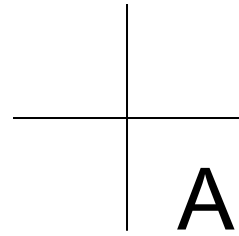


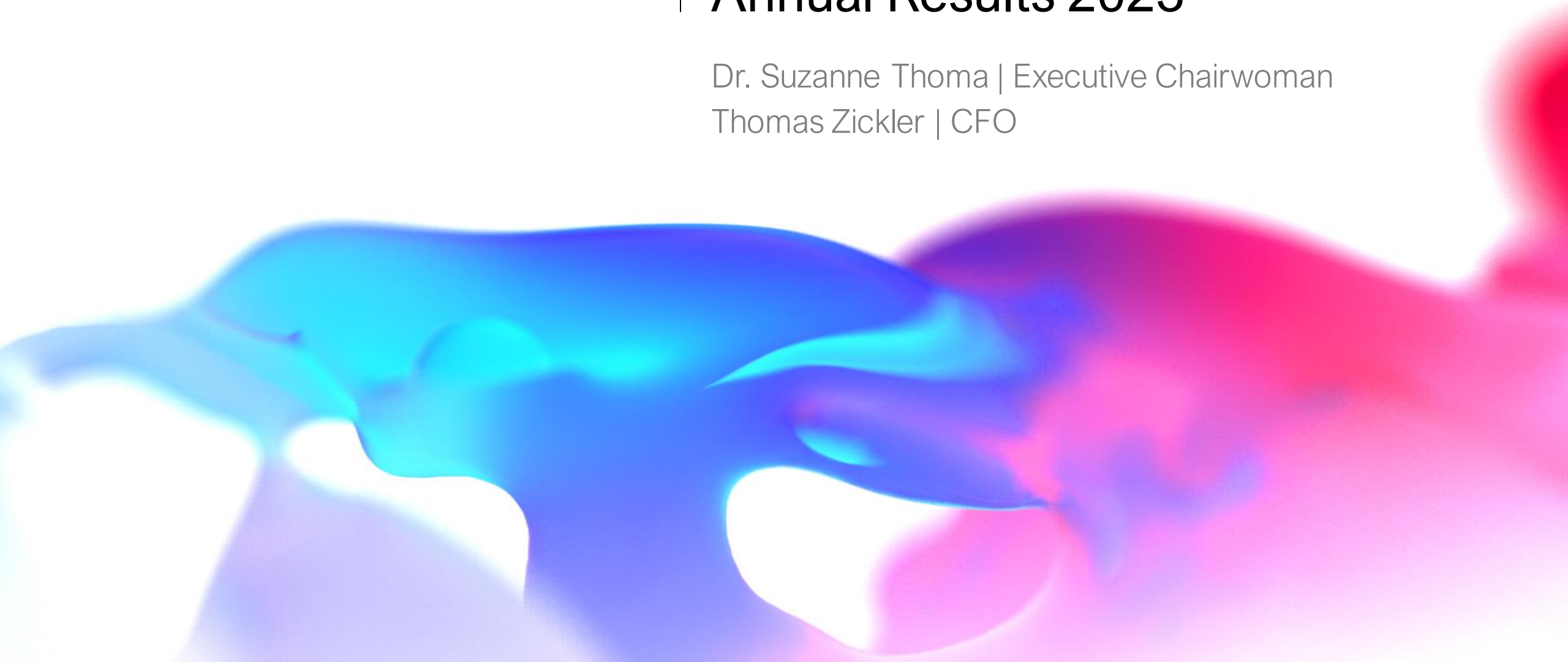
SULZER



Annual Results 2023

Dr. Suzanne Thoma | Executive Chairwoman

Thomas Zickler | CFO





Disclaimer

This presentation may contain forward-looking statements, including but not limited to, projections of financial developments, market activities or future performance of products and solutions, containing risks and uncertainties.

These forward-looking statements are subject to change based on known or unknown risks and various other factors, which could cause the actual results or performance to differ materially from the statements made herein.

Results 2023

Good market development & first results of Sulzer Excellence initiatives lead to:

- Sales growth in all three divisions and across regions
- FCF > 300mCHF: highest in at least 10 years
- ROCE 17.7%: highest in at least 10 years
- 11.1% profitability: highest in at least 10 years

Results 2023

Sales (mCHF)

3'281.7

EBITA (mCHF)

365.6

ROCE

17.7%

Order Intake (mCHF)

3'580.3

FCF (mCHF)

301.3

ONCF (mCHF)

373.9

Significant improvements across all key figures

Comparison 2023 to 2022

Sales*

+13.2%

EBITA*

+25.3%

ROCE

+300 bps

Order Intake*

+13.9%

FCF

+46.1%

ONCF

+161.5%

SULZER * in constant currencies adjusted for acquisition / disposal effects

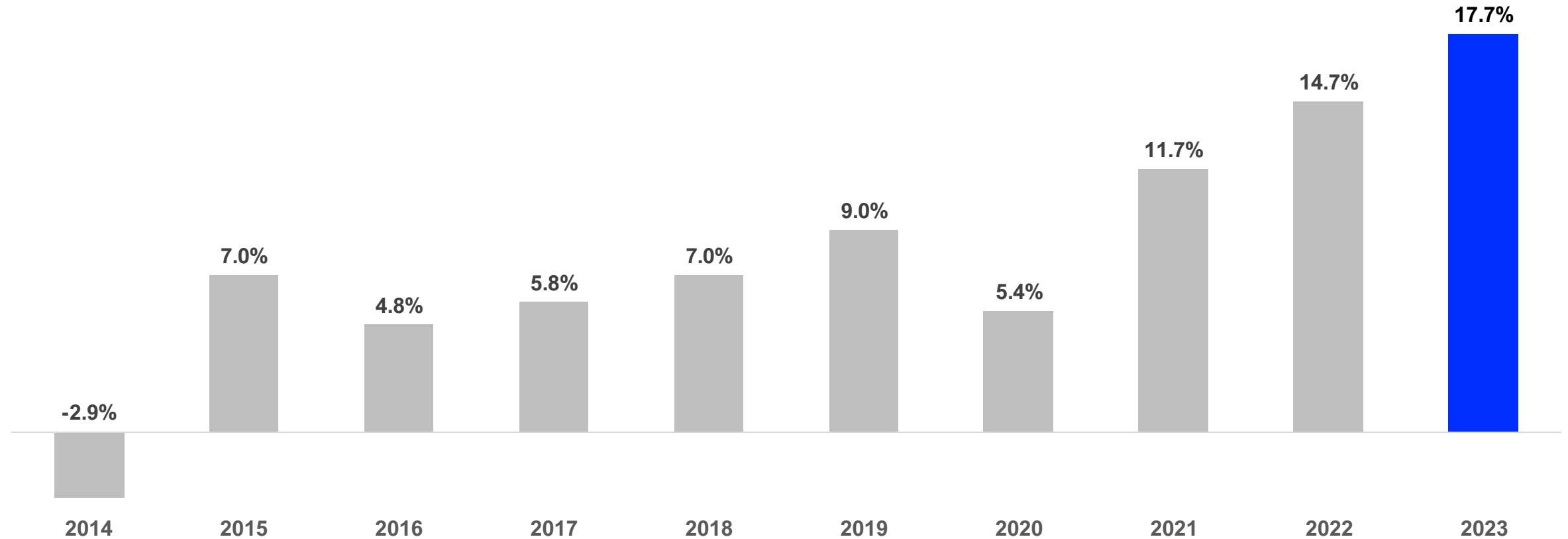
Order Intake up: extraordinarily large project order in H1 2023

Guidance and result 2023

	Order Intake	Sales	EBITA Margin
Result 2023	+13.9%	+13.2%	11.1%
Guidance 07/2023	up 10–14%	up 11–13%	around 11%
Guidance 02/2023	up 3–6%	up 7–9%	above 10%

Sulzer accelerates value creation

10-year development of ROCE



Dividend proposal

CHF 3.75 per share

Financials 2023

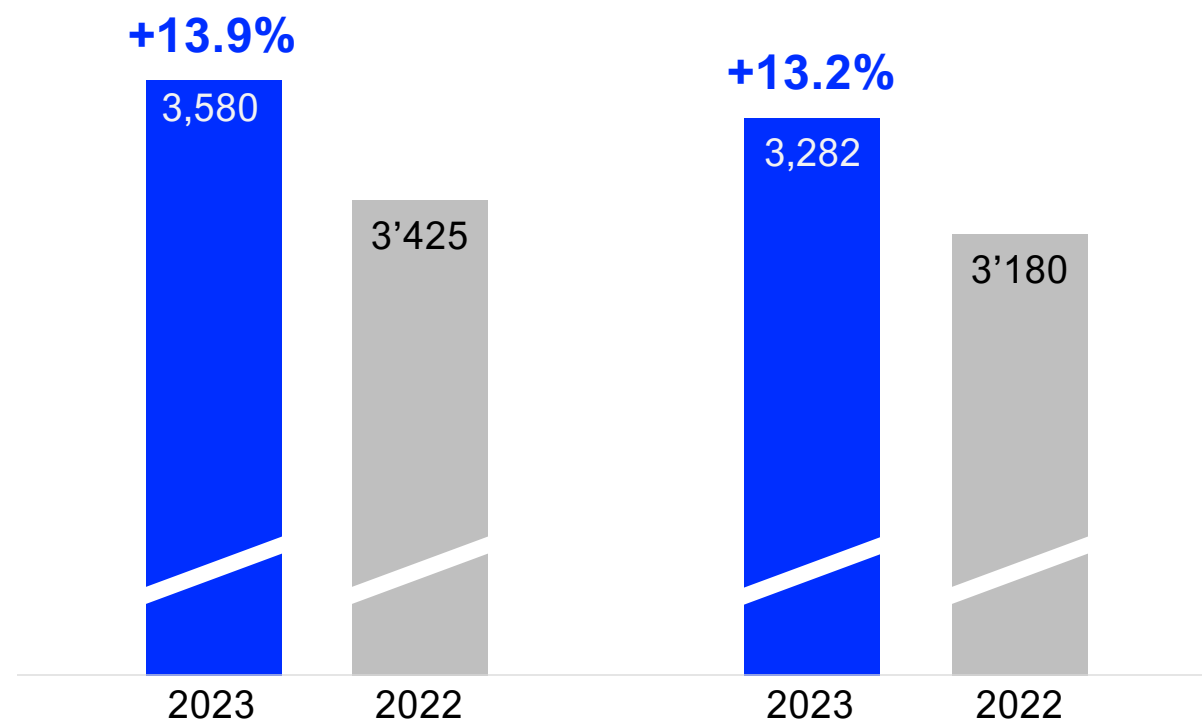
Thomas Zickler | CFO



Order intake & sales on higher end or above 2023 guidance

Order intake | In CHF millions

Sales | In CHF millions

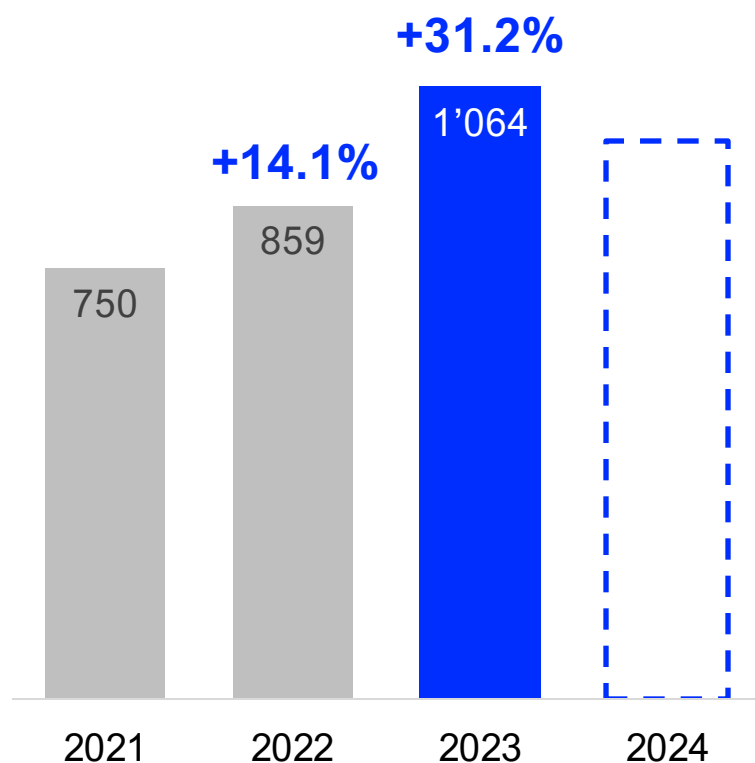


- **Order intake**
Driven by all three divisions
- **Order intake margin plus 40bps**
- **Sales**
Double-digit growth in all three divisions
- **Significant currency effect**
Approx. CHF 250 million on order intake and sales because of reporting currency

Note: All growth rates (%) adjusted for currency effects and acquisitions / disposal effects

Order Intake Outlook Q1 2024

Order intake | In CHF millions



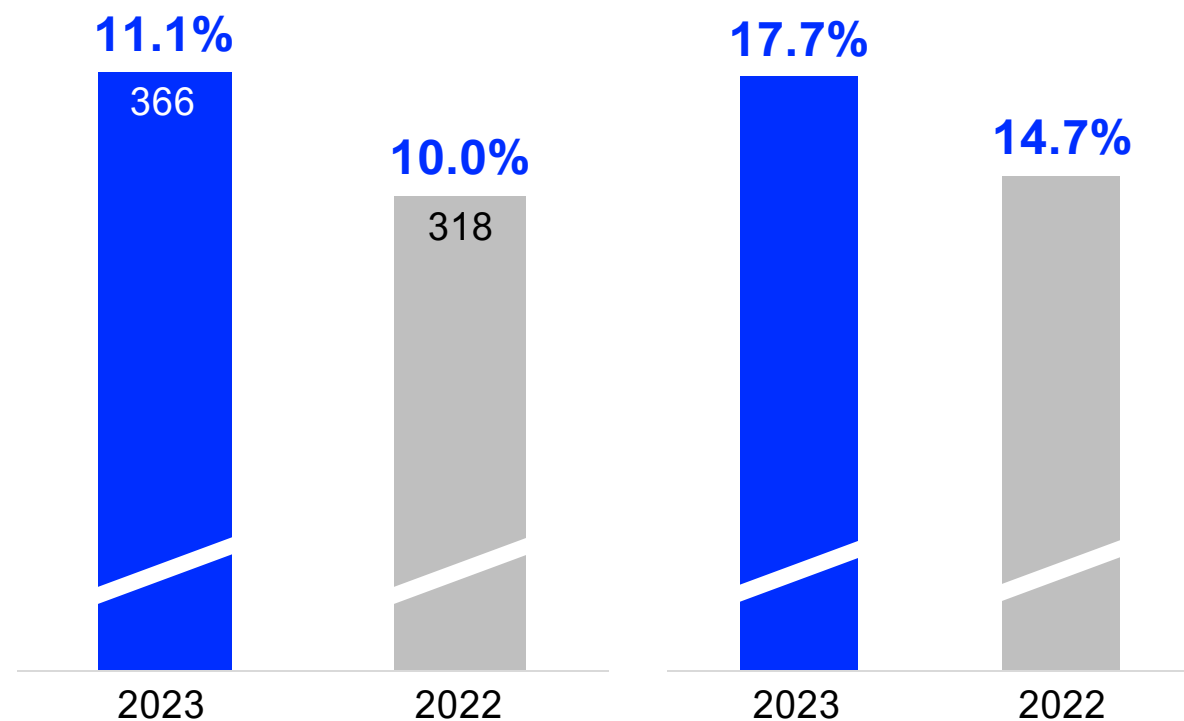
- CAGR 2022 – 2024 **Q1 above market**
- Growth in Q1 for the last two years has been notably above the market
- Order intake will remain higher than 2022 levels, even though we expect a slow development 2024 compared to the very strong Q1 of 2023

Note: All growth rates (%) adjusted for currency effects and acquisitions / disposal effects

Highest profitability and ROCE in at least 10 years

Operational Profit | In CHFm

ROCE | In CHFm



- **Operational profitability**
Overcompensated for spin-off of profitable medmix business in 2021
- **ROCE increase**
Driven by strong sales, higher margin and better net working capital management

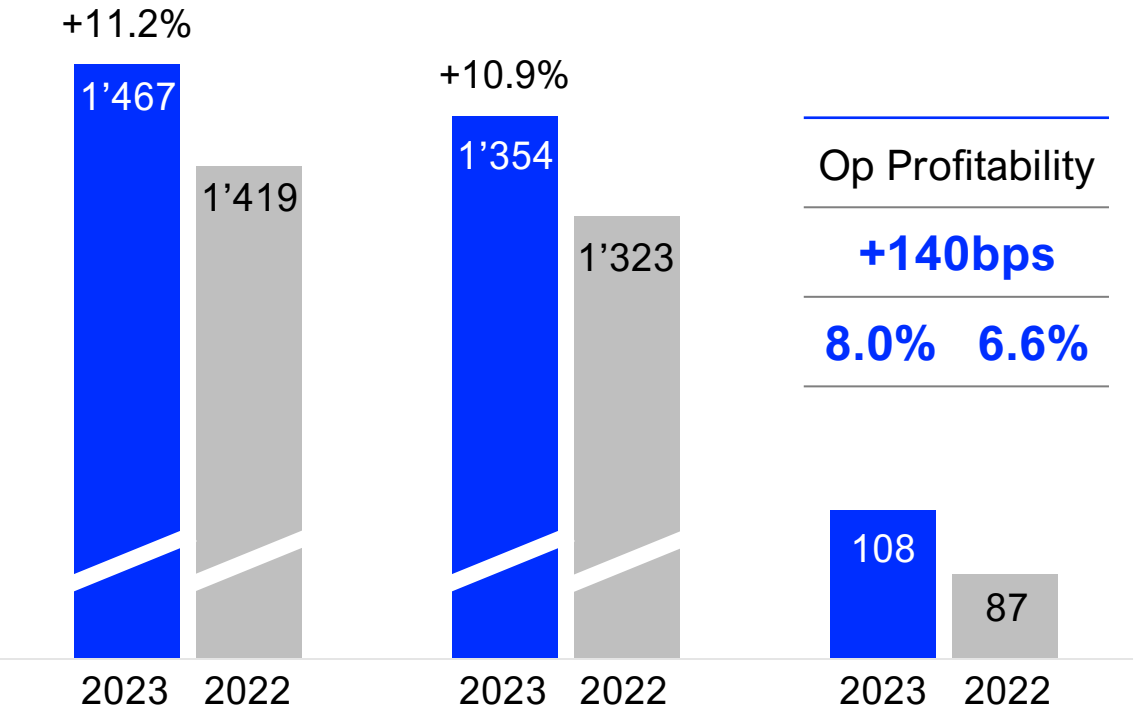
Good market momentum + excellence initiatives = better margins

Flow Equipment

Order intake
| In CHFm

Sales
| In CHFm

Operational Profit
| In CHFm



- **Order intake**
Large individual orders in H1 in Energy BU
- **Sales**
All businesses growing
- **Operational profitability**
Focus on pricing and excellence in manufacturing

Note: All growth rates (%) adjusted for currency effects and acquisitions / disposal effects

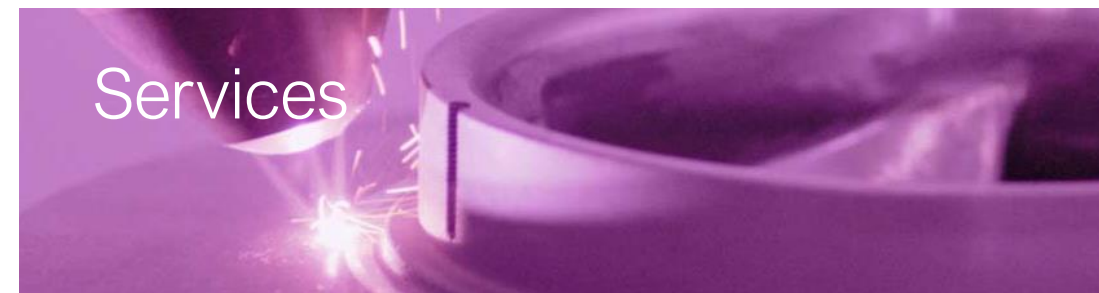
Strong Order Intake growth thanks to strong Americas markets

Services

Order intake
| In CHFm

Sales
| In CHFm

Operational Profit
| In CHFm



+19.8%

1'271

1'171

2023

2022

+14.5%

1'155

1'117

2023

2022

Op Profitability

+60bps

14.8%

14.2%

171

159

2023

2022

- **Orders**
AME is leading the strong growth, followed by EMEA and APAC
- **Sales**
All regions contributed to growth
- **Operational profitability**
Effective price management and cost discipline

Note: All growth rates (%) adjusted for currency effects and acquisitions / disposal effects

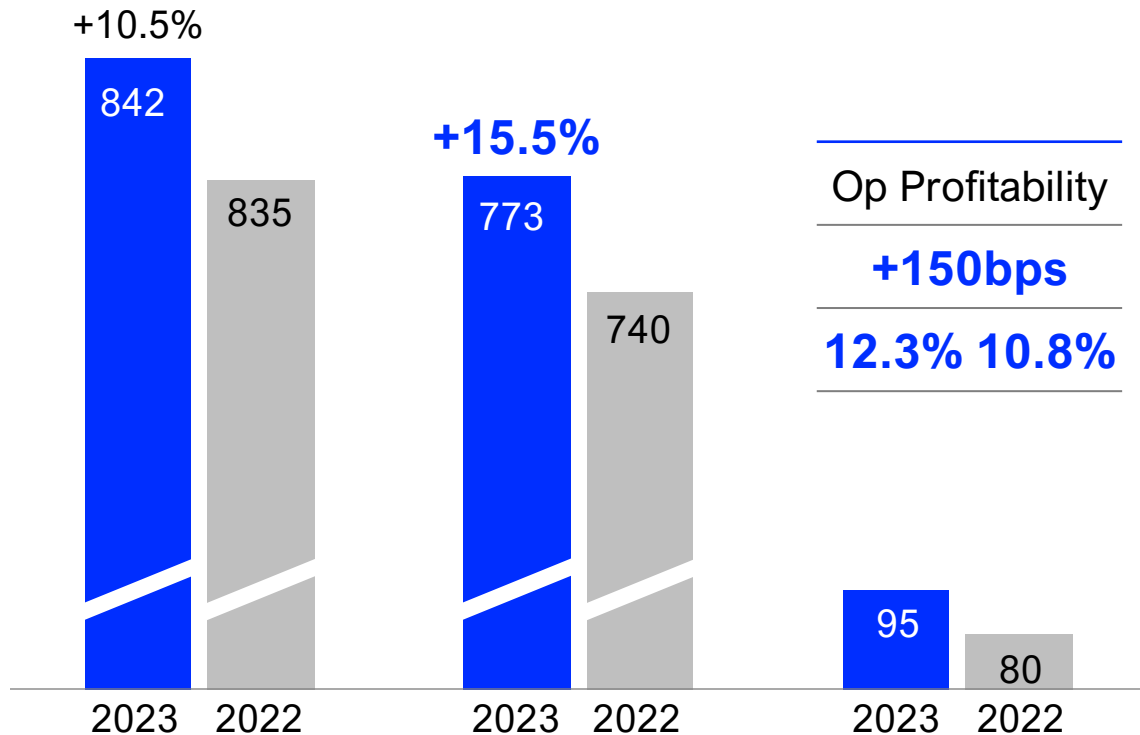
Large orders in emerging technologies

Chemtech

Order intake
| In CHFm

Sales
| In CHFm

Operational Profit
| In CHFm



- **Orders**
Large orders in bioplastics, biofuels and process technologies in H1
- **Sales**
Solid execution and strong commercial momentum
- **Operational profitability**
Commercial focus and favorable margin mix

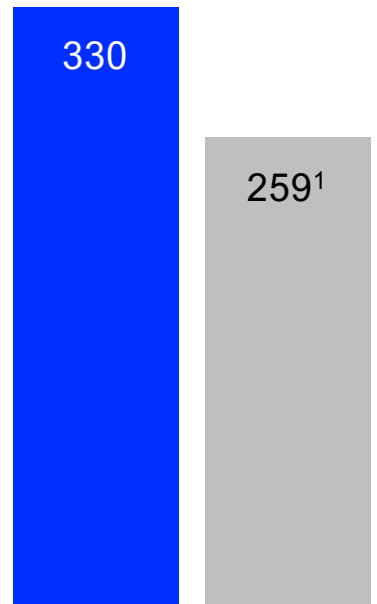
Note: All growth rates (%) adjusted for currency effects and acquisitions / disposal effects

Highest EBIT and Net Income in 10 years

EBIT | In CHF millions

Net Income | In CHF millions

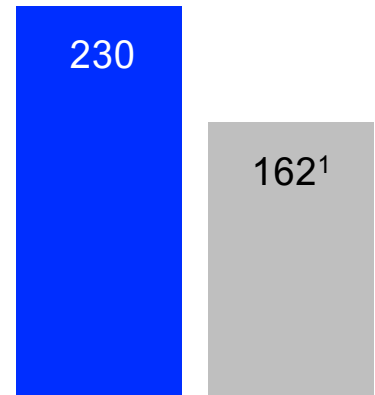
+35.5%



2023

2022

+54.2%



2023

2022

Comparison without one-off effects 2022

- EBIT increase driven by higher volumes and better margins across the Divisions
- Net Income additionally supported by lower effective tax rate
- No one-off impacts in 2023

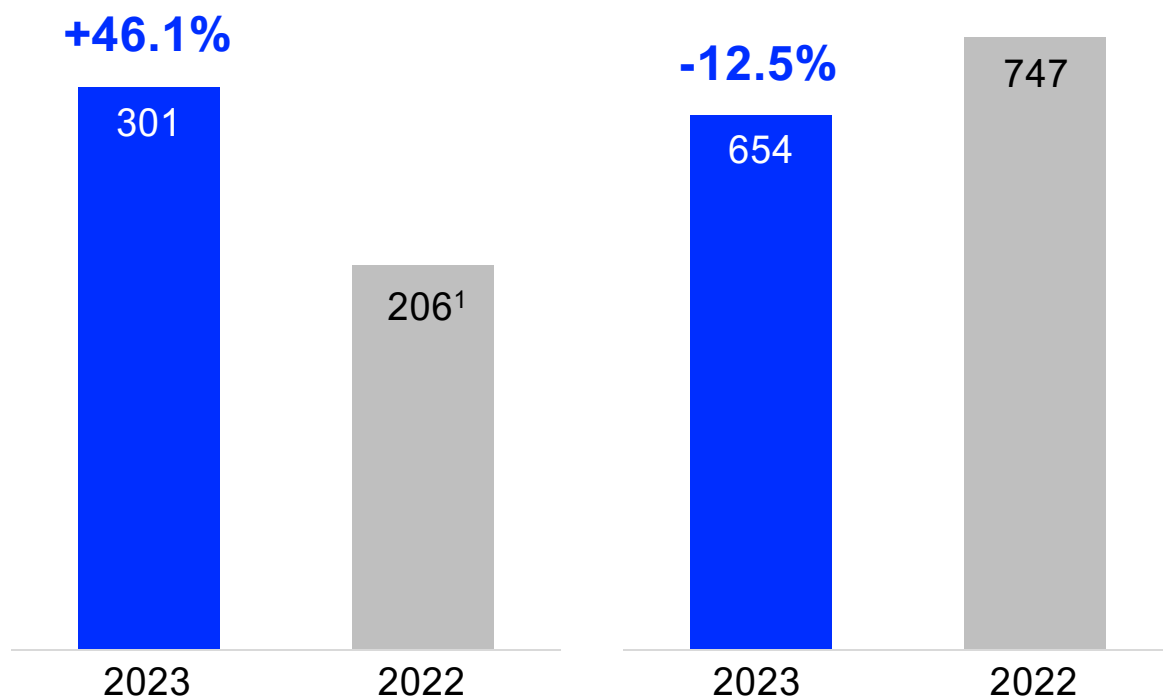
¹ One-off impacts 2022: EBIT reduced by CHF 147m and Net Income reduced by CHF 134m

Note: All growth rates (%) adjusted for currency effects and acquisitions / disposal effects

Highest Free Cash Flow in at least 10 years

Free Cash Flow | In CHFm

Net Working Capital | In CHFm

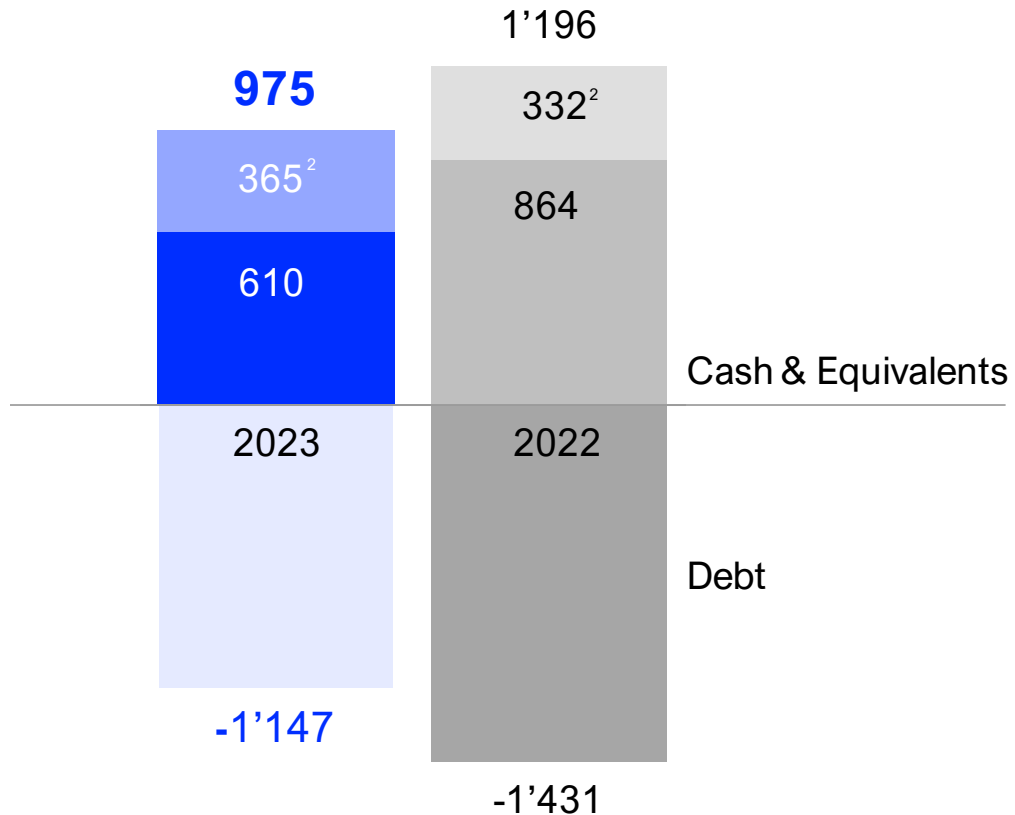


- **Positive operating net cash flow** in all Divisions supported by strong collections
- **NWC decreased to 19.9%** as percentage of sales (2022: 23.5%)
- Improved NWC because of first results of **Sulzer Excellence** initiatives

¹ One-off impacts 2022: FCF reduced by CHF 148 m

Further strengthened Balance Sheet

In CHF millions



- Debt reduced by bond repayment of CHF 290 million
- Net debt to EBITDA at 1.2x because of lower net debt and higher EBITDA

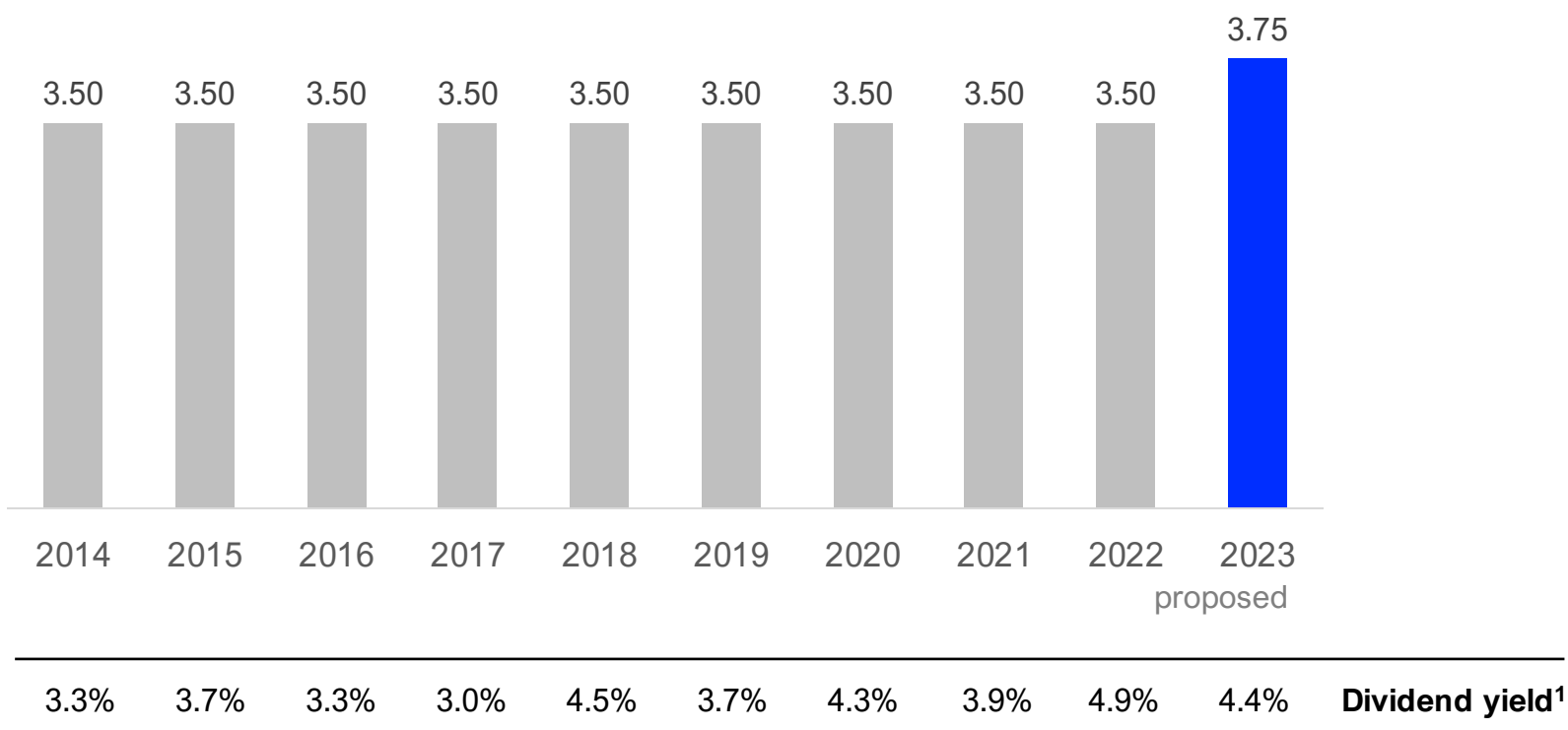
(in CHFm)	Dec 2023	Dec 2022
Net debt	537¹	567¹
Net debt / EBITDA	1.2x¹	2.1x¹
Equity Ratio	25.1%	22.2%

¹ excluding cash held on behalf of Tiwel

² cash held on behalf of Tiwel

Highest Dividend in at least 10 years – proposal: CHF 3.75 per share

No dividend development over the last 9 years



- Dividend proposal underlines resilience of Sulzer and value creation
- Dividend payout ratio of 49.2% of core net income in 2023 within dividend policy

¹ Dividend yield = ordinary dividend per share / share price on Dec 31.

Adjusted for medmix dividend of CHF 0.50

Sulzer 2028 – Strategy & Outlook

Dr. Suzanne Thoma | Executive Chairwoman

Sulzer focus: large, essential, structurally growing markets

Energy security and transition



Natural resources processing and recycling



Process industries performance and sustainability



Market growth rates from 3% to 5%

What do we do in these essential markets?



Contribute to energy availability and security, pollution reduction, decarbonization of the energy system and ecological footprint reduction in an economically viable way

Provide equipment and technology packages to access, use, transport and recycle natural resources efficiently and sustainably and providing required purity levels in an economically viable way

Enable the process industries to meet increasing demand as well as performance and sustainability goals in an economically viable way and to **add** biobased polymers and biobased fuels to their production portfolio

Markets, capabilities, development perspectives connect our divisions



Flow Equipment



Services



Chemtech

From a fragmented product portfolio towards integrated packages solving customer problems

Products, services and technologies to be positioned more strongly towards creating customer value



- Specialized equipment and technology packages for critical, high performance application
- Energy efficiency and recovery technology and life time extension through retrofit infrastructure modification
- Sustainable fuels and biobased polymers solutions
- Technology packages for waste water treatment and transport
- Mineral processing technology
- Technology and end-to-end solutions for carbon capture
- Technology for carbon and noxious gas emission reduction
- High purity technology for food, pharma and electronic
- Recycling technology for plastics, waste and metal scrap

Organic growth in structurally growing markets



- Focus on essential markets with structural growth
- From a critical equipment supplier to a package solution provider: increase value creation with integrated solutions, e.g.
 - End-to-end process plants for carbon capture
 - Equipment and technology packages for waste water treatment and mineral processing
 - Retrofit packages for installed base infrastructure to reduce energy consumption, cost and extend lifetime

Sulzer leverages its process know-how and customer access throughout the company and its cross-divisional technology and innovation capabilities

What drives our markets

- Population growth and emerging markets industrialization
- Scarcity of water and food in certain regions
- Technological acceleration
- Corporate ESG strategies, regulatory pressures and government incentives for industries
- Energy independence and security of energy supply
- Installed base effect: existing infrastructure upkeep and modernization
- Rising global spending on infrastructure, sustainability and advanced technologies
- Decarbonization of industrial segments
- Increased demand for natural resources requiring higher availability and more environmental protection

Sulzer's tailored solutions reduce emissions & increase efficiency

Pushing a legacy turbine to new efficiencies

In China, Sulzer developed a gas turbine solution for a powerplant to reduce emissions (NOx) by 120 tons/year



Rejuvenation of water treatment plant

In Bahrain, Sulzer performs large-scale refurbishment of one of the largest plants to meet increasing demand



Sulzer 2028

Organic Growth above average
of structurally growing markets

Sulzer Excellence along the
value chain

2 building blocks of strategy Sulzer 2028 capture true potential

Sulzer today +

Organic Growth

> 60 initiatives in 3 divisions

**Excellence along
the value chain**

> 40 initiatives in group & 3 divisions

= **Top industrial
company**

A top industrial company that truly creates value for stakeholders

Sulzer: Higher quality and future-proof business

Strong in execution and Sulzer Excellence along the entire value chain

Focused and resilient business portfolio

Entrepreneurial spirit in a resilient set-up

Outlook 2024

Operational Profitability

~12%

Sales

+6% to 9%

Order intake

+2% to 5%

These forward-looking statements are subject to change based on known or unknown risks and various other factors, which could cause the actual results or performance to differ materially from the statements made herein.

Sulzer at core is a successful and valuable company

2023 results

- Good customer momentum in growing markets
- Sales growth in all three divisions and across geographies
- First results of Sales and Commercial Excellence initiatives
- First results of Sulzer Excellence initiatives
- Disciplined Net Working Capital management

On path to top industrial company

- Sulzer serves essential markets to contribute to a prosperous economy and a sustainable global society
- Sulzer strives to be a top industrial company with a high quality and future proof business

Sulzer's strategy is founded in

- **Organic Growth** and higher value creation for customers
- **Sulzer Excellence**: our way to run the company

The strategy implementation will be **fully paid** for by **cash flow generation**



Thank you for your attention



Q&A session