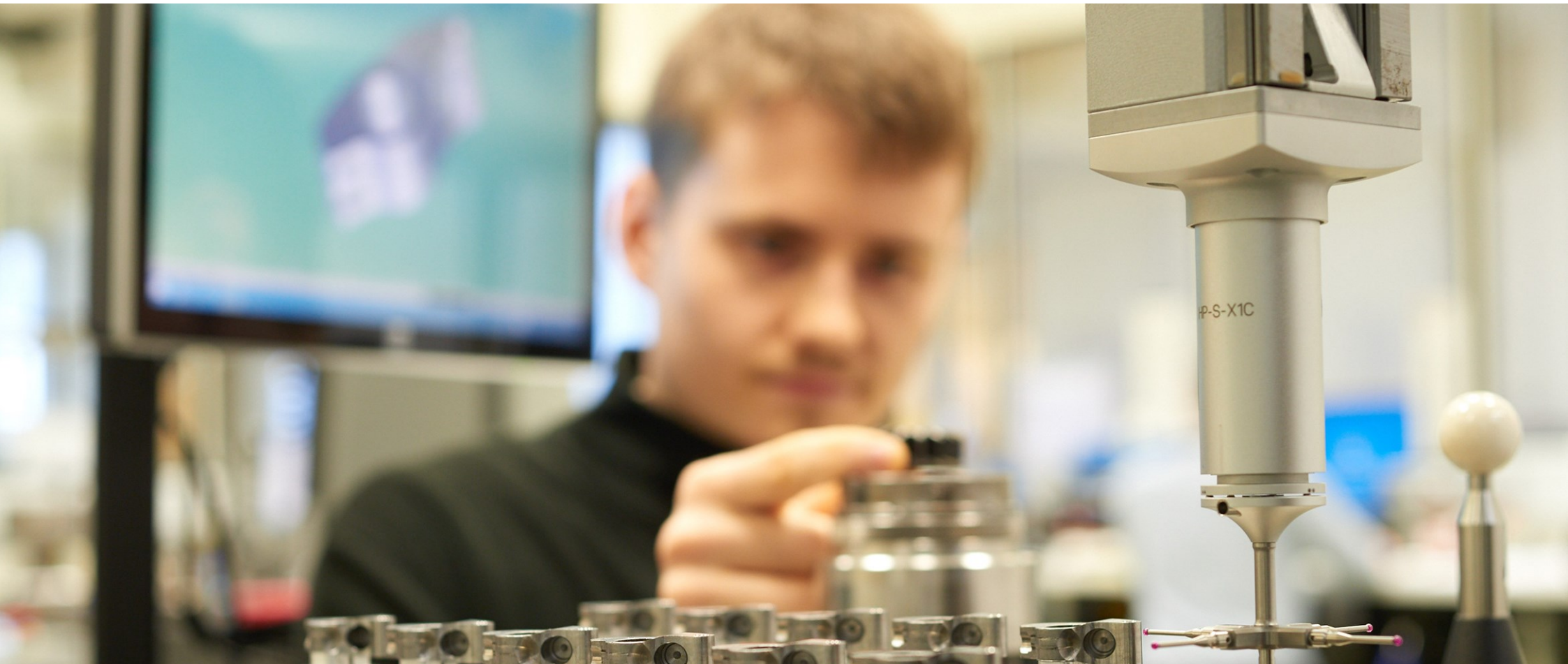


Welcome to the presentation of the FY2014 results



Global precision engineering champion with Swiss heritage

Focused in technology – diversified in end markets

Agenda

- 1 Introduction and overview Heinrich Spoerry
- 2 Comments on development of key financials Rolf Frei
- 3 Developments by segments/divisions Jens Breu
- 4 Outlook on 2015 Heinrich Spoerry
- 5 Q&A

Highlights in the 2014 financial year (1/2)

Encouraging sales growth in core business	CHF 1,383.0m	+5.1%
Proportionately faster EBITA growth	CHF 195.4m	+10.3%
Important CAPEX for future growth	CHF 97.6m	+27.4%
Strong R&D activities	CHF 34.3m	+59.5%
Solid equity financing and balance sheet	CHF 1,805.0m	+35.1%
Back to a net cash position	CHF 87.7m	n/a
Increased dividend in line with policy	CHF 1.50/share	+50%

Highlights in the 2014 financial year (2/2)

- ➔ Listing on SIX Swiss Exchange on 7 May 2014
 - Primary Placement CHF 324m
 - Secondary Placement CHF 380m
 - Total Placement CHF 704m
- ➔ Increase of free float to 42.6% due to expiration of lock-ups
- ➔ Substantial new customer and project wins which will contribute to future growth namely in the Automotive and Electronics divisions
- ➔ Increased stake in Indo Schöttle from 45% to 89%, a well positioned supplier to the Indian and international automotive industry
- ➔ Improved international manufacturing footprint (China / USA)

Financial Overview

CHF million	2014	2013 adj ¹	Growth y-o-y
Gross Sales	1383.0	1330.6	+ 3.9%
EBITDA	271.4	251.6	+ 7.9%
as a % of Operating revenue	19.5	19.0	
EBITA	195.4	177.1	+ 10.3%
as a % of Operating revenue	14.1	13.3	
EBIT	141.5	124.0	+ 14.1%
as a % of Operating revenue	10.2	9.3	
Net Income	110.2	86.5	+ 27.4%
as a % of Operating revenue	7.9	6.5	
Cash net income ²⁾	154.6	128.2	+ 20.6%
	11.1	9.7	

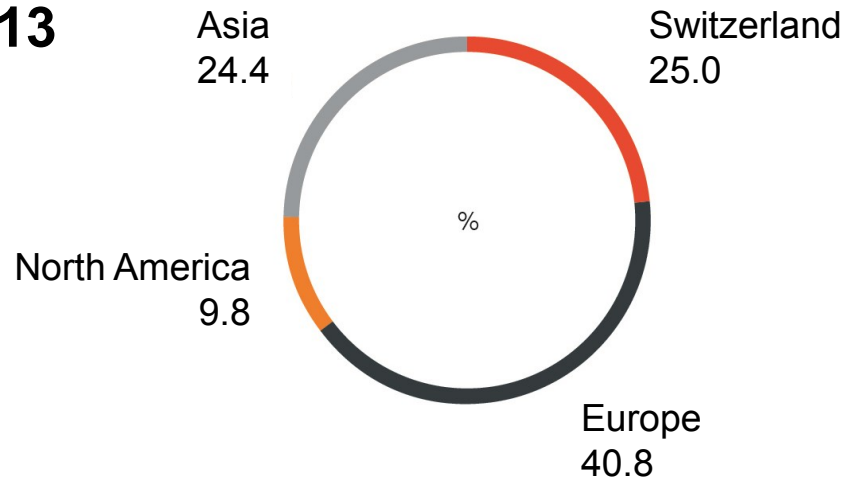
1) adjusted for book gains on the disposal of non core assets in the amount of CHF 18.3 Millions

2) net income before amortization on intangible assets net of deferred taxes

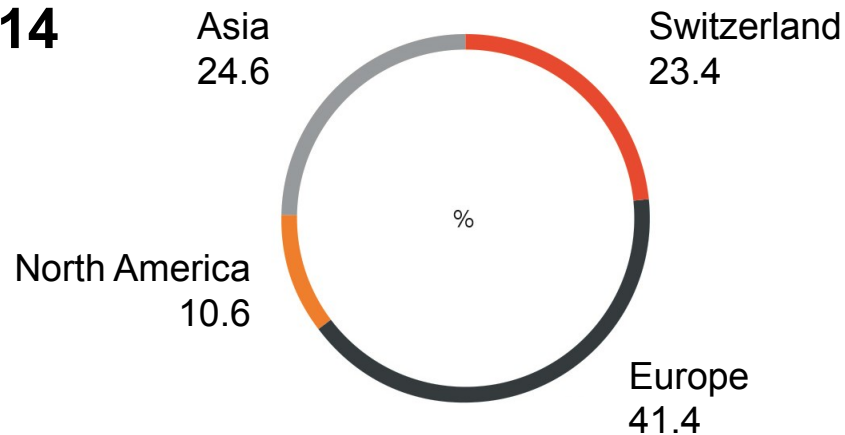
Sales breakdown by regions and end markets

Share of sales by region

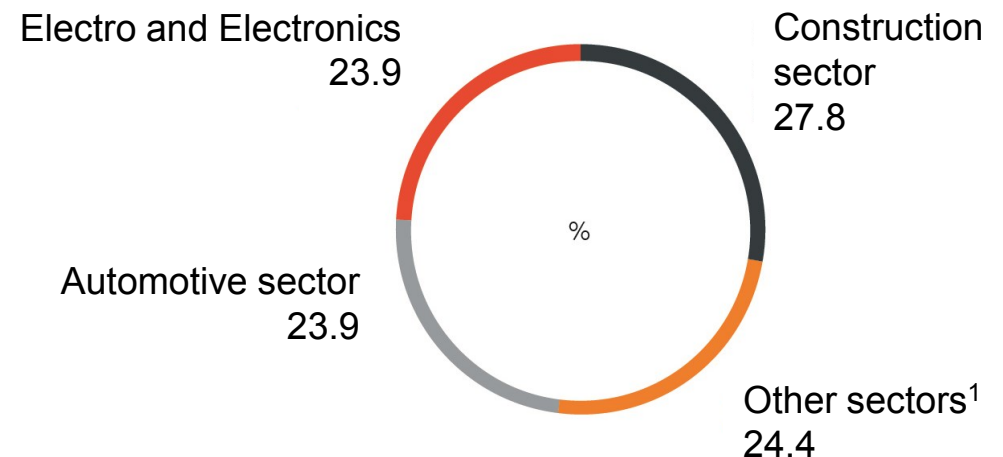
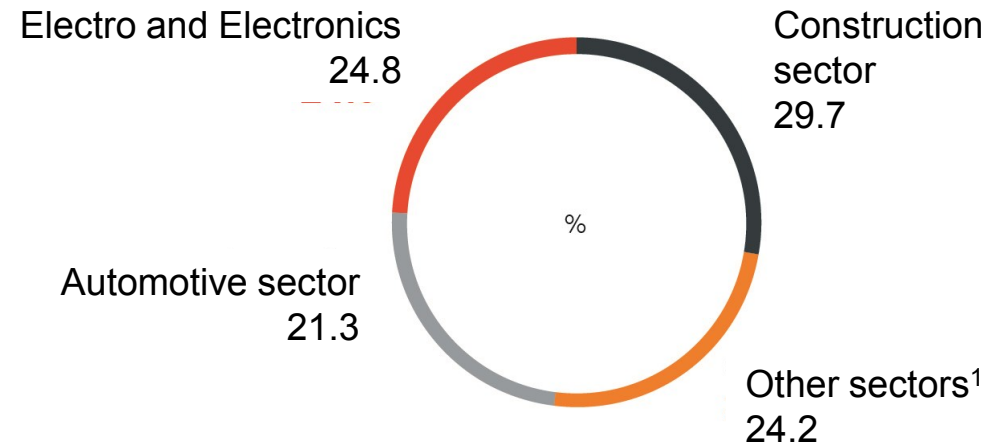
2013



2014



Share of sales by end market

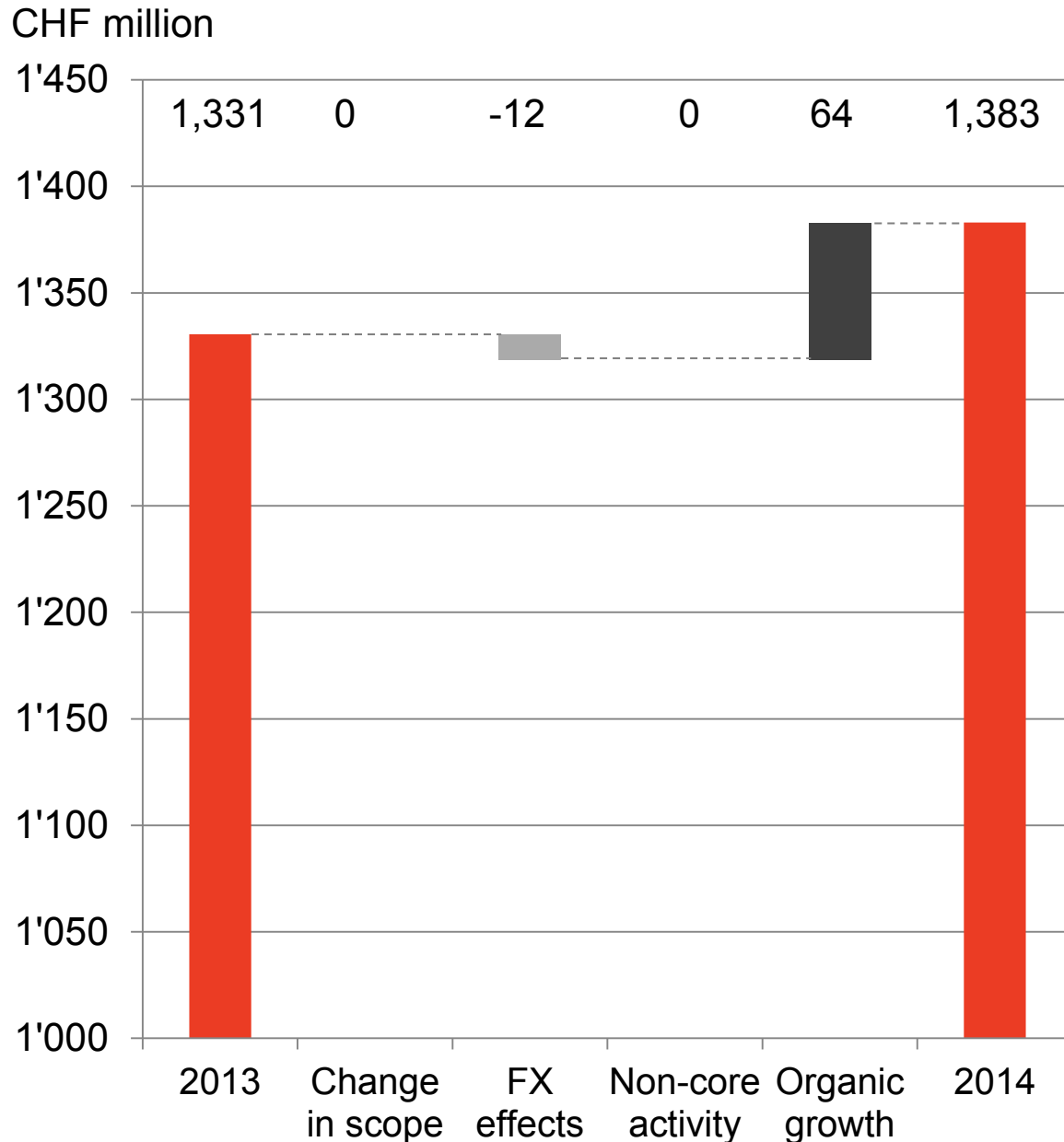


¹ such as capital goods, reseller, aircraft and medical

Agenda

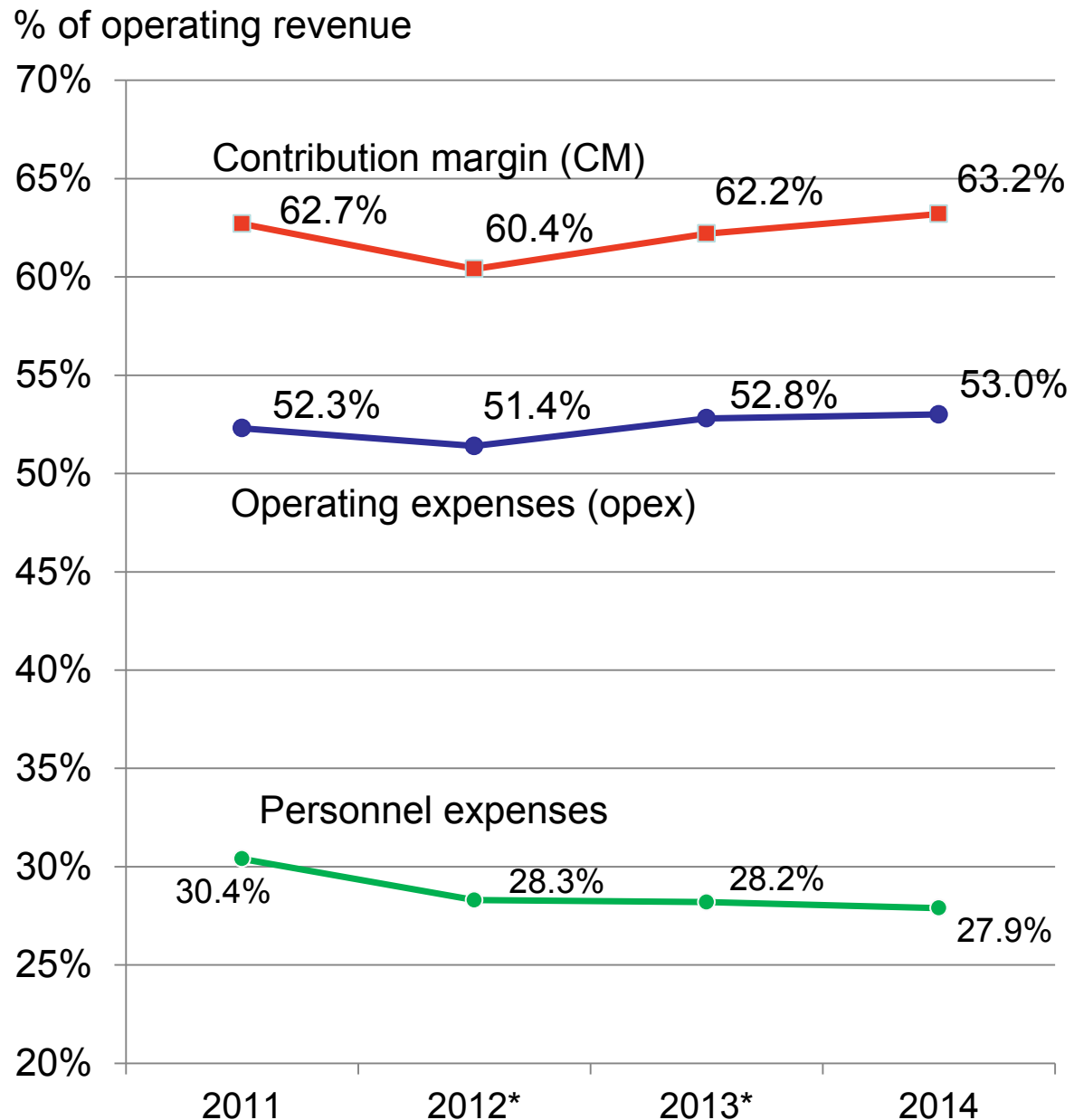
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Sales bridge 2013 to 2014 financial year



- ➔ Sales growth in core business with 5.1% y-o-y
- ➔ Growth in all three segments
 - 7.1% in EC
 - 3.4% in FS
 - 1.6% in D&L
- ➔ Reported sales up by 3.9%
 - change in scope of consolidation (CHFm)
 - Locher - 13
 - Indo Schöttle +13
 - negative foreign exchange (FX) effects -0.9%
 - sales contribution of non-core trading activity stable

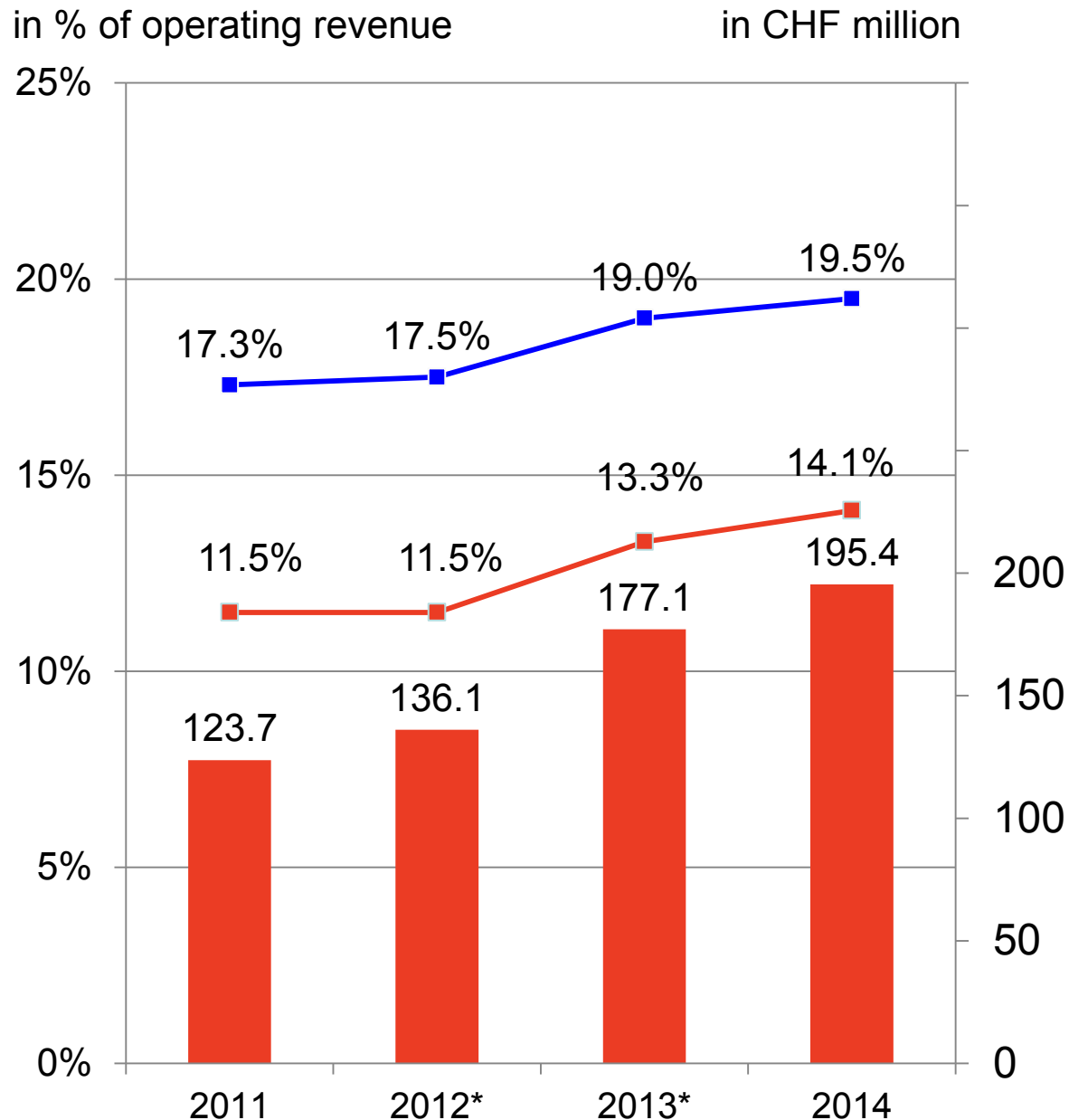
Strong contribution margin



- ➔ CM with 63.2% 100 bps up y-o-y
 - 6.3% CM growth
 - above-average growth with profitable products
 - change in scope of consolidation
- ➔ Opex with 53% slightly higher
 - 5.0% opex growth
 - strong innovation and ramp up activities

* CM adjusted for book gains on the disposal of non-core assets and real estate (2012: CHF 4.6m, 2013: CHF 18.3m)

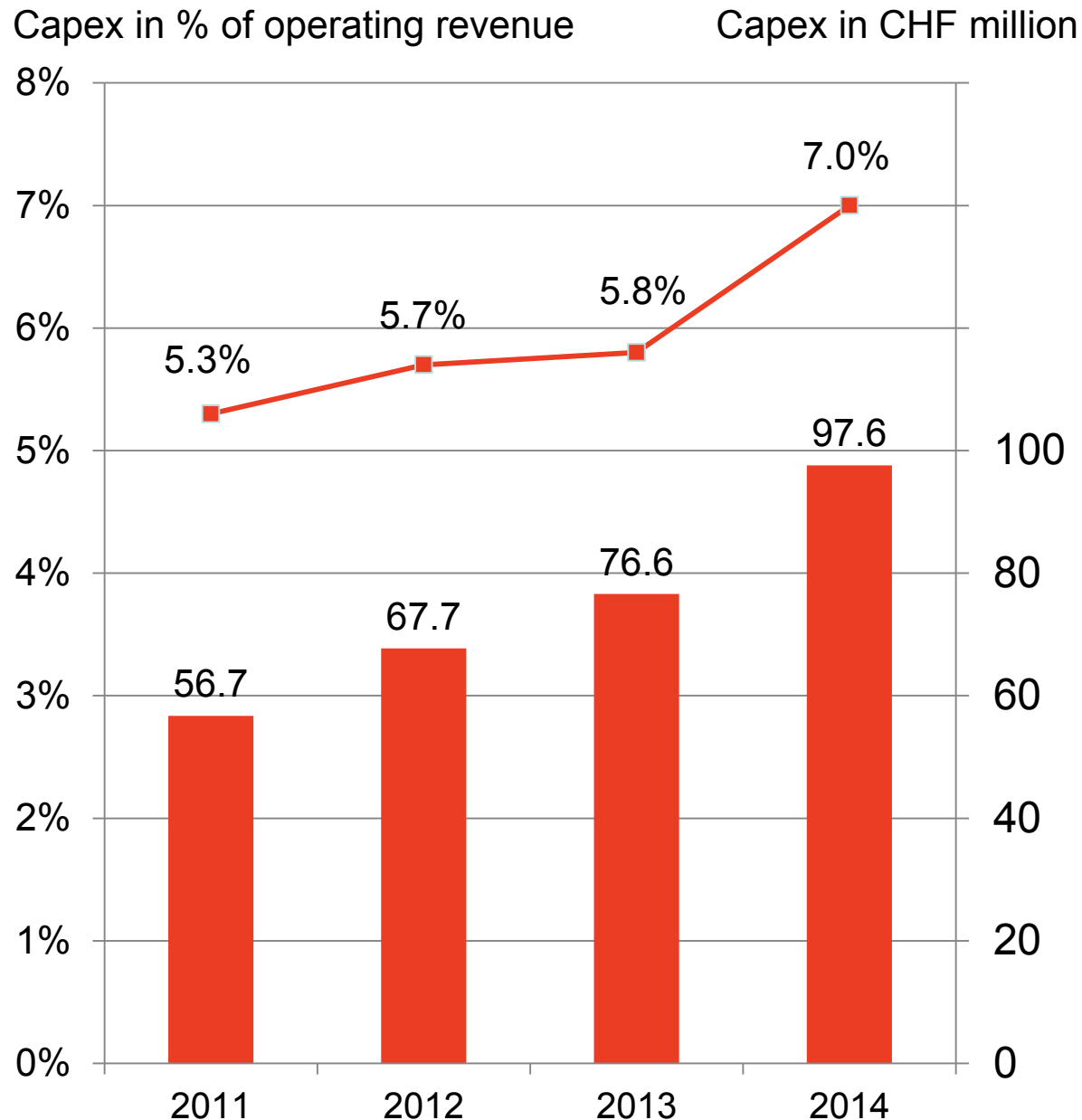
Improved operating profitability



- ➔ Operating cash flow (**EBITDA margin**) close to 20%
- ➔ Operating profit (**EBITA**) increased by 10.3% y-o-y
- ➔ **EBITA** margin improved to 14.1% due to
 - growth
 - product mix improvement
 - productivity gains
- ➔ Operating leverage 1.6x
 - 6.3% growth CM
 - 10.3% growth EBITA

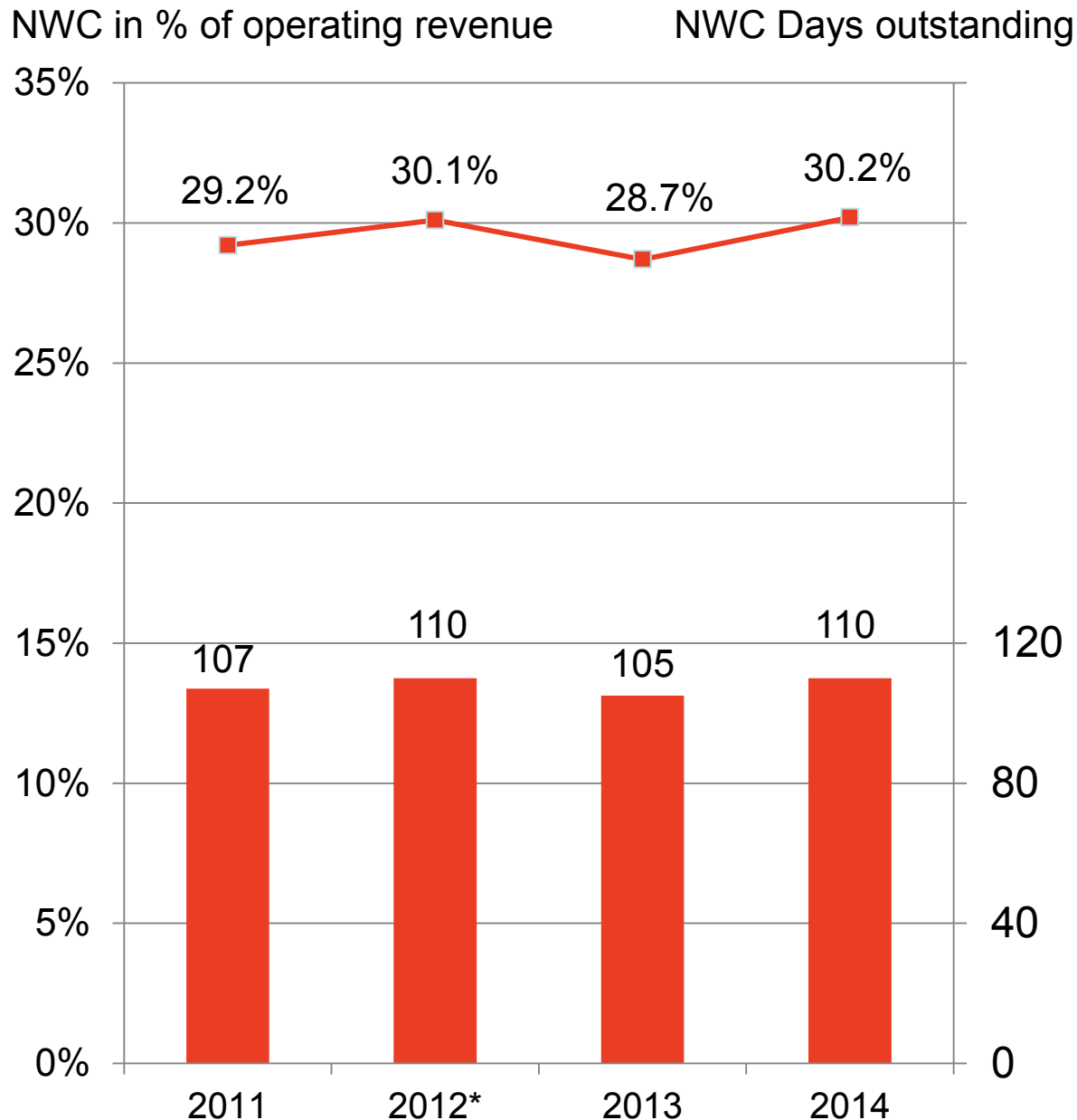
* EBITA adjusted for book gains on the disposal of non-core assets and real estate (2012: CHF 4.6m, 2013: CHF 18.3m)

Increased CAPEX to secure future growth



- Capex spending with 7.0% above target range
- share of growth capex 68%
- faster than expected ramp-up of electronic parking brake
- advanced demand for localization
- further penetration of new regions
- additional customer wins
- ready for future growth

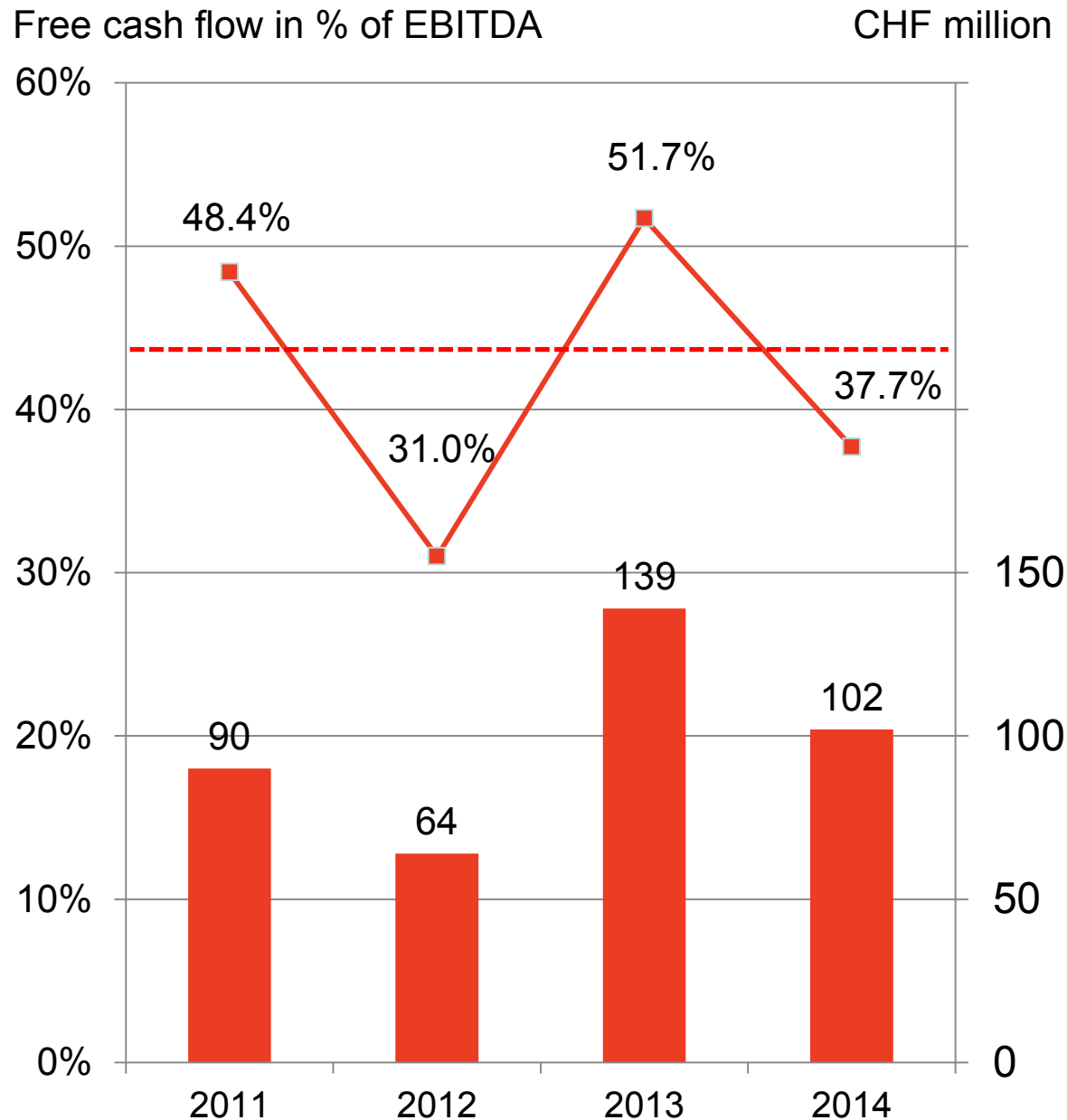
Transitory increase of net working capital



- ➔ Peak in net working capital at year end 2014
 - increased activity in Q4 in Engineered Components
 - higher A/R outstanding
 - more work in progress and raw material
 - NWC denominated in \$ +11% y-o-y due to higher FX rate CHF/\$ 0.989 vs. 0.891

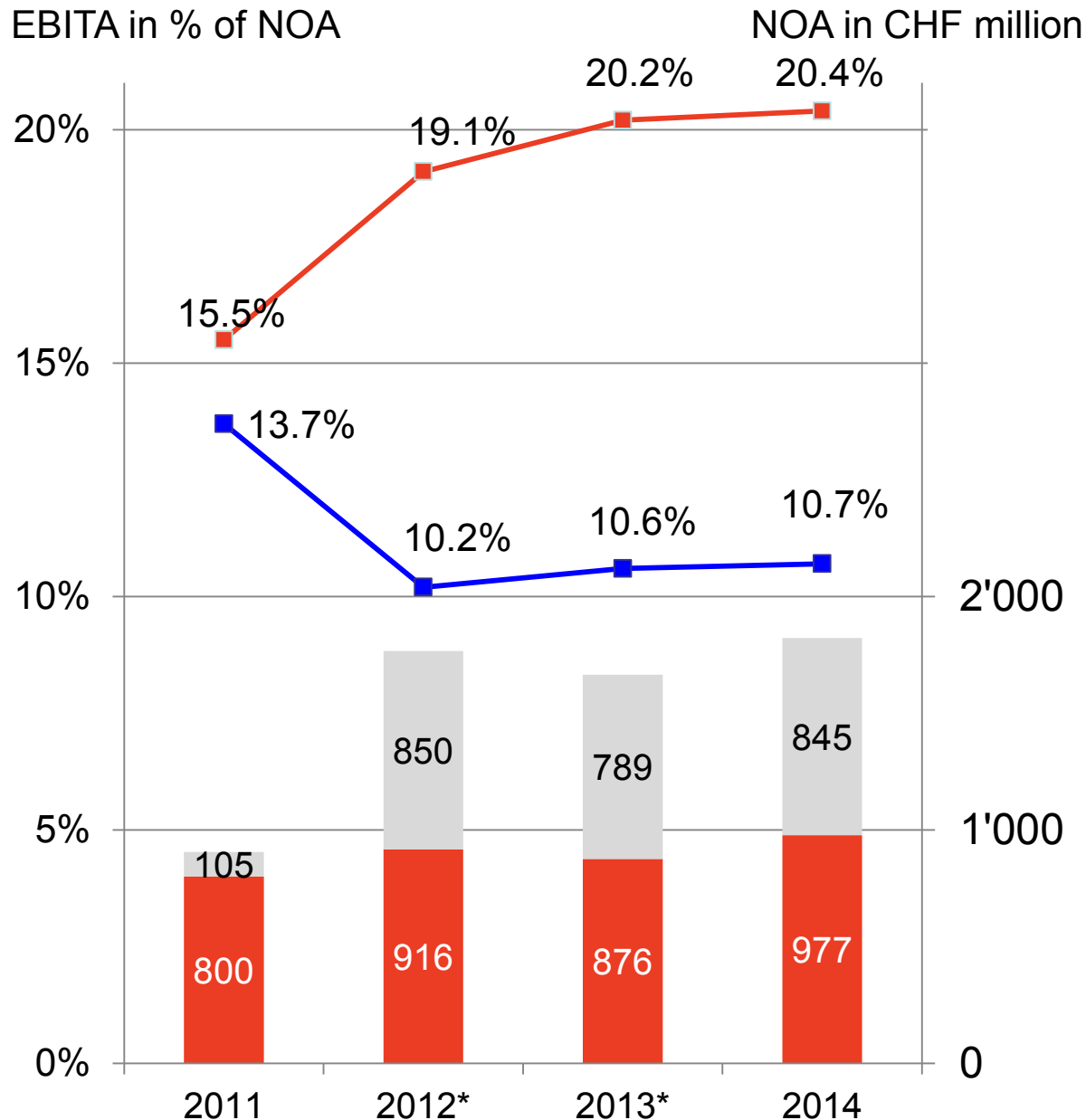
* Operating revenue has been annualized by adding full period effect of Unisteel (Jan - Aug 2012) and Indo Schöttle (Jan - June 2014)

Attractive free cash flow conversion



- ➔ Free cash flow CHF 102m
 - down by 26.7% y-o-y
 - due to higher NWC and strong capex
- ➔ Cash flow conversion 37.7%
 - below Ø of 42%
- ➔ Free cash flow = cash generated from operations after capex

Stable return on net operating assets

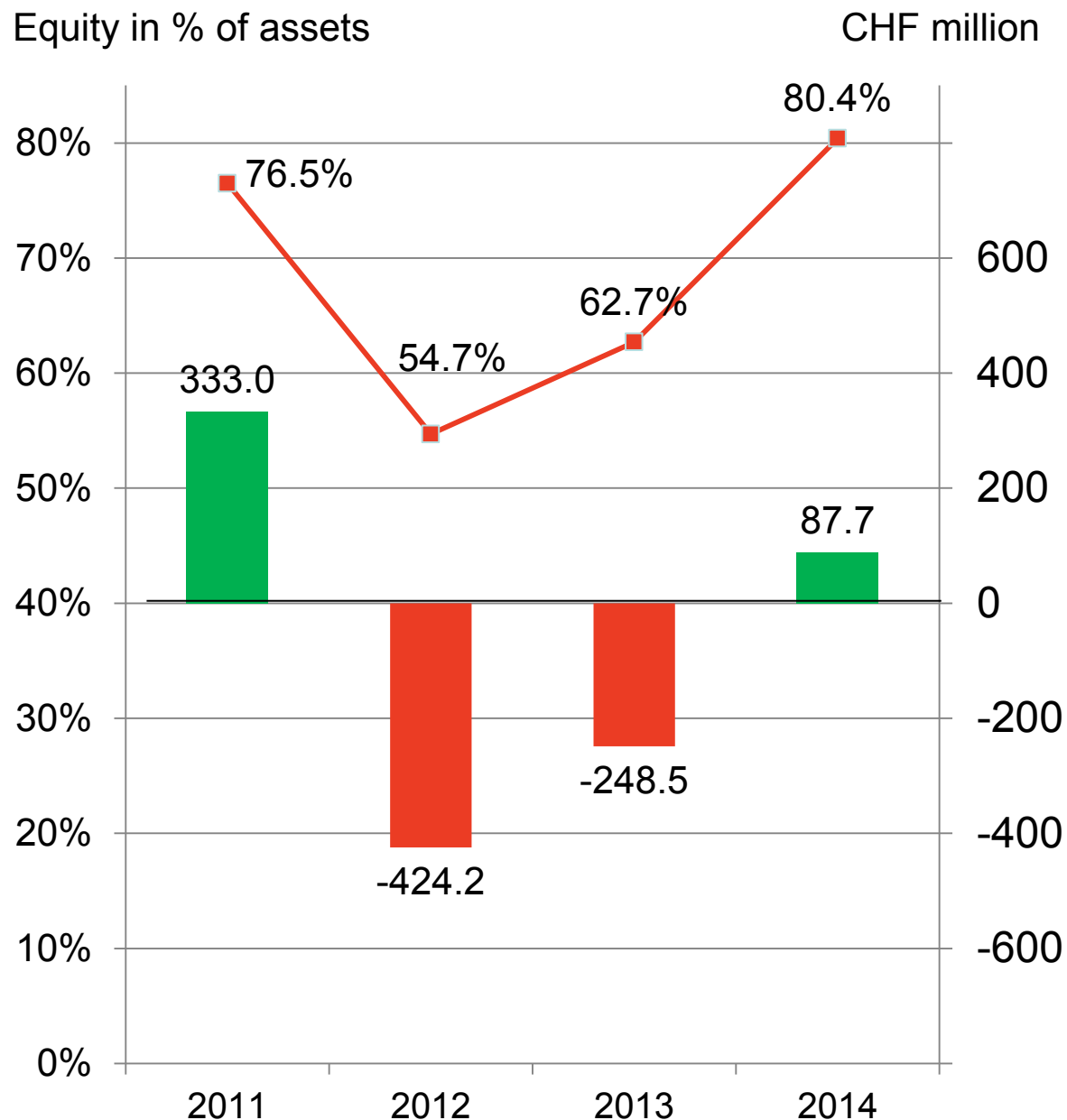


- ➔ Operational NOA before intangible assets (Swiss GAAP)
 - RONOA I is measured at pre-tax profit (EBITA)
 - just above the 20% mark

- ➔ Total NOA does include intangible assets (IFRS)
 - NOA 2014 amounted to CHF 1,822m
 - RONOA II stagnates at 10.7% (pre-tax)

• EBITA adjusted for book gains on disposal of non-core assets and real estate (2012: CHF 4.6m, 2013: CHF 18.3m)
 • EBITA has been annualized by adding full period effect of Unisteel (Jan - Aug 2012) and Indo Schöttle (Jan - Aug 2014)

Solid balance sheet structure

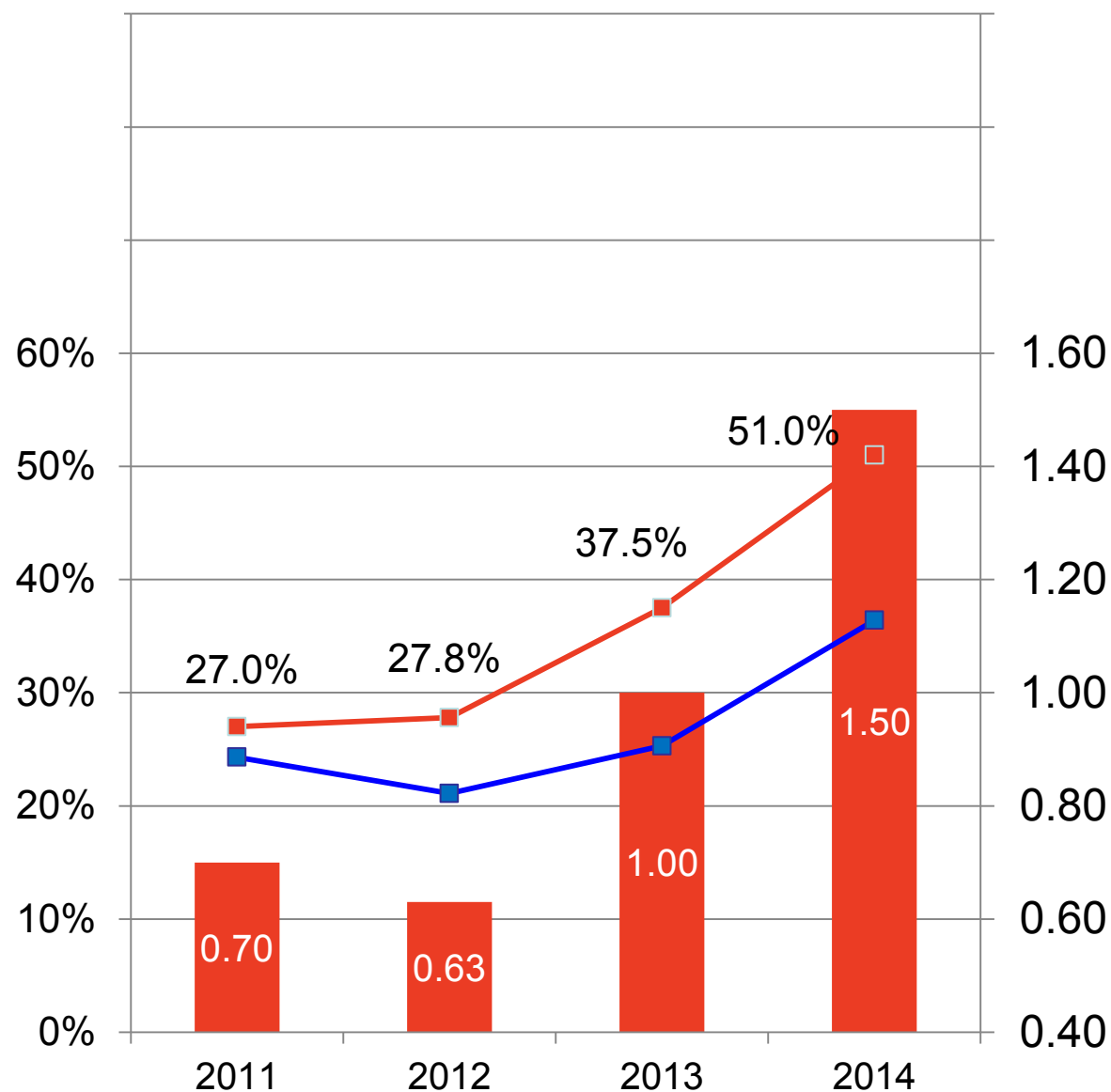


- ➔ Capital increase strengthened the balance sheet ratios
- Net proceeds from IPO CHF 311.3m
- Equity ratio up to 80.4%
- Back to a net cash position with CHF 87.7m

Increased dividend in line with policy

Payout ratio in %

Dividend per share in CHF



➔ Payout ratio on net income

■ CHF 1.50 → 51%

➔ Payout ratio on cash net income

■ CHF 1.50 → 36.4%

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Headlines Engineered Components

Key figures Engineered Components

CHF million

	2014	±	2013	2012
Third party sales	727.2	8.1%	672.9	524.2
Sales growth comparable		7.8%		
Operating revenue	749.9	9.0%	687.8	537.5
EBITDA	190.7	9.0%	175.0	131.1
As a % of operating revenue	25.4		25.4	24.4
EBITA	143.0	10.0%	129.9	92.9
As a % of operating revenue	19.1		18.9	17.3
Net operating assets	1,326.1	12.2%	1,182.0	1,259.4
Employees (FTE)	6,038	34.5%	4,488	4,498

- ➔ Strong sales growth of 8.1 % y-o-y in core business
- ➔ Dynamic development due to launch of numerous projects
- ➔ Additional innovation projects in ramp-up phase that will fuel growth over coming years
- ➔ EBITA margin lifted slightly higher to good level of 19.1%
- ➔ pleasing achievement as additional costs incurred to realize innovative projects

Market growth and increased SFS content

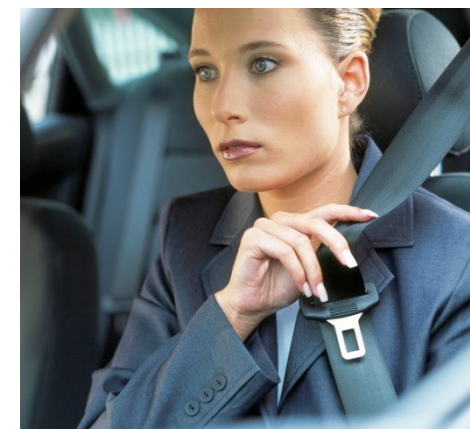
Global light vehicle production summary by region (000s)

Year	2012	2013	2014	2015	2016	2017	2018	2019	2020
Europe	19,285	19,502	20,118	20,021	20,465	21,319	22,104	22,318	22,379
Americas	19,731	20,711	20,807	21,268	21,897	22,463	22,943	23,560	23,767
Asia	42,484	44,534	46,445	48,121	50,393	52,309	54,132	55,632	57,330
Total	81,500	84,747	87,370	89,410	92,755	96,091	99,179	101,510	103,476
Growth y-o-y	6.1%	4.0%	3.1%	2.3%	3.7%	3.6%	3.2%	2.4%	1.9%

Source: IHS

Development SFS content per car

	Europe	Americas	Asia
CAGR 2008 – 2014	2.9%	11.4%	16.8%



Highlights 2014 Automotive division

Market success and technology projects



Customer wins for
ABS and brake
systems



Medina (USA)



Development of ball
screw drive
for parking brake
applications



Heerbrugg (CH)

Simultaneous ramp up
of high volume
production in North
America, Europe and
Asia to serve global
customers locally



Development of ball
screw drive
for future brake
systems



Nansha (CN)

Growth driver Airbus

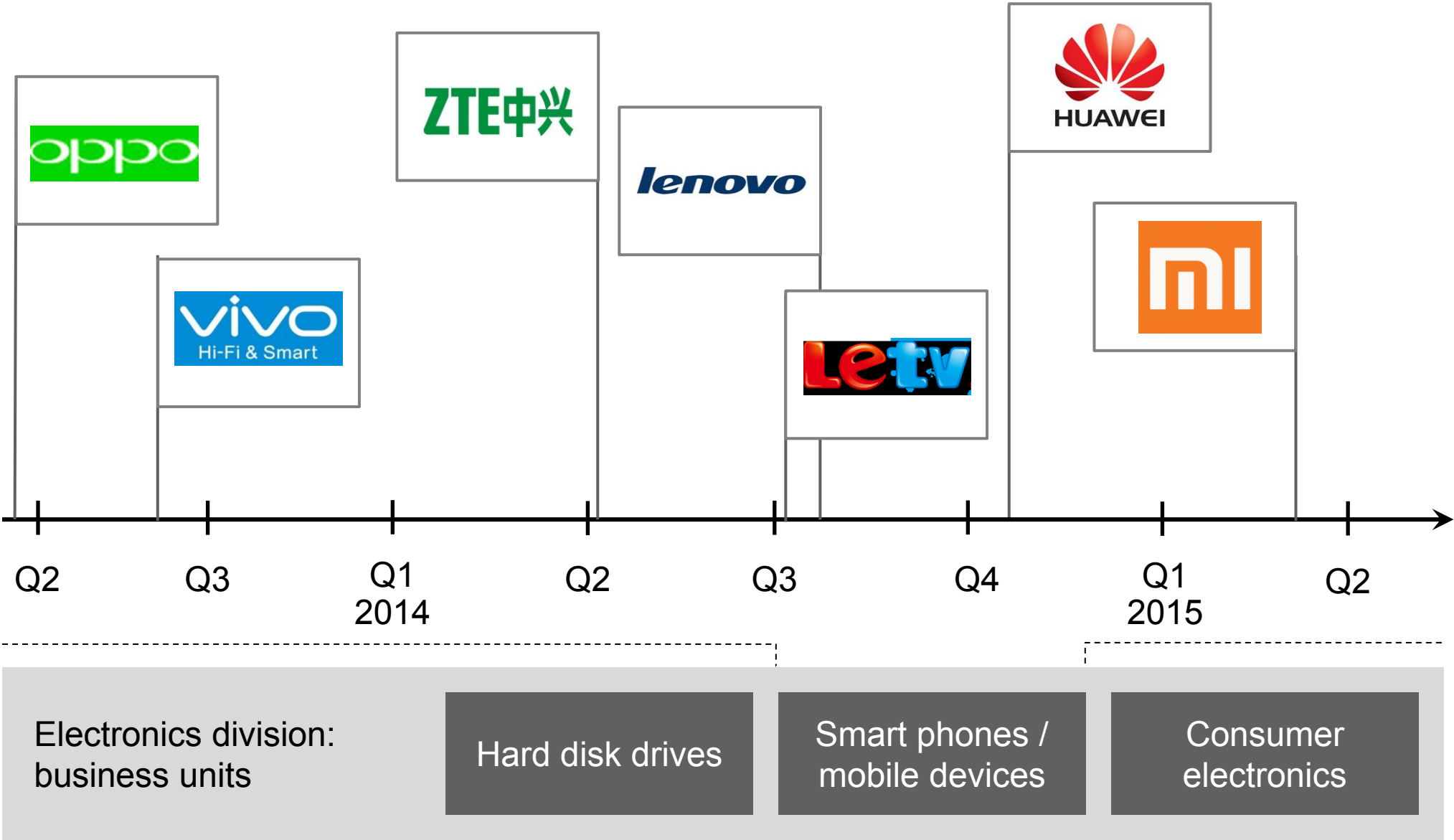
Production schedule Airbus

Product lines	Current production per month	2014	2015	2016	2017	Expected peak production per month
A320 family.	42	493	502	527	532	46 (April 2016)
A330	10	109	98	98	99	9 (April 2015)
A380	2.7	29	29	30	30	2.7 (April 2014)
A350XWB	2.2	14	32	69	104	13 (2018)
A400M	1.3	13	26	24	24	2.3 (ab August 2015)
Total		658	687	748	789	
CAGR						4.6 %

Source: Airbus



First success with Chinese smartphone OEMs



Headlines Fastening Systems

Key figures Fastening Systems

CHF million

	2014	±	2013	2012
Third party sales	336.7	2.0%	330.0	328.5
Sales growth comparable		3.4%		
Operating revenue	353.7	3.6%	341.4	340.7
EBITDA	43.4	3.2%	42.1	32.6
As a % of operating revenue	12.3		12.3	9.6
EBITA	26.9	4.7%	25.7	18.2
As a % of operating revenue	7.6		7.5	5.4
Net operating assets	317.6	2.1%	311.0	316.3
Employees (FTE)	1,733	7.8%	1,608	1,552

- ➔ Sales of CHF 336.7 million; 3.4% growth y-o-y (comparable basis)
- ➔ Good momentum from industrial applications
- ➔ Intensive efforts to upgrade product range offered under SFS intec and GESIPA brands
- ➔ Rapid progress on numerous programs to improve operating efficiency; intended benefits began to emerge
- ➔ EBITA margin rose to 7.6% (py: 7.5%)

Highlights 2014 Construction division

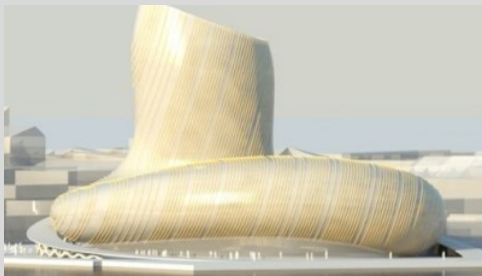
Market success and technology projects



Market introduction of new JB-D/L system at 'fensterbau frontale' in Nuremberg (GER)



isoweld[®] project
Fondation Jérôme Seydoux-Pathé in Paris (FRA)



Timber construction:
Le Musée de Vin et du Négoce
in Bordeaux (FRA)

Highlights 2014 Riveting division

GESIPA® - the experts in blind riveting



Worldwide roll out of a demonstration and technology center concept



PowerBird® Pro Gold



TAURUS® Speed Rivet

- ➔ PowerBird® Pro Gold Edition
Extremely strong and durable riveting battery tool generation
- ➔ TAURUS® 1Speed Rivet,
outstanding magazine riveting tool
- ➔ FireRex
Development of a pick and place robot for hexagonal blind rivet nuts

Headlines Distribution & Logistics

Key figures Distribution & Logistics

CHF million

	2014	±	2013	2012
Third party sales	319.1	-2.6%	327.7	340.6
Sales growth comparable		1.6%		
Operating revenue	326.0	-2.3%	333.6	346.9
EBITDA	33.7	-10.4%	37.6	33.4
As a % of operating revenue	10.3		11.3	9.6
EBITA	26.0	-11.0%	29.2	24.2
As a % of operating revenue	8.0		8.8	7.0
Net operating assets	146.6	0.6%	145.7	169.1
Employees (FTE)	626	3.0%	608	635

- ➔ Distribution & Logistics increased its sales on comparable basis by 1.6% to CHF 319.1 million
- ➔ EBITA margin excluding non-recurring items was held at 8.0%.
- ➔ Margin equates with a high return on capital given the relatively low capital employed in this business
- ➔ Acquisition of major new customers while expanding scope with existing customers.
- ➔ These developments created future growth potential.

Highlights 2014 Distribution & Logistics

New customer and project wins with logistic solutions



Case 'Swiss premium industrial'

Customer benefit

- ➔ Standardized solution ready for roll-out at customer's sites
- ➔ Increased product range through integration of third party suppliers
- ➔ Flexible platform allowing the adaption new technology trends technology

Additional major customer wins deliver basis for future growth

- ➔ Customer 1: CHF 2.0 m
- ➔ Customer 2: CHF 1.6 m
- ➔ Customer 3: CHF 1.5 m
- ➔ Customer 4: CHF 1.4 m

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Impact of appreciation of Swiss franc on SFS

- ➔ The appreciation of the Swiss franc has a significant impact on the profitability of our Swiss engineering and manufacturing operations (SFS intec AG) at an exchange rate of 1.05 EUR/CHF
EBITA Margin will drop significantly
- ➔ The Swiss Distribution & Logistics segment has to share the cost advantages in the procurement of products from EUR zone or USD zone with its customers in the form of price concessions
- ➔ Markets outside Switzerland are not affected by the appreciation of the Swiss franc
- ➔ In the translation of sales revenues and operating results generated in foreign currencies the lower value of these currencies leads to translation "losses"

Measures to cope with the stronger Swiss franc

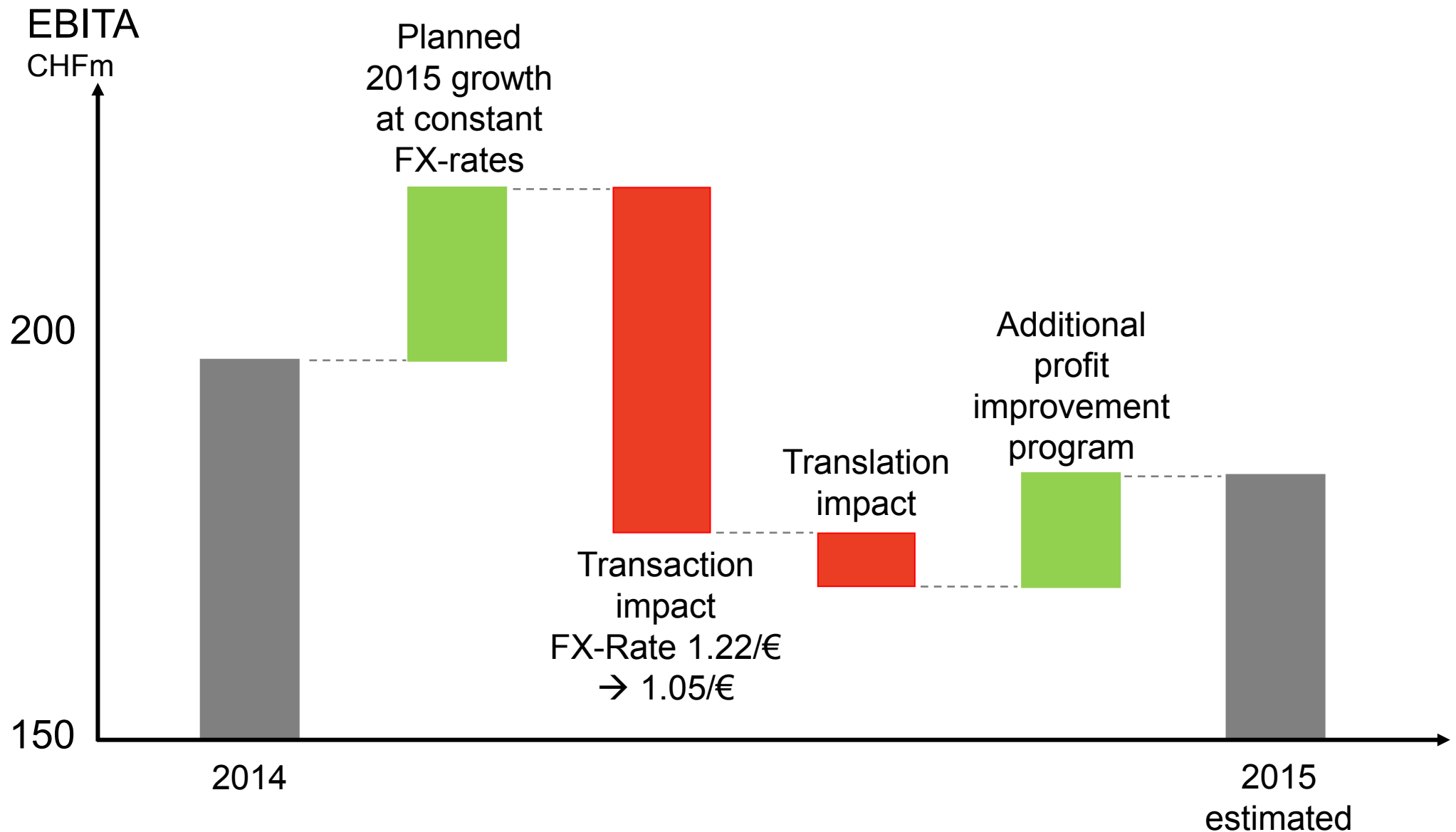
In Swiss entities:

- ➔ Hiring freeze → reduction of head count by attrition
- ➔ Increase of weekly working hours from 42 h to 44 h
- ➔ Reduction of fixed management compensation by 10%
(variable compensation will also decline depending on results)
- ➔ Reduction of holidays for everybody from 6 weeks to 5 weeks p.a.
- ➔ Selective price increases on exported products manufactured in Switzerland

- ➔ Stringent cost management throughout the group

But: we will maintain innovation efforts and focus on highly demanding, know-how and capital intensive development and manufacturing activities

Illustrative impact on EBITA 2015 vs 2014



Outlook for 2015

- ➔ Good progress achieved in 2014 and good business momentum:
 - significant new project wins contribute to future growth
 - technology leadership confirmed
 - market leadership in targeted niche markets strengthened

- ➔ Sales growth in core business at constant exchange rates 5 - 7% (unchanged to prior guidance)

- ➔ Anticipated decline of reported sales in 2015 financial year at current exchange rates by 2 - 4% (assuming an average exchange rate of 1.05 EUR/CHF and 0.91 USD/CHF)

- ➔ Anticipated decline of EBITA margin from 14.1% in 2014 financial year by 60 -120 basis points

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More than 8,000 employees – one target



Creating value with

- In Depth Technological Competence
- International Presence
- Application and Industry Expertise
- Long-term Relationships

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