

SULZER

Company Profile 2010





Dear Reader,

I am pleased to introduce the Sulzer Corporation to you. Sulzer holds leading positions in its key markets: oil and gas, hydrocarbon processing, power generation, pulp and paper, aviation and automotive. Our innovative and sustainable solutions for performance-critical applications strengthen the competitive positions of our customers.

In 2009, Sulzer achieved a good financial performance in challenging markets and continued to implement operational and strategic initiatives in its five core focus areas:

- operational excellence
- health and safety
- increased and faster innovation
- expansion in emerging markets
- increased focus on services

Business processes are constantly being improved with lean management measures. Health and safety is a top priority, which is reflected in the reduced accident frequency and severity rates. Continuous introductions of innovative solutions with high customer value ensure sustainable success and organic growth. The global network is being steadily expanded, particularly in the emerging markets and for the service business.

Sulzer is well positioned for sustainable success based on its strong market positions, its operational and strategic initiatives and its solid financial situation.

Sincerely yours,

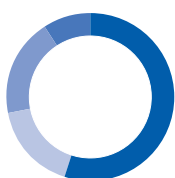
A handwritten signature in black ink, appearing to read 'Ton Büchner', written over a horizontal line.

Ton Büchner, CEO

Key figures 2009

Building on operational discipline and its strong order backlog, Sulzer managed the challenges of the global economic downturn well. The company maintained its strong market positions and achieved double-digit return-on-sales levels.

Sales by division



	2009	2008
■ Sulzer Pumps	55%	49%
■ Sulzer Metco	17%	20%
■ Sulzer Chemtech	19%	22%
■ Sulzer Turbo Services	9%	9%

Sales by region



	2009	2008
■ Europe	31%	34%
■ North America	28%	29%
■ Central and South America	7%	5%
■ Asia, Middle East, Australia	27%	28%
■ Africa	7%	4%

Key figures

millions of CHF	2009	2008	Change in	
			+/- %	+/- % ¹⁾
Order intake	3 017.6	4 116.6	-26.7	-24.3
Sales	3 350.4	3 713.5	-9.8	-7.3
Operating income before restructuring expenses	EBITR 416.6	478.5	-12.9	
Operating income	EBIT 368.0	475.1	-22.5	
Return on sales before restructuring expenses (EBITR/sales)	ROSR 12.4%	12.9%		
Return on sales (EBIT/sales)	ROS 11.0%	12.8%		
Net income attributable to shareholders of Sulzer Ltd	270.4	322.9	-16.3	
Employees ²⁾	12 183	12 726	-4.3	

¹⁾ Adjusted for currency effects as well as acquisitions and divestitures.

²⁾ Number of full-time equivalents as of December 31.

Our vision

Sulzer's vision is to be a recognized leader in innovative, sustainable, engineered and customer-focused solutions for performance-critical applications in six key markets and selected industries.

Our mission

Sulzer aims to be

- a multi-industry company with a strong brand.
- a provider of solutions that combine products, services, engineering and customer-application expertise.
- close to the customer by being primarily direct-sales driven.
- an engineering, innovation and technology driven firm.
- an attractive employer where employees can excel.
- a company that creates value for its shareholders.

Our values

- Customer partnership: We exceed the expectations of our customers with innovative and competitive solutions.
- Operational excellence: We perform on the basis of structured work processes and lean principles.
- Committed people: We are committed to high standards and show respect for people.



Solutions for customers worldwide

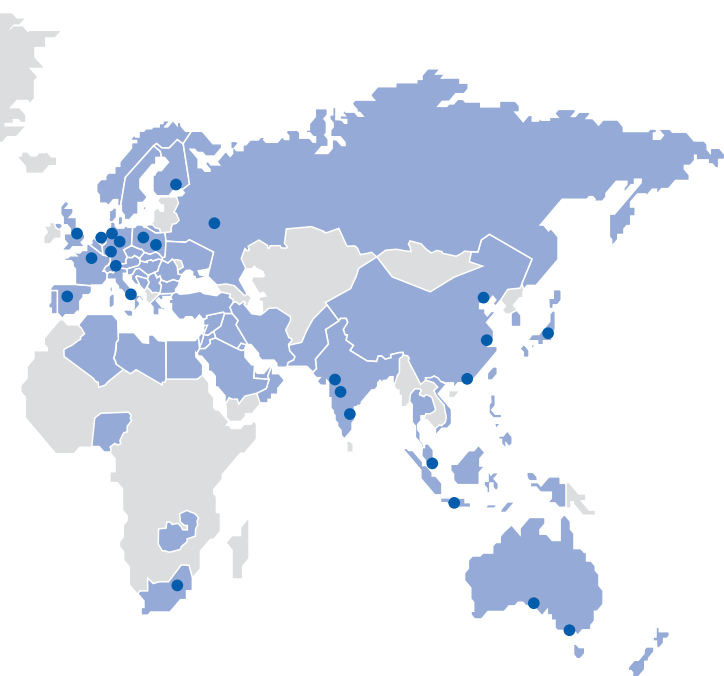
Sulzer's worldwide network ensures customer proximity and local presence. The divisions are global leaders in selected industrial markets. Their innovative solutions strengthen the competitive positions of Sulzer's customers.

Sulzer's production and service network



Market segments

	Oil and Gas (Upstream)	HPI (Oil and Gas, Downstream)
Share of Sales		
Sulzer Pumps	■	■
Sulzer Metco	■	
Sulzer Chemtech	■	■
Sulzer Turbo Services	■	■



Power Generation	Pulp and Paper	Aviation	Automotive Industry	Other Industrial Markets



Sulzer Pumps

Sulzer Pumps develops and supplies centrifugal pumps worldwide. Intensive research and development in fluid dynamics, process-oriented products and special materials as well as reliable service help the division maintain its leading positions in its key markets. Its customers come from the oil and gas, hydrocarbon processing, power generation and pulp and paper sectors as well as from water distribution and treatment and other general industries.

www.sulzerpumps.com

Key figures

millions of CHF		2009	2008	Change in	
				+/- %	+/- % ¹⁾
Order intake		1 684.5	2 308.7	-27.0	-22.9
Sales		1 856.7	1 817.0	2.2	8.2
Operating income before restructuring expenses	EBITR	223.4	232.3	-3.8	
Operating income	EBIT	204.7	231.9	-11.7	
Return on sales before restructuring expenses (EBITR/sales)	ROSR	12.0%	12.8%		
Return on sales (EBIT/sales)	ROS	11.0%	12.8%		
Employees ²⁾		5 928	6 239	-5.0	

¹⁾ Adjusted for currency effects as well as acquisitions and divestitures.

²⁾ Number of full-time equivalents as of December 31.



Sulzer Metco

Sulzer Metco is a leading global supplier of solutions, products, services and equipment for thermal-spray, thin-film and other selected functional surface technologies as well as a provider of specialized machining services. Innovative solutions help the customers to improve performance, increase efficiency and reliability, and ensure the safe operation of their products. Sulzer Metco serves industries such as power generation, aviation, automotive and other specialized markets.

www.sulzermetco.com

Key figures

millions of CHF		2009	2008	Change in	
				+/- %	+/- % ¹⁾
Order intake		545.5	715.6	-23.8	-21.4
Sales		556.0	743.5	-25.2	-23.0
Operating income before restructuring expenses	EBITR	34.2	71.2	-52.0	
Operating income	EBIT	20.5	69.6	-70.5	
Return on sales before restructuring expenses (EBITR/sales)	ROSR	6.2%	9.6%		
Return on sales (EBIT/sales)	ROS	3.7%	9.4%		
Employees ²⁾		1 796	2 105	-14.7	

¹⁾ Adjusted for currency effects as well as acquisitions and divestitures.

²⁾ Number of full-time equivalents as of December 31.



Sulzer Chemtech

Sulzer Chemtech has leading positions in the fields of process technology, separation towers, as well as two-component mixing and dispensing systems. With locations for sales, engineering, production as well as installation and maintenance service, Sulzer Chemtech maintains a worldwide presence for its clients in the oil and gas, hydrocarbon processing and other industrial markets.

www.sulzerchemtech.com

Key figures

millions of CHF		2009	2008	Change in	
				+/- %	+/- % ¹⁾
Order intake		498.4	770.4	-35.3	-36.8
Sales		632.3	823.3	-23.2	-26.3
Operating income before restructuring expenses	EBITR	65.5	140.4	-53.3	
Operating income	EBIT	54.5	140.1	-61.1	
Return on sales before restructuring expenses (EBITR/sales)	ROSR	10.4%	17.1%		
Return on sales (EBIT/sales)	ROS	8.6%	17.0%		
Employees ²⁾		2977	2 769	7.5	

¹⁾ Adjusted for currency effects as well as acquisitions and divestitures.

²⁾ Number of full-time equivalents as of December 31.



Sulzer Turbo Services

Sulzer Turbo Services is an independent provider of repair and maintenance services for thermal turbomachinery and other rotating equipment. The division also manufactures and sells replacement parts for gas turbines, steam turbines and compressors. Sulzer Turbo Services' customers are in the oil and gas, hydrocarbon processing, power generation and other industrial markets.

www.sulzerts.com

Key figures

millions of CHF		2009	2008	Change in	
				+/- %	+/- % ¹⁾
Order intake		278.3	303.4	-8.3	-9.8
Sales		291.3	313.6	-7.1	-9.5
Operating income before restructuring expenses	EBITR	38.2	31.6	20.9	
Operating income	EBIT	33.0	30.5	8.2	
Return on sales before restructuring expenses (EBITR/sales)	ROSR	13.1%	10.1%		
Return on sales (EBIT/sales)	ROS	11.3%	9.7%		
Employees ²⁾		1 189	1 314	-9.5	

¹⁾ Adjusted for currency effects as well as acquisitions and divestitures.

²⁾ Number of full-time equivalents as of December 31.

Innovation and technology

Offering innovative solutions for performance-critical applications is essential to Sulzer's sustainable success. A multistage process and technology and product roadmaps are in place to systematically manage the innovation process. Overall, Sulzer invested CHF 63 million in research and development in 2009.

Sulzer Innotec is the central research and development unit of Sulzer. It supports the divisions of the company as well as industrial companies worldwide in their development projects. To this end, the unit provides contract research and special technical services in diagnostics and certified testing as well as one-off production and engineering. Sulzer Innotec's core competences are materials and surface engineering, fluid dynamics, and advanced production and repair technologies.

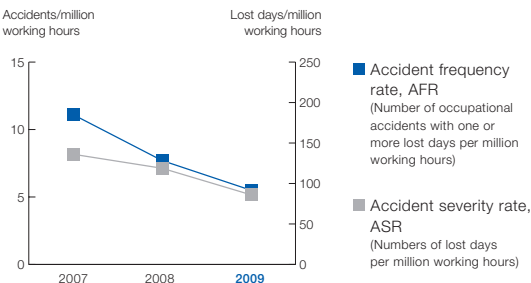
www.sulzerinnotec.com

Health and safety

Health and safety is a top priority for Sulzer. Performance indicators pertaining to accident frequency and accident severity are documented and evaluated at all sites on a monthly basis. Any accident is one too many; the company has therefore set the long-term goal of reducing the number of occupational accidents and illnesses to zero. The revised, lower midterm aim is to reduce the occupational accident frequency rate (AFR) to fewer than 4.5 cases per million working hours and the number of working days lost (accident severity rate, ASR) to a rate lower than 70 days per million working hours until 2010. The reduction of both the AFR and the ASR in 2009 to 5.5 and 86 respectively (see graph) clearly indicate that Sulzer is on track to achieve those targets.

www.sulzer.com/sustainability

Safety





Key figures of the Sulzer Corporation

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millions of CHF

Order intake

Order backlog

Sales

Operating income before depreciation/amortization

Operating income before restructuring expenses

Operating income

Return on sales before restructuring expenses (EBITR/sales)

Return on sales (EBIT/sales)

Return on capital employed (EBIT/capital employed)

Net income attributable to shareholders of Sulzer Ltd

Capital expenditure

Equity attributable to shareholders of Sulzer Ltd

Employees (number of full-time equivalents) as of December 31

Free cash flow

Net liquidity

Data per share

CHF

Closing price of the registered share as of December 31

Net income attributable to a shareholder of Sulzer Ltd

Equity attributable to a shareholder of Sulzer Ltd

Dividend

¹⁾ Adjusted for currency effects as well as acquisitions and divestitures.

²⁾ Proposal to the Annual General Meeting.

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