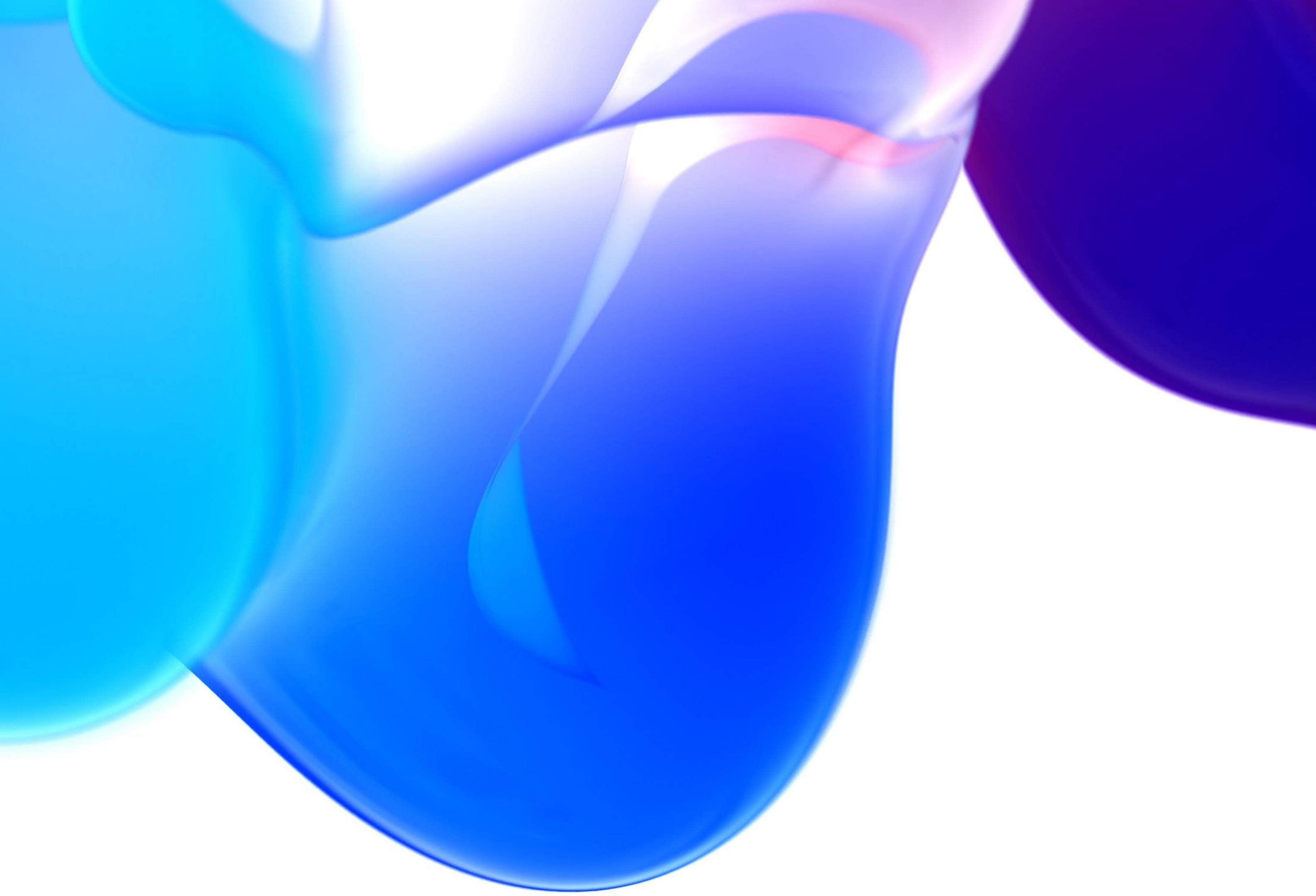


Business review

Robust sales and record profitability

Note: Unless otherwise indicated, changes from the previous year are based on organic figures (adjusted for currency effects, acquisitions / divestitures and deconsolidations)

The year was characterized by persistent macroeconomic uncertainty and mixed demand across the markets. Despite these conditions, Sulzer grew sales, further implemented Sulzer Excellence, maintained pricing discipline, and continued to invest in strategic priorities that support long-term value creation. Sales increased by 5.6% supported by operational excellence and book-to-bill ratio above 1. Order intake grew by 2.1% supported by improved market momentum, leading to a strong Q4 2025. Profitability strengthened significantly, with the EBITDA margin rising to a new record level of 15.6% (2024: 14.2%), an improvement of 140 basis points. Free cash flow amounted to CHF 212.5 million, a decrease of CHF 22.4 million compared with the prior year (2024: CHF 234.9 million), primarily impacted by higher net working capital, higher tax payments and lower interest income.

Sustained sales growth, improved order intake in Q4 2025

Order intake rose by 2.1% compared with 2024, reaching CHF 3’751.0 million. Excluding currency conversion impacts, order intake would be CHF 3’945.9 million. The impact from acquisitions, divestitures and deconsolidations totaled CHF 17.0 million. Gross margin on orders increased by 70 basis points reaching 35.7%, reflecting continued pricing discipline, ongoing portfolio optimization, and Sulzer Excellence.

Orders

millions of CHF	**2025**	**2024**	Change in +/–	+/–% organic [1]
Order intake	3’751.0	3’848.6	–97.6	2.1
Order intake gross margin	35.7%	35.0%	0.7	
Order backlog as of December 31	2’255.6	2’300.0	–44.4	

1) Adjusted for acquisitions, divestitures / deconsolidations and currency effects.

Order intake growth in the Flow division amounted to 2.5%, with double digit growth in Water but flat development in Industry, more than offsetting deferred customer projects in the Energy market. The Services division experienced continued robust growth in order intake recording a 10.8% increase across all regions and product lines, primarily in Turbo and Pumps Services. Chemtech’s order intake declined by 12.5%, impacted by market uncertainty and reduced customer investment activity, partially offset by a solid Q4 2025.

At the end of 2025, order backlog amounted to CHF 2’255.6 million (2024: CHF 2’300.0 million). Excluding currency conversion impacts, the order backlog would be CHF 2’438.3 million, providing a solid revenue base for the new year.

Sales increased by 5.6% year-on-year, reaching CHF 3’555.4 million in 2025. On a currency-adjusted basis, sales would be CHF 3’740.8 million. The net effect from acquisitions and divestitures amounted to CHF 12.2 million.

The Flow division delivered double-digit sales growth of 12.3%, reflecting excellent sales development in Energy and a book-to-bill ratio above 1 in Water and Industry. The Services division continued its consistent high performance, achieving double-digit growth of 10.7%, reflecting customer investments for upgrades, modernizations, repair and maintenance for safe and reliable operations. In contrast, the Chemtech division recorded a 13.6% decline in sales, reflecting market sentiment.

“We kept a strong focus on operational excellence and maintained disciplined cost management, which helped us to navigate in difficult markets and achieve the highest profitability in the last 20 years.”

Thomas Zickler
Chief Financial Officer

Continuous gross profit margins expansion

Gross profit increased to CHF 1’223.2 million (2024: CHF 1’183.2 million), with gross margin improving to 34.4% (2024: 33.5%), on continued commercial and operational excellence. Excluding currency conversion impacts, the gross profit would be CHF 1’286.1 million.

EBITDA margin growing to 15.6%

EBITDA increased to a new record level of CHF 556.2 million (2024: CHF 502.7 million), representing year-on-year growth of 18.0%. This resulted in an improvement of 140 basis points in the EBITDA margin to 15.6% (2024: 14.2%), supported by the systematic implementation of commercial and operational excellence.

millions of CHF	2025	2024	+/–% organic [1]
EBITDA	556.2	502.7	18.0
Sales	3’555.4	3’530.6	5.6
EBITDA margin	**15.6%**	**14.2%**	

1) Adjusted for acquisitions, divestitures / deconsolidations and currency effects.

At divisional level, Flow delivered a notable improvement in profitability, with the EBITDA margin rising to a record 13.3% (2024: 11.7%), up 160 basis points, driven by structural cost optimization measures and ongoing progress in operational excellence. Services continued its strong performance with a record EBITDA margin of 18.3% (2024: 16.8%), achieving an increase of 150 basis points, underpinned by sustained investment in commercial and operational excellence. Chemtech reported an EBITDA margin of 13.7% (2024: 15.7%), reflecting a 200 basis points decline due to lower sales, partially compensated by restructuring, cost cutting and good supply chain management.

Bridge from EBITDA to EBIT

millions of CHF	2025	2024	Change in +/–
EBITDA	**556.2**	**502.7**	**53.5**
Amortization	–40.2	–38.5	–1.7
Impairments on tangible and intangible assets	–4.5	–4.5	0.0
Depreciation	–78.5	–77.1	–1.4
EBIT	**433.1**	**382.5**	**50.5**

Financial results

Total net financial expenses increased to CHF 34.6 million in 2025, from CHF 25.2 million in the prior year, mainly due to lower interest income.

Net interest expenses amounted to CHF 17.9 million driven by lower interest income on cash balances. Fair value changes on financial assets and liabilities had a negative impact of CHF 5.4 million (2024: CHF 12.7 million). In addition, net currency exchange losses rose to CHF 12.3 million (2024: CHF 2.8 million).

Effective tax rate of 23.9%

Income tax expenses increased to CHF 92.4 million (2024: CHF 88.2 million), mainly reflecting the rise in taxable income for the year. Despite the higher absolute tax charge, the effective tax rate (ETR) improved to 23.9% (2024: 24.9%).

Net income and core net income at record levels

Net income increased to CHF 294.7 million (2024: CHF 265.4 million) reflecting the strong operational performance across the Group. Core net income, which excludes the tax-adjusted effects of non-operational items, rose to CHF 322.6 million (2024: CHF 307.2 million). Basic earnings per share grew by 12.3%, reaching CHF 8.68 in 2025 (2024: CHF 7.73).

Bridge from net income to core net income

millions of CHF	2025	2024	Change in +/–
Net income	**294.7**	**265.4**	**29.3**
Amortization	40.2	38.5	1.7
Impairments on tangible and intangible assets	4.5	4.5	–0.0
Restructuring expenses	4.3	3.7	0.6
Non-operational items [1]	–11.9	7.0	–18.8
Tax impact on above items	–9.2	–11.8	2.6
Core net income	**322.6**	**307.2**	**15.3**

1) Non-operational items include significant acquisition related expenses, gains and losses from the sale or closure of businesses and certain non-operational items that are non-recurring or do not regularly occur in similar magnitude.

Key balance sheet positions

Note: If not otherwise indicated, balance sheet movements from the previous year are based on nominal figures.

As of December 31, 2025, total assets amounted to CHF 4’562.9 million (2024: CHF 4’714.3 million), representing a year-over-year decrease of CHF 151.4 million. Non-current assets declined by CHF 40.4 million to CHF 1’675.1 million, primarily reflecting lower other intangible assets of CHF 35.1 million, as well as negative foreign currency translation effects on goodwill of CHF 24.9 million. Current assets decreased by CHF 111.0 million to CHF 2’887.8 million, mainly due to reduced balances in trade receivables, inventories and supplier advances. Cash and cash equivalents amounted to CHF 927.3 million at year end.

As of December 31, 2025, total liabilities decreased by CHF 221.6 million to CHF 3’257.5 (2024: CHF 3’479.1 million), primarily reflecting lower levels of current liabilities.

Equity increased by CHF 70.3 million to CHF 1’305.4 million, supported by strong net income of CHF 294.7 million, partially offset by currency translation differences of CHF 113.1 million and dividend payments of CHF 144.7 million.

Net debt amounted to CHF 267.4 million as of year-end 2025, compared with CHF 100.4 million in 2024. This increase principally reflects the reduction in cash and cash equivalents, together with a rise in non-current borrowings. Consequently, the Net debt to EBITDA ratio increased to 0.48 (2024: 0.20), despite the higher EBITDA achieved during the year.

Resilient free cash flow

Free cash flow amounted to CHF 212.5 million in 2025 (2024: CHF 234.9 million). The year-on-year decrease of CHF 22.4 million reflects lower cash flow from operating activities despite higher reported net income. Net cash from operating activities declined by CHF 20.9 million to CHF 303.0 million (2024: CHF 323.8 million), mainly due to higher net working capital requirements and higher income tax paid of CHF 8.9 million.

Bridge from cash flow from operating activities to free cash flow

millions of CHF	2025	2024	Change in +/–
Cash flow from operating activities	**303.0**	**323.8**	**–20.9**
Purchase of intangible assets	–3.6	–9.7	6.1
Proceeds from the sale of intangible assets	1.1	0.0	1.0
Purchase of property, plant and equipment	–90.0	–82.7	–7.3
Proceeds from the sale of property, plant and equipment	2.1	3.5	–1.4
Free cash flow (FCF)	**212.5**	**234.9**	**–22.4**

Investing activities resulted in a cash outflow of CHF 101.0 million, reflecting a slight increase compared with the CHF 98.2 million recorded in 2024. Net investments in property, plant and equipment and intangible assets totaled CHF 90.4 million, slightly above the prior year’s level (2024: CHF 88.9 million). In addition, cash outflows related to acquisitions of subsidiaries, net of cash acquired increased to CHF 16.9 million, up from CHF 13.1 million in 2024.

Cash outflow from financing activities amounted to CHF 290.1 million (2024: CHF 151.6 million), representing primarily higher shareholder distributions, and higher proceeds from borrowings (net impact of CHF 29.6 million).

Overall, the negative net change in cash since January 1, 2025, amounted to CHF 133.3 million, including exchange losses on cash and cash equivalents of CHF 45.1 million.

Outlook for 2026

As for the previous years, Sulzer is focused on the path to becoming a top industrial company that truly creates value. The company will continue to invest in key areas across the company and execute on excellence and growth initiatives. While Sulzer is anticipating ongoing challenging conditions in 2026, including geopolitical and global economic uncertainty, the company is confident in its strategy and position in essential markets.

Due to the increased geopolitical uncertainties and the potential impact of possible further customer projects delays, the forecast of the timing of expected large orders has become more challenging in 2026. This especially counts for the year-on-year growth of order intake on quarterly basis. In general, for Order Intake, Sulzer expects in the first half of 2026 some muted development based on the backdrop of very high comparisons from 2025. Overall, the company expects a stronger, more backend-loaded, second half of 2026 for order intake.

Given this higher market volatility causing investment uncertainties, the company guides a year-on-year organic order intake growth of 1% to 5% and a year-on-year sales growth between 2% and 5%. The EBITDA margin is expected to further increase to around 16.5% of sales.

Abbreviations

EBIT: Earnings before interest and taxes
EBITDA: Earnings before interest, taxes, depreciation, amortization and impairment
FCF: Free cash flow
For the definition of the alternative performance measures, please refer to the "Supplementary information."

Strong sales growth, record profitability

Note: Unless otherwise indicated, changes from the previous year are based on organic figures (adjusted for currency effects, acquisitions / divestitures and deconsolidations)

The Flow division achieved a solid order intake growth of 2.5% in 2025. Order intake in Water grew double digit while Industry developed moderately. Order intake in the Energy business was muted. While the base and smaller size project business grew well, large projects were partly postponed due to geopolitical uncertainties. The Flow division showed excellent sales development with a strong growth of 12.3%. The Energy business grew by 21.1% supported by the large orders received in 2024. Water and Industrial showed continued growth of 7.1%, with Water growing double digit and Industrial being stable. EBITDA margin rose by 160 basis points year-on-year, showing ongoing progress in commercial and operational excellence, and disciplined cost management.

Important project wins – focus on Water Treatment Excellence

Launched officially at the beginning of 2026, a new Water Treatment Center of Excellence unites all of Sulzer's water treatment expertise under one roof. By consolidating the strengths of Sulzer's trusted brands including Nordic Water, FRC, IPEC, JWC Screens, Owatec, and Probig, Sulzer has created a powerful, end-to-end offering that minimizes complexity, reduces risk, and optimizes lifecycle costs for customers. An opportunity for growth lies also in Sulzer's newly established Rental solutions. In 2025, the existing portfolio of temporary solutions for pumping, aeration and water treatment was strengthened by a binding agreement to acquire a smaller bypass pumping rental company in Denmark. First project wins included the support of reconstructing a local Danish wastewater treatment plant and several projects in Sweden.

As for long-term customer and partner Veolia, a global environmental specialist in water, waste and energy management, Sulzer signed a 5-year-framework agreement. This covers a broad range of pumps, mixers and turbocompressors, establishing Sulzer as a partner supplier to Veolia.

Further important project wins include the equipment of a state-of-the-art treatment plant in the Venice region (see Midyear report 2025) and an agreement with the customer Inpasa in Brazil, covering the delivery of more than 600 pieces of equipment. These will be installed across ethanol, DDGS (Distiller's Dried Grains with Solubles), corn oil and renewable energy production facilities starting in H1 2026.

In collaboration with customers, Sulzer works on two research projects to explore pump solutions for ultra-deep geothermal technology and is making good progress on implementing leading-edge deep sea technology together with its customer partnership on the Brazilian HISEP® project.

The focus of research and development activities is on the continuous improvement of the energy efficiency, sustainability and reliability of all products. Pumping systems are responsible for around 10% of electricity consumption worldwide. Flow continuously invests in the further development of modern materials and sustainable manufacturing technologies. In addition, digital solutions are being developed to make the products smarter. These technologies help customers optimize the operation of their pump systems and keep an eye on the exact condition of the system at all times.

Key figures for Flow

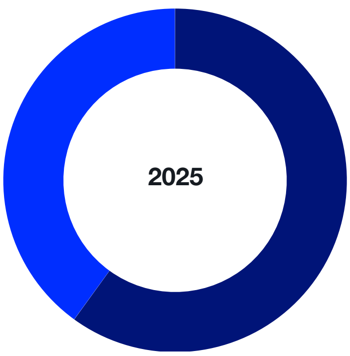
millions of CHF	2025	2024	Change in +/–%	+/–% adjusted [1]	+/–% organic [2]
Order intake	1’576.3	1’603.3	–1.7	3.0	2.5
Order intake gross margin	32.8%	31.3%			
Order backlog as of December 31	990.0	1’053.5	–6.0		
Sales	1’551.2	1’444.3	7.4	12.6	12.3
EBITDA	206.6	169.6	21.8	29.1	28.7
EBITDA margin	13.3%	11.7%			
EBIT	149.7	111.8	33.9		
Employees (number of full-time equivalents) as of December 31	5’559	5’492	1.2		

1) Adjusted for currency effects.
2) Adjusted for acquisitions, divestitures / deconsolidations and currency effects.

Growing order intake

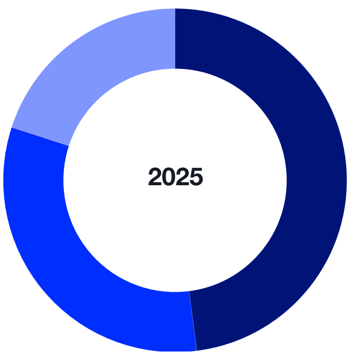
The Flow division’s overall order intake showed with 2.5% an upward trend (2024: 12.3% increase). This result was impacted by the 3.1% order intake decrease in H1 2025 due to one exceptionally large order booked in H1 2024.

Order intake by market segment



- 60% Water and Industrial
- 40% Energy and Infrastructure

Order intake by region



- 48% Europe, the Middle East and Africa
- 32% Americas
- 20% Asia-Pacific

Record profitability

Sales growth has been strong in the Flow division, with both business units contributing to the positive result of +12.3%. A remarkable improvement in profitability was achieved in 2025, also thanks to the implementation of Sulzer Excellence – a pillar of the strategy EBITDA margin increased by 160 basis points from 11.7% to 13.3%.

Abbreviations

EBIT: Earnings before interest and taxes
EBITDA: Earnings before interest, taxes, depreciation, amortization and impairment
For the definition of the alternative performance measures, please refer to "Supplementary information."

Continued double-digit growth and record profitability

Note: Unless otherwise indicated, changes from the previous year are based on organic figures (adjusted for currency effects, acquisitions / divestitures and deconsolidations)

In 2025, the Services division delivered for the third consecutive year double-digit growth in both order intake and sales, together with a profit margin improvement to a record level. The strong performance was underpinned by strategic investments to develop the service center network. Order intake increased by +10.8% supported by strong demand for energy security and energy efficiency. Sales grew by +10.7% year-on-year. EBITDA margin reached 18.3%, improving significantly by 150 basis points compared to 2024 (2024: 16.8%), this reflects the first impacts from Sulzer Excellence and successful execution of high-impact projects across multiple regions.

Ensuring reliable operation of critical industrial assets

The division's mission is to ensure the reliable operation of critical industrial assets by minimizing downtime, optimizing lifetime and improving both environmental and cost efficiency. This momentum is supported by a strong gas turbine market, which we expect to continue to grow in the future with the rising demand for electricity and nations prioritizing the stability and security of their power grids. Key successes include overhauling five open-cycle gas turbines in South Africa, bolstering national energy security, as well as executing a seven-day turnaround on gearbox and steam turbine repairs in Indonesia ensuring rapid return to operations. Sulzer strategy of growing across all product lines is exemplified in Iraq, where the team rehabilitated pumps, motors, and compressors for a major gas company. This enabled the recommissioning of idle equipment and ensured the reliability of critical assets.

The division also marked several first milestones in 2025, including its first gas compressor rerate in the Nordics, carried out on a North Sea production platform. Furthermore, Sulzer secured a contract to overhaul three GE Frame 6B generators for a major AI data center in Texas. Once completed, the project will be among the largest in the world.

These successes were driven by implementing lean principles in our Advanced Manufacturing Centers. The division has reduced cycle times and improved on-time delivery globally, underscoring Sulzer's dedication to continuous improvement and customer-centric innovation.

Services continued to expand its global footprint to better serve customers in strategically important growing markets. In Ezeiza, Argentina, the division opened a new rotating equipment service center, supporting industries throughout the country and the broader Latin America region. In the Middle East, Sulzer acquired Bahrain-based Davies and Mills, a leading electromechanical services provider, strengthening Sulzer's offering in the region. In North America, Sulzer invested in additional capacity at one of the world's largest turbomachinery center of excellence in North America to meet growing customer demand.

Key figures Services

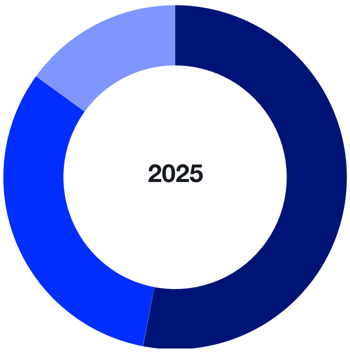
millions of CHF	2025	2024	Change in +/–%	+/–% adjusted [1]	+/–% organic [2]
Order intake	1’449.8	1’378.3	5.2	11.5	10.8
Order intake gross margin	39.6%	39.0%			
Order backlog as of December 31	730.3	689.7	5.9		
Sales	1’312.8	1’249.1	5.1	11.3	10.7
EBITDA	240.0	209.6	14.5	24.1	23.0
EBITDA margin	18.3%	16.8%			
EBIT	201.3	171.5	17.3		
Employees (number of full-time equivalents) as of December 31	4’855	4’832	0.5		

1) Adjusted for currency effects.
2) Adjusted for acquisitions, divestitures / deconsolidations and currency effects.

Strong order intake growth across product lines and regions

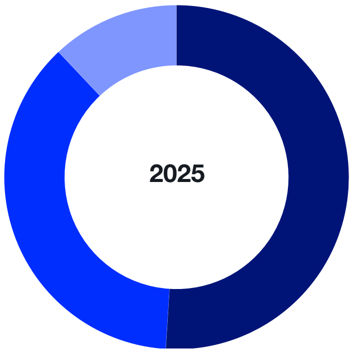
All product lines (market segments) contributed positively to the strong growth. Driven by sustained demand, Europe, the Middle East and Africa (EMEA) achieved 10.5% and Americas (AME) recorded strong high digit growth of 12.7% while Asia-Pacific (APAC) was impacted by softening demand with a growth of 4.2%.

Order intake by market segment



- 53% Pump Services
- 32% Turbo Services
- 15% Electromechanical Services

Order intake by region



- 51% Americas
- 37% Europe, the Middle East and Africa
- 12% Asia-Pacific

EBITDA margin at record level

Sales reached CHF 1’312.8 million in 2025 (up by 10.7%) driven mainly by AME and EMEA. With a continued focus on operational excellence, the division delivered strong improvement in EBITDA margin from 16.8% in 2024 to 18.3% in 2025, notably by reducing order cycle time and improving on-time delivery.

Abbreviations

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EBITDA: Earnings before interest, taxes, depreciation, amortization and impairment
For the definition of the alternative performance measures, please refer to “Supplementary information.”

Results reflecting a challenging year

Note: Unless otherwise indicated, changes from the previous year are based on organic figures (adjusted for currency effects, acquisitions / divestitures and deconsolidations)

Order intake in the Chemtech division decreased by 12.5%, reflecting a challenging market environment due to overcapacity in China and weak investment sentiment in the chemical industry. Nevertheless, the short-cycle and smaller project business remained stable and the aftermarket segment has grown. Chemtech reported a solid Q4 2025 order intake. Sales development showed an increase in H2 compared to H1, while overall sales growth remains negative at -13.6%. This was mainly due to customer induced delays in major projects and lower order intake. Inspite of the significant decrease in sales, the EBITDA margin reached 13.7% (2024: 15.7%). Restructuring, cost measures and good supply chain management have partly compensated for the lower sales volumes.

Expertise for essential industries

In 2025, Chemtech focused more closely on customer needs through increased segmentation and specialization. In response to challenging market conditions and delays in major projects, Chemtech's core business – mass transfer components and services – put greater focus on lifecycle management. Existing aftermarket offerings such as revamps, turnaround services, tower field services and automated weld overlay were strengthened and expanded globally. Existing service centers such as the hub in Essen, Germany, opened in 2024, are now serving as fast response centers, helping customers avoid unplanned downtime. In new markets such as Carbon Capture Utilization and Storage (CCUS), the division was selected as key supplier for the mega scale Net Zero Teesside Power project. Chemtech will deliver structured packing, capturing up to two million tonnes of CO_2 annually.

Through its Process Solutions unit, Chemtech delivers advanced separation and purification technology for critical chemical processes. In 2025, the offering was standardized and focused on key industries to better align with customer needs. With Avalon Energy, Chemtech signed a strategic alliance to scale up the production of Sustainable Aviation Fuels. Avalon selected BioFlux™ technology for its 200 KTA Sustainable Aviation Fuel project in Panama and secured a global right to deploy BioFlux technology in SAF plants across Latin America, India, South Africa, Kenya, Eswatini, and the United States. Sulzer licenses the BioFlux technology globally under an exclusive cooperation agreement with Duke Technologies LLC.

BioFlux technology has also been selected by SEDC Energy for a sustainable aviation fuel plant project in Sarawak, Malaysia. The plant will convert locally sourced oils from algae, palms and other sources to advance sustainable aviation across Southeast Asia.

In Polymer and Crystallization, the interest for biobased polymers continues to grow. Chemtech is the market leader in PLA (Polylactic Acid), the most important bioplastic today, and provides a one-stop solution from licensing to engineering and services. The division continues to invest in the growing biopolymer market with the opening of a new InTecH (Innovation Technology Hub) facility in Winterthur-Töss in Switzerland. Shortly after the opening, several application development projects together with customers showed the demand for developing advanced biobased materials and circular business models.

Sulzer also started an innovative cooperation project with TripleW, a pioneer in circular chemistry, to launch the world's first PLA (Polylactic Acid) bioplastic made entirely from food waste. With TripleW valorizing the food waste streams, Sulzer's technology transforms the lactic acid into PLA bioplastic at scale, enabling the transition from a pilot project to full industrial production. The division launched a licensed EcoStyrene technology for the chemical recycling of contaminated polystyrene materials. This technology provides a practical and economically viable solution for materials that have been previously considered too contaminated for conventional recycling methods.

As part of Sulzer Excellence, Chemtech launched a global initiative to improve factory efficiency. Standardization and benchmarking across factories give customers more flexibility in choosing production sites and shorten overall delivery times.

Key figures Chemtech

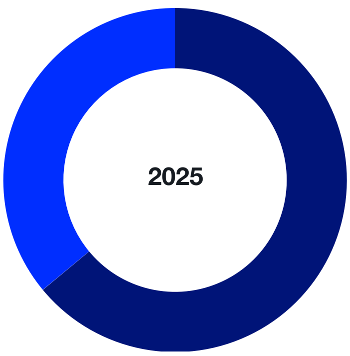
millions of CHF	2025	2024	Change in +/–%	+/–% adjusted [1]	+/–% organic [2]
Order intake	724.9	866.9	–16.4	–12.5	–12.5
Order intake gross margin	34.4%	35.8%			
Order backlog as of December 31	535.3	556.8	–3.9		
Sales	691.3	837.1	–17.4	–13.6	–13.6
EBITDA	94.4	131.6	–28.3	–22.2	–22.2
EBITDA margin	13.7%	15.7%			
EBIT	72.3	110.9	–34.8		
Employees (number of full-time equivalents) as of December 31	2'781	2'934	–5.2		

1) Adjusted for currency effects.
2) Adjusted for acquisitions, divestitures / deconsolidations and currency effects.

Reduced order intake

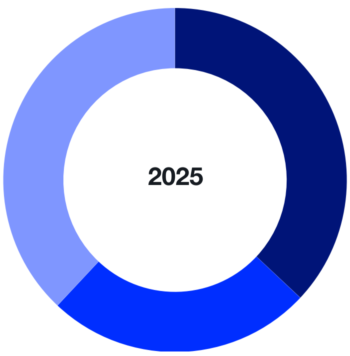
Order intake in the Chemtech division decreased by 12.5%, reflecting a generally challenging market environment with delayed customer decisions. The short-cycle and small projects business remained stable, while the aftermarket business grew. Chemtech reported a solid Q4 2025 order intake.

Order intake by market segment



- 64% Mass Transfer Components & Services
- 36% System Solutions

Order intake by region



- 37% Asia-Pacific
- 25% Americas
- 38% Europe, the Middle East and Africa

Lower sales and profitability

Chemtech sales were also affected by the weak market sentiment and decreased by -13.6%. This was mainly due to phasing of major projects by customers and lower order intake. Thanks to strong excellence and cost cutting measures taken in 2025, the division succeeded to partly compensate the lower sales with the result of a reduced but still high value creating EBITDA margin of 13.7% (2024: 15.7%).

Abbreviations

EBIT: Earnings before interest and taxes
EBITDA: Earnings before interest, taxes, depreciation, amortization and impairment
For the definition of the alternative performance measures, please refer to "Supplementary information."

Safety performance

Sulzer aims to maintain an Accident Frequency Rate (AFR) below 1, an Accident Severity Rate (ASR) below 15 and a Total Accident Rate (TAR) below 13. In 2025, the AFR was recorded at 0.7, below the defined target. The ASR was recorded at 20.4, exceeding the target. The TAR was recorded at 10.6, meeting the target and demonstrating the effectiveness of our safety initiatives.

Sulzer continues to enhance its accident prevention strategy by strengthening risk mitigation measures and reinforcing safety protocols. In November, Sulzer conducted Global Safety Week across all operations worldwide as a coordinated, company-wide initiative. Throughout the week, Sulzer teams all around the world participated in safety walks, workshops, trainings, and surveys, supporting open dialogue and shared learning. These activities reinforce safety and health as a core priority and collective responsibility across the organization.

For 2026, Sulzer will focus on advancing safety initiatives by incorporating new technologies, enhancing training programs, and maintaining employee engagement in safety activities. The aim is to further reduce incidents, continuously improve safety performance, and foster a safe working environment.

Flow

Flow's accident frequency rate (AFR) decreased from 1.4 cases per million working hours in 2024 to 1.2 in 2025. This is above the target of 1.0 cases per million working hours, and concerted efforts will be undertaken in 2026 to decrease the division's AFR through strengthened safety measures and communications. The division's accident severity rate (ASR) decreased to 18.4 lost days per million working hours, down from 29.5 the previous year.

During 2025, Flow introduced the ESH X-Audit, a cross-site assessment program developed to align safety practices and reinforce core operational practices. The audit uses a standardized template covering 15 ESH areas to identify gaps and document required actions. These efforts support the harmonization and standardization of safety processes across sites.

Services

Sulzer Services' accident frequency rate (AFR) was even lower in 2025 than in 2024 – with 0.3 cases per million working hours (2024: 0.4), a figure below the industry standard of 1.0. for the third year in a row. The accident severity rate (ASR) increased in 2025 to 24.8 lost days per million working hours (2024: 6.6).

During the year, Services supervisors and site managers participated in a training program developed in alignment with internationally recognized standards. By the end of 2025, 94% of supervisory and site management personnel had completed the training. The initiative supported consistency in risk-assessment practices, more structured root-cause analysis, and clearer ESH-related discussions across teams.

Chemtech

Chemtech’s accident frequency rate (AFR) decreased from 1.5 cases per million working hours in 2024 to 0.7 in 2025. This figure below the target of 1.0 cases per million working hours shows the concerted efforts undertaken in 2025 to decrease the division’s AFR through strengthened safety measures and communications. The division’s accident severity rate (ASR) also decreased to 17.5 lost days per million working hours, from 21.3 in the previous year.

During 2025, Chemtech developed a Working at Height initiative on reducing fall-related risks, updating and standardizing guidelines, trainings, and reinforcing competencies. The program emphasizes fall-prevention measures such as equipment inspection, use of approved anchor points, secured tools, and access restricted to authorized personnel. These activities form part of Sulzer's ongoing efforts to maintain consistent safety practices across operations.