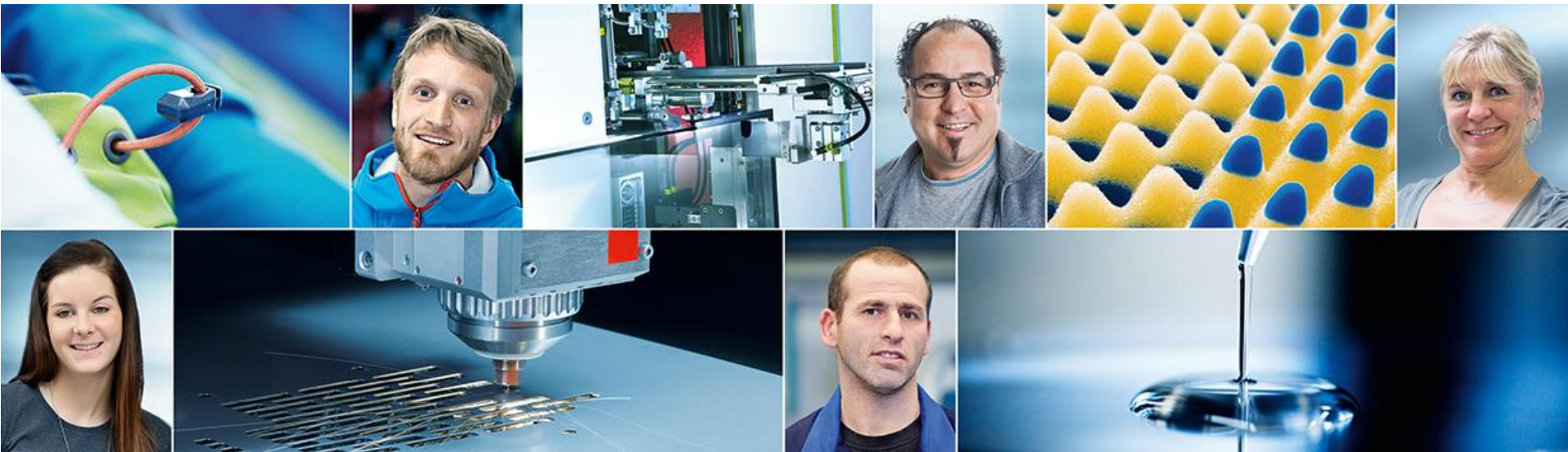


1HY 2016 Results Presentation & Business Update

August 12, 2016



conzzeta

Disclaimer

The information in this presentation about the business performance of the Conzzeta Group is of a summary nature only. The information in the Annual Report and half-year report of Conzzeta AG and on the website www.conzzeta.com prevails.

Although the greatest possible care was taken with the preparation of the presentation, Conzzeta takes no responsibility for its completeness or correctness. Unless otherwise specified, the figures are based on the annual results for 2015 and half-year results for 2016.

The presentation also contains statements about expected future financial and operational developments which are based on subjective assessments. Any liability for loss or damage arising directly or indirectly from the information in this presentation is expressly excluded.

- **Financial results 1HY 2016**

- **Business update**

- **Outlook FY 2016**

- **Appendix**

Conzzeta results 1HY 2016

Muted start into 2016

- Below-average order book at YE 2015
- Macroeconomic uncertainties

Stable Group result of CHF 20.9 (PY CHF 21.2)

- Group profit margin stable at 3.8%

Higher order entry across segments

- Investment goods +14.2%

Operating performance amidst challenging environment

- Net revenue CHF 524.6 million; -3.8%¹⁾
- Operating result (EBIT) CHF 26.2 million; -18.1%¹⁾

Dedicated efforts to accelerate growth and efficiency

- Approx. 50% of cost increase in 1HY 2016 directly related to specific initiatives

¹⁾ Comparable, i.e. at constant foreign exchange rates and considering change in scope.

1HY16 key figures

(in CHF m)	1HY16	1HY15	Δ	
Net revenue	524.6	543.7	-3.5%	Comparable: -3.8% ¹⁾
Operating result (EBIT)	26.2	36.5	-28.4%	Comparable: -18.1% ¹⁾
EBIT margin	4.8%	6.6%		
Group result	20.9	21.2	-1.7%	
Net operating assets	430.0	413.3*	+4.0%	Driven by higher order backlog for 2HY16
Balance sheet	1227.3	1221.7*	+0.5%	
Equity ratio (%)	77.8	78.6*	-0.8ppts	
Free cash flow	126.1	-121.9	-	Reclassifications of cash deposits; operating free cash flow broadly stable at CHF 9.5 million

¹⁾ Comparable, i.e. at constant foreign exchange rates and considering change in scope.

* December 2015.

Change in scope of consolidation and continuing operations

Spin-off of Real Estate business (PLAZZA) as of June 26, 2015

- Net revenue of CHF 9.4 million and EBIT of CHF 5.0 million

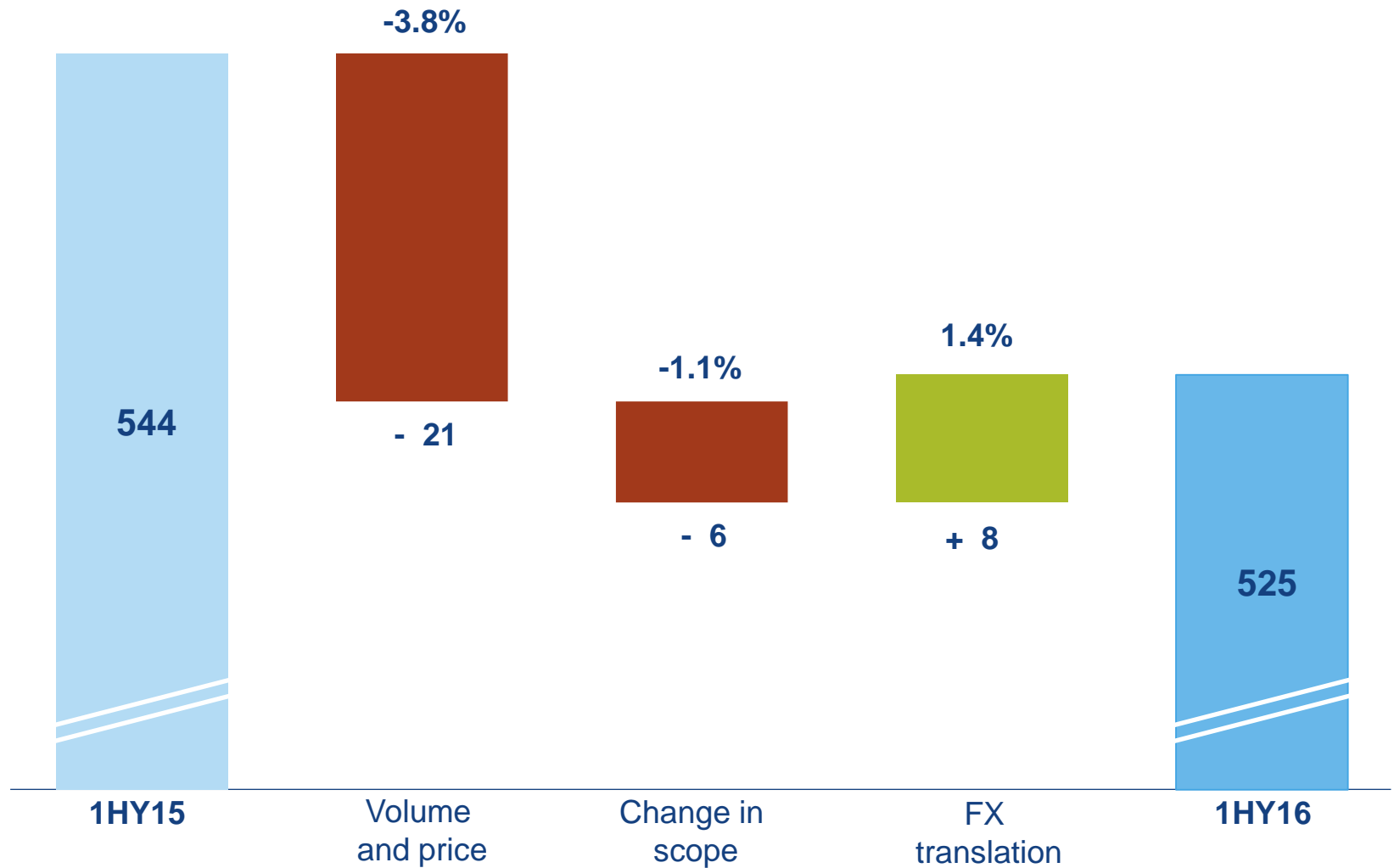
Further acquisitions with net revenue impact of CHF 3.6 million

- Bergschule Uri, Switzerland, as of June 1, 2015
- Hydra Sponge in Washington, Missouri USA, as of January 5, 2016

Continuing activities (in CHF m)	1HY16	1HY15	Δ %
Net revenue	524.6	534.3	-1.8
Total revenue	544.9	544.2	+0.1
EBIT	26.2 4.8%	31.5 5.8%	-16.8
Group result	20.9 3.8%	17.8 3.3%	+17.4

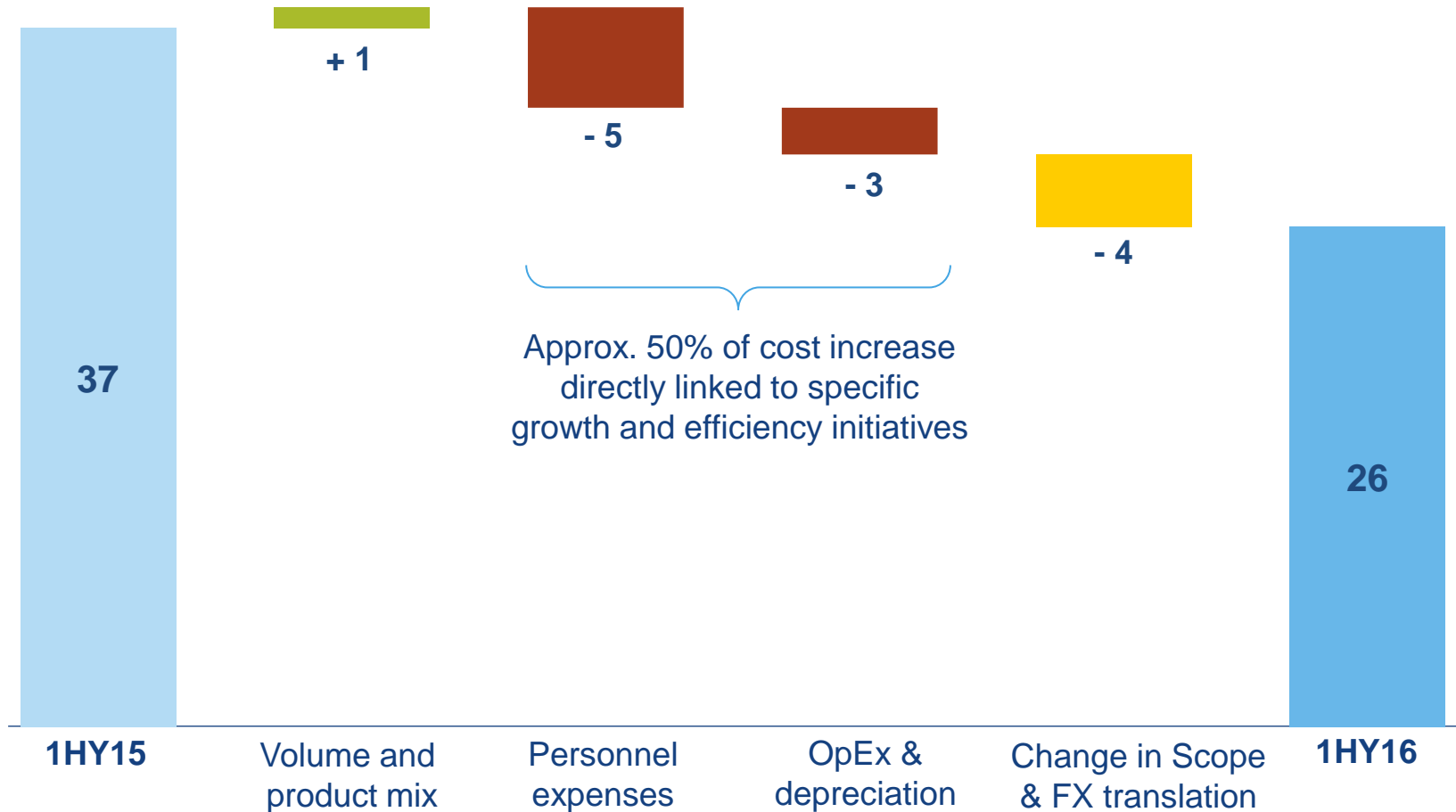
Development of Net revenue

(in CHF m)

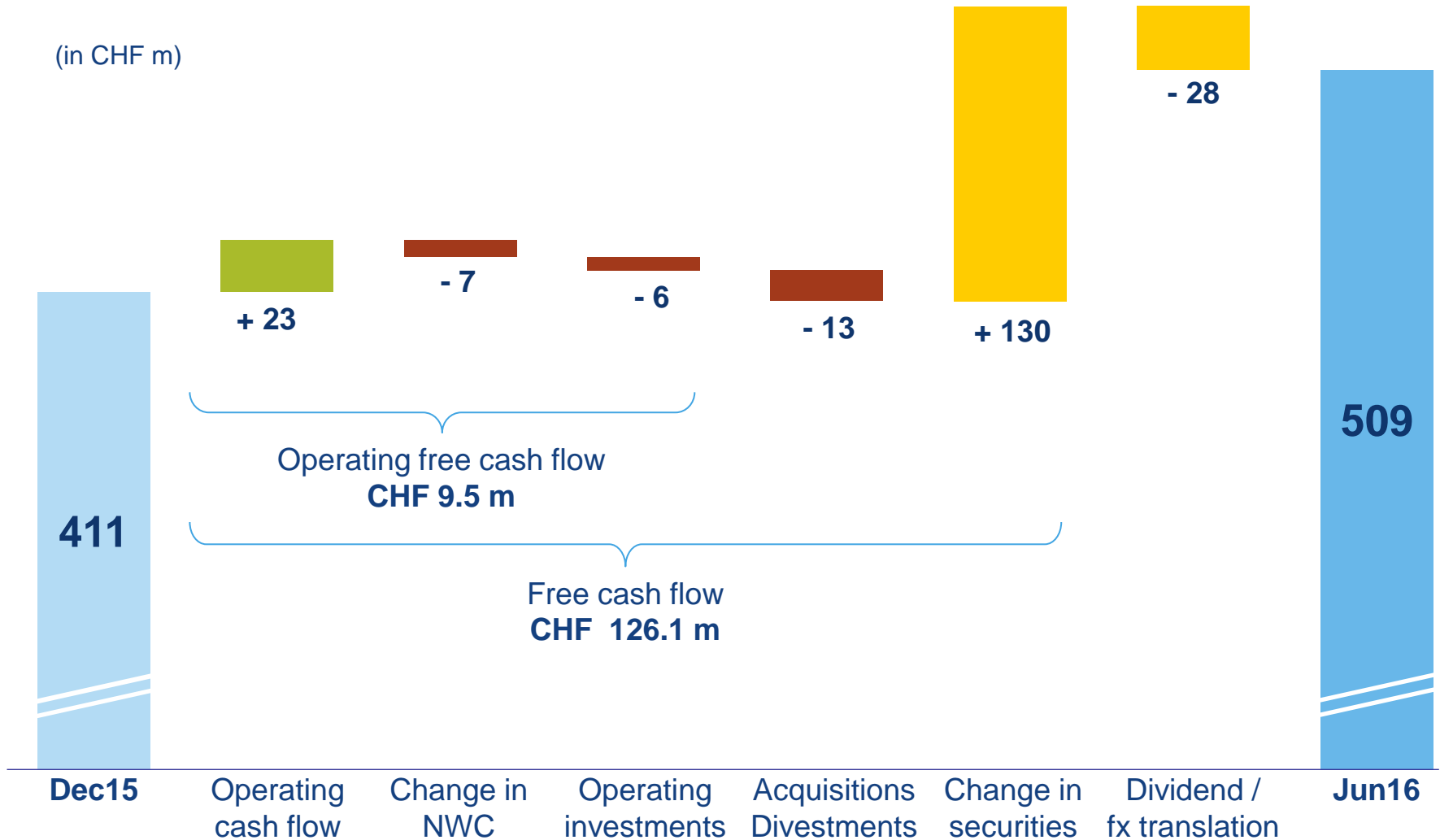


Development of Operating result

(in CHF m)



Cash position driven by reclassification of cash deposits



- **Financial results 1HY 2016**

- **Business update**

- **Outlook FY 2016**

- **Appendix**

Sheet Metal Processing

Moderate start into 2016

- Comparable net sales -4.5%
- Below-average order backlog combined with moderate markets in early 2016
- Improved momentum towards mid 2016 with strong order entry

Business trends

- Growth in Asia; net sales in US and European markets below strong PY
- Solid order backlog for 2HY16
- Growth and efficiency initiatives – 1HY16 average FTEs 1'729, up 73 or 4.4%

Successful product portfolio

- Fiber laser >80% of laser sales
- Xpert 40 press brake with high demand
- >50% of net sales with products introduced within last three years

CHF m	1HY16	1HY15	Δ
Net revenue	256.8	265.7	-3.4%
Operating result (EBIT)	17.7	26.8	-33.8%
EBIT margin	6.5%	9.5%	-3.0ppts
Net operating assets	187.8	159.3	+17.9%



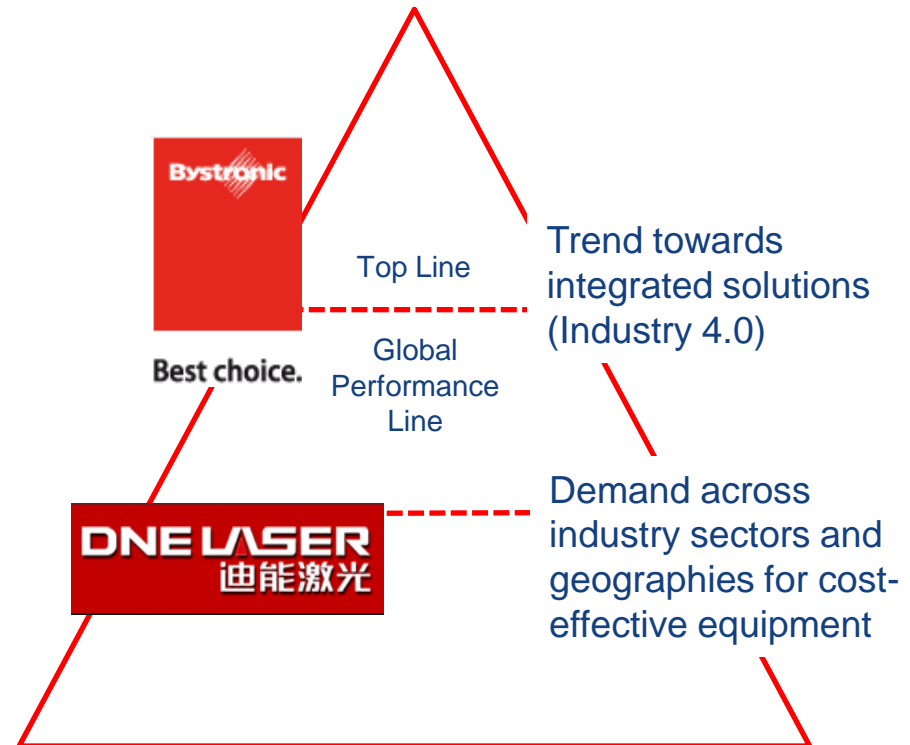
Bystronic acquisition of DNE Laser, Shenzhen, China

Swift transaction

- Announced March 30 – closed July 14
- 520 employees (end of July 2016)
- CHF ~51 m revenue (FY 2015)

Complementary market positions

- Bystronic top 3 globally at high end; Top Line and Performance Line
- DNE Laser top 3 in China; market leader at low end with fast growth in mid-range



Value accretive growth strategy

- Bystronic with full product range and strengthened global footprint
- Broadened market potential by serving middle and entry level client segments
- Two brand strategy

Consistent challenges

- Comparable net sales -0.1%
- DACH region with subdued weather conditions and competitive pressure

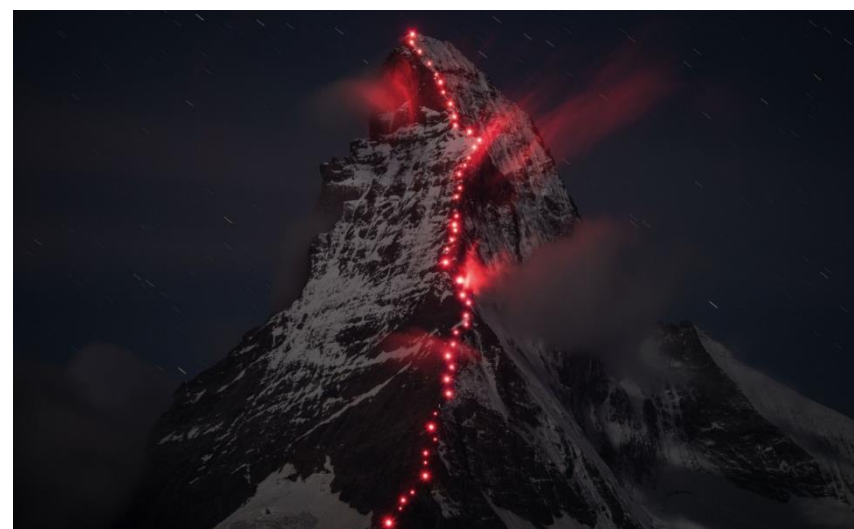
Business trends

- International growth in target markets, partly offset by decline in DACH region
- Growth in hardware broadly offset by decline in apparel
- Launch of online shop and optimization of retail network

Initiatives

- Outsourcing of rope production (mid 2016)
- New B2C sales organization
- Start implementation of strategic plan
 - Multichannel management & digitalization; Internationalization; Customer Centricity

CHF m	1HY16	1HY15	Δ
Net revenue	101.4	99.3	+2.1%
Operating result (EBIT)	-4.5	-5.9	+23.3%
EBIT margin	-4.5%	-6.0%	+1.5ppts
Net operating assets	109.9	129.8	-15.3%



Growth in Asia and the US

- Comparable net sales +2.7%
- Favorable margin development from cost, product mix and fx trends
- Flat revenue trend in Europe

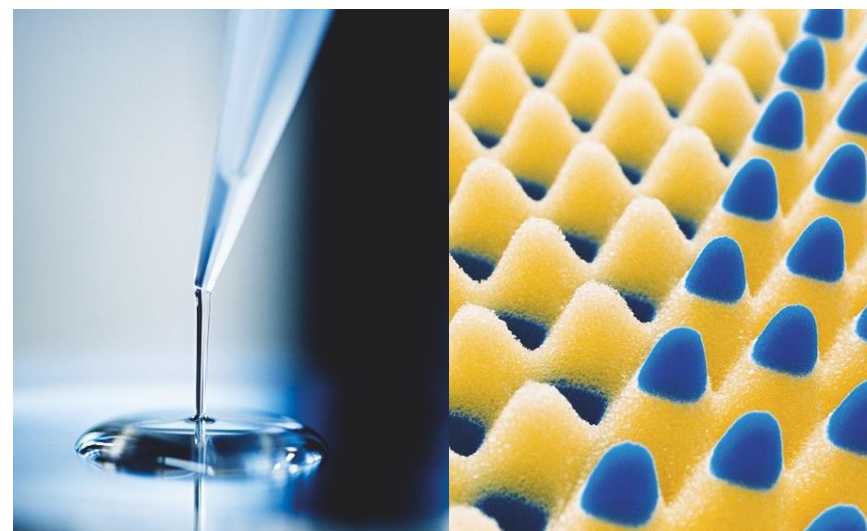
FoamPartner

- Growth in technical foams, particularly with acoustic solutions; qualification at Boeing supplier list
- Weak demand in comfort products
- Strategy alignment ongoing

Schmid Rhyner

- Repositioning towards packaging industry, incl. access to flexible packaging market
- Decline in commercial printing largely offset by growth with Low Migration and Touch & Feel for packaging products

CHF m	1HY16	1HY15	Δ
Net revenue	111.0	103.4	+7.3%
Operating result (EBIT)	12.5	8.9	+40.2%
EBIT margin	11.3%	8.6%	+2.7ppts
Net operating assets	114.0	110.7	+3.0%



Glass Processing

Weaker results in automotive glass

- Comparable net sales -16.9%
- Exceptionally strong PY in automotive
- Growth and solid order entry in architectural glass across regions

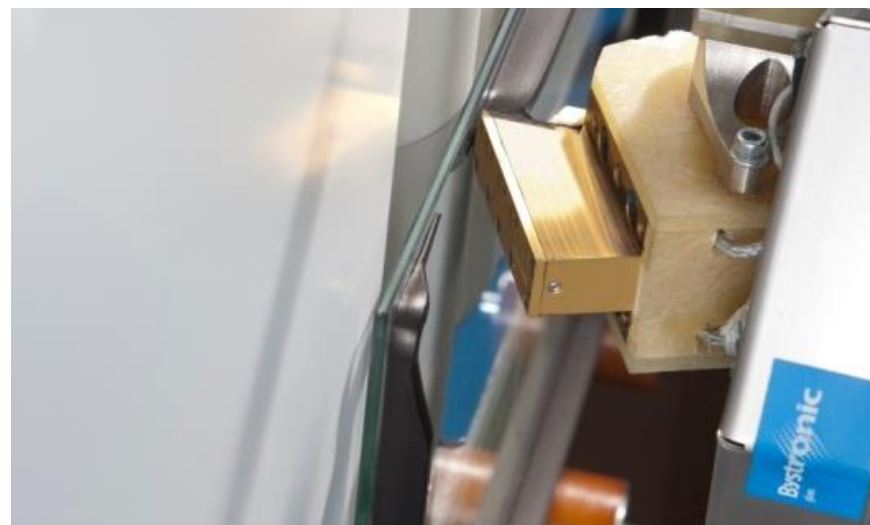
Business trends

- Solid order book for 2HY16
- Increasing requirements in regard to energy efficiency and noise reduction
- Automotive glass with elevated volatility

Initiatives

- Comprehensive review concluded
- Need for further efficiency measures to strengthen cost position
- Innovation drive to complement high-end solutions with quality mid-range products

CHF m	1HY16	1HY15	Δ
Net revenue	55.2	64.8	-14.8%
Operating result (EBIT)	2.1	5.0	-58.0%
EBIT margin	3.6%	8.3%	-4.7ppts
Net operating assets	21.3	27.2	-21.7%



- **Financial results 1HY 2016**

- **Business update**

- **Outlook FY 2016**

- **Appendix**

Conzzeta outlook for 2016

- Conzzeta with innovative product portfolio & financial strength
- Consistent execution of group strategy with long-term perspective
- Drive internationalization and growth outside DACH region
- Uncertain macroeconomic outlook
 - Europe stable growth at low level
 - Moderate growth in the US
 - Volatility in developing regions
- 2HY16 will reflect
 - First-time consolidation of DNE Laser
 - Costs from optimization and cost efficiency measures

Within current environment, we expect moderate organic growth for 2016 and profitability at EBIT level comparable with 2015; in addition FY numbers will include the first-time consolidation of DNE Laser and any restructuring costs

- **Financial results 1HY 2016**

- **Business update**

- **Outlook FY 2016**

- **Appendix**

Balance sheet

(in CHF m)	1HY16	1HY15
Cash, cash equivalents and securities	509.0	487.8
Receivables	173.7	179.1
Prepaid expenses and accrued income	16.9	16.2
Inventories	249.8	254.8
Property, plant and equipment	200.9	202.0
Financial assets	68.4	51.0
Intangible assets	8.6	8.3
Short-term liabilities	228.7	242.2
Long-term liabilities	43.2	46.7
Shareholders' equity	955.4	910.3
Total assets	1227.3	1199.2

Consolidated income statement

(in CHF m)	1HY16	1HY15	Δ
Net revenue	524.6	543.7	-3.5%
Δ Inventory and own work capitalized	20.3	9.9	
Total revenue	544.9	553.6	-1.6%
Cost of materials	-258.6	-264.1	
Personnel expenses	-148.2	-141.5	
Other operating expenses	-98.9	-96.7	
Depreciation	-13.0	-14.8	
Operating result (EBIT)	26.2	36.5	-28.4%
Financial result	1.6	-4.3	
Result from unconsolidated investment	0.1	-	
Extraordinary result	0.0	-0.6	
Taxes	-7.0	-10.4	
Group profit	20.9	21.2	-1.7%

Cash flow statement

(in CHF m)	1HY16	1HY15	Δ
Cash flow from operating activities before change in net working capital	23.0	33.8	-10.8
Change in net working capital	-7.4	-17.7	
Cash flow from operating activities	15.6	16.1	-0.5
Net investments in property, plant and equipment and intangible assets	-8.8	-8.8	
Net investments in financial assets without securities	2.7	2.3	
Operating free cash flow	9.5	9.6	-0.1
Change in securities	130.0	-126.0	
Change in operating activities	-13.4	-5.6	
Free cash flow	126.1	-121.9	248.1

Conzzeta AG

Giesshuebelstrasse 45

CH-8045 Zurich

www.conzzeta.com

Phone +41 44 468 24 44

investor@conzzeta.com

conzzeta