

Chemtech

Oliver Bailer, Division President | February 12, 2015



Agenda – Chemtech

Sulzer Full Potential for Chemtech

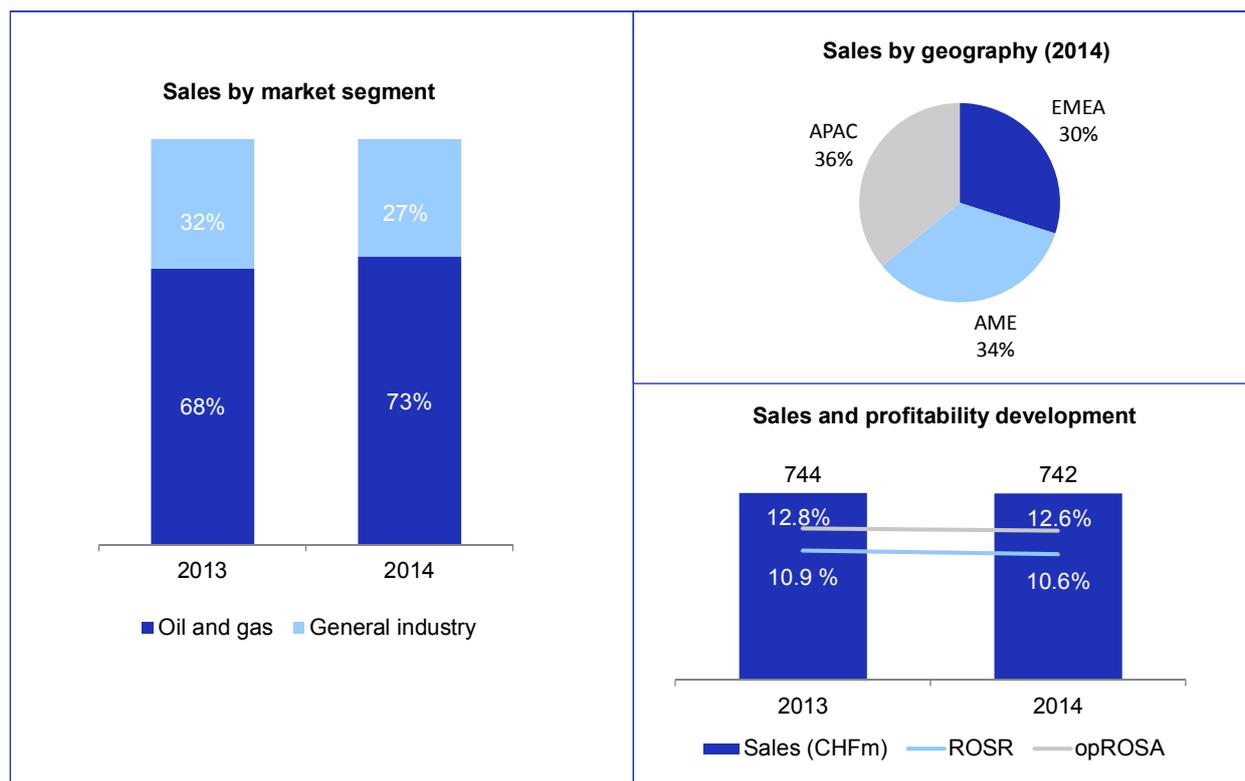
- Point of Departure
- Mission & Strategy
- Operational Excellence

Summary

Strong competencies and key capabilities in separation, mixing, and dispensing



Chemtech Division Snapshot



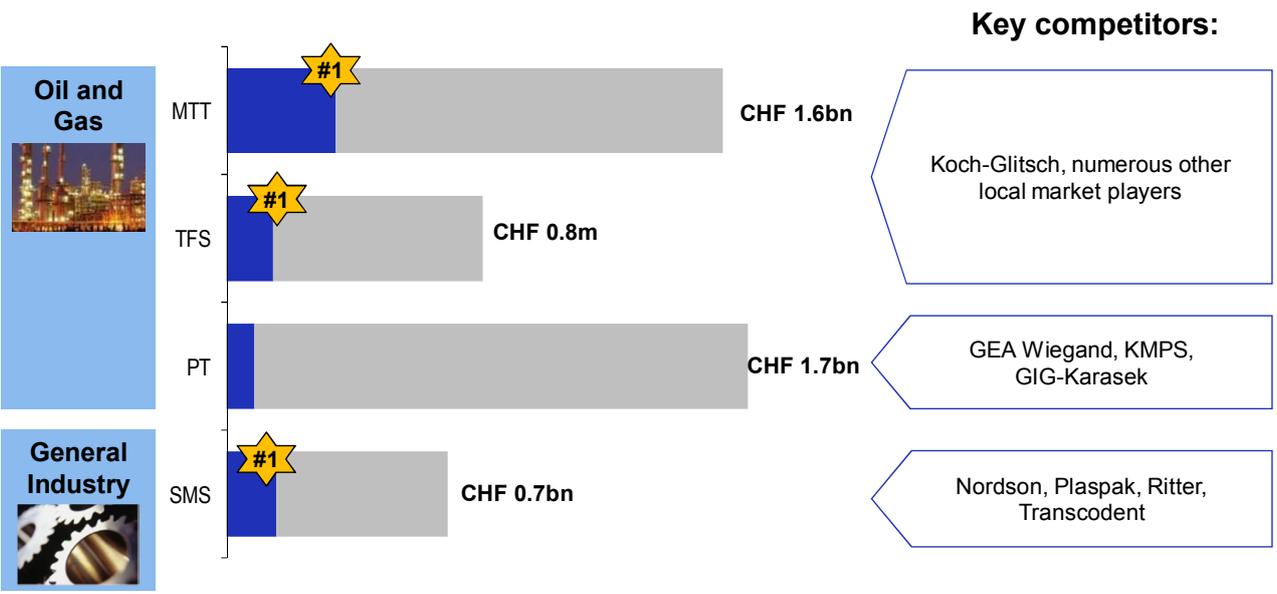
Market environment expected to remain challenging **SULZER** through 2015

Oil and Gas 73%			General Industry 27%		
Upstream  <p>2015 2016-2017 </p> <p>~8%</p>	Refinery  <p>2015 2016-2017 </p> <p>~23%</p>	HPI  <p>2015 2016-2017 </p> <p>~42%</p>	General Industry  <p>2015 2016-2017 </p>		
MTT <ul style="list-style-type: none"> New CAPEX reducing CT at favorable position with ASCOM technology Well positioned in FPSO and FLNG market 	MTT TFS <ul style="list-style-type: none"> Big projects postponed due to cost overruns Further closures in Europe and Japan Revamps and upgrade projects to continue No impact anticipated in service projects 	MTT TFS PT <ul style="list-style-type: none"> New petrochemical investments in USA, postponement in Asia and ME Reducing feedstock and energy cost stimulates investment in chemical sector Biopolymer projects moving at slower pace 	SMS <ul style="list-style-type: none"> Stable growth outlook for adhesives Protective coatings offers new opportunities Healthcare market growing Dental segment growth in emerging markets 		

Our market outlook Sales share 2014

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Chemtech retains its market and technology leadership position in its served markets



MTT: Mass Transfer Technology
 TFS: Tower Field Services
 PT: Process Technology
 SMS: Sulzer Mixpac Systems

Sulzer Market share
 Addressable market
 #x Sulzer market position in chosen market

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Mission and growth drivers for Chemtech

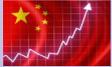
Mission

- We are a global leader in **separation, mixing, and dispensing** technologies and associated **services**
- We are **innovative** and **technologically leading**
- We build on highly **qualified people** and focus on **operational excellence**. We deliver on-time, reliable, quality **solutions** for **performance-critical** applications. We bring **value** to our customers worldwide.

Growth Drivers

- Develop adjacent markets and expand technology and product / service portfolio by innovation
- Strengthen existing portfolio and add complementary adjacency through targeted acquisitions for all BUs
- Further expand global footprint
- Drive profitability through operational excellence

Key strategic growth focus areas

			<i>Customer Focus</i>	<i>Operation Excellence</i>	<i>Business Expansion</i>
Growth focus areas	CT	 Global footprint in Asia	✓	✓	✓
	MTT	 Separators for oil and gas upstream	✓		✓
	MTT	 Innovation and technology development	✓	✓	✓
	PT	 Commercial success of polymers	✓	✓	✓
	TFS	 Expand service portfolio with extended scope projects	✓		✓
	TFS	 Develop adjacent service lines	✓		✓
	SMS	 New products and market segments	✓		✓
	SMS	 Expand healthcare applications	✓	✓	✓

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Chemtech success stories



MTT Inline Technology

- Acquisition of ASCOM and ProLabNL offers leading technologies for upstream oil and gas customers
- Inline separators reduce CAPEX and OPEX through compact construction and improved performance



TFS expanding its service portfolio

- TFS expands its service portfolio into weld overlay technology through acquisition of Interweld
- Extension of service offering and leverage global platform



PT commercial reference in biopolymers

- SUPLA's 10 000 tons/year plant in China coming up on stream
- Important step toward a fully fledged industrial PLA biopolymer plant reference

Focus areas for us going forward are to better serve the customer, drive operational excellence, and expand the business

Chemtech execution delivers Sulzer vision

One

- Shared innovation and operational excellence mindset
- Products and services complementing each other
- Leveraging adjacencies with synergy potential across existing business units

Focused

- Performance-critical equipment and service solutions
- Technology and market leadership in targeted, attractive market segments
- Strong core competencies and key capabilities

Market-oriented

- Global footprint and close to customers in all regions
- Co-create product solutions with customers
- Well positioned to grow in adjacent and new markets

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Summary

Sulzer Full Potential: Improve selling productivity, supported by top line growth

SULZER

Improve Sales Force Efficiency



- Increase **utilization** of sales force
- Introduce rigorous **performance management**
- Fully leverage **cross-selling opportunities**

Streamline IT Sales Tools



- Enable higher **# of quotes** and **reduce time** per quote
- Improve **information flow**
- Maximize **portability** across product lines and legal entities

Optimize Footprint



- Close **"white spots"** for unserved markets
- Optimize **routes to market** depending on country specifics

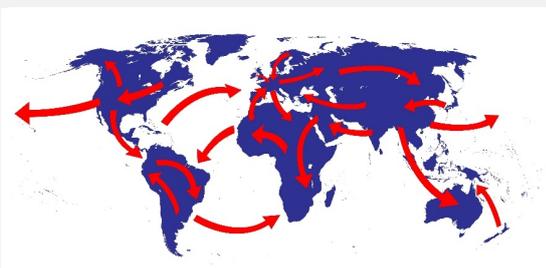
Topline growth by new products and markets

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Sulzer Full Potential: Adjusting to market demand and enlarging route to market

SULZER

Adjust to Market Demand



- Improve **cost competitiveness** to further drive growth
- Further increase **presence in China** to follow market demand
- Adjust to market fluctuations through **flexible organization**
- Austerity **measures in Switzerland** due to **currency** situation

Enlarge Route to Market



- Increase **market coverage** and enhance **customer interface**
- Focus on **cross-selling and solution selling** through combined business unit approach
- Push **new market segments** with high growth rates

Chemtech full potential

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Chemtech Summary

- **Solid performance** in current environment
- **Strengthened portfolio** offering significant growth potential
- Further **profitability improvement potential** through operational excellence

Global leader in separation, mixing, and dispensing technologies and associated services with an innovative and technologically leading offering



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