

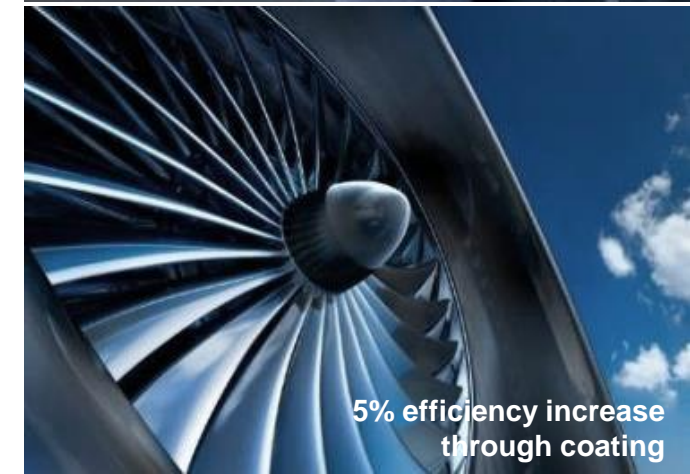
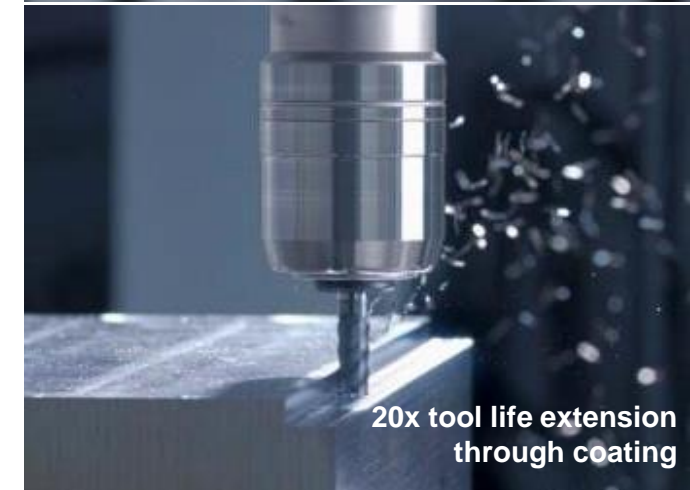


Investor Presentation

May 2025

Agenda

- 1 | Overview**
Industrial technology leader about to become a focused surface technology pure play
- 2 | Unlocking value**
Signed agreement to divest Barmag
- 3 | Oerlikon Surface Solutions**
Surface technology leader well positioned for profitable 4-6% sales growth
- 4 | Barmag (Manmade Fibers)**
Innovation leader for equipment to produce manmade yarns, well positioned for attractive returns and market recovery
- 5 | ESG**
Enabling avoided emissions for customers



Industrial technology leader about to become a focused surface technology pure play



Cutting-edge technology



Broad market coverage



Key financials 2024

Oerlikon Surface Solutions (69% of sales)
Integrated surface solutions offering based on broad technology portfolio

Barmag (31%)

Equipment to process polymers used in filament and non-filament

Signed agreement to divest Barmag

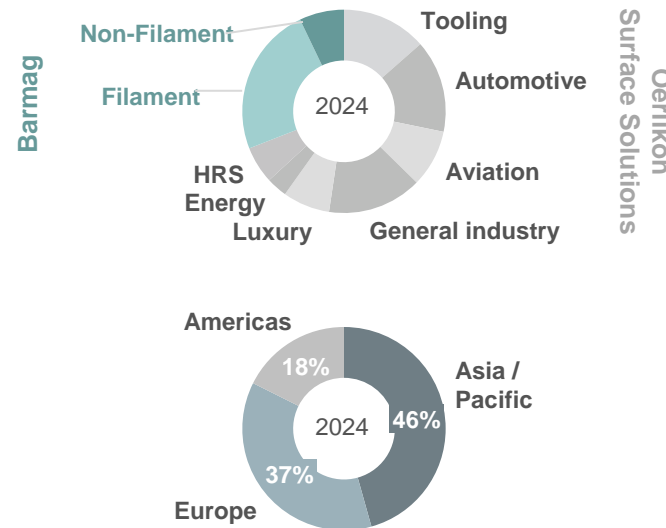
#1

Market leader in surface solutions and Filament

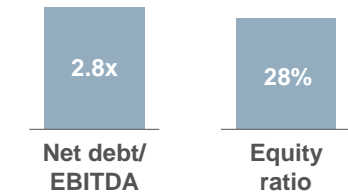
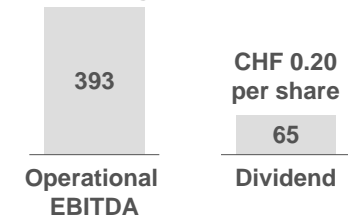
>30k

Customers incl. OEM & tier 1

Sales 2.4bn



16.6% margin



Becoming a focused innovative surface technology pure play

Aligned to key megatrends

Robust 2024 financials; expect Barmag proceeds by YE'25

Unless otherwise stated all figures in CHF m; Surface Solutions market share based on addressable markets; leverage ratio based on operational EBITDA

There is not a single day without **Oerlikon's surface technologies**

Mission: improve customers' efficiency, performance and sustainability

... to outer space

Subsea hardware



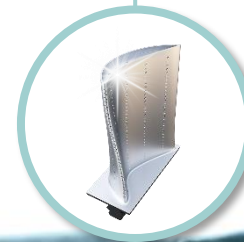
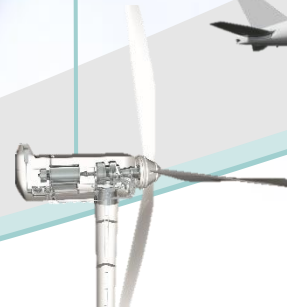
Luxury goods



Lightweight mobility



Electric power generation



Air travel



Communication satellites



From the bottom of the ocean ...

New focused Oerlikon is leader in surface technology that improves customers' efficiency through innovation ...

#1



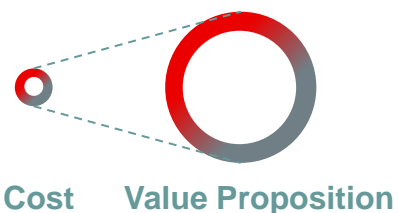
Market leader in high-tech specialized surface solutions markets

At technology forefront since 1946 (PVD); global player ¹ with Swiss quality and leading customer service level

Highly scalable global footprint enabling leveraging of shared technologies and AI for low marginal cost ²



Application knowhow across industries with long-standing customer relationships ³



Significant value proposition while small cost on customers' bill



Coating services



Coating equipment



Coating materials, components & additive manufacturing

Strong credibility through integrated offering and broad technology portfolio

 **Strong Positioning and USP**

1) ability to mitigate customer risks, e.g. holding multiple customer qualifications in multiple locations to mitigate potential supply chain disruptions; 2) Oerlikon with >150 coating centers globally; 3) present across major industries with knowhow across interdisciplinary sciences incl. materials science, physics, chemistry, engineering and IT; joined R&D with customers and strong brand

... well-positioned for profitable mid-term growth

Enabling efficiency & sustainability

With innovative technology



Clear set of growth levers



Accelerate regional expansion

>20% sales upside



Leverage tech leadership into new areas

>20% sales upside



Strengthen offering in core markets

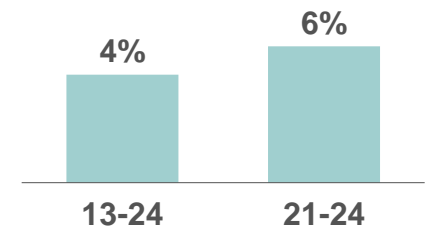


Drive profitability

+200bps margin upside ²

4 - 6% profitable sales growth

Sales CAGR ¹



1) 4-6% sales growth represents mid-term annual growth target including HRSflow; Historical sales CAGR is organic FX adjusted; 2) Compared to 2024

Unlocking value

Signed agreement to divest Barmag



Oerlikon finalizing portfolio transformation started 10 years ago

From 5 Divisions in 2014 ...

Surface Solutions

Barmag
(Polymer Processing Solutions)

Drive Systems

Advanced Technologies

Vacuum



Leaders in sweet spots with cutting edge technology



Lack of opportunity for market leadership

To 2 Divisions since 2019



- **Limited synergies** given different end markets, geographies, customers, business models and cycles
- **Return focus on transformation** following COVID and increasing geopolitical tensions



- **Divested:** Transitioned to better ownership for CHF 1.2bn proceeds
- **Paid dividends** of CHF 1.6bn (CHF 4.8 per share)



- **Invested** CHF ~4bn in M&A, Capex and innovation in 2014-24

2025: Finalizing transformation



Unlock pure play potential

Added technology acquisitions



Diversify and add growth markets

Pure play rational

2 innovation leaders in attractive niche markets – but no synergies



Oerlikon Surface Solutions

- Market leader in cutting-edge **surface technology** with high barriers to entry
- **Highly fragmented market**; >30k customers with top 10 customers accounting for ~7% of sales
- Leveraging technology leadership into various **new areas and geographies**

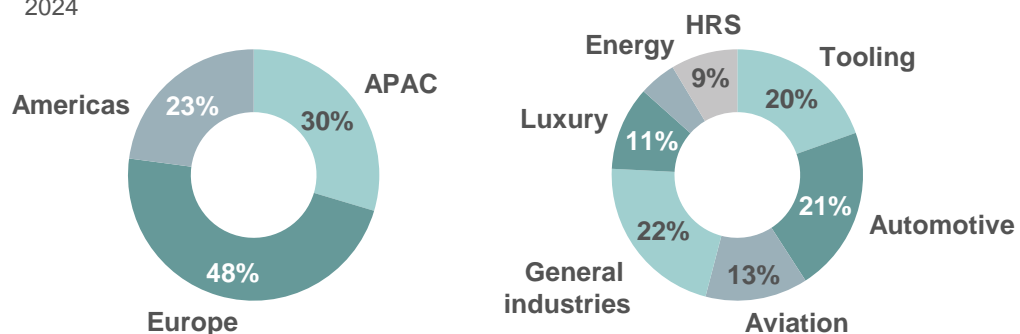


Barmag

- Innovation leader for equipment to produce **manmade yarns**
- **Concentrated market**: top 20 customers accounting for majority of sales
- **Strong cash generation** over the cycle with selected growth opportunities

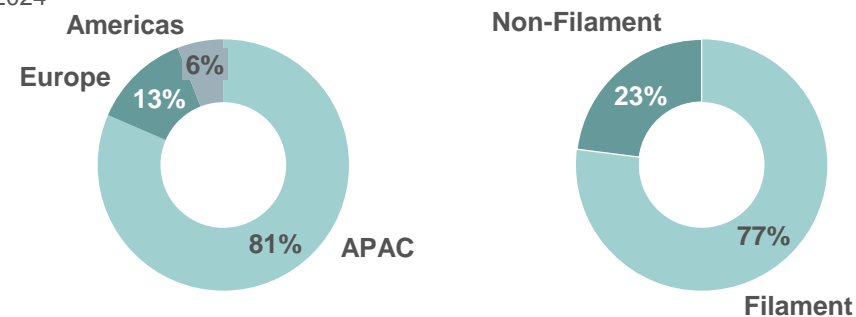
Global and diverse end markets:

2024



Sales geared towards APAC and Filament:

2024



Pure play rationale: become agile and unlock value by divesting Barmag

Divesting Barmag at attractive through-the-cycle valuation

announced on 6 May 2025

Transaction agreement

- **Signed agreement** with Rieter to divest Barmag
- **Expected closing¹ of the deal in Q4'25**

Strong strategic rationale

- **Both Rieter and Barmag** have a long history of innovation leadership and expertise in plant engineering for the global textile industry and APAC end markets
- **Enabling positive future development** for Barmag by allowing the business to purely focus strategy and capital allocation on respective end market and geography

Attractive valuation

- **Enterprise value** of CHF 850m (up to CHF 950m incl. earn-out), representing a through-the-cycle ² EV / EBITDA multiple of approximately 6.5x (slightly above 7x incl. earn-out); for 2024 the EV / EBITDA multiple is 11.3x (12.6x)
- Earn-out of up to CHF 100m is subject to the EBITDA evolution of Barmag over 2025-28
- CHF ~700m upfront equity purchase price (excl. earn-out) to be used for repayment of CHF 475m term loan, general corporate purposes and potential distribution to shareholders



Unlock pure play potential

1) Subject to regulatory approvals and fulfilment of closing conditions; 2) 2016-23

Unlocking pure play potential



Become agile, dynamic and independent by right-sizing overhead (initiated in H2'24); set free management capacity, supporting efficient operations in a challenging geopolitical environment



Executing on clear plan to adjust corporate costs to pure play scope



Distinguish brand as a pure-play market leader, focused on optimizing performance for customers



Create distinct investment opportunity for investors with a strong value proposition



Pure focus on growth opportunities in the fragmented Surface Solutions market

Become agile / focused and create a distinct investment opportunity

Oerlikon Surface Solutions

Surface technology leader well positioned for profitable 4-6% sales growth



Oerlikon Surface Solutions at a glance



Key metrics 2024 ¹

#1
Market leader
in surface solutions

CHF 1.6bn
Sales

18.6%
EBITDA margin ²

9'289
FTE's

Market leader
in surface technologies



Integrated high- tech offering



Coating
services



Coating
materials



Coating
equipment



Components



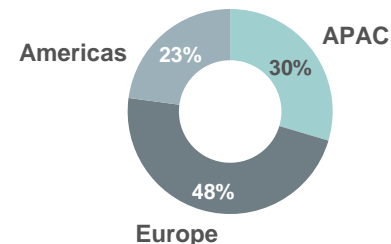
Additive
manufacturing

Enabler of avoided
emissions for customers

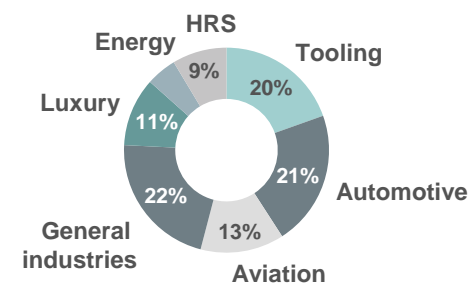


Sales split 2024 ¹

By markets



By industry



Global and diverse
end markets



Customers

>30k active customers
including industry leaders

Serving top players

- 100% in Tooling
- 75% in Automotive
- 75% in Aviation
- 100% in Energy

Top 10 customers account
for ~7% of sales

Broad and stable
customer base

1) 2024 financials include pro forma HRSflow which was reclassified from Polymer Processing Solutions to Surface Solutions as of 2025; 2) Operational EBITDA margin

Market leader in niche market with high barriers to entry and strong USP

#1



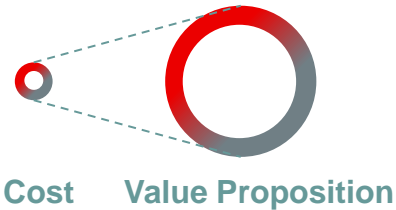
Market leader in high-tech specialized surface solutions markets ¹

At technology forefront since 1946 (PVD); global player ² with Swiss quality and leading customer service level

Highly scalable global footprint enabling leveraging of shared technologies and AI for low marginal cost ³



Application knowhow across industries with long-standing customer relationships ⁴



Significant value proposition while small cost on customers' bill



Coating services



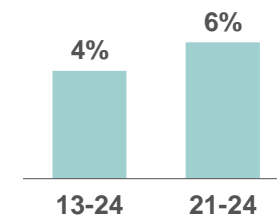
Coating equipment



Coating materials, components & additive manufacturing

Strong credibility through integrated offering and broad technology portfolio

Sales CAGR ⁵

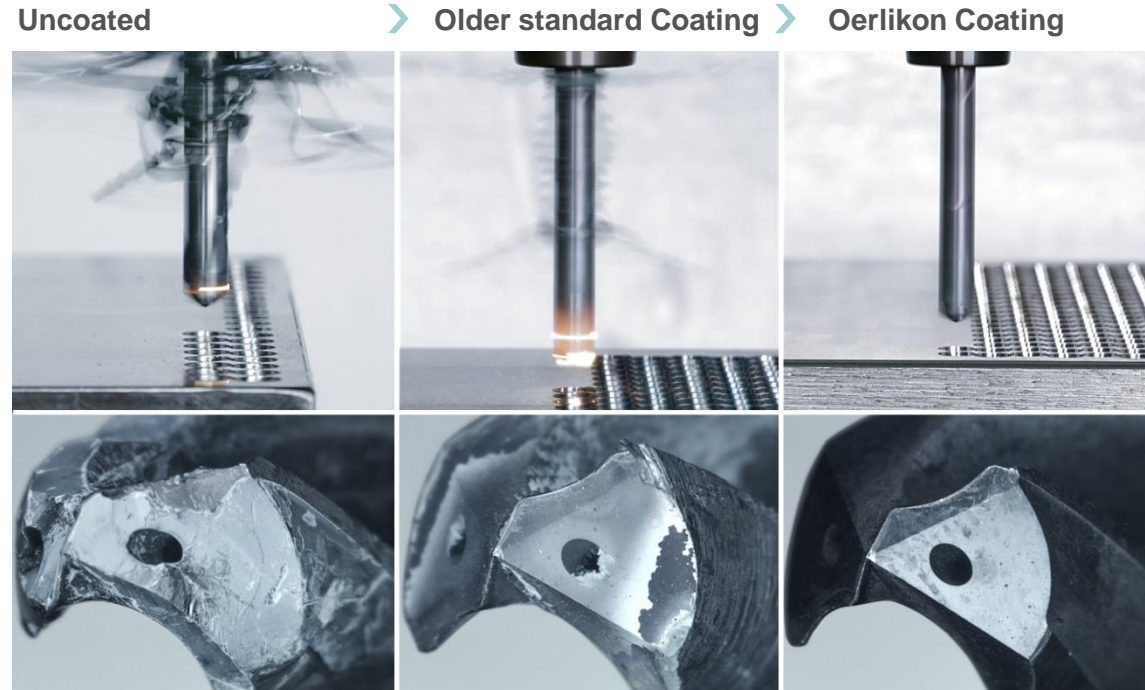


Improving customers' efficiency and sustainability with innovative technology

1) PVD competitors include Ionbond (IHI), Eifeler (Voestalpine), Cemecon; Thermal spray competitors include Höganäs and Praxair (Linde); Market share depending on applications and based on current addressable market; 2) ability to mitigate customer risks, e.g. holding multiple customer qualifications in multiple locations to mitigate potential supply chain disruptions; 3) Oerlikon with >150 coating centers globally; 4) present across major industries with knowhow across interdisciplinary sciences incl. materials science, physics, chemistry, engineering and IT; joined R&D with customers and strong brand; 5) organic and adjusted for FX
Page 14

Value proposition through high impact technology at a small relative cost to customers

Improving efficiency, performance and sustainability



Coatings protect tools after >4500 holes drilled

corrosion protection | environmental protection | strength | abrasion protection | hardness | chemical stability | conduction control | permeability control | anti-sticking | color flexibility | decorative enhancement | thermal stability | antibacterial | bio-compatibility | magnetism control | anti-reflection | easy cleaning | safety | wear resistance | insulation control | thermal protection | clearance control | erosion protection

Oerlikon's coatings for Tooling and Aviation save >100% of Swiss CO₂ emissions



28%
of Swiss CO₂ emissions saved p.a. ²⁾



88%
of Swiss CO₂ emissions saved p.a. ³⁾




Car driving range extended by the length of a marathon ⁴⁾

1) 20x reflects average across tooling, with peak extension up to 160x; 2) 20x lifetime extension 2 of a metal tool through coating, resulting in significant metal saving, saving annually ~8.3 mio metric tons CO₂ or ~28% of Swiss CO₂ emissions; 3) 5% efficiency increase in aero turbines through coatings, equaling ~26 mio metric tons of CO₂ reduction annually (across 2019 installed base of aero engines) or ~88% of Swiss CO₂ emissions; 4) Coatings enable lightweight materials... 10% less weight extends car driving range by 5-7%...for a 650 km EV this is equivalent to a marathon

Developed Oerlikon into a diversified technology leader close to customers

2013

2024

Mid-term



Diversified technologies

PVD technology



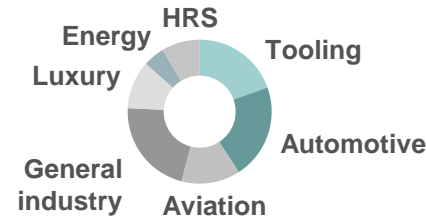
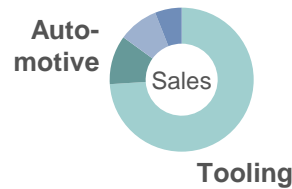
- PVD/CVD
- Thermal Spray
- Additive Manufacturing

Develop

- Luxury
- Semiconductor
- E-Mobility



Added growth markets

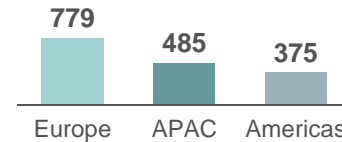
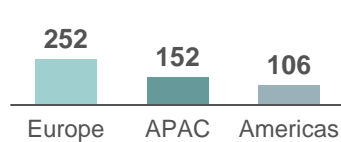


Innovate

and replace other technologies



Moved closer to customers



Leverage

new regional organization



Upside on profitability

Higher margin but limited resilience and growth perspectives



19% EBITDA margin
Reflecting diversification & ctd. growth investments

Profit

20%+ EBITDA margin

Growth strategy Oerlikon Surface Solutions

Improve customers' efficiency, performance and sustainability with innovative technology



Accelerate regional expansion

- **New regional organization** to drive upside in Americas and Asia, while maintaining European leadership
- Leverage competitive advantages of integrated offering and broad technology portfolio

>20% sales upside



Leverage tech-leadership into new areas

- **Capture growth opportunities** in new markets
- Including future mobility, luxury, semiconductor, medical industries

>20% sales upside



Strengthen offering in core markets

- **Increase market penetration** with leading technology
- Cross sell and combine surface technologies to deliver tailored solutions

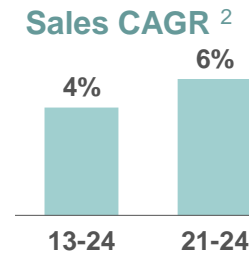
+200bps margin upside¹



Drive profitability

- **Drive operating leverage**, innovation, pricing and efficiency; actively manage portfolio towards high-margin solutions
- Increase ROCE supported by strengthened capital allocation framework and digitalization
- 20-22% EBITDA margin target in mid-term

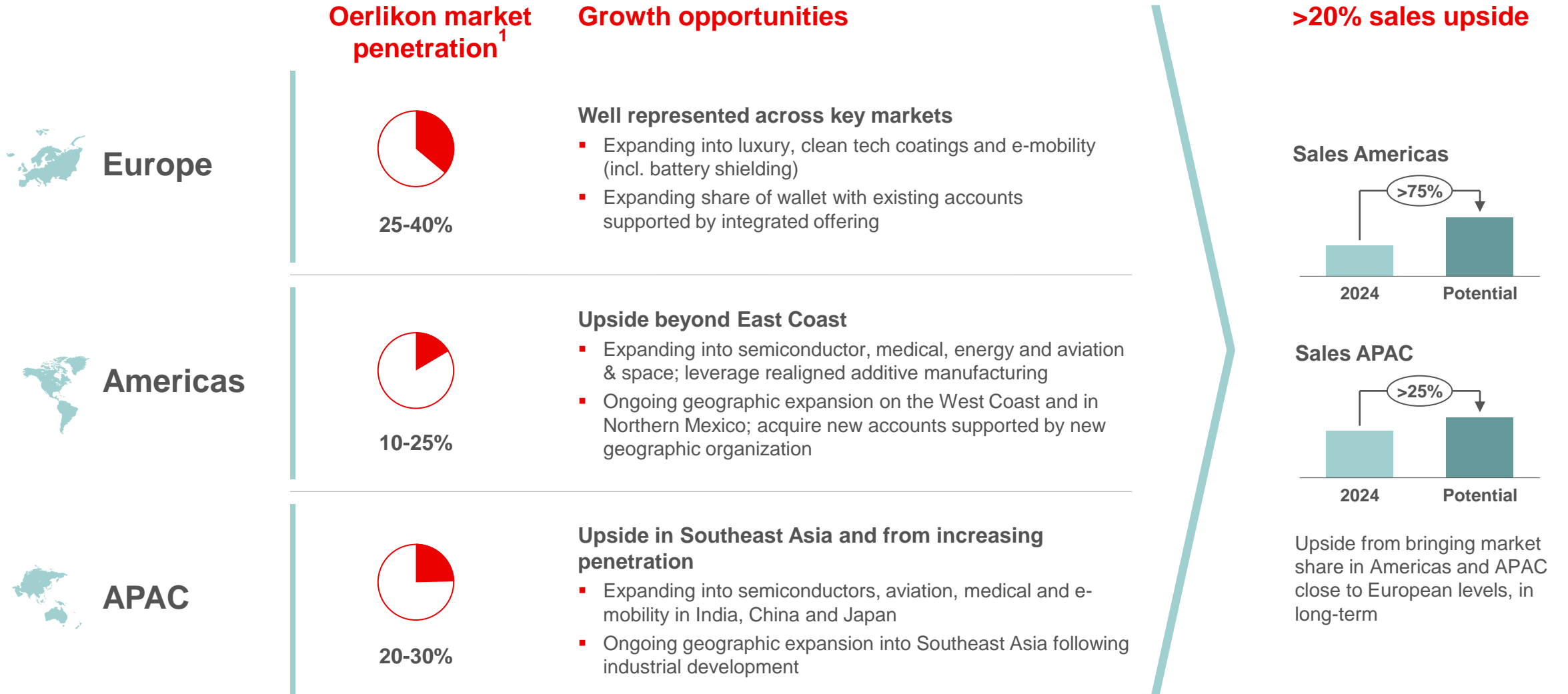
4 - 6% profitable sales growth³



#1 in high-tech surface solutions

1) Compared to 2024; 2) organic FX adjusted; 3) Mid-term growth potential p.a.; short-term impacted by macro headwinds

Sales upside from expansion into Americas and APAC supported by new geographical organization implemented in 2022



1) Market shares depending on applications; based on current addressable market; slight change to previous values due to adjustment in addressable market definition

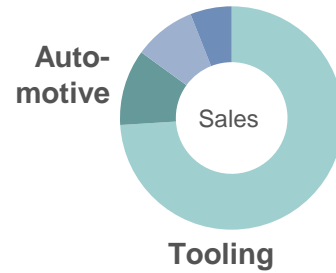
Continuing to leverage technology leadership into new areas



Oerlikon today:
Diversified the end markets

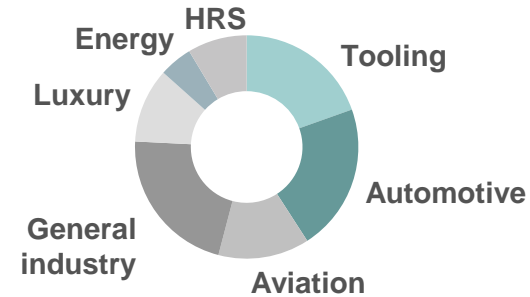
2013

End markets focused on Tooling



2024

Aligned to megatrends with growth potential



Oerlikon tomorrow:
Continue to leverage technology for new growth markets

Future



>10%
sales upside

Strengthen offering in core markets with leading technology

Case example: PVD coating services for precision components

Addressing various markets where PVD can create additional customer value

Including:



Industrial pumps & impellers

Coatings enabling the use of less expensive alloys



Energy applications

Increase system & fuel efficiency by coating parts



Industrial components

Extending lifecycle of parts currently not coated



Medical devices

Reduce costs by replacing expensive precious metals plated components



Food processing & packaging

Replace health sensitive surface treatments (e.g. hard chromium / PFAS)



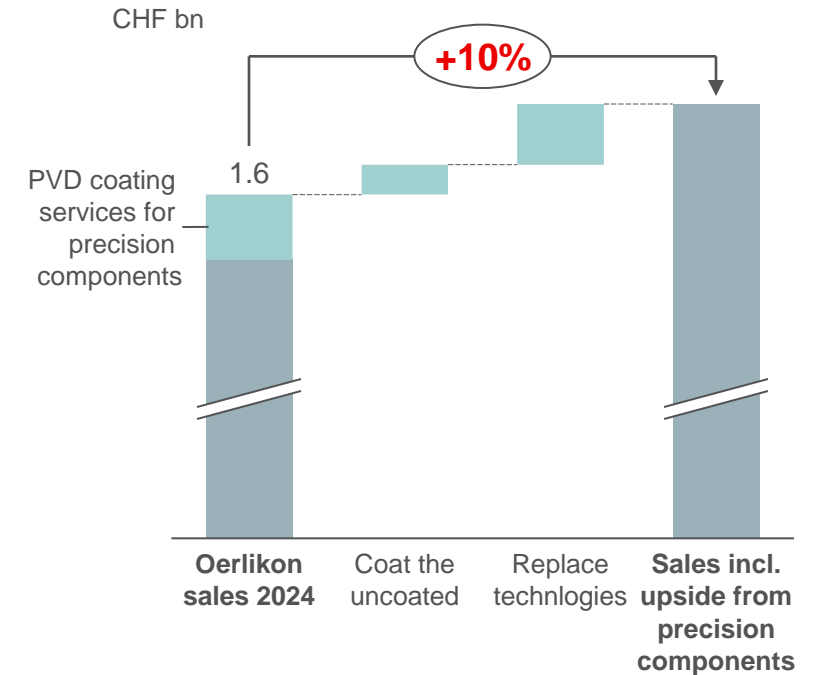
High-end deco, consumer goods, luxury

Substitute galvanization process which is less sustainability friendly

Coat the uncoated

Replace other surface technologies with PVD

Sales upside from services for precision components



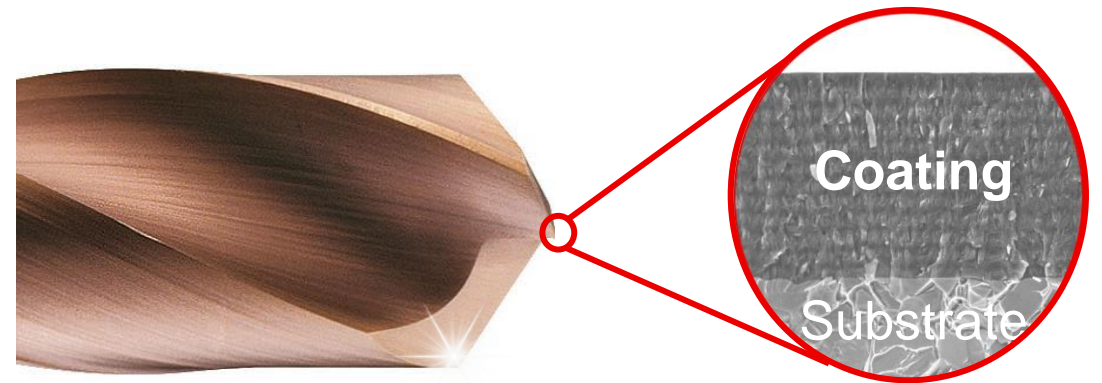
Leading surface technologies: operating at a micron-accuracy level and enabling >20 surface properties

Diverse suite of technologies capable of delivering highly customized solutions

- corrosion protection | environmental protection | strength
- | abrasion protection | hardness | chemical stability |
- conduction control | permeability control | anti-sticking |
- color flexibility | decorative enhancement | thermal stability | antibacterial | bio-compatibility | magnetism control | anti-reflection | easy cleaning | safety | wear resistance | insulation control | thermal protection | clearance control | erosion protection | ...

Oerlikon's innovative solutions enable >20 different surface properties

Case study: PVD coatings are harder than steel, but only a few thousandths of a millimeter thin



0.05mm
Human hair

0.003mm
BALINIT® hard coating

Combining suite of surface technologies to deliver tailored customer solutions

Case example: SubSea valve

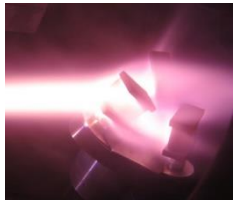
Oerlikon provides a “one-stop-shop” for all surface technology requirements



Thin film (PVD)

1

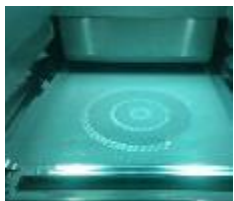
Valve coatings: Corrosion, erosion protection, low friction, wear resistance



Thermal spraying

2

Valve Stems/Actuators: Clearance reduction, anti-abrasion, low friction, improve efficiency

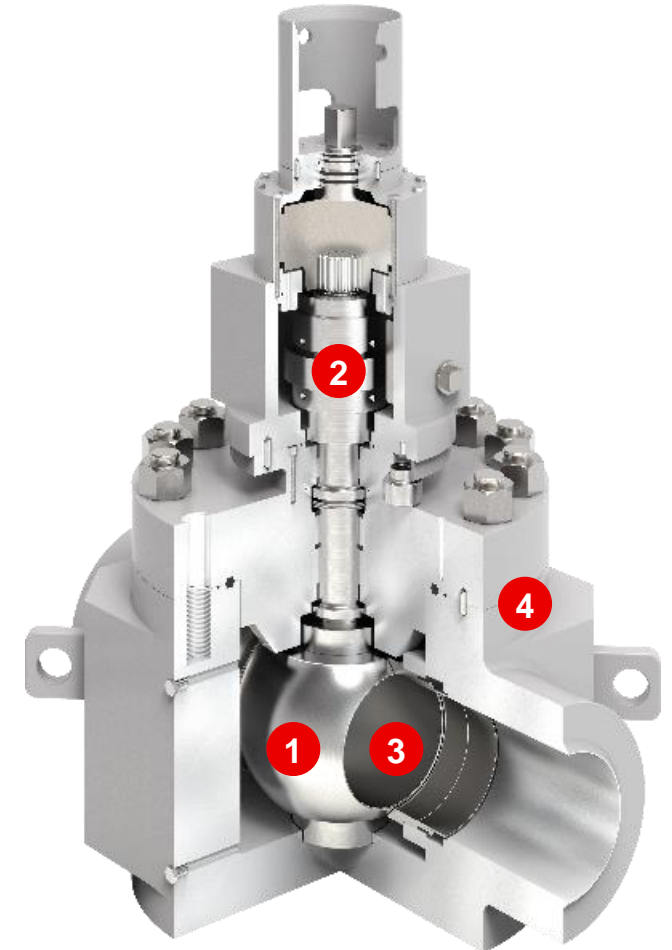


Additive manufacturing

3

Valve Ball & Body: Additive manufacture of valve balls and valve bodies for weight reduction

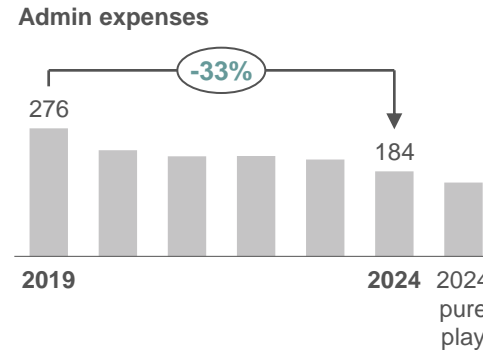
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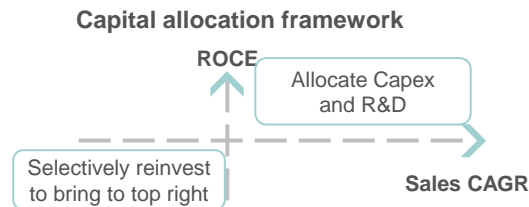
Strengthening the base for profitable growth

Cost efficiency

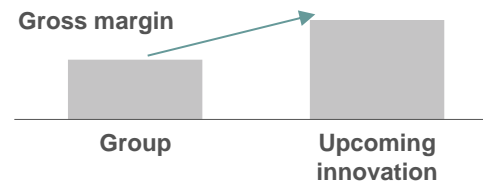
- **33% overhead savings** since 2019, despite 3 acquisitions
- Continued focus on efficiency incl. digitalization, automatization and **footprint optimization** of coating centers



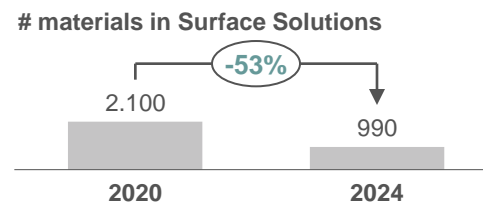
- **Stringent portfolio reviews**
- Following inline ePD exit in 2022, realigned **AM** in 2024, thereby structurally improving profitability



- **Upcoming innovation attractively priced** in Surface Solutions, enabled by strengthened capital allocation framework with increased **focus on commercialization**
- Strengthened tracking of innovation and aligned compensation



- **Eliminating products** which are subscale and dilutive in Surface Solutions' materials and equipment portfolio



Enabling profitable growth

Taking measures to structurally improve mid-term profitability

Margins of 20%+ continue to be a key management focus ...

2019-21:

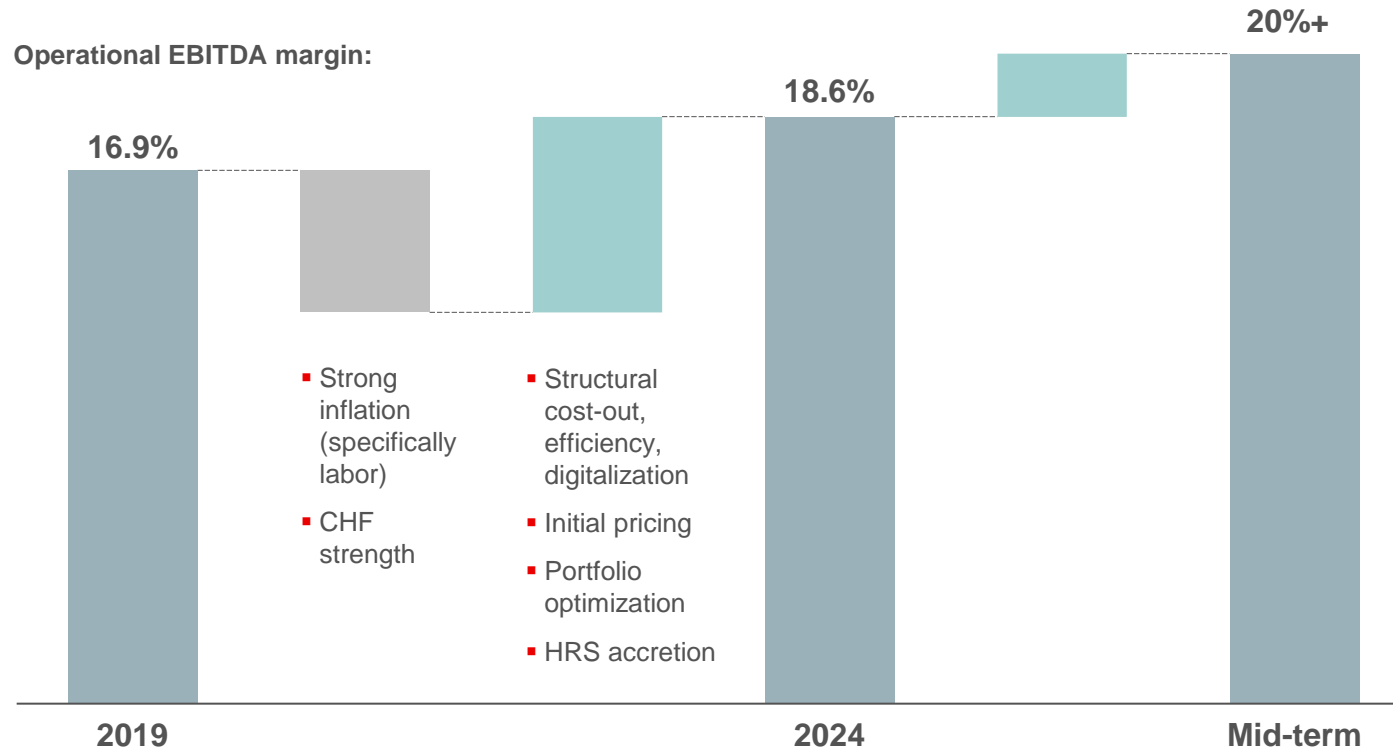
Efficiency gains despite lower sales during COVID ->18.3% margin in 2021

2022-24:

Unprecedented input cost pressure (2022/23) & headwinds from industrial production

2025 - Mid-term:

Drive innovation, operating leverage and efficiency



Clear path to 20%+ margin:

- **Operating leverage**
- **Continued innovation and pricing**, supported by technology and dedicated pricing team
- **Accelerating automatization and digitalization** (SAP implemented by YE'23; digital twin rollout in 2024 to digitize the coating process)
- **Operational excellence** incl. continued footprint optimization
- **Overhead efficiency** incl. continued streamlining of organization
- **Portfolio optimization** towards high-margin solutions

... supported by continued innovation which creates significant additional value for Oerlikon and its customers

Case example: ALCRONA innovation success story

2004

BALINIT ALCRONA launch

“A revolutionary tool coating has just opened a completely new productivity dimension in milling and hobbing operations:

BALINIT® ALCRONA is the first product of the G6 coating generation developed by Balzers. So far, titanium-based coatings such as TiAlN, AlTiN or TiCN have defined the benchmark. Now, AlCrN (aluminium chromium nitride) is the new magic formula.”

- Gear Solutions Magazine, May 1, 2004 -

Oerlikon redefined tooling coating

2010

BALINIT ALCRONA PRO launch

- Introduced new standard¹ representing Oerlikon's current blockbuster in tooling; competitors now slowly closing the gap



>20% performance increase

2024

BALINIT ALCRONA EVO launch

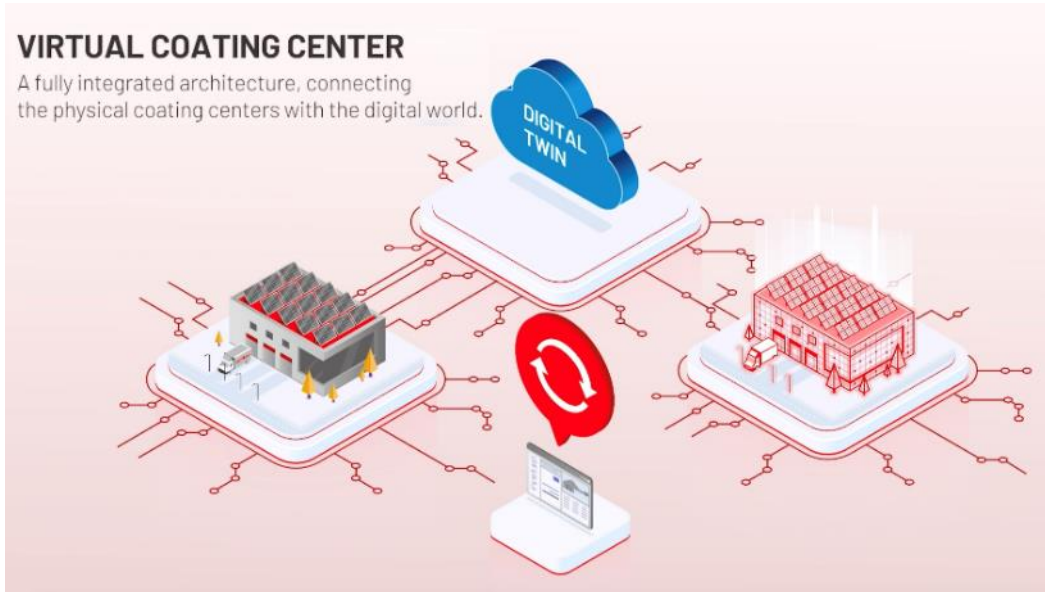
- Defining once again new benchmark in tooling coating
- Driving differentiation, pricing power and profitable growth
- Increasing tool lifetime by >30%, enabling customers a more sustainable production
- Covering a broad range of applications including milling, cutting, drilling and hobbing; developed in close collaboration with customers

>30% performance increase

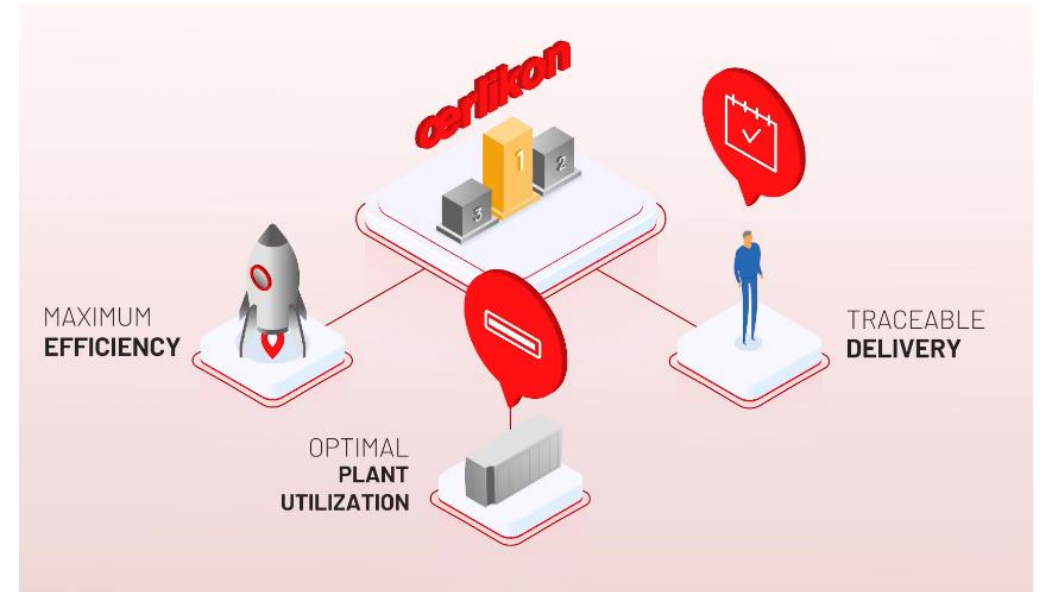
1) >20% performance increase compares to Balinit Alcrona and includes improved hot hardness, thermal shock stability and resistance to abrasive wear

Digitalization providing opportunity to drive profitable growth

Digitalization with clear potential ...



... to drive Oerlikon's quality, profitability and capital return



Extend market leadership in a highly fragmented market

Oerlikon initiated transformation into a data driven company

Starting base

Largest PVD coater asset base in the market

Data silos with no integration of SAP or MES data

Standardized maintenance cycle

Broad set of digital initiatives ongoing

- Connecting all assets in the shopfloor value stream
- Digital twin of coating process allows real time performance monitoring
- Asset simulation to optimize coating center portfolio



Digital use cases

Condition based maintenance cycle

Automated production planning

Coating quality improvement through digital end-to-end root-cause-analysis



Increasing efficiency and coater utilization

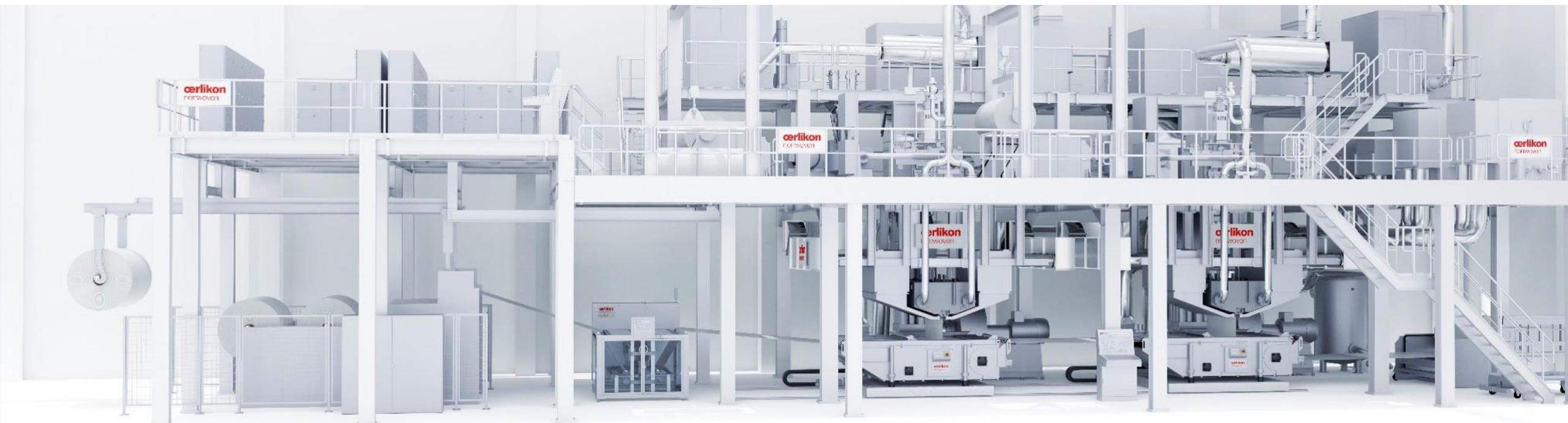
Conclusion: Oerlikon is well positioned for profitable growth

- 1 Market leading positioning:** Leader in surface technology niche market with high barriers to entry and diversified end market exposure
- 2 4-6% sales growth potential:** Capitalize on increasing demand for surface solutions by driving regional expansion and leveraging technology leadership into new and existing areas
- 3 +200 bps upside** to 20-22% EBITDA margin target in mid-term, supported by operating leverage, cost focus, innovation and active management towards high-margin solutions
- 4 Enable customers' sustainability** and drive environmental progress in own operations

Barmag

Innovation leader for equipment to produce manmade yarns, well positioned for attractive returns and market recovery

Oerlikon signed an agreement for the divestment of Barmag to Rieter (as announced on 6 May 2025)



Barmag (Manmade Fibers) at a glance



Key metrics 2024¹

#1
Innovation leader in Filament

CHF 734m
Sales

10.3%
Operational EBITDA margin

2'393
FTE's

Textile machinery equipment leader



Offering



Machines & plants

For polymer processing



Components

Pumps



Services

Commissioning, maintenance & repair,
advisory and upgrades

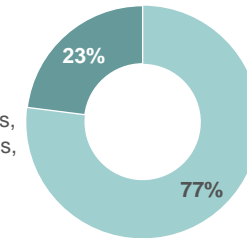
Integrated high-tech offering



Sales split 2024¹

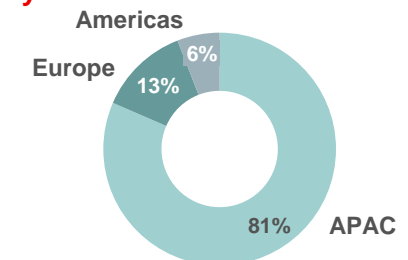
By markets

Non-Filament
equipment for
production of filters,
geotextiles, airbags,
sails



Filament
equipment to produce
manmade yarns for
apparel

By geography



Diversified customer base

Filament: Hengli Group, Reliance Industries, Tongkun, Hengyi, ...
Non-Filament: 3M, ABB, Berry, ...

Geared towards APAC and Filament

1) 2024 financials exclude pro forma HRSflow which is reclassified from Polymer Processing Solutions to Surface Solutions as of 2025

Anchored in attractive niche markets

Positioned in attractive niche markets

Leading innovation

#1

Filament

Increasing share



Non-Filament

R&D leadership



Significant technological know-how required to compete effectively



Customers focused on investment reliability & quality, focusing customer interest on Barmag

Long-term customer relationships across quality focused end markets



Apparel and Functional Wear



Flooring & Infrastructure



Packaging



Transportation



Medical and Filters



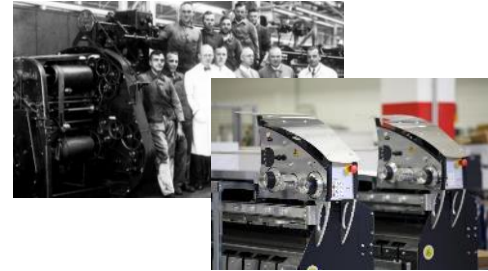
Automotive

Strong positioning

#1



Leading equipment manufacturer for manmade fibers used in apparel (Filament) and manmade textiles used in broad based end markets (Non-Filament)

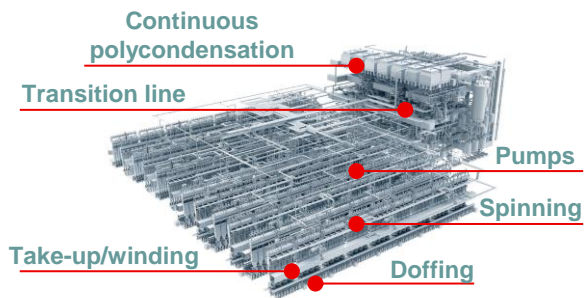


At technology forefront since 1922

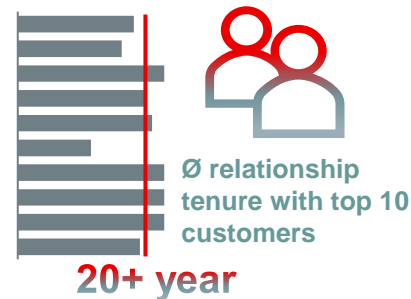
-90%

less water consumption for t-shirts made from manmade fibers compared to cotton

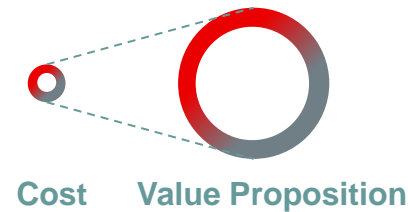
Enabling sustainability and efficiency at customers



Providing the full range of technologies for manmade fibers, complemented by servicing



Long-standing customer relationships across quality focused end markets

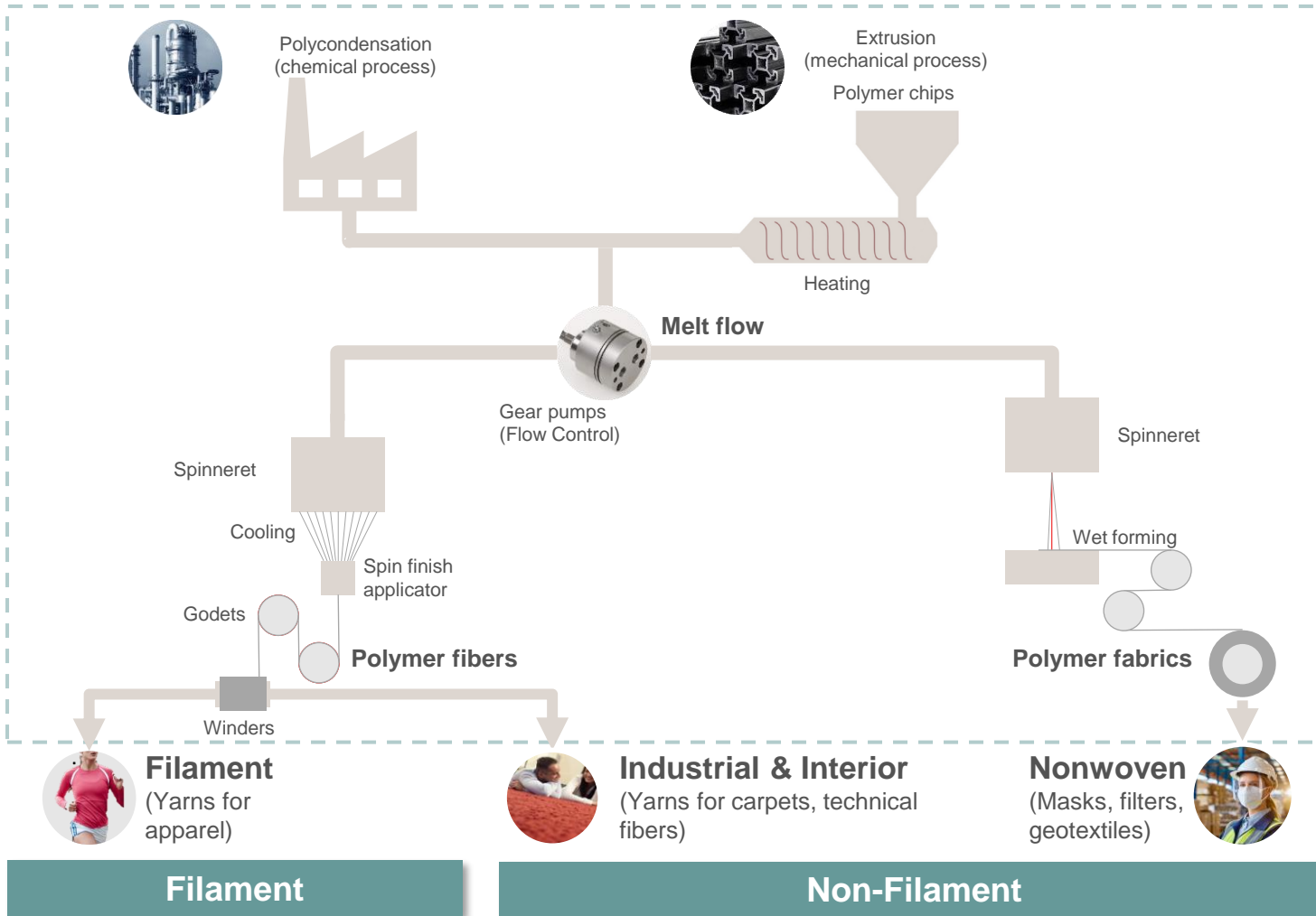


Significant value proposition while small cost on customers' bill

Strong Positioning

Technological leadership drives growth

Technological synergies between Barmag's machinery for Filament and Non-Filament



Synergies driving innovation

Manmade fibers outgrowing natural fibers ...

Growth drivers



Population growth and affluence



Better availability



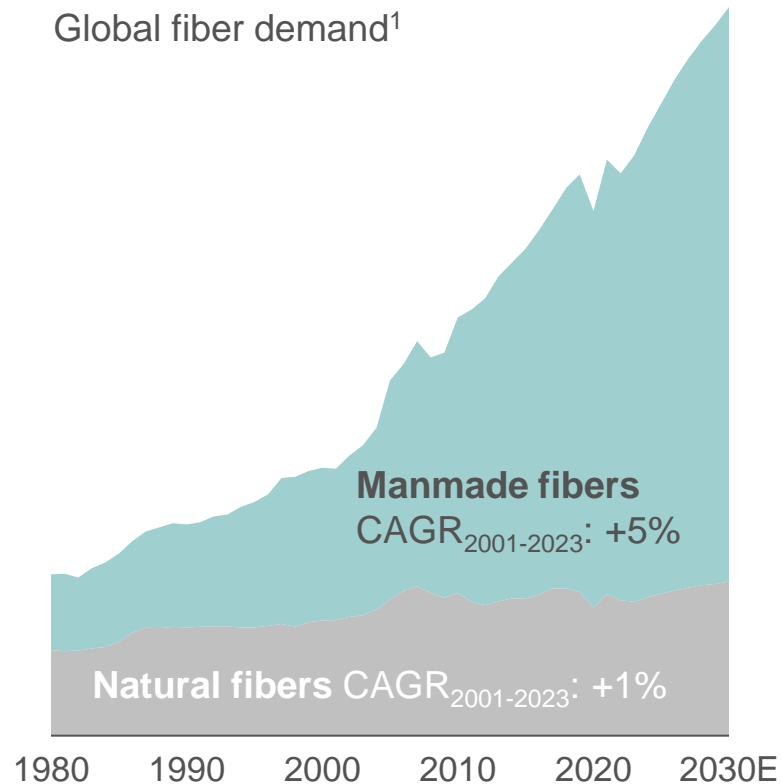
Lower resource intensity



Superior product characteristics
(e.g., stretch, waterproof)

+5% manmade fibers growth

Global fiber demand¹



Need for equipment

Oerlikon: Innovation leader for equipment to produce manmade fibers used in apparel (filament)

1) Source: PCI Redbook; in m t

... Driving equipment market growth

Clothed the World

Barmag innovated & developed the market

Enabled 5% manmade fibers textile market growth

+5% Manmade fibers
CAGR 2001-23



Drove Innovation

Patents filed

>360
2016-23
through-the-cycle

Best in class productivity ¹

- 20% faster string up
- Versatile through various polymers
- One floor design operable by a single operator

Enabled ESG

Enabled avoided CO₂ emissions ²

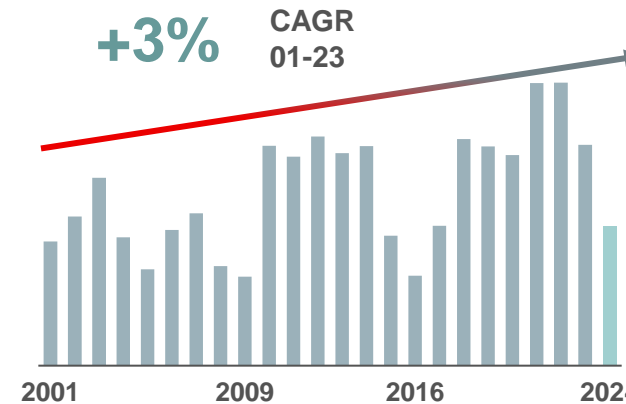
-30%
Energy reduction

-30%
Waste reduction

-35%
Space reduction

Driving equipment growth through-the-cycle

Filament equipment market with recovery ahead



~1bn

Oerlikon sales
2016-23 Ø p.a.
through-the-cycle ³

>130m

Oerlikon EBITDA
2016-23 Ø p.a.
through-the-cycle ³

Driving attractive returns and cost efficiency



2.3%
Capex / sales
2016-23 Ø p.a.
through-the-cycle



10%
2024: Strong EBITDA ³
margin despite cyclical
lower sales

1) Recent success story WINGS FDY FLEX: Latest equipment in yarn manufacturing; 2) New vs. older generation of FDY on POY take-up and winding machinery; 3) In CHF; EBITDA refers to operational EBITDA

Mid-term growth drivers Barmag (Manmade Fibers)

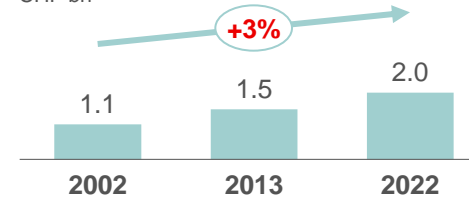


Innovation Leadership in Filament

- **Filament equipment market grew** with 3% CAGR 02-22 driven by underlying manmade fibers market growth, innovation, rising GDP and limited alternative resources
- Positive mid-term outlook supported by need for energy saving machines and intact historical growth drivers
- Transitory sales headwinds resulting from customers postponing investment decisions since 2023 ¹

Filament equipment market

+4% Oerlikon Sales CAGR 14-22
CHF bn

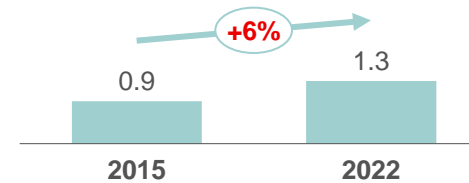


Fragmented Non-Filament markets

- Market share gain supported by technology synergies with Filament and highly fragmented markets
- Transitorily impacted by customers postponing Capex decisions in some end markets since 2023

Non-Filament equipment market

+8% Oerlikon sales CAGR 15-22



Upside from long-term trends

- Drive R&D to capitalize on long-term trends like textile recycling and biopolymers
- Supported by leveraging of machinery and process knowhow as well as market access

Textile recycling

Energy saving

Biopolymer

Future mobility

Industry 4.0



Structural mid-term growth

Short-term impacted by headwinds

Historical Oerlikon sales CAGR are organic and FX adjusted; 1) Customers started to postpone investment decisions (orders) in H2'22 following a) >2 years of lockdowns in China, b) higher stockpiles in the textile industry and selective consumer spending (inflation), c) logistics challenges and tighter financing in China; d) globally weakening industrial production

Strong business model driving low capital intensity

Strong business model

Filament innovation leader

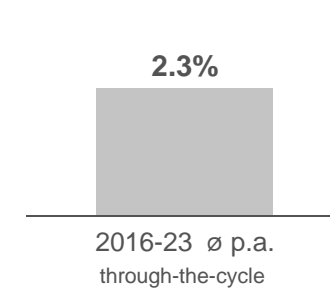
Niche market

Leading quality

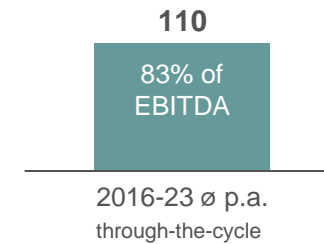
Long-term customer relationships

Supporting low capital intensity

Capex / sales

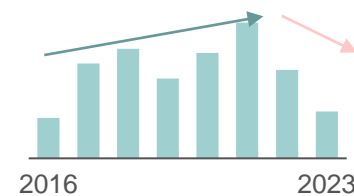


Operational EBITDA minus Capex
CHFm

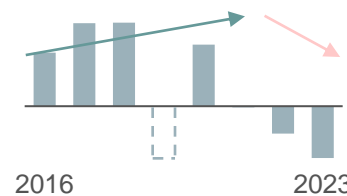


Customer prefinancing ~20% of orders

Customer advances through-the-cycle



Change in NWC



- Order lead times of up to 12 months in Filament
- Customers prefinancing ~20% of orders
- Leading to positive impact on Δ NWC in upcycle and vice versa

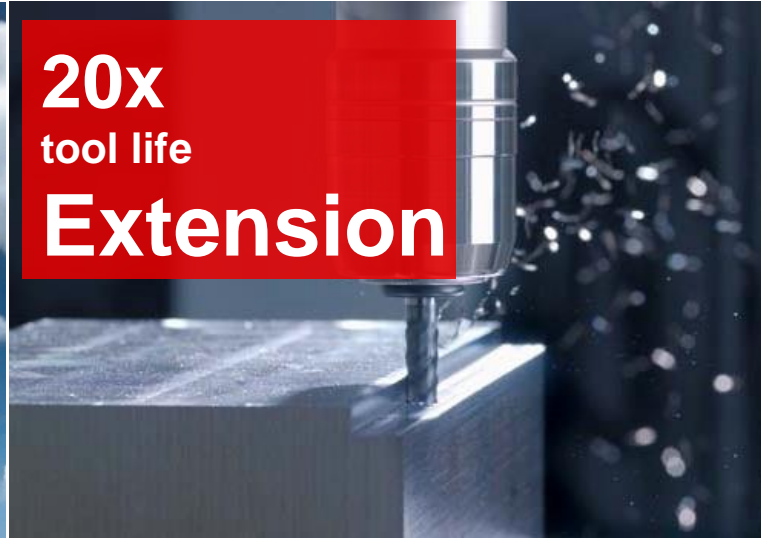


ESG

Enabling avoided carbon emissions for customers



Track record of improving sustainability



500% REDUCED FRICTION

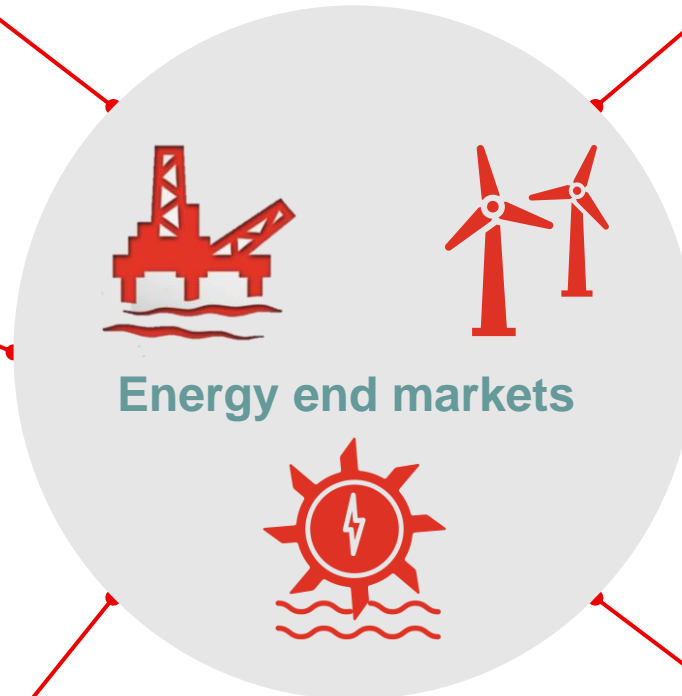
By coating the subsea valves gates and seats compared to uncoated steel

70x MORE ROTATION

Extend lifetime of gears versus uncoated

20% COST SAVINGS

Reduction in gate valve weight and size through coating



10x SERVICE LIFE INCREASE

Increased maintenance cycle from 3 to 30 months in artificial lift systems

20x SERVICE LIFE INCREASE

Reduced hydro abrasion of blades and buckets in water turbines

Improving efficiency, performance and sustainability in Tooling

Case example: Reconditioning

Oerlikon is reconditioning used tools ...

- Drills and endmills can be reground and recoated multiple times (= "reconditioning")
- Oerlikon technologies enable continuously high performance of customers' tools after reconditioning
- Oerlikon has reconditioning facilities available globally in >20 locations across all continents (PVD)



... creating cost savings for customers

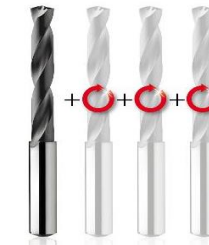
Without reconditioning:



4 new tools:
machined
material 100%

100% total cost

With Oerlikon reconditioning:



1 new tool re-
conditioned 3
times:
machined
material 25%

50% cost saving

... enabling avoided emissions for customers

Coated new tool:

20x

lifetime
extension of a
metal tool
through coating

Saving ~28% of Swiss
CO₂ emissions¹

Reconditioned 3x:

80x

lifetime
extension of a
metal tool
through coating

Saving >100% of Swiss
CO₂ emissions

1) 20x lifetime extension of a metal tool through coating resulting in significant metal saving, saving annually ~8.3 mio metric tons CO₂ or ~28% of Swiss CO₂ emissions

Improving efficiency, performance and sustainability in Luxury



Case example: leveraging PVD coating as a sustainable alternative to electroplating

-27% CO₂



Allow transition to «greener» materials, using recycled stainless steel instead of brass

Reduce material costs
e.g. min 10x less gold needed for a PVD gold coating

Expand design options
and extend product longevity due to lower oxidation



100% less water consumption and **12% less electricity** in production

Eliminate use of harmful chemical products and waste (e.g. sulfuric acid, hydrochloric acid)

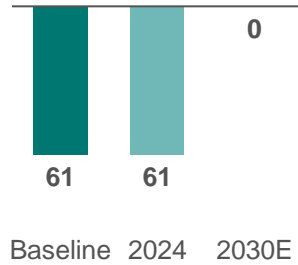
-97% Waste reduction

PVD coating generating very limited quantity of waste

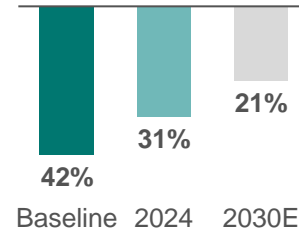
Progressing towards 2030 ESG targets

Reflects 2024 scope including Barmag

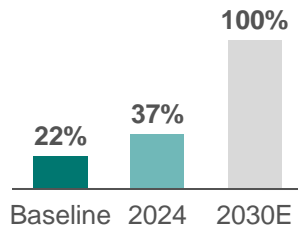
Reduce emission intensity (scope 1&2) in relevant operations to become climate neutral ¹



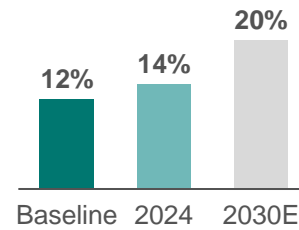
Reduce % of disposed waste



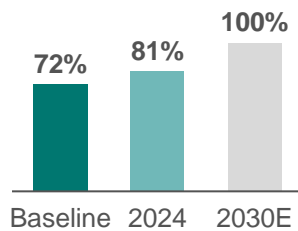
Increase % of electrical energy from renewable sources



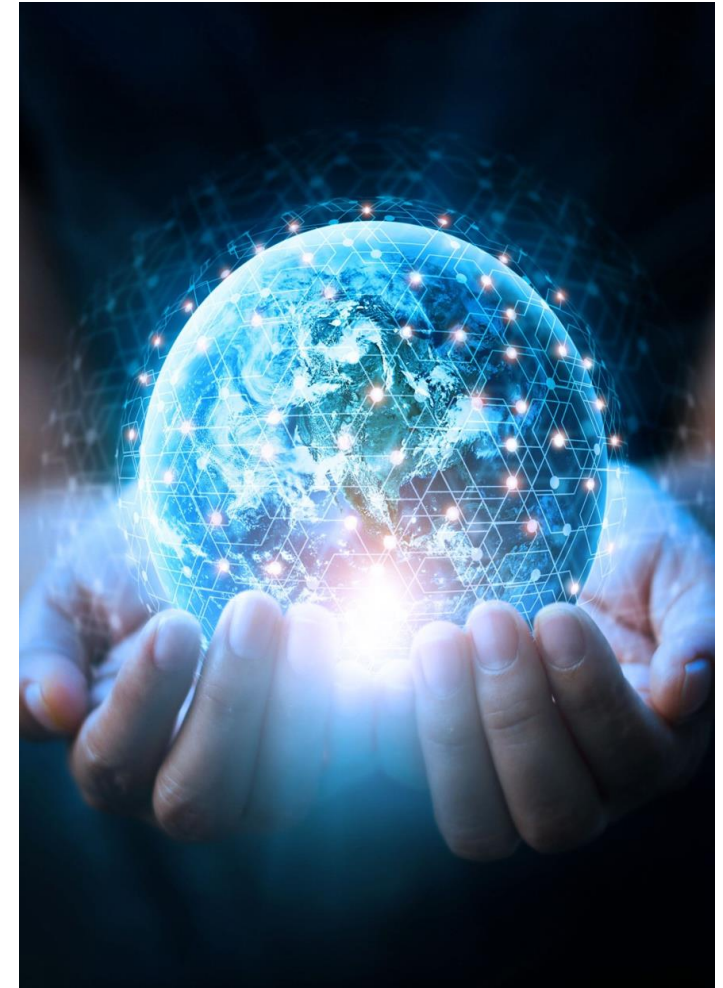
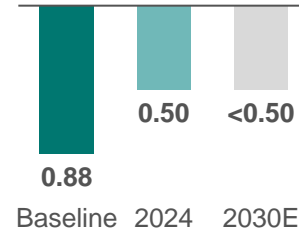
Increase % of women in management and leadership roles



Increase % R&D investment in products that must cover ESG criteria



Reduce rate of recordable work-related injuries (TAFR)



1) Measured in tons CO₂ eq / CHFm sales; up from 54 to 61 YoY, due to lower sales and M&A; based on 2023 sales level, emissions intensity would be slightly down from 54 to 53 benefiting from more renewables in the mix
More information can be found in the Oerlikon Sustainability Report online

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