

DKSH Holding Ltd.
Investor Presentation
February 2020



Highlights 2019



¹ Proposal of the Board of Directors



Increased financial results



All Business Units achieved improved underlying performance



Progress in restructuring
Consumer Goods yields higher results

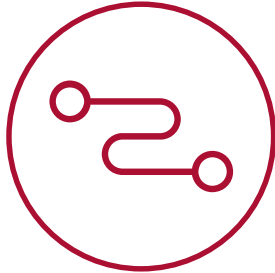


Four value-creating acquisitions



Increase in ordinary dividend to CHF 1.90 per share (+2.7%)¹

Our corporate strategy



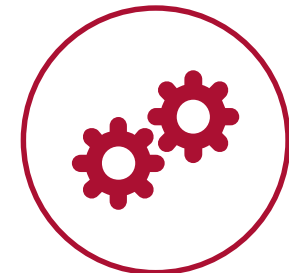
Focus on existing Business Units

Focus on growing existing markets and existing Business Units where we leverage our leader position for our business partners



Strengthen service offering

Continuously strengthen and extend our service offerings to ensure long-term success of our customers and clients



Increase operational efficiency

Successively improve efficiency and effectiveness of our processes to serve our business partners best



Focus on existing Business Units

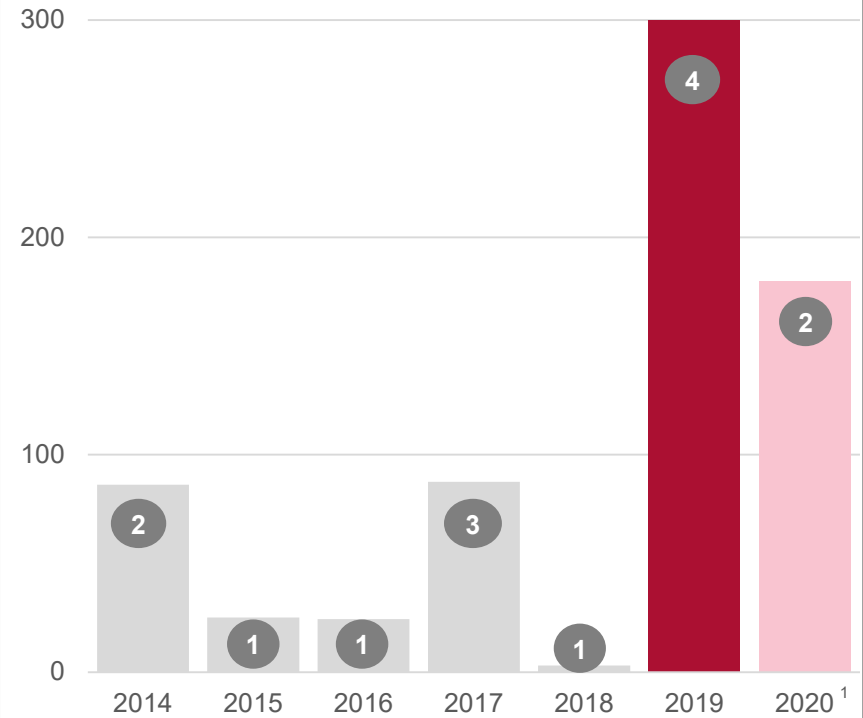
Organic growth and value-creating acquisitions

Priority on organic growth...

Healthcare	Expanded partnerships Outsourcing trend
Consumer Goods	Strengthened business pipeline Grew in Indonesian market
Performance Materials	Growth with existing clients Onboarding of new clients
Technology	Supported analytical processes Pushed after-sales services

... complemented by value-creating acquisitions

Annualized net sales (in CHF million)



¹ Signed acquisitions in December 2019, closing expected in Q1 2020

● No. of closed acquisitions during the year



Strengthen service offering

Expand value-adding services



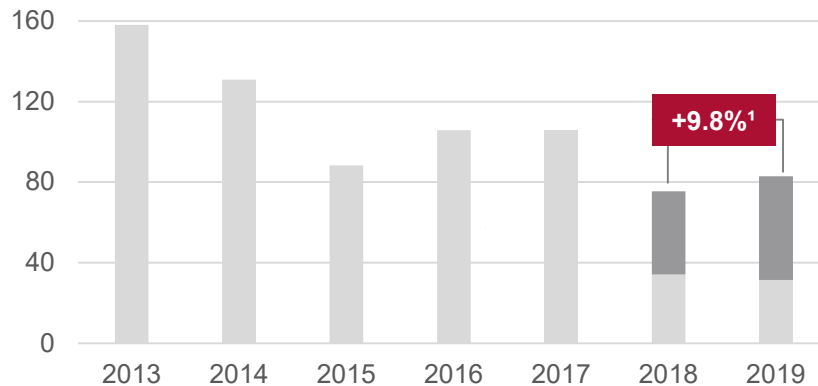


Increase operational efficiency

Good progress

Consumer Goods EBIT growing again

EBIT (in CHF million) ¹



Stabilizing FMCG portfolio



Maurice Lacroix break-even



Added-value acquisitions

.... and slightly higher Group EBIT-margin²

¹ Excluding restructuring costs (2019: CHF 14.5 million, 2018: CHF 12.6 million)

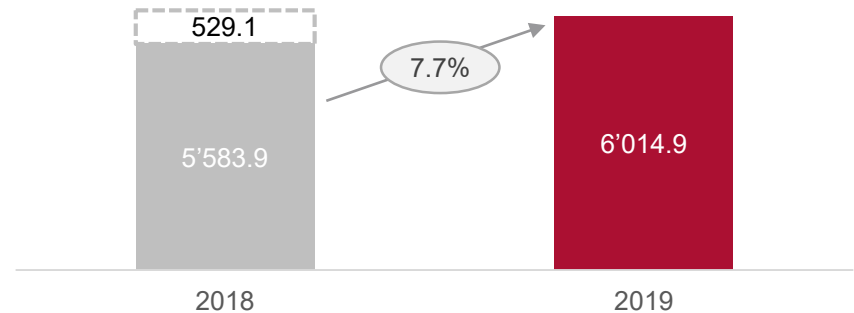
² Excluding restructuring costs (2019: CHF 14.5 million, 2018: CHF 18.2 million); 2018 excl. EBIT Healthcare China (CHF 27.5 million)

Business Unit Healthcare

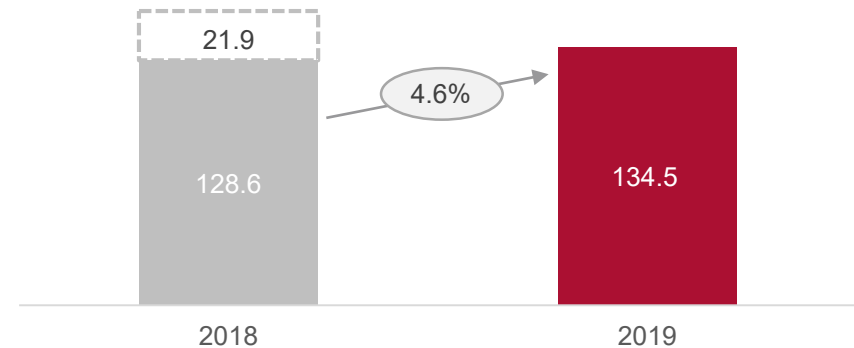
Underlying business continues to grow

- Exit Chinese Healthcare market in 2018
- **Adjusted business with solid growth**
 - Net sales +7.7%¹
 - EBIT +4.6%²
- Challenging market environment in Hong Kong and Thailand
- Higher costs to market and distribute products in H2 2019

Net sales¹
in CHF million



Adjusted EBIT²
in CHF million



¹ 2018: Excluding Healthcare business in China (Net sales: CHF 529.1 million)

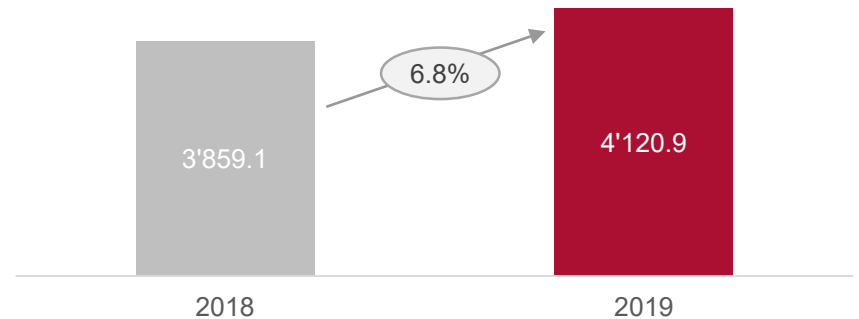
² 2018: Excluding Healthcare business in China (EBIT: CHF 27.5 million) and restructuring costs (EBIT: CHF 5.6 million); net CHF 21.9 million

Business Unit Consumer Goods

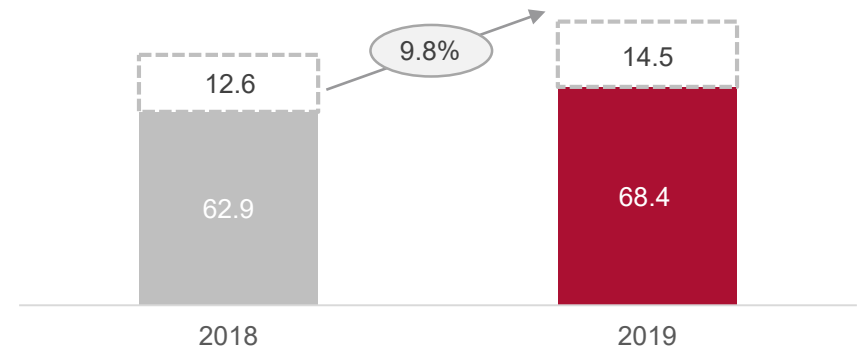
Progress in restructuring yields better results

- **Despite challenging markets:**
 - Net sales +6.8%
 - EBIT +9.8%¹
- **Key achievements:**
 - Restructuring yields higher results
 - Milestones: Maurice Lacroix, Digital
 - M&A: Auric Pacific and CTD

Net sales
in CHF million



Adjusted EBIT¹
in CHF million



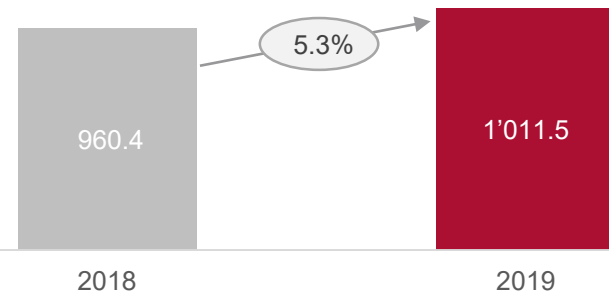
¹ Excluding restructuring costs (2019 CHF 14.5 million, 2018: CHF 12.6 million)

Business Unit Performance Materials

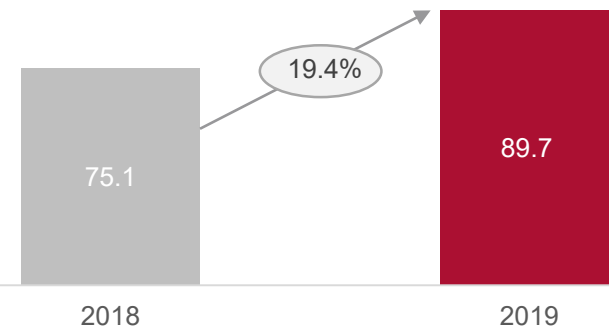
Record year

- **Record year:**
 - Net sales up 5.3% (>CHF 1 bn mark)
 - Economies of scale result in double digit EBIT growth (19.4%)
- **Key achievements:**
 - Growth with existing and new clients
 - Innovation centers increase to 44
 - Acquisition of Dols in BeNeLux
- **Technical expertise:** More innovation center openings in 2020 planned

Net sales
in CHF million



EBIT
in CHF million

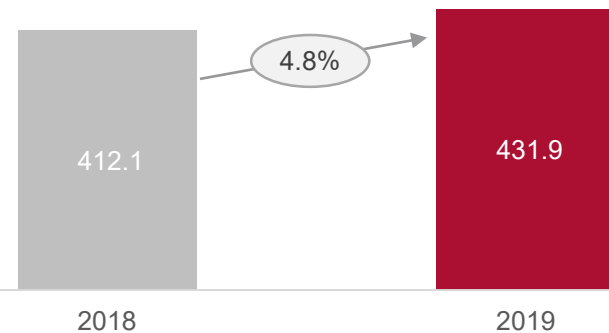


Business Unit Technology

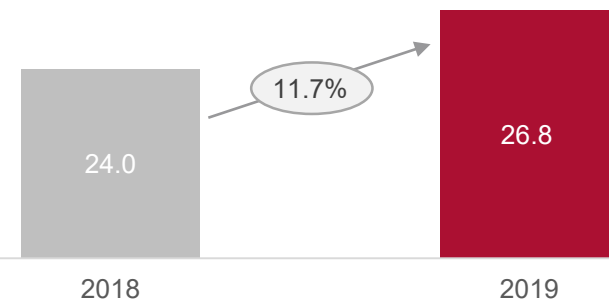
Higher net sales and EBIT

- **Top- and bottom-line growth:**
 - Net sales up 4.8%
 - EBIT grows 11.7%
- **Key achievements:**
 - Expansion of business line scientific instrumentation in Asia
 - Strengthened service business
 - Acquisition of SPC in Thailand

Net sales
in CHF million



EBIT
in CHF million



Financial results 2019

in CHF million	2019	2018	% CHF	in % CER ¹
Net sales	11,579.2	11,344.6	2.1	0.3
Adjusted operating profit (EBIT)²	279.9	254.3	10.1	8.1
Operating profit (EBIT)	265.4	263.6	0.7	(1.3)
Adjusted profit after tax³	188.0	182.4	3.1	0.8
Profit after tax	176.1	260.3	(32.3)	(33.9)
Free Cash Flow	156.7	140.6	11.5	-

¹ Constant exchange rates: 2019 results converted at 2018 exchange rates

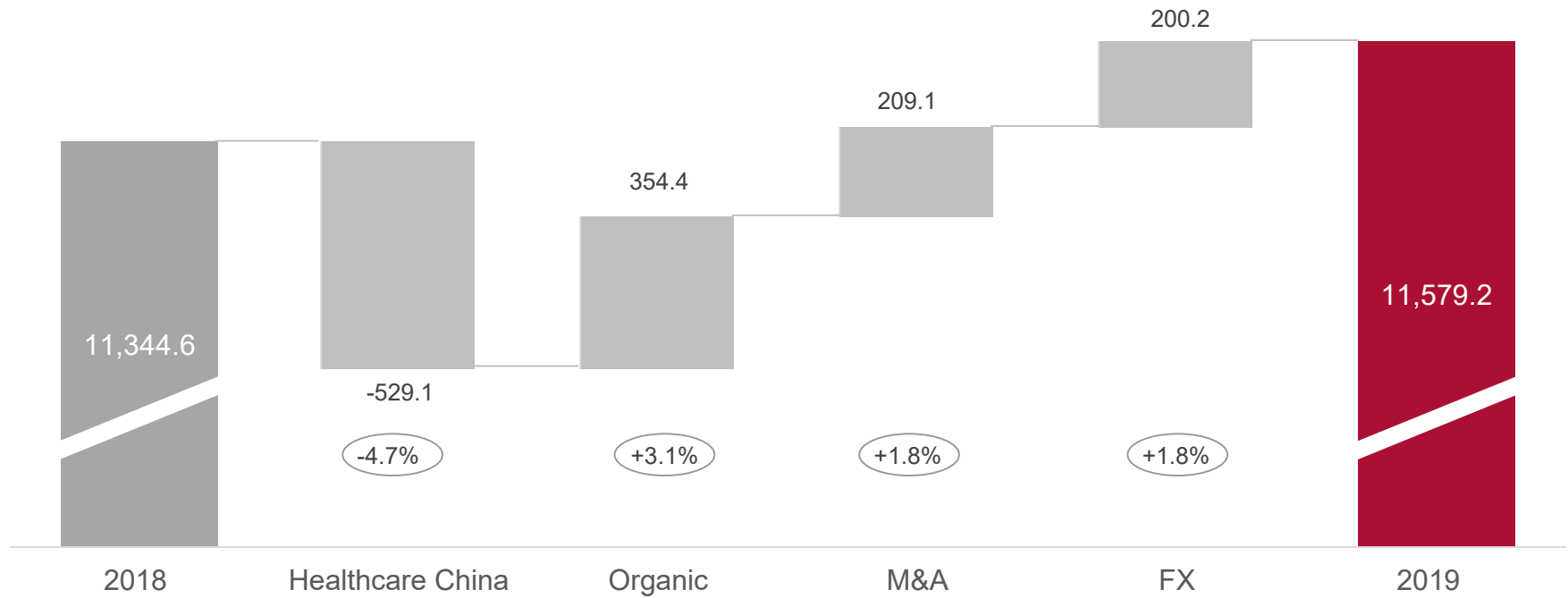
² Excl. restructuring costs (2019: CHF 14.5 million, 2018: CHF 18.2 million); 2018 excl. EBIT Healthcare China (CHF 27.5 million)

³ Excl. restructuring costs (2019: CHF 11.9 million, 2018: CHF 17.9 million); 2018 excl. EBIT and gain on sale Healthcare China (CHF 20.6 m and CHF 75.2 m)

Net sales development

3.1% organic growth

(in CHF million)



Organic: Difference 2019 figures to 2018 figures excluding M&A, FX and Healthcare China

M&A: Acquisition Auric Pacific and CTD (Consumer Goods), Dols (Performance Materials) as well as SPC (Technology)

FX: Impact from currency translation on net sales

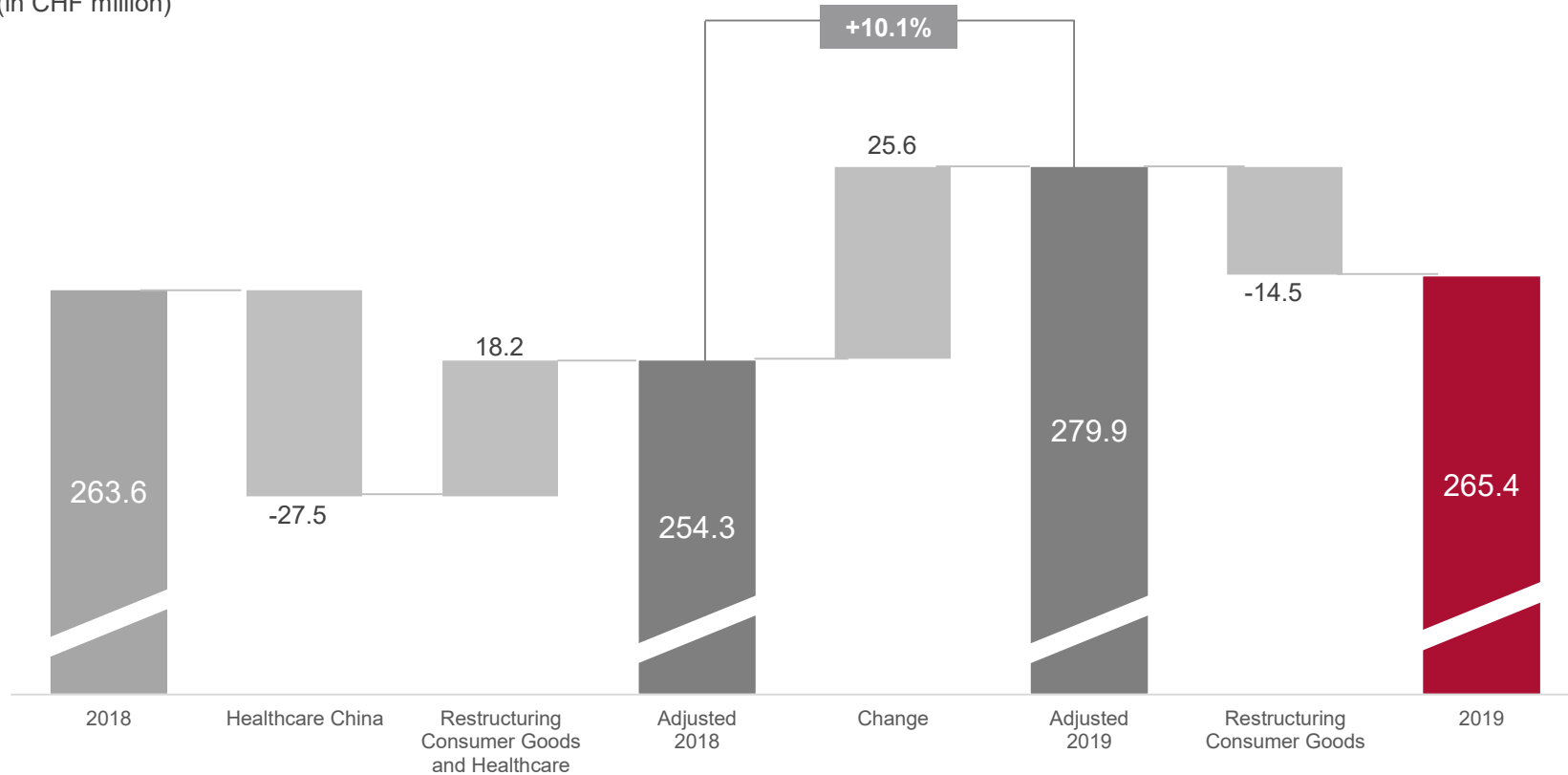
Healthcare China: Without Healthcare business in China in 2018

Delivering growth – in Asia and beyond.

EBIT development

Adjusted EBIT grows double-digit

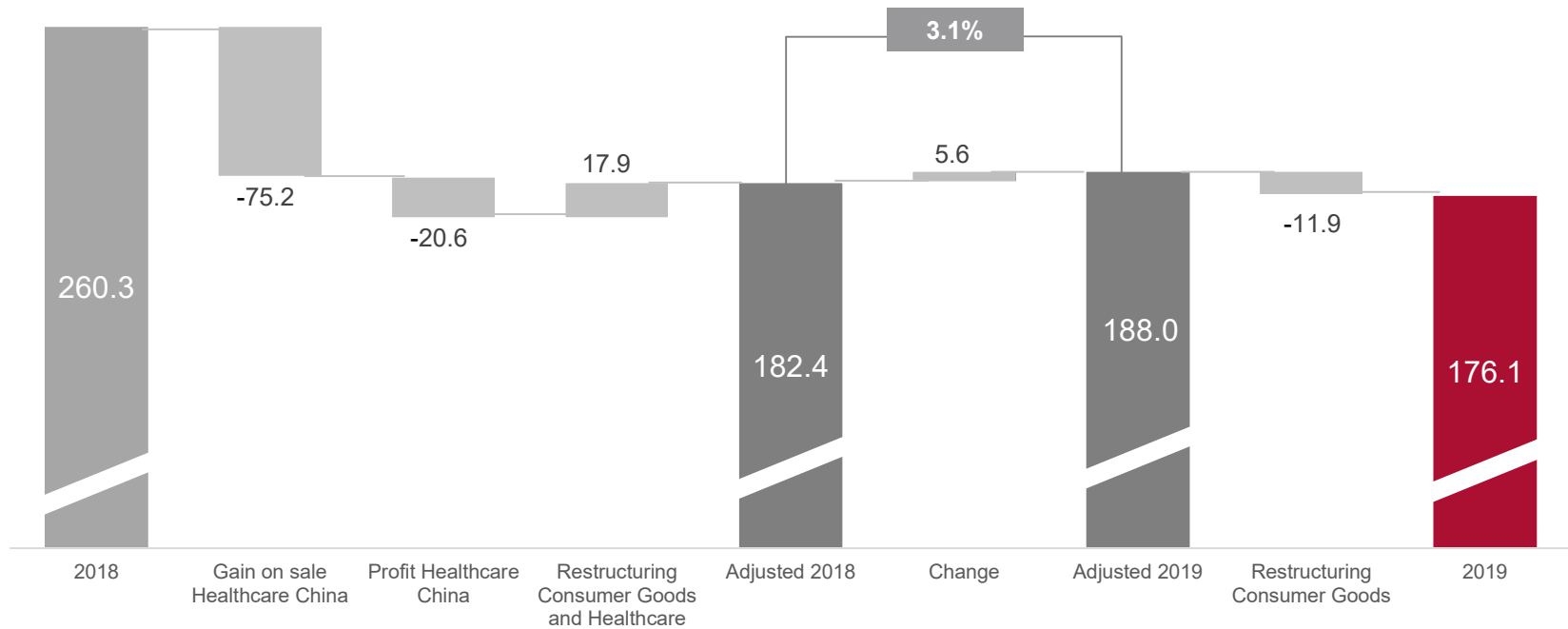
(in CHF million)



Profit after tax development

Adjusted profit after tax above last year

(in CHF million)



Continued strong balance sheet

Balance sheet as of December 31, 2019

Assets

Liabilities and equity

Net Operating Capital (NOC) CHF 1,459.5m

Cash	CHF 592.6m		
Trade receivables	CHF 2,241.2m	Trade payables	CHF 2,415.0m
Inventories	CHF 1,236.9m	Other liabilities	CHF 602.5m
Other current assets	CHF 445.7m	Lease liability (IFRS 16)	CHF 221.2m
Intangibles	CHF 298.5m	Borrowings	CHF 279.7m
PPE	CHF 152.2m	Equity and minority interests	CHF 1,834.6m
Right of use asset (IFRS 16)	CHF 226.6m		
Other non-current assets	CHF 97.1m		
Financial assets	CHF 62.2m		
CHF 5,353.0m		CHF 5,353.0m	

Major changes in 2019:

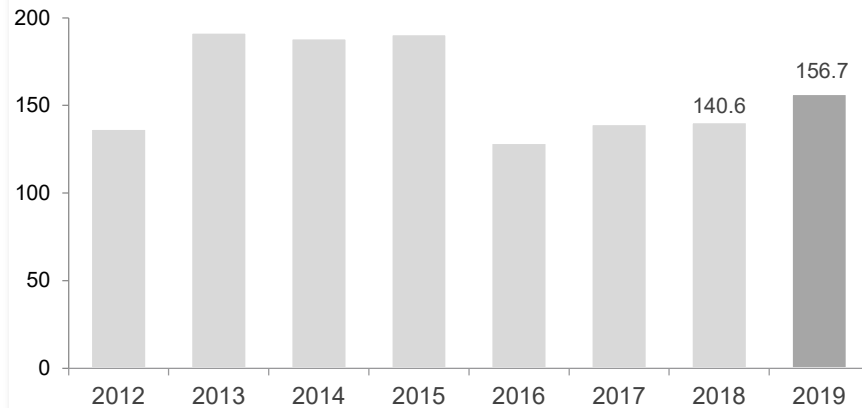
- Dividend payment of CHF 120.3 million
- Acquisitions payments of CHF 191.1 million
- Impact from IFRS 16
 - Right-of-use assets of CHF 226.6 million
 - Lease liability of CHF 221.2 million

Continued strong financial metrics:

- Net cash position of CHF 312.9 million
- Equity ratio of 34.3%

Free Cash Flow and RONOC

Free Cash Flow (in CHF million)



Higher Free Cash Flow:



- Improved working capital management
- Collection of outstanding receivables

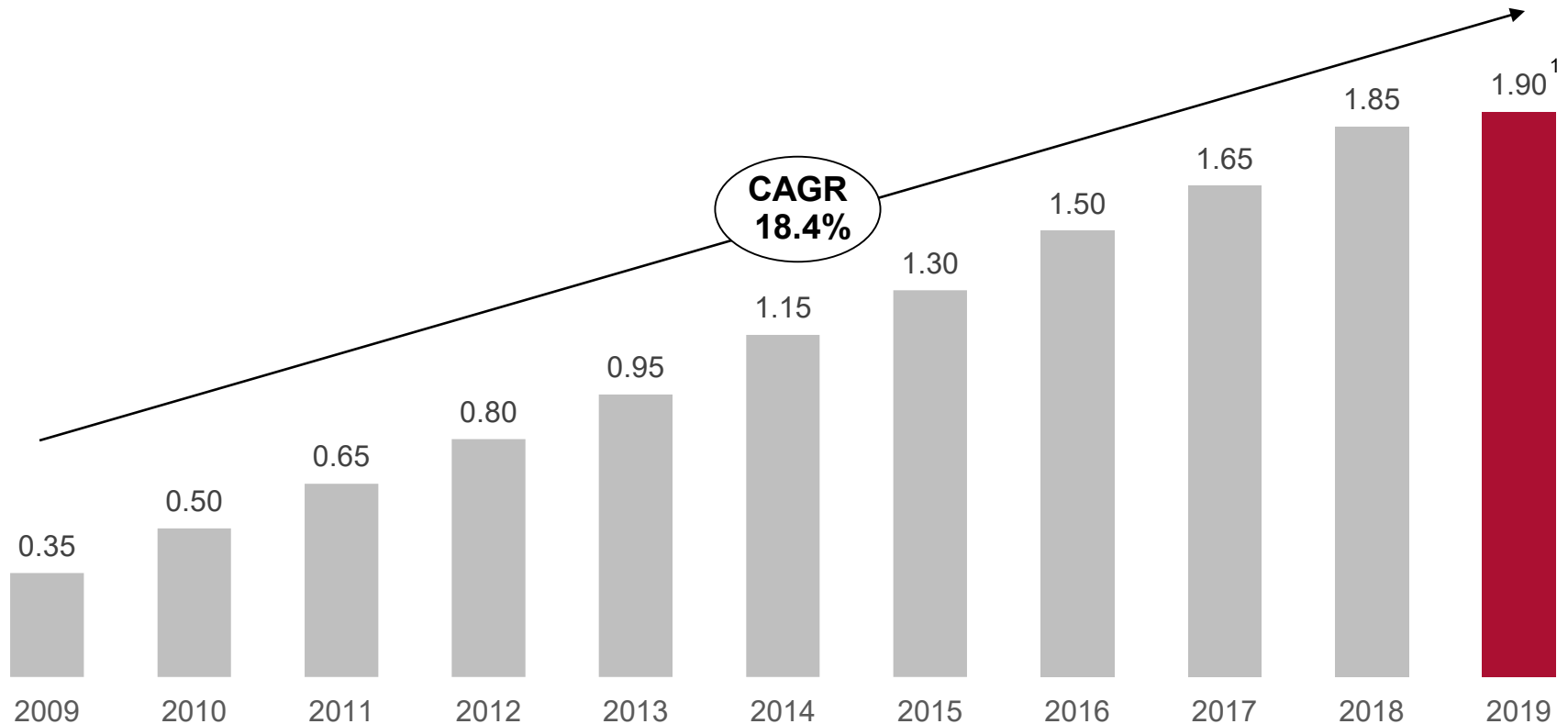
RONOC (in %)

in percentage (%)	2019	2018
RONOC	19.7	21.3
<i>Impact of</i>		
Healthcare China	-	(2.3)
Restructuring	1.1	1.3
Acquisitions	0.7	-
	21.4	20.3



Good development of RONOC on comparable basis

Ordinary dividend 2019 by 2.7% higher than last year¹



Note: Ordinary dividend per share. The chart takes into account share split 1:100, effective since the Annual General Meeting 2011

¹ Dividend 2019 as proposed by the Board of Directors

Embracing a purpose-driven identity at DKSH ...



... enriching people's lives

... focusing on growth

**... creating a culture of empowerment
and collaboration**

Confident outlook 2020



Intact long-term growth drivers

Resilient and scalable
business model

Organic and M&A
growth opportunities

Outlook Group:
Higher adjusted EBIT in 2020¹

¹ Assuming stable market and currency conditions

Capital Market Day 2020



Save the Date

May 15, 2020 in London (Dinner on May 14)

Questions & Answers



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