Five-year Performance Overview

CHF million, except where indicated	2025/26	2024/25	2023/24	2022/23	2021/22
Net sales	**2,792.4**	**2,870.1**	**2,837.1**	**2,848.8**	**2,756.9**
Organic growth in %	3.0	4.1	4.7	8.4	7.7
EBITDA (Operating profit before depreciation and amortization)	395.7	400.3	293.1	325.8	342.0
Adjusted EBITDA (Adjusted operating profit before depreciation and amortization)	**449.0**	**445.0**	**416.9**	**384.8**	**372.3**
Adjusted EBITDA in % of net sales	16.1	15.5	14.7	13.5	13.5
EBIT (Operating profit)[1]	286.5	296.7	165.0	189.0	103.0
Adjusted EBIT (Adjusted operating profit)	**368.2**	**366.1**	**344.0**	**307.5**	**293.4**
Adjusted EBIT in % of net sales	13.2	12.8	12.1	10.8	10.6
Net profit[1]	**185.2**	**188.0**	**82.2**	**88.5**	**38.8**
Net profit in % of net sales[1]	6.6	6.6	2.9	3.1	1.4
Net profit after minorities[1]	**97.0**	**97.9**	**42.2**	**45.7**	**19.3**
Basic earnings per share (in CHF)[1]	2.33	2.34	1.01	1.09	0.46
Diluted earnings per share (in CHF)[1]	2.30	2.32	1.00	1.09	0.46
Dividend per share (in CHF)[3]	0.95	0.92	0.80	0.95	1.15
Payout ratio in %	40.7	39.1	51.1	51.7	50.4
Cash generated from operations	359.9	353.9	381.6	363.4	188.4
Net cash from operating activities	**289.7**	**264.5**	**286.2**	**288.4**	**127.3**
Net cash from operating activities margin in %	10.4	9.2	10.1	10.1	4.6
Net cash used in investing activities	–213.3	–91.2	–81.6	–111.8	–158.9
Free cash flow[2]	162.9	176.9	197.0	191.0	51.5
Net cash flows from financing activities	–373.8	133.3	–177.9	–177.8	–0.4
Of which dividends paid	–38.4	–33.5	–39.8	–48.1	–52.2
Personnel expenses	1,110.6	1,145.2	1,210.1	1,127.9	1,093.9
Average number of full-time equivalent employees	15,310	15,425	15,336	15,519.0	15,495.0
Total assets[1]	**1,992.3**	**2,174.5**	**1,965.5**	**1,946.5**	**2,071.9**
Total assets in % of net sales[1]	71.3	75.8	69.3	68.3	75.2
Property, plant, and equipment in % of net sales	14.8	13.7	14.2	14.0	14.9
Inventories in % of net sales	16.8	16.7	17.5	17.1	19.5
Receivables in % of net sales	17.4	16.1	17.0	16.2	17.5
Net working capital	**655.4**	**660.8**	**704.3**	**694.0**	**751.3**
Net working capital in % of net sales	23.5	23.0	24.8	24.4	27.3
Net debt	**358.1**	**358.2**	**454.8**	**596.9**	**708.1**
Net debt/Adjusted EBITDA	0.8	0.8	1.1	1.6	1.9
Interest coverage (Adjusted EBITDA / interest expense, net)	14.8	14.3	11.9	9.6	18.7
Shareholders' equity[1]	**524.1**	**401.3**	**342.4**	**334.6**	**360.6**
Return on equity (ROE) in %[1]	35.3	46.8	24.0	26.4	10.8
Shareholders' equity per share (in CHF)	12.40	9.50	8.10	7.95	8.60

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. In
2 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.
3 In 2025/26: proposal to the Annual General Meeting

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Five-year Performance Overview

		2025/26	2024/25	2023/24	2022/23	2021/22
Capital stock[2]						
Registered shares at CHF 0.01 par value	No	42,000,260	42,000,260	42,000,260	42,000,260	42,000,260
Outstanding shares at end of financial year	No	41,588,528	41,586,930	41,909,990	41,864,490	41,784,020
Weighted average number of shares outstanding (diluted)	No	42,142,078	42,255,950	42,269,860	42,109,300	41,938,590
Par value of average outstanding shares	CHF m	4.2	4.2	4.2	4.2	4.2
Par value of year-end outstanding shares	CHF m	4.2	4.2	4.2	4.2	4.2
Shareholders as at 30 June (registered)	No	6,888	7,573	8,571	9,073	9,033
Figures per share (fully diluted)						
Adjusted EBITDA per share (Group)	CHF	10.70	10.53	9.86	9.14	8.88
Earnings per share (Group)[1]	CHF	2.30	2.32	1.00	1.09	0.46
Shareholders' equity per share (Group)[1]	CHF	12.40	9.50	8.10	7.95	8.60
Price per share[2]						
– high	CHF	79.70	74.50	50.30	46.10	72.80
– low	CHF	48.20	46.10	40.20	30.35	39.30
– 31 December	CHF	72.50	46.10	45.40	41.65	63.05
– 30 June	CHF	52.20	72.50	46.10	40.20	41.65
Market capitalization						
– high	CHF m	3,314.6	3,098.2	2,108.1	1,930.0	3,041.9
– low	CHF m	2,004.6	1,917.2	1,684.8	1,270.6	1,642.1
– 30 June	CHF m	2,170.9	3,015.1	1,932.1	1,683.0	1,740.3
Dividend yield[2]						
– low[3]	%	1.2	1.2	1.6	2.1	1.6
– high[3]	%	2.0	2.0	2.0	3.1	2.9

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 2025/26: the Annual General Meeting approved the 1-for-10 share split on 21 October 2025. Prior-year figures have been adjusted to reflect the share split for improved readability and comparability.
3 In 2025/26: under the precondition that the shareholders approve the dividend proposed at the Annual General Meeting