



Metall Zug Group, March 22, 2018





Content



- 1. Metall Zug Group overview 2017
- 2. Business Units
 - > Household Appliances
 - > Infection Control
 - Wire Processing
- 3. Group financial report 2017
- 4. Haag-Streit as the new Medical Devices Business Unit
- 5. Investments in our future
- 6. Information for investors

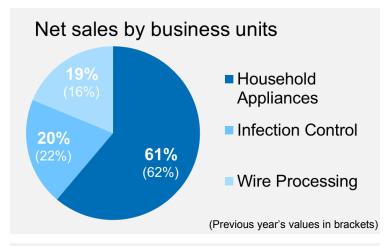


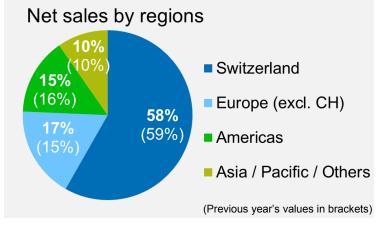
Metall Zug Group – Overview 2017

Overview 2017



- Stable sales of CHF 959.2 million (previous year: CHF 960.6 million), organic sales decline of 1.0%
- Heterogeneous sales development:
 - ➤ Household Appliances with strong growth in international markets, especially in Asia Pacific and Europe, almost stable sales in Switzerland and decline in the US
 - ➤ Infection Control with weak fourth quarter and decline in all regions
 - ➤ Wire Processing with pleasing organic and additional external growth
- Adjusted operating income (EBIT) declined to CHF 73.8 million (from CHF 89.0 million), excl. extraordinary expenses of CHF 20.8 million
- Belimed Life Science Business Area as a disappointment
- Net income of CHF 67.3 million (previous year: CHF 84.9 million)
- Signed agreement to acquire 70% of Haag-Streit Holding AG







Business Units

2017: Net sales MCHF 572.9, EBIT MCHF 65.4





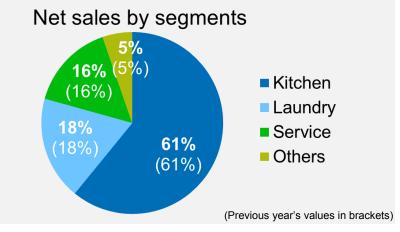
Tanja Grandits, long-standing V-ZUG Ambassador, Restaurant Stucki in Basel (Switzerland)

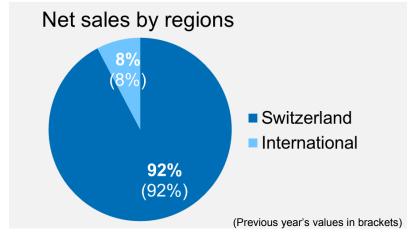
Key figures and overview



CHF million	2017	2016	Δ
Net sales to third parties	572.9	584.6	-2.0 %
Operating income (EBIT)	65.4	76.8	-14.8 %
EBIT margin in %	11.4	13.1	-171 bp

- Organic gross sales growth of -2.0% (acquisition effect: 0.0%; FX effect: +0.0%)
- Continued consolidation of its leading market position in Switzerland
- Strong development in international markets with own structures
- Decrease in EBIT and EBIT margin on the back of lower sales, transformation of the production site in Zug, initiatives concerning Industry 4.0 (new ERP and field service management system) and product development





International markets



CHF million	2017	2016	2015	2014	2013
Net sales to third parties (international)	44.3	46.7	36.0	35.1	24.6
in % of total Business Unit net sales	7.7%	8.0%	6.3%	6.1%	4.4%
- Europe (excluding Switzerland)	14.1	11.4	11.6	12.0	11.3
- Americas	11.1	23.5	16.9	15.5	7.9
- Asia / Pacific / Others	19.1	11.9	7.5	7.6	5.4

- International markets with +10% in HY 2/17 (HY 1/17: -31%)
- Mainland China and Hong Kong with doubled sales, dynamic growth in Australia
- Double-digit growth in all major European markets with own distribution structures
- Most distributor markets (including Russia) with solid growth, Turkish business still down
- OEM business in the US with lower sales, but positive outlook

International markets

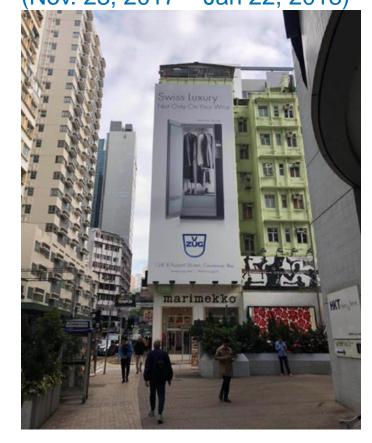


Project in Qingdao (seaport near Beijing, with 391 residential units

and over 3,000 appliances)



Refresh Butler ad in Hong Kong (Nov. 23, 2017 – Jan 22, 2018)



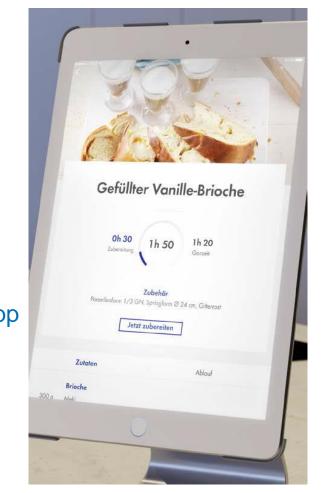
Product innovations (Swissbau 2018)





FullFlex hob (full-surface induction hob)

V-ZUG Home app (communication with selected appliances, downloading recipes, etc.)



Product innovations (Swissbau 2018)





Pureness – new design line

Premium materials and clear elegance (available for Combair SL, Combair XSL, Combi-Steam XSL, Winecooler WC90 and for the FullFlex hob)





Fusion hob (integrated hob hood and OptiLink)

Strategic priorities



- Strengthen the market leadership of V-ZUG in Switzerland and its premium brand worldwide as a leader in innovation, technology and quality with Swiss-made products
- Expand and strengthen the international business in the premium segment in selected countries
- Prepare products, processes, structures and business models for the Internet of Everything (V-ZUG Innovation Lab)
- Operational excellence
- Develop our own refrigerator business in the premium segment (preparation work for a new, own production site)



2017: Net sales MCHF 188.1, EBIT MCHF -34.2 (extraordinary items of MCHF -18.0)



Shkodran Qerimi, deputy head of the Central Sterile Supply Department (CSSD) of the Schulthess Clinic in Zurich (Switzerland)

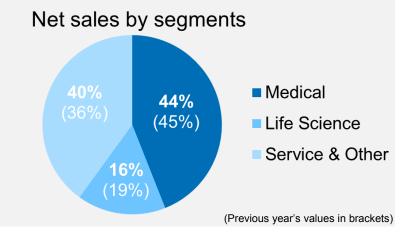
Key figures and overview

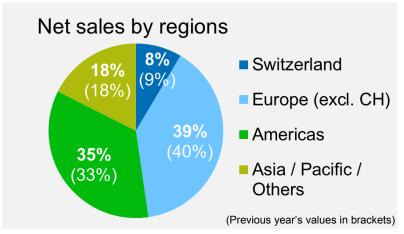


14

CHF million	2017	2016	Δ
Net sales to third parties	188.1	201.4	- 6.6%
Operating income (EBIT)	-34.2	-6.3	NM
EBIT margin in %	-18.2	-3.1	NM

- Organic gross sales decline of 6.4%(acquisition effect: +0.1%; FX effect: +0.1%)
- Various negative impacts resulted in a sales decline in Q4/17:
 - > delayed projects in Life Science Business Area
 - > production delays in the ERP startup phase
 - > lower order intake
- Medical Business Area (incl. Services) close to break-even
- Restructuring of Life Science Business Area: restructuring provision of MCHF 13.1, impairments of tangible / intangible assets of MCHF 4.9





Restructuring



- So far, concentrated restructuring efforts on the two largest Business Areas, Medical and Service
- Concluded relocation of production to Grosuplje, Slovenia (Medical)
- Concluded rollout of SAP in Grosuplje (Medical) and at the production site in Mühldorf (Life Science)
- After the relocation of the medical standard sterilizer and washer assembly from Sulgen and Mühldorf to Grosuplje, current structures in the Life Science locations are too cost-intensive, especially at current capacity utilization rates
- Management is reviewing restructuring options for the Life Science Business Area
- Result includes provisions of CHF 13.1 million for restructuring and impairments of CHF 4.9 million for tangible and intangible assets. Furthermore, there was an impairment of CHF 2.8 million recognized for a property used by Belimed that was charged to the Corporate reporting segment

Strategic priorities



- Secure benefits from reduced complexity of the business structure and processes in the Medical and Service Business Areas
- Elaborate restructuring options and execute measures in the Life Science Business Area to lower complexity and cost base, improve operating excellence and increase sales
- Increase market share in the US and APAC
- Further build-up of the Consumables and Service business
- Accelerate product and technology innovations also related to digitization and STERIFAST (low-temperature sterilization)
- Initiate / prepare for acquisitions and cooperation to strengthen Belimed's market position

2017: Net sales MCHF 175.7, EBIT MCHF 22.3





Andreas Engels, Head of IT Europe at YAZAKI in Cologne (Germany)

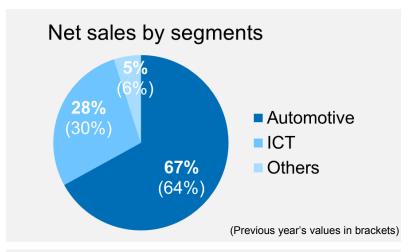
Key figures and overview

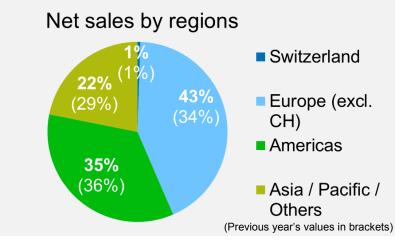


18

CHF million	2017	2016	Δ
Net sales to third parties	175.7	153.5	14.5 %
Operating income (EBIT)	22.3	22.8	-2.2 %
EBIT margin in %	12.7	14.9	-218 bp

- Organic gross sales growth of 9.6%(acquisition effect: +4.4%; FX effect: +0.1%)
- Highest growth rate in Europe
- Strong performance of the Cut & Strip / Semi-Automatic segment
- Stake in DiIT AG increased from 35% to 100%
- Acquisition of 60% of Adaptronic (completion as of January 4, 2018)





Acquisition of 60% of adaptronic Prüftechnik GmbH



- Schleuniger acquired 60% of Adaptronic (completion: January 4, 2018), a leader in wiring test systems and function test systems, employing around 140 people and generating sales of about EUR 14 million in 2016
- Adaptronic (focused on D-A-CH region) will benefit from Schleuniger's global sales footprint
- Customized solutions for testing wire harnesses, connectors and assemblies for the aviation, astronautics, railway technology, automotive, automation technology and industrial sectors
- A perfect fit for Schleuniger Test Automation GmbH's product range, strengthens Schleuniger's offering in a variety of customer value chains, particularly with regard to e-mobility
- The remaining 40% stake will remain primarily in the hands of Adaptronic's founder and previous principal owner Peter Müller

Acquisition of 60% of adaptronic Prüftechnik GmbH



High Voltage Testers





Compact and Ultra-Compact Testers





Test of Optical Fibers







Test Tables and Test Consoles





Strategic priorities



- Continuing transformation of Schleuniger from a high-quality machine manufacturer and solution provider into a strategic system partner for its customers
- Expand product range for the automotive industry and in the automotive value chain, including IT-enabled system approach
- Strengthen leading position in customer-specific systems
- Optimize structures and processes in Schleuniger Machinery in Tianjin and complement product range for the local Chinese market
- Consolidate structure and processes to strengthen growth and flexibility as well as prepare products and business models for Industry 4.0



Key figures 2017



CHF million	2017	2016	Δ
Gross sales	959.2	960.6	-0.1%
Operating income (EBIT)	53.0	94.1	-43.7%
EBIT margin	5.5%	9.8%	-427bp
Adjusted operating income (EBIT)	73.8	89.0	-17.1%
Adjusted EBIT margin	7.7%	9.3%	-157bp
Financial result	30.4	10.3	+195.4%
Net income	67.7	84.9	-20.3%
Equity ratio	77.4%	76.9%	+54bp

- Organic gross sales growth in local currencies of
 -1.0% (acquisition effect of +0.8%, FX effect of +0.1%)
- Extraordinary expenses of CHF 20.8 million for Life Science (vs. extraordinary profit of CHF 5.1 million from the sale of the property in Ballwil last year)
- Adjusted operating income (EBIT) down 17% to CHF 73.8 million
- Adjusted EBIT margin of 7.7% (based on gross sales)
- Strong financial result driven by income from securities
- Strong balance sheet (equity ratio of 77%)

Income statement

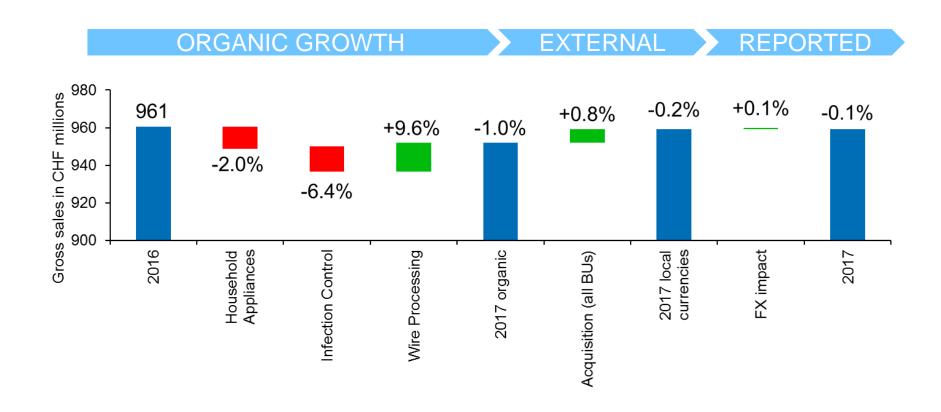


CHF million	2017	in %	2016	in %	Comments
Gross sales	959.2	100.0%	960.6	100.0%	Acquisition effect: +0.8%; FX effect: +0.1% Organic growth rate in local currencies: -1.0%
Net sales	936.7	97.7%	939.5	97.8%	
Cost of materials (incl. Δ inventories)	-321.9	33.6%	-317.5	33.1%	
Personnel expenses	-393.0	41.0%	-358.6	37.3%	2016: Welfare Fund of V-ZUG AG has allocated CHF 10.0 million to the employer's contribution
Depreciation/amortization on tangible/intangible assets	-41.5	4.3%	-37.0	3.8%	2017: incl. impairments of total CHF 7.7 million related to Life Science
Other operating expenses	-139.7	14.6%	-145.6	15.2%	2016: incl. CHF 10.0 million granted by V-ZUG AG to establish a fund to subsidize affordable housing
Operating income (EBIT)	53.0	5.5%	94.1	9.8%	2017: extraordinary expenses of CHF 20.8 million 2016: extraordinary income of CHF 5.1 million
Financial result	30.4	3.2%	10.3	1.1%	2017: Net result from securities: CHF 30.9 million
Income before taxes	83.4	8.7%	104.4	10.9%	
Taxes	-16.6	1.7%	-19.8	2.1%	2017: Tax rate: 19.9% 2016: Tax rate: 19.0%
Net income	67.7	7.1%	84.9	8.8%	Net income per type B registered share: CHF 150.77 (2016: CHF 190.77)





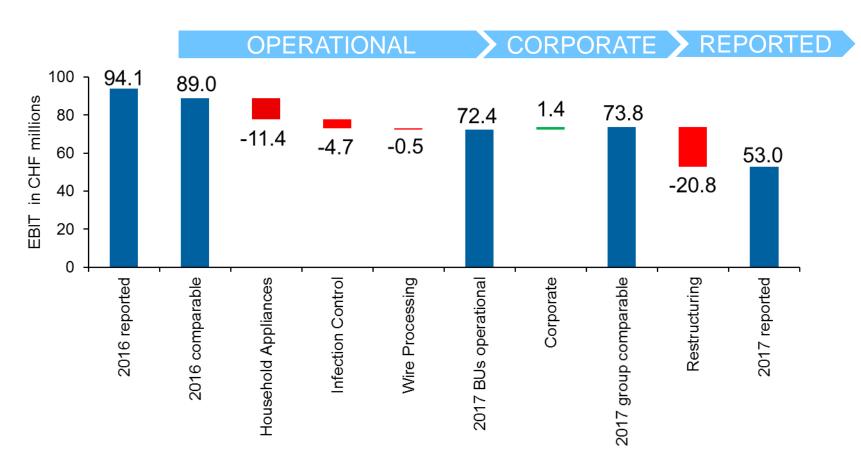
25



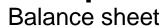
BU organic growth in % of BUs' gross sales







BU EBIT changes in CHF millions





CHF million	2017	in %	2016	in %	Comments
Cash and cash equivalents / securities	525.4	44.2	543.5	47.1	Mainly higher cash outflow from investing activities
Other current assets	316.7	26.7	284.2	24.7	Higher receivables and inventories
Current assets	842.0	70.9	827.7	71.8	
Tangible assets	286.1	24.1	274.0	23.8	Higher Land & Buildings (concluded construction work) Impairments of MCHF 5.5
Financial & intangible assets	59.5	5.0	50.9	4.4	Increase in software (from MCHF 9.5 to MCHF 16.0) Impairments of MCHF 2.2
Fixed assets	345.6	29.1	324.9	28.2	
Total assets	1 187.7	100.0	1 152.7	100.0%	
Current & long-term financial liabilities	0.2	0.0	0.5	0.0	
Other liabilities	267.8	22.6	265.9	23.1	Additional restructuring provisions of MCHF 13.1
Total liabilities	268.1	22.6	266.4	23.1	
Shareholders' equity	919.6	77.4	886.3	76.9%	Goodwill recognized in equity of total MCHF -9.5
Total liabilities and shareholders' equity	1 187.7	100.0	1 152.7	100.0%	
Net cash position	525.1	44.2	543.0	47.1	



Net cash

CHF million	2017	in %	2016	in %	Comments
Cash and cash equivalents	250.8	47.7	259.3	47.7	
Investments up to 12 months	122.9	23.4	8.9	1.7	Increase of cash ratio in asset management mandates, classified as investments up to 12 months, due to the acquisition of the 70% stake in Haag-Streit Holding AG
Fixed-income investments over 12 months	48.1	9.2	98.4	18.1	Reduction of positions in fixed-income investments over 12 months due to the acquisition of the 70% stake in Haag-Streit Holding AG
Shares and similar investments	103.5	19.7	176.9	32.5	Reduction of positions in shares and similar investments due to the acquisition of the 70% stake in Haag-Streit Holding AG
Total cash / securities	525.4	100.0	543.5	100.0	
Current financial liabilities	0.0		0.5		
Long-term financial liabilities	0.2		0.0		
Total financial liabilities	0.2		0.5		
Net cash	525.1		543.0		
Treasury shares (CHF million)	2.7		6.8		At year end, valued at year-end share price

Group financial report Cash flow statement





CHF million	2017	2016	Δ	Comments
Cash flow from operating activities	90.1	95.4	-5.6%	
- of which taxes paid	-18.2	-27.6		2016: prepaid taxes
Cash flow from investing activities	-71.2	-50.6	-40.8%	2016: positive effect of MCHF 9.76 from a payment of the Welfare Fund of V-ZUG (employer's pension contribution)
- of which investments in tangible assets	-49.1	-55.4		Additional preparation work for the transformation of the V-ZUG site in Zug resulted in construction delays
- of which investments in intangible assets	-12.4	-5.4		Investments in software
- of which investments in group companies, net of cash	-7.9	-0.0		Purchase of 65% of DilT AG and 100% of Sterifast Lda.
Cash flow from financing activities	-26.6	-29.8	+10.8%	
- of which purchase / sale of treasury shares	5.0	0.3		
- of which dividend	-31.4	-29.4		
Currency translation effects	-0.3	-0.0		
Change in "Net cash and cash equivalents"	-8.0	15.0	-23.0	
Free cash flow	18.9	44.9	-57.9%	(CF from operating activities – CF from investing activities)



Investments in sustainable future growth

Multiple investments

Investment challenges versus future opportunities



Digital contents and business models

Innovative environment (Technology Cluster Zug)

New production facility, Industry 4.0

Technology leadership (traditional R&D)

Phenomenon of multiple investments

New business with digital products

Simplification of processes

Reduction of complexity (Software-centric design)



R&D

Important success factor



CHF million	2017	2016	2015	2014	2013
Expenses in R&D	85.9	81.2	80.1	72.9	71.7
in % of gross sales	9.0%	8.5%	8.6%	7.9%	7.9%

- R&D expenses including personnel costs, cost of material, overhead costs and external services, charged directly to the income statement
- Ongoing product innovation in all Business Units
- Investment in digitization of today's and future products



Haag-Streit as the new Medical Devices Business Unit

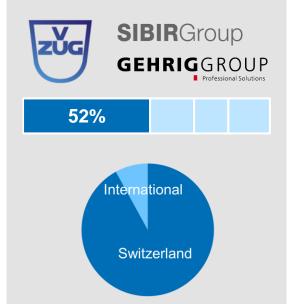
Metall Zug Group after the acquisition of Haag-Streit

Organization (rounded and based on 2016 proforma data)

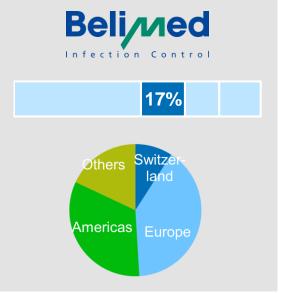


Household Appliances

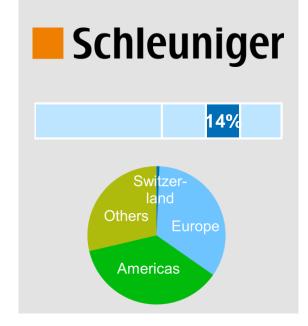














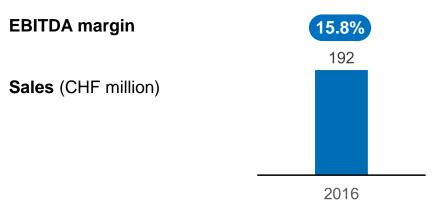
Haag-Streit

At a glance



- Founded in 1858 as Hermann & Studer mechanical workshop in Bern (CH)
- A leading medtech company in the fields of ophthalmology (diagnostics & surgical microscopy), pulmonology and optics with global top 3 positions in slit lamps, biometers, perimeters, tonometers and surgical microscopes
- Headquartered in Switzerland with production facilities and research locations in Switzerland (2), Germany (5), the UK and the US and sales companies in China and the US
- External distributors (worldwide)
- Haag-Streit employs 880 FTE (2016)

Sales and EBITDA



Product segments & lines

Diagnostics	Surgical	Other business
> Slit lamps	> Surgical microscopes	> Optical measuring and
> Biometers	> iOCT ¹⁾	calibrating equipment
> Perimeters	> Surgical instruments	> Pulmonology devices
> Tonometers	•	> Eye testing and practice
> Practice equipment		management software

¹⁾ intraoperative optical coherence tomography system

Haag-Streit Diagnostics



Diagnostics product families

	Slit lamps	Biometers	Perimeters	Tonometers	Practice equipment
				A 50	
Key scope	Standard check-up	Cataract	Glaucoma, retinopathy	Glaucoma	n/a
Description	Key/basic diagnostic instrument in ophthalmology	Measuring standard for anatomical eye characteristics	Measuring of the visual field and blind spots	Assessment of the intraocular pressure	Examination chairs, tables and instrument delivery
Price range HS (CHF)	9,000 to 50,000	25,000 to 40,000	12,000 to 35,000	1,500 to 2,000	n/a
Market position	#1	#2	#2	Top 3	n/a
Key USPs	Industry-leading opticsOutstanding qualityModularity and versatility	All-in-one volumetric analysis of the eyeMeasurement accuracyUnmatched automation	 Most reliable results Unmatched user friendliness Best price- performance ratio 	International reference in tonometryOpen interface setupMost reliable results	 Doms: Modularity and customized design Reliance: Long-standing history for best-in-class solutions in the US

Haag-Streit Surgical



Surgical product families

	Surgical microscopes	iOCT	Surgical instruments
Description	Optical microscopes for performing microsurgeries typically in the fields of ophthalmology, neuro and spine surgery	iOCT scans of the eye's anterior and posterior segments are performed live and real-time during surgery	Surgical instruments, such as forceps, needle holders and scissors
Price range HS (CHF)	14,000 to 360,000	To be integrated into the top end model of Haag-Streit's operating microscopes	
Market position	#3		
Key USPs	 Highly diversified application spectrum Modular concept Largest stereo basis in the market First-class design 	 The world's first intraoperative optical coherence tomography system (iOCT) Fast, easy and safe operation Recording and documentation options 	More than 230 years of historyTrusted partner

Haag-Streit Other businesses



	Optical measurement and calibrating	Pulmonology devices	Eye testing and practice management software
			WASTER TOWN
Description	Optical measuring and calibrating products for industrial (e.g. machine tool) and research applications (e.g. national calibration institutes)	Diagnostic, monitoring and treatment equipment for respiratory conditions	Customized software for medical professionals in ophthalmology and audiology
Products	Testing / reading telescopesGoniometersInterferometersAutocollimators	 Peak flow and inspiratory flow meters Spacers, Nebulisers, etc. 	
Key USPs	 Highest-precision optical testing equipment and optical components More than 50 years of experience 	 "The Gold Standard" for Expiratory Flow Measurement Full product range 100 years of experience 	 Scalability and modularity Tailored to each business by inhouse software consultants

Haag-Streit

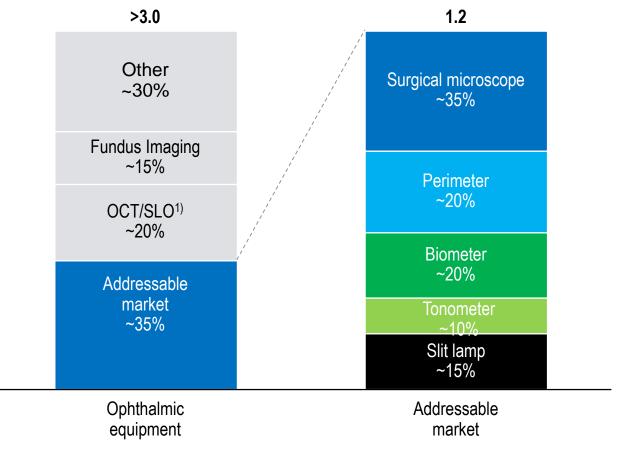




Global ophthalmologic equipment market with a total size of more than CHF 3 bn in 2017 and to grow to CHF 4 bn by 2022 (CAGR: 4%)

Haag-Streit's addressable market: CHF 1.2 bn with a CAGR of >4% to 2022

Highly fragmented market with many global and regional vendors



¹⁾ Optic coherence tomography / Scanning laser ophthalmoscopy



Information for Investors

Investment case



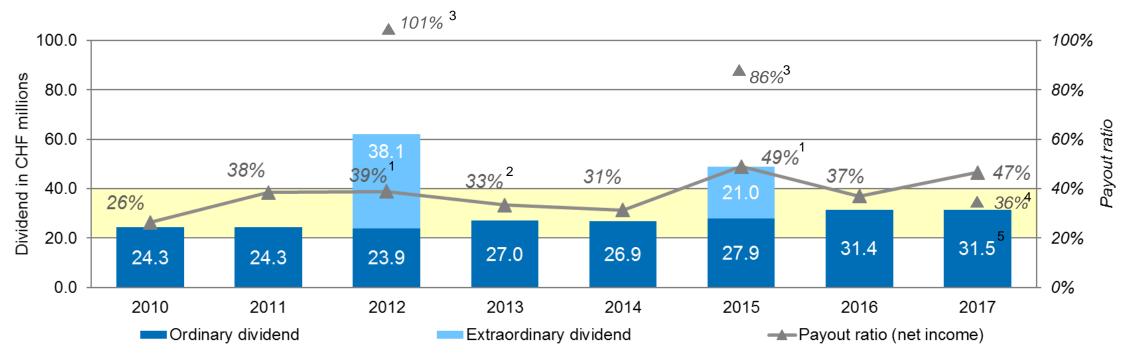
Well positioned in attractive markets with growth potential

- All Business Units have to cope with a faster changing market environment and limited predictability and hence have to become more agile
- All Business Units are well positioned in attractive markets with growth potential based on competitive product portfolios, strong customer relationships and opportunities related to digital business and processes
- Earnings growth drivers are
 - ➤ internationalization in Household Appliances;
 - ➤ the restructuring of the Life Science Business Area and further improvements in the Medical Business Area of the BU Infection Control;
 - ransformation of the BU Wire Processing from a machine manufacturer and solution provider into a strategic system partner for its customers;
 - > preparing the BU Medical Devices to tap into the full internal and external growth potential.
- The stable shareholder base with an entrepreneurial family as its main shareholder pursues a decidedly longterm perspective creating sustainable value for all stakeholders
- A strong balance sheet enables investments in internal and external growth

Dividend

Payout in CHF millions and payout ratio



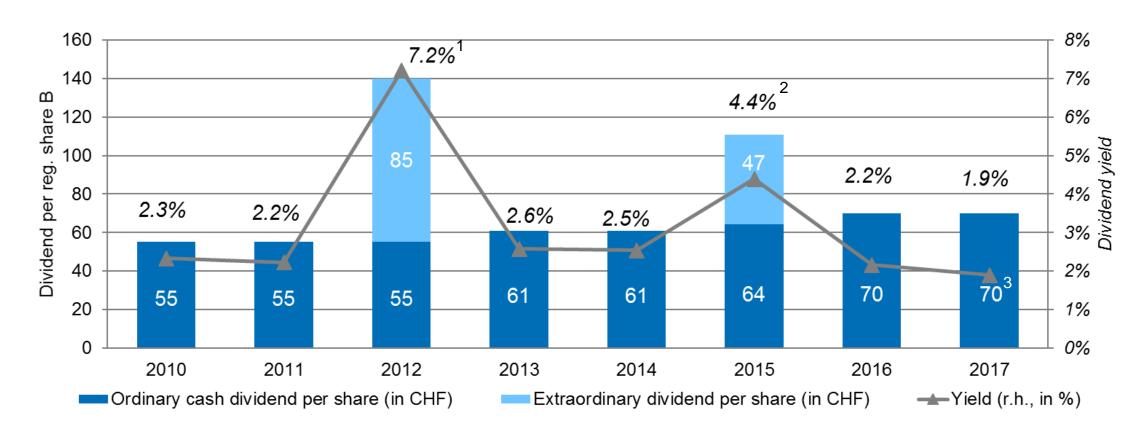


- ¹ Special anniversary (2012) or stock (2015) dividend not included in the payout ratio
- ² Payout ratio adjusted by extraordinary financial result 2013 (CHF 43 million due to sale of larger portion and revaluation of the remaining shares of Zug Estates Holding AG)
- ³ Special anniversary (2012) or stock (2015) dividend included in the payout ratio
- ⁴ Payout ratio based on adjusted net profit (excl. extraordinary expenses of CHF 20.8 million)
- ⁵ Proposal of the Board of Directors to the General Meeting of Shareholders

Dividend per share



Payout in CHF per type B registered share and yield (vs. year-end share price)

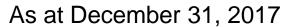


Special anniversary dividend

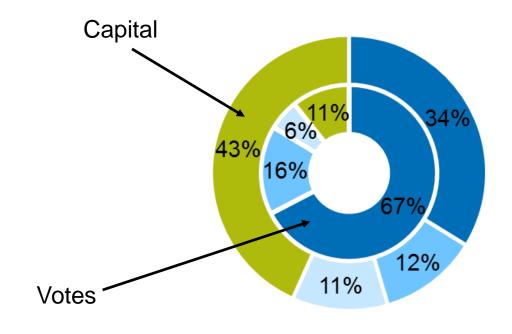
² Incl. allocation of shares and withholding tax refund claim

³ Proposal of the Board of Directors to the General Meeting of Shareholders

Shareholder structure







- Shareholder group Buhofer
- Shareholder group Stöckli
- Werner O. Weber / Wemaco Invest AG
- Free Float



Financial calendar

May 4, 2018 General Meeting of Shareholders

August 20, 2018 Publication of the half-year results 2018





Daniel Keist Chief Financial Officer

Christian Arnold Head of Corporate Communications & Investor Relations

Metall Zug AG Industriestrasse 66 6302 Zug Switzerland Phone: +41 58 768 60 50





Metall Zug AG has made 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 disclaim any liability whatsoever for the use of it.

The statements in this document relating to matters that are not historical facts are forward-looking statements based on estimates and assumptions of the company and are believed to be reasonable, but are inherently uncertain, difficult to predict and do not constitute a guarantee of future performance. They may involve risks and uncertainties including but not limited to: future global economic conditions, technological advances, exchange rates, regulatory rules, market conditions, the actions of competitors and other factors beyond the control of the company. Metall Zug AG disclaims any intention or obligation to update these forward-looking statements.

The information provided in this document is not intended to be nor should it be construed as an offer or solicitation for purchase or disposal, trading or any transaction in any Metall Zug AG securities or other financial instruments. Investors must not rely solely on this information for investment decisions.