



Results 1H25 Analyst & Investor call

An Steegen / Ann Desender
July 16th, 2025 - Kortrijk

Preliminary notes

The statutory auditor has confirmed that the audit, which is substantially complete, has not to date revealed any material misstatement in the draft consolidated accounts, and that the accounting data reported in the press release is consistent, in all material respects, with the draft accounts from which it has been derived.

Safe harbor statement

This deliverable may contain forward-looking statements. Such statements reflect the current views of management regarding future events, and involve known and unknown risks, uncertainties and other factors that may cause actual results to be materially different from any future results, performance or achievements expressed or implied by such forward-looking statements. Barco is providing the information as of this date and does not undertake any obligation to update any forward-looking statements contained in this deliverable in light of new information, future events or otherwise.

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Glossary

All definitions for alternative performance measures (APM's) are available in the glossary of the half year report and on the investor portal (<https://www.barco.com/en/about/investors>)

Solid profitable growth, confirming outlook

Group results 1H25

 **5%** Sales & Orders growth

Growth driven by Entertainment and Healthcare

Orderbook strengthened +3% yoy

70% eco-labeled revenues

10.6% EBITDA margin  **2.5ppts**

Gross profit up 0.3 ppts; impact tariffs offset by better product mix; OPEX contained

Free cash flow of € 21.4m (+6.8m yoy)

Net income doubled yoy to € 23m

Outlook FY25

*Management maintains its guidance for **topline and EBITDA margin growth**, assuming no major adverse changes in the macro-economic circumstances*

Positive evolution on all group KPIs

5% sales growth, step up in EBITDA to 10.6%

		vs. 1H24
ORDERS	€ 487.5m	▲ +5%
SALES	€ 454.4m	▲ +5%
Gross profit		
% Sales	40.0%	▲ +0.3ppts
EBITDA		
% Sales	10.6%	▲ +2.5ppts
In euro	€ 48.0m	▲ + 12.8m
Free Cash Flow		
	€ 21.4m	▲ +6.8m
Net Income		
	€ 23.3m	▲ + 14.3m
EPS		
	€ 0.27 / Share	▲ +0.17

- **Order and sales growth +5%**
 - Sales growth driven by Entertainment and Healthcare
 - Orderbook @ € 548.4m, +3% year-over-year
- **EBITDA at 10.6%, ↑ 2.5 ppts yoy (€ +12.8m)**
 - Gross profit margin sustained (+0.3ppts vs 1H24); better product mix offsetting tariff impact
 - OPEX contained and € 5m lower yoy
- **Solid free cash flow € 21.4m**
 - Incl € 14m capex: Cinema-as-a-Service & manufacturing footprint
 - Working capital at 12.2% of sales, reduced 29% yoy
 - ROCE at 16%
- **Net income € 23.3m, ↑ € 14.3m**

1H25 - Solid sales growth, rebound in EMEA

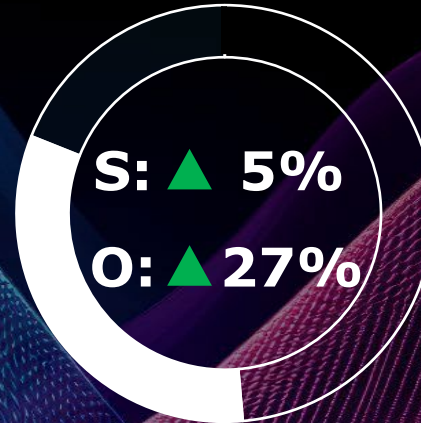
Sales growth driven by Entertainment in both EMEA & Americas, and by Healthcare Americas

BY REGION

S: sales
O: orders



Americas 49%



EMEA 32%



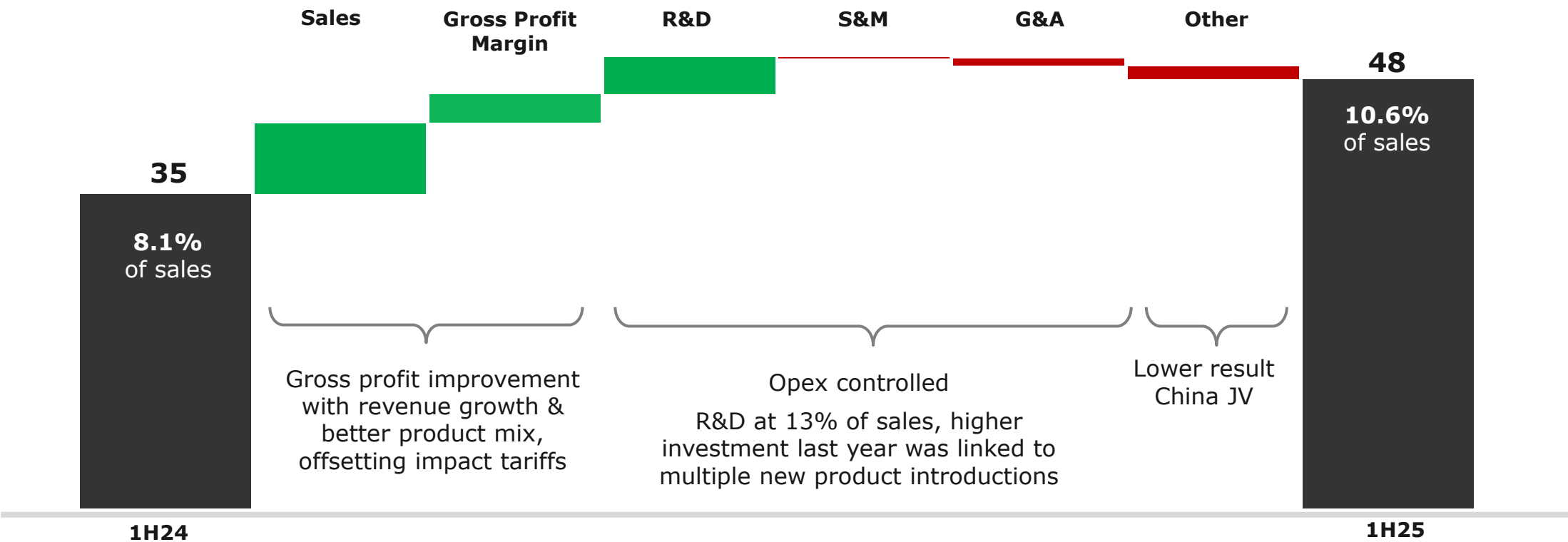
APAC 19%

BY DIVISION

- **Healthcare (+5% yoy):** driven by Surgical & Modality in the Americas and software mix improvements
- **Enterprise (-5% yoy):** ClickShare rebound in EMEA and Americas, Control Rooms impacted by US market uncertainty and LED price pressure
- **Entertainment (+10% yoy):** fueled by Cinema momentum across all regions

EBITDA step up to 10.6% of sales

Sales growth, stable gross profit margin and lower OPEX



Note: Foreign currencies no material impact on 1H25 sales and EBITDA (average EUR/USD 1.08 in 1H25, ~1H24)

Net income landing > 5% of sales

Net income +14.3m year-over-year

(in millions of euro)		1H25	Δ24
EBITDA		48.0	12.8
% Sales	Change (ppts)	10.6%	2.5
Depreciations & amortizations		(22.3)	(0.5)
Restructuring		(2.0)	5.8
EBIT		23.7	18.1
Interest and taxes		(1.9)	(3.3)
Share in the result of joint ventures & associates		1.5	0.3
Non-controlling interest		0.0	(0.9)
Net income		23.3	14.3
% Sales	Change (ppts)	5.1%	3.1

- **Depreciations & amortizations stable**
- Restructuring (lay-off costs) limited to € 2m
- **Effective tax rate @ 18%** (~previous years); interest income ~last year

1H25 Free cash flow @ € 21.4m, up 6.8m yoy



€ 21.4m
Free cash flow

Net operating cash flow at € 45.1m, up 5.6m yoy

Working capital at 12.2% of sales

Working capital reduced with 29% versus a year ago

DSO at 64 days in balance with DPO at 63 days

Inventories remain focus area, turns at 2.2 (vs 2.1 at year-end '24)

CAPEX investments (€ 14m) focused on Cinema-as-a-Service and revamp of the automated warehouse in Kortrijk



16%
ROCE

ROCE at 16%, up 5ppts yoy

Net cash @ € 182m

Up € 10m versus a year ago, -77m vs year-end 2024

Net after € 44m dividend & € 53m cash out related to share buyback

Mitigating trade policies and currency exchange rates

Trade policies

Current view

- **Volatile US trade tariffs** during 2Q25, including temporary measures
- **Current view** on tariffs, including exempt categories:

	EU	China
Projection	10%	37.5%
Healthcare displays	0%	20%
CTRL, Nexxis, ClickShare (Taiwan), LCD walls	Exempt from reciprocal tariffs	

Mitigating actions

- **Relocation of production** between China and Europe, where appropriate
- **Shipping to US warehouses** in 1Q25, pre-tariffs
- Adaptations to incoterms and **logistic flows**
- **Pricing through the tariff cost** to US customers, lagging effect on existing orders

Competitive situation

- 49% of 1H25 sales were in the Americas, **US is largest country**
- **Direct competitors** have no material US manufacturing capacity – also supply chain mostly in Asia
- Leveraging our **agile manufacturing footprint** in Europe and Asia

Currency exchange rates

Current view

- **1H25: average EUR/USD at 1.08** (~1H24) → no material impact
- **2H25: assuming FX rates at mid year stay till year-end**, e.g. 1.18 EUR/USD, would bring average EUR/USD to 1.14 on a full year basis, a yoy change of 5.5%: **impact of ~€ 7-8m EBITDA (included in guidance)**

Mitigating actions

- **Natural hedge position** on foreign currencies is **70-75%**, balancing purchases with sales
- **Forward exchange, option contracts and derivative instruments** are used for receivables and foreign currency cash holdings

Further improving on our sustainability KPI's



Eco labelled revenues

70%

+2% vs FY24

Good progress towards 75%

Driven by **new products** and growth in **software**

Stricter methodology based on broader scope, including software and services



Net Promotor Score

56

+2 vs FY24

Exceeding the target of 50

Improvement led by Diagnostic Imaging, Cinema & Control Rooms

Broader feedback base for Meeting Experience (open channel)

*Sustainability without performance has no impact,
performance without sustainability has no future*

Divisional Update Half year 2025



Healthcare

Strong growth in Surgical & Modality; Digital Pathology gaining traction
Margin expansion driven by improved mix and software momentum

Diagnostic Imaging

- **Order intake strengthened**, especially towards end Q2, supported by digital pathology and OneLook wins
- **Slower sales start** in Americas and EMEA, especially UK due to fewer government tenders
- South Asia performed well; China remains low, amid low public investment
- Launch of SlideRightQA, an AI-powered QA **software tool for pathology**
- Ongoing shift toward **workflow and software** solutions

Surgical & Modality

- Strong first half with **double-digit growth in orders and sales** versus 1H24
- **Surgical software** drove demand, especially in the Americas
- **Growth in EMEA and Americas**; APAC remains soft, particularly in China
- Further **expanding portfolio** into **mid segment** and adding **software and workflow solutions** continue to expand, lifting the margin profile

(in millions of euro)	Healthcare	
	1H25	Δ 1H24
Orders	141.6	+15%
Sales	137.6	+5%
EBITDA	17.2	+50%
% Sales	12.5%	+3.7 pts

Enterprise

ClickShare rebound with double-digit growth

Control Rooms impacted by US uncertainties and LED pressure

Meeting Experience

- Double-digit growth in orders and sales as **channel inventories normalized**
- Growth led by **EMEA and the Americas**
- **ClickShare maintained leadership** in the declining agnostic market
- Launch of **ClickShare Hub**, Barco's first MDEP-based Microsoft Teams Room system, first shipping scheduled end 2025

Control Rooms

- Sales declined due to **delayed government projects in the US** and **LED price pressure** in the Middle East
- CTRL software continues its growth, with **software sales now over 35%** of Control Rooms sales
- **LED Alliance** launched to leverage Barco's image processing portfolio and expand market reach

(in millions of euro)	Enterprise	
	1H25	Δ 1H24
Orders	109.5	-1%
Sales	107.6	-5%
EBITDA	8.6	+79%
% Sales	8.0%	+3.8 ppts

Entertainment

Momentum in Cinema with new large contracts and launch of HDR

Solid sales growth in Immersive Experience, driven by new products

Cinema

- Sales growth driven by strong **rebound in Cinema investments** across all regions
- Several new **large frame contracts** for laser projectors
- First **HDR Lightsteering** contracts signed in the Americas, EMEA and APAC
- Barco remains the **clear leader in cinema**, with over 45,000 laser projectors installed or committed

Immersive Experience

- Solid sales growth, with strong performance across projector and image processing lines
- Growing in the **mid-segment**, new I600 projector gaining traction e.g. in theme parks
- **QDX flagship 3-DLP** projector ramped up, gradually replacing the UDX series
- **Encore 3** platform launched in June, contributing to growth and strengthening the orderbook for 2H25

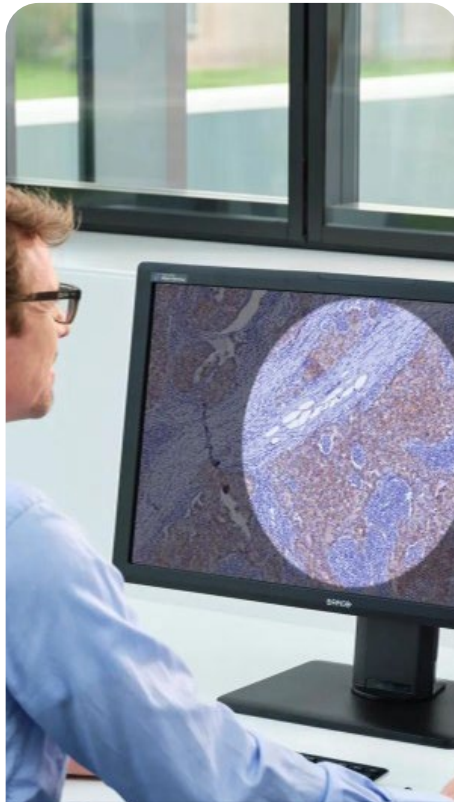
(in millions of euro)	Entertainment	
	1H25	Δ 1H24
Orders	236.4	+3%
Sales	209.3	+10%
EBITDA	22.2	+17%
% Sales	10.6%	+0.7 pts

Outlook & closing



Focus areas for 2025

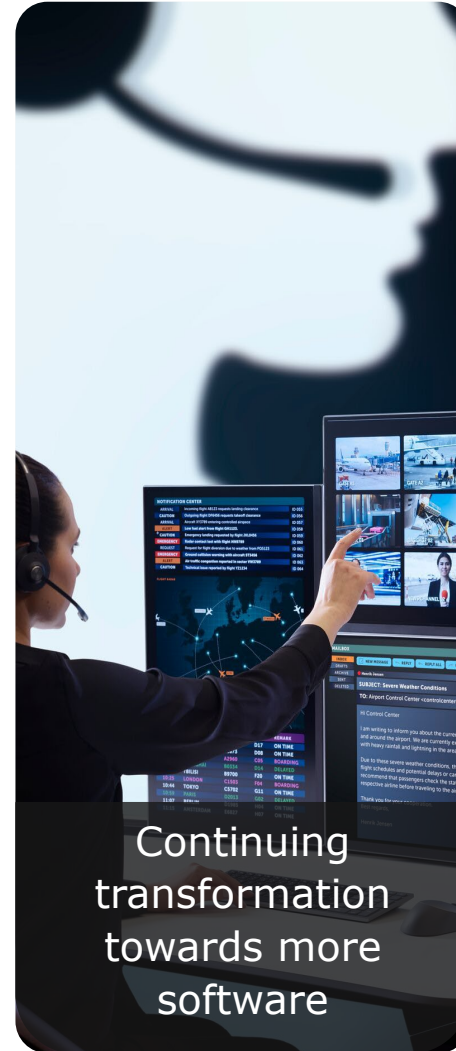
Barco continues its growth in new products, adjacencies and software, despite high volatility in macro-economics



Expansion in
adjacencies and
mid-segment



New product
introductions
delivering growth
and margin



Continuing
transformation
towards more
software



Efficiencies from
further investments
in automation and
focused factories

BARCO

Outlook 2025

The following statements are forward looking on a like-for-like basis and actual results may differ materially

Geopolitical instability, combined with high volatility in trade policies and currency exchange rates, continue to impact market demand and visibility.

Assuming no major adverse changes in the macro-economic circumstances, management maintains its guidance for topline and EBITDA margin growth for the full year 2025.

Q&A



Stay tuned

Financial calendar 2025

Wednesday 15 October
Trading update 3Q25

Thursday 23 October
Capital Markets Day 2025

More information? Please visit our webpage

<https://www.barco.com/en/about/investors>

Barco's **Capital Markets Day 2025**

will be on October 23rd in Barco's HQ in Kortrijk, Belgium



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