

# Company overview & Update Half-year FY25

January 16, 2026

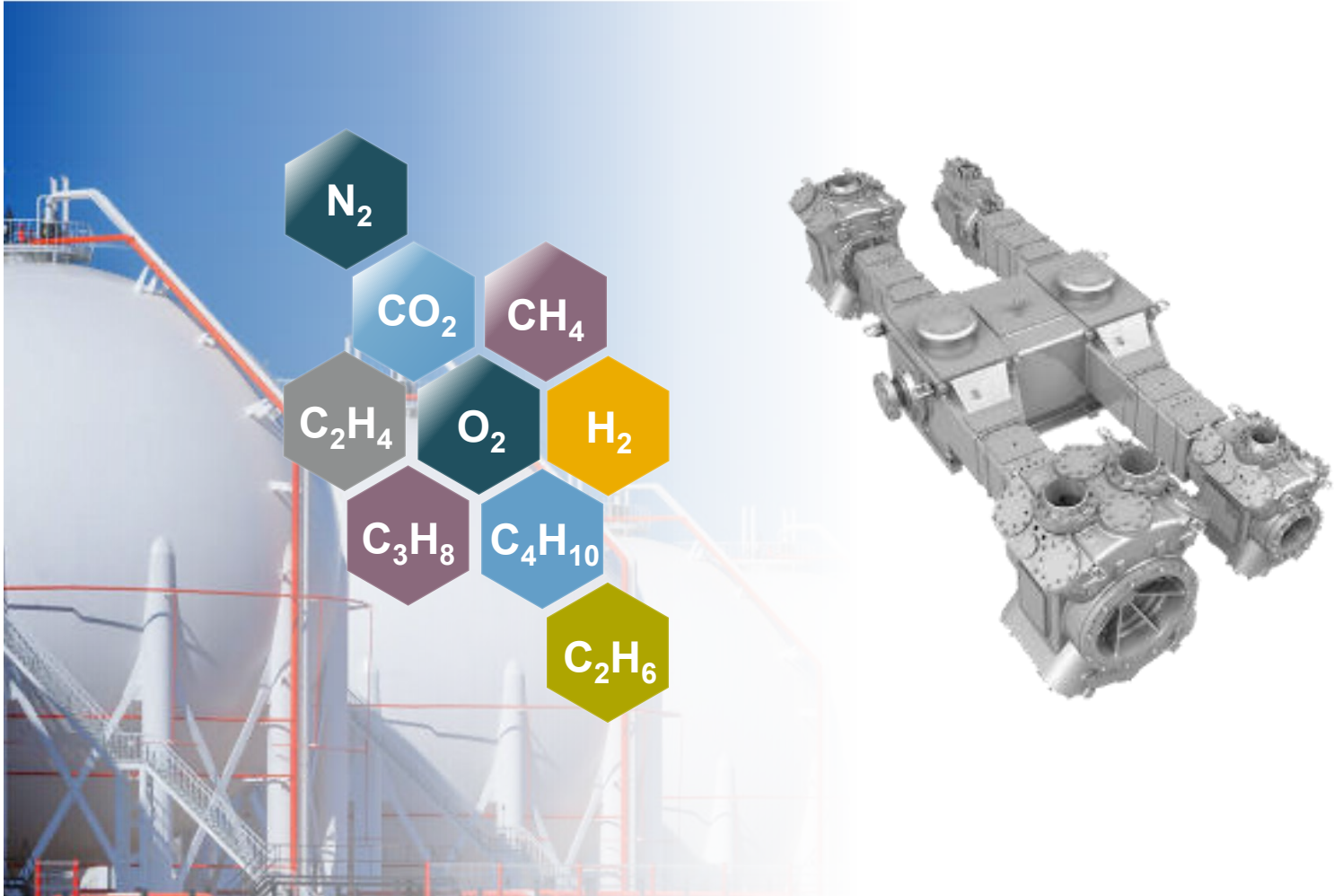
Octavian Seminar 2026

Compressors for a Lifetime

Our Purpose

**We create leading compression solutions  
for a sustainable energy future**

# Our solutions make gas usable and transportable for the industry and energy generation



Solar panels



Lubricant oil



Industrial plastic



Electrical power



Cosmetics



O<sub>2</sub>-bottles (pharma, industry)



Automotive parts



Consumer gas bottles



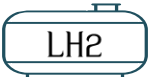
Pharmaceuticals



Transportation fuel (incl. renewables)



LNG



LH2



LPG

# We are wherever gases are compressed



**Petrochemical and chemical industry**



**Gas transport and storage**



**H<sub>2</sub> mobility and energy**



**Industrial gas**



**Refinery**



**Gas gathering and processing**

# We deliver full compressor package systems



Booster/Primary & Hyper Compressor System at a LDPE production



LNG BOG Management System at a receiving & regasification terminal



Laby®-2K70 Fuel Gas Compressor System for LNG powered container vessels



Laby®-GI Fuel Gas Compressor System for LNG carrier



Large Standard Diaphragm compressor package

# We deliver full service solutions for all kind of compressors



# Key figures and trends FY24 and H1 FY25

# FY24: Strong growth, profitability increase and value creation













## FY 2024 highlights (in mn CHF)

	FY 2024	FY 2023	Change	
Order Intake	1'151.2	1'124.7	+2.4%	<ul style="list-style-type: none"> <li>Growth in markets that are normalizing since 2022; 2nd highest Fiscal Year</li> <li>FX impact of -1.1pp</li> </ul>
Sales	1'095.6	972.8 <sup>1</sup>	+12.6%	<ul style="list-style-type: none"> <li>Record deliveries in SYST; Further growth in SERV</li> <li>FX impact of -1.1pp</li> </ul>
EBIT	140.8	114.3 <sup>1</sup>	+23.2%	<ul style="list-style-type: none"> <li>EBIT margin of 12.9%, +1.2pp vs prior year</li> <li>Expansion of SYST/SERV Gross margin + SG&amp;A leverage</li> </ul>
Net income	105.6	84.5 <sup>1</sup>	+25.0%	<ul style="list-style-type: none"> <li>Financial expenses &amp; tax rate broadly in-line with prior year</li> </ul>
Net financial position	+69.6	-62.3		<ul style="list-style-type: none"> <li>Strong cash generation from operations: CHF 213mn</li> </ul>
RONOA	32.6%	28.3% <sup>1</sup>	+4.3pp	<ul style="list-style-type: none"> <li>Growth managed with limited investments</li> <li>Further enhancement of value creation, clearly above mid-range guideline (25%+)</li> </ul>
Dividend proposal	18.00	15.50	+16.1%	<ul style="list-style-type: none"> <li>Further increase of dividend</li> <li>Payout ratio of 58%, within MRP guidance of 50% to 70%</li> </ul>

# FY24: Tangible progress on our sustainability roadmap

## Well on track to reach FY 2027 targets

8 material topics in focus as part of our sustainability roadmap

Material topics	FY 2027 target	Status FY 2024	Progress in FY 2024
 <b>Climate</b>	CO <sub>2</sub> emission intensity*: -50%	-38% On track	<ul style="list-style-type: none"> <li>• Completion of key solar projects in China &amp; South Korea</li> <li>• Reduction of diesel vehicles in USA</li> </ul>
 <b>Energy</b>	Renewable electricity: >75%	71% On track	<ul style="list-style-type: none"> <li>• Increased solar production capacity by factor 5</li> <li>• Purchasing of green electricity in China, USA &amp; Germany</li> </ul>
 <b>Longevity/Cyclability</b>	Revamp & upgrade growth: +100%	+67% On track	<ul style="list-style-type: none"> <li>• Over 60 new upgrade &amp; revamp projects executed or in pipeline with energy efficiency or emission reduction impacts</li> </ul>
 <b>Application purpose</b>	OI supporting energy transition: 40%	32% On track	<ul style="list-style-type: none"> <li>• Solar panel related applications (Hypers for EVA) remained strong</li> <li>• BC ACTIVATE &amp; energy transition services have accelerated</li> </ul>
 <b>Working conditions</b>	Engagement score: >4.0	4.2 Achieved for FY2024 	<ul style="list-style-type: none"> <li>• Multilingual webinars &amp; expert-led workshops for employee engagement</li> <li>• Framework to strengthen our local employee-management dialogs</li> </ul>
 <b>Health &amp; safety</b>	LTIR: <0.7	0.4 Achieved for FY2024 	<ul style="list-style-type: none"> <li>• Successful roll-out of global minimum standards with on-site trainings</li> <li>• Established EOHS advisory board as a global exchange platform</li> </ul>
 <b>Product safety</b>	0 incidents	0 Achieved for FY2024 	<ul style="list-style-type: none"> <li>• Extended global competence centers in China, India &amp; Italy</li> <li>• Fine-tuned pre-order risk management for “first-of-its-kind” products</li> </ul>
 <b>Business conduct</b>	0 incidents	0 Achieved for FY2024 	<ul style="list-style-type: none"> <li>• Enhancement of Code of Conduct training (e-learning)</li> <li>• Issued a global sanctions &amp; trade compliance policy</li> </ul>

# 1HY FY 2025 Financials: Successful backlog delivery and sustained value creation in a challenging market environment

## Financials (in mn CHF)

**Order intake** reflects market uncertainties

1HY FY 2025	<b>400.7</b>
1HY FY 2024	<b>615.2</b>

**-34.9%**  
change

**Sales** supported by large order backlog

1HY FY 2025	<b>516.2</b>
1HY FY 2024	<b>502.1<sup>1</sup></b>

**+2.8%**  
change

**EBIT margin** driven by sales mix

1HY FY 2025	<b>12.7%</b>
1HY FY 2024	<b>13.4%<sup>1</sup></b>

**-0.7pp**  
change

**Net income** stable

1HY FY 2025	<b>48.7</b>
1HY FY 2024	<b>49.1</b>

**-0.9%**  
change

**RONOA** further enhanced

1HY FY 2025	<b>36.2%</b>
1HY FY 2024	<b>32.4%<sup>1</sup></b>

**+3.8pp**  
change

**FY 2025 guidance**

Sales ~CHF 1'100
EBIT margin similar to FY24

**On track**

**MRP guidance 2027**













Sales ~CHF 1'200
EBIT margin 12-15%

**On track**

# 1HY FY 2025 - Market trends

## Most markets negatively affected by global tariff uncertainties

### Trends across segments and regions

 <p>Petrochemical/ Chemical Industry</p> 	 <p>Gas Transport &amp; Storage</p> 	 <p>H<sub>2</sub> Mobility &amp; Energy</p> 	 <p>Industrial Gas</p> 	 <p>Refinery</p> 	 <p>Gas Gathering &amp; Processing</p> 
<p>China facing overcapacity &amp; tariff uncertainty for imports &amp; exports</p> <p>Deferred decisions on new EVA/LDPE plants &amp; Middle East projects</p> <p>India growing</p>	<p>Pipeline lively for LNG tankers &amp; bunker vessels, albeit some decisions deferred. High vs low pressure uncertainty remains</p> <p>Continuous activity across LNG import terminals</p> <p>LPG tankers remain at good level, albeit lower vs record prior year</p>	<p>Continuing at low level</p> <p>New small project for industry decarbonization &amp; trailer-filling picking up</p> <p>A few larger projects advancing but slowly due to uncertainties on off-takers &amp; electricity prices</p>	<p>Deferred project decisions globally</p> <p>No new polysilicon plant due to remaining overcapacity</p>	<p>Increased investment in new traditional refineries or capacity extensions following a couple of low years</p> <p>SAF &amp; e-fuels continue to progress</p>	<p>Middle-East/Africa very active</p> <p>Biogas applications gaining traction</p> <p>CCUS project pipeline further developing</p>

# Mitigating actions in place to strengthen resilience, including acceleration of existing MRP initiatives and further targeted actions

## Resilient set-up

- Large order backlog
- Diverse end markets
- Resilient Service business
- Global footprint with local value-added

## Acceleration of MRP initiatives<sup>1</sup>

- Operational excellence
- Value engineering
- Increase of local value-added
- Growth initiatives

## Additional measures under way

- Targeted cost reduction measures in certain countries and functions
- Workload-based reduction of external & temporary workers
- Global restrictions for new hires
- Simplification of global functions in Systems Division



# Systems Division

# Systems Division

## Sales and profitability growth; markets affected by geopolitics and US tariffs

### Key figures - Systems Division

In mn CHF	1HY FY 2025	1HY FY 2024	Change
Order intake	245.5	452.8	-45.8%
Sales	377.3	335.9 <sup>1</sup>	+12.3%
Gross profit	79.8	65.7 <sup>1</sup>	+21.4%
In % of sales	21.1%	19.6% <sup>1</sup>	+1.5pp
EBIT	38.6	32.5 <sup>1</sup>	+18.9%
In % of sales	10.2%	9.7% <sup>1</sup>	+0.5pp

- Order intake down 45.8% (-42.9% net of FX translation effects)
  - Market uncertainty, mainly driven by US tariffs
- Sales up 12.3% (+16.8% net of FX translation effects)
  - Continued strong operational delivery on order backlog following high order volumes in past three years
- Gross profit +21.4%
  - Higher sales volume and favorable product mix
- EBIT +18.9%
  - Double-digit EBIT margin for the first time since creation of the Systems division in 2016
  - Higher sales and gross margin
  - Strict cost management
  - Leverage on SG&A expenses

# Systems Division

## Systematic progress on all four pillars in 1HY FY 2025

Progress towards our strategic objectives

Strengthen core business



- Strengthening competitive position for Hyper Compressors with partial localization in China
- Intensified sales coverage Western Europe, USA, Middle East (new office in Abu Dhabi)

Operational excellence



- Margin increase & additional capacity supported by Fit4Growth program<sup>1</sup>
- Value engineering program delivering product cost reductions
- Expansion of Global Service Center in India to >270 FTE

Transform & build new growth avenues



- First references won for Ammonia bunker ship
- Geographical coverage expanded, e.g., Oman, Saudi Arabia, the Caribbeans, Indonesia & South America

Enhance business foundations



- Enhanced global standards for safety rolled out

# Systems Division

## In-country value secures major order for ammonia export terminal

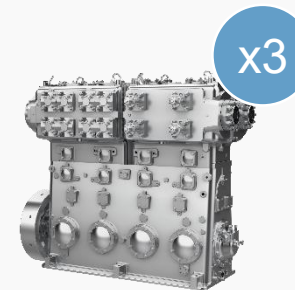


### Key project in Abu Dhabi

- Ammonia storage project, cornerstone for hydrogen-based energy
- Cryogenic storage in two large tanks
- 1mn tons of blue ammonia per year, incl. CCUS from steel plant

### BC-offered solution

- Complete boil-off gas reliquefaction system
- Compressors:  
3x Laby® 4K165-3
- Automated plant control enabled by PROGNOST®-NT



Laby® 4K165-3

### Key success factors

- Understanding local requirements (ICV) and opening of a new office in Abu Dhabi
- Cross-functional and regional collaboration; leveraging existing local Services Division resources to enable Systems Division

# Services Division

# Services Division

## Margin expansion in challenging environment

### Key figures - Services Division

In mn CHF	1HY FY 2025	1HY FY 2024	Change
Order intake	155.2	162.3	-4.4%
Sales	138.9	166.2	-16.4%
Gross profit	66.4	77.6	-14.3%
In % of sales	47.8%	46.7%	+1.1pp
EBIT	33.2	39.4	-15.7%
In % of sales	23.9%	23.7%	+0.2pp

- Order intake down by 4.4% (+0.9% net of FX translation effects)
  - Negative impact from closure of 3 service centers in USA in Aug 2024 (non-profitable mid-stream business)
  - Global uncertainty triggered by US tariffs in Q1, signs of recovery in Q2
  - Europe at a low level
  - APAC stable in local currencies
  - Positive momentum in downstream US business, driven by growing economy and LNG exports to Europe
- Sales decreased by 16.4% (-11.6% net of FX translation effects)
  - Lower order intake in Q4 FY 2024 due to the closure of 3 service centers in USA and slow start into FY 2025 on global uncertainty from US tariffs
  - H2 expected to be stronger following order recovery in Q2 FY25
- Gross margin up 1.1pp
  - Positive effects from the closure of 3 service centers in USA at the end of 1HY FY 2024
  - Favorable product mix
- EBIT margin increased to 23.9%
  - Higher gross margin
  - Strict cost management
  - Lower SG&A costs

# Services Division

## Systematic progress on all four pillars in 1HY FY 2025



Progress towards our strategic objectives

Strengthen core business



- Acquisition of ACT in USA
- New Service Centers in Pottstown (USA), Sarnia (Canada) & Bahia (Brazil)

Operational excellence



- Upgraded valve manufacturing in Switzerland
- Expanded bearing manufacturing in France (SAMR)
- Further progress with global component production center (India)

Transform & build new growth avenues



- First orders for newly launched digital products Up! Insight, Up! Detect
- Launch of Predictive Intelligence module with Prognost NT®
- BC ACTIVATE surveys expanded to consult on energy efficiency & safety

Enhance business foundations



- Continued to increase safety culture awareness with global standards
- Mental health programs in first locations
- Good progress on new global ERP platform

# Services Division

## PROGNOST<sup>®</sup>-NT Predictive Intelligence calculates remaining useful lifetime

### NT Predictive Intelligence overview

#### Customer benefits

- Enables condition-based compressor maintenance
- Supports repair planning
- Extends safe operation window (availability)

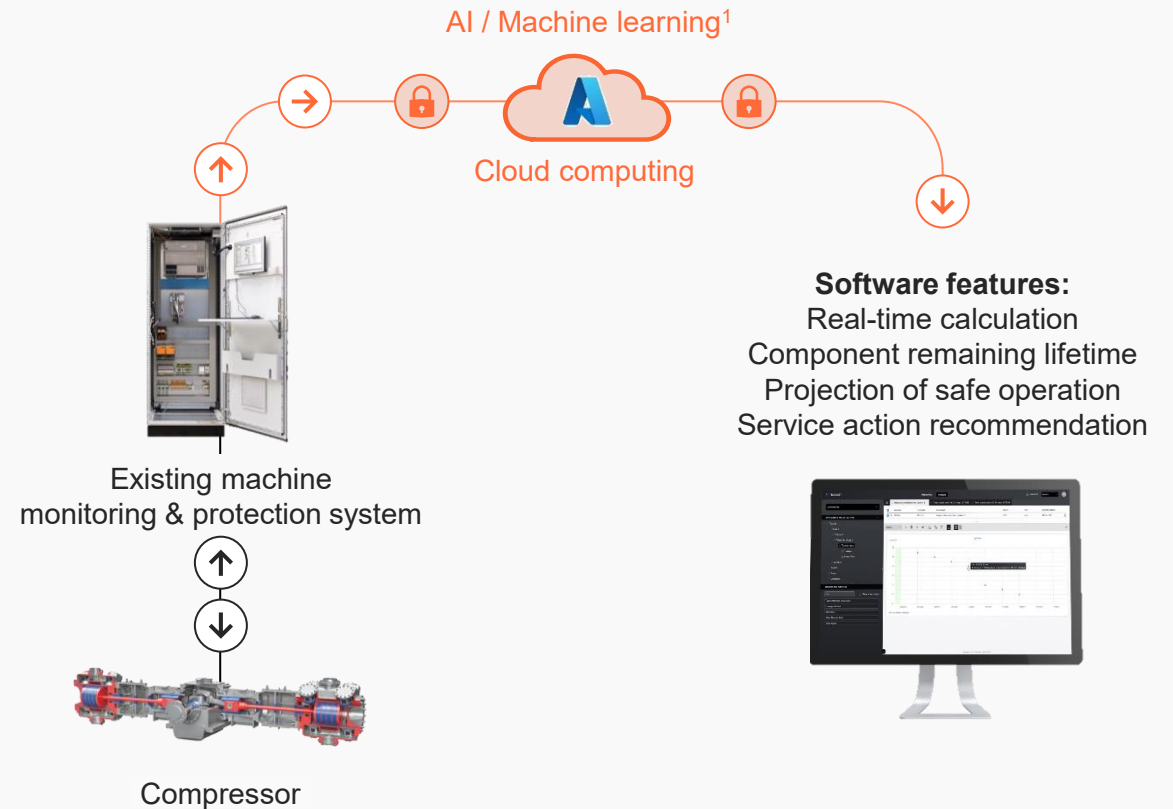
#### Business model

- Software as a Service with recurring service fees
- Increasing loyalty for traditional services
- Addressable market 1'000+ machines

#### Early success

**#16** compressors configured for testing

### System architecture



# Outlook

# Mid-term outlook

## Global megatrends continue to underpin our Mid-Range Plan trajectory

### Growing global population<sup>1</sup>

- Increased need/demand for chemical products, polymers and industrial gases
- Rising transport and global trade and growing energy requirements



### Energy security

- Growing infrastructure for energy availability and investment to transport and trade energy



### Energy transition

- Growing share of natural gas in energy mix
- New sustainable energy infrastructure
- Monitoring and upgrade of older installations



# Outlook

## On track to reach FY 2025 and FY 2027 guidance

### FY 2025 guidance

**Sales**  
~CHF 1.1 bn

**EBIT margin**  
Similar level to  
**FY 2024**

Stronger profitability in  
H2 vs H1

### FY 2027 guidance

Sales (CHF)	~1.2bn
EBIT margin	12 – 15%
EBIT range (CHF)	~144 – 180mn
RONOA	>25%
Dividend payout ratio	50 – 70%



# **Burckhardt Compression**

Compressors for a Lifetime

# Glossary

- ACT Advanced Compressor Technology
- AI Artificial intelligence
- BC Burckhardt Compression
- CCUS Carbon capture, utilization, and storage
- CMD Capital markets day
- ERP Enterprise resource planning
- EVA Ethylene-vinyl acetate
- FSRU Floating storage regasification unit
- FTE Full-time employee
- FY Fiscal year
- HME Hydrogen mobility and energy
- LDPE Low-density polyethylene
- LNG Liquefied natural gas
- LPG Liquefied petroleum gas
- MRP Mid-range plan
- OBC Other brand compressor
- OEM Original equipment manufacturer
- PCI Petrochemical industry
- PE Polyethylene
- PP Polypropylene
- RONOA Return on net operating assets
- SAF Sustainable aviation fuel
- SERV Services Division
- SYST Systems Division