

Alternative Performance Measures

HUBER+SUHNER uses Alternative Performance Measures as guidance parameters for both internal and external reporting to stakeholders. HUBER+SUHNER uses the following definitions, which may differ from the one other companies use.

This document has been prepared in conformity with the Directive on the Use of Alternative Performance Measures issued by SIX Exchange Regulation Ltd.

Order intake

A new order is recognised as an order intake only when the contract creates enforceable obligations between the Group and its customer. When this condition is met, the order is recognised at the contract value.

Book-to-bill

The book-to-bill is the ratio of order intake to net sales.

Order backlog

The order backlog represents the amount of booked orders not yet delivered/invoiced at a closing date. The order backlog is calculated as follows:

- order backlog at the beginning of the year;
- plus order intake during the reporting period;
- less cancellations of orders recorded;
- less sales recognised during the reporting period.

Organic sales development

The organic sales development is calculated by adjusting the reported net sales for the impact of currency effects, copper price effects as well as portfolio effects (acquisitions and disposals). When determining the currency effects, the functional currency that is valid in the respective country is used.

EBIT

EBIT is calculated by subtracting cost of goods sold and operating expenses from net sales.

	2025	2024
Net sales	864.1	893.9
Cost of goods sold	(536.7)	(577.7)
Gross profit	327.4	316.1
Selling, administrative and research and development expense	(241.8)	(232.5)
Other operating expense / income	5.3	3.0
EBIT (= operating profit)	90.8	86.6

EBITDA

The EBITDA corresponds to the operating profit (EBIT) before depreciation of property, plant and equipment and amortisation of intangible assets.

	2025	2024
EBIT (= operating profit)	90.8	86.6
Depreciation of property, plant and equipment	31.2	31.0
Amortisation of intangible assets	6.8	5.0
EBITDA	128.9	122.6

Return on invested capital (ROIC)

The return on invested capital (ROIC) measures how efficiently the invested capital is used. It is defined as net operating profit after taxes (NOPAT) divided by the average invested capital. The average is calculated by adding the invested capital at the beginning of the period to that at the end of the period and dividing the sum by two.

Invested capital and NOPAT are defined as follows:

	31.12.2025	31.12.2024
Trade receivables	140.5	210.5
Other short-term receivables (excl. derivative financial instruments)	21.7	23.5
Inventories	165.3	155.4
Accrued income	9.4	7.3
Property, plant and equipment (excl. undeveloped property)	242.4	231.5
Intangible assets	33.9	31.6
Deferred tax assets	14.0	17.9
Operating assets	627.2	677.8
Trade payables	(72.3)	(113.6)
Other short-term liabilities (excl. derivative financial instruments)	(53.4)	(56.9)
Short-term provisions	(15.6)	(11.9)
Accrued liabilities	(18.7)	(18.3)
Other long-term liabilities	(1.9)	(2.2)
Long-term provisions (excl. retirement plan obligations)	(6.2)	(6.3)
Deferred tax liabilities	(22.4)	(21.7)
Operating liabilities	(190.5)	(230.9)
Invested capital	436.7	446.8
	2025	2024
Average invested capital	441.8	434.1
EBIT (= operating profit)	90.8	86.6
Effective income tax rate	16.7%	15.7%
Income taxes	(15.2)	(13.6)
NOPAT (= net operating profit after taxes)	75.7	73.0
Return on invested capital (ROIC) in % = NOPAT / average invested capital	17.1%	16.8%

Free operating cash flow

Free operating cash flow is defined as cash flow from operating activities (excl. purchases of marketable securities) less cash flow from investing activities.

	2025	2024
Cash flow from operating activities	127.4	90.2
Cash flow from investing activities (excl. marketable securities)	(57.9)	(36.8)
Free operating cash flow	69.5	53.4

Free cash flow

	2025	2024
Free operating cash flow	69.5	53.4
Payment of dividend	(35.1)	(31.4)
Payment of dividend to minority interests	(0.9)	(0.4)
Purchase of treasury shares	(2.3)	(1.6)
Free cash flow	31.3	19.9

Net liquidity

	2025	2024
Cash and cash equivalents	211.1	174.1
Marketable securities	0	10.0
Short-term financial liabilities	0	0
Net liquidity	211.1	184.1

Due to rounding, numbers presented throughout this report may not add up precisely to the totals provided. All ratios and deltas are calculated using the underlying amount rather than the presented rounded amount.