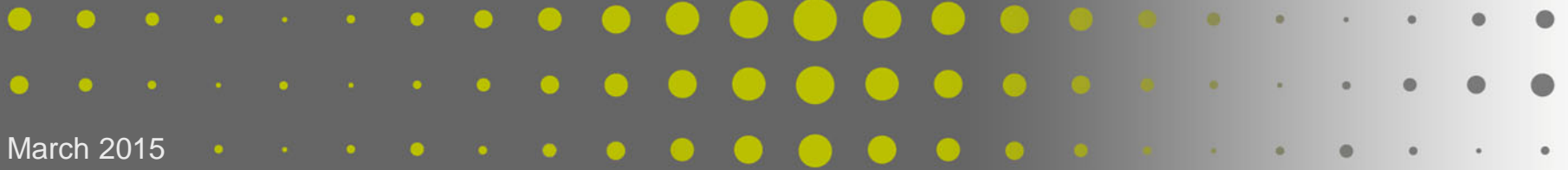




# Investor Presentation



March 2015

# Agenda

1. **Autoneum at a glance**
2. **Review of the business year 2014**
3. **Financial results 2014**
4. **Outlook 2015**

# Who we are



autoneum



# Key Facts & Figures

## Autoneum at a glance



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



Around **50** locations  
worldwide



Net Sales 2014:  
**1'954.7 million CHF**



Represented in more  
than **20** countries



EBIT margin 2014: **6.9%**



Over **10'000** employees

# Organization

## Group Executive Board



**Martin Hirzel**  
CEO  
17 years of automotive  
experience



**Martin Zwyszig**  
CFO  
11 years of automotive  
experience



**Matthias Holzammer**  
Head BG Europe  
24 years of automotive  
experience



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



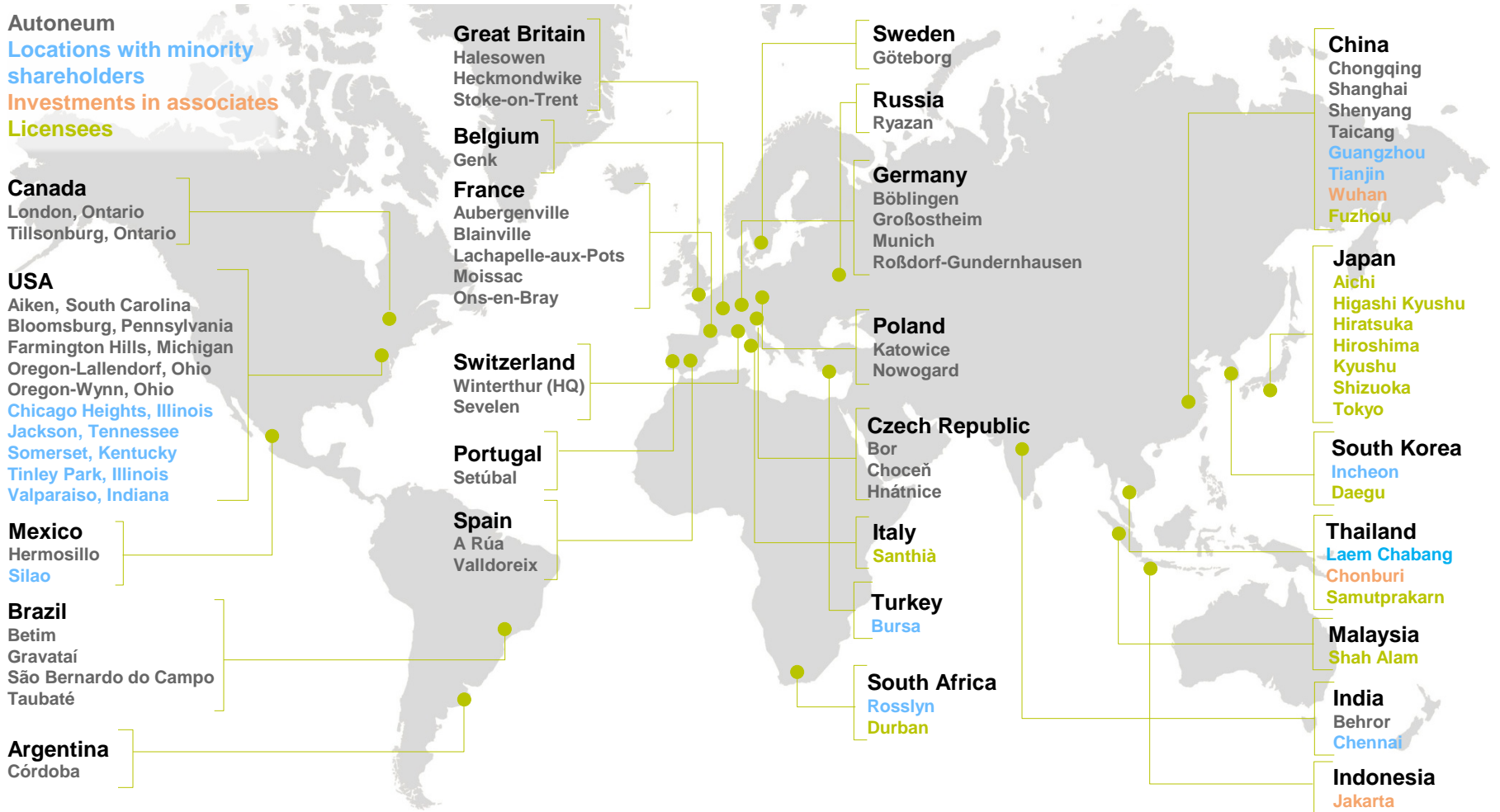
**Uwe Trautmann**  
Head BG Asia  
18 years of automotive  
experience



**Volker Eimertenbrink**  
Head BG SAMEA  
19 years of automotive  
experience

# Global footprint

## Close to our customers



# Agenda

1. **Autoneum at a glance**
2. **Review of the business year 2014**
3. **Financial results 2014**
4. **Outlook 2015**

# Highlights 2014



## Sales



## Financials



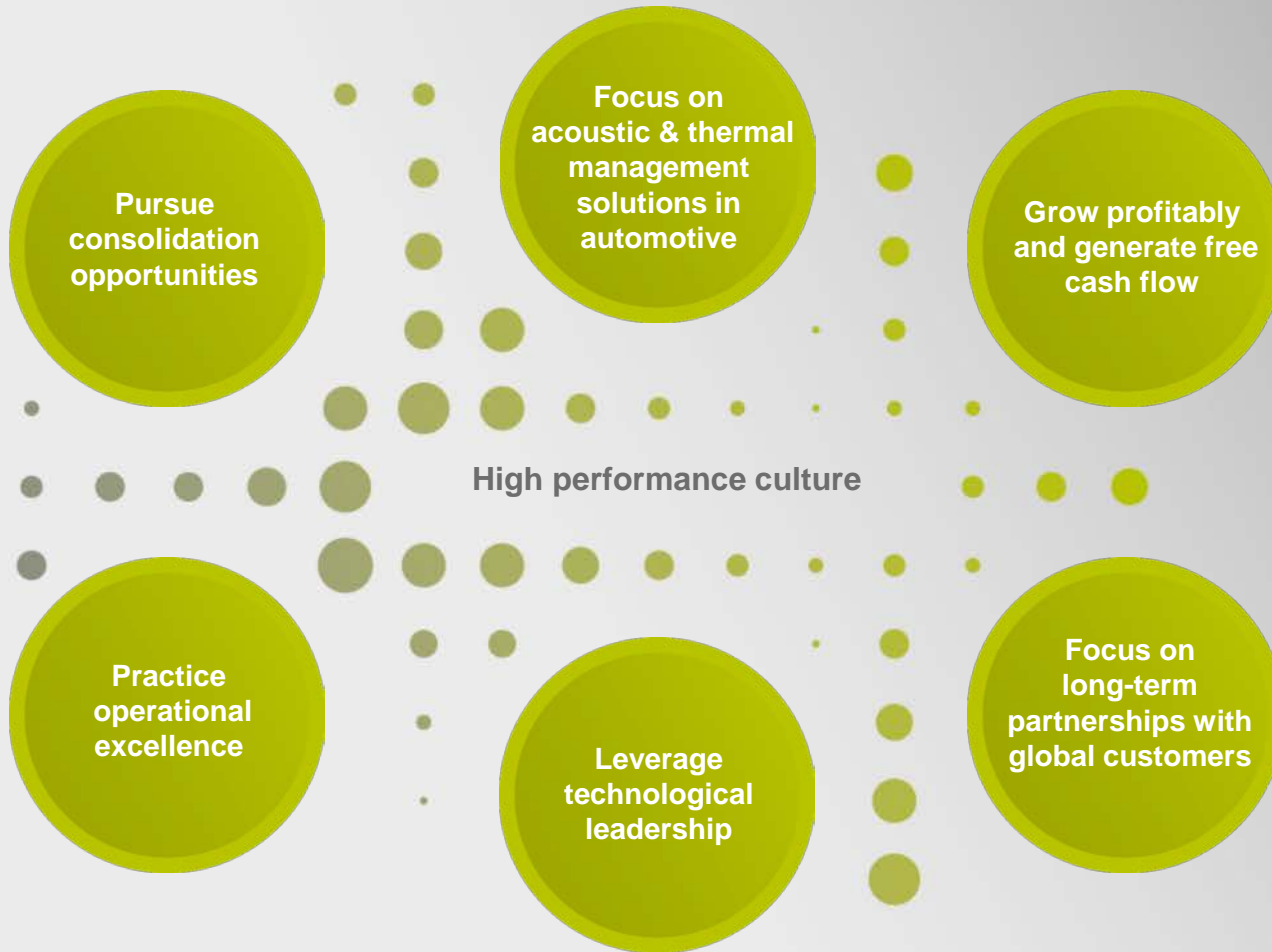
## Strategy

- 
- Sales growth of 1.9% in local currencies
  - Organic growth in three out of four Business Groups (BG)
  - Loss of sales from the former Italian subsidiary and devaluation of various currencies impacted sales in Swiss francs
  - EBITDA margin hit new record high with 10.3%
  - EBIT margin increased to 6.9%
  - Net profit multiplied
  - RONA exceeded 20% mark
  - Raised dividend payout proposed
  - Focus on profitable growth confirmed
  - Selective acceptance of orders, successfully completed capacity adjustments and optimized structural costs led to new profitability level of BG Europe
  - Favorable refinancing



# Strategic Priorities

Focus on core competencies is key to success



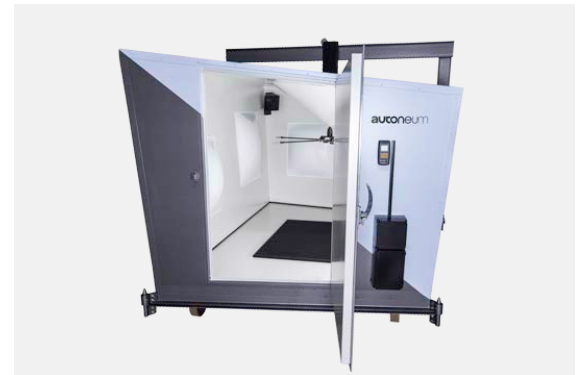
# Focus on acoustics and thermal management

## Solutions for future requirements

- Predevelopment studies with new innovation Hybrid-Acoustics led to corresponding order from European SUV manufacturer and Korean OEM in Europe
- Record in sales of measurement systems which are in use by OEMs and automobile suppliers worldwide
- Launch of new simulation software to predict and optimize vehicles' NVH performance (noise, vibration, harshness)
- Introduction of engine encapsulation concept and RUS at first "Autoneum Innovation Days" for Chinese OEMs



Acoustics measurement

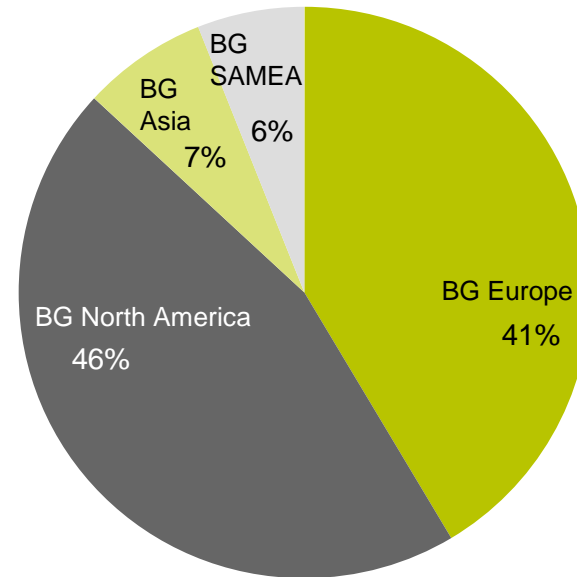
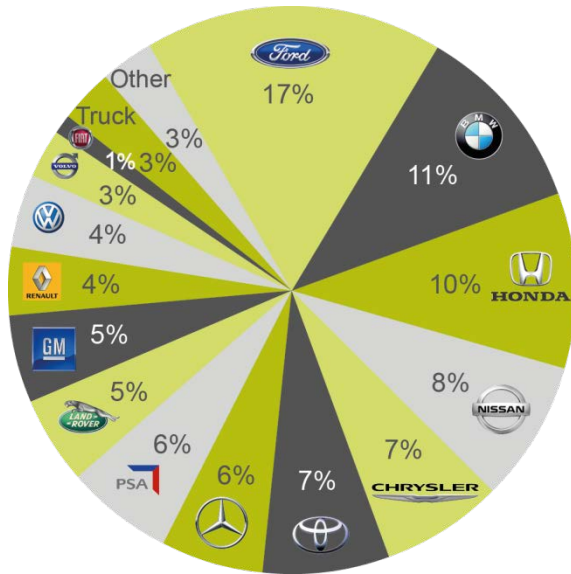


Alpha Cabin II

# Grow profitably

## Balanced customer base on global scale

Share in net sales 2014



- Existing broad global customer portfolio maintained
- Customer base comprising all major OEMs worldwide

- First time higher sales in North America than in Europe
- Share of BG Asia increased to 7% of group net sales

# Focus on global customers

## Expansion of customer portfolio

- Set-up of Autoneum Korea to further develop partnerships with Korean OEMs on global production platforms
- New serial orders from two large Chinese OEMs
- Supply of British and US customers in China
- Follow-up orders for volume models of European OEMs secure capacity utilization in Europe
- Customer satisfaction reflected in numerous customer awards by international OEMs



GM Supplier Quality Excellence Award 2014 for Bloomsburg (USA) and London (Canada) plant

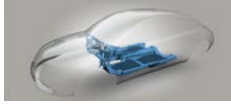








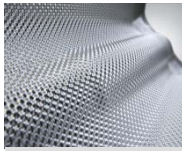



PSA Peugeot Citroën “Best plant” Award for Katowice (Poland) plant

# Leverage technological leadership

## Innovative technologies secure market leadership

- Innovation pipeline is well-filled with around 35 projects
- Product portfolio broadened with multifunctional heatshields made of RIMIC
  - protection against heat and noise
- Market entry of eco-friendly Di-Light technology for needlepunch carpets

Interior Floor	Underbody	Engine Bay	Body Treatment
			
 Di-Light	 RUS+	 Theta-FiberCell	 Autyl
 Clean-Tuft	 RIMIC	to be applied for: <ul style="list-style-type: none"> <li>• engine encapsulation</li> <li>• engine top cover</li> <li>• oil slump</li> </ul>	 Nero-Acoustics



# Practice Operational Excellence

## Long-term success through peak performance

- Increase of vertical integration by additional production lines in Europe, China and South America
- RUS and felt line at new US plant in Jeffersonville, Indiana, ensure high share of proprietary value creation
- Flawless implementation of ERP system at all North American locations (USA, Canada, Mexico)
- Internal global knowledge exchange was intensified
- Focus on QEHS



Carpet production in Shenyang (China)



Safety training in A Rúa (Spain)

# High Performance Culture

## Assuming social responsibility

- Launch of internal “Social Engagement Award” as first global CSR activity:
  - financial support of development project “Casa Guatemala Children’s Village”
- First Global Employee Satisfaction Survey carried out in 2014:
  - general satisfaction of employees confirms focus on company culture based on corporate values
  - survey serves as basis for active employee dialogue



# Agenda

1. **Autoneum at a glance**
2. **Review of the business year 2014**
3. **Financial results 2014**
4. **Outlook 2015**



## Net profit

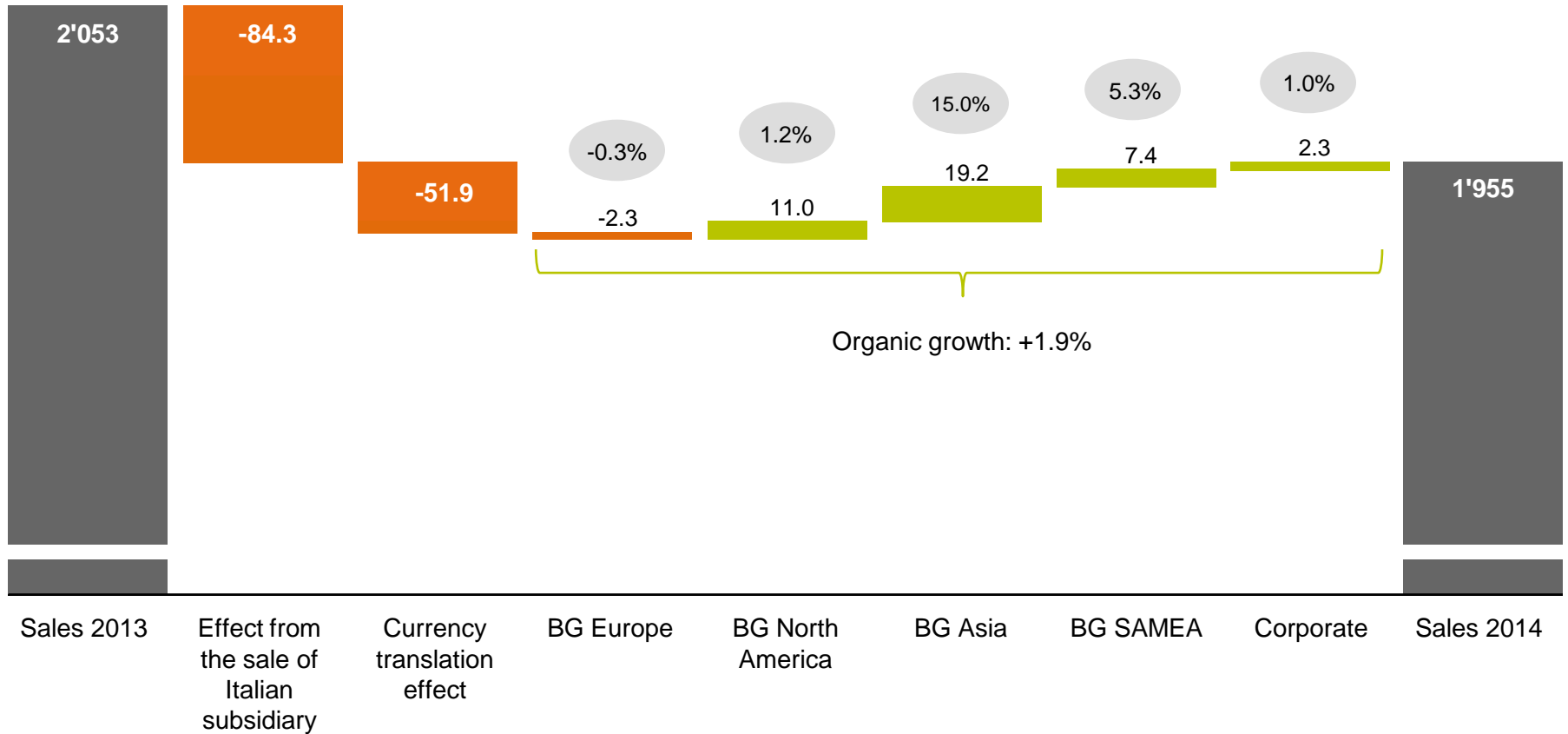
### Net profit multiplied

CHF million	2014	2013
Net sales	<b>1'954.7</b>	2'053.3
Earnings before interest and taxes (EBIT)	<b>135.1</b>	79.2
Financial result	<b>-15.0</b>	-14.7
Taxes	<b>-17.3</b>	-28.3
Net profit	<b>102.8</b>	36.2
Net profit attributable to AUTN	<b>78.9</b>	14.5
Net profit attributable to NCI	<b>23.9</b>	21.7
Earnings per share (EPS) in CHF	<b>17.03</b>	3.12

# Sales development

## Change in sales including organic growth

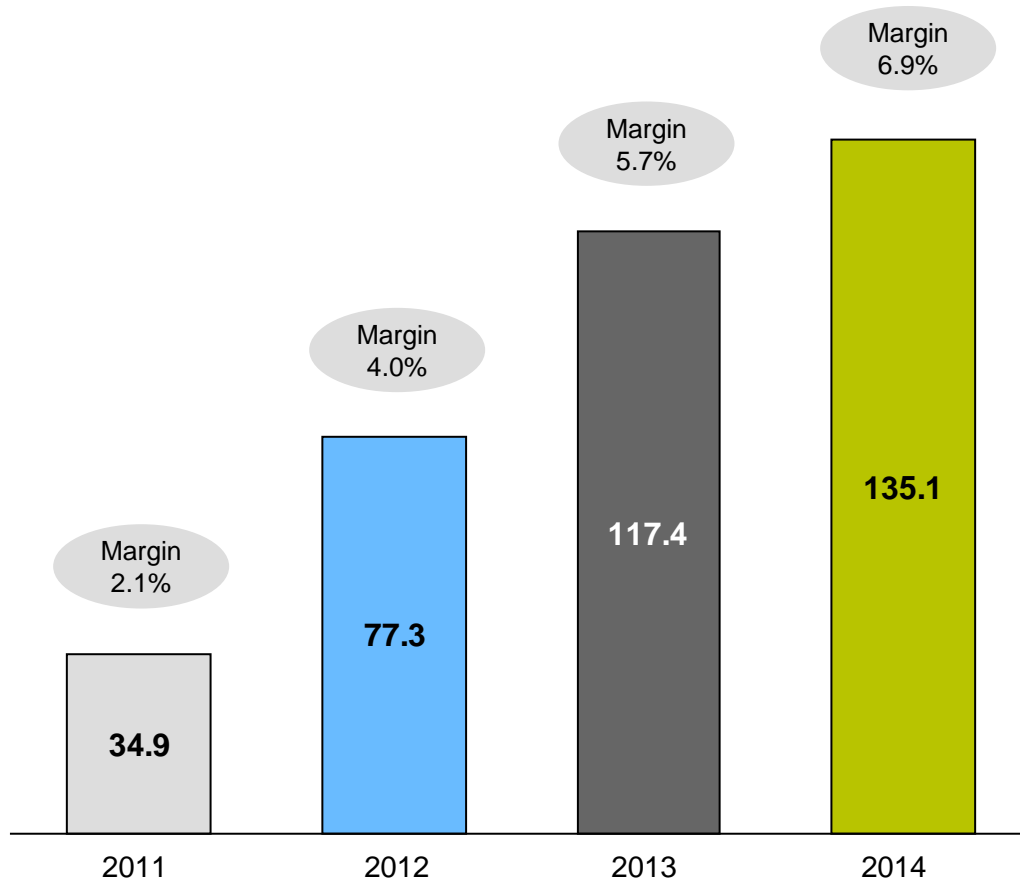
CHF million



# Operating result (EBIT)

## EBIT margin hit a new record high

CHF million



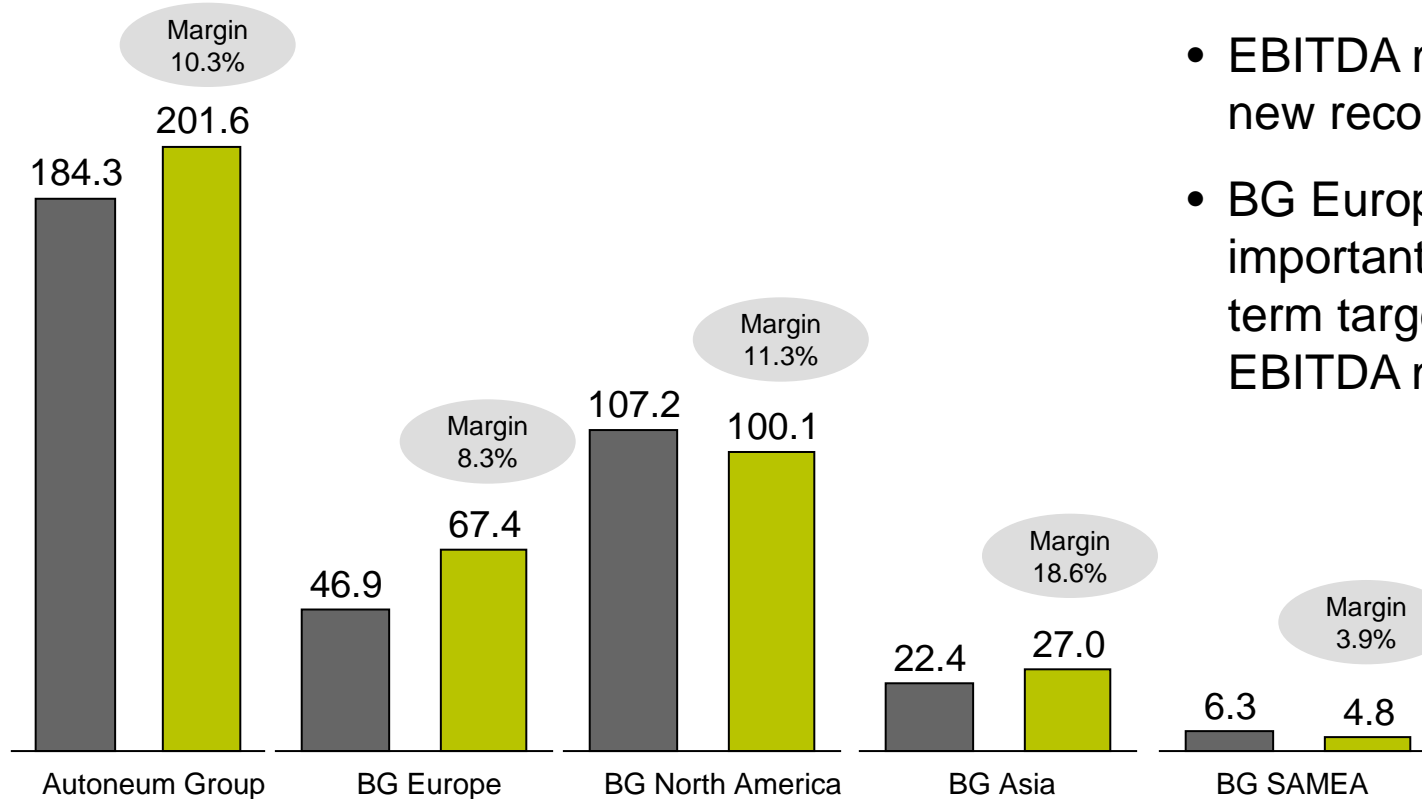
- EBIT margin improved to 6.9% of net sales
- All BGs with positive EBIT
- Enhancement of capacity utilization at plants in Europe due to successfully implemented capacity adjustments
- Expansion of vertical integration through in-house production of basic materials
- Higher production volumes in Asia

# EBITDA

## EBITDA margin exceeded 10% mark

CHF million

■ EBITDA 2013  
■ EBITDA 2014

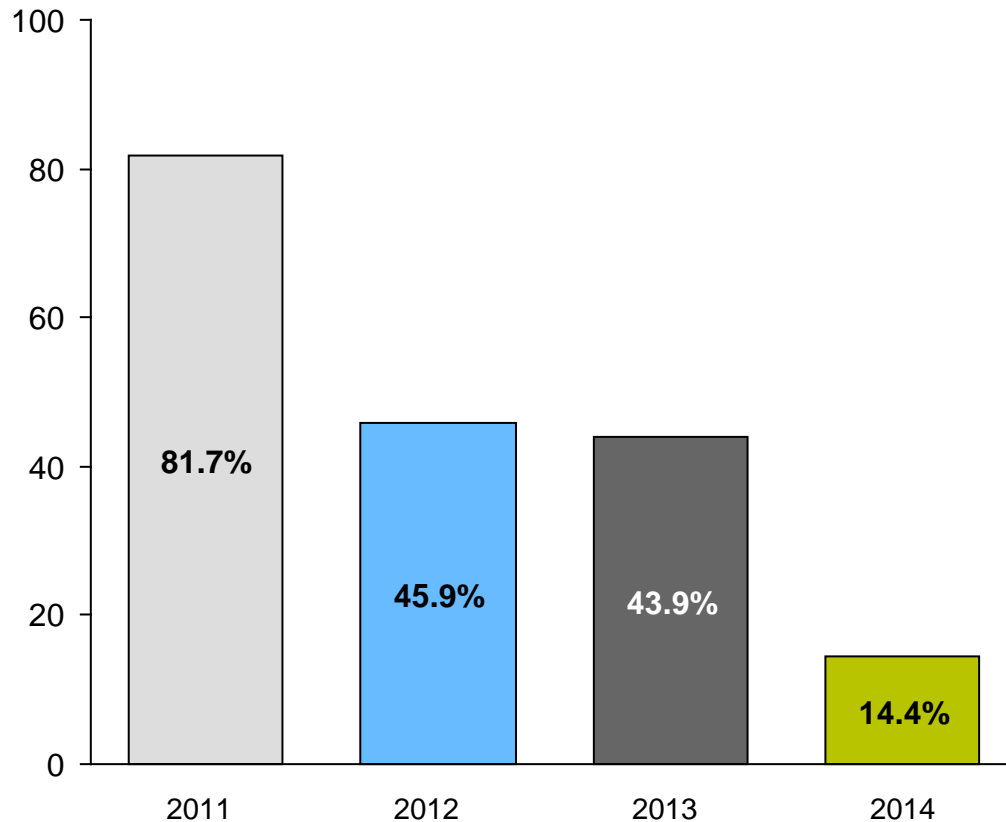


- EBITDA raised by 17.3 to 201.6 million CHF
- EBITDA margin (10.3%) at new record high
- BG Europe exceeded an important financial mid-term target with an EBITDA margin of 8.3%

# Taxes

## Tax rate significantly decreased

Income taxes in % of profit before taxes



- Tax rate significantly decreased from 43.9% to 14.4%
- Reduction mainly due to successful restructuring of subsidiaries which enabled recognition of loss carry-forwards
- Sustainable tax rate at 28-30%

## Balance sheet

### Equity ratio further improved

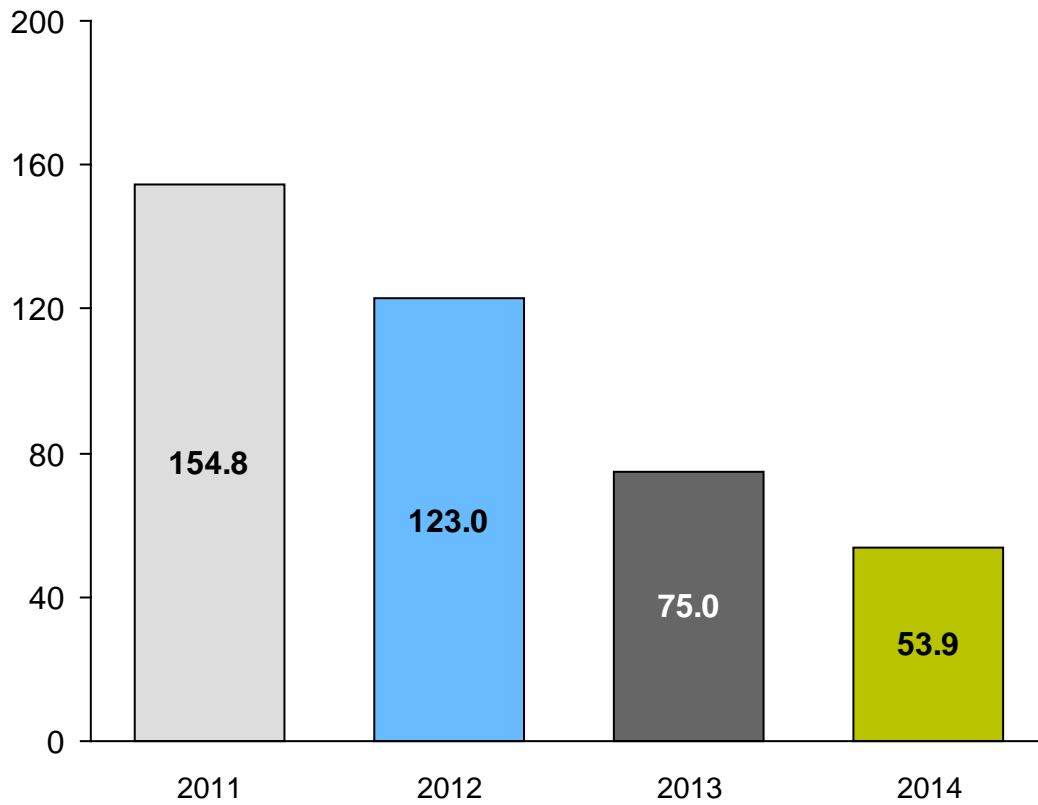
CHF million	2014	2013
<b>Total assets</b>	<b>1'099.3</b>	990.6
Non-current assets	<b>536.2</b>	440.7
Cash and cash equivalents	<b>140.9</b>	117.9
Net debt	<b>53.9</b>	75.0
Short-term financial liabilities	<b>61.0</b>	48.6
Long-term financial liabilities	<b>134.6</b>	138.0
Subordinated shareholder loans	<b>0.0</b>	25.0
<b>Shareholders' equity</b>	<b>392.5</b>	302.0
in % of total assets	<b>35.7</b>	33.0

- Solid balance sheet without goodwill
- Net debt decreased from 75.0 to 53.9 million CHF
- Cash position amounted to 140.9 million CHF by the end of 2014
- Equity ratio improved from 33.0% to 35.7%

## Net debt

### Continuous reduction of net debt since 2011

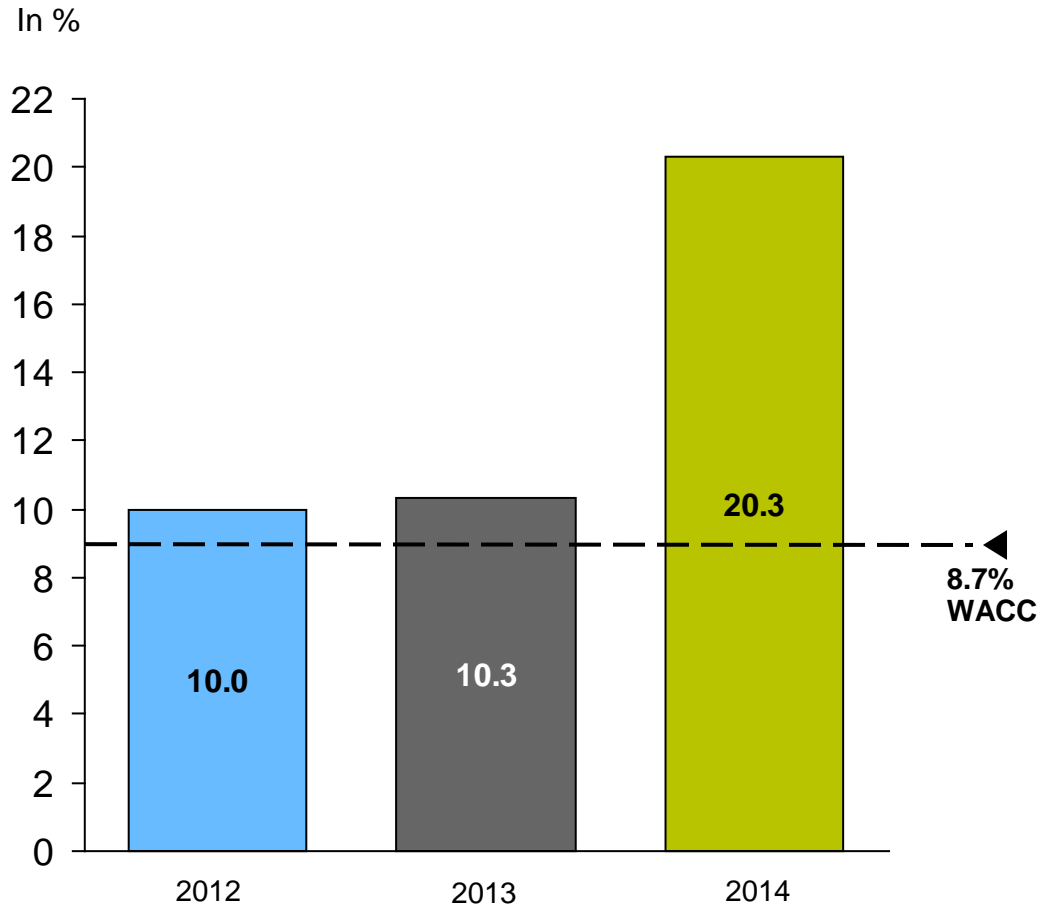
CHF million



- Net debt declined to 53.9 million CHF (2013: 75.0 million CHF)
- Since 2011, net debt decreased by more than 100 million CHF
- Gearing amounted to 13.7%

# RONA

## RONA exceeded 20% mark



- RONA remarkably increased by 10 percentage points to 20.3%
- RONA more than twice as high as WACC
- Higher RONA due to improved earnings



## Cash flows

### High investments and positive cash flow

CHF million	2014	2013
Net cash flow from operating activities	<b>138.2</b>	165.7
Net cash flow from investing activities	<b>-108.8</b>	-98.6
Free cash flow	<b>29.5</b>	67.1
Net cash flow from financing activities	<b>-15.0</b>	-20.7
Cash and cash equivalents at Dec. 31	<b>140.9</b>	117.9

- Higher net profit boosts cash flow
- Operating net working capital was kept at low prior-year level which resulted in an operating cash flow of 138.2 million CHF
- Sharp increase in investments led to a free cash flow of 29.5 million CHF

## Dividend payout

### Significant increase of dividend proposed

	2014	2013
Net profit in million CHF	<b>102.8</b>	36.2
Attributable to shareholders of Autoneum Holding Ltd in million CHF	<b>78.9</b>	14.5
Earnings per share (EPS) in CHF	<b>17.03</b>	3.12
<b>Dividend per share in CHF</b>	<b>4.50</b>	1.30

- Dividend proposal of 4.50 CHF per share
- Pay-out ratio is 26.4%, dividend yield at 2.7%
- Distribution from the reserve from paid-in capital

# Agenda

1. **Autoneum at a glance**
2. **Review of the business year 2014**
3. **Financial results 2014**
4. **Outlook 2015**

# Growing demand for Autoneum's products

## Global trends drive acoustic & thermal management

### Growing automobile production

(mainly Asia)

Global CAGR of 4% to reach 100 million LVs\* mark by 2018



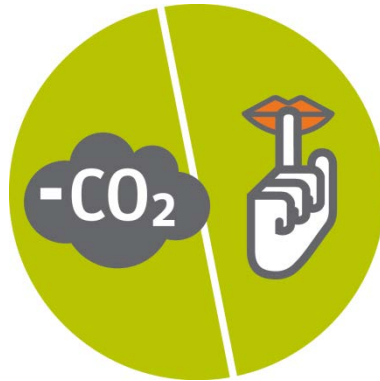
### Increasing globalization

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



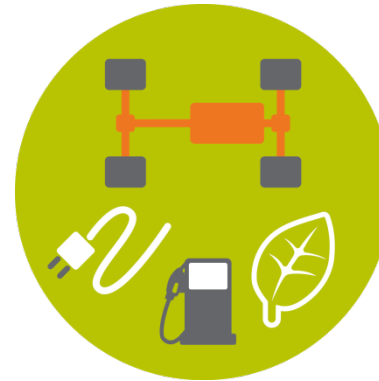
### Demand for lightweight and noise reducing products

More engine bay and underbody products required



### Acoustic treatment for downsized engines

Need for innovative suppliers to cope with new powertrain concepts

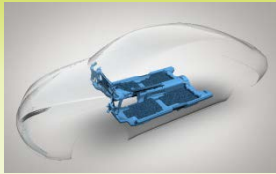


\*light vehicles

# Key focus areas for growth

## Growth strategy by product line

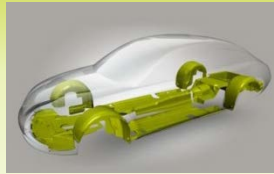
### Interior Floor



**Product examples:**

- Carpets
- Inner Dashes
- Floor Insulators

### Underbody



**Product examples:**

- Underbody Shields
- Heatshields
- Wheelhouse

### Engine Bay



**Product examples:**

- Engine Covers
- Hoodliners
- Outer Dashes

- Gain market share through roll-out of innovations

- Increase business in growing underbody market

- Extend engine encapsulation business with competitive technologies

- Expand vertical integration in all regions

- Offer full underbody product range (underbody shields, heatshields and wheelarch outerliners)

- Push market penetration of engine encapsulation concept

- Migrate further customers to lightweight constructions

- Establish RUS as global underbody technology (incl. Asia)

- Offer both engine- and body-mounted engine bay treatments

# Key focus areas for growth

## Regional action plans

### Expand

- Participation in Mexican growth
- Roll-out underbody systems

### Transform

- Innovation roll-out
- Market share gains

### Fix

- Prepare for next growth phase
- Operational excellence at new relocated Brazil plant

### Grow

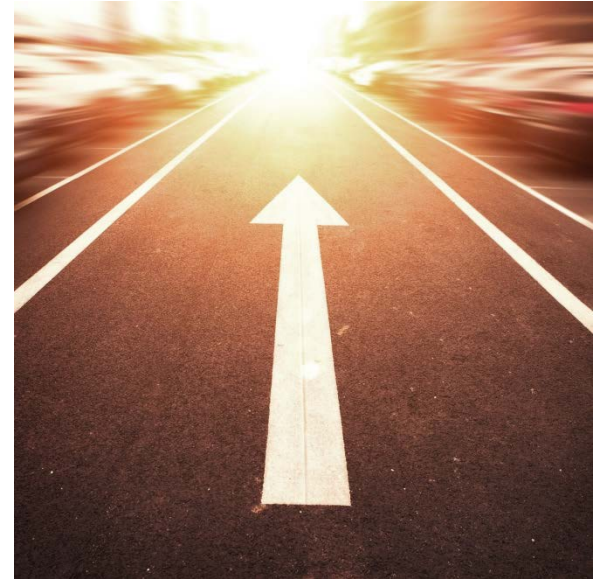
Annual sales growth up to 20% by:

- New customers
- Roll-out underbody & carpet systems

## Targets 2020

### Accelerate profitable growth

- Net sales of 2'600 million CHF
- 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 result attributable to Autoneum shareholders



# Guidance 2015

## Global environment

- Subdued increase in global automobile production to around 90 million light vehicles expected in 2015 (growth rate of 2.4%)\*

## Sales

- Net sales growth of 4-5% in local currencies in line with the financial mid-term targets
- Appreciation of Swiss franc will lead to slightly decreased net sales consolidated in Swiss francs

## Profitability

- Further increased operating margin despite negative currency effects expected

\*according to IHS estimates



# Appendix

# History

## A century-old success story



Keller pioneers vehicle acoustics for the French and Italian automobile markets



Expansion into new markets

1901

1950

1984

Global growth

2011

2013

Paints and varnishes trading company founded by Martin Keller in Switzerland

Rieter acquires Unikeller, Switzerland

Acquisitions and organic growth to build the global company in an innovation-driven period

Autoneum becomes an independent, stock listed company after the separation from Rieter

# High Performance Culture

## Turning values into behaviors

### Built on long-term principles:

Delight your customers.

Enjoy your work.

Fight for profits.

### Autoneum Values:

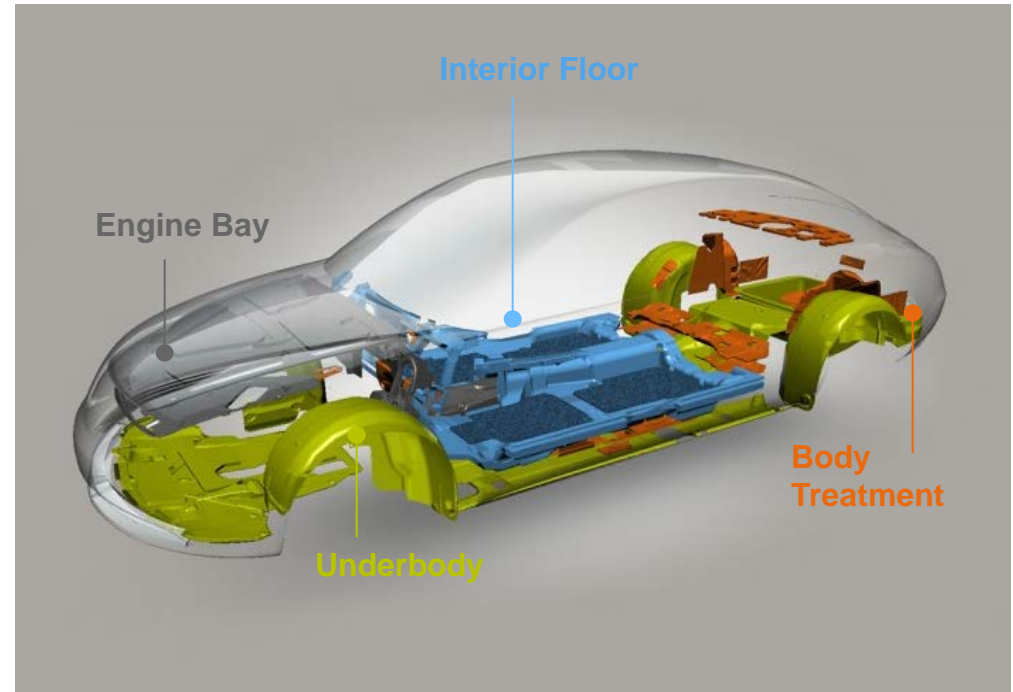
- We perform with **PASSION**
- We act with **ACCOUNTABILITY**
- We profit from **INNOVATION**
- We live a **GLOBAL** Spirit
- We progress through **CONTINUOUS IMPROVEMENT**
- We strive for **SIMPLICITY**



# Leading in Acoustic and Thermal Management

## 4 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



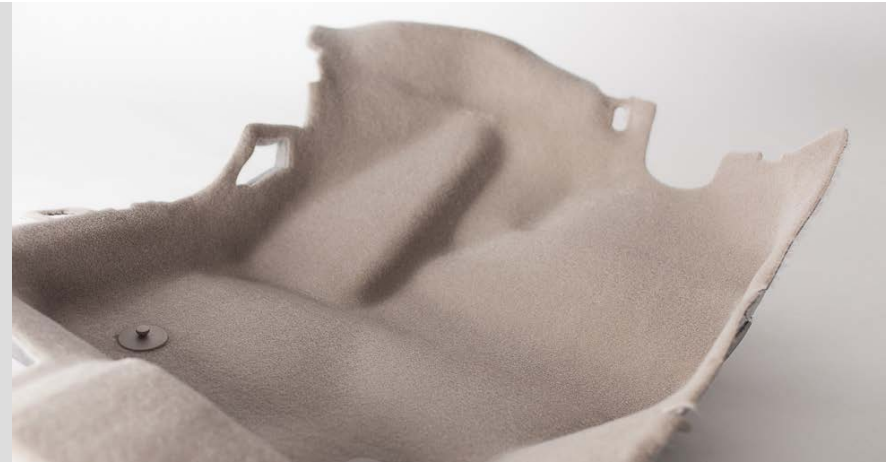


# Productline

## Interior Floor

### Product portfolio:

- Inner dashes
- Tufted and non-woven carpets
- Floor mats
- Floor insulators



Needlepunch carpet

### Customer reference:





# Productline

## Engine Bay

### Product portfolio:

- Hoodliners
- Outer dashes
- Water box shields, battery insulators
- Engine top covers
- Oil sump insulators and other engine mounted thermo-acoustic parts



### Customer reference:





# Productline

## Underbody

### Product portfolio:

- Under engine shields
- Under floor shields
- Heatshields
- Wheelhouse outer liners
- Spare wheel pans



Under floor shield

### Customer reference:





# Productline

## Body Treatment

### Product portfolio:

- Dampers
- Stiffeners
- Sealants



Damping material

### Customer reference:



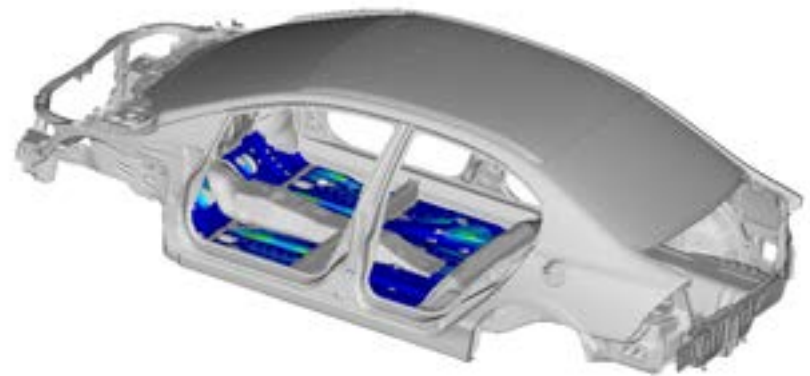




# Simulation Tools

## Product portfolio

- Acoustic and Thermal Simulation tools for full system or component optimization
- Scientific analysis combined with understanding of operational boundary in the automotive industry
- Best in class solutions in concept and development phase and for VAVE during serial production



e.g. SILVER: damping package VAVE analysis



# Measurement Systems Product Portfolio

- Core competencies in acoustic and thermal management applied in specialized measurement systems
- Innovative systems/equipment to measure components and material properties
- Developed by experts – resulting in de-facto industry standards
- Measurement systems used by many OEMs and independent laboratories



Alpha Cabin

# Global Innovation Network

## R&T and Development Centers



# Hybrid-Acoustics – an Interior Floor innovation

## Local tuning of insulation and absorption



Lightweight concept using porous materials either available with felt or foam



Concept delivering acoustic insulation and absorption in one product – tuned to area-specific requirements



Through control of dynamic stiffness, it is possible to tune the acoustic insulation and absorption locally to meet every car's NVH requirements. The parts based on this concept are lightweight, easy to handle and to mount in the vehicle



According to the material variant, up to 70% of recycled material, mostly processed cotton fibers from the textile industry, is used



e.g. inner dash

# Di-Light – an Interior Floor innovation

## High performance despite low weight



lightweight

Performance of a carpet is not strictly correlated to its weight; Autoneum's new carpet development proves that a lighter but more resilient fibrous web layer can out-perform heavier standard needle punch carpets



functionality

Carpet is 20% lighter and has 30% better durability than conventional needle punch carpets



aesthetics

Better coverage with more uniform surface appearance in high stretched carpets



ecoway

Carpet is produced with recycled bottle flakes (up to 97% recycled content)



e.g. floor carpet

# Theta-FiberCell - an Engine Bay innovation

## Structural performance with best acoustics



Light weight technologies allow implementation of innovative engine encapsulation solution for CO<sub>2</sub> reduction



100% porous product allows high acoustic performance reducing interior and exterior noise. With Theta-FiberCell excellent acoustic absorption is achieved



The combination of Theta-Fiber with Theta-Cell increases resistance to engine vibration and offers better mechanical properties



Theta-FiberCell combination brings high temperature stability up to 200° C and low flammability to best performing acoustics of Theta-Cell technology



e.g. engine encapsulation



# Nero-Acoustics – a Body Treatment innovation

Core competence “acoustic” at low weight



Up to 50% weight saving compared to conventional

dampers – still achieving 20% weight saving compared to today’s light weight dampers



Significant better acoustic performance than conventional dampers –

same or better acoustic performance at lower weight than today’s lightweight dampers



Good conformability and easy usage in trim or paint shop for the customer



Better recyclability due to laminar particles in place of hollow microspheres



e.g. damping material



**Autoneum. Mastering sound and heat.**



# Contacts and event calendar

## Investors

Dr. Martin Zwysig  
 CFO  
 T +41 (0)52 244 82 82  
[investor@autoneum.com](mailto:investor@autoneum.com)

## Media

Dr. Anahid Rickmann  
 Head Corporate Communications  
 T +41 (0)52 244 83 88  
[media@autoneum.com](mailto:media@autoneum.com)

## Contact address

Autoneum Holding AG  
 Schlosstalstrasse 43 / P.O. Box  
 CH-8406 Winterthur  
[www.autoneum.com](http://www.autoneum.com)

## Important dates 2015

Annual General Meeting  
 Semi-Annual Results

March 26, 2015  
 July 22, 2015

## Autoneum listed on SIX Swiss Exchange

Valor Symbol	AUTN
Valor Number	12748036
ISIN	CH0127480363

# Notes

# Notes

# 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 2014 and forward looking are based on the latest estimates of IHS Global Insight.