



IR Presentation

Dr Martin Zwysig, CFO, July 2017

Agenda

1. **Autoneum at a glance**
2. **Financial results Half-Year 2017**
3. **Outlook**

Who we are

Autoneum in a nutshell



Key Facts & Figures

Autoneum at a glance



Stock listed company
(**SIX** Swiss Exchange)



Around **50** locations
worldwide



Net Sales 2016:
2'152.6 million CHF



Represented in more
than **20** countries



EBIT margin 2016: **8.2%***



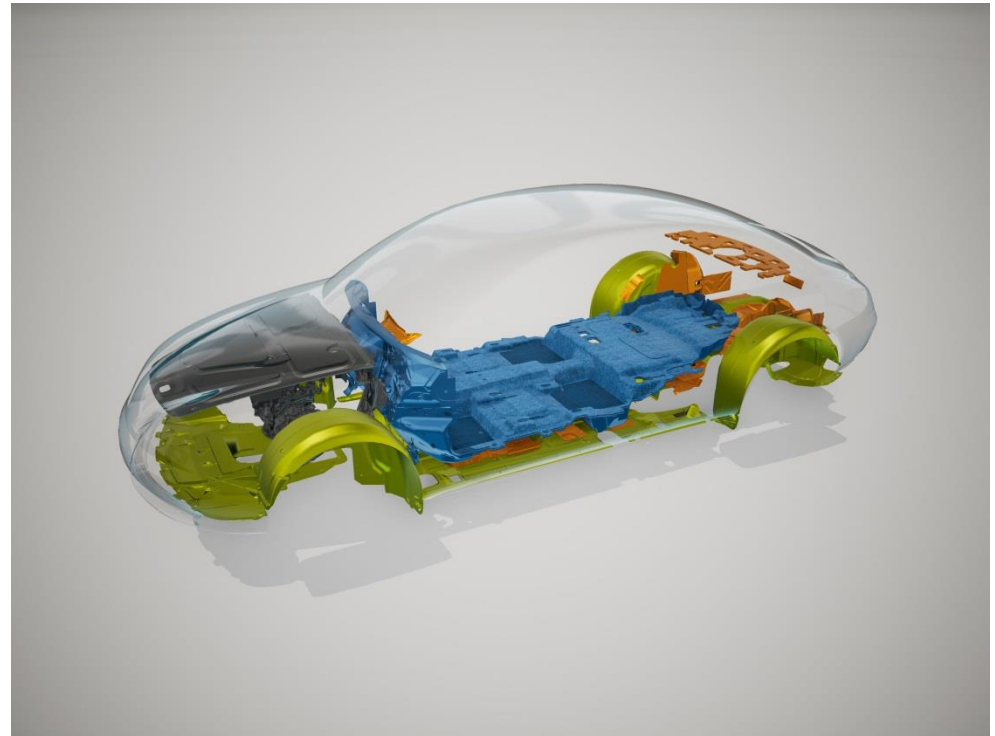
Over **11'000** employees

*Before special effects.

Leading in acoustic and thermal management

Four product lines

- Broad range of technologies
- Innovative materials and processes
- Customized systems and components
- Cost effective and lightweight solutions
- Total vehicle optimization
- Simulation tools and measurement systems



Organization

Group Executive Board



Martin Hirzel
CEO
19 years of automotive
experience



Martin Zwysig
CFO
13 years of automotive
experience



Matthias Holzammer
Head BG Europe
26 years of automotive
experience



John T. Lenga
Head BG North America
21 years of automotive
experience



Andreas Kolf
Head BG Asia
22 years of automotive
experience



Fausto Bigi
Head BG SAMEA
21 years of automotive
experience

Global Presence



Autoneum
 Locations with minority shareholders
 Associated companies and investments
 Licensees

Business Group Europe

- | | | | |
|---|---|---|--|
| Belgium
· Genk | France
· Aubergenville
· Blainville
· Lachapelle-aux-Pots
· Moissac
· Ons-en-Bray | Great Britain
· Halesowen
· Heckmondwike
· Stoke-on-Trent | Spain
· A Rúa
· Valldoreix |
| Czech Republic
· Bor
· Choceň
· Hnátovice | Germany
· Grossostheim
· Munich
· Rossdorf-Gundernhausen
· Sindelfingen | Italy
· Santhià | Sweden
· Gothenburg |
| | Poland
· Katowice
· Nowogard | Portugal
· Setúbal | Switzerland
· Winterthur (HQ)
· Sevelen |
| | Russia
· Ryazan | | |

Business Group North America

- | | |
|--|---|
| Canada
· London, Ontario
· Tilsolsonburg, Ontario | USA
· Aiken, South Carolina
· Bloomsburg, Pennsylvania
· Jeffersonville, Indiana
· Novi, Michigan
· Oregon-Lallendorf, Ohio
· Oregon-Wynn, Ohio
· Sunnyvale, California
· Jackson, Tennessee
· Monroe, Ohio
· Somerset, Kentucky
· Tinley Park, Illinois
· Valparaiso, Indiana |
| Mexico
· Hermosillo
· San Luis Potosí
· Silao | |

Business Group SAMEA

- | | |
|--|--|
| Argentina
· Córdoba | South Africa
· Rosslyn
· Durban |
| Brazil
· Betim
· Gravataí
· São Paulo
· Taubaté | Turkey
· Bursa |

Business Group Asia

- | | | |
|---|--|---|
| China
· Chongqing
· Shanghai
· Shenyang
· Taicang
· Yantai
· Guangzhou
· Tianjin
· Wuhan
· Fuzhou | Indonesia
· Jakarta | Malaysia
· Shah Alam |
| India
· Behror
· Chennai | Japan
· Aichi
· Higashi Kyushu
· Hiratsuka
· Hiroshima
· Kyushu
· Shizuoka
· Tokyo | South Korea
· Seoul |
| | Taiwan
· Taoyuan | Thailand
· Laem Chabang
· Chonburi |

Strategic Priorities

Pillars of sustained success





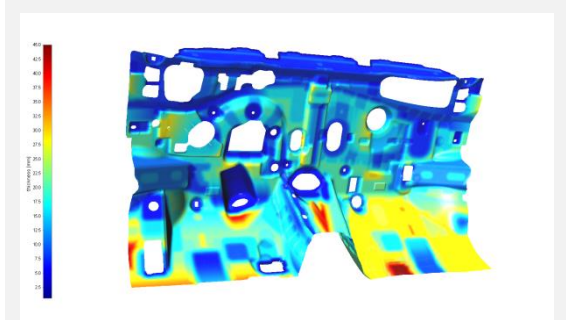
Focus on acoustic and thermal management

Driving the future of mobility

- Investments in advancement of technological expertise:
 - New Technical Center at BG North America HQ in Novi (MI), USA for component adaptation and pre-development with OEMs
 - Set-up of “Competence Center New Mobility” in Sunnyvale (CA), USA to innovate new products for all forms of mobility
- Expansion of acoustic expertise through launch update of simulation software VisualSISAB
- Presentation of latest innovations at “Autoneum Innovation Days” for US, German and Chinese OEMs
- Launch of global image campaign



Visualization of Technical Center in Novi, USA



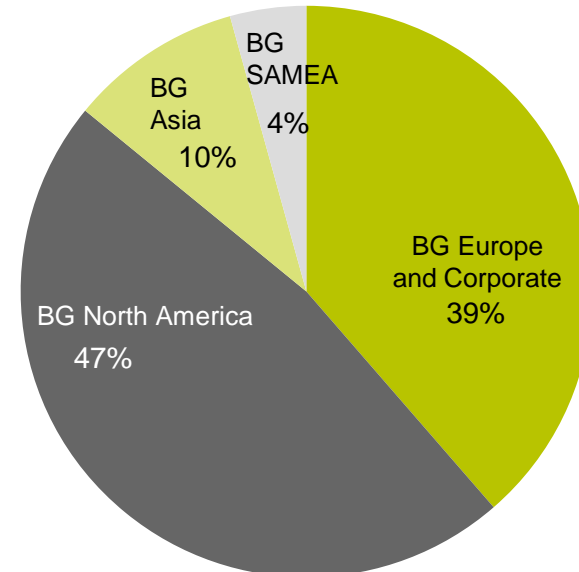
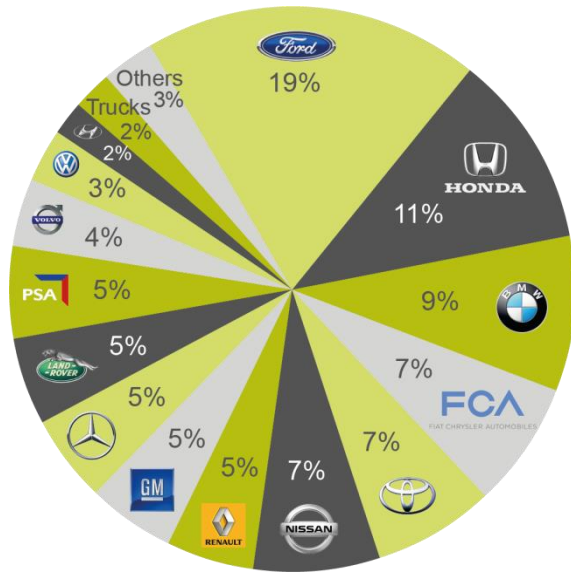
VisualSISAB



Grow profitably

Diversified customer base

Share in net sales 2016



- Supply of virtually all OEMs worldwide
- Higher sales with Honda, Renault, GM, Volvo and Hyundai in 2016

- BG North America is largest sales contributor
- Net sales share of BG Asia continuously growing



Focus on global customers

Investments in growth markets

- Foundation of two plants in San Luis Potosí, Mexico to supply US, Japanese and German OEMs
- Capacity expansion with doubling of production space at US plant in Aiken (SC)
- Enlargement of Chinese production footprint through new facility in Yantai to ensure targeted market share gains in China
- Customer recognition: Autoneum received GM's first-ever "Supplier Innovation Award" for lightweight technology Prime-Light



Inauguration of first San Luis Potosí plant, Mexico



GM's first-ever by "Supplier Innovation Award" for Prime-Light



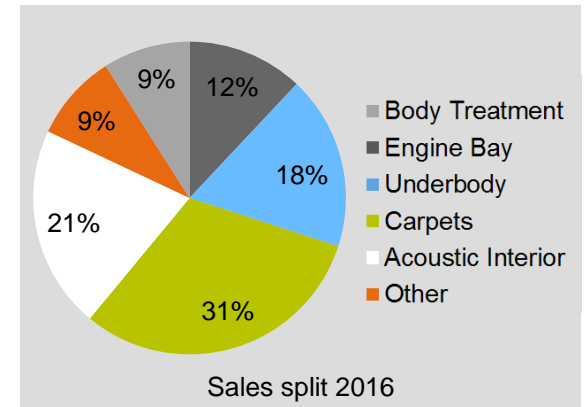
Leverage technological leadership

Innovations for the car of the future

- Launch of aerodynamic Ultra-Silent underbody systems for SUVs
 - Noise-absorbing, aerodynamic, recyclable
 - Reduction of SUV weight, fuel consumption and emissions
- Commissioning of new production line for Ultra-Silent semi-finished material in Gundershausen, Germany
 - Production increase by 50% to over eight million underbody components p.a. in Europe
 - Serial production of semi-finished material started in February 2017
- Hybrid-Acoustics concept nominated for industry-leading “PACE Award 2017”



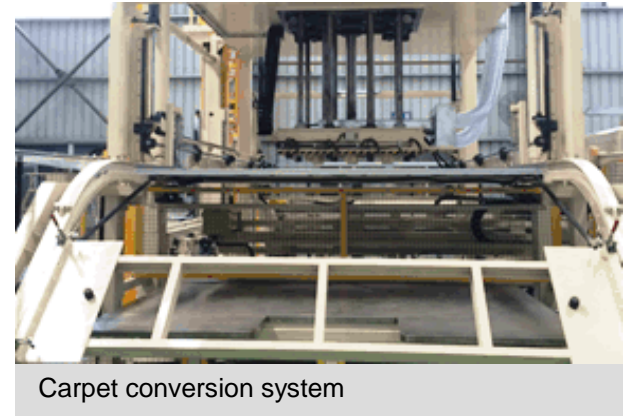
Production line for Ultra-Silent semi-finished material in Gundershausen, Germany



Practice operational excellence






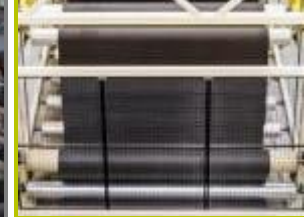
Focus on standardization

- Development and implementation of carpet conversion system for various processes
- New trainings on work safety aim at:
 - Enhancing leadership expertise in acting as role model with regard to work safety
 - Focusing on core types of safe behavior in production for shopfloor workers (“SafeStart”)
- Introduction of safety boxes on shopfloors including occupational safety utensils and PC terminals for e-learning programs



Five years Autoneum

Living a High Performance Culture

2011	2012	2013	2014	2015	2016
					
<ul style="list-style-type: none"> • Start as independent, stock-listed company • Strategy formation • Global expansion with new plants in Bor, Czech Republic and Shenyang, China 	<ul style="list-style-type: none"> • Market launch of Hybrid-Acoustics • Strategic alliance with Japanese suppliers Nittoku and Toyota Boshoku • Net profit increased more than tenfold vs. 2011 	<ul style="list-style-type: none"> • Market entry into Mexico, Thailand and Russia • Capacity adjustment in Europe (Italy and France) • Additional felt production lines in China and South America to enhance vertical integration 	<ul style="list-style-type: none"> • New presence in South Korea established • Market launch of RIMIC and Di-Light • After successful launch in Switzerland, ERP implementation at all North American sites 	<ul style="list-style-type: none"> • Footprint expansion by two new plants in the US and revamped site in Brazil • Launch of Clean-Tuft and Prime-Light • Over 200 participants at 3rd Automotive Acoustics Conference 	<ul style="list-style-type: none"> • Additional plants in growth market Mexico • 3rd worldwide production line for Ultra-Silent semi-finished material • Opening of “Competence Center New Mobility” in California, USA

Five years Autoneum

A proven track record of delivery

Strategic priorities	Achievements
Focus on acoustic & thermal management solutions in automotive	<ul style="list-style-type: none"> • Exit from trunk and trim segment • Three Automotive Acoustic Conferences held
Grow profitably and generate free cash flow	<ul style="list-style-type: none"> • Net sales increase of CHF 470 million, net profit raised by CHF 132 million since 2011 • Favorable Group refinancing
Focus on long-term partnerships with global customer	<ul style="list-style-type: none"> • In 2016, 80% of net sales with global platforms • Investments in 13 plants in growth markets
Leverage technological leadership	<ul style="list-style-type: none"> • 48 innovation projects released • Two PACE Award nominations
Practice operational excellence	<ul style="list-style-type: none"> • Extension of vertical integration • Worldwide Group Manufacturing Initiatives
Pursue consolidation opportunities	<ul style="list-style-type: none"> • Expanded alliance with Japanese partners • Market share gains in carpet systems

Agenda

1. **Autoneum at a glance**
2. **Financial results Half-Year 2017**
3. **Outlook**

Highlights Half-Year 2017



Financials

- Sales increase of 4.0% in local currencies in line with guidance
- Business Groups (BG) Europe, Asia and SAMEA with organic sales growth considerably exceeding market growth
- EBIT margin raised to 8.3%
- EBIT margin of BG Europe improved significantly to 8.4%, BG SAMEA result at break-even
- Net profit before special effects reached a new high at CHF 61.2 million



Investments

- Investments in R&T and production facilities in Germany and Switzerland
- Set-up of production lines in San Luis Potosí, Mexico and Jeffersonville (IN), USA
- Competence Center for New Mobility in Sunnyvale (CA), USA put into operation
- Capacity expansion and investments in new product lines in China
- Product portfolio broadened with Di-Light and Hybrid-Acoustics Eco+



Strategy

- Market share gains in Asia
- Underbody offering in North America completed with new DLFT line in Mexico
- Sale of a plant in Brazil supports capacity adaptation to market demand
- First industry 4.0 project on global felt line optimization installed
- Implementation of Corporate Responsibility with first CR Report published according to globally leading GRI standard

Key figures

Overview

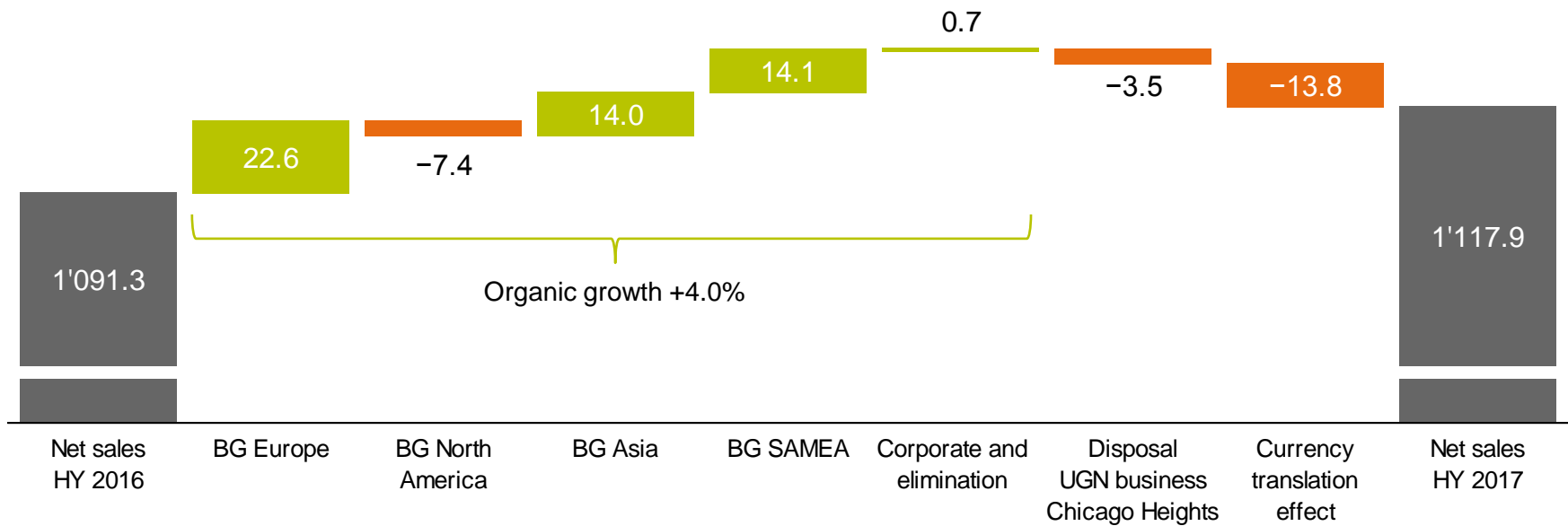
CHF million	HY 2017	HY 2016
Net sales	1'117.9	1'091.3
EBITDA before special effects*	129.3	123.8
<i>in % of net sales</i>	11.6%	11.3%
EBIT before special effects*	93.1	89.9
<i>in % of net sales</i>	8.3%	8.2%
Net profit before special effects*	61.2	60.6
Free cash flow	-36.0	60.4
RONA before special effects*	18.6%	20.5%
Basic earnings per share (EPS) in CHF before special effects*	10.23	9.97

*HY 2016: Before gain from disposal of the UGN business in Chicago Heights (Illinois), USA in the amount of CHF 33.2 million (CHF 20.8 million after income taxes).

Net sales development

Sustainable sales growth in line with guidance

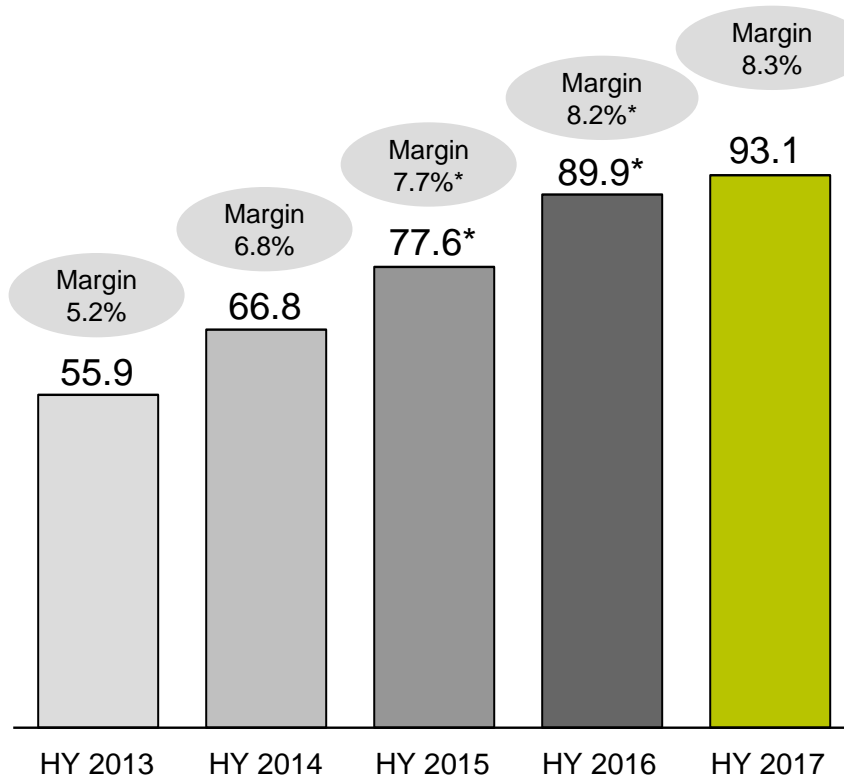
CHF million



Operating result (EBIT)

EBIT increase continued

CHF million



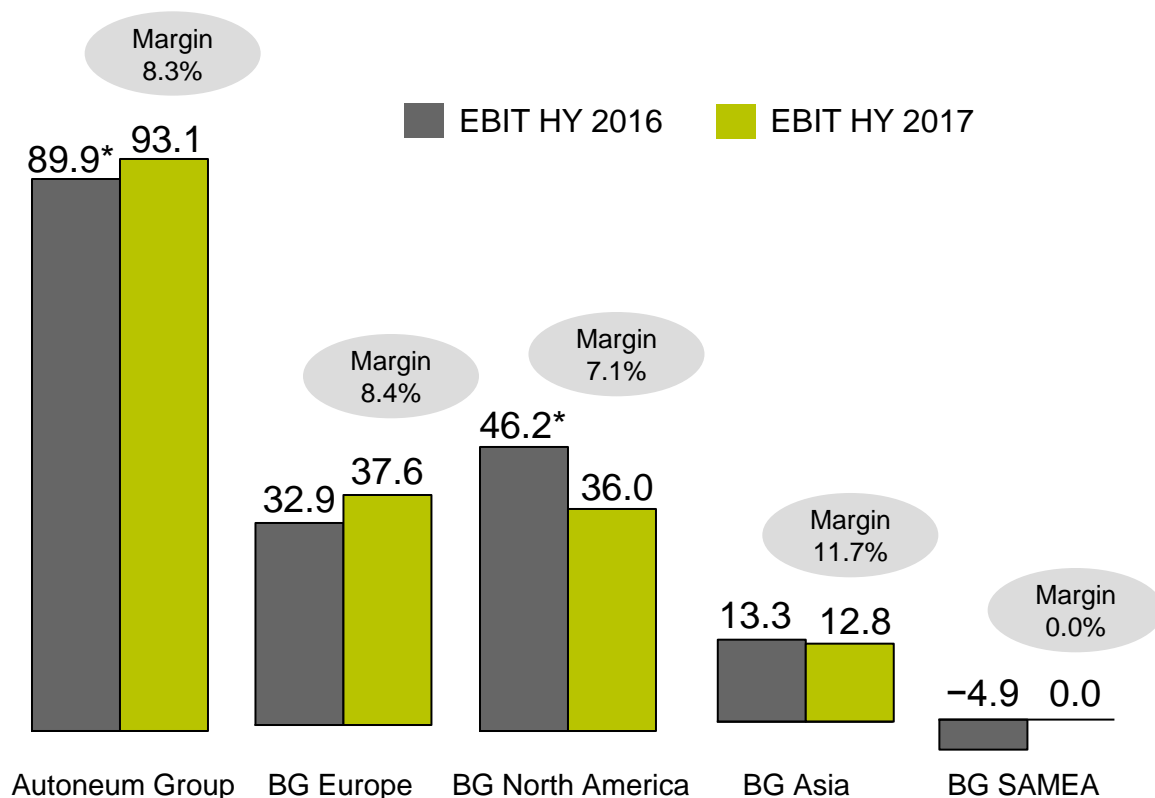
- EBIT margin raised to 8.3%
- EBIT before special effects increased by 3.6% and hit a new high at CHF 93.1 million
- Further increase of profitability due to improved operating result of BG Europe

*EBIT and EBIT margin are disclosed before the gain from disposal of the UGN business in Chicago Heights (Illinois), USA in the amount of CHF 33.2 million in 2016 and before expenses relating to the settlement with the German Federal Cartel Office in the amount of CHF 31.5 million in 2015.

Operating result (EBIT)

EBIT margin at 8.3%

CHF million



- EBIT margin improved by 0.1 percentage points to 8.3%
- High production volumes and capacity utilization in Europe
- Stagnating production volumes in North America
- Expansion in Asia combined with higher raw material prices
- BG SAMEA at break-even

*EBIT and EBIT margin are disclosed before the gain from disposal of the UGN business in Chicago Heights (Illinois), USA in the amount of CHF 33.2 million in 2016.

Income statement

Net profit before special effects at new high

CHF million	HY 2017	HY 2016
Net sales	1'117.9	1'091.3
EBIT	93.1	123.1
Financial result	-3.1	-6.3
Profit before taxes	90.0	116.8
Income taxes	-28.9	-35.4
Net profit	61.2	81.4
attributable to AUTN	47.7	56.7
attributable to NCI	13.5	24.7

- Net profit before special effects at new high
- In 2016, net profit included the effect from disposal of the UGN business in Chicago Heights (Illinois), USA in the amount of CHF 20.8 million
- Well balanced funding at attractive interest rates
- Income taxes managed on a sustainable level

Balance sheet

Solid balance sheet

CHF million	30.06.2017	31.12.2016	30.06.2016
Total assets	1'333.8	1'297.8	1'220.2
Non-current assets	680.8	648.0	587.2
Net working capital	101.6	56.5	84.8
Cash and cash equivalents	102.1	149.8	95.9
Borrowings	252.2	208.7	185.8
Net debt	149.1	57.4	89.8
Shareholders' equity	496.4	499.0	420.9
<i>in % of total assets</i>	37.2%	38.4%	34.5%
Market capitalization	1'223.9	1'243.4	1'060.7

- Solid balance sheet without goodwill
- Increase of non-current assets due to continuing capacity expansion
- Seasonally, NWC higher than at year-end
- Sound equity ratio slightly lowered due to increased total assets

Cash flow

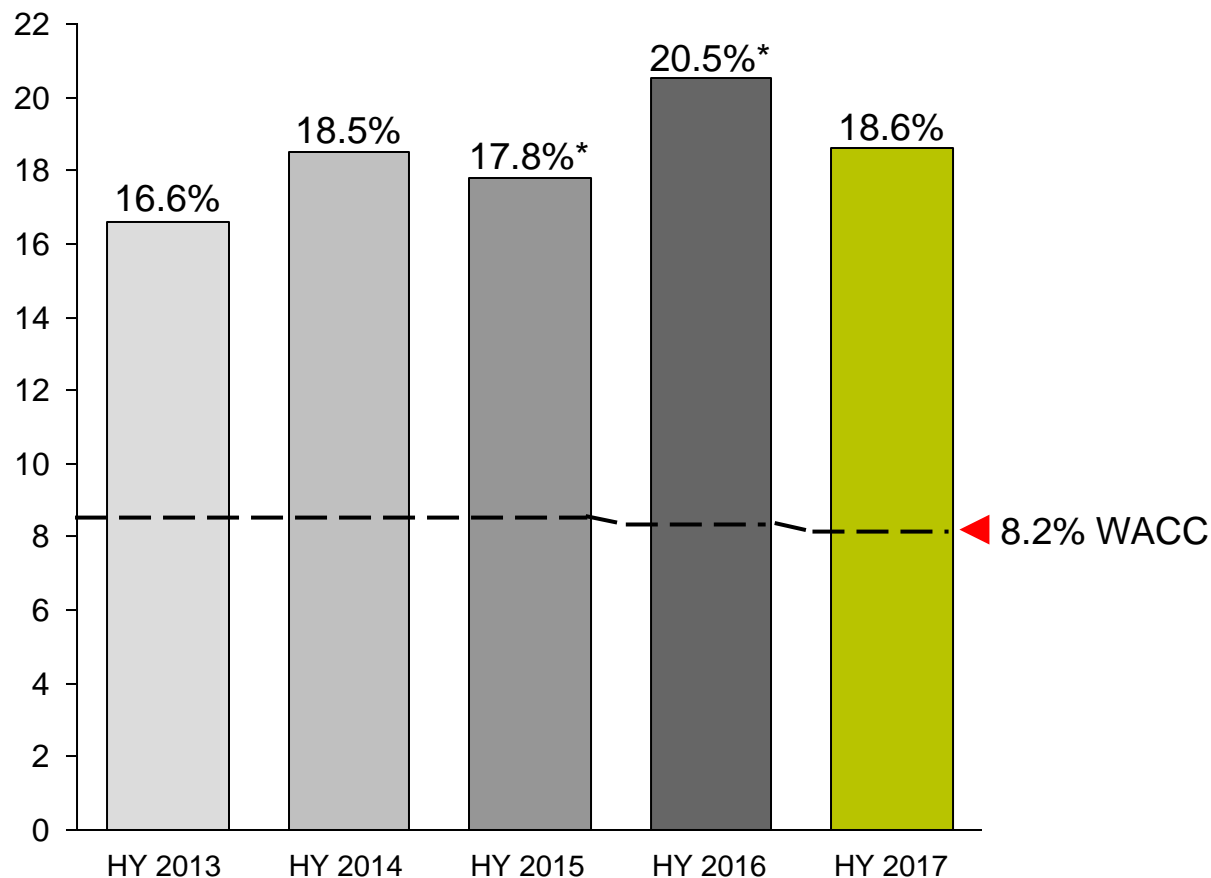
Continuing capacity expansion

CHF million	HY 2017	HY 2016
Cash flows from operating activities	47.3	74.7
Cash flows used in investing activities	-83.3	-14.3
Free cash flow	-36.0	60.4
Cash flows used in financing activities	-7.4	-41.6
Cash and cash equivalents at June 30	102.1	95.9

- Operating cash flow decreased due to higher NWC, free of short-term financial dispositions
- 2016 investing cash flow was positively influenced by the proceeds of CHF 42.8 million from disposal of the UGN business in Chicago Heights
- CAPEX on a high level of CHF 68.7 million (HY 2016: CHF 57.5 million)

RONA

RONA on a sustainable high level



- RONA at 18.6%
- RONA more than twice the WACC of 8.2%
- RONA slightly lower than 2016 due to increased average equity
- Substantial economic value created

*RONA is disclosed before the provisional gain from disposal of the UGN business in Chicago Heights (Illinois), USA in the amount of CHF 20.8 million after income taxes in 2016 and before expenses relating to the settlement with the German Federal Cartel Office in the amount of CHF 31.5 million in 2015.

Agenda

1. **Autoneum at a glance**
2. **Financial results Half-Year 2017**
3. **Outlook**

Growing demand for Autoneum's products

Global trends drive acoustic & thermal management

Growing automobile production
(mainly Asia)

Global CAGR (2017-2020) of 2.4% to exceed 100 million LVs* mark by 2020

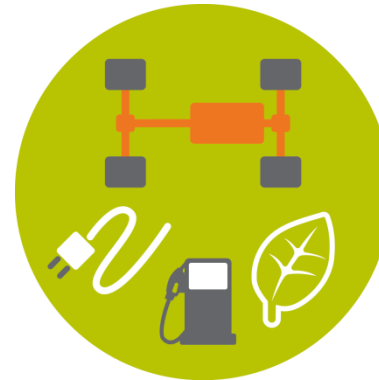
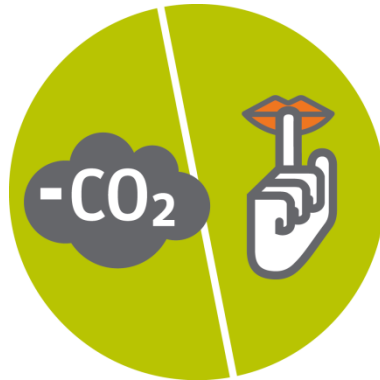


Increasing globalization

80-90% of LVs will be made on global platforms

Demand for lightweight and noise reducing products

More engine bay and underbody products required



Acoustic treatment for downsized engines

Need for innovative suppliers to cope with new powertrain concepts

*Light vehicles.

Electric mobility

Our main actions

On the road



Autoneum's standard products for interior, underbody and engine bay are already adopted by the OEMs for the best selling small segment EVs

Coming soon



Autoneum's latest innovations such as Hybrid-Acoustics, Ultra-Silent and engine encapsulations are being implemented on new models coming on the market

Main actions to consolidate Autoneum's technology leadership



Competences

- **Competence Center New Mobility** in the heart of Silicon Valley to understand the needs and functions of products dedicated to e-mobility



People

- Job rotation experience in place to disseminate the **Silicon Valley innovative culture** in Autoneum's technical community



Business

- Develop business and relationship with new OEMs: first awarded business
- Investigate options on batteries



Products

- Ultra-Silent sandwich: solution for battery impact protection
- Tune-it: perfect for BEV carpets providing acoustic absorption with limited packaging space
- Hybrid-Acoustics ECO+: optimal lightweight solution for dash insulation in BEVs (high frequency motor noise)
- Powertrain encapsulation: proven on BMW i3 and i8

Electric mobility

Options for Autoneum

Lightweight in focus: offset battery weight for range and cost of weight dependent components. Lower motor noise favors lightweight insulators

Road noise: becomes dominant due to less engine masking and requires effective lightweight products in interior and in the wheelhouses to preserve the acoustic quality

Encapsulation: lightweight encapsulation to efficiently address disturbing high frequency tones from motor and other noisy devices

Aerodynamics and exterior noise: lightweight sound absorbing aerodynamic panels in front and rear will penetrate all segments

Sustainability: the environment is the key driver for electrification. Most of our innovations are made of recycled materials

Thermal Management: efficiency requirements make thermal management of the cabin with insulating or thermally active materials unavoidable

Higher content in hybrids: a key technology bridging to full BEVs

“Contagion effect”: BEVs will live alongside IC motorization for decades. Users who drive a BEV as second family car will learn to expect quieter conventional cars



Renault Zoe: Autoneum delivers the full package for interior floor and underbody

 **Main challenge to master: cancellation of heatshields in pure BEVs**

Self-driving cars and shared mobility

Options for Autoneum

Self-driving cars

Wellness, work, communication and entertainment: passengers will expect absolute silence and a healthy interior environment

Sustainability: of products and production processes will be a key element in all future vehicles, independent of the powertrain type and the degree of autonomous drive

Interior architectures: the instrument panel will shrink and leave more room for comfortable surfaces with acoustic absorption to compensate sound reflecting glass roof

New materials and function integration: development of novel attractive surfaces and work on the integration of acoustic and thermal functions in the new materials

Shared mobility

Tough interiors: resistance to dirt, cleanability and wear resistance will play a major role in fleets of shared cars

Fleet customization: fleet operators will demand technologies to personalize the interiors of their vehicles

Aftermarket: replacing of worn out interior parts in shared cars with high utilization might offer opportunities for new business

Design to cost: Autoneum's leading simulation tools help to design the best compromise between performance and cost

Key focus areas for profitable growth

Action plan 2017

BG Europe



- Gain market share
- Expand Eastern European footprint
- Pursue vertical integration strategy

BG Asia



- Enhance production network in China
- Install latest technologies
- Develop people to achieve growth targets

BG North America



- Act flexibly on market fluctuations
- Extend business with Asian customers
- Ensure flawless SOPs in Mexico and USA

BG SAMEA



- Adjust Brazilian production footprint
- Further improve operational excellence
- Establish JV in Iran

Guidance

Full Year 2017

Global environment



- Rise in global automobile production to around 95 million light vehicles expected (growth rate of 2%)*

Sales



- Based on the anticipated further softening of demand in North America, 2017 net sales growth is expected to be above the market, but below the annual target of 4% to 5%

Profitability



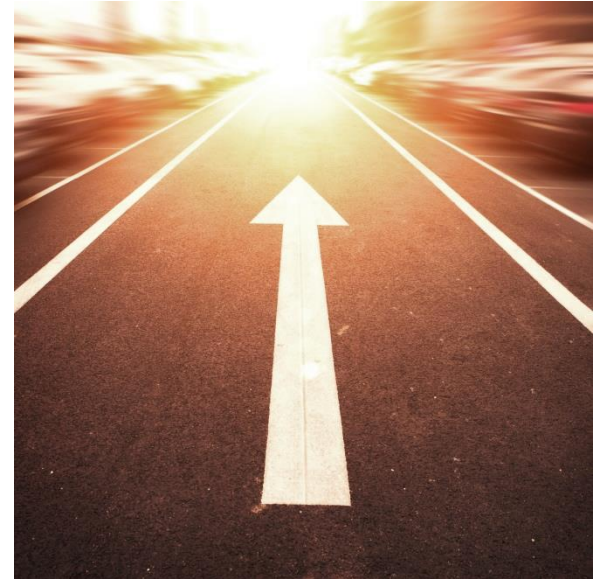
- In 2017, Group's EBIT margin should exceed 8%

*According to IHS estimates.

Targets 2020

Accelerate profitable growth

- Net sales of CHF 2'600 million
- Emerging markets >20% share in Group's net sales
- EBITDA margin of 12%
- Equity ratio >40%
- RONA >20%
- Target dividend payout of at least 30% of net profit attributable to shareholders of Autoneum Holding Ltd



Contacts and event calendar

Investors and Financial Analysts

Dr Martin Zwysig
CFO
T +41 52 244 82 82
investor@autoneum.com

Media

Dr Anahid Rickmann
Head Corporate Communications & Responsibility
T +41 52 244 83 88
media@autoneum.com

Contact Address

Autoneum Holding Ltd
Schlosstalstrasse 43 / P.O. Box
CH-8406 Winterthur
www.autoneum.com

Important Dates 2018

Publication of Sales Figures for the 2017 Financial Year	January 23, 2018
Media and Financial Analysts Conference Financial Year 2017	March 6, 2018
Annual General Meeting 2018	March 28, 2018

Autoneum listed on SIX Swiss Exchange

Ticker Symbol	AUTN
Valor Number	12748036
ISIN	CH0127480363

Disclaimer

Autoneum is making great efforts to include accurate and up-to-date information in this document, however we make no representations or warranties, expressed or implied, as to the accuracy or completeness of the information provided in this document and we disclaim any liability whatsoever for the use of it.

The information provided in this document is not intended nor may be construed as an offer or solicitation for the purchase or disposal, trading or any transaction in any Autoneum securities. Investors must not rely on this information for investment decisions.

All statements in this report which do not reflect historical facts are statements related to the future which offer no guarantee with regard to future performance; they are subject to risks and uncertainties including, but not limited to, future global economic conditions, exchange rates, legal provisions, market conditions, activities by competitors and other factors outside the company's control. The vehicle production figures for 2017 are based on the latest estimates of IHS Global Insight.

A wide, paved road with white lane markings curves through a lush green field. The sky is a clear, vibrant blue with several fluffy white clouds scattered across it. The road leads the eye from the bottom left towards the center of the frame, where it disappears into the distance.

autoneum

Mastering sound and heat.