



Full-Year Results 2024

Media and Investor Presentation, March 13, 2025

Thomas Oetterli, Group CEO

Oliver Streuli, Group CFO

Agenda



01 Key Messages

02 Market

03 Strategy Execution

04 Financials

05 Outlook 2025



1 Key Messages

Rieter Group – Key Messages



Order Intake

CHF 725.5 million (+34%)

Leadership Team

Strengthened

Share in Renewable Energy Used

28.6% (+5.7pp)

Sales

CHF 859.1 million (-39%)

Market Outlook

Remains challenging

Females in Management

15.3% (+2.7pp)

EBIT

CHF 28.0 million (-73%)

Competitive Position

Improved

Occupational Accidents

Frequency rate 3.3 (-0.7)

Group Leadership Changes

Rieter has strengthened and extended its Group Executive Committee to six members



Thomas Oetterli
Chief Executive Officer



Roger Albrecht
Head Machines & Systems Division



Alexander Özbahadır
Head After Sales Division
Joined January 2025



Oliver Streuli
Chief Financial Officer



Serge Entleitner
Head Components Division



Emmanuelle Gmür
Chief Human Resources Officer
Joined January 2025



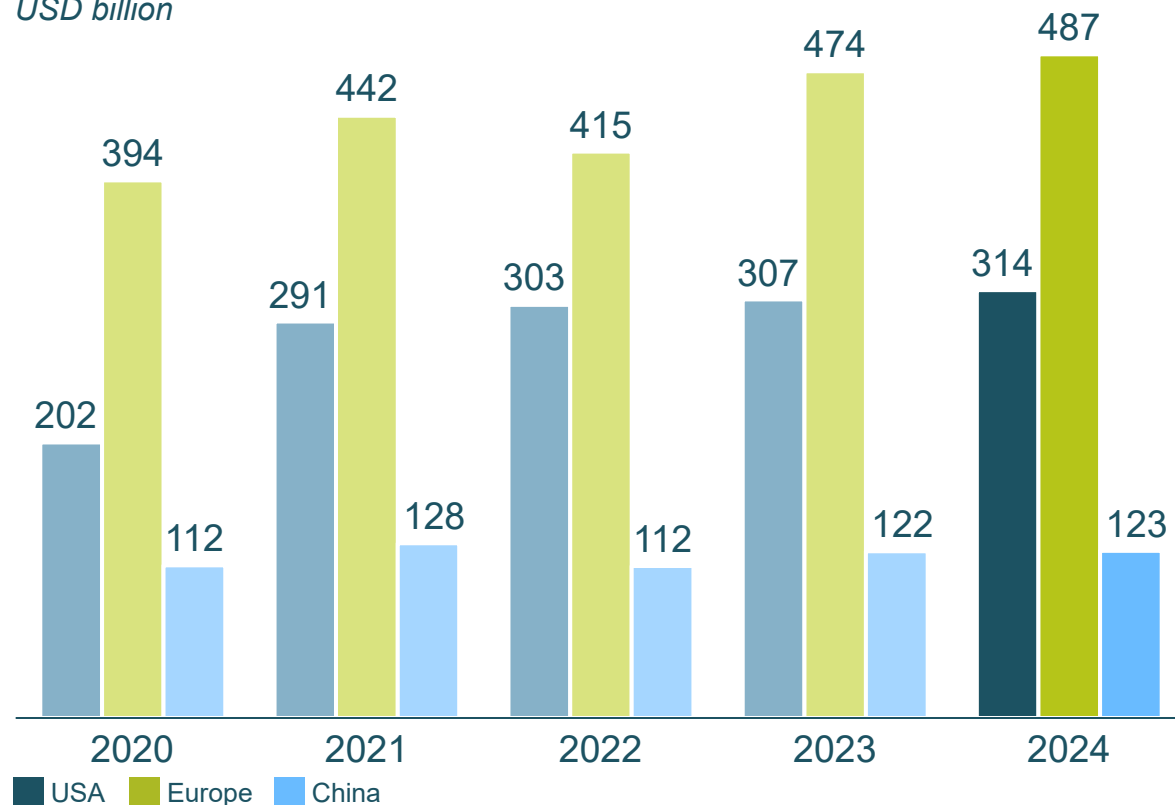
2 Market

Global Economic and Textile Indicators

2024 was a year of retail sales growth in major economic regions, while spinners' revenues remained unchanged

Retail sales (apparel and clothing)

USD billion

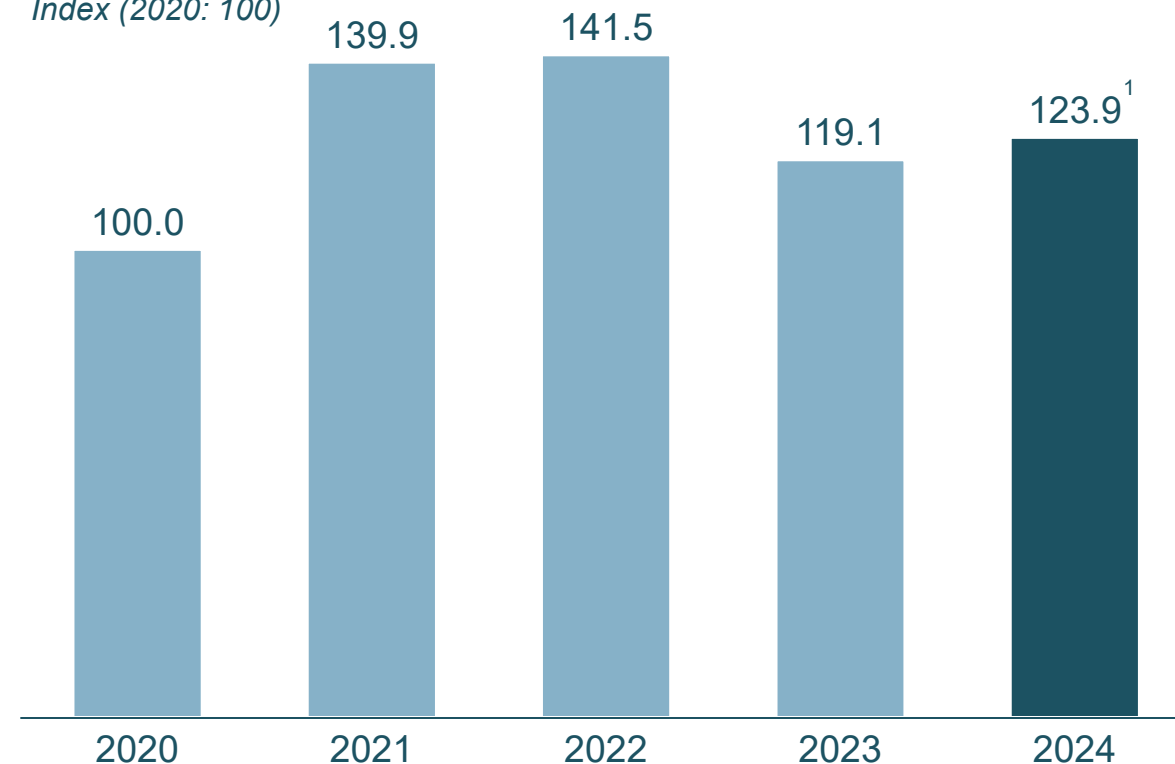


Source: US retail sales (Clothing and clothing accessories stores): U.S. Census Bureau
 European Apparel Sales: Statista
 China mainland retail sales (Clothing): National Bureau of Statistics of China

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Spinning mill sales

Index (2020: 100)



¹ Preliminary figure

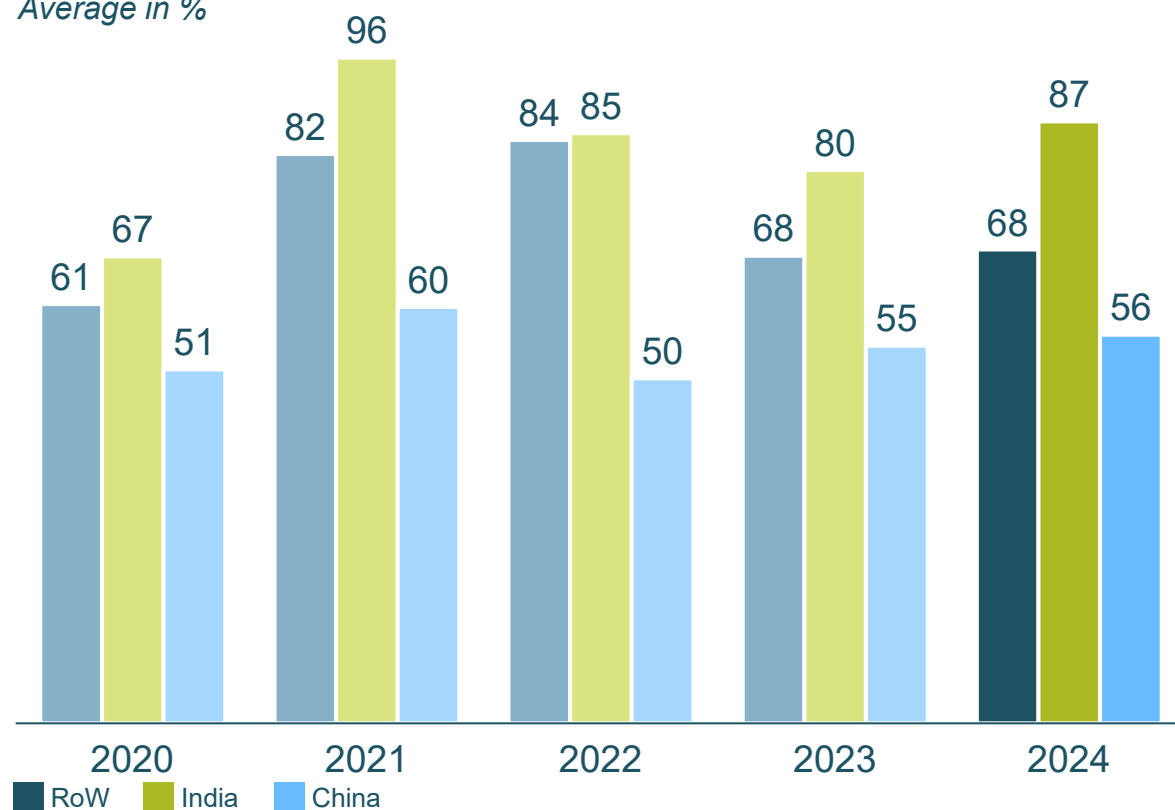
Source: Rieter market intelligence (Top 100 publicly listed spinning mills), Refinitiv

Capacity Utilization and Profitability in Spinning Mills



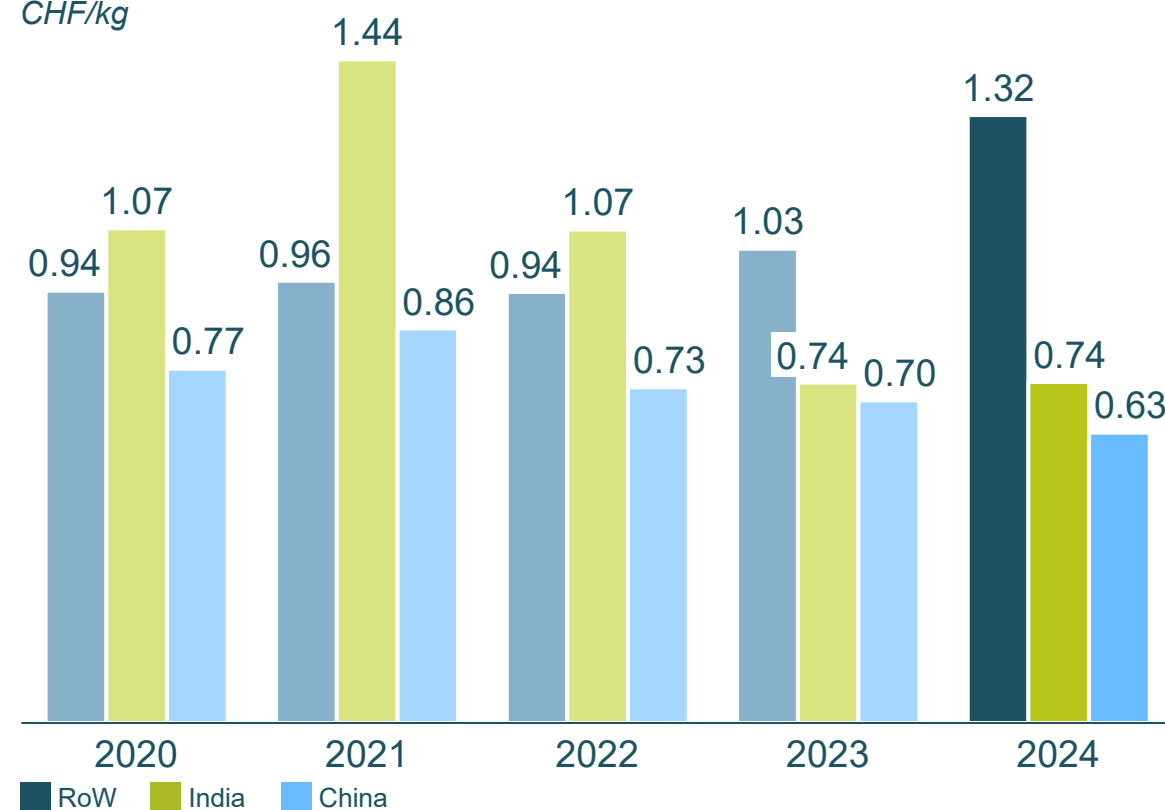
Spinning mill utilization

Average in %



Spinner's margin (cotton)

CHF/kg









Source: Rieter market intelligence (Rieter customer base)

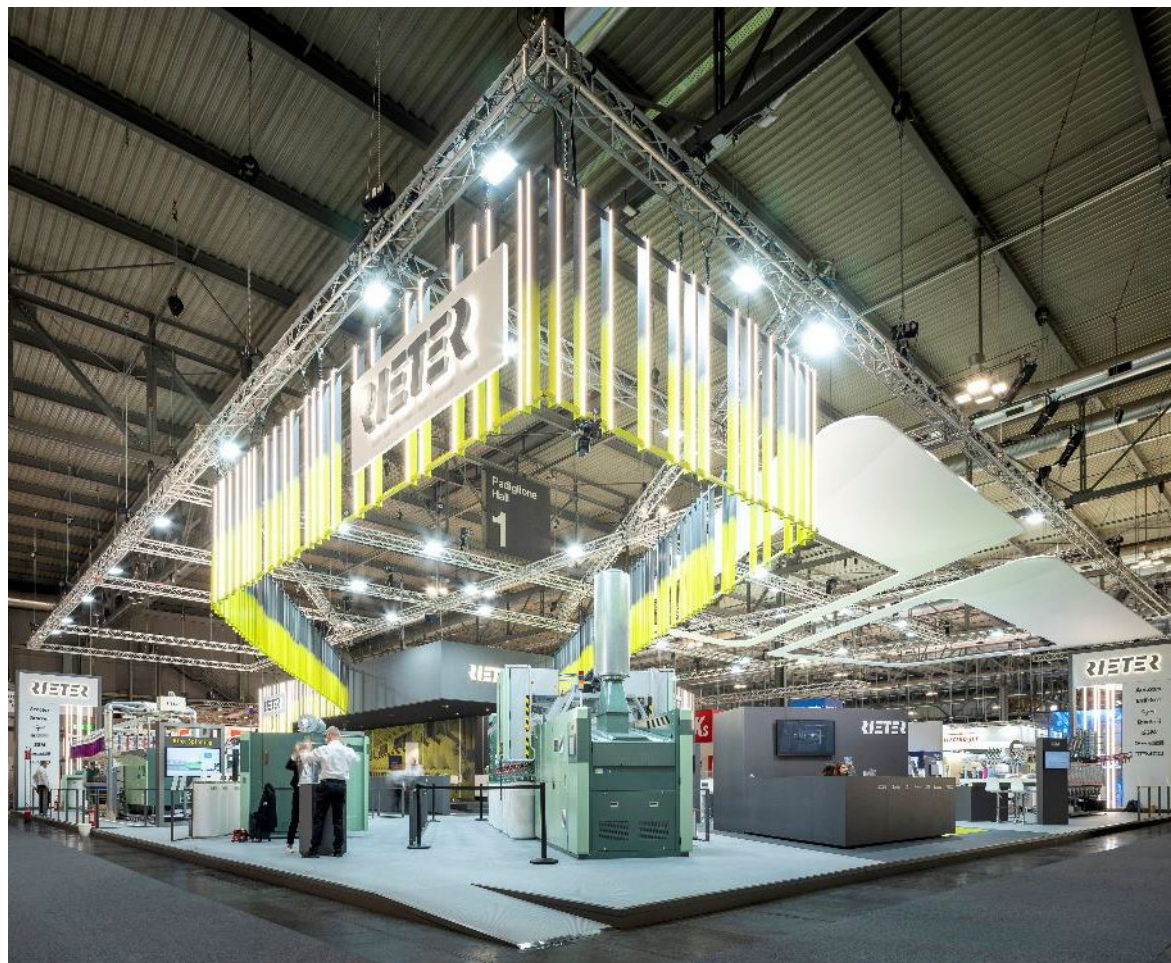
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Current Market Situation

Market recovery continues to be spearheaded by Asia

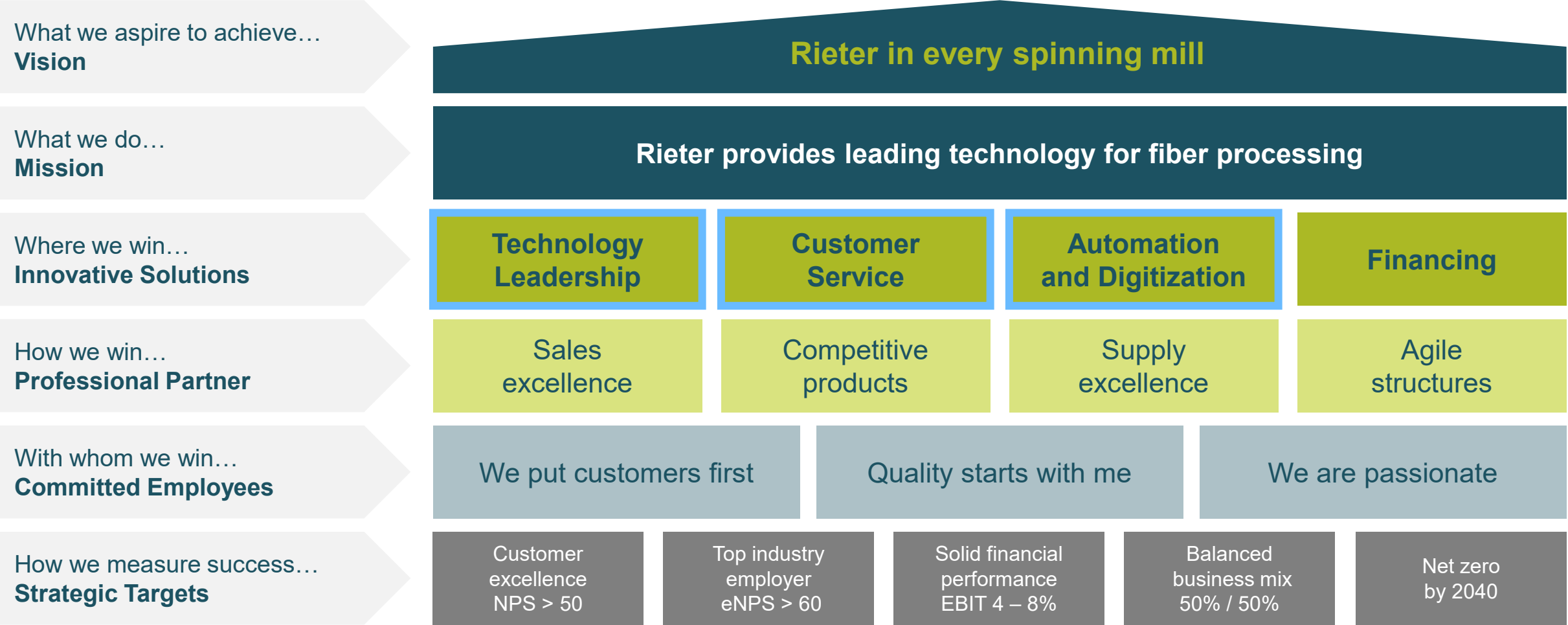
	RoW	India	China
Market	 <ul style="list-style-type: none"> + Africa + Asian countries¹ ▣ Europe ▣ North and South America ▣ Türkiye 	 <ul style="list-style-type: none"> - Increasing volumes - Increasing mill utilization - Still rather low margins - Increased government support for textile industry 	 <ul style="list-style-type: none"> - Continued positive investment sentiment - Remains strongest market
Rieter	 <ul style="list-style-type: none"> - Increased ROBOspin demand in Türkiye - Good new orders in South America for new machines - Increased pipeline in Africa 	 <ul style="list-style-type: none"> - Increasing offer pipeline - Increasing demand for automation solutions - Successful implementation of product power hub to address local market 	 <ul style="list-style-type: none"> - Improved go-to-market due to strengthened local organization - Chinese customer further expanding into other Asian countries - Opportunities to expand market share

¹ Excluding China, India, and Türkiye



3 Strategy Execution

Rieter Makes the Difference



Innovative Solutions – Update

Project portfolio on track, promising pipeline for ITMA 2027 in Hannover

Technology Leadership

Card 81 benchmarking

- Mill comparison against competitor card performed
- ~ 20% higher productivity
- ~ 30% better yarn quality
- Less card waste

Air-jet J 70

- Positive first customer feedbacks

Customer Service

Distribution network

- Strong focus on improvement of delivery times in 2025
- Regionalization initiatives under way (new warehouse in Türkiye)
- Implementation of new e-commerce platform ESSENTIALorder

Repair stations

- Repair stations opened in Africa
- Additional repair stations planned

Automation and Digitization

AI applications

- Higher efficiency of automated piecing robot ROBOspin
- Carding Gap Control
- Trash Level Monitoring

Smart spinning mill

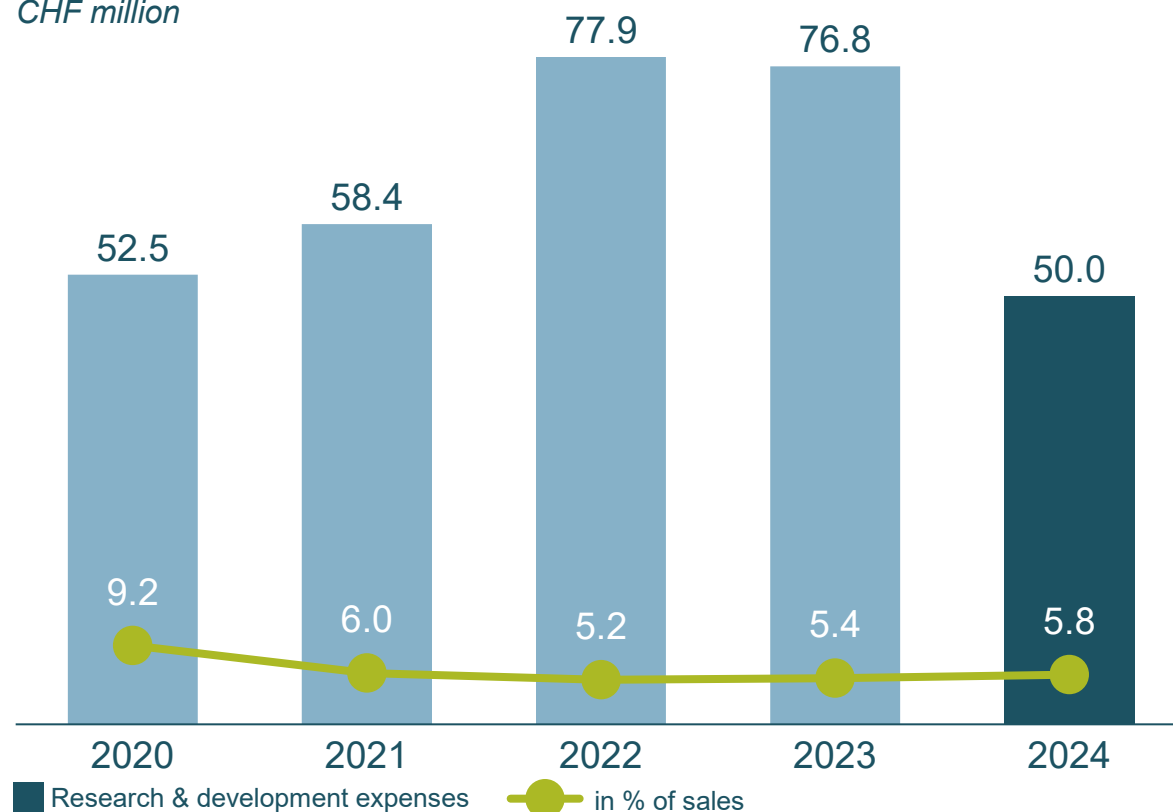
- Concept study for labor-free mill successfully concluded
- New automation features implemented

Investments Into Innovation

Agile structure achieved in R&D

Research and development expenses

CHF million



- Investments into research and development in the financial year 2024 amounted to CHF 50.0 million (5.8% of sales)
- Rieter successfully and sustainably adapted its cost footprint without losing its innovation edge
- Increased collaboration with third-party R&D providers



4 Financials

Financials – Key Messages

Sales

CHF 859.1 million (-39%)

Cost Base

Significantly reduced

Order Intake

CHF 725.5 million (+34%)

EBIT

CHF 28.0 million (-73%)

Free Cash Flow

CHF 14.1 million
(2023: 118.7 million)

Order Backlog

CHF 530 million (-18%)

Net Profit

CHF 10.4 million (-86%)

Net Debt

CHF -230.3 million
(2023: -191.2 million)

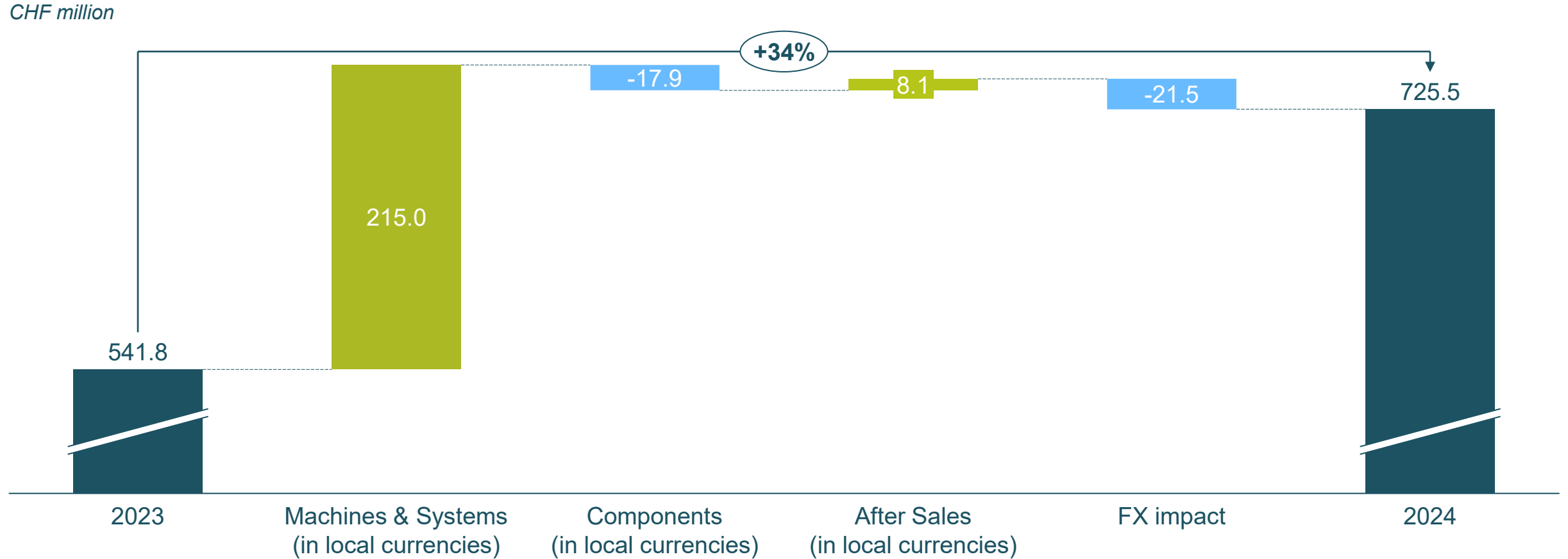
Dividend Proposal

CHF 2.00 per share (-33%)

Order Intake



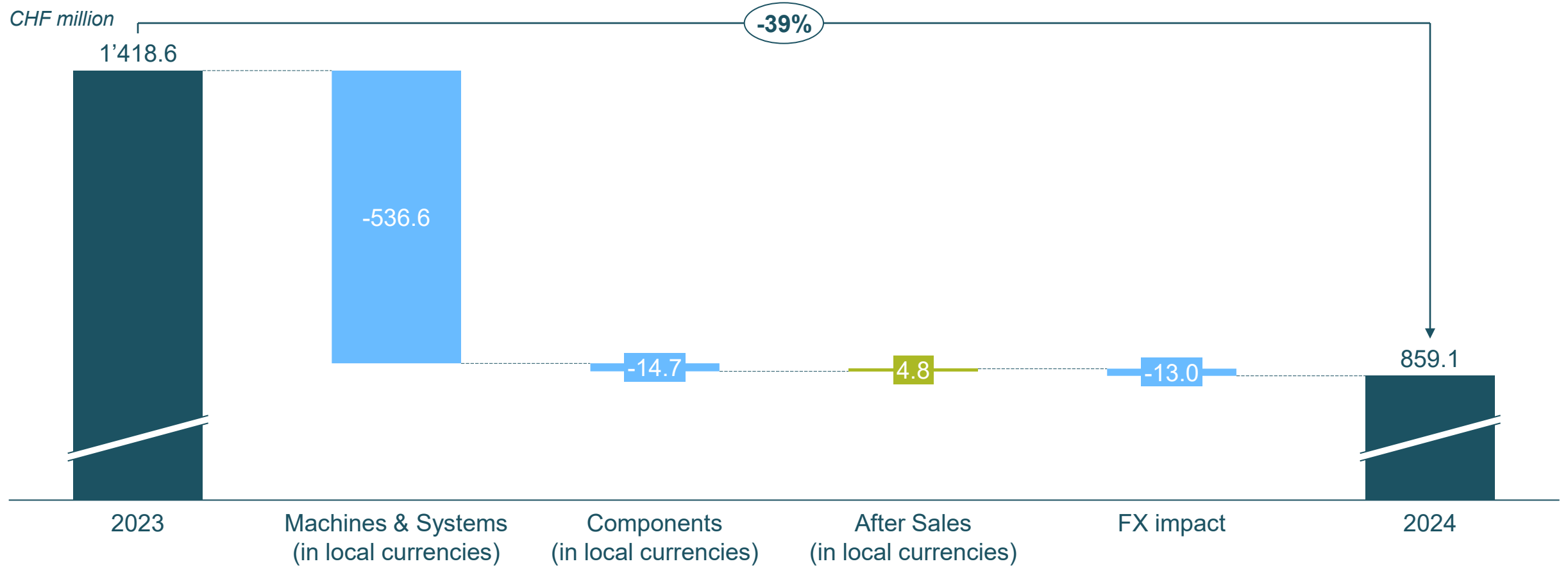
Increase in order intake driven by strong rebound in order momentum in Machines & Systems Division



Sales



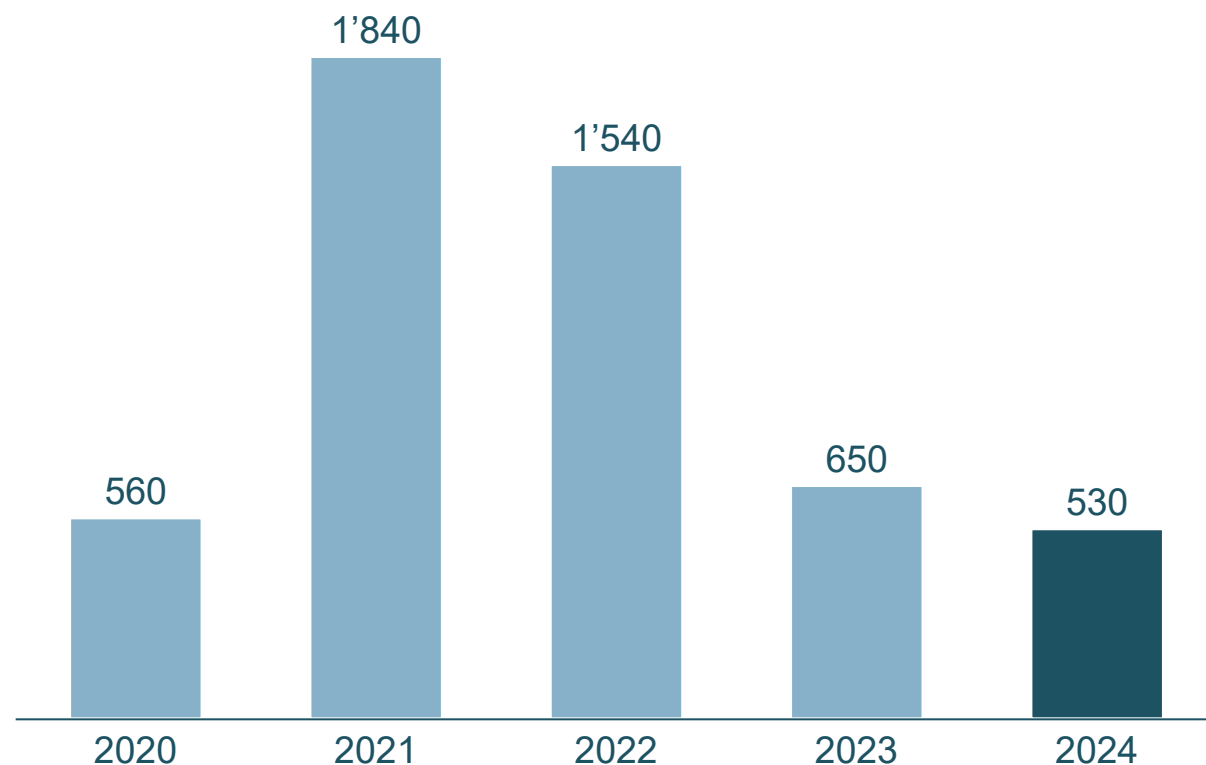
Decline in sales due to lower volumes in Machines & Systems Division



Order Backlog

Order backlog remained in line with the long-term average

CHF million



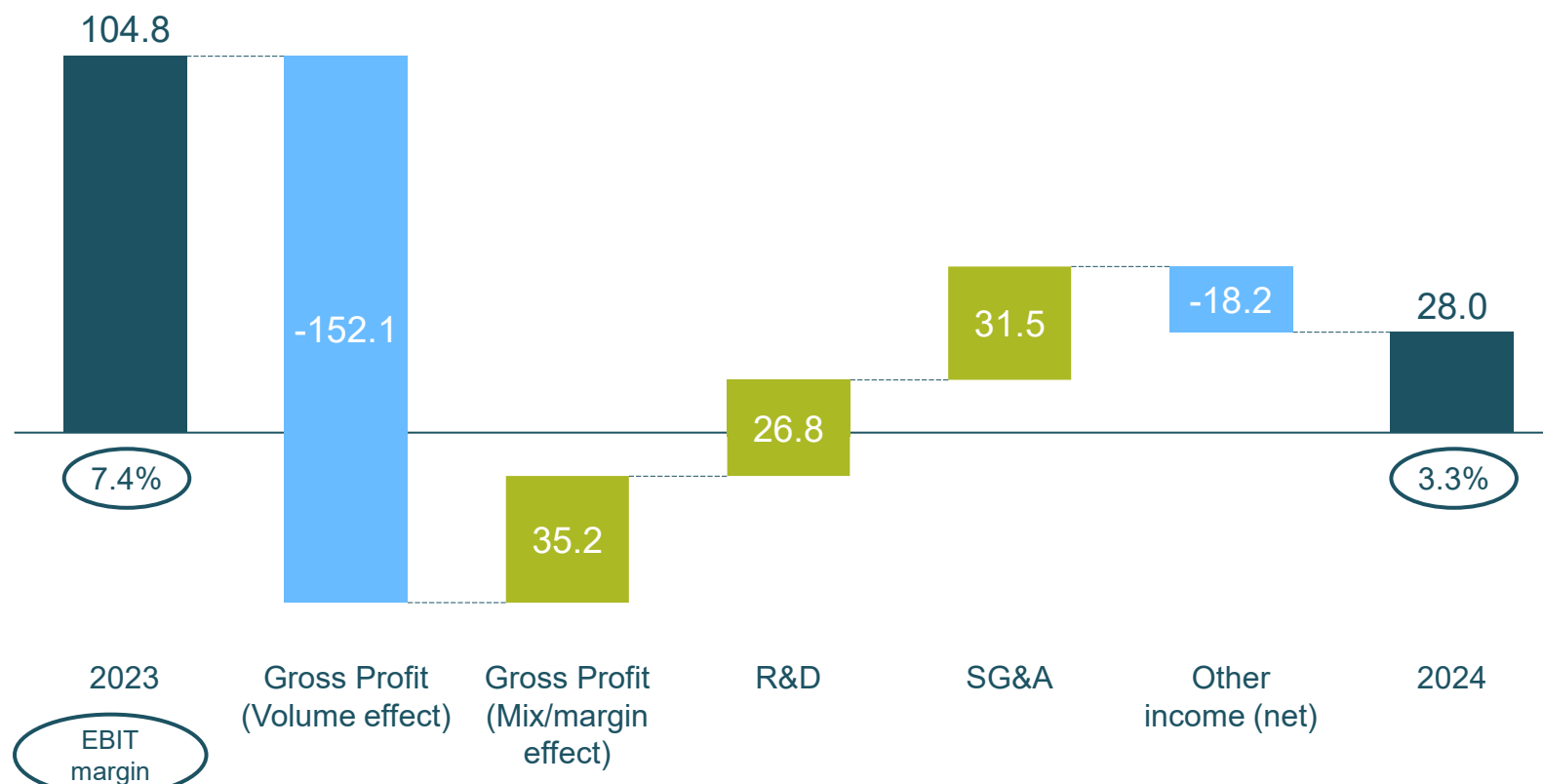
- Order cancellations in 2024 on a normal level
- Order backlog by the end of 2024 amounts to roughly half of a “low” scenario sales volume

EBIT

Volume impact almost compensated by cost measures

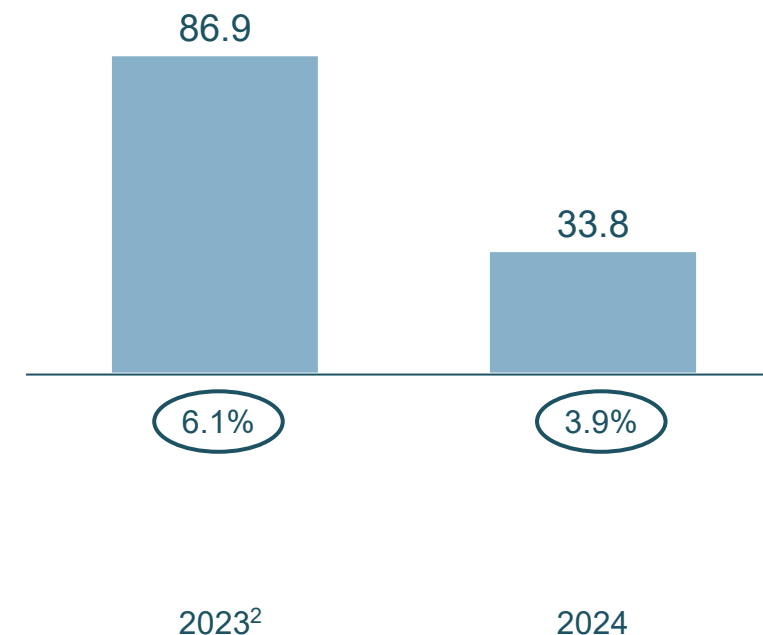
EBIT

CHF million



EBIT b.r.a.i.¹

CHF million



¹ Before restructuring and impairment

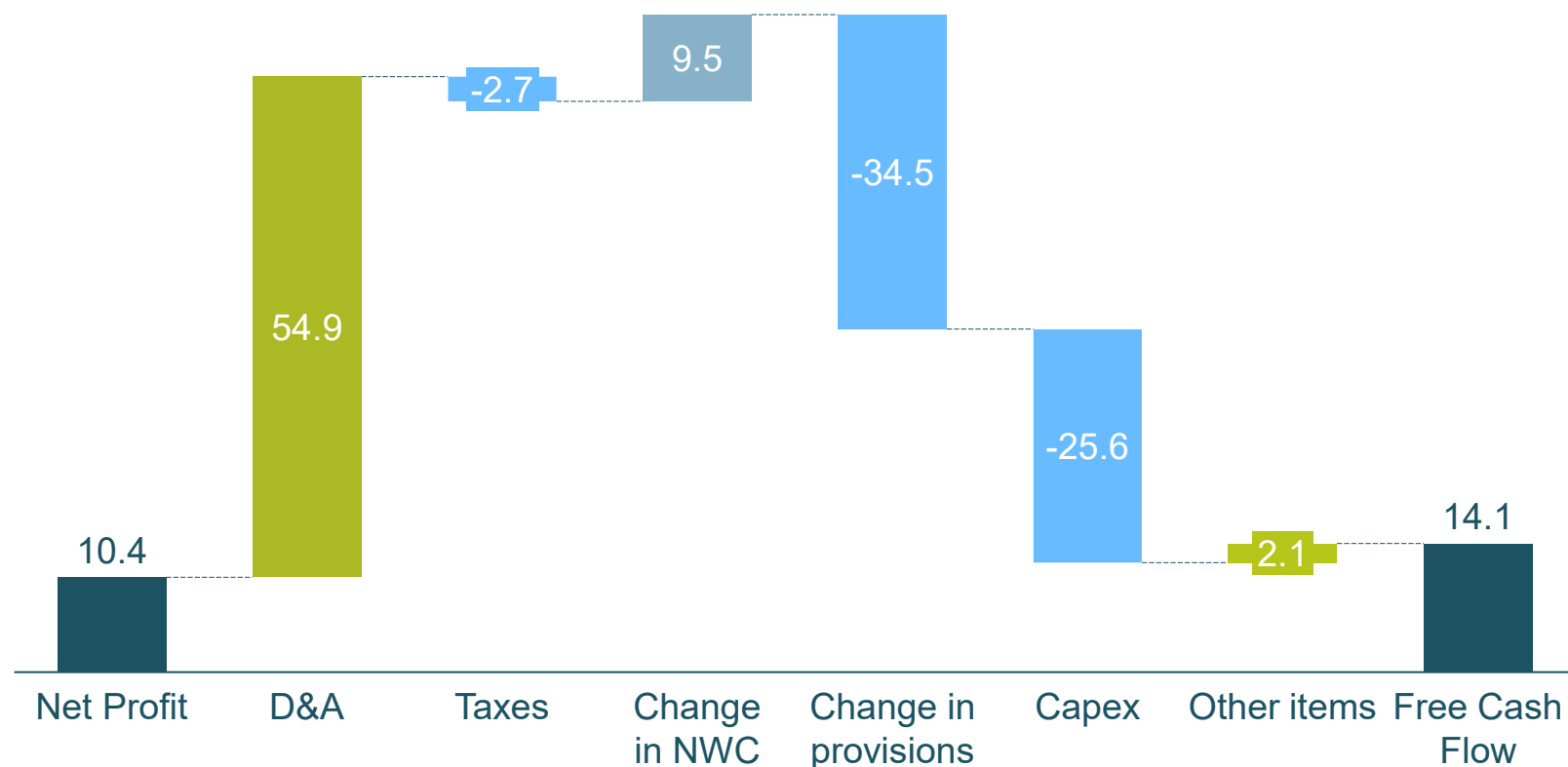
² Excluding gain on disposal of assets classified as held for sale (land and buildings in Winterthur)

Cash Conversion

Cash flow conversion well above 100% despite cash-outs related to the “Next Level” performance program

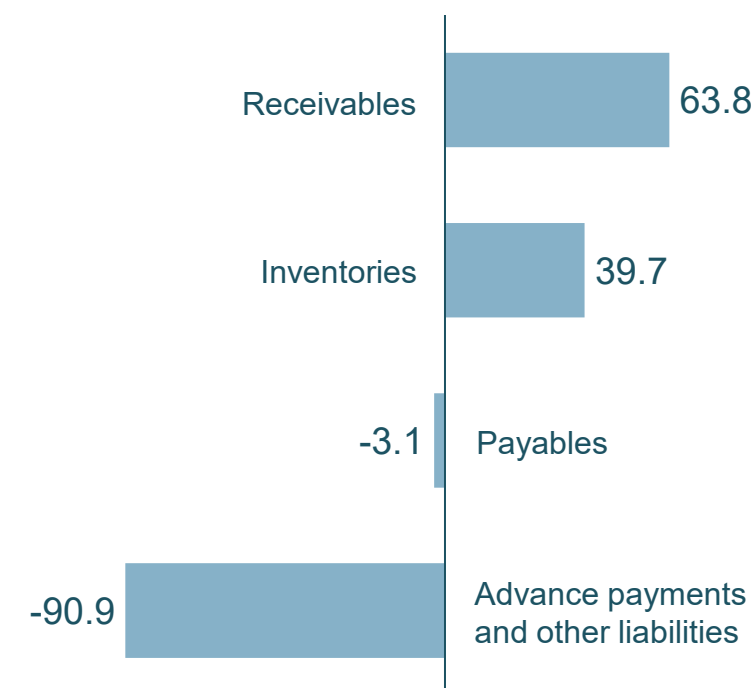
Free cash flow

CHF million



Cash flow impact from NWC

CHF million

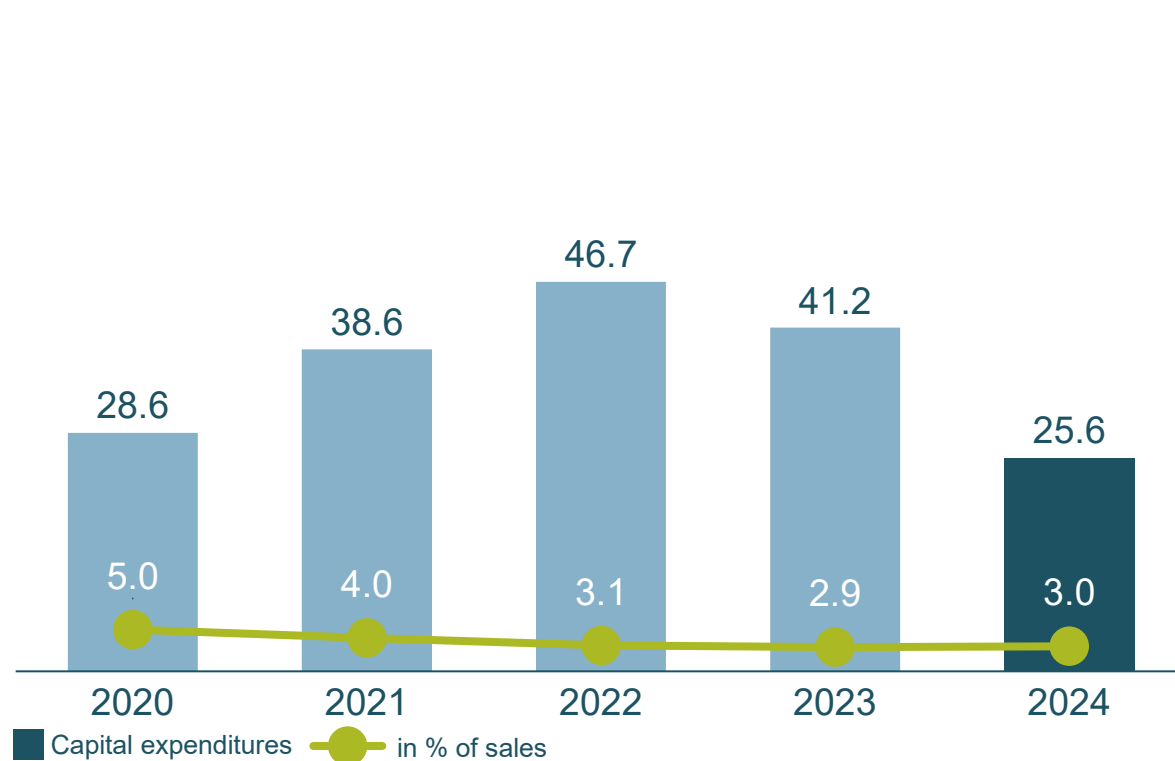


Capex and Depreciation

Rieter pursued a very disciplined approach regarding capital expenditures

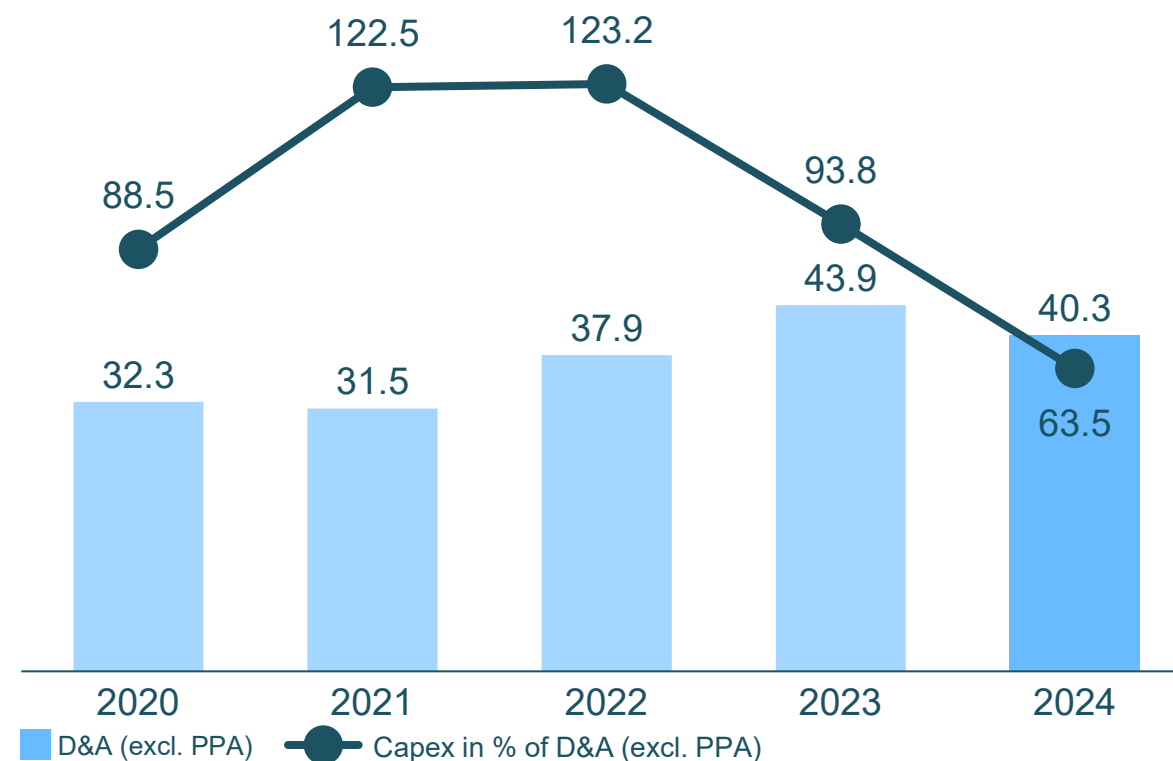
Capital expenditures

CHF million



Depreciation and amortization (excl. PPA)

CHF million

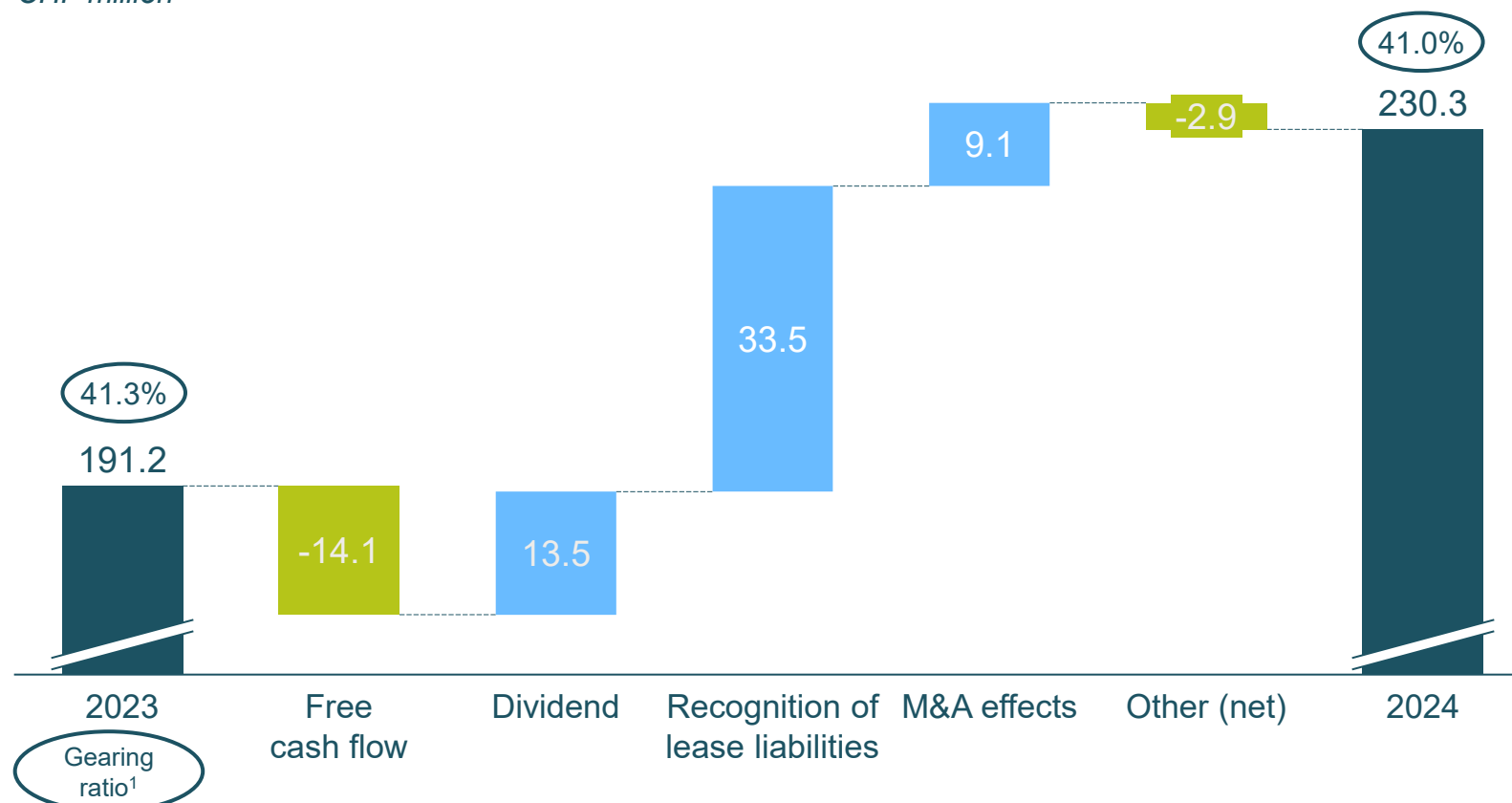


Financial Position

Rieter has successfully strengthened its equity position

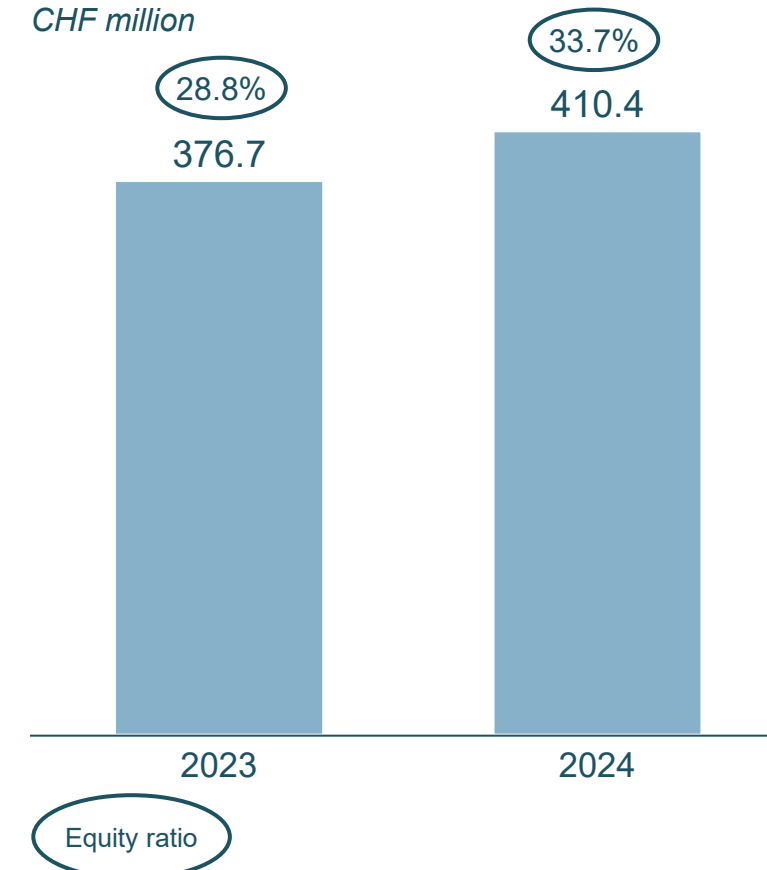
Net debt

CHF million



Equity

CHF million

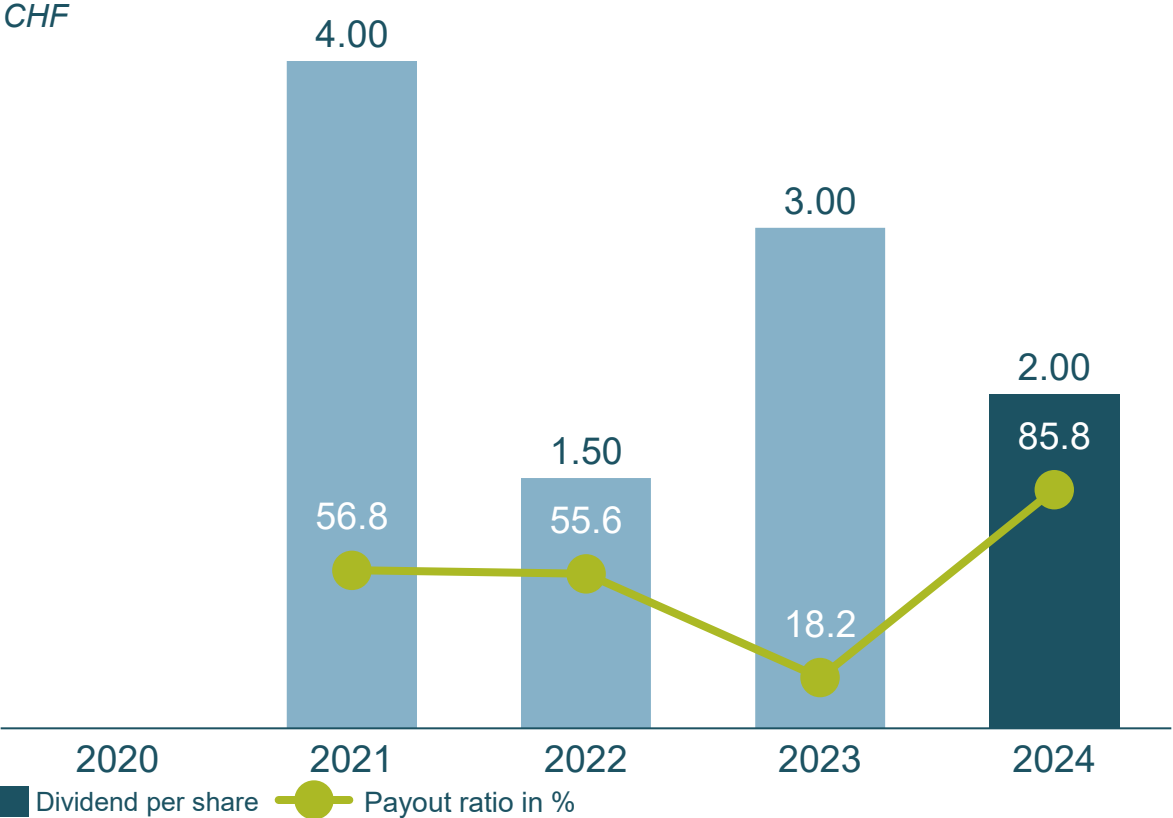


¹ Net debt/Equity ratio excl. leasing

Dividend Proposal to the Shareholders



Dividend per share



- Board of Directors' proposal: Dividend of CHF 2.00 per share
- Payout ratio of 85.8%
- Rieter aims to achieve an equity ratio of >35%



5 Outlook 2025

Outlook 2025

- Rieter expects a challenging first half in 2025 with regard to sales volume and a stronger second half-year depending on the further market recovery.
- As a consequence, Rieter anticipates a sales volume at the previous year's level for the full year 2025.
- Despite this exceptionally low sales level, Rieter anticipates a positive EBIT margin between 0% to 4% for the year 2025.



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Appendix

Order Intake by Division



CHF million	2023	2024	Difference	Difference in local currency
Rieter	541.8	725.5	34%	38%
Machines & Systems	159.4	364.2	128%	135%
Components	229.0	206.6	-10%	-8%
After Sales	153.4	154.7	1%	5%

CHF million	HY1 2024	HY2 2024	Difference	Difference in local currency
Rieter	403.4	332.1	-20%	-21%
Machines & Systems	211.5	152.7	-28%	-30%
Components	117.6	89.0	-24%	-25%
After Sales	74.3	80.4	8%	9%

Sales by Division



CHF million	2023	2024	Difference	Difference in local currency
Rieter	1 418.6	859.1	-39%	-39%
Machines & Systems	965.0	424.9	-56%	-56%
Components	266.2	247.6	-7%	-6%
After Sales	187.4	186.6	0%	3%

CHF million	HY1 2024	HY2 2024	Difference	Difference in local currency
Rieter	421.0	438.1	4%	4%
Machines & Systems	198.7	226.2	14%	14%
Components	126.5	121.1	-4%	-5%
After Sales	95.8	90.8	-5%	-5%

Sales by Region

CHF million	2023	2024	Difference	Difference in local currency
Rieter	1 418.6	859.1	-39%	-39%
Asian countries ¹	361.8	166.2	-54%	-54%
China	188.0	172.8	-8%	-6%
India	224.5	121.2	-46%	-45%
Türkiye	221.3	158.9	-28%	-27%
North and South America	182.5	118.7	-35%	-34%
Europe	75.7	48.6	-36%	-35%
Africa	164.8	72.7	-56%	-56%

¹ Excluding China, India, Türkiye

Financial Key Figures



CHF million	FY 2023	HY1 2024	HY2 2024	FY 2024
Order Intake	541.8	403.4	322.1	725.5
Sales	1 418.6	421.0	438.1	859.1
Gross profit	380.3	122.2	141.2	263.4
EBITDA	163.5	35.7	47.2	82.9
EBIT	104.8	8.9	19.1	28.0
Net profit	74.0	1.7	8.7	10.4
Free cash flow	118.7	-1.1	15.2	14.1
Net debt (-) / Net cash (+)	-191.2	-243.9	-230.3	-230.3

Key Data per Share

Rieter registered shares of CHF 5 nominal value
 Bloomberg: RIEN SW, Thomson Reuters: RIEN.S

		31/12/2023	30/06/2024	31/12/2024
Shares issued <i>(end of period)</i>		4 672 363	4 672 363	4 672 363
Treasury shares <i>(end of period)</i>		180 549	166 962	151 962
Shares outstanding <i>(end of period)</i>		4 491 814	4 505 401	4 520 401
Shares outstanding <i>(undiluted, period average)</i>		4 489 283	4 501 014	4 505 347
Share price <i>(end of period)</i>	CHF	90.10	115.00	84.90
Market capitalization <i>(end of period)</i>	CHF million	405	518	384

Financial Calendar



Annual General Meeting 2025

April 24, 2025

Semi-Annual Report 2025

July 18, 2025

Investor Update 2025

October 22, 2025

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