

# HIGHLIGHTS

**1'362 mn**

Revenue in CHF

**12.5%**

EBIT margin

**121 mn**

Net result in CHF

## KEY FIGURES DATWYLER GROUP

<u>in CHF millions</u>	<b>2018</b>	2017
<b>Net revenue</b>	1'361.6	1'291.4
Year-on-year change (%)	5.4%	6.2%
<b>Operating result before depreciation and amortisation (EBITDA)</b>	231.5	219.8
EBITDA as % of net revenue	17.0%	17.0%
<b>Operating result (EBIT)</b>	170.0	162.6
Operating result as % of net revenue	12.5%	12.6%
<b>Net result</b>	121.0	123.7
Net result as % of net revenue	8.9%	9.6%
<b>ROCE in %</b>	22.8%	23.2%
Average capital employed	744.6	700.0
<b>Net cash from operating activities</b>	162.9	112.7
<b>Net cash used in investing activities</b>	-334.9	-110.0
<b>Free cash flow</b>	-172.0	2.7
<b>Net cash provided by / (used in) financing activities</b>	64.0	-41.2
<b>Net change in cash and cash equivalents</b>	-108.0	-38.5
<b>Cash and cash equivalents</b>	170.8	281.8
<b>Capital expenditures</b>	138.0	117.9
<b>Total assets</b>	1'314.8	1'299.6
<b>Equity</b>	827.4	898.5
Equity as % of total assets	62.9%	69.1%
<b>Number of employees</b>	8'305	7'614
<b>Full-time equivalents</b>	8'118	7'469

**PER SHARE DATA**

<u>in CHF</u>	<b>2018</b>	2017
Earnings per bearer share	7.12	7.28
Dividend per bearer share	3.00 <sup>1</sup>	3.00
Distribution yield at 31 December	2.4%	1.6%
Market price (high/low) per bearer share	212/123	190/139

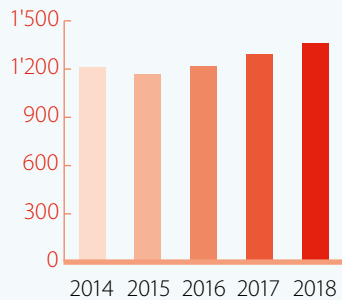
<sup>1</sup> Board of Directors' proposal to the Annual General Meeting



**138 mn**  
Capital expenditures in CHF

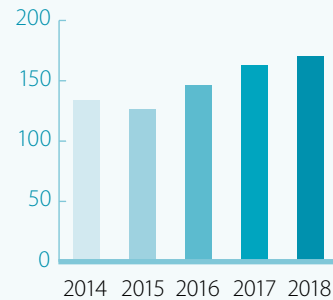
**NET REVENUE**

in CHF millions



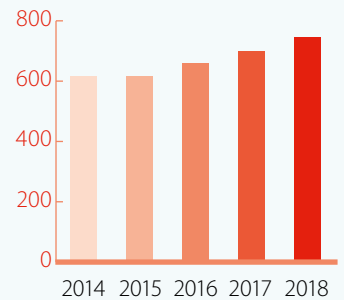
**OPERATING RESULT (EBIT)**

in CHF millions



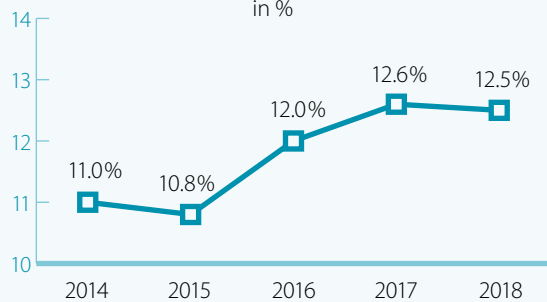
**CAPITAL EMPLOYED**

average in CHF millions



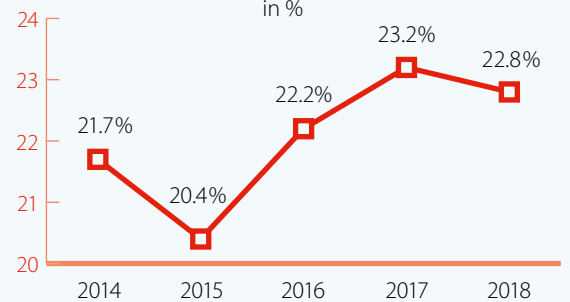
**EBIT MARGIN**

in %

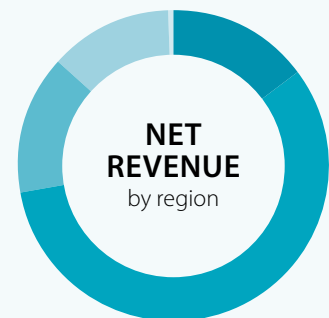


**ROCE**

in %



**8'300**  
Employees



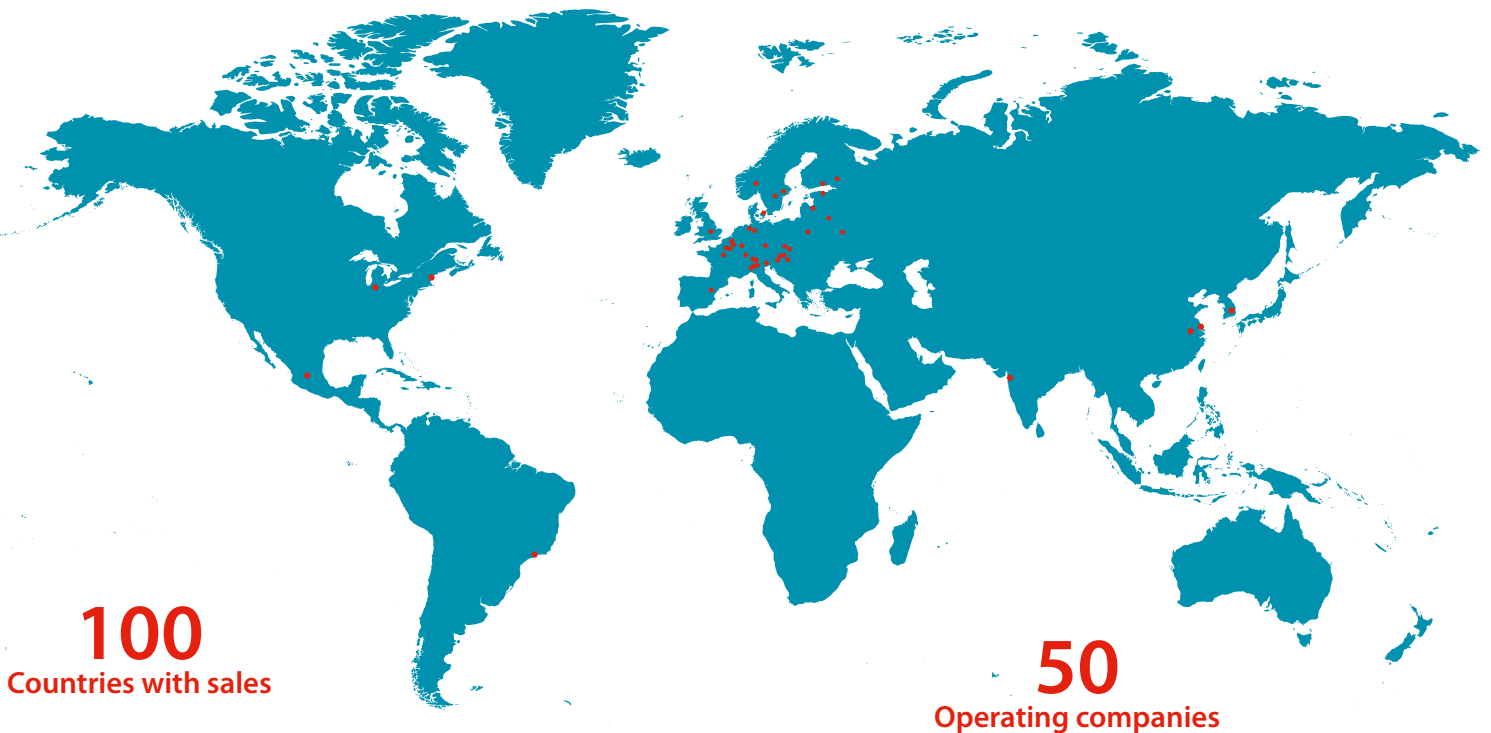
● Switzerland ● Rest of Europe ● North and South America ● Asia ● Other markets

# DATWYLER GROUP – FOCUSED INDUSTRIAL SUPPLIER

The Datwyler Group is a focused industrial supplier with leading positions in global and regional markets. With its technological leadership and customer-specific solutions, the Group delivers added value to customers in the markets served. Datwyler concentrates on markets that offer opportunities to create more value and sustain profitable growth. With some 50 operating companies, sales in over 100 countries and more than 8'000 employees, the Datwyler Group generates annual revenue of more than CHF 1'300 million.

**2**  
Divisions

**650'000**  
Customers



**100**  
Countries with sales

**50**  
Operating companies

## Worldwide presence

The Datwyler Sealing Solutions division has a presence – with its own production facilities – in the three key business regions of Europe, Asia and the NAFTA area. The Technical Components division is focused on Europe and uses its local presence to stand out from the rest.



**Sealing Solutions division**

**Technical Components division**

Development and production of system-critical and customer-specific sealing components	<b>BUSINESS MODEL</b>	High-service distribution for time-critical electronic components
Health Care, Automotive, General Industries	<b>MARKETS</b>	Maintenance, Repair, Operations (MRO), Automation, Electronic Design Engineers (EDE), Wholesale consumer electronics
Datwyler sealing components are used worldwide in every second car, in billions of syringes and medicine bottles, and in over 650 tunnels. They help keep drivers, patients and railway passengers safe, wherever in the world they may be.	<b>APPLICATIONS</b>	The electronic components of the Datwyler distribution companies make digitalisation possible. Examples include the industrial internet of things (Industry 4.0), industrial robots and home automation (smart home, security).
Leading expertise in materials, engineering and manufacturing processes	<b>CORE COMPETENCIES</b>	Up-to-date and comprehensive range of more than 250'000 electronic components, product management, competent technical advice, high availability and fast delivery
Worldwide presence with its own manufacturing plants in Europe, Asia and the NAFTA area	<b>GEOGRAPHY</b>	Europe, using its local presence to stand out
Datwyler, Parco, Bins	<b>BRANDS</b>	Distrelec, Reichelt, Nedis
891 million Swiss francs in annual revenue, 800 customers, 6'900 employees, 20 locations	<b>KEY FIGURES</b>	471 million Swiss francs in annual revenue, 650'000 customers, 1'100 employees, 30 locations



**Future-proof – for more than 100 years**

Healthy and sustainable growth for the benefit of our employees, customers and shareholders – this has distinguished Datwyler for more than 100 years. Our success story began with a small cable and rubber factory in Central Switzerland, which Adolf Dätwyler took over in 1915. With a visionary drive, he managed to expand his company and keep it aligned with the ever-changing market. Adolf Dätwyler took carefully considered, far-sighted management decisions. He placed great value on responsible business conduct. The values of our founder are the basis of our success to this day.

# STRATEGIC PRIORITIES

Current examples



## Opening of the Health Care plant in the USA

The new plant for high-quality components for the health care industry is now open in the USA.



## Accessing new markets

New markets are being accessed through the acquisition of the US company Parco. There is an increased focus on the Custom Production of Electromechanical Goods (CPE) at Distrelec.



## Promotion of new technologies and skills

Injection moulding technology and the "Lean and Clean" production concept are opening up new opportunities in terms of electromobility.



## Expansion into new geographical markets

The acquisition of Bins improves access to the South American automotive industry. International expansion of Reichelt with local webshops.



## Innovative new products and applications

The existing materials expertise is being used for innovative new products within Health Care and Automotive.



## Expansion of Health Care capacity in India

The upgrade of part of the production capacity in India to meet the First Line standard is now complete.



## Culture change

Targeted training is helping promote a "coaching" style of management so employees can give free rein to all their talents, skills and creativity.

DRIVE  
PROFITABLE  
GROWTH

INCREASE  
AGILITY



**Modernisation and expansion  
of the ERP software package**

A strong platform for future digital applications is being created by investing around CHF 50 million in state-of-the-art ERP applications.



**Robotic process automation (RPA)**

Improvements in product quality and competitiveness are being achieved by exploiting the technological potential of automation.

## ACCELERATE DIGITALISATION



**Use of big data**

Predictive customer analysis and predictive maintenance through Big Data analysis using the latest digital technologies.



**Automated guided vehicles (AGV)**

Automated material flow through the use of self-driving forklifts in internal logistics.



**Digitalisation of all human resource processes**

With the introduction of the SAP solution SuccessFactors, employees are benefiting from a forward-looking digital working environment.



**Vision of a self-learning organisation**

Self-motivated employees can help the company anticipate change both early and quickly.



**Empowerment of employees**

Encouraging staff to develop an entrepreneurial outlook should make it easy for our customers to do business with Datwyler.



**Employee survey underlines high levels  
of commitment and motivation**

The employee survey has returned the highest-ever levels of satisfaction with Datwyler as an employer.