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**KRONES**  
**Financial Year 2016**  
**Preliminary Figures**

Conference Call March 2, 2017

KRONES Highlights 2016

**+ 8%**  
**New orders**

3,441 € Mio.

**3,391** Revenue (+7 %)  
€ Mio.

**7.0%**  
**EBT margin**

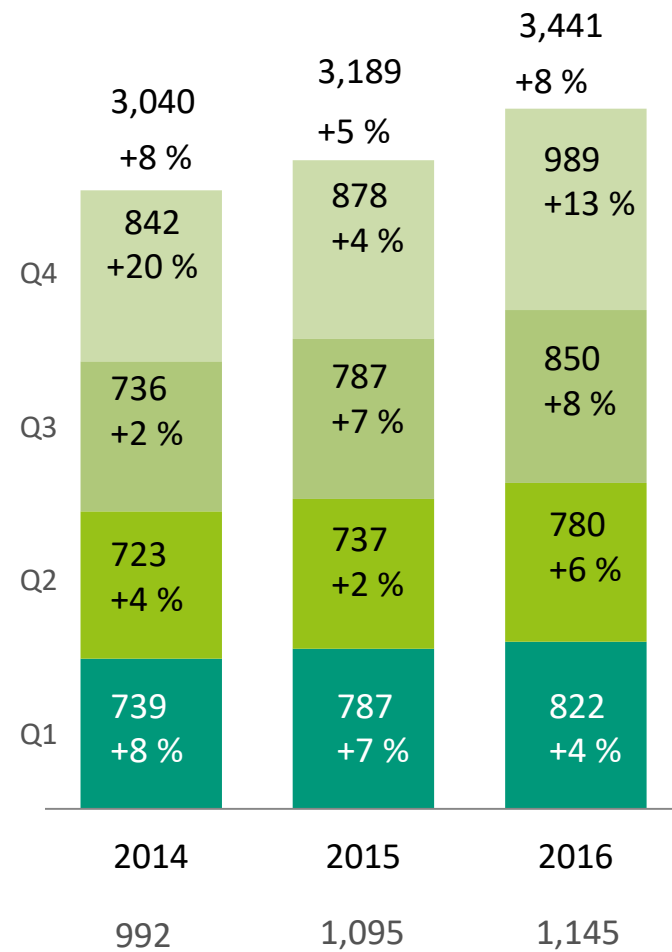
237.6 € Mio.

**88.9** Operating cash flow  
€ Mio.



## Strong order intake - especially in Q4

New orders by quarter (€ million)



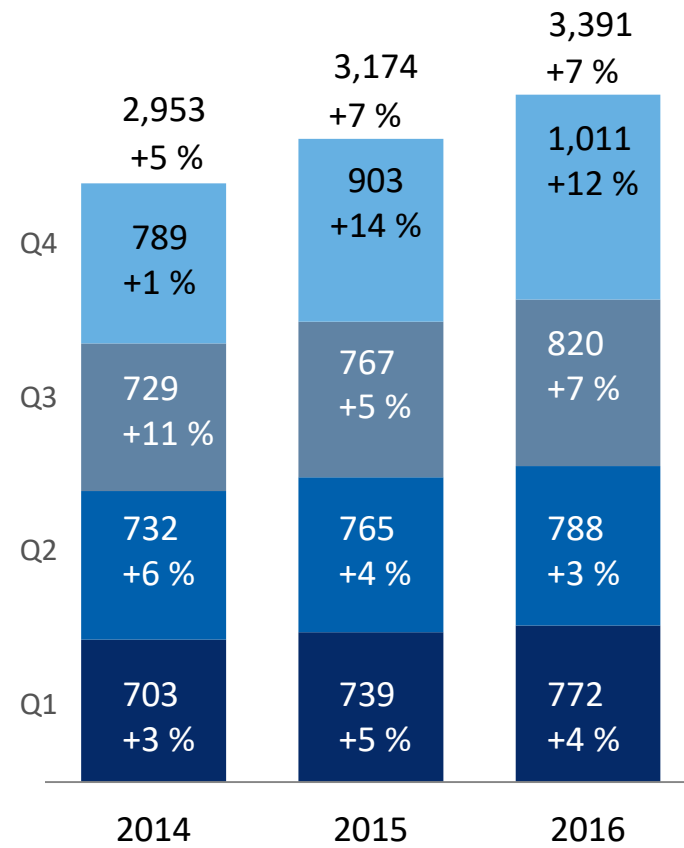
Orders on hand at Dec. 31 (€ million)

2014	2015	2016
992	1,095	1,145



## Revenue increase above expectation

Revenue development by quarter (€ million)





## KRONES' revenue is well balanced

Share of revenue

North America	
2015	2016
13.8 %	15.0 %

Europe	
2015	2016
35.9 %	35.4 %

CIS/Central Asia	
2015	2016
2.6 %	2.1 %

China	
2015	2016
9.1 %	9.5 %

Africa/Middle East	
2015	2016
13.6 %	16.8 %

Asia/Pacific	
2015	2016
15.4 %	11.9 %

South America	
2015	2016
9.6 %	9.3 %



## EBT increased as expected

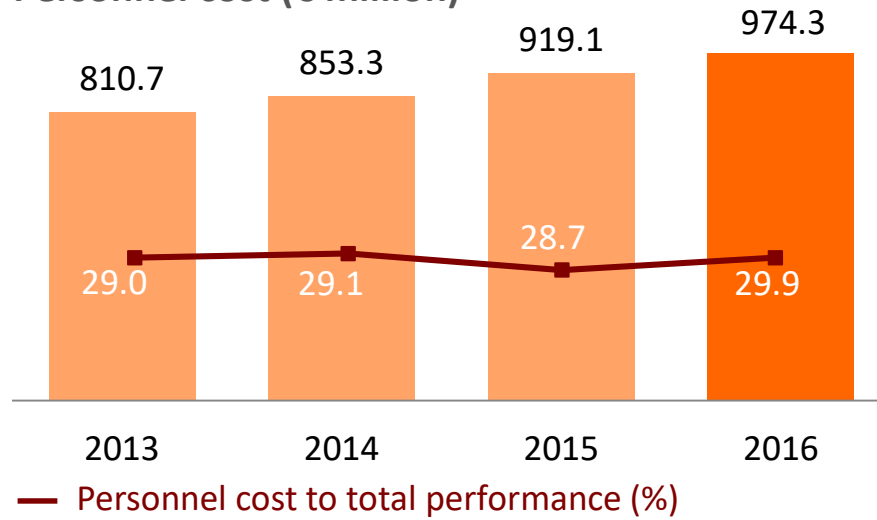
EBT by quarter (€ million)



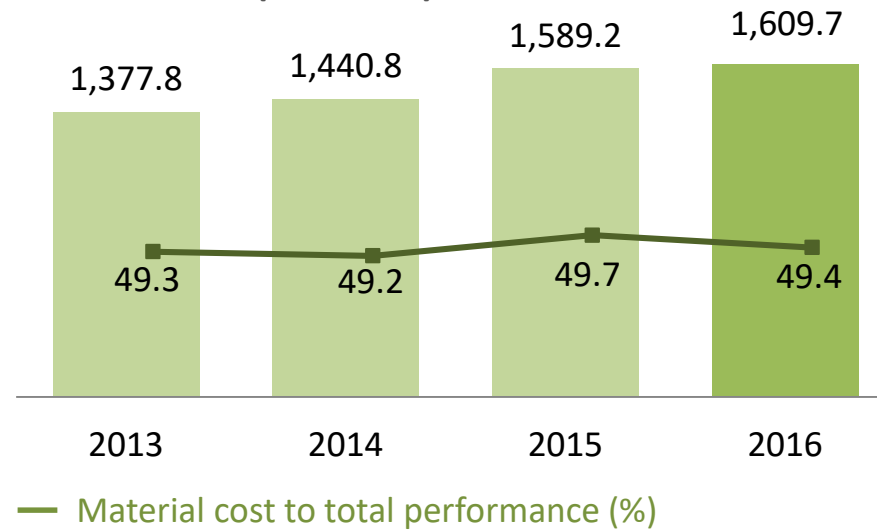


## Personnel and material cost

Personnel cost (€ million)



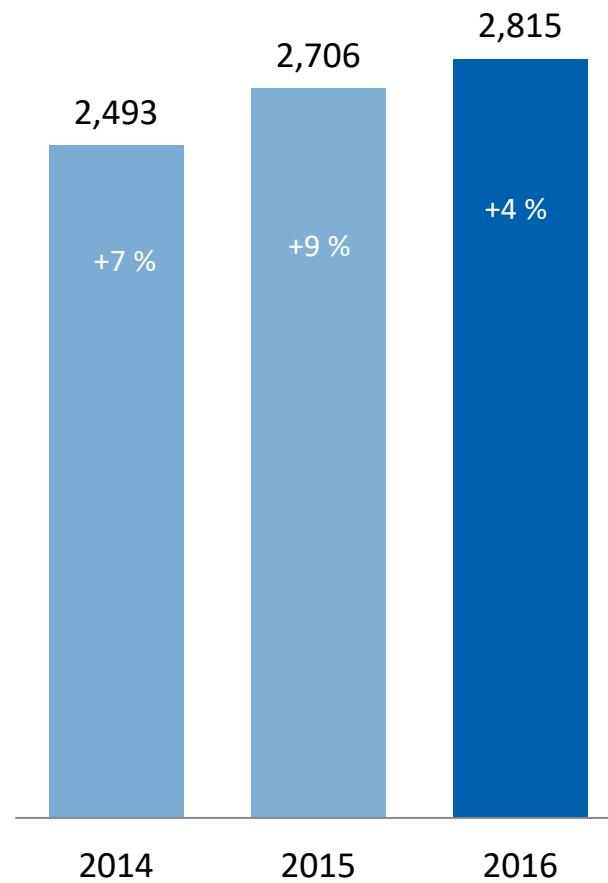
Material cost (€ million)



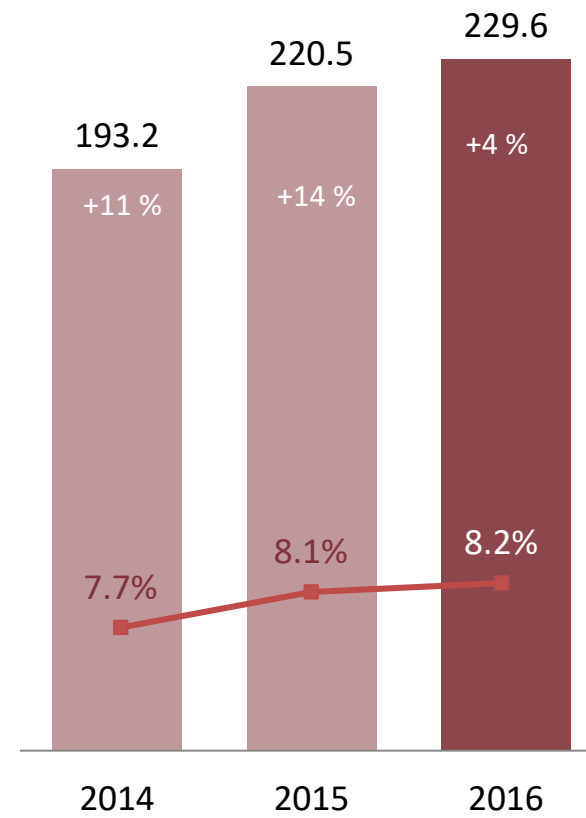


## Product filling and decoration Margin increased slightly

Revenue development  
(€ million)



EBT development  
(€ million)



— EBT margin in %

## MEDIUM-TERM TARGETS:

4 – 6 %

Growth

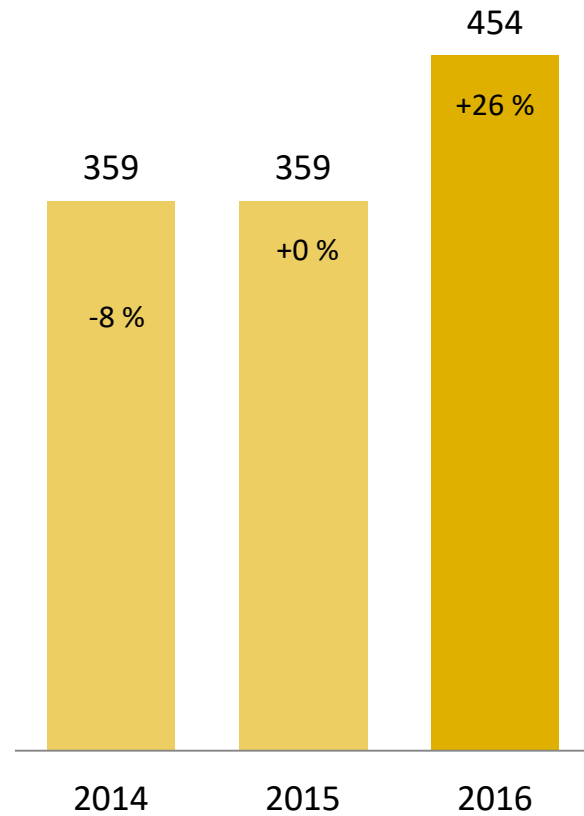
EBT margin

> 8 %

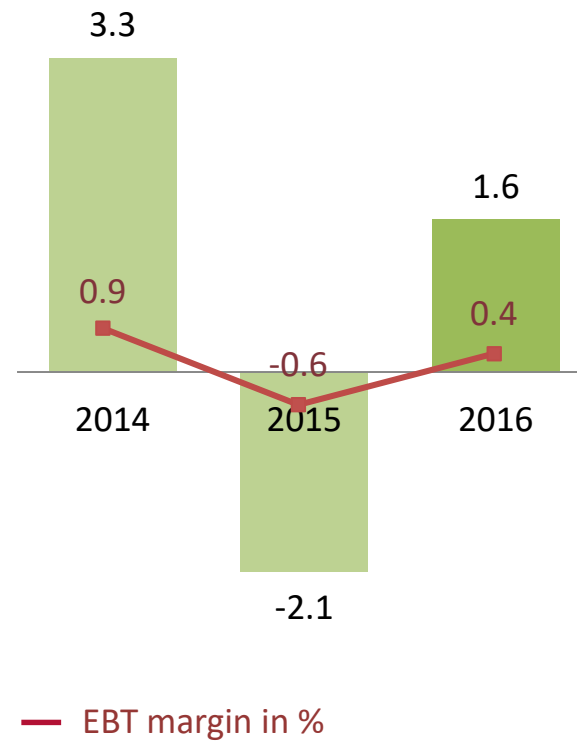


## Beverage production/process technology Turnaround achieved

Revenue development  
(€ million)



EBT development  
(€ million)



MEDIUM-TERM TARGETS:

8 – 10 %

Growth

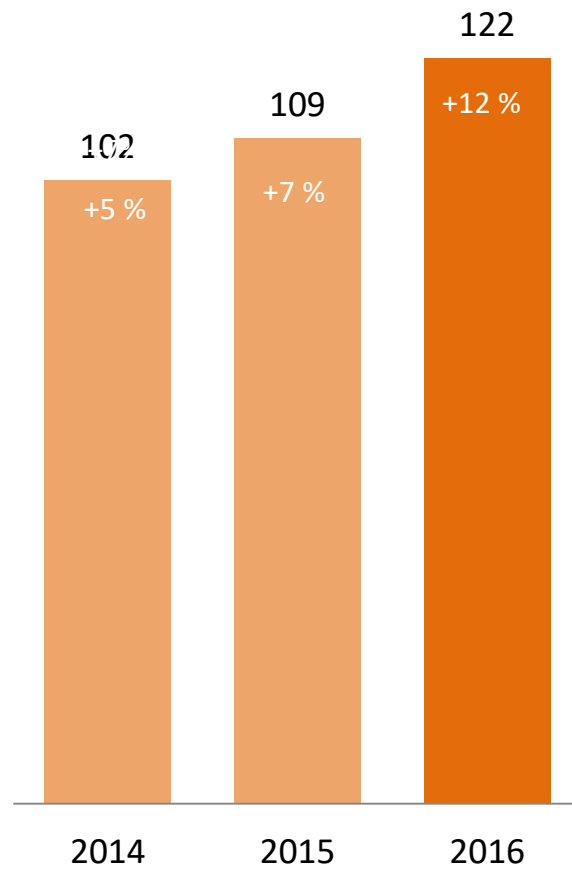
EBT margin

4 %

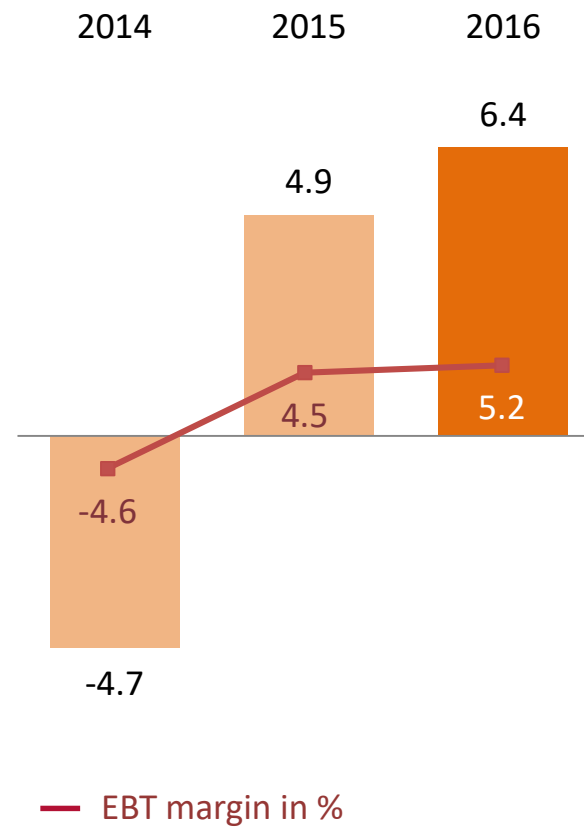


## Compact class Strong growth and improved profitability

Revenue development  
(€ million)



EBT development  
(€ million)



MEDIUM-TERM TARGETS:

4 – 6 %  
Growth

EBT margin

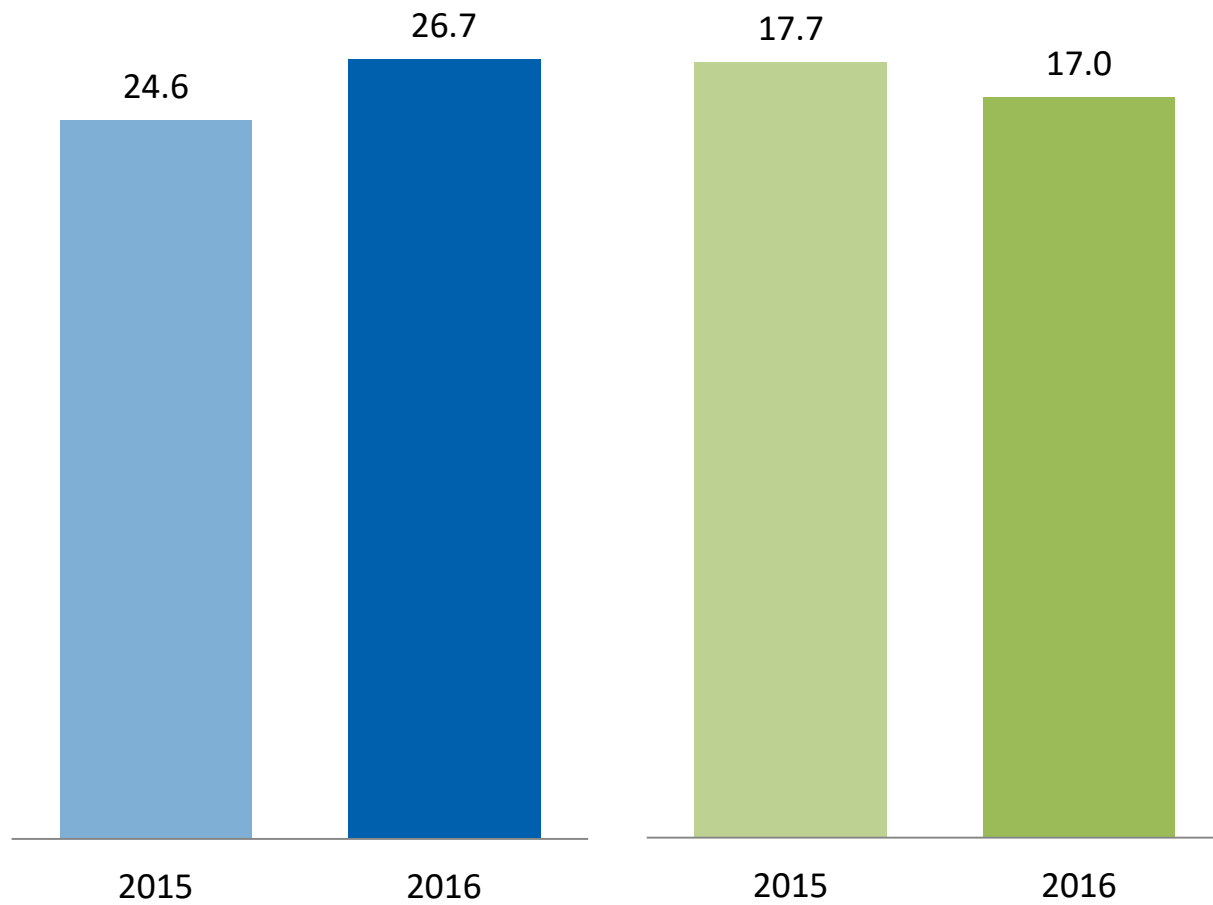
5 %



## ROCE target missed

Working capital\* in %  
of revenue

ROCE\* in %



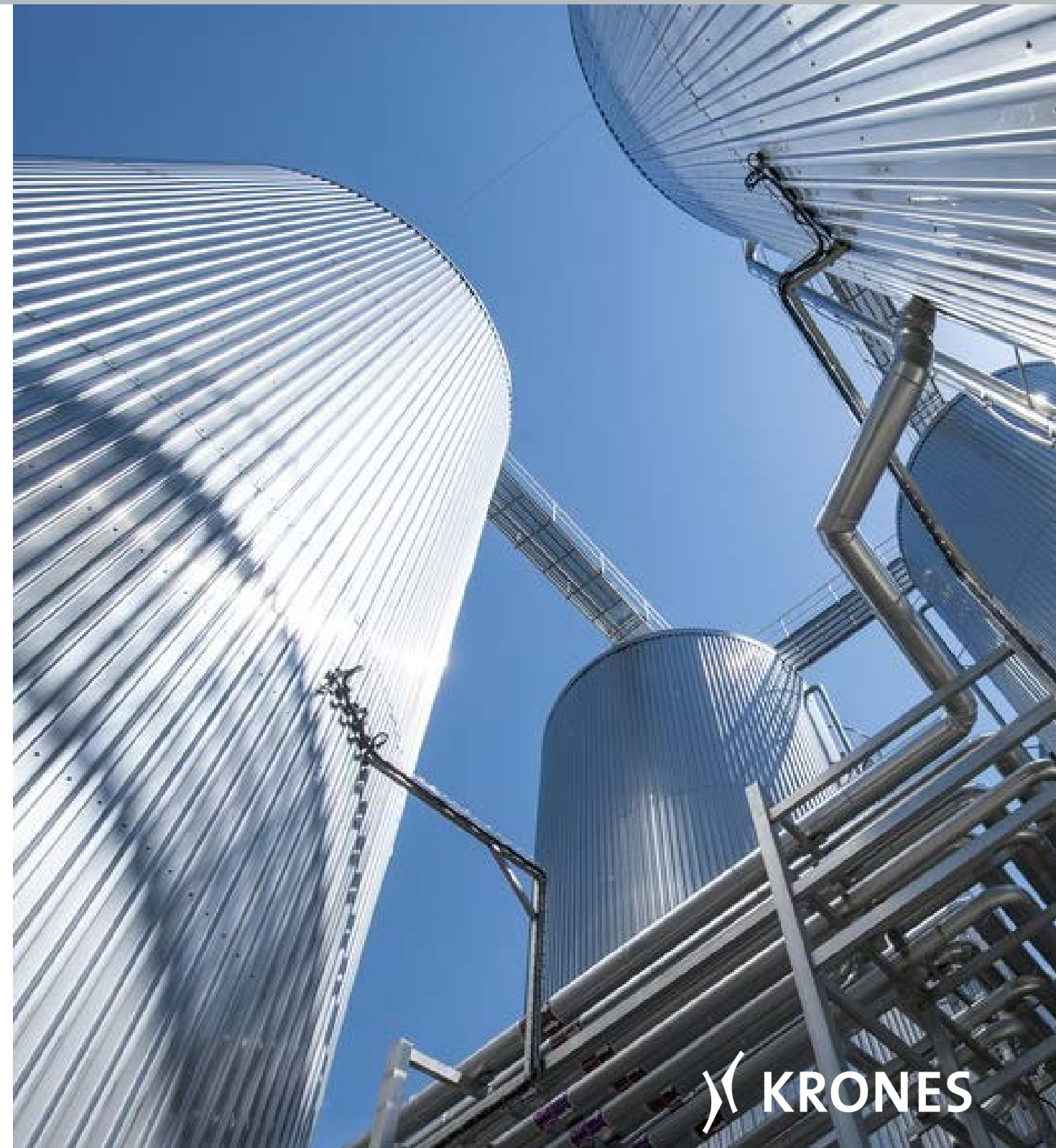
\*LTM (Last Twelve Months)





## Higher working capital and acquisitions caused decreasing free cash flow

(€ million)	2016	2015
Earnings before taxes	237.6	223.3
+/- Non-cash expenses and income	+158.6	+91.4
+/- Change in Working Capital	-96.4	-42.2
+/- Other assets and liabilities	-105.1	-98.1
<b>Cash flow from operating activities</b>	<b>+194.7</b>	<b>+174.4</b>
+/- Capex	-111.3	-102.6
+/- Other	-34.2	-1.1
<b>Free cash flow</b>	<b>49.2</b>	<b>70.7</b>
+/- Financing activities	-45.8	-39.5
+/- Others	+0.9	-3.0
Net change in cash	+4.3	+28.2
<b>Cash at the end of period</b>	<b>368.9</b>	<b>364.6</b>





## Krones targets 2016



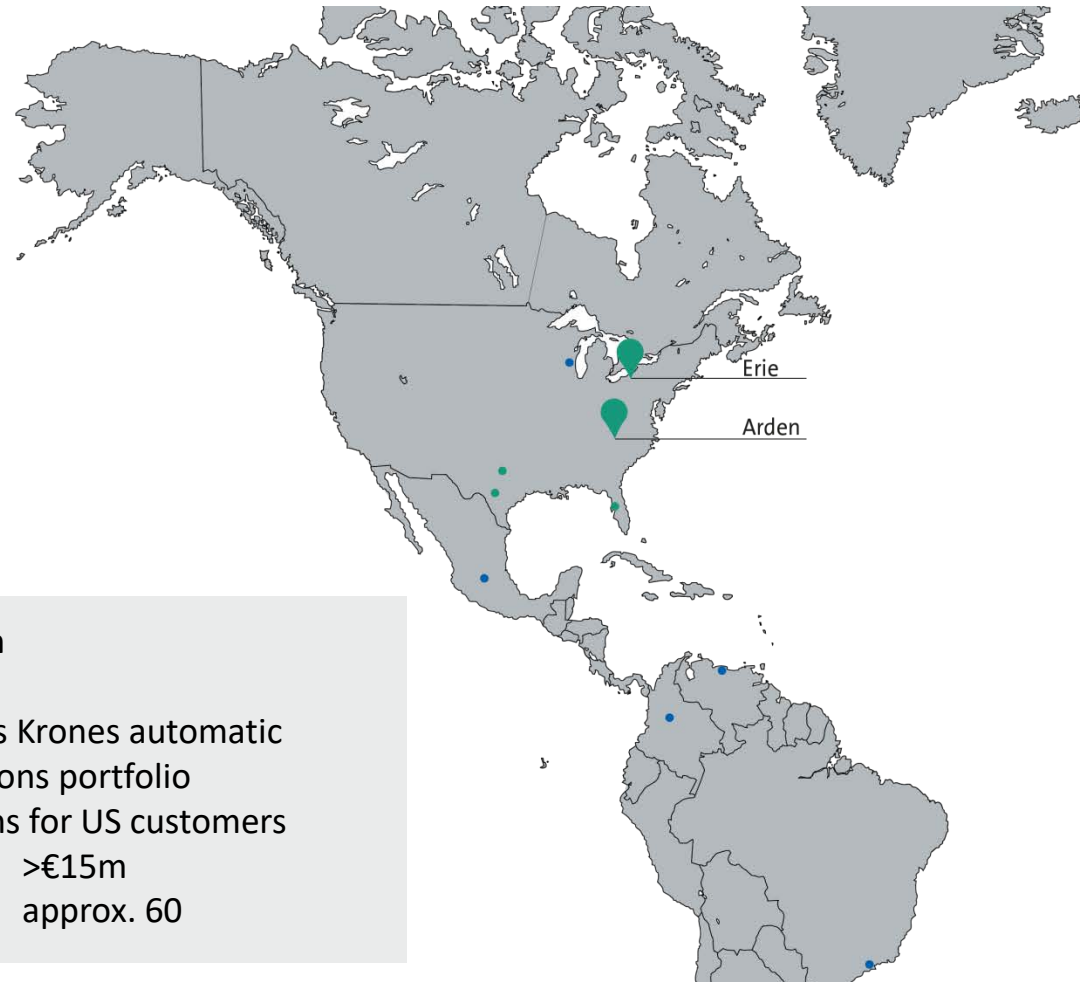


## Krones targets 2017





## Our latest acquisitions and new subsidiaries



**Vertique, Arden**

- Intralogistics
- Complements Krones automatic picking solutions portfolio
- Local solutions for US customers
- Revenues: >€15m
- Employees: approx. 60

**Process and Data Automation, Erie**

- MES/industrial control systems integrator for US
- Represents a step in executing Krones digitalization strategy globally
- Revenues: >€5m
- Employees: approx. 40

**Integrated Packaging Solutions, Dubai**

- Middle East/Northern Africa sales and service network
- Krones with 40% ownership\*
- Revenues: >€20m
- Employees: approx. 200



\*subject to Closing of the transaction; at equity consolidation

Thank you  
for your attention!



## Financial calendar 2017

March 2, 2017	Preliminary figures 2016
March 23, 2017	Annual Report 2016
April 27, 2017	Conference Call Group Q1 2017 and Quarterly Statement as per March 31
June 20, 2017	Annual General Meeting
July 20, 2017	Conference Call Group Q2 2017 and Interim Report as per June 30
October 26, 2017	Conference Call Group Q3 2017 and Quarterly Statement as per September 30



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