



# Inventing success together

# 25

Presentation of Annual Report 2025  
Zurich | March 6, 2026

# Today's speakers

## Welcome!

**Jens Breu, Chief Executive Officer**



**Volker Dostmann, Chief Financial Officer**



# Agenda

<b>01</b>	<b>Positioning</b>	Jens Breu	10.30 a.m.
<b>02</b>	<b>Key takeaways</b>	Jens Breu	
<b>03</b>	<b>Key financials</b>	Volker Dostmann	
<b>04</b>	<b>Segment development</b>	Jens Breu	
<b>05</b>	<b>Outlook 2026</b>	Jens Breu	
<b>06</b>	<b>Q&amp;A</b>		
	<b>Lunch</b>		12.00 p.m.

# Positioning

# Mission-critical products for selected end markets

**We are by your side – 24/7**

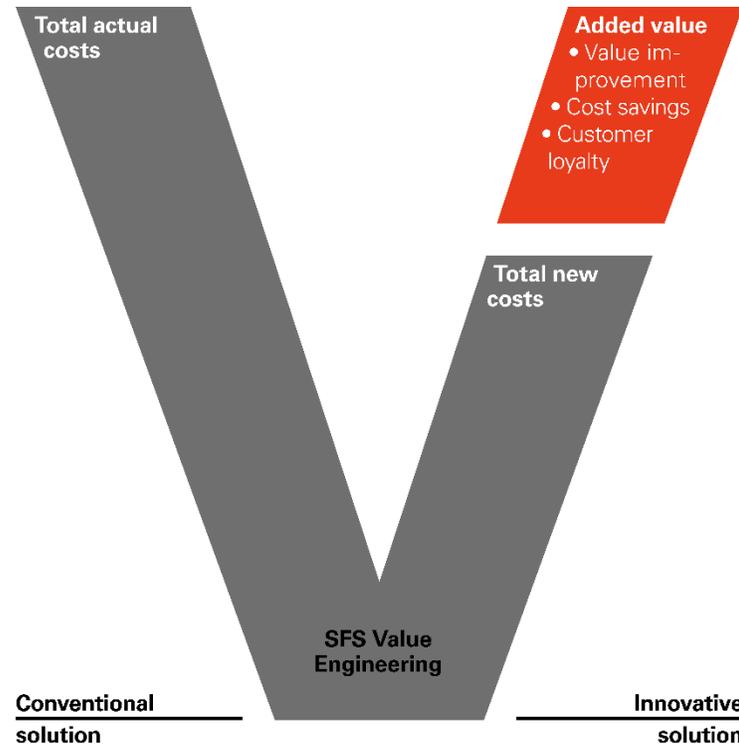


# Inventing success together

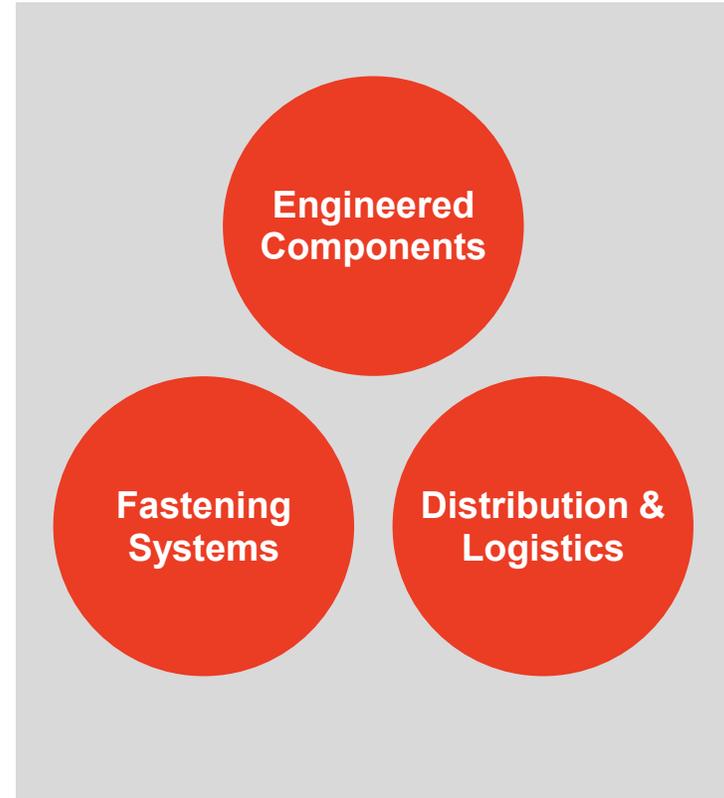
## Driving innovation with Value Engineering



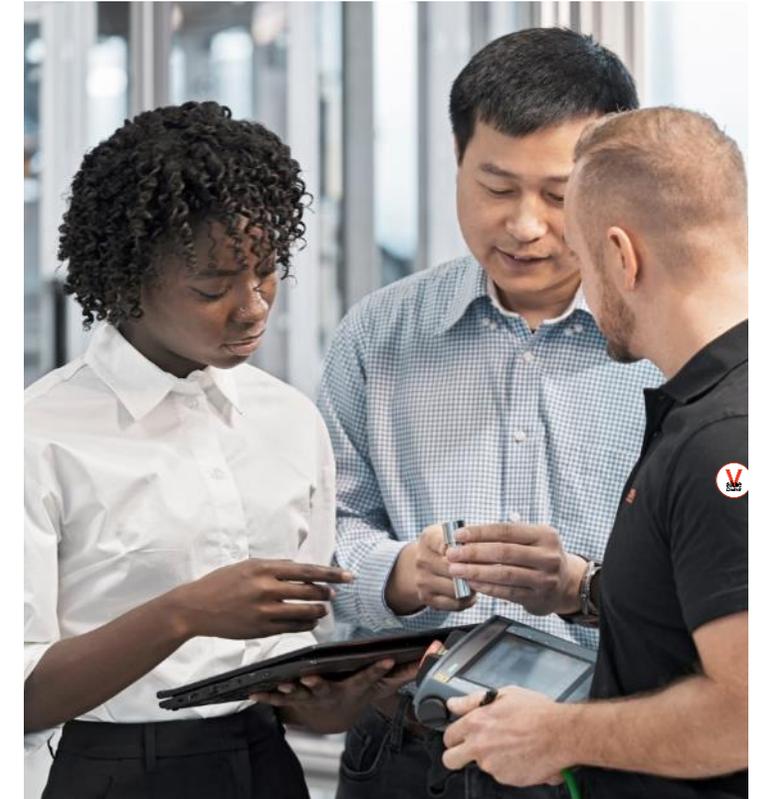
### Value Engineering...



### in three segments...

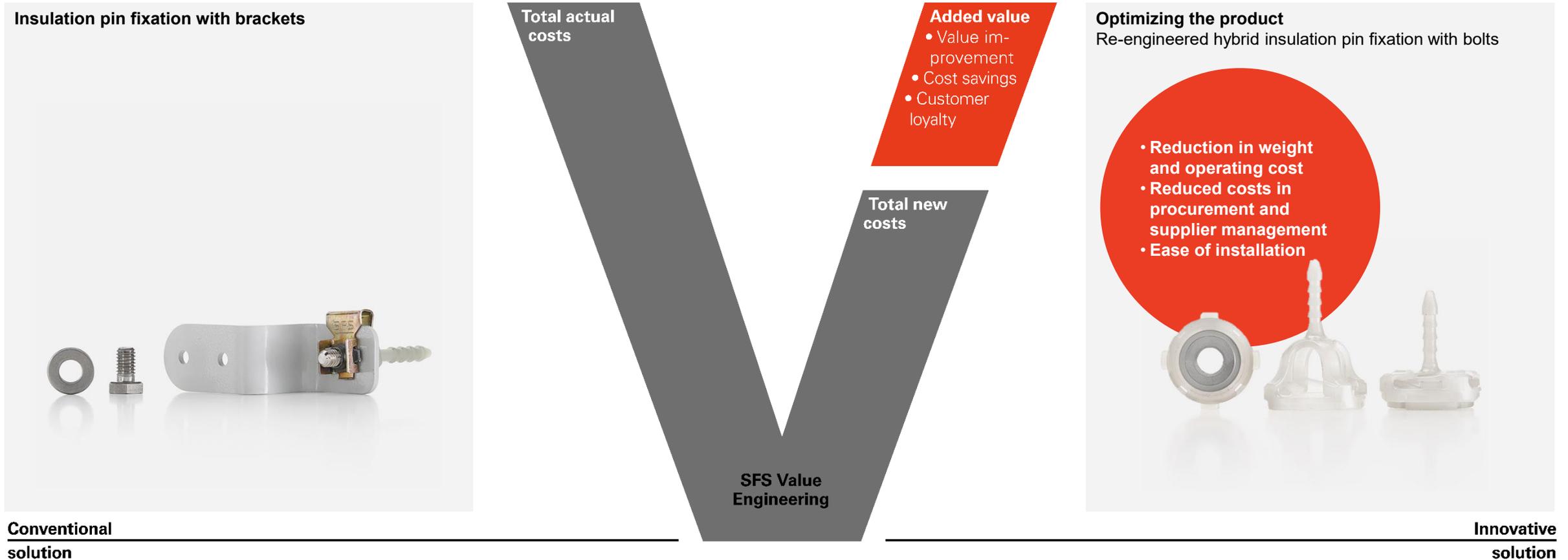


### by Value Creators



# Value Proposition

## Conventional compared to our innovative solution



# Success Story – Engineered Components

## Focus on performance and sustainable solutions



### Added value

- From customer idea to first flight in 16 months
- High level of expertise in complex solutions, plastics and metal processing
- Refurbishment of existing cabins for sustainable end customer solution

### Cost saving

- Optimized boarding and deboarding experience for passengers and crew
- Extra space for bags
- Ultralight and high-strength composite product



# Engineered Components

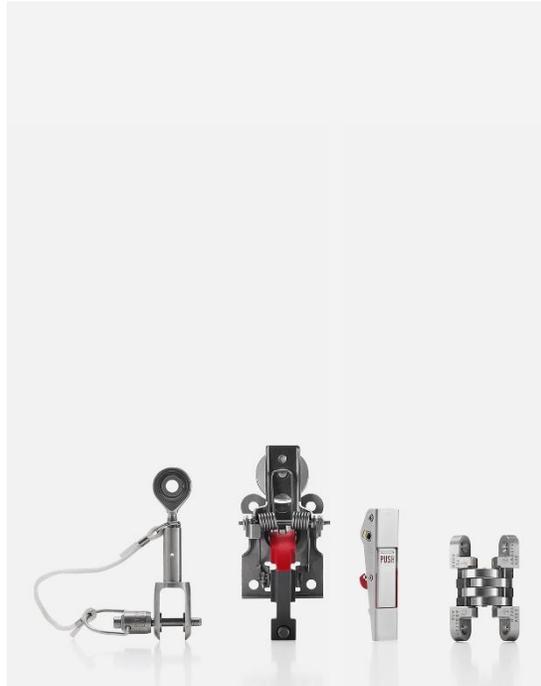
## Invisible but essential

Most innovative and best-selling products

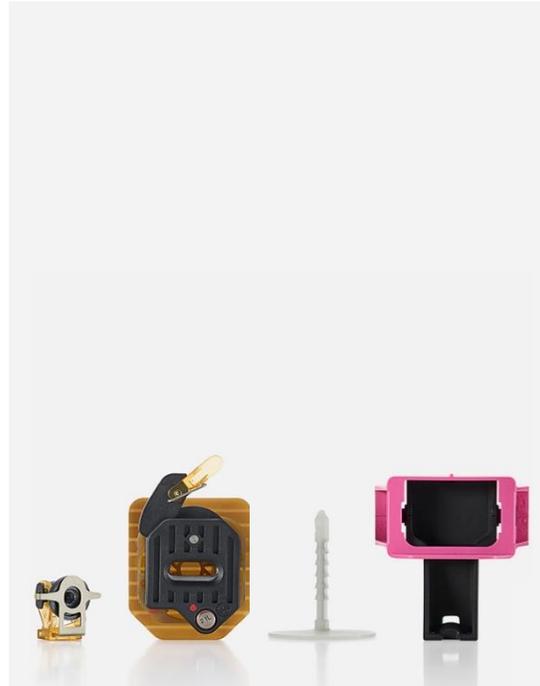
Cabin assemblies



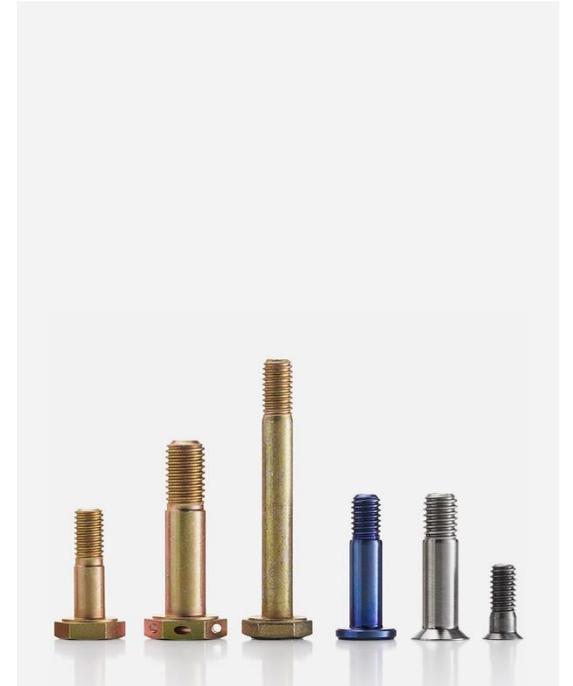
Assembled solutions



Injection molding



Aerospace fasteners



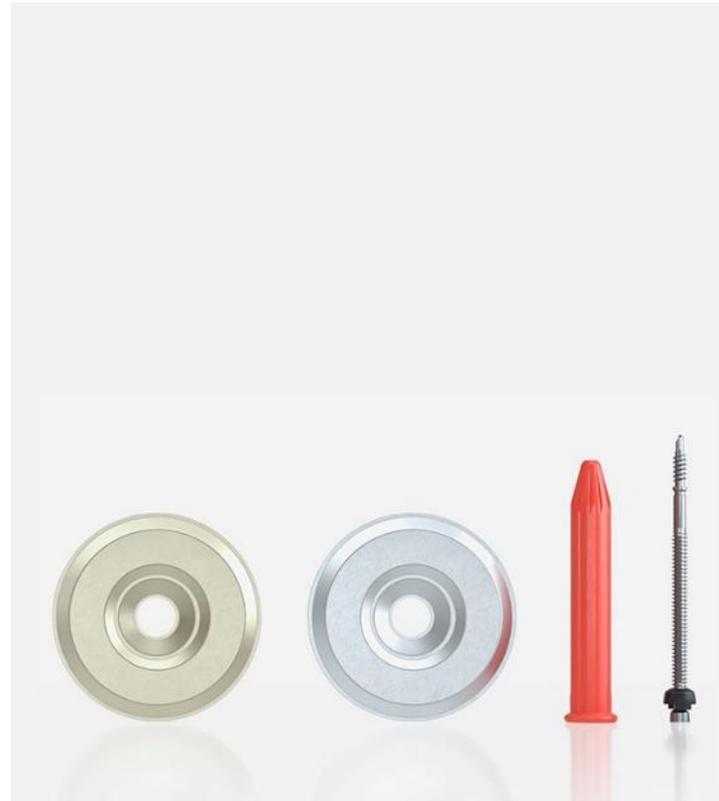
# Fastening Systems

## Product, process and digitization solution example

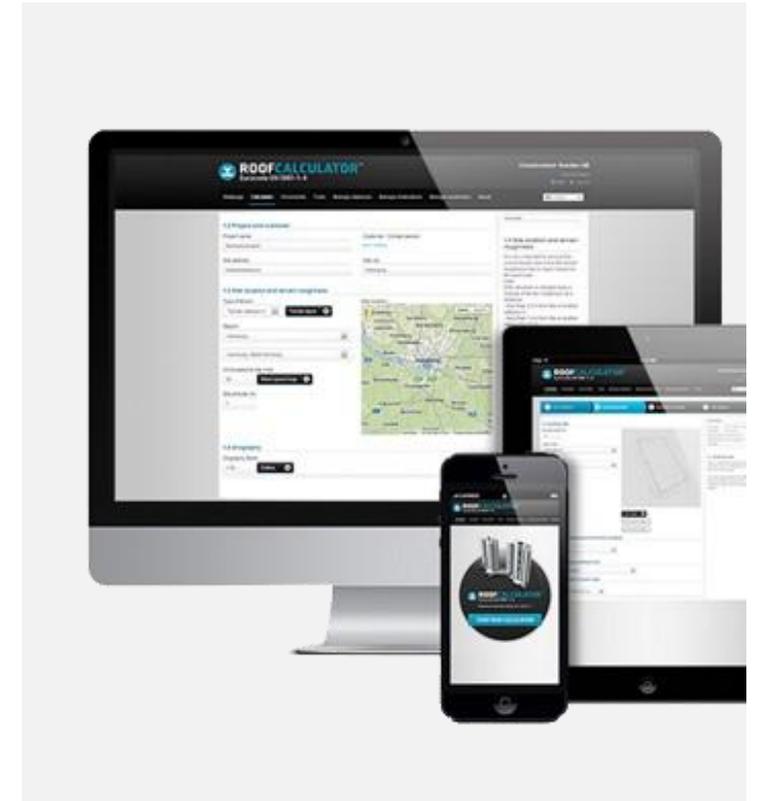
Tool



Fastener



Calculation software



# Value Proposition

## Conventional compared to our innovative solution



Conventional solution

Total actual costs

Added value

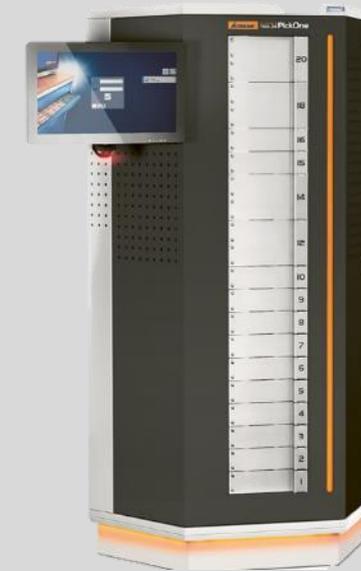
- Value improvement
- Cost savings
- Customer loyalty

Total new costs

SFS Value Engineering

Improving the process

Immediate and direct access for all employees 24/7



Innovative solution

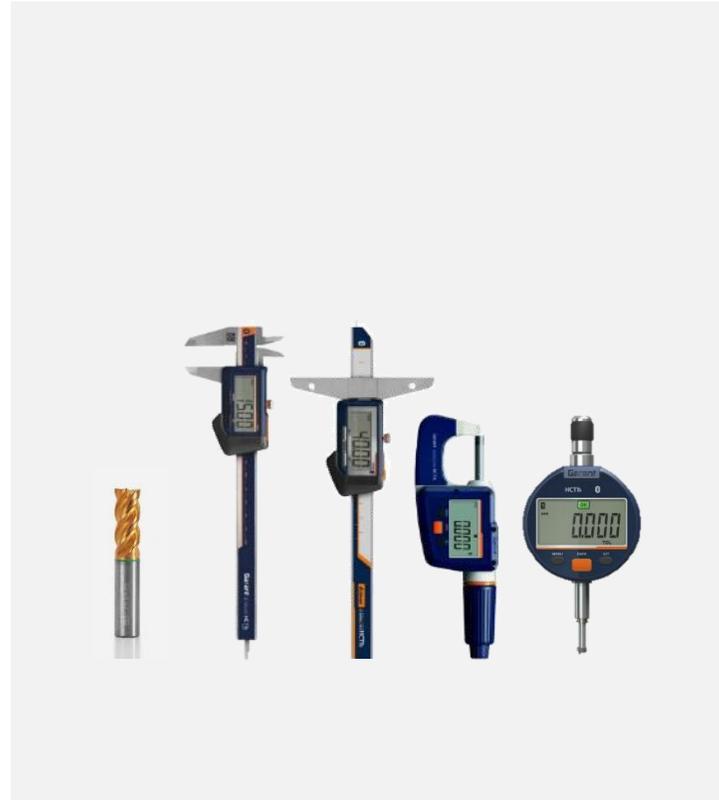
# Distribution & Logistics

## Product, process and digitization expertise

### Smart tool storage



### Tool consumables

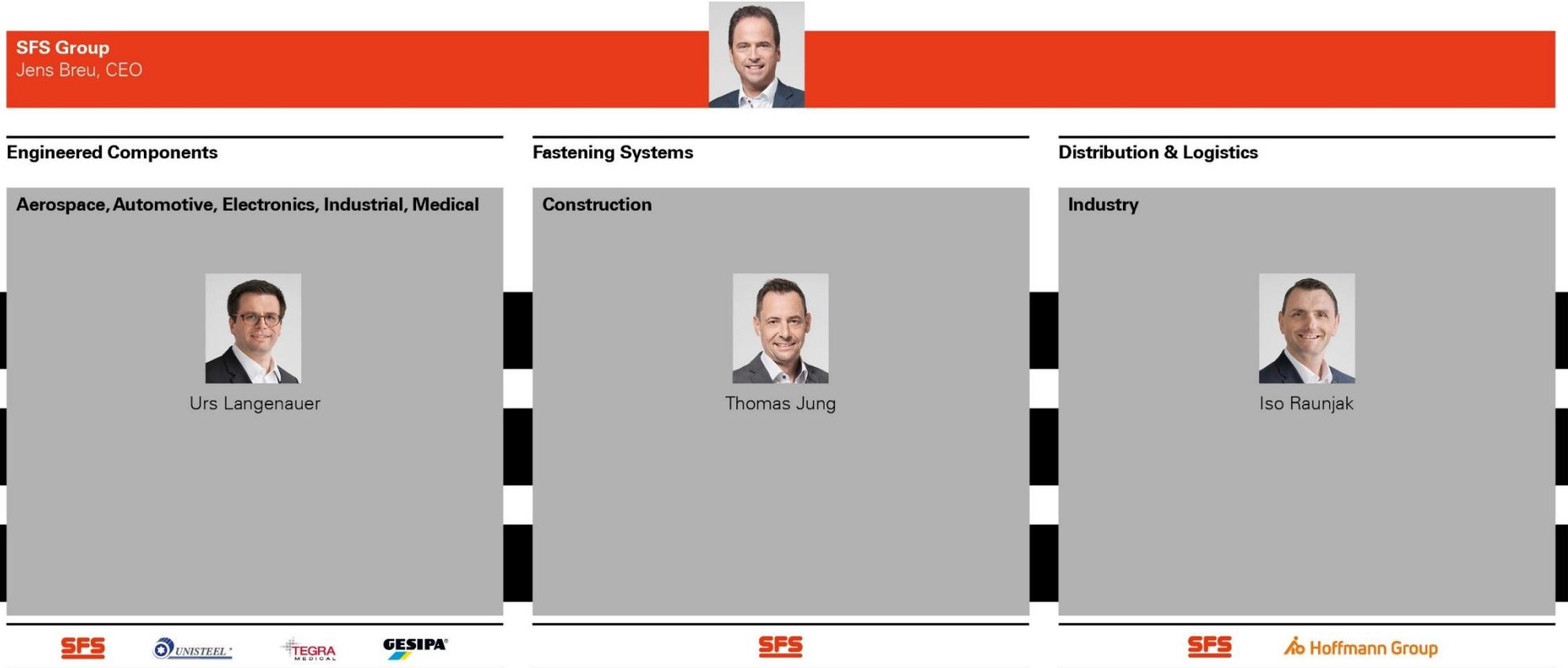


### Cost improvement



# Organization since January 1, 2026

## SFS Group



# Key takeaways

# 2025 at a glance

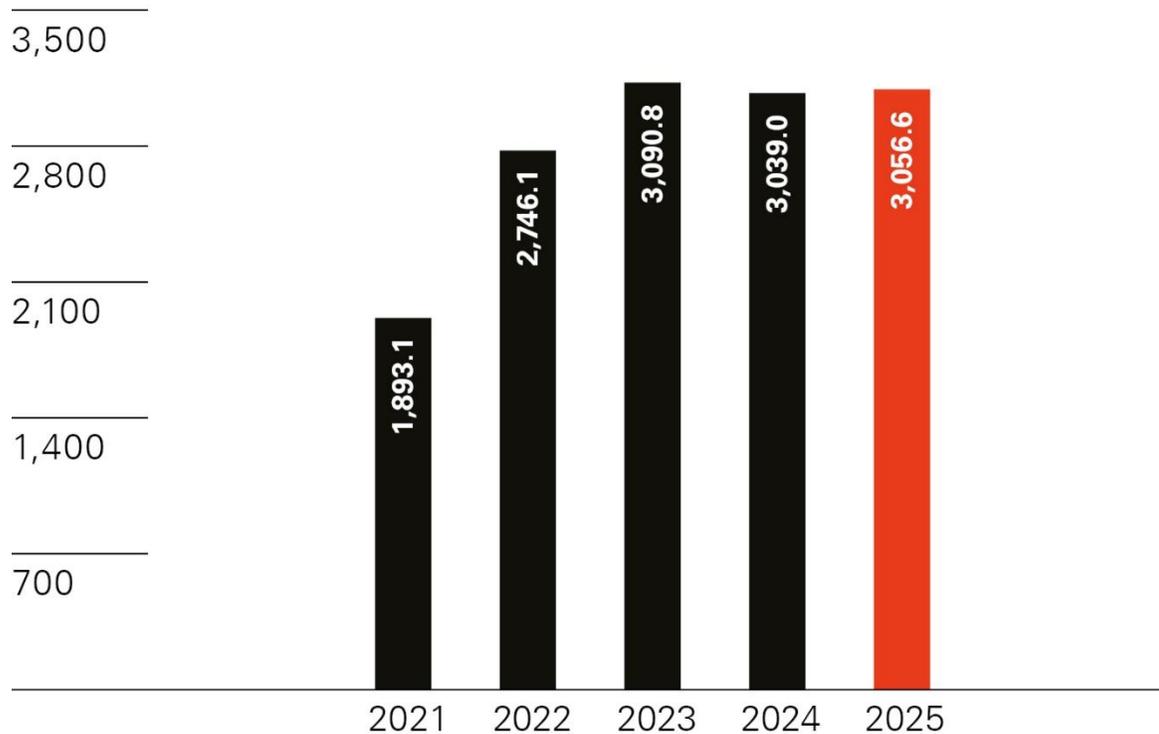
## Resilience in turbulent times

- The year 2025 proved to be another intense year against the backdrop of an adverse market environment
- SFS realized solid results thanks to its broad positioning across different end markets and regions
- Program to streamline the global production and distribution network proactively introduced, with goal of aligning production capacities with partially reduced customer demand and strengthening focus on core activities
- Sales of CHF 3,056.6 million generated (+0.6% vs. PY)
  - Organic sales growth of +2.9% demonstrates strong market positioning
  - Currency effects again had a significant impact of -2.9%
- Adjusted operating profit (EBIT) of CHF 371.0 million (PY 350.2 million), adjusted EBIT margin of 12.2% (PY 11.6%)
- Reduced EPS of CHF 5.63 (PY CHF 6.21) caused by economic environment and non-recurring effects from program to streamline global production and distribution network
- Expenditure on plant, equipment, hardware and software declined considerably to CHF 103.7 million (PY CHF 148.9 million) due to completion of several major projects
- Organizational adjustments to support generational transition and to strengthen customer focus completed

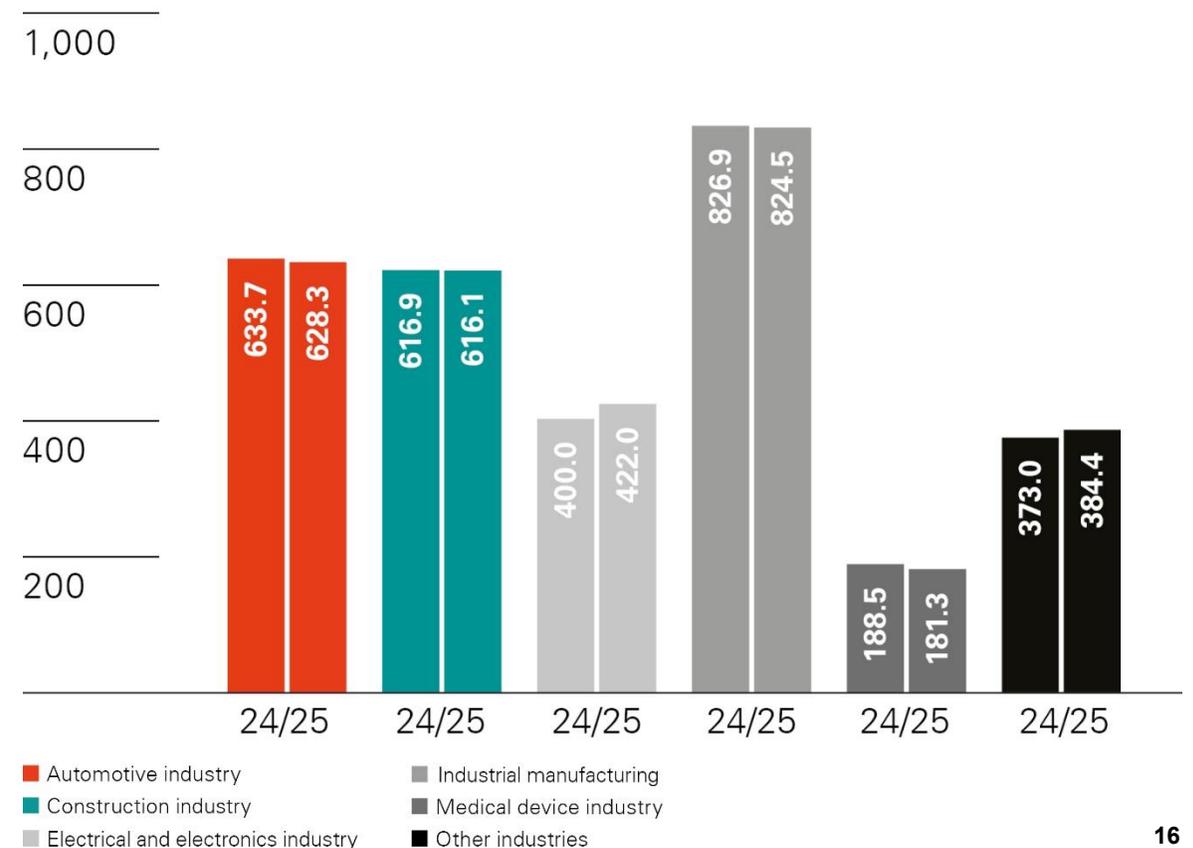
# Key takeaways

## Consistent progress

**Total growth of 0.6%, organic growth of 2.9%**  
Sales in CHF million



**Growth in Electronics as key driver for the year**  
Sales by end market in CHF million

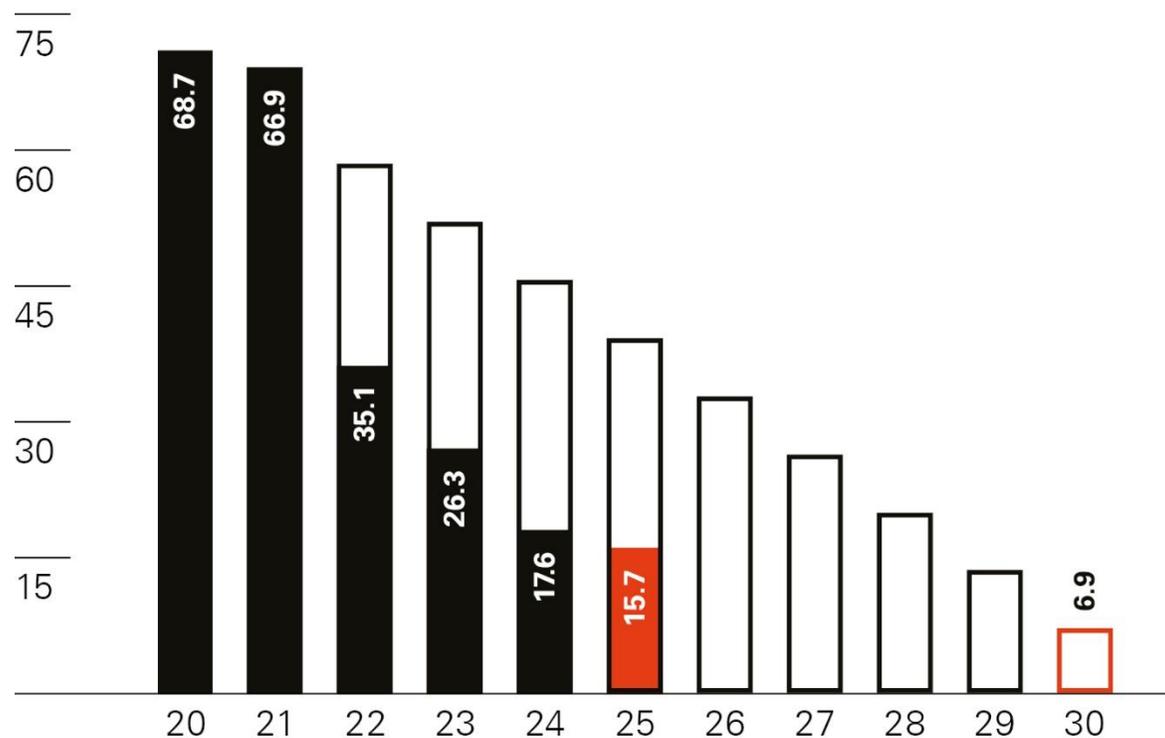


# Key takeaways | Environment

## Interim targets exceeded

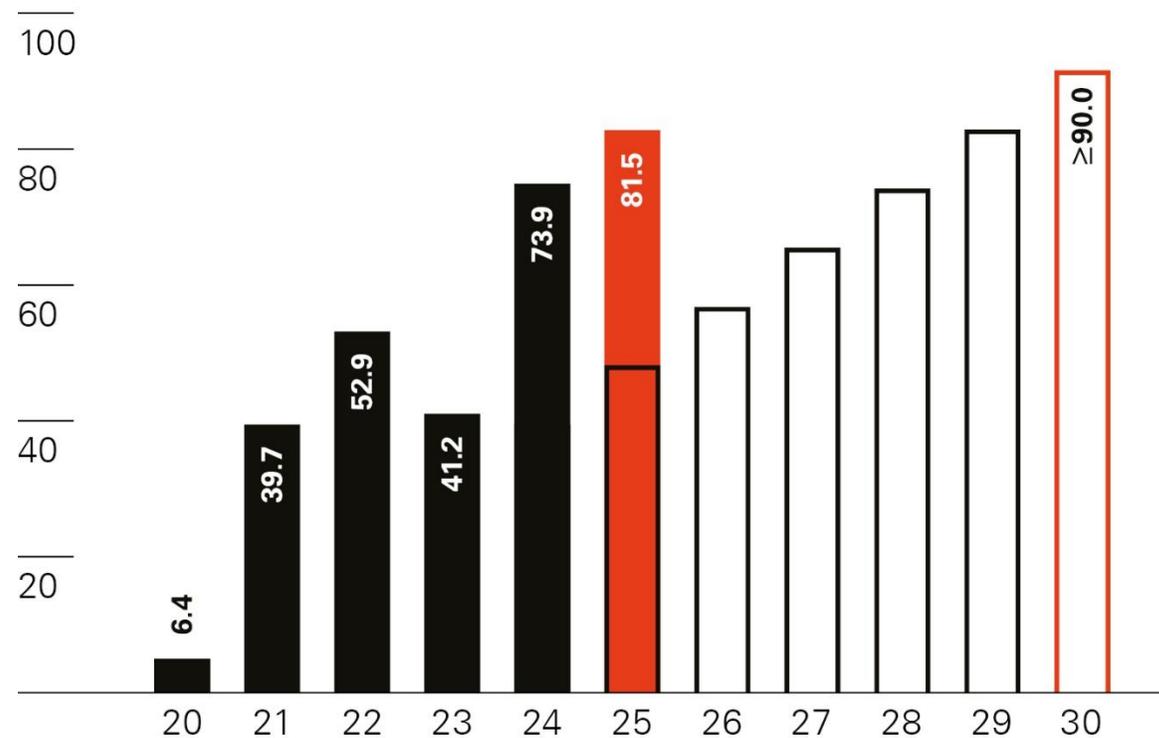
**Emissions (Scope 1+2) reduced by -77.1% vs. 2020**

CO<sub>2</sub> emissions in metric tons/net sales



**81.5% of total electricity demand from renewable sources**

Share of renewable electricity in total electricity demand in %

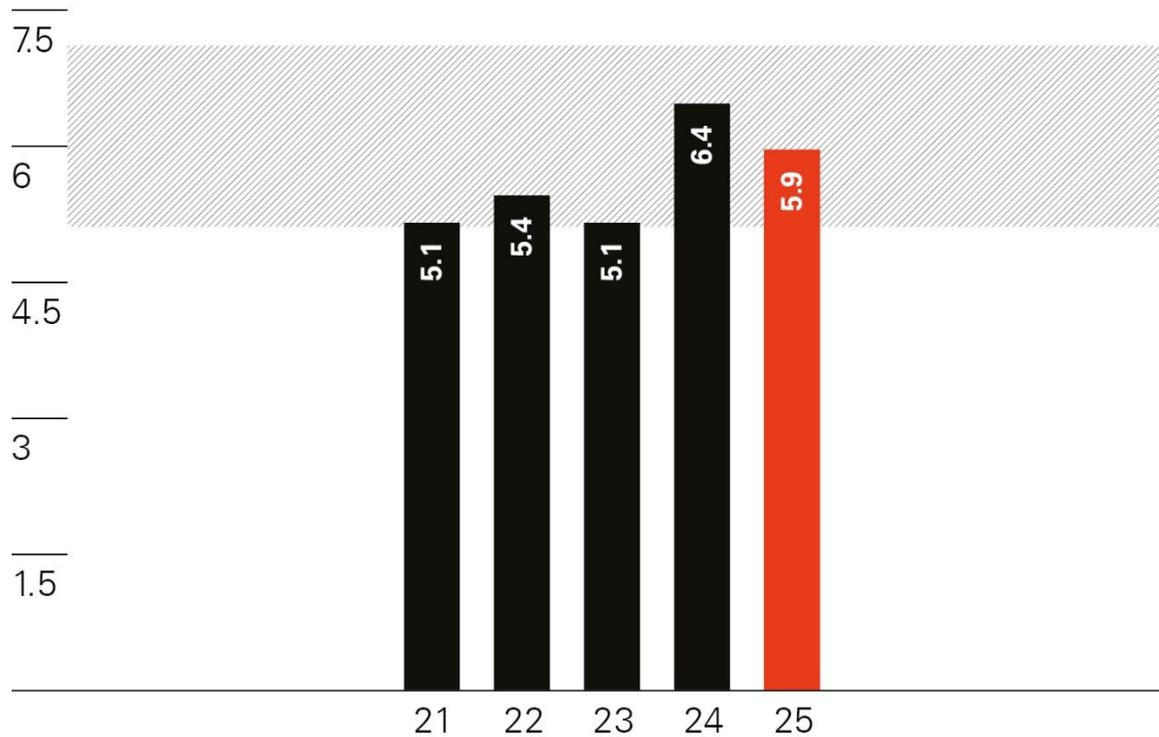


# Key takeaways | Social

## Dual education secured, progress in accident rate

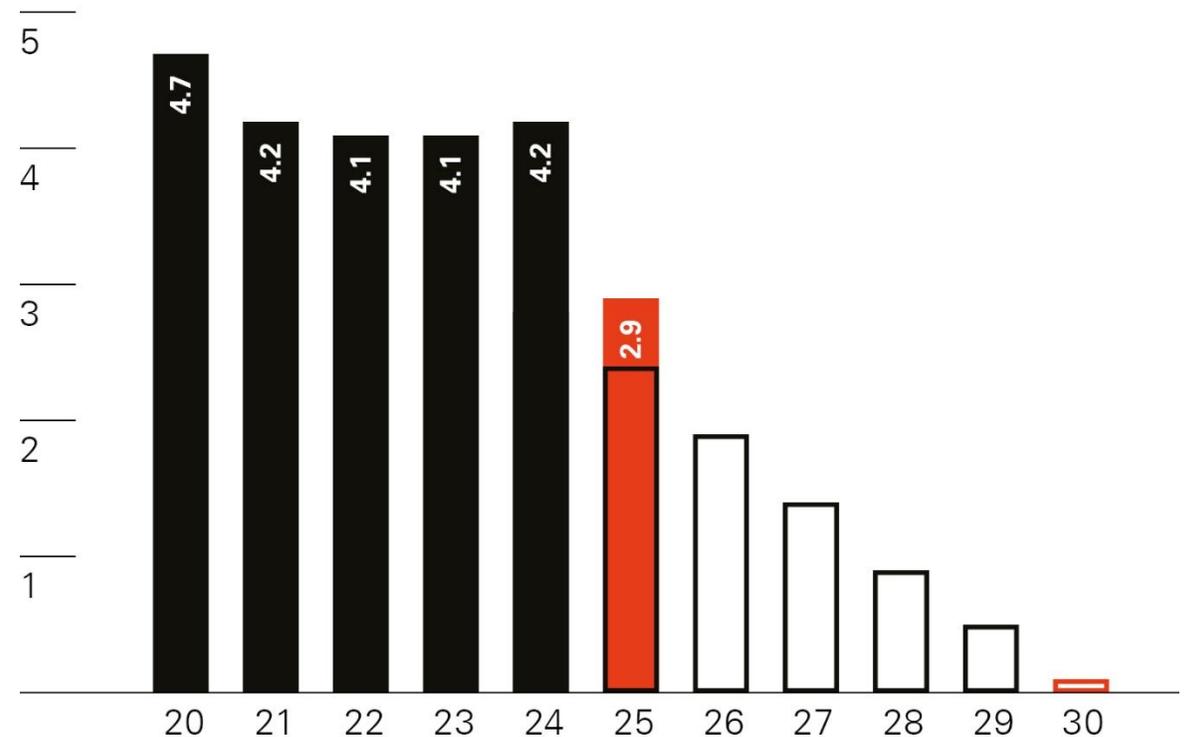
### Training and development targets successfully confirmed

Number of employees in education and training programs in %



### Accident rate significantly improved

Number of accidents/million hours worked



# Key financials

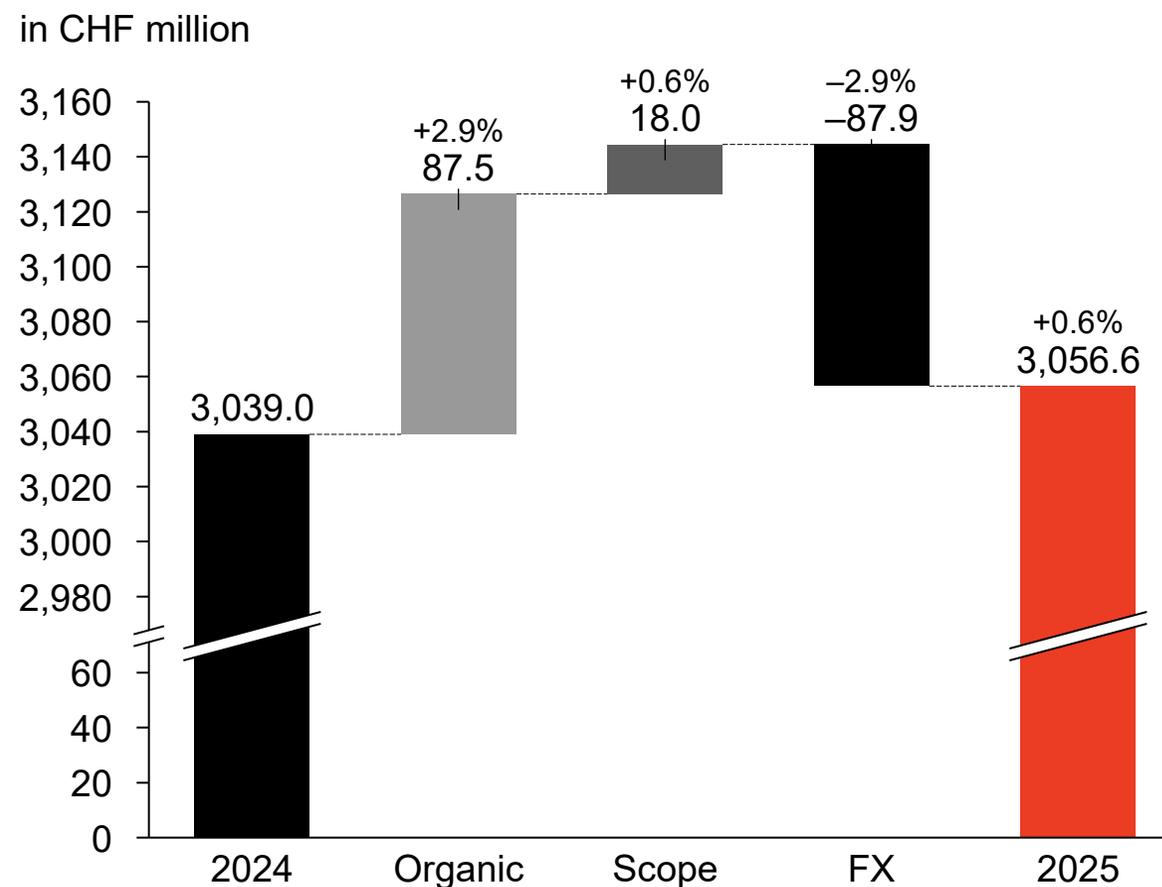
# Sales bridge

## Organic growth in EC and D&L, negative FX effect overall

Organic growth	2025 <sup>1</sup> CHF million	2025 <sup>1</sup> %
EC segment	65.1	5.8
FS segment	-9.6	-1.6
D&L segment	32.0	2.4

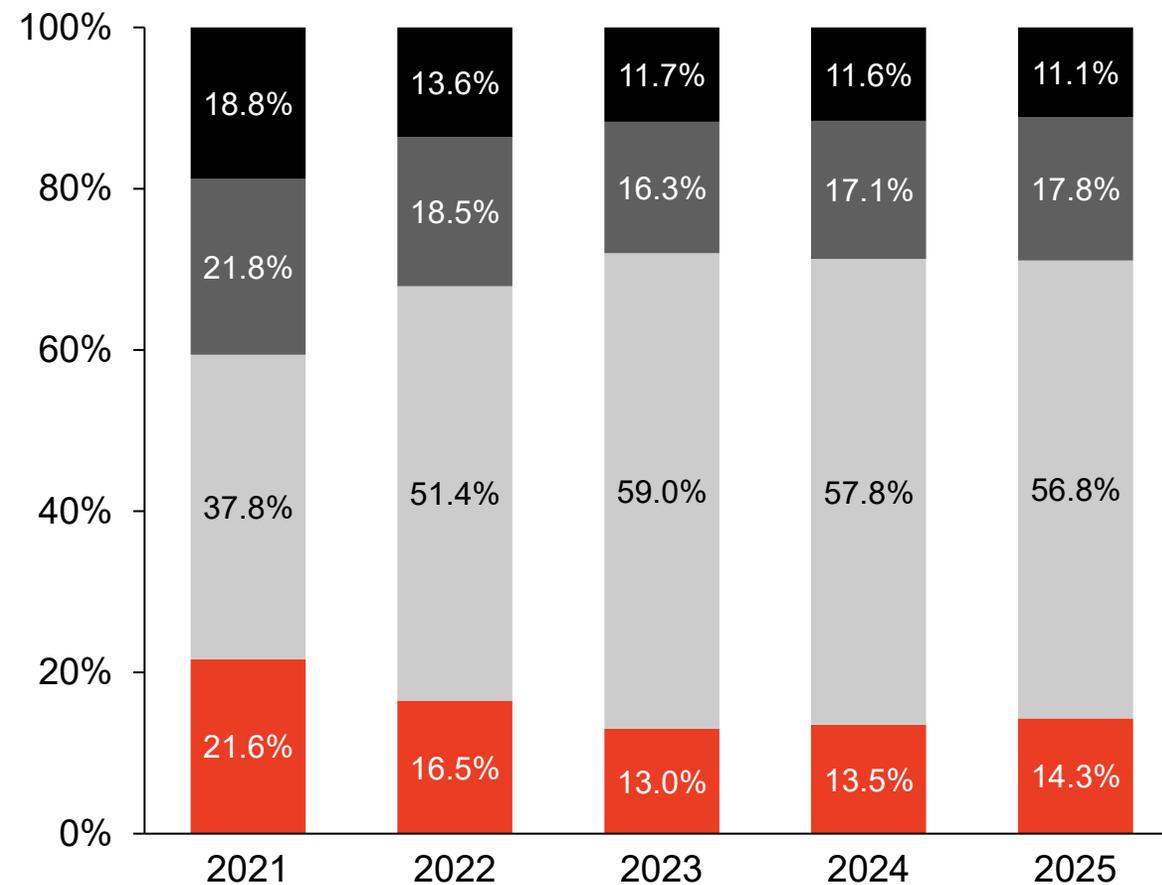
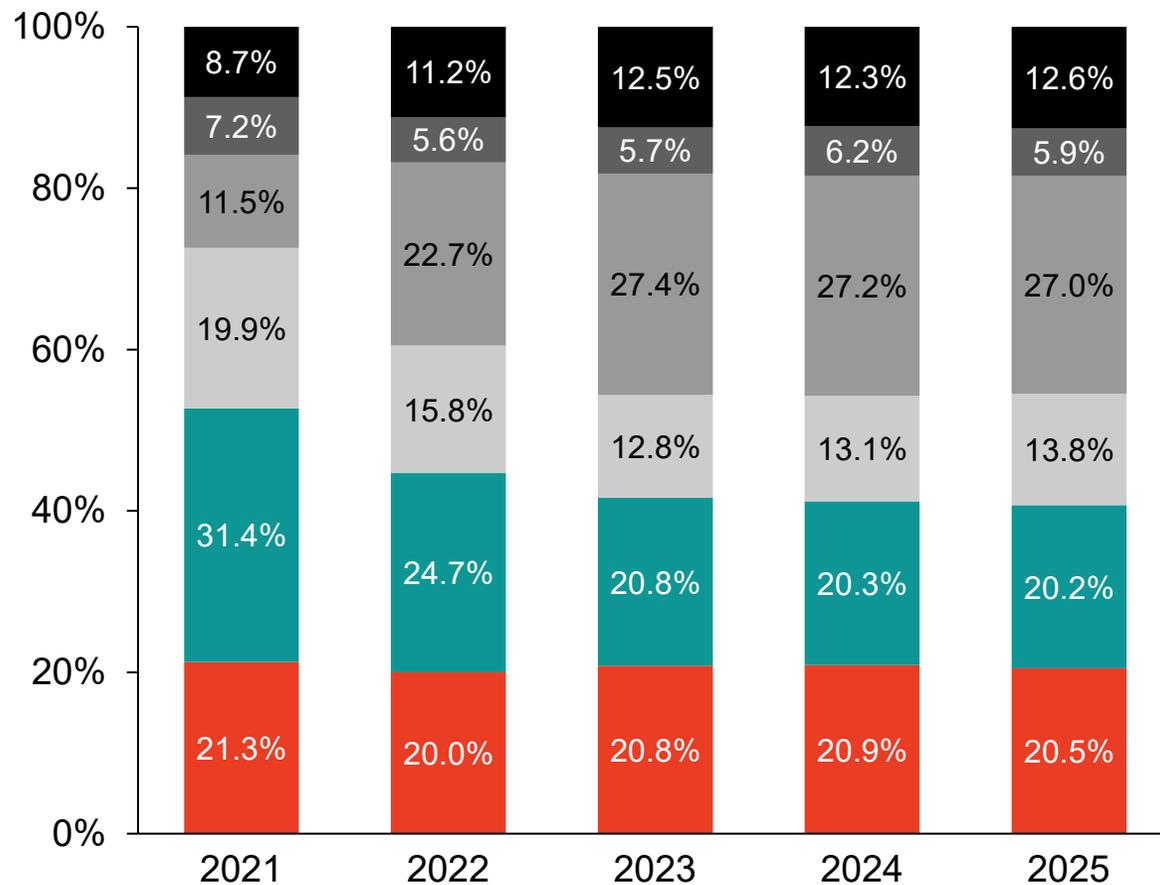
- EC segment with positive development
- FS segment negatively impacted by economic environment predominantly in Europe
- Restrained market momentum in D&L segment improved in 2HY

FX rate	Ø YTD 2025	Ø YTD 2024
EUR/CHF	0.937	0.953
USD/CHF	0.832	0.881



# Sales breakdown by end market and region

## Pleasing trend in Asia and North America

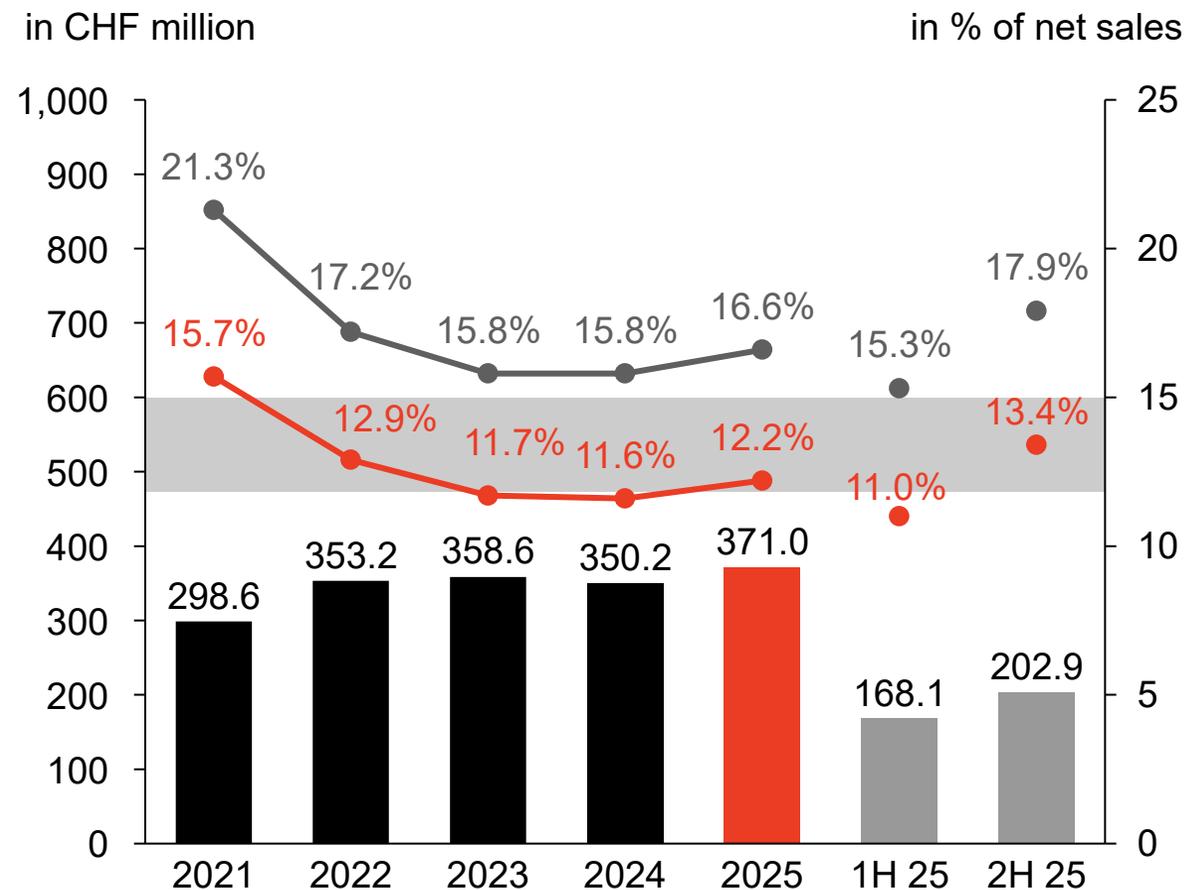


# Operating profitability

## Adjusted EBIT % target range – significant pickup in 2HY

- Positive trend in EC and D&L segment
- PEX quota lowered (–0.5 pt) oOPEX (–0.4 pt) strengthen adj. EBIT
- Cost measures are starting to pay off
- Adj. EBIT margin in 2HY significantly improved
- EBIT adjusted for non-recurring costs of program to streamline production and distribution network in the amount of CHF 46.7 million

Profitability	Reported in CHFm	Reported %	Adjusted in CHFm	Adjusted %
EBIT	324.3	10.6	371.0	12.2
EBITDA	466.6	15.3	505.8	16.6



# Progress of the program

## Secure profitability & strengthen focus on core activities

CHF 110m

**Sales reduction expected**  
2025: ~20% materialized

CHF 75m

**One-off costs**  
2025: >60% implemented

+0.8 pp

**EBIT margin effect**  
2025: minor effect recorded

650 FTE

**Jobs affected**  
2025: ~50% accounted

# Affected sites and time planning

## Streamlining production and distribution network

Brunn am Gebirge (Austria): closure in 2025

Olpe (Germany): closure in 2025

Malaysia & Singapore: Asia-Pacific organization of Hoffmann moved to distribution partners in 2025

Mocksville (USA): cutoff production in 2025

Emmenbrücke (Switzerland): management buy-out of Allchemet in 2025

Turnov (Czech Republic): site closure by 2026

Torbali (Türkiye): site closure in 2026

Flawil (Switzerland): site closure by end of 2027

↓ Project to be concluded by end of 2027

# Earnings per share (EPS)

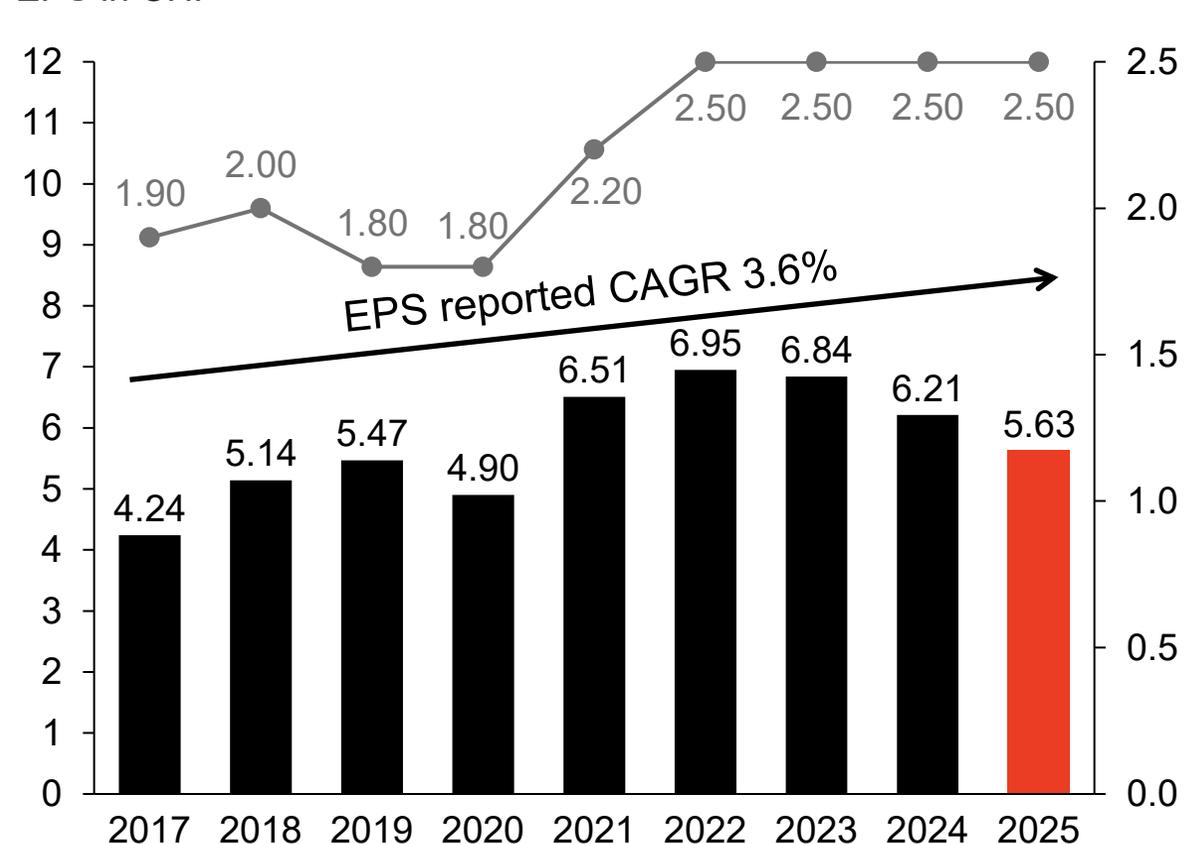
## EPS decrease due to high one-time costs

### EPS impacted by

- CHF –25.9 million lower nominal EBIT  
Impact –0.67 on EPS
- CHF –0.9 million negative financial income whereof  
Impact –0.02 on EPS
- CHF +4.1 million lower nominal taxation  
Impact +0.11 on EPS

Net income is burdened with project-specific non-recurring costs of program to streamline production and distribution network

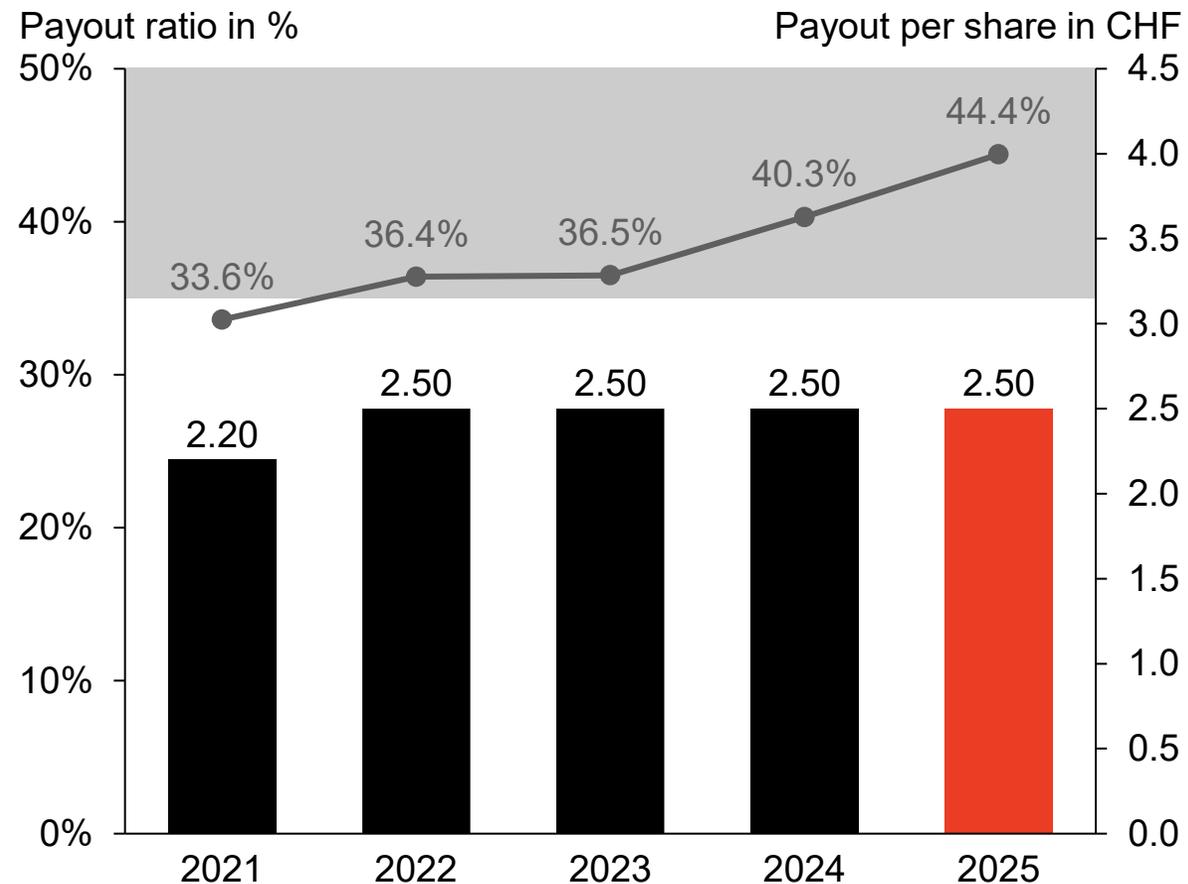
EPS in CHF



# Payout ratio

## CHF 2.50 dividend payout

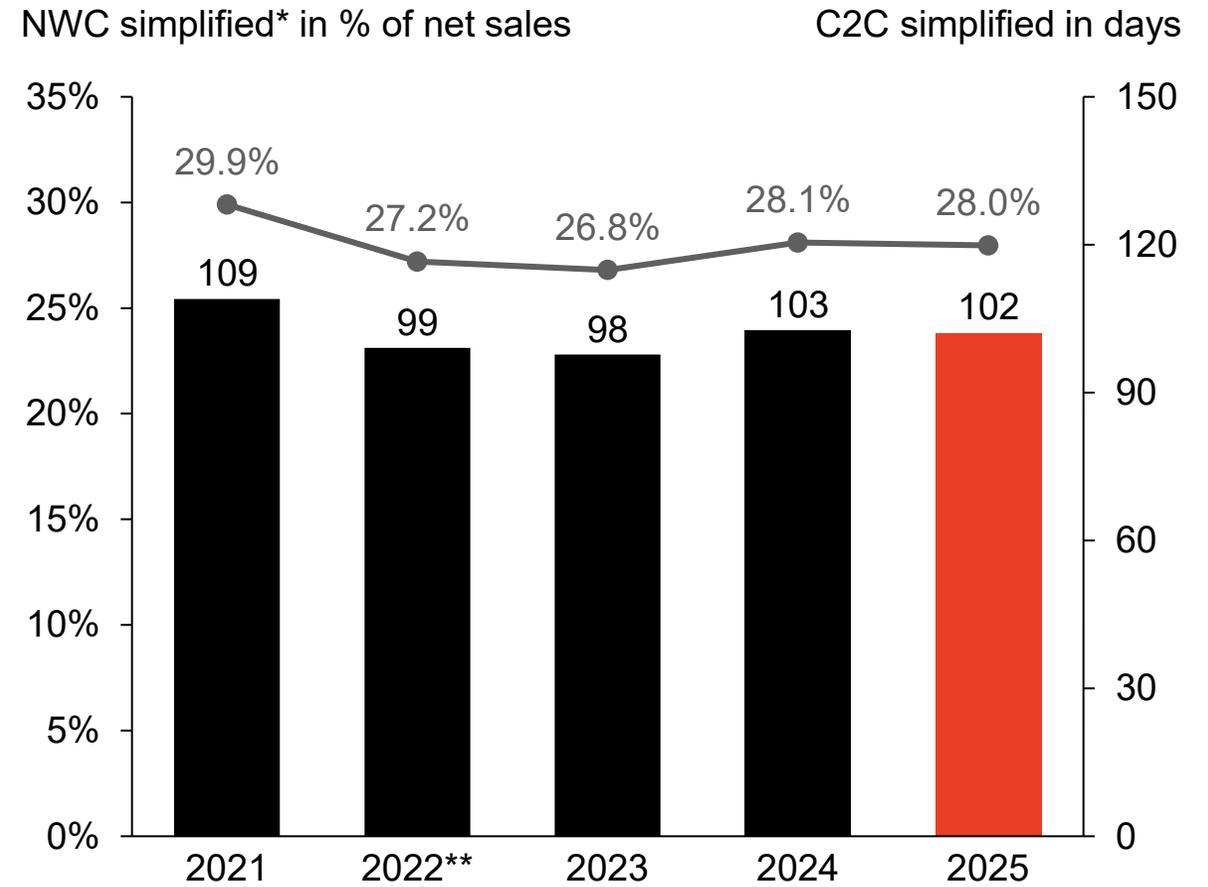
- BoD will propose a payout per share: CHF 2.50
  - Thereof CHF 2.00 out of retained earnings
  - Thereof CHF 0.50 out of capital reserves
- Dividend yield ~2.3% (at share price CHF 108.6)



# Net working capital

## Focus on delivery readiness

- NWC simplified remains at previous year's level
- Ambition to maintain good delivery service
- Aim to improve incrementally in currently volatile environment

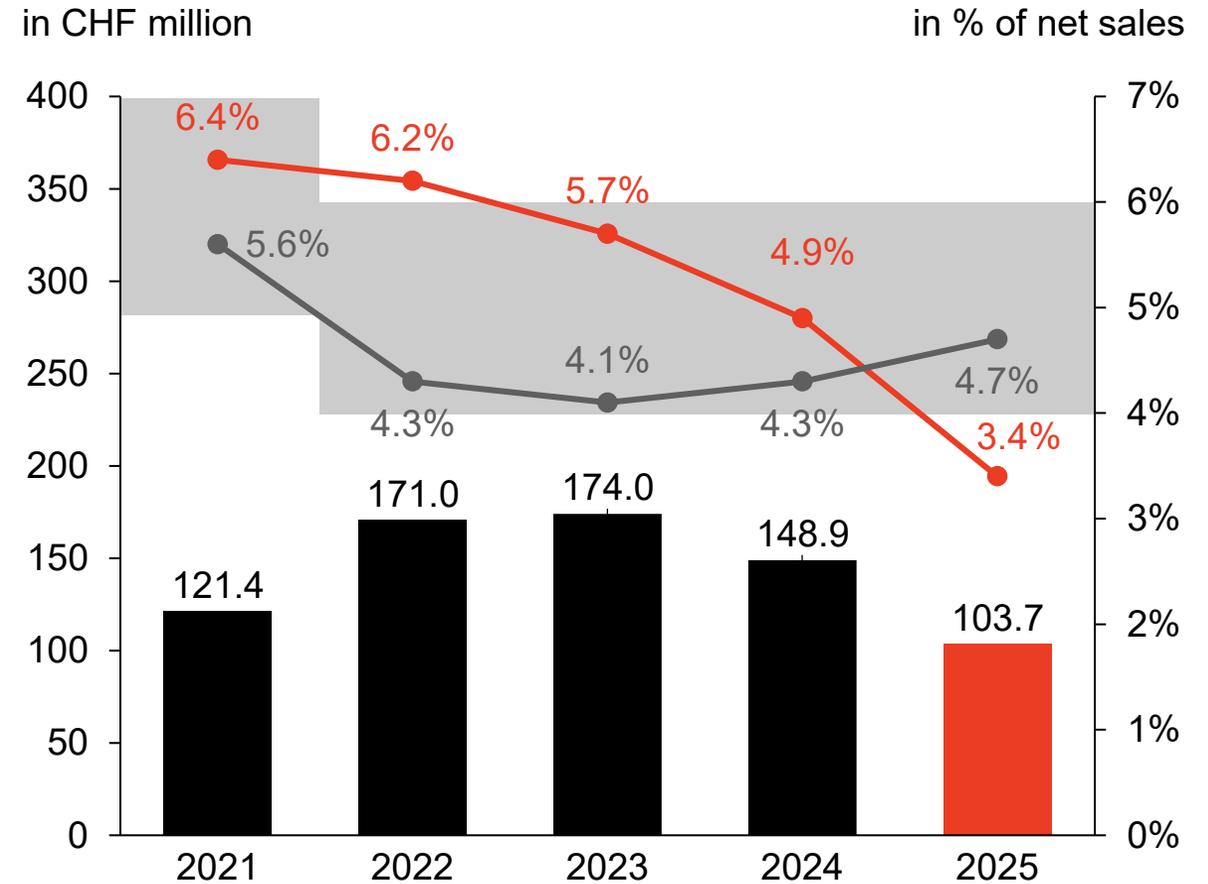


# Capital expenditure

## Investing – focus on defined areas of growth

CAPEX spending by segment	2025 %	2024 %
EC	70	71
FS	12	13
D&L	14	10

- CAPEX below target range of 4–6% of net sales
- Substantial reduction in growth-related expenditure due to strict CAPEX management
- Non-essential investment projects postponed
- Clear priority to exploit existing infrastructure and capacity, also in the scope of the program to streamline production and distribution network

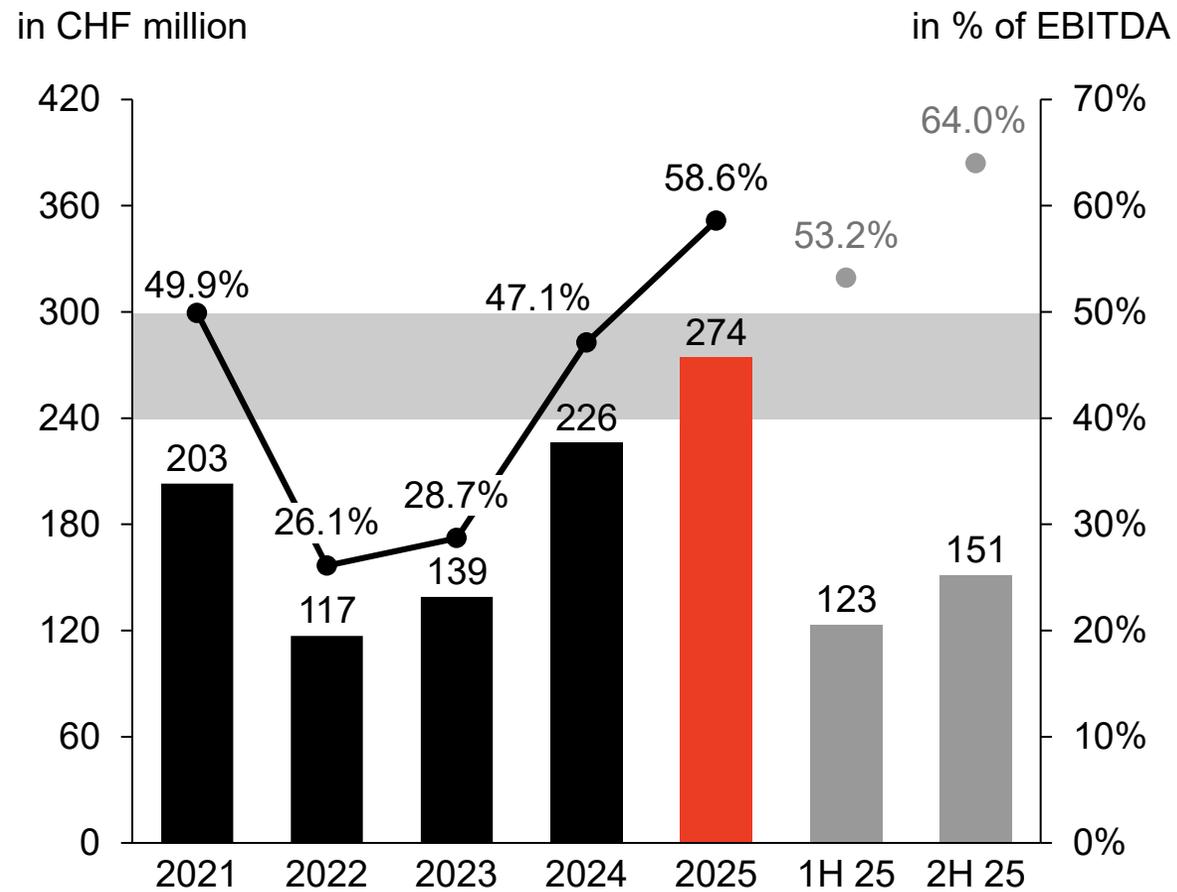


# Operating free cash flow (OFCF)

## Strong cash conversion as a cornerstone of performance

in CHF million	2025	2024
CF before changes in NWC	381	378
Changes in NWC	-4	-3
<b>Cash flow from operations</b>	<b>377</b>	<b>375</b>
CAPEX	-104	-149
<b>Operating free cash flow</b>	<b>274</b>	<b>226</b>

- Lower CAPEX support the higher OFCF
- Cash conversion rate adjusted (OFCF/EBITDA adj.) at 56.9%
- OFCF/net income conversion 124.3%



# Balance sheet ratios

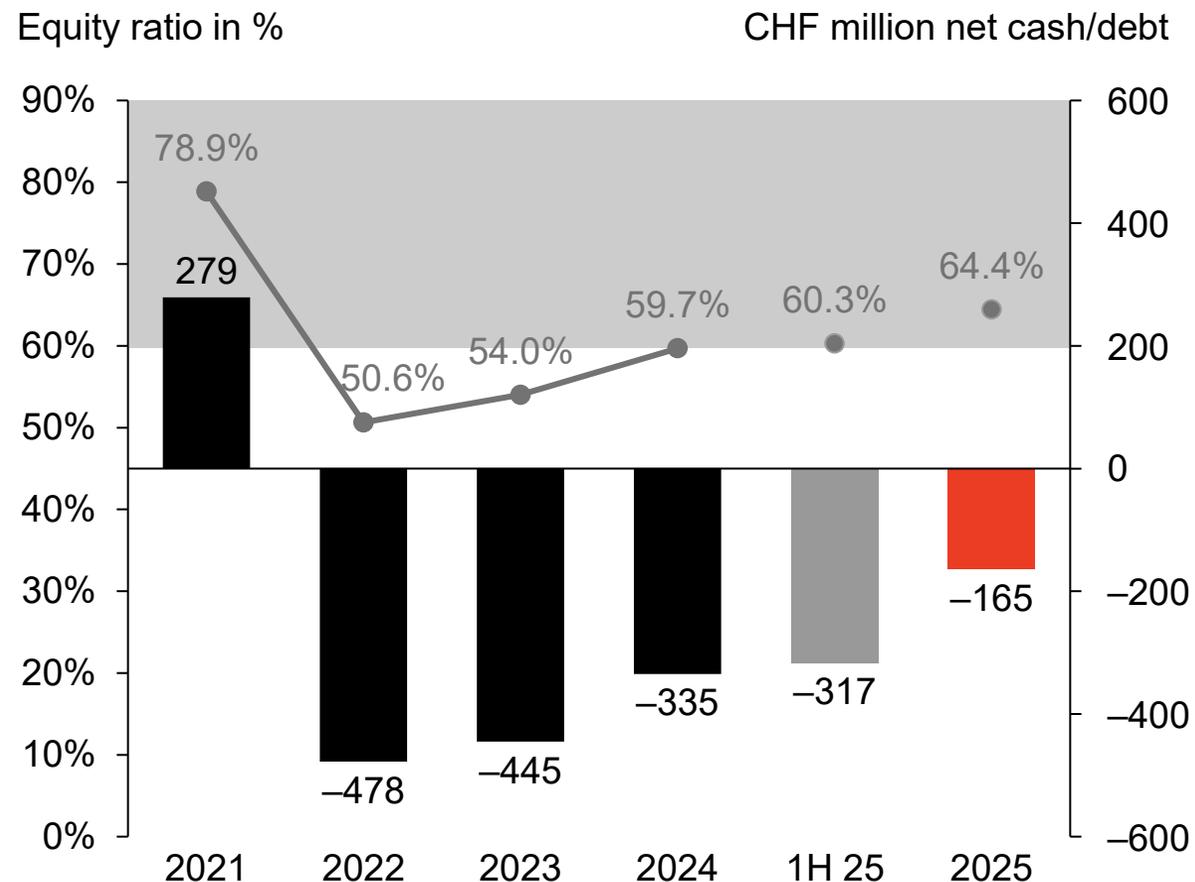
## Equity ratio back in target range

### Important factor for net debt development

- Improved generation of operating free cash flow
- Streamlining of cash pooling and FX management

### First bond of CHF 250 million settled in June 2025

- Unused credit lines used to refinance bond repayment
- Second bond maturity is June 2027 (CHF 150 million)



# Return on capital

## ROCE above prior year

### Bridge ROCE to ROIC

- Impact from goodwill and net cash: −8.1%
- Impact from tax effects: −3.7%

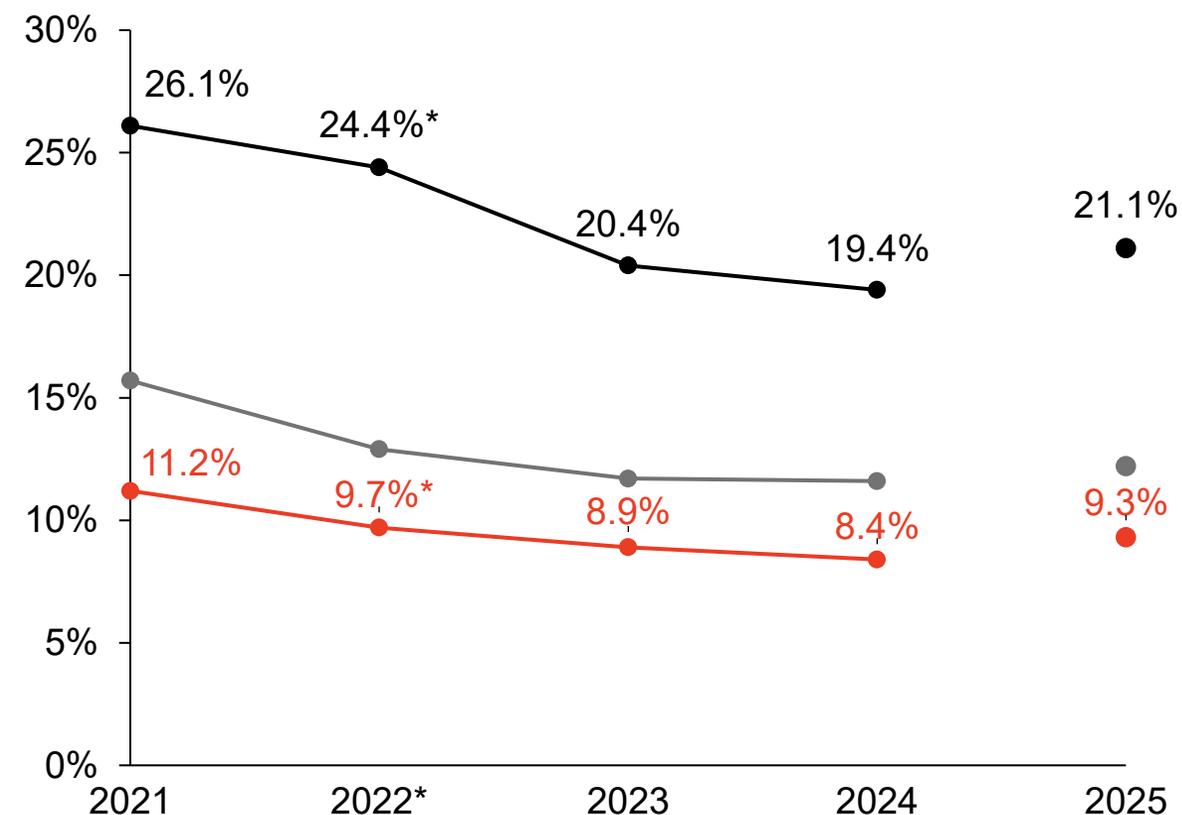
$$\text{ROCE} = \frac{\text{Adjusted EBIT}}{\text{Ø Capital Employed (CE)}}$$

$$\text{ROIC} = \frac{\text{Adjusted EBIT} - \text{Tax Rate 17.5\%}}{\text{Invested Capital (IC)}}$$

Ø CE = Working capital less cash plus tangible and intangible assets less def. tax and provisions

IC = Equity before goodwill offset less net cash/plus net debt

in % of net sales



# Effective tax rate

## Stabilization at higher level

### One-time effects

- Closure in CZ has led to elimination of DTA, no future off set of losses against profit possible

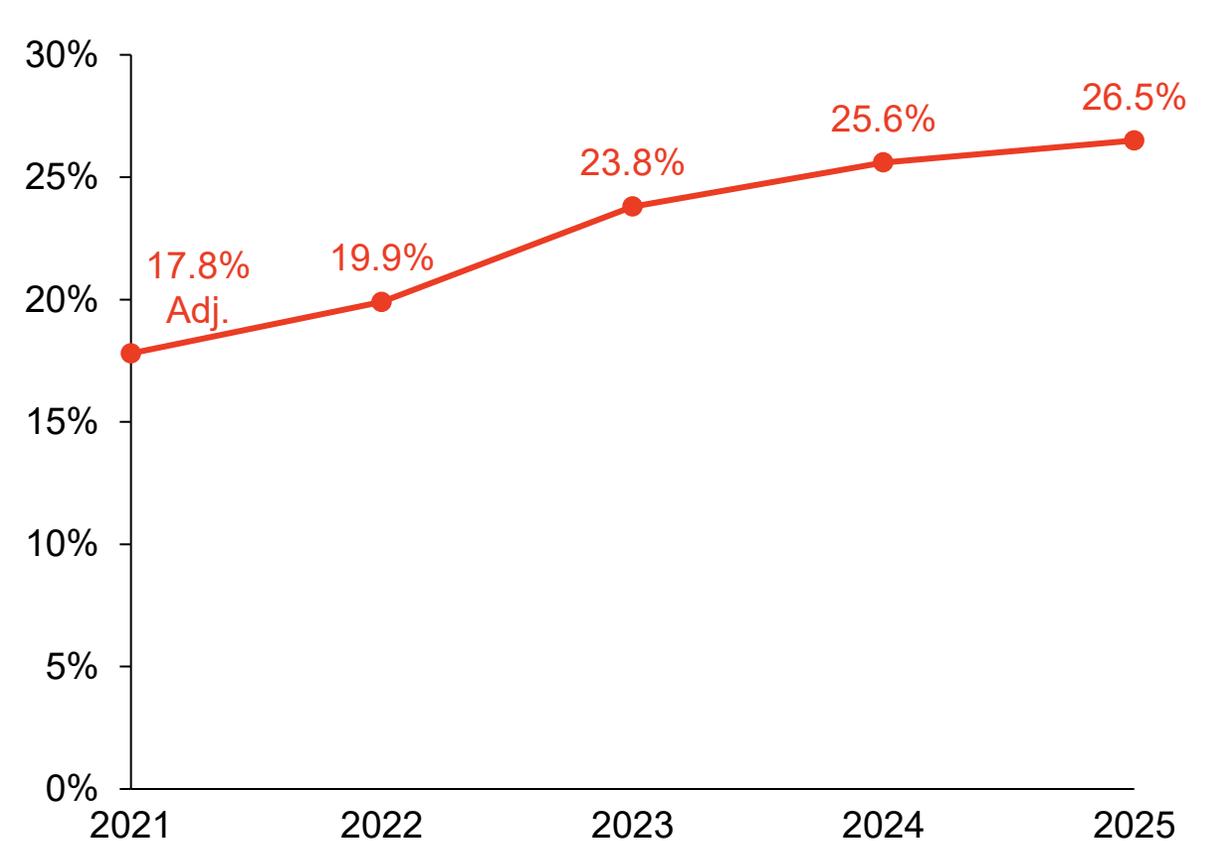
### Local effects (recurring)

- New tax elements introduced in DE, FR, IT and HU
- USA: decreasing goodwill amortization
- Increase of profit before tax (PBT) in countries with high statutory tax rate (CA, CN, HU, IT, MX, NL, ES)

### Statutory tax rate

- Approximately at 23%

Effective tax rate in %



# KPI summary

## Sustainable results

in CHF million		2025	%	2024	%	+/- PY
Sales		3,056.6		3,039.0		
Net sales		3,045.4		3,031.1		
EBITDA	Margin	466.6	15.3	479.8	15.8	-50 bps
EBIT	Margin	324.3	10.6	350.2	11.6	-100 bps
EBIT adj.	Margin adj.	371.0	12.2	350.2	11.6	+60 bps
Net income	Ratio	220.2	7.2	242.7	8.0	-80 bps
Equity	Ratio	1,618.8	64.4	1,559.2	59.7	+470 bps
Net cash (+)/debt (-)		-164.8		-335.1		
CAPEX	% net sales	103.7	3.4	148.9	4.9	-150 bps
Operating free cash flow	Conversion rate	273.6	64.0	226.1	47.1	+1,690 bps
ROCE	in %	21.1		19.4		+170 bps

# Segment development

# Headlines Engineered Components (EC) segment

## Positive development

- Good growth in sales and profitability, contributed from several end markets and application areas
- Electronics division driven by stamped components for Mobile Devices and components in nearline HDD
- Aerospace delivered a highly encouraging performance throughout the entire year
- Demand in the medical device industry fell slightly short of expectations
- In light of excess capacity in Europe, the Automotive division achieved solid results
- Ramp-up projects in CH, CN, IN and USA on track
- Retirement of George Poh and Walter Kobler from Group Executive Board, new Head of Segment EC is Urs Langenauer

Key figures Engineered Components in CHF million	2025	+/-%	2024
Third-party sales	1,134.4	1.7	1,115.4
Organic growth		5.8	
Net sales	1,140.3	1.4	1,124.9
EBITDA	256.2	8.5	236.2
in % of net sales	22.5		21.0
Operating profit (EBIT)	165.5	6.6	155.2
in % of net sales	14.5		13.8
Operating profit (EBIT) adjusted	180.2	16.1	155.2
in % of net sales	15.8		13.8
Average capital employed	909.1	-1.6	923.8
Investments	72.3	-31.9	106.1
ROCE in % <sup>1</sup>	19.8		16.8
GHG emissions Scope 1+2 in metric tons/net sales <sup>2</sup>	27.3	-11.9	31.0
Share of renewable electricity in % <sup>2</sup>	84.3		75.2
Employees in FTE	7,642	3.4	7,394
Number of accidents/million hours worked <sup>2</sup>	2.0	-33.3	3.0

<sup>1</sup>EBIT adjusted in % of average capital employed

<sup>2</sup>The figures for previous years have been restated due to a change in the consolidation methodology for joint ventures and expanded data collection

# Headlines Fastening Systems (FS) segment

## Impacted by economic environment

- Slightly negative sales development and weakening currencies reducing operating profit in sluggish market environment
- North American construction industry proving more dynamic than its European counterpart
- Regionally cold and unusually long winter at the start and end of the year 2025
- Over the course of financial year slight recovery in demand
- Market access expanded with acquisition of DB Building Fasteners (USA, August 1, 2025)

Key figures Fastening Systems in CHF million	2025	+/-%	2024 restated <sup>1</sup>	2024 reported
Third-party sales	574.6	-0.9	579.9	480.6
Organic growth		-1.6		
Net sales	580.0	-1.5	589.1	488.5
EBITDA	76.1	-13.3	87.8	80.6
in % of net sales	13.1		14.9	16.5
Operating profit (EBIT)	61.9	-17.7	75.2	68.8
in % of net sales	10.7		12.8	14.1
Operating profit (EBIT) adjusted	70.7	-6.0	75.2	68.8
in % of net sales	12.2		12.8	14.1
Average capital employed	247.6	-4.0	257.9	228.9
Investments	12.6	-33.3	18.9	18.5
ROCE in % <sup>2</sup>	28.6		29.2	30.1
GHG emissions Scope 1+2 in metric tons/net sales <sup>3</sup>	17.3	-15.2	20.4	
Share of renewable electricity in % <sup>3</sup>	77.4		62.4	63.6
Employees in FTE	2,106	-2.1	2,151	2,046
Number of accidents/million hours worked <sup>3</sup>	4.2	-40.0	7.0	7.1

<sup>1</sup>The previous year's financial figures were adjusted to the new segment composition for better comparability.

<sup>2</sup>EBIT adjusted in % of average capital employed

<sup>3</sup>The figures for previous years have been restated due to a change in the consolidation methodology for joint ventures, expanded data collection, and changes in the segment structure

# Headlines Distribution & Logistics (D&L) segment

## Subdued market momentum

- Solid results in challenging environment thanks to prudent cost management, onboarding of partners and comprehensive range of products and services
- Planned acquisition of three partner companies Gödde GmbH, Oltrogge Werkzeuge GmbH and Hch. Perschmann GmbH enables:
  - Internationalization of trading business
  - Pool resources and realize advantages in terms of expertise and costs
- Purchase of 51% holding in 3D-printing specialist Jellypipe AG – renamed to Hoffmann Additive Manufacturing – allows to expand technology offering
- Head of Segment since January 1, 2026, is Iso Raunjak

Key figures Distribution & Logistics			2024	2024
in CHF million			restated <sup>1</sup>	reported
	2025	+/-%		
Third-party sales	1,347.6	0.3	1,343.7	1,443.0
Organic growth		2.4		
Net sales	1,339.7	0.2	1,336.5	1,437.1
EBITDA	142.4	-6.2	151.8	159.0
in % of net sales	10.6		11.4	11.1
Operating profit (EBIT)	113.5	-7.2	122.3	128.7
in % of net sales	8.5		9.2	9.0
Operating profit (EBIT) adjusted	131.0	7.1	122.3	128.7
in % of net sales	9.8		9.2	9.0
Average capital employed	588.6	-3.4	609.3	638.3
Investments	14.0	-6.7	15.0	15.4
ROCE in % <sup>2</sup>	22.3		20.1	20.2
GHG emissions Scope 1+2 in metric tons/net sales <sup>3</sup>	5.1	8.5	4.7	
Share of renewable electricity in % <sup>3</sup>	60.6		94.4	93.7
Employees in FTE	3,413	-6.9	3,664	3,769.0
Number of accidents/million hours worked <sup>3</sup>	4.1	-26.8	5.6	5.5

<sup>1</sup>The previous year's financial figures were adjusted to the new segment composition for better comparability.

<sup>2</sup>EBIT adjusted in % of average capital employed

<sup>3</sup>The figures for previous years have been restated due to a change in the consolidation methodology for joint ventures, expanded data collection, and changes in the segment structure

# Outlook 2026

# Guidance 2026

## Confirm mid-term guidance

	2025A (CHF)	2026G
Sales *(growth in local currencies, incl. scope effects)	3,056.6 million	+3–6%*
Adjusted EBIT margin	12.2%	12–15%

# Strategic priorities

## Focusing on our main strengths and chances

### Strategy execution

- Build fit-for-purpose global manufacturing and distribution network, reflecting new economic environment
- Implement site-specific optimizations

### Mega-trends

- Understand and monitor megatrends, anticipate changes and adapt strategies to remain competitive
- Focus on application areas with strong underlying growth drivers based on global megatrends

### Local-for-local

- Ensure balanced emphasis on different regions, end markets, and distribution channels
- Accelerate growth in China and across Asia
- Maintain close customer relationships to enable Value Proposition

### Focus on technology

- Accelerate progress in AI, Machine Learning, IoT and automation into daily operations
- Standardized processes, systems and equipment to mitigate risks and continuously enhance flexibility

### Solid financing

- Maintain strict operational cost discipline in response to challenging market conditions
- Focus on selective bolt on M&A opportunities
- Achieve continued increase in equity ratio

# Q&A

# Agenda

## IR Events 2026

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### **Annual General Meeting**

Wednesday, April 22, 2026

### **Publication of Half-Year Report 2026**

Thursday, July 23, 2026

### **Investor Day in Heerbrugg (Switzerland)**

Thursday, September 17, 2026

IR Contact: [investor.relations@sfs.com](mailto:investor.relations@sfs.com)

**Inventing success together**