

LENZING INVESTOR PRESENTATION – Full year 2014 March 24, 2015



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# FY 2014: Executive summary<sup>1</sup>

# Better than expected organic growth; impairments due to difficult viscose market

- Sales nearly flat at EUR 1,864.2<sup>2</sup> mn (FY 2013: EUR 1,859.0 mn)
  - Record sales volume increase of approx. 8% to 961 k tons (FY 2013: 891 k tons)
  - Average fiber price down 13 cents to 1.57 EUR per kg (FY 2013: 1.70 EUR per kg)
  - Successful start of TENCEL® jumbo line
  - Big promotion of TENCEL® and Lenzing Modal®
- EBITDA +24.0% to EUR 240.3 mn, margin 12.9%
   (FY 2013: EUR 193.9³ mn, margin 10.4%)
  - Improvement through better product mix, additional TENCEL® fiber volumes and positive effects from excelLENZ program (EUR 137 mn)
- All other earnings negatively affected by non-cash impairments of EUR -94.0 mn
- Improvement of financial KPI (Net debt, cash flows)
- Dividend proposal to shareholders' meeting: EUR 1.00

1) All figures "like for like"

Taking into account discontinued operations 2013:

2) Sales 2013: EUR 1,908.9 mn, change y-o-y (2.3%), decrease due to Plastics sale 3) EBITDA 2013: EUR 225.4 mn, margin 11.8%, change y-o-y 6.6%





## FY 2014: Key issues

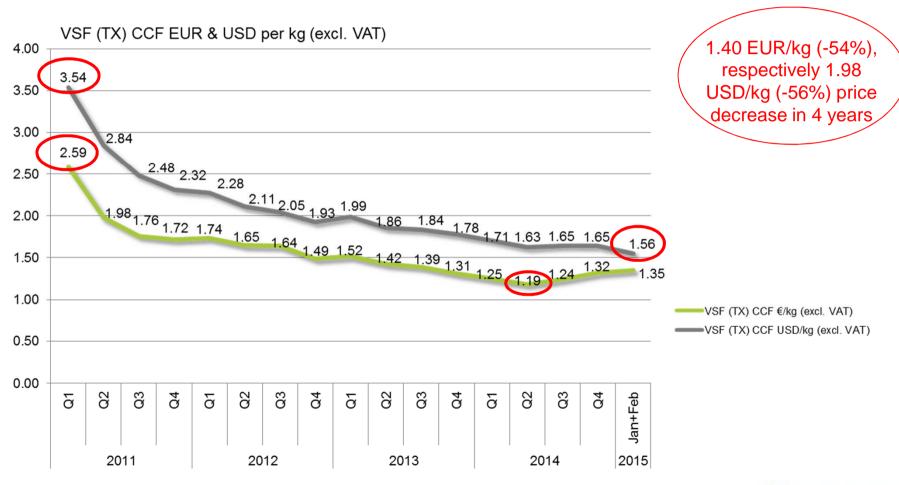
#### Having led to impairments at viscose sites

- Lenzing has a strong USP in innovation and value add and will consequently focus on the specialties TENCEL® (scaling) and Lenzing Modal® (premium)
- Continuing margin pressure at standard VSF will remain because of mid-term overcapacities
- Cost optimization will stay a priority within the Group. Because of the tough commodity type pricing in the viscose segment Lenzing strives for structural cash cost leadership
- Most competitive low-cost pulp is a long-term key success factor
- Outlook
  - The market for man-made cellulosic fibers will stay attractive in the long-term with CAGR above world GDP p.a.
  - The megatrends population growth, prosperity and sustainability will stay intact
  - The arable land for cotton production is limited



### FY 2014: Fiber market

#### Dramatic viscose price decrease within four years



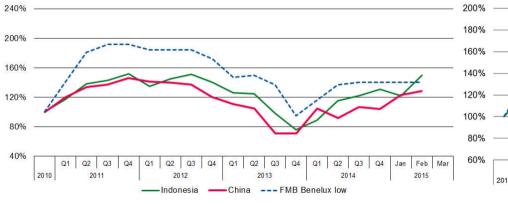


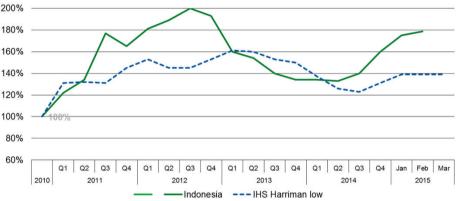
### FY 2014: Chemicals

#### Price increase with negative effects on Lenzing's business

#### Sulfur - price development in % normalized vs. 2010

#### Caustic Soda – price development in % normalized vs. 2010







## Q4/2014: Executive summary<sup>1</sup>

#### Strong Q4 with new record sales volume

- New record sales volume of approx. +10.0% to 254 k tons (Q4/2013: 231 k tons)
  - Additional TENCEL® volumes, Lenzing Modal®/FR® production near to capacity
  - TENCEL® fiber jumbo line producing specified quality
- Financials ("like for like")
  - Sales increase of 9.7% to EUR 506.5 mn vs Q4/2013 EUR 461.9<sup>2</sup> mn
  - Average fiber price EUR 1.61 per kg flat vs Q4/2013 through better product mix and positive FX effect
  - EBITDA EUR 80.5 mn, margin 15.9% (Q4/2013: EUR 3.63 mn)
  - Impairments of EUR 94.0 mn for Chinese and Indonesian operations



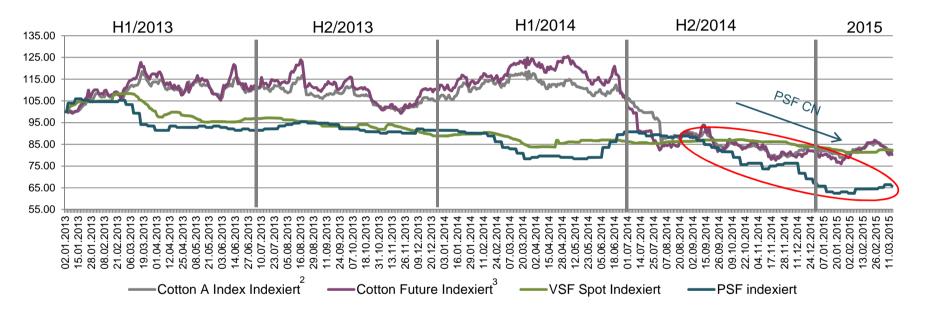
All figures "like for like"
 Taking into account discontinued operations 2013:

 Sales Q4/2013: 461.9 EUR mn, change y-o-y 9.7%
 EBITDA Q4/2013: EUR 1.6 mn

# Q4/2014: VSF<sup>1</sup> prices regain premium

FY 2014: Cotton price decrease (20.6%)<sup>2</sup>, polyester prices decrease (16.7%)

(Index: Base = January 2, 2013)





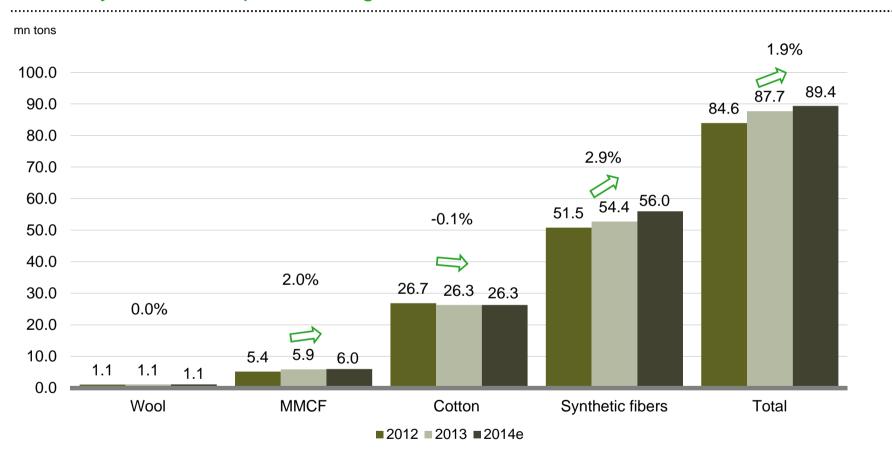
<sup>1)</sup> Viscose fiber spot market price

<sup>2)</sup> Cotton A index as of January 2, 2014 at 70.1 USct/lbs vs. 88.03 USct/lbs at January 2, 2015 (ytd high 98.90 USct/lbs)

<sup>3)</sup> Cotton Future calculated on the basis of the most liquid next future compared with the actual Cotton A Index data

### Fiber market environment 2014

Relatively stable fiber production growth with a 2.0% increase<sup>1</sup>



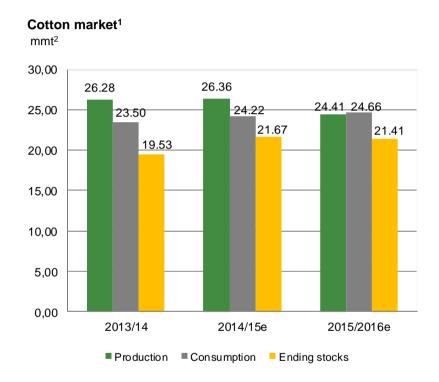




# FY 2014: Low cotton prices putting pressure on the fiber market

Cotton production higher than demand, stock on record level

- Cotton prices on a low level after sharp drop in July 2014
  - Average Cotton A Index currently below 70 USct/lbs
- China ended its reserve policy in 2014
  - Cotton imports limited to the volume required under its WTO obligations
  - Subsidies to support the cotton farmers' income and not regulating market prices
- Cotton oversupply for the fifth consecutive season
  - Cotton market share to decline further because of price attractive synthetic fibers
  - China's cotton stock to decrease to 11.8 mmt in 2015/2016e
  - Stock-to-use-ratio 2015/16e<sup>1</sup>
    - China 147%
    - ROW 58%
  - Record increase in ending stocks to 21.7 mmt in 2014/2015e, in 2015/2016e decreasing only slightly to 21.4 mmt





<sup>1)</sup> ICAC, March 2, 2015

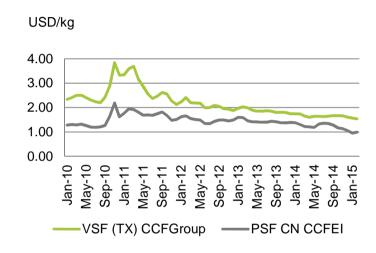


<sup>2)</sup> Million metric tons

### FY 2014: Competitive viscose environment

#### Viscose spot price on low level – however regaining premium over cotton

- Sharpened price environment
  - Lower cotton and polyester prices in H2/2014
  - Viscose regaining premium over cotton in H2/2014
  - Viscose fiber spot prices have been stabilizing around 11.500 12.000 RMB
- No change of tough viscose market environment
  - Chinese competitors are cash driven
  - New capacities around 200 250 k tons in 2014 but some delays announced
- DWP¹ environment
  - Despite anti-dumping in China prices dropped 10.0% from 898 to 808 US-Dollar y-o-y, some switches to paper pulp
  - Low-cost pulp is key for cost competitiveness
  - China considering second-face DWP¹ anti-dumping regulation in 2015 (Europe, South Africa)





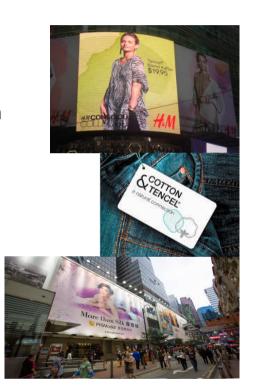
# FY 2014: Marketing campaigns to push TENCEL® and Lenzing Modal®

#### **Apparel**

- Strong promotion in denim/jeans ("Natural connection"),
   2/3 of the denim producers use TENCEL® fiber in their collection
- TENCEL® and Lycra-COOLMAX® in denim sportswear
- GAP US, co-branding activity for jeans
- TENCEL® fiber plant promotion in the textile value chain
- Roll out of knit promotion for TENCEL® fiber types A100 and LF
- Lenzing Modal® branding: Lidl, Tchibo/Eduscho, sales volume increase of MicroModal®

#### Home

- TENCEL® fiber towel programs in US retail
- TENCEL® continued push of bed linen promotion
- Lenzing Modal® towel at Walmart





# FY 2014: Marketing campaigns to push TENCEL® and Lenzing Modal®

#### **Nonwovens**

- Strong TENCEL® wipes demand
- Launch of brand "Sweeps" in Europe
- Flushable wipes with TENCEL® short cut

#### New Business Development & Technical Textiles

- TENCEL® short cut for filtration
- Lenzing FR® highly flame retardant (complete solution)
- Lenzing Modal<sup>®</sup> COLOR fruits & vegetable nets





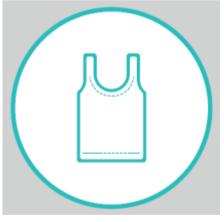


# New Segment Focus

#### **Home & Interiors**



#### **Apparel**



#### Innerwear Denim

...

#### **Nonwovens**



#### Wipes

Personal care

...

#### **New Business**



#### Shoes

**Protective Clothing** 

. . .



Bedlinen

**Towels** 

### FY 2014: Financial overview

### Financials improving, continued tough commodity type market pricing

Only continuing operations ("like for like")	FY/2014	FY/2013	Change (%)	Q4/2014	Q4/2013	Change (%)
Sales volume (k tons)	961.0	891.0	7.9	254	231	9.7
Ø fiber price (EUR/kg)	1.57	1.70	(7.6)	1.61	1.61	0.0
Sales (EUR mn)	1,864.2	1,859.0	0.3	506.5	461.9	9.7
EBITDA (EUR mn)	240.3	194.0	1 24.0	80.5	3.6	1 <u>-</u>
Margin %	12.9	10.4	1	15.9	0.8	1
EBIT (EUR mn)/Margin	115.9/6.2%	58.6/3.2%	97.6	46.4/9.2%	(47.9)/(10.4%)	<u>-</u>
EBIT (EUR mn) incl. impairment/Margin	21.9/1.2%			(47.6)/(9.4%)		
Net profit (EUR mn) w/o impairment	69.6	30.6	127.4	25.3	(35.0)	-
Net profit (EUR mn) incl. impairment	(14.2)			(58.5)		
EPS (EUR)	2.65	1.16	129.0	0.97	(1.26)	_
EPS (EUR) incl. impairment	(0.51)			(2.18)		

Taking into account discontinued operations in 2013:

1) EBITDA 2013: EUR 225.4 mn, margin 11.8%, Q4/2013: EUR 1.6 mn, margin 0.3%

2) EBIT 2013: EUR 86.4 mn, margin 4.5%, Q4/2013: EUR (49.9) mn, margin (10.8%)





# FY 2014: Weak fiber prices negatively impact sales and earnings

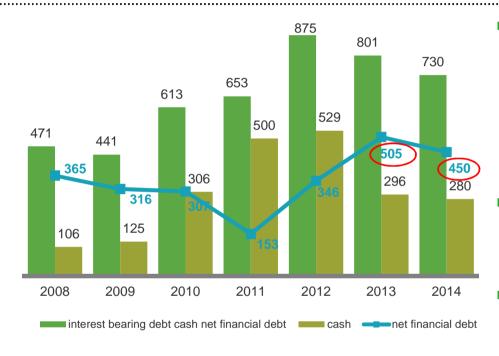
Only continuing operations ("like for like") <sup>1</sup> (EUR mn)	Q4/2014	As of sales %	Q4/2013	As of sales %	Change (%)	FY/2014	As of sales %	FY/2013	As of sales %	Change (%)
Consolidated sales	506.5		461.9		9.7	1,864.2		1,859.0		0.3
Total opex	(431.0)		(491.5)		(12.3)	 (1,704.5)		(1,766.1)		(3.5)
Personnel expenses	(66.2)	13.1	(95.8)	20.7	(31.0)	 (292.0)	15.7	(326.0)	17.5	(10.4)
Cost of material and purchased services	(302.5)	59.7	(342.7)	74.2	(11.7)	(1,199.2)	64.3	(1,223.4)	65.8	(2.0)
Other operating expenses	(62.3)	12.3	(53.0)	11.5	17.7	(213.3)	11.4	(216.7)	11.7	(1.6.)
EBITDA/EBITDA margin %	80.5	15.9	3.6	0.8	-	240.3	12.9	193.9	10.4	24.0
EBIT/EBIT excl. impairment margin %	46.4	9.2	(21.8)	(4.7)	-	115.9	6.2	84.8	4.6	36.7



<sup>1)</sup> Taking into account discontinued operations in 2013: sales (2.3%), EBITDA 6.6%, EBIT 34.1%

### FY 2014: Financials<sup>1</sup>

#### Net financial debt clearly below EUR 500 mn target



#### Improved cash flows

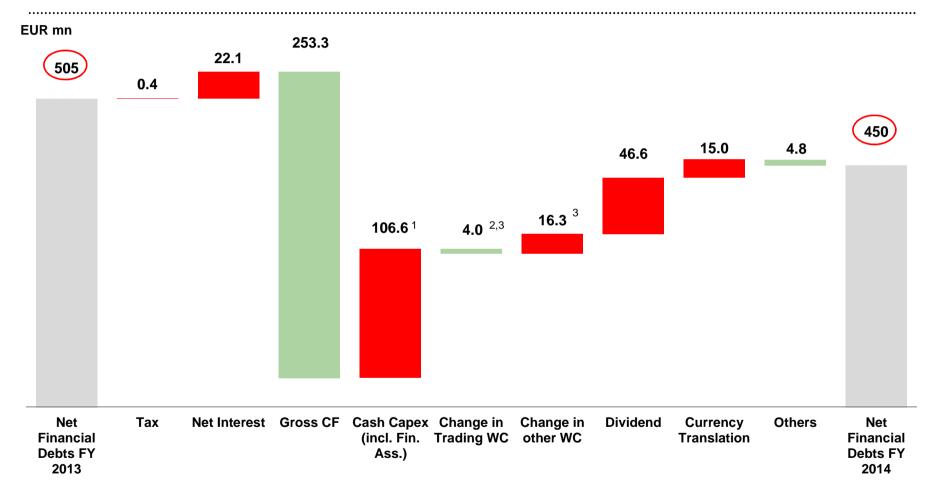
- Cash flow from operating activities EUR 218.8 mn (2013: EUR 82.3 mn)
- Investment cash flow EUR (102.8) mn (2013: EUR (152.2) mn)
- Free cash flow (adj) EUR 114.8 mn (2013: EUR (163.9) mn)
- 2014 net financial debt EUR 449.5 mn,
   EUR 55.1 mn decrease vs FY 2013
  - Net financial debt/EBITDA 1.9 (2013: 2.2)
- Improvement of net trading working capital of ~EUR 4 mn
- Total liquidity cushion of EUR 478.8 mn
  - EUR 280.3 mn liquid assets<sup>2</sup>
  - EUR 198.5 mn of unused credit lines
- Adjusted equity of EUR 1,066.1 mn
  - 44.9 % equity ratio (FY 2013: 45.5%)
  - Net gearing of 42.2% (FY 2013: 45.5%)

<sup>1)</sup> As at December 31

<sup>2)</sup> Including cash and cash equivalents (EUR 271.8 mn), current securities, liquid investments and liquid bills of exchange

### FY 2014: Financials

#### Net debt cascade



- 1) Including Investment cash flow of EUR (102.8) mn and Financial assets of EUR (3.8) mn
- 2) Does not include change in liquid bills of exchange of EUR 0.3 mn
- 3) Change in total working capital: EUR (12.0) mn (see cash flow statement)



### FX effects in 2014

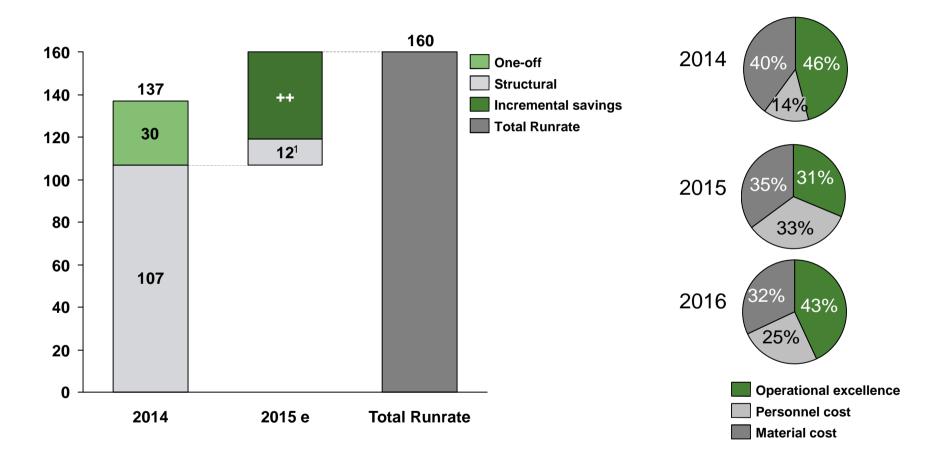
### On P+L and equity

(EUR mn)	2014	FX and hedging effects	Notes
Total sales	1,864.2	(4.9)	29
Inventory change/work in progress	(2.6)		
Other operating income/expenses	(164.8)	4.7	40
Cost of material and purchased services	(1,199.2)		
Personnel	(292.0)		
EBITDA	240.3		
Depreciation & Amortization	(221.5)		
Income from resolution of investment benefits	3.2		
EBIT	21.9		
Financial result	(23.4)	2.5	40
ЕВТ	7.3		
Net income	(14.2)	2.3	
FX differences		48.6	29
Cash flow hedges (Fair value)		(35.1)	29
Other Comprehensive Income (OCI)	16.9	13.5	29
Equity	1,045.6	15.8	29



## excelLENZ cost saving program

A sustainable improvement of Lenzing's cost position

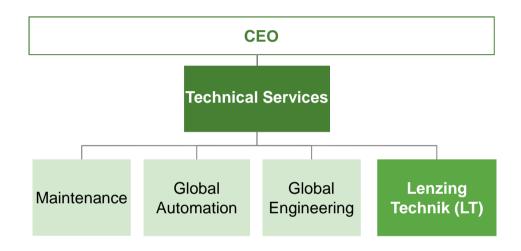


1) To full Runrate



### Target organization: Central Technical Services

From Mai 4, 2015



- Optimal production support stronger value added services
- Fewer interfaces by avoiding duplication in LAG und LT
- Lenzing Technik GmbH integrated and repositioned within the Technical Service structure
- Market-based manufacturing and Filtration & Pulp Technology in LT
- + Strong efficiency and productivity improvements



### Outlook: Full Year 2015

#### Tough commodity type pricing to continue – specialties strategy to be followed

- No short-term improvement of global fiber market
  - Good volume demand but high cotton stock and low oil prices negatively affect fiber prices
  - Long-term MMC market will stay attractive with estimated growth slightly above world GDP
- Value before volume
  - Additional topline initiatives
  - Focus on specialties TENCEL® and Lenzing Modal®
  - No volume growth of standard commodity type viscose fiber, growth in special viscose
  - Cost leadership through any kind of integrated pulp supply (make or long-term buy)
  - Stronger positioning, branding and differentiation by new 'go to market'-approach
- Financial targets 2015e:
  - Further EBITDA improvement
  - excelLENZ program: structural savings of EUR 160 mn in 2016
  - Keep net financial debt level, CAPEX ~EUR 100 mn
  - Active cash flow management



# Quarterly financial information











# 2014: Consolidated Group P&L

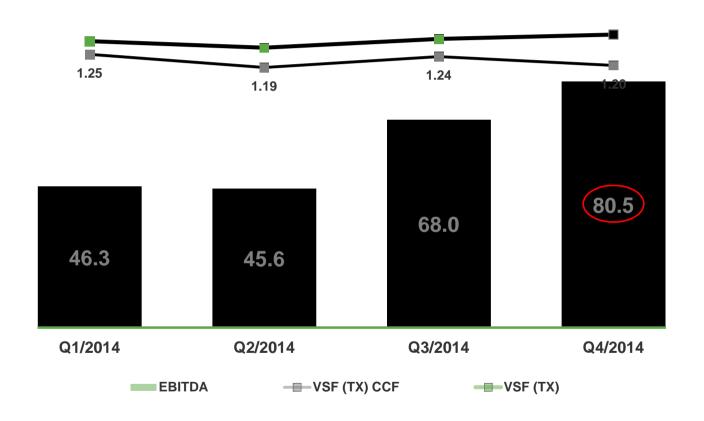
### Quarters without impairment effect

EUR mn	Q1/2014	Q2/2014	Q3/2014	Q4/2014	Change Q4/Q3 (%)	Q4/2013	Change y-o-y (%)
Total sales	451.7	448.3	457.7	506.5	10.7	461.9	9.7
Inventory change/work in progress	(0.1)	5.9	8.4	(16.8)	-	8.0	(311.1)
Work performed by the group and capitalized	12.6	10.6	6.4	5.1	(20.1)	9.1	(44.3)
Other operating income	12.5	10.7	8.6	16.7	93.9	16.5	1.2
Cost of material and other purchased services	(301.7)	(298.5)	(296.5)	(302.5)	2.0	(342.8)	(11.7)
Personnel	(74.6)	(78.3)	(73.0)	(66.2)	(9.3)	(95.8)	(31.0)
Other operating expenses	(54.3)	(53.1)	(43.6)	(62.3)	42.9	(55.2)	12.8
EBITDA/Margin	46.3/10.2%	45.6/10.2%	68.0/14.9%	80.5/15.9%	18.4	1.6/0.3%	-
Depreciation & amortization	(30.3)	(30.6)	(31.6)	(35.2)	11.5	(52.6)	(33.1)
Income from resolution of investment benefits	0.7	0.7	0.7	1.1	57.2	1.0	4.8
EBIT/Margin	16.7/3.7%	15.7/3.5%	37.1/8.1%	46.4/9.2%	24.9	(49.9)/(10.8%)	-
Financial result	(6.3)	(5.3)	(4.6)	(7.2)	54.8	(7.6)	(5.7)
Result from terminable non-controlling interest	0.8	1.3	0.8	1.1	37.2	7.0	(84.2)
EBT/Margin	11.2/2.5%	11.6/2.6%	33.3/7.3%	40.3/8.0%	21.1	(50.5)/(10.9%)	-
Tax	(3.5)	(4.1)	(4.2)	(15.0)	259.8	(13.9)	-
Tax rate	31.3%	35.7%	12.5%	37.2%		27.6%	
Net income/Margin	7.7/1.7%	7.5/1.7%	29.1/6.4%	25.3/5.0%	(13.1)	(36.6)/(7.9%)	-
Net income after minorities/Margin	7.5/1.7%	7.7/1.7%	29.3/6.4%	25.8/5.1%	(12.0)	(35.1)/(7.6%)	-
EPS (in EUR)	0.28	0.29	1.10	0.97	(12.0)	(1.32)	-



## Q4/2014: Strong EBITDA

Better product mix, excelLENZ, FX-effects





## Q4/2014: Consolidated Group P&L

### Incl. impairment

EPS (in EUR)	(2.18)	(35.1)/(7.6%)
Net income/Margin  Net income after minorities/Margin	(58.5)/(11.5%)	(36.6)/(7.9%)
Tax rate	(19.7%)	27.6%
Tax	(9.6)	13.9
EBT/Margin	(48.8)/(9.6%)	(50.5)/(10.9%)
Results from terminable non-controlling interest	5.9	7.0
Financial result	(7.2)	(7.6)
EBIT/Margin	(47.6)/(9.4%)	(49.9)/(10.8%)
Income from resolution of investment benefits	1.1	1.0
Depreciation & Amortization	(129.1)	(52.6)
EBITDA/Margin	80.5/15.9%	1.6/0.3%
Other operating expenses	(62.3)	(55.2)
Personnel	(66.2)	(95.8)
Cost of material and purchased services	(302.5)	(342.8)
Other operating income	16.7	16.5
Work performed by the group and capitalized	5.1	9.1
Inventory change/work in progress	(16.8)	8.0
Total sales	506.5	461.9
(EUR mn)	Q4/2014	Q4/2013



## 2014: Topline breakdown

### Quarters affected by low pricing and shift in product mix

(EUR mn)	Q1/2014	Q2/2014	Q3/2014	Q4/2014	Change Q4/Q3 (%)	Q4/2013	Change y-o-y (%)
Breakdown of fibers segment sales							
Textile fibers	247.5	244.3	250.6	286.0	14.1	252.9	13.1
Nonwoven fibers	119.9	118.3	114.5	123.1	7.5	117.8	4.5
Others <sup>1</sup>	12.7	13.8	14.1	13.4	(5.0)	13.8	(2.9)
Total fibers only sales	380.1	376.4	379.2	422.5	11.4	384.5	9.9
Other fibers segment sales <sup>2</sup>	49.9	46.8	53.1	56.1	5.6	54.9	2.2
Total fibers segment sales	430.0	423.2	432.3	478.6	10.7	439.4	8.9
Segment Lenzing Technik	23.4	21.9	23.2	22.4	(3.4)	27.3	(18.1)
BU Plastics and EPG (discontinued operations)	0.0	0.0	0.0	0.0	_	0.0	_
Others <sup>3</sup> and consolidation	(1.6)	3.2	2.3	5.6	140.5	(4.8)	-
Total sales	451.7	448.3	457.7	506.5	10.7	461.9	9.7

<sup>1)</sup> Includes sales of sodium sulfate and black liquor

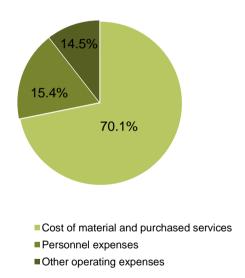


<sup>2)</sup> Includes external sales of pulp, wood and energy

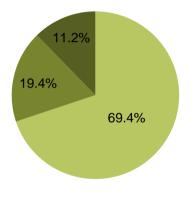
<sup>3)</sup> Includes Dolan, ECG (European Carbon Fiber) and BZL (Bildungszentrum Lenzing)

# Q4/2014: Total Opex

#### Q4/2014 (Total Opex EUR 431.0 mn)



#### Q4/2013 (Total Opex EUR 493.8 mn)



- Cost of material and purchased services
- Personnel expenses
- Other operating expenses



# 2014: Opex breakdown Positive effects from excelLENZ

(EUR mn)	Q3/2014	Q4/2014	Q4/2013	Change Q4/Q3 (%)	Change y-o-y (%)	2014	2013	Change y-o-y (%)
Total Opex	(413.1)	(431.0)	(493.8)	4.3	(12.7)	(1,704.5)	(1,815.3)	(6.1)
Total costs of material and purchased services	(296.5)	(302.5)	(342.8)	2.0	(11.7)	(1,199.2)	(1,253.4)	(4.3)
Dissolving wood pulp <sup>1</sup>	(154.2)	(159.2)	(150.5)	3.2	5.8	(603.3)	(570.3)	5.8
as % of total cost of material and purchased services	52.0	52.6	43.9			50.3	45.5	
Key chemicals	(42.8)	(42.3)	(46.3)	(1.2)	(8.6)	(171.7)	(184.5)	(6.9)
as % of total cost of material and purchased services	14.4	14.0	13.5			14.3	14.7	
Energy	(38.5)	(36.8)	(36.3)	(4.4)	1.4	(149.4)	(154.5)	(3.3)
as % of total cost of material and purchased services	13.0	12.2	10.6			12.5	12.3	
Other <sup>2</sup>	(61.0)	(64.2)	(109.7)	5.2	(41.5)	(274.8)	(344.1)	(20.1)
as % of total cost of material and purchased services	20.6	21.2	32.0			22.9	27.5	
Total personnel expenses	(73.0)	(66.2)	(95.8)	(9.3)	(31.0)	(292.0)	(337.0)	(13.4)
Total other operating expenses	(43.6)	(62.3)	(55.2)	42.9	12.8	(213.3)	(224.8)	(5.1)

<sup>1)</sup> Including cost for wood



<sup>2)</sup> Other includes trading goods, other raw materials, packaging, auxiliary material

# 2014: Opex breakdown Positive effects from excelLENZ

Only continuing operations				Change	Change y-o-y			Change
("like for like") (EUR mn)	Q3/2014	Q4/2014	Q4/2013	Q4/Q3 (%)	(%)	2014	2013	у-о-у (%)
Total Opex	(413.1)	(431.0)	(491.5)	4.3	(12.3)	(1,704.5)	(1,766.1)	(3.5)
Total costs of material and purchased services	(296.5)	(302.5)	(342.7)	2.0	(11.7)	(1,199.2)	(1,223.4)	(2.0)
Dissolving wood pulp <sup>1</sup>	(154.2)	(159.2)	(150.5)	3.2	5.8	(603.3)	(570.3)	5.8
as % of total cost of material and purchased services	52.0	52.6	43.9			50.3	46.6	
Key chemicals	(42.8)	(42.3)	(46.3)	(1.2)	(8.6)	(171.7)	(184.5)	(6.9)
as % of total cost of material and purchased services	14.4	14.0	13.5			14.3	15.1	
Energy	(38.5)	(36.8)	(36.3)	(4.4)	1.4	(149.4)	(154.5)	(3.3)
as % of total cost of material and purchased services	13.0	12.2	10.6			12.5	12.6	
Other <sup>2</sup>	(61.0)	(64.2)	(109.7)	5.2	(41.5)	(274.8)	(314.1)	(12.5)
as % of total cost of material and purchased services	20.6	21.2	32.0			22.9	25.7	
Total personnel expenses	(73.0)	(66.2)	(95.8)	(9.3)	(31.0)	(292.0)	(326.0)	(10.4)
Total other operating expenses	(43.6)	(62.3)	(53.0)	42.9	17.7	(213.3)	(216.7)	(1.6)

<sup>1)</sup> Including cost for wood



<sup>2)</sup> Other includes trading goods, other raw materials, packaging, auxiliary material

# 2014: Opex as of total sales

(EUR mn)	Q1/2014	Q2/2014	Q3/2014	Q4/2014	Change Q4/Q3 (%)	Q4/2013	Change y-o-y (%)
Total sales	451.7	448.3	457.7	506.5	10.7	461.9	9.7
Total Opex <sup>1</sup>	(430.6)	(429.8)	(413.1)	(431.0)	4.3	(493.8)	(12.7)
Total cost of material and purchased services	(301.7)	(298.5)	(296.5)	(302.5)	(2.0)	(342.8)	(11.7)
as % of total sales	66.8	66.6	64.8	59.7	-	74.2	-
Total personnel expenses	(74.6)	(78.3)	(73.0)	(66.2)	(9.3)	(95.8)	
as % of total sales	16.5	17.5	15.9	13.1	-	20.7	(31.0)
Total other operating expenses	(54.3)	(53.1)	(43.6)	(62.3)	42.9	(55.2)	(12.8)
as % of total sales	12.0	11.8	9.5	12.3	-	12.0	-



<sup>1)</sup> Includes cost of material and purchased services, personnel expenses and other operating expenses

# Q1-Q4/2014: Cash flow by quarter

### Continuing better cash flows

(EUR mn)	Q1/2014	Q2/2014	Q3/2014	Q4/2014	Change Q4/Q3 (%)	Q4/2013	Change y-o-y (%)
Gross CF (before taxes and interest)	42.2	43.9	71.3	95.8	34.2	(29.9)	-
Taxes and interest	(9.2)	(4.6)	(4.0)	(4.6)	13.1	(4.8)	(4.2)
Gross CF (after taxes and interest)	33.0	39.3	67.3	91.2	35.5	(34.7)	-
Change in total working capital <sup>1</sup>	9.8	21.1	(11.5)	(31.5)	175.1	54.5	-
CF from discontinued operations	0.0	0.0	0.0	0.0	0.0	5.2	(100.0)
Operating cash flow	42.8	60.4	55.9	59.7	6.9	25.0	(139.0)
Investment cash flow <sup>2</sup>	(36.5)	(27.3)	(20.4)	(18.7)	(8.1)	(54.9)	(66.0)
Free cash flow	6.3	33.1	35.5	41.0	15.5	(25.0)	-
Net inflow from sale of subsidiary	-	0.0	0.0	0.0	0.0	0.0	0.0
Acquisition of other financial assets	0.2	0.2	0.1	1.8	-	0.4	412.3
Proceeds/repayments of other financial assets	(0.2)	(0.5)	(0.3)	(2.5)	-	(39.8)	(93.7)
Free cash flow adj.	6.3	32.8	35.3	40.3	14.1	(69.3)	-

<sup>1)</sup> Including trade and other working capital



<sup>2)</sup> Including investment in financial assets and disposal proceeds

# FY 2014 – Financial information











# FY 2014: Consolidated Group P&L

(EUR mn)	2014 excl. imp.	2014 incl. imp.	2013 <sup>1</sup>	2013
Total sales	1,864.2	1,864.2	1,859.0	1,908.9
Inventory change/work in progress	(2.6)	(2.6)	12.3	11.5
Work performed by the group and capitalized	34.6	34.6	52.0	52.2
Other operating income	48.5	48.5	36.6	68.1
Cost of material and purchased services	(1,199.2)	(1,199.2)	(1,223.4)	(1,253.4)
Personnel	(292.0)	(292.0)	(326.0)	(337.0)
Other operating expenses	(213.3)	(213.3)	(216.7)	(224.8)
EBITDA/Margin	240.3/12.9%	240.3/12.9%	193.9/10.4%	225.4/11.8%
Depreciation & Amortization	(127.6)	(221.5)	(138.3)	(142.1)
Income from resolution of investment benefits	3.2	3.2	3.1	3.1
EBIT/Margin	115.9/6.2%	21.9/1.2%	58.6/3.2%	86.4/4.5%
Financial result	(23.4)	(23.4)	(26.7)	(26.7)
Results from terminable non-controlling interest	4.0	8.8	9.0	8.4
EBT/Margin	96.5/5.2%	7.3/0.4%	41.0/2.2%	68.1/3.6%
Tax	(26.8)	(21.5)	(10.3)	(18.1)
Tax rate	27.8%	-	25.2%	26.5%
Net income/Margin	69.6/3.7%	(14.2)/(0.8%)	30.6/1.6%	50.0/2.6%
Net income after minorities/Margin	70.3/3.8%	(13.5)/(0.7%)	30.7/1.6%	50.1/2.6%
EPS (in EUR)	2.65	(0.51)	1.16	1.89

<sup>1)</sup> Continued business

# FY 2014: Topline breakdown

Affected by Nonwoven business (+), low pricing (-), discontinued operations (-)

(EUR mn)	2014	2013	Change y-o-y (%)	2013 <sup>4</sup>	Change y-o-y (%)
Breakdown of fibers segment sales					
Textile fibers	1,028.3	1,048.7	(1.9)	1,048.7	(1.9)
Nonwoven fibers	475.9	463.6	2.6	463.6	2.6
Others <sup>1</sup>	54.0	54.0	0.0	54.0	0.0
Total fibers only sales	1,558.2	1,566.3	(0.5)	1,566.3	(0.5)
Other fibers segment sales <sup>2</sup>	205.8	199.6	3.1	199.6	3.1
Total fibers segment sales	1,764.0	1,765.9	(0.1)	1,765.9	(0.1)
Segment Lenzing Technik	90.8	125.1	(27.5)	125.1	(27.5)
BU Plastics and EPG (discontinued operations)	0.0	54.0	-	0.0	-
Others <sup>3</sup> and consolidation	9.4	(36.1)	-	(32.0)	-
Total sales	1,864.2	1,908.9	(2.3)	1,859.0	0.3

<sup>1)</sup> Includes sales of sodium sulfate and black liquor



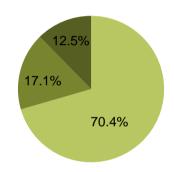
<sup>2)</sup> Includes external sales of pulp, wood and energy

<sup>3)</sup> Includes Dolan, ECG (European Carbon Fiber) and BZL (Bildungszentrum Lenzing)

<sup>4)</sup> Continued Business

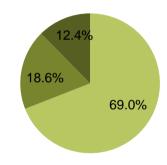
# FY 2014: Total Opex

#### 2014 (Total Opex EUR 1,704.5 mn)



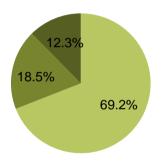
- Cost of material and purchased servicesPersonnel expenses
- ■Other operating expenses

#### 2013 (Total Opex EUR 1,815.3 mn)



- Cost of material and purchased services
- Personnel expenses
- Other operating expenses

#### 2013<sup>1</sup> (Total Opex EUR 1,766.1 mn)



- Cost of material and purchased services
- Personnel expenses
- Other operating expenses



## FY 2014: Opex as of total sales

(EUR mn)	2014	2013	Change y-o-y (%)	2013 <sup>2</sup>	Change y-o-y (%)
Total sales	1,864.2	1,908.9	(2.3)	1,859.0	0.3
Total Opex <sup>1</sup>	(1,704.5)	(1,815.3)	(6.1)	(1,766.1)	(3.5)
Total cost of material and purchased services	(1,199.2)	(1,253.4)	(4.3)	(1,223.4)	(2.0)
as % of total sales	64.3	65.7	-	65.8	-
Total personnel expenses	(292.0)	(337.0)	(13.4)	(326.0)	(10.4)
as % of total sales	15.7	17.7	-	17.5	-
Total other operating expenses	(213.3)	(224.8)	(5.1)	216.7	(1.6)
as % of total sales	11.4	11.8	-	11.7	-

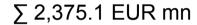


<sup>1)</sup> Includes cost of material and purchased services, personnel expenses and other operating expenses

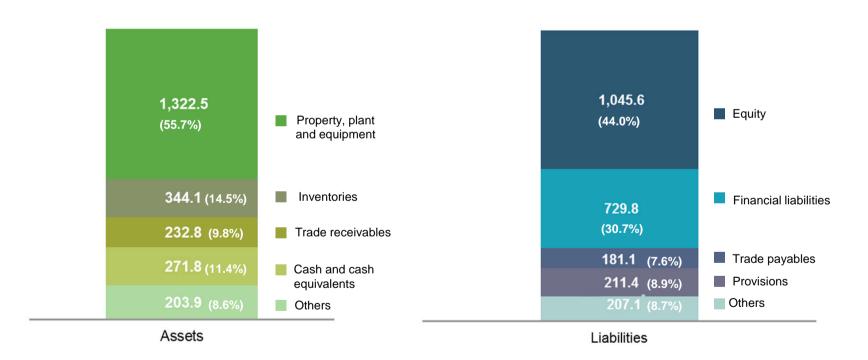
<sup>2)</sup> Continued business

#### FY 2014: Solid balance sheet

As of December 31, 2014



∑ 2,375.1 EUR mn





#### FY 2014: Cash flow

#### Considerably improved cash flows

(EUR mn)	2014	2013	Change y-o-y (%)
Gross CF (before taxes and interest)	253.3	172.6	46.7
Taxes and interest	(22.5)	(78.1)	(71.2)
Gross CF (after taxes and interest)	230.8	94.6	144.1
Change in total working capital <sup>1</sup>	(12.0)	(13.6)	(11.9)
CF from discontinued operations	0.0	1.3	(100.0)
Operating cash flow	218.8	82.3	165.9
Investment cash flow <sup>2 3</sup>	(102.8)	(152.2)	(32.4)
Free cash flow	116.0	(69.9)	-
Net inflow from sale of subsidiary	0.0	(61.7)	(100.0)
Acquisition of other financial assets	2.3	8.3	(72.3)
Proceeds/repayments of other financial assets	(3.5)	(40.7)	(91.5)
Free cash flow adj.	(114.8)	(163.9)	-

<sup>1)</sup> Including trade and other working capital



<sup>2)</sup> Including investment in financial assets and disposal proceeds

<sup>3)</sup> Including cash from Plastics sale

# Appendix – Equity story





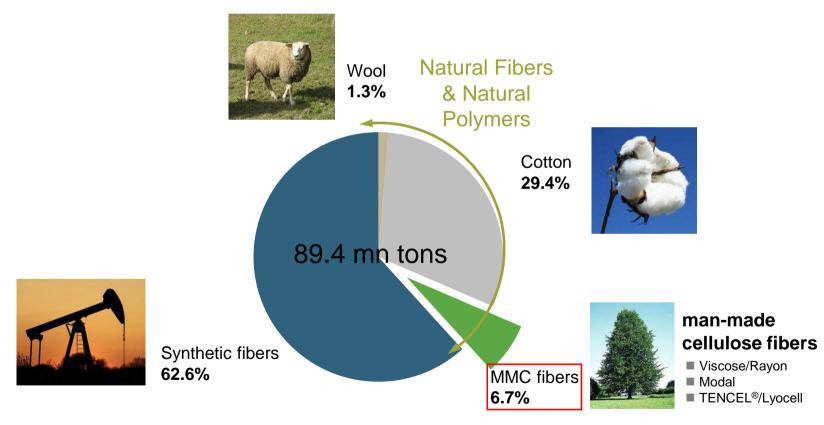






## Global fiber market at a glance

2014e production numbers



Source: CIRFS, The Fiber Year, The Fiber Organon, Lenzing estimates



## Lenzing: >75 years of innovation

Only producer of three fiber generations – increased share of TENCEL® sales

	Market Position and Market Share in 2014 <sup>1</sup>	Unique Selling Proposition	Key End Markets	% of Fiber Sales 2014 <sup>2</sup>
Innovation drives specialties	# 1	<ul> <li>the new age fiber – outstanding sustainability</li> <li>Environmentally friendly process</li> <li>Breathable, next to skin characteristics</li> <li>Can be blended with cotton</li> <li>Strength (wash ability, denim process)</li> </ul>	<ul><li>Jeans, bed linen, underwear</li><li>Special technical applications</li></ul>	22.0%
Innovati	# 1	<ul> <li>makes the world a softer place</li> <li>Natural softener for fabrics</li> <li>Next to skin characteristics</li> <li>Can be blended with cotton</li> </ul>	■Textile applications only ■High performance apparel (high-end underwear)	16.0% <sup>3</sup>
Sets Industry standard	# 2	<ul> <li>sets the industry standard</li> <li>Superior quality allows for use of high-end textile machinery<sup>4</sup></li> <li>Consistent in dyeing and finishing</li> <li>Global service package</li> </ul>	<ul><li>Consumer applications</li><li>Technical applications</li></ul>	62.0%

Source: Lenzing, CCFG, CCFEI

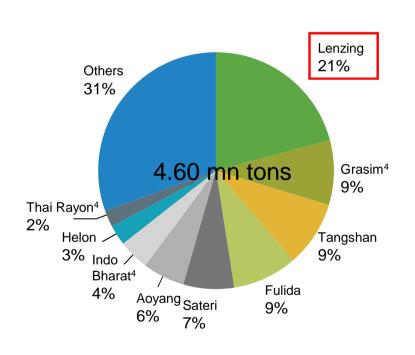
- 1) by production
- 2) Excluding sales of fiber by-products, external sales of pulp, wood, energy
- 3) Including Lenzing FR®
- 4) e.g. airjet spinning machine allowing for 420 m/min compared to 25 m/min on regular (ring spinning) textile machines

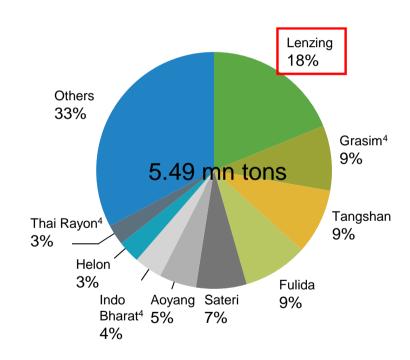


### Lenzing: Global market leader in VSF<sup>1</sup>

(2014e)

#### Lenzing with 21% share of production<sup>2</sup> Lenzing with 18% share of capacities<sup>3</sup>





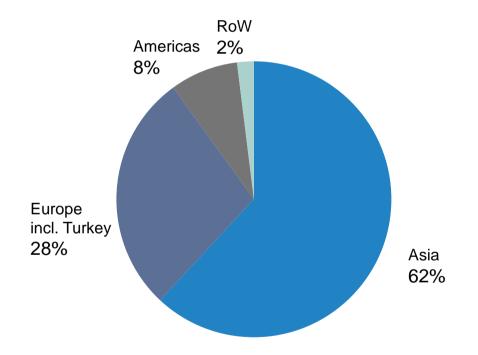
Source: CIRFS, FEB, Trade statistics, Company estimates

- 1) Viscose Stable Fibers (including Modal and Tencel), excluding Viscose filaments, acetate tow, cigarette filters
- 2) Production China: based on 84.6% utilization
- 3) Based on latest available company information from company websites and annual/interim reports
- 4) Direct or indirect non-controlling shareholdings by private Indian conglomerate Aditya Birla; marketing of viscose stables fibers under the "Birla" umbrella brand



## Lenzing: Only global player

Sales volume by region<sup>1</sup> – strong footprint in Asia



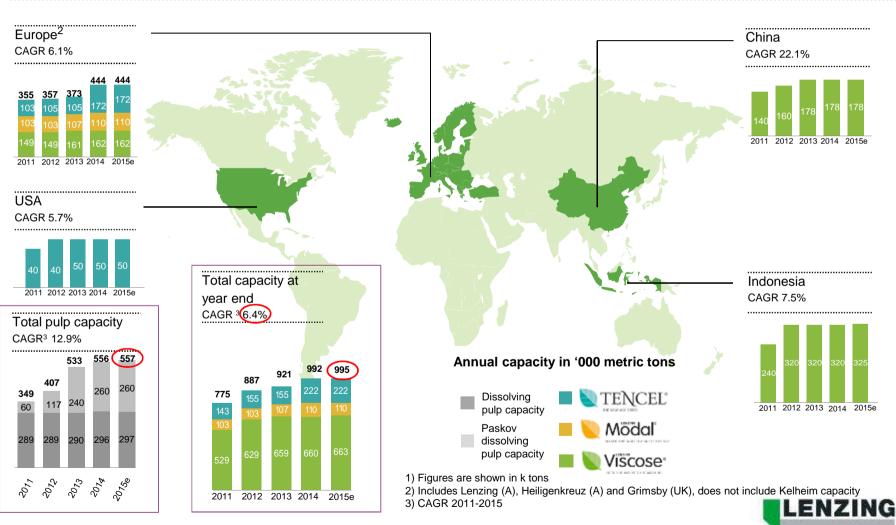
Source: Company information

1) Fiber sales by volume in metric tons, 2014



## Capacity 2015<sup>1</sup> ~ 1 mn tons

TENCEL® plant with 67 k tons



## Capacities by site and year

Investment in TENCEL® jumbo line – full production in 2015

Plant location	Capacity – YE 2012 (metric tons)	Capacity – YE 2013 <sup>1</sup> (metric tons)	Capacity – YE 2014 (metric tons)	Planned capacity – YE 2015 (metric tons)
Lenzing / Austria	252,000	268,000	339,000	339,000
Lenzing Viscose®	149,000	161,000	162,000	162,000
Lenzing Modal®	103,000	107,000	110,000	110,000
TENCEL®	-	-	67,000	67,000
Heiligenkreuz / Austria, TENCEL®	65,000	65,000	65,000	65,000
Purwakarta / Indonesia, Lenzing Viscose®	320,000	320,000	320,000	323,000
Nanjing / China, Lenzing Viscose®	160,000	178,000	178,000	178,000
Grimsby / UK, TENCEL®	40,000	40,000	40,000	40,000
Mobile / USA, TENCEL®	50,000	50,000	50,000	50,000
Total fibers	887,000	921,000	992,000	995,000
Lenzing / Austria (pulp)	290,000	293,000	296,000	297,000
Paskov / Czech Republic (pulp)	117,000	240,000	260,000	270,000

<sup>1)</sup> Adjusted



## Capacity by site 2015

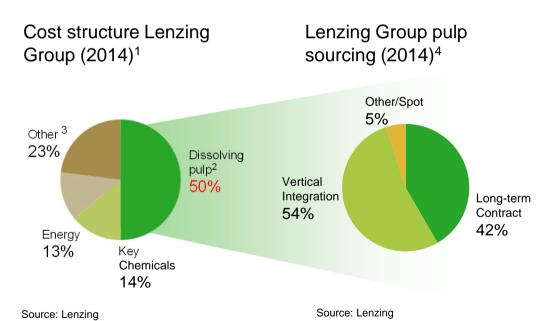
(metric tons)	Capacity per March 31, 2015	Capacity per June 30, 2015	Capacity per September 30, 2015	Capacity per December 31, 2015
Lenzing	339,000	339,000	339,000	339,000
Indonesia	320,000	320,000	320,000	323,000
Nanjing	178,000	178,000	178,000	178,000
Heiligenkreuz	65,000	65,000	65,000	65,000
Grimsby	40,000	40,000	40,000	40,000
Mobile	50,000	50,000	50,000	50,000
Total	992,000	992,000	992,000	992,000



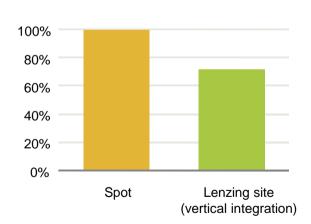
## Lenzing has cost advantages

#### Through pulp integration and long-term pulp supply contract

- Pulp is the main input factor with 50% share of total costs of material and purchased services
- 90+% of long-term pulp supply secured through own production (vertical integration) and long-term supply contracts
- Long-term contract linked to paper pulp index (not to spot price of dissolving pulp)



Indicative spot pulp procurement cost vs. vertical integration<sup>5</sup>



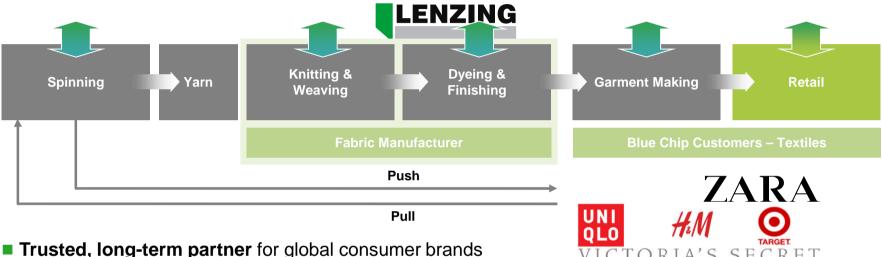
1) Cost structure based on cost of materials and purchased services amounting to EUR 1,199.2 mn in 2014

- 1) Cost structure based on cost of materials and purchased services amounting to EUR 1,199.2 mn in 201-2) Including wood
- 3) Other includes trading goods, other raw materials, packaging, auxiliary material
- 4) Data refers to sourcing of pulp used in a quarter, including inventory build-up. Paskov volumes included under vertical integration
- 5) Assuming spot price of \$805 per metric ton



#### Textile: Building barriers to entry

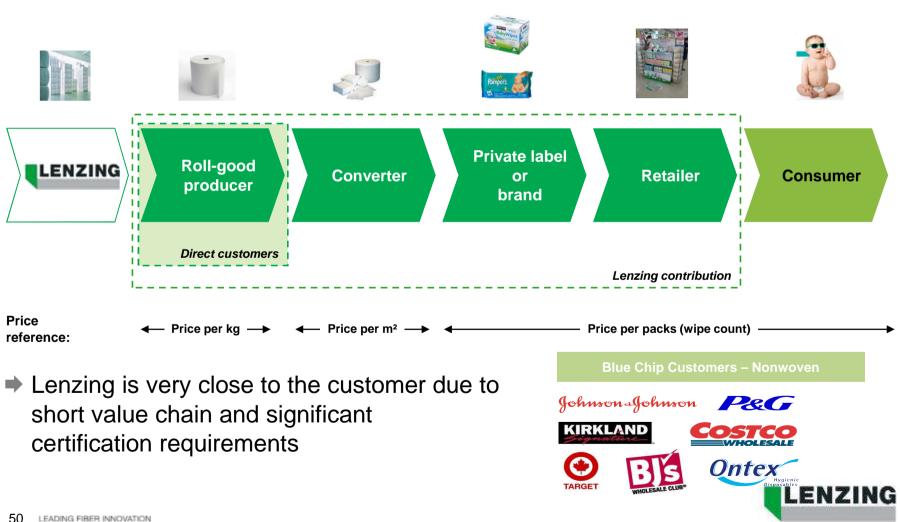
Global branded supplier to blue chip customer base



- Global integrated marketing and sales network
- Branded supplier with involvement in value chain decision process of customers
  - ▶ Push: Close collaboration with manufacturers of spinning machinery
  - ▶ Pull: Marketing through tailored and innovative branded products unique to Lenzing
- Customer stickiness



#### Nonwoven value chain

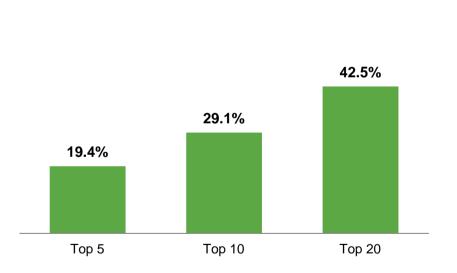


## Sales and marketing

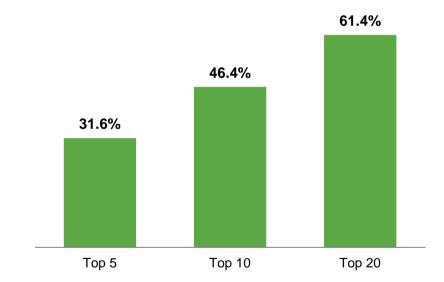
#### Customer concentration

Textiles – % of sales by customers (Q1 - Q4/2014)

Nonwoven - % of sales by customers (Q1 - Q4/2014)





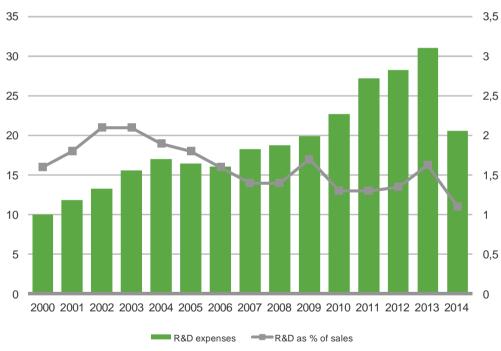




#### Lenzing is the innovation leader

Industry leading R&D spend (EUR 20.61 mn in 2014)

#### R&D expenses (2000-2014)



Source: LAG, as at December 31, 2014

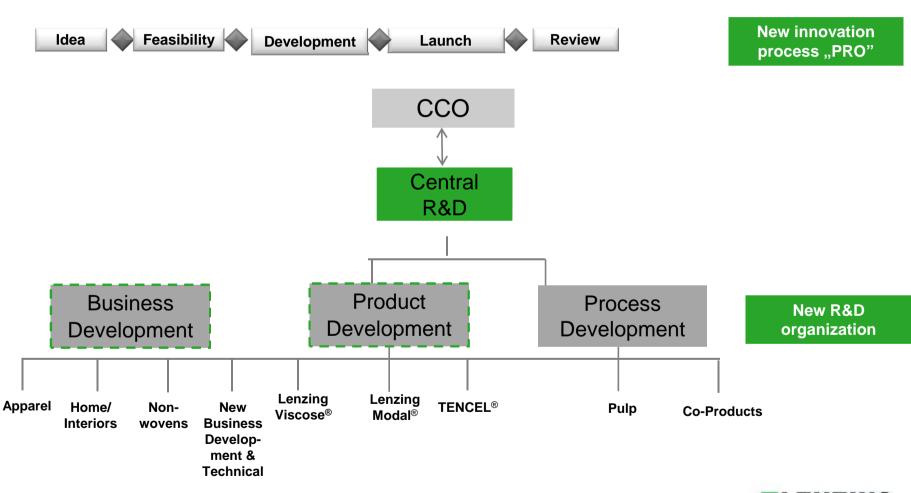
1) Pursuant Frascati

#### Intellectual property

- As of December 2014, Lenzing owned approx. 1,500 patent applications and patents in 63 countries belonging to 250 patent families
- All significant patents are filed and maintained in Asia, the European Union and the Americas
- The majority of the patent portfolio focuses on lyocell technology (TENCEL®)
- As of December 2014, Lenzing owned approx. 1,680 trademark applications and trademarks in 93 countries belonging to 110 trademark families



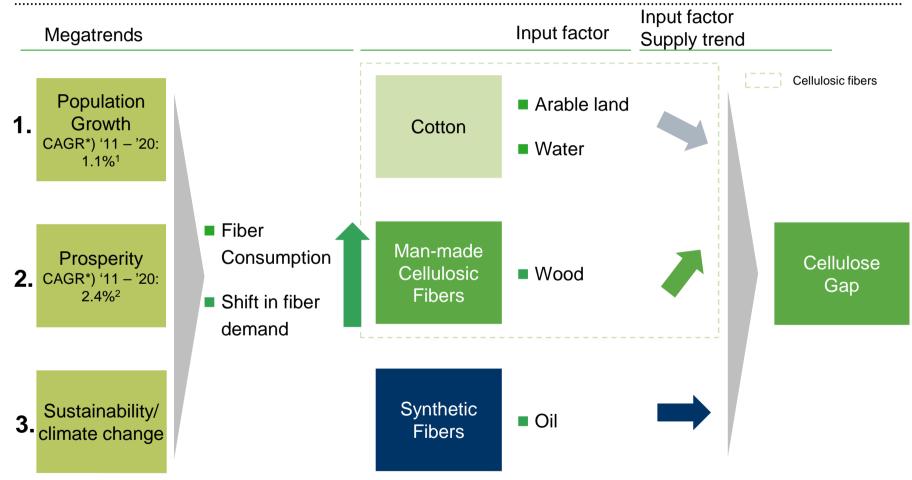
## Innovation process adapted to new functional organization





#### Long-term opportunity: Cellulose Gap

MMC: Strong fiber demand through three megatrends



- \*) Compound annual growth rate
- 1) Forecasted growth from UN Population Division
- 2) Forecasted growth of global real GDP per capita by Global Insight



#### Cellulose Gap

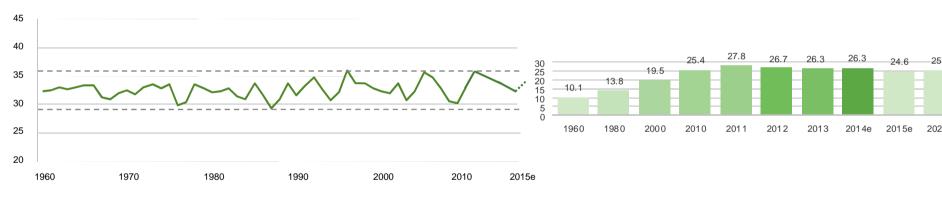
Limited potential to increase cotton supply increases demand for MMC fibers

Cotton planted area expected to remain within historical narrow band (1960-2015e)

Million hectares

Structural limitations in cotton production: effects from yield expansion leveling out

Million metric tones



Source: U.S. Department of Agriculture ICAC, February 2, 2015

Source: ICAC, February 2, 2015



## Mega-trend: Sustainability

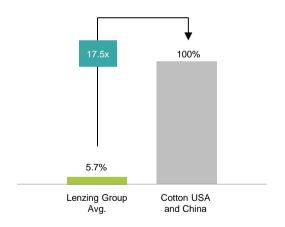
Green footprint of MMC: Significantly more environmentally friendly than cotton

- More than 50% of Lenzing's fuel consumption sourced from renewable resources
- Lenzing Group environmental impact of production relative to cotton only approx. 5.7%

#### Required acreage for production of one metric Water consumption ton of fiber m<sup>3</sup> per metric ton of fiber Hectares per metric ton and year 5.730 0,82 0.24 263 TENCEL® Cotton USA TENCEL® Cotton USA and China Austria and China Process water Groundwater irrigation Surface water irrigation

Environmental impact of production<sup>1</sup>

Relative to cotton

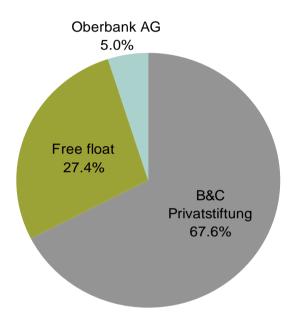


Source: "Life Cycle Assessment of man-made Cellulose fibers"; Li Shen, Martin Patel; 2007

1) Including freshwater ecotoxicity, terrestrial ecotoxicity and others



### Lenzing share information



#### Overview of B & C Privatstiftung<sup>1</sup>

- 67.6% owner of Lenzing is B & C Privatstiftung (B & C Private Foundation). Its purpose is the promotion of Austrian entrepreneurship.
- B & C Industrieholding GmbH is the management holding of B & C Foundation with 3 representatives on Lenzing's Supervisory Board.
- As the core shareholder, B & C takes a long-term view and supports the strategy of Lenzing Group.

ISIN	LNZ / AT0000644505
Bloomberg	LNZ:AV
Reuters	LNZNF.PK
Indices	ATX Prime, ATX Global Players, VÖNIX Sustainability Index
Number of shares	26,550,000 mn
Share price December 30, 2014	EUR 52.74
Market capitalization December 30, 2014	1,400.2 mn

#### Coverage as of March 24, 2015:

Baader Bank	Sell
Bank of America Merrill Lynch	Underperform
Berenberg Bank	Hold
Citi Group	Sell
Deutsche Bank	Hold
Erste Group	Hold
Kepler Cheuvreux	Hold
Raiffeisen Centrobank AG	Hold

1) Link to B &C Privatstifung homepage: http://www.bcprivatstiftung.at/bc-privatstiftung/die-privatstiftung/ (only in German)



## Back-up





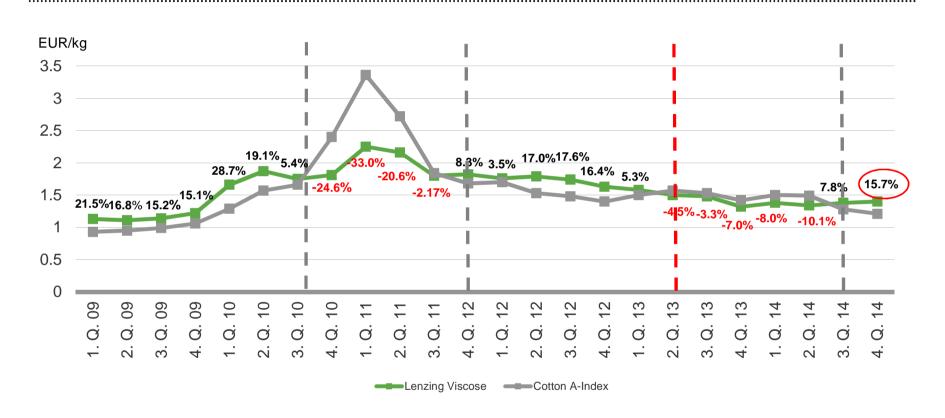






## Lenzing Viscose® textile prices compared to cotton price development

VSF gained back premium over cotton in Q3/20141



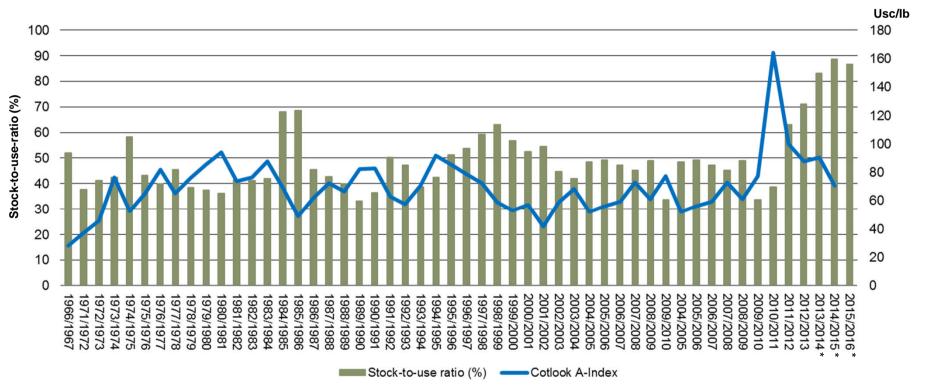
<sup>1)</sup> Historically, standard viscose fibers traded with a 15-20% premium over cotton. (based on Cotton A-Index spot in EUR/kg; Bloomberg: Cotlook A: Reuters COT-INDX-FE)



#### Fiber market environment

Highest stock-to-use-ratio ever at approx. 88.6% (2014/2015\*)

- World cotton production of 26.27 mn tons, consumption of 24.29 mn tons and ending stocks of 21.52 mn tons
- Huge Chinese national cotton reserve of estimated 12.08 mmt<sup>1</sup> tons (>56% of world inventories)



Source: ICAC, February 2, 2015

\* estimated

1) Million metric tons



## Our production sites

Lenzing AG – Austria (Fiber and pulp)



PT. South Pacific Viscose – Indonesia (Viscose)



Biocel Paskov a.s. – Czech Republic (Pulp)



Grimsby – Great Britain (TENCEL®)



Heiligenkreuz – Austria (TENCEL®)



Mobile – USA (TENCEL®)



Lenzing (Nanjing) Fibers Co. Ltd. – China (Viscose)









Apparel - Ladies' wear - close to skin

■ 100% TENCEL®

- Jacket: 35% TENCEL® / 18% Ramie / 47%
   Organic cotton, Jumpsuit: 100% TENCEL®
- Asymmetric Hem Dress
- 100% TENCEL®

■ 100% TENCEL® ■ 65% TENCEL® / 35% Cotton





















#### Home and Interiors

 100% TENCEL® bedlinen duvets mattresses

Lenzing Modal® towels bathrobes

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#### Nonwovens

TENCEL® wash cloth

TENCEL® face masks

TENCEL® hygiene articles









#### New Business Development & Technical

- TENCEL® car seats tires injection moldings

Lenzing Modal® COLOR vegetable and fruit nets eg. at REWE Austria

■ TENCEL® laces soles outer/inner layer









#### Contacts and financial calendar

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#### Financial calendar

Financial calendar 2015

Full year results	March 24, 2015
70th Annual General Meeting	April 22, 2015
Results 1st quarter	May 18, 2015
Half year results	August 25, 2015
Results 3rd quarter	November 12, 2015

#### **→** Visit our IR website:

http://www.lenzing.com/en/concern/investor-center.html

#### **→** Visit our sustainability site:

http://www.lenzing.com/en/concern/lenzing-group/sustainability.html

