

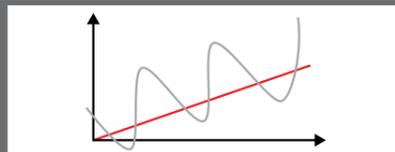
## What we do

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

## Three drivers of profitable growth

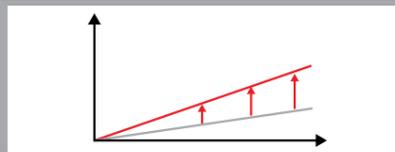
### 1. Mid-term market growth

End market exposure to cyclical but growing markets



### 2. Oerlikon structural growth

Oerlikon has the ability to outgrow end market trends



### 3. M&A opportunities

Supporting structural growth with acquisitions

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

## Global brands and well-known customers

### Surface Solutions Segment

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

#### Key customers:

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

### Manmade Fibers Segment

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

#### Key customers:

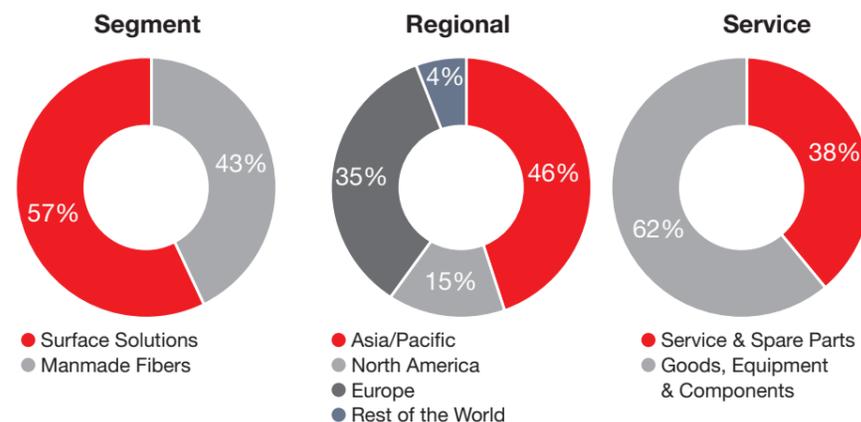
- New Feng Ming Group
- Hnegyi Group
- Sasa Group
- Billion Group
- Indo-Rama
- Shaw Industries

## Five-year summary of key figures

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

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

## Sales split FY 2019 \*



## Some 11 100 employees, operating in 37 countries



### 54 sites in Asia / Pacific

- 47 Surface Solutions Segment
- 7 Manmade Fibers Segment

### 83 sites in EMEA

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

### 45 sites in the Americas

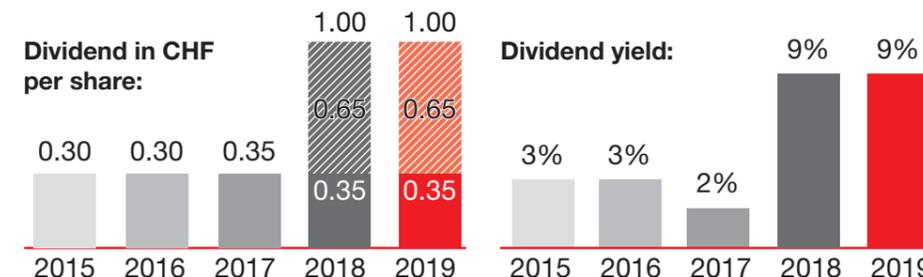
- 43 Surface Solutions Segment
- 2 Manmade Fibers Segment

## Shareholder return

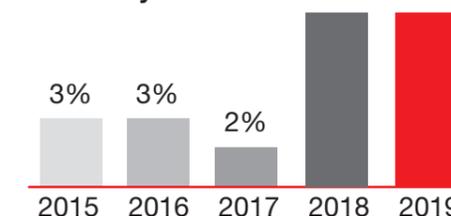
### Dividend policy:

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

### Dividend in CHF per share:

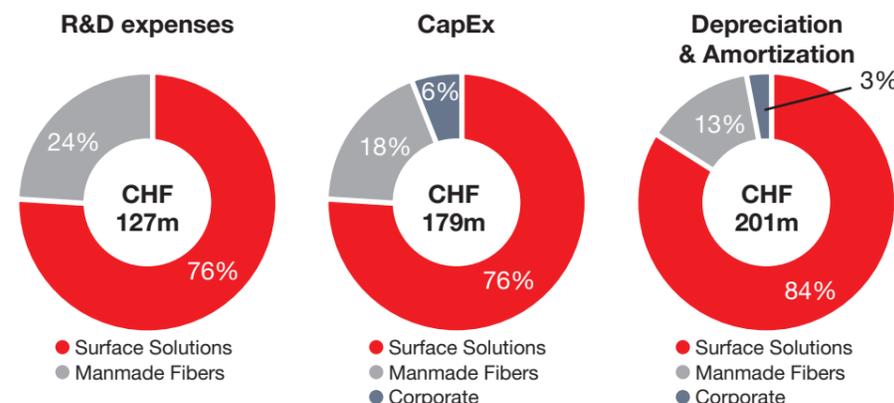


### Dividend yield:

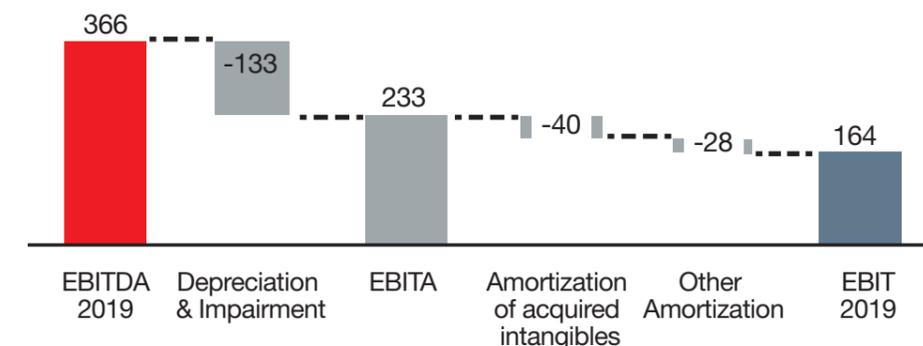


2019 and 2018 dividend consists of an ordinary dividend of CHF 0.35 per share and an extraordinary dividend of CHF 0.65 per share.

## Capital allocation FY 2019 \*



## Profitability Bridge FY 2019 \*

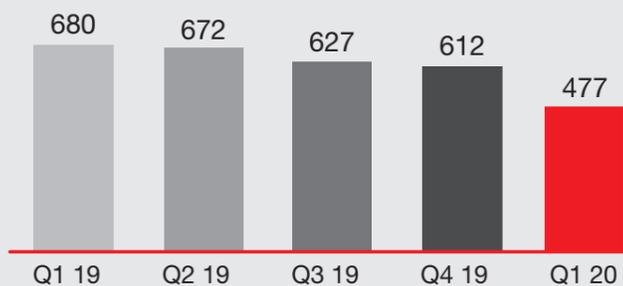


\* as reported, continuing operations

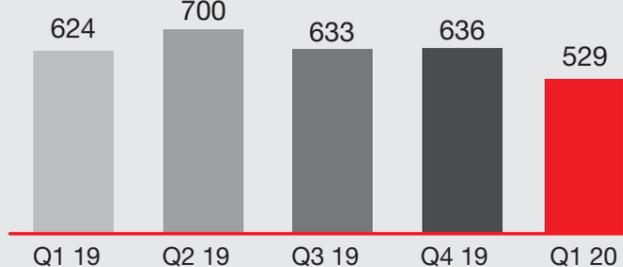
<p><b>Chairman – Prof. Dr. Michael Süß</b></p> <ul style="list-style-type: none"> <li>1963, German citizen</li> <li>Chairman of the Board of Directors since 2015</li> </ul>	<p><b>CEO – Dr. Roland Fischer</b></p> <ul style="list-style-type: none"> <li>1962, German citizen</li> <li>CEO since 2016</li> </ul>	<p><b>CFO – Philipp Müller</b></p> <ul style="list-style-type: none"> <li>1978, German citizen</li> <li>CFO since 2020</li> </ul>	<p><b>CTO – Dr. Helmut Rudigier</b></p> <ul style="list-style-type: none"> <li>1955, Austrian citizen</li> <li>Group CTO since 2017</li> </ul>	<p><b>CHRO – Anna Ryzhova</b></p> <ul style="list-style-type: none"> <li>1979, Russian citizen</li> <li>CHRO since 2016</li> </ul>
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## Oerlikon Group – Quarterly figures<sup>1</sup>

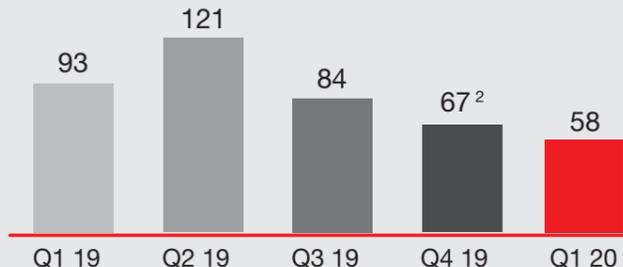
Order intake in CHF million



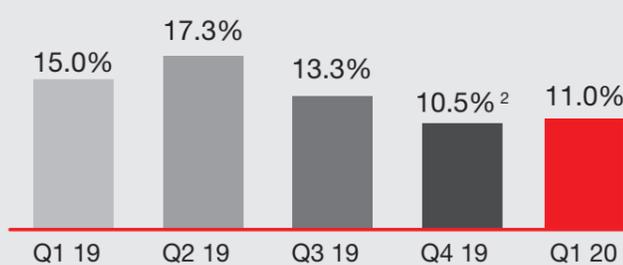
Sales in CHF million



EBITDA in CHF million



EBITDA margin



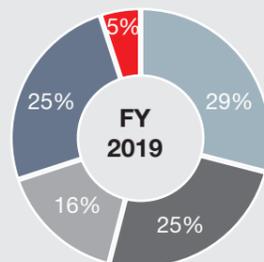
<sup>1</sup> Continuing operations

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

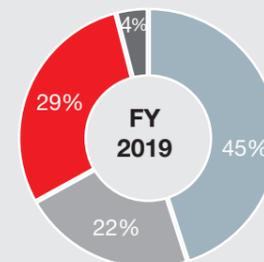
## Surface Solutions Segment



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



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



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

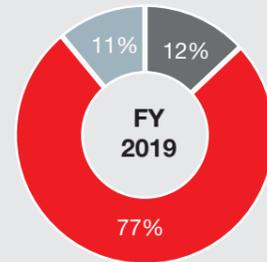
in CHF million	FY 2019	FY 2018	△
Order intake	1 468	1 574	-6.7%
Sales (to 3 <sup>rd</sup> parties)	1 488	1 511	-1.5%
EBITDA	234 <sup>1</sup>	283	-17.3%
EBITDA margin	15.6% <sup>1</sup>	18.6%	-3.0pp

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

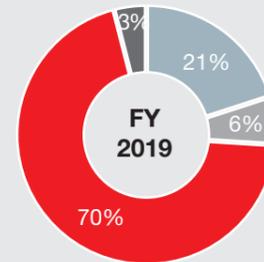
## Manmade Fibers Segment



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



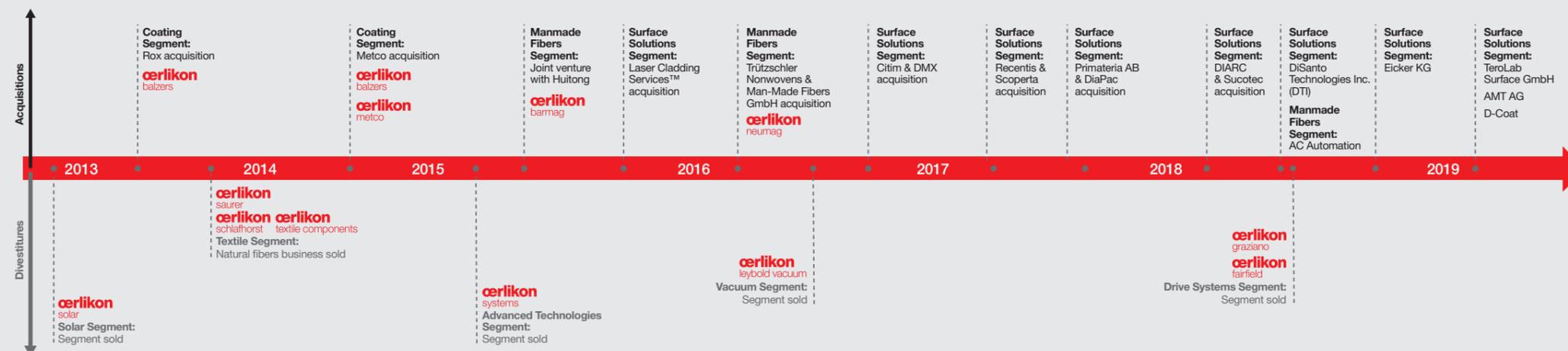
- Textile Applications
- Special Filament
- Plant Engineering



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

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

## Oerlikon's transformation



## What we do

Oerlikon Surface Solutions Segment, a part of the Swiss-based Oerlikon Group (SIX: OERL), is a world-leading supplier of a unique and broad range of surface technologies, products and services. Under the technology-leading brands of Oerlikon Balzers and Oerlikon Metco, the Segments' surface solutions are proven to significantly improve the performance, reliability and durability of precision components and cutting and forming tools. Oerlikon Balzers' technologies can realize extremely thin and exceptionally hard coatings, while Oerlikon Metco offers equipment, materials and specialized machining services and components that complement its thermal spray, plasma heat treatment and laser cladding solutions. The Additive Manufacturing market is served under the new brand Oerlikon AM. Oerlikon is an integrated service provider of industrial Additive Manufacturing (AM) solutions. The Segment focuses on the aviation, power generation, oil and gas, automotive, metal and plastic processing, as well as in other specialized industries. In 2019, the Segment generated sales of CHF 1.5 billion and has over 7 800 employees in a dynamic global network of over 165 sites in 37 countries. [www.oerlikon.com/surface-solutions/](http://www.oerlikon.com/surface-solutions/)

## Five-year summary of key figures

in CHF million	2019	2018	2017	2016	2015
Order intake	1 468	1 574	1 412	1 236	1 233
Sales (to 3 <sup>rd</sup> parties)	1 488	1 511	1 370	1 238	1 229
EBITDA	234 <sup>1</sup>	283	276	277	264
EBITDA margin in % of sales	15.6% <sup>1</sup>	18.6%	20.1%	22.2%	21.4%
Capital expenditure	136	169	148	96	91
R&D expenses	97	89	80	69	70
Net operating assets	1 771	1 584	1 519	1 372	1 325
Number of employees	7 840	7 654	7 079	6 528	6 140

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

## Over 7 800 employees, operating in 37 countries



## Three strong brands under one roof

### oerlikon balzers

Under the brand Oerlikon Balzers, surface technologies can realize extremely thin and exceptionally hard coatings, thus significantly improving the performance and durability of precision components as well as cutting and forming tools.

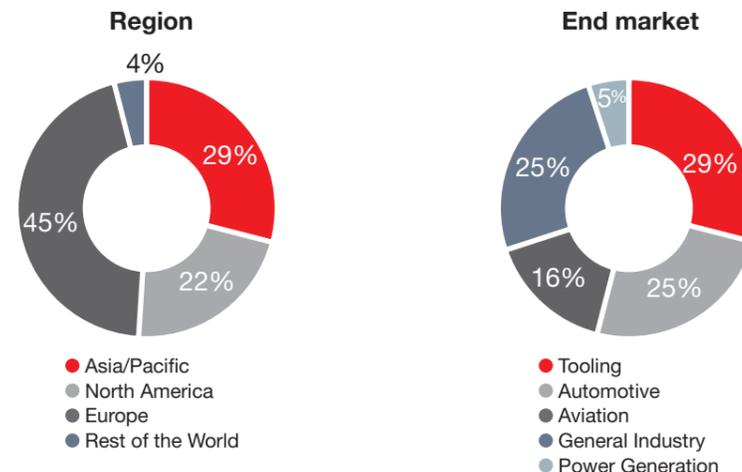
### oerlikon metco

Under the brand Oerlikon Metco, innovative coating solutions, equipment, materials, specialized machining services and components serve to improve the performance, efficiency and reliability of customers' products.

### oerlikon am

Under the brand Oerlikon AM integrated services for industrial Additive Manufacturing (AM) solutions are provided. This includes advanced metal powders for AM processes, application engineering expertise as well as one of the largest AM production and post-processing capacity.

## Sales split FY 2019



## Well-known customer base

### Automotive:

- BMW
- Bosch
- Getrag
- Kennametal
- Toyota
- Volkswagen
- ZF

### Oil & Gas:

- Baker Hughes
- Cameron
- FMC
- GE Oil & Gas
- NOV
- Sulzer Pumps

### Power Generation:

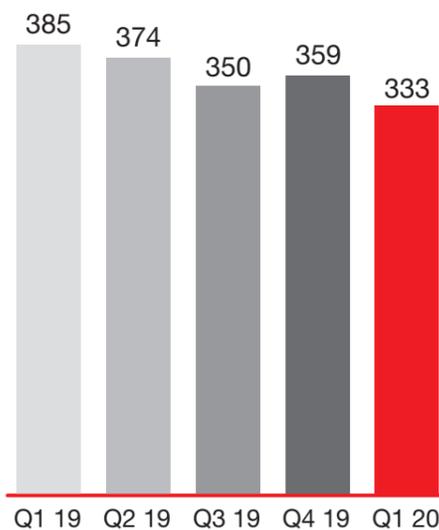
- Alstom
- Andritz
- GE Power & Water
- Mitsubishi/Hitachi
- Siemens
- Solar Turbines

### Aerospace:

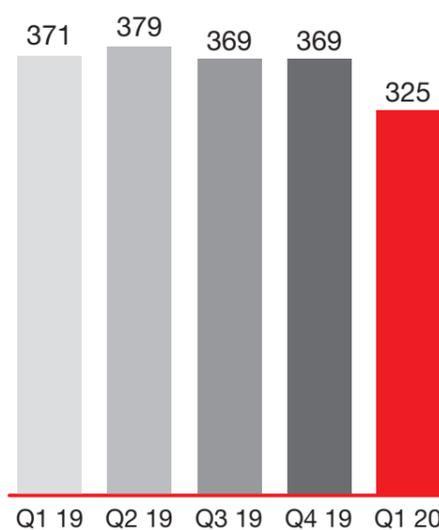
- GE Aviation
- IHI
- MTU
- Pratt & Whitney
- Rolls-Royce
- Safran
- Eaton
- Snecma

## Quarterly figures

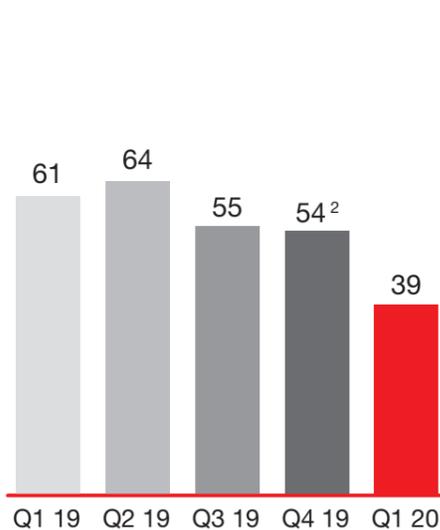
### Order intake (in CHF million)



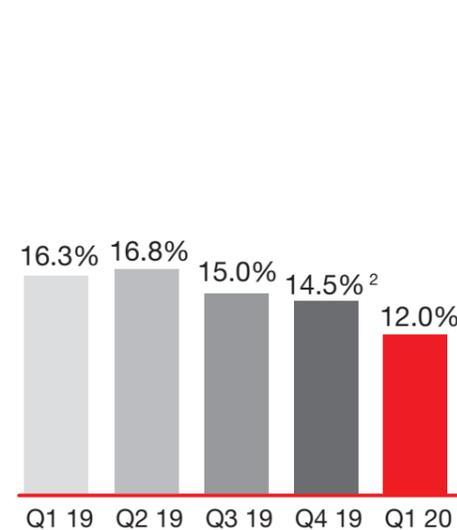
### Sales (in CHF million)



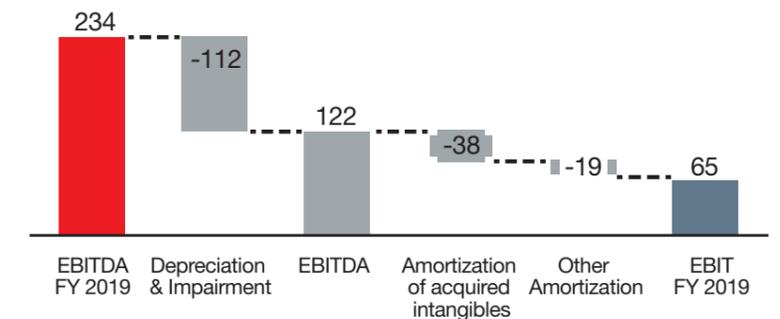
### EBITDA (in CHF million)



### EBITDA margin (in % of sales)



## Profitability Bridge FY 2019



### Group and Segment CEO – Dr. Roland Fischer

- 1962, German citizen
- CEO since 2016
- Previous position: CEO of Power and Gas Division of Siemens AG, Germany

<sup>2</sup> including CHF 12 million restructuring costs, adjusted EBITDA margin 17.9%

## What we do

Oerlikon Manmade Fibers Segment, a part of the Swiss-based Oerlikon Group (SIX: OERL), is a global technology leader of complete plant solutions and systems for the production of chemical fibers, such as polyester, nylon and polypropylene, used mainly in fabrics and functional clothing as well as for technical textiles. Under the market-leading brands of Oerlikon Barmag and Oerlikon Neumag, the Segments' solutions and systems for filament spinning, texturing, bulked continuous filament, synthetic staple fiber spinning and nonwovens are highly precise and energy efficient. The Segment is also a pioneer in offering groundbreaking sustainable technologies under its e-save program, which can help customers achieve up to 50% of energy savings in production processes. The Segment offers engineering, machine and component solutions from a single source: from melt to yarn, from polycondensation to high-precision winders. In 2019, the Segment generated sales of CHF 1.1 billion and has a team of some 2 900 employees serving customers worldwide, with a strong focus on its main markets of China, India, Turkey and the USA.

[www.oerlikon.com/manmade-fibers/](http://www.oerlikon.com/manmade-fibers/)

## Five-year summary of key figures

in CHF million	2019	2018	2017	2016	2015
Order intake	1 122	1 157	799	577	733
Sales (to 3 <sup>rd</sup> parties)	1 106	1 098	698	481	794
EBITDA	144	128	56	16	85
EBITDA margin in % of sales	13.0%	11.7%	8.0%	3.3%	10.6%
Capital expenditure	32	26	18	16	22
R&D expenses	30	31	22	19	24
Net operating assets	30	-59	69	163	225
Number of employees	2 986	2 824	2 496	2 278	2 528

## Over 2 900 employees serving customers worldwide



## Leading position in growing end market

### oerlikon barmag

Oerlikon Barmag is a global market leader in spinning and texturing systems for the production of manmade fibers such as polyester, nylon and polypropylene. Oerlikon Barmag is also well positioned in special markets for winders of specialty yarns and applications.

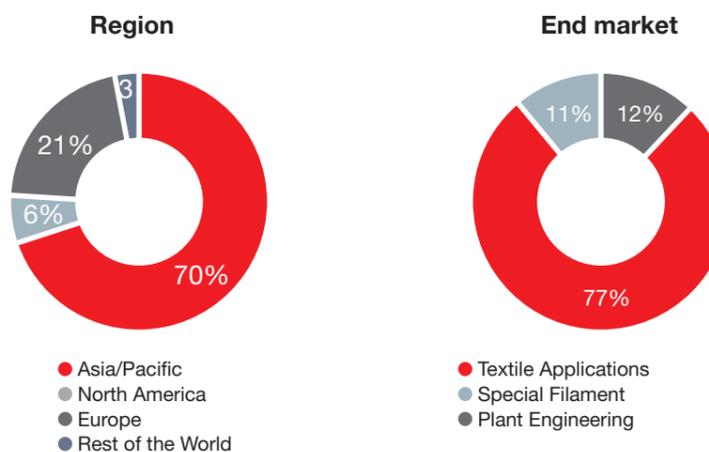
### oerlikon neumag

Oerlikon Neumag is a global market leader for complete production systems for bulked continuous filament (BCF carpet yarns) as well as solutions for synthetic staple fibers.

### oerlikon nonwoven

Oerlikon Nonwoven delivers comprehensive solutions for all important nonwoven production processes. The portfolio not only includes turnkey solutions for the manufacturing of spunbond, meltblown, composite and airlaid, but also new innovative nonwoven production technologies.

## Sales split FY 2019



## Well-known customer base

### Filament spinning / Texturing:

- Alok
- Billion Group
- Hengli Fiber
- Hengyi Group
- Jiangsu Huaya
- Jinjiang Group
- Nan Ya
- New Feng Ming Group
- Reliance
- Shenghong
- Sumec International
- Tongkun Group
- Wellknown Polyester

### BCF/ Polymer processing:

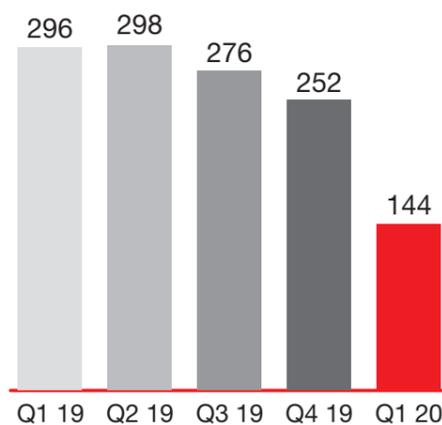
- Engineered Floors
- Gülsan
- Indo-Rama
- Merinos
- Mohawk
- PNP Polymers
- SASA Group
- Shaw Industries

### Staple fiber/ Nonwoven:

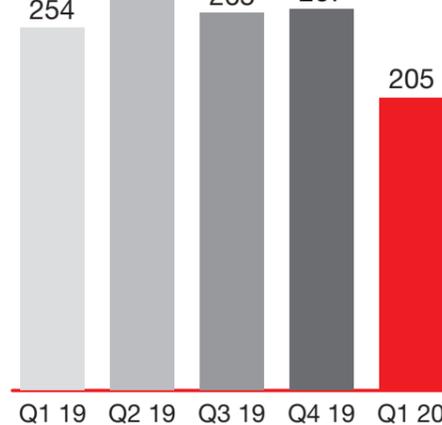
- Albis
- Far Easter
- New Century
- Glatfelter
- Hollingsworth & Vose
- Kolon Glotech
- Reliance
- Sanfangxiang

## Quarterly figures

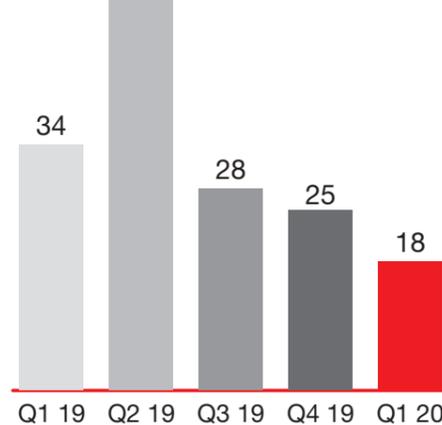
### Order intake (in CHF million)



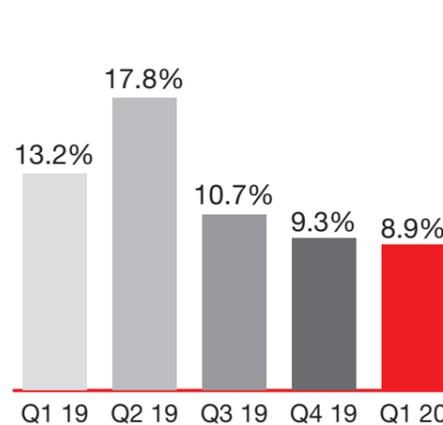
### Sales (in CHF million)



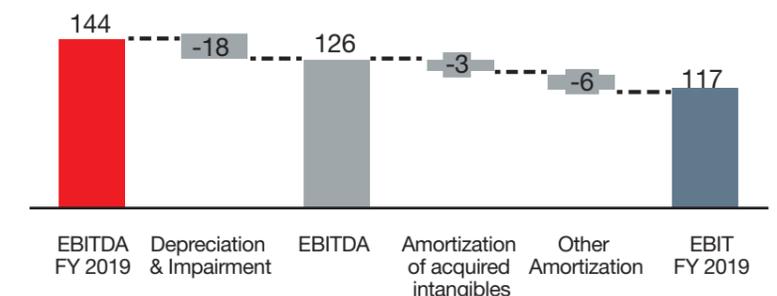
### EBITDA (in CHF million)



### EBITDA margin (in % of sales)



## Profitability Bridge FY 2019



### Segment CEO – Georg Stausberg

- 1963, German citizen
- Segment CEO since 2015
- Previous position: CTO and COO of the Manmade Fibers Segment