

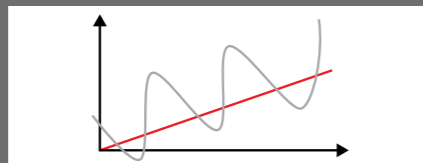
## What we do

Oerlikon (SIX: OERL) creates innovative surface solutions, advanced materials and polymer processing, addressing customers' challenges and helping them succeed in their industries. Over 1000 engineers are dedicated to continuously develop new solutions, materials and technologies with and for our customers. Oerlikon is a leading global technology and engineering group serving its customers in 37 countries, generating CHF 2.59 billion sales (FY 2019) and distributing a sustainable dividend to its shareholders. Oerlikon has a net cash position and an unleveraged balance sheet allowing for organic and inorganic investments.

## Three drivers of profitable growth

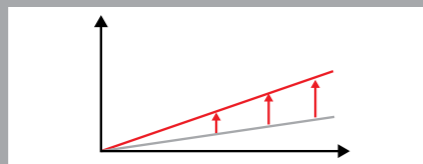
### 1. Mid-term market growth

End market exposure to cyclical but growing markets



### 2. Oerlikon structural growth

Oerlikon has the ability to outgrow end market trends



### 3. M&A opportunities

Supporting structural growth with acquisitions

- Unlevered balance sheet
- Net cash position of ~CHF 333m
- Continued FCF generation

## Global brands and well-known customers

### Surface Solutions Segment

**oerlikon** balzers  
**oerlikon** metco  
**oerlikon** am

#### Key customers:

- Volkswagen AG
- Pratt & Whitney
- General Electric
- Eaton
- Safran
- Getrag
- BOSCH
- Rolls Royce

### Manmade Fibers Segment

**oerlikon** barmag  
**oerlikon** neumag  
**oerlikon** nonwoven

#### Key customers:

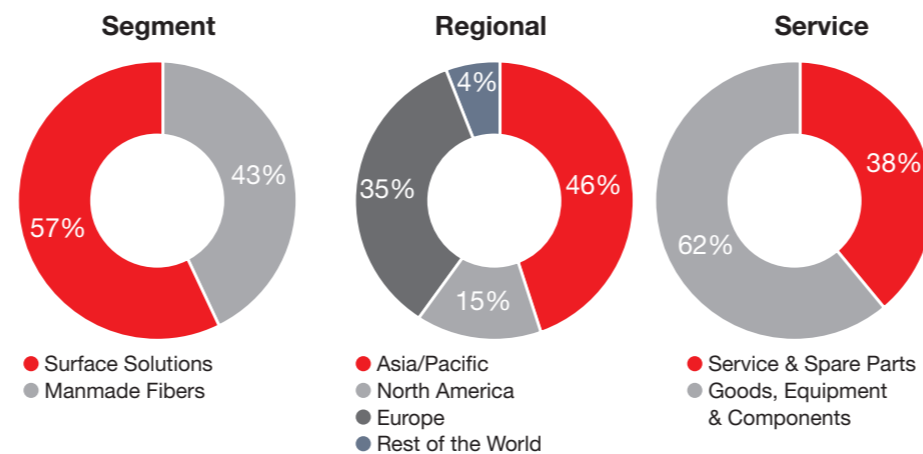
- New Feng Ming Group
- Hnegyi Group
- Sasa Group
- Billion Group
- Indo-Rama
- Shaw Industries

## Five-year summary of key figures

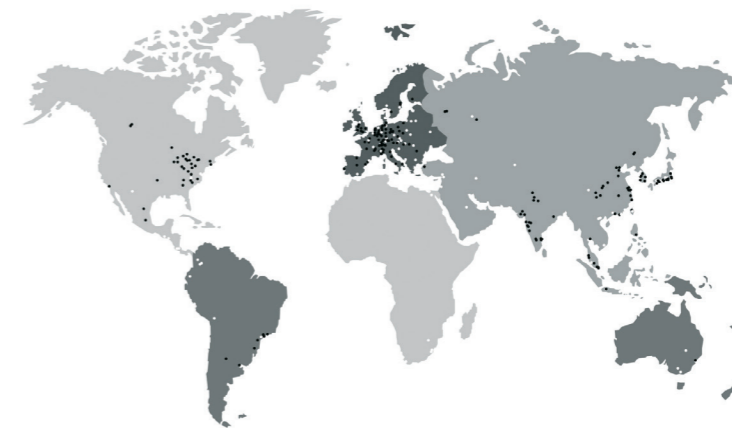
in CHF million	2019	2018	2017	2016	2015
Order intake <sup>1</sup>	2 590	2 731	2 211	2 413	2 537
Sales (to 3 <sup>rd</sup> parties) <sup>1</sup>	2 593	2 609	2 068	2 331	2 671
EBITDA <sup>1,2</sup>	366	406	322	334	338
EBITDA margin in % of sales <sup>1,2</sup>	14.1%	16%	16%	14%	13%
Net result <sup>3</sup>	-66	245	151	388	-418
Cash flow from operating activities <sup>4</sup>	322	429	404	269	393
Capital expenditure <sup>1</sup>	179	207	169	144	150
Net cash <sup>5</sup>	333	398	499	401	79
Number of employees <sup>1</sup>	11 134	10 727	9 798	13 840	13 723
R&D expenditure <sup>1,6</sup>	122	116	95	94	103

<sup>1</sup> 2019 continuing operations, 2018, 2017, 2016 and 2015 as reported. <sup>2</sup> 2019 includes one-time effects of CHF -25 million (restructuring expenses of CHF -19 million and other expenses of CHF -6 million) and 2015 includes one-time effects of CHF -112 million (restructuring). <sup>3</sup> 2019 includes one-time effects of CHF -25 million (restructuring expenses of CHF -19 million and other expenses of CHF -6 million) and 2015 includes one-time effects of CHF -588 million (restructuring expenses of CHF -112 million and impairment losses of CHF 476 million). <sup>4</sup> Before changes in net current assets. <sup>5</sup> Net cash includes cash and cash equivalents and marketable securities less current and non-current debt. <sup>6</sup> R&D expenditure includes expenses recognized as intangible assets.

## Sales split FY 2019 \*



## Some 11 100 employees, operating in 37 countries



### 54 sites in Asia / Pacific

- 47 Surface Solutions Segment
- 7 Manmade Fibers Segment

### 83 sites in EMEA

- 76 Surface Solutions Segment
- 5 Manmade Fibers Segment
- 2 Corporate

### 45 sites in the Americas

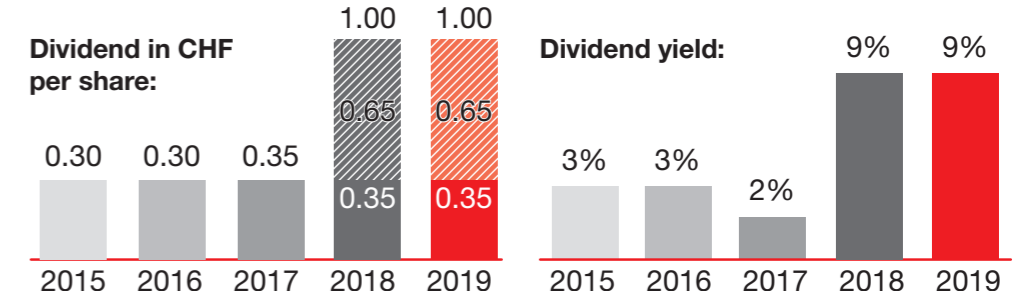
- 43 Surface Solutions Segment
- 2 Manmade Fibers Segment

## Shareholder return

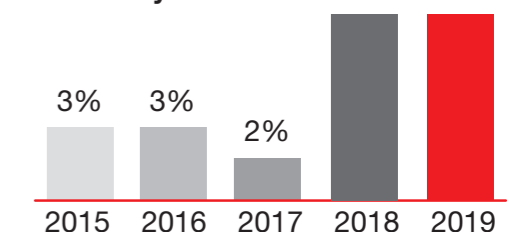
### Dividend policy:

In December 2017, Oerlikon's Board of Directors reviewed and amended the company's dividend policy. The proposed dividend payout can be based on up to 50% of the Group's underlying net result, as well as the Group's financial position and affordability from the balance sheet.

### Dividend in CHF per share:

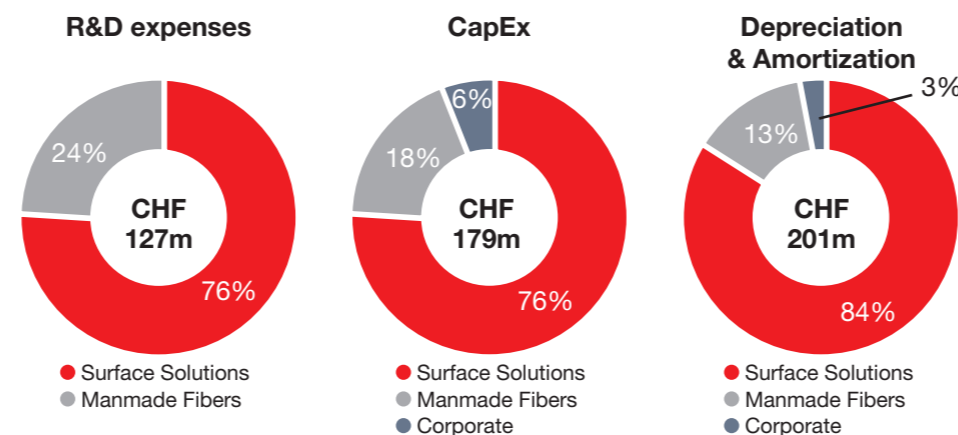


### Dividend yield:

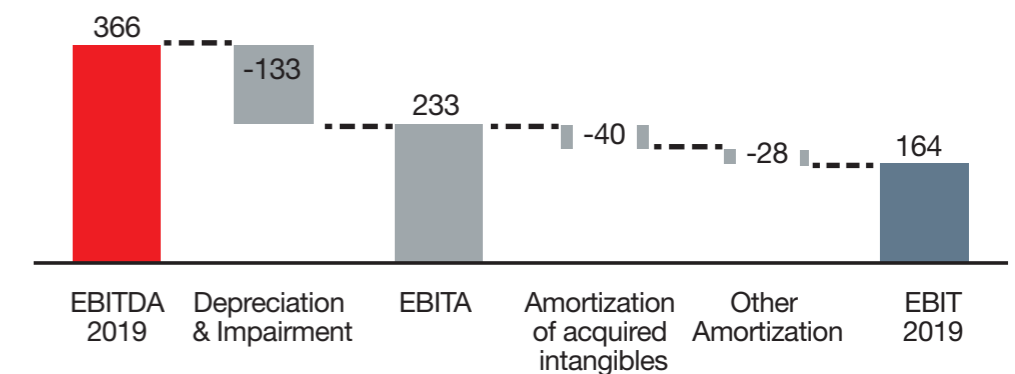


2019 and 2018 dividend consists of an ordinary dividend of CHF 0.35 per share and an extraordinary dividend of CHF 0.65 per share.

## Capital allocation FY 2019 \*



## Profitability Bridge FY 2019 \*



\* as reported, continuing operations



### Chairman – Prof. Dr. Michael Süß

- 1963, German citizen
- Chairman of the Board of Directors since 2015



### CEO – Dr. Roland Fischer

- 1962, German citizen
- CEO since 2016



### CFO – Philipp Müller

- 1978, German citizen
- CFO since 2020



### CTO – Dr. Helmut Rudigier

- 1955, Austrian citizen
- Group CTO since 2017

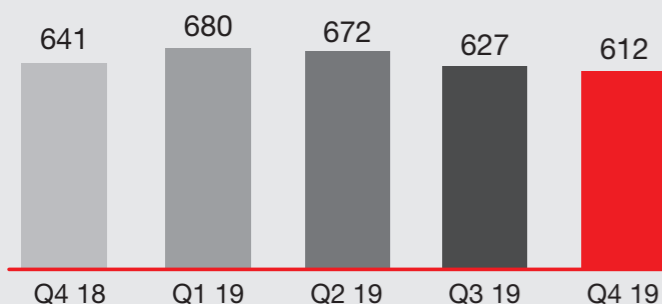


### CHRO – Anna Ryzhova

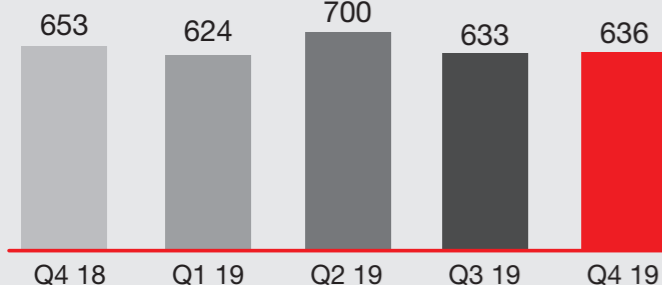
- 1979, Russian citizen
- CHRO since 2016

## Oerlikon Group – Quarterly figures<sup>1</sup>

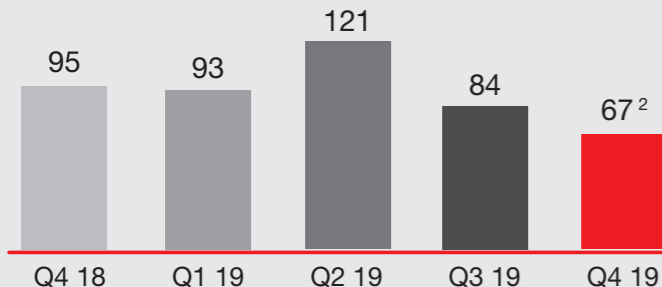
Order intake in CHF million



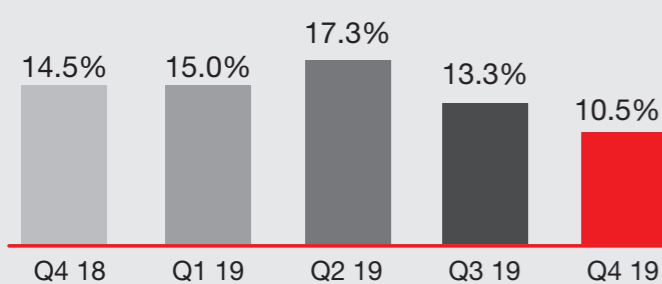
Sales in CHF million



EBITDA in CHF million



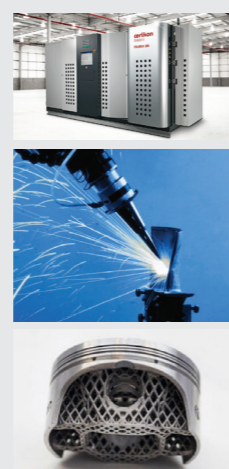
EBITDA margin



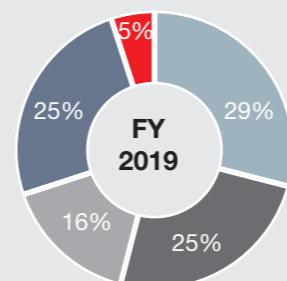
<sup>1</sup> Continuing operations

<sup>2</sup> Including CHF 20 million restructuring and other one time costs, adjusted EBITDA margin 13.6%

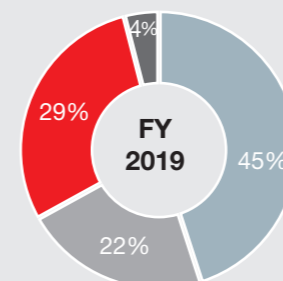
## Surface Solutions Segment



The Segment includes the three brands Oerlikon Balzers, Oerlikon Metco and Oerlikon AM. Oerlikon Balzers is a leading global supplier of PVD coatings and other surface technologies for precision components as well as metalworking and plastics processing tools. Oerlikon Metco enhances surfaces with coating solutions, materials and equipment. Oerlikon AM is an integrated service provider of industrial Additive Manufacturing (AM) solutions.



- Power Generation
- Tooling
- Automotive
- Aviation
- General Industry

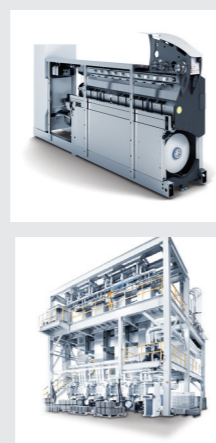


- Europe
- North America
- Asia / Pacific
- Rest of the World

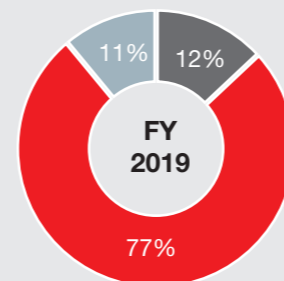
in CHF million	FY 2019	FY 2018	△
Order intake	1 468	1 574	-6.7%
Sales (to 3 <sup>rd</sup> parties)	1 488	1 511	-1.5%
EBITDA	234 <sup>1</sup>	283	-17.3%
EBITDA margin	15.6% <sup>1</sup>	18.6%	-3.0pp

<sup>1</sup> Including CHF 13 million restructuring costs, adjusted EBITDA margin 16.6%

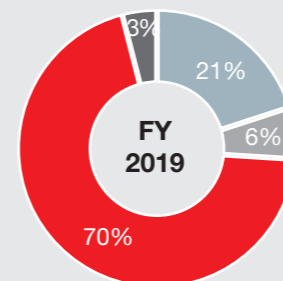
## Manmade Fibers Segment



The Segment with the product brands Oerlikon Barmag and Oerlikon Neumag is the world market leader for filament spinning systems, texturing machines and BCF carpet yarn, staple fiber spinning as well as nonwovens solutions.



- Textile Applications
- Special Filament
- Plant Engineering



- Europe
- North America
- Asia / Pacific
- Rest of the World

in CHF million	FY 2019	FY 2018	△
Order intake	1 122	1 157	-3.0%
Sales (to 3 <sup>rd</sup> parties)	1 106	1 098	+0.7%
EBITDA	144	128	+12.5%
EBITDA margin	13.0%	11.7%	+1.3pp

## Oerlikon's transformation

