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Note on Alternative Performance Measures (APM): all bridges from APM to reported figures can be found in the financial section of Sulzer’s reports.
Agenda

Overview
Greg Poux-Guillaume

ESG
Armand Sohet

Pumps Equipment
Frédéric Lalanne

Rotating Equipment Services
Daniel Bischofberger

Chemtech
Torsten Wintergerste

Financials and Targets
Jill Lee

Takeaways
Greg Poux-Guillaume
Overview
Greg Poux-Guillaume - CEO
Sulzer (pro-forma post spin-off)
Pure play flow control company with attractive technology portfolio in growth markets driven by sustainability

Pumps Equipment
Standard to highly engineered pumps and other specialized equipment, for water, industry and energy

Rotating Equipment Services
Parts, service and refurbishment for pumps, turbines, compressors, motors & drives, etc.

Chemtech
Separation technology for chemicals and refining, with a strong position in emerging biopolymers and recycling

G. Poux-Guillaume - Overview
Global and agile
We combine reach with responsiveness

13’000 employees
180 Production and service locations
100 countries with Sulzer presence
3bn Sales (CHF) 2021E
9% opEBITA 2021E
50% Aftermarket
Sulzer senior leadership
Stable and experienced

Greg Poux-Guillaume
CEO

Jill Lee
CFO

Armand Sohet
CHRO & Chief Sustainability Officer

Frédéric Lalanne
Division President
Pumps Equipment

Daniel Bischofberger
Division President
Rotating Equipment Services

Torsten Wintergerste
Division President
Chemtech
Sulzer strategic priorities

1. Grow Water and Industry in Pumps
2. Leverage unique service proposition and digital / additive offering to win in Service
3. Defend Chemical leadership while boosting Biopolymers and Recycling in Chemtech
4. ESG focus as a key to strong, sustainable financial performance
Sustainability at Sulzer

Armand Sohet – Chief Sustainability Officer & CHRO
Sustainability at Sulzer
Minimize – Enable - Engage

Minimize

our carbon footprint
We operate in a sustainable way

Enable

a low carbon society
We contribute to a circular economy

Engage

our employees and communities
We make life better for those around us
Minimize our carbon footprint

An ambitious target: “30 by 30, neutral by 50”

- The Greenhouse Gas Protocol (GHG Protocol) was selected as the relevant standard for calculating emissions and for reporting.
- Comprehensive reporting system in place, Intelex
- Waste reduced by 6.9% in 2020
- Water consumption reduced by 4.1% in 2020

Reduce our carbon footprint 30% by 2030 and become neutral by 2050
Minimize our carbon footprint
A clear path towards reducing our GHG emissions

<table>
<thead>
<tr>
<th>Scope 2</th>
<th>Scope 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Electricity, 54%</td>
<td>Business Travel, 10%</td>
</tr>
<tr>
<td>Fuels, 2%</td>
<td>Vehic... 2%</td>
</tr>
<tr>
<td>Scope 1</td>
<td></td>
</tr>
<tr>
<td>Fuels, 14%</td>
<td>Vehicles, 7%</td>
</tr>
</tbody>
</table>

- **Electricity** has been identified to be Sulzer’s main source of carbon emissions, **65% in 2020 (54% scope1 + 11% scope 3)**
- **95%** of our **UK sites** have already switched to **renewable electricity sources**.
- In 2020, our **greenhouse gas emissions** reduced by 6.4% in absolute terms and by **6.3%** in comparable terms (tons per working hours)

➢ **Switch to renewable sources** for Sulzer sites across Europe and other locations in 2021 and beyond.
Enable a low carbon society
Unique expertise to address environmental challenges

Recycling technology:
- “WornAgain” for textile with H&M
- “Steelanol” for CO with ArcelorMittal
- “Quantafuel” for plastics

AI Solutions
- Blue Box helps avoid 665 k.T of CO2 per annum at Atlantica solar plant

Water
- “Europe’s biggest wastewater plant transforms from major energy consumer to net producer with Sulzer technology”

Plastic substitution
- Biopolymers: PLA (Polylactic acid)

Intensify our efforts and accelerate the shift towards CleanTech
Enable a low carbon society

We bring unique solutions to the planet’s sustainability challenge

**Groundbreaking textile recycling technology**

In partnership with H&M and Worn Again, we are developing pioneering technology that enables the recycling of old textiles back into virgin-like raw material, with the aspiration to enable full circularity in the garment industry.

**Cutting-edge Swiss biopolymer and plastic recycling technologies**

We are the leading provider of polylactic acid (PLA) solutions. With extensive R&D capabilities, we support the commercialization of pioneering biopolymer processes and plastic recycling technologies.

**Artificial intelligence solution for solar power plants**

Atlantica, a global player with sustainable infrastructure assets all over the world, has deployed Sulzer’s BLUE BOX advanced data analytics platform to monitor and optimize the performance of its solar power plants.
Engage our Employees and Communities

A comprehensive approach to increase engagement

Build on our engagement level:
- 86% of Sulzer Employees feel engaged. **+4 points** above Manufacturing benchmark

Increase inclusion:
- Gender diversity
- Leadership diversity

Mobilize:
- Sulzer in Motion - Health and Wellbeing initiative - in place since 2017; **4000 employees** signed-up for Sulzer in Motion Sprint 2 in June 2021.

Reduce accidents
Promote health

Deliver year on year improvements across all key indicators
Sulzer Employee Opinion Survey 2021

Positive performance compared to Manufacturing Norm

- **Voice Of Sulzer 2021**: Third edition. **88% participation rate**
- **Compared to the Manufacturing industry**, **10 out of 10 categories are above the norm**
- **The Manufacturing norm is an external benchmark of 2,350,000 employees** surveyed during the last 18 months in a large number of organizations including BMW Group, Hyundai Motor Group, Mattel, Nestlé, Nokia, Schindler, Sealed Air, ThyssenKrupp, Toshiba Corporation, Whirlpool etc.

<table>
<thead>
<tr>
<th>Category</th>
<th>Total Favorable Score</th>
<th>Sulzer results 2019</th>
<th>Manufacturing Norm</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategy &amp; Leadership</td>
<td>81</td>
<td>3*</td>
<td>4*</td>
</tr>
<tr>
<td>Innovation &amp; Change</td>
<td>64</td>
<td>3*</td>
<td>1*</td>
</tr>
<tr>
<td>Operational Excellence</td>
<td>77</td>
<td>3*</td>
<td>3*</td>
</tr>
<tr>
<td>Communication</td>
<td>75</td>
<td>3*</td>
<td>1*</td>
</tr>
<tr>
<td>Customer Focus</td>
<td>85</td>
<td>2*</td>
<td>4*</td>
</tr>
<tr>
<td>Collaboration</td>
<td>85</td>
<td>2*</td>
<td>6*</td>
</tr>
<tr>
<td>Line Management</td>
<td>82</td>
<td>3*</td>
<td>6*</td>
</tr>
<tr>
<td>Personal Development</td>
<td>73</td>
<td>3*</td>
<td>1</td>
</tr>
<tr>
<td>Sustainable Engagement</td>
<td>86</td>
<td>1*</td>
<td>4*</td>
</tr>
<tr>
<td>Retention</td>
<td>68</td>
<td>2*</td>
<td>2*</td>
</tr>
</tbody>
</table>
How MSCI rates us vs. Industry peers

Building on our double AA rating

<table>
<thead>
<tr>
<th>Peers</th>
<th>Sulzer</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.9</td>
<td>5.6</td>
</tr>
</tbody>
</table>

Minimize our carbon footprint

We operate in a sustainable way

Enable a low carbon society

We contribute to a circular economy

Engage our employees and communities

We make life better for those around us
Pumps Equipment (PE)

Full range provider, from standard to engineered, with leading positions

**Water**
- Standard and configured pumps
- Sold direct or through distributors
- Strong in wastewater and desal, emerging player in clean water and domestic & commercial

**Industry**
- Configured pumps
- Sold direct, key is process expertise
- Leader in Pulp and Paper Industry, biofuels, fertilizers, emerging player in Food & Beverage, Metals & Mining, Chemicals

**Energy**
- Engineered pumps, made to spec
- Sold direct or through EPCs
- Leading positions in O&G (e.g. water injection, pipelines), CO₂/CCS, nuclear, emerging in alt. energy

### Market Share

- **Water**: 40%
  - Xylem, KSB, Ebara, Grundfos, etc.
  - #2 in Waste Water

- **Industry**: 30%
  - Top 3 in multiple segments
  - ITT, Andritz, Weir, KSB, etc.

- **Energy**: 30%
  - #2 in O&G, top 5 in Power
  - Flowserve, KSB, Ebara, Ruhrpumpen

**June 15, 2021**
## Market Trends

Steady growth in Water and Industry, Energy rebound starting in 2022

### Active Markets
- Wastewater
- Clean Water
- Desalination
- Pulp & Paper
- Metals, Mining, Fertilizer
- Food, Biofuels, Industry
- O&G
- Power

### Market Growth

<table>
<thead>
<tr>
<th></th>
<th>2021</th>
<th>2022</th>
<th>2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wastewater</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Clean Water</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Desalination</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pulp &amp; Paper</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Metals, Mining, Fertilizer</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Food, Biofuels, Industry</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>O&amp;G</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Power</td>
<td></td>
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</tbody>
</table>

### Market Outlook

**Water & Wastewater:** maintenance and replacement robust. Project spending increasing as Covid restrictions ease. Investment stimulus expected in many markets in period – upside.

**Desalination:** growth driven by large projects in Egypt, UAE & Saudi Arabia.

**Pulp & Paper:** market recovering after Covid downturn. Growth in board and tissue continues, Investments for new fiber-based products increasing

**Metals, Mining and Fertilizers:** commodity cycle in full boom.

**Food and Biofuels:** increasing price levels in Sugar and Starch, but high storage levels and grain price slows investments. Oil price rebound will boost.

**Oil and Gas:** market has bottomed, recovery from 2022 onwards. NOCs continue to invest.

**Power:** recovery with transition towards renewables, nuclear and some gas, phase-out of coal.
Water Solutions
Critical equipment supplier throughout the water ecosystem

Product Portfolio
- Submersible pumps
- Compressors and aeration diffusers
- Sewage grinders
- Submersible mixers and agitators
- Progressing cavity pumps
- Axially-split pumps
- Grinders & Screens
- Scrapers
- Separators
- Disc, Drum, Cloth & Belt Filters
- Continuous flow sand filters
- Ring section pumps
- Vertical pumps
- Control and monitoring solutions
- Single stage pumps
- Dewatering pumps
- Lifting stations
Water Overview
Targeting 5-7% growth through technology and global leverage

Orders by segment
- Wastewater: 78%
- Clean Water: 3%
- Desalination: 5%
- Nordic Water (70% Wastewater): 14%

Split based on orders (H1 2021)

Market growth drivers
- Growing population + urbanisation
- Push towards sustainability, scarce natural resources
- Rapidly changing legislation and aging infrastructure

Largely non-cyclical $12 bn water market growing at 4% p.a.

Sulzer profitable growth priorities
- Consolidate #2 position in Wastewater
- Expand Clean Water presence – many product synergies
- Continue Industrial Water penetration (with Industry BU)
- Scale acquisitions (JWC, Nordic) through global sales network
- Expand product portfolio beyond pumps

EBITA% approaching 10%
Market leader > 15% (scale!)
Mid-term upside 150-300 bps

Technology-based solutions to sustainability challenge
# Water Products

Driving growth beyond pumps

## Sedimentation and Filtration (Nordic)
- Nordic Water acquisition (2021): leading provider of screening, sedimentation and filtration solutions for municipal and industrial water treatment
- Focus on sustainable solutions. Products optimized for water, energy and space savings
- Mainly Europe focused, roll out internationally through Sulzer network

## Solids Reduction and Removal (JWC)
- JWC (acquisition 2018): leader in solids reduction and removal products for municipal, industrial and commercial wastewater applications
- Complementary to pumps and improves access to key US municipal market
- Expand into EMEA and Asia through Sulzer network

## Magnetic Bearing Turbo Compressors
- The HST™ turbo compressors used in wastewater treatment and low-pressure industrial processes
- Maintenance free and higher energy efficiency vs legacy technologies. Real installations show biological stage energy savings of 50% or more
- Significant market share gains, displacing legacy blower technologies
Water Success Stories

**Transforming one of biggest European Wastewater Treatment Plants**
- Wastewater treatment plant turned from a major energy consumer into a net producer, reducing annual carbon emissions by 40'000 tonnes
- Site processes up to 1’000 cubic meters of wastewater per minute
- Sulzer helped to ensure that processes across the site were designed to maximum energy efficiency

**Flood Defense**
- Sulzer primary pump supplier for a major flood defense project in Ringkobing, Denmark
- Two new pumping stations are being constructed to mitigate the impact of rising water levels in the Ringkobing Fjord

**Desalination**
- The Shuqaiq 3 desalination plant in Saudi Arabia will produce 450’000 cubic meters of clean water per day, supplying 2 million people
- Sulzer’s higher efficiency high pressure pumps lead to a significant reduction of energy costs for the customer
Water Market Dynamics
Opportunities in fragmented market

Source: Sulzer estimates based on publicly available market sources
Industry Solutions

Pumps, mixers and compressors for process-critical applications

**Pulp & Paper Industry**
- Pulp & paper
- Board
- Tissue
- Wood-based products for textiles and for packaging

**Food & Biofuels**
- Sugar & starch
- Edible oil
- Amino acids
- Animal feed
- Bioethanol and biodiesel

**Fertilizers**
- Phosphate
- Potash
- Compounds

**Chemical & Process Industry**
- Acids
- Pigments
- Industrial chemicals
- Caustic soda

**Metals & Mining**
- Copper, nickel, lithium
- Ferrous metals
- Minerals
- Mine Water

**Industrial Water & Effluent Treatment**
- Water intensive industries
- Various treatment processes
- Effluents from biological to highly contaminated
Industry Overview
Targeting 4-5% growth building on PPI and fertilizer leadership

Orders by segment
Split based on orders (H1 2021)
- Pulp & Paper 45%
- Fertilizer 11%
- Metals & Mining 15%
- Sugar & Starch 11%
- Biofuels 5%
- Other 4%
- Chemicals 9%

Market growth drivers
- Push towards sustainability, development of bio textiles and bio packaging
- Growing population and fertilizer demand
- Tightening legislation for industrial effluents

Early cycle $8 bn market, target segments growing at 3% p.a.

Sulzer profitable growth priorities
- Capitalize on Pulp & Paper leadership to ride the fiber-based boom
- Replicate Fertilizers and Metals success from EMEA into Americas
- Build magnetic bearing compressor offering
- Develop Industrial Water and Effluent Treatment
- Grow profitable aftermarket with more spare parts and Sulzer seals

EBITA% in mid teens
At par with leaders
Mid-term upside 100 bps though mix

Leverage application knowledge for growth
Pulp & Paper industry transformation
Sulzer ideally positioned to enable the fiber-based economy

Reduce carbon emissions and clean water usage
- Textiles based on wood fiber and recycled raw materials
- Packaging processes and molded structures to replace plastics
- Cellulose-based hygiene materials
- Bioplastics and biochemicals

Product portfolio and solutions
- Pumping solutions
- Mixing and agitation equipment
- Magnetic bearing high speed turbo compressors
- Development of new products in cooperation with partners

Source: Sulzer estimates based on publicly available market sources
## Industry Success Stories

### Pumps and mixers for bioproduct mill
- Metsä Fibre is a leading producer of wood-based bioproducts
- Sulzer is the chosen partner for process pumps and mixers for main processes of new Metsä Fibre bioproduct mill in Kemi, Finland

### Same performance, 25% less energy
- A pulp & paper customer installed SALOMIX agitators in its fiber recovery
- While keeping the same agitation level, power consumption was cut by more than 25%
- Sulzer leads the market

### Strong position in fertilizer
- The pumped liquid in fluorine salts production is both corrosive and abrasive
- Sulzer’s AHLSTAR WPP wear-resistant pump achieves a longer lifetime for the wetted parts
- Sulzer leads the market in EMEA
Industry Market Dynamics

Strong in PPI and biofuels, opportunities in Fertilizers & Metals

Source: Sulzer estimates based on publicly available market sources. 1) Mineral based Fertilizers, 2) Non-ferrous Metals
Energy Solutions
Technology leader in energy pumping applications

Offshore production, FPSO, FLNG
- Water injection
- Seawater lift
- Firewater systems
- Crude treatment and off-loading
- CO₂ transport / re-injection

Onshore production
- Water injection and transfer
- Auxiliary pump
- Produced water treatment

Pipelines
- Oil transport and boosting

Subsea processing
- Multiphase and single phase pumping

Refining, petrochemical, gas processing
- Process pumps for cracking, coking, gas-to-liquids, and coal-to-liquids processes
- CO₂ capture through gas separation

Power Generation
- Combined cycle
- Nuclear
- CCS, Solar thermal and Geothermal
Energy Overview
Strong position and diversified, opportunities in Energy transition

Orders by segment
Split based on orders (H1 2021)
- Upstream 29%
- Midstream 14%
- Power 17%
- Downstream 40%

Market growth drivers
- Recovery of energy consumption
- National Oil Companies continue to invest
- Accelerated development of low CO₂ and renewable technologies

$4.5 bn energy market will grow 2-3% p.a.

Sulzer profitable growth priorities
- Well positioned to capture Energy market rebound
- Leverage technology leadership in FPSO
- Grow CO₂ pumping applications in O&G production and in Power (CCS)
- Increase share of nuclear and renewables
- Remain selective and focus on quality of backlog

GM stable in mid teens
At par with main competitors
Operational leverage during rebound

Technology leading pumping solutions for energy transition
Energy Success Stories

**CO2 storage and Enhanced Oil Recovery**
- Sulzer pumps are used by Qatargas to pump supercritical CO₂ into oil wells to improve recovery rates (EOR) and to store carbon dioxide
- The process is energy efficient and supports carbon capture and storage
- We designed and supplied the core multi-stage pump for the pilot project

**Ultra-deep water FPSO**
- Sulzer designed and supplied four 9 MW high pressure barrel pumps for a Floating Production, Storage and Offloading vessel (FPSO) in the MERO oil field offshore Brazil
- Winning combination of Sulzer’s global manufacturing network with local capabilities to supply, install, and commission

**Emissions-free power**
- An industrial-scale gas-powered energy plant is using supercritical CO₂ in an advanced cycle to produce electricity without emissions
- Sulzer’s expertise is key to pump the CO₂ within the cycle
- CO₂ is captured during the process for storage and for industrial use
Energy Market Dynamics

Strong NOC focus in O&G, overall #2 in Energy

Source: Sulzer estimates based on publicly available market sources
Note: NOC = National Oil Companies (e.g., Aramco, Petrobras, etc.)
Financials

### Order intake by Market

- **Water**: 40%
- **Industry**: 30%
- **Energy**: 30%
- **Q1 2021 CHF 302m**

### Order intake by Region

- **Asia-Pacific**: 24%
- **Americas**: 29%
- **EMEA**: 47%
- **Q1 2021 CHF 302m**

### In CHF millions

<table>
<thead>
<tr>
<th></th>
<th>2016³</th>
<th>2017³</th>
<th>2018²</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Order intake</td>
<td>1'067</td>
<td>1'180</td>
<td>1'372</td>
<td>1'459</td>
<td>1'298</td>
</tr>
<tr>
<td>% growth FX adj</td>
<td>1</td>
<td>9.6%</td>
<td>16.5%</td>
<td>8.3%</td>
<td>(4.1%)</td>
</tr>
<tr>
<td>Sales</td>
<td>1'155</td>
<td>1'120</td>
<td>1'284</td>
<td>1'477</td>
<td>1'296</td>
</tr>
<tr>
<td>% growth FX adj</td>
<td>(4.2)</td>
<td>14.1%</td>
<td>17.2%</td>
<td>(5.7%)</td>
<td></td>
</tr>
<tr>
<td>Operational profit (opEBITA)</td>
<td>13</td>
<td>(4)</td>
<td>41</td>
<td>60</td>
<td>55</td>
</tr>
<tr>
<td>operational profitability</td>
<td>1.1%</td>
<td>(0.3%)</td>
<td>3.2%</td>
<td>4.0%</td>
<td>4.3%</td>
</tr>
</tbody>
</table>

1. Adjusted for currency effects
2. The growth rates for order intake as well as for sales in 2018 are based on 2018 pre-IFRS15
3. 2017 and 2016 numbers are pre-application of IFRS15
# Outlook

Shift towards Water and Industry pushes profitability to 7-8%

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>Outlook 2021*</th>
<th>Mid-term Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Order intake</td>
<td>1,298</td>
<td>1%</td>
<td></td>
</tr>
<tr>
<td>Sales</td>
<td>1,296</td>
<td>8 - 10%</td>
<td>3 - 4%</td>
</tr>
<tr>
<td>opEBITA%</td>
<td>4.3%</td>
<td>&gt; 5%</td>
<td>7 - 8%</td>
</tr>
</tbody>
</table>

* FX adjusted including already announced acquisitions. 2020 orders and sales in m CHF.

- Water up mid-single digit + Nordic Water
- Industry 4-5% up
- Energy 20% down
- Water orders up 5-7% pa with opEBITA% upside of 150-300 bps
- Industry orders up 3-5% pa with opEBITA% upside of 100 bps
- Energy orders expected to rebound starting H2 21, continued selectivity
Rotating Equipment Services (RES)

Unique breadth of OEM and ISP service offering

**Pump Services**
Fast, integrated solutions to service, upgrade, and repair **Sulzer** and **non-Sulzer pumps**

**Turbo Services**
OEM-like solutions for parts, maintenance, upgrades, and repairs of turbomachines

**Electro-Mechanical Services**
Fast-response, **technology-driven solutions** for industrial users of electric motors and generators.

---

**OEM**
- #1 Leading ISP with most advanced technology
- Flowserve, KSB, Ruhrpumpen, etc.
- ISPs (repairs) Ebara (pumps) / Elliot (ST/C)
- ETHOS, PSM, MAN, MHI (GT, ST/C)

**ISP**
- ABB, Nidec, WEG

---

GT Gas Turbine; ST Steam Turbine; C Compressor; ISP Independent Service Provider; OEM Original Equipment Manufacturer
# Unique Selling Proposition

Highly diversified, technical and resilient service business

## What makes RES unique

<table>
<thead>
<tr>
<th>Broad product &amp; services offering</th>
<th>CHF 20+B service market 60% sales on 3rd Party equip. From energy to cruise ship</th>
</tr>
</thead>
<tbody>
<tr>
<td>Broad technical competence</td>
<td>Complex repair technologies Regional competence centers</td>
</tr>
<tr>
<td>103 Service Centers</td>
<td>Direct sales network Geographical reach Local entrepreneurship</td>
</tr>
</tbody>
</table>

## RES advantage

<table>
<thead>
<tr>
<th>Broad addressable market</th>
<th>Geographies, segments, products, services</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer interaction / engagement</td>
<td>Offerings &amp; footprint creates more engagement</td>
</tr>
<tr>
<td>One-stop shop: footprint synergies</td>
<td>Economies of scope across equipment types</td>
</tr>
<tr>
<td>Upgrades on any rotating equipment</td>
<td>Sulzer and non-Sulzer</td>
</tr>
<tr>
<td>Connectivity: Additive Manufacturing &amp; Blue Box</td>
<td>Strong enablers for customer penetration</td>
</tr>
</tbody>
</table>

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June 15, 2021

D. Bischofberger - RES Business
Growth Drivers
Mining the installed base and supporting the energy transition

Increase Market share on own and 3\textsuperscript{rd} party pumps
Share of service spend, extend reach & penetration

Strong in Americas, Europe, and high energy pumps
Opportunities in Asia and low energy pumps

Life extension & decarbonization of customer assets
Retrofits, decentralized power & electrification

Technical play with high entry barriers = high margin
OEM dominated market with few reputable ISP
Growth Driver Installed Base

Drive growth from own and 3rd party pumps

Sulzer position in pumps aftermarket

- 235,000 Engineered pumps (50% penetration of own installed base)
- 17,000 End-user sites (30% share of service spend)

Increase our penetration using:
- Existing and new footprint (MEA, APAC)
- Potential on low energy pumps
- Customers of Turbo & Electromechanical

Capture a greater share of spend with:
- Data-driven sales transformation
- Faster delivery times
- Digital offerings

Grow non-OEM through:
- Better proximity than other OEMs
- Better technology to capture non-OEM retrofits
- Joint approach with Turbo/Electromechanical
- Additive manufactured parts

Source: Sulzer estimates based on publicly available market sources.
Growth Driver Energy Transition

Global retrofit leader for high energy pumps

**Retrofits are more sustainable**
- Lowers energy consumption
- Lowers operating costs
- Reduces material waste
- Improves system performance

**Retrofits are less disruptive**
- Shortens lead time vs. new
- Avoids changing foundation / piping

**Retrofits turn all pumps into Sulzer pumps**
- Sulzer hydraulics inside a non-Sulzer casing
- Increases our installed base
- Positions us for future service revenue

Highly technical and great payback for customer

---

**Pump 20-year lifecycle cost**

- **Average pump**
  - Energy use: 43%
  - New Equipment: 17%
  - Operation & Maintenance: 40%

- **Engineered pump**
  - Energy use: 21%
  - New Equipment: 9%
  - Operation & Maintenance: 70%

Source: Lifecycle cost: US Hydraulic Institute, DoE & Sulzer own Environmental Product Declarations
Growth Driver Energy Transition

Enabling the decarbonization of the energy value-chain

Distributed power & storage drive new growth

Growing demand for retrofits & upgrades in our field of expertise
- Pumps, steam turbines & compressors
- Gas turbine combustor upgrades (NOx emissions, H2 Fuel)

Growing installed “green” base
- Wind power, biomass, waste-to-energy
- Hydrogen and pumped storage
- Green refineries (synthetic & bio-fuel, sustainable aviation fuel)

Transition into distributed power
- Required to stabilize power grids due to intermittent new-renewables
- Strong position in aeroderivative and light industrial gas turbine

D. Bischofberger - RES Business

June 15, 2021
Improving the output of a chemical plant

Lifting production and improving reliability through a pump retrofit

- Sulzer was asked to increase production at a chemical plant without an outage
- Sulzer repaired and upgraded 32 pumps without interrupting plant operation
- Ethylene production increased by 160'000 tons per year, propylene by 110'000 tons

Repairing a steam turbine in the mountains

Only 45 days downtime thanks to mobile services in a mountainous area

- Geothermal sites are often located in areas that are difficult to access
- Sulzer in Indonesia has developed specialized mobile repair equipment
- Sulzer repaired and recommissioned a steam turbine … halfway up a mountain!

Upgrade wheel motor for metal mining

Increasing uptime through exchanges & retrofits of wheel motors

- Haulage trucks are a crucial part of the mining process; 20% of them are electrically driven
- Sulzer minimizes downtime by offering an exchange program for the wheel motors
- Phased-out DC wheel motors were retrofitted to AC in 8 weeks, vs. 52-week OEM quote
Advanced Data Analytics

AI “Digital Twin” BLUE BOX enables new business models

Three pillars of service model reinvention

1. Digital Eco-system
2. BlueBox™
3. Additive Manufacturing

Next level customer engagement

- Identify retrofit opportunities and bad actor pumps
- Optimize pump availability and performance with just-in-time spares and retrofits
- Digital warehouse for spares – virtual inventory for customers
- Offer outcome-based business models / product as a service

Over 400 large engineered pumps worldwide under contract …and growing
Additive Manufacturing
Reinventing how we do business

Castings within 2 weeks for pumps

Hybrid parts (4 days)

Faster & better parts for turbomachinery

For spare parts and retrofits ➔ faster & more flexible
- No tooling → significant lead time reduction
- Worldwide manufacturing network
- Enables the “sell availability” model

Focused repair ➔ less waste, more efficiency
- Local material addition on a worn or damaged part

Design for AM ➔ Better materials, better accuracy
- Larger accessible range materials
- Complex shapes that would be difficult & expensive
Financials

Growth and margin stability through the cycle

Order intake by Product line

<table>
<thead>
<tr>
<th>Product Line</th>
<th>2020 CHF 1,131m</th>
<th>Turbo 29%</th>
<th>Pump 54%</th>
<th>Electro-Mechanical 17%</th>
</tr>
</thead>
</table>

Order intake by Region

<table>
<thead>
<tr>
<th>Region</th>
<th>2020 CHF 1,131m</th>
<th>Americas 42%</th>
<th>Asia-Pacific 15%</th>
<th>EMEA 43%</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>In CHF millions</th>
<th>2016(^3)</th>
<th>2017(^3)</th>
<th>2018(^2)</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Order intake</td>
<td>986</td>
<td>1,048</td>
<td>1,110</td>
<td>1,193</td>
<td>1,131</td>
</tr>
<tr>
<td>% growth FX adj (^1)</td>
<td>5.3%</td>
<td>7.6%</td>
<td>10.7%</td>
<td>2.5%</td>
<td></td>
</tr>
<tr>
<td>Sales</td>
<td>1,003</td>
<td>1,030</td>
<td>1,064</td>
<td>1,167</td>
<td>1,078</td>
</tr>
<tr>
<td>% growth FX adj (^1)</td>
<td>2.0%</td>
<td>4.8%</td>
<td>12.8%</td>
<td>0.1%</td>
<td></td>
</tr>
<tr>
<td>opEBITA</td>
<td>140</td>
<td>144</td>
<td>146</td>
<td>165</td>
<td>150</td>
</tr>
<tr>
<td>% operational profitability</td>
<td>13.9%</td>
<td>14.0%</td>
<td>13.7%</td>
<td>14.1%</td>
<td>13.9%</td>
</tr>
</tbody>
</table>

1. Adjusted for currency effects
2. The growth rates for order intake as well as for sales in 2018 are based on 2018 pre-IFRS15
3. 2017 and 2016 numbers are pre-application of IFRS15
**Outlook**

Resume growth, push profitability towards 15%

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>Outlook 2021*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Order intake</td>
<td>1,131</td>
<td>2 - 3%</td>
</tr>
<tr>
<td>Sales</td>
<td>1,078</td>
<td>4 - 5%</td>
</tr>
<tr>
<td>opEBITA%</td>
<td>13.9%</td>
<td>14%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Mid-term Target</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>3 - 5%</td>
</tr>
<tr>
<td></td>
<td>15%</td>
</tr>
</tbody>
</table>

* FX adjusted including already announced acquisitions. 2020 orders and sales in m CHF.

- **2020 best-ever order intake** in RES. RES grew 2.5% amidst markets/competitors declining double digit
- **2021 growth of 2 - 3%** against high base 2020 and pandemic constraints (e.g. restricted site access) still in place
- **Retrofits, non-Sulzer pumps and distributed power** driving growth (5%), while Electro-Mechanical at lower end of range (3%)
- **APAC** strongest growth (>6%), AME and EMEA around 4%
- **Margin improvement** driven by high margin business (retrofit, digital offerings, energy transition) and cost improvements (additive, digital)
Chemtech (CT)

We develop chemical processing and separation technologies that enable our customers to operate world-class plants producing high value products

Our business
We develop and sell, around our core expertise in separation and purification:
- Process technologies and licenses
- Components, equipment and chemicals
- Process know-how and services

Our customers
We sell to:
- Chemicals manufacturers
- Polymer and plastic producers
- Refining and energy companies

Our customers’ products
Our customers produce:
- Premium chemicals & pharmaceuticals
- Plastics (incl. bio-based and recycled)
- Cleaner / efficient fuels (incl. biofuels)
At the Core of the Chemical Process
Separation and purification key to all chemical processes

The separation and purification defines the value of the end-products, independent of feedstock and chemical reaction: CT offers a unique portfolio and application know-how.
Why Separation & Purification matter
Separation and purification key to all chemical processes

**Separation: distillation**
By far the most used separation technology in the chemical industry
Since 1940, > 100 000 columns with Sulzer equipment, in > 500 different applications
- Purifications of monomers
- Solvent and active ingredients purification for pharma
- Flavors and fragrances

**Purification: crystallization**
Core purification technology, 40 years of Sulzer leadership
Extremely efficient in combination with Distillation
- Absorbents for diapers
- Monomers for high tech polymers
- Freeze concentration of high-quality fruit juices
Practical Applications

Our technology is everywhere

Vanilla

Vanilla is one of the most popular and marketed aromas in the world, yet its global shortage is forcing food manufacturers and perfumeries to turn to cheaper, more accessible artificial alternatives.

The typical vanilla aroma comes from one single compound, vanillin, which is among the world’s most popular plant-derived flavors and fragrances. Its annual worldwide consumption exceeds 20’000 metric tons, yet only a small fraction comes from vanilla pods.

Today, approximately 85% is synthesized in a two-step process from the chemical precursors guaiacol and glyoxylic acid.

Our liquid-liquid separation supports this process for a high-performance and efficient solution.

Diapers (Superabsorbents)

We are one of the reasons your babies are happy!

Acrylic acid is used as an absorbent in diapers and other personal care products. These products require a purity as high as 99.9% for the acrylic acid. Crystallization is one of the most powerful purification techniques available in process engineering. Our unique crystallization solution produces 1.8 million tons of glacial acrylic acid every year, or 80% of total world production.

That’s billions of diapers, personal care products and more, all produced with crystallization technology to provide high-performance absorption we rely on every day.

Crystallization is an environmentally friendly, energetically efficient and economically competitive process for separation and purification of organics.
Unique Selling Proposition

We lead the market because ...

- We offer unique solutions
  - We know our customers’ processes inside and out, they call us at the concept stage
  - We are the innovator with huge application know-how, largest market share
  - Our technologies are unique and optimized
  - Our products are a small part of the plant cost – but a big part of the value creation

- We invest in the future
  - 3-4% of its revenues in R&D
  - 1592 patents + applications, of which 1191 granted in 193 families
  - 20% of patent families < 3 years old
  - Annual patent applications doubled
  - 65 active patents + 112 pending in bio

- We are global and we scale
  - We are where it matters, with main factories in China, India and Mexico + smaller sites in US, Russia and Korea
  - 5 R&D + testing facilities, 11 service centers
  - We are able to meet the specific needs of large-scale facilities
  - Our execution track record speaks for itself

T. Wintergerste - CT Business
Commercial & Technical Offering
Application know-how based sales & growing licensing

What we do

<table>
<thead>
<tr>
<th>Technologies</th>
<th>Products</th>
<th>Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>Separation/Purification</td>
<td>Tower internals</td>
<td>Supervision</td>
</tr>
<tr>
<td>Polymerization</td>
<td>Skids/System</td>
<td>Maintenance</td>
</tr>
<tr>
<td>Concentration</td>
<td>Key equipment</td>
<td>Installation</td>
</tr>
<tr>
<td>Recycling</td>
<td>Mixers</td>
<td>Corrosion protection</td>
</tr>
<tr>
<td>CO2 capture</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Flotation</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Growing technology licensing activity

How we are positioned

Components
- 21% Sulzer
- 19% KG
- 60% Others

Services
- 11% Services
- 15% KG
- 74% Others

Licensing
- 1% Licensing
- UOP 50%
- 49% Others

Source: Sulzer estimates, 2019 data
## Components

**Optimized internals for unrivalled process performance**

<table>
<thead>
<tr>
<th>Structured packing</th>
<th>Distillation trays</th>
<th>Random packing</th>
<th>Gas/liquid separators</th>
</tr>
</thead>
<tbody>
<tr>
<td>▪ MellapakPlus™ structured packing</td>
<td>▪ High performance trays</td>
<td>▪ NeXRing™ random packing</td>
<td>▪ Inline separators</td>
</tr>
<tr>
<td>▪ Mellapak™ structured packing</td>
<td>▪ Conventional trays</td>
<td>▪ Equivalent packings</td>
<td>▪ Shell VersiSwirl™</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>▪ Conventional separators</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Crystallizers</th>
<th>Polymer equipment</th>
<th>Liquid/liquid extraction</th>
<th>Mixers</th>
</tr>
</thead>
<tbody>
<tr>
<td>▪ Fractional Crystallizer</td>
<td>▪ Reaction</td>
<td>▪ Agitated Columns</td>
<td>▪ General Mixing</td>
</tr>
<tr>
<td>▪ Static Crystallizer</td>
<td>▪ Devolatization</td>
<td>▪ Static Columns (Packing/Tray)</td>
<td>▪ Dispersion Mass Transfer</td>
</tr>
<tr>
<td>▪ Suspension Crystallizer</td>
<td>▪ Upgrading</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*June 15, 2021*
Chemtech success stories

Our columns are in the largest and most advanced chemical plants

Sadara Chemical Complex
Saudi Arabia

CT unlocked the potential of Sadara’s columns and minimizes downtime through columns revamp in record time. The complex is one of the largest ever built in one phase.

Major deliveries include:
- Distillation
- Emergency delivery
- Tower Field Service

Applications: Chemicals

Hengli PTA columns
China

CT supports Hengli to become one of the world largest PTA producers, needed for polyester fiber production, with annual design capacity of 17MMT/a and the largest PTA column in the world.

Major deliveries include:
- Distillation
- Extraction
- Mixing and Phase Separation

Applications: Chemicals, PTA

Wanhua MDI
China

With CT technology, Wanhua became the world largest MDI producer with multiple footprints across China, Europe and USA, with a total capacity of 3.3MMT/a.

Major deliveries include:
- Distillation
- Evaporation
- Crystallization
- Mixing and Phase Separation

Applications: Chemicals, MDI
## Market Dynamics

> 60% of CT in fast growing Chemicals and Renewables

### Industries

<table>
<thead>
<tr>
<th>Industries</th>
<th>Market position</th>
<th>Outlook</th>
<th>Focus Growth Areas</th>
</tr>
</thead>
</table>
| Chemicals 54% | • Market leader  
• Global footprint  
• Growing market | Market growing 5% p.a. | • Specialty chemicals  
• Mono-/ polymers production  
• Personal care |
| Renewables 8% | • Market leader in PLA  
• Strong in bio-based chems  
• Global footprint | Early stages, will boom | • Recycling (plastic, textile)  
• Bioplastics  
• Bio-based chemicals  
• Carbon capture |
| Gas/ Refining 21% | • Top 2 player  
• Global footprint | GDP | • Refining-chemicals integration  
• Plant optimization/ upgrading |
| Water 3% | • Niche  
• US-only at this point | GDP+ | • Global roll-out |
| Service 14% | • Strong in US, India, M.E.  
• Weld overlay profitable niche  
• Many local low end competitors | GDP+ but Sulzer refocus | • Synergies with components  
• Focus on US, India, M.E. |

### Chemical Market Size

- **2019**: €3.7 trillion, Market +4.8%
- **2030**: €6.2 trillion, Market +6.6%

**Source:** CEFIC Chemdata International 2020

---

T. Wintergerste - CT Business  
June 15, 2021
The Future needs a Past

Our shift to renewable technologies started long ago

- 1950: First Heavy Water Application
- 1970: Shell Global Solutions Strategic Alliance
- 2000: Largest Diameter Vacuum Structured Packing Tower
- 2005: 50th Fuel Ethanol Plant with Sulzer Equipment
- 2010: Oleochemical processes, First PLA industrial plant, First Omega-3 purification plant, NRG Energy Carbon Capture
- 2015: First fatty acid distillation plant, Full supply of Biodiesel glycerin refining plant
- 2020: First PLA large scale plant, Steelanol project, Large Scale mixers for renewable Diesel

Bio-based, Bio polymers, Carbon solutions, Other solutions
Renewables: Industry Transformation

Supported by unique Sulzer technologies, driven by sustainability

- Consumer preference
- Global population growth
- Sustainability push, evolving regulation
- Market for PLA, a biopolymer in which we lead, to more than double in next 5 years

Bio-Based
biopolymers, biofuels, biochemicals

Polymer Recycling
plastics, textiles

- Public concerns on plastic waste
- Global population growth
- Taxes and regulations
- > 750 new chem. recycling plants bef. 2030
- Clear advantage of our chemical approach vs. mechanical recycling

Carbon Reduction
carbon capture/recycling, plant optimization

- Awareness on global warming
- Carbon neutrality pledges
- Taxes and incentives
- Innovative solutions developed by/with Sulzer gaining traction
Renewables: a leader for PLA biopolymer

Sustainable and circular, the bio-based alternative to plastics

Advantages of PLA (Poly Lactic Acid)

- PLA is a sugar-based biopolymer
- Generated from crops or plant-based biomass

Properties

- Bio-based and biodegradable
- The most scalable and industrialized biopolymer
- One of the best biobased alternative to conventional plastics for applications like packaging
- Not based on a bio-based drop-in monomer, new plants are required to meet strong growing demand

Position of Sulzer in PLA

- Sulzer is the leader in distillation, crystallization and polymerization for the production of PLA
- Can address all PLA markets (e.g. packaging, medical)

Market

- 80% of global PLA capacity runs on Sulzer technology
- Today 2 new plants a year on average
- Market expected to grow significantly, driven by regulation and public sentiment
Renewables: PLA success stories

80% of PLA plant capacity runs on Sulzer technology

CT proprietary technologies for monomer purification and PLA production enable Total Corbion to produce 75,000 tons per year of high-quality polylactic acid in Rayong (Thailand).

Key process solutions include:
- Distillation
- Melt Crystallization
- Polymerization unit

**Applications**: bio-monomers, biopolymers, PLA

CT delivered its proprietary lactide purification solution enabling NatureWorks facility in Blair (Nebraska, US) to offer:
- A broaden PLA portfolio with high-end resins for injection molding and fibers applications
- An increased capacity from 140’000 to 150’000 tons per year

**Applications**: bio-monomers

Chemtech supported B&F PLA in setting up China’s first fully-integrated sugar-to-PLA plant in Bengbu (China).

30’000 tons per year facility uses Sulzer’s:
- Distillation
- Melt Crystallization
- Polymerization unit
- Granulation and pellet crystallization

**Applications**: bio-monomers, biopolymers
Renewables: PEF Bioplastic

Superior mechanical, barrier and thermal properties vs. PET

Advantages of PEF
- PEF is a fructose-based polymer
- Exceptional properties go beyond PLA - and PET
- Suitable for food and liquids, complex packaging

Properties
- Better stability vs. PET and other fossil-based plastics
- Drop-in solution to commodities polyesters
- Better barrier properties against oxygen and carbon dioxide = longer shelf-life of PEF-bottled products
- 100% bio-based and recyclable

Position of CT in PEF
- Sulzer proprietary technology at pilot-plant stage
- Build demonstration plants using our technology
- Work with partners to develop PEF applications

Top potential applications
1. **Films**: replacement of petroleum-based multi-layered films with one single mono-layer of PEF with better gas barrier properties and better recyclability
2. **Bottles**: replacement of PET bottles especially for carbonated drinks thanks to prolonged shelf life; potential application in the beer industry
Renewables: Recycling
Our technology powers the most promising recycling applications

Mixed plastics recycling
CT developed key separation technology for a project in record time and completed the entire installation in less than 10 months.

The facility handled over 20 000 tpa of feedstock in 2020 and transforms more than 80% of the non-recyclable plastic it consumes into hydrocarbons for new fuels and chemicals.

More projects in the pipeline

Applications: fuel, packaging, other plastics

Food grade polystyrene
CT developed a step-out purification technology to purify styrene solving all issues of removing the smallest impurities.

Enables production of Ultra High Purity Styrene (>99.95%) which can be used for food packaging, fully closing the loop.

Applications: packaging, appliances, etc.

Closed loop for mixed textiles
CT develops an innovative process to recycle textiles made of different materials through Worn Again Technology (WAT)

CT largest shareholder of WAT, which it controls with H&M, provides state-of-the-art separation and polymer technologies.

Process allows for return to virgin-like fibers, ready for re-use = fully circular

Applications: all mixed textile
**Financials**

China & Chemicals fuel profitable growth, Renewables accelerating

---

**Order intake by Segment**

2020 CHF 621m

- **Chemicals**: 54%
- **Gas & Refining**: 21%
- **Water**: 3%
- **Renewables**: 8%
- **Service**: 14%

---

**Order intake by Region**

2020 CHF 621m

- **China**: 40%
- **Americas**: 20%
- **South-East Asia Pacific**: 11%
- **Europe, Russia Africa**: 19%
- **India, Middle East**: 10%

---

**In CHF millions**

<table>
<thead>
<tr>
<th></th>
<th>2016&lt;sup&gt;3&lt;/sup&gt;</th>
<th>2017&lt;sup&gt;3&lt;/sup&gt;</th>
<th>2018&lt;sup&gt;2&lt;/sup&gt;</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Order intake</td>
<td>472</td>
<td>502</td>
<td>600</td>
<td>670</td>
<td>621</td>
</tr>
<tr>
<td>% growth FX adj</td>
<td></td>
<td></td>
<td>5.8%</td>
<td>20.5%</td>
<td>12.8%</td>
</tr>
<tr>
<td>Sales</td>
<td>446</td>
<td>478</td>
<td>563</td>
<td>664</td>
<td>593</td>
</tr>
<tr>
<td>% growth FX adj</td>
<td></td>
<td></td>
<td>6.9%</td>
<td>18.6%</td>
<td>19.0%</td>
</tr>
<tr>
<td>opEBITA</td>
<td>18</td>
<td>25</td>
<td>50</td>
<td>64</td>
<td>57</td>
</tr>
<tr>
<td>% operational profitability</td>
<td>4.0%</td>
<td>5.2%</td>
<td>8.9%</td>
<td>9.6%</td>
<td>9.6%</td>
</tr>
</tbody>
</table>

---

1. Adjusted for currency effects
2. The growth rates for order intake as well as for sales in 2018 are based on 2018 pre-IFRS15
3. 2017 and 2016 numbers are pre-application of IFRS15
Outlook

Chemicals & Renewables drive growth and profitability to 11-12%

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>Outlook 2021*</th>
<th>Mid-term Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Order intake</td>
<td>621</td>
<td>5 - 7%</td>
<td></td>
</tr>
<tr>
<td>Sales</td>
<td>593</td>
<td>7 - 9%</td>
<td>5 - 7%</td>
</tr>
<tr>
<td>opEBITA%</td>
<td>9.6%</td>
<td>~10%</td>
<td>11 - 12%</td>
</tr>
</tbody>
</table>

* FX adjusted including already announced acquisitions. 2020 orders and sales in m CHF.

- **Resilience** demonstrated during the pandemic
- **Recovering markets** in the US and Europe
- **Renewables** are gaining momentum

- **Chemical market** growth is expected to be 4.8%
- **China** to continue on its strong momentum
- **Renewables** segment grows to >20% of CT overall
- **Margin improvement** supported by continuous operational optimization and economies of scale
Financials and Targets

Jill Lee – CFO
Orders

Growth driven by superior innovation combined with cost discipline

Order growth (in CHF million)

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Orders</td>
<td>2'525</td>
<td>2'729</td>
<td>3'082</td>
<td>3'322</td>
<td>3'049</td>
<td></td>
</tr>
</tbody>
</table>

High portion of aftermarket business

- Aftermarket: 50%
- Water new equipment: 12%
- Other new equipment: 38%

Balanced regional split

- Americas: 33%
- EMEA: 40%
- Asia-Pacific: 27%
- Residual: 27%

Notes:
1. Negative FX impact of 235m
2. Adjusted for FX, including acquisitions already closed
3. 2020 orders including pro-forma Nordic Water
Sales

Growth path barely disrupted by pandemic

Sales growth (in CHF million)

<table>
<thead>
<tr>
<th>Year</th>
<th>FX adj</th>
<th>organic</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>0.0%</td>
<td>-5.3%</td>
</tr>
<tr>
<td>2017</td>
<td>11.4%</td>
<td>7.2%</td>
</tr>
<tr>
<td>2018</td>
<td>16.0%</td>
<td>13.6%</td>
</tr>
<tr>
<td>2019</td>
<td>-3.5%</td>
<td>-4.3%</td>
</tr>
<tr>
<td>2020</td>
<td>-3.5%</td>
<td>-4.3%</td>
</tr>
<tr>
<td>2021E</td>
<td>-3.5%</td>
<td>-4.3%</td>
</tr>
</tbody>
</table>

Order backlog (in CHF million)

<table>
<thead>
<tr>
<th>Year</th>
<th>CT</th>
<th>RES</th>
<th>PE</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>2'605</td>
<td>1'722</td>
<td>1'804m at 2019 FX rates (negative FX impact of 127m)</td>
</tr>
<tr>
<td>2017</td>
<td>2'625</td>
<td>1'527</td>
<td>1'804m at 2019 FX rates (negative FX impact of 127m)</td>
</tr>
<tr>
<td>2018</td>
<td>2'911</td>
<td>1'722</td>
<td>1'804m at 2019 FX rates (negative FX impact of 127m)</td>
</tr>
<tr>
<td>2019</td>
<td>3'308</td>
<td>1'732</td>
<td>1'804m at 2019 FX rates (negative FX impact of 127m)</td>
</tr>
<tr>
<td>2020</td>
<td>2'968</td>
<td>1'677</td>
<td>1'804m at 2019 FX rates (negative FX impact of 127m)</td>
</tr>
</tbody>
</table>

1. negative FX impact of CHF 226m; 3'194m at 2019 FX rates
2. adjusted for FX, including acquisitions already closed
Operational Profit (opEBITA)

Upwards trajectory through the cycle, expected to reach 9% in 2021

Cost Savings underway:
Energy-focused program announced in April 2020 targets savings of 70m, respectively:
- 12m achieved in 2020
- 40m incremental in 2021E, 20m in 2022E
- Implementation cost of 80m, of which 71m booked in 2020, balance in 2021E

Division opEBITA development:
- PE: from 1.1% in 2016 to 4.3% in 2020
- RES: robust ca. 14% through the cycles
- CT: from 4.0% in 2016 to 9.6% in 2020

Proven track record of profitability improvement
Net debt

Expected 0.6x deleveraging post transaction

### Net debt / EBITDA

<table>
<thead>
<tr>
<th>Year</th>
<th>Reported</th>
<th>Adjusted</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>0.1x</td>
<td>0.1x</td>
</tr>
<tr>
<td>2017</td>
<td>0.8x</td>
<td>0.8x</td>
</tr>
<tr>
<td>2018</td>
<td>0.7x</td>
<td>1.3x</td>
</tr>
<tr>
<td>2019</td>
<td>0.8x</td>
<td>1.4x</td>
</tr>
<tr>
<td>2020</td>
<td>1.3x</td>
<td>2.1x</td>
</tr>
</tbody>
</table>

**Deleveraging of ~0.6x**

### Net debt (in CHF million)

- **2019**
  - IFRS 16 requiring leases in net debt calculation from 2019 onwards, adding 0.2x to Sulzer’s net debt / EBITDA

- **2020**
  - Net debt / EBITDA ratio impacted by pandemic and costs for restructuring

- **2021** – expectation post transaction
  - Reduction by CHF 400m intercompany loans to medmix

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1. Reported Net debt = financial debt (incl. leases) minus cash and cash equivalent (incl. short term financial assets)
2. Adjusted Net debt = Reported Net debt less cash held on behalf of Tiwel in the amount of CHF261m (FY20)
## Mid-term targets

Achievable organically, small-to-medium sized acquisitions on top

<table>
<thead>
<tr>
<th></th>
<th>Pumps Equipment</th>
<th>Rotating Equipment Services</th>
<th>Chemtech</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Sales growth</strong>¹</td>
<td>3-4%</td>
<td>3-5%</td>
<td>5-7%</td>
</tr>
<tr>
<td><strong>Operational Profitability</strong>²</td>
<td>7-8%</td>
<td>15%</td>
<td>11-12%</td>
</tr>
</tbody>
</table>

1. average sales growth p.a., FX adjusted
2. opEBITA margin as a percentage of sales
Takeaways
Greg Poux-Guillaume - CEO
Sulzer strategy

We have a clear path to value creation, based on strong positions

1. Grow Water and Industry in Pumps
2. Leverage unique service proposition and digital / additive offering to win in Service
3. Defend Chemical leadership while boosting Biopolymers and Recycling in Chemtech
4. ESG focus as a key to strong, sustainable financial performance
Why Sulzer

- We have a clear strategy, based on innovative products and strong positions in growing markets
- We combine a highly resilient portfolio (50+% aftermarket) and attractive exposure to macro trends (Water, Bio-based)
- We are a recognized ESG leader with limited exposure to new oil investments (O&G “new” is ca. 12%\(^1\) of total orders)
- We have a robust balance sheet that supports our battle-tested strategy of well priced small-to-medium sized acquisitions
- Our team has established a track record of strong execution and profitable growth, rain or shine
- We are Sulzer – and we have remained relevant for 200 years, through technology-based innovation
- Our next great business is probably already in our portfolio

\(^1\) Excluding O&G aftermarket, which is part of our non-cyclical RES division and accounts for another 13% of orders (Q1 actuals and 2021E)