

Annual Report 2024

DRIVING AUTOMATION



komax

The Komax Group is a pioneer as well as a market and technology leader in automated wire processing solutions. It provides serial production machines, customer-specific systems, quality assurance modules, test systems, networking solutions, and services on a one-stop basis. The Komax Group aims to further expand its leading position and set the pace on the trends that are important today, such as automation, e-mobility, and autonomous driving. To this end, it is channeling above-average investment into research and development.

The Komax Group has ambitious growth and profitability targets. Through its business strategy, which is geared toward long-term success, the Komax Group aims to create sustainable value for all stakeholders.

KEY FIGURES

630 million
revenues in CHF
(2023: 752 million¹)

16 million
EBIT in CHF
(2023: 68 million²)

¹ Excluding one-time effect (CHF +10.9 million).

² Excluding one-time effects (CHF +5.0 million).

63.1% gross margin
(2023: 61.8%¹)

51.7% equity ratio
(2023: 55.1%)

16.1 free cashflow
in CHF million
(2023: 51.7 million)

3 496 employees as at 31.12.
(31.12.2023:
3 490 employees)

9.83 tCO₂e emissions per
CHF 1 million revenues
(2023: 8.28)

9.1% employee turnover rate
(2023: 11.0%)

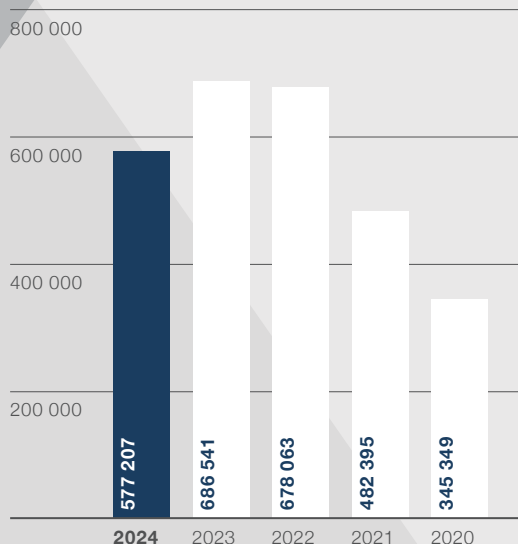
31% of electricity generated from
renewable energy sources
(2023: 23%)

64% of material processed
is renewable (2023: 64%)

KEY FIGURES FIVE-YEAR OVERVIEW

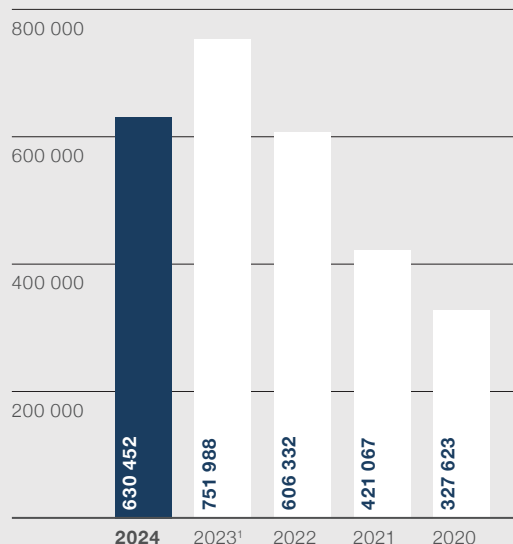
Order intake

in TCHF



Revenues

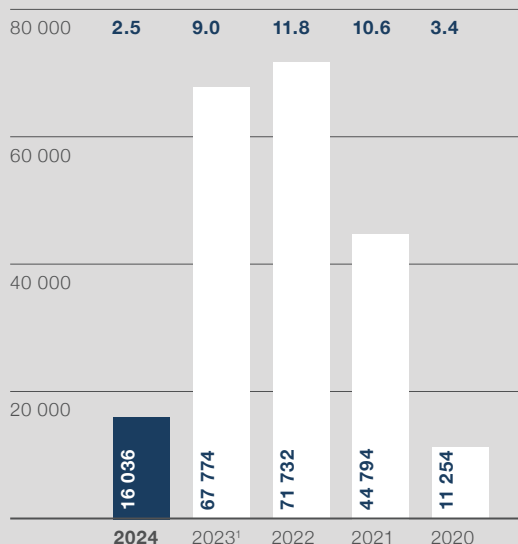
in TCHF

¹ Excluding one-time effect (CHF +10.9 million).

Operating profit (EBIT)

in TCHF

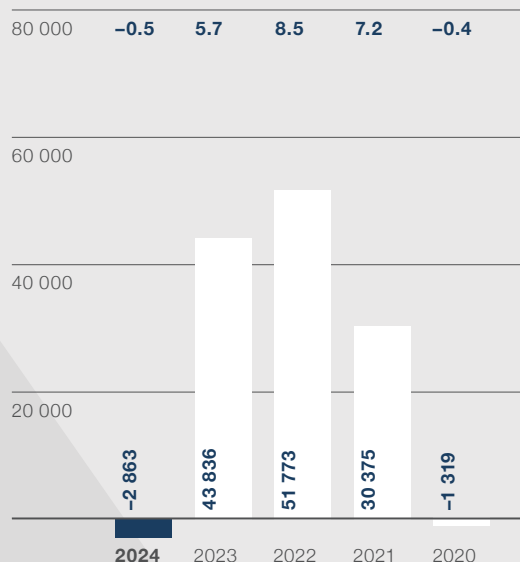
EBIT in % of revenues

¹ Excluding one-time effects (CHF +5.0 million).

Group earnings after taxes (EAT)

in TCHF

EAT in % of revenues



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Highlights of the financial year and the GRI index associated with the ESG report can be found in the Online Report 2024:

www.komaxgroup.com/annualreport2024

MANAGEMENT REPORT

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DEAR SHAREHOLDER

The Komax Group is looking back on an extremely challenging year. Customers invested less due to excess capacities and geopolitical uncertainties, which led to a significant decline in order intake, revenues, and operating profit. The Komax Group reacted early on, with rigorous cost reductions and structural optimizations that will have a lasting impact. The long-term trend toward automation shows no signs of abating. With streamlined structures and a lower cost base, the Komax Group is well positioned to drive further progress in automation and grow profitably.

Although inflation continued to decline in the key economic regions in 2024, customers' willingness to invest remained low overall, which was primarily attributable to existing excess capacity in Europe, geopolitical uncertainties in a number of regions, and the challenging situation facing European automotive manufacturers. After orders bottomed out in the first half of the year (down 22.1% compared with the previous year), the Komax Group recorded more orders in each of the last six months of 2024 than in the best month of the first half. For the year as a whole, the order intake amounted to CHF 577.2 million, down 15.9% year on year (2023: CHF 686.5 million).

Growth in revenues in non-automotive market segments

Due to a lower level of orders – in volume business in Europe in particular, but also in Asia and in the United States – solid order books of CHF 208.0 million at the end of 2023 declined to CHF 177.1 million over the course of 2024. Revenues were down 16.2% at CHF 630.5 million (2023: CHF 752.0 million). The decline in organic terms worked out at 16.6%, whereas acquisition-related growth was positive at 2.3%. The foreign currency impact amounted to –1.8%. The book-to-bill ratio was 0.9, reaching 1.0 in the second half of the year.

Due to the aforementioned challenges, orders and revenues declined in the Automotive market segment. This contrasted with an increase in the other two market segments, Industrial & Infrastructure and Aerospace & Railway. Consequently, the non-automotive market segments' share of revenues rose from 25% to approximately 35% in 2024.

Regional revenue development

Revenue development presented a very mixed picture across the regions. In particular, the weakness in the European automotive industry led to a drop of 30.0% in revenues compared to 2023. In the Asia/Pacific region, revenues remained stable year on year overall, despite sizeable differences at the regional level. For instance, growth was extremely strong in India. North/South America recorded slight revenue growth of 1.7% overall, with growth higher in South America than in North America. In Africa, revenues recorded a clear drop of 29.4%.

Strengthened market position in China

An area of focus in the year under review was the strengthening of the market position in China, which was achieved inter alia with the acquisition of a majority stake (56%) in Hosver and a 5% stake in E-Plus. While Hosver is the leading manufacturer of machines for processing high-voltage cables for e-vehicles, E-Plus develops and distributes the most widely used manufacturing execution system (MES) in China for the production of wire harnesses. The localization of additional products for the Chinese market made further headway and production was transferred from the Komax site in Shanghai to the Schleuniger site in Tianjin in order to pool capacities and know-how.

Optimization of structures in production and distribution

The Komax Group reacted early to the challenging market situation, initiating numerous structural and product portfolio optimizations as well as cost reductions in 2024, while at the same time driving forward the integration of Schleuniger. As part of this, the streamlining of the distribution and service network, which involved acquisitions in the Czech Republic and Romania and a stake in a distribution partner in Benelux among other things, was practically completed, and there was a clear reduction in distribution

channels from 80 to 50. The client base in each country now has one point of contact for all Komax Group products.

The year under review saw the closure of the German production sites in Jettingen and Sömerda. In Bulgaria, the Komax Testing Bulgaria site was discontinued. Further structural optimizations are being implemented and are expected to be completed in 2025. These include discontinuation of production at three further German sites (Porta Westfalica, Radevormwald, and Wiedensahl) as well as at the site in Tokyo, Japan. In Switzerland, the Komax Group will focus its activities at the sites in Dierikon and Thun. To this end, the Rotkreuz site transferred to the headquarters in Dierikon in 2024, with the Cham site following in early 2025.

Gross profit margin at 63.1%

The rigorous implementation of cost-reduction measures led to savings of around CHF 20 million in the year under review. This enabled the Komax Group to achieve positive operating profit (EBIT) of CHF 16.0 million (2023: CHF 67.8 million) despite the significant decline in the high-margin volume business and the impact of one-time effects. This corresponds to an EBIT margin of 2.5% (2023: 9.0%). The gross profit margin was high at 63.1%. Group earnings after taxes (EAT) were slightly negative at CHF -2.9 million (2023: CHF 43.8 million).

The EBIT figure includes one-off expenses of CHF 11.5 million that are predominantly connected with ongoing structure and portfolio optimizations. Excluding these expenses, the EBIT margin would have amounted to 4.4%. Additional optimizations will be implemented in 2025, for which one-off expenses of around CHF 7 million are expected. Of the cost savings of CHF 20 million achieved in 2024, around half are long-term savings that will take full effect from 2026.

High free cash flow

The Komax Group's financial basis remained stable in 2024. As at 31 December 2024, shareholders' equity totaled CHF 356.6 million (31 December 2023: CHF 390.6 million), with an equity ratio of 51.7% (2023: 55.1%). Free cash flow amounted to CHF 16.1 million (2023: CHF 51.7 million). Despite the Komax Group acquiring a majority stake in Hosver, a stake in E-Plus and other smaller companies, and distributing a

dividend, net debt increased only slightly from CHF 92.9 million (2023) to CHF 97.6 million. A key contributory factor here was the reduction in net working capital of CHF 48.4 million, or 17%.

Changes to the Board of Directors

Beat Kälin has decided to step down as Chairman of the Board of Directors at the upcoming Annual General Meeting. He will, however, continue to serve on the Board as a member. The Board of Directors is proposing Andreas Häberli, member of the Board since 2017, as the new Chairman. In addition, after serving on the Board of Directors for twelve years, Roland Siegwart will not be standing for re-election due to term-of-office limitations. The Board of Directors and the Executive Committee wish to thank him most sincerely for his commitment over the years. The Board is proposing to the Annual General Meeting that Daniel Lippuner be elected as a new member of the Board of Directors. Daniel Lippuner is a business economist with over 25 years' experience in leadership roles with companies such as the Hilti Group, OC Oerlikon, and Rieter Automotive (now Autoneum).

Dividend policy and growth strategy

The Komax Group pursues a result-oriented dividend policy. In light of the negative Group earnings after taxes, the Board of Directors is proposing to the Annual General Meeting of 16 April 2025 that the distribution of a dividend be waived. With this proposal, the Komax Group is safeguarding the entrepreneurial scope necessary for achieving its ambitious growth targets. The aim is to achieve revenues of CHF 1.0–1.2 billion by 2030, with EBIT of CHF 120–160 million. For this to be possible, targeted investments and acquisitions will be needed, along with further optimizations.

Outlook

The long-term trend towards automation shows no signs of abating, and continues to offer attractive growth opportunities for the Komax Group. Currently, however, economic and geopolitical uncertainties are affecting our customers' investment behavior, resulting in high volatility in terms of order intake. In view of this situation, we are refraining from issuing a forecast for the 2025 financial year at this time. The Komax Group has an excellent market position and reinforced it in the year under review with a number of measures. We are confident that our solid financial structure and high degree of innovation constitute a robust foundation for future profitable growth.

The Board of Directors and Executive Committee wish to thank you, our shareholders, and our customers for the trust placed in the Komax Group. Our thanks also go to all our employees, who – with their considerable commitment and flexibility in a very challenging environment – made the results we are presenting in this Annual Report possible.

Yours sincerely,



Dr. Beat Kälin
Chairman of the
Board of Directors



Matijas Meyer
CEO

DRIVING AUTOMATION

Increasing the level of automation in wire processing is a joint journey together with the customer. In the industrial market segment, the Komax Group is supporting major players such as Siemens in the US to raise their level of automation for greater efficiency and quality.

The Komax Group has defined the development of non-automotive markets as one of its key strategic priorities. Within this focus, the industrial and infrastructure segment stands out, offering the most substantial contribution and significant growth potential. Over the past two decades, the Komax Group has made great progress in this segment and has taken another major step forward with the combination with Schleuniger in 2022. Today, the Komax Group offers comprehensive digital solutions for control cabinet builders that appeal to major players in the electrical products market. One of them is Siemens.

OVERVIEW OF SIEMENS USA

- 45 000 employees
- 24 manufacturing sites
- Active in all 50 US states and Puerto Rico

SIEMENS IN GRAND PRAIRIE, TEXAS

- Electrical products manufacturing hub
- 25 400-m²-site with 1 100 employees
- Zeta 650 and Omega 750 from Komax, and three Schleuniger MultiStrip 9480 process lines in use

Siemens – a global leader in technology

Siemens Corporation is a US subsidiary of Siemens AG, a leading technology company focused on industry, infrastructure, transport, and healthcare. By combining the real and the digital worlds, Siemens empowers customers to accelerate their digitalization and sustainability transformations, making factories more agile and productive, buildings more efficient, power systems more intelligent, and transportation more sustainable.

Solutions for the Siemens Smart Infrastructure manufacturing hub in Texas

Siemens operates 24 manufacturing plants in the US, such as its electrical products manufacturing hub in Grand Prairie in the Dallas–Fort Worth area, Texas. Siemens has invested USD 650 million in new plants and factory expansions in the United States over the past few years, thereby successively implementing automation solutions from the Komax Group. The over 1 000-person plant manufactures power distribution equipment that supports essential power infrastructure in some of the country's most critical installations, including data centers, industrial sites, and healthcare facilities. This equipment is fitted with immense wiring of very different types, and sizes, that needs to be processed in an increasingly automated way.



Josh Robles, Automation Engineering Lead at Siemens Corporation, shows the Omega 750 at the Siemens site in Grand Prairie, Texas, USA.

From semi-automated to fully automated and digitalized manufacturing

At the Grand Prairie site, Siemens had several Schleuniger and Komax cut & strip machines in use before 2019 to manufacture wiring for low-voltage switchgear in a semi-automated way. Driven by market demand, the location then sought to increase its efficiency in wire processing by further raising the level of automation. One of the first steps was a Zeta 650 harness manufacturing machine. Thanks to its eight process modules, the Zeta 650 can process up to 36 wires without changeover, from batch size 1 and just-in-time (► Zeta 650), which was a huge step forward.

While implementing the Zeta 650, the Siemens site also transitioned to a full digital twin of the wire set. This enables testing and validation in the virtual realm before production, accelerating engineering and production processes. With the digital twin established and its experience with the Zeta 650, the Grand Prairie team quickly committed to further conversion of its processing operations and the implementation of the Omega 750 with increased levels of automation. The Komax machines blend in perfectly as they

are fed directly with the manufacturing data from the digital twin and then cut, strip, terminate, label, and bundle the wire harness for the low-voltage switchgear application. This way Siemens created a seamless digitalized and automated manufacturing process, reducing waste, redundancies, and cost.

The Komax Group and Siemens worked closely together in the whole process with the Komax Group addressing the needs and thoughts of its customer with great care, including related service contracts. The close long-term relationship of the two partners paid off and led to a significantly increased level of automation at the Siemens site. Both partners are looking forward to a fruitful continuation in the future.

Interview with Sidra Maryam, Plant Digitalization Manager, and Josh Robles, Automation Engineering Lead at Siemens Grand Prairie, Texas, USA.

Sidra, Josh, what are the biggest challenges in your business?

Josh: The biggest challenge is leveraging fixed-point solutions for dynamic customer requirements at scale. Our team has done a great job of partnering with other internal Siemens teams and external partners like the Komax Group to push solutions to deliver beyond the intended use cases.

Why is it important for you to increase your level of automation in wire processing?

Josh: We service the power distribution market, and one of the megatrends we are supporting is the next generation of transformation in how we live and do business – artificial intelligence (AI). It is important that – as our customers are scaling up and supporting the globe – we match their pace and can deliver high-quality, reliable power distribution systems faster than ever before.

Sidra: At Siemens, we pride ourselves on delivering high-quality products. With the increase in wiring complexity of our designs, it is critical that we have robust and error-proof production processes in place. Automation of wire processing allows us to eliminate quality issues and deliver at speed.

What were the drivers of the decision to implement Komax and Schleuniger machines, and what do you like most about our solutions?

Josh: We started the wire automation journey with Schleuniger back in 2017, then stepped up the discussion with the Komax Group to harness manufacturing around 2019, and then again in 2022 for full harness assemblies. The core point of the discussion was how to drive the digital engineering thread as far as possible to a fully completed wire harness, which was well understood in our industry to be a tedious, time-consuming, and high-focus task. Additionally, customer requirements were driving more and more advanced components like sensors, PLCs, and HMIs into the products which require more

wiring. We only see this trend increasing, and with the engineer-to-order customer mix, there is not an easy way to standardize harness designs to meet a large swathe of customer requirements. We needed a solution that could execute thousands of different harness designs a day.

Sidra: The range of options offered by Komax and Schleuniger is comprehensive, so we can find everything we need with the same partner. It makes doing business easier and technology deployments faster.

How did the Komax Group help you in the process of implementing a digital twin and raising automation levels?

Josh: Komax has been a great partner in helping us to fully understand how its machines operate on the software side of things. We had unique requirements that fell outside of Komax's usual use cases for wire list conversion. Configuration of all the machines required a lot of testing and validation and we felt fully supported on our integration journey.

You manufacture wiring for low-voltage switchgear with our machines. In what kind of buildings do these go?

Josh: Our customer range is fairly wide – wherever power is needed to power a commercial building, factory, hospital, or data center, our products are a good fit. I can speak to the greater megatrend of AI requiring a lot of power, which in turn requires a lot more power distribution and monitoring solutions. Siemens has a great portfolio to meet customer requirements and demand.

What do you value most in the relationship with the Komax Group?

Josh: Our engagement with the Komax Group has really been a great partnership – Komax has treated us like more than a customer buying equipment. Any time we have questions or concerns, we are able to connect with our dedicated regional account manager or application engineer.

“With the increase in wiring complexity of our designs, it is critical that we have robust and error-proof production processes in place. Automation of wire processing allows us to eliminate quality issues and deliver at speed.”

Sidra Maryam, Plant Digitalization Manager at Siemens Grand Prairie, Texas, USA.

More recently we were able to also elevate our partnership with Komax company contacts in Switzerland during a factory acceptance test, and the consistency in culture and delivery was a great experience.

Sidra: The people on both our teams share a passion for technological innovation. Komax's wire processing industry expertise has helped us push our boundaries to reimagine how to build our products.

How support you even better in future?

Josh: Our automation roadmap will require deeper integration into Komax Group portfolio solutions. The goal of driving the full digital thread from customer requirement to fully delivered physical solutions requires completely integrating OEM equipment into our customized, high-end systems.

Sidra: More co-development and incorporating feedback into the roadmap of equipment enhancements would help us stay aligned with

the upcoming needs of both our businesses. As Josh mentioned, we need more and more integration across systems, and the current ecosystem could be improved to allow for more openness.

How important is sustainability in your procurement decision process?

Josh: Sustainability is the core of our value proposition. The adoption of all the wire processing solutions from Komax and Schleuniger has substantially reduced our copper scrap related to wire processing and installation in support of this journey.

Sidra: Sustainability is a global need, and it is an integral part of how we do business at Siemens. We have a clear framework for sustainability called DEGREE, which constitutes a 360-degree approach for all stakeholders. We use it to guide us through all processes of the product life cycle management, including procurement decisions.



Siemens Smart Infrastructure manufacturing hub, Grand Prairie, Texas, USA.

INTERVIEW

In a challenging market environment, in 2024 the Komax Group consistently pushed ahead with the implementation of its strategy and introduced measures for sustainable cost reductions. The company is well positioned to benefit from the next upturn.



CEO Matijas Meyer (left) and Chairman of the Board of Directors Beat Kälin.

Matijas Meyer, the Komax Group suffered a drop in revenues of 16.2% in the 2024 financial year. What happened?

Matijas Meyer: Toward the end of 2023, it became increasingly apparent that our customers were less willing to invest and that the market was weakening. This trend continued in 2024. There were many different reasons, varying from region to region. A common factor was geopolitical uncertainties, which had a negative impact

on the investment climate. In Europe and North Africa, we also had to contend with the weakening European automotive industry and excess capacity for our customers. The excess capacity dates back to 2022, when we received extraordinary orders amounting to around CHF 100 million following the outbreak of the war in Ukraine. At the time, the automotive industry feared that it would no longer be possible to produce wire harnesses in Ukraine, meaning that additional

production capacities would need to be built up in Eastern Europe and North Africa. Ultimately, these were not needed, as many wire harnesses have continued to be manufactured in Ukraine since then.

Is this phase of weakness now over?

Matijas Meyer: We will certainly have overcome the low point in the first half of 2024. Progress has been made since then, even if we are still a long way from our “normal level.” Despite all the challenges, there have also been some positive developments.

Which ones are you talking about?

Matijas Meyer: While revenues in Europe and Africa fell by around 30%, we managed to increase revenues slightly in Asia and North/South America. In Asia, the acquisition of a majority stake in Hosver also contributed to this. In the Americas, the positive result is thanks not least to our strong position in the non-automotive markets.

Let's stay with the non-automotive markets – how have they evolved?

Matijas Meyer: Very encouraging. We were able to increase revenues in the market segments Industrial & Infrastructure as well as Aerospace & Railway by a good 7% overall. As a result, we have increased the share of our non-automotive revenues from 25% to around 35%. This means we have already exceeded our strategic target of 30%, which we were aiming to achieve by 2030. Of course, we are aware that this high percentage in 2024 is attributable to the weakness of the automotive market rather than the strength of other market segments. But not only that, because with our broad product and service portfolio we offer aircraft manufacturers, for example, various solutions for the entire wire harness production process, which were in good demand during the reporting year.

Beat Kälin, has the Komax Group also made progress with other strategic targets?

Beat Kälin: Yes, we are on track. In addition to expanding the non-automotive business, we are focusing in particular on strengthening our market position in Asia and expanding the service business. We have made progress with all these strategic approaches. In 2024, we significantly

increased the number of service contracts and exceeded our service budget. We also achieved important milestones in China.

What were these milestones?

Beat Kälin: With the acquisition of a majority stake in Hosver effective 1 July, we have significantly strengthened our position in the growing market for electromobility. Hosver is the clear market leader in China for machines for the processing of high-voltage cables and counts the leading electric vehicle manufacturers and its wire harness manufacturers among customers. Outside Asia, we have already been well positioned for some time with our machines produced in Hungary. However, Hosver does not only play an important role for us in the field of electromobility. With the trend toward autonomous driving, the number of sensors and data wires in vehicles is constantly increasing. Special machines are required to process these data wires, and we have been manufacturing these in Germany for years at Komax SLE. Thanks to its great innovative capacity and the collaboration with Komax SLE, Hosver quickly developed a data wire machine for the Chinese market, which we will be presenting for the first time at productronica in Shanghai at the end of March 2025. This development is important and encouraging, and only part of what we achieved in 2024 in China.

What other progress was made?

Beat Kälin: In order to remain competitive, it is crucial for us to develop and produce not only in Europe, but also to a greater extent in China, so that we can respond even more specifically to requirements in Asia and deliver faster. In addition to Hosver, our Schleuniger site in Tianjin is also important to us. Soon, we will be manufacturing another localized product there – a twisting machine of our Sigma series. We will also be demonstrating these to our customers at productronica for the first time. In addition, I would like to mention our minority stake in E-Plus, acquired at the end of 2024. E-Plus is the largest provider of digital smart factory solutions for the wire processing industry in China. I am confident that the exchange and cooperation with this company will help us progress with the digital transformation.



“We will certainly have overcome the low point in the first half of 2024. Progress has been made since then.”

Matijas Meyer, CEO

Although the Komax Group is basically on track strategically, it postponed its medium-term targets in November. Why is this?

Beat Kälin: In 2024, we took significant steps in implementing our strategy and as a result we are in a better position than we were a year ago. We cannot influence the general market situation. Instead of an average growth of 6% to 9% per year, we had to accept a considerable decline in revenues in 2024, which we do not expect to be able to make up in 2025. We have therefore postponed our 2028 targets to 2030. However, the trend toward automation in wire processing is continuing and we are confident that our flexibility, innovative strength, and the measures we have introduced will help us benefit considerably when the upturn sets in. For this reason, we are

convinced that we will be able to achieve revenues of CHF 1.0 to 1.2 billion and EBIT of CHF 120 to 160 million in 2030.

Will the measures introduced also help to achieve a sustained improvement in profitability?

Matijas Meyer: Yes, definitely. There is no doubt that we have done our homework concerning this in 2024. We have been working intensively on our structures and therefore on our cost basis. This includes reducing our global sales channels from 80 to around 50 and working intensively to streamline our product portfolio and reduce the number of our engineering and production sites. We already completed some measures in 2024 and initiated many that will be implemented by the end of 2025 at the latest. At the beginning of 2024, we had 30 such locations. Various measures have been initiated at ten of these locations. These include, for example, discontinuing production and relocating to another production site and/or closing down the site completely. Unfortunately, these structural optimizations also entail job losses, which I very much regret for the employees affected. All the optimization measures that we have been implementing since 2024 will lead to a reduction in our complexity. Our cost basis will be around CHF 3 million lower from 2025 and as much as CHF 10 million lower from 2026.

Were these measures already taking effect in 2024?

Matijas Meyer: Since we had to assume toward the end of 2023 that 2024 would be very challenging, we introduced cost-cutting measures at an early stage. As a result, we realized savings in 2024 of around CHF 20 million, which was crucial in achieving EBIT of CHF 16 million and an EBIT margin of 2.5%. I consider this result to be very respectable, considering that we experienced a 16.2% slump in revenues, which impacted the high-margin volume business in particular. There were also one-off expenses of CHF 11.5 million. Such a result was only possible with the enormous commitment and flexibility of our employees, as well as their understanding of the various measures. I would like to express my sincere thanks to our employees.

Beat Kälin, why will you not be standing for re-election as Chairman of the Board of Directors at the Annual General Meeting in April 2025?

Beat Kälin: After ten years in this position, I believe it is the right time to step down as Chairman. However, I will continue to contribute my almost 20 years of experience in automated wire processing as a member of the Board of Directors. It is particularly encouraging that we are able to appoint Andreas Häberli as a successor, whose experience as a long-standing member of the Board makes him ideally suited to this position. In these times of constant change, it is important to ensure stability and continuity. Andreas Häberli provides this and I look forward to continuing to work together.

What are the priorities in 2025?

Matijas Meyer: As mentioned, there are numerous measures for structural optimization, which we intend to complete in 2025. As we expect 2025 continue to be a challenging market environment, we will continue to attach great importance to cost efficiency. We will also work consistently on implementing our strategy. This also includes the launch of various new innovative products, which I am looking forward to. The integration of Schleuniger has run smoothly over the last two and a half years and we are growing closer together as a group. We will continue to drive this process forward. And finally, I would like to mention the highlight of the year: Both Komax and Schleuniger are celebrating their 50-year anniversaries, which we will of course be celebrating.

“In 2024, we took significant steps in implementing our strategy and as a result we are in a better position than we were a year ago.”

**Beat Kälin,
Chairman of the Board of Directors**



MEGATRENDS DRIVE GROWTH

Global, cross-sector megatrends such as developments in the automotive industry – the Komax Group’s main market – underpin the business model of the Komax Group. They are driving the mid- and long-term growth of the company. Changes in the labor market, environmental awareness, and the growing complexity of end products, combined with a corresponding increase in quality requirements, are fueling a slow but steady rise in demand for automation solutions.

The megatrends in the Komax Group’s three market segments are cross-sector trends that are increasingly converging with one another. They are developing against a persistently low level of automation at wire harness manufacturers. The lion’s share of wire processing (approximately 80%) is still done by hand. However, manual production is coming up against increasing challenges that can only be overcome with automated processes by using Komax Group solutions.

Continual rise in wage costs

Due to wage-cost considerations, customers currently produce the majority of their wire harnesses in emerging markets. Over the long term, wage costs will continue to rise there too. Between 2021 and 2023, the global rate of inflation was as high as 8.7%, primarily affecting those on low incomes. This increases pressures on companies’ personnel costs, which in turn boosts automation. Added to this are the persistent geopolitical uncertainties, such as the war in Ukraine and the conflict in the Middle East. Following the experiences of the coronavirus pandemic and the disruptions to supply chains, the impact of such uncertainties on the global economy will lead to a mind shift among the Komax Group’s customer base in the coming years. There is an increasing trend toward

shorter supply chains with increased security of supply (nearshoring). As a knock-on effect, wire processing would also be repatriated to countries with higher personnel costs – a move that would need to be offset with a reduction in headcount. With a continued increase in demand for wire processing over the long term due to the drivers set out below, such as more wires per vehicle and a higher number overall of vehicles being produced, this is only feasible if the level of automation in manufacturing is substantially increased.

Acute shortage of skilled labor over several years

For several years now, a growing shortage of skilled personnel has been a feature of the international labor market. According to a study published by the Manpower Group in 2024, the global situation on the labor market eased slightly compared with the prior year, but 75% of the employers surveyed in 41 countries are still reporting difficulties in recruiting new talent. Particularly in technical positions and in assembly line work of the kind that plays such an important role for the customers of the Komax Group, finding sufficient personnel to match business growth has become an increasing challenge. This will boost investment in automation solutions.

GROWTH DRIVERS OF THE KOMAX GROUP

Automation

Cross-sectoral drivers

Rising
wage costs

Traceability

Lack of skilled
workers

Miniaturization



Automotive industry drivers

More wires
per vehicleSimplifying of
wire harnessesAutonomous
driving

E-mobility



Vehicle production

Rising number of
vehicles manufacturedCAGR 5–6%¹

+

CAGR 1–3%¹CAGR 6–9%¹¹ Compound annual growth rate: average annual growth rate of the Komax Group.**Miniaturization continues to make inroads**

Another factor driving automation is the ongoing miniaturization of wires. Wire cross-sections are becoming ever smaller, which makes manual processing difficult or even impossible.

Seamless traceability facilitates increasing complexity with consistently high quality

Particularly in the sphere of transportation, be it in cars, planes, or public transport, the complexity of systems is on the rise as a result of technological progress. The autonomous driving trend coupled with end customers' needs for greater security, comfort, and entertainment are resulting in an increasing number of wires, as well as new wire types.

The growing complexity of wire harnesses means stringent requirements in terms of the quality of wire processing. The zero-error tolerance principle is fueling a further increase in the need for quality assurance systems. These test systems guarantee the highest possible functionality of wire harnesses and electronic assemblies. Error-prone manual processes will be less and less adapted to these increasing require-

ments, as defective wire harnesses take considerable time and expense to repair or replace once they have been installed, which inevitably comes at the cost of productivity and profitability. Functional defects in electronic systems can lead to serious reputational damage.

Therefore, seamless traceability of the individual process steps is required for optimum quality assurance. Only in this way can any flaws at the production stage be rapidly identified and eliminated. Intelligent automation solutions, quality assurance tools, and systems for testing wire harnesses before they are installed in end products help guarantee the efficiency, safety, and consistently high quality of the production process. This has been widely recognized, not least by automotive manufacturers, which is why they are increasingly calling on their suppliers to increase the degree of automation in their production processes.

Digitalization of value chains

To satisfy the rising demands in terms of traceability and quality, value chains have to be digitalized. This not only increases efficiencies in cus-

tomers' manufacturing operations but also enables them to address the issue of transparency better, such as in quality audits or ESG topics. Consequently, Komax Group customers are in the process of digitally linking their production processes to steer them and monitor them more efficiently. Digitalization will become significantly easier with increasing levels of automation, as incorporation of manual processes into digital process chains is limited.

Cross-sectoral automation trend

Based on market analysis gathered for its strategy, the Komax Group is expecting automation alone to lead to an average annual growth rate of 5–6% (➤ page 25). In other words, the cross-sectoral automation trend is going to be by far the most important driver of business in the three market segments of the Komax Group over the next few years.

Growth drivers in the automotive industry

The Komax Group generates the bulk (approximately 75%) of its revenues in the automotive industry and is benefiting from the global long-term megatrends of this industry. These include growing environmental awareness among consumers and the need for greater safety and comfort in vehicles. On top of this, a global megatrend toward affordable vehicles is emerging, to unlock individual mobility for a great many people.

Increase in number of vehicles being manufactured

According to S&P Global Mobility analyses, around 89 million cars and light commercial vehicles were manufactured worldwide in 2024. The volume of production has therefore declined slightly (2023: 91 million vehicles). For the next five years (2025–2029), S&P Global Mobility is predicting an average annual growth rate in vehicle production volumes of around 1.7% (more on market development ➤ from page 40 onwards).

More wires per vehicle

Innovations in vehicle construction, new functionalities, and an ever-rising fit-out level in all vehicle classes are leading to a further increase in demand for the wires produced for each vehicle. The electrical systems in today's compact passenger cars already comprise as many as 1 300 wires, 2 300 crimp contacts, and 300 plug

connectors. Premium vehicles require as many as 2 100 wires, up to 4 000 crimp contacts, and over 500 plug connectors. This is several times as many as in vehicles built two decades ago.

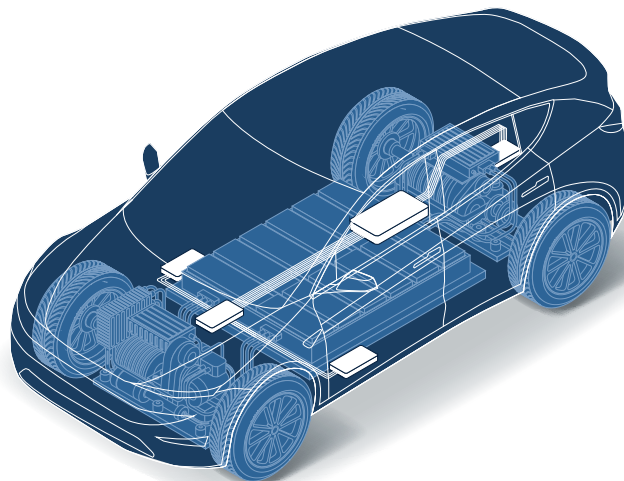
E-mobility opens up new sales opportunities

Growing environmental awareness among consumers and the associated target of emission-free vehicles are some of the megatrends that will underpin the Komax Group's business in the long term. Climate protection will also be driven by regulatory measures. From 2035 onwards, new passenger cars with diesel or petrol engines will no longer be permitted in the EU (➤ page 43). New types of high-voltage cables are being developed for hybrid and electric vehicles, which will enable the Komax Group to create further unique selling propositions and – in tandem – additional sales opportunities (➤ page 44).

Greater automation of wire harness production through zonal architecture

The cross-sectoral growth drivers (➤ page 19) are leading to specific developments in the automotive industry to facilitate the automated production of wire harnesses. Automotive manufacturers and suppliers are working together to simplify the wire harness. The Komax Group is involved in such projects and, in 2024, worked with partners to publish new industry standard design guidelines (DIN 72036: 2024-06) setting out how the level of automation can be increased in wire harness manufacturing in the automotive industry (➤ page 55). This standard demonstrates what changes are needed to wire harnesses to facilitate a greater degree of automation in the production process.

The goal is a zonal electrical system with several smaller wiring harnesses supplied by separate control units, instead of one large, complex wiring harness. This reduces the overall wire length but not necessarily the number of wires used, and this is the key element for the Komax Group. Simpler wire harnesses with shorter wires are easier to produce on an automated basis, and will help ramp up the degree of automation. Efforts to simplify wire harnesses should also generate cost savings. Individual mobility has to remain affordable for consumers. This requires greater cost efficiency in manufacturing, which is in turn increasing the pressure to automate wire processing further.

ZONAL ARCHITECTURE OF THE WIRE HARNESS IN THE VEHICLE

The zonal architecture of the wire harness in the vehicle uses zone control units (shown as white boxes in the diagram) to divide the wire harness into several small harnesses with short wires, which are easier to automate.

The future – autonomous driving

It is not just vehicle infotainment systems that are becoming ever more wide-ranging and complex. Integrated information systems, fed by dozens of sensors, are paving the way for the emergence of autonomous driving. This will further increase the number of wires that have to be produced and installed in vehicles.

These developments in the automotive industry are opening up significant growth opportunities for the Komax Group, above and beyond the existing cross-sectoral growth drivers.

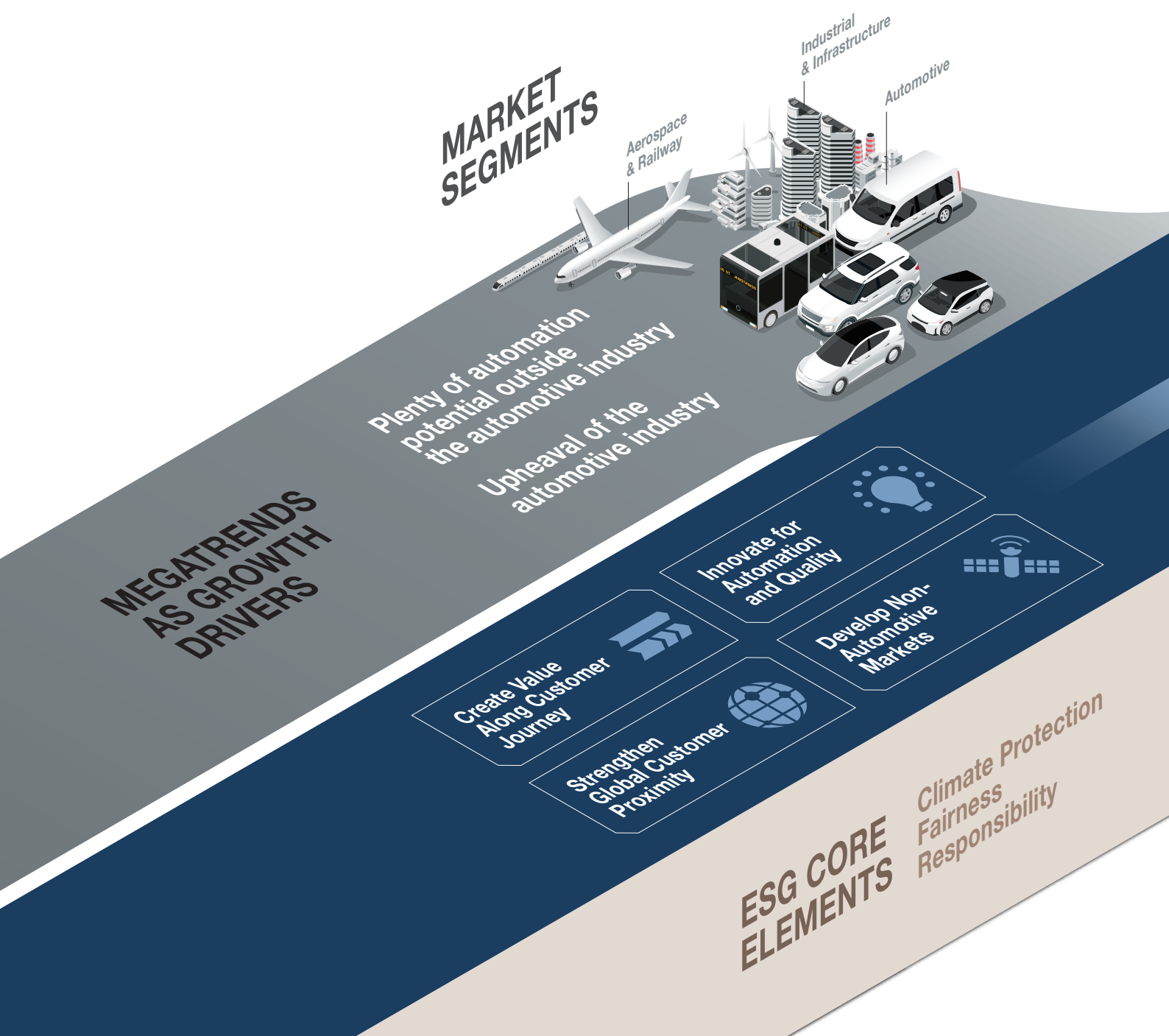
The Group expects to be able to generate an average of 1–3% growth annually over the coming next years as a result of the growing number of vehicles produced.

Long-term trend toward automation intact in all market segments

As a result of these various drivers, the Komax Group finds itself in a growth market. Sooner or later, customers in all market segments will have to invest in automation solutions to remain competitive – regardless of interim economic downturns. These lead to delays, but do not significantly affect the underlying megatrends in the long term. Customers are aware that there is no way of side-stepping the trend toward automation. In the coming years, too, global megatrends will contribute to the gradual increase in the automation of wire processing.

STRATEGY

The Komax Group develops state-of-the-art technological solutions for automated wire processing in three market segments. In order to achieve above-average profitability and sustainable growth, it pursues four key strategic priorities. The corporate purpose, core values, and ESG approach form the basis of these.



1.0–1.2 CHF billion
revenues

120–160 CHF million
EBIT

2030
FINANCIAL
TARGETS

Enormous
automation
potential

PURPOSE &
FIVE CORE
VALUES

Innovation
Quality
Customer Focus
Responsibility
Success

“The Komax Group is confident that it will emerge strengthened from the current phase of weakness. It has the necessary market knowledge, specialist expertise, and resources to successfully implement the key strategic priorities it has defined. The trend toward greater automation is very much intact, and the Board of Directors firmly believes the Komax Group can expand its market and technological leadership further.”

Beat Kälin, Chairman of the Board of Directors

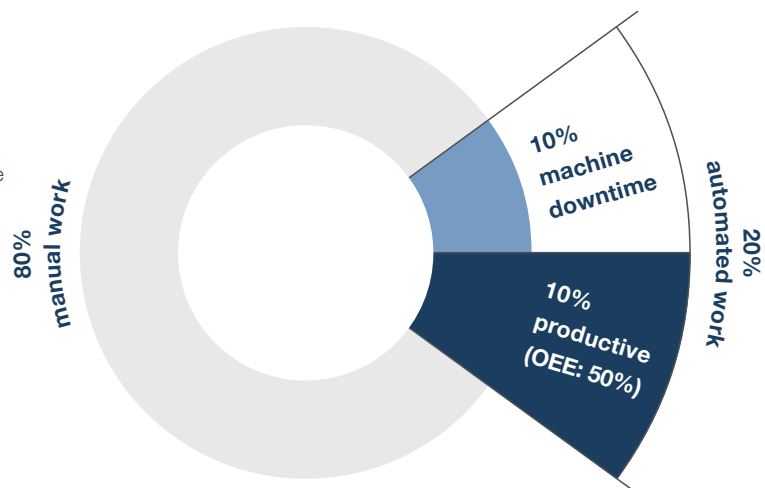
The Komax Group offers its customers cutting-edge technical solutions for automated wire processing in three market segments – Automotive, Aerospace & Railway, and Industrial & Infrastructure – and continuously strives to improve its competitiveness. Above-average profitability and sustainable growth are important objectives in this context. These go hand-in-hand with environmentally conscious, socially aware, and responsible conduct toward all stakeholder groups. In order to achieve its objectives, the Komax Group pursues four market-oriented strategic priorities, which are in turn supported by various strategic initiatives. The company specializes in innovative solutions for all wire processing applications and for the testing of

wire harnesses. The emphasis is on processes such as measuring, cutting, stripping, crimping, taping wires, and block loading. The Komax Group offers its customers fully automated and semi-automated serial production models as well as customer-specific systems (for all degrees of automation and individualization), which optimize processes while increasing productivity. These are supplemented by an extensive range of quality assurance modules, testing devices, and networking solutions for the reliable and efficient production of wire harnesses. Digital services that increase the availability of installed systems and test their productivity also form part of the range, as does intelligent software. All of this provides ideal conditions for

AUTOMATION POTENTIAL IN THE OVERALL MARKET

Automated work vs. manual work

The overall equipment effectiveness (OEE) of customers amounts to just 50%, which provides the Komax Group with a further 10% of automation potential. Thus, the total automation potential in the market is around 90%.



90%
automation
potential

customers of the Komax Group to consolidate and increase their competitive advantage further.

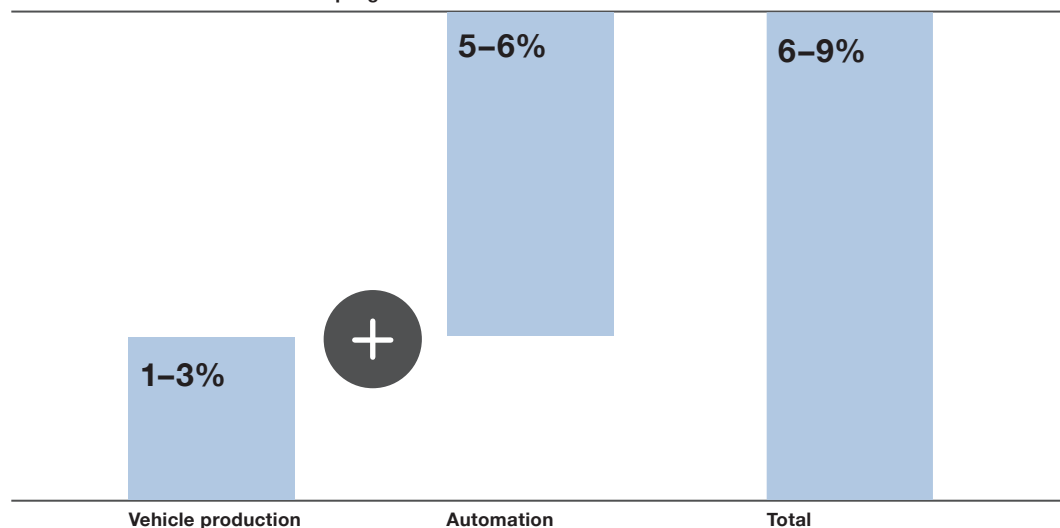
Increasing the degree of automation and overall equipment effectiveness

The Komax Group has considerable growth potential, as wire processing is currently no more than 20% automated. Manual work, which still accounts for 80% of wire processing, is increasingly losing its commercial viability due to various factors (► pages 18–21). In addition, there is still a significant amount of optimization potential in the work already carried out by machines. Due to time-intensive setup and change-over processes, which are becoming more common due to the persistent decline in batch sizes, the wire processing machines of customers can be inactive for as much as half of the working day. Bearing in mind that their overall equipment effectiveness (OEE) amounts to just 50%, the optimization potential actually works out at 90% rather than just 80%. The Komax Group is keen to exploit this potential over the longer term, and it is therefore the key driver for the ambitious strategy.

In order to meet the targets set for 2030, the Komax Group is seeking to achieve average annual revenue growth of 6–9%. The key driver of this growth, accounting for 5–6%, is the trend toward automation. The number of vehicles

manufactured, which is set to grow over the medium term, will contribute a further 1–3% to growth. Growth is not expected to develop in a linear way over the coming years. Given that it is below average due to the current weak phase in the automotive industry, it is expected to be above 6–9% in the subsequent years of recovery (► page 42).

Automation drives the Komax Group's growth



FOUR KEY STRATEGIC PRIORITIES

In order to achieve its set targets, the Board of Directors of the Komax Group has approved four key strategic priorities for market development: Create Value Along Customer Journey, Innovate for Automation and Quality, Strengthen Global Customer Proximity, and Develop Non-Automotive Markets. In addition, strategic initiatives address issues that are important to the attainment of profitability targets and the financing of growth: Scale Komax and Schleuniger, and Lean and Excellent, Digital Transformation. The overall picture is complemented by the ESG strategic initiative, which forms a framework for sustainable action by the Komax Group.

KEY STRATEGIC PRIORITIES

**Create Value
Along Customer
Journey**



**Innovate for
Automation
and Quality**



**Strengthen
Global Customer
Proximity**



**Develop
Non-Automotive
Markets**



Scale Komax and Schleuniger

Lean and Excellent, Digital Transformation

ESG (Environmental, Social, Governance)

Create Value Along Customer Journey

The Komax Group is keen to generate value right from the first moment of customer contact. Customer contact starts with the offer phase, encompasses delivery and installation of the machinery, and extends to servicing across the entire life cycles of products. Thanks to many decades of experience and its proximity to its customers (► pages 34–39), the Komax Group understands their needs and already offers them a comprehensive range of innovative and reliable automation solutions. The offering covers the most capital-intensive and critical processes of customer value chains – from measuring and cutting wires through to the taping process, and

finally the testing of the completed wire harness (► page 59). The Komax Group therefore has by far the broadest portfolio of solutions on the market, which means that it can address a whole range of customer needs in a targeted way. The expansion of the service business from 20% to 25% of revenues lies right at the heart of this initiative, as up until now it has been largely limited to the replacement parts business. For this reason, the service concepts were revised in the reporting year and customer management was improved with digital solutions (► page 37). A significant increase in the number of concluded service agreements was already achieved in the 2024 financial year.

8–9%
of revenues
invested in research
and development

Innovate for Automation and Quality

The Komax Group strives to maintain and extend a technological edge over its competitors. Here, the focus is on solutions that significantly increase automation while at the same time guaranteeing the utmost quality in all areas of processing. This gives customers the assurance that the quality will be there right from the first go if they use Komax machines for their production. But if they have doubts nonetheless, the goal is for them to have full traceability throughout the production process.

The Komax Group invests 8–9% of its revenues in research and development so that it can offer state-of-the-art products and services on an ongoing basis. It thus possesses a degree of innovative strength that is unique in the market, and it uses this to increase the productivity and flexibility of its customers, thereby providing them with additional competitive advantages. The pipeline is well filled, and over the coming years the Komax Group will continue to provide its customers with numerous technological innovations that will facilitate considerable efficiency increases in automated wire processing.

A good example is the Lambda 5 series – a modular machine for the fully automatic processing of wires that is capable of processing twice as many wires as the previous generation in the same timeframe and with similar space requirements, using significantly less energy. Moreover, with its platform strategy the Komax Group is continuously enhancing the existing installed machinery base of its customers with multifaceted solutions.

Strengthen Global Customer Proximity

The Komax Group has 28 engineering and production sites located in Europe, Asia, North America, and Africa. It provides sales and service support in more than 60 countries through its subsidiaries and independent agents, which gives it a unique global presence that was strengthened further in 2024. The Komax Group has set itself the goal of being close to its customers so that it can provide outstanding service combined with the shortest possible response and supply times. It is therefore determined to expand its global reach in a targeted way – be it through acquisitions, the establishment of new locations, or the expansion of existing sites.

There is a strong focus on Asia, as the Komax Group generates a below-average proportion of revenues (20%) in the Asia/Pacific region given

the sheer size of this market, which is the source of more than half of all annual global vehicle production volumes. The need for automation solutions in Asia is substantial, not least due to the rapid proliferation of e-mobility. This is true not just of China, but also of India and Southeast Asia. The Komax Group possesses the greatest innovative strength in its industry, as well as the resources to harness the opportunities that present themselves in Asia. Among other things, in the reporting year these enabled it to take a majority stake in Hosver, the leading manufacturer of machinery for the processing of high-voltage cables in China, along with a 5% stake in MES specialist E-Plus. In other regions too, however, the Komax Group has significantly increased its customer proximity through digital solutions and structural optimizations (► pages 29 and 37).

Develop Non-Automotive Markets

The Komax Group generates around 25% of revenues from customers who are not active in the automotive industry, and intends to increase this share to 30% by 2030. The high proportion of revenues generated in the Automotive market segment (75%) is explained by the fact that, according to market estimates, some 60% of globally processed wiring is used in automotive manufacturing, and the automotive industry is without equal when it comes to standardization and automation. Numerous wires are processed in all sorts of other markets too, which presents considerable automation potential. The Komax Group concentrates most of its efforts on two additional market segments that have synergy potential with the core business: Aerospace & Railway and Industrial & Infrastructure (► pages 40/41). In both segments there is plenty of automation potential that the Komax Group is keen to exploit further in the future. In the industrial and infrastructure area, for example, there are comprehensive digital solutions for control cabinet builders. In the aerospace market, the Komax Group offers automated solutions for the entire value chain of aircraft manufacturers (► pages 48/49). As these markets offer attractive longer-term growth potential, the Komax Group is seeking to achieve ever greater penetration so that its non-automotive share of revenues can be gradually increased. Although the non-automotive share of revenues actually rose to around 35% in the 2024 reporting year, this was primarily attributable to the weakness of the automotive industry.

25%
revenues from
non-automotive
customers

28
engineering and
production sites
globally

STRATEGIC INITIATIVES

In order to support these four strategic priorities in a targeted way, the Board of Directors has defined various initiatives.

Scale Komax and Schleuniger

Not only does the combination of Schleuniger with the Komax Group generate growth, it also opens up numerous opportunities to design structures and processes more efficiently. The focus is on the targeted exploitation of the respective strengths of Komax and Schleuniger to make the best possible use of the potential arising from the combination.

As part of this strategic initiative, comprehensive progress was made in 2024 in the form of consistent cost and structural adjustments. Among other things, the distribution network in Europe was further optimized for customers, with the number of distribution channels being reduced from 81 to around 50 (► page 34). In addition, various companies and locations were either closed, merged, or sold.

In Switzerland, the Komax Group concentrates its activities in the two sites of Dierikon and Thun. Production operations in Rotkreuz were transferred to the headquarters in Dierikon at the end of 2024. The production site in Cham will follow suit in the first quarter of 2025. This concentration of sites not only reduces costs, including on the logistical side, but also shrinks the company's environmental footprint in Switzerland.

In Germany, the Schleuniger Messtechnik site in Sömmerda was closed, as was the branch of Schleuniger GmbH in Jettingen. In Sömmerda, quality tools were developed and produced. Following the combination of Komax and Schleuniger, these products were being manufactured at two sites in Germany and one in Singapore. In the future, the Komax Group will focus on just two locations in this area – one in Europe and one in Asia. The test automation solutions produced in Jettingen will no longer be offered going forward. The adaptronic site in Wiedensahl, which has up until now been used for the production of hand and special adapters for automotive applications, will be closed in the first half of 2025. As these are niche solutions that do not belong to the core business of the Komax Group, they are being discontinued.

Furthermore, production at the Quality Solutions site in Yambol, Bulgaria, was shut down, with the second Turkish location in Ergene/

Tekirdağ being expanded into a production site in order to meet the increasing local need for testing solutions in Türkiye. Komax Testing Bulgaria will continue to exist as a company and focus on the development of software and algorithms for digital solutions at the existing site in Sofia. The production of testing solutions will also be discontinued at the Porta Westfalica site in Germany over the course of 2025.

In Asia, the Komax Group transferred the production and engineering operations of Komax in Shanghai to the existing Schleuniger site in Tianjin, with Shanghai being continued as a company for distribution and service, as well as testing solutions. This will decisively strengthen the production site in Tianjin for the Chinese and wider Asian markets. There are likewise changes in Japan. The product portfolio in the wire stripper area will be streamlined in keeping with a "best of" strategy to reduce complexity and costs here, too (► page 35). This will mean the discontinuation by mid-2025 of the benchtop machines of the Mira type produced in Japan. Going forward, the remaining activities of Komax Japan will be grouped together at the Schleuniger site in Inagi near Tokyo.

In North and South America, the Komax Group currently has a strong market position, which is why there were no significant organizational changes here in the reporting year.

Thanks to these advances in respect of scaling and structural adjustment, the Komax Group was already able to leverage significant optimization potential in the reporting year, which will lead to a lasting cost reduction of around CHF 10 million. Optimizations will be ongoing with a view to equipping the Komax Group for future challenges and attaining its ambitious financial targets.

Lean and Excellent, Digital Transformation

As the corporate goals of the Komax Group are geared toward both longevity and sustainability, streamlined organizational and process structures are needed, as well as the determination to improve these continuously. The efficient design of the entire value chain can reduce the use of valuable resources such as materials, energy, innovative output, and time. A key element in

STRUCTURAL OPTIMIZATIONS IN EUROPE

Switzerland

Relocation of Schleuniger's Cham site to Komax headquarters in Dierikon and discontinuation of production

Relocation of Komax's Rotkreuz site to Komax headquarters in Dierikon

Europe

Discontinuation of production at Schleuniger's Radevormwald site, Germany

Discontinuation of production at Komax Testing Germany in Porta Westfalica, Germany

Closure of adaptronic site in Wiedensahl, Germany

Closure of Schleuniger site in Jettingen, Germany

Closure of Schleuniger Messtechnik site, Germany

Transfer of production from Komax Testing Bulgaria to Komax Testing Türkiye

Sale of Artos France, France

Takeover of distribution partner Seno Property, Czech Republic

Asset deal with distribution partner Seno, Romania

Minority stake (3%) in distribution partner Smans in Benelux

STRENGTHENING OF MARKET POSITION IN ASIA/CHINA

China

Localization of twister machines for Asian markets at Tianjin site

Combination of Komax and Schleuniger sites in Shanghai

Transfer of production from Komax Shanghai to Schleuniger Tianjin

Takeover of majority (56%) in Hosver, Suzhou

Minority stake (5%) in E-Plus, Changchun

Focus on distribution, service, and testing products at Komax's Shanghai site

Japan

Discontinuation of production at Komax site in Tokyo

Combination of Komax and Schleuniger sites in Tokyo

- Production
- Production with implementation to be completed in the 2025 financial year
- Sales and service network

increasing efficiency in this area is digital transformation. The Komax Group is currently in the process of building up a digital twin of its value chain – from procurement to assembly, delivery, and service. The aim is to establish comprehensive digital solutions for internal processes of the Komax Group, for interfaces to the customer, and for the SMART FACTORY by KOMAX offering. This should enable the quality of processes, products, and services to be improved, while at the same time facilitating lasting improvements in cost efficiency and accelerating the Komax Group's speed of response to market developments. Driving factors here in 2024 included improved digital customer management, the digitalization of engineering data, and the introduction of a global HR management tool (► page 81). The ongoing optimization of the Komax Group's own processes and supply chains along with internal and external digitalization are key factors in the attainment of the desired level of profitability and efficiency.

Environmental, Social, Governance (ESG)

ESG – environmentally sustainable business practices along with socially oriented and responsible corporate governance – forms the framework for the Komax Group's strategy. Sustainability is a fundamental principle at the Komax Group, and one that has been actively put into practice for many decades. This should become even more tangible and visible in the future with the implementation of the ESG strategy and the fulfillment of 13 non-financial targets. The Komax Group is well on track to achieve its ESG targets. More on this can be found in the ESG Report produced in accordance with the international GRI standards, in which the Komax Group discloses comprehensive information and key figures on ecological performance, on risks and opportunities (including a TCFD report), and on social and governance issues (► pages 64–118).

“We reacted early in responding to the challenges, initiating numerous structural and product portfolio optimizations, as well as cost reductions, while at the same time driving forward the integration of Schleuniger in a targeted way. We intend to achieve the financial targets set by 2030.”

Matijas Meyer, CEO Komax Group

MID-TERM TARGETS PUSHED BACK BY TWO YEARS TO 2030

The Komax Group wants to increase its value on an ongoing basis through profitable growth. In 2023, it therefore set itself ambitious targets for growth and profitability to be achieved by 2028. Due to the very challenging market situation in the reporting year, and as the Board of Directors is not expecting any significant improvement over the next few months, in September 2024 it pushed back the mid-term targets by two years to 2030 – without any change in the envisaged key targets themselves.

1.0–1.2

revenues 2030 in CHF billion

120–160

EBIT 2030 in CHF million

By 2030, the Komax Group aims to be generating revenues of CHF 1.0–1.2 billion. With targeted annual average growth in revenues of 6–9%, the Komax Group expects to at least maintain or possibly slightly expand its market share. Significant progress was made in the attainment of these targets in the 2024 reporting year. As set out in the “Scale Komax and Schleuniger” section, the numerous initiated measures – many of which have already been implemented – are leading to efficiency improvements, as well as sustainable cost savings.

Rising revenues figures over the medium term and an advantageous product mix will enable the Komax Group to deliver disproportionately high increases in profitability. It is seeking to achieve EBIT of CHF 120–160 million for 2030.

The Komax Group continues to look at an Eldorado scenario in automation in its markets.

Through the combination with Schleuniger in 2022, the acquisitions implemented in the two years thereafter, and the structural and cost optimizations, it is ideally equipped to best exploit the opportunities that arise over the coming years.

Financial stability

Safeguarding financial stability is a key strategic element for the long-term success of the Komax Group. It is distinguished by its robust equity base and financial room for maneuver. Numerous measures were implemented in the reporting year to sustainably increase the profitability of the Komax Group (► page 28). The equity ratio amounts to 51.7%, while the debt factor (net debt divided by rolling EBITDA) stands at 2.67. This solid foundation enables the Komax Group to systematically pursue opportunities to develop further, and offers security in challenging times.

Komax Group results

in CHF million	2024	2023 ¹
Revenues	630.5	752.0
EBIT	16.0	67.8
Payout ratio (in % of EAT)	0.0	35.1

¹ Excluding one-time effects (revenues: CHF +10.9 million; EBIT: CHF +5.0 million).

AROUND THE WORLD

North/South America

Revenues: CHF 209.5 million (33.2%)

Employees: 437

Engineering and production sites: 3

Close to customers

28 engineering
and production
sites

The Komax Group produces in Europe, Asia, North America, and Africa, and provides sales and service support through its subsidiaries and independent agents.

Strong multicultural team

3 496
employees

Unique distribution and service network

60

countries with sales
and service support

Europe

Revenues: **CHF 233.2 million (37.0%)**
Employees: **2 166**
Engineering and production sites: **17**

Headquarters in
Dierikon, Switzerland

Asia/Pacific

Revenues: **CHF 125.5 million (19.9%)**
Employees: **686**
Engineering and production sites: **6**

Africa

Revenues: **CHF 62.2 million (9.9%)**
Employees: **207**
Engineering and production sites: **2**

FOCUS ON CUSTOMER PROXIMITY

Being close to its customers at all times is particularly important to the Komax Group, as this is the only way it can ensure rapid response and delivery times, as well as a comprehensive service offering. For that reason, the Komax Group – in keeping with its motto “global local” – combines global production with a unique local distribution, engineering, and service network across all continents with customized digital offerings.



The Komax Group maintains 28 engineering and production sites in Europe, North, Asia, and Africa, at which 3 496 employees produce standardized products, customer-specific systems, and testing systems (► pages 32/33). The structures are currently being optimized, which will lead to fewer locations. With its unique distribution and service network, the Komax Group can always provide efficient and competent support to both locally and globally active customers. It provides sales and service support via subsidiaries and independent agents in over 60 countries. Around 400 employees work in the company's international service organization. Last year, the Komax Group implemented or initiated numerous projects with the aim of further increasing customer proximity.

Greater customer proximity in distribution and service

Over the last two years, the Komax Group has reduced the number of its global distribution channels from 80 to around 50, thereby further improving customer proximity. Optimization solutions were implemented in countries with parallel distribution channels following the combination of Komax and Schleuniger in 2022, with

the aim of offering customers just one single contact partner capable of reacting rapidly to their needs. For example, the distribution service network in Europe was modified over the course of the year in the Benelux, Czech Republic, and Romania markets, in order to eliminate the duplications that arose as a result of the above-mentioned combination. In the Benelux countries (Belgium, the Netherlands, and Luxembourg), Komax and Schleuniger previously had two different organizational structures in place in the distribution area. While Komax has worked with its distribution partner Smans for some 40 years, Schleuniger had been distributing its products itself. In 2024, Smans took over distribution and service for the Komax Group's entire product range. The former Schleuniger employees were transferred to Smans. In return, the Komax Group received a minority stake of 3% in Smans.

In the Czech Republic, too, two distribution channels coexisted previously: Komax Czech Republic Trading sold Komax products, while another company – Seno Property – sold Schleuniger products. Seno Property was taken over in 2024 and integrated into Komax Czech Republic Trading. In addition, in the reporting year an asset deal was concluded with Seno Romania, which

SENO

had previously distributed the solutions of Schleuniger in the local market. As a consequence, three Seno employees transferred to either Komax Romania Trading or Komax Testing Romania. Komax Romania Trading will therefore offer the entire portfolio of Komax and Schleuniger solutions from a single source in the future.

The Komax Group is now firmly on the home straight with the optimization of its distribution and service network. There are only a few countries in which solutions are not yet in place – but these are now imminent. To align itself with changing customer needs, the Komax Group will adapt its global distribution and service network further in the future where necessary.

Streamlining of product portfolio

Following its combination with Schleuniger, the Komax Group found itself with a significantly larger product portfolio, with overlaps in certain areas. Following in-depth analysis, work began back in 2023 to streamline the offering in certain product categories by means of a “best of” strategy. This work was consistently pursued in the reporting year with a view to further reducing both complexity and costs. For example, the wire stripper products (Mira series) and the cut & strip

products (Kappa series) from Komax were discontinued in favor of the equivalent Schleuniger products (B and E series). In the future, Schleuniger’s remaining B and E series will combine the benefits of the existing Schleuniger and Komax series and therefore the best of both worlds. Moreover, in the Quality Tools area, which comprises more than 50 products, the portfolio is being significantly scaled back in phases (➤ page 28).



“With Hosver we are strengthening our market position in China in the growing area of electromobility, which is one of our key strategic targets.”

Matijas Meyer, CEO Komax Group

ACQUISITION OF HOSVER IN CHINA

In the reporting year, the Komax Group took a majority stake in Hosver, the leading manufacturer of machinery for the processing of high-voltage cables in China. It has thereby acquired additional engineering expertise for the Chinese market, while also gaining access to a number of key customers:

- Acquisition of the majority stake (56%) in Hosver as per July 2024
- Founded in 2014 in Suzhou, located to the west of Shanghai
- 190 employees



Market position strengthened in China

Another key area of activity in 2024 was China, where the Komax Group has yet to fully establish the necessary market presence to participate in this growth market to the greatest extent possible

in the longer term. An important step toward achieving that goal was the takeover of a majority stake (56%) in Hosver, the leading manufacturer of machinery for the processing of high-voltage cables in China (➤ infobox). With this

acquisition, the Komax Group has acquired additional engineering expertise for the Chinese market along with access to leading companies in the electric vehicle market. This includes local and global wire harness manufacturers as well as Chinese vehicle manufacturers.

An additional step came at the end of 2024 with the acquisition of a minority stake of 5% in E-Plus (Changchun E-Plus Technology Co., Ltd.). The Komax Group has therefore entered into a partnership with the biggest provider of digital smart factory solutions for the wire processing industry in China. E-Plus, which is based in Changchun in the north-east of the country, develops and sells the most widely used manufacturing execution system (MES) in China for the production of wire harnesses. Wire harness ma-

nufacturers use this MES to monitor, control, optimize, and track their production processes – regardless of whether they use wire processing machines from Komax and/or other providers. In addition, Komax's production in Shanghai was relocated to the Schleuniger site in Tianjin, thereby combining both capacity and expertise at a single production site. Work also started in Tianjin on the process of localizing the production of wire twisting machines for the Chinese market, which previously took place at the headquarters in Switzerland. Thanks to this development, the Komax Group has strengthened its position in the important growth market of China. The company is working intensively on achieving success in this market in the future too and will be analyzing and exploiting further optimization potential.

“Our aim is to offer comprehensive service across the entire product life cycles of our solutions. For a high level of production automation, we are involved with our client base from an early stage in design and planning. The subsequent support we provide spans the whole production process, ensuring that we generate real added value at all times.”

Tobias Rölz, Executive Vice President Market & Digital Services

Comprehensive service concepts

The Komax Group is supporting its customers with a comprehensive service offering that encompasses the entire product life cycle. To provide the best possible support to customers' ongoing production operations, the service offering is being continuously developed. A particular focus here is the expansion of intelligent digital solutions that complement the service portfolio, thereby helping customers to solve any challenges rapidly and effectively. The Komax Group has made significant progress in this respect over the last two years. For example, with its CARE Service Agreements, the company now offers comprehensive carefree packages for customers, thereby helping them get the best out of their machinery investments when it comes to productivity, availability, and quality. As a result, in addition to the machines themselves, customers can also obtain service agreements for individual machines or entire production sites,

covering calibration, maintenance, technical support, training, and digital solutions. In 2024, agreements for service packages were concluded with various customers in the different regions, covering the entire portfolio of Komax and/or Schleuniger machines within a factory.

In addition to its CARE Service Agreements, the Komax Group also offers a broad-based service offering of on-demand services such as advice, installation, and repair, as well as renovation or extension of customer systems. Appropriate financing solutions offer attractive alternatives to the traditional purchase of machinery. Digital products and services along with the MES (Manufacturing Execution System) solutions 4WIRE Px and 4WIRE CAO complete the offering. These allow customers to create additional added value across the entire life cycles of their machines thanks to efficient production planning and monitoring.

Digitalized customer management

In addition to having personal contact with the employees of the Komax Group, customers also want to be able to call up product information, submit service queries, and initiate their orders rapidly, simply, and digitally. The Komax Group is helping them do just that, supporting them with various digital solutions. The company is increasingly using an omni-channel approach in this respect, i. e. facilitating contact through all sorts of different channels.

Over the course of 2024, the Komax Group rolled out a Group-wide, standardized, new digital customer management tool (➤ page 111, ESG Report) and carried out further work on the customer portal “myKomax.” This portal enables customers to log into their own customer area via the website. Here they can find, for example, digital services such as WIRE Flow, and further services are to be made available in 2025 so that customers have access to a comprehensive digital offering in the future with just a single sign-on.

With this system, the Komax Group is tracking customer needs across different areas. The local service team can inform customers transparently at any time about the status of their respective issues.

These are implementation steps on the road to the self-service boutique of the SMART FACTORY by KOMAX (➤ pages 52/53). The “myKomax” customer portal will be continuously expanded over the coming years. Moreover, in 2024 the Komax Group carried out a comprehensive customer satisfaction survey to improve its service levels further (➤ page 110, ESG Report).

Thanks to its customer proximity, the Komax Group has its finger on the pulse of industry. This is crucial for the Group if it is to deploy its experience of half a century to develop high-quality, innovative automation solutions for local needs in global markets. In addition, the company’s international orientation helps mitigate the repercussions of currency fluctuations. The Komax Group seeks to ensure that costs and revenues are generated/incurred in the same currencies to the greatest extent possible.

Expansion of value chain with WUSTEC

Thanks to its Germany-based company WUSTEC, the Komax Group offers automated wire pre-fabrication for control cabinet construction. WUSTEC is thus offering its customers a “virtual machine” with which wire sets can be ordered

online in any quantity and then manufactured and delivered within the shortest of timeframes. This is particularly attractive to customers who have no interest in setting up their own production process for certain projects. In the reporting year, this offering was rolled out for the distribution network in the DACH region, as well as in France. Moreover, this concept was expanded through the “physical machine,” whereby the digital platform WIRE Mind was impressively developed further and prepared for market launch in 2025. Customers with in-house production will be able to optimize their production planning in future thanks to WIRE Mind. The corresponding production data can be uploaded to the WIRE Mind platform from any ECAD system. The Komax Group is thereby offering its customers maximum flexibility and a rapid and efficient service, and hence enabling them to accelerate production. They can either use the “virtual machine” to order their prefabricated wire sets through WUSTEC online and/or work with their own “physical machines” in their factories and use WIRE Mind for the purposes of production optimization.

Education and training to boost productivity

A well-trained workforce can help minimize outages through user or maintenance error, and can shorten machinery configuration times. This translates into increased productivity as well as goods of higher and more consistent quality. Through the Komax Academy and the Schleuniger University, the Komax Group empowers its customers to operate and maintain their machines and testing systems flawlessly. For many years now, the Komax Academy has been offering on-site instruction at numerous locations of the Komax Group in a way that is tailored to different customer needs and levels of experience. Furthermore, customers have the option of completing some 220 training modules online in up to twelve languages. Every year, hundreds of customers make use of this offering to expand their specialist knowledge. This is on top of the numerous in-person training sessions on the use and installation of machinery given by the Komax Academy and the various Sales and Service teams. The Komax Academy and the Schleuniger University will be amalgamated in 2025 to create the new “Komax Campus” learning management system.



Explanation of the Schleuniger cut & strip portfolio for customers in March 2024 at productronica in Shanghai.

Products and services on tap locally for customers

The Komax Group enhances its customer proximity through its presence at trade fairs and events throughout the world. Here it presents its latest developments in automated wire processing and actively encourages exchange of ideas in respect of key themes in the industry. In the reporting year, companies of the Komax Group were present with their products and services at around 50 trade fairs and events.

Among other events, in March 2024 customers were given the opportunity to experience “live” the breadth of solutions available for wire processing along entire value chains at productronica in Shanghai, China. In May, the Komax Group presented a broad portfolio of solutions for wire processing to its customers at EWPTE, a key US trade fair held in Milwaukee, Wisconsin. Of particular interest to attendees was the Group's range of machinery for the fully automatic processing of wire harnesses. Also in the US, the Komax Group embarked on a roadshow between June and December with its Komax, Schleuniger, and Cirris brands, traveling all around the country to give on-site presentations to its customers on the latest products and services from the cut & strip, crimping, and testing areas. A similar roadshow was also

carried out in Thailand in the fall of 2024. This additional layer of proximity was particularly valued by customers.

In November, the Komax Group presented numerous products from its various brands at its proprietary trade fair WirePro Expo in Lucerne, an event in which various other exhibitors also participated. Spread over three days, this fair gave more than 1 000 customers and partners of the Komax Group a clear insight into the company's latest products and services. The trend toward greater automation was very much in evidence. Among other things, the key points of focus encompassed the themes of sequential production, solutions for small batches, control cabinet construction, efficiency improvements through IQC technology, as well as the numerous service offerings of the Komax Group. The company presented various solutions relating to the five elements of the SMART FACTORY by KOMAX, which is now evolving from vision into reality (► pages 52/53).

At various other events around the globe, the Komax team presented both its product portfolio and the SMART FACTORY by KOMAX to customers, along with various innovations and digital solutions. Trade fairs at which the Komax Group is set to exhibit over the coming months can be found at www.komaxgroup.com/trade-fairs.

THE BRAND WORLD OF THE KOMAX GROUP

komax

komax ■ Schleuniger ■ adaptronic ■ CIRRIS® ■ Di.IT ■ TECHNOLOGY HOSVER ■ LINTech ■ WUSTEC

The brand world of the Komax Group

Strong brands are a key driver of the success of the Komax Group. Brand strategy is therefore a vital element in the implementation of corporate strategy. For this reason, the Komax Group relies on a multi-brand strategy. In addition to the Komax brand itself, the portfolio includes the product brands Schleuniger, adaptronic, Cirris, Di.IT, WUSTEC, and – as of 2024 – Hosver. Furthermore, the Lintech brand (as the distribution company for France and North Africa) has been part of the Komax Group since 2023. The Group's corporate image is characterized by pioneering spirit, technological leadership, insistence on high quality, and partner-based relations with customers. The presentation of the individual product brands is modern and standardized

across all product groups, with high recognition value. The Komax Group has received many awards in the past for its consistent implementation of a clear product design that stands for customer friendliness and an unparalleled customer experience.

In order to simplify the process of dealing with individual brands for both internal and external stakeholders, the Komax Group created a brand portal in 2023 (www.komaxgroup.com/brands).



More than 1 000 people attended the Komax Group's three-day WirePro Expo in Lucerne, Switzerland.

MARKETS

The Komax Group primarily focuses on three market segments. The core business is the Automotive market segment, which accounts for some 75% of revenues. In the Aerospace & Railway and Industrial & Infrastructure market segments, the Komax Group is continuously strengthening its presence and exploiting the synergy potential with the core business. All segments benefit from the global service network and the services of the Komax Group.

Automotive

The Automotive segment is by far the most important market segment for the Komax Group. There are a number of reasons for this. In no other industry is the volume of wires to be processed so large. With a production output of around 89 million vehicles per year, each containing on average some 1 700 wires with 3 200 crimp contacts, the demand for automation solutions is enormous. This is because the number of wires per vehicle is continually rising owing to an increase in electrical functions. Although the automotive industry has no peer when it comes to the degree of standardization and automation in the production process, there is plenty of potential for additional automation steps, as around 80% of wire harnesses are still manufactured by hand.



Aerospace & Railway

Issues such as safety, lightweight construction, and lower emissions have been at the forefront of developments in aerospace for many years. Thanks to the companies Komax France, adaptronic, and Cirris, the Komax Group possesses a great deal of aerospace expertise. There is very little automation of wire processing in the aerospace industry, and the entry barriers for suppliers are very high. The Komax Group negotiated these hurdles several years ago and is now looking to achieve continuous growth in this area. This market segment also includes the Railway area. The level of automation is still low here, too, and the corresponding need for automated wire processing is rising steadily. Compared to Aerospace, the wires processed here are simpler and lend themselves more easily to automation. The Komax Group is seeking to further expand its market share in both these areas. In addition, it can also leverage the experience gained in these areas in the core business for the automotive industry.

Industrial & Infrastructure

The experience gained in the automotive industry can be put to good use by the Komax Group in all sorts of other markets. For example, the trend toward increasing automation of wire processing is evident in industrial areas such as energy infrastructure (e. g. e-mobility and renewable energies), building automation, robotics, and mechanical engineering. The processing of wires for industrial and infrastructure applications such as electric control cabinets often involves working with very small batches. In order for automation to nevertheless be commercially viable in this context, the Komax Group offers its customers a broad selection of products from its various brands. These include specific machines such as the Zeta, which manufacture all the various wires that are needed automatically, ensuring that they are in the right sequence and of the right length. This has the effect of reducing manual labor to a minimum. Manual processes such as cutting, stripping, marking, and sleeve insertion are rendered obsolete. Automation of this kind has proven its worth in the area of wire processing in the automotive industry for many years, and is now increasingly finding its way into industrial applications.



Slowing growth in core markets

In the world's key economic regions, inflation continued to decline and/or stabilize in 2024. This trend toward stable price developments is expected to persist in 2025, which is likely to be beneficial to global vehicle production. That said, customers' willingness to invest remained generally low in 2024, attributable above all to existing surplus capacity in Europe, geopolitical uncertainties in Eastern Europe, the Middle East, and other regions, and the challenging situation facing European automotive manufacturers. For the next two years the International Monetary Fund (IMF) is expecting a modest development in global economic growth, namely at a rate below the long-term average of 3.7%. It attributes this, in particular, to the above-mentioned uncertainties as well as monetary policy decisions.

Automotive production stagnates in 2024

The automotive industry experienced a challenging year in 2024 with production numbers exhibiting a slight decline, particularly in Europe and Southeast Asia. According to analysis conducted by S&P Global Mobility, around 89 million cars and light commercial vehicles were manufactured worldwide in the year under review. At -1.6%, this figure is slightly below the level recorded in 2023 (almost 91 million vehicles). The long-term trends

that are leading to a greater number of vehicles and rising automation in the wire processing business nevertheless remained intact, and in 2024 there was only sporadic evidence of the supply chain difficulties that have dogged the industry in recent years. This is also reflected in the outlook published by S&P Global Mobility, which is expecting volumes to grow to around 96 million vehicles by 2029, a level that is on a par with the previous peak figure achieved in 2017. The rising number of vehicles manufactured is one of the key growth drivers of the Komax Group.

Regional variation in vehicle production

The production of cars and light commercial vehicles varied significantly from region to region in the reporting year. A difficult economic situation and geopolitical uncertainties weighed on Europe in particular, with this region recording a decline of 5.2% to 17.0 million vehicles. This is almost 1 million fewer vehicles than in the prior-year period.

At 51.4 million vehicles manufactured, Asia proved stable overall, although Southeast Asia recorded negative growth with 21.5 million vehicles manufactured. This was 1.1 million vehicles fewer than in 2023 – a decline of 4.8%. However, the development in South-east Asia

was almost wholly compensated for by China. In Japan, a sharp drop of 8.3% was observed.

With a share of 33.6% of global production, China remains by far the world's biggest automotive producer, and recorded significant growth in production figures in 2024. A further contributory factor here was the fast-growing segment of electric vehicles. At 29.9 million, China manufactured almost 1 million more vehicles than in the previous year, which corresponds to an increase of around 3%. This is even more pronounced in the segment for pure electric vehicles (BEV), where China is the global market leader. Here, for example, the Chinese company BYD has been the biggest manufacturer of electric vehicles worldwide since 2023. Various Chinese automotive manufacturers saw double-digit growth in their BEV production figures in 2024, much of which is attributable to customers being offered local trade-in bonuses when switching to emission-free vehicles. In addition, a market shift is evident in the domestic market – foreign manufacturers in China are losing market share, while local automotive producers are gaining. Due to the differences in regional development, Asia's share of global vehicle production was stable overall in 2024 at 57.7% (2023: 57.1%).

In North and South America, S&P Global Mobility likewise identified contrasting developments in production volumes in 2024. Compared with the previous year, North America recorded a slightly negative development (15.5 million vehicles, –1.2%), whereas South America saw growth of 1.6%, driven by a strong Brazilian market, among other things. Just under 3 million vehicles were produced in South America. A total of 18.4 million vehicles were produced

across the two continents in 2024 – more or less the same figure as the previous year.

Africa recorded a slight dip of around 1% in production volumes.

Growth forecasts for 2025 slightly lowered

Growth forecasts for the automotive market in 2025 were trimmed slightly. At the start of the 2024 financial year, the analysis team at S&P Global Mobility had been anticipating production of 90 million vehicles, but revised that figure downward to just under 89 million cars and light commercial vehicles. A somewhat speedier recovery is predicted from 2026, with the result that by 2029 production figures are expected to almost reach the level of the prior-year forecast. For the period 2025–2029, this equates to a compound annual growth rate for vehicle production volumes of around 1.7%, which is a slight increase of around 0.4 percentage points over a five-year horizon compared to last year's forecast. The analysts at S&P Global Mobility continue to expect diverging regional developments in 2025 in terms of production volumes.

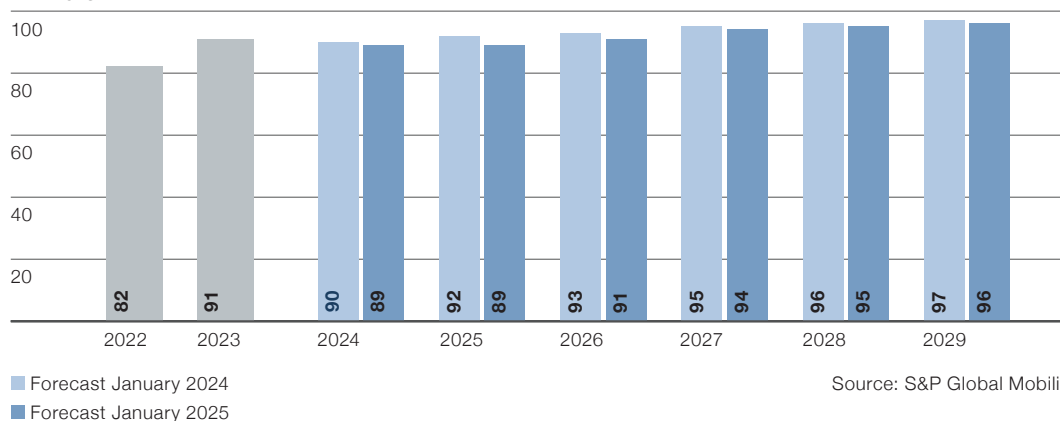
No growth is predicted for China in 2025, whereas Southeast Asia is expected to record growth of +1.3%. While North America is set to remain negative (–2.4%) according to the analysts, significant growth of 5.7% is expected in South America. S&P Global Mobility continues to expect production volumes to decline in both Europe and Africa in the new financial year.

Increasing resilience of supply chains

The supply chain situation normalized for the Komax Group in 2024 thanks to careful planning and professional supplier management. Lower demand also played a part in this. Strengthening

Number of passenger cars and light commercial vehicles produced

in millions



Source: S&P Global Mobility

the resilience of supply chains in the face of unforeseeable external factors will remain an important theme in the industry over the coming years. One strategy here is the phenomenon of “nearshoring,” or “reshoring,” in which manufacturers and suppliers relocate their manufacturing and their supply chains closer to their sources of production to minimize risks. According to the Capgemini Research Institute, procurement from distant lands (offshoring) declined by 22% between 2021 and 2023. Analysts estimate that large companies in Europe and the US will be investing around USD 3.4 trillion over the next three years with a view to increasing production capacity closer to their homeland. This development is accelerating the trend toward the automation of wire processing and will therefore drive forward the Komax Group’s business in the medium term. In the Next2OEM project, the Komax Group is actively working on solutions with automotive manufacturers and partners, and made very good progress in the reporting year (► page 54).

The German Association of the Automotive Industry (VDA) is expecting global demand for semiconductors for the automotive industry to triple by 2030. While this is positive for automated wire processing, since increased electronics also means more wires, bottlenecks in supply chains could have a negative impact overall on the number of vehicles manufactured. For some manufacturers, therefore, the risk of bottlenecks remains.

Accelerated trend toward automation

The various geopolitical and macroeconomic factors have in no way changed the trend toward greater automation in wire processing. This trend continued in 2023. The lion’s share of wire processing continues to be done by hand, particularly in low-wage countries in Eastern Europe, North Africa, Central America, and Asia. Geopolitical uncertainties, rising wage costs in the medium term, and an increasing shortage of skilled labor provide wire manufacturers with strong incentives to invest in automation.

In addition, the above-mentioned trend toward shortening supply chains is having the effect of bringing automotive suppliers closer to manufacturers. This is only possible by increasing the degree of automation, as wages in countries where automotive production takes place tend to be higher than those at the pro-

duction sites of wire manufacturers. The Komax Group is observing this trend toward shorter supply chains not just in the automotive industry, but also in the Industrial & Infrastructure market segment in the US, for example.

Automotive industry undergoing change

The automotive industry has been going through a process of radical change for a number of years now. Alternative drivetrains, digitalization, and autonomous driving are playing a key role, which in turn necessitates very sizable investments from automotive manufacturers. The modern driver has attractive alternatives to diesel and petrol engines, with electric, hybrid, and plug-in hybrid vehicles. For many years now, automotive groups have been implementing ambitious multi-billion-dollar plans, particularly in the area of e-mobility, with a view to reducing the global CO₂ emissions in individual mobility. This is in line with national plans to reduce greenhouse gas emissions, an essential step if the targets of initiatives such as the Paris Agreement on climate change and the European Green Deal launched by the EU Commission are to be achieved.

In 2023, the EU reaffirmed its ban on newly registered cars and light commercial vehicles powered by petrol or diesel from 2035. The only exemption in this regard is for vehicles powered by climate-neutral, synthetically produced energy fuels (“e-fuels”). EU legislation to tighten the CO₂ fleet reduction target is forcing automotive manufacturers to bring down the entire CO₂ output of all cars sold by them within a single year – i. e. for the complete fleet – on a step-by-step basis. From 2035, CO₂ emissions for new passenger cars and light commercial vehicles will have to be reduced to zero. The mid-term emission reduction targets for 2030 were set at 55% for cars and 50% for light commercial vehicles. In 2022, California – the largest automotive market in the US – likewise issued a ban on the sale of new petrol cars from 2035. A number of other federal states have announced similar plans. China likewise wants to increase the proportion of electric cars to 50% of all newly sold vehicles by 2035. In 2024, China already managed to exceed the threshold of 50% of overall vehicles sold with alternative-drive vehicles over several months in 2024. Viewed in global terms, the process of transformation to e-mobility slowed slightly in 2024. First, certain

markets were already showing tentative signs of saturation, which in some cases led to a rethink on the part of OEMs. Second, the debate surrounding the EU's "combustion engine ban," for example, became increasingly heated during the reporting year. In the United States, questions are being asked about what influence Donald Trump's second presidency will have on the plans of individual federal states and on the development of e-mobility in the US overall. The fundamental shift toward openness to technologies and greater diversity in vehicle drive forms is nevertheless ongoing irrespective of this debate, and is opening up additional market opportunities for the Komax Group. Wires will be required in all vehicles, irrespective of the type of drivetrain.

The Komax Group is supporting the transition to e-mobility

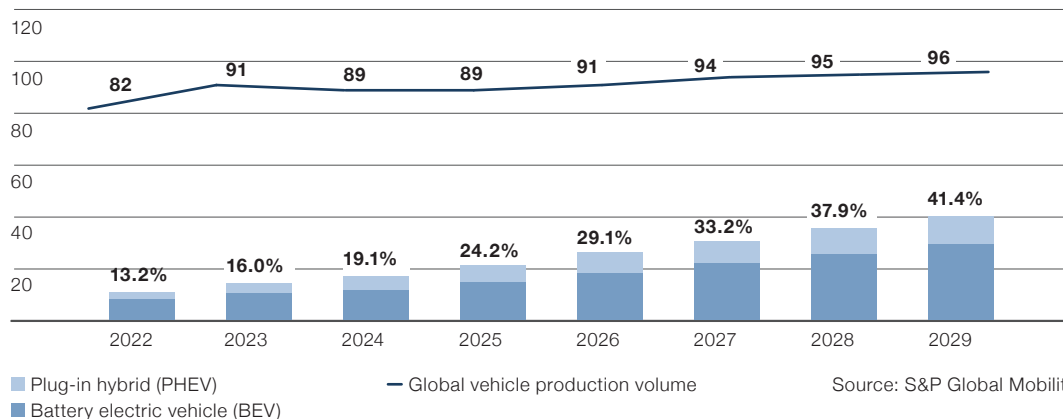
According to S&P Global Mobility, of the 89 million vehicles produced in 2024 as many as around 17 million were electric, i.e. pure battery electric vehicles (BEVs) or plug-in hybrid electric vehicles (PHEVs). This is some 2.5 million more than in the previous year (2023: 14.5 million vehicles). The biggest player here is China, which accounts for some 67% of overall production. Global growth amounted to 17.9% in 2024, roughly half of the prior-year figure (2023: 34.3%). Among other things, demand for electric vehicles suffered from the end of government subsidies in a number of countries, as well as from insufficient progress in the development of charging infrastructures.

Driven by upcoming guidelines on CO₂ emission reductions and the plans of automotive manufacturers, growth in the area of e-mobility will continue over the coming years. However, due to the factors cited above, S&P Global Mobility has revised its forecasts for growth in e-mobility downward compared with the previous year. It now expects that almost 22 million plug-in hybrid and electric vehicles will be produced in 2025, which would equate to 24% of global vehicle production. By 2029, this figure is set to rise to around 40 million electric cars. This would correspond to 41% of global vehicle production. This in turn would equate to an annual average growth rate in electric vehicle production of around 13% between 2025 and 2029. In the prior year, S&P Global Mobility was expecting growth of almost 14% for this time frame.

The Komax Group is very well positioned to accompany this transition. It will participate in growth on the one hand thanks to its portfolio of solutions for the processing and testing of high-voltage cables, and on the other because new electric vehicle models frequently have state-of-the-art assistance and infotainment systems. All these systems require a large number of special cables, creating additional sales opportunities for the Komax Group. China is by far the largest and fastest-growing market for electric vehicles. With its strategy, the Komax Group is focusing on targeted growth in this market, such as with its 2024 acquisition of a majority stake in Hosver, China's leading manufacturer of machinery for the processing of high-voltage cables.

Proportion of global vehicle production volume accounted for by electric vehicles

in millions



Automation trend in the Industrial & Infrastructure market segment

With its strategy, the Komax Group is seeking to drive forward the strategic development of its Industrial & Infrastructure and Aerospace & Railway market segments, thereby cushioning the volatility of business in the Automotive segment to some extent. The plan is to increase the corresponding share of Group revenues from the current level of around 25% to 30% by 2030 (➤ page 27). Schleuniger's strong positioning in these markets will offer a further boost here.

In the Industrial & Infrastructure market segment, the need for automation remains considerable and business is less volatile. This has been apparent since 2020. In challenging years, this market segment has experienced a drop in revenues that has been much less pronounced than in the Automotive market segment. Industrial customers such as control cabinet manufacturers, for instance, are seeking to enhance productivity through increased automation. One important factor in this market segment is the shortage of qualified personnel. In the industrial sector, production is typically based close to the relevant OEMs, and thus also in high-price countries. High inflation here has led to significant cost pressure, and automation is the obvious solution. Moreover, automation is also being accelerated in the industrial area by energy transition, such as through projects in the context of the European Green Deal. Funding programs and subsidies in infrastructure for renewable energies – such as photovoltaic and wind power, heat pumps, and charging stations for electric vehicles – are likewise supporting growth.

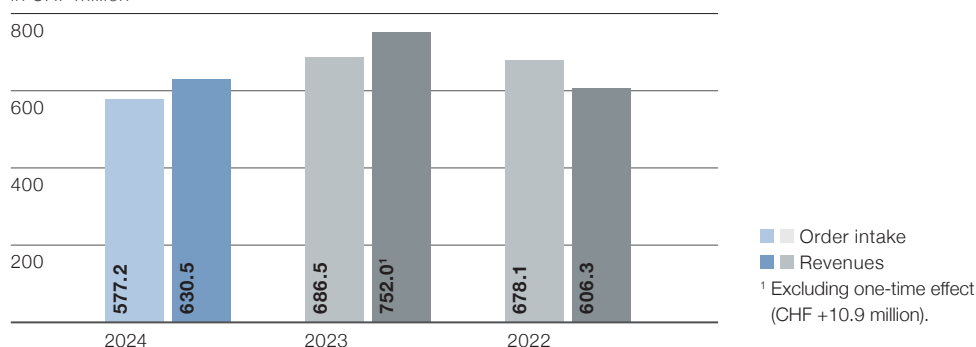
Railway market showing growth potential

According to the SCI Global Rail Index, in the year under review the railway market was impacted by weak economies, structural transformation, and geopolitical shifts, leading to a decline in demand. The degree of automation in this market remains comparatively low, and the necessary applications lend themselves much more easily to automation here than in the Aerospace segment. In addition, a recent study by the European Rail Supply Industry Association (UNIFE) predicts that the global rail market will record annual growth of 3% up to 2029. This equates to a global market volume of EUR 241 billion in 2029. There is therefore significant growth potential for the Komax Group. With the products of adaptronic, Cirris, and Komax, as well as the services from WUSTEC, it offers numerous possibilities for wire processing and testing in this market. Moreover, with its DLW software solution (Komax Digital Lean Wiring), the Komax Group has a very efficient solution for preparing data for wire processing in connection with control cabinets, for which there is demand in the Railway segment. In the reporting year, the Komax Group acquired, inter alia, two large suppliers of rail vehicles in the UK and Switzerland thanks to its solutions.

Continuous growth in the aerospace area

For around ten years now, the Komax Group has been working with manufacturers of aircraft, helicopters, and vertical take-off and landing aircraft (eVTOL) to develop production platforms for semi-automated and fully automated EWIS production (➤ pages 48/49). The Aerospace market segment developed well in 2024. Contributory factors here included declining inflation and a falling oil price. According to the International Air

Order intake and revenues
in CHF million



Transport Association (IATA), total air traffic as measured in revenue passenger kilometers (RPK) was more than 10% higher than in 2023. World-wide, aviation traffic in 2024 was thus already well above the levels recorded in 2019 before the Covid-19 pandemic. The growth was driven above all by the regions of Asia-Pacific (+19.9% year-on-year) and the Middle East (+8.7% year-on-year). This phenomenon is also being accompanied by an ongoing rise in global aircraft deliveries. For example, Airbus – the global market leader in commercial aviation – delivered 661 aircraft in 2022, 735 in 2023, and as many as 766 in 2024, with the two latter figures both setting industry records. A greater number of aircraft also means more wires to be processed. The automation of wire processing is still not particularly advanced in this market segment, and the requirements in terms of quality and traceability are particularly high. Moreover, the aerospace industry is also confronted by shortages of skilled labor, rising wages, and increasing ESG requirements, which opens up opportunities for further automation.

With the advent of Advanced Air Mobility (AAM), air transport systems are continually expanding, which is why the need for electric cabling systems for drive systems and flight cabins is likewise growing. The aim of AAM is to revolutionize urban and regional air transport by facilitating mobility that is more efficient, more environmentally friendly, and more flexible. This encompasses advanced systems that can be both manned and unmanned, such as radio-controlled, autonomous, or vertically starting and landing aircraft, or those with electric or hybrid-electric drivetrains. Together with increasing demands for emission-free and quieter aviation, these developments call for significantly higher productivity on account of rising demand. This in turn requires the step-by-step automation of wire processing, from which the Komax Group can increasingly benefit from.

Thanks to the combination of digital data management and the offering to increase automation in wire harness production on a step-by-step basis, the Komax Group can meet the stringent requirements of its customers when it comes to the electrical wiring interconnection systems (EWIS) fitted into aircraft. This includes installation, assembly, and quality assurance in respect of the wire harnesses in aviation components and aircraft sections – from final assembly

right through to maintenance, repair, and overhaul (MRO). This is where the testing technology solutions of the Komax Group's subsidiaries adaptronic and Cirris come into play. The Komax Group therefore offers flexible solutions along the value chain for all key EWIS production steps.

Extremely challenging year

Customers' willingness to invest remained low overall in 2024, which was primarily attributable to existing excess capacity in Europe, geopolitical uncertainties in a number of regions, and the challenging situation facing European automotive manufacturers. This led to a significant decline in order intake, revenues, and operating profit. After orders bottomed out in the first half of the year (down 22.1% compared with the previous year), the Komax Group recorded more orders in each of the last six months of 2024 than in the best month of the first half. For the year as a whole, the order intake amounted to CHF 577.2 million, down 15.9% year on year (2023: CHF 686.5 million).

Mixed development of revenues in various regions and market segments

Due to a lower level of orders – in volume business in Europe in particular, but also in Asia and in the United States – solid order books of CHF 208.0 million at the end of 2023 declined to CHF 177.1 million over the course of 2024. Revenues were down 16.2% at CHF 630.5 million (2023: CHF 752.0 million). The decline in organic terms worked out at 16.6%, whereas acquisition-related growth was positive at 2.3%. The foreign currency impact amounted to –1.8%.

Due to the aforementioned challenges, orders and revenues declined in the Automotive market segment. This contrasted with an increase in the other two market segments, Industrial & Infrastructure and Aerospace & Railway. Consequently, the non-automotive market segments' share of revenues rose from 25% to approximately 35% in 2024.

Revenue development presented a very mixed picture across the regions. In particular, the weakness in the European automotive industry led to a drop of 30.0% in revenues compared to 2023. In the Asia/Pacific region, revenues remained stable year on year overall, despite sizeable differences at the regional level. For instance, growth was extremely strong in India. North/South America recorded slight

revenue growth of 1.7% overall, with growth higher in South America than in North America. In Africa, revenues recorded a clear drop of 29.4%. The breakdown of revenues by currency changed as follows between 2023 and 2024: The proportion of revenues in EUR declined from 45.1% to 40.0%, but still represents the highest share of Group revenues. The revenue share booked in USD rose significantly from 25.3% to 30.1%. The proportion accounted for by CNY increased slightly from 9.9% to 10.5%. The share of revenues booked in other currencies decreased slightly to 19.4% (changes and sensitivities of key currencies: ► page 185, Financial Report).

Outlook

The long-term trend towards automation shows no signs of abating, and continues to offer attractive growth opportunities for the Komax Group. Currently, however, economic and geopolitical uncertainties are affecting customers' investment behavior, resulting in high volatility in terms of order intake. In view of this situation, the Komax Group is refraining from issuing a forecast for the 2025 financial year at this time. The company has an excellent market position and reinforced it in the year under review with a number of measures. The Komax Group is confident that its solid financial structure and high degree of innovation constitute a solid foundation for future profitable growth.

Revenues by region¹

in TCHF	2024	2023	+/- in %
Europe	233 158	333 188 ²	-30.0
Asia/Pacific	125 526	124 670	0.7
North/South America	209 533	205 956	1.7
Africa	62 235	88 174	-29.4
Total	630 452	751 988²	-16.2

¹ A percentage breakdown of revenues by region can be found on pages 32/33.

² Excluding one-time effect (CHF +10.9 million).

CONTINUOUS GROWTH IN AEROSPACE

1

Zone 1 – Engineering and data preparation

Wire harness projection and preparation of data for the production stage with data flow on an end-to-end basis to ensure transparent processes, reduced cost and scheduling risks, and increased productivity and quality.

2

Zone 2 – Marking and cutting

Cutting the wire material to the desired length and designation as per the requirements of the aerospace industry by means of UV laser or sleeving, e. g. with the fully automated machines of the Optima series to ensure seamless traceability.

3

Zone 3 – Wire end processing and quality control

Semi-automatic wire end processing for a broad spectrum of wires and cables, e. g. with the Schleuniger B-series, as well as various solutions for monitoring and measuring crimp strength, crimp height, and the pull force of open and closed contacts.

4

Zone 4 – Wire harness forming and assembly

Rapid, error-free wire harness forming and assembly on the interactive EasyWiring harness assembly board with support from the software-controlled assembly assistant for rapid updates and a high level of flexibility with small batches; subsequent testing of connections with Cirris testing systems.

5

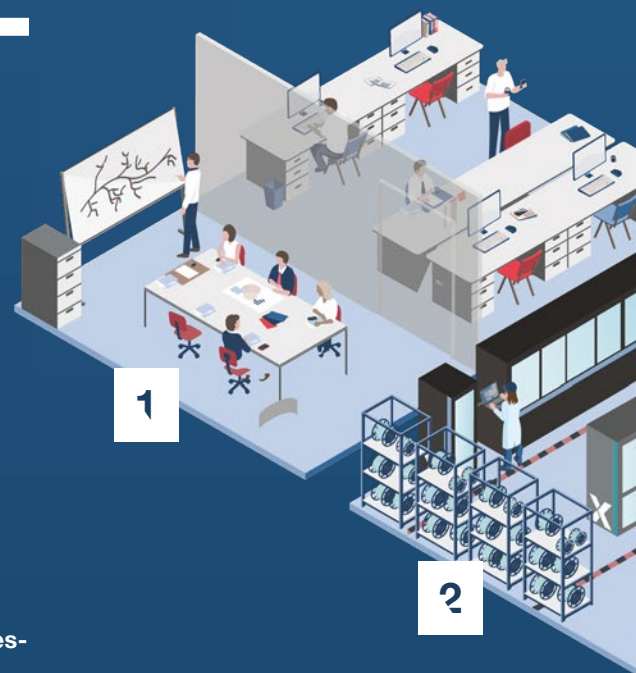
Zone 5 – Section assembly

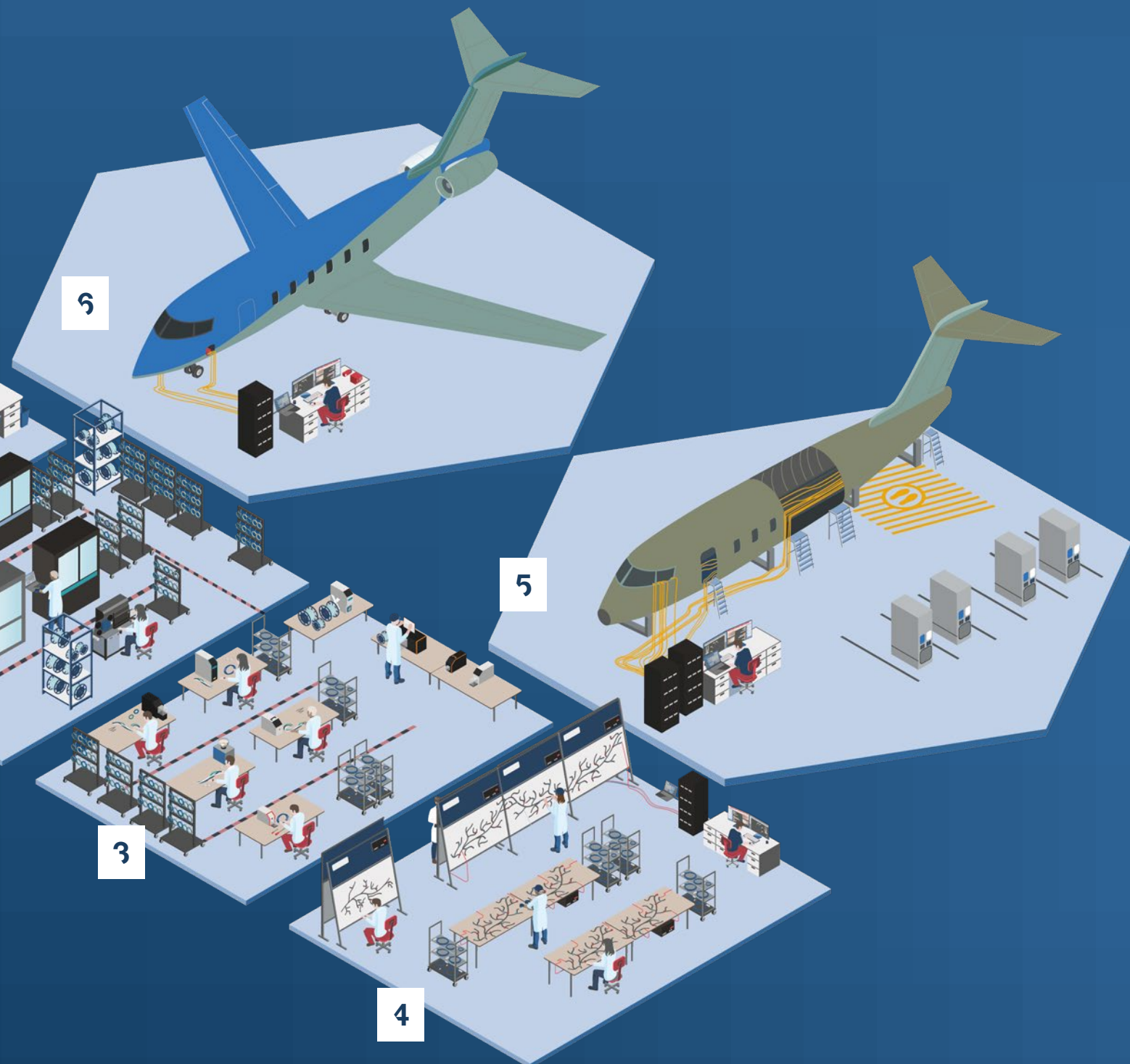
Installation of prefabricated wire harnesses in the envisaged components (e. g. doors) of the aircraft sections (cockpit, fuselage, wings), including manual post-processing and further subsequent testing with intelligent, automated measuring and testing systems such as the NT800 solutions from adaptronic.

6

Zone 6 – Final assembly

EWIS final assembly and completion of the electrical system, including final testing with various intelligent tools from the Komax Group that support the creation of the testing program and guarantee the complete and correct installation of the electrical wiring system through multifaceted tests.



**MRO**

All maintenance, repair, and overhaul processes (MRO) require the electrical wiring system to undergo definitive function and safety tests. Software-based testing programs from the Komax Group allow for automated quality assurance, including archived results documentation for the purposes of traceability.

MARKET-LEADING INNOVATIVE STRENGTH

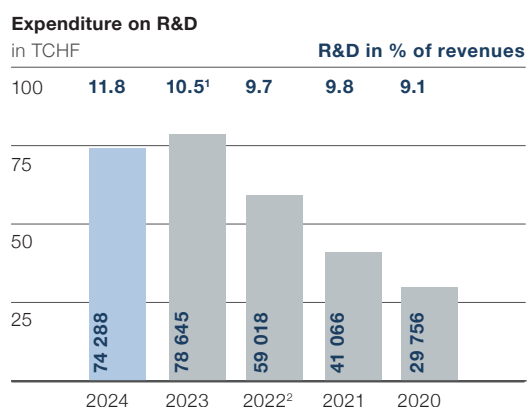
As the market leader in automated wire processing, the Komax Group possesses unparalleled innovative strength in the industry. Continuously bringing innovations to the market and thus helping its customers gain genuine competitive advantages is of paramount strategic importance. For that reason, the Komax Group channels some 8–9% of its revenues into research & development every year.

11.8%

of 2024 revenues
were invested in
research and
development

There is huge potential for the Komax Group in the markets for automated wire processing. Long-term megatrends such as e-mobility and autonomous driving offer numerous opportunities, as do growth drivers such as miniaturization, rising personnel costs, and shortages of skilled labor (► page 18). With further automation of processes along the value chain and expanded digital services, the efficiency of the existing machinery base already installed in customers' factories can be significantly increased. To exploit these opportunities for additional unique

selling propositions and offer customers innovative solutions on an ongoing basis, the Komax Group has for many years been investing above-average sums in new developments, the optimization of the existing product portfolio, and the expansion of its service offering. Even in challenging years – such as 2024 – this has remained a firm focus of the company. It has spent a total of CHF 282.8 million in this area since 2020, thereby cementing its leading position in the automation of wire processing. In 2024, the Komax Group invested a total of CHF 74.3 million or 11.8% (2023: CHF 78.6 million or 10.5%) of revenues in research and development. This figure comprises expenditure on internal development services (CHF 65.2 million) and the development services of third parties (CHF 9.1 million).



¹ Excluding one-time effect on revenues.

² The Schleuniger Group was consolidated as of 1 September 2022. Accordingly, four months of Schleuniger's R&D expenditure are included in the financial year 2022.

Awards for innovation achievements

The Komax Group proved itself to be one of the most innovative companies in Switzerland once again in 2024. Together with market and opinion research company Statista, the Swiss business magazine Bilanz and PME added the Komax Group to their list of the 75 most innovative companies in Switzerland in September 2024. Furthermore, Komax received the UNMEXAR Award at the WireTech Expo in Mexico. This is awarded

724 employees in R&D and engineering

by UNMEXAR, the leading industry association of the wire harness business in Mexico in recognition of outstanding contributions made to the wire harness industry as well as the promotion of innovation and quality in the sector.

Unparalleled innovative strength

As at 31 December 2023, the Komax Group had a workforce of 724 employees (2023: 724 employees) working in research and development, as well as in engineering. The employees in engineering make an important contribution through the development of customer-specific applications. The personnel costs of these engineering employees are not included in research and development expenses where these individuals have worked directly on customer projects. A large part of R&D and engineering employees (275 employees) is based in Switzerland. The lion's share of R&D expenditure is therefore incurred in this country. In addition, the Komax Group has development units in Belgium, China, Germany, France, Japan, Singapore, Hungary, and the US. The Komax Group continues to seek to invest 8–9% of revenues in research and development. Due to the slump in revenues, the percentage rate in 2024 worked out significantly higher.

SMART FACTORY by KOMAX

The trend toward digitalization is in full swing, particularly in the automotive industry. More digitalization also means more data, more electrification, and more wiring and cabling. This is good for the business of the Komax Group, but presents its customers with growing challenges. A wide range of components and products are becoming increasingly intelligent and, at the same time, more complex on the electronic side. The miniaturization of contact systems is continuing, adding a further layer of complication to manual production steps. Compounding this problem are ever-rising personnel costs along with a global shortage of skilled labor. The customers of the Komax Group have to deliver consistently high quality and reliability despite rising complexity and higher personnel expenses, while at the same time keeping costs as low as possible. The Komax Group is helping them to meet these growing challenges. Specifically, the Komax Group is developing a solution package with which wire manufacturing can be optimized in the future – the SMART FACTORY by KOMAX.

It features five components (➤ pages 52/53). As a driver of innovation and market leader in automated wire processing, the Komax Group is implementing its vision of the SMART FACTORY by KOMAX on an ongoing basis. In doing so, it is raising the quality, productivity, and flexibility of wire processing to a new level. This helps to open up optimization potential and minimize risks. Together with its customers, the Komax Group works intensively on making life simpler, safer, and more convenient.

Higher productivity and flexibility for customers

When developing new products and services, the Komax Group focuses on the optimization of various value chains. With its solutions, it can increase the degree of automation at its customers' factories, which allows them to increase productivity and flexibility while at the same time maintaining high quality right from the start. For example, customers with the cloud-based solution WIRE Insights (formerly Komax Connect) receive comprehensive production data for their machines in real time and can therefore initiate optimizations immediately. Among other things, reject rates in production can be massively reduced. For example, as a customer of the Komax Group, the PKC Group has equipped various machines with WIRE Insights at four locations, which led to a reduction of the reject rate by more than 36% (➤ see Komax Stories, www.komaxgroup.com/stories).

WIRE Flow – user-friendly wire processing software with a subscription model

With WIRE Flow, the Komax Group further developed Schleuniger's existing machine control system for cut & strip machines into a particularly user-friendly overall package. In addition to allowing the programming of machine orders during operation, the software also offers more functions thanks to complete order management and a traceability option. It can be easily and intuitively operated via the user interface, and can be implemented without any significant investment in training. This software is now being offered as SaaS (software-as-a-service) in a subscription model for the first time, which means it can be rapidly used by customers without requiring any major upfront investment. This also makes it interesting for small and medium-sized companies. ➤

SMART FACTORY BY KOMAX

NO OPERATOR INFLUENCE

The Komax Group develops fully automated, networked solutions to minimize operator influence. This facilitates highest precision and process quality together with lower costs and fewer rejects. Furthermore, both productivity and transparency are improved.

Q1250 – scalable quality testing modules for the testing of stripping, of crimp and seal, and – depending on selected configuration – further quality features.

IQC Technology – fully automatic changeover system delivering a massive increase in productivity for Alpha series machines (www.iqc-technology.com).

Sigma 438 twisting machine – sequential production of various wire harness variants.

Adaptive Incision Control (AIC) – production of the highest quality without manual configuration of production parameters, including automatic compensation of wire tolerances and significant reduction of rejects.

SELF- OPTIMIZING FACTORY

The self-optimizing factory improves productivity while also reducing quality costs. To achieve this, the Komax Group provides cloud-based algorithms based on production and behavioral data. Customers therefore significantly improve machine utilization while at the same time reducing their quality costs.

WIRE Insights – increasing productivity on the basis of comprehensive real-time information.

Possibility of integrating variable machine interfaces, such as OPC-UA, MIKO, and WPCS, into customers' existing IT infrastructures.

MES solutions 4WIRE CAO and 4WIRE Px from DiIT, and now also WIRE Flow – improvement of overall equipment effectiveness (OEE).

SMART FACTORY BY KOMAX

With its five components, the SMART FACTORY by KOMAX offers solutions for the wire processing of the future. The aim is to make customer production processes simpler, thereby elevating the quality, productivity, and flexibility of wire processing to a new level. The Komax Group is further developing all five components on an ongoing basis.

**ON-DEMAND
SERVICE**

The Komax Group offers solutions and services on demand. These include performance- or usage-based payment for systems, financing and leasing services, and procurement of production capacities to handle production peaks, for example. This enables customers to reduce their capital requirement and increase flexibility, stability, and responsiveness.

CARE – service agreements for individual machines or entire production sites, including technical support, training, and financing offers.

WIRE Mind from WUSTEC – digital platform for control cabinet and machine manufacturers for the online ordering of any amount of prefabricated wire sets.

CARE Services – selection of various service products such as warranties, repairs, installations, updates, and support in product optimizations with WIRE Insights.

WIRE Flow – user-friendly wire processing software with a subscription model for cut & strip machines.

**SELF-
SERVICE
BOUTIQUE**

The Komax Group offers access to a digital self-service boutique. Customers benefit from services such as product and spare parts ordering, web-based training, software downloads and upgrades, license management, plus analysis and optimization tools. This means they can access the services of the Komax Group at any time, from anywhere, and get a customized picture of their business.

Redesigned website (www.komaxgroup.com) as the basis for future online services.

myKomax Online service portal – for direct customer contact as well as subscriptions to services.

**REAL-TIME
QUALITY
AUDITS**

The Komax Group enables real-time quality audits. Quality data is collected using IoT technology, stored in the cloud, and processed in a user-friendly manner. This means that customers can produce quality reports immediately and easily, and thereby trace processes and demonstrate compliance with quality requirements at any time.

4WIRE Px, 4WIRE CAO, and WIRE Insights – software solutions that gather, save, and analyze comprehensive production data, including full traceability.

- Selection of existing solutions
- New solutions added in 2024



More information on the SMART FACTORY by KOMAX can be found in this video:

komaxgroup.com/smartfactory

SOLUTIONS TO INCREASE PRODUCTIVITY AND FLEXIBILITY IN DIFFERENT VALUE CHAINS

Batch production with IQC Technology

With crimping machines, changing crimp applicator, terminal, and contacts for a new order is time-consuming. The revolutionary IQC technology massively simplifies and accelerates set-up and changeover. The error rate drops drastically, while productivity increases by up to 50%.

Sequence production of different wire harness variants

Using a one-piece flow approach, different wire harness variants can be produced sequentially on the same machine without any changeover, which facilitates lower inventories, more rapid delivery times, and simple design alterations, with all the key steps in wire harness production optimized.

Data wire processing solutions

Data wires are playing an increasingly important role in vehicles, given the focus on driving safety. This being the case, ensuring high quality in wire processing is also extremely important. Thanks to its innovative solutions, the Komax Group offers the quality that is needed, at the first go – with a minimized level of material waste.

Scalable platforms for high-voltage applications

The Komax Group develops scalable platforms to meet the rising demand for high-voltage applications in e-mobility and the non-automotive area. These cover all key process steps from cutting to testing, and can service varying production volumes.

High mix – low volume: variable solutions for small batches

The Komax Group's broad product portfolio offers cost-efficient automation solutions for high-quality production of multiple-variant applications in small batches. This is part and parcel of the day-to-day work of small and mid-sized wire harness manufacturers, in particular.

Digital solutions for control cabinet construction

Digital, fully automated workflow systems cut production times by up to 80% for customers in the Industrial segment. This results in a substantial reduction in costs and an increase in efficiency. Just as valuable is WUSTEC's WIRE Mind service for the external production of wire sets.

Production planning – software solutions for all customer needs that steer processes in all areas of production, from cutting to testing.

Service – comprehensive service offerings such as Komax Care and Komax Connect help to create added value across the entire life cycle of the machines.

› WIRE Flow will be introduced over the course of 2025, initially for the Schleuniger cut & strip machines of the E series. Further models will follow at a later stage. As WIRE Flow is based on the manufacturing execution system 4Wire Px from DiIT, customers can later upgrade it to a fully functional MES. The Komax Group thus offers a bespoke, cost-optimized, and flexible solution for various customer groups.

tion trend. To this end, it partners with other leading companies in various organizations and on various initiatives. Among other things, the Komax Group is currently involved in three interlinked projects in the automotive sphere, which have the common aim of improving the automotive production of the future.

next2OEM

Actively shaping the future of automotive production

As the technology leader in automated wire processing, the Komax Group is determined to actively shape key developments in its three markets and thereby drive forward the automa-

Project Next2OEM – the digitalized, automated value chain

The range of functions offered by modern vehicles is continuously expanding thanks to new driver assistance systems, comfort functions, and infotainment solutions. This inevitably means more weight, higher costs, and rising complexity when it comes to the corresponding



wire harnesses. With manual labor accounting for more than 80% of the work process, wire harness production has so far only been economically viable in low-wage countries, which means long transport routes. Furthermore, the increase in supply chain uncertainty that we have seen in recent years harbors not inconsiderable risks. The Next2OEM project, which is supported by the BMWK (Federal Ministry for Economic Affairs and Climate Action of Germany, funding program module 35c, www.bmwk.de) on the basis of a resolution passed by the Federal Parliament, is now developing a digitalized and automated value chain, covering wire harness development, production, and assembly in vehicle bodywork. Part of this initiative is to encourage “nearshoring,” i. e. the repatriation of wire harness production back to Germany. However, the high wage costs associated with nearshoring can only be reduced to an economically feasible level if the degree of automation is significantly increased.

As part of this project, the Komax Group has been working with the Friedrich Alexander University of Erlangen-Nuremberg as well as various partners along the entire value chain: Audi, Artiminds, Bär, Kostal, Kromberg & Schubert, Semantic PDM, Stefani, and TE Connectivity. The project is designed to demonstrate how a high level of automation can overcome the challenges described above, increase quality while at the same time reducing costs, and shape the value chain in a lasting way. The necessary machine parts were developed and constructed by the various partners in 2024. For its part, the Komax Group is contributing the Omega 840, a fully automatic wire processing machine, as well as robot-supported taping technology. Furthermore, the assembly of the wire harness in the project is visually and electronically monitored during the production process by Komax Testing's in-line testing systems.

In 2025, the plan is to install a complete pilot installation at automotive manufacturer Audi in Ingolstadt, Germany. The expected benefits of nearshoring in respect of production efficiency, logistics, and costs will then be put to the test in practice with a view to delivering new findings. Ultimately this should give a huge boost to the automation of the value chain, which will open up additional growth potential for the Komax Group.

VWS4LS – making wire harness production fit for the future

Another project supported by the BMWK on the basis of a resolution of the German Federal Parliament is the “asset administration shell” for wire harnesses (VWS4LS). The Komax Group in Germany has been working on this project since 2021 in collaboration with partners Coroplast, Dräxlmaier, Festo, Kostal Kontaktsysteme, Kromberg & Schubert, Mercedes-Benz, Siemens, and Wezag. The objective is to develop a standardized digital twin for the entire product life cycle of vehicle wire harnesses – from collaborative development involving different parts of a company through to final dismantling. This initiative resulted in an OPC UA Companion Specification in 2024. This industry standard creates a uniform interface for the wire-processing industry by describing various aspects – including machine statuses, production orders, parameters in the production process, and materials – in a uniform way. In other words, production processes are clearly defined for all customers, suppliers, and partners, including within the various companies of the Komax Group. This facilitates communication between machines within a manufacturing execution system (MES) and significantly simplifies the interplay of the various production processes. Furthermore, thanks to standardized specifications, automotive manufacturers can make the requirements they submit to their suppliers for wire harness production clear and easy to transmit. The OPC UA Companion Specification was published in December 2024 and is now available to all market participants. The project will be continued in 2025 with a view to addressing further processes such as the testing of wire harnesses.



ARENA2036 – Automation in wire harness production – sign-off of DIN 72036

The wire harness is currently one of the most laborious, complex, and expensive individual components in any vehicle, and is therefore of crucial importance to the entire automotive industry. The shift to electromobility and autonomous driving is changing the requirements for wire harness design and manufacturing. For car manufacturers this means significant investment. Their suppliers must develop solutions for new customer needs. In keeping with the zonal approaches that apply in wire harness architecture, the wire harnesses of the future need to be

designed in a modular way, with the smallest possible component diversity. Several compact wire harnesses with shorter wires are less complex, more cost-efficient to produce, and above all easier to produce in an automated way than one large wire bundle. And the Komax Group is committed to this.

In ARENA2036 (www.arena2036.de), interdisciplinary teams are working on the automotive production of the future. As part of the Wire Harness Standardization Initiative (SILS), the Komax Group is working with leading automotive manufacturers and their suppliers to draw up design guidelines for wire harnesses that lend themselves to automation. The aim was to enshrine these in a new DIN norm together with the German Automobile Industry Association (VDA). Following the sign-off of the industry norm DIN 72036 in June 2024, 60 design guidelines have now been published. These describe the most important aspects that need to be taken into consideration to achieve an increase in the degree of automation in production. As a result, following four years of work, the first German industry norm for the automation of wire harness production is now in place. The corresponding recommendations help automotive manufacturers to develop wire harnesses that can be put together in a highly automated and commercially feasible way, while at the same time guaranteeing process security. These guidelines are now being expanded in a follow-up project to include specific recommendations for the high-voltage area (electric vehicles) and the processing of data cables.

In the VWD4LS project the OPC UA standard was defined, whereas in the Wire Harness Standardization Initiative the degree of detail in the shared approach of OEMs and suppliers was increased with the corresponding design guidelines. These guidelines will now be implemented and tested in practice in the Next2OEM near-shoring project. Accordingly, these three projects are very much interlinked, and are taking the automotive value chain in the automation of wire processing to a whole new level thanks to standardization.

Digitalization with Industry 4.0 and the Industrial Ethernet of Things

The Komax Group is a member of the Open Industry 4.0 Alliance, the Single Pair Ethernet System Alliance, and the SPE Industrial Partner Network, in which partners from various industry

sectors are driving forward digitalization. The Open Industry 4.0 Alliance focuses specifically on a framework for communication between machines. Thanks to this initiative, digital interfaces and remote monitoring can be incorporated into the development of new Komax Group solutions, for example, which is particularly important for the SMART FACTORY by KOMAX. Single Pair Ethernet (SPE) is the infrastructure basis that facilitates the Industrial Internet of Things and Industry 4.0. The aim of this initiative is to support SPE technology and thereby permit creation of a common market standard.

Smart Cabinet Building Initiative – comprehensive solutions for control cabinet construction

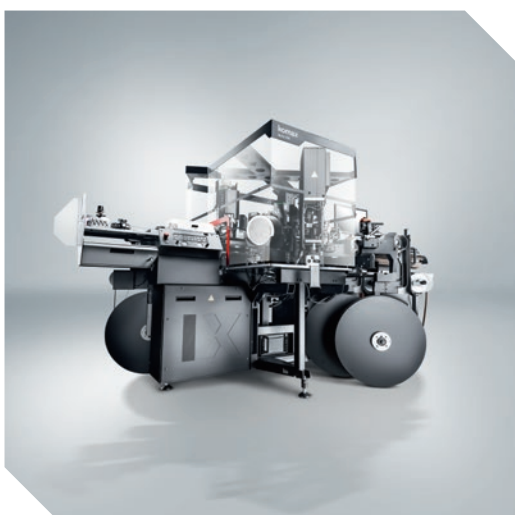
In the Industrial & Infrastructure market segment, the Komax Group is active in the control cabinet construction area, among others. There is considerable automation potential here, which the company is keen to exploit together with four other technology companies – Armbruster Engineering, nVent Hoffman, Weidmüller, and Zuken – through the Smart Cabinet Building Initiative (www.smart-cabinet-building.com) (▶ see video here). The aim is to use the networking of technology and expertise across all process steps to deliver comprehensive solutions for control cabinet construction. This will enable working stages that have so far taken place sequentially to be executed in parallel, thereby saving both time and costs. In the reporting year, new testing solutions of adaptive electronics were incorporated into the initiative. As a result, the entire value chain in control cabinet construction – from the digital twin through to the fully tested final product – can now be replicated for both large and small batches.

The Komax Group will further increase the degree of automation and therefore efficiency in control cabinet construction so that customers can remain productive despite shortages of specialist labor.

EXAMPLES OF CURRENT INNOVATIONS

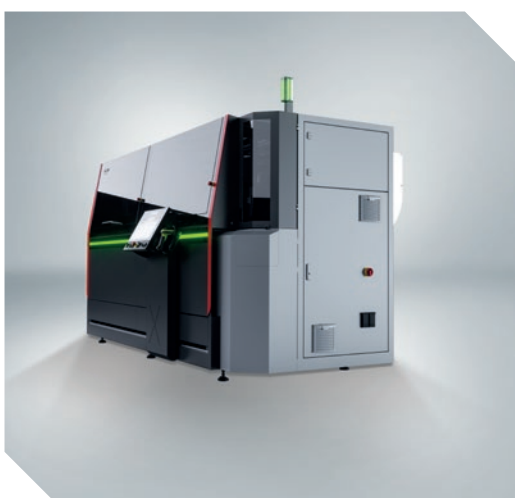
Thanks to its targeted investment in research & development, the Komax Group succeeds in bringing a variety of new products, product enhancements, and services to market every year. It demonstrated its technological leadership impressively in the 2024 reporting year with several significant product innovations.

The Komax Group is working intensively on developing intelligent, networked solutions for the further automation of processes, such as wire changeovers, seal changeovers, and batch handling. In addition, the ongoing reduction of operator influence and the shortening of setup times are high on the agenda. In the future, the machines of the Komax Group will adjust multifaceted settings and make corrections in a fully automatic way. The objectives of further automation solutions include even greater quality and enhanced flexibility together with lower costs and emissions.



Alpha 550 G2 – modular platform for high volumes and small batch sizes

This fully automatic crimping machine was designed specifically for efficient automotive batch production and delivers reliable performance at foreseeable costs, even with very high volumes. The new, automated, and deeply integrated quality control system significantly reduces operator influence and ensures excellent results along with minimal reject rates. Thanks to the inbuilt control system, the machine can be fully configured during batch switches without the safety cover having to be opened, which helps to protect personnel from accidents. A unique feature is the adaptive incision control (AIC), which ensures high quality, automatically compensates for wire tolerances, and massively reduces rejects right from the start, without any need for manual configuration of the production parameters. The MES-compatible Alpha 550 G2 can be continuously adjusted to individual production needs thanks to freely selectable process and quality modules.



Lambda 5 – up to 100% faster processing of data wires

The Lambda 5 modular machine platform processes data wires for the Automotive and Industrial market segments, achieving maximum throughput with minimum space requirements. Here, the workpiece carriers are moved not in a circular manner as previously, but back and forth. This means that up to seven workpieces can be implemented in almost exactly the same space, compared to four with its predecessor, the Lambda 4. This increases the throughput of the processed wires by up to 100%, making production with this machine significantly more profitable for the customer. Moreover, thanks to significantly lower cycle times and the predominant absence of active suction and blowing air, the CO₂ footprint has been reduced by up to 82% compared to the Lambda 4 series. This calculation is based on a sample production volume of 5 million wires. The modular construction of the Lambda 5 makes it possible to expand the platform flexibly at a later stage.

**Sigma 438 – sequential production of UTP wires**

The sequential production of various wire harness variants on a single machine is a key technological advance when it comes to increasing efficiency in wire processing. The Sigma 438 is the first machine on the market to allow unshielded twisted wire pairs (UTP) to be produced in sequence. To achieve this, two individual wires are pre-fabricated on the machine from the Zeta 6XX series and then automatically transferred to the Sigma 438. This machine then twists the wire pair and automatically places it in a set of carriers that can then be transferred to an Omega 840 or 850 machine for the fully automated processing of a wire harness. This enables customers to produce sequentially twisted wires and process these further in a highly automated way, thereby facilitating lower inventory levels and simple design changes to wire harnesses.

**Rotar 300 – compact and flexible benchtop taping machine**

With the programmable Rotar 300, the Komax Group presented the market with a compact and flexible benchtop taping machine. This machine can tape wire harnesses with up to ten branches in order to protect the wires and create a structure for the wire harness. Thanks to its modular design, up to seven machine variants are possible. The MES-compatible Rotar 300 ensures outstanding process quality and reproducibility. Production is made significantly easier thanks to the visualization of the individual process steps. The Rotar 300 series meets the highest safety requirements and reduces machine downtime by up to 45% thanks to the use of tape rolls with a diameter of up to 220 mm. Moreover, it results in adhesive tape savings of up to 25% compared with manual production.

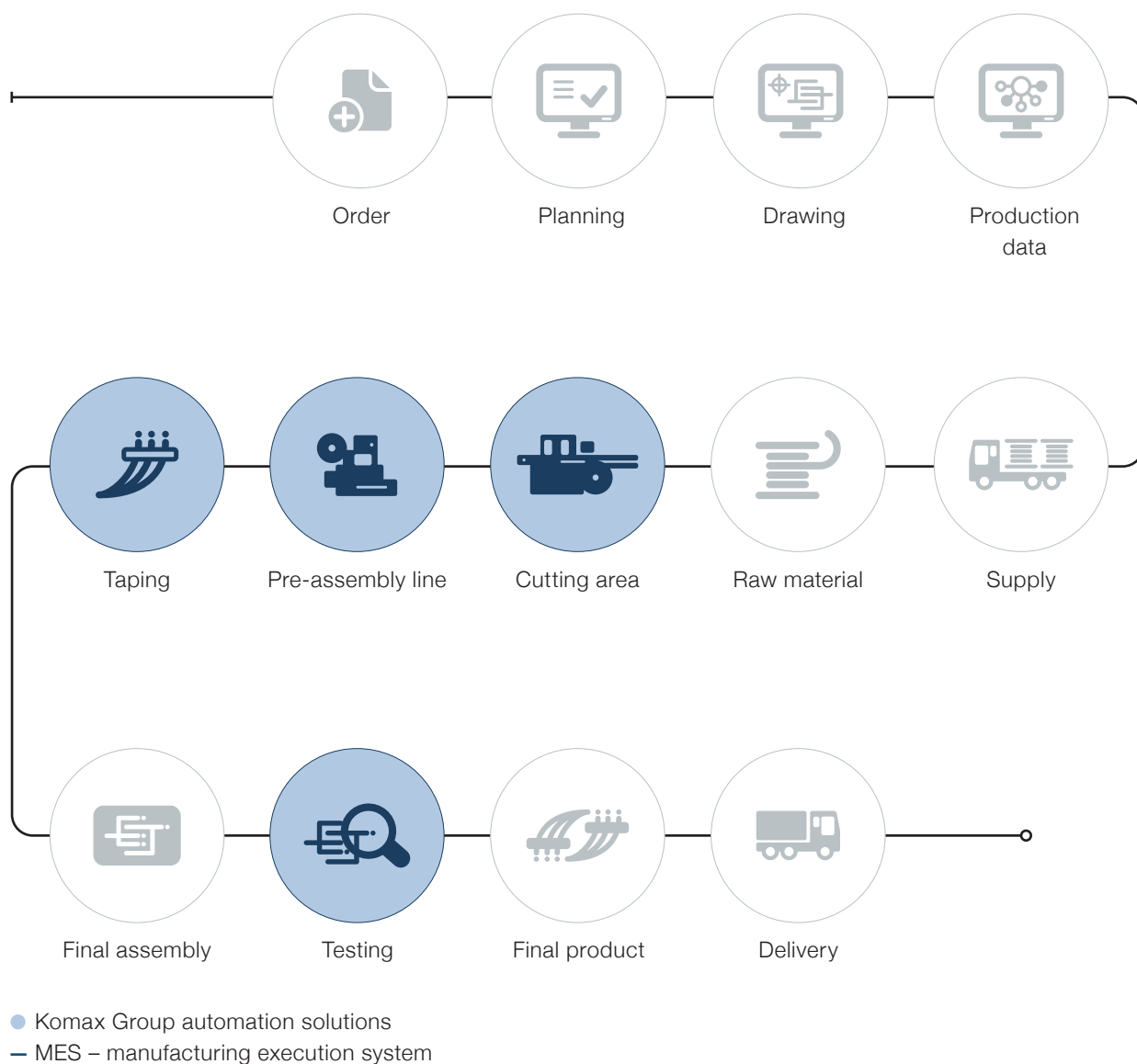
**Cirris 5150 Tester – flexible testing and controlling for automation processes**

The new 5150 Tester from Cirris combines the functionalities of an electrical tester with a purpose-built application controller. Designed as a machine controller, its touchscreen is connected to a built-in computer that provides all relevant communication cards, digital inputs and outputs, as well as connectivity using industry standard communication protocols such as ProfiNET, Modbus, TCP/IP, Ethernet, TwinCAT, and OPC-UA. In addition, it can be used as a stand-alone low-voltage and Hipot tester for small harness testing. This allows a wide spectrum of customers, especially in the mechanical engineering industry, to use just one device for multiple testing and controlling purposes in their automated processes, thus saving time and costs.

SOLUTIONS ALONG THE VALUE CHAIN

The majority of customers of the Komax Group are wire harness manufacturers whose business consists of processing individual wires – predominantly by hand – into wire harnesses and delivering these to vehicle manufacturers (OEMs). The Komax Group offers its customers a wide range of solutions and systems for the automated and efficient processing of wires and for the taping and testing of wire harnesses. These are used in the cutting room, at the pre-assembly stage, and when taping and testing.

In addition, the Komax Group supports its customers throughout the value chain – from planning through to delivery – with its manufacturing execution system (MES) solutions. This software automates the planning, controlling, monitoring, and analysis of all resources and production processes. This has the effect of optimally deploying machines, materials, and employees, so that wire harnesses can be completed to deadline, as well as to the requisite quality.



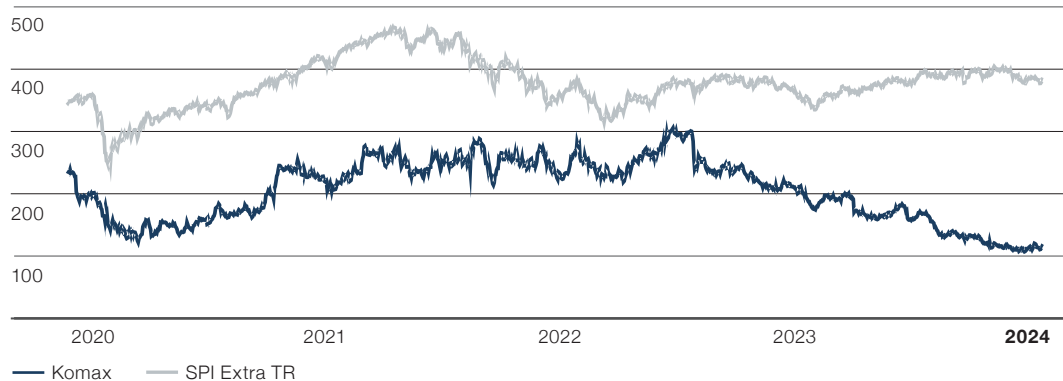
SHARE INFORMATION

The Komax Group cultivates a policy of open and transparent communication with its investors. It allows shareholders to participate in the company's success through its result-oriented dividend policy.

Over the course of 2024, the daily closing price of the Komax share ranged between CHF 107.00 and CHF 195.40. At year end, the share price closed at CHF 115.00, a substantial –42.6% below the prior-year level (closing price for the previous year: CHF 200.50). Over the same period, the SPI Extra rose by 3.8%. In a five-year comparison over the period 2019–2024, the SPI Extra recorded growth of 11.0%, whereas the Komax share recorded a decline of 51.4%.

Share price development (31 December 2019 – 31 December 2024)

in CHF



LISTING

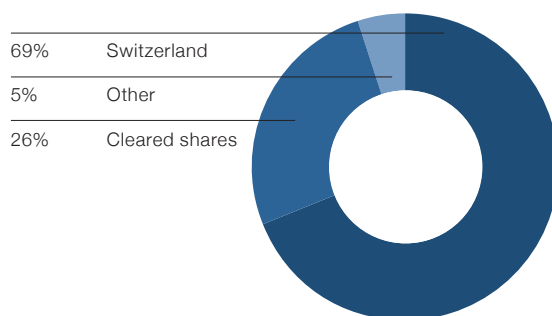
Komax Holding AG is listed on the SIX Swiss Exchange. The market capitalization of the Komax Group at the end of 2024 was CHF 590.3 million (31.12.2023: CHF 1.0 billion).

ISIN	CH0010702154
Security number	1070215
Bloomberg code	KOMN SW
Thomson Reuters code	KOMN.S

GEOGRAPHICAL DISTRIBUTION OF SHAREHOLDINGS

The majority of shares not held in Switzerland are held in Germany, the United Kingdom, and the United States.

As at 31 December 2024



BREAKDOWN OF SHAREHOLDERS BY NUMBER OF REGISTERED SHARES HELD

	31.12.2024	31.12.2023
1–100	3 994	3 960
101–1 000	2 111	1 775
1 001–10 000	225	227
10 001–100 000	34	29
> 100 000	2	3
Total shareholders	6 366	5 994

The shareholder base increased by 372 persons to 6 366 shareholders in 2024. Over the last five years, however, the shareholder base has declined (–10.6%).

Free float

The free float as defined by SIX Swiss Exchange stands at 75% (31 December 2023: 75%).

DISCLOSURE OF SHAREHOLDINGS / SIGNIFICANT SHAREHOLDERS

Under Art. 120 of the Financial Market Infrastructure Act (FinMIA) anyone who acquires or sells equity securities on their own account and thereby attains, falls below, or exceeds the threshold of 3, 5, 10, 15, 20, 25, 33 $\frac{1}{3}$, 50, or 66 $\frac{2}{3}$ % of the voting rights in a company (whether or not such rights may be exercised) is subject to a reporting obligation. Information on these significant shareholders: [➤ page 121.](#)

The reporting obligation applies to anyone who directly, indirectly, or in concert with third parties acquires or disposes of shares in a company incorporated in Switzerland whose equity securities are listed in whole or in part in Switzerland. It also applies to anyone who can exercise the voting rights attached to such equity securities at their own discretion. Disclosure must be made to the company and stock exchanges on which the equity securities in question are listed.

DIVIDEND POLICY

The Board of Directors pursues a result-oriented dividend policy that takes account of the strategy and the corresponding ambitious growth targets of the Komax Group. In light of the negative Group earnings after taxes, the Board of Directors is proposing to the Annual General Meeting of 16 April 2025 that the distribution of a dividend be waived (2023 financial year: dividend of CHF 3.00). With this proposal, the Komax Group is safeguarding the entrepreneurial scope for the continued rigorous pursuit of the strategic initiatives that are connected with investments, and thus coming closer to achieving its objectives on a step-by-step basis.

FINANCIAL CALENDAR

Annual General Meeting	16 April 2025
Half-year results 2025	12 August 2025
Preliminary information on 2025 financial year	20 January 2026

KOMAX REGISTERED SHARE: KEY DATA

		2024	2023	2022	2021	2020
Share capital as at 31 Dec.	in TCHF	513	513	513	385	385
Number of shares as at 31 Dec.	No.	5 133 333	5 133 333	5 133 333 ¹	3 850 000	3 850 000
Average number of outstanding shares	No.	5 125 381	5 124 960	4 273 799	3 843 440	3 845 655
Key data per share						
Par value	CHF	0.10	0.10	0.10	0.10	0.10
Basic earnings	CHF	-0.63	8.55	12.11	7.90	-0.34
EBITDA	CHF	7.12	18.14	20.81	15.70	6.85
EBIT	CHF	3.13	14.21	16.78	11.65	2.93
Shareholders' equity	CHF	69.47	76.09	81.15	68.81	61.42
Distribution	CHF	0.00 ²	3.00	5.50	4.50	0.00
Payout ratio	%	0.0 ²	35.1	54.5	57.0	0.0
Dividend yield as at 31 Dec.	%	0.0 ²	1.5	2.1	1.8	0.0
Share price development						
Highest price	CHF	195.40	305.50	288.00	276.60	238.80
Lowest price	CHF	107.00	174.40	214.00	177.30	122.00
Closing price as at 31 Dec.	CHF	115.00	200.50	257.50	253.00	176.30
Average daily trading volume	No.	12 079	6 968	6 419	8 846	15 809
P/E (price-earnings ratio) as at 31 Dec.		n. s.	23.5	21.3	32.0	n. s.
Total return per share						
Distribution from prior-year profit	CHF	3.00	5.50	4.50	0.00	0.00
Change in value	CHF	-85.50	-57.00	4.50	76.70	-60.10
Total (total return)	CHF	-82.50	-51.50	9.00	76.70	-60.10
Annual return ³	%	-41.15	-20.00	3.56	43.51	-25.42

¹ A capital increase for 1 283 333 shares took place within the framework of the combination between Komax and Schleuniger in 2022. Following an exchange of shares, Metall Zug AG became the Komax Group's single biggest shareholder (see page 121).

² Proposal of the Board of Directors of Komax Holding AG: waiver of distribution.

³ Versus prior-year end closing price.

Further information on the Komax registered share can be found at www.komaxgroup.com.

ESG REPORT

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SUSTAINABLE, SOCIAL, AND RESPONSIBLE

Environmentally sustainable business practices along with socially oriented and responsible company management are core elements of the Komax Group's corporate strategy. They are incorporated into the Komax Group's long-term targets and its operating activities. The Komax Group continues to develop its competencies in sustainability-related matters on an ongoing basis. Sustainability (ESG) is an integral component of its strategy – with 13 specific targets that are set out in this ESG Report.

DEAR READER

Our planet is unique. The world's population has been growing steadily for decades – from approximately three billion people in 1960 to over eight billion in 2024. Technological progress is also demanding more and more in the way of resources. According to the International Energy Agency (IEA), the global energy demand alone will increase by some 3% per year over the next few years. Industry is a main driver of this trend. Sustainability and ESG (Environmental, Social, and Governance) are becoming more important for the Komax Group and its stakeholders, but not only for this reason. The Komax Group takes responsibility, contributes to preserving quality of life for future generations, and seeks to create value on a long-term, sustainable basis. In doing so, it focuses its efforts on where it can accomplish the most.

Having enshrined ESG as a core component of its corporate strategy with 13 specific ESG targets in 2023, the Komax Group concentrated on the operational implementation of these targets in 2024. The Sustainability and Innovation Committee set the course here, while the ESG Committee developed measures and drove their implementation forward.

Owing to the significant decline in revenues, we were not able to achieve progress across the board in respect of climate protection targets. A positive point, however, is that the Komax Group succeeded in maintaining overall tCO₂e emissions at a steady level, despite acquisitions. A number of measures, including greater use of renewable energies at the sites, contributed to this. We aim to work even harder on our carbon footprint and have therefore adapted our original target: Instead of maintaining constant CO₂ emissions until 2028, the Komax Group now wants to reduce them by 10%.

In the area of "Responsibility," the Komax Group has conducted uniform, Group-wide measurements of customer satisfaction and supplier loyalty and can now disclose specific figures that form a basis for continuous improvement.

We also achieved substantial progress in the area of "Fairness." New Codes of Conduct were drawn up for employees and suppliers, and these have now been implemented. Moreover, the Komax Group introduced guidelines on human rights, corruption, and bribery as planned, and thus achieved one of its 13 ESG targets.

ESG reporting was developed and expanded to include the first-ever report on climate-related opportunities and risks (TCFD Report). Data quality was improved in all areas, for instance with regard to emissions and energy, as well as social key figures. Consequently, this ESG Report provides you with a more detailed and more comprehensive insight into our strategy, our targets, and the progress being made in achieving them.

The ESG Report has been drawn up in accordance with the GRI standards. The sections that are relevant for the vote at the Annual General Meeting were approved by the Board of Directors in keeping with the requirements of Swiss legislation (the Swiss Code of Obligations) and will be submitted to the Annual General Meeting to be held on 16 April 2025 for approval. Details are listed on page 118 of this report. We look forward to continuing to present you with detailed annual updates on the progress we are making in the form of future ESG Reports.

Yours sincerely,



Dr. Beat Kälin
Chairman of the Board of Directors



Dr. Andreas Häberli
Chairman of the Sustainability and
Innovation Committee

SCOPE OF THE ESG REPORT

Komax Holding AG publishes comprehensive financial results twice a year, in English and German: for the first half in August and for the full year in March, in the form of media releases and annual/half-year reports in PDF format. The ESG Report is an integral part of annual reporting and is published together with the Annual Report. This is the second ESG Report published in accordance with the GRI guidelines. The corresponding GRI index is available on the website (www.komax-group.com/annualreport2024/gri-index).

The present report encompasses the period from 1 January to 31 December 2024, and was published on 11 March 2025. The publication dates can be found in the financial calendar on the Komax Group website (www.komaxgroup.com/financial-calendar). The scope of consolidation of ESG reporting is identical to that of our financial reporting. Data and qualitative statements relate to the entire Komax Group as per the list of equity holdings on pages 191/192 of the Financial Report, other than where explicitly stated otherwise. In July 2024, the Komax Group acquired a majority stake (56%) in Hosver (► pages 188/189, Financial Report). This acquisition has already been included in the reporting and the data supplied have been mathematically halved, in order to reproduce the six consolidated months in the Komax Group. Certain data elements such as those relating to energy and material consumption, fuels, waste, and recycling were obtained for a nine-month period and extrapolated to cover the twelve-month period. In the following year, the complete prior-year data are obtained over twelve months and adjusted accordingly in the next ESG Report, if necessary.

The ESG Report was drawn up in compliance with Art. 964a et seq. of the Swiss Code of Obligations (SCO), as well as in accordance with the GRI Standards and the GHG Protocol. The report on climate-related opportunities and risks contained in the ESG Report is based on the recommendations of the Taskforce on Climate-related Financial Disclosures (TCFD) of the Financial Stability Board (FSB) (► from page 83). The Komax Group takes its cue from globally recognized standards. Based on a double materiality analysis, it has defined the targets most relevant to it for sustainable development. Using this as a basis, it wants to contribute to the realization of the global targets of the Sustainable Development Goals (SDGs) of the United Nations. Of the 17 SDGs, it has defined the following seven goals to which it can make the greatest possible contribution:



In the ESG Report, the logo of each of the seven targets is placed next to a section that explains how one aspect of the Komax Group is contributing to the corresponding SDG.

Contact partner for ESG matters:

Roger Müller

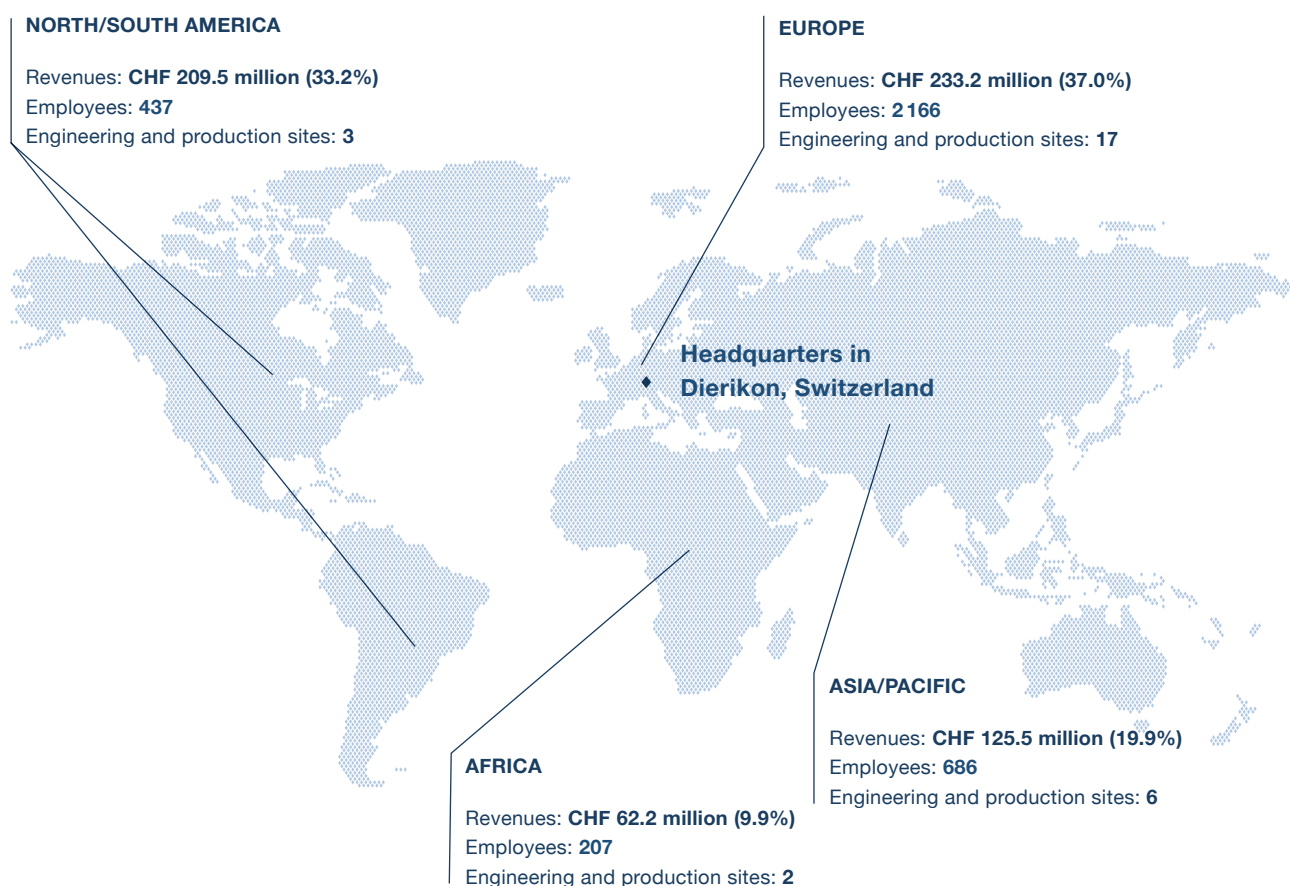
Vice President Group Communications / Investor Relations / ESG

Phone +41 41 455 04 55

communication@komaxgroup.com

The Komax Group at a glance

The Komax Group has some 3 500 employees, and is a pioneer as well as a market and technology leader in automated wire processing solutions. It offers serial production machines, customer-specific systems, quality assurance modules, test systems, networking solutions, and services for the processing of all sorts of wires, including for the production of wire harnesses in vehicles. Headquartered in Dierikon, Switzerland, the Komax Group is active in three market segments – Automotive, Aerospace & Railway, and Industrial & Infrastructure. The Automotive market segment is the key market, accounting for 75% of revenues. The headquarters of the Komax Group can be found at Industriestrasse 6, 6036 Dierikon, Switzerland. Worldwide, the Komax Group has 28 engineering and production sites, and offers sales and service support in more than 60 countries. The Komax Group aims to further expand its market position and set the pace on the trends that are important today, such as automation, e-mobility, and autonomous driving. To this end it has defined ambitious growth and profitability targets. Through its business strategy, which is geared toward long-term success, it aims to create sustainable value (► page 22 onwards). In its market environment, the Komax Group is impacted by a number of megatrends. Key among these is the trend toward greater automation on the part of customers of the Komax Group. In addition, the rising number of vehicles manufactured is an important growth driver. Further details on these megatrends and the markets: ► pages 18–21 and 40–49 of the Annual Report 2024.



Final assembly of the Alpha machine series at the headquarters in Dierikon, Switzerland.



Corporate purpose of the Komax Group

For decades now, the Komax Group has been known for innovative products and its market-leading position. At the same time, it wants to contribute to the sustainable development of society. The corporate purpose of the Komax Group can be summarized in just a few words:

As a driver of innovation and market leader in automated wire processing, we develop and produce intelligent, reliable, and optimally cost-effective wiring solutions for smart mobility and smart city applications. We work closely with our customers to make life simpler, more convenient, and safer.

The Komax Group understands smart mobility to mean the increasingly multifaceted nature of the mobility offering for end customers. Be it bikes, cars, or public transport – many of these forms of mobility are increasingly relying on electrical drive systems and a higher number of electronic components. Wherever electricity is used, wires are required, and wherever wires are installed, areas of application arise for the Komax Group. Smart city solutions support the optimum usage of this mobility spectrum, e. g. through traffic guidance systems or intelligent electricity usage, distribution, and storage systems. All these solutions need cables, be it for transmitting power or transferring data. The Komax Group helps with the production of these on the basis of high-quality, automated, resource-conserving processes, thereby also contributing to these megatrends.

Five core values

All business processes in the Komax Group are aligned with five core values. These core values are fundamental elements of the identity of the Komax Group. They form the basis for environmentally sustainable business development as well as socially oriented and responsible corporate governance.

THE FIVE CORE VALUES OF THE KOMAX GROUP



INNOVATION

As a pioneering and visionary company, we ensure that our business activity has a long-term focus. We are always open to new ideas and regularly re-examine our approach. This includes looking beyond our immediate concerns. We are willing to take risks – on the basis of knowledge and understanding – in order to reinforce our leadership in terms of innovation. Following new paths can lead to mistakes. We realize and tolerate this because it gives us an opportunity to become even better. We are increasing our lead by continuing to press ahead with innovations proactively, quickly, and determinedly, while remaining committed to our usual high quality standards.



CUSTOMER FOCUS

The varying needs of our customers are at the center of our activities. We listen to them carefully and ask the right questions. Understanding their requirements enables us to keep on improving. We strive to ensure that our solutions offer our customers added value, so that they can increase their efficiency and productivity and thus gain a competitive advantage. We are close to our customers, communicate actively, and foster friendly, long-term relationships and partnerships based on respect and esteem.



SUCCESS

We pursue ambitious targets and make an effort to achieve them every day. As a market and technology leader, we make high demands of ourselves and strive to find the best solution for our customers. Our long history of success encourages us to continue the success story and create sustainable value. This benefits our customers, employees, and investors. We want all these stakeholders to share equally in our success. We nurture competent, committed employees who enable us to retain loyal, satisfied customers.



QUALITY

Our day-to-day work is driven by quality and a willingness to examine what we do critically. We provide our customers with solutions that fully meet our quality requirements and supply what we have agreed. This commitment lies at the heart of our long-term, trusting customer relationships. Our efforts to keep on getting better include always delivering the agreed quality and actively asking customers how we can improve further. It is clear to us that this creates trust, which is of inestimable value.



RESPONSIBILITY

We take our responsibility toward our customers, employees, and investors seriously and act as a reliable, trustworthy partner. Our integrity and ability to keep to our agreements and meet our deadlines make us stand out from the crowd. We keep our word and ensure that our partners and colleagues do so, too. A strong sense of shared responsibility is important to us and we are careful to foster it. We take responsibility for our actions, make decisions, and carry them out. If we pass our responsibility on to others, we do so deliberately and ensure that they assume it in turn.

Embedding ESG in the Komax Group

With the strategy approved in 2023, ESG forms the underlying framework for all business activities (► page 26). This means that sustainability considerations are taken into account in all areas and are helping the Komax Group to achieve its ESG targets. For operational implementation, the Komax Group has firmly anchored ESG within its organizational structure. Detailed information on this as well as an overview graphic can be found in the governance section of the TCFD report (► pages 83/84). The Komax Group will continue to broaden and optimize reporting on its ESG activities on an on-going basis, with a focus on data gathering and data quality.

The company is a member of various industry organizations. For example, as part of ARENA2036 and the project Next2OEM, interdisciplinary teams are researching how automotive production might work in the future. Potential solutions for digitalization in wire processing are being developed together with other companies as part of the Open Industry 4.0 Alliance, the SPE Industrial Partner Network, and the Single Pair Ethernet System Alliance. Together with other leading technology companies, the Komax Group is looking for holistic solutions for industrial control cabinet construction as part of the Smart Cabinet Building Initiative, with a view to optimally exploiting the considerable automation potential in this area (➤ page 56).

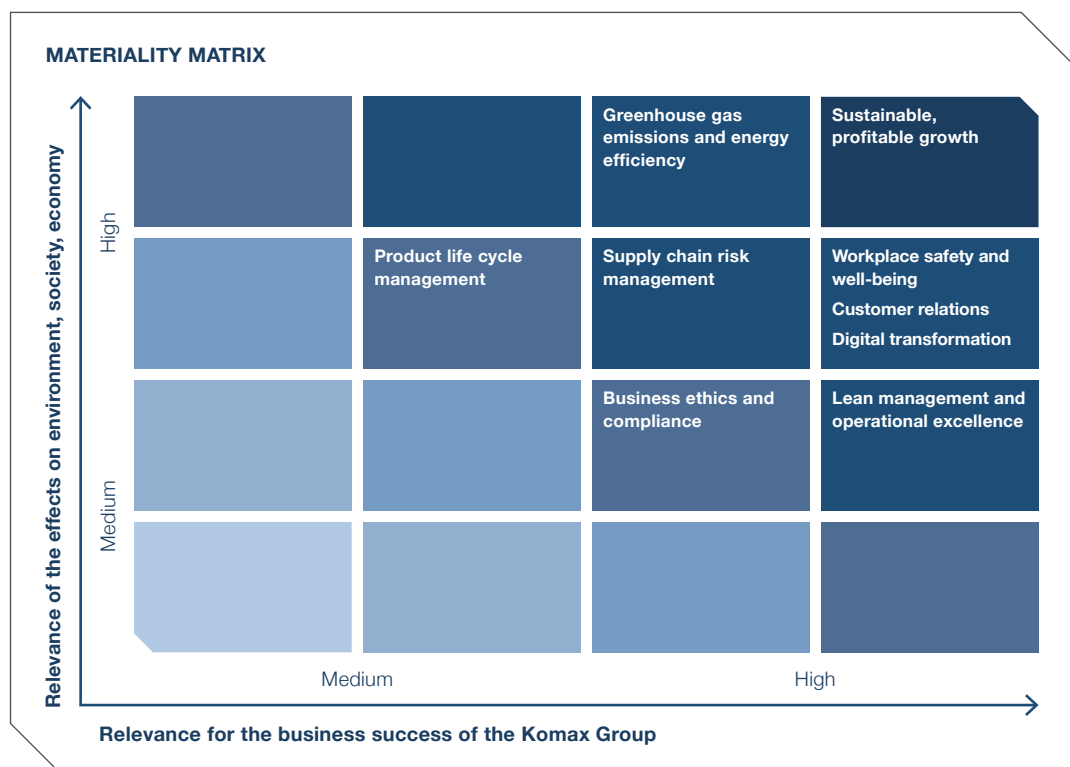
MATERIALITY ANALYSIS

In its business activities, the Komax Group is on the one hand influenced by the various trends, risks, and opportunities that have an impact on long-term business success. In addition, through its activities it has its own impact on the environment, the economy, and society. In order to identify the key interacting and influencing factors, the Komax Group carried out a comprehensive double materiality analysis in 2022. This forms the basis for the ESG strategy.

The materiality analysis encompasses the following stages:

- Internal analysis in all relevant topic areas
- Semi-structured interviews with customers, analysts, investors, proxy advisors, and representatives from peer companies
- Semi-structured interviews with representatives from the Executive Committee and the Board of Directors, and intensive discussions with both bodies
- Internal online survey on the topic of ESG
- Feedback from external sustainability experts
- Validation by the Executive Committee and the Board of Directors

This analysis produced nine themes that are material to the Komax Group. These were evaluated by the Executive Committee and the Board of Directors and set out in a materiality matrix in such a way as to demonstrate the relevance of the impact of business activities on the environment, society, and the economy, as well as the relevance for the business success of the Komax Group.



STAKEHOLDER ENGAGEMENT

The business activity of the Komax Group is relevant for a range of different local, national, and international stakeholder groups that it both influences and can be influenced by. The Komax Group attaches considerable value to regular open exchange in order to provide transparent information, pick up on sentiment in its markets, and strengthen the common basis for business and trust. This exchange enables the continuous alignment of stakeholder interests with the strategic orientation of the Komax Group, reveals opportunities and risks, and helps to manage the company's reputation on the market. Identification of the stakeholders took place as part of the materiality analysis. The Komax Group includes these stakeholder groups both digitally and physically. To this end, it maintains a global website and a number of country-specific websites in several languages, which provide contact forms and details of points of contact in addition to a whole range of other information. The Komax Group news portal – Komax Stories (www.komaxgroup.com/stories) – is also available to all those who are interested. The information policy of the Komax Group is set out in the Corporate Governance Report (➤ page 137). The following table contains a list of all stakeholder groups identified as material and sets out details of how the Komax Group engages with them.

Category	Engagement
Customers in the B2B area	The Komax Group supports customers primarily through the areas of sales, marketing, and service. It engages in regular dialog through personal contact, as well as digital channels such as the “myKomax” customer portal, online meetings, online service ticketing systems, and the “Komax Stories” news portal. With the optimization of the distribution and service network in 2024, every customer now has a dedicated contact person. Customer queries and feedback are addressed quickly and effectively via the digital customer management system (➤ page 37). The Komax Group records customer requests, loyalty, satisfaction, and the Net Promoter Score (NPS) by means of regular surveys. From 2025, the Komax Academy and Schleuniger University will be combined to form “Komax Campus,” offering customers a comprehensive training program with 220 different online courses. Some 146 customers used such courses in 2024 (➤ page 37). Alongside this, there are several hundred physical training sessions per year on the operation and installation of the machinery. Komax Group companies also take part in around 50 trade fairs and specialist events worldwide each year (➤ page 38). Furthermore, the Komax Group engages with customers and partners in various initiatives such as ARENA2036 and Next2OEM (➤ pages 54/55).
Employees	Employees are involved and informed in a variety of ways. This includes internal communications, an intranet where they can submit feedback, ideas, and suggestions for improvement, among other things, live and online events such as webinars, team and site events, as well as the “Komax Talk” video format where the CEO and Executive Committee provide information about current developments. The Young Community supports employees under the age of 30 (➤ page 106). Through various initiatives, the Komax Group promotes health, team spirit, training and further education, and employee inclusivity (➤ pages 105/106). It also publishes its employee magazine “Komagazin” twice a year.
Financial community (analysts and institutional investors)	Investor Relations includes the financial community via comprehensive reporting by means of media releases, annual and half-year reports, as well as physical and virtual events. This includes a mailing service, for which interested parties can sign up (➤ page 137), twice-yearly telephone conferences with the CEO and CFO, an Investors' Day at least once every two years, around 50 bilateral investor meetings per year, and participation in more than ten investor conferences and roadshows in Switzerland and abroad with the CEO, CFO, or the Vice President of Investor Relations / Group Communications / ESG. The Komax Group also organizes regular factory tours at its headquarters.
Shareholders	Shareholders have participation rights that are set out in the Articles of Association of Komax Holding AG and published in the Corporate Governance Report. Shareholders have the opportunity to enter into exchange with the Komax Group at any time using the contact form on the website, or by emailing or calling the Investor Relations contact person. At the Annual General Meeting in April 2024 in Lucerne, the shareholders voted clearly in favor of all proposals from the Board of Directors. Overall, 63.3% of the share capital was represented.

Category	Engagement
Media	To provide the general public with timely and factual information about its business activities, and to safeguard its reputation, the Komax Group cultivates regular exchange with media representatives via its Group Communications department. With the exception of investor conferences and roadshows, they have the same opportunities for information and exchange available to them as the financial community.
Suppliers, business partners, and service providers	The Komax Group maintains business relations with thousands of suppliers, service providers, and partners. This contact includes negotiations, specialist exchanges, participation in mutual surveys and ratings, as well as regular audits of operational, ethical, and sustainable business practices. The topics covered here are, in particular, quality, delivery capacity, pricing, human rights, and occupational safety. Suppliers are looked after locally by the respective purchasing teams. The Komax Group attaches value to long-term, stable relations with its business partners. The regular dialog is intended to strengthen business relationships and jointly develop partners and the business further.
Local communities and site neighbors	Regular in-person and digital exchange takes place with local communities and neighbors in order to discuss and resolve local matters together. The local contact persons are, in particular, those individuals with overall responsibility. At the site in Dierikon, Switzerland, the Komax Group cultivates this exchange through various events, including an open day and an average of around ten guided tours per year. It also supports a number of social projects locally (➤ page 108).
Industry and trade associations	The Komax Group is a member of many different industry and trade associations, and cultivates exchange with customers, partners, suppliers, competitors, and other industrial companies. These include Swissmem, ARENA2036, the Smart Cabinet Building Initiative, and the ESG Alliance in China (➤ pages 55/56 and 83).
Bodies of higher education and academia	The Komax Group works together with various institutes and universities, including the Lucerne University of Applied Sciences and Arts and the Deggendorf Institute of Technology, to promote technological developments and foster young talent. Project-related exchange takes place at the respective specialist levels.
General public, NGOs, and other stakeholder groups	The Komax Group keeps further stakeholder groups informed through its global and local websites, social media presence, for example on LinkedIn, and through its media work. There is an online contact form, which is managed by Group Communications. Young applicants also have the opportunity to enter into exchange with the Komax Group at information events held at universities and schools, for instance. In Switzerland, the Komax Group participates in National Future Day and offers taster days for the employees of tomorrow.
Legislators, regulatory authorities	The Komax Group is involved with authorities and legislators in various jurisdictions so as to ensure conformity with the law and prepare for regulatory changes at an early stage.

ESG STRATEGY

ESG forms the framework for the Komax Group's strategy

Following the combination with the Schleuniger Group in 2022, the Komax Group analyzed the new situation in detail and developed its new strategy in 2023 (► pages 22–31). At the heart of this strategy are four key market-oriented strategic priorities: Create Value Along Customer Journey, Innovate for Automation and Quality, Strengthen Global Customer Proximity, and Develop Non-Automotive Markets. In addition, two strategic initiatives address issues that are important to the attainment of profitability targets and the financing of growth: Scale Komax and Schleuniger, and Lean and Excellent, Digital Transformation. The overall picture is complemented by the ESG strategic initiative, which forms a framework and the foundation for sustainable action by the Komax Group. In this area, the Komax Group has greater ambitions than just meeting regulatory requirements. This explains why ESG is a strategic component and a part of the overall brand strategy (► page 26).

Core elements of the ESG strategy

With its strategy, the Komax Group is consistently embedding ESG topics in its business processes. As part of this, it has defined three focus areas – Fairness, Responsibility, and Climate Protection – with which it intends to concentrate in particular on its customers, employees, suppliers, and the planet. The Komax Group has a long-term ambition for each of these focus areas, and in 2023 defined 13 overarching targets for the next five years based on its materiality analysis. One of the targets in the “Fairness” focus area was attained as planned in 2024. In order to achieve the remaining targets, various strategic initiatives are being pursued. In the year under review, the Climate Protection core element was additionally expanded to include the aspect of net zero emissions (► page 83, TCFD Report). In addition, the comprehensive reporting established in previous years was further expanded in 2024.

CORE ELEMENTS OF THE ESG STRATEGY

Fairness

The Komax Group acts fairly toward its customers, suppliers, employees, and other stakeholder groups at all times, and ensures that legal requirements are complied with. Key elements here are integrity, respect, tolerance, reliability, equal opportunities, diversity, and transparency.



Climate Protection

The Komax Group takes care of the environment and strives to reduce its carbon footprint on an ongoing basis, and to lower its own energy consumption and that of its products. In addition, greater attention will be paid to the concept of the circular economy.

Responsibility

The Komax Group takes responsibility for society and its employees, offering them a working environment that is safe and inspiring. It seeks to satisfy or even go beyond its obligations toward customers and other stakeholder groups at all times.

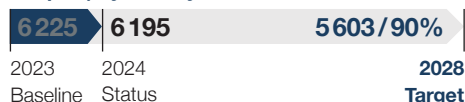
ESG TARGETS 2024–2028

Target status: ✓✓ = achieved ✓ = on track ✓ = missed



Climate Protection

Greenhouse gas emissions and energy efficiency

Reduction of CO₂ emissions (Scope 1 and Scope 2) by 10% by 2028.¹

Reduction in energy consumption by 2% per year (in MWh per CHF 1 million in revenues).



50% of electricity consumption from renewable sources by 2028.



Status



Product life cycle management

Status

Eco-design check for all newly developed products from 2025.

The Komax Group expanded the scope of this target significantly in 2024, and modified its implementation approach accordingly. The new focus lies on the conducting of life cycle assessments for all products in the portfolio. Preparations were made in 2024 to launch a pilot assessment with an initial product in 2025. Based on the results, processes will be reworked and the eco-design check implemented. For this reason, in 2025 there will not yet be any eco-design checks for all newly developed products.

Implementation of the circular economy concept through the creation of recycling options – all products recyclable from 2028.

With effect from 2025, the Komax Group is starting the process of assessing the life cycles of products in its portfolio (see eco-design check target). Recycling – as one phase of the life cycle – plays an important role here.

¹ The target was raised significantly in 2024 – from steady CO₂ emissions until 2028 to a reduction of 10%.² Due to the decline in revenues of 16% and the acquisition of Hosver, more energy per revenue unit was consumed in 2024.

Responsibility

Workplace safety and well-being

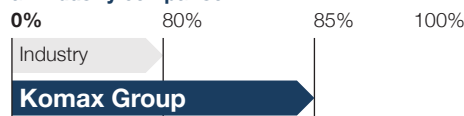
Realization of the vision of zero workplace accidents – accident rate (LTIR) to be halved by 2028.¹Employee motivation level above average compared with peer industrial companies at all sites (data collected in a three-year cycle via ValueQuest survey).²

Status



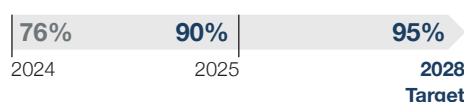
Customer relations

Status

Above-average customer satisfaction in an industry comparison.³

On-time delivery achieved on over 90% of all orders from 2025, rising to over 95% from 2028.

The Komax Group established processes for systematic data capture in 2024 so as to calculate a Group-wide metric.

¹ Baseline is the average LTIR ratio for 2022 and 2023: 4.2.² 2023 result. No survey took place in 2024; new assessment in 2025.³ Based on the customer survey carried out in 2024 in Europe, North America, and Asia.

ESG TARGETS 2024–2028

Target status:  = achieved  = on track  = missed Fairness

Business ethics and compliance

100% of employees complete and pass Code of Conduct training courses at least every two years.

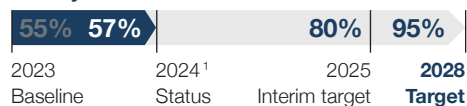
The Code of Conduct underwent a comprehensive revision in 2024. Group-wide training on the new Code of Conduct will start in the first quarter of 2025, and must be completed by all staff on an annual basis.

Status



Supply chain risk management

Status

Code of Conduct signed by 80% of suppliers (by purchasing volume) by 2025, rising to over 95% by 2028.**Annual audit of existing and/or potential new suppliers based on a risk matrix approach.**

The risk matrix approach was implemented in 2024. This approach will be used for selecting suppliers for the audits from 2025 onward.

Introduction of guidelines on human rights, bribery, and corruption by the end of 2024.

The guidelines were introduced across the Group in 2024 and can be found at www.komaxgroup.com/integrity.



¹ A new Code of Conduct for suppliers was drawn up in 2024, which is why the signing of the "old" Code was no longer pursued.

SUSTAINABLE, PROFITABLE GROWTH



The Komax Group aims to achieve sustainable and profitable growth. By this it means the all-encompassing, long-term development of the Komax Group and its environment with the aim of creating value not just in the economic sense, but also in an environmental and social sense. As an international business, the Komax Group is bound up with a dense network of stakeholders whose further development it influences both directly and indirectly. It bears responsibility for these stakeholders in many different ways, and can best meet that responsibility through sustainable, value-creating business development. It therefore takes care to ensure that it has a robust financial base and pursues a long-term strategy so that future generations can also benefit from the impact of the Komax Group. It fundamentally rejects any notion of making profits at the cost of the environment and society. It attaches considerable value to environment-friendly production and the responsible use of natural resources, and offers its employees an appreciative working environment. Far from being empty phrases, these principles have been applied by the Komax Group for decades.

The Komax Group revised its strategy back in 2023 in order to continue to be able to grow sustainably and profitably. In the context of this strategy, the Komax Group pursues four strategic priorities, which are in turn supported by strategic initiatives. The Komax Group has set itself ambitious financial targets to be achieved by 2030, namely generating revenues of CHF 1.0–1.2 billion and EBIT of CHF 120–160 million. The strategy is set out in detail on pages 22–31 of the Annual Report 2024. Information on the market segments and market development can be found on pages 40–49 of the Annual Report.

Ensuring financial stability

The Komax Group requires financial stability if it is to grow sustainably. It is distinguished by its robust equity base and strong profitability. Its equity ratio is 51.7%. This solid foundation enables the Komax Group to systematically pursue opportunities to develop further, and offers security in challenging times.

The Komax Group secures its debt financing through a long-term syndicated loan facility, which provides financial freedom of maneuver for sustainable company development, as well as facilitating acquisitions. This has been linked to an ESG component since 2022. A bonus/malus system based on the ESG rating was agreed with the banks making up the syndicate.

Another means of securing long-term growth is stability in the shareholder base. Through its combination with Schleuniger in 2022, the Komax Group secured an anchor shareholder with a long-term orientation in the form of Metall Zug AG, which continued to hold 25% of shares in the reporting year.

Growth and profitability of the Komax Group in a five-year comparison¹

in TCHF	2024	2023 ²	2022	2021	2020
Revenues	630 452	762 923	606 332	421 067	327 623
Operating profit (EBIT)	16 036	72 808	71 732	44 794	11 254
in % of revenues	2.5	9.5	11.8	10.6	3.4
Group earnings after taxes (EAT)	–2 863	43 836	51 773	30 375	–1 319
in % of revenues	–0.5	5.7	8.5	7.2	–0.4
Equity ratio in % ³	51.7	55.1	53.2	51.4	52.3
Basic earnings per share in CHF	–0.63	8.55	12.11	7.90	–0.34

¹ A complete five-year comparison can be found on page 214 of the Annual Report.

² Including one-time effects (revenues: CHF +10.9 million; EBIT: CHF +5.0 million).

³ Total shareholders' equity.

INTERACTIONS BETWEEN THE KOMAX GROUP AND ITS ENVIRONMENT

In its activities, the Komax Group is influenced by trends, risks, and opportunities in its key markets, as well as by global developments. Its actions also have an impact on its environment.

Economic risks and opportunities

Among the principal economic risks identified by the Komax Group are the economic environment and the situation with regard to competitors. Beyond these, there are further risks that are set out in the following chapters on the themes that are material to the Komax Group as well as in the climate-related report in accordance with the recommendations of the TCFD.

Geopolitical uncertainties and regional or global economic downturns represent a risk for the Komax Group. As a manufacturer of industrial capital goods, the Komax Group is partially reliant on how the economy in its main markets – and in the automotive market in particular – is developing. In difficult market phases, its customers are more reluctant to invest, and tend to delay or put off investment decisions. This means that the Komax Group's business is subject to a certain degree of volatility. Added to this is an average visibility in the markets of around three months, which restricts reaction times to major changes. Only part of these market risks can be reduced.

On the other hand, the economic development process also offers opportunities. This is because every downturn phase is followed by a period of significant catch-up in capital expenditure on the part of customers. The goal is to be ready for this, so as to derive the maximum possible benefit and secure a high order intake. For this to be possible, it is important for the Komax Group to be close to its customers at all times (➤ page 34 onwards) so that it can react to any developments that start to emerge. Achieving a high level of flexibility in production planning is also key to being able to ramp up production capacities and facilitate short supply times if there is a sharp increase in demand.

The situation with regard to competitors also represents a certain degree of risk, since the market is increasingly shifting toward Asia, where the majority of competitors are located. Asia also offers major opportunities for the Komax Group, as this region has to date had the lowest share of revenues in proportion to the size of the market. The Komax Group's market-leading innovative strength (➤ page 50 onwards) and its financial stability gives it the opportunity to grow and create further unique selling propositions, not least because the Komax Group is active in a growth market. The degree of automation among its customer base is still much too low. Consequently, the need for automation solutions from the Komax Group and its peers will remain significant for a number of years.

The Komax Group has a comprehensive risk management system (➤ pages 112, 182 and TCFD Report page 87). Business risks are countered by intensive monitoring and analysis of market developments as well as by sets of encompassing guidelines. This is explained in detail in the following themes that are material to the Komax Group. Risks are insured or other solutions implemented wherever it makes sense.

Economic contribution

High-quality wire processing is of great importance in the market segments addressed by the Komax Group. The wire harness is the largest electrical component in vehicles as well as other customer applications. It is highly complex, and errors in production can rapidly lead to comprehensive, expensive recalls. This is bad not just for vehicle drivers, but also for the automotive manufacturer and its suppliers. In 2024, some 89 million vehicles were produced. At around 20%, the degree of automation in wire processing is still low, but growing requirements in respect of quality and traceability as well as the trend toward nearshoring (➤ pages 18–21 and 41) call for an increasing amount of automation in the long term. The Komax Group has a very strong market position with by far the largest market share in the industry (around 40%). It is therefore an innovation driver in automated wire processing.

The Komax Group wants to help resolve a number of global challenges with its current business model. Automation facilitates higher quality as well as safety in production processes and end products. It reduces the quantity of rejects as well as wear and tear, thereby reducing the intensity

of resources and costs at the production stage. Automated processes also improve workplace safety, offer a solution to the increasing shortage of skilled labor, and allow supply chains to be shortened through nearshoring and, as a consequence, reduce the carbon footprint. They therefore play a part in enabling customers to remain successful in the long term, while at the same time helping them strengthen their ESG performance (details on the corporate purpose of the Komax Group: ▶ page 69).

In its environment, for example in respect of employees, suppliers, and communities, the Komax Group makes a significant contribution. It provides work to some 3 500 people globally, and strengthens thousands of suppliers as well as local communities with its orders. Material expenses amounted to CHF 236.5 million in 2024, with personnel expenditure coming in at CHF 268.9 million. The Komax Group devoted some 1% of this personnel expenditure to the training of its workforce. On top of this, the company provides monetary support and assistance in the form of voluntary work by employees on numerous local social projects (▶ page 108).

Given its global structure, the Komax Group pays taxes in many different countries. It carries out its business on the basis of operational not tax considerations. In this, compliance with local tax legislation is the responsibility of the local companies. The Komax Group pays taxes where they fall due. In the year under review, the income taxes of the Komax Group amounted to CHF 10.2 million.

The Komax Group pursues a result-oriented dividend policy that takes account of its ambitious growth targets (▶ page 62).

Cleantech – contributing to clean mobility

According to S&P Global Mobility, approximately 33% of all new cars around the world will be purely electric (BEV) from 2030. With its innovative solutions for the processing of high-voltage cables for electric vehicles, the Komax Group is making an important contribution to this transition. It has had a center of competence for e-mobility in Hungary for a number of years now, and in 2024 took a majority stake in Hosver, the leading manufacturer of machinery for the processing of high-voltage cables in China. The serial production of complex high-voltage cables in the necessary quantities requires great precision and efficiency. For this reason, the automation of these processes is becoming ever more important. The Komax Group has a portfolio of solutions covering the entire value chain – from the processing of high-voltage cables through to the testing of the final harnesses – and expands this continuously. Included in its portfolio are solutions for processing individual high-voltage cables, alongside machines that enable entire wire harnesses to be manufactured for electric vehicles on a fully automated basis. In addition, adaptronic in particular offers testing systems for the testing of high-voltage cables.



Supporting local communities

In keeping with its corporate purpose, the Komax Group is keen to make a contribution to society, and to make life simpler, safer, and more convenient. It achieves this not only through its business strategy, but also by actively supporting a whole range of projects, including in the spheres of education, sport, culture, and social well-being. The corresponding activities are organized and implemented on a decentralized basis in the individual companies (projects: ▶ page 108).

LEAN MANAGEMENT AND OPERATIONAL EXCELLENCE

If the corporate goals of the Komax Group in the area of longevity and sustainability are to be achieved, streamlined organizational and process structures are required, as is a constant willingness to improve, i. e. Lean Management and Operational Excellence. The efficient design of the entire value chain across all company areas can dramatically reduce the waste of valuable resources such as materials, energy, innovative output, and time. The Komax Group's business environment is continuously changing, which necessitates ongoing adjustments and improvements. In this environment, inefficient or outdated processes and structures can rapidly lead to the loss of employees and customers, as well as give rise to high costs, particularly as almost a quarter of all staff are employed in Switzerland, a high-price country. The retention of such processes and

structures would increase any number of operational, financial, legal, and social risks as detailed in this report, and thereby impair commercial success as well as negating the Komax Group's positive impact on its environment. Lean Management and Operational Excellence are key to the mindset of the Komax Group, which is why, for example, 16 additional employees in Switzerland completed the Lean Six Sigma Green Belt certification process in the year under review. Regular training takes place at other locations, and a dialog is cultivated with external specialists in order to optimize efficiency.

The Komax Group strives to make use of the opportunities open to it in order to improve on an ongoing basis. At the level of the Board of Directors, the Sustainability and Innovation Committee explores the themes of technology, innovation, and sustainability in depth. It discusses new developments and the resulting risks and opportunities several times a year, and supports the Executive Committee in the strategic development of these themes.

At an operating level, relevant market developments are analyzed by the corresponding business units together with Global Operations, and depending on the outcome are then taken into consideration by the Komax Group where feasible. Among other things, this involves peer group comparisons, exchanges of views with customers, suppliers, and research institutes, and in some cases also the assistance of external consultancy firms.

Development and production processes are optimized continuously. The Komax Group has put in place a process-oriented organization in this respect, in which the entire life cycle of a product is considered right from the very start. With its KOP ("Komax optimizes processes") program, for example, it pursues ongoing improvement management in keeping with the Kaizen principle. For instance, even at the product development stage, care is taken to ensure that the number of different screws for a machine are minimized in order to reduce the workload and the number of tools and replacement parts required at the later assembly stage and service. Every process is closely observed and scrutinized. By way of example: Is the anodization of surfaces really necessary, or could this step be dispensed with for the benefit of the environment? Could a machine be built in such a way that it can then be sent to customers with less packaging?

Based on training and ongoing thematization, the Komax Group promotes process-optimized thinking on the part of its employees, encouraging them to scrutinize the status quo and contribute new ideas. Among other things, this includes project management methods such as Scrum and Kanban. At Komax in Switzerland, for example, ideas in some departments are discussed in daily 15-minute meetings and tested as quickly as possible. Special bonuses are awarded to staff for particularly effective improvements.

In view of the challenging order situation, the focus in 2024 lay on streamlining organizational structures and reducing costs. The numerous measures taken included elements such as structural adjustments in Europe and in China, optimizations in the distribution and service network, and a reduction in complexity in the product portfolio. On top of this came improved efficiency thanks to ongoing digitalization in the areas of customer management, human resources, and engineering (► page 81). At the manufacturing locations, production processes were optimized further – such as in Dierikon, where improvements were made to the production layout and therefore the flows of goods, as well as material management and storage components. Furthermore, considerable emphasis was placed on avoiding waste in the value streams.

OPTIMIZATION OF PRODUCTION – JUST BY SWITCHING THINGS ROUND!

Between 2022 and 2024, flow production of the volume models of the Alpha series was significantly optimized at the headquarters in Dierikon, Switzerland. By “switching round” the production layout to anticlockwise, both workflows and the flow of materials were significantly improved. The walking routes of employees at the assembly stage alone were reduced by 45% as a result. This in turn made it possible to reduce cycle times and optimize assembly ergonomics. What's more, the new production layout allows for more flexible production of various models, such as the Alpha 520, Alpha 530, Alpha 550, and the latest generation of these machines, resulting in a significant improvement in both productivity and cost efficiency. In this way, the Komax Group is improving the competitiveness of its Swiss location in the fiercely contested market for crimp-to-crimp machines.



DIGITAL TRANSFORMATION

For a business like the Komax Group, the switch from analog processes to digital systems presents numerous opportunities as well as risks that need to be addressed. On the one hand, all sorts of processes can be designed much more efficiently through the digital medium; on the other, employees need to be properly trained in the handling of digital possibilities in order to guarantee data protection and cybersecurity. This is an area that harbors not just financial risk but also considerable reputational risk for the Komax Group. The transformation to consistently digital internal processes and customer applications is also an important factor in the attainment of ESG targets in the key ESG areas of sustainable profitable growth, workplace safety and well-being, and product life cycle management. The Komax Group addresses the challenges of digital transformation through two closely interconnected strategic initiatives: While the SMART FACTORY by KOMAX comprises, among other things, the digital offerings for customers, the SMART DIGITAL KOMAX initiative focuses on transforming the Komax Group into an organization that is consistently digitalized across all processes. Software and digital services are of crucial importance here. This is also evident from the fact that more than half of employees in Research and Development are working on this aspect. There is potential here that, through its strategy, the Komax Group is seeking to leverage in a targeted way. For this reason, it has been intensively driving forward both internal and external digital transformation for many years.

SMART FACTORY by KOMAX – solutions for customers

For customers, the Komax Group offers a continuously growing spectrum of digital solutions through the SMART FACTORY by KOMAX. Customers have to deliver consistently high quality and reliability despite rising complexity and higher personnel expenses, while at the same time keeping costs as low as possible. The SMART FACTORY by KOMAX shows them how wire processing can be optimized in the future. It encompasses five components that the Komax Group is working on continuously (► pages 52/53).

SMART DIGITAL KOMAX – digital transformation of internal processes

For the Komax Group, the basis for this external digital transformation is the digitalization of internal processes, as well as the Group-wide updating and standardization of data and systems. Among other things, advances were made in the step-by-step introduction of a new ERP system in the year under review. In addition, a standardized HR management system and an improved digital customer management tool were implemented. Collaboration in engineering between the locations in Switzerland (Dierikon) and China (Shanghai and Tianjin) was optimized with the introduction of a new product data management system. This involved tens of thousands of data sets being migrated to a new joint platform, resulting in substantial time and cost savings. Software was also introduced for the ESG monitoring of suppliers.

Ongoing digitalization has improved data quality, increased transparency, and already helped to make business activity much more efficient.

Measures to protect against cyber risks

To avoid the benefits of digitalization being overshadowed by new risks, the Komax Group continuously analyzes cyber risks as part of its internal risk management processes (► page 182 onwards, Financial Report). It derives measures from this activity to ensure that all its own data, as well as that of customers, suppliers, and employees, is protected to the greatest extent possible. The measures are further developed and implemented by the Head of Global IT Security and the team on an ongoing basis. The Komax Group has detailed data protection guidelines in place. These include an acceptable use policy (AUP), which covers data security at the workplace as well as for remote access, email, internet, and social media, along with the monitoring of security incidents and handling policies. A further element is a password policy. Both policies were standardized across the Group in 2024. Further policies on IT issues such as network and supply security are maintained as part of the integrated management system (IMS).

Specifically, the Komax Group has also implemented technical security measures such as the encryption and pseudonymization of data, data logging/recording, and access restrictions. It also improves data security on an ongoing basis with the assistance of external partners through regular penetration tests (simulated external attacks) and gap analyses, and has round-the-clock monitoring in place 365 days a year thanks to its Security Operations Center (SOC). All publicly accessible services have been scanned for potential weaknesses on a monthly basis since 2022. In addition, the operation of physical servers was discontinued at five locations in the year under review, with data now only available through a secure cloud solution. The measures implemented are developed further on an ongoing basis. The internal Information Security Management System (ISMS) was migrated to a professional cloud-based solution in 2024. With effect from 2025, the ISMS – including associated risk management – will be completely cloud-based across the Group. It will therefore be possible to track and address the risks identified through gap analyses and penetration tests even more efficiently. A further area of focus in 2024 was business continuity management. Measures and plans were developed in this area and communicated in workshops so as to ensure preparedness for a major incident such as a system outage or cyber attack.

Internally, Group IT Security regularly communicates about IT security matters. This ensures that awareness is maintained at a high level and sensitizes employees further to this issue. These themes are also discussed at least once a year by the Audit Committee of the Board of Directors, and addressed by the full Board of Directors itself where necessary.

Komax is also certified under the “Trusted Information Security Assessment Exchange” (TISAX) standard, which addresses the secure processing of information received from business partners, and data protection between automotive manufacturers and their suppliers in accordance with the EU’s General Data Protection Regulation (GDPR). Existing security measures are adjusted on an ongoing basis in line with technological developments. All employees are obliged to participate in regular cybersecurity training. There were no substantiated complaints in respect of data theft, data abuse, or the loss of customer data during the reporting period. Further information on governance can be found in the Corporate Governance section of the 2023 Annual Report (► pages 119–137).

TCFD REPORT

As a global company with a sustainable and long-term growth strategy, the Komax Group has a responsibility to engage with climate change and its consequences. It takes its cue from the recommendations of the Taskforce on Climate-related Financial Disclosures (TCFD). Over the next few pages, the company explores the physical and transitory climate risks and opportunities relevant to the Komax Group on the basis of the recommendations of the TCFD. In the year under review, the Komax Group expanded its ESG strategy to include the aspect of net zero emissions. It looks here to Switzerland's climate targets, and is striving to reduce greenhouse gases to net zero by 2050.

The Komax Group participates in a number of organizations with the aim of combating climate change. These include the ESG Alliance in China, for example.

KOMAX SHANGHAI IS A MEMBER OF THE ESG ALLIANCE

Komax Shanghai in China is a member of the ESG Alliance, a project of the German Chamber of Commerce in China that brings together numerous companies active in China to exchange views and drive forward ESG together. Among other things, this organization offers training on sustainable management in the areas of operations and supply chains, with the aim of ensuring the sustainable development of business in China. Through this engagement, Komax Shanghai has been able to specifically prepare its procurement department for supplier discussions with regard to ESG and EcoVadis Ratings, for example.



GOVERNANCE

The principle of sustainability has been applied to the management of the Komax Group for several decades now. ESG was finally defined by the Board of Directors as one of the Group's key strategic targets in 2022. Key figures on environmental and social aspects have been compiled and documented across the Group since 2021. The Komax Group firmly anchored ESG within the company when drawing up its current strategy. Part of this involved the comprehensive revision of the Articles of Association at the Annual General Meeting on 12 April 2023, including the introduction of Article 2a., "Sustainability", which underscores the principle of sustainability already being applied by the Komax Group. The Articles of Association also take account of current best practice in corporate governance.

Furthermore, the Board of Directors created the Sustainability and Innovation Committee following the 2023 Annual General Meeting. This body informs and advises the Board of Directors regularly on new developments in the different areas of ESG, discusses new regulatory developments and changes in respect of climate risks, and monitors sustainability reporting (➤ page 128). Several members of the Board of Directors have expertise in one or more core ESG elements.

The CEO has overall responsibility for the operational execution of the ESG strategy and is supported by the Executive Committee in this regard. He drives this forward together with the Vice President Group Communications / Investor Relations / ESG, who steers and supervises implementation centrally in the business processes. In 2023, an interdisciplinary ESG Committee was established. This consists of senior managers from various areas (➤ page 84) and aims to provide broad-based support with implementation at the operational level while, at the same time ensuring that the various ESG initiatives progress according to plan. The members of the ESG Committee are responsible for ESG issues in their areas, and are set personal ESG targets.

For the members of the Executive Committee, the degree of attainment of ESG targets is one criterion for the amount of variable compensation paid (cash bonus). In this way, the Komax Group intends to drive forward implementation efficiently. The ESG Committee meets at least twice a year, and among other things discusses the status of climate-related risks and opportunities, as well as the impact of these on the business of the Komax Group. In 2024, the ESG Committee met in September and November, and focused in particular on the progress made toward the ESG targets and the measures planned to attain these targets over the coming years.

ESG: ORGANIZATIONAL STRUCTURE

BOARD OF DIRECTORS

Board of Directors

Review and sign-off of the ESG strategy and the report on non-financial matters (ESG Report) and evaluation of climate-related risks and opportunities.

Sustainability and Innovation Committee

Monitoring of implementation of the ESG strategy and reporting as well as definition of targets and KPIs.

EXECUTIVE COMMITTEE

Overall responsibility for operational implementation of the ESG strategy and attainment of ESG targets. Monitoring of climate-related risks and opportunities as well as drawing up and implementation of measures to mitigate risks and exploit opportunities.

ESG COMMITTEE

Formulation and responsibility for implementation of plan of measures to attain Group-wide ESG targets. Coordination of ESG-related activities within the Komax Group and promotion of cross-functional collaboration.

CEO (Chair)

Members – specialist managers from various areas

Group Communications /
IR / ESG

Group Human
Resources

Group Legal &
Compliance

Group Operations

Group Procurement

Group Supply Chain
Management

Market Segment &
Business Development

Market Services

STRATEGY

The ESG strategy of the Komax Group is explained in detail in the section “Sustainable, social, and responsible” (► pages 74–76). The core strategic element “climate protection” includes measures and targets relating to climate-related risks and opportunities, as well as the comprehensive capturing of the energy and emissions data of the Komax Group.

Physical and transitory risks

In keeping with the TCFD recommendations, the Komax Group distinguishes between the physical risks that result from changed climatic conditions on the one hand, and the transitory risks and opportunities that arise as a consequence of the transition to a low-carbon economy on the other. Physical risks manifest themselves in longer-term chronic risks – such as the increase in average annual temperatures, rises in sea levels, and prolonged periods of heat, as well as the acute risks that result from extreme weather events. Among other things, the latter include flooding, hurricanes and tornadoes, and forest fires. While these risks are not new, there are strong grounds for assuming that climate change will make them more frequent and more powerful phenomena in the medium to long term. These risks may have a direct impact on the operating activity of the Komax Group, as they can lead to disruptions to production and supply chains, as well as damage to local infrastructure.

For example, transitory risks and opportunities may arise in connection with regulations, reputational issues, or market changes, as the transition to a low-carbon economy will entail numerous legal, social, and technological changes.

Climate-related risks and opportunities

The identification and assessment of risks is a core component of both the company's strategy and its business model. In 2024, the Komax Group fundamentally overhauled its internal risk management function and risk management process. These now also include the analysis of climate-related risks and opportunities along with their short-term, medium-term, and long-term impact for the Komax Group. The following climate-related risks and opportunities were assigned an above-average probability of occurrence:

Physical risks (acute/chronic)

	Potential impact	Measures of the Komax Group
Acute risks		
Extreme weather events (flooding, hurricanes and tornadoes, forest fires, etc.)	The Komax Group manufactures its individual product lines at dedicated production sites, with these products then dispatched worldwide. In the event of a region that is home to a production site being affected by an extreme weather event, this could temporarily result in the cessation or restriction of the manufacturing of individual products – be it due to damage to locational infrastructure, employees no longer being able to commute to work, and/or supply chains being disrupted. The consequence would be lower production volumes and therefore a decline in revenues as well as rising costs due to impaired supply chains.	– Regular review of location-specific risks – Location-specific and risk-specific business continuity planning – Diversification of supply chains
Chronic risks		
Rising temperatures and heatwaves	With rising temperatures and the increasing occurrence of heatwaves, the need for cooling also increases at production sites, other industrial facilities, and office premises. This entails an increase in energy consumption and the volume of coolant required, which in turn increases costs. Heat affects not just infrastructure but also employees, which is likely to have an impact on their productivity if cooling options are limited. In the event of average temperatures rising, there will also be opportunities in the form of a reduced need to heat buildings and the improved performance of proprietary photovoltaic systems.	– Fitting of additional air conditioning systems – Building renovations (including improvements to insulation) – Factoring in likely rises in temperature when constructing and renovating buildings – Optimizing energy consumption at company locations – Increased use of photovoltaic systems to gain additional solar power

	Potential impact	Measures of the Komax Group
Rising sea levels	The Komax Group has a number of distribution and production sites close to the coast in North Africa and Asia (e.g. Shanghai, Singapore, Tunis). A significant rise in sea levels could have consequences for these locations and call their viability into question.	– Evaluation of possible new locations if there is a credible threat to one or more existing locations in the medium term.

Transition risks and opportunities

	Potential impact	Measures of the Komax Group
Risks		
Regulations	Statutory requirements such as new regulations for products and services, increased reporting, and CO ₂ pricing take up more time and resources, and therefore increase costs.	– Location-specific investment planning – Reduction of own CO₂ emissions and those of the supply chain – Exchange with peers and specialists in order to meet regulatory requirements and establish efficient processes for their implementation
Renewable energy sources	The purchase of additional electricity from renewable energy sources increases costs. The Komax Group has set itself the target of covering at least 50% of its electricity consumption with renewable energy sources by 2028. In the medium term this proportion is to rise to 100%. In 2024 the equivalent figure stood at 30%.	– Multi-year planning for the changeover to renewable energies at the individual locations – Increase in own solar power production through additional photovoltaic systems, which reduces energy costs and dependence on external energy supply – Investment planning for the procurement of more energy-efficient means of production – Plan of measures to reduce energy consumption at the individual locations
Opportunities		
Transformation of automotive industry	The transition to electromobility, which is continuing even if the process has slowed somewhat recently, is opening up new revenue and differentiation potential for the Komax Group. After all, in order to process the high-voltage cables required in electric vehicles, customers require specific machinery, and this is having a positive impact on the development of revenues.	– Comprehensive product portfolio for the processing and testing of high-voltage cables – Targeted strengthening of market position in the area of electromobility, e.g. acquisition of majority stake in Hosver, the leading manufacturer of machines for the processing of high-voltage cables in China
Reputation	Customers from the automotive industry in particular are increasing the pressure to reduce CO ₂ emissions, disclose the carbon footprint of individual products, define ambitious targets, and provide transparent reporting in this area. With its strategy, the Komax Group has made clear its determination to help tackle climate change and meet the expectations of customers, existing and potential future employees, and society. This issue opens up opportunities for the Komax Group to position itself accordingly and differentiate itself from its competitors.	– Implementation of ESG strategy and attainment of existing targets – Rollout of product life cycle assessments – Internal incorporation of additional specialist knowledge into various aspects of sustainability – Raising awareness of ESG issues throughout the Komax Group through communication and training

Impact of risks and opportunities on business and strategy

Overall, the Komax Group assesses its physical risks as moderate from a financial perspective. The chronic risks have the potential to have a material impact. However, this is only true over a very long-term observation period. This means the Komax Group still has time to respond to possible challenges, which it is already doing in certain areas, including counteracting rising temperatures with additional cooling systems, for example.

The Komax Group believes the transition to a low-carbon economy entails more opportunities than risks in the long term. In particular, it attributes this to the transformation process currently underway in the automotive industry, which is seeing a shift toward low-CO₂ drive concepts (➤ page 43). Furthermore, the automation of wire processing is conducive to the process of customer nearshoring: Thanks to the technologies of the Komax Group, wire processors and automotive manufacturers can significantly shorten their supply chains and bring production back to their traditional locations. This will mean significantly fewer negative climate repercussions from global transportation. As the market and technology leader, the Komax Group can offer a significant unique selling proposition in the market thanks to its sustainable products and services, which will be able to meet growing customer needs in this area in the future. The Komax Group is therefore contributing to a sustainable future beyond its own corporate boundaries.

The Komax Group is already addressing the problem of the rising costs of a low-CO₂ future – such as through higher CO₂ prices or sustainably made products – with its investment in sustainable technologies. At all locations, dependency on fossil fuels for energy consumption is being reduced by the use of alternative energy sources (➤ page 92). On the product side, the Komax Group is planning to introduce life cycle assessments from 2025, which should lead to more sustainable products (➤ page 98).

Through its Sustainability and Innovation Committee as well as the ESG Committee, the Komax Group is systematically monitoring potential long-term changes of requirements on the part of customers and regulators with foresight, introducing the necessary measures at an early stage. The corresponding costs and investment requirement associated with such changes can therefore be planned for promptly. The Komax Group has had a very robust financial base for many years, and does not consider the financial cost of mitigating climate-related risks and exploiting corresponding opportunities to be material over the coming five years.

Overall, the Komax Group assesses the financial impact of extreme local weather events as minor. The two large sites of Dierikon and Thun, which account for around half of all Group revenues, are situated in Swiss locations that are deemed to be safe from a climatic, geographical, and geopolitical perspective. There are also good grounds for assuming that they will also be relatively unaffected by chronic climate risks over the next 25 years. The remainder of Group revenues are divided between a large number of smaller entities. Here, the potential individual risks do not have a material long-term impact on the Komax Group as a whole, or possibilities exist for reducing such risks.

Nonetheless, certain risks could lead to potential damage at individual locations in the short term. This comprises above all physical, acute risks such as flooding and tropical storms, which could affect operations in Tokyo, for example. The local companies are aware of such risks and have business continuity plans in place. As a company with a global setup, the Komax Group has the necessary flexibility to respond to local events rapidly and minimize their impact on the company.

RISK MANAGEMENT

The Komax Group has a systematic risk management function in place. Further information on this can be found in the ESG Report (➤ page 112) and in the Financial Report (➤ page 182). Climate-related risks are also an element of the risk matrix of the Komax Group, which comprises 13 risk categories. Climate risks were classified as a sub-area of environmental risks in the risk matrix, with their probability of occurrence and impact on revenues, EBIT, and reputation assessed in the same way as for other risks. The risk assessment process takes place once a year. Thanks to this approach and the strategy adopted in response to these risks, the Komax Group has the most resilient framework in place to combat climate-related changes.

METRICS AND TARGETS

As part of its non-financial reporting, the Komax Group discloses comprehensive key figures in the ESG area and has defined the corresponding targets. The key figures and targets in question and the associated explanations in connection with overcoming the challenges of climate change can be found in the Climate Protection section (➤ from page 89).

The Komax Group is striving to achieve a reduction of greenhouse gases to net zero by 2050. It has set itself an initial interim target for 2028. By this point it wants to have reduced its Scope 1 and Scope 2 emissions by 10%. The key elements for achieving this target comprise an improvement in energy efficiency, switching to renewable energies at various locations, and the promotion of alternative drive technologies in company vehicles. Elaboration of a detailed transition plan by 2050 is currently not possible, as the relevant Scope 3 emissions database is not yet complete. As a next step, the Komax Group has therefore planned to gather the necessary data and subsequently draw up location-specific net zero roadmaps.

CLIMATE PROTECTION – CARING FOR THE ENVIRONMENT

A key part of the Komax Group's ESG strategy is lowering its carbon footprint while reducing its own energy consumption and that of its products. In addition, it is implementing the circular economy concept and thereby making its products recyclable.



GREENHOUSE GAS EMISSIONS AND ENERGY EFFICIENCY

Tackling the ongoing issue of climate change is a global challenge that equally affects nations, institutions, and companies, as well as each and every individual. The Paris Agreement of 2015 envisages limiting global warming to a maximum of 1.5°C, but at any rate to well below 2°C compared with the preindustrial era. The key element in the attainment of these targets is the reduction of greenhouse gas emissions, above all CO₂ emissions.

As a responsible business, the Komax Group plays its part here, which is essential if it is to meet various requirements in the form of regulatory guidelines and the desire for greater transparency on the part of investors, customers, suppliers, and the wider public. As a global business with subsidiaries all around the world, a comprehensive logistics network, around 3 500 employees, and a key position in the automotive supply chain (among others), the Komax Group has an obligation to make its own contribution to the attainment of climate targets. It is therefore striving to develop a transition plan for the company's pathway to net zero emissions by 2050 (➤ page 88, TCFD Report).

By reducing total energy consumption and increasing energy efficiency, the Komax Group can bring down its CO₂ emissions, contribute to the attainment of its own climate targets and those of customers, save costs, and increase its appeal to new employees. The reduction of CO₂ emissions and the boosting of energy efficiency in business activities are therefore crucial themes.

For its pathway to net zero emissions, the Komax Group has set itself both medium-term and long-term targets (➤ pages 74–76 and 88). The ESG strategy comprises three specific targets in this context. The focus lies on the substitution of fossil fuels with renewable energies and the reduction of total energy consumption through an increase in energy efficiency in the operations of its various production sites. The latter is to be achieved above all through optimization of the energy consumption of buildings, of the equipment and machinery used, and of logistics, as well as by sensitizing employees to the issue of saving energy. In this context, the managing directors of the large production companies in particular are assigned responsibility, among other things in the form of ESG targets. The Vice President Group Communications / Investor Relations / ESG is responsible for monitoring the effectiveness of the measures taken and providing support to the individual companies. Progress is measured regularly through comprehensive data-gathering exercises and then analyzed by the ESG Committee headed by the CEO.

Reduction of CO₂ emissions despite growth

In the year under review, the Komax Group initiated numerous measures – some of which have already been implemented – with a view to streamlining the location structure (➤ pages 28–30, Strategy), which should also bring down CO₂ emissions in the medium term. For that reason, it also made its target for the development of CO₂ emissions more ambitious. Instead of the previous target of keeping CO₂ emissions steady, it now wants to reduce both direct (Scope 1) and indirect (Scope 2) CO₂ emissions by 10% across the Group. This despite the expected strong growth of the company by 2028, which is likely to be generated disproportionately in Asia. Overall, the additional CO₂ emissions that will result from growth are to be more than offset through a number of measures (➤ page 98, and elsewhere).

The Komax Group has been systematically compiling the direct and indirect emissions data of its companies ever since the 2021 fiscal year. The Komax Group is responsible for total emissions of 6 195 tCO₂e in 2024 (2023: 6 225 tCO₂e), of which 48.5% (2023: 49.4%) came from its own sources (Scope 1) and 51.5% (2023: 50.6%) from purchased energy (electricity and district heating – Scope 2). As a result, the Komax Group was able to keep its overall CO₂ emissions stable despite the acquisitions made in 2024, thereby meeting its target for the year under review. The main drivers of Scope 1 and Scope 2 emissions are electricity consumption at production sites, the use of energy for heating purposes, and the use of fuel to power Group-owned vehicles.

The largest share of CO₂ emissions comes from the company's ten locations in Germany (25.0%), followed by the US with five locations (15.9%), and China (12.4%) with four locations. The emissions intensity (market-based) amounted to 9.83 tCO₂e of emissions per CHF 1 million of revenues (2023: 8.28 tCO₂e of emissions per CHF 1 million of revenues). Due to a combination of much lower revenues, higher emissions from purchased electricity, and the acquisition of Hosver in China, this figure was higher. Hosver was consolidated in July 2024, and contributed 167 tCO₂e in six months due to a very high proportion of coal-based electricity. Without Hosver, the Komax Group would have recorded emissions of 6 028 tCO₂e, which would equate to a reduction of 2.7%.

Furthermore, good progress in internal GHG accounting meant that the proportion of unknown energy sources declined significantly, although this in turn also meant more fossil-based energy sources. The basis for the attainment of the climate targets of the Komax Group is the prior year (2023).

The Komax Group has set itself the target of reducing CO₂ emissions (Scope 1 and Scope 2) by 10% by 2028.

The prior-year figures published in the ESG Report 2023 were based on data compiled for nine months, with the remaining three months being extrapolated. In this 2024 report, this data has now been updated with the three actual monthly figures for the final quarter of 2023. Various inaccuracies were corrected as a result, which is why there are deviations from the ESG data published in the Annual Report 2023. The data for 2024 once again involves extrapolation for the last three months of the year.

INITIAL DATA ON SCOPE 3 EMISSIONS

As one of its many cost reduction measures initiated in the year under review, the Komax Group scaled back its travel activities. As a result, the emissions associated with air travel have declined significantly. For the period under review, these emissions work out at 3 511 tCO₂e (2023: 4 391 tCO₂e), which equates to a decline of 880 tCO₂e or 20%.



Preparing for the measurement of Scope 3 emissions

Scope 3 emissions, i. e. all upstream and downstream emissions such as those produced along supply chains, are not yet fully measured due to supply chain complexity. The Komax Group is extending the measurement of all relevant emissions data in stages, and is actively incorporating suppliers into this process.

CO₂ emissions and energy consumption¹

Scope		Unit	2024	2023 ²	Unit	2024	2023 ²
Scope 1³		tCO₂e	3 002	3 074	MWh	14 018	14 080
	Heating and fuel	tCO₂e	3 002	3 074	MWh	13 420	13 675
	Heating oil	tCO ₂ e	74	49	MWh	272	180
	Natural gas	tCO ₂ e	1 359	1 408	MWh	6 707	6 945
	Diesel	tCO ₂ e	984	1 062	MWh	3 873	4 178
	Gasoline	tCO ₂ e	585	555	MWh	2 568	2 372
	Own energy sources⁴	tCO₂e	0	0	MWh	598	405
	Solar electricity produced	tCO ₂ e	0	0	MWh	796	605
	Solar electricity sold	tCO ₂ e	0	0	MWh	-198	-200
	Solar electricity consumed	tCO ₂ e	0	0	MWh	598	405
Scope 2⁵		tCO₂e	3 193	3 151	MWh	13 546	13 116
	Electricity and heat	tCO₂e	3 193	3 151	MWh	13 546	13 116
	Electricity (purchased)	tCO ₂ e	3 146	2 900	MWh	11 630	11 717
	District heating ⁶	tCO ₂ e	47	251	MWh	1 916	1 399
Scope 1+2		tCO₂e	6 195	6 225	MWh	27 564	27 196

¹ The greenhouse gas inventory was prepared in accordance with the Greenhouse Gas Protocol.

² Updated with the actual data for the full year 2023, without linear extrapolation.

³ Emission factors from "DEFRA 2024" for the year 2024 and "DEFRA 2023" for the year 2023 were used for the calculation of emissions from heating fuels and motor fuels.

⁴ Electricity from our own photovoltaic systems.

⁵ Emissions for 2024 and 2023 are reported as "market-based." The corresponding emission factors come from local electricity suppliers. The "location-based" calculation results in 3 436 tCO₂e (2024) and 3 489 tCO₂e (2023). The corresponding emission factors come from "IEA 2024" for 2024 and "IEA 2023" for 2023.

⁶ Emission factors from "DEFRA 2024" for 2024 and "DEFRA 2023" for 2023 were used to calculate emissions from the purchase of heat.

Emissions intensity: emissions per revenue unit and employee

	Unit	2024	2023 ¹
Per revenue unit	tCO₂e/CHF 1 million	9.83	8.28
Scope 1	tCO ₂ e/CHF 1 million	4.76	4.09
Scope 2 ²	tCO ₂ e/CHF 1 million	5.07	4.19
Per employee³	tCO₂e/FTE	1.88	1.87
Scope 1	tCO ₂ e/FTE	0.91	0.93
Scope 2 ²	tCO ₂ e/FTE	0.97	0.94

¹ Updated with the actual data for the full year 2023, without linear extrapolation.

² The intensities for 2024 and 2023 are reported according to the "market-based" approach.

³ Average full-time equivalents for the reporting year.

Energy intensity: energy consumption per revenue unit and employee

	Unit	2024	2023 ¹
Per revenue unit	MWh/CHF 1 million	43.72	36.17
Per employee²	MWh/FTE	8.37	8.19

¹ Updated with the actual data for the full year 2023, without linear extrapolation.

² Average full-time equivalents for the reporting year.

50% of electricity consumption from renewable energy sources by 2028

The greatest lever for the Komax Group as it seeks to reduce its CO₂ emissions (Scope 1 and Scope 2) is the consumption of energy at its various sites. Here it is increasingly focusing on renewable energies such as solar or hydropower, and replacing fossil energy fuels with CO₂-neutral solutions. In 2024, 31% of all energy consumed originated from renewable energy sources, which represents a year-on-year increase of eight percentage points (2023: 23%). Among others, a significant contributor here was the Schleuniger location in Manchester, US, which switched wholly to a renewable energy supply in the year under review. The Komax Group will adjust its energy mix at other companies over the coming years, which will mean a significant shift toward renewable energy sources.

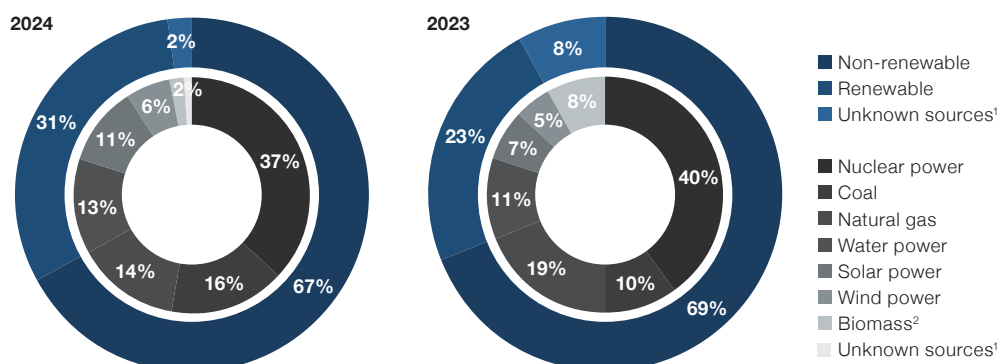
The Komax Group has set a target for 50% of its total electricity consumption to come from renewable energy sources by 2028.

Energy consumption by source

Source	Unit	2024 Consumption	2023 Consumption
Renewable	MWh	3 706	2 859
Water power	MWh	1 548	1 291
Wind power	MWh	783	612
Solar power	MWh	1 306	912
Biomass	MWh	68	44
Non-renewable	MWh	8 193	8 309
Nuclear power	MWh	4 524	4 847
Coal	MWh	1 979	1 211
Natural gas	MWh	1 690	2 251
Unknown sources ¹	MWh	293	929
Total	MWh	12 191	12 096

¹ Information about the power mix is not yet available for a few locations.

Electricity mix



¹ Information about the electricity mix is not yet available for a few locations.

² The share of biomass is 1% (2024) and below 1% (2023) and therefore cannot be fully displayed in the graph.

The majority of machinery sold (approx. 60% of revenues) is manufactured in Switzerland, which is why the proportion of all energy consumed by the Komax Group is correspondingly high in this country. In the 2024 electricity mix, the Komax Group was still obtaining the lion's share of its energy from nuclear sources, followed by coal and natural gas. The proportion of coal-based energy increased by around 6% in 2024, while the proportion of electricity obtained from natural gas decreased by roughly the same amount.

At present, six Komax Group sites have their own photovoltaic systems, which produced about 796 MWh of solar energy in 2024 (2023: 605 MWh). Of this amount, 598 MWh (2023: 405 MWh) was consumed, which represents 4.9% (2023: 3.3%) of the entire energy consumption of the Komax Group. Back in 2023, the volume of solar energy production had already been significantly increased through new photovoltaic systems at the locations in Burghaun, Germany, and Dierikon, Switzerland. Among other developments, the site at Grafenau, Germany, introduced a new photovoltaic system in 2024. Over the next few years, more projects are planned to increase the proportion of renewable energies further through additional photovoltaic systems and changes in the energy mix of local suppliers. In an initial step, the Komax Group will focus on the locations with the highest energy consumption that do not yet draw 100% of their energy from renewable sources. It will also draw up an action plan for the next few years.

Reduction of energy consumption through sustainable site development

In 2024, the Komax Group consumed a total of 27 564 MWh of energy (2023: 27 196 MWh). The energy intensity increased and amounted to 43.72 MWh per CHF 1 million of revenues (2023: 36.17 MWh per CHF 1 million of revenues), which was attributable to the significant decline in revenues compared to the prior year. The Komax Group was able to reduce its energy intensity at certain sites, but overall fell short of its ambitions.

The Komax Group has set itself the target of reducing energy consumption in relation to revenues by 2% per year.

The company is working continuously to make progress at all locations. Among other things, it relies on district heating based on a low-carbon wood-chip heating system for its own buildings at its headquarters. The heating for the new building occupied in 2020, the building acquired in 2021, and existing facilities therefore have a small carbon footprint. In the year under review, the electricity and heating requirements of the Komax Group recorded a year-on-year increase of around 3.2%, which was primarily attributable to acquisitions and the additional, newly-occupied buildings at the Dierikon site. With the move from the Rotkreuz and Cham sites to Group headquarters scheduled to have been completed by late 2024 or early 2025, the heating expenses for these two previous locations will no longer be incurred.

Energy consumption is to be brought down further through "soft" renovations of older production sites. For example, the renovation work that continued at the Dierikon site in 2024 yielded further energy savings. In addition, more than a thousand plants were planted in the area around the buildings. At a number of locations – such as Buffalo Grove, USA, Schleuniger Tianjin, China, and Komax Testing Türkiye, a comprehensive program was initiated to replace conventional lighting with LED lighting, thereby saving energy and costs.

Reduction of emissions in production and logistics

A major proportion of the value creation delivered by the Komax Group lies in engineering services. The majority of components are manufactured and supplied by third parties, which means that actual production at the Komax Group primarily comprises the assembly of components. The Komax Group generates a low level of emissions through its own production facilities (Scope 1 and Scope 2) compared to other industrial companies. A significant proportion of emissions originates in its supply chains (Scope 3). The Komax Group is aware of this, and is currently analyzing these

supply chains and building up a database so that sustainability can be measured and improved throughout the entire value creation process in the future. Initial progress in this regard was made in 2024.

The Komax Group is also determined to reduce emissions significantly in connection with its own production and logistics. A wide range of options is currently being reviewed and implemented in the various companies. For example, in 2024 Komax Shanghai reduced the volume of packaging material used for replacement parts and therefore also transport volumes, concentrated its purchasing activities on local providers where possible, and reduced the share of airfreight for machinery from Europe dramatically from 20% to 4%. As a result, more than 400 tCO₂e of emissions was saved.

The company is also focusing on sustainable solutions in its vehicle fleet at the individual locations. For a number of years now, cars with combustion engines have been gradually replaced with lower-emission vehicles. Moreover, at various locations customer appointments are being coordinated in a way that involves the smallest possible number of car journeys and flights.

Sensitizing employees to energy themes

Another key element is the involvement of all employees worldwide in sustainability matters. The Komax Group is planning internal campaigns and training sessions in future in order to make its workforce aware of the need to be mindful in the consumption of electricity and other resources.

A contribution to the reduction of CO₂ emissions is already being made at the Swiss sites of Cham, Dierikon, and Rotkreuz by the mobility bonus, which is available to around 800 employees. All staff at these locations who forgo motorized private transport on their journey to and from work receive monthly bonuses of up to CHF 100.



PRODUCT LIFE CYCLE MANAGEMENT

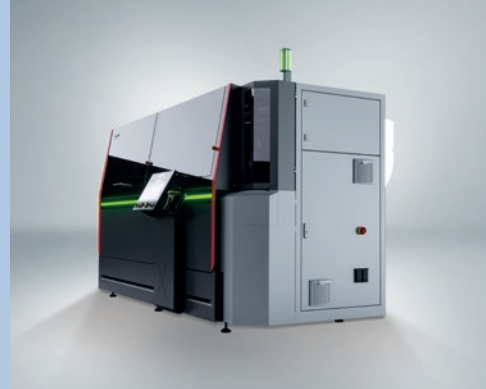
The Komax Group understands product life cycle management to mean consideration of all environmentally relevant aspects of its products over their entire life cycles. This starts at the development stage and continues into production, encompassing the materials and energy required at this point. This is followed by packaging, delivery, and the period of use at customer production sites, which encompasses servicing activities and ends with product disposal. The Komax Group manufactures several thousand machines every year, which require tons of steel and aluminum as well as wood for packaging. In order to conserve resources and at the same time help customers to reduce their carbon footprint, the Komax Group strives to offer products that are as efficient and long-lasting as possible. In some cases these will be used for decades. In Europe in particular, CO₂ thresholds are putting pressure on automotive manufacturers to reduce the emissions of their vehicles in order to avoid fines and reputational damage. Since it is part of the automotive industry supply chain, the onus is on the Komax Group to contribute to reducing the carbon footprint of vehicles. It also needs to be able to provide its customers with product emissions data going forward in order to prevent competitive disadvantages arising.

The Komax Group pursues three key approaches to mitigate the environmental repercussions of its products across their life cycles. First, it ensures that its customers receive resource-efficient finished products that are free of any contaminants or conflict materials. Within the organization, the development and production areas are responsible for this aspect. They in turn are supported by the global procurement team as well as the Group Legal & Compliance department, which defines the legal framework. In addition, the Komax Group is driving forward measures at its production sites to reduce energy consumption in the manufacturing process and promote the transition to renewable energies (► pages 79 and 92). Second, a focus has been placed on reducing the use of resources in new developments in order to permanently bring down the energy consumption of machines during their operation. And third, the Komax Group is working on solutions for the recycling of its products. These approaches will be supported by the high quality and longevity of the products themselves.

Furthermore, the Group's own global service network and its collaboration with partners ensures that these machines are professionally maintained. This has a positive impact on their performance, value retention, and lifespan, as well as saving resources.

NEW LAMBDA 5 SERIES WITH AN UP TO 82% SMALLER CARBON FOOTPRINT

In the new modular Lambda 5 modular machine series for the fully automatic assembly of multi-step contact systems, the Komax Group has managed to reduce its carbon footprint by up to 82% compared to the predecessor range. This impressive reduction, calculated on the assumption of a production volume of 5 million wires, is attributable not just to the much shorter cycle time of the machinery, but also to the predominant absence of active suction and blowing air. The Komax Group is working continuously on reducing the energy consumption of its machines during operations.



Sustainable resource management in production

On the production side, the Komax Group strives to increase its energy efficiency on an ongoing basis. Highly automated, state-of-the-art production systems are used for the strategically important components that the Komax Group manufactures in-house. For example, in Dierikon alone Komax invests around CHF 1 million annually in the renewal of its machinery portfolio for parts production. Energy efficiency and environmental friendliness are key decision-making criteria, alongside investment volumes, when it comes to procuring new systems. The careful and efficient use of resources is a high priority. The production systems are based on lean management concepts, which are designed to avoid errors and minimize waste. Wherever possible, waste materials and wastewater are recycled or disposed of appropriately. In addition, optimization programs are designed to ensure that waste volumes are reduced on an ongoing basis.

Materials usage¹

Resource	Unit	2024 Consumption	% Share	2023 Consumption	% Share
Renewable²	metric ton	1 076	64	1 272	64
Wood	metric ton	988	59	1 178	60
Cardboard	metric ton	88	5	94	4
Non-renewable	metric ton	614	36	706	36
Steel	metric ton	280	16	244	12
Aluminum	metric ton	181	11	211	11
Copper	metric ton	132	8	234	12
Filling (plastic, expanded polystyrene/ EPS, etc.)	metric ton	21	1	17	1
Total¹	metric ton	1 690	100	1 978	100

¹ Raw and filling material.

² Including packaging materials.

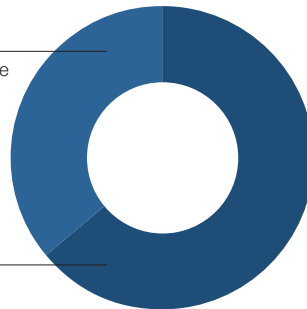
The consumption of raw and filling material declined by 14.6% in 2024, which was above all attributable to weaker business development and the associated reduction of packaging material.

Materials used

2024

36% non-renewable

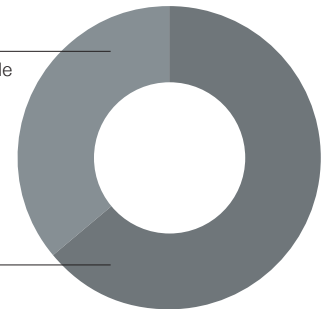
64% renewable



2023

36% non-renewable

64% renewable



WIRE INSIGHTS OPTIMIZES CUSTOMERS' RESOURCE MANAGEMENT

The Komax Group offers its customers solutions for the improvement of resource management. With its digital cloud service WIRE Insights, real-time process data for wire processing machines can be analyzed across the factory site and be available for consultation everywhere at all times. On the basis of this data, reports and statistics can be produced at the touch of a button, enabling customers to identify and address errors and problems in production immediately. The experiences of customers show that scrap rates for cables, seals, and contacts can be reduced by up to 40%. This results in considerable material savings, as well as reducing recycling and waste disposal volumes.



Water usage

	Unit	2024	in %	2023	in %
		Consumption		Consumption	
Europe	m³	14 397	40	16 179	44
Asia/Pacific	m³	6 230	17	4 820	13
North/South America	m³	14 752	40	14 542	40
Africa	m³	1 189	3	1 137	3
Global water usage	m³	36 568	100	36 678	100

Due to its business model and focus on engineering, the level of the Komax Group's water usage is low compared to other mechanical engineering companies. The overall level of water usage remained broadly stable in the year under review. Reductions at a number of sites in 2024 were offset by the acquisition of Hosver in China and a warm summer in the US. The large production sites account for the lion's share of water consumption, and are for the most part located in regions that do not suffer from a high level of water scarcity. According to the classification system of the WRI Aqueduct Water Risk Atlas (www.wri.org), the following locations are currently exposed to an extremely high water stress risk: Tunisia (Sousse, Tunis), India (Pune, Gurgaon), Mexico (Irapuato, Querétaro), and Morocco (Mohammedia, Tangier). According to the WRI Atlas, China is exposed to a high risk of water stress (Shanghai, Suzhou, Tianjin). Around 850 employees work at all of these locations. The volume of water consumption here amounted to around 7 400 m³ in 2024, which represents roughly 20% of the total consumption of the Komax Group.

Waste

Source	Unit	Waste	Waste diverted from disposal	Waste diverted from energy recovery ¹	Recycling and energy recovery rate in %
2024					
Non-hazardous waste	metric ton	940	473	151	66
Scrap metal	metric ton	255	244	3	97
Paper and cardboard	metric ton	175	124	39	93
Mixed industrial waste ²	metric ton	510	105	109	42
Hazardous waste	metric ton	67	19	9	42
Waste oil, solvent, ink, coolant, sludge, etc.	metric ton	67	19	9	42
Total waste	metric ton	1 007	492	160	65
2023					
Non-hazardous waste	metric ton	980	652	–	67
Scrap metal	metric ton	335	312	–	93
Paper and cardboard	metric ton	195	180	–	92
Mixed industrial waste ²	metric ton	450	160	–	36
Hazardous waste	metric ton	75	20	–	27
Waste oil, solvent, ink, coolant, sludge, etc.	metric ton	75	20	–	27
Total waste	metric ton	1 055	672	–	64

¹ Energy recovery through incineration to generate district heat or electricity. This level of detail had not yet been analyzed in 2023, therefore this waste is included in waste diverted from disposal in 2023.

² All other non-hazardous waste, incl. PET, glass, batteries, etc.

Due to the development of its business, the Komax Group's waste volumes declined slightly by 4.6%. In order to improve its data quality, the Komax Group has been distinguishing between different waste types since 2024 – namely recycled/reused materials, materials through which energy can be recovered through combustion, and materials that ultimately need to be disposed of. As the name suggests, the recycling and recovery rate includes both recycling and energy recovery.

Reduction of energy consumption in new developments

Since the machines of the Komax Group operate over long periods, in some cases even over decades, they have an impact on the environment. With around 400 000 installed machines worldwide, there is long-term potential to contribute to global climate targets in this area – even if this potential is low due to the modest consumption of energy. When developing new machines going forward, the Komax Group will focus even more strongly on reducing their electricity consumption during the lifetimes of these machines with customers.

Eco-design checks

What matters for the Komax Group here is not just electricity consumption, but also minimizing the environmental repercussions of a product over its entire life cycle. For this reason, the company is working on the introduction of an eco-design check that it intends to apply to all newly developed products in the future. Among other things, the aim is to preserve or improve the longevity, reparability, and reusability of its products, as well as reduce the consumption of energy and other resources. In the year under review, preparations began for conducting life cycle assessments. For 2025 the company is planning to conduct a pilot assessment with an initial product from its comprehensive portfolio. Based on the results, processes will be reworked and the eco-design check implemented. For this reason, there will not yet be any eco-design checks for all newly developed products in 2025, despite this being the original aim.

The Komax Group has set itself the target of putting all newly developed products through an eco-design check.

Focus on circular economy

Another important issue when considering the life cycle of machines is the point at which they have reached the end of their operational lives. The Komax Group attaches great importance to the concept of the circular economy as a core element of designing its business activity in a more resource-sparing and energy-efficient way. Thanks to the life cycle assessments to be conducted on its products over the coming years, the Komax Group is also expecting to obtain important findings for its recycling concept, which has not yet been elaborated in detail.

In the year under review, the company started the process of setting up its own “reselling” business. The plan is to buy back Komax and Schleuniger machines from customers once they have come to the end of their operational life. The main focus here will be on refurbishing these machines and then selling them on as used machinery. The first machines were removed from the market for this purpose in 2024. Next steps include the training of sales personnel in order to raise awareness of the circular economy even more.

The Komax Group has set itself the target of taking the concept of the circular economy into account and enabling the recycling of all products as of 2028.

Over the longer term, the Komax Group is aiming not only to run its own business in a climate-neutral way, but also to help its customers reduce their carbon footprint. Its business model is helpful here, as automating processes can help to save resources – such as in the area of taping wire bundles, where customers of the Komax Group use up to 25% less adhesive tape than they would with manual processing.

Certifications and integrated management systems

The majority of the Komax Group's production locations are ISO 9001 certified. Moreover, multiple sites that together house more than 40% of the entire workforce have ISO 14001 certification. These have integrated management systems that exhaustively cover all company processes. The sites of Komax AG and Komax Romania Trading S.R.L., at which more than 20% of all employees of the Komax Group work, additionally have ISO 45001 certification and therefore management systems that encompass health protection and workplace safety.

The Komax Group works continuously on the implementation of management systems. In 2024, it increased the number of locations that are ISO certified from 21 to 27. Among other developments, Schleuniger GmbH in Germany acquired ISO 14001 certification, while Komax Testing India, which was only set up two years ago, acquired ISO 19001 certification. At the Thun site in Switzerland, preparations are firmly underway for both ISO 14001 and ISO 45001 certification. As things stand, more than 90% of the Komax Group's workforce are based at an ISO-certified location. The aim is for this figure to rise to 100% by 2029.

27
sites with
ISO 9001
certification

Country	Company	Certification
China	Komax (Shanghai) Co., Ltd.	ISO 9001
	Schleuniger Machinery (Tianjin) Co., Ltd.	ISO 9001
	Suzhou Hosver Automation Technology Co., Ltd.	ISO 9001
Germany	adaptronic Prüftechnik GmbH	ISO 9001 ISO 14001
	Komax SLE GmbH & Co. KG	ISO 9001 ISO 14001 DE AEOC 104360
	Komax Taping GmbH & Co. KG	ISO 9001
	Komax Testing Germany GmbH	ISO 9001 ISO 14001
	Schleuniger GmbH	ISO 9001 ISO 14001
	WUSTEC GmbH Co. KG	ISO 9001
France	Komax France SAS	ISO 9001
India	Komax Testing India Pvt. Ltd.	ISO 9001
	Komax Automation India Pvt. Ltd.	ISO 9001
Mexico	Komax de México, S. de R.L. de C.V.	ISO 9001
	Komax Testing México, S. de R.L. de C.V.	ISO 9001
Morocco	Komax Testing Maroc FT SARL	ISO 9001
Austria	Komax Austria GmbH	ISO 9001
Romania	Komax Romania Trading S.R.L.	ISO 9001 ISO 14001 ISO 45001
	Komax Testing Romania	ISO 9001
Switzerland	Komax AG	ISO 9001 ISO 14001 ISO 45001
	Schleuniger AG	ISO 9001
Singapore	Komax Singapore Pte. Ltd.	ISO 9001
Czech Republic	Komax Czech Republic Trading s.r.o.	ISO 9001
Tunisia	Komax Testing Tunisia SARL	ISO 9001 ISO 14001
Türkiye	Komax Testing Türkiye Test Sistemleri San. Ltd. Sti.	ISO 9001
Hungary	Komax Hungary Kft.	ISO 9001
USA	Cirris Inc.	ISO 9001 AS9100
	Komax Corporation	ISO 9001

Coverage with management systems in the Komax Group

Certification	Number of employees covered at locations with certification	Share of Komax Group employees in %
ISO 9001	3 165	90.5%
ISO 14001	1 420	40.6%
ISO 45001	721	20.6%
Others	282	8.1%

RESPONSIBILITY – TAKING RESPONSIBILITY FOR PEOPLE

As the global market leader, the Komax Group is part of many local communities. As such, it bears a particular responsibility – toward its 3500 employees, their families, the environment in which they live, and also its customers.

OVERVIEW AND SOCIAL KEY FIGURES

At the end of 2024, the Komax Group employed 3 496 people worldwide (2023: 3 490). As a result of the combination with the Schleuniger Group, 1 070 new staff joined in 2022. The majority of employees have permanent, full-time employment contracts. Personnel expenses in the year under review amounted to CHF 268.9 million (2023: CHF 277.0 million).

In 2024, the Komax Group employed the majority of its workforce (62%) in Europe (2 166 employees, with 943 based in Switzerland), followed by Asia (19.6%), America (12.5%), and Africa (5.9%).

Employees by area and region

2024	Switzerland ¹	Europe ¹	America ¹	Asia ¹	Africa ¹	Total
Production	315	462	110	252	116	1 255
Research and development	219	78	20	83	0	400
Engineering	56	186	21	44	17	324
Marketing and sales	174	221	106	127	22	650
Service	39	115	114	104	32	404
IT	49	29	11	14	0	103
Administration ²	91	132	55	62	20	360
Total headcount as at 31 December 2024	943	1 223	437	686	207	3 496

2023	Switzerland	Europe	America	Asia	Africa	Total
Production	365	522	94	176	113	1 270
Research and development	220	100	21	27	0	368
Engineering	75	201	24	40	16	356
Marketing and sales	188	229	101	107	28	653
Service	42	112	107	89	29	379
IT	68	36	9	4	0	117
Administration ²	87	139	53	51	17	347
Total headcount as at 31 December 2023	1 045	1 339	409	494	203	3 490

¹ The individual companies and their locations are listed on pages 191/192.

² Including management.

Social key figures

Thanks to new digital solutions in Human Resources, the Komax Group was able to expand the degree of detail in its 2024 data survey compared to the previous year to include social key figures. For this newly compiled data there is therefore no prior-year comparison available.

	Unit	2024	2023
Employees as at 31 December¹	FTE	3 216	3 369
Employees as at 31 December²	Headcount	3 496	3 490
of which male		2 774	2 766
of which female		722	724
Full-time employees		3 025	3 059
of which male		2 490	2 502
of which female		535	557
Part-time employees		471	431
of which male		284	264
of which female		187	167
Permanent employees		3 324	3 384
of which male		2 647	2 685
of which female		677	699
Temporary employees		172	106
of which male		127	81
of which female		45	25
Contractors ³		28	93
of which male		26	80
of which female		2	13
Employees without guaranteed working times		61	n. s.
of which male		40	n. s.
of which female		21	n. s.
Education and training			
Apprentices, trainees		162	177
of which male		134	135
of which female		28	42
Training professions	Number	25	24
Personnel expenses	in CHF million	268.9	277.0

¹ FTE (full-time equivalents) of all employees directly employed by the Komax Group, with the exception of external employees on their own account (contractors), as well as apprentices and trainees.

² Headcount of all employees directly employed by the Komax Group, with the exception of external employees on their own account (contractors), as well as apprentices and trainees.

³ Employees without an employment contract with the Komax Group are mainly temporary workers and cleaning staff.

Due to the commercially difficult situation in the 2024 financial year, the Komax Group implemented a number of short-term and medium-term cost optimization measures. For example, many positions left vacant by staff departures were not filled by replacement personnel. In addition, various structural adjustments that became necessary in some cases involved reductions in headcount. To preserve the maximum possible number of jobs despite the significantly lower order volume in 2024 and the associated commercial challenges, the Komax Group introduced short-time working on a staggered basis at several locations in Switzerland and Germany – starting with production in Dierikon from May onward.

Social key figures (continued)

	Unit	2024	2023
Employees as at 31 December¹	Headcount	3 496	3 490
Employee well-being²			
Response rate for employee engagement survey	%	n. s.	87
Motivation score	x/100 points	n. s.	75/100
Feel like ambassadors of the Komax Group	%	n. s.	61
Employees with annual performance review	%	78	n. s.
Diversity and inclusion			
Employees below 30 years of age	Headcount	498	645
Employees between 30–50 years of age	Headcount	1 983	1 969
Employees above 50 years of age	Headcount	1 015	876
Proportion of women	%	20.7	20.7
Proportion of men in leadership positions (with direct reports)	%	86.2	n. s.
Proportion of women in leadership positions (with direct reports)	%	13.8	n. s.
Hires and departures of employees	Headcount		
Hires		473	701
of which male		373	545
of which female		100	156
of which below 30 years of age		139	n. s.
of which between 30–50 years of age		268	n. s.
of which above 50 years of age		66	n. s.
Departures		571	617
of which male		433	492
of which female		138	125
of which below 30 years of age		125	n. s.
of which between 30–50 years of age		305	n. s.
of which above 50 years of age		141	n. s.
Retirements		25	43
of which male		20	37
of which female		5	6
Voluntary turnover rate ³	%	9.1	11.0
Average duration of the employment relationship	years	9.2	n. s.

¹ Headcount of all employees directly employed by the Komax Group, with the exception of external employees on their own account (contractors), as well as apprentices and trainees.

² Due to the realignment of the employee survey, no survey was conducted in 2024. Previously, the Komax Group had applied a staggered approach over three years: Each year, a selected number of Group companies took part in the survey. Therefore, the previous year's results shown are a consolidation over a three-year period (2021–2023), excluding the former Schleuniger Group companies.

³ Changes initiated by employees.

The Komax Group's fluctuation rate has been at a pleasingly low level for many years, and shows that employees enjoy their work at the company. In 2024 this figure stood at 9.1%, even lower than in the previous year (2023: 11.0%). Viewed over the longer term, this is nonetheless a high figure for the Komax Group and is connected with the current volatile market environment and various organizational changes. On average, employees work for nine years at the Komax Group, which further underlines their level of attachment.

Diversity and inclusion

For the second year in succession, women made up 20.7% of the Komax Group workforce (2023: 20.7%), which is a good level for a technology company. The main reason for the low proportion of women is the significant number of technical jobs and digital occupations in which the Komax Group sees most growth. At 13.8%, the proportion of women in roles with management responsibility is slightly below that of women in the workforce as a whole.

Detailed monitoring of diversity has been in place since 2024. The majority of employees are between 30 and 50 years old. The Komax Group has a strong commitment to younger employees and their initial and further training (➤ page 105), and offers, among other things, well over 100 apprenticeship places every year in some 25 different professional roles.

Preparation for the third phase of life

The Komax Group also cares about older employees who are entering the third phase of their lives, i. e. retirement. At seminars designed to prepare them for retirement, issues such as estate planning, health in old age, structuring daily life, and financial security in old age are discussed.

WORKPLACE SAFETY AND WELL-BEING

For several years now, the labor markets at the locations of the Komax Group have been confronted by the trends of rising wage costs and a shortage of skilled labor. Another important factor in this context is the current generation change in various developed countries, with the high birth years of the 1950s and 1960s (the "baby boomer" generation) now reaching retirement age and the subsequent low-birth generations increasingly dominating the labor market. This has made it very challenging for companies to find the right employees, hence the competition between employers to attract qualified personnel is becoming ever fiercer.

The Komax Group is adapting to this changed situation, offering an attractive and inspiring working environment for both existing and new staff. Otherwise it would run the risk of not having the number of employees necessary to deliver the planned growth and implement its innovation projects. The ability to attract and retain talented and motivated staff is absolutely critical for a growing company like the Komax Group. Through active and sustainable personnel management, the Komax Group can increase its appeal as an employer and foster a diverse and committed workforce. This explains why motivated and satisfied employees are a core part of the ESG strategy.

The Komax Group has set itself two goals in this context – an above-average level of employee motivation, and safety at the workplace with the accompanying vision of zero occupational accidents. Spearheaded by the Vice President Group Human Resources and the local HR heads, the Komax Group is pursuing various approaches for creating an attractive, inclusive working environment that can attract and retain the necessary specialist personnel all around the world. This includes fair employment conditions such as market-appropriate salaries, social benefits, and where possible also flexible working hours, which benefits the social environment of employees. It also comprises a comprehensive training and professional development program (➤ page 105). Moreover, the Komax Group has implemented a Code of Conduct that lays down rules for fair, appreciative, and respectful interactions between staff as part of the Komax culture. This was completely reworked in 2024, and is now aligned with best practice. The success of the various measures is scrutinized through regular surveys of employees in the individual companies (➤ page 105).

As a second objective, the Komax Group is determined to realize its vision of zero occupational accidents, and – in a first step in 2023 – incorporated the halving of the accident rate by 2028 into its strategy as an ESG target. Under the stewardship of the Vice President Group Operations,

Group-wide measures to achieve this target were defined and their implementation driven forward. At the local level, workplace safety and health protection are treated in different ways depending on the size and function of the company in question. In a given situation, responsibility may lie with the local Managing Director, the quality assurance or workplace safety expert, or the head of production. In particular, the Komax Group relies on numerous preventative measures and rigorous compliance with guidelines and processes to further improve safety in the workplace and contribute to the health of its employees.

An attractive employer

The Komax Group's excellent reputation as an attractive employer is based above all on its special corporate culture. It offers staff a working environment that promotes diversity and tolerance, while at the same time opening up opportunities to work in an international environment, shape the industry, and drive forward the success of company and individual alike. Here the Komax Group aligns itself with three principles: the opportunity to actively shape things, responsibility, and solidarity.

SCOPE TO CREATE CHANGE – WE FACILITATE DEVELOPMENT

We give our employees the room to pursue their tasks and develop as individuals. Everyone counts. The status quo should be challenged, the proven further developed and something new created.

RESPONSIBILITY – WE TAKE AND DELEGATE RESPONSIBILITY, WHICH FORMS COMMITMENT BETWEEN US

Room to maneuver requires commitment and shared responsibility on the part of every employee. We challenge our employees. Everyone has to answer for their performance.

TOGETHERNESS – WE MAINTAIN AN INSPIRING TOGETHERNESS

We maintain a valued working atmosphere with an international character. A sense of togetherness is very important to us. Every employee is part of the whole. The strong sense for community models our team culture, which is characterized by mutual respect and togetherness.

The workplace environment is characterized by equality of opportunity and appreciative collaboration.



Fair employment conditions

The Komax Group pays salaries in line with market rates and offers social benefits typical for the sector and the relevant country. Independently reviewed and certified pay comparison analysis at the Swiss locations has confirmed that the Komax Group pays women and men equal salaries for work of equal value. Fair pay is of crucial importance to the Komax Group. In addition, where feasible it offers flexible working time models such as part-time and home working.

Komax Group employees receive an assessment of their performance at least once a year. This assessment takes place in a fair and transparent way in a face-to-face discussion, where possible. Employees likewise have the opportunity to evaluate their own line manager. Moreover, goals and further professional development are discussed with the majority of employees, and time is taken to listen to their wishes and concerns. Lastly, the Komax Group attaches considerable importance to informing its employees of key developments and changes at the various locations simultaneously and at an early stage. In the year under review, internal communications were published at least once a week at Group level alone. Added to these were a number of local information notices produced for employees. The minimum communication deadlines in respect of operational changes follow the regulations that apply in the different countries, and take into account the ad hoc publicity requirements of the Swiss stock exchange.

Above-average motivation of employees

The Komax Group conducts regular surveys to gain a picture of staff satisfaction and motivation, among other things. Based on the results of these surveys, measures are developed and implemented in each company by the relevant senior managers working together with Human Resources and various other departments with a view to maintaining and increasing motivation.

The Komax Group's target is to achieve above-average employee motivation at all its sites compared with other industrial companies.

To date, the surveys have been evaluated and globally benchmarked on a staggered basis every three years by the service provider ValueQuest in order to make the results of different countries comparable. This involved the local results of individual Komax Group companies being compared with a local peer group made up of various other industrial companies. The aim has been for employee motivation to be assessed as being in the upper quartile of the value scale (i. e. above 75 points) in each case.

The surveys are currently being standardized globally together with the service provider ValueQuest. From 2025 onward, surveys will be conducted simultaneously throughout the Group at three-year intervals – with additional “feeling the pulse” surveys conducted after 18 months in the form of a concise, focused questionnaire. This will enable data for the entire Group to be captured even more precisely going forward. As a result of this reorientation, it was decided not to carry out a survey in 2024.



Comprehensive training and professional development opportunities

As part of its active staff development policy, the Komax Group supports individual training and development for its employees, both on the job and financially. These opportunities range from management seminars, advanced training events on site, webinars, and free-to-use LinkedIn Learning accounts, through to financial support for external training and development. Around 1% of all personnel expenses are channeled into these activities each year, which in 2024 amounted to some CHF 3 million. In the year under review, employees completed almost 3 300 online courses through the Komax Academy and the Schleuniger University alone. Staff can also use their working hours to attend LinkedIn Learning courses, for example. In 2024, 163 employees made use of this opportunity and spent a total of 600 hours on personal training via LinkedIn. Furthermore, the Komax Group is currently in the process of introducing the new “Komax Campus” digital learning management system. In the future, this will facilitate numerous online and offline training courses – standardized across the Group – in various languages, as well as the testing and monitoring of the skills and ongoing training of employees.

Major investment in tomorrow's professionals

The Komax Group is a firm believer in supporting young people as they start their professional careers. In 2024, 84 apprentices (2023: 83 apprentices) were undergoing training in Switzerland, while the equivalent figure in Germany was 60 apprentices (2023: 70 apprentices). During their training, young people get an insight into the activities of the various departments and thus get to know and understand the numerous processes that take place in a company. The Komax Group has state-of-the-art workstations and well-equipped mechanical workshops and assembly areas for the specific apprenticeship subjects. Budding professionals are supervised by trainers who possess strong technical and teaching skills, as well as sensitivity to the social needs of young people. Every two years, a one-week “apprentice camp” takes place in Switzerland, where apprentices do their bit for the general good and strengthen their own team spirit. In 2024, 66 apprentices took part, improving hiking and cycling paths as well as repairing bridges and walkways in Obersaxen, Switzerland.

In order to gain a better understanding of the needs of younger colleagues (up to the age of 30) and thereby provide them with more targeted support, the Komax Group founded the Young Community at its Swiss headquarters in Dierikon – an informal, cross-divisional network comprising some 130 employees of the generation aged under-30. In 2024, this network was expanded to the locations of Thun, Switzerland, and Grafenau, Germany. This offers its members a platform for communicating their needs in respect of their work and drawing up potential solutions for any issues. The Young Community's steering committee in Dierikon discusses the relevant themes with the CEO of the Komax Group once a year, and acts as a direct line of communication between younger employees and their employer throughout the year. In addition, there is a multifaceted program involving workshops, specialist talks, and events. The Komax Group is able to develop further and provide new stimuli as an employer thanks to the valuable ideas and suggestions that come from the Young Community, and thereby remains attractive to talented young employees.



Health and safety have the highest priority

The health and safety of the workforce are critical to the Komax Group. It satisfies the legal requirements governing working conditions in every country in which it operates. The majority of production locations have integrated management systems that cover all company processes, the environment, health protection, and workplace safety. Among others, the management systems used for workplace safety in Komax Group companies are governed by ISO 45001, OHRIS, WENFIS, and OSHA guidelines. Around half of all employees of the Komax Group are covered by workplace safety management systems. In addition, there is a Group-wide policy covering these issues (► Quality, environmental, health, and safety policy: www.komaxgroup.com/esg).

Key figures on safety and health

	Unit	2024	2023
Occupational fatalities	number	0	0
Occupational accidents	number	42	24
Lost Time Injury Rate (LTIR) ¹		6.59	3.66

¹ Number of occupational accidents with lost time (1 day or more) per 1 million working hours.

The Komax Group companies offer their employees a variety of programs locally to promote health. Internal processes are regularly scrutinized for health and safety risks, and employees at the individual production sites are made aware of potential workplace risks in a targeted way. For example, employees at the Swiss locations receive regular training on the topic of workplace safety and health protection. That notwithstanding, the number of occupational accidents increased significantly in the year under review. In 2024, the Lost Time Injury Rate (LTIR) amounted to 6.59, which was significantly higher than in the prior year. This was above all attributable to the increase in falls, such as on stairs, as well as a higher number of slight crush injuries and cuts. As production for the most part consists of assembly and the completion of machinery, injuries of this kind are the most common threats. Based on a combination of the management systems for safety and health protection and the risk management function of the Komax Group, risks are now precisely evaluated and the corresponding measures derived. Among other things, a Health & Safety Community will be set up in the Komax Group in 2025 to further strengthen prevention. In addition, work is underway to have additional companies certified under ISO 45001. The Komax Group has set itself the goal of further reducing occupational accidents on a continuous basis, as it pursues the vision of accident-free operations.

The Komax Group has set itself the target of halving the number of occupational accidents¹ by 2028.

¹ Lost Time Injury Rate (LTIR): number of lost time accidents per million working hours. The baseline is the average for 2022 and 2023: 4.2.

Employee health of paramount importance

The Komax Group actively promotes the health of its employees at its various locations. At Komax in Switzerland, for example, employees benefit from the “fit@work” health-promoting initiative. Komax in Dierikon also regularly carries out a comprehensive health survey. The latest results in November 2024 showed that the state of employee health is almost unchanged since 2016. More than 90% of employees still rank their bodily and physical condition as average or good (scale: not particularly good to critical/average/good). Furthermore, quiet areas were created at headquarters in 2024, with employees able to use them during their breaks.

To improve employee health, Schleuniger in the USA, for instance, offers “Lunch & Learn” sessions every month aimed at promoting a healthy lifestyle. In addition, in the year under review Schleuniger introduced a six-week fitness challenge involving yoga, walking, and swimming as well as the “Hiketober Challenge,” with a view to inspiring employees to focus on greater mobility in the fall season too. Similar programs to promote health are being pursued by both Komax SLE in Germany and Komax de México. The focal points are movement, nutrition, and relaxation. The Komax Group helps its employees to improve their physical and mental fitness with a multifaceted offering, providing a number of free support options and working closely with external consultants and coaches.

THE KOMAX GROUP SUPPORTS THE NON-PROFIT ORGANIZATION “FEED MY STARVING CHILDREN” IN THE USA.

In the year under review, numerous employees of Komax Corporation in Buffalo Grove, USA, dedicated a day of their time to put together food packages for children in need. The organization “Feed my Starving Children” (www.fmssc.org) then sends these packages to those in need in more than 70 countries. As well as supporting children in difficult circumstances, the project also promotes an inclusive and open-minded corporate culture.



Support for local communities

The Komax Group is interested in the well-being of more than just its employees. In keeping with its corporate purpose, it is keen to make a contribution to society, and to make life simpler, safer, and more convenient. It achieves this not only through its business strategy, but also by actively supporting a whole range of projects in the local communities where it is active. The following overview sets out a selection of projects that were pursued by the Komax Group in 2024.

Social projects

PROJECTS (SELECTION)	DESCRIPTION
Solar Butterfly	The Solar Butterfly project (www.solarbutterfly.org), the brainchild of visionary Louis Palmer, combines the key themes of e-mobility and environmental protection, including the responsible use of natural resources. Not only is the Komax Group providing financial support for the CO ₂ -free journey of this mobile home around the world, which started back in 2022; it also played an important role in the construction of the Solar Butterfly. At the assembly stage, apprentices from the Automation and Mechanics areas took on tasks such as wiring the solar panels, working on the pneumatics and drive technology, as well as configuring and programming the control panels.
Supporting the next generation of talent with the initiatives “A fascination with technology” and “MINT on the move,” as well as the Swiss Youth in Science Foundation	Switzerland has long suffered from a shortage of young people entering the so-called MINT professions (mathematics, IT, natural sciences, technology). The Komax Group is therefore supporting the initiatives “A fascination with technology” and “MINT on the move” in the cantons of Lucerne and Zug. In addition, it takes part in the girls@science and boys@science study weeks organized by the Swiss Youth in Science Foundation, which are designed to encourage young people to enter the MINT professions (the equivalent to STEM).
TRANSfair	At its Thun site, Switzerland, the Komax Group supports TRANSfair Gastronomy, a social enterprise offering people facing acute challenges, especially due to mental health issues, professional integration at a supervised workplace, which simultaneously provides them with a clear daily structure.
Catie's Closet	In the US, Schleuniger collected clothing for the project Catie's Closet (www.catiescloset.org), which donates these items to students in need.
Kiva	Since 2011, Schleuniger companies in the US and Mexico have been supporting the Kiva project (www.kiva.org) with loans directed at people in need all around the world. Since this cooperation began, more than USD 72 000 in loans have been granted in 79 countries.
Inclusion Factory	Komax in Shanghai – and in the future also Schleuniger in Tianjin – employs people with disabilities as a partner of the Inclusion Factory, a Chinese inclusion enterprise that helps disabled people to find work and thereby secure a place in society.
Clean-up initiative in Bishan-Ang Mo Kio Park in Singapore	In October 2024, Komax Singapore participated in a voluntary clean-up initiative in Bishan-Ang Mo Kio Park, collecting an impressive six kilograms of rubbish. Encompassing 62 hectares, Bishan-Ang Mo Kio Park is one of the largest urban parks in the center of Singapore. The clean-up initiative was a resounding success, and also triggered a wide-ranging dialog about sustainability and environmental awareness at the Komax location.
Christmas initiatives	In Dierikon, Switzerland, employees choose not to receive a Christmas gift. The corresponding sum of money is instead donated by Komax to two charitable organizations in the region. In addition, the Thun site takes part in the “2 times Christmas” initiative from the Swiss Red Cross, donating school materials as well as numerous gifts contributed by staff to help people in need.
Employee voluntary work	A number of companies of the Komax Group allow all employees to dedicate up to eight hours of their working time each year to a charitable initiative of their choice.

CUSTOMER RELATIONS

The Komax Group sells industrial capital goods to its customer base, which is made up of big global companies, regional mid-sized companies, and many different small firms. Intensive, bespoke customer service is the foundation for a trust-based partnership, and hence business success. Any loss of this trust due to poor customer service or defective products could have significant economic consequences for the company, with a knock-on effect for its staff. This is why outstanding customer relationships are essential for the Komax Group.

For the Komax Group, several elements play an important part in nurturing and improving relationships with customers. These include customer proximity through a global service and distribution network, high delivery dependability, high product quality across the entire life cycle of a product, an open feedback culture, and training to increase productivity.

Customer proximity through a global distribution and service network

The Komax Group has 28 engineering and production sites worldwide and employs around 400 service staff. It provides sales and service support via subsidiaries and independent agents in over 60 countries. The customer base is broad-based and spans the entire globe. In its main market segment, Automotive, the Komax Group serves primarily large international customers with production sites around the world. Here, physical proximity to customers is key, as it is the only way to ensure short response and supply times, as well as provide comprehensive service. In the year under review, the global distribution and service network was further optimized under the leadership of the Executive Vice President Market & Digital Services, and tailored even more intensively to local customer requirements (► page 34).

Delivery dependability as a key to customer satisfaction

A key element for a high level of trust and satisfaction among customers is delivery dependability. Consequently, the Komax Group channels its efforts into increasing this on an ongoing basis.

The Komax Group has set itself the target of delivering over 90% of all orders on time from 2025, rising to over 95% from 2028.

In 2024, the emphasis lay on implementing a standardized, Group-wide definition of deadline dependability for deliveries (On-Time Delivery – OTD), along with the regular, automated calculation of the OTD percentage rate at the more than 40 Group sites making deliveries. At the end of 2024, this figure stood at 76%. The Komax Group attaches great importance to adherence to the delivery deadlines agreed with its customers, and will work intensively over the coming years to improve in this area so that it can meet the targets it has set.

High product and service quality as the cornerstone of trust

Some of the Komax Group's products are in use over decades (► page 94). They have to function safely over a long lifespan. The safety and smooth functioning of each individual machine is thoroughly tested before being handed over to customers, and then installed on customers' premises either by the Komax Group or with intensive assistance from it. Comprehensive training programs with the Komax Academy, online help, and other assistance enable customers to use products and services safely and efficiently. Regular training encompasses product safety themes, among other things (► page 37).

The Komax Group introduces risk analysis in respect of product safety right from the development phase of its machines, thanks to which the design and functionality of machines can be optimized. By applying internationally harmonized standards, the Komax Group achieves CE conformity for its products. The CE mark indicates that the manufacturer affirms their product's

conformity with the legal requirements in Europe and thereby with stringent health and safety protection standards. The Komax Group deploys a team of CE experts from a number of areas, who see projects through from the development stage to validation and thus CE approval. Incorporated into machines are various protective measures, designed to keep operators safe such as guards and emergency stop functions. In the case of machines such as the new Alpha 550 G2 fully automatic crimping machine, staff are protected against accidents as machine movements are only possible when the protective hood is closed. As soon as this protective cover opens, all electric control circuits cut out, causing all motorized elements to cease functioning.

These measures are proving effective, as no accidents in which Komax Group products and services had negative repercussions for health and safety were reported to the company for the period under review.

Internally, the Komax Group explores quality issues with the “Cluster Quality” – an interdisciplinary team of experts that monitors product quality from parts suppliers through to the installation of machinery on customers’ premises, strengthening the quality mindset of employees. The team focuses on the high level of customer satisfaction and a comprehensive understanding of quality requirements, while at the same time promoting a culture in which errors are dealt with constructively. This includes research into causes along with corrective and preventive measures in the event of problems with products and services. Furthermore, the team ensures transparent monitoring and reporting in the process chain. By pursuing this approach, the Cluster Quality contributes in a concrete way to underpinning the Komax Group’s premium aspirations.

The Komax Group ensures service beyond the end of agreed contractual guarantee periods so as to safeguard the safety and smooth functioning of its products over the long term. Thanks to their modular construction, the machines can generally be adapted to changing needs.

There were no recalls of products in the year under review, which testifies to their quality. In order to maintain the quality of its products at a high level in the future, the Komax Group implemented a new digital customer management system in 2024, to run in parallel to the existing Cluster Quality. This will ensure complaints are picked up as rapidly as possible, so that the sources of error can be analyzed and eliminated on a lasting basis.

Measuring and improving customer satisfaction

Using a number of different approaches, the Komax Group aims to improve the way it is perceived in the market as well as the satisfaction of its customers. To this end, it commissioned a comprehensive study from an external service provider in 2024. This involved more than 900 customers globally being surveyed for their level of satisfaction with the services of the Komax Group in various thematic areas, with the net promoter score (NPS) being ascertained at the same time. For example, the loyalty of customers was measured, as was the degree to which the Komax Group has been satisfying their expectations. Thanks to the detailed results, customer requirements can be addressed in a more targeted way. The Komax Group takes this very seriously, as it is seeking to achieve a further challenging ESG target in this area.

The Komax Group aims to achieve above-average levels of customer satisfaction in an industry comparison.

The customer satisfaction survey displayed a Group-wide satisfaction figure of slightly above 85%, higher than the industry average of around 80%. The NPS worked out at 30, a good result given the scale of -100 to +100. But rather than resting on its laurels, the Komax Group will continually strive for the ongoing optimization of customer satisfaction.

The basis for this was laid back in 2023. Feedback will be obtained as soon as the Komax Group has a touchpoint with customers – such as in advisory or sales activities, or during trade fairs. The company's vision is to obtain feedback from every customer contact in the future. Customer feedback on potential areas of improvement is particularly valuable to the Komax Group and is incorporated into new developments. Over the course of 2024, the Komax Group also introduced a new, standardized Group-wide digital customer management system. This tool lies at the heart of all customer-related processes and makes it possible for all customer accounts, contacts, and documented sales opportunities to be transparently available so that these can then be jointly used by all Group companies (➤ page 37).

ACCELERATED CUSTOMER SERVICE THROUGH DIGITALIZED SALES PROCESSES

Digital customer management was enhanced with additional functionalities in a pilot project with Cirris. Here, offers for customers can now be issued in the right layout directly from the customer management system. Once customers have accepted the offer, the order is triggered by an automated process. A customer satisfaction survey is started once the order has been dispatched and the relevant salesperson is notified of the feedback. The sales process is accelerated and streamlined as a result, which translates into cost savings and improved customer satisfaction. The pilot project was successfully tested in 2024, and there are plans to roll it out to other companies.



FAIRNESS – ACTING FAIRLY AND ETHICALLY

Good corporate governance is a top priority for the Komax Group. The corporate and communication culture is characterized by integrity and impeccable business ethics. The Komax Group thereby ensures the trust of all stakeholders, as well as sustainable value creation over the long term.

BUSINESS ETHICS AND COMPLIANCE

The Komax Group is a globally active, growth-oriented group. Interacting ethically and responsibly with its stakeholder groups at all times is vital to the Komax Group. Customers, employees, creditors, suppliers, shareholders, and the public in general have high expectations when it comes to transparency, trustworthiness, timely communication, and integrity. The bigger a company, the greater the demands on it – and the more complex it is to satisfy these demands on an ongoing basis. The Komax Group is active in multiple jurisdictions with very different legal parameters. Added to this are the many cultural influences that have an impact. Missteps can damage the reputation and thus the business success of the Komax Group, which would also impact on the share price. At the same time, a healthy corporate and business culture opens up new opportunities to attract customers, investors, and employees. This is why the Komax Group places an emphasis on good business ethics and compliance. It complies with local laws and requirements at all times, and actively fosters a corporate culture characterized by integrity. A healthy level of competition is part of this. Neither in 2024 nor in prior years was the Komax Group involved in any legal proceedings as a result of anti-competitive or monopolistic conduct.

The Komax Group pursues an approach that permits no concessions or exceptions when it comes to ethical and fair business conduct and compliance. It complies with global as well as local regulatory requirements in the countries in which it operates. The individual units regularly examine current developments, as does Group Legal & Compliance, and factor these into guidelines and policies. Implementation in the corporate culture is ensured through training. All units have various processes aimed at ensuring compliance with the rules. Responsibility lies with the respective process owners, who are advised by and receive support from Group Legal & Compliance, if necessary. The Komax Group expanded its compliance structure in 2024.

Risk management process reworked

Comprehensive risk management is a key element of good corporate governance. The potential and actual risks associated with the Komax Group's commercial activities are systematically identified, analyzed, monitored, and managed on an annual basis through an institutionalized risk management function. The risk management process was reviewed and reworked in the year under review. At the same time, the risks of the Group companies were evaluated. These risks are broken down thematically into 13 categories, and include geopolitical risks, economic risks, financial risks, social risks, environmental and climate risks, risks arising in connection with corporate governance and trade compliance, as well as IT risks. All potential risks of the individual categories are mapped in a risk matrix based on the likelihood of them occurring and the extent of their potential impact.

The CEO is responsible for the operational side of risk management. Here he is supported by the Executive Committee. Specially appointed process owners are assigned responsibility for the management of key individual risks. These process owners take specific measures and monitor their implementation. Every year, the Executive Committee informs the Board of Directors' Audit Committee of the risks identified and the measures taken as part of risk management activities.

ESG risks are also discussed with the Sustainability and Innovation Committee. The Board of Directors and the Executive Committee use this as a basis for a risk assessment (carried out once a year), with which the Executive Committee defines measures designed to eliminate or mitigate the risks. More on financial risk management: ➤ page 182, Financial Report. Climate risks are set out in the TCFD Report (➤ page 85).

Code of Conduct

The Komax Group's business ethics are based on its five core values (➤ page 70) as well as the Code of Conduct. In this Code of Conduct, the Komax Group affirms that it pursues a business policy based on sustainability and that it expects its suppliers and business partners to share its commitment to sustainability and environmental protection. The Code of Conduct is binding for all Komax Group employees worldwide, and serves as a compass for day-to-day behavior. It is built on ethical principles such as trust, integrity, and respect, and defines key rules of conduct for everyday working life.

The Code of Conduct is available in 14 different languages and is reviewed at regular intervals (www.komaxgroup.com/integrity). In 2024, it was completely reworked. Individual themes dealt with in the Code of Conduct, such as sustainability, fair competition, human rights, bribery and corruption, and dealing with conflicts of interests, were set out in greater detail and aligned with international standards. Alongside the revision of the Code of Conduct, internal processes for addressing issues were defined even more clearly. To raise awareness of the rules of behavior defined in the new Code of Conduct, all employees have been instructed to complete an online training module in the first half of 2025. Where required, on-site training sessions will also be held. With this initiative, the Komax Group is on track to meet the corresponding ESG target in the area of "Fairness" (governance).

The Komax Group aims to ensure that, in future, all employees will attend Code of Conduct training at least once every two years, and that 100% of the participants will complete it successfully.

Participation in and the results of the Code of Conduct training are evaluated by the Komax Group, and measures are derived therefrom as necessary.

Whistleblowing/violations of the Code of Conduct

Violations are not tolerated and will have corresponding consequences for the employees concerned. There are many different internal and external options for (anonymously) reporting violations and concerns. The internal contact options include line managers, Human Resources Business Partners, and Group Legal & Compliance. In addition, both employees and external parties (suppliers, business partners, customers, etc.) can make contact with the independent external whistleblowing service (codeofconduct@ssrlaw.ch). The Komax Group takes every concern seriously and treats accusations with the appropriate level of confidentiality. It strives for a culture in which all concerns in respect of potential violations can be voiced freely and in good faith, without the individual having to fear any retaliatory measures or other negative repercussions.

In the year under review, six reports were submitted by employees, of which three resulted in violations being ascertained. These led to internal disciplinary measures within the Komax Group, but no court cases ensued. Audit and internal reporting procedures regularly survey the existence of court cases and violations on a Group-wide basis.

Combating corruption

The business activity of the Komax Group is based on the quality of its services and on integrity. It therefore robustly rejects any form of bribery and other forms of corruption. Employees do not accept or offer any monetary gifts, regardless of the amount involved. Gifts in kind and invitations are allowed only if they do not exceed negligible advantages that are common business practice and do not generate any undue advantage. These basic rules are laid down in the Code of Conduct of the Komax Group and the Code of Conduct for suppliers and business partners.

In addition to reworking the Code of Conduct, the Komax Group also set out certain detailed rules of conduct in the year under review by means of separate guidelines. These include guidelines on the topics of human rights, corruption, and bribery. This is particularly important as – due to its customer structure – the Komax Group also does business in countries with a comparatively high corruption risk ranking as defined in Transparency International's Corruption Perceptions Index (CPI). With the Group-wide implementation of these guidelines, the Komax Group has now already met one of its 13 ESG targets.

Corruption risks are reviewed at regular intervals within the framework of risk management. In the period under review, as in the previous year, no corruption risks of significance were ascertained and there were no known cases of corruption within the Komax Group.

Respect of human rights

The Komax Group follows the principles of the General Declaration of Human Rights, the UN's Guiding Principles on Business and Human Rights, the OECD Guidelines for Multinational Enterprises, the core labor standards of the International Labour Organization (ILO), and other prevailing laws and principles, and requires its employees, suppliers, contractors, and business partners to likewise comply with these or similar standards. Risk-based due diligence audits are conducted to ensure adherence to these standards. The Komax Group is committed to respecting the right to freedom of association, collective representation, fair remuneration, equal treatment, equality of opportunity, and a safe and healthy workplace. It prohibits discrimination and inappropriate or illegal actions on the basis of ethnic or national origin, political persuasion and world view, religion, sexual orientation or marital status, gender, genetic identity, age-related disability, or other legally protected status. The Komax Group reacts swiftly to grievances and abuses in order to offer remedial measures (► Code of Conduct).

SUPPLY CHAIN RISK MANAGEMENT

For the Komax Group, sustainability in the supply chain encompasses the socially and ecologically responsible procurement of raw materials, components, packaging, and services, as well as appropriate risk management. A significant proportion of the value creation delivered by the Komax Group lies in engineering services and the assembly of components in the production of machines. The majority of these components are manufactured and supplied by third parties. This exposes the Komax Group to various risks in procurement. In principle, there is the risk that conflict materials are used, that human rights are violated, and that energy and scarce raw materials are used wastefully in supply chains. Legal risks also come into consideration – ranging from compliance with local and international statutory requirements and standards to bribery, corruption, and money laundering. These open up further potential risks in terms of the reputation and business success of the Komax Group. Strict trade compliance management and the responsible management of its supply chains make it possible for the Komax Group to reduce these risks and foster stable relationships with suppliers over the long term. This way it can make a positive contribution to sustainable supply chains and their impact on the environment and society.

The Komax Group has a global procurement team (Group Procurement) that is responsible for Group-wide procurement issues. This team liaises with the specialists at the production sites who take care of sourcing the necessary materials and components locally. The Komax Group aims to meet the challenges in supply chains with trust, transparency, and checks. To this end, it has issued various guidelines, measures, and targets, which are reviewed and revised on an ongoing basis. In 2024, for example, a new guideline was introduced for sustainable procurement. Among other

things, this sets out clear instructions on how to act in relation to themes such as human rights, child labor, and conflict minerals in the supply chain, which means these issues are now addressed in a uniform way across the Group.

Code of Conduct for suppliers

In its commercial relationships, the Komax Group sets great store by integrity, sustainability, respect, decency, social responsibility, and consistent compliance with applicable guidelines and laws. In 2024, it therefore reviewed the existing codes of conduct for suppliers and business partners and drew up a new code of conduct. Suppliers and business partners are obliged to comply with the principles and regulations contained therein. The Code of Conduct is an integral part of any contractual and business relationship with the Komax Group and compliance with it is contractually enshrined.

Key elements here include compliance with the law and regulations, the respecting of human rights, the prohibition of child and forced labor and slavery, due diligence obligations in relation to minerals and metals from conflict areas, as well as environmental and climate protection. Other important elements include compliance with sanctions, embargoes and export control regulations, the prohibition of corruption, bribery and money laundering, fair competition, confidentiality, data protection, cybersecurity, and the reporting of violations. Violations against the Code of Conduct are consistently admonished and may result in immediate termination of a contract.

At the end of the year under review, 57% of the suppliers of the Komax Group (measured in terms of purchasing volume) had signed the Code of Conduct for suppliers. This figure is still low as the revision of the Code of Conduct meant that efforts to have suppliers sign up to the “old” code were halted in the year under review. The new Code of Conduct will be presented for signing to all suppliers of the Komax Group in 2025. With this move, the Komax Group is striving to secure a high level of reliability, and defined a corresponding ESG target back in 2023.

The Komax Group aims to ensure that 80% of its suppliers (measured by purchasing volume) will have signed the Code of Conduct by 2025. At least 95% of suppliers (by purchasing volume) should have signed the Code of Conduct by 2028.

Due diligence obligations in relation to minerals and metals from conflict areas as well as to child and forced labor

The Komax Group categorically rejects any form of forced or child labor. All of its production sites are located in countries that are signatories to the ILO conventions on forced labor or the Abolition of Forced Labour Convention (USA). The Code of Conduct for suppliers and business partners prohibits suppliers from breaching the ILO conventions governing child labor and forced labor in the hiring of their workforce.

Back in 2023, the Komax Group initiated a new policy for the upstream supply chain and implemented further checks in relation to child labor and conflict minerals/metals in accordance with Art. 964j of the Swiss Code of Obligations and the Ordinance on Due Diligence and Transparency in relation to Minerals and Metals from Conflict-Affected Areas and Child Labour (DDTrO). These checks came to the conclusion that the import and processing quantities for minerals and metals had not been reached, and either identified a low risk in relation to child labor or could not find reasonable grounds to suspect child labor. The audits carried out in 2024 confirmed these findings, as a result of which the Komax Group is exempted from the corresponding due diligence and reporting obligations. In the year under review, the audits were enhanced with the use of an EcoVadis module (IQ Plus).

Long-term partnerships and regular audits

The Komax Group aims to achieve long-term partnerships with suppliers that are characterized by sustainable business activity and corresponding products. This is reviewed through audits. New and existing partners are evaluated and/or audited according to the same criteria. These include the integration status of sustainable business processes (ESG), quality, price, procurement chain, and deadline reliability, as well as production processes.

In order to evaluate the sustainability of its supply chain even more efficiently and take appropriate measures, the Komax Group has been working with EcoVadis since 2021 and is striving to expand its auditing activities. In a number of Group companies the ESG rating from EcoVadis is already a fixed component of the evaluation of suppliers. For example, at Komax in Dierikon, Switzerland, 71% of purchasing volume in 2024 was already coming from suppliers evaluated by EcoVadis, with the equivalent figure for Komax Shanghai in China currently amounting to some 40%. Meanwhile, Cirris in Salt Lake City, USA, Schleuniger in Thun, Switzerland, and Schleuniger in Radevormwald, Germany, are also evaluating their suppliers either partially or wholly according to ESG criteria. With effect from 2025, this evaluation process that takes account of the EcoVadis ESG rating will be enshrined in other production companies of the Komax Group. This is designed to ensure that suppliers attain a minimum standard in the area of sustainability and governance. In the same way, the training from ESG Alliance is used by Komax Shanghai to improve the ESG performance of its suppliers.

The Komax Group aims to select existing and/or potential new suppliers each year for auditing based on a risk matrix approach.

Supply chain risk management and trade compliance

The Komax Group's risk management addresses a number of procurement and compliance risks. The company has a trade compliance team whose duties include carrying out regular training courses on issues such as export controls, embargoes, current Incoterms, and customs and tax legislation. Group Procurement implements the risk management into the supply chains.

Transparency in the supply chains

The Komax Group currently does not have comprehensive transparency in its supply chains. Consequently, various projects are underway, such as in respect of resource management and on emissions (Scope 3), aimed at the detailed capture of additional relevant data, as well as on compliance and traceability in the supply chains. There are plans to also incorporate Scope 3 information into ESG targets in the future.

OUTLOOK

The Komax Group forged ahead with numerous initiatives on ESG themes in the year under review and expanded its reporting to include the report on climate risks. As part of its ongoing corporate strategy, it will intensify its efforts further in this area. A particular focus will be the attainment of its ESG targets, as well as increasing employee awareness of ESG aspects and involving them in the implementation of ESG initiatives. This will be achieved, inter alia, through the use of an intranet site that was redesigned in 2024, communication activities through various channels, and – from 2025 – ESG training courses, with a view to increasing the knowledge around and engagement with ESG themes and promoting both interdisciplinary and international exchange. Another area of focus will be the more intensive involvement of suppliers. Furthermore, the Komax Group is continuously working on improving its data processes and data quality in the area of ESG so as to align itself with future requirements for more transparency in this area.

ADDITIONAL INFORMATION**GRI index**

The GRI index associated with this ESG report is available on the website of the Komax Group (www.komaxgroup.com/annualreport2024/gri-index).

Organizational structure

The management structure and composition of the Komax Group is set out in the Corporate Governance Report. The Komax Group integrated ESG into its Strategy as a strategic initiative in 2023. The tasks, obligations, and powers of the Board of Directors, its Chair, and the Committees are set out in detail in the Articles of Association, the Organizational Regulations of Komax Holding AG, and in the Regulations for the Remuneration Committee, the Audit Committee, and the Sustainability and Innovation Committee. These also define the rights, obligations, and competencies of the CEO and Executive Committee. The relevant regulations are reviewed on a regular basis and amended where necessary. Further information on the organizational structure is available on the Komax Group's website (www.komaxgroup.com/organization).

Governance

Information on corporate governance can be found in the Corporate Governance Report (➤ pages 119–137).

Compensation

All information on the compensation paid to the Board of Directors and the Executive Committee is available in the Compensation Report (➤ pages 138–157).

Collective bargaining agreements

The Komax Group does not have any employees under collective agreements.

Political contributions

In principle, the Komax Group does not make donations to political parties, political organizations, or individuals who hold political office or who are standing as candidates for political office.

STATEMENT FROM THE BOARD OF DIRECTORS AND SCO REFERENCE TABLE

The Board of Directors of Komax Holding AG is responsible for the production of the non-financial 2024 report (ESG Report) in accordance with the applicable legislation. The ESG Report 2024 contains the information on non-financial issues required by the Swiss Code of Obligations (SCO). The table below shows where the non-financial issues in accordance with Art. 964b SCO can be found. The Board of Directors has approved them.

Requirement Art. 964b	Section of the non-financial report	Page
Description of the business model	The Komax Group at a glance	68
	ESG strategy	74
	Sustainable, profitable growth	77
Environmental matters	ESG targets 2024–2028	75
	TCFD Report	83
	Greenhouse gas emissions and energy efficiency	89
	Product life cycle management	94
Social issues	Taking responsibility for people	100
	Workplace safety and well-being	103
	Support for local communities	107
	Customer relations	109
	Business ethics and compliance	112
Employee-related issues	Workplace safety and well-being	103
	Business ethics and compliance	112
Respect for human rights	Business ethics and compliance	112
	Supply chain risk management	114
Combating corruption	Business ethics and compliance	112
	Supply chain risk management	114
Policies, measures, risks	Interactions between the Komax Group and its environment	78
	TCFD Report	83

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Ensuring good corporate governance is vital to the Komax Group. It safeguards business and social success over the long term by means of sustainable value creation in the interest of customers, shareholders, staff, creditors, suppliers, and the public, as well as through the provision of transparent, rapid, and simultaneous information to all stakeholder groups. The Komax Group takes as its starting point the Swiss company law, the principles and regulations of the Swiss Code of Best Practice of *economiesuisse* and the Directive on Information Relating to Corporate Governance (Directive Corporate Governance, DCG) of SIX Exchange Regulation, and gives an account of developments in this area each year in its Annual Report. The key elements are laid down in the Articles of Association, the Organizational Regulations, the Regulations on the Remuneration Committee, the Audit Committee, and the Sustainability and Innovation Committee, as well as in the Code of Conduct.

The current Articles of Association of Komax Holding AG are available on the Komax Group website (www.komaxgroup.com/organization).

The Board of Directors shapes corporate governance through guidelines it issues to ensure a forward-looking, sustainable leadership culture that is in compliance with the law, with a view to inspiring a responsible entrepreneurial approach. The interests of all stakeholder groups that are influenced by the Komax Group are also taken into consideration in the implementation of the ESG strategy (Environmental, Social, Governance). To this end, the Komax Group cultivates regular exchange with its stakeholder groups (► ESG Report pages 72/73).

1 CORPORATE STRUCTURE AND SHAREHOLDERS

Corporate structure

Komax Holding AG is the holding company of the Komax Group. Its headquarters are in Dierikon, Switzerland. Details on the place of listing, market capitalization, security number, and ISIN are set out on page 60 ("Share information"). The Komax Group includes Komax Holding AG and its 60 subsidiaries in 21 countries (► pages 191/192). With the exception of Komax Holding AG, no companies with listed participation securities form part of the scope of consolidation.

The Board of Directors of Komax Holding AG appoints and oversees the Executive Committee, which is headed up by the CEO. Alongside the CEO and the CFO, the Executive Committee is comprised of the heads of the four business units.

OPERATING CORPORATE STRUCTURE



Major shareholders

Shareholders whose share of the company's share capital exceeds or falls below the thresholds of 3, 5, 10, 15, 20, 25, 33 1/3, 50, and 66 2/3% have a reporting obligation under the Financial Market Infrastructure Act (FinMIA). According to the disclosure reports submitted, the company had the following major shareholders holding more than 3% of the votes as at 31 December 2024:

Shareholder / shareholder group	Number of shares 31.12.2024	Share in % 31.12.2024 ¹
Metall Zug AG, Zug, Switzerland	1 283 333 ²	25.00
UBS Fund Management (Switzerland) AG, Basel, Switzerland	257 892 ³	5.024

¹ The calculation is based on the 5 133 333 registered shares listed in the Commercial Register as at 31 December 2023.

² Notification of breach of 20% threshold on 6 September 2022.

³ Notification of breach of 5% threshold (obligation to notify arose on 27 December 2024, notification on 5 January 2025).

All shareholdings reported to Komax Holding AG and the Disclosure Office of SIX Swiss Exchange during the 2024 financial year as per Art. 120 of the Financial Market Infrastructure Act have been published on SIX Swiss Exchange AG's electronic publication platform and can be viewed at www.ser-ag.com/de/resources/notifications-market-participants/significant-shareholders.html. An overview of the composition of shareholders as at 31 December 2024 can be found on page 61 of the Annual Report.

Cross-shareholdings

There are no cross-shareholdings with other companies – nor with customers, suppliers, or partners, or with companies in which members of either the Board of Directors or Executive Committee hold a position. There are also no shareholder agreements. The Komax Group has no majority shareholder and there are no cross-involvements among the Board of Directors. The avoidance of conflicts of interest is an integral component of each of the Komax Group's stakeholder relationships in respect of its governing bodies. The Executive Committee has implemented a set of regulations that all members of staff who could be involved in conflicts of interest must sign.

2 CAPITAL STRUCTURE

Capital

in CHF	
Ordinary capital	513 333.30
Conditional capital	0.00
Authorized capital	0.00

Further details are provided in the sections below.

Capital band and conditional capital in particular

The Komax Group has a capital band. It allows for greater flexibility in adjusting capital and in the procedures for capital increases and capital reductions. With the introduction of the capital band at the Annual General Meeting of 12 April 2023, the Board of Directors decided not to make use of the full scope of the options available. Consequently, the capital band is limited to a time frame of three years and the extent of capital increases to a maximum of 10% of share capital. The Board of Directors excludes capital reductions.

The Komax Group thus has a capital band ranging from CHF 513'333.30 (lower limit) to CHF 564'666.60 (upper limit). Within the limits of the capital band, the Board of Directors is empowered to increase the share capital until 12 April 2026, or until the capital band has been fully used, at any time or from time to time and in any (partial) amounts. A capital increase may take place by the issue of up to 513'333 fully paid-up registered shares with a nominal value of CHF 0.10 each. In the event of an issue of new shares, the subscription or acquisition of these shares and any subsequent transfer of shares are subject to Sections 5 and 6 of the Articles of Association. Further information on the structuring of the capital band can be found in the Articles of Association of Komax Holding AG (www.komaxgroup.com/organization).

Neither at 31 December 2024 nor at 31 December 2023 was there any conditional capital. No capital increases were carried out within the framework of the capital band.

Capital changes

In 2022, the Komax Group carried out a capital increase and subsequent exchange of shares within the framework of the combination with the Schleuniger Group. By means of the authorized capital increase of 30 August 2022 in accordance with the agreement on contributions in kind and acquisition of assets, Komax Holding AG took over from Metall Zug AG 250'000 registered shares of Schleuniger AG and a loan to Schleuniger AG in the amount of CHF 70'367'000, for a total value of CHF 206'367'000. In return, Metall Zug AG was issued with 1'283'333 new registered shares with a par value of CHF 0.10 each.

Details of capital changes in the years 2023 and 2024 can be found on page 163 of the Financial Report. The corresponding information for 2022 can be found on page 144 in the financial section of the 2023 Annual Report (www.komaxgroup.com/publications).

Shares, participation certificates, and bonus certificates

As at 31 December 2024, Komax Holding AG had fully paid-up capital of CHF 513'333.30 and distributed over 5'133'333 registered shares with a par value of CHF 0.10 each. Each registered share entitles the holder to vote at the Annual General Meeting as long as the shareholder is listed in the share register as a "voting shareholder" (see also "Restrictions on transferability of shares and nominee registrations"). Registered shares are fully entitled to receive dividends. Komax Holding AG has not issued any participation certificates or bonus certificates.

Restrictions on transferability of shares and nominee registrations

The Komax Holding AG share register is divided into the categories of "non-voting shareholders" and "voting shareholders." "Non-voting shareholders" may exercise all property rights, but not the right to vote or rights associated with that of voting. "Voting shareholders" may exercise all rights associated with the share (see Articles of Association, www.komaxgroup.com/organization).

Komax Holding AG's Articles of Association empower the Board of Directors to refuse entry in the share register if the acquirer does not expressly declare, at the request of the Board, that the shares were acquired in their own name and for their own account. Nominees are listed in the share register as "non-voting shareholders." After hearing from the affected party, Komax Holding AG may delete entries in the share register if such entries occurred in consequence of false statements by the acquirer. The acquirer must be informed of the deletion immediately. No exemptions were granted in respect of the transfer restrictions in the year under review.

Convertible bonds and options

Komax Holding AG has no outstanding convertible bonds and there are no option programs for employees.

Management transactions

The Listing Rules of SIX Swiss Exchange stipulate a disclosure obligation for management transactions. The Board of Directors has issued a set of regulations to comply with these provisions. Members of the Board of Directors and Executive Committee have a disclosure obligation toward the company in this respect. Three notifications were submitted in the 2024 financial year (2023: two notifications). Disclosures are published on the SIX Swiss Exchange website and may be consulted there (www.ser-ag.com/de/resources/notifications-market-participants/management-transactions.html).

3 BOARD OF DIRECTORS

The Board of Directors comprised seven individuals as at 31 December 2024. No member of the Board of Directors was a member of the Executive Committee in the three financial years prior to the reporting period, and no member of the Board of Directors has any material business relationship with any Group companies.

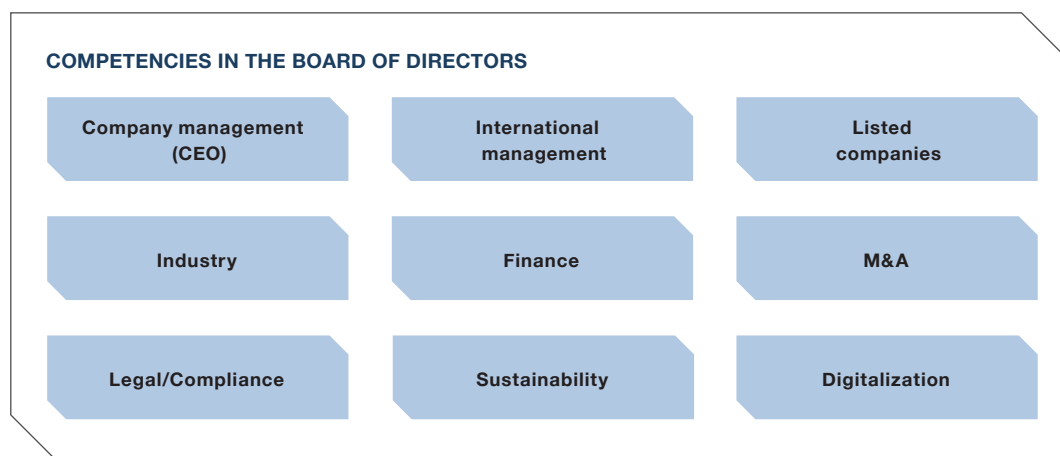
Members of the Board of Directors

	Appointed	Term expires	Participation in meetings during the financial year
Beat Kälin, Chairman	2015	2025	100%
David Dean, Vice Chairman	2014	2025	100%
Andreas Häberli	2017	2025	100%
Annette Heimlicher	2024	2025	100%
Mariel Hoch	2019	2025	100%
Roland Siegwart	2013	2025	100%
Jürg Werner	2022	2025	100%

There are no cross-involvements among the Board of Directors. Biographies of the individual Board members and details of their other activities and interests are provided on pages 125–127 of the Annual Report.

Competencies in the Board of Directors

The Board of Directors should cover a broadly diversified range of expertise so as to be able to fulfil its role in all matters that are of importance for the Komax Group. Thanks to the members making up its body, in the 2024 financial year it had expertise in and/or experience of the following areas:



Statutory regulations with respect to the number of permissible activities

In accordance with the Articles of Association, the number of permissible mandates of members of the Board of Directors in comparable roles at other companies with a commercial purpose and which are not controlled by the company or do not control the company is a total of nine additional mandates for listed and non-listed companies. The number of additional mandates at listed companies is limited to four as long as this does not involve any breach of statutory provisions and in particular the due diligence obligations of the Board of Directors.

Mandates in different legal entities that are under common control or under the same beneficial ownership count as a single mandate. Mandates undertaken by a member of the Board of Directors at the behest of a Group company or to exercise an office under public law are not covered by the restriction on additional mandates described above. The assumption of mandates other than those stipulated above is permissible without numerical restriction, as long as these mandates are unremunerated and do not interfere with the fulfilment of the obligations of the member of the Board of Directors vis-à-vis the company. The reimbursement of expenses does not count as compensation.

Election and term of office

According to the Articles of Association, the Board of Directors consists of three to seven members. It is composed of independent, non-executive members, who are elected individually by the Annual General Meeting for a term lasting until the end of the next Annual General Meeting. The Annual General Meeting also elects the Chair. Members may be re-elected. Pursuant to the Organizational Regulations, the members of the Board of Directors usually step down after a term of twelve years at the most. Consequently, Roland Siegwart will not stand for re-election at the next Annual General Meeting on 16 April 2025. The Articles of Association provide no regulations regarding the appointment of the Chair and the members of the Board of Directors that deviate from statutory provisions. Beat Kälin has decided to step down as Chair of the Board of Directors at the upcoming Annual General Meeting. He will remain a member of the Board though. The Board of Directors proposes Andreas Häberli as new Chair. In addition, the Board of Directors is proposing that Daniel Lippuner be elected as a new Board member. All other members of the Board of Directors are being proposed for re-election.

Internal organization

The internal organization of Komax Holding AG, i. e. the tasks and competencies of its executive bodies, is set out in the Organizational Regulations available on the website of the Komax Group (www.komaxgroup.com/organization). The Board of Directors consists of the Chair and a maximum of six other Board members. The Chair is elected by the Annual General Meeting; the Board of Directors organizes itself in respect of the other members. If the office of Chair becomes vacant during the period of office, the Board of Directors will nominate a new person as Chair for the remaining period of office, whereby this person must be an existing member of the Board.

The Chair is responsible for chairing meetings. At the invitation of the person chairing the meetings, the Board of Directors meets as often as business requires, but no fewer than four times per year. Each member of the Board of Directors is also entitled to request that a meeting be called to discuss a particular topic. In this case, the Chair convenes the meeting within 14 days of receiving the request.

The Board of Directors is deemed to have a quorum if a majority of its members (votes) are present. The resolutions of the Board of Directors are adopted by a majority of votes. In the event of a tie, the Chair casts the deciding vote. All resolutions are minuted. The Board of Directors can pass its resolutions using electronic means or in writing on hard copy provided that no member calls for verbal discussion.

Six ordinary meetings of the Board of Directors and one extraordinary meeting were held in 2024. All members attended all of the meetings. On average, these meetings lasted around seven hours. However, these average times pertain to the actual duration of the meetings themselves, and do not take into account the preparatory and follow-up work done by the individual members. Two resolutions by circular letter were also formulated in the year under review.

**BEAT KÄLIN (1957)**

Non-executive, independent member, and Chairman of the Board of Directors since 2015, elected until 2025, Swiss citizen, resident in Birmensdorf (CH).

Member of the Board of Directors of listed company Huber+Suhner AG, Pfäffikon ZH, and member of the Board of Directors of CabTec Holding AG, Rotkreuz.

Beat Kälin holds a master's degree and a doctorate in engineering from ETH Zurich. He also holds an MBA from INSEAD. From 1987 to 1997 he held various management positions in the Elektrowatt Group; from 1998 to 2004 he was a member of the Group Executive Board of SIG Schweizerische Industrie-Gesellschaft Holding AG; from 2004 to 2006 he was a member of the Board of Management responsible for the Packaging Technology division at Robert Bosch GmbH, Stuttgart (DE). He was COO of the Komax Group from 2006 to 2007, and CEO from 2007 to 2015. In the last three years, Beat Kälin has not been a member of the Executive Committee or had any material business relationships with the Komax Group.

**DAVID DEAN (1959)**

Non-executive, independent member of the Board of Directors since 2014, Vice Chairman since 2019, elected until 2025, Swiss citizen, resident in Cham (CH).

Member of the Board of Directors of listed company Bossard Holding AG, Zug, of Metall Zug AG, Zug, and Burckhardt Compression Holding AG, Winterthur, and a member of the Board of Directors of the Brugg Group AG, Brugg.

David Dean is an expert in accounting and controlling. He holds a federal diploma and is a certified accountant. Furthermore, he has also completed management training at Harvard Business School and IMD Lausanne. David Dean works as a professional board director. From 1992 to 2019 he worked for the Bossard Group – from 2005 to 2019 as CEO, from 1998 to 2004 as CFO, and from 1992 to 1997 as Corporate Controller. Prior to this, from 1990 to 1992 he worked as Corporate Controller and member of the Group Executive Board of a leading global logistics company, and from 1980 to 1990 held various management functions in auditing and management consultancy at PricewaterhouseCoopers AG. In the last three years, David Dean has not been a member of the Executive Committee or had any material business relationships with the Komax Group.

**ANDREAS HÄBERLI (1968)**

Non-executive, independent member of the Board of Directors since 2017, elected until 2025, Swiss citizen, resident in Bubikon (CH).

Chairman of the Board of Directors of PhenoSign AG, Bubikon, member of the Board of Directors of listed company Kardex Holding AG, Zurich, President of the Swissmem Research Commission, Zurich, as well as a member of the Industrial Advisory Board, ETH Zurich, D-MAVT.

Andreas Häberli holds a master's degree in electrical engineering from ETH Zurich. He then went on to obtain a doctorate (Dr. sc. techn.) at ETH Zurich's Laboratory for Physical Electronics. Since July 2023, Andreas Häberli has been Co-CEO of PhenoSign AG. From 2003 to 2023 he held various management roles at the dormakaba Group (formerly Kaba Group) – from 2011 as Chief Technology Officer (CTO) and a member of the Executive Committee. He was a member of the Executive Board of Sensirion AG from 1999 to 2003, and worked for Invox Technology (USA) from 1997 to 1999. In the last three years, Andreas Häberli has not been a member of the Executive Committee or had any material business relationships with the Komax Group.

**ANNETTE HEIMLICHER (1977)**

Non-executive, independent member of the Board of Directors since 2024, elected until 2025, Swiss citizen, resident in Corminboeuf (CH).

Member of the Board of Directors of Contrinex Holding AG, Corminboeuf, and of Integra Holding AG, Wallisellen.

Annette Heimlicher studied financial and monetary economics at the University of Geneva and holds a master's degree in economics from the London School of Economics. She has been CEO of the Contrinex Group since 2012, having previously served as Director of Corporate Development for the company for three years. From 2007 to 2008, she worked as Associate Director Strategy Implementation for the World Economic Forum. Annette Heimlicher has not been a member of the Executive Committee or had any material business relationships with the Komax Group.

**MARIEL HOCH (1973)**

Non-executive, independent member of the Board of Directors since 2019, elected until 2025, Swiss and German citizen, resident in Zurich (CH).

Member of the Board of Directors of listed company Comet Holding AG, Flamatt, and of SIG Group AG, Neuhausen am Rheinfall, member of the Board of Directors of MEXAB AG, Lucerne, as well as member of the Foundation Boards of the Irene M. Staehelin Stiftung, Zurich, the Orpheum Foundation for the Advancement of Young Soloists, Zurich, the Law and Economics Foundation St.Gallen, and the Schörling Foundation, Lucerne.

Mariel Hoch obtained a PhD (Dr. iur.) from the University of Zurich and was admitted to the Zurich Bar in 2005. Since 2002, she has been with the law firm Bär & Karrer AG in Zurich, where she specializes in M&A transactions and advises listed companies on corporate and regulatory matters. Mariel Hoch has been a partner since 2012. In the last three years, Mariel Hoch has not been a member of the Executive Committee or had any material business relationships with the Komax Group.

**ROLAND SIEGWART (1959)**

Non-executive, independent member of the Board of Directors since 2013, elected until 2025, Swiss citizen, resident in Schwyz (CH).

Member of the Board of Directors of Evatec Holding AG, Trübbach, of NZZ Media Group (AG for the Neue Zürcher Zeitung), Zurich, of Tethys Robotics AG, Zurich, and of Voliro AG, Zurich; he is also Chairman of the Board of Trustees of Gebert Rütli Stiftung, Basel, Vice Chairman of the Board of Trustees of the Kick Foundation, Basel, and member of the Foundation Board of the Bluelion Foundation, Zurich.

Roland Siegwart holds a master's degree in mechanical engineering as well as a doctorate from ETH Zurich. He was Professor of Microrobotics at EPFL Lausanne from 1996 to 2006, and Vice President of Research and Corporate Relations at ETH Zurich from 2010 to 2014. He has been Professor of Robotics at ETH Zurich since July 2006 and Co-Director of the Wyss Translational Center Zurich, a joint research center of ETH Zurich and the University of Zurich, since 2015. In the last three years, Roland Siegwart has not been a member of the Executive Committee or had any material business relationships with the Komax Group.



JÜRG WERNER (1956)
Non-executive, independent member of the Board of Directors since 2022, elected until 2025, Swiss citizen, resident in Hedingen (CH).

Member of the Board of Directors of listed company V-ZUG AG, Zug, and a member of the Industrial Advisory Board, ETH Zurich, D-MAVT; elected full member of the Swiss Academy of Engineering Sciences (SATW), Zurich.

Jürg Werner holds a degree in electrical engineering from ETH Zurich. He then went on to obtain a doctorate (Dr. sc. techn.) from ETH Zurich's Institute for Quantum Electronics. He has a postgraduate diploma in business management from Lucerne University of Applied Sciences and Arts. From 2013 to 2020 he was CEO of Metall Zug AG. Prior to this he worked for V-ZUG AG between 1996 and 2013 – from 2010 to 2013 as CEO, in 2010 as COO, and from 1996 to 2009 as Head of Development. Before joining V-ZUG AG he held management roles at companies in the US and Switzerland. In the last three years, Jürg Werner has not been a member of the Executive Committee or had any material business relationships with the Komax Group.

Self-evaluation

The Board of Directors regularly undertakes a comprehensive evaluation of its own work and that of its committees in order to reflect and improve on an ongoing basis. A structured questionnaire dealing with topics such as the strategy process, cooperation, the flow of information, success planning, and risk management is used to collate and analyze assessments, suggestions, and criticisms from each individual member of the Board of Directors. The results are then evaluated in terms of both quality and quantity at a Board meeting, with the insights gained being implemented continuously. In addition, the Board of Directors periodically considers the option of an external evaluation and scrutinizes the composition of the Board.

Overview of meetings and committees of the Board of Directors

	Members	Number of ordinary meetings	Number of extra-ordinary meetings	Attendance rate in meetings	Average meeting duration ¹	Additional frequent participants
Board of Directors	All	6	1	100%	7.0 hours	CEO, CFO
Remuneration Committee	Roland Siegwart (Chair), Beat Kälin, Andreas Häberli	2	2 ²	100%	4.5 hours	CEO, Vice President Group Human Resources
Audit Committee	David Dean (Chair), Jürg Werner, Mariel Hoch	3	0	100%	3.0 hours	CEO, CFO
Sustainability and Innovation Committee	Andreas Häberli (Chair), Roland Siegwart, Jürg Werner	2	0	100%	4.0 hours	CEO, Executive Vice President Market & Digital Services, Vice President Group Communications / Investor Relations / ESG

¹ These average times do not include the preparatory and follow-up work done by the individual members.

² The purpose of the two extraordinary meetings was to evaluate Roland Siegwart's succession as a member of the Board of Directors.

Committees

Within the Board of Directors, there are three committees that are exclusively made up of non-executive members.

– Remuneration Committee

This committee amalgamates the tasks of the remuneration and nomination committee. The Remuneration Committee consists of a maximum of three non-executive members. The Committee is elected by the Annual General Meeting. The members' term of office ends with the conclusion of the next Annual General Meeting. Re-election is permissible. The Board of Directors is proposing to the Annual General Meeting of 16 April 2025 that two of the three current members be re-elected. It is proposing that Annette Heimlicher be elected to succeed Roland Siegwart.

The Articles of Association provide no regulations regarding the appointment of Committee members that deviate from statutory provisions. If a member leaves the company prior to completing their term of office, the Board of Directors will appoint a replacement from among its number for the remaining period of office. The Remuneration Committee meets at least twice a year. The invitation, which contains details of the agenda items, is issued in writing at least ten days prior to the meeting. The CEO, other members of the Executive Committee, and members of the statutory auditors or other specialists may attend these meetings in an advisory capacity. The members of the Executive Committee are not present when their own remuneration is discussed.

The Committee Chair reports to the Board of Directors on the activities of the Committee after every meeting. The minutes of Committee meetings are made available to the members of the Board of Directors. The detailed tasks and competencies of the Remuneration Committee are formulated in a set of Regulations for the Remuneration Committee. These are summarized in the Compensation Report (► pages 142/143).

– Audit Committee

The Committee consists of a maximum of three non-executive members of the Board of Directors and assists the Board with its supervisory duties relating to corporate governance.

The tasks of the Audit Committee include the overall supervision of the external and internal auditors, as well as financial reporting. It meets at least twice a year. The Audit Committee sets out the scope and schedule of the audits to be carried out by the two auditing bodies and also coordinates their work. It likewise checks the work they produce and their independence. With regard to external auditors, it approves the fees paid and formulates recommendations in respect of nominations or changes at the General Meeting. The Audit Committee also examines non-financial reporting.

Both the external and internal auditors draw up a report on their audit work, and the Audit Committee monitors the implementation of the audit findings. Furthermore, the Audit Committee evaluates the reliability of the internal control system and risk management, and acquires a picture of the extent to which statutory and internal regulations are being adhered to (compliance).

The CEO and the CFO both attend all meetings of the Audit Committee. The external auditor is invited to attend. The CFO represents the internal audit unit. Both bodies have access to the minutes of the meetings of the Board of Directors and Executive Committee. The detailed tasks and competencies of the Audit Committee are set out in the Organizational Regulations for the Audit Committee.

– Sustainability and Innovation Committee

The Committee consists of a maximum of three non-executive members of the Board of Directors and supports it in matters pertaining to sustainable corporate development as well as in reinforcing the Komax Group's technological leadership. It meets at least two times a year.

The Sustainability and Innovation Committee's tasks include expanding the themes of technology, innovation, and sustainability, and supporting and advising the Executive Committee on the strategic development of these themes. The Committee also defines the targets and key performance indicators (KPIs) used to measure the work done in the area of innovation and sustainability, monitors the Komax Group's sustainability principles and reporting, and submits corresponding

proposals to the Board of Directors. Further information on the ESG organizational structure: ➤ pages 83/84, TCFD Report.

Overall responsibility for the tasks and competencies assigned to the three committees essentially remains with the Board of Directors.

Definition of areas of responsibility

According to Art. 716a (1) Swiss Code of Obligations and the Articles of Association of Komax Holding AG, the tasks and obligations to be fulfilled by the Board of Directors include:

- Overall management of the company and issuance of the necessary directives.
- Defining the company's organizational structure.
- Determining the principles of accounting, financial controlling, and financial planning.
- Appointing and removing the persons entrusted with managing and/or representing the company.
- Ultimate supervision of the persons entrusted with managing the company, specifically with respect to prevailing legislation, the Articles of Association, regulations, and directives.
- Producing the Annual Report and the Compensation Report, making preparations for the Annual General Meeting, and executing the resolutions passed by the Annual General Meeting.
- Monitoring solvency.
- Submitting an application for a moratorium on debt enforcement and informing a court in the event of excessive indebtedness.
- Passing resolutions on supplementary contributions for shares not fully paid in.
- Resolutions for the approval of capital increases and the resulting amendments to the Articles of Association.

The tasks, obligations, and powers of the Board of Directors, its Chair, and the Committees are set out in detail in the Articles of Association, the Organizational Regulations of Komax Holding AG, and in the Regulations for the Remuneration Committee, the Audit Committee, and the Sustainability and Innovation Committee. These also define the rights, obligations, and competencies of the CEO and Executive Committee. The relevant regulations are reviewed on a regular basis and amended where necessary. The most recent adjustments have been in force since 3 March 2023. To the extent permitted by law and by the Articles of Association, the Board of Directors has delegated operational management of the company to the CEO of the Komax Group. The Executive Committee is made up of the CEO, CFO, and four further members. The members of the Executive Committee are appointed by the Board of Directors at the proposal of the Remuneration Committee.

Information and control instruments in respect of the Executive Committee

The CEO informs the Board of Directors at each ordinary meeting about the course of business, important and critical transactions, and the status of the tasks delegated to the Executive Committee. In addition, the key data generated by the management information system (MIS) is discussed at length with the CEO and CFO at these meetings. The Board of Directors is provided with full details of the current course of business and the financial situation of the Group by means of monthly digital reports between each meeting. In addition, the Chair of the Board of Directors and the CEO are in regular contact to discuss important matters of company policy.

The risks in connection with business activities are systematically mapped, analyzed, monitored, and managed each year using an institutionalized risk management system. These risks are amalgamated into groups according to their nature. They involve general external risks, business risks, financial risks, risks arising in connection with ESG and compliance, as well as IT and reputational risks. In the reporting year, the risk management process was analyzed and revised. With this, the risks of the Group companies, including the newly acquired companies Hosver and the Alcava Group, were evaluated by means of a "letter of assurance," among other things. Further information on risk management: ➤ pages 87 and 112, ESG report, and ➤ Financial Report page 182 onwards.

The CEO is responsible for the operational side of risk management. The Executive Committee is supporting him in this task. Specially appointed process owners are assigned responsibility for the management of key individual risks. These process owners take specific measures and monitor their implementation. Every year, the Executive Committee informs the Audit Committee of the risks identified and the measures taken as part of risk management activities. ESG risks are discussed with the Sustainability and Innovation Committee. Each year, the Board of Directors uses this as a basis for its risk assessments and introduces measures designed to eliminate or mitigate risks. The Executive Committee reports immediately to the Board of Directors on critical business transactions with potential or actual negative impacts on the Komax Group or its stakeholder groups that have come to light as a result of complaints procedures or other proceedings, and/or have been identified by the Komax Group in its companies or its business relationships, and these are discussed within the framework of the Board of Directors and committee meetings.

The MIS of the Komax Group is organized as follows: Each subsidiary's key balance sheet and profit and loss figures are compiled and consolidated once a month. Additionally, a cash flow statement and a number of other financial and non-financial indicators are compiled and consolidated on a quarterly basis. A comparison is then made with the previous year and the budget. The budget forecast is checked for attainability against the quarterly statements for each individual company and on a consolidated basis. The half-year and annual figures are published.

Depending on the specific target involved, the progress made in achieving the ESG targets is reviewed at different intervals but at least once a year. This is done using, inter alia, detailed ESG data compilations and consolidations.

Using key controls, the internal control system (ICS) ensures proper and efficient management, safeguards assets, monitors solvency, prevents and identifies offences and errors, and ensures accurate and complete accounting records as well as timely preparation of reliable financial information. A report setting out the results of these investigations and the corresponding measures taken is submitted to the Audit Committee. The ICS and regular reviews of the ICS ensure early identification and minimization of risks, weak points, and gaps in security. An additional aim is to make employees more aware of and acquainted with the key risks.

The internal audit function evaluates the effectiveness of the ICS as well as of management and monitoring processes. It also supports the Executive Committee in the risk management process. Internal audit duties are performed by the Finance and Accounting unit of Komax Management AG, Dierikon. This unit scrutinizes the individual operating units and the various business areas of the Group at regular intervals, and on the basis of an annually updated audit plan. The internal auditors report the results of their investigations to the Audit Committee. The Audit Committee reviews and approves the scope of the audit, the audit plan, and the corresponding responsibilities. It also decides on any measures to be implemented as a result of internal audit findings.

4 EXECUTIVE COMMITTEE

As at 31 December 2024 the Executive Committee comprised the CEO, the CFO, and four further members. Biographies of the individual members of the Executive Committee are provided on pages 132/133.

Members of the Executive Committee

	Function exercised since
Matijas Meyer, CEO	2015
Christian Mäder, CFO	2023
Oliver Blauenstein	2023
Jürgen Hohnhaus	2020
Tobias Rölz	2020
Marc Schürmann	2019

Other activities and interests

Aside from the mandates listed on pages 132/133, the members of the Executive Committee did not exercise any activities on management or supervisory bodies of significant Swiss and foreign corporate entities, institutions, or foundations under private or public law outside the Komax Group as at 31 December 2024.





MATIJAS MEYER (1970)
CEO since 2015, member of the Executive Committee since 2010, with the Komax Group since 2007, Swiss citizen, resident in Ebikon (CH).

Matijas Meyer holds a degree in engineering from ETH Zurich and an MBA from Cranfield University (UK). From 1998 to 2004, he worked in product development at OC Oerlikon/ESEC and from 2005 to 2006 in product management at Tornos SA. He joined the Komax Group in 2007, heading the French production and development site in Rousset until 2010. He then took over as Head of the Wire Business Unit and was appointed as a member of the Komax Executive Committee. He has been CEO of the Komax Group since 2015.



CHRISTIAN MÄDER (1969)
CFO since 2023, member of the Executive Committee since 2023, with the Komax Group since 2023, Swiss citizen, resident in Kolliken (CH).

Member of the Board of Directors of O. Kleiner AG, Wohlen.

Christian Mäder is a Swiss Certified Expert in Accounting and Controlling. He has held various management roles at international companies (KPMG, AFRY) since 1993. He worked for the Swisslog Group from 2000 to 2015, and as CFO and member of the executive management team for ten of these years. From 2015 to 2023, Christian Mäder was CFO of the Artemis Group, and he held additional roles as Chairman of the Board of Directors of Franke Holding AG, Vice Chairman of the Board of Directors of Feintool International Holding AG, and CEO/President of the Artemis Asset Management Group. He joined the Komax Group in August 2023 and has been CFO and thus a member of the Executive Committee since October 2023.



OLIVER BLAUENSTEIN (1971)
Executive Vice President, member of the Executive Committee since 2023, with the Komax Group since 2023, Swiss citizen, resident in Zurich (CH).

Chairman of the Foundation Board of Stiftung Benefit, Zurich.

Oliver Blauenstein holds a degree in electrical engineering from ETH Zurich, where he also obtained a doctorate. From 2004 to 2006 he was Head of Product Management and Engineering at Altec Electronic AG, going on to become Chief Technology Officer for the Jaquet Technology Group AG until 2008. From 2008 to 2022, he held various management positions at ABB in Switzerland, Italy, and China. Most recently, he was Division Manager Process Automation Energy Industries at ABB. Since 2023 Oliver Blauenstein has worked for the Komax Group and is a member of the Executive Committee. He heads up the Komax Group's Quality Solutions Business Unit.



JÜRGEN HOHNHAUS (1967)
Executive Vice President, member of the Executive Committee since 2020, with the Komax Group since 2019, German and Swiss citizen, resident in Riedholz (CH).

Jürgen Hohnhaus holds a degree in mechanical engineering and obtained his doctorate from the University of Stuttgart's Institute for Metal Forming Technology. From 2000 to 2008 he held various management positions at Dieffenbacher GmbH + Co. KG in Eppingen (DE). Subsequently and until 2017 he was Chief Technology Officer and a member of the Executive Committee at the Bystronic Group. From 2018 to 2019, he headed up the Products division at the Güdel Group. Jürgen Hohnhaus joined the Komax Group in 2019 and has been a member of the Executive Committee since 2020. He heads up the Solutions Business Unit, which focuses primarily on customer-specific solutions for wire processing.



TOBIAS RÖLZ (1977)
Executive Vice President, member of the Executive Committee since 2020, with the Komax Group since 2017, German and Swiss citizen, resident in Thal (CH).

Tobias Rölz has a University of Applied Sciences (FH) degree in business informatics and a Kellogg-WHU Executive MBA. From 2002 to 2008, he worked for Continental AG, leading Group-wide IT projects and managing international teams at various locations in Germany and China. He was then in various IT management positions at Hilti AG in Schaan (LI) and Buchs until 2017, most recently as Head of IT Workplace & Application Services. Tobias Rölz joined the Komax Group in 2017 and headed up the Global IT & Digital Business department. Since 2020, he has headed up the Market & Digital Services Business Unit and is a member of the Executive Committee.



MARC SCHÜRMANN (1971)
Executive Vice President, member of the Executive Committee since 2019, with the Komax Group since 1995, Swiss citizen, resident in Zug (CH).

Member of the Board of Directors of Abnox AG, Cham.

Marc Schürmann graduated as a business technician and has an Executive MBA through the Rochester-Bern executive program. He joined the Komax Group in 1995, initially as a service technician and then held various management positions in Switzerland and abroad. Among his various positions, Marc Schürmann worked for Komax France for five years and was Managing Director of Komax China in Shanghai for two years. From 2010 to 2017, he was a member of the Executive Committee of the Wire Business Unit of the Komax Group, latterly as Head of Marketing, Sales & Service. Marc Schürmann was Managing Director of Komax AG in Switzerland from 2018 to 2023. Since 2018, he has also headed up the Wire Processing Business Unit. Marc Schürmann has been a member of the Executive Committee since 2019. He is leaving the Komax Group at the end of January 2025 to become CEO of another Swiss industrial company.

Statutory regulations with respect to the number of permissible activities

In accordance with the Articles of Association, the number of permissible mandates of the members of the Executive Committee in comparable roles at other companies with a commercial purpose and which are not controlled by the company or do not control the company shall be a total of four additional mandates for listed and non-listed companies, with the number of additional mandates at listed companies limited to two as long, as this does not involve any breach of statutory provisions and in particular the applicable due diligence obligations and the duty of loyalty.

Mandates in different legal entities that are under common control or under the same beneficial ownership count as a single mandate. Mandates undertaken by a member of the Executive Committee at the behest of a Group company are not covered by the additional mandate restrictions set out here.

Executive Committee members may not accept any of the above-mentioned mandates without the prior written approval of the Board of Directors. The assumption of mandates other than those stipulated above is permissible without numerical restriction, as long as these mandates are unremunerated and do not interfere with the Executive Committee member's fulfilment of their obligations vis-à-vis the company. The reimbursement of expenses does not count as compensation.

The notice period for open-ended contracts that form the basis for compensation for members of the Executive Committee amounts to a maximum of twelve months. There are no contracts of fixed duration.

Management contracts

No management agreements exist with companies or natural persons outside of the Group in relation to transferred management responsibilities.

5 COMPENSATION, SHAREHOLDINGS, AND LOANS

Details of compensation, shareholdings, and loans are set out in the Compensation Report (► pages 138–157).

6 SHAREHOLDER PARTICIPATION RIGHTS

The fundamental participation rights of shareholders are set out in the Swiss Code of Obligations (CO) and supplemented by the provisions of the company's Articles of Association. There are no regulations on participation in the Annual General Meeting that deviate from statutory provisions. The Articles of Association of Komax Holding AG are available in electronic form on the website (www.komaxgroup.com/organization).

Shareholders may ask questions about and make proposals regarding agenda items and the company at the General Meeting. They can also request information on particular aspects relating to the company outside of the General Meeting, such as sustainable corporate development, social matters, and matters of company policy. Group Communications / Investor Relations / ESG should be contacted for this (► page 137).

Voting rights and representation restrictions

Shareholders registered in the Komax Holding AG share register are entitled to vote – each share is entitled to one vote. Komax Holding AG treasury shares do not confer the right to vote. Legal entities and groups with joint legal status which are connected through capital, voting rights, management, or in some other manner, along with all natural persons, legal entities, and groups with joint legal status which act in concert by virtue of agreement, syndicate, or in some other manner, are regarded as one person for the purposes of this provision. Representation by the independent proxy remains reserved.

Shareholders may be represented at the Annual General Meeting by a representative of their choice on the basis of a written power of attorney, and by the independent proxy on the basis of electronic or written power of attorney. The Chair of the Annual General Meeting shall decide on the permissibility of representation. The independent proxy is elected by the Annual General Meeting up until the end of the next Annual General Meeting. The Articles of Association provide no regulations regarding the appointment of the independent proxy that deviate from statutory provisions.

Statutory quorums

The Annual General Meeting votes on and passes its resolutions with the majority of votes represented, unless prevailing legislation or the Articles of Association contain mandatory provisions under which resolutions have to be passed in a different way. In addition to the resolutions specified in CO Art. 704, under the Articles of Association of Komax Holding AG, a two-thirds majority of votes cast and a majority by value of shares voted is required to dismiss members of the Board of Directors.

Convocation of the Annual General Meeting of shareholders and agenda

The convocation of the Annual General Meeting is governed by applicable law. It must be convened no later than 20 days prior to the chosen date by written letter or electronically in text form to the shareholders entered in the share register through publication in the “Swiss Official Gazette of Commerce” (“Schweizerisches Handelsamtsblatt”). Shareholders who individually or collectively have at least 0.5% of the share capital or of the votes at their disposal can request that items be placed on the agenda for discussion by submitting the proposed motions in writing within the deadline published by the company or that a proposal regarding an agenda item be included in the notice to attend the shareholders’ meeting.

Entries in the share register

Any person acquiring shares is listed in the share register as a “shareholder without voting rights” or a “shareholder with voting rights.” Only persons with a valid entry under one of these two headings shall be deemed to be shareholders.

Invitation to the Annual General Meeting

The invitation will set out the date, start time, type, and place of the General Meeting, the name and address of the independent proxy, as well as all proposals for the agenda items together with a brief explanation of the proposed motions.

All shareholders registered in the Komax Holding AG share register as at 5:00 p.m. on 9 April 2025 are entitled to vote in respect of the number of shares registered in their name at the Annual General Meeting of 16 April 2025. Registered shares sold between this date and the Annual General Meeting do not confer the right to vote. The admission ticket and ballot documentation will be forwarded following completion of the registration process. Shareholders who acquire shares in the days prior to the closure of the share register and whose registration application is received by the Komax Holding AG share register no later than 5:00 p.m. on 9 April 2025 will receive their invitation subsequently.

7 CHANGES TO CONTROL AND DEFENSE MEASURES

Duty to make an offer

Upon reaching or exceeding a threshold of 33 $\frac{1}{3}$ %, a shareholder or a group of shareholders acting directly, indirectly, or in concert with one another must submit an offer to all shareholders of the company to purchase their shares (Art. 135 FinMIA). The Articles of Association do not contain any regulations on raising the threshold or opting-out or opting-up regulations.

Clauses on change of control

At the Komax Group, change-of-control clauses are not included in employment contracts. However, the members of the Board of Directors, Executive Committee, and middle management are entitled to exercise their share-based remuneration in part or in full, without regard of the applicable time limits, in the event of a change in control.

8 AUDITORS

Duration of the mandate and term of office of the lead auditor

PricewaterhouseCoopers AG, Basel, has been the statutory auditor of Komax Holding AG and the Komax Group's consolidated financial statements since 1994. The Komax Group put its audit mandate back out to tender in 2021, and following detailed analysis decided not to change its auditor. Pursuant to the provisions of the Swiss Code of Obligations, the lead auditor is replaced after a maximum term of seven years. Consequently, the lead auditor changed in the 2024 reporting year.

Audit fee

PricewaterhouseCoopers invoiced the Komax Group CHF 803,364 in the 2024 financial year for services in connection with auditing the annual statements of Komax Holding AG and the Group companies, as well as the consolidated statements of the Komax Group.

Additional fees

During the 2024 financial year, PricewaterhouseCoopers invoiced additional fees amounting to a total of CHF 157,951. This breaks down into fees of CHF 106,526 for tax advice and CHF 51,425 for other consultancy fees.

Information instruments of the external audit

The Audit Committee is responsible for evaluating the external auditors, who submit an audit report to the Board of Directors and senior management. At least two consultations are held each year between the external auditors and the Audit Committee, at which the material findings for each company (management letters) and the consolidated financial statements covered by the audit report are discussed in detail. The auditors also explain the audits conducted (audit and review) for each company along with recent changes in Swiss GAAP FER standards and their impact on the Komax Group's consolidated annual statements. The services provided by the statutory auditors are evaluated by the Audit Committee on the basis of the quality of reporting and the audit reports, the implementation of the audit plan, and the level of cooperation with the internal audit team. The independence of the auditors is verified by comparing the fee for additional services charged by the external auditors with the audit fee, taking into account the scope of these additional services.

9 INFORMATION POLICY

Komax Holding AG informs all stakeholders transparently, rapidly, and simultaneously. The CEO, CFO, and the Vice President Group Communications / Investor Relations / ESG are available as contact partners for information purposes.

The consolidated financial statements are compiled in conformity with Swiss GAAP FER standards. Komax Holding AG publishes comprehensive financial results twice a year, for the first half and the full year, in the form of media releases and annual/half-year reports in PDF format. The publication dates and the date of the Annual General Meeting are available in the financial calendar on the Komax Group website (www.komaxgroup.com/financial-calendar). Media and analyst conferences are held at least once a year. In addition to the financial results, shareholders and the financial markets are also regularly informed of significant changes and developments. Komax Holding AG publishes facts relevant to its share price in conformity with the disclosure policies of SIX Swiss Exchange Ltd (ad hoc publicity, Art. 53 of the Listing Rules). The Listing Rules can be downloaded at www.six.ch. The official publication for company notices is the Swiss Official Gazette of Commerce (Schweizerisches Handelsamtsblatt).

Information on elements such as share price development, annual and half-year reports, the financial calendar, the minutes from the most recent Annual General Meeting, media releases, and Komax Holding AG's Articles of Association and Organizational Regulations are available at www.komaxgroup.com/invest-in-komax. Anyone who wishes to receive all media releases of Komax Holding AG by email should sign up to the mailing list on the Komax Group's website (www.komaxgroup.com/media/mailling-list).

Contact

Komax Holding AG

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10 TRADING BLACKOUT PERIODS

The Board of Directors has approved rules to prevent insider trading. For the Board of Directors, the Executive Committee, the Managing Directors of all companies of the Komax Group, and various other employees – particularly those from the finance area – who are in possession of price-relevant information, specific blackout periods will apply to the trading of Komax shares. The general trading blackout periods each year will be from 1 June and 1 December until one stock market trading day after the publication of the annual and half-year reports respectively. The employees will be notified each time via email prior to the start and the end of the blackout period.

The Chair of the Board of Directors and the CEO are also entitled to define trading blackout periods for selected persons in individual cases. These might include persons involved in a project with the potential to influence the price of Komax shares. No exceptions to these rules were granted in the year under review.

COMPENSATION REPORT

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This Compensation Report explains the philosophy behind the compensation concept of the Komax Group, the compensation policy, the compensation systems, as well as the principles used to determine the compensation of the Board of Directors and the Executive Committee of Komax Holding AG. In addition, the compensation paid in 2024 is disclosed in detail, including a comparison with the previous year. The Compensation Report has been drawn up in accordance with the provisions of the Swiss Code of Obligations, the Directive on Corporate Governance (DCG) of SIX Swiss Exchange, and the principles of the Swiss Code of Best Practice for Corporate Governance of economiesuisse.

1 INTRODUCTION BY THE CHAIRMAN OF THE REMUNERATION COMMITTEE

Dear Shareholder,

2024 was a very challenging year for the Komax Group. In Europe and Asia in particular, customers were cautious in terms of investments. This resulted in a significant decline in revenues and operating profit that was much lower than in the previous year. The Komax Group reacted to the situation with systematic cost-cutting drives and structural optimizations, thus laying the basis for future profitable growth. As the Komax Group pursues a strict pay-for-performance approach, the challenging business trend in the reporting year impacted on the variable component of compensation (cash bonus) for the Executive Committee members. This was 41% lower overall than in the previous year.

The compensation system remained unchanged in 2024. In order to ensure independence in terms of supervision of the Executive Committee, members of the Board of Directors receive a fixed compensation amount, which is regularly reviewed to ensure market conformity through a peer comparison with other listed, internationally active Swiss industrial companies of comparable size and complexity.

The members of the Executive Committee receive a fixed base salary and variable compensation, the amount of which depends on the company's performance and on the attainment of individual targets for the individual Executive Committee members. 2024 marks the first year in which ESG criteria have had an influence on the variable compensation of members of the Executive Committee and other managers. This underscores the commitment and the desire of the Komax Group to continuously improve its ESG performance and to contribute to sustainable development.

With this Compensation Report we have further increased transparency – including by means of more detailed explanations of the performance evaluation process for the members of the Executive Committee and disclosure of a target figure for long-term variable compensation.

The Remuneration Committee dealt, among other things, with succession arrangements for the Board of Directors during the reporting year. To ensure good corporate governance, the term of office for members of the Board of Directors is limited to twelve years. At the 2024 Annual General Meeting, Kurt Haerri therefore did not stand for re-election, and Annette Heimlicher was elected as a new Board member. At the 2025 Annual General Meeting, I, Roland Siegwart, will also not stand for re-election – for the same reason – and will hand over the Chair of the Remuneration Committee. We have a very experienced candidate for the Board of Directors in Daniel Lippuner, who will be proposed for election to the Annual General Meeting on 16 April 2025. In addition, Beat Kälin has decided to step down as Chair of the Board of Directors at the upcoming Annual General Meeting. He will, however, remain a member of the Board. The Board of Directors proposes Andreas Häberli as the new Chair. There were no changes to the Executive Committee during the reporting period. However, Marc Schürmann, Executive Vice President Wire Processing, has decided to leave the company at the end of January 2025 to take up the post of CEO at another Swiss industrial company.

At the Annual General Meeting on 16 April 2025 you will be able to vote on this Compensation Report and share your views on the compensation system and the proposed maximum possible compensation. This is very important to us. At the Annual General Meeting, Andreas Häberli and Beat Kälin will stand for re-election and propose Annette Heimlicher for election to the Remuneration Committee as a new member.

Yours sincerely



Prof. Dr. Roland Siegwart

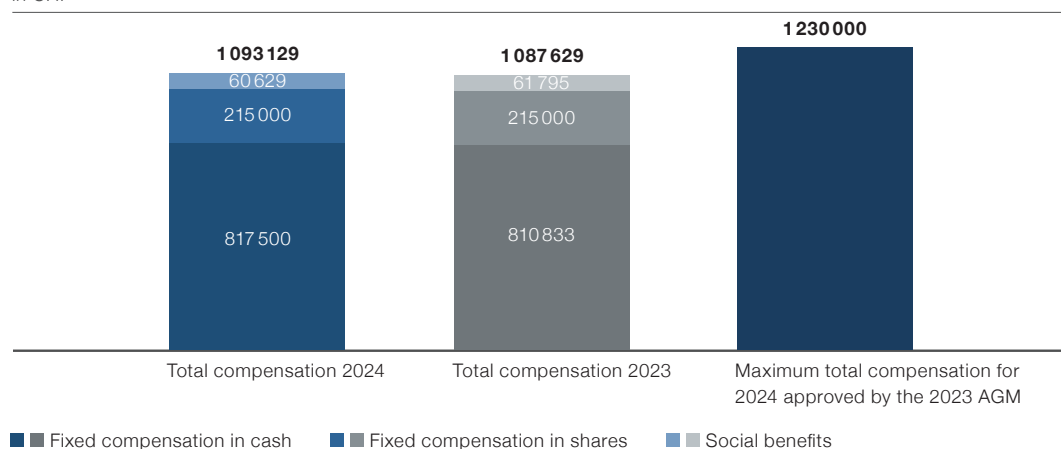
Chairman of the Remuneration Committee

2 COMPENSATION IN THE 2024 FINANCIAL YEAR AT A GLANCE

Compensation of the Board of Directors

In order to ensure their independence in their supervisory function, members of the Board of Directors receive a fixed proportion of their compensation in cash plus a fixed proportion in restricted shares. In 2024, the total compensation of the Board of Directors amounted to CHF 1.09 million, and was therefore in line with the maximum amount of CHF 1.23 million approved for the 2024 financial year at the 2023 Annual General Meeting.

in CHF

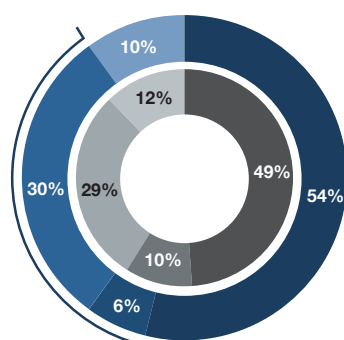


Compensation of the Executive Committee

The compensation of the members of the Executive Committee consists of a fixed base salary, a variable cash bonus, and a long-term incentive system in the form of performance share units (PSUs) with a three-year vesting period. In 2024, the total compensation of the Executive Committee amounted to CHF 3.72 million, and was therefore well below the maximum overall amount of CHF 6.95 million approved for the 2024 financial year at the 2023 Annual General Meeting.

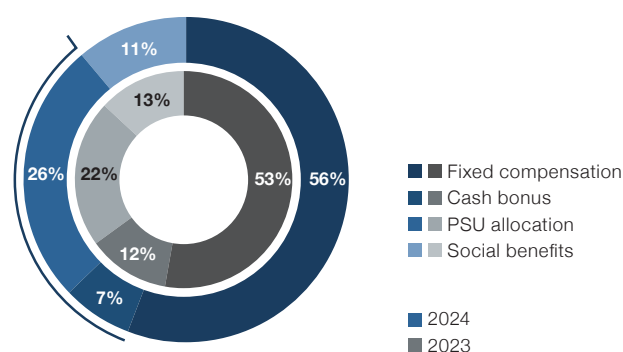
CEO

Variable compensation 2024: 36%



Total other members of the Executive Committee

Variable compensation 2024: 33%



3 COMPENSATION PHILOSOPHY OF THE KOMAX GROUP

The Komax Group pursues a long-term business strategy with a view to creating lasting value for the good of all stakeholder groups. Above-average profitability and sustainable growth are key objectives here. This goes hand-in-hand with environmentally conscious, socially aware, and responsible conduct towards all stakeholder groups.

The compensation philosophy is designed to be in alignment with this corporate strategy and the nature of the Komax Group's business model. The compensation amounts paid to the Executive Committee should be attractive in order to acquire and retain outstanding managers while at the same time setting incentives for the long-term success of the Komax Group. In addition, it should be fair and transparent. To this end, the Komax Group has created a compensation system that offers a balance of short-term and long-term as well as fixed and variable components. It adheres to both commercial and ethical principles in equal measure.

Principles of the Komax Group's compensation philosophy – what matters to us

WE ...

- Pursue a clear pay-for-performance approach involving a mix of fixed and variable compensation.
- Align compensation with the commercial success of the Komax Group and the individual performance of Executive Committee members.
- Pay only performance-related bonuses, not guaranteed bonuses.
- Regularly align performance-related compensation with shareholder interests.
- Focus on sustainable success through a long-term incentive system in order to harmonize the interests of management and the long-term interests of shareholders.
- Are committed to fair compensation that is based on job profile, responsibility, competence, and experience.
- Provide transparency with regard to structure and the payment of compensation.
- Ensure that compensation is in line with market rates through regular external analysis of similar positions in comparable companies in order to attract and retain top-quality managers.
- Define clearly measurable targets for each Executive Committee member.
- Define ceilings for compensation in order to ensure moderation.
- Do not pay severance compensation ("golden parachutes").
- Do not reward short-term profit maximization and inappropriately high risks at the cost of long-term company success.
- Restrict notice periods for Executive Committee members to a maximum of twelve months.

The Komax Group is a globally active technology company in the machinery industry, and primarily sells industrial capital goods. Its business model is subject to economic fluctuations. These are reflected in the variable component of compensation in order to reflect the Komax Group's strict pay-for-performance approach. The compensation paid to the Board of Directors and the Executive Committee is geared to that paid by other internationally active Swiss and German industrial firms that have qualified as a peer group with similar size, level of complexity, headcount, and market capitalization. As is the case for other employees, the compensation of the Executive Committee is based on job profile, responsibility, competence, and experience. There are key differences in the amounts of variable compensation. The cash bonus for the Executive Committee is higher than that of other employees who receive variable compensation, in order to ensure a direct link between business development and individual performance. Furthermore, a long-term incentive system dependent on the financial success of the company is in place in the form of performance share units. The Komax Group takes care to ensure that the compensation of members of the Executive Committee is in reasonable proportion to that of other employees, as well as in line with market rates.

The Komax Group also strives to achieve diversity on its Board of Directors in respect of age, gender, and professional background, and is keen that the members should cover the broadest possible set of skills. With the election of Annette Heimlicher to the Board of Directors at the Annual General Meeting of 17 April 2024, the Komax Group has a quota of 28.6% of women on the Board, which is very close to the statutory gender representation quota of 30% for women on boards of directors that entered into force in Switzerland in 2021. This factor will continue to be taken into consideration when future vacancies are being filled.

4 TASKS AND COMPETENCIES OF THE REMUNERATION COMMITTEE

The overall responsibility for the tasks and competencies assigned to the Remuneration Committee, such as resolutions regarding compensation policy, the fundamental structuring of the compensation system, and the proposed compensation put before the Annual General Meeting, lies with the Board of Directors. Under the Articles of Association, Organizational Regulations, and Regulations of the Remuneration Committee of Komax Holding AG, the Remuneration Committee is the supervisory body for staff and compensation policy within the Komax Group. The Committee amalgamates the tasks of a remuneration and nomination committee:

- Development and regular review of staff policy and compensation policy, including the principles of variable compensation and participation programs.
- Annual review of, and proposals for, the maximum total compensation payable to the Board of Directors and the Executive Committee, as well as preparation of the related proposals to the Annual General Meeting.
- Proposal on the individual compensation amounts payable to members of the Board of Directors and the CEO within the limits approved by the Annual General Meeting.
- Resolutions on the compensation payable to the other members of the Executive Committee within the limits approved by the Annual General Meeting.
- Succession planning for the Board of Directors, Executive Committee, and other key functions.
- Annual assessment of the independence of the members of the Board of Directors.
- Annual assessment of the performance of the CEO and the members of the Executive Committee.
- Preparation of the Compensation Report.

Delineation of competencies

	CEO	Committee	Board of Directors	Annual General Meeting
Compensation policy, including the principles of variable compensation and participation programs		proposes	approves	
Maximum total compensation for the Board of Directors and the Executive Committee		proposes	submits	approves (binding vote)
Individual compensation of the members of the Board of Directors		proposes	approves	
Evaluation of the performance of the CEO		proposes	approves	
Compensation of the CEO		proposes	approves	
Evaluation of the performance of the other members of the Executive Committee	proposes	approves		
Individual compensation of the other members of the Executive Committee	proposes	approves		
Compensation Report		proposes	approves	confirms (advisory vote)

The Committee monitors and regularly discusses trends and developments in the area of compensation, including any changes to statutory provisions or changes to provisions on corporate governance.

Under the Articles of Association, the Remuneration Committee consists of a maximum of three non-executive members of the Board of Directors. The Committee is elected by the Annual General Meeting. The members' term of office ends with the conclusion of the next Annual General Meeting. Re-election is permissible. The 2024 Annual General Meeting elected Roland Siegwart (Chairman), Andreas Häberli, and Beat Kälin to the Committee. The Remuneration Committee meets as often as business requires, but at least twice a year, generally in March and in December.

Overview of meetings of the Remuneration Committee in the 2024 reporting year

	Ordinary meetings		Extraordinary meetings ¹
	1	1	2
	February	December	August
Total			
Topics addressed			
Individual performance evaluation of the CEO and other members of the Executive Committee and determination of variable compensation	•		
Determination of compensation for the individual members of the Board of Directors	•		
Proposal to the Annual General Meeting for the total amount of compensation for the Board of Directors and Executive Committee for the 2024 financial year	•		
Determination of the individual performance targets of the CEO and other members of the Executive Committee	•		
Approval of the Compensation Report	•		
Personnel issues (including succession planning)		•	
Corporate governance		•	
Review of compensation and organizational regulations		•	
Recruitment of a new member of the Board of Directors			•

¹ The purpose of the two extraordinary meetings was to evaluate Roland Siegwart's succession as a member of the Board of Directors.

In the reporting year, the Committee held two ordinary meetings and two extraordinary meetings; in each case all members were present. Meetings lasted four and a half hours on average. The Chair of the Committee may invite the CEO and other members of the Executive Committee to meetings in an advisory (non-voting) capacity. However, the members of the Executive Committee do not take part in discussions concerning their own performance and compensation. The Committee Chair reports to the full Board of Directors on the activities of the Committee after every Committee meeting and, where necessary, proposes adjustments to the compensation system. The minutes of Committee meetings are made available to all members of the Board of Directors.

Furthermore, the Committee may call in external individuals in a consulting capacity and draw on their assistance when fulfilling its duties. No external consultants were called during the year under review.

5 PROVISIONS OF THE ARTICLES OF ASSOCIATION ON COMPENSATION

In compliance with the provisions of the Ordinance against Excessive Remuneration in Listed Companies Limited by Shares (according to the Swiss Code of Obligations), the Articles of Association contain provisions relating to remuneration, which are reproduced below in abbreviated form (as an excerpt) and set out in detail in Articles 13 and 25 of the Articles of Association.

Principles for the compensation of members of the Board of Directors

- Members of the Board of Directors receive fixed compensation in cash as well as in shares under the company's employee participation program.
- The calculated value (fair value) of the shares at the time of allocation may not exceed the amount of compensation paid in cash.
- The Board of Directors determines the conditions that apply to shares.
- The lock-in periods amount to at least three years.

Principles for the compensation of members of the Executive Committee

- Members of the Executive Committee receive a fixed base salary, variable performance-related compensation, and shares under the company's employee participation program.
- The Board of Directors determines the conditions for the performance-related compensation component on an annual basis. These are linked to the attainment of one or more performance criteria, whereby these criteria are either company-related or individual in nature.
- The target amount may not exceed 50% of the annual fixed compensation. If targets are not attained, the performance-related compensation may fall to zero. If all targets are significantly exceeded, it may go up to a maximum of 100% of the annual fixed compensation.
- The Board of Directors determines the conditions that apply to shares/performance share units. The calculated value (fair value) of the shares at the time of allocation may not exceed 100% of the annual fixed compensation.
- Vesting takes place once after expiry of the three-year performance period.

Binding vote on the compensation paid to the Board of Directors and Executive Committee

- The Annual General Meeting holds a separate vote each year on the total amount of compensation payable to the Board of Directors and to the Executive Committee.
- The vote has binding effect, and applies for the coming financial year to the relevant total maximum amounts that may be paid to members of the Board of Directors and the Executive Committee.

Additional sum for payments to members of the Executive Committee appointed after the binding vote of the AGM

- The additional amount for payments to persons newly appointed to the Executive Committee after the binding vote of the Annual General Meeting on payments may not exceed 30% of the approved total amount of compensation payable to the Executive Committee.

Pension benefits

- The pension benefits of members of the Executive Committee are only paid within occupational domestic and foreign pension plans provided by the company or its Group companies.
- The benefits for the insured persons and the employer contributions are solely drawn from the above-mentioned plans and/or corresponding regulations.
- Retirement benefits are provided solely within the context of the company's ordinary pension plans.

The Articles of Association of Komax Holding AG can be found at www.komaxgroup.com/organization. They also set out the number of permissible mandates that may be held by members of the Board of Directors and Executive Committee in comparable roles at other companies with a commercial purpose. These activities can be found in the profiles (► pages 125–127, and 132–133 Corporate Governance).

6 PRINCIPLES OF THE COMPENSATION POLICY

6.1 BOARD OF DIRECTORS

The members of the Board of Directors only receive fixed compensation. This ensures that they are independent in their supervision of the Executive Committee. Their compensation is paid in cash and restricted shares, thereby ensuring alignment with the long-term interests of shareholders. The amount of compensation reflects the importance of the mandate in question, and is based on the typical levels of compensation paid to board members of other listed Swiss industrial companies of comparable size and complexity. To this end, market analysis is commissioned by the Remuneration Committee at regular intervals. The last analysis in 2019 showed that the compensation of the members of the Board of Directors was in line with the market. The compensation of this body was not adjusted in 2024.

6.2 EXECUTIVE COMMITTEE

The compensation policy for the members of the Executive Committee is determined by the Board of Directors. It is geared toward key principles that take into account the corporate strategy of the Komax Group, which is designed to deliver profitable growth, as well as the company's wider values with respect to sustainability and social responsibility. The compensation system is intended to provide an incentive to create and preserve value for shareholders.

The compensation paid to the Executive Committee is determined on the basis of the following key factors:

Salary determination process

The Board of Directors strives to ensure that the compensation paid to the Executive Committee is in line with both the market and performance. The aim is to support the corporate strategy in a manner that is aligned with the interests of the shareholders. The amount and structure of the compensation paid is periodically compared with similar roles at other internationally active companies. In the reporting year, this review was carried out with specialists from PricewaterhouseCoopers (PwC) and Willis Towers Watson, once it had been established that there were no conflicts of interest in respect of the collaboration with PwC. The benchmarking group comprised a total of 35 companies from sectors including systems and mechanical engineering, automation, electrical engineering, and the chemicals industry. Based on the results provided, compensation for the Executive Committee members is adapted individually and over several stages.

The basis is the financial performance of the company and its relevant business areas, as well as the attainment of individual targets agreed as part of the annual performance management process. These targets are both financial and non-financial in nature.

Budget-related considerations, inflation, and wage trends in local markets are all incorporated into the evaluation.

7 STRUCTURE OF THE COMPENSATION SYSTEM

7.1 BOARD OF DIRECTORS

The members of the Board of Directors only receive fixed compensation. To strengthen the alignment of their interests with the long-term interests of shareholders, their compensation is paid partly in cash and partly in restricted shares. The amount of the total compensation depends on the responsibilities of the individual, the time taken up by their mandate, and their additional roles on the committees of the Board of Directors. It is based on the structure set out below.

Fixed compensation for the Board of Directors

in CHF	Basic annual fee (cash)	Annual allocation of restricted shares ¹
Chair of the Board of Directors	217 500	60 000
Vice Chair of the Board of Directors	90 000	30 000
Member of the Board of Directors	90 000	25 000
Chair of a committee	10 000	0
Member of a committee	5 000	0

¹ Fixed amount in CHF: is divided by the share price as per allocation date (average closing price over the last 40 trading days prior to allocation) and rounded up to the nearest number of full shares.

Compensation is calculated according to the term of office. This begins with the election of the individual members to the Board of Directors at the Annual General Meeting and lasts until the subsequent Annual General Meeting. In the event of a member leaving or joining the Board of Directors in between Annual General Meetings, the amount of compensation is based on the term of office actually served during that year.

The amount of the defined basic fee is based on the assumption that the Board of Directors will meet six times annually and each committee will meet twice. It covers all ordinary and extraordinary meetings of the Board of Directors and the Committees.

The basic annual fee in cash is paid out in April and December for the current calendar year. Restricted shares are allocated at the end of the member's period of office shortly before the Annual General Meeting. The lock-in period is three years. In the event of resignation from office as a result of retirement, death, or disability, the entitlement to restricted shares is calculated pro rata temporis. In such cases, the lock-in period may be either continued or rescinded at the discretion of the Board of Directors. In the event of a change in company control, the lock-in period is automatically rescinded.

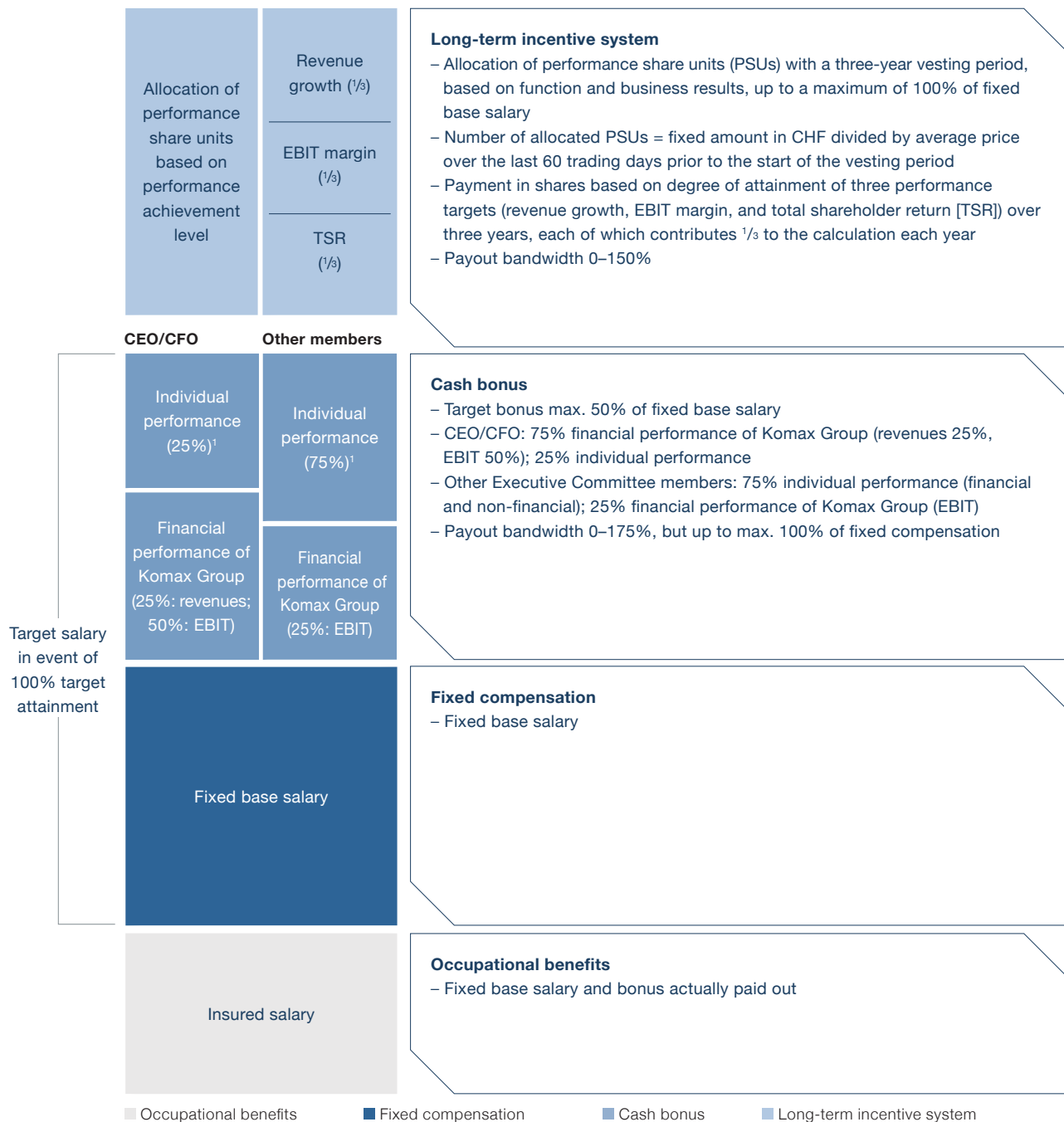
Additional compensation may be paid for exceptional efforts that cannot be considered part of ordinary activity by the Board of Directors. No additional compensation of this kind was granted in 2024.

The compensation granted to members of the Board of Directors is subject to the standard social security deductions. Members of the Board of Directors do not participate in the staff pension plan of the Komax Group.

7.2 EXECUTIVE COMMITTEE

In keeping with the principles of performance orientation and alignment with the long-term interests of shareholders, the CEO and the other members of the Executive Committee receive a fixed salary component, a variable, performance-related cash bonus for the fulfillment of financial and non-financial targets, a long-term incentive component in the form of performance share units, and occupational benefits. The Remuneration Committee reviews the variable compensation system regularly in order to align compensation with the implementation of the corporate strategy as closely as possible.

Overview of the compensation system for the Executive Committee



¹ Attainment of the Executive Committee's individual quantitative targets can fall anywhere within a bandwidth of 0% to 200%.

	Purpose	Driver	Performance criterion	Period	Instrument
Fixed compensation	Attract, retain, motivate	Function, market comparability	–	Ongoing	Monthly cash payments
Cash bonus	Pay for performance	Financial and individual performance	Revenues, EBIT, individual objectives	One year	Yearly cash payment
Long-term incentive system	Align with shareholder interests, pay for performance	Function	Revenue growth, EBIT margin, total shareholder return (TSR)	3 years	Performance share units (PSUs)
Occupational benefits	Protect against risks	Market comparability	–	Ongoing	Retirement savings/ insurance plan

Performance evaluation process

The principle underlying the performance evaluation of the Executive Committee is similar to the one applied for other members of staff with variable compensation. Once the base salary has been established in the December of the previous year, it begins with a target-agreement discussion in January. Over the course of the business year, progress is then discussed at several points, within the framework of Executive Committee meetings. The variable-compensation elements are determined in the February of the following year.

December of the previous year Determination of the base salary and target bonus for the following year	January Target-agreement discussion for the setting of individual targets	Over the course of the year Discussion at Executive Committee meetings of progress being made	March of the following year Determination of variable-compensation elements (cash bonus and PSUs)	April of the following year Payout of cash bonus
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a) Fixed compensation

For all members of the Executive Committee, the fixed compensation component comprises the fixed base salary and a fixed company car allowance in keeping with the current expense regulations. Expense allowances are not included, as these are not considered compensation. The fixed salary component and the cash bonus for 100% target attainment form what is known as the target salary. The target salary is determined on the basis of the following factors:

- the tasks and responsibilities of the individual functions
- the standard market compensation rate for the function in question (external benchmark)
- an internal peer comparison taking into account the proportionality of internal wage structures
- the individual profile of the function holder, e.g. skills, experience, and performance
- the company's available financial resources

b) Cash bonus

The cash bonus depends on the financial performance of the company and the attainment of the individually agreed objectives in the year under assessment. The target amount (target bonus) may not exceed 50% of the annual fixed base salary for the CEO and all other members of the Executive Committee. The cash bonus is paid out in April of the following year.

CEO and CFO

The cash bonus payable to the CEO and CFO is calculated as follows: 75% on the basis of the financial performance of the Komax Group (Group revenues 25% and Group EBIT 50%) and 25% on the basis of individual performance. The Board of Directors determines the performance achievement level and the amount of the cash bonus payable to the CEO annually on the recommendation of the Remuneration Committee. Taking this as a basis, the Remuneration Committee then defines the performance achievement level and the cash bonus of the CFO. If performance objectives are not attained, the cash bonus may fall to zero. If all objectives are significantly exceeded, the cash bonus may amount to a maximum of 175% of the target bonus, but no more than 100% of annual fixed compensation.

Other members of the Executive Committee

The cash bonus payable to the other members of the Executive Committee is calculated as follows: 25% on the basis of the financial performance of the Komax Group (Group EBIT) and 75% on the basis of individual financial and non-financial performance. The performance achievement level and corresponding bonuses are determined by the Remuneration Committee on the recommendation of the CEO. If performance objectives are not attained, the cash bonus may fall to zero. If all objectives are significantly exceeded, the cash bonus may amount to a maximum of 175% of the target bonus, but no more than 100% of annual fixed compensation.

Financial and individual target attainment

The attainment of the financial targets set for the Komax Group is evaluated after the end of the financial year. It may fall anywhere within a bandwidth of 0% to 200%.

The individual performance component of the individual members of the Executive Committee is based on the attainment of personal objectives agreed as part of the annual performance management process. These objectives may be both quantitative (financial) and qualitative (above all strategic) in nature. Strategic objectives may encompass, for example, the opening up of new markets, the development of new products, the further development of a business unit, the improvement of the Komax Group's reputation, or the management of key projects or management objectives. 2024 also saw the application of ESG targets that are linked with the 13 ESG targets within the framework of current strategy (► pages 75/76, ESG Report). These targets form part of the individual performance component. They are measured each year on the basis of quantitative metrics and qualitative criteria. In the reporting year, the focus was on targets in the area of governance. Attainment of individual objectives is evaluated after the end of the financial year – it may fluctuate within a range of 0% to 100%.

In order to avoid the Komax Group suffering any competitive disadvantages, the Board of Directors has resolved not to disclose the financial and individual objectives in detail. Any detailed communication of these objectives would allow competitors to acquire in-depth insight into the Komax Group's strategy, which could in turn jeopardize implementation of this strategy. The annually defined objectives are generally very ambitious, and are designed to help the Komax Group achieve its mid-term financial targets.

c) Long-term incentive system

To ensure that the interests of the Executive Committee are aligned with long-term shareholder interests, the Komax Group has a long-term incentive system linked to the company's financial performance. This plan comprises performance share units (PSUs) with a three-year vesting period that are dependent on the attainment of performance targets over a period of three years. Since the 2022 financial year, performance targets have been structured over a broad base with three performance indicators with equal weighting: revenue growth, EBIT margin, and TSR (total shareholder return).

Calculation of target attainment on the basis of performance indicators

There is a target figure for revenue growth and EBIT margin that is paid out on a 100% basis with full attainment of all objectives. Where objectives are exceeded, it can amount to a maximum of 200% per individual year but no more than 150% over three years (upper limit). If the objectives are not attained, the cash bonus may fall to 0%.

For the purpose of calculating the TSR performance factor, the deviation of the Komax TSR from the mean TSR of a peer group is relevant. The model applied here is that of normal distribution. In addition, the highest TSR value from the peer group is not taken into consideration, nor is the lowest. This basis is used to derive the mean as well as the standard deviation.

Target	Lower limit (0%)	Target value (100%)	Upper limit (150%) ¹
Average TSR ²	-2σ	0	$+1\sigma$

¹ 200% for each individual year, capped at 150% at the end of the performance period of three years

² Standard deviation (σ)

The peer group is made up of twelve internationally active Swiss industrial companies listed on SIX Swiss Exchange and included in the Swiss Performance Index. They are machinery companies and/or suppliers to the automotive industry with a relevant size and with a relevant level of complexity, headcount, and market capitalization. While reviewed each year, the peer group is only adjusted if there are compelling grounds, such as in the event of a delisting. In the reporting year there were changes at three companies in the peer group: Schaffner Holding AG was delisted and Starrag Group Holding AG merged with Tornos Holding AG to form StarragTornos Group AG. The peer group was therefore expanded to include Adval Tech Holding AG and SFS Group AG.

Peer group for the calculation of the TSR performance factor

Adval Tech Holding AG	Ems-Chemie Holding AG	Mikron Holding AG
Autoneum Holding AG	Feintool International Holding AG	Rieter Holding AG
Burckhardt Compression Holding AG	Huber+Suhner AG	SFS Group AG
Bystronic AG	Klingelberg AG	StarragTornos Group AG

Performance targets and share price development are key to the calculation of the payout factor of the allocated performance share units (PSUs), and take into account volatility of the Komax Group's business in the relevant reporting period. The company's pay-for-performance philosophy is thus consistently implemented. The Board of Directors determines the allocation amounts in CHF, taking account of the importance of the function and its impact on corporate results. For the performance period 2024–2026, PSUs were awarded on 1 January 2024.

Calculation of PSU allocation

The number of PSUs allocated is calculated by dividing a fixed CHF amount by the average closing share price during the 60 trading days preceding the start of the vesting period. The allocation may amount to a maximum of 100% of the fixed base salary. The effective payment at the end of the three-year vesting period is made in shares and is dependent on the performance factor, which in turn is based on achievement of the targets for revenue growth, EBIT margin, and total shareholder return set by the Board of Directors. Each of these values has a weighting of $\frac{1}{3}$. The overall performance factor is calculated based on the sum of the performance factors for the three individual years, with each year weighted $\frac{1}{3}$. The payout factor may range from 0% to 150%. The actual value of the allocation at the end of the vesting period therefore depends on the payout factor and the share price of Komax Holding AG on the date of allocation.

Shares are definitively issued according to the following vesting rules:

- Performance factor below threshold value: 0% of PSUs are converted into shares (forfeiture rate of 100%).
- Performance factor on target: 100% of PSUs are converted into shares.
- Performance factor at maximum performance level: 150% of PSUs are converted into shares (cap).

The payout factor between the threshold value, the target level, and the cap is obtained by linear interpolation.

$$\text{Number of shares allocated at time of vesting} = \text{Number of PSUs originally granted to the individual in question} \times \text{Payout factor (0–150\%)}$$

Duration of plan

Plan period (2024–2026)

2024 plan year	2025 plan year	2026 plan year
Sum of performance factors (revenue growth, EBIT margin, TSR) for the three individual years		

1 January 2024

Allocation of PSUs

31 December 2026

End of the vesting period

(payout factor between 0% and 150%)

In the event of any termination of employment, pro rata vesting applies at the ordinary vesting date. The calculation is based on the number of whole months that have elapsed within the vesting period until the departure date. In the event of a change in control, accelerated pro rata vesting applies. The calculation is based on the number of whole months that have elapsed by the date of change in control.

d) Occupational benefits

Members of the Executive Committee have insured their annual fixed compensation as well as their target bonus. Contributions are graduated by age, and are shared equally between the insured person and the employer. The benefits of the plan go beyond the statutory requirements of the Swiss Federal Law on Occupational Retirement, Survivors' and Disability Pension Plans, and are in line with the market practice of other industrial companies in Switzerland.

e) Other provisions in employment contracts

The employment contracts of members of the Executive Committee are concluded for an indefinite period and stipulate a maximum notice period of twelve months. They do not contain any severance agreement or change of control provisions.

8 COMPENSATION AND SHAREHOLDINGS OF THE BOARD OF DIRECTORS IN 2024

Section 8.1 of the Compensation Report was audited by the company's external auditor.

8.1 COMPENSATION

In 2024, eight members of the Board of Directors received total compensation of CHF 1 093 129 (2023: CHF 1 087 629), of which CHF 817 500 was paid out in cash (2023: CHF 810 833), CHF 215 000 in the form of restricted shares (2023: CHF 215 000), and CHF 60 629 as social benefit contributions (2023: CHF 61 795). No contributions were made to pension plans, as in the previous year. Total compensation was therefore in line with the maximum amount of CHF 1.23 million approved for the 2024 financial year at the 2023 Annual General Meeting.

in CHF		Basic annual fee ¹	Allocation of restricted shares ²	Social benefits ³	Total compensation 2024	Total compensation 2023
Beat Kälin	Chairman	222 500	60 000	11 390	293 890	291 598
David Dean	Member	100 000	30 000	7 934	137 934	139 617
Andreas Häberli	Member	105 000	25 000	9 507	139 507	136 022
Kurt Haerri ⁴	Member	31 667	7 292	4 020	42 979	128 832
Annette Heimlicher ⁵	Member	60 000	17 708	4 347	82 055	n. s.
Mariel Hoch	Member	95 000	25 000	8 717	128 717	128 832
Roland Siegwart	Member	105 000	25 000	8 126	138 126	137 819
Jürg Werner	Member	98 333	25 000	6 588	129 921	124 909
Total Board of Directors		817 500	215 000	60 629	1 093 129	1 087 629

¹ Basic annual fee in cash (incl. expense allowance).

² Fixed amount in CHF: is divided by the share price as per allocation date (average closing price over the last 40 trading days prior to allocation) and rounded up to the nearest number of full shares. The share price applied in 2024 was CHF 165.49.

³ Includes mandatory employer contributions to social insurance.

⁴ Member of the Board until 17 April 2024.

⁵ Member of the Board since 17 April 2024.

No compensation was paid to former members of the Board of Directors for the 2023 and 2024 financial years. Komax Group companies had not granted any guarantees, loans, advances, or credits to members of the Board of Directors or parties closely linked to such persons as at 31 December 2024. No members of the Board of Directors or persons closely linked to them are or were involved in Komax Group transactions outside their normal duties.

8.2 HOLDINGS OF SHARES AS AT 31 DECEMBER 2024

As at the end of 2023 and 2024, the members of the Board of Directors had the following holdings of shares in the company:

Assets in units		31.12.2024	31.12.2023
		Shares	Shares
Beat Kälin	Chairman	11 375	11 012
David Dean	Member	1 829	1 648
Andreas Häberli	Member	779	622
Kurt Haerri ¹	Member	n. s.	3 421
Annette Heimlicher ²	Member	230	n. s.
Mariel Hoch	Member	585	434
Roland Siegwart	Member	2 713	2 562
Jürg Werner	Member	206	55
Total Board of Directors		17 717	19 754

¹ Member of the Board until 17 April 2024.

² Member of the Board since 17 April 2024.

9 COMPENSATION AND SHAREHOLDINGS OF THE EXECUTIVE COMMITTEE IN 2024

Sections 9.1 and 9.3 of the Compensation Report were audited by the company's external auditor.

9.1 COMPENSATION AT GRANT VALUE

In the reporting year 2024, the six members of the Executive Committee received total compensation of CHF 3 720 461 (2023: CHF 3 831 285). Of this amount, CHF 2 074 800 was paid as fixed compensation (2023: CHF 2 002 543), CHF 261 875 as cash bonuses (2023: CHF 440 391), CHF 990 000 granted as performance share units (2023: CHF 910 000), and CHF 393 785 comprised social security and pension fund contributions (2023: CHF 478 350). Total compensation for the Executive Committee was therefore well below the maximum amount of CHF 6.95 million approved for the 2024 financial year at the 2023 Annual General Meeting.

in CHF	Fixed compensation ¹	Cash bonus ²	PSU allocation (plan period 2024–2026) ³	Social benefits ⁴	Total compensation 2024	Total compensation 2023
Matijas Meyer ⁵ CEO	544 959	61 875	300 000	95 178	1 002 012	1 043 290
Total other members of the Executive Committee	1 529 841	200 000	690 000	298 607	2 718 449	2 787 995
Total Executive Committee	2 074 800	261 875	990 000	393 785	3 720 461	3 831 285

¹ Expense allowances are not included in the fixed compensation as these are not considered compensation.

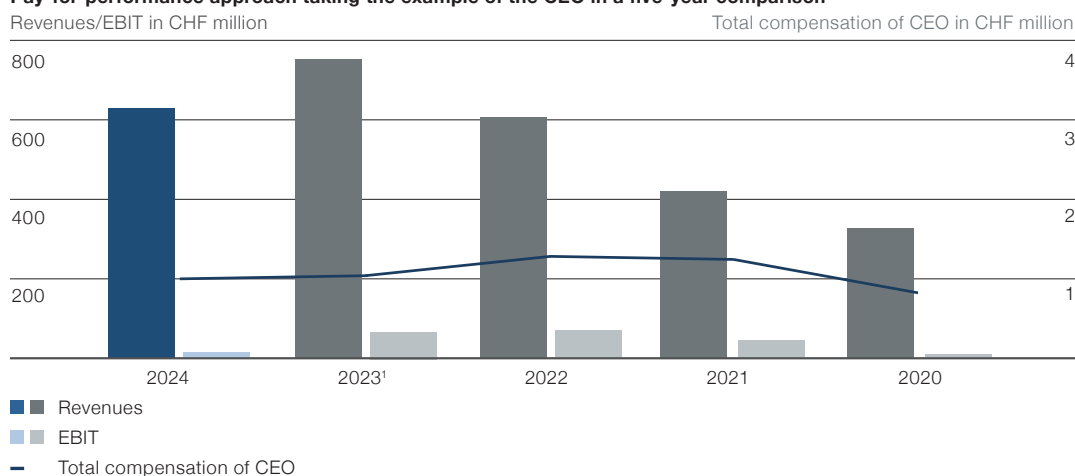
² Bonus for 2024, payment in April 2025.

³ Fixed amount in CHF: is divided by the share price as per allocation date (average closing price over the last 60 trading days prior to allocation) and rounded up to the nearest number of full shares. The share price applied in 2024 was CHF 190.85.

⁴ Includes mandatory employer contributions to social insurance of CHF 88 140 as well as contributions to occupational benefits (BVG).

⁵ Highest compensated member of Executive Committee in 2024.

Pay-for-performance approach taking the example of the CEO in a five-year comparison



¹ Excluding one-time effects (revenues: CHF +10.9 million; EBIT: CHF +5.0 million).

9.2 NOTES ON COMPENSATION

The Komax Group looks back on an extremely challenging year. Customers invested less due to surplus capacities as well as geopolitical uncertainties, and this led to a significant decline in order intake, revenues, and operating profit. The Komax Group reacted early on, with rigorous cost reductions and structural optimizations that were already showing results by the second half of the year. In addition, the Executive Committee worked intensively on a number of further measures aimed at strategy implementation. These included strengthening the market position in China, such as with the acquisition of a majority stake in Hosver, as well as a stake in E-Plus. Individual performance in various projects and the financial development of the Komax Group had an influence on the variable compensation for the members of the Executive Committee.

Relation of variable to fixed compensation

In 2024, the CEO's cash bonus amounted to 11% of fixed compensation (2023: 21%). This payout level is based on the development of revenues and EBIT and the attainment of individual objectives. For the other members of the Executive Committee, the cash bonus amounted to 13% of fixed compensation (2023: 22%). The PSUs granted to the CEO in the year under review corresponded to 55% of the annual fixed compensation (2023: 59%) and 45% for the other members of the Executive Committee (2023: 41%). The cash bonus and PSU allocation are in line with the provisions of the company's Articles of Association.

The overall variable compensation of the CEO in 2024 amounted to 66% of the annual fixed compensation (2023: 80%) and that of the other members of the Executive Committee to 58% (2023: 63%). Further details on the participation plans can be found in the notes to the 2024 consolidated financial statements on pages 193–195.

Former members of the Executive Committee

For the 2024 financial year, no compensation was paid to members of the Executive Committee who left the company. Komax Group companies had not granted any guarantees, loans, advances, or credits to members of the Executive Committee or parties closely linked to such persons as at 31 December 2024. No members of the Executive Committee or persons closely linked to them are or were involved in Komax Group transactions outside their normal duties.

9.3 REALIZED COMPENSATION

Performance share units

The annually allocated performance share units (PSUs) are paid out to the members of the Executive Committee in the form of shares after a three-year vesting period. In 2024, this payout took place for the period 2021–2023. The members of the Executive Committee received shares with a total value of CHF 517 256 (allocation amount on 1 January 2021: CHF 470 000, relevant share price: CHF 171.21). In 2023, shares with a total value of CHF 864 736 were remunerated.

The 2021–2023 allocation plan had a performance factor of 114.9%, made up of the revenue growth, EBIT margin, and TSR over three years. Over the plan period of 2021 to 2023, the Komax share price fell from CHF 171.21 to CHF 164.00. The number of transferred shares at the end of the plan period, calculated using the performance factor, came to 10.1% in relation to the original allocation on 1 January 2021.

Performance share units in a three-year comparison

	Price at point of allocation in CHF	Price at point of conversion in CHF	Performance factor	Value development of allocated share packages
2019–2021	265.51	241.00	40.1%	–63.6%
2020–2022	219.65	244.00	150.0%	66.7%
2021–2023	171.21	164.00	114.9%	10.1%

Performance factors

In the 2022–2024 allocation plan period, the performance indicators recorded mixed developments over the three years, resulting in a performance factor of 59.0% for the overall plan period. These shares will be paid out in 2025.

	Financial performance (revenue growth and EBIT margin) ¹	Total shareholder return (TSR)	Overall performance factor
2022	150.0%	150.0%	150.0%
2023	40.3%	0.0%	26.9%
2024	0.0%	0.0%	0.0%
Average 2022–2024	63.4%	50.0%	59.0%

¹ Revenue growth and EBIT margin are weighted equally.

Total compensation

The total compensation figure for 2024 of CHF 3 247 716 (2023: CHF 3 786 021) is significantly below the maximum amount of CHF 6 950 000 approved at the 2023 Annual General Meeting (2023: CHF 6 000 000).

in CHF	Fixed compensation ¹	Cash bonus ²	PSU allocation (plan period 2021–2023)	Social benefits ³	Total compensation 2024	Total compensation 2023
Matijas Meyer ⁴ CEO	544 959	61 875	242 064	95 178	944 076	1 110 022
Total other members of the Executive Committee	1 529 841	200 000	275 192	298 607	2 303 640	2 675 999
Total Executive Committee	2 074 800	261 875	517 256	393 785	3 247 716	3 786 021

¹ Expense allowances are not included in the fixed compensation as these are not considered compensation.

² Bonus for 2024, payment in April 2025.

³ Includes mandatory employer contributions to social insurance of CHF 88 140 as well as contributions to occupational benefits (BVG). This amount entitles members of the Executive Committee to draw the maximum state-insured pension benefits in the future.

⁴ Highest compensated member of Executive Committee in 2024.

9.4 HOLDINGS OF SHARES AS AT 31 DECEMBER 2024

As at the end of 2023 and 2024, the members of the Executive Committee had the following holdings of shares in the company:

Assets in units	31.12.2024 Shares	31.12.2023 Shares
Matijas Meyer CEO	7 970	6 494
Christian Mäder CFO	250	250
Oliver Blauenstein Executive Vice President	0	0
Jürgen Hohnhaus Executive Vice President	0	0
Tobias Rölz Executive Vice President	984	514
Marc Schürmann Executive Vice President	1 754	1 083
Total Executive Committee	10 958	8 341

10 MANDATES OUTSIDE THE KOMAX GROUP

Pursuant to Art. 734e of the Swiss Code of Obligations, the comparable roles of the Members of the Board of Directors and Executive Committee at companies with a commercial purpose are set out below. More detailed information on individual profiles can be found in the Corporate Governance Report (➤ pages 125–127 and 132/133).

Overview of the mandates of the Board of Directors and the Executive Committee 2024 (audited)

	Mandates
Board of Directors	
Beat Kälin	CabTec Holding AG and Huber+Suhner AG (Member of the Board of Directors)
David Dean	Bossard Holding AG, Burckhardt Compression Holding AG, Brugg Group AG, and Metall Zug AG (Member of the Board of Directors)
Andreas Häberli	PhenoSign AG (Chairman of the Board of Directors) and Kardex Holding AG (Member of the Board of Directors)
Annette Heimlicher	Contrinex Holding AG, Integra Holding AG (Member of the Board of Directors)
Mariel Hoch	Comet Holding AG, MEXAB AG, and SIG Group AG (Member of the Board of Directors)
Roland Siegwart	Evatec Holding AG, NZZ Media Group, Tethys Robotics AG, and Voliro AG (Member of the Board of Directors)
Jürg Werner	V-ZUG AG (Member of the Board of Directors)
Executive Committee	
Matijas Meyer	none
Christian Mäder	O. Kleiner AG (Member of the Board of Directors)
Oliver Blauenstein	none
Jürgen Hohnhaus	none
Tobias Rölz	none
Marc Schürmann	Abnox AG (Member of the Board of Directors)



Report of the statutory auditor to the General Meeting of Komax Holding AG, Dierikon.

REPORT ON THE AUDIT OF THE REMUNERATION REPORT

Opinion

We have audited the compensation report of Komax Holding AG (the Company) for the year ended 31 December 2024. The audit was limited to the information pursuant to article 734a-734f of the Swiss Code of Obligations (CO) in the tables marked 'audited' on pages 152 to 157 of the compensation report.

In our opinion, the information pursuant to article 734a-734f CO in the compensation report (pages 152 to 157) complies with Swiss law and the Company's articles of incorporation.

Basis for opinion

We conducted our audit in accordance with Swiss law and Swiss Standards on Auditing (SA-CH). Our responsibilities under those provisions and standards are further described in the 'Auditor's responsibilities for the audit of the compensation report' section of our report. We are independent of the Company in accordance with the provisions of Swiss law and the requirements of the Swiss audit profession, and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other information

The Board of Directors is responsible for the other information. The other information comprises the information included in the annual report, but does not include the tables marked 'audited' in the compensation report, the consolidated financial statements, the financial statements and our auditor's reports thereon.

Our opinion on the compensation report does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the compensation report, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the audited financial information in the compensation report or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Board of Directors' responsibilities for the compensation report

The Board of Directors is responsible for the preparation of a compensation report in accordance with the provisions of Swiss law and the Company's articles of incorporation, and for such internal control as the Board of Directors determines is necessary to enable the preparation of a compensation report that is free from material misstatement, whether due to fraud or error. It is also charged with structuring the remuneration principles and specifying the individual remuneration components.

Auditor's responsibilities for the audit of the compensation report

Our objectives are to obtain reasonable assurance about whether the information pursuant to article 734a-734f CO is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Swiss law and SA-CH will always

detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this compensation report.

As part of an audit in accordance with Swiss law and SA-CH, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement in the compensation report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made.

We communicate with the Board of Directors or its relevant committee regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the Board of Directors or its relevant committee with a statement that we have complied with relevant ethical requirements regarding independence, and communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

PricewaterhouseCoopers AG



Korbinian Petzi

Licensed audit expert
Auditor in charge



Luan Vaidi

Licensed audit expert

Basel, 10 March 2025

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CONSOLIDATED INCOME STATEMENT

in TCHF	Notes	2024	%	2023	%
Net sales		621 990		743 165	
Other operating income	1.2	8 462		19 758	
Revenues		630 452	100.0	762 923	100.0
Change in inventory of unfinished and finished goods		3 657		-16 322	
Cost of materials		-236 532		-272 175	
Gross profit		397 577	63.1	474 426	62.2
Personnel expenses	1.3	-268 863		-277 021	
Depreciation on property, plant, and equipment	2.4	-13 678		-13 718	
Depreciation on intangible assets	2.5	-6 786		-6 460	
Other operating expenses	1.3	-92 214		-104 419	
Operating profit (EBIT)		16 036	2.5	72 808	9.5
Financial result	1.4	-8 657		-11 884	
Group earnings before taxes (EBT)		7 379	1.2	60 924	8.0
Income taxes	1.5	-10 242		-17 088	
Group earnings after taxes (EAT)		-2 863	-0.5	43 836	5.7
Of which attributable to:					
– Shareholders of Komax Holding AG		-3 219		43 836	
– Non-controlling interests		356		0	
Basic earnings per share (in CHF)	1.6	-0.63		8.55	
Diluted earnings per share (in CHF)	1.6	-0.63		8.53	

CONSOLIDATED BALANCE SHEET

in TCHF	Notes	31.12.2024	%	31.12.2023	%
Assets					
Cash and cash equivalents		80 079		76 237	
Securities		19		21	
Trade receivables	2.1	121 896		143 278	
Other receivables	2.1	25 761		23 566	
Inventories	2.2	183 928		193 592	
Accrued income and prepaid expenses	2.3	12 051		11 334	
Total current assets		423 734	61.5	448 028	63.2
Property, plant, and equipment	2.4	223 801		222 919	
Intangible assets	2.5	19 356		19 300	
Deferred tax assets	1.5	18 541		17 190	
Other non-current receivables		1 716		1 480	
Financial assets	2.6	2 260		0	
Total non-current assets		265 674	38.5	260 889	36.8
Total assets		689 408	100.0	708 917	100.0
Liabilities					
Current financial liabilities	3.1	14 265		4 013	
Trade payables		35 986		27 486	
Other payables	2.7	57 914		70 366	
Current provisions	2.7	5 357		5 364	
Accrued expenses and deferred income	2.7	44 805		37 049	
Total current liabilities		158 327	23.0	144 278	20.4
Non-current financial liabilities	3.1	163 426		165 172	
Other non-current liabilities		3 677		2 246	
Deferred tax liabilities	1.5	7 367		6 625	
Total non-current liabilities		174 470	25.3	174 043	24.5
Total liabilities		332 797	48.3	318 321	44.9
Share capital	3.2	513		513	
Capital surplus		326 783		334 475	
Treasury shares	3.2	-1 750		-3 656	
Retained earnings		29 981		59 264	
Shareholders' equity of Komax Holding AG		355 527	51.6	390 596	55.1
Non-controlling interests		1 084		0	
Total shareholders' equity		356 611	51.7	390 596	55.1
Total liabilities and shareholders' equity		689 408	100.0	708 917	100.0

CONSOLIDATED STATEMENT OF SHAREHOLDERS' EQUITY

in TCHF	Notes	Share capital	Capital surplus	Treasury shares	Goodwill offset	Currency differences	Other retained earnings	Total retained earnings	Shareholders' equity of Komax Holding AG	Non-controlling interests	Total shareholders' equity
Balance as at 1 January 2023		513	348 591	-1 015	-290 646	-30 833	389 979	68 500	416 589	0	416 589
Group earnings after taxes							43 836	43 836	43 836	0	43 836
Distribution out of reserves from capital contributions			-14 116					0	-14 116	0	-14 116
Dividend paid							-14 116	-14 116	-14 116	0	-14 116
Purchase of treasury shares	3.2			-4 738				0	-4 738	0	-4 738
Share-based payments				2 097			-521	-521	1 576	0	1 576
Goodwill offset with shareholders' equity	4.2				-21 265			-21 265	-21 265	0	-21 265
Currency translation differences recorded in the reporting period						-17 170		-17 170	-17 170	0	-17 170
Balance as at 31 December 2023		513	334 475	-3 656	-311 911	-48 003	419 178	59 264	390 596	0	390 596
Balance as at 1 January 2024		513	334 475	-3 656	-311 911	-48 003	419 178	59 264	390 596	0	390 596
Group earnings after taxes							-3 219	-3 219	-3 219	356	-2 863
Distribution out of reserves from capital contributions			-7 692					0	-7 692	0	-7 692
Dividend paid							-7 692	-7 692	-7 692	0	-7 692
Purchase of treasury shares	3.2			-464				0	-464	0	-464
Share-based payments				2 370			-526	-526	1 844	0	1 844
Goodwill offset with shareholders' equity	4.2				-22 685			-22 685	-22 685	0	-22 685
Equity contribution from non-controlling interests								0	0	725	725
Currency translation differences recorded in the reporting period						4 839		4 839	4 839	3	4 842
Balance as at 31 December 2024		513	326 783	-1 750	-334 596	-43 164	407 741	29 981	355 527	1 084	356 611

CONSOLIDATED CASH FLOW STATEMENT

in TCHF	Notes	2024	2023
Cash flow from operating activities			
Group earnings after taxes		-2 863	43 836
Adjustment for non-cash items			
– Income taxes	1.5	10 242	17 088
– Depreciation on property, plant, and equipment	2.4	13 678	13 718
– Depreciation on intangible assets	2.5	6 786	6 460
– Profit (-) / loss (+) from sale of non-current assets ¹		435	-11 754
– Expenses for share-based payments		1 844	1 576
– Financial result	1.4	8 657	11 884
Interest received and other financial income		2 056	1 180
Interest paid and other financial expenses		-9 124	-11 275
Taxes paid		-9 957	-14 877
Increase (+) / decrease (-) in provisions		-651	476
Increase (-) / decrease (+) in trade receivables		26 001	34 252
Increase (-) / decrease (+) in inventories		19 515	2 077
Increase (+) / decrease (-) in trade payables		5 535	-9 834
Increase (-) / decrease (+) in other net current assets		-12 481	-22 741
Total cash flow from operating activities		59 673	62 066
Cash flow from investing activities			
Investments in property, plant, and equipment	2.4	-14 859	-20 842
Sale of property, plant, and equipment		1 412	29 265
Investments in intangible assets	2.5	-6 103	-7 693
Sale of intangible assets		13	1 477
Investments in Group companies and participations ²	2.6, 4.2	-23 954	-13 277
Sale of Group companies	4.2	-58	692
Total cash flow from investing activities		-43 549	-10 378
Free cash flow ³		16 124	51 688
Cash flow from financing activities			
Payments for current financial liabilities		-4 310	-8 712
Payments for non-current financial liabilities		-8 854	-12 079
Proceeds from current financial liabilities		3 702	0
Proceeds from non-current financial liabilities		12 359	0
Distribution out of reserves from capital contributions		-7 692	-14 116
Dividend paid		-7 692	-14 116
Purchase of treasury shares	3.2	-464	-4 738
Total cash flow from financing activities		-12 951	-53 761
Effect of currency translations on cash and cash equivalents		669	-4 425
Increase (+) / decrease (-) in funds		3 842	-6 498
Cash and cash equivalents at 1 January		76 237	82 735
Cash and cash equivalents at 31 December		80 079	76 237

¹ Mainly profit from property held for sale in 2023.

² Less cash and cash equivalents acquired. The amount shown relates to the acquisitions as described in note 4.2 and the newly added financial assets in note 2.6.

³ No Swiss GAAP FER defined key figure, see note 5.5.

NOTES ON THE CONSOLIDATED FINANCIAL STATEMENTS

GENERAL INFORMATION

Headquartered in Dierikon, Switzerland, Komax Holding AG (parent company), together with its subsidiary companies (the Komax Group), is a pioneer and market leader in the field of automated wire processing, providing customers with innovative, future-oriented solutions in any situation that calls for precise contact connections.

These consolidated financial statements were adopted by the Board of Directors of Komax Holding AG on 10 March 2025 and released for publication. Their approval by the Annual General Meeting, scheduled for 16 April 2025, is pending.

Accounting policies

The consolidated financial statements of the Komax Group are based on the individual financial statements of the Group companies, compiled in accordance with uniform standards, as at 31 December 2024. The consolidated financial statements have been drawn up in accordance with the entire existing guidelines of Swiss GAAP FER (Swiss Accounting and Reporting Recommendations). Furthermore, the provisions of Swiss company law have been complied with. The consolidated financial statements are based on the principle of historic acquisition cost (with the exception of securities and derivative financial instruments, which are recorded at their fair values), and have been drawn up under the “going concern” assumption.

The accounting and valuation principles relevant to an understanding of the annual financial statements are described in the relevant explanatory notes.

Key recognition and measurement assumptions

Preparation of the consolidated financial statements requires the Board of Directors and Group Management to make estimates and assumptions, whereby such estimates and assumptions have an effect on the accounting principles applied and are reflected in the amounts stated under assets, liabilities, income, expenses, and related disclosures. Their estimates and assumptions are based on past experience and on various other factors deemed applicable in the current situation. These form the basis for reporting those assets and liabilities that cannot be measured directly from other sources. The actual values may differ from these estimates. The following material estimates are included in the consolidated financial statements:

	Page
Recognition of revenue according to the POC method	168
Current and deferred income taxes	172
Impairment of property, plant, and equipment	176
Impairment of intangible assets and goodwill	180
Contingent consideration	181
Provisions	181

Key events of the reporting period

The Komax Group looks back on an extremely challenging year. Customers invested less due to excess capacities as well as geopolitical uncertainties, and this led to a significant decline in order intake, revenues, and operating profit (EBIT). The Komax Group reacted early on, with rigorous cost reductions and structural optimizations that will have a lasting impact. The long-term trend toward automation remains stable. With streamlined structures and a lower cost base, the Komax Group is well equipped to drive further progress in automation and grow profitably.

Due to a lower level of orders – in volume business in Europe in particular, but also in Asia and in the United States – solid backlog of CHF 208.0 million at the end of 2023 declined to CHF 177.1 million over the course of 2024. Revenues were down 17.4% to CHF 630.5 million (2023: CHF 762.9 million). The decline in organic terms worked out at 16.6%, whereas acquisition-related growth was positive at 2.3%. The foreign currency impact amounted to –1.8%. Operating profit stood at CHF 16.0 million (2023: CHF 72.8 million). This included one-time effects of CHF 11.5 million, which weighed on EBIT accordingly. Group earnings after taxes (EAT) amounted to CHF –2.9 million (2023: CHF 43.8 million).

An area of focus in the year under review was the strengthening of the market position in China, which was achieved inter alia with the acquisition of a majority stake (56%) in Hosver and a 5% stake in E-Plus. While Hosver is the leading manufacturer of machines for processing high-voltage cables for e-vehicles, E-Plus develops and distributes the most widely used manufacturing execution system (MES) in China for the production of wire harnesses. The localization of further products for the Chinese market made further headway and production was transferred from the Komax site in Shanghai to the Schleuniger site in Tianjin in order to bundle capacities and know-how.

The year under review saw the closure of the German production sites in Jettingen and Sömmerda and, in Bulgaria, the Komax Testing Bulgaria site was discontinued. Further structural optimizations are being implemented and are expected to be completed in 2025. These include discontinuation of production at three further German sites (Porta Westfalica, Radevormwald, and Wiedensahl) as well as at the site in Tokyo, Japan. In Switzerland, the Komax Group will focus its activities at the sites in Dierikon and Thun. To this end, the Rotkreuz site transferred to the headquarters in Dierikon in 2024, with the Cham site following in early 2025.

Events after the balance sheet date

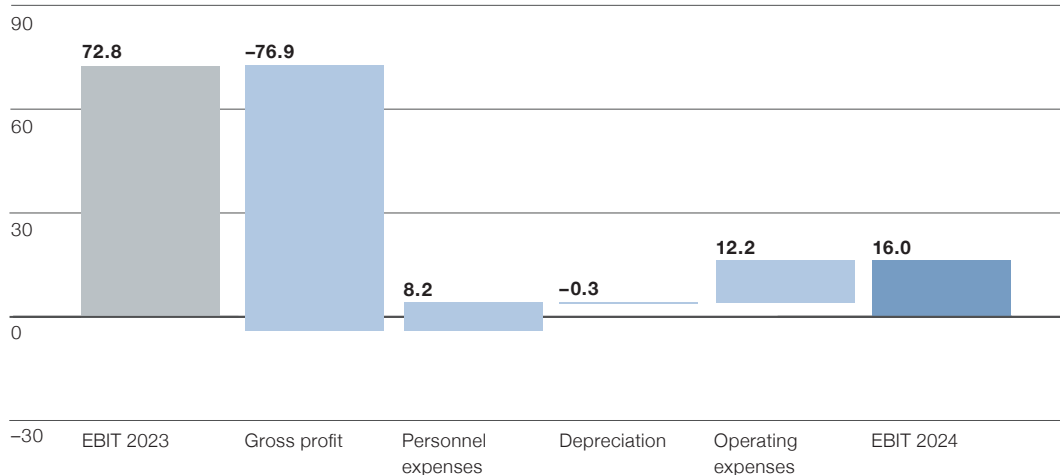
The Komax Group will take further steps in the optimization of its organizational structure. Production will be discontinued at Schleuniger GmbH in Radevormwald, Germany, with effect from the end of March 2025. In addition, the product portfolio in the high voltage and data cables segment will be optimized, and the organizational structure in Dierikon adapted in line with the new organization. Apart from these events, there are no further significant events between the balance sheet date and the approval of the consolidated financial statements by the Board of Directors on 10 March 2025 which might adversely affect the information content of the 2024 consolidated financial statements or which would require disclosure here.

1 PERFORMANCE

In this section, we provide details of the 2024 result of the Komax Group. In addition to earnings per share, we also provide details of revenues, expenses, the financial result, and taxes.

The operating profit of the Komax Group decreased from CHF 72.8 million in 2023 to CHF 16.0 million in 2024. The chart below illustrates the year-on-year change between the current reporting period and the prior year.

in CHF million



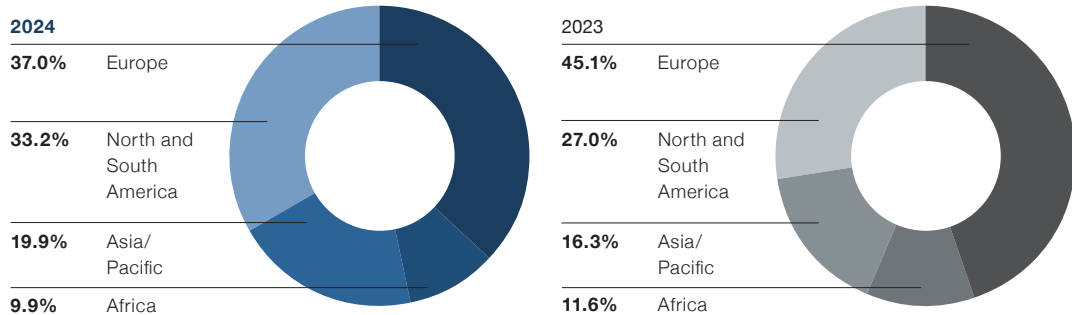
1.1 Segment information

The Komax Group is a global technology company that focuses on markets in the automation sector. As a manufacturer of innovative and high-quality solutions for the wire processing industry, the Komax Group helps its customers implement economical and safe manufacturing processes, especially in the automotive supply sector. All Group companies are active in wire processing, have a uniform customer base, and are centrally managed. The Board of Directors and the Group Executive Committee, which make the key strategic and operating decisions, manage the Komax Group primarily on the basis of the financial statements of the individual companies, the management information system, and the consolidated financial statements. Due to the commercial similarity and interconnections between the Group companies, the Komax Group presents its business in amalgamated form as a single segment, in accordance with Swiss GAAP FER 31.

1.2 Revenues

a) Revenues by region

The percentage breakdown of revenues by region is as follows:



b) Construction contracts

In the current reporting period, revenues of CHF 23.6 million (2023: CHF 14.6 million) were recorded from long-term construction contracts on the basis of the POC method.

c) Other operating income

in TCHF	2024	2023
Own work capitalized	1 398	1 969
Government grants	1 542	1 506
Gains from the disposal of non-current assets ¹	502	11 862
Insurance income	316	0
Other income	4 704	4 421
Total other operating income	8 462	19 758

¹ 2023: Mainly profit from property held for sale.

In the current period, revenues from the rental of operational buildings of CHF 0.8 million (2023: CHF 0.8 million) were recognized in other income.

Key recognition and measurement assumptions

Automated assembly and production contracts are measured according to the POC method, provided the assessment meets the requirements of Swiss GAAP FER 22, "Long-term contracts." Although projects are assessed monthly and in good faith in accordance with comprehensive project management guidelines, subsequent corrections may be required. These corrections are made in the following period and may have a positive or negative impact on revenue in this period.

RECOGNITION AND MEASUREMENT

Revenue recognition The Komax Group's consolidated income statement is compiled using the nature of expense method. Net sales comprise the fair value of considerations received or receivable for the sale of goods and services in the course of ordinary business activities after deducting VAT, returns, discounts, and price reductions, and eliminating intragroup sales. Revenues are recognized as described below. For any intermediated transactions, only the value of services provided by Komax itself is reported. Transactions with a number of individually identifiable component parts are recorded and valued separately.

Sale of goods Revenue from the sale of goods is recognized when risk and rewards of ownership have been transferred to the buyer. All expenses connected with sales are recognized on an accrual basis.

Sale of services Revenue from the sale of services is recognized in accordance with progress on the service according to the ratio of completed to still outstanding services to be performed during the financial year in which the services are rendered.

Manufacturing contracts Manufacturing contracts in the automated assembly and production business units, involving the customer-specific manufacture of systems, are valued according to the percentage of completion method (POC) in accordance with Swiss GAAP FER 22. On the balance sheet, these are reported either under "Trade receivables" or "Other payables," depending on the degree to which they are underfinanced or overfinanced. The percentage of completion is calculated according to the "cost-to-cost method" (costs incurred in relation to the overall estimated costs of the contract). Anticipated project losses are recognized in full in the income statement. Any costs of debt capital are capitalized provided debt capital is raised for the purpose of financing the project and its costs can be directly attributed to a manufacturing contract.

Government grants Government grants are recognized if it is likely that the payments will be received and the Komax Group can fulfill the conditions attached to such subsidies. These are recognized in "Other operating income" regardless of when payment is received and on a pro rata basis in the period in which the associated costs are incurred, and charged to the income statement as an expense. Grants in the form of short-time working compensation are offset against personnel expenses. Grants relating to an asset are deducted from the carrying amount.

1.3 Expenses

a) Personnel expenses

in TCHF	2024	2023
Wages and salaries	-213 222	-221 189
Share-based payments settled with equity instruments	-1 844	-1 576
Share-based payments settled in cash	96	-158
Social security and pension contributions	-43 464	-42 915
Other personnel costs (in particular, training and development)	-10 429	-11 183
Total personnel expenses	-268 863	-277 021

Personnel expenses include compensation from short-time working of CHF 5.3 million (2023: CHF 0.0 million).

b) Other operating expenses

in TCHF	2024	2023
Expenditure on operating equipment and energy	-4 838	-4 974
Rental expenses	-8 821	-7 787
Repair and maintenance expenses	-29 551	-30 034
Third-party services for development expenses	-9 077	-11 186
Representation and marketing expenses	-14 691	-18 600
Legal and consultancy expenses	-9 911	-12 028
Shipping and packaging expenses	-6 455	-9 705
Expenditure on administration and sales	-6 020	-7 216
Insurance	-2 783	-2 701
Expenses from the liquidation of fixed assets	-67	-188
Total other operating expenses	-92 214	-104 419

Leases with the Komax Group as lessee

Only in exceptional cases does the Komax Group act as a lessee in financial lease agreements. A financial lease arises when the lessor transfers virtually all the risks and benefits associated with ownership of the leasing object to the lessee. At the beginning of the contract term, the object in question is recorded on the balance sheet as both an investment asset and a liability at its fair value or (if lower) at the net cash value of future leasing payments. Every lease installment is broken down into financing costs on the one hand and repayment of the residual debt on the other, so the interest rate remains constant for the residual liability. Financing costs are booked directly to the income statement as an expense. Capitalized leasing objects are depreciated over their estimated economically useful life, or (if lower) over the contractual period in question.

An operating lease agreement arises when a substantial proportion of the risks associated with ownership remains with the lessor. Payments for operating leasing agreements are booked to the income statement as an expense in a linear way for the entire duration of the agreement.

1.4 Financial result

in TCHF	2024	2023
Interest result (net)	-5 341	-5 186
Exchange rate translation differences (net)	-3 316	-6 698
Total financial result	-8 657	-11 884

1.5 Taxes

a) Income taxes

in TCHF	2024	2023
Current income taxes	-9 434	-12 312
Deferred tax income (+) / tax expenses (-)	-808	-4 776
Total income taxes	-10 242	-17 088

Analysis of the tax rate

in TCHF	2024	%	2023	%
Group earnings before taxes (EBT)	7 379		60 924	
Expected tax expenses	-4 485	60.8	-12 985	21.3
Impact of non-capitalized tax-loss carry forwards	-7 730	104.7	-5 379	8.8
Utilization of non-capitalized tax-loss carry forwards	190	-2.6	866	-1.4
Effect of changes in tax rate	-174	2.4	-84	0.1
Tax credits / charges from prior years	-82	1.1	142	-0.2
Effect of non-deductible expenses	-1 223	16.6	-420	0.7
Effect of non-taxable income	4 112	-55.7	1 112	-1.8
Non-reclaimable withholding taxes	-944	12.8	-543	0.9
Others	94	-1.3	203	-0.3
Effective tax expenses	-10 242	138.8	-17 088	28.0

As the Group operates internationally, its income taxes are dependent on a number of different tax jurisdictions. The expected income tax rate is equivalent to the weighted average of tax rates of those countries in which the Group is active. Due to the composition of the taxable income of the Group, as well as changes in local tax rates, this Group tax rate varies from year to year.

The expected tax rate based on the ordinary result was 60.8% (2023: 21.3%).

b) Deferred tax assets and liabilities

in TCHF	31.12.2024	31.12.2023
Property, plant, and equipment / intangible assets	12 796	13 458
Trade receivables and inventories ¹	6 675	6 017
Provisions	3 587	2 875
Other items	2 135	1 463
Total deferred tax assets (gross)	25 193	23 813
Offset against deferred tax liabilities	-6 652	-6 623
Balance sheet deferred tax assets	18 541	17 190
Property, plant, and equipment / intangible assets	8 825	8 391
Trade receivables and inventories	3 209	2 867
Provisions	887	1 399
Other items	1 098	591
Total deferred tax liabilities (gross)	14 019	13 248
Offset against deferred tax assets	-6 652	-6 623
Balance sheet deferred tax liabilities	7 367	6 625
Net deferred tax assets (+) / tax liabilities (-)	11 174	10 565

¹ Including unrealized intragroup profit.

The non-capitalized and unused tax-loss carry forwards expire as follows:

in TCHF	Within 5 years	After more than 5 years	Total
Expiry of unutilized tax-loss carry forwards			
31 December 2024	10 212	97 312	107 524
31 December 2023	12 954	76 497	89 451

This results in a deferred tax claim (not recognized in the balance sheet) for as yet unutilized tax-loss carry forwards of CHF 25.7 million (31 December 2023: CHF 19.4 million) as well as CHF 3.4 million (31 December 2023: CHF 3.2 million) in non-recognized tax credits.

Key recognition and measurement assumptions

In determining the assets and liabilities from current and deferred income taxes, estimates must be made on the basis of existing tax laws and ordinances. Numerous internal and external factors may have favorable or unfavorable effects on the assets and liabilities from income taxes. These factors include changes in tax laws and ordinances, as well as the way they are interpreted, in addition to changes in tax rates and the total amount of taxable income for the particular location. Any changes may affect the assets and liabilities from current and deferred income taxes carried in future reporting periods.

RECOGNITION AND MEASUREMENT**Deferred taxes**

Deferred and future tax expenses are calculated on the basis of the comprehensive liability method. This method is based on the tax rates and tax regulations applicable on the balance sheet date or which have in essence been enacted and are expected to apply at the time the deferred tax claim is realized or the deferred tax liability is settled. Deferred and future taxes are calculated on the basis of the temporary differences in value between the individual balance sheets and balance sheets for tax purposes. Such differences primarily exist in the case of non-current assets, inventories, and some provisions. Deferred tax assets are recognized in the amount corresponding to the probability that the Group companies in question will generate sufficient future taxable income to absorb the relevant positive differences in the tax assets.

Loss carry forwards

Future tax savings from offsettable tax-loss carry forwards are not capitalized. The use of these tax-loss carry forwards is recorded upon realization.

Temporary differences on investments

Deferred tax liabilities are not provided on temporary differences arising on investments in subsidiaries and associates, except where the timing of the reversal of the temporary difference cannot be determined by the Group and it is consequently probable that the temporary difference will not reverse in the foreseeable future.

1.6 Earnings per share (EPS)

in CHF	2024	2023
Group earnings (attributable to shareholders of Komax Holding AG)	-3 218 224	43 835 911
Weighted average number of outstanding shares	5 125 381	5 124 960
Basic earnings per share	-0.63	8.55
Group earnings (attributable to shareholders of Komax Holding AG)	-3 218 224	43 835 911
Weighted average number of outstanding shares	5 125 381	5 124 960
Adjustment for dilution effect of share-based compensation plans	0	15 012
Weighted average number of outstanding shares for calculating diluted earnings per share	5 125 381	5 139 972
Diluted earnings per share	-0.63	8.53

RECOGNITION AND MEASUREMENT**Earnings per share**

Basic earnings per share are calculated by dividing the consolidated Group earnings after taxes (EAT) by the average number of shares outstanding during the fiscal year, excluding treasury shares. Diluted earnings per share are calculated by adding all option rights and non-vested equity rights which would have had a dilutive effect to the average number of shares outstanding.

2 OPERATING ASSETS AND LIABILITIES

In this section we describe the current and non-current operating assets and liabilities. Among other things, this includes further details on receivables, inventories, tangible assets, and intangible assets.

2.1 Current receivables

a) Trade receivables

in TCHF	31.12.2024	31.12.2023
Trade receivables	116 106	139 367
less provision for impairment	-3 754	-1 263
Accruals for construction contracts (POC)	19 893	11 239
less prepayments for construction contracts (POC)	-10 349	-6 065
Total	121 896	143 278

Overdue trade receivables that had not been written down amounted to CHF 41.1 million on 31 December 2024 (31 December 2023: CHF 50.3 million). Their maturity structure is set out in the following table:

in TCHF	Number of days					Total
	1-30	31-60	61-90	91-120	>120	
As at 31 December 2024	20 779	6 590	4 094	1 807	7 796	41 066
As at 31 December 2023	20 961	8 126	4 817	3 574	12 854	50 332

b) Other receivables

In addition to prepayments to suppliers of CHF 1.0 million (31 December 2023: CHF 1.6 million), other receivables mainly comprise credits due from government organizations (tax authorities) and bills receivable.

RECOGNITION AND MEASUREMENT

Current receivables

Receivables are recorded at nominal value. Impaired receivables are value-adjusted on an individual basis; no flat-rate value adjustments are calculated for the remaining portfolio.

For manufacturing contracts of systems, the inventory includes all costs associated with the systems as well as the production costs. The order costs comprise all costs attributable to the contract from the date the order is received until the balance sheet date. The order proceeds per manufacturing contract are recorded as at 31 December according to the POC.

2.2 Inventories

in TCHF	31.12.2024	31.12.2023
Manufacturing components and spare parts	123 722	129 351
Semi-finished goods / work in process	29 326	35 002
Finished goods	59 533	49 882
Gross value inventories	212 581	214 235
less impairment	-28 653	-20 643
Inventories	183 928	193 592

RECOGNITION AND MEASUREMENT

Inventories

Inventories are valued at the lower of acquisition/production costs and net market value. Acquisition/production costs encompass all direct and indirect expenses incurred in bringing inventories to their current location or state (full costs). Discounts are treated as acquisition price reductions. For all inventory components, the ascertainment of value is undertaken for the most part in accordance with the FIFO method. The current market price in the sales market in question is assumed when determining net market value. Movement analyses are also carried out and items that do not move over a longer period of time will be impaired.

2.3 Accrued income and prepaid expenses

in TCHF	31.12.2024	31.12.2023
Prepaid services	4 801	4 404
Prepayments for current taxes	1 254	1 949
Others	5 996	4 981
Total accrued income and prepaid expenses	12 051	11 334

2.4 Property, plant, and equipment

in TCHF	Undeveloped property	Land	Buildings	Machines and equipment	Other tangible fixed assets	Assets under construction	Total proper- ty, plant, and equipment
Costs							
As at 31 December 2022	1 444	31 640	194 671	64 698	16 449	3 338	312 240
Additions	0	0	6 405	7 872	3 442	3 123	20 842
Disposals	0	0	0	-1 220	-1 549	0	-2 769
Change in scope of conso- lidation	0	363	932	745	179	0	2 219
Reclassifications	0	0	852	2 011	-39	-2 824	0
Currency differences	0	-508	-3 168	-2 393	-731	-79	-6 879
As at 31 December 2023	1 444	31 495	199 692	71 713	17 751	3 558	325 653
Additions	0	0	820	3 733	1 612	8 694	14 859
Disposals	0	-782	0	-2 251	-2 125	0	-5 158
Change in scope of conso- lidation	0	0	0	90	239	0	329
Reclassifications	-1 141	1 141	-242	1 030	556	-1 344	0
Currency differences	0	152	1 000	77	265	102	1 596
As at 31 December 2024	303	32 006	201 270	74 392	18 298	11 010	337 279
Depreciation							
As at 31 December 2022	0	0	-44 083	-38 142	-11 319	0	-93 544
Additions	0	0	-5 949	-5 638	-2 131	0	-13 718
Disposals	0	0	0	1 412	1 146	0	2 558
Currency differences	0	0	37	1 564	369	0	1 970
As at 31 December 2023	0	0	-49 995	-40 804	-11 935	0	-102 734
Additions	0	0	-5 827	-5 714	-2 137	0	-13 678
Disposals	0	0	0	1 955	1 790	0	3 745
Reclassifications	0	0	5	505	-510	0	0
Currency differences	0	0	-331	155	-635	0	-811
As at 31 December 2024	0	0	-56 148	-43 903	-13 427	0	-113 478
Book values							
As at 31 December 2022	1 444	31 640	150 588	26 556	5 130	3 338	218 696
As at 31 December 2023	1 444	31 495	149 697	30 909	5 816	3 558	222 919
As at 31 December 2024	303	32 006	145 122	30 489	4 871	11 010	223 801

Key recognition and measurement assumptions

A test is performed at least once a year to determine whether there are any indications of impairment of property, plant, and equipment. If there are indications of impairment, impairment tests are carried out for the corresponding property, plant, and equipment. To determine whether impairment exists, estimates are made of the expected future cash flows arising from use. Actual cash flows may differ from the discounted future cash flows based on these estimates.

RECOGNITION AND MEASUREMENT**Property, plant, and equipment**

Property, plant, and equipment are accounted for at historical acquisition or production cost less accumulated depreciation. Borrowing costs incurred during the construction phase through the financing of assets under construction are part of the acquisition cost if they are material. Depreciation is linear over the expected service lifetime.

DEPRECIATION PERIOD

Asset category	Years
Machinery	7–10
Tools	7
Measuring, testing, and controlling devices	5
Operating installations	10
Warehouse installations	10–14
Vehicles	5–8
Office equipment	3–10
Information technology	3–5
Solar systems	20
Factory buildings	33
Office buildings	40
Land	no depreciation

2.5 Intangible assets

a) Movements in intangible assets

in TCHF	Software	Patents and customer base	Software in implementation	Total intangible assets
Costs				
As at 31 December 2022	47 326	5 252	2 517	55 095
Additions	6 171	0	1 522	7 693
Disposals	-2 072	-200	0	-2 272
Change in scope of consolidation	152	0	0	152
Reclassifications	1 416	0	-1 416	0
Currency differences	-763	-103	-53	-919
As at 31 December 2023	52 230	4 949	2 570	59 749
Additions	3 339	7	2 757	6 103
Disposals	-96	-22	-3	-121
Change in scope of consolidation	100	0	0	100
Reclassifications	1 817	0	-1 817	0
Currency differences	874	77	-17	934
As at 31 December 2024	58 264	5 011	3 490	66 765
Depreciation				
As at 31 December 2022	-30 328	-5 007	0	-35 335
Additions	-6 230	-230	0	-6 460
Disposals	585	200	0	785
Currency differences	464	97	0	561
As at 31 December 2023	-35 509	-4 940	0	-40 449
Additions	-6 784	-2	0	-6 786
Disposals	90	18	0	108
Currency differences	-205	-77	0	-282
As at 31 December 2024	-42 408	-5 001	0	-47 409
Book values				
As at 31 December 2022	16 998	245	2 517	19 760
As at 31 December 2023	16 721	9	2 570	19 300
As at 31 December 2024	15 856	10	3 490	19 356

b) Goodwill

Goodwill is offset against Group shareholders' equity upon the acquisition of a subsidiary or the interest in an associated company. Assuming a useful life of five years for trading companies acquired and ten years for production operations acquired (including the Schleuniger Group acquired in 2022), plus depreciation on a straight-line basis, the theoretical capitalization of goodwill would have the following impact on the consolidated balance sheet:

in TCHF	2024	2023
Historical costs as at 1 January	307 565	288 544
Additions	22 685	21 265
Currency differences	1 030	-2 244
Historical costs as at 31 December	331 280	307 565
Theoretical accumulated depreciation as at 1 January	-95 576	-69 649
Theoretical depreciation	-28 573	-27 059
Currency differences	-553	1 132
Theoretical accumulated depreciation as at 31 December	-124 702	-95 576
Theoretical net book value as at 31 December	206 578	211 989

The additions to goodwill in the year 2024 comprise goodwill from the acquisitions of Hosver China, Seno Property Czech Republic, and Seno Romania.

The capitalization and depreciation of goodwill would have the following theoretical impacts on shareholders' equity and Group earnings after taxes:

in TCHF	31.12.2024	31.12.2023
Shareholders' equity according to balance sheet	356 611	390 596
Theoretical capitalization of net book value of goodwill	206 578	211 989
Theoretical tax impacts	1 017	886
Theoretical shareholders' equity	564 206	603 471

in TCHF	2024	2023
Group earnings after taxes (EAT) according to income statement	-2 863	43 836
Theoretical goodwill depreciation	-28 573	-27 059
Theoretical tax impacts	68	68
Theoretical Group earnings after taxes (EAT)	-31 368	16 845

Key recognition and measurement assumptions

Intangible assets and goodwill are tested for impairment if indicators reflect a possible impairment. To determine whether impairment exists, estimates are made of the expected future cash flows arising from use. Actual cash flows may differ from the discounted future cash flows based on these estimates.

RECOGNITION AND MEASUREMENT

Software	Purchased software licenses are capitalized at acquisition or production cost plus costs incurred in readying them for use. The total acquisition cost is amortized on a linear basis over three to eight years. Costs associated with the development or maintenance of software are recorded as expenses at the time they are incurred.
Patents	Patents are recognized at historical acquisition cost less cumulative amortization. Acquisition costs are written down in a linear way over patent life.
Research and development	Research and development expenditure is fully charged to the income statement. These costs are contained in the positions "Personnel expenses" and "Other operating expenses."
Goodwill	Companies acquired over the course of the year are revalued and consolidated at the point of acquisition in keeping with standardized Group principles. The difference between the acquisition cost (including material transaction costs) and the prorated fair value of the net assets acquired is described as goodwill. In the context of acquisitions, intangible assets that were previously not recognized and are of relevance to acquisition-of-control decisions have been identified and recorded on the balance sheet. Goodwill can also arise from investments in associated companies, whereby this amounts to the difference between the acquisition cost of the investment and the prorated fair value of the net assets acquired. The goodwill resulting from acquisitions is directly offset against Group shareholders' equity. If the purchase price contains components that are dependent on future results, these components are estimated as accurately as possible at the point of acquisition and then capitalized. In the event of deviations when the purchase price is definitively settled at a later date, the goodwill offset against shareholders' equity is adjusted accordingly. In case of disposal, acquired goodwill offset with equity at an earlier date is to be considered at original cost to determine the profit or loss recognized in the income statement.

2.6 Financial assets

In 2024, the Komax Group acquired minority stakes of 5% in E-Plus in China and 3% in Smans in Belgium. E-Plus is the largest provider of digital smart factory solutions for the wire processing industry in China. Smans is a long-standing Komax representative for the Benelux countries.

2.7 Other liabilities

a) Other payables

in TCHF	31.12.2024	31.12.2023
Prepayments by customers	30 626	34 103
Current income tax liabilities	6 056	8 492
Prepayments for construction contracts (POC)	2 701	4 600
Less accruals for construction contracts (POC)	-1 718	-2 657
Commissions not yet invoiced to agents	6 105	7 686
Other positions ¹	14 144	18 142
Total other payables	57 914	70 366

¹ Includes, among other things, liabilities against government organizations (tax authorities and social contributions).

Key recognition and measurement assumptions

For the determination of the fair value of a contingent consideration, profit and revenue forecasts and the current exchange rates are used, which might result in a higher or lower fair value measurement. The continued employment of certain selling shareholders has also been assumed.

b) Current provisions

in TCHF	2024	2023
Total as at 1 January	5 364	5 207
Additional provisions	2 568	3 127
Amounts utilized during the year	-1 222	-2 418
Unused amounts reversed	-2 056	-391
Currency differences	62	-187
Change in scope of consolidation	641	26
Total as at 31 December	5 357	5 364

Current provisions are warranty provisions that include material and personnel costs in relation to warranty work.

Key recognition and measurement assumptions

In relation to machines and systems already delivered, the Komax Group calculates the necessary warranty provisions on the balance sheet date on the basis of analysis and estimates. The actual costs may differ from the provisions stated. Any differences may affect the provision carried for warranty events in future reporting periods and therefore the reported result for the period.

RECOGNITION AND MEASUREMENT**Provisions**

Provisions are formed if the Group has a current legal or constructive obligation arising from an event in the past, if it appears probable that the asset base will be negatively impacted by settlement of the obligation, and if the amount of the provision can be reliably determined. Provisions for warranties are based on past payments, revenues in prior years, and current contracts. The Komax Group normally gives a one-year warranty on machines and systems.

c) Accrued expenses and deferred income

in TCHF	31.12.2024	31.12.2023
Accrual for bonuses	7 009	6 892
Accrual for holiday and overtime	6 355	7 107
Accrual for other personnel expenses	6 904	4 427
Commission payments to representatives	2 487	1 963
Invoices not yet received	9 626	6 420
Other accruals	12 424	10 240
Total accrued expenses and deferred income	44 805	37 049

3 CAPITAL AND FINANCIAL RISK MANAGEMENT

In addition to details on shareholders' equity, details are also provided on financial risk management at the Komax Group.

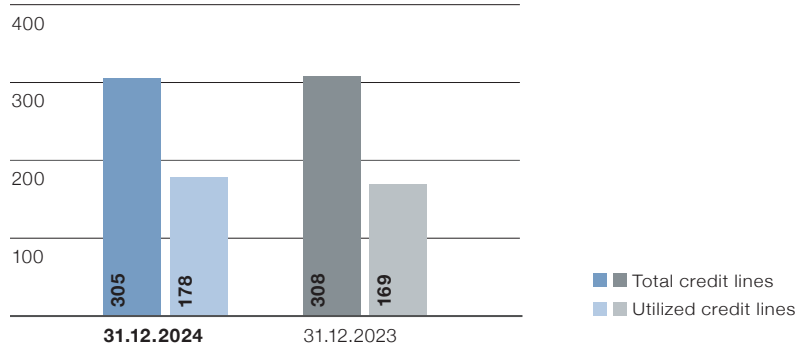
3.1 Financial liabilities

in TCHF	Currency	31.12.2024	31.12.2023
Bank liabilities	CHF	153 000	163 500
Bank liabilities	EUR	4 216	5 685
Bank liabilities	CNY	20 475	0
Total financial liabilities		177 691	169 185

Komax Holding AG finalized an agreement with a bank syndicate for a credit line of CHF 245.0 million (31 December 2023: CHF 247.5 million) which can be extended by CHF 60.0 million by means of an option. Additionally, there are further local credit lines for subsidiaries, with the available maximum amounting to CHF 60.0 million (31 December 2023: maximum CHF 60.0 million). As at 31 December 2024 the Group has drawn on this credit limit to the amount of CHF 177.7 million (31 December 2023: CHF 169.2 million).

Credit lines Komax Group

in CHF million



The maturities of the financial liabilities (without interest) are as follows:

in TCHF	less than 1 year	1-5 years	over 5 years	Total
As at 31 December 2024	14 265	162 137	1 289	177 691
As at 31 December 2023	4 013	163 724	1 448	169 185

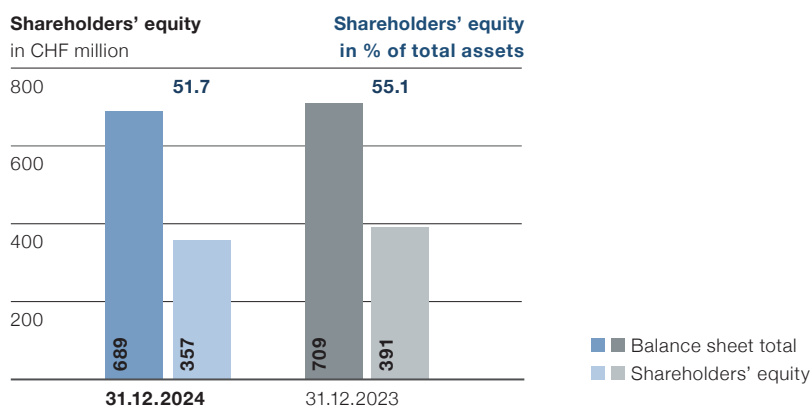
Of the financial liabilities of CHF 177.7 million as at 31 December 2024 (31 December 2023: CHF 169.2 million), CHF 153.0 million (31 December 2023: CHF 163.5 million) relate to the syndicated loan with a term until 31 January 2028. The average interest rate in 2024 for the syndicated loan is 2.39% (2023: 2.44%).

RECOGNITION AND MEASUREMENT**Financial liabilities**

Financial liabilities comprising bank loans, mortgages, and bonds are valued at amortized cost. Financial liabilities are recorded as current liabilities in the balance sheet unless the Group has the unconditional right to defer settlement of the liability to a point in time at least twelve months after the relevant balance sheet date.

3.2 Shareholders' equity

This section shows the change in shareholders' equity compared to the prior year.



a) Share capital

Balance sheet date	Number of shares	Par value in CHF	Share capital in CHF
31 December 2024	5 133 333	0.10	513 333.30
31 December 2023	5 133 333	0.10	513 333.30
31 December 2022	5 133 333	0.10	513 333.30

All registered shares are fully paid up.

b) Treasury shares

	2024			2023		
	Number	Average price in CHF	Purchase costs (avg.) in TCHF	Number	Average price in CHF	Purchase costs (avg.) in TCHF
Total as at 1 January	15 796	231.43	3 656	4 651	218.17	1 015
Purchases	4 000	116.12	464	20 200	234.55	4 738
Transfer (share-based compensation)	-10 240	231.43	-2 370	-9 055	231.58	-2 097
Total as at 31 December	9 556	183.16	1 750	15 796	231.43	3 656

Both at the end of the reporting year and at the end of the prior-year period, all treasury shares were envisaged for share-based compensation programs. All treasury shares are held by Komax Holding AG. Neither the other Group companies nor the staff pension scheme of Komax AG hold any shares of Komax Holding AG.

c) Conditional capital

There was no conditional capital either as at 31 December 2024 or as at 31 December 2023.

d) Capital band

The company had a capital band ranging from CHF 513 333.30 (lower limit) to CHF 564 666.60 (upper limit) as at 31 December 2024 and 31 December 2023. There was no increase in share capital as at 31 December 2024 (31 December 2023: none).

e) Reserves

The non-distributable reserves amounted to CHF 8.2 million as at 31 December 2024 (31 December 2023: CHF 7.3 million).

RECOGNITION AND MEASUREMENT**Treasury shares**

Treasury shares are recognized at the average weighted cost of acquisition, including the transaction costs assignable to them, and are then offset against shareholders' equity. When treasury shares are sold or issued, the consideration received is credited to shareholders' equity.

Issuance of shares

Costs that are directly assignable to the issuance of new shares are recognized in shareholders' equity in net form as a deduction from the issue proceeds.

Preferred shares

No preferred shares have been issued to date.

3.3 Financial risk management

Through its business activities, the Komax Group is exposed to various financial risks, for example currency, credit, liquidity, and interest rate risks. The Group's overall risk management strategy is focused on the unpredictability of developments in the financial markets and is intended to minimize the potential negative impact on the Group's financial position. The Group uses derivative financial instruments to protect itself against interest rate, currency, and credit risks. Risk management is conducted by the finance department of Komax Management AG in conformity with the guidelines issued by the Board of Directors. These guidelines set out procedures for the use of derivatives as well as for dealing with foreign currency, interest rate, and credit risks. The guidelines are binding for all subsidiaries of the Komax Group.

a) Currency risk

The Komax Group operates internationally and is therefore exposed to a variety of foreign exchange risks. Foreign currency risks arise from future cash flows, assets, and liabilities recognized in the balance sheet, and investment in foreign companies. Komax Group generates its revenues in the following currencies:

2024

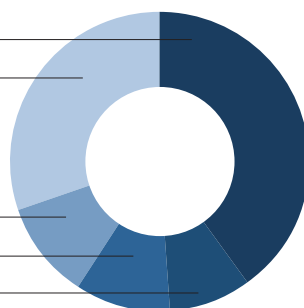
40.0% EUR

30.1% USD

10.5% CNY

10.4% CHF

9.0% Others



2023

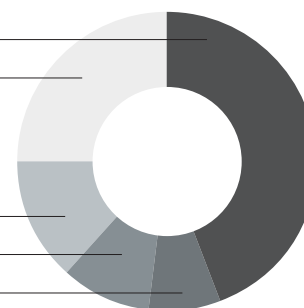
44.4% EUR

24.9% USD

13.2% CHF

9.8% CNY

7.7% Others



The most important year-end and average exchange rates were as follows:

Currency	Year-end rate 31.12.2024	Average rate 2024	Year-end rate 31.12.2023	Average rate 2023
EUR	0.950	0.960	0.940	0.990
USD	0.910	0.890	0.850	0.910
CNY	0.125	0.124	0.120	0.130

The Komax Group is mainly exposed to currency risks relating to the EUR, the USD, and the CNY. Assuming that the average rates against the CHF had been 10% lower or higher and that all other parameters remained largely unchanged, the EBIT margin would have changed as follows:

	Change in EBIT margin 2024	Change in EBIT margin 2023
EUR/CHF average rate +/-10%	+/-0.4%-pt.	+/-0.6%-pt.
USD/CHF average rate +/-10%	+/-1.3%-pt.	+/-1.1%-pt.
CNY/CHF average rate +/-10%	+/-0.3%-pt.	+/-0.5%-pt.

b) Credit risk

Credit risks may exist with regard to bank account balances, derivative financial instruments, and receivables from customers. The Komax Group regularly reviews the independent ratings of financial institutions. Moreover, all risks pertaining to cash and cash equivalents are further minimized by using a variety of banks rather than one single bank.

c) Capital risk

In the management of its capital, the Komax Group pays special attention to ensuring that the Group is able to continue to operate, that shareholders receive an appropriate return for their risks, and that financial ratios are optimized, taking the cost of capital into account. To achieve these targets, the Komax Group may adjust its dividend payment, issue new shares, or sell assets in order to scale back its debt.

d) Liquidity risk

Prudent liquidity risk management involves maintaining sufficient reserves of cash and cash equivalents and liquid securities as well as financing capacity through an adequate volume of approved lines of credit. The amount of cash required for operations is reviewed annually and monitored on a continuous basis by the finance department. Given the business environment in which the Komax Group operates, it is also essential for the Group to maintain the necessary financing flexibility by maintaining sufficient unused lines of credit.

e) Interest rate risk

Neither at 31 December 2024 nor at the prior year's balance sheet date did the Komax Group possess any assets that were subject to any material rate of interest. The Group's financial risk policy is to finance long-term investments with long-term liabilities, which gives rise to an interest rate risk. If there is a significant interest rate risk, the related cash flow risks are hedged through interest rate swaps.

4 GROUP STRUCTURE

This section contains details on the scope of consolidation, including any changes (acquisitions, business areas to be discontinued). The list of investments also includes all directly and indirectly held investments as at 31 December 2024.

4.1 Scope of consolidation

The consolidated financial statements incorporate the individual financial statements of Komax Holding AG, Switzerland, and its subsidiaries.

As explained under note 4.2, the Komax Group made three acquisitions in 2024 and sold its subsidiary Artos Engineering France Sarl. to its previous managing director at the beginning of 2024. Additionally, the new subsidiary Komax Suzhou Investment Co. Ltd. was founded in China in the first half of 2024. In July 2024, Komax acquired 56% of the Chinese company Suzhou Hosver Automation Technology Co., Ltd. Also in the second half of 2024, the company Seno Property Czech Republic was acquired. Following the takeover, Seno Property Czech Republic was merged into the company Komax Czech Republic. In addition, in December 2024, the company Seno Romania was acquired by Komax Romania by means of an asset deal.

In the prior-year, the Komax Group carried out two acquisitions. WUSTEC was acquired in early 2023, and this acquisition was followed in October 2023 by the Alcava Group. The Komax Portugal subsidiary was sold to distribution partner Estanflux in Spain effective 1 July 2023.

RECOGNITION AND MEASUREMENT

Subsidiaries	Subsidiaries are fully consolidated if Komax Holding AG exercises control over their financial and business policies. As a rule, this is the case if Komax Holding AG directly or indirectly holds more than 50% of the subsidiary's voting capital.
Date of consolidation	Subsidiaries are included in the consolidated financial statements from the date on which the Group assumes control. They are deconsolidated from the date on which control is ceded.
Intragroup eliminations	Intragroup transactions, intragroup balances, and unrealized gains or losses from transactions between Group companies are eliminated from the scope of consolidation.

4.2 Business combinations

a) Acquisitions and sales 2024

in TCHF	Artos France	Hosver China	Seno Property Czech Republic	Seno Romania	Total
Net assets at fair value					
Cash and cash equivalents	-231	2 296	218	0	2 283
Trade receivables	-52	2 166	73	0	2 187
Other receivables	0	6 788	0	0	6 788
Inventories	-154	7 278	325	3	7 452
Accrued income and prepaid expenses	-2	3 405	0	0	3 403
Property, plant, and equipment	-27	288	49	19	329
Intangible assets	0	100	0	0	100
Deferred tax assets	-19	925	20	0	926
Other non-current receivables	-1	0	0	0	-1
Total assets	-486	23 246	685	22	23 467
Current financial liabilities	0	-6 242	0	0	-6 242
Trade payables	1	-2 525	-6	0	-2 530
Other payables	62	-8 915	-29	0	-8 882
Current provisions	7	-576	-72	0	-641
Accrued expenses and deferred income	68	-3 198	0	0	-3 130
Non-current financial liabilities	0	-49	0	0	-49
Deferred tax liabilities	0	-93	0	0	-93
Total liabilities	138	-21 598	-107	0	-21 567
Net assets	-348	1 648	578	22	1 900
Non-controlling interests	0	-725	0	0	-725
Goodwill	0	21 057	878	750	22 685
Acquisition costs	0	105	0	0	105
Transferred cash and cash equivalents	-173	21 875	1 456	772	23 930
Total consideration	-173	21 980	1 456	772	24 035
Acquisition costs	173	-21 980	-1 456	-772	-24 035
Sold (-) / acquired (+) cash and cash equivalents	-231	2 296	218	0	2 283
Net cash flow 2024	-58	-19 684	-1 238	-772	-21 752

Artos, France

At the beginning of 2024, the Komax Group sold its subsidiary Artos Engineering France Sarl. Revenues amounted to CHF 0.7 million for 2023 and CHF 0.0 million for 2024.

Hosver, China

In July 2024, Komax acquired 56% of the Chinese company Suzhou Hosver Automation Technology Co., Ltd. Growth in the Chinese high-voltage wire processing market is crucial to the imple-

mentation of the Komax Group's Strategy 2028. This acquisition has enabled the Komax Group to significantly strengthen its position in this area. Komax also expects Hosver to provide growth opportunities in the strategically important data cable market. Hosver has so far operated almost exclusively in China, but due to the size of the Chinese electromobility market, it has the world's largest market share in machines for processing high-voltage cables. Revenues in the first half of 2024 (before acquired by the Komax Group) amounted to CHF 13.9 million, in the second half of 2024 to CHF 6.5 million.

Seno Property, Czech Republic

Seno Property Czech Republic was acquired in the second half of 2024 and merged into Komax Czech Republic. The revenues for 2024 are not material.

Seno, Romania

In December 2024, the company Seno Romania was acquired by Komax Romania by means of an asset deal. The revenues for 2024 are not material.

b) Acquisitions 2023

in TCHF	WUSTEC	Alcava Group	Total
Acquired net assets at fair value			
Cash and cash equivalents	858	3 822	4 680
Trade receivables	460	4 179	4 639
Other receivables	34	294	328
Inventories	993	1 208	2 201
Accrued income and prepaid expenses	9	105	114
Property, plant, and equipment	693	1 588	2 281
Intangible assets	159	0	159
Deferred tax assets	1 273	206	1 479
Total assets	4 479	11 402	15 881
Current financial liabilities	-76	-157	-233
Trade payables	-135	-4 458	-4 593
Other payables	-574	-2 080	-2 654
Current provisions	0	-34	-34
Accrued expenses and deferred income	-802	-315	-1 117
Non-current financial liabilities	-1 678	-287	-1 965
Deferred tax liabilities	0	-209	-209
Total liabilities	-3 265	-7 540	-10 805
Acquired net assets	1 214	3 862	5 076
Acquisition costs	117	175	292
Contingent consideration	2 000	0	2 000
Transferred cash and cash equivalents	2 864	14 801	17 665
Total consideration	4 981	14 976	19 957
Goodwill	3 767	11 114	14 881
Transferred consideration	-2 981	-14 976	-17 957
Acquired cash and cash equivalents	858	3 822	4 680
Net cash flow 2023	-2 123	-11 154	-13 277

WUSTEC

The Komax Group acquired WUSTEC at the start of 2023. This company has been providing its customers with services in automated wire prefabrication for over 20 years. Headquartered in the Black Forest region of Germany, WUSTEC has developed a digital platform that facilitates the ordering of prefabricated wire harnesses.

Alcava Group

The Komax Group acquired the Alcava Group, with the companies Lintech in France, Malintech in Morocco, and Tulintech in Tunisia, effective 1 October 2023. Alcava has been distributing Schleuniger Group products in the three above-mentioned countries for more than 15 years. This acquisition has strengthened the Komax Group's market position.

4.3 Investments in associates

As at 31 December 2024 and 31 December 2023, the Komax Group held no investments in associated companies.

RECOGNITION AND MEASUREMENT

Investments in associates

Companies in which the Komax Group holds at least 20% of voting rights but in which it has a stake of less than 50%, or on which it exerts a key influence in other ways, are recognized by the equity method and initially recorded at the corresponding acquisition cost.

4.4 Direct and indirect equity participation of Komax Holding AG as at 31 December 2024¹

Company	Place	Purpose ³	Ordinary capital	
Switzerland				
Komax AG	Dierikon, Switzerland	E D M P S	CHF	5 000 000
Komax Management AG	Dierikon, Switzerland	G	CHF	100 000
Schleuniger AG	Thun, Switzerland	E D M P S	CHF	2 500 000
Europe				
adaptronic Prüftechnik GmbH	Wertheim, Germany	E D M P S	EUR	300 000
Alcava SAS	Villebon-sur-Yvette, France	H	EUR	37 000
DilT GmbH	Gilching, Germany	E D M S	EUR	103 000
Komax Austria GmbH	Vienna, Austria	S	EUR	36 336
Komax Belgium nv	Beerse, Belgium	E D M P S	EUR	60 760
Komax Consult Deutschland GmbH	Nuremberg, Germany	R	EUR	30 000
Komax Czech Republic Trading s.r.o.	Brno, Czech Republic	S	CZK	200 000
Komax Deutschland GmbH	Nuremberg, Germany	S	EUR	400 000
Komax France SAS	Toulouse, France	E D M P S	EUR	1 057 280
Komax Hungary Kft.	Budakeszi, Hungary	E D M P S	HUF	13 827 800
Komax Romania Trading S.R.L.	Bucharest, Romania	S	RON	2 200 000
Komax SLE GmbH & Co. KG	Grafenau, Germany	E D M P S	EUR	5 700 000
Komax SLE Verwaltungs GmbH	Grafenau, Germany	A	EUR	25 000
Komax Slovakia s.r.o.	Bratislava, Slovakia	S	EUR	6 639
Komax Taping GmbH & Co. KG	Burghaun, Germany	E D M P S	EUR	100 000
Komax Taping Verwaltungs GmbH	Burghaun, Germany	A	EUR	25 000
Komax Testing Beteiligungs GmbH	Porta Westfalica, Germany	H	EUR	4 000 000
Komax Testing Bulgaria EOOD	Yambol, Bulgaria	R E	BGN	600 000
Komax Testing Germany GmbH	Porta Westfalica, Germany	E D M P S	EUR	1 764 700
Komax Testing Romania S.R.L.	Bistrita, Romania	E S	RON	110 152
Komax Testing Türkiye Test Sistemleri San. Ltd. Şti.	Ergene/Tekirdağ, Türkiye	E M P S	TRY	14 950 000
Lintech SAS	Villebon-sur-Yvette, France	S	EUR	100 000
Schleuniger GmbH	Radevormwald, Germany	E D M P S	EUR	28 000
Schleuniger Messtechnik GmbH	Sömmerda, Germany	A	EUR	25 000
SCI Femto	Villebon-sur-Yvette, France	A	EUR	2 000
WUSTEC GmbH & Co. KG	Dunningen-Seedorf, Germany	E M P S	EUR	20 000
WUSTEC Verwaltungs GmbH	Dunningen-Seedorf, Germany	A	EUR	25 000
Africa				
Komax Maroc Sàrl.	Mohammédia, Morocco	S	MAD	10 000 000
Komax Testing Maroc Sàrl.	Tangier, Morocco	E M P S	MAD	2 100 000
Komax Testing Maroc FT Sàrl.	Tangier, Morocco	E M P S	EUR	2 300 000
Komax Testing Tunisia sarl	Tunis, Tunisia	E M P S	TND	366 000
Malintech Sarl	Tangier, Morocco	S	MAD	100 000
Malintech W.P.S	Tangier, Morocco	S	EUR	4 000
Komax Tunisia SARL.	Sousse, Tunisia	S	TND	150 000

Company	Place	Purpose ³	Ordinary capital	
North/South America				
Cirris Inc.	Salt Lake City, USA	E D M P S	USD	0
Komax Comercial do Brasil Ltda.	São Paulo, Brazil	S	BRL	200 000
Komax Corporation	Buffalo Grove, USA	E D M P S	USD	1 000 000
Komax de México, S. de R.L. de C.V.	Irapuato, Mexico	S	MXN	3 000
Komax Holding Corporation	Buffalo Grove, USA	H	USD	8 160 000
Komax Testing Brasil Ltda.	Colombo, Brazil	A	BRL	362 500
Komax Testing México, S. de R.L. de C.V.	Irapuato, Mexico	E P	MXN	3 000
Komax Testing US Co.	El Paso, USA	S	USD	1 000 000
Komax York Inc.	Buffalo Grove, USA	A	USD	150
Laselec Inc.	Grand Prairie, USA	S	USD	1
Schleuniger Inc.	Manchester, USA	M S	USD	200 000
Schleuniger, S. de R.L. de C.V.	Queretaro, Mexico	M S	MXN	3 000
Asia				
Komax Automation India Pvt. Ltd.	Gurgaon, India	S	INR	10 000 000
Komax Distribution (Thailand) Co., Ltd.	Bangkok, Thailand	S	THB	42 300 000
Komax Japan K.K.	Tokyo, Japan	D M P S	JPY	90 000 000
Komax (Shanghai) Co., Ltd.	Shanghai, China	D M P S	USD	12 210 000
Komax Singapore Pte. Ltd.	Singapore	D P S	SGD	8 600 000
Komax Suzhou Investment Co., Ltd.	Suzhou, China	H	CHF	13 100 000
Komax Testing India Pvt. Ltd.	Pune, India	E M P S	INR	98 200 100
Schleuniger Japan Co.	Tokyo, Japan	M S	JPY	200 000 000
Schleuniger Machinery (Tianjin) Co., Ltd.	Tianjin, China	D P S	CNY	20 000 000
Schleuniger Trading (Shanghai) Co., Ltd.	Shanghai, China	M S	CNY	10 863 620
Suzhou Hosver Automation Technology Co., Ltd. ²	Suzhou, China	E D M P S	CNY	10 000 000

¹ Investments are 100% and fully consolidated.

² Investment is 56% and fully consolidated.

³ A = Administration, D = Research and Development, E = Engineering, G = Group services and management, H = Holding of equity interests, M = Marketing, P = Production, R = Regional services, S = Sales.

5 OTHER INFORMATION

This section contains all the information not addressed in the previous sections, e. g. information on employee benefits and share-based compensation.

5.1 Employee benefits

in TCHF		2024		2023
	Surplus cover as per FER 26	Economic share within the Group		Economic share within the Group
Pension plans with surplus cover	29 544	0	0	0
Total	29 544	0	0	0
in TCHF		2024		2023
	Change compared to prior year / expense of reporting period	Contributions accrued for the period	Employee benefits expenditure in personnel expenses	Employee benefits expenditure in personnel expenses
Pension plans with surplus cover	0	7 853	7 853	7 176
Total	0	7 853	7 853	7 176

There is no economic benefit, since the pension fund's fluctuation reserve has not yet reached the level of full accumulation and there are no plans to make use of this economic benefit.

The employee benefits expenditure stated only comprises contributions made to the benefit schemes at the expense of the company.

The pension plans with surplus cover are related to the staff pension scheme of Komax AG in Switzerland. The coverage rate amounted to 112.3% as at 31 December 2024 (31 December 2023: 108.0%). The actuarial calculations are based on a technical interest rate of 1.75% (31 December 2023: 1.75%) as well as the technical basis of BVG 2020 (31 December 2023: BVG 2020).

There were no material employer contribution reserves as at 31 December 2024 or as at 31 December 2023.

RECOGNITION AND MEASUREMENT

Employee benefits The key companies are based in Switzerland, where employee benefits are amalgamated in a legally independent foundation regulated by the Federal Law on Old-Age, Survivors' and Disability Insurance (BVG). No significant pension plans are managed abroad. The ascertainment of any surplus or shortfall in respect of Swiss pension plans is undertaken on the basis of the annual financial statements of the corresponding pension schemes in accordance with Swiss GAAP FER 26. Any benefit arising from employer contribution reserves is recognized as an asset. The capitalization of an additional economic benefit (as a result of a pension scheme having surplus cover) is not intended, nor are the prerequisites for such a step met. An economic obligation is carried as a liability if the prerequisites for the creation of a provision are met.

5.2 Share-based compensation

The Komax Group has the following share-based compensation agreements:

a) Komax Performance Share Unit Plan (PSU)

The equity-settled plan for the executive management comprises PSUs with a three-year vesting period which are dependent on the attainment of a performance target and the continuation of the employment relationship. The number of PSUs allocated is calculated by dividing a fixed amount by the average closing share price during the 60 days preceding the start of the vesting period. The actual payout at the end of the vesting period is made in shares compared to the target figure determined in advance by the Board of Directors. The allocation of the number of shares depends equally on one third of revenue growth, EBIT margin, and TSR (total shareholder return) compared with a peer group. The payout multiplier may range from 0% to 150%. The actual value of the allocation at the end of the vesting period is therefore dependent on the payout multiplier and the development of the share price over the course of the vesting period. In the event of any termination of the employment relationship, pro rata vesting applies at the ordinary vesting date.

Terms of outstanding rights as at 31 December 2024

		2022–2024	2023–2025	2024–2026
Number of outstanding rights		2 361	3 483	7 105
Vesting period		3 years	3 years	3 years
Allocation		2025	2026	2027
Fair value on the day of granting	CHF	245.99	245.64	190.85
Total fair value at allocation	TCHF	581	856	1 356

b) Komax Long-term Share Incentive Plan

The equity-settled plan for managers is not currently linked to profitability conditions, and includes a three-year vesting period. The number of shares allocated is calculated by dividing a fixed amount by the average closing share price during the 60 days preceding the start of the vesting period. The actual payout at the end of the vesting period takes the form of shares. In the event of any termination of the employment relationship, pro rata vesting applies at the ordinary vesting date.

Number of rights	2024	2023
Total as at 1 January	8 181	7 058
Granted on 1 January	5 307	3 775
Forfeited	-1 046	-431
Transferred to participants	-2 451	-2 221
Total as at 31 December	9 991	8 181

The fair value on the day of granting amounted to CHF 190.85 (2023: CHF 245.64).

c) Komax Long-term Cash Incentive Plan

The cash-settled plan for managers is currently not linked to profitability conditions and includes a three-year vesting period. The actual payout at the end of the vesting period is determined at the end of the performance period, and is based on the multiplication of the allocation amount by the share price performance factor (ratio of final share price to starting share price).

Number of rights	2024	2023
Total as at 1 January	5 649	5 219
Granted on 1 January	3 769	2 441
Forfeited	-323	-58
Transferred to participants	-1 988	-1 953
Total as at 31 December	7 107	5 649

The fair value on the day of granting amounted to CHF 190.85 (2023: CHF 245.64).

d) Komax Restricted Share Plan

Restricted shares are allocated to Board members at the end of their period of office shortly before the Annual General Meeting (equity-settled plan); the lock-in period is three years. In the event of resignation from office as a result of retirement, death, or disability, the entitlement to restricted shares is calculated on a pro rata temporis basis. In such cases, lock-in periods may be either continued or rescinded at the discretion of the Board of Directors. In the 2024 financial year, 1 299 shares (2023: 722 shares) with a fair value of CHF 179.80 (2023: CHF 256.00) on the date of granting were allocated to the Board of Directors.

RECOGNITION AND MEASUREMENT**Share-based
compensation**

All share-based compensation granted to staff is estimated at fair value as per the date it is granted, and is charged evenly across the vesting period to the corresponding income statement positions within the operating result. In the case of compensation plans involving remuneration in the form of equity instruments, the expense of the granted compensation is booked as an increase in shareholders' equity, and any funds received from the exercise of this compensation following the vesting period are booked as a change in shareholders' equity. The fair value of the amount that is to be paid to employees in respect of share appreciation rights and settled in the form of cash is booked as an expense with a corresponding increase in debt over the period in which employees acquire unrestricted access to these payments.

5.3 Related party transactions**Transaction with related companies**

in TCHF	2024	2023
Sale of goods and services	0	59
Various expenses	7	18

Related party transactions relate to members of the Board of Directors, members of the Executive Committee, pension funds, and key shareholders, as well as companies controlled by the same.

5.4 Off-balance-sheet transactions**a) Contingent liabilities**

As at 31 December 2024 and 31 December 2023, there were no contingent liabilities nor performance guarantees. Other guarantees of CHF 9.9 million were granted as at 31 December 2024 (31 December 2023: CHF 16.9 million); these almost exclusively comprise guarantees granted to customers for advance payments.

b) Ownership restrictions for own liabilities

in TCHF	31.12.2024	31.12.2023
Book value real estate	85 288	75 992
Lien on real estate	55 806	58 193
Utilization	48 645	49 068

The pledged assets will be used to secure own liabilities.

c) Contractual obligations

As at 31 December 2024, contractual obligations existed with respect to the acquisition of property, plant, and equipment amounting to CHF 0.2 million (31 December 2023: CHF 0.2 million). Future liabilities arising from rental agreements and from operating lease agreements amount to CHF 5.6 million due in 2025 and CHF 6.9 million due in 2026–2029 (31 December 2023: CHF 6.0 million due in 2024 and CHF 6.2 million due in 2025–2028).

5.5 Other key accounting principles

a) Key figures not defined under Swiss GAAP FER

By stating its free cash flow in the cash flow statement, the Komax Group is reporting an item that is not in conformity with Swiss GAAP FER but is nonetheless a key figure for the Komax Group, as well as being widely used and recognized. This key figure is an amalgamation of cash flow from operating activities and cash flow from investing activities. In the income statement, the Komax Group discloses the revenues as an additional subtotal that is not defined under Swiss GAAP FER. This subtotal includes other operating income in addition to net sales and is used for the calculation of important key figures. As gross profit is an important key figure for the Komax Group, the corresponding interim total is reported separately in the income statement. Gross profit comprises revenues (net sales and other operating income) minus the cost of materials and changes in the inventory of unfinished and finished products.

b) Currency conversion

RECOGNITION AND MEASUREMENT

Functional currency and reporting currency

Items included in the financial statements of each entity are measured using the currency that best reflects the economic substance of the underlying events and circumstances relevant to that entity (the functional currency). The consolidated financial statements are presented in CHF, which is the functional currency of the parent company, Komax Holding AG.

Transactions and balances

Foreign currency transactions are translated into the functional currency at the rate prevailing on the date of the transaction. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation of monetary assets and liabilities denominated in foreign currencies are recognized in the income statement.

Group companies

The earnings and balance sheet figures of foreign business units with a functional currency other than the Swiss franc are translated to Swiss francs as follows:

- a) Assets and liabilities are translated at the exchange rate on the balance sheet date for each such date.
- b) Revenues and expenses are translated at the weighted average exchange rate for each income statement.
- c) All exchange rate gains and losses are recognized in shareholders' equity and reported on a separate line within retained earnings.

Exchange rate differences arising from the translation of net investments in foreign business units are recognized under comprehensive income. When a foreign company is sold, these exchange rate differences are reported in income as part of the gain or loss from the sale.

c) Other important accounting policies**RECOGNITION AND MEASUREMENT**

Cash and cash equivalents	Cash and cash equivalents include banknotes, sight deposits, and other current, highly liquid financial assets with an original maturity of no greater than three months. Utilized current account overdrafts are shown on the balance sheet as payables to credit institutions under current financial liabilities.
Trade payables	Trade payables are valued initially at fair value, which is normally the amount originally invoiced, and subsequently measured at amortized cost.
Non-operating properties	Investment property encompasses land and buildings held with a view to generating rental income or for purposes of capital appreciation, and not for internal production purposes, the delivery of goods, or the provision of services, administrative purposes, or sales in the context of ordinary business activity. Investment property is valued at acquisition or construction cost less cumulative depreciation.
Transactions with minorities	Changes in ownership interests in subsidiaries are recognized as equity capital transactions provided control remains intact.
Impairment of non-monetary assets	Assets subject to planned amortization are also tested for impairment if events or changes in circumstances create a presumption that the carrying value can potentially no longer be realized. An impairment is recorded in the amount by which the asset's carrying value exceeds its realizable value. The realizable value is the greater of the asset's fair value less disposal costs and its use value.



Report of the statutory auditor to the General Meeting of Komax Holding AG, Dierikon

REPORT ON THE AUDIT OF THE CONSOLIDATED FINANCIAL STATEMENTS

Opinion

We have audited the consolidated financial statements of Komax Holding AG and its subsidiaries (the Group), which comprise the consolidated income statement, the consolidated balance sheet as at 31 December 2024, the consolidated statement of shareholders' equity and the consolidated cash flow statement for the year then ended, and notes on the consolidated financial statements, including a summary of significant accounting policies.

In our opinion, the consolidated financial statements (pages 161 to 197) give a true and fair view of the consolidated financial position of the Group as at 31 December 2024 and of its consolidated financial performance and its consolidated cash flows for the year then ended in accordance with Swiss GAAP FER and comply with Swiss law.

Basis for opinion

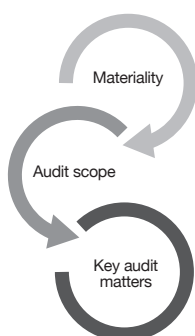
We conducted our audit in accordance with Swiss law and Swiss Standards on Auditing (SA-CH). Our responsibilities under those provisions and standards are further described in the 'Auditor's responsibilities for the audit of the consolidated financial statements' section of our report. We are independent of the Group in accordance with the provisions of Swiss law and the requirements of the Swiss audit profession, and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Our audit approach

OVERVIEW

Overall Group materiality: CHF 4 600 000



We tailored the scope of our audit in order to perform sufficient work to enable us to provide an opinion on the consolidated financial statements as a whole, taking into account the structure of the Group, the accounting processes and controls, and the industry in which the Group operates.

As key audit matter the following area of focus has been identified:
– Valuation of trade receivables

Materiality

The scope of our audit was influenced by our application of materiality. Our audit opinion aims to provide reasonable assurance that the consolidated financial statements are free from material misstatement. Misstatements may arise due to fraud or error. They are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the consolidated financial statements.

Based on our professional judgement, we determined certain quantitative thresholds for materiality, including the overall Group materiality for the consolidated financial statements as a whole as set out in the table below. These, together with qualitative considerations, helped us to determine the scope of our audit and the nature, timing and extent of our audit procedures and to evaluate the effect of misstatements, both individually and in aggregate, on the consolidated financial statements as a whole.

Overall Group materiality	CHF 4 600 000
Benchmark applied	Net sales
Rationale for the materiality benchmark applied	We chose net sales as the benchmark for determining materiality. This benchmark takes into account the volatility of the business environment and is a generally accepted benchmark for materiality considerations.

We agreed with the Audit Committee that we would report to them misstatements above CHF 460 000 identified during our audit as well as any misstatements below that amount which, in our view, warranted reporting for qualitative reasons.

Audit scope

We tailored the scope of our audit in order to perform sufficient work to enable us to provide an opinion on the consolidated financial statements as a whole, taking into account the structure of the Group, the accounting processes and controls, and the industry in which the Group operates.

The consolidated financial statements encompass 61 entities.

We identified 13 Group companies across 7 countries for which, in our opinion, a full audit of their financial information was necessary due to their size or risk characteristics. These companies contributed 42% of the Group's net sales. Additional assurance was derived through the audit of account balances for two Group companies (representing 20% of the Group's net sales). Furthermore, specified procedures were carried out for four Group companies, covering an additional 12% of the Group's net sales. Six of the group companies included in the described audit scope were audited by non-PwC firms. None of the Group companies excluded from our audit of the consolidated financial statements individually accounted for more than 3% of Group net sales. To ensure appropriate guidance and oversight, the Group audit team conducted selected reviews of audit working papers and held telephone conferences with the auditors of the Group companies.

Key audit matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the consolidated financial statements of the current period. These matters were addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

VALUATION OF TRADE RECEIVABLES**Key audit matter**

Trade receivables represent a significant balance sheet line item for the Komax Group as of December 31, 2024, amounting to CHF 112.4 million (16.3% of total assets).

Trade receivables are recognized at nominal value. Doubtful accounts are individually adjusted for impairment based on assumptions regarding their recoverability, taking into account credit and default risks. No general bad debt allowance is applied to the remaining balance.

We consider the valuation of trade receivables to be a key audit matter, as the assessment of credit losses requires material judgments and assumptions by management to identify impairment events.

We refer to page 174 of the annual report, where the accounting policies and explanations related to trade receivables are described.

How our audit addressed the key audit matter

We have examined the appropriateness of the Group's financial reporting with regard to the valuation of trade receivables, including the accounting policies for determining specific provisions for impairment. In this context, we performed the following audit procedures:

- Sample-based verification of the accuracy and existence of outstanding trade receivables at year-end through balance confirmations;
- Analytical and sample-based examination of the settlement of outstanding receivables as of December 31, 2024, after the balance sheet date;
- Obtaining the list of outstanding trade receivables and identifying customers with potential payment constraints based on discussions with management and a review of the aging structure;
- Critical assessment of the underlying data, assumptions and judgments made by management regarding the recoverability of trade receivables.

Based on our audit results, we consider the data, assumptions, and judgments used by management in valuing trade receivables to be appropriate.

Other information

The Board of Directors is responsible for the other information. The other information comprises the information included in the annual report, but does not include the financial statements, the consolidated financial statements, the remuneration report and our auditor's reports thereon.

Our opinion on the consolidated financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Board of Directors' responsibilities for the consolidated financial statements

The Board of Directors is responsible for the preparation of consolidated financial statements, that give a true and fair view in accordance with Swiss GAAP FER and the provisions of Swiss law, and for such internal control as the Board of Directors determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, the Board of Directors is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Board of Directors either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

Auditor's responsibilities for the audit of the consolidated financial statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Swiss law and SA-CH will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of an audit in accordance with Swiss law and SA-CH, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made.
- Conclude on the appropriateness of the Board of Directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the Group as a basis for forming an opinion on the consolidated financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

We communicate with the Board of Directors or its relevant committee regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the Board of Directors or its relevant committee with a statement that we have complied with relevant ethical requirements regarding independence, and communicate with them regarding all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

From the matters communicated with the Board of Directors or its relevant committee, we determine those matters that were of most significance in the audit of the consolidated financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated

in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Report on other legal and regulatory requirements

In accordance with article 728a para. 1 item 3 CO and PS-CH 890, we confirm the existence of an internal control system that has been designed, pursuant to the instructions of the Board of Directors, for the preparation of the consolidated financial statements.

We recommend that the consolidated financial statements submitted to you be approved.

PricewaterhouseCoopers AG



Korbinian Petzi
Licensed audit expert
Auditor in charge



Luan Vaidi
Licensed audit expert

Basel, 10 March 2025

BALANCE SHEET OF KOMAX HOLDING AG

in TCHF	31.12.2024	%	31.12.2023	%
Assets				
Cash and cash equivalents	442		671	
Other current receivables third parties	363		678	
Other current receivables Group	5 221		4 919	
Financial loans Group	89 540		77 919	
Accrued income / prepaid expenses	688		595	
Total current assets	96 254	14.8	84 782	13.4
Financial investments Group	160 709		155 324	
Participations in subsidiaries	394 929		393 251	
Financial assets	379		0	
Total non-current assets	556 017	85.2	548 575	86.6
Total assets	652 271	100.0	633 357	100.0
Liabilities and shareholders' equity				
Trade payables	279		393	
Current interest-bearing liabilities Group	1 775		1 770	
Other current liabilities Group	19		38	
Other current liabilities third parties	949		1 880	
Accrued expenses / deferred income	524		482	
Provisions	2 693		358	
Total current liabilities	6 239	0.9	4 921	0.8
Non-current interest-bearing liabilities third parties	108 000		116 000	
Total non-current liabilities	108 000	16.6	116 000	18.3
Total liabilities	114 239	17.5	120 921	19.1
Share capital	513		513	
Capital contribution reserves	185 242		192 934	
Other statutory capital reserves	2 000		2 000	
Statutory profit reserves	100		100	
Voluntary profit reserves	312 770		289 771	
Retained earnings	83		1	
Earnings after taxes	39 074		30 773	
Treasury shares	-1 750		-3 656	
Total shareholders' equity	538 032	82.5	512 436	80.9
Total liabilities and shareholders' equity	652 271	100.0	633 357	100.0

INCOME STATEMENT OF KOMAX HOLDING AG

in TCHF	2024	2023
Dividend income	41 204	36 591
Other financial income	8 880	8 285
Other operating income	845	1 128
Total income	50 929	46 004
Financial expenses	-7 129	-8 189
Compensation	-1 061	-1 014
Other operating expenses	-2 900	-3 096
Value adjustment on participations	0	-2 188
Value adjustment on financial assets Group	0	-358
Direct taxes	-765	-386
Total expenses	-11 855	-15 231
Earnings after taxes	39 074	30 773

NOTES ON THE 2024 FINANCIAL STATEMENTS OF KOMAX HOLDING AG

1 PRINCIPLES

1.1 General

These annual financial statements were drawn up according to the provisions of Swiss accounting law (Section 32 of the Swiss Code of Obligations). The key valuation principles applied other than those prescribed by law are described below. Here it should be remembered that use has been made of the option to create and release hidden reserves for the purpose of securing the company's lasting prosperity.

As Komax Holding AG draws up a set of consolidated financial statements in line with a recognized accounting standard (Swiss GAAP FER), it has elected not to include in these financial statements – in keeping with statutory guidelines – explanatory notes on interest-bearing liabilities and audit fees, as well as the presentation of a cash flow statement.

1.2 Financial investments

Financial investments comprise non-current financial loans. Granted loans are valued at the respective balance sheet date, whereby unrealized losses are accounted for but unrealized gains are not recorded (impairity principle).

1.3 Participations

To assess impairment, similar participations are grouped together. If there are indications of impairment, the value is assessed and, if necessary, adjusted to a lower recoverable amount.

1.4 Treasury shares

Treasury shares are recorded at the time they are acquired as minus items in shareholders' equity, at acquisition cost. In the event of a later resale, the profit or loss is recognized in the income statement as financial income or financial expense.

1.5 Share-based compensation

If treasury shares are used for the share-based compensation of Board members, the difference between the acquisition cost and the actual payment to Board members when the shares are allocated is booked to compensation.

2 INFORMATION ON BALANCE SHEET AND INCOME STATEMENT POSITIONS

2.1 Assets

Other current receivables from Group companies increased by a total of CHF 0.3 million. This balance sheet item contains open interest receivables in respect of subsidiary companies.

The Group's current financial loans increased by a total of CHF 11.6 million. This balance sheet item likewise encompasses the current account loan of Komax Holding AG to Komax AG, Switzerland.

Financial investments comprise non-current financial loans and participatory loans.

2.2 Liabilities

The "Current interest-bearing liabilities Group" items comprise current financial loans reported by subsidiary companies.

Komax Holding AG agreed a credit line with a bank syndicate of CHF 245.0 million (31 December 2023: CHF 247.5 million) which can be extended by CHF 60.0 million by means of an option. As at 31 December 2024, Komax Holding AG had drawn on this credit line to the amount of CHF 108.0 million. The rate of interest is linked to an ESG component. In other words, the Komax Group has agreed with the syndicate of six banks (lead bank: Zürcher Kantonalbank) a bonus/malus system based on an ESG rating.

In accordance with the applicable capital contribution principle, capital contributions (share premiums) made after 31 December 1996 are disclosed in the separate equity item "Statutory capital reserves." Repayments to shareholders from this account are treated in the same way as the repayment of nominal capital and are therefore tax-free for natural persons domiciled in Switzerland who hold the shares as part of their private assets.

2.3 Income

Dividend income amounted to CHF 41.2 million in the year under review (2023: CHF 36.6 million).

Other financial income includes interest income on granted loans as well as realized and unrealized exchange rate gains on cash and cash equivalents, and loans in foreign currency.

Other operating income comprises billed amounts for holding fees and licenses, as well as incidental revenues of third parties and the Group.

2.4 Expenses

The “Financial expenses” item comprises, among other things, interest expenses and commissions, securities losses, unrealized and realized exchange rate losses on cash and cash equivalents, and loans in foreign currency.

Compensation comprises compensation paid to the Board of Directors.

The “Other operating expenses” item includes patents and license costs, advisory and legal expenses, investor relations expenses, representation expenses, insurance premiums, and other operating expenditure items.

Direct taxes include expenses for taxes on earnings and corporation tax.

3 COMPANY AND LEGAL FORM, REGISTERED OFFICE

Company: Komax Holding AG

Legal form: Aktiengesellschaft (company limited by shares)

Registered office: Dierikon, canton of Lucerne, Switzerland

4 FULL-TIME EMPLOYEES

Komax Holding AG does not have any employees.

5 PARTICIPATIONS

The direct and indirect participations of Komax Holding AG are set out in the consolidated financial statements on pages 191 and 192.

6 TREASURY SHARES

Details of the treasury shares of Komax Holding AG are provided in the consolidated financial statements on page 184.

7 CONTINGENT LIABILITIES

in TCHF	31.12.2024	31.12.2023
Joint liability for Group taxation value-added tax	p.m.	p.m.
Guarantees		
in EUR	11 006	8 228
in USD	0	388
in CNY	3 612	0
in CHF	450	450
Total	15 068	9 066

From the total contingent liabilities of CHF 15.1 million (31 December 2023: CHF 9.1 million), CHF 15.1 million (31 December 2023: CHF 9.1 million) are contingent liabilities in favor of subsidiaries.

8 MAJOR SHAREHOLDERS

As at 31 December 2024, the company had the following major shareholders holding more than 5% of the votes:

Shareholder/shareholder group as at 31.12.2024	No. of shares	Share in % ¹
Metall Zug AG, Zug, Switzerland	1 283 333	25.000
UBS Fund Management (Switzerland) AG, Basel, Switzerland ²	257 892	5.024

Shareholder/shareholder group as at 31.12.2023	No. of shares	Share in % ¹
Metall Zug AG, Zug, Switzerland	1 283 333	25.000

¹ The calculation is based on the 5 133 333 registered shares listed in the Commercial Register as at 31 December 2024 (31 December 2023: 5 133 333 registered shares).

² Notification of breach of 5% threshold (obligation to notify arose on 27 December 2024, notification on 5 January 2025).

9 EXTERNALLY REGULATED CAPITAL REQUIREMENTS (COVENANTS)

The Group's financial liabilities are generally subject to the following externally regulated capital requirements (covenant) as per the syndicated loan agreement:

The Komax Group's debt factor may not exceed 3.25 either as at 31 December 2024 or thereafter at each quarter-end balance sheet date. Non-compliance with the debt factor as a key metric is permissible on one occasion for no more than a total of four successive quarters up until the expiry date, as long as the Komax Group's self-financing ratio amounts to at least 50% at the end of the quarter(s) in question.

This requirement was complied with as at 31 December 2024. Under the syndicated loan agreement, Komax Holding AG also guarantees the liabilities of any member of the Komax Group.

10 NET RELEASE OF HIDDEN RESERVES

The total amount of the net released hidden reserves amounted to CHF 0.0 million (2023: CHF 3.2 million).

11 CAPITAL BAND

The company has a capital band ranging from CHF 513 333.30 (lower limit) to CHF 564 666.60 (upper limit). The Board of Directors is authorized, within the scope of the capital band, to increase the share capital at any time or on an occasional basis and in an unlimited number of (partial) amounts until 12 April 2026 or until the capital band has been fully used up. A capital increase may take place by the issue of up to 513 333 fully paid-up registered shares with a nominal value of CHF 0.10 each. There was no increase in share capital as at 31 December 2024.

PROPOSAL FOR THE APPROPRIATION OF PROFIT

The Board of Directors proposes the following appropriation of profit:

in CHF	31.12.2024	31.12.2023
Balance carried forward from previous year	82 526	815
Earnings after taxes	39 073 719	30 773 377
Transfer from capital contribution reserves	0	7 700 000
Total available for distribution	39 156 245	38 474 192
Payout from capital contribution reserves of CHF 0.00 per registered share (2023: CHF 1.50), which is not subject to withholding tax ¹	0	7 700 000
Dividend of CHF 0.00 gross per registered share (2023: CHF 1.50) ¹	0	7 700 000
Allocation to free profit reserves	39 000 000	23 000 000
Profit carried forward	156 245	74 192
Total	39 156 245	38 474 192

¹ The distribution requirement applies to all outstanding registered shares.



Report of the statutory auditor to the General Meeting of Komax Holding AG, Dierikon

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS

Opinion

We have audited the financial statements of Komax Holding AG (the Company), which comprise the balance sheet as at 31 December 2024, and the income statement for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the financial statements (pages 203 to 208) comply with Swiss law and the Company's articles of incorporation.

Basis for opinion

We conducted our audit in accordance with Swiss law and Swiss Standards on Auditing (SA-CH). Our responsibilities under those provisions and standards are further described in the 'Auditor's responsibilities for the audit of the financial statements' section of our report. We are independent of the Company in accordance with the provisions of Swiss law and the requirements of the Swiss audit profession, and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Materiality

The scope of our audit was influenced by our application of materiality. Our audit opinion aims to provide reasonable assurance that the financial statements are free from material misstatement. Misstatements may arise due to fraud or error. They are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

Based on our professional judgement, we determined certain quantitative thresholds for materiality, including the overall materiality for the financial statements as a whole as set out in the table below. These, together with qualitative considerations, helped us to determine the scope of our audit and the nature, timing and extent of our audit procedures and to evaluate the effect of misstatements, both individually and in aggregate, on the financial statements as a whole.

Overall materiality	CHF 2 700 000
Benchmark applied	Net assets
Rationale for the materiality benchmark applied	We chose net assets as the benchmark for materiality considerations because the company primarily holds investments and grants loans to Group companies.

We agreed with the Audit Committee that we would report to them misstatements above CHF 270 000 identified during our audit as well as any misstatements below that amount which, in our view, warranted reporting for qualitative reasons.

Audit scope

We designed our audit by determining materiality and assessing the risks of material misstatement in the financial statements. In particular, we considered where subjective judgements were made; for example, in respect of significant accounting estimates that involved making assumptions and considering future events that are inherently uncertain. As in all of our audits, we also addressed the risk of management override of internal controls, including among other matters consideration of whether there was evidence of bias that represented a risk of material misstatement due to fraud.

We tailored the scope of our audit in order to perform sufficient work to enable us to provide an opinion on the financial statements as a whole, taking into account the structure of the Company, the accounting processes and controls, and the industry in which the Company operates.

Key audit matters

We have determined that there are no key audit matters to communicate in our report.

Other information

The Board of Directors is responsible for the other information. The other information comprises the information included in the annual report, but does not include the financial statements, the consolidated financial statements, the remuneration report and our auditor's reports thereon.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Board of Directors' responsibilities for the financial statements

The Board of Directors is responsible for the preparation of financial statements in accordance with the provisions of Swiss law and the Company's articles of incorporation, and for such internal control as the Board of Directors determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Board of Directors is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Board of Directors either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Swiss law and SA-CH will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Swiss law and SA-CH, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made.
- Conclude on the appropriateness of the Board of Directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.

We communicate with the Board of Directors or its relevant committee regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the Board of Directors or its relevant committee with a statement that we have complied with relevant ethical requirements regarding independence, and communicate with them regarding all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

From the matters communicated with the Board of Directors or its relevant committee, we determine those matters that were of most significance in the audit of the financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Report on other legal and regulatory requirements

In accordance with article 728a para. 1 item 3 CO and PS-CH 890, we confirm the existence of an internal control system that has been designed, pursuant to the instructions of the Board of Directors, for the preparation of the financial statements.

We further confirm that the proposed appropriation of available earnings complies with Swiss law and the Company's articles of incorporation. We recommend that the financial statements submitted to you be approved.

PricewaterhouseCoopers AG



Korbinian Petzi
Licensed audit expert
Auditor in charge



Luan Vaidi
Licensed audit expert

Basel, 10 March 2025

FIVE-YEAR OVERVIEW

in TCHF		2024	2023	2022	2021	2020
Order intake		577 207	686 541	678 063	482 395	345 349
Income statement						
Revenues		630 452	762 923	606 332	421 067	327 623
Gross profit		397 577	474 426	372 860	265 907	199 860
in % of revenues		63.1	62.2	61.5	63.2	61.0
EBITDA		36 500	92 986	88 939	60 343	26 340
in % of revenues		5.8	12.2	14.7	14.3	8.0
Operating profit (EBIT)		16 036	72 808	71 732	44 794	11 254
in % of revenues		2.5	9.5	11.8	10.6	3.4
Group earnings after taxes (EAT)		-2 863	43 836	51 773	30 375	-1 319
in % of revenues		-0.5	5.7	8.5	7.2	-0.4
Depreciation		20 464	20 178	17 207	15 549	15 086
Research and development		74 288	78 844	59 018	41 066	29 756
in % of revenues		11.8	10.3	9.7	9.8	9.1
Balance sheet						
Current assets		423 734	448 028	522 882	313 895	253 219
Non-current assets		265 674	260 889	260 624	200 996	198 870
Current financial liabilities		14 265	4 013	12 382	7 478	7 106
Non-current financial liabilities		163 426	165 172	175 877	141 597	137 169
Total liabilities		332 797	318 321	366 917	249 987	215 603
in % of total assets		48.3	44.9	46.8	48.6	47.7
Share capital		513	513	513	385	385
Shareholders' equity ¹		356 611	390 596	416 589	264 904	236 486
in % of total assets		51.7	55.1	53.2	51.4	52.3
Total assets		689 408	708 917	783 506	514 891	452 089
Net cash (+) / net indebtedness (-)		-97 592	-92 927	-105 512	-98 391	-92 426
Cash flow statement						
Cash flow from operating activities		59 673	62 066	39 010	33 006	41 766
Investments in non-current assets		20 962	28 535	13 081	38 062	25 811
Free cash flow		16 124	51 688	17 622	-5 492	15 435
Employees						
Headcount as at 31 December	No.	3 496	3 490	3 390	2 121	2 095
Revenues per employee ²		191	230	246	215	177
Share details						
Shares ³	No. 1 000	5 133	5 133	5 133	3 850	3 850
Par value	CHF	0.10	0.10	0.10	0.10	0.10
Highest price	CHF	195.40	305.50	288.00	276.60	238.80
Lowest price	CHF	107.00	174.40	214.00	177.30	122.00
Closing price as at 31 December	CHF	115.00	200.50	257.50	253.00	176.30

¹ Total shareholders' equity.

² Calculated on the basis of the average headcount.

³ Changes resulting from capital increases.

Komax Holding AG

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Financial calendar

Annual General Meeting	16 April 2025
Half-year results 2025	12 August 2025
Preliminary information on 2025 financial year	20 January 2026

Forward-looking statements

The present Annual Report contains forward-looking statements in relation to the Komax Group, which are based on current assumptions and expectations. Unforeseeable events and developments could cause actual results to differ materially from those anticipated. Examples include: changes in the economic and legal environment, the outcome of legal disputes, exchange rate fluctuations, unexpected market behavior on the part of our competitors, negative publicity, and the departure of members of management. The forward-looking statements are pure assumptions, made on the basis of information that is currently available.

This Annual Report is available in English and German. The original German version is binding.

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The Komax Group celebrates its 50-year anniversary in 2025.
Anecdotes, videos, and images from the last five decades
can be found at www.komaxgroup.com/50-years-komax.

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