

2016 at a glance

Financials

Order intake in 2016 (in CHF)

2 413 million

4.9 % below prior year

Sales in 2016 (in CHF)

2 331 million

12.7 % below prior year

EBITDA margin

14.3 %

1.6 % points above prior year

Net result in 2016 (in CHF)

388 million

>100 % above prior year

Operating cash flow¹ (in CHF)

¹ Before changes in net current assets.

269 million

31.6 % below prior year

Net cash (in CHF)

401 million

>100 % above prior year

Earnings per share in 2016 (in CHF)

1.14

>100 % above prior year

Dividend proposal for 2016 (in CHF)

0.30

maintained at prior year's level

Key figures of the Oerlikon Group

in CHF million	January 1 to December 31, 2016	January 1 to December 31, 2015
Order intake ¹	2 413	2 537
Order backlog ¹	447	431
Sales¹	2 331	2 671
EBITDA ^{1, 2}	334	338
– as % of sales	14.3 %	12.7 %
EBIT ^{1, 3}	158	–306
– as % of sales	6.8 %	–11.4 %
Result from continuing operations	82	–402
Result from discontinued operations, net of income taxes ⁴	306	–16
Net result	388	–418
– as % of equity attributable to shareholders of the parent	21 %	–27 %
Cash flow from operating activities ⁵	293	289
Capital expenditure for property, plant and equipment and intangible assets ¹	144	150
Total assets	3 825	4 097
Equity attributable to shareholders of the parent	1 826	1 554
– as % of total assets	48 %	38 %
Net cash ^{1, 6}	401	79
Net operating assets ^{1, 7}	1 867	1 875
Number of employees ¹	13 840	13 723
Personnel expense ¹	796	785
Research and development expenditure ^{1, 8}	94	103

¹ Continuing operations.

² 2015 includes one-time effects of CHF -112 million (restructuring).

³ 2015 includes one-time effects of CHF -588 million (restructuring expenses of CHF -112 million and impairment losses of CHF -476 million).

⁴ Includes reclassification of translation differences and other items of other comprehensive income amounting to CHF -29 million (previous year: CHF -21 million).

⁵ Cash flow from operating activities before changes in net current assets amounts to CHF 269 million (previous year: CHF 393 million).

⁶ Net cash includes cash and cash equivalents, deposits and marketable securities less current and non-current debt.

⁷ 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 loans and borrowings, non-current financial liabilities, current income tax payables and deferred tax liabilities).

⁸ Research and development expenditure includes expenses recognized as intangible assets in the amount of CHF 22 million (previous year: CHF 22 million).

Key share-related figures¹

in CHF	January 1 to December 31, 2016	January 1 to December 31, 2015
Share price		
Year high	10.10	12.70
Year low	7.76	8.42
Year-end	10.00	8.95
Shares outstanding at year-end	339 758 576	339 758 576
Market capitalization at year-end in CHF million	3 398	3 041
EBIT per share ²	0.47	–0.90
Earnings per share	1.14	–1.24
Cash flow from operating activities per share	0.86	0.85
Equity per share ³	5.38	4.58
Dividend per share	0.30⁴	0.30⁵

¹ Average number of shares with voting and dividend rights (undiluted).

² Continuing operations.

³ Attributable to shareholders of the parent.

⁴ Dividend proposal for 2016, to be paid in 2017.

⁵ For financial year 2015, paid in 2016.

2016 at a glance

Strategic and operational

Top management

Appointed Dr. Roland Fischer as new CEO and Anna Ryzhova as new Chief Human Resources Officer and a member of the Executive Committee.

Service footprint

Opened a new coating center in South Korea and an automotive competence center in India for surface solutions customers.

Organization

Merged Group HQ functions and Surface Solutions Segment to create a more agile and market-focused organization.

Acquisition

Acquired Trützschler's staple fibers technologies portfolio to strengthen foothold in synthetic staple fibers market.

Additive manufacturing

Enlarged platform for mid-term growth with acquisition of citim for additive production expertise.

Joint venture

Joint venture Oerlikon Barmag Huitong Engineering recorded first sale of polyester production system in China.

Partnerships

Joined America Makes and partnered with the Shanghai Additive Manufacturing Association to foster the development of the additive manufacturing business.

E-mobility

Won new customers and partnerships for e-drive and hybrid technology.

Reshaping business

Repositioning of the Drive Systems Segment through streamlined product portfolio, increased reach in key markets, optimized processes, restructuring and building up growth business.

Innovation

Maintained high commitment to innovation with 4 % of total Group revenues in R&D, a team of over 1 000 engineers globally and 67 patents filed in 2016.

Divestment

Successfully completed sale of non-core vacuum business to Atlas Copco at an enterprise value of CHF 525 million.

Product launches

Launched more than 35 new and improved technologies and products across all three Segments.

Financial position

Strong financial base strengthened with new unsecured credit revolving facility of CHF 600 million to support execution of growth strategy.

Employee safety

Improved safety at work for employees based on lost time accidents frequency rate, which decreased by 23 % to 0.39 compared to 2015.

Restructuring

Restructuring measures in Manmade Fibers Segment and Drive Systems Segment helped in lowering break-even point.

Operational Excellence

Supply chain management initiatives yielded total annual gross savings in millions of Swiss Francs in the double-digit range for 2016.