

Five-year Performance Overview

CHF million, except where indicated	2024/25	2023/24	2022/23	2021/22	2020/21
Net sales	2,870.1	2,837.1	2,848.8	2,756.9	2,499.7
Organic growth in %	4.1	4.7	8.4	7.7	1.3
EBITDA (Operating profit before depreciation and amortization)	400.3	293.1	325.8	342.0	353.1
Adjusted EBITDA (Adjusted operating profit before depreciation and amortization)	445.0	416.9	384.8	372.3	362.0
Adjusted EBITDA in % of net sales	15.5	14.7	13.5	13.5	14.5
EBIT (Operating profit) ¹	296.7	165.0	189.0	103.0	274.3
Adjusted EBIT (Adjusted operating profit)	366.1	344.0	307.5	293.4	283.6
Adjusted EBIT in % of net sales	12.8	12.1	10.8	10.6	11.3
Net profit¹	188.0	82.2	88.5	38.8	193.3
Net profit in % of net sales ¹	6.6	2.9	3.1	1.4	7.7
Net profit after minorities¹	97.9	42.2	45.7	19.3	100.8
Basic earnings per share (in CHF) ¹	23.4	10.1	10.9	4.6	24.2
Diluted earnings per share (in CHF) ¹	23.2	10.0	10.9	4.6	24.1
Dividend per share (in CHF) ²	9.20	8.00	9.50	11.5	12.5
Payout ratio in %	39.1	51.1	51.7	50.4	51.7
Cash generated from operations	353.9	381.6	363.4	188.4	384.5
Net cash from operating activities	264.5	286.2	288.4	127.3	313.5
Net cash from operating activities margin in %	9.2	10.1	10.1	4.6	12.5
Net cash used in investing activities	-91.2	-81.6	-111.8	-158.9	-95.5
Free cash flow ³	176.9	197.0	191.0	51.5	240.3
Net cash flows from financing activities	133.3	-177.9	-177.8	-0.4	-231.9
Of which dividends paid	-33.5	-39.8	-48.1	-52.2	-43.7
Personnel expenses	1,145.2	1,210.1	1,127.9	1,093.9	1,022.3
Average number of full-time equivalent employees	15,425	15,336	15,519	15,495.0	14,989.0
Total assets¹	2,174.5	1,965.5	1,946.5	2,071.9	1,869.8
Total assets in % of net sales ¹	75.8	69.3	68.3	75.2	74.8
Property, plant, and equipment in % of net sales	13.7	14.2	14.0	14.9	17.4
Inventories in % of net sales	16.7	17.5	17.1	19.5	18.0
Receivables in % of net sales	16.1	17.0	16.2	17.5	17.0
Net working capital	660.8	704.3	694.0	751.3	641.6
Net working capital in % of net sales	23.0	24.8	24.4	27.3	25.7
Net debt	358.2	454.8	596.9	708.1	508.8
Net debt/Adjusted EBITDA	0.8	1.1	1.6	1.9	1.4
Interest coverage (Adjusted EBITDA / interest expense, net)	14.3	11.9	9.6	18.7	19.5
Shareholders' equity¹	401.3	342.4	334.6	360.6	264.9
Return on equity (ROE) in % ¹	46.8	24.0	26.4	10.8	73.0
Shareholders' equity per share (in CHF)	95.0	81.0	79.5	86.0	63.4

¹ In 2022/23: dormakaba changed the choice of accounting policies for goodwill accounting. To enable a fair comparison with the current year, the prior-year disclosures have been restated. Please refer to chapter 5.1 in the notes to the consolidated financial statements of the Annual Report 2022/23 of dormakaba.

² In 2024/25: proposal to the Annual General Meeting

³ In 2024/25: dormakaba changed the definition of the free cash flow. The detailed calculation is disclosed in the note on alternative performance measures (APM) (5.2) of the consolidated financial statements. In order to enable a fair comparison with the current year data, all previous year information has been adjusted.

		2024/25	2023/24	2022/23	2021/22	2020/21
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	4,158,693	4,190,999	4,186,449	4,178,402	4,168,767
Weighted average number of shares outstanding (diluted)	No	4,225,595	4,226,986	4,210,930	4,193,859	4,178,883
Par value of average outstanding shares	CHF m	0.4	0.4	0.4	0.4	0.4
Par value of year-end outstanding shares	CHF m	0.4	0.4	0.4	0.4	0.4
Shareholders as at 30 June (registered)	No	7,573	8,571	9,073	9,033	9,413
Figures per share (fully diluted)						
Adjusted EBITDA per share (Group)	CHF	105.3	98.6	91.4	88.8	84.5
Earnings per share (Group) ¹	CHF	23.2	10.0	10.9	4.6	24.1
Shareholders' equity per share (Group) ¹	CHF	95.0	81.0	79.5	86.0	63.4
Price per share						
– high	CHF	745.0	503.0	461.0	728.0	657.0
– low	CHF	461.0	402.0	303.5	393.0	416.0
– 31 December	CHF	461.0	454.0	416.5	630.5	502.5
– 30 June	CHF	725.0	461.0	402.0	416.5	630.5
Market capitalization						
– high	CHF m	3,098.2	2,108.1	1,930.0	3,041.9	2,738.9
– low	CHF m	1,917.2	1,684.8	1,270.6	1,642.1	1,734.2
– 30 June	CHF m	3,015.1	1,932.1	1,683.0	1,740.3	2,628.4
Dividend yield						
– low ²	%	1.2	1.6	2.1	1.6	1.9
– high ²	%	2.0	2.0	3.1	2.9	3.0

¹ In 2022/23: dormakaba changed the choice of accounting policies for goodwill accounting. To enable a fair comparison with the current year, the prior-year disclosures have been restated. Please refer to chapter 5.1 of the notes to the consolidated financial statements in the Annual Report 2022/23 of dormakaba.

² In 2024/25: under the precondition that the shareholders approve the dividend proposed at the Annual General Meeting