Investor Update 2025

Media and Investor Presentation, October 22, 2025

Thomas Oetterli, Group CEO
Oliver Streuli, Group CFO

Agenda

1 Key Messages

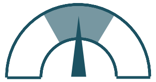
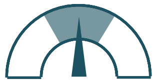
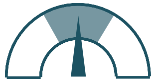
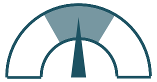
Rieter Group – Key Messages

Order Intake	**Market Outlook**	**Barmag Acquisition**
CHF 559.3 million (-11%)	Remains challenging	On track
Sales	**Performance Improvement**	**Balance Sheet**
CHF 457.7 million (-22%)	Significant cost reduction	Strengthened via capital increase
Orders Above Sales	**Automation**	**Financing**
9M25 Book-to-Bill ratio >1x	New solutions at ITMA Asia	Secured via syndicated credit facilities

2 Current Trading

Current Market Situation

After a promising first quarter 2025, macroeconomic turbulences strongly impacted market sentiment

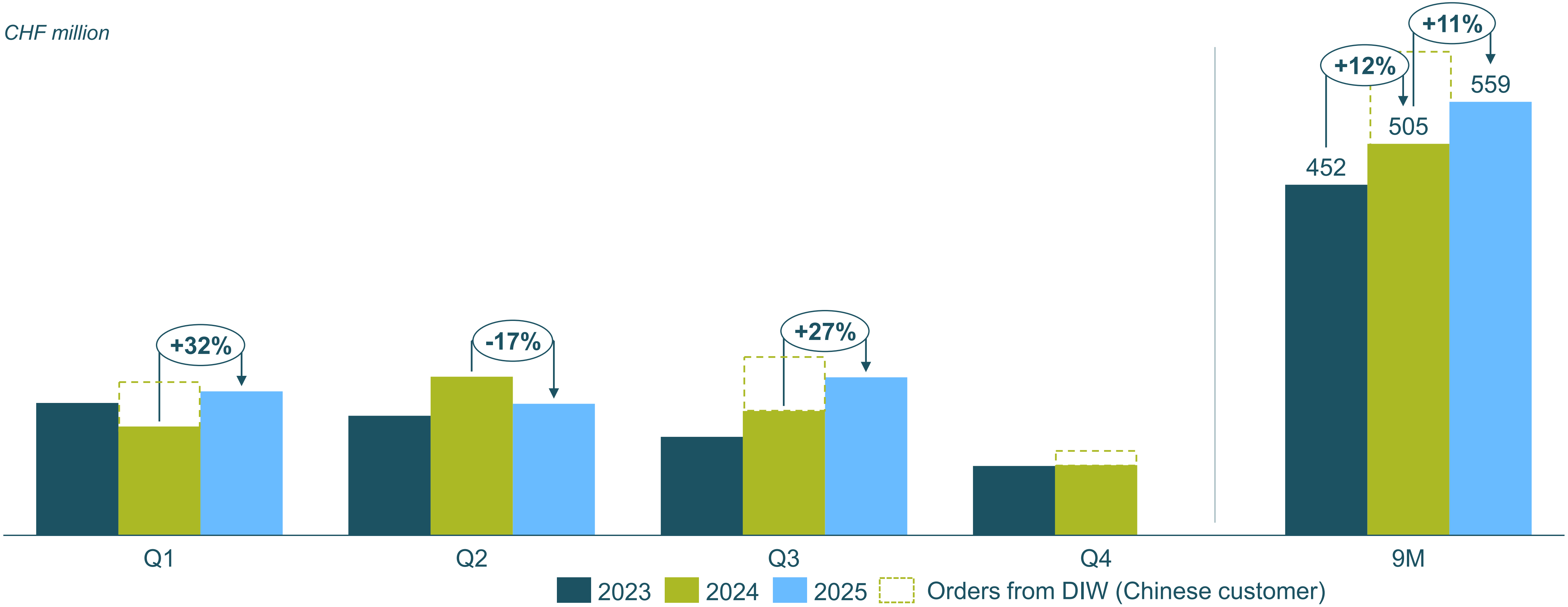
	RoW	India	China
			
Market	− Africa + Asian countries[1] = Europe + North and South America = Türkiye	– Still rather low margins – Increased government support for textile industry – Impact of macropolitical and tariff situation	– Continued positive investment sentiment for domestic market – Remains strongest market – Government support for western territories
			
Rieter	– Orders for North America and opportunities for new machines in Latin America – Increasing demand for automation solutions	– Strong mill utilization – Several large projects signed	– Several large projects signed – Increasing demand for automation solutions – After Sales order intake in line with budget and remaining strong for components

[1] Excluding China, India, and Türkiye

Order Intake – Quarterly View

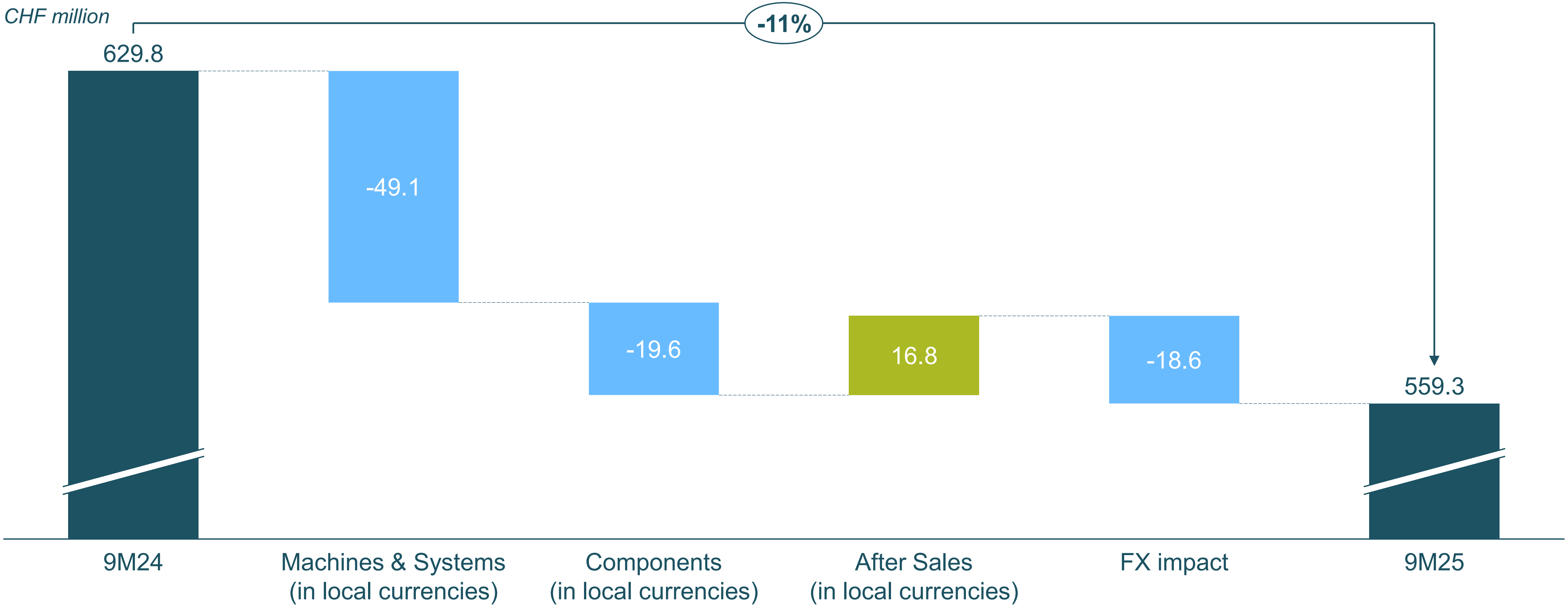
Excluding the exceptional orders by DIW in 2024, order intake has grown during the first nine months of 2025

CHF million



Order Intake

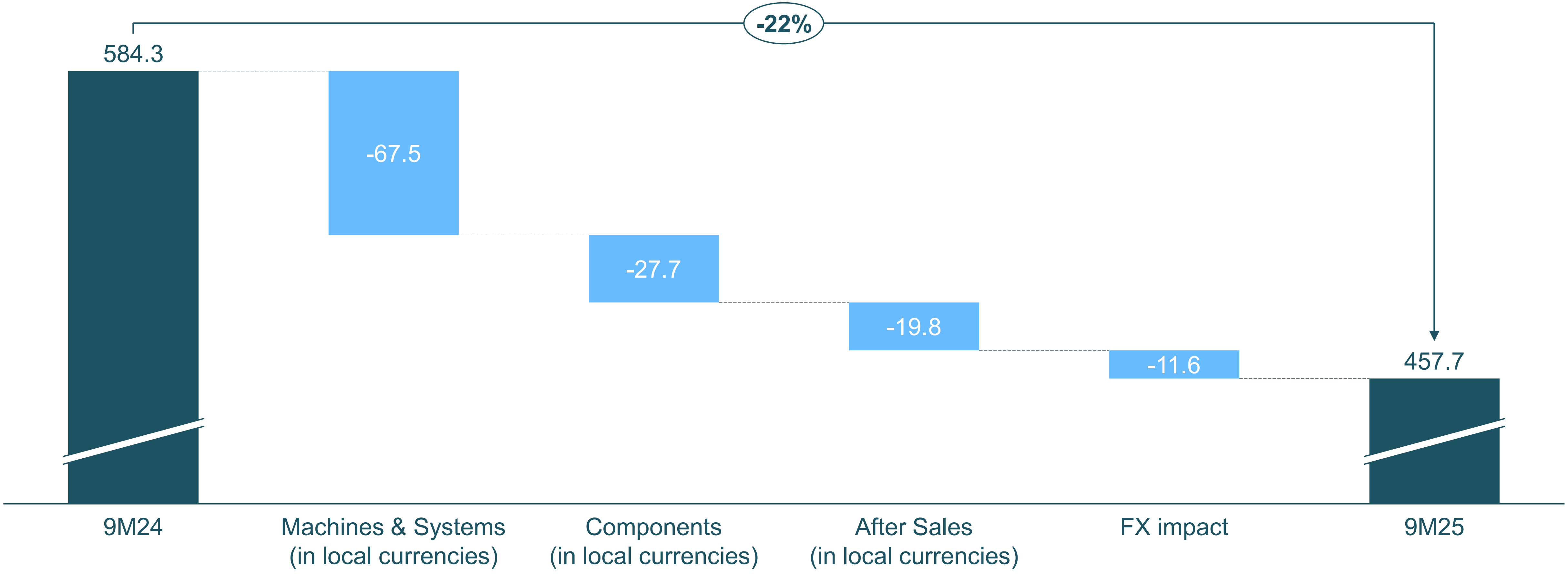
Decline in orders further accentuated by foreign currency effects



Sales

Decline in sales due to lower volumes in Machines & Systems Division

CHF million



3 Update Barmag Acquisiton

Barmag Acquisition – Update

Upcoming Barmag closing expected to unlock significant value for shareholders

Equity and debt financing

- Largest public equity raise relative to market cap in Switzerland ever successfully completed:
  - 97% approval at Extraordinary General Meeting
  - 99% take-up in rights issue
- Rights issue enabled to diversify shareholder base supporting next chapter of the equity story
- CHF 750 million syndicated credit facilities signed with a group of Swiss and international lenders

→ **Bridge facilities fully refinanced**

Regulatory approvals

- Status of merger clearance process:

Filed:	**Approved:**
China	India
Egypt	Portugal
Türkiye	

- Regulatory approvals expected by the end of 2025

→ **Filings and approvals according to schedule**

4 Strategy Execution

Rieter Makes the Difference

What we aspire to achieve…
Vision

Rieter in every spinning mill

What we do…
Mission

Rieter provides leading technology for fiber processing

Where we win…
Innovative Solutions

- **Technology Leadership**
- **Customer Service**
- **Automation and Digitization**
- **Financing**

How we win…
Professional Partner

- Sales excellence
- Competitive products
- Supply excellence
- Agile structures

With whom we win…
Committed Employees

- We put customers first
- Quality starts with me
- We are passionate

How we measure success…
Strategic Targets

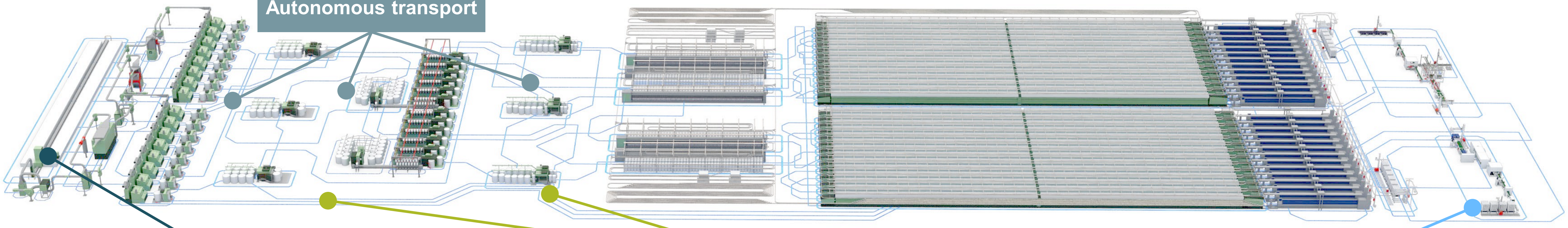
- Customer excellence NPS > 50
- Top industry employer eNPS > 60
- Solid financial performance EBIT 4 – 8%
- Balanced business mix 50% / 50%
- Net zero by 2040

On the Way to the Fully Automated Spinning Mill

Autonomous transport systems and collaborative robotics are expected to automate the entire value stream

Digital Spinning Suite ESSENTIAL

Autonomous transport



Bale transport system SERVObale

Fully automated can transport system SERVOcan

Fully automated packaging system SERVOpack

No Automation → Automation

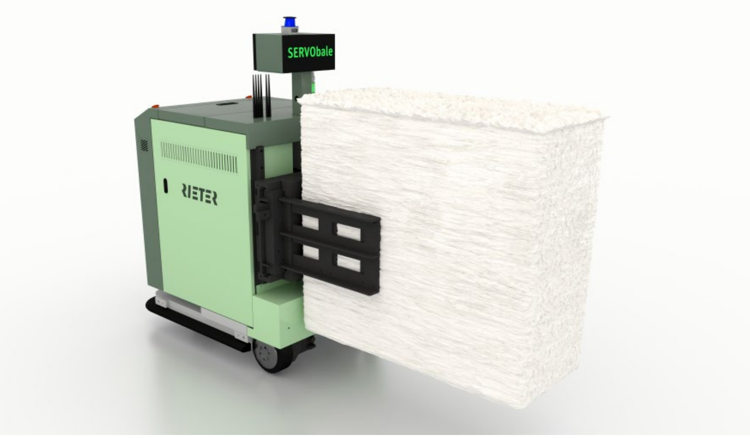
20	5.6	3
# of operators	**ITMA Asia 2025** Singapore	**ITMA 2027** Hanover

Reference mill: 10 000 spindles

New at ITMA Asia in Singapore – October 28-31, 2025

The smart gateway to the future

SERVObale



Bale transport system

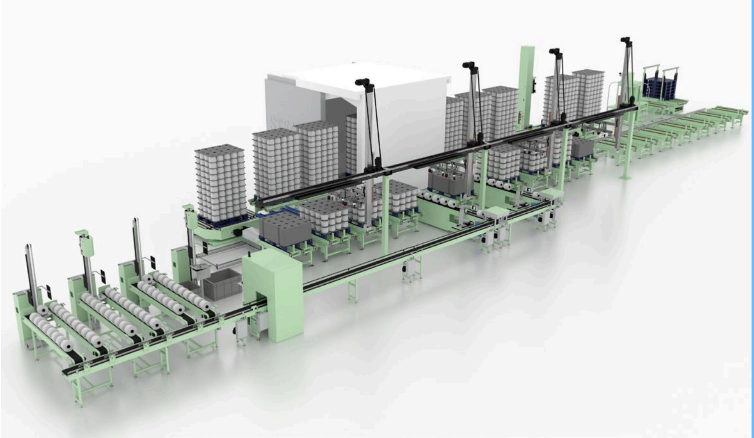
- Automated transport of cotton and man-made fiber bales
- Adapts to different packaging sizes of bales and enables customized laydown
- Easy integration with bale management system

SERVOcan

Fully automated can transport system

- Automated guided vehicle system from carding to spinning
- Replaces manual transport, lowering labor costs
- Ensures continuous and consistent material flow

SERVOpack



Fully automated packaging system

- Comprehensive solution for the efficient processing of packages
- Ensure the final production stability thanks to the quality control system
- Customized design of pallets, boxes and bags to meet customer requirements

Agile Structures and Supply Excellence

Rieter's push for performance improvement continues

Relocate functions to markets

- Decentralize and strengthen sales organization to enhance customer centricity
- Establish P&L responsibility for regions and branches to increase accountability and entrepreneurial spirit

Improve production footprint

- Optimize production to increase efficiency and leverage economies of scale
- Complete "China + 1" footprint for all machinery types to reduce dependency on global supply chain

Optimize supply chain

- Roll out global procurement organization
- Reduce key dependencies in supply chain with dual sourcing concept
- Reduce production cycle times

Simplify organizational structure

- Increase efficiency by reducing organizational complexity and redundancies
- Manage overhead costs tightly

5 Outlook

Outlook for the Full Year 2025 Adjusted

- As a number of projects have been postponed for delivery in 2026 due to macropolitical uncertainties, Rieter (without consideration of the Barmag Division) now expects sales for the full financial year 2025 of around CHF 700 million (previously: CHF 750 to 800 million).
- Despite lower sales volumes, Rieter still expects an operating EBIT margin at the lower end of the range of 0% to 4% (excluding restructuring costs and costs associated with the acquisition of Barmag).
- For the full year 2025, Rieter expects:
  - Transaction costs with an impact on EBIT of around CHF 15 million.
  - Significant additional restructuring costs with an impact on EBIT.
  - Net financial expenses, including the expenses associated with the acquisition of Barmag, of around CHF 20 million.
- As a consequence, Rieter’s 2025 net result is expected to be negative and thus deviate significantly from the prior-year figure.

Q&A

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Appendix

Order Intake by Division

CHF million	9M24	9M25	Difference	Difference in local currency
Rieter	**629.8**	**559.3**	**-11%**	**-8%**
Machines & Systems	347.1	287.1	-17%	-14%
Components	164.1	142.6	-13%	-12%
After Sales	118.6	129.6	9%	14%

Sales by Division

CHF million	9M24	9M25	Difference	Difference in local currency
Rieter	**584.3**	**457.7**	**-22%**	**-20%**
Machines & Systems	264.1	191.9	-27%	-26%
Components	184.5	154.6	-16%	-15%
After Sales	135.7	111.2	-18%	-15%

Sales by Region

CHF million	9M24	9M25	Difference	Difference in local currency
Rieter	**584.3**	**457.7**	**-22%**	**-20%**
Asian countries[1]	122.7	85.3	-30%	-30%
China	118.4	133.5	13%	17%
India	83.9	70.2	-16%	-13%
Türkiye	100.8	27.8	-72%	-71%
North and South America	76.8	89.1	16%	18%
Europe	36.4	40.5	11%	13%
Africa	45.3	11.3	-75%	-75%

[1] Excluding China, India, Türkiye

Financial Calendar

Results press conference 2026	February 26, 2026
Deadline for proposals regarding the agenda of the Annual General Meeting	March 3, 2026
Annual General Meeting 2026	April 16, 2026
Semi-Annual Report 2026	July 17, 2026
Investor Update 2026	October 28, 2026