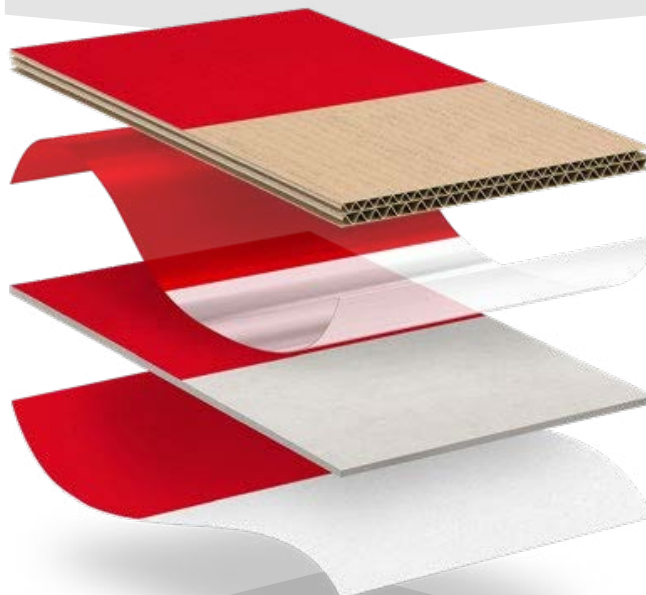
Source: Smithers Pira

Market trends

BOBST current situation per industry

2024 a good year

BOBST solid market shares



Group's strength

BUPC ↔ BUSP

Folding Carton

Resilient market
continuous investments
from our customers



CAGR
2024-2029
+6.5%

Flexible Packaging

Volumes stagnating
mainly in mature markets
Europe and North America



CAGR
2024-2029
+4.3%

Corrugated Board

Important slow-down
driven by overcapacity,
Merger of large groups
and e-commerce back
to normal



CAGR
2024-2029
+2.5%

Label

Volume good
due to high-productive digital
machines. Customers focusing
on optimizing their installed
based



CAGR
2024-2029
+3.5%

CAGR: compound annual growth rate

Market trends



Corrugated Board

- Market **slowdown**: After a peak in 2021-2022, global market decrease by 4% in volume and 20% in value compared to 2022.
- **Sustainability**: Rightsized packaging demand increasing,
- **E-commerce** dropped up to 15% in some countries.
- **Flexographic** to grow from 83.9% (2023) to 84.3% (2029)
- **Single pass in-and-out** is a subject of interest due to demand of e-commerce and its unboxing experience.
- Increased emphasis on **shelf-ready packaging** for the retail sector.



Flexible packaging

- After booming years during Covid, **limited growth in 2023-2024**, normalizing at around +3% CAGR in the coming 3-5 years
- **Asian countries** remain larger and most dynamic area
- **Sustainability** is the main driver, with mono-material polymer solution and paper-based solutions.
- **Solventless adhesive** technology is constantly growing, thanks to major adhesive technology development.
- Continuous and progressive **reduction of job lengths** drives the industry towards more automation and digitalization.



Folding carton

- **Resilient market**, global growth CAGR% 2023-28: 6.6 %.
- **China & Asia** are world's largest FC market with 60% of global value (USD 200 bn)
- **E-commerce slowdown** as of 2022,
- **Sustainability** is a key topic for consumers, suppliers & brands.
- E-Smart & **security packaging**, anti-counterfeiting, brand protection
- **Premiumization** and luxury packaging
- **Shrinking tobacco** segment but increasing e-cigarette



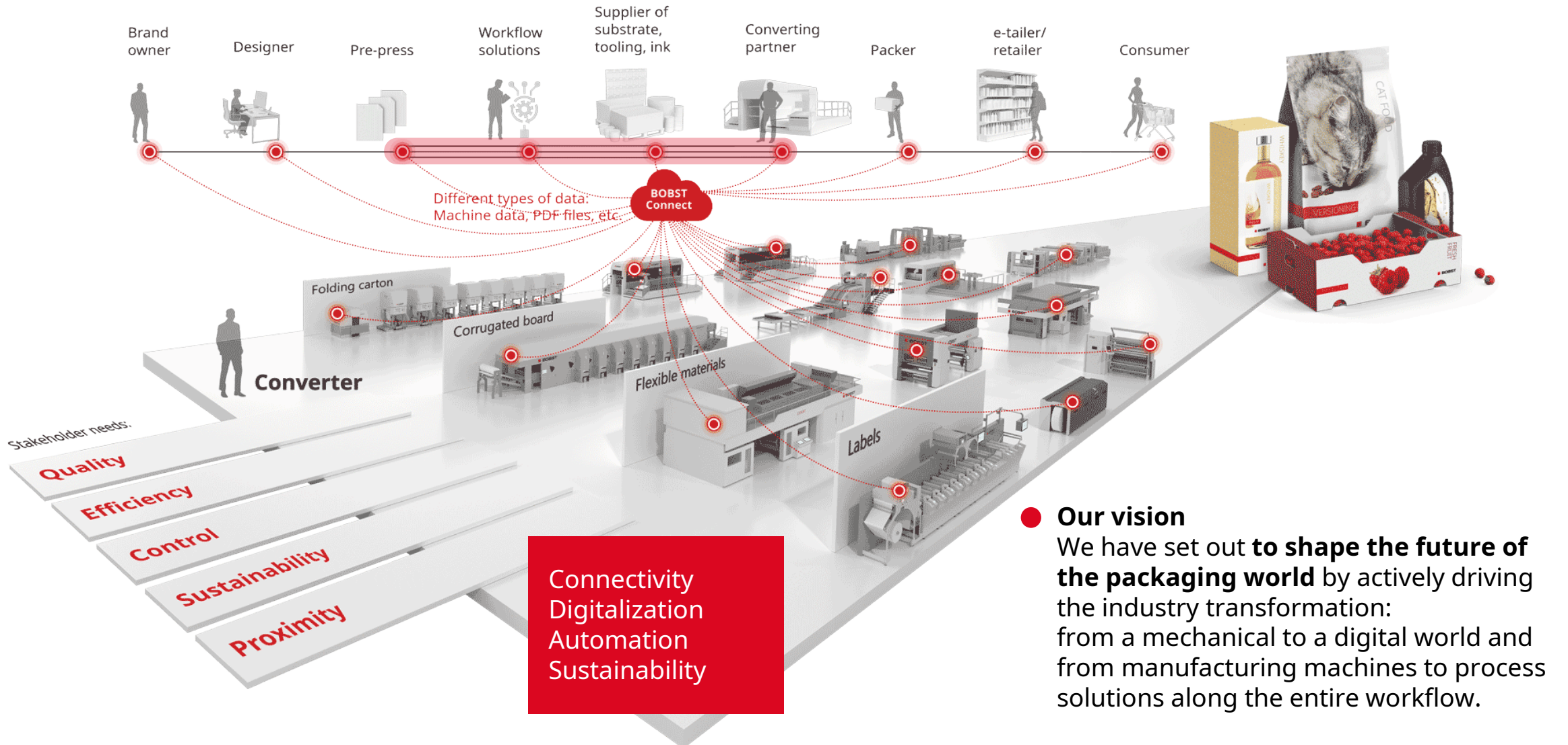
Labels

- **Digital market** decreased by 6% YoY (capacity, learning)
- WW machine sales decline (-5% flexo & digital) due to consolidation
- **Strong growth** towards modular all-in-one solutions
- Main focus on evolutions in **automation & workflow integration**
- **Rebound of in-line flexo**, for specialties & wider formats for FP, FC, shrink sleeves
- Trend towards development of **water-based** presses
- **Chinese player** presence increasing heavily for pure digital machines and intern. Pres

Strategic focus Digitalization

BOBST Industry Vision

Shaping the future of the packaging world



BOBST Solutions

Workbook last saved: 3h ago

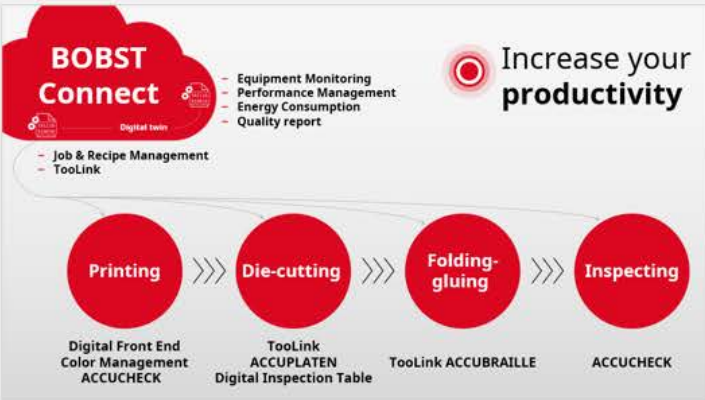
VISION



BOBST Industry Vision Shaping the future of the packaging world



STRATEGY



BOBST Services Our expertise



Packaging use & end-of-life cycle Commitment to a circular economy



BOBST key engagements



PUBLIC | Conference for financial analysts and the media | © BOBST | 6.11.2024 | Page 14



ESG (CSRD) - Dynamics



PUBLIC | Conference for financial analysts and the media | © BOBST | 6.11.2024 | Page 12



SBTi Targets 2030

- 42% CO₂ from our direct operations (vs. 2022)
- 25% CO₂ from our procurement, machine use and transport



PUBLIC | Conference for financial analysts and the media | © BOBST | 6.11.2024 | Page 11



From vision to strategy Strategic pillars and deployment priorities

	Environment	Social	Governance	Current Priorities
Operations				
Objective Provide work and life conditions within the company and along the supply chain, which are ethical, solidary and respectful of the environment				
Area				
Climate change	●			
Occupational Health & Safety		●		
Women & youth		●		
Diversity & equal opportunity		●		
Innovation		●		
Sustainable procurement & supply chain				
Business ethics		●		
Digitalisation		●		
Talent attraction and satisfaction		●		
Equipment				
Objective Reduce the environmental and social impact of future AND existing packaging machines at the customer's site with improvements on machine performances and new services				
Area				
Waste from the machine	●			
Energy from the machine	●			
Extending the life of the machine	●			
Safety of the machine for the user	●			
Machine productivity	●			
Packaging use & end-of-life cycle				
Objective Contribute with solutions in the value chain to generate more sustainable packaging, which has minor environmental impact and a well-managed end-of-life				
Area				
Environmentally improved packaging	●			
Environmentally improved packaging This is an umbrella topic that addresses the environmental footprint of packaging historically throughout its life cycle. A main focus area is the End of packaging , in particular the design for recyclability of packaging. However, other EoL pathways (compostability, biodegradability, ...) are also considered				

PUBLIC | Conference for financial analysts and the media | © BOBST | 6.11.2024 | Page 13



Packaging use & end-of-life cycle Commitment to a circular economy



PUBLIC | Conference for financial analysts and the media | © BOBST | 6.11.2024 | Page 17



BOBST participation in Associations



ASIA

PUBLIC | Conference for financial analysts and the media | © BOBST | 6.11.2024 | Page 11






Financial guidance 2024

Outlook 2024

Consolidated turnover

In million CHF	2019	2020	2021	2022	2023	2024
Sales	1 636	1 372	1 563	1 841	1 960	Lower than 2022

Organic growth	
Scope of consolidation	
Exchange rate impact	

Assumptions: EUR 0.94 / USD 0.86

Outlook 2024

Operating result (EBIT)

As % of sales	2019	2020	2021	2022	2023	2024
Operating result (EBIT) margin	5.0%	3.2%	6.3%	7.7%	7.5%	Lower than 2022

Assumptions: EUR 0.94 / USD 0.86

Outlook 2024

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

2025

February 28

Publication of the 2024 financial statements

Conference for financial analysts and the media in Mex

April 3

Annual General Meeting

July 25

Publication of the half-year results

Teleconference for financial analysts and the media

November 6

Conference for financial analysts and the media in Zurich

Investors and media relations

Stefano Bianchi

- +41 21 547 16 97
- 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 slide. The background is a light gray with several glowing white circles of varying sizes. Red dotted lines form curved paths across the scene, suggesting motion or data flow. The overall aesthetic is clean and modern, with a focus on technology and innovation.

Our vision for
the Bobst Group