Capital Markets Day 2026

September 8, 2026

Agenda

09:15 **Strategic positioning**

- Intro and strategy 〉 M. Suess (Executive Chairman)
- Growth initiatives 〉 D. Linzmeier (COO)
- Technology 〉 B. Rosenthal (CTO)

10:20 **Panel 1: Oerlikon's solutions to serve growing industries**

10:45 **Profitable growth/value creation strategy**

- Financial impact 〉 M. Freidl (CFO)

11:05 Q&A

11:15 Break

11:40 **Panel 2: Oerlikon's solutions to serve growing markets**

12:40 **HR, sustainability and closing**

- HR and sustainability 〉 A. Ryzhova (CHRO/CSO)
- Closing remarks 〉 M. Suess (Executive Chairman)

13:00 Q&A

13:15 Flying lunch and booth access

As leader in material science engineering, Oerlikon drives the next generation of industries

Michael Suess

Executive Chairman

Oerlikon's unique business model drives future shareholder value

Oerlikon provides high value-add at a relatively low cost for customers

Mission critical solutions, fostering long-term customer relationships

Technology toolbox applied in 10 industries supported by structural growth trends

Global scale for innovation, local execution and footprint for agility

Resilient and integrated business model – Coating Services, Components and Materials & Equipment

Innovation leader in material science engineering

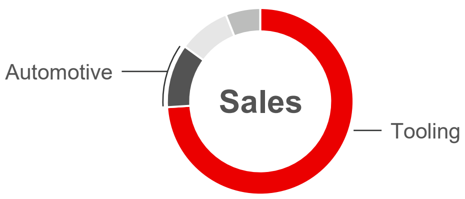
Building a more diversified, innovative and resilient Oerlikon

2013

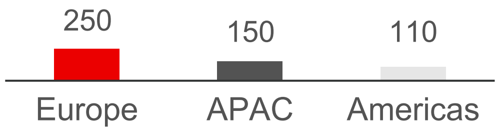
Diversified technologies

PVD technology

Added growth markets



Balanced growth in all regions



Sales in m CHF[1]

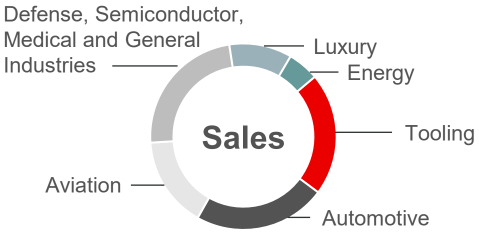
x3

2025

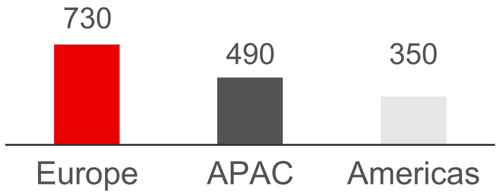
Diversified technologies

- PVD/CVD
- Thermal Spray
- Advanced Manufacturing

Added growth markets



Balanced growth in all regions



Sales in m CHF[1]

Mission 2030

Innovate
to ensure competitive edge

Accelerate
in Aerospace, Power Generation, Semiconductor, Defense

Expand
in APAC and Americas

PVD = Physical Vapor Deposition; CVD = Chemical Vapor Deposition; 1) Rounded figures, pure-play scope, excluding Barmag

Ensured leadership continuity: Broad management bench with deep industry experience

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• Years with Oerlikon

Executive Committee

Michael Suess
Executive Chairman
•12

Guilherme Rocha
Strategy, BD & CE
•8

Marco Freidl
CFO
•9

Dirk Linzmeier
COO
•2

Anna Ryzhova
CHRO/CSO
•10

Andreas Weiss
Legal
•13

Sandra Wiesner
MarCom
•2

Brett Rosenthal
CTO
•5

Andrea Lai
Global Operations
•13

Wolfgang Schmitz
Americas
•13

David Franz
Europe
•27

Martin Bartsch
Germany
•11

Sumeet Gupta
APAC
•18

Jane Cao
China
•12

Katharina Rick
Luxury
•6

Andrea Peruch
HRSflow
•12

BD = Business Development; CE = Customer Excellence; HRS = Hot Runner Systems; MarCom = Marketing and Communications

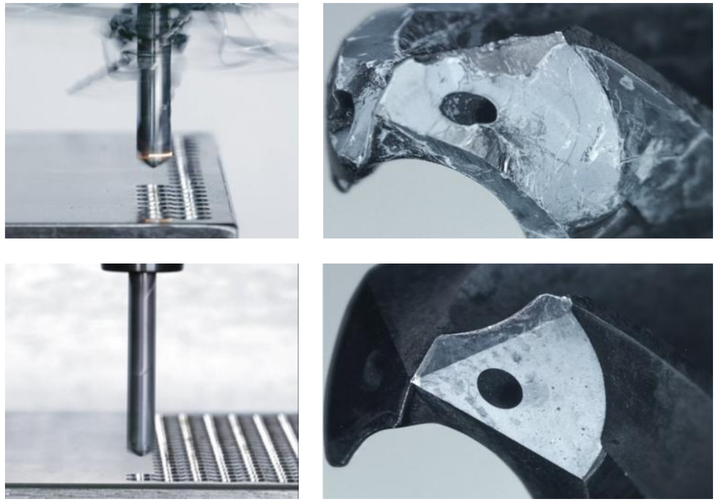
Not a single day without Oerlikon

Delivering overproportional customer value at minimal cost

1 : 100

Cost **Value Proposition**

For example, Tooling



Uncoated

20x longer lifetime[1] with **Oerlikon coating**

For example, Aerospace

<0.1%
of aero engine cost, 100% mission critical for operation

4,000
liters of fuel saved for a flight ZRH to NYC[2]

1) 20x reflects average across Tooling, with peak extension up to 160x; 2) Assuming 5% efficiency improvement due to Oerlikon coating

One material science engineering platform, multiple engines of growth

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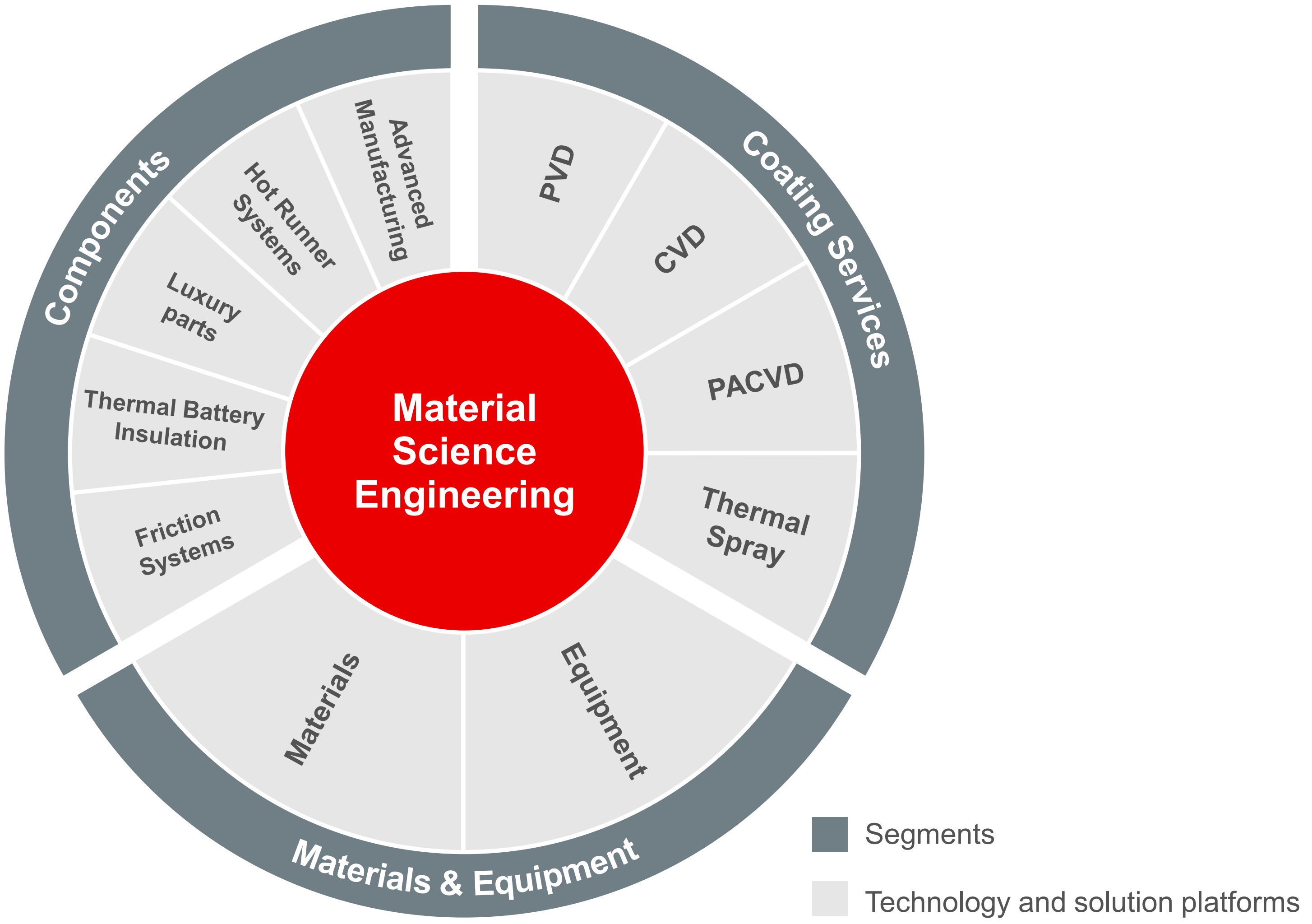
Unique & integrated business model

Centered around material science engineering with clear value proposition for Oerlikon's customers along attractive industries and geographies



PVD = Physical Vapor Deposition; CVD = Chemical Vapor Deposition; PACVD = Plasma-Assisted Chemical Vapor Deposition

Coating Services

Highlights

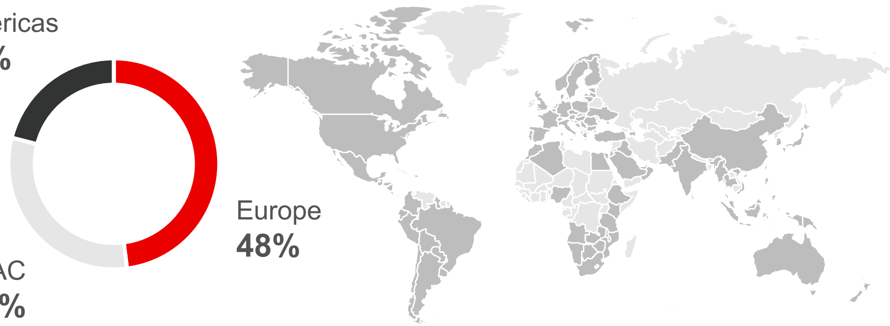
110 sites serving growing industries globally

Broad surface technology portfolio: PVD, CVD, PACVD and Thermal Spray

Self-reinforcing innovation flywheel
>550 connected coaters generating data, data accelerates innovation and innovation strengthens market leadership

Growth acceleration in Coating Services through Tooling and Components in Energy, Aerospace, Defense and Semicon

Facts



600m CHF
Sales[1]

38%
of group sales

1) Rounded figure; Actual 2025 Segment Coating Services: 599m CHF

Components

Highlights

Designed into customer platforms through deep engineering partnerships

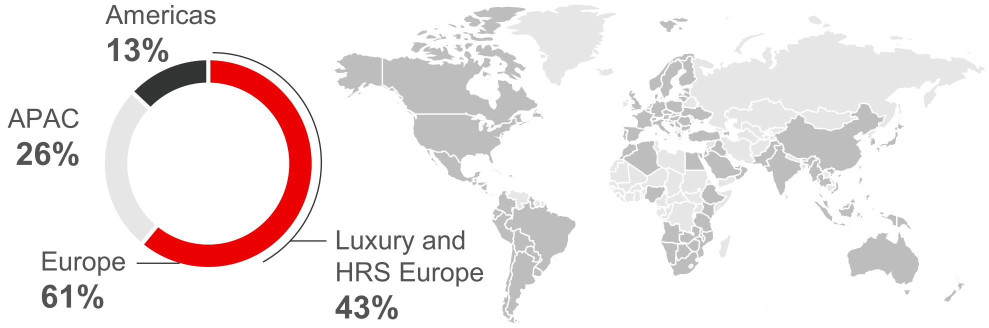
Focused on mission critical, high-value precision industries

Luxury, Aero, Automotive/EVs, Defense, Semicon

Leverage point for Oerlikon coatings, equipment and materials to strengthen customer relationship

Advanced manufacturing technology for dedicated high-performance applications

Facts

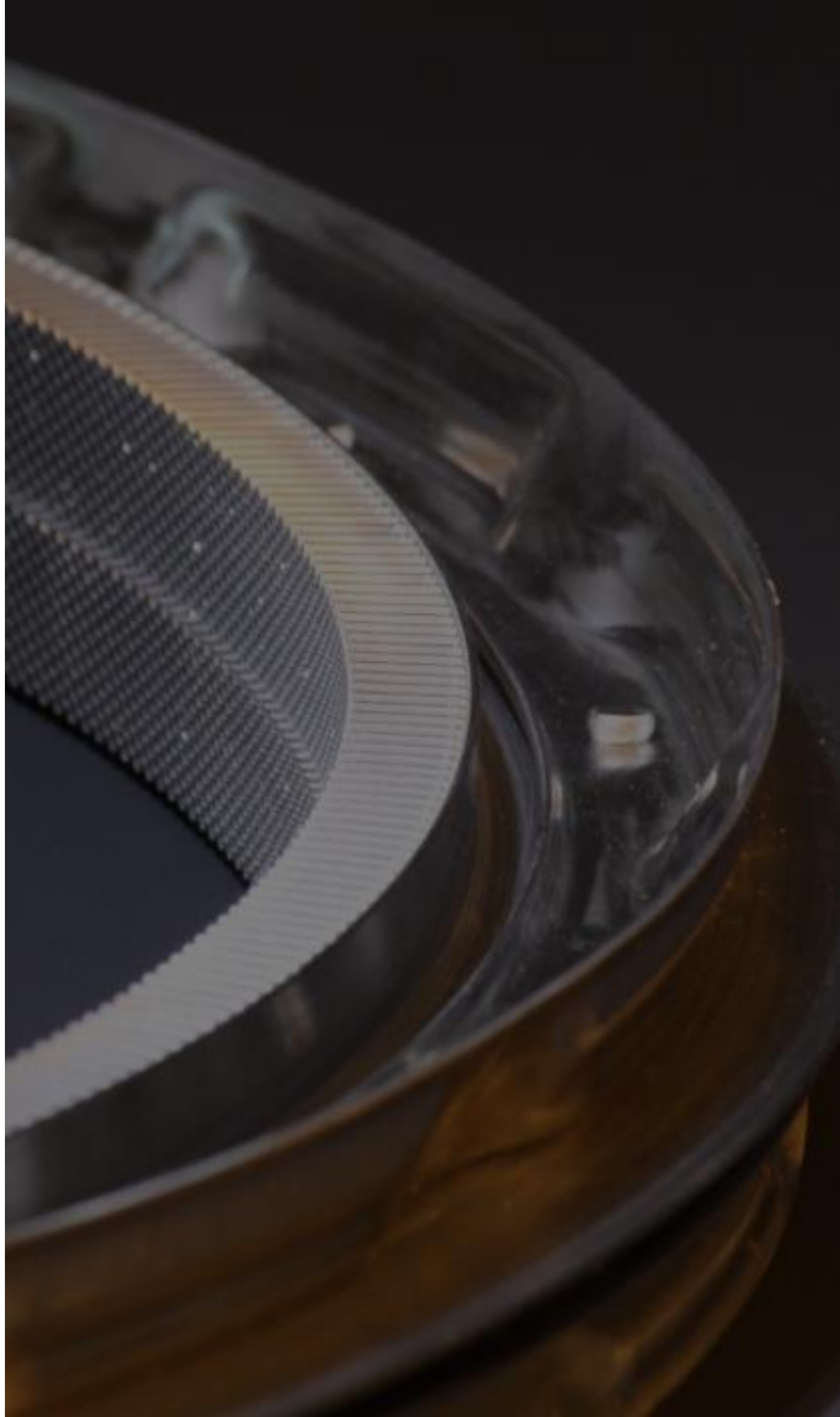


450m CHF

Sales[1]

29%

of group sales



1) Rounded figure; Actual 2025 Segment Components: 453m CHF

Materials & Equipment

Highlights

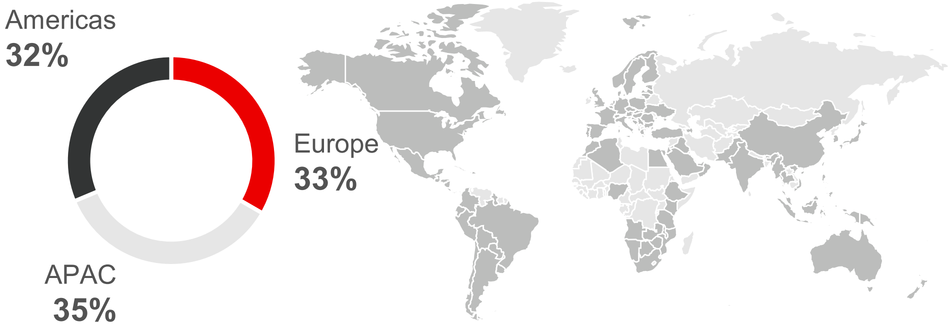
Integrated offering of production and AI-driven alloy development

>2,500 Oerlikon Thermal Spray systems installed, ~2/3 of the Aero and IGT base[2], fuel materials and after-sales growth

Long-life, mission critical programs across Energy, Aero and Semicon markets

Resilient production network strategically placed in key regions

Facts



520m CHF
Sales[1]

33%
of group sales

1) Rounded figure; Actual 2025 Segment Materials & Equipment: 516m CHF;
2) ~2/3 of Thermal Spray systems installed in Aero & Industrial Gas Turbine (IGT) are Oerlikon's

Oerlikon benefits from structural growth trends

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Air travel increase

Segments mainly benefiting
Materials & Equipment
Coating Services e.g.: Tooling
Components

Semiconductor expansion

Segments mainly benefiting
Materials & Equipment
Coating Services e.g.: Components Coatings
Components e.g.: Additive Manufacturing

Century of electrification

Segments mainly benefiting
Materials & Equipment
Coating Services e.g.: Tooling

Defense rebuild

Segments mainly benefiting
Materials & Equipment
Coating Services e.g.: Tooling
Components e.g.: Additive Manufacturing

Mission 2030

>2bn CHF
sales[1]

>20%
EBITDA margin[2]

>10%
ROCE[3]

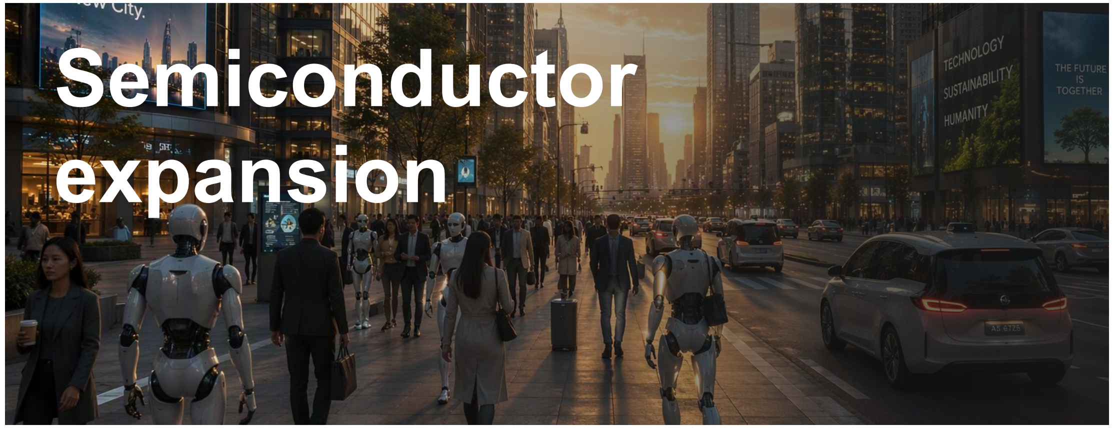
1) Total growth by 2030 excl. FX effects and M&A, representing ~6% CAGR; 2) Operational EBITDA; 3) Return on Capital Employed

Growth initiatives in Oerlikon’s key industries and operational excellence

Dirk Linzmeier

Chief Operating Officer

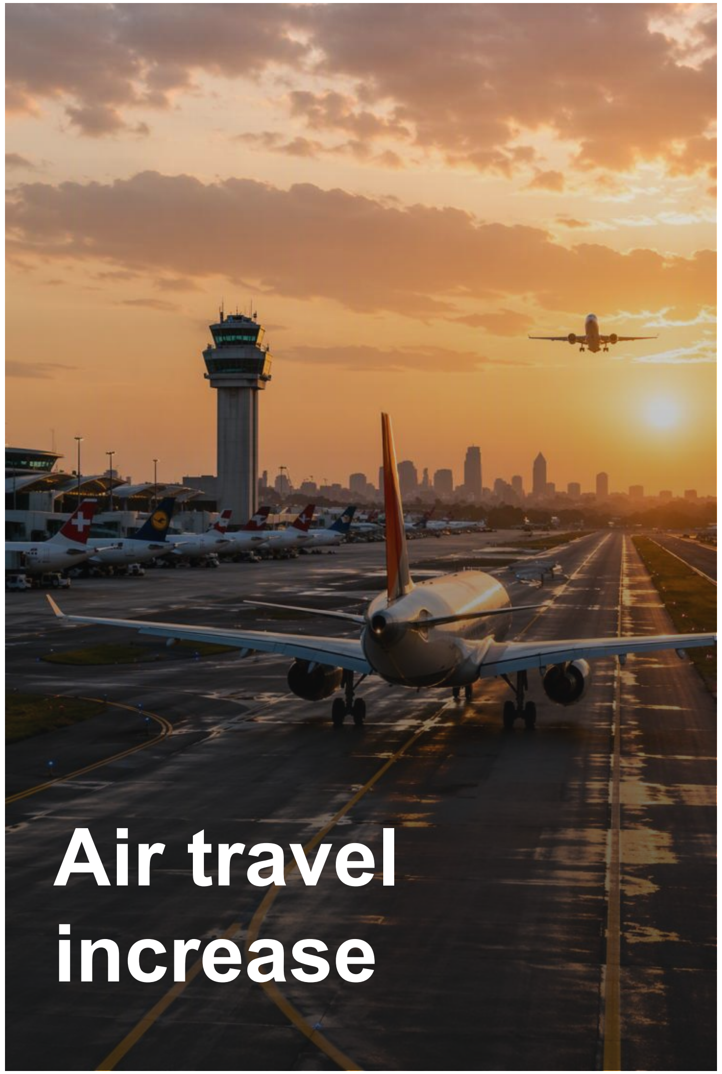
Oerlikon benefits from structural growth trends



Expected to add ~300m CHF[1] in sales by 2030

1) Total growth in absolute terms by 2030 excl. FX effects and M&A

Positioned to benefit from growth in global air travel



End-market growth

10,000

new aircraft produced until 2030[1]

6% CAGR

in global engine MRO demand to 2030[1]

Oerlikon position

Mission critical

No aircraft takes off without coated engine parts and turbine components

100%

of major aero-engine OEMs served by Oerlikon

10,000 CHF

average value of materials coated per engine

External sources, see also Appendix; 1) Airbus and Internal (World's passenger fleet 23,310 as of End 2025)

Enabling semiconductor expansion

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End-market growth

>1bn CHF
Oerlikon addressable market

7% CAGR
wafer fab equipment spending to 2030. ~95bn CHF wafer fab equipment spending in 2025[1]

Oerlikon position

Essential contributor
Coatings improve yield, uptime and lifetime of Fab EQ

Enable next-gen Fabs
Additive Manufacturing enables high-performance components for semiconductor EQ

Trusted Partner
Serving the four leading Semiconductor EQ OEMs with new-build and refurbishment

EQ = Equipment; External sources, see also Appendix; 1) Gartner

Growth in gas turbines creates long-term opportunities

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End-market growth

~20%

more electricity being consumed in 2030[1]

+10,000

Industrial Gas Turbines in 2030 – current installed base 40,000 IGTs

Oerlikon position

>1% improvement

in efficiency through coating for Industrial Gas Turbines[2]

1,150°C operating temperature

make advanced coating solutions critical for both OEM and MRO applications[3]

100,000 CHF

average value of materials coated to one Industrial Gas Turbine (100 MW)

IGT = Industrial Gas Turbines; External sources, see also Appendix; 1) IEA; 2) Estimated – 20m CHF yearly saving per GW; 3) Estimated split - 80% new builds and 20% MRO

Defense modernization fuels long-term demand and innovation

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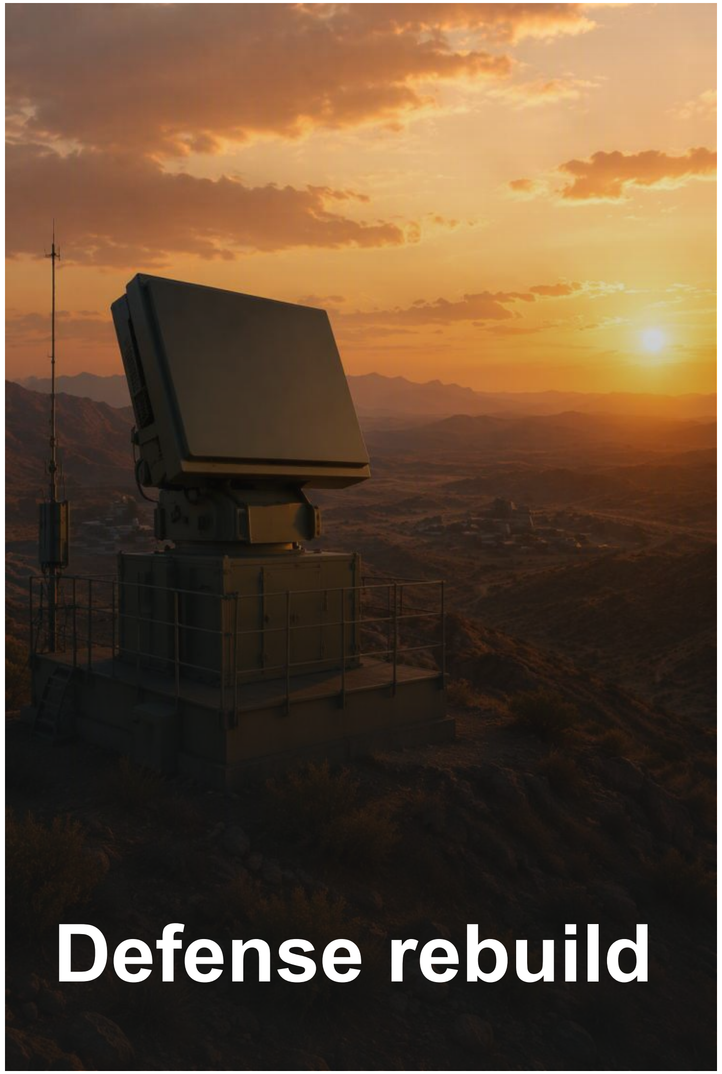


End-market growth

>700bn CHF

investment through ReArm Europe 2030[1]

>2bn CHF

VC into European defense-tech – innovation acceleration[2]

>1m AM parts

being deployed by US defense[3]

Oerlikon position

Coated tools

and components for extreme environments

Additive Manufacturing

enabler for next-generation defense, e.g.: Cooling plates for advanced electronics

Materials & Equipment

production capacity expansion enables higher customer volume and asset utilization

AM = Additive Manufacturing; External sources, see also Appendix; 1) European Commission; 2) IISS; 3) US law

Coating Services
Capturing potential across growing segments

Growth opportunities

4-6%
CAGR until 2030

- **Aerospace, Defense, Power Generation**:
  Dedicated coatings for Tooling and Components
- **Semiconductor, Medical and other General Industries**:
  New coated applications
- **Digitalization:**
  Additional value creation and strengthening service offering

Strategy

Application replication across industries

Leverage existing global connected network of coaters

Extending technology to “coating the uncoated”

Digitalization and AI as a growth and margin lever

Connecting sites, assets and expertise to operate as one virtual coating center (VCC)

110 sites, >550 coaters
30,000+ customers
31,140,000,000 data points / day

Unified global data layer

Customer service level	-10%	Throughput time
Asset utilization	+30%[1]	Utilization
Operational productivity	-15%	Maintenance
Recurring revenue	New opportunities	

Leveraging largest global Coating Services network and database at scale

1) Incl. Asset (re-) allocation

Components

Multiple growth platforms and clear execution priorities

Growth opportunities

5-6%

CAGR until 2030

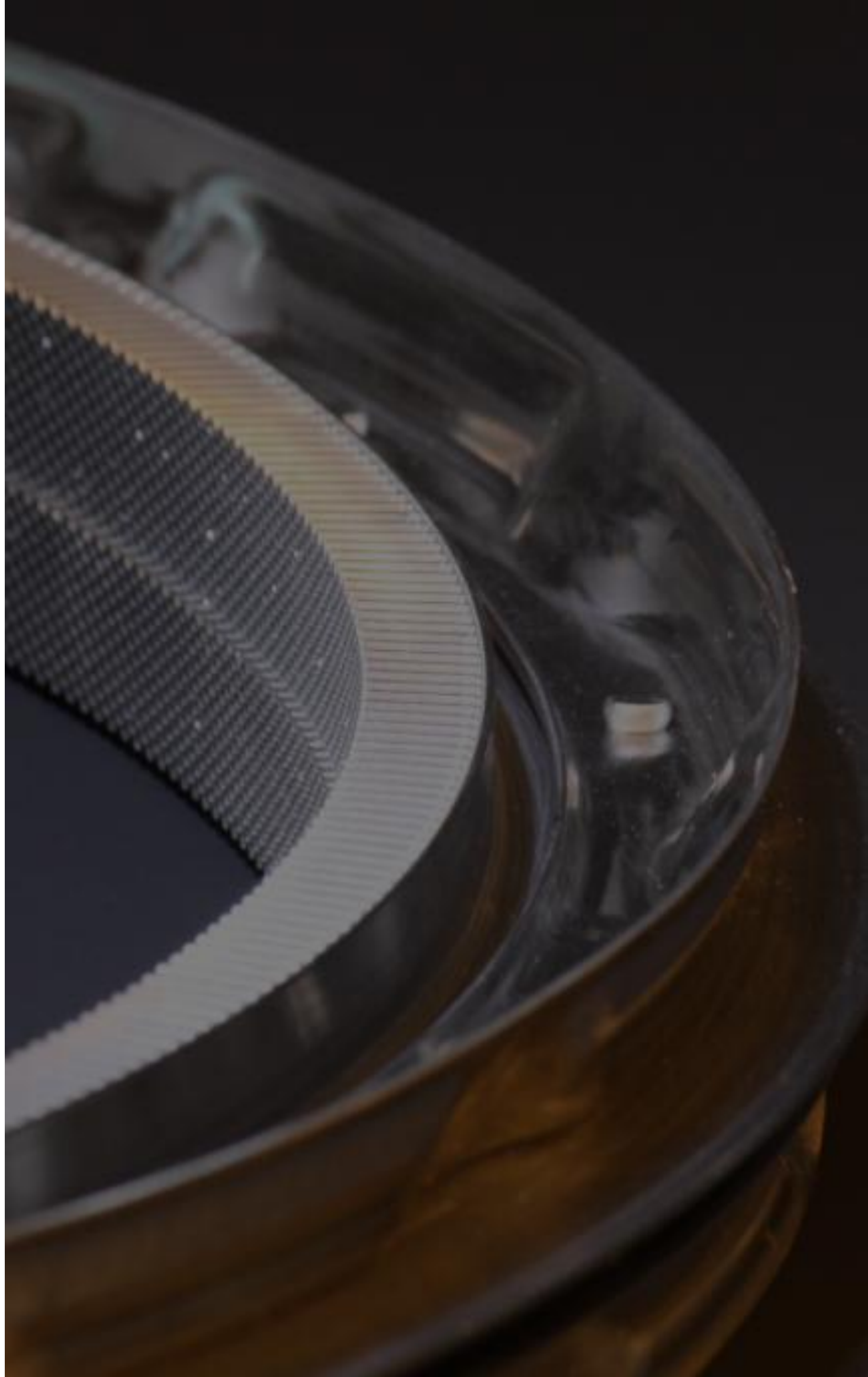
- **Aerospace**:
  Ramp-up large OEM-driven projects with supply of mission critical parts
- **Semiconductor, Defense**:
  Capture momentum mainly in US with Additive Manufacturing projects
- **Luxury**:
  Execute PVD strategy supported by expected mid-term market recovery
- **Automotive and General Industries**:
  Diversification in growing niches, e.g.: battery insulation, packaging

Strategy

Execute on large projects pipeline (Aerospace, AM)

Leverage the value of Oerlikon ecosystem, e.g.: PVD Luxury

Scale portfolio to growing niches



Materials & Equipment
Strong fundamentals to continue with recent growth trend

Growth opportunities

6-7%
CAGR until 2030

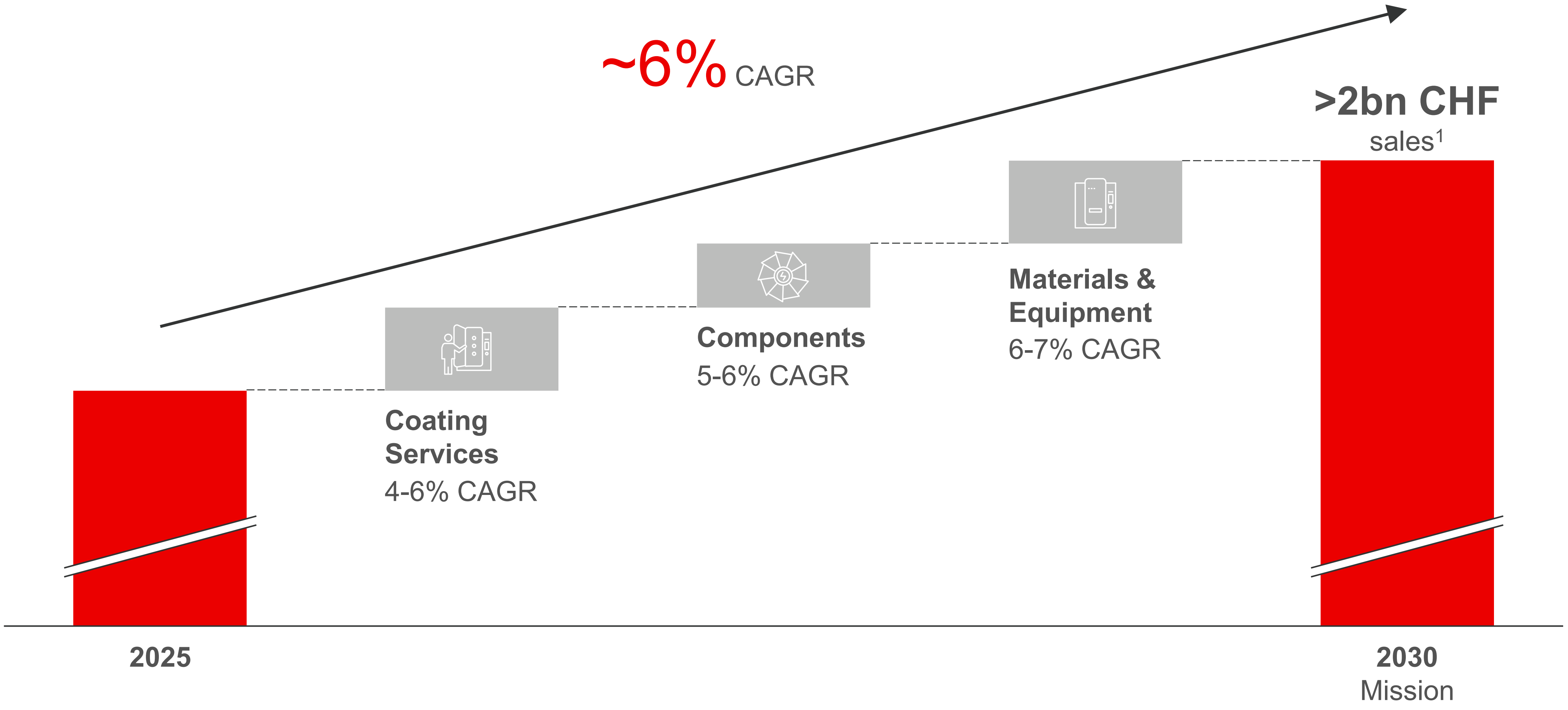
- **Aerospace, Defense, Power Generation, Semiconductor**:
  Strong growth in materials consumption and new coating equipment
- **>2,500 Oerlikon Thermal Spray Equipment:**
  Use installed base to offer customers the full Oerlikon value proposition
- **New product launches:**
  Materials & Equipment for Medical Implants and Automotive Brake Discs

Strategy

Leverage existing Equipment fleet for further materials and after-sales business

Capture growth from markets with strong tailwind (Aero, Defense, Power Gen, Semicon)

All three segments contribute to Mission 2030



1) Total growth by 2030 excl. FX effects and M&A

Customer focused value creation

Brett Rosenthal

Chief Technology Officer

We invest in our customers' unmet needs

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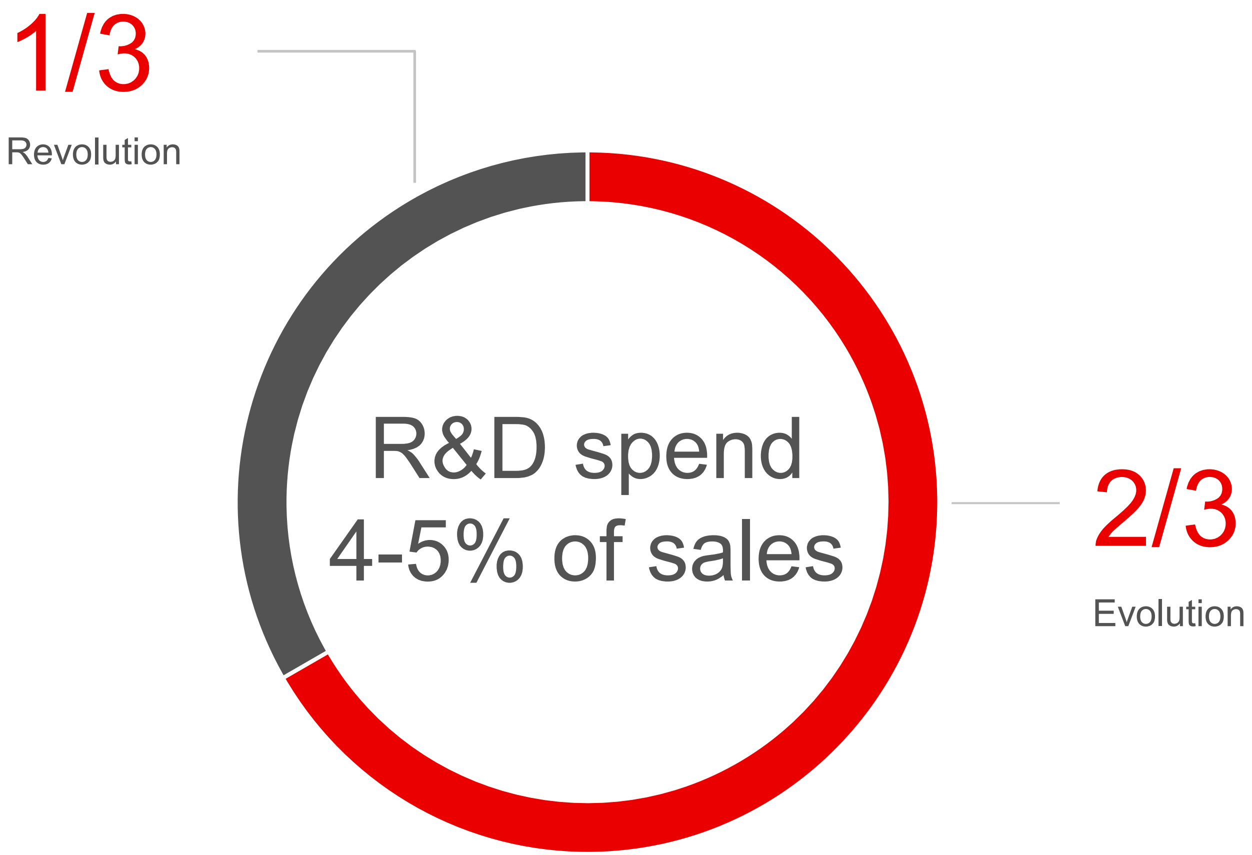


Value proposition

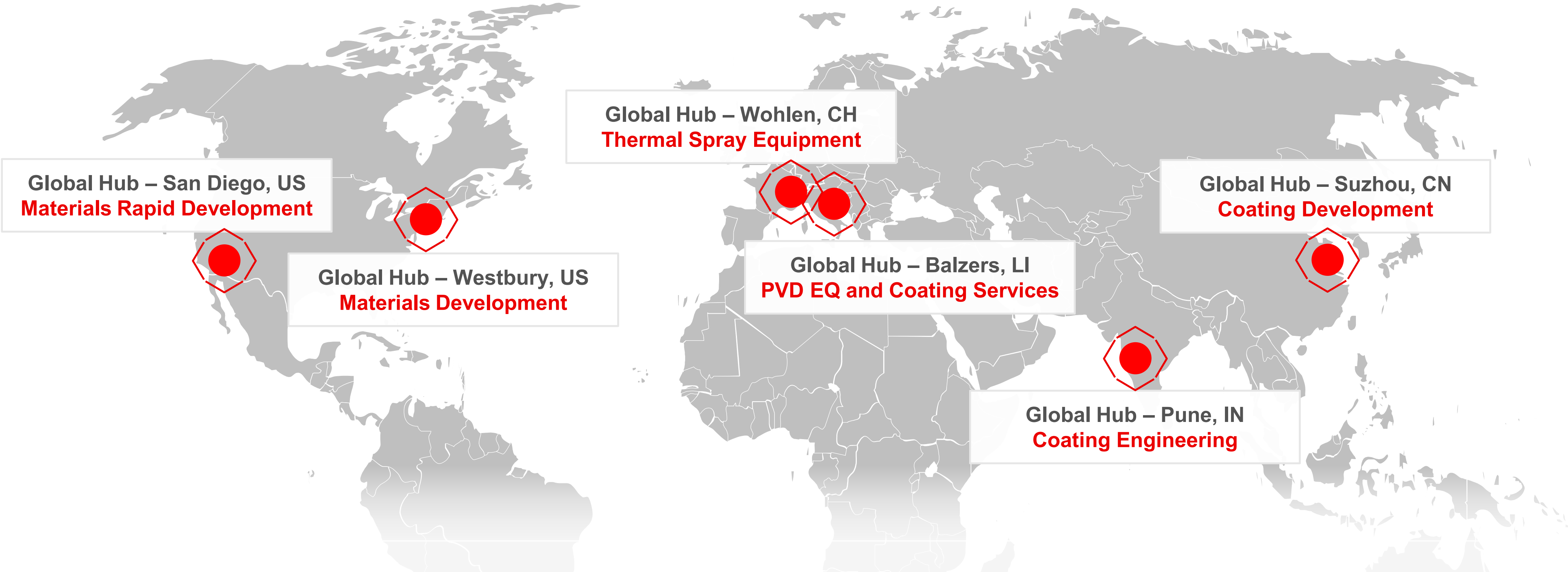
Market acceptance

Resource maturity

License to operate

Customer intimacy

œrlikon



6 global R&D hubs 〉 ~120 CSC FTEs worldwide 〉 ~900 sales FTEs worldwide 〉 Serving 10 global industries

CSC = Customer Solution Center; FTE = Full-time Equivalent

Time to market

Computational material design enhanced development with Scoperta

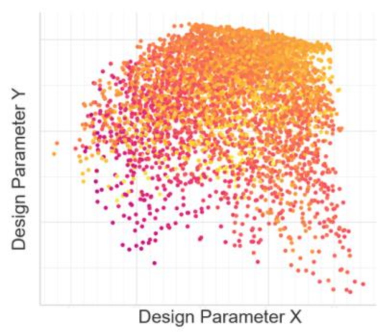
Industry requires

- Supply certainty
- Faster and cost-efficient innovation
- Faster development cycles and qualification

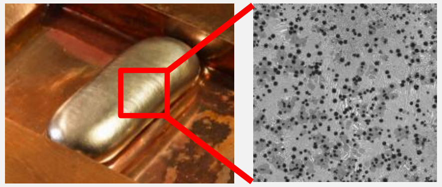
Oerlikon innovation

Computational material design that enables tailor-made materials in days vs. months

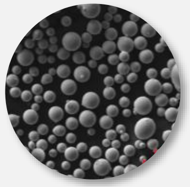
>1,000,000 materials simulated



>100 materials lab validated



3 materials industrialized for the customer



Continuous learning and improvement for the next customers

Value to customers

Supply chain resilience

Up to 40% lower costs

Quality improvement

Leverage existing industries

Modular purpose-built equipment system

Industry requires

- Higher returns on investment
- High Overall Equipment Effectiveness (OEE)
- Schedule Certainty

Oerlikon innovation

Modular surface-platform systems for Thermal Spray equipment

Value to customers

20% investment reduction vs customization

OEE increase by up to 40%

5x faster start of production

Expanding addressable industries

Additively manufactured thermal management for Aerospace, Defense, Semiconductor and Energy

Industry requires

- Enhanced cooling
- Lightweighting
- Form-fitting thermal management

Oerlikon innovation

Ultimate thermodynamic efficiency

Value to customers

5-10x more efficient

Weight savings up to 80%

Part consolidation up to 72:1

Oerlikon's solutions to serve growing industries

Brett Rosenthal
CTO

Guilherme Rocha
Strategy, BD & CE

Jane Cao
China

Stephen Skrenta
Designated Regional President Americas

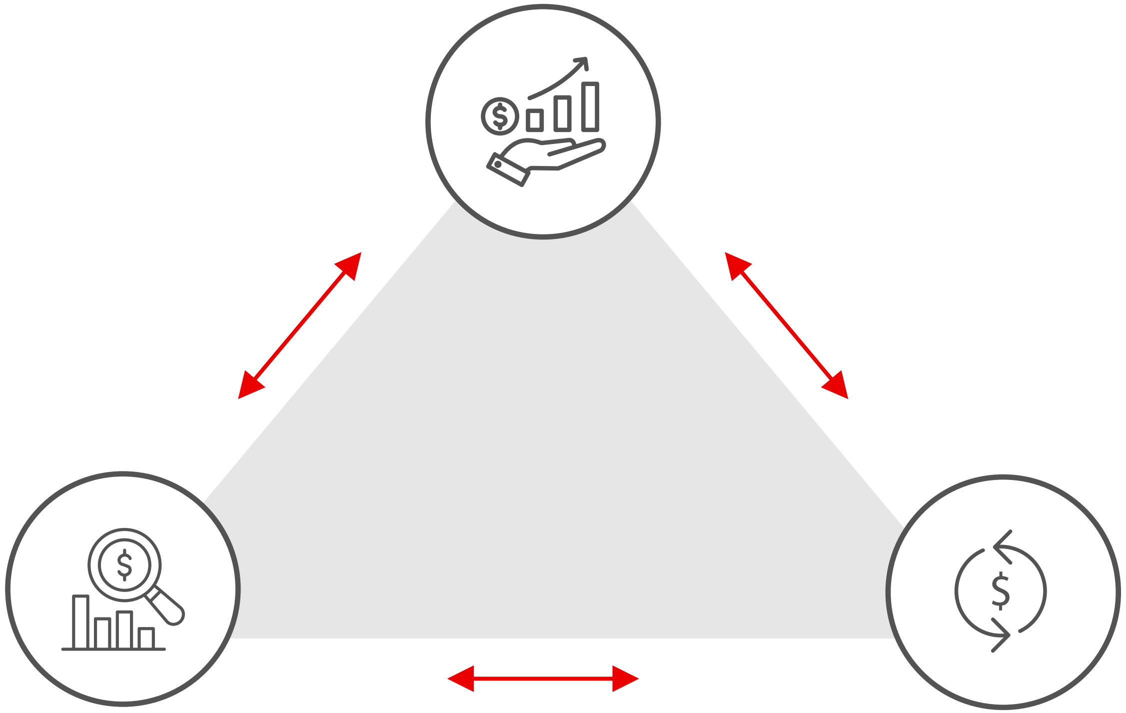
Capturing profitable growth and increasing shareholder value

Marco Freidl

Chief Financial Officer

Mission 2030

>2bn CHF sales[1]



>20%

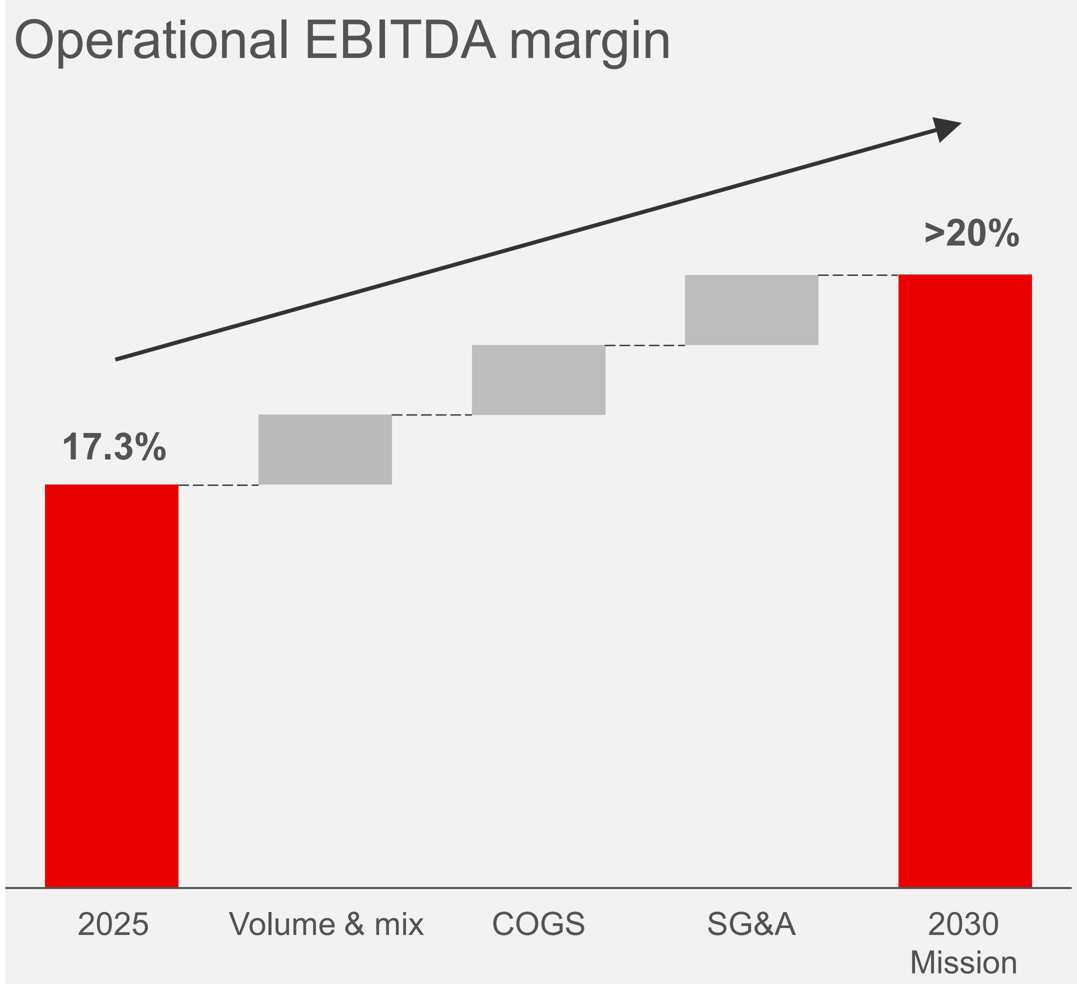
EBITDA margin[2]

>10%

ROCE[3]

1) Total growth by 2030 excl. FX effects and M&A, representing ~6% CAGR; 2) Operational EBITDA; 3) Return on Capital Employed

Clearly defined path to >20% EBITDA margin by 2030



- Volume and mix improvement
- COGS optimization
- Reduce SG&A intensity

Top-line to benefit from portfolio optimization, innovation and mix/end-market shifts

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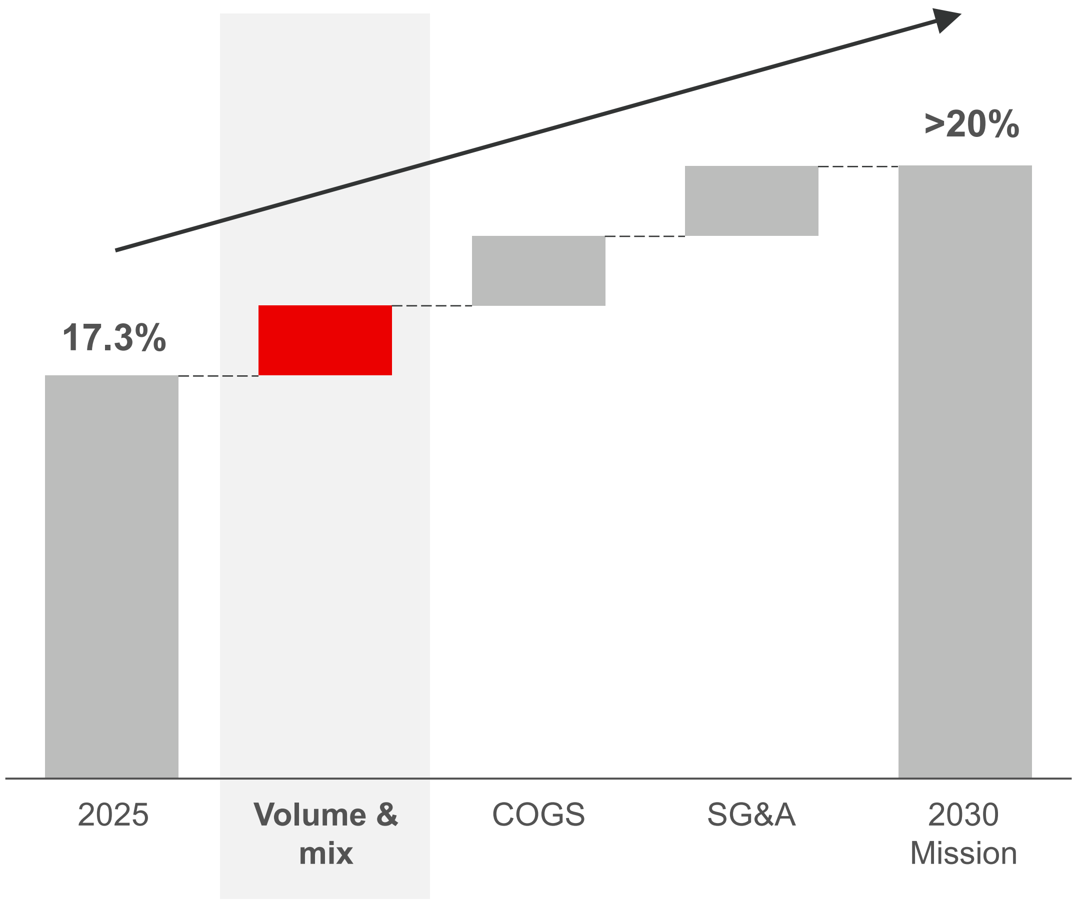
Operational EBITDA margin



Successfully implemented…

Portfolio optimization to high-margin solutions

>30%

Profitability increase in materials in last 5y

Enhanced innovation and pricing focus

>200

New materials in last 5y with clear focus on pricing

… with more upside potential

Higher-margin mix and scaling of Components

+15%

Share of industries with above average margins by 2030

High-value innovation pipeline and low marginal cost of growth

>30x

Sales to innovation cost ratio in selected products

Reduction of complexity, efficiency gains and digitalization will further optimize cost structure

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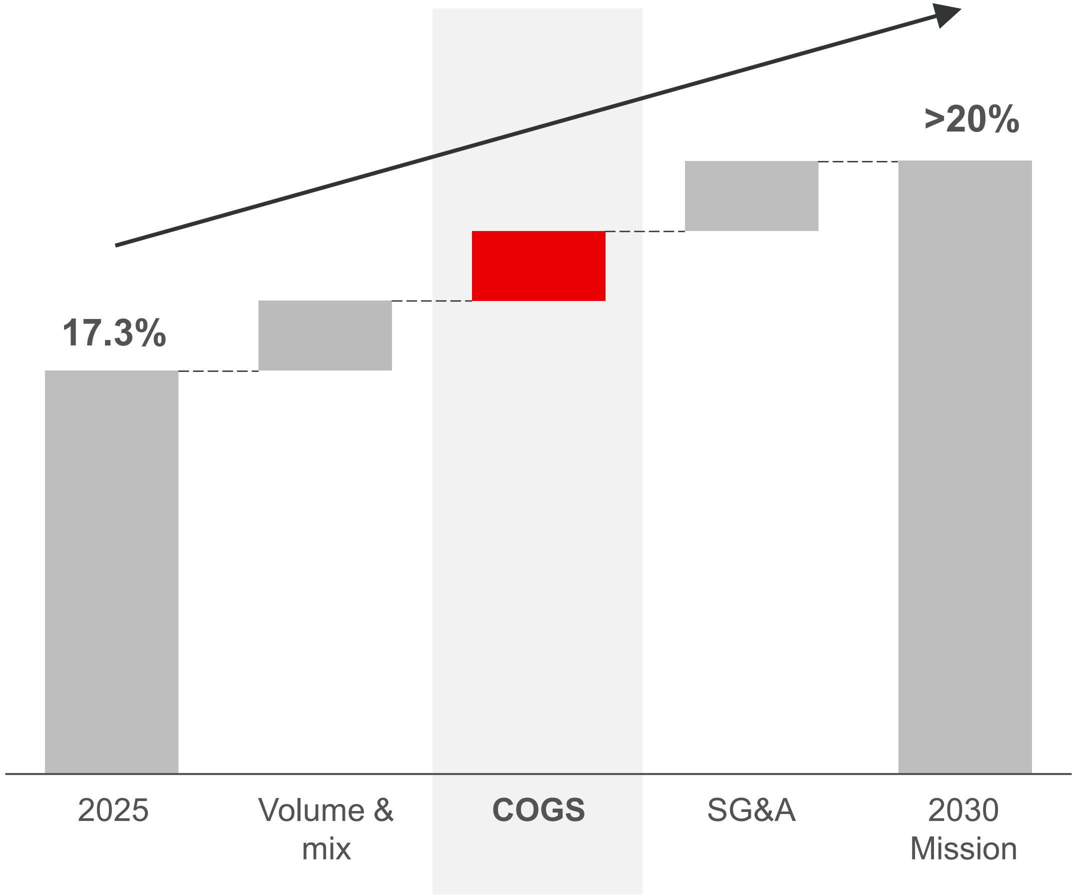
Operational EBITDA margin



Successfully implemented…

Footprint optimization

-17

Sites globally (2025-2026)

Reduction of manual efforts through digitalization

50k hours/p.a.

saved with Oerlikon design software

… with more upside potential

Efficiency gains

>30%

Upside in EQ utilization based on asset (re-) allocation

Reduction of complexity, e.g. modularization in EQ

20 bps

COGS ratio improvement

Operating leverage and tight cost management will significantly reduce SG&A intensity

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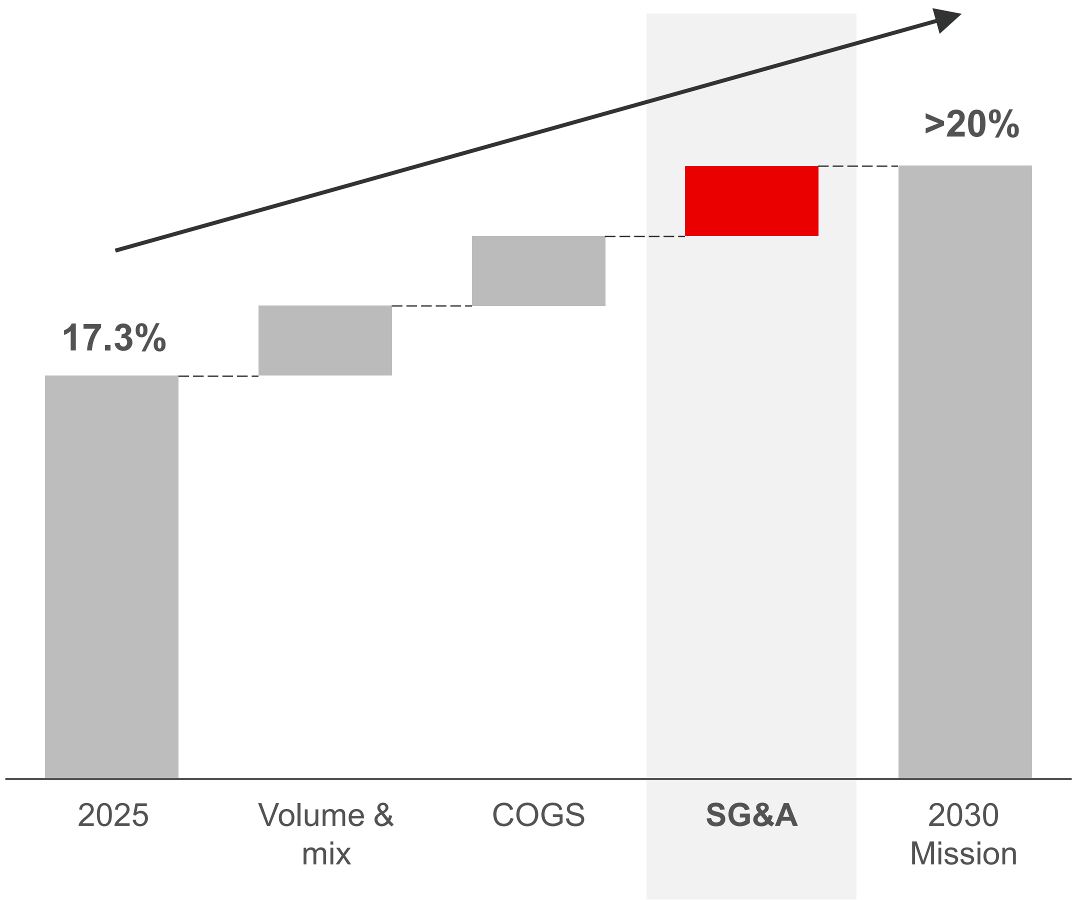
Operational EBITDA margin



Successfully implemented…

Efficiency in sales

1,400

Users rolled out on Salesforce[1] within 12 months

Optimization of cost base in central functions and HQ

>15m CHF

Improvement in G&A (2024-2026)

… with more upside potential

Sales (admin) cost ratio improvement, e.g. through digitalization

<50%

Limit sales cost growth to <50% of sales growth to 2030

Operating and functional leverage (incl. use of AI)

200+ bps

Improvement potential in G&A ratio by 2030

1) Customer relationship management software

Strengthened focus on capital return targeting >10% ROCE[1]

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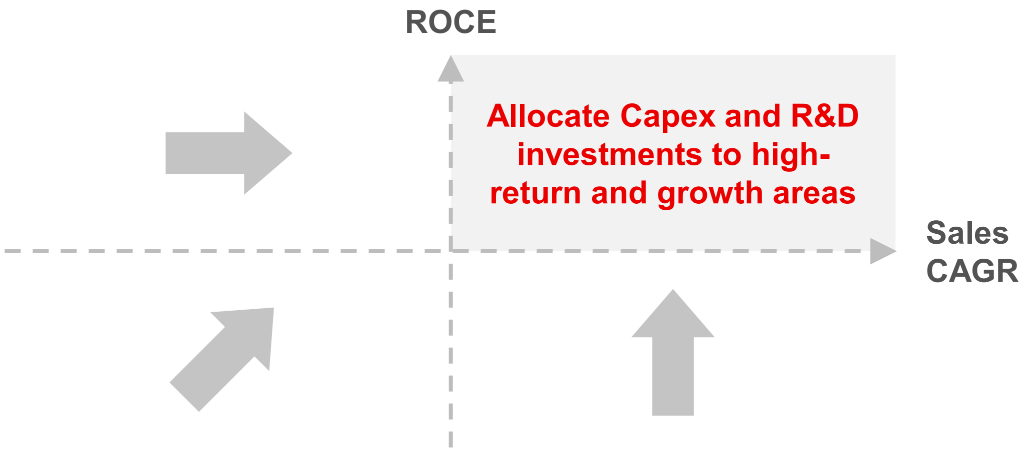
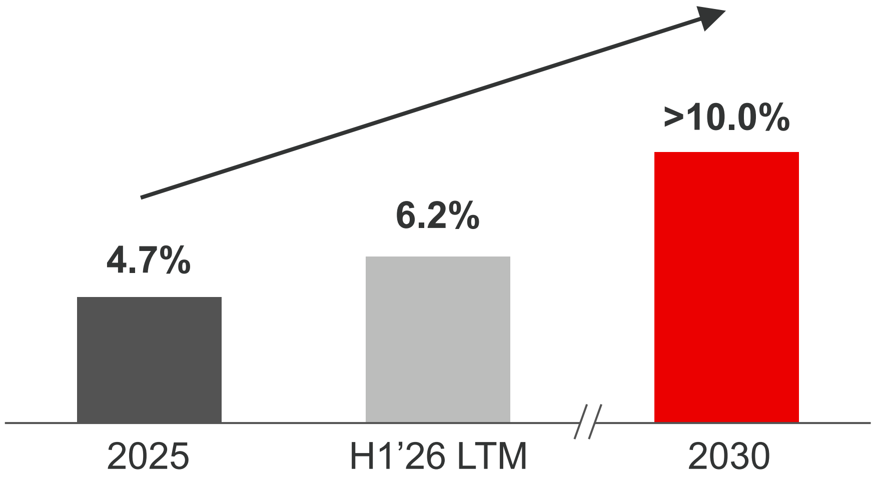
Capital allocation framework guiding investment decisions …



- ROCE as key metric in long-term management incentivization program
- Investment into growing industries, e.g. Aerospace, Semicon, Power Gen
- Capital allocation towards lower capital-intensive segments
- Selectively reinvest to improve lower-return areas with long-term potential

… to positively impact ROCE



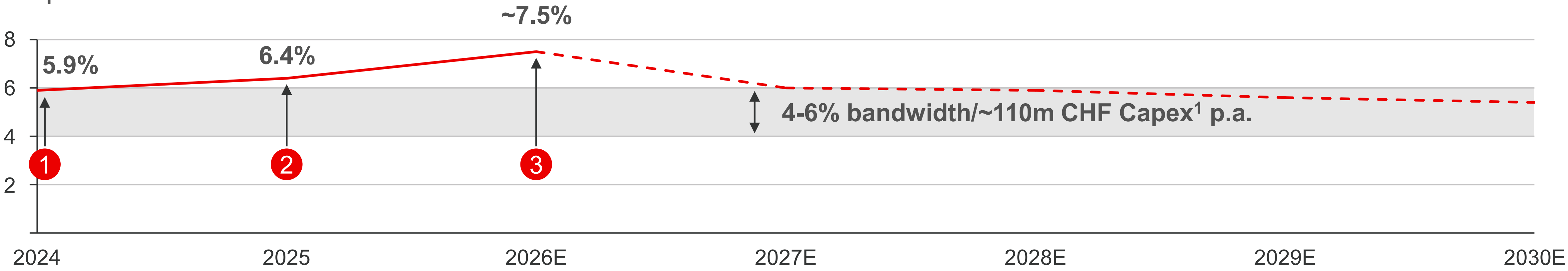
Supported by

- Focused capital allocation
- Continue footprint optimization
- Improve asset utilization
- Digitalize processes to increase efficiency
- Lower EBIT-DA gap supports path towards low teens EBIT margin

1) Return on Capital Employed (ROCE) is defined as NOPAT (Operational EBIT after Tax before Amortized of Acquired Intangibles (tax adjusted)) over the Capital Employed; Capital Employed is composed of third-party net operating assets before Amortized Intangibles assets (tax adjusted), current income tax receivables and current income taxes payable and deferred tax assets and liabilities.

Capex focused on footprint optimization and technologically advanced infrastructure, ~110m CHF Capex envelope p.a.

Capex/Sales in %



New integrated Coating Services center in Tumkur (IN)

Michigan materials plant consolidation of Troy and Plymouth (US)

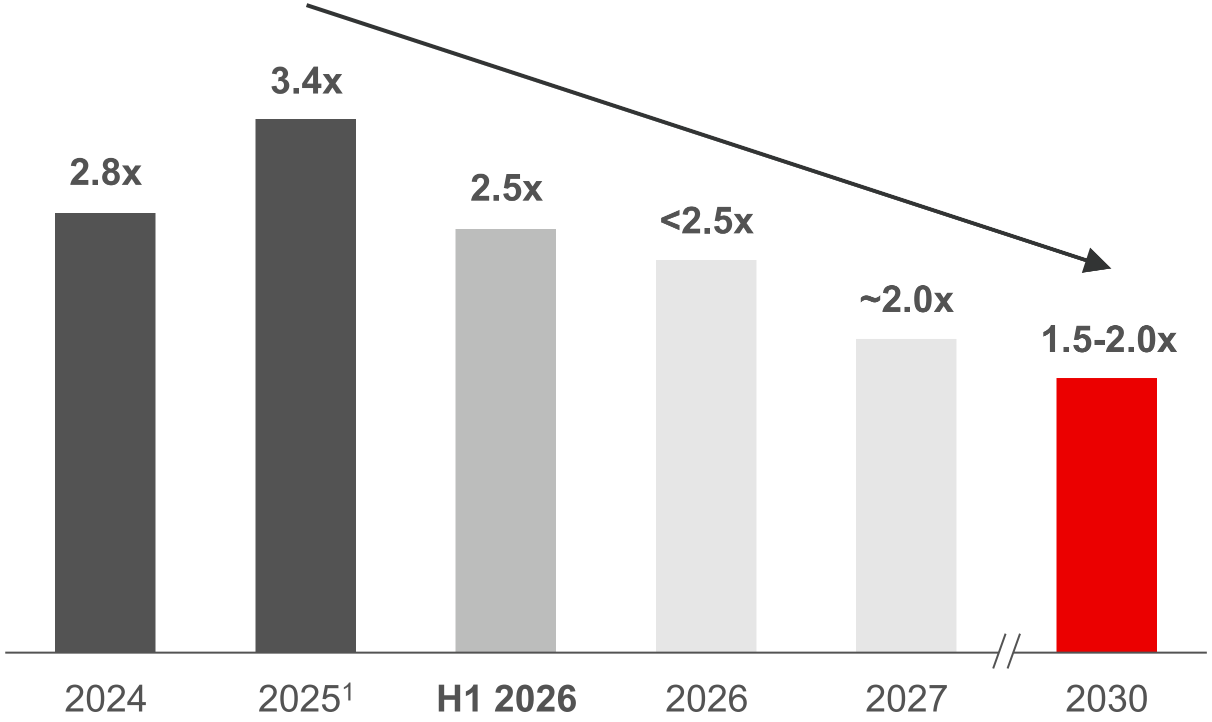
New technology Campus Reichhold (CH)

Disciplined Capex deployment creates a scalable platform for profitable growth through 2030

1) Historically incl. around 20% R&D/IT capitalization

Clear focus on balance sheet strengthening

Continuous focus on deleveraging



Improve leverage through net debt reduction and EBITDA growth

Continue tight focus on cost, NWC and Capex

Maintain a strong equity ratio[2]

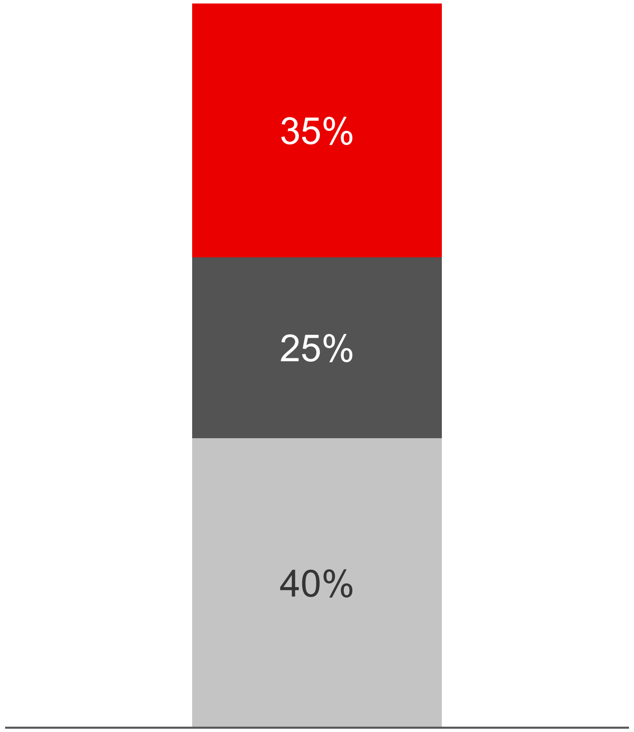
Reconfirmation of the investment grade rating with an upgrade to a stable outlook in H1 2026

1) Pro forma Oerlikon group incl. Barmag; 2) Equity ratio calculated as Equity attributable to shareholders of the parent / total assets

Cash flow allocation strategy

Deployment of cash flow from operating activities

Increasing cash generation through profitable sales growth and tight NWC management, enabling balanced cash flow allocation as well as attractive cash-conversion ratio[1] of 80-90%



Capex

Reinvest 4-6% of sales to fund organic growth as first priority

Dividends

Unchanged dividend policy

Balance sheet and strategic flexibility

Financing, balance sheet strengthening and strategic optionality

1) Cash conversion ratio defined as Cash flow from operating activities / Op. EBITDA

Our financial strategy 2030

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Clear path
to >2bn CHF sales[1] and >20% EBITDA margin[2]

Strengthened focus
on capital allocation and return to reach >10% ROCE[3]

Clear objective
on balance sheet strength and deleveraging

1) Total growth by 2030 excl. FX effects and M&A, representing ~6% CAGR; 2) Operational EBITDA; 3) Return on Capital Employed

Q&A

Break

Oerlikon’s solutions to serve growing markets

Coating Services

Florian Rovere

Head of Product Management Coating Services

Martin Bartsch

Germany

Sumeet Gupta

APAC

Oerlikon's solutions to serve growing markets
Components

David Franz

Europe

Andrea Peruch

HRSflow

Katharina Rick

Luxury

Oerlikon's solutions to serve growing markets

Materials & Equipment

Andrea Lai

Global Operations

Wolfgang Schmitz

Americas

Jane Cao

China

Outstanding people driving Oerlikon's sustainable growth strategy

Anna Ryzhova

Chief Human Resources Officer and Chief Sustainability Officer

With a balanced, motivated and diverse team, Oerlikon is set up for growth

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~60%

of employees between 30-50y

Balanced profile: 13% <30y and 28% >50y

~100

Nationalities

Diversified across regions: 56% Europe, 26% APAC, 18% Americas

Ø 9.9

Years of average tenure

Stable and experienced workforce

5.6%

Voluntary turnover

Nearly halved since 2022: 9.0% → 6.7% → 5.7% → 5.6%

8.0

Sales force engagement vs peer benchmark of 7.8

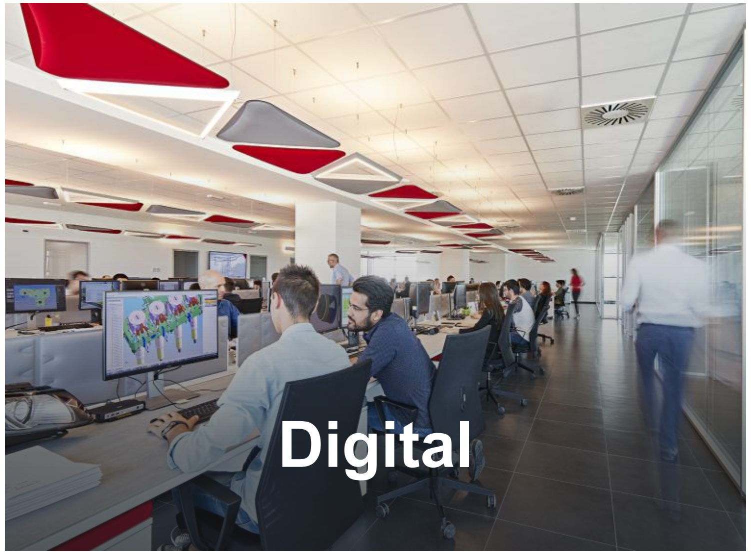
Sustained at 8.0 across H1-25, H2-25 and H1-26

75%

of the jobs filled internally

Strong internal talent pipeline

Right skills for the future
Recognized across the organization



AI-accelerated engineering
Automation capabilities
for the future

Houska Prize 2026
On the winning team for
high-temperature coatings

Horizons
Global high-potential
leadership program

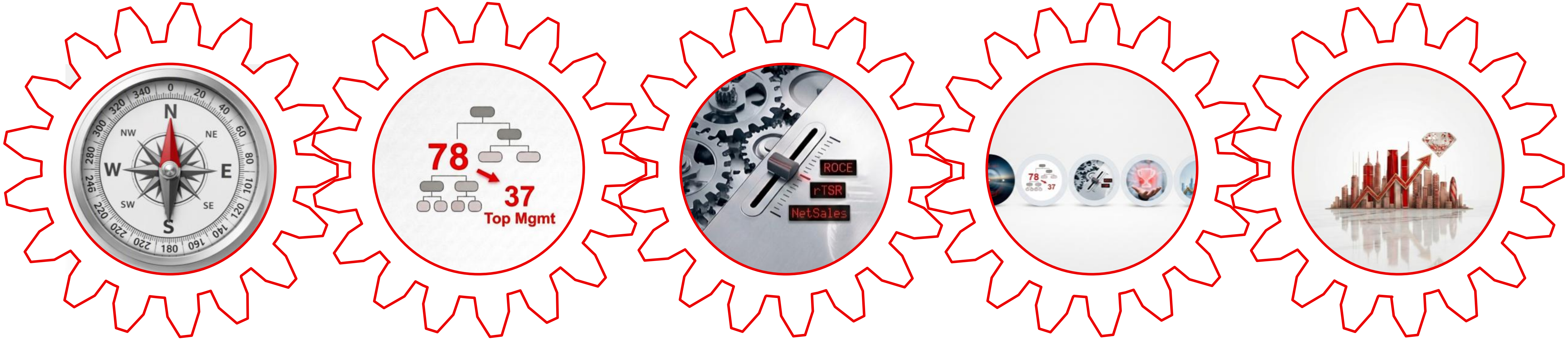
Digital innovation, award-winning research and future-ready talent –
Oerlikon has the **right skills to shape the future**

Oerlikon’s incentive framework is being redesigned to strengthen pay-for-performance and drive growth strategy execution

Strategy focus

Scaling growth-driven pay

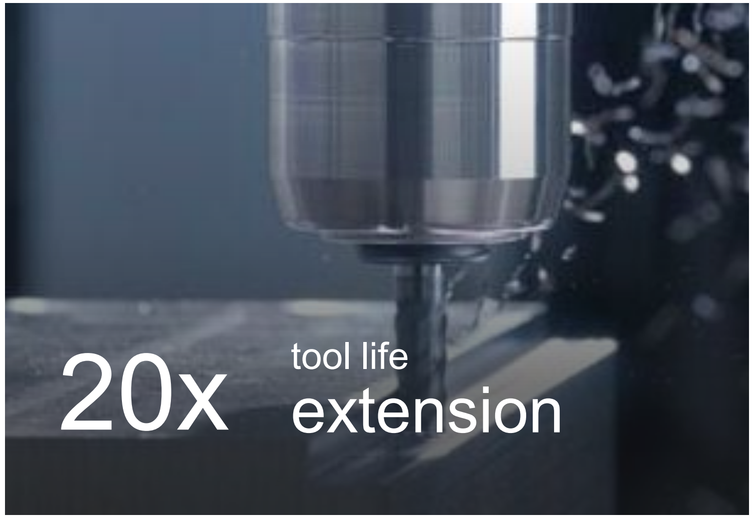
Shareholder value increase

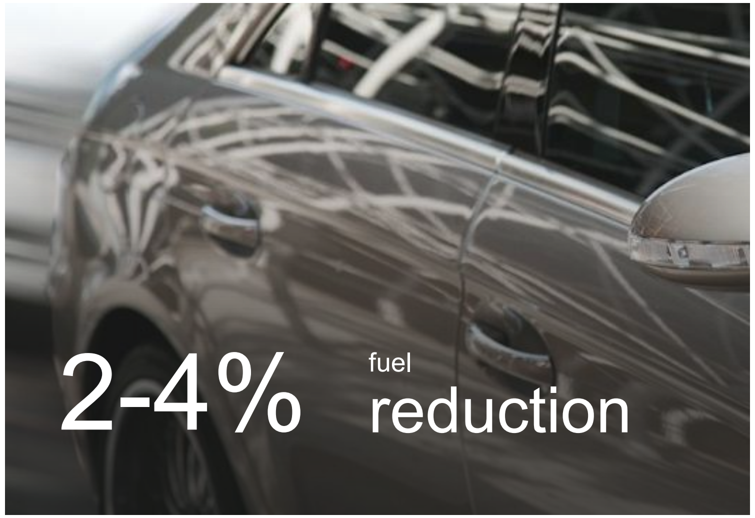


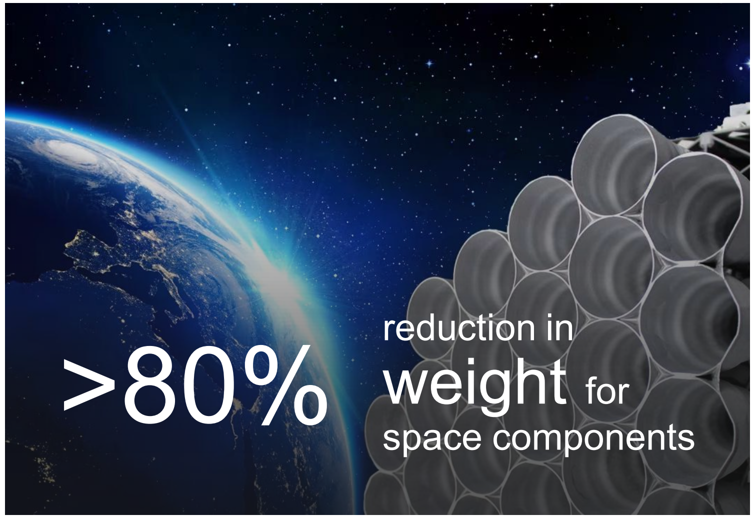
Delayering management structure

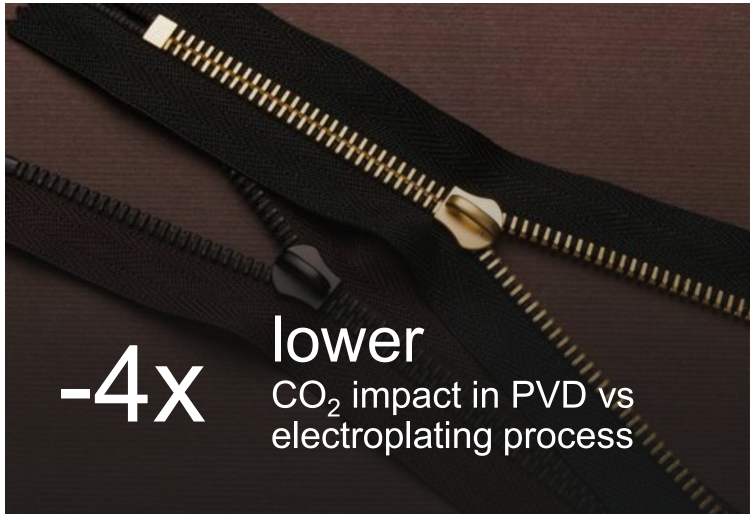
Pay for performance culture

Track record of improving sustainability for customers





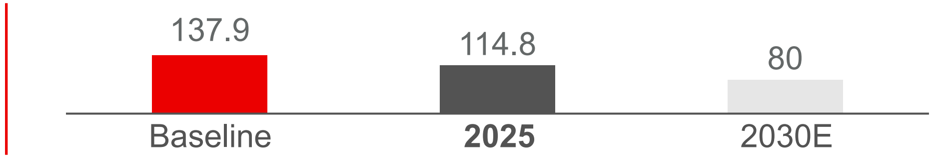




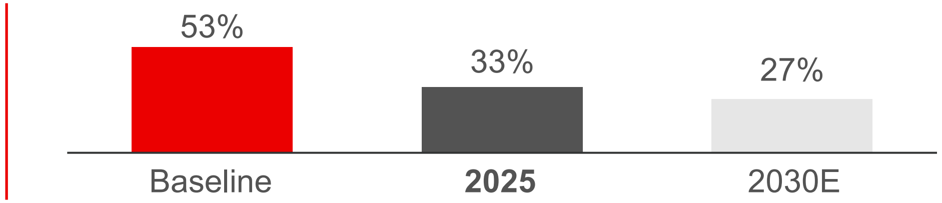
1) Through tools recoating and reconditioning

Progress towards 2030 ESG targets

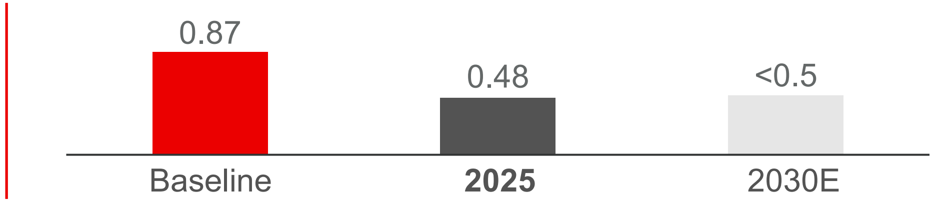
Reduction Scope 1 and 2 emissions in relevant operations according to SBTi (near-term; kt CO_2e)



Reduce % of disposed waste



Reduce rate of recordable work-related injuries (TAFR)



AAA

MSCI (2025 score)

Medium risk

Sustainalytics (2025 score)

70

EcoVadis (2026 score)

B

CDP Climate Change and Water Security (2025 score)

Further information can be found in the Oerlikon Annual Report online

Summary and closing remarks

Michael Suess

Executive Chairman

Mission 2030

>2bn CHF

sales[1]

>20%

EBITDA margin[2]

>10%

ROCE[3]

1) Total growth by 2030 excl. FX effects and M&A, representing ~6% CAGR; 2) Operational EBITDA; 3) Return on Capital Employed

Oerlikon’s unique business model drives future shareholder value

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Oerlikon provides high value-add at a relatively low cost for customers

Mission critical solutions, fostering long-term customer relationships

Technology toolbox applied in 10 industries supported by structural growth trends

Global scale for innovation, local execution and footprint for agility

Resilient and integrated business model – Coating Services, Components and Materials & Equipment

Innovation leader in material science engineering

Q&A

Thank you

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Appendix

Page 18 - Positioned to benefit from growth in global air travel

1) Airbus – Airbus Global Market Forecast 2026-2045, 8 July 2026

Page 19 - Enabling semiconductor expansion

1) Gartner – Forecast: Semiconductor Capital Spending, Wafer Fab Equipment and Capacity, Worldwide, 1Q26 – 22 April 2026

Page 20 - Growth in gas turbines creates long-term opportunities

1) IEA – Electricity Demand 2026, 6 February 2026 – 28,200 TWh in 2025 and 33,600 TWh in 2030 expected

Page 21 - Defense modernization fuels long-term demand and innovation

1) European Commission - Introducing the White Paper for European Defense and the ReArm Europe Plan- Readiness 2030, 19 March 2025
2) IISS - Global defence spending – 24 February 2026
3) US law - Future of Defense Manufacturing Act of 2025, S. 2214, 119th Cong. (2025). U.S., 8 July 2025

General notes:

1) Foreign currency figures from external sources have been converted into CHF equivalents.
2) Some illustrative images used in this presentation were created using generative artificial intelligence (AI).