

# Financial Report

## **HUBER+SUHNER Group Financial Statements**

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# Key Figures

## Group

in CHF million	2025	2024	Change
Order intake	1'032.0	908.0	13.7%
Order backlog as of 31.12.	432.2	291.0	48.5%
Net sales	864.1	893.9	(3.3%)
Gross margin	37.9%	35.4%	
EBITDA	128.9	122.6	5.1%
as % of net sales	14.9%	13.7%	
EBIT	90.8	86.6	4.9%
as % of net sales	10.5%	9.7%	
Financial result	(1.0)	(0.8)	n/m
Net income	74.9	72.3	3.6%
as % of net sales	8.7%	8.1%	
Purchases of PP&E and intangible assets	55.5	44.7	24.2%
Cash flow from operating activities	127.4	90.2	41.2%
Free operating cash flow	69.5	53.4	30.2%
Net liquidity as of 31.12.	211.1	184.1	14.7%
Return on invested capital (ROIC) in %	17.1%	16.8%	
Equity as of 31.12.	674.6	656.5	2.8%
as % of balance sheet total	77.9%	73.8%	
Employees as of 31.12.	4'224	3'975	6.3%
Market capitalisation as of 31.12.	2'672.8	1'369.2	95.2%

n/m = not meaningful

## Data per share

in CHF	2025	2024	Change
Stock market price as of 31.12.	144.80	74.20	95.1%
Net income	4.03	3.87	4.2%
Dividend	2.00 <sup>1)</sup>	1.90	5.3%

<sup>1)</sup> Proposed dividend

## Segment information

in CHF million		2025	2024	Change
Industry	Order intake	355.7	306.1	16.2%
	Net sales	325.2	276.7	17.5%
	EBIT	58.4	47.0	24.2%
	as % of net sales	18.0%	17.0%	
Communication	Order intake	418.3	343.2	21.9%
	Net sales	274.4	353.6	(22.4%)
	EBIT	21.6	28.7	(24.8%)
	as % of net sales	7.9%	8.1%	
Transportation	Order intake	258.0	258.7	(0.3%)
	Net sales	264.5	263.6	0.3%
	EBIT	21.0	19.1	9.9%
	as % of net sales	8.0%	7.3%	

# Consolidated Income Statement

in CHF 1'000	Notes	2025	%	2024	%
Net sales	5	864'129	100.0	893'874	100.0
Cost of goods sold		(536'747)		(577'726)	
<b>Gross profit</b>		<b>327'382</b>	<b>37.9</b>	<b>316'148</b>	<b>35.4</b>
Selling expense		(126'158)		(127'044)	
Administrative expense		(54'131)		(49'297)	
Research and development expense		(61'521)		(56'164)	
Other operating expense		(654)		(634)	
Other operating income	6	5'924		3'610	
<b>Operating profit (EBIT)</b>	5	<b>90'842</b>	<b>10.5</b>	<b>86'619</b>	<b>9.7</b>
Financial result	7	(1'008)		(834)	
<b>Income before taxes</b>		<b>89'834</b>	<b>10.4</b>	<b>85'785</b>	<b>9.6</b>
Income taxes	8	(14'963)		(13'511)	
<b>Net income</b>		<b>74'871</b>	<b>8.7</b>	<b>72'274</b>	<b>8.1</b>
Attributable to shareholders of HUBER+SUHNER AG		74'349		71'383	
Attributable to minority interests		522		891	
<b>Data per share</b>					
in CHF	Notes	2025		2024	
Undiluted / diluted earnings per share	29	4.03		3.87	
Dividend		2.00 <sup>1)</sup>		1.90	

<sup>1)</sup> Proposed dividend

The notes are an integral part of the consolidated financial statements.

# Consolidated Balance Sheet

in CHF 1'000	Notes	31.12.2025	%	31.12.2024	%
<b>Assets</b>					
Cash and cash equivalents	15	211'124		174'133	
Marketable securities	16	–		10'000	
Trade receivables	17	140'505		210'522	
Other short-term receivables	18	21'740		23'590	
Inventories	19	165'293		155'433	
Accrued income		9'374		7'290	
<b>Current assets</b>		<b>548'036</b>	<b>63.2</b>	<b>580'968</b>	<b>65.3</b>
Property, plant and equipment	21	244'483		233'591	
Intangible assets	22	33'901		31'626	
Financial assets	23	26'102		25'103	
Deferred tax assets	27	14'031		17'872	
<b>Non-current assets</b>		<b>318'517</b>	<b>36.8</b>	<b>308'192</b>	<b>34.7</b>
<b>Assets</b>		<b>866'553</b>	<b>100.0</b>	<b>889'160</b>	<b>100.0</b>
<b>Liabilities and equity</b>					
Trade payables	24	72'265		113'611	
Other short-term liabilities	25	53'599		57'235	
Short-term provisions	26	15'582		11'913	
Accrued liabilities		18'683		18'279	
<b>Current liabilities</b>		<b>160'129</b>	<b>18.5</b>	<b>201'038</b>	<b>22.6</b>
Other long-term liabilities		1'936		2'222	
Long-term provisions	26	7'442		7'630	
Deferred tax liabilities	27	22'406		21'748	
<b>Non-current liabilities</b>		<b>31'784</b>	<b>3.6</b>	<b>31'600</b>	<b>3.6</b>
<b>Liabilities</b>		<b>191'913</b>	<b>22.1</b>	<b>232'638</b>	<b>26.2</b>
Share capital <sup>1)</sup>	28	4'798		4'798	
Capital reserves <sup>1)</sup>		(47'603)		(47'524)	
Treasury shares <sup>1)</sup>		(1'002)		(930)	
Retained earnings		716'987		697'238	
<b>Equity attributable to shareholders of HUBER+SUHNER AG</b>		<b>673'180</b>	<b>77.7</b>	<b>653'582</b>	<b>73.5</b>
Minority interests		1'460	0.2	2'940	0.3
<b>Total equity</b>		<b>674'640</b>	<b>77.9</b>	<b>656'522</b>	<b>73.8</b>
<b>Liabilities and equity</b>		<b>866'553</b>	<b>100.0</b>	<b>889'160</b>	<b>100.0</b>

<sup>1)</sup> See [footnote 2\)](#) at the end of the Consolidated Statement of Equity.

The notes are an integral part of the consolidated financial statements.

# Consolidated Cash Flow Statement

in CHF 1'000	Notes	2025	2024
<b>Net income</b>		<b>74'871</b>	<b>72'274</b>
Income taxes		14'963	13'511
Depreciation of property, plant and equipment and intangible assets	13	38'015	35'985
Other non-cash items		5'308	(5'247)
Loss/profit from the disposal of property, plant and equipment		(13)	(219)
Change in trade receivables		52'771	(76'400)
Change in inventories		(16'000)	10'006
Change in other receivables and accrued income		(4'752)	(6'779)
Change in trade payables		(34'326)	51'930
Change in other liabilities and accrued liabilities		7'030	6'311
Change in provisions		3'970	2'001
Income tax paid		(14'324)	(13'107)
Interest paid		(123)	(75)
<b>Cash flow from operating activities</b>		<b>127'390</b>	<b>90'191</b>
Purchases of property, plant and equipment	21	(48'657)	(32'321)
Proceeds from sale of property, plant and equipment	21	279	279
Purchases of intangible assets	22	(8'969)	(7'025)
Purchases and disposals of financial assets		36	(30)
Purchases and sales of marketable securities	16	10'000	45'000
Interest received		1'841	2'274
Cash outflow from acquisitions and disposals	3	(2'410)	–
<b>Cash flow from investing activities</b>		<b>(47'880)</b>	<b>8'177</b>
Payment of dividend		(35'080)	(31'388)
Payment of dividend to minority interests		(872)	(447)
Purchase of treasury shares		(2'260)	(1'640)
<b>Cash flow from financing activities</b>		<b>(38'212)</b>	<b>(33'475)</b>
Effect of exchange rate changes on cash		(4'307)	1'140
<b>Net change in cash and cash equivalents</b>		<b>36'991</b>	<b>66'033</b>
Cash and cash equivalents at beginning of year		174'133	108'100
Cash and cash equivalents at end of year	15	211'124	174'133
<b>Net change in cash and cash equivalents</b>		<b>36'991</b>	<b>66'033</b>
<b>Included in the cash flow from investing activities</b>			
Government grants related to property, plant and equipment		33	119

The notes are an integral part of the consolidated financial statements.

## Consolidated Statement of Equity

in CHF 1'000	Share capital <sup>1)</sup>	Capital reserves	Treasury shares	Other retained earnings	Goodwill offset	Transla- tion dif- ferences	Retained earnings	Equity attribut- able to share- holders of H+S AG	Minority interests	Total equity
<b>Balance at 1.1.2024</b>	<b>5'050</b>	<b>33'478</b>	<b>(82'379)</b>	<b>858'525</b>	<b>(146'703)</b>	<b>(60'825)</b>	<b>650'997</b>	<b>607'146</b>	<b>2'483</b>	<b>609'629</b>
Net income	-	-	-	71'383	-	-	71'383	71'383	891	72'274
Dividend paid	-	-	-	(31'388)	-	-	(31'388)	(31'388)	(447)	(31'835)
Capital reduction <sup>2)</sup>	(252)	(81'165)	81'417	-	-	-	-	-	-	-
Purchase of treasury shares	-	-	(1'640)	-	-	-	-	(1'640)	-	(1'640)
Share-based payment	-	163	1'672	(146)	-	-	(146)	1'689	-	1'689
Currency translation differences	-	-	-	-	-	6'392	6'392	6'392	13	6'405
<b>Balance at 31.12.2024</b>	<b>4'798</b>	<b>(47'524)</b>	<b>(930)</b>	<b>898'374</b>	<b>(146'703)</b>	<b>(54'433)</b>	<b>697'238</b>	<b>653'582</b>	<b>2'940</b>	<b>656'522</b>
Purchase of minority interests <sup>3)</sup>	-	-	-	-	(1'241)	-	(1'241)	(1'241)	(1'252)	(2'493)
Net income	-	-	-	74'349	-	-	74'349	74'349	522	74'871
Dividend paid	-	-	-	(35'080)	-	-	(35'080)	(35'080)	(872)	(35'952)
Purchase of treasury shares	-	-	(2'260)	-	-	-	-	(2'260)	-	(2'260)
Share-based payment	-	(79)	2'188	1'866	-	-	1'866	3'975	-	3'975
Currency translation differences	-	-	-	-	-	(20'145)	(20'145)	(20'145)	122	(20'023)
<b>Balance at 31.12.2025</b>	<b>4'798</b>	<b>(47'603)</b>	<b>(1'002)</b>	<b>939'509</b>	<b>(147'944)</b>	<b>(74'578)</b>	<b>716'987</b>	<b>673'180</b>	<b>1'460</b>	<b>674'640</b>

<sup>1)</sup> See [note 28](#)

<sup>2)</sup> Following approval by the Annual General Meeting on 27 March 2024, the shares acquired as part of the share buyback programme completed in March 2023 have been cancelled by means of a capital reduction. In total 1'010'000 treasury shares were purchased back at an average share price of CHF 80.61, amounting to CHF 81.4 million.

<sup>3)</sup> See [note 3](#)

The notes are an integral part of the consolidated financial statements.

# Notes to Group Financial Statements

## 1 General

These consolidated financial statements were approved by the Board of Directors on 4 March 2026 and released for publication on 10 March 2026. They are subject to the approval of the shareholders at the Annual General Meeting on 1 April 2026.

## 2 Accounting policies

### 2.1 Basis of preparation

The consolidated financial statements of the HUBER+SUHNER Group are based on the individual financial statements of the Group companies and were prepared in accordance with all of the existing guidelines of the accounting and reporting recommendations of Swiss GAAP FER. Unless otherwise stated in the consolidation and accounting policies, the consolidated financial statements have been prepared under the historical cost convention.

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.

The financial year-end date for HUBER+SUHNER AG, all Group companies and the Group financial statements is 31 December.

### 2.2 Scope and principles of consolidation

Investments in subsidiaries are included in the Group financial statements as follows:

- All subsidiaries which HUBER+SUHNER controls are fully consolidated. Control is usually presumed where the Group directly or indirectly owns more than 50% of the voting rights of the subsidiaries. All of the assets and liabilities as well as the income and expenses of these companies are fully included. Minority interests in the consolidated equity and net income are shown separately. All intercompany transactions and balances as well as intercompany profits in inventory and other assets are eliminated on consolidation.
- Those companies purchased during the reporting year are included in the consolidation as at the date on which control was effectively transferred. All previously recognised assets and liabilities as well as contingent liabilities of the company are valued from the date of transfer of control and at fair value. Companies which have been divested during the reporting year are included in the consolidated financial statements until the date on which control ceased.
- Joint ventures and investments with voting rights of between 20% and 50% are recognised using the equity method and with the proportionate equity share as at the balance sheet date. They are reported under financial assets in the balance sheet and as joint ventures and investments in the notes. Using the equity method, the proportional share of net income is shown as income (expense) in the consolidated income statement.
- Capital consolidation is based on the purchase method (acquisition method). The net assets acquired are revalued at the acquisition date and compared with the purchase price; only previously recognised assets are revalued. Any resulting goodwill is directly offset against equity. This approach is used for both positive and negative goodwill. If parts of the purchase price are dependent on future results, they are estimated as accurately as possible at the date of acquisition and recognised in the balance sheet. In the event of disparities the goodwill offset in equity is adjusted accordingly.
- Acquired intangible assets which are relevant to the decision to obtain control are identified, recognised and amortised over the useful life (Swiss GAAP FER 30, 14). The remaining goodwill or badwill are offset as in the past against equity (Swiss GAAP FER 30, 15 and 19).

## 2.3 Foreign currency translation

### Functional and presentation currency

The consolidated financial statements are prepared in Swiss francs (CHF). CHF is the Group's presentation currency and, unless stated otherwise, the information is given in CHF 1'000 (TCHF).

### Transactions and balances

Foreign currency transactions are translated into the functional currency using the exchange rates at the dates of the respective transactions. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at year-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in the income statement.

### Group companies

The results and financial position of all the Group entities with a functional currency different from the presentation currency are translated into the presentation currency as follows:

- assets and liabilities, for each balance sheet, are translated at the closing rate on the balance sheet date;
- income and expenses, for each income statement, are translated at average exchange rates of the period;
- all resulting exchange differences are recognised as a separate component of equity.

On consolidation, profit and loss are not affected by exchange differences arising from the translation of the net investment in foreign operations and of borrowings and other currency instruments which are designated as hedges of such investments.

## 2.4 Cash and cash equivalents

Cash and cash equivalents include cash on hand, postal and bank accounts, cheques and term deposits with an original maturity of three months or less. Cash and cash equivalents are stated at nominal value.

## 2.5 Marketable securities

Marketable securities are short-term investments in readily realisable notes, bonds, quoted shares and term deposits, which are traded in liquid markets. Marketable securities are stated at fair value. Term deposits are stated at nominal value.

## 2.6 Trade receivables and other short-term receivables

Trade receivables and other short-term receivables are valued at nominal value less provision for doubtful trade receivables, if any. Indications for provisions for doubtful trade receivables are substantial financial problems on the customer side, a declaration of bankruptcy or a material delay in payment.

## 2.7 Inventories

Inventories are stated at the lower of cost and net realisable value. The cost of goods comprises direct material and production costs and related production overheads. Borrowing costs are excluded. Early payment discounts are treated as a deduction of the purchase price. The inventory valuation is based on standard costs; these are verified annually. Slow-moving and obsolete stock that have insufficient inventory turnover are systematically value-adjusted, either partially or fully.

## 2.8 Property, plant and equipment

Property, plant and equipment are stated on the balance sheet at the purchased or manufactured cost less accumulated depreciation and impairment. Using the straight-line method, depreciation is charged over the estimated useful lives of the related assets. Investment properties (including undeveloped property) are held for the purposes of rental income and capital gains. They are valued at purchase cost less accumulated depreciation and impairment, and are depreciated over their estimated useful life (20 to 40 years) using the straight-line method. Land is not depreciated. Assets under construction are not depreciated. Depreciation starts once the asset is available for use.

Asset category	Useful life in years
Land	not depreciated
Buildings	20-40 years
Technical equipment and machinery	5-15 years
Leasehold improvements	5-10 years
Office furniture and fixtures	3-5 years
IT hardware	3-5 years
Other equipment	3-7 years

## 2.9 Intangible assets

### Software

Acquired computer software and other intangible assets are capitalised on the basis of the costs incurred to acquire and bring the asset to use. These costs are amortised over their estimated useful life (3 to 10 years). Development costs for software are capitalised on the basis that the asset generates future economic benefits such as revenues or owner-utilisation and that the costs of the asset can be identified reliably. Self-developed intangible assets are not capitalised (including internal costs associated with developing or maintaining software).

### Other intangible assets

Acquired rights of land use are capitalised on the basis of the acquisition costs incurred. They are amortised on a straight-line basis for the full term of the rights.

## 2.10 Impairment of assets

Property, plant and equipment and other long-term assets including intangible assets are reviewed for impairment if events or changes in circumstances have occurred that indicate that the book value cannot be recovered. Assets with a book value above the recoverable amount are deemed impaired and are carried at no more than the recoverable amount. The recoverable amount is the higher of an asset's fair value less the cost to sell and value in use. To determine the reduction in value, assets are allocated to specific cash-generating units; cash flows for the latter are determined separately.

If there is an indication that the impairment in the prior period no longer exists or has decreased, the carrying amount is, with the exception of goodwill, increased to its recoverable amount and is recognised immediately in the income statement.

## 2.11 Financial assets

Financial assets include securities with a long-term investment horizon where the share in equity is less than 20%, joint ventures and investments as well as loans, assets from employer contribution reserves, long-term rental deposits and re-insurance of retirement plans. As a general rule, marketable securities are valued at the current market price; in some circumstances, they are valued at the cost of acquisition. Joint ventures and investments are accounted for using the equity method (in case that the investment is negative it is recognised in the balance sheet under other long-

term liabilities). Loans are valued based on the nominal values less any value adjustments. Assets from employer contribution reserves are valued at their current value; long-term rental deposits are valued at their nominal value and are only discounted if material. Re-insurance of retirement plans is accounted for using an actuarial valuation.

## 2.12 Financial liabilities

Financial liabilities consist of bank debt and are recognised at nominal value.

## 2.13 Trade payables and other short-term liabilities

Trade payables and other short-term liabilities are recognised at nominal value.

## 2.14 Provisions

Provisions are made for warranties, personnel expenses, restructuring costs, as well as legal and other miscellaneous operational risks that meet the recognition criteria. They are recognised when the Group has a current legal or constructive obligation as a result of past events and if it is more likely than not that an outflow of resources will be required to settle the obligation and the amount can be reliably estimated.

Warranty provisions are generally measured and recognised based on prior experience. The amount of the provision is measured by the current value of the expected cash outflows insofar as the cash outflow substantially underlies interest effects.

## 2.15 Off-balance-sheet transactions

Contingent liabilities and other non-recognisable commitments are valued and disclosed at each balance sheet date. If contingent liabilities and other non-recognisable commitments lead to an outflow of funds without a simultaneous usable inflow of funds, and the outflow of funds is probable and can be measured reliably, a corresponding provision is made.

## 2.16 Employee benefits

Companies in the HUBER+SUHNER Group operate employee pension plans in accordance with the regulations of the country where the given company is domiciled.

The economic impact of these pension plans on the HUBER+SUHNER Group is determined annually. For Swiss pension plans, economic benefits and/or economic obligations are determined on the basis of the annual financial statement, which is prepared in accordance with Swiss GAAP FER 26. The economic impact of foreign pension plans is determined according to the methods applied in the given country.

An economic benefit is capitalised if it is permissible and the intention is to use the pension plan funds to cover the company's future pension expense. An economic obligation is recognised when the conditions for the recognition of a provision are met. Existing employer contribution reserves are recognised as a financial asset. Changes in the economic benefit or the economic obligation are recognised in the income statement as personnel expenses incurred during the reporting period.

## 2.17 Share-based payment

Members of the Board of Directors, Executive Group Management and selective Senior Management employees are partly compensated in HUBER+SUHNER AG shares. These are issued with a blocking period of at least three years. The allocation of shares is subject to approval by the Annual General Meeting for Members of the Board of Directors and Executive Group Management; the valuation of the share-based payment is determined at the grant date (i.e. the date

at which the share allocation was approved by the Annual General Meeting). Share-based payment transactions which have not yet been approved by the Annual General Meeting are valued at the year-end share price. The market value of the shares is fully recognised in equity based on the accruals principle and the one-year vesting period in the accounts of the respective year under review. Any subsequent variances between the year-end share price and the share price at the date of the retroactive approval by the Annual General Meeting are recorded in the income statement of the following year.

## 2.18 Revenue recognition

HUBER+SUHNER generates revenues mainly from the sale of products, services and systems. Revenues from these sales are recognised upon delivery to the customer. Depending on the terms of the sales contract, delivery is made when the risks and rewards of the sold products are transferred to the customer, when the service has been performed or when the contractual arrangement with the customer has been fulfilled. Sales are shown as a net amount in the income statement. They represent the total value of invoices to third parties less sales taxes, credits for returns and revenue reductions (primarily rebates and discounts).

## 2.19 Gross profit

The income statement is presented by function, whereby gross profit represents net sales less the cost of goods sold.

## 2.20 Government grants

Government grants (e.g. for research and development, Covid, property, plant and equipment) are recognised when there is reasonable assurance that the HUBER+SUHNER Group complies with any conditions attached to the grant and the value can be estimated reliably.

Government grants related to assets are offset against the purchased or manufactured cost of the asset. The reduced depreciation amounts are thus taken into account in profit or loss over the useful life of the assets. Government grants related to income are presented in the income statement as "Other operating income" or in objectively justified cases are offset against the corresponding expenses.

## 2.21 Income taxes

Income taxes are accounted for on the basis of the income for the reporting year, less the use of tax losses carried forward, using expected effective (local) tax rates. Income tax receivables and payables outstanding at the balance sheet date are disclosed under other short-term receivables or other short-term liabilities. Deferred income tax is calculated using the liability method for any temporary difference between the carrying amount according to Swiss GAAP FER and the tax basis of assets and liabilities. Deferred income tax is measured at tax rates that are expected to apply to the period when the related deferred income tax asset is realised or the deferred income tax liability is settled, based on tax rates/laws that have been enacted or substantively enacted at the balance sheet date. Deferred income tax assets are recognised only to the extent that it is probable that future taxable profit will be available against which the temporary differences can be offset.

Deferred income tax is provided for temporary differences on investments in subsidiaries and associates, except when the Group can control the timing of the reversal of the temporary difference and the reversal is not foreseen as of the balance sheet date.

Since 2024, HUBER+SUHNER is subject to the provisions of the pillar two OECD/G20 BEPS 2.0 project (a global minimum tax of 15%) in several jurisdictions. The respective top up tax consequences are considered.

## 2.22 Alternative Performance Measures

Alternative Performance Measures are key figures not defined by Swiss GAAP FER. HUBER+SUHNER uses alternative performance measures as guidance parameters for both internal and external reporting to stakeholders. For the definition of Alternative Performance Measures please visit [Publications](#).

## 3 Changes in the scope of consolidation and other changes

On 28 May 2025, the ownership of Bktel photonics SAS (France) was increased from 57% to 78%. The company had already been fully consolidated. The purchase price for the 21% is CHF 2.4 million. The goodwill of CHF 1.2 million from this transaction is offset against equity.

On 19 April 2024, ARGE Connectivity Systems GbR, a partnership under the German Civil Code (Gesellschaft bürgerlichen Rechts [GbR]) was founded based on a customer request in the framework of a public tender. The control of HUBER+SUHNER is 50% and the company is recognised using the equity method. The net income distribution of the partnership is 70% (HUBER+SUHNER) : 30% between the partnership parties. See chapter [Joint Ventures and Investments](#).

A complete list of all Group companies can be found in chapter [Joint Ventures and Investments](#).

## 4 Exchange rates for currency translation

The following exchange rates were used for the Group's main currencies:

	Spot rates for the consolidated balance sheet		Average rates for the consolidated income and cash flow statement	
	31.12.2025	31.12.2024	2025	2024
1 EUR	0.93	0.94	0.94	0.95
1 USD	0.79	0.90	0.83	0.88
100 CNY	11.27	12.34	11.55	12.26
1 GBP	1.07	1.13	1.09	1.13
100 INR	0.88	1.05	0.95	1.05
1 PLN	0.22	0.22	0.22	0.22
1 HKD	0.10	0.12	0.11	0.11
1 AUD	0.53	0.56	0.54	0.58

## 5 Segment information

**The segment reporting of HUBER+SUHNER consists of three market segments and Corporate.**

### Industry segment

HUBER+SUHNER leverages its expertise in power and data connectivity to develop advanced and differentiated solutions for demanding applications in a variety of industrial markets. Customers benefit from a wide range of components, including cables, connectors, cable assemblies, antennas, lightning protection and resistive components – all of which can be customised to meet specific requirements. This comprehensive portfolio features products specifically designed to withstand the harsh environments of space and offshore applications, ensure data integrity and connectivity to safeguard protective forces, guarantee accuracy and repeatability for test and measurement systems, maintain safe handling in high power electric vehicle charging, provide lifetime data transfer and control for wind energy and industrial automation, and deliver the precision and flexibility necessary for medical applications in improving lives.

Markets served: Test & Measurement, Aerospace & Defense, High Power Charging, General Industrial.

## Communication segment

HUBER+SUHNER is a strategic partner to the communication market, combining profound technical expertise with close customer proximity to meet the needs of mobile networks, fixed access networks, data centers and communication equipment manufacturers. Customers benefit from a comprehensive and customisable portfolio of physical layer connectivity products and systems that are based on fiber optic and radio frequency technologies. HUBER+SUHNER provides an extensive range of reliable, future-ready solutions that draw from products such as harsh environment connectivity, antenna transmission, residential access, video overlay, bandwidth expansion, cable systems, cable management, hardware interconnection, optical switching and wavelength-selective switching. Each solution is designed and engineered to provide the highest performance, density and scalability for today and beyond.

Markets served: Mobile Network, Fixed Access Network, Data Center, Communication Equipment Manufacturer Components.

## Transportation segment

HUBER+SUHNER develops comprehensive and sustainable connectivity solutions for the transportation market by combining three in-house technologies to create innovations. The solutions in the transportation segment address the mobility needs of today and tomorrow in the railway and automotive markets. These needs also include the addition of communication solutions, enabling mobility while staying connected. The portfolio includes an extensive range of cables, cable assemblies, hybrid cables and cable systems, as well as antennas, radar and connectors. By specialising in polymer compounds using a patented formula developed in-house for high-quality cable insulation, and in combination with electron beam cross-linking technology, low frequency cable products offer competitive advantages of space and weight savings, and durability, even under extreme conditions. Altogether, customers benefit from efficient electrical transmission, high-speed data transfer, and autonomous control in future-ready transportation concepts.

Markets served: Rolling Stock, Rail Communications, Electric Vehicle, Advanced Driver Assistance System.

## Corporate

This segment chiefly covers the expenses of corporate functions in Switzerland and all business activities that cannot be allocated to one of the three market segments.

### Net sales by segment

	2025	2024
Industry	325'199	276'659
Communication	274'394	353'569
Transportation	264'536	263'646
<b>Total net sales</b>	<b>864'129</b>	<b>893'874</b>

### Net sales by region (sales area)

	2025	2024
Switzerland	40'212	43'098
EMEA (Europe, Middle East and Africa [excl. CH])	433'562	404'303
APAC (Asia-Pacific)	182'991	278'894
Americas (North and South America)	207'364	167'580
<b>Total net sales</b>	<b>864'129</b>	<b>893'874</b>

**Operating profit (EBIT)**

	2025	2024
Industry	58'408	47'037
Communication	21'557	28'663
Transportation	21'049	19'146
Corporate	(10'172)	(8'227)
<b>Total operating profit (EBIT)</b>	<b>90'842</b>	<b>86'619</b>

**6 Other operating income**

	2025	2024
Government grants received	2'626	1'289
Other operating income	3'298	2'321
<b>Total other operating income</b>	<b>5'924</b>	<b>3'610</b>

Government grants received are in Switzerland, Germany, United Kingdom, France and India (previous year: Switzerland, Germany, United Kingdom and France). Other operating income includes amongst others licences, rental income and a reimbursement of previously remitted charges due to a change in legislation.

**7 Financial result**

	2025	2024
Interest income	2'660	2'713
Foreign exchange gains incl. derivative financial instruments	733	945
Share of profit/(loss) from joint ventures and investments	27	–
Other financial income	4	4
<b>Total financial income</b>	<b>3'424</b>	<b>3'662</b>
Interest expense	(120)	(74)
Foreign exchange losses incl. derivative financial instruments	(3'723)	(3'881)
Share of profit/(loss) from joint ventures and investments	–	(25)
Other financial expense	(589)	(516)
<b>Total financial expense</b>	<b>(4'432)</b>	<b>(4'496)</b>
<b>Total financial result</b>	<b>(1'008)</b>	<b>(834)</b>

Other financial expense includes amongst others bank charges.

**8 Income taxes**

	2025	2024
Current income taxes	(11'757)	(16'489)
Deferred income taxes	(3'206)	2'978
<b>Total income taxes</b>	<b>(14'963)</b>	<b>(13'511)</b>

The differences between the expected and the effective income taxes were as follows:

	2025	2024
Net income before taxes	89'834	85'785
<b>Expected income tax rate</b>	<b>18.5%</b>	<b>18.1%</b>
Expected income taxes	(16'637)	(15'492)
Effect of utilisation of non-recognised tax losses carry-forward	586	656
Effect of non-tax-deductible expenses and non-taxable income	2'293	2'408
Effect of non-recognition of current tax losses	(87)	(1'207)
Effect of increased/reduced allowance on deferred tax balances	(54)	(39)
Effect of changes in tax rates on deferred tax balances	17	286
Effect of non-refundable withholding taxes on dividends	(668)	(846)
Effect of BEPS Pillar 2.0 (15% minimum taxation)	(609)	(568)
Effect of tax credits/debits from prior years and other effects	196	1'291
<b>Effective income taxes</b>	<b>(14'963)</b>	<b>(13'511)</b>
<b>Effective income tax rate</b>	<b>16.7%</b>	<b>15.7%</b>

The expected Corporate income tax rate corresponds to the weighted average income tax rate based on the net income before taxes and the income tax rate of each individual Group company. The net income before taxes complies with the ordinary result according to Swiss GAAP FER.

In the reporting year, the difference between the expected income tax rate of 18.5% and the effective income tax rate of 16.7% is mainly attributable to the following three factors: First, in several countries (Switzerland, China, France, UK, Germany) research and development and other tax benefits are available, that are used by HUBER+SUHNER (shown in the line "effect of non-tax-deductible expenses and non-tax-deductible income"). Second, HUBER+SUHNER faces non-refundable withholding taxes on dividends from Group companies (shown in the line "effect of non-refundable withholding taxes on dividends"). Third, for 2025, HUBER+SUHNER is subject to the provisions of the pillar two OECD/G20 BEPS 2.0 project (a global minimum tax of 15%) in several jurisdictions (shown in the line "effect of BEPS Pillar 2.0 (15% minimum taxation)").

The capitalised deferred tax assets on losses carried forward amount to CHF 4.1 million (previous year: CHF 7.4 million). The decrease compared to prior year is mainly related to the usage of capitalised prior year tax losses in one Group company. The unrecognised tax loss carried forward was CHF 35.1 million (previous year: CHF 35.1 million). This corresponds to a potential tax asset of CHF 8.0 million (previous year: CHF 8.8 million). In 2025, no tax losses carried forward expired (previous year: CHF 0.0 million).

The valuation of related tax assets on losses carried forward is generally based on business plans. The capitalisation of usable tax losses carried forward is assessed on a yearly basis. Tax losses carried forward are recognised only to the extent that it is probable that future taxable profits will be available and therefore allow the assets to be utilised. In countries and for Group companies where the use of tax losses carried forward is not foreseeable, tax loss is not capitalised. For the calculation of deferred income taxes in the consolidated balance sheet, the expected tax rate per tax subject is applied.

## 9 Personnel expenses

Personnel expenses included in the income statement amount to:

	2025	2024
<b>Total personnel expenses</b>	<b>299'818</b>	<b>287'000</b>

## 10 Post-employment benefits

In Switzerland, according to local law, autonomous pension funds bear the risks relating to the defined benefits. In the event of restructuring measures, the employer must pay an additional contribution alongside its normal contributions. Through the HUBER+SUHNER AG pension fund, HUBER+SUHNER AG provides pension benefits for its employees in the event of retirement, invalidity and death.

The leading body administering the fund is the Board of Foundation, which comprises an equal number of employee and employer representatives. The Board of Foundation establishes an Investment Committee, which is responsible for investing the funds held by the pension plan in accordance with the investment regulations defined by the Board of Foundation. All insured persons can claim their pension or part thereof in the form of either capital or retirement pension payments. HUBER+SUHNER AG also has two paternal foundations.

Most HUBER+SUHNER Group companies operate defined contribution pension plans. As a general rule, these involve employees and employer paying into pension funds administered by third parties. The HUBER+SUHNER Group has no payment obligations beyond these defined contributions, which are recognised as personnel costs in the profit and loss. The economic obligation recognised in the balance sheet for pension plans without own assets (mainly for a few retired executives) concern pension plans operated in Germany and the United States.

### Employer contribution reserves (ECR)

	Nominal value	Waiver of use	Accumulation	Balance sheet		Income statement impact from ECR	
	31.12.2025	2025	2025	31.12.2025	31.12.2024	2025	2024
	Employer contribution reserves <sup>1)</sup>	19'046	–	747	19'046	18'299	747
<b>Total</b>	<b>19'046</b>	<b>–</b>	<b>747</b>	<b>19'046</b>	<b>18'299</b>	<b>747</b>	<b>386</b>

<sup>1)</sup> The ECR are based on the annual reports of the paternal fund from the previous year. The economic benefits/economic obligations are assessed at each balance sheet date. In 2025 as well as in 2024, interest on the paternal fund of the ECR is recognised as financial income.

### Economic benefit/economic obligation and pension benefit expenses

	Funding surplus	Economic part of the organisation		Change from prior year with income statement impact	Change from prior year with no income statement impact	Contributions for the period	Pension costs within personnel expenses	
	31.12.2025	31.12.2025	31.12.2024	2025	2025	2025	2025	2024
	Paternal fund <sup>1)</sup>	67'743	–	–	–	–	–	–
Pension plans with surplus <sup>1)</sup>	55'098	–	–	–	–	(9'630)	(9'630)	(9'427)
Pension plans without own assets	–	1'271	1'349	(42)	120	–	(42)	(18)
<b>Total</b>	<b>122'841</b>	<b>1'271</b>	<b>1'349</b>	<b>(42)</b>	<b>120</b>	<b>(9'630)</b>	<b>(9'672)</b>	<b>(9'445)</b>

<sup>1)</sup> The paternal fund and the funding surplus of the pension plan of HUBER+SUHNER AG are based on annual reports issued by the corresponding institutions for the previous year. The economic benefits / economic obligations are assessed at each balance sheet date.

## 11 Share-based payment

Compensation and remuneration for Members of the Board of Directors, for Members of the Executive Group Management and for selective Senior Management employees includes, amongst others, long-term incentives in the form of shares (see Compensation Report, [Notes 2](#) and [3](#)).

The Members of the Board of Directors annually receive a long-term incentive in the form of a fixed number of HUBER+SUHNER AG shares, with a blocking period after assignment of at least three years.

As long-term compensation, the Members of Executive Group Management receive a variable number of HUBER+SUHNER AG shares each year. The number of shares that are effectively granted is determined by the Board of Directors and driven by long-term business success, which is assessed according to three factors: market environment, strategy implementation and financial situation. The shares are allocated also with a blocking period of at least three years.

As part of the yearly compensation, selective Senior Management employees receive a variable number of HUBER+SUHNER AG shares each year. The number of shares that are effectively granted is determined by the CEO and driven by long-term business success, which is assessed according to three factors: market environment, strategy implementation and financial situation. The shares are allocated also with a blocking period of at least three years.

Share-based compensation is calculated based on the market price of CHF 73.90 (previous year: CHF 75.50) at date of allotment for 2'000 shares (previous year: 2'000 shares) allotted during the year and the 2025 year-end share price of CHF 144.80 for outstanding shares (previous year: CHF 74.20). In the year under review, 24'288 shares (previous year: 28'557 shares) were allocated. Expenses, which included social security, in the amount of CHF 3.8 million (previous year: CHF 2.4 million) are recognised accordingly in the income statement. For Members of Board of Directors and Executive Group Management, the assignment is subject to approval by the Annual General Meeting. The 2'000 shares (previous year: 2'000 shares) that were allotted during the year were assigned to the Board of Directors in turn of the Annual General Meeting held in 2025.

## 12 Related party transactions

Business relationships with joint ventures and investments are as follows:

### Net sales and other income and expenditure

	2025	2024
Net sales with joint ventures and investments	3'988	3'657
Other income with joint ventures and investments	–	29
Other expenditure with joint ventures and investments	(29)	–

### Receivables

	31.12.2025	31.12.2024
Trade receivables from joint ventures and investments	706	388

There were no services purchased from other related parties in 2025 and 2024.

The joint venture is described in [Note 3](#).

Pension contributions to the HUBER+SUHNER AG pension plan are disclosed in [Note 10](#), line item 'Pension plan with surplus'.

## 13 Depreciation and amortisation

Depreciation and amortisation expenses included in the income statement are as follows:

	2025	2024
Depreciation of property, plant and equipment	31'182	31'029
Amortisation of intangible assets	6'833	4'956
<b>Total depreciation and amortisation</b>	<b>38'015</b>	<b>35'985</b>

## 14 Liabilities from operating lease

Some Group companies lease a number of offices, warehouses and cars under operating lease contracts which cannot be cancelled at short notice.

### Liabilities from operating lease

	31.12.2025	31.12.2024
Less than 1 year	6'677	6'881
Between 1 and 5 years	21'106	19'975
More than 5 years	9'467	13'008
<b>Total liabilities from operating lease</b>	<b>37'250</b>	<b>39'864</b>

## 15 Cash and cash equivalents

	31.12.2025	31.12.2024
Cash at bank and on hand	52'749	44'634
Term deposits < 3 month term, in CHF	128'000	118'000
Term deposits < 3 month term, in other currency	30'375	11'499
<b>Total cash and cash equivalents</b>	<b>211'124</b>	<b>174'133</b>

## 16 Marketable securities

	31.12.2025	31.12.2024
Term deposits > 3 month term, in CHF	–	10'000
<b>Total marketable securities</b>	<b>–</b>	<b>10'000</b>

## 17 Trade receivables

	31.12.2025	31.12.2024
Trade receivables	145'095	213'585
Provision for doubtful trade receivables	(4'590)	(3'063)
<b>Total trade receivables, net</b>	<b>140'505</b>	<b>210'522</b>

In the reporting year, the decrease is mainly due to the payments received from a customer in relation to a major project in India to expand the mobile communications infrastructure in previous year.

## 18 Other short-term receivables

	31.12.2025	31.12.2024
Other short-term receivables	21'652	23'516
Derivative financial instruments	88	74
<b>Total other short-term receivables</b>	<b>21'740</b>	<b>23'590</b>

Other short-term receivables include value-added and withholding tax receivables, current income tax receivables, received letters of credit, and other short-term receivables such as a receivable relating to prepayments, pledged fixed deposits to secure a bank guarantee and letter of credits and other current assets.

## 19 Inventories

	31.12.2025	31.12.2024
Raw materials and supplies	79'805	86'866
Work in progress	24'290	14'918
Finished goods	98'247	94'910
<b>Total inventories, gross</b>	<b>202'342</b>	<b>196'694</b>
Inventory provision	(37'049)	(41'261)
<b>Total inventories, net</b>	<b>165'293</b>	<b>155'433</b>

In the reporting year, the decrease of the inventory provision is caused by decreasing slow moving parts mainly in the Communication and Transportation segment.

## 20 Derivative financial instruments

To hedge exposure related to fluctuation in foreign currencies, the Group uses derivative financial instruments, in particular forward exchange contracts. Derivative financial instruments used for hedging balance sheet items are recognised at current value and at the date a derivative contract is entered into. They are recorded as other short-term receivables or other short-term liabilities. Derivatives are subsequently re-measured, based on current market prices, to their fair value at each balance sheet date; unrealised gains and losses are recognised in the income statement.

### Derivative financial instruments

	Positive market value	Negative market value	Purpose	Positive market value	Negative market value	Purpose
	31.12.2025			31.12.2024		
Foreign exchange	88	164	Hedging	74	358	Hedging
<b>Total</b>	<b>88</b>	<b>164</b>		<b>74</b>	<b>358</b>	

## 21 Property, plant and equipment

	Undeveloped property	Land and buildings	Technical equipment and machinery	Other equipment	Assets under construction	Total
<b>Cost at 1.1.2024</b>	<b>2'080</b>	<b>223'574</b>	<b>378'691</b>	<b>95'804</b>	<b>26'136</b>	<b>726'285</b>
Additions	–	610	4'343	2'126	29'842	36'921
Disposals	–	(647)	(28'462)	(9'952)	(192)	(39'253)
Reclassifications	–	900	12'609	3'920	(17'429)	–
Change in consolidation scope	–	–	–	–	–	–
Currency translation differences	–	960	2'434	582	80	4'056
<b>Cost at 31.12.2024</b>	<b>2'080</b>	<b>225'397</b>	<b>369'615</b>	<b>92'480</b>	<b>38'437</b>	<b>728'009</b>
Additions	–	550	9'644	3'362	32'736	46'292
Disposals	–	(153)	(10'152)	(9'151)	(726)	(20'182)
Reclassifications	–	8'703	20'758	10'785	(40'246)	–
Change in consolidation scope	–	–	–	–	–	–
Currency translation differences	–	(2'399)	(6'015)	(1'285)	(65)	(9'764)
<b>Cost at 31.12.2025</b>	<b>2'080</b>	<b>232'098</b>	<b>383'850</b>	<b>96'191</b>	<b>30'136</b>	<b>744'355</b>
<b>Accumulated depreciation and impairment at 1.1.2024</b>	<b>–</b>	<b>(129'996)</b>	<b>(291'197)</b>	<b>(78'538)</b>	<b>–</b>	<b>(499'731)</b>
Additions	–	(6'031)	(18'206)	(6'792)	–	(31'029)
Impairments	–	–	–	–	–	–
Disposals	–	609	28'404	9'743	–	38'756
Reclassifications	–	3	37	(40)	–	–
Change in consolidation scope	–	–	–	–	–	–
Currency translation differences	–	(294)	(1'693)	(427)	–	(2'414)
<b>Accumulated depreciation and impairment at 31.12.2024</b>	<b>–</b>	<b>(135'709)</b>	<b>(282'655)</b>	<b>(76'054)</b>	<b>–</b>	<b>(494'418)</b>
Additions	–	(5'721)	(18'183)	(7'278)	–	(31'182)
Impairments	–	–	–	–	–	–
Disposals	–	153	10'056	8'888	–	19'097
Reclassifications	–	–	–	–	–	–
Change in consolidation scope	–	–	–	–	–	–
Currency translation differences	–	968	4'687	976	–	6'631
<b>Accumulated depreciation and impairment at 31.12.2025</b>	<b>–</b>	<b>(140'309)</b>	<b>(286'095)</b>	<b>(73'468)</b>	<b>–</b>	<b>(499'872)</b>
<b>Net book value at 1.1.2024</b>	<b>2'080</b>	<b>93'578</b>	<b>87'494</b>	<b>17'266</b>	<b>26'136</b>	<b>226'554</b>
<b>Net book value at 31.12.2024</b>	<b>2'080</b>	<b>89'688</b>	<b>86'960</b>	<b>16'426</b>	<b>38'437</b>	<b>233'591</b>
<b>Net book value at 31.12.2025</b>	<b>2'080</b>	<b>91'789</b>	<b>97'755</b>	<b>22'723</b>	<b>30'136</b>	<b>244'483</b>

Other equipment includes vehicles as well as IT, testing and measurement equipment.

## 22 Intangible assets

	Software	Other	Total
<b>Cost at 1.1.2024</b>	<b>101'407</b>	<b>1'218</b>	<b>102'625</b>
Additions	7'768	–	7'768
Disposals	(1'031)	–	(1'031)
Change in consolidation scope	–	–	–
Currency translation differences	32	42	74
<b>Cost at 31.12.2024</b>	<b>108'176</b>	<b>1'260</b>	<b>109'436</b>
Additions	9'199	–	9'199
Disposals	(979)	–	(979)
Change in consolidation scope	–	–	–
Currency translation differences	(79)	(109)	(188)
<b>Cost at 31.12.2025</b>	<b>116'317</b>	<b>1'151</b>	<b>117'468</b>
<b>Accumulated amortisation and impairment at 1.1.2024</b>	<b>(73'503)</b>	<b>(302)</b>	<b>(73'805)</b>
Additions	(4'928)	(28)	(4'956)
Disposals	990	–	990
Impairments	–	–	–
Change in consolidation scope	–	–	–
Currency translation differences	(26)	(13)	(39)
<b>Accumulated amortisation and impairment at 31.12.2024</b>	<b>(77'467)</b>	<b>(343)</b>	<b>(77'810)</b>
Additions	(6'809)	(24)	(6'833)
Disposals	979	–	979
Impairments	–	–	–
Change in consolidation scope	–	–	–
Currency translation differences	66	31	97
<b>Accumulated amortisation and impairment at 31.12.2025</b>	<b>(83'231)</b>	<b>(336)</b>	<b>(83'567)</b>
<b>Net book value at 1.1.2024</b>	<b>27'904</b>	<b>916</b>	<b>28'820</b>
<b>Net book value at 31.12.2024</b>	<b>30'709</b>	<b>917</b>	<b>31'626</b>
<b>Net book value at 31.12.2025</b>	<b>33'086</b>	<b>815</b>	<b>33'901</b>

Other intangible assets include, amongst others, the land use right in Changzhou, China.

### Theoretical movement schedule for goodwill

Goodwill from acquisitions is fully offset against equity at the date of acquisition. The theoretical amortisation of goodwill is based on the straight-line method over the useful life of five years. Goodwill from new acquisitions is set in Swiss francs and calculated based on the closing rate at the acquisition date. This procedure means that the movement schedule no longer has to include foreign exchange differences. The impact of the theoretical capitalisation and amortisation of goodwill is presented below:

#### Cost

	2025	2024
Balance at 1.1.	146'703	146'703
Additions from acquisitions	1'241	–
Reduction of goodwill	–	–
<b>Balance at 31.12.</b>	<b>147'944</b>	<b>146'703</b>

For the changes in goodwill see [note 3](#).

**Accumulated amortisation**

	2025	2024
Balance at 1.1.	(143'252)	(134'280)
Amortisation expense	(1'487)	(8'972)
<b>Balance at 31.12.</b>	<b>(144'739)</b>	<b>(143'252)</b>
<b>Theoretical net book value at 31.12.</b>	<b>3'205</b>	<b>3'451</b>

**Impact on balance sheet**

	31.12.2025	31.12.2024
Equity according to the balance sheet	674'640	656'522
Theoretical capitalisation of goodwill	3'205	3'451
<b>Theoretical equity incl. net book value of goodwill</b>	<b>677'845</b>	<b>659'973</b>

**Impact on income statement**

	2025	2024
Net income	74'871	72'274
Amortisation of goodwill	(1'487)	(8'972)
<b>Theoretical net income</b>	<b>73'384</b>	<b>63'302</b>

**23 Financial assets**

	31.12.2025	31.12.2024
Assets from employer contribution reserves	19'046	18'299
Investments in joint ventures and investments	3	–
Others	7'053	6'804
<b>Total financial assets</b>	<b>26'102</b>	<b>25'103</b>

Others include rental deposits and re-insurance from retirement plan obligations.

**24 Trade payables**

	31.12.2025	31.12.2024
<b>Trade payables</b>	<b>72'265</b>	<b>113'611</b>

In the reporting year, the decrease is mainly due to the payments to suppliers in relation to a major project in India to expand the mobile communications infrastructure in previous year.

**25 Other short-term liabilities**

	31.12.2025	31.12.2024
Accrual for personnel expenses	35'376	32'432
Advance payments from customers	3'151	1'767
Derivative financial instruments	164	358
Current income tax liabilities	6'814	13'091
Other liabilities	8'094	9'587
<b>Total other short-term liabilities</b>	<b>53'599</b>	<b>57'235</b>

Other liabilities include indirect tax liabilities and advance payments from other third parties (not customers).

## 26 Provisions

	Retire- ment plan obli- gations	Employee- related provisions	Order- related provisions	Other provisions	Total
<b>Balance at 1.1.2024</b>	<b>1'419</b>	<b>3'252</b>	<b>8'449</b>	<b>4'471</b>	<b>17'591</b>
Additions	31	1'914	1'757	737	4'439
Releases	(12)	(26)	(1'156)	(198)	(1'392)
Utilisation	(91)	(70)	(932)	(22)	(1'115)
Change in consolidation scope	-	-	-	-	-
Currency translation differences	(1)	(14)	62	(27)	20
<b>Balance at 31.12.2024</b>	<b>1'346</b>	<b>5'056</b>	<b>8'180</b>	<b>4'961</b>	<b>19'543</b>
Additions	41	2'148	3'537	707	6'433
Releases	-	(200)	(649)	(508)	(1'357)
Utilisation	(90)	(672)	(391)	-	(1'153)
Change in consolidation scope	-	-	-	-	-
Currency translation differences	(26)	(70)	(315)	(31)	(442)
<b>Balance at 31.12.2025</b>	<b>1'271</b>	<b>6'262</b>	<b>10'362</b>	<b>5'129</b>	<b>23'024</b>
Short-term provisions	-	1'648	7'585	2'680	11'913
Long-term provisions	1'346	3'408	595	2'281	7'630
<b>Total provisions at 31.12.2024</b>	<b>1'346</b>	<b>5'056</b>	<b>8'180</b>	<b>4'961</b>	<b>19'543</b>
Short-term provisions	-	2'980	9'756	2'846	15'582
Long-term provisions	1'271	3'282	606	2'283	7'442
<b>Total provisions at 31.12.2025</b>	<b>1'271</b>	<b>6'262</b>	<b>10'362</b>	<b>5'129</b>	<b>23'024</b>

Retirement plan obligations include liabilities in connection with defined contribution plans (pension plans without own assets) and primarily concern specific former employees.

Employee-related provisions mainly include length-of-service rewards and obligations to employees. In 2024, for HUBER+SUHNER AG the amount for length-of-service rewards was benchmarked and improved.

Order-related provisions are directly related to services arising from product deliveries and projects, and are formulated based on the experience and estimation of each project. Order-related provisions relate to warranties, customer claims, penalties and other guarantees.

Other provisions include obligations which do not fit into the aforementioned categories, such as current or possible litigations arising from divestments, licence agreements or duties as well as other constructive or legal obligations.

Due to the nature of the long-term provisions, the timing of the cash outflows is uncertain. However, a partial cash outflow can be expected within two to three years, on average.

In both the reporting and the prior-year period, there were no restructuring provisions.

## 27 Deferred tax assets and liabilities

	Deferred tax assets	Deferred tax liabilities
<b>Balance at 1.1.2024</b>	<b>13'999</b>	<b>21'283</b>
Additions	3'947	464
Releases / utilisation	(540)	(35)
Releases through equity	–	–
Reclassifications	–	–
Change in consolidation scope	–	–
Currency translation differences	466	36
<b>Balance at 31.12.2024</b>	<b>17'872</b>	<b>21'748</b>
Additions	2'090	1'144
Releases / utilisation	(4'578)	(426)
Releases through equity	–	–
Reclassifications	–	–
Change in consolidation scope	–	–
Currency translation differences	(1'353)	(60)
<b>Balance at 31.12.2025</b>	<b>14'031</b>	<b>22'406</b>

The release in the year 2025 is related to one Group company that was able to use capitalized loss carry forward.

## 28 Share capital

As at 31 December 2025, 19'190'000 (previous year: 19'190'000) registered shares, with a nominal value of CHF 0.25, were issued. The Company has no authorised or conditional capital. Reserves which are not disposable or distributable amount to CHF 2.4 million as at 31 December 2025 (previous year: CHF 2.4 million).

The following table shows transactions and balances relating to treasury shares:

	2025			2024		
	Quantity	Trans- action price (Ø) in CHF	Purchase cost	Quantity	Trans- action price (Ø) in CHF	Purchase cost
<b>Balance at 1.1.</b>	<b>736'640</b>		<b>930</b>	<b>1'748'640</b>		<b>82'379</b>
Purchases of treasury shares	24'407	92.60	2'260	22'300	73.54	1'640
Disposals of treasury shares	(28'557)	76.62	(2'188)	(24'300)	68.81	(1'672)
Cancellation by means of capital reduction	–	–	–	(1'010'000)	80.61	(81'417)
<b>Balance at 31.12.</b>	<b>732'490</b>		<b>1'002</b>	<b>736'640</b>		<b>930</b>

Following approval by the Annual General Meeting on 27 March 2024, the shares acquired as part of the share buyback programme completed in March 2023 have been cancelled by means of a capital reduction. In total 1'010'000 treasury shares were purchased back at an average share price of CHF 80.61, amounting to CHF 81.4 million.

As at the balance sheet date, foundations related to the HUBER+SUHNER Group hold 269'366 shares in HUBER+SUHNER AG (previous year: 274'716). Pension funds connected with the HUBER+SUHNER Group directly hold no shares in HUBER+SUHNER AG.

## 29 Earnings per share

	2025	2024
Net income attributable to shareholders of HUBER+SUHNER AG	74'349	71'383
Average number of outstanding shares	18'458'576	18'459'742
<b>Undiluted / diluted earnings per share (CHF)</b>	<b>4.03</b>	<b>3.87</b>

The average number of outstanding shares is calculated based on issued shares less the weighted average of treasury shares. There are no conversion or option rights outstanding; therefore, there is no dilution of earnings per share.

## 30 Future commitments

The Group companies have committed to various capital expenditures essential for the day-to-day business operations. At year-end, there were commitments for the purchase of property, plant and equipment and intangible assets amounting to CHF 29.2 million (previous year: CHF 24.4 million).

## 31 Contingent liabilities

As at 31 December 2025, parent guarantees in the amount of CHF 4.3 million (previous year: CHF 9.9 million) exist in favour of a third party for a long-term lease agreement. This amount represents the maximum amount of the obligation assumed. HUBER+SUHNER Group has not given any other guarantees in respect of its business relationships with third parties.

## 32 Events after the balance sheet date

No events occurred between the balance sheet date and the date these consolidated financial statements were approved by the Board of Directors (4 March 2026) which affect the annual results or require any adjustments to the Group's assets and liabilities.

## Group Companies

Companies at 31.12.2025 (all fully consolidated)		Domicile		Capital stock	Ownership	Purpose
Switzerland	HUBER+SUHNER AG	Herisau	CHF	4'798	parent company	▲ ■
Australia	HUBER+SUHNER (Australia) Pty Ltd.	Frenchs Forest, New South Wales	AUD	5'000	100%	▲ ■
Brazil	HUBER+SUHNER América Latina Ltda.	São José dos Campos	BRL	39'197	100%	—
Canada	HUBER+SUHNER (Canada) Ltd.	Ottawa	CAD	2'350	100%	—
China	HUBER+SUHNER (Hong Kong) Ltd.	Hong Kong	HKD	12'325	100%	◆ ■
	HUBER+SUHNER (Shanghai) Co. Ltd. <sup>1)</sup>	Shanghai	CNY	19'970	100%	■
	HUBER+SUHNER CCT (Shanghai) Co. Ltd. <sup>1)</sup>	Shanghai	CNY	27'854	100%	■
	HUBER+SUHNER CCM (Changzhou) Co. Ltd. <sup>1)</sup>	Changzhou	CNY	126'246	100%	▲
Costa Rica	HUBER+SUHNER Astrolab Costa Rica S.r.l. <sup>2)</sup>	San José	USD	—	100%	▲
France	BKtel photonics SAS <sup>3)</sup>	Lannion	EUR	10	78%	▲ ■
	HUBER+SUHNER (France) SAS	Voisins-le-Bretonneux	EUR	200	100%	■
Germany	HUBER+SUHNER BKtel GmbH	Hückelhoven	EUR	600	100%	▲ ■
	HUBER+SUHNER GmbH	Unterhaching	EUR	3'068	100%	◆ ■
	HUBER+SUHNER Cube Optics AG <sup>4)</sup>	Mainz	EUR	590	100%	▲ ■
India	HUBER+SUHNER Electronics Pvt. Ltd. <sup>5)</sup>	New Delhi	INR	170'000	100%	▲ ■
Malaysia	HUBER+SUHNER (Malaysia) Sdn Bhd <sup>6)</sup>	Kuala Lumpur	MYR	2'500	100%	▲ ■
Netherlands	HUBER+SUHNER B.V.	Rosmalen	EUR	200	100%	—
Poland	HUBER+SUHNER Sp. z o.o.	Tczew	PLN	5'600	100%	▲
	HUBER+SUHNER Polatis Sp. z o.o. <sup>7)</sup>	Nawojowa Góra	PLN	40'235	100%	▲
Singapore	HUBER+SUHNER (Singapore) Pte Ltd.	Singapore	SGD	3'000	100%	◆ ■
Spain	HUBER+SUHNER (Spain) <sup>8)</sup>	Madrid	EUR	3	100%	▲
Tunisia	HUBER+SUHNER (Tunisie) SARL	Sousse	TND	4'000	100%	▲
United Kingdom	HUBER+SUHNER (UK) Ltd.	Bicester	GBP	4'000	100%	▲ ■
USA	HUBER+SUHNER Polatis Ltd.	Cambridge	GBP	28'700	100%	▲ ■
	HUBER+SUHNER Phoenix Dynamics Ltd. <sup>9)</sup>	Staffordshire	GBP	10	100%	▲ ■
	HUBER+SUHNER (North America) Corp.	Charlotte, North Carolina	USD	1	100%	◆
	HUBER+SUHNER, Inc. <sup>10)</sup>	Charlotte, North Carolina	USD	50	100%	▲ ■
	HUBER+SUHNER Astrolab, Inc. <sup>10)</sup>	Warren, New Jersey	USD	12'000	100%	▲ ■

<sup>1)</sup> Subsidiary of HUBER+SUHNER (Hong Kong) Ltd.

<sup>3)</sup> Subsidiary of HUBER+SUHNER BKtel GmbH. On 28 May 2025, the ownership of BKtel photonics SAS (France) was increased from 57 % to 78 %.

<sup>5)</sup> Subsidiary of HUBER+SUHNER AG and of HUBER+SUHNER B.V.

<sup>7)</sup> Subsidiary of HUBER+SUHNER Polatis Ltd. and HUBER+SUHNER Sp. z o.o.

<sup>9)</sup> Subsidiary of HUBER+SUHNER (UK) Ltd.

<sup>2)</sup> Subsidiary of HUBER+SUHNER Astrolab, Inc.

<sup>4)</sup> Subsidiary of HUBER+SUHNER GmbH

<sup>6)</sup> Subsidiary of HUBER+SUHNER (Singapore) Pte Ltd.

<sup>8)</sup> Subsidiary of HUBER+SUHNER Cube Optics AG

<sup>10)</sup> Subsidiary of HUBER+SUHNER (North America) Corp.

## Joint Ventures and Investments

Company at 31.12.2025 (equity method applied)		Domicile		Capital stock	Ownership	Purpose
Germany	ARGE Connectivity Systems GbR	Unterhaching		— <sup>1)</sup>	50% <sup>2)</sup>	■

<sup>1)</sup> Partnership under the German Civil Code (Gesellschaft bürgerlichen Rechts [GbR]) has no capital stock.

<sup>2)</sup> Control of the partnership is 50% : 50% between the partnership parties. Net income distribution of the partnership is 70% (HUBER+SUHNER) : 30% between the partnership parties.

- ◆ Holding/Finance companies
- ▲ Production and assembly plants
- Sales organisations
- Dormant / in liquidation



Ernst & Young Ltd  
Aeschengraben 27  
P.O. Box  
CH-4002 Basle

Phone: +41 58 286 86 86  
www.ey.com/en\_ch

To the General Meeting of  
Huber+Suhner AG, Herisau

Basle, 4 March 2026

## Report of the statutory auditor

### Report on the audit of the consolidated financial statements



#### Opinion

We have audited the consolidated financial statements of HUBER+SUHNER AG and its subsidiaries (the Group), which comprise the consolidated balance sheet as at 31 December 2025, the consolidated income statement, the consolidated cash flow statement and the consolidated statement of equity for the year then ended, and notes to group financial statements, including a summary of significant accounting policies.

In our opinion, the consolidated financial statements (pages 69 to 92) give a true and fair view of the consolidated financial position of the Group as at 31 December 2025 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 that are relevant to audits of the financial statements of public interest entities. We have also 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.



#### Key audit matters

Key audit matters are those matters that, in our professional judgment, 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. For the matter below, our description of how our audit addressed the matter is provided in that context.

We have fulfilled the responsibilities described in the "Auditor's responsibilities for the audit of the consolidated financial statements" section of our report, including in relation to these matters. Accordingly, our audit included the performance of procedures designed to respond to our assessment of the risks of material misstatement of the consolidated financial statements. The results of our audit procedures, including the procedures performed to

address the matter below, provide the basis for our audit opinion on the consolidated financial statements.

### Valuation of inventories

**Areas of focus** As of 31 December 2025, inventories amounted to CHF 165.3 million, representing 19.1% of the Group's total assets.

As indicated in Note 2.7 to the consolidated financial statements, inventories are valued at the lower of cost and net realisable value. Cost is determined according to the standard costing method. For slow-moving and obsolete stock the Group recognizes an inventory allowance based on the inventory turnover.

Due to the significance of the carrying values of inventories and the degree of management judgment involved in determining production costs, write-downs and fair value less cost to sell, this matter was considered significant to our audit.

### Our audit response

Our audit procedures included, amongst other:

- We gained an understanding of the inventory valuation process, the valuation method, as well as the underlying assumptions applied.
- On a sample basis we analysed the standard cost calculations and verified the differences between the standard and actual costs.
- We challenged the estimates made by Management regarding write-downs by assessing whether they are in line with historical experience.
- We reviewed inventory ratio's and audited underlying data of the inventory ageing list.
- We verified compliance with the principle of net realisable value for finished goods by comparing production costs with the expected net sale proceeds.

Our audit procedures did not lead to any reservations regarding to the valuation of inventories.



### 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 HUBER+SUHNER Group Financial Statements, the Financial Statements of HUBER+SUHNER AG, the tables on page 57 to 64 in the compensation 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 the consolidated financial statements, which 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.

A further description of our responsibilities for the audit of the consolidated financial statements is located on EXPERTsuisse's website at: <https://www.expertsuisse.ch/en/audit-report>. This description forms an integral part of our report.

## **Report on other legal and regulatory requirements**



In accordance with Art. 728a para. 1 item 3 CO and PS-CH 890, we confirm that an internal control system exists, which has been designed for the preparation of the consolidated financial statements according to the instructions of the Board of Directors.

We recommend that the consolidated financial statements submitted to you be approved.

Ernst & Young Ltd

Iwan Zimmermann  
Licensed audit expert  
(Auditor in charge)

Erik Zeller  
Licensed audit expert

## Five-Year Financial Summary

in CHF million	2021	2022	2023	2024	2025
<b>Order intake</b>	<b>995.6</b>	<b>975.4</b>	<b>821.4</b>	<b>908.0</b>	<b>1'032.0</b>
change in % over prior year	33.1	(2.0)	(15.8)	10.5	13.7
<b>Order backlog as of 31.12.</b>	<b>323.4</b>	<b>320.0</b>	<b>271.9</b>	<b>291.0</b>	<b>432.2</b>
change in % over prior year	65.4	(1.1)	(15.0)	7.0	48.5
<b>Net sales</b>	<b>862.9</b>	<b>954.6</b>	<b>851.1</b>	<b>893.9</b>	<b>864.1</b>
change in % over prior year	16.9	10.6	(10.8)	5.0	(3.3)
<b>Gross margin</b>	<b>38.2%</b>	<b>35.7%</b>	<b>35.3%</b>	<b>35.4%</b>	<b>37.9%</b>
<b>EBITDA</b>	<b>137.6</b>	<b>135.3</b>	<b>110.5</b>	<b>122.6</b>	<b>128.9</b>
as % of net sales	16.0	14.2	13.0	13.7	14.9
<b>EBIT</b>	<b>104.6</b>	<b>103.2</b>	<b>77.6</b>	<b>86.6</b>	<b>90.8</b>
as % of net sales	12.1	10.8	9.1	9.7	10.5
change in % over prior year	70.9	(1.3)	(24.8)	11.7	4.9
<b>Financial result</b>	<b>(2.3)</b>	<b>(1.8)</b>	<b>(2.9)</b>	<b>(0.8)</b>	<b>(1.0)</b>
<b>Net income</b>	<b>87.3</b>	<b>85.2</b>	<b>64.8</b>	<b>72.3</b>	<b>74.9</b>
as % of net sales	10.1	8.9	7.6	8.1	8.7
change in % over prior year	66.9	(2.4)	(23.9)	11.5	3.6
<b>Purchases of PP&amp;E and intangible assets</b>	<b>50.7</b>	<b>45.3</b>	<b>51.4</b>	<b>44.7</b>	<b>55.5</b>
change in % over prior year	34.6	(10.8)	13.6	(13.1)	24.2
<b>Cash flow from operating activities</b>	<b>101.7</b>	<b>87.3</b>	<b>115.7</b>	<b>90.2</b>	<b>127.4</b>
change in % over prior year	17.5	(14.1)	32.5	(22.0)	41.2
<b>Free operating cash flow</b>	<b>56.6</b>	<b>37.7</b>	<b>63.7</b>	<b>53.4</b>	<b>69.5</b>
change in % over prior year	12.7	(33.4)	69.1	(16.2)	30.2
<b>Net liquidity as of 31.12.</b>	<b>219.8</b>	<b>151.1</b>	<b>163.1</b>	<b>184.1</b>	<b>211.1</b>
change in % over prior year	8.3	(31.3)	7.9	12.9	14.7
<b>Return on invested capital (ROIC) in %</b>	<b>23.2%</b>	<b>20.9%</b>	<b>15.8%</b>	<b>16.8%</b>	<b>17.1%</b>
<b>Equity as of 31.12.</b>	<b>643.8</b>	<b>606.7</b>	<b>609.6</b>	<b>656.5</b>	<b>674.6</b>
as % of balance sheet total	77.2	74.4	78.5	73.8	77.9
<b>Employees at year-end (permanent employees)</b>	<b>4'588</b>	<b>4'469</b>	<b>4'109</b>	<b>3'975</b>	<b>4'224</b>
change in % over prior year	4.0	(2.6)	(8.1)	(3.3)	6.3
<b>Employees, yearly average (permanent employees)</b>	<b>4'466</b>	<b>4'608</b>	<b>4'279</b>	<b>4'122</b>	<b>4'094</b>

## 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)
<b>Gross profit</b>	<b>327.4</b>	<b>316.1</b>
Selling, administrative and research and development expense	(241.8)	(232.5)
Other operating expense / income	5.3	3.0
<b>EBIT (= operating profit)</b>	<b>90.8</b>	<b>86.6</b>

## EBITDA

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

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

## 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
<b>Operating assets</b>	<b>627.2</b>	<b>677.8</b>
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)
<b>Operating liabilities</b>	<b>(190.5)</b>	<b>(230.9)</b>
<b>Invested capital</b>	<b>436.7</b>	<b>446.8</b>
	<b>2025</b>	<b>2024</b>
<b>Average invested capital</b>	<b>441.8</b>	<b>434.1</b>
<b>EBIT (= operating profit)</b>	<b>90.8</b>	<b>86.6</b>
Effective income tax rate	16.7%	15.7%
Income taxes	(15.2)	(13.6)
<b>NOPAT (= net operating profit after taxes)</b>	<b>75.7</b>	<b>73.0</b>
<b>Return on invested capital (ROIC) in % = NOPAT / average invested capital</b>	<b>17.1%</b>	<b>16.8%</b>

## 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)
<b>Free operating cash flow</b>	<b>69.5</b>	<b>53.4</b>

## 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)
<b>Free cash flow</b>	<b>31.3</b>	<b>19.9</b>

## Net liquidity

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

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.

# Financial Report

## **Financial Statements HUBER+SUHNER AG**

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# Income Statement

in CHF 1'000	Notes	2025	2024
Net Sales		453'443	427'940
Other operating income	<a href="#">3.1</a>	27'770	25'203
Change in semi-finished and finished goods		424	(1'443)
<b>Total operating income</b>		<b>481'637</b>	<b>451'700</b>
Material expenses		(196'287)	(178'774)
Personnel expenses		(158'323)	(151'982)
Other operating expenses		(65'664)	(62'505)
Depreciation and amortisation		(21'237)	(21'619)
<b>Total operating expenses</b>		<b>(441'511)</b>	<b>(414'880)</b>
<b>Operating profit (EBIT)</b>		<b>40'126</b>	<b>36'820</b>
Financial income		4'235	5'076
Financial expense		(4'117)	(118)
Income from investments	<a href="#">3.2</a>	24'269	18'392
Non-operating income		1'310	1'342
Non-operating expenses		(1'024)	(1'040)
<b>Income before taxes</b>		<b>64'799</b>	<b>60'472</b>
Income taxes		(5'496)	(4'934)
<b>Net Income</b>		<b>59'303</b>	<b>55'538</b>

# Balance Sheet

in CHF 1'000	Notes	31.12.2025	%	31.12.2024	%
<b>Assets</b>					
Cash and cash equivalents		154'819		137'813	
Marketable securities		–		10'000	
Trade receivables third party		27'042		22'592	
Trade receivables group companies		37'405		32'106	
Other short-term receivables third party		6'240		5'751	
Other short-term receivables group companies		1'736		2'070	
Inventories	3.3	34'860		32'340	
Accrued income		7'097		4'951	
<b>Current assets</b>		<b>269'199</b>	<b>44.7</b>	<b>247'623</b>	<b>43.8</b>
Property, plant, equipment and intangible assets	3.4	106'106		105'398	
Investments in subsidiaries	3.5	197'715		174'144	
Long-term loans group companies		28'888		38'343	
<b>Non-current assets</b>		<b>332'709</b>	<b>55.3</b>	<b>317'885</b>	<b>56.2</b>
<b>Assets</b>		<b>601'908</b>	<b>100.0</b>	<b>565'508</b>	<b>100.0</b>
<b>Liabilities and equity</b>					
Trade payables third party		31'163		29'717	
Trade payables group companies		10'265		9'732	
Other short-term liabilities third party		22'774		18'120	
Short-term provisions		1'581		1'098	
Accrued liabilities		5'542		3'857	
<b>Current liabilities</b>		<b>71'325</b>		<b>62'524</b>	
Long-term provisions		37'025		33'249	
Other long-term liabilities		1'845		2'095	
<b>Non-current liabilities</b>		<b>38'870</b>		<b>35'344</b>	
<b>Liabilities</b>		<b>110'195</b>	<b>18.3</b>	<b>97'868</b>	<b>17.3</b>
Share capital	3.6	4'798		4'798	
Legal reserves		40'271		40'271	
General reserves		91'075		91'154	
Retained earnings		356'574		332'351	
Treasury shares	3.7	(1'005)		(934)	
<b>Equity</b>		<b>491'713</b>	<b>81.7</b>	<b>467'640</b>	<b>82.7</b>
<b>Liabilities and equity</b>		<b>601'908</b>	<b>100.0</b>	<b>565'508</b>	<b>100.0</b>

# Notes to Financial Statements

## 1 General

The financial statements of HUBER+SUHNER AG, domiciled in Herisau, are prepared in accordance with the Swiss Code of Obligations (OR).

## 2 Accounting policies

### 2.1 General

These financial statements were prepared in accordance with the commercial accounting provisions of the Swiss Code of Obligations. The accounting of major balance sheet and income statement positions is disclosed hereinafter.

### 2.2 Foreign currency translation

All assets and liabilities denominated in foreign currencies are converted into Swiss francs at the year-end exchange rates according to the imparity principle. Income and expenses as well as transactions in foreign currencies are converted at the conversion rate valid at the transaction date. The resulting foreign exchange differences are recognised in the income statement.

### 2.3 Revenue recognition

HUBER+SUHNER generates revenues mainly from the sale of products, services and systems. Revenues from these sales are recognised upon delivery to the customer. Depending on the terms of the sales contract, delivery is made when the risks and rewards of the sold products are transferred to the customer, when the service has been performed or when the contractual arrangement with the customer has been fulfilled. Sales are shown as a net amount in the income statement. They represent the total value of invoices to third parties less sales taxes, credits for returns and revenue reductions (primarily rebates and discounts).

### 2.4 Trade receivables

Trade receivables are measured at nominal value less allowances. Indications of impairment are substantial financial problems on the customer side, a declaration of bankruptcy or a material delay in payment. In addition, a fiscally permitted allowance is recognised in the remaining trade receivables.

### 2.5 Inventories

Inventories are stated at the lower of cost and net realisable value. The cost of goods comprises direct material and production costs and related production overheads. The valuation of the inventory is based on standard costs that are verified annually. Slow-moving and obsolete stock that have insufficient inventory turns are systematically revaluated, either partly or fully. In addition, a fiscally permitted allowance is recognised in the remaining inventories.

### 2.6 Property, plant, equipment and intangible assets

Property, plant, equipment and intangible assets are stated at the purchased or manufactured cost less fiscally permitted accumulated depreciation. If there are indications that the carrying amount is overstated, property, plant, equipment and intangible assets are reviewed for impairment and, where necessary, written down to the recoverable amount.

## 2.7 Investments in subsidiaries

Investments are initially recognised at cost. Investments are assessed annually and individually.

## 2.8 Provisions

Provisions are made for warranties, personnel expenses, restructuring costs, as well as legal and other miscellaneous operational risks that meet the recognition criteria. They are recognised when the company has a present legal or constructive obligation as a result of past events and if it is more likely than not that an outflow of resources will be required to settle the obligation and the amount can be reliably estimated. Warranty provisions are generally measured and recognised based on experience values. Additional provisions may be made if permitted under tax regulations.

## 2.9 Treasury shares

Treasury shares are stated at acquisition cost and presented as a negative position in the shareholders' equity. No subsequent valuation is made. If the treasury shares are disposed of later, the resulting gain or loss is recognised in the reserves.

## 3 Details to individual positions

### 3.1 Other operating income

Other operating income includes income from other activities such as the sale of scrap, miscellaneous services, the capitalisation of internally produced capital goods, the release of provisions and miscellaneous, not periodical, operating revenues from third parties.

### 3.2 Income from investments

Income from investments includes dividend payments from subsidiaries in the amount of TCHF 24'269 (previous year: TCHF 18'392). No impairments of investments were recognised (previous year: no impairment) or reversed (previous year: no reversal).

### 3.3 Inventories

in CHF 1'000	31.12.2025	31.12.2024
Raw materials and supplies	15'434	15'553
Work in progress	9'446	6'065
Semi-finished and finished goods	58'534	58'110
Inventory provision	(48'554)	(47'388)
<b>Total</b>	<b>34'860</b>	<b>32'340</b>

### 3.4 Property, plant, equipment and intangible assets

in CHF 1'000	31.12.2025	31.12.2024
Land	6'225	6'225
Buildings	38'812	40'661
Technical equipment and machinery	19'751	19'184
Other equipment	592	752
Assets under construction	6'134	6'476
Investment property	2'080	2'080
Intangible assets	32'512	30'020
<b>Total</b>	<b>106'106</b>	<b>105'398</b>

### 3.5 Investments in subsidiaries

Directly and indirectly held subsidiaries are listed in chapter [Group Companies](#) of the Group Financial Statements.

### 3.6 Share capital

Both at 31 December 2025 and at 31 December 2024, the share capital was composed of 19'190'000 registered shares, with a nominal value of CHF 0.25 each.

The composition of capital stock is disclosed in the Notes to the Group Financial Statements (see [Note 28](#)).

The company holds 732'490 treasury shares (726'640 treasury stock and 5'850 other treasury shares for remuneration purposes).

### 3.7 Treasury shares

	2025	2024
Number at 1.1.	736'640	1'748'640
Purchases	24'407	22'300
Allotment	(28'557)	(24'300)
Cancellation	–	(1'010'000)
Number at 31.12.	732'490	736'640

For details of transactions and balances relating to treasury shares see [note 28](#) of the Notes to Group Financial Statements.

## 4 Contingent liabilities

in CHF 1'000	31.12.2025	31.12.2024
Parent guarantee for long-term lease	4'344	6'303
Parent guarantee for repayment of an advance payment	–	1'879
Parent guarantee for security of a credit line	–	1'738

## 5 Liabilities to pension funds

in CHF 1'000	31.12.2025	31.12.2024
Total liabilities to pension funds	–	–

## 6 Net release of undisclosed reserves

in CHF 1'000	2025	2024
Total net release of undisclosed reserves	–	218

## 7 Allotted Shares

### Allotted number of shares to:

	2025	2024
Board of Directors	8'000	8'000
Executive Group Management	11'400	14'750
Employees	4'888	5'807

### Allotted shares

in CHF 1'000	2025	2024
Expensed amount in Income Statement	3'375	2'122

The expense amount excluding social security is based on the market price of CHF 73.90 at date of allotment for 2'000 shares allotted during the year and the 2025 year-end share price of CHF 144.80 for outstanding shares (previous year: CHF 74.20). For members of Board of Directors and Executive Group Management, the assignment is subject to approval by the Annual General Meeting. The 2'000 shares that were allotted during the year were assigned to the Board of Directors in turn of the Annual General Meeting held in 2025.

## 8 Full-time positions

As in the previous year, HUBER+SUHNER AG had over 250 employees (full-time-equivalent) in 2025.

## 9 Equal pay analysis

HUBER+SUHNER AG performed an equal pay analysis based on the reference month March 2021, as required by Article 13a of the Gender Equality Act. The analysis concluded that the employee pay-related gender effect is clearly within the tolerance threshold. Ernst & Young Ltd certified that all legal requirements had been met in full. In 2025, HUBER+SUHNER AG performed again an equal pay analysis on a voluntary basis, although it would have been exempt from the repetition requirement under Article 13a para. 3 of the Gender Equality Act. The analysis in 2025 confirmed again the results of the analysis in 2021. As a result, HUBER+SUHNER AG received the salary equality certificate for 2025 in Switzerland again.

## 10 Leasing obligations not recorded in the balance sheet

At the balance sheet date there are neither short-term obligations with a duration of less than one year (previous year: TCHF 0.0) nor obligations in excess of one year (previous year: none).

## 11 Events after the balance sheet date

There were no events after the balance sheet date which affect the annual results or would require an adjustment to the carrying amounts of the HUBER+SUHNER AG assets and liabilities.

## 12 Additional disclosures, cash flow statement and management report

Pursuant to Article 961d para. 1 of the Swiss Code of Obligations, no additional disclosures are made, as HUBER+SUHNER AG prepares Group Financial Statements in accordance with generally accepted accounting principles (Swiss GAAP FER).

## Recommendation for Appropriation of Earnings

The Board of Directors of HUBER+SUHNER AG recommends to the Annual General Meeting the following appropriation of available earnings for the year 2025:

in CHF 1'000	2025	2024
Prior-year retained earnings	297'271	357'978
Reserve for treasury shares - netting	-	(81'165)
Net income for the year	59'303	55'538
<b>Total retained earnings</b>	<b>356'574</b>	<b>332'351</b>
Dividend	(36'915)	(35'080)
<b>Total appropriation</b>	<b>(36'915)</b>	<b>(35'080)</b>
<b>Retained earnings carried forward</b>	<b>319'659</b>	<b>297'271</b>

If this recommendation is accepted the following amounts will be valid for each registered share, with a nominal value of CHF 0.25 each:

	CHF	CHF
Gross dividend	2.000	1.900
Less 35 % withholding tax	0.700	0.665
<b>Net dividend</b>	<b>1.300</b>	<b>1.235</b>



Ernst & Young Ltd  
Aeschengraben 27  
P.O. Box  
CH-4002 Basle

Phone: +41 58 286 86 86  
www.ey.com/ch

To the General Meeting of  
Huber+Suhner AG, Herisau

Basle, 4 March 2026

## Report of the statutory auditor

### Report on the audit of the financial statements



#### Opinion

We have audited the financial statements of HUBER+SUHNER AG (the Company), which comprise the balance sheet as at 31 December 2025, the income statement for the year then ended and notes to financial statements, including a summary of significant accounting policies.

In our opinion, the financial statements (pages 101 to 107) 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 that are relevant to audits of the financial statements of public interest entities. We have also 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.



#### Key audit matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the financial statements of the current period. These matters were addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters. For each matter below, our description of how our audit addressed the matter is provided in that context.

We have fulfilled the responsibilities described in the "Auditor's responsibilities for the audit of the financial statements" section of our report, including in relation to these matters. Accordingly, our audit included the performance of procedures designed to respond to our assessment of the risks of material misstatement of the financial statements. The results of our audit procedures, including the procedures performed to address the matters below, provide the basis for our audit opinion on the financial statements.



### Valuation of inventories

**Area of Focus** As of 31 December 2025, inventories amounted to CHF 34.9 million, representing 5.8% of HUBER+SUHNER AG's total assets. As indicated in Note 2.5 of the notes to the stand-alone financial statements of HUBER+SUHNER AG, inventories are valued at the lower of cost and net realisable value. Cost is determined according to the standard costing method. For slow-moving and obsolete stock the entity recognizes an inventory allowance based on the inventory turnover. Due to the significance of the carrying values of inventories and the degree of Management judgment involved in determining production costs, write-downs and fair value less cost of sales, this matter was considered significant to our audit.

**Our audit response** Our audit procedures included, amongst other:

- We gained an understanding of the inventory valuation process, the valuation method, as well as the underlying assumptions applied.
- On a sample basis we analysed the standard cost calculations and verified the differences between the standard and actual costs.
- We challenged the estimates made by Management regarding write-downs by assessing whether they are in line with historical experience.
- We reviewed inventory ratio's and audited underlying data of the inventory ageing list.
- We verified compliance with the principle of net realisable value for finished goods by comparing production costs with the expected net sale proceeds.

Our audit procedures did not lead to any reservations regarding to the valuation of inventories

### Valuation of investments to subsidiaries and loans to group companies

**Area of Focus** As of 31 December 2025, the HUBER+SUHNER AG holds investments in subsidiaries of CHF 197.7 million and loans to group companies of CHF 28.9 million, which corresponds to 32.8% and 4.8% respectively of total assets. The investments in subsidiaries are disclosed in the note "Group Companies" of the consolidated financial statements of HUBER+SUHNER AG. Investments in subsidiaries and loans to group companies are material to the entity and may be subject to changes in value. Accordingly, Management performs regular impairment considerations and calculations to determine the value of each investment and loan. The investments in subsidiaries and the loans to group companies were considered significant to our audit as the amounts concerned are material and the assessments involve judgment in preparing the underlying key assumptions for the valuation.



#### **Our audit response**

Our audit work for the valuation of the investments in subsidiaries and loans to group companies consisted of auditing Management's valuation assessments and the underlying key assumptions. We also assessed the historical accuracy of the Company's estimates and long-term business plans.

Our audit procedures did not lead to any reservations regarding to the valuation of investments in subsidiaries and loans to group companies



#### **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 HUBER+SUHNER Group Financial Statements, the Financial Statements of HUBER+SUHNER AG, the tables on page 57 to 64 in the compensation 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 the 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.



A further description of our responsibilities for the audit of the financial statements is located on EXPERTsuisse's website at: <https://www.expertsuisse.ch/en/audit-report>. This description forms an integral part of our report.

### Report on other legal and regulatory requirements



In accordance with Art. 728a para. 1 item 3 CO and PS-CH 890, we confirm that an internal control system exists, which has been designed for the preparation of the financial statements according to the instructions of the Board of Directors.

Based on our audit in accordance with Art. 728a para. 1 item 2 CO, we confirm that the proposal of the Board of Directors complies with Swiss law and the Company's articles of incorporation. We recommend that the financial statements submitted to you be approved.

Ernst & Young Ltd

Iwan Zimmermann  
Licensed audit expert  
(Auditor in charge)

Erik Zeller  
Licensed audit expert

## Share Data

HUBER+SUHNER AG is a company listed in Switzerland. The shares are traded on the SIX Swiss Exchange with the following listing details:

Registered office	9100 Herisau, Switzerland
Listing	SIX Swiss Exchange, Swiss Reporting Standard
Security number	3'038'073
ISIN	CH0030380734
Security symbol	HUBN
Nominal value	CHF 0.25

<b>Registered shares at 31.12. (nominal value CHF 0.25)</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
Number of issued shares	20'200'000	20'200'000	20'200'000	19'190'000	19'190'000
Number of shares entitled to a dividend	19'306'860	18'544'201	18'451'360	18'453'360	18'457'210
Number of shareholders at 31.12.	6'861	6'054	7'353	6'996	6'452
<b>Stock market price (in CHF)</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
high	88.00	95.60	92.40	89.60	158.40
low	69.00	71.50	59.90	60.40	58.00
year-end	87.00	86.30	68.00	74.20	144.80
<b>Amounts per registered share<sup>1)</sup> (in CHF)</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
Net income	4.45	4.47	3.48	3.87	4.03
Dividend	2.00	2.10	1.70	1.90	2.00 <sup>3)</sup>
Pay-out ratio	45%	47%	49%	49%	50%
<b>Market capitalisation<sup>2)</sup></b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
in CHF million	1'680	1'600	1'255	1'369	2'673
as % of net sales	195	168	147	153	309
as % of shareholders' equity	262	265	207	209	397

<sup>1)</sup> Based on the average outstanding shares

<sup>2)</sup> Stock market price at year-end × number of shares entitled to a dividend

<sup>3)</sup> Proposed dividend

For further information on the HUBER+SUHNER Group, please visit [www.hubersuhner.com](http://www.hubersuhner.com).