

LENZING INVESTOR PRESENTATION - Full year 2014
March 24, 2015
LENZING
LEADING FIBER INNOVATION

## Disclaimer

- The information contained in this document has not been independently verified and no representation or warranty expressed or implied is made as to, and no reliance should be placed on, the fairness, accuracy, completeness or correctness of this information or opinions contained herein.
- Certain statements contained in this document may be statements of future expectations and other forward looking statements that are based on management's current view and assumptions and involve known and unknown risks and uncertainties that could cause actual results, performance or events to differ materially from those expressed or implied in such statements.
- None of Lenzing AG or any of its affiliates, advisors or representatives shall have any liability whatsoever (for negligence or otherwise) for any loss howsoever arising from any use of this document or its content or otherwise arising in connection with this document.
- Certain figures in this presentation have been rounded in accordance with commercial principals and practice. Such figures that have been rounded in various tables may not necessarily add up to the exact total given in the respective table.


## FY 2014: Executive summary¹

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

■ Sales nearly flat at EUR $1,864.2^{2} \mathrm{mn}$ (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 ${ }^{\circledR}$ jumbo line
- Big promotion of TENCEL ${ }^{\circledR}$ and Lenzing Modal ${ }^{\circledR}$
- EBITDA +24.0\% to EUR 240.3 mn, margin 12.9\%
(FY 2013: EUR $193.9^{3} \mathrm{mn}$, margin 10.4\%)
- Improvement through better product mix, additional TENCEL ${ }^{\circledR}$ 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

## 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 ${ }^{\circledR}$ (scaling) and Lenzing Modal ${ }^{\circledR}$ (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



LENZING

## 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 ${ }^{1}$

## 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 ${ }^{\circledR}$ volumes, Lenzing Modal ${ }^{\circledR} / F R^{\circledR}$ production near to capacity
- TENCEL ${ }^{\circledR}$ fiber jumbo line producing specified quality
- Financials ("like for like")

■ Sales increase of $9.7 \%$ to EUR 506.5 mn vs Q4/2013 EUR $461.9^{2} \mathrm{mn}$

- 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 $3.6^{3} \mathrm{mn}$ )
- Impairments of EUR 94.0 mn for Chinese and Indonesian operations


## Q4/2014: VSF ${ }^{1}$ prices regain premium

## FY 2014: Cotton price decrease (20.6\%)², polyester prices decrease (16.7\%)

(Index: Base = January 2, 2013)


## Fiber market environment 2014

Relatively stable fiber production growth with a $2.0 \%$ increase $^{1}$


1) Sources: ICAC, CIRFS, Fiber Economics Bureau, National Statistics, The Fiber Year, Lenzing estimates. Percentage increases based on exact figures

## FY 2014: Low cotton prices putting pressure on the fiber market <br> 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 ${ }^{1}$
- 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


Source:

1) ICAC, March 2, 2015
2) Million metric tons

10 LEADING FIBER INNOVATION

## 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
- DWP ${ }^{1}$ 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 DWP ${ }^{1}$ anti-dumping regulation in 2015 (Europe, South Africa)



## FY 2014: Marketing campaigns to push TENCEL ${ }^{\oplus}$ and Lenzing Moda ${ }^{\oplus}$

Apparel

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

- TENCEL ${ }^{\circledR}$ continued push of bed linen promotion
- Lenzing Modal ${ }^{\circledR}$ towel at Walmart


## FY 2014: Marketing campaigns to push TENCEL ${ }^{\circledR}$ and Lenzing Modal ${ }^{\circledR}$

## Nonwovens

- Strong TENCEL ${ }^{\circledR}$ wipes demand
- Launch of brand "Sweeps" in Europe
- Flushable wipes with TENCEL ${ }^{\circledR}$ short cut

New Business Development \& Technical Textiles

- TENCEL ${ }^{\circledR}$ short cut for filtration
- Lenzing $\mathrm{FR}^{\circledR}$ - highly flame retardant (complete solution)
- Lenzing Modal ${ }^{\circledR}$ COLOR fruits \& vegetable nets



## New Segment Focus



## FY 2014: Financial overview

Financials improving, continued tough commodity type market pricing

| (............................................................................................................................................................................................... |
| :--- |
| Only continuing operations <br> ("like for like") |
| Sales volume (k tons) |

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 $(10.8 \%)$

15 LEADING FIBER INNOVATION

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

| Only continuing operations ("like for like")" <br> (EUR mn) | Q4/2014 | As of sales \% | Q4/2013 | As of sales \% | Change (\%) | FY/2014 | $\begin{aligned} & \text { As of } \\ & \text { sales \% } \end{aligned}$ | FY/2013 | $\begin{aligned} & \text { As of } \\ & \text { sales \% } \end{aligned}$ | 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 |

1) Taking into account discontinued operations in 2013: sales (2.3\%), EBITDA 6.6\%, EBIT 34.1\%

## FY 2014: Financials ${ }^{1}$

## 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 $\sim$ EUR 4 mn
- Total liquidity cushion of EUR 478.8 mn
- EUR 280.3 mn liquid assets ${ }^{2}$
- EUR 198.5 mn of unused credit lines
- Adjusted equity of EUR $\mathbf{1 , 0 6 6 . 1} \mathbf{~ m n}$
- 44.9 \% equity ratio (FY 2013: 45.5\%)
- Net gearing of 42.2\% (FY 2013: 45.5\%)


## 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)

18 Leading fiber innovation

## FX effects in 2014

## On P+L and equity



## excelLENZ cost saving program

## A sustainable improvement of Lenzing's cost position




## Target organization: Central Technical Services

## From Mai 4, 2015



+ Optimal production support stronger value added services

廿 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 $^{\circledR}$ and Lenzing Modal ${ }^{\circledR}$

■ 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 | $\begin{array}{r} \text { Change } \\ \text { Q4/Q3 (\%) } \end{array}$ | Q4/2013 | $\begin{array}{r} \text { Change } \\ \mathrm{y}-\mathrm{o}-\mathrm{y}(\%) \end{array}$ |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| 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

| (EUR mn) | Q4/2014 | Q4/2013 |
| :---: | :---: | :---: |
| Total sales | 506.5 | 461.9 |
| Inventory change/work in progress | (16.8) | 8.0 |
| Work performed by the group and capitalized | 5.1 | 9.1 |
| Other operating income | 16.7 | 16.5 |
| Cost of material and purchased services | (302.5) | (342.8) |
| Personnel | (66.2) | (95.8) |
| Other operating expenses | (62.3) | (55.2) |
| EBITDA/Margin | 80.5/15.9\% | 1.6/0.3\% |
| Depreciation \& Amortization | (129.1) | (52.6) |
| Income from resolution of investment benefits | 1.1 | 1.0 |
| EBIT/Margin | (47.6)/(9.4\%) | (49.9)/(10.8\%) |
| Financial result | (7.2) | (7.6) |
| Results from terminable non-controlling interest | 5.9 | 7.0 |
| EBT/Margin | (48.8)/(9.6\%) | (50.5)/(10.9\%) |
| Tax | (9.6) | 13.9 |
| Tax rate | (19.7\%) | 27.6\% |
| Net income/Margin | (58.5)/(11.5\%) | (36.6)/(7.9\%) |
| Net income after minorities/Margin | (58.0)/(11.5\%) | (35.1)/(7.6\%) |
| EPS (in EUR) | (2.18) | (1.32) |

## 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 $y-0-y$ (\%) |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| 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 ${ }^{1}$ | 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 ${ }^{2}$ | 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 ${ }^{3}$ 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 |

1) Includes sales of sodium sulfate and black liquor
2) Includes external sales of pulp, wood and energy
3) Includes Dolan, ECG (European Carbon Fiber) and BZL (Bildungszentrum Lenzing)

## Q4/2014: Total Opex

Q4/2014 (Total Opex EUR 431.0 mn)


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

Q4/2013 (Total Opex EUR 493.8 mn)


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


## 2014: Opex breakdown <br> Positive effects from excelLENZ

| (EUR mn) |  | Q4/2014 |  |  | Change y-o-y (\%) |  | 2013 | Change $y-0-y$ (\%) |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Q3/2014 |  | Q4/2013 | $\begin{array}{r} \text { Change } \\ \text { Q4/Q3 (\%) } \end{array}$ |  | 2014 |  |  |
| 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 ${ }^{1}$ | (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 ${ }^{2}$ | (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 |  |  |
| 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) |

1) Including cost for wood
2) Other includes trading goods, other raw materials, packaging, auxiliary material

## 2014: Opex breakdown <br> Positive effects from excelLENZ

| Only continuing operations ("like for like") (EUR mn) | Q3/2014 | Q4/2014 | Q4/2013 | $\begin{gathered} \text { Change } \\ \text { Q4/Q3 (\%) } \end{gathered}$ | Change y-0-y (\%) | 2014 | 2013 | Change y-0-y (\%) |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| 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 ${ }^{1}$ | (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 ${ }^{2}$ | (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) |

1) Including cost for wood
2) 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 <br> (\%) | Q4/2013 | Change $y-0-y$ <br> (\%) |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Total sales | 451.7 | 448.3 | 457.7 | 506.5 | 10.7 | 461.9 | 9.7 |
| Total Opex ${ }^{1}$ | (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 | - |

## 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 ${ }^{1}$ | 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 ${ }^{\text {2 }}$ | (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) | - |

1) Including trade and other working capital
2) 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. | 20131 | 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 |
| 1) Continued business <br> 34 LEADING FIBER INNOVATION |  |  |  |  |

## FY 2014: Topline breakdown

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

$\qquad$

| (EUR mn) | 2014 | 2013 | Change $y-0-y$ (\%) | $2013{ }^{4}$ | $\begin{gathered} \text { Change } \\ \text { y-o-y (\%) } \end{gathered}$ |
| :---: | :---: | :---: | :---: | :---: | :---: |
| 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 ${ }^{1}$ | 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 ${ }^{2}$ | 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 ${ }^{3}$ and consolidation | 9.4 | (36.1) |  | (32.0) | - |
| Total sales | 1,864.2 | 1,908.9 | (2.3) | 1,859.0 | 0.3 |

## FY 2014: Total Opex

2014 (Total Opex EUR 1,704.5 mn)


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

2013 (Total Opex EUR 1,815.3 mn)


- Cost of material and purchased services Personnel expenses - Other operating expenses
$2013^{1}$ (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 $y-0-y$ (\%) | $2013{ }^{2}$ | Change $y-0-y$ (\%) |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Total sales | 1,864.2 | 1,908.9 | (2.3) | 1,859.0 | 0.3 |
| Total Opex ${ }^{1}$ | $(1,704.5)$ | (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 | - |

## FY 2014: Solid balance sheet

## As of December 31, 2014

$\sum 2,375.1$ EUR mn


Assets
$\sum 2,375.1$ EUR mn

| $\begin{aligned} & 1,045.6 \\ & (44.0 \%) \end{aligned}$ | $\square$ Equity |
| :---: | :---: |
| $\begin{gathered} 729.8 \\ (30.7 \%) \end{gathered}$ | - Financial liabilities |
| 181.1 (7.6\%) | $\square$ Trade payables |
| 211.4 (8.9\%) | $\square$ Provisions |
| 207.1 (8.7\%) | $\square$ Others |

## FY 2014: Cash flow

## Considerably improved cash flows

| (EUR mn) | 2014 | 2013 | $\begin{aligned} & \text { Change } \\ & y-0-y(\%) \end{aligned}$ |
| :---: | :---: | :---: | :---: |
| 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 ${ }^{1}$ | (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 ${ }^{23}$ | (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) | - |

1) Including trade and other working capital
2) Including investment in financial assets and disposal proceeds
3) 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 ${ }^{\circledR}$ sales



Source: Lenzing, CCFG, CCFEI

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

## Lenzing: Global market leader in VSF¹ (2014e)

## Lenzing with $21 \%$ share of production ${ }^{2}$ Lenzing with $18 \%$ share of capacities ${ }^{3}$



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
43 LEADING FIBER INNOVATION

## Lenzing: Only global player

## Sales volume by region ${ }^{1}$ - strong footprint in Asia



## Source: Company information

1) Fiber sales by volume in metric tons, 2014

## Capacity $2015^{1}$ ~ 1 mn tons

## TENCEL ${ }^{\circledR}$ plant with 67 k tons


2) Includes Lenzing (A), Heiligenkreuz (A) and Grimsby (UK), does not include Kelheim capacity 3) CAGR 2011-2015

45 LEADING FIBER INNOVATION

## Capacities by site and year

Investment in TENCEL® ${ }^{\circledR}$ jumbo line - full production in 2015

| Plant location | $\begin{array}{r} \text { Capacity - } \\ \text { YE } 2012 \\ \text { (metric tons) } \end{array}$ | Capacity YE 2013¹ (metric tons) | $\begin{array}{r} \text { Capacity - } \\ \text { YE } 2014 \\ \text { (metric tons) } \end{array}$ | 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 ${ }^{\text {® }}$ | 320,000 | 320,000 | 320,000 | 323,000 |
| Nanjing / China, Lenzing Viscose ${ }^{\text {® }}$ | 160,000 | 178,000 | 178,000 | 178,000 |
| Grimsby / UK, TENCEL® | 40,000 | 40,000 | 40,000 | 40,000 |
| Mobile / USA, TENCEL ${ }^{\text {® }}$ | 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 |

## 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 <br> 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)


## Cost structure Lenzing Group (2014) ${ }^{1}$



Source: Lenzing

1) Cost structure based on cost of materials and purchased services amounting to EUR 1,199.2 mn in 2014 2) Including wood
2) Other includes trading goods, other raw materials, packaging, auxiliary material
3) 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
[^0]Lenzing Group pulp sourcing (2014) ${ }^{4}$

Source: Lenzing

Indicative spot pulp procurement cost vs. vertical integration ${ }^{5}$


## Textile: Building barriers to entry

## Global branded supplier to blue chip customer base



## 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 $20.6^{1} \mathrm{mn}$ 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 ${ }^{\circledR}$ )
- 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



LENZING

## 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: ICAC, February 2, 2015

## Mega-trend: Sustainability <br> 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\%

Water consumption


Required acreage for production of one metric ton of fiber

Hectares per metric ton and year

Environmental impact of production ${ }^{1}$


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



| 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 |

## Overview of B \& C Privatstiftung ${ }^{1}$

- $67.6 \%$ owner of Lenzing is B \& C Privatstiftung (B \& C Private Foundation). Its purpose is the promotion of Austrian entrepreneurship.
- $\mathrm{B} \& \mathrm{C}$ 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.


## Back-up

$\qquad$


## Lenzing Viscose ${ }^{\circledR}$ textile prices compared to cotton price development

 VSF gained back premium over cotton in Q3/20141

## 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 $12.08 \mathrm{mmt}^{1}$ tons ( $>56 \%$ of world inventories)


Source: ICAC, February 2, 2015

* estimated

1) Million metric tons

## Our production sites

Lenzing AG -
Austria (Fiber and pulp)


Grimsby -
Great Britain (TENCEL ${ }^{\circledR}$ )


PT. South Pacific Viscose Indonesia (Viscose)


Heiligenkreuz Austria (TENCEL® ${ }^{\circledR}$ )


Mobile -
USA (TENCEL ${ }^{\circledR}$ )


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


LENZING

## Where our fibers end up



## Where our fibers end up

## Apparel - Ladies' wear - close to skin

```
-100%
TENCEL®
```

- Jacket: 35\% TENCEL ${ }^{\circledR}$ / 18\% Ramie / 47\% Organic cotton, Jumpsuit: $100 \%$ TENCEL ${ }^{\circledR}$
- Asymmetric Hem Dress
- $100 \%$ TENCEL ${ }^{\circledR}$
$100 \%$ TENCEL $^{\circledR}-65 \%$ TENCEL $^{\circledR}$ / 35\% Cotton


HiM
ZARA
ESP|PIT
D|ESEL

## Where our fibers end up

Home and Interiors

```
- 100\% TENCEL \({ }^{\circledR}\)
bedlinen
duvets mattresses
```



Lenzing Modal®
towels
bathrobes
...


## Where our fibers end up

## Nonwovens



## Where our fibers end up

## New Business Development \& Technical

```
- TENCEL }\mp@subsup{}{}{\circledR
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

- Investor Relations contact
- Stephanie Kniep Head of Investor Relations

Phone: +43 76727014032
Fax: $\quad$ +43 76729184032
E-Mail: s.kniep@lenzing.com

- 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 |

$\Rightarrow$ Visit our IR website:
http://www.lenzing.com/en/concern/investor-center.html
$\Rightarrow$ Visit our sustainability site:
http://www.lenzing.com/en/concern/lenzing-group/sustainability.html


[^0]:    48 LEADING FIBER INNOVATION

