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Company overview

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Dear Shareholders,

2024 was a landmark year for Accelleron as it celebrated the 100-year anniversary of the turbocharger. It was also the year in which Accelleron concluded all build-up activities related to its operation as an independent listed company. And what a successful year it was. Accelleron broke through the USD 1 billion revenue mark, with key figures improving across the board. The foundation for sustainable growth and the baseline for future profitability have been established.



Strong financial results

Revenues in 2024 reached USD 1.023 billion, increasing by 11.8% year-on-year (12.9% in constant currency, 7.3% organic). Accelleron's growth last year was driven by the Medium & Low Speed segment, which capitalized on opportunities in new-fuel applications and servicing activities. The High Speed segment declined slightly due to a temporary slowdown in the gas compression market, which was partially compensated by the expansion in emergency power for data centers.

Net income increased by 63%

Accelleron's operational EBITA was up by USD 38.8 million, or 17.4%, to USD 261.9 million. The operational EBITA margin increased by 1.2 percentage points to 25.6%, thanks to the strong topline growth and operating leverage. In 2024, we concluded all build-up activities, incurring non-operational costs of USD 15.8 million, down from USD 77.4 million in 2023. Net income increased by USD 69.4 million, or 63.1%, to USD 179.4 million. Free cashflow conversion stood at 99.1% (99.2% FY 2023). The net leverage came in at 0.7, despite

M&A-related investments of USD 56 million in 2024. Accelleron's highly successful first bond issuance, with proceeds of CHF 180 million, reflected the capital market's confidence in us. Accelleron's strong profitability allows us to propose an increased dividend of CHF 1.25 per share for 2024.

Contribution from both segments

Medium & Low Speed growth driven organically and inorganically

The Medium & Low Speed segment generates around three quarters of its revenues in the marine industry, and the remainder is mostly linked to power generation.

Strong shipping demand, paired with geopolitical tensions, led to high ship utilization. The company further grew its service business, supplemented by the selling of retrofit solutions that provide tangible fuel savings and emissions reductions for marine customers.

The LNG carrier market, where Accelleron has a very strong position, and the tanker market saw increases in ship orders, driven by a rise in global energy trade by sea.

Demand for advanced dual fuel injection systems increased significantly in 2024. Last year's investments in the manufacturing capacity of the previously acquired Italian company OMT, as well as the hiring and training of people, enabled a double-digit increase in output.

In the power plant market, new-build activity for medium-speed power generation remained subdued in 2024, but services performed well.

High Speed delivered twice as many turbochargers for emergency power

The High Speed segment generates more than 90% of its revenues in the energy industry, with the remainder coming from the marine industry.

While turbocharger demand in the gas compression market temporarily slowed as customers reduced their inventories, demand for turbocharged emergency generators continued to grow in 2024.

Accelleron's high-speed turbochargers were highly sought after, especially among customers looking to protect data centers and other critical infrastructure with emergency power solutions. Deliveries in what is still a relatively new business for Accelleron doubled from 1,300 units in 2023 to 2,600 units in 2024, with an installed capacity of 1.9 GW.

High-speed power generation in gas applications also saw good momentum and healthy servicing levels.

Positive outlook and continued focus

Growing demand in marine and energy

As we look ahead to 2025, we are optimistic about the positive market momentum, driven by growing demand in the marine and energy industries.

In the merchant marine industry, shipyards' order books are full for the coming years, and the share of new-builds for dual fuel capable vessels is high. We expect a continuation of the positive dynamic for services in the medium-speed marine market and increasing market interest in retrofits. We see our full-cover service agreements and retrofit solutions for decarbonization as the main growth drivers. We will also leverage our unique service network and customer relationships to offer additional digital services.

In the energy industry, we will capitalize on the opportunities for decentralized power generation where we see a trend toward more flexibility and resilience. We also expect continued strong demand from data centers. The gas compression market will remain volatile, but more LNG carrier capacity could drive demand and export business for US gas.

Unparalleled R&D and long-term perspective for acquired companies

Our unparalleled investment in research and development ensures that we remain at the forefront of industry advancements. We will continue to invest substantially in R&D, particularly in solutions for CO₂-neutral fuels and digital innovations, because we are convinced that decarbonization will continue. The maritime industry is sticking to its path to decarbonization, driven by regulation from the United Nations' International Maritime Organization (IMO) and the EU.

By acquiring Italy's OMC2 and Canada's True North Marine (TNM) in 2024, Accelleron expanded its capacities in fuel injection and capabilities in marine digital solutions. OMC2 production capacity will support OMT in addressing the significantly increased demand for advanced fuel injection systems, while TNM's digital solutions will complement Accelleron's Tekomar offering.

These acquisitions have once again demonstrated our ability to identify, successfully integrate, and develop companies in adjacent markets. Importantly, the acquisitions have shifted the

market perception of Accelleron as a technology leader beyond turbocharging, providing a long-term growth perspective linked to decarbonization.

Economically and environmentally sustainable growth

Decarbonization is a demanding, complex, and costly effort that cannot be managed by one player or even individual industries alone. While we are reducing our Scope 1 & 2 CO₂ emissions, Scope 3 emissions from transport and purchased goods are harder to abate. They account for 90% of our CO₂ footprint.

The key question is how companies can achieve sustainability goals while maintaining international competitiveness. Consequently, we are also testing the extent to which market segments and regions will pay for products and services that reduce CO₂. We will be setting sustainability goals aligned with the Science Based Targets initiative (SBTi) that are ambitious yet achievable, market-appropriate, and commercially viable.

Striking a balance between ESG criteria, the geopolitical climate, and trade complexities will determine how we align and make our supply chains and footprint more resilient in the next two to three years. Last year, we reduced lead times and transportation costs for customers in Asia, which represents the world's largest share of shipyards for merchant marine, through a strategic contract manufacturing agreement with South Korea's HD Hyundai Marine Engine.

Baseline for future growth and profitability established

Of course, geopolitical uncertainties and their potential impact on our markets and businesses make any forecast difficult. But with build-up costs a thing of the past, we are confident that we have established a solid baseline for future growth and profitability. We reaffirm our commitment to delivering shareholder value through attractive dividends and selective, disciplined M&A activities that align with our long-term value creation strategy.

We are grateful for the dedication and hard work of our colleagues, and for the trust of our customers and shareholders throughout 2024. Reflecting on our century-long heritage of innovation and market leadership, we look forward to achieving further milestones in 2025 as Accelleron continues to lead in the marine and energy industries. We have come a very long way since the first turbocharger – and we have already come a long way as an independent company.

Yours sincerely,



Oliver Riemenschneider
Chairman of the Board of Directors



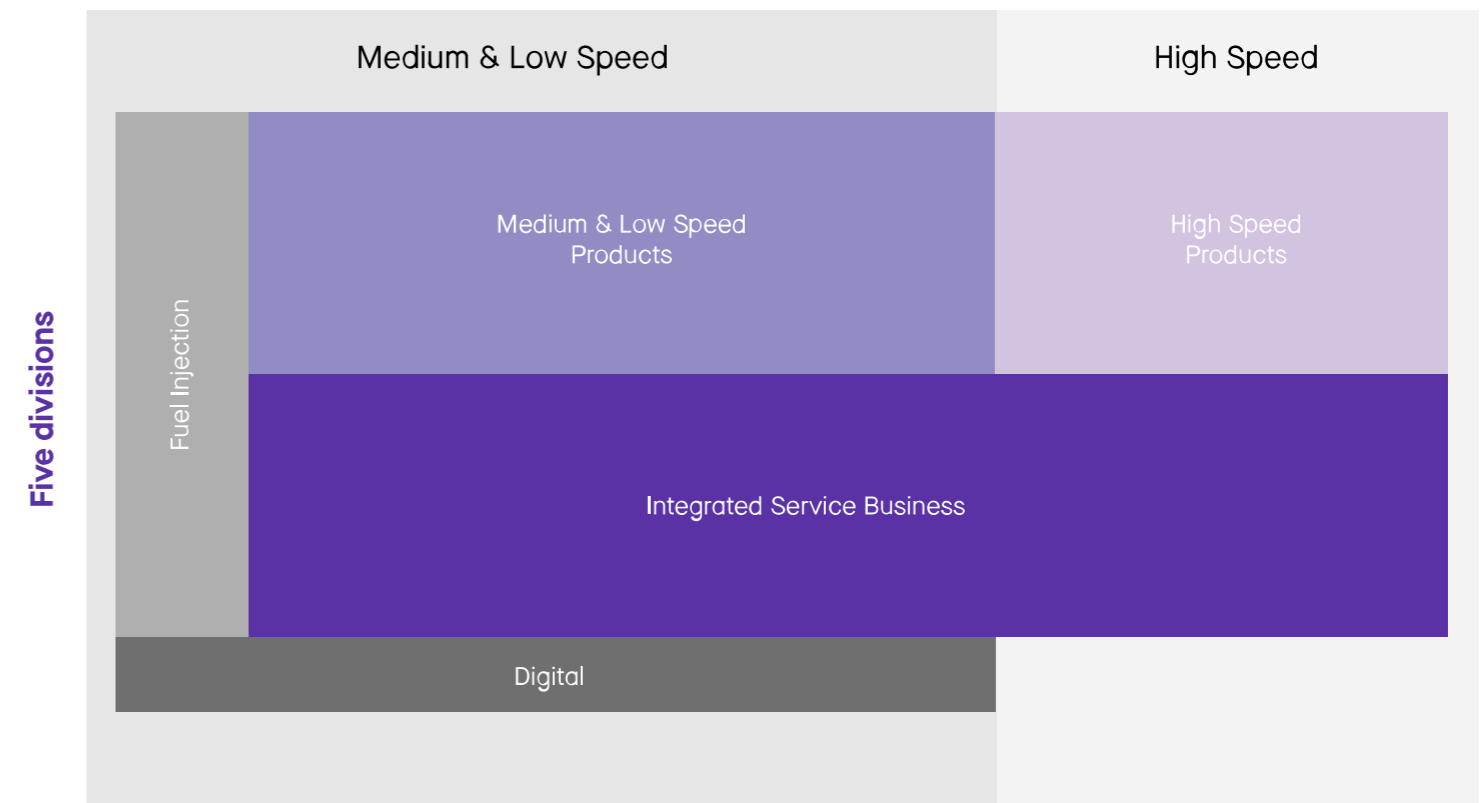
Daniel Bischofberger
Chief Executive Officer

Accelleron at a glance

Accelleron's technology gives engines an extra boost in performance to improve their fuel efficiency. By burning less fuel, the engines release fewer emissions. The Company designs, manufactures, sells, and services highly customized turbochargers and fuel injection equipment for heavy-duty applications.



Two reporting segments



Accelleron reports its business into two segments: Medium & Low Speed and High Speed. They both cover product business as well as the integrated service business. The service business relies on the value chain of the respective segment's product business, while operating as an overarching global service network. From an operating perspective, the business is organized in five operating divisions: two product divisions, one service division, one Digital division and the latest addition, Fuel Injection. Digital and Fuel Injection are reported in the Medium & Low Speed segment as their application is primarily related to the Medium & Low Speed segment.

As a focused specialist with a comprehensive product and service range, Accelleron produces heavy-duty turbochargers ranging from 100 kg to 10 metric tons and from 500 kW to 30,000 kW as well as fuel injection equipment for large medium-

and low-speed engines. All main markets from marine and energy to off-highway vehicles are exposed to the megatrends of decarbonization and digitalization, both of which provide vast opportunities.

With its products, Accelleron is the undisputed leader in turbocharging mission-critical applications. The Company's operations are based on a foundation of a century of making significant and continuous investments in technology, partnering with original equipment manufacturers (OEMs), end-users and an unrivalled global service network, and a unique service culture that will never let customers down.

Highlights

100-year anniversary

2024 marked the 100th anniversary of the world's first industrial turbocharger production, by Accelleron predecessor BBC, in Baden, Switzerland. Over the past century, the Company has remained at the forefront of innovation, becoming the global leader in turbocharging and fuel injection technologies, digital solutions and services to industries that form the backbone of modern life, as well as supporting decarbonization.

Digital partnerships

January saw HD Hyundai Marine Solution select Accelleron to deliver digital optimization solutions for its Smartship platform. This was followed by partnerships with Japanese maritime data platform provider BEMAC and marine systems provider Furuno Electric for digital cooperation.

Turbocharger supply agreements

In March, Japanese engine builder Makita chose Accelleron to supply low-speed turbochargers for its first small-bore two-stroke marine engine, while Rolls-Royce Power Systems ordered high-speed turbochargers for its new biogas gensets.

Fuel injection and digital solutions acquisitions to drive growth

In July, Accelleron subsidiary OMT announced an agreement to acquire OMC2, an Italian manufacturer of four-stroke fuel injection components. The acquisition enlarges OMT's manufacturing base while strengthening its position in alternative fuels. In August, the Company reported the acquisition of True North Marine, a Canadian firm specializing in digital weather routing and voyage optimization.





HD Hyundai contract manufacturing agreement

In September, Accelleron signed a contract agreement with HD Hyundai Marine Engine to manufacture medium-speed radial turbochargers in Korea. The agreement strengthens Accelleron's position in the Asian market, lowering lead times and transportation costs for customers in the region. It also marked a significant milestone: the 40th anniversary of Accelleron's two-stroke turbocharger license agreement with HD Hyundai.

Somas partnership

Somas, a leading valve manufacturer, signed a servicing partnership with Accelleron in September. Through this partnership, Somas marine customers gain access to Accelleron's global network of service engineers.

CHF 180 million bond issuance

In October, the Company successfully launched its CHF 180 million bond with a six-year maturity and a 1.375 percent coupon. Proceeds will be used for general corporate purposes.

Service agreements

Accelleron entered into several service agreements, including with Italian shipping company Grandi Navi Veloci, covering more than 100 turbochargers across GNV's fleet of 28 ships.

EPLO upgrades

Following the launch of the Engine Part-Load Optimization (EPLO) service, the partners Accelleron and HD Hyundai Marine Solution signed a respective service agreement with Greek operator Neptune Lines Shipping, covering four car carriers. Further EPLO agreements followed with Wallenius Wilhelmsen and Höegh Autoliners.



Higher efficiency, lower emissions, and best power density – with today’s and tomorrow’s fuels

Accelleron’s success builds on two mainstays. With best-in-class technology and a global service footprint, the Company cares for its customers by providing the optimal solution 24/7 all around the world.

Given its technological leadership, Accelleron is the preferred partner for internal combustion engine original equipment manufacturers (OEMs). The Company helps them achieve world-class power densities, up to 25% higher compared to the closest peers, and up to 2% better efficiency, lower emissions, and optimal reliability. The acquisitions of OMT and OMC2 further put Accelleron at the forefront of development with new zero-carbon fuels. Superior R&D capabilities are the key driver for this: every year, Accelleron invests about 6% of its annual revenues in R&D – irrespective of the economic cycle.

As part of the Company’s global service network, over 500 trained service engineers in over 100 locations support more than 5,000 end customers. The global service center in Switzerland can deliver spare parts to any airport in the world in 48 hours, 365 days per year. With its strong and growing digital capabilities, Accelleron enables remote monitoring, predictive maintenance, and digitally enabled business models.

Accelleron is a global player. 34.3% of its revenues come from Europe, and 43.0% from Asia, the Middle East, and Africa (AMEA), where most of the new ships are built and maintained. In the Americas, which account for 22.8% of revenues, the major markets are cruise ships, gas compression, and power. In the power industry, Accelleron’s products are operated in a variety of applications, including base-load power for remote locations, balancing power (e.g., to compensate for fluctuating electricity supply generated from renewables), and back-up power (for the likes of hospitals and data centers).

Switzerland, the largest location, hosts the key functions that thrive on close cooperation: the global service center, R&D, and the European sourcing hub (the main manufacturing site). Accelleron has further production sites in China and Italy, and a sourcing site in India. The OMT factory in Turin, Italy, with meanwhile almost 300 employees, has become the third largest site.

Exceptional customer care

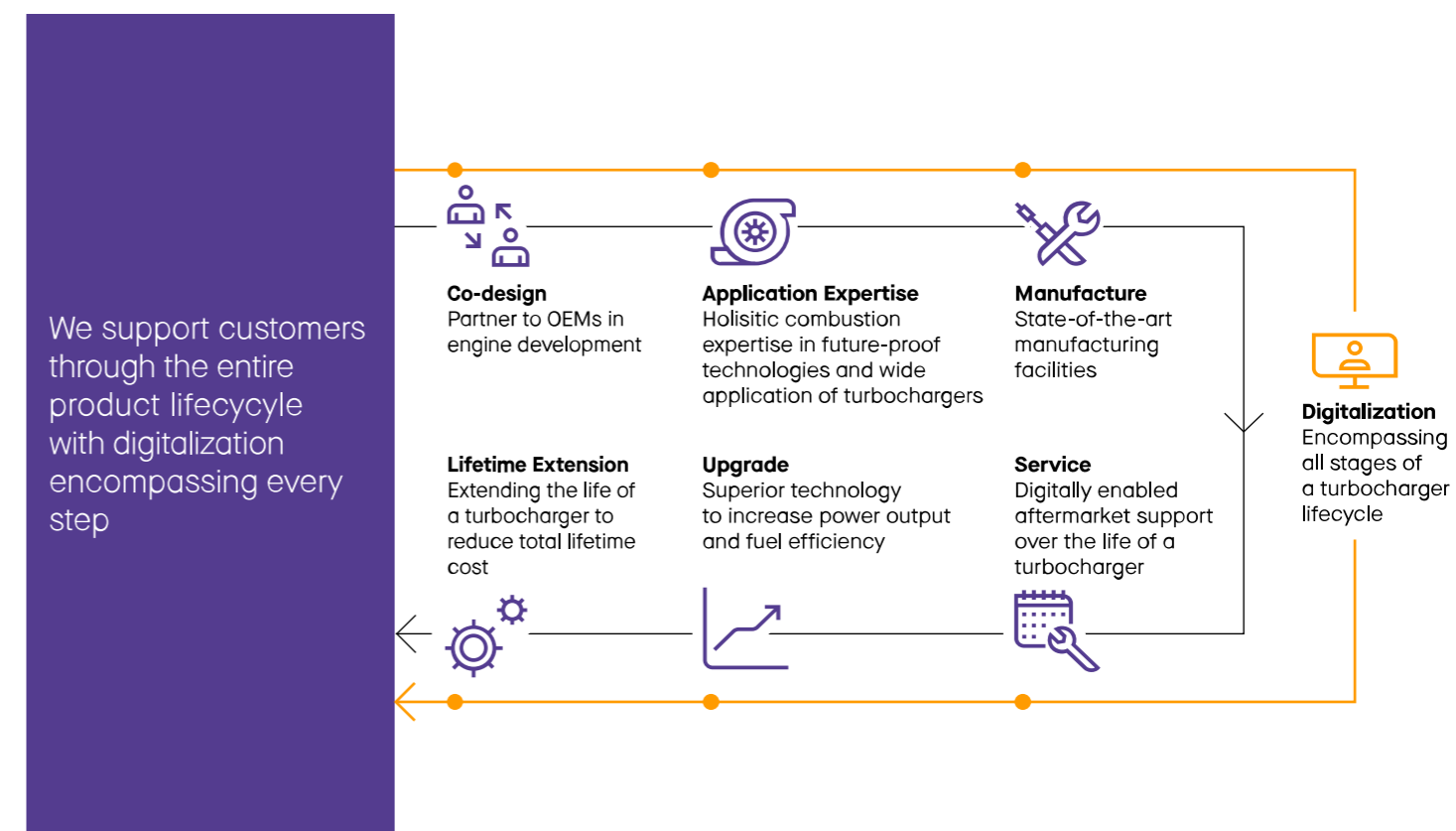
Accelleron’s customer care and focus are exceptional. It starts with designing turbochargers in close coordination with engine OEMs to develop the best-performing combustion engines. The Company’s application engineering experts also collaborate closely with OEMs to tailor turbocharger specifications to every single installation. Furthermore, they work to optimize end users’ cost of ownership by offering upgrades and lifetime extensions. Digitalization encompasses all steps of a turbocharger’s lifecycle, improving transparency and effectiveness both for Accelleron and its customers.

In the service business, Accelleron’s market-leading global sales and service network sets the Company apart from its peers. The mission is to offer turbocharging services and solutions that help the customers succeed in business. Accelleron provides turbocharger services and spare parts from a single source through its own network.

This approach offers customers a “full cover” service model, including lifetime service and paid-by-the-hour service agreements and digital offerings.

Accelerating innovation

The Company’s almost 3,000 highly dedicated and skilled employees work toward clear goals. Their passion and alignment ensure Accelleron’s technology and service excellence and strengthen its competitiveness. Best-in-class R&D capabilities and a portfolio of about 120 patent families secure technological leadership. One example, announced in 2023, is the ACCX300-L. It reimagines turbocharging for large engines, providing the end-user with higher flexibility in operations, fuels, and service.



Four growth pillars

Accelleron's strategy is to leverage its superior products and technology, service network, and leading market position to outgrow markets and competitors – while continuing to deliver best-in-class margins, cash conversion, and capital deployment. The strategy is based on four growth pillars:

1. Increase the Company's market share in the core markets marine and energy
2. Grow the service business by focusing more on lifetime service contracts and digital offerings

3. Enable and support customers in transitioning to natural gas and future carbon-neutral fuels, with the best turbocharging system and fuel injection solutions for single fuel engines, as well as for the growing market of dual fuel applications, e.g., engines running on diesel and LNG, methanol, or ammonia
4. Expand organically and inorganically into adjacent areas, where Accelleron can stand out thanks to technological leadership and service excellence, e.g., digital solutions and engine components with high service intensity.

Megatrends create significant opportunities

The megatrends decarbonization and digitalization impact all of Accelleron's main markets – from marine to energy, to off-highway vehicles. They create significant opportunities for Accelleron. Take the marine sector, for example: if the maritime industry was a country, it would be the world's sixth largest CO₂ emitter, comparable with countries like Japan, Indonesia or Germany, generating one billion metric tons of CO₂ emissions annually, or 3% of global CO₂ emissions. Annual fuel consumption is three billion barrels of oil equivalent, similar to the aviation industry's annual fuel consumption.

Accelleron is continuously innovating to push the energy transition forward and accelerate the decarbonization journey for its customers. The Company does this in three ways. First, its turbochargers, fuel injection systems, and digital solutions improve asset efficiency and reduce environmental impact by decreasing emissions and saving fuel, regardless of whether it is conventional fuel, bridging fuel like LNG, or a future carbon-neutral fuel like methanol, ammonia, or hydrogen. Second, since decarbonization in marine and energy industries depends on the energy transition, Accelleron is working intensively on designing new fuel injection systems which are tailor-made for the special requirements of future carbon-neutral fuels, and turbochargers that are adaptable for multiple fuel requirements. Finally, Accelleron's expanded digital offerings not only give marine customers the data needed to optimize vessel performance and efficiency, but they also help ship owners and charterers to report on emissions accurately, and to optimize overall fleet operations to meet decarbonization goals.

Turbochargers improve the efficiency of large engines up to 10%, leading to gains in both marine propulsion and the energy industry. This is equivalent to taking at least 40 million cars off the road in terms of CO₂ emissions and thereby creating USD 10 to 20 billion in annual fuel savings. In this context, Accelleron turbochargers improve

efficiency by up to 2% more than the turbochargers of the next best competitor.

To achieve net zero targets in the Company's key markets, using future carbon-neutral fuels is a must. Since they cost much more, Accelleron's key competitive advantage of higher-efficiency turbochargers will be accentuated even further. Already today, Accelleron has a significantly higher market share in turbochargers for natural gas than for conventional fuels and is a leader in pilot applications with future fuels such as green methanol and hydrogen.

For fuel injection equipment, dual fuel engines represent a big opportunity because the delivery scope per engine increases considerably. Digital offerings are gaining in importance. They positively impact Accelleron and its customers' business as they increase the efficiency and transparency of internal business processes and facilitate customers' interactions with the Company. Accelleron has introduced LOREKA, a customer portal, where customers receive all the relevant information about their installed turbocharger base and can interact with the Company around the clock. Digitalization reduces customers' equipment lifecycle costs, whether they are incurred for turbochargers or combustion engines, and increases uptime. Accelleron's user-friendly Tekomar XPERT platform provides recommendations not only for improving engine performance and emissions, but for improving hull and propeller performance, too. The Company has complemented its digital offering by acquiring True North Marine, addressing key aspects of vessel performance and supporting customers with their decarbonization goals.

Accelleron continues to develop digital twins of its turbochargers based on physical modeling and operational data. Thanks to the digital twins and related capabilities, the Company can offer its customers Smartly Enabled Services, meaning data-based service agreements that individually optimize turbocharger maintenance, performance, and the customer experience.



Building the market-leading fuel injection business with OMC2

In July, Accelleron's specialist fuel injection subsidiary Officine Meccaniche Torino S.p.A. (OMT) announced the acquisition of O.M.C.2 Diesel S.p.A (OMC2), an Italian manufacturer of four-stroke fuel injection components. Founded in 1962 and based in Cazzago San Martino, Brescia, OMC2 supplies high-precision fuel injection equipment for four-stroke engines, with a focus on the marine, stationary, and rail sectors. With around 70 employees, OMC2 generated revenues in the low double-digit million-USD range in 2023. OMT retained all OMC2 employees following closing, underlining our confidence in the business and its people.

OMT – Accelleron's entry into fuel injection

In 2023, Accelleron first acquired OMT, the market leader in two-stroke fuel injection. This was a major milestone, adding fuel injection capabilities to Accelleron's extensive turbocharger portfolio to create an even more comprehensive customer offering. Turbochargers and fuel injection systems are critical and complementary technologies for optimizing engine performance and emissions reduction, especially with alternative fuels.

OMC2 – creating a market-leading position

Fuel injection is a growing market, but limited production capabilities pose challenges. Both low- and medium-speed engines require additional production capacity, and the increasing prevalence of dual fuel ships, for which injection systems are vital, means that strong demand is expected in the low-speed segment.

For example, as of 2023, approximately 50% of ship orders already included dual fuel engines, requiring increasingly complex fuel injection systems, so the opportunity is sizeable. Fuel injection is also a mission-critical and performance-determining engine component that requires continuous maintenance and spare parts supply, providing ongoing opportunities to support customers.

We have a clear ambition to further increase our market share in fuel injection for medium-speed engines by utilizing new fuel applications, which was a key reason for acquiring OMC2.

“The fuel injection market has massive growth potential, and the acquisition of OMC2 reinforces our leading position in the industry, helping us become even more relevant to our customers in their decarbonization journey.”

Klaus Heim, CEO of OMT



OMC2 has provided significant benefits and synergies for Accelleron and our combined customer base, allowing us to take advantage of the growing demand for fuel injection systems and strengthen OMT's leading position in this field.

In the short term, OMC2 will expand OMT's manufacturing base and provide additional production capacity to meet the current strong demand for fuel injection systems.

Looking to the future

The medium-term plan is to further expand manufacturing capacity at the OMT and OMC2 factories, while in the long term it provides a solid foundation for OMT's growth strategy, particularly in the four-stroke medium-speed segment.

The acquisition has helped reinforce our position as the partner of choice for OEMs of large marine engines and other heavy-duty applications using alternative fuels such as hydrogen, methanol, and ammonia, enabling us to deliver advanced solutions for decarbonization and new fuels.

Together, we are working on even more efficient solutions to further reduce our customers' fuel consumption and contribute to the decarbonization of shipping.

Strengthening our digital offering with True North Marine

In August, Accelleron acquired Canadian firm True North Marine (TNM). Founded in 2013 and headquartered in Montreal, Canada, TNM provides weather routing guidance and voyage optimization, including consulting services from pre-voyage estimates to post-voyage claims, ensuring safe and cost-efficient navigation. TNM, with its 50 employees, has grown rapidly in the past 10 years. Today it is present in Canada, India, China, Greece, and the UK.

The acquisition added to Accelleron's existing digital offering of Tekomar XPERT Marine and Turbo Insights to create a complete digital solution that can help ship owners and operators meet both their decarbonization and commercial goals. With this acquisition, Accelleron has expanded its digital customer base to 3,300 ships.

Creating a leading digital proposition for the maritime industry

Digitalization and data are fundamental to transforming and decarbonizing the global maritime industry. Digital solutions are an increasingly important differentiator for Accelleron, allowing us to provide a full suite of services to ship owners and operators.

True North Marine's digital solutions cover the full range of services before, during and after a voyage. With TNM's weather routing and powerful voyage optimization tools, customers can plan effectively to maximize for commercial and decarbonization purposes. Performance monitoring

tools provide a set of 'eyes and ears' aboard the vessel, to accurately track a voyage and take corrective action to deal with underperformance. TNM also offers customers detailed reports on emissions, to properly track data and get clarity on their decarbonization strategies. Lastly, post-voyage analysis provides expert insight into a journey and areas that could be improved.

This range of powerful digital services aligns with Accelleron's ambition to accelerate the maritime industry toward a decarbonized world. Gathering actionable data is essential to ensuring vessels are as efficient and sustainable as possible, with significant demand for this level of transparency between ship owners and charterers.

"The TNM acquisition will help our customers to optimize their global fleet planning, save fuel and money, reduce emissions, and ensure compliance with evolving international regulations."

Cristian Corotto
President of Accelleron's Digital division

What's next for Accelleron's Digital division

On the journey to a decarbonized maritime industry, measurability and data are critical. In order to improve performance, a proper understanding of key performance indicators based on practical data is essential.

Digital technologies, such as artificial intelligence, machine learning, cloud computing and others, will

help drive the green transition toward a more sustainable future, enabling an effective decision-making process through reliable data and analytics.

Developing an industry-leading technology offering is central to Accelleron's long-term strategy, which is why we have significantly expanded our range of digital solutions through the acquisition of True North Marine.

