

**oerlikon**

Interim Report **HY2019**

FROM THE CHAIRMAN OF THE BOARD OF  
DIRECTORS AND THE CEO

# Letter to Shareholders

Dear Shareholders

In the first six months of 2019, we further executed our strategy and delivered a good overall performance in an increasingly challenging market environment. Our results underscore the resilience of our business and confirm that we have a sound strategy and business model.

Supported by the strong half-year results from the man-made fibers business, we increased Group sales by 4.3% year-over-year to CHF 1 324 million and achieved an EBITDA margin of 16.2%, which is around the same level as last year. Group order intake, however, came in 5.7% lower year-over-year at CHF 1 352 million, mainly due to the record level of orders received by the Manmade Fibers Segment in the first half of 2018.

The results from continuing operations for the half year stood at CHF 80 million – a 12.1% decrease year-over-year primarily due to an increase in the cost of sales. The net result for the six months was CHF –99 million, mainly attributed to the reclassification of CHF 284 million non-cash cumulative translation differences following the divestment of the drive systems business.

Global economic growth is dipping due to geopolitical instabilities, China's economic slowdown and the ongoing trade feuds. The prolonged tariff disputes are hampering trade and investments in production capacity, which is leading to lower production volumes. These developments have affected Oerlikon's end markets, most noticeably in automotive, tooling and general industries. Sales in U.S. aerospace have waned, but pockets of growth were seen in Asia and Europe. While the aerospace sector faces industry-specific challenges, this market still has attractive opportunities. The oil & gas industry noted stable growth.

The automotive sector remained downbeat in the second quarter. Our structural growth initiatives have been compensating for the market downturn. However, the drop in global car production and volumes has started to take its toll on our surface solutions business – a case in point is the 5.7% decrease in our second-quarter automotive

sales compared to the 6.1% decline in global car production. To mitigate the impact of further market deterioration, we have actively taken stringent cost-saving measures. Moreover, our resilient business model, innovative spirit and technology leadership in long-term attractive markets put us in a strong position to take advantage of opportunities when markets recover.

Additive manufacturing will play a key role in next-generation industrial applications, and we remain committed to further advancing the industrialization of additive manufacturing. However, the adoption of additive manufacturing in industries has progressed at a slower-than-anticipated pace and is further impaired by the deterioration of industrial activity and declining capital investments in production capacity. Consequently, the additive manufacturing business' top line has developed less dynamically than expected and the built-up capacity is currently underutilized – both are negatively impacting the Surface Solutions Segment's top line and EBITDA margin.

Segment sales for the half year decreased slightly by 0.7% and order intake lowered by 2.6%. In addition to the aforementioned additive manufacturing impacts, the weakening of margin quality from the higher proportion of lower-margin businesses and the higher operating expenses for investments in future growth, such as competence centers and digitalization initiatives, also contributed to the dilution of the segment's EBITDA margin, which was at 16.6% (HY2018: 19.7%).

For our surface solutions business, we acquired TeroLab Surface GmbH in Langenfeld, Germany, to expand our thermal spray coating services for industries such as agriculture, steel and automotive, and machine OEMs. We also strengthened our footprint in attractive markets with the opening of seven new or expanded customer and production centers. In China, we increased the size of a coating center in Dongguan to meet the growing demand for coatings services for forming tools and precision components. In Sweden, two customer centers were added to shorten delivery times and reduce carbon

footprints. In Hungary, a customer center was enlarged to cater to customers in the automotive, mold-making and precision component industries.

For U.S. customers, we opened a new center in St. Louis to provide coating services for tools used in aerospace, automotive and general industries. In Mexico, a new customer center started operations to serve OEMs and tier-one suppliers from the automotive industry and mold makers in the metal forming and plastics processing industries. In addition, we inaugurated our state-of-the-art R&D and production facility in Huntersville, U.S., for our additive manufacturing business.

In the first half of 2019, we added products and solutions to our technology portfolio. A new BALIMED portfolio of coatings for medical and surgical tools and equipment was launched to enable properties such as low friction, wear-resistance, anti-glare, biocompatibility and antimicrobial resistance. Furthermore, BALINIT MILUBIA and BALINIT NALUBIA – specialized coatings for seals, pneumatic valves, pumps and compressors – were brought to the market. For aeroengine OEMs, we developed an improved corrosion-resistant abrasion-resistant alloy for compressor seals to withstand harsh environmental conditions. We also brought out new titanium sponge powders for cold spray and medical applications.

Oerlikon is partnering with Safran, the French National Centre for Scientific Research and the University of Limoges to create a joint research laboratory, PROTHEIS, and a technology platform, SAFIR, in Limoges. The focus is on developing enhanced European REACH-compliant surface treatment solutions to make lighter, longer-lasting products capable of reducing noise and nitrogen oxide emissions in aerospace applications. We are also collaborating with MT Aerospace to bring efficient and cost-saving end-to-end additive manufacturing solutions for customers in the aerospace and defense sectors.

In our manmade fibers business, we delivered a strong performance for the half year. In fact, we achieved the highest level of sales in this business since 2013 in the second quarter. Cumulated with the first-quarter results, sales were up by more than 11 % for the first six months compared to the same period in 2018. Order intake for the half year was sustained at a high level, but came in 9.5% lower year-over-year due to the record level of orders in the first quarter of 2018. The half-year EBITDA margin improved to 15.8%, due to efficient cost management, a larger ratio of higher-margin projects in the mix and one-time customer effects.

To strengthen our position in nonwovens, we launched the Oerlikon Nonwoven brand and signed a contract with a European company specialized in manufacturing nonwovens for filtration. At ITMA Barcelona, we presented four world premieres in new and innovative industrial designs, partly combined with digital solutions. The eAFK Evo texturing system offers significantly higher production speeds, greater productivity and consistently high product quality, along with lower energy consumption and simpler operation. We introduced FDY PA6 winders to smoothly handle fully drawn yarn in the challenging polyamide 6 process. We also debuted our Oerlikon Neumag BCF S8 Tricolor that allows the production of more than 200 000 different color shades, superior spinning speed, 99 % system efficiency and potential energy savings of up to 5 % per kilogram of yarn. Last but not least, we presented a clean technology solution VacuFul. This a vacuum filter that removes volatile contamination in spinning post-production.

The global economic downturn is expected to persist in the second half of 2019. The U.S. economy is anticipated to slow down while China's economic growth further declines. In Europe, political leadership changes are raising the level of uncertainty. These geopolitical dilemmas, combined with mounting risks from trade tensions, will continue to negatively influence international trade, investments, production and consumption. Against this difficult backdrop, the recovery that we were anticipating in our surface solutions markets is unfortunately no longer visible. Thus, we are adjusting our outlook for the year. Based on our reassessment, we expect to deliver around the same level of performance as in 2018, despite the tough markets. Specifically, order intake is anticipated to reach up to CHF 2.7 billion, sales are to exceed CHF 2.6 billion and the EBITDA margin is to be around 15.5%.

We will continue to drive growth through innovation, relentlessly work on strengthening our structural growth and exercise stringent cost discipline. We thank our employees for their hard work and commitment, and remain intently focused on delivering value to our customers and to you, our shareholders. Thank you for your continued trust and confidence in us.



**Prof. Dr. Michael Süß**  
Chairman of the  
Board of Directors



**Dr. Roland Fischer**  
Chief Executive Officer

# Half year 2019 at a glance

## Order intake

**1 352 million**

## EBITDA margin

**16.2 %**

## Sales

**1 324 million**

## Net result\*

**-99 million**

## Good performance in difficult markets

Oerlikon delivered a good performance overall for the first half 2019 in a challenging environment, with sales growth and sustained operating profitability, confirming the resilience of Oerlikon's business.

## Strategy execution

The divestment of the Drive Systems Segment to Dana Inc. was completed and closed on February 28, 2019.

## Key Figures

|                           | Order intake                   | Sales                          | EBITDA margin | Net result*                    |
|---------------------------|--------------------------------|--------------------------------|---------------|--------------------------------|
| Group                     | -5.7 %<br>to CHF 1 352 million | +4.3 %<br>to CHF 1 324 million | 16.2 %        | > -100 %<br>to CHF -99 million |
| Surface Solutions Segment | -2.6 %<br>to CHF 759 million   | -0.7 %<br>to CHF 750 million   | 16.6 %        |                                |
| Manmade Fibers Segment    | -9.5 %<br>to CHF 593 million   | +11.7 %<br>to CHF 574 million  | 15.8 %        |                                |

\* Impacted by reclassification of CHF 284 million (noncash) cumulative translation adjustments (CTA) and other items from other comprehensive income related to the divestment of the Drives Systems Segment.

All financial figures in CHF.



## Aerospace

### Surface Solutions Segment

#### New Abradable Alloy

For aero engine OEMs, Oerlikon developed an improved corrosion-resistant abradable alloy for compressor seals to withstand harsh environmental conditions.

#### Customized Thermal Spray Powder

A customized thermal spray powder was launched for clearance control sealing of aero engines based on tighter specifications and GE requirements.

#### R&D Partnership with Safran

Oerlikon is partnering with Safran, the French National Centre for Scientific Research and the University of Limoges to create a joint research lab, PROTHEIS, and a technology platform, SAFIR, in Limoges. The focus is on developing European REACH-compliant surface treatment solutions that make lighter, longer-lasting products capable of reducing noise and nitrogen oxide emissions.

#### Partnership with MT Aerospace for Additive Solutions

Oerlikon is partnering with MT Aerospace to develop end-to-end additive manufacturing solutions to bring efficiency and cost savings for customers in the aerospace and defense industries.

#### U.S. R&D and Production Facility for Additive Manufacturing

A state-of-the-art R&D and production facility in Huntersville was inaugurated to provide additive manufacturing solutions.



## Tooling

### Surface Solutions Segment

#### Strengthened Footprint in the U.S.

Oerlikon Balzers opened a new center in St. Louis, USA, equipped with the latest pre- and post-treatment systems for coating cutting and forming tools, to serve customers in the aerospace, automotive and general industries.

#### Serving Customers in Closer Proximity

Oerlikon Balzers inaugurated two customer centers in Sweden to shorten delivery times, improve customer service and reduce carbon footprints in this region.

#### Expanded Center in China to Meet Demand

In China, an Oerlikon Balzers coating center in Dongguan was expanded to meet the growing demand for coatings services for forming tools and precision components.

#### Obtained Excellence Certification

Oerlikon Balzers' customer center in Charentilly, France, obtained "Excellence" certification as a forming tools competence center. The certification is based on an audit covering safety procedures, quality processes, transport, handling and equipment, process technology, training level and the skill set of the employees.



## General Industries

### Surface Solutions Segment

#### Expanded Customer Center

In Hungary, a customer center was enlarged to cater to customers in the automotive, mold-making and precision component industries. With three modern Oerlikon Balzers coating systems – INGENIA, INNOVA and BAI1200 – the center is now well equipped to serve customers in Hungary and throughout the region with reduced delivery times.

#### Seven Advanced Coatings for Medical Applications

Oerlikon Balzers introduced to the market the new BALIMED portfolio, comprising seven highly advanced coatings that meet the demanding requirements of the medical industry. These low-friction and wear-resistant thin-film coatings offer higher cost efficiency and can enable properties such as biocompatibility and antimicrobial resistance.

#### New Coatings to Seal out Water

Oerlikon Balzers launched two new coatings – BALINIT MILUBIA and BALINIT NALUBIA – to increase the wear resistance of seals, pneumatic valves, pumps and compressors used in diverse applications such as water turbines and sanitary fixtures.

#### Titanium Sponge Powders Developed for Medical Usage

New titanium sponge powders for cold spray and medical applications were brought to market.



## Automotive

### Surface Solutions Segment

#### Establishing Competence Centers for eco-friendly ePD

Oerlikon laid the foundation stone for a new competence center in Bisingen, Germany. The competence center will focus on bringing together expertise, know-how and solutions for the eco-friendly and chrome-replacement ePD solution to meet the needs of automotive customers.

#### New Mexico Center to Serve OEMs and Tier-1 Suppliers

In Mexico, a new customer center started operations to serve OEMs and tier-one suppliers from the automotive industry and mold makers in the metal forming and plastics processing industries. With this center, Oerlikon Balzers can now supply its environmentally friendly and hard chrome replacement pulsed-plasma diffusion (PPD) and BALITHERM PRIMEFORM technologies to the Mexican automotive industry to ensure sustainable production of automotive components.



## Apparel & industrial textiles

### Manmade Fibers Segment

#### Oerlikon Nonwoven Brand

At IDEA, Florida, the Oerlikon Nonwoven brand was launched and a contract was signed with a renowned European company specialized in manufacturing nonwovens for filtration.

#### Four World Technology Premieres

At ITMA Barcelona, Oerlikon debuted four technologies in new and innovative industrial designs, partly with digital solutions:

- The eAFK Evo texturing system offers significantly higher production speeds, greater productivity and consistently high product quality, along with lower energy consumption and simpler operation.
- FDY PA6 are winders able to smoothly handle fully drawn yarn (FDY) in the challenging polyamide 6 process.
- Oerlikon Neumag BCF S8 Tricolor is a system that allows the production of more than 200 000 different color shades, superior spinning speed, 99% system efficiency and potential energy savings of up to 5% per kilogram of yarn.
- VacuFul, a clean technology solution, is a vacuum filter that removes volatile contamination in spinning post-production.

# Financial report

# Interim financial report 2019

## Key figures Oerlikon Group

| in CHF million   | <b>January 1 to<br/>June 30, 2019,<br/>unaudited</b> | January 1 to<br>June 30, 2018,<br>unaudited |
|--|--|---|
| Order intake <sup>1</sup>  | 1 352  | 1 434                                       |
| Order backlog <sup>1</sup>   | 619  | 672   |
| Sales <sup>1</sup>   | 1 324  | 1 269                                       |
| EBITDA <sup>1</sup>  | 214  | 208   |
| - as % of sales <sup>1</sup>   | 16.2%  | 16.4%                                       |
| EBIT <sup>1</sup>  | 115  | 128   |
| - as % of sales <sup>1</sup>   | 8.7%   | 10.1%                                       |
| Result from continuing operations  | 80   | 91  |
| Result from discontinued operations, net of income taxes                                   | -179   | 20  |
| Net result   | -99  | 111   |
| - as % of equity attributable to shareholders of the parent                                | -6%  | 6%  |
| Cash flow from operating activities <sup>2</sup>   | -11  | 194   |
| Capital expenditure for property, plant and equipment and intangible assets <sup>1</sup>   | 66   | 79  |
| Total assets (June 30, 2019/December 31, 2018)   | 3 779  | 4 545                                       |
| Equity attributable to shareholders of the parent (June 30, 2019/December 31, 2018)        | 1 798  | 2 001                                       |
| - as % of total assets   | 48%  | 44%   |
| Net cash (June 30, 2019/December 31, 2018) <sup>1, 3</sup>                                 | 380  | 398   |
| Net operating assets (June 30, 2019/December 31, 2018) <sup>1, 4</sup>                     | 1 850  | 1 523                                       |
| Number of employees (full-time equivalents) (June 30, 2019/December 31, 2018) <sup>1</sup> | 11 020   | 10 727                                      |
| Research and development expenditure <sup>1, 5</sup>                                       | 60   | 55  |

<sup>1</sup> Continuing operations.

<sup>2</sup> Cash flow from operating activities before changes in net current assets amounts to CHF 194 million (previous year: CHF 244 million).

<sup>3</sup> Net cash includes cash and cash equivalents, deposits and marketable securities less current and non-current debt.

<sup>4</sup> Net operating assets include current and non-current operating assets (including goodwill and brands and excluding cash and cash equivalents, current financial investments, current income tax receivables and deferred tax assets) less operating liabilities (excluding current and non-current financial and lease liabilities, current income tax payables and deferred tax liabilities).

<sup>5</sup> Research and development expenditure includes expenses recognized as intangible assets in the amount of CHF 13 million (previous year: CHF 10 million).



## Consolidated income statement

| in CHF million   | <b>January 1 to<br/>June 30, 2019,<br/>unaudited</b> | January 1 to<br>June 30, 2018,<br>unaudited |
|--|--|---|
| Sales of goods   | 817  | 774   |
| Services rendered  | 508  | 495   |
| <b>Total sales</b>   | <b>1 324</b>   | <b>1 269</b>                                |
| Cost of sales  | -934   | -869  |
| <b>Gross profit</b>  | <b>390</b>   | <b>400</b>                                  |
| Marketing and selling  | -93  | -92   |
| Research and development   | -65  | -61   |
| Administration   | -129   | -120  |
| Other income   | 23   | 12  |
| Other expense  | -11  | -11   |
| <b>Result before interest and taxes (EBIT)</b>                       | <b>115</b>   | <b>128</b>                                  |
| Financial income   | 8  | 8   |
| Financial expense  | -15  | -9  |
| <b>Result before taxes (EBT)</b>                                     | <b>107</b>   | <b>127</b>                                  |
| Income taxes   | -28  | -36   |
| <b>Result from continuing operations</b>                             | <b>80</b>  | <b>91</b>                                   |
| Result from discontinued operations, net of income taxes             | -179   | 20  |
| <b>Net result</b>  | <b>-99</b>   | <b>111</b>                                  |
| Attributable to:   |  |   |
| Shareholders of the parent   | -101   | 110   |
| Non-controlling interests  | 1  | 1   |
| Earnings per share in CHF  | <b>-0.31</b>   | 0.32  |
| Diluted earnings per share in CHF                                    | <b>-0.31</b>   | 0.32  |
| Earnings per registered share continuing operations in CHF           | <b>0.24</b>  | 0.26  |
| Diluted earnings per registered share continuing operations in CHF   | <b>0.24</b>  | 0.26  |
| Earnings per registered share discontinued operations in CHF         | <b>-0.55</b>   | 0.06  |
| Diluted earnings per registered share discontinued operations in CHF | <b>-0.55</b>   | 0.06  |

## Consolidated statement of comprehensive income

| in CHF million   | January 1 to<br>June 30, 2019,<br>unaudited | January 1 to<br>June 30, 2018,<br>unaudited |
|--|---|---|
| Net income   | -99   | 111   |
| <b>Other comprehensive income</b>  |   |   |
| <b>Items that will never be reclassified to the income statement</b>                       |   |   |
| Remeasurement of defined benefit plans <sup>1</sup>  | -36   | 10  |
| Income taxes on items that will never be reclassified to the income statement              | 10  | -2  |
|  | <b>-26</b>                                  | <b>8</b>                                    |
| <b>Items that are or may be reclassified subsequently to the income statement</b>          |   |   |
| Changes in fair value of hedges <sup>2</sup>   | 3   | -6  |
| Conversion differences   | 279   | -19   |
| Income taxes on items that are or may be reclassified subsequently to the income statement | -11   | 1   |
|  | <b>271</b>                                  | <b>-24</b>                                  |
| <b>Other comprehensive income for the period, net of taxes</b>                             | <b>244</b>                                  | <b>-16</b>                                  |
| <b>Total comprehensive income for the period</b>   | <b>145</b>                                  | <b>95</b>                                   |
| Attributable to:   |   |   |
| Shareholders of the parent   | 143   | 95  |
| Non-controlling interests  | 1   | -   |

<sup>1</sup> Thereof CHF 3 million relating to discontinued operations (previous year: CHF 6 million).

<sup>2</sup> Thereof CHF 0 million relating to discontinued operations (previous year: CHF -1 million).

## Consolidated balance sheet

### Assets

| in CHF million                                    | June 30, 2019,<br>unaudited | December 31, 2018 |
|---|-----------------------------|-------------------|
| Cash and cash equivalents                         | 717                         | 764               |
| Current financial investments and derivatives     | 39                          | 133               |
| Trade and trade note receivables                  | 354                         | 305               |
| Current contract assets                           | 17                          | 31                |
| Other receivables                                 | 102                         | 92                |
| Current income tax receivables                    | 17                          | 17                |
| Inventories                                       | 376                         | 343               |
| Prepaid expenses and accrued income               | 24                          | 19                |
| Assets classified as held for sale                | –                           | 866               |
| <b>Current assets</b>                             | <b>1 646</b>                | <b>2 571</b>      |
| Loans and other non-current financial receivables | 24                          | 24                |
| Non-current financial investments                 | 29                          | 29                |
| Property, plant and equipment                     | 610                         | 667               |
| Right-of-use assets                               | 223                         | –                 |
| Goodwill and intangible assets                    | 1 116                       | 1 139             |
| Post-employment benefit assets                    | –                           | 5                 |
| Deferred tax assets                               | 131                         | 110               |
| Non-current contract assets                       | 1                           | 1                 |
| <b>Non-current assets</b>                         | <b>2 133</b>                | <b>1 974</b>      |
| <b>Total assets</b>                               | <b>3 779</b>                | <b>4 545</b>      |

### Liabilities and equity

| in CHF million   | June 30, 2019,<br>unaudited | December 31, 2018 |
|--|-----------------------------|-------------------|
| Trade payables   | 234                         | 277               |
| Current contract liabilities                             | 374                         | 450               |
| Current lease liabilities                                | 28                          | 1                 |
| Current financial liabilities and derivatives            | 8                           | 308               |
| Other current payables                                   | 63                          | 63                |
| Accrued liabilities                                      | 207                         | 201               |
| Current income taxes payable                             | 71                          | 65                |
| Current post-employment benefit liabilities              | 15                          | 15                |
| Other current provisions                                 | 34                          | 38                |
| Liabilities classified as held for sale                  | –                           | 363               |
| <b>Current liabilities</b>                               | <b>1 035</b>                | <b>1 780</b>      |
| Non-current lease liabilities                            | 191                         | 39                |
| Non-current loans and borrowings                         | 154                         | 155               |
| Other non-current liabilities                            | 21                          | 24                |
| Non-current post-employment benefit liabilities          | 355                         | 329               |
| Deferred tax liabilities                                 | 135                         | 132               |
| Other non-current provisions                             | 76                          | 65                |
| <b>Non-current liabilities</b>                           | <b>933</b>                  | <b>743</b>        |
| <b>Total liabilities</b>                                 | <b>1 967</b>                | <b>2 524</b>      |
| Share capital  | 340                         | 340               |
| Treasury shares  | –7                          | –13               |
| Retained earnings and reserves                           | 1 465                       | 1 674             |
| <b>Equity attributable to shareholders of the parent</b> | <b>1 798</b>                | <b>2 001</b>      |
| Non-controlling interests                                | 14                          | 21                |
| <b>Total equity</b>                                      | <b>1 812</b>                | <b>2 021</b>      |
| <b>Total liabilities and equity</b>                      | <b>3 779</b>                | <b>4 545</b>      |

Consolidated cash flow statement<sup>1</sup>

| in CHF million  | January 1 to<br>June 30, 2019,<br>unaudited | January 1 to<br>June 30, 2018,<br>unaudited |
|---|---|---|
| Net result  | -99   | 111   |
| Income taxes  | 35  | 44  |
| Interest expense (net)  | 6   | 3   |
| Depreciation of property, plant and equipment                                   | 49  | 71  |
| Depreciation of right-of-use assets   | 18  | -   |
| Amortization of intangible assets   | 33  | 33  |
| Addition to other provisions (net)  | 20  | 27  |
| Decrease in post-employment benefit liabilities                                 | -6  | -14   |
| Gain from sale of non-current assets  | -   | -1  |
| Loss on sale of discontinued operations, net of income taxes                    | 165   | -   |
| Income taxes paid   | -27   | -37   |
| Other non-cash items  | 1   | 7   |
| <b>Cash flow from operating activities before changes in net current assets</b> | <b>194</b>                                  | <b>244</b>                                  |
| Increase in receivables, contract assets, prepaid expenses and accrued income   | -58   | -95   |
| Increase in inventories   | -40   | -71   |
| Decrease/increase in payables, accrued liabilities and use of other provisions  | -38   | 6   |
| Decrease/increase in contract liabilities                                       | -73   | 109   |
| Non-cash impact on net current assets due to hedge accounting                   | 3   | 1   |
| <b>Cash flow from changes in net current assets</b>                             | <b>-206</b>                                 | <b>-50</b>                                  |
| <b>Cash flow from operating activities</b>                                      | <b>-11</b>                                  | <b>194</b>                                  |
| Purchase of property, plant and equipment                                       | -54   | -94   |
| Purchase of intangible assets   | -17   | -17   |
| Disposal of Group companies, net of cash disposed                               | 549   | -   |
| Acquisition of subsidiaries, net of cash acquired <sup>2</sup>                  | -26   | -12   |
| Proceeds from sale of property, plant and equipment                             | 2   | -   |
| Investments in associates   | -1  | -   |
| Investments in marketable securities  | -2  | -   |
| Purchase of financial investments   | -9  | -   |
| Proceeds from repayment of financial investments                                | 101   | 30  |
| Interest received   | 4   | 3   |
| <b>Cash flow from investing activities</b>                                      | <b>547</b>                                  | <b>-90</b>                                  |
| Dividends paid  | -341  | -117  |
| Purchase of treasury shares   | -8  | -6  |
| Repayment of financial debt   | -319  | -3  |
| Interest paid   | -9  | -9  |
| <b>Cash flow from financing activities</b>                                      | <b>-678</b>                                 | <b>-135</b>                                 |
| Conversion adjustments to cash and cash equivalents                             | -1  | -2  |
| <b>Decrease in cash and cash equivalents</b>                                    | <b>-142</b>                                 | <b>-33</b>                                  |
| Cash and cash equivalents at the beginning of the period <sup>3</sup>           | 858   | 871   |
| Cash and cash equivalents at the end of the period <sup>4</sup>                 | 717   | 838   |
| <b>Decrease in cash and cash equivalents</b>                                    | <b>-142</b>                                 | <b>-33</b>                                  |

<sup>1</sup> The cash flow statement is presented including cash effects from discontinued operations as well as assets and liabilities held for sale. Refer to Note "Acquisition and divestments" for cash flow from discontinued operations.

<sup>2</sup> 2019: Includes settlement of contingent considerations relating to acquisitions made in previous periods and the acquisition of an immaterial subsidiary in the reporting period.

<sup>3</sup> 2019: Includes CHF 94 million, which are included in "Assets classified as held for sale" in the balance sheet as of January 1, 2019.

<sup>4</sup> 2018: Includes CHF 60 million, which are included in "Assets classified as held for sale" in the balance sheet as of June 30, 2018.

## Consolidated statement of changes in equity

| in CHF million  | Share capital <sup>1</sup> | Additional paid-in capital | Treasury shares | Conversion differences | Retained earnings | Hedge accounting | Income taxes | Total equity attributable to shareholders | Non-controlling interests | Total shareholders' equity |
|---|----------------------------|----------------------------|-----------------|------------------------|-------------------|------------------|--------------|---|---------------------------|----------------------------|
| <b>Balance at January 1, 2018</b>                         | <b>340</b>                 | <b>1013</b>                | <b>-4</b>       | <b>-363</b>            | <b>885</b>        | <b>5</b>         | <b>95</b>    | <b>1971</b>                               | <b>18</b>                 | <b>1989</b>                |
| Net income  | -                          | -                          | -               | -                      | 110               | -                | -            | 110                                       | 1                         | 111                        |
| Changes in fair value of hedges                           | -                          | -                          | -               | -                      | -                 | -6               | 1            | -5  | -                         | -5                         |
| Remeasurement of defined benefit plans                    | -                          | -                          | -               | -                      | 10                | -                | -2           | 8   | -                         | 8                          |
| Conversion differences                                    | -                          | -                          | -               | -18                    | -                 | -                | -            | -18                                       | -1                        | -19                        |
| <b>Other comprehensive income for the period</b>          | <b>-</b>                   | <b>-</b>                   | <b>-</b>        | <b>-18</b>             | <b>10</b>         | <b>-6</b>        | <b>-1</b>    | <b>-15</b>                                | <b>-1</b>                 | <b>-16</b>                 |
| <b>Total comprehensive income for the period</b>          | <b>-</b>                   | <b>-</b>                   | <b>-</b>        | <b>-18</b>             | <b>120</b>        | <b>-6</b>        | <b>-1</b>    | <b>95</b>                                 | <b>-</b>                  | <b>95</b>                  |
| Dividend distributions                                    | -                          | -119                       | -               | -                      | -                 | -                | -            | -119                                      | -                         | -119                       |
| Share-based payments                                      | -                          | -                          | 5               | -                      | -1                | -                | -            | 4   | -                         | 4                          |
| Purchase of treasury shares                               | -                          | -                          | -6              | -                      | -                 | -                | -            | -6  | -                         | -6                         |
| <b>Contributions and distributions</b>                    | <b>-</b>                   | <b>-119</b>                | <b>-1</b>       | <b>-</b>               | <b>-1</b>         | <b>-</b>         | <b>-</b>     | <b>-121</b>                               | <b>-</b>                  | <b>-121</b>                |
| <b>Total transactions with owners of the company</b>      | <b>-</b>                   | <b>-119</b>                | <b>-1</b>       | <b>-</b>               | <b>-1</b>         | <b>-</b>         | <b>-</b>     | <b>-121</b>                               | <b>-</b>                  | <b>-121</b>                |
| <b>Balance at June 30, 2018</b>                           | <b>340</b>                 | <b>894</b>                 | <b>-5</b>       | <b>-381</b>            | <b>1004</b>       | <b>-1</b>        | <b>94</b>    | <b>1945</b>                               | <b>18</b>                 | <b>1963</b>                |
| <b>Balance at January 1, 2019, as reported</b>            | <b>340</b>                 | <b>895</b>                 | <b>-13</b>      | <b>-436</b>            | <b>1117</b>       | <b>-2</b>        | <b>99</b>    | <b>2001</b>                               | <b>21</b>                 | <b>2021</b>                |
| Adjustment on initial application of IFRS 16 (net of tax) | -                          | -                          | -               | -                      | -6                | -                | -            | -6  | -                         | -6                         |
| <b>Adjusted balance at January 1, 2019</b>                | <b>340</b>                 | <b>895</b>                 | <b>-13</b>      | <b>-436</b>            | <b>1111</b>       | <b>-2</b>        | <b>99</b>    | <b>1995</b>                               | <b>21</b>                 | <b>2015</b>                |
| Net result  | -                          | -                          | -               | -                      | -101              | -                | -            | -101                                      | 1                         | -99                        |
| Changes in fair value of hedges                           | -                          | -                          | -               | -                      | -                 | 3                | -1           | 2   | -                         | 2                          |
| Remeasurement of defined benefit plans                    | -                          | -                          | -               | -                      | -36               | -                | 10           | -26                                       | -                         | -26                        |
| Conversion differences                                    | -                          | -                          | -               | 279                    | -                 | -                | -10          | 268                                       | -                         | 268                        |
| <b>Other comprehensive income for the period</b>          | <b>-</b>                   | <b>-</b>                   | <b>-</b>        | <b>279</b>             | <b>-36</b>        | <b>3</b>         | <b>-1</b>    | <b>244</b>                                | <b>-</b>                  | <b>244</b>                 |
| <b>Total comprehensive income for the period</b>          | <b>-</b>                   | <b>-</b>                   | <b>-</b>        | <b>279</b>             | <b>-137</b>       | <b>3</b>         | <b>-1</b>    | <b>143</b>                                | <b>1</b>                  | <b>145</b>                 |
| Dividend distributions                                    | -                          | -338                       | -               | -                      | -                 | -                | -            | -338                                      | -1                        | -339                       |
| Share-based payments                                      | -                          | -                          | 13              | -                      | -7                | -                | -            | 6   | -                         | 6                          |
| Purchase of treasury shares                               | -                          | -                          | -8              | -                      | -                 | -                | -            | -8  | -                         | -8                         |
| <b>Contributions and distributions</b>                    | <b>-</b>                   | <b>-338</b>                | <b>5</b>        | <b>-</b>               | <b>-7</b>         | <b>-</b>         | <b>-</b>     | <b>-340</b>                               | <b>-1</b>                 | <b>-341</b>                |
| Disposal of subsidiaries with non-controlling interests   | -                          | -                          | -               | -                      | -                 | -                | -            | -   | -8                        | -8                         |
| <b>Changes in ownership interests</b>                     | <b>-</b>                   | <b>-</b>                   | <b>-</b>        | <b>-</b>               | <b>-</b>          | <b>-</b>         | <b>-</b>     | <b>-</b>                                  | <b>-8</b>                 | <b>-8</b>                  |
| <b>Total transactions with owners of the company</b>      | <b>-</b>                   | <b>-338</b>                | <b>5</b>        | <b>-</b>               | <b>-7</b>         | <b>-</b>         | <b>-</b>     | <b>-340</b>                               | <b>-8</b>                 | <b>-348</b>                |
| <b>Balance at June 30, 2019</b>                           | <b>340</b>                 | <b>558</b>                 | <b>-7</b>       | <b>-157</b>            | <b>967</b>        | <b>-</b>         | <b>97</b>    | <b>1798</b>                               | <b>14</b>                 | <b>1812</b>                |

<sup>1</sup> The share capital of OC Oerlikon Corporation AG, Pfäffikon, consists of 339 758 576 fully-paid registered shares (previous year: 339 758 576) of nominal value CHF 1 each.

## Significant accounting principles

### Company operations

OC Oerlikon Corporation AG, Pfäffikon is a Swiss public company located in Churerstrasse 120, Pfäffikon, canton of Schwyz, Switzerland. It is the ultimate parent company of the Oerlikon Group, a leading high-tech industrial Group which provides innovative industrial solutions and cutting-edge technologies for surface solutions and manmade fibers manufacturing.

### Basis of preparation

The unaudited consolidated interim financial statements of OC Oerlikon Corporation AG, Pfäffikon for the first half of 2019 are presented in a condensed form and have been prepared in accordance with IAS 34 Interim Financial Reporting and Swiss company law. These accounting standards have been applied consistently in all periods presented in this report except for IFRS 16 Leases which was newly adopted from January 1, 2019. The reporting period is six months. The consolidated income statement shows operating costs grouped by function. Assets and liabilities in the consolidated balance sheet are classified as current or non-current. The consolidated interim financial statements do not include all the details contained in the consolidated annual financial statements and should therefore be read in conjunction with the annual consolidated financial statements as of December 31, 2018. The consolidated interim financial statements were approved by the Board of Directors on August 5, 2019. All amounts in the consolidated interim financial statements are presented in millions of Swiss francs (CHF million) and all amounts (including totals and subtotals) have been rounded according to normal commercial practice. Thus, an addition of the figures presented can result in rounding differences.

### Judgments, estimates and assumptions

Preparation of the consolidated interim financial statements in accordance with IFRS requires management to make estimates and assumptions that affect the values of reported revenues, expenses, assets, liabilities and contingent liabilities at the reporting date. These estimates and assumptions are constantly being revised. Depending on the issues involved, revision of such assumptions can have an effect on the current period, as well as potentially on future periods. These estimates, judgments and assumptions are based on historical experience and other factors that are believed to be reasonable and justified as expectations of future events. However, actual results can differ from these estimates. The same significant assumptions and estimates were made by management for these consolidated interim financial statements as for the annual consolidated financial statements as of December 31, 2018.

### Seasonality

The Oerlikon Group operates in industries where sales are not subject to significant seasonal or cyclical variations during the financial year.

### Significant accounting principles

The accounting policies in this interim financial report match those applied in the audited annual consolidated financial statements as of December 31, 2018, with the exception of the changes shown under "Adoption of new and revised accounting standards".

### Adoption of new and revised accounting standards

The Oerlikon Group has initially adopted IFRS 16 Leases from January 1, 2019. IFRS 16 introduced a single, on-balance sheet accounting model for lessees. As a result, the Oerlikon Group, as a lessee, has recognized right-of-use assets representing its rights to use the underlying assets and lease liabilities representing its obligation to make lease payments. Lessor accounting remains unchanged with respect to previous accounting policies.

The Oerlikon Group has applied IFRS 16 using the modified retrospective approach, under which the cumulative effect of initial application is recognized in retained earnings at January 1, 2019. Accordingly, the comparative information presented for 2018 has not been restated, i.e. it is presented, as previously reported, under IAS 17 and related interpretations. The details of the changes in accounting policies are disclosed below.

**Definition of a lease:** Previously, the Oerlikon Group determined at contract inception whether an arrangement was or contained a lease under IFRIC 4 Determining Whether an Arrangement contains a Lease. The Oerlikon Group now assesses whether a contract is or contains a lease based on the new definition of a lease. Under IFRS 16, a contract is, or contains, a lease if the contract conveys a right to control the use of an identified asset for a period of time in exchange for consideration.

On transition to IFRS 16, the Oerlikon Group elected to apply the practical expedient to grandfather the assessment of which transactions are leases. It applied IFRS 16 only to contracts that were previously identified as leases. Therefore, the definition of a lease under IFRS 16 has been applied only to contracts entered into or changed on or after January 1, 2019.

At inception or on reassessment of a contract that contains a lease component, the Group has elected not to separate non-lease components and will instead account for the lease and non-lease components as a single lease component.

The Oerlikon Group leases mainly properties and vehicles. As a lessee, the Oerlikon Group previously classified leases as operating or finance leases based on its assessment of whether the lease transferred substantially all of the risks and rewards of ownership. Under IFRS 16, the Oerlikon Group recognizes right-of-use assets and lease liabilities for most leases, i.e. these leases are on-balance sheet. Vehicles and other items of plant, equipment and furniture typically have a lease term between 3 and 5 years. Production and administrative buildings have an expected lease term of 5 to 20 years (including extension options where the Group is reasonably certain that they will be exercised). However, the Oerlikon Group has elected not to recognize right-of-use assets and lease liabilities for short-term leases and leases of low-value assets (e. g. IT or office equipment). The Oerlikon Group recognizes the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

The Oerlikon Group presents right-of-use assets in a separate line on the balance sheet. The carrying amounts of right-of-use assets are as below:

| in CHF million                          | June 30,<br>2019 | January 1,<br>2019 |
|---|------------------|--------------------|
| Plant, equipment and furniture          | 21               | 15                 |
| Production and administrative buildings | 202              | 208                |
| <b>Total right-of-use assets</b>        | <b>223</b>       | <b>223</b>         |

The Oerlikon Group presents lease liabilities in separate lines on the balance sheet. In the previous years, liabilities related to finance leases have been included in current financial liabilities and derivatives and non-current loans and borrowings, respectively.

**Impacts on significant accounting principles:** The Oerlikon Group recognizes a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost, and subsequently at cost less any accumulated depreciation and impairment losses, and adjusted for certain remeasurements of the lease liability.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, the Oerlikon Group's incremental borrowing rate. Generally, the Oerlikon Group uses country- and duration-specific incremental borrowing rates as the discount rate.

The lease liability is subsequently increased by the interest cost on the lease liability and decreased by lease payments made. It is remeasured when there is a change in future lease payments arising from a change in an index or rate, a change in the estimate of the amount expected to be payable under a residual value guarantee, or as appropriate, changes in the assessment of whether a purchase or extension option is reasonably certain to be exercised or a termination option is reasonably certain not to be exercised.

The Oerlikon Group has applied judgement to determine the lease term for some lease contracts in which it is a lessee that include renewal options. The assessment of whether the Group is reasonably certain to exercise such options impacts the lease term, which significantly affects the amount of lease liabilities and right-of-use assets recognized. Extension options and termination options are reassessed only when a significant event or change in circumstances occurs that is within the control of the Group and affects whether it is reasonably certain to exercise an option.

**Transition:** At transition, for leases classified as operating leases under IAS 17, lease liabilities were measured at the present value of the remaining lease payments, discounted at the Oerlikon Group's incremental borrowing rate as at January 1, 2019. Right-of-use assets were measured at their carrying amount as if IFRS 16 had been applied since the commencement date, discounted using the lessee's incremental borrowing rate at the date of initial application.

The Oerlikon Group used the following practical expedients when applying IFRS 16 to leases previously classified as operating leases under IAS 17.

- Applied the exemption not to recognize right-of-use assets and liabilities for leases with a lease term which ends within 12 months of the initial application date.
- Excluded initial direct costs from measuring the right-of-use asset at the date of initial application.
- Used hindsight when determining the lease term if the contract contains options to extend or terminate the lease.

For leases classified as finance leases under IAS 17, the carrying amount of the right-of-use asset and the lease liability at January 1, 2019 were determined at the carrying amount of the lease asset and lease liability under IAS 17 immediately before that date.

**Impacts on financial statements:** On transition to IFRS 16, the Oerlikon Group recognized additional right-of-use assets and additional lease liabilities, recognizing the difference in retained earnings. The impact on transition is summarized below.

| in CHF million   | January 1,<br>2019 |
|--|--------------------|
| Increase of right-of-use assets                        | 223                |
| Decrease of property, plant and equipment <sup>1</sup> | -52                |
| Increase of deferred tax assets                        | 2                  |
| Increase of assets held for sale                       | 8                  |
| Increase of lease liabilities                          | 179                |
| Increase of liabilities held for sale                  | 8                  |
| Decrease of retained earnings                          | -6                 |

<sup>1</sup> Reclassification of assets held under finance leases.



When measuring lease liabilities for leases that were classified as operating leases, the Oerlikon Group discounted lease payments using its incremental borrowing rate at January 1, 2019. The weighted average rate applied is 2.5 %.

| in CHF million   | January 1,<br>2019 |
|--|--------------------|
| Payments under non-cancellable operating leases disclosed as at December 31, 2018              | 138                |
| Discounted using the lessee's incremental borrowing rate of at the date of initial application | 131                |
| Add: finance lease liabilities recognized as at December 31, 2018                              | 48                 |
| (Less): short-term leases recognized on a straight-line basis as expense                       | -4                 |
| (Less): low-value leases recognized on a straight-line basis as expense                        | -2                 |
| Add: adjustments as a result of a different treatment of extension and termination options     | 63                 |
| Lease liability recognized as at January 1, 2019   | 236                |
| Of which are:  |                    |
| Current lease liabilities  | 29                 |
| Non-current lease liabilities  | 190                |
| Liabilities held for sale  | 17                 |

In relation to the leases that were previously classified as operating leases, the Oerlikon Group has recognized CHF 15 million of depreciation charges and CHF 2 million of interest costs from these leases. In the consolidated cash flow statement the cash flow from operating activities increased by CHF 18 million, whereas the cash flow from financing activities decreased by the same amount.

### Newly published accounting standards not early adopted

There are no new IFRS standards or interpretations which are not yet effective and which would be expected to have a material impact on the Group's financial statements.

### Segment information

The Segment reporting of the Oerlikon Group is in accordance with the "management approach" and based on the internal structure and reporting. The Executive Committee is an advisory body to the Chief Executive Officer (CEO). The CEO performs the function of the Chief Operating Decision Maker (CODM), assesses performance and makes resource allocation decisions. The CODM receives information on Business Unit level for the Surface Solutions Segment. In accordance with the aggregation criteria of IFRS 8, these Business Units have been aggregated to one reportable Segment.

The internal reporting to the Executive Committee and the Board of Directors is based on uniform Group accounting principles, which correspond to those used in the consolidated financial statements. Intersegment pricing is determined on an arm's length basis.

### The Group consists of the following reportable Segments:

- Surface Solutions Segment is a world-leading supplier of advanced materials and surface technologies for components and tools used in a wide range of industrial applications where superior materials and surface performance are required
- Manmade Fibers Segment is a world market leader for solutions and systems used to manufacture manmade fibers that enable customers to produce high-quality synthetic fibers.

## Segment information

| in CHF million   | Surface Solutions Segment |             | Manmade Fibers Segment |             | Total Segments  |              | Group/ Eliminations |            |
|--|---------------------------|-------------|------------------------|-------------|-----------------|--------------|---------------------|------------|
|  | 2019                      | 2018        | 2019                   | 2018        | 2019            | 2018         | 2019                | 2018       |
| <b>Order intake</b>  | <b>759</b>                | <b>779</b>  | <b>593</b>             | <b>655</b>  | <b>1352</b>     | <b>1434</b>  | <b>-</b>            | <b>-</b>   |
| <b>Order backlog</b>   | <b>200</b>                | <b>154</b>  | <b>419</b>             | <b>518</b>  | <b>619</b>      | <b>672</b>   | <b>-</b>            | <b>-</b>   |
| <b>Sales</b>   |                           |             |                        |             |                 |              |                     |            |
| Sales to third parties   | 750                       | 755         | 574                    | 514         | 1324            | 1269         | -                   | -          |
| Sales to other segments  | 3                         | 4           | -                      | -           | 3               | 4            | -3                  | -4         |
| Eliminations   | -3                        | -4          | -                      | -           | -3              | -4           | 3                   | 4          |
|  | <b>750</b>                | <b>755</b>  | <b>574</b>             | <b>514</b>  | <b>1324</b>     | <b>1269</b>  | <b>-</b>            | <b>-</b>   |
| <b>Sales to third parties by market region</b>   |                           |             |                        |             |                 |              |                     |            |
| Asia/Pacific   | 213                       | 217         | 384                    | 354         | 597             | 571          | -                   | -          |
| Europe   | 350                       | 352         | 129                    | 75          | 479             | 427          | -                   | -          |
| North America  | 153                       | 151         | 42                     | 43          | 195             | 194          | -                   | -          |
| Other regions  | 34                        | 35          | 20                     | 42          | 54              | 77           | -                   | -          |
|  | <b>750</b>                | <b>755</b>  | <b>574</b>             | <b>514</b>  | <b>1324</b>     | <b>1269</b>  | <b>-</b>            | <b>-</b>   |
| <b>Sales to third parties by location</b>  |                           |             |                        |             |                 |              |                     |            |
| Asia/Pacific   | 188                       | 200         | 169                    | 163         | 357             | 363          | -                   | -          |
| thereof China  | 56                        | 70          | 165                    | 158         | 221             | 228          | -                   | -          |
| Europe   | 379                       | 373         | 394                    | 341         | 773             | 714          | -                   | -          |
| thereof Switzerland  | 72                        | 60          | -                      | -           | 72              | 60           | -                   | -          |
| Germany  | 176                       | 179         | 394                    | 341         | 571             | 520          | -                   | -          |
| Italy  | 19                        | 21          | -                      | -           | 19              | 21           | -                   | -          |
| North America  | 161                       | 160         | 11                     | 10          | 172             | 170          | -                   | -          |
| thereof USA  | 142                       | 140         | 11                     | 10          | 153             | 150          | -                   | -          |
| Other regions  | 22                        | 22          | -                      | -           | 22              | 22           | -                   | -          |
|  | <b>750</b>                | <b>755</b>  | <b>574</b>             | <b>514</b>  | <b>1324</b>     | <b>1269</b>  | <b>-</b>            | <b>-</b>   |
| <b>Timing of revenue recognition</b>   |                           |             |                        |             |                 |              |                     |            |
| At a point in time   | 750                       | 755         | 191                    | 175         | 941             | 930          | -                   | -          |
| Transferred over time  | -                         | -           | 383                    | 339         | 383             | 339          | -                   | -          |
|  | <b>750</b>                | <b>755</b>  | <b>574</b>             | <b>514</b>  | <b>1324</b>     | <b>1269</b>  | <b>-</b>            | <b>-</b>   |
| <b>Capital expenditure for property, plant and equipment and intangible assets<sup>1</sup></b> |                           |             |                        |             |                 |              |                     |            |
| Asia/Pacific   | 16                        | 13          | 1                      | -           | 16              | 13           | -                   | -          |
| Europe   | 22                        | 33          | 9                      | 9           | 31              | 42           | 4                   | 4          |
| North America  | 12                        | 19          | -                      | -           | 12              | 19           | -                   | -          |
| Other regions  | 2                         | 1           | -                      | -           | 2               | 1            | -                   | -          |
|  | <b>51</b>                 | <b>66</b>   | <b>10</b>              | <b>9</b>    | <b>61</b>       | <b>75</b>    | <b>5</b>            | <b>4</b>   |
| <b>EBITDA</b>  | <b>125</b>                | <b>149</b>  | <b>91</b>              | <b>59</b>   | <b>215</b>      | <b>208</b>   | <b>-1</b>           | <b>-</b>   |
| <b>EBIT</b>  | <b>41</b>                 | <b>81</b>   | <b>78</b>              | <b>48</b>   | <b>118</b>      | <b>129</b>   | <b>-4</b>           | <b>-1</b>  |
| <b>Other material items</b>  |                           |             |                        |             |                 |              |                     |            |
| Research and development expense   | -50                       | -46         | -15                    | -15         | -65             | -61          | -                   | -          |
| Depreciation and amortization  | -84                       | -68         | -13                    | -11         | -97             | -79          | -3                  | -1         |
| Restructuring expense/income   | -1                        | -           | -                      | -           | -1              | -            | -                   | -          |
| <b>Net operating assets</b>  | <b>30.06.19</b>           | 31.12.18    | <b>30.06.19</b>        | 31.12.18    | <b>30.06.19</b> | 31.12.18     | <b>30.06.19</b>     | 31.12.18   |
| Operating assets <sup>2</sup>  | 2076                      | 1929        | 718                    | 667         | 2794            | 2596         | 78                  | 56         |
| Operating liabilities <sup>3</sup>   | -294                      | -345        | -656                   | -726        | -950            | -1071        | -72                 | -58        |
|  | <b>1782</b>               | <b>1584</b> | <b>62</b>              | <b>-59</b>  | <b>1844</b>     | <b>1525</b>  | <b>6</b>            | <b>-3</b>  |
| <b>Number of employees (full-time equivalents)</b>   | <b>30.06.19</b>           | 31.12.18    | <b>30.06.19</b>        | 31.12.18    | <b>30.06.19</b> | 31.12.18     | <b>30.06.19</b>     | 31.12.18   |
| Asia/Pacific   | 1883                      | 1871        | 1090                   | 1074        | 2973            | 2945         | -                   | -          |
| Europe   | 4202                      | 4047        | 1737                   | 1687        | 5940            | 5734         | 264                 | 239        |
| North America  | 1406                      | 1372        | 62                     | 63          | 1468            | 1435         | -                   | -          |
| Other regions  | 371                       | 364         | -                      | -           | 371             | 364          | 6                   | 10         |
|  | <b>7862</b>               | <b>7654</b> | <b>2889</b>            | <b>2824</b> | <b>10751</b>    | <b>10478</b> | <b>270</b>          | <b>249</b> |

|  | Total from continuing operations |               | Discontinued operations <sup>1</sup> |              | Total incl. discontinued operations |               |
|--|----------------------------------|---------------|--------------------------------------|--------------|-------------------------------------|---------------|
|  | 2019                             | 2018          | 2019                                 | 2018         | 2019                                | 2018          |
|  | <b>1 352</b>                     | <b>1 434</b>  | <b>142</b>                           | <b>438</b>   | <b>1 494</b>                        | <b>1 872</b>  |
|  | <b>619</b>                       | <b>672</b>    | <b>-</b>                             | <b>183</b>   | <b>619</b>                          | <b>855</b>    |
|  | 1 324                            | 1 269         | 142                                  | 435          | 1 467                               | 1 704         |
|  | -                                | -             | -                                    | -            | -                                   | -             |
|  | <b>1 324</b>                     | <b>1 269</b>  | <b>142</b>                           | <b>435</b>   | <b>1 467</b>                        | <b>1 704</b>  |
|  | 597                              | 571           | 24                                   | 89           | 621                                 | 660           |
|  | 479                              | 427           | 58                                   | 179          | 537                                 | 606           |
|  | 195                              | 194           | 52                                   | 142          | 246                                 | 336           |
|  | 54                               | 77            | 9                                    | 25           | 62                                  | 102           |
|  | <b>1 324</b>                     | <b>1 269</b>  | <b>142</b>                           | <b>435</b>   | <b>1 467</b>                        | <b>1 704</b>  |
|  | 357                              | 363           | 35                                   | 115          | 393                                 | 478           |
|  | 221                              | 228           | 8                                    | 34           | 229                                 | 262           |
|  | 773                              | 714           | 64                                   | 202          | 837                                 | 916           |
|  | 72                               | 60            | -                                    | -            | 72                                  | 60            |
|  | 571                              | 520           | -                                    | -            | 571                                 | 520           |
|  | 19                               | 21            | 63                                   | 199          | 82                                  | 220           |
|  | 172                              | 170           | 43                                   | 118          | 215                                 | 288           |
|  | 153                              | 150           | 43                                   | 118          | 197                                 | 268           |
|  | 22                               | 22            | -                                    | -            | 22                                  | 22            |
|  | <b>1 324</b>                     | <b>1 269</b>  | <b>142</b>                           | <b>435</b>   | <b>1 467</b>                        | <b>1 704</b>  |
|  | 941                              | 930           | 142                                  | 435          | 1 083                               | 1 365         |
|  | 383                              | 339           | -                                    | -            | 383                                 | 339           |
|  | <b>1 324</b>                     | <b>1 269</b>  | <b>142</b>                           | <b>435</b>   | <b>1 467</b>                        | <b>1 704</b>  |
|  | 17                               | 13            | 4                                    | 14           | 21                                  | 27            |
|  | 35                               | 46            | 1                                    | 14           | 36                                  | 60            |
|  | 12                               | 19            | 1                                    | 4            | 13                                  | 23            |
|  | 2                                | 1             | -                                    | -            | 2                                   | 1             |
|  | <b>66</b>                        | <b>79</b>     | <b>5</b>                             | <b>32</b>    | <b>71</b>                           | <b>111</b>    |
|  | <b>214</b>                       | <b>208</b>    | <b>-171</b>                          | <b>52</b>    | <b>44</b>                           | <b>260</b>    |
|  | <b>115</b>                       | <b>128</b>    | <b>-172</b>                          | <b>28</b>    | <b>-57</b>                          | <b>156</b>    |
|  | -65                              | -61           | -3                                   | -8           | -68                                 | -69           |
|  | -100                             | -80           | -1                                   | -24          | -100                                | -104          |
|  | -1                               | -             | -                                    | 1            | -1                                  | 1             |
|  | <b>30.06.19</b>                  | 31.12.18      | <b>30.06.19</b>                      | 31.12.18     | <b>30.06.19</b>                     | 31.12.18      |
|  | 2 872                            | 2 652         | -                                    | 720          | 2 872                               | 3 372         |
|  | -1 022                           | -1 129        | -                                    | -273         | -1 022                              | -1 402        |
|  | <b>1 850</b>                     | <b>1 523</b>  | <b>-</b>                             | <b>447</b>   | <b>1 850</b>                        | <b>1 970</b>  |
|  | <b>30.06.19</b>                  | 31.12.18      | <b>30.06.19</b>                      | 31.12.18     | <b>30.06.19</b>                     | 31.12.18      |
|  | 2 973                            | 2 945         | -                                    | 2 973        | 2 973                               | 5 918         |
|  | 6 204                            | 5 973         | -                                    | 1 757        | 6 204                               | 7 729         |
|  | 1 468                            | 1 435         | -                                    | 751          | 1 468                               | 2 186         |
|  | 376                              | 374           | -                                    | -            | 376                                 | 374           |
|  | <b>11 020</b>                    | <b>10 727</b> | <b>-</b>                             | <b>5 480</b> | <b>11 020</b>                       | <b>16 207</b> |

<sup>1</sup> Does not include non-current assets acquired through business combinations.

<sup>2</sup> Operating assets include current and non-current operating assets (including goodwill and brands), whereas cash and cash equivalents, current financial investments, current income tax receivables as well as deferred tax assets are not included. Due to the first time application of IFRS 16 operating assets increased per January 1, 2019 by CHF 171 million (Surface Solutions Segment CHF 135 million, Manmade Fibers Segment CHF 19 million and Group/Eliminations CHF 17 million).

<sup>3</sup> Operating liabilities include current and non-current operating liabilities, whereas current and non-current financial and lease liabilities, current income tax payables and deferred tax liabilities are not included.

<sup>4</sup> Discontinued operations in 2019 and 2018 include the Drive Systems Segment.

## Acquisitions and Divestments

### Acquisitions

On March 29, 2019, Oerlikon acquired TeroLab Surface GmbH, a German provider of thermal spray coating services. The acquisition will expand the Surface Solutions Segment's portfolio of thermal spray coating services for industries like agriculture, steel and automotive as well as to machine OEMs.

The effects of the acquisition on the financial statements of the Oerlikon Group are not significant.

### Divestment of the Drive Systems Segment

On July 29, 2018, the Oerlikon Group signed an agreement to divest its Drive Systems Segment to Dana Incorporated. Consequently, the Drive Systems Segment was presented as a disposal group held for sale and as discontinued operations per December 31, 2018, comprising assets of CHF 866 million and liabilities of CHF 363 million. The transaction closed on February 28, 2019, resulting in the derecognition of assets of CHF 881 million and liabilities of CHF 503 million.

The total consideration amounts to CHF 625 million (including CHF 133 million for the settlement of pre-existing intragroup financing), all of which has been received as cash and cash equivalents in the reporting period.

The Oerlikon Group incurred a loss on disposal from this transaction in the amount of CHF –187 million in the first half of 2019, which is included in the result from discontinued operations, net of income taxes. This amount includes a loss from the reclassification of cumulative exchange differences and other items of other comprehensive income that were previously recognized in the equity of CHF –284 million. The loss is fully attributable to the shareholders of the parent.

In connection with this divestment, Oerlikon has assumed certain customary obligations such as representations and warranties as well as certain indemnities. The indemnities cover in particular tax and environment-related topics. The limitations applicable to these indemnities vary, but are customary for a transaction of this nature.

### Result from discontinued operations

| in CHF million   | <b>January 1 to<br/>June 30, 2019</b> | January 1 to<br>June 30, 2018 |
|--|---------------------------------------|-------------------------------|
|  | <b>Drive Systems<br/>Segment</b>      | Drive Systems<br>Segment      |
| Sales  | 142                                   | 435                           |
| Total expenses   | –126                                  | –397                          |
| <b>Result before taxes (EBT) from operating activities</b>   | <b>16</b>                             | <b>38</b>                     |
| Income taxes   | –8                                    | –9                            |
| <b>Result from operating activities</b>  | <b>8</b>                              | <b>29</b>                     |
| Gain on sale of discontinued operations before reclassification of translation differences and other items of other comprehensive income | 96                                    | –                             |
| Reclassification of translation differences and other items of other comprehensive income <sup>1</sup>                                   | –284                                  | –                             |
| Costs related to divestment  | –                                     | –10                           |
| Income tax on sale of discontinued operations  | 1                                     | 1                             |
| <b>Loss on sale of discontinued operations, net of income taxes</b>  | <b>–187</b>                           | <b>–9</b>                     |
| <b>Result from discontinued operations, net of income taxes</b>  | <b>–179</b>                           | <b>20</b>                     |
| Attributable to:   |                                       |                               |
| Shareholders of the parent   | –179                                  | 20                            |
| Non-controlling interests  | –                                     | –                             |
| Earnings per share in CHF  | –0.55                                 | 0.06                          |
| Diluted earnings per share in CHF  | –0.55                                 | 0.06                          |

<sup>1</sup> In the year that a foreign entity is divested, the cumulative translation differences and certain other items of other comprehensive income recorded in other comprehensive income (equity) are reclassified to the income statement as part of the gain or loss upon disposal.

**Cash flow from discontinued operations**

| in CHF million                                     | January 1 to<br>June 30, 2019 | January 1 to<br>June 30, 2018 |
|--|-------------------------------|-------------------------------|
|  | Drive Systems<br>Segment      | Drive Systems<br>Segment      |
| Cash flow from operating activities                | -12                           | 13                            |
| Cash flow from investing activities <sup>1</sup>   | -5                            | -33                           |
| Cash flow from financing activities                | -1                            | -                             |
| <b>Net cash flows from discontinued operations</b> | <b>-19</b>                    | <b>-20</b>                    |

<sup>1</sup> Excludes proceeds from sale of discontinued operations, net of cash disposed of.

**Effect of the disposal of the Drive Segment on the balance sheet**

| in CHF million   | February 28, 2019 |
|--|-------------------|
| Cash and cash equivalents                              | -76               |
| Current financial investments and derivatives          | -4                |
| Trade and trade notes receivable                       | -152              |
| Other receivables, prepaid expenses and accrued income | -21               |
| Current income tax receivables                         | -7                |
| Inventories  | -199              |
| Loans and other non-current financial receivables      | -1                |
| Non-current financial investments                      | -7                |
| Property, plant and equipment                          | -298              |
| Right-of-use assets                                    | -18               |
| Goodwill and intangible assets                         | -78               |
| Deferred tax assets                                    | -19               |
| Trade payables   | 144               |
| Current contract liabilities                           | 11                |
| Current lease liabilities                              | 5                 |
| Current financial liabilities and derivatives          | 22                |
| Other current payables                                 | 13                |
| Accrued liabilities                                    | 38                |
| Current income taxes payable                           | 6                 |
| Current post-employment benefit liabilities            | 1                 |
| Other current provisions                               | 22                |
| Non-current lease liabilities                          | 13                |
| Non-current loans and borrowings                       | 110               |
| Other non-current liabilities                          | 2                 |
| Non-current post-employment benefit liabilities        | 56                |
| Deferred tax liabilities                               | 26                |
| Other non-current provisions                           | 34                |
| <b>Net assets</b>                                      | <b>-378</b>       |
| Consideration received (cash and cash equivalents)     | 492               |
| Settlement of pre-existing intragroup financing        | 133               |
| Cash and cash equivalents disposed of                  | -76               |
| <b>Net cash inflow</b>                                 | <b>549</b>        |

## Revenue

Disaggregation of revenue from contracts with customers by Segment and market<sup>1</sup>:

|  | Surface Solutions Segment  |                            | Manmade Fibers Segment     |                            | Total                      |                            |
|--|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
|  | January 1 to June 30, 2019 | January 1 to June 30, 2018 | January 1 to June 30, 2019 | January 1 to June 30, 2018 | January 1 to June 30, 2019 | January 1 to June 30, 2018 |
| in CHF million                                     |                            |                            |                            |                            |                            |                            |
| Automotive   | 194                        | 203                        | -                          | -                          | 194                        | 203                        |
| Aviation   | 113                        | 103                        | -                          | -                          | 113                        | 103                        |
| Special Filament                                   | -                          | -                          | 81                         | 80                         | 81                         | 80                         |
| Textile Applications                               | -                          | -                          | 399                        | 372                        | 399                        | 372                        |
| General Industry                                   | 191                        | 191                        | -                          | -                          | 191                        | 191                        |
| Power Generation                                   | 35                         | 36                         | -                          | -                          | 35                         | 36                         |
| Plant Engineering                                  | -                          | -                          | 95                         | 63                         | 95                         | 63                         |
| Tooling  | 218                        | 222                        | -                          | -                          | 218                        | 222                        |
| <b>Total revenue from contracts with customers</b> | <b>750</b>                 | <b>755</b>                 | <b>574</b>                 | <b>514</b>                 | <b>1324</b>                | <b>1269</b>                |

<sup>1</sup> Following the new market definition the disaggregation of revenue has been aligned for 2018.

## Financial instruments

The carrying amounts and fair values of financial assets and liabilities as of June 30, 2019, including their levels in the fair value hierarchy, are as follows:

| in CHF million                                    | Carrying amount                                 |                                    |                             | Fair value   |         |         |         |              |
|---|---|------------------------------------|-----------------------------|--------------|---------|---------|---------|--------------|
|   | Fair value – through other comprehensive income | Fair value – through profit & loss | Amortized Cost <sup>1</sup> | Total        | Level 1 | Level 2 | Level 3 | Total        |
| <b>Financial assets</b>                           |   |                                    |                             |              |         |         |         |              |
| Foreign exchange contracts                        | 2   | -                                  | -                           | 3            | -       | 3       | -       | 3            |
| Debt and equity securities                        | -   | 30                                 | -                           | 30           | 30      | -       | -       | 30           |
| Other investments                                 | 19  | -                                  | -                           | 19           | -       | -       | 19      | 19           |
| Cash and cash equivalents                         | -   | -                                  | 717                         | 717          | -       | -       | -       | 717          |
| Deposits  | -   | -                                  | 7                           | 7            | -       | -       | -       | 7            |
| Trade and trade notes receivables                 | -   | -                                  | 354                         | 354          | -       | -       | -       | 354          |
| Contract assets                                   | -   | -                                  | 18                          | 18           | -       | -       | -       | 18           |
| Loans and other non-current financial receivables | -   | -                                  | 24                          | 24           | -       | -       | -       | 24           |
| <b>Total</b>                                      | <b>21</b>                                       | <b>30</b>                          | <b>1 120</b>                | <b>1 172</b> |         |         |         | <b>1 172</b> |
| <b>Financial liabilities</b>                      |   |                                    |                             |              |         |         |         |              |
| Foreign exchange contracts                        | 2   | 5                                  | -                           | 7            | -       | 7       | -       | 7            |
| Other liabilities                                 | -   | 20                                 | 3                           | 23           | -       | -       | 20      | 20           |
| Bonds   | -   | -                                  | 150                         | 150          | 170     | -       | -       | 170          |
| Lease liabilities                                 | -   | -                                  | 219                         | 219          | -       | -       | -       | 219          |
| Trade payables                                    | -   | -                                  | 234                         | 234          | -       | -       | -       | 234          |
| Accrued liabilities                               | -   | -                                  | 135                         | 135          | -       | -       | -       | 135          |
| Other loans and borrowings                        | -   | -                                  | 5                           | 5            | -       | -       | -       | 5            |
| <b>Total</b>                                      | <b>2</b>  | <b>25</b>                          | <b>746</b>                  | <b>773</b>   |         |         |         | <b>773</b>   |

<sup>1</sup> With the exception of the bond, the Group has not disclosed the fair values for financial assets and liabilities measured at amortized cost because their carrying amounts are a reasonable approximation of fair values.

## Financial instruments

The carrying amounts and fair values of financial assets and liabilities as of December 31, 2018, including their levels in the fair value hierarchy, are as follows:

| in CHF million                                    | Carrying amount                                 |                                    |                             |             | Fair value |         |         |       |
|---|---|------------------------------------|-----------------------------|-------------|------------|---------|---------|-------|
|   | Fair value – through other comprehensive income | Fair value – through profit & loss | Amortized Cost <sup>1</sup> | Total       | Level 1    | Level 2 | Level 3 | Total |
| <b>Financial assets</b>                           |   |                                    |                             |             |            |         |         |       |
| Foreign exchange contracts                        | 1   | 2                                  | –                           | 3           | –          | 3       | –       | 3     |
| Debt and equity securities                        | –   | 27                                 | –                           | 27          | 27         | –       | –       | 27    |
| Other investments                                 | 19  | –                                  | –                           | 19          | –          | –       | 19      | 19    |
| Cash and cash equivalents                         | –   | –                                  | 764                         | 764         | –          | –       | –       | 764   |
| Deposits  | –   | –                                  | 102                         | 102         | –          | –       | –       | 102   |
| Trade and trade notes receivables                 | –   | –                                  | 305                         | 305         | –          | –       | –       | 305   |
| Current contract assets                           | –   | –                                  | 31                          | 31          | –          | –       | –       | 31    |
| Loans and other non-current financial receivables | –   | –                                  | 24                          | 24          | –          | –       | –       | 24    |
| <b>Total</b>                                      | <b>20</b>                                       | <b>29</b>                          | <b>1226</b>                 | <b>1275</b> |            |         |         |       |
| <b>Financial liabilities</b>                      |   |                                    |                             |             |            |         |         |       |
| Foreign exchange contracts                        | 5   | 2                                  | –                           | 7           | –          | 7       | –       | 7     |
| Other liabilities                                 | –   | 37                                 | 3                           | 40          | –          | –       | 37      | 37    |
| Bonds   | –   | –                                  | 450                         | 450         | 468        | –       | –       | 468   |
| Lease liabilities                                 | –   | –                                  | 40                          | 40          | –          | –       | –       | 40    |
| Trade payables                                    | –   | –                                  | 277                         | 277         | –          | –       | –       | 277   |
| Accrued liabilities                               | –   | –                                  | 105                         | 105         | –          | –       | –       | 105   |
| Other loans and borrowings                        | –   | –                                  | 6                           | 6           | –          | –       | –       | 6     |
| <b>Total</b>                                      | <b>5</b>  | <b>39</b>                          | <b>881</b>                  | <b>925</b>  |            |         |         |       |

<sup>1</sup> With the exception of the bonds, the Group has not disclosed the fair values for financial assets and liabilities measured at amortized cost because their carrying amounts are a reasonable approximation of fair values.



## Provisions

| in CHF million                  | Product warranties | Acquiree's contingent liabilities <sup>1</sup> | Restructuring <sup>2</sup> | Other provisions <sup>3</sup> | <b>Total</b> |
|---------------------------------|--------------------|--|----------------------------|-------------------------------|--------------|
| Balance at January 1, 2019      | 25                 | 48   | 11                         | 19                            | <b>103</b>   |
| Conversion differences          | –                  | –1   | –                          | –                             | <b>–1</b>    |
| Additions <sup>4</sup>          | 5                  | –  | 1                          | 21                            | <b>27</b>    |
| Amounts used                    | –4                 | –  | –4                         | –1                            | <b>–9</b>    |
| Amounts reversed                | –4                 | –3   | –                          | –3                            | <b>–10</b>   |
| <b>Balance at June 30, 2019</b> | <b>22</b>          | <b>45</b>                                      | <b>8</b>                   | <b>35</b>                     | <b>110</b>   |
| of which:                       |                    |  |                            |                               |              |
| Due within 1 year               | 19                 | –  | 3                          | 12                            | <b>34</b>    |
| Due beyond 1 year               | 3                  | 45   | 5                          | 23                            | <b>76</b>    |

<sup>1</sup> Acquiree's contingent liabilities pertain to the Surface Solutions Segment. Contingent liabilities have been recognized primarily due to environmental liabilities and potential tax risks. Any potential cash outflow is estimated to occur during the next 10–15 years. The selling shareholder (Sulzer AG) has contractually agreed to indemnify Oerlikon for an amount up to CHF 20 million related to certain of these environmental liabilities.

<sup>2</sup> The restructuring provision pertains to the Manmade Fibers Segment (CHF 4 million) and Surface Solutions Segment (CHF 4 million), and relates mostly to personnel expenses.

<sup>3</sup> Other provisions cover various risks which occur in the normal course of business. They consist mainly of provisions for pending litigation, technical risks and onerous contracts.

<sup>4</sup> Includes unwinding of discount for non-current provisions.

## Subsequent events

No events occurred between the balance sheet date and the date on which this report was approved by the Board of Directors that could have a significant impact on the consolidated financial statements as of June 30, 2019.



This interim report is also available in German.  
The English language version of Oerlikon's Interim Report is the binding version.

### **Disclaimer and cautionary statements**

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