

System-Critical Components for Demanding Industries Worldwide

Judith van Walsum, CFO
ZKB Equity Summer Conference, 11 June 2026

Swiss Quality and Values. Global Reach and Presence.

A leading co-development partner and manufacturer
for system-critical components in advanced
healthcare and industrial applications



Serves
**global innovation
leaders**



> CHF
1'100 million
revenue



25 production
sites across
4 continents



> **7'500**
employees



Founded
1915
in Switzerland



Entrepreneurial
anchor
shareholder **Pema
Holding AG**



Advancing Profitable Growth in a Dynamic Environment Through Focused Execution

Datwyler Division Healthcare



Datwyler Division Industrial



42%*



27%*



20%*



11%*

Healthcare

Structural growth supported by normalized ordering patterns, strong customer demand and new product launches

Automotive

Selective growth driven by China and platform-specific applications, despite slower BEV ramp-up

Food & Beverage

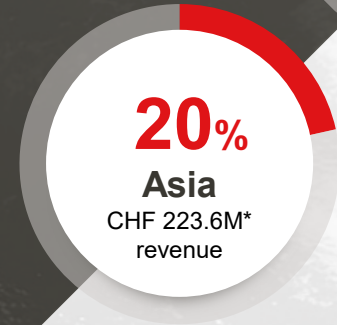
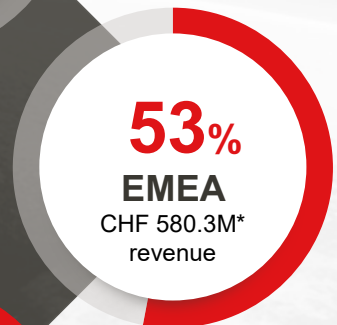
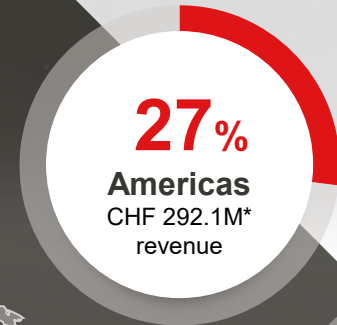
Stable growth profile supported by the regulatory-driven shift from plastic to aluminum

Industries

Focused portfolio serving attractive niches with disciplined execution

* Revenue share in 2025

Through a Global Production Presence, We Ensure Local-for-Local Supply Tailored to Regional Needs



*Reporting year 2025

Executive Committee Realigned to Deliver the Next Growth Chapter



Volker Cwielong
CEO

20+ years of international leadership experience in industrial manufacturing and automotive supply industries



Judith van Walsum, PhD
CFO

25+ years of global finance, transformation and operational leadership experience in healthcare and life sciences



Michael Höller
COO Division Industrial

20+ years of global operations and manufacturing leadership experience in the automotive industry



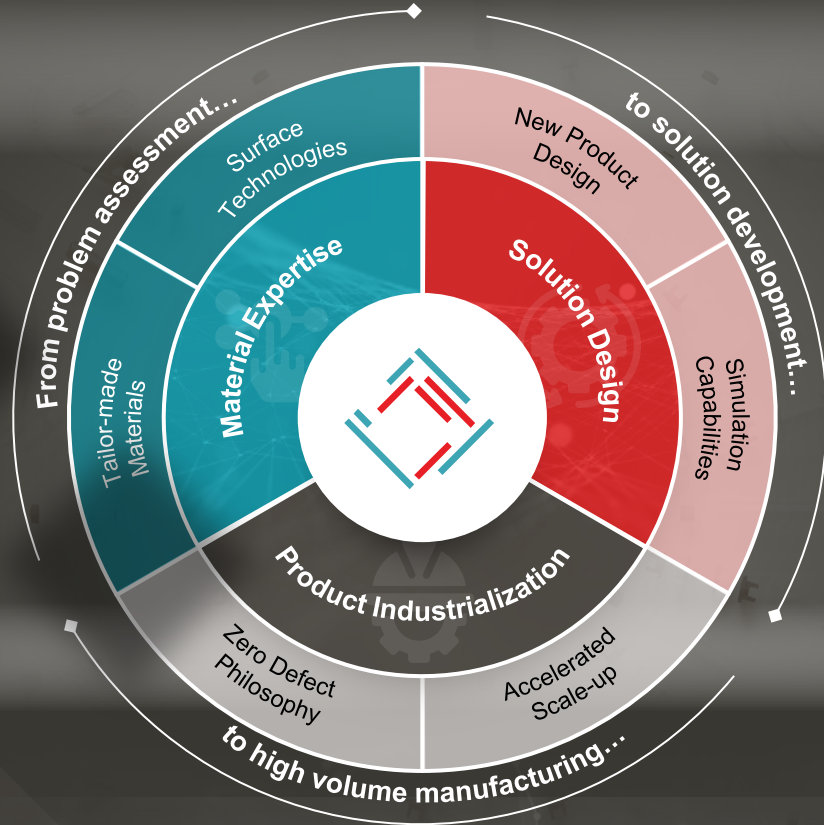
Cindy Reiss-Clark
COO Division Healthcare

20+ years of international leadership experience in pharmaceuticals, biotech and commercial growth strategies



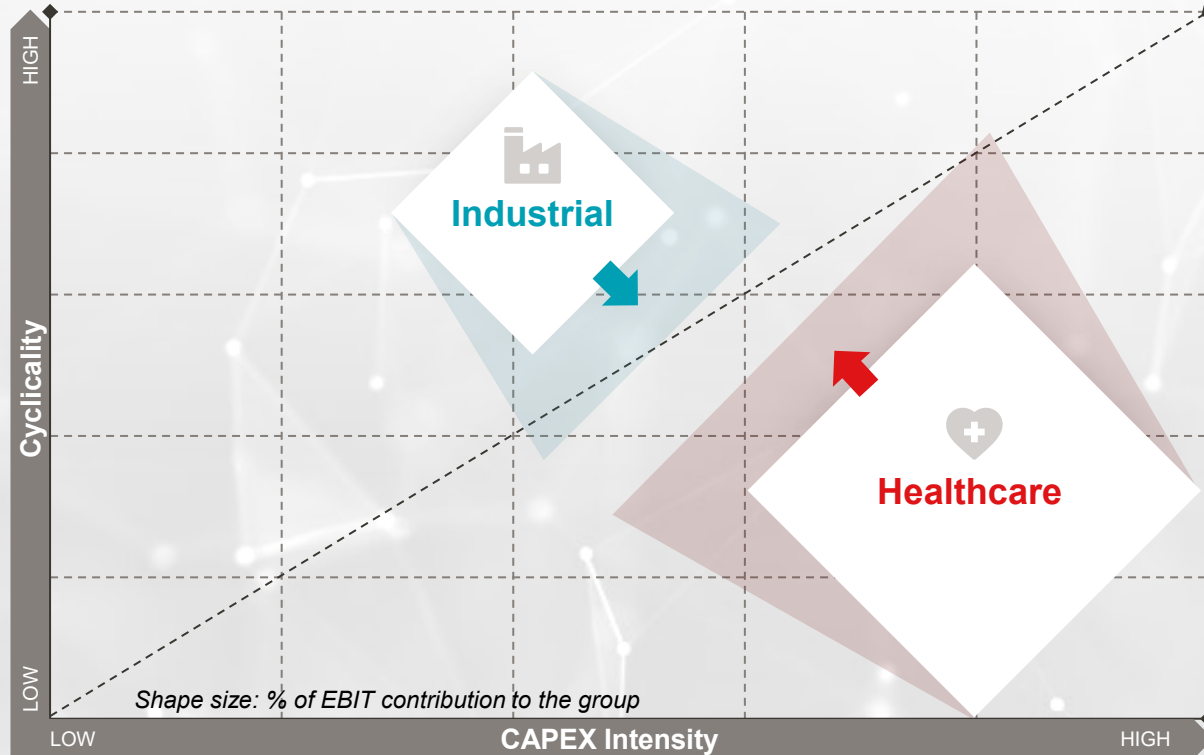
Business Model & Growth Strategy

Clear Strategic Focus: Value Creation from Early-Stage Design to High-Volume Production



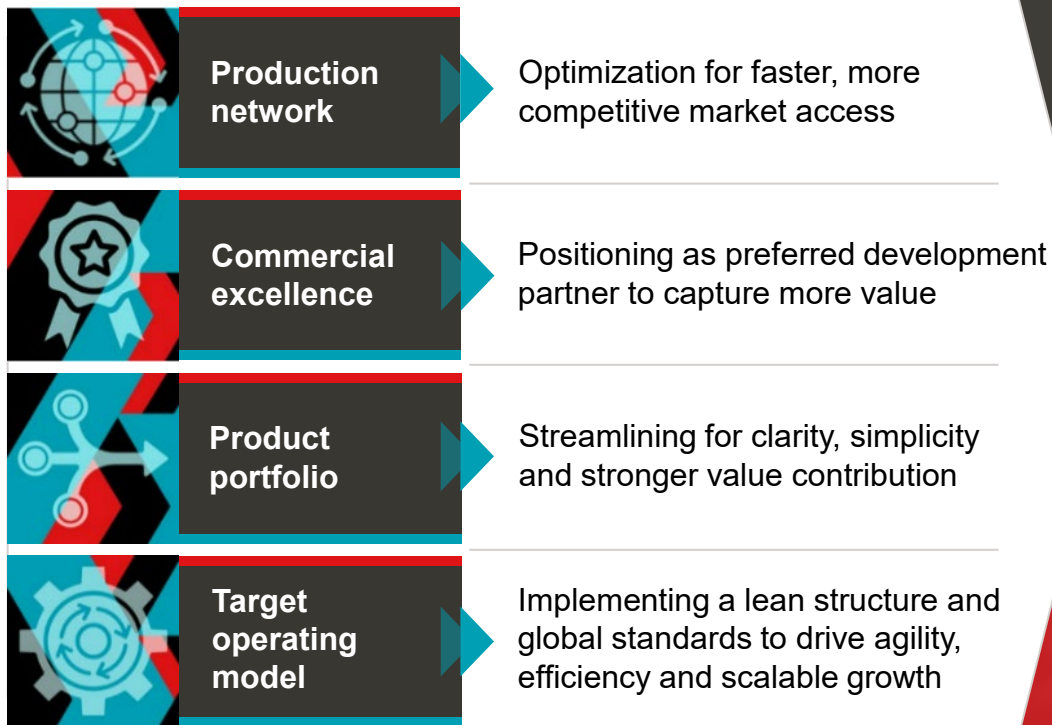
- ◆ **Market leadership** secured through unique competencies
- ◆ Optimized solutions from **early collaboration**
- ◆ **End-to-end integration** from design to production
- ◆ **Global reach**, local expertise and manufacturing
- ◆ **Synergies across the markets** that drive competitive advantage

Disciplined Capital Allocation Balancing Profitability, Cyclicity and Investment Intensity



- ◆ Based on our current market positions, we will **ensure** that our **future organic growth** will lead to a more profitable and **less cyclical and investment intensive** business portfolio.
- ◆ Our **capital allocation** follows a disciplined approach to sustainably **implement our growth and margin targets** and increase Datwyler's competitiveness and resilience.
- ◆ In a longterm view, **selective inorganic growth** will be a **strategic lever** to grow in low cyclical and high margin markets.

Transformation Program "ForwardNow" to Accelerate Planned Revenue Growth and Enhance Profitability



3 years

Project period from 2025-2027

52 mCHF

Cumulative positive earnings effects within the project period

24 mCHF

Annual earnings improvement after completion of all project initiatives

One-time negative effect of 37.9 mCHF in the reporting year 2024

Our Positioning Aligns with Global Megatrends, Enabling Us to Participate in Structural, Long-Term Growth Across Key Markets



Demographics & Health



Rising demand for injectables driven by an aging population with chronic conditions and the pharmaceutical shift toward biologic drugs



Technology & Innovation



Industry trend toward smart materials, digital platforms, functional surfaces, integrated components, robotic automation & IoT connectivity



Geopolitical Shifts



The growing importance of business continuity and robust supply chains trigger global production strategies with local-for-local footprint



Sustainability



Sustainable products aligned with circular economy principles and materials that comply with environmental and regulatory requirements

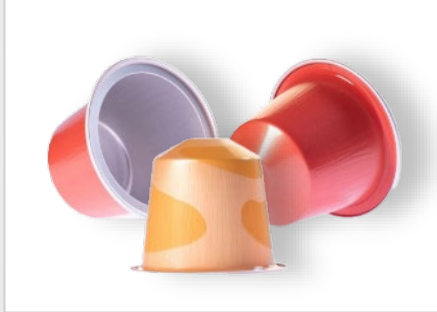
Outstanding Examples for System-Critical Components that Enable Advanced Applications in Demanding Industries



Healthcare: Components designed for superior prefilled syringe quality and performance



Food & Beverage: Innovative technologies for aroma protection & premium experience



Automotive: Advanced sealing solutions for high-performance, durable electrical connectors



General Industries: Precision sealings engineered for safety-critical applications



Healthcare: Structural Growth Fueled by High-Value Applications and Expertise



Market & Growth Drivers

- ◆ **Structural growth in injectables**, GLP-1, biologics and self-administration therapies
- ◆ **Rise of chronic diseases, home-care** and specific therapies driving shift toward pre-filled syringes, cartridges and auto-injectors
- ◆ **Challenging regulations** (e.g. Annex 1, PFAS)



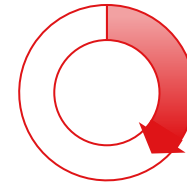
Our Positioning

- ◆ Broadest portfolio offering for **large molecules and home-care**
- ◆ Focused partner for system suppliers (**pure-play**)
- ◆ **Local-for-local supply** model with global First-Line® standardized network
- ◆ **Co-engineering** for end-to-end injectables performance

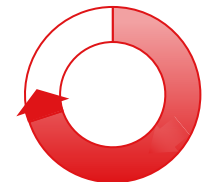


Future Growth

- ◆ **+8.1%** currency-adjusted growth FY2025
- ◆ Continued **GLP-1 & NeoFlex** platform ramp-up
- ◆ **Increasing HVO share** supports operating leverage



35% HVO Sales FY25



70% HVO project pipeline

Food & Beverage: Strengthening Market Leadership Through Vertical Integration



Market & Growth Drivers

- ◆ **Continued single-serve aluminum coffee capsules growth** at est. mid-term 3-5% CAGR
- ◆ Opportunities from tightening packaging waste **regulations**
- ◆ Increased **consolidation** trends among market players



Our Positioning

- ◆ **Vertical integration** with Capsul'in acquisition for premium packaging solution design & production scaling beyond coffee capsules
- ◆ **Uncompromising quality, scale and reliability** from the largest production for aluminum coffee capsules



Future Growth

- ◆ **Focused exposure** to compatible aluminum capsules in an attractive, resilient market segment
- ◆ **Capsul'in expands scale** and strengthens its IP position, with dedicated capacity to grow substantially in the short-/mid-term

Automotive & Industries: Repositioning and Transforming the Portfolio Toward Higher-Value, High-Barrier Niches



Market & Growth Drivers

- ◆ **Automotive** markets are expected to remain broadly flat, with continued regional volatility & **BEV growth** structurally intact
- ◆ **Energy, Aerospace & Defense** show structurally stronger momentum with potential high-barrier opportunities



Our Positioning

- ◆ Foster a **customer-centric partnership model** with global engineering and manufacturing setup
- ◆ **Differentiated technology** and material know-how in mission-critical applications
- ◆ **Strong presence** across key Chinese EV high-growth electrification platforms



Future Growth

- ◆ **Portfolio repositioning** toward higher-margin niches with sustainable entry barriers, including railway, naval, aerospace, defense and medical technology
- ◆ Executing the **next phase of global production and technology footprint** optimization (ForwardNow)

Innovation: New R&D & Business Development Set-Up to Accelerate Commercialization of Next-Generation Product Technologies

Research & Development

Material & Surface Technologies:
Strengthening global expertise through regional innovation centers

Simulation:
Expanding capabilities for customer-focused development

Development Methods:
Advancing global development standards

New Business & Innovation

Soft Dry Electrodes:
Remote health monitoring



Electroactive Polymers:
Compact, noise-free valves



Magnetically Active Polymers:
Sensing, feedback and motion control



Surpassing Market Sector Growth Through a Targeted Alignment of Six Drivers



Unlock production capacity



Improve product mix



Strengthen co-development



Increase share of wallet



Accelerate commercialization of innovations



Targeted inorganic growth



Streamline the product and customer portfolio



Focus on **high value** products and services



Raise entry barriers through early integration in customers' R&D processes



Cross-sell complementary components and services



Build scalable **technology platforms**



Selective acquisitions in high-margin niches

Mid-Term Targets Under Normal Operating Market Conditions

GROUP

Revenue CAGR (organic)

Higher single digit

EBIT-margin

17% plus



HEALTHCARE DIVISION

Revenue CAGR

~8%

EBIT-margin

~22%



INDUSTRIAL DIVISION

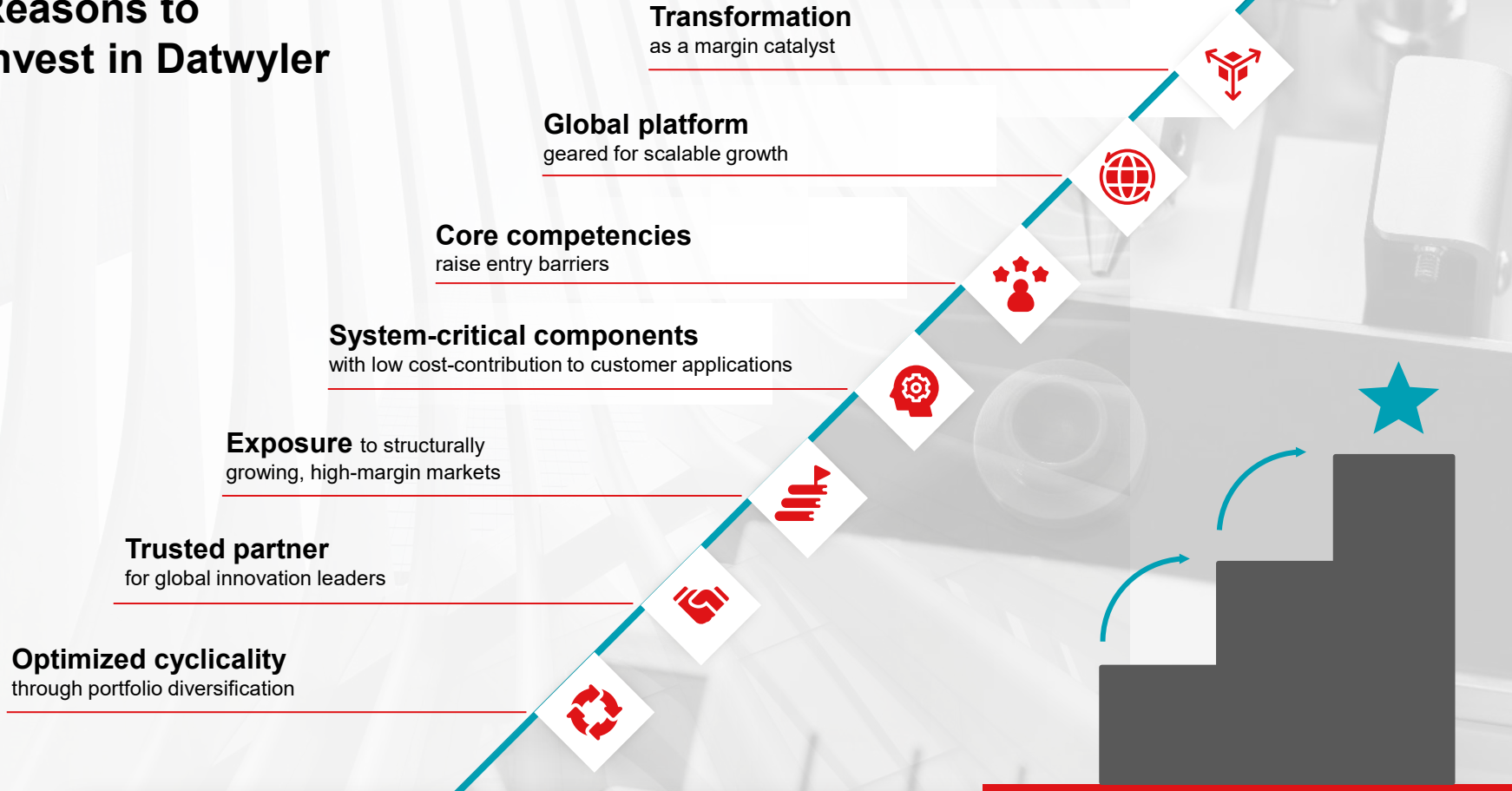
Revenue CAGR

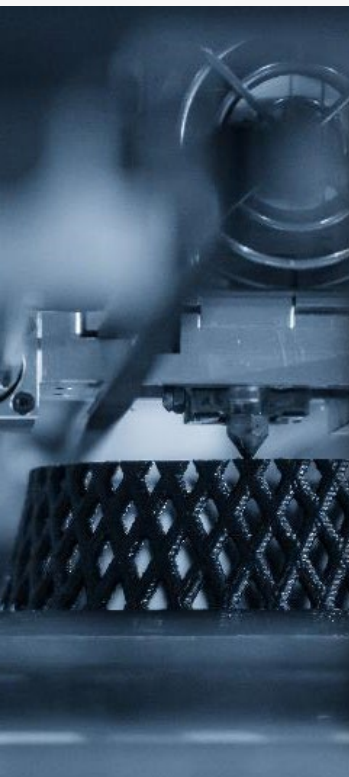
~4%

EBIT-margin

~12%

Reasons to Invest in Datwyler





Disclaimer

This presentation contains forward-looking statements that reflect the Group's current expectations regarding market conditions and future events and are therefore subject to a number of risks, uncertainties and assumptions. Unanticipated events could cause actual results to differ from those predicted and from the information contained in this presentation. All forward-looking statements in this presentation are qualified in their entirety by the foregoing.

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