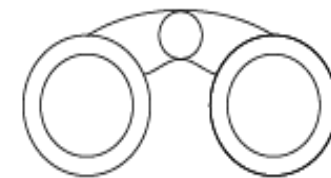




FOCUSED
TO PERFORM



“TECHNOLOGIE & INNOVATIE”
VFB, 25/03/2017

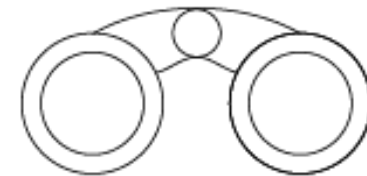




FOCUSED
TO PERFORM



RETROSPECT



BARCO THROUGHOUT MY HISTORY



Belgium (KU Leuven)
raised engineer



Military Service,
Belgian Army (Germ)



Manufacturing
& Supply Chain



Harvard MBA
(US)



Sr. Consultant



Officer & CEO
Healthcare IT,
Services
(US, France)



CEO

Barco = Reference in
TV and projection

One of few Belgian
Global Hi Tech players

Gold Standard,
Visualization supplier

... next

HOW WE SEE OURSELVES – BARCO TODAY

WHAT I HEARD & SAW IN FIRST MONTHS ROUNDTABLES

STRONG

- Customer commitment
- Passion/engagement/loyalty
- Talent
- Innovation

BUT ALSO ...

- Very product/ R&D – forward
- Complicated / slow / conservative



HOW WE SEE OURSELVES – BARCO TOMORROW

WHAT BARCO EMPLOYEES THINK WE NEED MORE OF

BEYOND TECHNOLOGY



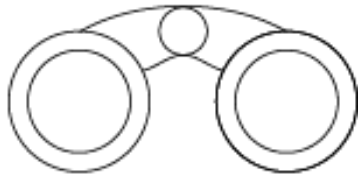
- Innovation: Product forward AND Market-back
- Development: Product- AND Business Model

- R&R clarity & e-2-e accountability
- Constructive Conflict

EXECUTION

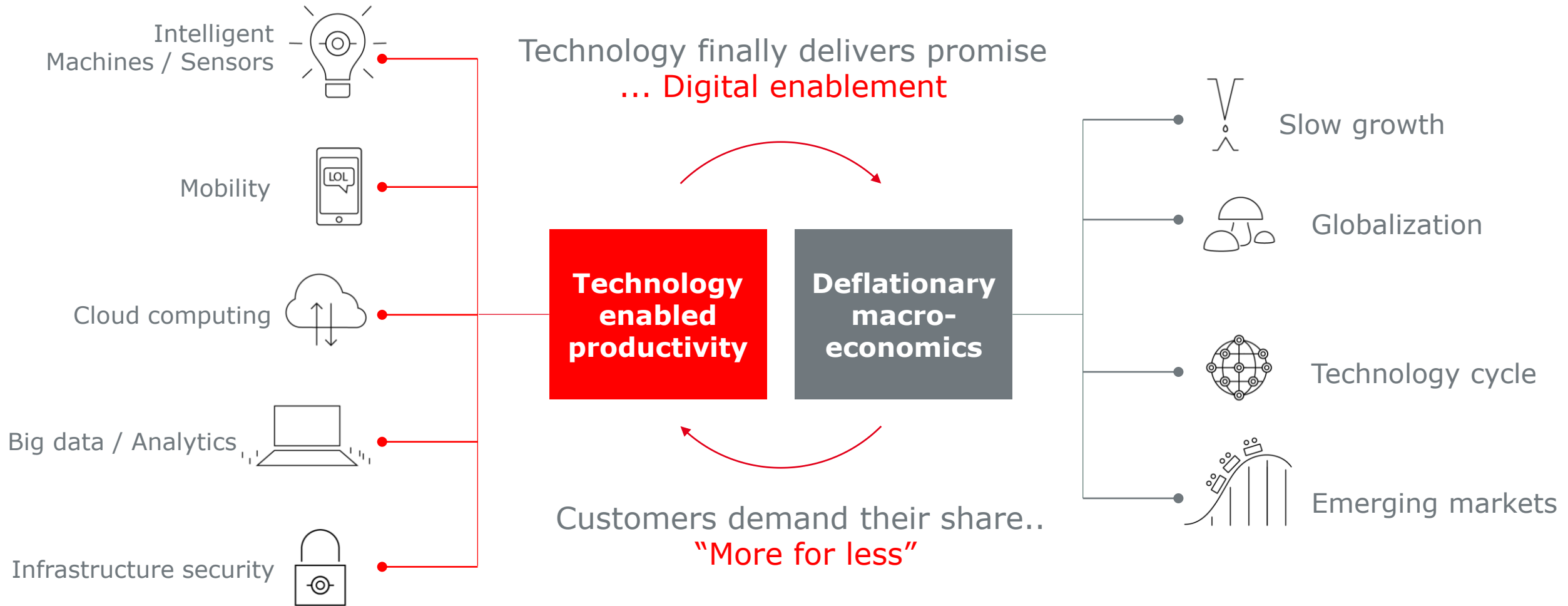
... with same customer commitment, passion, engagement, loyalty, talent

VISION & PURPOSE



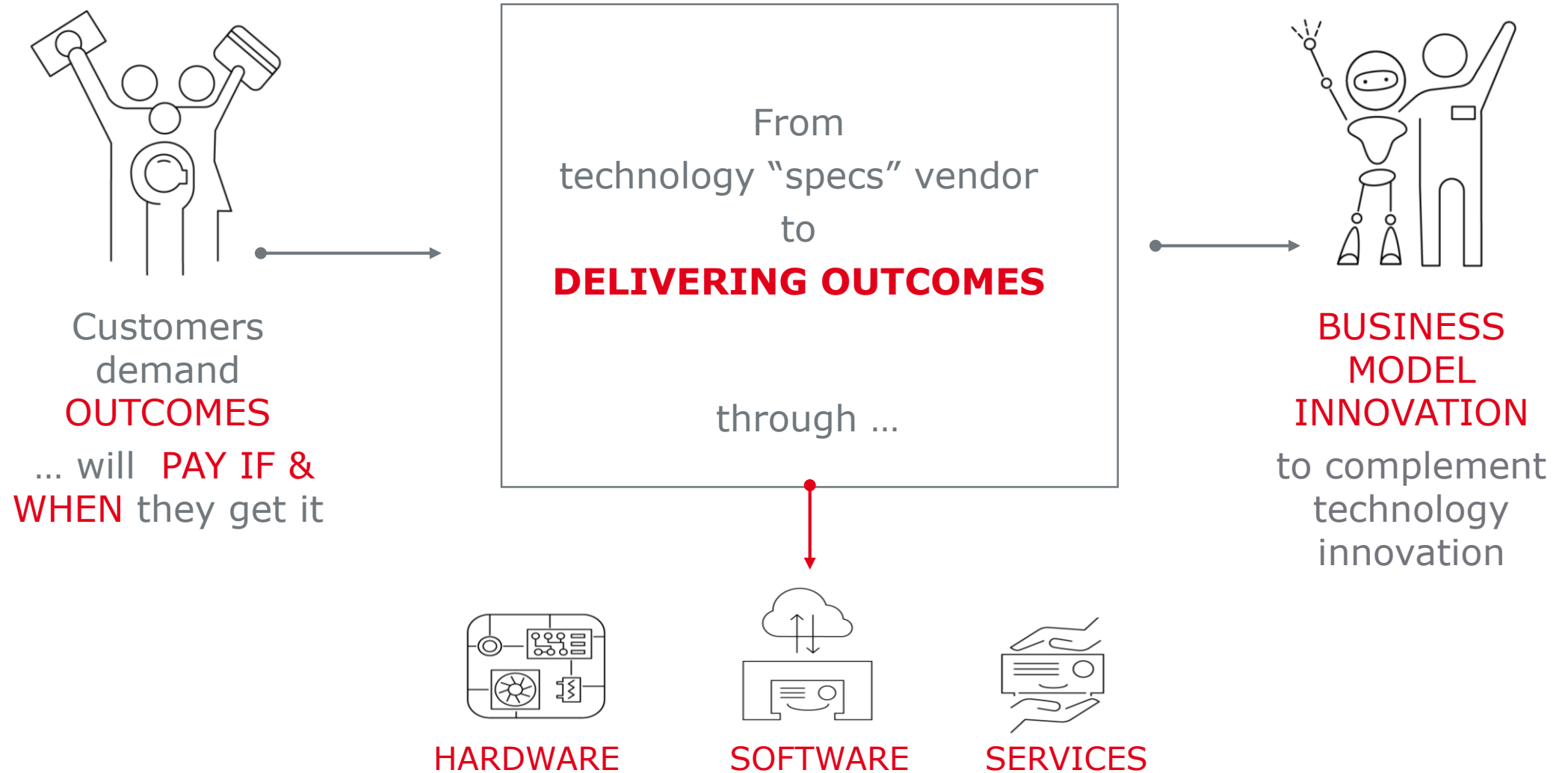
BARCO THE NEXT CHAPTER

COINCIDING FORCES IN TECHNOLOGY MARKETS ... DIGITAL ENABLEMENT & PRODUCTIVITY QUEST



...TIPPING POINT

TECHNOLOGY COMPANIES NEED TO RETHINK WHO THEY ARE



PRODUCTIVITY AND XAAS ... EXAMPLES

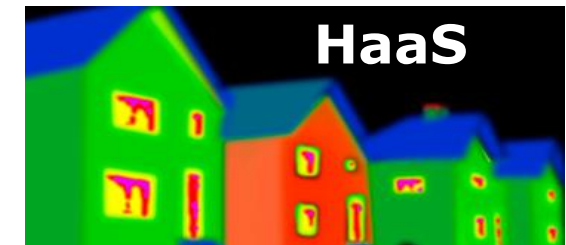
TRANSPORTATION



MEDIA



INDUSTRY



Technology & Business model Innovation ... Hardware + Software + Services

BARCO MISSION & IDENTITY



Enabling
bright
outcomes



We enable **bright outcomes** by **transforming content into insight and emotion**

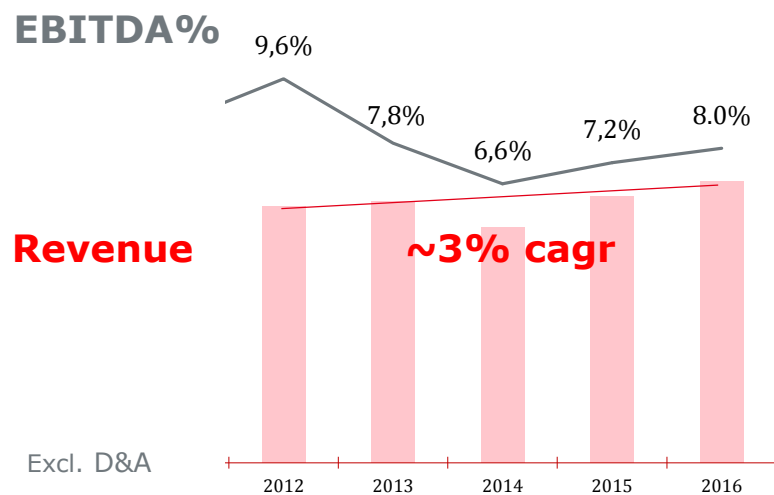
Beyond visualisation

Customer Experience

Beyond hardware

BARCO'S JOURNEY AHEAD... SHAPE OUR OWN DESTINY ONCE MORE

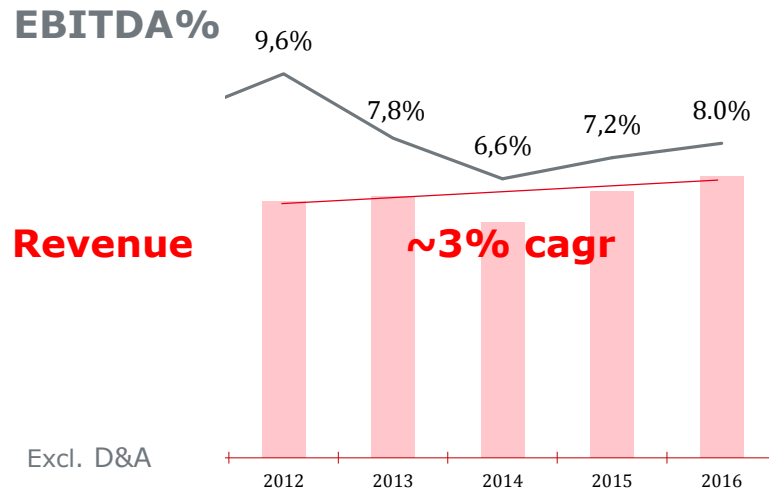
2012 - 2016



- Stabilized financials
- Got growth engines going
- Established OneBarco

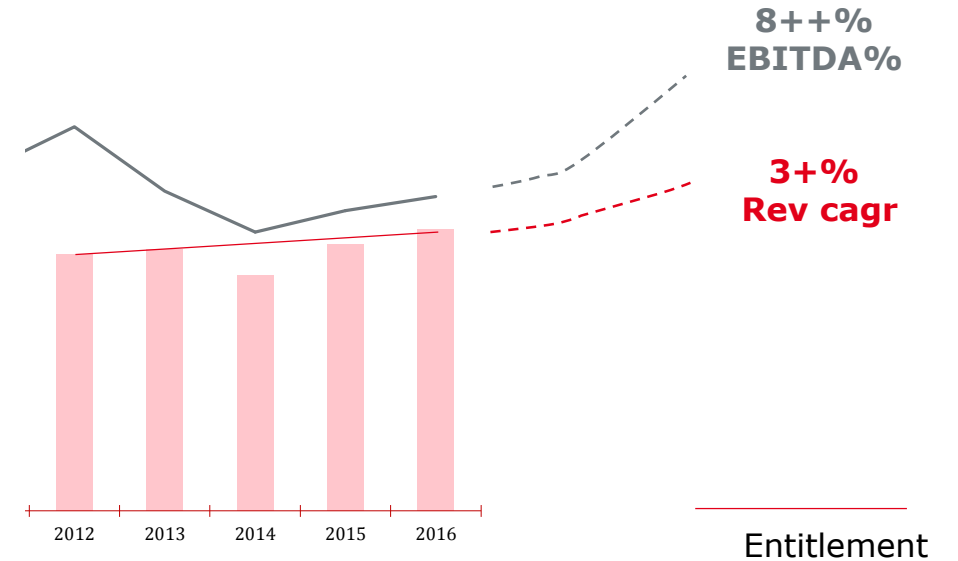
BARCO'S JOURNEY AHEAD... SHAPE OUR OWN DESTINY ONCE MORE

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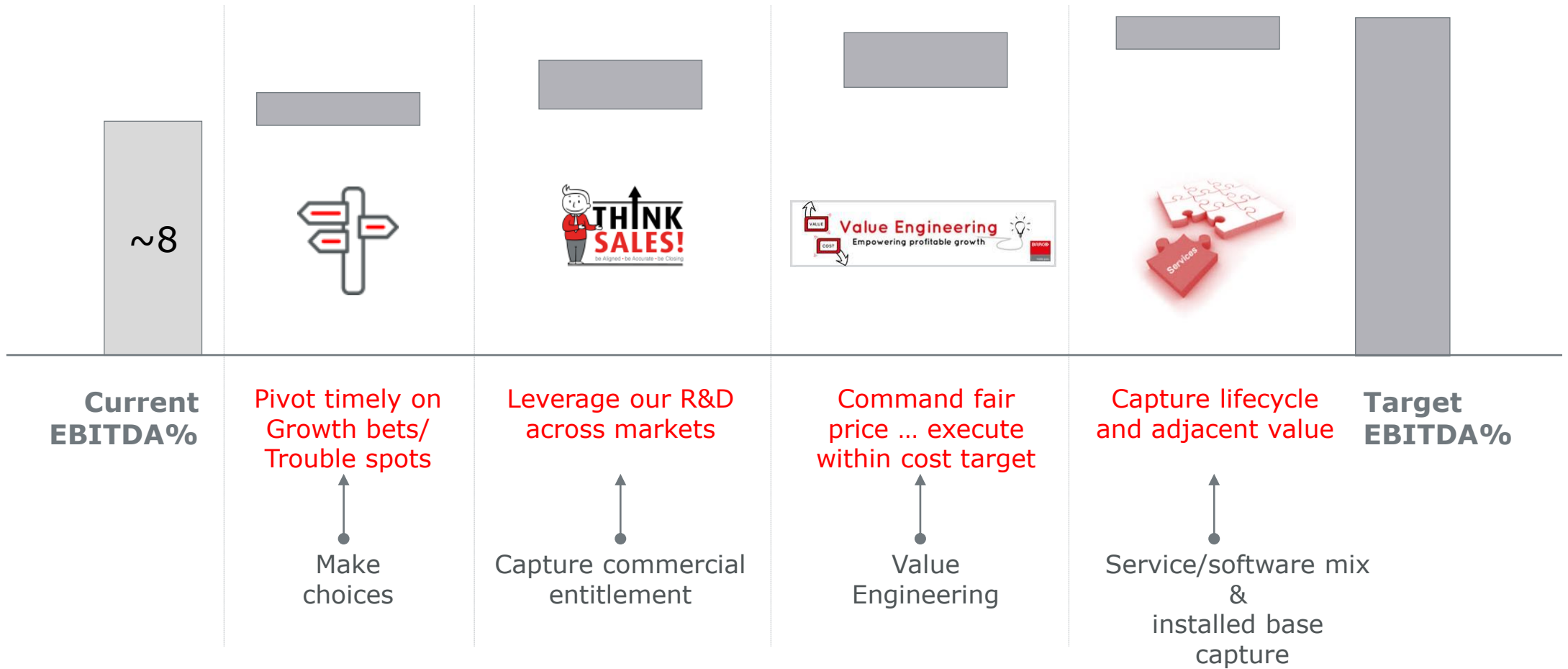
2017 - ...



- Nail down profitability improvement recipe
- Deliver on outcome driven growth bets
- Execution rigor

WHERE IS OUR OPPORTUNITY?

WALK TO EBITDA% ENTITLEMENT FOR BARCO



A multi-year journey ... building CAPABILITIES for sustained growth with margin leverage

CAPABILITY BUILDING

SHAREHOLDER VALUE THROUGH SUSTAINED PROFITABLE GROWTH



“OUTCOMES BASED PROPOSITION”

- Understanding customer outcomes
- Technology + Business model innovation
- HW + SW + Services
- Land & expand sales

“EXECUTION RIGOR”

- Horizon Balance
- Capture Commercial entitlement
- Productive make & buy
- Decisiveness / Choices
- Add focus → Speed

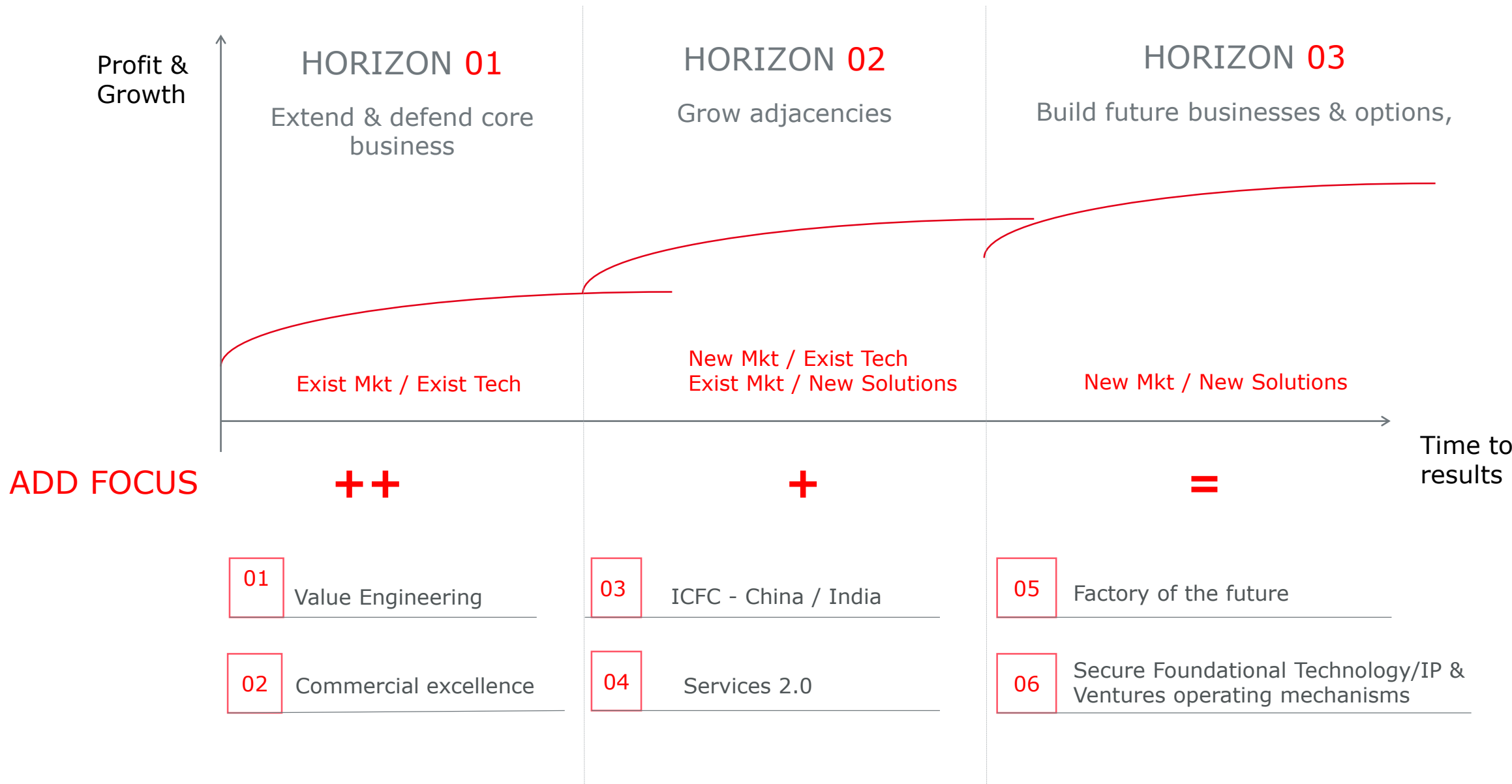


PREREQUISITES TO BUILD THESE **CAPABILITIES**

- Leadership & Talent Management
- 3-5 years horizon

NEED **BALANCED FOCUS** ... 6 INITIATIVES ACROSS 3 HORIZONS

IMPROVING BARCO'S CAPABILITIES



CAPITAL ALLOCATION FRAMEWORK

POLICY

Barco's long term strategy to strengthen its global leadership position and to realize the company's growth potential

- ⇒ Most of the financial resources for future growth investments
- ⇒ Investments to focus on building technology capabilities, product development, portfolio breadth, manufacturing capacities and commercial channel build out.

INCOMING

- Net cash € 287m
 - Including € 100m in JV BarcoCFG
- Gross operational CF
- Divestment Lighting

2017-2019

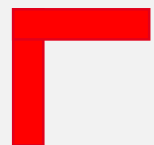
~ € 500m

OUTGOING

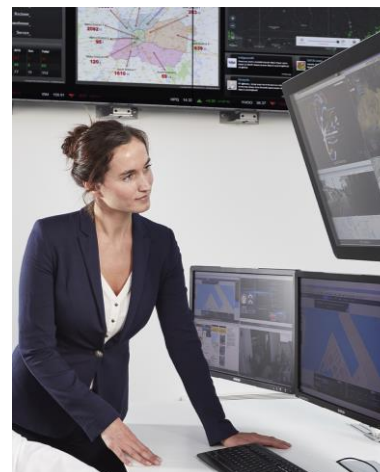
- Dividends ~80m
- Capex investments ~ 100m
- Earnout obligations previous acquisitions
- Taxes
- ~ € 200m TBD "in the company"
 - Growth investments in product/service/SW capability (organic and inorganic)
 - Maintaining financial flexibility

CURRENT FOCUS

Organic build out of capabilities



FOCUS TO





FOCUS TO ENTERTAINMENT

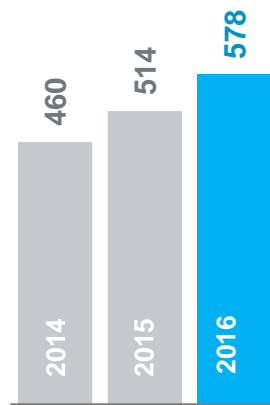


A LEADING PLAYER IN ENTERTAINMENT

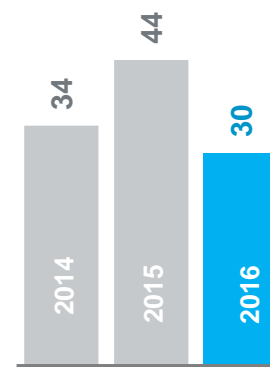
- Robust market and promising growth cycles
- Strong fundamentals
 - 40 years of Barco Projection
 - Strong Install Base: +70,000 cinema projectors
 - Technology Leadership with Laser & Laser Phosphor
- Strong operational discipline & geographical coverage



SALES
(in millions of euro)

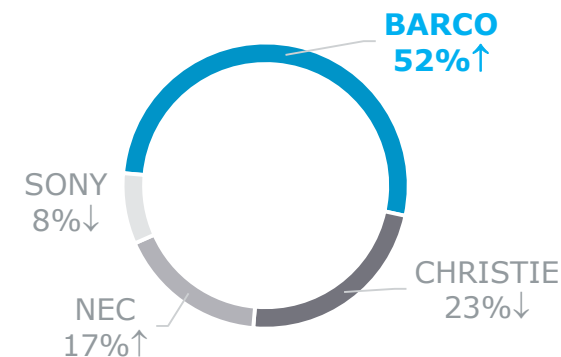


EBITDA
(in millions of euro)



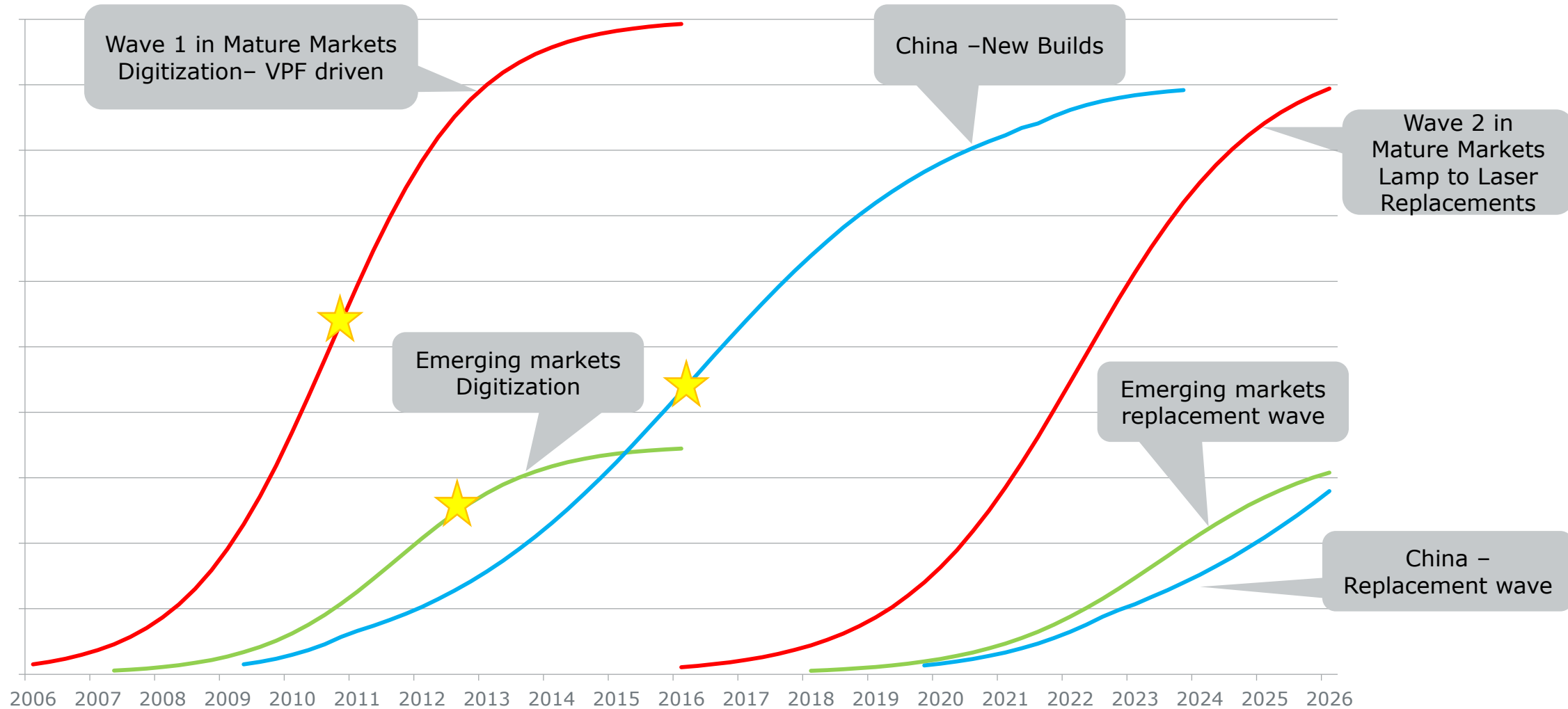
Ebitda Margin %
7,5% 8,5% 5,3%

MARKET SHARE CINEMA
2016 - WORLD WIDE



DIGITAL CINEMA – RIDING PROJECTOR REPLACEMENT WAVES

★ Demand peaks



Note: S-curve sizes are relative versus Mature Market wave curve

PREMIUM: HOW BARCO HELPS EXHIBITORS TO ACHIEVE PREMIUM EXPERIENCES

FLAGSHIP LASER >200 installations | >45 exhibitors | >25 countries



BARCO ESCAPE & AUROMAX



ENABLE EXHIBITOR PREMIUM BRANDS WITH BARCO TECHNOLOGY





FOCUS TO ENTERPRISE

Control Rooms
50%



Corporate/Click
Share
50%

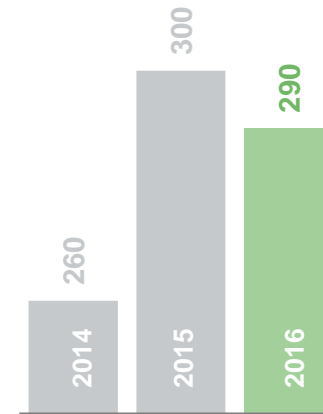


INTRODUCTION, QUICK FACTS AND RETROSPECTIVE

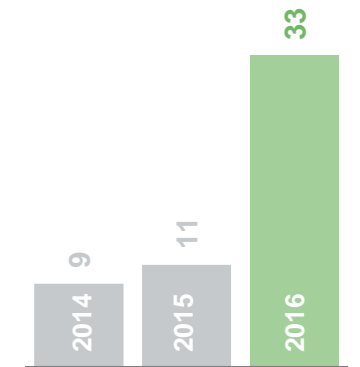
- Deliver unique **experiences** combining **user enablement and engagement**, leveraging common, secure, platforms, targeting meeting & operator experience
- Tapping into healthy markets with strong value propositions
- Strong fundamentals
 - A solid history, leadership and strong footprint in control rooms with +12k installations
 - Technology & market leader in wireless presentation
 - Strengthening geographical footprint



SALES
(in millions of euro)



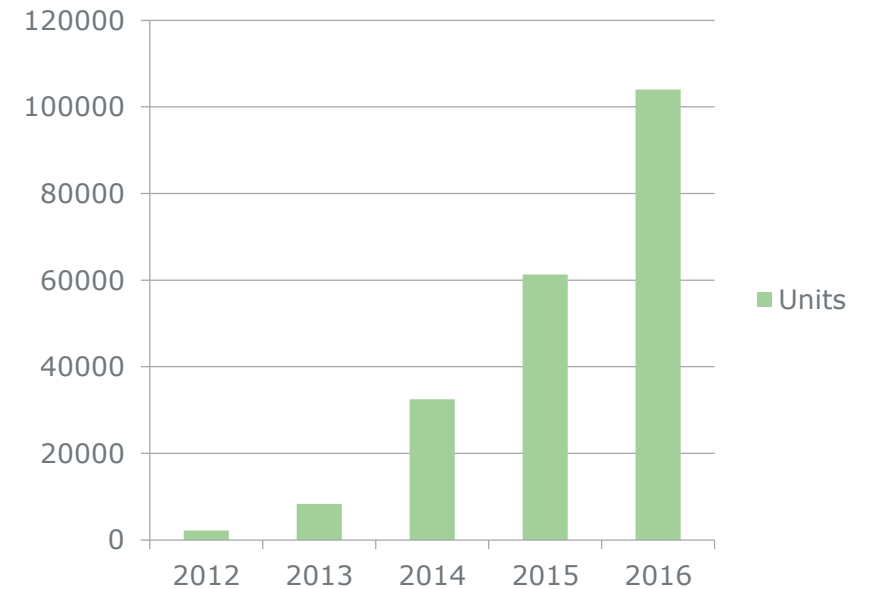
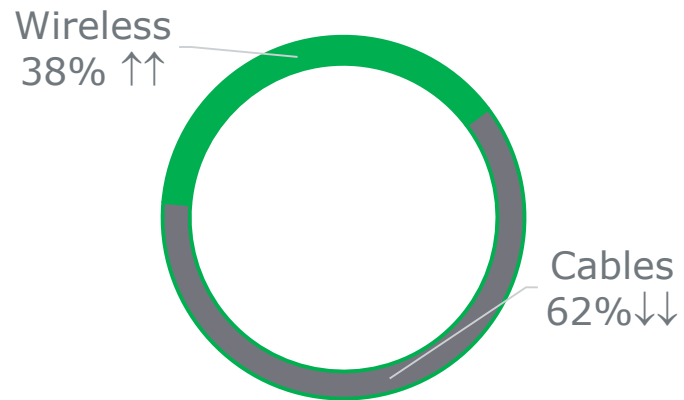
EBITDA
(in millions of euro)



Ebitda Margin %
3,3% 3,7% 11,4%

CLICKSHARE: TO BECOME THE STANDARD & SUSTAIN GROWTH

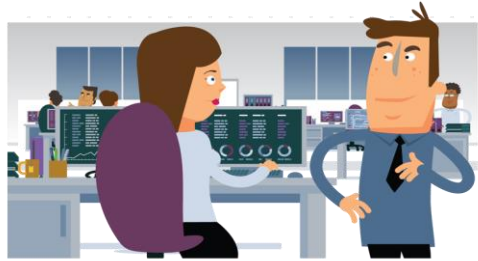
Addressable Market



ClickShare market leader in a developing market of wireless solutions

- Still competing with cable-solutions
- Early phase of a 10+ year journey

TRANSITION IN OPERATOR EXPERIENCE



Control Room - Operator Workspace

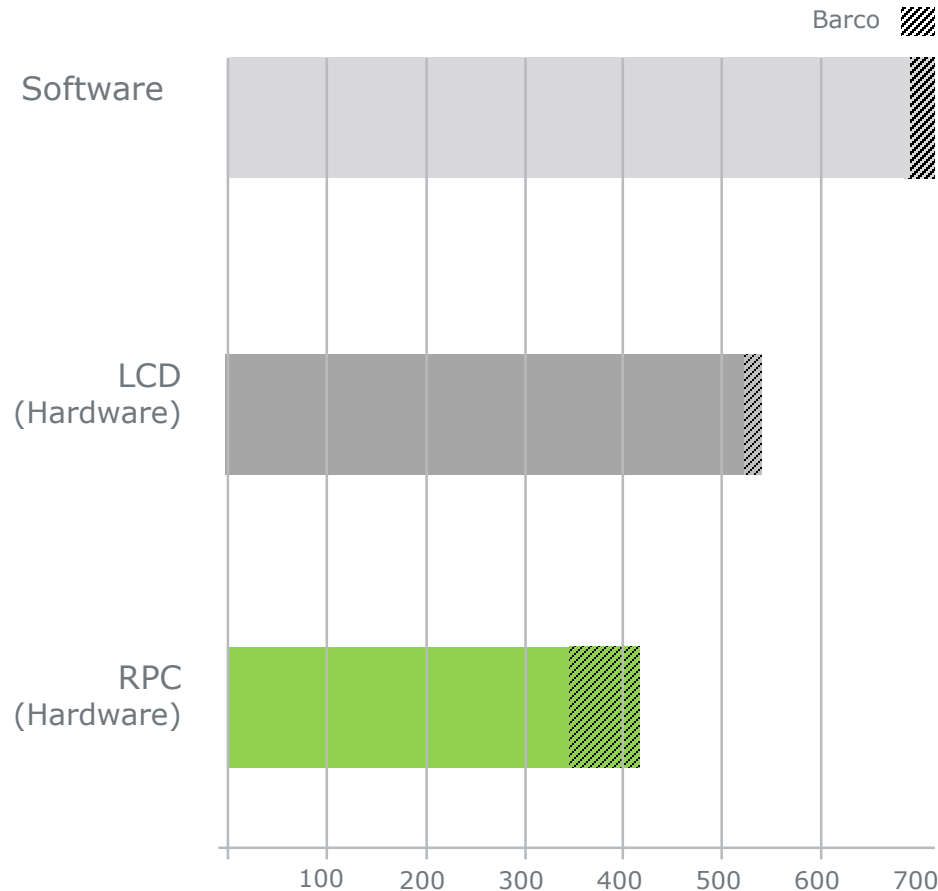


Control Room - Overview Wall

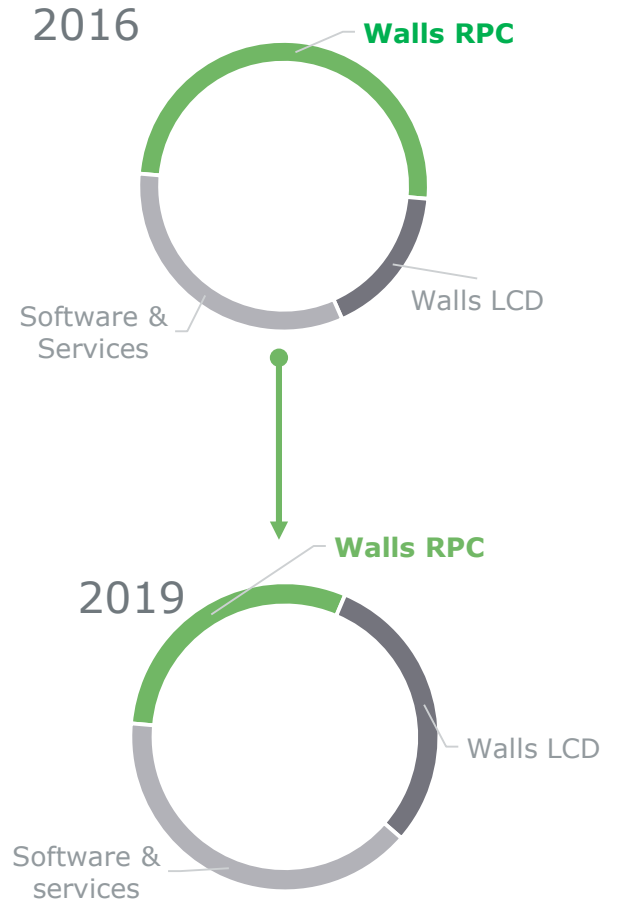


Crisis room

CONTROL ROOM COMPONENTS



REVENUE PROJECTION BREAKDOWN (%)

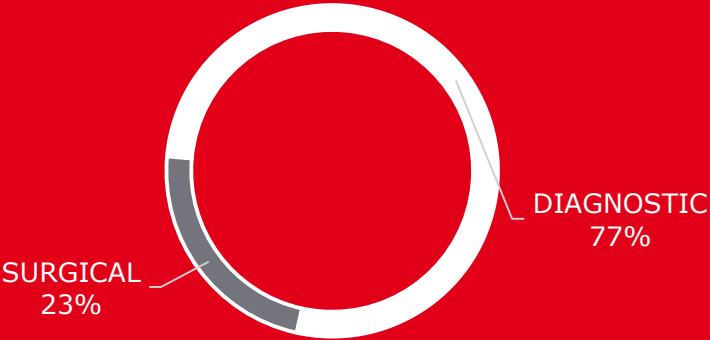


3 key sub markets with growing TAMs
Software now @ ~45% of total TAM

Barco uniquely positioned with HW & SW proposition



FOCUS TO HEALTHCARE

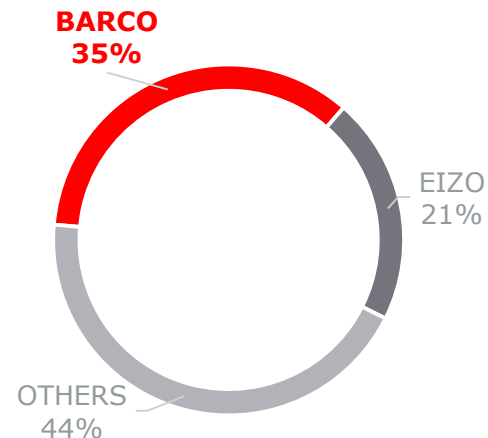


QUICK FACTS

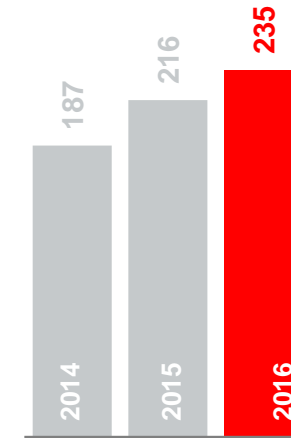
- 25 years of experience
- Recognized market and technology leader ; over 600 clients ; 800.000 installations
- Footprint: Radiology workstations, Operating Rooms, OEM and other displays
- Gold standard: Focused on clinical + financial + operational outcomes



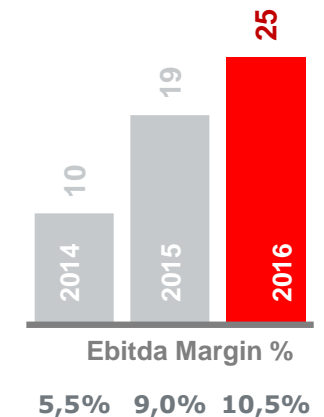
MARKET SHARE WORLD WIDE



SALES (in millions of euro)



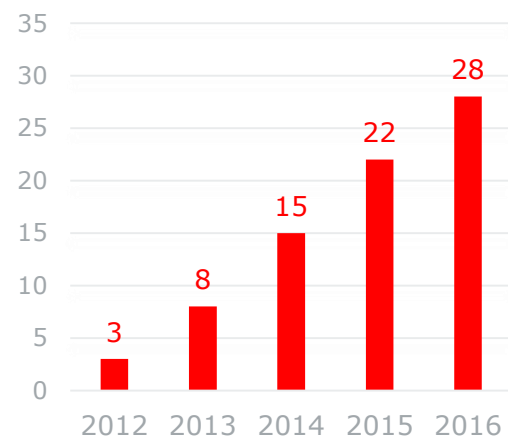
EBITDA (in millions of euro)



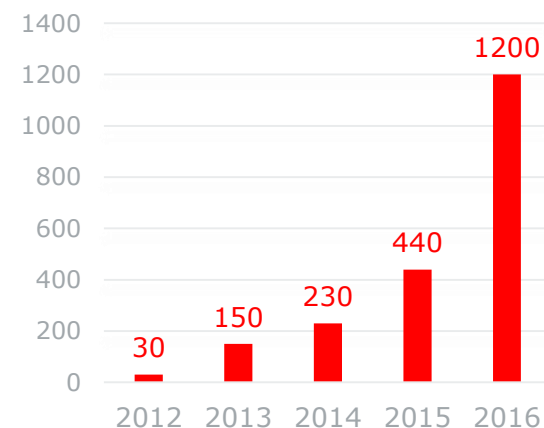
FOCUS ON SURGICAL

- Steady Penetration and Growth
- Surgical platform (Nexxis) upgraded to support 4K
- Growing funnel, adoption and installed base in Europe and North-America
- Market: 4,500 Operating Room integrations per year ww

Nexxis Released Partners



Installed Nexxis OR's

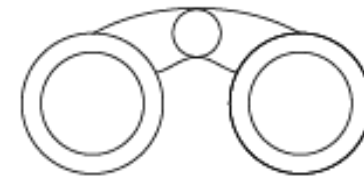




FOCUSED
TO PERFORM



CONCLUSION



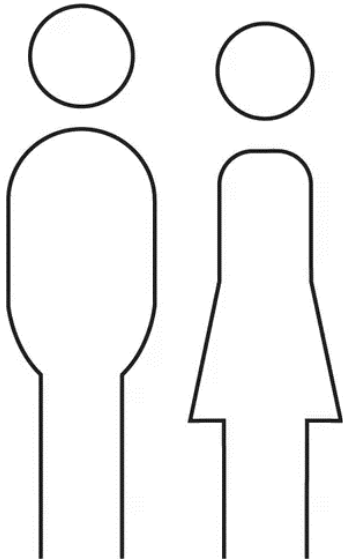
WHEN WE DO THIS RIGHT

What we represent, for our ...

CUSTOMERS —  **A preferred partner ...
who delivers outcomes that matter**

INVESTORS —  **An asset ...
with attractive return and purpose**

EMPLOYEES —  **OUR Barco ...
Inspiring, Engaging, Energizing**



ENABLING
BRIGHT
OUTCOMES

