

DATWYLER**FORWARD**

Focused Swiss High-Tech Sealing Excellence, Industrialized Globally

Datwyler Capital Markets Day
19 November 2025

Today's Agenda

Presentations

09.00–09.10	<i>Welcome and Introduction</i>
09.10–09.40	Strategy
09.40–09.55	Healthcare Division
09.55–10.10	Industrial Division
10.10–10.25	Innovation
10.25–10.40	Financial Overview
10.40–11.00	Questions and Answers

Break-out Sessions (in parallel)

11.00–11.30	<i>Coffee Break</i>	
11.30–12.15	1st Round	
	Session A	Session B
	Solution Design	High Value Offering
	Material Expertise	Food & Beverage
	Product Industrialization	Venture Unit Wearables
12.15–12.20	<i>Change Break-out Sessions</i>	
12.20–13.05	2nd Round	
13.05–14.00	<i>Light Standing Lunch</i>	

Today's Speakers



Volker Cwielong
CEO



Judith van Walsum, PhD
CFO



Michael Höller
COO Division Industrial



Frank Schön, PhD
CTO



Francesco Piras, PhD
SVP Technology
Healthcare



Michael Haberl
SVP Business Unit
Transportation &
Electronics



Bram Jongen, PhD
VP Materials and Surface
Technologies



Claudia Martins
SVP Operations
Healthcare



Emiel Jans
SVP Commercial
Healthcare



Karl Frei
SVP Business Unit
Food & Beverage



Mattia Lucchini, PhD
Head of Wearable
Sensor Development

DATWYLER FORWARD

System-Critical Components for Demanding Industries Worldwide

Volker Cwielong
CEO



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



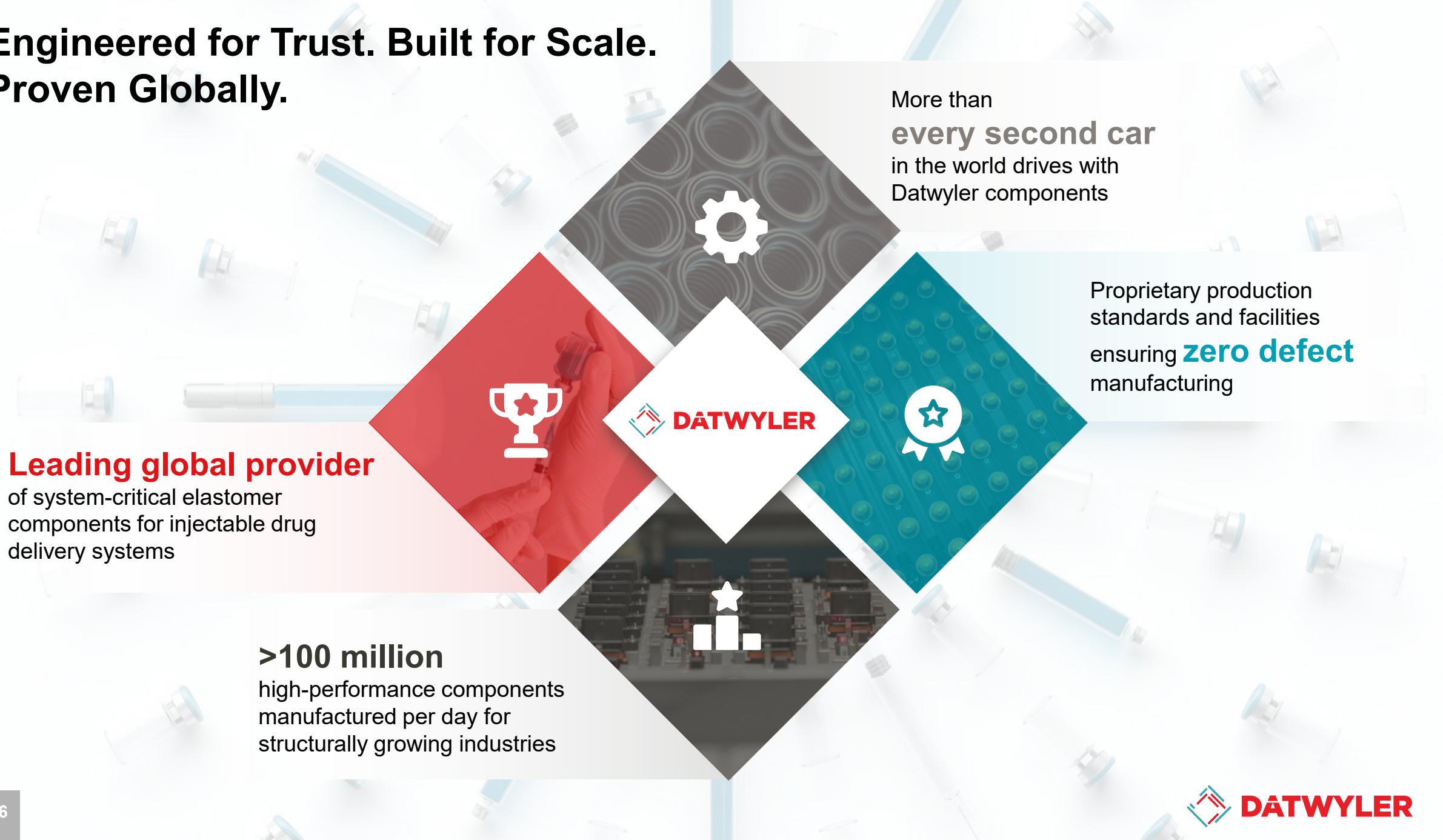
Founded
1915
in Switzerland



Entrepreneurial
anchor shareholder
Pema Holding AG



Engineered for Trust. Built for Scale. Proven Globally.



Our System-Critical Components are Fundamental to the Reliability and Performance of Customer Applications

Datwyler Division Healthcare



Plungers, Needle Shields, Combiseals, Stoppers, Aluminium Caps, Coating Technologies, Sterilization and Packaging Services

Revenue 2024: 446.0 CHF million
EBIT 2024: 61.8 CHF million

Datwyler Division Industrial



Housings, Seals, Gaskets, Grommets, Overmolds, Custom Molded Seals, 2K Parts, Aluminum Capsules with LSR or Paper Seals

Revenue 2024: 664.8 CHF million
EBIT 2024: 56.3 CHF million

We Maintain Leading Positions in Attractive and Diversified Markets Characterized by Enduring Growth Trends

Datwyler Division Healthcare



42%*

Healthcare

Pharma, Biotech,
System and
Contract Manufacturers

Datwyler Division Industrial



27%*

Automotive

Vehicle Manufacturers,
Tier 1 and 2 Suppliers



20%*

Food & Beverage

Capsule Coffee
Providers



11%*

Industries

System Manufac-
turers and Energy
Producers

* Revenue share in first half year 2025

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



27%

Americas

CHF 296.2M*
revenue

53%

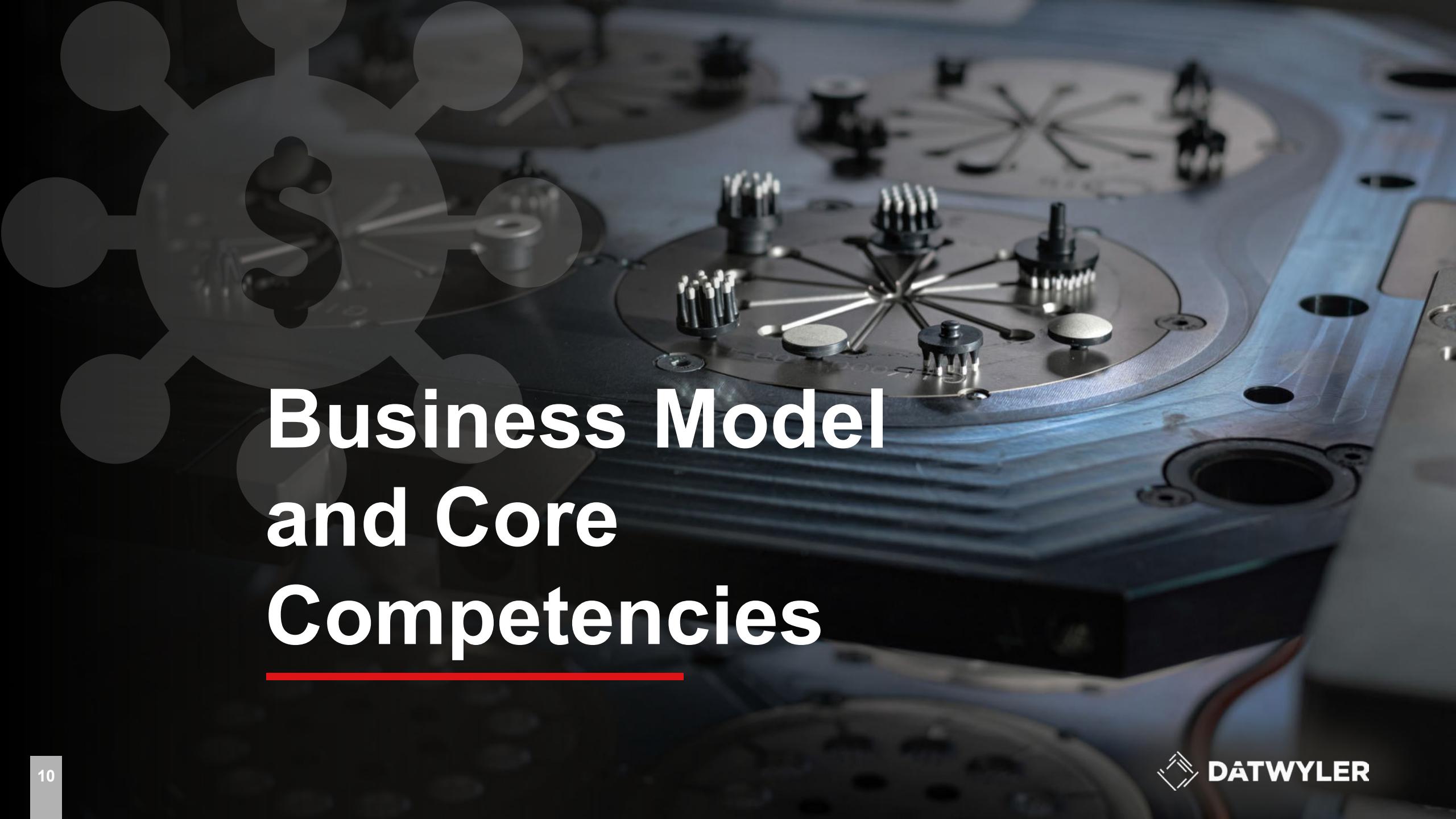
EMEA

CHF 590.3M*
revenue

20%

Asia

CHF 221.20M*
revenue



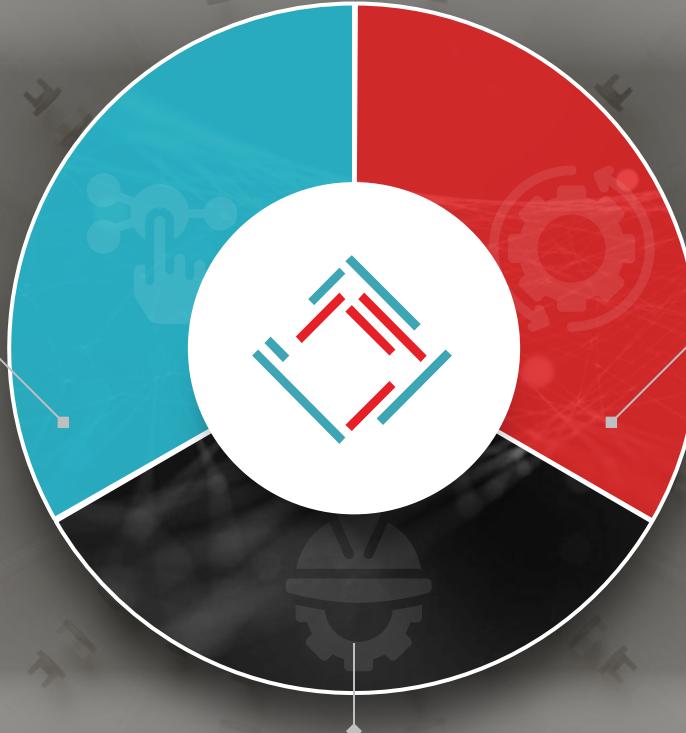
Business Model and Core Competencies

Our Business Model is Built Around our Core Competencies to Consistently Deliver Exceptional Customer Value



Material Expertise

With competence centers for materials and surface technology in Europe, US and Asia we deliver superior performance.



Solution Design

We create co-developed solutions by uniting functional integration, advanced simulation and focused technology development.



Product Industrialization

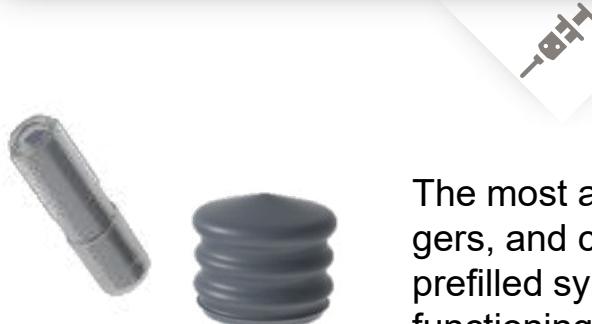
We realize reliable, high quality and high-volume product industrialization in our state-of-the-art manufacturing site network across four continents.



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



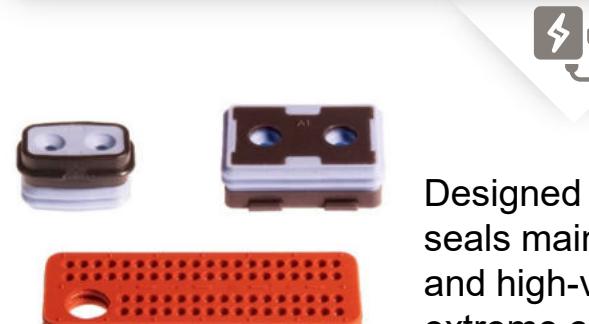
Components that guarantee the highest quality and performance of prefilled syringes



The most advanced needle shields, plungers, and coating technologies ensure that prefilled syringes remain sealed while functioning perfectly during administration.

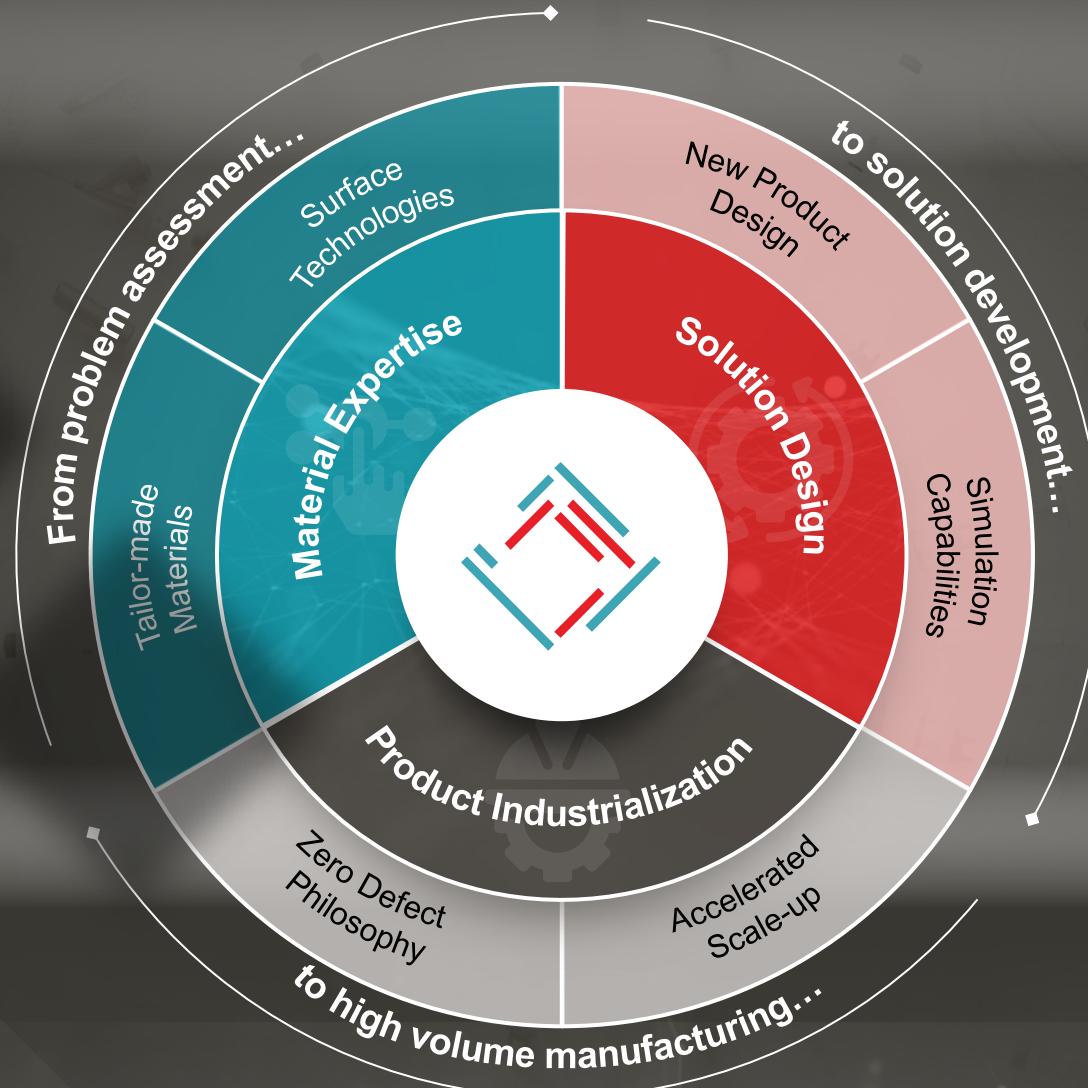


Seals that make electrical connectors high performing and durable



Designed for durability, our grommets and seals maintain the integrity of electrical and high-voltage connectors, even in extreme conditions.

We Generate Value Across the Full Product Lifecycle, from Early-Stage Problem-Solving 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

Built-in Entry Barriers Strengthen our Competitive Position and Support Durable, Long-Term Returns

Market entry barriers



High investment requirements

Financial strength and credibility thanks to Swiss anchor shareholder



Know-how, long learning curve

100 years of Swiss-rooted expertise in materials and manufacturing



Quality standards

Meeting highest quality standards to ensure customer product safety



Local manufacturing capacities

Local presence secures resilient and responsive supply chains



Regulatory requirements

Full compliance reduces customer risks and accelerates approvals



High switching costs for customers

Long-term trusted partnerships driving shared success

Markets and Trends

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, IoT connectivity, and robotic automation



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



Growth Strategy

Datwyler Holds Leading Positions in Diversified Market Niches with the Potential of Exceeding Market Sector Growth

Market	CAGR 2024-35, Relevant Market Sector	Factors Driving Datwyler's Above-Market Sector Growth	
	 Healthcare	5% - 7%	Unique portfolio and pure component strategy to deliver added value for fastest growing niches and customer groups
	 Automotive	2% - 4%	Co-development benefits and clear focus on winning customers in attractive and growing applications and geographies
	 F&B	2% - 3%	Close partnerships with market leading customers and new EU regulation supporting trend from plastic to aluminum
	 Industries	2% - 3%	Drive core competencies to provide high value sealing solutions to carefully selected niches and customers

Datwyler estimates

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

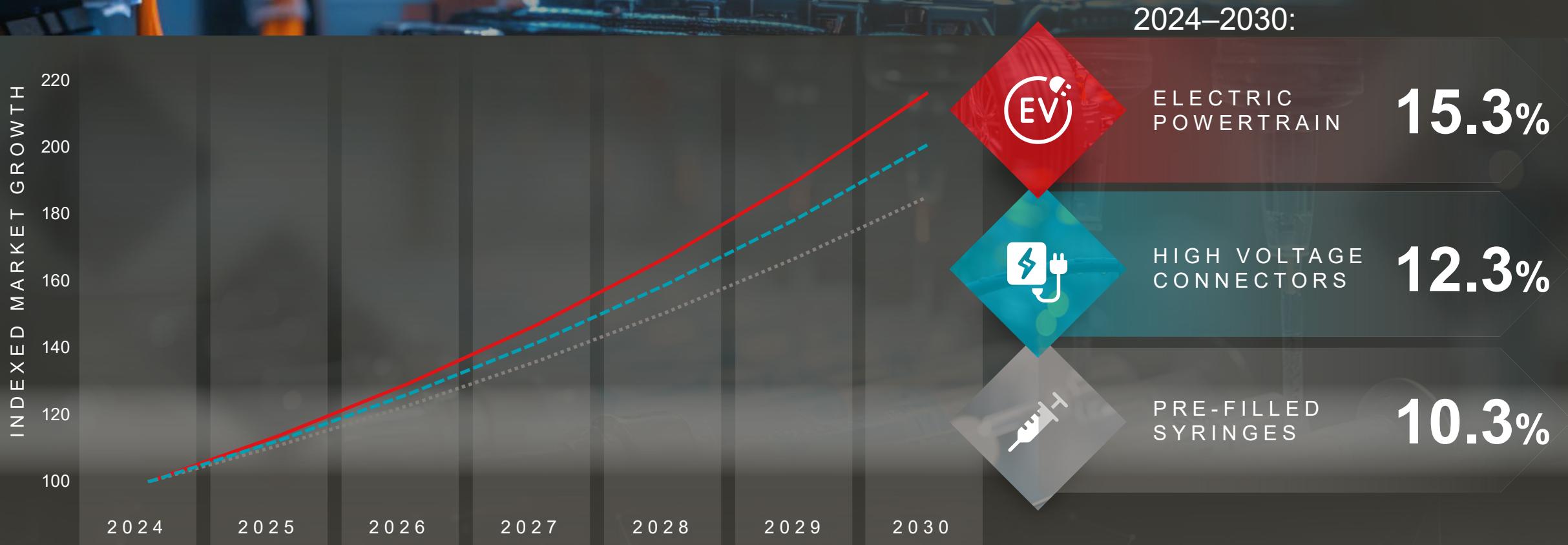


Build scalable **technology platforms**

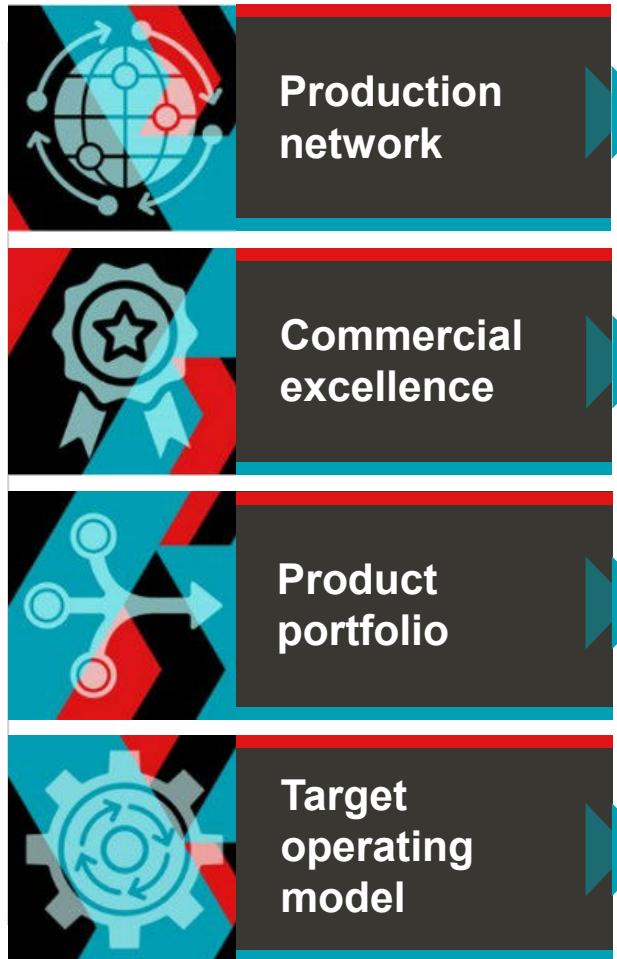


Selective acquisitions in high-margin niches

Technologically Demanding New Applications Provide Attractive Growth Opportunities for High-Quality Sealing Components



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

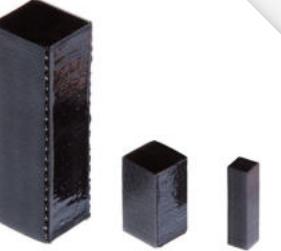
Annual earnings improvement after completion of all project initiatives

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

Innovation Pipeline is Stocked with Next-Generation Product Technologies



Magnetically Active Polymers



Electroactive Polymers



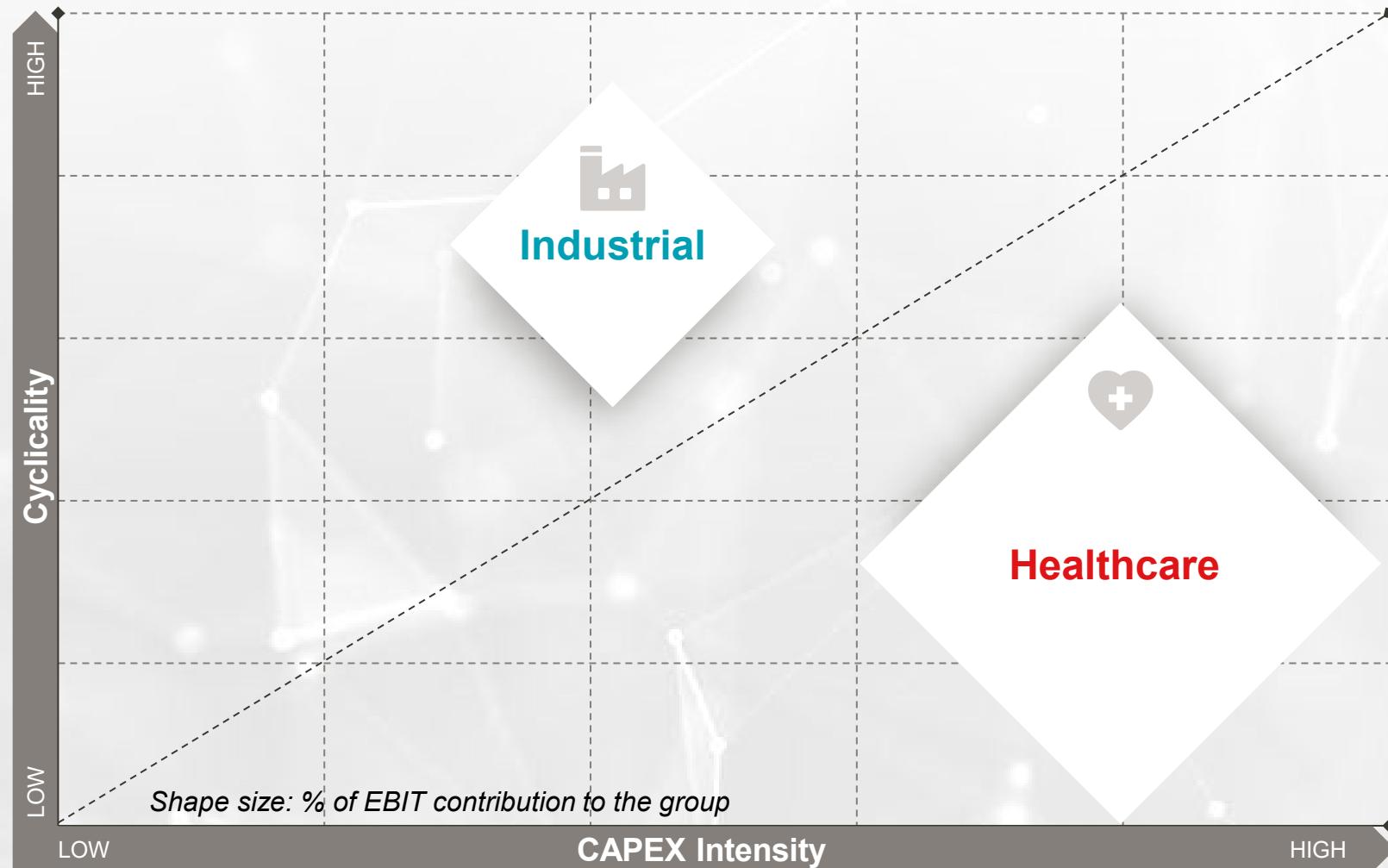
Soft Dry Electrodes



Solutions for Hydrogen

- ◆ **Platform technologies** with integrated functions for a wide range of applications
- ◆ Soft sensing and actuation solutions based on **magnetically and electroactive polymers**
- ◆ **Soft dry electrodes** for bio signal monitoring and stimulation
- ◆ High-performance components to ensure safe and reliable operations along the full **hydrogen value chain**
- ◆ **Sustainable alternative materials** with lower carbon footprint

Investments Follow Growth Opportunities, High Margins and Low Cyclical



- ◆ **Healthcare** has consistently delivered **EBIT margins in the high teens** over the cycle, despite higher investment needs
- ◆ **60% of revenue** comes from low-cyclical, long-term growth **markets** of Healthcare and Food & Beverage
- ◆ Broad market, regional, product and customer **diversification reduces cyclical** in Industrial

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Datwyler Division Healthcare - Positioned for Growth in High- Value Segments

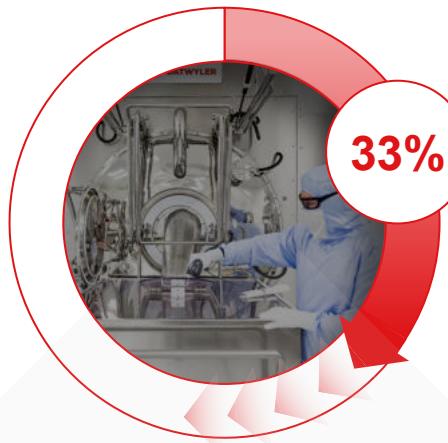
Volker Cwielong
CEO

Datwyler Division Healthcare: Outperforming the Market via High Value Offering (HVO) Leadership



Product Mix

**HIGH VALUE VS.
ADVANCED AND
ESSENTIAL**



Value Focus

- ◆ Premium components for injectables
- ◆ Premium services in design and packaging
- ◆ Superior quality and end-to-end reliability



Value Accelerators

- ◆ Strong materials and coating expertise
- ◆ Customer-centric co-development
- ◆ State-of-the-art First-Line® manufacturing

Datwyler Division Healthcare Focus: Leading Position through Superior Technology and Proven Reliability in Demanding Applications



Our Ambition

BE THE PARTNER OF CHOICE
for new drug delivery solutions



Our Position

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



Products and Applications



Datwyler Division's Healthcare's Way Forward: Outperforming the Market through Differentiated, HVO Product and Service Solutions



Market Dynamics

- ◆ End of destocking phase
- ◆ Rise of chronic diseases and home-care
- ◆ Rise of specific therapies driving shift toward PFS, cartridges and auto-injectors
- ◆ Challenging regulations (Annex 1, PFAS etc.)



Focus Areas



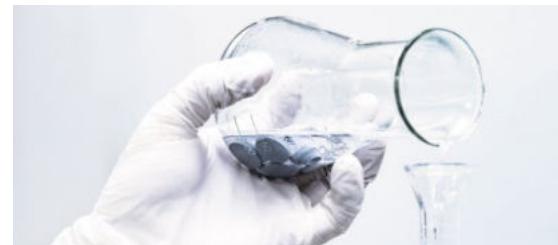
Premium Products



Premium Services



Premium Technology



Materials



Pure Play



Co-Development

ForwardNow Already Providing Positive Results – Accelerating Datwyler Division Healthcare's Journey to Profitable Growth



Target Operating Model

Organization uplifted with proven leaders to drive growth

- ◆ Investment in talent with capabilities, industry-related experience
- ◆ Embedding of co-development mindset to increase high value portfolio
- ◆ Target operating model implementation for flexible and efficient process execution



Product Portfolio

High Value share of sales increased by elevating portfolio

- ◆ Fostering of Neoflex product solution potential
- ◆ Complete offering delivery for large molecule applications
- ◆ Time-to-market acceleration for new developments



Production Network

Efficiencies unlocked through footprint optimization

- ◆ Selected footprint initiatives to enhance production capacity
- ◆ Increased focus on asset utilization of existing production lines
- ◆ Building of project-related scale of our state-of-the-art manufacturing technologies

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DATWYLER DIVISION HEALTHCARE

Outperforming the Market via High Value
Offering Leadership

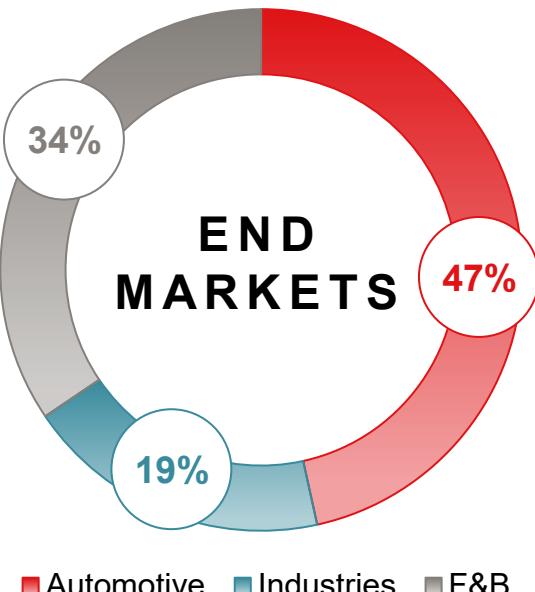


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Focused Growth at Datwyler Division Industrial

Michael Höller
COO Industrial

Datwyler Division Industrial: Focused Growth through Efficient Structures, Powered by Higher-Margin Solutions



Growth Platform

- ◆ Focused product line architecture for solution excellence
- ◆ Joint manufacturing network close to our customers
- ◆ Regional technology centers
- ◆ Global synergies through standards



Value Focus

- ◆ Markets and sectors with sustained growth cycles
- ◆ Combination of our core competencies for customer value
- ◆ High performance and reliable components for demanding applications



Value Accelerators

- ◆ Preferred innovation partner for industry leaders
- ◆ Co-development approach for tailor-made solutions
- ◆ Faster time-to-market through efficient structures

Transportation and Electronics Focus: Leverage Automotive, Connectors Strengths to Win in Demanding, Higher-Margin Niche Applications



Our Ambition

LEADER AND PREFERRED PARTNER

for high-value sealing solutions in automotive, and beyond



Our Position

From material expertise and solution design, to product industrialization:

- ◆ Hands-on customer partnership in structure and processes
- ◆ Growth platform synergies gained from prior business units
- ◆ Regional application focus - advanced elastomers, silicones and hybrid material solutions



Products and Applications



Transportation and Electronics Way Forward for Focused Growth: Penetrate Higher-Margin, Niche Transportation Applications



Market Dynamics

- ◆ Core automotive market soft, growth in China
- ◆ Regional growth drivers
- ◆ Strong growth in BEV and FCEV
- ◆ Technology shifts in applications
- ◆ New segments and niches



Focus Areas



Comfort and Safety



Thermal Management



Connectors Modules



Off-Highway



Railway



Naval

Food and Beverage Focus: Driving Growth in Functional Packaging through Manufacturing Excellence



Our Ambition

LEADING PARTNER

for premium, high-value functional packaging



Our Position

From material expertise and solution design, to product industrialization:

- ◆ Excellence in process development and sealing application (LSR)
- ◆ Advanced large-scale capsule production with maximum efficiency



Products and Applications



Food and Beverage's Way Forward for Focused Growth: Strengthen Position in Single-Serve Coffee Capsules and Broaden Customer Base



Market Dynamics

- ◆ Continued single-serve coffee capsules growth – est. mid-term 2-3% CAGR
- ◆ Opportunities from tightening packaging waste regulations
- ◆ Increased consolidation trends among market players



Increase Classic Capsule Position



Focus Areas



Penetrate New Capsule Formats



Expand into Functional Beverage Pods

General Industry Focus: Leverage Proven Expertise to Address Complex Challenges in Target Sectors



Our Ambition

PARTNER OF CHOICE
for high performance seals in higher-margin industrial applications



Our Position

From material expertise and solution design, to product industrialization:

- ◆ Strong co-development and manufacturing footprint in target markets, serving multiple sectors
- ◆ Leading industry specific elastomer and composites offer



Products and Applications



General Industry's Way Forward for Focused Growth: Leverage Advanced Sealing Materials to Serve Higher-Margin Niche Applications



Market Dynamics

- ◆ Moderate recovery of oil & gas market expected
- ◆ Attractive growth potential in aerospace/defense and medical devices
- ◆ Double digit growth projected for renewable energies



Energy



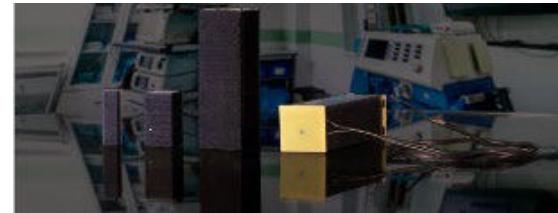
Focus Areas



Aerospace/Defense



Medical Devices



Application of Active Materials



Digitalization of Customer Experience



APAC Energy Opportunity

New Setup Delivers Results: Datwyler Division Industrial Advancing Successfully on its Transformation Journey

forwardnow 



Target Operating Model

A modular business unit (BU) structure in place enabling greater synergies and efficiencies between units

- ◆ New BU Transportation and Electronics
- ◆ BU structure leading sales and global product lines
- ◆ Regional operations



Production Network

Site capacity shared between BUs; US footprint consolidated enabling greater US synergies; reduced fixed costs

- ◆ Closure of Vandalia, Ohio manufacturing site
- ◆ Balanced footprint for global customer reach
- ◆ Continuous cost reduction measures across all levers



Product Portfolio

New higher margin products created, setting base for an increased percentage of higher-margin sales

- ◆ Core components for advanced vehicle air suspension systems
- ◆ Critical parts for stationary hydrogen applications
- ◆ Specialized solutions for High-voltage connectors



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“As the preferred partner in co-development, Datwyler Division Industrial sets standards for innovation, responsiveness to market needs, and production excellence”



DATWYLER DIVISION INDUSTRIAL

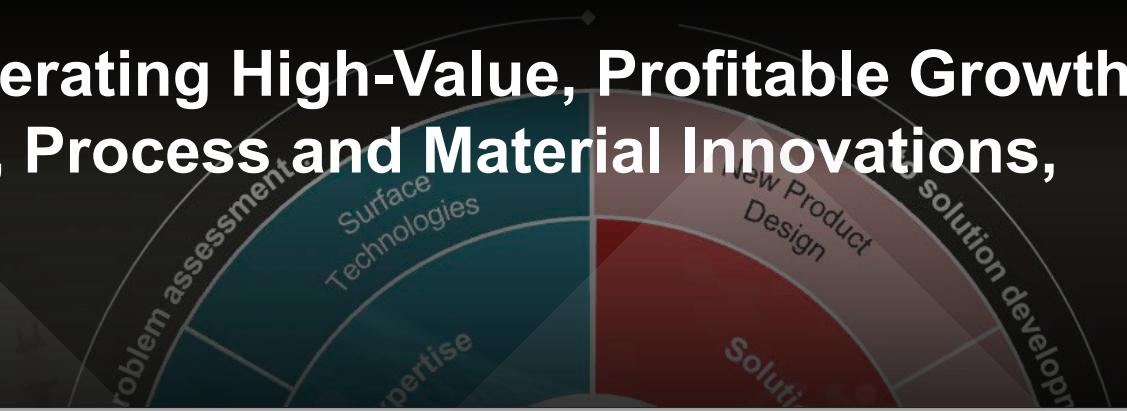
**Focused Growth through Efficient Structures,
Powered by Higher-Margin Solutions**

DATWYLERFORWARD

Global Innovation Approach and Pipeline

Frank Schön, PhD
CTO

Datwyler Technology & Innovation: Accelerating High-Value, Profitable Growth by Co-Developing Breakthrough Product, Process and Material Innovations, through Fast Development Cycles



Advanced Technologies



New product and process developments

- ◆ Innovation pipeline is fueled by emerging global and regional trends, anticipated customer needs
- ◆ Early-stage developments for Business and Venture Units enable entry into new applications

Material and Surface Technologies



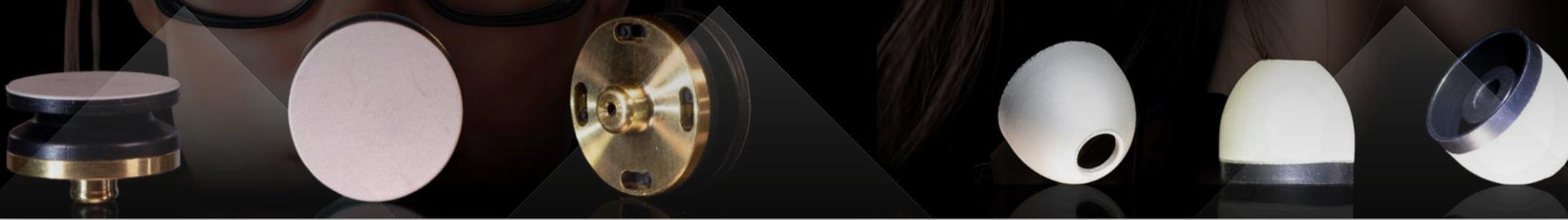
Application-specific material development

Soft Sensing and Actuation / Wearable Sensor Venture Units



- ◆ Takes entrepreneurial approach to product innovation for existing and new markets
- ◆ Spots and drives adjacent innovation opportunities, e.g. electronics and software integration
- ◆ Feeds Divisions with next generation of products
- ◆ Focuses on close customer co-development, rapid solution scalability and industrialization

SoftPulse® is Datwyler's Latest Industrialized Innovation – a Unique Solution for Body Signal Monitoring with Additional Potential for Data Acquisition



Market Dynamics



- ◆ Trend towards health consciousness, connected living, remote monitoring
- ◆ Increasing BigTech engagement in Wearables
- ◆ Estimated 200-300M addressable market

Datwyler Position



- ◆ Reference designs per form factor and customized solutions through Datwyler Solution Design
- ◆ Proprietary elastomer formulation ensuring signal quality, user comfort, biocompatibility through Datwyler Material Expertise
- ◆ Rapid scalability through Datwyler Product Industrialization

SoftPulse Solutions and Applications



Datwyler's Next Innovations for Commercialization are Soft Sensors and Actuators based on Magnetically Active Polymers (MAP) and Electroactive Polymers (EAP), with Customer Validation Actively in Progress



Market Dynamics



- ◆ Demand for energy-efficient actuation over a broad temperature range
- ◆ Need for compact, noise-free, proportional valves
- ◆ Estimated 150-250M addressable market

Datwyler Position



- ◆ Product Miniaturization, e.g. for valves - Datwyler Solution Design
- ◆ Unique material to deliver reliable performance - Datwyler Material Expertise
- ◆ Revolutionary process technology at scale - Datwyler Product Industrialization

EAP Solutions and Applications



Datwyler's Next Innovations for Commercialization are Soft Sensors and Actuators based on Magnetically Active Polymers (MAP) and Electroactive Polymers (EAP), with Customer Validation Actively in Progress



Market Dynamics



- ◆ Demand for precise and selective force sensing
- ◆ Growing need of condition monitoring and predictive maintenance
- ◆ Estimated 200-300M addressable market

Datwyler Position

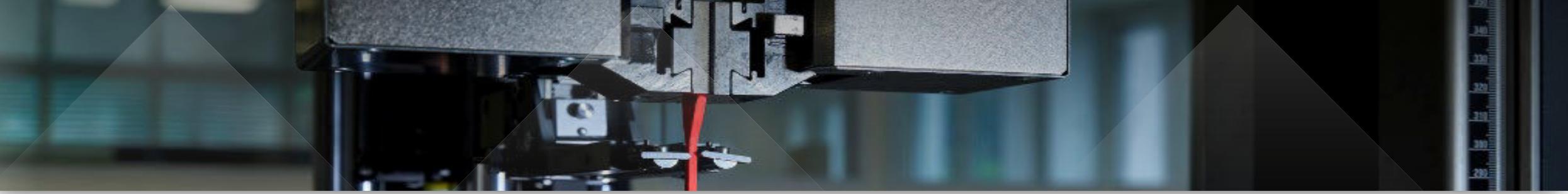


- ◆ Versatile sensor design including data interpretation - Datwyler Solution Design
- ◆ High quality sensing based on unique MAP materials - Datwyler Material Expertise
- ◆ Fast scalability - Datwyler Product Industrialization

MAP Solutions and Applications



Further Upstream, Technology & Innovation Teams are Developing High-Value Solutions for Datwyler Divisions, Focusing on our Target Sector Niches



Market Dynamics



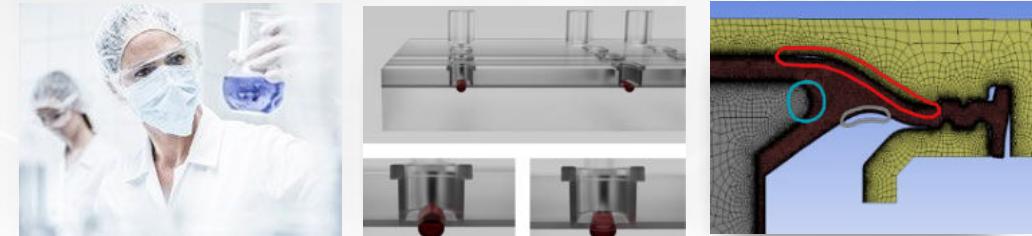
- ◆ Focus on patient safety and increasing regulatory requirements
- ◆ Trend towards rapid and high precision analytics
- ◆ Digital product and process design

Datwyler Position



- ◆ Microfluidic chip with embedded membrane - Datwyler Solution Design
- ◆ Ultraclean compounds and new coatings - Datwyler Material Expertise
- ◆ Product and Process simulation ensure scalability – Datwyler Product Industrialization

Solutions and Applications





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DATWYLER TECHNOLOGY & INNOVATION

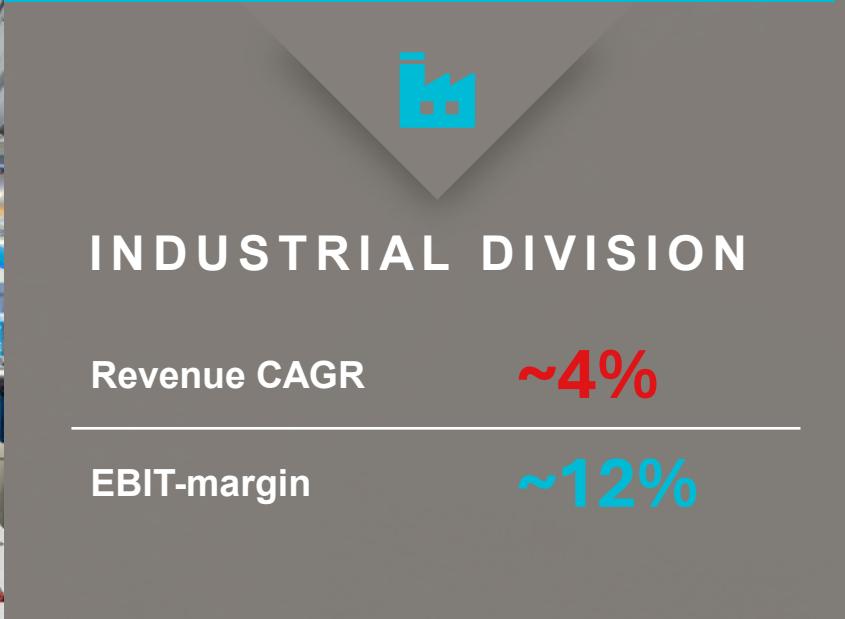
Accelerating High-Value, Profitable Growth by
Co-Developing Breakthrough Product, Process
and Material Innovations, through Fast
Development Cycles

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Well Positioned to Reach our Financial Targets

Judith van Walsum, PhD
CFO

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%
	
Revenue CAGR	~4%
EBIT-margin	~12%

Several Interlinked Drivers will Increase EBIT Margin



Significant operational leverage from underutilized capacity



Optimization of the production network



Streamlining the product and customer portfolio



Capture synergies via centralized standards and processes



Value pricing and mix improvement towards high-value products and services

11 %

2024

17 % plus

MID TERM

Unlocking Significant Free Cash Flow Potential by Improving Net Working Capital



Tight Net Working Capital management



Accounts Receivables:
consistent contractual terms,
improved collection processes



Targeted inventory reduction
initiative



Accounts Payables:
strengthened procurement and
contract management

119
days

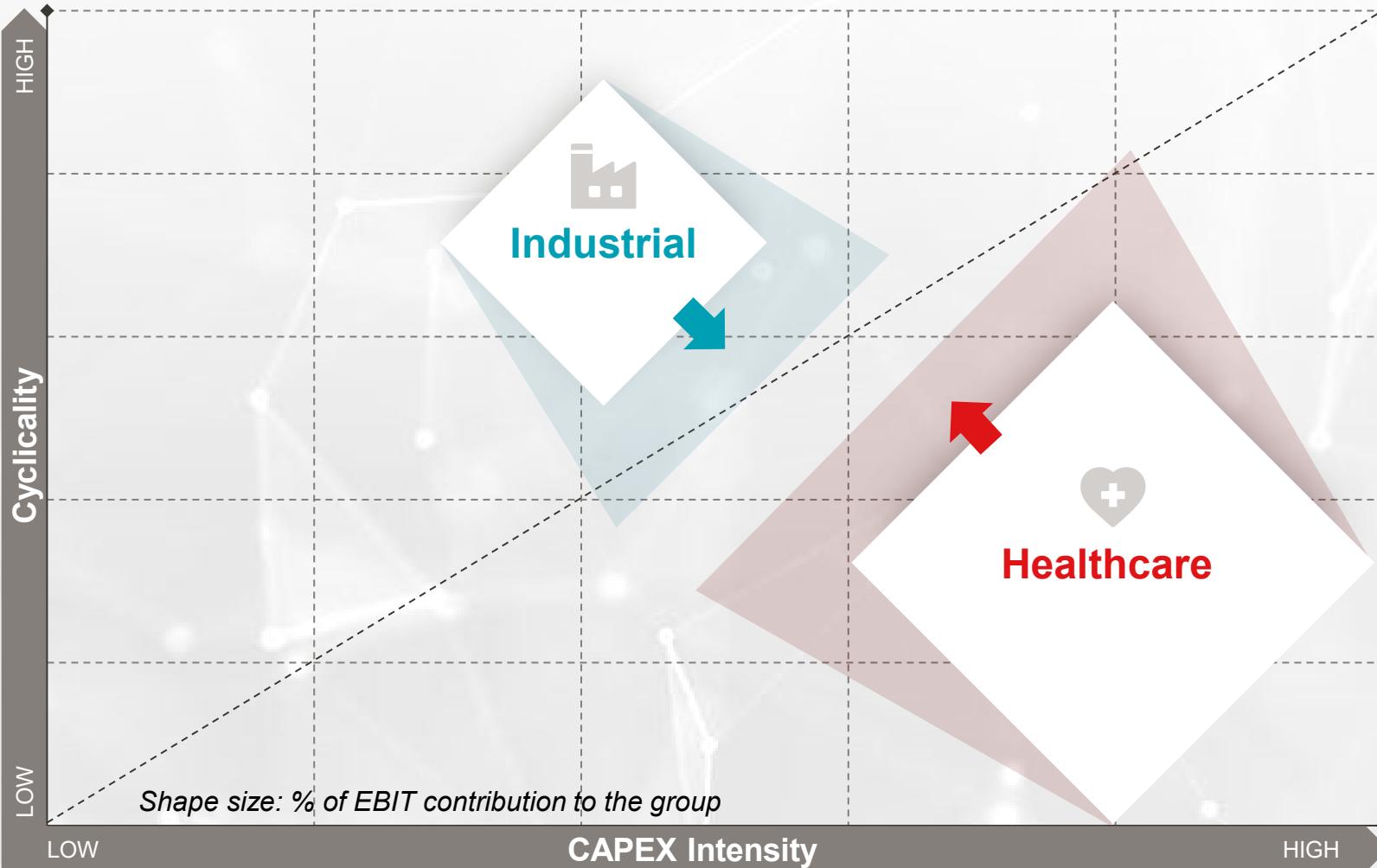
Cash
Conversion
Cycle

2024

>20%
improvement

MID TERM

Driving Value Creation: Capital Allocation Follows Disciplined Approach Balancing Profitability, Cyclical 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.

Strategic Objectives are Reflected in our Capital Allocation Strategy

INTERNAL GROWTH



R&D	Strategic investment in core technology and platforms to secure a long-term competitive advantage.	3-5% of sales
Capex	Funding of high-return efficiency and expansion projects that meet strict milestones and generate ROI	5-8% of sales
NWC	Further freeing up of funds by cash conversion cycle improvement	> 20%
ROCE	Better utilization of Capital Employed	> 17%
Leverage	Continuing reduction of net debt to create space for inorganic growth	< 1.5
M&A	Targeted acquisitions filling strategic gaps and consolidating our market position. Integration excellence	Strategic fit, margin accretive
Dividend	Safeguarding reliable dividend at or above prior year, supported by underlying earnings	> 50% payout ratio

SHAREHOLDER RETURN



Reasons to Invest in Datwyler

Transformation
as a margin catalyst

Global platform
geared for scalable growth

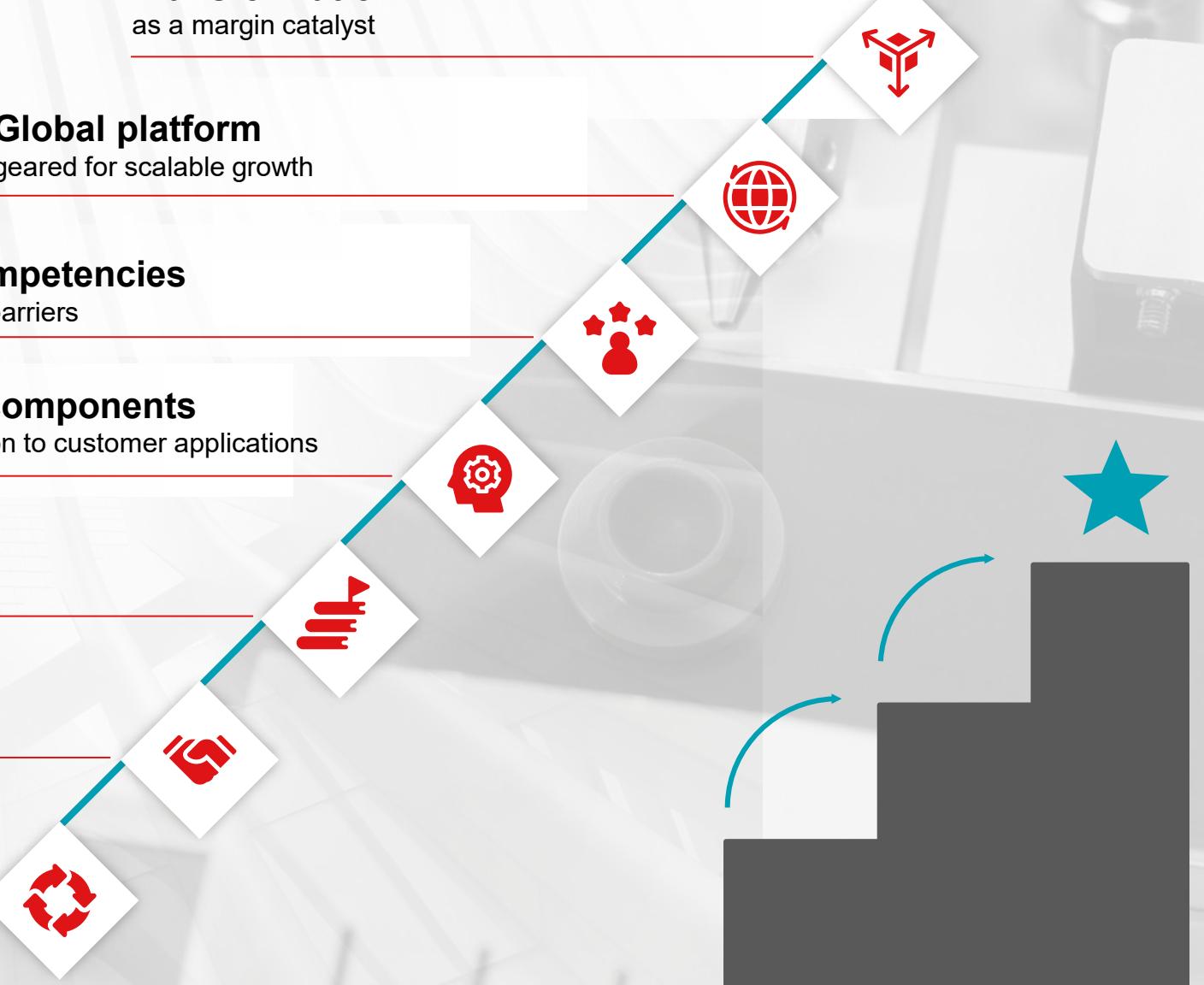
Core competencies
raise entry barriers

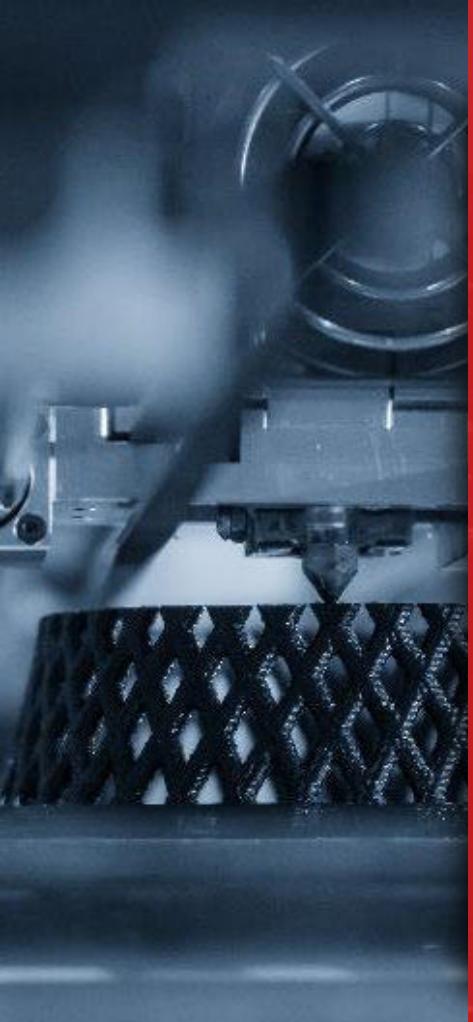
System-critical components
with low cost-contribution to customer applications

Exposure to structurally
growing, high-margin markets

Trusted partner
for global innovation leaders

Optimized cyclicity
through portfolio diversification





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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