## Sulzer Today

### Pumps Equipment
- Pumps technology and solutions

### Rotating Equipment Services
- Repair and maintenance services for rotating equipment

### Chemtech
- Separation, mixing and service solutions

<table>
<thead>
<tr>
<th>Main markets served:</th>
<th>Main markets served:</th>
<th>Main markets served:</th>
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<tbody>
<tr>
<td>Oil and gas</td>
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<tr>
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<tr>
<td>Water</td>
<td>General industry</td>
<td>General industry</td>
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</tbody>
</table>

Customer and people oriented, making sure that we act excellently
Pumps Equipment

Main markets
- Oil and gas (upstream, midstream and downstream)
- Water (production and transport, wastewater)
- Power

Main products
- Engineered pumps
- Configured pumps
- Associated services
Market Leader in Pump Technology and Solutions

Products and services

- Pumping solutions, related equipment, and services

Market leadership

- Oil and gas (upstream, midstream, and downstream)
- Water (e.g. production and transport, wastewater, dewatering, pulp & paper, chemical process industry)
- Power (fossil, nuclear, renewables)

Customer benefits

- Extensive research and development in fluid dynamics, process-oriented products, and reliable services
- Global manufacturing and service network ensures high customer proximity
- High efficiency of units aids in reducing carbon presence and energy consumption
- Best production and test facilities in the world
Vision: Our customers recognize us for our leading technology and services, delivering innovative and sustainable solutions.

Values:

She sees innovation as a mindset.

We exceed the expectations of our customers with innovative and competitive solutions.

He’s looking for long-term success.

We perform on the basis of structured work processes and LEAN principles.

She likes working with dedicated people.

We are committed to high standards and show respect for people.
Focused Industries

- Oil and gas
- Power
- Water
- General industry
Business Areas

EMEA
Europe, Middle-East & Africa

AME
North America & South America

APAC
Asia Pacific
Top Quality Processes

Continuously striving to improve processes

- “Do it right the first time”
- Customer satisfaction
- Employee satisfaction
- Quality awareness and leadership
- Continuous improvement programs
- Performance measurements
- Preventive and corrective actions
- ISO 9001/9002 certification
Sulzer LEAN Vision

- LEAN is an *action orientated* management philosophy
- Adopted *throughout* our organization
- Based on *Sulzer employees living our core values*
- With the objective of *creating value* for customers and other stakeholders
- Eliminates all wastes
- Is anchored in an organizational *desire and ability for continuous improvement*
For a Greener Tomorrow

- Noteworthy results achieved by Sulzer in issues such as quality development and environment efforts

- Manufacturing facilities in Finland were the first within the pump industry to be certified according to ISO 14001

- While others are only followers, Sulzer shows that the concern for the environment is part of our business philosophy and daily operation
Selected Alliance Partners – End users and Contractors

- To create high lifecycle value to customers and sub-suppliers, Sulzer maintains close relationships with key players in the selected markets.

- Sulzer puts its engineering, process and application and know-how to work on developing, in close cooperation with the client, pumping solutions which improve profitability and competitiveness.
Content

- Introduction to Pumps Equipment
- Key Figures
- Our Focused Industries
- Our Business Areas
- Our Manufacturing Facilities
- Customer Service Center (CSS)
### Key Figures and Review 2013

<table>
<thead>
<tr>
<th>In millions of CHF</th>
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<th>2012</th>
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<td>Order intake</td>
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<td>Order backlog (Dec. 31)</td>
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<td>Sales</td>
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<td>EBIT before restructuring – EBITR</td>
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<td>ROS before restructuring % - ROSR</td>
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<tr>
<td>Restructuring expenses (– charge/+ debit)</td>
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<td>EBIT</td>
<td>169.1</td>
<td>191.2</td>
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<td>ROS % (EBIT/sales)</td>
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<td>ROCE % (EBIT/capital employed)</td>
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<td>Employees (Dec. 31)</td>
<td>8 496</td>
<td>8 573</td>
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**Review 2013:**

- Orders and sales slightly behind prior year
- Operating income mainly affected by capacity underutilization in water business; factory footprint adjusted
- H2 performance improved due to measures taken and some market recovery in parts of the water market

1) Adjusted for currency effects as well as acquisitions and divestitures
2) Adjusted for restructuring expenses
3) Capital employed: average operating assets including intangibles
Breakdown by Market and Geography

Sales by market segment

- Oil and gas
- Power
- Water
- General industry

Sales by region

- Europe, Middle East, Africa
- Americas
- Asia-Pacific

Sales and ROS development (in millions of CHF)

- Oil and gas
- Power
- Water
- General industry

2011: 46% Oil and gas, 23% Power, 16% Water, 15% General industry

2012: 45% Oil and gas, 17% Power, 23% Water, 15% General industry

2013: 50% Oil and gas, 16% Power, 20% Water, 14% General industry

2009: 11.0% ROS
2010: 12.0% ROS
2011: 9.6% ROS
2012: 9.1% ROS
2013: 8.2% ROS
## Focused Industries

<table>
<thead>
<tr>
<th>Industries</th>
<th>Sub-industries</th>
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<tr>
<td>Oil and gas</td>
<td>Carbon capture and storage, exploration and drilling, oil and gas production, pipelines, FPSO, Liquefied Natural Gas (LNG), subsea, oil sand, petrochemical, gas processing, refining, synfuels, chemicals, plastics and bioplastics, biofuels</td>
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<tr>
<td>Power</td>
<td>Coal, gas, nuclear power generation, hydro, geothermal, solar, wind power, biomass/waste power, carbon capture and storage</td>
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<tr>
<td>Water</td>
<td>Dewatering, domestic and commercial wastewater, industrial water and wastewater, irrigation and flood control, municipal wastewater, water transport and production</td>
</tr>
<tr>
<td>General industry</td>
<td>Paper and board, pulp, pumping and mixing solutions, adhesives, agriculture, air separation, construction, facility management, fertilizers, food and beverage, forming, heavy machinery, machining, marine, metals, mining, printing, racing, rail, semiconductors, textile, tooling</td>
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</table>
Oil and Gas (Upstream, Midstream)

Sulzer’s main fields of activity
- Carbon capture and storage
- Exploration and drilling
- Oil and gas production
- Pipelines
- Floating production storage offloading (FSPO)
- Liquefied natural gas (LNG)
- Subsea oil production
- Oil sand

Sulzer’s products and solutions
- Injection pumps
- Sea water lift pumps
- Pipeline pumps
- Fire fighting pumps
- Process pumps
- Auxiliary pumps
## Product Portfolio

### Oil and Gas Industry (Upstream and Midstream)

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Oil and Gas (Downstream)

Sulzer’s main fields of activity
- Petrochemical
- Gas processing
- Refining
- Synfuels
- Chemicals
- Plastics and bioplastics
- Biofuels

Sulzer’s products and solutions
- Process pumps
- Auxiliary pumps
# Product Portfolio

## Oil and Gas Industry (Downstream)

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Power Generation

Sulzer’s main fields of activity

- Coal, gas, nuclear power generation
- Hydro, geothermal, solar, wind power
- Fuel cells (coatings)
- Biomass/waste power
- Carbon capture and storage

Sulzer’s products and solutions

- Feed water pumps
- Circulation pumps
- Cooling water pumps
- Condensate extraction pumps
- Production pumps
- Injection pumps
- CO₂ capture pumps
- Auxiliay pumps
# Product Portfolio
## Conventional Power Generation Industry

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Water

Sulzer’s main fields of activity
- Dewatering
- Domestic and commercial wastewater
- Industrial water and wastewater
- Irrigation and flood control
- Municipal wastewater
- Water transport and production

Sulzer’s products and solutions
- Water transport and supply
- Irrigation and flood control
- Drainage, sewage, dewatering
- Deep mine dewatering
- Desalination
- Domestic and commercial wastewater
- Wastewater treatment
## Product Portfolio
### Water Industry

<table>
<thead>
<tr>
<th>Product type</th>
<th>Product name</th>
<th>Municipal water</th>
<th>Desalination</th>
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- Our Focused Industries

Our Business Areas

- Our Manufacturing Facilities
- Customer Service Center (CSS)
Pumps Equipment’s Worldwide Presence
Network of Locations

- Sales offices
- Customer support service center
- Manufacturing facilities
- Divisional headquarters
Network of Service Centers

Customer support service center
Network of Manufacturing Facilities

Manufacturing facilities

- Portland, USA
- Easley, USA
- Nordmaling, Sweden
- Kotka, Finland
- Burgos, Spain
- Wexford, Ireland
- Leeds, UK
- Lohmar, Germany
- Mantes, France
- Bruchsal, Germany
- Mexico City, Mexico
- Jundiaí, Brazil
- Curitiba, Brazil
- Elandsfontein, South Africa
- Navi Mumbai, India
- Dalian, China
- Houston, USA
- Vadstena, Sweden
- Lappeenranta, Finland
- Elandsfontein, South Africa
- Lohmar, Germany
- Suzhou, China
- Nordmaling, Sweden
- Vadstena, Sweden
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Manufacturing Facilities - EMEA

**Europe**
- **Leeds, United Kingdom**: Engineered pumps for Oil & Gas, Hydrocarbon Processing and Power Generation industries
- **Wexford, Ireland**: Products for Wastewater collection and processing
- **Mantes, France**: Engineered pumps for Power Generation and Oil & Gas markets
- **Vadstena, Sweden**: Process pumps, agitators and mixers for Pulp & Paper, Food, Biofuels Fertilizers and Wastewater markets
- **Nordmaling, Sweden**: Pumps for the dewatering markets
- **Kotka, Finland**: Process pumps, agitators and mixers for Pulp & Paper, Food, Biofuels, Metals and Fertilizers markets
- **Lappeenranta, Finland**: Process pump for General Industry markets
- **Lohmar, Germany**: Engineered pumps for Wastewater markets
- **Bruchsal, Germany**: Engineered pumps for Hydrocarbon Processing, Power Generation and General Industry markets
- **Burgos, Spain**: Engineered pump for Water markets

**Africa**
- **Elandsfontein, South Africa**: Engineered and pre-engineered pumps for Power, Water & Wastewater and mining mostly to South Africa with increasing exports

Manufacturing facilities
Manufacturing Facilities - AME

North America
- Portland, Oregon, USA: Engineered API pumps for HPI and Oil & Gas
- Easley, South Carolina, USA: Industrial pumps for Pulp & Paper, Food, Biofuels, Metals and Fertilizers to USA and for exports
- Houston, Texas, USA: Vertical pump requirements of the wastewater, water treatment, industrial, marine, power, irrigation/agriculture and petrochemical markets
- Mexico City, Mexico: Pumps for HPI and Oil & Gas Industry

South America
- Jundiai, Brazil: Engineered and pre-engineered pumps for Oil & Gas, HPI and Water & Wastewater
- Curitiba, Brazil: Submersible pumps for the wastewater market in South America, MSHA approved dewatering pumps for the USA market and also process pumps for the pulp and paper industry

Manufacturing facilities
Manufacturing Facilities - APAC

**China**

Dalian, China
- Pre-engineered and engineered pumps for HPI, Oil & Gas, Pulp and Paper, Food, Biofuels, Metals and Fertilizers, mainly domestic

Suzhou, China
- Engineered pumps for Power Generation and Oil & Gas applications

Kunshan, China
- Assembly plant with focus on wastewater applications

**India**

Navi Mumbai, India
- Pre-engineered and standard pumps for HPI, Power and industrial markets, engineered pumps for Power applications
Your Ideal Service Partner

Our expertise and commitment always deliver:

- Reliability
- Responsiveness
- Rapid turn-around
- Innovative solutions
A Full Range of Services

- Diagnostic and consulting services
  - Take informed decisions and maintain control of your process

- Maintenance and support services
  - Maintain your equipment to industry best practice

- Technical and economic optimization
  - Get the most from your assets
Diagnostic and Consulting Services

Inspection

Mechanical inspection
- Detailed report on the mechanical condition of equipment

Performance analysis
- Detailed report on the hydraulic performance of equipment

System analysis
- Recommendations to improve overall system performance
Diagnostic and Consulting Services
Monitoring

On site monitoring

- Regular measurement can identify problems before they fully develop

Remote monitoring

- Real time monitoring for maximum equipment availability
Diagnostic and Consulting Services
Consulting

Training schools

- Increase the technical and practical knowledge of your maintenance teams

Shut down planning

- Maximize the use of restricted shut-down windows
Maintenance and Support Services

On Site Service

Commissioning
- Ensure equipment is running according to specification

On site repairs
- Bring equipment back into operation within a minimum timeframe

Troubleshooting
- Identify the root cause of problems and correct them
Maintenance and Support Services
Workshop Service

Repairs and renewal

- Return your pumps to «as new» condition

Refurbishment

- Repairing parts can be more economical than replacing them

Contract maintenance

- Frame contracts simplify administration and support cost forward planning
Maintenance and Support Services
Spare Parts

OEM parts
- Deliver optimum functionality and life

Inventory management
- Take inventory off your books and remove management burden

Re-engineering
- Parts may be manufactured when no longer available or difficult to source
Technical and Economic Optimization
Technical Improvement

Mechanical upgrades

- Benefit from the latest designs and materials

Hydraulic upgrades

- Improve performance and efficiency

Retrofits

- Adapt your existing equipment for new duties
Technical and Economic Optimization
Reliability Increase

Predictive maintenance

- Plan ahead rather than react to breakdowns

Bad actors program

- Fix 20% of equipment that causes 80% of the problems

Performance based contracts

- Only pay for the availability and performance delivered
Technical and Economic Optimization

Economic Optimization

Life cycle management

- Optimize long-term operational costs

Asset management

- Delegate operation of your equipment to the industry experts