



Media and Financial Analysts Brunch “Regions in focus”

Martin Hirzel, CEO and Dr Martin Zwysig, CFO . Winterthur, November 9, 2016

Agenda

Presentation Martin Hirzel, CEO

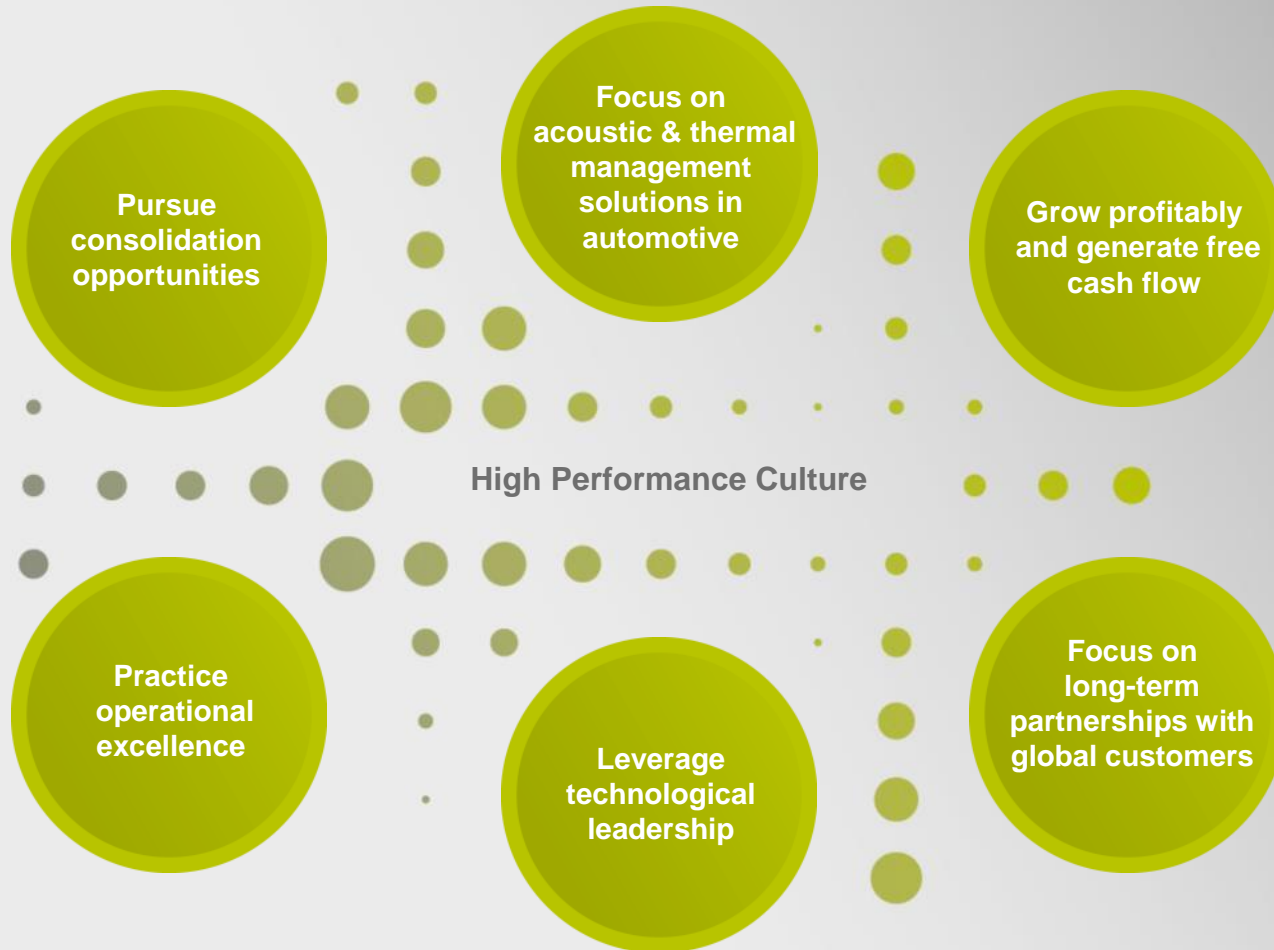
1. **Success factor «Global presence»**
2. Regions in focus

Presentation Dr Martin Zwysig, CFO

1. 2020 targets by region
2. Guidance update

Autoneum strategy

Six strategic priorities



Autoneum strategy

Key success factors

Innovation leadership



Operational Excellence

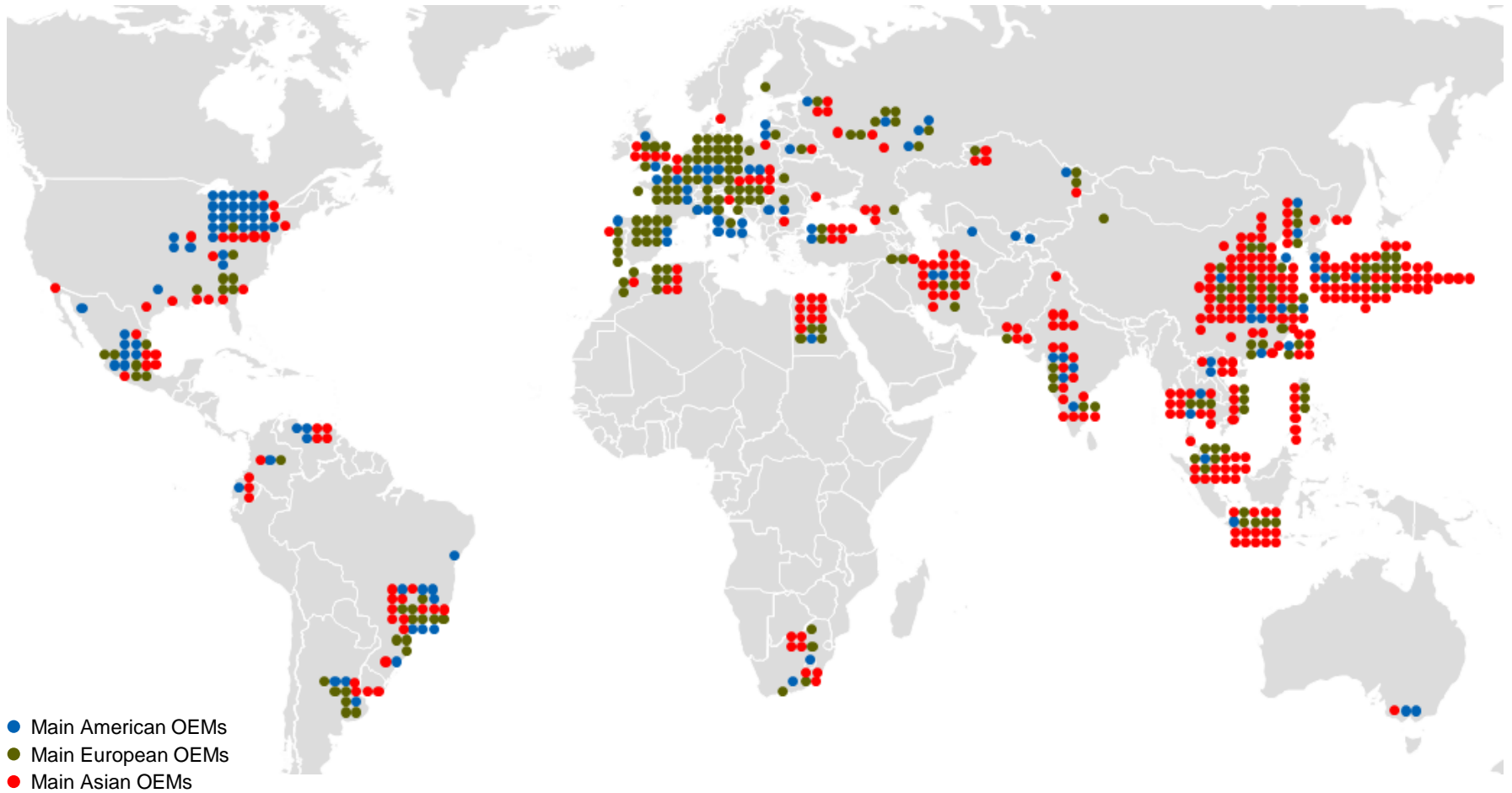


Global presence



Success factor «Global presence»

Global OEM locations

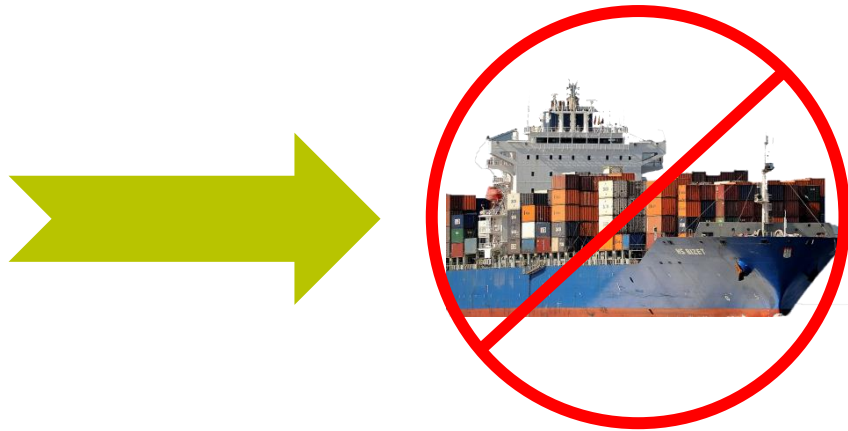


Success factor «Global presence»

Production close to the customer

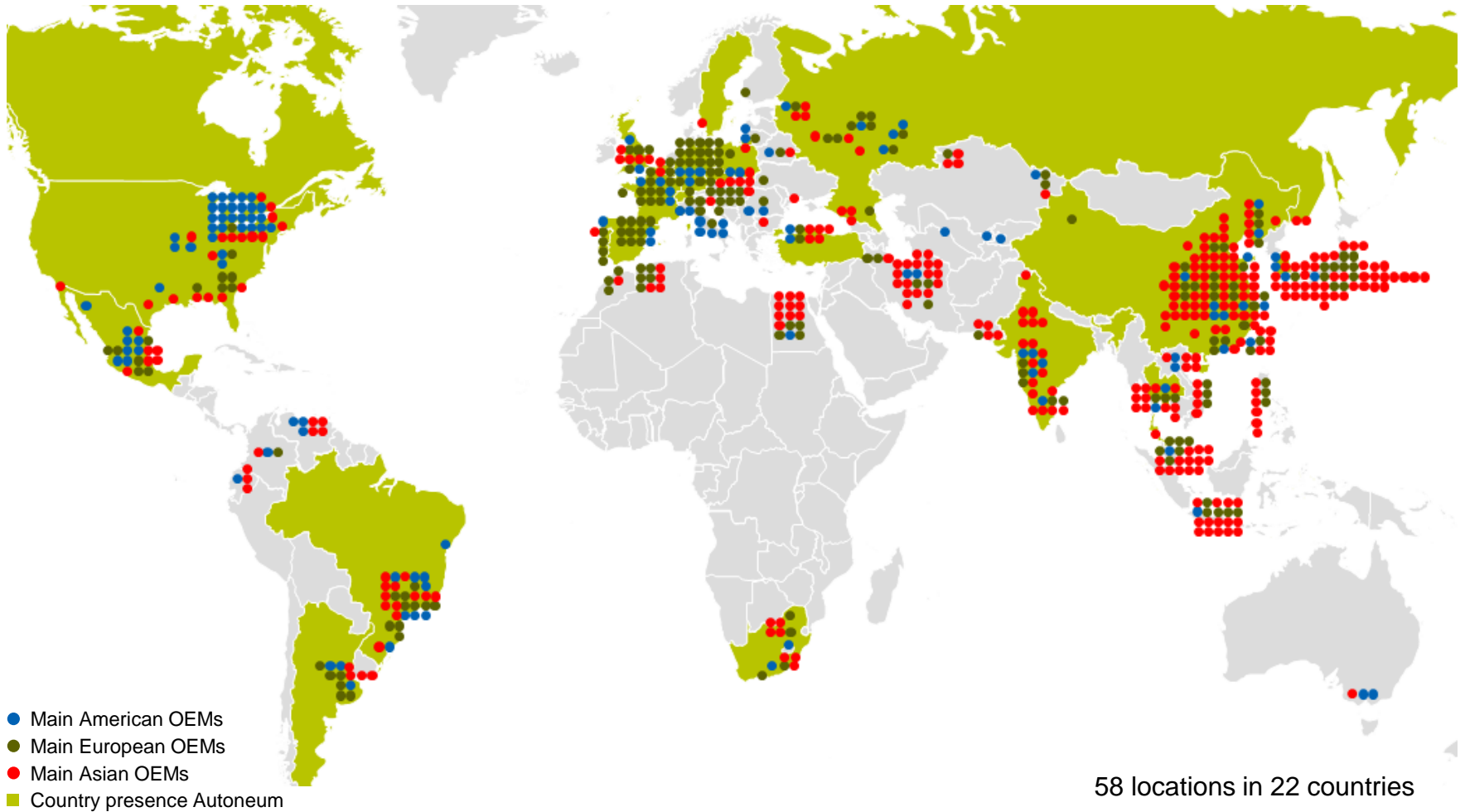
Production in proximity to OEM due to

- **Logistics:** Just-in-time/just-in-sequence delivery
- **Costs/Expenses:** bulky products
- **Quality:** Components based on deformable fiber/foam composition



Success factor «Global presence»

Our global production footprint



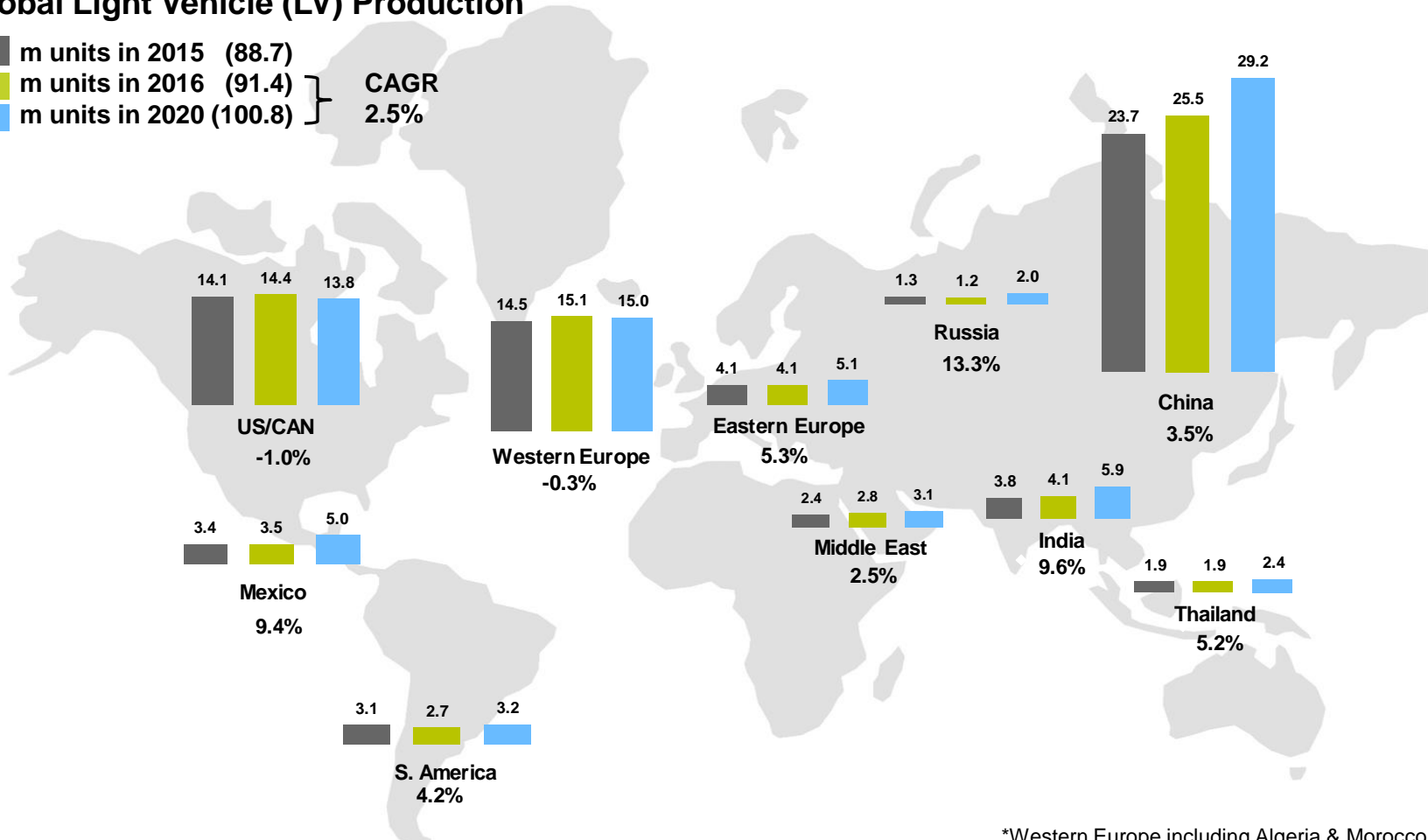
Automobile production

Emerging markets driving growth

Global Light Vehicle (LV) Production

m units in 2015 (88.7)
 m units in 2016 (91.4)
 m units in 2020 (100.8)

CAGR
2.5%



Source: IHS, September 2016

*Western Europe including Algeria & Morocco

**Middle East: Egypt, Iran, Turkey

Focus on emerging markets

Ready for growth



Targets 2020

Emerging markets main contributors to sales 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



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Presentation Martin Hirzel, CEO

1. Success factor «Global presence»
- 2. Regions in focus**

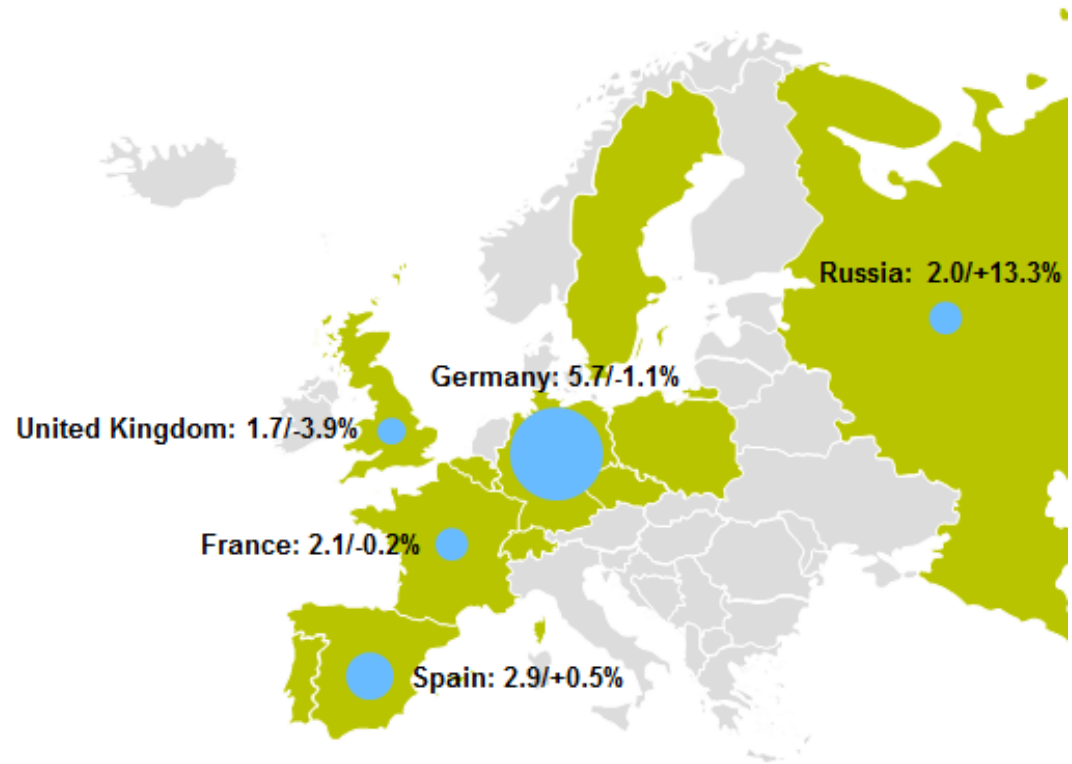
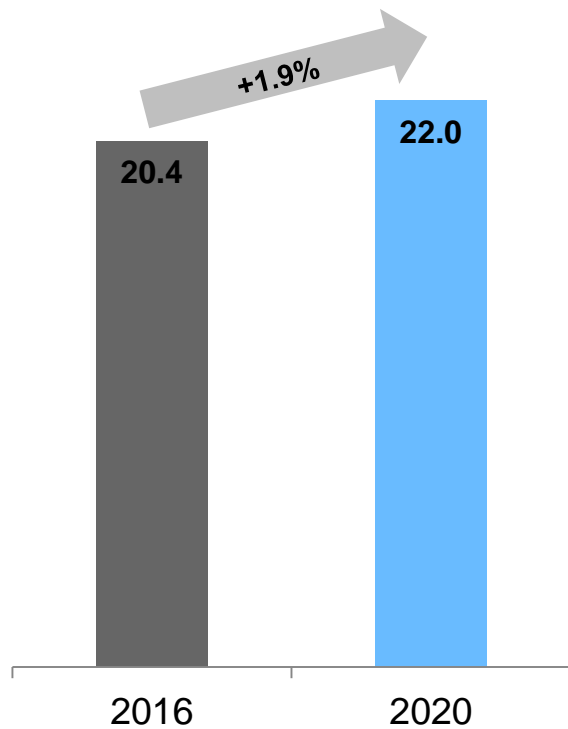
Presentation Dr Martin Zwysig, CFO

1. 2020 targets by region
2. Guidance update

Europe

Market development 2016-2020

LV production (in million units/CAGR 2016-2020)



2020 LV production in million units / CAGR 2016-2020

Source: IHS, September 2016

■ Country presence Autoneum

Europe

Market specifica

- Saturated market
- Price-sensitive
- Hub of premium segment automobile manufacturers
- Market share gains only through innovation rollout and utilization of industry trends



Innovation leadership

Hybrid-Acoustics: PACE Award 2017 Finalist

- Autoneum’s Hybrid-Acoustics concept nominated as finalist of industry leading PACE Award 2017
- Lightweight technology combining acoustic insulation and absorption
- High functionality: easy to handle and to mount in the vehicle
- Concept applicable on various materials and production processes
- Products have a share of up to 70% of recycled material
- In use for inner dashes and floor insulators

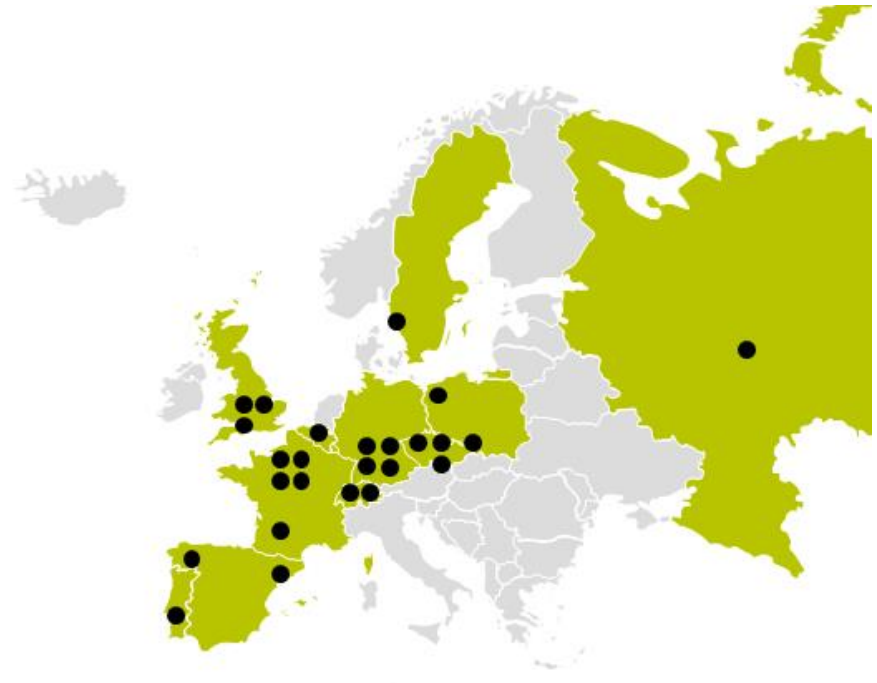


Inner Dash (Hybrid-Acoustics)

Europe

Autoneum: presence, customers & products

Top 3 products (by 2015 sales)	Top 3 customers (by 2015 sales)
 <p data-bbox="127 658 272 686">Inner Dash</p>	
 <p data-bbox="127 925 311 953">Tufted Carpet</p>	
 <p data-bbox="127 1200 272 1229">Heatshield</p>	



● Autoneum locations: 25
■ Autoneum presence: 11 countries

Europe

BG Europe: Action plan 2016

Further improve profitability

Gain market share

Increase vertical integration



Europe

BG Europe: Action plan 2016 and 2020 targets

- Remarkable EBIT margin improvement thanks to reduced material costs and efficiency gains
- High utilization of production capacities due to large production volumes for French, US-American and Korean manufacturers
- Launch of production line for Ultra-Silent semi-finished material in Gundershausen (Germany)
- Launch of IFP-R2 line in Valdoreix, Spain
- New customer orders might trigger decision for footprint expansion in Eastern Europe

2020 targets:

- Pursue profitable growth
- Gain market share with carpets and underbody systems



Production of tufted carpet in Genk (Belgium)

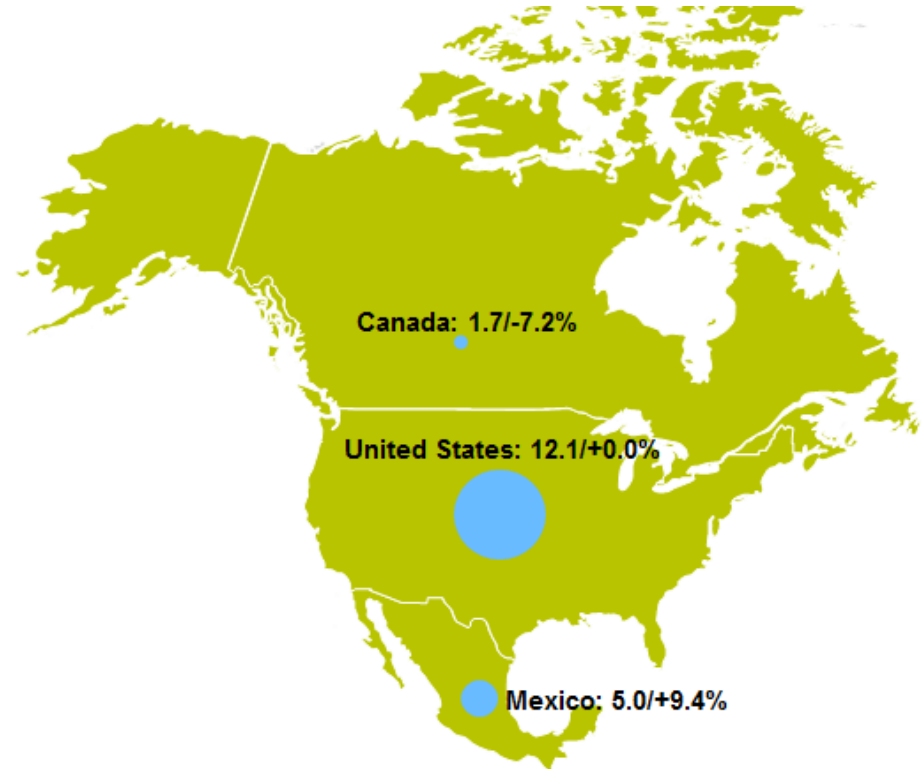
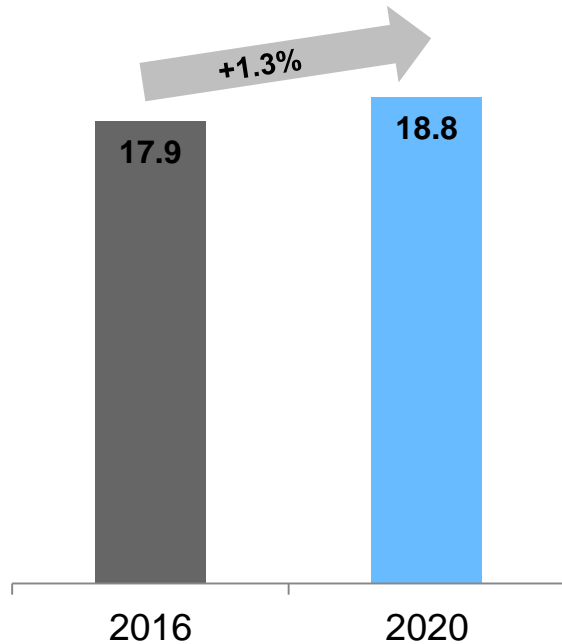


Production line for Ultra-Silent semi-finished material in Gundershausen (Germany)

North America

Market development 2016-2020

LV production (in million units/CAGR 2016-2020)



2020 LV production in million units / CAGR 2016-2020

Source: IHS, September 2016

■ Country presence Autoneum

North America

Market specifica

- Heterogeneous market development: Strong LV production growth in Mexico, flat volumes in USA and production decrease in Canada in 2020
- Strong demand for SUVs and pick-up trucks vs. sedans
- Innovations are important to compete while price continues to be decisive factor for customer awards
- Hub for electric vehicles and autonomous driving in California, USA



Remain innovation leader – broadening expertise

Competence Center New Mobility

Autoneum's new innovation hub for industry trends in Sunnyvale (California), USA

Targets:

- Place Autoneum as worldwide preferred partner for the implementation of trends such as electrification and autonomous driving
- Capitalize on the knowledge gained
- Give directions for suitable innovations to OEMs
- Leverage on opportunities

Focus:

- Thermo-acoustic competence
- Materials and technology competence
- Simulation
- Supported by Development and Engineering Centers (DECs)



Electrification



Diverse mobility



Autonomous driving

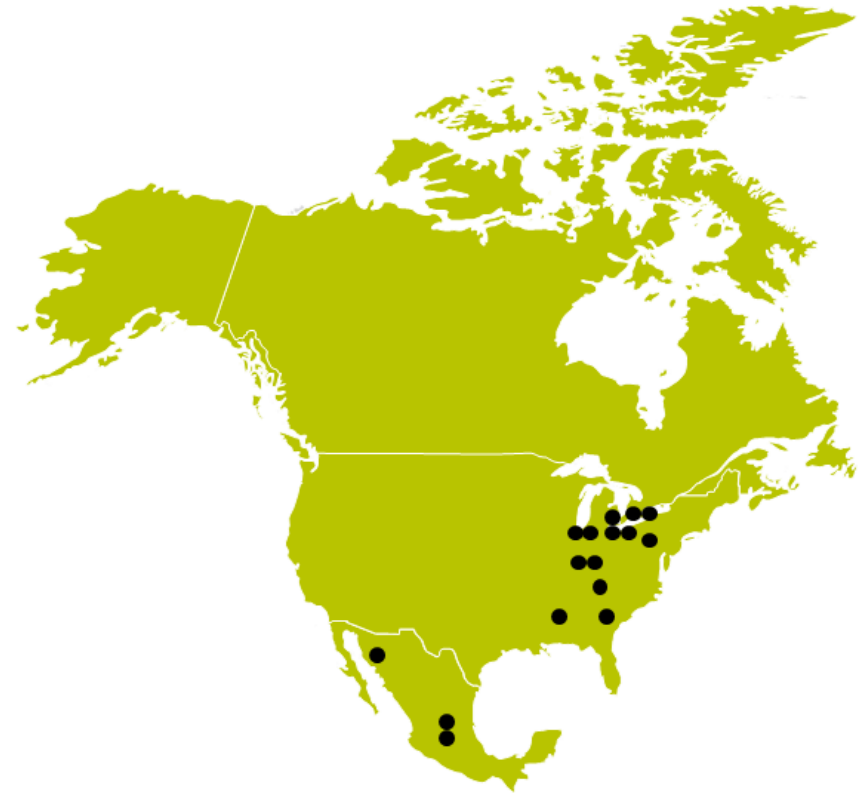


Connectivity

North America

Autoneum: presence, customers & products

Top 3 products (by 2015 sales)	Top 3 customers (by 2015 sales)
 <p data-bbox="117 645 459 705">Tufted Carpet</p>	
 <p data-bbox="117 915 459 975">Inner Dash</p>	
 <p data-bbox="117 1190 459 1243">Needlepunch Carpet</p>	



● Autoneum locations: 16
 ■ Autoneum presence : 3 countries

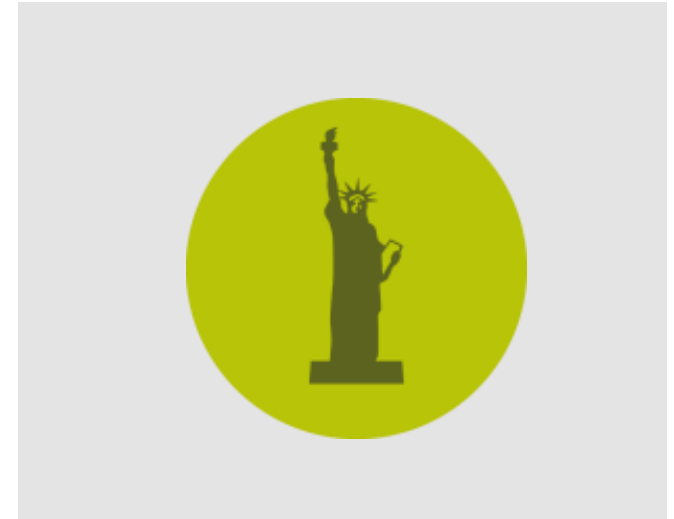
North America

BG North America: Action plan 2016

Start-up new Mexican plant

Diversify customer base

Build new Technical Center



North America

BG North America: Action plan 2016 and 2020 targets

- Expansion in Mexico:
 - Inauguration of new plant in San Luis Potosí
 - Groundbreaking of 2nd San Luis Potosi plant
- Production of underbody systems, carpets and heatshields for German, US-American and Japanese OEMs
 - extension of customer base
- New Tech Center in Novi (USA) providing state-of-the-art acoustic & thermal expertise and customer-specific adaptations of components

2020 targets:

- Diversify product portfolio and customer base
- Further drive operational excellence (of grown organization)



San Luis Potosi 2, Mexico

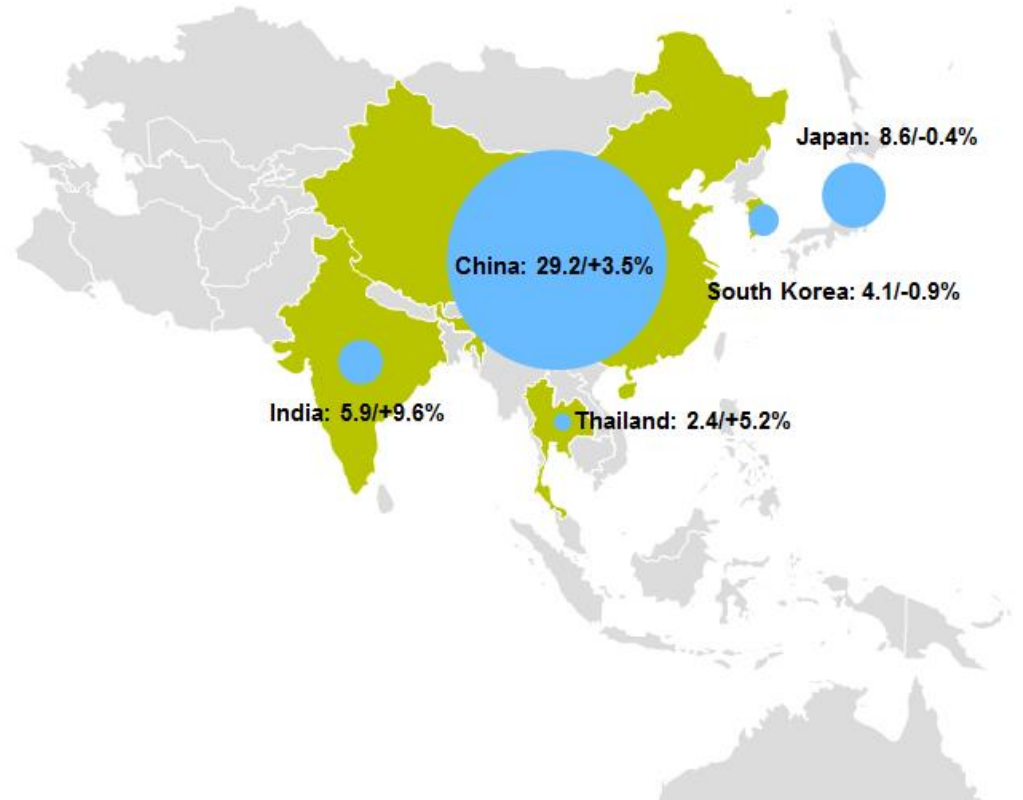
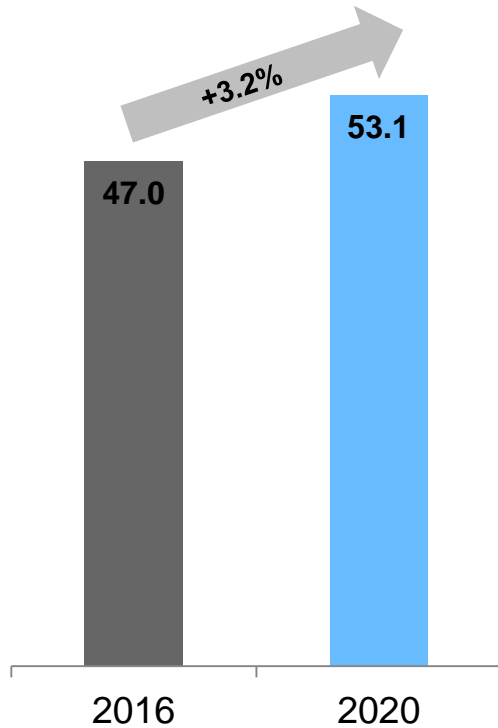


Visualization of Tech Center in Novi, USA

Asia

Market development 2016-2020

LV production (in million units/CAGR 2016-2020)



2020 LV production in million units / CAGR 2016-2020

Source: IHS, September 2016

■ Country presence Autoneum

Asia

Market Specifics

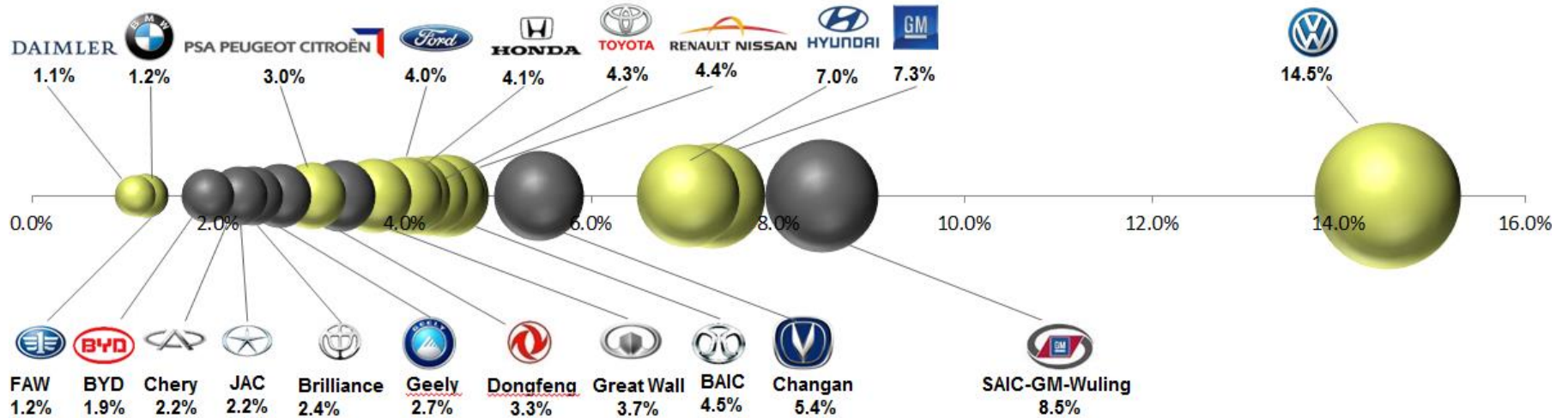
- Major emerging market region: China, India, Thailand and Indonesia
- Large growth potential due to growing middle class
- Biggest automobile market China drives global production growth
- Increasing share of local OEMs
- Demand for middle to premium segment cars of international OEMs and compact cars from local OEMs
- Future growth depends among others on infrastructure expansion



Asia

OEM market shares in China

Market shares (LV production volume)

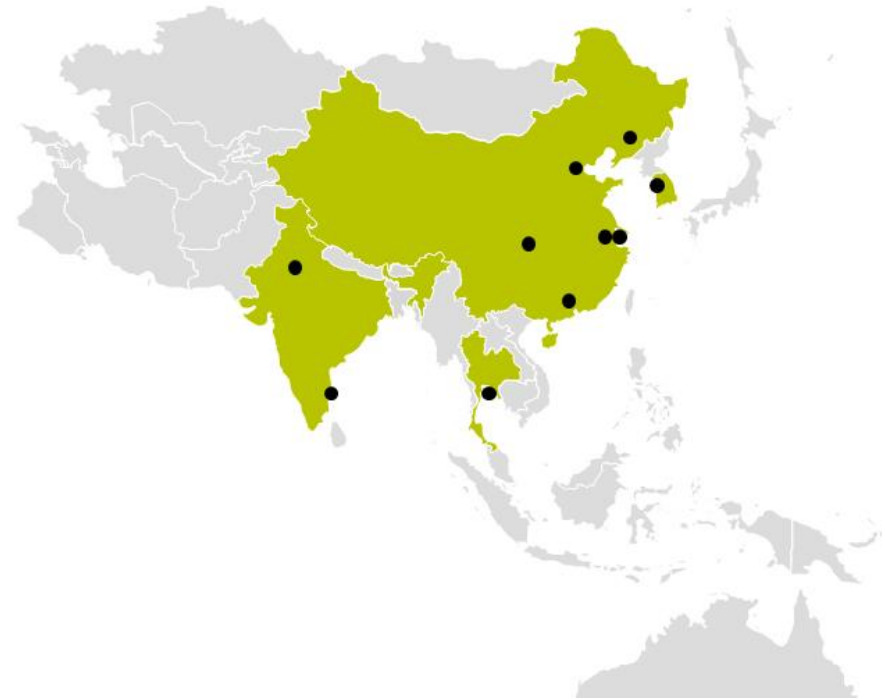


● Autoneum customers in 2015
 ● Non-Autoneum customers in 2015

Asia

Autoneum: presence, customers & products

Top 3 products (by 2015 sales)	Top 3 customers (by 2015 sales)
 <p data-bbox="119 648 459 705">Inner Dash</p>	
 <p data-bbox="119 915 459 975">Heatshield</p>	
 <p data-bbox="119 1190 459 1243">Outer Dash</p>	



● Autoneum locations: 10
 ■ Autoneum presence: 4 countries

Asia

BG Asia: Action plan 2016

Extend business with Asian customers

Broaden resources and capacities

Strengthen existing alliances



Asia

BG Asia: Action plan 2016 and 2020 targets

- New customer orders from Chinese and Korean OEMs support target to double sales in 2020
- New plant in Yantai, China
- Capacity enhancements in Taicang and Shenyang, China
- Extension of successful JV in Guangzhou, China



Carpet production, Taicang

2020 targets:

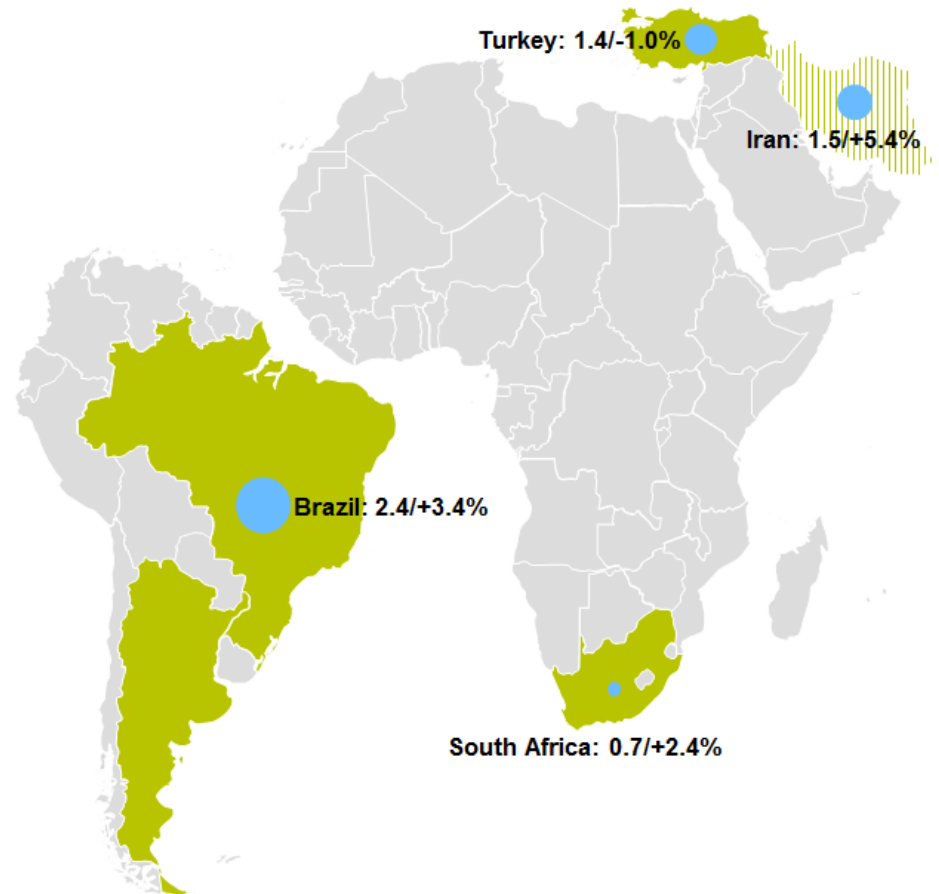
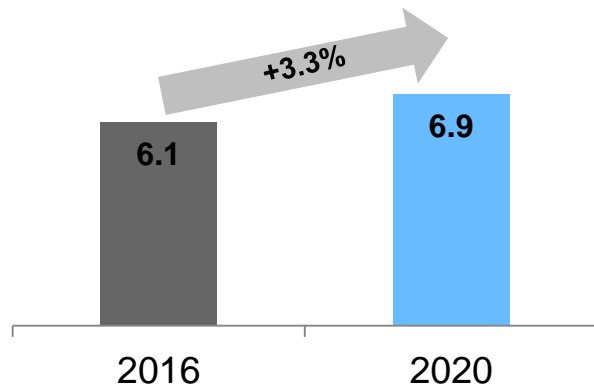
- Increase business with Chinese OEMs
- Enhance manufacturing footprint



South America, Middle East and Africa

Market development 2016-2020

LV production (in million units/CAGR 2016-2020)



2020 LV production in million units / CAGR 2016-2020

Source: IHS, September 2016

■ Country presence Autoneum

South America, Middle East and Africa

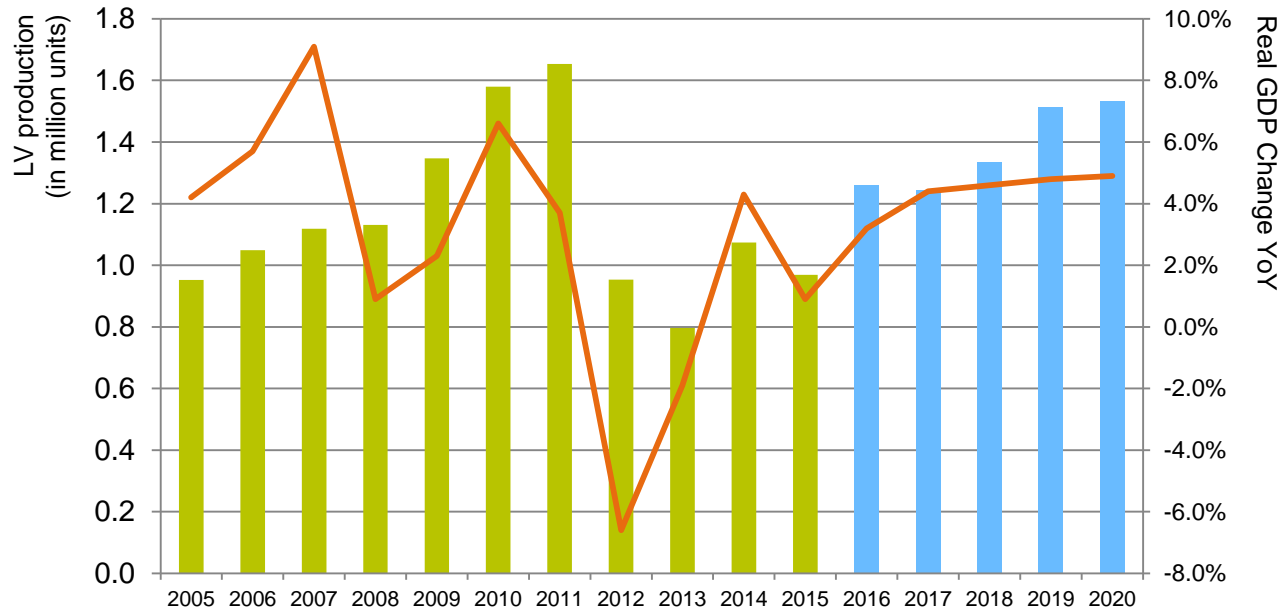
Market specifica

- Heterogeneous markets: deprivation of main market South America vs. sound production volumes in South Africa and Turkey
- Ongoing recession, currency devaluation and drop in car demand in Brazil and Argentina
- South Africa and Turkey benefitting from demand for compact cars
- Re-emerging market Iran expected to become Middle East automobile production hub



South America, Middle East and Africa

Iran



- Lifting of sanctions improves outlook for Iran’s economy, albeit with continued risks
- Unemployment rate still remains very high

Source: IHS, September 2016

South America, Middle East and Africa

Autoneum: presence, customers & products

Top 3 products (by 2015 sales)	Top 3 customers (by 2015 sales)
 <p data-bbox="117 644 455 696">Heatshield</p>	
 <p data-bbox="117 915 455 968">Inner Dash</p>	
 <p data-bbox="117 1186 455 1239">Underbody Shield</p>	



- Autoneum locations: 7
- Autoneum presence: 4 countries

South America, Middle East and Africa

BG SAMEA: Action plan 2016

Turnaround Brazilian operations

Reorganize Business Group

Investigate market potential in Iran



South America, Middle East and Africa

BG SAMEA: Action plan 2016 and 2020 targets

- Turnaround in Brazil underway:
 - Efficiency increase through Operational Excellence and streamlined organization
 - Review production footprint in Brazil
- Participation in growth market Iran:
 - Active quoting to French OEMs ongoing
 - Potential customer award would be supplied by JV with Iranian Partner in Greater Teheran region



São Paulo plant, Brazil

2020 targets:

- Take advantage of market recovery in Brazil
- Support global programs of global customers in special markets



Living a Global Spirit

High Performance Culture

Globally successful through:

- Trusting in local management
- Alignment of a global workforce
- Multinational staff – intercultural teams
 - 77 different nationalities working at Autoneum
 - 24 nations represented at the Group's headquarters in Winterthur, Switzerland



➔ Living a Global Spirit



Agenda

Presentation Martin Hirzel, CEO

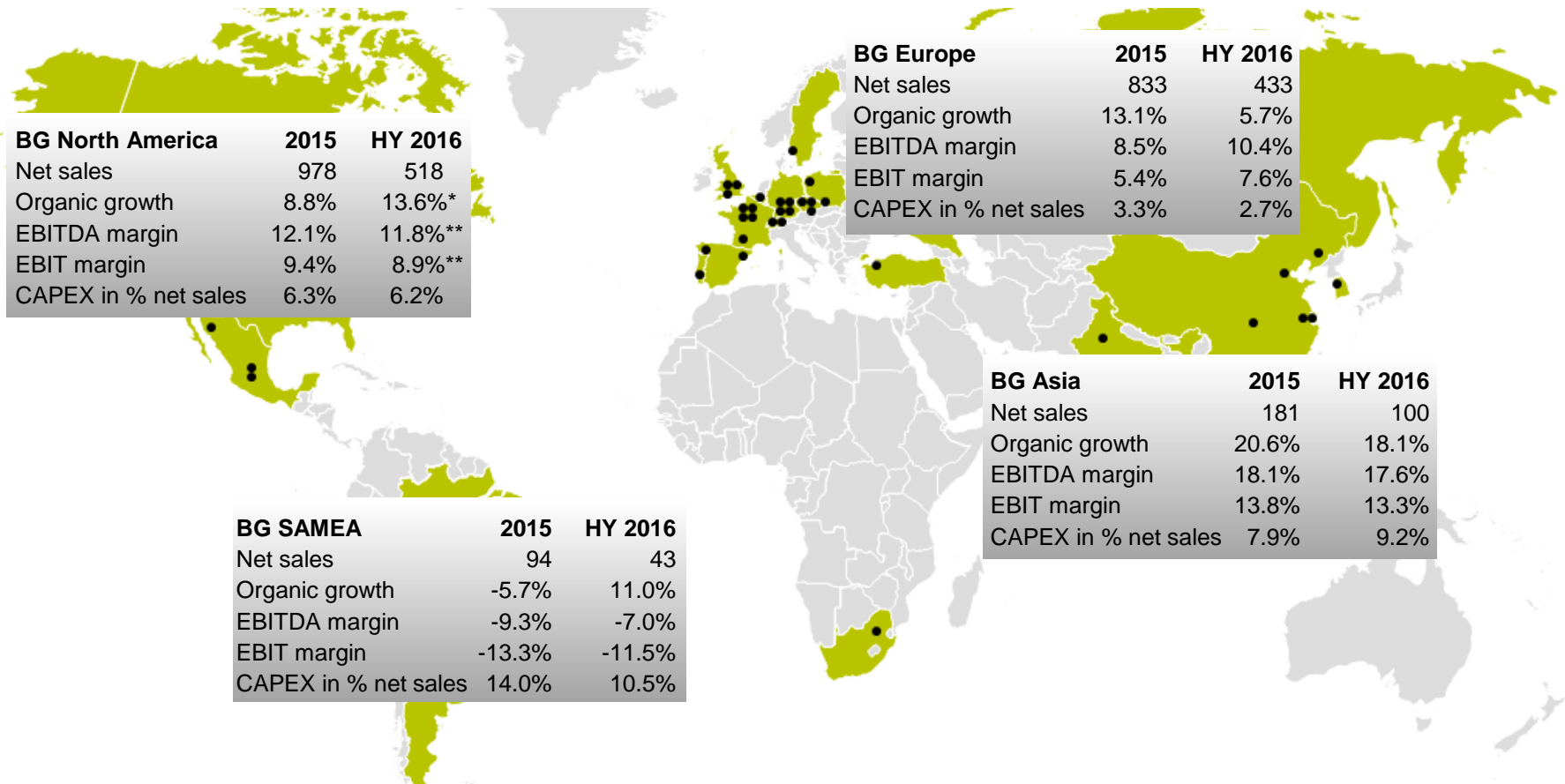
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1. **2020 targets by region**
2. Guidance update

2020 targets by region

Key figures by Business Group 2015 / HY 2016



*Change in local currencies and adjusted for disposal of the UGN business in Chicago Heights (Illinois), USA

**EBITDA and EBIT margin are disclosed before gain from disposal of the UGN business in Chicago Heights in the amount of CHF 33.2 million in 2016

2020 targets by region

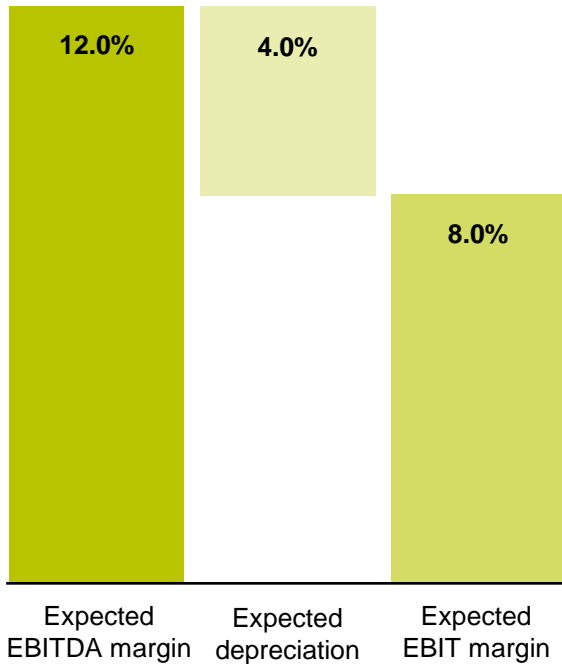
Group targets

- 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

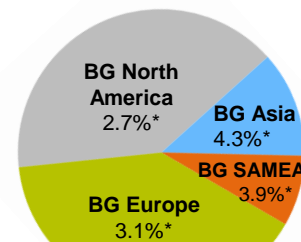


2020 targets by region

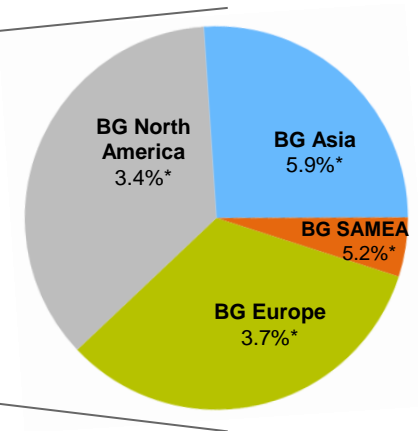
Target margins 2020



Depreciation 2015:
3.1%



Expected Depreciation 2020:
4.0%



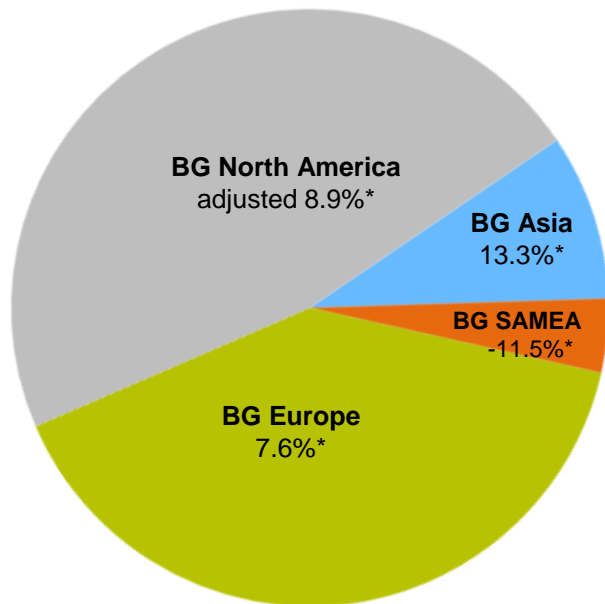
*Depreciation by BG compared to BG net sales

2020 targets by region

Sales growth and EBIT margin mix

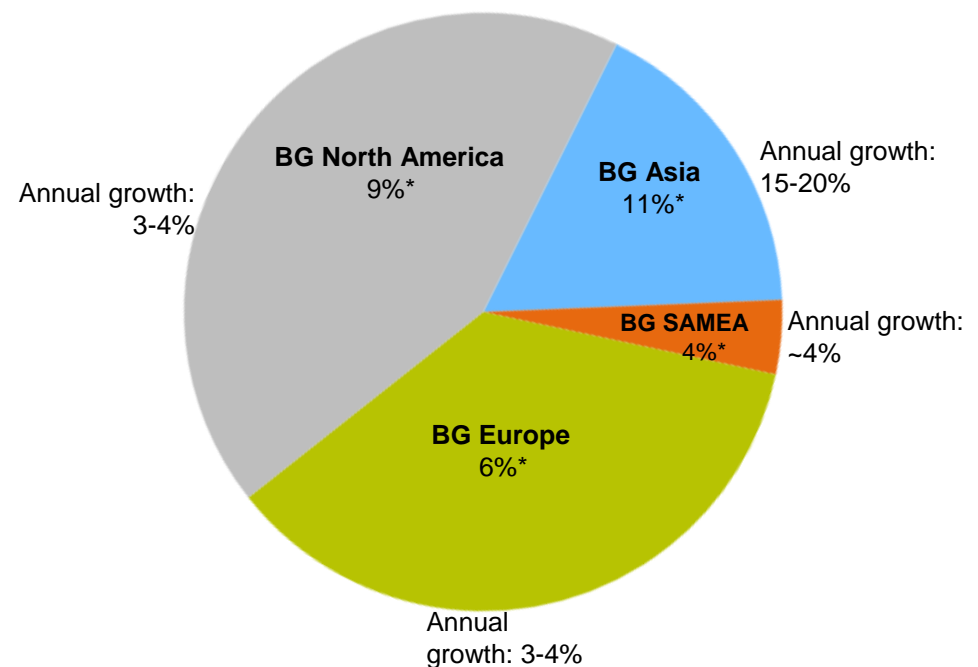
HY 2016

Net sales: CHF 1'091 million
EBIT margin adjusted: 8.2%



2020

Net sales: CHF 2'600 million
EBIT margin: 8.0%



*EBIT margin by BG

2020 targets by region

Capex by Business Group

BG North America

- Participation in Mexican growth
 - Diversify customer base
- ➔ CAPEX of up to 10% of net sales in 2017, thereafter 5-6%

BG Europe

- Grow carpet and underbody segment
 - Further expansion to Eastern Europe to target European OEMs
- ➔ CAPEX of 4% of net sales

BG SAMEA

- Support global programs for global customers
 - Follow customers to Iran
- ➔ CAPEX of 4% of net sales

BG Asia

- Grow with global, Chinese and Korean OEMs
 - New technology introductions in China and investments in production footprint
- ➔ CAPEX of up to 10% of net sales in 2017/18, thereafter 5-6%

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1. 2020 targets by region
2. **Guidance update**

Guidance update

Automobile production cycle



Europe:

Continuation of current growth



North America:

Softening



Asia:

Above-average growth continues

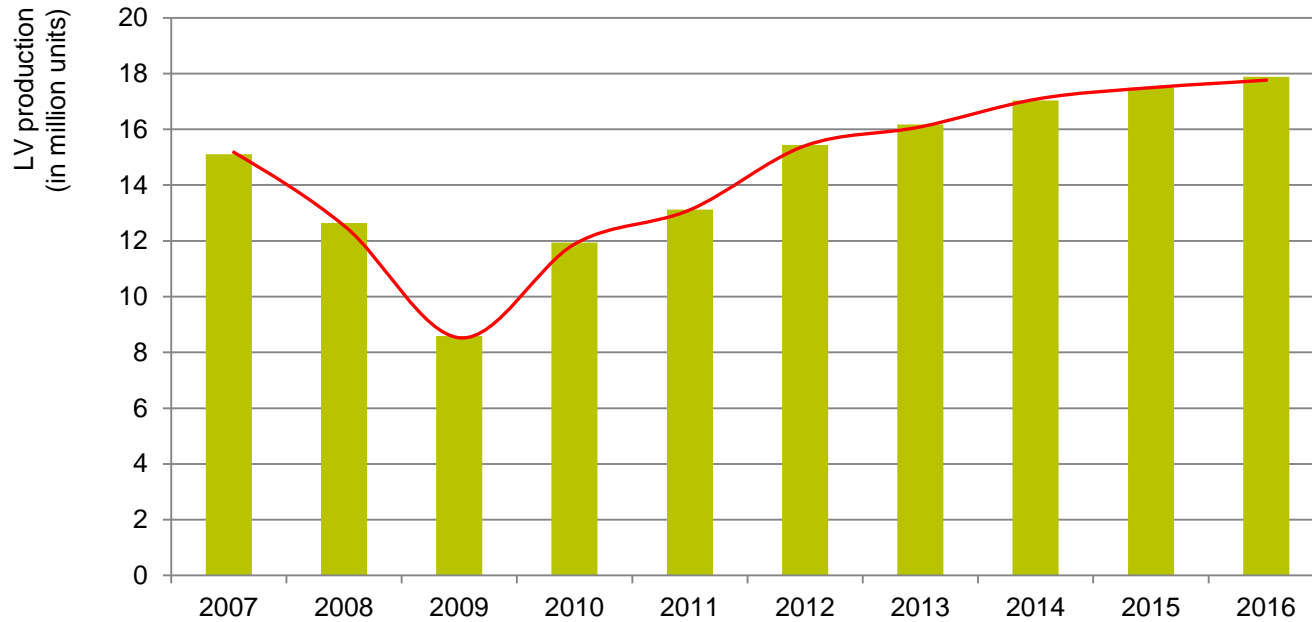


SAMEA:

Ongoing decline of Brazilian market

Guidance update

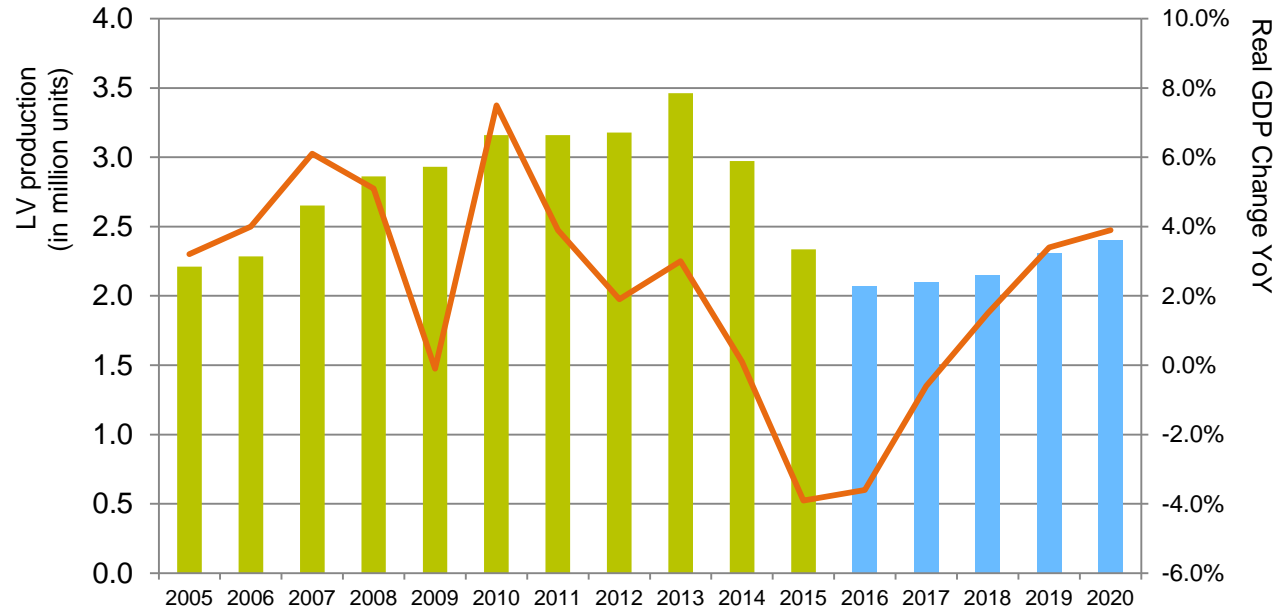
Market development North America



Source: IHS, September 2016

Guidance update

Engine trouble Brazil



- Mixed signals suggest the Brazilian economy may touch bottom soon
- Failure to diversify into exports during expansion years limits ability to offset domestic weakness
- However, the political crisis and external uncertainties will continue to bring volatility to the foreign-exchange market and unemployment is expected to increase in the short term

Source: IHS, September 2016

Guidance update

Full Year 2016

Global environment

- Growth of global automobile production to around 91 million light vehicles in 2016 (growth rate of 3%)*

Sales

- Assuming sales growth remains above the market level also in the second half of 2016, Autoneum expects Group net sales of up to CHF 2 200 million for the full year 2016

Profitability

- Based on unchanged market conditions in the second half of 2016, an EBIT margin above 8%** should also be recorded for the year 2016 as a whole

*IHS, July 2016

** Before special effects

A wide, paved road with white lane markings curves through a lush green field under a clear blue sky with scattered white clouds. The road is the central focus, leading the eye from the bottom left towards the horizon on the right. The surrounding landscape is flat and verdant, with some distant hills visible on the horizon.

autoneum

Mastering sound and heat.

Contacts and event calendar

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Important dates 2017

Publication Sales Figures Financial Year 2016	January 17, 2017
2016 Results Press Conference	March 2, 2017
Annual General Meeting 2017	March 30, 2017

Autoneum listed on SIX Swiss Exchange

Valor Symbol	AUTN
Valor Number	12748036
ISIN	CH0127480363

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