

ZKB Geneva Equiry Conference 2026

Accelleron introduction

Geneva, June 11th, 2026

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Management team presenting today

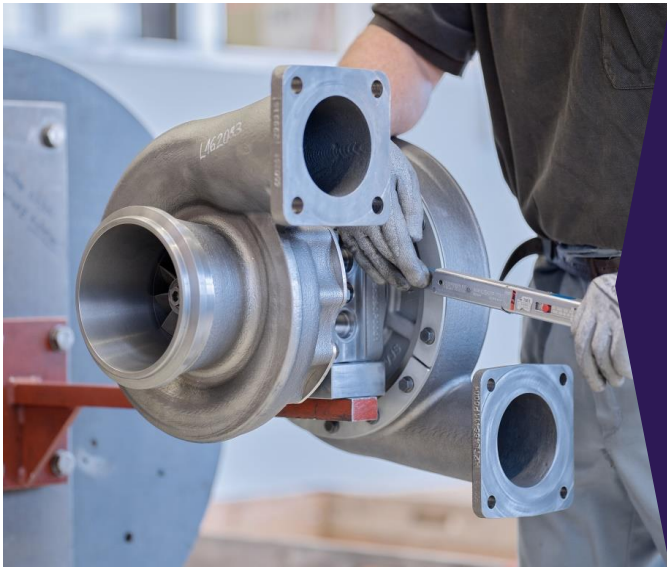


Adrian Grossenbacher
Chief Financial Officer



Michael Daiber
VP Strategy and IR

Global leader in **turbocharging, fuel injection** and **digital solutions**



TPX
Smallest
turbocharger

Size

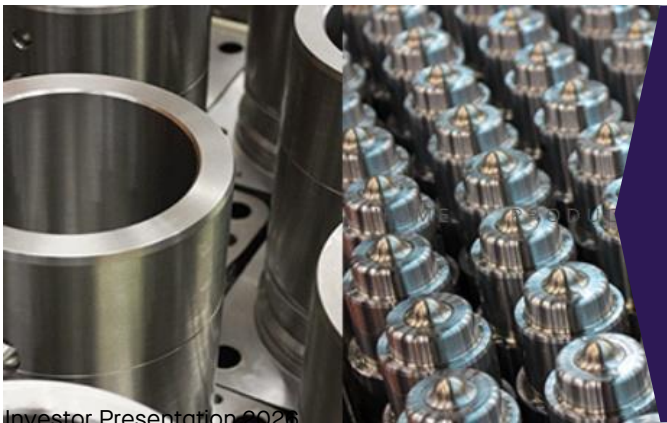
100 kg
500 kW
Back-up power



A100 / 200-L
BIGGEST
turbocharger

Size

10 tons
25,000 kW
Merchant marine



Fuel injection
systems



Digital
solutions



01

Highlights FY 2025 and
market trends

FY 2025: Outstanding growth and profitability

Resilient marine market – energy market emerged as additional growth driver

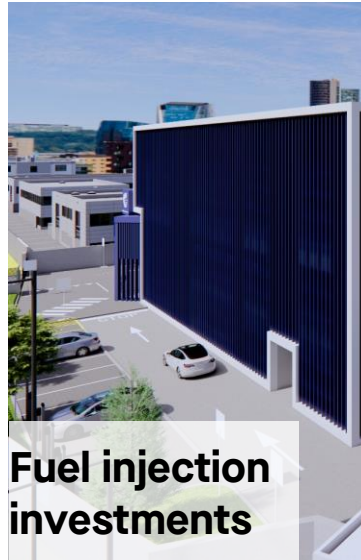


- Growth driven by strong marine business, as well as demand for data center prime and backup power solutions
- Revenues reached USD 1.263 billion (+23.5% year-on-year; +21.6% in constant currency)
- Op. EBITA increased to USD 321 million (+22.6%)
- Op. EBITA margin at 25.4% (-0.2 pts)
- Net income increased to USD 244 million (+35.8%)
- Free cash flow conversion at 88%

Highlights 2025

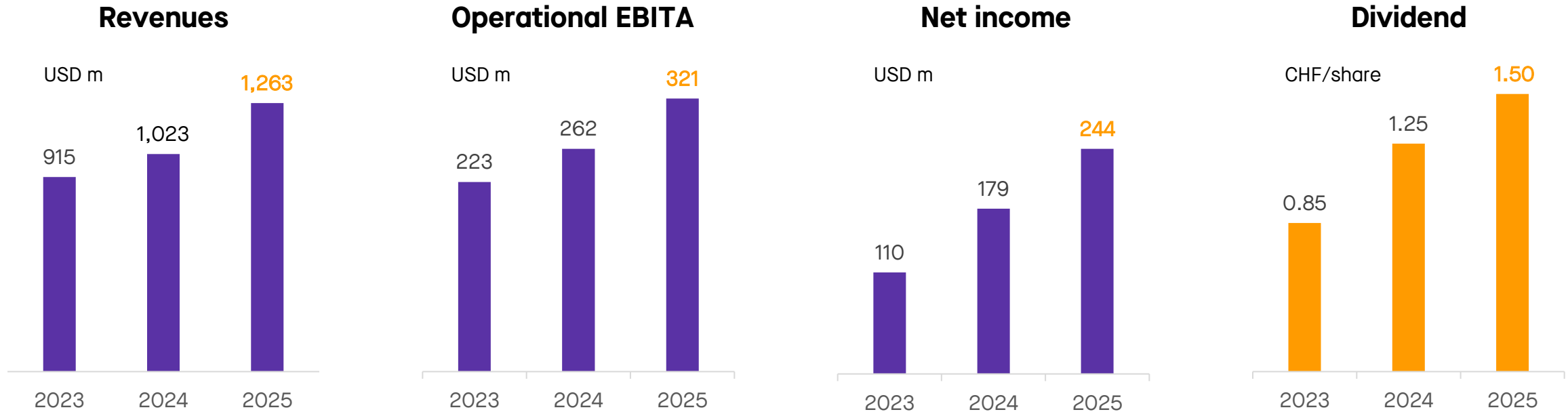
Expanding capacity, offerings, and reach

Shaping the pathway to decarbonization



Revenues and op. EBITA above last guidance

Higher net income enables dividend increase of 20%



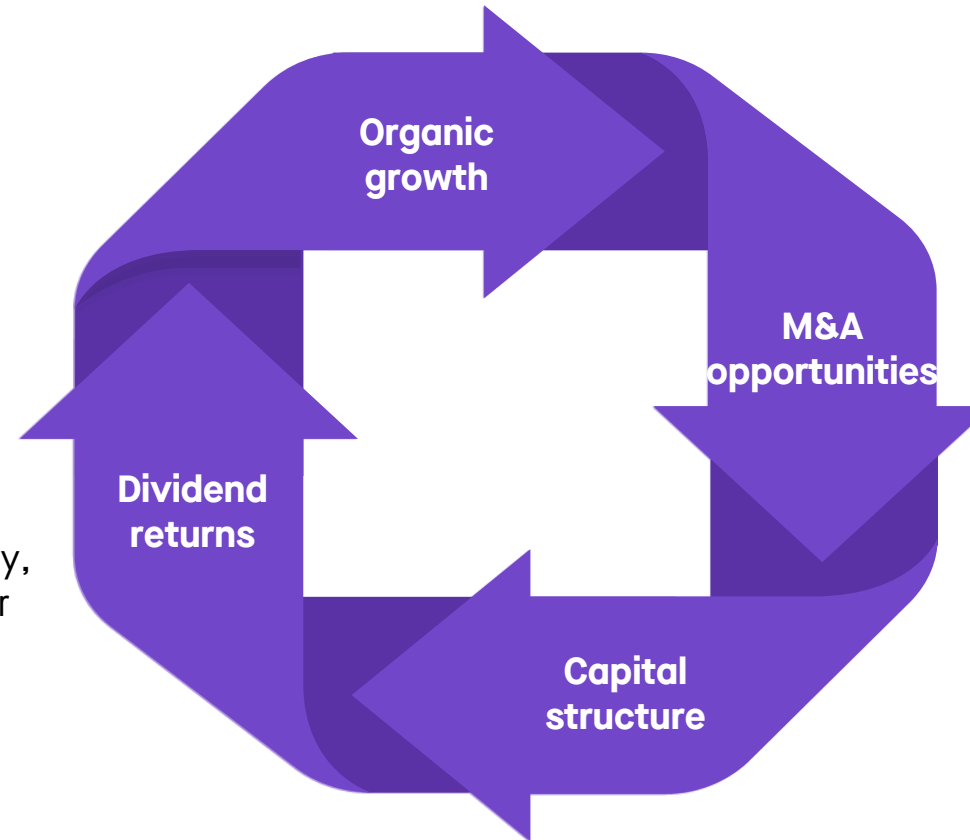
Two-year share buyback program of CHF 100 million launched, in line with capital allocation framework

Capital allocation framework

Coherent framework to deliver attractive total shareholder return

- Clear R&D focus on efficiency improvements and decarbonization
- Maintain capital expenditures largely in line with depreciation level

- Committed to attractive dividend policy, paying stable to growing dividend over time¹
- Excess cash to be returned through share buyback (unless M&A opportunities materialize)



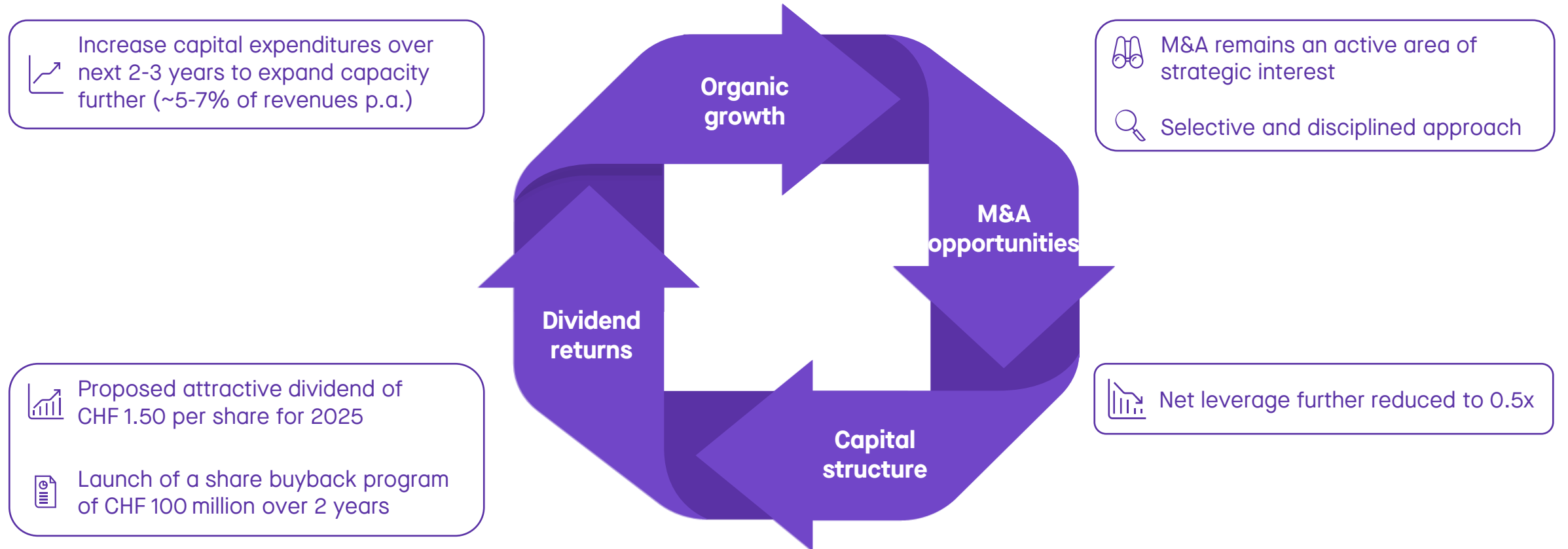
- Selective and disciplined approach
- Strategic fit, complementarity to current business and value creation

- Conservative net leverage corridor
- Maintain a solid financial structure allowing for financial flexibility

¹ Barring unforeseen events. The ability to pay dividends remains subject to the availability of sufficient distributable reserves, as well as certain other applicable legal and contractual restrictions

Capital allocation framework

Coherent framework to deliver attractive total shareholder return



¹ Barring unforeseen events. The ability to pay dividends remains subject to the availability of sufficient distributable reserves, as well as certain other applicable legal and contractual restrictions

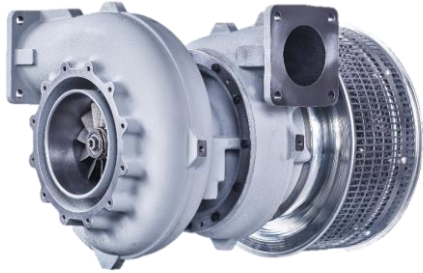
02

Market trends and outlook

Marine: Fundamentals remain solid

Accelleron's 2026 outlook only marginally affected by NZF postponement

Turbocharger business



- Tight shipyard capacity persists as order books remain at high levels
- No material impact on vessel deliveries and turbocharger market size expected in the foreseeable future

Fuel injection business



- Dual fuel share is stagnating and the uptake of methanol/ammonia dual fuel engines (with higher-value fuel injectors) delayed
- Fuel injection business is therefore expected to grow at a slower pace, resulting in lower CAPEX

Retrofits and upgrades



- Payback of retrofits and upgrades remains intact, but without globally unified carbon price, upside for higher returns is limited
- After strong growth in 2025, revenues are expected to remain at similar levels in 2026

Energy: Backup power market shifting to steady growth

Data center build-out capped by power availability

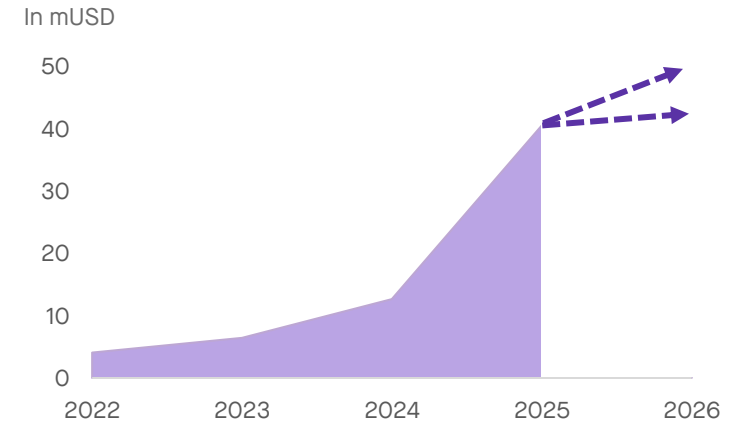
Accelleron now relevant in the data center supply chain

- TPX high-speed turbocharger developed and launched in 2022 to serve backup (emergency) power demand for data centers
- In 2025, a record 8,000 TPX44 units were delivered, mainly for data centers, generating USD ~40 million in revenue
- Engines equipped with Accelleron turbochargers have become an established solution

Data center power needs remain exceptionally high

- Data center build-out constrained by availability of prime power
- The market is expanding, but our growth is tied to engine OEM's capacities

Backup power revenue growth



Energy: Prime power demand set to surge

Data centers emerging as a significant customer segment for new installations

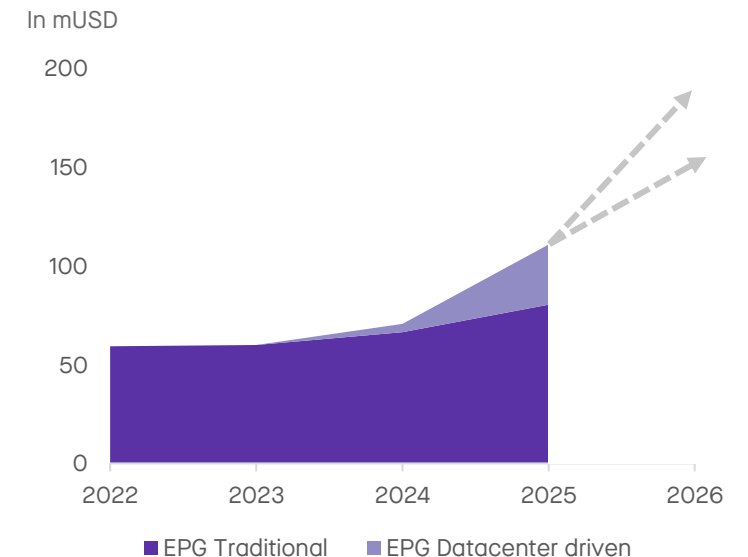
Data center expansion depends on reliable supply

- Rising data center energy demand is running into an underinvested, fragmented U.S. power grid, increasing interest in decentralized natural-gas power generation
- Gas turbines are sold out with lead times of up to five years, pushing demand toward medium- and high-speed gas engines for new power plants

U.S. data centers are the key market driver in prime power

- Accelleron has strong market shares in medium-speed (~40%) and high-speed gas (~80%) power plants, serving different applications
- New business prime power revenues reached USD ~100 million in 2025, ~30% related to data centers, a newly emerging segment
- Mid double-digit growth expected in 2026, mostly coming from data center demand

Prime power revenue growth



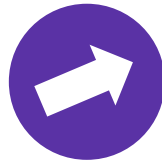
Outlook 2026

Marine and energy industries

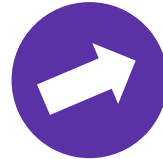
Marine (>50% revenues)



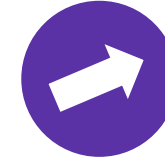
Container



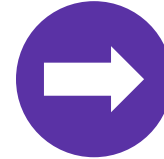
Tanker/bulker



Cruise & ferries



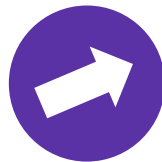
Specialized



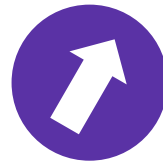
Energy (>40% revenues)



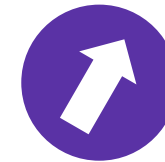
Gas compression



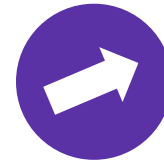
Medium-speed power



High-speed gas power



Backup power



Strengthening our foundation for sustainable growth



- Increase CAPEX to enable strong capacity growth and strengthen value chain resilience
- Sustain focused investment in talent, R&D, and digital capabilities, including AI
- Reinforce responsible growth with SBTi-approved near-term climate targets
- Organic revenue growth expected to reach 9–14% in 2026, while EBITA margin is forecast at 25–26% for 2026
- Heightened geopolitical uncertainties make forward-looking statements challenging

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