

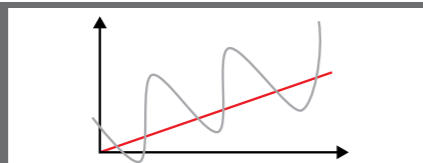
## What we do

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 2.61 billion sales (FY 2018) 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

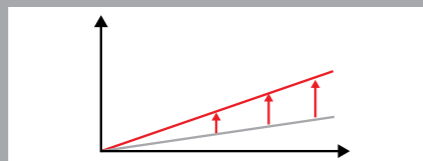
### 1. Mid-term market growth

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 400m
- 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
- SAGW/SAIC
- BOSCH
- Rolls Royce

### Manmade Fibers Segment

**oerlikon** bargmag **oerlikon** neumag **oerlikon** nonwoven

#### Key customers:

- New Feng Ming Group
- Bhilosa
- Shenghong Group
- Unitexa
- Jiangsu Hengke

## Five-year summary of key figures<sup>1</sup>

in CHF million	2018	2017	2016	2015	2014
Order intake	2 731	2 211	2 413	2 537	2 647
Sales (to 3 <sup>rd</sup> parties)	2 609	2 068	2 331	2 671	2 825
EBITDA	406	322	334	338 <sup>2</sup>	475
EBITDA margin in % of sales	16%	16%	14%	13% <sup>2</sup>	17%
Net result	245	151	388	-418 <sup>3</sup>	202
Cash flow from operating activities <sup>4</sup>	429	404	269	393	427
Capital expenditure	207	169	144	150	151
Net cash	398	499	401	79	114
Number of employees	10 727	9 798	13 840	13 723	14 039
R&D expenditure	116	95	94	103	96

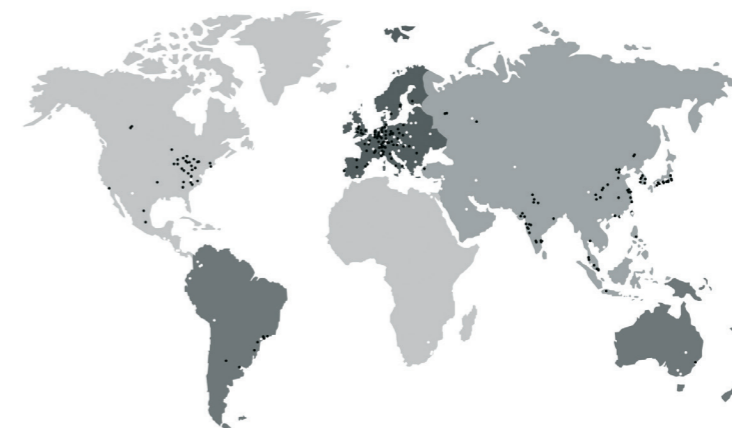
<sup>1</sup> 2018 continuing operations, 2017 restated for divestment of Drive Systems and IFRS 15, 2016, 2015, 2014 as reported.

<sup>2</sup> Including restructuring costs of CHF 112 million.

<sup>3</sup> Including restructuring costs of CHF 112 million and impairment charges of CHF 476 million.

<sup>4</sup> Before changes in net current assets.

## Some 10 000 employees, operating in 37 countries



### 52 sites in Asia / Pacific

45 Surface Solutions Segment  
7 Manmade Fibers Segment

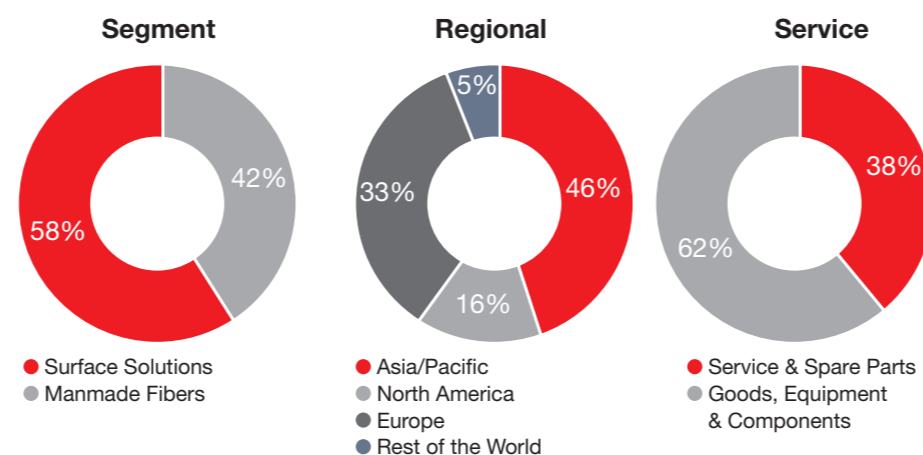
### 79 sites in EMEA

73 Surface Solutions Segment  
4 Manmade Fibers Segment  
2 Corporate

### 44 sites in the Americas

42 Surface Solutions Segment  
2 Manmade Fibers Segment

## Sales split FY 2018 \*

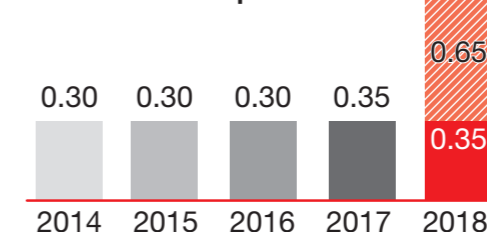


## Shareholder return

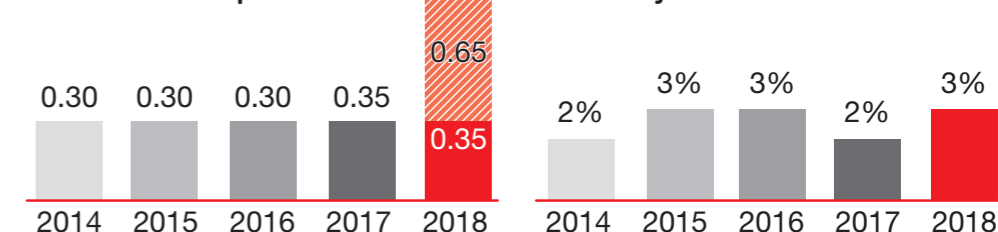
### Dividend policy:

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:

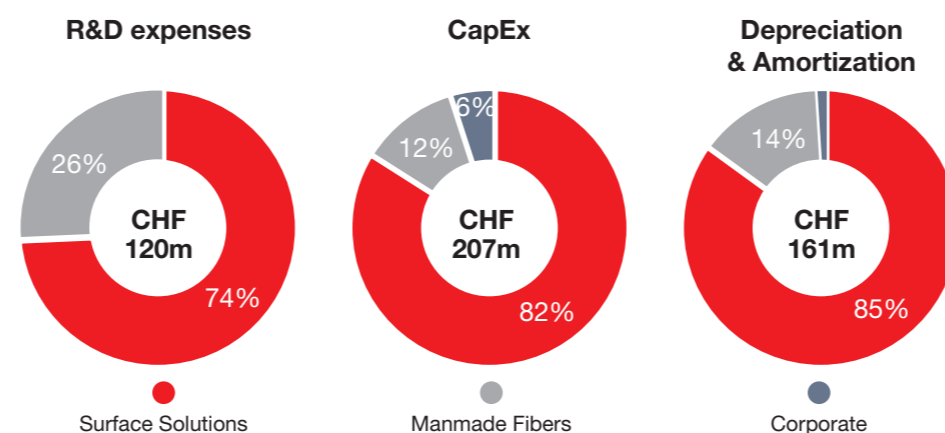


### Dividend yield:

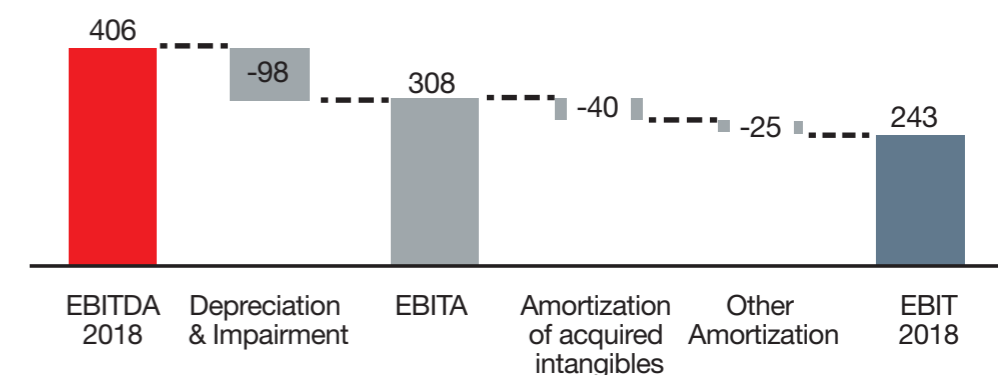


2018 dividend consists of an ordinary dividend of CHF 0.35 per share and an extraordinary dividend of CHF 0.65 per share.

## Capital allocation FY 2018 \*



## Profitability Bridge FY 2018 \*



\* as reported, continuing operations



### Chairman – Prof. Dr. Michael Süß

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



### CEO – Dr. Roland Fischer

- 1962, German citizen
- CEO since 2016



### CFO – Jürg Fedier

- 1955, Swiss citizen
- CFO since 2009



### CTO – Dr. Helmut Rudigier

- 1955, Austrian citizen
- Group CTO since 2017

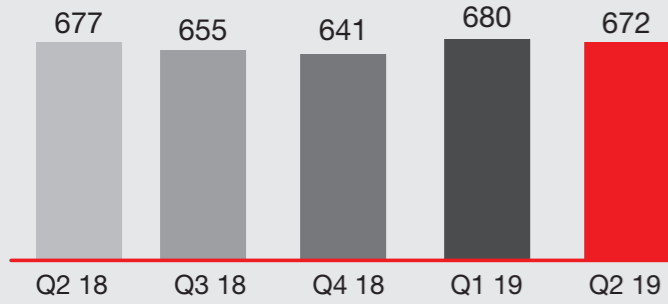


### CHRO – Anna Ryzhova

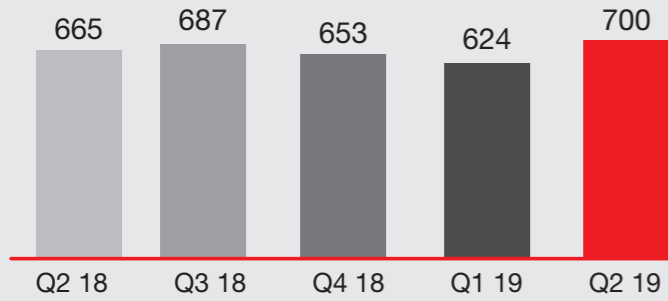
- 1979, Russian citizen
- CHRO since 2016

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

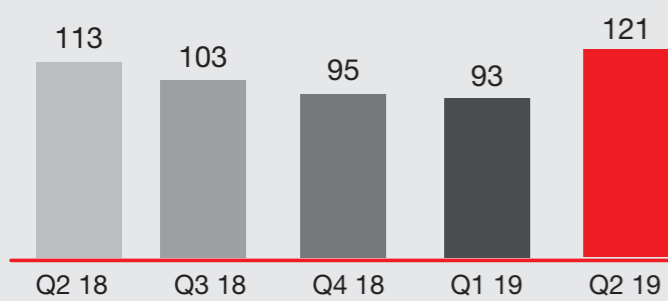
Order intake in CHF million



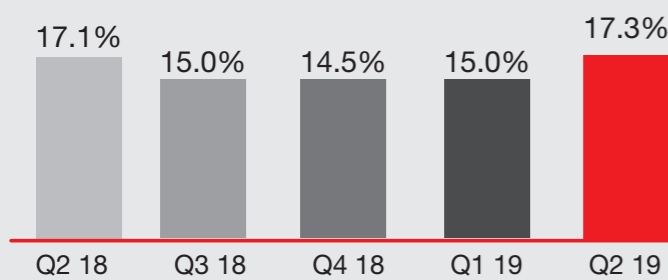
Sales in CHF million



EBITDA in CHF million



EBITDA margin

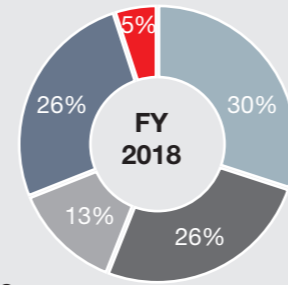


<sup>1</sup> Continuing operations

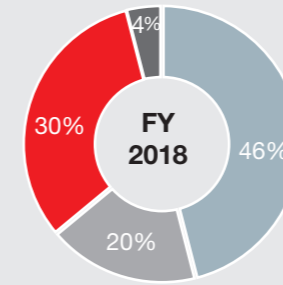
## Surface Solutions Segment<sup>2</sup>



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

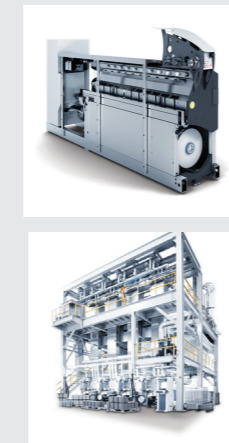


- Europe
- North America
- Asia / Pacific
- Rest of the World

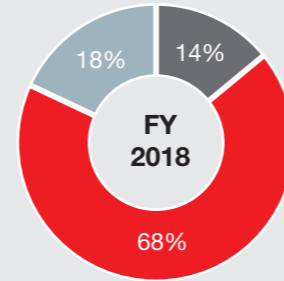
in CHF million	FY 2018	FY 2017 <sup>2</sup>	△
Order intake	1 574	1 412	+11.5%
Sales (to 3 <sup>rd</sup> parties)	1 511	1 370	+10.3%
EBITDA	283	276	+2.5%
EBITDA margin	18.6%	20.1%	-1.5pp

<sup>2</sup> restated for IFRS 15

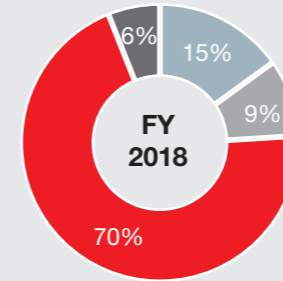
## Manmade Fibers Segment<sup>2</sup>



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 2018	FY 2017 <sup>2</sup>	△
Order intake	1 157	799	+44.8%
Sales (to 3 <sup>rd</sup> parties)	1 098	698	+57.3%
EBITDA	128	56	>100%
EBITDA margin	11.7%	8.0%	+3.7pp

<sup>2</sup> restated for IFRS 15

## Oerlikon's transformation

