

## 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 2.85 billion sales (FY 2017) 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.

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

in CHF million	2017	2016	2015	2014	2013
Order intake	3 005	2 413	2 537	2 647	2 779
Sales	2 847	2 331	2 671	2 825	2 770
EBITDA	415	334	338 <sup>2</sup>	475	483
EBITDA margin in % of sales	15%	14%	13% <sup>2</sup>	17%	17%
Net result	152	388	-418 <sup>3</sup>	202	201
Cash flow from operating activities <sup>4</sup>	405	269	393	427	435
Capital expenditure	237	144	150	151	177
Net cash <sup>5</sup>	499	401	79	114	981
Number of employees	14 962	13 840	13 723	14 039	12 660
R&D expenditure	107	94	103	96	101

<sup>1</sup> 2017 as reported, 2016 continuing operations, 2015, 2014, 2013 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 15 000 employees, operating in 37 countries



### 58 sites in Asia / Pacific

- 44 Surface Solutions Segment
- 8 Manmade Fibers Segment
- 6 Drive Systems Segment

### 85 sites in EMEA

- 72 Surface Solutions Segment
- 3 Manmade Fibers Segment
- 8 Drive Systems Segment
- 2 Corporate

### 41 sites in the Americas

- 38 Surface Solutions Segment
- 2 Manmade Fibers Segment
- 1 Drive Systems Segment

## Global brands and well-known customers

### Surface Solutions Segment

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

- Key customers:**
- Bosch
  - GE
  - Pratt & Whitney
  - Rolls-Royce
  - Sandvik
  - Volkswagen

### Manmade Fibers Segment

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

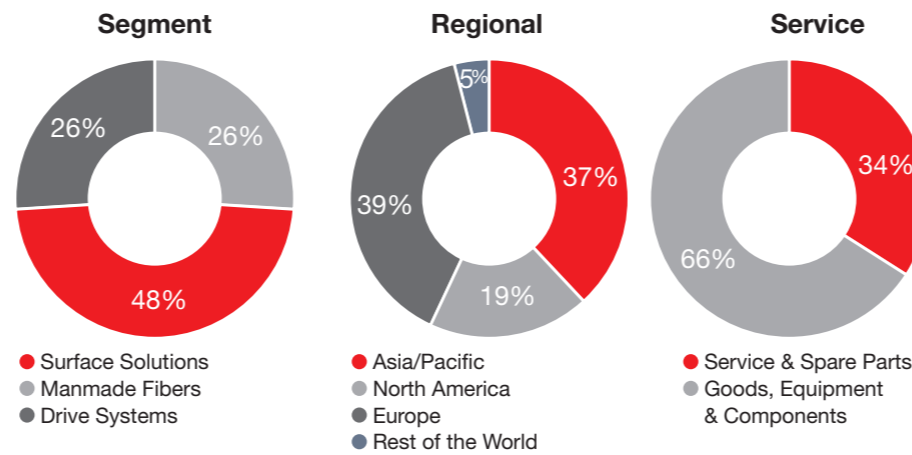
- Key customers:**
- Hengyi Group
  - New Feng Ming Group
  - Reliance Industries
  - Tongkun Group
  - Wellknown Polyesters

### Drive Systems Segment

**oerlikon**  
graziano  
**oerlikon**  
fairfield

- Key customers:**
- Caterpillar
  - CNH
  - John Deere
  - McLaren
  - Oshkosh
  - Volkswagen

## Sales split FY 2017 \*

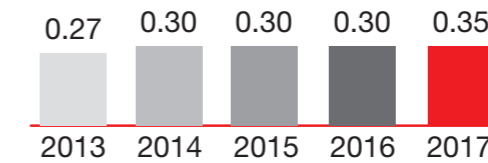


## Shareholder return

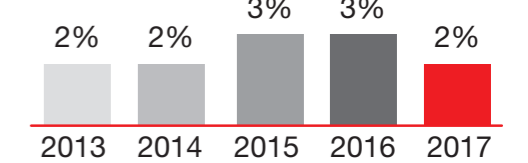
### Dividend policy:

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.

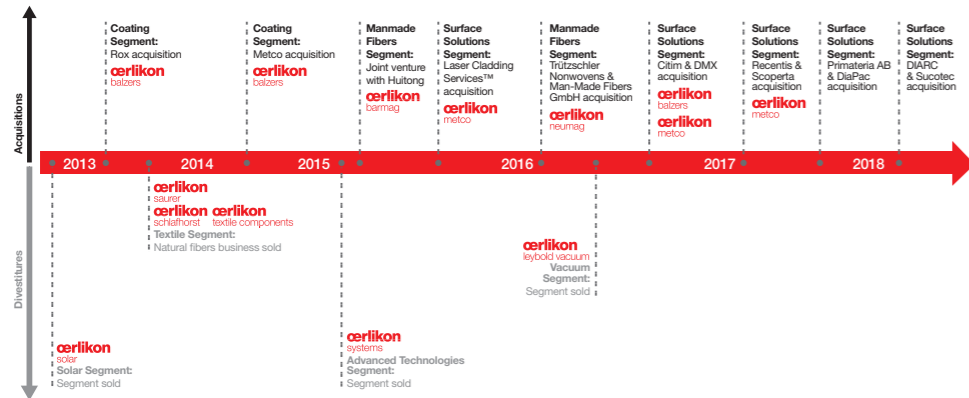
### Dividend in CHF per share:



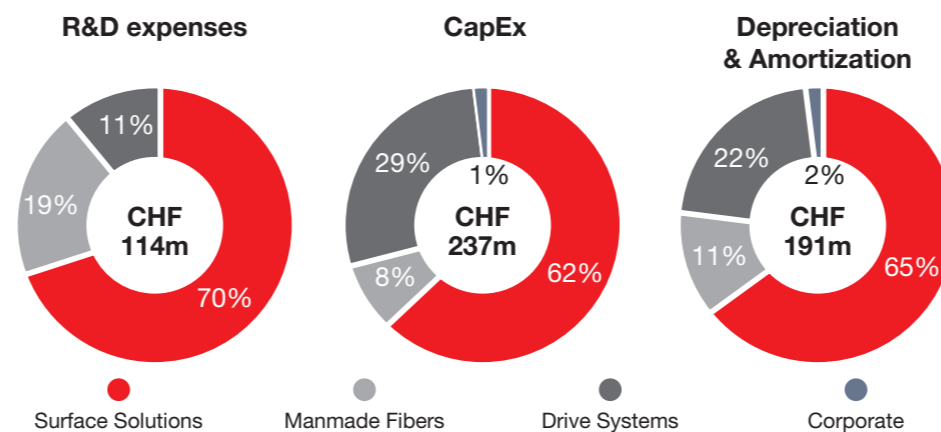
### Dividend yield:



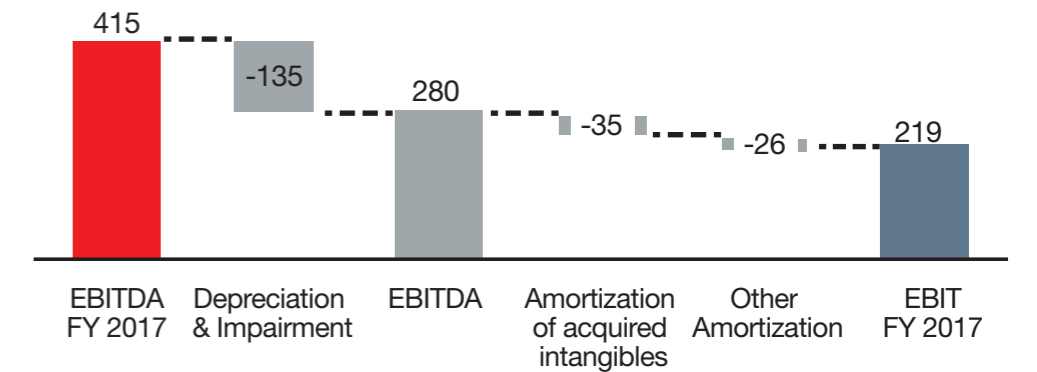
## Oerlikon's transformation



## Capital allocation FY 2017 \*



## Profitability Bridge FY 2017 \*



\* as reported



### 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

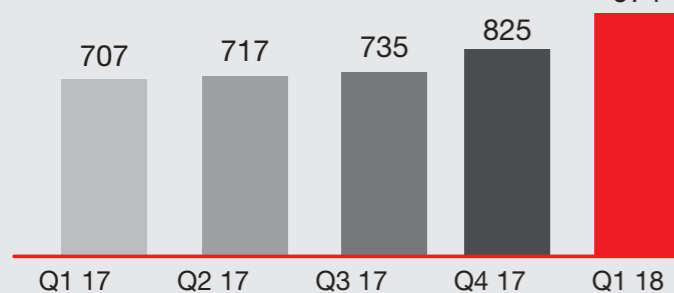


### CHRO – Anna Ryzhova

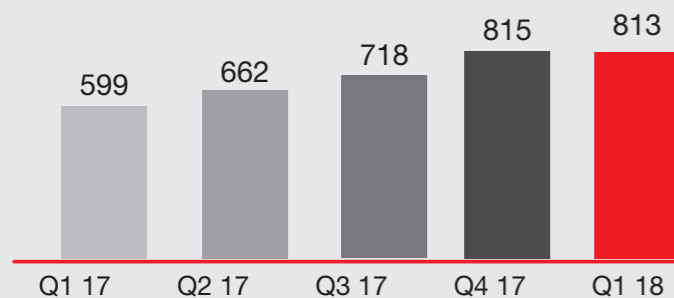
- 1979, Russian citizen
- CHRO since 2016

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

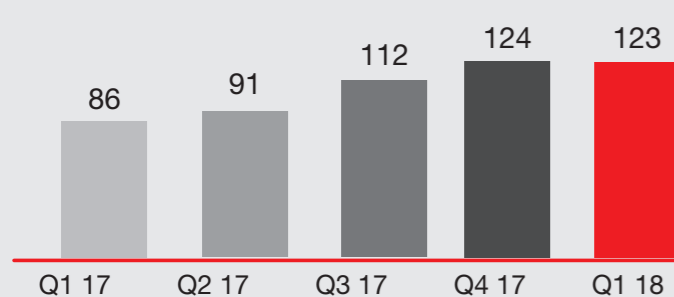
Order intake in CHF million



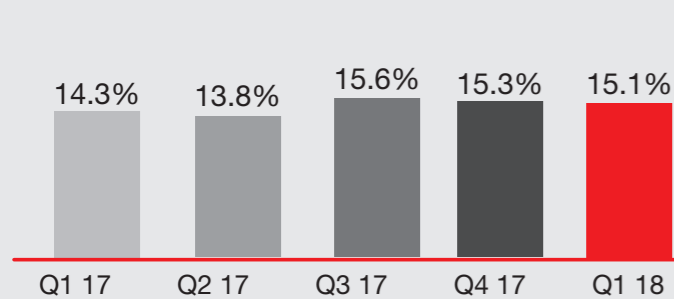
Sales in CHF million



EBITDA in CHF million

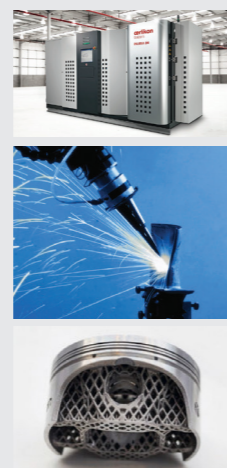


EBITDA margin

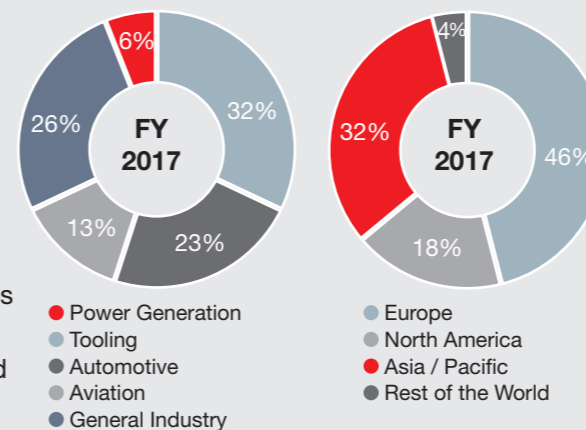


<sup>1</sup> 2017 restated for IFRS15

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



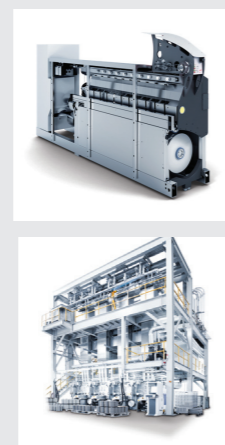
The Segment includes the three brands Oerlikon Balzers, Oerlikon Metco and Oerlikon AM. Oerlikon Balzers is a leading global supplier of PVD coatings and other surface technologies for precision components as well as metalworking and plastics processing tools. Oerlikon Metco enhances surfaces with coating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



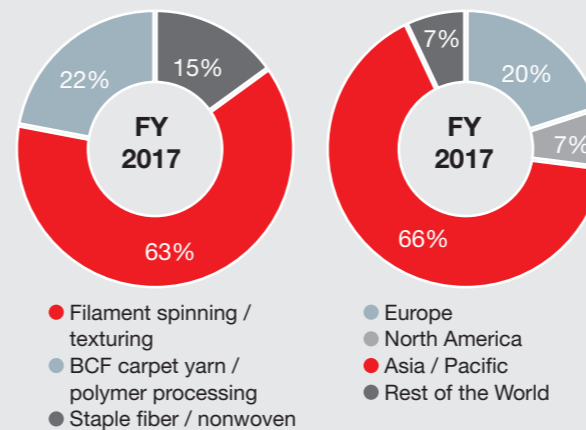
in CHF million	FY 2017 <sup>2</sup>	FY 2016	△
Order intake	1 417	1 236	+14.6%
Sales (to 3 <sup>rd</sup> parties)	1 377	1 238	+11.2%
EBITDA	276	277	-0.4%
EBITDA margin	20.0%	22.2%	-2.2pp

<sup>2</sup> as reported

## 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.



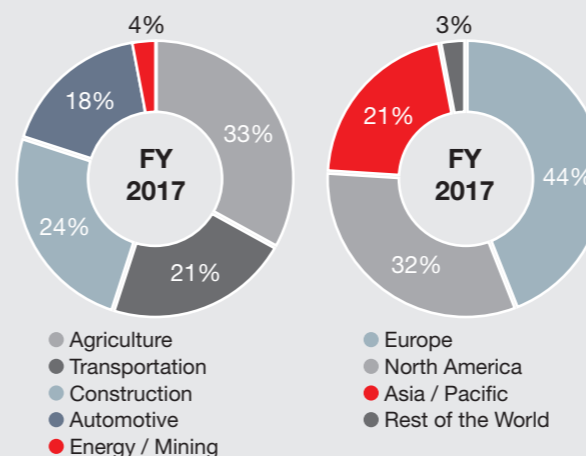
in CHF million	FY 2017 <sup>2</sup>	FY 2016	△
Order intake	810	577	+40.4%
Sales (to 3 <sup>rd</sup> parties)	740	481	+53.8%
EBITDA	57	16	>100%
EBITDA margin	7.7%	3.3%	+4.4pp

<sup>2</sup> as reported

## Drive Systems Segment<sup>2</sup>



The Segment includes the two brands Oerlikon Graziano and Oerlikon Fairfield. Oerlikon Graziano is a worldwide leader in the field of components for power transmissions. Oerlikon Fairfield is a manufacturer of engineered gear and drive solutions. Its products are sold worldwide to leading off-highway vehicle and industrial equipment manufacturers.



in CHF million	FY 2017 <sup>2</sup>	FY 2016	△
Order intake	778	600	+29.7%
Sales (to 3 <sup>rd</sup> parties)	730	612	+19.3%
EBITDA	78	51	+52.9%
EBITDA margin	10.6%	8.4%	+2.2pp

<sup>2</sup> as reported