



Full-Year Results 2025

Media and Investor Presentation, February 26, 2026

Thomas Oetterli, Group CEO

Oliver Streuli, Group CFO

Agenda

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1 Key Messages

Rieter Group – Key Messages



Order Intake

CHF 703.4 million (-3%)

Asian Countries¹

Strong Order Intake

Share in Renewable Energy Used

38.7%
(2024: 28.6%)

Sales

CHF 685.1 million (-20%)

Barmag Acquisition

Closed

Women in Management

20.1%
(2024: 15.0%)

Operating EBIT²

CHF 2.5 million
(2024: CHF 33.9 million)

China

Sales increased by 32%

Occupational Accidents

Frequency rate 2.7
(2024: 3.3)

¹ Excluding China, India, Türkiye

² Operating result before interest and taxes (EBIT) excluding restructuring costs, impairments and transaction-related costs.

Group Leadership Changes

Following the Barmag acquisition, Georg Stausberg joins the Group Executive Committee



Thomas Oetterli
Chairman and CEO Rieter Group



Roger Albrecht
Head of the Components & Technology
Division



Alexander Özbahadır
Head of the Short-Staple Fiber Division



Oliver Streuli
CFO Rieter Group



Emmanuelle Gmür
Chief Human Resources Officer Rieter Group



Georg Stausberg
Head of the Man-Made Fiber Division
Joined February 2026



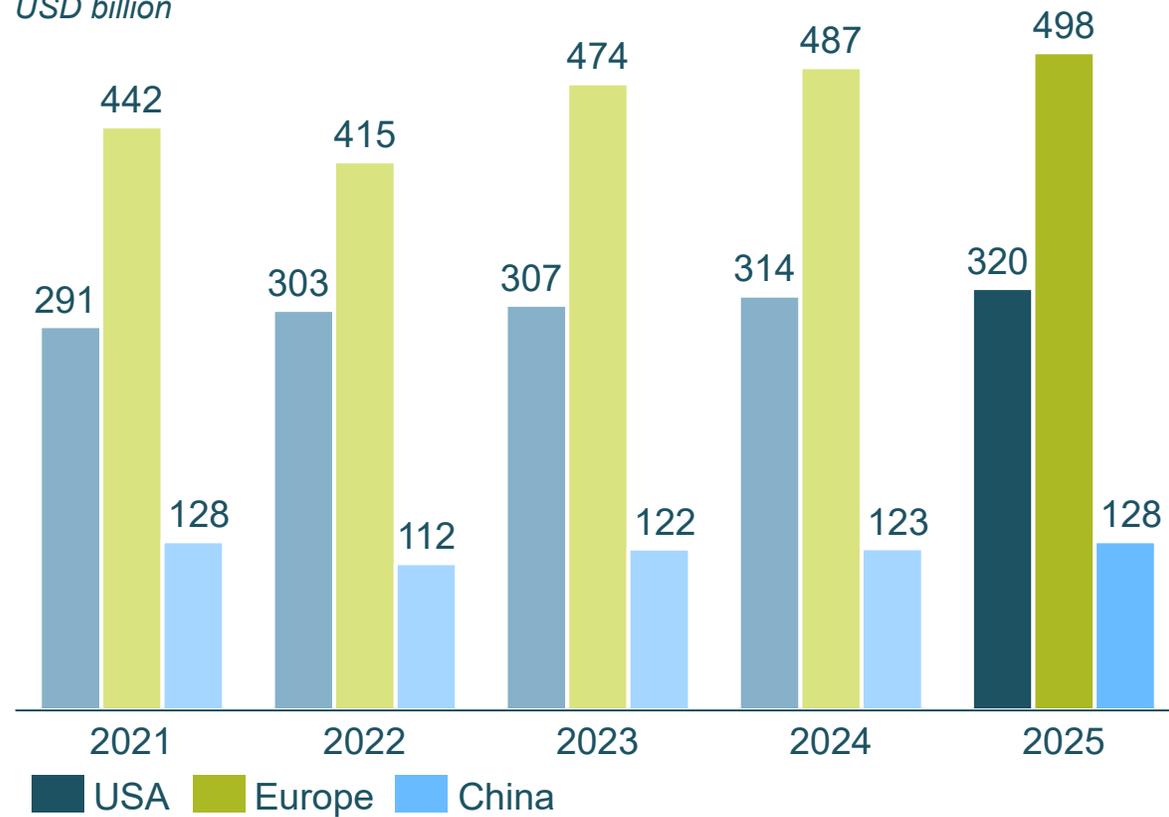
2 Rieter Full-Year Results 2025

Global Economic and Textile Indicators

Despite ongoing growth in retail clothing sales, spinning mill sales face pressure from geopolitical uncertainty

Retail sales (apparel and clothing)

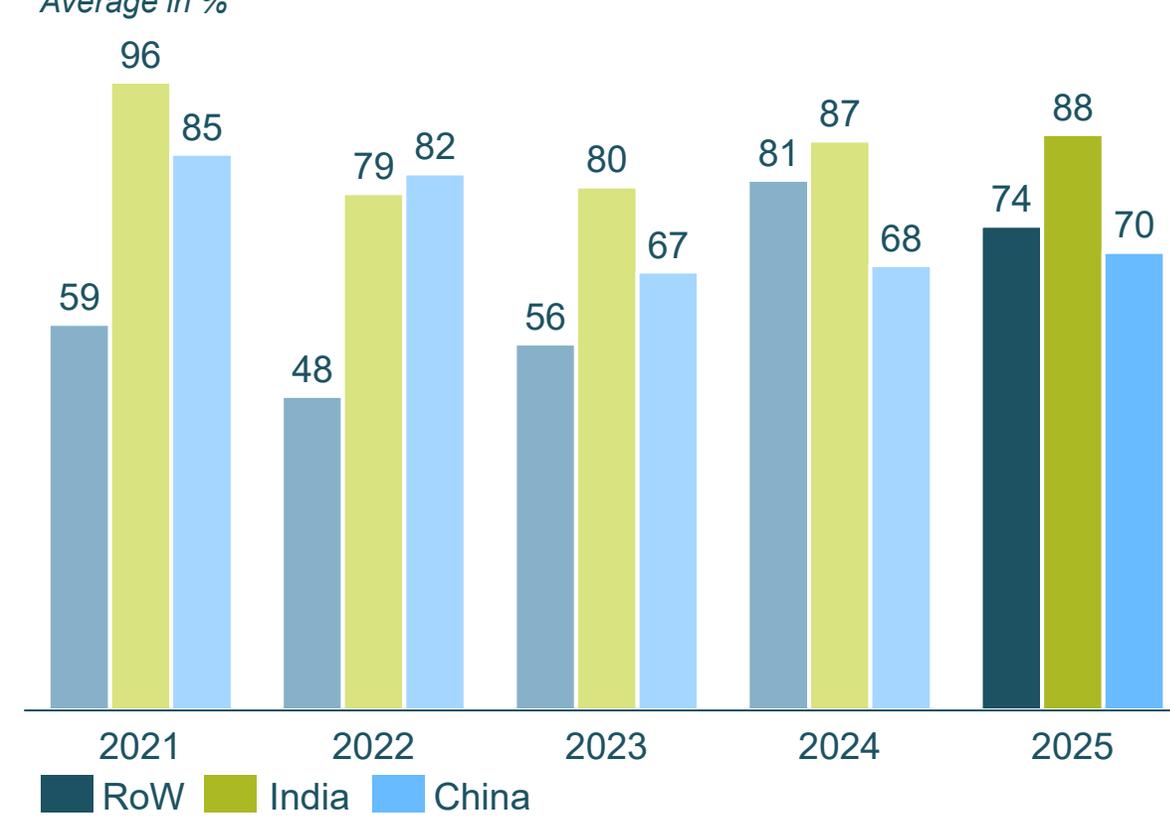
USD billion



Source: US retail sales (Clothing and clothing accessories stores): U.S. Census Bureau
 European Apparel Sales: Statista
 China mainland retail sales (Clothing): National Bureau of Statistics of China

Spinning mill utilization

Average in %



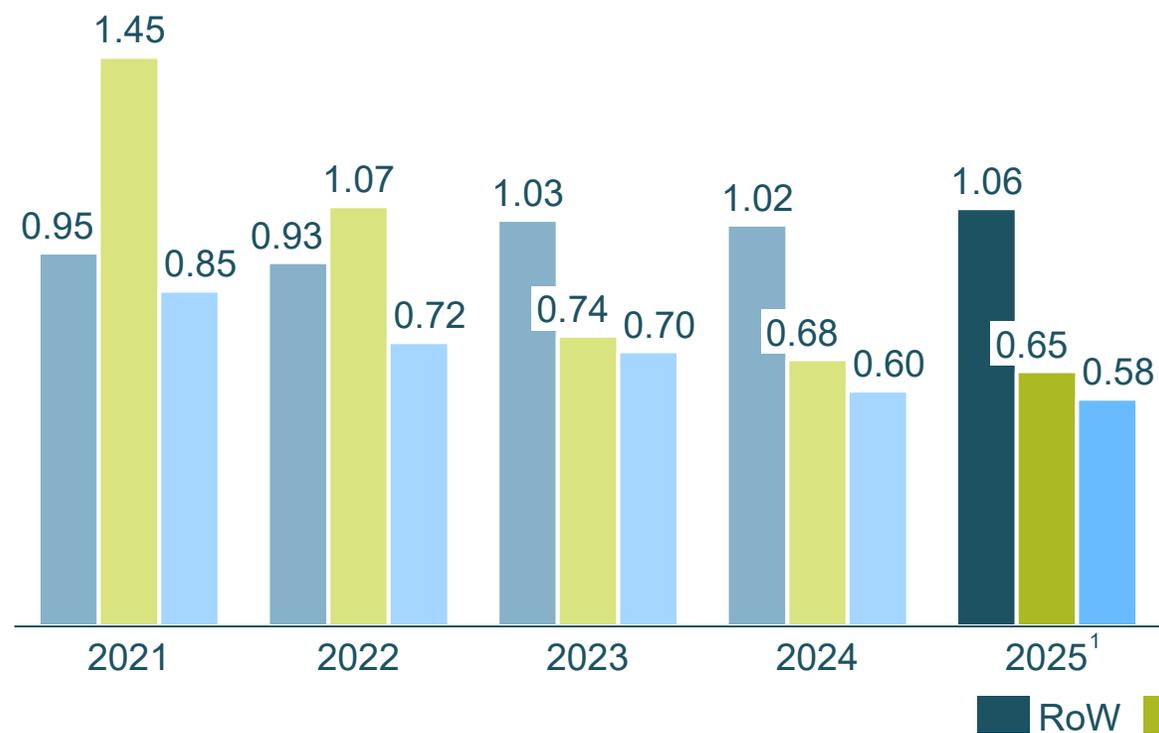
Source: Rieter market intelligence (Rieter customer base)

Profitability in Spinning Mills

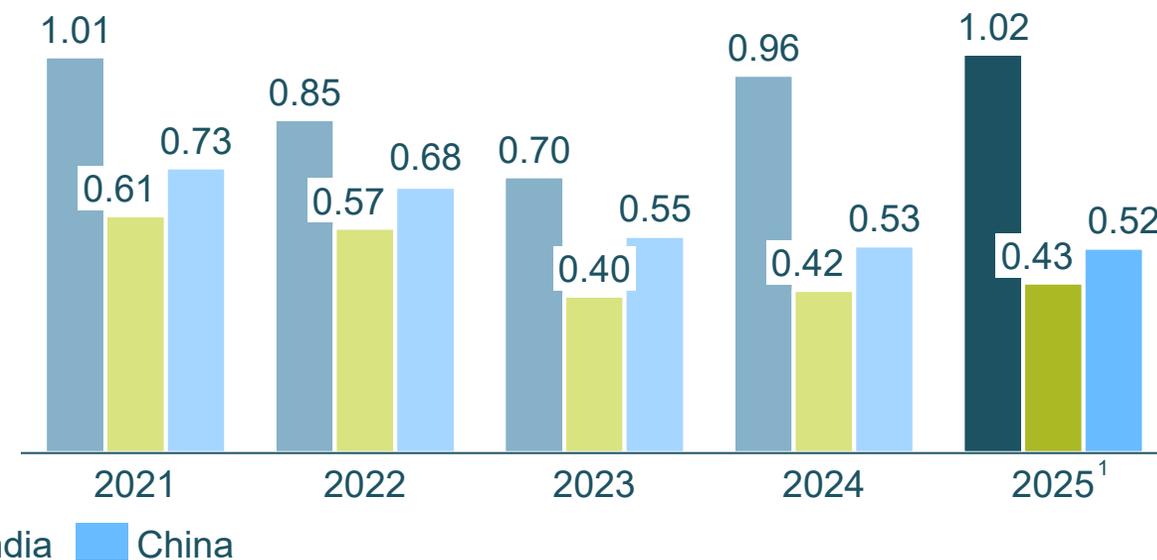


Yarn/Fiber margin (cotton)

CHF/kg



Yarn/Fiber margin (polyester)



¹ Preliminary figures for January–November 2025

Current Market Situation

Short-Staple Fiber markets – Man-Made Fiber markets to be included from 1H26 onwards

	Americas	EMEA	India	China
Market	 <ul style="list-style-type: none"> - Hesitant investment sentiment in North America - Slightly more optimistic market sentiment in Central & South America 	 <ul style="list-style-type: none"> - Still high labor and funding costs in Türkiye - Select opportunities in CIS markets and North Africa 	 <ul style="list-style-type: none"> - Increased government support for textile industry - Solved tariff situation with U.S. (18%) - Free Trade Agreement signed with EU 	 <ul style="list-style-type: none"> - Continued positive investment sentiment for domestic market
Rieter	 <ul style="list-style-type: none"> - Opportunities in Central & South America - Growth prospects for recycling solutions 	 <ul style="list-style-type: none"> - Increasing demand for automation solutions - Opportunities in Egypt, driven by Chinese and Turkish investors 	 <ul style="list-style-type: none"> - Strong mill utilization supportive for After Sales business - Large-scale project signed 	 <ul style="list-style-type: none"> - Project funnel still strong - Market share gains - Competitive pricing environment

Financials – Key Messages

Sales

CHF 685.1 million (-20%)

Free Cash Flow

CHF -40.6 million
(2024: 14.1 million)

Order Intake

CHF 703.4 million (-3%)

Operating EBIT

CHF 2.5 million
(2024: CHF 33.9 million)

Restructuring and Transaction Costs

CHF -54.2 million

Overhead Costs

Reduced by CHF 61.3 million
(-24%) from 2024 to 2025

Net Result

CHF -63.4 million
(2024: CHF 10.4 million)

Net Liquidity

CHF 184.3 million
(2024: CHF -230.3 million)

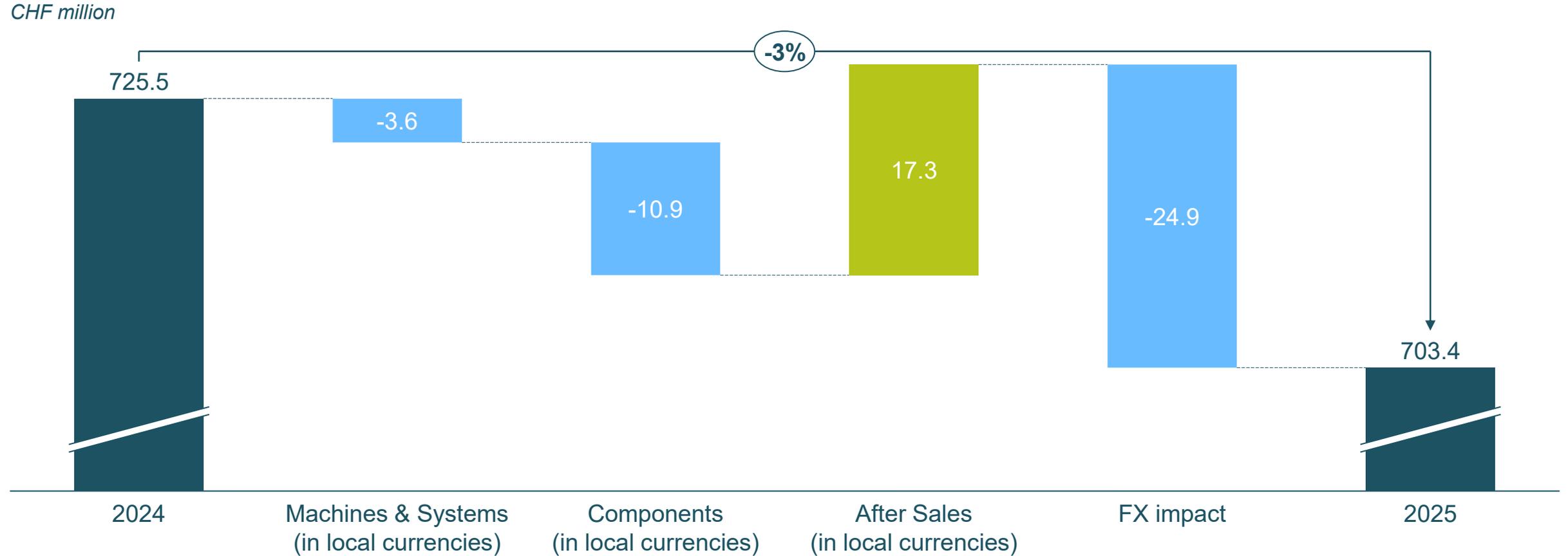
Financing

Secured

Order Intake



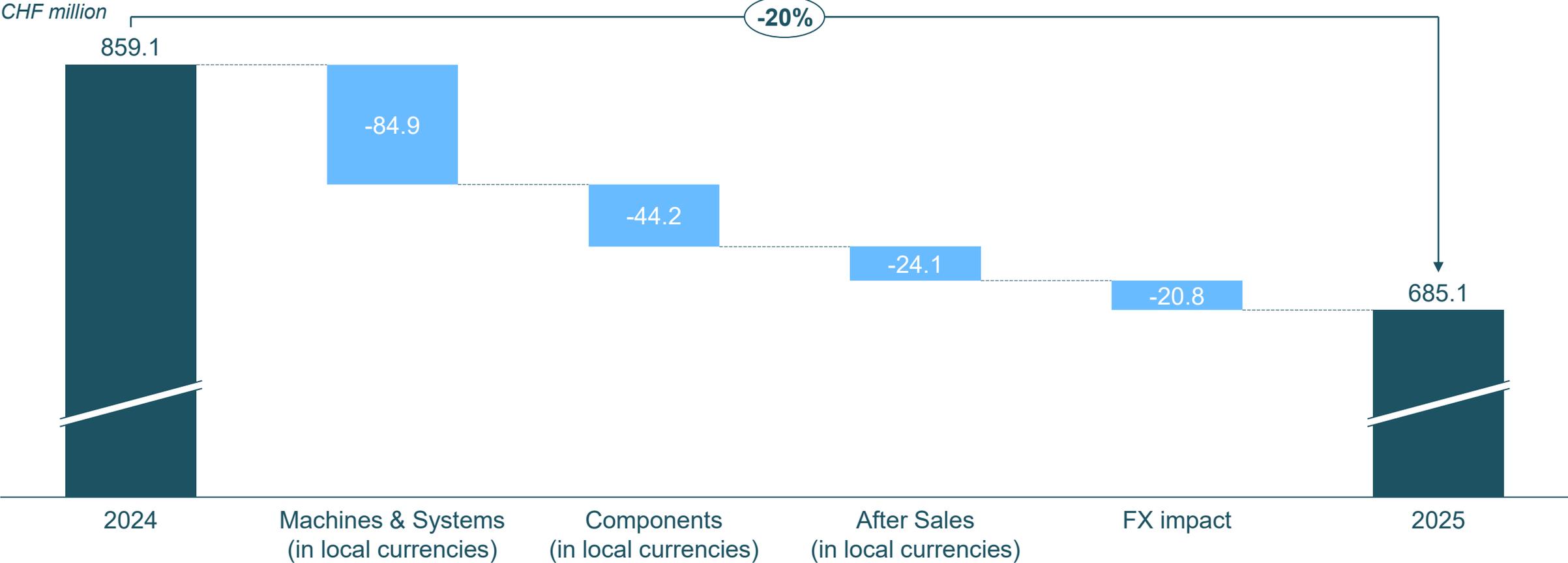
Solid After Sales growth outweighed by FX headwinds



Sales



Decline in sales on the back of low order backlog at the beginning of the year and customer-driven delays

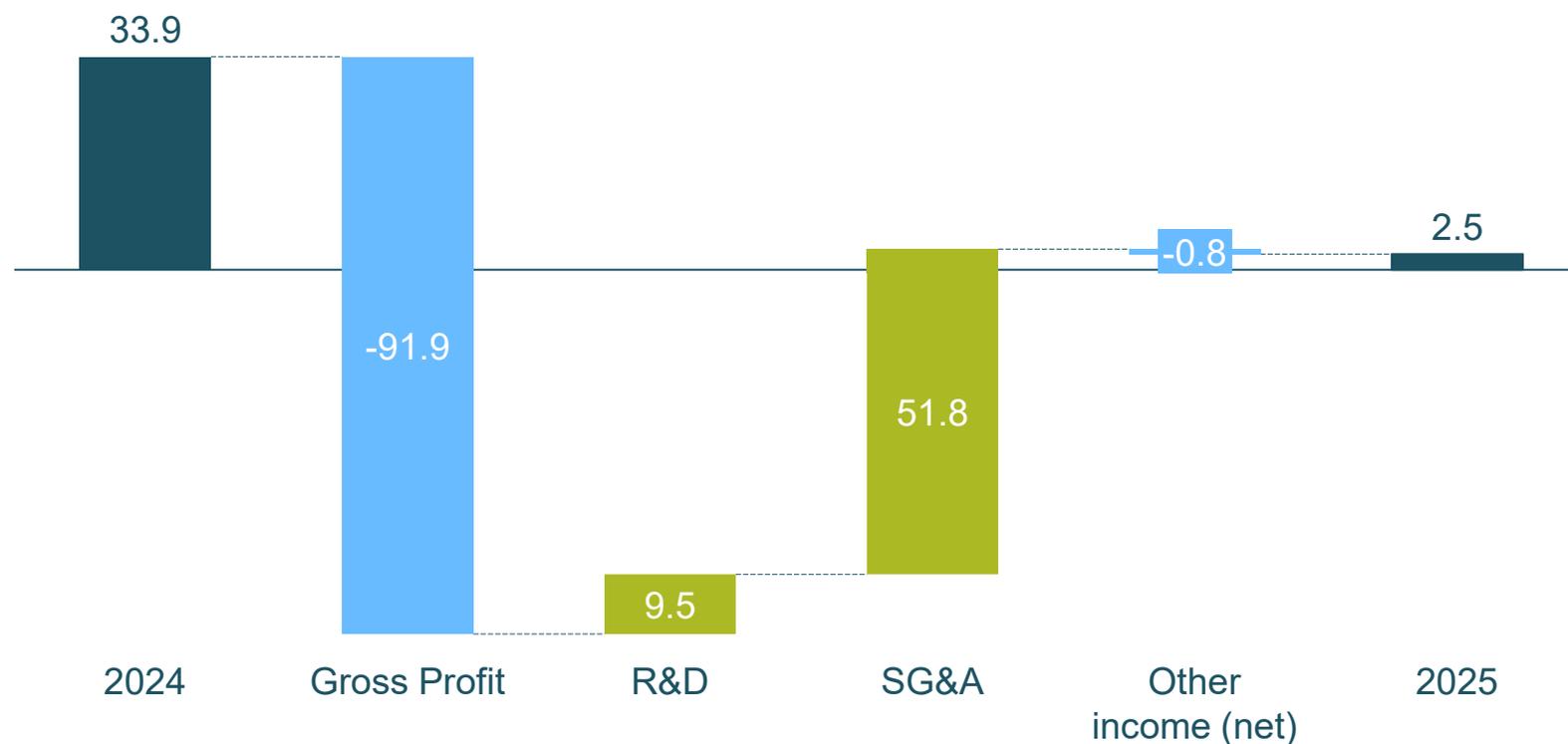


Operating EBIT

Operating EBIT margin around the break-even point thanks to additional cost-cutting measures

Operating EBIT

CHF million



Non-Operating Items

Restructuring costs	-33.6
Impairment	-4.2
Transaction-related costs (opex)	-8.6
EBIT impact	-46.4
Transaction-related costs (financing)	-7.8
Net Profit impact	-54.2

Announced Restructuring Programs

Most of the restructuring costs occurred in 2025, while benefits start to unfold over the course of 2026

Short-Staple Fiber Division

- Capacity adjustments and shift of Winder assembly activities to Rieter China
- Transfer of Repair Services to Rieter India and Rieter Czech Republic
- Adjustment of indirect/direct ratio in the supply chain in India, Czech Republic and China
- Optimization of cost structure in India, Czech Republic, China and the US

Components & Technology Division

- Selective transfer of R&D/SG&A capacities to best-cost countries
- Reduction of R&D and SG&A costs
- Gomitex (BE): Sale of entity to a customer
- Graf Netherlands (NL): Ongoing closure and shift of manufacturing (punching/hardening) to Rieter China
- Suessen (DE): Plant consolidation
- Bräcker France (FR): Closure of site

One-time costs: -36.3m

Run-rate benefit: +27.4m

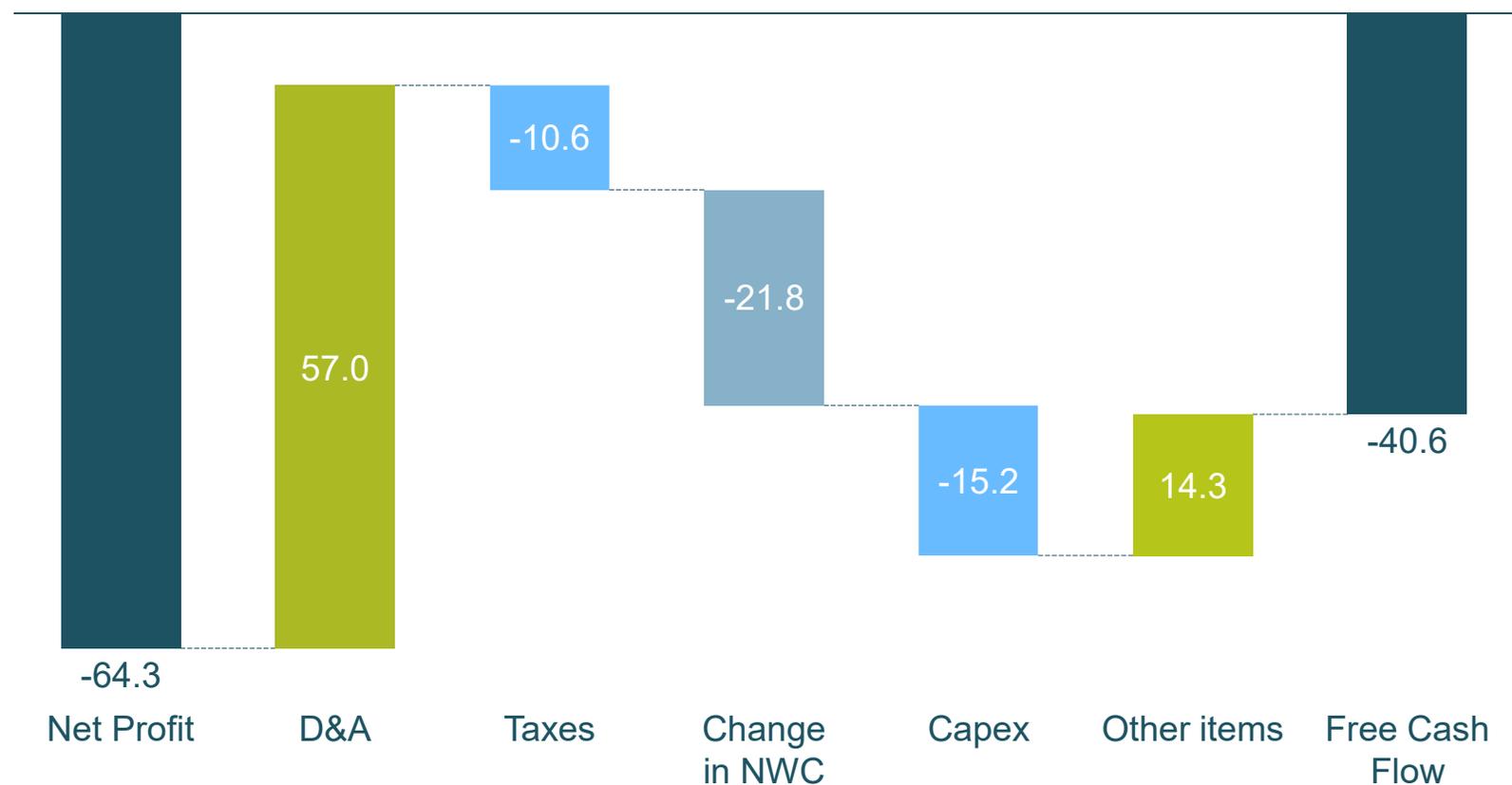
Payback: 1.3 years

Cash Conversion

Free Cash Flow negative on the back of a negative net profit

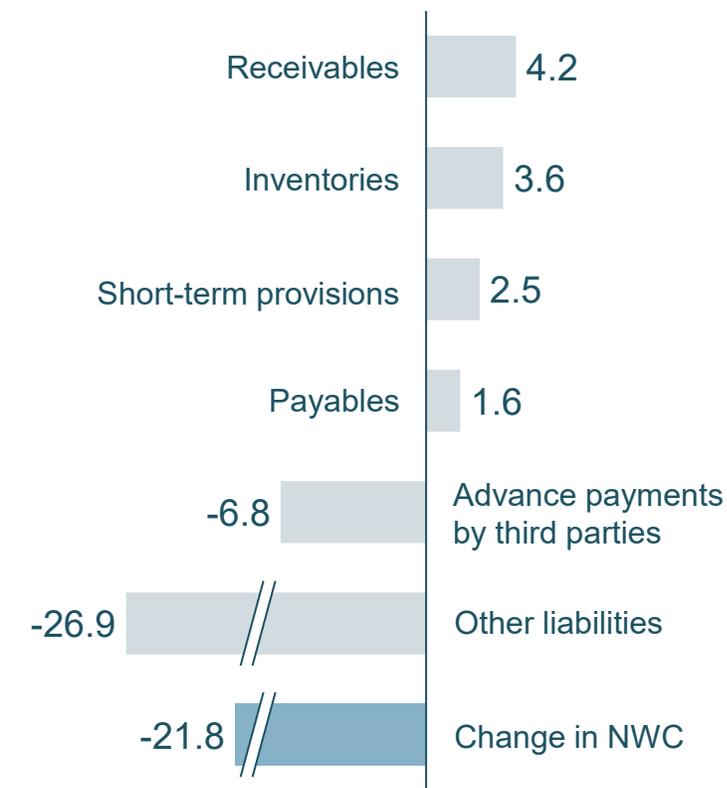
Free cash flow

CHF million



Cash flow impact from NWC

CHF million

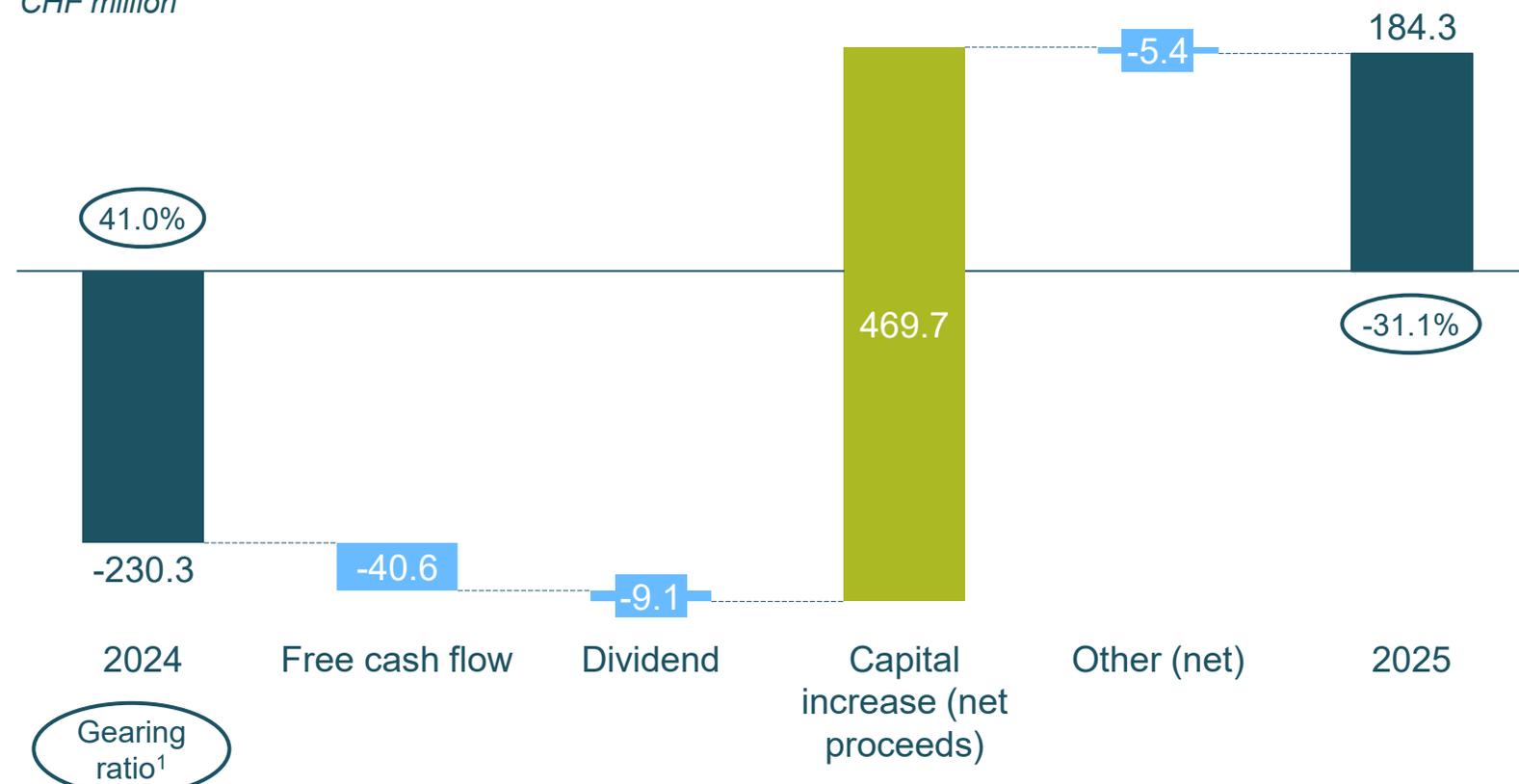


Financial Position

Temporary equity uplift from capital increase prior to purchase price payment in February 2026

Net debt / Net liquidity

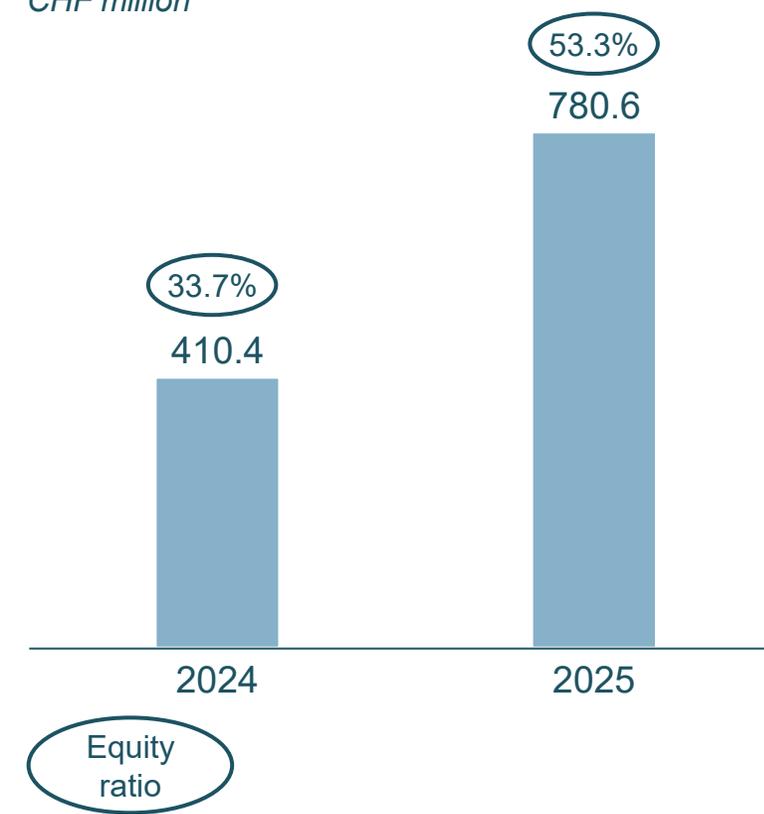
CHF million



¹ Net debt/Equity ratio excl. leasing

Equity

CHF million



Liquidity Headroom

Sufficient liquidity despite elevated net debt levels

Liquidity situation after closing

CHF million

At Closing ¹	Rieter	Barmag	Combined
Current accounts	36.3	51.2	87.5
Deposits	9.2	74.3	83.5
Money market funds	55.4	80.7	136.1
Liquidity	100.9	206.2	307.1

Available financing

In addition to the liquid funds at banks, Rieter has:

- CHF 375 million **Revolving Credit Facility** by a syndicate of Swiss and international lenders
- bilateral multipurpose **credit lines** in operating units from international and local banks in excess of CHF 100 million

Financing for the further development of the combined entity is fully secured.

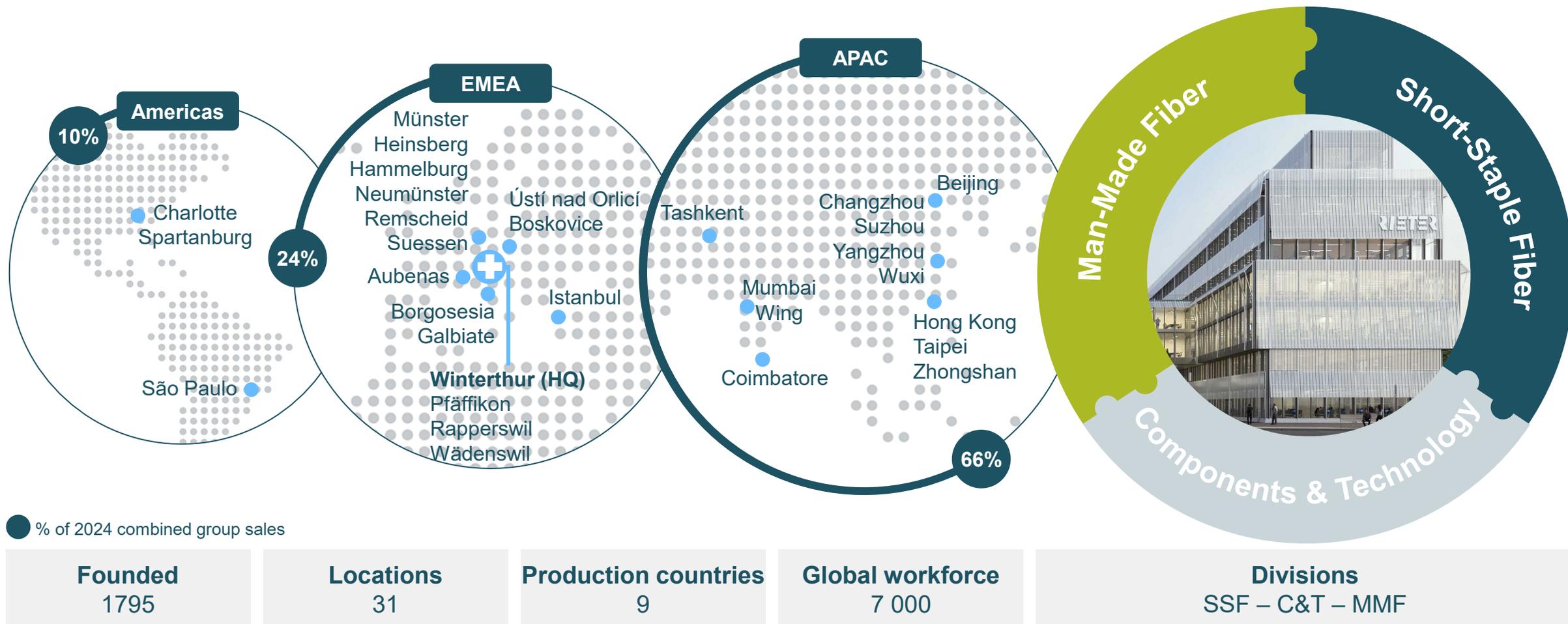
¹ Unaudited, balances as of 31 January 2026, adjusted for cash outflow in connection with the payment of the Purchase Price and Seller Cash Pool Claim



3 A New Global Leader

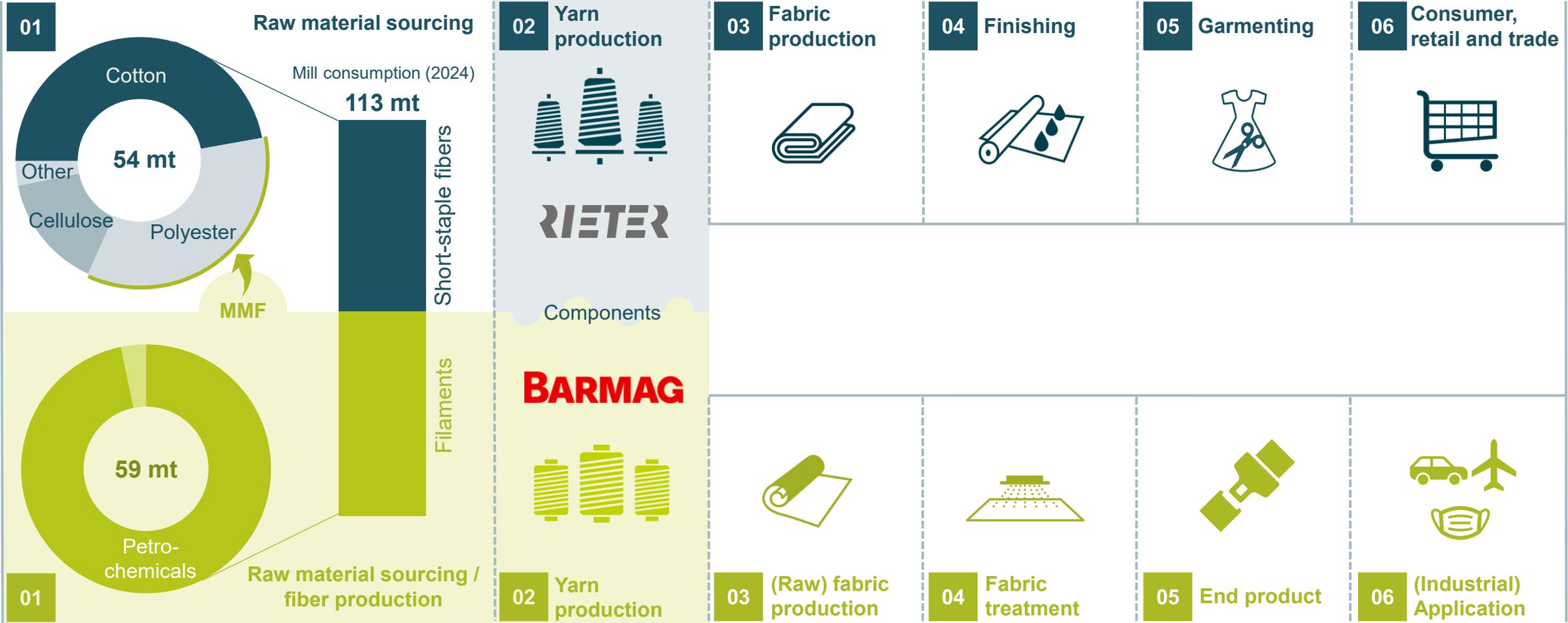
The New Rieter at a Glance

The world's leading supplier of short-staple and man-made fiber spinning systems with 230+ years of history



● % of 2024 combined group sales

Rieter Enables the Full Spectrum of Yarn Production

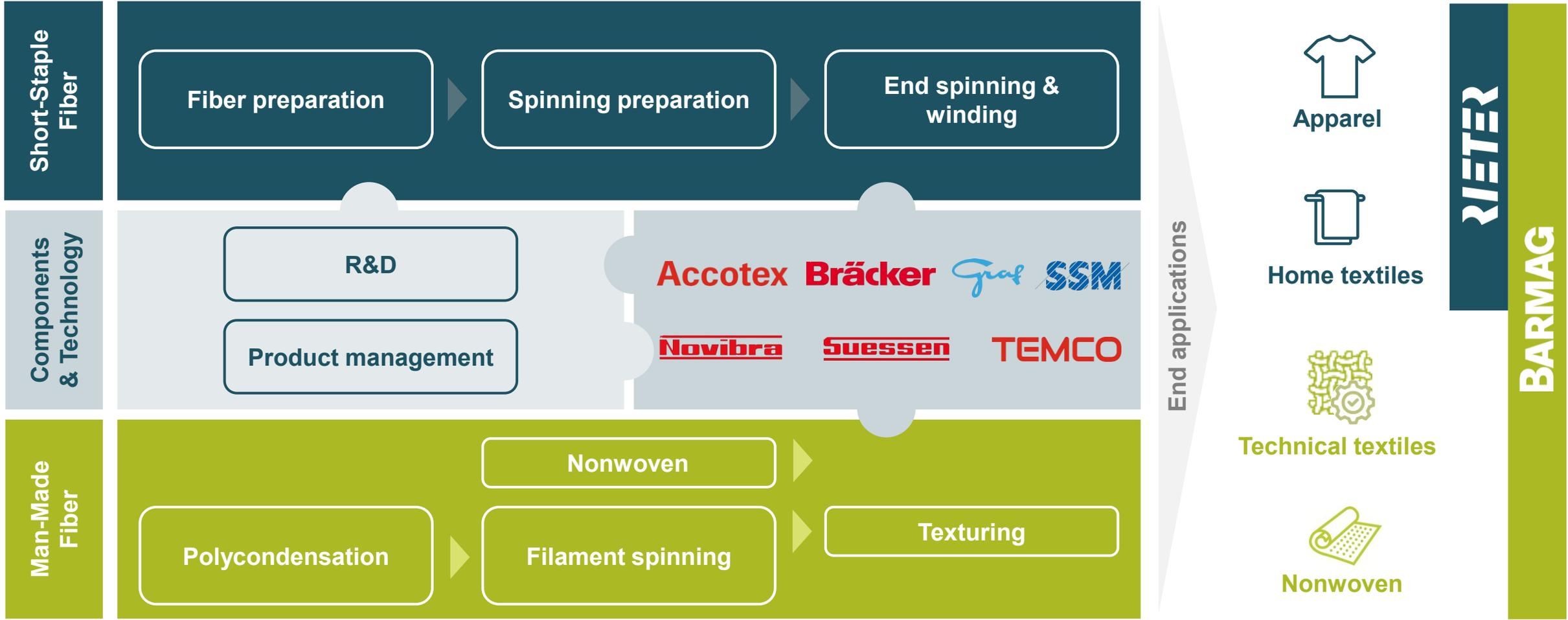


Source: Gherzi

Holistic Technology, Product Offering and End Applications

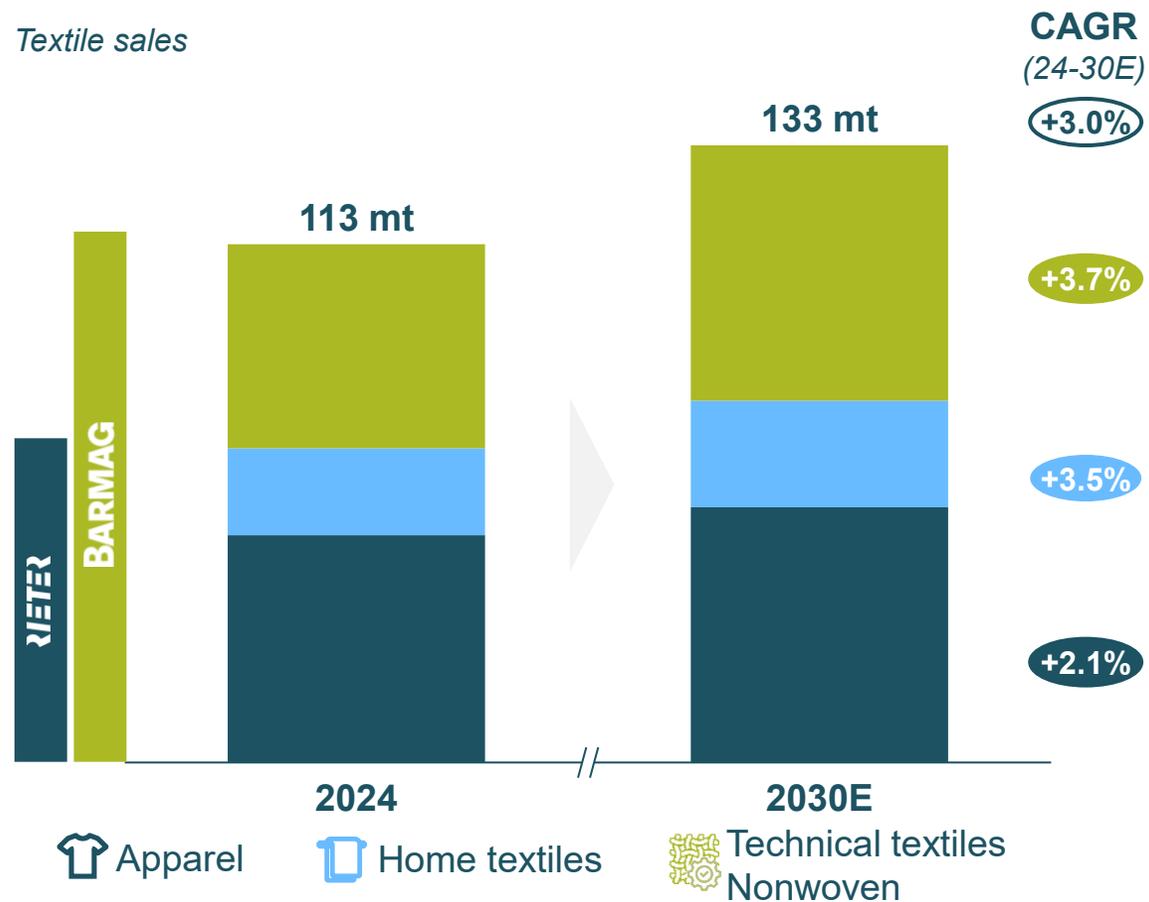


Rieter covers the complete process from fiber preparation to all four end-spinning technologies

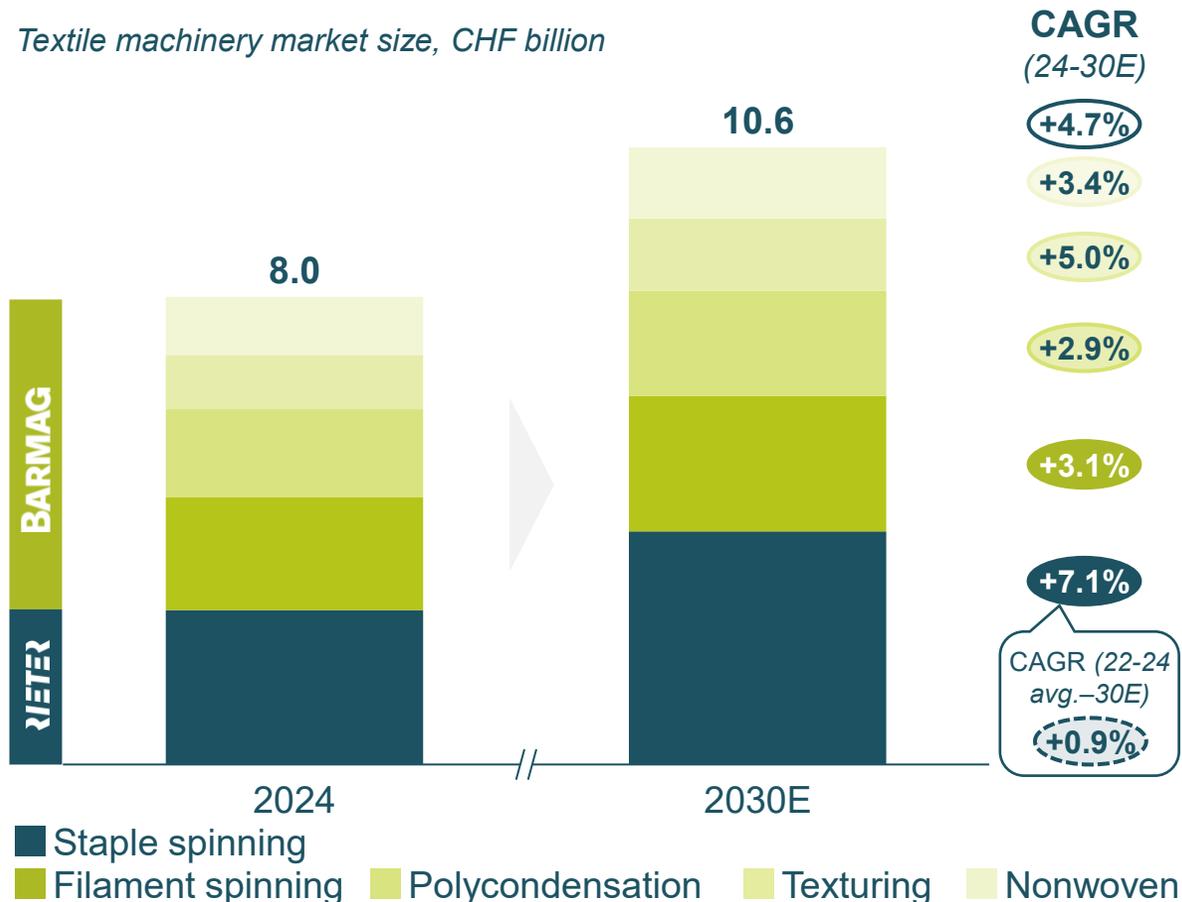


Higher Growth and More Diversified End Applications

Diversified end applications with higher growth...



... driving machinery growth alongside cyclical recovery



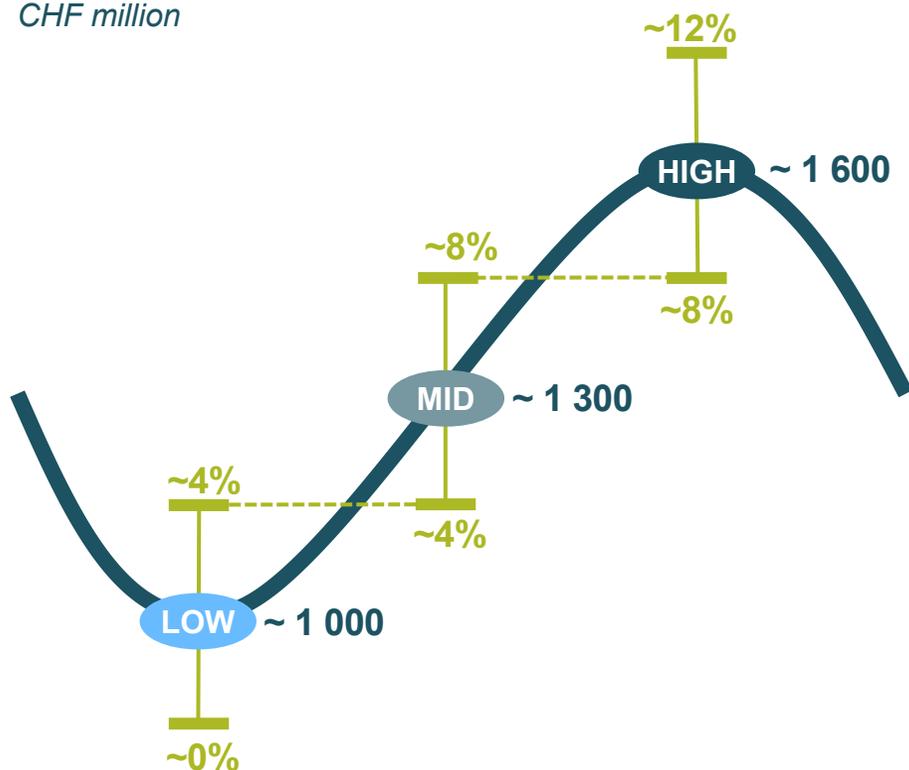
Source: Gherzi

Medium Term Financial Guidance

Guidance underscores the potential and the strengthened competitive position of the combined business

Former: EBIT

CHF million

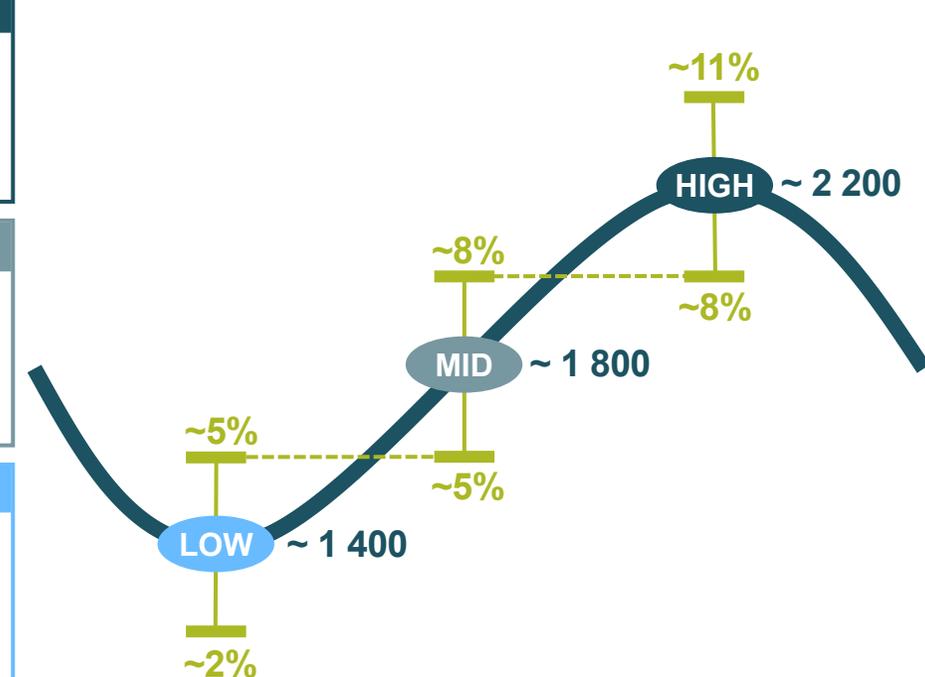


Strong market environment with **broad-based demand** and high capacity utilization H

Normalizing market environment with **stable demand** M

Subdued market environment with **slow demand recovery** and **continued pricing pressure** L

New: Operating EBIT



Assumptions:

- CHF 20 million in synergies
- Mid double-digit PPA-related costs excluded

Sales (Operating) EBIT margin

Medium Term Financial Guidance

Additional metrics related cash flow and balance sheet

Leverage	Net debt/EBITDA <2.5x	<ul style="list-style-type: none"> - Capital allocation focused on deleveraging - Long term ambition of a net cash position
Capex	CHF 50 – 70 million	<ul style="list-style-type: none"> - Combined total capex run-rate of ~CHF 60 million p.a. - Combined maintenance capex run-rate of ~CHF 50 million p.a.
Dividends	>40% payout ratio	<ul style="list-style-type: none"> - Targeting stable absolute payouts per share - Priority is given to deleveraging and strengthening of balance sheet
Equity	>35% equity ratio	<ul style="list-style-type: none"> - Further strengthening of balance sheet in line with deleveraging targets - Shortening of balance sheet by effective use of excess cash



4 Outlook

Outlook for the Full Year 2026

- In 2026, a year of transition, Rieter expects sales in the range of CHF 1.3 to CHF 1.5 billion.
- The outlook for 2026 reflects the integration of Barmag and the restructuring measures announced in 2025, which are yet to be fully implemented. As a result, a positive operating EBIT margin in the range of 0 to 3% is expected. Financing for the further development of the combined company is fully secured.



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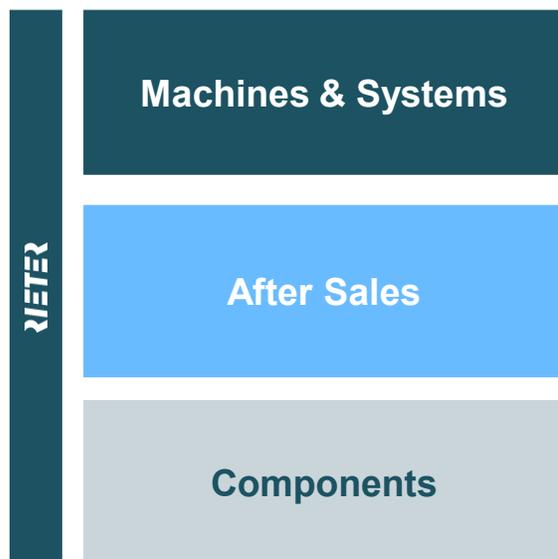
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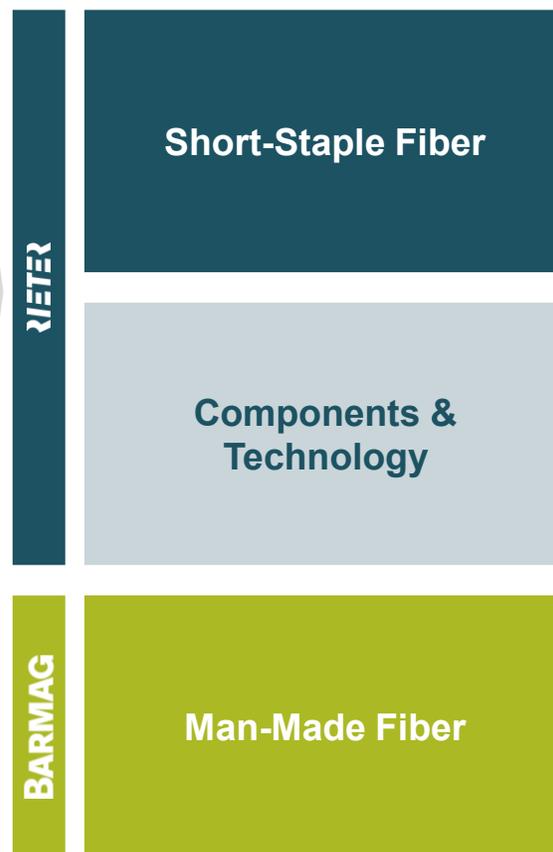
Segment Reporting and Alternative Performance Measures (APM)



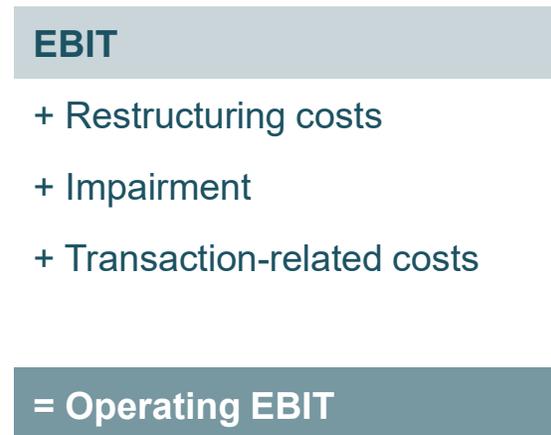
Former segments



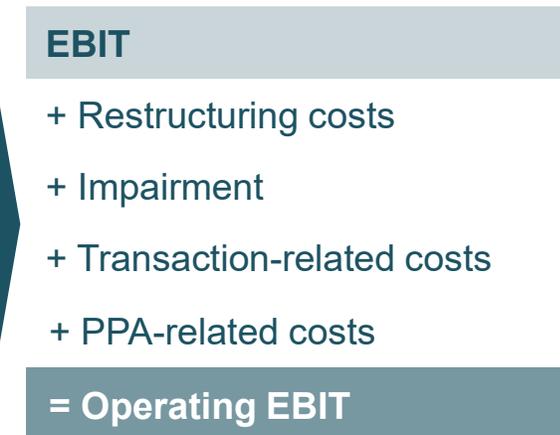
New segments



Former APM



New APM



Order Intake by Division

CHF million	FY24	FY25	Difference	Difference in local currency
Rieter	725.5	703.4	-3%	0%
Machines & Systems	364.2	346.3	-5%	-1%
Components	206.6	193.5	-6%	-5%
After Sales	154.7	163.6	6%	11%

CHF million	1H25	2H25	Difference	Difference in local currency
Rieter	355.4	348.0	-2%	6%
Machines & Systems	166.9	179.4	7%	18%
Components	95.7	97.8	2%	3%
After Sales	92.8	70.8	-24%	-14%

Sales by Division



CHF million	FY24	FY25	Difference	Difference in local currency
Rieter	859.1	685.1	-20%	-18%
Machines & Systems	424.9	329.1	-23%	-20%
Components	247.6	200.8	-19%	-18%
After Sales	186.6	155.2	-17%	-13%

CHF million	1H25	2H25	Difference	Difference in local currency
Rieter	336.2	348.9	4%	9%
Machines & Systems	144.0	185.1	29%	34%
Components	113.9	86.9	-24%	-23%
After Sales	78.3	76.9	-2%	8%

Sales by Region



CHF million	FY24	FY25	Difference	Difference in local currency
Rieter	859.1	685.1	-20%	-18%
Asian countries ¹	166.2	132.3	-20%	-20%
China	172.8	227.7	32%	38%
India	121.2	97.8	-19%	-15%
Türkiye	158.9	35.0	-78%	-76%
North and South America	118.7	121.7	3%	4%
Europe	48.6	53.2	9%	11%
Africa	72.7	17.4	-76%	-76%

¹ Excluding China, India, Türkiye

Financial Key Figures



CHF million	FY24	1H25	2H25	FY25
Order Intake	725.5	355.4	348.0	703.4
Sales	859.1	336.2	348.9	685.1
Gross profit	263.4	83.1	88.4	171.5
EBITDA	82.9	10.2	2.9	13.1
EBIT	28.0	-17.3	-26.6	-43.9
Net profit	10.4	-20.0	-43.4	-63.4
Free cash flow	14.1	-36.7	-3.9	-40.6
Net debt (-) / Net cash (+)	-230.3	-285.8	184.3	184.3

Key Data per Share

Rieter registered shares of CHF 0.01 nominal value
 Bloomberg: RIEN SW, Thomson Reuters: RIEN.S

		31/12/2024	30/06/2025	31/12/2025
Shares issued <i>(end of period)</i>		4 672 363	4 672 363	136 057 708
Treasury shares <i>(end of period)</i>		151 962	119 401	94 012
Shares outstanding <i>(end of period)</i>		4 520 401	4 552 962	135 963 696
Shares outstanding <i>(undiluted, period average)</i>		4 505 347	4 536 150	44 977 050
Share price <i>(end of period)</i>	CHF	84.90	68.10	3.185
Market capitalization <i>(end of period)</i>	CHF million	384	310	433

Financial Calendar



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
Results press conference 2027	February 24, 2027
Deadline for proposals regarding the agenda of the Annual General Meeting	March 3, 2027
Annual General Meeting 2027	April 15, 2027
Semi-Annual Report 2027	July 20, 2027
Investor Update 2027	October 27, 2027