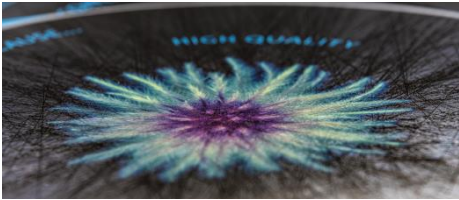


1HY 2018 Results Presentation & Business Update



August 10, 2018

conzzeta

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Conzzeta results summary 1HY 2018

Overall strong business trend

- Especially strong across segments at the beginning of the year

Net revenue CHF 853.3 m, +36.8%; comparable¹⁾ +19.7%

- Double-digit growth across all regions and segments, with benefits from M&A

Operating result (EBIT) CHF 66.3 m, + 72.9%; EBIT margin 7.6%, + 180 bps

- Progress in Sheet, Glass and Sporting Goods partly offset by lower result in Chemicals

Order entry investment goods CHF 581.5, +14.5%

- At unprecedented level, driven by Sheet

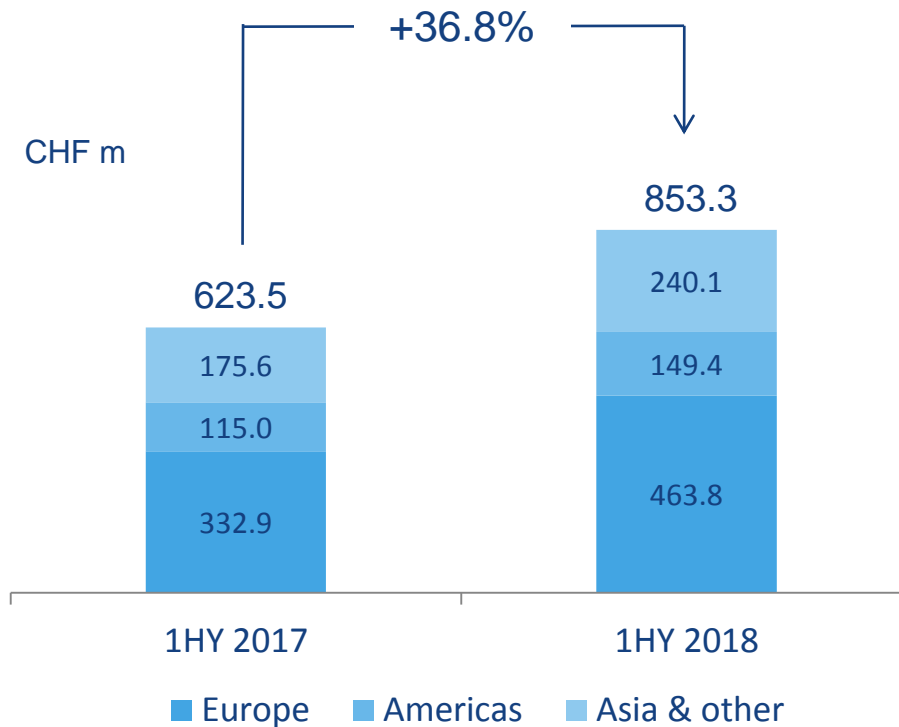
Good progress on strategic initiatives

- Tangible results become apparent

¹⁾ Comparable, i.e. at stable foreign exchange rates and adjusted for change in scope

Balanced global growth – continued focus on Asia and USA

Net revenue trend by region



- Strong $\geq 30\%$ growth across regions

	Reported	Comparable
Asia	+36.7%	+23.4%
Europe	+39.3%	+17.2%
Americas	+29.9%	+21.5%

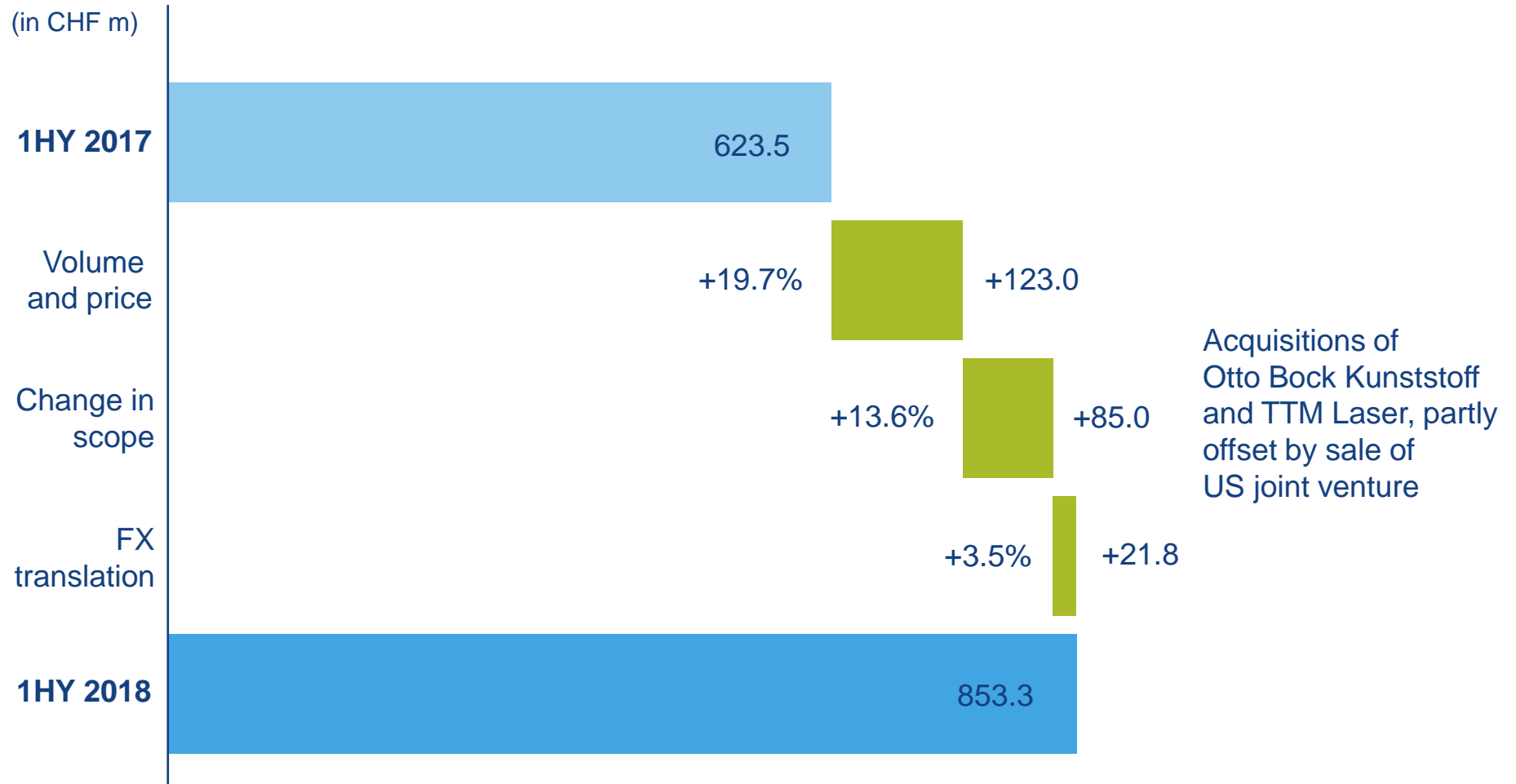
- Strengthened footprint in growth markets; revenue growth outside Europe $\sim 80\%$ over last two years

1HY 2018 key figures

(in CHF m)	1HY18	1HY17	Δ
Net revenue	853.3	623.5	+36.8%
Operating result (EBIT)	66.3	38.3	+72.9%
EBIT margin	7.6%	5.8%	+180 bps
Group result	51.1	30.0	+70.3%
Earnings per share A (CHF)	20.94	12.63	+65.8%
Net operating assets	501.3	420.4	+19.2%
Return on avg NOA (RONOA)	20.6%	13.9%	+670 bps
Equity ratio (%)	67.2	74.0	-680 bps
Operating free cash flow	39.4	9.9	+300.2%

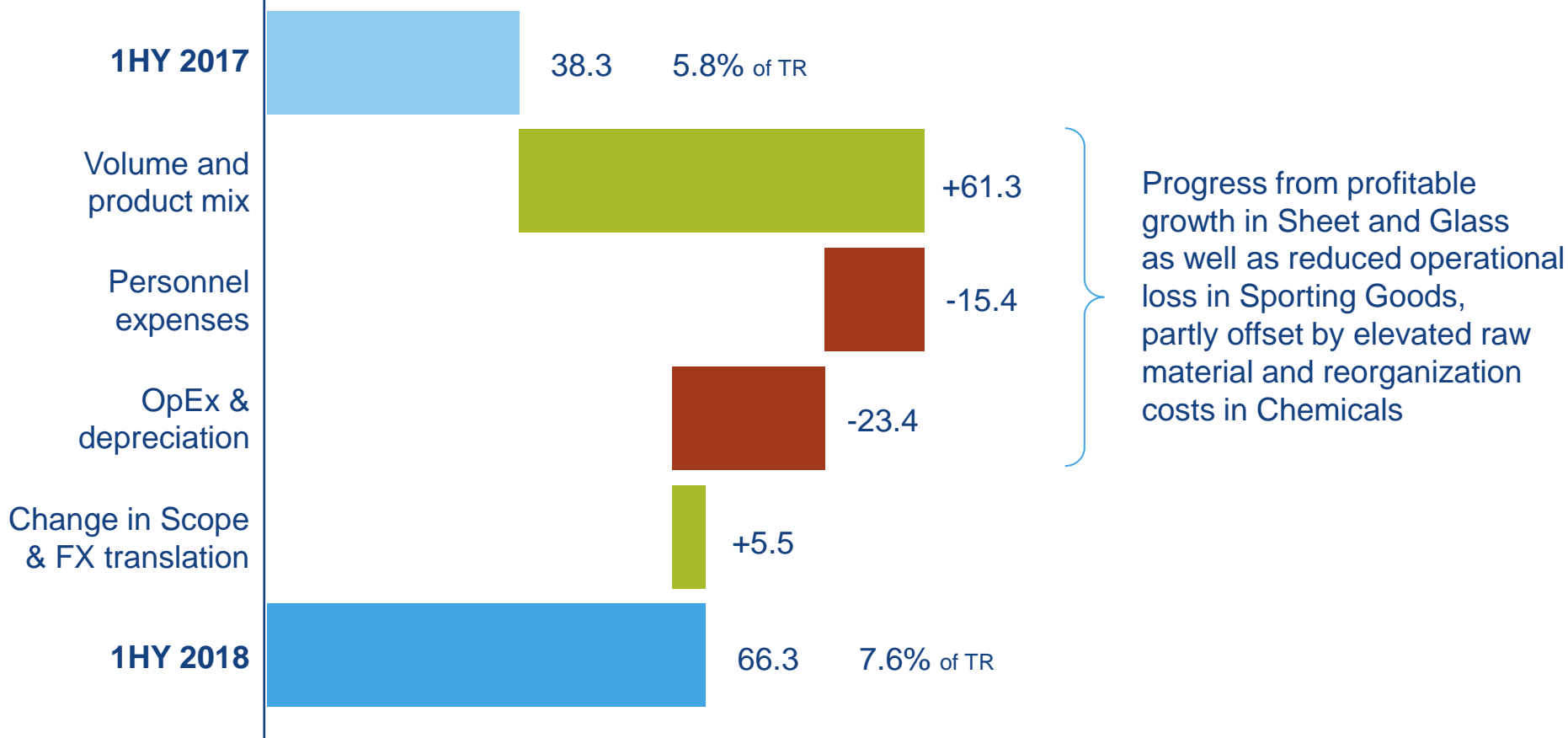
- Group KPI's with notable improvements
- Strong internal and external topline growth; Net revenue comparable +19.7%
- Clear operational progress with higher result, RONOA and cash flow
- Equity ratio reflecting M&A activity (goodwill write-down)

Development of Net revenue driven by organic growth and M&A



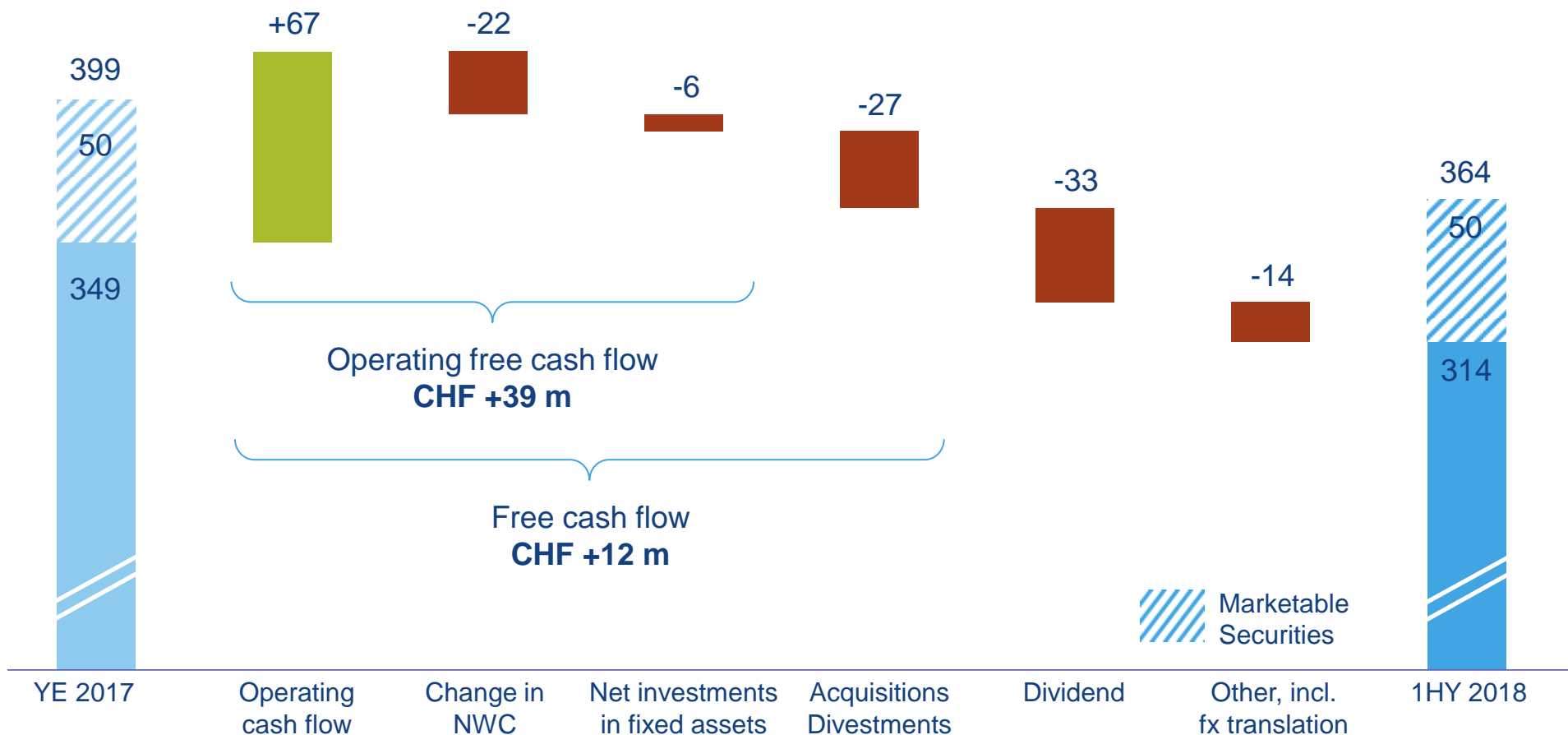
Development of EBIT reflects operational improvements

(in CHF m)



Cash flow reflects volume-driven increase of NWC and dividend payment

(in CHF m)



Particularly strong Q1 2018 with base effect in Q2 2018

	Q1	Q2	2017 1HY	Q1	Q2	2018 1HY	Δ % Q1	Δ % Q2	Δ % 1HY
Order entry									
Investment goods	232.9	275.1	508.0	276.1	305.4	581.5	18.6	11.0	14.5
Net revenue									
Total Conzzeta	300.1	323.4	623.5	430.6	422.7	853.3	43.5	30.7	36.8
Sheet Metal Processing	158.8	206.1	364.9	224.4	252.9	477.3	41.2	22.7	30.8
Sporting Goods	59.6	35.3	94.9	70.5	40.5	111.1	18.4	14.7	17.0
Chemical Specialties	57.8	56.4	114.2	102.3	100.5	202.8	77.0	78.3	77.6
Glass Processing	24.0	25.7	49.7	33.6	28.8	62.4	40.1	12.0	25.5

- Order entry: Sheet Metal Processing continuously robust; notable impact from Glass Processing with strong Q1 2018 in Architectural Glass and base effect from strong Q2 2017 in Automotive Glass
- Net revenue: Strong Q1 2018 across segments, also benefitting from successful product launches and the good winter season in Sporting Goods as well as revenue recognition of large client orders in Glass Processing. Sheet Metal Processing with apparent base effect in Q2 resulting in lower growth rate

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Sheet Metal Processing with continued momentum

CHF m	1HY18	1HY17	Δ
Net revenue	477.3	364.9	+30.8%
Operating result (EBIT)	62.6	39.9	+57.0%
EBIT margin	12.5%	10.1%	+240 bps
Net operating assets	177.6	179.4	-1.0%



TTM Laser 3D cutting system for profiles and tubes

Operational performance

- First-time consolidation of TTM Laser; comparable net revenue +25.7%
- Continued double-digit growth rates across regions
- Significant improvement of operating result, benefitting from enhanced scale, client segmentation and innovative product portfolio
- Continued efforts to strengthen market presence and global footprint; further improve productivity to mitigate price pressure
- Healthy level of order entry maintained with high order backlog for 2HY2018

Well positioned to grow volumes, but expect growth rates to slow down

Ongoing investments to realize opportunities from fundamental market trends

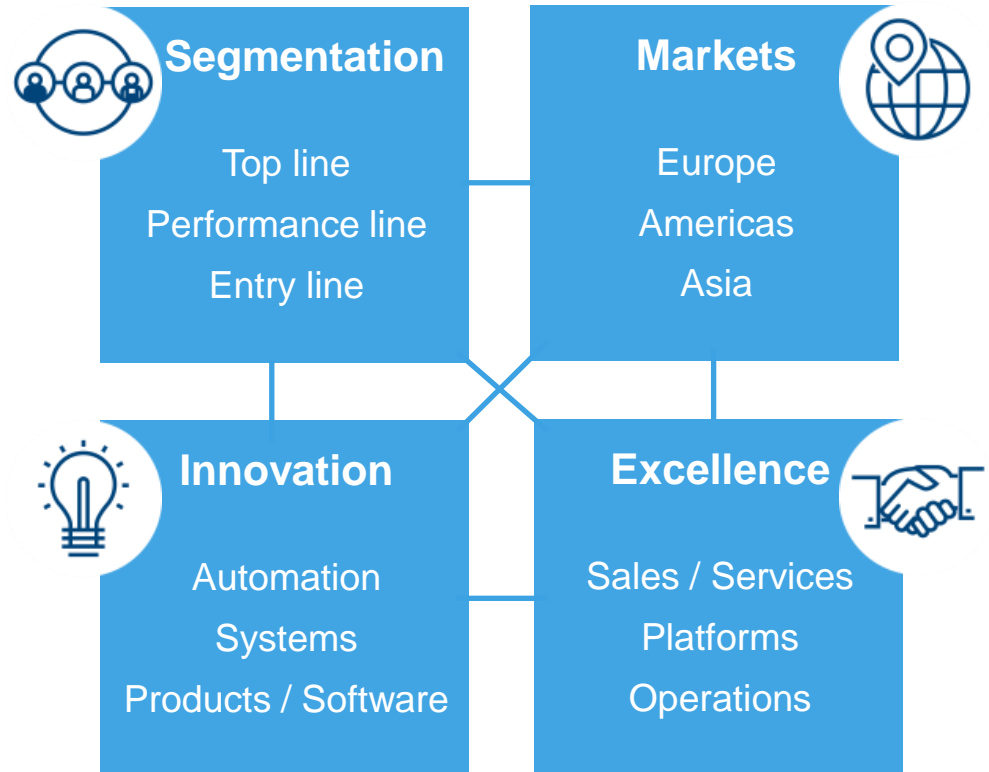
Aspiration

Deliver targeted client offerings with an holistic life-cycle management

Drive innovation, also to be the trusted partner for integrated end-to-end solutions

Exploit market potential globally and ensure client proximity

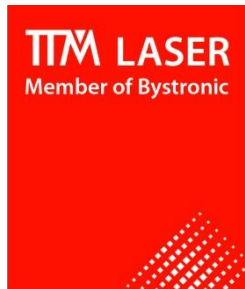
Ensure world-class operations and efficiency to lead by example



Recent bolt-on acquisitions to strengthen value proposition



- Consolidation as of July, 2018
- Specialist in automation, i.e. loading, unloading & storage systems
- ~100 employees with EUR ~18 m sales in 2017



- Consolidation as of April, 2018
- Specialist for 3D laser cutting of tubes and profiles
- ~40 employees with EUR ~14 m sales in 2017

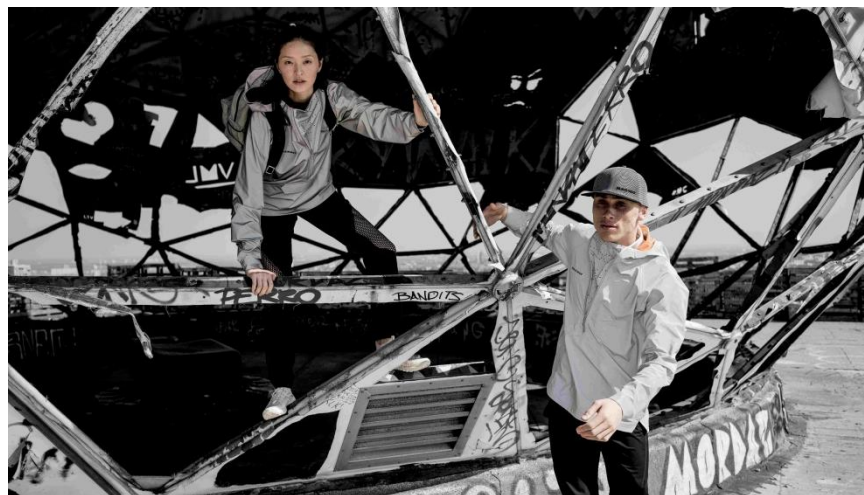


Antil and Bystronic automated client solution

Deepening Bystronic's solution offering in laser cutting and automation, while giving TTM Laser and Antil access to Bystronic's global distribution and service network

Sporting Goods with improved performance

CHF m	1HY18	1HY17	Δ
Net revenue	111.1	94.9	+17.0%
Operating result (EBIT)	-6.4	-9.9	+35.2%
EBIT margin	-5.8%	-10.4%	+460 bps
Net operating assets	115.3	106.7	+8.1%



New Mammut Delta X Collection

Operational performance

- Comparable net revenue +14.2%
- Double-digit growth in Europe and Asia driven by successful product launches and dynamic direct to consumer business, partly offset by lower revenue in Americas
- Implementation of 5 year strategic plan on track to build critical capabilities in international markets, digitalization, retail and design
- Seasonally weaker 1HY result notably improved versus PY, despite increase of cost base by CHF ~2 m in context of strategic plan

Encouraging progress with better visibility on brand and product initiatives

Consistent strategy – build retail capabilities & wholesale excellence as response to competitive pressure and change in client behavior

Multichannel Management & Digitalization

- I
 - Deepening relationships with selected wholesale partners
 - Strengthening and enhancing direct to consumer business
 - Holistic consumer data management

Consumer Centricity – Product & Brand

- II
 - Innovative products and designs in preparation
 - Reducing collections to increase style efficiency
 - Enhancing margin contribution and eliminating liquidations sales

Internationalization

- III
 - Set-up of Asia hub in Hong-Kong
 - Enhancing reach through 3rd party online market places
 - Optimizing sales efficiency in DACH region



Consistent, steady progress with implementation; 2017 was year of transition; enhanced revenue and result contribution expected for 2018, but still below aspiration level

We strive for a premium brand recognition across all dimensions



EIGER – Mountaineering

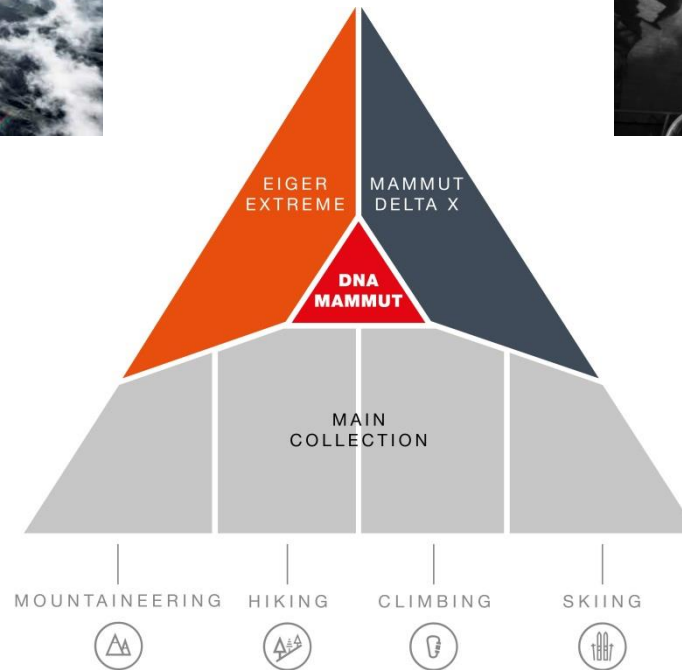
Fully committed to the mountain heritage

Successful relaunch of “Eiger Extreme” collection

Enhanced style efficiency by around 20%



MAMMUT
SWISS 1862



DELTA X – Urbaneering

Address urban needs of outdoor enthusiasts

Launch event was July 3 in Berlin, roll-out early 2019

Strengthening the unique consumer experience

Chemical Specialties with continued margin pressure from raw material costs

CHF m	1HY18	1HY17	Δ
Net revenue	202.8	114.2	+77.6%
Operating result (EBIT)	9.2	9.9	-7.4%
EBIT margin	4.6%	8.6%	-400 bps
Net operating assets	188.3	114.3	+64.7%

Operational performance

- Comparable net revenue +3.8%
- Integration Otto Bock Kunststoff on track; consolidated as of Sep 1, 2017
- Growth across market segments and deepened presence in all regions
- Lower Operating result driven by elevated raw material and reorganization costs (combined net impact after pricing measures CHF ~5 m)
- Continued focus on pricing, OB / FP integration and regional strategies; additional Business Excellence initiatives to strengthen operations



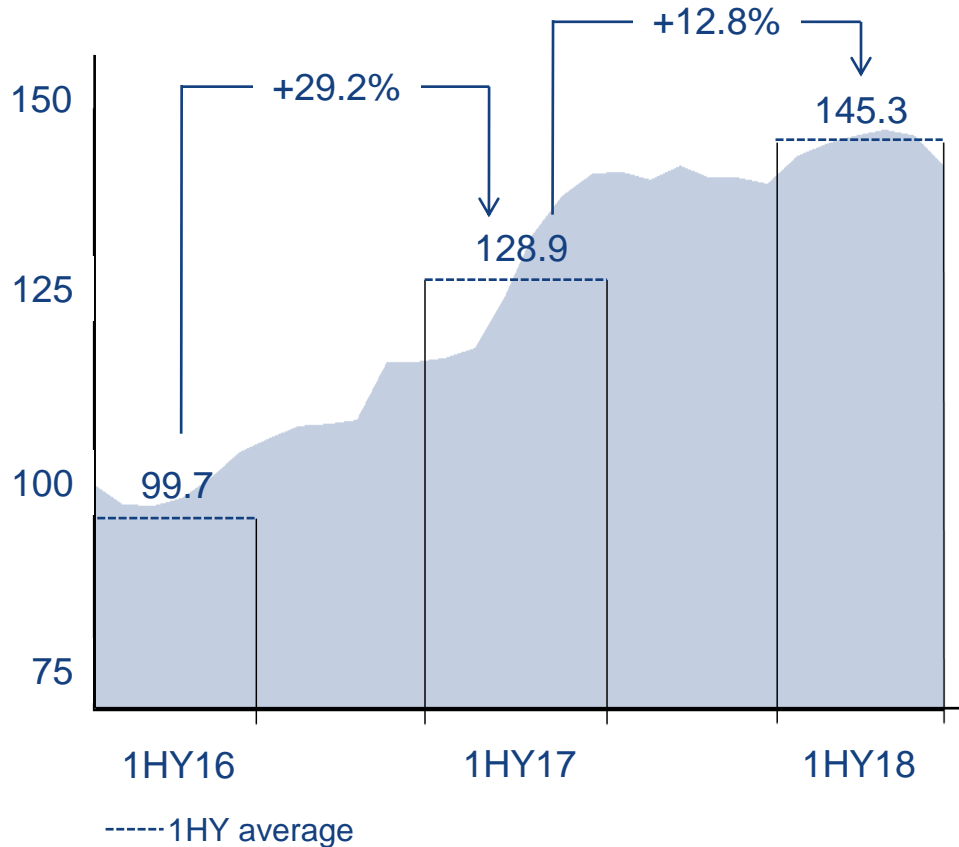
Automotive rolls

Efforts ongoing to restore profitability and to realize mid-term margin potential

FoamPartner raw material costs with further increase

FoamPartner raw material price index

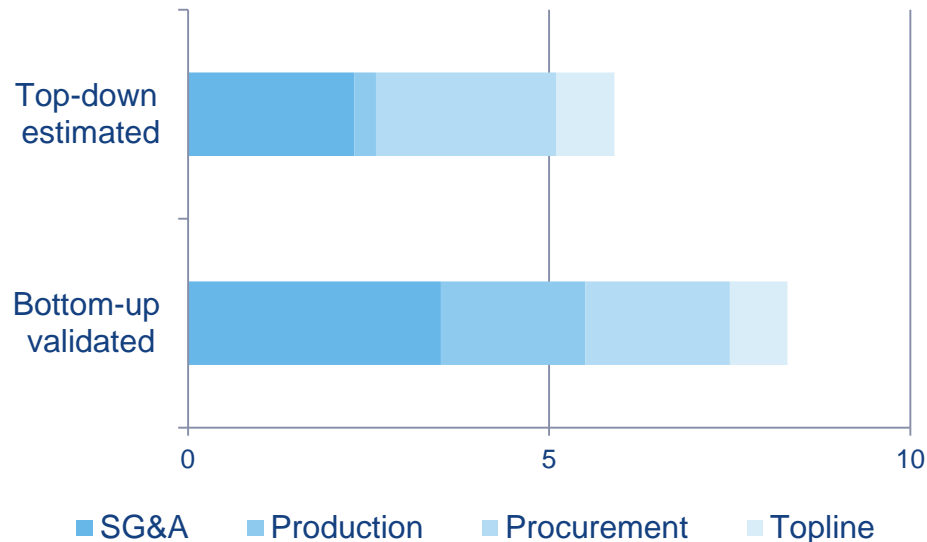
(weighted basket of Esther and Ether Polyols, TDI, MDI)



- High raw material prices persisted throughout 1HY 2018, with some easing towards mid-year
- FP average weighted RM price index +12.8% in 1HY 2018 vs 1HY 2017 with adverse EBIT impact CHF ~6m (gross)
- Mitigation of cost increase <50%; further pricing actions launched in 1HY 2018, with benefits coming through in 2HY 2018
- Pushing product innovation and application development to enhance value creation

Integration of Otto Bock Kunststoff on track

Expected synergy benefits*, CHF m



- SG&A and Production with higher benefits than initially expected; opportunities from leveraging joint capabilities, e.g. technologies, infrastructure, product / site allocation
- Procurement with substantial benefits, though somewhat lower than initially expected; in process to build new team with upgraded competencies to implement best practices
- Topline with confirmed extra revenue / EBIT contribution from cross-selling and combined product portfolio

Bottom-up plans exceed initial synergy estimates; now expecting good single-digit CHF m EBIT contribution to be realized by 2020 with low single-digit integration cost until 2019

*Final synergy plans dependent on optimized legal entity structure and corresponding ERP architecture – planning ongoing

FoamPartner manufacturing footprint expansion and re-alignment

Current production sites



America

Swisstex, Greenville (SC)
Hydra Sponge, Washington (MO)
OB PU Tech., Rochester Hills (MI)



Europe

Fritz Nauer, Wolfhausen (CH)
Büttikofer, Gontenschwil (CH)
Reisgies, Leverkusen (D)
Benien, Delmenhorst (D)
Kureta, Stadtallendorf (D)
OB Kunststoff, Duderstadt (D)
Frina Mousse, Wittenheim (F)



Asia-Pacific

FoamPartner Bock, Changzhou (CN)

Implementing a regional business model

- Nov 2016: Announced Growth Strategy with 3 business regions
- Sep 2017: Acquisition of Otto Bock Kunststoff with state-of-the-art site portfolio

- Developed regional business strategies; regional legal entity structure under final evaluation

Create site infrastructure for the future to support growth plans, while enhancing efficiency over the next 2, 3 years

Glass Processing with continued good momentum in 1 HY

CHF m	1HY18	1HY17	Δ
Net revenue	62.4	49.7	25.6%
Operating result (EBIT)	2.9	1.8	+63.3%
EBIT margin	4.6%	3.4%	+120 bps
Net operating assets	22.7	20.7	+10.0%

Operational performance

- Comparable net revenue +22.7%
- Good momentum from 2HY 2017 carried into 1HY 2018, benefitting from large client projects completed in 1Q 2018
- Double-digit net revenue growth in architectural and automotive glass, driven by very strong demand in Asia
- Improved result, also reflecting ongoing measures to further optimize processes and efficiency; e.g. BEX initiative at German site to enhance throughput
- Continued push for standardization and innovation globally, including platform strategy and additional product capabilities



B'JUMBO XXL

Good financial and strategic progress, but striving for further improvements

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Priorities & outlook for 2018

- Consistent strategy execution with long-term perspective
- Group priorities remain unchanged
 1. Market orientation
 2. Business excellence
 3. People development
 4. Internationalization
- Improvements of operating results in Chemical Specialties, Sporting Goods and Glass Processing are well on track, but require time for full implementation
- Elevated raw material prices for Chemical Specialties; Sporting Goods segment with increased cost base
- Order entry for investment goods continuously good in Europe and particularly in the US, but slowing momentum in China
- Growth rates to slow down with base effect from strong 2nd HY 2017

Within current environment, we expect net revenue growth for 2018 of around 20% and an EBIT margin without special effects at the lower end of the 8% to 10% mid-term target range

Financial calendar

2018		
August 21	Roadshow Zurich	ZKB
September 18 / 19	Roadshow Boston and New York	Mainfirst
September 26	Investora Conference, Zurich	
October 16	9M Trading Update	
October 17	Roadshow London	Credit Suisse
October 22	Roadshow Frankfurt	Mainfirst
November 15	Swiss Mid Cap Conference, Zurich	Credit Suisse
2019		
January 10 / 11	Swiss Equities Conference, Bad Ragaz	Baader
February 6	12M Trading Update	
March 20	2018 Results & Media / Analyst Conference, Zurich	
March 21	Swiss Seminar, Zurich	Kepler Cheuvreux
April 16	Annual General Meeting, Zurich	

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Conzzeta position and aspiration

*Swiss mid cap industrial portfolio
with entrepreneurial anchor shareholders
operating in attractive global markets
with focus on value creation and dividend*

Financial aspiration
Net sales growth >5%
EBIT margin 8-10%
RONOA >15%

Sheet Metal Processing



Grow

globally and build scale to strengthen #3 market position

Sporting Goods



Build

on strong brand; grow in defined international outdoor markets

Chemical Specialties



Grow

globally with specialties for flexible foams and overprint varnishes

Glass Processing



Improve

cost base and realize potential from energy efficient solutions

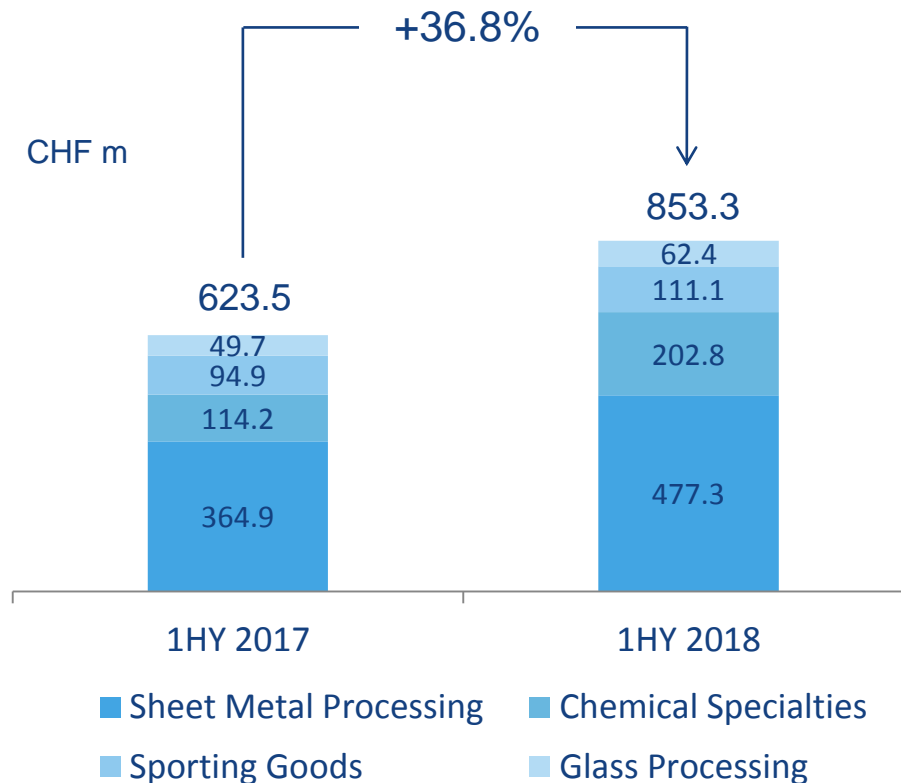
Net cash
CHF 0.4bn

Differentiated business steering
Market orientation / speed / innovation

Business excellence & Conzzeta competencies
People / funding / governance / risk

Strong Net revenue performance in 1HY 2018 across all segments

Net revenue trend by segment



- All segments with strong net revenue performance, Chemicals driven by M&A

	Reported	Comparable
Sheet	+30.8%	+25.7%
Glass	+25.6%	+22.7%
Sport	+17.0%	+14.2%
Chemicals	+77.6%	+3.8%

- 80% revenue contribution from defined growth segments Sheet and Chemicals, up from 70% two years ago

Seasonal pattern with typically stronger 2nd half of the year

(in CHF m)	1HY 2015 ¹⁾	2HY 2015 ¹⁾	2015 ¹⁾	1HY 2016	2HY 2016	2016	1HY 2017	2HY 2017	2017	1HY 2018
Net revenue	531.0	595.1	1'126.1	522.7	687.4	1'210.0	623.5	859.3	1'482.8	853.3
Total revenue	541.0	582.8	1'123.8	543.0	667.8	1'210.8	658.6	842.3	1'500.9	875.8
EBIT	31.6	44.3	75.9	26.2	58.2	84.4	38.3	84.9	123.2	66.3
in % of TR	5.8%	7.6%	6.8%	4.8%	8.7%	7.0%	5.8%	10.1%	8.2%	7.6%

- Strong 1HY 2018 revenue performance across all segments
- Strong 1HY 2018 EBIT performance, driven by Sheet Metal Processing, Glass Processing and Sporting Goods, partly offset by Chemical Specialties
- 1HY 2018 vs strong 2HY 2017

Net revenue	EBIT
▪ Reported -0.7%	▪ Reported -21.9%
▪ Comparable -6.1%	▪ Comparable -14.8%

¹⁾ Excluding Real Estate segment, spun off in 2015.

Balance sheet

(in CHF m)	1HY18	1HY17
Cash, cash equivalents and securities	364.1	501.4
Receivables	278.5	209.4
Prepaid expenses and accrued income	11.8	13.3
Inventories	335.8	278.6
Property, plant and equipment	242.9	195.6
Financial assets	66.5	69.7
Intangible assets	14.6	8.4
Short-term liabilities	378.4	286.7
Long-term liabilities	52.6	45.2
Shareholders' equity	883.2	944.5
Total assets	1314.2	1276.4

Income statement

(in CHF m)	1HY18	1HY17
Net revenue¹⁾	853.3	623.5
Δ Inventory and own work capitalized	22.5	35.1
Total revenue¹⁾	875.8	658.6
Other operating income	4.5	2.4
Cost of materials	-444.1	-326.9
Personnel expenses	-193.9	-161.3
Other operating expenses	-159.3	-121.6
Depreciation	-16.7	-12.9
Operating result (EBIT)	66.3	38.3
Financial result	0.1	2.1
Taxes	-15.3	-10.4
Group result	51.1	30.0
Minorities	7.8	3.9

¹⁾ As of 2017, Other operating income is disclosed separately and is no longer part of Total / Net revenue; the previous period has been restated.

Cash flow statement

(in CHF m)	1HY18	1HY17
Cash flow from operating activities before change in net working capital	67.5	43.9
Change in net working capital	-21.9	-31.6
Cash flow from operating activities	45.6	12.3
Net investments in property, plant and equipment and intangible assets	-15.9	-8.9
Net investments in financial assets without securities	9.7	6.5
Operating free cash flow	39.4	9.9
Change in operating activities	-27.4	0.0
Free cash flow	12.0	9.9

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