



Value Engineering Specialist

Octavian Seminar 2026
Davos | January 16, 2026

Agenda

1. **Positioning of SFS**
2. **Organizational development**
3. **Adjustment of production and distribution network**
4. **Guidance 2025**
5. **Priorities 2026**
6. **Q&A**

Positioning of SFS

Mission-critical products for selected end markets

We are by your side – 24/7

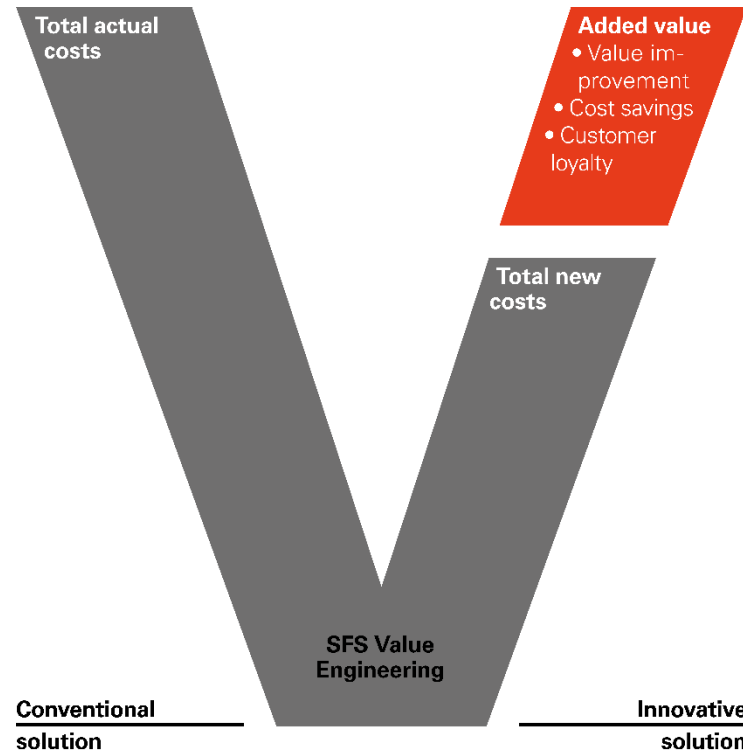


Inventing success together

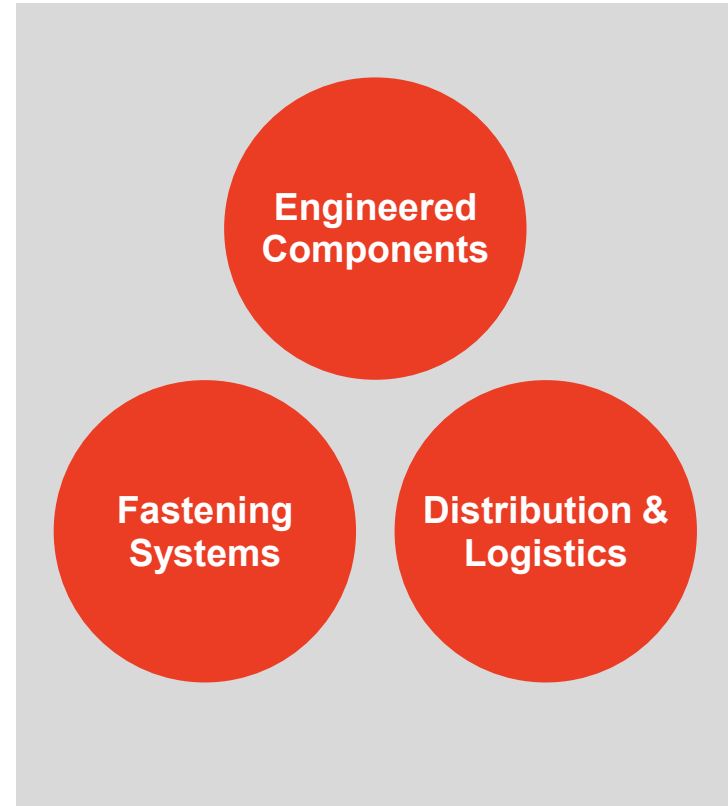
Driving innovation with Value Engineering



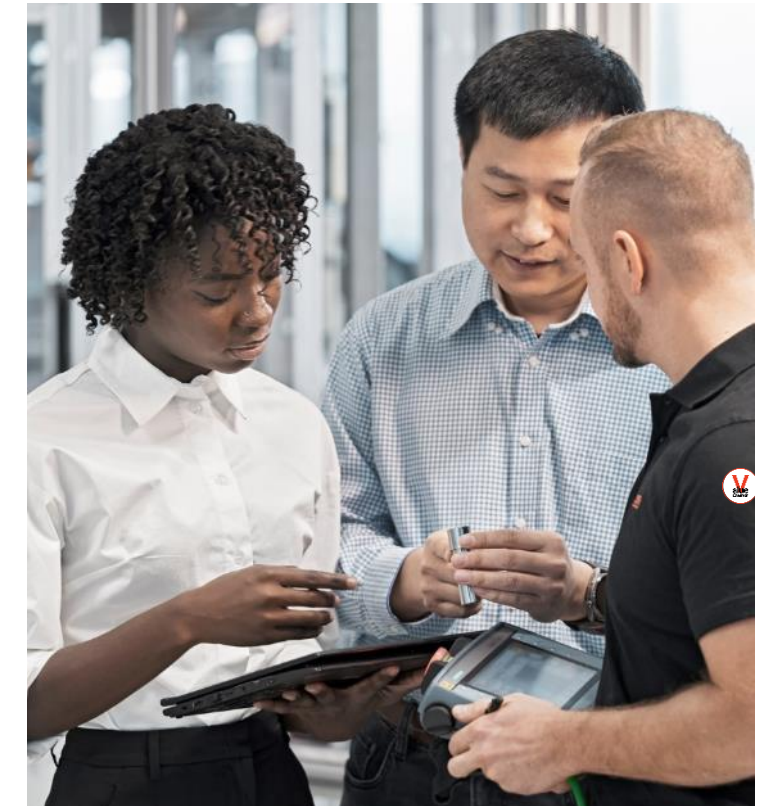
Value Engineering...



in three segments ...



by Value Creators



Value Proposition

Conventional compared to our innovative solution

Multi-part fastening system for ATMs



Conventional
solution

Total actual
costs

Added value

- Value improvement
- Cost savings
- Customer loyalty

Total new
costs

SFS Value
Engineering

Optimizing the product
from four parts into one

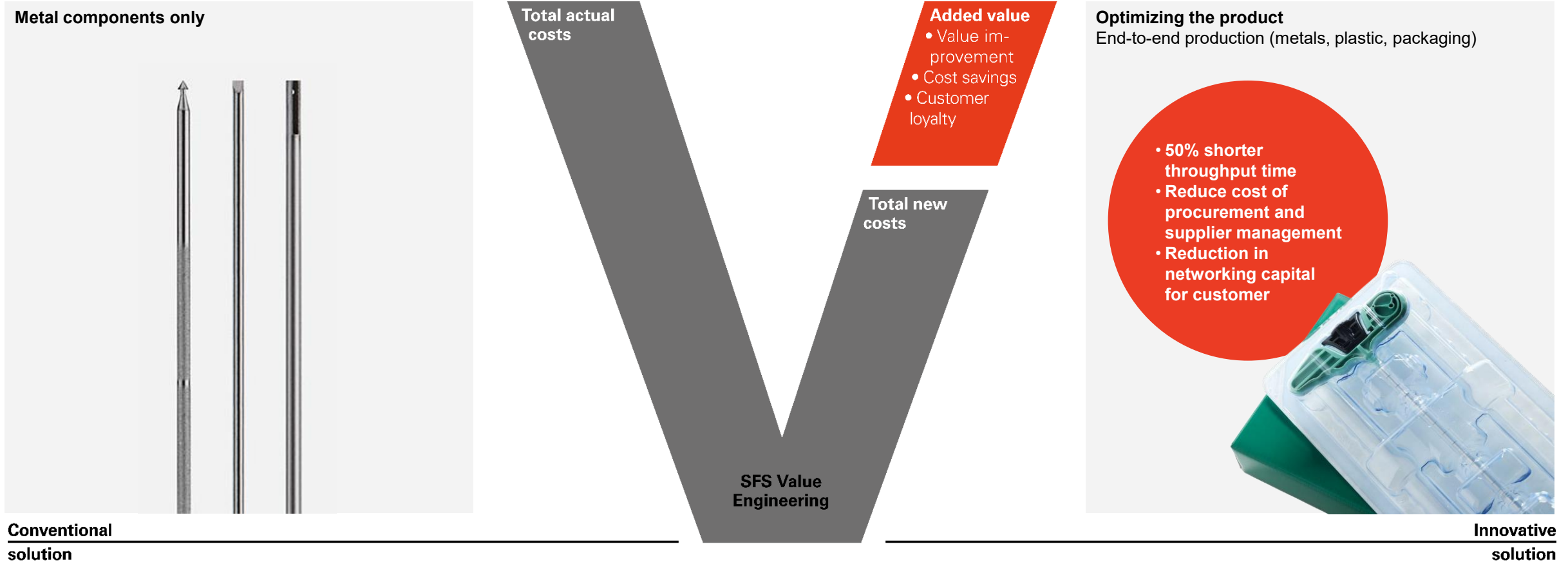


- Time savings
- Cost reductions of up to 60%
- Enhanced quality
- Reduced logistical effort

Innovative
solution

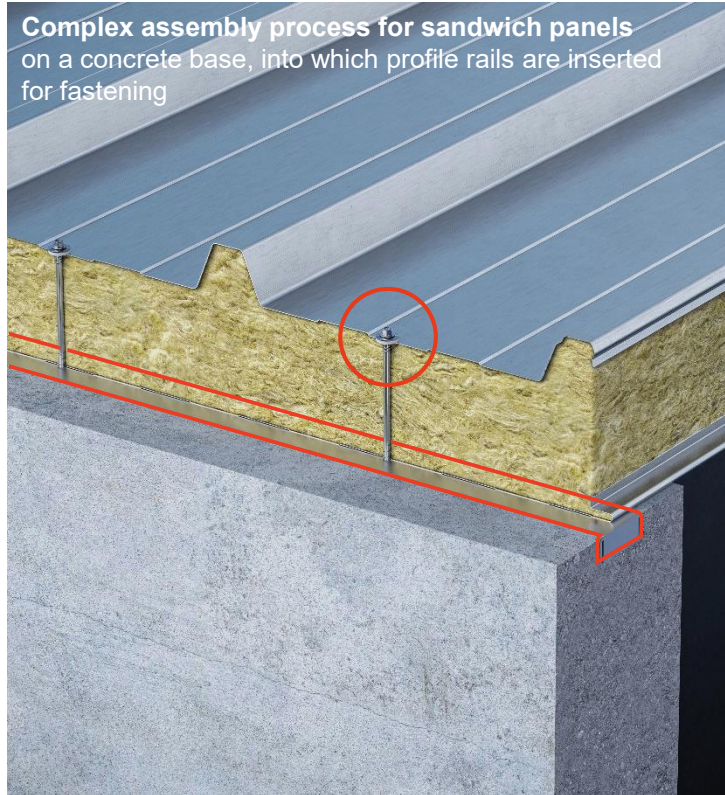
Value Proposition

Conventional compared to our innovative solution

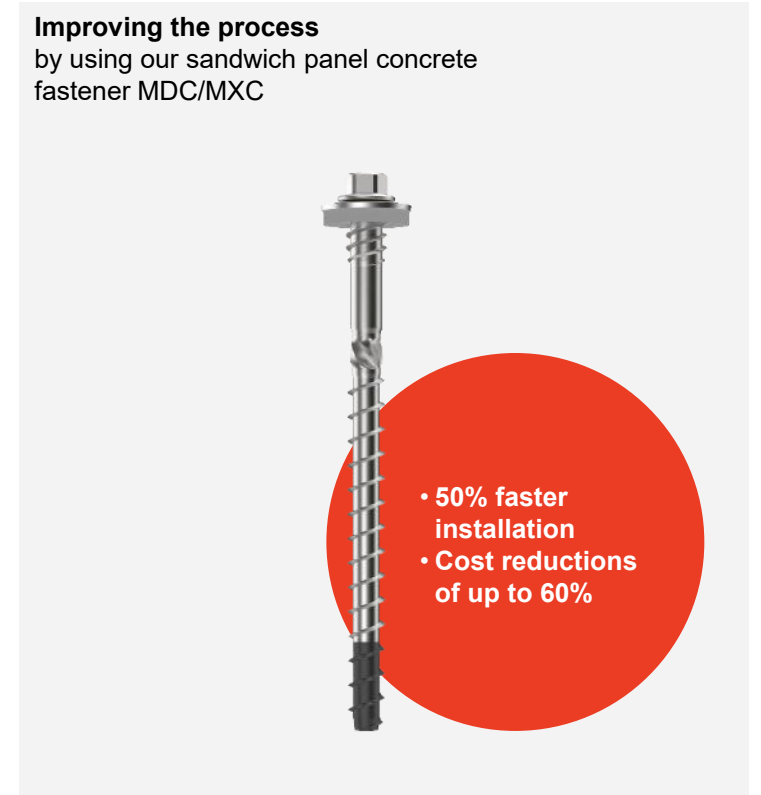
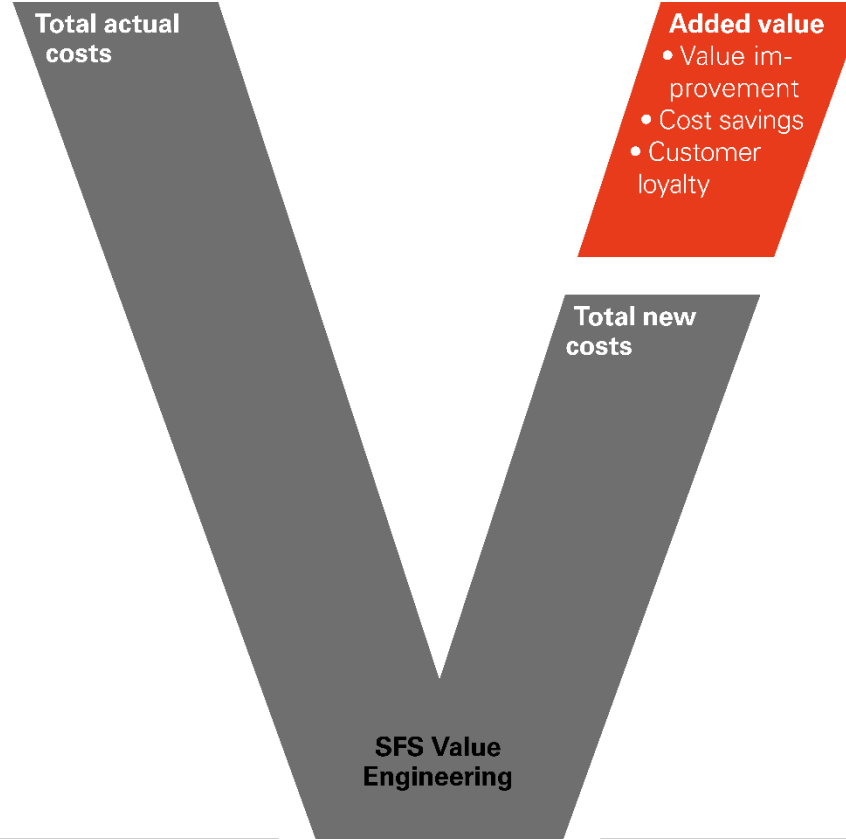


Value Proposition

Conventional compared to our innovative solution



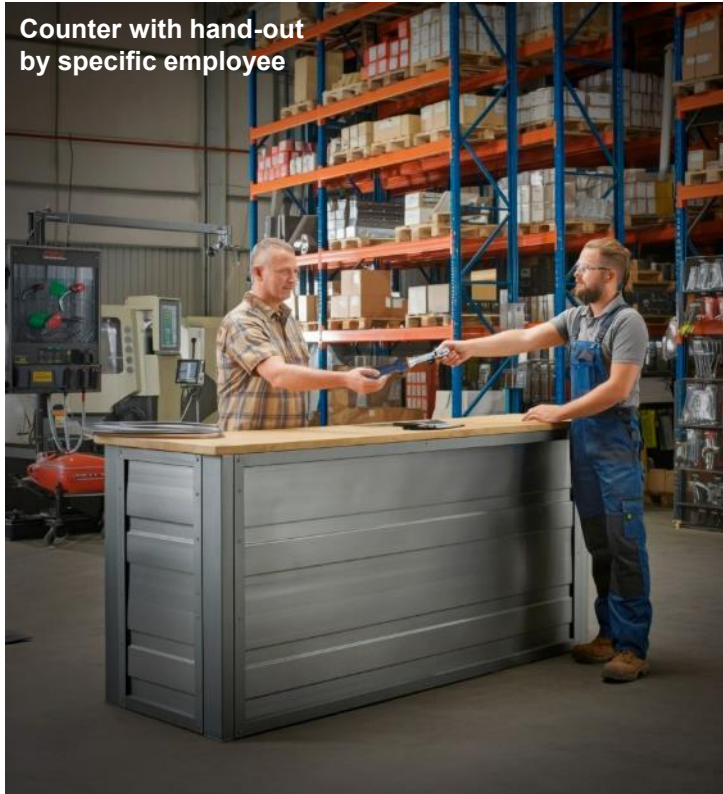
Conventional solution



Innovative solution

Value Proposition

Conventional compared to our innovative solution



Conventional solution

Total actual costs

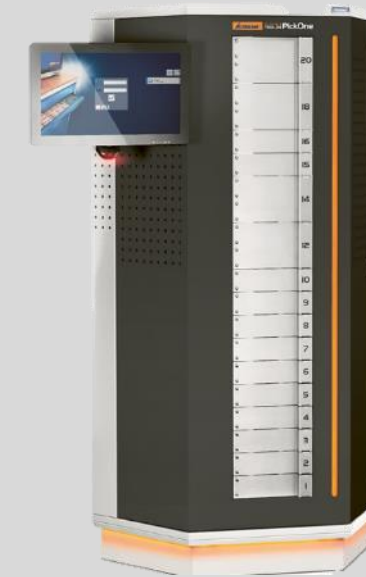
Added value

- Value improvement
- Cost savings
- Customer loyalty

Total new costs

SFS Value Engineering

Improving the process
Immediate and direct access for all employees 24/7

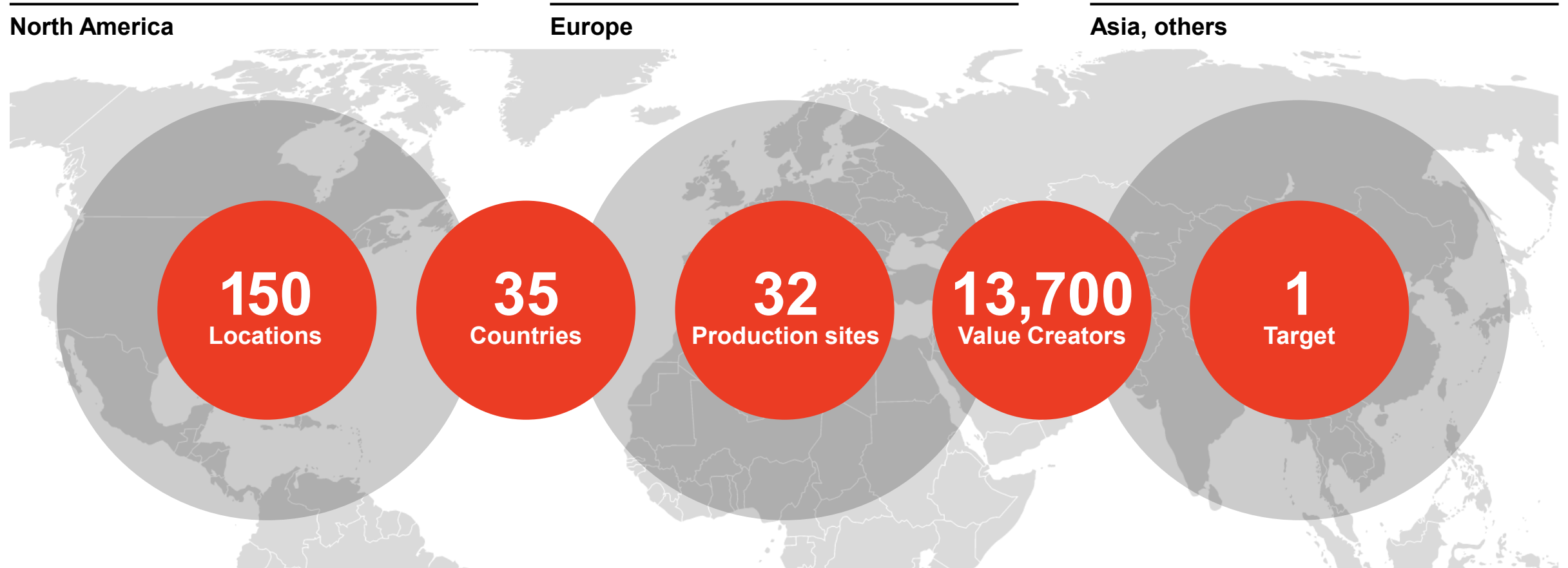


- Innovative issuing system
- Quick and secure
- Individual configuration
- Payback time <5 years based on average cost savings

Innovative solution

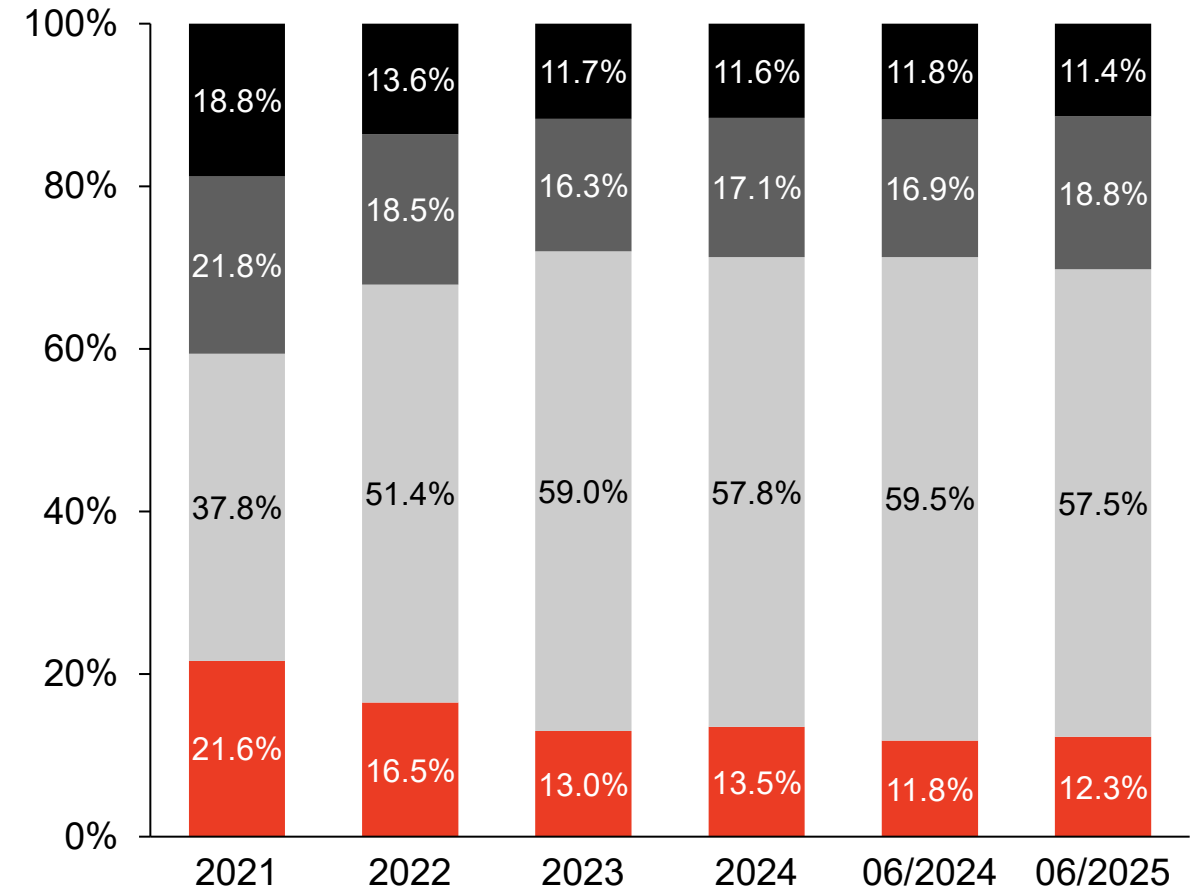
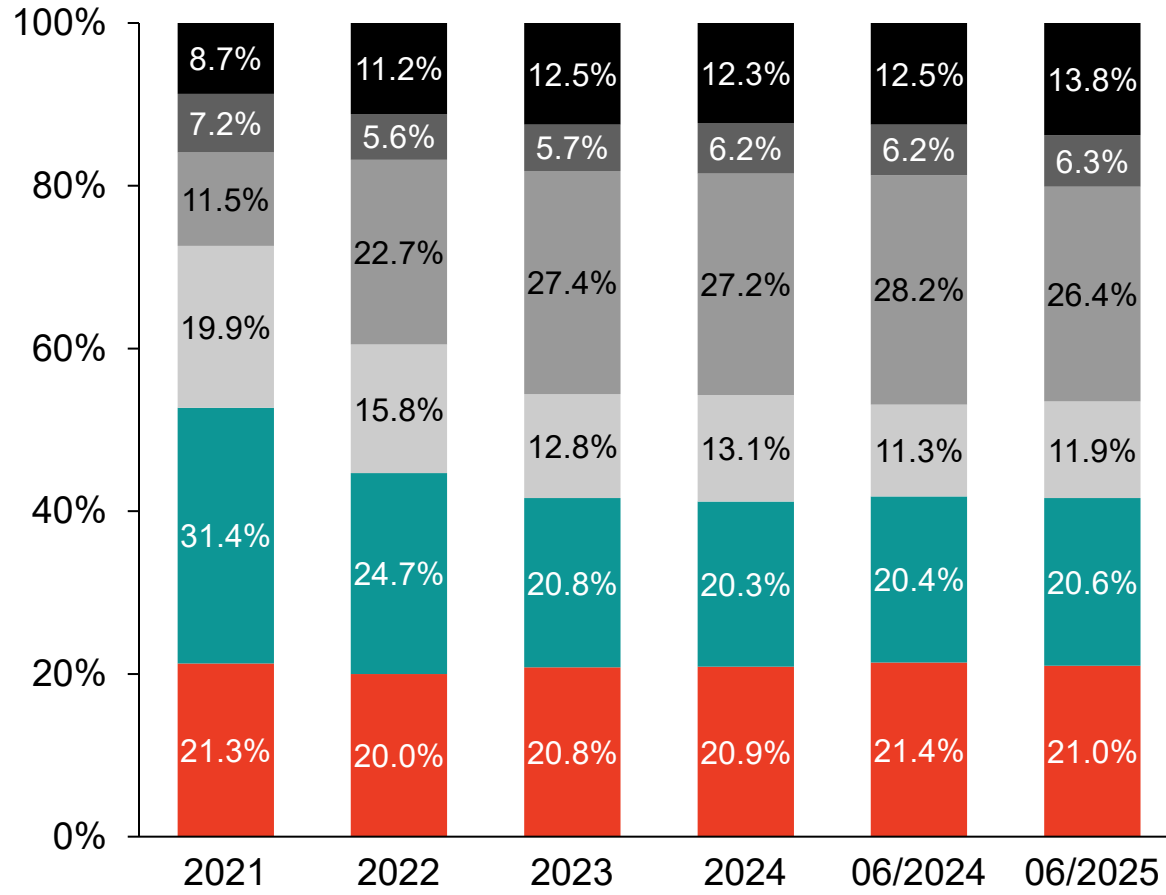
Global sales and manufacturing platform

Customer proximity supported by local presence



Sales breakdown by end market and region (1H 2025)

Growth in EC end markets



■ Automotive industry
 ■ Electrical and electronics industry
 ■ Medical device industry
■ Construction industry
 ■ Industrial manufacturing
 ■ Other industries

■ Asia, others
 ■ Europe
 ■ North America
 ■ Switzerland

Organizational development

Vision 2030

Prepare the organization for future growth 2.0

Purpose of the project “Step-up”: We want to make our organization ready for future growth by...

- simplifying and streamlining the organization
 - sharpening our focus on end markets
 - empowering the segment management teams for decentralized decision-making
 - advancing the organization to the next level
→ “Step-up”
-



Vision 2030 | Asia Region

Driving growth in Asia

India



- Build up of fastener production capability
- Localization and further development of Automotive core technologies
- Business development in the area of brakes and restraint systems

Nantong



- Expand division activities for overall growth in China
- Go-to-market growth of Medical customers
- Establish a leading market position in BSD technology for brake systems

Malaysia



- Build up capability for non-HDD customers
- Go-to-market growth of Medical customers

New composition of the Group Executive Board

Sharpening focus on strategic decision-making



Broader perspective on segments and end markets

- Break down silos and promote decision-making across divisions and functions
- Enable more holistic and strategic discussions
- Foster healthy internal debate



Alignment with SEDP (Structured Employee Development Program)

- Promote job rotation
- Broaden leadership capabilities across the organization including at GEB level



Accelerated growth in Asia

- Drive expansion in the region
- Use potential M&A opportunities – a lever not actively used over the past decade

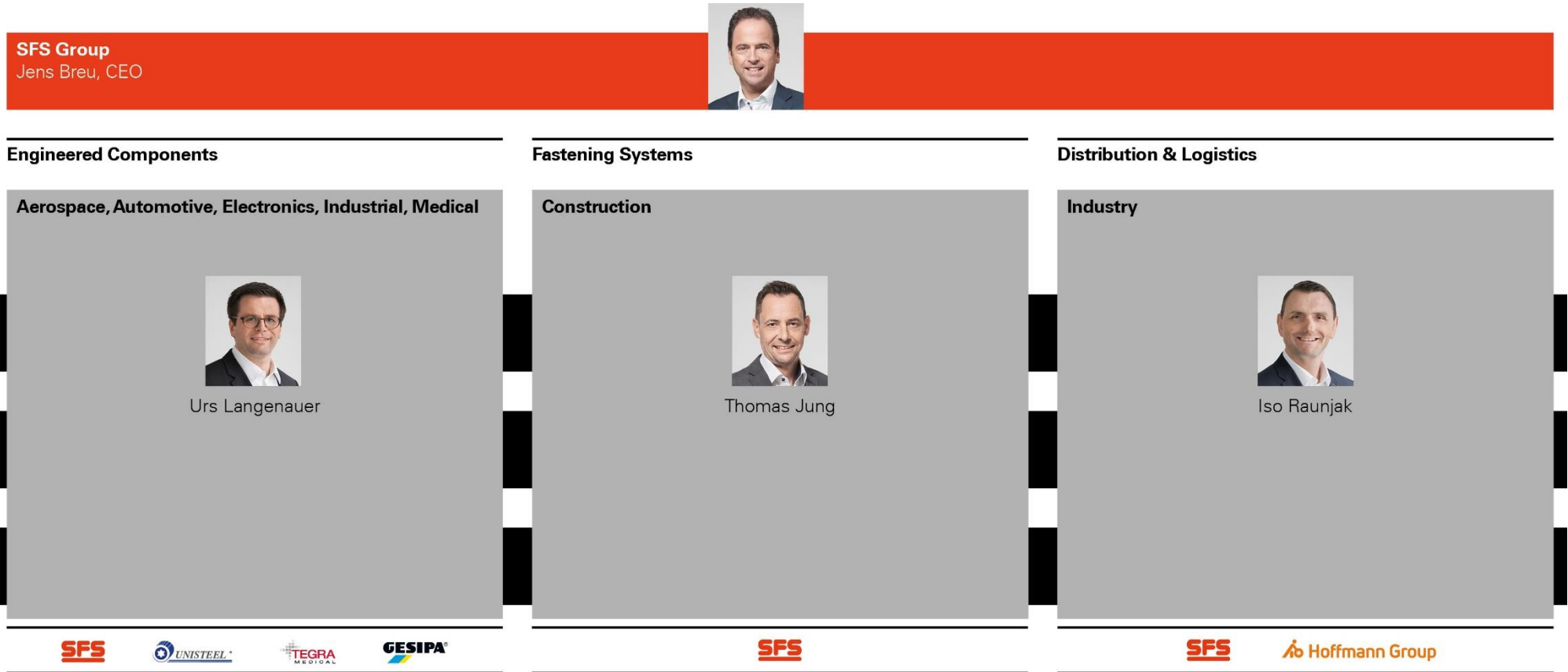


Increased diversity within GEB

- Strengthen leadership by ensuring gender diversity and moving beyond an all-male composition

Group structure

Organization as of January 1, 2026



Adjustment of production and distribution network

Adjustment of production and distribution network

Adaptation to changing market environment

- The changing market environment, particularly in the industrial manufacturing and automotive end markets, presents SFS with challenges
- To strengthen focus on core activities and adjust production capacities to market demand, selected sites will be closed and individual business areas carved out
- Concentration on fewer strategic production plants and core activities optimizes efficient use of resources and reduces complexity within the production and distribution network
- These activities will help to achieve SFS's defined long-term growth and profitability targets
- The SFS Group's strategy remains unchanged, particularly its local-for-local strategy
- Program to be completed by end of 2027:
 - Expected reduction in sales of about CHF 110m and total program-related one-off costs of approx. CHF 75m
 - In total CHF 25m in cash and CHF 50m non-cash
 - Positive EBIT margin effect of approx. +0.8 percentage points as a result
 - One-off costs will be reported and EBIT margin adjusted during the time of the program

Current project overview

About 650 full-time jobs affected

- Brunn am Gebirge (Austria): activities transferred to Germany in the spring of 2025
- Olpe (Germany): site closure in 2H 2025, business partially relocated to Heerbrugg (Switzerland)
- Malaysia & Singapore: Asia-Pacific organization of Hoffmann moved to distribution partners
- Emmenbrücke (Switzerland): management buy-out of Allchemet, transaction closed October 31, 2025
- Turnov (Czech Republic): site closure end of 2026, business partially relocated to Heerbrugg (Switzerland) if profitable and if customers agree
- Flawil (Switzerland): site closure end of 2027, business partially relocated to Heerbrugg (Switzerland)

Core focus

Selected sites are closed, and non-core business areas are carved out

Streamline operations

Focusing on fewer locations increases capacity utilization and reduces complexity

Increase profitability

These measures support our long-term growth and profitability targets

Strategy unchanged

Our strategy remains unchanged, particularly the local-for-local approach

Guidance 2025

Updated guidance 2025

FY25 results expected around previous year's level

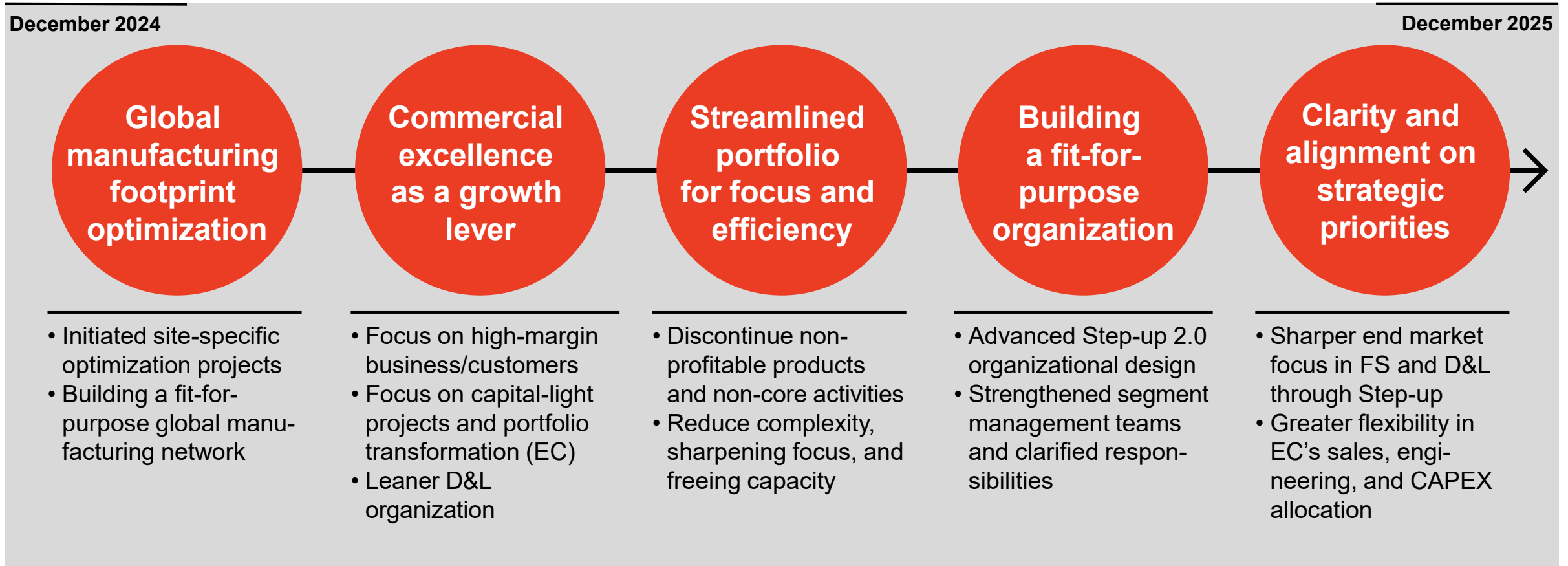
	2025G (CHF)	2024A (CHF)
Gross sales SFS development	Around previous year*	3,039.0 million
*(in local currencies, incl. scope effects)		
EBIT margin	Adjusted EBIT margin around previous year's level	11.6%

Guidance reflects current geopolitical and economic environment, paired with low visibility.

Priorities 2026

Milestones in strategy execution (past 12 months)

Strategic, pro-active decision making and implementation



Our ambition 2026

- Innovation leader in targeted end markets as development and supply partner of choice
 - Top financial performance through commercial excellence and optimal resource allocation
 - Performance culture with entrepreneurial spirit driving long-term success
 - Premium brand for partners, employees, and investors
 - Creating sustainable value through our transition to sustainability
-



Economic environment

- Market environment remains challenging, especially in the European automotive industry and industrial manufacturing
 - Our customers are cutting jobs, closing sites, and postponing investment decisions
-

Q&A

Agenda

Upcoming IR events

2026

Publication of first results on financial year 2025

Friday, January 23, 2026

Publication of Annual Report 2025

Friday, March 6, 2026

33rd Annual General Meeting

Wednesday, April 22, 2026

**Thank you
for your attention**

Inventing success together