



MEYER BURGER

# Welcome to the 17<sup>th</sup> ordinary Shareholders' Meeting

27 April 2017



# Agenda



- Welcome and introduction of the representatives of the shareholders and of the Company
- 2016 – A year of change for Meyer Burger
- Report and outlook from the CEO
- Financial statements Fiscal Year 2016 in detail
- Agenda items and voting

# Constitution of AGM 2017



- **Board of Directors**  
Dr Alexander Vogel  
Heinz Roth  
Wanda Eriksen-Grundbacher  
Dr Franz Richter
- **Executive Board**  
Dr Hans Brändle, CEO  
Michel Hirschi, CFO
- **Auditors**  
Rolf Johner  
PricewaterhouseCoopers AG
- **Notary**  
Theodor Blum  
Notary, Bern
- **Independent proxy**  
André Weber  
Attorney-at-law, Zurich





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# 2016 – A year of change for Meyer Burger

Dr Alexander Vogel, Chairman of the Board of Directors

# 2016 from a financial perspective

**+9%**

Incoming orders  
MCHF 456

**+40%**

Net sales  
MCHF 453

**MCHF 10.5**

Positive EBITDA

**MCHF -97.1**

Net result

**MCHF 244.5**

Order backlog  
(31 Dec 2016)



**2017**

Focus on increased  
profitability

# Changes in the Executive Board



- Hans Brändle new Chief Executive Officer since 1 January 2017
- Dirk Habermann new Chief Innovation Officer since 1 January 2017
- Gunter Erfurt new Chief Operating Officer since 1 February 2017



**Dr Hans Brändle**  
**CEO**  
Since January 2017



**Michel Hirschi**  
**CFO**  
Since March 2006



**Michael Escher**  
**CCO**  
Since May 2014



**Dr Gunter Erfurt**  
**COO**  
Since February 2017



**Dr Dirk Habermann**  
**CIO**  
Since January 2017

# Changes in the Board of Directors



- Peter M. Wagner (former Chairman) and Peter Pauli (former Board member and CEO) left the Board of Directors as of 2 Dec 2016
- Alexander Vogel new Chairman and Heinz Roth new Vice-Chairman of the Board as of 2 Dec 2016
- Michael Splinter (Delegate of the Board) and Hans-Michael Hauser proposed for election as new Board members at AGM 2017 – both already actively supporting the Board

## Board of Directors



**Dr Alexander Vogel**  
**Chairman**  
Since Dec 2016



**Heinz Roth**  
**Vice-Chairman**  
Since Dec 2016



**Wanda Eriksen-Grundbacher**  
**Member**  
Since Apr 2015



**Dr Franz Richter**  
**Member**  
Since Apr 2015



**Prof Dr Konrad Wegener**  
**Member**  
Since Jan 2010



**Michael Splinter**  
**Proposed for election**  
**at AGM 2017**



**Hans-Michael Hauser**  
**Proposed for election**  
**at AGM 2017**

# Necessary recapitalisation successfully completed

## 1 Restructuring of convertible bond 2020

- 73% of convertible bondholders voted in favour of the restructuring on 25.11.2016:
  - Removal of 2018 investor put option
  - Adjustment of conversion price and coupon
  - Final maturity remains September 2020
- Approval by High Court of Canton of Berne with verdict 20.01.2017, legally valid 03.03.2017

## 2 Extension of bank facilities

- Extension of maturity date of MCHF 30 Loan secured by Mortgage Certificates by 3 years
- Extension of maturity date of Syndicated Guarantee Facility by 3 years and reduction from MCHF 90 to MCHF 60 in line with needs
- Respective CFAs signed by all parties
- Contracts valid with closing of capital increase

## 3 Strengthening of equity base through rights issue

- Ordinary capital increase of MCHF 164.9 by way of rights issue in 2016
- EGM approved capital increase on 02.12.2016
- Capital increase successful, if gross proceeds of at least MCHF 160 are achieved
- 99.9% of subscription rights exercised on 15.12.2016; closing of capital increase on 20.12.2016

## 4 Repayment of outstanding straight bond

- Repayment of MCHF 130 straight bond due on 24 May 2017 secured

**Recapitalisation successfully completed with verdict by High Court of the Canton of Berne, dated 20 January 2017, having become final as of 3 March 2017.**





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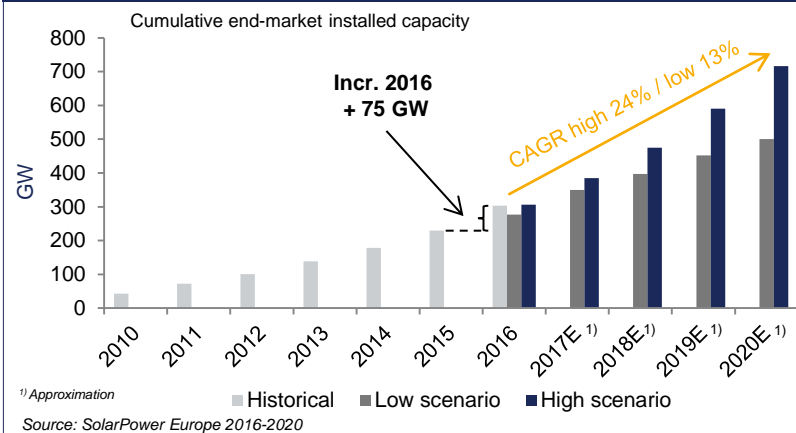
# Meyer Burger – Report and outlook from the CEO

Dr Hans Brändle, Chief Executive Officer



# Sustainable double digit growth in PV end-market – China in the lead

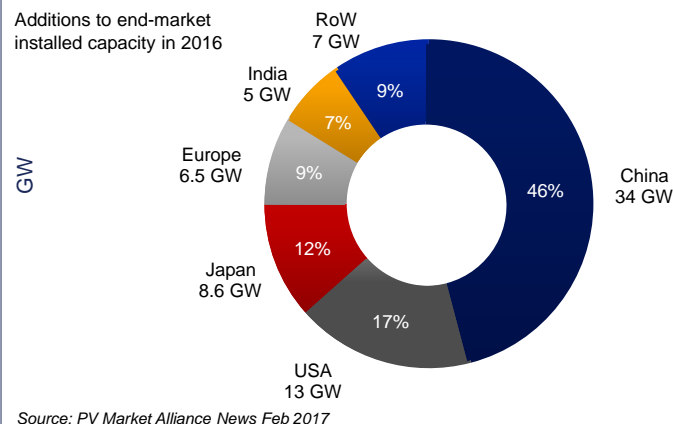
## Cumulative PV capacity increase by up to 24% p.a. until 2020



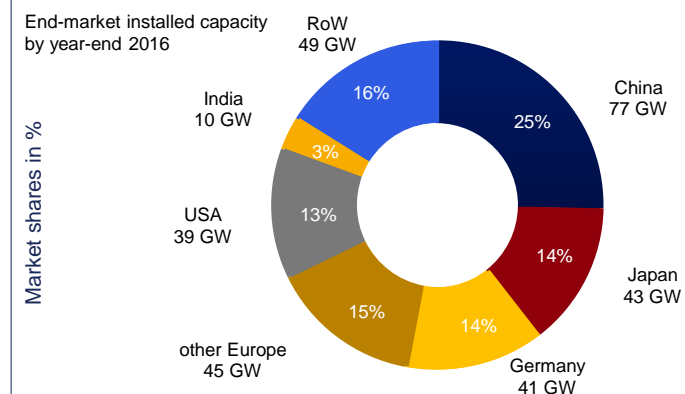
**~75 GW** of newly installed end-market PV capacity in 2016

- Installed capacity in 2016 at high scenario
- China installed about 34 GW in 2016, by far the leading market in installed end-market capacity
- Asia #1 in cumulative end-market installations
- By 2020, the total estimated installed PV base will rise to about 600 – 720 GW

## Yearly installed PV capacity by market in 2016 (~75 GW)



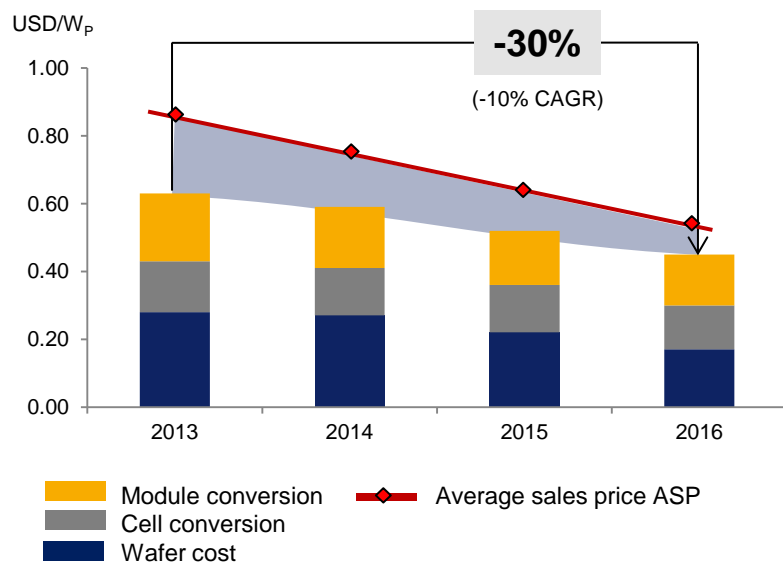
## Total cumulative PV capacity by market YE 2016 (>300 GW)



# Module price erosion ongoing: mastering cost reduction is key in PV value chain

## Cost reduction is key to protect margin

### Development of average sales price vs cost structure PV modules



#### Sources:

Average Sales Price (ASP) PV Insights, USD-converted European Spot prices  
Cost structure - example for "all black" module of a major Chinese Tier 1

Module Type – 60 cell modules	Price (USD/W <sub>p</sub> ) Jan'16	Price (USD/W <sub>p</sub> ) Dec'16	Price Module (USD) Dec'16
<b>High Efficiency Modules</b> (above 280W – mainly mono PERC)	0.77	0.60	168.00
<b>All Black</b> (modules with black frame, black backsheet, up to 280W)	0.64	0.56	157.00
<b>Standard</b> (Standard Al frame, white backsheet, up to 275W)	0.56	0.47	129.00
<b>Low Cost</b> (low performance, mainly multi, up to 260W)	0.37	0.30	78.00

## Increased margin for high efficiency modules

- Higher average prices paid for highest module power
- Lower cost enabled by continuous improvement and advanced technology leading to higher productivity and increased module power

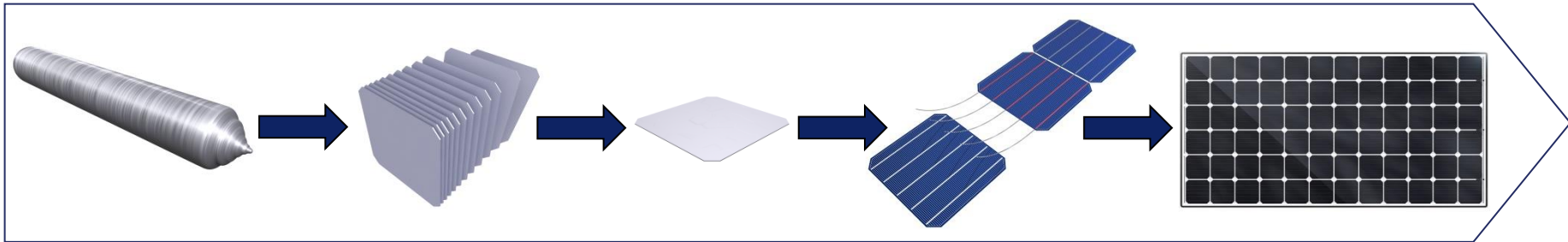
# Proven technology key to driving down cost per Watt



wafer  
from ingot to wafer

cell  
from wafer to cell

module  
from cell to module



## Technology

### More wafers per ingot

- Reduced kerf loss
- Thinner wafer
- Maximum reliability

### More power (Watt) per cell

- Upgrade from Al-BSF to PERC

### Increased conversion performance from cell to module

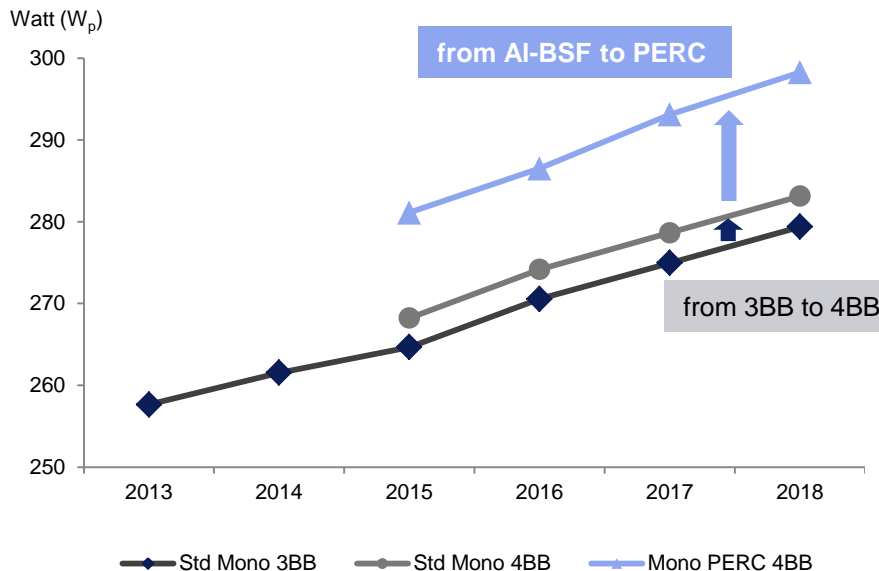
- Upgrade from 3BB to 4BB



## Continuous Improvement

# Increasing module power: step changes by technology and continuous improvement

## p-type mono average efficiencies in 60 cell modules



Source: Solar Intelligence

\* BB: BusBar

## More power (Watt) per cell

- Upgrade from AI-BSF to PERC
- Dominant step change of ~ +15 Watt ( $W_p$ ) per module

## Increased conversion performance from cell to module

- Upgrade from 3BB to 4BB\*
- ~ +5 Watt ( $W_p$ ) additional output

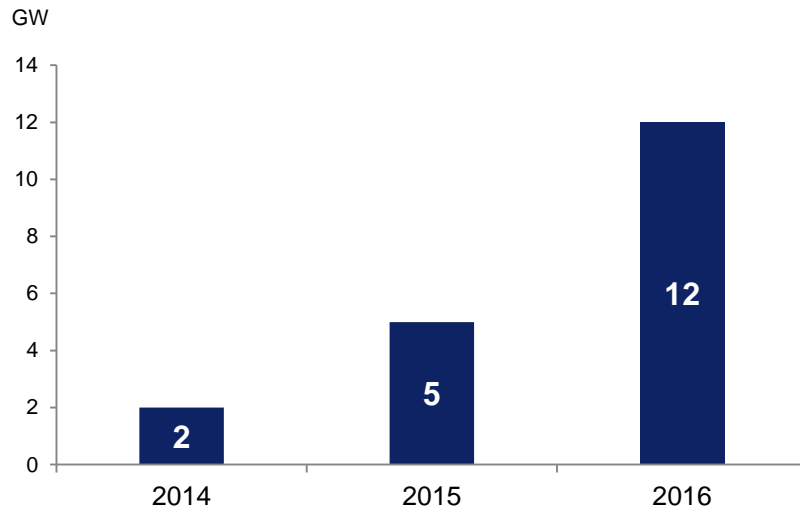
## Notable continuous improvements

- ~ +5 Watt ( $W_p$ ) gained per year due to continuous improvements



# PERC: technology of choice to boost module power

## Cumulative installed PERC cell capacity



Source: IHS

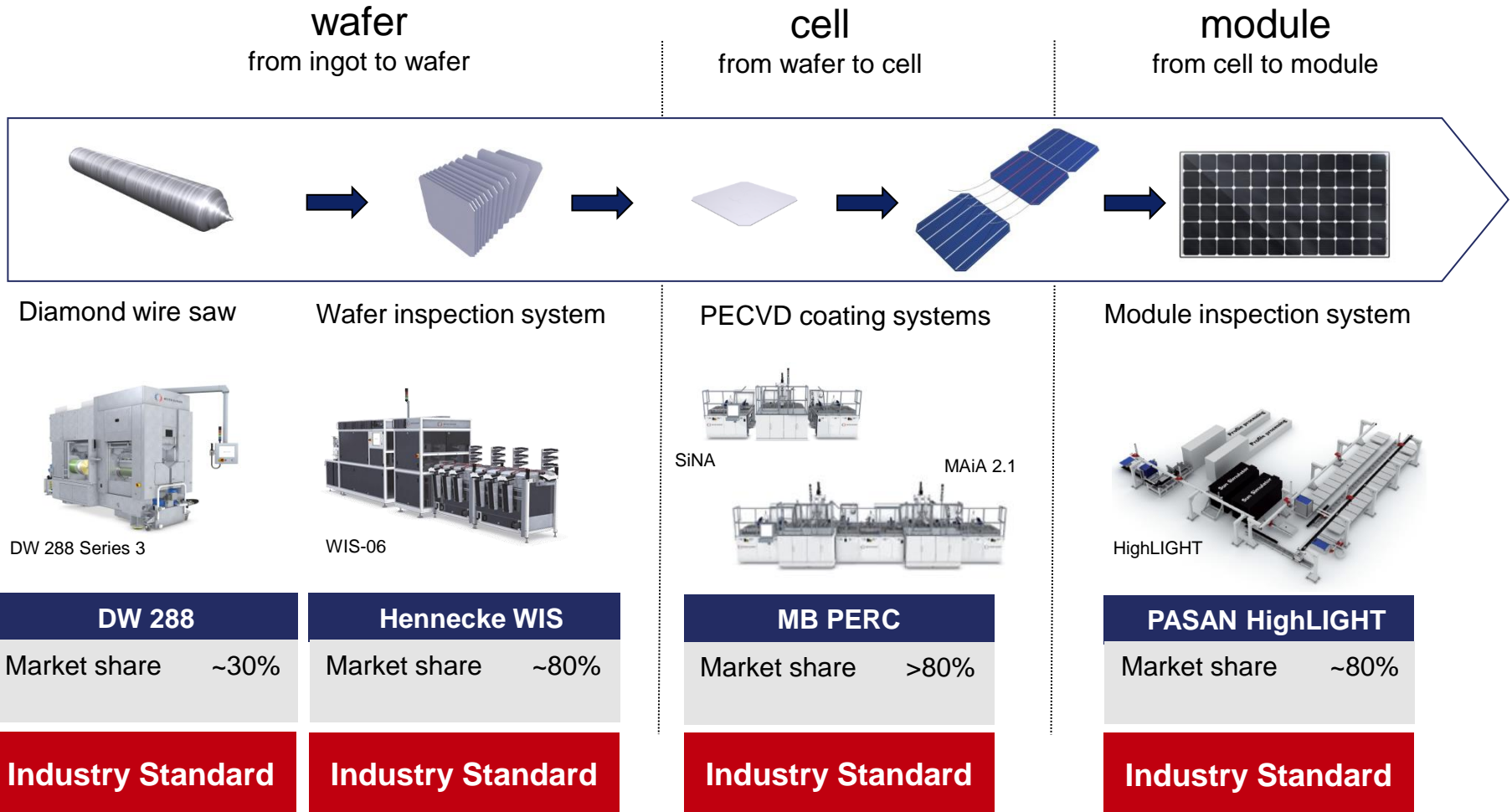
## Regulatory support

- Chinese “Front Runner” program initiated in January 2015
- Requires Chinese PV suppliers participating in the program to meet high performance standards:
  - Conversion efficiency of >16.5% for multi-crystalline modules and >17% for mono-crystalline modules

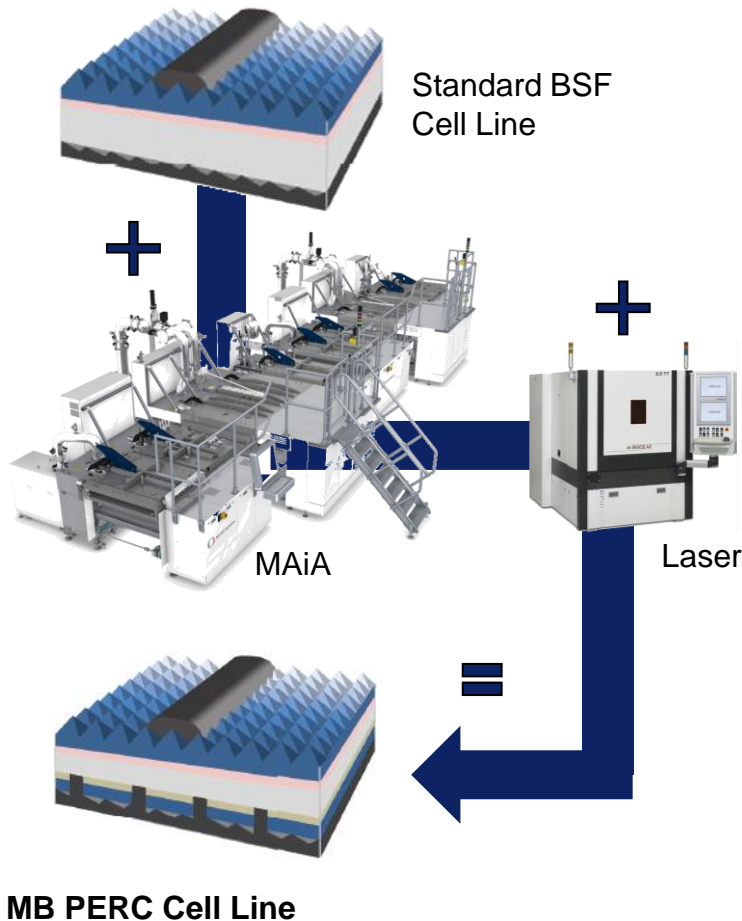
## PERC is new technology standard

- Installed PERC base growing fast while becoming mainstream technology
- PERC upgrading and substituting the previous standard (Al-BSF)

# Meyer Burger drives technology roadmap and sets industry standards



# MAiA 2.1 sets PERC standard: MB PERC as technology of choice



## Compatible with existing cell technologies

- Simple upgrade of existing standard lines: excellent balance between investment and efficiency increase
- Upgrade of all existing standard lines possible (multi- and mono-crystalline wafers)

## MB PERC Key Facts

- **Industrialised solution** with >120 MAiA 2.1 shipped (~15 GW)
- **Industrial standard:** proven and well accepted
- **Pay back time < 2 years due to** incremental investment
- **Substantial efficiency gain:**
  - + 1% absolute cell efficiency for mono c-Si
  - + 0.7% absolute for multi c-Si
- **Standard Module (60 cells): +15 Watt ( $W_p$ )** power gain

# Meyer Burger drives PV technology roadmap: geared up to set next standards



## Heterojunction Cell Technology



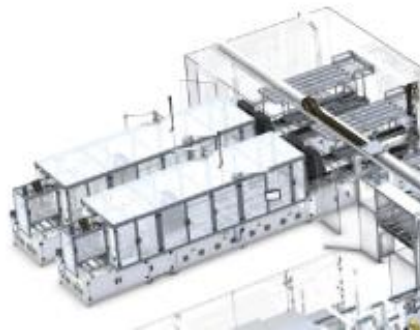
Helia PECVD



HELIA<sub>PVD</sub> with carrier return system

HJT

## SmartWire Technology



SWCT Line

SWCT

## Glass/Glass Module

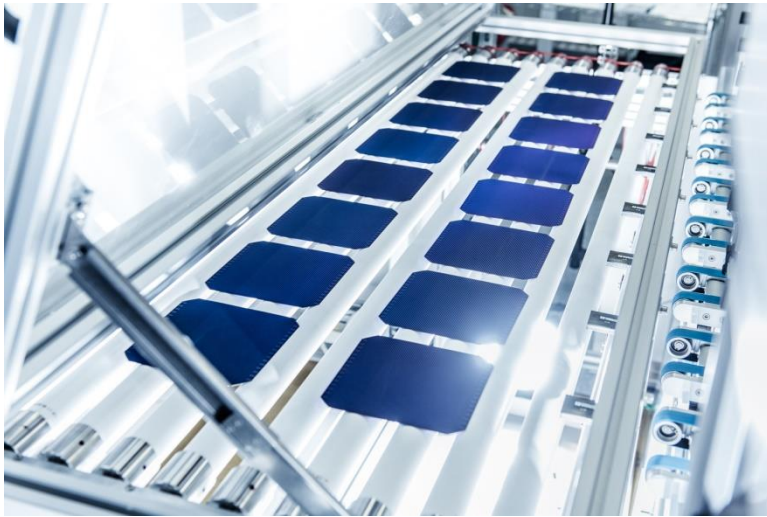


**384 Watt bifacial**  
60 cells with 20% Albedo  
vs ~300 Watt PERC Mono

**Laying the ground for next industry standards**

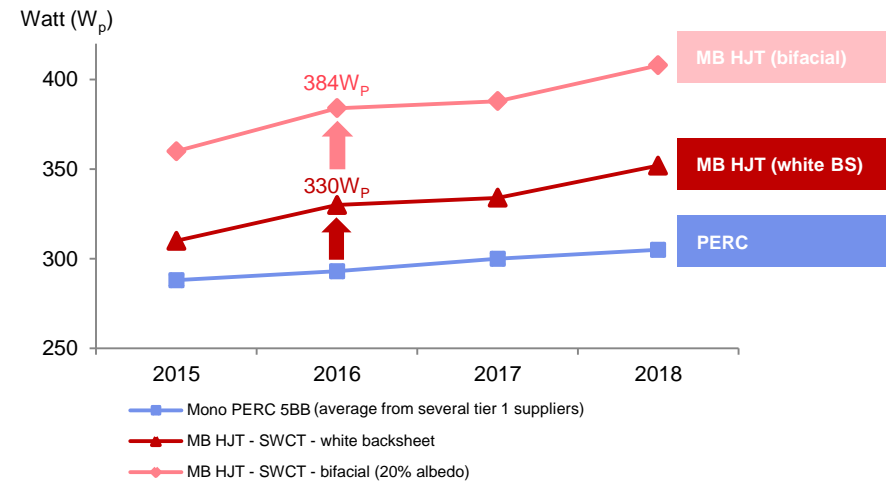
# Beyond PERC: Heterojunction technology

## MB HJT to become the next standard



HJT cell testing

### 60 cell modules: top modules compared



Source: Solar Intelligence, MB HJT / SWCT – Meyer Burger

## Meyer Burger supplies leading industrialised solutions for heterojunction technology.

- MB HJT generates **40% more Watt** compared to standard cells
- **Superior energy yield** due to excellent temperature coefficient and bifaciality
- **Superior lifetime** due to superior long-term stability and reduced degradation

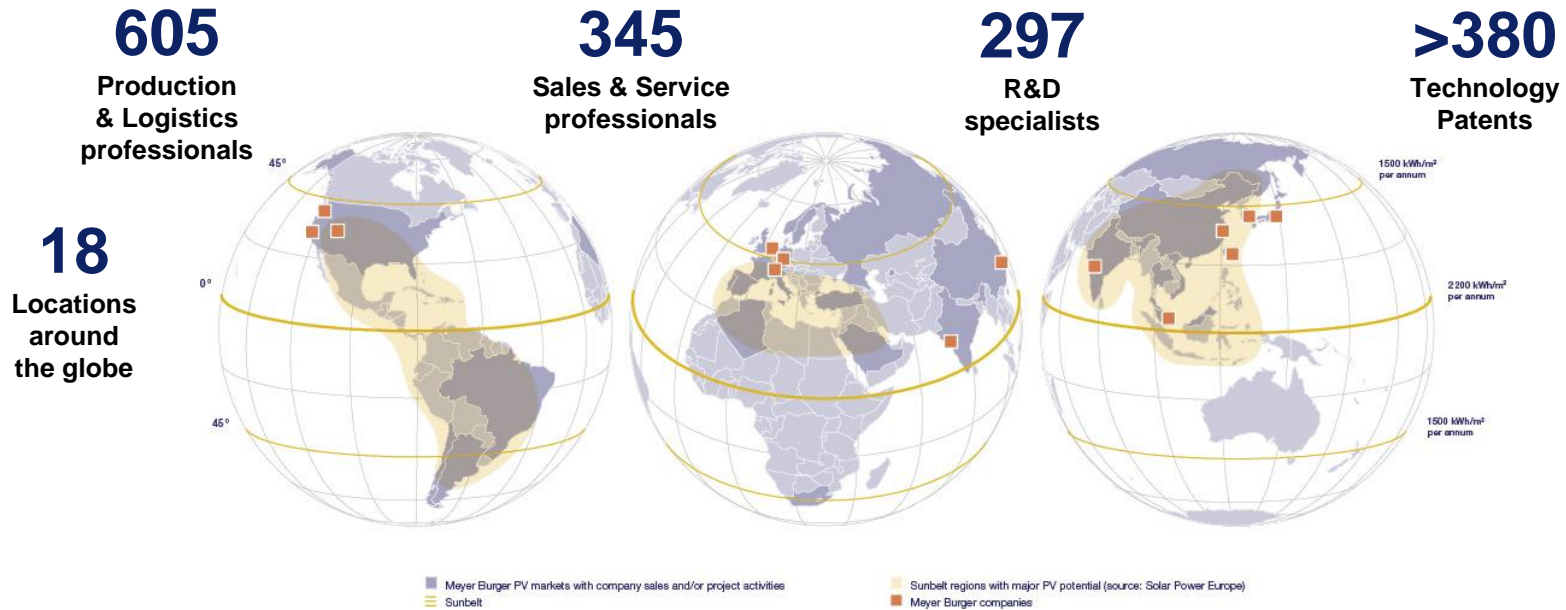
## ≥ 23% efficiency

with upward potential compared to standard cell technologies (current HJT efficiencies achieved on Meyer Burger R&D line beyond 24.3%)

**Meyer Burger is the only manufacturer providing an industrialised solution for fully integrated production lines.**



# Meyer Burger preferred technology partner: strong market position with all key players



## Selection of important customers



☐ «Silicon Module Super League»

# All prerequisites for success given



## Focussed strategy

- Meyer Burger continues to drive PV technology roadmap
- Concentrate / focus on products with clear USPs
- Beyond PERC: Meyer Burger to set industry standard for heterojunction technology

## Return to profitability

- Fast return to profitability is a **MUST** - and achievable
- Good market momentum

## Motivated and experienced teams

- Highly motivated and dedicated employees despite recent difficult years
- Powerful PV industry expertise and network

## Attractive PV market with long-term growth

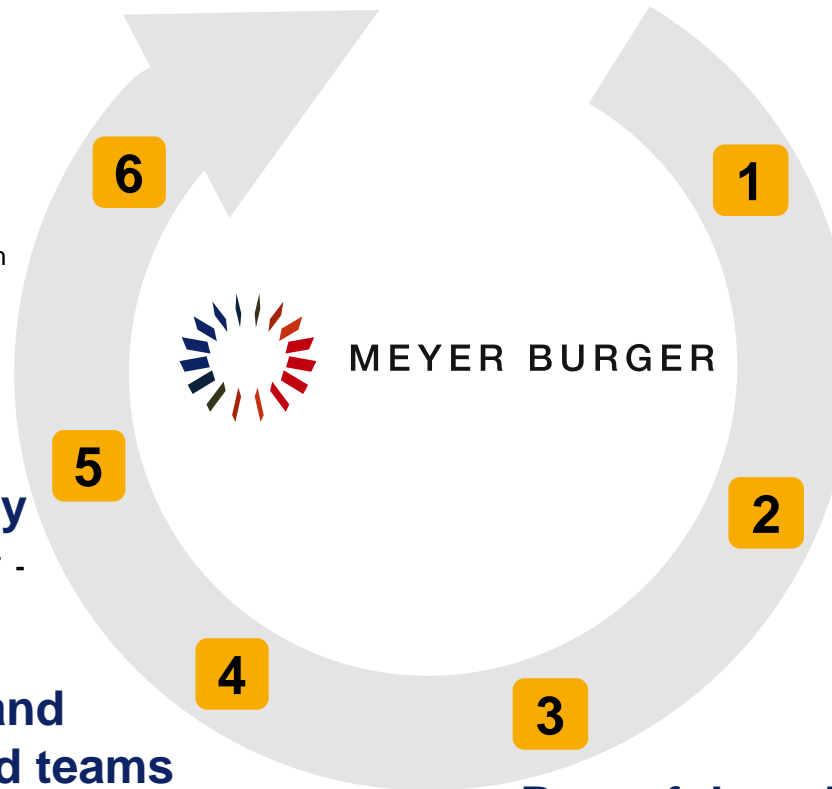
- PV to become one of the major energy sources in future energy mix
- Sustainable double digit growth of PV end-market forecasted

## Excellent technologies

- Undisputed technology leader in core technologies setting industry standards, enabling lower costs and higher cell and module power
- Strong technology and product pipeline

## Powerful market position

- Market leading position built over recent years
- Several key products with market share of ~ 80% and above
- Strong image and brand recognition



# Structural programme on track



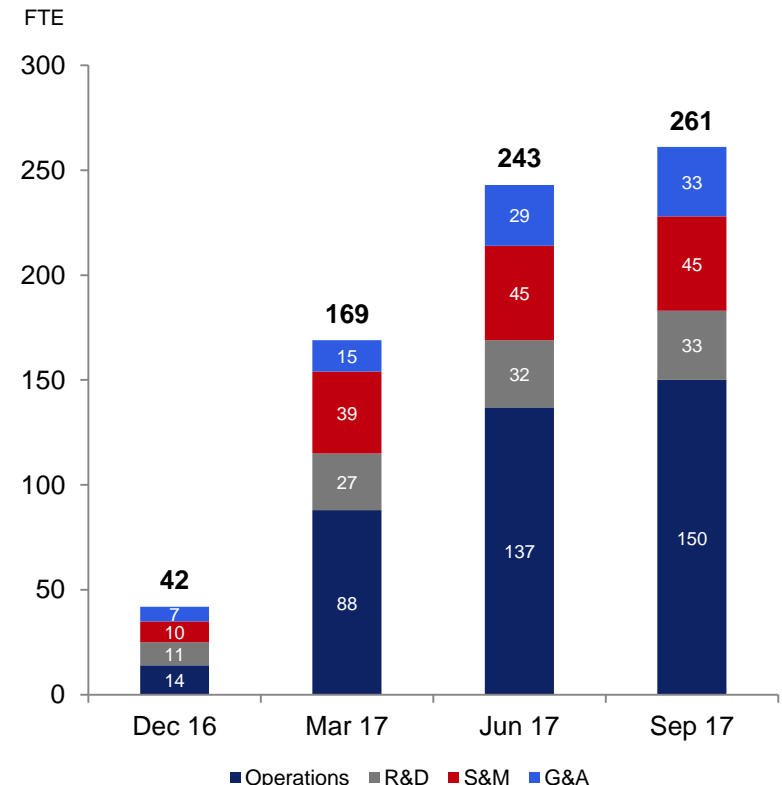
## Optimising costs

- Structural programme in execution and on track
- Organisation to become leaner and more profit-oriented
- Headcount reduction according to plan (currently >260 employment contracts terminated vs. base 1,547 FTE at 30 June 2016)
- Substantial number of smaller actions to optimise structure, reduce organisational complexity and minimise costs as well as complete personnel reduction at DMT will further reduce total workforce

## Increasing margins

- Focus on value pricing with company-wide training and incentive system established
- World class procurement programme started; first supplier day planned
- Product mix: ongoing review of broad product and technology range (→ opportunities / strategic importance / profitability) – focus on products with strong USPs, attractive profitability and profit pool
- Non-profitable / non-strategic businesses under review (to be discontinued / sold or closed; e.g. DMT)

**>260 employment contracts terminated  
FTE development leaving payroll**



Note: Graph reflects FTE development leaving payroll compared to base 30 June 2016 of 1,547 FTE. All these employment contracts have been terminated. Changes to Q3 2017 due to the different termination periods of these employment contracts.

# Improving profitability is the name of the game: two examples

## Diamond Materials Tech, Colorado Springs

- Company loss-making since years; several attempts for turnaround into a profitable business unit failed
  - Time-to-market of own product development too long; meanwhile market changed into a commodity business
  - Own wire production not strategic anymore. DW 288 business not influenced by decision
- **Operations to be discontinued; key technology secured**



Diamond Materials Tech, Colorado Springs, USA

## MBT China, service hub & manufacturing site in Minhang

- Customer proximity/faster response time - move of service hub to Wuxi (centre of PV industry in China)
  - Manufacturing site substantially underutilised; Minhang as suburb of Shanghai too expensive
  - Major product out of Minhang approaching end of lifecycle
- **Short-term: consolidation of Minhang products into Thun as most cost-effective and fastest solution**
- **Mid-term: re-evaluation of global manufacturing footprint**



Minhang, China

# Motivated to make the difference: the new Management Team



**Dr Hans Brändle**  
**CEO**  
Since Jan 2017



**Michel Hirschi**  
**CFO**  
Since March 2006



**Michael Escher**  
**CCO**  
Since May 2014



**Dr Gunter Erfurt**  
**COO**  
Since Feb 2017



**Dr Dirk Habermann**  
**CIO**  
Since Jan 2017

A dedicated **new Management Team** of industry professionals  
strongly focussed on **return to profitability.**



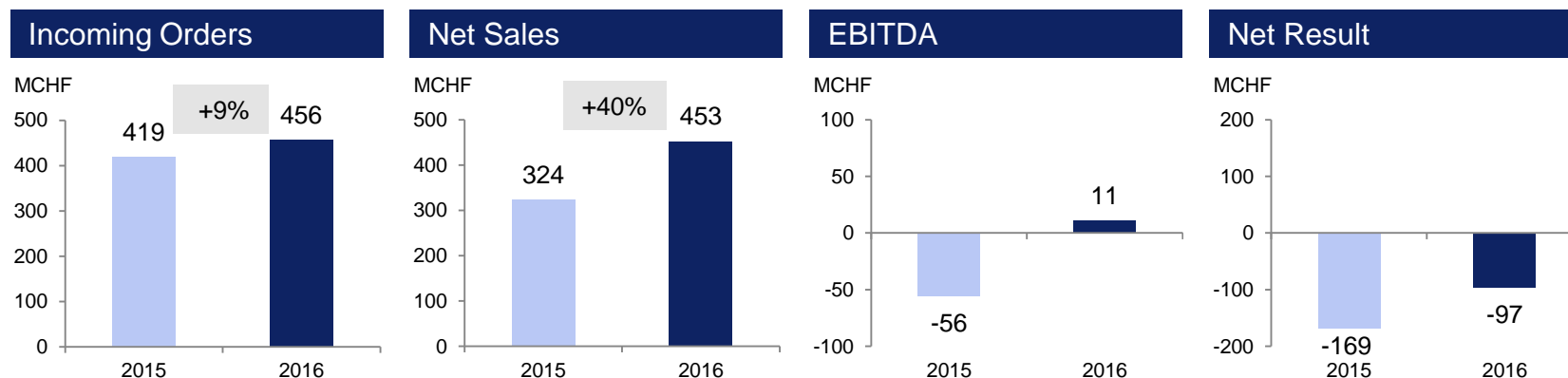


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# Financial statements Fiscal Year 2016 in detail

Michel Hirschi, Chief Financial Officer

# Main results in brief



- **Good incoming orders and strong growth in net sales**
  - Net sales increase of 40% achieved with a simultaneous reduction of PEX -2.7% and OPEX -9.4%
- **Turnaround at EBITDA level confirmed**
  - Achieved EBITDA includes costs in conjunction with structural programme of MCHF 3.5
- **Decision to discontinue DMT** (announced in March 2017) led to additional depreciation, impairment and provisions totalling MCHF -11.9; charged to the income statement 2016 as **Extraordinary Result** (above EBT line)
- Net loss at reduced level, but still unsatisfactorily. **Return to profitability** on Net Result level a **MUST**
- Successful recapitalisation programme executed in November / December 2016
  - **Repayment of 5% straight bond** due in May 2017 **secured**
  - Strengthened balance sheet

# Incoming orders / Order backlog

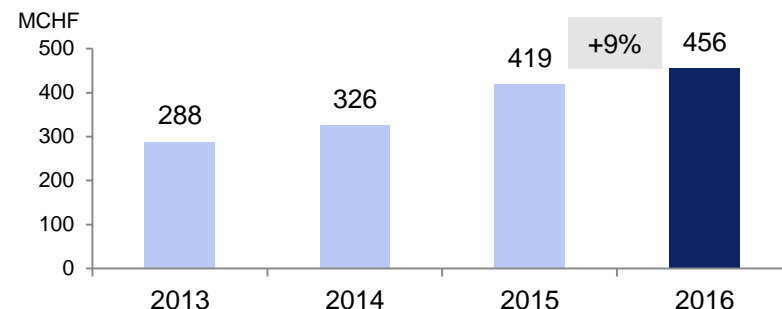
## Incoming orders FY 2016

- Incoming orders MCHF 456 (in CHF **+9%** vs 2015), positive foreign currency effects (mainly EUR) of 1.4%
- Incoming orders confirm the market trend for further upgrades and capacity increases (DW288, MB PERC, HJT, SWCT, inspection systems)
- Volume of larger orders about the same as in 2015 MCHF 146 vs MCHF 142
- Capacities at Tier 1 and 2 producers very well utilised. Further upgrades of existing equipment and/or capacity increases expected. Strong orders in Jan / Feb 2017 confirm ongoing trend
- Substantial opportunities being worked on
- Book-to-Bill Ratio 1.01 in FY 2016 (2015: 1.29)

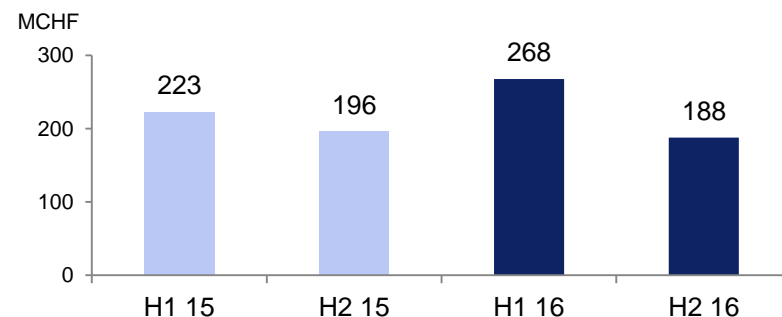
## Order backlog 31 Dec 2016

- Order backlog **MCHF 244.5** (31.12.2015: MCHF 257.5)
- Order backlog as at 31 Dec 2016 consists of:
  - PV & Alternative Materials MCHF 220.7
  - Specialised Technologies MCHF 23.8

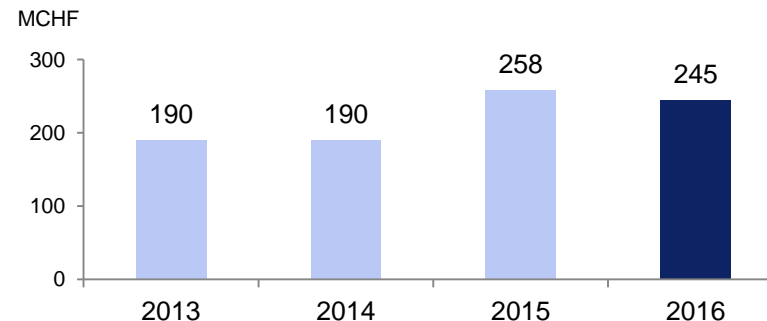
### Incoming orders



### Incoming orders HY 2015/2016



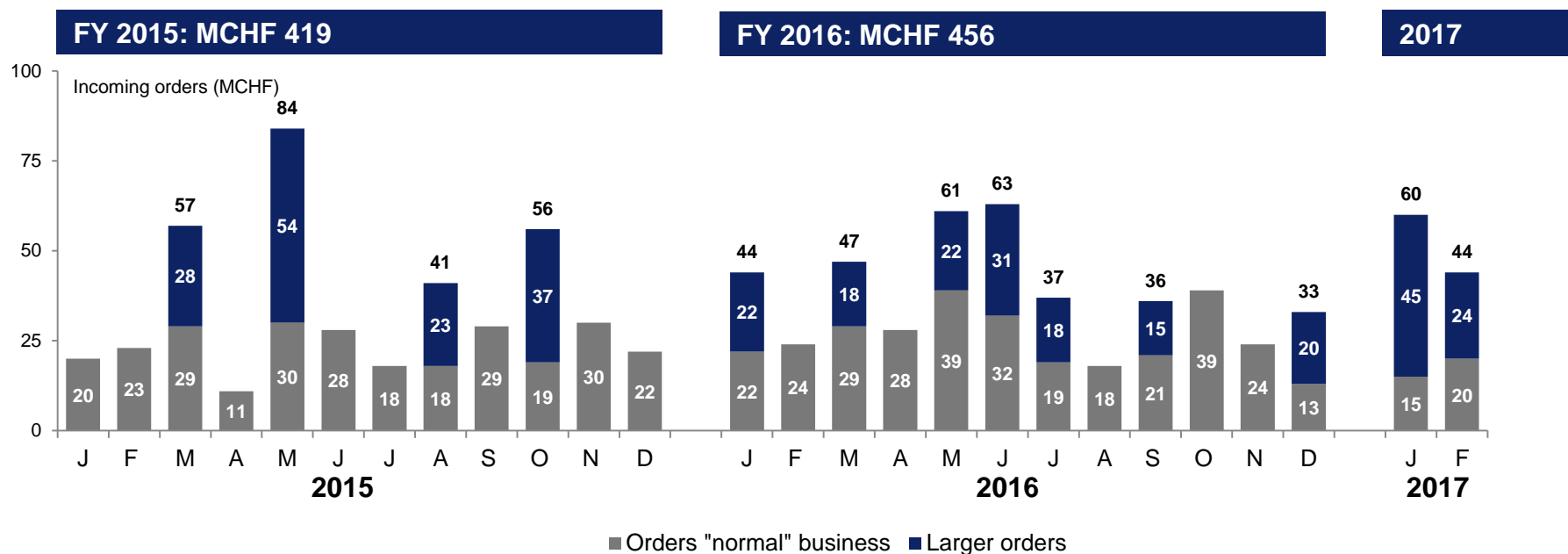
### Order backlog at year-end



# Incoming orders per month



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## 2016 new larger orders

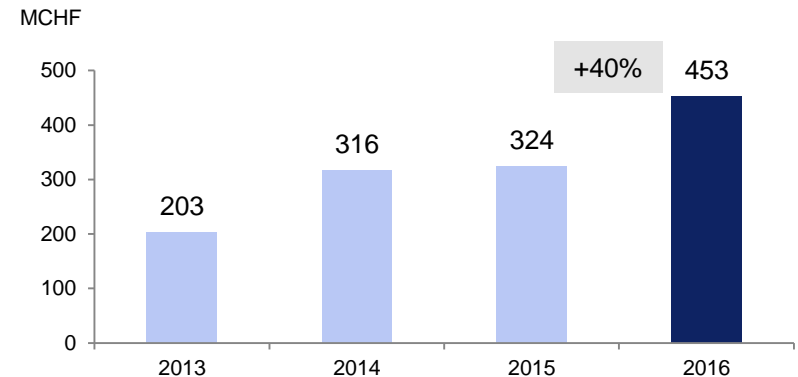
## 2017 – first 2 months

January	March	May	June	July	September	December	January	February
MAiA 2.1, MB PERC, DW288	MAiA 2.1, MB PERC, SiNA, DW288	HJT, SWCT, Quality inspection systems	DW288, MAiA 2.1, MB PERC, DW288	MAiA 2.1, MB PERC	DW288	MAiA 2.1, MB PERC	MAiA 2.1, MB PERC, SiNA, DW 288	MAiA 2.1, MB PERC
MCHF 22	MCHF 18	MCHF 22	MCHF 31	MCHF 18	MCHF 15	MCHF 20	MCHF 45	MCHF 24

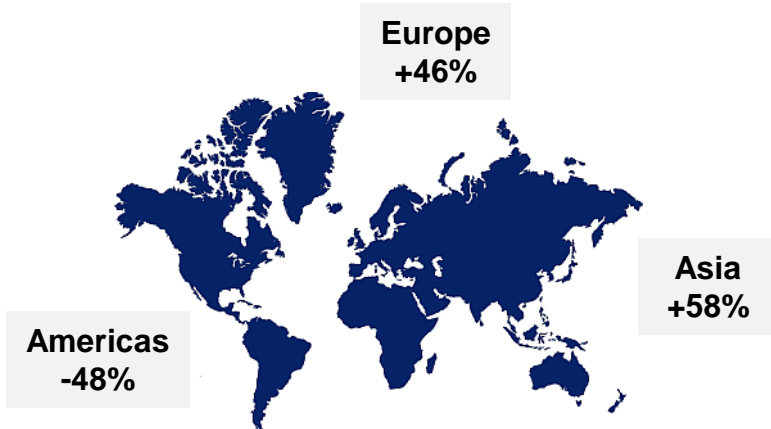
# Net sales

- Net sales **+40%** to MCHF 453;  
small positive foreign currency effects (mainly EUR) of 1.4%
- Adjusted for foreign currency effects and divestment of R&R Ortner (in August 2015) **organic growth rate like-for-like of +43%**
- Asia remained major region (esp. China) with 72% of net sales
- Strong decline of Sales in Americas (MCHF -22.8 compared to 2015) mainly due to lower Specialised Technology business partly due to R&R Ortner divestment in August 2015
- Normalisation of required time to reach final acceptance approval for equipment

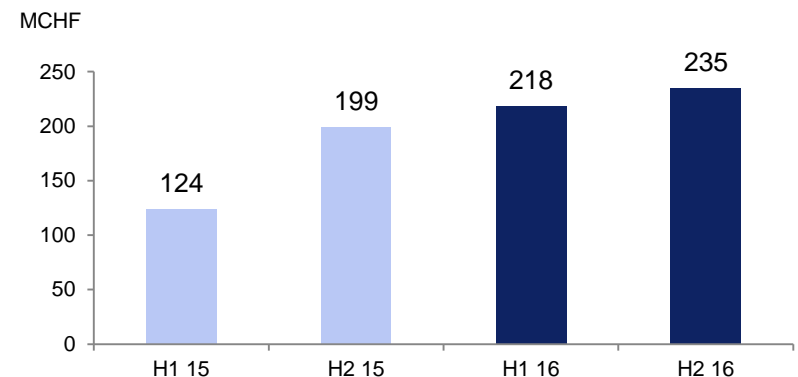
## Net sales



## Change in net sales by region



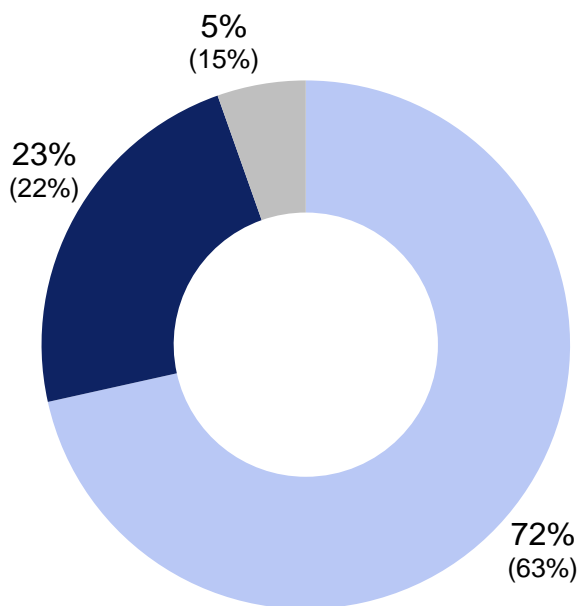
## Net sales HY 2015/2016





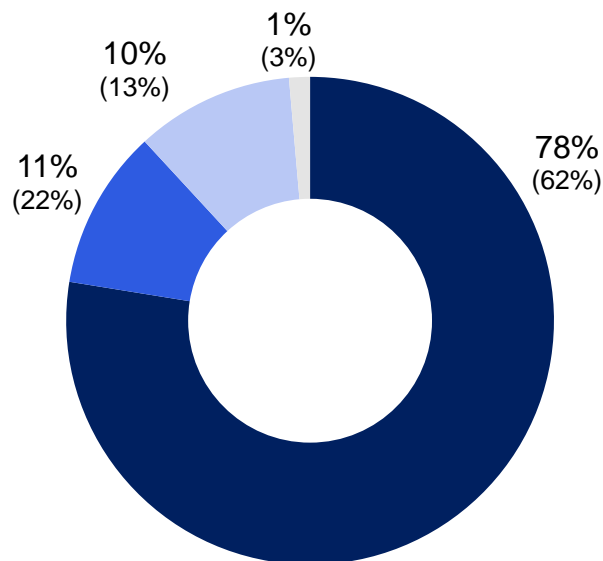
# Split of net sales MCHF 453.1

By region



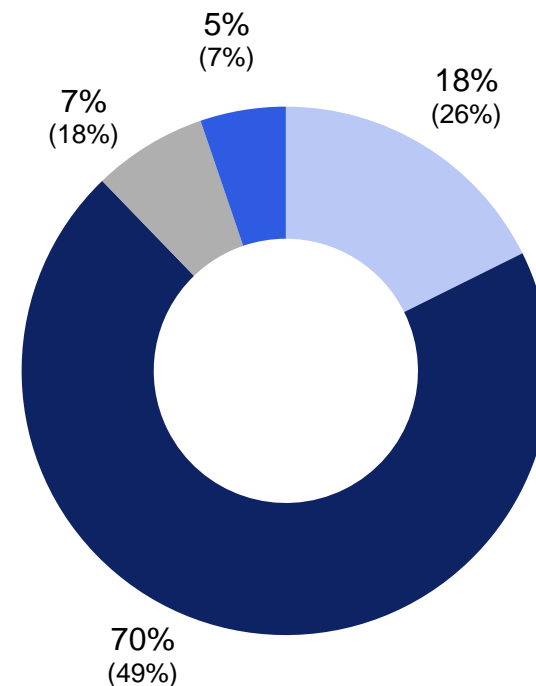
■ Asia  
■ Europe  
■ America

By type of sales



■ Equipment PV & Alternative Materials  
■ Specialised Technologies  
■ Services, spare parts PV & Alternative Materials  
■ Consumables

By currencies



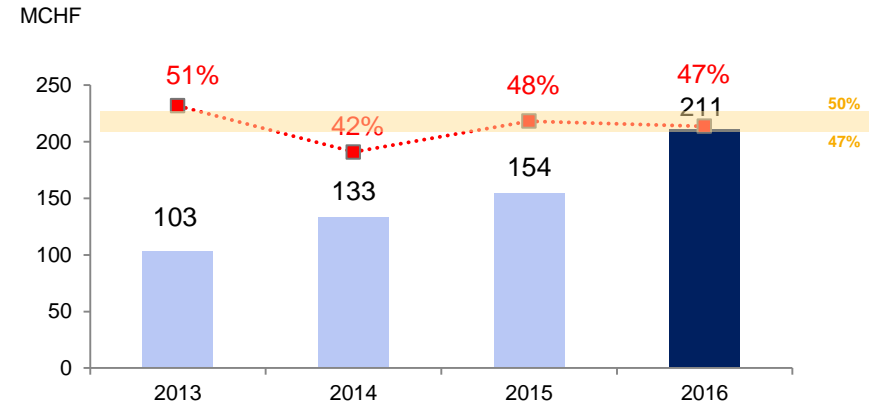
■ CHF  
■ EUR  
■ USD  
■ Other

**Note:** Comparative figures reflecting 2015 are shown in brackets

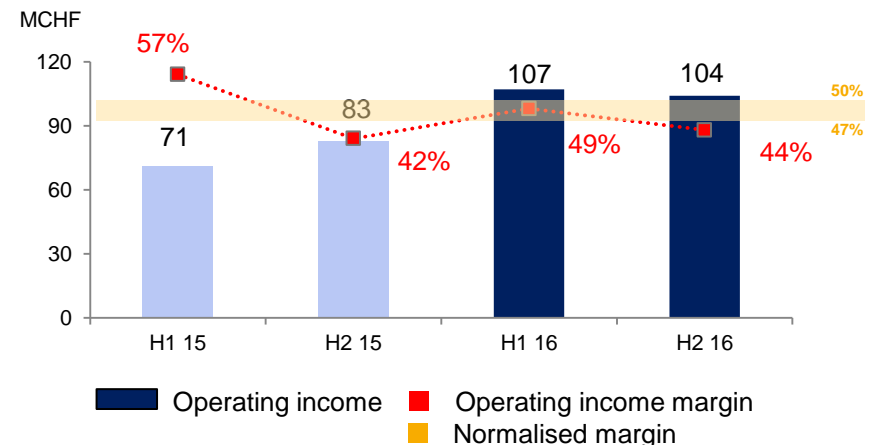
# Operating income after costs of products and services

- Operating income after costs of products and services **+37%** compared to FY 2015
- Margin in 2016 of 46.6% was 1.1 percentage points lower than in 2015
- In 2016 normalised margin was 48.3%, which is within our long-term margin range**
- Margin in 2016 negatively influenced particularly in Q4 by provisions for slow moving parts in service locations and some low-margin inventory sell-off
- Structural negative margin effect of sold subsidiary R&R Ortnier, which was active in the service business, is -0.5 percentage points on this margin level

Op. income after costs of products and services



Op. income after costs of prod. a. serv. 2015/2016



# OPEX <sup>(1)</sup> – Personnel

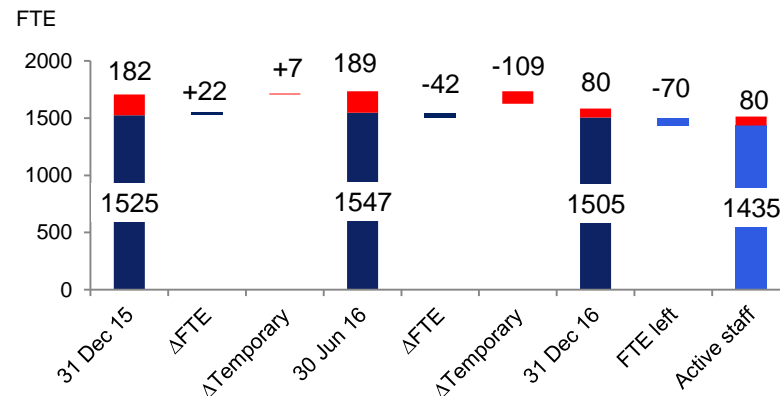
## Employees

- Number of FTE at 30 June 2016: 1,547 FTE
- Baseline for **Structural programme** at 30 Sep 2016: 1,555 FTE / 187 Temporary  
Decline of -120 FTE (people who left MBT until Dec 2016) compared to 30 Sep 2016. Payroll reflection as at 31 Dec 2016 shows 1,505 FTE, considering further 70 people already left the company 1,435 FTE were employed by 1 Jan 2017.  
In addition, decline of -107 temporary staff Sep – Dec 2016
- Total of over 260 employment contracts terminated in conjunction with structural programme, discontinuation DMT, closure Minhang until now. These employees are leaving payroll and further activities to optimise total workforce during 2017

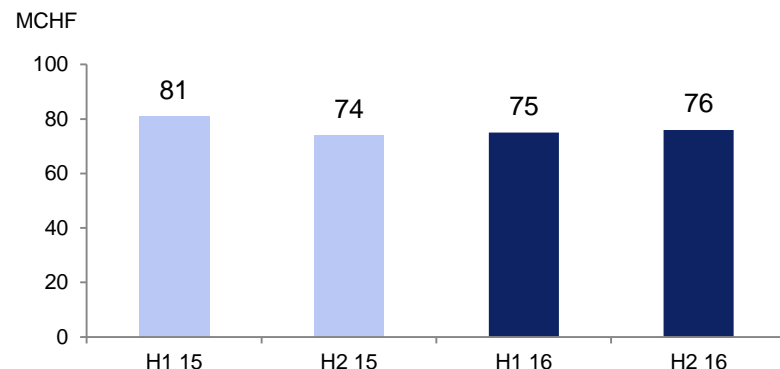
## Personnel expenses

- Personnel expenses 2016 lower by MCHF 4.3** compared to 2015 (2016: MCHF 150.5, 2015: MCHF 154.8)
- Cost reductions reflect savings from earlier optimisations, a subsidiary sale (R&R Ortner) and are in line with expectations
- Cost savings from the structural programme not reflected in personnel expenses yet due to consultation procedures and notice periods (usually 3 months)
- Amount of MCHF 3.5 of provisions are included in Personnel expenses in H2 2016 in conjunction with structural programme

## Employees



## Personnel expenses HY 2015/2016



■ Employees (permanent positions)  
■ Temporary employees

# OPEX <sup>(2)</sup> / EBITDA

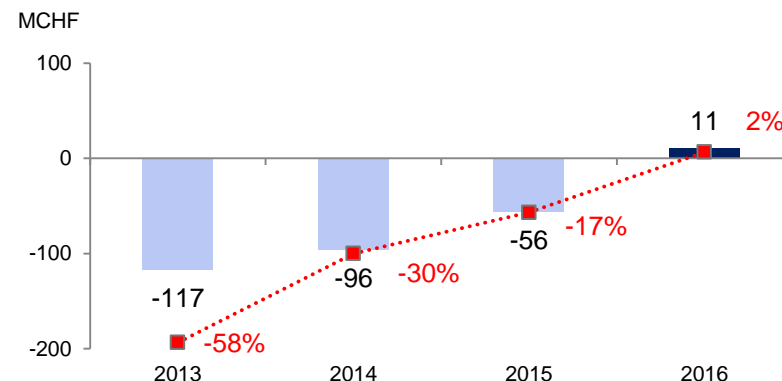
## Other operating expenses

- Total other operating expenses MCHF 50.2 (2015: MCHF 55.4)
- 2015 included loss from divestment of R&R Ortnier in an amount of MCHF 6.3 and “Grunderwerbssteuer” Germany MCHF 1.1. Adjusted comparable operating costs therefore were MCHF 48.0
- Despite the revenue growth of 40% Other operating expenses increased by only 4.6% vs. the adjusted comparable in the previous year, mainly due to:
  - Higher administration expenses MCHF +2.4 compared to 2015, mainly consultancy fees in conjunction with refinancing and recapitalisation project
  - Higher bad debt provisions MCHF +2.5 (esp. SunEdison)

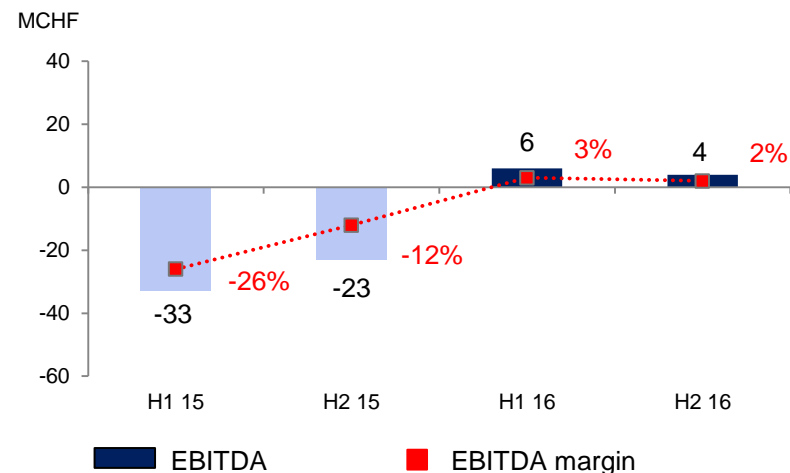
## Positive EBITDA confirmed – Turnaround reached on this profit level

- EBITDA MCHF 10.5 with positive margin of 2.3%
- Includes extraordinary expenses in conjunction with the structural programme of MCHF 3.5

## EBITDA



## EBITDA HY 2015/2016



# EBIT

Depreciation, amortisation and impairments total MCHF 54.9  
(2015: MCHF 72.7)

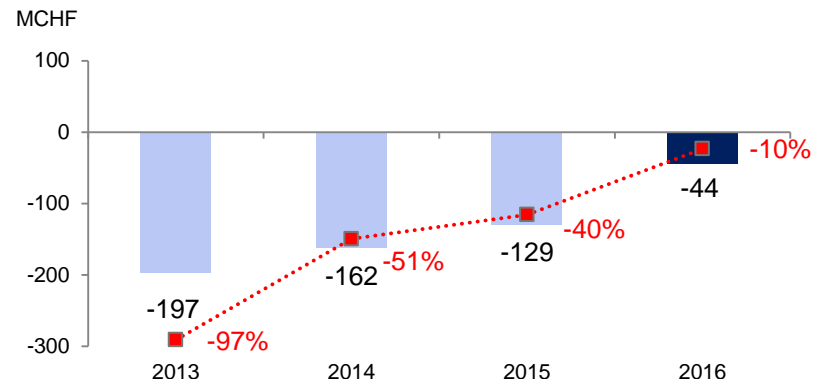
## Scheduled depreciation and amortisation

- Property, plant and equipment
  - Depreciation MCHF 16.2
- Intangible assets amortised by MCHF 34.5
  - Amortisation of intangible assets mainly related to M&A activities of recent years MCHF 32.1
  - Amortisation of other intangible assets MCHF 2.4

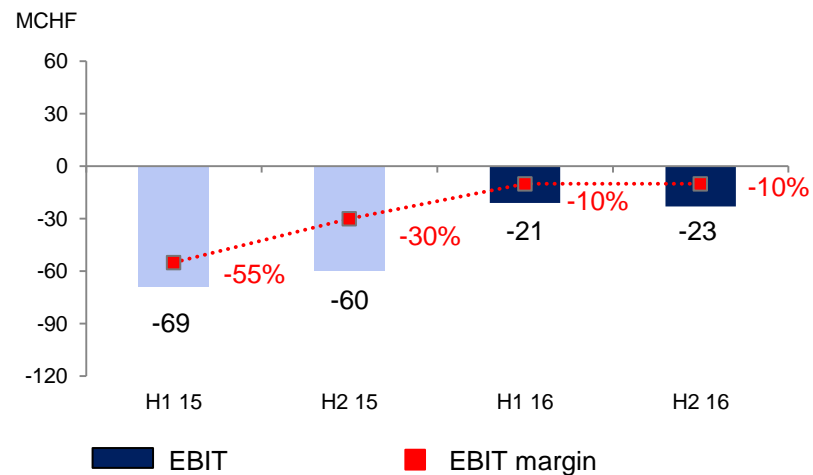
## One-time impairments

- Fixed asset impairments in several units worldwide in the course of the structural programme for discontinued and reduced infrastructure and portfolio reductions in the amount of MCHF 4.1

### EBIT



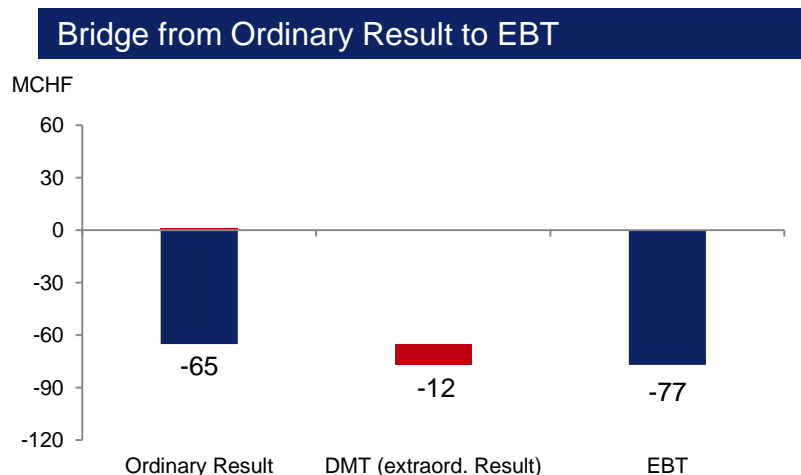
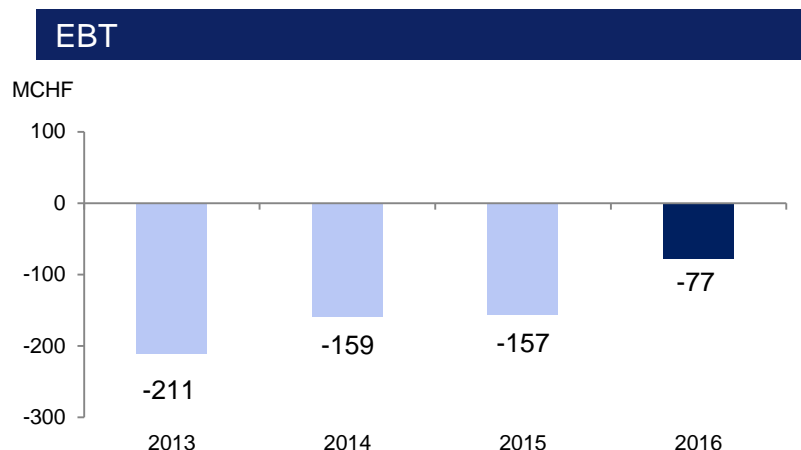
### EBIT HY 2015/2016



# Discontinuing DMT: Effects and Earnings before taxes (EBT)

## Decision to discontinue DMT affects Financial Statements FY 2016 with MCHF -11.9 for valuation adjustments

- Impairments on inventory and non-current assets as well as provisions of total MCHF 11.9
  - Inventories of MCHF 6.7 written-off
  - Property, plant and equipment as well as intangible assets valued at residual value: Re-valuation led to write-off of MCHF 4.7
  - Provisions of MCHF 0.5
  
- Closing costs of site in Colorado Springs will be charged to the FY 2017 (also shown under “Extraordinary Result”)





# Financial result / Taxes



## Financial result

- Financial result, net of MCHF -20.3 (2015: MCHF -28.2)
  - Financial income:
    - Interest income of MCHF +0.4 (2015: MCHF +0.3)
  - Financial expenses:
    - Interest expenses: MCHF -12.8 for straight bond and convertible bond (2015: MCHF -12.4), MCHF -1.9 for bank loans (2015: MCHF -2.0),
    - Unrealised foreign currency translation gains (+) / losses (-) on the valuation of intercompany loans to foreign subsidiaries amounted to MCHF +0.8 (2015: MCHF -16.8), mostly recognised through Equity
    - Further foreign exchange rate difference MCHF -1.3 (2015: MCHF -3.4).
    - Other financial expenses MCHF -4.6 (2015: MCHF -3.0) include amortised costs straight and convertible bond, banking and bank guarantee fees

## Taxes

- Tax expense of MCHF -20.6 (2015: Tax expense of MCHF -12.2)
  - Adjustments on DTA on unused tax losses carry forwards due to ongoing loss situation in certain companies
  - Current income taxes of MCHF -0.9 (2015: MCHF -2.3)

# Net result



## Net result

- Attributable to the shareholders of MBTN MCHF -96.8
- Minority interests MCHF -0.3

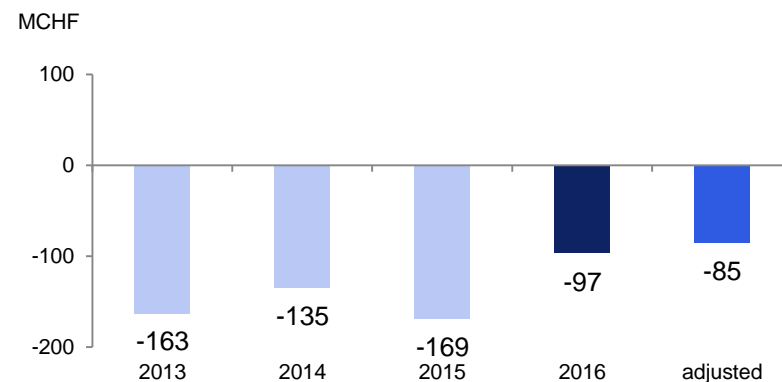
## Adjusted net result (ex DMT effect)

- MCHF -85.3 for FY 2016
- MCHF -59.7 for H2 2016

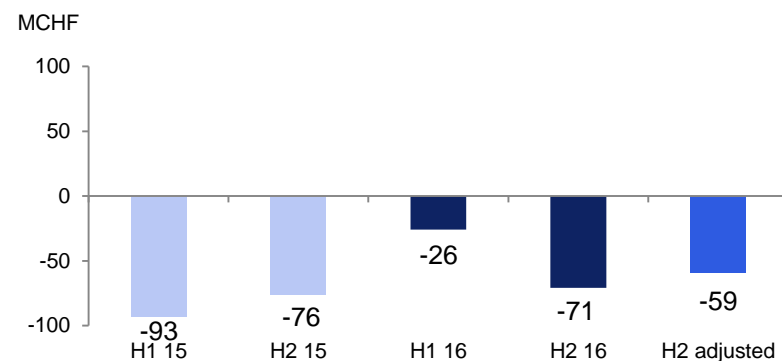
## Earnings per share

- EPS CHF -0.30  
(2015: CHF -0.53)
- Ø Number of outstanding shares  
327,646,228 (2015: 320,210,972)
- Cash EPS CHF +0.01  
(2015: CHF -0.16)

### Net result



### Net result HY 2015/2016



# Income statement details



TCHF	2016	in %	2015	in%
<b>Net sales</b>	<b>453 105</b>	<b>100.0%</b>	<b>323 567</b>	<b>100.0%</b>
Other income	8 254		6 415	
<b>Income</b>	<b>461 359</b>		<b>329 982</b>	
Change in inventories of finished products and work in process	-12 932		31 119	
Costs of products and services	-243 494		-219 875	
Capitalised services	6 326		12 998	
<b>Operating income after costs of products and services</b>	<b>211 260</b>	<b>46.6%</b>	<b>154 224</b>	<b>47.7%</b>
Personnel expenses	-150 537		-154 787	
Other operating expenses	-50 193		-55 386	
<b>EBITDA</b>	<b>10 530</b>	<b>2.3%</b>	<b>-55 949</b>	<b>-17.3%</b>
Depreciation and impairment property, plant and equipment	-20 332		-27 966	
Amortisation and impairment intangible assets	-34 554		-44 735	
<b>EBIT</b>	<b>-44 355</b>	<b>-9.8%</b>	<b>-128 650</b>	<b>-39.8%</b>
Financial result	-20 283		-28 159	
<b>Operating result</b>	<b>-64 638</b>	<b>-14.3%</b>	<b>-156 809</b>	<b>-48.5%</b>
Extraordinary result	-11 866		-	
<b>Earnings before taxes</b>	<b>-76 504</b>	<b>-16.9%</b>	<b>-156 809</b>	<b>-48.5%</b>
Taxes	-20 640		-12 152	
<b>Net result</b>	<b>-97 144</b>	<b>-21.4%</b>	<b>-168 961</b>	<b>-52.2%</b>

# Balance sheet



MEYER BURGER

	TCHF	31.12.2016	in %	31.12.2015	in %
Effect from capital increase MCHF +155	Cash and cash equivalents	246 427		101 457	
	Straight bonds	3 060		-	
	Trade and other receivables	61 034		45 200	
	Inventories	95 240		117 829	
	Other current assets	6 399		15 009	
Purchased <b>MCHF 3 of straight bond</b> due May 2017	<b>Total current assets</b>	<b>412 159</b>	<b>65.4%</b>	<b>279 495</b>	<b>48.8%</b>
	Other non-current receivables	1 727		2 045	
	Property, plant and equipment	100 458		120 318	
	Intangible assets	43 806		77 888	
	Deferred tax assets	71 739		92 558	
	<b>Total non-current assets</b>	<b>217 729</b>	<b>34.6%</b>	<b>292 809</b>	<b>51.2%</b>
<b>MCHF 130 straight bond</b> repayment 24 May 2017	<b>Total assets</b>	<b>629 889</b>	<b>100%</b>	<b>572 304</b>	<b>100%</b>
	Current financial liabilities	131 484		702	
	Trade payables	28 010		36 138	
	Customer prepayments	58 270		46 241	
	Current provisions	9 614		10 028	
	Other current liabilities	43 763		44 270	
<b>MCHF 30 loan</b> secured by mortgage certificates due 2019; and <b>MCHF 100 convertible bond</b> due Sep 2020 (equity component of MCHF 7.7 recognised in equity as this reflects the CB's conversion right)	<b>Total current liabilities</b>	<b>271 141</b>	<b>43.0%</b>	<b>137 380</b>	<b>24.1%</b>
	Non-current financial liabilities	118 695		250 111	
	Non-current provisions	1 752		5 101	
	Deferred tax liabilities	1 747		2 364	
	Other non-current liabilities	2 129		2 345	
	<b>Total non-current liabilities</b>	<b>124 323</b>	<b>19.7%</b>	<b>259 920</b>	<b>45.4%</b>
Equity substantially strengthened through capital increase; <b>Equity ratio of 37.2%</b> Further %-increase expected, once straight bond is repaid in May 2017	<b>Equity incl. minority interests</b>	<b>234 424</b>	<b>37.2%</b>	<b>175 003</b>	<b>30.6%</b>
	<b>Total liabilities and equity</b>	<b>629 889</b>	<b>100%</b>	<b>572 304</b>	<b>100%</b>

# Analysis Net Working Capital

Increase in receivables by MCHF 15.8 (Trade receivables MCHF +9.8, prepayments to suppliers MCHF +3.7, other receivables MCHF +2.3)

Inventories (net) decreased by MCHF -22.6 (inventories gross MCHF -25.1, reduction of attributed customer prepayments MCHF 2.5)

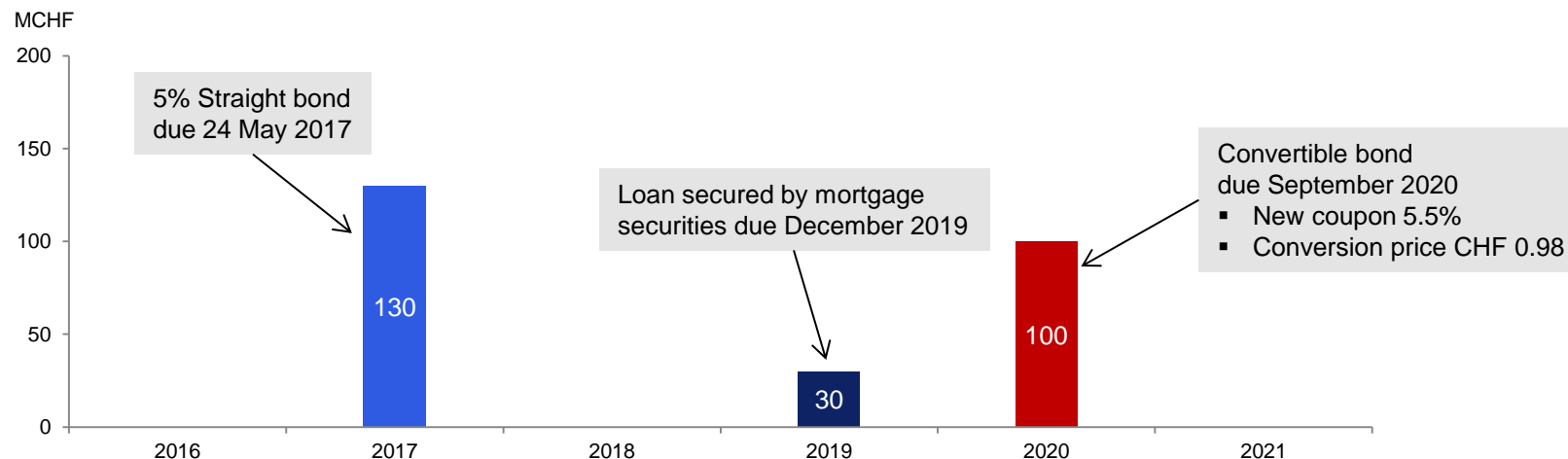
Straight bond May 2017 MCHF 129.93 (current liability) and acquired own straight bonds MCHF 3.1 (current financial asset) not included in NWC calculation.

TCHF	31.12.2016	31.12.2015	31.12.2014
Trade and other receivables	61 034	45 200	61 425
Inventories (gross)	176 584	201 655	189 808
./. allocated customer prepayments	-81 344	-83 826	-55 389
Inventories (net)	95 240	117 829	134 418
Other current assets (excluding cash and cash equivalents, straight bonds)	6 399	15 009	4 936
Current assets excluding cash and cash equivalents, straight bonds	162 672	178 038	200 780
Current financial liabilities (excluding straight bonds)	1 556	702	305
Trade payables	28 010	36 138	35 771
Customer prepayments	58 270	46 241	50 926
Current provisions	9 614	10 028	16 777
Other current liabilities	43 763	44 271	40 914
Current liabilities	141 213	137 380	144 693
<b>Net working capital</b>	<b>21 459</b>	<b>40 658</b>	<b>56 087</b>

## Change in NWC of MCHF -19.2

Decline in NWC despite increase in production volumes.

## Financial debt structure



### Repayment of MCHF 130 straight bond secured

- Cash and cash equivalent position at 31 December 2016 of MCHF 246
- Already holding MCHF 3 of the straight bonds, net cash outflow of MCHF 127 in May 2017

### Convertible bond with possibility of conversion until 2020

- New conversion price of CHF 0.98 allows again for a conversion of the convertible bonds before maturity



# Cash flow

## CF from operating activities

- **Turnaround** in operating CF with **MCHF +2.6 confirmed**

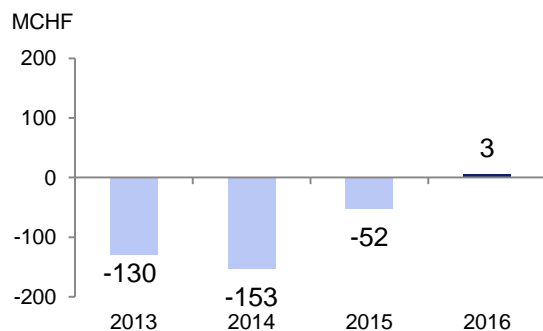
## CF from investing activities

- Purchase of **MCHF 3 of straight bond** due May 2017
- Normal conservative **investments in non-current assets of MCHF 4.9**

## CF from financing activities

- **Cash inflow** from capital increase MCHF 155
- Substantial costs occurred for recapitalisation project

## Operating cash flow



TCHF	2016	2015
Net result	-97 144	-168 961
Non-cash items	81 952	106 684
<b>CF from op. activities before changes in NWC</b>	<b>-15 192</b>	<b>-62 277</b>
Change in NWC (cash related)	17 777	10 417
<b>Cash flow from operating activities</b>	<b>2 584</b>	<b>-51 860</b>
Purchase of securities (bonds)	-3 069	-
Investments in property, plant, equipment, net	-4 893	-12 575
Investments in intangible assets, net	-1 053	-1 299
Acquisition of group companies, net of cash	-	-626
Sale of group companies, net of cash	-	2 799
<b>Cash flow from investing activities</b>	<b>-9 015</b>	<b>-11 701</b>
Capital increases (incl. premium)	155 146	31
Purchase of shares of MB Germany after change control	-568	-2 008
Repayment non-current financial liabilities	-72	-68
Costs for refinancing	-3 000	-
<b>Cash flow financing activities</b>	<b>151 507</b>	<b>-2 045</b>
Cash, cash equivalents at beginning of period	101 457	169 768
Change in cash, cash equivalents	145 076	-65 607
Currency translation effects on cash, cash equivalents	-106	-2 704
<b>Cash, cash equivalents at end of period</b>	<b>246 427</b>	<b>101 457</b>

# Outlook



- Long-term outlook for solar industry attractive
- Meyer Burger will continue to drive technology roadmap in PV industry
- Structural programme in execution and on track
- Return to profitability remains our major goal
- **Targets for FY 2017**
  - Net sales at similar level as in 2016
  - Substantial improvement in profitability



MEYER BURGER

# Agenda items and voting

Dr Alexander Vogel, Chairman of the Board of Directors

# Formalities



- **Secretary of the minutes** Florian Müller
- **Vote counters**
  - Julia Gremminger
  - Fabien Gyger
  - Nadja Herren
  - Tom Hiltbrand
  - Andrea Liechi
  - Chantal Schweizer
  - Michelle Wenger
  - Melanie Zbären
- **Head of vote counters** Simon Linder
- **Notary** Theodor Blum
- **Independent proxy** André Weber

# Agenda items



## **1. Annual Report 2016**

- 1.1 Approval of the management report 2016, the annual financial statements 2016 and the consolidated financial statements 2016; presentation of the reports of the auditors
- 1.2 Consultative vote on the remuneration report 2016

## **2. Use of balance sheet result**

## **3. Release of the members of the Board of Directors and of the Management**

## **4. Election of the members of the Board of Directors**

- 4.1 Election of the members of the Board of Directors and election of the Chairman
- 4.2 Election of the members of the Nomination & Compensation Committee

## **5. Election of the Auditors**

## **6. Election of the Independent Proxy Holder**

## **7. Vote on the remuneration for the Board of Directors and the Management**

- 7.1 Vote on the total maximum amount of remuneration for the Board of Directors for the business year 2018
- 7.2 Vote on the total maximum amount of remuneration for the Management for the business year 2018

## **8. Amendments of the Articles of Association: Modification of the conditional capital**

# Agenda item 1.1



Approval of the management report 2016, the annual financial statements 2016 and the consolidated financial statements 2016; presentation of the reports of the auditors

## **Motion of the Board of Directors:**

**Approval of the management report, annual financial statements and consolidated financial statements for the business year 2016.**



# Agenda item 1.2



Consultative vote on the remuneration report 2016

**Motion of the Board of Directors:**

**Approval of the remuneration report 2016 (non-binding consultative vote).**

*Note: For the remuneration report 2016 please refer to pages 73 – 87 of the Report to Fiscal Year 2016 section of the Annual Report 2016.*

## Agenda item 2



Use of balance sheet result

Loss for the year	TCHF -48,858
Loss carried forward	<u>TCHF -168,530</u>
Net loss per 31 Dec 2016	TCHF -217,388

**Motion of the Board of Directors:**

**Balance of net loss amounting to TCHF -217,388 to be carried forward.**

*Note: Statutory financial statements of Meyer Burger Technology Ltd in accordance with Swiss Code of Obligations.*

# Agenda item 3



Release of the members of the Board of Directors and of the Management

## **Motion of the Board of Directors:**

**Release the members of responsible corporate bodies for the business year 2016.**

# Agenda item 4.1



Election of the members of the Board of Directors and election of the Chairman

## **Motion of the Board of Directors:**

**Election of the members of the Board of Directors individually for a term of one year until the end of the next ordinary Shareholders' Meeting.**

- 4.1.1 Re-election of Dr Alexander Vogel (and election as Chairman of the Board of Directors)**
- 4.1.2 Re-election of Heinz Roth**
- 4.1.3 Re-election of Wanda Eriksen-Grundbacher**
- 4.1.4 Re-election of Dr Franz Richter**
- 4.1.5 Re-election of Prof Dr Konrad Wegener**
- 4.1.6 Election of Hans-Michael Hauser**
- 4.1.7 Election of Michael Splinter**

# Agenda item 4.1.1

Re-election of Dr Alexander Vogel  
(and election as Chairman of the Board of  
Directors)

## **Motion of the Board of Directors:**

**Re-election of Dr Alexander Vogel as member  
of the Board of Directors and election as  
Chairman of the Board of Directors for a term  
of one year until the end of the next ordinary  
Shareholders' Meeting.**





## Agenda item 4.1.2

Re-election of Heinz Roth

**Motion of the Board of Directors:**

**Re-election of Heinz Roth as member of the Board of Directors for a term of one year until the end of the next ordinary Shareholders' Meeting.**



## Agenda item 4.1.3

Re-election of Wanda Eriksen-Grundbacher

### **Motion of the Board of Directors:**

**Re-election of Wanda Eriksen-Grundbacher as member of the Board of Directors for a term of one year until the end of the next ordinary Shareholders' Meeting.**



## Agenda item 4.1.4

Re-election of Dr Franz Richter

### **Motion of the Board of Directors:**

**Re-election of Dr Franz Richter as member of the Board of Directors for a term of one year until the end of the next ordinary Shareholders' Meeting.**



## Agenda item 4.1.5

Re-election of Prof Dr Konrad Wegener

### **Motion of the Board of Directors:**

**Re-election of Prof Dr Konrad Wegener as member of the Board of Directors for a term of one year until the end of the next ordinary Shareholders' Meeting.**



## Agenda item 4.1.6

Election of Hans-Michael Hauser

**Motion of the Board of Directors:**

**Election of Hans-Michael Hauser as member of the Board of Directors for a term of one year until the end of the next ordinary Shareholders' Meeting.**



## Agenda item 4.1.7

Election of Michael Splinter

**Motion of the Board of Directors:**

**Election of Michael Splinter as member of the Board of Directors for a term of one year until the end of the next ordinary Shareholders' Meeting.**



# Agenda item 4.2



Election of the members of the Nomination & Compensation Committee

## **Motion of the Board of Directors:**

**Individual election of the following members of the Board of Directors in the Nomination & Compensation Committee for a term of one year until the end of the next ordinary Shareholders' Meeting.**

- 4.2.1 Re-election of Wanda Eriksen-Grundbacher**
- 4.2.2 Re-election of Dr Franz Richter**
- 4.2.3 Election of Michael Splinter**



# Agenda item 4.2.1



Re-election of Wanda Eriksen-Grundbacher

## **Motion of the Board of Directors:**

**Re-election of Wanda Eriksen-Grundbacher as member of the Nomination & Compensation Committee for a term of one year until the end of the next ordinary Shareholders' Meeting.**

## Agenda item 4.2.2



Re-election of Dr Franz Richter

### **Motion of the Board of Directors:**

**Re-election of Dr Franz Richter as member of the Nomination & Compensation Committee for a term of one year until the end of the next ordinary Shareholders' Meeting.**

## Agenda item 4.2.3



Election of Michael Splinter

### **Motion of the Board of Directors:**

**Election of Michael Splinter as member of the Nomination & Compensation Committee for a term of one year until the end of the next ordinary Shareholders' Meeting.**

# Agenda item 5



Election of the Auditors

**Motion of the Board of Directors:**

**Re-election of PricewaterhouseCoopers Ltd, Bern, as auditors for another year.**

# Agenda item 6



Election of the Independent Proxy Holder

## **Motion of the Board of Directors:**

**Re-election of lic. iur. André Weber as independent proxy holder of the Company for a term of one year until the end of the next ordinary Shareholders' Meeting.**

# Agenda item 7.1



Vote on the total maximum amount of remuneration for the Board of Directors for the business year 2018

## **Motion of the Board of Directors:**

**Approval of the total amount of remuneration for the Board of Directors of a maximum of CHF 1,080,000 for the business year 2018.**

CHF	Remuneration business year 2016	Approved maximum amount (approved by AGM 2015)	Motion for maximum amount for the business year 2018
Total remuneration Board of Directors	CHF 896 965	maximum CHF 980 000	maximum CHF 1 080 000

# Agenda item 7.1



Vote on the total maximum amount of remuneration for the Board of Directors for the business year 2018

## **Motion of the Board of Directors:**

**Approval of the total amount of remuneration for the Board of Directors of a maximum of CHF 1,080,000 for the business year 2018.**



## Agenda item 7.2



Vote on the total maximum amount of remuneration for the Management for the business year 2018

### **Motion of the Board of Directors:**

**Approval of the total amount of remuneration for the Management of a maximum of CHF 4,700,000 for the business year 2018.**

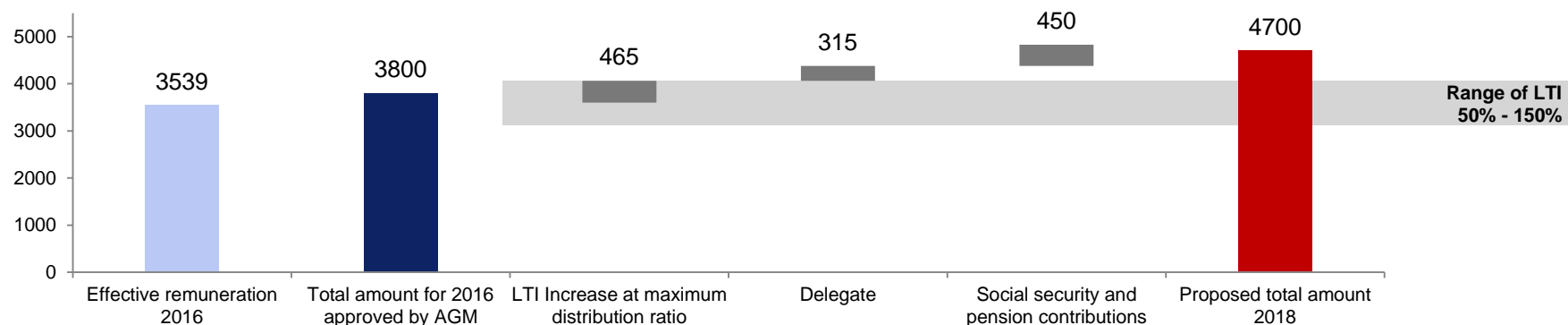
CHF	Remuneration business year 2016	Approved maximum amount (approved by AGM 2015)	Motion for maximum amount for the business year 2018
Total remuneration Management	CHF 3 538 651	maximum CHF 3 800 000	maximum CHF 4 700 000

# Motion for maximum total amount of remuneration for the Management FY 2018



## Proposed maximum amount of remuneration 2018 compared to 2016

TCHF



- The AGM 2015 approved a total maximum amount of TCHF 3,800 for the remuneration of the Management (Executive Board) for FY 2016. The effective remuneration amounted to TCHF 3,539; i.e. a 93.1% pay-out ratio
- The total maximum amount proposed for FY 2018 is TCHF 4,700
  - Employer's social security and pension contribution of c. TCHF 450 are now included in the total amount
  - The proposed total amount reflects the maximum potential distribution ratios of the short-term bonus (maximum 150% of target bonus) and of the long-term incentive (LTI) with maximum 150% vesting ratio
  - The LTI now also depends on the development of the share price of Meyer Burger registered shares. After the vesting period of three years, the performance of the share price is taken into consideration. The vesting ratio can vary between a minimum of 50% and a maximum of 150% (previous vesting ratio was 100%)
  - Delegate function (Michael Splinter) included in the remuneration for the Management

## Agenda item 7.2



Vote on the total maximum amount of remuneration for the Management for the business year 2018

### **Motion of the Board of Directors:**

**Approval of the total amount of remuneration for the Management of a maximum of CHF 4,700,000 for the business year 2018.**

# Agenda item 8



## Amendment of the Articles of Association: Modification of the conditional capital

Note: Article 3c of the Articles of Association contains today a conditional capital of up to a maximum amount of CHF 13,673,555.40 (273,471,108 fully paid-in registered shares with a nominal value of CHF 0.05 each). As the final amount of the conversion price for converting the conversion rights under the amended terms of the Convertible Bond 2020 has been determined, the Board of Directors proposes to decrease the conditional capital for conversion rights and/or option rights to CHF 5,102,040.85 (102,040,817 fully paid-in registered shares with a nominal value of CHF 0.05 each).

### Motion of the Board of Directors:

**In connection with the modification of the conditional capital, Article 3c of the Articles of Association has to be modified as follows (unofficial translation of the German original text):**

**„Art. 3c:        *Conditional Capital***

*The share capital of the company, with exclusion of pre-emptive rights of shareholders, shall be increased by a maximum aggregate amount of CHF 5,102,040.85 through the issuance of a maximum of 102,040,817 registered shares, which shall be fully paid-in, with a nominal value of CHF 0.05 each, by the exercise of conversion and/or option rights which are granted in connection with convertible bonds, option bonds or other financial market instruments of the company or affiliated companies.“*

Paragraphs 2-5 of Article 3c of the Articles of Association remain unchanged.



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