Information for investors as at 30 June 2022

Net soles 2,756.9 2,499.7 2,539.8 2,818.3 2,841.0 Organic growth in % 7.7 1.3 −6.9 1.3 2.6 EBITDA (Operating profit before depreciation and amortization) 362.0 353.1 325.0 448.0 431.0 Adjusted EBITDA (Operating profit) before depreciation and amortization) 372.3 362.0 − − − Adjusted EBITDA in % of not soles ²⁰ 13.5 14.5 − − − EBIT (Operating profit) 204.8 224.3 253.2 375.0 364.3 Adjusted EBIT (Operating profit) P 293.4 283.6 − − − Adjusted EBIT in % of not soles P 10.6 113 − − − Net profit in % of not soles 4.4 7.7 6.5 9.0 8.4 Net profit in % of not soles 4.4 7.7 6.5 9.0 8.4 Net profit in % of not soles 4.4 7.7 6.5 9.0 8.4 Net profit in % of not soles 4.4	CHF million, except where indicated	2021/22	2020/21	2019/20	2018/19	2017/18
EBITDA (Operating profit before depreciation and amortization) 342.0 353.1 325.0 448.0 431	Net sales	2,756.9	2,499.7	2,539.8	2,818.3	2,841.0
Machication 342.0 353.1 325.0 448.0 431.0 Adjusted EBITDA (Operating profit before depreciation and amortization) 372.3 362.0 - - Adjusted EBITDA in % of net soles 20 13.5 14.5 - - EBIT (Operating profit) 204.8 274.3 253.2 375.0 364.3 Adjusted EBIT (Operating profit) 2093.4 283.6 - - Adjusted EBIT in % of net soles 20 10.6 11.3 - - EBIT (Operating profit) 2093.4 283.6 - - Adjusted EBIT in % of net soles 20 10.6 11.3 - - EVENT PROFIT IN % of net soles 20 10.6 11.3 - - Net profit in % of net soles 4.4 7.7 6.5 9.0 8.4 Net profit of the minorities 63.2 100.8 84.6 131.8 132.8 Basic cornings per share (in CHF) 15.1 24.2 20.4 31.6 29.6 Diluted earnings per share (in CHF) 15.1 24.1 20.3 31.5 29.5 Dividend per share (in CHF) 15.1 24.1 20.3 31.5 29.5 Dividend per share (in CHF) 15.1 24.1 20.3 31.5 29.5 Dividend per share (in CHF) 15.1 24.1 20.3 31.5 29.5 Dividend per share (in CHF) 15.1 24.1 20.3 31.5 29.5 Dividend per share (in CHF) 15.1 24.1 20.3 31.5 29.5 Dividend per share (in CHF) 15.1 24.1 20.3 31.5 29.5 Dividend per share (in CHF) 15.1 24.1 20.3 31.5 29.5 Dividend per share (in CHF) 15.1 24.1 20.3 31.5 29.5 Dividend per share (in CHF) 15.1 24.1 20.3 31.5 29.5 Dividend per share (in CHF) 15.1 24.1 20.3 31.5 29.5 Dividend per share (in CHF) 15.1 24.1 20.3 31.5 29.5 Dividend per share (in CHF) 15.1 24.1 20.3 31.5 29.5 Dividend per share (in CHF) 15.1 24.1 20.3 31.5 29.5 Dividend per share (in CHF) 15.1 24.1 20.3 31.5 29.5 Dividend per share (in CHF) 15.1 24.1 20.3 31.5 29.5 Dividend per share (in CHF) 15.1 29.5 29.5 29.5 29.5 Per coash flow in margin in % 29.5 29.5 29.5 29.5 29.5 29.5	Organic growth in %	7.7	1.3	-6.9	1.3	2.6
momentation) ³⁰ 372.3 362.0 — — Adjusted EBITOA in % of net soles ⁷⁰ 13.5 14.5 — — EBIT (Operating profit) 204.8 274.3 253.2 375.0 364.3 Adjusted EBIT in % of net soles ⁷⁰ 10.6 11.3 — — — Adjusted EBIT in % of net soles ⁷⁰ 10.6 11.3 — — — Net profit in % of net soles 4.4 7.7 6.5 9.0 8.4 Net profit ofter minorities 63.2 100.8 84.6 131.8 123.8 Basic earnings per share (in CHF) 15.1 24.2 20.4 31.5 29.5 Dividend per share (in CHF) 15.1 24.1 20.3 31.5 29.5 Dividend per share (in CHF) ⁷⁰ 11.50 12.50 10.50 15.00 Payour ratio in % 50.4 51.7 51.6 50.5 50.2 Cash generated from operations 188.4 384.5 40.7 372.8 367.2 <t< td=""><td></td><td>342.0</td><td>353.1</td><td>325.0</td><td>448.0</td><td>431.0</td></t<>		342.0	353.1	325.0	448.0	431.0
EBIT (Operating profit) 204.8 274.3 253.2 375.0 364.3 Adjusted EBIT (Operating profit) 70 293.4 283.6		372.3	362.0	_	_	_
Adjusted EBIT (Operating profit) ¹⁰ 293.4 283.6 - - - Adjusted EBIT in % of net sales ²⁰ 10.6 11.3 - - - Net profit 122.5 193.3 164.1 252.5 238.7 Net profit of sof net sales 4.4 7.7 6.5 9.0 8.4 Net profit offer minorities 63.2 100.8 84.6 131.8 123.8 Basic carnings per share (in CHF) 15.1 24.2 20.4 31.6 29.6 Diluted earnings per share (in CHF) 15.1 24.1 20.3 31.5 29.5 Dividend per share (in CHF) 15.0 12.50 10.50 16.00 15.00 Payout ratio in % 50.4 51.7 51.6 50.5 50.2 Cash generated from operations 188.4 384.5 40.79 372.8 367.2 Abe cash flow margin in % 4.6 12.5 12.9 10.0 9.5 Net cash flow (net) before dividend -31.6 218.0 95.7	Adjusted EBITDA in % of net sales ²⁾	13.5	14.5		_	_
Adjusted EBIT in % of net soles 30 10.6 11.3 Net profit 122.5 193.3 164.1 252.5 238.7 Net profit in % of net soles 4.4 7.7 6.5 9.0 8.4 Net profit of the minorities 63.2 100.8 84.6 131.8 123.8 Basic earnings per share (in CHF) 15.1 24.2 20.4 31.6 29.6 Diluted earnings per share (in CHF) 15.1 24.1 20.3 31.5 29.5 Dividend per share (in CHF) 11.50 12.50 10.50 16.00 15.00 Dividend per share (in CHF) 11.50 12.50 10.50 16.00 15.00 Dividend per share (in CHF) 11.50 12.50 10.50 16.00 15.00 Dividend per share (in CHF) 11.50 12.50 10.50 16.00 15.00 Dividend per share (in CHF) 11.50 12.50 10.50 16.00 15.00 Dividend per share (in CHF) 11.50 12.50 10.50 16.00 15.00 Dividend per share (in CHF) 11.50 12.50 10.50 16.00 15.00 Dividend per share (in CHF) 11.50 12.50 10.50 16.00 15.00 Dividend per share (in CHF) 11.50 12.50 16.00 15.00 Dividend per share (in CHF) 11.50 12.50 16.00 15.00 Dividend per share (in CHF) 11.50 12.50 16.00 15.00 Dividend per share (in CHF) 11.50 12.50 16.00 15.00 Dividend per share (in CHF) 11.50 12.50 16.00 15.00 Dividend per share (in CHF) 11.50 12.50 12.50 10.50 16.00 Dividend per share (in CHF) 11.50 12.9 13.50 12.9 13.50 12.9 13.50 Dividend per share (in CHF) 11.50 12.9 13.50 12.9 13.50 12.9 13.50	EBIT (Operating profit)	204.8	274.3	253.2	375.0	364.3
Net profit 122.5 193.3 164.1 252.5 238.7 Net profit in % of net sales	Adjusted EBIT (Operating profit) 2)	293.4	283.6	_		_
Net profit in % of net sales	Adjusted EBIT in % of net sales ²⁾	10.6	11.3			_
Net profit after minorities 63.2 100.8 84.6 131.8 123.8	Net profit	122.5	193.3	164.1	252.5	238.7
Bosic earnings per share (in CHF)	Net profit in % of net sales	4.4	7.7	6.5	9.0	8.4
Diluted earnings per share (in CHF) 15.1 24.1 20.3 31.5 29.5	Net profit after minorities	63.2	100.8	84.6	131.8	123.8
Dividend per share (in CHF) Dividend Divide	Basic earnings per share (in CHF)	15.1	24.2	20.4	31.6	29.6
Payout ratio in % 50.4 51.7 51.6 50.5 50.2	Diluted earnings per share (in CHF)	15.1	24.1	20.3	31.5	29.5
Cash generated from operations 188.4 384.5 407.9 372.8 367.2 Net cash from operating activities 127.3 313.5 328.1 280.7 268.9 Operating cash flow margin in % 4.6 12.5 12.9 10.0 9.5 Net cash used in investing activities -158.9 -95.5 -232.4 -67.8 -231.8 Free cash flow (net) before dividend -31.6 218.0 95.7 212.9 37.1 Net cash flows from financing activities -0.4 -231.9 -65.8 -223.9 -129.8 Of which dividends paid -52.2 -43.7 -66.5 -62.2 -58.6 Personnel expenses 1,093.9 1,022.3 1,027.7 1,055.1 1,045.6 Average number of full-time equivalent employees 15,495 14,989 15,676 15,811 16,433 Total assets 1,907.2 1,869.8 1,808.6 1,909.0 1,982.3 Total assets in % of net sales 69.2 74.8 71.2 67.7 69.8	Dividend per share (in CHF) ¹⁾	11.50	12.50	10.50	16.00	15.00
Net cash from operating activities 127.3 313.5 328.1 280.7 268.9 Operating cash flow margin in % 4.6 12.5 12.9 10.0 9.5 Net cash used in investing activities -158.9 -95.5 -232.4 -67.8 -231.8 Free cash flow (net) before dividend -31.6 218.0 95.7 212.9 37.1 Net cash flows from financing activities -0.4 -231.9 -65.8 -223.9 -129.8 Of which dividends paid -52.2 -43.7 -66.5 -62.2 -58.6 Personnel expenses 1,093.9 1,022.3 1,027.7 1,055.1 1,045.6 Average number of full-time equivalent employees 15,495 14,989 15,676 15,811 16,433 Total assets 1,907.2 1,869.8 1,808.6 1,909.0 1,982.3 Total assets in % of net sales 69.2 74.8 71.2 67.7 69.8 Property, plant, and equipment in % of net sales 14.9 17.4 17.4 16.5 16.1	Payout ratio in %	50.4	51.7	51.6	50.5	50.2
Operating cash flow margin in % 4.6 12.5 12.9 10.0 9.5 Net cash used in investing activities -158.9 -95.5 -232.4 -67.8 -231.8 Free cash flow (net) before dividend -31.6 218.0 95.7 212.9 37.1 Net cash flows from financing activities -0.4 -231.9 -65.8 -223.9 -129.8 Of which dividends paid -52.2 -43.7 -66.5 -62.2 -58.6 Personnel expenses 1,093.9 1,022.3 1,027.7 1,055.1 1,045.6 Average number of full-time equivalent employees 15,495 14,989 15,676 15,811 16,433 Total assets 1,907.2 1,869.8 1,808.6 1,909.0 1,982.3 Total assets in % of net sales 69.2 74.8 71.2 67.7 69.8 Property, plant, and equipment in % of net sales 14.9 17.4 17.4 16.5 16.1 Inventories in % of net sales 17.5 17.0 15.3 17.7 17.7	Cash generated from operations	188.4	384.5	407.9	372.8	367.2
Net cash used in investing activities -158.9 -95.5 -232.4 -67.8 -231.8 Free cash flow (net) before dividend -31.6 218.0 95.7 212.9 37.1 Net cash flows from financing activities -0.4 -231.9 -65.8 -223.9 -129.8 Of which dividends paid -52.2 -43.7 -66.5 -62.2 -58.6 Personnel expenses 1,093.9 1,022.3 1,027.7 1,055.1 1,045.6 Average number of full-time equivalent employees 15,495 14,989 15,676 15,811 16,433 Total assets 1,907.2 1,869.8 1,808.6 1,909.0 1,982.3 Total assets in % of net sales 69.2 74.8 71.2 67.7 69.8 Property, plant, and equipment in % of net sales 14.9 17.4 17.4 16.5 16.1 Inventories in % of net sales 19.5 18.0 17.5 16.1 15.2 Receivables in % of net sales 17.5 17.0 15.3 17.7 17.7	Net cash from operating activities	127.3	313.5	328.1	280.7	268.9
Free cash flow (net) before dividend	Operating cash flow margin in %	4.6	12.5	12.9	10.0	9.5
Net cash flows from financing activities	Net cash used in investing activities	-158.9	-95.5	-232.4	-67.8	-231.8
Color	Free cash flow (net) before dividend	-31.6	218.0	95.7	212.9	37.1
Personnel expenses 1,093.9 1,022.3 1,027.7 1,055.1 1,045.6	Net cash flows from financing activities	-0.4	-231.9	-65.8	-223.9	-129.8
Average number of full-time equivalent employees 15,495 14,989 15,676 15,811 16,433 Total assets 1,907.2 1,869.8 1,808.6 1,909.0 1,982.3 Total assets in % of net sales 69.2 74.8 71.2 67.7 69.8 Property, plant, and equipment in % of net sales 14.9 17.4 17.4 16.5 16.1 Inventories in % of net sales 19.5 18.0 17.5 16.1 15.2 Receivables in % of net sales 17.5 17.0 15.3 17.7 17.7 Net working capital ³⁰ 751.3 641.6 631.9 753.2 705.7 Net working capital in % of net sales 27.3 25.7 24.9 26.7 24.8 Net debt 708.1 508.8 667.7 651.4 701.2 Net debt/Adjusted EBITDA / interest expense, net) ²⁰ 18.7 19.5 - - - Shareholders' equity 195.9 264.9 141.3 258.5 187.0 Return on equity (ROE) in % 62.5 73.0 116.1 97.7 127.6 </td <td>Of which dividends paid</td> <td>-52.2</td> <td>-43.7</td> <td>-66.5</td> <td>-62.2</td> <td>-58.6</td>	Of which dividends paid	-52.2	-43.7	-66.5	-62.2	-58.6
Total assets 1,907.2 1,869.8 1,808.6 1,909.0 1,982.3 Total assets in % of net sales 69.2 74.8 71.2 67.7 69.8 Property, plant, and equipment in % of net sales 14.9 17.4 17.4 16.5 16.1 Inventories in % of net sales 19.5 18.0 17.5 16.1 15.2 Receivables in % of net sales 17.5 17.0 15.3 17.7 17.7 Net working capital ³⁾ 751.3 641.6 631.9 753.2 705.7 Net working capital in % of net sales 27.3 25.7 24.9 26.7 24.8 Net debt 708.1 508.8 667.7 651.4 701.2 Net debt/Adjusted EBITDA ²⁾ - rolling 12 months 1.9 1.4 - - - Interest coverage (Adjusted EBITDA / interest expense, net) ²⁾ 18.7 19.5 - - - Shareholders' equity 195.9 264.9 141.3 258.5 187.0 Return on equity (ROE) in % 6	Personnel expenses	1,093.9	1,022.3	1,027.7	1,055.1	1,045.6
Total assets in % of net sales 69.2 74.8 71.2 67.7 69.8 Property, plant, and equipment in % of net sales 14.9 17.4 17.4 16.5 16.1 Inventories in % of net sales 19.5 18.0 17.5 16.1 15.2 Receivables in % of net sales 17.5 17.0 15.3 17.7 17.7 Net working capital 39 751.3 641.6 631.9 753.2 705.7 Net working capital in % of net sales 27.3 25.7 24.9 26.7 24.8 Net debt 708.1 508.8 667.7 651.4 701.2 Net debt/Adjusted EBITDA 20 - rolling 12 months 1.9 1.4 - - - Interest coverage (Adjusted EBITDA / interest expense, net) 20 18.7 19.5 - - - Shareholders' equity 195.9 264.9 141.3 258.5 187.0 Return on equity (ROE) in % 62.5 73.0 116.1 97.7 127.6	Average number of full-time equivalent employees	15,495	14,989	15,676	15,811	16,433
Property, plant, and equipment in % of net sales 14.9 17.4 17.4 16.5 16.1 Inventories in % of net sales 19.5 18.0 17.5 16.1 15.2 Receivables in % of net sales 17.5 17.0 15.3 17.7 17.7 Net working capital 3) 751.3 641.6 631.9 753.2 705.7 Net working capital in % of net sales 27.3 25.7 24.9 26.7 24.8 Net debt 708.1 508.8 667.7 651.4 701.2 Net debt/Adjusted EBITDA 2) - rolling 12 months 1.9 1.4 - - - Interest coverage (Adjusted EBITDA / interest expense, net) 2) 18.7 19.5 - - - Shareholders' equity 195.9 264.9 141.3 258.5 187.0 Return on equity (ROE) in % 62.5 73.0 116.1 97.7 127.6	Total assets	1,907.2	1,869.8	1,808.6	1,909.0	1,982.3
Inventories in % of net sales 19.5 18.0 17.5 16.1 15.2 Receivables in % of net sales 17.5 17.0 15.3 17.7 17.7 Net working capital 3) 751.3 641.6 631.9 753.2 705.7 Net working capital in % of net sales 27.3 25.7 24.9 26.7 24.8 Net debt 708.1 508.8 667.7 651.4 701.2 Net debt/Adjusted EBITDA 2) - rolling 12 months 1.9 1.4 - - - Interest coverage (Adjusted EBITDA / interest expense, net) 2) 18.7 19.5 - - - Shareholders' equity 195.9 264.9 141.3 258.5 187.0 Return on equity (ROE) in % 62.5 73.0 116.1 97.7 127.6	Total assets in % of net sales	69.2	74.8	71.2	67.7	69.8
Receivables in % of net sales 17.5 17.0 15.3 17.7 17.7 Net working capital 3) 751.3 641.6 631.9 753.2 705.7 Net working capital in % of net sales 27.3 25.7 24.9 26.7 24.8 Net debt 708.1 508.8 667.7 651.4 701.2 Net debt/Adjusted EBITDA 2) - rolling 12 months 1.9 1.4 - - - Interest coverage (Adjusted EBITDA / interest expense, net) 2) 18.7 19.5 - - - Shareholders' equity 195.9 264.9 141.3 258.5 187.0 Return on equity (ROE) in % 62.5 73.0 116.1 97.7 127.6	Property, plant, and equipment in % of net sales	14.9	17.4	17.4	16.5	16.1
Net working capital 3) 751.3 641.6 631.9 753.2 705.7 Net working capital in % of net sales 27.3 25.7 24.9 26.7 24.8 Net debt 708.1 508.8 667.7 651.4 701.2 Net debt/Adjusted EBITDA 2) - rolling 12 months 1.9 1.4 - - - - Interest coverage (Adjusted EBITDA / interest expense, net) 2) 18.7 19.5 - - - - Shareholders' equity 195.9 264.9 141.3 258.5 187.0 Return on equity (ROE) in % 62.5 73.0 116.1 97.7 127.6	Inventories in % of net sales	19.5	18.0	17.5	16.1	15.2
Net working capital in % of net sales 27.3 25.7 24.9 26.7 24.8 Net debt 708.1 508.8 667.7 651.4 701.2 Net debt/Adjusted EBITDA ²⁾ - rolling 12 months 1.9 1.4 - - - Interest coverage (Adjusted EBITDA / interest expense, net) ²⁾ 18.7 19.5 - - - Shareholders' equity 195.9 264.9 141.3 258.5 187.0 Return on equity (ROE) in % 62.5 73.0 116.1 97.7 127.6	Receivables in % of net sales	17.5	17.0	15.3	17.7	17.7
Net debt 708.1 508.8 667.7 651.4 701.2 Net debt/Adjusted EBITDA 2 - rolling 12 months 1.9 1.4 - - - Interest coverage (Adjusted EBITDA / interest expense, net) 2 18.7 19.5 - - - Shareholders' equity 195.9 264.9 141.3 258.5 187.0 Return on equity (ROE) in % 62.5 73.0 116.1 97.7 127.6	Net working capital ³⁾	751.3	641.6	631.9	753.2	705.7
Net debt/Adjusted EBITDA 2) - rolling 12 months 1.9 1.4 - - - Interest coverage (Adjusted EBITDA / interest expense, net) 2) 18.7 19.5 - - - Shareholders' equity 195.9 264.9 141.3 258.5 187.0 Return on equity (ROE) in % 62.5 73.0 116.1 97.7 127.6	Net working capital in % of net sales	27.3	25.7	24.9	26.7	24.8
Interest coverage (Adjusted EBITDA / interest expense, net) 2) 18.7 19.5 - <th< td=""><td>Net debt</td><td>708.1</td><td>508.8</td><td>667.7</td><td>651.4</td><td>701.2</td></th<>	Net debt	708.1	508.8	667.7	651.4	701.2
Shareholders' equity 195.9 264.9 141.3 258.5 187.0 Return on equity (ROE) in % 62.5 73.0 116.1 97.7 127.6	Net debt/Adjusted EBITDA ²⁾ - rolling 12 months	1.9	1.4			_
Return on equity (ROE) in % 62.5 73.0 116.1 97.7 127.6	Interest coverage (Adjusted EBITDA / interest expense, net) 2)	18.7	19.5			_
	Shareholders' equity	195.9	264.9	141.3	258.5	187.0
Shareholders' equity per share (in CHF) 46.7 63.4 34.0 61.8 44.6	Return on equity (ROE) in %	62.5	73.0	116.1	97.7	127.6
	Shareholders' equity per share (in CHF)	46.7	63.4	34.0	61.8	44.6

¹⁾ In 2021/22: proposal to the Annual General Meeting; distribution of an equal share from the reserves from capital contributions and from statutory retained earnings.

Letter to Shareholders

Five-year performance overview

²⁾ As from 2020/21, adjusted EBIT and adjusted EBITDA were introduced. Details of the alternative performance measures are disclosed in note 5.1.

³⁾ As from 2018/19, the definition of the net working capital was aligned with the internal and the segment reporting. In order to enable a fair comparison with the current-year data, all previous year information has been adjusted. dormakaba defines net working capital as trade receivables plus inventories, minus the sum of trade payables, advances from customers, and deferred income.

Information for investors per share data

		2021/22	2020/21	2019/20	2018/19	2017/18
Capital stock						
Registered shares at CHF 0.10 par value	No	4,200,026	4,200,026	4,200,026	4,200,026	4,200,026
Outstanding shares at end of financial year	No	4,178,402	4,168,767	4,157,216	4,145,317	4,187,243
Weighted average number of shares outstanding (diluted)	No	4,193,859	4,178,883	4,159,736	4,179,989	4,195,507
Par value of average outstanding shares Ch	HF m	0.4	0.4	0.4	0.4	0.4
Par value of year-end outstanding shares Ch	HF m	0.4	0.4	0.4	0.4	0.4
Shareholders as at 30 June (registered)	No	9,033	9,413	9,389	9,195	8,874
Figures per share (fully diluted)						
Adjusted EBITDA per share (Group) 2)	CHF	88.8	84.5			
Earnings per share (Group)	CHF	15.1	24.1	20.3	31.5	29.5
Shareholders' equity per share (Group)	CHF	46.7	63.4	34.0	61.8	44.6
Price per share						
- high	CHF	728.0	657.0	737.0	781.5	1,001.0
- low	CHF	393.0	416.0	396.4	579.0	674.0
- 31 December	CHF	630.5	502.5	692.5	593.0	907.5
– 30 June	CHF	416.5	630.5	516.5	707.5	694.5
Market capitalization						
- high CF	HF m	3,041.9	2,738.9	3,063.9	3,239.6	4,191.4
- low CH	HF m	1,642.1	1,734.2	1,647.9	2,400.1	2,822.2
- 30 June Ch	HF m	1,740.3	2,628.4	2,147.2	2,932.8	2,908.0
Dividend yield						
- low ¹⁾	%	1.6	1.9	1.4	2.0	1.5
- high ¹⁾	%	2.9	3.0	2.6	2.8	2.2

¹⁾ In 2021/22: under the precondition that the shareholder approves the dividend proposed at the Annual General Meeting.

Letter to Shareholders

 $^{2) \ \, \}text{As from 2020/21, adjusted EBITDA is introduced. Details of the alternative performance measures are disclosed in note 5.1.}$