



MANAGEMENT REPORT

2025



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Datwyler with increased profitability and sound Healthcare momentum

In the 2025 financial year, Datwyler generated revenue of CHF 1'100.5 million. Adjusted for negative currency effects of -3.7%, the company achieved organic growth of 3.1%. Due to these currency effects, reported revenue was overall 0.6% below the prior-year level. The Healthcare division developed dynamically, and the "ForwardNow" transformation program has already contributed to a sustained improvement in profitability. The EBIT margin increased significantly to 12.4%. With the announcement of a majority stake in Capsul'in, Datwyler is also sharpening its position in the attractive Food & Beverage business. Based on stable free cash flow, an unchanged cash dividend of CHF 3.20 per bearer share will be proposed at the Annual General Meeting. Datwyler confirms its mid-term objectives and is confident of an incremental increase in revenue and profitability.



1'100.5 million
Net revenue



12.4%
EBIT margin



136.6 million
Operating result (EBIT)



780.0 million
Average capital
employed



17.5%
ROCE



52.7 million
Capital expenditures



7'633

Full-time equivalents

1 Management Report

1.1 Letter to the shareholders

All profit figures mentioned from the previous year have been adjusted for one-time costs related to the "ForwardNow" transformation program.

Significant operating progress and strong growth in Healthcare

Datwyler made important progress in the 2025 reporting year, consistently aligning itself for profitable growth. When adjusted for currency effects, revenue grew by 3.1% to CHF 1'100.5 million (previous year: CHF 1'107.7 million), underpinned by dynamic development in the Healthcare division. The sharp appreciation of the Swiss franc had a negative impact of CHF 41.2 million (-3.7%) on reported revenue. Thanks to its global production network with sites in the most important economic regions, Datwyler was able to largely offset the negative effects of trade and customs disputes on its operations. By gaining new business in all end markets, the company strengthened its development and order base for the future.

1'100.5_{CHF}

million

Revenue

The Healthcare division showed sound momentum and its contribution to earnings increased significantly. Customer orders returning to normal over the first quarter and successful production starts for new products led to currency-adjusted growth of 8.1% and an increase in the EBIT margin to 17.1% in the reporting year. High-value development projects also increased, meaning that the share of high-margin products and solutions in the pipeline is now at around 70%, sustainably strengthening the long-term growth and earnings prospects of the Healthcare division.

In the Industrial division, revenue remained stable on a currency-adjusted basis, supported by solid growth in the capsule business with further capacity expansion, as well as positive developments in the automotive market in China. At the same time, the division increased its profitability to 8.9% (previous year adjusted: 8.5%) and positioned itself for future growth by acquiring strategic new projects, despite challenging market conditions in Europe and the US.

EBIT increases due to Healthcare economies of scale and “ForwardNow” initiatives

12.4%

EBIT margin

Despite negative currency effects, Datwyler increased its operating result (EBIT) by 15.7% to CHF 136.6 million (previous year adjusted: CHF 118.1 million) in the reporting year and increased its EBIT margin significantly to 12.4% (previous year adjusted: 10.7%). The improved profitability resulted from economies of scale in the Healthcare division and an improved product mix. The consistent implementation of “ForwardNow” initiatives, including cost reductions, efficiency gains and sustainable earnings contributions from product portfolio realignment, also contributed to this.

The net result for the reporting year increased to CHF 80.8 million (previous year adjusted: CHF 69.0 million), and earnings per share rose to CHF 4.75 (previous year adjusted: CHF 4.06).

Solid cash flow allows for stable dividend distribution

Growth in the Healthcare division was accompanied by increased capital requirements in the operating business (working capital) and reflects the expansion of business activity. In this context, the inflow of funds from operating activity (operating cash flow) amounted to CHF 173.8 million (previous year: CHF 171.7 million). Investment activity increased to CHF 52.1 million but remained below the long-term average.

At CHF 129.4 million (previous year: CHF 127.9 million), free cash flow was once again at a solid level. This meant that the balance sheet was further strengthened and allowed the net debt ratio (net debt/EBITDA) to be reduced to 1.8 (previous year adjusted: 2.2). The Board of Directors will therefore propose an unchanged cash dividend of CHF 3.20 per bearer share and CHF 0.64 per registered share at the Annual General Meeting.

CHF 3.20

Cash dividend per bearer share

proposed

Datwyler sharpens its growth strategy

Datwyler used this reporting year to further develop its growth strategy and focus specifically on high-value components and increasingly on market segments with long-term growth trends, high potential for differentiation and sustainable entry barriers. Strong material expertise, customer-oriented solution design, and the efficient industrialization of products remain central to the strategy. By combining these core competencies in a targeted manner, Datwyler creates decisive added value for its customers – from material development and joint solution finding to industrialization in global, customer-oriented technology and production networks.

At the end of 2024, Datwyler launched its “ForwardNow” transformation program with the aim of strengthening operational performance in a sustainable manner and enabling profitable growth. “ForwardNow” is proceeding according to plan, and targeted earnings contributions remain realistic. Implementation in the four defined action areas – optimizing the production network, strengthening commercial excellence, focusing on the product portfolio, and introducing a target operating model – is already starting to have a sustained impact. Focused and disciplined capital allocation ensures that investments are balanced against margin potential, cyclicity and the investment needs of the respective business models in the target markets.



With its announcement of a majority stake in Capsul'in, Datwyler is further strengthening its Food & Beverage business in a targeted manner. The long-standing collaboration and the complementary competencies of both companies further strengthen solution design and application development, particularly in the area of aluminum. The transaction therefore systematically augments Datwyler's existing expertise and cements its position in the structurally growing market segment for Nespresso-compatible aluminum capsules.

 [Learn more about the acquisition of a majority stake in Capsul'in](#)

Datwyler also continued to improve operational efficiency in its use of resources and materials. In particular, greenhouse gas emissions (Scope 1 and 2) were reduced by 52.1% compared with the base year 2023. Elastomer waste, which is the most important waste category, was reduced by 2.2% compared with the previous year. The near-term reduction targets have been successfully validated by the Science Based Targets initiative (SBTi). EcoVadis also once again awarded the company the platinum standard for its sustainability performance.



Confident outlook for continued increase in earnings and value

Thanks to sustained improvements from “ForwardNow”, targeted investments in innovation and growth and strong market positions, Datwyler is well positioned in both divisions (see the management reports of the Healthcare division and the Industrial division). In the medium term, the company continues to expect annual organic sales growth in the higher single-digit percentage range and an EBIT margin of over 17%.

Despite ongoing geopolitical and trade policy uncertainties, Datwyler is confident that it will continue increasing revenue and profitability in 2026. The Healthcare division remains the key growth driver, while within the Industrial division, the strategic realignment in the automotive and industrial markets, growing Asian share and the progress made with “ForwardNow” are laying the foundation for incremental improvement. In the Food & Beverage business, capacity expansion and the majority stake in Capsul’in announced in December 2025 are expected to drive continued revenue growth and further reinforce the company’s position as a leading provider of high-tech sealing solutions in a highly regulated food environment.

Orderly succession in the Board of Directors ensuring continuity and strategic oversight

At the ordinary Annual General Meeting in 2026, Jürg Fedier and Gabi Huber will retire from the Board of Directors after eleven years and after thirteen years respectively. We would like to thank Jürg Fedier and Gabi Huber for their many years of valuable service on the Board of Directors and the Audit Committee. Stephanie Bregy and Christian Holzgang will be proposed at the Annual General Meeting for election to the Board of Directors. Stephanie Bregy has been Group General Counsel of SBB since 2019. Prior to this, she held various international roles at Novartis so that she brings extensive experience in building and leading legal and compliance teams. Christian Holzgang has been CEO of the Amsonic-KKS Group since 2024 and brings many years of leadership experience in the manufacturing industry. He is also actively involved as a member of the executive committees of the Swiss Employers’ Association and Swissmem.

The Board of Directors has also nominated Jens Breu to succeed Paul Hälg as Chairman of the Board of Directors. As former Datwyler CEO, Paul Hälg will continue to oversee the “ForwardNow” transformation program until the ordinary Annual General Meeting in 2027, at which point he will retire from his position due to age. As long-standing CEO of the listed SFS Group, Jens Breu knows Datwyler’s target markets and is very familiar with the strategic issues of a global component supplier. The 53-year-old mechanical engineer has been a member of Datwyler’s Board of Directors and a member of the Nomination and Compensation Committee since 2019.

Thank you to our employees, customers and shareholders

Our special thanks go to our employees. They have accepted “ForwardNow” with openness and are committed to supporting it. Their willingness to change is a key driver of Datwyler’s successful further development.

We would like to thank our customers for their appreciation of our core expertise and for their constructive cooperation during a period of change. We would also like to thank our shareholders for their confidence in our company’s sharpened strategy.

On behalf of the Board of Directors and the Executive Committee



signed: Dr. Paul Hälg

Chairman



signed: Volker Cwielong

CEO

1.2 Division Healthcare

Datwyler is a leading supplier of system-critical elastomer components for injectable drug delivery systems. These components are used in billions of prefilled syringes, glass vials and cartridges worldwide, improving patients' lives. With a worldwide network of highly automated production facilities, Datwyler is able to supply locally manufactured components to global pharmaceutical companies in the key economic regions. The market for healthcare components is low cyclical and is characterized by high entry barriers and long-term growth trends such as the aging society in industrialized countries or the increase in living standards in emerging markets.



Contribution to **improve patients' lives**

Products and services

- **High-quality rubber components**
for prefilled syringes, pens and injection systems
 - **Components and closures**
for injectable drugs in vials
 - **Rubber components**
for blood collection systems, IV administration sets, disposable syringes, etc.
 - **Rubber components**
for diagnostics and medical devices
-

Target groups

- Pharmaceutical and biotech companies
 - Manufacturers and contract fillers of injectable drugs
 - Manufacturers of diagnostic and medical products
 - Manufacturers of parenteral drug delivery systems
-

Geographical markets

- Europe
 - North and South America
 - Asia
 - Australia
-

Dynamic Division Healthcare with
sustained margin improvement

All profit figures mentioned from the previous year have been adjusted for one-time costs related to the "ForwardNow" transformation program.

The Healthcare division increased revenue by 8.1% to CHF 462.7 million in 2025 (previous year: CHF 446.0 million), adjusted for currency effects. The recovery in customer demand that began towards the end of the first quarter continued as expected in the second half of the year, signaling that the phase of destocking at customers has largely finished. Business development was also supported by the start of series production for several customer projects with high-quality products.

These include spray-coated NeoFlex plungers for pre-filled syringes and components for a leading GLP-1 drug for weight reduction. The share of products and services in the high-value segment therefore increased to 35% of revenue, while in the project pipeline, which includes future customer projects in development and industrialization, it now amounts to around 70%.

462.7 CHF million
Revenue

Sustained improvement in profitability

17.1 %
EBIT margin

Higher utilization of production capacities, an improved product mix, targeted improvements in efficiency and an increasingly value-based approach to sales led to a significant improvement in results in the reporting year. The operating result (EBIT) increased by 28.3% to CHF 79.3 million (previous year adjusted: CHF 61.8 million), while the EBIT margin increased to 17.1% (previous year adjusted: 13.9%).

Operating progress was even more pronounced in the second half of 2025, with an EBIT margin of 17.4%, more than 40% above the adjusted prior-year figure of 12.2%.



Targeted use of operating efficiency improvements from “ForwardNow”

Datwyler made targeted investments in expertise and resources to further strengthen technical and commercial excellence and systematically expand its high-value range of services. In parallel, as part of “ForwardNow”, the complexity of the product portfolio was reduced, including by selectively streamlining the range of products and variants. Additional efficiency gains resulted from the optimization of processes and production layouts at the existing sites. This will enable Datwyler to make even better use of the investments made in previous years and increase production capacities in the future.

Self-administration of injectable medicines as key growth driver

Self-administration of injectable biologics by patients is becoming increasingly important. The driving forces behind this are the ongoing cost pressure in healthcare systems, increasing ease of use, improved adherence to treatment and technological advances in active ingredient and injection systems. Higher injection volumes and longer intervals between doses result in prefilled syringes and cartridges with larger filling volumes and increase the functional requirements for primary packaging as well as for system and component manufacturers.

In comparison with film-coated solutions, Datwyler’s spray-coated NeoFlex plungers offer low, stable sliding forces and therefore provide reliable injection performance. This gives Datwyler a clear competitive advantage as a partner in the rapidly growing market for self-injection treatments. The high level of customer interest is reflected in a sharp increase in the number of co-engineering projects and therefore in a project pipeline with attractive products. Thanks to its clear focus on developing and supplying high-value components, Datwyler is positioning itself as the proficient and reliable partner of choice for pharmaceutical companies and system manufacturers.



Discover more news on this topic

Confident outlook

Datwyler expects the recovery and growth trends to continue for the Healthcare division. The gradual ramp-up of new series projects, rising volumes in existing customer programs and economies of scale in the utilization of existing production capacities should support sales growth and further improve profitability.

In the fourth quarter of 2025, a customer successfully validated a second Datwyler plant for the production of components for a leading GLP-1 drug. In addition, the regulatory requirements for sterile manufacturing processes, process control and quality assurance (EU-GMP Annex 1) are resulting in faster structural growth in the target market for high-value components than in the market as a whole.

1.3 Division Industrial

Datwyler is a leading supplier of system-critical elastomer components in the Transportation & Electronics, General Industry and Food & Beverage sectors. For instance, customer-specific components make an important contribution to driver and passenger safety in more than every second car worldwide. Leading core competencies in solution design, material expertise and product industrialization as well as a worldwide presence with its own production sites form the successful basis for this. As a recognized development partner, Datwyler maintains close, long-standing relationships with global innovation leaders and has in-depth knowledge of business models, technologies and development trends in the markets it serves.



Products and services

– System-critical components

for cars with all drive concepts. Applications include batteries and powertrains in electric vehicles, brake systems, interior and active assistance and safety systems in all cars as well as fuel and engine management and exhaust gas aftertreatment in combustion engines

- **Seals and components**
for electrical connectors for demanding applications in various markets such as mobility, aerospace or the manufacturing industry
 - **Sealing components**
for upstream systems in the oil and gas industry, aerospace, heavy machinery, power tools and process and water treatment industries
 - **Sealing solutions**
for portioned food and beverages
-

Target groups

- Automotive system suppliers
 - Electrical connector manufacturers
 - Oil and gas service companies
 - Aerospace and heavy machinery
 - Manufacturers of power tools
 - Process and water treatment industries
 - Manufacturers of portioned food products
-

Geographical markets

- Europe
 - North and South America
 - Asia
-

Division Industrial achieves operational progress, strengthens earnings base and streamlines product portfolio

All profit figures mentioned from the previous year have been adjusted for one-time costs related to the "ForwardNow" transformation program.

The Industrial division maintained stable operating sales at CHF 642.8 million in the reporting year. Taking currency effects into account, this corresponded to a decline of -3.3% compared with the previous year (CHF 664.8 million). While demand in the automotive and industrial markets in Europe and the US remained subdued, business in China continued to show positive development. The acquisition of strategically relevant new business strengthened the medium- and long-term order backlog. In the Food & Beverage segment, Datwyler expanded its capacities for the production of aluminum coffee capsules. At divisional level, the targeted implementation of operational improvements and consistent cost management in a highly challenging market environment allowed for an increase in profitability. EBIT increased to CHF 57.3 million (previous year adjusted CHF 56.3 million), and the EBIT margin increased to 8.9% (previous year adjusted 8.5%). The improved profitability was particularly evident in the second half of 2025, with an EBIT margin of 9.1%, well above the adjusted figure of 7.6% for the previous year.

642.8 CHF million
Revenue

8.9 %
EBIT margin

“ForwardNow” produces sustained results

For the Industrial division, 2025 was marked by adjustments as part of the “ForwardNow” transformation program. With the merger of the Mobility and Connectors business units to form the new Transportation & Electronics unit, expertise was pooled in a targeted manner, processes were streamlined, and the speed of innovation and implementation increased. The joint use of the global production network and a modular organizational model along end markets, regions and product lines allow for additional economies of scale, reduce complexity and make the development of customer-specific solutions even more efficient.

Structural measures in all regions led to sustained improvements in cost and capital efficiency. The successful relocation of activities from the Vandalia site, which was closed in the second half of the year, to the existing site network, as well as the initial streamlining of the product and customer portfolio and value-oriented setting of prices and conditions have already contributed to the improvement in earnings.

Strong position in the Chinese automotive market

Development in the global automotive market was not the same across all regions. While production figures in Europe and the US declined, Chinese manufacturers’ vehicle production increased by more than 10% over the course of the year. In this environment, the Asian share of Datwyler’s automotive revenue continued to grow and now accounts for over a third of the relevant business.

The acquisition of new customer projects, including in the areas of pneumatic suspension, modern braking systems (brake-by-wire), thermal management and high- and low-voltage connectors as electrification progresses, strengthens the company's presence in strategically relevant fields of application and will allow for profitable growth in the future.



Scaling and strategic strengthening in Food & Beverage

With the majority stake in Capsul'in announced in December 2025, Datwyler is deliberately strengthening its position in the structurally growing and low cyclical market segment for Nespresso-compatible aluminum capsules. At the same time, Datwyler is expanding its core expertise in solution design and strengthening its position as a leading provider of sophisticated sealing solutions in the highly regulated food environment. The transaction adds a stable revenue contribution in the mid-double-digit million CHF range, improves the predictability of earnings and boosts innovation. The planned expansion of production capacities at the Swiss site is proceeding according to plan and creates the basis for scalable further development on an increased revenue basis. Against this backdrop, the Food & Beverage business offers attractive medium to long-term growth and earnings prospects, also supported by the regulatory trend from plastic to aluminum capsules.

Sharpened focus on attractive target markets in General Industry

In General Industry, Datwyler's strategic focus was consistently on attractive target markets such as energy, aerospace, defense and medical devices. Despite a challenging market environment, market shares were gained, particularly in the energy segment. The commercial excellence promoted as part of "ForwardNow" and the focus of the product portfolio led to new orders being won and initial sales with new, well-known customers.

Thanks to its proven knowledge of materials and leading expertise in solution design, Datwyler is well positioned to meet the high technological, regulatory and quality requirements of these markets.