

The background of the slide is a photograph of a white and blue catamaran sailboat with a large red and black logo on its sail, sailing on a choppy sea. In the distance, a city skyline is visible under a clear blue sky. The sun is low on the horizon, creating a warm, golden glow over the water and the city.

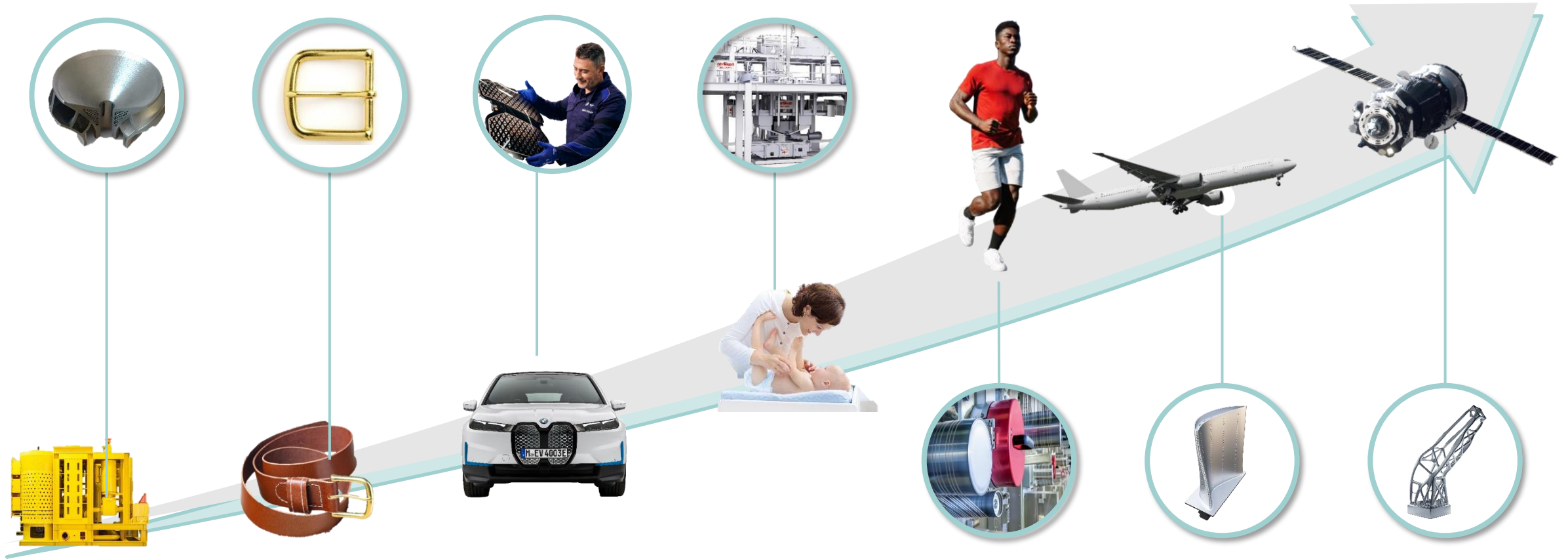
Investor Presentation

February 2023

There is not a single day without Oerlikon

oerlikon

... to outer space



From the bottom of the ocean ...

Industrial technology leader in sweet spots with entry barriers



Cutting-edge technology

Surface Solutions (48% of sales)

Integrated coating solutions based on broad technology portfolio

Polymer Processing Solutions (52%)

Equipment to process polymers used in filament and non-filament

#1

Market leader in coating solutions and Filament

>30k

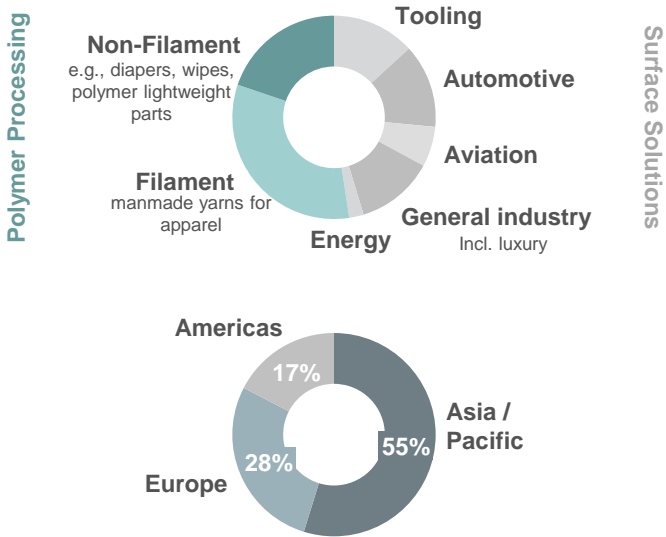
Customers incl. OEM & tier 1

Market leader in sweet spots with technology entry barriers



Broad market coverage

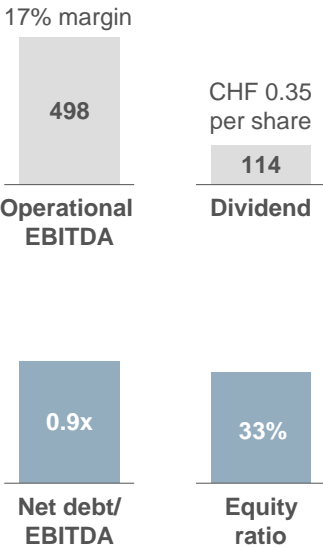
Sales 2.9bn



Aligned to key megatrends



Key financials 2022



Robust financials and balance sheet

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



Enhance leadership in Filament

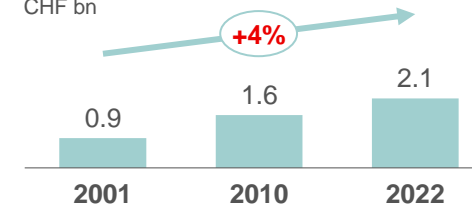
3 areas in focus

- Filament equipment market grew with 4% CAGR 01-22 driven by underlying manmade fibers market growth
- Positive mid-term outlook supported by need for energy saving machines and vertical integration of filament producers
- Short-term headwinds resulting in customers postponing orders

Filament equipment market

+4% Oerlikon Sales CAGR 14-22

CHF bn

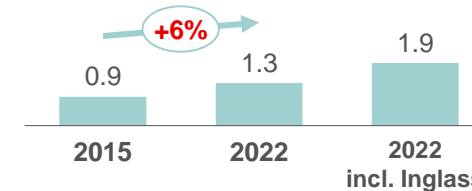


Leverage core competencies into Non-Filament

- Solid market growth; Oerlikon increased strategic focus on Non-Filament since 2015
- Expansion supported by technology synergies with Filament and opportunistic bolt-on M&A in highly fragmented markets
- Short-term impacted by customers postponing Capex decisions in some end markets

Non-Filament equipment market

+8% Oerlikon sales CAGR 15-22



Capitalize on long-term trends

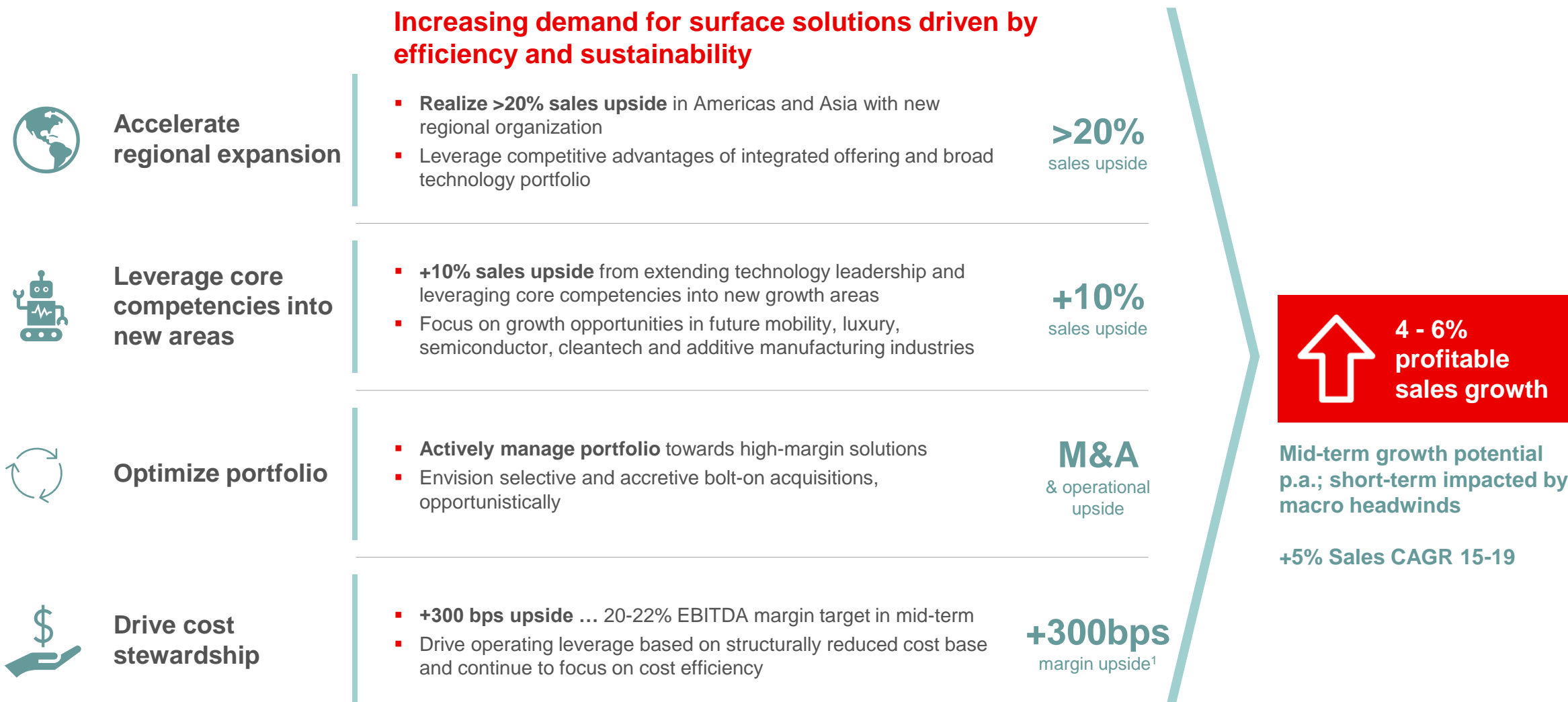
- Drive R&D to capitalize on long-term trends like textile recycling and biopolymers beyond 2025
- Supported by leveraging of machinery and process knowhow as well as market access

Textile recycling
Energy saving
Biopolymer
Future mobility
Industry 4.0



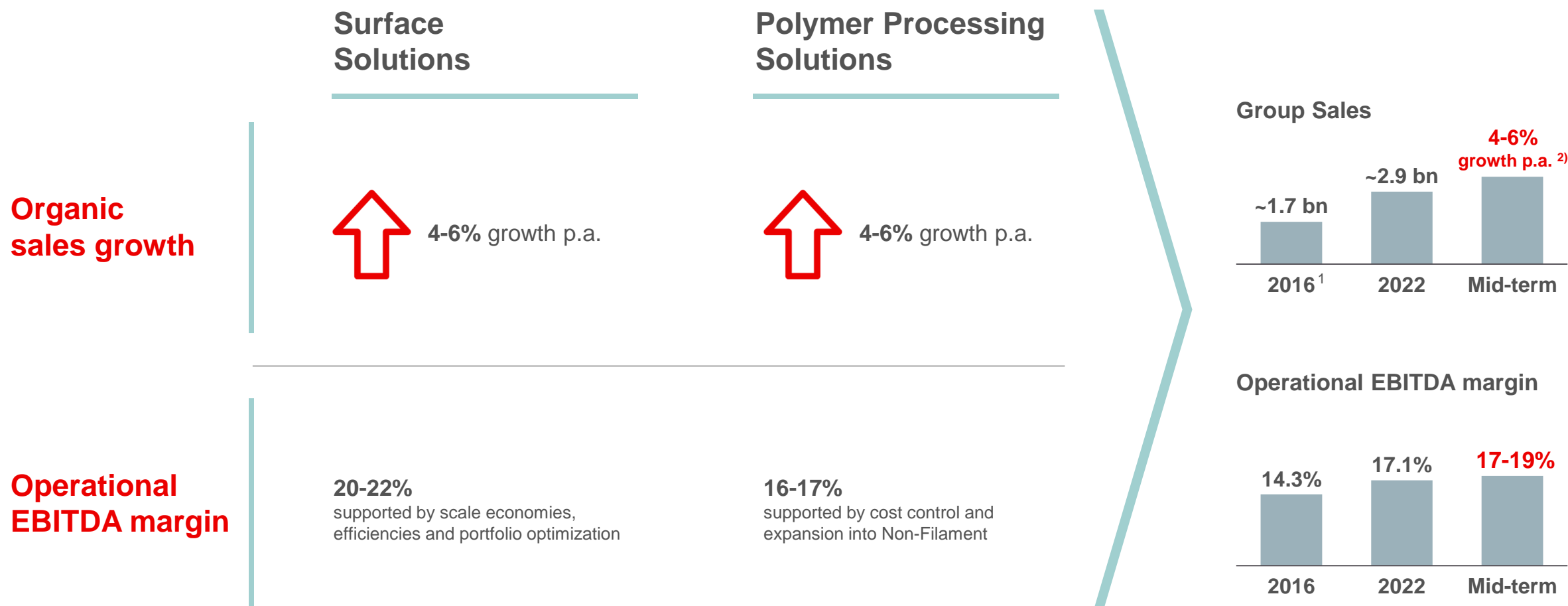
4 - 6% profitable sales growth

Mid-term growth potential p.a.; short-term impacted by headwinds



(1) Comparing mid-end of 20-22% mid-term guidance with 2022 EBITDA margin

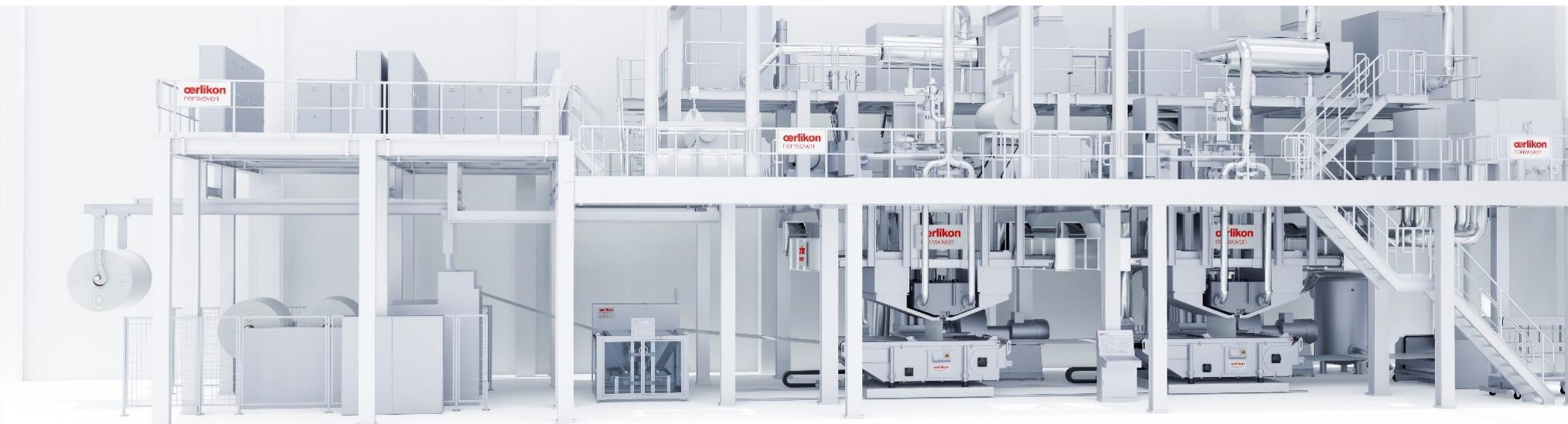
Mid-term ambition: 4-6% sales growth and margin upside



(1) Excluding divested Drive Systems Division; (2) Oerlikon is expecting profitable 4-6% growth in the mid-term; timing can depend on economic development of end markets

Polymer Processing Solutions

Division Overview



Polymer Processing Solutions at a glance

Key metrics 2022

#1

Filament market leader with 40-50% share

CHF 1.5bn
Sales

16%
Operational EBITDA margin

4'329
FTE's

Market leader for polymer processing solutions

Offering



Machines & plants
For polymer processing



Components
Hot runner systems, pumps

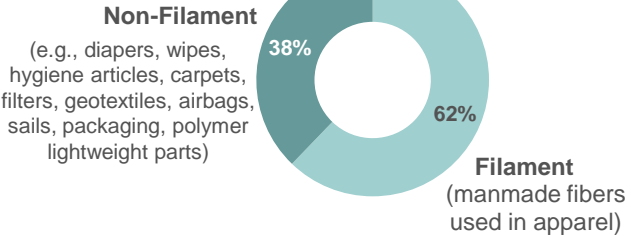


Services
Commissioning, maintenance & repair, advisory and upgrades

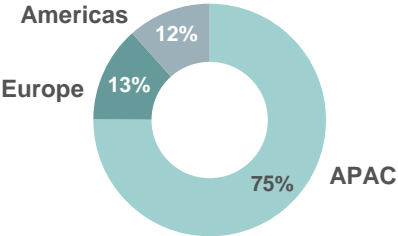
Integrated high-tech offering

Sales split 2022

By markets



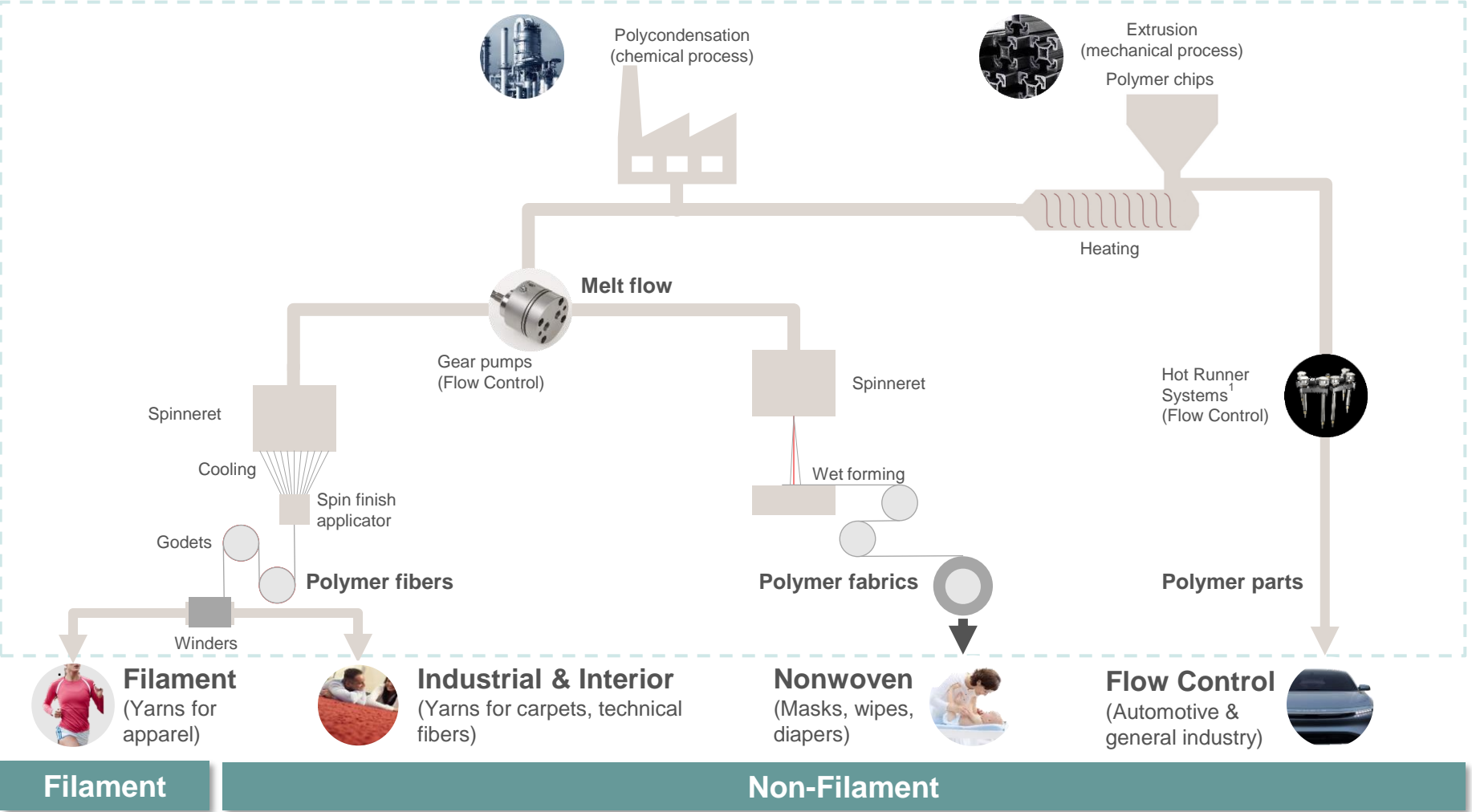
By geography



Diversified customer base
Filament: Hengli Group, Reliance Industries, Tongkun, Hengyi, ...
Non-Filament: BMW, Magna, 3M, ABB, Berry, ...

Focus on Non-Filament growth and diversification

Technological synergies between Oerlikon machinery for Filament and Non-Filament





↑ Synergies driving innovation

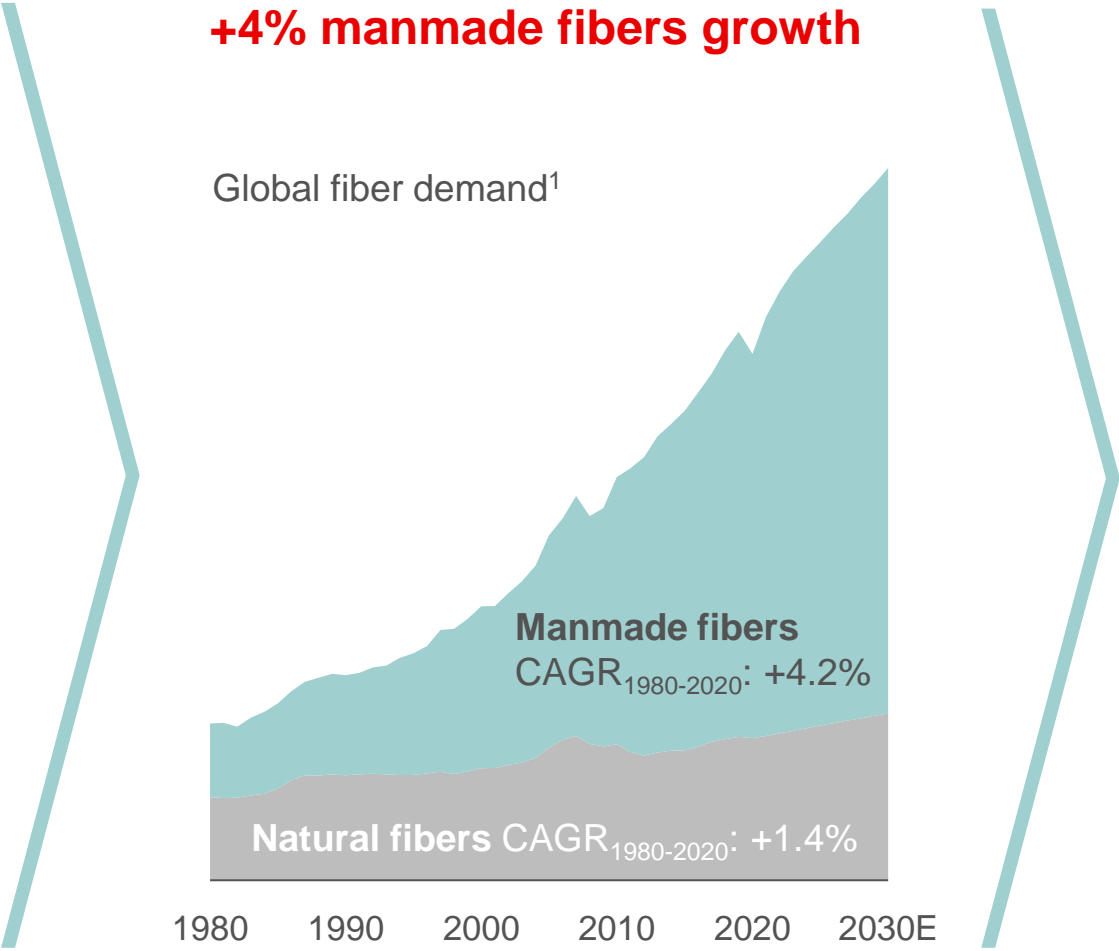
(1) Hot Runner Systems only go through the process of extrusion, not polycondensation

Manmade fibers outgrowing natural fibers

Growth drivers

-  Population growth and affluence
-  Better availability
-  Lower resource intensity
-  Superior product characteristics (e.g., stretch, waterproof)

+4% manmade fibers growth



Need for equipment

(1) Source: PCI Redbook 2020 Update Q4/21; in m t



Enhance leadership in Filament

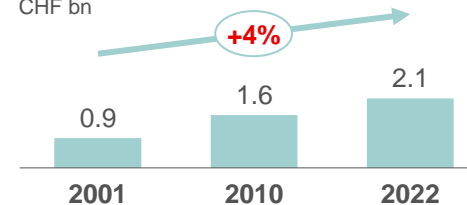
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Filament equipment market

+4% Oerlikon Sales CAGR 14-22

CHF bn

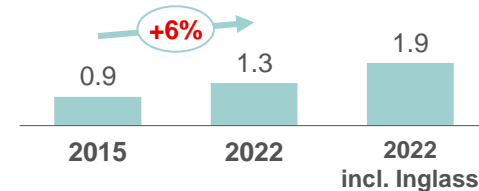


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Capitalize on long-term trends

- Drive R&D to capitalize on long-term trends like textile recycling and biopolymers beyond 2025
- Supported by leveraging of machinery and process knowhow as well as market access

Textile recycling
Energy saving
Biopolymer
Future mobility
Industry 4.0



4 - 6% profitable sales growth

Mid-term growth potential p.a.; short-term impacted by headwinds

Oerlikon Surface Solutions

Division Overview



Surface Solutions at a glance



Key metrics 2022

#1
Market leader
in coating solutions

CHF 1.4bn
Sales

18%
EBITDA margin ¹

7'519
FTE's

Market leader
in coating solutions

Offering



Coating
services



Coating
materials



Coating
equipment



Components

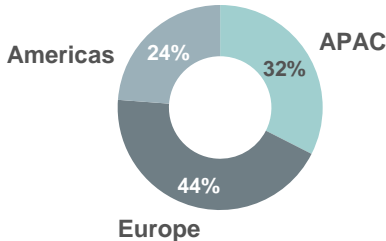


Additive
manufacturing

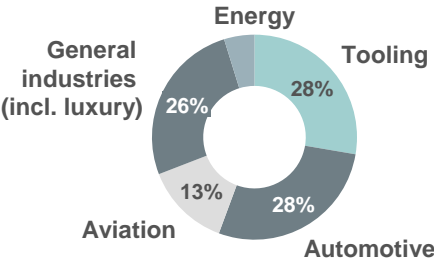
Integrated
high-tech offering

Sales split 2022

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 Power Generation

**Top 10 customers account
for ~14% of sales ²**

Broad and stable
customer base

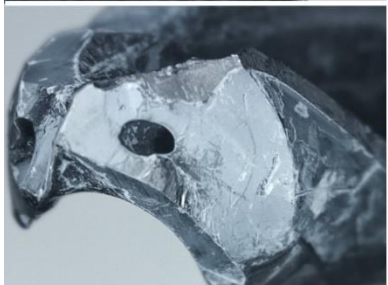
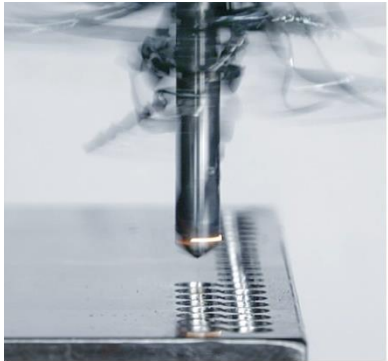
(1) Operational EBITDA margin; (2) refers to 2021

Coatings improve efficiency and durability, driving sustainability

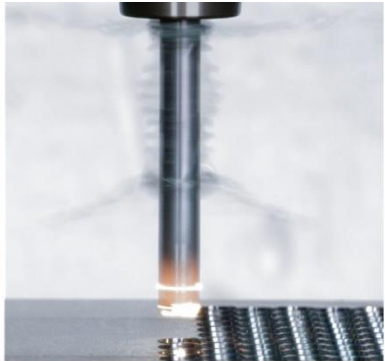
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Oerlikon enables the modern world

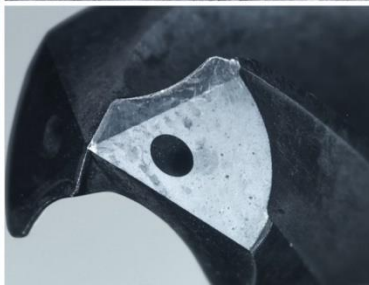
Uncoated



Older standard Coating



Oerlikon Coating



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 | thermal protection | clearance control | erosion protection

Unique value proposition



160x lifetime extension of a metal tool through coating... equaling metal saving of 13.7kg per tool, which is the **weight of 2 bowling balls**



5% efficiency increase in aero turbines through coatings... equaling ~26 mt of CO₂ reduction annually or **80% of Swiss CO₂ emissions**



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**



One face to the customer benefitting from integrated portfolio

Technology leadership in materials and equipment drives profitable growth in services

oerlikon



Coating services

- Global network of 150+ coating centers; customer proximity and response time is key
- Pick-up and return within 1-2 days
- Bespoke solution offering
- Technologies including thermal spray and thin film



Coating materials

- Manufacturing and sale of powders used in thermal spray and additive manufacturing
- New material development using Scoperta's artificial intelligence platform
- Tailored solutions to specific needs



Coating equipment

- Manufacturing and sale of coating machines including thermal spray and thin film
- Largest installed base of coating machines with global coverage
- Aftermarket: spare parts and field services



Components

- Produce high-performance components
- High-end special materials knowhow: In-house competence center for coated and printed components
- Customer synergies with integrated offering



Additive Manufacturing

- Pioneering the industrialization of additive manufacturing, in series
- Offering 3D printing services for customers in focus application areas



Coatings for polymer auto grill



Coated mold



Materials & equipment for turbine blade



Materials & equipment for landing gear



Thermal insulation system



Printed support structure for satellite radio antenna



Accelerate regional expansion

Increasing demand for surface solutions driven by efficiency and sustainability

- Realize **>20% sales upside** in Americas and Asia with new regional organization
- Leverage competitive advantages of integrated offering and broad technology portfolio

>20%
sales upside



Leverage core competencies into new areas

- **+10% sales upside** from extending technology leadership and leveraging core competencies into new growth areas
- Focus on growth opportunities in future mobility, luxury, semiconductor, cleantech and additive manufacturing industries

+10%
sales upside



Optimize portfolio

- **Actively manage portfolio** towards high-margin solutions
- Envision selective and accretive bolt-on acquisitions, opportunistically

M&A
& operational upside



Drive cost stewardship

- **+300 bps upside** ... 20-22% EBITDA margin target in mid-term
- Drive operating leverage based on structurally reduced cost base and continue to focus on cost efficiency

+300bps
margin upside¹



4 - 6% profitable sales growth

Mid-term growth potential p.a.; short-term impacted by macro headwinds

+5% Sales CAGR 15-19

(1) Comparing mid-end of 20-22% mid-term guidance with 2022 EBITDA margin

Group Strategy and ESG



Clear strategy to drive profitable growth



Grow & diversify

- **Outgrow markets** by focusing on technology leadership and sustainable innovation
- **Leverage core competencies** into new growth areas organically and with accretive M&A: Expand Polymer Processing Solutions into Non-Filament and capture structural growth opportunities in Surface Solutions



Improve profitability

- Apply strict **cost focus** and benefit from operating leverage
- **Improve ROCE** to double-digit
- Maintain strong balance sheet and pay stable or progressive dividend



Drive sustainability progress

- Drive environmental and social **progress at Oerlikon** via operational excellence, focus on efficiency and cultural change
- **Support customers** in meeting their own sustainability targets: Provide ecological and economical value propositions by focusing R&D and new products on sustainability criteria

Profitable growth

4-6% sales growth with 17-19% operational EBITDA margin goal in the mid-term;
short-term impacted by macro headwinds

Sustainable megatrends in both divisions driving growth



Oerlikon R&D on

Helping customers become sustainable and efficient

Energy consumption



160x lifetime extension of a metal tool through coating (vs. uncoated)

Saving 13.7kg metal per coated tool, which is the **weight of 2 bowling balls**



Water consumption



Coatings on aero turbine **increase efficiency ~5%**

Equals ~26 mt of CO₂ reduction annually¹... **~80% of Swiss emissions**



Social impact



Coatings and hot runner systems **enable lightweight** materials

10% less weight extends car driving range by 5-7%...for a 650km EV this is equivalent to a **marathon**



Waste emissions



Manmade fibers are **less resource intensive** than natural fibers and increasingly recyclable

A cotton t-shirt requires around 1'300l of water compared to ~8l for polymers... savings equivalent to **~9 bathtubs**



Raw material consumption



~30% energy saving with new filament equipment

Annual CO₂ emission savings² of Oerlikon winders of 2.6mt... equivalent to annual gasoline consumption of **~500k cars**



(1) Across 2019 installed base of aero engines; (2) Data per 2020 installed base for new vs. older generation of FDY on POY take-up and winding machinery

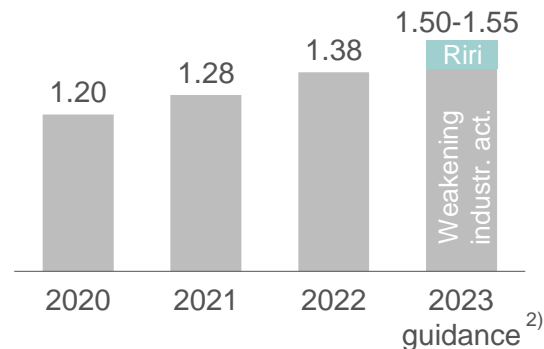
Group sales growth of 4-6% over the medium-term



Surface Solutions

Demand driven by sustainability and efficiency

Sales



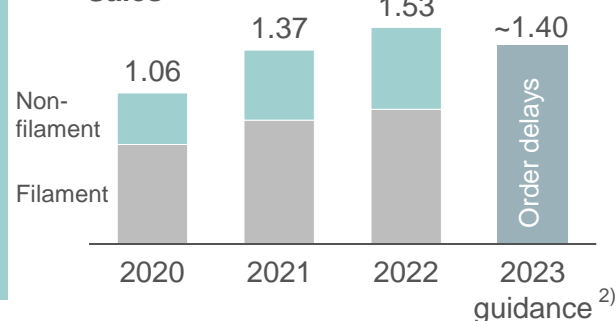
- **Geographic expansion** in Americas (2022: +23%) and Asia (+5%) supported by new organization
- **Leveraging core competencies** into new areas: e.g. industrialized new solutions for e-mobility in 2022, increased PVD penetration in semi equipment, and expanded footprint in luxury (Riri)



Polymer Processing Solutions

Mid-term demand driven by rising GDP and limited alternative resources

Sales

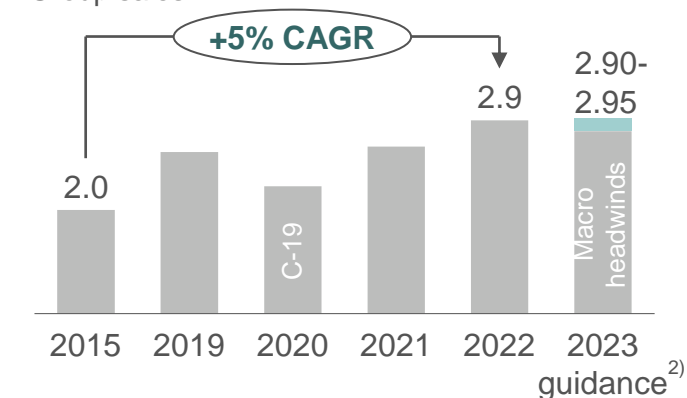


- **Leveraging core competencies** into non-filament: +16% sales growth in 2022
- **Enhance leadership in filament**: +9% sales growth in 2022; +4% equipment market CAGR 01-22
- **Upside** from long-term trends



Track record of 4-6% sales growth

Group sales¹⁾

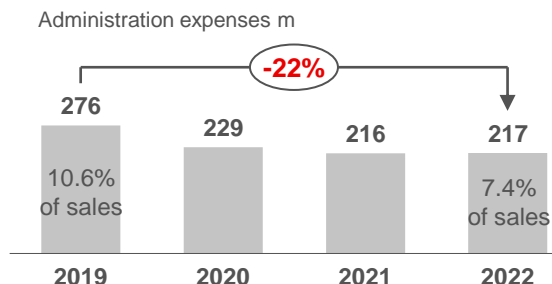


1) CAGR is FX adj. and excludes M&A; Group sales exclude the Drive Systems Division which was divested in 2019; 2) at constant FX

Focusing on profitable growth

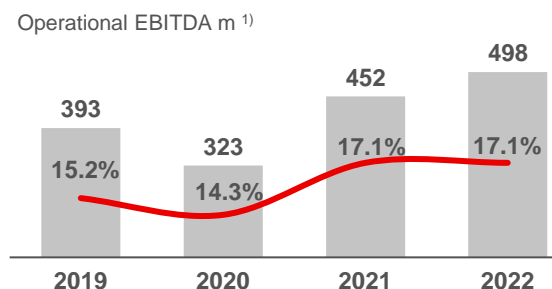
1 Cost efficiency

- **22% overhead savings** since 2019, while generating CHF ~300m more sales
- Continued focus on efficiency and digitalization



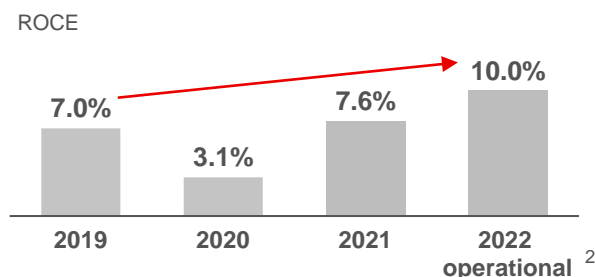
2 Profitability growth

- **EBITDA margins ~200 bps above 2019 levels**
- Benefiting from cost control, economies of scale and portfolio optimizations



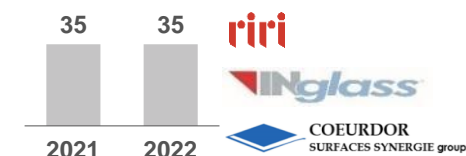
3 Driving ROCE

- **ROCE improving**; mid-term ambition: sustainable double-digit
- Benefit from new capital allocation framework



4 Dividends and M&A

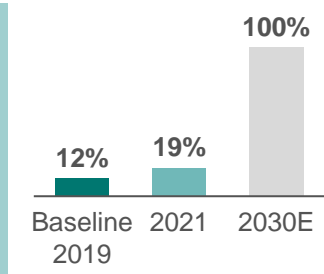
Ordinary DPS (Rp) ¹⁾:



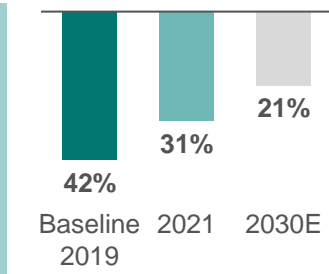
1) Discontinued inline ePD is excluded in 2022 and 2021 operational EBITDA; 2) based on operational EBIT and adj. for cash repatriation tax effect

Progress towards 2030 ESG targets

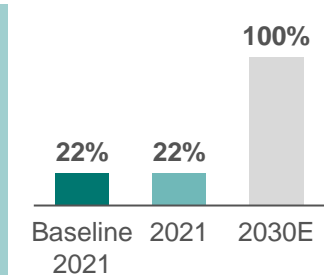
Implementing **energy management** systems at all relevant sites



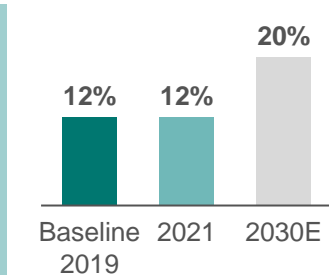
Reduce % of **disposed waste**



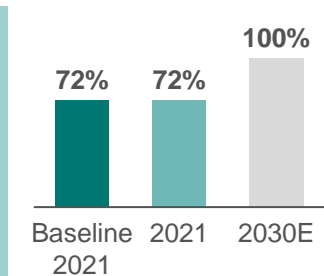
Increase % of electrical energy from **renewable** sources



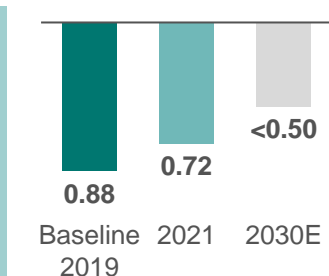
Increase % of **women** in management and leadership roles



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



Reduce rate of recordable work-related **injuries** (TAFR)



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