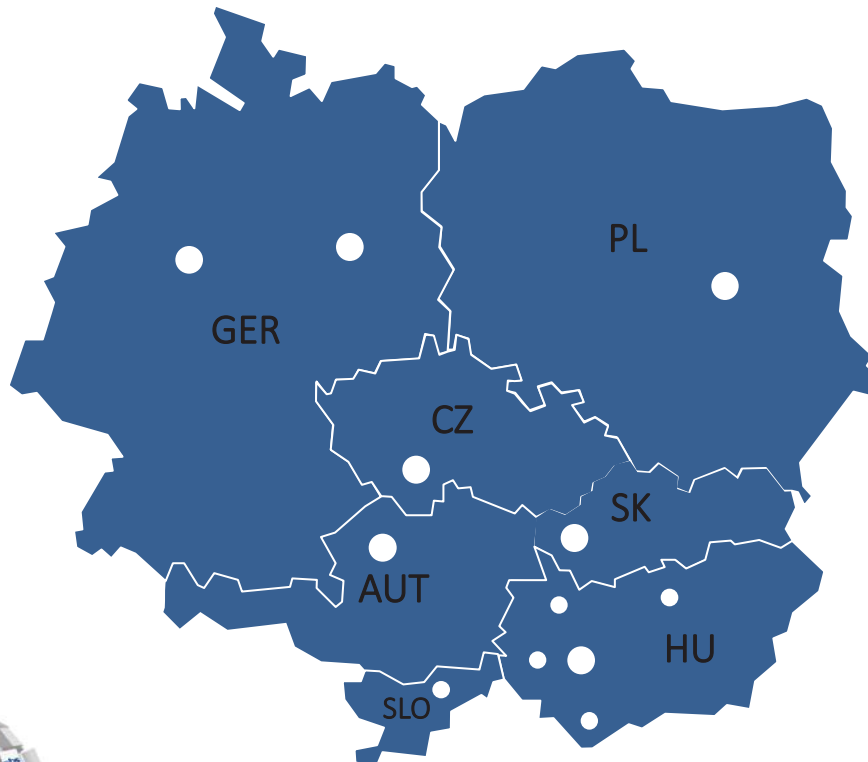




Central European Operations



○ Warehouses

Wholesale (market position)

Austria – PBS Austria (#1)
Germany – PBS Deutschland (#2)
Czech Rep. - PBS Bohemia (#4)
Slovakia – Lamitec (#1)
Poland – PBS Polska (#1)

B-2-B Direct Sales (market position)

Austria – Büro Handel (#1)
Czech Rep. – Buroprofi (#3)
Slovakia – Lamitec (#1)
Hungary – PBS Hungaria (#1)
Slovenia – Biroprodaja (#4)



PBS Holding AG: 2016 Executive Summary



Slight organic growth and again improved financial performance

Top line growth was about +2.1%. Gross margin improvement was +3%.

B2B channel showed solid performance (+3%) and further margin improvement.

Wholesale Germany was down by -2% while Austria and Poland grew by +14% resp. +13%.

Investments in logistics, Donau brand, ERP & online shops

Lamitec/Slovakia opened new warehouse in Bratislava (capacity +50%). Added warehouse capacity in Warsaw and Budapest.

Acquisition of Donau Brand from Biella.

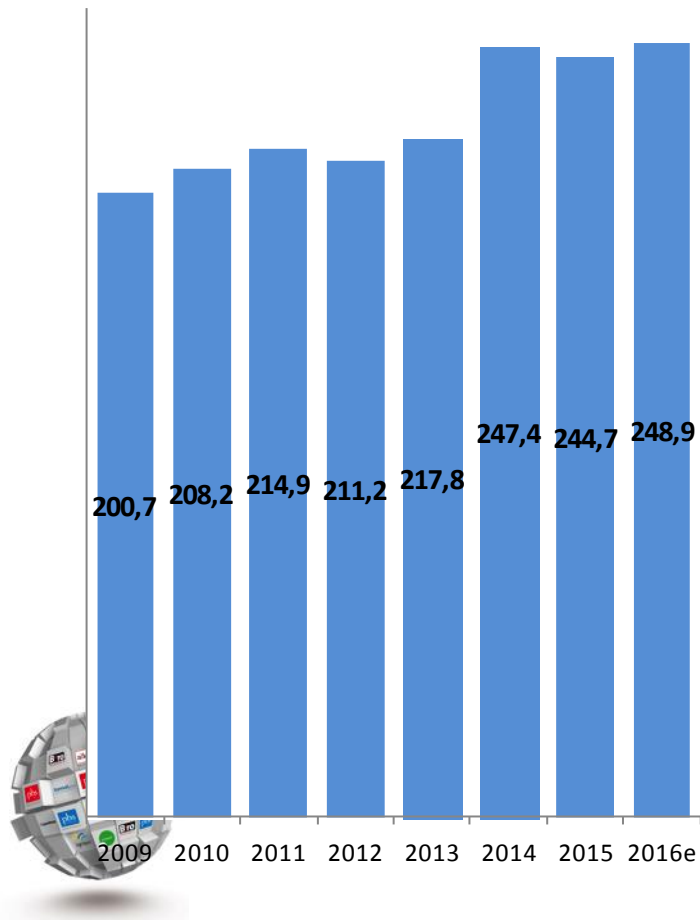
CIPS3 roll-out of 1.300 systems in Germany and Austria incl. investments in new features for retail & b2b.

Preparing the launch of 2 major online initiatives in 2017.

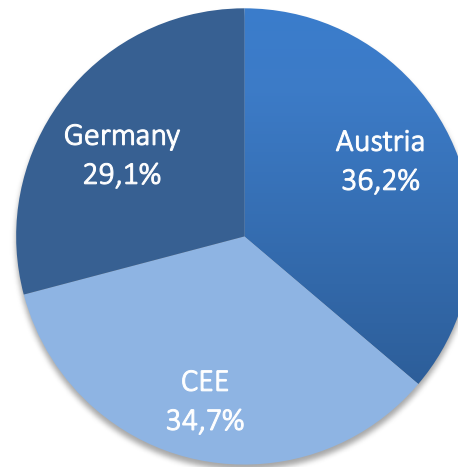
Launch of first b2c webshop (SKRIBO).

Sales Evolution & Split

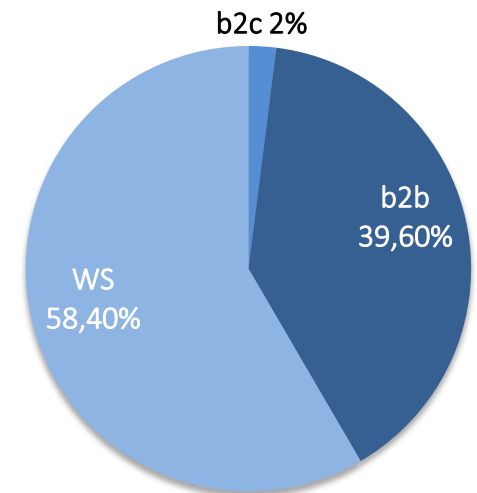
Sales (m EUR)



Sales Split
Regions



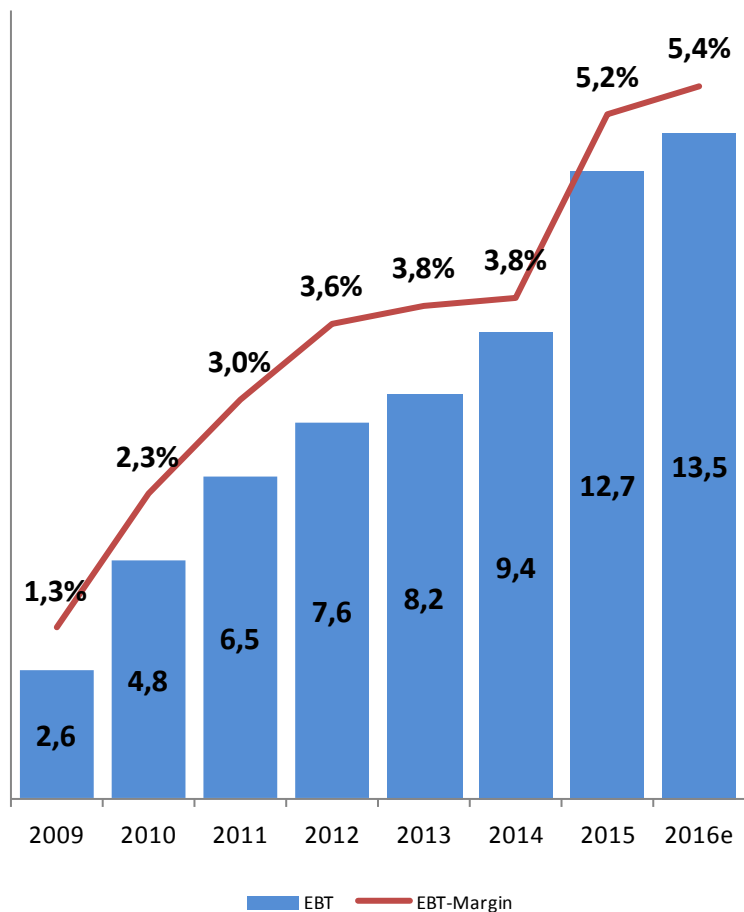
Sales Split
Channels



Germany and Austria account for 2/3 of total sales. Whilst the strong position in the home countries support economies of scale, CEE offers more room to grow and build on the already established competitive infrastructure. Wholesale accounts for 58,4% of total sales and b2b direct business is about 39,6%.

Financial Performance

EBT (MioEUR)



- Continuous improvement of bottom line performance
- Main drivers:
 - sales evolution +24% since 2009
 - improved margin management
 - improved employee productivity
(+8% FTE vs. +24% in sales)
 - reduced debt (net leverage 0.8) and financial structure above industry average enables further acquisitions
- EBT improvement 2016 +500% within last 7 years



Financial KPI's

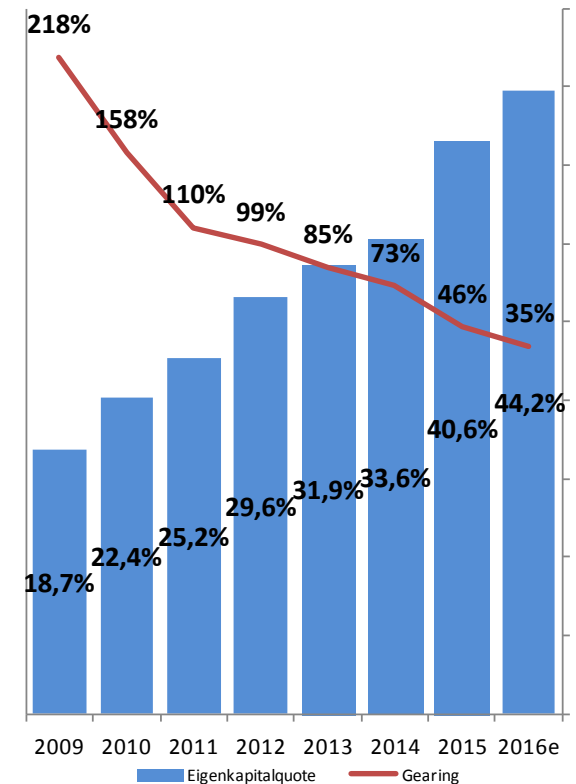
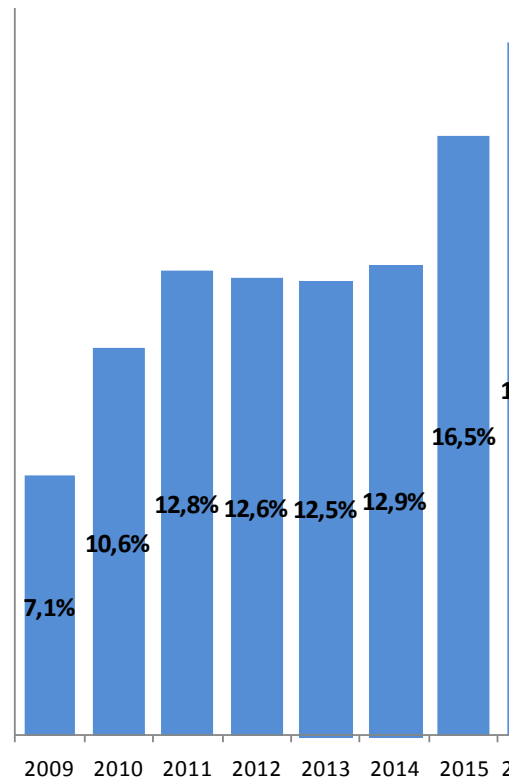
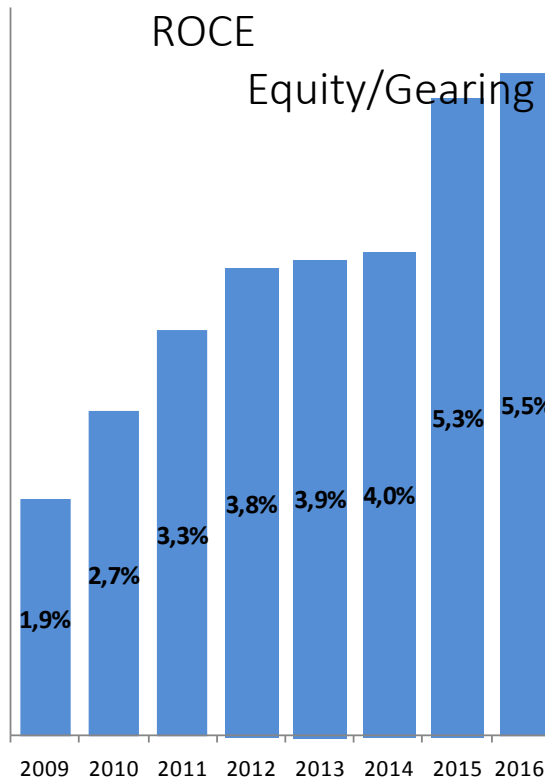
Profitability
EBIT-Margin > 3%

Value
ROCE > 10%

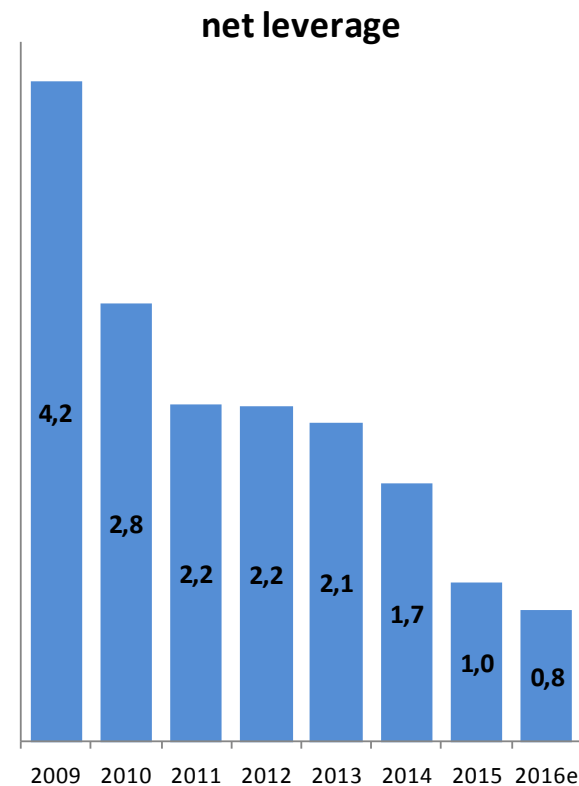
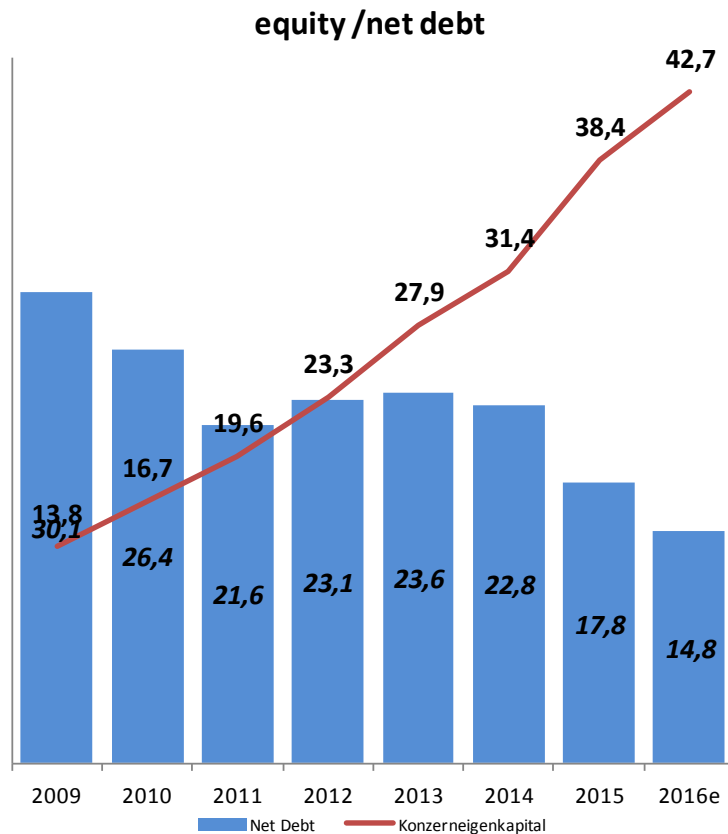
Financial Stability
Gearing < 100%
Equity > 25%

EBIT-Margin
ROCE

Equity/Gearing



Financial Improvement



Continuous build up of equity to 44%
 Gearing 2016e: 35%
 Net leverage 0.8



Product Portfolio Development

(Austria, total sales evolution 2016: +8.4 %)

Managed Print Services




Technology
Electronic office supplies, business machines, printing and cleaning & storage devices.



-6 % eos
+3 % office machines


Furniture
Desks, chairs, filing cabinets and shelving.




+11 %

PBS Holding AG offers an extended product portfolio. Strong growing categories like facility management, sanitary and janatory products compensate organic declines in traditional categories like filing. More than 70.000 virtual products complement up to 30.000 stock keeping units.


Facilities Management
Break room supplies (e.g. coffee), health & safety equipment and janitorial products (e.g. cleaning products).



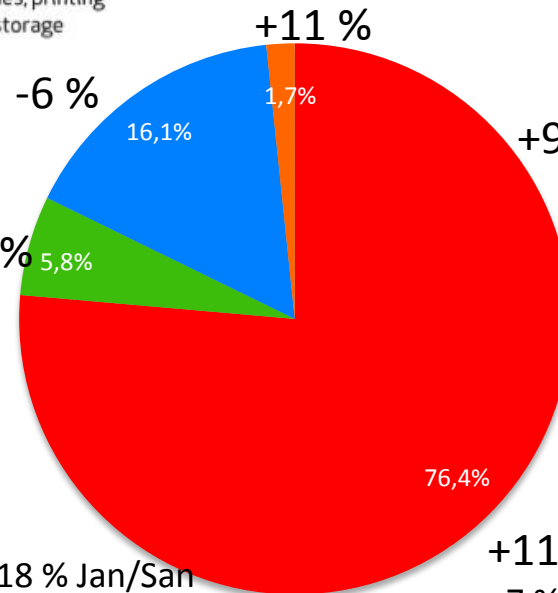
Jan San



Food



+15 %
+18 % Jan/San
+13 % Food
+15 % FM



+9 % Paper

Traditional Stationery
School equipment, pens, paper, filing, envelopes and notepads.



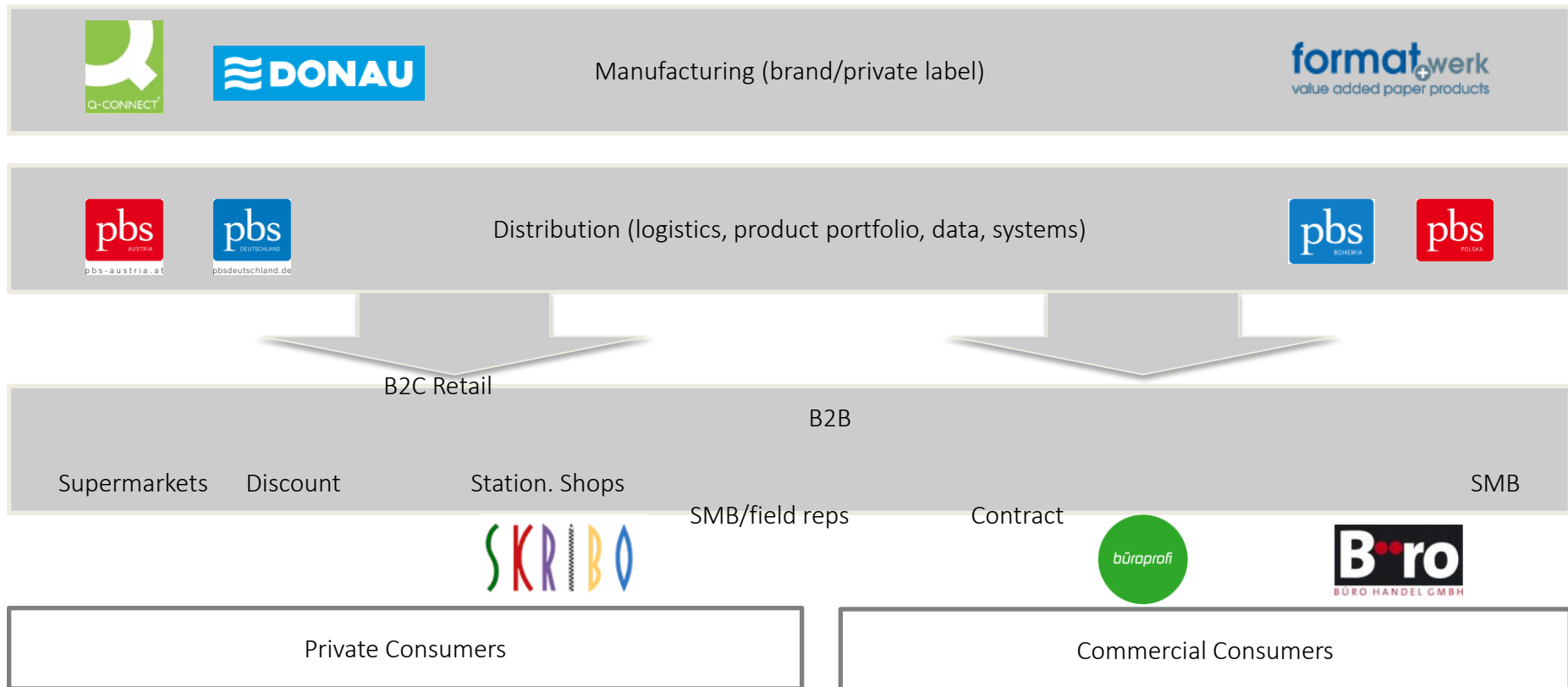
+11 % TOP

+7 % pens

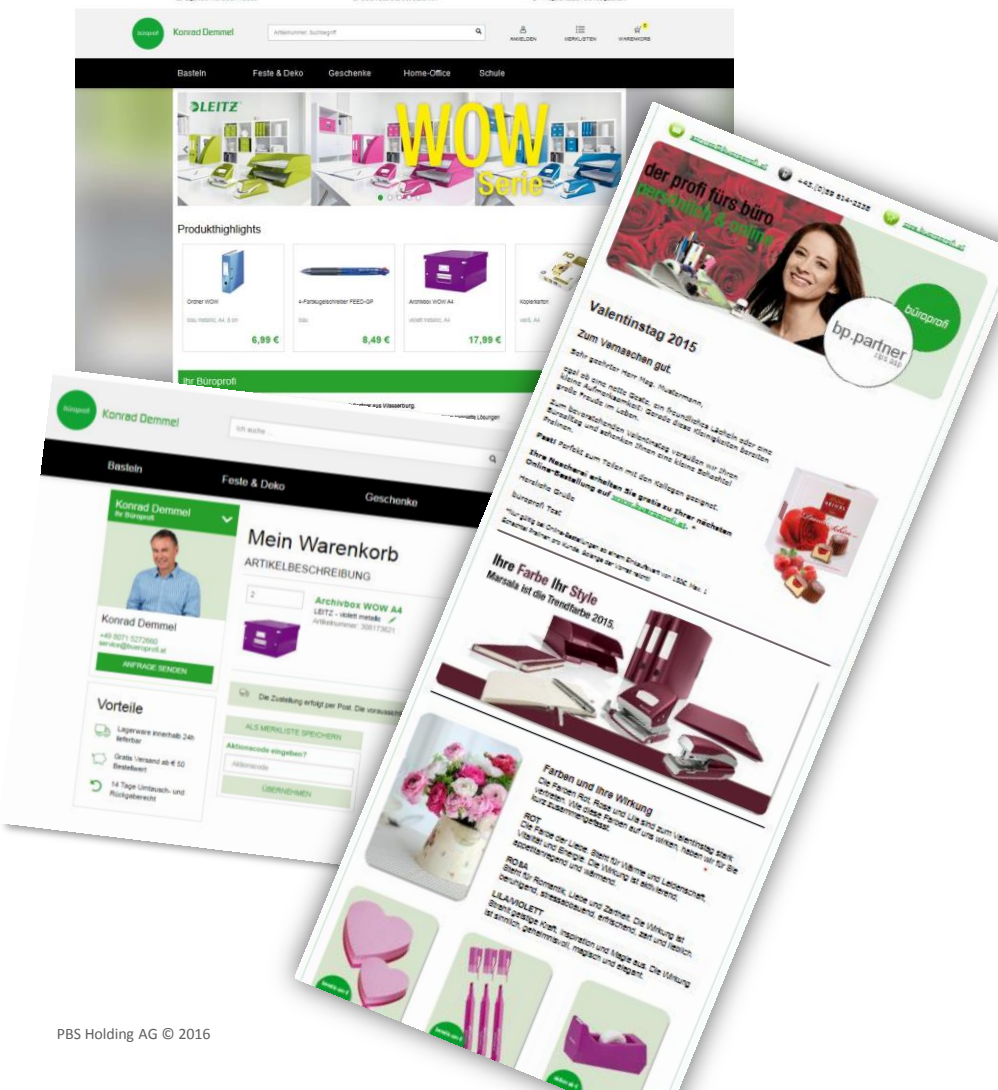
+25 % filing (Donau, new customer groups)

+22 % b2s (Donau, new customer groups)

E-procurement & Market Strategy



Büroprofi Centralized Webshop



Büroprofi new centralized web-platform

Creating a centralized webshop which will be managed by PBS incl. centralized SEO/SEA, data research and BI.

Fully integrated in our CIPS3 dealer ERP System enabling us to manage total customer base centrally.

Shifting marketing activities from print to online.

Pushing up-, cross- and down-selling and broadening the field of recommendations, using our new PIM infrastructure.

More customized campaigns and automated email offers.

Launch Germany second half of 2017, followed by Austria.

Strategic Partnerships with Our Suppliers – what does this mean in 2017 ...

- Programms with key suppliers /strategic suppliers should be more selective and comprehensive.
- Shifting significantly more activities to online .
- Sharing more information on campaigns and customer base.
- Reducing number of b/c brands (and suppliers) while pushing certain private label programmes to focused targetgroups.
- In our back-to-school listings we have introduced in 2016 around 100 new DONAU sku's. In 2017 we'll introduce another 100 -150 new sku's.
- Further reduction of sku's in categories where we don't see any growth potential for the next years
(i.e. standard office products - lever arch files, envelopes,)
- Expend categories with growth potential for the coming years .
(i.e. ergonomic, hygiene, cleaning,)
- Individual groupmeetings with our key suppliers /strategic suppliers in Q2/2017 in Wels, Austria where we'll introduce our new online tools . (A detailed invitation will follow until end of march 2017)
- Additional individual meetings with each key supplier Q2/2017 to discuss opportunities, ideas, concepts for a more intense co-operation.

