HUBER+SUHNER

Facts & figures

Key figures 2024 at a glance

Net sales (MCHF)
893.9

EBIT (MCHF)
86.6

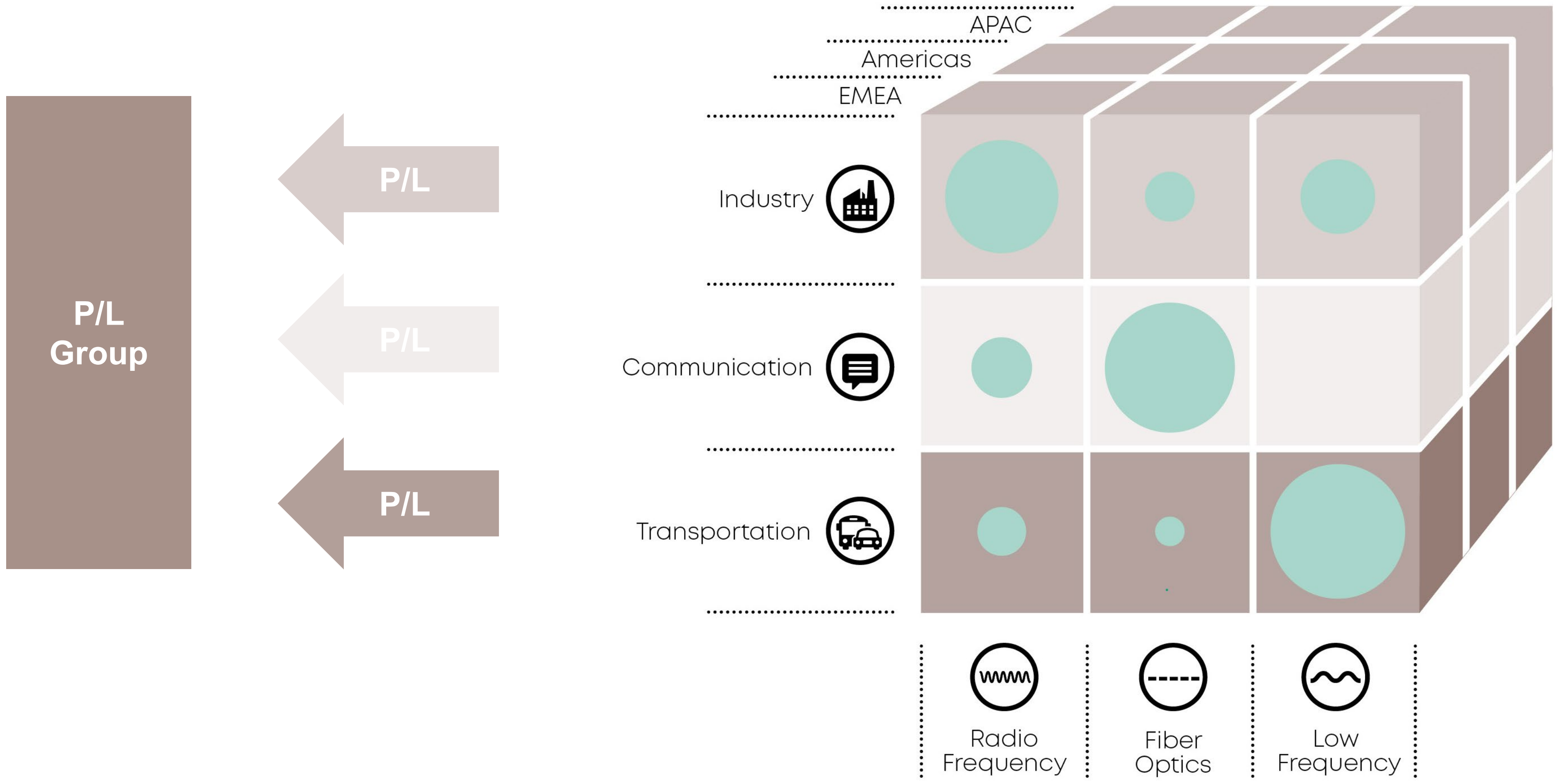
Employees worldwide
3,975

EBIT in % of net sales
9.7

Shareholders' equity (%)
73.8

Employees Switzerland
1,164

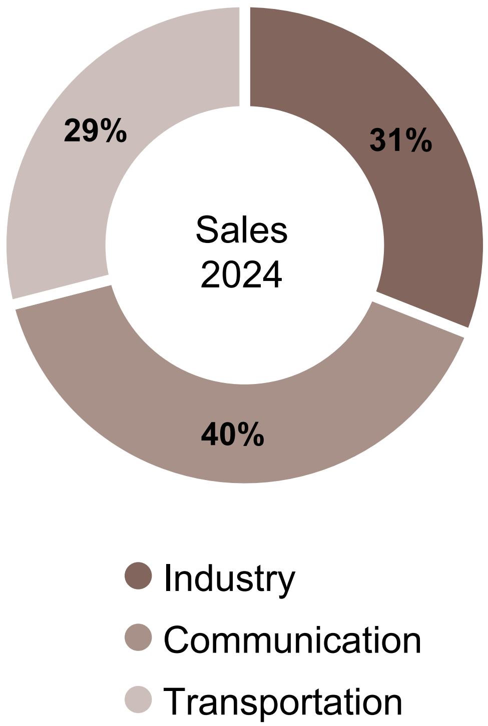
The dimensions of our business
Segment reporting according to three main markets



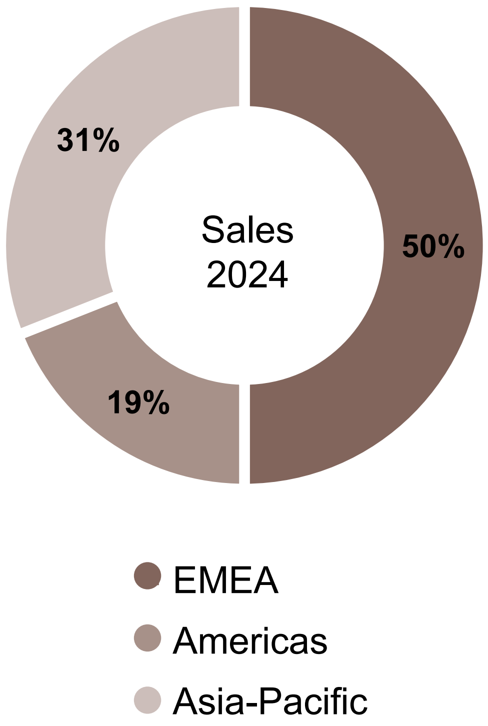
Bubble size based on 2024 net sales

Net sales of MCHF 893.9 – 2024 distribution

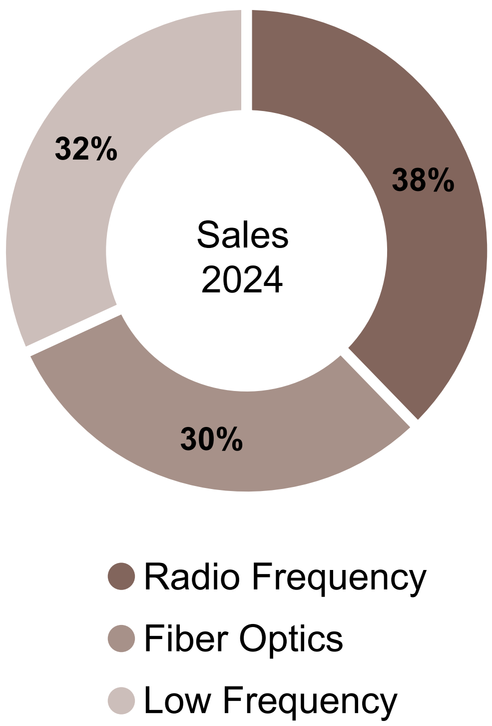
by market segment



by region



by technology



HUBER+SUHNER

Company history

1864
Founding of SUHNER & Co. AG in Herisau

1882
Founding of Aktiengesellschaft R. & E. HUBER in Pfäffikon

1969
Merger into HUBER+SUHNER AG

2012
Acquisition of Astrolab Warren, USA

2014
Acquisition of Cube Optics Mainz, Germany

2016
Acquisition of Polatis Cambridge, UK and Bedford, USA

2017
Acquisition of Inwave Reute, Switzerland

2019
Acquisition of antenna business (rail, bus, special communications) from Kathrein

2019
Acquisition of BKtel Germany

2021
Acquisition of ROADMap Systems Ltd., UK

2022
Acquisition of Phoenix Dynamics Ltd., UK

HUBER+SUHNER

Global network
Engineering, production and sales

The global organisation places HUBER+SUHNER close to its customers.

Over 400 sales employees serve customers face to face across all markets, continents and technologies.

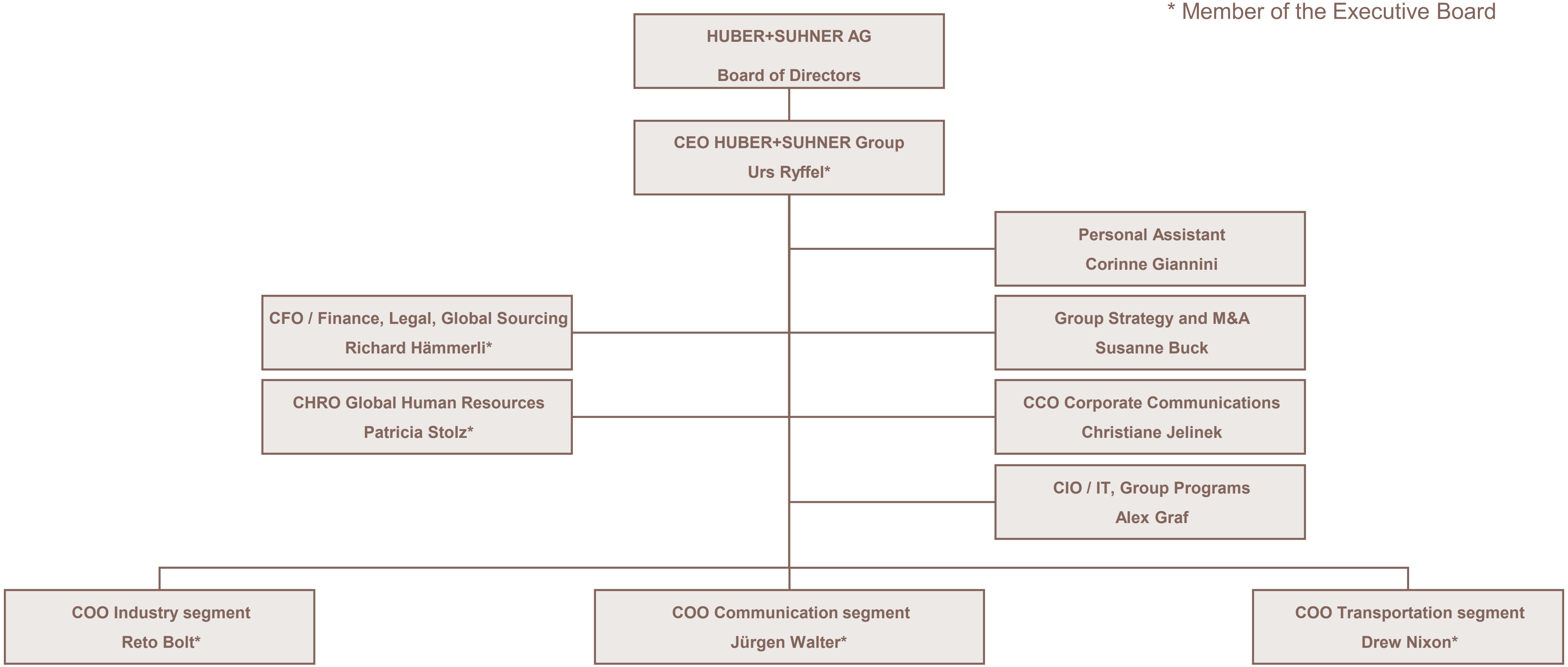
Network of distributors adds additional points of sales.

Standard products are increasingly sold via online channels.

HUBER+SUHNER

Organisation

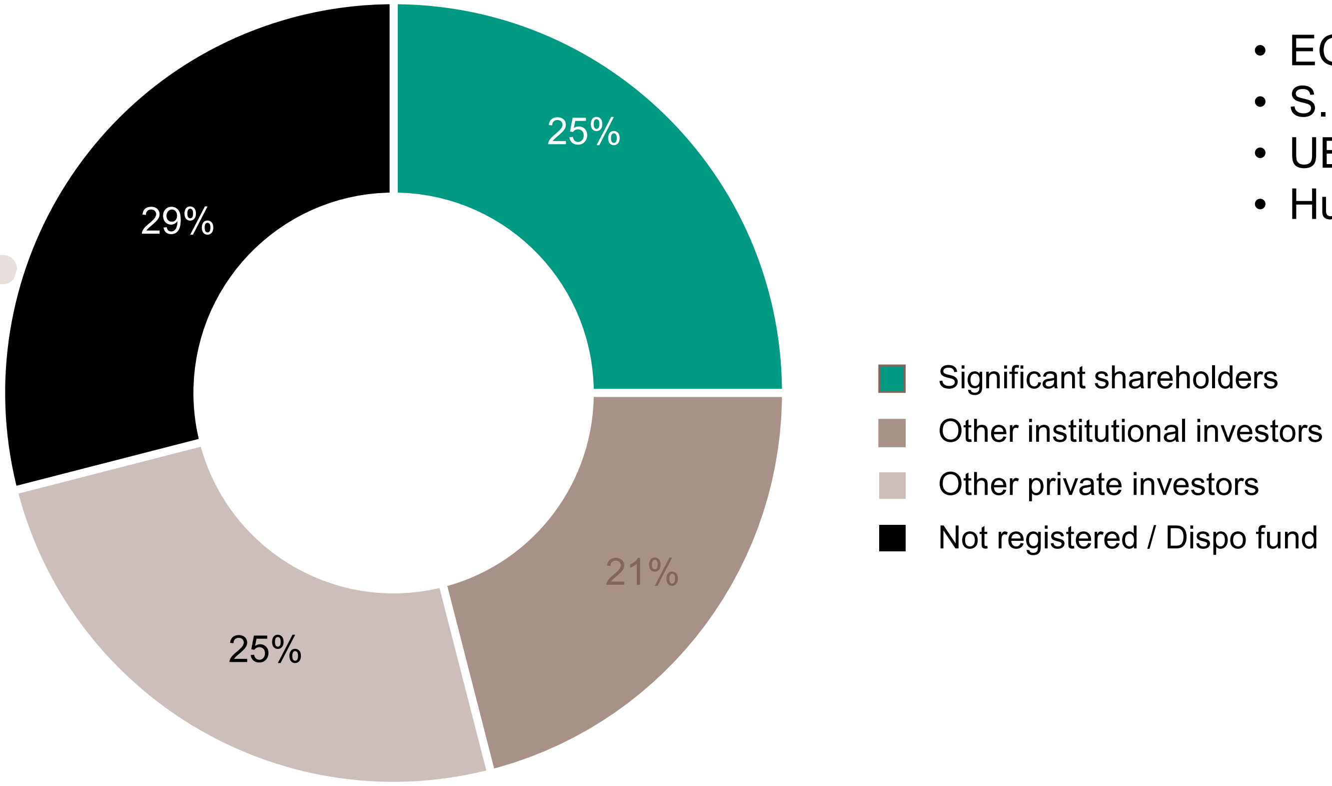
* Member of the Executive Board



Strong shareholder base

HUBER+SUHNER

Approx. 7,000 shareholders



Significant shareholders (>3 %)*

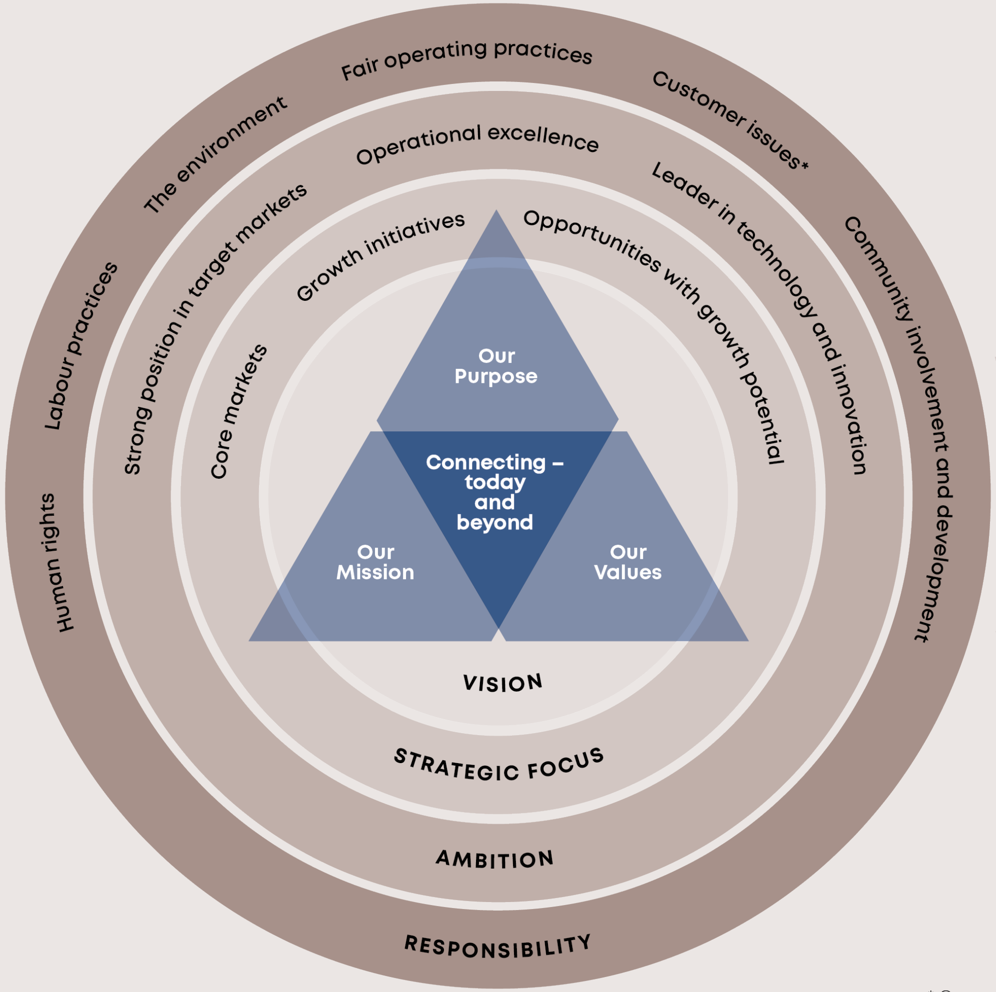
• EGS Beteiligungen AG	9.7%
• S. Hoffmann-Suhner	6.5%
• UBS Fund Management (Switzerland) AG**	5.0%
• Huwa Finanz- und Beteiligungs AG	3.4%

*as of 31.12.2024
**disclosed value (by UBS as of 20 November.2024): 4.9597 % → below the 5 % reporting threshold

Fundamentals

Fundamentals

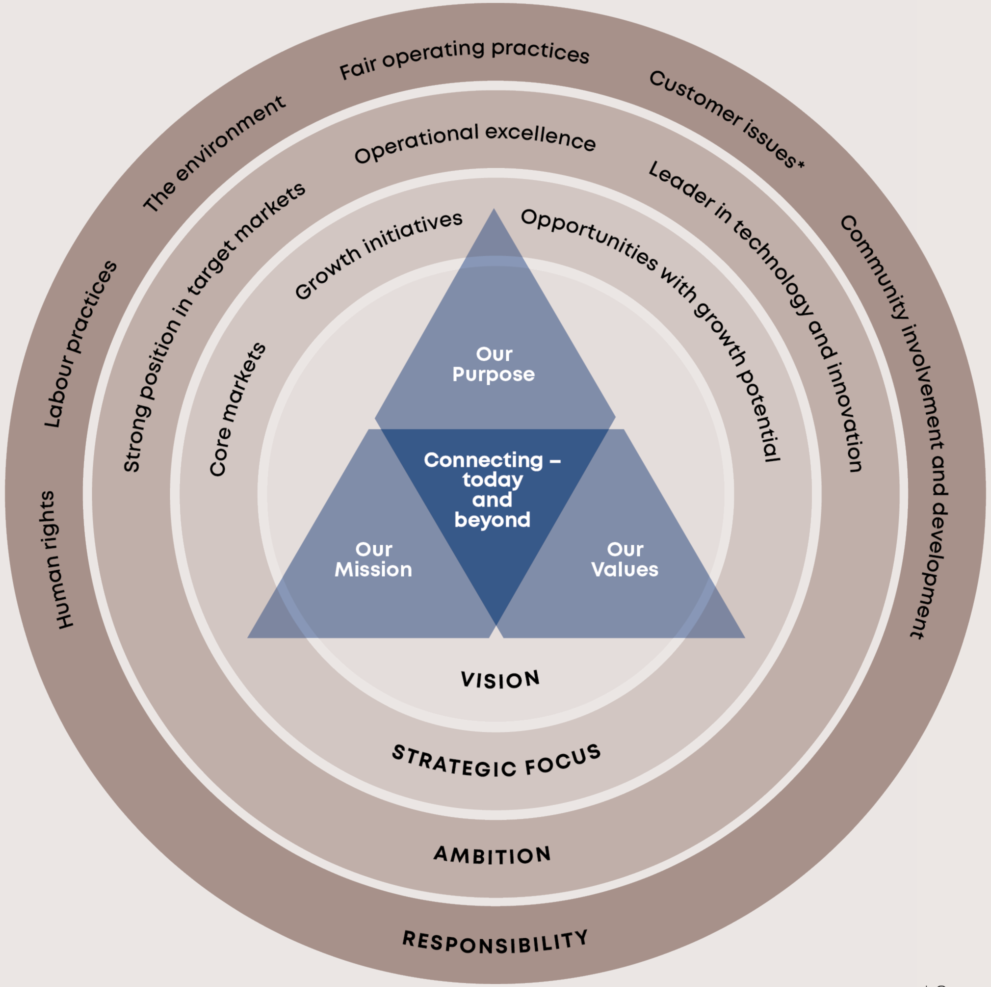
CUSTOMERS
Needs and expectations



MARKETS
Trends and competition

* Corresponds to 'Consumer issues' according to ISO 26000

Our vision, our purpose



To be connected is a prerequisite for the functioning of our society. With our connectivity solutions, **we help our customers bring people closer together**. Today and beyond.

* Corresponds to 'Consumer issues' according to ISO 26000


Communicate
Be mobile
The desire
to be connected
is driven by fundamental
human needs
Feel safe
Act sustainably


Communicate
Be mobile
The resulting expectations drive us to develop the most innovative connectivity solutions: this is our meaningful contribution to society – today
Feel safe
Act sustainably

Our meaningful contribution to society – today

Communicate

Reliable communication
Railway communication
Communication networks
Data center

Be mobile

Ecological mobility
Railway cables and systems
EV automotive and fast charging
Sensors for autonomous driving

Feel safe

Responsible security
Reliable infrastructure
Ecological energy
Space and defense
Test and measurement
Medical

Act sustainably

Responsible business conduct
Human rights
Labour practices
The environment
Fair operating practices
Customer issues
Community involvement and development


Communicate
Be mobile
The resulting megatrends reveal
the connectivity solutions of the future:
this is where our strategic focus
lies – beyond
Feel safe
Act sustainably

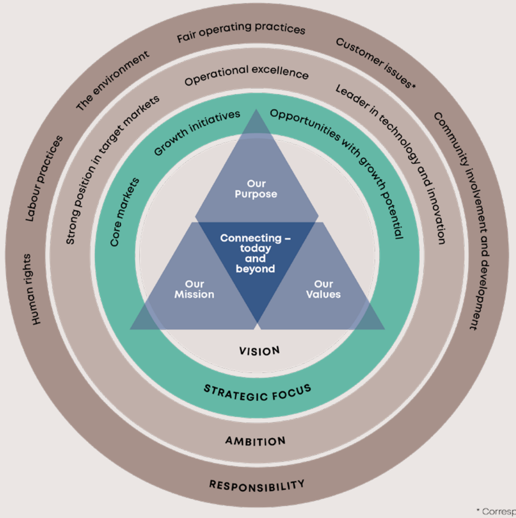

Communicate
Social networks
Internet of things
Big data
Industry 4.0
Smart devices
Real digital


Be mobile
Wearables
Third places
Mobile commerce
E-mobility
Autonomous driving


Super-safe society
Industry 4.0
Megacities
Big data
Feel safe


Third places
E-mobility
Open innovation
Post-carbon society
Sustainability society
Smart cities
Act sustainably

Strategic focus – Ambition – Customers & Markets



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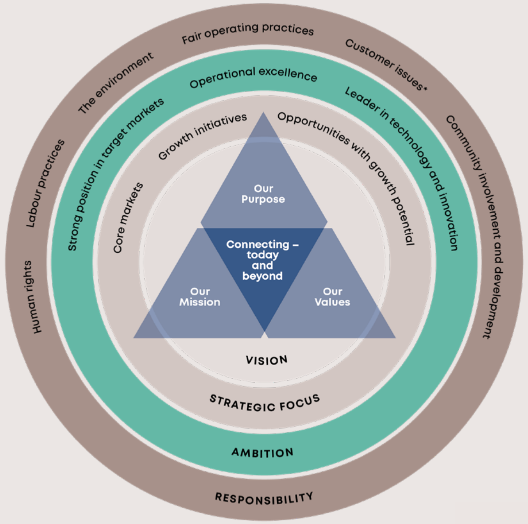
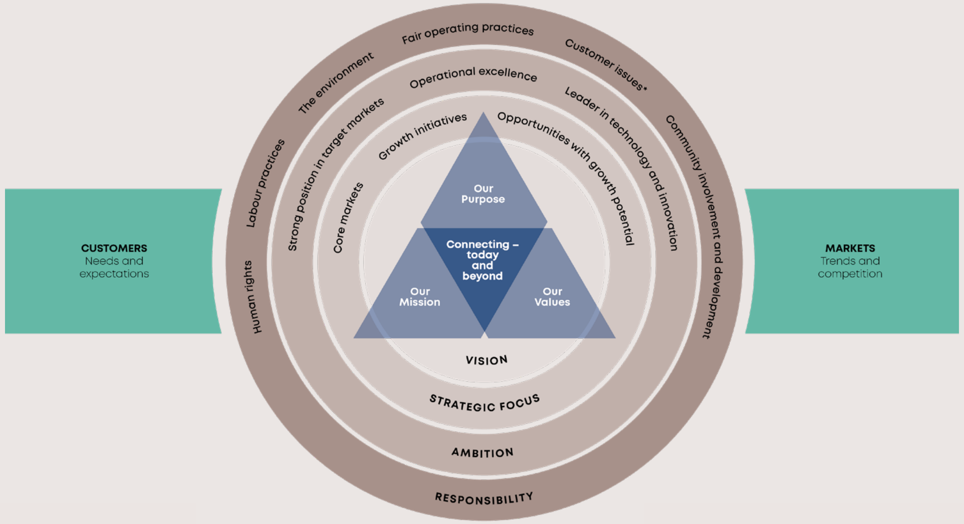




We strive for a balanced and focused diversification of our business at all times by managing our current business and developing new opportunities for the future.

- **Core markets**
- **Focused market verticals**
- **Growth initiatives**
- **Opportunities with growth potential**

Our ambition is to maintain a best-in-class position within our industry. In the face of ever-changing needs and market trends we operate with agility and act in these three key areas.

- **Target markets: hold strong position**
- **Operational excellence**
- **Technology & innovation leadership**

With global sales teams we are close to our customers and we achieve an outstanding customer knowledge that enables us to provide excellent end-to-end experience.

- **Deep understanding of customers' needs**
- **Superior product and technology expertise**
- **Outmatch customers' expectations perpetually**

The dimensions of our vision

Our Mission

What we do to achieve our vision.

- We operate globally in three markets segments and three technologies. This is our **3x3 business scope**.
- We **align the company with the relevant trends** regarding market positioning, company culture, and value creation.
- We generate sustainable added value for all our stakeholders with **a long-term focus.**
- We take a strong position in our target markets – with a global approach and through **close relationships with our customers**.
- We are a leader in innovation and master the key technologies to provide our customers differentiated, high quality and **convincing solutions.**
- We **create value for our customers** by enabling them to perform.
- We continuously improve our processes and services and create additional differentiation through a **powerful supply chain**.
- We have a company culture that promotes outstanding performance on the basis of having **the right people at the right place and common values**.
- We have **high ambitions** and want to surpass our set goals regularly.

HUBER+SUHNER

The dimensions of our vision

Our Values

How we behave.

Our values promote entrepreneurial spirit and are based on respect for people.

Trust
We give and expect trust

Care
We take responsibility towards employees, society, and the environment

Passion
We strive beyond the expected

Transparency
We collaborate openly and honestly

Accountability
We take ownership and deliver what we promise

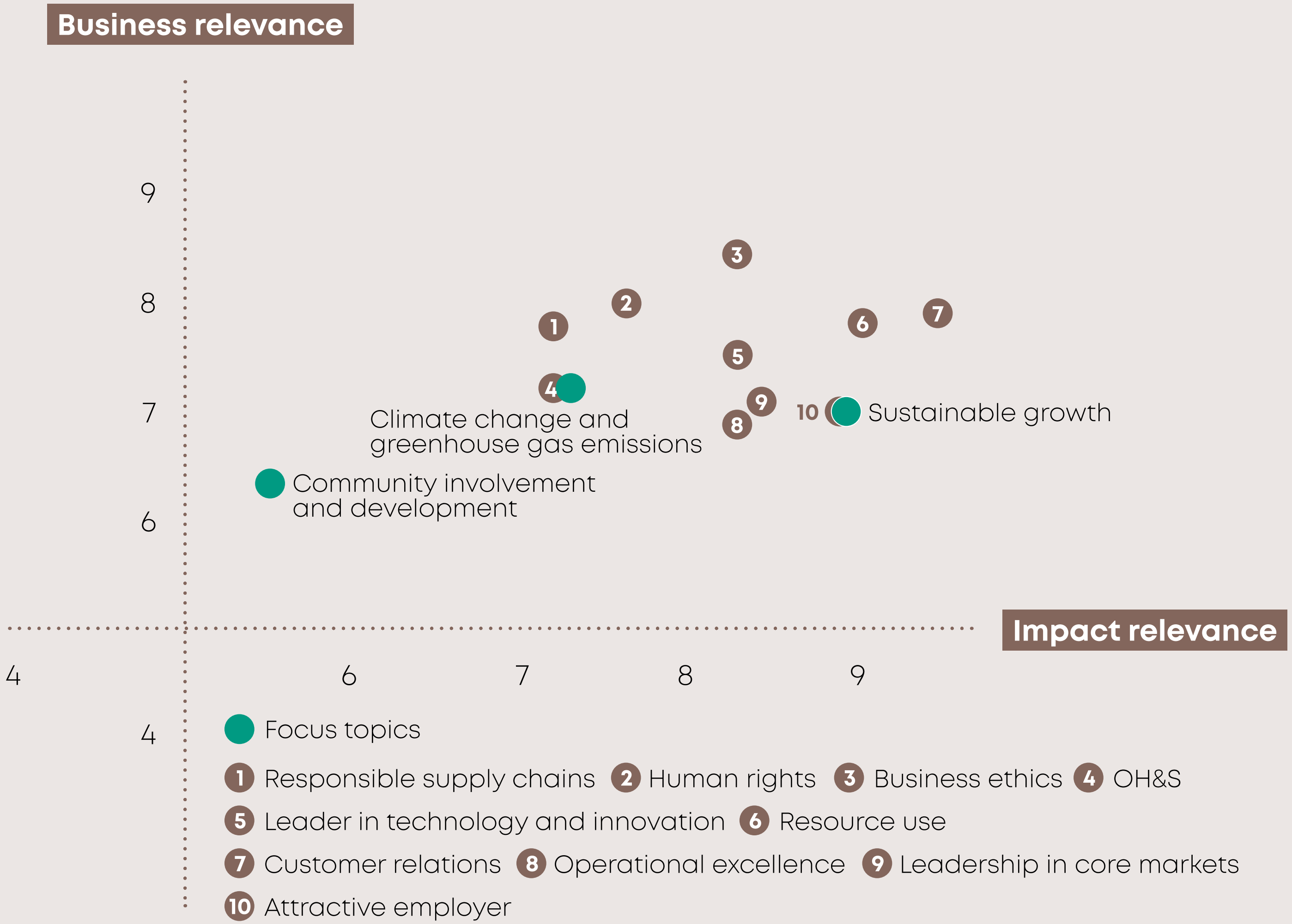
Sustainability

HUBER+SUHNER takes its responsibility towards society and the environment seriously. Therefore, its employees incorporate social and environmental aspects into their decision-making, considering the interests of key stakeholders.

www.hubersuhner.com/en/company/sustainability

13 material topics

Business relevance and impact on key stakeholders



Sustainable value creation and distribution

INPUT

Economic
- Investment in R&D: **CHF 56.2 million**
- Purchases of PP&E and intangible assets: **CHF 44.7 million**
- Equity: **CHF 656.5 million**

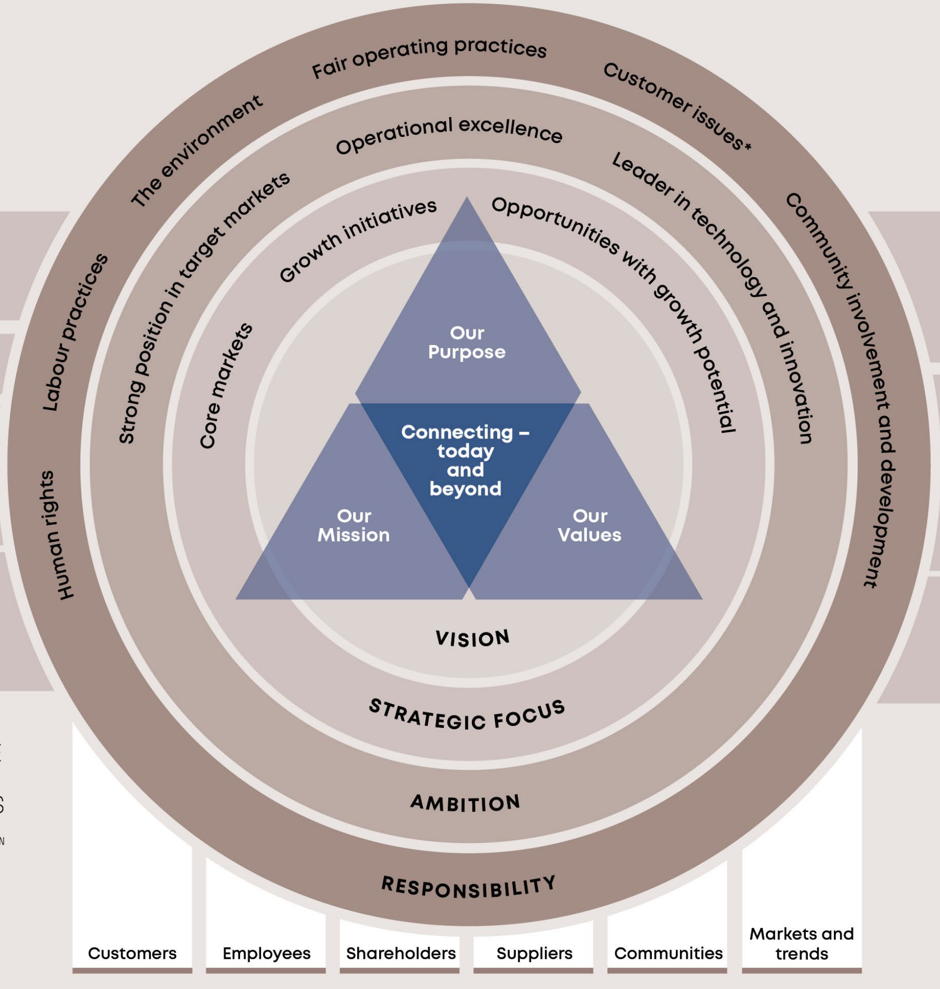
Environment
- Materials: **30,820 t**
- Energy: **53,320 MWh**
- Water withdrawal: **249,380 m^3**

Social
- Number of employees: **3,994**
- Investment in training and further education: **CHF 2.4 million**
- Occupational health and safety: **Established management system for all production sites**
- Investment in community development projects: **CHF 489,000**

Governance
- Supply chain management: **Sustainability risk management platform to monitor supplier sustainability**
- Whistleblowing platform: **Accessible for internal and external stakeholders**
- Training employees: **Customised compliance training for office and indirect production employees**

United Nations Global Compact

SCIENCE BASED TARGETS
DRIVING AMBITIOUS CORPORATE CLIMATE ACTION



OUTPUT

Economic
- Net sales: **CHF 893.9 million**
- Profitability: **EBIT margin 9.7 %**
- Free operating cash flow: **CHF 53.3 million**
- Added value: **CHF 408.8 million**
- Patents: **29**
- New products: **34**
- Products sent to customers: **33,406 t**

Environment
- CO_2 emissions (Scope 1+2): **6,128 t CO_2-eq**
- Waste generated: **3,811 t**
- Waste recycled: **61 %**

Social
- Absence rate due to sickness: **3.3 %**
- Lost-time injury frequency rate (LTIFR): all employees: **2.6**; in production/warehouse: **4.1**
- Number of community development projects supported: **222**
- Allocation of direct economic value distributed to employees: **23 %**

Governance
- Supplier sustainability: **83 % of production material spend with suppliers that completed the sustainability assessment**
- Cases of violation of the Code of responsible business conduct: **0 cases**
- Employees completing compliance training: **98 %**

CDP Discloser 2024

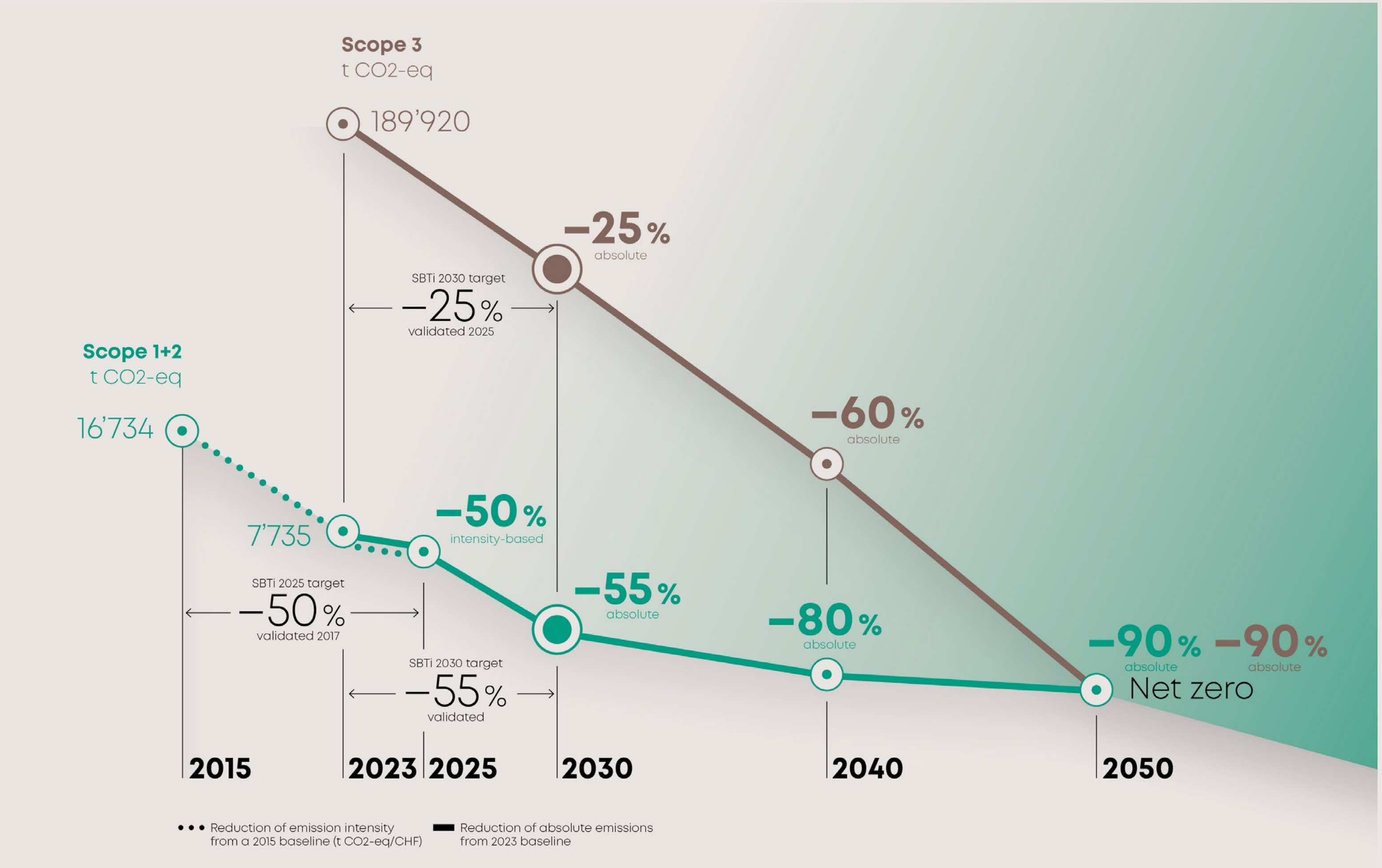
BRONZE | Top 35% ecovadis Sustainability Rating FEB 2025

Total Score 66/100

* Corresponds to 'Consumer issues' according to ISO 26000

Science Based Target initiative (SBTi)

Greenhouse gas emission goals 2030 and 2050 validated



The near-team SBTi target until 2030 is to reduce absolute emissions in Scope 1+2 by 55 % from a 2023 baseline, and by 25 % in Scope 3 (emissions that arise in the upstream and downstream value chain).
The long-term SBTi target until 2050 is an absolute reduction of 90 % of all emissions.

Further information is to be found in the media release from 10 February 2025.

Sustainability – Environment

Key performance indicators 2024 – CO2 emissions

HUBER+SUHNER works hard to keep our environmental impact as low as possible, while also actively managing the risks and opportunities in the context of the transition to a more environmentally friendly economy.

Scope 1+2 emissions Goal for 2025 (base year 2015)	2015	2023	2024	Δ 2015-2024	Audited
-50 % emission intensity in Scope1+2 [tCO2-eq/CHF] 1.5°C trajectory	56 %	20 %	15 %	-73 %	▶

Scope 1, 2 +3 emissions Goal for 2030 (base year 2023)	2023	2024	year-on-year	Audited
-55 % absolute emissions in Scope 1+2* [tCO2-eq] 1.5°C trajectory	7,735	6,128	-21 %	▶
-25 % absolute emissions in Scope 3** [tCO2-eq] 2°C trajectory	189,920	209,591	10 %	▶

Ernst & Young Ltd performed a limited assurance engagement on selected environmental KPIs for 2024 marked with ▶. These are summarized in Addendum 3: Detailed environmental performance indicators in the 2024 Non-financial Report.

Sustainability – Environment

Key performance indicators 2024 – water and waste

In 2022, we introduced three global reduction targets to monitor resource efficiency. These include the intensity of total energy consumption, the intensity of waste sent to landfill or incineration, and the total water withdrawal.

Target 2030	2021 base year	2023	2024	Δ 2021 %	Audited
Resource use targets					
-25 % intensity water withdrawal [m^3/million CHF]	2’349	1’751	610	-74 %	▶
-15 % energy intensity [kWh/million CHF]	131	136	130	-0.4 %	▶
-25 % intensity waste sent to landfill/Incineration [kg/million CHF]	3’632	3’744	3’668	0.9 %	▶

Ernst & Young Ltd performed a limited assurance engagement on selected environmental KPIs for 2024 marked with ▶. These are summarized in Addendum 3: Detailed environmental performance indicators in the 2024 Non-financial Report.

Sustainability – Social

Key performance indicators 2024 – Diversity; Education; Occupational health & safety

HUBER+SUHNER has a strong focus on our workforce and culture and how we attract, develop and retain our people. This also requires special attention to upholding human rights and our employees’ health and safety at work and beyond.

Target	2023	2024	Audited
Diversity			
≥ 30 % women in leadership positions by 2030	27.6 %	29.0 %	▶
Education (including further education)			
16 training hours per employee	14	17	–
Occupational health and safety (OH&S)			
3 occupational accidents with lost time per 1 million hours worked (all employees)	3.3	2.6	▶

Ernst & Young Ltd performed a limited assurance engagement on selected social KPIs for 2024 marked with ▶: in the 2024 Non-financial Report.

Sustainability – Governance

Key performance indicators 2024 – Ethics and compliance; Responsible supply chains

We establish guiding principles through our group-wide compliance programme and raise awareness for potential misconduct against our Code of responsible business conduct. This encourages internal and external stakeholders to report potential misconducts.

Target	2023	2024	Audited
Ethics and compliance			
≥ 95 % participation rate of employees in the online compliance training	97 %	98 %	—
Reports on non-compliance cases	Not disclosed	9	—
Substantiated reports on non-compliance cases	1	0	—
Responsible supply chains			
≥ 80 % suppliers in terms of production material spend assessed through our sustainability assessment	79 %	83 %	—

Corporate responsibility
Commitments, disclosures and ratings

SCIENCE BASED TARGETS

DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

HUBER+SUHNER will achieve the goal of reducing the intensity of their operational emissions by 50 % from the base year 2015 in 2025. At the beginning of January 2025, the Science Based Target initiative (SBTi) validated our greenhouse gas emission reduction targets in Scope 1, 2, and 3 for 2030 and 2050.

CDP Discloser 2024

Climate change rating 2024: B (Taking coordinated action on climate issues). HUBER+SUHNER is among the 22,000 companies worldwide that discloses data about climate change and water via the CDP platform.

BRONZE | Top 35% ecovadis Sustainability Rating FEB 2025

With an overall score of 66/100, HUBER+SUHNER is among the top 35 % of companies globally among all sectors which participated in the EcoVadis rating.

COMMUNICATION ON PROGRESS

UN GLOBAL COMPACT

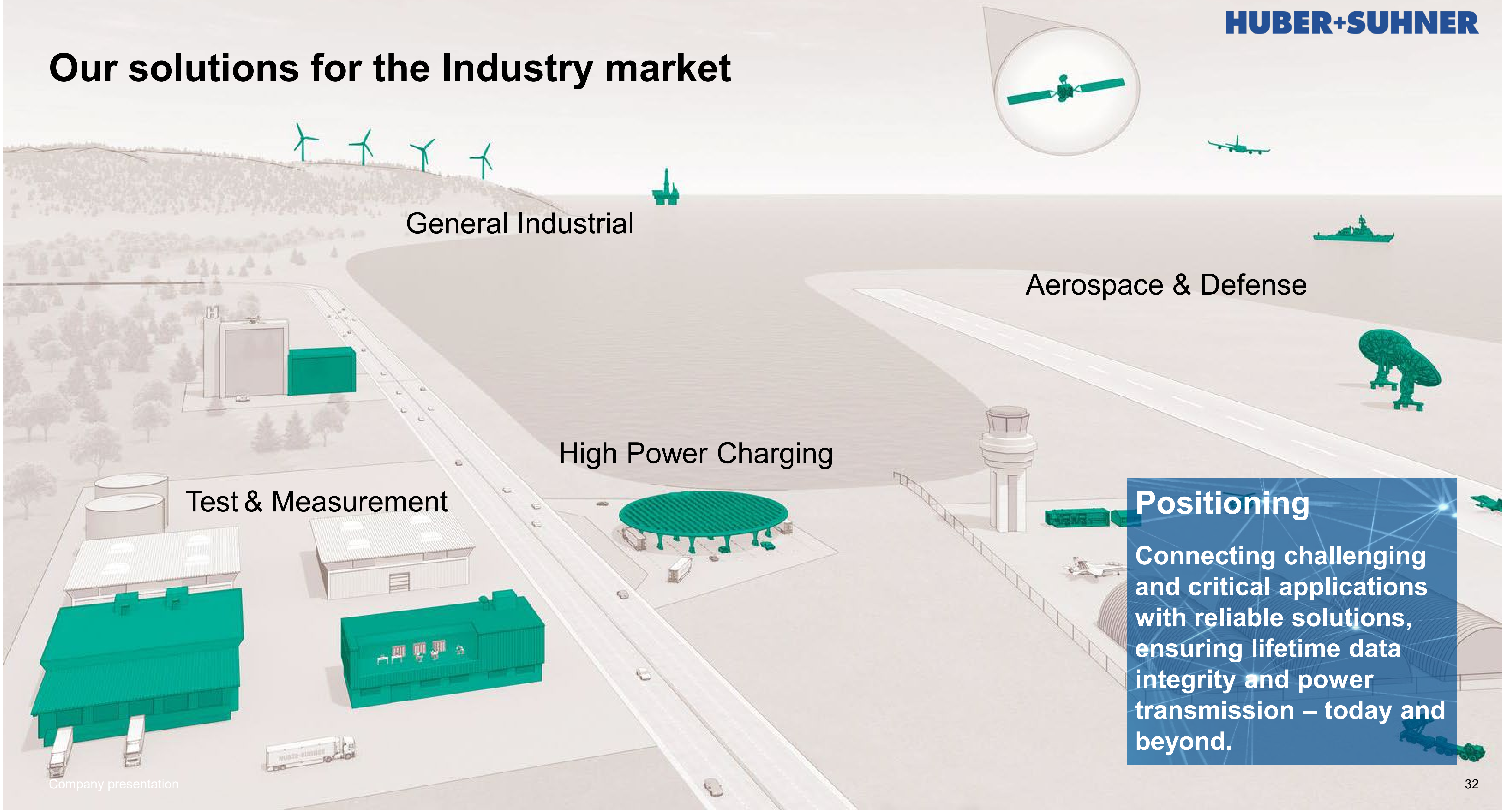
This is our **Communication on Progress** in implementing the Ten Principles of the **United Nations Global Compact** and supporting broader UN goals.

We welcome feedback on its contents.

HUBER+SUHNER AG and its subsidiaries are a signatory of the UN Global Compact since 2020.

Markets and customers

Our solutions for the Industry market

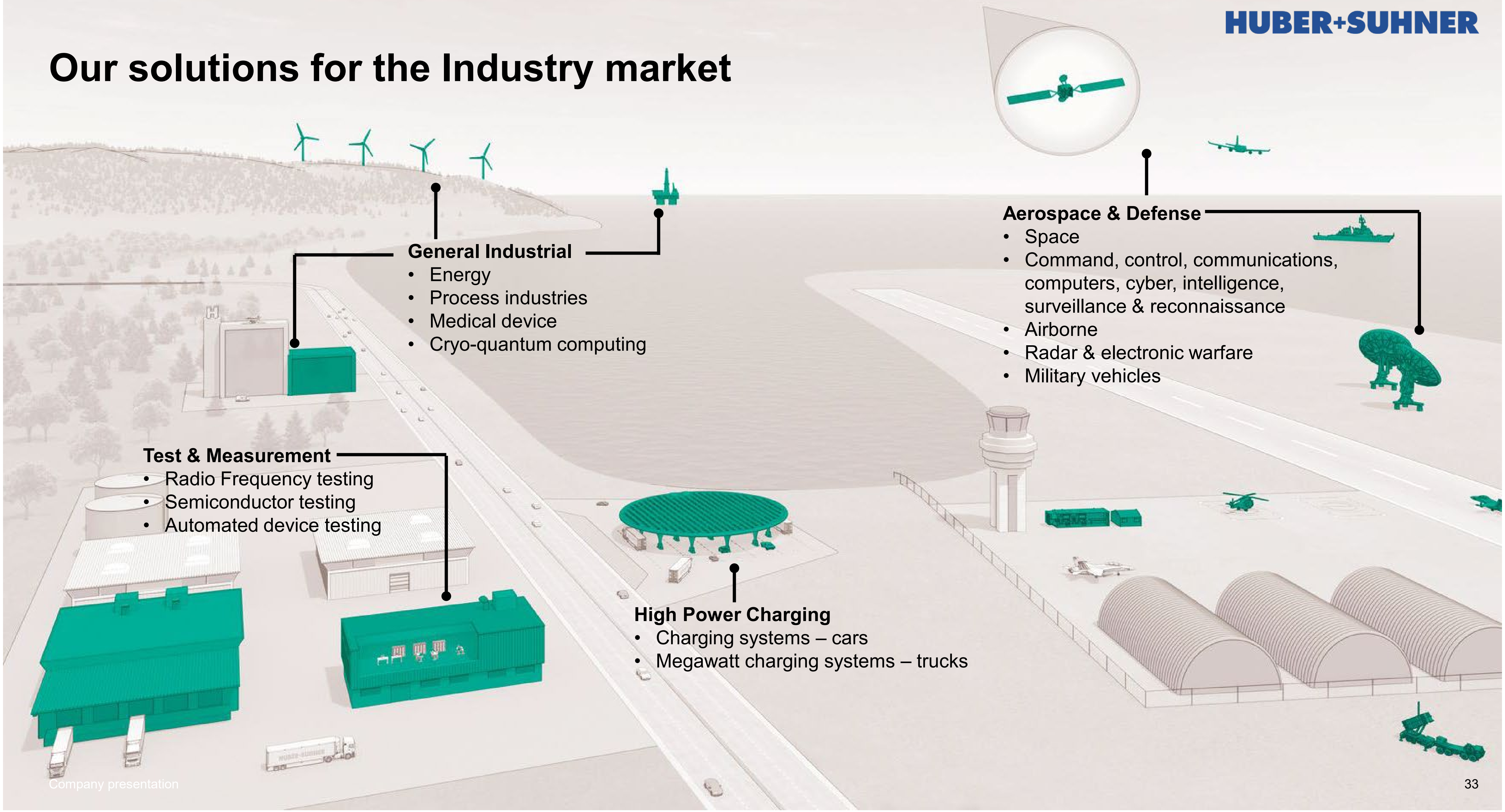


Positioning

Connecting challenging and critical applications with reliable solutions, ensuring lifetime data integrity and power transmission – today and beyond.

Our solutions for the Industry market

HUBER+SUHNER



General Industrial
- Energy
- Process industries
- Medical device
- Cryo-quantum computing

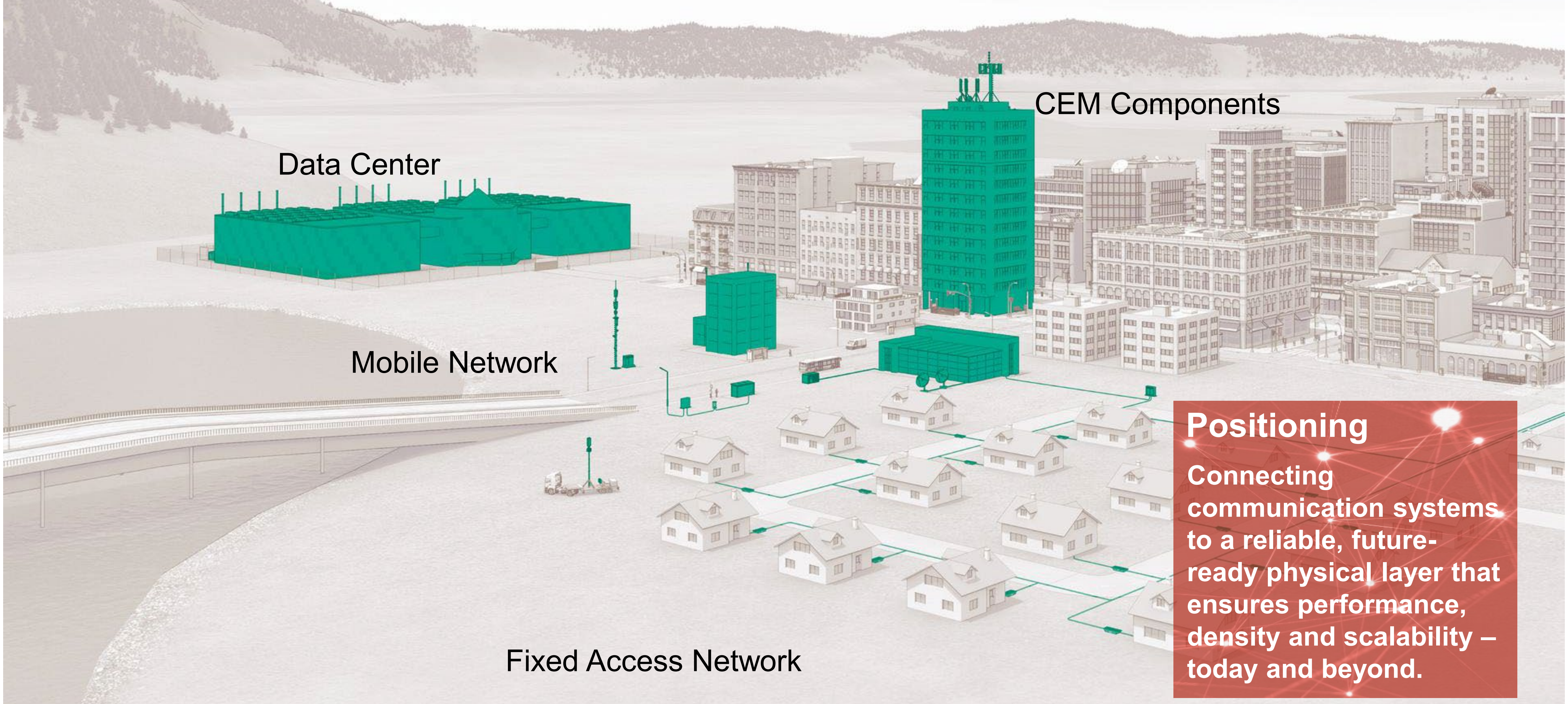
Aerospace & Defense
- Space
- Command, control, communications, computers, cyber, intelligence, surveillance & reconnaissance
- Airborne
- Radar & electronic warfare
- Military vehicles

Test & Measurement
- Radio Frequency testing
- Semiconductor testing
- Automated device testing

High Power Charging
- Charging systems – cars
- Megawatt charging systems – trucks

HUBER+SUHNER

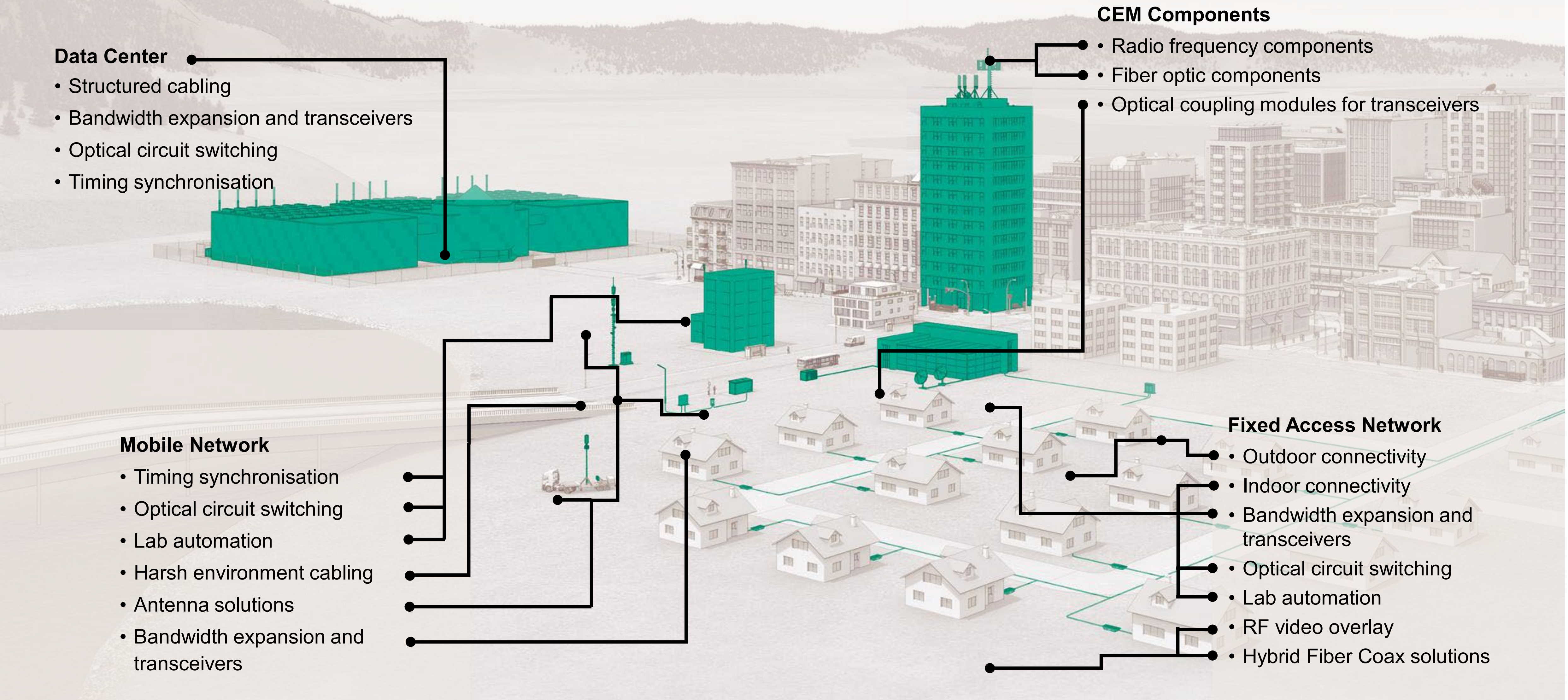
Our solutions for the Communication market



Positioning

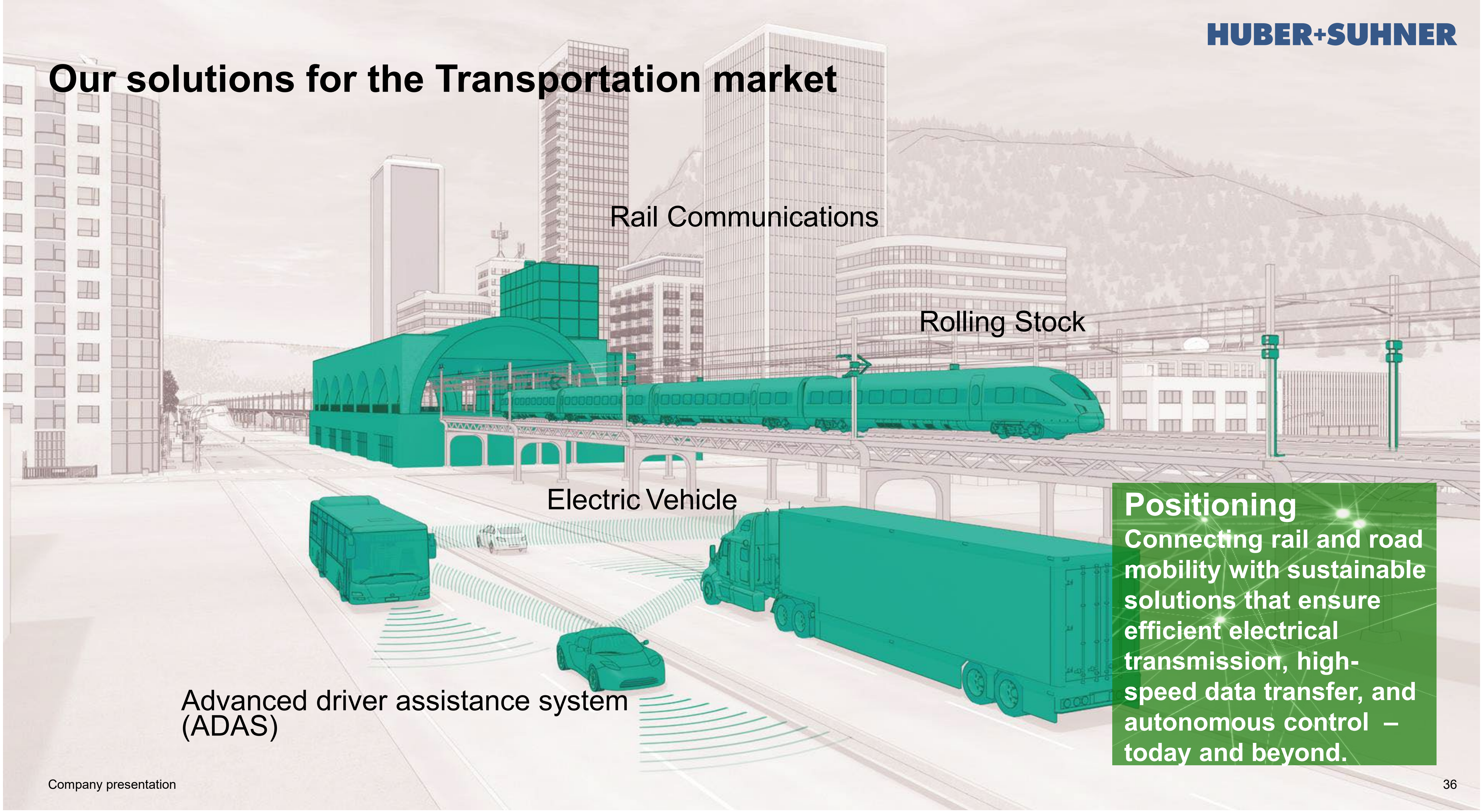
Connecting communication systems to a reliable, future-ready physical layer that ensures performance, density and scalability – today and beyond.

Our solutions for the Communication market



HUBER+SUHNER

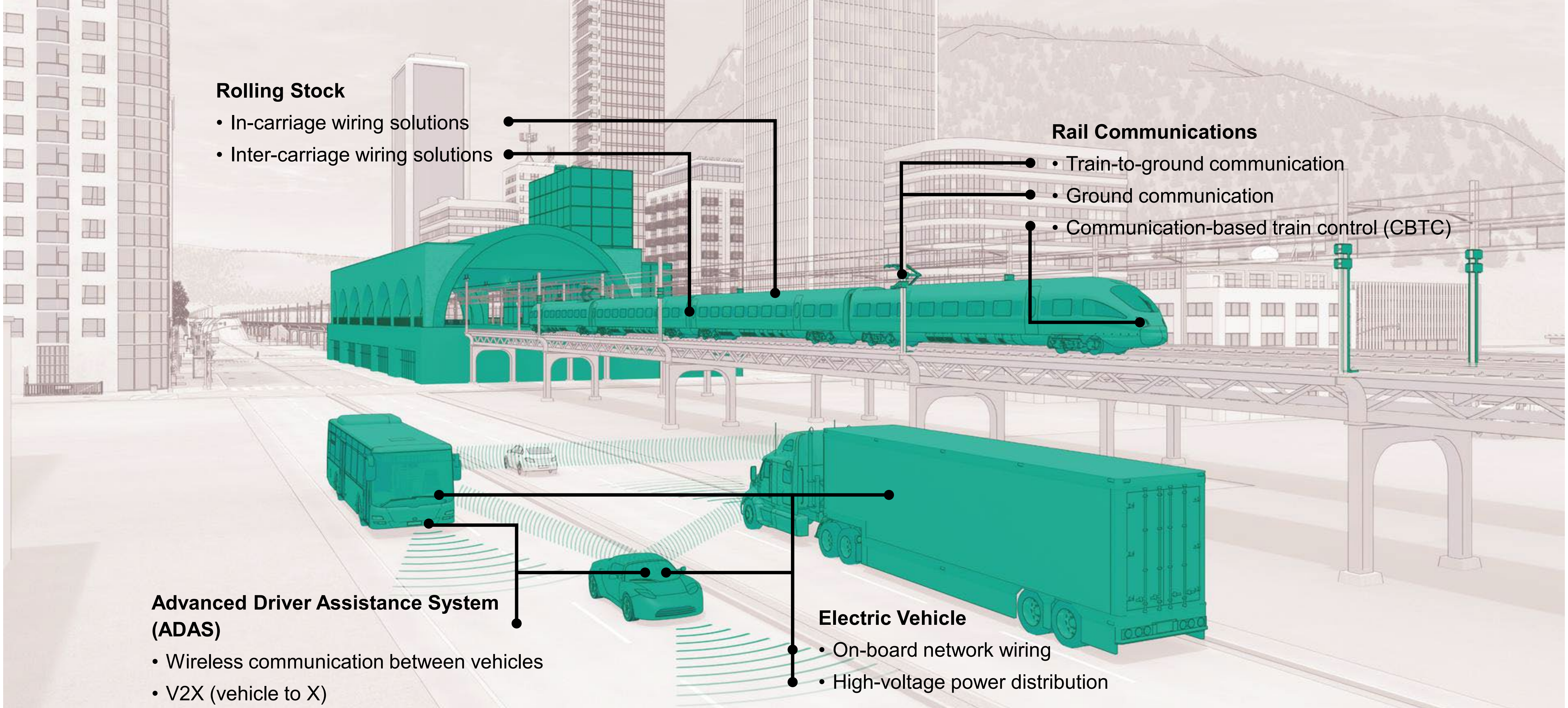
Our solutions for the Transportation market



Positioning

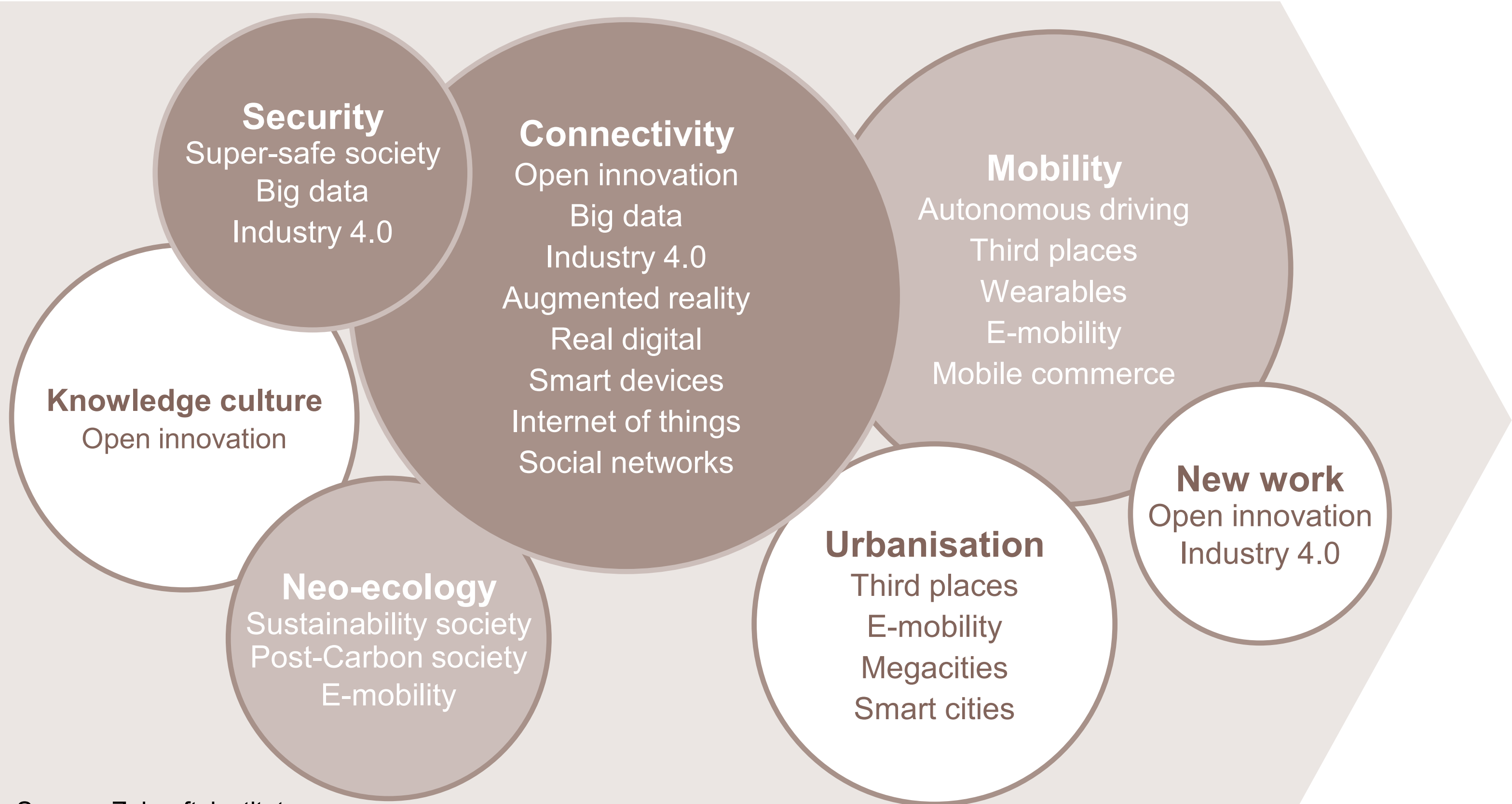
Connecting rail and road mobility with sustainable solutions that ensure efficient electrical transmission, high-speed data transfer, and autonomous control – today and beyond.

Our solutions for the Transportation market



Strategic focus

Focused strategy aligned with megatrends



Source: Zukunftsinstitut

Strategic focus

The dimensions of our strategic focus

We strive for a balanced and focused diversification of our business at all times by managing our current business and developing new opportunities for the future.

	Core markets	Focused market verticals	Growth initiatives	Opportunities with growth potential
Industry	Test & Measurement	High Power Charging General Industrial	Aerospace & Defense	• … • …
Communication	CEM Components Fixed Access Network Mobile Network		Data Center	• … • …
Transportation	Rolling Stock	ADAS* *Advanced Driver Assistance System	Rail Communications Electric Vehicle	• … • …
	Timing **Today** Planning circle **Budget** Main activity **Cultivate** Profile **Manager**	Timing **Today** Planning circle **Budget** Main activity **Cultivate** Profile **Manager**	Timing **Tomorrow** Planning circle **Business plan** Main activity **Invest** Profile **Start-up spirit**	Timing **Future** Planning circle **Beyond BP** Main activity **Test, explore** Profile **Creative pioneer**

Core markets

Core markets form the foundation of today's business. Their turnover is crucial to secure the company's current size and setup. We want to be active in attractive core markets which allow HUBER+SUHNER to use its expertise to maintain a strong position. Core markets are essential to reach today's goals and fund our growth initiatives.

	Core markets	Focused market verticals	Growth initiatives	Opportunities with growth potential
Industry	Test & Measurement	General Industrial High Power Charging	Aerospace & Defense	• … • …
Communication	CEM Components Fixed Access Network Mobile Network		Data Center	• … • …
Transportation	Rolling Stock	ADAS* *Advanced Driver Assistance System	Rail Communications Electric Vehicle	• … • …

Focused market verticals

Focused market verticals include a range of highly attractive niche applications in smaller-sized markets.

	Core markets	Focused market verticals	Growth initiatives	Opportunities with growth potential
Industry	Test & Measurement	High Power Charging General Industrial	Aerospace & Defense	• … • …
Communication	CEM Components Fixed Access Network Mobile Network		Data Center	• … • …
Transportation	Rolling Stock	ADAS* *Advanced Driver Assistance System	Rail Communications Electric Vehicle	• … • …

Growth initiatives

Growth initiatives have been identified based on their significant sales potential, profitable growth, and strategic fit.

	Core markets	Focused market verticals	Growth initiatives	Opportunities with growth potential
Industry	Test & Measurement	High Power Charging General Industrial	Aerospace & Defense	• … • …
Communication	CEM Components Fixed Access Network Mobile Network		Data Center	• … • …
Transportation	Rolling Stock	ADAS*	Rail Communications Electric Vehicle	• … • …

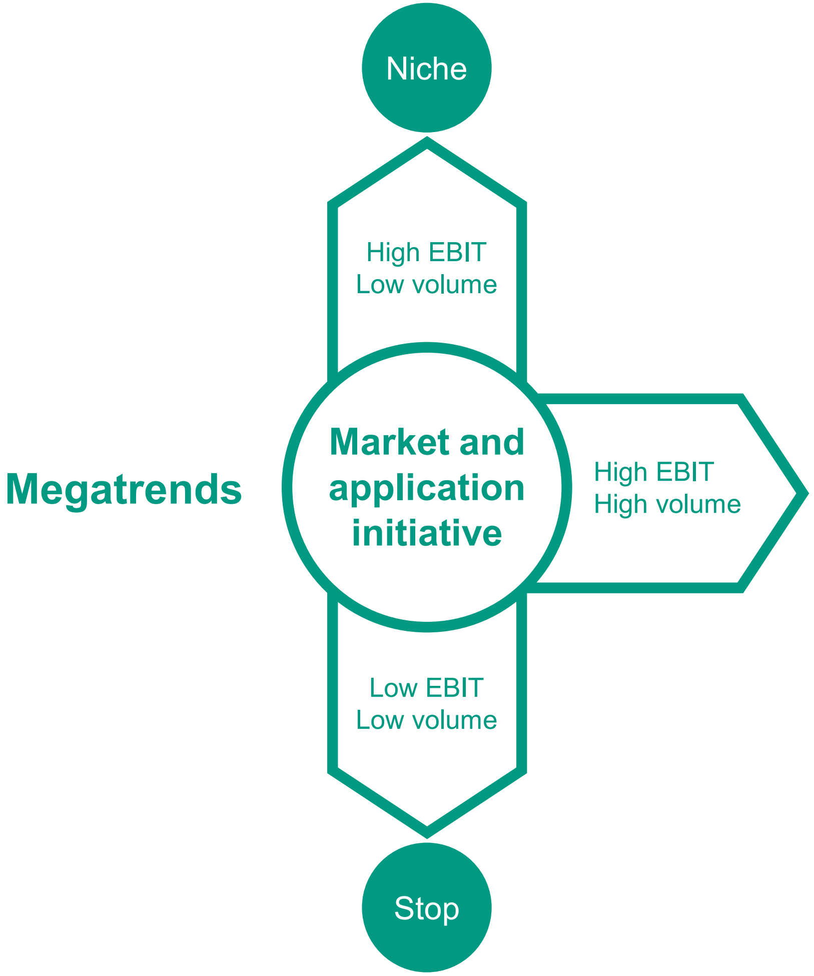
*Advanced Driver Assistance System

Opportunities with growth potential

Opportunities with growth potential are early-stage opportunities which HUBER+SUHNER manages and systematically pursues to maintain a pipeline of attractive future growth initiatives.

	Core markets	Focused market verticals	Growth initiatives	Opportunities with growth potential
Industry	Test & Measurement	High Power Charging General Industrial	Aerospace & Defense	• … • …
Communication	CEM Components Fixed Access Network Mobile Network		Data Center	• … • …
Transportation	Rolling Stock	ADAS* *Advanced Driver Assistance System	Rail Communications Electric Vehicle	• … • …

Our way forward



Opportunities with growth potential	Growth initiatives	Focused market verticals	Core markets	
• … • …	Aerospace & Defense	High Power Charging General Industrial	Test & Measurement	**Industry**
• … • …	Data Center		CEM Components Fixed Access Network Mobile Network	**Communication**
• … • …	Rail Communications Electric Vehicle	ADAS* *Advanced Driver Assistance System	Rolling Stock	**Transportation**

Ambition

Hold a strong position in target markets

Our profound knowledge of customer needs and our unique combination of technologies ensure our strong market position. We provide reliable quality products and services which generate the highest added value for our customers.

Strong market position

- High market share in target markets
- Established brands
- Focus on growth markets

Reliable products and services

- High-quality, broad product range
- Consistently high quality
- Fast and reliable global service

Added value for our customers

- Continuous innovation
- Profound knowledge of applications and customer needs
- Unique combination of technologies
- Components and systems

Operational excellence

The basis of operational excellence is our outstanding manufacturing expertise. Our differentiated and flexible supply chain meets individual customer needs in terms of delivery times, reliability, and service. Strict lean management and all-embracing quality management result in competitive costs and high-quality products. By running a global production network we are close to our customers.

Global production network

- Technology centres and local assembly plants with high manufacturing expertise and customer proximity
- Global sourcing network to ensure best production supplies

Differentiated and customer oriented supply chain

- Flexibility, short delivery times and reliability thanks to close, tailor-made customer care
- For each customer the right supply chain management with fast delivery times and individual value-added services

Competitive costs and high quality

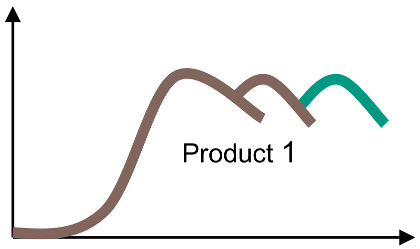
- Lean management: cost-optimised, fast and stable processes
- Quality and environmental protection through global process and quality management

Be a leader in technology and innovation

Innovation in our company targets three different fields to ensure the high degree of differentiation of our connectivity solutions: improvement of existing products in terms of costs, development of new product generations and applications, and the exploring of new technologies and new business fields.

Product care

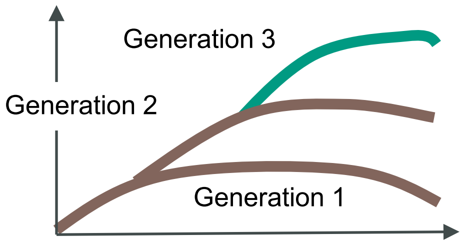
- Improve functionality
- Reduce costs
- Range adjustments



Extend life cycle

New products

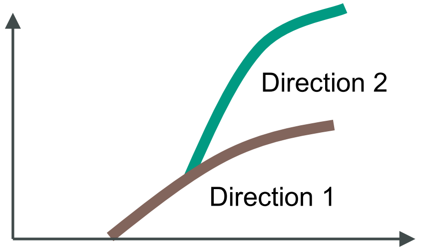
- New generation of products
- New applications
- Additional functionalities



Start a new life cycle

New technologies / new business fields

- Development of new technologies
- Entry into entirely new business fields



Make a quantum leap


Connecting – today and beyond

Disclaimer

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