

**oerlikon**

Annual Report **2025**

# About Oerlikon

OC Oerlikon (SIX: OERL) is a global leader in surface technologies and advanced materials. We engineer solutions that enhance performance, extend durability and improve sustainability across a wide range of industries.

Our unique portfolio spans high-performance materials, surface engineering, coating equipment and precision components. These technologies are critical to the performance and reliability of products in markets such as aerospace, automotive, energy, medical, luxury and semiconductor. Whether enabling lighter, more fuel-efficient aircraft, extending the life of critical medical devices, or improving the energy efficiency of industrial systems, Oerlikon's innovations are embedded in the technologies that shape modern life.

Oerlikon's structure includes the technology brands Oerlikon Balzers, Oerlikon Metco, Oerlikon AM, Oerlikon Riri, Oerlikon Fineparts and Oerlikon HRSflow. Each brand provides specialized technologies and solutions, with strategies tailored to meet the specific needs of their respective markets.

Headquartered in Pfäffikon, Switzerland, Oerlikon operates in 38 countries with approximately 9 300 employees, achieving sales of CHF 1.6 billion in 2025.

## 2025 at a glance

- Oerlikon completed the final step in its pure-play strategy with the closing of the Barmag divestment to Rieter on February 2, 2026, following regulatory approvals received at the end of December 2025.
- Strong order intake, up 6.5% at constant FX, with an acceleration in Q4'25, despite the weak economic environment, especially in Europe, and amid geopolitical uncertainties and trade tensions.
- Sales remained stable at constant FX, supported by aviation and energy, counterbalancing weakness in automotive, general industries and luxury.
- Operational EBITDA margin at 17.3%, structural cost-out actions on track to support the margin, with the closing unlocking further savings 2026 and 2027.
- Streamlining the automotive and luxury portfolio in H2'25 to position the business for profitable growth, leading to impairments and restructuring charges that resulted in a negative result.
- Considering proceeds from the Barmag divestment, the Board proposes a dividend payout of CHF 0.85 per share, comprising a stable ordinary dividend of CHF 0.20 per share and a one-time extraordinary dividend of CHF 0.65 per share.
- 2026 outlook: Organic sales at constant FX expected to be stable or to increase by a low single-digit percentage. Operational EBITDA margin of ~17.5% expected, supported by innovation and continuous improvement actions, mitigating remaining challenges in certain end markets.

**1.7 billion**

2.0% above prior year

**Order Intake**

**1.6 billion**

4.3% below prior year

**Sales**

**17.3%**

127 bps below prior year

**Operational EBITDA Margin**

**-0.06**

**Earnings per share (EPS)**

**0.85**

**Dividend proposal**

**9343**

2.8% below prior year

**Number of employees (FTEs)**

**93%**

17% points improvement from prior year

**Implementing energy management systems at relevant sites**

**114.8**

16.8% improvement from prior year

**Reducing Scope 1 and 2 emissions in relevant operations according to SBTi (near-term)**

**33%**

2% points improvement from prior year

**Reducing the share of disposed waste**

**0.48**

11% improvement from prior year

**Reduce the rate of recordable work-related injuries (TAFR)**

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# Interview with the Executive Chairman

A conversation with Oerlikon Executive Chairman of the Board, Michael Suess.

## **2025 was a challenging year globally. How did Oerlikon perform in 2025?**

2025 was a difficult year for the global economy and for most of the industries we serve. About 80% of our end markets did not grow because of geopolitical tensions, trade-related uncertainties, supply-chain disruptions and overall weak demand. Despite this, Oerlikon remained resilient. Our diversification across 11 industries, combined with disciplined efficiency programs, helped offset weaker demand in Europe.

We achieved growth in the Asia-Pacific region, particularly India, where we delivered double-digit growth. Most of our key markets, however, operate in currencies that weakened against the Swiss franc, which absorbed part of our reported growth. Even under these conditions, our strong financial position allowed us to successfully refinance CHF 350 million on very attractive terms.

We also advanced our sustainability performance: In 2025, we reduced Scope 1 and 2 emissions by ~17%, increased renewable electrical power consumption to 47% and continued progress toward our 2030 targets, including adapting our near-term Scope 1, Scope 2 and Scope 3 emissions targets to SBTi. In addition, we combined our financial and sustainability-related disclosures into one report for the first time, reflecting our commitment to transparency and stakeholder expectations.

## **What allowed the company to remain resilient in such a challenging year?**

Two fundamentals: our focus on long-lasting technologies and on successfully widening our scope across industries and regions in the last years. These fundamentals helped us maintain a sustainable business.

Oerlikon has the broadest technology toolbox in its industry, and this allows us to expand into new end markets and applications continuously. A good example is the very strong performance we saw in power generation this year. In addition, the strong growth we have seen in markets like India highlights the strength of our regional strategy.

## **Expansion into new end markets seems to have played a key role. Why is this so important for Oerlikon?**

The expansion into new markets is a core part of our business model. It enables us to compensate for stagnation in some industries by widening our scope in others. We are deeply embedded in sectors like tooling and still learning in others like energy or semiconductors, and our strategy is to extend our footprint consistently and sustainably.

What makes diversification powerful for Oerlikon is that we do not need to reinvent ourselves for each industry. We build on the same underlying technologies and materials expertise and adapt them to the specific needs of each sector. This allows us to transfer solutions from one industry to another and expand rapidly into attractive, high-value use cases as markets evolve.

## **How did Oerlikon manage ongoing export controls and supply-chain constraints?**

Despite the challenges we faced, we were able to supply all required materials to our customers, but only with significant effort. This reliability reflects years of investment in technology, materials innovation and our ability to adjust sourcing even under restrictive conditions. It also reflects our long-standing partnerships and the early development of a resilient supplier network. But let me be clear: without these constraints, our growth in recent years would have been even stronger.

Our surface technologies and advanced materials rely on several critical mineral and rare earth-based inputs. As global supply chains became more exposed to geopolitical tensions and export controls, we broadened our sourcing, strengthened collaboration with OEMs and alternative suppliers and accelerated AI-driven alloy development. In this context, our investment in Scoperta proved valuable, as it enables the medium-term development of high-performance materials that will help reduce dependency on constrained minerals and strengthen our resilience over time.

## **What other achievements from 2025 would you highlight?**

2025 was a demanding year, yet we delivered several important achievements.

We strengthened our leadership team. As part of our long-term succession planning, we refreshed both the Executive Committee and the Board of Directors. Dr. Dirk Linzmeier and Marco Freidl joined the EC, and we implemented further organizational adjustments to support the company's pure-play direction. On the Board, we nominated Dr. Stefan Brupbacher, Marco Musetti and Dr. Eveline Steinberger for election in 2025, bringing additional expertise and fresh perspectives in line with our strategic transformation. In February 2026, Georg Stausberg stepped down and Dr. Andreas Weiss joined the EC following the Barmag divestment.

In terms of our business, our Components and Equipment business had an outstanding year. Despite supply-chain constraints, the team delivered record results and benefited from strong market dynamics in aerospace and power generation.

In addition, we advanced our product and platform innovations. We advanced our modular equipment platforms in both PVD and thermal spray technologies, enabling customers to configure multiple coating solutions from a single base system. On the materials side, we advanced next-generation capabilities and saw strong returns from our investment in AI-based alloy design. This helps us respond more effectively to tightening global supplies of critical minerals.

And of course, I'm very proud that we successfully completed the divestment of Barmag to Rieter. This was a major milestone in a very difficult M&A environment. The transaction, valued at CHF 850 million enterprise value, marks the final step in our transformation into a pure-play surface-solutions company and was executed

faster and more successfully than analysts expected.

**Following these achievements, and with the Barmag divestment completed, Oerlikon effectively enters a new chapter. How would you describe the company today?**

Oerlikon today is a global leader in surface technologies and advanced materials. With the closing of the Barmag divestment to Rieter, we completed our strategic transformation and are now more focused, more resilient and better positioned for long-term profitable growth.

What makes Oerlikon unique is the breadth and depth of our offering. No competitor combines thermal spray, PVD, CVD, additive materials development and proprietary equipment in one integrated portfolio. This capability allows us to serve a wide range of industries, from aerospace and energy to automotive, always with the same core technologies. This makes us not only the global market leader but also unique in our field.

Our technologies extend product lifetimes, reduce material consumption and improve efficiency. A gas turbine, for example, cannot operate at required efficiencies without our coatings. As I like to say, there is not a single day without Oerlikon.

**Innovation clearly plays a central role. How is it shaping Oerlikon's future?**

Innovation is the core of Oerlikon. Our technologies act as strong barriers to entry for competitors and we continue to invest in next-generation coatings, advanced materials and digital solutions.

We are expanding into attractive applications such as semiconductor components, high-performance mobility and luxury finishes. Our AI-based materials development and digitalized R&D processes are accelerating time-to-market and improving predictive quality.

We also applied our technology toolbox and materials expertise to high impact use cases such as cooling systems for aerospace and semiconductor applications, including advanced heat-sink and cooling-plate technologies.

Together, these investments ensure that Oerlikon remains a technology leader with a robust and future-ready portfolio.

**And building on that, where does Oerlikon stand today on sustainability?**

Whatever we do, we do with purpose. Our technologies enable our customers' products to be more efficient, last longer and perform reliably in more demanding environments. Improving performance while reducing material consumption is central to our DNA. By creating smoother, harder and higher temperature-resistant surfaces, we help customers reduce material requirements and improve efficiency.

Operationally, we continued to progress toward our 2030 sustainability targets and remain committed to transparent and credible reporting.

**How is Oerlikon approaching its dividend policy this year?**

The Board will recommend to shareholders a total dividend of CHF 0.85 per share at the AGM on March 24, 2026. The dividend comprises a stable ordinary dividend of CHF 0.20 per share and a one-time extraordinary dividend of CHF 0.65 per share reflecting the partial return of proceeds from the Barmag divestment to shareholders, consistent with prior large divestments.

**As you look ahead, what gives you confidence in Oerlikon's future?**

Despite ongoing market and geopolitical uncertainties, I am confident in our strategy and in the long-term potential of our markets. We have all the ingredients for success, including an integrated business model and the broadest technology portfolio that we can apply across a wide range of end markets. In addition, we have a strong global footprint that allows us to tap growth potential in our regions, especially in Asia and the Americas, a strong innovation pipeline and a highly committed team. As markets like automotive, semiconductors and general industries stabilize and recover, we will be able to fully unlock our potential.

In 2025, we also made targeted adjustments and portfolio clean-ups that strengthen our operations. Oerlikon is well financed, resilient and positioned for long-term success. We continue to invest in innovation, strengthen our teams and drive operational excellence.

**Oerlikon is celebrating its 150-year anniversary in 2026. What does this milestone mean to you?**

Oerlikon has spent 150 years pushing boundaries, reinventing itself and shaping industries. Founded in Switzerland in 1876, the company has continuously adapted to new technologies and changing markets. Innovation, curiosity and engineering excellence have always been at the heart of Oerlikon's journey. Over the past decade, we have rediscovered that DNA. With our pure-play transformation now complete, we enter this anniversary year with clarity, focus and purpose.

This milestone is also about the people who make Oerlikon what it is today. I would like to thank all our employees for their dedication, resilience and high performance in a very challenging year. Their work enables us to deliver reliability and excellence to our customers worldwide. I am equally grateful to the management team, the Board of Directors, our customers, partners and shareholders for their continued trust and engagement.

Celebrating 150 years of innovation is both a moment of pride and a reminder of our responsibility to shape the next chapter. Together, we are preparing the ground for the future, including the 175- and 200-year milestones, and ensuring that Oerlikon continues to play a leading role in surface technologies and advanced materials for generations to come.

# 2025 milestones

## Corporate

- On April 1, Dr. Dirk Linzmeier was appointed Chief Operating Officer (COO) and member of the Executive Committee.
- The Annual General Meeting of Shareholders elected three new Board of Director members, Stefan Brupbacher, Marco Musetti and Eveline Steinberger. They replaced Irina Matveeva, Gerhard Pegam and Zhenguo Yao.
- Oerlikon successfully issued CHF 350 million in dual-tranche senior unsecured bonds.
- On November 1, Marco Freidl was appointed Chief Financial Officer (CFO) and member of the Executive Committee.
- Oerlikon announced the divestment of Barmag to Rieter on May 6, 2025.

## Innovation

Oerlikon's surface technologies are applied in a range of industries. Their applications can be further extended to many other sectors and areas.

### Aerospace

Oerlikon once again attended the Paris Airshow in 2025, reaffirming its commitment to aerospace innovation. At the event, Oerlikon launched BALDIA® VARIA, a newly developed chemical vapor deposition (CVD) diamond coating engineered for cutting tools used on special materials like carbon fiber-reinforced plastic (CFRP), graphite and zirconia ceramics. The coating delivers stable high performance across a wide range of tool sizes and geometries, ensuring exceptional wear resistance and consistent machining quality.

Building on the success of Surface One™, Oerlikon introduced Surface Two™ in 2025, the next evolution in its Surface platform series. Designed to deliver high-performance thermal spray capabilities, Surface Two is now scaled for larger parts and broader industrial applications for aerospace as well as power generation, automotive, medical and semiconductors. Surface Two achieves high-quality surface solutions while improving efficiency and flexibility in production.

### Automotive

Since its launch in 2024, Oerlikon has continued to grow its SafeVent® technology family, reinforcing its commitment to advancing battery safety through its Thermoelectrical Insulation Systems. Oerlikon's SafeVent® materials are in applications such as module covers and hot gas guiding components for lithium-ion batteries. These are designed to protect against thermal propagation and electrical arcing, playing a vital role in battery safety.

Our latest innovation TX700, High Voltage Arcing Protection – is a high-temperature resistant and ultra-thin electrical insulation barrier. This upgraded solution not only enhances thermal and electrical insulation but also addresses the increasing industry demands for greater efficiency and safety in battery systems towards zero thermal propagation.

GLOW HRS is a newly developed compact and highly efficient direct injection molding solution engineered to prevent halos and delivers superior surface quality. By precisely controlling surface temperature, it reduces post-molding rework and energy use, supporting a more sustainable process. The system is adaptable to a wide range of automotive applications, from hoods and tailgates to roofs and smart panels.

### Tooling

In 2025, Oerlikon launched BALINIT® OPTURA, a high-performance Physical Vapour Deposition (PVD) coating developed specifically for drilling and reaming in steel and cast iron. Engineered for the demands of modern manufacturing, BALINIT® OPTURA boosts productivity with up to 50% more performance, extends tool service life, enhances process stability, and offers versatility across a wide range of materials and cutting conditions.

In addition, Oerlikon introduced BALINIT® CAVITA, a PACVD coating developed specifically for plastic injection molding. This advanced solution is designed to handle the challenges of complex part geometries, deep cavities and sharp edges, where micron-level precision is essential. BALINIT® CAVITA stabilizes the molding process and extends tool life, all while keeping product quality at the highest level.

### Luxury

In 2025, Oerlikon Riri launched several innovations in zipper technology. These include a 100% stainless steel zipper with the possibility of developing customized tooth shapes upon customer request. Alongside as a work in progress is the new PVD bulk treatment for stainless steel teeth, the only solution that allows zipper teeth to be treated with PVD.

Additional developments include stainless steel carabiners and pullers made with the use of Metal Injection Moulding (MIM), delivering enhanced mechanical performance, intricate detailing and minimal material waste. Oerlikon Fineparts also expanded its metallic chain offerings.

### Energy

Oerlikon Metco introduced MetcoXtreme™, a next-generation Metal Matrix Composite (MMC) solution designed for high-performance

components in extreme environments. Engineered with patented BZ technology, it combines wear resistance with flexibility, offering up to 145 times greater durability than legacy materials used in down-hole tools. MetcoXtreme enables increased strength, precision and long-term performance in demanding applications.

### Medical

In 2025, Oerlikon introduced MetcoMed, a new materials brand focused on 3D printing for medical applications. The launch includes two advanced materials: a biocompatible titanium alloy ideal for dental and orthopedic implants due to its strength, ductility and corrosion resistance; and a cobalt-chromium-molybdenum (CoCrMo) alloy widely used in implants like tooth replacements and hip joints. Known for its antibacterial properties and excellent cell adhesion, CoCrMo also helps reduce inflammation, making it a trusted choice in modern medical manufacturing.

### Other key developments

Oerlikon launched INSPIRA carbon mega, a high-capacity carbon coater with S3p (scalable pulsed power plasma) technology. It supports BALINIT® and BALIQ® coatings, delivering smooth, hard surfaces with 25% more throughput, stable quality and lower cost per part for equipment. Its optimized plasma performance and excellent process stability ensures productivity, quality and efficiency, all in one system.

Launched in 2025, EYEgate HRS offers precise injection point positioning for complex geometries and hard-to-reach gate locations. Designed for the MULTIflow HRS® multi-cavity line, its integrated gate design simplifies mold making and reduces machining time and extends gate life. This advanced valve gate solution allows mold makers to benefit from a more efficient manufacturing process for applications in beauty, beverage and medical industries.

Another launch in 2025 is STARgate HRS®, a patented pin-less hot runner solution that manages flow rate through a revolutionary diaphragmatic design and movement. Main benefits include significant cycle time reduction, pin-less design, optimized circular flow for minimized pressure loss, quick color changes, smaller nozzle size and mold pocket, simplified maintenance with easy-to-replace gate inserts and an energy-saving design.

### Digitalization

The Oerlikon Digital Hub, founded in 2019, serves as the catalyst for the company's digital transformation. As a strategic partner across sales, operations and R&D, it accelerates innovation and turns ideas into scalable digital solutions that anticipate customer needs and market shifts.

In 2025, Oerlikon advanced its digital transformation across all business areas, reinforcing operational excellence and creating measurable value for customers worldwide. The company's digital initiatives span the entire value chain, from connected production

and intelligent services to faster innovation cycles and seamless digital customer interfaces. Here are some examples:

- Digital operations and logistics: Oerlikon enhanced transparency and efficiency across its global coating network by connecting equipment and production sites through digital platforms. Real-time data integration between machines, MES, and cloud systems enables smarter asset management, higher utilization and predictive process control. Automated anomaly detection supports consistent coating quality and improved machine availability. In parallel, the global CRM harmonization establishes a unified digital backbone for sales, enabling data-driven decisions and scalable best practices across regions.
- Fast innovation and replication: Digitalization accelerates how Oerlikon captures and replicates knowledge across its organization. New platforms make best practices and application know-how globally accessible, fostering faster business development and capacity-based sales steering. AI-driven lab automation shortens inspection times and enhances quality data, enabling faster and more reliable responses to customer requirements.
- Digital customer interaction: Oerlikon continues to make business interaction more seamless through integrated digital platforms. Automated order intake for high-volume customers reduces manual effort, improves data quality and strengthens long-term partnerships. At the same time, the company is evaluating the benefits of unified customer interfaces that can streamline interactions, enable self-service and opens new avenues for growth through digital revenue models.

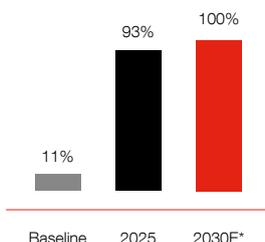
Across all these initiatives, the overarching goal remains constant: to merge Oerlikon's industrial expertise with the power of digital technologies — creating connected, intelligent ecosystems that drive efficiency, accelerate innovation and deliver superior customer experiences.

# 2025 ESG progress

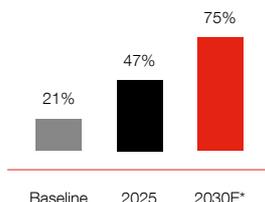
Oerlikon's business objective is to provide customers with solutions that make their production processes more efficient and sustainable. Through its innovative technology and expert knowledge, Oerlikon contributes to sustainability across broad end markets. Oerlikon applies the same principles of innovation and excellence to its own operations so as to reduce the impact of its business on the environment and society.

The divestment of Barmag announced on May 6, 2025, required an update to Oerlikon's 2030 ESG targets. The continuing operations will be measured against these revised targets. For Barmag, we have provided transparency on ESG metrics under the Discontinued operations chapter on page 210 to 211.

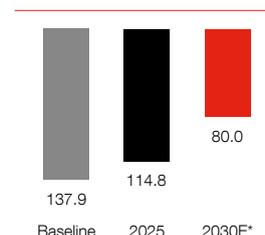
Complying with Art. 964a et seqq. of the Swiss Code of Obligations, Oerlikon's 2025 Annual Report, including the Sustainability Report, is approved by the Board of Directors and shareholders will be able to vote on this report on non-financial matters at Oerlikon's 2026 Annual General Meeting of Shareholders.



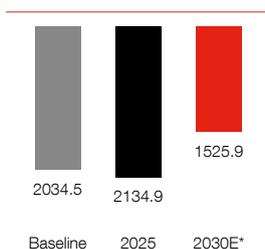
Implementing energy management systems at relevant sites<sup>1</sup>



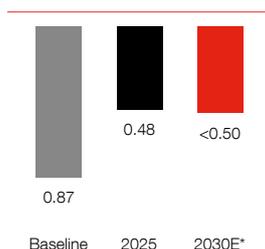
Increasing the share of electrical energy from renewable sources



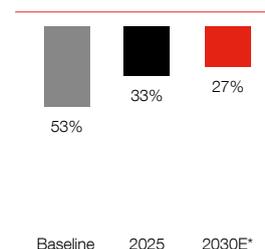
Reducing Scope 1 and 2 emissions in relevant operations according to SBTi (near-term) in thousand metric tons in CO<sub>2</sub> equivalent



Reducing Scope 3 emissions according to SBTi (near-term) in thousand metric tons in CO<sub>2</sub> equivalent



Reduce rate of recordable work-related injuries (TAFF)



Reducing the share of disposed waste

<sup>1</sup> Excluding few sites with very low energy consumption (<0.1 of total energy consumption). 2030E\* – E stands for estimated. Continuing operations.

# Strategy

## We shape the future of surfaces

Oerlikon is a global leader in surface engineering and advanced materials. Our work enhances the performance and reliability of our customers' products across a diversified range of end markets – from tooling, automotive and general industries to aerospace, energy, medical, semiconductors and luxury goods. At the heart of our business model is the integration of the development and production of coatings, materials and equipment and our service operations close to our customers around the world.

With the industry's broadest surface technology toolbox and deep process knowledge, we translate the challenges of our customers' into impactful industrial solutions. Our solutions enable higher performance, lower energy consumption, longer lifespans and improved resource efficiency. For our customers, this results in measurable productivity gains and significantly reduced total cost of ownership.

Headquartered in Switzerland, Oerlikon supports customers throughout the entire product life cycle in 38 countries. With approximately 9300 employees and a global network of production and service centers, we can quickly serve our customers wherever our solutions and services are needed. This proximity fosters our understanding of local customers and market needs while leveraging our global innovation capabilities, enabling us to replicate successful cases effectively and create unique value, and enabling sustainable and profitable growth for Oerlikon.

## Our comprehensive toolbox provides unique solutions to ensure our customers' success

Our technology toolbox consists of five core technologies, combining coating technologies, materials development and advanced manufacturing. Our coating expertise spans advanced processes such as physical vapor deposition (PVD), chemical vapor deposition (CVD), plasma-assisted chemical vapor deposition (PACVD) and thermal spraying, enabling tailored surface solutions. Integrated into a single value chain – from research and development (R&D) and equipment development to materials production, coating services and life cycle support – our portfolio provides consistent quality, scalability and efficiency for our customers, creating synergies across development, industrialization and service.

Our team of over 1 000 R&D experts worldwide, the largest in the industry, drives continuous innovation. We hold over 3 000 patents and invest around 5% of our revenue in R&D to keep strengthening our role as an innovation leader. Research, simulation and data analysis are closely linked at Oerlikon. Our Digital Hub consists of a dedicated group of digitalization and artificial intelligence (AI) experts who drive our strategic digitalization projects. By leverag-

ing process and simulation data, we optimize coating processes, increase reproducibility and resource efficiency and continuously improve the capacity utilization of our coating plants. This enables us to deliver better service levels for our customers. In R&D, we utilize our in-house AI expertise for advanced materials development, helping us to industrialize innovations more quickly.

## Sustainability is deeply embedded in our strategy

At Oerlikon, sustainability is fully integrated into our business strategy and directly monitored and driven by the entire Board of Directors. In this way, we support our customers in achieving their social, environmental and governance goals. Finally, as a technology leader, we focus on innovations that further improve resource efficiency for our customers. Internally, we also work hard to minimize our environmental footprint, promote health and safety, engage stakeholders and ensure strong governance.

## Clearly defined strategy for sustainable and profitable growth

Our growth strategy is based on three pillars and supported by our industry-leading technology toolbox, integrated value chain and comprehensive understanding of customer needs:

### 1. Regional expansion

In line with our regional strategy, we have empowered our regions to drive their development based on local expertise and opportunities. While building on our strong presence and technology base in Europe, we are also leveraging more dynamic industrial developments in the Asia-Pacific and American regions, positioning ourselves to benefit from the strong macro-growth trends across these regions.

### 2. Strengthening our core markets

We continue to strengthen our leading position in established end markets such as the tooling, aerospace, energy and automotive industries.

### 3. Opening up new markets and applications

In addition to our core markets, we are systematically bringing our solutions to address the open potential in fast growing end markets, such as the semiconductor, medical and the luxury goods industry.

### 1. Regional expansion

Our international presence and global footprint provide a crucial competitive advantage, allowing us to respond directly to customer requirements on-site and quickly translate them into market-specific solutions, while leveraging the advantages of scale of innovation globally. The local teams follow the same quality standards and technology principles as our global technology hub,

ensuring consistent quality at the highest level.

In the Asia-Pacific region, we are building on the more dynamic economy and industry growth across our end markets, especially in India, Southeast Asia and China. We continue to expand offering in the region including R&D, production and service centers, supporting the fast development of higher value added activities and more sustainable industrial production in these markets. One example is the integrated Surface Solutions Mega Center opened in 2025 in Tumkuru, India.

In the Americas, we operate our integrated value chain that includes R&D, the production of materials, coatings and thermal spray equipment to 22 strategically located service centers with a strong focus on service excellence and supply chain security, strengthening resilience through a globally distributed production and service footprint. We serve our core industries in this region, such as aerospace, energy, oil & gas and automotive while expanding into new end markets like semiconductor and medical.

As part of our growth strategy, we have expanded to the Advanced Coating Solutions Technology Centers in Westbury, NY and Houston, TX. These technology centers cater to demanding industries such as aerospace, energy and medical, by utilizing our material science expertise. In addition, we have transitioned our 3D printing capabilities from prototyping to serial production at our global advanced manufacturing competence and development center in Huntersville, NC. There, we are successfully focusing on volume production for innovation driven growth markets like semiconductors and aerospace.

Europe remains a solid anchor for us, as it is home to our largest customer base. With new solutions, we are tapping into additional European market segments with strong long-term growth potential. We support European customers in their global expansion, bringing the required competencies to new countries. Across all industries, we adapt our footprint and offerings to evolving market and regulatory changes.

## 2. Strengthening our core markets

We aim to further strengthen our position as a market leader in our core industries and increase our market penetration. To this end, we count on our deep market access and long-standing relationships with our customers to continue driving innovation with even better performance, which are based on our deep understanding of our customers' needs and often developed in collaboration with them. Our solutions provide new tangible benefits to our customers in our core end markets. One example is our Alcrona Evo coating, which is used for metal drilling or milling and makes our customers' products 160 times longer to use. This is 30 percent better than the next best solution, also developed by Oerlikon. In the automotive industry, our long-term partnerships with major players allow us to closely develop solutions that support the transition to e-mobility, like our thermal insulation solution, which is engineered to strongly increase the safety of EV battery systems.

We also benefit from having the largest network of coating centers on the ground. This allows us to offer services to refurbish coatings within typically 24 to 48 hours after delivery, thereby supporting the productivity and efficiency of our customers' operations. By implementing digital solutions for better capacity utilization and logistics we continue to optimize our service levels for our customers. At the same time, we are optimizing process efficiency and capital allocation discipline to improve long-term profitability and increase the value contribution of each business unit.

## 3. Opening up new markets and applications

The potential of our technologies extends far beyond the traditional core markets. We expand the application of our leading technology toolbox by tapping into growing markets such as semiconductors, medical and luxury goods, while maintaining a strong focus on innovation and the utmost demands and standards for performance, quality and reliability. By broadening the range of applications for our technologies, we will accelerate our entry into high-growth industries and scale our solutions across new end markets. Through deeper co-engineering with customers, local competence centers and solutions tailored to industry-specific requirements, we will unlock additional revenue potential in fast-growing markets. These efforts will enhance our market penetration and support the Group's long-term growth and profitability.

We primarily enter new markets by transferring our existing technology toolbox to new industrial contexts, co-developing applications with our customers and strengthening our local presence through competence centers that combine R&D, production and service.

We are already active in high-growth, future-oriented industries such as semiconductors, medical, luxury goods and e-mobility, in which we see potential for further development. Many of our competencies, such as in plasma processes, PVD/CVD and material design, can be successfully transferred to new applications. One of the strongest examples is our technology shift in the luxury market: we recently introduced PVD for metal parts in the luxury industry to replace galvanization, substantially cutting energy, water consumption as well as the use of chemicals. In addition, PVD enables us to provide our customers with surfaces that are extremely resilient to wear and tear, as well as new design capabilities.

In the medical industry, we develop cleanroom-compatible precision coatings for instruments, implants and surgical systems. The combination of biocompatibility and durability improves the safety for patients and reduces material consumption. In the semiconductor sector, we supply advanced coatings to ensure maximum process purity and low particle levels in the wafer fabrication equipment. This is a decisive factor to support our customers to increase their process yield and enable the development of even smaller nodes for AI chips production.

# About this report

Oerlikon has taken the step of combining our financial and non-financial disclosures into a single, cohesive document. This approach reflects our commitment to transparency and provides stakeholders with a clearer, more holistic view of how our business strategy, operational performance, environmental, social and governance (ESG) priorities are interconnected.

The inclusion of the Sustainability Report within the Annual Report underscores our belief that financial and non-financial performance are increasingly interlinked, both essential to our long-term success and value creation.

## Reporting scope: continuing operations

Following the announcement of the Barmag divestment on May 6, 2025, in this report the Group's data is presented as Oerlikon Operations (continuing operations) and Barmag (discontinued operations). Throughout this report, results refer to continuing operations unless stated otherwise. Information on Barmag is included only when required for transparency or to comply with applicable disclosures and accounting standards.

## Frameworks

The report covers Oerlikon's global operations under our operational control for the 2025 calendar year. It has been prepared in accordance with:

- International Financial Reporting Standards (IFRS) for financial disclosures
- Global Reporting Initiative (GRI) Standards for sustainability reporting
- The Sustainability Accounting Standards Board (SASB) and the Task Force on Climate-related Financial Disclosures (TCFD) frameworks where relevant
- Selected United Nations Sustainable Development Goals (SDGs)

This report covers the period between January 1, 2025, to December 31, 2025.

This report is published in English and available in digital format. The Sustainability Report is available in machine-readable (XBRL) format on our website.

Please contact [ir@oerlikon.com](mailto:ir@oerlikon.com) or visit [www.oerlikon.com](http://www.oerlikon.com) for more information.

# **Corporate Governance Report**

# Corporate Governance

Oerlikon is committed to living up to international best practice in good corporate governance as is expected from a company of its size and geographical scope and, where appropriate, above and beyond the baseline principles set forth by the Swiss Code of Best Practice for Corporate Governance, issued by *economiesuisse*. Through this commitment, Oerlikon aims to sustainably reinforce the trust placed in it by the company's present and future shareholders, lenders, employees, business partners and the general public.

Responsible corporate governance requires transparency with regard to the organization of management and control mechanisms at the uppermost level of the enterprise. Therefore, SIX Exchange Regulation Ltd's Directive on Information relating to Corporate Governance (DCG) requires issuers to make certain key information pertaining to corporate governance available to investors in an appropriate form.

The framework of the DCG has been adopted; however, the Compensation, Shareholdings and Loans section has been moved to a separate chapter (Remuneration Report). All statements in this section (Corporate Governance) are valid as of the balance sheet date, except where — in the case of material changes between the balance sheet date and the time this Annual Report was issued — otherwise indicated.

Further information regarding corporate governance can be found on the company website at [www.oerlikon.com/en/about-us/company-profile/organization](http://www.oerlikon.com/en/about-us/company-profile/organization).

## Group structure and shareholders

### Operational group structure

The Oerlikon Group conducts its business through two business units: Barmag (until the completion of the divestment effective February 2, 2026) and Oerlikon Operations. Business performance is reported according to this operational Group structure. For further information regarding the operational Group structure, see page 2 (About Oerlikon) and page 69 (Financial Report: Key Figures Oerlikon Group).

### Listed group company

OC Oerlikon Corporation AG, Pfäffikon is listed on the SIX Swiss Exchange (symbol: OERL; securities number: 81682; ISIN: CH0000816824). On December 31, 2025, the company's market capitalization came to a total of CHF 1 099 million. Its registered office is in Freienbach (Canton of Schwyz, Switzerland). For further information on OC Oerlikon Corporation AG, Pfäffikon see page 2.

### Non-listed group companies

As the parent company of the Group, OC Oerlikon Corporation AG, Pfäffikon owns all of the Group companies either directly or indirectly, mostly with a 100% interest. The local companies included in the scope of consolidation are shown on page 130 et seq. in their legal ownership structure, and on page 114 et seq., they are listed by country together with each company's place of registered office, share capital, percentage of shares owned and number of employees.

The disclosure notifications pursuant to Art. 120 et seqq. of the Financial Market Infrastructure Act (FMIA) that were submitted during the year under review are published on the electronic publication platform of SIX Exchange Regulation Ltd, Disclosure Office (<https://www.ser-ag.com/en/resources/notifications-market-participants/significant-shareholders.html>).

### Cross-shareholdings

There are no cross-shareholdings.

## Significant shareholders

|  | Number of Shares         | Shareholdings <sup>1</sup> in percent <sup>2</sup> |
|--|--------------------------|--|
| Liwet Holding AG, Zurich, Switzerland <sup>3</sup>                             | 145 086 913 <sup>4</sup> | 42.70  |
| UBS Fund Management (Switzerland) AG, Basel, Switzerland                       | 16 904 635 <sup>5</sup>  | 4.98   |
| Mason Capital Master Fund, L.P., George Town Grand Cayman, KY, US <sup>6</sup> | 10 390 805 <sup>7</sup>  | 3.06   |
| OC Oerlikon Corporation AG, Pfäffikon  | 13 334 302 <sup>8</sup>  | 3.92   |

<sup>1</sup> As of December 31, 2025. Source: Disclosure notifications pursuant to Art. 120 et seqq. of the Federal Act on Financial Market Infrastructures and Market Conduct in Securities and Derivatives Trading (Financial Market Infrastructure Act, FMIA) ([www.ser-ag.com/en/resoures/notifications-market-participants/significant-shareholders.html#](http://www.ser-ag.com/en/resoures/notifications-market-participants/significant-shareholders.html#)).

<sup>2</sup> Basis: shares issued (339 758 576).

<sup>3</sup> The shares of Liwet Holding AG, Zurich, are ultimately held by:

(a) 44.46% by Columbus Trust, a trust established under the laws of the Cayman Islands, whose ultimate beneficiary is Mr. Viktor F. Vekselberg, Moscow, Russia, and Zug, Switzerland.

(b) 4.94% by Amapola Development Inc, Panama, whose ultimate beneficiary is Mr. Evgeny Olkhovik, Moscow, Russia.

(c) 33.97% by Amineo Holding AG, Switzerland, whose ultimate beneficial owner is Mr. Nikolay Olkhovik, Forch, Switzerland.

(d) 16.63% by A2-Link AG, Switzerland, whose ultimate beneficial owner is Mr. Alexey Valerievich Moskov, Wädenswil, Switzerland.

<sup>4</sup> Source: Voluntary disclosure notification published by SIX Exchange Regulation Ltd on November 8, 2024: Amendment to the previously notified information as published by SIX Exchange Regulation on January 28, 2023.

<sup>5</sup> Source: Disclosure notification published by SIX Exchange Regulation Ltd on October 3, 2024.

<sup>6</sup> Beneficial owners: Michael E. Martino, Westport, CT, US and Kenneth M. Garschina, New York, NY, US. Source Disclosure notification published by SIX Exchange Regulation Ltd on November 20, 2025.

<sup>7</sup> Source: Disclosure notification published by SIX Exchange Regulation Ltd on November 20, 2025.

<sup>8</sup> 13 334 302 is the effective number of treasury shares as per December 31, 2025. Oerlikon notified SIX Exchange Regulation Ltd when the threshold of 3% was exceeded by holding 10234 717 treasury shares corresponding to 3.012%. Source: Disclosure notification published by SIX Exchange Regulation Ltd on June 30, 2021.

## Capital structure

### Capital

The share capital of OC Oerlikon Corporation AG, Pfäffikon amounts to CHF 339 758 576, composed of 339 758 576 registered shares, each with a par value of CHF 1.00. The company also has conditional capital amounting to CHF 40 million for warrant and convertible bonds etc., and CHF 7.2 million for employee stock option plans.

### Capital band and conditional capital in particular

#### Capital band

The company has no capital band.

#### Conditional capital for warrant and convertible bonds

Pursuant to Art. 11a of the Articles of Association, the company's share capital will be increased by a maximum aggregate amount of CHF 40 million (corresponding to 11.77% of the current share capital) through the issuance of a maximum of 40 million registered shares with a nominal value of CHF 1.00 each by exercising the option and conversion rights granted in connection with bonds of the company or one of its Group companies. The subscription rights of shareholders are excluded in this regard. Current holders of option certificates and/or convertible bonds are entitled to acquire the new shares. When issuing warrants or convertible bonds, the Board of Directors can limit or exclude the preemptive subscription rights of shareholders (1) to finance and refinance the

acquisition of enterprises, divisions thereof, or of participations, or of newly planned investments of the company and (2) to issue warrants and convertible bonds on international capital markets. Insofar as preemptive subscription rights are excluded, (1) the bonds are to be placed publicly on market terms, (2) the exercise period for the option and conversion rights may not exceed seven years from the date the bond was issued and (3) the exercise price for the new shares must at least correspond to the market conditions at the time the bond was issued.

#### Conditional capital for employee stock option plans

Pursuant to Art. 11b of the Articles of Association, the company's share capital will be increased by a maximum aggregate amount of CHF 7.2 million (corresponding to 2.12% of the current share capital), excluding the preemptive subscription rights of current shareholders, through the issuance of a maximum of 7.2 million fully paid-in registered shares with a nominal value of CHF 1.00 each, by the exercise of option rights granted to the employees of the company or one of its Group companies under a stock option plan yet to be approved by the Board of Directors. The issuance of shares at less than the stock exchange price is permissible; further details will be determined by the Board of Directors.

### Changes in capital

The share capital has remained unchanged since 2016. Detailed information on changes in the total equity of OC Oerlikon Corporation AG, Pfäffikon can be found in the holding company's equity capital statement on page 126 of the Annual Report.

**Shares and participation certificates**

The equity securities of OC Oerlikon Corporation AG, Pfäffikon consist exclusively of 339 758 576 fully paid-in registered shares with a nominal value of CHF 1.00 each, all of which are equal with respect to their attendant voting rights, dividend entitlement and other rights. In principle, the registered shares of OC Oerlikon Corporation AG, Pfäffikon are not certificated but instead issued as uncertificated securities within the meaning of the Swiss Code of Obligations, as intermediated securities as defined in the Federal Intermediated Securities Act, or in the form of single or global certificates. Subject to applicable law, the company may convert its registered shares from one form into another form at any time and without the approval of the shareholders. The company shall bear the cost associated with any such conversion. Shareholders may request that the company print and deliver their shares in certificate form at any time free of charge, and the company may at any time print certificates for uncertificated shares. If registered shares are to be printed, OC Oerlikon Corporation AG, Pfäffikon may issue certificates covering multiples of registered shares.

**Profit-sharing certificates**

OC Oerlikon Corporation AG, Pfäffikon has not issued any profit-sharing certificates.

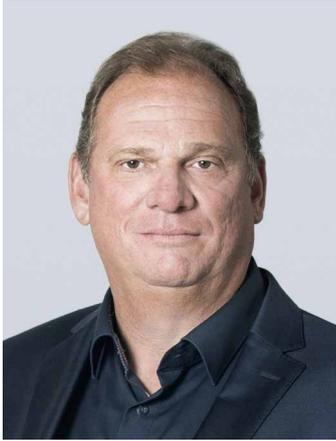
**Limitations on transferability and nominee registrations**

There are no restrictions on the transfer of OC Oerlikon Corporation AG, Pfäffikon shares. The company recognizes only those parties entered in the share register as shareholders or usufructuaries. Fiduciary shareholders and nominees will also be entered into the share register.

**Convertible bonds and options**

As at December 31, 2025, there were neither convertible bonds nor options outstanding.

# Board of Directors



## Prof. Dr. Michael Suess

1963, German citizen  
Executive Chairman

### Professional background and education

Prof. Dr. Michael Suess was elected Chairman of the Board of Directors (BoD) at the 2015 Annual General Meeting of Shareholders, the same year he joined the BoD. On July 1, 2022, he assumed the role of Executive Chairman to oversee all management topics and lead both the Executive Committee and the BoD. From 2015 to 2016, he served as Chief Executive Officer (CEO) of Georgsmarienhütte Holding GmbH. Prior to that, he was a member of the Managing Board of Siemens AG and CEO of its Energy Sector. Between 2008 and 2011, he was CEO of the Fossil Power Generation division and member of the Group Executive Management of Siemens AG Power Generation Group from 2006 to 2007. Earlier roles include positions at BMW, IDRA Presse S.p.A., Porsche AG and Mössner AG, where he became Chairman of the Managing Board following its acquisition by Georg-Fischer Group. From 2001 to 2006, he was Chief Operating Officer (COO) at MTU Aero Engines AG and played a key role in its IPO. He was a member of the Supervisory Board of Herrenknecht AG from 2009 to 2018. Prof. Dr. Suess holds a degree in mechanical engineering from Technical University (TU) Munich and completed his doctorate (Dr. rer. pol.) from the University of Kassel in 1994. He was awarded an honorary professorship by TU Munich in 2015.

### Other activities and vested interests

Prof. Dr. Suess is a Member of the Advisory Board of Kinexon Beteiligungsgesellschaft mbH.



## Paul Adams

1961, US citizen  
Member of the Board of Directors  
Chair of the Human Resources Committee (since April 1, 2025)  
Member of the Governance Committee  
Member of the Audit & Finance Committee

### Professional background and education

Paul Adams was elected to the Board of Directors at the 2019 Annual General Meeting of Shareholders. He served as Chief Operating Officer (COO) of Precision Castparts Corp., Portland, Oregon from 2016 to 2018. He brings more than 30 years of leadership experience in the aviation industry. From 2014 to 2016, he was President of Pratt & Whitney, Hartford, Connecticut. From 1999 to 2014, he held various senior management positions, including COO and Senior Vice President (SVP) Operations and Engineering. Prior to joining Pratt & Whitney, he held engineering, operations and program management roles for more than 15 years at Williams International, Walled Lake, Michigan. He holds a Bachelor of Science in aerospace engineering from the University of Michigan, and completed the Stanford Executive Program at the Stanford Graduate School of Business, California. In 2013, Mr. Adams was inducted into the National Academy of Engineering, Washington, D.C. In 2015, he was awarded the Public Service Star by the government of Singapore for his work with

Singapore's Economic Development Board. Mr. Adams holds 31 patents.

### Other activities and vested interests

Member of the Board of Aclara Resources\* and Chromalloy Gas Turbine LLC, Forgital Spa and senior advisor at Warburg Pincus.

\* Publicly listed company.

# Board of Directors



## Stefan Brupbacher

1967, Swiss and Italian citizen  
 Member of the Board of Directors (since April 1, 2025)  
 Lead Independent Director (since April 1, 2025)  
 Chair of the Governance Committee (since April 1, 2025)

### Professional background and education

Stefan Brupbacher Trivigno was elected to the Board of Directors at the 2025 Annual General Meeting of Shareholders. He is Director of Swissmem and Arbeitgeberverband der Schweizer Maschinenindustrie, positions he has held since January 2019. Since 2020, he is also a member of the Board of Directors of Orgalim, where he served as Vice Chairman from 2021 to 2022 and Chairman from 2023 to 2024. From 2014 to 2018, he was Secretary General of the Federal Department of Economic Affairs, Education and Research of the Swiss Government. He was responsible for the day-to-day business of the ministry and was the most important strategic advisor to the Federal Council. From 2008 to 2014, he was Secretary General of the Swiss liberal party FDP.Die Liberalen. Mr. Brupbacher started his career in 1996 with the State Secretariat for Economic Affairs (SECO), where he held various management positions in international labor issues. After his tenure at SECO, he served as Secretary General for the Economic Affairs and Taxation Committees of the Swiss Parliament. Mr. Brupbacher holds a Doctor of Law (Dr. jur.) from the University of Zurich, an MA in International

Relations and International Economics from P. Nitze School for Advanced International Studies of Johns Hopkins University, and an Executive Master in International and European Business Law from the University of St. Gallen.

### Other activities and vested interests

Director of Swissmem and Arbeitgeberverband der Schweizer Maschinenindustrie and member of the Board of Directors of Orgalim.



## Jürg Fedier

1955, Swiss citizen  
 Member of the Board of Directors  
 Member of the Audit & Finance Committee

### Professional background and education

Jürg Fedier was elected to the Board of Directors at the 2021 Annual General Meeting of Shareholders. He was Chief Financial Officer (CFO) of Oerlikon from 2009 to 2019. From 2007 to 2008, he was CFO of Ciba, Switzerland. Prior to that, Mr. Fedier held senior financial management positions at Dow Chemical for 30 years, including as Head of Finance and member of the Executive Board for Dow Europe and Vice President Finance for Dow Chemical Performance Chemicals, USA. He holds a commercial diploma from the College of Commerce in Zurich and completed international executive management programs at IMD, Lausanne, and the University of Michigan. He has extensive experience in turnaround management, including the major refinancing of the Oerlikon Group in 2009, leading various capital market transactions, including IPO transactions, strategy development work and M&A, and has led the creation of international treasury and finance centers.

### Other activities and vested interests

Mr. Fedier is a Member of the Board of Directors of Dätwyler Holding AG\* and Ascom Holding AG\*.

\* Publicly listed company.

# Board of Directors



## Inka Koljonen

1973, Finnish citizen  
 Vice Chair of the Board of Directors (since April 1, 2025)  
 Member of the Human Resources Committee  
 Chair of the Audit & Finance Committee

### Professional background and education

Inka Koljonen was elected to the Board of Directors at the 2023 Annual General Meeting of Shareholders. She is Chief Financial Officer (CFO) of MAN Truck & Bus SE, a position she has held since February 2022. Since 2022, she is also a member of the Supervisory Board and the Audit Committee of Stabilus SE. From 2020 to 2022, she was CFO of SAF Holland SE, and from 2015 to 2020, CFO of the Catalyst Business Unit at Clariant AG. She was CFO for Siemens Russia and Central Asia from 2011 to 2015. Mrs. Koljonen started her career in 1998 with MTU Aero Engines (previously DaimlerChrysler Aerospace), where she held various management positions in finance and strategy, led the restructuring program for the IPO and was appointed Head of Investor Relations. She holds a diploma in business administration from Ludwig-Maximilians-University Munich.

### Other activities and vested interests

Member of the Supervisory Board and Member of the Audit Committee of Stabilus SE.



## Alexey V. Moskov

1971, Cypriot and Israeli citizen  
 Member of the Board of Directors  
 Member of the Human Resources Committee

### Professional background and education

Alexey V. Moskov was elected to the Board of Directors (BoD) at the 2016 Annual General Meeting of Shareholders. From 1998 to 2004, he was Vice President and member of the Executive Board of Tyumen Oil Company (TNK-BP) in Moscow. From 2004 to 2022, he served as Chief Operating Officer (COO) and later as the Chief Executive Officer (CEO) of a private investment fund in Zurich, Switzerland. He was member of the BoD of Schmolz+Bickenbach AG (now Swiss Steel Holding AG) from 2019 to 2020 and President of the BoD of Liwet Holding AG, Zurich from 2010 - 2016 and 2022 - 2025. Since April 2020, he has been a member of the BoD of Sulzer AG. Since 2021, he is CEO of A2-Link AG, a private investment company in Zurich. Mr. Moskov holds a master's degree in engineering and development from the Moscow State University of Railway.

### Other activities and vested interests

Mr. Moskov is a Board member of Sulzer AG\*, Winterthur, Switzerland.

\* Publicly listed company.

# Board of Directors



## Marco Musetti

1969, Swiss and Italian citizen

Member of the Board of Directors (since April 1, 2025)

Member of the Audit & Finance Committee (since April 1, 2025)

### Professional background and education

Marco Musetti was elected to the Board of Directors (BoD) at the 2025 Annual General Meeting of Shareholders. Since 2017, he has been a member of the BoD of Octo Telematics, and since 2018, President of the BoD of GEM Capital Ltd. He has also been a member of the BoD of United Kalahari Minerals since 2014 and Kalahari Minerals Marketing Ltd since 2021. From 2011 to 2021, Mr. Musetti was a member of the BoD of Sulzer Ltd. He also served on the BoD of Schmolz+Bickenbach AG (today Swiss Steel Holding AG) from 2013 to 2019, United Company Rusal Plc (today United Company RUSAL) from 2016 to 2023. Previously, he was Chief Operating Officer (COO) and Deputy CEO of Aluminium Silicon Marketing (Sual Group) from 2000 to 2007, Head of Metals and Structured Finance Desk for Banque Cantonale Vaudoise from 1998 to 2000, and Deputy Head of Metals Desk for Banque Bruxelles Lambert from 1992 to 1998. Mr. Musetti holds a Master of Science in accounting and finance from the London School of Economics and Political Science and a major degree in economics from the University of Lausanne.

### Other activities and vested interests

Vice-Chairman of the Board of Directors and Chairman of the Audit Committee at Medmix AG\*, member of the Board of Directors of Octo Telematics, president of the Board of Directors of GEM Capital Ltd., member of the Board of Directors of United Kalahari Minerals and member of the Board of Directors of Kalahari Minerals Marketing Ltd.



## Eveline Steinberger

1972, Austrian citizen

Member of the Board of Directors (since April 1, 2025)

Member of the Governance Committee (since April 1, 2025)

Member of the Human Resources Committee (since April 1, 2025)

### Professional background and education

Dr. Eveline Steinberger was elected to the Board of Directors at the 2025 Annual General Meeting of Shareholders. She is Founding and Managing Partner of The Blue Minds Company GmbH, a position she has held since 2014. From 2011 to 2014, she was Sector Cluster Lead Energy at Siemens AG, responsible for 19 countries in Central Eastern Europe, including Israel and Turkey. From 2007 to 2009, she was Managing Director of the Climate and Energy Fund of the Austrian Federal Government. Prior to that, she was Managing Director of Austrian Power Sales GmbH at VERBUND AG. Dr. Steinberger started her career in 1998 with VERBUND AG, where she held various management positions in strategic marketing and portfolio management. She holds a doctorate and a master's in business administration from Karl-Franzens University Graz.

### Other activities and vested interests

Member of the Supervisory Board and Chair of the Risk/Credit Committee of Bank Austria UniCredit.

\* Publicly listed company.

## Board of Directors

The rules and regulations governing the organization and duties of the Board of Directors of OC Oerlikon Corporation AG, Pfäffikon are to be found in the Swiss Code of Obligations, the Articles of Association of OC Oerlikon Corporation AG, Pfäffikon, and the Organizational and Governance Rules of OC Oerlikon Corporation AG, Pfäffikon.

### Members of the Board of Directors

In the year under review, the Board of Directors of OC Oerlikon Corporation AG, Pfäffikon was composed of Prof. Dr. Michael Suess (Executive Chairman), Stefan Brupbacher (Lead Director since April 1, 2025), Gerhard Pegam (Vice-Chairman until April 1, 2025), Paul Adams, Jürg Fedier, Inka Koljonen, Irina Matveeva (until April 1, 2025), Alexey V. Moskov, Marco Musetti (since April 1, 2025), Eveline Steinberger (since April 1, 2025) and Zhenguao Yao (until April 1, 2025). The five previous Board members who remained on the Board of Directors and the three new Board members were all re-elected and elected by the Annual General Meeting of Shareholders on April 1, 2025 for a term of office of one year.

### Other activities and vested interests

For more information regarding the activities of the members of the Board of Directors in governing and supervisory bodies of important Swiss and foreign organizations, institutions and foundations under private and public law, permanent management and consultancy functions for important Swiss and foreign interest groups, and official functions and political posts, see page 18 et seqq.

### Number of permitted activities

Pursuant to Art. 32 of the Articles of Association, no member of the Board of Directors may hold more than ten additional mandates in comparable functions at other enterprises with an economic purpose, of which no more than four may be in listed companies. Not subject to these limitations are (1) mandates in inactive

companies and in companies that are controlled by OC Oerlikon Corporation AG, Pfäffikon or which control OC Oerlikon Corporation AG, Pfäffikon and (2) mandates in associations, charitable organizations, foundations, trusts and employee welfare foundations, whereby no member of the Board of Directors may hold more than ten such mandates. Mandates in different legal entities that are under joint control are deemed one mandate.

### Elections and terms of office

Board members are elected annually by the General Meeting of Shareholders for a term of one year and are eligible for reelection. A “year” is defined as the period from one ordinary General Meeting of Shareholders to the completion of the next. In the event of elections for replacement or elections of additional members during the year, the period until the completion of the next ordinary General Meeting of Shareholders will be deemed to constitute one year. Each member of the Board of Directors must be elected individually. Only individuals who have not completed their 70th year of age on the election date are eligible. The General Meeting of Shareholders may, under special circumstances, grant an exception to this rule and may elect a member of the Board of Directors for one or several terms, provided that the total number of these additional terms of office does not exceed three.

### Internal organizational structure

The Board of Directors is the ultimate supervisory body of OC Oerlikon Corporation AG, Pfäffikon and the Oerlikon Group. It is responsible for the overall management, oversight and control of OC Oerlikon Corporation AG, Pfäffikon and the Oerlikon Group, determines the Group strategy and oversees the management to which it has delegated operational tasks. It sets forth guidelines on the general and strategic direction of OC Oerlikon Corporation AG, Pfäffikon and the Oerlikon Group and periodically reviews their implementation. See Oerlikon’s Organizational and Governance Rules (OGR) published on Oerlikon’s website: [www.oerlikon.com/en/about-us/company-profile/organization](http://www.oerlikon.com/en/about-us/company-profile/organization).

## Composition of the Board of Directors

| Name (Nationality)           | Domicile | Position  | Age | Joined | Term Expires | Role          |
|------------------------------|----------|---|-----|--------|--------------|---------------|
| Prof. Dr. Michael Suess (DE) | CH       | Executive Chairman  | 62  | 2015   | 2026         | Executive     |
| Paul Adams (US)              | US       | Member<br>Lead Director until April 1, 2025                     | 64  | 2019   | 2026         | Non-executive |
| Stefan Brupbacher (CH/IT)    | CH       | Member since April 1, 2025<br>Lead Director since April 1, 2025 | 58  | 2025   | 2026         | Non-executive |
| Jürg Fedier (CH)             | CH       | Member  | 70  | 2021   | 2026         | Non-executive |
| Inka Koljonen (FI)           | DE       | Member<br>Vice-Chairwoman since April 1, 2025                   | 52  | 2023   | 2026         | Non-executive |
| Irina Matveeva (RU)          | RU       | Member until April 1, 2025                                      | 52  | 2020   | 2025         | Non-executive |
| Alexey V. Moskov (CY/IL)     | CH       | Member  | 54  | 2016   | 2026         | Non-executive |
| Marco Musetti (CH/IT)        | CH       | Member since April 1, 2025                                      | 56  | 2025   | 2026         | Non-executive |
| Gerhard Pegam (AT)           | DE       | Vice-Chairman until April 1, 2025                               | 63  | 2010   | 2025         | Non-executive |
| Eveline Steinberger (AT)     | AT       | Member since April 1, 2025                                      | 53  | 2025   | 2026         | Non-executive |
| Zhenguao Yao (CN)            | CN       | Member until April 1, 2025                                      | 61  | 2022   | 2025         | Non-executive |

### Board independence and independence assessment

The Board of Directors shall consist of at least three but not more than nine Board members, the majority of whom should be independent. Oerlikon in principle defines Board independence in line with the Swiss Code of Best Practice for Corporate Governance (No. 15). According to Section II, Art. 1.2 of the OGR, in general, a Board member will be deemed to be independent if, during the three years immediately prior to taking office, he was neither a member of the executive management of OC Oerlikon Corporation AG, Pfäffikon, the Oerlikon Group, an Oerlikon Group company or an audit firm of any of these, nor close to any of the latter, and had no significant business relations, whether directly or indirectly, with the Oerlikon Group. Beyond this, Oerlikon defines representatives from large shareholders to be non-independent in line with good international corporate governance practice.

In the three financial years preceding the reporting period, except for the Executive Chairman (since July 1, 2022), none of the members of the Board of Directors were involved in the executive management of OC Oerlikon Corporation AG, Pfäffikon or any other Group company. They also do not have any significant business connections with companies of the Oerlikon Group.

Oerlikon considers the majority of its Board members independent and currently only deems Prof. Dr. Michael Suess (Executive Chairman), and Alexey V. Moskov (representative of anchor shareholder) as non-independent.

### Diversity on the Board

Oerlikon strives to have a well-diversified Board, among other things, in terms of skills, experience, geographic reach, tenure and gender. Over time, Oerlikon intends to increase diversity where needed and possible, always in the best interests of the Company. The table below provides an overview of the current Board members along with the diversity criteria considered most important for the Company. In line with good governance practice and regulatory requirements, the Board targets a female representation of at least two to three members. Furthermore, diversity is not only considered a key topic and priority for the Board of Directors, but the entire organization (see the Sustainability Report).

### Board refreshment process

Oerlikon has no tenure limits in place but has established a thorough Board of Directors' refreshment process to ensure its members bring the right mix of expertise, diversity and independence (as further described below) to the table. The figure above describes Oerlikon's Board refreshment process and the main factors against which new Board candidates are assessed. With a view toward current and expected future challenges, the Board of Directors identifies potential gaps in its skill matrix (see figure Board skills and experience overview). Balancing against longer-tenured directors with substantial know-how of Oerlikon, the Board intends to fill these gaps with new members who are able to amend the Board with the required skill, experience and diversity considerations. The Human Resources Committee (HRC) fulfills a vital role in the board refreshment process as it annually reviews Board composition in light of the Group's strategic targets, taking into consideration the relevant individual requirement

## Board skills and experience overview

### Independence through Board composition and skill assessment

#### Members of the Board of Directors (2025–2026)

| Board member            | Board experience                           |                               |  | Corporate Officer experience |     |                            | Business experience |                      |                               |                          |  |   |                                       | Personal information |                     |             |        |               |
|-------------------------|--|-------------------------------|--|------------------------------|-----|----------------------------|---------------------|----------------------|-------------------------------|--------------------------|--|---|---------------------------------------|----------------------|---------------------|-------------|--------|---------------|
|                         | OC Oerlikon Tenure (years before AGM 2026) | Other Public Board experience | Large, privately-held international company experience | CEO                          | CFO | Other Executive Experience | Risk Management     | ESG / Sustainability | Industrial Production and R&D | International Experience | Change and Crisis Management in Public Companies | Communications & Stakeholder Management | International Supply Chain Management | Strategic M&A        | Strategic Financing | Nationality | Gender | Non-Executive |
| Prof. Dr. Michael Suess | 11   | ●                             | ●  | ●                            | ○   | ●                          | ●                   | ●                    | ●                             | ●                        | ●  | ●                                       | ●                                     | ●                    | ○                   | DE          | M      | NO            |
| Paul Adams              | 7  | ●                             | ●  | ●                            | ○   | ●                          | ●                   | ●                    | ●                             | ●                        | ●  | ●                                       | ●                                     | ●                    | ○                   | US          | M      | YES           |
| Jürg Fedler             | 5  | ●                             | ○  | ●                            | ●   | ○                          | ●                   | ○                    | ○                             | ●                        | ●  | ●                                       | ○                                     | ●                    | ●                   | CH          | M      | YES           |
| Inka Koljonen           | 3  | ●                             | ●  | ○                            | ●   | ○                          | ●                   | ○                    | ○                             | ●                        | ●  | ●                                       | ○                                     | ●                    | ●                   | FI          | F      | YES           |
| Alexey V. Moskov        | 10   | ●                             | ●  | ●                            | ○   | ○                          | ●                   | ○                    | ○                             | ●                        | ●  | ○                                       | ○                                     | ●                    | ●                   | CY / IL     | M      | YES           |
| Marco Musetti           | 1  | ●                             | ●  | ●                            | ○   | ○                          | ●                   | ○                    | ●                             | ●                        | ○  | ●                                       | ●                                     | ●                    | ●                   | CH / IT     | M      | YES           |
| Dr. Eveline Steinberger | 1  | ●                             | ○  | ○                            | ○   | ○                          | ●                   | ●                    | ●                             | ●                        | ●  | ●                                       | ○                                     | ●                    | ●                   | AT          | F      | YES           |
| Dr. Stefan Brupbacher   | 1  | ○                             | ○  | ○                            | ○   | ○                          | ●                   | ○                    | ○                             | ●                        | ●  | ●                                       | ○                                     | ○                    | ○                   | CH / IT     | M      | YES           |

#### Assessment reflects company view

● Expert / YES or NO   ○ Intermediate Experience   ○ No Experience

## Board refreshment process

Thorough board refreshment process to ensure expertise, diversity and independence



profiles, the contribution of each member to the company, the composition of the Board as a whole and the committees to be composed.

### Board training and onboarding process

Newly elected Board members are onboarded with training dedicated to their core tasks and responsibilities as members of the Oerlikon Board of Directors. In general, all Board members will attend at least one or two training events per year. These cover topics related to their duties as Board members, with a particular focus on matters concerning a SIX Swiss Exchange-listed company, internal regulations, policies and directives and on actual and future topics of interest for the Group.

### Executive Chair Model – overview

The goal of Oerlikon Group's Executive Chair Model is to strengthen the Group's strategic focus with two divisions (until the completion of the divestment effective February 2, 2026), enable faster decision-making, improve organizational agility and thereby ensure sustainable profitable growth of the Group. Under the Executive Chair Model, the Board of Directors delegates the operational management of the Group as follows:

- i. The COO, Dr. Dirk Linzmeier, and Barmag CEO, Georg Stausberg (until the completion of the divestment effective February 2, 2026), continue to have operational control and accountability in leading their divisions. In addition, the Executive Chair Model provides them with the added agility and speed of execution to run and grow their business.
- ii. Prof. Dr. Michael Suess holds the position of Executive Chairman, overseeing all Group-level management topics and leading the Executive Committee in addition to his role as Chair of the Group's Board of Directors.
- iii. The Executive Committee is responsible for ensuring the harmonized Group-wide management of all organizational topics with

cross-divisional relevance.

To ensure a proper governance framework under this Model, the appointed Executive Chair does not serve on any Board committees and a Governance Committee, chaired by the Lead Director, is established. The OGR ensures a balance of power among the members of the Executive Committee, which have to pass resolutions by a simple majority instead of individual decisions and the conflict-of-interest rules require potentially conflicted members to inform the full Board of Directors.

After three years in place, the governance measures introduced alongside the Executive Chair Model, in particular the function of Lead Director and the Governance Committee, proved to work very well in practice. The Model notably increased the effectiveness and speed of the decision-making process and considerably simplified the business model. The structure further fostered a very open and honest dialogue between all the involved parties, the Chairman, the Lead Director and Executive Management and provides the Board with a high level of transparency. The interplay as well as checks and balances between Board, Executive Chairman, the COO and Barmag CEO (until the completion of the divestment effective February 2, 2026), the EC, the Lead Director, as well as the Governance Committee have been established in a thorough manner and are described further below.

For further details regarding the Executive Chair Model, see page 29 et seq.

### Executive Chairman

The Executive Chairman shall ensure that the Board of Directors may and does effectively carry out its superintendence and oversight role on an informed basis. He shall endeavor, together with the EC, to provide the Board of Directors with optimal information regarding the operating activities of OC Oerlikon Corporation AG, Pfäffikon and the Oerlikon Group. Together with the EC, the Executive Chairman shall perform a leadership role in the imple-

mentation of the strategic orientation of the Group as set out by the Board of Directors on a collegial basis and shall represent OC Oerlikon Corporation AG, Pfäffikon and the Oerlikon Group in relations with important shareholders, clients, further stakeholders and the general public.

The Executive Chairman shall convene, prepare and chair Board meetings and may convene meetings of the Board of Directors' committees. He shall coordinate the work of the Board of Directors and its committees and shall ensure that Board members receive all information necessary to perform their duties in a timely manner. In cases of uncertainty, he shall delineate authorities between the Board of Directors and its committees, unless the entire Board of Directors intends to address the matter.

#### Vice-Chairman

The Vice-Chairman shall act as the deputy of the Executive Chairman, if the latter is unable to exercise his office. The Vice-Chairman shall have the same powers and duties for the performance of his/her role as a deputy as those accruing to the Executive Chairman, but such powers and duties shall be confined to resolutions to be passed during the period of the representation. If the Executive Chairman is prevented from carrying out his/her duties due to long-term illness or any other long-term absence, the Board of Directors shall decide whether the executive operational management functions delegated to the Executive Chairman shall remain with the Vice-Chairman or shall be assigned to another Board Member, the EC or an EC member.

#### Lead Director

Oerlikon has appointed an independent and experienced member of the Board of Directors, Stefan Brupbacher (as of April 1, 2025), as Lead Director. The Lead Director chairs the Governance Committee that consists exclusively of independent members of the Board of Directors. The Governance Committee serves the Lead Director as a sounding board and is responsible for ensuring adequate control mechanisms in light of the Executive Chair Model.

Specifically, the Lead Director has, within the scope of his duties, (i) unlimited rights to access information and to conduct investigations within the entire Oerlikon Group, (ii) the right to call Board of Directors meetings, (iii) the right to schedule regular meetings of the Governance Committee under exclusion of the Executive Chairman and (iv) the right to conduct engagement meetings with key stakeholders.

In 2025, the Lead Director, together with the Governance Committee, continued to fulfill their tasks in a meaningful and efficient manner taking a proactive and preventive approach to ensure adequate control mechanisms. In particular, the Lead Director met individually with each member of the Executive Committee five to six times in the past year to ensure a proper governance and informed decision-making of the Board. The key content of these meetings is further discussed in the

Governance Committee and, if deemed necessary, escalated to the full Board. No situations were reported in which the Executive Chairman allegedly misused his powers or in which former members of the Executive Committee were in an allegedly material conflict of interest situation in their function as Board members. The Lead Director conducted regular bilateral meetings with EC members (other than the Executive Chairman) and key management functions (e.g., General Counsel) throughout the year to get independent insights regarding the day-to-day functioning of the Executive Chair Model. These meetings too did not reveal any governance or compliance issues.

#### Committees

The Board of Directors may create committees from among its members to assist it in the performance of its duties at any time. These committees are permanent advisory groups supporting the Board of Directors with their particular expertise. Unless expressly stated in the Organizational and Governance Rules, the Chart of Competencies or the relevant committee's rules and regulations, they do not have any authority to decide matters in lieu of the Board of Directors. All cases in which the currently existing committees do in fact have authority to decide matters in lieu of the Board of Directors will be specified. They may prepare, review and investigate matters of relevance within their field of expertise and submit proposals to the Board of Directors for deliberation, but must not themselves take resolutions beyond recommendations, proposals or motions to be submitted to the Board of Directors for deliberation. Committees shall meet regularly to conduct their work, but in general at least four times a year.

There are currently three permanent committees of the Board of Directors, namely the Audit & Finance Committee (AFC), the Human Resources Committee (HRC) and the Governance Committee (GOC). All strategy-relevant topics are discussed directly in the Board of Directors to further strengthen the Group's strategic focus and to enable faster decision-making.

#### **Audit & Finance Committee (AFC)**

The AFC is a permanent committee of the Board of Directors within the meaning of Art. 716a para. 2 of the Swiss Code of Obligations. As a rule, the AFC is composed of at least three members of the Board of Directors. Members of the AFC are not eligible if they perform any executive management duties within the Oerlikon Group while in office, have significant business relations with OC Oerlikon Corporation AG, Pfäffikon or the Oerlikon Group or have been members of the Executive Committee in the preceding three years. They must by all means have the degree of independence required by the Swiss Code of Best Practice for Corporate Governance, as amended from time to time. The majority of AFC members, including its Chair, must have experience in finance and accounting and be familiar with internal and external auditing. As a separate advisory group, independent from the Executive Committee, the AFC shall advise the Board of Directors and exclusively follow the Board of Directors' instructions.

Membership in these committees in the year under review was as follows:

### Composition of Committees of the Board of Directors

| Name (Nationality)           | Audit & Finance Committee (AFC) | Human Resources Committee (HRC)                         | Governance Committee (GOC)                              |
|------------------------------|---------------------------------|---|---|
| Prof. Dr. Michael Suess (DE) |                                 |   |   |
| Paul Adams (US)              | Member                          | Member until April 1, 2025<br>Chair since April 1, 2025 | Chair until April 1, 2025<br>Member since April 1, 2025 |
| Stefan Brupbacher (CH/IT)    |                                 |   | Chair since April 1, 2025                               |
| Jürg Fedier (CH)             | Member                          |   |   |
| Inka Koljonen (FI)           | Chair                           | Member  |   |
| Irina Matveeva (RU)          | Member until April 1, 2025      |   |   |
| Alexey V. Moskov (CY/IL)     |                                 | Member  |   |
| Marco Musetti (CH/IT)        | Member since April 1, 2025      |   |   |
| Gerhard Pegam (AT)           |                                 | Chair until April 1, 2025                               | Member until April 1, 2025                              |
| Eveline Steinberger (AT)     |                                 | Member since April 1, 2025                              | Member since April 1, 2025                              |
| Zhenguo Yao (CN)             |                                 | Member until April 1, 2025                              | Member until April 1, 2025                              |

The AFC's purpose is to facilitate the Board's ability to fulfill its duties regarding OC Oerlikon Corporation AG, Pfäffikon and all its subsidiaries. Its responsibilities include assisting the Board in monitoring the adequacy of processes and the integrity of OC Oerlikon Corporation AG, Pfäffikon's:

- financial statements;
- internal controls;
- compliance with legal and regulatory requirements;
- external auditor's performance, qualification and independence (incl. review of the audit work plan and the compensation);
- internal audit department's performance;
- risk management policies, capital structure and funding requirements.

The AFC may prepare, review or investigate matters of relevance within its scope of responsibilities and submit relevant proposals to the Board of Directors for deliberation, but must not itself take resolutions beyond recommendations, proposals or motions to be submitted to the Board of Directors for deliberation. The AFC has no authority to decide matters in lieu of the Board of Directors.

The organization, detailed responsibilities, functioning and reporting of the AFC are stipulated in the Rules and Regulations of the AFC published on Oerlikon's website: [www.oerlikon.com/en/about-us/company-profile/organization](http://www.oerlikon.com/en/about-us/company-profile/organization).

#### Human Resources Committee (HRC)

The HRC is a permanent committee of the Board of Directors within the meaning of Art. 716a para. 2 of the Swiss Code of Obligations. As a rule, the HRC is composed of at least three members of the Board of Directors. Members of the HRC are not eligible if they perform any executive management duties within the Oerlikon Group while in office, have significant business relations with OC Oerlikon Corporation AG, Pfäffikon or the Oerlikon

Group or have been members of the Executive Committee in the preceding three years. In all cases, they must have the degree of independence required by the Swiss Code of Best Practice for Corporate Governance, as amended from time to time.

The HRC supports the Board of Directors with regard to matters related to human resources, including compensation policies, performance assessment, appointments and succession planning, and other general topics related to human resources. The HRC shall, in particular, support the Board of Directors in establishing and reviewing the Group's compensation strategy and in preparing the proposals to the General Meeting of Shareholders regarding compensation of the members of the Board of Directors and of the Executive Committee, and may submit proposals to the Board of Directors in other compensation-related issues. Furthermore, the HRC recommends the annual pay plan for the Group (incl. general salary increases), the Group-wide compensation policies for non-managerial staff, the objectives and performance contracts of all members of the Executive Committee, the eligibility in equity programs and the allocation of equity instruments. In general, the HRC has no authority to decide matters in lieu of the Board of Directors.

The organization, detailed responsibilities, functioning and reporting of the HRC are stipulated in the Rules and Regulations of the HRC published on Oerlikon's website: [www.oerlikon.com/en/about-us/company-profile/organization](http://www.oerlikon.com/en/about-us/company-profile/organization).

#### Governance Committee (GOC)

The GOC is a permanent committee of the Board of Directors within the meaning of Art. 716a para. 2 of the Swiss Code of Obligations. As a rule, the GOC shall consist of at least three members of the Board of Directors who shall in general not be eligible if performing any executive management duties within OC Oerlikon Corporation AG, Pfäffikon or the Oerlikon Group while in office or having significant business relations with the Company or having been members

of the Executive Committee in the preceding three years. They must by all means have the degree of independence required by the Swiss Code of Best Practice for Corporate Governance and be considered independent by Oerlikon's own independence criteria.

The GOC is chaired by the Lead Director. The Lead Director, with the support of the GOC, is responsible for ensuring adequate control mechanisms under the Executive Chair Model and vis-à-vis the Executive Chairman or former members of the Executive Committee as set forth in the Rules and Regulations of the GOC and the Company's Organizational Rules and were appropriate and in line with market expectations and practices, above and beyond the baseline principles regarding good corporate governance as set forth in the Swiss Code of Best Practice for Corporate Governance. Hence, generally, the GOC assists the Board of Directors and the Executive Chairman in fulfilling their responsibilities with respect to the Company's corporate governance insofar as checks and balances are concerned in a governance model where certain Board members do have executive functions.

As set forth in the Rules and Regulations of the GOC, the GOC takes a proactive and preventive role in ensuring adequate control mechanisms e.g., by meeting regularly, at least four times a year, and conducting meetings with relevant management team members, all under the exclusion of the Executive Chairman. In cases of alleged misuse of powers under the Executive Chair Model, the Lead Director's and the GOC's right to access information and to conduct investigations shall be unlimited within the entire Oerlikon Group. The GOC reports to the Board of Directors at Board of Directors meetings and immediately in urgent cases. Within the defined scope of the GOC's duties and responsibilities, the GOC may request that an item be included on the Board of Directors' agenda.

Unless expressly stated in the Rules and Regulations of the GOC, which are publicly available on Oerlikon's website, the GOC has no authority to decide matters in lieu of the Board of Directors.

The organization, detailed responsibilities, functioning and reporting of the GOC are stipulated in the Rules and Regulations of the GOC published on Oerlikon's website: [www.oerlikon.com/en/about-us/company-profile/organization](http://www.oerlikon.com/en/about-us/company-profile/organization).

### **Work methods of the Board of Directors and its Committees**

The Board of Directors meets at the invitation of the Executive Chairman or, should the case require, of the Lead Director at least four times a year (usually once in February/March, once in June/July, once in September/October and once in November/December) or more often if necessary. The members of the Executive Committee attend the meetings of the Board of Directors by invitation. Each Board member may request that the Executive Chairman convene a Board meeting by stating the reasons for such a request.

In 2025, four Board meetings were held, two of which were ordinary Board meetings (average duration: 10 hours) and two were Board workshops (average duration: 8 hours). The main topics of the workshops were strategy, equity story, human resources and business development. In addition, the Board held six telephone conferences (average duration: 0.8 hours). The members of the Executive Committee were invited to all meetings, workshops and conference calls of the Board of Directors, unless the Executive Chairman decided differently for certain Board meetings or certain agenda items. Additionally, the constitutional Board meeting took place after the AGM with a duration of 1.5 hours (categorized in the table under Conf. Call).

The members of the HRC are elected by the General Meeting of Shareholders, whereas the Chair of the HRC is appointed by the Board of Directors. The members of the AFC and its Chair are elected by the Board of Directors at the proposal of the Executive Chairman. The Chair and the other members of the GOC are elected by the Board of Directors at the proposal of the HRC, whereas any Board of Directors member, including the Executive Chairman, who has an executive function shall abstain from the Board of Directors resolution to appoint the Chair and the other members of the GOC.

Their respective terms of office in those committees correspond to their terms of office as Board members. Those Board members who are not members of a committee have the right to attend committee meetings with a consultative vote. As a rule, the Company's CFO, external auditor, Head of Group Accounting & Reporting and Head of Internal Audit (who is also the secretary of the AFC) should attend the meetings of the AFC; the CHRO should attend the meetings of the HRC; and other members of the Board who are not members of the GOC may attend the meetings of the GOC. Additional persons (e.g. other members of the Executive Committee or Heads of corporate functions) may be invited, if required. At every Board meeting, each committee Chair provides the Board of Directors with an update on the current activities of the committee and important committee issues.

The AFC and the GOC convene by invitation of their respective Chairs as often as business requires, but at least four times annually. The HRC meets at the invitation of its Chair at least three times a year, or more often if necessary.

In 2025, there were five meetings of the AFC (average duration: 3.2 hours). The members of the AFC participated in the meetings along with the CFO and representatives of the corporate functions concerned (in particular Group Accounting & Reporting, Group Controlling, Internal Audit and Group Legal). The external auditors (PricewaterhouseCoopers Ltd) took part in five AFC meetings. In 2025, the HRC held three meetings (average duration: 2.9 hours) and the GOC held four meetings (average duration: 0.5 hours).

### Definition of areas of responsibility

Pursuant to Art. 716b of the Swiss Code of Obligations and Art. 20 para. 3 and 22 para. 3 of the Articles of Association, the Board of Directors has, in principle, delegated the operational management of the business of OC Oerlikon Corporation AG, Pfäffikon and of the Oerlikon Group to (i) the Executive Chairman, (ii) the COO and Barmag CEO (until completion of the divestment effective February 2, 2026) and (iii) the EC, subject to mandatory law, the Articles of Association and the Organizational and Governance Rules. The scope of tasks for which the Board of Directors bears responsibility essentially encompasses those inalienable and non-delegable duties defined by law. These include:

- The ultimate direction of the business of OC Oerlikon Corporation AG, Pfäffikon and issuing of the relevant directives
- Laying down the organization of OC Oerlikon Corporation AG, Pfäffikon
- Formulating accounting procedures, financial controls and financial planning
- Nominating and removing persons entrusted with the management and representation of OC Oerlikon Corporation AG, Pfäffikon and regulating the power to sign for OC Oerlikon Corporation AG, Pfäffikon
- The ultimate supervision of those persons entrusted with management of OC Oerlikon Corporation AG, Pfäffikon with particular regard to adherence to the relevant law, the Articles of Association and the regulations and directives of OC Oerlikon Corporation AG, Pfäffikon
- Issuing the Annual Report, the Remuneration Report and the report on non-financial matters (Sustainability Report) according

to Art. 964a et seqq. of the Swiss Code of Obligations and other reports as required by law, if any, and preparing for the Annual General Meeting of Shareholders and carrying out its resolutions

- Submitting a petition for a debt-restructuring moratorium and informing the court in case of indebtedness
- Determining the strategic direction and approving the strategy for the Oerlikon Group and its divisions

According to the Company's Organizational and Governance Rules, it is also incumbent upon the Board of Directors to decide on (1) overall budget planning; (2) acquisitions and divestments involving an enterprise value of at least CHF 25 million; (3) the establishment, liquidation or restructuring of strategy-relevant companies or businesses; (4) the purchase and sale of real estate with a financial value exceeding CHF 25 million; and (5) the initiation and settlement of civil law litigation with amounts in dispute of more than CHF 50 million.

### Key Board activities in 2025

- Progressed on leveraging core competencies into new areas
- Strategic considerations around M&A: Implementation of the pure-play strategy with the sale of Barmag to Rieter effective as of February 2, 2026
- Continued evaluations of portfolio optimizations, i.e. review of operational and strategic actions to strengthen the resilience of the company (e.g. realigned Additive Manufacturing)
- Further developed new regional organization and the widening of Oerlikon's customer base
- Focus on operational measures and commercial strategy, including cost efficiency, innovation pipeline and pricing strategy
- Monitor sanction risks and ensure contingencies measures
- Continuously develop cyber security strategy and ensure readi-

### 2025 Board and Board Committee meetings

|   | Pre Annual General Meeting 2025 |            |           |     |     |     | Post Annual General Meeting 2025 |            |           |     |     |     |
|---|---------------------------------|------------|-----------|-----|-----|-----|----------------------------------|------------|-----------|-----|-----|-----|
|   | Board                           |            |           |     |     |     | Board                            |            |           |     |     |     |
| Meetings and attendance                   | Mtg.                            | Conf. Call | Work-shop | AFC | HRC | GoC | Mtg.                             | Conf. Call | Work-shop | AFC | HRC | GoC |
| Average duration (hours)                  | 0                               | 0.5        | 6.0       | 3.0 | 2.0 | 0.5 | 10.0                             | 1.0        | 12.0      | 3.3 | 3.3 | 0.5 |
| Number of meetings                        | 0                               | 1          | 1         | 1   | 1   | 1   | 2                                | 6          | 1         | 4   | 2   | 3   |
| Meetings attended:                        |                                 |            |           |     |     |     |                                  |            |           |     |     |     |
| Prof. Dr. Michael Suess                   | -                               | 1          | 1         | 0   | 1   | 0   | 2                                | 6          | 1         | 0   | 2   | 0   |
| Paul Adams                                | -                               | 1          | 1         | 1   | 1   | 1   | 2                                | 6          | 1         | 4   | 2   | 3   |
| Jürg Fedier                               | -                               | 1          | 1         | 1   | 1   | 0   | 2                                | 6          | 1         | 4   | 0   | 0   |
| Alexey V. Moskov                          | -                               | 0          | 1         | 0   | 1   | 0   | 2                                | 5          | 1         | 0   | 2   | 0   |
| Inka Koljonen                             | -                               | 1          | 1         | 1   | 1   | 0   | 2                                | 6          | 1         | 4   | 2   | 0   |
| Marco Musetti (since April 1, 2025)       |                                 |            |           |     |     |     | 2                                | 6          | 0         | 4   | 0   | 0   |
| Stefan Brupbacher (since April 1, 2025)   |                                 |            |           |     |     |     | 2                                | 6          | 1         | 0   | 0   | 3   |
| Eveline Steinberger (since April 1, 2025) |                                 |            |           |     |     |     | 2                                | 6          | 1         | 0   | 2   | 3   |
| Irina Matveeva (until April 1, 2025)      | -                               | 1          | 1         | 1   | 0   | 0   |                                  |            |           |     |     |     |
| Gerhard Pegam (until April 1, 2025)       | -                               | 1          | 1         | 0   | 1   | 1   |                                  |            |           |     |     |     |
| Zhenguo Yao (until April 1, 2025)         | -                               | 1          | 1         | 0   | 1   | 1   |                                  |            |           |     |     |     |

- ness in case of incident
- Ensured progress on digitalization initiatives
- Reviewed ESG strategy & plan and drive progress

**Sustainability**

Furthermore, sustainability is endorsed and overseen by the Board of Directors. The Board agenda covers sustainability topics throughout the year and dedicates significant time for the purpose of establishing the overall guidance for the Oerlikon Group’s sustainability strategy. In this process, the Board will also delegate specific sustainability topics to its committees. The Board has mandated a dedicated Chief Sustainability Officer (CSO), who is a member of the Executive Committee and reports to the Executive Chairman, to monitor, align and execute the sustainability strategy. Led by the CSO, the Sustainability Management Team (SMT) works closely with the divisions and Group functions in executing the sustainability strategy, rolling out programs and action plans, and increasing dialogue and awareness with stakeholders (see table below).

The framework below provides an overview of how sustainability is embedded in Oerlikon’s Board and leadership structure, and highlights how ESG is embedded comprehensively in our governance:

- ESG is an integral part of the Board and the EC agendas
- Specific topics regarding ESG integration are addressed in the respective committee

- The Board has mandated a Chief Sustainability Officer (member of the Executive Committee) to lead the sustainability strategy

**Executive Chair Model – further details**

In accordance with Art. 716b CO, Art. 20 para. 3 and 22 para. 3 of the Articles of Association, the Board of Directors has delegated the operational management of the Oerlikon Group and all matters not reserved for the Board of Directors to (i) the Executive Chairman, (ii) the COO and Barmag CEO (until the completion of the divestment effective February 2, 2026) and (iii) the EC, subject to mandatory law, the Articles of Association and the Organizational and Governance Rules.

Within the delegated matters, the Executive Chairman has the following specific duties:

- Implementation of the Oerlikon Group strategy, of the resolutions of the Board and of all operational management topics of Oerlikon Group-wide relevance
- Leading and overseeing the implementation of the Group’s long- and short-term plans in accordance with its strategy
- Representing Oerlikon and the Oerlikon Group in relations with important shareholders, customers, contact groups and the general public
- Development of the divisions to higher operational performance and higher independence in defining and executing continuous improvements (operational excellence)

**Sustainability governance and decision-making framework**



## We are active in engaging with our stakeholders

| Stakeholder                   | Key concerns  | Stakeholder   | Key concerns  | Month 2025   | Shareholder events    |
|-------------------------------|---|---|---|--|-----------------------|
| <b>Employees</b>              | <ul style="list-style-type: none"> <li>■ Corporate culture</li> <li>■ Equality and diversity</li> <li>■ Career advancement</li> <li>■ Education and training</li> <li>■ Health and safety</li> <li>■ Environment</li> <li>■ Community engagement</li> <li>■ Social impact</li> </ul>  | <b>Local communities</b>                                | <ul style="list-style-type: none"> <li>■ Employment</li> <li>■ Compliance</li> <li>■ Environment</li> <li>■ Social impact</li> </ul>  | Apr.   | AGM                   |
| <b>Customers</b>              | <ul style="list-style-type: none"> <li>■ Quality of products &amp; services</li> <li>■ Health and safety</li> <li>■ Environment</li> <li>■ Competitive pricing</li> <li>■ Accessibility and professional client management</li> </ul>   | <b>Authorities and government reps.</b>                 | <ul style="list-style-type: none"> <li>■ Taxes</li> <li>■ Responsible business practices</li> <li>■ Compliance</li> <li>■ Health and safety</li> <li>■ Environment</li> </ul>             | Feb., May., Aug., Nov.                               | Quarterly results     |
| <b>Suppliers and partners</b> | <ul style="list-style-type: none"> <li>■ Responsible business practices</li> <li>■ Health and safety</li> <li>■ Environment</li> </ul>  | <b>Non-governmental organizations and civil society</b> | <ul style="list-style-type: none"> <li>■ Environmentally and socially responsible business practices</li> <li>■ Compliance</li> <li>■ Health and safety</li> <li>■ Environment</li> </ul> | Jan., Mar., Apr., May., Jun., Jul., Sep., Oct., Nov. | Roadshows/conferences |
| <b>Investors and analysts</b> | <ul style="list-style-type: none"> <li>■ Accountability of strategy execution toward financial and ESG targets</li> <li>■ Reputation and responsible business practices</li> <li>■ Corporate governance</li> <li>■ Risk management and compliance</li> <li>■ Health and safety</li> <li>■ Environment</li> <li>■ Overall high-level disclosure quality</li> <li>■ Capital allocation and innovation aligned with strategic ambitions</li> </ul> |   |   |  |                       |

Within the delegated matters and apart from running the operational management of the divisions, which is fully delegated to the COO and Barmag CEO (until completion of the divestment effective February 2, 2026), the two are in particular responsible for preparing and implementing the strategy for each of the divisions in coordination with and under the guidance of the Executive Chairman.

Within the delegated matters, the Executive Committee shall have the following specific responsibilities and duties: (i) Based on the proposals of the COO and Barmag CEO (until the completion of the divestment effective on February 2, 2026) for the division strategies, preparing the strategy for the Group under the guidance of the Executive Chairman, (ii) formulating the development of the Group's strategy subject to approval by the Board of Directors, (iii) establishment of a close monitoring system for operational performance and of close contact between corporate decision makers and the division's management teams, (iv) allocation of key resources (CAPEX, R&D funding, etc.) to implement the approved strategy, (v) establishment of a succession planning and compensation scheme as well as development of incentive schemes aligned with the strategy and objectives and to support the divisions in developing their teams

but also foster attraction, identification and development of talents across the Oerlikon Group, (vi) grouping of resources in shared service centers for homogenous, standardized and clearly definable tasks (e.g. IT), (vii) performance assessment and development of key corporate functions.

The Executive Committee is chaired by the Executive Chairman. With the introduction of the Executive Chair Model and in adherence with good governance principles, decision-making power was transferred from an individual to the overall committee level. Neither the Executive Chairman nor any other EC member has a veto right. In principle, decisions should be taken unanimously. If such unanimity cannot be reached, resolutions shall be passed by a simple majority of the EC members. In the event of an equality of votes, the Executive Chairman shall have a casting vote.

More information regarding the areas of responsibility of the Board of Directors, the Executive Chairman, the COO and Barmag CEO (until the completion of the divestment effective February 2, 2026) and the Executive Committee can be found in the Company's Organizational and Governance Rules published on Oerlikon's website: [www.oerlikon.com/en/about-us/company-profile/organization](http://www.oerlikon.com/en/about-us/company-profile/organization).

### **Information and control instruments vis-à-vis the Executive Chairman, the COO and Barmag CEO (until the completion of the divestment effective on February 2, 2026) and the Executive Committee**

The Board of Directors has a wide array of instruments that enable it to perform the tasks of monitoring strategic and operational progress as well as risk exposure. The instruments at its disposal include the following elements:

#### **The Board of Directors' right of access to information and the Executive Chairman's duty of information**

Each member of the Board of Directors receives a copy of the monthly report, which includes an overview of Group performance, the financials of the Group and the divisions as well as an M&A project update. The Executive Chairman reports at Board of Directors meetings on the day-to-day operations, operating results and important business matters. Extraordinary occurrences (if any) must be immediately communicated to the Executive Chairman and to the Chair of the relevant committee. With the approval of the Executive Chairman, members of the Board of Directors may also access specific business records and/or obtain information from any employee of the Oerlikon Group. As set forth in the Rules and Regulations of the Governance Committee, the Lead Director and members of the Governance Committee have unlimited information access within their scope of duty and without need for previous approval by the Executive Chairman.

The Board of Directors and its committees regularly take advice from members of the Executive Committee in order to ensure that the most comprehensive and up-to-date information on the state of the company and all relevant elements are included in its decision-making. Additionally, heads of corporate functions or other experts may be consulted on a case-by-case basis in order to gain detailed and comprehensive information on complex matters.

#### **Accounting & Reporting**

The Group Accounting & Reporting function is responsible for the Group's Management Information System (MIS), which links all major Group companies and production sites directly with Group Headquarters to provide the Executive Committee and the Board of Directors with institutionalized Group reporting on a monthly basis. This is consolidated to show the performance of the Group and explains the reasons for any deviations from the key performance indicators. The Board of Directors may demand access to the relevant details at any time. Furthermore, Group Accounting & Reporting ensures compliance with the International Financial Reporting Standards (IFRS).

#### **Controlling**

With regard to controlling, the key instruments are specific analyses prepared by the divisions, as well as annually updated business plans on Group and division level. The Board of Directors approves the annual financial business plan (budget) and

acknowledges the business plan. In addition to the business updates provided by the Executive Chairman or CFO at the Board of Directors and AFC meetings, the Board of Directors and the Executive Committee receive a monthly actual versus/target analysis of the key financials to assist them in the assessment of the divisions' performance and potential corrective measures. Furthermore, the Executive Committee holds regular business review meetings at Group and division level, examining current performance and outlook, market competitive dynamics, division product portfolios and scenarios explored to improve division value creation.

#### **Risk management**

Oerlikon has a risk management system in place with which the enterprise-wide risk management is centrally managed and decentrally implemented. A key component of it is the generation and semi-annual update of risk profiles for the Group as a whole, as well as for its individual divisions and Group functions. All types of risks, internal and external, such as market, credit, sustainability (including environmental, social, human rights and anti-corruption) and operational risks are considered, including compliance and reputational aspects, and actions are defined in order to mitigate risk exposure. Internal risk reporting to the Executive Committee is performed semi-annually and annually to the AFC and the Board of Directors based on consolidated risk reports. On this basis, the Board of Directors monitors the risk profile of the Group and the risk mitigation actions. For further information regarding risk management, see page 40 et seq. (Risk management and compliance) and page 112 et seq. (Note 18 to the consolidated financial statements).

#### **Compliance**

The Group-wide compliance function is dedicated to ensuring compliance within a regulatory framework, which encompasses legal and internal regulations as well as ethical standards, and values. The Company's Code of Conduct serves as the cornerstone of the Group's mandatory compliance e-training. It underscores the Company's commitment to proactive measures and the implementation of engaging learning tools and legal compliance training.

In the data protection field, Oerlikon has built over the years a solid group privacy framework largely modelled after the EU General Data Protection Regulation ("GDPR") while taking into account specific local data protection requirements that would differ or go beyond GDPR requirements (as the Chinese data protection requirements, for example).

Every year, a mandatory online data protection training is provided to the Group employees. The training contains customized modules based on employees' responsibilities and roles in the data processing activities of the Group.

Oerlikon works on a continuous optimization of the Group data protection processes (e.g. for the reporting of personal data breaches or the management of the registers of data processing activities). These past years, Oerlikon has been focusing as well on the implementation of the new Asian data protection laws as notably in China and India. More generally, the evolution of the global legal and geopolitical framework is continuously scrutinized to enable Oerlikon to timely and successfully manage new challenges. For further information regarding compliance, see page 42 (Compliance and ethics).

#### Internal audit

An internal audit is an independent and objective assurance activity that assists Oerlikon in accomplishing its objectives by bringing a systematic and disciplined approach to evaluating and improving the effectiveness of risk management, controls and governance processes. The Head of Internal Audit reports functionally to the AFC and administratively to the CFO. The AFC approves the budget, the resources and the internal audit plan. Internal Audit closely coordinates its plans and activities with the external auditor. Internal Audit projects are selected on the basis of a Group-wide risk assessment in coordination with Group Risk Management. The annual audit plan strikes the appropriate balance between operational, financial, compliance and follow-up reviews. The results of internal audits are communicated to the responsible management team, the Executive Committee, the AFC, the Executive Chairman and the external auditors through formal audit reports. In 2025, Internal Audit conducted 32 internal audits.

#### External audit

The external auditor examines the books and accounts of OC Oerlikon Corporation AG, Pfäffikon and those of the Oerlikon Group, coordinating its audit plan with that of Internal Audit. Upon completion of the audit, the external auditor prepares a comprehensive auditor's report to inform the AFC and the Board of Directors about the detailed findings of the audit and prepares a summary thereof for the Annual General Meeting of Shareholders. In 2025, the external auditors participated in five AFC meetings. Since 2016, the external audit has been carried out by PricewaterhouseCoopers Ltd. For further information regarding the external auditors, see page 37 et seq.

The continuing independence of the external auditors is ensured by written representations provided by the auditors and by the monitoring of audit fees in relation to total fees for all services paid by Oerlikon to the audit firm.

The Oerlikon Executive Committee<sup>1</sup>

## Leadership and Accountability



### Prof. Dr. Michael Suess

#### Professional background and education

Prof. Dr. Michael Suess was elected Chairman of the Board of Directors (BoD) at the 2015 Annual General Meeting of Shareholders, the same year he joined the BoD. On July 1, 2022, he assumed the role of Executive Chairman to oversee all management topics and lead both the Executive Committee and the BoD. From 2015 to 2016, he served as Chief Executive Officer (CEO) of Georgsmarienhütte Holding GmbH. Prior to that, he was a member of the Managing Board of Siemens AG and CEO of its Energy Sector. Between 2008 and 2011, he was CEO of the Fossil Power Generation division and member of the Group Executive Management of Siemens AG Power Generation Group from 2006 to 2007. Earlier roles include positions at BMW, IDRA Presse S.p.A., Porsche AG and Mössner AG, where he became Chairman of the Managing Board following its acquisition by Georg-Fischer Group. From 2001 to 2006, he was Chief Operating Officer (COO) at MTU Aero Engines AG and played a key role in its IPO. He was a member of the Supervisory Board of Herrenknecht AG from 2009 to 2018. Prof. Dr. Suess holds a degree in mechanical engineering from Technical University (TU) Munich and completed his doctorate (Dr. rer. pol.) from the University of Kassel in 1994. He was awarded an honorary professorship by TU Munich in 2015.

#### Other activities and vested interests

Prof. Dr. Suess is a Member of the Advisory Board of Kinexon Beteiligungsgesellschaft mbH.



### Dr. Dirk Linzmeier

#### Professional background and education

Dr. Dirk Linzmeier was appointed Chief Operating Officer (COO) and member of the Executive Committee, effective April 1, 2025. He has more than 20 years of experience in the automotive industry in top international companies and brings extensive expertise in transformation, digitalization and software. Between 2022 and April 2025, Dr. Linzmeier was CEO of TTTech Auto AG, which he successfully sold to NXP in January 2025. From 2017 to 2022, he was CEO of Osram Continental Group, Munich, and supported its sale to Plastic Omnium S.A. From 2006 to 2017, he held senior leadership roles at Robert Bosch GmbH in Stuttgart and Suzhou. Dr. Linzmeier began his career as a researcher at DaimlerChrysler AG, Stuttgart. He holds a PhD and a master's degree in electrical engineering and information technology from the University of Ulm, as well as a master's degree in management and economics from the University of Hagen.

#### Other activities and vested interests

Member of the Supervisory Board of Stabilus SE.

<sup>1</sup> A description of the roles and authorities of the Members of the Executive Committee can be found in the Company's Organizational and Governance Rules published at [www.oerlikon.com/en/about-us/company-profile/organization](http://www.oerlikon.com/en/about-us/company-profile/organization).



## Marco Freidl

### Professional background and education

Marco Freidl was appointed Chief Financial Officer (CFO) and member of the Executive Committee of Oerlikon effective November 1, 2025. Prior to his current role, he served as Head of Group Strategy, Business Development and M&A, and held several leadership positions in M&A, Corporate Finance and Strategy at Oerlikon since 2018. Mr. Freidl spent over six years at UBS where he held roles in Equity Capital Markets and M&A advisory. He holds a Master of Arts in Accounting and Finance and a Bachelor of Arts in Business Administration from the University of St. Gallen (HSG), Switzerland.

### Other activities and vested interests

None.



## Anna Ryzhova

### Professional background and education

Anna Ryzhova was appointed CHRO effective October 10, 2016. She has more than 21 years of experience in leading HR functions, including 13 years at the Renova Group in senior HR executive roles. Most recently, she was CHRO at Witel Ltd., Zurich. From 2010 to 2015, she was HR and Corporate Relations Director at the Renova Group Corporate Center in Moscow. Ms. Ryzhova holds a master's degree in economics from the National Research University Higher School of Economics in Moscow and an Executive MBA from IMD.

### Other activities and vested interests

None.



## **Georg Stausberg (until February 2, 2026)**

### **Professional background and education**

Georg Stausberg was appointed a Member of the Executive Committee and Chief Sustainability Officer (CSO) as of January 1, 2021. Mr. Stausberg is CEO of the Polymer Processing Solutions Division and has held this role since 2015 until February 2, 2026 (due to the completion of the divestment effective February 2, 2026). Between 2012 and 2014, he served as CTO and COO of the division. From 2008 to 2012, Mr. Stausberg was CEO of the Business Unit Oerlikon Neumag. He graduated from the RWTH Aachen University, Germany, with a degree in Mechanical Engineering (Dipl.-Ing.).

### **Other activities and vested interests**

None.

## Executive Committee

### Management philosophy

The Oerlikon Group's strategy is to expand its leading position worldwide as a powerhouse in surface solutions and advanced materials as well as for equipment for processing polymers (until the completion of the divestment effective on February 2, 2026). In line with this strategy, the Group has a headquarter and two operative divisions (Oerlikon Operations and Barmag (until the completion of the divestment effective on February 2, 2026)). Group Headquarters still determines strategic guidelines, sets operational targets and monitors these with effective management processes and controlling while the divisions continue to be responsible for operations and for delivering on the agreed strategy and targets within given guidelines. With the introduction of the Executive Chair Model and in adherence with good governance principles, decision-making power within the Executive Committee was transferred from an individual to the overall committee level. Neither the Executive Chairman nor an EC member have a veto right. In principle, decisions should be taken unanimously. If such unanimity cannot be reached, resolutions shall be passed by a simple majority of the EC members. In the event of an equality of votes, the Executive Chairman shall have a casting vote.

### Members of the Executive Committee

On December 31, 2025, the Executive Committee consisted of Prof. Dr. Michael Suess, Executive Chairman (since July 1, 2022), Marco Freidl, CFO (since November 1, 2025), Anna Ryzhova, CHRO (since October 10, 2016), Dr. Dirk Linzmeier, COO (since April 1, 2025) and Georg Stausberg, Barmag CEO (since January 1, 2021 until February 2, 2026 due to the completion of the divestment effective on February 2, 2026). Markus Tacke resigned as CEO of Oerlikon Operations as per March 31, 2025. On February 2, 2026, Dr. Andreas Weiss has joined the Executive Committee in his function as General Counsel and Corporate Secretary.

With the exception of Georg Stausberg (until February 2, 2026), Marco Freidl, and Dr. Andreas Weiss (as of February 2, 2026), the other members of Oerlikon's Executive Committee have not previously carried out tasks for OC Oerlikon Corporation AG, Pfäffikon or

any other Group company. For further information, see page 33 et seq.

### Other activities and vested interests

Regarding the activities of the members of the Executive Committee in governing and supervisory bodies of important Swiss and foreign organizations, institutions and foundations under private and public law, as well as permanent management and consultancy functions for Swiss and foreign interest groups and official functions and political posts, see page 33 et seq.

### Number of permitted activities

Pursuant to Art. 32 of the Articles of Association, no member of the executive management may hold more than ten additional mandates in comparable functions at other enterprises with an economic purpose, of which no more than four may be in listed companies. Not subject to these limitations are (1) mandates in inactive companies and in companies that are controlled by OC Oerlikon Corporation AG, Pfäffikon or that control OC Oerlikon Corporation AG, Pfäffikon and (2) mandates in associations, charitable organizations, foundations, trusts and employee welfare foundations, whereby no member of the executive management may hold more than ten such mandates. Mandates in different legal entities that are under joint control are deemed one mandate. According to internal policies, Board memberships in third-party companies require the Executive Chairman to obtain the approval of the Board of Directors and other Executive Committee members to obtain the approval of the Executive Chairman.

### Management contracts

There are no management contracts with third parties.

## Shareholders' participation

### Voting rights restrictions and representation

The right to vote and other shareholder rights may only be exercised by shareholders or beneficiaries who are registered in the share register. Any shareholder may appoint the independent

## Composition of the Executive Committee

| Name                    | Nationality | Age | Position                                  | Joined | In Position Since | Stepped Down |
|-------------------------|-------------|-----|---|--------|-------------------|--------------|
| Prof. Dr. Michael Suess | DE          | 62  | Executive Chairman                        | 2015   | 7/1/2022          |              |
| Marco Freidl            | CH          | 40  | CFO                                       | 2018   | 1/11/2025         |              |
| Dr. Dirk Linzmeier      | DE          | 49  | COO                                       | 2025   | 1/4/2025          |              |
| Markus Richter          | DE          | 52  | CFO                                       | 2023   | 1/10/2024         | 31/10/2025   |
| Anna Ryzhova            | RU          | 46  | CHRO                                      | 2016   | 10/10/2016        |              |
| Georg Stausberg         | DE          | 62  | CEO Polymer Processing Solutions Division | 1989   | 1/1/2021          | 2/2/2026     |
| Dr. Markus Tacke        | DE          | 60  | CEO Surface Solutions Division            | 2020   | 1/1/2021          | 31/3/2025    |
| Dr. Andreas Weiss       | CH          | 47  | General Counsel and Corporate Secretary   | 2014   | 2/2/2026          |              |

proxy or another person (who does not need to be a shareholder) with written authorization or a legal representative to act as proxy to represent his/her shares at the General Meeting of Shareholders. The Executive Chairman decides whether to recognize the power of attorney.

Regarding the written or electronic issuing of the proxy and of instructions to the independent proxy, the Articles of Association do not contain any provisions that deviate from the legal provisions. Entitled to vote in the General Meeting of Shareholders are the shareholders whose names have been entered into the share register as shareholders with voting rights at the cut-off date to be determined by the Board of Directors (as a rule, the cut-off date is six working days before the General Meeting of Shareholders). Otherwise, there are no restrictions on voting rights.

Pursuant to Article 13a of the Articles of Association, the Board of Directors shall determine the venue of the General Meeting of Shareholders. The Board of Directors can determine that the General Meeting be held simultaneously at different locations, provided that the statements of the participants are transmitted directly in video and audio to all venues and/or that shareholders who are not present at the venue of the General Meeting of Shareholders may exercise their rights by electronic means. Alternatively, the Board of Directors may provide that the General Meeting of shareholders will be held by electronic means without a venue.

#### **Statutory quorums**

The Articles of Association of OC Oerlikon Corporation AG, Pfäffikon provide for no specific quorums that go beyond the provisions of corporate law.

#### **Convocation of the Annual General Meeting of Shareholders**

Supplemental to the statutory legal provisions, the Company's Articles of Association provide for the convocation of an Annual General Meeting of Shareholders by a one-off announcement in the Swiss Official Gazette of Commerce or in a form that allows proof by text.

#### **Inclusion of items on the agenda**

The Articles of Association provide that one or more shareholders who together represent at least 0.5% of the share capital or the votes are entitled to request that an item be included in the agenda or that a motion to an agenda item be included, provided that their requests are submitted in writing and include the actual agenda item and/or the actual motions; this request is to be made no later than ten weeks before the date of the General Meeting of Shareholders.

#### **Entry into the share register**

The 53rd Annual General Meeting of Shareholders will be held on March 24, 2026. Entitled to vote in the General Meeting of Shareholders are those shareholders whose names have been entered into the share register as shareholders with voting rights at the cut-off date to be determined by the Board of Directors.

#### **Right to inspect the minutes of the Annual General Meeting of Shareholders**

The minutes of the 52nd Annual General Meeting of Shareholders, held on April 1, 2025, can be viewed on the website at [www.oerlikon.com/en/about-us/annual-general-meeting-of-shareholders](http://www.oerlikon.com/en/about-us/annual-general-meeting-of-shareholders). Shareholders may also read the minutes at Group Headquarters upon prior notice. The minutes of the 2026 Annual General Meeting of Shareholders will be published on the Oerlikon website as soon as they have been compiled.

### **Changes of control and defense measures**

#### **Duty to make an offer**

In accordance with the Articles of Association of OC Oerlikon Corporation AG, Pfäffikon, a person who acquires shares in the company is not required to make a public purchase bid pursuant to Art. 125 para. 3 of the Financial Market Infrastructure Act (opting out). The opting out is necessary for the company to keep its financial flexibility when raising capital. The Board of Directors regularly reviews whether the opting out clause should be preserved or cancelled, carefully balancing the pros and cons arising from it.

#### **Clauses on changes of control**

In the event of a change of control, all unvested share awards are subject to full accelerated vesting at maximum.

### **Auditors**

#### **Duration of the Mandate and Term of Office of the Lead Auditor**

PricewaterhouseCoopers Ltd was elected by the 43rd Annual General Meeting of Shareholders on April 5, 2016 as auditor of OC Oerlikon Corporation AG, Pfäffikon, and the Group for the first time. The auditor is elected at the Annual General Meeting of Shareholders for a one-year term of office. The lead auditor responsible for the mandate, Mr. Gerhard Siegrist has been serving in this function since the financial year that ended on December 31, 2025. In accordance with Art. 730a para. 2 of the Swiss Code of Obligations, the lead auditor's term of office is a maximum of seven years.

#### **Auditing fees**

In the calendar year 2025, PricewaterhouseCoopers Ltd invoiced the company CHF 1.9 million in global auditing fees.

### Additional fees

In the calendar year 2025, PricewaterhouseCoopers Ltd invoiced the company CHF 1.2 million for additional services. The additional fees were invoiced for assurance services (CHF 0.3 million) in connection with the separation of the Barmag business. The remaining amount consisted of advisory fees for worldwide general and project-specific tax consultancy services (CHF 0.6 million), for assurance services (CHF 0.2 million) and for other consultancy services (CHF 0.1 million).

### Informational instruments pertaining to an external audit

In accordance with Art. 728b para. 1 of the Swiss Code of Obligations, the external auditors provide the Board of Directors, on an annual basis, with a comprehensive report with conclusions on the financial reporting and the internal controlling system as well as the conduct and the result of the audit. Furthermore, the external auditors conduct interim audits during the year, in which they report their findings to the Executive Committee and the AFC.

Once the auditing work has been completed, the AFC assesses the results and findings of the external audit, discusses its assessment with the lead auditor in charge and reports the relevant findings to the Board of Directors. Furthermore, the AFC submits proposals in response to the external auditors' recommendations, objections and other discovered deficiencies, if any, to the Board of Directors for consideration and monitors the implementation of any relevant action decided upon by the Board of Directors.

The Chair of the AFC meets regularly with the lead auditor and other representatives of the auditing firm. The latter also participate in meetings of the AFC dealing with relevant agenda items. In the reporting year, PricewaterhouseCoopers Ltd participated in five meetings of the AFC.

On behalf of the Board of Directors, the AFC evaluates the work done by the external auditors and the lead auditor based on the documents, reports and presentations issued by them as well as on the materiality and objectivity of their statements. For this, the AFC consults with the CFO and the Head of Internal Audit. On an annual basis, the AFC recommends to the Board of Directors the external auditors to be proposed to the General Meeting of Shareholders for election or reelection based on their performance, qualifications and independence. Once a year, the external auditors provide a formal written confirmation that they fulfill the requirements with regard to registration and independence as required by Swiss law and Swiss auditing standards. The assignment of non-audit services to the external auditors that are potentially in conflict with their role and responsibility must be approved by the Board of Directors based on the recommendation of the AFC.

The fees paid to the external auditors are reviewed on a regular basis and compared with the auditing fees paid by other comparable listed Swiss companies. Auditing fees are negotiated by the CFO, evaluated by the AFC and subject to the approval of the Board of Directors.

### Material changes since Balance Sheet Date

Completion of the sale of Barmag to Rieter effective as of February 2, 2026.

## Information policy

### General

Oerlikon provides its shareholders and the capital markets with transparent, comprehensive and timely information on relevant facts and developments, in a manner that is in line with the principle of equal treatment of all stakeholders, including the public and all actual and potential market participants.

Apart from its audited Annual Report and Half-Year Report, which are prepared in accordance with the International Financial Reporting Standards (IFRS), Oerlikon publishes its key financial figures and a related commentary for the first and third quarters of its financial year. In this way, Oerlikon increases its communication and transparency on its financial development. Oerlikon also issues press releases on key company news during the year to ensure that shareholders and market participants are informed of significant changes and developments in the company. Since 2021, Oerlikon has been publishing its annual Sustainability Report according to the GRI standards. Oerlikon's 2025 Sustainability Report, again prepared according to the GRI standards, is the company's report on non-financial matters, including disclosures on climate issues based on recommendations of the Task Force on Climate-related Financial Disclosures (TCFD), according to Art. 964a et seqq. of the Swiss Code of Obligations and which is integrated in the Annual Report for the first time this year.

The company's website, [www.oerlikon.com](http://www.oerlikon.com), offers a permanently accessible platform for all current information concerning the company. For all news, the publication medium is the Swiss Official Gazette of Commerce. The Board may select additional publishing media. Communications to registered shareholders must be sent in writing to the most recent address provided by the shareholders to the company.

### Press releases

As a company listed on the SIX Swiss Exchange, OC Oerlikon Corporation AG, Pfäffikon is obligated to disclose price-sensitive information to the public, including all market participants (ad hoc

publicity obligation). In compliance with the SIX Exchange Regulation Ltd's Directive on Ad Hoc Publicity, press releases determined by Oerlikon to be an ad hoc announcement pursuant to Art. 53 Listing Rules will be clearly classified as such in press releases and on Oerlikon's website.

Press releases published in 2025, along with previous releases dating back to January 2005, can be accessed on Oerlikon's website at [www.oerlikon.com/en/about-us/media/press-releases](http://www.oerlikon.com/en/about-us/media/press-releases). Those interested in receiving the company's press releases regularly by e-mail can subscribe for the service at [www.oerlikon.com/en/about-us/media/registration-for-corporate-news](http://www.oerlikon.com/en/about-us/media/registration-for-corporate-news).

### **Financial calendar**

For the financial calendar with Oerlikon's 2026 key financial disclosure events, please refer to page 65 of this Annual Report. The financial calendar, including further details on dates of road shows, conferences and events, can be found at [www.oerlikon.com/en/investors/financial-calendar](http://www.oerlikon.com/en/investors/financial-calendar).

### **Quiet periods (Blackout periods)**

No Board member, member of the Executive Committee or other employee of Oerlikon may trade or undertake to trade (or stop a trading order) in stock exchange-listed Oerlikon securities or in any derivatives thereof during the period starting on the first day after the end of a reporting period, that is, on January 1, April 1, July 1 and October 1, respectively, and ending with the close of the first trading day after Oerlikon's public release of the relevant (annual, half-year, quarterly) report. Automatic sales of Oerlikon shares received by a participant in Oerlikon's LTI program upon conversion of PSA or RSU through a third-party brokerage firm on the next trading day following the transfer date of the Oerlikon shares under the LTI program are permitted during the above mentioned recurring quiet periods. Besides these recurring quiet periods, individual quiet periods may apply.

### **Contact**

Please refer to page 225 of this Annual Report for contact information for the Oerlikon Headquarters, Investor Relations and Corporate Communications.

# Risk Management and Compliance

## Oerlikon's Risk Management System

Oerlikon takes a company-wide, holistic approach to the identification, assessment and management of business risks. All organizational units and their business processes and projects are evaluated across the entire spectrum of market, credit and operational risks. The Risk Management System is a management tool that serves to integrate risk management within the company's executive ranks and organizational structure.

### Objectives and principles

The Board of Directors has defined five primary objectives for the Risk Management System. First, it must help secure the company's continued existence and profitability by creating a transparent risk profile and continuously improving and monitoring it. Second, it must contribute to improving planning and supporting the better achievement of targets. Third, it must secure revenue and reduce potential risk-related expenses, which safeguards and enhances the company's value. Fourth, it must align total risk exposure with the company's risk-bearing capacity and ensure that the risk-return ratio for business activities is transparent. Finally, risk management must also help protect the company's reputation.

### Organization

Roles and responsibilities within the Risk Management System are defined as follows:

- In accordance with Swiss stock corporation law, the Board of Directors has overall responsibility for supervising and monitoring risk management. Supported by the Audit & Finance Committee, it monitors the Group's risk profile on the basis of internal reporting. In addition, it reviews the Risk Management System's performance and effectiveness. The Board of Directors also uses internal auditing to fulfill and document its supervisory and monitoring duties.
- Pursuant to Oerlikon's Organizational and Governance Rules, the Chief Financial Officer (CFO), with the support of the Executive Committee, bears overall responsibility for structuring and implementing risk management (delegated management responsibility for risk management). He is responsible for revising the risk management directive, and he also monitors the Group's risk profile and the implementation of risk mitigation actions.
- In accordance with the principle of risk ownership, the divisions and Group departments (assessment units) bear responsibility for risks and damage/losses in their respective areas. Each is responsible for implementing the risk management process. Each assessment unit has a risk management coordinator who coordinates the unit's activities with Group Risk Management. The assessment units conduct risk assessments, establish risk mitigation actions and report the results to Group Risk Management. They continuously monitor their risk profiles and report damage/losses to Group Risk Management.

- As process owner, Group Risk Management is tasked with operating and enhancing the Risk Management System. The Head of Group Risk Management assumes technical responsibility for risk management. Among other things, Group Risk Management provides methods and tools, supports the assessment units in conducting risk assessments and developing mitigation actions, and oversees the implementation of risk mitigation actions. Other responsibilities include calculating the total risk exposure and the risk-adjusted key performance indicators (KPIs), monitoring risk-bearing capacity, handling internal reporting, conducting internal audits and providing training with respect to the Risk Management System. Group Risk Management also coordinates the risk-related activities of other units as and when necessary. Central units and decentralized departments carry out certain risk-related activities, such as Group Treasury (liquidity, foreign exchange and interest rate risks), Group Tax (tax risks), Group Legal Services (legal risks, compliance risks, including trade control), IT Security (IT risks), Security (security risks) and Insurance Management (insurable risks).

### Process and reporting

The assessment units conduct risk assessments semiannually and prepare their risk profiles and mitigation action plans. The risk management process is coordinated with the budgeting/planning process and the forecasting process. From a methodological perspective, risk assessments are conducted according to a standard procedure comprising the following steps: preparing the risk assessment, identifying risks, evaluating risks and planning risk mitigation actions. Internal risk reporting takes place semiannually to the Executive Committee and annually to the Audit & Finance Committee and the Board of Directors based on consolidated risk reports.

### Culture

Oerlikon's risk culture is shaped and developed according to the Code of Conduct, training, best-practice sharing and continuous implementation of the risk management process, as well as by the Executive Committee and senior management, who act as role models. The risk management directive also contains statements illustrating the desired risk culture.

## Current situation

Oerlikon operates in markets that exhibit various uncertainties. Each of the divisions has a different risk profile, which is contingent upon strategy, the business model and operational implementation. From the perspective of the Group holding company, the following risks might impact Oerlikon's businesses and its performance:

### Market risks

- **Foreign currency effects (transaction and translation risk):** Unfavorable currency developments, mainly with respect to the euro and US dollar, could trigger higher procurement costs and lower sales figures. In addition, profitability could decline as a result of local currencies being translated into the Group's reporting currency (the Swiss franc). The above-mentioned foreign currency effects could also be impacted by rising inflation rates and corresponding monetary policy actions.
- **Economic slowdown and business cycles:** Order intake, sales and profitability could decrease as a result of this, with the effects potentially being amplified depending on the global economic and geopolitical environment.
- **Country risks:** For example, geopolitical events, regulations, new or higher taxes and fees, currency appreciation or depreciation, higher interest rates, reduced growth or loss of proprietary information (intellectual property) could cause sales to decline and costs to rise. As a result, profitability could decrease.
- **Competition:** Competition and overcapacity in various markets could exert pressure on prices or trigger a decline in orders. As a result, order intake, sales and profitability could decrease.
- **Digitalization:** Industry 4.0 could change the marketplace, and failing to adapt and to seize opportunities could further increase pressure from competition.
- **E-mobility:** The automotive industry is undergoing a fundamental change from combustion engines toward electrical and digital mobility. Suppliers along the entire value chain will also be affected, and sales and profitability could decrease.

For climate-related market and financial market risks, please refer to page 147.

### Technology risks

- **Technology risks:** If technologies do not prove successful in the market, order intake may diminish and sales targets might not be reached. Impairment charges may have to be reported.
- **Additional costs/warranties:** Insufficient product quality or machinery and equipment that fail to perform as promised could lead to additional manufacturing costs and/or contractual warranty obligations. This could reduce profitability.

For climate-related technology risks, please refer to page 147.

### Policy and legal risks

- **Legal:** Oerlikon is exposed to numerous legal risks as a result of its international operations. These include, in particular, risks in the areas of competition and antitrust law, patent law, tax law, environmental protection law, trade control law and data protection law. Oerlikon has a valuable portfolio of industrial property rights, such as patents and trademarks. These property rights may become the target of attacks and infringements.
- **Compliance:** Abuse of human rights and corruption can pose a significant risk to the sustainability and success of the business. Hence, full compliance and clear delegation of responsibilities to address and manage related risks are key. For mitigation actions, please refer pages 159 to 163.

For climate-related policy and legal risks, please refer to page 147.

### Reputation risks

Please see page 147 for further details.

### Credit risks

Credit risks arise when customers cannot meet their obligations as agreed. At present, there are no significant credit risks for the Group.

### Operational risks

- **Supply chain:** Disruptions in supply chains could trigger delays in delivering products and services. In addition, tightening on the supply side could lead to price increases (in interdependence with inflation risks, as stated under Market risks).
- **Loss of key people/shortage of qualified skilled staff and managers:** If key people leave the company and qualified skilled staff and managers are not available, sales and profitability targets might not be reached. For mitigation actions, please refer to pages 175 to 181.
- **IT security:** Cyberattacks could result in business interruption, loss of data and, ultimately, lost profit, additional costs and reputation damage.

### Climate-related risks

- **Climate change:** Developments related to climate change could trigger physical consequences (e.g. floods, drought, chronic heat waves and rise in sea level) that could put assets at risk. Similarly, Oerlikon is subjected to certain climate-related transition risks as a result of market and technology shifts, new policy and legal requirements, or reputation issues. Oerlikon has conducted a detailed analysis of the physical and transition risks. The methodology and results of this analysis can be found on pages 145 to 146.

## Compliance and ethics

A Group-wide compliance function is in place to ensure compliance with legal and regulatory requirements and internal regulations, including the Group's ethical standards. It accomplishes this by actively invoking the Group's three-pillar framework, which includes prevention, detection and monitoring to enhance best practices relating to compliance. Oerlikon focuses its preventive measures on training, communication and awareness.

Oerlikon's Code of Conduct serves as the basis of our compliance program which focuses on key elements, such as combating bribery and corruption, fraud detection, anti-competitive practices, conflict of interest and promoting human sustainability.

As part of the compliance program, fully supported by management, all non-operational staff are requested to complete their mandatory electronic training annually. Such Code of Conduct training covers core compliance modules which are updated every year. Oerlikon encourages leaders to be aware of the ethical aspects of their behavior when dealing with integrity issues. Oerlikon has done so by implementing and benefiting from its business partner integrity screening process.

The compliance program has a three-pillar framework:

- **Prevention:** policies and directives, Code of Conduct trainings, risk assessment, compliance meetings, internal controls and metrics, examples and Q&A in employee meetings.
- **Early detection:** the 24/7 reporting line, continuous compliance reviews, controls and internal audits.
- **Response:** disciplinary actions on compliance breaches, process adaptations, resolution plans, remediation of internal control systems and policy fine-tuning.

### Compliance enforcement

Oerlikon has a compliance reporting system which provides employees and external parties with multiple ways to report potential violations of law or internal rules, including via its reporting line run by an independent third-party provider.

Oerlikon's Compliance and Internal Audit oversee the company's internal investigation protocol. In 2025, Oerlikon's SpeakUp reporting line received 43 reports, which were thoroughly reviewed and investigated when required. For the reports that were substantiated, appropriate remediation actions were implemented.

## Data Privacy

In 2017, Compliance prepared for the implementation of the EU General Data Protection Regulation (GDPR), which came into effect on May 25, 2018. In 2019 and 2020, the Global Data Privacy and Compliance Officer continued to prioritize and focus on implementing GDPR requirements with respect to the Group's projects, processes, documentation and awareness programs. Oerlikon aims to align its internal Group framework as far as possible with the GDPR and deal in parallel, on a case-by-case basis, with specific data protection laws that differ from the GDPR. In parallel, between 2019 and 2022, the Group started improving its alignment with applicable data protection and cybersecurity laws in Asia and in Latin America. Since then, evolutions of data protection laws in those regions, especially in Asia, are duly monitored and implemented as required in local processes (e.g. China and India) as certain requirements differ from GDPR.

Since 2021, the Global Data Privacy and Compliance Officer focuses on continuously (i) enhancing the GDPR framework and optimizing how the GDPR is handled internally so as to be in line with the Privacy by Design principle and (ii) intensifying and deepening data protection trainings. In this regard, a mandatory annual data protection training is provided online to all non-operational employees every year. It is divided in two parts, one is dedicated to all non-operational employees, the other targets specific functions in charge of processing personal data on a regular basis (e.g. Human Resources and Direct Marketing), (iii) streamlining data protection processes.

In 2021 and 2022, a top priority was implementing the new EU legal requirements concerning transfer of data from the European Economic Area (EEA), Switzerland and the UK to countries with insufficient protection, including the USA.

In 2022, a more robust Group Privacy Policy was issued, as were new Data Protection Guidelines.

In 2024, a more straightforward process was set up for the reporting of personal data breaches.

In 2025, only one personal data breach had to be reported by Oerlikon (in NY State US), it was swiftly resolved and concerned only one employee.

No Oerlikon entity was sanctioned by a data protection supervisory authority in any country.

# Remuneration Report

# Shareholder letter for the Remuneration Report

Dear Shareholders,

As Chairman of the Human Resources Committee (HRC), it is my pleasure to present to you the 2025 Remuneration Report of OC Oerlikon Corporation AG, Pfäffikon.

Throughout this challenging year, the HRC focused on supporting the Board of Directors in strategically important matters related to people management, talent attraction and retention. The Committee's workload was further intensified by the additional governance and leadership requirements linked to the pure-play transaction. Key activities included setting and assessing Executive Committee performance, determining Board and EC compensation, enhancing the Remuneration Report, and ensuring shareholders were well informed ahead of the 2026 say-on-pay vote.

In 2025, we advanced the pure-play strategy by streamlining our organization and leadership structure. Top and senior management positions were reduced by approximately 20% compared to 2024 (excluding Barmag). In parallel, we delivered substantial cost efficiencies and are on track to achieve global savings of around CHF 19.9 million by 2027, surpassing the initial target of CHF 17.0 million. Approximately 80% of the cost reductions are attributable to headquarters expenses.

At the Executive Committee level, the fixed compensation 2026/2027 proposed for the AGM 2026 reflects a 10% reduction versus the AGM 2025 vote. We remain on track to further reduce Executive Committee costs in the 2027/2028 vote. We will share additional information about the transition period and Executive Chair model during 2026, with full disclosure no later than the AGM 2027.

The Executive Committee's compensation reflects its performance in navigating the company through a challenging environment characterized by declining demand across most end markets, geopolitical uncertainty, and trade tensions. Despite adverse external factors, including the continued appreciation of the Swiss franc, the company achieved flat organic sales, supported by resilient operations and disciplined execution. In an environment of elevated uncertainty, management proactively updated guidance and right-sized expectations at mid-year, ultimately delivering full-year results in line with the revised outlook. The successful agreement to divest the Barmag business at a through-the-cycle valuation, despite ongoing market softness, further demonstrates disciplined portfolio management and a focus on long-term value creation. Targeted cost-out measures were implemented to protect profitability and support a return toward mid-term profitability levels. Overall, Executive Committee remuneration appropriately reflects performance outcomes aligned with shareholder interests and the company's pay-for-performance framework.

Consistent with prior practice, the Board excludes factors like foreign exchange and restructurings from the evaluation when assessing management's performance. Based on the STI plan rules, which

apply to over 2 500 Oerlikon Group employees worldwide, the Executive Committee will receive a payout equivalent to an average of 98.9% of the target. The value of the granted LTI based on the 2022 LTI plan vested in 2025 at 37.9% of the initially defined amount.

In alignment with our pure-play strategy, the Board has decided to defer the introduction of ESG metrics into our incentive plans. While initial plans contemplated integrating these metrics into the 2025 Short-Term Incentive (STI) cycle, the strategic shift requires a comprehensive reassessment of our overall incentive framework. Consequently, ESG metrics will not be implemented in 2026. Instead, we will conduct a thorough review of both STI and Long-Term Incentive (LTI) plans during 2026, with the objective of aligning them to the strategic priorities and operating model envisioned for 2027. This approach ensures that any future incorporation of ESG metrics is both strategically relevant and supports our commitment to sustainable value creation under the pure-play model.

In our 2025 Remuneration Report, we introduce a new section titled "Compensation at a Glance" to provide readers with a concise and accessible overview of this year's compensation. For the Executive Committee, compensation is presented from three complementary perspectives: the effective compensation paid in 2025, the forward-looking target value granted in 2025, and the corresponding market value at year-end. These perspectives are intended to give shareholders greater transparency and enable them to better understand the amounts submitted for approval - specifically, the target compensation granted - while at the same time offering clearer insights into the link between company performance and management compensation. Following the shareholder feedbacks, we extended the narrative around our STI target achievements and facilitate a year on year comparison of the different pay elements.

The Board's proposals concerning the binding votes on the compensation of Executive Committee and Board members will be published with the invitation to the 2026 AGM. To increase the transparency of the composition of these amounts, we will once again provide a specific compensation booklet together with the AGM invitation.

We expect 2026 to be another challenging year for Oerlikon and its employees. We will continue to refine our compensation framework to further enhance transparency and to more effectively integrate Oerlikon's sustainability objectives into our compensation system.

On behalf of the HRC and our Board, I would like to thank the Executive Committee and all our employees for their effort and commitment to Oerlikon in these demanding times. I would also like to take this opportunity to thank you, our shareholders, for continuing to place your trust in our company.

Sincerely,

**Paul Adams**

Chairman of the Human Resources Committee

# Compensation at a glance 2025

## Board of Directors remuneration

| in CHF 000  |       | 2025  |         |
|---|-------|-------|---------|
| Executive Chairman of the Board of Directors (incl. CEO fix compensation) | Board | 750   | 2 000   |
|   | CEO   | 1 250 |         |
| Vice Chairman of the Board of Directors                                   |       |       | 384     |
| Member of the Board of Directors (range) <sup>1</sup>                     |       |       | 224-376 |

<sup>1</sup> This excludes former Members of the Board of Directors who left at the AGM 2025. For 2025, their remuneration range was CHF 71k-91k.

| in CHF 000         | Total Remuneration 2025 | Total Remuneration 2024 |
|--------------------|-------------------------|-------------------------|
| Board of Directors | 4 328                   | 4 337                   |

## Executive Committee (EC) compensation

The compensation of the EC consists of:

- Fixed elements (annual base salary, pension and other allowances)
- Variable performance-based components: the Short-Term Incentive (STI) and the Long-Term Incentive (LTI).
- One-time award: A Management Retention Plan (MRP) introduced for 2024 and 2025 to reflect the significant additional workload arising and to reduce the retention risk from the transformation and separation activities.

## Regular Granted compensation

Granted compensation represents the compensation potential awarded in a given year. These values depend on future performance and share-price development.

| in CHF 000         | Annual base salary (ABS) | Pension & other allowances | Variable (STI + LTI) | Total 2025 |
|--------------------|--------------------------|----------------------------|----------------------|------------|
| Total EC members   | 2 546                    | 1 136                      | 5 020                | 8 702      |
| Executive Chairman | 0                        | 267                        | 2 963                | 3 230      |

## Regular Effective compensation

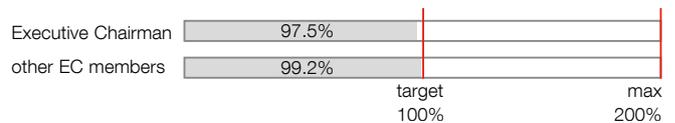
Effective compensation, by contrast, reflects the actual value realized or paid out to the individual in a given year.

| in CHF 000         | Annual base salary (ABS) | Pension & other allowances | Variable (STI + LTI) | Total 2025 |
|--------------------|--------------------------|----------------------------|----------------------|------------|
| Total EC members   | 2 546                    | 1 136                      | 3 719                | 7 400      |
| Executive Chairman | 0                        | 267                        | 1 745                | 2 012      |

## Variable compensation (STI + LTI) 2025

The STI is based on annual financial and individual performance targets. These targets are designed to be ambitious.

For 2025, STI payouts for the EC members were around target level. The Executive Chairman achieved 97.5%, while the other EC members managed 99.2% on average.



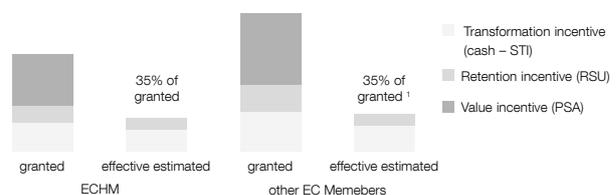
The LTI 2022 grant vested in 2025 with a total performance outcome of 75.6%, resulting in a payout equal to 37.9% of the originally granted LTI amount.

|                 | PSA performance | Dividend-equivalent payout | Total performance | Vesting value in % of target value at grant date |
|-----------------|-----------------|----------------------------|-------------------|--|
| <b>LTI 2022</b> | 0%              | 25.6%                      | 75.6%             | 37.9%  |

## One-time Management Retention Plan (MRP)

A one-time MRP was introduced to recognize the substantial additional workload as well as to reduce the retention risk related to the transformation and separation activities.

- The theoretical value of the MRP in 2024 and 2025 amounts to CHF 4.768 million for the Executive Chairman and CHF 6.753 million for the other EC members (incl. former EC members).
- In 2025, only 30% of the cash-based Transformation incentive goals were achieved, primarily due to 50% of the target being linked to share price performance.



<sup>1</sup> 35% for other active EC members and 27% if former EC members are included.

- The 35% reflects full achievement of organizational, transformational, cost-out goals, while the rest of MRP will only become effective if in 2026 the share price reaches CHF 8, representing 248% additional value creation for shareholders. This underscores Oerlikon's ambitious target setting and strong pay for performance approach.

| in CHF 000         | Effective total compensation 2025 (without MRP) | Effective total compensation 2025 (with MRP) | Granted total compensation 2025 (without MRP) | Granted total compensation 2025 (with MRP) |
|--------------------|---|--|---|--|
| Total EC members   | 7 400   | 9 562  | 8 702   | 9 301                                      |
| Executive Chairman | 2 012   | 2 983  | 3 230   | 3 355                                      |

# Remuneration report and governance

## About the Remuneration Report

This Remuneration Report provides detailed information on compensation programs at Oerlikon, on the remuneration awarded to the members of the Board of Directors (Board) and the compensation of the Executive Committee for 2025, and on the governance framework around compensation.

It is written in accordance with the Swiss Code of Obligations, the SIX Exchange Regulation Ltd's Directive on Information relating to Corporate Governance and the principles of the Swiss Code of Best Practice for Corporate Governance set forth by Economiesuisse.

The Articles of Association include rules on the principles applicable to performance-related pay and the allocation of equity securities (Art. 30), additional amounts for payments to Executive Committee members appointed after the vote on pay at the AGM (Art. 29) and the vote on pay at the AGM (Art. 28). Details on these rules are available on the Oerlikon Investor Relations webpage at <https://www.oerlikon.com/en/about-us/company-profile/organization/>.

Remuneration for the Board and the compensation of the Executive Committee is made up of various components, which are described in detail in this report. It includes a summary of the following aspects of the remuneration system:

- Compensation governance & general principles of the compensation policy
- Board of Directors compensation systems
- Remuneration paid to the Board of Directors in 2025
- Executive Committee compensation systems
- Compensation effective paid and granted to the Executive Committee for 2025

## Executive Chair Model & remuneration

In 2022, Oerlikon Group introduced an Executive Chair Model to support the strategic focus of the Group (see Corporate Governance Report on pages 14 to 31 for a detailed description). Prof. Dr. Michael Suess served as the Executive Chairman of the Group's Board of Directors, while the two current division CEOs, Dr. Markus Tacke and Georg Stausberg, continued to have operational control and accountability in leading their respective divisions as Chief Executive Officers. During the pure-play transformation, Dr. Markus Tacke's role as CEO OSS was transformed into a COO role and taken over by Dirk Linzmeier as of April 2025. This is also reflected in the compensation system, with the Executive Chairman being compensated in a manner designed to ensure that the incumbent has the maximum incentive to pursue good governance standards.

- The Executive Chairman's total target compensation amounts to CHF 5 000 000 and is composed of a fixed amount of CHF 2 000 000, consisting of (i) the regular Board Chairman fee of CHF 750 000 and (ii) the CEO annual base salary consisting of CHF 1 250 000, as well as variable executive components with a target amount of CHF 3 000 000, as described in more detail below.
- The Executive Chairman's total fixed remuneration (CHF 2 000 000) is contractually considered a Non-Executive Director fee. Pension contributions for the Executive Chairman are based on this fixed amount.
- The Executive Chairman's variable compensation elements consist of (i) a target STI (CHF 1 500 000), and (ii) a target LTI (CHF 1 500 000, at grant), both of which are subject to the same plan rules as for the Executive Committee.
- The hypothetical stand-alone CEO target compensation would amount to CHF 4.25 million, which is in line with market practice for European executives of similar seniority and experience who are responsible for similarly complex businesses, as well as with Oerlikon's benchmarking group. The effective average payout over the past three years amounts to CHF 2.83 million, excluding any long-term incentive plans that are still running and not yet vested.
- The Executive Chairman's variable compensation elements are considered executive compensation and disclosed as such, since they reflect the achievement of annual and multi-year operational objectives.
- There is no notice period for the Executive Chairman's fixed Board remuneration of CHF 750 000. If he is not re-elected, the Executive Chairman will no longer receive a Board Chairman fee. For the CEO annual base salary, the STI and the LTI, the same leaver rules apply to the Executive Chairman as for the Executive Committee. The Executive Chairman has a non-compete clause of 12 months, which can be waived by the Board of Directors. Only where the non-compete is enforced will the amount payable equate to a maximum of the CEO annual base salary.

With the introduction of the Executive Chair Model, Oerlikon has amended and strengthened its corporate governance structure through the introduction of a Lead Director and a Governance Committee. As of AGM 2025, a new independent member of the Board of Directors, Stefan Brupbacher, took over the role as Lead Director from Paul Adams.

The Lead Director chairs the Governance Committee, which consists solely of independent members of the Board of Directors. For an overview of the fees paid to the Lead Director and the members of the Governance Committee, see Board Remuneration 2025 on page 48.

## Compensation Governance

The Human Resources Committee (HRC) supports the Board of Directors in all matters relating to the compensation and performance management systems at Oerlikon, in particular:

- the remuneration policies for members of the Board of Directors, the Executive Committee and Group-wide managerial and non-managerial staff;
- the preparation of the proposals to the AGM regarding the aggregate remuneration amount for the Board of Directors and the aggregate compensation amount for the Executive Committee;
- the annual pay plan for the Group (including general salary increases);
- the objectives for the Executive Chairman and assessment of his performance;
- the performance management of Executive Committee members by the Executive Chairman.

The remuneration policy for the Board of Directors and the compensation policy for the Executive Committee require an ongoing review of whether or not the remuneration offered is:

- competitive, transparent, and fair, by analyzing comparable companies and salary trends in the market;
- commensurate, but at the same time also ambitious in terms of the company's results and individual performance;
- consistent with Oerlikon's values and long-term strategy.

This review is conducted by the HRC on an annual basis, taking into account data from benchmark providers as described later in this report. HRC activities are reported to the Board of Directors following each meeting. HRC minutes are shared with all board members and form the basis for the Board of Directors to approve in:

- December, adjustments to remuneration policies, if any, for the Board of Directors, the Executive Chairman and the other members of the Executive Committee and STI target setting for the following year for Executive Chairman and members of the Executive Committee;
- February, the fixed remuneration of the members of the Board of Directors and the fixed compensation of the Executive

Committee for the current performance year, as well as the performance and variable compensation of the Executive Chairman and members of the Executive Committee for the past performance year (to be performed in February);

- Long-Term Incentive (LTI) grants, i.e. participants in equity programs and share awards allocated to them (to be performed in February and October).

Within the approved compensation policy, the Board of Directors approves the Executive Committee members' financial objectives for the following year at the year-end meeting. Individual objectives for the current year are approved at the meeting in February. The HRC monitors the STI performance at each of its meetings during the year and endorses the required accruals, which form the basis for the disclosure at the December meeting that appears below.

Finally, the HRC determines the overall STI payout, based on factual business circumstances and reasonable business judgment in order to achieve a fair result originating from true performance and makes a recommendation to the Board of Directors for a final decision in February following the performance year. At this meeting, the HRC also recommends to the Board of Directors the aggregate amount for variable pay components that are submitted to a vote for approval at the AGM.

Based on the Swiss Code of Obligations, the aggregate amounts for compensation of the Board of Directors and the Executive Committee, as well as the Remuneration Report (for amount approvals concerning the current or future period), are subject to approval at the AGM. Within these confines, the internal approval and decision processes are as follows:

- The Executive Chairman is present at the meeting when decisions are approved by the Board of Directors, excluding his own remuneration. Members of the Board of Directors, other than those of the HRC, do not participate in determining the remuneration of Directors.
- The Executive Chairman is involved in determining the compensation of members of the Executive Committee and is present when the Board of Directors approves it. He is not present when his own compensation is determined or approved. Similarly, members of the Executive Committee are not present when decisions are made on their respective compensation.

## Approval Process

| Decision on  | Prepared by        | Set by | Approved by                       |
|--|--------------------|--------|-----------------------------------|
| Remuneration of members of the Board of Directors  | HRC Chair          | HRC    | Board of Directors                |
| Remuneration of the Executive Chairman, including fixed and variable remuneration  | HRC Chair          | HRC    | Board of Directors                |
| Compensation of the other members of the Executive Committee, including fixed and variable compensation  | Executive Chairman | HRC    | Board of Directors                |
| Aggregate amount of<br>– maximum total remuneration of the Board of Directors<br>– maximum fixed compensation of the Executive Committee<br>– variable compensation of the Executive Committee | HRC Chair          | HRC    | Board of Directors / Shareholders |
| Remuneration Report  | HRC Chair          | HRC    | Board of Directors / Shareholders |

# Board Remuneration 2025

## Board of Directors remuneration system

In the section, the Board of Directors remuneration system will be explained. It contains Board benchmarking, Board compensation details, Board Share ownership, and External Mandates.

### Board benchmarking

Board remuneration was benchmarked against the median of a Swiss peer group made up of industrial companies that are equivalent in terms of their size, organizational structures, complexity, and end markets and are similar in terms of their board and committee structure. The peer group consisted of the following companies:

### Benchmark Group 2025 – Board of Directors

| SIX Index | Name          |
|-----------|---------------|
| SMI       | Geberit       |
| SMI       | Sika          |
| SMI       | Lonza         |
| SMIM      | Sonova        |
| SMIM      | Clariant      |
| SPI       | Sulzer        |
| SMIM      | Georg Fischer |
| SMIM      | VAT Group     |
| SPI       | dormakaba     |
| SPI       | Bucher        |
| SPI       | Dätwyler      |

### Board Compensation

| in CHF 000                             |       | AGM 2025<br>– AGM 2026 | AGM 2024<br>– AGM 2025 | Expense<br>allowance |
|--|-------|------------------------|------------------------|----------------------|
| Member of the Board of Directors       |       | 82.5                   | 82.5                   | 35                   |
| Executive Chairman                     | Board | 750                    | 750                    |                      |
| of the Board of Directors <sup>1</sup> | CEO   | 2 000                  | 2 000                  |                      |
|  |       | 1 250                  | 1 250                  |                      |
| Vice Chairman                          |       | 137.5                  | 137.5                  |                      |
| of the Board of Directors              |       |                        |                        |                      |
| Chair of a committee <sup>2</sup>      |       | 55                     | 55                     |                      |
| Member of a committee                  |       | 33                     | 33                     |                      |
| Restricted stock                       |       | 137.5 <sup>3</sup>     | 137.5 <sup>3</sup>     |                      |

<sup>1</sup> The Executive Chairman's remuneration comprises a Board & CEO (fixed) and an Executive (STI and LTI) part. The fixed Board part (CHF 750 000) has no notice period.

<sup>2</sup> The Lead Director does not receive any additional fees in addition to those paid for chairing the Governance Committee.

<sup>3</sup> The Executive Chairman does not receive any Board restricted stock grant as part of his fixed remuneration.

The remuneration system applicable to the members of the Board of Directors consists of a fixed cash component and a fixed value grant of restricted stock. The cash component depends on the responsibility, complexity and requirements of the tasks assumed. Each task is remunerated differently, and the remuneration components are cumulated, depending on the number of tasks assumed by each member, as per the Board Compensation table. The level of remuneration for each of the components is set by the HRC, taking into account the expected time commitment and workload of Board and Committee members as well as peer benchmarks and approved by the Board of Directors and ultimately by the shareholders at the AGM vote. The members of the Board of Directors are remunerated for their service from the date of their election and for the duration of their term of office. Remuneration amounts for members of the Board of Directors remained unchanged for 2025 in line with the amounts approved by the shareholders.

The value of the restricted stock plan is fixed (CHF 137 500 per Board member, excluding the Executive Chairman). The number of shares is determined by the share price on the grant date. Since 2023, the restricted stocks have been granted quarterly (CHF 34 375 in the AGM month and in July, October, and January) and have a blocking period of one year. Directors who resign their mandate prior to the end of the term are not entitled to quarterly grants issued after their departure. The restricted stock program is financed with treasury shares.

### Board share ownership (audited)

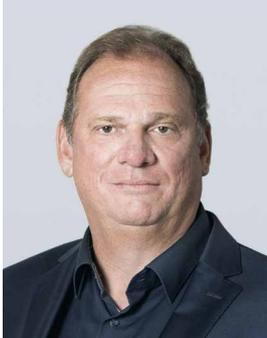
| Members of the Board of Directors | Number of shares       |
|-----------------------------------|------------------------|
| Prof. Dr. Michael Suess           | 1 337 277              |
| Gerhard Pegam                     | 110 927                |
| Alexey Moskov                     | 1 717 857 <sup>1</sup> |
| Paul Adams                        | 120 186                |
| Zhenguo Yao                       | 64 044                 |
| Irina Matveeva                    | 83 956                 |
| Jürg Fedier                       | 827 938                |
| Inka Koljonen                     | 80 403                 |
| Stefan Brupbacher                 | 30 521                 |
| Marco Musetti                     | 30 521                 |
| Eveline Steinberger               | 30 521                 |

<sup>1</sup> 1 538 400 are held via A-2 Link AG

The share ownership details of the Board of Directors are stated in the table above as well as in note 18 of the Financial Report on page 112.

## Board external mandates

All external mandates of the Board of Directors are shown below as well as listed in the Corporate Governance Report on pages 18 to 21. There were no changes compared with the previous year.



### Prof. Dr. Michael Suess

#### External mandates

Prof. Dr. Suess is a member of the Advisory Board of Kinexon Beteiligungsgesellschaft mbH.



### Inka Koljonen

#### External mandates

Ms. Koljonen is a member of the Supervisory Board and member of the Audit Committee of Stabilus SE.



### Paul Adams

#### External mandates

Mr. Adams is a member of the Board of Aclara Resources\* and Chromalloy Gas Turbine LLC, Forgital Spa and Senior Advisor at Warburg Pincus.



### Alexey V. Moskov

#### External mandates

Mr. Moskov is a Board member of Sulzer AG\*, Winterthur, Switzerland.



### Jürg Fedier

#### External mandates

Mr. Fedier is a member of the Board of Directors of Dätwyler Holding AG\* and Ascom Holding AG\*.



### Eveline Steinberger

#### External mandates

Ms. Steinberger is a member of the Supervisory Board and Chair of the Risk/Credit Committee of Bank Austria UniCredit.



### Stefan Brupbacher

#### External mandates

Mr. Brupbacher is the Director of Swissmem and Arbeitgeberverband der Schweizer Maschinenindustrie and member of the Board of Directors of Orgalim.



### Marco Musetti

#### External mandates

Mr. Musetti is the Vice-Chairman of the Board of Directors and Chairman of the Audit Committee at Medmix\*, member of the Board of Directors of Octo Telematics, president of the Board of Directors of GEM Capital Ltd., member of the Board of Directors of United Kalahari Minerals and member of the Board of Directors of Kalahari Minerals Marketing Ltd.

\* Publicly listed company.

**Gerhard Pegam:** None; **Irina Matveeva:** Chairwoman of the Board of Directors of Metkombank PJSC (Moscow, Russia), Member of the Board of Directors of T plus PJSC (Moscow, Russia), and Aeroporty Regionov Management Company JSC (Moscow, Russia); **Zhenguo Yao:** Member of the Advisory Board of LifeHikes, USA.

### Remuneration of members of the Board of Directors from 01/01/2025–31/12/2025 (audited)

| in CHF 000                                    | Board of Directors              | Governance Committee            | Audit & Finance Committee | HR Committee                    | Cash  | Restricted stock <sup>1</sup> | Other <sup>2</sup> | Total remuneration 2025 | Market value per Dec. 31, 2025 <sup>3</sup> | Total remuneration 2024 |
|---|---------------------------------|---------------------------------|---------------------------|---------------------------------|-------|-------------------------------|--------------------|-------------------------|---|-------------------------|
| Prof. Dr. Michael Suess                       | C                               |                                 |                           |                                 | 2 000 | –                             | 35                 | 2 035                   | 2 035                                       | 2 035                   |
| Gerhard Pegam <sup>5</sup>                    | V <sup>5</sup>                  | M <sup>5</sup>                  |                           | C <sup>5</sup>                  | 57    | 34                            | –                  | 91                      | 89  | 398                     |
| Alexey Moskov                                 | M                               |                                 |                           | M                               | 116   | 138                           | 35                 | 288                     | 281   | 288                     |
| Paul Adams                                    | M                               | C <sup>5</sup> / M <sup>6</sup> | M                         | M <sup>5</sup> / C <sup>5</sup> | 204   | 138                           | 35                 | 376                     | 369   | 376                     |
| Zhenguo Yao <sup>5</sup>                      | M <sup>5</sup>                  | M <sup>5</sup>                  |                           | M <sup>5</sup>                  | 38    | 34                            | 8                  | 80                      | 77  | 321                     |
| Irina Matveeva                                | M <sup>5</sup>                  |                                 | M <sup>5</sup>            |                                 | 29    | 34                            | 7                  | 71                      | 68  | 288                     |
| Jürg Fedier                                   | M                               |                                 | M                         |                                 | 116   | 138                           | 35                 | 288                     | 281   | 288                     |
| Inka Koljonen                                 | M <sup>5</sup> / V <sup>6</sup> |                                 | C                         | M                               | 212   | 138                           | 35                 | 384                     | 377   | 343                     |
| Stefan Brupbacher                             | M <sup>6</sup>                  | C <sup>6</sup>                  |                           |                                 | 103   | 103                           | 35                 | 241                     | 236   | –                       |
| Marco Musetti                                 | M <sup>6</sup>                  |                                 | M <sup>6</sup>            |                                 | 86    | 103                           | 35                 | 224                     | 220   | –                       |
| Eveline Steinberger                           | M <sup>6</sup>                  | M <sup>6</sup>                  |                           | M <sup>6</sup>                  | 111   | 103                           | 35                 | 249                     | 245   | –                       |
| Total   |                                 |                                 |                           |                                 | 3 070 | 963                           | 295                | 4 328                   | 4 277                                       | 4 337                   |
| Mandatory employer contributions <sup>4</sup> |                                 |                                 |                           |                                 |       |                               |                    | 229                     | 227   | 230                     |

C = Chairperson, V = Vice Chairperson, M = Member

<sup>1</sup> The share prices at grant dates of restricted stock were CHF 3.51 (January 2025), CHF 4.08 (April 2025), CHF 3.69 (for July 2025), and CHF 2.69 (for October 2025). The amounts have been rounded off. Thus, an adding up the presented numbers may result in rounding differences.

<sup>2</sup> Other remuneration consists of an expense allowances and gifts/presents.

<sup>3</sup> The value as per year-end is based on a share price of CHF 3.23.

<sup>4</sup> The Swiss Code of Obligations requires the disclosure of mandatory employer contributions to social security. These have been estimated at 5.3% of total remuneration (incl. restricted stock) for the full Board of Directors, though actual amounts for non-Swiss-based members may differ based on local legislation.

<sup>5</sup> until the AGM 2025 (April 1, 2025)

<sup>6</sup> as of the AGM 2025 (April 1, 2025)

Aside from the Executive Chairman, no member of the Board of Directors served in an executive role at Oerlikon in 2025. At the 2025 AGM, the Board of Directors was amended with the election of Eveline Steinberger, Marco Musetti, and Stefan Brupbacher, as new non-executive members. The total Board remuneration for 2025 amounted to CHF 4.3 million, which remains stable (CHF 4.3 million in 2024). The small change in the total amount compared to the previous year is due to fewer Board members serving on the HRC (current term four members down from five in the previous term).

No remuneration was paid to any former members of the Board of Directors of OC Oerlikon Corporation AG, Pfäffikon or a Group company or related parties in 2025 or 2024.

Members of the Board of Directors did not receive any fees or other remuneration for additional services to OC Oerlikon or its subsidiaries in the 2025 business year. Neither OC Oerlikon nor its subsidiaries granted any guarantees, loans, advances, or credit facilities to members of the Board of Directors or related parties in 2025 or 2024.

On April 1, 2025, the AGM approved a maximum aggregate amount of remuneration for the Board of Directors of CHF 4.5 million for the term from March 21, 2024 to April 1, 2025, which covers the fees paid. The table below shows the reconciliation between the effective Board remuneration and the amount approved for this period.

### March 21, 2024–April 1, 2025

| in CHF 000                          | Cash remuneration | RSU | Other | Total | Approved amount 2024–2025 |
|-------------------------------------|-------------------|-----|-------|-------|---------------------------|
| Mandate 2024/25–Mar. 2024–Apr. 2025 | 3 095             | 963 | 280   | 4 337 | 4 500                     |

# Executive Committee Compensation 2025

## Compensation system – Executive Committee (EC)

This section provides an overview of the Executive Committee (EC) compensation system. It includes details on EC benchmarking and the components of EC compensation, which consist of annual base salary, the Short-Term Incentive (STI) plan, and the Long-Term Incentive (LTI) plan. For 2024 and 2025, certain EC members received a one-time Management Retention Plan (MRP). Each plan's structure and key features will be explained in detail. Additionally, this section covers clawback and malus provisions, benefits, EC shareholding requirements, and current ownership, as well as external mandates held by EC members.

| Element  | Purpose and link to strategy   | Operation   | Target opportunity level/requirement as % of ABS                       | Maximum opportunity level as % of ABS  | Period   |   |
|--|--|---|--|--|--|---|
| Fixed compensation – Annual base salary (ABS) and benefits | Annual base salary paid in cash, determined primarily by tasks, responsibilities, skills, and managerial experience, as well as labor market conditions; benchmarked against Oerlikon's peer group   | Salary in cash, benefits in kind, and pension contribution  | Based on scope of responsibilities, personal experience, and skill set | n.a.   | n.a.   |   |
| Variable pay – Long-Term Incentive (LTI)                   | Intended to align long-term performance of the EC with shareholders' interests. Based on award of stock with a multi-year vesting period, subject to continued employment and KPIs with longer-term horizons aligned with Oerlikon's strategic objectives. | LTI split equally in two components: <ul style="list-style-type: none"> <li>– Restricted Stock Units, cliff-vesting after three years (vesting cap at 100%) based on continued employment.</li> <li>– Performance Share Awards, cliff-vesting after three years (vesting cap at 165%) subject to: <ul style="list-style-type: none"> <li>– Continued employment</li> <li>– ROCE exceeding target</li> <li>– Relative TSR modifier.</li> </ul> </li> </ul> Vesting of combined LTI is capped at 132.5% of target amount. | Executive Chairman: 120%<br>EC members: 50%–100%                       | Executive Chairman: 159.0%<br>EC members: 66.3%–132.5%                                   | Yearly grant with three years cliff vesting  |   |
| Variable pay – Short-Term Incentive (STI)                  | STI program paid as annual cash bonus, incorporating specific financial and individual objectives derived from strategic priorities and related operational objectives. Intended to align immediate efforts to individual and company performance.         | Annual incentive; payable in cash following the performance year, subject to financial goals related to sales, OEBIT, operating cash flow as well as individual objectives and an ESG modifier.   | Executive Chairman: 120%<br>EC members: 50%–100%                       | Combined STI and TI maximum payout:<br>Executive Chairman: 240%<br>EC members: 100%–200% | Yearly payout subject to performance   |   |
| Management Retention Plan 2024-2025 (MRP)                  | Transformation Incentive (TI)  | Extra upside based on achievement of preparatory steps regarding contemplated split. Payout is subject to a total payout combined with the existing STI at a maximum of 200% of target under the existing STI.  | Executive Chairman: 111%<br>EC members: 0% – 83%                       |  | (maximum opportunity unchanged for STI, subject to a maximum at 200% of target, including the TI element ) | 2024 (70%) and 2025 (30%) payout subject to performance |
|  | Retention Incentive  | An additional, classic retention element with time-based RSUs granted in 2024   | Executive Chairman: 55.5%<br>EC members: 0.0%–41.4%                    |  | One-time grant in 2024 with vesting January 1, 2026  |   |
|  | Value Incentive  | One-off PSA granted in 2024. 3-year cliff-vesting in 2026 subject to: Continued employment and a 3-month VWAP target of CHF 8   | Executive Chairman: 166.4%<br>EC members: 0.0%–124.3%                  | One-time grant in 2024 with 3 years cliff vesting  |  |   |

## Benchmark Group 2025 – Executive Committee

| Category          | Name                      | Country     |
|-------------------|---------------------------|-------------|
| Global Peer Group | Andritz                   | Austria     |
|                   | Bobst Group               | Switzerland |
|                   | Bodycote                  | UK          |
|                   | Crane, Co.                | US          |
|                   | DMG MORI                  | Germany     |
|                   | Dürr                      | Germany     |
|                   | Flowserve                 | US          |
|                   | GEA Group                 | Germany     |
|                   | Georg Fischer             | Switzerland |
|                   | Heidelberg Druckmaschinen | Germany     |
|                   | Hillenbrand               | US          |
|                   | Kennametal                | US          |
|                   | Krones                    | Germany     |
|                   | KUKA                      | Germany     |
|                   | Schweizer Technologies    | Switzerland |
|                   | SFS Group                 | Switzerland |
|                   | SIG Group                 | Switzerland |
|                   | Sulzer                    | Switzerland |
|                   | Tecan Group               | Switzerland |
|                   | Vesuvius                  | UK          |
| Swiss Peer Group  | BKW                       |             |
|                   | Bucher Industries         |             |
|                   | Comet                     |             |
|                   | Dätwyler                  |             |
|                   | dormakaba                 |             |
|                   | Georg Fischer             |             |
|                   | Landis + Gyr              |             |
|                   | Schindler                 |             |
|                   | Sonova                    |             |
|                   | Sulzer                    |             |
|                   | Tecan Group               |             |
| VAT Group         |                           |             |

### EC benchmarking

To determine competitive and equitable compensation, Oerlikon uses external and internal benchmarks. The company establishes its external benchmark by continuously surveying the markets in which it operates, and its internal benchmark is established by following a performance management process. Performance management is a crucial element in assessing the achievement of expectations and targets in relation to individual and business results. Since 2022, Oerlikon has used a dual peer group approach, consisting of a global peer group provided by Aon and a Swiss peer group provided by PwC. Mercer has also provided other compensation services to the Oerlikon Group and its subsidiaries.

These benchmark groups comprise companies chosen to reflect the competitive environment in which Oerlikon operates and that are comparable with respect to industry, size, organizational structures, and complexity, as well as end markets. Peer group companies are relevant in our hiring markets and for our talent management. Oerlikon uses these peer groups in a holistic way, benchmarking fixed compensation to median peer group levels, and total direct compensation at the 75th percentile if performance targets are achieved. Because Oerlikon is a mid-sized company operating in a niche market, this competitive peer group positioning is crucial for us to attract the globally experienced talent required to maintain our market leadership in the business.

### EC compensation

It is vital for the Group to attract, motivate, and retain key executives in order to successfully implement its strategy of expanding its leading position as a powerhouse in surface solutions and advanced polymer processing.

The compensation system for the Executive Committee consists of fixed and variable components. The fixed component comprises a base salary commensurate with the role and local market level and, depending on local practices, includes allowances and fringe benefits. The variable component is made up of a performance related annual cash bonus (Short-Term Incentive, STI) and a three-year performance-related equity program (Long-Term Incentive, LTI). In addition and separate from the regular system, for 2024-2026, Oerlikon set up an exceptional Management Retention Plan (MRP) related to the pure-play business transformation. Performance goals for these pay components are derived from Oerlikon's strategic priorities and related operational objectives, reflecting its corporate culture and endeavors toward excellence. The mix between these variable pay components is defined by the profile, strategic impact and pay level of the role, as described hereinafter.

The proportion of variable compensation paid to members of the Executive Committee continued to be between 50% and 120% of the base salary for the target STI and between 50% and 120% of the base salary for the target LTI (100% vesting). We do not include the MRP in this paymix calculation, since it is not recurring.

### Annual base salary

The annual base salary is primarily determined by the executive's tasks, responsibilities, skills and managerial experience, as well as market conditions and is paid in cash. It is regularly reviewed against compensation levels of peer companies to ensure that salaries are competitive.

### Short-Term Incentive (STI) program

The STI program is an annual cash bonus aimed at motivating managers and specialists to focus their efforts on specific financial and individual objectives aligned with Oerlikon's strategic priorities and related operational objectives. It is intended to help them align their efforts, promote initiative, and contribute to the performance

of individuals and the company.

Financial and individual objectives are set at Group and divisional levels (Surface Solutions and Polymer Processing Solutions). The measures chosen aim to increase the growth, profitability, and cash efficiency of the Oerlikon Group. The split between financial and personal targets is 70% and 30%, respectively.

### Financial objectives (70%):

OC Oerlikon's financial objectives weighting is 70% for the executive group functions, with sales growth, operational EBIT, and operating free cash flow targets each being attributed a third of this.

For the two Division CEOs, the financial objectives are structured in two components. Forty percent of the objectives relate to Group financial performance, with equal weighting applied to Group sales growth, operational EBIT, and operating free cash flow. The remaining 30% are linked to the specific objectives of each division, Surface Solutions, with a one-third weighting of division's sales growth, operational EBIT, and operating free cash flow targets, and Polymer Processing Solutions with a one-quarter weighting of division's sales growth, operational EBIT, operating free cash flow, and order intake targets.

### Individual objectives (30%) and the performance management process:

To drive a culture of performance and innovation, 30% of the STI is based on the achievement of individual strategic objectives defined for each EC member, which focus on medium- and long-term business objectives, such as non-organic growth or people development.

At the December HRC meeting, the Executive Chairman proposes the objectives for the EC members to the HRC for approval by the Board of Directors. The individual objectives of the Executive Chairman are proposed by the Chair of the HRC and approved by the Board of Directors.

In line with good governance practices, the HRC proposes objec-

tives that are ambitious and challenging while not encouraging undue risk-taking. The individual objectives of EC members reflect the core strategic priorities of the company. The key factors taken into account when setting objectives include:

- Shareholder value creation, return on capital
- Profitability growth targets
- Definition and achievement of commercial strategy
- Divisional break-even points
- Employer reputation, engagement and succession
- ESG

Certain members of the EC have individual ESG targets which are STI-relevant. These targets incentivize either reducing Oerlikon's environmental impact through innovative processes and products, or social and employee-related targets. In addition to these individual ESG targets, all employees with STI (including EC members) have an employee safety and accident rate modifier.

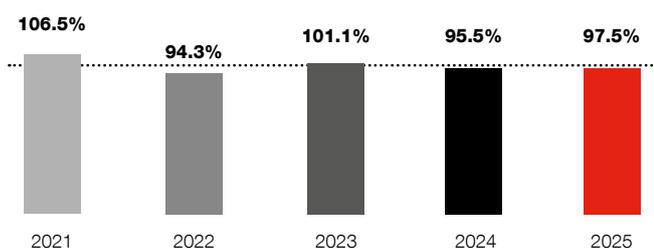
The achievement against the objectives is reviewed in the February meeting of the HRC following the end of the relevant performance year, based on proposals by the Executive Chairman. The performance of the Executive Chairman against objectives is proposed by the HRC Chair to the HRC for approval by the Board of Directors.

The weighted performance result (Financial and individual) against objectives is multiplied by a modifier of either 0.9, 1.0, or 1.1, depending on whether the safety targets of the respective business fall within a predefined range that is aligned with Oerlikon's operational targets. The safety modifier was chosen so that management focuses on the well-being of a key stakeholder group for Oerlikon: its employees.

Financial and business objectives are competitive and stretching, based on Oerlikon's annual budget and in line with the company's growth ambitions. They are assessed annually against Oerlikon's actual financial and business results. Payout related to these objectives ranges from 0–200% of the target, with 0% payout for achievement levels below 50%, a linear increase from 0% to 100% payout for achievement levels between 50% and 100% (target), and a further linear increase from 100% to 200% payout for achievement levels above the target.

Performance levels for individual objectives range from 0–100%. In certain cases, a specific milestone or individual objective can reach an achievement level above 100%, subject to Board approval.

Oerlikon has a history of setting aggressive objectives and a strict payout track record, as shown in the graph. A 200% cap of target applies to the STI payout.



CEO/Executive Chairman past five-year STI Program Payout

--- 100 %  
— 200 %

## Long-Term Incentive (LTI) Program

### LTI Program

|                   | Performance Share Awards (PSA)                                    |  | Restricted Stock Units (RSUs)                      |
|-------------------|---|--|--|
| <b>Purpose</b>    | Align with strategic priorities and create value for shareholders |  | To increase attraction and retention of executives |
| <b>Weight</b>     | 50% of target amount <sup>1</sup>                                 |  | 50% of target amount <sup>1</sup>                  |
| <b>Conditions</b> | Return On Capital Employed (ROCE)                                 | Relative Total Shareholder Return (rTSR) | Continued service                                  |
| <b>Potential</b>  | 0–150%  | 0.9–1.1 modifier                         | 100%   |

<sup>1</sup> Target amount corresponds to 120% of annual base salary for the Executive Chairman and 50-100% for the other members of the Executive Committee.

To support its ambitious long-term strategy, Oerlikon's compensation policy is designed to align a significant portion of the Executive Committee's compensation with the company's long-term performance and to strengthen the Executive Committee's alignment with shareholders' interests. Members of the Executive Committee and the Global Leadership team are eligible for LTI awards.

The LTI award is split into two components: half of the award is granted in the form of Restricted Stock Units (RSUs) and the other half of the award is granted in Performance Share Awards (PSAs), both subject to a three-year performance/vesting period. The structure was chosen to balance performance and retention elements.

The RSU award is designed to provide participants with an ownership interest in the long-term value creation of the company and directly tie the award's ultimate value to Oerlikon's share price development, aligning shareholders' and management's experience with respect to share price development. The vesting of the RSU award requires continued service with the company. It is the Board's firm belief that this RSU component is better aligned with the company's culture and provides better alignment with shareholder and company interests than a comparable PSA element with a total shareholder return performance metric and the possibility of a vesting above 100%.

The PSA award is designed to reward participants for Oerlikon's future performance by tying the vesting of the award directly to performance indicators related to Oerlikon's long-term strategic goals. The number of units to be granted initially is determined by

dividing the target face value amount by the closing share price and exchange rate of the day prior to the allocation date. The vesting of the PSA is conditioned on the achievement of two specific performance objectives over a prospective period of three years. The main performance condition is Return on Capital Employed (ROCE), which is defined as NOPAT (Net-Operating Profit After Tax) over Capital Employed, weighted by a relative Total Shareholder Return (TSR) modifier. The use of the ROCE as a main performance metric for the PSA allows management to focus on a tangible, internal long-term KPI that reflects Oerlikon's strategic priority of efficient capital allocation. Underlying ROCE targets for the LTI are competitive and ambitious, representing Oerlikon's highly aspirational performance targets, which reflect its corporate culture and endeavors towards excellence.

Relative TSR is a standard external metric used for measuring stock performance and value creation for shareholders. Its vesting is based on Oerlikon's TSR including reinvested dividends exceeding the 3-year median TSR of the Oerlikon's Board of Director peer group.

To determine the number of PSAs that vest, the effective average annual ROCE achievement relative to target over the performance period is mapped to a payout factor between 0% and 150% and multiplied by the effective TSR modifier of either 0.9, 1.0, or 1.1, depending on whether Oerlikon's TSR is above the 75% percentile (1.1), within the 25%-75% percentile (1.0), or below the 25% percentile (0.9) compared to Oerlikon's peer group. Hence, the PSA's total vesting factor is between 0% and 165%.

### LTI example

| Approval                          | Grant   | Vesting period                               | Vesting                             |         | PSA & RSU potential |                             | Dividend                     |
|-----------------------------------|---|--|-------------------------------------|---------|---------------------|-----------------------------|------------------------------|
| LTI target amount approved by HRC | Share price on last trading day before May 1: CHF 5 | Three (3) – year performance/ vesting period | Performance modifier                |         |                     |                             |                              |
| CHF 10000                         | CHF 5000: 1000 PSA                                  |  | ROCE                                | rTSR    | 0-1 650 PSA         | 1 000-2 650 treasury shares | + Dividend equivalent payout |
|                                   | CHF 5000: 1000 RSU                                  |  | 0-150%                              | 0.9-1.1 |                     |                             |                              |
|                                   |   |  | Continued service                   |         | 1 000 RSU           |                             |                              |
|                                   |   |  | 100%                                |         |                     |                             |                              |
| HRC February                      | May 1   |  | May 1 + three years from grant date |         |                     |                             |                              |

## Target, performance and payout per December 31, 2025 for the current programs

|               | ROCE   |                          |        | a/r TSR <sup>1</sup> |                          |          |            | Dividend-equivalent payout | RSU payout | Potential total payout as per December 31, 2025 | Potential value in % of target value at grant date |
|---------------|--------|--------------------------|--------|----------------------|--------------------------|----------|------------|----------------------------|------------|---|--|
|               | Target | As per December 31, 2025 | Payout | Target               | As per December 31, 2025 | Modifier | PSA payout |                            |            |   |  |
| LTI 2023-2026 | 10.0%  | 2.8%                     | 0.0%   | 30-50%               | Modifier                 | 0.9      | 0.0%       | 23.2%                      | 100%       | <b>73.2%</b>                                    | 47.5%  |
| LTI 2024-2027 | 10.0%  | 3.3%                     | 0.0%   | 10-90%               | Modifier                 | 0.9      | 0.0%       | 12.4%                      | 100%       | <b>62.4%</b>                                    | 50.5%  |
| LTI 2025-2028 | 10.0%  | 5.0%                     | 0.0%   | rTSR                 | 8 of 12 (36th)           | 1.0      | 0.0%       | 6.2%                       | 100%       | <b>56.2%</b>                                    | 52.0%  |

2023, 2024, and 2025 plans: e.g. LTI 2023-2026: 0.0% \* 0.9 \* 50% + 23.2% + 100% \* 50% = 73.2%

ROCE as per December 31, 2025 is the average annual ROCE over the performance period (using effective annual ROCE for lapsed periods and budgeted annual ROCE for future periods)

<sup>1</sup> aTSR for 2023 and 2024 plans and rTSR for 2025 plan.

Considering the equal split between RSUs and PSAs, the potential payout for the 2025 awards, subject to continued employment, effectively ranges between 50% and 132.5% of the target plus dividend equivalents. The LTI program is funded with treasury shares.

The number of PSAs granted, multiplied by the final payout factor, together with the number of RSUs granted, multiplied by the share price at vesting, including dividend equivalents per share, correspond to the final vesting value.

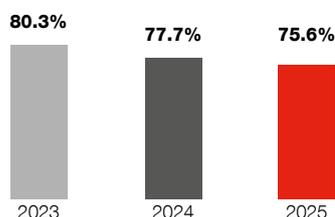
The dividend equivalents per PSA and RSU are reinvested into shares during the vesting period and will be added to the final vesting value.

The LTI program is subject to well-defined leaver provisions. In cases of termination by mutual agreement, expiration of employment contract (retirement, death, disability) or due to dismissal for reasons other than for cause, performance, or behavior, all grants vest at the next regular vesting date. If the termination occurs in the same year as the grant, the grant is reduced to a pro-rated number of units. In all other cases, the unvested awards are forfeited.

The Board of Directors is authorized to amend, supplement, suspend, or terminate the plan at its discretion and at any point in time, including where corporate events affect the underlying shares. In case of use of discretion, the Board of Directors is committed to making a respective disclosure in the Remuneration Report, including the reasoning for exercising such discretion. For the year under review, no such discretion was exercised.

If there is a change of control, all unvested share awards of the LTI plans are subject to full, accelerated vesting at the maximum level.

### Past 3 year LTI performance (year of vesting)

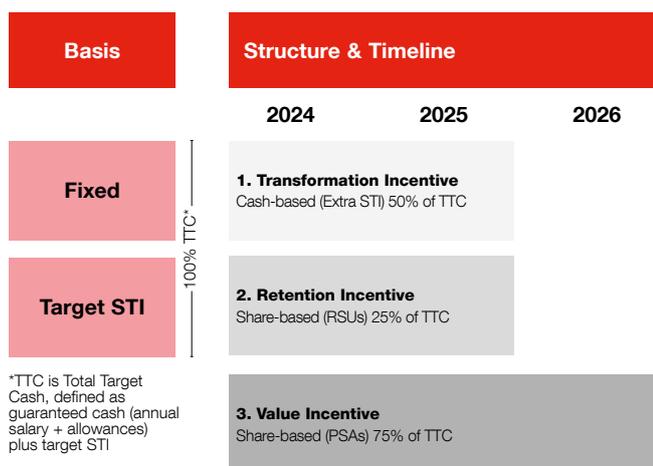


### Management Retention Plan (MRP) for 2024 and 2025

Our pure-play transformation process entails the divestment of a major part of the company, as well as a complete transformation of its headquarters over a two- to three-year horizon. To ensure an efficient and timely transformation as well as a well-informed treatment of the complexity involved, the Board has decided to offer deal-critical key players a Management Retention Program (MRP) to reduce the risk of losing them before the transformation will be completed. The MRP ensures close alignment with value creation for our shareholders and is based on challenging and stretching performance goals.

This Management Retention Plan (MRP) consists of three elements:

1. Transformation Incentive (50% of 2024 Total Target Cash, of which up to 70% will be allocated in 2024 and the remainder in 2025) – Cash-based short-term incentive (STI) upside with specific pure-play targets and subject to a total STI payout cap of 200% of the target STI. For STI 2024 and STI 2025, this extra upside is based on the achievement of challenging preparatory steps regarding the contemplated split with Barmag. For 2024, these goals were associated with the preparation of two ready, stand-alone companies by year-end, which was achieved.
2. Retention Incentive (25% of 2024 Total Target Cash) – A one-off classic retention element with time-based RSUs that was granted in 2024. The Retention Incentive consists of time-based restricted stock units which vest on January 5, 2026 subject to continued employment or, as the case may be, customary good leaver provisions. This award boosts the existing RSU and further aligns shareholder and management experience regarding share price development.
3. Value Incentive (75% of 2024 Total Target Cash) – A one-off grant of Performance Share Awards (PSA) that aims to incentivize significant shareholder value creation, with vesting subject to continued employment or, as the case may be, customary good leaver provisions and on condition that during any three-month period in the course of 2026 the 3-month VWAP (Volume Weighted Average Price) of the Oerlikon share reaches CHF 8. Vesting thus only occurs in case of substantial value creation for our shareholders. Any achievement level below this threshold results in no payout.



Total Target Cash (TTC) is defined as annual base salary (ABS) + allowances + target STI. The equity part of the MRP follows the LTI regulation with regard to corporate events that affect the underlying shares.

### Clawback and malus

The STI & LTI are subject to clawback and malus provisions in case the company is required to prepare a relevant accounting/financial restatement or in the event of violation of legal provisions or relevant internal regulations.

### Benefits

The primary purpose of pension and insurance plans is to establish a level of security for employees and their dependents with respect to age, disability, and death. The level and scope of pension and insurance benefits provided are country-specific, influenced by local market practices and regulations. EC members with a Swiss employment contract are insured under the same plan as Swiss employees.

OC Oerlikon may provide other benefits in a specific country, such as a company car or a car allowance, or in case of an international hire also temporary housing, relocation or tax planning services.

### Employment agreements

The employment contracts of Executive Committee members are of unlimited duration and end automatically when the member reaches retirement age. The contracts provide for a notice period of 12 months and a non-compete clause for the duration of 12 months following termination of employment, which is compensated with an annual base salary.

### EC shareholding requirements

Members of the Executive Committee are required to build a significant personal shareholding in the business to further align their interests with those of shareholders. The minimum threshold is a percentage of their annual base salary. Only vested shares count towards the requirement.

| Role                                     | % of base salary |
|--|------------------|
| Executive Chairman                       | 200%             |
| Other members of the Executive Committee | 100%             |

Current members of the Executive Committee are required to reach their minimum investment limit within a period of five years after the time of implementation of the guideline or after nomination to the Executive Committee. Each Executive Committee member's shareholdings is reviewed regularly by the HRC. Members of the Executive Committee are encouraged to retain and use their vested LTI shares to meet this requirement of the compensation policy.

The share ownership information of Executive Committee members is shown in the table below as well as in note 18 of the Financial Report.

### EC external mandates

Prof. Dr. Michael Suess is a member of the Advisory Board of Kinexon Beteiligungsgesellschaft mbH. Dirk Linzmeier is member of the Supervisory Board of Stabilus SE. Dr. Markus Tacke is Chairman of the Board of RHEMAG, Frankfurt, Germany and as of July 1st, 2025 CEO of Ohmium International. No other EC member holds any external mandates. All external mandates of Executive Committee members are also listed in the Corporate Governance Report on pages 33 to 35.

### Share ownership of the Executive Committee (audited)

| Member of the EC        | Numbers of shares | PSA (LTI) | RSU (LTI) | PSA (MRP) <sup>1</sup> | RSU (MRP) |
|-------------------------|-------------------|-----------|-----------|------------------------|-----------|
| Prof. Dr. Michael Suess | 1 337 277         | 553 533   | 553 533   | 520 646                | 173 549   |
| Markus Richter          | 0                 | 0         | 0         | 0                      | 0         |
| Anna Ryzhova            | 117 630           | 110 707   | 110 707   | 168 919                | 56 307    |
| Markus Tacke            | 81 387            | 0         | 0         | 0                      | 0         |
| Georg Stausberg         | 123 777           | 80 023    | 80 023    | 162 006                | 54 002    |
| Dirk Linzmeier          | 0                 | 53 725    | 53 725    | 48 074                 | 48 074    |
| Marco Freidl            | 0                 | 7 547     | 7 547     | 50 845                 | 16 949    |

<sup>1</sup> Vesting only if during 2026 the 3-month WAP of the Oerlikon share reaches a threshold of CHF 8.

## Effective compensation of members of the Executive Committee (audited)

| in CHF 000   | Year        | Fixed compensation       |            |                    | Variable compensation |   | MRP <sup>6</sup>                         |   |                                       |                        | Total effective compensation with MRP |
|--|-------------|--------------------------|------------|--------------------|-----------------------|---|--|---|---------------------------------------|------------------------|---------------------------------------|
|  |             | Base salary <sup>1</sup> | Pension    | Other <sup>2</sup> | STI <sup>3</sup>      | Equity plans (effective value at vesting date) <sup>4</sup> | Total effective compensation without MRP | Transformation Incentive - cash-based STI | Retention Incentive - time-based RSUs | Value Incentive - PSAs |                                       |
| Total compensation to members of the Executive Committee <sup>5</sup>                | <b>2025</b> | <b>2 546</b>             | <b>981</b> | <b>155</b>         | <b>2 848</b>          | <b>871</b>  | <b>7 400</b>                             | 2 161                                     | 0                                     | 0                      | 9 562                                 |
|  | 2024        | 2 249                    | 857        | 105                | 2 987                 | 404   | 6 602                                    | 0   | 0                                     | 0                      | 6 602                                 |
| Highest thereof paid to one individual: Prof. Dr. Michael Suess (Executive Chairman) | <b>2025</b> | <b>0</b>                 | <b>243</b> | <b>24</b>          | <b>1 433</b>          | <b>312</b>  | <b>2 012</b>                             | 971                                       | 0                                     | 0                      | 2 983                                 |
|  | 2024        | 0                        | 239        | 27                 | 1 517                 | 0   | 1 783                                    | 0   | 0                                     | 0                      | 1 783                                 |

<sup>1</sup> The Executive Chairman is paid a monthly fee in his capacity as a Board member, which is reported under the compensation of the Board of Directors.

<sup>2</sup> Other compensation includes fringe benefits such as car allowance and relocation.

<sup>3</sup> The STI is determined on Group and individual level and depends on business and individual performance. The numbers in the table correspond to the STI paid in 2025 for performance achievements in 2024. The 2024 STI for former CFO Philipp Müller's of CHF 357k is included here.

<sup>4</sup> Equity plans include the LTI 2022 plan and additional RSU compensating for forgone compensation at the previous employer; grant share price (CHF 7.01) and vesting share price (CHF 3.49) of the LTI 2022 with the performance (75.6%) resulted in a vesting of 37.9% of the granted LTI amount in 2022.

<sup>5</sup> This includes Marco Freid's compensation as of November 2025 as new member of the Executive Committee.

<sup>6</sup> MRP is a one-time retention plan, details can be found on page 52 and 53 on this report. The 2024 Transformation Incentive for the former CFO Philipp Müller's of CHF 393k is included here.

This section discloses the compensation components effectively paid in 2025, including salary and bonus payments, contributions to pension plans and fringe benefits, as well as the actual value of equity plans vested in the year under review. This perspective reflects the income effectively received by members of the Executive Committee, which in 2025 amounted to CHF 7.4 million (9.6 million with MRP) (2024: CHF 6.6 million). The increase is linked to the vesting of the Executive Chairman's LTI and the accelerated vesting of Markus Tacke's regular LTI plans of 2023 & 2024. The highest compensation effectively received by an individual member of the Executive Committee in 2025 was CHF 2.0 million (CHF 3.0 million with MRP) (2024: CHF 1.8 million).

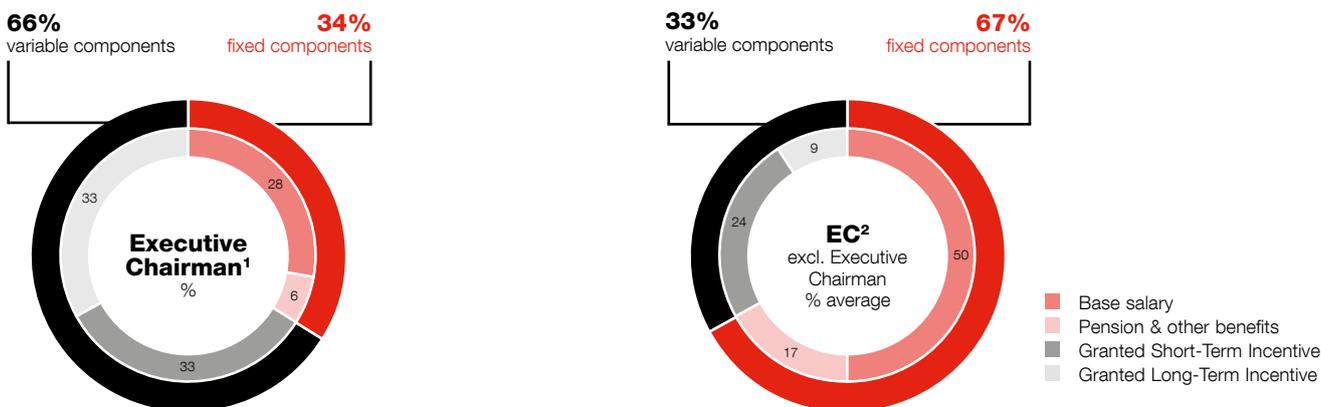
The 2025 STI performance resulted in a payout of 97.5% to the

Executive Chairman and an average payout of 99.2% to other members of the Executive Committee (ranging from 93.0% to 110.6%, see Section STI Disclosure 2025 below for an explanation of the achievement levels). For the STI 2024 program, the payout to the Executive Chairman reached 95.5% and the average payout to other members of the Executive Committee was 92.7% (ranging from 83.7% to 97.2%). Due to the special termination of Markus Richter, his STI performance of 2025 is excluded from the 2025 average.

Based on the three-year performance of the company's absolute Total Shareholder Return, the LTI 2022 vested in 2025 with a performance of 75.6%, which, in terms of value, resulted in 37.9% of the originally granted LTI amount in 2022.



**Compensation granted to members of the EC (audited)**



<sup>1</sup> The distribution corresponds to the Executive Chairman’s total CEO granted compensation (with CHF 1.25m as base) excluding MRP.

<sup>2</sup> The distribution corresponds to average Executive Committee member without the Executive Chairman and excluding MRP. The lower variable components % compare to last year is linked to the change of the CFO.

**MRP Disclosure 2025**

| in CHF 000   | STI linked to MRP for 2025 <sup>1</sup> | RSU granted shares <sup>2</sup> | RSU at granted share price (CHF 3.49) | PSA granted shares <sup>3</sup> | PSA at granted share price <sup>3</sup> (CHF 3.49) | Total | Total under IFRS |
|--|---|---------------------------------|---------------------------------------|---------------------------------|--|-------|------------------|
| Total MRP to members of the Executive Committee                                      | 264                                     | 48 074                          | 168                                   | 48 074                          | 168  | 574   | 473              |
| Highest thereof paid to one individual: Prof. Dr. Michael Suess (Executive Chairman) | 125                                     | -                               | -                                     | -                               | -  | 125   | 125              |

<sup>1</sup> Maximum 70% of the cash-based STI upside of MRP of the total Transformation incentive is linked to 2024 and the remaining portion to 2025.

<sup>2</sup> Vesting on May 1, 2027.

<sup>3</sup> Vesting if during 2026 the 3-month VWAP of the Oerlikon share reaches a threshold of CHF 8. Under IFRS2, the fair value of the granted PSA resulted in CHF 0.87. For the 2026 AGM vote Oerlikon is asking to approve the fair value amount of CHF 0.04m for all Executive Committee members.

The portion of the Transformation Incentive allocated to 2025 was granted at 30% of target (achievement level). These targets covered all preparatory work required for the pure-play transaction, including the establishment of processes, policies, systems, as well as the development of financial and business strategies to ensure operational readiness and success on day one following the separation.

The granted RSUs and PSAs under MRP are linked to Dirk Linzmeier’s loss of compensation related to his previous employment. His RSU grant has a vesting period until May 2027, whereas all other MRP-RSU grants vest in January 2026.

## STI Disclosure 2025

|                                    |                                | Financial objectives<br>(overall & business: 70%) <sup>1</sup> |                         |                         |                        | Individual objectives<br>(30%) |   |
|------------------------------------|--------------------------------|--|-------------------------|-------------------------|------------------------|--------------------------------|---|
|                                    |                                | Group/Division<br>Op. EBIT                                     | Group/Division<br>Sales | Group/Division<br>OCFC  | Barmag order<br>intake | Individual                     | HSE   |
| <b>Weighting</b>                   | Barmag                         | 20.8%  | 20.8%                   | 20.8%                   | 7.5%                   | 30%                            | Multiplier on<br>Financial & individual<br>targets x0.9–1.1 |
|                                    | Group / Oerlikon<br>operations | 23.3%  | 23.3%                   | 23.3%                   | n/a                    |                                |   |
| <b>Potential</b>                   |                                |  |                         | 0-200% of target amount |                        |                                |   |
| <b>2025 Achievement<br/>levels</b> | Oerlikon operations            | 73.9%  | 93.6%                   | Not disclosed           | n/a                    | not individual<br>disclosed    | 1.1   |
|                                    | Barmag                         | 121.7%   | 98.0%                   | Not disclosed           | Not disclosed          |                                | 1.1   |
|                                    | Group                          | 83.8%  | 94.9%                   | 89.7%                   | n/a                    |                                | 1.1   |

<sup>1</sup> Overall financial objectives represent 40% of the total 70% financial weighting for Oerlikon operations and Barmag (and 70% at Group level) and are defined globally at Group level. Business financial objectives represent the remaining 30% of the total 70% financial weighting for Oerlikon operations and Barmag (not applicable at Group level). These objectives are defined at business level and cascaded in line with the plan participant's role and scope of responsibility (e.g. global, regional, country, site, and/or sub-division objectives).

In 2025, Oerlikon's management delivered solid financial and strategic results despite a challenging end-market environment. A key milestone was the signed agreement to divest the Manmade Fibers division, Barmag, at a through-the-cycle valuation, an important achievement given the ongoing market downturn in this business. Progress on the company's pure-play strategy remained fully aligned with the communicated timeline, supported by disciplined execution of complex carve-out activities.

Amid heightened macroeconomic uncertainty, geopolitical tensions, and trade disruptions, management proactively updated guidance in line with evolving market conditions and subsequently delivered full-year results in line with the revised outlook. Despite broad weakness across several end markets, the company

achieved flat year-on-year organic sales. The EBITDA margin declined by 120 basis points, primarily reflecting unfavorable mix effects. Oerlikon achieved an outstanding result in employee safety within HSE.

Further actions to protect profitability included the restructuring of the Luxury business and optimization of the European footprint to enhance cost efficiency. Innovation investments continued with the launch of Surface 2, expanded connectivity across the PVD coating network, and the rollout of a global CRM platform to strengthen commercial execution.

Finally, the company successfully managed a leadership transition during the year, with two changes within the Executive Committee.

## Compensation Granted to Former Members of the EC

| in CHF 000  | Fixed Compensation |         |       | Total Compensation<br>Granted 2025 | Total Compensation<br>Granted 2024 |
|---|--------------------|---------|-------|------------------------------------|------------------------------------|
|   | Base salary        | Pension | Other |                                    |                                    |
| Total compensation to former members of the EC <sup>1</sup> | 0                  | 0       | 0     | 0                                  | 9                                  |

<sup>1</sup> Compensation includes a contractually agreed non-competition agreement for the duration of one year and a customary farewell gift, including social security contributions.

## AGM approval

### July 1, 2024-June 30, 2025

| in CHF 000                 | Base salary | Pension | Other | Total | Approved amount 2024–2025 |
|----------------------------|-------------|---------|-------|-------|---------------------------|
| Period Jul. 2024-Jun. 2025 | 2 117       | 887     | 115   | 3 119 | 4 000                     |

On March 21, 2024, the Annual General Meeting of Shareholders approved a maximum aggregate amount of fixed compensation to the Executive Committee of CHF 4.0 million from July 1, 2024 to June 30, 2025. The table above shows the reconciliation between the effective Executive Committee fixed compensation and the amount approved for this period.

Current or former members of the Executive Committee did not receive any other fees or compensation for additional services to

OC Oerlikon or its subsidiaries in the 2025 business year, except for what is stated in the tables above. Neither OC Oerlikon nor its subsidiaries granted any guarantees, loans, advances or credit facilities to members of the Executive Committee or related parties in 2024 or 2025.

During 2025, no compensation was paid to related parties, either by OC Oerlikon Corporation AG, Pfäffikon or by any other company of the Oerlikon Group.

# Equal Pay & Diversity

OC Oerlikon values diversity and recognizes that equal work should be compensated with equal pay. In 2021, Oerlikon conducted an equal pay analysis for its Oerlikon Wohlen & Oerlikon Mendrisio site in line with the requirements from the Swiss Federal Act on Gender Equality. This analysis was audited by PricewaterhouseCoopers AG for Oerlikon Wohlen and by KPMG for Oerlikon Mendrisio, which found no objections to the results of the assessment.

In accordance with Swiss legal requirements, our company is dedicated to fostering gender diversity on our Board of Directors. As of the current reporting period, our Board comprises eight members, of whom two are female, representing 25% of the total Board composition. This falls short of the mandated 30% gender quota.

Reasons for Non-Compliance: As a global engineering and technology company, Oerlikon strives to have a well-diversified Board, not only in terms of gender, but also considering skills, experience, geographical reach and tenure. Moreover, the competitive market for top female Board candidates with engineering/industrial experience places constraints on the availability and search.

Measures for Improvement: We are committed to having a well-diversified Board and aim to reach 30% representation of women on the Board in the coming years. Our measures include:

- Enhanced Recruitment Efforts: We will intensify our search for qualified female candidates by leveraging executive search firms that specialize in diversity recruitment.
- Regular Review and Reporting: We will conduct regular reviews of our progress towards achieving the gender quota and report on these efforts in our annual compensation report.

Additionally, we are pleased to report that our Executive Committee comprises five members, including one female member, which meets the required gender diversity standards.



## **Report of the statutory auditor to the General Meeting of OC Oerlikon Corporation AG, Pfäffikon, Churerstrasse 120, 8808 Pfäffikon**

### **Opinion**

We have audited the remuneration report of OC Oerlikon Corporation AG, Pfäffikon (the Company) for the year ended 31 December 2025. The audit was limited to the information pursuant to article 734a-734f of the Swiss Code of Obligations (CO) marked 'audited' on pages 44-61 of the remuneration report.

In our opinion, the information pursuant to article 734a-734f CO in the remuneration report (pages 44-61) complies with Swiss law and the Company's articles of incorporation.

### **Basis for opinion**

We conducted our audit in accordance with Swiss law and Swiss Standards on Auditing (SA-CH). Our responsibilities under those provisions and standards are further described in the 'Auditor's responsibilities for the audit of the remuneration report' section of our report. We are independent of the Company in accordance with the provisions of Swiss law and the requirements of the Swiss audit profession, and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### **Other information**

The Board of Directors is responsible for the other information. The other information comprises the information included in the annual report, but does not include the tables marked 'audited' in the remuneration report, the consolidated financial statements, the financial statements and our auditor's reports thereon.

Our opinion on the remuneration report does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the remuneration report, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the audited financial information in the remuneration report or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

### **Board of Directors' responsibilities for the remuneration report**

The Board of Directors is responsible for the preparation of a remuneration report in accordance with the provisions of Swiss law and the Company's articles of incorporation, and for such internal control as the Board of Directors determines is necessary to enable the preparation of a remuneration report that is free from

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material misstatement, whether due to fraud or error. It is also charged with structuring the remuneration principles and specifying the individual remuneration components.

### **Auditor's responsibilities for the audit of the remuneration report**

Our objectives are to obtain reasonable assurance about whether the information pursuant to article 734a-734f CO is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Swiss law and SA-CH will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this remuneration report.

As part of an audit in accordance with Swiss law and SA-CH, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement in the remuneration report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made.

We communicate with the Board of Directors or its relevant committee regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the Board of Directors or its relevant committee with a statement that we have complied with relevant ethical requirements regarding independence, and communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

PricewaterhouseCoopers AG

Gerhard Siegrist  
Licensed audit expert  
Auditor in charge

Oliver Illa  
Licensed audit expert

Zürich, 23 February 2026

# Financial Report

# Information for shareholders

## Stock price performance

The Oerlikon stock price closed at CHF 3.23 at year-end 2025. This represents an 8% decrease in 2025. The total shareholder return, which takes into account stock price performance and reinvested dividends, amounted to -3% in 2025.

The table below shows the stock price performance and total shareholder return of Oerlikon and national and international indices.

## Total Shareholder Return (incl. Dividend)<sup>1</sup>

| 2025  | Stock price | Total Shareholder Return |
|---|-------------|--------------------------|
| Oerlikon  | -8%         | -3%                      |
| SMIM Index  | 14%         | 16%                      |
| STOXX Europe Total Market General Industrials Index | 15%         | 15%                      |

<sup>1</sup> All indices in CHF for comparability reasons.

As of year-end 2025, eight sell-side research analysts had covered the Oerlikon stock, publishing regular research: Baader Helvea, Kepler Cheuvreux, Octavian, Oddo BHF, RBC Capital Markets, Research Partners, UBS and Zürcher Kantonalbank.

Further information about Oerlikon's stock price, financials and strategy can be found on the Oerlikon investor relations website at [www.oerlikon.com/en/investors](http://www.oerlikon.com/en/investors).

## Dividend

The proposed 2025 total dividend per share amounts to CHF 0.85 (2024: CHF 0.20). This comprises an ordinary dividend of CHF 0.20 per share and a one-time extraordinary dividend of CHF 0.65 per share reflecting the partial return of proceeds from the Barmag divestment. The dividend will be paid in H1 2026 subject to approval at the Annual General Meeting (AGM).

Oerlikon's dividend policy remains unchanged: The proposed dividend payout can be based on up to 50% of the Group's underlying net result and beyond after considering the Group's financial position and affordability from the balance sheet.

## Financial Calendar

### February 24, 2026

Q4/FY 2025 Results  
Publication of the Annual Report 2025

### March 24, 2026

2026 Annual General Meeting of Shareholders, ENTRA, Rapperswil-Jona

### April 30, 2026

Q1 2026 results

### August 6, 2026

Q2/HY 2026 results  
Publication of Interim Report 2026

### October 29, 2026

Q3/9M 2026 results

Dates of road shows, conferences and other events can be found in the financial calendar on our website at [www.oerlikon.com/en/investors](http://www.oerlikon.com/en/investors)

# Shareholder structure

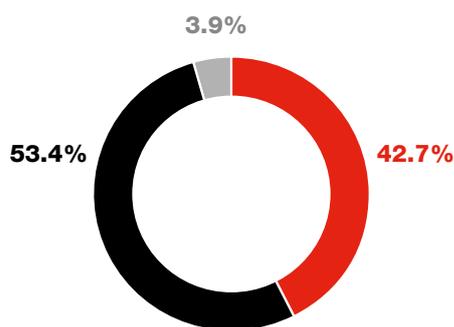
The holdings of Liwet Holding AG amounted to 42.7% of outstanding shares at the end of the year.

Treasury shares of 13334302 accounted for 3.9% of the share capital (2024: 14372928). Oerlikon intends to utilize treasury shares to finance potential inorganic growth and to fund its global long-term employee incentive program.

Oerlikon’s free float totaled 53.4% as of December 31, 2025.

Oerlikon regularly commissions an analysis of its shareholder base in order to track the composition of registered shareholders as well as that of non-registered shareholders. The latest study from year-end 2025 shows that the share capital held by private investors (retail) amounted to 15%. The other 85% is owned by professional investors, which include financial investors such as Liwet Holding

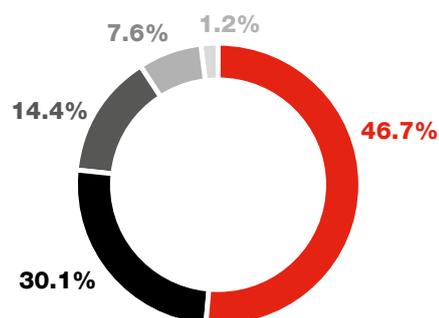
AG and institutional investors (including pension funds, private banking and insurance companies). The geographic distribution of the holdings of institutional investors was diversified, with Switzerland accounting for 47%, North America for 29%, continental Europe (excl. Switzerland) for 14% and the UK and Ireland representing 8%.



**Shareholder structure**

- Liwet Holding AG<sup>1</sup>
- Free float
- Treasury shares

<sup>1</sup> Voluntary disclosure notification published by SIX Exchange Regulation Ltd on November 8, 2024: Amendment to the previously notified information as published by SIX Exchange Regulation on January 28, 2023.



**Regional distribution of institutional investors<sup>1</sup>**

- Switzerland
- North America
- Continental Europe
- United Kingdom and Ireland
- Others

<sup>1</sup> Due to rounding, the total may not correspond with the sum of the separate figures.

# External Financing

## Syndicated credit facility agreements

On December 7, 2021, Oerlikon signed an agreement for an unsecured syndicated sustainability-linked credit facility amounting to CHF 600 million. The facility comprises a revolving credit facility and an ancillary credit facility with a five-year term and two optional one-year extensions. In 2023 and 2024, Oerlikon successfully exercised the second extension option for the whole amount of facility.

As at the balance sheet date, the revolving credit facility was entirely undrawn.

Cash and cash equivalents amounted to CHF 441 million as at the balance sheet date including assets held for sale. The Group reports total net debt of CHF 1 160 million as of December 31, 2025. Cash and cash equivalents include assets held for sale, net debt includes assets and liabilities held for sale.

## Capital market bonds and other debt instruments

On September 3, 2025, Oerlikon issued two CHF-denominated senior unsecured bonds in the domestic capital market. The bonds have a total nominal value of CHF 350 million and tenors of 2 years and 5 years respectively. In addition, to those new issu-

ances, Oerlikon redeemed a CHF 250 million senior unsecured bond at maturity on November 27, 2025.

The remaining CHF-denominated senior unsecured bonds outstanding as at the balance sheet date amount to a total of CHF 890 million. These bonds mature in 2026, 2027, 2028, 2029 and 2030 respectively.

As at the 2025 balance sheet date, the Group reports loans and borrowings amounting to CHF 1 400 million (including liabilities held for sale), attributable primarily to the five outstanding domestic bonds (CHF 890 million) and amended on June 17, 2025, a CHF 475 million unsecured term loan facility which has been repaid in February 2026.

The Group also had total current and non-current lease liabilities including liabilities held for sale of CHF 209 million as of December 31, 2025.

The creditworthiness of the domestic bonds was BBB- as assessed by UBS and by Zürcher Kantonalbank and Baa- as assessed by fedafin (all investment grade).

890

Swiss bonds

1 075

Syndicated credit facility<sup>1</sup> and term loan facility

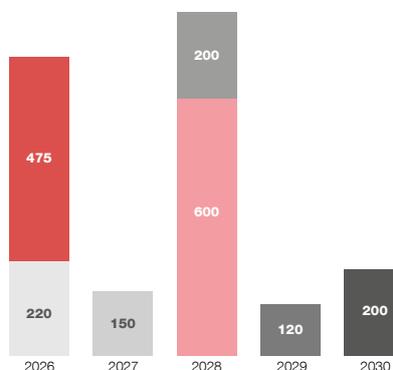
### Financing instruments

as of December 31, 2025

■ Syndicated credit facility and term loan facility CHF 1 075 million

<sup>1</sup> There were no drawings from the syndicated credit facility as of the balance sheet date.

■ Swiss bonds totaling CHF 890 million



### Maturity of financing instruments

as of December 31, 2025

■ Syndicated credit facility and term loan facility

■ Swiss bonds totaling CHF 890 million

## Outstanding bonds as of December 31, 2025

| ISIN         | Coupon | Maturity                             | Volume          | Issue price | Price as of Dec. 31, 2025 <sup>2</sup> | Price as of Dec. 31, 2024 <sup>2</sup> |
|--------------|--------|--------------------------------------|-----------------|-------------|--|--|
| CH1268922205 | 2.875% | June 2, 2026, Redemption at par      | CHF 220 million | 100.312%    | 100.75%                                | 102.34%                                |
| CH1112455808 | 0.800% | November 27, 2028, Redemption at par | CHF 200 million | 100.091%    | 98.40%                                 | 98.25%                                 |
| CH1268922213 | 3.250% | October 2, 2029, Redemption at par   | CHF 120 million | 100.332%    | 105.10%                                | 107.15%                                |
| CH1474857104 | 1.375% | September 3, 2027, Redemption at par | CHF 150 million | 100.088%    | 100.15%                                | n/a                                    |
| CH1474857112 | 2.000% | September 3, 2030, Redemption at par | CHF 200 million | 100.153%    | 100.00%                                | n/a                                    |

<sup>2</sup> The market values of the bonds are based on quotes provided by Infront Financial Technology GmbH.



## Key Figures Oerlikon Group

### Key Figures Oerlikon Group

| in CHF million   | <b>January 1 to<br/>December 31,<br/>2025</b> | January 1 to<br>December 31,<br>2024 |
|--|---|--------------------------------------|
| Order intake <sup>1</sup>  | 1 655   | 1 622                                |
| Order backlog <sup>1</sup>   | 271   | 210                                  |
| Sales <sup>1</sup>   | 1 568   | 1 639                                |
| EBITDA <sup>1</sup>  | 232   | 292                                  |
| – as % of sales  | 14.8%   | 17.8%                                |
| Operational EBITDA <sup>1,3</sup>  | 271   | 304                                  |
| – as % of sales <sup>1,3</sup>   | 17.3%   | 18.5%                                |
| EBIT <sup>1</sup>  | 29  | 113                                  |
| – as % of sales <sup>1</sup>   | 1.8%  | 6.9%                                 |
| Operational EBIT <sup>1,4</sup>  | 107   | 128                                  |
| – as % of sales <sup>1,4</sup>   | 6.8%  | 7.8%                                 |
| Result from continuing operations  | –51   | 25                                   |
| Result from discontinued operations, net of income taxes                                 | 37  | 47                                   |
| Net result   | –14   | 72                                   |
| – as % of equity attributable to shareholders of the parent                              | –2%   | 6%                                   |
| Cash flow from operating activities <sup>5</sup>   | 212   | 272                                  |
| Capital expenditure for property, plant and equipment and intangible assets <sup>1</sup> | 101   | 113                                  |
| Total assets <sup>2</sup>  | 3 761   | 4 002                                |
| Equity attributable to shareholders of the parent <sup>2</sup>                           | 912   | 1 118                                |
| – as % of total assets <sup>2</sup>  | 24%   | 28%                                  |
| Net debt <sup>2,6</sup>  | –1320   | –1106                                |
| Net operating assets <sup>2,7</sup>  | 1 994   | 2 423                                |
| Number of employees (full-time equivalents) <sup>1</sup>                                 | 9 343   | 9 611                                |
| Research and development expenditure <sup>1,8</sup>                                      | 77  | 77                                   |

<sup>1</sup> Continuing operations, prior year has been restated for discontinued operations.

<sup>2</sup> 2025 continuing operations, prior year as reported.

<sup>3</sup> Operational EBITDA is defined as EBITDA, adjusted by expenses directly related to restructuring activities, effects from discontinued activities not qualifying as discontinued operations, impairments on associates as well as acquisition and integration costs.

<sup>4</sup> Operational EBIT is defined as EBIT, adjusted by expenses and impairments directly related to restructuring activities, effects from discontinued activities not qualifying as discontinued operations, impairments on associates, goodwill and intangible assets acquired in a business combination as well as acquisition and integration costs.

<sup>5</sup> Cash flow from operating activities before changes in net current assets amounts to CHF 231 million (previous year: CHF 308 million).

<sup>6</sup> Net debt includes cash and cash equivalents, deposits and marketable securities less current and non-current financial liabilities.

<sup>7</sup> Net operating assets are defined as operating assets (total assets without cash and cash equivalents, current financial investments, current income tax receivables and deferred tax assets) less operating liabilities (total liabilities without financial and lease liabilities, current income taxes payable, non-current post-employment benefit liabilities and deferred tax liabilities).

<sup>8</sup> Research and development expenditure includes expenses recognized as intangible assets in the amount of CHF 20 million (previous year, restated: CHF 24 million).

### Key Share-Related Figures<sup>1</sup>

| in CHF million                                   | <b>January 1 to<br/>December 31,<br/>2025</b> | January 1 to<br>December 31,<br>2024 |
|--|---|--------------------------------------|
| Share price                                      |   |                                      |
| Year high  | 4.23  | 5.06                                 |
| Year low   | 2.67  | 3.41                                 |
| Year-end   | 3.23  | 3.51                                 |
| Total shares issued at year-end                  | 339 758 576                                   | 339 758 576                          |
| Market capitalization at year-end in CHF million | 1 099   | 1 193                                |
| EBIT per share <sup>2</sup>                      | 0.09  | 0.35                                 |
| Operational EBIT per share <sup>2</sup>          | 0.33  | 0.39                                 |
| Earnings per share                               | –0.06   | 0.20                                 |
| Cash flow from operating activities per share    | 0.65  | 0.84                                 |
| Equity per share <sup>3</sup>                    | 2.80  | 3.44                                 |
| Dividend per share                               | 0.85 <sup>4</sup>                             | 0.20 <sup>5</sup>                    |

<sup>1</sup> Average number of shares with voting and dividend rights (undiluted).

<sup>2</sup> Continuing operations, prior year has been restated for discontinued operations.

<sup>3</sup> Attributable to shareholders of the parent.

<sup>4</sup> Dividend proposal for 2025, to be paid in 2026.

<sup>5</sup> For financial year 2024, paid in 2025.

## Consolidated Income Statement

| in CHF million   | Notes | January 1 to<br>December 31, 2025 | January 1 to<br>December 31, 2024,<br>restated <sup>1</sup> |
|--|-------|-----------------------------------|---|
| Sales of goods   |       | 864                               | 912   |
| Services rendered  |       | 704                               | 727   |
| <b>Total sales</b>   | 3     | <b>1 568</b>                      | <b>1 639</b>  |
| Cost of sales  |       | -1 130                            | -1 126  |
| <b>Gross profit</b>  |       | <b>438</b>                        | <b>513</b>  |
| Marketing and selling  |       | -174                              | -168  |
| Research and development   |       | -89                               | -81   |
| Administration   |       | -151                              | -160  |
| Other income   | 4     | 13                                | 15  |
| Other expenses   | 4     | -8                                | -6  |
| <b>Result before interest and taxes (EBIT)</b>                       |       | <b>29</b>                         | <b>113</b>  |
| Financial income   | 6     | 3                                 | 5   |
| Financial expenses   | 6     | -58                               | -49   |
| <b>Result before taxes (EBT)</b>                                     |       | <b>-27</b>                        | <b>69</b>   |
| Income taxes   | 7     | -24                               | -44   |
| <b>Result from continuing operations</b>                             |       | <b>-51</b>                        | <b>25</b>   |
| Result from discontinued operations, net of income taxes             | 2     | 37                                | 47  |
| <b>Net result</b>  |       | <b>-14</b>                        | <b>72</b>   |
| Attributable to:   |       |                                   |   |
| Shareholders of the parent   |       | -19                               | 66  |
| Non-controlling interests  |       | 5                                 | 6   |
| Earnings per share in CHF  | 8     | -0.06                             | 0.20  |
| Diluted earnings per share in CHF                                    | 8     | -0.06                             | 0.20  |
| Earnings per registered share continuing operations in CHF           |       | -0.16                             | 0.07  |
| Diluted earnings per registered share continuing operations in CHF   |       | -0.16                             | 0.07  |
| Earnings per registered share discontinued operations in CHF         | 2     | 0.10                              | 0.13  |
| Diluted earnings per registered share discontinued operations in CHF | 2     | 0.10                              | 0.13  |

<sup>1</sup> Following the announcement of the divestment of the Barmag Division, the respective figures are presented as discontinued operations and 2024 has been restated.

## Consolidated Statement of Comprehensive Income

| in CHF million   | Notes | January 1 to<br>December 31, 2025 | January 1 to<br>December 31, 2024 |
|--|-------|-----------------------------------|-----------------------------------|
| Net result   |       | -14                               | 72                                |
| <b>Other comprehensive income</b>  |       |                                   |                                   |
| <b>Items that will never be reclassified to the income statement</b>   |       |                                   |                                   |
| Remeasurement of defined benefit plans <sup>1</sup>  | 13    | -18                               | 44                                |
| Loss from revaluation of investments in equity instruments designated at fair value through other comprehensive income |       | -1                                | -1                                |
| Income taxes on items that will never be reclassified to the income statement  |       | 1                                 | -6                                |
|  |       | -18                               | 37                                |
| <b>Items that are or may be reclassified subsequently to the income statement</b>                                      |       |                                   |                                   |
| Gains and losses from hedging <sup>2</sup>   |       | 1                                 | 2                                 |
| Conversion differences <sup>3</sup>  |       | -112                              | 52                                |
| Income taxes on items that are or may be reclassified subsequently to the income statement                             |       | -                                 | -                                 |
|  |       | -111                              | 53                                |
| <b>Other comprehensive income for the period, net of taxes</b>   |       | <b>-129</b>                       | <b>90</b>                         |
| <b>Total comprehensive income for the period</b>   |       | <b>-144</b>                       | <b>162</b>                        |
| Attributable to:   |       |                                   |                                   |
| Shareholders of the parent   |       | -147                              | 156                               |
| Non-controlling interests  |       | 3                                 | 6                                 |
| <b>Total comprehensive income for the period attributable to shareholders of the parent</b>                            |       |                                   |                                   |
| Continuing operations  |       | -171                              | 93                                |
| Discontinued operations  |       | 24                                | 62                                |
|  |       | -147                              | 156                               |

<sup>1</sup> Thereof CHF 6 million relating to discontinued operations (previous year: CHF 5 million).

<sup>2</sup> Thereof less than CHF 1 million relating to discontinued operations (previous year: CHF 2 million).

<sup>3</sup> Thereof CHF -16 million relating to discontinued operations (previous year: CHF 12 million).

## Consolidated Balance Sheet

### Assets

| in CHF million                                | Notes | December 31,<br>2025 | December 31,<br>2024 |
|---|-------|----------------------|----------------------|
| Cash and cash equivalents                     | 15    | 233                  | 398                  |
| Current financial investments and derivatives | 15    | 6                    | 19                   |
| Trade and trade notes receivable              | 15    | 292                  | 402                  |
| Current contract assets                       | 3     | –                    | 13                   |
| Other receivables                             | 15    | 43                   | 72                   |
| Current income tax receivables                |       | 18                   | 24                   |
| Inventories                                   | 9     | 270                  | 411                  |
| Prepaid expenses                              |       | 15                   | 17                   |
| Assets classified as held for sale            | 2     | 1 022                | –                    |
| <b>Current assets</b>                         |       | <b>1 898</b>         | <b>1 354</b>         |
| Loans and other non-current receivables       | 15    | 7                    | 29                   |
| Non-current financial investments             | 15    | 19                   | 35                   |
| Property, plant and equipment                 | 10    | 362                  | 483                  |
| Right-of-use assets                           | 11    | 168                  | 186                  |
| Goodwill and intangible assets                | 12    | 1 221                | 1 716                |
| Post-employment benefit assets                | 13    | 18                   | 45                   |
| Deferred tax assets                           | 7     | 68                   | 153                  |
| Non-current contract assets                   | 3     | –                    | 1                    |
| <b>Non-current assets</b>                     |       | <b>1 863</b>         | <b>2 647</b>         |
| <b>Total assets</b>                           |       | <b>3 761</b>         | <b>4 002</b>         |

### Liabilities and Equity

| in CHF million   | Notes | December 31,<br>2025 | December 31,<br>2024 |
|--|-------|----------------------|----------------------|
| Trade payables   | 15    | 116                  | 340                  |
| Current contract liabilities                             | 3     | 25                   | 182                  |
| Current lease liabilities                                |       | 31                   | 33                   |
| Current financial liabilities and derivatives            | 15    | 700                  | 269                  |
| Other current liabilities                                | 15    | 52                   | 78                   |
| Accrued liabilities                                      | 15    | 139                  | 217                  |
| Current income taxes payable                             |       | 24                   | 45                   |
| Current post-employment benefit liabilities              | 13    | 10                   | 16                   |
| Current provisions                                       | 14    | 37                   | 67                   |
| Liabilities classified as held for sale                  | 2     | 650                  | –                    |
| <b>Current liabilities</b>                               |       | <b>1 784</b>         | <b>1 246</b>         |
| Non-current lease liabilities                            |       | 159                  | 172                  |
| Non-current financial liabilities                        | 15    | 668                  | 1 049                |
| Non-current post-employment benefit liabilities          | 13    | 65                   | 193                  |
| Deferred tax liabilities                                 | 7     | 129                  | 171                  |
| Non-current provisions                                   | 14    | 26                   | 35                   |
| <b>Non-current liabilities</b>                           |       | <b>1 047</b>         | <b>1 621</b>         |
| <b>Total liabilities</b>                                 |       | <b>2 832</b>         | <b>2 867</b>         |
| Share capital  |       | 340                  | 340                  |
| Treasury shares  |       | –116                 | –125                 |
| Retained earnings and reserves                           |       | 689                  | 904                  |
| <b>Equity attributable to shareholders of the parent</b> |       | <b>912</b>           | <b>1 118</b>         |
| Non-controlling interests                                |       | 17                   | 17                   |
| <b>Total equity</b>                                      |       | <b>929</b>           | <b>1 135</b>         |
| <b>Total liabilities and equity</b>                      |       | <b>3 761</b>         | <b>4 002</b>         |

## Consolidated Cash Flow Statement<sup>1</sup>

| in CHF million  | Notes | January 1 to<br>December 31, 2025 | January 1 to<br>December 31, 2024 |
|---|-------|-----------------------------------|-----------------------------------|
| Net result  |       | -14                               | 72                                |
| Income taxes  |       | 37                                | 47                                |
| Interest expense (net)  |       | 41                                | 44                                |
| Depreciation of property, plant and equipment                                   | 10    | 64                                | 78                                |
| Depreciation of right-of-use assets   | 11    | 36                                | 38                                |
| Amortization of intangible assets   | 12    | 72                                | 84                                |
| Addition to provisions (net)  | 14    | 35                                | 13                                |
| Impairment losses on property, plant and equipment                              | 10    | 11                                | 1                                 |
| Impairment losses on right-of-use assets  | 11    | 6                                 | –                                 |
| Impairment losses on intangible assets  | 12    | 23                                | 1                                 |
| Decrease in post-employment benefit liabilities                                 |       | -16                               | -14                               |
| Gain from sale of non-current assets  |       | -2                                | -10                               |
| Income taxes paid   |       | -60                               | -60                               |
| Dividends received from associates  |       | 1                                 | –                                 |
| Share-based payments  |       | 7                                 | 3                                 |
| Other non-cash items  |       | -8                                | 11                                |
| <b>Cash flow from operating activities before changes in net current assets</b> |       | <b>231</b>                        | <b>308</b>                        |
| Decrease in receivables, contract assets and prepaid expenses                   |       | 18                                | 34                                |
| Decrease/increase in inventories  |       | 19                                | -7                                |
| Decrease in payables, accrued liabilities and use of provisions                 |       | -52                               | -34                               |
| Decrease in contract liabilities  |       | -3                                | -28                               |
| <b>Cash flow from changes in net current assets</b>                             |       | <b>-19</b>                        | <b>-36</b>                        |
| <b>Cash flow from operating activities</b>                                      |       | <b>212</b>                        | <b>272</b>                        |
| Purchase of property, plant and equipment                                       | 10    | -74                               | -79                               |
| Proceeds from sale of property, plant and equipment                             |       | 14                                | 25                                |
| Purchase of intangible assets   | 12    | -34                               | -44                               |
| Acquisition of subsidiaries, net of cash acquired                               |       | –                                 | -1                                |
| Proceeds from marketable securities (net)                                       |       | 3                                 | 2                                 |
| Proceeds from financial investments   |       | 1                                 | 2                                 |
| Interest received   |       | 5                                 | 8                                 |
| <b>Cash flow from investing activities</b>                                      |       | <b>-85</b>                        | <b>-86</b>                        |
| Dividends paid  |       | -69                               | -69                               |
| Repayment of financial debt   | 15    | -270                              | -167                              |
| Proceeds from financial debt  | 15    | 358                               | –                                 |
| Principal elements of lease payments  | 15    | -38                               | -37                               |
| Acquisition of non-controlling interests  | 1     | –                                 | -2                                |
| Interest paid   |       | -39                               | -49                               |
| <b>Cash flow from financing activities</b>                                      |       | <b>-58</b>                        | <b>-324</b>                       |
| Conversion adjustments to cash and cash equivalents                             |       | -26                               | 11                                |
| <b>Increase/decrease in cash and cash equivalents</b>                           |       | <b>43</b>                         | <b>-126</b>                       |
| Cash and cash equivalents at the beginning of the period                        | 15    | 398                               | 524                               |
| Cash and cash equivalents at the end of the period <sup>2</sup>                 | 15    | 441                               | 398                               |
| <b>Increase/decrease in cash and cash equivalents</b>                           |       | <b>43</b>                         | <b>-126</b>                       |

<sup>1</sup> The consolidated cash flow statement includes cash flow from continuing and discontinued operations. Refer to Note 2 "Acquisitions and Divestments" for cash flow from discontinued operations.

<sup>2</sup> 2025 includes CHF 208 million, which are included in "Assets classified as held for sale" in the balance sheet as of December 31, 2025.

## Consolidated Statement of Changes in Equity

| in CHF million   | Share capital <sup>1</sup> | Additional paid-in capital <sup>2</sup> | Treasury shares <sup>3</sup> | Conversion differences | Retained earnings | Hedge accounting | Fair value adjustment | Income taxes | Total equity attributable to shareholders | Non-controlling interests | Total shareholders' equity |
|--|----------------------------|---|------------------------------|------------------------|-------------------|------------------|-----------------------|--------------|---|---------------------------|----------------------------|
| <b>Balance at January 1, 2024</b>  | <b>340</b>                 | <b>558</b>                              | <b>-129</b>                  | <b>-552</b>            | <b>718</b>        | <b>-3</b>        | <b>-4</b>             | <b>83</b>    | <b>1 010</b>                              | <b>28</b>                 | <b>1 039</b>               |
| Net result   | -                          | -                                       | -                            | -                      | 66                | -                | -                     | -            | 66  | 6                         | 72                         |
| Gains and losses from hedging  | -                          | -                                       | -                            | -                      | -                 | 2                | -                     | -            | 2   | -                         | 2                          |
| Remeasurement of defined benefit plans   | -                          | -                                       | -                            | -                      | 44                | -                | -                     | -6           | 38  | -                         | 38                         |
| Loss from revaluation of investments in equity instruments designated at fair value through other comprehensive income | -                          | -                                       | -                            | -                      | -                 | -                | -1                    | -            | -1  | -                         | -1                         |
| Conversion differences   | -                          | -                                       | -                            | 51                     | -                 | -                | -                     | -            | 51  | 1                         | 52                         |
| <b>Other comprehensive income for the period</b>   | <b>-</b>                   | <b>-</b>                                | <b>-</b>                     | <b>51</b>              | <b>44</b>         | <b>2</b>         | <b>-1</b>             | <b>-7</b>    | <b>90</b>                                 | <b>1</b>                  | <b>90</b>                  |
| <b>Total comprehensive income for the period</b>   | <b>-</b>                   | <b>-</b>                                | <b>-</b>                     | <b>51</b>              | <b>110</b>        | <b>2</b>         | <b>-1</b>             | <b>-7</b>    | <b>156</b>                                | <b>6</b>                  | <b>162</b>                 |
| Dividend distributions   | -                          | -                                       | -                            | -                      | -65               | -                | -                     | -            | -65                                       | -4                        | -69                        |
| Share-based payments   | -                          | -                                       | 4                            | -                      | -1                | -                | -                     | -            | 3   | -                         | 3                          |
| <b>Contributions and distributions</b>   | <b>-</b>                   | <b>-</b>                                | <b>4</b>                     | <b>-</b>               | <b>-65</b>        | <b>-</b>         | <b>-</b>              | <b>-</b>     | <b>-61</b>                                | <b>-4</b>                 | <b>-66</b>                 |
| Acquisition of non-controlling interests without a change in control   | -                          | -                                       | -                            | -2                     | 16                | -                | -                     | -            | 13  | -14                       | -                          |
| <b>Changes in ownership interests</b>  | <b>-</b>                   | <b>-</b>                                | <b>-</b>                     | <b>-2</b>              | <b>16</b>         | <b>-</b>         | <b>-</b>              | <b>-</b>     | <b>13</b>                                 | <b>-14</b>                | <b>-</b>                   |
| <b>Total transactions with owners of the company</b>   | <b>-</b>                   | <b>-</b>                                | <b>4</b>                     | <b>-2</b>              | <b>-50</b>        | <b>-</b>         | <b>-</b>              | <b>-</b>     | <b>-48</b>                                | <b>-18</b>                | <b>-66</b>                 |
| <b>Balance at December 31, 2024</b>  | <b>340</b>                 | <b>558</b>                              | <b>-125</b>                  | <b>-503</b>            | <b>779</b>        | <b>-1</b>        | <b>-5</b>             | <b>76</b>    | <b>1 118</b>                              | <b>17</b>                 | <b>1 135</b>               |
| Net result   | -                          | -                                       | -                            | -                      | -19               | -                | -                     | -            | -19                                       | 5                         | -14                        |
| Gains and losses from hedging  | -                          | -                                       | -                            | -                      | -                 | 2                | -                     | -            | 1   | -                         | 1                          |
| Remeasurement of defined benefit plans   | -                          | -                                       | -                            | -                      | -18               | -                | -                     | 1            | -17                                       | -                         | -17                        |
| Loss from revaluation of investments in equity instruments designated at fair value through other comprehensive income | -                          | -                                       | -                            | -                      | -                 | -                | -1                    | -            | -1  | -                         | -1                         |
| Conversion differences   | -                          | -                                       | -                            | -111                   | -                 | -                | -                     | -            | -111                                      | -2                        | -112                       |
| <b>Other comprehensive income for the period</b>   | <b>-</b>                   | <b>-</b>                                | <b>-</b>                     | <b>-111</b>            | <b>-18</b>        | <b>2</b>         | <b>-1</b>             | <b>-</b>     | <b>-128</b>                               | <b>-1</b>                 | <b>-129</b>                |
| <b>Total comprehensive income for the period</b>   | <b>-</b>                   | <b>-</b>                                | <b>-</b>                     | <b>-111</b>            | <b>-37</b>        | <b>2</b>         | <b>-1</b>             | <b>-</b>     | <b>-147</b>                               | <b>3</b>                  | <b>-144</b>                |
| Dividend distributions   | -                          | -                                       | -                            | -                      | -65               | -                | -                     | -            | -65                                       | -3                        | -69                        |
| Share-based payments   | -                          | -                                       | 9                            | -                      | -2                | -                | -                     | -            | 7   | -                         | 7                          |
| <b>Contributions and distributions</b>   | <b>-</b>                   | <b>-</b>                                | <b>9</b>                     | <b>-</b>               | <b>-68</b>        | <b>-</b>         | <b>-</b>              | <b>-</b>     | <b>-59</b>                                | <b>-3</b>                 | <b>-62</b>                 |
| <b>Balance at December 31, 2025</b>  | <b>340</b>                 | <b>558</b>                              | <b>-116</b>                  | <b>-614</b>            | <b>674</b>        | <b>-</b>         | <b>-6</b>             | <b>76</b>    | <b>912</b>                                | <b>17</b>                 | <b>929</b>                 |

<sup>1</sup> The share capital of OC Oerlikon Corporation AG, Pfäffikon consists of 339 758 576 fully paid registered shares (previous year: 339 758 576) of a nominal value of CHF 1 each. On December 31, 2025, conditional capital amounted to CHF 47 200 000 (previous year: CHF 47 200 000).

<sup>2</sup> As of December 31, 2025, additional paid-in capital includes CHF 330 million (previous year: CHF 330 million) of legal reserves in OC Oerlikon Corporation AG, Pfäffikon.

<sup>3</sup> As of December 31, 2025, the Group held 13 334 302 own shares (previous year: 14 372 928).

## Notes to the Consolidated Financial Statements

Reconciliation of Operational Figures<sup>1</sup>

| 2025                                       |               |                     |               |                         |                          |                                   |                               |                    |
|--|---------------|---------------------|---------------|-------------------------|--------------------------|-----------------------------------|-------------------------------|--------------------|
| in CHF million                             |               | Operational figures | Restructuring | Discontinued activities | Impairments <sup>2</sup> | Acquisition, integration costs    | Separation costs <sup>3</sup> | Unadjusted figures |
| <b>Oerlikon Division</b>                   | <b>EBITDA</b> | <b>263</b>          | -31           | -                       | -                        | -                                 | -3                            | <b>229</b>         |
|  | <b>EBIT</b>   | <b>117</b>          | -31           | -1                      | -38                      | -                                 | -3                            | <b>44</b>          |
| <b>Barmag Division</b>                     | <b>EBITDA</b> | <b>62</b>           | 1             | -                       | -                        | -                                 | -1                            | <b>62</b>          |
|  | <b>EBIT</b>   | <b>40</b>           | 1             | -                       | -                        | -                                 | -1                            | <b>40</b>          |
| <b>Total Divisions</b>                     | <b>EBITDA</b> | <b>326</b>          | -30           | -                       | -                        | -1                                | -3                            | <b>291</b>         |
|  | <b>EBIT</b>   | <b>157</b>          | -30           | -1                      | -38                      | -1                                | -3                            | <b>84</b>          |
| <b>Group/Eliminations</b>                  | <b>EBITDA</b> | <b>16</b>           | -             | -                       | -                        | -                                 | -12                           | <b>4</b>           |
|  | <b>EBIT</b>   | <b>-1</b>           | -             | -                       | -                        | -                                 | -13                           | <b>-14</b>         |
| <b>Total incl. discontinued operations</b> | <b>EBITDA</b> | <b>342</b>          | -31           | -1                      | -                        | -1                                | -16                           | <b>294</b>         |
|  | <b>EBIT</b>   | <b>156</b>          | -31           | -1                      | -38                      | -1                                | -16                           | <b>70</b>          |
| <b>Discontinued operations<sup>4</sup></b> | <b>EBITDA</b> | <b>-71</b>          | -1            | -                       | -                        | -                                 | 9                             | <b>-63</b>         |
|  | <b>EBIT</b>   | <b>-50</b>          | -1            | -                       | -                        | -                                 | 10                            | <b>-41</b>         |
| <b>Total from continuing operations</b>    | <b>EBITDA</b> | <b>271</b>          | -32           | -1                      | -                        | -                                 | -7                            | <b>232</b>         |
|  | <b>EBIT</b>   | <b>107</b>          | -32           | -1                      | -38                      | -                                 | -7                            | <b>29</b>          |
| 2024                                       |               |                     |               |                         |                          |                                   |                               |                    |
| in CHF million                             |               | Operational figures | Restructuring | Discontinued activities | Impairments <sup>2</sup> | Acquisition and integration costs | Separation costs <sup>3</sup> | Unadjusted figures |
| <b>Oerlikon Division</b>                   | <b>EBITDA</b> | <b>306</b>          | -4            | -2                      | -                        | -1                                | -                             | <b>300</b>         |
|  | <b>EBIT</b>   | <b>149</b>          | -4            | -4                      | -                        | -1                                | -                             | <b>140</b>         |
| <b>Barmag Division</b>                     | <b>EBITDA</b> | <b>75</b>           | -             | -3                      | -                        | -                                 | -                             | <b>72</b>          |
|  | <b>EBIT</b>   | <b>52</b>           | -             | -3                      | -                        | -                                 | -                             | <b>49</b>          |
| <b>Total Divisions</b>                     | <b>EBITDA</b> | <b>382</b>          | -4            | -5                      | -                        | -1                                | -1                            | <b>372</b>         |
|  | <b>EBIT</b>   | <b>201</b>          | -4            | -7                      | -                        | -1                                | -1                            | <b>189</b>         |
| <b>Group/Eliminations</b>                  | <b>EBITDA</b> | <b>11</b>           | -             | -                       | -                        | -                                 | -13                           | <b>-2</b>          |
|  | <b>EBIT</b>   | <b>-8</b>           | -             | -                       | -                        | -                                 | -13                           | <b>-22</b>         |
| <b>Total incl. discontinued operations</b> | <b>EBITDA</b> | <b>393</b>          | -4            | -5                      | -                        | -2                                | -13                           | <b>369</b>         |
|  | <b>EBIT</b>   | <b>193</b>          | -4            | -7                      | -                        | -2                                | -13                           | <b>168</b>         |
| <b>Discontinued operations<sup>4</sup></b> | <b>EBITDA</b> | <b>-89</b>          | -             | 3                       | -                        | -                                 | 8                             | <b>-78</b>         |
|  | <b>EBIT</b>   | <b>-66</b>          | -             | 3                       | -                        | -                                 | 8                             | <b>-55</b>         |
| <b>Total from continuing operations</b>    | <b>EBITDA</b> | <b>304</b>          | -4            | -2                      | -                        | -1                                | -6                            | <b>292</b>         |
|  | <b>EBIT</b>   | <b>128</b>          | -4            | -4                      | -                        | -1                                | -6                            | <b>113</b>         |

<sup>1</sup> With the reorganization of the divisions, the HRS Flow business is now part of the Oerlikon Division. Prior year numbers have been adjusted accordingly.

<sup>2</sup> Impairments related to restructuring.

<sup>3</sup> Separation costs relate to the separation of the Barmag Division.

<sup>4</sup> Discontinued operations include the Barmag Division and separation-related expenses, excluding costs that will continue to incur after the disposal.

## Alternative Performance Measures

The alternative performance measures used by the Oerlikon Group are defined as follows:

**Operational EBITDA:** Operational EBITDA is defined as EBITDA adjusted for expenses directly related to restructuring activities, effects from discontinued activities not qualifying as discontinued operations, impairments on associates as well as acquisition, integration and separation costs.

**Operational EBIT:** Operational EBIT is defined as EBIT adjusted for expenses and impairments directly related to restructuring activities, effects from discontinued activities not qualifying as discontinued operations, impairments on associates, goodwill and intangible assets acquired in a business combination as well as acquisition, integration and separation costs.

## Segment Information

| in CHF million  | Oerlikon Division <sup>1</sup> |              | Barmag Division <sup>1</sup> |              | Total Divisions |               |
|---|--------------------------------|--------------|------------------------------|--------------|-----------------|---------------|
|   | 2025                           | 2024         | 2025                         | 2024         | 2025            | 2024          |
| <b>Order intake</b>   | <b>1 655</b>                   | <b>1 622</b> | <b>795</b>                   | <b>750</b>   | <b>2 450</b>    | <b>2 372</b>  |
| <b>Order backlog</b>  | <b>271</b>                     | <b>210</b>   | <b>305</b>                   | <b>269</b>   | <b>576</b>      | <b>478</b>    |
| <b>Sales</b>  |                                |              |                              |              |                 |               |
| Sales to third parties  | 1 568                          | 1 639        | 726                          | 734          | 2 294           | 2 372         |
| Sales to other divisions  | 6                              | 4            | –                            | –            | 6               | 5             |
| Eliminations  | –6                             | –4           | –                            | –            | –6              | –5            |
|   | <b>1 568</b>                   | <b>1 639</b> | <b>726</b>                   | <b>734</b>   | <b>2 294</b>    | <b>2 372</b>  |
| <b>Sales to third parties by location of customers</b>  |                                |              |                              |              |                 |               |
| Asia/Pacific  | 488                            | 485          | 643                          | 598          | 1 131           | 1 082         |
| Europe  | 732                            | 779          | 52                           | 92           | 784             | 871           |
| Americas  | 348                            | 375          | 31                           | 44           | 379             | 419           |
|   | <b>1 568</b>                   | <b>1 639</b> | <b>726</b>                   | <b>734</b>   | <b>2 294</b>    | <b>2 372</b>  |
| <b>Sales to third parties by location of selling entity</b>                                     |                                |              |                              |              |                 |               |
| <b>Asia/Pacific</b>   | <b>435</b>                     | <b>440</b>   | <b>319</b>                   | <b>370</b>   | <b>754</b>      | <b>810</b>    |
| thereof China   | 174                            | 187          | 303                          | 356          | 477             | 543           |
| <b>Europe</b>   | <b>791</b>                     | <b>830</b>   | <b>385</b>                   | <b>338</b>   | <b>1 176</b>    | <b>1 168</b>  |
| thereof Switzerland/Liechtenstein   | 118                            | 121          | –                            | –            | 118             | 121           |
| Germany   | 297                            | 301          | 385                          | 338          | 682             | 639           |
| <b>Americas</b>   | <b>341</b>                     | <b>368</b>   | <b>23</b>                    | <b>26</b>    | <b>364</b>      | <b>394</b>    |
| thereof USA   | 277                            | 305          | 23                           | 26           | 299             | 331           |
|   | <b>1 568</b>                   | <b>1 639</b> | <b>726</b>                   | <b>734</b>   | <b>2 294</b>    | <b>2 372</b>  |
| <b>Timing of revenue recognition</b>  |                                |              |                              |              |                 |               |
| At a point in time  | 1 568                          | 1 639        | 308                          | 386          | 1 875           | 2 025         |
| Transferred over time   | –                              | –            | 418                          | 347          | 418             | 347           |
|   | <b>1 568</b>                   | <b>1 639</b> | <b>726</b>                   | <b>734</b>   | <b>2 294</b>    | <b>2 372</b>  |
| <b>Capital expenditure for property, plant and equipment, and intangible assets<sup>2</sup></b> |                                |              |                              |              |                 |               |
| Asia/Pacific  | 23                             | 23           | 2                            | 2            | 25              | 25            |
| Europe  | 46                             | 60           | 6                            | 7            | 51              | 67            |
| Americas  | 24                             | 23           | –                            | –            | 24              | 23            |
|   | <b>93</b>                      | <b>106</b>   | <b>8</b>                     | <b>9</b>     | <b>101</b>      | <b>115</b>    |
| <b>Operational EBITDA<sup>3</sup></b>   | <b>263</b>                     | <b>306</b>   | <b>62</b>                    | <b>75</b>    | <b>326</b>      | <b>382</b>    |
| <b>Operational EBIT<sup>3</sup></b>   | <b>117</b>                     | <b>149</b>   | <b>40</b>                    | <b>52</b>    | <b>157</b>      | <b>201</b>    |
| <b>Other material items</b>   |                                |              |                              |              |                 |               |
| Research and development expense  | –89                            | –81          | –28                          | –26          | –117            | –107          |
| Depreciation and amortization   | –146                           | –158         | –22                          | –23          | –168            | –181          |
| Impairment of property, plant and equipment and right-of-use assets                             | –16                            | –1           | –                            | –            | –16             | –1            |
| Impairment of intangible assets   | –22                            | –1           | –                            | –            | –22             | –1            |
| Restructuring expense/income  | –31                            | –4           | 1                            | –            | –30             | –4            |
| <b>Net operating assets<sup>4</sup></b>   | <b>31.12.25</b>                | 31.12.24     | <b>31.12.25</b>              | 31.12.24     | <b>31.12.25</b> | 31.12.24      |
| Operating assets <sup>5</sup>   | 2 303                          | 2 502        | 705                          | 760          | 3 008           | 3 262         |
| Operating liabilities <sup>6</sup>  | –354                           | –376         | –458                         | –512         | –812            | –888          |
|   | <b>1 949</b>                   | <b>2 126</b> | <b>247</b>                   | <b>248</b>   | <b>2 196</b>    | <b>2 374</b>  |
| <b>Number of employees (full-time equivalents)</b>  | <b>31.12.25</b>                | 31.12.24     | <b>31.12.25</b>              | 31.12.24     | <b>31.12.25</b> | 31.12.24      |
| Asia/Pacific  | 2 320                          | 2 269        | 1 087                        | 1 014        | 3 407           | 3 283         |
| Europe  | 5 056                          | 5 316        | 1 237                        | 1 328        | 6 293           | 6 644         |
| Americas  | 1 638                          | 1 704        | 46                           | 52           | 1 684           | 1 755         |
|   | <b>9 015</b>                   | <b>9 289</b> | <b>2 370</b>                 | <b>2 393</b> | <b>11 385</b>   | <b>11 682</b> |

| Group/<br>Eliminations |          | Total incl. discontin-<br>ued operations |          | Discontinued<br>operations |          | Total continuing<br>operations |          |
|------------------------|----------|--|----------|----------------------------|----------|--------------------------------|----------|
| 2025                   | 2024     | 2025                                     | 2024     | 2025                       | 2024     | 2025                           | 2024     |
| -                      | -        | 2 450                                    | 2 372    | 795                        | 750      | 1 655                          | 1 622    |
| -                      | -        | 576                                      | 478      | 305                        | 269      | 271                            | 210      |
| -                      | -        | 2 294                                    | 2 372    | 726                        | 734      | 1 568                          | 1 639    |
| -6                     | -5       | -  | -        | -                          | -        | -                              | -        |
| 6                      | 5        | -  | -        | -                          | -        | -                              | -        |
| -                      | -        | 2 294                                    | 2 372    | 726                        | 734      | 1 568                          | 1 639    |
| -                      | -        | 1 131                                    | 1 082    | 643                        | 598      | 488                            | 485      |
| -                      | -        | 784                                      | 871      | 52                         | 92       | 732                            | 779      |
| -                      | -        | 379                                      | 419      | 31                         | 44       | 348                            | 375      |
| -                      | -        | 2 294                                    | 2 372    | 726                        | 734      | 1 568                          | 1 639    |
| -                      | -        | 754                                      | 810      | 319                        | 370      | 435                            | 440      |
| -                      | -        | 477                                      | 543      | 303                        | 356      | 174                            | 187      |
| -                      | -        | 1 176                                    | 1 168    | 385                        | 338      | 791                            | 830      |
| -                      | -        | 118                                      | 121      | -                          | -        | 118                            | 121      |
| -                      | -        | 682                                      | 639      | 385                        | 338      | 297                            | 301      |
| -                      | -        | 364                                      | 394      | 23                         | 26       | 341                            | 368      |
| -                      | -        | 299                                      | 331      | 23                         | 26       | 277                            | 305      |
| -                      | -        | 2 294                                    | 2 372    | 726                        | 734      | 1 568                          | 1 639    |
| -                      | -        | 1 875                                    | 2 025    | 308                        | 386      | 1 568                          | 1 639    |
| -                      | -        | 418                                      | 347      | 418                        | 347      | -                              | -        |
| -                      | -        | 2 294                                    | 2 372    | 726                        | 734      | 1 568                          | 1 639    |
| -                      | -        | 25                                       | 25       | 2                          | 2        | 23                             | 23       |
| 8                      | 7        | 59                                       | 74       | 6                          | 7        | 54                             | 68       |
| -                      | -        | 24                                       | 23       | -                          | -        | 24                             | 23       |
| 8                      | 7        | 109                                      | 122      | 8                          | 9        | 101                            | 113      |
| 16                     | 11       | 342                                      | 393      | 71                         | 89       | 271                            | 304      |
| -1                     | -8       | 156                                      | 193      | 50                         | 66       | 107                            | 128      |
| -                      | -        | -117                                     | -107     | -28                        | -26      | -89                            | -81      |
| -17                    | -19      | -186                                     | -200     | -22                        | -23      | -163                           | -177     |
| -                      | -        | -16                                      | -1       | -                          | -        | -16                            | -1       |
| -1                     | -1       | -23                                      | -1       | -                          | -        | -23                            | -1       |
| -                      | -        | -31                                      | -4       | 1                          | -        | -32                            | -4       |
| 31.12.25               | 31.12.24 | 31.12.25                                 | 31.12.24 | 31.12.25                   | 31.12.24 | 31.12.25                       | 31.12.24 |
| 89                     | 92       | 3 097                                    | 3 354    | 705                        | 760      | 2 392                          | 2 594    |
| -44                    | -43      | -856                                     | -931     | -458                       | -509     | -398                           | -422     |
| 45                     | 49       | 2 241                                    | 2 423    | 247                        | 251      | 1 994                          | 2 173    |
| 31.12.25               | 31.12.24 | 31.12.25                                 | 31.12.24 | 31.12.25                   | 31.12.24 | 31.12.25                       | 31.12.24 |
| 70                     | 107      | 3 477                                    | 3 390    | 1 087                      | 1 074    | 2 390                          | 2 316    |
| 258                    | 275      | 6 552                                    | 6 919    | 1 237                      | 1 328    | 5 315                          | 5 591    |
| -                      | -        | 1 684                                    | 1 755    | 46                         | 52       | 1 638                          | 1 704    |
| 328                    | 382      | 11 713                                   | 12 064   | 2 370                      | 2 453    | 9 343                          | 9 611    |

### Segment Information

The Group consists of the following reportable segments:

- The Oerlikon Division is a world-leading supplier of advanced materials and surface technologies for components and tools used in a wide range of industrial applications where superior materials and surface performance are required.
- The Barmag Division is a world market leader for solutions and systems used to manufacture manmade fibers that enable customers to produce high-quality synthetic fibers.

The segment reporting of the Group is in accordance with the "management approach" and based on the internal structure and reporting. The Executive Chairman performs the function of the Chief Operating Decision Maker (CODM), assesses performance and makes resource allocation decisions.

The internal reporting to the CODM is based on uniform Group accounting principles, which correspond to those used in the consolidated financial statements. Intersegment pricing is determined on an arm's length basis.

<sup>1</sup> With the reorganization of the division, the HRS Flow business is now part of the Oerlikon Division. Prior year numbers have been adjusted accordingly.

<sup>2</sup> Does not include non-current assets acquired through business combinations.

<sup>3</sup> Operational EBITDA and Operational EBIT from prior year are restated for discontinued activities (refer to Reconciliation of Operational Figures).

<sup>4</sup> For 2024 the Barmag Division is shown under discontinued operations.

<sup>5</sup> Operating assets include total assets without cash and cash equivalents, current financial investments, current income tax receivables and deferred tax assets.

<sup>6</sup> Operating liabilities include total liabilities without financial and lease liabilities, current income taxes payable, non-current post-employment benefit liabilities and deferred tax liabilities.

## Reconciliation to the Consolidated Balance Sheet

| in CHF million   | December 31,<br>2025 | December 31,<br>2024 |
|--|----------------------|----------------------|
| Operating assets   | 2 392                | 3 354                |
| Cash and cash equivalents                                    | 233                  | 398                  |
| Current financial investments                                | 4                    | 14                   |
| Current income tax receivables                               | 18                   | 24                   |
| Deferred tax assets  | 68                   | 153                  |
| Other non-operating assets                                   | 25                   | 59                   |
| Assets classified as held for sale                           | 1 022                | –                    |
| <b>Total assets</b>  | <b>3 761</b>         | <b>4 002</b>         |
| Operating liabilities  | 398                  | 931                  |
| Lease liabilities  | 190                  | 205                  |
| Current financial liabilities                                | 698                  | 263                  |
| Non-current loans and borrowings                             | 668                  | 1 049                |
| Current income tax payable                                   | 24                   | 45                   |
| Non-current post-employment benefit liabilities <sup>1</sup> | 59                   | 182                  |
| Deferred tax liabilities                                     | 129                  | 171                  |
| Other non-operating liabilities                              | 16                   | 21                   |
| Liabilities classified as held for sale                      | 650                  | –                    |
| <b>Total liabilities</b>                                     | <b>2 832</b>         | <b>2 867</b>         |

<sup>1</sup> Excluding other employee benefit liabilities (refer to Note 13, Post-employment Benefits).

## Geographical Information on Non-current Assets

| in CHF million            | 2025         | 2024         |
|---------------------------|--------------|--------------|
| <b>Asia/Pacific</b>       | <b>172</b>   | <b>232</b>   |
| thereof                   |              |              |
| China                     | 70           | 121          |
| <b>Europe</b>             | <b>1 423</b> | <b>2 008</b> |
| thereof                   |              |              |
| Switzerland/Liechtenstein | 993          | 1 409        |
| Germany                   | 85           | 204          |
| <b>Americas</b>           | <b>182</b>   | <b>210</b>   |
| thereof                   |              |              |
| USA                       | 159          | 190          |
| <b>Total</b>              | <b>1 777</b> | <b>2 450</b> |

Non-current assets as shown in the table above do not include deferred tax assets and post-employment benefit assets.

## Information about Major Customers

In 2025 and 2024, no customer represented 10 % or more of the company's third-party sales.

## Significant Accounting Principles

### Company operations

OC Oerlikon Corporation AG, Pfäffikon is a Swiss public company located in Churerstrasse 120, Pfäffikon, canton of Schwyz, Switzerland. It is the ultimate parent company of the Oerlikon Group, a leading high-tech industrial group which provides innovative industrial solutions and cutting-edge technologies for surface solutions and polymer processing solutions. Apart from its activities in Switzerland, the Oerlikon Group operates primarily in EU member states, North America and Asia, and has a workforce of 11 713 employees (full-time equivalents, including discontinued operations).

The consolidated financial statements were approved by the Board of Directors on February 23, 2026 and will be submitted to the Annual General Meeting of Shareholders on March 24, 2026 for approval.

### Discontinued operations

Following the announcement of the divestment of the Barnag Division, the respective prior-year figures are shown as discontinued operations and therefore, certain 2024 figures have been restated in accordance with IFRS 5. Effects of the adjustments to the 2024 consolidated income statement are shown in Note 2.

All disclosures in the notes to the consolidated financial statements refer to continuing operations, except where otherwise indicated.

### Basis of preparation

The consolidated financial statements of OC Oerlikon Corporation AG, Pfäffikon have been prepared in accordance with IFRS® Accounting Standards and comply with Swiss law. IFRS Accounting Standards comprise the following authoritative literature: IFRS Accounting Standards, IAS® Standards and Interpretations developed by the IFRS Interpretations Committee (IFRIC® Interpretations) or its predecessor body, the Standing Interpretations Committee (SIC® Interpretations). The consolidated financial statements are presented in Swiss francs (CHF). Values of assets and liabilities have been determined in accordance with the historical cost convention, with the exception of derivative financial instruments, contingent considerations and financial assets which are held at fair value.

### Adoption of new and revised accounting standards

No new or amended standards or interpretations effective for the financial year beginning on January 1, 2025 had a significant impact on the Group's consolidated financial statements.

### Newly published accounting standards not early adopted

Certain new accounting standards and interpretations have been published by the IASB that are not mandatory yet for the reporting period beginning on January 1, 2025 and were not early adopted by the Oerlikon Group. Except for IFRS 18 none of them is expected to have a material impact on the Group's financial statements.

IFRS 18 - Presentation and Disclosure in Financial Statements was issued by the International Accounting Standards Board in April 2024. IFRS 18 is effective for annual periods beginning on or after January 1, 2027. IFRS 18 will replace IAS Standards 1 - Presentation of Financial Statements. The impact of IFRS 18 is currently under review. While no changes to the recognition and measurement basis are currently expected, the new standard impacts the structure of the consolidated financial statements. The Group expects that some transactions currently recognized in the financial result will be recognized in operating profit as a result of the revised presentation requirements. In addition, IFRS 18 introduces new disclosure requirements for the Notes to the consolidated financial statements.

### Judgments, estimates and assumptions

Preparation of the consolidated financial statements in accordance with IFRS requires management to make estimates and assumptions that affect the values of reported revenues, expenses, assets, liabilities and contingent liabilities at the reporting date. These estimates and assumptions are constantly being revised. Depending on the issues involved, revision of such assumptions can have an effect on the current period, as well as potentially on future periods. These estimates, judgments and assumptions are based on historical experience and other factors that are believed to be reasonable and justified as expectations of future events. However, actual results can differ from these estimates. Moreover, consistent application of the chosen accounting principles can require management to make decisions that may have a material impact on the amounts reported in the annual financial statements. Above all, assessment of business transactions that involve complex structures or legal forms call for decisions on management's part. The most important accounting estimates are to be found in Note 2 for divestments, Note 3 for revenue recognition, Note 7 for taxes on income, Note 12 for impairment of goodwill and intangible assets, Note 13 for pensions and Note 14 for provisions.

## Consolidation Principles

### Subsidiaries

December 31 is the uniform closing date for all subsidiaries included in the consolidated financial statements. Subsidiaries are all entities over which OC Oerlikon Corporation AG, Pfäffikon has control. The Group controls an entity when it is exposed to, or has rights to, variable returns from its involvement with the company and has the ability to affect those returns through its power over the entity. The financial statements of subsidiaries are included in the consolidated financial statements of the Oerlikon Group from the date on which control commences until the date on which control ceases. Non-controlling interests are recorded separately under equity in the consolidated financial statements. Transactions with non-controlling interests that do not result in loss of control are accounted for as equity transactions. All consolidated subsidiaries held are shown in the listing at the end of the notes.

When the Group ceases to have control over a subsidiary, it derecognizes the assets and liabilities of the subsidiary and any related non-controlling interests and other components of equity. Any resulting gain or loss is recognized in the income statement. Amounts previously recognized in other comprehensive income that may be reclassified to the income statement are reclassified to the income statement. Any retained interest in the former subsidiary is remeasured to its fair value at the date when control is lost.

### Translation of foreign currencies

The accounts of foreign entities are prepared in the relevant functional currency and translated into Swiss francs in accordance with IAS 21. An entity's functional currency is the currency of the primary economic environment in which the entity operates. In the consolidation, assets and liabilities of foreign subsidiaries are translated into Swiss francs at the exchange rate prevailing on the balance sheet date, while income, expenses and cash flows are translated using average rates for the year. Differences resulting from the respective translation into Swiss francs are recognized in other comprehensive income. Exchange gains and losses, as recorded in the individual company accounts of subsidiaries, are included in the

income statement. Excluded from this rule are specific long-term intercompany monetary items that form part of the net investment in a foreign subsidiary whose exchange translation differences are recognized in other comprehensive income. In the year that a foreign entity is divested, the cumulative translation differences recorded in other comprehensive income are reclassified to the income statement as part of the gain or loss upon disposal.

### Elimination of intercompany transactions and profits

Intercompany assets, liabilities, income, expenses and cash flows are eliminated in the consolidated financial statements. The same applies to profits on intercompany sales not yet realized through sales to third parties, as well as profits on transfers of fixed assets and investments in subsidiaries.

## Notes to the Consolidated Financial Statements

### Group Structure

Note 1

#### Subsidiaries

A list of Oerlikon's subsidiaries can be found on pages 114 and 115.

During the financial year 2025, there were no significant changes in the Group structure.

#### Non-controlling interests

The following Group companies have non-controlling interests as of December 31:

| Company  | Country     | Non-controlling interests in % |       |
|--|-------------|--------------------------------|-------|
|  |             | 2025                           | 2024  |
| Oerlikon Barmag Huitong (Yangzhou) Engineering Co. Ltd.  | China       | 40.00                          | 40.00 |
| Oerlikon Huagang Materials Technology (Zigong) Co., Ltd. | China       | 40.00                          | 40.00 |
| Teknoweb Materials S.r.l.                                | Italy       | 33.10                          | 33.10 |
| Oerlikon Balzers Coating Luxembourg S.à r.l.             | Luxembourg  | 40.00                          | 40.00 |
| Oerlikon Balzers Coating Korea Co. Ltd.                  | South Korea | 10.10                          | 10.10 |

The share that non-controlling interests have in the Oerlikon Group's activities and cash flows are not material.

#### Interests in joint arrangements and associates

The Oerlikon Group does not hold any significant interests in joint arrangements and associates.

#### Significant prior-year changes in Group structure

##### Foundation of subsidiaries

As of January 22, 2024, Oerlikon Nitriding (Shanghai) Technology Co., Ltd. was founded.

As of February 29, 2024, Oerlikon Nitriding Slovakia s.r.o. was founded.

As of November 25, 2024, OC Oerlikon Verwaltungs AG, Pfäffikon was founded.

##### Liquidation of subsidiaries

As of January 15, 2024, HRS Flow (Thailand) Co. Ltd was de-registered.

As of January 19, 2024, Mercurio S.r.l. in liquidazione was de-registered.

As of March 4, 2024, FIR. Parts S.r.l in liquidazione was de-registered.

##### Acquisition of non-controlling interests

On October 2, 2024, the Oerlikon Group purchased the remaining non-controlling interests in SAS COEURDOR (increasing the ownership from 86% to 100%, this also related to its subsidiaries FCM S.p.A. in liquidazione and Cubimatéria Polimentos Unipessoal LDA).

#### Mergers

| Company                                    | Merged into  | Date             |
|--|--|------------------|
| Oerlikon Friction Systems do Brasil Ltda.  | Oerlikon Balzers Revestimentos Metálicos Ltda.     | April 1, 2024    |
| Oerlikon Textile Machinery (Wuxi) Co. Ltd. | Oerlikon Chemical Fiber Machinery (Wuxi) Co., Ltd. | June 11, 2024    |
| Oerlikon Friction Systems (India) Ltd.     | Oerlikon Balzers Coating India Pvt. Ltd.           | October 28, 2024 |

## Acquisitions and Divestments

Note 2

### Acquisitions

There have not been any acquisitions in 2025 and 2024.

### Divestment of Barmag

On May 5, 2025, the Oerlikon Group signed an agreement for the divestiture of its Barmag textile machinery business for manmade fibers (which corresponds to the Barmag Division) to Rieter. Consequently, the Barmag business is presented as discontinued operations. As per December 31, 2025, the disposal group held for sale comprised assets of CHF 1 022 million and liabilities of CHF 650 million. The disposal group was not a discontinued operation or classified as held for sale as of December 31, 2024. The comparative consolidated income statement has been restated to show the discontinued operation separately from the continuing operations.

Cumulative exchange differences relating to foreign operations to be disposed of previously recognized in other comprehensive income will be reclassified to the income statement on disposal of Barmag, i.e. when control of the subsidiaries is lost. As at December 31, 2025, the cumulative exchange differences concerned were negative (CHF 222 million) and therefore management assumes that a loss will be reclassified from other comprehensive income to the income statement on disposal.

Oerlikon has received all regulatory clearances for the divestment of its Barmag business to Rieter. The closing of the transaction took place on February 2, 2026. Refer to Note 21 Subsequent Events for further details.

### Result from discontinued operations

| in CHF million  | January 1 to<br>December 31,<br>2025 | January 1 to<br>December 31,<br>2024 |
|---|--------------------------------------|--------------------------------------|
| <b>Sales</b>  | <b>726</b>                           | <b>734</b>                           |
| Total expenses  | -676                                 | -684                                 |
| <b>Result before taxes (EBT)</b>                                | <b>50</b>                            | <b>50</b>                            |
| Income taxes  | -13                                  | -3                                   |
| <b>Result from discontinued operations, net of income taxes</b> | <b>37</b>                            | <b>47</b>                            |
| Attributable to:  |                                      |                                      |
| Shareholders of the parent                                      | 33                                   | 43                                   |
| Non-controlling interests                                       | 3                                    | 3                                    |
| Earnings per share in CHF                                       | 0.10                                 | 0.13                                 |
| Diluted earnings per share in CHF                               | 0.10                                 | 0.13                                 |

### Cash flow from discontinued operations

| in CHF million                                     | January 1 to<br>December 31,<br>2025 | January 1 to<br>December 31,<br>2024 |
|--|--------------------------------------|--------------------------------------|
| Cash flow from operating activities                | 23                                   | 22                                   |
| Cash flow from investing activities                | -2                                   | -3                                   |
| Cash flow from financing activities                | -20                                  | -22                                  |
| <b>Net cash flows from discontinued operations</b> | <b>-</b>                             | <b>-3</b>                            |

### Disposal group classified as held for sale

The assets and liabilities of the disposal group classified as held for sale are measured at the lower of their carrying amount and fair value less cost to sell and are presented separately on the balance sheet. Based on the decision to sell the disposal group, impairment reviews were performed which revealed no need for impairment. Fair value less cost to sell has been determined based on the expected sales proceeds as contractually agreed with the third-party buyers. This is a Level 3 fair value measurement.

## Acquisitions and Divestments

Note 2 (cont.)

As of December 31, 2025, the following assets and liabilities have been classified as held for sale:

### Assets classified as held for sale

| in CHF million                                  | December 31, 2025 |
|---|-------------------|
| Cash and cash equivalents                       | 208               |
| Current financial investments and derivatives   | 4                 |
| Trade and trade notes receivable                | 65                |
| Current contract assets                         | 17                |
| Other receivables                               | 30                |
| Current income tax receivables                  | 7                 |
| Inventories                                     | 102               |
| Prepaid expenses                                | 1                 |
| Loans and other non-current receivables         | 7                 |
| Non-current financial investments               | 13                |
| Property, plant and equipment                   | 79                |
| Right-of-use assets                             | 20                |
| Goodwill and intangible assets                  | 390               |
| Deferred tax assets                             | 79                |
| Non-current contract assets                     | 1                 |
| <b>Total assets classified as held for sale</b> | <b>1 021</b>      |

### Liabilities classified as held for sale

| in CHF million                                       | December 31, 2025 |
|--|-------------------|
| Trade payables                                       | 185               |
| Current contract liabilities                         | 143               |
| Current lease liabilities                            | 3                 |
| Current financial liabilities and derivatives        | 11                |
| Other current liabilities                            | 17                |
| Accrued liabilities                                  | 72                |
| Current income taxes payable                         | 6                 |
| Current post-employment benefit liabilities          | 6                 |
| Current provisions                                   | 32                |
| Non-current lease liabilities                        | 16                |
| Non-current financial liabilities                    | 22                |
| Non-current post-employment benefit liabilities      | 106               |
| Deferred tax liabilities                             | 29                |
| Non-current provisions                               | 3                 |
| <b>Total liabilities classified as held for sale</b> | <b>650</b>        |

## Accounting Principles

### Assets and liabilities classified as held for sale and discontinued operation

Non-current assets (or disposal groups) are classified as held for sale if their carrying amounts will be recovered principally through a sale transaction rather than through continuing use. A component of the Group is reclassified into "discontinued operations" if it has been disposed of or is classified as held for sale and if it represents a major line of business or geographical area of operations and is part of a single coordinated plan to be disposed. Non-current assets and disposal groups held for sale are carried at the lower of their carrying amount or fair value less cost to sell, and any value impairments are recognized in the income statement. Depreciation of non-current assets ceases when the respective qualification as assets held for sale is met.

Revenue and expenses are allocated to discontinued operations when the entity will no longer be entitled to those revenues, or will no longer incur those expenses after the disposal. The elimination of revenue and costs are booked against continued operations. Costs incurred by the group that result in expenses and that would have been avoided if the disposal had not taken place are allocated to discontinued operations.

### Significant Estimates

Where the Group acquires control of another business, the identifiable assets acquired, the liabilities assumed and any non-controlling interest in the acquired business shall be recognized, separately from goodwill.

This process involves management making an assessment of the fair value of these items. Management judgment is particularly involved in the recognition and measurement of the following items:

- Intellectual property. This may include technologies, patents, licenses, trademarks and similar rights for currently marketed products.
- Customer relationships.
- Contingencies such as legal, tax and environmental matters.
- The recoverability of any accumulated tax losses previously incurred by the acquired company.

In all cases, management makes an assessment based on the underlying economic substance of the items concerned, and not only on the contractual terms, in order to fairly present these items.

## Revenue

Note 3

Disaggregation of revenue from contracts with customers by division and market<sup>1</sup>:

|  | Oerlikon Division              |                                | Barmag Division                |                                | Total incl. discontinued operations |                                | Discontinued operations        |                                | Total continuing operations    |                                |
|--|--------------------------------|--------------------------------|--------------------------------|--------------------------------|-------------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|
|  | January 1 to December 31, 2025 | January 1 to December 31, 2024 | January 1 to December 31, 2025 | January 1 to December 31, 2024 | January 1 to December 31, 2025      | January 1 to December 31, 2024 | January 1 to December 31, 2025 | January 1 to December 31, 2024 | January 1 to December 31, 2025 | January 1 to December 31, 2024 |
| in CHF million                                     |                                |                                |                                |                                |                                     |                                |                                |                                |                                |                                |
| Automotive   | 329                            | 349                            | –                              | –                              | 329                                 | 349                            | –                              | –                              | 329                            | 349                            |
| Aviation   | 227                            | 216                            | –                              | –                              | 227                                 | 216                            | –                              | –                              | 227                            | 216                            |
| Energy   | 78                             | 79                             | –                              | –                              | 78                                  | 79                             | –                              | –                              | 78                             | 79                             |
| Filament   | –                              | –                              | 585                            | 565                            | 585                                 | 565                            | 585                            | 565                            | –                              | –                              |
| General Industries                                 | 338                            | 356                            | –                              | –                              | 338                                 | 356                            | –                              | –                              | 338                            | 356                            |
| Hot Runners  | 135                            | 141                            | –                              | –                              | 135                                 | 141                            | –                              | –                              | 135                            | 141                            |
| Industrial and Interiors                           | –                              | –                              | 65                             | 85                             | 65                                  | 85                             | 65                             | 85                             | –                              | –                              |
| Nonwoven and Plant Engineering                     | –                              | –                              | 75                             | 84                             | 75                                  | 84                             | 75                             | 84                             | –                              | –                              |
| Luxury   | 156                            | 178                            | –                              | –                              | 156                                 | 178                            | –                              | –                              | 156                            | 178                            |
| Tooling  | 305                            | 320                            | –                              | –                              | 305                                 | 320                            | –                              | –                              | 305                            | 320                            |
| <b>Total revenue from contracts with customers</b> | <b>1 568</b>                   | <b>1 639</b>                   | <b>726</b>                     | <b>734</b>                     | <b>2 294</b>                        | <b>2 372</b>                   | <b>726</b>                     | <b>734</b>                     | <b>1 568</b>                   | <b>1 639</b>                   |

<sup>1</sup> With the reorganization of the divisions, the HRS Flow business is now part of the Oerlikon Division. Prior year numbers and markets have been adjusted accordingly.

### Significant changes in contract assets and contract liabilities balances during the period:

|   | 2025        | 2024        |
|---|-------------|-------------|
| in CHF million  |             |             |
| <b>Opening balance - Contract assets</b>  | <b>14</b>   | <b>28</b>   |
| <b>Opening balance - Contract liabilities</b>   | <b>-182</b> | <b>-205</b> |
| <b>Net opening balance</b>  | <b>-169</b> | <b>-177</b> |
| Increase due to revenue recognized over time during the year (including revenue catch-up) <sup>1</sup>                                    | 155         | 347         |
| Decrease due to transfer of AR (sales invoiced, but no advance payments received) or to due advanced payments received (not yet invoiced) | -147        | -339        |
| Additions of contract costs   | –           | 2           |
| Assets/liabilities held for sale  | 136         | –           |
| Amortization of contract costs  | –           | -3          |
| <b>Net closing balance</b>  | <b>-25</b>  | <b>-169</b> |
| Thereof presented as:   |             |             |
| – Current contract assets   | –           | 13          |
| – Non-current contract assets <sup>2</sup>  | –           | 1           |
| – Current contract liabilities  | -25         | -182        |

<sup>1</sup> Thereof CHF 69 million were already included in contract liabilities at the beginning of the period (previous year: CHF 205 million).

<sup>2</sup> Thereof CHF 0 million recognized from costs to fulfill a contract (previous year: CHF 1 million) and CHF 0 million from costs to obtain a contract (previous year: less than CHF 1 million).

## Revenue

Note 3 (cont.)

### Transaction price allocated to the remaining performance obligations:

Revenue related to performance obligations that are unsatisfied (or partially unsatisfied) at the reporting date is expected to be recognized in the future as follows. As a practical expedient, no disclosure is provided for performance obligations related to contracts with an original expected duration of one year or less.

| in CHF million | 2025     | 2024       |
|----------------|----------|------------|
| < 1 year       | –        | 411        |
| 1-2 years      | –        | 135        |
| 2-3 years      | –        | 9          |
| beyond 3 years | –        | –          |
| <b>Total</b>   | <b>–</b> | <b>554</b> |

### Accounting Principles

#### Revenue recognition

Revenue is recognized to depict the transfer of promised goods or services to the customer in an amount that reflects the consideration to which the entity expects to be entitled in exchange for those goods or services. Revenue is recognized when performance obligations have been satisfied, i.e. when control of goods or services has been transferred to the customer, and if it is probable that the economic benefits will flow to the company. In accordance with the recognition criteria of IFRS 15, control may be transferred either at a point in time or over time. Revenue is measured based on the consideration the Oerlikon Group received or expects to receive in exchange for its goods and services. If a contract contains more than one performance obligation, the overall consideration is allocated to the different components affected, based on the standalone observable selling price of each performance obligation. The consideration received in exchange for its goods or services may be fixed or variable. Variable consideration is only recognized when it is highly probable that a significant reversal of cumulative recognized revenue will not occur. The respective estimate is updated regularly. Sales commissions, which the company would not have incurred if the contract was not obtained, are recognized as contract costs (assets). Unless the amortization period is less than one year (expensed as occurred), contract costs are amortized over the duration of the contract and subject to impairment. Sales payment terms are in line with the industry's standards, and deferred payment terms are agreed only in rare circumstances.

#### Contract assets / contract liabilities

Contract assets are an entity's right to consideration in exchange for goods or services that the entity has transferred to a customer when that right is conditioned on something other than the passage of time (for example, the entity's future performance). Contract assets include incremental costs to fulfill a contract. Contract liabilities are an entity's obligation to transfer goods or services to a customer for which the entity has received consideration (or the amount is due) from customers.

#### Remaining performance obligation

Remaining performance obligation is the aggregate amount of consideration to which an entity expects to be entitled in the future in exchange of transferring promised goods or services to a customer (promised in a contract), which are unsatisfied, or partially unsatisfied, as of the end of the reporting period. As a practical expedient no disclosure is given for performance obligations related to contracts with original expected duration of one year or less.

#### Order backlog

Although conceptually very similar, the calculation of remaining performance obligations does not necessarily align with the disclosed order backlog. A remaining performance obligation only qualifies as order backlog when specific cash down payments or additional preconditions in terms of customer financing are fulfilled.

#### Significant Estimates

Estimates are used to determine the stage of completion of performance obligations satisfied over time. According to the input method the future costs necessary to satisfy the performance obligation must be estimated. As actual costs to complete may differ from these estimates they must be reviewed on a regular basis and adjusted if necessary. Such adjustments could affect costs, the stage of completion, and both realized and anticipated profits. Any adjustments are recognized in the period in which they occur. Losses can occur when the expected contract costs exceed the expected revenue. Such losses are recognized as an expense immediately when identified.

**Other Income and Expenses**

Note 4

| in CHF million                                | 2025      | 2024,<br>restated |
|---|-----------|-------------------|
| Licensing, patent and know-how income         | 1         | –                 |
| Result from associates and joint arrangements | 1         | 1                 |
| Other income                                  | 11        | 14                |
| <b>Other income</b>                           | <b>13</b> | <b>15</b>         |
| Taxes not based on income                     | –6        | –2                |
| Acquisition and integration costs             | –         | –1                |
| Separation costs                              | –         | –2                |
| Other expenses                                | –2        | –1                |
| <b>Other expenses</b>                         | <b>–8</b> | <b>–6</b>         |
| <b>Other income and expenses, net</b>         | <b>4</b>  | <b>9</b>          |

**Personnel Expenses**

Note 5

| in CHF million   | 2025       | 2024,<br>restated |
|--|------------|-------------------|
| Salaries and wages <sup>1</sup>                          | 512        | 531               |
| Social security and other employee benefits <sup>2</sup> | 150        | 139               |
| <b>Total</b>   | <b>663</b> | <b>671</b>        |

<sup>1</sup> Includes expenses related to restructuring programs that primarily aim to reduce structural costs in the divisions.

<sup>2</sup> Included in the expenses for social security and other employee benefits is CHF 23 million (previous year, restated: CHF 24 million) attributable to specific post-employment benefit plans of the individual companies. The remainder includes the legally required benefit contributions of Group companies, as well as other social security expenses.

**Financial Income and Expenses**

Note 6

| in CHF million  | 2025       | 2024,<br>restated |
|---|------------|-------------------|
| Interest income   | 2          | 4                 |
| Net gain on hedging transactions recognized in the income statement | –          | 1                 |
| <b>Financial income</b>   | <b>3</b>   | <b>5</b>          |
| Interest on financial debt  | –34        | –38               |
| Interest on liabilities for benefit plans, net                      | –2         | –2                |
| Interest expenses for lease liabilities                             | –7         | –6                |
| Other financial expenses  | –3         | –2                |
| Foreign currency loss, net  | –12        | –                 |
| Net loss on hedging transactions recognized in the income statement | –1         | –                 |
| <b>Financial expenses</b>   | <b>–58</b> | <b>–49</b>        |
| <b>Financial expenses, net</b>                                      | <b>–56</b> | <b>–44</b>        |

**Accounting Principles**

Interest expenses are recognized in the income statement by using the effective interest rate method. Borrowing costs that can be directly allocated to the construction, build-up or purchase of a qualified asset are capitalized through the costs of the assets.

## Income Taxes

Note 7

| in CHF million             | 2025                  |                         |            | 2024                  |                         |            |
|----------------------------|-----------------------|-------------------------|------------|-----------------------|-------------------------|------------|
|                            | Continuing operations | Discontinued operations | Total      | Continuing operations | Discontinued operations | Total      |
| Current income tax expense | -35                   | -14                     | -49        | -47                   | -10                     | -57        |
| Deferred tax income        | 11                    | 1                       | 12         | 3                     | 7                       | 10         |
| <b>Total</b>               | <b>-24</b>            | <b>-13</b>              | <b>-37</b> | <b>-44</b>            | <b>-3</b>               | <b>-47</b> |

## Analysis of tax expenses

| in CHF million  | 2025       | 2024       |
|---|------------|------------|
| Result before taxes from continuing operations            | -27        | 69         |
| Result before taxes from discontinued operations          | 50         | 50         |
| <b>Total</b>  | <b>23</b>  | <b>119</b> |
| Tax expenses from continuing operations                   | -24        | -44        |
| Tax expenses from discontinued operations                 | -13        | -3         |
| <b>Total</b>  | <b>-37</b> | <b>-47</b> |
| Expected tax expenses <sup>1</sup>                        | -7         | -33        |
| <b>Difference between actual and expected tax expense</b> | <b>-30</b> | <b>-14</b> |

The difference between the tax expenses is calculated using the weighted average tax rate of the continuing operations of Oerlikon Group (expected tax expenses) of 29% (previous year expected tax rate: 28%) and the effective tax expenses arise from the factors mentioned below.

|  |            |            |
|--|------------|------------|
| Non-taxable income and non-deductible expenses             | -7         | -1         |
| Unrecognized deferred taxes on current-year losses         | -11        | -2         |
| Non-refundable withholding taxes                           | -11        | -12        |
| Income tax expense for prior years                         | 1          | -          |
| Effect of tax rate change                                  | -3         | -          |
| Recognition of previously not recognized tax losses        | -          | 1          |
| <b>Difference between actual and expected tax expenses</b> | <b>-30</b> | <b>-14</b> |

<sup>1</sup> The expected tax expenses are calculated from the various profits and losses of the individual group companies, using local tax rates. From these a composite tax rate is developed, averaged over the whole Group.

## Deferred Taxes

Note 7 (cont.)

| Composition of deferred taxes<br>in CHF million                        | 2025                  |             | 2024                  |             |
|--|-----------------------|-------------|-----------------------|-------------|
|  | Deferred tax balances |             | Deferred tax balances |             |
|  | Assets                | Liabilities | Assets                | Liabilities |
| Trade and trade note receivables                                       | 4                     | 1           | 6                     | 1           |
| Other receivables and current contract assets                          | 2                     | 11          | –                     | 11          |
| Prepaid expenses and accrued income                                    | 1                     | –           | 1                     | –           |
| Inventories  | 29                    | –           | 31                    | –           |
| Current and non-current receivables and investments                    | –                     | 5           | –                     | 6           |
| Property, plant and equipment  | 28                    | 15          | 30                    | 16          |
| Right of use asset   | –                     | 37          | –                     | 42          |
| Goodwill and intangible assets   | 15                    | 141         | 18                    | 157         |
| Post-employment benefit assets   | –                     | 3           | –                     | 6           |
| Assets classified as held for sale                                     | –38                   | –49         | –                     | –           |
| <b>Assets</b>  | <b>40</b>             | <b>166</b>  | <b>86</b>             | <b>239</b>  |
| Trade payables   | 5                     | 1           | 3                     | –           |
| Contract liabilities   | –                     | 6           | –                     | 12          |
| Financial and lease liabilities  | 46                    | –           | 50                    | 1           |
| Other and accrued liabilities  | 14                    | 4           | 19                    | 1           |
| Post employment benefit liabilities                                    | 27                    | –           | 32                    | –           |
| Provisions   | 6                     | 5           | 4                     | 6           |
| Liabilities classified as held for sale                                | –34                   | –8          | –                     | –           |
| <b>Liabilities</b>   | <b>63</b>             | <b>8</b>    | <b>108</b>            | <b>20</b>   |
| Deferred tax asset from recognized tax loss carryforwards <sup>1</sup> | 10                    | –           | 46                    | –           |
| Offsetting   | –45                   | –45         | –88                   | –88         |
| <b>Total</b>   | <b>68</b>             | <b>129</b>  | <b>153</b>            | <b>171</b>  |

<sup>1</sup> As per end of 2025 tax loss carry forwards of CHF 234 million for federal taxes (thereof CHF 187 million for discontinued operations) and CHF 84 million for state/local taxes (thereof CHF 65 million for discontinued operations) were recognized. Previous year: CHF 224 million for federal taxes and CHF 83 million for state/local taxes were recognized.

### Unrecognized deferred tax liabilities:

At December 31, 2025, there are temporary differences of CHF 248 million (thereof CHF 126 million will be passed over to the buyer of the Barmag Group. Previous year: CHF 302 million) with regard to investments in subsidiaries for which no deferred tax liabilities with a potential tax effect of CHF 17 million (thereof CHF 7 million will be passed over to the buyer of the Barmag. Previous year CHF 21 million) were recognized since the Group controls the timing of the reversal of the related taxable temporary differences and management is convinced that they will not reverse in the foreseeable future.

The group is within the scope of OECD Pillar II model convention for taxes (Global Anti-Base Erosion Model Rules or "GloBE"). OC Oerlikon has performed Safe Harbour analysis for all in-scope jurisdictions and benefits from the Safe Harbour in most applicable countries. For the other countries we expect a top-up tax of less than CHF 1 million.

## Deferred Taxes

Note 7 (cont.)

Utilization of tax loss carryforwards is limited as follows:

| in CHF million         | 2025   |                 | 2024   |                 | 2025                         |                 | 2024                         |                 |
|------------------------|--|-----------------|--|-----------------|------------------------------|-----------------|------------------------------|-----------------|
|                        | Tax losses not recognized as deferred tax assets |                 | Tax losses not recognized as deferred tax assets |                 | Total tax loss carryforwards |                 | Total tax loss carryforwards |                 |
|                        | federal tax                                      | state/local tax | federal tax                                      | state/local tax | federal tax                  | state/local tax | federal tax                  | state/local tax |
| 1 year                 | –  | 7               | –  | 6               | –                            | 7               | –                            | 6               |
| 2 years                | –  | 7               | –  | 7               | 1                            | 7               | 1                            | 7               |
| 3 years                | –  | 27              | –  | 8               | 1                            | 27              | 1                            | 8               |
| 4 years                | 1  | 10              | 2  | 28              | 5                            | 15              | 9                            | 35              |
| 5 years                | 2  | 3               | 5  | 16              | 9                            | 6               | 12                           | 19              |
| over 5 years           | 25   | 105             | –  | 80              | 38                           | 113             | 14                           | 95              |
| thereof with no expiry | 76   | 30              | 71   | 7               | 284                          | 98              | 266                          | 65              |
| <b>Total</b>           | <b>104</b>                                       | <b>189</b>      | <b>78</b>  | <b>152</b>      | <b>338</b>                   | <b>273</b>      | <b>302</b>                   | <b>235</b>      |

Compared to previous year tax loss carry forwards not recognized increased on federal level (increase of CHF 26 million). On state level the tax loss carry forwards not recognized increased by CHF 37 million. Federal losses amounting to CHF 187 million and state losses of CHF 90 million will be passed over to the buyer of Barmag Group.

The deferred tax on not recognized tax loss carry forwards would amount to CHF 28 million in 2025 (previous year: CHF 21 million). Thereof CHF 4 million will be passed over to the buyer of Barmag Group. Previous year value: CHF 1 million.

### Accounting Principles

#### Current income taxes

Current income taxes are accrued on the basis of income reported locally for the financial year by the individual Group companies in keeping with the current year taxation principle.

#### Deferred income taxes

Wherever local company tax values differ from Group values (temporary differences), deferred taxes are determined and recorded by applying tax rates enacted or substantially enacted at the balance sheet date to the differences (balance sheet liability method). Taxes on dividends from subsidiaries are only accrued when distributions are contemplated. The value of deferred tax assets deriving from tax losses carried forward is subject to annual review. Tax losses are only recognized as assets if they are expected to be realized, offset against taxable profits of Group companies individually or in tax groups. In countries or companies where realization of the losses cannot be foreseen, no asset is recognized. Management believes that its estimates are appropriate and that uncertainties in the valuation of tax assets and liabilities have been appropriately addressed. Deferred tax is not recognized for: a) temporary differences arising on the initial recognition of assets or liabilities in a transaction that is not a business combination, and that affects neither accounting profit nor taxable profit or loss; b) temporary differences related to investments in subsidiaries to the extent that it is probable that they will not reverse in the foreseeable future; and c) taxable temporary differences arising on the initial recognition of goodwill.

#### Significant Estimates

Estimates are used initially to determine amounts receivable and payable in respect of current and deferred taxes on income. These estimates are based on interpretation of existing tax law and regulations. Many internal and external factors can influence the final determination of amounts receivable or payable, such as changes in tax law, changes in tax rates, the level of future profits and fiscal audits carried out by the tax authorities.

The Group applies the exception recognizing and disclosing information about deferred tax assets and liabilities related to OECD pillar II income taxes, as provided in the amendments to IAS 12 issued in May 2023.

## Earnings per Share

Note 8

Earnings per share of CHF -0.06 (previous year: CHF 0.20) have been calculated on the basis of a net result of CHF -19 million (previous year: CHF 66 million), attributable to shareholders of the parent, and the average weighted number of outstanding shares (issued shares less treasury shares). In 2025, the average weighted number of shares entitled to vote and receive dividends amounted to 326 038 219 (previous year: 325 228 908). Diluted earnings per share amounted to CHF -0.06 (previous year: CHF 0.20). The average weighted number of shares used in the calculation of diluted earnings per share amounted to 326 038 219 (previous year: 325 228 908).

| Number of outstanding shares                               | 2025        | 2024        |
|--|-------------|-------------|
| Total shares issued at year-end                            | 339 758 576 | 339 758 576 |
| Weighted average number of shares outstanding for the year | 326 038 219 | 325 228 908 |
| Effect of potential exercise of option rights              | –           | –           |
| Weighted average number of shares diluted for the year     | 326 038 219 | 325 228 908 |

### Accounting Principles

Earnings per share (EPS) is based on the portion of consolidated net profit attributable to shareholders of OC Oerlikon Corporation AG, Pfäffikon divided by the weighted average number of shares outstanding during the reporting period. Diluted earnings per share additionally take into account all potential equity securities that could have come into existence as the result of an exercise of option rights.

## Inventories

Note 9

| in CHF million                       | 2025        |                  |            | 2024        |                  |            |
|--------------------------------------|-------------|------------------|------------|-------------|------------------|------------|
|                                      | Gross value | Value adjustment | Net value  | Gross value | Value adjustment | Net value  |
| Raw material and components          | 106         | –13              | <b>93</b>  | 180         | –22              | <b>157</b> |
| Work in progress                     | 100         | –6               | <b>94</b>  | 141         | –9               | <b>132</b> |
| Finished goods and trade merchandise | 102         | –20              | <b>82</b>  | 146         | –25              | <b>122</b> |
| <b>Total</b>                         | <b>308</b>  | <b>–39</b>       | <b>270</b> | <b>468</b>  | <b>–56</b>       | <b>411</b> |

Amounts charged to the income statement for write-downs of inventories in the reporting year were CHF 7 million (previous year, restated: CHF 4 million). In 2025, inventories of CHF 444 million (previous year, restated: CHF 454 million) were recognized as an expense during the period and included in cost of sales.

### Accounting Principles

Inventories are carried at the lower of cost or net realizable value, using FIFO or weighted average cost valuation methods. Self-made components, work in progress and finished goods are carried at production cost. This includes all related material and labor costs, as well as a reasonable allocation of indirect production costs. Recognizable reductions in value resulting from excess inventory or reduced sales prices are taken into account through appropriate write-downs of inventory items that are recognized as part of costs of sales. To calculate the provisions for slow-moving and excess inventories the range of coverage method is applied.

## Property, Plant and Equipment

Note 10

| in CHF million  | Plant,<br>equipment<br>and furniture | Production<br>and<br>administration<br>buildings | Developed<br>land | Assets<br>under<br>construction | 2025<br>Total |
|---|--------------------------------------|--|-------------------|---------------------------------|---------------|
| <b>Cost</b>   |                                      |  |                   |                                 |               |
| Balance at January 1, 2025                            | 1 389                                | 344  | 30                | 50                              | 1 813         |
| Conversion differences                                | -83                                  | -14  | -2                | -3                              | -101          |
| Additions   | 22                                   | 1  | -                 | 48                              | 71            |
| Disposals   | -55                                  | -6   | -2                | -                               | -64           |
| Reclassifications to assets held for sale             | -153                                 | -133   | -8                | -2                              | -296          |
| Transfers   | 54                                   | -1   | -                 | -55                             | -2            |
| Balance at December 31, 2025                          | 1 175                                | 191  | 18                | 37                              | 1 421         |
| <b>Accumulated depreciation and impairment losses</b> |                                      |  |                   |                                 |               |
| Balance at January 1, 2025                            | -1 093                               | -236   | -1                | -                               | -1 330        |
| Conversion differences                                | 63                                   | 9  | -                 | -                               | 72            |
| Depreciation  | -56                                  | -7   | -                 | -                               | -64           |
| Impairment losses                                     | -11                                  | -  | -                 | -                               | -11           |
| Disposals   | 51                                   | 1  | -                 | -                               | 53            |
| Reclassifications to assets held for sale             | 125                                  | 95   | -                 | -                               | 220           |
| Transfers   | -1                                   | 1  | -                 | -                               | 1             |
| Balance at December 31, 2025                          | -922                                 | -137   | -                 | -                               | -1 059        |
| Net Group values at January 1, 2025                   | 296                                  | 108  | 30                | 50                              | 483           |
| <b>Net Group values at December 31, 2025</b>          | <b>253</b>                           | <b>54</b>  | <b>18</b>         | <b>37</b>                       | <b>362</b>    |

Open purchase commitments for property, plant and equipment at the end of 2025 amounted to CHF 9 million (previous year: CHF 6 million). Thereof, less than CHF 1 million relates to discontinued operations (previous year: less than CHF 1 million).

| in CHF million  | Plant,<br>equipment<br>and furniture | Production<br>and<br>administration<br>buildings | Developed<br>land | Assets<br>under<br>construction | 2024<br>Total |
|---|--------------------------------------|--|-------------------|---------------------------------|---------------|
| <b>Cost</b>   |                                      |  |                   |                                 |               |
| Balance at January 1, 2024                            | 1 322                                | 335  | 32                | 40                              | 1 730         |
| Conversion differences                                | 30                                   | 5  | -                 | 1                               | 36            |
| Additions   | 30                                   | 2  | 1                 | 45                              | 78            |
| Disposals   | -23                                  | -5   | -3                | -                               | -31           |
| Transfers   | 30                                   | 6  | -                 | -37                             | -1            |
| Balance at December 31, 2024                          | 1 389                                | 344  | 30                | 50                              | 1 813         |
| <b>Accumulated depreciation and impairment losses</b> |                                      |  |                   |                                 |               |
| Balance at January 1, 2024                            | -1 024                               | -222   | -1                | -                               | -1 246        |
| Conversion differences                                | -23                                  | -3   | -                 | -                               | -26           |
| Depreciation  | -67                                  | -11  | -                 | -                               | -78           |
| Impairment losses                                     | -1                                   | -  | -                 | -                               | -1            |
| Disposals   | 21                                   | -  | -                 | -                               | 21            |
| Balance at December 31, 2024                          | -1 093                               | -236   | -1                | -                               | -1 330        |
| Net Group values at January 1, 2024                   | 299                                  | 113  | 31                | 40                              | 484           |
| <b>Net Group values at December 31, 2024</b>          | <b>296</b>                           | <b>108</b>                                       | <b>30</b>         | <b>50</b>                       | <b>483</b>    |

**Accounting Principles**

Property, plant and equipment is recorded at historical purchase or production costs, less necessary depreciation. Components of PP&E that have a differing useful life are recorded separately and depreciated accordingly (component approach). Depreciation is calculated on a straight-line basis according to the expected useful life of the asset, as follows:

|   | Years |
|---|-------|
| Plant, equipment and furniture:                           |       |
| ▪ IT hardware   | 3–7   |
| ▪ Company cars  | 4–7   |
| ▪ Trucks and electric vehicles                            | 5–10  |
| ▪ Technical installations and machines                    | 5–15  |
| ▪ Other operating and business equipment                  | 3–15  |
| Production and administration buildings:                  |       |
| ▪ Central building installations                          | 10–25 |
| ▪ Leasehold improvements                                  | 2–20  |
| ▪ Plant and administrative buildings – used operationally | 20–60 |

Developed land and assets under construction are not depreciated. Estimated useful lives and residual values are examined annually. Major spare parts and servicing equipment qualify as property, plant and equipment when an entity expects to use them during more than one period.

## Right-of-Use Assets

Note 11

### Leases as lessee

| in CHF million                            | Plant,<br>equipment<br>and furniture | Production and<br>administration<br>buildings | <b>2025<br/>Total</b> |
|---|--------------------------------------|---|-----------------------|
| <b>Balance at January 1, 2025</b>         | <b>23</b>                            | <b>163</b>                                    | <b>186</b>            |
| Depreciation                              | -9                                   | -27   | -36                   |
| Impairment losses                         | -                                    | -6  | -6                    |
| Additions                                 | 10                                   | 45  | 55                    |
| Disposals                                 | -                                    | -3  | -3                    |
| Reclassifications to assets held for sale | -1                                   | -17   | -19                   |
| Conversion differences                    | -1                                   | -8  | -9                    |
| <b>Balance at December 31, 2025</b>       | <b>20</b>                            | <b>148</b>                                    | <b>168</b>            |

At the reporting date, the Group has entered into material lease contracts for production and administration buildings, which have been signed, but not yet commenced. The leases are expected to commence in 2026 with a non-cancellable lease terms up to 20 years. The undiscounted future lease payments amount to approximately CHF 58 million. (previous year: no material contracts).

| in CHF million                      | Plant,<br>equipment<br>and furniture | Production and<br>administration<br>buildings | <b>2024<br/>Total</b> |
|-------------------------------------|--------------------------------------|---|-----------------------|
| <b>Balance at January 1, 2024</b>   | <b>23</b>                            | <b>170</b>                                    | <b>193</b>            |
| Depreciation                        | -9                                   | -28   | -38                   |
| Additions                           | 9                                    | 18  | 27                    |
| Disposals                           | -                                    | -1  | -1                    |
| Conversion differences              | 1                                    | 4   | 5                     |
| <b>Balance at December 31, 2024</b> | <b>23</b>                            | <b>163</b>                                    | <b>186</b>            |

## Right-of-Use Assets

Note 11 (cont.)

### Amounts included in the consolidated income statement for continuing operations

#### Leases

| in CHF million   | 2025 | 2024,<br>restated |
|--|------|-------------------|
| Depreciation and impairments on right-of-use assets                                    | -40  | -34               |
| Expenses relating to short-term leases   | -1   | -1                |
| Expenses relating to low-value leases, excluding short-term leases of low-value assets | -1   | -1                |
| Expense for variable lease payments not included in lease liabilities                  | -1   | -1                |
| Interest on lease liabilities (included in financial expense)                          | -7   | -6                |

### Amounts included in the statement of cash flows

| in CHF million                             | 2025 | 2024 |
|--|------|------|
| Total cash outflow for leases <sup>1</sup> | -48  | -48  |

<sup>1</sup> Including short-term and low-value leases as well as expenses for variable lease payments.

### Leases as lessor

The Group leases out selected buildings and machines. All leases are classified as operating leases from a lessor perspective. During 2025, the Group recognized rental income of less than CHF 1 million (previous year, restated: less than CHF 1 million).

### Accounting Principles

The Oerlikon Group recognizes a right-of-use asset and a lease liability at the lease commencement date. At inception or on reassessment of a contract that contains a lease component, the Group has elected not to separate non-lease components and will instead account for the lease and non-lease components as a single lease component.

The right-of-use asset is initially measured at cost, and subsequently at cost less any accumulated depreciation and impairment losses, and adjusted for certain remeasurements of the lease liability. Vehicles and other items of plant, equipment and furniture typically have a lease term between 3 and 5 years. Production and administrative buildings have an expected lease term of 5 to 20 years (including extension options where the Group is reasonably certain that they will be exercised). However, the Oerlikon Group has elected not to recognize right-of-use assets and lease liabilities for short-term leases and leases of low-value assets (e.g. IT or office equipment). The Oerlikon Group recognizes the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, the Oerlikon Group's incremental borrowing rate. Generally, the Oerlikon Group uses country- and duration-specific incremental borrowing rates as the discount rate.

The Oerlikon Group applies judgment to determine the lease term for some lease contracts in which it is a lessee that include renewal options. The assessment of whether the Group is reasonably certain about exercising such options impacts the lease term, which significantly affects the amount of lease liabilities and right-of-use assets recognized.

## Goodwill and Intangible Assets

Note 12

| in CHF million  | Goodwill   | Brands     | Development costs | Other intangible assets <sup>1</sup> | 2025 Total   |
|---|------------|------------|-------------------|--------------------------------------|--------------|
| <b>Cost</b>   |            |            |                   |                                      |              |
| Balance at January 1, 2025                            | 1 138      | 242        | 307               | 751                                  | 2 437        |
| Conversion differences                                | -28        | -3         | -3                | -22                                  | -56          |
| Additions   | -          | -          | 21                | 10                                   | 31           |
| Disposals   | -          | -          | -3                | -39                                  | -42          |
| Reclassifications to assets held for sale             | -421       | -112       | -75               | -25                                  | -632         |
| Transfers   | -          | -          | -                 | 1                                    | 1            |
| Balance at December 31, 2025                          | 688        | 127        | 246               | 677                                  | 1 739        |
| <b>Accumulated amortization and impairment losses</b> |            |            |                   |                                      |              |
| Balance at January 1, 2025                            | -172       | -          | -206              | -343                                 | -721         |
| Conversion differences                                | -          | -          | 2                 | 11                                   | 13           |
| Amortization  | -          | -          | -17               | -54                                  | -72          |
| Impairment losses                                     | -          | -3         | -9                | -10                                  | -23          |
| Disposals   | -          | -          | 3                 | 39                                   | 42           |
| Reclassifications to assets held for sale             | 169        | -          | 53                | 22                                   | 243          |
| Balance at December 31, 2025                          | -2         | -3         | -175              | -337                                 | -518         |
| Net book values at January 1, 2025                    | 966        | 242        | 101               | 407                                  | 1 716        |
| <b>Net book values at December 31, 2025</b>           | <b>686</b> | <b>124</b> | <b>71</b>         | <b>339</b>                           | <b>1 221</b> |

<sup>1</sup> The net book values contain mainly acquired customer relations (CHF 251 million), licenses, patents and technologies (CHF 32 million) and software (CHF 63 million).

| in CHF million  | Goodwill   | Brands     | Development costs | Other intangible assets <sup>1</sup> | 2024 Total   |
|---|------------|------------|-------------------|--------------------------------------|--------------|
| <b>Cost</b>   |            |            |                   |                                      |              |
| Balance at January 1, 2024                            | 1 119      | 239        | 278               | 786                                  | 2 422        |
| Conversion differences                                | 19         | 3          | 2                 | 15                                   | 38           |
| Additions   | -          | -          | 28                | 16                                   | 44           |
| Disposals   | -          | -          | -1                | -67                                  | -68          |
| Balance at December 31, 2024                          | 1 138      | 242        | 307               | 751                                  | 2 437        |
| <b>Accumulated amortization and impairment losses</b> |            |            |                   |                                      |              |
| Balance at January 1, 2024                            | -170       | -          | -184              | -339                                 | -693         |
| Conversion differences                                | -2         | -          | -1                | -7                                   | -10          |
| Amortization  | -          | -          | -21               | -63                                  | -84          |
| Impairment losses                                     | -          | -          | -                 | -1                                   | -1           |
| Disposals   | -          | -          | 1                 | 66                                   | 67           |
| Balance at December 31, 2024                          | -172       | -          | -206              | -343                                 | -721         |
| Net book values at January 1, 2024                    | 949        | 239        | 94                | 447                                  | 1 729        |
| <b>Net book values at December 31, 2024</b>           | <b>966</b> | <b>242</b> | <b>101</b>        | <b>407</b>                           | <b>1 716</b> |

<sup>1</sup> The net book values contain mainly acquired customer relations (CHF 286 million), licenses, patents and technologies (CHF 46 million) and software (CHF 74 million).

## Goodwill and Intangible Assets

Note 12 (cont.)

The capitalized development costs pertain to the divisions as follows:

### Capitalized development costs for the period<sup>1</sup>

| in CHF million    | 2025      | 2024      |
|-------------------|-----------|-----------|
| Oerlikon Division | 20        | 24        |
| Barmag Division   | 1         | 4         |
| <b>Total</b>      | <b>21</b> | <b>28</b> |

<sup>1</sup> With the reorganization of the divisions, the HRSflow business is now part of the Oerlikon Division. Prior year numbers have been adjusted accordingly.

Goodwill and brands are attributed to the divisions as follows:

| in CHF million    | Goodwill   |            | Brands     |            |
|-------------------|------------|------------|------------|------------|
|                   | 2025       | 2024       | 2025       | 2024       |
| Oerlikon Division | 686        | 706        | 124        | 130        |
| Barmag Division   | –          | 259        | –          | 112        |
| <b>Total</b>      | <b>686</b> | <b>966</b> | <b>124</b> | <b>242</b> |

<sup>1</sup> With the reorganization of the divisions, the HRSflow business is now part of the Oerlikon Division. Prior year numbers have been adjusted accordingly.

The annual impairment test carried out at division level for Oerlikon supported the carrying amounts and therefore no need for impairment was identified. Assumptions used in the impairment testing are presented below for goodwill and brands.

The following growth and pre-tax discount rates were used:

| Growth and discount rates per division | Growth rates <sup>1</sup> |      | Discount rates |       |
|--|---------------------------|------|----------------|-------|
|  | 2025                      | 2024 | 2025           | 2024  |
| Oerlikon Division                      | 1.5%                      | 1.5% | 10.3%          | 10.9% |
| Barmag Division                        |                           | 1.5% |                | 11.4% |

<sup>1</sup> For periods following the five-year plan period after 2030 (previous year: 2029).

For 2025 and 2024, a reasonably possible change in a key assumption would not give rise to an impairment.

### Accounting Principles

Goodwill and brands with indefinite useful life are allocated to those cash-generating units (CGUs) that are expected to benefit from the relevant business combination. Both the Oerlikon Division and the Barmag Division correspond to one group of CGUs and represent the lowest level at which goodwill is monitored by management.

Goodwill is tested annually for possible impairment using discounted cash flow analysis. Asset values used in the impairment testing are based on value in use and on the latest forecasts approved by management. The fair value measurement was categorized as level 3 based on the inputs in the valuation technique used. The forecast period used for future cash flows covers the next 5 years. The discount rates used are based on the weighted average cost of capital (WACC) derived from peer groups adjusted to specific risks of the businesses concerned and the countries in which they operate. The capital costs were determined using the capital asset pricing model (CAPM).

Impairment on brands with indefinite useful life is tested using the "relief from royalty" method (applying royalty rates ranging from 0.3% to 1.5%), based on the Group's estimated sales attributable to the respective trademark according to the forecasts used for the impairment test on goodwill.

Intangible assets with finite useful lives are amortized on a straight-line basis over their expected useful lives, as follows.

|                                      | Years |
|--------------------------------------|-------|
| Development costs:                   | 5     |
| Other intangible assets:             |       |
| ▪ Acquired customer relations        | 5–23  |
| ▪ Licenses, patents and technologies | 5–10  |
| ▪ Software                           | 2–3   |
| ▪ ERP platform                       | 7     |

Intangible assets with indefinite useful lives like goodwill and brands are not amortized but tested for impairment annually at the balance sheet date or earlier on the occurrence of a triggering event.

Development costs are recognized as intangible assets if they meet the criteria for such recognition set forth in IAS 38. The cost capitalized comprises all costs directly attributable to the development process. After the development phase is complete, the asset is amortized over its estimated useful life.

### Significant Estimates

Impairment tests contain estimates of future cash flows to be expected from the use of the assets concerned, or from their potential sale. Actual cash flows may vary significantly from these estimates following changes of plan for the use of assets.

Note 13

## Post-employment Benefits

| in CHF million   | 2025       |                      |                      | 2024       |                      |                      |
|--|------------|----------------------|----------------------|------------|----------------------|----------------------|
|  | Total      | due within<br>1 year | due beyond<br>1 year | Total      | due within<br>1 year | due beyond<br>1 year |
| Net defined benefit liability <sup>1</sup>                     | 154        | 11                   | 143                  | 148        | 11                   | 137                  |
| Other employee benefit liabilities                             | 15         | 5                    | 10                   | 16         | 5                    | 11                   |
| <b>Subtotal</b>  | <b>169</b> | <b>16</b>            | <b>153</b>           | <b>165</b> | <b>16</b>            | <b>148</b>           |
| Net defined benefit liability classified as held for sale      | -108       | -6                   | -102                 | -          | -                    | -                    |
| Other employee benefit liabilities classified as held for sale | -4         | -                    | -4                   | -          | -                    | -                    |
| <b>Total on the balance sheet</b>                              | <b>57</b>  | <b>10</b>            | <b>47</b>            | <b>165</b> | <b>16</b>            | <b>148</b>           |
| <b>Post-employment benefit assets</b>                          | <b>18</b>  | -                    | 18                   | <b>45</b>  |                      | 45                   |
| <b>Post-employment benefit liabilities</b>                     | <b>75</b>  | 10                   | 65                   | <b>209</b> | 16                   | 193                  |

<sup>1</sup> In 2025, net defined benefit liability related to funded plans was CHF 48 million, including CHF 55 million classified as held for sale, and CHF 105 million related to unfunded plans, including CHF 52 million classified as held for sale (previous year: funded CHF 32 million and CHF 116 million related to unfunded plans).

## Post-employment benefit expense

| in CHF million   | 2025      |                    |                         | 2024      |                    |                         |
|--|-----------|--------------------|-------------------------|-----------|--------------------|-------------------------|
|  | Total     | Defined<br>benefit | Defined<br>contribution | Total     | Defined<br>benefit | Defined<br>contribution |
| Pension cost (operating) <sup>1</sup>                                  | 25        | 16                 | 9                       | 26        | 16                 | 9                       |
| Pension cost (financial) <sup>2</sup>                                  | 6         | 6                  | -                       | 6         | 6                  | -                       |
| <b>Total post-employment benefit plan cost in the income statement</b> | <b>31</b> | 22                 | 9                       | <b>32</b> | 23                 | 9                       |

<sup>1</sup> Pension cost (operating) of CHF 2 million was included in result of discontinued operations (previous year, restated: CHF 2 million).

<sup>2</sup> Pension cost (financial) of CHF 4 million was included in result of discontinued operations (previous year, restated: CHF 4 million).

## Defined benefit plans

The Group's material defined benefit pension plans are located in Germany, the USA and Switzerland/Liechtenstein and account for 97 % of the Group's net defined benefit liability (previous year: 97 %). Usually, the plans are established as trusts independent of the Group and are funded by payments from Group companies and by employees. The cash funding of these plans is designed to ensure that present and future contributions should be sufficient to meet future liabilities. The funding requirements are based on the pension fund's actuarial measurement framework set out in the funding policies of the plan. Most of the major plans in Germany are unfunded and, as a result, the Group pays pensions to retired employees directly from its own financial resources.

### Pension plans in Germany

12 unfunded and 6 funded defined benefit plans existed in 2025 (previous year: 12 and 6 respectively). These pension arrangements are governed by the German Occupational Pensions Act (BetrAVG). The employer is required by German law to increase pension payments every three years according to price inflation, as measured by the Consumer Price Index ("Verbraucherpreisindex – VPI") or according to comparable pay grades. In case of unfunded pension plans, the Group pays pensions to retired employees directly from its own financial resources. Funded pension plans are administered through a Contractual trust Agreement (CTA). In a CTA arrangement, the assets are outsourced to an independent entity (e.g. a trust), which has the sole purpose of financing, paying out and ensuring benefits. The transferred assets are completely segregated from the employer's assets to protect these assets against the risk of the employer's insolvency. The employer is free to determine the scope and the kinds of assets that are to be transferred to the trust and used for funding the pension liabilities. No minimum funding requirements or regular funding obligations apply to CTAs. Based on a special trust agreement between the employer and the trust, the trust acquires legal title in the transferred assets while the economic ownership rests with the employer. By creating the CTA, the employer creates additional insolvency protection for the beneficiaries.

### Pension plans in the USA

1 funded defined benefit plan existed in 2025 (previous year: 1 funded). The Oerlikon USA Holding, Inc. Pension Plan is non-contributory for the employees. The plan uses a final-average-pay-based formula, with benefits based on members' years of service and final average pay earned while in the employ of a participating company. This plan has been closed to new members since 2006 and benefit accruals under the plan ceased in January 2010. Participants receive their benefits in the form of monthly annuities, which are actuarially reduced for early retirement and/or election of a form of payment providing for continued payments after the participant's death to a surviving beneficiary. Some participants have the option of receiving their benefits in a single lump-sum payment in lieu of an annuity. The plan does not provide for automatic pension increases. The companies' contributions to the defined benefit plan are made based on US pension funding regulations, in the form of cash. Employees joining Oerlikon USA Holding after specified dates participate in a defined contribution pension plan.

### Pension plans in Switzerland and Liechtenstein

8 funded defined benefit plans existed in 2025 (previous year: 8 plans). These plans are governed by the Swiss Federal Law on Occupational Retirement, Survivors' and Disability Pension Plans (BVG), which stipulates that pension plans are to be managed by independent, legally autonomous units. The pension plan assets are held within a separate foundation and cannot revert to the employer. The Board of Trustees, the most senior governing body of the collective foundation, is responsible for investment strategy and policy. This Board is composed of equal numbers of employees and employer representatives. The plans provide old-age, disability and death-in-service (survivors') benefits to plan participants, their spouses and children, as defined in pension plan rules compliant with the BVG, which specifies the minimum benefits to be provided. Pension funds are financed according to a level premium system, which means that every insured person directly finances his/her own retirement benefits and saves up for his/her retirement. The insured and the employer usually pay equal contributions to the pension fund in case of retirement benefits. The employer must contribute an amount that equals at least the contributions of all employees together. Disability and survivors' benefits are funded via risk contributions; the corresponding benefits are defined based on the current salary.

The following risks arise from the 8 funded defined benefit plans (5 autonomous, 2 partly-autonomous and 1 fully insured).

## Post-employment Benefits

Note 13 (cont.)

The autonomous pension institutions bear the risks from the savings process, the asset management and the demographic risks (longevity, death, disability). The respective pension institution may change the funding system (contributions and future benefits) at any time. In case of a deficit according to BVG and if there are no other measures, the pension institution may require contributions for financial recovery by the employer.

The partly-autonomous pension institutions insure the demographic risks with a life insurance company, but bear the risks from the savings process and asset management. The respective pension institution may change the funding system (contributions and future benefits) at any time. In case of a deficit according to the BVG and if there are no other measures, the pension institution may require contributions for financial recovery from the employer. With respect to the insured demographic risks, there are further risks, namely that the insurance coverage is only of a temporary nature (cancellation by the life insurance company) and that the inherent risks of the plan result in variable insurance premiums over time.

### Movement in net defined benefit liability

The following table shows a reconciliation from the opening balances to the closing balances for net defined benefit liability and its components:

| in CHF million   | Defined benefit obligation |            | Fair value of plan assets |             | Adjustment to asset ceiling |            | Net defined benefit liability |            |
|--|----------------------------|------------|---------------------------|-------------|-----------------------------|------------|-------------------------------|------------|
|  | 2025                       | 2024       | 2025                      | 2024        | 2025                        | 2024       | 2025                          | 2024       |
| <b>Balance at January 1</b>  | <b>668</b>                 | <b>662</b> | <b>-569</b>               | <b>-552</b> | <b>50</b>                   | <b>90</b>  | <b>148</b>                    | <b>199</b> |
| <b>Included in the income statement</b>                                |                            |            |                           |             |                             |            |                               |            |
| Current service cost (employer)  | 16                         | 14         | –                         | –           | –                           | –          | 16                            | 14         |
| Past service cost  | –                          | 2          | –                         | –           | –                           | –          | –                             | 2          |
| Interest expense on defined benefit obligation                         | 12                         | 16         | –                         | –           | –                           | –          | 12                            | 16         |
| Interest income on plan assets   | –                          | –          | -7                        | -11         | –                           | –          | -7                            | -11        |
| Interest expense on effect of asset ceiling                            | –                          | –          | –                         | –           | –                           | 2          | –                             | 2          |
| Administration cost (excl. cost for managing plan assets) <sup>1</sup> | –                          | –          | –                         | –           | –                           | –          | –                             | –          |
| <b>Total in the income statement</b>                                   | <b>29</b>                  | <b>32</b>  | <b>-7</b>                 | <b>-11</b>  | <b>–</b>                    | <b>2</b>   | <b>22</b>                     | <b>23</b>  |
| <b>Included in other comprehensive income</b>                          |                            |            |                           |             |                             |            |                               |            |
| Remeasurement of defined benefit plans                                 | -9                         | 31         | -23                       | -33         | 49                          | -42        | 18                            | -44        |
| – Actuarial gain (-)/loss (+) arising from:                            |                            |            |                           |             |                             |            |                               |            |
| – demographic assumptions  | –                          | –          | –                         | –           | –                           | –          | –                             | –          |
| – financial assumptions  | -20                        | 22         | –                         | –           | –                           | –          | -20                           | 22         |
| – experience adjustments   | 11                         | 9          | –                         | –           | –                           | –          | 11                            | 9          |
| – Return on plan assets excluding interest income                      | –                          | –          | -23                       | -33         | –                           | –          | -23                           | -33        |
| – Change in effect of asset ceiling excluding interest expense/income  | –                          | –          | –                         | –           | 49                          | -42        | 49                            | -42        |
| Conversion differences   | -5                         | 4          | 3                         | -2          | –                           | –          | -2                            | 3          |
| <b>Total in other comprehensive income</b>                             | <b>-14</b>                 | <b>35</b>  | <b>-20</b>                | <b>-35</b>  | <b>49</b>                   | <b>-42</b> | <b>16</b>                     | <b>-42</b> |
| <b>Other</b>   |                            |            |                           |             |                             |            |                               |            |
| Employer contributions <sup>2</sup>                                    | –                          | –          | -20                       | -21         | –                           | –          | -20                           | -21        |
| Employee contributions   | 9                          | 9          | -9                        | -9          | –                           | –          | –                             | –          |
| Benefits paid/deposited  | -40                        | -71        | 28                        | 59          | –                           | –          | -11                           | -12        |
| <b>Total in other</b>  | <b>-31</b>                 | <b>-61</b> | <b>-1</b>                 | <b>29</b>   | <b>–</b>                    | <b>–</b>   | <b>-32</b>                    | <b>-32</b> |
| <b>Balance at December 31</b>  | <b>652</b>                 | <b>668</b> | <b>-597</b>               | <b>-569</b> | <b>99</b>                   | <b>50</b>  | <b>154</b>                    | <b>148</b> |

of which:

| in CHF million                   | 2025 | 2024 | 2025 | 2024 | 2025 | 2024 | 2025 | 2024 |
|----------------------------------|------|------|------|------|------|------|------|------|
| – Germany                        | 210  | 229  | -49  | -49  | –    | –    | 161  | 179  |
| – USA                            | 16   | 19   | -13  | -15  | –    | –    | 3    | 4    |
| – Switzerland/Liechtenstein (FL) | 415  | 407  | -528 | -497 | 99   | 50   | -14  | -40  |

<sup>1</sup> Administration costs are less than CHF 1 million (previous year: less than CHF 1 million).

<sup>2</sup> Employer contributions to defined benefit plans for 2026 are expected to be approximately CHF 20 million (thereof CHF 6 million related to discontinued operations).



## Post-employment Benefits

Note 13 (cont.)

The Group's major pension plans give members lump-sum or annuity benefit payment options. The Group values its pension liabilities on the assumption that the choices made by members who will retire in the future will be consistent with choices made by members who have retired recently.

### Sensitivity analysis

Reasonably possible changes at the reporting date to one of the relevant actuarial assumptions, holding other assumptions constant, would have affected the defined benefit obligation by the amounts shown below.

| Sensitivity analysis               | Defined benefit obligation in 2025 |     |                |          |     |                |
|------------------------------------|------------------------------------|-----|----------------|----------|-----|----------------|
|                                    | Increase                           |     |                | Decrease |     |                |
|                                    | Germany                            | USA | Switzerland/FL | Germany  | USA | Switzerland/FL |
| Discount rate (0.5 % movement)     | -8                                 | -1  | -24            | 8        | 1   | 27             |
| Future salary (0.5 % movement)     | -                                  | -   | 3              | -        | -   | -3             |
| Future pension (0.5 % movement)    | 6                                  | -   | 18             | -5       | -   | -17            |
| Future mortality (1 year movement) | -13                                | -1  | -12            | 13       | 1   | 12             |

| Sensitivity analysis               | Defined benefit obligation in 2024 |     |                |          |     |                |
|------------------------------------|------------------------------------|-----|----------------|----------|-----|----------------|
|                                    | Increase                           |     |                | Decrease |     |                |
|                                    | Germany                            | USA | Switzerland/FL | Germany  | USA | Switzerland/FL |
| Discount rate (0.5 % movement)     | -9                                 | -1  | -24            | 9        | 1   | 27             |
| Future salary (0.5 % movement)     | -                                  | -   | 3              | -        | -   | -3             |
| Future pension (0.5 % movement)    | 7                                  | -   | 18             | -6       | -   | -17            |
| Future mortality (1 year movement) | -14                                | -1  | -13            | 14       | 1   | 12             |

### Accounting Principles

The Oerlikon Group operates various post-employment benefit schemes, including both defined benefit and defined contribution plans.

A defined contribution plan is a post-employment benefit plan under which the Group pays fixed contributions into a separate entity. The Group will have no legal or constructive obligations to pay further contributions if the fund does not hold sufficient assets to pay all employees the benefits relating to employee service in the current and prior periods.

A defined benefit plan is a post-employment benefit plan other than a defined contribution plan.

The liability (asset) recognized in the balance sheet in respect of defined benefit pension plans is the present value of the defined benefit obligation at the end of the reporting period less the fair value of plan assets, taking into account any asset ceiling. The defined benefit obligation is calculated annually by independent actuaries using the projected unit credit method. The present value of the defined benefit obligation is determined by discounting the estimated future cash outflows using interest rates of high-quality corporate bonds that are denominated in the currency in which the benefits will be paid, and that have terms to maturity approximating to the terms of the related pension obligation.

Remeasurements of the net defined benefit liability (asset) are charged or credited to other comprehensive income in the period in which they arise.

Current and past service costs are recognized immediately in the income statement (operating result).

Net interest on the net defined benefit liability comprises interest income on plan assets, interest cost on the defined benefit obligation and interest on the effect of asset ceiling. The net interest is calculated using the same discount rate that is used in calculating the defined benefit obligation, applied to the net defined liability at the start of the period, taking into account any changes from contribution or benefit payments. Net interest on the net defined benefit liability is recognized in the income statement (financial result).

The contributions to defined contribution plans are recognized in the income statement (operating result) when they are due. Prepaid contributions are recognized as an asset to the extent that a cash refund or a reduction in the future payments is available.

### Significant Estimates

To determine the underlying defined benefit obligations estimates and assumptions are used which are based on future projections and actuarial calculations that have been determined together with the actuaries.

## Provisions

Note 14

| in CHF million                                 | Product warranties | Acquiree's contingent liabilities <sup>1</sup> | Restructuring <sup>2</sup> | Other provisions <sup>3</sup> | 2025 Total |
|--|--------------------|--|----------------------------|-------------------------------|------------|
| Balance at January 1, 2025                     | 23                 | 25   | 23                         | 31                            | 102        |
| Conversion differences                         | -1                 | -  | -                          | -                             | -2         |
| Additions <sup>4</sup>                         | 5                  | -  | 20                         | 12                            | 36         |
| Amounts used                                   | -2                 | -  | -12                        | -5                            | -19        |
| Amounts reversed                               | -1                 | -11  | -1                         | -5                            | -17        |
| Transfers                                      | -                  | -  | -                          | -1                            | -          |
| Reclassifications to liabilities held for sale | -16                | -  | -9                         | -9                            | -35        |
| <b>Balance at December 31, 2025</b>            | <b>6</b>           | <b>14</b>                                      | <b>21</b>                  | <b>22</b>                     | <b>64</b>  |
| of which:                                      |                    |  |                            |                               |            |
| Due within 1 year                              | 5                  | -  | 19                         | 14                            | 37         |
| Due beyond 1 year                              | 2                  | 14   | 3                          | 8                             | 26         |

<sup>1</sup> Acquiree's contingent liabilities have been recognized primarily due to several environmental liabilities and potential tax risks. Any potential cash outflow is estimated to occur during the next five years. The selling shareholders have contractually agreed to indemnify Oerlikon for an amount up to CHF 1 million related to these contingent liabilities.

<sup>2</sup> The restructuring provisions mainly relate to footprint optimizations and productivity programs, primarily aimed at reducing costs. The provisions mostly relate to personnel expenses.

<sup>3</sup> Consists mainly of provisions for pending litigation, technical risks as well as environmental and tax risks.

<sup>4</sup> Includes unwinding of discount for non-current provisions.

### Accounting Principles

Provisions are set up for obligations arising from past events if the future outflow of resources is more likely than not and can be estimated reliably. Other provisions represent uncertainties, for which a best estimate is made in arriving at the amount reserved. Non-current provisions are discounted at a pretax rate that reflects the current market assessments of the time value of money.

*Warranty provisions:* Provisions are established for known customer claims and also for potential warranty exposure and also for situations where it is known from recent experience that the company is exposed to claims, usually for technical reasons.

*Acquirees' contingent liabilities:* In a business combination, a contingent liability of the acquiree is recognized in acquisition accounting if it is a present obligation that arises from past events and its fair value can be measured reliably. The probability of payment being required is not relevant in determining whether a contingent liability that is a present obligation should be recognized in a business combination, but this probability will impact its fair value. A contingent liability recognized is initially measured at its fair value. Subsequently, it is measured at the higher of its acquisition-date fair value and the amount that would be recognized in accordance with the requirements for provisions above. A contingent liability initially recognized in a business combination is not derecognized until it is settled, cancelled or it expires.

*Restructuring provisions:* Provisions are established in cases where a detailed restructuring plan exists and the Group has informed those concerned, or the restructuring process has started.

*Onerous contracts:* Provisions are established when unavoidable estimated costs to fulfill a contract exceed the related contract revenues.

### Significant Estimates

Provisions are based on a realistic estimate of the economic outflow that may result. However, the ultimate resolution of such disputes can give rise to claims against the Group, which may not be fully covered by provisions or insurance.

## Financial Instruments

Note 15

The carrying amounts and fair values of financial assets and liabilities as of December 31, 2025, including their levels in the fair value hierarchy, are as follows:

| in CHF million                                       | Carrying amount                                 |                                    |                             |                                    |                                  |                              | Fair value |          |           |
|--|---|------------------------------------|-----------------------------|------------------------------------|----------------------------------|------------------------------|------------|----------|-----------|
|  | Fair value – through other comprehensive income | Fair value – through profit & loss | Amortized cost <sup>1</sup> | Total financial assets/liabilities | Non-financial assets/liabilities | Total balance sheet position | Level 1    | Level 2  | Level 3   |
| Cash, postal and bank current accounts               | -   | -                                  | 225                         | 225                                | -                                | 225                          |            |          |           |
| Time deposits  | -   | -                                  | 8                           | 8                                  | -                                | 8                            |            |          |           |
| <b>Cash and cash equivalents<sup>2</sup></b>         | <b>-</b>  | <b>-</b>                           | <b>233</b>                  | <b>233</b>                         | <b>-</b>                         | <b>233</b>                   |            |          |           |
| Debt and equity securities                           | -   | 2                                  | -                           | 2                                  | -                                | 2                            | 2          | -        | -         |
| Deposits   | -   | -                                  | 2                           | 2                                  | -                                | 2                            |            |          |           |
| Foreign exchange contracts                           | 1   | 1                                  | -                           | 2                                  | -                                | 2                            | -          | 2        | -         |
| <b>Current financial investments and derivatives</b> | <b>1</b>  | <b>3</b>                           | <b>2</b>                    | <b>6</b>                           | <b>-</b>                         | <b>6</b>                     | <b>2</b>   | <b>2</b> | <b>-</b>  |
| <b>Trade and trade notes receivable</b>              | <b>-</b>  | <b>-</b>                           | <b>292</b>                  | <b>292</b>                         | <b>-</b>                         | <b>292</b>                   |            |          |           |
| Advances on inventory                                | -   | -                                  | -                           | -                                  | 3                                | 3                            |            |          |           |
| Other current receivables <sup>3</sup>               | -   | -                                  | -                           | -                                  | 40                               | 40                           |            |          |           |
| <b>Other receivables</b>                             | <b>-</b>  | <b>-</b>                           | <b>-</b>                    | <b>-</b>                           | <b>43</b>                        | <b>43</b>                    |            |          |           |
| Loans and non-current financial receivables          | -   | -                                  | 5                           | 5                                  | -                                | 5                            |            |          |           |
| Other non-current receivables                        | -   | -                                  | -                           | -                                  | 1                                | 1                            |            |          |           |
| <b>Loans and other non-current receivables</b>       | <b>-</b>  | <b>-</b>                           | <b>5</b>                    | <b>5</b>                           | <b>1</b>                         | <b>7</b>                     |            |          |           |
| Investments in associates and joint arrangements     | -   | -                                  | -                           | -                                  | 6                                | 6                            |            |          |           |
| Other investments <sup>4</sup>                       | 13  | -                                  | -                           | 13                                 | -                                | 13                           | -          | -        | 13        |
| <b>Non-current financial investments</b>             | <b>13</b>                                       | <b>-</b>                           | <b>-</b>                    | <b>13</b>                          | <b>6</b>                         | <b>19</b>                    | <b>-</b>   | <b>-</b> | <b>13</b> |
| <b>Total</b>   | <b>13</b>                                       | <b>3</b>                           | <b>532</b>                  | <b>548</b>                         | <b>50</b>                        | <b>598</b>                   | <b>2</b>   | <b>2</b> | <b>13</b> |
| <b>Trade payables</b>                                | <b>-</b>  | <b>-</b>                           | <b>116</b>                  | <b>116</b>                         | <b>-</b>                         | <b>116</b>                   |            |          |           |
| Foreign exchange contracts                           | -   | 1                                  | -                           | 2                                  | -                                | 2                            | -          | 2        | -         |
| Bonds  | -   | -                                  | 220                         | 220                                | -                                | 220                          | 222        | -        | -         |
| Current loans and borrowings                         | -   | -                                  | 478                         | 478                                | -                                | 478                          |            |          |           |
| <b>Current financial liabilities and derivatives</b> | <b>-</b>  | <b>1</b>                           | <b>698</b>                  | <b>700</b>                         | <b>-</b>                         | <b>700</b>                   | <b>222</b> | <b>2</b> | <b>-</b>  |
| Other operating payables <sup>5</sup>                | -   | -                                  | -                           | -                                  | 52                               | 52                           |            |          |           |
| <b>Other current liabilities</b>                     | <b>-</b>  | <b>-</b>                           | <b>-</b>                    | <b>-</b>                           | <b>52</b>                        | <b>52</b>                    |            |          |           |
| Accrued personnel expenses                           | -   | -                                  | -                           | -                                  | 77                               | 77                           |            |          |           |
| Accrued material expenses                            | -   | -                                  | 17                          | 17                                 | -                                | 17                           |            |          |           |
| Other accrued liabilities <sup>5</sup>               | -   | -                                  | 46                          | 46                                 | -                                | 46                           |            |          |           |
| <b>Accrued liabilities</b>                           | <b>-</b>  | <b>-</b>                           | <b>62</b>                   | <b>62</b>                          | <b>77</b>                        | <b>139</b>                   |            |          |           |
| Bonds  | -   | -                                  | 668                         | 668                                | -                                | 668                          | 673        | -        | -         |
| Non-current loans and borrowings                     | -   | -                                  | -                           | -                                  | -                                | -                            |            |          |           |
| <b>Non-current financial liabilities</b>             | <b>-</b>  | <b>-</b>                           | <b>668</b>                  | <b>668</b>                         | <b>-</b>                         | <b>668</b>                   | <b>673</b> | <b>-</b> | <b>-</b>  |
| <b>Total</b>   | <b>-</b>  | <b>2</b>                           | <b>1 545</b>                | <b>1 547</b>                       | <b>129</b>                       | <b>1 675</b>                 | <b>895</b> | <b>2</b> | <b>-</b>  |

<sup>1</sup> With the exception of the bonds, the Group has not disclosed the fair values for financial assets and liabilities measured at amortized cost because their carrying amounts are a reasonable approximation of fair values.

<sup>2</sup> CHF 54 million of total cash and cash equivalents are held in countries in which local exchange control regulations with regard to capital export exist. If the Group complies with legal and tax regulations, such liquid funds are at its disposition within a reasonable period of time.

<sup>3</sup> Mainly include receivables from and payables to tax authorities (VAT).

<sup>4</sup> Mainly include a 12.48% investment in Kinexon Beteiligungsgesellschaft mbH (an unquoted equity instrument) that is carried at fair value through other comprehensive income of CHF 13 million.

<sup>5</sup> Contains mainly accrued expenses for services.

## Financial Instruments

Note 15 (cont.)

The carrying amounts and fair values of financial assets and liabilities as of December 31, 2024, including their levels in the fair value hierarchy, are as follows:

| in CHF million                                       | Carrying amount                                 |                                    |                             |                                    |                                  |                              | Fair value |          |           |
|--|---|------------------------------------|-----------------------------|------------------------------------|----------------------------------|------------------------------|------------|----------|-----------|
|  | Fair value – through other comprehensive income | Fair value – through profit & loss | Amortized cost <sup>1</sup> | Total financial assets/liabilities | Non-financial assets/liabilities | Total balance sheet position | Level 1    | Level 2  | Level 3   |
| Cash, postal and bank current accounts               | –   | –                                  | 177                         | 177                                | –                                | 177                          |            |          |           |
| Time deposits  | –   | –                                  | 70                          | 70                                 | –                                | 70                           |            |          |           |
| Money market funds <sup>2</sup>                      | –   | –                                  | 151                         | 151                                | –                                | 151                          |            |          |           |
| <b>Cash and cash equivalents<sup>3</sup></b>         | <b>–</b>  | <b>–</b>                           | <b>398</b>                  | <b>398</b>                         | <b>–</b>                         | <b>398</b>                   |            |          |           |
| Debt and equity securities                           | –   | 10                                 | –                           | 10                                 | –                                | 10                           | 10         | –        | –         |
| Deposits   | –   | –                                  | 4                           | 4                                  | –                                | 4                            |            |          |           |
| Foreign exchange contracts                           | 1   | 5                                  | –                           | 5                                  | –                                | 5                            | –          | 5        | –         |
| <b>Current financial investments and derivatives</b> | <b>1</b>  | <b>14</b>                          | <b>4</b>                    | <b>19</b>                          | <b>–</b>                         | <b>19</b>                    | <b>10</b>  | <b>5</b> | <b>–</b>  |
| <b>Trade and trade notes receivable</b>              | <b>–</b>  | <b>–</b>                           | <b>402</b>                  | <b>402</b>                         | <b>–</b>                         | <b>402</b>                   |            |          |           |
| Advances on inventory                                | –   | –                                  | –                           | –                                  | 15                               | 15                           |            |          |           |
| Other current receivables <sup>4</sup>               | –   | –                                  | –                           | –                                  | 57                               | 57                           |            |          |           |
| <b>Other receivables</b>                             | <b>–</b>  | <b>–</b>                           | <b>–</b>                    | <b>–</b>                           | <b>72</b>                        | <b>72</b>                    |            |          |           |
| Loans and non-current financial receivables          | –   | –                                  | 18                          | 18                                 | –                                | 18                           |            |          |           |
| Other non-current receivables                        | –   | –                                  | –                           | –                                  | 12                               | 12                           |            |          |           |
| <b>Loans and other non-current receivables</b>       | <b>–</b>  | <b>–</b>                           | <b>18</b>                   | <b>18</b>                          | <b>12</b>                        | <b>29</b>                    |            |          |           |
| Investments in associates and joint arrangements     | –   | –                                  | –                           | –                                  | 21                               | 21                           |            |          |           |
| Other investments <sup>5</sup>                       | 14  | –                                  | –                           | 14                                 | –                                | 14                           | –          | –        | 14        |
| <b>Non-current financial investments</b>             | <b>14</b>                                       | <b>–</b>                           | <b>–</b>                    | <b>14</b>                          | <b>21</b>                        | <b>35</b>                    | <b>–</b>   | <b>–</b> | <b>14</b> |
| <b>Total</b>   | <b>14</b>                                       | <b>14</b>                          | <b>821</b>                  | <b>850</b>                         | <b>104</b>                       | <b>954</b>                   | <b>10</b>  | <b>5</b> | <b>14</b> |
| <b>Trade payables</b>                                | <b>–</b>  | <b>–</b>                           | <b>340</b>                  | <b>340</b>                         | <b>–</b>                         | <b>340</b>                   |            |          |           |
| Foreign exchange contracts                           | 1   | 5                                  | –                           | 6                                  | –                                | 6                            | –          | 6        | –         |
| Bonds  | –   | –                                  | 250                         | 250                                | –                                | 250                          | 249        | –        | –         |
| Current loans and borrowings                         | –   | –                                  | 13                          | 13                                 | –                                | 13                           |            |          |           |
| <b>Current financial liabilities and derivatives</b> | <b>1</b>  | <b>5</b>                           | <b>263</b>                  | <b>269</b>                         | <b>–</b>                         | <b>269</b>                   | <b>249</b> | <b>6</b> | <b>–</b>  |
| Other operating payables <sup>4</sup>                | –   | –                                  | –                           | –                                  | 74                               | 74                           |            |          |           |
| Other current liabilities                            | –   | –                                  | –                           | –                                  | 4                                | 4                            |            |          |           |
| <b>Other current liabilities</b>                     | <b>–</b>  | <b>–</b>                           | <b>–</b>                    | <b>–</b>                           | <b>78</b>                        | <b>78</b>                    |            |          |           |
| Accrued personnel expenses                           | –   | –                                  | –                           | –                                  | 93                               | 93                           |            |          |           |
| Accrued material expenses                            | –   | –                                  | 35                          | 35                                 | –                                | 35                           |            |          |           |
| Other accrued liabilities <sup>6</sup>               | –   | –                                  | 88                          | 88                                 | –                                | 88                           |            |          |           |
| <b>Accrued liabilities</b>                           | <b>–</b>  | <b>–</b>                           | <b>124</b>                  | <b>124</b>                         | <b>93</b>                        | <b>217</b>                   |            |          |           |
| Bonds  | –   | –                                  | 538                         | 538                                | –                                | 538                          | 550        | –        | –         |
| Non-current loans and borrowings                     | –   | –                                  | 511                         | 511                                | –                                | 511                          |            |          |           |
| <b>Non-current financial liabilities</b>             | <b>–</b>  | <b>–</b>                           | <b>1 049</b>                | <b>1 049</b>                       | <b>–</b>                         | <b>1 049</b>                 | <b>550</b> | <b>–</b> | <b>–</b>  |
| <b>Total</b>   | <b>1</b>  | <b>5</b>                           | <b>1 776</b>                | <b>1 783</b>                       | <b>170</b>                       | <b>1 953</b>                 | <b>799</b> | <b>6</b> | <b>–</b>  |

<sup>1</sup> With the exception of the bonds, the Group has not disclosed the fair values for financial assets and liabilities measured at amortized cost because their carrying amounts are a reasonable approximation of fair values.

<sup>2</sup> Investment-grade-rated money market funds available on a daily basis, with an initial maturity of less than 3 months.

<sup>3</sup> CHF 239 million of total cash and cash equivalents are held in countries in which local exchange control regulations with regard to capital export exist. If the Group complies with legal and tax regulations, such liquid funds are at its disposition within a reasonable period of time.

<sup>4</sup> Mainly include receivables from and payables to tax authorities (VAT).

<sup>5</sup> Mainly include a 12.48% investment in Kinexon Beteiligungsgesellschaft mbH (an unquoted equity instrument) that is carried at fair value through other comprehensive income of CHF 14 million.

<sup>6</sup> Contains mainly accrued expenses for services.

## Financial Instruments

Note 15 (cont.)

### Measurement of fair values

#### Level 1 fair values

The fair value of financial instruments traded in active markets is based on quoted market prices at the balance sheet date. An active market is a market in which transactions for the asset or liability take place with sufficient frequency and volume providing information on an ongoing basis. Instruments included in Level 1 comprise investments in various debt and equity instruments via investment funds.

#### Level 2 fair values

The following table shows the valuation technique used in measuring Level 2 fair values:

| Type of financial instruments | Valuation technique   |
|-------------------------------|---|
| Foreign exchange contracts    | The fair values of foreign exchange hedging contracts are derived from quoted foreign exchange rates received from brokers. |

#### Level 3 fair values

The following table shows the valuation technique used in measuring Level 3 fair values:

| Type of financial instruments | Valuation technique   |
|-------------------------------|---|
| Other investments             | Other investments mainly include a 12.48% (2024: 12.48%) investment in Kinexon Beteiligungsgesellschaft mbH (an unquoted equity instrument) that is carried at fair value through other comprehensive income. Such investments are valued initially at fair value through the established purchase price between a willing buyer and seller and subsequently adjusted based on fair value less costs of disposal derived from a discounted cash flow analysis. The forecast period used for future cash flows covers the years 2026 to 2037. For the periods following the plan period a growth rate of 3% was assumed. The discount rate of 25% is based on the weighted average cost of capital (WACC). The capital costs were determined using the capital asset pricing model (CAPM). |
| Other non-current liabilities | The valuation of the contingent considerations is based on the current estimate of the fulfillment of the conditions on which the payment of the earnout depends. The fair value is based on various unobservable inputs. A change in these inputs may result in a significantly higher or lower fair value.  |

### Transfers between levels of fair values

There were no transfers between levels during the year.

### Accounting Principles

Financial assets are initially measured at fair value. Subsequent measurement depends on their classification according to IFRS 9 based on the entity's business model either at amortized cost, fair value through profit and loss or fair value through OCI. Debt and equity securities include debt instruments frequently traded. Other debt investments (i.e. trade and trade notes receivable, deposits) are for held and collect purpose.

Financial liabilities are initially measured at fair value less directly attributable costs. Subsequent measurement depends on their classification according to IFRS 9 either at amortized cost, fair value through profit and loss or fair value through OCI.

## Financial Instruments

Note 15 (cont.)

### Financial risk management

The Group has exposure to the following risks arising from financial instruments:

- Credit risk
- Liquidity risk
- Market risk

The Group's financial risk management aims to limit any adverse effects that the markets may have on the Group's financial health, at an acceptable hedging cost. Risk limitation does not mean complete exclusion of financial risks; rather, it means following a policy of economically sensible management of the Group's finances within an agreed framework of documented authority. The Group uses derivative financial instruments to hedge certain risks. Only preapproved instruments are used, and as a fundamental rule, no speculative transactions are conducted in the areas of foreign exchange or interest rates. No hedges are entered into without a corresponding base transaction. Management monitors and steers such risks continuously with the support of Group Treasury, which identifies and evaluates all financial risks, working with the Group's operating companies and hedging the risks as appropriate. The Group has documented guidelines for financial risk management, covering the use of derivative and non-derivative financial instruments and policies for use of surplus funds.

### Credit risk

Credit risk is the risk of financial loss to the Group if a customer or counterparty to a financial instrument fails to meet its contractual obligations. Credit risk arises principally from the Group's customer receivables, investment securities and cash placed with banks.

The credit or default risk associated with operating receivables is monitored locally by the individual Group companies. These companies follow a credit policy defined by each operating unit, under which each new customer is analyzed individually for creditworthiness before payment and delivery terms and conditions are offered. Credit ratings are reviewed regularly, and limits are set and monitored on an ongoing basis.

Trade receivables are valued at the original invoiced amount less any necessary value adjustments for default risks. These risks are insured with third parties only in exceptional cases. Value adjustments are set at varying levels corresponding to risks recognized in the different business units.

As a fundamental principle, the Group places funds only with investment-grade-rated domestic and foreign banking institutions, and Group Treasury periodically assesses the relevant ratings and credit default spreads of these banking institutions.

The Oerlikon Group's maximum credit risk from financial instruments is reflected in the book values of the individual financial assets as per year-end. There are no commitments or obligations that might lead to an exposure exceeding these book values.

At December 31, book values of financial assets are as follows:

| in CHF million                                | 2025       | 2024       |
|---|------------|------------|
| Cash and cash equivalents                     | 233        | 398        |
| Current financial investments and derivatives | 6          | 19         |
| Trade and trade notes receivable              | 292        | 402        |
| Current contract assets                       | –          | 13         |
| Loans and other non-current receivables       | 5          | 18         |
| <b>Total</b>                                  | <b>536</b> | <b>849</b> |

At December 31, trade and trade notes receivable are distributed geographically (by location of the Group company) as follows:

| in CHF million | 2025       | 2024       |
|----------------|------------|------------|
| Americas       | 59         | 68         |
| Asia/Pacific   | 99         | 154        |
| Europe         | 134        | 180        |
| <b>Total</b>   | <b>292</b> | <b>402</b> |

No concentrations of risk to the Group are expected from the outstanding receivables.

## Financial Instruments

Note 15 (cont.)

At December 31, the aging of trade receivables was as follows:

| in CHF million           | 2025         |                  | 2024         |                  |
|--------------------------|--------------|------------------|--------------|------------------|
|                          | Gross amount | Value adjustment | Gross amount | Value adjustment |
| <b>Current (not due)</b> | <b>226</b>   | <b>-</b>         | <b>305</b>   | <b>-1</b>        |
| <b>Total past due</b>    | <b>75</b>    | <b>-8</b>        | <b>116</b>   | <b>-17</b>       |
| 0–30 days                | 38           | -1               | 44           | -                |
| 31–60 days               | 11           | -                | 20           | -                |
| 61–90 days               | 6            | -                | 11           | -                |
| 91–120 days              | 4            | -                | 6            | -1               |
| Over 120 days            | 17           | -7               | 36           | -16              |
| <b>Total</b>             | <b>301</b>   | <b>-9</b>        | <b>420</b>   | <b>-19</b>       |

The allowance for doubtful debts is based on the Expected Credit Loss (ECL) method, which consists in applying a current and forward-looking model to identify factors that may affect the ability of customers to settle their obligations as agreed. The Group applies the IFRS 9 simplified approach and calculates expected credit losses using a provision matrix where trade receivables are grouped based on different customer attributes. If substantial expected payment delays occur, receivables are assessed individually for further impairment.

Reconciliation of changes in allowance accounts for credit losses:

| in CHF million                                 | 2025      | 2024       |
|--|-----------|------------|
| Balance at January 1                           | -19       | -15        |
| Reclassifications to assets held for sale      | 5         | -          |
| Additional impairment losses charged to income | -1        | -4         |
| Reversal of impairment losses                  | 3         | -          |
| Write-off                                      | 2         | 1          |
| Conversion differences                         | 1         | -          |
| <b>Balance at December 31</b>                  | <b>-9</b> | <b>-19</b> |

## Liquidity risk

Liquidity risk is the risk that the Oerlikon Group may be unable to discharge its financial liabilities in a timely manner or at acceptable cost. Oerlikon supervises and manages the Group's liquidity centrally, in order to ensure that outstanding financial liabilities can at all times be met within their maturity period and at acceptable financing cost. Group Treasury prepares and provides the relevant decision support and arranges for the availability of the relevant funds once approval is given.

Oerlikon's liquidity is monitored using short-, medium- and long-term rolling forecasts, about which senior management is kept informed. On the basis of these plans, Oerlikon mobilizes the necessary liquid funds and takes any further steps necessary in a timely manner.

The remaining contractual maturities of financial liabilities as of December 31 are as follows:

| in CHF million                                      | 2025            |                       |               |              |                   |                  |
|---|-----------------|-----------------------|---------------|--------------|-------------------|------------------|
|   | Carrying amount | Contractual cash flow | within 1 year | 1 to 5 years | more than 5 years | of which secured |
| Trade payables                                      | 116             | 116                   | 116           | -            | -                 | -                |
| Current and non-current financial liabilities       | 1 366           | 1 452                 | 296           | 1 156        | -                 | -                |
| Lease liabilities                                   | 190             | 227                   | 38            | 95           | 94                | -                |
| Accrued liabilities                                 | 62              | 62                    | 62            | -            | -                 | -                |
| Other current and non-current liabilities           | -               | -                     | -             | -            | -                 | -                |
| <b>Non-derivative financial liabilities</b>         | <b>1 735</b>    | <b>1 858</b>          | <b>512</b>    | <b>1 251</b> | <b>94</b>         | <b>-</b>         |
| Foreign exchange contracts used for hedging         | 1               | 534                   | 525           | 9            | -                 | -                |
| - thereof: for hedging fx-outflows (notional value) | -               | 256                   | 251           | 5            | -                 | -                |
| - thereof: for hedging fx-inflows (notional value)  | -               | 278                   | 274           | 3            | -                 | -                |
| <b>Derivative financial instruments<sup>1</sup></b> | <b>1</b>        | <b>534</b>            | <b>525</b>    | <b>9</b>     | <b>-</b>          | <b>-</b>         |
| <b>Total</b>  | <b>1 736</b>    | <b>2 391</b>          | <b>1 037</b>  | <b>1 260</b> | <b>94</b>         | <b>-</b>         |

<sup>1</sup> Contractual cash flows of derivative financial instruments are fully covered by cash flows from underlying transactions.

## Financial Instruments

Note 15 (cont.)

|   | <b>2024</b>     |                       |               |              |                   |                  |
|---|-----------------|-----------------------|---------------|--------------|-------------------|------------------|
| in CHF million                                      | Carrying amount | Contractual cash flow | within 1 year | 1 to 5 years | more than 5 years | of which secured |
| Trade payables                                      | 340             | 340                   | 340           | –            | –                 | –                |
| Current and non-current financial liabilities       | 1 312           | 1 452                 | 296           | 1 156        | –                 | –                |
| Lease liabilities                                   | 205             | 251                   | 42            | 106          | 103               | –                |
| Accrued liabilities                                 | 124             | 124                   | 124           | –            | –                 | –                |
| Other current and non-current liabilities           | 1               | 1                     | –             | –            | –                 | –                |
| <b>Non-derivative financial liabilities</b>         | <b>1 982</b>    | <b>2 167</b>          | <b>802</b>    | <b>1 262</b> | <b>103</b>        | <b>–</b>         |
| Foreign exchange contracts used for hedging         | 1               | 840                   | 840           | –            | –                 | –                |
| – thereof: for hedging fx-outflows (notional value) | –               | 383                   | 382           | –            | –                 | –                |
| – thereof: for hedging fx-inflows (notional value)  | –               | 458                   | 458           | –            | –                 | –                |
| <b>Derivative financial instruments<sup>1</sup></b> | <b>1</b>        | <b>840</b>            | <b>840</b>    | <b>–</b>     | <b>–</b>          | <b>–</b>         |
| <b>Total</b>  | <b>1 983</b>    | <b>3 008</b>          | <b>1 642</b>  | <b>1 262</b> | <b>103</b>        | <b>–</b>         |

<sup>1</sup> Contractual cash flows of derivative financial instruments are fully covered by cash flows from underlying transactions.

### Changes in liabilities arising from financial activities<sup>1</sup>

| in CHF million   | <b>2025</b>  | 2024         |
|--|--------------|--------------|
| <b>Liabilities from financial activities as of January 1</b>   | <b>1 518</b> | <b>1 691</b> |
| <b>Cash flows from financing activities</b>                    |              |              |
| Repayment of financial debt                                    | –258         | –167         |
| Proceeds from financial debt                                   | 358          | –            |
| Principal elements of lease payments                           | –35          | –37          |
| <b>Total cash flows from financing activities</b>              | <b>65</b>    | <b>–204</b>  |
| <b>Non-cash changes</b>  |              |              |
| Increase of lease liabilities (net)                            | 52           | 26           |
| Conversion differences   | –15          | 8            |
| Transfer held for sale   | –65          | –            |
| Other non-cash changes   | 2            | –4           |
| <b>Total non-cash changes</b>                                  | <b>–26</b>   | <b>30</b>    |
| <b>Liabilities from financial activities as of December 31</b> | <b>1 556</b> | <b>1 518</b> |

<sup>1</sup> Liabilities from financial activities consist of loans and borrowings and lease liabilities.

### Market risk

Market risk is the risk that the fair value or the future cash flows of a financial instrument may change as a result of fluctuations in market prices. The Oerlikon Group is exposed in particular to fluctuations in foreign exchange and interest rates. The Group also has a minor risk from exposure to fluctuations in raw material prices.

## Financial Instruments

Note 15 (cont.)

### Foreign exchange risk

#### Foreign exchange transaction risk

Due to its most significant markets, the Group is primarily exposed to exchange risks versus the USD, CNY and EUR. If costs and revenues of Group companies are incurred or earned in differing or in non-functional currencies, the underlying business transactions are hedged on a centrally coordinated basis by means of commonly used financial instruments. Group companies make regular plans for receipt or payment of cash in foreign currencies and advise these to Group Treasury, which hedges the related exchange risks using external contracts with investment-grade-rated banks.

The Group's hedging strategy for exchange risks distinguishes between the routine business of supplying components or spare parts and the Group's project activities. For the routine business, cash flows in foreign currencies are hedged for a whole year in advance, based on the annual budget. The hedging quota, i.e. the percentage of the base volume to be hedged, is set forth in the related guidelines. Periodically, a check is performed as to whether the latest forecast of business volumes calls for an increase or a reduction in the hedging volume. For projects, the exchange risks are hedged when the contract is entered into. For special transactions that do not fall into either category – routine or project – the hedging strategy can be determined for individual cases.

#### Foreign exchange translation risk

Translation exposure arises from consolidation of foreign-currency-denominated financial statements of the Group's subsidiaries. The Group's consolidated financial statements are reported in Swiss francs. The translation risk arising from foreign subsidiary balance sheets, which affects the consolidated Group equity, is not hedged.

#### Foreign exchange economic risk

The Group policy is not to hedge long-term foreign exchange risk.

The following rates were used to convert the most important foreign currencies in the financial statements:

|         | Average rates |        | Change | Year-end rates |        | Change |
|---------|---------------|--------|--------|----------------|--------|--------|
|         | 2025          | 2024   | 25/24  | 2025           | 2024   | 25/24  |
| 1 USD   | 0.829         | 0.880  | -5.8%  | 0.793          | 0.902  | -12.2% |
| 1 EUR   | 0.937         | 0.952  | -1.6%  | 0.931          | 0.940  | -0.9%  |
| 100 CNY | 11.542        | 12.229 | -5.6%  | 11.322         | 12.364 | -8.4%  |
| 100 HKD | 10.636        | 11.278 | -5.7%  | 10.183         | 11.623 | -12.4% |
| 100 JPY | 0.554         | 0.582  | -4.7%  | 0.506          | 0.578  | -12.5% |
| 1 SGD   | 0.635         | 0.659  | -3.6%  | 0.617          | 0.663  | -7.0%  |

#### Sensitivity analysis

For the sensitivity analysis, the three most important currencies were selected in which the Group holds significant amounts of receivables and payables. Based on a one-year volatility of 8.79% (CNY/CHF), 9.12% (USD/CHF) and 5.06% (EUR/CHF), a corresponding appreciation of the foreign currencies on December 31, 2025, would have changed the equity and the income statement by the amounts listed below.

| Effect in CHF million | 2025   |                  | 2024   |                  |
|-----------------------|--------|------------------|--------|------------------|
|                       | Equity | Income statement | Equity | Income statement |
| USD                   | -2     | 2                | -3     | 2                |
| EUR                   | -1     | -8               | -1     | -9               |
| CNY                   | -      | -                | -1     | -1               |

A depreciation of the three foreign currencies by 8.79% (CNY/CHF), 9.12% (USD/CHF) and 5.06% (EUR/CHF) against the Swiss franc would have had the same but opposite effect on the equity and the income statement, assuming all other variables remain constant. In the previous period, the sensitivity analysis was calculated with 7.32% (CNY/CHF), 7.02% (USD/CHF) and 5.18% (EUR/CHF).

The Group's exposure to foreign exchange risk was as follows, based on nominal amounts as of December 31:

| in million  | 2025        |            |             |            | 2024        |            |             |            |
|---|-------------|------------|-------------|------------|-------------|------------|-------------|------------|
|   | EUR         | USD        | CNY         | CHF        | EUR         | USD        | CNY         | CHF        |
| Trade receivables   | 15          | 36         | -           | 2          | 12          | 42         | 17          | 1          |
| Trade payables  | 9           | 7          | 1           | -          | 9           | 14         | 106         | 1          |
| Net financial position                                    | -240        | 10         | 40          | -1         | -248        | 17         | 13          | -1         |
| <b>Gross exposure consolidated balance sheet</b>          | <b>-216</b> | <b>53</b>  | <b>41</b>   | <b>1</b>   | <b>-226</b> | <b>73</b>  | <b>137</b>  | <b>1</b>   |
| <b>Gross foreign exchange risk in business operations</b> | <b>-84</b>  | <b>-14</b> | <b>-137</b> | <b>-19</b> | <b>-37</b>  | <b>-51</b> | <b>-475</b> | <b>-31</b> |
| <b>Open net foreign exchange forward contracts</b>        | <b>48</b>   | <b>-23</b> | <b>108</b>  | <b>14</b>  | <b>12</b>   | <b>-4</b>  | <b>281</b>  | <b>23</b>  |
| <b>Net exposure</b>                                       | <b>-252</b> | <b>16</b>  | <b>12</b>   | <b>-4</b>  | <b>-251</b> | <b>18</b>  | <b>-57</b>  | <b>-7</b>  |

## Financial Instruments

Note 15 (cont.)

### Interest rate risk

Oerlikon is mainly exposed to interest rate risk in relation to its liquid funds, which are placed at variable rates or held as short-term investments.

Group Treasury prepares and provides the relevant decision support for senior management (Board of Directors, senior financial management) and arranges for hedging against interest rate fluctuations, once approval is given. Such hedging is carried out using derivative financial instruments, such as interest rate swaps and interest rate caps.

As of December 31, the interest rate profile of the Group's interest-bearing financial instruments was:

|                               | 2025                     | 2024                   |
|-------------------------------|--------------------------|------------------------|
| in CHF million                | Net carry-<br>ing amount | Net carrying<br>amount |
| <b>Fixed rate interest</b>    |                          |                        |
| Financial assets              | 5                        | 19                     |
| Financial liabilities         | -1 081                   | -1 044                 |
| <b>Total</b>                  | <b>-1 077</b>            | <b>-1 025</b>          |
| <b>Variable rate interest</b> |                          |                        |
| Financial assets              | 232                      | 412                    |
| Financial liabilities         | -476                     | -475                   |
| <b>Total</b>                  | <b>-244</b>              | <b>-63</b>             |

The terms and conditions of outstanding interest-bearing liabilities are as follows:

|  | 2025     |                               |                     |               |                    |
|--|----------|-------------------------------|---------------------|---------------|--------------------|
| in CHF million   | Currency | Nominal<br>interest<br>rate   | Year of<br>maturity | Face<br>value | Carrying<br>amount |
| Syndicated loan/Revolving Credit Facility  | CHF      | risk free<br>rate +<br>1.50 % | 2028                | -             | -                  |
| Syndicated loan/Term Loan Facility   | CHF      | risk free<br>rate +<br>2.50 % | 2026                | 475           | 475                |
| Bond   | CHF      | 2.875 %                       | 2026                | 220           | 220                |
| Bond   | CHF      | 1.375 %                       | 2027                | 150           | 149                |
| Bond   | CHF      | 0.800 %                       | 2028                | 200           | 200                |
| Bond   | CHF      | 3.250 %                       | 2029                | 120           | 119                |
| Bond   | CHF      | 2.000 %                       | 2030                | 200           | 199                |
| Lease liabilities  | var.     | var.                          | var.                | 190           | 190                |
| Current and non-current loans and borrowings                                     | var.     | var.                          | var.                | 4             | 4                  |
| <b>Total current and non-current financial liabilities and lease liabilities</b> |          |                               |                     | <b>1 556</b>  |                    |

|  | 2024     |                               |                     |               |                    |
|--|----------|-------------------------------|---------------------|---------------|--------------------|
| in CHF million   | Currency | Nominal<br>interest<br>rate   | Year of<br>maturity | Face<br>value | Carrying<br>amount |
| Syndicated loan/Revolving Credit Facility  | CHF      | risk free<br>rate +<br>1.25 % | 2028                | -             | -                  |
| Syndicated loan/Term Loan Facility   | CHF      | risk free<br>rate +<br>2.25 % | 2026                | 475           | 474                |
| Bond   | CHF      | 0.375 %                       | 2025                | 250           | 250                |
| Bond   | CHF      | 2.875 %                       | 2026                | 220           | 220                |
| Bond   | CHF      | 0.800 %                       | 2028                | 200           | 200                |
| Bond   | CHF      | 3.250 %                       | 2029                | 120           | 119                |
| Lease liabilities  | var.     | var.                          | var.                | 205           | 205                |
| Current and non-current loans and borrowings                                     | var.     | var.                          | var.                | 51            | 50                 |
| <b>Total current and non-current financial liabilities and lease liabilities</b> |          |                               |                     | <b>1 518</b>  |                    |

## Financial Instruments

Note 15 (cont.)

### Syndicated loan facilities

In 2021, Oerlikon signed an agreement for an unsecured syndicated sustainability-linked credit facility amounting to CHF 600 million. The facility comprises a revolving credit facility and an ancillary credit facility with a five-year term and two optional one-year extensions, at the full discretion of the lenders. The second extension option was exercised in 2023 and 2024 for the whole amount. As of December 31, 2025, the revolving credit facility was entirely undrawn, and out of CHF 92 million allocated to the ancillary credit facility, the amount of CHF 22 million was used for issuing guarantees.

As per December 31, 2025, the interest rate of the loan under the syndicated credit facility is defined as the applicable risk free rate plus a margin of 1.5 % per year, subject to a margin grid based on the ratio of Net Debt to EBITDA (within a range of 0.50 % and 1.90 %).

As of December 31, 2025 the syndicated credit facility contains the following financial covenants, which are tested quarterly:

– Net Debt/EBITDA

In 2023, Oerlikon raised CHF 475 million from a 3-year unsecured syndicated term loan facility signed in December 2022. The proceeds from this facility were used to finance the acquisition of the Riri Group which was closed in Q1 2023.

As per December 31, 2025, the interest rate of the loan under the syndicated term loan facility is defined as the applicable risk free rate plus a margin of 2.50 % per year, subject to a margin grid based on the ratio of Net Debt to EBITDA (within a range of 1.45 % and 3.10 %).

In 2025 the Group was in compliance with all covenants.

### Bonds

On May 27, 2021, the Oerlikon Group issued a 7.5 year CHF 200 million straight bond with a nominal interest of 0.800 % (effective interest: 0.788 %).

On June 2, 2023, the Oerlikon Group issued a 3 year CHF 220 million straight bond with a nominal interest rate of 2.875 % (effective interest: 2.771 %) and a 6 1/3 year CHF 120 million straight bond with a nominal interest of 3.25 % (effective interest: 3.198 %).

On September 3, 2025 the Oerlikon Group issued a 2 year CHF 150 million straight bond with a nominal interest rate of 1.375 % (effective interest: 1.584 %) and a 5 year CHF 200 million straight bond with a nominal interest of 2.00 % (effective interest: 2.078 %).

### Cash flow sensitivity analysis for variable rate instruments

A change of 100 basis points (bp) in interest rates at the reporting date would have affected profit or loss by the amounts shown below. This analysis assumes that all other variables, in particular foreign currency rates, remain constant.

| Effect in CHF million | Income statement |                 |
|-----------------------|------------------|-----------------|
|                       | 100 bp increase  | 100 bp decrease |
| <b>2025</b>           |                  |                 |
| Cash flow sensitivity | -1.7             | 1.7             |
| <b>2024</b>           |                  |                 |
| Cash flow sensitivity | 0.5              | -0.5            |

The assumption in the underlying sensitivity analysis is that an increase as well as a decrease by 100 bp has a full impact on interest income and expense. The tax impact has been included in all figures regarding interest sensitivity.

A change of 100 basis points in interest rates would have the same impact in Group equity, as there are no direct impacts in other comprehensive income.

## Derivative assets and liabilities

Note 15 (cont.)

| in CHF million                    | 2025            |            |          | 2024            |            |          |
|-----------------------------------|-----------------|------------|----------|-----------------|------------|----------|
|                                   | Contract volume | Fair value |          | Contract volume | Fair value |          |
|                                   |                 | positive   | negative |                 | positive   | negative |
| <b>Foreign exchange contracts</b> | <b>534</b>      | <b>2</b>   | <b>2</b> | <b>840</b>      | <b>5</b>   | <b>6</b> |

Based on the Group's business activities, the following main currency pairs are hedged: EUR/CHF, USD/CHF, EUR/USD and EUR/CNY. Positive and negative changes in fair values of foreign exchange contracts are offset by the corresponding gain or loss on the hedged transactions. The maximum risk from counterparty non-performance is equal to the positive market value of outstanding derivatives as per year-end. In view of the reputation of the counterparties, this risk is deemed to be minimal. In principle, the maturities of currency hedges correspond to the maturity of the hedged transactions. If the maturity of the base transaction shifts, the maturity of the hedge contract will be shifted correspondingly (roll-over/swaps). Thus, the cash flows deriving from the hedge contracts are synchronized with the cash flows of the base transactions. The hedging transactions of major entities are first recorded in other comprehensive income, then released to the income statement when the base transaction is recorded. For this reason, there is no need for a separate presentation of the maturities of hedge contracts and their underlying transactions.

Maturity structure of open foreign exchange contracts at December 31:

| in CHF million                    | Carrying amount | Expected cash flows | 6 months or less | 6-12 months | 1-2 years | 2-5 years | more than 5 years |
|-----------------------------------|-----------------|---------------------|------------------|-------------|-----------|-----------|-------------------|
| <b>Foreign exchange contracts</b> |                 |                     |                  |             |           |           |                   |
| 2025                              | 1               | <b>534</b>          | 104              | 421         | 9         | –         | –                 |
| 2024                              | –1              | <b>840</b>          | 758              | 82          | –         | –         | –                 |

### Netting of financial assets and liabilities

No significant netting of financial assets and liabilities occurred in 2025 and 2024.

### Supplier finance arrangements

Oerlikon has several supplier finance arrangements with external finance providers in place. These arrangements provide the entity's suppliers with early payment terms compared to the related invoice payment due date. The supplier finance arrangements are perpetual with no fixed expiration date.

The terms and conditions of the arrangements are unchanged from the trade payables from this supplier, other than the due date has been extended to up to 180 days after the invoice date. Liabilities under the supplier finance arrangements are included in the balance sheet line item "Liabilities classified as held for sale" and previous year "Trade payables".

|   | 2025 | 2024 |
|---|------|------|
| <b>Average payment due dates (in days after invoice date)</b>   |      |      |
| Liabilities under supplier finance arrangement  | 157  | 158  |
| Comparable trade payables that are not part of the supplier finance arrangement (same line of business) | 47   | 46   |
| <b>Carrying amount of liabilities under supplier finance arrangement in CHF million:</b>                |      |      |
| Liabilities under supplier finance arrangement  | 13   | 11   |
| of which the supplier has received payment from the finance provider                                    | 11   | 10   |

## Capital Management

Note 16

Oerlikon Group's objectives when managing capital are to safeguard the Group's ability to continue as a going concern in order to provide returns for shareholders and benefits for other stakeholders, and to maintain an optimal capital structure to reduce the cost of capital.

The Group monitors capital using the ratios shown below:

| in CHF million                                    | 2025        | 2024        |
|---|-------------|-------------|
| Total assets                                      | 3 761       | 4 002       |
| Equity attributable to shareholders of the parent | 912         | 1 118       |
| <b>Equity ratio in %</b>                          | <b>24 %</b> | <b>28 %</b> |

With an equity ratio of 24 % (previous year: 28 %), the Oerlikon Group is within the target range of its financial strategy. The currently outstanding bonds have an investment grade rating.

|   |              |                         |
|---|--------------|-------------------------|
| <b>Return on capital employed (ROCE) in %</b> | <b>4.7 %</b> | <b>5.1%<sup>1</sup></b> |
|---|--------------|-------------------------|

<sup>1</sup> As reported.

Return on Capital Employed (ROCE) in 2025 is defined as NOPAT (Net-Operating Profit After Tax) on the basis of 12 months rolling over the Capital Employed per year-end. NOPAT is composed of operational EBIT deducted by current and deferred income taxes and amortization of acquired intangibles. Capital Employed is composed of third-party net operating assets (before amortized acquired intangibles), current income tax receivables, current income taxes payable, deferred tax assets and deferred tax assets liabilities.

## OC Oerlikon Participation Plans

Note 17

On December 31, 2025, the following equity-settled plans were open, pursuant to which the holder is entitled to shares of OC Oerlikon Corporation AG, Pfäffikon:

### Restricted Stocks and Restricted Stock Units

Members of the Board of Directors of OC Oerlikon Corporation AG, Pfäffikon, receive a portion of their compensation by means of Restricted Stocks, which are granted quarterly (month of the AGM, July, October and January). The Restricted Stocks have no vesting conditions but are subject to a one-year blocking period. For Directors resigning their mandate prior to the end of the term, they are not entitled to quarterly grants issued after their departure. The fair value for the Restricted Stocks is based on the stock price at grant date. The average fair value for the grants made in 2025 is CHF 3.38.

Under the Long-Term Incentive Plan (LTI), members of the Executive Committee and senior management may receive a portion of their compensation as long-term bonus in the form of awards for OC Oerlikon Corporation AG, Pfäffikon, shares that are based on a vesting period of three years. Upon vesting, the Restricted Stock Units (RSU) are converted into shares. For each RSU granted, the equivalent of dividends paid per share to shareholders during the vesting period is added to the final payout. The fair value for the 2025 plan is based on the stock price at grant date of CHF 3.49. The RSU allocated in 2025 will vest on April 30, 2028.

A small number of Restricted Stock Units was granted in 2025 under a discretionary plan to selected members of senior management.

| Year of allocation | Outstanding on 1.1. | Granted in 2025  | Forfeited in 2025 | Exercised in 2025 | Outstanding on 31.12. | Fair value at grant date in CHF <sup>1</sup> | Expense 2025 in CHF million | Vesting period      |
|--------------------|---------------------|------------------|-------------------|-------------------|-----------------------|--|-----------------------------|---------------------|
| 2022               | 276 528             | –                | –                 | –276 528          | –                     | –  | 0.2                         | 01.05.22 - 30.04.25 |
| 2023               | 676 955             | –                | –14 519           | –258 679          | 403 757               | –  | 1.0                         | 01.05.23 - 30.04.26 |
| 2024               | 1 159 288           | 68 558           | –131 326          | –95 897           | 1 000 623             | 3.51   | 2.4                         | 01.05.24 - 30.04.27 |
| 2025               | –                   | 1 012 015        | –59 456           | –213 647          | 738 912               | 3.42   | 1.5                         | 01.05.25 - 30.04.28 |
| <b>Total</b>       | <b>2 112 771</b>    | <b>1 080 573</b> | <b>–205 301</b>   | <b>–844 751</b>   | <b>2 143 292</b>      |  | <b>5.0</b>                  |                     |

<sup>1</sup> The fair values relate to the units granted in 2025.

### Performance Share Awards (PSA)

Under the Long-Term Incentive Plan (LTI), members of the Executive Committee and senior management may receive a portion of their compensation as long-term bonus in the form of awards for OC Oerlikon Corporation AG, Pfäffikon, shares that are based on performance conditions and a vesting period of three years. The achievement of the performance conditions determines the effective number of total Performance Share Awards (PSA). Upon vesting, the effective number of PSA is converted into shares. For each PSA granted, the equivalent of dividends paid per share to shareholders during the vesting period is added to the final payout.

Performance conditions for the 2025 plan are Return on Capital Employed (ROCE) and relative Total Shareholder Return (TSR) of Oerlikon. ROCE is defined as NOPAT (Net-Operating Profit After Tax) over Capital Employed. TSR is defined as the net change in share price plus any dividend distributions over a period of time. To determine the final number of PSA, the effective average annual ROCE achievement over the performance period is mapped to a payout factor between 0 % and 150 % and multiplied with the effective TSR modifier of either 0.9, 1.0 or 1.1, depending on whether the TSR achievement is below, within or above a preset TSR target corridor determined by the Board of Directors at the beginning of the program.

The fair value for the 2025 plan is based on the stock price at grant date of CHF 3.49 and a TSR multiplier of 1.0. The PSA allocated in 2025 will vest on April 30, 2028.

| Year of allocation | Outstanding on 1.1. | Granted in 2025 | Forfeited in 2025 | Performance adjustment | Exercised in 2025 | Outstanding on 31.12. | Fair value at grant date in CHF <sup>1</sup> | Expense 2025 in CHF million | Vesting period      |
|--------------------|---------------------|-----------------|-------------------|------------------------|-------------------|-----------------------|--|-----------------------------|---------------------|
| 2022               | –                   | –               | –                 | –                      | –                 | –                     | –  | –                           | 01.05.22 - 30.04.25 |
| 2023               | 157 107             | –               | –                 | –13 636                | –143 471          | –                     | –  | 0.1                         | 01.05.23 - 30.04.26 |
| 2024               | 2 066 815           | –               | –176 765          | –2 895                 | –11 285           | 1 875 870             | –  | 1.4                         | 01.05.24 - 30.04.27 |
| 2025               | –                   | 676 851         | –59 456           | –                      | –                 | 617 395               | 3.31   | 0.5                         | 01.05.25 - 30.04.28 |
| <b>Total</b>       | <b>2 223 922</b>    | <b>676 851</b>  | <b>–236 221</b>   | <b>–16 531</b>         | <b>–154 756</b>   | <b>2 493 265</b>      |  | <b>2.0</b>                  |                     |

<sup>1</sup> The fair values relate to the awards granted in 2025.

### Accounting Principles

The fair value of share-based payments is determined on the day such share-based remuneration is granted and charged to the income statement on a straight-line basis over the vesting period within operating results, with a corresponding increase in equity (equity settled plans). Non-market conditions are incorporated in the expense measure by adjusting the number of equity instruments expected to vest at each reporting date during the vesting period.

## Related-Party Transactions

Note 18

Related parties include joint arrangements, associates, members of the Board of Directors, the Executive Committee, employee benefit plans and important shareholders, as well as companies under their control. Transactions with related parties are generally conducted at arm's length.

### Primary shareholder

The share capital of CHF 339 758 576 consists of 339 758 576 registered shares, each with a par value of CHF 1.00. On December 31, 2025, conditional capital amounted to CHF 47 200 000.

The shareholders registered as holding more than 5 % of the shares as at December 31, 2025, were:

| Shareholder  | Share ownership <sup>1</sup> |                   |
|--|------------------------------|-------------------|
|  | Number of shares             | in % <sup>2</sup> |
| Liwet Holding AG, Zurich, Switzerland <sup>3</sup> | 145 086 913 <sup>4</sup>     | 42.70 %           |

<sup>1</sup> Source: disclosure notifications pursuant to Art. 120 et seqq. of the Federal Act on Financial Market Infrastructures and Market Conduct in Securities and Derivatives Trading (Financial Market Infrastructure Act, FMIA), published by SIX Exchange Regulation.

<sup>2</sup> Basis: Shares issued (339 758 576).

<sup>3</sup> The shares of Liwet Holding AG are ultimately held as follows by:

- A) 44.46% by Columbus Trust, a trust established under the laws of Cayman Islands, whose ultimate beneficiary is Mr. Viktor F. Vekselberg, Moscow, Russia and Zug, Switzerland
- B) 4.94% by Amapola Development Inc, Panama, whose ultimate beneficiary is Mr. Evgeny Olkhovik, Moscow, Russia
- C) 33.97% by Amineo Holding AG, Switzerland, whose ultimate beneficial owner is Mr. Nikolay Olkhovik, Forch, Switzerland,
- D) 16.63% by A2-Link AG, Switzerland, whose ultimate beneficial owner is Mr. Alexey Valerievich Moskov, Wädenswil, Switzerland.

<sup>4</sup> Source: voluntary disclosure notification published by SIX Exchange Regulation on November 8, 2024; amendment to the previously notified information as published by SIX Exchange Regulation on January 28, 2023.

### Share ownership, options and related instruments

The disclosure below follows Art. 734d of the Swiss Code of Obligations, which requires disclosure of share ownership, options and related instruments individually for each member of the Board of Directors and Executive Committee, including shares, options and related instruments held by persons closely related to, and by companies controlled by members of the Board of Directors and Executive Committee.

| Members of the Board of Directors | Number of shares |
|-----------------------------------|------------------|
| Prof. Dr. Michael Suess           | 1 337 277        |
| Paul Adams                        | 120 186          |
| Stefan Brupbacher                 | 30 521           |
| Jürg Fedier                       | 827 938          |
| Inka Koljonen                     | 80 403           |
| Irina Matveeva                    | 83 956           |
| Alexey V. Moskov                  | 1 717 857        |
| Marco Musetti                     | 30 521           |
| Gerhard Pegam                     | 110 927          |
| Eveline Steinberger               | 30 521           |
| Zhenguo Yao                       | 64 044           |
| <b>Total</b>                      | <b>4 434 151</b> |

| Members of the Executive Committee | Number of shares | Number of Performance Share Awards (PSA) | Number of Restricted Stock Units (RSU) |
|------------------------------------|------------------|--|--|
| Prof. Dr. Michael Suess            | 1 337 277        | 1 074 179                                | 727 082                                |
| Marco Freidl                       | –                | 58 392                                   | 24 496                                 |
| Dirk Linzmeier                     | –                | 101 799                                  | 101 799                                |
| Anna Ryzhova                       | 117 630          | 279 626                                  | 167 014                                |
| Georg Stausberg                    | 123 777          | 242 029                                  | 134 025                                |
| Dr. Markus Tacke                   | 81 387           | –  | –                                      |
| <b>Total</b>                       | <b>1 660 071</b> | <b>1 756 025</b>                         | <b>1 154 416</b>                       |

## Related-Party Transactions

Note 18 (cont.)

### Overview on the compensation of the Board of Directors and the Executive Committee

| in CHF thousand              | Executive Committee |              | Board of Directors |              |
|------------------------------|---------------------|--------------|--------------------|--------------|
|                              | 2025                | 2024         | 2025               | 2024         |
| Short-term employee benefits | 5 548               | 5 341        | 3 365              | 3 375        |
| Post-employment benefits     | 981                 | 857          | –                  | –            |
| Share-based payments         | 871                 | 404          | 963                | 963          |
| <b>Total</b>                 | <b>7 400</b>        | <b>6 602</b> | <b>4 328</b>       | <b>4 337</b> |

Disclosures required by the Swiss Code of Obligations are shown in the Remuneration Report.

#### Group companies

An overview of the Group subsidiary companies can be found on pages 114 and 115. Transactions between the parent company and its subsidiaries as well as between the Group subsidiaries themselves have been eliminated in the consolidated annual financial statements.

#### Related-party transactions

| in CHF million                   | Total incl. discontinued operations |      | Discontinued operations |      |
|----------------------------------|-------------------------------------|------|-------------------------|------|
|                                  | 2025                                | 2024 | 2025                    | 2024 |
| Sale of goods and services       | 6                                   | –    | 6                       | –    |
| Outstanding accounts receivables | –                                   | –    | –                       | –    |
| Purchase of goods and services   | 32                                  | 27   | 9                       | 3    |
| Outstanding accounts payables    | 5                                   | 6    | 3                       | 2    |

Participation plans: see Note 17.

During the year under review, there were no other related-party transactions.

## Contingent Liabilities

Note 19

Contingent liabilities as of December 31, 2025, amounted to CHF 2 million, mostly for excise duties and debt guarantees (previous year: CHF 2 million). Thereof, less than CHF 1 million relates to discontinued operations (previous year: less than CHF 1 million).

## Pledged Assets

Note 20

As of December 31, 2025, CHF 2 million assets were pledged as a security (previous year: CHF 4 million). Thereof, less than CHF 1 million relates to discontinued operations (previous year: less than CHF 1 million).

## Subsequent Events

Note 21

On May 5, 2025, the Oerlikon Group signed an agreement for the divestiture of its Barmag Division to Rieter (refer to Note 2 "Acquisitions and Divestments"). The transaction closed on February 2, 2026.

The total consideration for the shares amounted to CHF 716 million, received in cash. The Oerlikon Group realized a net gain of CHF 287 million. This amount includes a loss on the reclassification of cumulative exchange differences previously recognized in other comprehensive income (equity) of CHF -229 million. At the closing, intercompany cash pool receivables from Barmag in the amount of CHF 192 million have been settled in cash. The CHF 475 million unsecured Term Loan Facility was repaid.

No other events occurred between the balance sheet date and the date on which this report was approved by the Board of Directors that could have a significant impact on the consolidated financial statements 2025.

## Companies by Country

| Country       | Name, registered office of consolidated companies by country  | Currency | Share capital' | Group owns % | Number of employees |
|---------------|---|----------|----------------|--------------|---------------------|
| Australia     | Oerlikon Metco Australia Pty Ltd., Bella Vista, NSW/AU  | AUD      | 500 000        | 100.00       | 6                   |
| Austria       | Oerlikon Balzers Coating Austria GmbH, Kapfenberg/AT  | EUR      | 350 000        | 100.00       | 143                 |
| Austria       | OT Textile Verwaltungs GmbH, Vienna/AT  | EUR      | 35 000         | 100.00       | –                   |
| Belgium       | Oerlikon Balzers Coating Benelux N.V., St.-Truiden/BE   | EUR      | 620 000        | 100.00       | 46                  |
| Brazil        | H.R.S. Flow do Brasil Comércio de Sistemas de Câmara Quente Importação e Exportação Ltda., São Paulo, SP/BR | BRL      | 5 225 000      | 100.00       | 18                  |
| Brazil        | Oerlikon Balzers Revestimentos Metálicos Ltda., Jundiaí, SP/BR  | BRL      | 31 343 200     | 99.99        | 149                 |
| Canada        | HRS Hot Runner Systems NA Inc., Halifax, NS/CA  | CAD      | 487 000        | 100.00       | 22                  |
| Canada        | Oerlikon Metco (Canada) Inc., Fort Saskatchewan, AB/CA  | CAD      | 100            | 100.00       | 75                  |
| China         | HRS (Hangzhou) Trading Co. Ltd., Hangzhou/CN  | CNY      | 2 000 000      | 100.00       | –                   |
| China         | HRS (Hong Kong) Limited, Hong Kong/CN   | HKD      | 10 000         | 100.00       | –                   |
| China         | INGlass Tooling & Hot Runner Manufacturing (China) Co., Ltd., Hangzhou/CN                                   | EUR      | 10 800 000     | 100.00       | 426                 |
| China         | Oerlikon (China) Technology Co. Ltd., Suzhou/CN   | USD      | 30 000 000     | 100.00       | 425                 |
| China         | Oerlikon Balzers Coating (Suzhou) Co. Ltd., Suzhou/CN   | USD      | 6 150 000      | 100.00       | 424                 |
| China         | Oerlikon Barmag Huitong (Yangzhou) Engineering Co. Ltd., Yangzhou/CN  | CNY      | 100 000 000    | 60.00        | 109                 |
| China         | Oerlikon Chemical Fiber Machinery (Wuxi) Co., Ltd., Wuxi/CN   | EUR      | 11 000 000     | 100.00       | 148                 |
| China         | Oerlikon Huagang Materials Technology (Zigong) Co., Ltd., Zigong/CN   | CNY      | 10 000 000     | 60.00        | 84                  |
| China         | Oerlikon Metco Surface Technology (Shanghai) Co. Ltd., Shanghai/CN  | CHF      | 9 500 000      | 100.00       | 263                 |
| China         | Oerlikon Nitriding (Shanghai) Technology Co., Ltd., Shanghai/CN   | CHF      | 100 000        | 100.00       | –                   |
| China         | Oerlikon Textile China Investments Ltd., Hong Kong/CN   | HKD      | 266 052 500    | 100.00       | –                   |
| China         | Oerlikon Textile Far East Ltd., Hong Kong/CN  | HKD      | 100 000        | 100.00       | –                   |
| China         | Oerlikon Textile Technology (Beijing) Co. Ltd., Beijing/CN  | USD      | 1 112 200      | 100.00       | 203                 |
| China         | Riri Co. Ltd., Shanghai/CN  | CNY      | 4 244 500      | 100.00       | 3                   |
| Finland       | Oerlikon Balzers Coating Finland Oy, Helsinki/FI  | EUR      | 2 500          | 100.00       | 40                  |
| France        | HRS France S.à r.l., Bonchamp-lès-Laval/FR  | EUR      | 710 000        | 100.00       | 5                   |
| France        | Oerlikon Balzers France SAS, Ferrières-en-Brie/FR   | EUR      | 4 900 000      | 100.00       | 189                 |
| France        | Riri France SASU, Paris/FR  | EUR      | 40 000         | 100.00       | –                   |
| France        | SAS COEURDOR, Maïche (Belfort)/FR   | EUR      | 1 010 700      | 100.00       | 104                 |
| Germany       | Dr. Schippers Unterstützungskasse GmbH, Remscheid/DE  | EUR      | 26 000         | 100.00       | –                   |
| Germany       | HRSflow GmbH, Raunheim/DE   | EUR      | 25 000         | 100.00       | 21                  |
| Germany       | Oerlikon AM Europe GmbH, Garching b. München/DE   | EUR      | 51 000         | 100.00       | 67                  |
| Germany       | Oerlikon Balzers Coating Germany GmbH, Bingen/DE  | EUR      | 511 300        | 100.00       | 693                 |
| Germany       | Oerlikon Business Services GmbH, Remscheid/DE   | EUR      | 25 000         | 100.00       | 29                  |
| Germany       | Oerlikon Coating Services GmbH, Salzgitter/DE   | EUR      | 1 533 900      | 100.00       | 72                  |
| Germany       | Oerlikon Deutschland Holding GmbH, Remscheid/DE   | EUR      | 30 680 000     | 100.00       | –                   |
| Germany       | Oerlikon Friction Systems (Germany) GmbH, Bremen/DE   | EUR      | 1 000 000      | 100.00       | 96                  |
| Germany       | Oerlikon Metaplas GmbH, Salzgitter/DE   | EUR      | 1 000 000      | 100.00       | 75                  |
| Germany       | Oerlikon Metco Europe GmbH, Raunheim/DE   | EUR      | 1 000 000      | 100.00       | 74                  |
| Germany       | Oerlikon Metco WOKA GmbH, Barchfeld/DE  | EUR      | 1 000 000      | 100.00       | 124                 |
| Germany       | Oerlikon Surface Solutions Holding GmbH, Raunheim/DE  | EUR      | 17 345 100     | 100.00       | –                   |
| Germany       | Oerlikon Textile GmbH & Co. KG, Remscheid/DE  | EUR      | 41 000 000     | 100.00       | 1 237               |
| Germany       | Oerlikon Vermögens-Verwaltungs GmbH, Remscheid/DE   | EUR      | 25 000         | 100.00       | –                   |
| Germany       | W. Reiners Verwaltungs-GmbH, Remscheid/DE   | EUR      | 38 346 900     | 100.00       | –                   |
| Great Britain | Oerlikon Balzers Coating UK Ltd., Milton Keynes/GB  | GBP      | 2 000 000      | 100.00       | 45                  |
| Great Britain | Oerlikon Metco (UK) Ltd., Cwmbran/GB  | GBP      | 500 000        | 100.00       | 18                  |
| Great Britain | Oerlikon Metco Coatings Ltd., Dukinfield/GB   | GBP      | 57 100         | 100.00       | 26                  |
| Great Britain | Oerlikon Neomet Ltd., Stockport/GB  | GBP      | 292 700        | 100.00       | 36                  |
| Hungary       | Oerlikon Eldim (HU) Kft., Debrecen/HU   | HUF      | 161 000 000    | 100.00       | 207                 |
| India         | HRS Flow India Private Limited, Pune/IN   | INR      | 5 000 000      | 100.00       | 101                 |
| India         | Oerlikon Balzers Coating India Pvt. Ltd., Pune/IN   | INR      | 70 000 000     | 100.00       | 466                 |
| India         | Oerlikon Textile India Pvt. Ltd., Mumbai/IN   | INR      | 57 360 000     | 100.00       | 202                 |
| Italy         | AMOM S.p.A., Badia al Pino/IT   | EUR      | 1 055 000      | 100.00       | 70                  |
| Italy         | D.M.C. Srl, Scarperia e San Pietro a Sieve/IT   | EUR      | 10 000         | 100.00       | 108                 |
| Italy         | FCM S.p.A. in liquidazione, Campi Bisenzio (FI)/IT  | EUR      | 50 000         | 100.00       | –                   |
| Italy         | INGlass S.p.A., San Polo di Piave/IT  | EUR      | 2 750 000      | 100.00       | 360                 |
| Italy         | Oerlikon Balzers Coating Italy S.p.A., Brugherio/IT   | EUR      | 129 100        | 100.00       | 112                 |
| Italy         | Oerlikon Friction Systems (Italia) S.r.l., Caivano/IT   | EUR      | 250 000        | 100.00       | 43                  |
| Italy         | SPM Pressofusione S.r.l., Palazzolo sull'Oglio/IT   | EUR      | 50 000         | 100.00       | 52                  |
| Italy         | Teknoweb Materials S.r.l., Palazzo Pignano/IT   | EUR      | 20 000         | 66.90        | –                   |
| Japan         | HRS JAPAN Co. Ltd, Tokyo/JP   | JPY      | 80 000 000     | 100.00       | 6                   |
| Japan         | Oerlikon Japan Co., Ltd., Hiratsuka/JP  | JPY      | 100 000 000    | 100.00       | 241                 |
| Liechtenstein | OC Oerlikon Balzers AG, Balzers/LI  | CHF      | 1 000 000      | 100.00       | 61                  |
| Liechtenstein | Oerlikon Balzers Coating AG, Balzers/LI   | CHF      | 1 000 000      | 100.00       | 169                 |

| Country      | Name, registered office of consolidated companies by country  | Currency | Share capital <sup>1</sup> | Group owns % | Number of employees |
|--------------|---|----------|----------------------------|--------------|---------------------|
| Luxembourg   | Oerlikon Balzers Coating Luxembourg S.à.r.l., Differdange-Niederkorn/LU   | EUR      | 1 000 000                  | 60.00        | 16                  |
| Malaysia     | Oerlikon Balzers Coating Malaysia Sdn. Bhd., Kuala Lumpur/MY  | MYR      | 6 000 000                  | 100.00       | 34                  |
| Mexico       | HRS Flow Mexico S. DE R.L. DE C.V., Querétaro/MX  | MXN      | 750 000                    | 100.00       | 8                   |
| Mexico       | Oerlikon Balzers Coating Mexico S.A. de C.V., Querétaro/MX  | MXN      | 71 458 000                 | 100.00       | 153                 |
| Netherlands  | Oerlikon Eldim (NL) B.V., Lomm/NL   | EUR      | 45 396 000                 | 100.00       | 119                 |
| Philippines  | Oerlikon Balzers Coating Philippines Inc., Muntinlupa/PH  | PHP      | 15 000 000                 | 99.99        | 11                  |
| Poland       | Oerlikon Balzers Coating Poland Sp. z o.o., Polkowice Dolne/PL  | PLN      | 5 000 000                  | 100.00       | 127                 |
| Poland       | Oerlikon Business Services Europe Sp. z o.o., Warsaw/PL   | PLN      | 5 000                      | 100.00       | 147                 |
| Portugal     | Cubimatéria Polimentos Unipessoal LDA, Fundão/Castelo Branco/PT   | EUR      | 5 000                      | 100.00       | 95                  |
| Portugal     | SCC Assistência Técnica Unipessoal Lda, Albergaria-a-Velha/PT   | EUR      | 70 000                     | 100.00       | 29                  |
| Serbia       | Oerlikon Serbia doo Kragujevac, Kragujevac/RS   | RSD      | 100                        | 100.00       | –                   |
| Singapore    | Oerlikon Metco (Singapore) Pte. Ltd., Singapore/SG  | SGD      | 600 000                    | 100.00       | 26                  |
| Slovakia     | Oerlikon Balzers Coating Slovakia s.r.o., Bratislava/SK   | EUR      | 20 060 000                 | 100.00       | 136                 |
| Slovakia     | Oerlikon Nitriding Slovakia s.r.o., Veľká Ida/SK  | EUR      | 5 000                      | 100.00       | 98                  |
| South Africa | INglass HRS South Africa (Pty) Ltd, Johannesburg/ZA   | ZAR      | 100                        | 100.00       | 3                   |
| South Korea  | Oerlikon Balzers Coating Korea Co. Ltd., Pyongtaek/KR   | KRW      | 6 300 000 000              | 89.90        | 185                 |
| Spain        | Oerlikon Balzers Coating Spain S.A.U., Antzuola/ES  | EUR      | 150 300                    | 100.00       | 95                  |
| Spain        | Sistemas De Canal Caliente Ibérica. S.L.U., Begues/ES   | EUR      | 30 000                     | 100.00       | 6                   |
| Sweden       | Oerlikon Balzers Coating Sweden AB, Stockholm/SE  | SEK      | 11 600 000                 | 100.00       | 74                  |
| Switzerland  | OC Oerlikon Corporation AG, Pfäffikon, Freienbach/CH  | CHF      | 339 758 600                | 100.00       | –                   |
| Switzerland  | OC Oerlikon Management AG, Pfäffikon, Freienbach/CH   | CHF      | 2 000 000                  | 100.00       | 83                  |
| Switzerland  | OC Oerlikon Textile Holding AG, Pfäffikon, Freienbach/CH  | CHF      | 12 019 600                 | 100.00       | –                   |
| Switzerland  | OC Oerlikon Verwaltungs AG, Pfäffikon, Freienbach/CH  | CHF      | 100 000                    | 100.00       | –                   |
| Switzerland  | Oerlikon Balzers Coating SA, Brugg, Brugg/CH  | CHF      | 100 000                    | 100.00       | 24                  |
| Switzerland  | Oerlikon Metco AG, Wohlen, Wohlen/CH  | CHF      | 5 000 000                  | 100.00       | 245                 |
| Switzerland  | Oerlikon Surface Solutions AG, Pfäffikon, Freienbach SZ/CH  | CHF      | 10 000 000                 | 100.00       | 189                 |
| Switzerland  | RIRI SA, Mendrisio/CH   | CHF      | 18 933 900                 | 100.00       | 655                 |
| Switzerland  | Zip Holding AG, Mendrisio/CH  | CHF      | 7 090 700                  | 100.00       | –                   |
| Switzerland  | Zip Invest AG, Mendrisio/CH   | CHF      | 100 000                    | 100.00       | –                   |
| Taiwan       | Oerlikon Balzers Coating Taiwan Co. Ltd., Taipeh/TW   | TWD      | 500 000                    | 100.00       | 24                  |
| Thailand     | Oerlikon (Thailand) Co. Ltd., Chonburi/TH   | THB      | 80 000 000                 | 99.99        | 61                  |
| Tunisia      | Cobra Tunisie Int. Sarl. In liq., Sousse/TN   | TND      | 150 000                    | 99.00        | –                   |
| Turkey       | Oerlikon HRSflow Makine Yedek Parca Ve Servis San.Tic.Ltd. Sti. (formerly: Oerlikon Polymer Processing Solutions Makine Kalip Yedek Parca Ve Servis San.Tic.Ltd. Sti.), Nilüfer, Bursa/TR | TRY      | 799 600                    | 100.00       | 28                  |
| Turkey       | Oerlikon Balzers Kaplama Sanayi ve Ticaret Limited Sirketi, Bursa/TR  | TRY      | 2 500 000                  | 99.99        | 73                  |
| USA          | Oerlikon AM US Inc., Wilmington, DE/US  | USD      | 2 000                      | 100.00       | 66                  |
| USA          | Oerlikon Balzers Coating USA Inc., Wilmington, DE/US  | USD      | 20 000                     | 100.00       | 494                 |
| USA          | Oerlikon Friction Systems (US) Inc., Dayton, OH/US  | USD      | 1 000                      | 100.00       | 119                 |
| USA          | Oerlikon HRSflow USA, LLC., Byron Center, MI/US   | USD      | 13 376 500                 | 100.00       | 51                  |
| USA          | Oerlikon Management USA Inc., Pittsburgh, PA/US   | USD      | 500 000                    | 100.00       | –                   |
| USA          | Oerlikon Metco (US) Inc., Westbury NY/US  | USD      | 1 000                      | 100.00       | 481                 |
| USA          | Oerlikon Textile Inc., Charlotte, NC/US   | USD      | 3 000 000                  | 100.00       | 46                  |
| USA          | Oerlikon USA Holding Inc., Wilmington, DE/US  | USD      | 40 234 000                 | 100.00       | –                   |
| USA          | Riri USA Inc., New York, NY/US  | USD      | 100                        | 100.00       | 3                   |
| Vietnam      | Oerlikon Balzers Coating Vietnam Co., Ltd., Bac Ninh/VN   | USD      | 1 000 000                  | 100.00       | 19                  |

<sup>1</sup> Share capital partly rounded to full hundred. Some articles of association and trade registers still contain old European currencies that are converted to EUR.



## Report of the statutory auditor to the General Meeting of OC Oerlikon Corporation AG, Pfäffikon, Churerstrasse 120, 8808 Pfäffikon

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

#### Opinion

We have audited the consolidated financial statements of OC Oerlikon Corporation AG, Pfäffikon and its subsidiaries (the Group), which comprise the Consolidated Income Statement, and the Consolidated Statement of Comprehensive Income for the year ended 31 December 2025, the Consolidated Balance Sheet as at 31 December 2025, the Consolidated Cash Flow Statement and the Consolidated Statement of Changes in Equity for the year then ended, and Notes to the Consolidated Financial Statements, including material accounting policy information.

In our opinion, the consolidated financial statements (pages 70-115) 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 IFRS Accounting Standards and comply with Swiss law.

#### Basis for opinion

We conducted our audit in accordance with Swiss law, International Standards on Auditing (ISA) 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, as well as the International Code of Ethics for Professional Accountants (including International Independence Standards) issued by the International Ethics Standards Board for Accountants (IESBA Code), as applicable to audits of 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.

PricewaterhouseCoopers AG, Birchstrasse 160, 8050 Zürich  
+41 58 792 44 00



## Our audit approach



### Overview

Overall group materiality: CHF 7.8 million

The entities addressed by our full scope audit work as well as audits of account balances and specified procedures contribute to 67% of the Group's total sales.

As key audit matters the following areas of focus have been identified:

Impairment assessment of goodwill and intangible assets with indefinite useful life of Oerlikon division

Classification, measurement and disclosure of Barmag discontinued operation under IFRS 5.

### Materiality

The scope of our audit was influenced by our application of materiality. Our audit opinion aims to provide reasonable assurance that the consolidated financial statements are free from material misstatement. Misstatements may arise due to fraud or error. They are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the consolidated financial statements.

Based on our professional judgement, we determined certain quantitative thresholds for materiality, including the overall Group materiality for the consolidated financial statements as a whole as set out in the table below. These, together with qualitative considerations, helped us to determine the scope of our audit and the nature, timing and extent of our audit procedures and to evaluate the effect of misstatements, both individually and in aggregate, on the consolidated financial statements as a whole.

|  |  |
|--|--|
| <b>Overall group materiality</b>                       | CHF 7.8 million  |
| <b>Benchmark applied</b>                               | Total Sales  |
| <b>Rationale for the materiality benchmark applied</b> | We chose Total Sales as the benchmark because, in our view, this benchmark takes into account the volatility of the business environment and it is a generally accepted benchmark for materiality considerations |

We agreed with the Audit & Finance Committee that we would report to them misstatements above CHF 390 thousand identified during our audit as well as any misstatements below that amount which, in our view, warranted reporting for qualitative reasons.

### Audit scope

We designed our audit by determining materiality and assessing the risks of material misstatement in the consolidated financial statements. In particular, we considered where subjective judgements were made; for example, in respect of significant accounting estimates that involved making assumptions and considering future events that are inherently uncertain. As in all of our audits, we also addressed the risk of management



override of internal controls, including among other matters consideration of whether there was evidence of bias that represented a risk of material misstatement due to fraud.

We tailored the scope of our audit in order to perform sufficient work to enable us to provide an opinion on the consolidated financial statements as a whole, taking into account the structure of the Group, the accounting processes and controls, and the industry in which the Group operates.

### Key audit matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the consolidated financial statements of the current period. These matters were addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

#### Impairment assessment of goodwill and intangible assets with indefinite useful life of Oerlikon division

| Key audit matter   | How our audit addressed the key audit matter  |
|--|---|
| <p>The impairment assessment of goodwill and intangible assets with indefinite useful life of Oerlikon division is considered a key audit matter due to the size of the balance (goodwill: CHF 686 million; brands: CHF 124 million) and the significant estimates required of management in determining the recoverable amount. The main estimates in the impairment assessment relate to the future revenue and cash flows of the underlying businesses and royalty rates attributable to the respective trademark as well as the discount rates applied to perform the necessary impairment tests.</p> <p>Please refer to pages 94 and 95 (Goodwill and intangible assets). Goodwill and intangible assets with indefinite useful life are tested annually for potential impairment whereby the carrying value is compared with the recoverable amount.</p> | <p>We obtained the impairment analyses undertaken by management and performed the following procedures:</p> <ul style="list-style-type: none"> <li>• We assessed the determination of the carrying values of the assets of individual cash-generating units and the allocation of goodwill to those units.</li> <li>• We ensured that the value in use calculations are based on the latest business plans.</li> <li>• We assessed the reasonableness of the business plan by comparing the implicit growth rates with market data.</li> <li>• We compared the revenue and EBIT of the year under review with the budget in order to identify, in retrospect, any forecasts that were too optimistic and to assess the accuracy of the estimates that were made.</li> <li>• We compared model inputs, such as weighted average cost of capital, royalty rates and long-term growth rate, with observable market data. To this end, we involved our internal valuation experts.</li> <li>• We performed thorough sensitivity analysis on the key assumptions to ascertain the extent of changes in those assumptions that would be required for the goodwill and brands to be impaired.</li> </ul> |

#### Classification, measurement and disclosure of Barmag discontinued operation under IFRS 5

| Key audit matter  | How our audit addressed the key audit matter  |
|---|---|
| <p>Discontinued Operations under IFRS 5 is considered a key audit matter due to its complexity, non-routine nature, and significant management judgements required for classification, valuation, and disclosure.</p> | <p>Our audit procedures in relation to the classification and measurement of the discontinued operation included, among others:</p> |



These factors increase the risk of errors, requiring careful auditor evaluation.

The Group has determined that Barmag Division meets the criteria to be classified as a discontinued operation in accordance with IFRS 5. This determination involves significant management judgement, particularly in assessing whether the requirements of IFRS 5 have been met:

- (i) classification as a discontinued operation and whether the results, assets and liabilities are appropriately presented separately from continuing operations,
- (ii) whether assets and liabilities of the discontinued operation are measured at the lower of carrying amount and fair value less costs to sell, including reasonableness of management's assumptions and estimates,
- (iii) whether disclosures relating to the discontinued operation are adequate, complete, including disclosures of significant judgements, expected timing of disposal, and financial impacts on the consolidated financial statements.

Please refer to pages 82 and 83 (Acquisitions and Divestments)

- We read the disposal agreement, including the key terms and conditions, to understand the nature of the disposal and the expected consideration, and to assess whether the assets and liabilities were appropriately measured and classified as held for sale.
- We assessed whether the criteria in IFRS 5 for classification as a discontinued operation were met, including evaluating management's evidence supporting the commitment to a disposal plan and the reasonableness of the expected timing (including inspection of relevant board approvals, sale plans, and timelines).
- We tested the measurement of assets and liabilities classified as held for sale by assessing whether they are measured at the lower of carrying amount and fair value less costs to sell, including: (i) evaluating the valuation methodology applied, and (ii) assessing the reasonableness of key assumptions and estimates used by management.
- We assessed the presentation of the discontinued operation in the consolidated financial statements, including whether results, assets, and liabilities are appropriately allocated and presented separately from continuing operations.
- We evaluated the adequacy and completeness of the disclosures related to the discontinued operation, including disclosures of significant judgements, expected timing of disposal, and the financial effects on the consolidated financial statements.

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## Other information

The Board of Directors is responsible for the other information. The other information comprises the information included in the annual report, but does not include the financial statements, the consolidated financial statements, the remuneration report and our auditor's reports thereon.

Our opinion on the consolidated financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.



### **Board of Directors' responsibilities for the consolidated financial statements**

The Board of Directors is responsible for the preparation of consolidated financial statements, that give a true and fair view in accordance with IFRS Accounting Standards 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, ISA 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: <http://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 article 728a para. 1 item 3 CO and PS-CH 890, we confirm the existence of an internal control system that has been designed, pursuant to the instructions of the Board of Directors, for the preparation of the consolidated financial statements.

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

PricewaterhouseCoopers AG

Gerhard Siegrist  
Licensed audit expert  
Auditor in charge

Oliver Illa  
Licensed audit expert

Zürich, 23 February 2026

# OC Oerlikon Corporation AG, Pfäffikon

## Income Statement of OC Oerlikon Corporation AG, Pfäffikon

| in CHF million  | Notes | 2025      | 2024       |
|---|-------|-----------|------------|
| Income from investments   | 2.1   | 40        | 68         |
| Financial income  | 2.2   | 23        | 65         |
| Other income  | 2.3   | 33        | 123        |
| <b>Total income</b>   |       | <b>97</b> | <b>256</b> |
| Financial expenses  | 2.4   | -45       | -104       |
| Personnel expenses  |       | -5        | -5         |
| Other expenses  | 2.5   | -40       | -50        |
| <b>Result before taxes and value adjustments on investments</b> |       | <b>7</b>  | <b>98</b>  |
| Valuation adjustments on investments                            | 2.6   | -9        | -          |
| <b>Result before taxes</b>                                      |       | <b>-2</b> | <b>98</b>  |
| Direct taxes  |       | -         | -2         |
| <b>Result for the year</b>                                      |       | <b>-2</b> | <b>95</b>  |

## Balance Sheet at December 31 of OC Oerlikon Corporation AG, Pfäffikon

**Assets**

| in CHF million   | Notes | 2025         | 2024         |
|--|-------|--------------|--------------|
| Cash and cash equivalents                                | 3.1   | 100          | 81           |
| Current financial receivables                            |       |              |              |
| – from third parties                                     |       | –            | 1            |
| – from companies in which the entity holds an investment | 3.2   | 879          | 960          |
| Prepaid expenses and accrued income                      |       | 3            | 5            |
| <b>Current assets</b>                                    |       | <b>983</b>   | <b>1 046</b> |
| Non-current financial receivables                        |       |              |              |
| – from third parties                                     |       | 1            | 1            |
| – from companies in which the entity holds an investment | 3.3   | 110          | 112          |
| Other non-current financial assets                       | 3.4   | 13           | 14           |
| Investments  | 3.5   | 2 256        | 2 264        |
| <b>Non-current assets</b>                                |       | <b>2 380</b> | <b>2 391</b> |
| <b>Total assets</b>                                      |       | <b>3 363</b> | <b>3 437</b> |

**Liabilities and equity**

| in CHF million   | Notes | 2025         | 2024         |
|--|-------|--------------|--------------|
| Current interest-bearing payables                          |       |              |              |
| – due to third parties                                     | 3.7   | 695          | 250          |
| – due to companies in which the entity holds an investment | 3.6   | 438          | 477          |
| Current payables   |       |              |              |
| – due to third parties                                     |       | 1            | 2            |
| – due to companies in which the entity holds an investment |       | 1            | 85           |
| Accrued liabilities and deferred income                    |       | 9            | 5            |
| <b>Current liabilities</b>                                 |       | <b>1 144</b> | <b>819</b>   |
| Non-current interest-bearing payables                      |       |              |              |
| – due to third parties                                     | 3.7   | 670          | 1 015        |
| – due to companies in which the entity holds an investment | 3.8   | 56           | 46           |
| Provisions   | 3.9   | 40           | 40           |
| <b>Non-current liabilities</b>                             |       | <b>766</b>   | <b>1 101</b> |
| <b>Total liabilities</b>                                   |       | <b>1 910</b> | <b>1 920</b> |
| Share capital  | 3.10  | 340          | 340          |
| Legal capital reserves                                     |       |              |              |
| – Reserves from capital contributions                      | 3.11  | 259          | 259          |
| Legal retained earnings                                    |       |              |              |
| – General legal retained earnings                          |       | 71           | 71           |
| Voluntary retained earnings                                |       |              |              |
| – Free reserves and statutory reserves                     |       | 294          | 294          |
| – Available earnings                                       |       |              |              |
| – Profit brought forward                                   |       | 608          | 583          |
| – Result for the year                                      |       | –2           | 95           |
| Treasury shares  | 3.12  | –116         | –125         |
| <b>Total equity</b>  |       | <b>1 453</b> | <b>1 517</b> |
| <b>Total liabilities and equity</b>                        |       | <b>3 363</b> | <b>3 437</b> |

## Notes to the Financial Statements of OC Oerlikon Corporation AG, Pfäffikon

### Principles (1)

#### General aspects (1.1)

These financial statements were prepared according to the provisions of the Swiss Law on Accounting and Financial Reporting (32nd title of the Swiss Code of Obligations). Where not prescribed by law, the significant accounting and valuation principles applied are described below.

#### Financial receivables (1.2)

Financial receivables include loans from third parties and from companies in which the entity holds an investment. Loans granted in foreign currencies are translated at the rate at the balance sheet date, whereby unrealized losses are recorded but unrealized profits are not recognized.

#### Treasury shares (1.3)

Treasury shares are recognized at acquisition cost and deducted from shareholders' equity at the time of acquisition. In case of a resale, the gain or loss is recognized directly in equity in the position profit brought forward.

#### Interest-bearing payables (1.4)

Interest-bearing payables are recognized in the balance sheet at nominal value.

#### Foregoing a cash flow statement and additional disclosures in the notes (1.5)

As OC Oerlikon Corporation AG, Pfäffikon has prepared its consolidated financial statements in accordance with a recognized accounting standard (IFRS), it has decided to forego presenting additional information on interest-bearing payables and audit fees in the notes, as well as a cash flow statement, in accordance with the law.

### Information on income statement items (2)

#### Income from investments (2.1)

The income from investments consists of dividend income from companies in which the entity holds an investment.

#### Financial income (2.2)

Financial income mainly includes interest income from loans from companies in which the entity holds an investment as well as net exchange gains (if any).

#### Other income (2.3)

Other income consists mainly of trademark fees and of a gain from the sale of a brand in 2024.

#### Financial expenses (2.4)

Financial expenses include interest expenses due to companies in which the entity holds an investment and due to third parties, impairments of financial receivables as well as net exchange losses (if any).

#### Other expenses (2.5)

Other expenses consist mainly of management service fees charged by OC Oerlikon Management AG, Pfäffikon.

#### Valuation adjustments on investments (2.6)

Valuation adjustments on investments in 2025 include a CHF 9 million value adjustment on the investment in OC Oerlikon Textile Holding AG, Pfäffikon.

### Information on balance sheet items (3)

#### Cash and cash equivalents (3.1)

This item consists mainly of current balances denominated in CHF, EUR and USD and is held with European banks.

#### Current financial receivables from companies in which the entity holds an investment (3.2)

The current financial receivables from companies in which the entity holds an investment consist mainly of cash pool deposits in CHF and EUR.

#### Non-current financial receivables from companies in which the entity holds an investment (3.3)

The non-current financial receivables from companies in which the entity holds an investment consist mainly of non-current deposits denominated in EUR.

#### Other non-current financial assets (3.4)

The other non-current financial assets include a 12.48% unquoted equity investment in Kinexon.

#### Investments (3.5)

Investments held by OC Oerlikon Corporation AG, Pfäffikon are recorded at historical costs less any valuation adjustments. The list of investments can be found in the section "Investments".

#### Current interest-bearing payables due to companies in which the entity holds an investment (3.6)

The current interest-bearing payables due to companies in which the entity holds an investment contain mainly of cash pool debts in CHF, EUR and USD.

#### Current and non-current interest-bearing payables due to third parties (3.7)

The interest-bearing payables due to third parties contain the following bonds:

#### Conditions on outstanding bonds:

| in CHF million    |                   |                   |               |                 |                   |                   |
|-------------------|-------------------|-------------------|---------------|-----------------|-------------------|-------------------|
|                   | 2021–<br>2025     | 2021–<br>2028     | 2023–<br>2026 | 2023–<br>2029   | 2025–<br>2027     | 2025–<br>2030     |
| Nominal value     |                   |                   |               |                 |                   |                   |
| December 31, 2025 | 0                 | 200               | 220           | 120             | 150               | 200               |
| December 31, 2024 | 250               | 200               | 220           | 120             | 0                 | 0                 |
| Interest          | 0.375%            | 0.800%            | 2.875%        | 3.250%          | 1.375%            | 2.00%             |
| Duration in years | 4.5               | 7.5               | 3.0           | 6.7             | 2                 | 5                 |
| Maturity          | November 27, 2025 | November 27, 2028 | June 2, 2026  | October 2, 2029 | September 3, 2027 | September 3, 2030 |

Additional information about the bonds can be found in Note 15 to the Group's consolidated financial statements.

In 2023, a 3-year unsecured syndicated term loan facility of CHF 475 million has been raised. As per December 31, 2025, the interest rate of the loan under the syndicated term loan facility is defined as the applicable risk free rate plus a margin of 2.50 % per year, subject to a margin grid based on the ratio of Net Debt to EBITDA (within a range of 1.45% and 3.10%).

## Notes to the Financial Statements of OC Oerlikon Corporation AG, Pfäffikon

### Non-current interest-bearing payables due to companies in which the entity holds an investment (3.8)

The non-current interest-bearing payables due to companies in which the entity holds an investment contain long-term loans mainly in EUR.

### Provisions (3.9)

Provisions cover mainly risks related to investments and other risks.

### Share capital (3.10)

The share capital of CHF 340 million consists of 339 758 576 registered shares, each with a par value of CHF 1.00. On December 31, 2025, conditional capital amounted to CHF 47 million.

### Reserves from capital contributions (3.11)

As of December 31, 2025, OC Oerlikon Corporation AG, Pfäffikon shows reserves from capital contributions of CHF 259 million. These reserves are not yet available for distribution due to the current practice of the Swiss Federal Tax Authorities.

### Treasury shares (3.12)

Treasury shares are shown directly in equity.

| in CHF                       | Amount      | Number of treasury shares | Lowest rate | Highest rate | Average rate of treasury shares |
|------------------------------|-------------|---------------------------|-------------|--------------|---------------------------------|
| Balance at January 1, 2025   | 125 458 152 | 14'372 928                | –           | –            | –                               |
| Acquisitions                 | 1'601       | 402                       | 3.290       | 4.160        | 3.983                           |
| Allocation to Board members  | –2 463 289  | –282 205                  | –           | –            | 8.729                           |
| Allocation to management     | –6 606 081  | –756 823                  | –           | –            | 8.729                           |
| Balance at December 31, 2025 | 116 390 383 | 13 334 302                | –           | –            | –                               |

| in CHF                       | Amount      | Number of treasury shares | Lowest rate | Highest rate | Average rate of treasury shares |
|------------------------------|-------------|---------------------------|-------------|--------------|---------------------------------|
| Balance at January 1, 2024   | 129 432 630 | 14 828 250                | –           | –            | –                               |
| Acquisitions                 | 85          | 17                        | 5.010       | 5.050        | 5.015                           |
| Allocation to Board members  | –1 955 557  | –224 035                  | –           | –            | 8.729                           |
| Allocation to management     | –2 019 006  | –231 304                  | –           | –            | 8.729                           |
| Balance at December 31, 2024 | 125 458 152 | 14 372 928                | –           | –            | –                               |

### Other information (4)

#### Joint and several liabilities in favor of Group companies (4.1)

##### VAT group

OC Oerlikon Corporation AG, Pfäffikon belongs to a VAT group and therefore all participants are jointly liable to the Swiss Federal Tax Administration for the value-added tax debts of the whole group.

##### Cash pooling group

OC Oerlikon Corporation AG, Pfäffikon is liable for liabilities of the cash pool participants.

##### Full-time equivalents (4.2)

OC Oerlikon Corporation AG, Pfäffikon does not have any employees.

##### Contingent liabilities (4.3)

The contingent liabilities relate primarily to corporate guarantees and bank guarantees in favor of companies in which the entity holds an investment and amount to CHF 44 million (previous year: CHF 184 million).

## Notes to the Financial Statements of OC Oerlikon Corporation AG, Pfäffikon

### Significant shareholders (4.4)

Significant shareholders registered as holding more than 5% of the shares as at December 31 were:

#### Share ownership<sup>1</sup>

| Shareholder  | 2025                   |                   | 2024                   |        |
|--|------------------------|-------------------|------------------------|--------|
|  | Number of shares       | in % <sup>2</sup> | Number of shares       | in %   |
| Liwet Holding Ltd., Zurich, Switzerland <sup>3</sup> | 145086913 <sup>4</sup> | 42.70%            | 145086913 <sup>4</sup> | 42.70% |

<sup>1</sup> Source: Disclosure notifications pursuant to Art. 120 et seqq. of the Federal Act on Financial Market Infrastructures and Market Conduct in Securities and Derivatives Trading (Financial Market Infrastructure Act, FMIA), published by SIX Exchange Regulation.

<sup>2</sup> Basis: Shares issued (339 758 576).

<sup>3</sup> The shares of Liwet Holding Ltd. are ultimately held:

- A) 44.46% by Columbus Trust, a trust established under the laws of Cayman Islands, whose ultimate beneficiary is Mr. Viktor F. Vekselberg, Moscow, Russia and Zug, Switzerland.
- B) 4.94% by Amapola Development Inc, Panama, whose ultimate beneficiary is Mr. Evgeny Olkhovik, Moscow, Russia.
- C) 33.97% by Amineo Holding AG, Switzerland, whose ultimate beneficial owner is Mr. Nikolay Olkhovik, Forch, Switzerland.
- D) 16.63% by A2-Link AG, Switzerland, whose ultimate beneficial owner is Mr. Alexey Valerievich Moskov, Wädenswil, Switzerland.

<sup>4</sup> Source: Voluntary disclosure notification published by SIX Exchange Regulation on November 8, 2024; Amendment to the previously notified information as published by SIX Exchange Regulation on January 28, 2023.

### Equity owned by the Executive Committee and the Board of Directors, including any related parties (4.5)

#### Members of the Board of Directors:

|                         | 2025             |  | 2024             |  |
|-------------------------|------------------|--|------------------|--|
|                         | Number of shares |  | Number of shares |  |
| Prof. Dr. Michael Suess | 1 337 277        |  | 1 278 055        |  |
| Paul Adams              | 120 186          |  | 87 633           |  |
| Stefan Brupbacher       | 30 521           |  | n.a.             |  |
| Jürg Fedier             | 827 938          |  | 789 674          |  |
| Inka Koljonen           | 80 403           |  | 42 585           |  |
| Irina Matveeva          | 83 956           |  | 76 659           |  |
| Alexey V. Moskov        | 1 717 857        |  | 164 142          |  |
| Marco Musetti           | 30 521           |  | n.a.             |  |
| Gerhard Pegam           | 110 927          |  | 98 697           |  |
| Eveline Steinberger     | 30 521           |  | n.a.             |  |
| Zhenguo Yao             | 64 044           |  | 56 747           |  |
| <b>Total</b>            | <b>4 434 151</b> |  | <b>2 594 192</b> |  |

#### Members of the Executive Committee:

|                         | 2025             |  | 2024             |  |
|-------------------------|------------------|--|------------------|--|
|                         | Number of shares |  | Number of shares |  |
| Prof. Dr. Michael Suess | 1 337 277        |  | 1 278 055        |  |
| Marco Freidl            | –                |  | n.a.             |  |
| Dirk Linzmeier          | –                |  | n.a.             |  |
| Anna Ryzhova            | 117 630          |  | 86 973           |  |
| Georg Stausberg         | 123 777          |  | 103 742          |  |
| Dr. Markus Tacke        | 81 387           |  | 36 432           |  |
| <b>Total</b>            | <b>1 660 071</b> |  | <b>1 505 202</b> |  |

### Shares or options on shares for members of the Board of Directors, Executive Committee and Senior Management (4.6)

Shares or options on shares are used for share-based compensation of members of the Board of Directors compensated by OC Oerlikon Corporation AG, Pfäffikon as well as of the Executive Committee and Senior Management employed by other companies of the Group. The number of Restricted Stocks (RS), Restricted Stock Units (RSU) and Performance Share Awards (PSA) is calculated based on fair value at grant date. The allocation was as follows:

| in CHF million                  | 2025                      |        | 2024                  |        |
|---------------------------------|---------------------------|--------|-----------------------|--------|
|                                 | Number of RS, RSU and PSA | Amount | Number of RSU and PSA | Amount |
| Allocated to authorized members | 1 757 424                 | 6      | 3 898 267             | 11     |

For the year 2025 a total of 1 757 424 Restricted Stocks (RS), Restricted Stock Units (RSU) and Performance Share Awards (PSA) are allocated and the total granted value for share-based-programms amounts to CHF 6 million. Thereof, 282 205 allocated Restricted Stocks (RS) and a granted value of CHF 1 million relates to the Board of Directors. Another 805 316 allocated Restricted Stock Units (RSU) and Performance Share Awards (PSA) and a granted value of CHF 3 million is attributed for the Executive Committee.

For the year 2024 a total of 3 898 267 Restricted Stocks (RS), Restricted Stock Units (RSU) and Performance Share Awards (PSA) are allocated and the total granted value for share-based-programms amounts to CHF 11 million. Thereof, 224 035 allocated Restricted Stocks (RS) and a granted value of CHF 1 million relates to the Board of Directors. Another 2 179 777 allocated Restricted Stock Units (RSU) and Performance Share Awards (PSA) and a granted value of CHF 6 million is attributed for the Executive Committee.

### Significant events after the balance sheet date (4.7)

There are no other significant events after the balance sheet date that could impact the book value of the assets or liabilities or that should be disclosed here.

## Investments

| Company  | Place of business         | Currency | Share capital  |                | Capital and share of votes in % |        |
|--|---------------------------|----------|----------------|----------------|---------------------------------|--------|
|  |                           |          | 2025           | 2024           | 2025                            | 2024   |
| INglass S.p.A.   | San Polo di Piave/IT      | EUR      | 2 750 000      | 2 750 000      | 100.00                          | 100.00 |
| OC Oerlikon Management AG, Pfäffikon                       | Freienbach/CH             | CHF      | 2 000 000      | 2 000 000      | 100.00                          | 100.00 |
| OC Oerlikon Textile Holding AG, Pfäffikon                  | Freienbach/CH             | CHF      | 12 019 600     | 12 019 600     | 100.00                          | 100.00 |
| OC Oerlikon Verwaltungs AG, Pfäffikon                      | Freienbach/CH             | CHF      | 100 000        | 100 000        | 100.00                          | 100.00 |
| Oerlikon (Thailand) Co. Ltd.                               | Chonburi/TH               | THB      | 80 000 000     | 80 000 000     | 99.99                           | 99.99  |
| Oerlikon Balzers Coating India Ltd.                        | Pune/IN                   | INR      | 70 000 000     | 70 000 000     | 78.40                           | 78.40  |
| Oerlikon Balzers Coating Korea Co. Ltd.                    | Pyongtaek/KR              | KRW      | 6 300 000 000  | 6 300 000 000  | 89.10                           | 89.10  |
| Oerlikon Balzers Coating Luxembourg S.à.r.l.               | Differdange-Niedercorn/LU | EUR      | 1 000 000      | 1 000 000      | 60.00                           | 60.00  |
| Oerlikon Balzers Coating Sweden AB                         | Stockholm/SE              | SEK      | 11 600 000     | 11 600 000     | 100.00                          | 100.00 |
| Oerlikon Balzers Kaplama Sanayi ve Ticaret Limited Sirketi | Bursa/TR                  | TRY      | 2 500 000      | 2 500 000      | 99.99                           | 99.99  |
| Oerlikon Business Services Europe Sp. z.o.o.               | Warsaw/PL                 | PLN      | 5 000          | 5 000          | 100.00                          | 100.00 |
| Oerlikon Deutschland Holding GmbH                          | Remscheid/DE              | EUR      | 30 680 000     | 30 680 000     | 100.00                          | 100.00 |
| Oerlikon Metco Surface Technology (Shanghai) Co. Ltd.      | Shanghai/CN               | CNY      | 9 500 000      | 9 500 000      | 100.00                          | 100.00 |
| Oerlikon Surface Solutions AG, Pfäffikon                   | Freienbach/CH             | CHF      | 10 000 000     | 10 000 000     | 100.00                          | 100.00 |
| Oerlikon USA Holding Inc.                                  | Wilmington DE/USA         | USD      | 40 234 000     | 40 234 000     | 100.00                          | 100.00 |
| Oerlikon Vermögens-Verwaltungs GmbH                        | Remscheid/DE              | EUR      | 25 000         | 25 000         | 100.00                          | 100.00 |
| PT Oerlikon Balzers Artoda Indonesia                       | Bekasi/ID                 | IDR      | 18 000 000 000 | 18 000 000 000 | 42.00                           | 42.00  |
| Zip Holding AG   | Mendrisio/CH              | CHF      | 7 090 700      | 7 090 700      | 25.00                           | 25.00  |
| Zip Invest AG  | Mendrisio/CH              | CHF      | 100 000        | 100 000        | 100.00                          | 100.00 |

Refer to "Companies by Country" on pages 114 and 115 for a complete list of companies that are held directly and indirectly by OC Oerlikon Corporation AG, Pfäffikon.

## Changes in Equity of OC Oerlikon Corporation AG, Pfäffikon

| in CHF million                      | Share capital | Reserves from capital contributions | General legal retained earnings | Free reserves and statutory reserves | Available earnings | Treasury shares | Total equity |
|-------------------------------------|---------------|-------------------------------------|---------------------------------|--------------------------------------|--------------------|-----------------|--------------|
| <b>Balance at December 31, 2022</b> | <b>340</b>    | <b>259</b>                          | <b>71</b>                       | <b>294</b>                           | <b>710</b>         | <b>-134</b>     | <b>1 539</b> |
| Changes in treasury shares          | -             | -                                   | -                               | -                                    | -2                 | 5               | 3            |
| Dividend payment                    | -             | -                                   | -                               | -                                    | -114               | -               | -114         |
| Result for the year                 | -             | -                                   | -                               | -                                    | 56                 | -               | 56           |
| <b>Balance at December 31, 2023</b> | <b>340</b>    | <b>259</b>                          | <b>71</b>                       | <b>294</b>                           | <b>651</b>         | <b>-129</b>     | <b>1 484</b> |
| Changes in treasury shares          | -             | -                                   | -                               | -                                    | -2                 | 4               | 2            |
| Dividend payment                    | -             | -                                   | -                               | -                                    | -65                | -               | -65          |
| Result for the year                 | -             | -                                   | -                               | -                                    | 95                 | -               | 95           |
| <b>Balance at December 31, 2024</b> | <b>340</b>    | <b>259</b>                          | <b>71</b>                       | <b>294</b>                           | <b>679</b>         | <b>-125</b>     | <b>1 517</b> |
| Changes in treasury shares          | -             | -                                   | -                               | -                                    | -5                 | 9               | 4            |
| Dividend payment                    | -             | -                                   | -                               | -                                    | -65                | -               | -65          |
| Result for the year                 | -             | -                                   | -                               | -                                    | -2                 | -               | -2           |
| <b>Balance at December 31, 2025</b> | <b>340</b>    | <b>259</b>                          | <b>71</b>                       | <b>294</b>                           | <b>606</b>         | <b>-116</b>     | <b>1 453</b> |

## Proposal of the Board of Directors

The available earnings amount to:

| in CHF million                           | 2025       |
|--|------------|
| Retained earnings at December 31, 2024   | 679        |
| Dividend payment                         | -65        |
| <b>Retained earnings brought forward</b> | <b>614</b> |
| Loss on treasury shares                  | -5         |
| Result for the year                      | -2         |
| <b>Available earnings</b>                | <b>606</b> |

The Board of Directors proposes to the Annual General Meeting of Shareholders that the available earnings are allocated as follows:

|  |            |
|--|------------|
| Distribution of a dividend of CHF 0.85 (before withholding tax) on dividend-bearing shares with a nominal value of CHF 1.00 each | 289        |
| <b>Balance to be carried forward</b>   | <b>318</b> |

The company will not pay a dividend on treasury shares held by OC Oerlikon Corporation AG, Pfäffikon.

Pfäffikon SZ, February 23, 2026

On behalf of the Board of Directors

Chairman

Prof. Dr. Michael Süss



# Report of the statutory auditor to the General Meeting of OC Oerlikon Corporation, Pfäffikon, Churerstrasse 120, 8808 Pfäffikon

## Report on the audit of the financial statements

### Opinion

We have audited the financial statements of OC Oerlikon Corporation AG, Pfäffikon (the Company), which comprise the Income Statement for the year ended 31 December 2025, the Balance Sheet as at 31 December 2025, and Notes to the Financial Statements, including a summary of significant accounting policies.

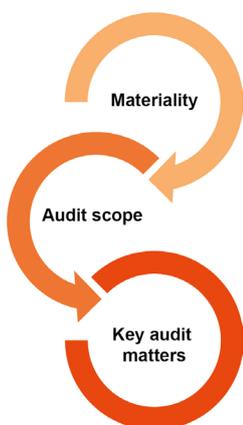
In our opinion, the financial statements (pages 120-126) comply with Swiss law and the Company's articles of incorporation.

### 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.

### Our audit approach



#### Overview

Overall materiality: CHF 14.5 million

We tailored the scope of our audit in order to perform sufficient work to enable us to provide an opinion on the financial statements as a whole, taking into account the structure of the Company, the accounting processes and controls, and the industry in which the Company operates.

As key audit matter the following area of focus has been identified:

Recoverability of the carrying value of the investments

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+41 58 792 44 00



## Materiality

The scope of our audit was influenced by our application of materiality. Our audit opinion aims to provide reasonable assurance that the financial statements are free from material misstatement. Misstatements may arise due to fraud or error. They are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

Based on our professional judgement, we determined certain quantitative thresholds for materiality, including the overall materiality for the financial statements as a whole as set out in the table below. These, together with qualitative considerations, helped us to determine the scope of our audit and the nature, timing and extent of our audit procedures and to evaluate the effect of misstatements, both individually and in aggregate, on the financial statements as a whole.

|  |   |
|--|---|
| <b>Overall materiality</b>                             | CHF 14.5 million  |
| <b>Benchmark applied</b>                               | Net Assets  |
| <b>Rationale for the materiality benchmark applied</b> | We chose Net Assets as the benchmark because, in our view, it is a relevant benchmark against which holding companies can be assessed, is considered a key element for the user of the financial statements and it is a generally accepted benchmark for determining materiality. |

We agreed with the Audit & Finance Committee that we would report to them misstatements above CHF 390 thousand identified during our audit as well as any misstatements below that amount which, in our view, warranted reporting for qualitative reasons.

## Audit scope

We designed our audit by determining materiality and assessing the risks of material misstatement in the financial statements. In particular, we considered where subjective judgements were made; for example, in respect of significant accounting estimates that involved making assumptions and considering future events that are inherently uncertain. As in all of our audits, we also addressed the risk of management override of internal controls, including among other matters consideration of whether there was evidence of bias that represented a risk of material misstatement due to fraud.

## Key audit matters

Key audit matters are those matters that, in our professional judgement, 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.



## Recoverability of the carrying value of the investments

| Key audit matter   | How our audit addressed the key audit matter  |
|--|---|
| The valuation of investments is considered a key audit matter due to the size of the investments balance (CHF 2'256 million), the significant estimates involved in the valuation process and the estimation of the future profitability of the individual directly and indirectly held investments. | <p>In our audit of the investments, we performed audit procedures including the following:</p> <ul style="list-style-type: none"> <li>We compared the carrying amount of the investments as per 31 December 2025 with the book value of its equity or its valuation according to an accepted valuation method.</li> <li>We performed plausibility checks on the key assumptions applied by management. Furthermore, we assessed the technical and mathematical correctness of the valuation model.</li> </ul> |

## Other information

The Board of Directors is responsible for the other information. The other information comprises the information included in the annual report, but does not include the financial statements, the consolidated financial statements, the remuneration report and our auditor's reports thereon.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

## Board of Directors' responsibilities for the financial statements

The Board of Directors is responsible for the preparation of financial statements in accordance with the provisions of Swiss law and the Company's articles of incorporation, and for such internal control as the Board of Directors determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Board of Directors is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Board of Directors either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.



### **Auditor's responsibilities for the audit of the financial statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Swiss law and SA-CH will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on EXPERTsuisse's website: <http://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 article 728a para. 1 item 3 CO and PS-CH 890, we confirm the existence of an internal control system that has been designed, pursuant to the instructions of the Board of Directors, for the preparation of the financial statements.

We further confirm that the proposed appropriation of available earnings complies with Swiss law and the Company's articles of incorporation. We recommend that the financial statements submitted to you be approved.

PricewaterhouseCoopers AG

Gerhard Siegrist  
Licensed audit expert  
Auditor in charge

Oliver Illa  
Licensed audit expert

Zürich, 23 February 2026

## Legal structure

### Legal structure of consolidated companies as per December 31, 2025

| <b>OC Oerlikon Corporation AG, Pfäffikon, Freienbach/CH</b>   |
|---|
| –OC Oerlikon Management AG, Pfäffikon, Freienbach/CH  |
| –OC Oerlikon Textile Holding AG, Pfäffikon, Freienbach/CH   |
| · Oerlikon Textile China Investments Ltd., Hong Kong/CN   |
| · Oerlikon (China) Technology Co. Ltd., Suzhou/CN   |
| · Oerlikon Textile Technology (Beijing) Co. Ltd., Beijing/CN  |
| · Oerlikon Chemical Fiber Machinery (Wuxi) Co., Ltd., Wuxi/CN   |
| · Oerlikon Barmag Huitong (Yangzhou) Engineering Co., Ltd, Yangzhou/CN  |
| · OT Textile Verwaltungs GmbH, Vienna/AT  |
| · Teknoweb Materials S.r.l., Palazzo Pignano/IT   |
| · W. Reiners Verwaltungs-GmbH, Remscheid/DE   |
| · Dr. Schippers Unterstützungskasse GmbH, Remscheid/DE  |
| · Oerlikon Textile GmbH & Co. KG, Remscheid/DE  |
| · Oerlikon Textile Far East Ltd., Hong Kong/CN  |
| · Oerlikon Textile India Pvt. Ltd., Mumbai/IN   |
| –Oerlikon Deutschland Holding GmbH, Remscheid/DE  |
| · Oerlikon Balzers Coating Benelux N.V., St.-Truiden/BE   |
| · Oerlikon Business Services GmbH, Remscheid/DE   |
| · Oerlikon Surface Solutions Holding GmbH, Raunheim/DE  |
| · Oerlikon AM Europe GmbH, Garching b. München/DE   |
| · Oerlikon Balzers Coating Germany GmbH, Bingen/DE  |
| · Oerlikon Friction Systems (Germany) GmbH, Bremen/DE   |
| · Oerlikon Metaplas GmbH, Salzgitter/DE   |
| · Oerlikon Coating Services GmbH, Salzgitter/DE   |
| · Oerlikon Metco Europe GmbH, Raunheim/DE   |
| · Oerlikon Metco WOKA GmbH, Barchfeld/DE  |
| –Oerlikon Metco Surface Technology (Shanghai) Co. Ltd., Shanghai/CN   |
| –INGlass S.p.A., San Polo di Piave/IT   |
| · HRS Hot Runner Systems NA Inc., Halifax, NS/CA  |
| · HRS Flow Mexico S. DE R.L. DE C.V., Querétaro/MX  |
| · H.R.S. Flow do Brasil Comércio de Sistemas de Câmara Quente Importação e Exportação Ltda., São Paulo, SP/BR   |
| · Sistemas De Canal Caliente Ibérica. S.L.U., Begues/ES   |
| · SCC Assistência Técnica, Unipessoal Lda, Albergaria-a-Velha/PT  |
| · HRSflow GmbH, Raunheim/DE   |
| · HRS France S.à r.l., Bonchamp-lès-Laval/FR  |
| · HRS JAPAN Co. Ltd, Tokyo/JP   |
| · HRS (Hong Kong) Limited, Hong Kong/CN   |
| · HRS (Hangzhou) Trading Co. Ltd., Hangzhou/CN  |
| · INglass Tooling & Hot Runner Manufacturing (China) Co., Ltd., Hangzhou/CN   |
| · INglass HRS South Africa (Pty) Ltd, Johannesburg/ZA   |
| · HRS Flow India Private Limited, Pune/IN   |
| · Oerlikon HRSflow Makine Yedek Parca Ve Servis San.Tic.Ltd. Sti. (formerly: Oerlikon Polymer Processing Solutions Makine Kalıp Yedek Parca Ve Servis San.Tic.Ltd. Sti.), Nilüfer, Bursa/TR |
| –OC Oerlikon Verwaltungs AG, Pfäffikon, Freienbach/CH   |
| –Oerlikon Balzers Coating India Pvt. Ltd., Pune/IN  |
| –Oerlikon (Thailand) Co. Ltd., Chonburi/TH  |
| –Oerlikon Balzers Coating Korea Co. Ltd., Pyongtaek/KR  |
| –Oerlikon Balzers Coating Luxembourg S.à r.l., Differdange-Niedercorn/LU  |
| –Oerlikon Balzers Coating Sweden AB, Stockholm/SE   |
| · Oerlikon Balzers Coating Finland Oy, Helsinki/FI  |
| –Oerlikon Balzers Kaplama Sanayi ve Ticaret Limited Sirketi, Bursa/TR   |
| –Oerlikon Business Services Europe Sp. z.o.o., Warsaw/PL  |
| –Oerlikon Surface Solutions AG, Pfäffikon, Freienbach/CH  |
| · OC Oerlikon Balzers AG, Balzers/LI  |
| · Oerlikon Balzers Coating AG, Balzers/LI   |
| · Oerlikon Balzers Coating (Suzhou) Co. Ltd., Suzhou/CN   |
| · Oerlikon Balzers Coating Austria GmbH, Kapfenberg/AT  |
| · Oerlikon Balzers Coating Italy S.p.A., Brugherio/IT   |
| · Oerlikon Balzers Coating SA, Brügg, Brügg/CH  |
| · Oerlikon Balzers Coating Spain S.A.U, Antzuola/ES   |
| · Oerlikon Balzers Coating Poland Sp. z.o.o., Polkowice Dolne/PL  |

**Legal structure of consolidated companies as per December 31, 2024**

|   |
|---|
| · Oerlikon Balzers Coating Mexico S.A. de C.V., Querétaro/MX          |
| · Oerlikon Balzers Coating Malaysia Sdn. Bhd., Kuala Lumpur/MY        |
| · Oerlikon Balzers Coating Philippines, Inc., Muntinlupa/PH           |
| · Oerlikon Balzers Coating Slovakia s.r.o., Bratislava/SK             |
| · Oerlikon Balzers Coating Taiwan Co. Ltd., Taipeh/TW                 |
| · Oerlikon Balzers Coating UK Ltd., Milton Keynes/GB                  |
| · Oerlikon Metco Coatings Ltd., Dukinfield/GB                         |
| · Oerlikon Balzers Coating Vietnam Co., Ltd., Bac Ninh/VN             |
| · Oerlikon Balzers France SAS, Ferrières-en-Brie/FR                   |
| · Oerlikon Balzers Revestimentos Metálicos Ltda., Jundiaí, SP/BR      |
| · Oerlikon Eldim (NL) B.V., Lomm/NL                                   |
| · Oerlikon Eldim (HU) Kft., Debrecen/HU                               |
| · Oerlikon Friction Systems (Italia) S.r.l., Caivano/IT               |
| · Oerlikon Metco (Canada) Inc., Fort Saskatchewan, AB/CA              |
| · Oerlikon Metco (UK) Ltd., Cwmbran/GB                                |
| · Oerlikon Metco (Singapore) Pte. Ltd., Singapore/SG                  |
| · Oerlikon Huagang Materials Technology (Zigong) Co., Ltd., Zigong/CN |
| · Oerlikon Metco AG, Wohlen, Wohlen/CH                                |
| · Oerlikon Metco Australia Pty Ltd., Bella Vista, NSW/AU              |
| · Oerlikon Neomet Ltd., Stockport/GB                                  |
| · Oerlikon Nitriding (Shanghai) Technology Co., Ltd., Shanghai/CN     |
| · Oerlikon Nitriding Slovakia s.r.o., Velká Ida, Slovakia/SK          |
| · Oerlikon Japan Co., Ltd., Hiratsuka/JP                              |
| · Oerlikon Serbia doo Kragujevac, Kragujevac/RS                       |
| · SAS COEURDOR, Maiche (Belfort)/FR                                   |
| · Cubimatéria Polimentos Unipessoal Lda, Fundão/Castelo Branco/PT     |
| · FCM S.p.A. in liquidazione, Campi Bisenzio (FI)/IT                  |
| – Zip Invest AG, Mendrisio/CH   |
| · Zip Holding AG, Mendrisio/CH  |
| · RIRI SA, Mendrisio/CH   |
| · AMOM S.p.A., Badia al Pino/IT                                       |
| · Cobra Tunisie Int. Sarl. In liq., Sousse/TN                         |
| · D.M.C. Srl, Scarperia e San Pietro a Sieve/IT                       |
| · Riri Co. Ltd., Shanghai/CN  |
| · Riri France SASU, Paris/FR  |
| · SPM Pressofusione S.r.l., Palazzalo sull'Oglio/IT                   |
| – Oerlikon USA Holding Inc., Wilmington, DE/US                        |
| · Oerlikon AM US Inc., Wilmington, DE/US                              |
| · Oerlikon Balzers Coating USA Inc., Wilmington, DE/US                |
| · Oerlikon Metco (US) Inc., Westbury NY/US                            |
| · Oerlikon Friction Systems (US) Inc., Dayton, OH/US                  |
| · Oerlikon HRSflow Inc. LLC., Byron Center, MI/US                     |
| · Oerlikon Management USA Inc., Pittsburgh, PA/US                     |
| · Oerlikon Textile Inc., Charlotte, NC/US                             |
| · Riri USA Inc., New York, NY/US                                      |
| – Oerlikon Vermögens-Verwaltungs GmbH, Remscheid/DE                   |

# Sustainability Report

# Our sustainability strategy

## Sustainability strategy

GRI 2-22

Oerlikon's sustainability strategy is focused on enabling our customers to optimize their resources and improve resource efficiency, as well as delivering on our social, environmental and governance objectives in our own operations and across our supply chain. As such, the sustainability strategy is fully integrated with our business strategy.

Our solutions and services, together with our advanced materials, improve and maximize the performance, function, design and sustainability of our customers' products and manufacturing processes in key industries, as well as those of their customers. By increasing efficiency, we enable customers to optimize their resource usage, reduce their energy consumption, and decrease waste and emissions.

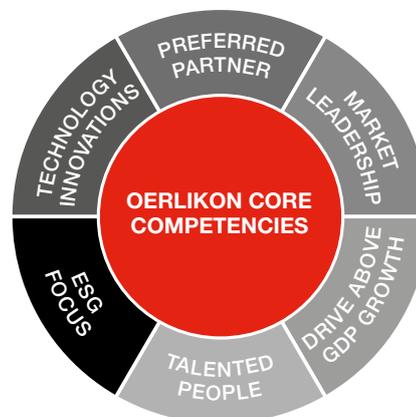
As a technology leader we deliver value to our customers. Our solutions are widely adopted across industries, meaning that people will likely directly or indirectly encounter at least one solution from Oerlikon every day.

Our overarching purpose is to leverage our technology leadership, expand and diversify into new applications and markets. By taking advantage of our knowledge and capabilities across additional industries, Oerlikon is able not only to drive growth in its business portfolio but also to increase its contribution to sustainability.

At Oerlikon, sustainability stands for a relentless focus on minimizing our environmental impact, ensuring a strong health, safety and employee culture, engaging regularly with stakeholders and upholding good governance.

Oerlikon's strategy and actions, including for sustainability, are governed at the highest level, specifically by the Board of Directors (BoD). Underpinning the Board's commitment to sustainability is the fact that the responsibility for sustainability has not been assigned to a Board committee but is a responsibility of the entire Board.

For the execution of our sustainability strategy and initiatives, the Board has appointed a Chief Sustainability Officer (CSO), who is a member of the Executive Committee (EC). The CSO is supported by the Sustainability Management Team and other functions, with representatives from the strategic, operative and business levels. Ultimately, line management needs to ensure that business activities and processes within their area of responsibility are aligned with sustainability, and each employee at Oerlikon is individually



responsible for adhering to the Sustainability and Health, Safety and Environment (HSE) Policy.

The graphic on page 156 depicts the governance structure for sustainability. Further information on sustainability governance can be found on pages 155 to 157.

Prioritizing sustainability in R&D and delivering sustainable solutions for customers will always take precedence. At the same time, we recognize the need to apply the same standards of excellence to our own operational processes and systems and to reduce the impact of our business on the environment. In this chapter, we provided examples of how our products contribute to sustainability, as well as the initiatives and actions that we have taken to reduce our environmental impact, improve our diversity, equity and inclusion (DEI) and strengthen our governance.

Ultimately, we are well positioned to maintain Oerlikon's technology leadership while delivering sustainable value to all stakeholders and simultaneously creating both market and social value.

# Leveraging our innovative and sustainable technologies

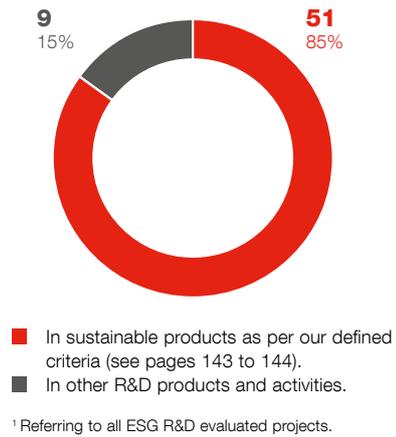
## GRI 3-3

Our technologies help customers to increase efficiency and productivity while using fewer resources, such as energy and materials, and reduce emissions.

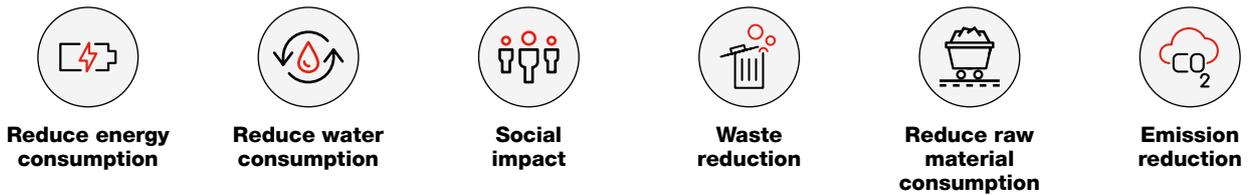
By leveraging our cutting-edge surface technologies, we can easily expand their use in new applications and growth markets. For instance, we are developing thin-film coating solutions for vehicles that are powered by batteries and fuel cells (e.g. hydrogen), as well as thermal spray solutions to reduce engine weight.

More examples of how we are expanding into growth markets can be found below and on pages 141 to 142.

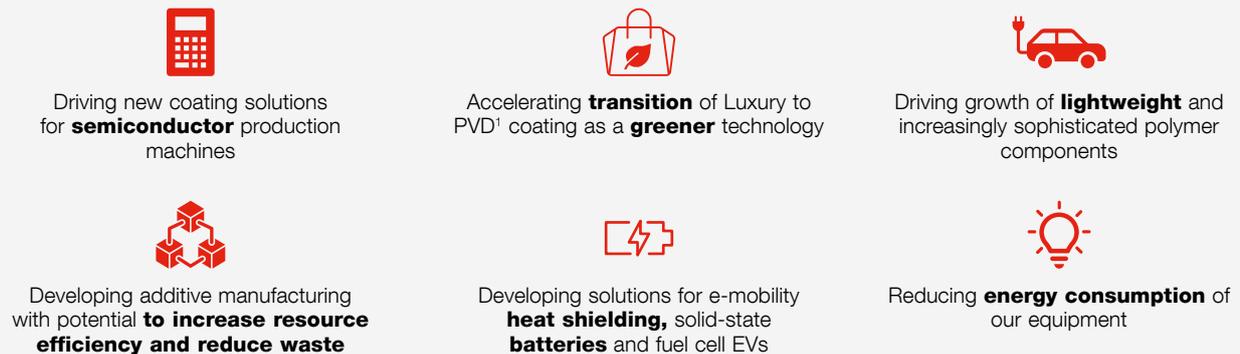
2025 R&D investment in sustainable products in CHF million <sup>1</sup>



### Sustainability drivers



### Leveraging technology leadership to expand into growth markets with proven and new solutions



<sup>1</sup> Physical vapor deposition (PVD) is a technique used to deposit a thin layer of material on a substrate surface in a vacuum.

# Our sustainability impact

Oerlikon coatings are widely available in the modern world. Owing to our technology leadership, our technologies have been widely adopted across a multitude of sectors. As a result, our surface solutions have made a clearly discernible contribution to sustainability.

As customers continue to seek gains in efficiency, durability and sustainability, Oerlikon is well positioned to deliver these benefits with its surface solutions equipment, materials and services, thereby driving sales growth while simultaneously contributing to a more sustainable world.

## Coatings make the modern world possible

### Essential

- **Economic viability:** Coating significantly improves an item's performance and extends its lifetime; recoating/regrinding gives new life to tools.
- **Superior characteristics:** Durability, erosion protection, wear resistance, thermal stability, anti-reflection, clearance control, etc.

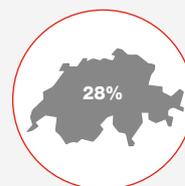
### Versatile

- **In countless applications,** including automotive parts, jet engines, cutting and forming tools, luxury accessories, semiconductor production, gas turbines, etc.
- **Substitutes heavy materials with lightweight materials** while still offering enhanced features and functions.
- Color-coded tools facilitate clear **visual differentiation and reduce errors** in usage, resulting in less production downtime and waste.

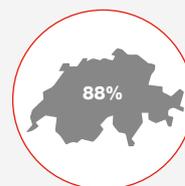
### Sustainable

- **Environmentally friendly alternative** (PVD) to traditional electroplating.<sup>3</sup>
- **Reduces waste and resources** by prolonging the life span of a coated item.
- **Improves productivity and saves costs.**

## Value proposition driving sales growth



**A 20x lifetime extension** of a metal tool through coating is equivalent to ~8.3 million metric tons of CO<sub>2</sub> reduction annually or **28% of Swiss CO<sub>2</sub> emissions.**<sup>1</sup>



**5% efficiency increase** in jet engines through coatings is equivalent to ~26 million metric tons of CO<sub>2</sub> reduction annually<sup>2</sup> or **88% of Swiss CO<sub>2</sub> emissions.**<sup>1</sup>



Coatings **enable the use of lightweight** car materials, which will extend the driving range. For a 650-km range EV that is 10% lighter, the range extends by 5–7%, equivalent to a **marathon.**

<sup>1</sup> A total of 29.6 million metric tons in 2022, based on the report "CO<sub>2</sub> statistics: Emissions from thermal and motor fuels" by the Swiss Federal Office for the Environment.

<sup>2</sup> Based on the installed base of jet engines in 2019.

<sup>3</sup> PVD coatings conform to the EU REACH regulation and reduce hazardous waste and hexavalent chromium exposure when replacing wet bath technologies like electroplating.

# Our material topics

## Double Materiality Assessment (DMA) Disclosure

Oerlikon conducted a comprehensive Double Materiality Assessment (DMA) in 2024 and updated it in 2025, in line with the European Sustainability Reporting Standards (ESRS). The DMA process ensures that both impact materiality (Oerlikon’s effects on society and the environment) and financial materiality (sustainability-related risks and opportunities affecting business performance) are systematically assessed. The scope of DMA was all entities worldwide, including wholly owned subsidiaries and majority-owned joint ventures.

The DMA identified material impacts, risks, and opportunities (IROs) across Oerlikon’s value chain. The assessment covered environmental, social and governance (ESG) topics without exclusions, following the ESRS guidelines.

The material topics will guide future ESG initiatives, target setting and disclosure practices. In addition to identified material matters, Oerlikon will continue reporting on business conduct and innovation even if they have not been categorized as material sustainability matters in the DMA.

## Process of determining material topics

### GRI 3-1

The assessment began with a systematic collection of IROs across the entire value chain, including upstream suppliers, internal operations and downstream customers. Each IRO was evaluated for severity, scope, reversibility and likelihood, while financial materiality was assessed based on EBIT sensitivity and probability of occurrence. This dual perspective allowed Oerlikon to prioritize topics that have both significant societal impact and strategic business relevance.

Stakeholder engagement was a cornerstone of Oerlikon’s DMA process, ensuring that the perspectives and expectations of relevant groups were integrated into the identification and evaluation of material topics. The company applied a multi-method approach combining structured interviews, collaborative workshops and formal validation sessions.

Structured interviews were conducted with ten key stakeholder groups, including investors, customers, suppliers and internal decision-makers. These conversations provided valuable input on perceived sustainability impacts, sector-specific priorities and regulatory expectations. In addition, Oerlikon organized workshops where stakeholders actively participated in identifying and evaluating IROs. This hands-on involvement ensured that the materiality assessment was grounded in real-world business and societal contexts.

The final step involved senior leadership reviewing and approving the materiality matrix as shown on page 137. This senior leadership-level validation was aimed at ensuring that the identified material topics align with Oerlikon’s strategic objectives and risk management frameworks.

## The United Nations Sustainable Development Goals

The 17 United Nations Sustainable Development Goals (SDGs) are at the heart of the 2030 Agenda for Sustainable Development and define the world we want.

At Oerlikon, we affirm both the ideals and the necessities of each of the 17 United Nations SDGs. Given the nature of our business, processes and operations, we have a greater impact on certain SDGs compared to others.

Based on where we can make the greatest difference, both in our practices and in our impact on the planet and its people, whether globally or in the communities in which we work, we have identified eight SDGs: Goal 3 Good Health and Well-Being, Goal 5 Gender Equality, Goal 7 Affordable and Clean Energy, Goal 8 Decent Work and Economic Growth, Goal 9 Industry, Innovation and Infrastructure, Goal 12 Responsible Consumption and Production, Goal 13 Climate Action and Goal 17 Partnerships for the Goals.

These eight SDGs serve as additional goals alongside our material topics.



Following the evaluation of 189 IROs, 28 were determined to be material sustainability matters. All identified IROs were systematically evaluated to determine their materiality. This evaluation considered both impact materiality (severity, scope, reversibility and likelihood of impacts) and financial materiality (likelihood and potential effect on EBIT). The final results shown in the matrix below scored on a scale from 0 (very low) to 25 (very high). The methodology and assessment scales were aligned with Oerlikon's internal risk management framework.

dimension, the DMA reaffirmed the importance of ensuring safe and fair working conditions across our own workforce and value chain, emphasizing health and safety, collective bargaining rights, diversity and gender equality, and equal pay for work of equal value. For value-chain workers, topics such as downstream health and safety, protection of labor rights, prevention of child labor and elimination of forced labor were identified as material.

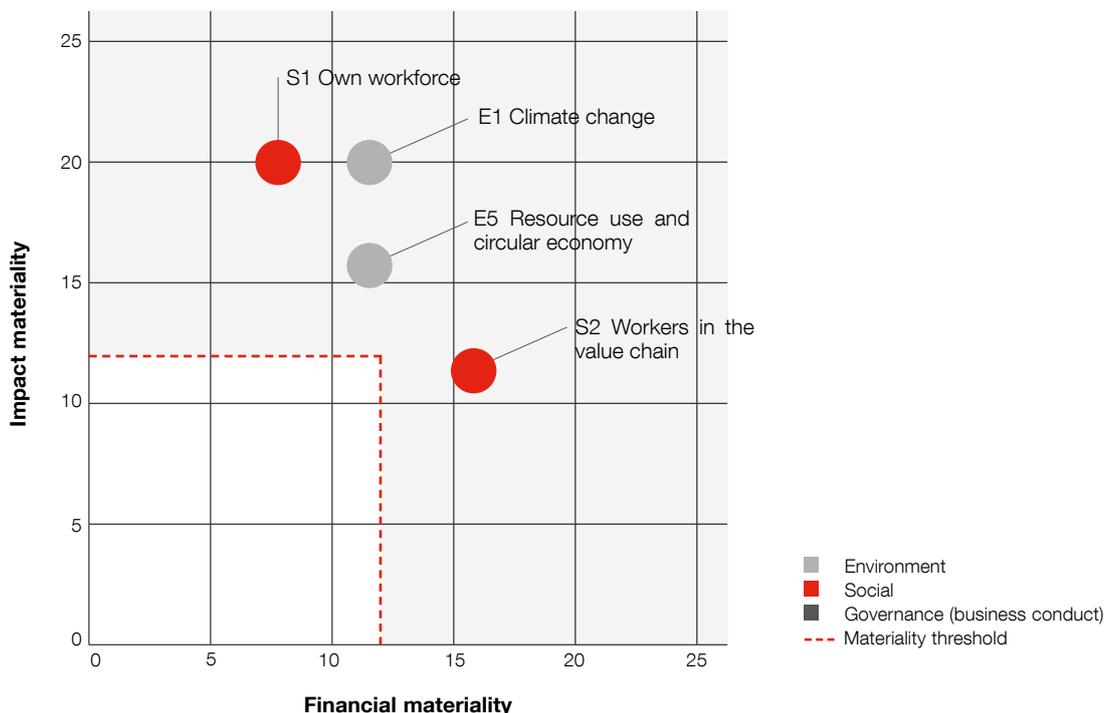
As a result of the DMA, material environmental topics identified were climate change mitigation and adoption, energy efficiency and the transition towards a circular economy with a focus on resource use, material inflows and outflows, and waste reduction. On the social

**Material topics as a result of the DMA**

GRI 3-2

| Environment   | Social  |
|---|---|
| <p><b>E1 Climate change:</b></p> <ul style="list-style-type: none"> <li>• Climate change mitigation</li> <li>• Climate change adaptation</li> <li>• Energy</li> </ul> <p><b>E5 Circular economy:</b></p> <ul style="list-style-type: none"> <li>• Resource inflows including resource use</li> <li>• Resource outflows in relation to products and services</li> <li>• Waste</li> </ul> | <p><b>S1 Own workforce:</b></p> <ul style="list-style-type: none"> <li>• Working conditions                             <ul style="list-style-type: none"> <li>• Health and safety</li> <li>• Collective bargaining</li> </ul> </li> <li>• Equal treatment and opportunities for all                             <ul style="list-style-type: none"> <li>• Diversity gender</li> <li>• Equality and equal pay for equal work of equal value</li> </ul> </li> </ul> <p><b>S2 Workers in the value chain:</b></p> <ul style="list-style-type: none"> <li>• Working conditions</li> <li>• Health and safety (downstream)</li> <li>• Other work related rights</li> <li>• Child labor</li> <li>• Forced labor</li> </ul> |

**Material sustainability topics for Oerlikon**



### Key stakeholders and value chain

#### GRI 2-6

The DMA process mapped Oerlikon’s entire value chain to identify where sustainability impacts occur and which stakeholders are most affected. Oerlikon serves a highly fragmented global market across industries such as aerospace, automotive, energy, medical, luxury and semiconductor with a strong presence in Europe, Americas and Asia-Pacific. This diversity requires a tailored approach to stakeholder engagement and materiality assessment.

Critical stakeholders were identified based on their influence on, and exposure to, Oerlikon’s sustainability performance. External stakeholders include investors and analysts, customers and Tier 1 suppliers. These groups rely on Oerlikon’s ESG disclosures for investment decisions, procurement standards and compliance with sustainability criteria. Internal stakeholders include the Executive Committee, sustainability teams, HR, R&D, procurement and works councils, all of whom play a role in implementing ESG initiatives and ensuring alignment with corporate strategy.

The value chain analysis also highlighted Oerlikon’s efforts to embed sustainability across operations. This includes reducing Scope 1, 2 and 3 emissions, expanding renewable energy use, enforcing human rights due diligence and promoting diversity and inclusion. By addressing sustainability at every stage, from raw material sourcing to product use, Oerlikon strengthens its resilience and competitiveness in a rapidly evolving regulatory and market environment.

Understanding the value chain and stakeholder landscape is essential for prioritizing material topics and ensuring that sustainability actions deliver meaningful impact. This approach enables Oerlikon to meet regulatory requirements while creating shared value for stakeholders across the value chain.



<sup>1</sup> Referring to all ESG R&D evaluated projects.

# Engaging with stakeholders

## Our approach to stakeholder engagement

### GRI 2-29

Diverse perspectives are an important part of Oerlikon's culture because they can help to understand the needs and concerns of all stakeholders in the industries and communities we serve.

Oerlikon maintains an ongoing dialogue with its stakeholders, including employees, customers, suppliers and partners, investors and analysts, local communities, authorities and government representatives, nongovernmental organizations, academic institutions and the media.

We depend on multiple channels and processes (see the Stakeholder engagement at Oerlikon table on page 140) to optimize stakeholder engagement and ensure comprehensive reporting on areas that are material to the business.

Working together with our stakeholders puts us in the best position to realize our mutually shared goals of strengthening our business, enriching human welfare and preserving the planet.

In 2025, some of our shareholder engagements included:

- **Customers:** We worked closely with customers to identify innovations and upgrades to our products, materials and services that can help them save energy, reduce waste or lower emissions.
- **Employees:** We promoted Diversity, Equity and Inclusion (DEI) and raised awareness of it through multiple events, such as the Women in Leadership series. Our Employee Resource Groups (ERGs) advocated for the group they represent to increase the opportunities available to them within the workplace. Additionally, we embraced new digital tools, such as ULearn and uDoc, to improve employee engagement, data accessibility and efficiencies at work.
- **Suppliers:** We completed the EcoVadis rating process for key and strategic suppliers, which collectively represent 46.7% of Oerlikon's mapped spend.

Working together with our stakeholders puts us in the best position to realize our mutually shared goals of strengthening our business, enriching human welfare and preserving the planet.

**Stakeholders**

GRI 2-29

**Key concerns of stakeholder groups**

GRI 2-25, 26

**Examples of engagement**

GRI 2-29

| <b>Stakeholders</b><br>GRI 2-29                         | <b>Key concerns of stakeholder groups</b><br>GRI 2-25, 26   | <b>Examples of engagement</b><br>GRI 2-29  |
|---|---|--|
| <b>Employees</b>  | <ul style="list-style-type: none"> <li>• Corporate culture</li> <li>• Equality and diversity</li> <li>• Career advancement</li> <li>• Education and training</li> <li>• Health and safety</li> <li>• Environment</li> <li>• Community engagement</li> <li>• Social impact</li> </ul>  | <ul style="list-style-type: none"> <li>• Employee engagement surveys</li> <li>• Career development</li> <li>• In-person and virtual townhall meetings</li> <li>• Employee newsletters</li> <li>• Executive Chairman blog</li> <li>• Social media</li> <li>• Annual HSE Days</li> <li>• Diversity events: Women in leadership series</li> <li>• Employee Resource Groups</li> <li>• Financial incentive scheme, incl. ESG metric</li> <li>• uDoc</li> <li>• ULearn</li> </ul> |
| <b>Customers</b>  | <ul style="list-style-type: none"> <li>• Quality of products and services</li> <li>• Health and safety</li> <li>• Environment</li> <li>• Competitive pricing</li> <li>• Accessibility and professional client management</li> </ul>   | <ul style="list-style-type: none"> <li>• Customer surveys</li> <li>• Exhibitions and customer days</li> <li>• Customer newsletters</li> <li>• Sales and marketing activities</li> <li>• Website</li> <li>• Social media</li> <li>• E-commerce sites</li> </ul>   |
| <b>Suppliers and partners</b>                           | <ul style="list-style-type: none"> <li>• Responsible business practices</li> <li>• Health and safety</li> <li>• Environment</li> </ul>  | <ul style="list-style-type: none"> <li>• Procurement policies</li> <li>• Supplier day</li> <li>• Supplier Code of Conduct</li> <li>• General terms &amp; conditions agreement</li> <li>• Supplier audits and EcoVadis assessment</li> <li>• Compliance management, incl. case-by-case communication, along our supply chain</li> </ul>   |
| <b>Investors and analysts</b>                           | <ul style="list-style-type: none"> <li>• Accountability of strategy execution toward financial and ESG targets</li> <li>• Reputation and responsible business practices</li> <li>• Corporate governance</li> <li>• Risk management and compliance</li> <li>• Health and safety</li> <li>• Environment</li> <li>• Overall high-level disclosure quality</li> <li>• Capital allocation and innovation aligned with strategic ambitions</li> </ul> | <ul style="list-style-type: none"> <li>• Annual shareholder meeting (AGM)</li> <li>• Quarterly information</li> <li>• Roadshows, investor and analyst days</li> <li>• Engagement with analysts, investors, proxies and stewardship teams, including individual ESG engagement meetings</li> <li>• Annual report, including financial and non-financial disclosures</li> <li>• Corporate website</li> </ul>   |
| <b>Local communities</b>                                | <ul style="list-style-type: none"> <li>• Employment</li> <li>• Compliance</li> <li>• Environment</li> <li>• Social impact</li> </ul>  | <ul style="list-style-type: none"> <li>• Regular information to local newspapers</li> <li>• Social media</li> <li>• Local CSR and sponsoring activities</li> <li>• Employee-driven social projects</li> </ul>  |
| <b>Authorities and government representatives</b>       | <ul style="list-style-type: none"> <li>• Taxes</li> <li>• Responsible business practices</li> <li>• Compliance</li> <li>• Health and safety</li> <li>• Environment</li> </ul>   | <ul style="list-style-type: none"> <li>• Cooperations</li> <li>• Information events</li> <li>• Memberships in local associations</li> <li>• Invitation to local events</li> <li>• Regulatory disclosures and reports</li> </ul>  |
| <b>Non-governmental organizations and civil society</b> | <ul style="list-style-type: none"> <li>• Environmentally and socially responsible business practices</li> <li>• Compliance</li> <li>• Health and safety</li> <li>• Environment</li> </ul>   | <ul style="list-style-type: none"> <li>• Corporate disclosure and communication</li> <li>• Cooperations</li> <li>• Information events</li> <li>• Invitation to local events</li> </ul>   |

# Sustainable products

GRI 3-3

## SDGs in focus:



## Significant indirect economic impacts

GRI 203-2

At Oerlikon, our strategy is to pursue sustainable innovation in collaboration with our customers so that they, their customers and industries are empowered to increase efficiency, optimize resource use, reduce waste, and/or decrease energy and water consumption.

As the global population continues to grow and is projected to exceed 10 billion by 2100, the middle class will further spark rising demand for energy, food, clothing and other consumer products. As a consequence, international trade will respond to this lifestyle trend and trigger the need for manufacturing solutions that are efficient, productive, profitable and designed to support a sustainable circular economy.

## Sustainable products

As a leading global technology company, we engineer solutions that contribute to a more sustainable planet.

We serve a broad scope of end markets with a portfolio in surface engineering, advanced materials, coating equipment and components. Through these solutions we promote greater efficiency in energy consumption and longer lives for equipment, tools and luxury accessories, increased usage of recycled materials, and reduction of waste and emissions.

A large number of our products and solutions in our end markets

continue to deliver sustainable benefits over their life span, be it for months or years.

As a technology leader, we are constantly developing new products and upgrades that deliver efficiency and sustainability. In 2025, R&D investment in sustainable products represented 85% (CHF 51 million<sup>1</sup>) and Oerlikon filed 27 new patents. Oerlikon's R&D is driven by three priorities: customer needs, market potential and environmental concerns.

For the tooling industry, Oerlikon coats in the tens of millions of cutting tools annually using BALINIT® coatings. Based on serial testing with an automotive end customer, BALINIT® OPTURA extends tool life by up to 50%. Typically, a new tool is reconditioned and recoated three times, a process that significantly reduces the need for new manufacturing, which saves energy and raw materials as well as helping to lower emissions and waste from production.

For the luxury market, we have further improved our use of recycled materials. For example, the gold and palladium we use in all our units are composed of at least 95% and 100% recycled materials respectively.

Furthermore, the broader implementation of Physical Vapour Deposition (PVD) technology in manufacturing Oerlikon Riri and Oerlikon Fineparts accessories is yielding substantial environmental advantages. These include reductions in material waste, lower

<sup>1</sup> Referring to all ESG R&D evaluated projects.

electricity consumption, decreased emissions associated with raw material sourcing and processing and the elimination of water usage in the coating process.

The newly introduced EYEgate HRS, an advanced valve gate solution, reduces material waste and energy use with optimized gate positioning and simplified mold design. Its durable guide system extends tool life, cutting down on replacements and supporting greener manufacturing.

At Oerlikon, we have many more case examples of how we continue to build a strong portfolio of real-world examples showcasing how our existing technologies and solutions are driving sustainability. Developed in close collaboration with customers and partners, these solutions help lower carbon emissions, improve equipment and system performance, reduce energy and resource consumption, and minimize waste generation.

# Qualification of sustainable products

At Oerlikon, we see combating climate change similar to engaging in groundbreaking R&D: if initial results are not fully aligned with expectations, we analyze the data and extract the lessons learned and use them to attain optimal outcomes. Data collection and development of methodologies empower us to see where we are hitting our performance benchmarks and where we need to make further efforts and investments in sustainable innovation solutions.

Oerlikon serves customers in the automotive, tooling, luxury, space, oil & gas, and aviation sectors, the last of which has customers in the defense industry. In each, our technologies help customers minimize their environmental and social impacts using the best-in-class approach. Sales from the defense and oil & gas sectors account for less than 5% of our total revenue.

In 2021, we defined the criteria to assess the sustainability of our products, dividing them into three categories:

Our tool coatings, whose objective is to improve customers' production processes from a sustainability perspective and thus contribute to responsible consumption and production.

Our component and materials business, whose objective is to enable sustainable applications or enhance the overall system to mitigate climate change, such as lowering CO<sub>2</sub> emissions in aerospace.

Our equipment business, whose objective is to support more sustainable production.

We consider our tool coatings sustainable if they improve at least one area, such as raw materials consumption, energy consumption, emissions or service duration, while delivering the same or better performance than the industry standard.

Our consolidated data shows that all our tool coatings improve at least one of the environmental criteria, as tools with standard coatings or high-performance coatings can outperform uncoated tools by up to tenfold. Comparisons of our tool coatings with industry standards identified some gaps – most already known – that contributed to our blueprint for R&D investments in next-generation coatings.

The component and materials business encompasses precision components, friction systems components, the materials business and additive manufacturing. This category covers a broad scope of our products. Thus, we have defined the criteria based on product application. A product is considered sustainable if it improves the overall system compared to industry standards in one or more of the following areas: energy consumption, social impact, waste,

emissions or service time. If no industry standard exists for comparison, the product is not classified as sustainable.

For our equipment business, we deem products as sustainable if they reduce negative environmental impact relative to the industry standard in terms of one or more of the following: raw materials consumption, energy use, water consumption, social impact, waste, emissions or service time.

In 2022, we introduced an additional evaluation process for R&D initiatives involving two tiers of evaluation.

In the first tier, projects directly supporting green technologies and transitions, such as phasing out fossil fuels, advancing e-mobility, improving safety and health care or reducing waste, are automatically classified as sustainable.

In the second tier, we consider:

- Impact of projects: If the product resulting from the project enables customers to shorten development time, operate more sustainably (e.g. reducing CO<sub>2</sub>) or improve performance with an indirect positive sustainability impact (e.g. less waste from fewer test parts), it is categorized as sustainable.
- Research goals: In collaboration with universities or in projects supported by public funding, if the goal is to enhance products or their performance, they are classified as sustainable.
- Digital benefits: If the machine learning or software solutions and upgrades can reduce scrap and energy consumption, they are considered sustainable.

Conversely, if cost reduction is the sole aim of a given project, it is deemed unsustainable.

Based on these criteria for products and projects, in 2025 R&D investment in sustainable products represented 85%<sup>1</sup>. These criteria and classifications enable us to identify challenging areas and guide our investment in sustainability. We continue to collaborate with our customers on the delivery of solution upgrades that will strengthen our technology leadership.

<sup>1</sup> Referring to all ESG R&D evaluated projects.

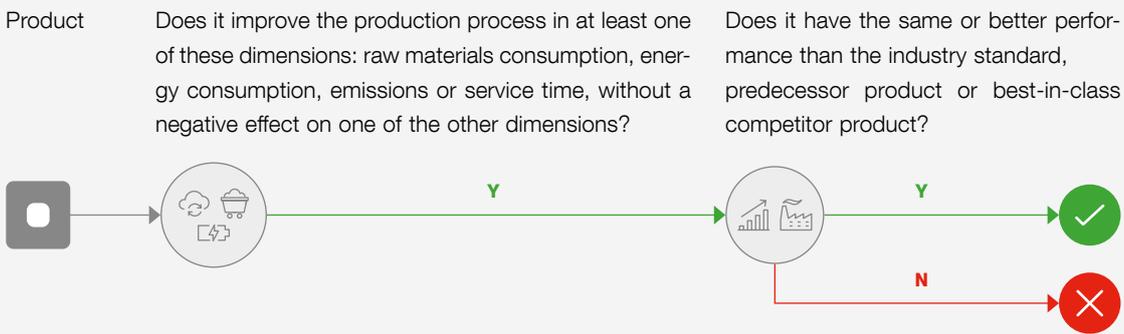
# Qualification process of sustainable products

We have broadly classified our solutions into three categories: tool coatings, component and materials business and equipment business.

The flowcharts below depict the process and criteria we have defined to enable us to determine which of our solutions are to be classified as sustainable.

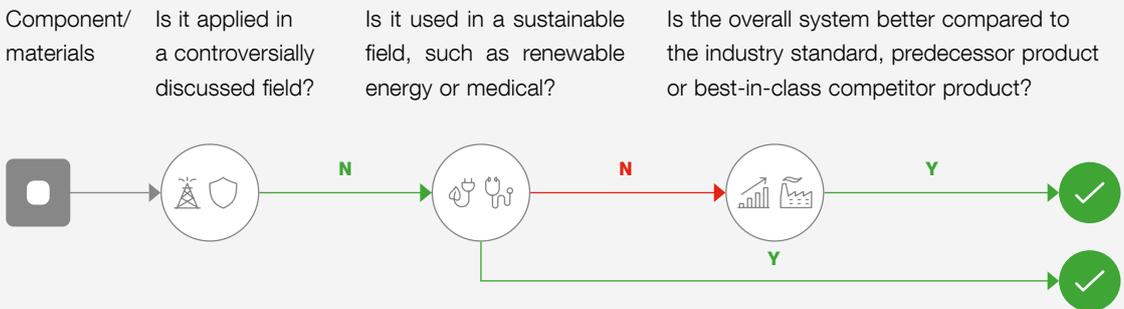
## TOOL COATINGS

Our product improves the customer's production process in terms of sustainability.



## COMPONENT AND MATERIALS BUSINESS

Our product is applied in a sustainable field or improves the overall sustainability of a system.



## EQUIPMENT BUSINESS

Our product delivers sustainability benefits in production.

Equipment Does the equipment reduce the environmental impact compared to the industry standard, predecessor product or best-in-class competitor product in at least one of the following dimensions: raw materials consumption, energy consumption, water consumption, social impact, waste, emissions or service time, without a negative effect on one of the other dimensions?



 Classified as a sustainable product      Classified as other products or activities

# Climate-related risks and opportunities

GRI 3-3

## Governance on climate-related risks and opportunities

Oerlikon's Board of Directors oversees and endorses the sustainability strategy, plans and targets, including climate-related targets. In accordance with Swiss stock corporation law, the Board of Directors has overall responsibility for supervising risk management, including the management of climate-related risks.

Supported by the Audit & Finance Committee, the Board monitors the Group's risk profile based on internal reporting.

Sustainability is an integral part of the Board's agenda throughout the year, and the Board dedicates significant time for the purpose of establishing the overall guidance for the Oerlikon Group's sustainability strategy, including the strategy for climate-related risks and opportunities.

The Board also delegates specific sustainability topics to its committees and has mandated a dedicated Chief Sustainability Officer (CSO), who is a member of the Executive Committee (EC) and reports to the Executive Chairman, to monitor, align and execute the sustainability strategy.

Led by the CSO, the execution and implementation of the sustainability strategy, actions, initiatives and measures are supported by the Sustainability Management Team (SMT). The SMT consists of members from key sustainability functions within Oerlikon, including operational sustainability, environmental sustainability, HR, procurement, health and safety, governance, compliance, investor relations and communications.

For further details pertaining to the governance, structure, body and approach for sustainability, please refer to pages 155 to 157 of this report.

## Climate-related strategy

Climate-related risks and opportunities are planned to be integrated in Oerlikon Group's risk management process and subjected to the same objectives, governance, approach, monitoring and reporting. Risks and opportunities that have been classified as material are addressed and mitigation measures identified as part of the company's strategy and business operations.

Our climate-related risks and opportunities have been identified following a detailed analysis of climate-related physical and transition risks and opportunities in Oerlikon's operations for the near-term (2030–2040) and mid-term (2040–2050) as defined by the United Nations' Intergovernmental Panel on Climate Change (IPCC).

## Climate-related physical risks

Physical risks are risks attributed to direct effects of climate change and can present itself in the form of extreme weather, such as hurricanes, earthquakes, droughts or floods. The occurrence of such events can result in damages to property and machinery or disruptions to operations and supply chains, which can have financial implications for the company.

### Identifying and assessing physical risks

Since 2024, an internal survey has been conducted to collect information about physical climate-related events and their financial impacts. Corresponding to a coverage of more than 98% of insured assets, machineries and equipment and business interruption.

To identify the relevant physical climate hazards to Oerlikon, the following parameters were considered:

1. If they are relevant to Oerlikon activities and sector. For example, changing temperature, temperature variability, permafrost thawing, changing wind patterns, changing precipitation patterns, ocean acidification, saline intrusion, drought, heavy precipitation and glacial lake outburst are not considered relevant to Oerlikon in its own operations.
2. Weather events known by terms different from tornadoes and storms are treated as similar hazards, e.g. cyclones, typhoons, blizzards and tropical storms.
3. If the magnitude of a hazard in a relevant region is identified as significant (according to the IPCC scenarios), it is considered a relevant hazard even if it is not reported in the internal survey.

Based on the survey results, we have identified the potential climate-related hazards that some of our sites have an exposure to (see table Climate-related hazards relevant to Oerlikon sites on page 146).

In conclusion, the key findings on our physical risks for the past 10 years are as follows:

- Four potential hazards – heat stress/wave, tornadoes (incl. hurricanes, heavy storms and cyclones), water stress and floods – have been identified as relevant hazards at some sites.
- In total, 9 sites were identified as having limited potential exposure resulting from their location in flood-prone areas. None of these sites have reported any adverse event or damages in the past.
- No major damage to assets, including machineries and equipment, were reported.

- The total financial impact of climate-related events reported was less than CHF 1 million.
- Around 60% of the reported financial impacts was attributed to damages of public critical infrastructure (e.g., electricity, internet and water cut off).

Although potential hazards are expected to intensify due to climate change, our current assessment of our physical climate-related risks based on the observations from historical impact of climate-related hazards and projected Climate Change scenarios by IPCC concludes that these risks are not expected to have material financial impacts in the near- and mid-term.

### Climate-related transition risks and opportunities

Climate-related risks and opportunities related to the transition to a lower-carbon economy are evaluated based on the following TCFD-defined categories:

- Market and Technology Shifts: Mega/market trends, new/disruptive technologies
- Policy and Legal: Policies, regulations, pricing, licenses, liabilities
- Reputation: Brand value, credibility/trust in company/management

### Identifying and assessing transition risks

We identified and assessed transition risks and opportunities through online structured meetings and roundtable discussions with subject matter experts. The identified risks, their potential impacts and how Oerlikon responds can be seen in the table Transition risks and measures on page 147.

Following the analysis of the main risks and opportunities of the different categories according to TCFD recommendations, the key findings for our climate-related transition risks are as follows:

- Highest climate-related transition risk: A transition to lower emissions technology. Based on certain assumptions, the estimated impact of this risk on EBIT could be less than CHF 1 million and up to a maximum of CHF 14 million, depending on the scenario and time horizon (eg. for the replacement of more efficient equipment).
- Climate-related transition opportunity: There is a potential increase in profit that could arise from the switch to EVs. This opportunity could translate to an increase in EBIT in the range of CHF 4 million to CHF 9 million depending on the scenario and time horizon.

### Climate-scenario analysis

For the forward-looking analysis, we applied the publicly available scenarios from the IPCC Sixth Assessment Report (AR6), Network for Greening the Financial System (NGFS) and the International Energy Agency (IEA).

Specifically, we considered the 3 scenarios derived from IPCC:

- **Late, uncoordinated action**, leading to a hot house world (rise of 4.4°C by 2100).
- **Delayed, decisive action**, leading to stabilization of global warming by 2050.
- **Early, effective action**, leading to 1.5°C temperature increase by 2100 (Paris Agreement).

The time horizons that we applied for the analysis were 2030-2040 for the near term and 2040-2050 for the mid-term, in line with what has been defined by the IPCC AR6.

## Climate-related hazards relevant to Oerlikon sites

| Climate-related hazards                          | How can it affect companies directly and indirectly?  |
|--|---|
| Heat stress/wave                                 | Heat impairs physical and mental performance - especially in non-air-conditioned rooms or when working outdoors. Heat can also damage materials (e.g. through deformation) and thus lead to the impairment of means of production and infrastructure. |
| Cyclones, hurricanes, typhoons                   |   |
| Storms (including blizzards, dust)               | Storms, cyclones, hurricanes, typhoons and tornadoes can cause severe damages on infrastructures and buildings and thus interrupt supply chains or production processes.  |
| Tornados   |   |
| Water stress                                     | Production loss due to lack of water.   |
| Floods (coastal, fluvial, pluvial, ground water) | Can cause damage to buildings and infrastructure and thus interrupt supply chains or production processes.  |

## Transition risks and measures

| Risk type<br>(as defined by TCFD)  | Potential impact on Oerlikon   | Potential or current response in Oerlikon  |
|--|--|--|
| <b>Market shift scenarios</b>  |  |  |
| a) Changing customer behavior  | Demand shift to other technologies (e.g. EVs) or more conscious consumption (e.g. Air travel and longer life-time products) can negatively impact business exposed to current legacy technologies, but at same time create new business opportunities to leverage coating solutions to address new industries' requirements. | Stronger innovation focus (R&D, Product Introduction) to develop and introduce solutions to the market that are in line with the observed shifts in customer's requirements.   |
| b) Increased cost of raw materials/labor   | Potentially impacting margin expectations depending case by case on the ability to pass through costs increases to customers.  | Diligently negotiate price increases with the customers to partially offset increased labor costs.<br>Constant R&D search for lower costs / similar performance substitutes raw materials.<br>Increasing investments in digitalization and automation. |
| <b>Technology shift scenarios</b>  |  |  |
| a) Unsuccessful investment in new technologies   | Subject to the size of the project, it can have a significant impairment impact in case a project is stopped.  | Capital allocation framework implemented at Oerlikon limits this risk as it integrates sustainability criteria, commerciality and regular portfolio review ensure unsuccessful investment is stopped.  |
| b) Substitution of existing products and services with lower emissions options / Costs to transition to lower emissions technology | Need to have new equipment with better performance and leading to impairment of existing equipment, leading to strong financial impact.  | Annual capex program with an amount in the low double-digit million are invested for regular replacement of older equipment and/or upgrade.  |
| <b>Policy and legal scenarios</b>  |  |  |
| a) Increase pricing of GHG emissions   | Oerlikon GHG emissions intensity is low compared to other industries. We have committed to SBTi (near-term) targets to reduce our emissions.   | Main source of GHG emission (Scope 1 and 2) comes from electricity consumption, target plan includes switch to green electricity with our suppliers, install renewable source of energy on our sites such as solar panels, heat pumps.                 |
| b) Enhanced emissions-reporting obligations  | New reporting obligations would incur some potential consulting costs, develop new models.   | Market screening, contracts with third party advisor to anticipate and plan such additional requirement.   |
| c) Mandates on and regulation of existing products and services  | We make R&D investments in sustainable products. Certain activities or products, however, could potentially be stopped due to change in regulations.   | Develop alternative to existing product, which would incur additional R&D costs and potential loss of revenue.   |
| d) Exposure to litigation  | In the case when Oerlikon does not comply with reporting obligations, authorities may fine the company for not complying with laws. In addition, external stakeholders may sue the company for no/limited actions to fight against global warming.   | Screen new regulations, process/conclusions of analysis endorsed by external advisor/auditor.  |
| <b>Reputation scenarios</b>  |  |  |
| a) Shifts in consumer preferences  | Oerlikon's customers could be discontented with certain aspects of certain Oerlikon products, impacting Oerlikon's business.   | Diversify end markets and research for new application through R&D (e-mobility, alternative technology more sustainable to replace processes) and strengthen technology leadership.  |
| b) Stigmatization of sector  | Oerlikon serves a broad base of sectors including automotive, aerospace, tooling and energy. Some sectors are negatively associated in terms of sustainability (e.g. oil and gas).   | Continuous engagement with stakeholders to collect feedback and answer their concerns.   |
| c) Increased stakeholder concern or negative stakeholder feedback  |  | Clear communication on actions taken to reduce emissions and steps toward net zero.  |

### Physical climate-related impact analysis – 4.4°C Trajectory in 2050

According to the IPCC AR6, physical risks related to global warming will continue for at least a few decades. With every additional increase in global warming, physical risks could increase in terms of frequency and intensity across the world and over time.

At Oerlikon, we operate globally and the physical risks will vary depending on the geographical location. Based on the 4.4°C trajectory in 2050, we have identified and assessed the potential impact of the four hazards on Oerlikon and our sites over the near- and mid-term (see Table: Financial Impact of Climate-Related Physical Risks Based on Historical Impacts and IPCC's SSP5-8.5 Scenario). The conclusion from the analysis is that the financial impact of these four hazards on Oerlikon's EBIT are low (less than CHF 6.7 million) and thus not material to Oerlikon.

We have also mapped out the exposure, risks and intensity of climate-related hazards in the countries in which Oerlikon operates (see map below: Potential Exposure to Physical Climate-Related Hazards). The map also shows the value of the insurance coverage that Oerlikon has in place for assets, machineries and equipment (M&E), as well as for business interruption (BI) in these countries, confirming that we are well covered by insurance for potential hazards.

### Financial impact of climate-related physical risks based on historical impacts and IPCC's SSP5-8.5 Scenario

| Risk type                    | Potential impact on Oerlikon  | Relevant IPCC regions   | Change in near- and mid term (IPCC SSP5-8.5 Scenario) | Estimated near-term (2030-40) impact <sup>1</sup> | Estimated mid-term (2040-50) impact <sup>1</sup> | Oerlikon response   |
|------------------------------|---|---|---|---|--|---|
| <b>Heat stress/wave</b>      | Negative impact on employee's health & demand for new equipment and energy for cooling systems in process and buildings | <ul style="list-style-type: none"> <li>• Central and Western Europe,</li> <li>• Mediterranean,</li> <li>• South, Southeastern, and East Asia,</li> <li>• Southern Australia,</li> <li>• Northern Central America</li> </ul> | Increase (high confidence)                            | Low   | Low  | All assets, Machineries and Equipment (M&E), and Business Interruption (BI) are insured |
| <b>Water stress</b>          | Business interruption due to lack of sufficient water   | <ul style="list-style-type: none"> <li>• Mediterranean</li> <li>• Southern Australia,</li> <li>• Northern Central America</li> </ul>  | Increase (medium confidence)                          | Low   | Low  | All assets, Machineries and Equipment (M&E), and Business Interruption (BI) are insured |
| <b>Flood</b>                 | Damage to assets and critical public infrastructure (potentially) leading to business interruption                      | <ul style="list-style-type: none"> <li>• Central and Western Europe,</li> <li>• South, Southeastern, and East Asia,</li> <li>• Northern America</li> <li>• Southern South America</li> </ul>                                | Increase (high confidence)                            | Low   | Low  | All assets, Machineries and Equipment (M&E), and Business Interruption (BI) are insured |
| <b>Heavy tropical storms</b> | Damage to assets and critical public infrastructure (potentially) leading to business interruption                      | <ul style="list-style-type: none"> <li>• North America,</li> <li>• South and Southeast Asia.</li> </ul>   | Increase (medium confidence)                          | Low   | Low  | All assets, Machineries and Equipment (M&E), and Business Interruption (BI) are insured |

<sup>1</sup> Financial impact on EBIT (in CHF million): Very low = < 4.28, Low = 4.28-8.56; Medium = 8.56-12.84; High = 12.84-17.12; Very high = > 17.12; NQ = Not quantified.

In summary, the key findings of the forward-looking analysis and the projected financial impacts related to physical climate risks are as follows:

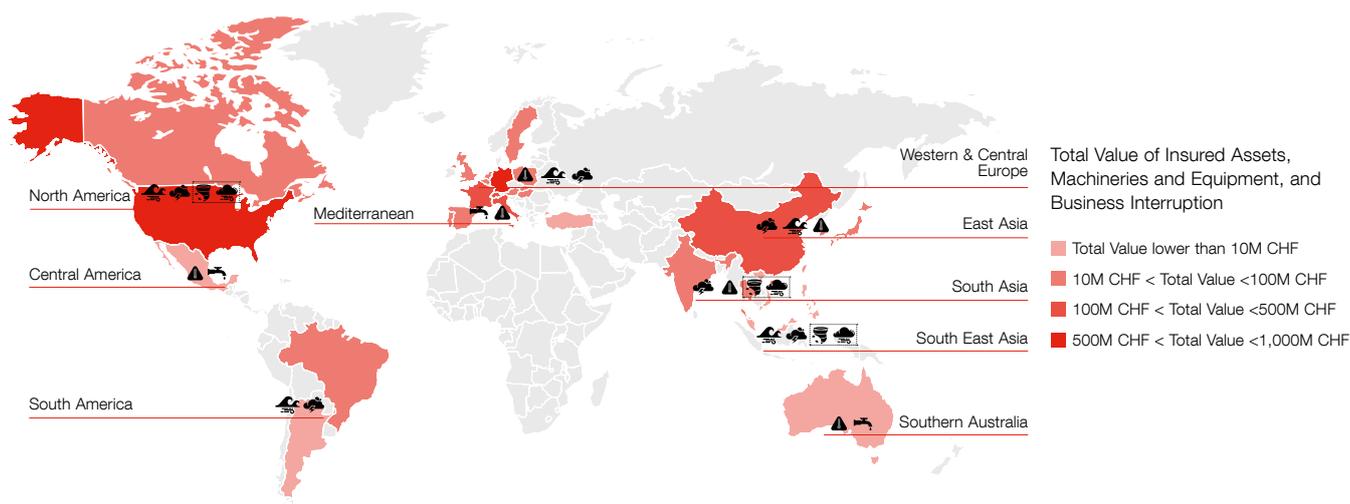
- Even considering the increase in the magnitude of climate-related risks in the worst-case climate scenario (IPCC's SSP5-8.5), their impacts are not expected to be material in the near- or mid-term.
- Oerlikon is well covered by insurance for damages to assets, M&E and BI at our sites that could be caused by potential hazards.
- In the near-term and mid-term, the intensity and frequency of extreme climate-related events might increase, which could lead to an increase in insurance premiums for assets, M&E, and BI. Oerlikon intends to evaluate the potential impact of climate change on insurance premiums in the near and mid-term future.
- To gain a more comprehensive picture, Oerlikon intends to assess the impact of climate change of it's value chain on the business.

near-term climate risks and opportunities in our operations and in our value chain and disclose them.

These analyses will provide us with valuable data to support us in managing and mitigating our climate impacts, risks and taking actions to benefit from opportunities. They also serve as a basis for us in assessing our options and costs, as well as for setting meaningful targets.

As global temperatures rise, acute physical risks are more likely to occur and may become more severe. Additionally, new risks may emerge. We will continue to regularly assess our long-term and

**Potential exposure to physical climate-related hazards based on SSP5-8.5, 4.4°C Scenario, 2050**



**Projected changes in relevant hazards in relevant IPCC regions**

- The number of deaths and people at risk of heat stress will increase (high confidence).
- Water stress will increase due to the increase of hydrological and agricultural and ecological droughts (medium confidence).
- Projected increase in pluvial flooding at global warming of 1.5°C (medium confidence) and 2°C and above (high confidence).
- Increasing trend in river flooding and projected further increase at 2°C and above of global warming (high confidence).
- Increasing trend in the intensification and number of strong tropical storms (medium confidence).

### Climate Transition Plan

#### GRI 305-5

At Oerlikon, we are continuously measuring our Scope 1, 2 and 3 emissions and planning how we can reduce these for a more sustainable future (see the Decarbonization roadmap graphic below).

Over the long-term, our Climate Transition Plan is aligned with Switzerland’s long-term climate strategy to reach net zero by 2050, in accordance with the Paris Agreement’s highest possible ambition.

In line with an engineering and technology company that provides durable and reliable large-scale machinery and systems to customers, our Scope 3 emissions are by far the largest contributor of our GHG emissions (-95% in 2025), In 2025, Scope 1 and Scope 2 emissions accounted for 0.7% and 4.4% of our total GHG emissions, respectively.

We recognize our environmental responsibilities and aim to reduce our emissions impact across all three Scopes.

To address Scope 1 and 2, we have taken various measures to reduce our CO<sub>2</sub> emissions, ranging from implementing Energy Management Systems to switching to e-vehicles and LED lighting or installing solar panels. The plan is to continue increasing energy efficiency and by switching fuels for heaters and vehicles and further implementing measures to improve processes.

In addition, we are focusing on switching to purchase more electricity from renewable sources. We have prepared a renewable energy roadmap that will serve to help us identify the options and opportunities in the countries and regions where our sites are located.

For Scope 3, we have identified two areas that we can prioritize on: (1) Increasing energy efficiency of our products, which is supported by increasing R&D investment in sustainable products. (2) Engaging with customers to motivate them to switch to low carbon energy sources and reduce their emissions. Although we have limited control of customers’ decisions, we aim to influence them, particularly through our customer-facing teams, to raise their awareness on the options and benefits so as to motivate them to switch. At the same time, we expect to benefit from grid greening as countries increase their renewable energy capacity and availability.

In 2025, we committed and submitted to SBTi targets for 1 and 2 emissions in relevant operations according to SBTi (near-term) and Scope 3 according to SBTi (near-term) across all relevant sites by 2030<sup>1</sup>.

<sup>1</sup> Committed to SBTi at the end of 2025 and results were published on January 8, 2026. Submitted to SBTi at the end of 2025, the SBTi validation process was still ongoing at the time this report was published.

### Decarbonization roadmap

|                                       | Scope 1  |   | Scope 2  | Scope 3  |   |  | 2030 target   | 2050 target  |
|---------------------------------------|--|---|--|--|---|--|---|--|
| <b>Main categories</b>                | <br><b>Operational innovations</b><br>Technical/cost-effective solutions for processes that today require GHG emissions | <br><b>Logistics, travel, etc.</b><br>Reduce travel, digitalization, efficient logistics, etc. | <br><b>Procure non-GHG electricity</b><br>Switch to renewable sources | <br><b>Purchased goods and services</b> | <br><b>Fuel and energy-related emissions</b> | <br><b>Upstream transportation and distribution</b> |   |  |
| <b>2025 CO<sub>2</sub>e emissions</b> | 15.4 kt  |   | 99.3 kt  | 2 134.9 kt   |   |  | <br><b>SBTi aligned (near-term) 2030 targets</b><br>For Scope 1, 2 and 3 emissions | <br><b>Net Zero 2050</b><br>Aligned with Switzerland’s long-term climate strategy |
| <b>Measures</b>                       | <br><b>Fuel switch: electrify heaters</b>   | <br><b>Fuel switch: electrify vehicles</b>   | <br><b>Renewable Energy</b><br>Roadmap to be accordingly implemented  | <br><b>Product efficiency</b>           | <br><b>Customer engagement</b>               |  |   |  |
|                                       | <br><b>Energy efficiency measures for heating</b>   | <br><b>Energy efficiency measures for processes</b>  | <br><b>Benefit from grid greening</b>                                 | <br><b>Benefit from grid greening</b>   |   |  |   |  |

### Climate-related risk management

We take a company-wide, holistic approach to the identification, assessment and management of business and climate-related risks. All organizational units and their business processes and projects are evaluated across the entire spectrum of market, credit, operational, sustainability and climate risks. We use a Risk Management System to integrate risk management within the company's executive ranks and organizational structure.

The processes for identifying climate-related physical and transition risks are described in detail in the respective sections of this report (see pages 145 to 147).

In general, all our operational sites have workplace emergency preparedness, and protocols in place for unexpected emergencies, as well as crisis plans to ensure business continuity. The sites also work closely with insurance providers to identify and assess the risks to our assets, property and operations.

We operate a worldwide supply chain management network with employees dedicated to this function in our divisions, business areas and in key countries. Upstream climate change risks and opportunities are also considered and analyzed in our assessment of upstream Scope 3 emissions, where we identify the climate impact of all relevant Scope 3 categories.

### Climate-related targets

#### GRI 305-5

As part of our responsibility to contribute to mitigating the effects of climate change, we have revised and set 5 climate-related 2030 targets.

We have committed to:

- To implement Energy Management Systems (EnMS) at 100% of our relevant sites<sup>2</sup>
- To increase the amount of electrical energy derived from renewable sources (75%)
- To reduce Scope 1 and 2 emissions in relevant operations according to the SBTi (near-term) by 42% compared to the 2024 baseline
- To reduce Scope 3 emissions according to the SBTi (near-term) by 25% compared to the 2024 baseline
- To reduce the share of disposed waste (27%)

We are progressing well on these five climate-related targets, which we report annually in our Sustainability Report within the Annual Report.

To facilitate our further progress toward our climate-related targets, we have developed a Climate Transition Plan (see page 150), in which we have identified areas where we can change or address to reduce our emissions and thus, reduce our risks. In 2025, Oerlikon committed to establishing science-based targets in line with the SBTi framework<sup>1</sup>.

<sup>1</sup> Committed to SBTi at the end of 2025 and results were published on January 8, 2026. Submitted to SBTi at the end of 2025, the SBTi validation process was still ongoing at the time this report was published.

<sup>2</sup> Excluding few sites with very low energy consumption (<0.1% of total energy consumption).

## Our 2030 ESG targets

Following the announcement of the divestment of Barmag, we updated our baseline and used this moment to review and recalibrate our 2030 ESG targets for relevance. The renewed targets reflect our current company structure and evolving market expectations, and they strengthen transparency and accountability to our stakeholders.

In climate, we have aligned our near-term targets with the Science Based Targets initiative (SBTi), covering Scope 1, Scope 2 and

Scope 3 emissions. Based on our 2025 double materiality assessment (DMA), the renewed targets address all material topics for Oerlikon's continuing operations. Where appropriate, we have modernized the framework by introducing a Scope 3 goal and by reframing or retiring non-material or outcome-based targets. The details and rationales are explained in the respective sections that follow.

### Environmental (own operations)

| Priority topics                       | Objective  | 2019             | 2021             | 2022  | 2023   | 2024                | 2025   | 2030 target |
|---------------------------------------|--|------------------|------------------|-------|--------|---------------------|--------|-------------|
| <b>Climate and energy<sup>1</sup></b> | Implementing energy management systems at all relevant sites <sup>2</sup>  | 11% <sup>B</sup> | 19%              | 34%   | 54%    | 76%                 | 93%    | 100%        |
|                                       | Increasing the share of electrical energy from renewable sources   | n.a.             | 21% <sup>B</sup> | 28%   | 33%    | 36%                 | 47%    | 75%         |
|                                       | Reducing Scope 1 and 2 emissions in relevant operations according to SBTi (near-term) in thousand metric tons in CO <sub>2</sub> equivalent <sup>3</sup> | 145.2            | 156.0            | 140.0 | 138.3  | 137.9 <sup>B</sup>  | 114.8  | 80.0        |
|                                       | Reducing Scope 3 emissions according to SBTi (near-term) in thousand metric tons in CO <sub>2</sub> equivalent <sup>3</sup>                              | n.a.             | n.a.             | n.a.  | 2367.5 | 2034.5 <sup>B</sup> | 2134.9 | 1525.9      |
| <b>Circular economy<sup>4</sup></b>   | Reducing the share of disposed waste   | 53% <sup>B</sup> | 44%              | 33%   | 32%    | 35%                 | 33%    | 27%         |

### Social

| Priority topics          | Objective   | 2019              | 2021 | 2022 | 2023 | 2024 | 2025 | 2030 target |
|--------------------------|---|-------------------|------|------|------|------|------|-------------|
| <b>Health and safety</b> | Ensure zero harm to people  |                   |      |      |      |      |      |             |
|                          | – Decreasing the rate of recordable work-related injuries (TAFR) <sup>4</sup> | 0.87 <sup>B</sup> | 0.74 | 0.68 | 0.67 | 0.54 | 0.48 | <0.50       |

<sup>B</sup> Baseline.

<sup>1</sup> Relevant sites are production and large office sites and exclude small offices (<50 employees).

In 2025, environmental data from 149 relevant sites were consolidated.

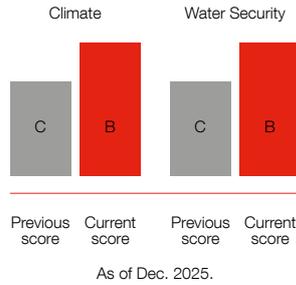
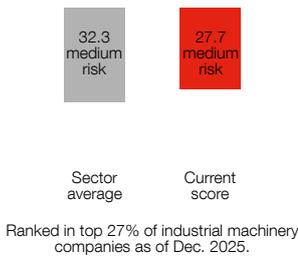
<sup>2</sup> Energy management systems include both ISO-50001-certified and Oerlikon-defined Energy Management Systems. Excluding few sites with very low energy consumption (<0.1% of total energy consumption).

<sup>3</sup> GRI 305-5.

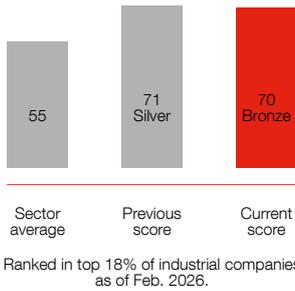
<sup>4</sup> Health and safety data includes data from 163 operational sites, including 149 relevant sites and 14 small offices.

# ESG highlights in 2025

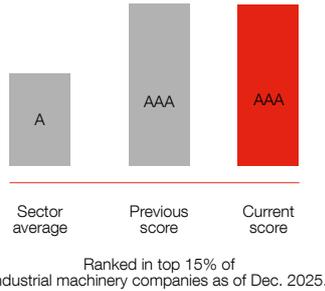
## ESG ratings



## Sustainalytics



## CDP



## EcoVadis

## MSCI

## Recognition and participation

GRI 2-28



### EcoVadis

Oerlikon received the Bronze award from EcoVadis, one of the world's leading providers of sustainability ratings for corporate social responsibility (CSR).

### CDP

Oerlikon received a B rating for both Climate and Water Security from the CDP assessment. CDP is a globally recognized NGO that helps organizations disclose their environmental impact.



### EqualVoice

Oerlikon is committed to the EqualVoice United initiative, which advocates gender equality and aims to increase the visibility of women in the media.

## Embedding sustainability in remuneration

GRI 2-19

### Current

- In 2025, Oerlikon moved the safety metric within its Short-Term Incentive (STI) program from an individual-target modifier to a modifier applied to both financial and individual targets. This change is intended to further strengthen management's focus on employee well-being and to encourage heightened awareness of safety both at and outside the workplace.
- Sustainability-related targets are directly included as part of the STI individual targets for some Executive Committee members.
- We are working toward setting explicit sustainability key performance metrics for employees.

### Future

- In alignment with our pure-play strategy, the Board has decided to defer the introduction of ESG metrics into our incentive plans. While initial plans contemplated integrating these metrics into the 2025 STI cycle, the strategic shift requires a comprehensive reassessment of our overall incentive framework.
- Consequently, ESG metrics will not be implemented in 2026. Instead, we will conduct a thorough review of both STI and Long-Term Incentive (LTI) plans during 2026, with the objective of aligning them to the strategic priorities and operating model envisioned for 2027. This approach ensures that any future incorporation of ESG metrics is both strategically relevant and supports our commitment to sustainable value creation under the pure-play model.

## Supplier sustainability

A key stakeholder along our value chain is our suppliers. Oerlikon enters into relationships only with suppliers who agree to our Supplier Code of Conduct and must be able to demonstrate compliance with the rules in our Supplier Code of Conduct, covering:

- Human rights and social standards, such as child labor, discrimination, diversity and inclusion.
- Health, safety and environmental protection, such as process security and product safety.
- Appropriate business practices, such as trade compliance and responsible sourcing of minerals and metals.
- Governance, such as risk management and access to remedy.

### In 2025, we

- Audited 163 suppliers.
- Completed EcoVadis rating for suppliers covering 46.7% of our mapped spend.
- Noted an overall improvement in the score of more than 2.3% compared to the prior year.
- Achieved our 2025 goals in our sustainable procurement roadmap.

Further information on our responsible sourcing strategy, processes and actions can be found on pages 190 to 194.

# Our sustainability governance

## SDGs in focus:



### Governance structure and body

GRI 2-9

As early adopters of sustainable innovation practices, we have always held the view that our solutions should minimize the environmental footprints of both our customers' businesses and our own operations. This philosophy guides our decision-making as it pertains to being an optimal global citizen and delivering sustained shareholder value.

Oerlikon is supportive of worldwide government initiatives advocating climate protection. Stricter standards of air and water quality have an impact on our business and that of our customers. At the same time, we welcome the opportunity to employ those regulatory restrictions as parameters for the ongoing redefinition of sustainable innovation, which is at the heart of Oerlikon's work. Likewise, we view corporate governance guidelines (e.g. the Swiss Code of Best Practice for Corporate Governance issued by *economiesuisse*) as fully aligned with our own principles and described in detail in the Corporate Governance Report. The company's Articles of Association can be considered as Oerlikon's "constitution", outlining the rules and regulations that stipulate the company's affairs; we have amplified these with the company's Organizational Governance Rules and the Oerlikon Code of Conduct, which clearly defines the ethical and legal framework of all our business activities.

### Management approach

GRI 2-9,10,11,12,13,17, 20

We are meticulous in our approach to governance. Whether we are monitoring and quantifying compliance, managing risk or inviting and engaging in public discourse, our goal is to foster a company and a credo in support of the principle that innovation goes hand in hand with maintaining customers' and society's confidence and trust.

Under our Executive Chairman's active direction (for an explanation of Oerlikon's Executive Chair Model, see the Corporate Governance Report) and supported by our Board of Directors (BoD) and its committees. Oerlikon holds itself to the highest standards of economic, environmental and societal performance, as well as compliance with laws, regulations and corporate policies that govern our operations and practices worldwide.

Furthermore, sustainability is endorsed and overseen by the Board of Directors. The Board's agenda covers sustainability topics throughout the year and dedicates significant time for the purpose of establishing the overall guidance for the Oerlikon Group's sustainability strategy. In this process, the Board will also delegate specific sustainability topics to its committees.

In 2025, the BoD reviewed and approved the 2024 Sustainability Report. All BoD members have taken measures during the year to expand their knowledge on the topic of sustainability. These efforts included workshops, regular exchange with audit firms and communication with peers. In 2025, the BoD has been involved in workshops including HR update with focus on Diversity and Inclusion, talent calibration with focus on strengthening diversity and incentive structure. In addition, the BoD also discussed

changes to the annual report, including the Sustainability Report for the upcoming year.

The Board has mandated a dedicated Chief Sustainability Officer (CSO), who is a member of the Executive Committee (EC) and reports to the Executive Chairman, to monitor, align and execute the sustainability strategy. Led by the CSO, the Sustainability Management Team (SMT) works closely with the divisions and relevant functions in executing the sustainability strategy, rolling out programs and action plans and increasing dialogue and awareness with stakeholders. The SMT consists of members who represent key sustainability areas – operational sustainability and environment (environment), health and safety (social), legal (governance and compliance), HR (social), communications and investor relations. The chart below provides an overview of how sustainability is embedded in Oerlikon’s Board and leadership structure.

Oerlikon is mindful of the interdependence of economic, social and environmental interests and seeks to convert this dynamic into a strength that serves its operational and societal objectives. This is a key component of ensuring that we consistently deliver long-term value creation in our daily business activities to the benefit of all stakeholders.

Sustainability is thus an integral part of our corporate culture and behavior in business as anchored in Oerlikon’s Code of Conduct and Oerlikon’s Sustainability, HSE Policy as published on [www.oerlikon.com](http://www.oerlikon.com).

Each employee is responsible, on an individual level, for upholding

the sustainability and HSE principles, and line management is responsible for ensuring alignment in business activities and processes within their area of responsibility.

To ensure a close link to the operational part of the business and full commitment from management, Oerlikon’s sustainability organizational framework encompasses members of the strategic, operative and business levels. This framework reflects Oerlikon’s management model and enables the company to draw on the full complement of relevant resources, experience and knowledge.

Board members are selected and nominated in a fair and non-discriminating way toward minorities. Oerlikon strives to have a well-diversified Board, considering skills, experiences, geographic reach, tenure and gender. The Board refreshment process is described in more detail in the Corporate Governance Report.

The EC decides on the execution of the sustainability roadmap based on the proposal provided by the SMT. It prioritizes the allocation of resources and defines the investment strategy to enable the execution of the roadmap. It also ensures that appropriate internal systems and controls are in place to identify and manage economic, social, governance and environmental risks, and that business is conducted in a responsible manner.

The CSO works with the other members of the EC to provide leadership and direction on the sustainability strategy. The CSO establishes, monitors and manages the sustainability strategy and its implementation across the group based on the roadmap, annual

**Governance: sustainability embedded across Oerlikon**

GRI 2-9,10,11,12, 20



objectives and an action program approved by the Board.

The CSO chairs and leads the SMT in managing and coordinating all sustainability actions and processes within Oerlikon, including the following:

- Working closely with the divisions and relevant functions in executing the sustainability strategy, program and action plans.
- Developing the roadmap for the rollout of sustainability initiatives and submitting proposals to the EC for final approval, within the strategic guidance defined by the Board.
- Developing and increasing stakeholder awareness (both internal and external) of the need and benefits of sustainable behavior and initiating changes and improvements.
- Identifying and assessing, together with line management, the significant social, ethical, governance and environmental risks that might have an impact on Oerlikon's long-term business or impair Oerlikon's objective to remain recognized as a responsible leader in its industry.
- Managing and coordinating stakeholder dialogues with regard to social, ethical and environmental matters.

### Communication of critical concerns

#### GRI 2-16

Oerlikon defines critical concerns as any matter that represents a potential material effect on the company's profit and loss, for example, due to a potential fine or sanction, or brand reputation, or any incident that has caused harm to any employee that could lead to litigation, is regarded as high risk.

Critical concerns are reported twice per year to the AFC by the Compliance, Internal Audit and Legal functions. In 2025, no critical concerns were reported to the AFC by the Head of Compliance, the Head of Internal Audit and the General Counsel.

### Approval of the Sustainability Report

In line with Art. 964a et seqq., the Sustainability Report has been approved by the BoD and will be subjected to an advisory vote by shareholders at Oerlikon's Annual General Meeting of Shareholders.

## Sustainability governance framework

GRI 2-9,10,11,12,14,17



# Sustainability & HSE Policy

## key messages

### Our ambitions



- Affirm our **responsibility** as a caretaker of the global ecosystem and a champion of sustainability.
- **Support the UN's Sustainable Development Goals** (SDGs) – particularly in areas where we can make the greatest impact.
- **Minimize the environmental impact** of our operations and products along the value chain.
- Become a company in which **equal treatment, fairness as well as diversity, equity and inclusion** are understood and practiced by all employees.
- Ensure **Zero Harm to People**. We believe that all injuries, occupational illnesses and diseases can be avoided.
- Hold ourselves to the **highest standards of governance**.

### Our commitments



- **Ecologically design** and develop safe products, services and solutions.
- Provide **legally compliant** and **industry-standard** safe products.
- Embrace the **circular economy (e.g. repair, reuse, recycle)** approach, responsible procurement and manufacturing.
- Achieve **operational excellence** in **emissions reduction**.
- Implement **industry-leading ethical** and social policies, programs and actions.
- Consistently exercise **strong corporate governance**.
- Promote **ecological** and **health-conscious** behavior.
- Provide a **safe and healthy** working environment.

### Our actions



#### Overall

- Instill a relentless focus on environmental, social and governance (ESG) topics.
- Listen to, partner and work with stakeholders to improve processes and uphold ESG standards.
- Implement actions, initiatives and measures to achieve our sustainability targets.
- Assess and manage sustainability and HSE risks.



#### Environment

- Minimize the environmental impact of our services and products over their entire life cycle.
- Leverage opportunities in our businesses and products to reduce emissions (including CO<sub>2</sub>), consumption and waste.
- Execute plans in our operations to meet/exceed our environmental targets.



#### Social

- Play a role in speaking out on social justice.
- Develop and run DEI programs and events to raise awareness.
- Systematically apply and improve health and safety processes and tools.
- Continually improve health and safety performance to meet or exceed legal and Oerlikon's HSE requirements.
- Provide relevant training to employees.



#### Governance

- Regularly perform governance and compliance reviews.
- Ensure fair, ethical and socially responsible behavior along the supply chain.
- Assess new and existing governance/regulatory requirements and risks.

Every employee has a role to play in contributing to the actions listed above.  
Managers at all levels to visibly lead the way.  
Sustainability and HSE are mandated by the BoD and EC.



# Ethics and integrity

GRI 3-3

## Compliance with laws and regulations, policy commitments and processes

GRI 2-23,24,27

Oerlikon's Group-wide procedures ensure compliance with legal and regulatory statutes, as well as internal standards, including the company's Code of Conduct. This oversight encompasses training, communication and consulting activities designed to provide the Group's divisions and individuals with the information and resources necessary to fulfill their responsibilities and understand their roles in ensuring ethical compliance and behavior.

The chain of ethics and compliance accountability is as follows:

- Compliance reports twice a year to the Audit & Finance Committee (AFC), a committee of the Board of Directors (BoD).
- Internal Audit reports all compliance investigations to the AFC.
- All compliance-related matters are communicated to the BoD via the Chair of the AFC or General Counsel, who attends all BoD meetings as the BoD secretary.
- The Head of Internal Audit presents all investigations and cases to the AFC. These cases are reported to the BoD by the Chair of the AFC biannually and as required.
- The Head of Compliance and Head of Internal Audit, meet regularly to review all reported cases.

The compliance program's framework has three pillars which include prevention, detection and monitoring to enhance best practices relating to compliance, details can be found on page 42.

Moreover, Oerlikon has integrated ethics within its leadership development initiatives, including reinforcing awareness of our commitment to sustainable practices.

Above all, the Code of Conduct prioritizes Oerlikon's most significant asset: its extraordinary pool of talented people. By promoting company-wide understanding and appreciation of the core values encapsulated in the Code of Conduct, our leadership team ensures that our employees comply with and take pride in these standards. This creates our strongest foundation for pursuing the continued evolution of a comprehensive sustainable ethics and compliance governance framework.

All policies at Oerlikon are approved by the BoD and all directives are approved by the EC. Responsibility for oversight and implementation rests with the relevant functions (Legal, Human Resources, Finance, Procurement, HSE and IT).

Key Oerlikon policies are publicly available at [www.oerlikon.com/en/sustainability/our-policies/](http://www.oerlikon.com/en/sustainability/our-policies/). Upon issuance of a new, revised or updated policy, we disseminate the information globally via our internal communication platforms. The information is also shared with all leaders and senior management to relay to their divisions and teams.

## Policies (P), directives (D) and guidelines (G) available online

| Name   | Latest issue | Latest amended |
|--|--------------|----------------|
| • D Anti-Corruption and Anti-Bribery                             | 2012         | 2025           |
| • P Avoiding Conflict of Interest                                | 2019         | 2019           |
| • P Policy Against the Use of Child Labor                        | 2021         | 2021           |
| • Code of Conduct  | 2021         | 2021           |
| • P Policy on Global Antitrust Compliance                        | 2015         | 2019           |
| • P Non-Discrimination and Anti-Harassment Policy                | 2021         | 2021           |
| • P Against Human Trafficking and Slavery                        | 2021         | 2021           |
| • Supplier Code of Conduct                                       | 2024         | 2024           |
| • P Sustainability and Health, Safety & Environment (HSE) Policy | 2022         | 2022           |
| • D Unannounced Inspections                                      | 2015         | 2019           |
| • P Reporting (Whistleblowing) Policy                            | 2021         | 2021           |



### Can be found at:

[www.oerlikon.com/en/sustainability/our-policies](http://www.oerlikon.com/en/sustainability/our-policies)

Oerlikon requires employees with digital access to complete electronic compliance trainings on the Code of Conduct and data protection every year. For 2025, we reached a completion rate of 97.9% for the Code of Conduct training and 97.6% for the Data Protection trainings.

Oerlikon also provides regular Code of Conduct trainings to employees without digital access at work and provide the tools and customized training materials for the sites to conduct the training according to the availability of the production employees.

Our approach to governance and compliance continues to evolve

in line with regulatory developments and best practices. While we are discontinuing the quantitative target relating to the completion of our Code of Conduct training, we continue to report the completion rate of employees performing our online Code of Conduct training. This adjustment allows us to focus on meaningful engagement and continuous improvement, rather than on numeric targets alone. We maintain robust compliance programs to ensure all employees understand and uphold our Code of Conduct standards and remain fully committed to ethics, compliance and human rights.

Furthermore, as part of the quarterly certification, legal entity heads must certify that they have met all compliance-related obligations. In addition, contracts with suppliers, vendors and third parties refer to the Group Code of Conduct and Supplier Code of Conduct. All parties who are interested in working with Oerlikon must adhere to Oerlikon's Code of Conduct and/or their own code of conduct.

### **Mechanisms for seeking advice and raising concerns**

#### **GRI 2-26**

Our Reporting (Whistleblowing) Policy is made available to all employees as well as external stakeholders on the company's website.

Since 2015, we have maintained an active, 24/7/365 reporting line (SpeakUp), run by an independent third-party provider, to enable employees and external stakeholders to alert us so that we may act swiftly to prevent or address instances of potential wrongdoing. The reporting line provides a mechanism for reporting complaints related to wrongdoing or Code of Conduct violations. This includes human rights or human sustainability issues, such as harassment, diversity and inclusion.

To ensure company-wide awareness, we have engaged in informational campaigns via posters and through training sessions, townhalls and internal communications channels. We have also prepared materials that walk employees through the reporting process and how to report via the reporting line.

In addition, we encourage employees to feel at liberty to raise issues with direct line managers, other managers, human resources, legal and/or compliance.

Please see page 42 for more information.

### **Processes to remediate negative impacts**

#### **GRI 2-25, 26**

Both our Code of Conduct and our Reporting (Whistleblowing) Policy prohibit retaliation for complaints and allegations brought in good faith. We take all complaints seriously, including those submitted anonymously, and review the evidence provided with the complaint, as well as additional evidence gathered during any investigation.

Compliance and Internal Audit serve as first-line investigators of complaints received via the whistleblowing reporting line with the support of other relevant functions. Compliance and Internal Audit meet regularly to review the whistleblowing complaints. When more specific expertise is required, we hire the necessary related experts. The Head of Compliance reports on whistleblowing cases (including critical concerns) twice per year at the AFC meetings.

Oerlikon's Reporting (Whistleblowing) Policy is available online: [www.oerlikon.com/en/sustainability/our-policies/](http://www.oerlikon.com/en/sustainability/our-policies/). Employees can also access it in a total of 11 languages on the company's intranet.

### **Child labor**

#### **GRI 408-1**

Oerlikon does not participate in and does not accept child labor. We support all international conventions pertaining to the nonuse of child labor, and our Supplier Code of Conduct condemns child labor.

The Oerlikon Policy Against the Use of Child Labor is endorsed by Oerlikon's BoD. It includes Oerlikon's directives on reporting suspected incidences of child labor, investigating those allegations promptly and taking all appropriate actions against the practice of child labor, including, as warranted, sanctions against or termination of relationships with partners or suppliers engaged in those practices.

Oerlikon strongly urges employees and representatives to report any incident or complaint of child labor to their immediate supervisor, their department head, any senior manager of their business unit, their local human resources representative, their local procurement representative or over the Oerlikon 24/7 reporting line (SpeakUp).

Any reported allegations of child labor will be promptly investigated. If use of child labor is found in Oerlikon's supply chains, we will take all appropriate measures to mitigate any risks by developing a responsible solution, which may include working in partnership with the supplier and/or a termination.

Adherence to nonuse of child labor is clearly defined in our policy and Code of Conduct as well as our Supplier Code of Conduct. We use an external provider to evaluate human rights risks of our suppliers based on inherent country and industry risks so that we can conduct a more in-depth risk analysis and verification of the suppliers that present potentially higher risks.

Under the Swiss Ordinance on Due Diligence and Transparency in relation to Minerals and Metals from Conflict-Affected Areas and Child Labour (DDTrO), companies are obliged to inspect whether there is reasonable suspicion of child labor, and, if there is reasonable suspicion of child labor, to adhere to due diligence and report-

ing obligations. Companies are exempted from this obligation if they can prove that the services and products provided to them come from countries with a low risk of child labor.

Oerlikon monitors, reviews and documents its supply chain regularly regarding child labor suspicions. Due to the result of these regular monitoring activities and checks, Oerlikon concludes that it is exempted from the due diligence and reporting obligations under Art. 964j et seqq. of the Swiss Code of Obligations.

### **Forced or compulsory labor and human rights assessment**

#### **GRI 409-1**

Oerlikon is committed to a safe work environment that is free from and provides protection against human trafficking and slavery, including forced labor and unlawful child labor. Oerlikon does not tolerate or condone human trafficking or slavery in any part of its global organization. Oerlikon prohibits human trafficking and slavery.

Employees, contractors, subcontractors, vendors, suppliers, partners and others through whom Oerlikon conducts business must not engage, be involved in or participate in any practice that constitutes human trafficking or slavery. The Policy Against Human Trafficking and Slavery is endorsed by Oerlikon's BoD. It includes Oerlikon's directives on reporting suspected incidences of human trafficking or slavery, investigating those allegations promptly and taking all appropriate actions against the practices of human trafficking or slavery, including, as warranted, sanctions against or termination of relationships with partners or suppliers engaged in those practices.

As with the process defined for child labor, Oerlikon strongly urges employees to report any incident or complaint of human trafficking to their immediate supervisor, their department head, any senior manager of the business unit, their local human resources representative, their local procurement representative or over the 24/7 reporting line (SpeakUp).

Any reported allegations of human trafficking will be promptly investigated, and Oerlikon will take appropriate disciplinary action for the violation of this policy, which may include the discharge of employees, subcontractors and agents.

Our operations and suppliers must adhere to the nonuse of forced or compulsory labor, which is clearly stipulated in our policy and Code of Conduct and Supplier Code of Conduct. We use an external provider to evaluate human rights risks of our suppliers based on inherent country and industry risks so that we can conduct a more in-depth risk analysis and verification of the suppliers that present potentially higher risks.

We carry out frequent employee and labor relations/rights risk assessments of our own operations in various countries across the

world, as well as thorough compliance audits of our policies, including human resources, with applicable legislation and corporate policies and instructions.

### **Anti-Corruption and Anti-Bribery**

#### **GRI 205-1, 2**

Oerlikon and its employees are neither to engage nor assist in any behavior that might be construed as corruption or bribery. We support all international conventions and local laws that govern anti-corruption and anti-bribery.

Oerlikon's Anti-Corruption and Anti-Bribery Directive defines our ethical business conduct principles in alignment with the Code of Conduct, provides specific guidance with regard to active, passive, direct and indirect corruption, direct or indirect benefits, corruption and bribery, political contributions, charitable contributions, facilitation payments and giving or receiving of gifts, hospitality and entertainment.

The directive is available on Oerlikon's intranet and website ([www.oerlikon.com/en/sustainability/our-policies/](http://www.oerlikon.com/en/sustainability/our-policies/)). This topic is covered as part of the annual Code of Conduct e-training and F2F training for employees, and all employees are expected to take decisions that align with the principles it details.

As valid for all breaches, Oerlikon strongly urges employees to report any incident or complaint of corruption or bribery to their immediate supervisor, their department head, any senior manager, their local human resources representative, their local procurement representative or over the 24/7 reporting line (SpeakUp).

### **Non-discrimination**

#### **GRI 406-1**

Oerlikon is committed to a work environment in which all individuals are treated with respect and dignity. Each individual has the right to work in a professional atmosphere that promotes equal employment opportunities and prohibits discriminatory practices, including harassment. Therefore, Oerlikon expects that all relationships among persons in the workplace will be business-like and free of bias, prejudice and harassment.

Oerlikon's Non-Discrimination and Anti-Harassment Policy, endorsed by Oerlikon's BoD, underscores the importance of this topic within the company.

The policy clearly defines that no one should be discriminated against on the grounds of race, color, national origin, religion, sex, age, physical disability, mental disability, medical condition, ancestry, alienage or citizenship status, marital status, creed, genetic information, height or weight, sexual orientation, gender, gender identity, gender expression, transgender status or any other characteristic protected by law. Oerlikon prohibits and will not tolerate

any such discrimination or harassment.

The policy specifies that everyone at Oerlikon has the duty to promote non-discrimination and not to tolerate any form of harassment. This cross-sectional task depends on the active support of all employees of Oerlikon. The global human resources team is responsible for implementing this policy.

Essential elements of this policy are:

- Recruiting, hiring, training and promoting in all job classifications without regard to race, color, national origin, religion, sex, age, disability, alienage or citizenship status, marital status, creed, genetic information, height or weight, sexual orientation, gender identity or gender expression or any other characteristic protected by law.
- Opportunity for each employee to contribute their best according to their abilities and qualifications.
- Redress of discrimination and harassment, the removal of barriers and prejudices, also with regard to career opportunities.
- Ensuring that all personnel actions and practices are administered in a fair, equal and consistent manner.
- Zero tolerance for harassment of any kind or behavior, and prosecution according to the legal regulations.

For the details regarding the mechanisms for seeking advice or raising concerns and the processes to remediate negative impacts, please refer to page 160.

### Customer privacy

In 2025, Oerlikon did not receive any complaints from customers or prospects in relation with our use of their personal data or our direct marketing activities.

There was no security breach impacting our customers or prospects personal data.

At Oerlikon, we have data protection policies and guidelines defining data protection requirements, roles and responsibilities. Data protection requirements are embedded in our customers management processes. Our privacy notices, dedicated to customers and prospects, inform them of how and why we use their personal data and how they can exert their rights. Our Group policies and privacy notices are aligned with applicable data protection laws, in particular the EU Regulation 2016/679 (GDPR). We have also developed specific local data protection guidelines and processes in certain countries with specific legal requirements that differ from GDPR - such as China or India.

Every year, a mandatory Group-wide Data Protection training is completed by the employees. This training is customized based on employees' roles and responsibilities in the Group data processing activities.

### Tax governance and strategy

Oerlikon ensures that its tax strategy is carried out in accordance with our Code of Conduct, as well as all applicable legal and regulatory requirements, including those concerning the timely completion and submission of tax returns and the disclosure of tax positions. We aim to maintain a transparent relationship with tax authorities in the countries in which we operate, readily participating in tax audits when necessary to promptly provide requested information.

The company does not engage in aggressive tax planning and does not employ convoluted structures or offshore entities to reduce its tax obligations. Furthermore, we uphold arm's-length principles and adhere to local laws and regulations governing the pricing of intercompany transactions.

The Chief Financial Officer of Oerlikon, who is also a member of the EC, bears responsibility for all financial matters related to operational management and is assisted by a team of qualified tax professionals in support of the Group companies.

## Trade Control

### GRI 2-6

At Oerlikon, Trade Control is a key pillar of our Compliance and Risk Management framework — enabling secure, responsible operations across global markets. Through rigorous partner screening, technology safeguards and a clear escalation process, we ensure compliance with all relevant trade control regulations, help prevent diversion risks and uphold ethical standards.

Our Internal Control Program (ICP), anchored in the Trade Control Policy and Trade Control Directive, is embedded across local, regional and global levels. This structure ensures expertise, independence and consistency in decision-making — critical for protecting stakeholder interests and maintaining trust.

Top management is actively involved through regular briefings to the Board, Audit & Finance Committee and Executive Committee, reinforcing accountability and strategic alignment.

### Key elements include:

- Leadership commitment is supported by clear policies and directives.
- Sanctions screening, goods and technology controls.
- Structured escalation processes.
- The right and duty to suspend in case of unresolved concerns.
- Ongoing risk assessments, audits, training and awareness.

Stakeholders benefit from a system designed to act decisively and transparently, supported by independent oversight and continuous improvement.

# Environmental sustainability in operations

GRI 3-3, 305-5

Oerlikon has long been dedicated to developing sustainable innovations and technologies, often in collaboration with external partners and customers. We recognize the need to apply those same principles of innovation to our own operational processes and systems and to reduce the impact of our business on the environment.

Our overall strategy for reducing CO<sub>2</sub> emissions and energy consumption relies on optimizing efficiency on both small and larger scales switching to electricity from renewable sources.

In 2025, we renewed our targets to achieve by 2030:

- (i) To implement Energy Management Systems (EnMS) at 100% of our relevant sites<sup>1</sup>
- (ii) To increase the amount of electrical energy derived from renewable sources (75%)
- (iii) To reduce Scope 1 and 2 emissions in relevant operations according to the SBTi (near-term) by 42% compared to the 2024 baseline
- (iv) To reduce Scope 3 emissions according to the SBTi (near-term) by 25% compared to 2024 the baseline
- (v) To reduce the share of disposed waste (27%)

Oerlikon is strengthening its climate strategy by aligning its emissions targets with the Science Based Targets initiative (SBTi), the leading global framework for setting and validating corporate climate goals. Our new near-term targets commit to reducing Scope 1 and 2 emissions by 42% by 2030, compared to a 2024 baseline. This target replaces our previous climate neutrality goal and is tailored to our operations and portfolio. For transparency, we will continue to disclose our greenhouse gas intensity.

<sup>1</sup> Excluding few sites with very low energy consumption (<0.1% of total energy consumption).

For the first time, we have also defined a Scope 3 emissions target as a near-term SBTi commitment, aiming for a 25% reduction by 2030, compared to a 2024 baseline. The Scope 1 and Scope 2 as well as Scope 3 targets were submitted to SBTi in December 2025. The validation process by SBTi was still ongoing at the time of this report's publication.

Our commitment to circularity remains unchanged: we continue to target a 50% reduction in the share of disposed waste. Due to the new company baseline following the Barmag divestment, the target value has been recalibrated. The underlying formula and ambition are consistent with our previous approach, ensuring comparability and continuity in our reporting.

For all environmental targets, we consider all production and large office sites as relevant (relevant sites) and generally exclude all small offices (fewer than 50 employees), as it is neither economically nor sustainably prudent to have such systems implemented for small offices.

In 2025, the key environmental performance data from 149 relevant sites were consolidated.

Our progress in 2025 in environmental metrics is detailed in the following sections of this chapter. We will continue to work toward improvements in energy efficiency and reductions in energy consumed, resources and waste – and toward our targets.

## Energy

GRI 302-1,4; GRI 3-3; SASB RT-IG-130a.1

In 2025, our operations, consisting of 149 relevant sites, consumed a total of 406.3 GWh of energy. This represents a slight increase in consumption compared to the prior year (400.3 GWh). A total of 78% of the total energy consumed was supplied from grid electricity.

Our target of implementing EnMS at all Oerlikon sites considers the installation of EnMS only at relevant sites (i.e. large production and office sites), as it is neither economically nor sustainably prudent to have such systems implemented for small offices. The target includes both ISO-50001-certified and Oerlikon-defined EnMS.

The Oerlikon-defined EnMS is a stringent but lighter version, mirroring the energy management standards defined by ISO 50001. The definitions of this system are documented in an internal guideline endorsed by management to regulate non-ISO sites. The local entities have the option to decide if they would implement ISO 50001 or the Oerlikon-defined EnMS.

An EnMS allows us to address our energy impact, conserve resources and improve cost through efficient energy management. It is designed as a practical way for our sites to track, monitor and analyze their energy consumption so as to identify and implement improvement measures.

An EnMS provides a framework of requirements for each site to:

- Develop a policy for more efficient use of energy
- Fix targets and objectives to meet the policy
- Use data to better understand and make decisions about energy use
- Measure the results
- Review how well the policy works
- Continually improve energy management

In 2025, 14 sites implemented EnMS, bringing the total number of Oerlikon sites with EnMS to 127, or 93% of our total number of sites in scope. A total of 127 sites account for around 97% of our total energy used and all of them have EnMS in place, enabling them to better manage their energy consumption.

### Environmental and energy certifications as of December 31, 2025

| EnMS according to:                              | No. of sites | % of total sites in scope |
|---|--------------|---------------------------|
| Oerlikon-defined standard                       | 112          | 82%                       |
| ISO 50001                                       | 15           | 11%                       |
| Total <sup>1</sup>                              | 127          | 93%                       |
| ISO 14001:2015 Environmental Management Systems | 50           | 34% <sup>2</sup>          |

<sup>1</sup> Differences in total reported figure due to rounding.

<sup>2</sup> Percentage of all relevant sites (149).

| Energy consumption within the organization <sup>1</sup> | Unit       | 2025         | 2024         | 2023         | 2022         | 2021         | 2019         |
|---|------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Electrical power  | GWh        | 320.0        | 317.6        | 315.5        | 311.7        | 306.7        | 291.7        |
| – Electrical power from renewable sources consumed      | GWh        | 150.3        | 115.2        | 105.4        | 87.0         | 65.5         | n.a.         |
| Natural gas   | GWh        | 45.6         | 43.1         | 42.1         | 42.9         | 44.2         | 38.1         |
| Heat and cooling purchased                              | GWh        | 13.7         | 12.3         | 11.2         | 10.6         | 13.0         | 12.3         |
| Gasoline and diesel                                     | GWh        | 21.0         | 20.2         | 21.4         | 20.8         | 18.6         | 22.4         |
| Other energies  | GWh        | 6.0          | 7.0          | 4.8          | 4.4          | 8.7          | 6.5          |
| <b>Total energy consumption</b>                         | <b>GWh</b> | <b>406.3</b> | <b>400.3</b> | <b>395.0</b> | <b>390.4</b> | <b>391.2</b> | <b>371.0</b> |

<sup>1</sup> Differences in total reported figure due to rounding. All figures include acquisitions.

We engage in ongoing analysis to identify further successful practices that can be implemented across the Group and obstacles to reducing energy consumption that we need to manage more effectively. Our system for monitoring energy consumption at sites across the Group includes data collection on electricity usage on a monthly basis and other energies on a quarterly basis.

Oerlikon's energy-consumption tracking system not only analyzes energy use, but also provides a breakdown of the proportion of electricity derived from renewable sources.

In 2025, 47% of our total electricity consumed was from renewable sources, representing an improvement of 26% points compared to our baseline of 21% in 2021, and an improvement of 11% points compared to 2024. We increased the purchase of renewable energy by 30% from 113.7 GWh in 2024 to 148.0 GWh in 2025. The majority of this increase is due to Germany and Poland, where all industrial sites switched to 100% renewable energy in 2025. Grid greening and further improved data quality contributed as well.

To date, a total of 39 sites worldwide are using energy solely from renewable sources for electricity, and a total of 47 sites derive more than or equal to 75% of their energy from renewable sources.

We are on track with our goals and remain committed to achieving our 2030 targets: to have 100% of our relevant sites with EnMS implemented and to derive 75% of electrical energy solely from renewable sources.

## Circular economy

### GRI 3-3

At Oerlikon, we see the future of sustainability as inextricably linked to circular economy innovations, regenerative practices and advanced recycling management. Circular approaches are therefore central to our strategy for optimizing our environmental performance.

We are exploring circular solutions that convert our waste streams into raw materials for use in other industries. For example, our AM sites are recycling all powder, powder waste and scrap builds instead of sending them for incinerating or to landfills.

In our supply chain, we are purchasing recycled materials for reuse. To achieve our circularity goal, multiple units across Oerlikon work to recycle or recover waste streams for reuse.

As we define the processes and measures to systematically gather and analyze data, identify measures and report on waste, we seek to work in parallel, and also within our ongoing Scope 3 optimization, to improve circularity along our value chain.

## Waste

### GRI 306-1,2,3,4,5

We have renewed the target of reducing the share of waste disposed in 2030 to 27% of total waste, representing a 50% decrease compared to the 2019 baseline of 53%.

Total waste includes diverted waste (recycled, reused and composted) and disposed waste (incinerated with and without energy recovery and landfilling). The share of waste disposed means the total weight of waste directed to disposal by Oerlikon calculated as a percentage of the total weight of waste generated by the Group.

In 2025, waste data from 149 relevant sites were consolidated. We disposed 33% of our total waste, an improvement compared to the 53% in the baseline year. Compared to the previous year, there was a slight improvement (2024: 35%).

Currently, many of the waste-reduction initiatives are implemented locally.

We are continuously improving the quality of our reporting on waste and working closely with sites that have a high level of disposed waste (in absolute values) to identify solutions. We continue to identify measures and work toward achieving our 2030 waste target.

| Waste <sup>1</sup>                        | Unit              | 2025        | 2024        | 2023        | 2022        | 2021        | 2019        |
|---|-------------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Hazardous waste                           | Kilotons          | 11.3        | 11.3        | 10.8        | 9.5         | 9.7         | 11.1        |
| Non-hazardous waste                       | Kilotons          | 5.7         | 5.6         | 5.2         | 5.4         | 5.4         | 4.6         |
| <b>Total waste generated</b>              | <b>Kilotons</b>   | <b>16.9</b> | <b>16.9</b> | <b>16.1</b> | <b>14.9</b> | <b>15.1</b> | <b>15.7</b> |
| <b>Total waste diverted from disposal</b> | <b>Kilotons</b>   | <b>11.3</b> | <b>11.0</b> | <b>10.9</b> | <b>9.9</b>  | <b>8.5</b>  | <b>7.3</b>  |
| <b>Total waste directed to disposal</b>   | <b>Kilotons</b>   | <b>5.6</b>  | <b>5.9</b>  | <b>5.1</b>  | <b>5.0</b>  | <b>6.6</b>  | <b>8.4</b>  |
| <b>Share of waste disposed</b>            | <b>Percentage</b> | <b>33%</b>  | <b>35%</b>  | <b>32%</b>  | <b>33%</b>  | <b>44%</b>  | <b>53%</b>  |

<sup>1</sup> Differences in total reporting figure due to rounding. All data includes acquisitions.

## Water and effluents

### GRI 303-1,2,3

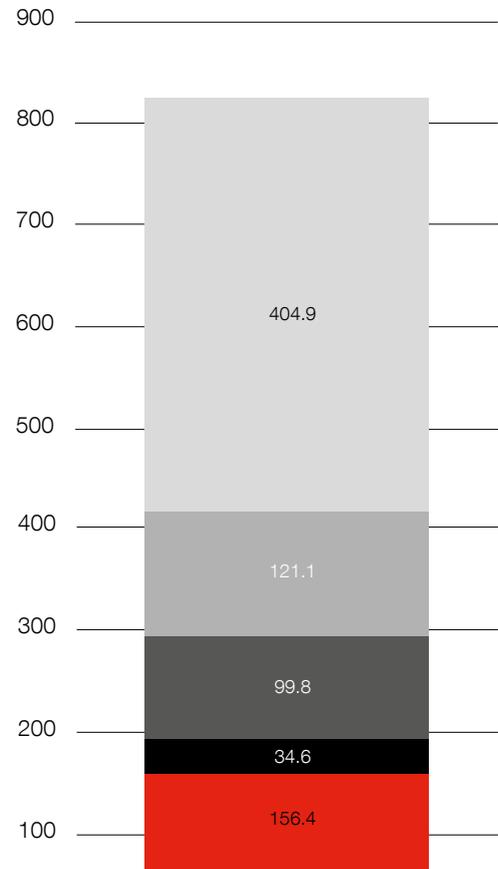
Oerlikon's operations do not require the use of significant amounts of water for production or processing. As a result, water is not considered a material area where we can make a meaningful impact.

At the same time, we recognize that there are communities around the world struggling with water scarcity. Thus, we seek opportunities to optimize water management overall across our sites and particularly in water-stressed locations.

In 2021, we expanded our water assessments to include an analysis of water stress. Using the World Resources Institute's Aqueduct Water Risk Atlas tool, we mapped out and assessed our operational sites according to the level of baseline water stress of the local watershed. The tool helps us identify which of our sites are in water-stressed areas. With the data, we can monitor and take the necessary measures to better manage water consumption and mitigate water risk, particularly in high-risk areas.

Of the 149 Oerlikon relevant sites in 2025, 30 are located in areas facing extremely high levels of water stress; 15 are in high water-stressed areas; 21 are in areas with medium to high levels of water stress and 63 sites are in low and medium to low water-stressed areas.

In 2025, total water withdrawal increased by 7% compared to 2024.



**Water withdrawal in water-stressed areas (thousand m3)**

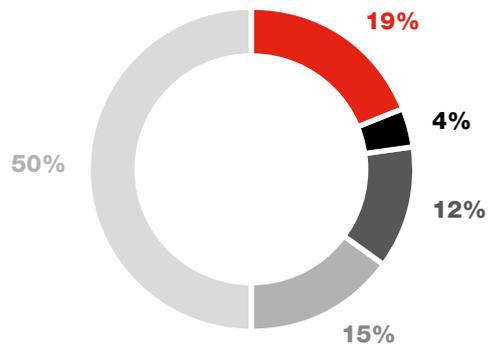
■ Extremely high      ■ Low to medium  
■ High                      ■ Low  
■ Medium to high

| Water withdrawal <sup>1</sup> | Unit                          | 2025         | 2024         | 2023         | 2022         | 2021         | 2019         |
|-------------------------------|-------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Third-party water withdrawal  | Thousand m <sup>3</sup>       | 792.9        | 739.2        | 706.5        | 715.1        | 681.8        | 653.3        |
| Surface water                 | Thousand m <sup>3</sup>       | 11.3         | 12.9         | 7.0          | 7.4          | 34.8         | 11.8         |
| Groundwater                   | Thousand m <sup>3</sup>       | 12.5         | 14.0         | 13.7         | 2.2          | 1.2          | 3.1          |
| Sea water                     | Thousand m <sup>3</sup>       | 0.0          | 0.0          | 0.0          | 0.0          | 0.0          | 0.0          |
| Produced water                | Thousand m <sup>3</sup>       | 0.0          | 0.0          | 0.0          | 0.0          | 0.0          | 0.0          |
| <b>Total water withdrawal</b> | <b>Thousand m<sup>3</sup></b> | <b>816.7</b> | <b>766.1</b> | <b>727.1</b> | <b>724.8</b> | <b>718.8</b> | <b>668.3</b> |

<sup>1</sup> Differences in total reported figure due to rounding. All figures include acquisitions.

In terms of usage, around 156.4 thousand m<sup>3</sup> of water was consumed by our sites from extremely high water-stressed areas, and 34.6 thousand m<sup>3</sup> was withdrawn in high water-stressed areas, representing 19% and 4% of our total water consumption worldwide, respectively.

For water discharged, we fully comply with local regulatory requirements and regularly perform compliance checks on effluent discharged when conducting our health, safety and environmental checks.



**Distribution of water withdrawal 2025**

(as % of total sites)

- Extremely high
- Low to medium
- High
- Low
- Medium to high

## Emissions

GRI 305-1,2,4,5

### Reducing consumption and emissions

Oerlikon supports customers who share our commitment to reducing carbon emissions and count on our innovations to help them advance toward their environmental goals. The products we bring to market are designed to minimize their environmental impact over the entire life cycle and along the value chain, encompassing direct and indirect customers.

We are equally aware of our own environmental obligations and have developed a Climate Transition Plan (see the Decarbonization roadmap graphic on page 150). The route shows the main categories of emissions and the measures that we have identified to support us in reducing our carbon footprint.

We have committed to reducing our Scope 1 and 2 emissions in relevant operations according to SBTi (near-term) by 2030. This means reducing the total of Scope 1 and 2 emissions by 42% compared to our baseline year (2024)<sup>1</sup>.

We have a good understanding of our Scope 1 and 2 emissions, which we have been disclosing, together with our GHG emissions intensity levels, since our inaugural 2020 report. We have mapped out how we intend to achieve our 2030 target for Scope 1 and 2 in our relevant operations (see 2030 Operational environment targets (Scope 1 and 2) diagram on page 171).

In service of this goal, we are optimizing sustainable practices in our operations, which can be as simple as turning off the air conditioner during nights and on weekends. At the same time, we engage in practices that reduce our carbon footprint in sales, delivery and maintenance. This is one of our reasons for locating Oerlikon sites in close proximity to customers – an approach that strengthens customer service capabilities and helps to reduce emissions.

We also encourage individual employees to embrace sustainability through measures such as providing secure parking for those who choose to commute by bicycle and charging stations for those who drive electric or hybrid cars.

For our Scope 3 emissions, we have also committed to reducing our emissions according to SBTi (near-term) by 2030. This means reducing the total of Scope 3 emissions by 25% compared to our baseline year (2024)<sup>1</sup>.

Our plan is to focus on improving energy efficiency of our own products and increasing customer engagement to motivate them to switch to use more energy from renewable sources, and we expect to benefit from the grid greening from energy providers.

### Scope 1 and 2

Our Scope 1 emissions are direct GHG emissions from owned or controlled sources, excluding emissions from small offices whose emissions are negligible. Scope 2 encompasses indirect GHG emissions from electricity, steam, heat and cooling purchased by the company.

Our GHG emissions intensity levels are measured in tons of carbon dioxide equivalents (tCO<sub>2</sub>e) per million of sales in Swiss francs for total Scope 1 and 2 emissions (see 171 and 204 of the report). In 2025, emissions data from 149 relevant sites were consolidated.

Our Scope 1 emissions slightly increased by 3% in 2025 compared to the 2024 baseline. Compared to 2019, our Scope 1 emissions increased by 7%, mainly due to acquired sites.

In 2025, we reduced our Scope 2 emissions by 19% compared to our 2024 baseline. Compared to 2019, our Scope 2 emissions decreased by 24%. The majority of this reduction is due to the transition to renewable electrical power of all our industrial sites in Germany and Poland. We furthermore improved data quality in countries where the lack of supplier information about their energy mix requires using public databases. And finally, we see the effect of the general grid greening.

In terms of GHG emissions intensity for Scope 1 and 2, we have lowered the carbon intensity of our operations in 2025 (73.2 tCO<sub>2</sub>e/million CHF) by 13% compared to 84.2 tCO<sub>2</sub>e/million CHF from the 2024 baseline year. Compared to 2019 (97.6 tCO<sub>2</sub>e/million CHF), 2025 saw a 25% decrease in intensity.

Among our 149 relevant sites, 68 are using the market-based method to report on their Scope 2 emissions, while 81 sites are using the location-based method, as they do not have contractual information that meets the Scope 2 quality criteria.

Our indirect emissions are attributed mainly to electricity bought for all sites, heat bought at a few sites and cooling bought at a handful of sites. Our direct CO<sub>2</sub> emissions stem from the combustion of natural gas and oil for heating purposes, emissions from diesel and gasoline for vehicles (private use excluded) and hydrocarbon gases for specific production processes, such as thermal spray.

<sup>1</sup> Committed to SBTi at the end of 2025 and results were published on January 8, 2026. Submitted to SBTi at the end of 2025, the SBTi validation process was still ongoing at the time this report was published.

## 2030 operational environmental targets (Scope 1 and 2)



Gases such as propane or acetylene that are used in the Oerlikon Balzers' thin-film coating processes become part of the surface and are not combusted. Since these gases do not react with oxygen, they are not considered a form of energy (but rather process gases) and therefore do not generate CO<sub>2</sub> and are excluded from the emissions measurements for the environmental metrics reporting.

In measuring our CO<sub>2</sub> emissions, we follow the defined unit by the GRI Standards, which is tCO<sub>2</sub>e. Unlike a number of other industrial companies, we do not use F-gases in our production processes. For example, we do not use sulfur hexafluoride (SF<sub>6</sub>) gas, which is an insulating gas for electrical equipment. These gases are considered much more damaging GHGs than CO<sub>2</sub>, with a negative impact of about 23500 times that of CO<sub>2</sub>. Thus, our CO<sub>2</sub> emissions can be considered "real" CO<sub>2</sub> emissions and not CO<sub>2</sub>-equivalent emissions (which is how SF<sub>6</sub> would be classified).

| <b>Emissions<sup>1</sup></b>                                   | <b>Unit</b>   | <b>2025</b>  | <b>2024</b>  | <b>2023</b>  | <b>2022</b>  | <b>2021</b>  | <b>2019</b>  |
|--|---|--------------|--------------|--------------|--------------|--------------|--------------|
| Direct CO <sub>2</sub> emissions (Scope 1)                     | Kilotons CO <sub>2</sub> eq                         | 15.4         | 14.9         | 14.7         | 14.7         | 14.6         | 14.3         |
| Indirect CO <sub>2</sub> emissions (Scope 2)                   | Kilotons CO <sub>2</sub> eq                         | 99.3         | 122.9        | 123.6        | 125.3        | 141.4        | 130.9        |
| <b>Total Scope 1 and Scope 2 GHG emissions</b>                 | <b>Kilotons CO<sub>2</sub> eq</b>                   | <b>114.8</b> | <b>137.9</b> | <b>138.3</b> | <b>140.0</b> | <b>156.0</b> | <b>145.2</b> |
| <b>Scope 1 and Scope 2 GHG emissions intensity<sup>2</sup></b> | <b>Tons CO<sub>2</sub> eq per million CHF sales</b> | <b>73.2</b>  | <b>84.2</b>  | <b>83.3</b>  | <b>90.3</b>  | <b>113.6</b> | <b>97.6</b>  |

<sup>1</sup> Differences in total reported figure due to rounding. All data includes acquisitions.

<sup>2</sup> GRI 305-4.

### Scope 3

#### GRI 305-3

Our Scope 3 emissions encompass other indirect greenhouse gas (GHG) emissions that are not covered in Scope 2 and occur in our entire value chain, including both upstream and downstream emissions.

Scope 3 emissions represent 94.9% of Oerlikon's total GHG emissions. The Scope 3 emissions increased by 4.9% from 2024 to 2025, mainly due to updated emission factors from the public database used for the spend-based calculation of Categories 3.1 and 3.2, as well as changes in the product mix of equipment sold.

#### Scope 3 categories

Overall, 13 out of the 15 Scope 3 emissions categories as defined by the GHG Protocol are deemed relevant to Oerlikon. Two categories - Category 8 (upstream leased assets) and Category 14 (franchises) - are not applicable for the business since Oerlikon has neither any franchises nor upstream leased assets.

For the 13 relevant categories, the emissions have been calculated according to the GHG Protocol, thus, allowing for aggregation and comparability across organizations and jurisdictions. In Scope 3 Emissions table below, we have reported on the emissions volume for 2025 and have also provided the figures for 2023 and 2024 for comparison purposes.

Based on the results, the largest contributor to Scope 3 emissions, and to total Oerlikon emissions, is Category 11 Use of Sold Products. This result is fully consistent for a technology-leading engineering company that provides reliable, high-quality and long-lasting hot runner solutions, as well as high-performance and durable metal-based coating machines and equipment. In 2025, Category 11 contributed to more than 72% of our Scope 3 emissions.

In the 2025 report, we are addressing and assuring the top 5 emissions-generating Scope 3 categories which represented 97% of total Scope 3 emissions, specifically:

- Category 1: Purchased goods and services
- Category 4: Upstream transportation and distribution
- Category 10: Processing of sold products
- Category 11: Use of sold products
- Category 12: End-of-life treatment of sold products

For the calculation of the Scope 3 emissions, we applied a tailored mix of methodologies best suited to all 13 relevant categories. In the table Scope 3 emissions methodology applied on page 173, we have explained the methodology that was used for the top 5 Scope 3 emission categories.

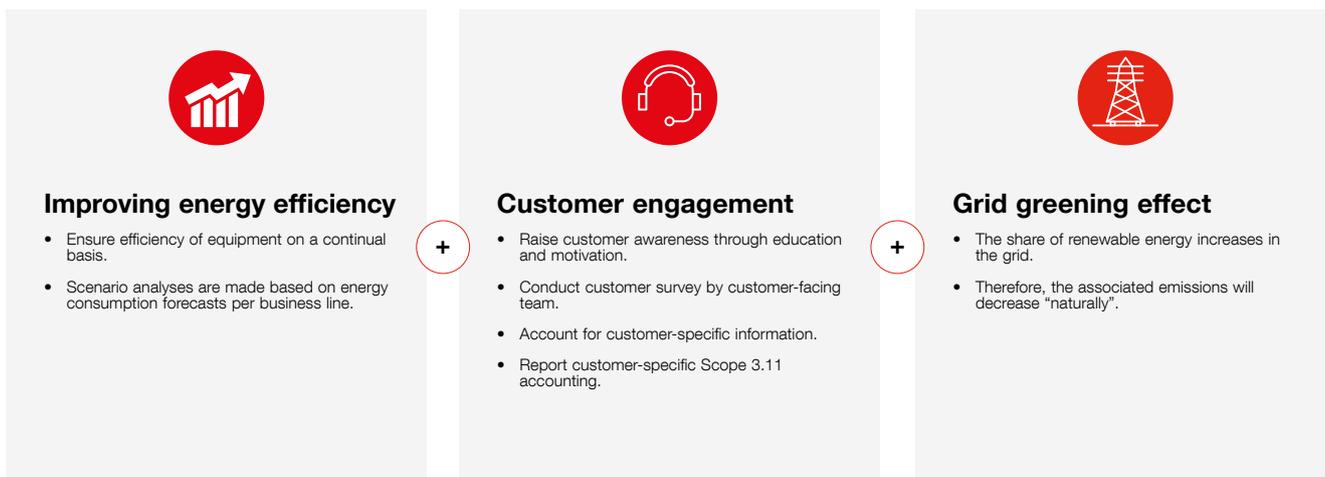
#### Scope 3 emissions<sup>1</sup>

| Scope 3 category                           | Unit                            | 2025          | 2024          | 2023          |
|--|---------------------------------|---------------|---------------|---------------|
| 1 Purchased goods and services             | Kilotons CO <sub>2</sub> e      | 293.8         | 248.3         | 386.4         |
| 2 Capital goods                            | Kilotons CO <sub>2</sub> e      | 16.2          | 10.4          | 12.4          |
| 3 Fuel and energy-related activities       | Kilotons CO <sub>2</sub> e      | 28.7          | 29.1          | 33.2          |
| 4 Upstream transportation and distribution | Kilotons CO <sub>2</sub> e      | 38.1          | 36.6          | 58.0          |
| 5 Waste generated in operations            | Kilotons CO <sub>2</sub> e      | 9.4           | 4.6           | 6.9           |
| 6 Business travel                          | Kilotons CO <sub>2</sub> e      | 3.1           | 3.3           | 4.6           |
| 7 Employee commuting                       | Kilotons CO <sub>2</sub> e      | 11.3          | 12.5          | 11.6          |
| 8 Upstream leased assets                   | Kilotons CO <sub>2</sub> e      |               |               | Not relevant  |
| 9 Downstream transport and distribution    | Kilotons CO <sub>2</sub> e      | 0.9           | 4.9           | 4.2           |
| 10 Processing of sold products             | Kilotons CO <sub>2</sub> e      | 87.1          | 91.3          | 97.5          |
| 11 Use of sold products                    | Kilotons CO <sub>2</sub> e      | 1527.3        | 1477.7        | 1668.2        |
| 12 End-of-life treatment of sold products  | Kilotons CO <sub>2</sub> e      | 115.9         | 113.2         | 81.9          |
| 13 Downstream leased assets                | Kilotons CO <sub>2</sub> e      | 0.1           | 2.5           | 2.5           |
| 14 Franchises                              | Kilotons CO <sub>2</sub> e      |               |               | Not relevant  |
| 15 Investments                             | Kilotons CO <sub>2</sub> e      | 3.0           | 0.1           | 0.1           |
| <b>Total Scope 3 emissions</b>             | <b>Kilotons CO<sub>2</sub>e</b> | <b>2134.9</b> | <b>2034.5</b> | <b>2367.5</b> |

<sup>1</sup> Due to rounding some totals may not correspond with the sum of the separate figures.

## Scope 3 emissions methodology applied

| Scope 3 category   | Definition GHG Protocol  | Methodology  |
|--|--|--|
| <b>Category 1<br/>Purchased goods<br/>and services</b>             | Upstream emissions from the manufacturing of products purchased or acquired by the reporting company in the reporting year. Products include both goods (tangible products) and services (intangible products).  | Spend-based methodology which estimates emissions by collecting the monetary purchasing volume of the goods and services, matching them with scope 3 categories and multiplied by the corresponding secondary emission factors.  |
| <b>Category 4 Upstream<br/>transportation and<br/>distribution</b> | The transportation and distribution of products purchased during the reporting year involve the movement of goods from the company's tier 1 suppliers to its operations using vehicles not owned or operated by the company. This includes multi-modal shipping with multiple carriers, excluding fuel and energy products. Additionally, it covers third-party transportation and distribution services procured by the company, either directly or through intermediaries, encompassing inbound logistics, outbound logistics (e.g. sold products) and transfers between the company's own facilities. | <p>GHG emissions related to upstream transportation and distribution are calculated using a hybrid methodology. All data is obtained from Oerlikon's internal data management system.</p> <p>GHG emissions associated with transportation procured by Oerlikon and shipped to Oerlikon are calculated by multiplying emission factors for the number of products procured, the distance traveled, and the mode of transportation.</p> <p>GHG emissions associated with Oerlikon's purchases and transportation to Oerlikon are calculated by multiplying expenditures by the emission factor for the mode of transportation.</p> |
| <b>Category 10<br/>Processing of sold<br/>products</b>             | Emissions from the processing of sold intermediate products third parties (e.g. manufacturers) subsequent to sale by the reporting company.  | Average-based methodology with determination of emissions based on mass-based data and the assumption of average process energy consumption.   |
| <b>Category 11<br/>Use of sold products</b>                        | Emissions from the use of goods and services sold by the reporting company in the reporting year. A reporting company's Scope 3 emissions from use of sold products include the scope 1 and scope 2 emissions of end users. End users include both consumers and business customers that use final products.   | Consumption-based methodology with determination of the number of products sold in the reporting year, their service lifetime & specific energy consumption, multiplied with the corresponding emission factor.  |
| <b>Category 12 End-of-<br/>life treatment of sold<br/>products</b> | Emissions from the waste disposal and treatment of products sold by the reporting company (in the reporting year) at the end of their life.  | <p>GHG emissions from the disposal of all Oerlikon products sold in the reporting year were calculated presuming that these products at the end of their lives are either disposed of by recycling, incineration or landfill.</p> <p>The total amount of end-of-life treatment carbon was determined by multiplying mass- and spend-based data of sold products per business unit with the corresponding emission factor.</p> <p>The assumptions of the percentage of treatment method were made according to marked based data. The assumptions about materials were made by experts at Oerlikon.</p>                           |



### Scope 3 emissions reduction plan

#### GRI 305-3

To reduce our Scope 3 emissions, our plan is to focus on:

- Improving energy efficiency of products
- Increasing customer engagement
- Benefiting from grid greening from power providers

As a technology leader, the area where we have strong control is technology innovation, which will improve energy efficiency of our machinery, systems and products sold, thereby reducing the emissions impact.

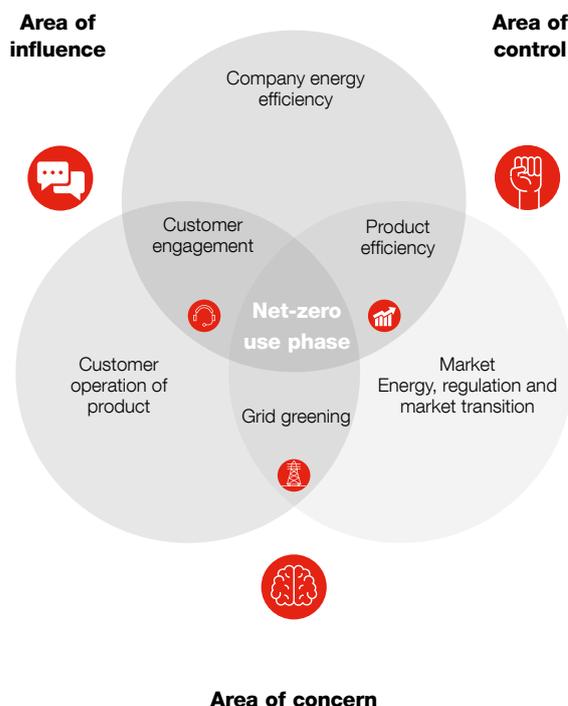
An area where we have limited control but can try to influence is customer engagement. Through our account managers, sales teams and surveys, we aim to raise our customers' awareness on the options and benefits and motivate them to switch to green energy.

As countries work toward fulfilling the goals signed in the Paris agreement, it is anticipated that the electrical power in many countries will be converted to renewable sources. Oerlikon will be able to benefit from this grid greening effect, which will support us in reducing our Scope 3 emissions. The speed and scope of grid greening is subjected to the local government's energy policies and regulations, which will differ from country to country.

We will continue to monitor and calculate our Scope 3 emissions, concentrating on the plan and actions to reduce them (see also our Climate Transition Plan on page 150).

We have set science-based targets for Scope 1, 2 and 3 emissions. In 2025, we have committed and submitted to SBTi targets for 1 and 2 emissions in relevant operations according to SBTi (near-term) and Scope 3 according to SBTi (near-term) across the whole company by 2030<sup>1</sup>.

<sup>1</sup> Committed to SBTi at the end of 2025 and the results were published on January 8, 2026. Submitted to SBTi at the end of 2025, the SBTi validation process was still ongoing at the time this report was published.



# Responsible employer

GRI 3-3

## SDGs in focus:



## Employment

GRI 2-7,8; GRI 401-1,2;  
SASB RT-IG-000.B

In 2025, Oerlikon faced challenging market conditions that required us to make difficult but necessary decisions to safeguard the long-term resilience of our business. While these conditions led to workforce reductions, we remained firmly committed to treating all impacted employees respectfully, fairly, and in full alignment with our values and local labor requirements.

At the same time, Oerlikon used this period to accelerate the modernization of our people processes. Throughout 2024 and into 2025, we identified and implemented digital tools and programs that enhance efficiency, strengthen leadership capabilities and improve our overall employee experience. By embracing digitalization, including competency-based assessments, automated insights and scalable digital learning, we continue to empower employees in an increasingly technology-driven world.

We also continued to deliver on our commitments to Diversity, Equity and Inclusion (DEI). We strengthened our succession and talent pipelines through expanded mentoring, targeted development programs and early-career engagement initiatives.

In addition, Oerlikon reinforced its commitment to inclusion through increased visibility. Work also continued on enhancing governance of employee resource groups, with strengthened guidelines planned for relaunch in 2026.

As part of building a high-performing and engaged workforce, we further expanded our Employee Listening Program. To ensure sustainability, we continued investing in automated, self-service dashboards that provide leaders with accessible and real-time insights.

Oerlikon also advanced its global capability-building agenda. A comprehensive diagnostic confirmed sales force development as

a strategic priority, resulting in the establishment of a global competency model, personas, training catalogue and manager-validated assessment baseline. Global rollout is underway, with individual assessments and targeted development programs being implemented across regions through 2026.

## An employer of choice for global talent

In 2025, Oerlikon employed 9343 full-time equivalents (FTEs), a decrease of 2.8% compared to the prior year (2024: 9611).

Our global workforce remained geographically diverse, with 57% of employees based in Europe, 26% in Asia-Pacific and 17% in the Americas. Additional details on workforce composition including regional, gender, contract type and working-time breakdowns can be found on pages 206 to 209 of this report. Employees with non-guaranteed hours represent a very small proportion of the workforce and are not tracked separately.

As an equal opportunity employer, Oerlikon provides competitive compensation and benefits globally, including for temporary and part-time employees, apprentices and interns, in compliance with local laws and labor practices. Parental leave is also offered in line with local regulations.

Through these combined actions including responsible workforce management, digital empowerment, strengthened leadership and talent development, and sustained DEI progress, Oerlikon continues to position itself as an employer of choice for global talent while advancing our commitments to long-term sustainability and responsible business conduct.

## Employee engagement positively impacting culture

Based on insights from two previous employee engagement surveys along with targeted interviews, we developed the six concise Success Statements from the Oerlikon Success Model. These statements were embedded into performance evaluations, avail-

able in ten languages to ensure transparency and accessibility, enabling us to reinforce our culture and values, and highlight areas for further investment. To deepen understanding and visibility, we also introduced visual aids like posters and stickers. In 2023, posters in 23 languages were displayed across global sites to inspire and engage employees with the Success Model.

In 2025, we redesigned our Engagement Survey into a more flexible Employee Listening Program, featuring regular pulse surveys to better understand the needs, concerns and ideas of our employees. We conducted two Engagement Pulse Surveys, covering 100% of the workforce, under the theme “Your Voice Matters,” both achieving a 68% participation rate.

Using the survey results and feedback as a starting point, Region, Key Country and Function Heads developed robust follow-up actions to address current challenges and track improvements within their organizations.

In October 2025, we continued our efforts to listen and learn from our employees by launching the H2 survey. The results review, action plans and communications to employees were finalized at the end of 2025. Additionally, as part of the Employee Listening Program, we launched Onboarding and Exit Surveys, classified as Employee Lifecycle surveys. Initial insights were also summarized at the end of 2025.

Furthermore, as the last element of the Employee Listening Program, we designed a People Leader Survey. This will provide two-level upward feedback to people leaders and is scheduled for launch in 2026, targeting an estimate of 300 to 400 people leaders.

### Talent acquisition

The post-pandemic global recruitment landscape has necessitated greater efficiency and organization in talent acquisition. We rose to this challenge by leveraging a mix of tools, technologies and strategies.

The transformation into a more digital approach over online platforms such as LinkedIn and Indeed for recruitment has led to significant savings compared to conventional recruitment methods.

In our journey to further utilize digital tools, we introduced AI training videos to support our hiring managers and HR colleagues. The short videos focus on giving detailed instructions, processes and steps for implementation on different topics. For example, the “How to” series serves to deepen HR managers’ understanding and knowledge of recruitment.

For job postings, we have created standardized templates to ensure consistent representation of the Oerlikon brand. To attract local talent, we have refined our approach in the markets where we operate, emphasizing localization as a key strategy. We have developed templates in multiple languages tailored to the specific

needs of each country and we are committed to expanding these efforts further.

We are also continuously improving and upgrading our ATS (Applicant Tracking System) for job advertising. This includes reviewing existing decks and then updating outdated or overused images and customizing the grouping of functions or job types.

### Diversity and equal opportunity

#### GRI 405-1

Oerlikon is dedicated to cultivating a work environment where every employee feels secure, comfortable and empowered to be their authentic self.

In line with our growing ambition to focus on inclusion and equal opportunity while addressing evolving legal requirements, we are transitioning from quantitative gender targets to qualitative goals that promote fairness and inclusion. By fostering gender balance in leadership through outreach and development, we aim to create a culture where diverse perspectives drive creativity and performance.

All promotions and program participation remain strictly merit-based, ensuring equal opportunity for every employee. Our leadership development programs remain open to all employees, and we actively encourage underrepresented groups to participate because we believe that diversity is a catalyst for progress and sustainable growth.

Employee Resource Groups (ERGs) are internal communities that foster inclusion and connection. The goal for these groups is to advocate for the underrepresented group they represent and increase opportunities for employees. By offering compassionate spaces, ERGs empower individuals to be their authentic selves at work, enhancing performance and strengthening peer relationships. Each group plays a crucial role in uniting employees with shared interests, ensuring organization-wide awareness and appreciation for the diverse perspectives within Oerlikon’s workforce.

As part of our ongoing organizational changes, Oerlikon entered a transition period in 2025 to ensure the sustainable and structured functioning of these groups following the organizational separation. During this time, ERG members actively shaped the vision for their renewed communities. While these groups remain connected, their focus has shifted toward knowledge exchange and shared vision. Many groups required new co-leads, and employees were encouraged to take on these leadership opportunities. Work has begun on redefining the ERG strategy and guidelines, with the renewed structure planned for launch in 2026.

As of the publication of this report, five ERGs remained active:

- **Enrich@Oerlikon:** serves as a global cultural bridge for employees worldwide. The group acts as an advisory body to leadership, focusing on achieving diversity objectives and advancing the intercultural and professional development of teams. Activities paused due to organizational changes.
- **Oerlikon Women's Council (OWC):** committed to promoting women's interests and the development of talented women as future leaders within the organization. Women's Mentorship Program by the Oerlikon Women's Council (OWC) expanded by 25% compared to the previous year (2024: 22 participants), reflecting increased participation and engagement across business units.
- **Parents@Oerlikon:** supports employees balancing work alongside their family responsibilities, aligning with the company's belief that a supportive culture leads to a more satisfied, engaged and productive workforce. The group held a series of sessions to define future direction and launched an open call for new leaders.
- **Proud@Oerlikon:** dedicated to creating a safe, inclusive and supportive environment for all, regardless of sexual orientation, gender identity or expression. Decreased in membership but continued promoting inclusion and allyship.
- **MultiGen@Oerlikon:** promotes cross-generational collaboration. The group's membership encompasses individuals from Generations X, Y and Z, as well as baby boomers. Discontinued following the organizational separation.

Oerlikon's management continues to support employee-led networks and encourages initiatives that strengthen connection and inclusion across all teams.

### Senior management in local communities

#### GRI 202-2

Oerlikon recognizes the strong link between diversity, innovation and sustainable growth. In 2025, our global workforce represented 102 nationalities (2024: 101). Among leadership, 17% of designated Global Leaders were non-European (2024: 17%). Regional empowerment and collaboration remain key to our success, enabling broader customer access and employee development.

The Executive Committee (EC) and Board of Directors (BoD) receive half-year updates on DEI progress, and the Chief Human Resources Officer holds formal accountability for the inclusion agenda.

By strengthening inclusion and equipping all employees to bring their full selves, we believe we enhance innovation, agility, and

global market responsiveness.

### Key diversity events

In 2025, the Oerlikon Women's Council organized its flagship Women in Leadership two-part series. The event attracted 94 registered participants and 80 active attendees, reflecting high average participation in the online event format.

The first session featured an external keynote speaker with senior consulting expertise, who addressed structural barriers to women's career advancement. The second session included a panel of Oerlikon leaders discussing how inclusive leadership, visibility and accountability foster innovation and growth.

In October 2025, Oerlikon employees worldwide united to support Breast Cancer Awareness Month, an initiative driven by the Oerlikon Women's Council. More than 20 locations organized awareness activities involving around 250 participants, including workshops on early detection and local fundraising events. These initiatives strengthened collective commitment to health and well-being across the company.

### Gender and sexual diversity

Oerlikon strives to improve gender balance and inclusion across all levels of the organization and in leadership through outreach and development, with all promotions based on merit. Leadership programs are open to all employees, encouraging participation by underrepresented genders while maintaining equal access based on qualifications.

In 2025, women represented two of eight Board members (25%) and one of five Executive Committee members (20%). The total workforce comprised 10049 employees, of which 27% were women. In addition, women accounted for 16.5% of management and leadership roles.

Participation in ERGs such as the Women's Council and LGBTQ+ network (Proud@Oerlikon) is open to all employees and allies, promoting awareness and inclusion rather than advantage.

In 2025, the Women's Council organized Girls' Day at three Oerlikon sites in Germany, welcoming over 30 girls to explore Science, Technology, Engineering and Mathematics (STEM) careers.

Furthermore, the Oerlikon Women's Council completed the second year of its mentorship program, a strategic initiative designed to support women with personal and professional development. With an increase in participation of over 25%, this year's mentorship teams not only focused on networking, communication, work-life balance

and leadership skills, but also, how to become a mentor for future programs. This initiative reflects Oerlikon's dedication to empowering women, strengthening our talent pipeline, and promoting a culture of mutual support and collaboration.

Oerlikon also reinforced its commitment to inclusion by signing Switzerland's Trans Rights Pledge and participating in the 2025 Christopher Street Day parade in Cologne, promoting visibility and equality in the workplace.

### Age diversity

Oerlikon values experience diversity across all generations and our company takes pride in its age diversity.

In 2025, approximately 13% of employees were aged 30 or younger, 59% were aged 30–50 and 28% were over 50.

As of the publication of this report, 13% (or 1 344 employees) had been with Oerlikon for 20 years or more, with an average tenure of 9.7 years (2024: 9.3). These figures demonstrate strong loyalty and long-term engagement across our global teams.

Our equal opportunity approach to age and other protected characteristics, combined with a clear appreciation of talent and career growth opportunities, has contributed to higher levels of workplace satisfaction among employees.

### Disability inclusion

Oerlikon values the abilities of individuals and remains committed to inclusion for all including those with disabilities or chronic illnesses. As we actively seek diverse future talents, we do not judge them based on their impairments.

The disability inclusion project in France, conducted with a specialized external partner, was successfully completed and its findings continue to guide accessibility and inclusion practices across all our sites. The dedicated communication campaign, along with individual discussions held with employees interested in the process, helped improve awareness and support colleagues in their administrative steps.

In addition to the fact that our communication campaign resulted in three additional RQTH recognitions, we can also highlight that the consultant conducted 25 individual interviews at employees' request. The consultant also trained five disability coordinators, strengthening our internal capability to provide ongoing support.

This approach demonstrates increased trust in our inclusion policy and represents another step toward a more inclusive working environment, where every employee, regardless of their abilities or specific needs, can thrive in a respectful, safe and empowering professional setting. We are continuing this commitment by imple-

menting the project's recommendations and by fostering a culture of openness, dialogue and support.

## Training and education

GRI 404-1,2,3

### Employee training and development

Skill enhancement and professional development programs are essential to our market success as they are to our employees' ambitions. Oerlikon's employee training and development programs include in-person and online learning and career development options, such as workshops and courses designed to upgrade existing skills, and sessions that provide transition assistance.

Employee training is part of an individual's career and personal development planning, which is built into the performance reviews conducted at least twice a year between employees and their line managers. During these developmental conversations, the line managers can connect to the online training catalog to discuss, for example, formal training options and/or review other on-the-job development and growth opportunities or special projects. Our training catalog mainly focuses on soft skills for leaders and office workers. Training for technical work, such as machine operation, is handled locally in line with the operating procedures of that country. The reviews are documented in the umatter<sup>1</sup> system or, where umatter is not in place, in manual individual development plan templates.

### ULearn

In 2024, Oerlikon launched ULearn<sup>2</sup>, a Learning Management System offering employees a fully integrated e-learning experience. This centralized platform offers training and educational services to employees and mandatory training information. ULearn enhances employee engagement, boosts productivity, streamlines training management and provides data-driven insights to identify areas for improvement.

The system offers engaging courses in a variety of content formats. For example, ULearn offers videos, documents, quizzes to evaluate learner understanding and more. In order to create a better user experience, the courses can be tailored to different needs and preferences.

Currently, ULearn is utilized across 10 global functions within the organization, supporting the training and development needs of approximately 7 000 employees. This widespread implementation highlights the platform's vital contribution to providing consistent access to learning resources and standardized experiences throughout the company.

### uDoc

Building on the digital infrastructure improvements initiated in 2024, Oerlikon continues to advance employee access to employment

<sup>1</sup> umatter is the internal Oerlikon branding for SAP SuccessFactors, the employee master data system with the following global processes (Performance Management, Recruiting, Salary Review, Short Term Incentive, Development and Succession Planning).

<sup>2</sup> ULearn is the internal Oerlikon branding for Learn365, the global learning management system.

records through uDoc<sup>1</sup>, a centralized and secure eDocument system. This transformation replaces traditional paper-based documentation with a fully digital platform, ensuring efficiency and compliance across the organization.

The system ensures universal access by providing all employees with a digital ID and secure entry to personal documents. For many shop floor employees, this is the first time they have direct access to their records digitally. It enhances efficiency and compliance by organizing, managing and tracking employee records while allowing online requests for personal documents.

uDoc also ensures that HR processes are streamlined, with approvals, tasks and workflows managed digitally, reducing manual effort and improving turnaround times. By bridging shop floor employees with HR systems, the system fosters inclusivity and strengthens engagement across all levels of the organization.

In 2025, a major milestone was reached with the full rollout of uDoc across all remaining countries in the Americas and Asia-Pacific regions. By year-end, the system was implemented in more than 30 countries, connecting thousands of employees to a modern HR ecosystem.

Through uDoc, Oerlikon is modernizing document management while reinforcing its commitment to digital accessibility and operational excellence.

### **Apprenticeships**

Oerlikon has continued to seek out the next generation of talent even before future young professionals have entered the workforce. In cooperation with a number of schools, colleges and universities worldwide, we make hands-on, intensive apprenticeships and internships available to emerging innovators.

We have several strong examples that show how we support young talent early in their careers. For example, in Germany, 15 trainees began their apprenticeships in 2025 across five locations. In addition, in Liechtenstein, we welcomed 5 apprentices who delivered impressive performance and were entered into the Golden Book at Vaduz Castle, because they finished with a top score.

### **High-potential talent programs**

Launched in 2018, Horizons is an 18-month career accelerator program designed to prepare high-potential employees for senior leadership roles. The program combines a variety of development experiences, including offline learning modules, strategic projects, networking opportunities, mentoring and career planning.

As part of the Horizons program, teams are formed to work on specific business projects over six months. These projects are based on current, real-life business topics, allowing participants to

contribute ideas to the business and products, or to identify solutions to address challenges. At the end of this period, they present their ideas and explain how they would implement the project. These proposals are then applied to the business. Participants also attend four multi-day, face-to-face events that are integral to the program's immersive and collaborative approach.

The first 37 graduates completed the program in December 2019. The second wave, consisting of 25 participants, completed the modified program, due to the pandemic, in May 2022. The third wave commenced in December 2023 and concluded in 2025. This diverse cohort consisted of 29 participants from 13 different nationalities. For the first time, we collaborated with ESMT Berlin (European School of Management and Technology) to leverage cutting-edge insights from one of the world's top business schools to benefit our company.

In 2025, we elected the Horizons Alumni Council, composed of six former Horizons global representatives from Asia, Europe and the Americas. These members, selected through a silent election concluding in October, serve as ambassadors and sparring partners for shaping Alumni activities and regional engagement.

The Horizons Alumni network now includes 55 former participants of the High Potential program. A virtual kickoff in November reconnected the group and set the stage for ongoing collaboration. Supported by HR Development and ESMT, the council helps guide content, formats and community-building efforts across regions.

### Labor management relations, freedom of association and collective bargaining

GRI 402-1, GRI 2-30; GRI 407-1

Oerlikon respects the legal rights of its employees to form, join or refrain from joining worker organizations, including labor organizations and trade unions. Oerlikon complies with applicable local laws worldwide regarding employee and third-party involvement, and will not discriminate based on an employee's decision to join or not to join a labor organization.

Oerlikon respects the rights of employees to organize and makes managers at all levels aware of those rights. The company's long-standing belief is that the interests of Oerlikon and its employees are best served through a favorable, collaborative work environment with direct communication between employees and management. Oerlikon endeavors to establish these kinds of favorable employment conditions, to promote positive relationships between employees and managers, to facilitate employee communications and to support employee development.

Oerlikon also respects its employees' rights to take part in collective bargaining. We abide by legally-binding collective agreements. We also ensure that employee representatives do not suffer discrimination and that they have open access to members in the workplace.

For its employees who are not covered by collective bargaining agreements, Oerlikon determines their working conditions and terms of employment based on local employment conditions in line with local laws and regulations.

An estimated 38% of our employees were covered by collective bargaining agreements in 2025 (2024: 43%).

Pertaining to minimum notice periods regarding operational changes, we have refrained from providing more detailed information as each local agreement is subject to local laws and regulations. Overall, we satisfy the minimum legal requirements in each respective country, and in some countries, we even exceed the minimum requirements set by local laws.

### Infrastructure investments and services supported

GRI 203-1, GRI 3-3

Oerlikon brings a global perspective to the diverse social and service needs of communities around the world. Our local teams play a vital role in identifying meaningful ways to connect with and support their communities through volunteering, fundraising and other initiatives that make a positive impact at the local level.

In 2025, we remained committed to encouraging community engagement and volunteer initiatives, both locally and globally, responding to needs as they arise.

In the US, Oerlikon employees partnered with the Divine Fountain of Hope Women's Center, offering volunteer time, donations, and raising awareness to support young people navigating pregnancy. Additionally, the team collaborated with Project NICU to assist families with newborns in intensive care, donating blankets, diapers and care packages to bring comfort during challenging times.

Our US employees organized a Hygiene Kit Supply Drive, collecting travel-size hygiene items and essentials for The Salvation Army, Center of Hope and Howard Levine Men's Shelter. Extending their outreach further, the US team visited a local homeless center to distribute essential supplies and serve hot meals, creating a positive impact beyond the workplace.

To mark Earth Day, our US team reseeded the pollinator garden in the facility's courtyard. Volunteers prepared the soil and sowed native wildflower seeds, helping to create a thriving habitat for pollinators. This provided an essential step in supporting pollinator populations and maintaining ecological balance in urban settings.

In the US, Oerlikon employees came together to support Isaiah 117 House, a nonprofit organization providing transitional housing and essential care for children awaiting emergency foster placement. Donations included food, clothing, toys and other necessities to help create a safe and nurturing environment. Additionally, our team organized a donation drive for The Villas at Dayton, a local senior living facility. Thanks to our employees' generosity, essential items from the facility's wish list were delivered, bringing comfort to residents.

In the US, colleagues organized a Winter Coat Drive to support local shelters across Long Island during the cold season, recognizing that many families in the community face challenges staying warm as temperatures drop. The team donated three boxes of items including men's coats, women's coats and children's coats as well as winter accessories. These contributions helped to provide warmth, comfort and relief to individuals and families throughout the winter months.

The team in Canada organized an outdoor cleanup and donation

drive in support of the local Humane Society. This initiative not only helps create a better and cleaner environment for the community but also supports animal welfare.

In Brazil, Oerlikon employees came together for the annual Clothing Drive. Here volunteers were collecting coats, blankets and clothing for Casa Transitória de Jundiaí, an organization that supports individuals facing social vulnerability. Thanks to the team, these donations will help bring warmth and comfort to those in need during the colder winter season.

In India, our team joined forces with the 14 Trees Foundation and the Rotary Club of Nigdi to host a Tree Plantation Drive 2025 at Pur-Gairan, Khed in Pune district. With the support of over 65 volunteers, 100 saplings were planted to promote environmental sustainability and community welfare.

Additionally, the team in India sponsored a 5KW Solar PV System with a five-year maintenance contract for a local school in Pune District. In collaboration with the Rotary Club of Pune Gandhibhavan Charitable Trust, this initiative aims to ease the school's financial burden and redirect resources toward supporting students from rural and economically challenged backgrounds.

In Switzerland, the team united at the Chrummen sports facility in Freienbach to support the fight against childhood cancer. As part of a regional charity run spanning Zurich and Freienbach, 25 participants collectively covered 214 kilometers, raising CHF 5 000 for Stiftung Kinderkrebsforschung Schweiz and Stiftung Sonnenschein, organizations dedicated to cancer research and family support.

Moreover, our colleagues in Switzerland organized an event to support the Pallas Organization, which is dedicated to preventing violence against women and children. Employees contributed items for sale and could buy from each other, creating a meaningful opportunity to raise funds while promoting the reuse of products and reducing waste.

In Thailand, our team participated in the “AMATA Give First” initiative, organized in collaboration with Amata Group. Donated goods from over 40 companies in Amata City Chonburi and Rayong Industrial Estates were delivered via Thai PBS to support communities in need. The donations reached soldiers and communities affected by severe flooding. Essential items including food, medical supplies and personal care products were distributed across several provinces to provide relief and support during challenging times.

Furthermore, our colleagues in Thailand joined forces with Amata at Wat Sripalothai School in Chonburi, focused on the theme “Developing Schools, Enhancing Learning.” Volunteers participated in activities such as planting vegetable gardens, refurbishing dining tables and promoting fire safety awareness. Here employees showed community engagement while empowering the next

generation through education and hands-on support.

Our colleagues in Thailand joined the Amata City Run 2025 to strengthen team spirit while supporting the local community near the Amata Industrial Estate. Through their participation, contributions were made to key initiatives, including providing medical equipment to Chonburi Hospital, supporting education at the Royal Thai Army Adoption School and assisting Operation Smile Thailand Foundation in helping children with cleft conditions receive essential care.

These examples highlight how Oerlikon employees actively engage with their local communities, demonstrating philanthropic and charitable efforts that extend beyond corporate values. Their actions reflect a deep sense of personal responsibility to society. We support and applaud their generosity in engaging with and providing services to their communities, and for making meaningful differences.

# Health and safety

GRI 3-3

## Occupational health and safety

GRI 403-1

Oerlikon's ongoing health and safety (H&S) oversight is designed to maintain an attractive and safe workplace for our employees, as mandated by the Group's Executive Committee and Board of Directors (BoD) and in keeping with our core values.

As our "Zero Harm to People" ambition suggests, we strive to ensure that no direct or indirect employees, contractors or visitors come to harm at Oerlikon's sites or while working for us at external locations. This ethos extends to our impact on the communities in which we operate. In keeping with the principle that all injuries and occupational illnesses can be avoided, we implement workplace programs that promote health-conscious behavior.

To fulfill our commitment to providing a safe and healthy working environment, we engage in ongoing actions to:

- Continually improve Oerlikon's HSE performance.
- Meet or exceed legal and Oerlikon's HSE requirements.
- Assess and manage all risks in relation to H&S.
- Work systematically to apply the parameters, processes and tools defined by the Group-wide, division and local H&S directives and guidelines, and within the scope of an H&S management system.
- Provide relevant H&S training to all employees.
- Conduct regular performance reviews.

H&S is a core component of Oerlikon's Code of Conduct, which is detailed in the Ethics and Integrity section of this report (see pages 159 to 163). Oerlikon's Health, Safety and Environmental (HSE) Sustainability Policy was launched in 2016. In January 2022, we formally integrated our other sustainability efforts and HSE into a new policy: the Sustainability & HSE Policy. Oerlikon's intent,

ambitions, commitments, actions, roles and responsibilities and governance concerning sustainability, health, safety and environment are defined in the policy, whose key messages appear on page 158 of this report and at [www.oerlikon.com/en/sustainability/our-policies](http://www.oerlikon.com/en/sustainability/our-policies).

## Hazard identification, risk assessment and incident investigation

GRI 403-2

SASB RT-IG-440a.1

Our H&S management system governs Group-wide H&S practices as outlined in a 21-chapter document that covers a spectrum of H&S, risk management and wellness topics (see box below). Many of these topics are further detailed in Group guidelines and supplemented by division, business unit and business line standards and procedures regarding HSE risks or processes.

We require all sites to conduct a legal HSE compliance check annually, and these undergo thirdparty reviews every other year. Our system maintains meticulous records that track incidents of and responses to work-related injuries and significant near misses, all of which must be reported to top management and Group HSE within 24 hours. This approach facilitates precision in response and prevention.

## Stressors identification and exposure monitoring

All our sites must have processes in place to identify the work environmental stressors that are to be monitored (see Key health and management system topics below). Each site is required to undertake environmental stressor (hazard) identification and determine whether monitoring is needed, and if so, what type of monitoring is appropriate.

### Key health and management system topics

- |  |   |                                     |
|--|---|-------------------------------------|
| 1. Visible Safety Leadership                                   | 8. Hazardous Work Activities  | 15. Management Review & Planning    |
| 2. Hazard Identification, Risk Assessment & Mitigating Actions | 9. Performance Monitoring   | 16. Design Safety                   |
| 3. Legal Obligations   | 10. Contractor Safety Management  | 17. Document & Records Management   |
| 4. Introduction & Training                                     | 11. First Aid, Emergency Preparedness & Response  | 18. Industrial Hygiene & Monitoring |
| 5. Good Housekeeping   | 12. Learn & Share   | 19. Health and Wellness Issues      |
| 6. Roles, Responsibilities & Accountability                    | 13. Management of Process Change  | 20. Occupational Rehabilitation     |
| 7. Safe Working Procedures                                     | 14. Accident, Near-Miss & Unsafe Situation Reporting, Investigation & Corrective Action | 21. Audit & Compliance              |

### Approach to hazardous substances

In our coating R&D, equipment and services, a global process directive determines the requirement for the ordering, use and disposal of dangerous products. Dangerous products are substances, preparations, mixtures and solutions that have dangerous characteristics for people (e.g. poisonous, irritating, etc.) and for the environment (e.g. inflammable, environmentally harmful, etc.) and may therefore involve specific risks. The directive clearly outlines the approach and preventive steps taken in handling such substances:

- Before a (dangerous) product can be used at a workplace for the first time, either for tests at the laboratory level or in the production process, advice on health, safety and the environment must be provided by the local HSE Manager.
- A list of banned and restricted chemical substances that have a major negative influence on health and the environment has been established. When requesting these banned and restricted chemical substances, the reason why no other chemical product can be used must be submitted. For every product used, a check against the banned and restricted list has to be performed. In the event that a banned and restricted product is used, an alternative must be sought, and the banned and restricted product replaced. This search has to be documented.
- For some chemicals that have been reviewed and deemed acceptable, a global exception exists, and the sites do not have to search for alternatives.
- In handling waste, there must be a map clearly indicating storage areas, which are posted at multiple locations on site so that no one has doubts about where to put which kind of waste. All employees have to be trained in the handling of waste, including where to dispose a specific kind of waste, separate and different waste streams, the dangers of the waste, etc. If the waste is treated internally after usage, for instance by evaporation, the safety professional has to make sure the facility in question has the necessary permits to carry out this activity. The remaining waste after internal treatment and the waste, in general, has to be collected and treated by a certified contractor.

### Stressors monitored include:

- Toxic/hazardous material exposures
- Atmospheric contamination
- Noise
- Air quality
- Ventilation
- Vibration
- Temperature
- Flammable gases
- Fire
- Radiation
- Ergonomics
- Lighting/illumination

### Approach to noise and air quality

Noise and air quality are potential stressors. If they are identified at the workplace, preventive measures will be implemented, such as noise reduction initiatives or providing ear protection.

In terms of air quality, specific dust measurement programs in collaboration with national authorities for the coating process may take place in addition to locally required workplace investigations. Technical measures to reduce dust and rules for personal protective equipment are updated regularly where necessary. This applies equally at customer facilities using Oerlikon's equipment and in our own coating centers.

### HSE policy and incident management

Oerlikon's HSE Committee establishes the company's HSE guidelines and processes, drives the implementation of related programs and monitors their performance. The team, led by the Head of Group Operational Sustainability & HSE, works across all sites and businesses. Standardization of HSE practices across the Group is facilitated by an online tool used to track and assign tasks to sites and to follow up on their implementation via an HSE-balanced scorecard. For each site, Oerlikon tracks actions of the annual program such as safety leadership and risk management, and conducts HSE compliance checks.

We regard every Oerlikon employee as being responsible for understanding our H&S policies and making them a reality in practice within our workplaces. Our managers, in particular, have a duty to lead in this regard, and we provide support and oversight via an H&S team of specialists who facilitate Group-wide implementation and monitoring of all related topics.

### Work-related injuries

GRI 403-9

SASB RT-IG 320a.1

Oerlikon's key performance indicator for safety is our rate of recordable work-related injuries, referred to internally as the total accident frequency rate (TAFR), which is based on 200 000 hours worked by employees (including temporary workers but excluding independent contractors). We find it to be a good indicator because it encompasses accidents and medical treatments that did and did not lead to lost time. H&S data in 2025 includes a few small offices that provided the data.

We established a TAFR target for 2030 that was published in the Sustainability Report 2020 and uses 2019 as our baseline year. In 2025, Oerlikon's TAFR was 0.48, which is a reduction of 45% compared to 0.87 in the 2019 baseline year and notably marks the achievement of our 2030 target ahead of the plan.

At Oerlikon, we consider TAFR to be comparable with the total recordable incident rate (TRIR) since the actual number of cases where illnesses did not result from accidents is low.

We also track the number of calendar days lost per each Lost Time Accident (LTA) per 200 000 hours worked. For 2025, this LTA severity rate was 11.33, representing a 28% reduction from 2024 (15.72), attributed to the reduction of high-consequence work-related injuries from two cases to zero.

Oerlikon covers a broader scope than just near-miss incidents and takes into consideration unsafe situations, which can be unsafe acts or conditions, and safety suggestions (referred to internally as “near misses and unsafe situations” – NMUS).

The number of contractors employed by Oerlikon is relatively low compared with other industries. At Oerlikon, we use contractors mainly for equipment and facility maintenance and repair. To our knowledge, there were 2 work-related accidents recorded by contractors and zero fatalities in 2025.

Oerlikon continues to monitor these indicators closely and is always seeking new opportunities to strengthen our performance and improve the health, safety and well-being of every member of our team.

We comply with the GRI 403 Occupational Health and Safety 2018 standard by defining high-consequence work-related injuries in terms of recovery time instead of lost time to determine an injury’s severity. Recovery time refers to the time needed for a worker to recover fully to pre-injury health status. We currently do not measure recovery time but intend to implement a process to track it. In 2025, we had 0 such cases of work-related injuries (2024: 2 cases).

### Worker training on occupational health and safety GRI 403-5

“No person is allowed to work for Oerlikon or to visit an Oerlikon site without having received adequate safety instruction and training.” This is the first of our five golden health and safety rules, which clearly states that new employees must receive adequate training before being approved to work at any of our sites.

Training covers site-specific rules, such as walkways and speed limits, and workplace-specific rules, such as personal protective equipment. Testing at the conclusion of training is recommended but not mandatory. The trainer and trainee must sign a written confirmation that training was conducted.

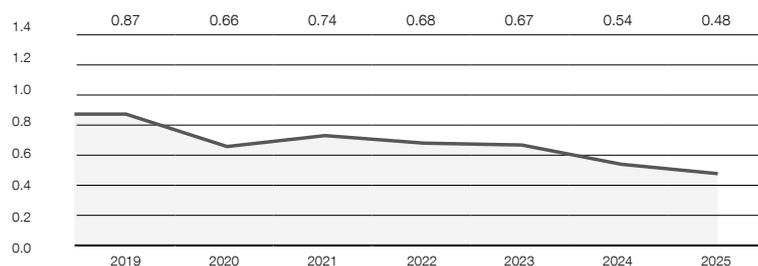
As part of the H&S program, all employees at production sites received their annual safety training, either as an initial training session or as a refresher. The annual safety training covered topics such as cutters, hand safety, fire safety, cranes, forklifts and ergonomics.

We rolled out a training course for operational managers and supervisors at our industrial sites on how to conduct safety dialogs. Safety dialogs are used to recognize and reinforce safe employee behavior. In cases where unsafe behavior is observed, the underlying reasons are discussed and ways to improve are identified.

Since 2015 – except for 2020 due to pandemic safety concerns – Oerlikon has hosted an annual global HSE Day designed to address areas of existing or potential concern. HSE Day themes have included risk/hazard identification, ergonomics, safe driving, fit4life (which encouraged physical activity, healthy eating and getting sufficient sleep), stress management, avoiding toxic substances, well-being and resilience and, in response to COVID-19, strategies for preventing infection and coping with the mental health impact of the pandemic.

For 2025, employees worldwide participated in the HSE Day activities and training related to the theme Hazardous Substances.

### TAFR<sup>1</sup> (12-month rolling)



<sup>1</sup> All data includes acquisitions.

The gist of the theme was to reinforce the mindset that each and everyone needs to take personal responsibility for occupational health and safety. Beginning with a conference session on accountability that was chaired by the country presidents or site general managers, employees were then invited to openly discuss the topic. Further workshops on specific topics were organized for smaller groups.

Inspired by the success in 2024 we continued in 2025 our safety awareness poster campaign, one per quarter. The topics included:

- Slips, trips and falls
- Hand safety
- Chemical risk (supporting the topic of our HSE Day)
- Electrical safety

### Occupational health services

#### GRI 403-3

We organize occupational health services at legal entity or site level in accordance with local regulations. Oerlikon appoints a local, usually external (third-party) doctor to provide services.

The majority of these doctors work off-site, but a number of doctors have a more permanent presence and provide in-house services at a few of our larger facilities. Appointed doctors regularly attend H&S committee meetings organized by local management to evaluate problems, issues and potential areas of improvement.

Oerlikon's H&S management system requires that all sites establish and maintain an industrial hygiene program that, with full medical input, anticipates and monitors workplace environmental stressors that may cause illness or disease. This allows us to implement mitigation actions, where needed. At sites where employees work with permitted hazardous substances or face air quality issues, we regularly monitor the health status of the employees by means of preventive medical checkups.

We respect the confidentiality of all employee health- and safety-related information in accordance with local labor laws and data privacy regulations. The Group's Data Protection Officer has established stringent internal data privacy procedures and regularly provides information and training on the topic.

### Worker participation, consultation and communication on occupational health and safety

#### GRI 403-4

Oerlikon operates in 38 countries, each governed by local labor and labor-related laws and regulations regarding worker participation, consultation and communication. Workers' participation and consultation are set up in compliance with regulations that differ by locality.

Almost all sites have H&S committees to address health and safety topics. Due to the different local regulations, there are differences in the details of how participation, consultation and communication are done. Generally, committee members include workers' representatives, a representative from management, an H&S officer and a company doctor.

Meetings take place regularly several times per year (in many countries on a quarterly basis). Oerlikon's H&S management system requires concerned personnel to be involved in the risk assessment process and in investigations of accidents and incidents, and to share lessons learned.

To enhance awareness and communication, safety moments, which are brief discussions on a safety-related topic, are held at the beginning of a work shift to remind employees about safe practices and issues related to safety. This practice extends to both Oerlikon and customer sites that operate the systems.

In 2025, to increase employees' engagement in H&S, we doubled the internal target for employees to report NMUS, which led to an increase of identified cases. As a result, the NMUS frequency rate saw a slight reduction to 68.2 (2024: 70.5). Each time that an observer reports a NMUS, it can help to decrease the likelihood of a subsequent accident/ serious injury, thus it is an important contributor to our TAFR reduction. In 2025, the rate for work-related fatalities remained at 0.

### Promotion of worker health

#### GRI 403-6

In the majority of the countries where Oerlikon operates, public health systems are in place to meet Oerlikon employees' need for non-occupational medical and healthcare services.

Safety measures that Oerlikon initially implemented in response to COVID-19 have now been integrated into our overall approach to workplace health and protecting employees from infectious diseases. These strategies apply equally to emerging health risks and to long-standing seasonal viruses. We continue to offer free flu vaccinations worldwide, and although participation is voluntary, we encourage employees to protect themselves, their coworkers and their families by getting the flu vaccination.

### Workers covered by an occupational health and safety management system

#### GRI 403-8

Oerlikon's safety rules also apply to indirect employees, such as short-term contractors or technicians servicing machinery. Visitors must review and sign an acknowledgement of the safety instructions before being admitted to a site. This is consistent with our practice of making no health and safety management distinction between direct, permanent staff or temporary members of our workforce who are employed by outside agencies but whose work is controlled by Oerlikon (within legal limits).

Our accident rates cover both types of employees in the same way. Temporary workers accounted for 2% of work-related injuries in 2025 (2024: 5%). Those figures correspond to the proportion of their representation within our total workforce in 2025.

Likewise, we apply the same safety standards for contractors we hire to work at our premises or on customer sites and make the same commitment to their health and safety.

### PREVENTION AND MITIGATION OF OCCUPATIONAL HEALTH AND SAFETY IMPACT DIRECTLY LINKED BY BUSINESS RELATIONSHIPS

#### GRI 403-7

Oerlikon adopts the highest standards in ensuring the safety of our products and services within our operations and for customers. We apply these standards from the product design phase through production, assembly, packaging, labeling, training, delivery and on-site customer service.

We also use a certified quality management system to ensure quality standards. If potential dangers cannot be completely avoided when using Oerlikon products, Oerlikon clearly indicates this with health and safety warnings. When transporting products or materials, we adhere strictly to international and local trade, export, packaging, transportation, labeling and declaration paper regulations.

Oerlikon products and services can be clustered into three business models that cover 100% of Oerlikon's sales:

- Machinery and equipment.
- Materials.
- Coating as a service/components/AM.

For all three categories, Oerlikon has in place comprehensive safety measures, including safety directives, safety data sheets (SDS) and product manuals. Safety is defined and ensured from the very beginning – from the design stage all the way to ongoing customer support after delivery of the equipment/product. See the table on page 187 for further details. In addition, all Oerlikon sites fully comply with international and local safety standards (see list on page 189).

#### Equipment

Oerlikon's equipment is basically built according to European standards and regulations and thus meets one of the highest safety standards in the world and. At the same time, fully adheres to the regulations of the countries in which the products are sold, delivered and used.

#### Risk assessment and precautionary principle

All equipment undergoes a risk analysis during development as well as during modification over the lifetime of the equipment. The risk assessment is comprehensive, covering technical, operational, health and environmental risks, and addresses all risks and mitigation actions needed. The effectiveness of these actions is then tracked during the project. A final check of the complete risk mitigation is a prerequisite for the final sign-off of the equipment before the product is placed on the market.

Directives on Machine Safety (MS), follow the ISO 12100:100 Safety of machinery – General principles for design as the authoritative specification, without being limited to them.

Internal directives and concepts clearly define the structure and roles of responsibility for ensuring product safety. Safety is one of our essential principles, and the directives inform and enforce our commitment to protecting the safety of persons handling our products at Oerlikon or customer sites worldwide.

Risks originating from the design or production process are assessed and taken as the basis for the equipment risk assessment. For equipment from acquired companies, the risk assessment is performed during the due diligence process or after the acquisition.

**Ensuring safety from innovation to delivery**

Safety concepts are created for each system and are applied at each phase of the innovation process, from feasibility and verification through equipment and process safety. Manuals in all required languages are available, which highlight residual risks and aspects

on which the operator needs training. Checklists for starting up safety-relevant components are maintained for each system and document final checks before handing over a product to a customer. For the European Economic Area (EEA), CE certification is the final step. All these documents are delivered with the equipment to customers.

If incidents are reported, we take the following actions, if required:

- Perform accident analysis with the customer.
- Adapt safety concept.
- Send out technical information/safety information to all customers concerned for prevention.

The incident will become a product sustainment case, which will send the technical and safety information to all customers worldwide to prevent and track safety or other issues if they occur.

Moreover, equipment maturity program projects are executed for older versions of machines and for machines from acquired companies if our required levels of safety standards are not implemented.

**Oerlikon approach to product safety**

GRI 416-1

Oerlikon products and services are clustered into three business models:

1) Machinery and equipment 2) Materials and 3) Coating as a service/components/AM. They cover 100% of sales.



**Machinery & equipment**



**Materials**



**Coating as a service/components/AM**

Ensure compliance with key global regulations: REACH, RoHS, etc.

**Directive on machinery safety:**

1. Transport
2. Assemble/install/test
3. Commissioning
4. Operation/use
5. Decommissioning
6. Disassembly
7. Disposal

**Regulatory compliance:**

1. Safety data sheet software updated for regulations
2. Product development/training

**Regulatory compliance:**

1. Coating development & testing
2. Industry standard regulations and accreditations

**Stages:**

1. Design/customization/risk
2. Support and training
3. Final checks
4. User manuals and safety data sheets
5. Ongoing support

**Stages:**

1. Quality control (test) and packaging
2. Safe transportation
3. Safety data sheets
4. Customer support/training

**Stages:**

1. Quality control (test) and packaging
2. Safe transportation
3. Safety data sheets to customer
4. Customer support/training

Machinery/equipment manufactured by Oerlikon and operated by customers

Materials (e.g. powder metals) manufactured and blended by Oerlikon and sold to customers as consumables

Customer manufacturers components and sends them to Oerlikon. Oerlikon coats them to specification and sends them back to the customers

After delivery of the equipment, we continue to monitor the products for systematic recording and processing of potential risks and detected accidents. Reports on near-miss incidents and customer product observations provide us with feedback that results in mitigation actions or flows back into product development for design improvements.

Customers receive training via extensive documentation, including on residual risk (using an operational manual). We organize regular internal safety events and training on machinery safety. All employees in engineering are trained by the safety department during onboarding and complete regular refresher courses.

### Materials

SASB RT-IG-440a.1

In our materials business, we regularly check on and enforce our products' full compliance with all relevant regulations, including the EU's regulation on Registration, Evaluation, Authorisation and Restriction of Chemicals (REACH) and the EU's Restriction of Hazardous Substances (RoHS) regulation. Products that are not compliant are replaced before introduction on the market.

For all our materials sold, we provide customers with SDS prepared in strict compliance with the legal requirements of the applicable country for the safe use, handling, storage and disposal of these materials. These sheets are published in all the relevant local languages and are available for download online.

The SDS provide information including:

- The national/local emergency telephone number, including 24-hour response service number.
- Composition/information on ingredients.
- First-aid measures.
- Firefighting measures.
- Accidental release measures.
- Exposure controls and personal protection.
- Toxicological information.
- Ecological information.
- Disposal considerations.
- Transport information.

The SDS are generated with software that complies with regulatory standards and is updated three to four times per year to include any new global, regional or local regulatory classifications and requirements. Our team of materials experts network with industry groups and consultants to exchange information and keep up to date on regulatory and technological changes in chemicals and materials.

### Coatings

All Oerlikon's production and coating centers worldwide adhere to strict H&S guidelines provided by the company. It addresses not only health issues, such as ergonomics, but also safety guidelines on how to work with machinery, materials, waste and ensure protection, such as safety glasses.

The safety and prevention procedures and processes for equipment apply to the development of coatings (both thin film and thermal spray) and to the coating processes – both at customer facilities using Oerlikon equipment and in our own coating centers:

- Risk analysis is performed before the start of a development project.
- There are clear specifications regarding the basic materials and substances of the coating, which are subjected to regular supplier audits.
- The layer specifications are determined to ensure the absence of hazardous substances and/or are compliant with limit thresholds defined by standards, such as REACH, RoHS or the minimization principle applied at Oerlikon.
- In the event that the coatings or coating processes generate air particles, specific dust measurement programs in collaboration with national authorities for coating processes may take place in addition to locally required workplace investigations.

All employees are trained to comply with the rules for the use of personal protective equipment, where required, and these rules are regularly updated.

### Contractor safety

Contractors working at an Oerlikon site must work in a safe way. In 2022, we began the global implementation of a guideline that sets high-level requirements for contractor safety and outlines the minimum requirements for contractor safety management that each site must apply when outsourcing jobs and services to contractors. We have established standards for contractors in construction works, facility management, machine installation, maintenance and repair, building maintenance work, industrial services (e.g. transport and packaging) as well as building and commissioning work.

These guidelines apply to direct contractors and to contractors appointed by the landlord for leased sites. The contractor selection process must be completed in close cooperation with the local procurement department. The contractor's safety record, as well as self-information and its health and safety management plans and references, must be provided and considered before the contract is granted.

#### Oerlikon complies fully with international and local safety standards, including:

- CE conformity for all equipment, including ISO standards (personal and equipment safety); the CE marking (an acronym for the French "Conformité Européenne" certifies that a product has met EU health, safety and environmental requirements, which ensure consumer safety)
- Machinery Directive (2006/42/EC)
- Low Voltage Directive (LVD) (2014/35/EU)
- Electromagnetic Compatibility (EMC) Directive (2014/30/EU)
- Radio Equipment Directive (RED) (2014/53/EU)
- Registration, Evaluation, Authorisation and Restriction of Chemicals (REACH)
- Restriction of Hazardous Substances (RoHS 2) Directive (2014/65/EU)
- Germany: Technical Rules for Hazardous Substances (TRGS)
- Pressure Equipment Directive (PED) (2014/68/EU)
- ATEX Directive (2014/34/EU)
- USA: Underwriters Laboratories (UL), NFPA standards (as per request)

# Responsible sourcing and human rights

## GRI 3-3

### Supplier chain and supplier social assessment

GRI 2-6, GRI 414-1, GRI 308-1

Responsible sourcing at Oerlikon involves an ongoing investment in strong supplier partnerships. These are key to ensuring that we are able to maintain our research and production timetables, sustain uninterrupted operations, deliver on our obligations to customers and employees and minimize environmental impact and risk.

Oerlikon's supplier engagement model supports these objectives in a manner consistent with our guiding principles:

1. Sharing risk.
2. Embracing best practices and the open exchange of ideas.
3. Conducting open and regular discussions to foster unified expectations.
4. Streamlining processes to deliver excellence.
5. Cultivating trust and mutual satisfaction in meeting challenges together.

We select suppliers who share our values and demonstrate an unwavering commitment to upholding high ethical standards. Their operations and processes must integrate seamlessly with our own in terms of sustainability and conformity with world-class standards of management.

Once identified, all prospective and new suppliers are invited to go through our five-stage relationship management process. Oerlikon pursues relationships only with suppliers that complete this process and agree to adhere to our Supplier Code of Conduct.

The Oerlikon Supplier Code of Conduct, available in English, German, Spanish, Italian, Chinese, French, Hindi and Portuguese, is publicly available for download on our corporate website and sets out our baseline requirements for supplier and subcontractor business ethics as well as legal and regulatory compliance, including:

- Human rights and social standards, such as those concerning child labor, discrimination, diversity and inclusion.
- Health, safety and environmental protection, such as process security and product safety.
- Appropriate business practices, such as trade compliance and responsible sourcing of minerals and metals.
- Governance, such as risk management and access to remedy.

In 2023, we published an updated Supplier Code of Conduct in the eight languages. It formalizes our commitment to include sustainability as an essential part of our procurement strategy. The updated Supplier Code of Conduct is available at: ([www.oerlikon.com/en/sustainability/our-policies/](http://www.oerlikon.com/en/sustainability/our-policies/)) and was rolled out successfully to the divisions in 2023.

At Oerlikon, responsible sourcing entails obtaining the best value for the materials, goods and services we purchase and maintaining the highest ethical standards in dealing with suppliers. Value includes the total cost of ownership, price, quality, logistics and service. This is essential in order to achieve sustained cost reduction and innovative capabilities, while mitigating risks in our supply chain and optimizing our net working capital.

A defined set of direct and indirect material (DM and IM) categories is managed by an integrated global organization. It employs a project-driven approach to maximize efficiency and continually reduce costs in order to enhance Oerlikon's profitability.

The Global Category Leader is responsible for defining DM or IM category strategies and monitoring their implementation in close collaboration with sites. The Key Procurement Manager, the



Oerlikon's Supplier  
Code of Conduct

Regional Head of Procurement and the Category Buyers are responsible for executing the relevant sourcing projects in line with the category strategy. The Regional Procurement Organization is defined in three main regions: the Americas, Europe and Asia-Pacific. Hence, this footprint represents the geographic locations of our suppliers. Due to confidentiality constraints, we do not disclose the proportion of spending on local suppliers. Generally, 65% of our total spend is for direct materials and 35% for indirect materials.

**EcoVadis**

In 2021, we began the process of elevating our responsible sourcing to the next level by using EcoVadis as our partner and framework for sustainability assessment.

EcoVadis provides companies with the means to assess the corporate sustainability performance of their suppliers and other companies that have decided to share their ratings within the EcoVadis network.

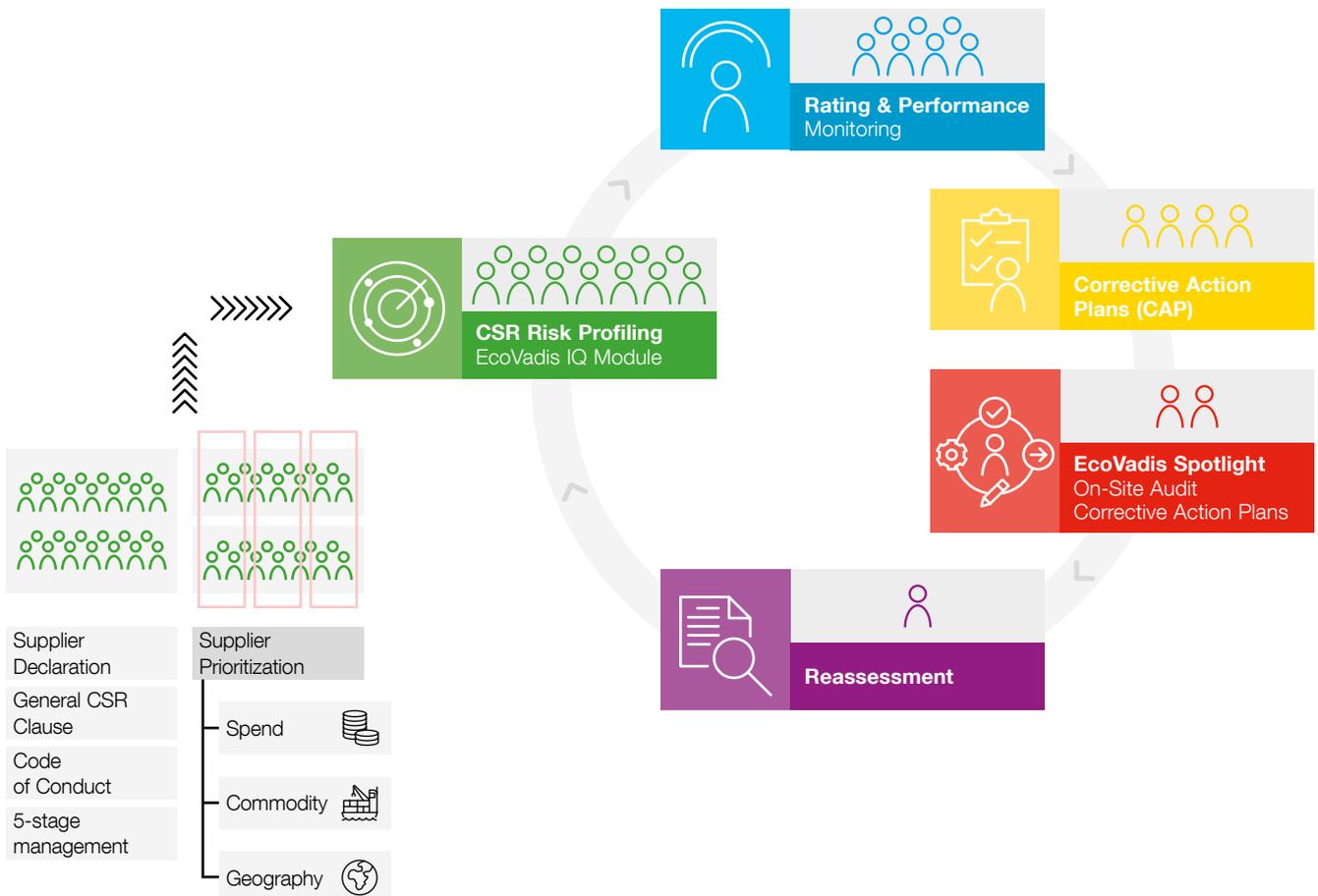
By collecting data from suppliers and validating these data through independent means, we can obtain aggregated performance reports, as well as individual scorecards with holistic risk profiles using EcoVadis’ corporate social responsibility (CSR) risk profiling IQ module.

Our collaboration with EcoVadis enables us to tap into their resources to enhance the transparency of our supply chain, ensure compliance with regard to global regulations and laws and strengthen the mitigation of potential risks.

As a first step, we completed the Sustainable Procurement Maturity Review with EcoVadis. The maturity review refers to the maturity of each of the defined five roots: vision & goals, governance & resources, policies, procedures & processes, capacity building & continuous improvement and reporting.

The review identified governance and resources as “the most mature root” at Oerlikon and noted our “strong program sponsorship and a robust procurement program.” The areas of improve-

**EcoVadis Assessment Process**



ment identified from the review include developing our sustainable procurement strategy and goals, cascading sustainability as a mandatory requirement within the global procurement organization and setting internal KPIs/targets, as well as formalizing and monitoring the progress.

This result reflects the fact that our procurement strategy in past years has been focused on ensuring the quality and reliability of suppliers and their compliance with international and local laws and regulations. With EcoVadis, we are essentially expanding our procurement strategy to make sustainable procurement another key criterion in managing our supply chain.

In 2022, we took the next step in our sustainability journey, mapping out our goals in our Sustainable Procurement Roadmap from 2022 to 2030 in order to provide us with a plan on how we want to evolve our sustainable procurement over the next few years. The roadmap covers our intentions to develop the program and hone leadership through training and engagement, and it sets improvement goals and individual KPIs.

As part of our expanded procurement strategy, all Oerlikon commodity managers must complete the sustainable procurement training via an EcoVadis webinar and the program is to be cascaded within the business. In addition, the procurement team is trained on the differences between EcoVadis IQ (risk mapping) and EcoVadis rating (performance monitoring and corrective action plans).

In 2025, we completed the separation of Barmag and Oerlikon in EcoVadis and continued rating of our Key and Strategic suppliers. Due to separation work, we have only made a slight improvement of Oerlikon coverage to 46.7%. In 2026, we will continue to accelerate progress and our goal is to cover 100% of our mapped spend by 2030.

The EcoVadis tool also covers corrective actions, such as additional due diligence, contract clauses and monitoring, as well as on-site audits for suppliers with severe risks or specific needs.

## Due diligence

### GRI 414-2

Besides EcoVadis, 100% of our global procurement colleagues are trained on Oerlikon's Supplier Code of Conduct, and they strictly apply these standards in our assessment and selection of new suppliers. All of our suppliers must agree to Oerlikon's Supplier Code of Conduct and to the general terms and conditions. Further training on the Supplier Code of Conduct is provided on an ongoing basis to ensure that the team stays current.

Following the acquisition of Riri, its procurement team was successfully integrated into the Oerlikon organization. The spend and KPI analyses were integrated in line with our globally standardized process, including commodity reviews, individual due diligence and risk mitigation procedures.

To strengthen sustainable procurement globally, we appointed regional Sustainability Champions in 2023. They received comprehensive training and acted as single points of contact during the implementation of our individual sustainability campaigns.

In 2025, we audited 163 of our suppliers to ensure that our Supplier Code of Conduct is respected. This was slightly lower compared to the prior year figure (2024: 174 suppliers audited).

The response to a detected violation depends on the stage of the process. If a violation is identified during the onboarding process for new suppliers, the subject area will be addressed, and the process is promptly paused.

In the case of gaps identified during sustainability assessments conducted by EcoVadis, complete transparency is provided regarding corrective actions. Suppliers are given specific deadlines to address these gaps, and the progress is monitored by external ESG (Environmental, Social and Governance) experts.

During supplier audits, potential gaps are high-lighted, and the respective suppliers are required to close these gaps accordingly. In a worst-case scenario, specific escalation processes, such as a compliance hotline, may be utilized. If the identified issues persist following a thorough investigation, a phase-out process for the suppliers will be initiated.

### Risk and measures undertaken

We address the main risks and required measures regarding suppliers by way of our collaboration with EcoVadis. The EcoVadis methodology covers 21 ESG criteria (see box below).

Similarly, the 21 ESG criteria in the EcoVadis methodology provide us with the framework for addressing anti-corruption risks and measures, including ethics, anti-competitive practices and responsible information management.

| Environmental Issues                | Social Issues               | Governance Issues         |
|-------------------------------------|-----------------------------|---------------------------|
| Climate change and carbon emissions | Customer satisfaction       | Board composition         |
| Air and water pollution             | Data protection and privacy | Audit committee structure |
| Biodiversity                        | Gender and diversity        | Bribery and corruption    |
| Deforestation                       | Employee engagement         | Executive compensation    |
| Energy efficiency                   | Community relations         | Lobbying                  |
| Waste management                    | Human rights                | Political contributions   |
| Water scarcity                      | Labor standards             | Whistleblower schemes     |

### Due Diligence and Transparency Ordinance (DDTrO)

Under the DDTrO, companies or groups that import and process volumes of minerals and metals, such as tin, tantalum, tungsten or gold, in excess of certain thresholds are subject to due diligence and reporting requirements. Companies and groups are exempt if the minerals and metals do not come from conflict-affected or high-risk areas.

Oerlikon monitors, reviews and documents its conflict metal and mineral activities on a regular basis. As a result of these regular monitoring activities, including activities of companies acquired, specifically Riri in 2023, Oerlikon has concluded that it is exempt from the due diligence and reporting obligations under Art. 964j et seqq. of the Swiss Code of Obligations (CO).

### Conflict minerals and the management of risks associated with the use of critical materials

#### SASB RT-IG-440a.1

The EU Conflict Minerals Regulation (2017/821), which went into effect in January 2021, regulates trade in minerals – in particular, tin, tantalum, tungsten and gold (3TG) – that have been extracted from mines in politically unstable or conflict-affected areas. The regulation targets the human rights practices of armed movements that finance their campaigns and their weapons purchases by running mining operations that rely on forced and/or child labor.

Under the EU Conflict Minerals Regulation, EU importers of 3TG minerals must comply with and report on their supply chain due diligence obligations if they import minerals that originate from conflict-affected areas.

The EU regulation was inspired in part by the Dodd-Frank Act, a US law regarding transparency and accountability that took effect in 2010. However, it takes a more comprehensive view of conflict mining and trade. While the US law was specific to minerals sourced from the Democratic Republic of Congo and adjoining countries, the EU rule targets all countries exporting 3TG minerals to the EU and does not contain language that limits its impact to specific locations. This extends its impact beyond current conflict areas to countries or regions that may become conflict-affected in the future.

At Oerlikon, we support this regulation and have in fact taken steps that anticipated its concerns. We have instituted a Conflict Mineral policy and due diligence measures across our supply chain in accordance with voluntary efforts, such as those advocated by the OECD in its Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas, as well as US legislation.

We are aware that some of Oerlikon's suppliers of materials have a history of acquiring conflict minerals in trade from multiple sources worldwide. In keeping with our commitment to corporate responsibility and upholding human rights across all operations, we are seeking to ensure that our suppliers source 3TG minerals exclusively from mines in conflict-free areas.

We expect our suppliers to establish and implement policies and due diligence measures that assure they supply us with conflict-free 3TG products and components in compliance with the Responsible Business Alliance (RBA) Code of Conduct and our Responsible Sourcing Policy.

In support of our policy and the OECD five-step framework, we will:

- Exercise due diligence with relevant suppliers consistent with the OECD Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas and following the five-step framework and encourage our suppliers to do the same with their own suppliers.
- Expect our suppliers to cooperate in providing due diligence information to confirm that the 3TG minerals they are providing are conflict-free.
- Collaborate with suppliers and others on industry-wide solutions to ensure that products containing 3TG minerals are conflict-free.
- Consistently implement this policy and make reports available, upon request, to relevant stakeholders.

We are encouraged by the EU's regulation on the sourcing of 3TG minerals as a mechanism for barring illicit trade and boosting supply chain transparency. We take pride in having enacted our own human rights measures before being required to do so by law, and we can assure our stakeholders and investors that we will continue to integrate ESG factors across our supply chain.

Furthermore, Oerlikon is a member of the global Responsible Minerals Initiative (RMI), which is one of the most utilized and respected resources for companies from a range of industries addressing responsible mineral sourcing issues in their supply chain (see below for details on the RMI program).

Moreover, the described downstream and upstream assessment program of the RMI is designed to provide a robust validation for customer requirements across mineral and metal value chains as well as to meet the requirements of the EU Responsible Minerals Regulation (EU Regulation 2017/821) for EU importers of 3TG that do not meet the definition of a smelter or refiner.

## RMI program

|   |   |
|---|---|
| <p><b>Responsible Minerals Assurance Process (RMAP)</b></p> | <p>The RMI identifies smelters and refiners that produce responsibly sourced materials. To confirm this status, they use specially trained third-party auditors to independently verify that these smelters and refiners have systems in place to responsibly source minerals in conformance with the RMAP. A list of smelters and refiners that meet the requirements of the audit standards is published online. The audit standards are developed according to global standards including the OECD Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas and the US Dodd-Frank Wall Street Reform and Consumer Protection Act.</p> |
| <p><b>Conflict Minerals Reporting Template (CMRT)</b></p>   | <p>The RMI offers a free, standardized reporting template that facilitates the transfer of information through the supply chain regarding mineral, country of origin and smelters and refiners being utilized. The template also facilitates the identification of new smelters and refiners to potentially undergo an audit via the RMAP.</p>  |
| <p><b>Due diligence guidance</b></p>                        | <p>The RMI's due diligence working group focuses on producing white papers and other analyses and guidance for companies about best practices and various standards that address responsibly sourced minerals in the supply chain and reporting.</p>  |
| <p><b>Stakeholder engagement</b></p>                        | <p>The RMI regularly participates in public forums to provide information about the RMI and RMAP and share tools, best practices and mechanisms to identify and mitigate risks in the mineral supply chain. The RMI engages a variety of non-governmental organizations, responsible investor groups, governments and multilateral institutions to discuss emerging issues, best practices and work on addressing shared challenges. The RMI also participates in a range of multi-stakeholder groups and hosts an annual workshop to provide a forum for dialogue with stakeholders.</p>   |

# Reporting scope and data collection

## Reporting Scope

The Sustainability Report generally covers all the Oerlikon operations worldwide, without discontinued operations. For more information on discontinued operations and group please see pages 210 to 211.

## Data Collection Process

The employee data covers employees from all legal entities of the company worldwide (see Annual Report pages 130 and 131). For the environmental metrics, data from 149 relevant sites were included in the calculation. Health and safety metrics were provided by 163 sites, which includes the 149 relevant sites plus 14 smaller offices. The list of sites/legal entities whose data are consolidated for environment and health & safety can be found on pages 212 to 215 of this report.

We measure energy consumption at all our operational sites, and the data is consolidated in our SAP Business Warehouse. For all environmental metrics, including energy, renewables, emissions, waste and water, the total operational sites consolidated in 2025 are 149.

Our energy consumption includes all types of energy, including purchased electricity, solar power generated by us, purchased heat and cooling, natural gas, fuel oil, propane, diesel, gasoline, hydrogen and kerosene.

To calculate emissions, each of our sites is required to provide the actual CO<sub>2</sub> factors for electricity from their respective utilities. For fossil fuel, we use average CO<sub>2</sub> factors from various governmental sources. Sites are required to cross-check locally with respect to the details provided by their energy suppliers.

The sources for emissions include electricity and steam generated offsite and all fuels used in boilers and other combustion equipment, including purchased electricity, purchased heat and cooling, natural gas, fuel oil, propane, diesel, gasoline and kerosene.

The share of disposed waste is calculated as the total weight of waste directed to disposal as a percentage of the total weight of waste generated by Oerlikon.

For our HR data, we use Tagetik and the SAP SuccessFactors software to manage our people processes, perform analytics and improve visibility and efficiency. Since SuccessFactors is cloud based, the software enables us to have real-time updated data about our employees and their development and helps us to manage the entire employee life cycle.

Our Total Accident Frequency Rate (TAFR) data for health and safety is collected through a monthly reporting process using SAP Business Warehouse. In 2025, health and safety data include data from 163 operational sites, including 14 small offices that have delivered health and safety data.

Our compliance data is collected by the Compliance and Internal Audit teams. The majority of Oerlikon's compliance cases are reported through its reporting line.

All reported cases are investigated to the full extent of the facts that have been provided. Cases lacking in pertinent facts or substantiated evidence are closed. At the end of each calendar year, Group Compliance reviews the cases with the Compliance Review Board (of which the Head of Group Compliance is the Chair), and the cases are also reviewed by the Audit and Finance Committee of the Board of Directors. In the review and assessment of cases, Group Compliance and Internal Audit make recommendations for modifications to internal controls and policies and/or procedures that may have led to the wrongdoing or any undesirable behavior.

## Independent Assurance Summary

The limited assurance engagement of PricewaterhouseCoopers AG covered Selected Indicators in our Sustainability Report for the year ended December 31, 2025. The independent practitioner's limited assurance report can be found on pages 216 to 219.

# GRI content index



CONTENT INDEX ESSENTIALS  
SERVICE

2026

Oerlikon has reported in accordance with the GRI Standards for the period January 1, 2025 to December 31, 2025.

For the Content Index – Essentials Service, GRI Services reviewed that the GRI content index has been presented in a way consistent with the requirements for reporting in accordance with the GRI Standards, and that the information in the index is clearly presented and accessible to the stakeholders.

| GRI Standards/Disclosures              |   | Location/Direct answer/Omission  | Page          |
|--|---|--|---------------|
| <b>GRI 1: Foundation 2021</b>          |   |  |               |
| <b>GRI 2: General Disclosures 2021</b> |   |  |               |
| 2-1                                    | Organizational details  | Annual Report 2025   | 2             |
| 2-2                                    | Entities included in the organization's sustainability reporting            | Annual Report 2025   | 212           |
| 2-3                                    | Reporting period, frequency and contact point                               | Annual Report 2025   | 13            |
| 2-4                                    | Restatements of information   | There were no restatements in 2025.  | -             |
| 2-5                                    | External assurance  | Annual Report 2025   | 216-218       |
| 2-6                                    | Activities, value chain and other business relationships                    | Annual Report 2025   | 138, 163, 190 |
| 2-7                                    | Employees   | Annual Report 2025   | 175, 201, 206 |
| 2-8                                    | Workers who are not employees   | Annual Report 2025   | 175, 206      |
| 2-9                                    | Governance structure and composition  | Annual Report 2025   | 155, 156, 157 |
| 2-10                                   | Nomination and selection of the highest governance body                     | Annual Report 2025   | 155, 156, 157 |
| 2-11                                   | Chair of the highest governance body  | Annual Report 2025   | 155, 156, 157 |
| 2-12                                   | Role of the highest governance body in overseeing the management of impacts | Annual Report 2025   | 155, 156, 157 |
| 2-13                                   | Delegation of responsibility for managing impacts                           | Annual Report 2025   | 155           |
| 2-14                                   | Role of the highest governance body in sustainability reporting             | Annual Report 2025   | 157           |
| 2-15                                   | Conflicts of interest   | Annual Report 2025   | 22-24         |
| 2-16                                   | Communication of critical concerns  | Annual Report 2025   | 157           |
| 2-17                                   | Collective knowledge of the highest governance body                         | Annual Report 2025   | 155, 157      |
| 2-18                                   | Evaluation of the performance of the highest governance body                | Information unavailable. Oerlikon is planning to include a self-evaluation on ESG topics in the existing BoD assessment questionnaire from 2026 onwards. | -             |

| GRI Standards/Disclosures          |  | Location/Direct answer/Omission   | Page                         |
|------------------------------------|--|---|------------------------------|
| 2-19                               | Remuneration policies  | Annual Report 2025  | 154                          |
| 2-20                               | Process to determine remuneration                                      | Annual Report 2025  | 155, 156                     |
| 2-21                               | Annual total compensation ratio  | Confidentiality constraints on employee compensation. Oerlikon complies with the Swiss governments' ordinance against excessive remuneration, whereby the Board of Directors (BoD) and Executive Committee's (EC) remuneration are voted and approved by shareholders at the AGM. Oerlikon also reports on the total remuneration of its BoD and EC, including the remuneration of the highest paid individual for each governing body. | -                            |
| 2-22                               | Statement on sustainable development strategy                          | Annual Report 2025  | 133                          |
| 2-23                               | Policy commitments   | Annual Report 2025  | 159                          |
| 2-24                               | Embedding policy commitments   | Annual Report 2025  | 159                          |
| 2-25                               | Processes to remediate negative impacts                                | Annual Report 2025  | 140, 160                     |
| 2-26                               | Mechanisms for seeking advice and raising concerns                     | Annual Report 2025  | 140, 160                     |
| 2-27                               | Compliance with laws and regulations                                   | Annual Report 2025  | 159                          |
| 2-28                               | Membership associations  | Annual Report 2025  | 153                          |
| 2-29                               | Approach to stakeholder engagement                                     | Annual Report 2025  | 139, 140                     |
| 2-30                               | Collective bargaining agreements                                       | Annual Report 2025  | 180                          |
| <b>GRI 3: Material Topics 2021</b> |  |   |                              |
| 3-1                                | Process to determine material topics                                   | Annual Report 2025  | 136                          |
| 3-2                                | List of material topics  | Annual Report 2025  | 137                          |
| <b>E1 Climate change</b>           |  |   |                              |
| <b>GRI 3: Material Topics 2021</b> |  |   |                              |
| 3-3                                | Management of material topics  | Annual Report 2025  | 134, 141, 165                |
| <b>GRI 302: Energy 2016</b>        |  |   |                              |
| 302-1                              | Energy consumption within the organisation (gigawatthours-GWh)         | Annual Report 2025  | 165, 201, 204, 220           |
| 302-2                              | Energy consumption outside of the organization                         | Information unavailable. We consider GHG emissions (Scope 3) in the value chain; however, we do not currently collect information on the energy consumption of partners.  | -                            |
| 302-3                              | Energy intensity (MWh/million CHF sales)                               | Annual Report 2025  | 201, 204, 220                |
| 302-4                              | Reduction of energy consumption  | Annual Report 2025  | 165                          |
| 302-5                              | Reductions in energy requirements of products and services             | Information unavailable. We do not report this in annual report but data is shared by partners.   | -                            |
| <b>GRI: 305 Emissions 2016</b>     |  |   |                              |
| 305-1                              | Direct (Scope 1) GHG emissions   | Annual Report 2025  | 170, 204, 220                |
| 305-2                              | Energy indirect (Scope 2) GHG emissions                                | Annual Report 2025  | 170, 204, 220                |
| 305-3                              | Other indirect (Scope 3) GHG emissions                                 | Annual Report 2025  | 172, 204-205, 220            |
| 305-4                              | GHG emissions intensity (tons CO <sub>2</sub> equivalents/million CHF) | Annual Report 2025  | 171, 205, 221                |
| 305-5                              | Reduction of GHG emissions   | Annual Report 2025  | 151, 152, 164, 170, 174, 221 |

| <b>GRI Standards/Disclosures</b>  |   | <b>Location/Direct answer/Omission</b>   | <b>Page</b>        |
|---|---|--|--------------------|
| 305-7   | Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions                               | Annual Report 2025   | 221                |
| <b>GRI 303: Water and Effluents 2018 (Voluntary - not a material topic)</b> |   |  |                    |
| 303-1   | Interactions with water as a shared resource  | Annual Report 2025   | 168-169            |
| 303-2   | Management of water discharge-related impacts   | Annual Report 2025   | 168-169            |
| 303-3   | Water withdrawal (thousand m <sup>3</sup> )   | Annual Report 2025   | 168, 204           |
| <b>E5 Circular economy<br/>GRI 3: Material Topics 2021</b>                  |   |  |                    |
| 3-3   | Management of material topics   | Annual Report 2025   | 166                |
| <b>GRI 306: Waste 2020</b>  |   |  |                    |
| 306-1   | Waste generation and significant waste-related impacts  | Annual Report 2025   | 167                |
| 306-2   | Significant waste-related impacts   | Annual Report 2025   | 167                |
| 306-3   | Waste generated (metric tons)   | Annual Report 2025   | 167, 205, 221      |
| 306-4   | Waste diverted from disposal (metric tons)  | Annual Report 2025   | 167, 205, 221      |
| 306-5   | Waste directed to disposal (metric tons)  | Annual Report 2025   | 167, 205, 221      |
| <b>GRI 308: Supplier Environmental Assessment 2016</b>                      |   |  |                    |
| 308-1   | New suppliers that were screened using environmental criteria   | Annual Report 2025   | 190                |
| 308-2   | Negative environmental impacts in the supply chain and actions taken  | Information unavailable. We are considering updating procurement systems to collect this information for future reporting. | -                  |
| <b>S1 Own workforce<br/>GRI 3: Material Topics 2021</b>                     |   |  |                    |
| 3-3   | Management of material topics   | Annual Report 2025   | 182                |
| <b>GRI 403: Occupational Health and Safety 2018</b>                         |   |  |                    |
| 403-1   | Occupational health and safety management system  | Annual Report 2025   | 182                |
| 403-2   | Hazard identification, risk assessment, and incident investigation  | Annual Report 2025   | 182                |
| 403-3   | Occupational health services  | Annual Report 2025   | 185                |
| 403-4   | Worker participation, consultation, and communication on occupational health and safety                       | Annual Report 2025   | 185                |
| 403-5   | Worker training on occupational health and safety   | Annual Report 2025   | 184                |
| 403-6   | Promotion of worker health  | Annual Report 2025   | 186                |
| 403-7   | Prevention and mitigation of occupational health and safety impacts directly linked by business relationships | Annual Report 2025   | 186                |
| 403-8   | Workers covered by an occupational health and safety management system  | Annual Report 2025   | 186                |
| 403-9   | Work-related injuries   | Annual Report 2025   | 183, 201, 208, 222 |

| GRI Standards/Disclosures   |  | Location/Direct answer/Omission   | Page              |
|---|--|---|-------------------|
| 403-10  | Work-related ill health  | Information unavailable. We are updating our data collection systems to capture this data based on globally harmonized definitions on work-related ill-health cases for future reporting.   | -                 |
| <b>GRI 202: Market presence 2016</b>                                  |  |   |                   |
| 202-2   | Proportion of senior management hired from the local community   | Annual Report 2025  | 177               |
| <b>GRI 203: Indirect Economic Impacts 2016</b>                        |  |   |                   |
| 203-1   | Infrastructure investments and services supported  | Annual Report 2025  | 180               |
| 203-2   | Significant indirect economic impacts  | Annual Report 2025  | 141               |
| <b>GRI 401: Employment 2016</b>                                       |  |   |                   |
| 401-1   | New employee hires and employee turnover   | Annual Report 2025  | 175, 208          |
| 401-2   | Benefits provided to full-time employees that are not provided to temporary or part-time employees             | Annual Report 2025  | 175               |
| 401-3   | Parental leave   | Information is confidential. This information cannot be disclosed due to confidentiality constraints on employee compensation. Oerlikon complies with the Swiss and all applicable regional, national and local regulations related to this topic. We will review options for future reporting. | -                 |
| <b>GRI 402: Labor/Management Relations 2016</b>                       |  |   |                   |
| 402-1   | Minimum notice periods regarding operational changes   | Annual Report 2025  | 180               |
| <b>GRI 404: Training and Education 2016</b>                           |  |   |                   |
| 404-1   | Training and education per employee (average hours)  | Annual Report 2025  | 178               |
| 404-2   | Programmes for upgrading employee skills and transition assistance programmes                                  | Annual Report 2025  | 178-179           |
| 404-3   | Employees receiving regular performance and career development reviews   | Annual Report 2025  | 178               |
| <b>GRI 405: Diversity and Equal Opportunity 2016</b>                  |  |   |                   |
| 405-1   | Diversity of governance bodies and employees   | Annual Report 2025  | 176-177, 209, 222 |
| 405-2   | Ratio of basic salary and remuneration of women to men   | Information is confidential. This information cannot be disclosed due to confidentiality constraints on employee compensation. Oerlikon complies with the Swiss and all applicable regional, national and local regulations related to this topic. We will review options for future reporting. | -                 |
| <b>GRI 407: Freedom of Association and Collective Bargaining 2016</b> |  |   |                   |
| 407-1   | Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk | Annual Report 2025  | 180               |
| <b>S2 Workers in the value chain</b>                                  |  |   |                   |
| <b>GRI 3: Material Topics 2021</b>                                    |  |   |                   |
| 3-3   | Management of material topics  | Annual Report 2025  | 180-181           |
| <b>GRI 414: Supplier Social Assessment 2016</b>                       |  |   |                   |
| 414-1   | New suppliers that were screened using social criteria   | Annual Report 2025  | 190               |
| 414-2   | Negative social impacts in the supply chain and actions taken  | Annual Report 2025  | 192-194           |
| <b>GRI 416: Customer Health and Safety 201</b>                        |  |   |                   |
| 416-1   | Assessment of the health and safety impacts of product and service categories                                  | Annual Report 2025  | 187               |

| <b>GRI Standards/Disclosures</b>                     |   | <b>Location/Direct answer/Omission</b>  | <b>Page</b> |
|--|---|---|-------------|
| 416-2  | Incidents of non-compliance concerning the health and safety impacts of products and services | Information unavailable. We are updating our data collection systems to capture this data for future reporting. | -           |
| <b>GRI 408: Child Labor 2016</b>                     |   |   |             |
| 408-1  | Operations and suppliers at significant risk for incidents of child labor                     | Annual Report 2025  | 160         |
| <b>GRI 409: Forced or Compulsory Labor 2016</b>      |   |   |             |
| 409-1  | Operations and suppliers at significant risk for incidents of forced or compulsory labor      | Annual Report 2025  | 161         |
| <b>Governance (Voluntary - not a material topic)</b> |   |   |             |
| <b>GRI 205: Anti-corruption 2016</b>                 |   |   |             |
| 205-1  | Operations assessed for risks related to corruption   | Annual Report 2025  | 161         |
| 205-2  | Communication and training about anti-corruption policies and procedures                      | Annual Report 2025  | 161         |
| <b>GRI 406: Non-discrimination 2016</b>              |   |   |             |
| 406-1  | Non-discrimination  | Annual Report 2025  | 161         |

# SASB mapping

## Resource Transformation – Industrial Machinery & Goods

### SASB sustainability disclosure topics and accounting metrics

| Topic  | SASB accounting metric   | Code         | Reference                     | Further information and omissions   |
|--|--|--------------|-------------------------------|---|
| <b>Energy Management</b>                         | (1) Total energy consumed,<br>(2) percentage grid electricity,<br>(3) percentage renewable   | RT-IG-130a.1 | GRI 302-1,3<br>Pages 165, 204 |   |
| <b>Workforce Health &amp; Safety</b>             | (1) Total recordable incident rate (TRIR),<br>(2) fatality rate, and<br>(3) near miss frequency rate (NMFR) for (a) direct employees and (b) contract employees  | RT-IG-320a.1 | GRI 403-9<br>Pages 183        | We consider TAFR to be comparable to TRIR since the actual number of cases where illnesses did not result from accidents are low. |
| <b>Fuel Economy &amp; Emissions in Use-phase</b> | Sales-weighted fleet fuel efficiency for medium- and heavy-duty vehicles   | RT-IG-410a.1 | N.A.                          | Not applicable.   |
|  | Sales-weighted fuel efficiency for non-road equipment  | RT-IG-410a.2 | N.A.                          | Not applicable.   |
|  | Sales-weighted fuel efficiency for stationary generators   | RT-IG-410a.3 | N.A.                          | Not applicable.   |
|  | Sales-weighted emissions of: (1) nitrogen oxides (NO <sub>x</sub> ) and (2) particulate matter (PM) for: (a) marine diesel engines, (b) locomotive diesel engines, (c) on-road medium- and heavy-duty engines, and (d) other non-road diesel engines | RT-IG-410a.4 | Page 221                      |   |
| <b>Materials Sourcing</b>                        | Description of the management of risks associated with the use of critical materials   | RT-IG-440a.1 | Pages 193-194                 |   |
| <b>Remanufacturing Design &amp; Services</b>     | Revenue from remanufactured products and remanufacturing services  | RT-IG-440b.1 | N.A.                          | We do not yet track revenue along this breakdown. We are evaluating the possibility of providing such information in the future.  |

### SASB activity metrics

| Activity metric                                     | Code        | Reference                 | Further information and omissions  |
|---|-------------|---------------------------|--|
| <b>Number of units produced by product category</b> | RT-IG-000.A | Annual Report             | Please refer to Oerlikon Annual Report 2025 (Pages 76-77)  |
| <b>Number of employees</b>                          | RT-IG-000.B | GRI 2-7<br>Pages 175, 206 | 9343 (FTEs)<br><br>10049 (Headcount, incl. external temporary and non-productive on payroll employees) |

# Index table: Non-financial matters

Oerlikon's 2025 Annual Report including the Sustainability Report provides transparency on non-financial matters as defined under Art. 964a et seqq. of the Swiss Code of Obligations. The index table below serves to facilitate the ease of finding the relevant content and data.

|  | Location           | Page                 |
|--|--------------------|----------------------|
| <b>Business Model</b>  | Annual Report 2025 | 11-12, 41-42         |
| <b>Environmental matters, in particular the CO<sub>2</sub> goals</b> | Annual Report 2025 | 164-174              |
| <b>Social Issues and Employee-Related Issues</b>                     | Annual Report 2025 | 175-186              |
| <b>Respect for Human Rights and Combating Corruption</b>             | Annual Report 2025 | 42, 159-163, 190-194 |
| <b>Policies and Due Diligence</b>                                    | Annual Report 2025 | 159-163              |
| <b>Conflict Minerals</b>   | Annual Report 2025 | 193-194              |
| <b>Child Labor</b>   | Annual Report 2025 | 160-161              |
| <b>Main Risks and Measures</b>                                       | Annual Report 2025 | 145-151              |
| <b>Operational and Sustainability Risk</b>                           | Annual Report 2025 | 40-42, 145-151       |
| <b>Risk Related to Business Relations</b>                            | Annual Report 2025 | 190-194              |
| <b>Main Performance Indicators</b>                                   | Annual Report 2025 | 152                  |
| <b>Reporting Scope</b>   | Annual Report 2025 | 195                  |
| <b>Assurance</b>   | Annual Report 2025 | 216-218              |
| <b>Governance and Approval</b>                                       | Annual Report 2025 | 155-157              |

# TCFD mapping

Oerlikon's 2025 Annual Report including the Sustainability Report contain disclosures based on the recommendations from the Task Force on Climate-Related Financial Disclosures (TCFD). This is in compliance with the Swiss Federal Council's Ordinance on Climate Disclosures, which obligates large companies to report on climate matters according to TCFD. The index table serves to facilitate the ease of finding the relevant content and data.

|                            |   | Location           | Page           |
|----------------------------|---|--------------------|----------------|
| <b>Governance</b>          | Describe the board's oversight of climate-related risks and opportunities.  | Annual Report 2025 | 145, 155-157   |
|                            | Describe management's role in assessing and managing climate-related risks and opportunities.   | Annual Report 2025 | 145, 155-157   |
| <b>Strategy</b>            | Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.                               | Annual Report 2025 | 40-42, 146-149 |
|                            | Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.                        | Annual Report 2025 | 40-42, 146-149 |
|                            | Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario. | Annual Report 2025 | 146-149        |
| <b>Risk Management</b>     | Describe the organization's processes for identifying and assessing climate-related risks.  | Annual Report 2025 | 145-151        |
|                            | Describe the organization's processes for managing climate-related risks.   | Annual Report 2025 | 145-151        |
|                            | Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.     | Annual Report 2025 | 145-151        |
| <b>Metrics and Targets</b> | Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.    | Annual Report 2025 | 10, 151, 152   |
|                            | Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.  | Annual Report 2025 | 170-174        |
|                            | Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.                          | Annual Report 2025 | 10, 150-152    |

# Oerlikon data tables<sup>1</sup>

## Environmental topics

| GRI disclosures | Disclosure description  | 2025         | 2024         | 2023         | 2022         | 2021         |
|-----------------|---|--------------|--------------|--------------|--------------|--------------|
| <b>302-1</b>    | <b>Energy consumption within the organization (gigawatt-hours – GWh)</b>  |              |              |              |              |              |
|                 | Electric power  | 320.0        | 317.6        | 315.5        | 311.7        | 306.7        |
|                 | – Renewable electrical power consumed   | 150.3        | 115.2        | 105.4        | 87.0         | 65.5         |
|                 | – % renewable electrical power consumed <sup>2</sup>  | 47%          | 36%          | 33%          | 28%          | 21%          |
|                 | Natural gas   | 45.6         | 43.1         | 42.1         | 42.9         | 44.2         |
|                 | Heat and cooling bought   | 13.7         | 12.3         | 11.2         | 10.6         | 13.0         |
|                 | Gasoline and diesel   | 21.0         | 20.2         | 21.4         | 20.8         | 18.6         |
|                 | Other energies  | 6.0          | 7.0          | 4.8          | 4.4          | 8.7          |
|                 | <b>Total energy consumption</b>   | <b>406.3</b> | <b>400.3</b> | <b>395.0</b> | <b>390.4</b> | <b>391.2</b> |
| <b>302-3</b>    | <b>Energy intensity (MWh/million CHF sales)</b>   | <b>259.2</b> | <b>244.3</b> | <b>237.8</b> | <b>251.7</b> | <b>285.0</b> |
| <b>303-3</b>    | <b>Water withdrawal (thousand m<sup>3</sup>)</b>  |              |              |              |              |              |
|                 | Third party water withdrawal  | 792.9        | 739.2        | 706.5        | 715.1        | 681.8        |
|                 | Surface water   | 11.3         | 12.9         | 7.0          | 7.4          | 34.8         |
|                 | Ground water  | 12.5         | 14.0         | 13.7         | 2.2          | 1.2          |
|                 | Sea water   | 0.0          | 0.0          | 0.0          | 0.0          | 0.0          |
|                 | Produced water  | 0.0          | 0.0          | 0.0          | 0.0          | 0.0          |
|                 | <b>Total water withdrawal</b>   | <b>816.7</b> | <b>766.1</b> | <b>727.1</b> | <b>724.8</b> | <b>718.8</b> |
| <b>305-1</b>    | <b>Emissions</b>  |              |              |              |              |              |
|                 | <b>Scope 1: Direct (Scope 1) GHG emissions (thousand metric tons)</b>   |              |              |              |              |              |
|                 | CO <sub>2</sub> from the use of energy  | 15.4         | 14.9         | 14.7         | 14.7         | 14.6         |
|                 | Other (CH <sub>4</sub> , N <sub>2</sub> O, HFCs, PFCs, SF <sub>6</sub> , NF <sub>3</sub> in CO <sub>2</sub> equivalent) | 0.0          | 0.0          | 0.0          | 0.0          | 0.0          |
|                 | <b>Total Scope 1 emissions</b>  | <b>15.4</b>  | <b>14.9</b>  | <b>14.7</b>  | <b>14.7</b>  | <b>14.6</b>  |
| <b>305-2</b>    | <b>Scope 2: Energy indirect (Scope 2) GHG emissions (thousand metric tons in CO<sub>2</sub> equivalent)</b>             |              |              |              |              |              |
|                 | Electricity consumption   | 96.8         | 120.5        | 121.1        | 122.7        | 137.8        |
|                 | District heat and cooling consumption   | 2.6          | 2.4          | 2.5          | 2.6          | 3.6          |
|                 | <b>Total Scope 2 emissions</b>  | <b>99.3</b>  | <b>122.9</b> | <b>123.6</b> | <b>125.3</b> | <b>141.4</b> |
| <b>305-3</b>    | <b>Scope 3: Other indirect (Scope 3) GHG emissions (thousand metric tons)<sup>3</sup></b>                               |              |              |              |              |              |
|                 | Purchased goods and services <sup>3</sup>   | 293.8        | 248.3        | 386.4        | –            | –            |
|                 | Capital goods <sup>3</sup>  | 16.2         | 10.4         | 12.4         | –            | –            |
|                 | Fuel and energy-related activities <sup>3</sup>   | 28.7         | 29.1         | 33.2         | –            | –            |
|                 | Upstream transportation and distribution <sup>3</sup>   | 38.1         | 36.6         | 58.0         | –            | –            |
|                 | Waste generated in operations <sup>3</sup>  | 9.4          | 4.6          | 6.9          | –            | –            |
|                 | Business travel <sup>3</sup>  | 3.1          | 3.3          | 4.6          | –            | –            |
|                 | Employee commuting <sup>3</sup>   | 11.3         | 12.5         | 11.6         | –            | –            |
|                 | Downstream transport and distribution <sup>3</sup>  | 0.9          | 4.9          | 4.2          | –            | –            |
|                 | Processing of sold products <sup>3</sup>  | 87.1         | 91.3         | 97.5         | –            | –            |

<sup>1</sup> Due to rounding, some totals may not correspond with the sum of the separate figures.

<sup>2</sup> SASB RT-IG-130a.1.

<sup>3</sup> Figures were consolidated for the first time in 2023. Thus, comparable figures in prior years are not available.

## Environmental topics

| GRI disclosures | Disclosure description  | 2025           | 2024           | 2023           | 2022          | 2021          |
|-----------------|---|----------------|----------------|----------------|---------------|---------------|
|                 | Use of sold products <sup>1</sup>   | 1 527.3        | 1 477.7        | 1 668.2        | –             | –             |
|                 | End-of-life treatment of sold products <sup>1</sup>                               | 115.9          | 113.2          | 81.9           | –             | –             |
|                 | Downstream leased assets <sup>1</sup>   | 0.1            | 2.5            | 2.5            | –             | –             |
|                 | Investments <sup>1</sup>  | 3.0            | 0.1            | 0.1            | –             | –             |
|                 | <b>Total Scope 3 emissions<sup>1</sup></b>  | <b>2 134.9</b> | <b>2 034.5</b> | <b>2 367.5</b> | <b>–</b>      | <b>–</b>      |
| <b>305-4</b>    | <b>GHG emissions intensity (tons CO<sub>2</sub> equivalents/million CHF)</b>      |                |                |                |               |               |
|                 | Total Scope 1 and Scope 2 GHG Emissions (in kilotons)                             | 114.8          | 137.9          | 138.3          | 140.0         | 156.0         |
|                 | <b>Tons CO<sub>2</sub> equivalents per million CHF sales, scope 1+2</b>           | <b>73.2</b>    | <b>84.2</b>    | <b>83.3</b>    | <b>90.3</b>   | <b>113.6</b>  |
|                 | Total Scope 3 GHG emissions (in kilotons) <sup>1</sup>                            | 2 134.9        | 2 034.5        | 2 367.5        | –             | –             |
|                 | <b>Tons CO<sub>2</sub> equivalents per million CHF sales, Scope 3<sup>1</sup></b> | <b>1 361.9</b> | <b>1 214.6</b> | <b>1 425.4</b> | <b>–</b>      | <b>–</b>      |
| <b>306-3</b>    | <b>Waste generated (metric tons)</b>  |                |                |                |               |               |
|                 | Hazardous waste   | 11 251         | 11 250         | 10 835         | 9 479         | 9 669         |
|                 | Non-hazardous waste   | 5 676          | 5 632          | 5 249          | 5 401         | 5 414         |
|                 | <b>Total waste generated</b>  | <b>16 928</b>  | <b>16 882</b>  | <b>16 084</b>  | <b>14 879</b> | <b>15 083</b> |
| <b>306-4</b>    | <b>Waste diverted from disposal (metric tons)</b>                                 |                |                |                |               |               |
|                 | <b>Hazardous Waste</b>  |                |                |                |               |               |
|                 | Preparation for reuse   | 8              | 13             | 13             | 1             | 11            |
|                 | Recycling   | 8 444          | 8 084          | 8 277          | 6 747         | 6 392         |
|                 | Other recovery operations   | 0              | 0              | 0              | 0             | 0             |
|                 | <b>Total hazardous waste</b>  | <b>8 452</b>   | <b>8 096</b>   | <b>8 290</b>   | <b>6 748</b>  | <b>6 403</b>  |
|                 | <b>Non-hazardous Waste</b>  |                |                |                |               |               |
|                 | Preparation for reuse   | 72             | 15             | 98             | 98            | 58            |
|                 | Recycling   | 2 588          | 2 709          | 2 395          | 2 918         | 1 902         |
|                 | Other recovery operations   | 174            | 175            | 157            | 149           | 107           |
|                 | <b>Total non-hazardous waste</b>  | <b>2 833</b>   | <b>2 900</b>   | <b>2 650</b>   | <b>3 164</b>  | <b>2 067</b>  |
|                 | <b>Total waste diverted from disposal</b>   | <b>11 285</b>  | <b>10 996</b>  | <b>10 940</b>  | <b>9 912</b>  | <b>8 470</b>  |
| <b>306-5</b>    | <b>Waste directed to disposal (metric tons)</b>                                   |                |                |                |               |               |
|                 | <b>Hazardous Waste</b>  |                |                |                |               |               |
|                 | Incineration (with energy recovered)  | 1 111          | 1 036          | 643            | 1 114         | 1 508         |
|                 | Incineration (without energy recovered)   | 1 035          | 1 404          | 957            | 904           | 982           |
|                 | Landfill  | 654            | 714            | 944            | 713           | 777           |
|                 | Other disposal operations   | 0              | 0              | 0              | 0             | 0             |
|                 | <b>Total hazardous waste</b>  | <b>2 799</b>   | <b>3 154</b>   | <b>2 544</b>   | <b>2 731</b>  | <b>3 266</b>  |
|                 | <b>Non-hazardous Waste</b>  |                |                |                |               |               |
|                 | Incineration (with energy recovered)  | 1 133          | 962            | 853            | 629           | 1 393         |
|                 | Incineration (without energy recovered)   | 172            | 228            | 268            | 369           | 563           |
|                 | Landfill  | 1 537          | 1 543          | 1 479          | 1 239         | 1 391         |
|                 | Other disposal operations   | 0              | 0              | 0              | 0             | 0             |
|                 | <b>Total non-hazardous waste</b>  | <b>2 843</b>   | <b>2 732</b>   | <b>2 599</b>   | <b>2 237</b>  | <b>3 347</b>  |
|                 | <b>Total waste directed to disposal</b>   | <b>5 642</b>   | <b>5 886</b>   | <b>5 143</b>   | <b>4 968</b>  | <b>6 613</b>  |

<sup>1</sup> Figures were consolidated for the first time in 2023. Thus, comparable figures in prior years are not available.

## Social topics

| GRI disclosures | Disclosure description                                  | 2025         | 2024         | 2023         | 2022         | 2021         |
|-----------------|---|--------------|--------------|--------------|--------------|--------------|
| 2-7             | <b>Employees<sup>1</sup></b>                            |              |              |              |              |              |
| 2-8             | <b>Workers who are not employees</b>                    |              |              |              |              |              |
|                 | <b>Total workforce by gender (Oerlikon employees)</b>   |              |              |              |              |              |
|                 | Female  | 2 730        | 2 905        | 2 988        | 2 348        | 1 999        |
|                 | Male  | 7 309        | 7 576        | 7 665        | 7 366        | 6 171        |
|                 | Other   | 10           | 9            | 7            | 27           | 50           |
|                 | <b>Total workforce by region (Oerlikon employees)</b>   |              |              |              |              |              |
|                 | Asia  | 2 614        | 2 620        | 2 587        | 2 609        | 1 954        |
|                 | Europe  | 5 768        | 6 139        | 6 361        | 5 340        | 4 710        |
|                 | Americas  | 1 667        | 1 731        | 1 712        | 1 792        | 1 556        |
|                 | <b>Total number of employees by employment contract</b> |              |              |              |              |              |
|                 | <b>Permanent employees</b>                              | <b>9 282</b> | <b>9 526</b> | <b>9 659</b> | <b>8 746</b> | <b>7 402</b> |
|                 | by gender   |              |              |              |              |              |
|                 | Female  | 2 464        | 2 583        | 2 639        | 2 029        | 1 741        |
|                 | Male  | 6 809        | 6 937        | 7 015        | 6 704        | 5 661        |
|                 | Other   | 9            | 6            | 5            | 13           | 0            |
|                 | by region   |              |              |              |              |              |
|                 | Asia  | 2 389        | 2 369        | 2 332        | 2 379        | 1 756        |
|                 | Europe  | 5 250        | 5 460        | 5 645        | 4 612        | 4 133        |
|                 | Americas  | 1 643        | 1 697        | 1 682        | 1 755        | 1 513        |
|                 | <b>Temporary employees</b>                              | <b>131</b>   | <b>220</b>   | <b>294</b>   | <b>256</b>   | <b>194</b>   |
|                 | by gender   |              |              |              |              |              |
|                 | Female  | 57           | 84           | 117          | 94           | 77           |
|                 | Male  | 74           | 136          | 177          | 156          | 117          |
|                 | Other   | 0            | 0            | 0            | 6            | 0            |
|                 | by region   |              |              |              |              |              |
|                 | Asia  | 8            | 12           | 10           | 8            | 11           |
|                 | Europe  | 118          | 195          | 268          | 236          | 177          |
|                 | Americas  | 5            | 13           | 16           | 12           | 6            |
|                 | <b>External temporary employees</b>                     | <b>342</b>   | <b>397</b>   | <b>437</b>   | <b>483</b>   | <b>384</b>   |
|                 | by gender   |              |              |              |              |              |
|                 | Female  | 74           | 83           | 110          | 123          | 93           |
|                 | Male  | 267          | 311          | 325          | 352          | 241          |
|                 | Other   | 1            | 3            | 2            | 8            | 50           |
|                 | by region   |              |              |              |              |              |
|                 | Asia  | 212          | 230          | 234          | 211          | 182          |
|                 | Europe  | 124          | 159          | 195          | 254          | 174          |
|                 | Americas  | 6            | 8            | 8            | 18           | 28           |
|                 | <b>Non-productive on payroll employees</b>              | <b>202</b>   | <b>253</b>   | <b>162</b>   | <b>158</b>   | <b>135</b>   |
|                 | by gender   |              |              |              |              |              |
|                 | Female  | 115          | 131          | 95           | 76           | 61           |
|                 | Male  | 87           | 122          | 67           | 82           | 74           |
|                 | Other   | 0            | 0            | 0            | 0            | 0            |
|                 | by region   |              |              |              |              |              |
|                 | Asia  | 4            | 7            | 7            | 9            | 3            |
|                 | Europe  | 194          | 241          | 152          | 145          | 126          |
|                 | Americas  | 4            | 5            | 3            | 4            | 6            |

<sup>1</sup> SASB RT-IG-000.B

## Social topics

| GRI disclosures | Disclosure description   | 2025          | 2024          | 2023          | 2022         | 2021         |
|-----------------|--|---------------|---------------|---------------|--------------|--------------|
|                 | <b>Apprenticeship</b>  | <b>92</b>     | <b>94</b>     | <b>108</b>    | <b>98</b>    | <b>105</b>   |
|                 | by gender  |               |               |               |              |              |
|                 | Female   | 20            | 24            | 27            | 26           | 27           |
|                 | Male   | 72            | 70            | 81            | 72           | 78           |
|                 | Other  | 0             | 0             | 0             | 0            | 0            |
|                 | by region  |               |               |               |              |              |
|                 | Asia   | 1             | 2             | 4             | 2            | 2            |
|                 | Europe   | 82            | 84            | 101           | 93           | 100          |
|                 | Americas   | 9             | 8             | 3             | 3            | 3            |
|                 | <b>Full-time employees<sup>1</sup></b>                           | <b>9 542</b>  | <b>9 923</b>  | <b>10 103</b> | <b>9 240</b> | <b>7 810</b> |
|                 | by gender  |               |               |               |              |              |
|                 | Female   | 2 430         | 2 568         | 2 653         | 2 091        | 1 792        |
|                 | Male   | 7 103         | 7 347         | 7 444         | 7 129        | 6 018        |
|                 | Other  | 9             | 8             | 6             | 20           | 0            |
|                 | by region  |               |               |               |              |              |
|                 | Asia   | 2 593         | 2 605         | 2 574         | 2 597        | 1 943        |
|                 | Europe   | 5 320         | 5 618         | 5 835         | 4 869        | 4 329        |
|                 | Americas   | 1 629         | 1 700         | 1 694         | 1 774        | 1 538        |
|                 | <b>Part-time employees</b>                                       | <b>507</b>    | <b>567</b>    | <b>557</b>    | <b>499</b>   | <b>410</b>   |
|                 | by gender  |               |               |               |              |              |
|                 | Female   | 300           | 337           | 335           | 256          | 207          |
|                 | Male   | 206           | 229           | 221           | 236          | 153          |
|                 | Other  | 1             | 1             | 1             | 7            | 50           |
|                 | by region  |               |               |               |              |              |
|                 | Asia   | 21            | 15            | 13            | 12           | 11           |
|                 | Europe   | 448           | 521           | 526           | 469          | 381          |
|                 | Americas   | 38            | 31            | 18            | 18           | 18           |
|                 | <b>Total women in workforce by region (Oerlikon Employees)</b>   |               |               |               |              |              |
|                 | Asia   | 520           | 542           | 541           | 530          | 379          |
|                 | Europe   | 1 828         | 1 971         | 2 060         | 1 412        | 1 257        |
|                 | Americas   | 382           | 392           | 387           | 406          | 363          |
|                 | <b>Total</b>   | <b>2 730</b>  | <b>2 905</b>  | <b>2 988</b>  | <b>2 348</b> | <b>1 999</b> |
|                 | <b>Total women in workforce by region (Oerlikon Employees %)</b> |               |               |               |              |              |
|                 | Asia   | 19.9%         | 20.7%         | 20.9%         | 20.3%        | 19.4%        |
|                 | Europe   | 31.7%         | 32.1%         | 32.4%         | 26.4%        | 26.7%        |
|                 | Americas   | 22.9%         | 22.6%         | 22.6%         | 22.7%        | 23.3%        |
|                 | <b>Total</b>   | <b>27.2%</b>  | <b>27.7%</b>  | <b>28.0%</b>  | <b>24.1%</b> | <b>24.3%</b> |
|                 | <b>Total number of employees</b>                                 | <b>10 049</b> | <b>10 490</b> | <b>10 660</b> | <b>9 741</b> | <b>8 220</b> |

<sup>1</sup> Full-time employees are reported by headcount.

## Social topics

| GRI disclosures | Disclosure description   | 2025         | 2024         | 2023         | 2022         | 2021         |
|-----------------|--|--------------|--------------|--------------|--------------|--------------|
| 401-1           | <b>New employee hires and employee turnover</b>  |              |              |              |              |              |
|                 | <b>Turnover of all employees</b>   |              |              |              |              |              |
|                 | Asia   | 10.2%        | 10.4%        | 9.6%         | 10.7%        | 12.3%        |
|                 | Europe   | 10.8%        | 10.5%        | 9.0%         | 11.7%        | 11.8%        |
|                 | Americas   | 18.7%        | 16.0%        | 18.4%        | 24.0%        | 21.7%        |
|                 | <b>Total</b>   | <b>12.1%</b> | <b>11.4%</b> | <b>10.9%</b> | <b>14.0%</b> | <b>14.0%</b> |
|                 | <b>Turnover of all female employees</b>  |              |              |              |              |              |
|                 | Asia   | 7.4%         | 6.3%         | 9.3%         | 8.3%         | 12.3%        |
|                 | Europe   | 11.7%        | 9.6%         | 7.0%         | 15.5%        | 13.4%        |
|                 | Americas   | 18.0%        | 16.1%        | 22.4%        | 21.2%        | 19.5%        |
|                 | <b>Total</b>   | <b>11.8%</b> | <b>9.9%</b>  | <b>9.8%</b>  | <b>15.0%</b> | <b>14.4%</b> |
|                 | <b>Hires of all employees</b>  |              |              |              |              |              |
|                 | Asia   | 364          | 389          | 293          | 334          | 328          |
|                 | Europe   | 745          | 954          | 965          | 1 157        | 772          |
|                 | Americas   | 282          | 339          | 300          | 551          | 484          |
|                 | <b>Total</b>   | <b>1 391</b> | <b>1 682</b> | <b>1 558</b> | <b>2 042</b> | <b>1 584</b> |
|                 | <b>Hires of female employees</b>   |              |              |              |              |              |
|                 | Asia   | 69           | 67           | 85           | 71           | 77           |
|                 | Europe   | 234          | 307          | 309          | 421          | 242          |
| Americas        | 68   | 74           | 79           | 126          | 124          |              |
| <b>Total</b>    | <b>371</b>   | <b>448</b>   | <b>473</b>   | <b>618</b>   | <b>443</b>   |              |
| 403-9<br>(2018) | <b>Occupational health and safety:<br/>injuries, lost days, diseases and fatalities 2018</b> |              |              |              |              |              |
|                 | <b>Employees</b>   |              |              |              |              |              |
|                 | Number and rate of fatalities as a result of work-related injury                             | 0            | 0            | 0            | 0            | 0            |
|                 | Number of high-consequence work-related injuries<br>(excluding fatalities)                   | 0            | 2            | 1            | 2            | 2            |
|                 | Rate of high-consequence work-related injuries<br>(excluding fatalities)                     | 0            | 0.02         | 0.01         | 0.02         | 0.03         |
|                 | Number of recordable work-related injuries   | 44           | 50           | 62           | 57           | 56           |
|                 | Rate of recordable work-related injuries   | 0.48         | 0.54         | 0.67         | 0.68         | 0.74         |
|                 | Number of lost time accidents  | 31           | 36           | 45           | 38           | 39           |
|                 | Number of medical treatment accidents  | 13           | 14           | 17           | 19           | 17           |
|                 | Number of hours worked   | 18 178 541   | 18 535 538   | 18 509 568   | 16 643 451   | 15 044 837   |
|                 | <b>Non-Employees</b>   |              |              |              |              |              |
|                 | Number and rate of fatalities as a result of work-related injury                             | 0            | 0            | 0            | 0            | 0            |
|                 | Number of high-consequence work-related injuries<br>(excluding fatalities)                   | 0            | 0            | 0            | 0            | 0            |
|                 | Number of recordable work-related injuries   | 2            | 2            | 0            | 0            | 1            |

## Social topics

| GRI disclosures                      | Disclosure description                                       | 2025             | 2024             | 2023             | 2022             | 2021             |
|--------------------------------------|--|------------------|------------------|------------------|------------------|------------------|
| 405-1                                | <b>Diversity of governance bodies and employees</b>          |                  |                  |                  |                  |                  |
|                                      | <b>Composition of governance bodies</b>                      |                  |                  |                  |                  |                  |
|                                      | <b>Board of Directors</b>                                    |                  |                  |                  |                  |                  |
|                                      | Women in Board (percentage)                                  | 25%              | 25%              | 25%              | 14%              | 29%              |
|                                      | <b>Age group diversity (percentage)</b>                      |                  |                  |                  |                  |                  |
|                                      | <30 years old  | 0%               | 0%               | 0%               | 0%               | 0%               |
|                                      | 30–50 years old  | 0%               | 25%              | 25%              | 29%              | 29%              |
|                                      | >50 years old  | 100%             | 75%              | 75%              | 71%              | 71%              |
|                                      | Number of nationalities                                      | 8                | 5                | 9                | 8                | 6                |
|                                      | <b>Executive Committee</b>                                   |                  |                  |                  |                  |                  |
|                                      | Women in Executive Committee (percentage)                    | 20%              | 20%              | 20%              | 20%              | 17%              |
|                                      | <b>Age group diversity total (percentage)</b>                |                  |                  |                  |                  |                  |
|                                      | <30 years old  | 0%               | 0%               | 0%               | 0%               | 0%               |
|                                      | 30–50 years old  | 60%              | 20%              | 40%              | 40%              | 33%              |
|                                      | >50 years old  | 40%              | 80%              | 60%              | 60%              | 67%              |
|                                      | Number of nationalities                                      | 3                | 2                | 2                | 2                | 3                |
|                                      | <b>Employees that are global leaders</b>                     |                  |                  |                  |                  |                  |
|                                      | Women that are global leaders                                | 4                | 5                | 6                | 7                | 6                |
|                                      | Men that are global leaders                                  | 37               | 47               | 44               | 45               | 39               |
|                                      | <b>Age group diversity (percentage)</b>                      |                  |                  |                  |                  |                  |
|                                      | <30 years old  | 0%               | 0%               | 0%               | 0%               | 0%               |
|                                      | 30–50 years old  | 46.3%            | 42.3%            | 42%              | 34.6%            | 42.2%            |
|                                      | >50 years old  | 53.7%            | 57.7%            | 58%              | 65.4%            | 57.8%            |
|                                      | Number of nationalities                                      | 13               | 16               | 16               | 12               | 11               |
|                                      | <b>Percentage women in management &amp; leadership roles</b> | 16.5%            | 15.5%            | 16.0%            | 14.8%            | 12.8%            |
|                                      | <b>High Potential Talent Programs</b>                        |                  |                  |                  |                  |                  |
|                                      | Percentage Women   | 33% <sup>2</sup> | 36% <sup>2</sup> | 11% <sup>1</sup> | 11% <sup>1</sup> | 11% <sup>2</sup> |
|                                      | Percentage Men   | 67% <sup>2</sup> | 64% <sup>2</sup> | 89% <sup>1</sup> | 89% <sup>1</sup> | 89% <sup>2</sup> |
|                                      | <b>Age group diversity (percentage)</b>                      |                  |                  |                  |                  |                  |
|                                      | <30 years old  | 0%               | 0%               | 0%               | 0%               | 0%               |
|                                      | 30–50 years old  | 92%              | 96%              | 96%              | 96%              | 96%              |
|                                      | >50 years old  | 8%               | 4%               | 4%               | 4%               | 4%               |
|                                      | Number of nationalities                                      | 14               | 14               | 5                | 5                | 5                |
|                                      | <b>Total workforce (Oerlikon workforce)</b>                  |                  |                  |                  |                  |                  |
|                                      | Women in total workforce                                     | 2 730            | 2 905            | 2 988            | 2 348            | 1 999            |
|                                      | Men in total workforce                                       | 7 309            | 7 576            | 7 665            | 7 366            | 6 171            |
|                                      | Other  | 10               | 9                | 7                | 27               | 50               |
|                                      | <b>Age group diversity (percentage)</b>                      |                  |                  |                  |                  |                  |
|                                      | <30 years old  | 13.4%            | 14.2%            | 15.1%            | 16.3%            | 14.0%            |
|                                      | 30–50 years old  | 59.1%            | 58.5%            | 58.5%            | 58.1%            | 58.5%            |
|                                      | >50 years old  | 27.6%            | 27.3%            | 26.4%            | 25.6%            | 27.5%            |
| <b>Nationalities</b>                 |  |                  |                  |                  |                  |                  |
| Number of nationalities among female | 68   | 70               | 69               | 59               | 55               |                  |
| Number of nationalities among male   | 92   | 93               | 92               | 90               | 84               |                  |
| Other                                | 4  | 3                | 2                | 5                | 3                |                  |
| <b>Total number of nationalities</b> | <b>102</b>   | <b>101</b>       | <b>99</b>        | <b>95</b>        | <b>89</b>        |                  |

<sup>1</sup> Includes the Horizons and the regional RISE high potential talent programs.<sup>2</sup> Includes the Horizons high potential talent program.

## Discontinued operations chapter

Following the announcement of the Barmag divestment on May 6, 2025, the Barmag business is reported as discontinued operations in this chapter and Group figures are also disclosed for all years presented. The metrics included are for the period from January 1, 2025, through December 31, 2025.

According to the methodology described on pages 145 to 149, the assessment of climate-related risks indicates that Barmag sites have not experienced any historical climate-related damage to assets or equipment nor any business interruption. While one Barmag site is located near a flood-prone area, no adverse events have been recorded. Even under the worst-case climate scenario (SSP5-8.5), the potential impacts of physical climate-related risks are not estimated to be material in either the near or mid-term. With respect to transition risks and opportunities, although costs associated with transitioning to lower-emission technologies may be viewed as transition risks, the identified R&D investments aimed at improving equipment and process efficiency and supporting customers in replacing machinery. These represent a significantly greater opportunity, outweighing the required investment across the assessed climate scenarios.

The Oerlikon Group's total energy consumption, including both the continued operations and the discontinued operation Barmag, increased slightly from 2024 to 2025.

Barmag recorded a significantly higher share of renewable electrical power (79%) compared with the continued operations (47%). However, as Barmag accounts for only 7% of the Group's total energy consumption, the Group-level share of renewable electricity increased only marginally to 48%.

The increase in the Group's total water withdrawal was primarily driven by the continued operations, representing 96% of the overall withdrawal volume.

Barmag's Scope 1 emissions rose slightly, while its Scope 2 emissions decreased modestly, resulting in a total reduction of 2%. At Group level, Scope 1 and 2 emissions decreased by 16%, driven by improvements in the continued operations. For more information see the "Emissions" section on page 170 to 171.

Barmag contributed 88% of the Group's Scope 3 emissions. The highest emitting category remains Category 11 (Use of sold products), accounting for 98% of Barmag's Scope 3 emissions and 95% of the Group's total. Category 11 emissions decreased by 23% for Barmag (and by 21% for the Group) compared with 2024. This reduction was mainly driven by a shift in the product portfolio. The various types of equipment have different specific CO<sub>2</sub> emissions during the use phase, and the product mix sold in 2025 had a significant positive effect.

It should be noted that the continued operations have committed to the Science Based Targets initiative (SBTi) and submitted their targets, whereas Barmag has not.

The share of sites with implemented energy management systems improved from 74% in 2024 to 92% in 2025 at Group level, driven by the continued operations. Barmag remained stable at 60%. All Barmag sites with ISO 50001 certification represent 88% of Barmag's energy consumption.

The share of waste disposed (non-recycled) decreased at Group level to 29% in 2025 (2024: 31%). Barmag achieved an even lower share of 17% (2024: 20%).

The rate of recordable work-related injuries (TAFR) slightly improved at Group level from 0.50 in 2024 to 0.49 in 2025, already outperforming the Group's 2030 target. After an exceptionally strong safety performance in 2024, Barmag's TAFR increased to 0.51 in 2025, positioning it slightly above the Group average.

# Discontinued operations and Group data table

## Environmental topics<sup>1</sup>

| Disclosure Description   | Barmag         |                | Group          |                |
|--|----------------|----------------|----------------|----------------|
|  | 2025           | 2024           | 2025           | 2024           |
| <b>Total energy consumption within the organization (gigawatt- hours – GWh)</b>                        | <b>31.5</b>    | <b>29.7</b>    | <b>437.9</b>   | <b>430.0</b>   |
| <b>Total energy intensity (MWh/ million CHF sales)</b>   | <b>43.4</b>    | <b>40.5</b>    | <b>190.9</b>   | <b>181.3</b>   |
| Share of renewable electrical power consumed   | 79%            | 74%            | 48%            | 38%            |
| <b>Total water withdrawal</b>  | <b>36.9</b>    | <b>33.9</b>    | <b>853.6</b>   | <b>800.0</b>   |
| <b>Total Scope 1: Direct GHG emissions (thousand metric tons of CO<sub>2</sub> equivalent)</b>         | <b>3.5</b>     | <b>3.3</b>     | <b>18.9</b>    | <b>18.3</b>    |
| <b>Total Scope 2: Indirect GHG emissions (thousand metric tons of CO<sub>2</sub> equivalent)</b>       | <b>2.6</b>     | <b>2.8</b>     | <b>101.9</b>   | <b>125.8</b>   |
| <b>Total Scope 3: other indirect GHG emissions (thousand metric tons of CO<sub>2</sub> equivalent)</b> | <b>15663.0</b> | <b>20183.9</b> | <b>17797.9</b> | <b>22217.4</b> |
| Category 11 percentage   | 98%            | 99%            | 95%            | 96%            |
| <b>Total GHG emission intensity for Scope 1 and 2 (tons CO<sub>2</sub> equivalents/million CHF)</b>    | <b>8.3</b>     | <b>8.3</b>     | <b>56.6</b>    | <b>60.8</b>    |
| <b>Total GHG emission intensity for Scope 3 (tons CO<sub>2</sub> equivalents/million CHF)</b>          | <b>21571.4</b> | <b>27500.9</b> | <b>7759.5</b>  | <b>9366.5</b>  |
| <b>Total waste generated (metric tons)</b>   | <b>5991</b>    | <b>5169</b>    | <b>22919</b>   | <b>22051</b>   |
| Hazardous waste  | 663            | 577            | 11914          | 11827          |
| Non-hazardous waste  | 5329           | 4591           | 11005          | 10223          |
| <b>Total waste diverted from disposal (metric tons)</b>  | <b>4962</b>    | <b>4155</b>    | <b>16247</b>   | <b>15161</b>   |
| <b>Total waste directed to disposal (metric tons)</b>  | <b>1030</b>    | <b>1014</b>    | <b>6672</b>    | <b>6900</b>    |
| <b>Share of disposed waste</b>   | <b>17%</b>     | <b>20%</b>     | <b>29%</b>     | <b>31%</b>     |
| <b>Percentage of sites with energy management system implemented</b>                                   | <b>60%</b>     | <b>60%</b>     | <b>92%</b>     | <b>74%</b>     |

## Social topics<sup>1</sup>

|   |              |              |              |              |
|---|--------------|--------------|--------------|--------------|
| <b>Percentage of women in management and leadership positions</b> | <b>11.4%</b> | <b>10.3%</b> | <b>15.4%</b> | <b>14.4%</b> |
| <b>Percentage of women in High Potential Talent Programs</b>      | <b>17%</b>   | <b>17%</b>   | <b>23%</b>   | <b>26%</b>   |
| <b>Occupational health and safety: fatalities</b>                 | <b>0</b>     | <b>0</b>     | <b>0</b>     | <b>0</b>     |
| <b>Rate of recordable work-related injuries</b>                   | <b>0.51</b>  | <b>0.34</b>  | <b>0.49</b>  | <b>0.50</b>  |
| <b>Total number of employees (headcount)</b>                      | <b>2672</b>  | <b>2672</b>  | <b>12721</b> | <b>13162</b> |
| Female  | 448          | 432          | 3178         | 3337         |
| Male  | 2224         | 2240         | 9533         | 9816         |
| Other   | 0            | 0            | 10           | 9            |
| Asia  | 1197         | 1116         | 3811         | 3736         |
| Europe  | 1429         | 1504         | 7197         | 7643         |
| Americas  | 46           | 52           | 1713         | 1783         |

<sup>1</sup> Due to rounding some totals may not correspond with the sum of the separate figures.

# Entities and sites consolidated in sustainability reporting

## GRI 2-2

For Oerlikon's sustainability reporting, Oerlikon consolidates data from all its operational sites. Total operational sites include relevant sites – all production/manufacturing sites and large offices (>50 employees) – and a few small offices (<50 employees) when data is provided. Generally, the company excludes data from minority-owned sites, and data from acquisitions are consolidated and included after the closing of the acquisition.

In 2025, the company consolidated environmental data from 149 sites. For health and safety, data from 163 sites was consolidated, that is including the data provided 14 additional small offices.

## Sites consolidated in 2025 for environmental data

| Country   | City                    | Site  |
|-----------|-------------------------|---|
| Argentina | Buenos Aires            | Oerlikon Balzers Revestimentos Metálicos Ltda   |
| Argentina | Córdoba                 | Oerlikon Balzers Revestimentos Metálicos Ltda   |
| Austria   | Kapfenberg              | Oerlikon Balzers Coating Austria GmbH   |
| Austria   | Ohlsdorf                | Oerlikon Balzers Coating Austria GmbH   |
| Austria   | Stainz                  | Oerlikon Balzers Coating Austria GmbH   |
| Belgium   | Sint-Truiden            | Oerlikon Balzers Coating Benelux N.V./S.A.  |
| Brazil    | Jundiaí, SP             | Oerlikon Balzers Revestimentos Metálicos Ltda   |
| Brazil    | São José dos Pinhais-PR | Oerlikon Balzers Revestimentos Metálicos Ltda   |
| Brazil    | São Paulo               | Oerlikon Friction Systems do Brasil Ltda.   |
| Canada    | Fort Saskatchewan, AB   | Oerlikon Metco (Canada) Inc.  |
| Canada    | Guelph                  | Oerlikon Balzers Coating USA Inc.   |
| China     | Changchun               | Oerlikon Balzers Coating (Suzhou) Co., Ltd. Changchun Branch  |
| China     | Changchun               | Oerlikon Metco Surface Technology (Shanghai) Co., Ltd. Changchun Branch                                     |
| China     | Chengdu                 | Oerlikon Balzers Coating (Suzhou) Co.,Ltd. Chengdu Branch   |
| China     | Chengdu                 | Oerlikon Friction Systems (China) c/o Oerlikon Metco Surface Technology (Shanghai) Co., Ltd. Chengdu Branch |
| China     | Chongqing               | Oerlikon Balzers Coating (Suzhou) Co.,Ltd. Chongqing Branch   |
| China     | Dalian                  | Oerlikon Balzers Coating (Suzhou) Co., Ltd. Dalian Branch   |
| China     | Dongguan                | Oerlikon Balzers Coating (Suzhou) Co., Ltd. Dalian Branch   |
| China     | Hanzhong                | Oerlikon Balzers Coating (Suzhou) Co., Ltd. Hanzhong Branch   |
| China     | Hanzhong                | Oerlikon HRSflow China Co.Ltd   |
| China     | Jinan                   | Oerlikon Balzers Coating (Suzhou) Co.,Ltd Jinan Branch  |
| China     | Shanghai                | Oerlikon Metco Surface Technology (Shanghai) Co. Ltd.   |
| China     | Shiyan                  | Oerlikon Balzers Coating (Suzhou) Co., Ltd Shiyan Branch  |
| China     | Suzhou                  | Oerlikon Balzers Coating (Suzhou) Co., Ltd.   |
| China     | Tianjin                 | Oerlikon Balzers Coating (Suzhou) Co., Ltd. Tianjin Branch  |
| China     | WenLing                 | Oerlikon Balzers Coating (Suzhou) Co., Ltd. WenLing Branch  |
| China     | Xi'an                   | Oerlikon Balzers Coating (Suzhou) Co., Ltd. Xi'an Branch  |
| China     | Zigong                  | Zigong Golden China Hardfacing Materials Co., Ltd.  |
| Czechia   | Jihlava                 | Oerlikon Balzers Coating Austria GmbH – organizační složka  |
| Finland   | Espoo                   | Oerlikon Balzers Coating Finland OY   |
| Finland   | Pirkkala                | Oerlikon Balzers Coating Finland Oy   |
| France    | Charentilly             | Oerlikon Balzers Coating France SAS   |
| France    | Cluses                  | Oerlikon Balzers France SAS   |
| France    | Duttlenheim             | Oerlikon Balzers Coating France SAS   |

### Sites consolidated in 2025 for environmental data

| Country | City                           | Site   |
|---------|--------------------------------|--|
| France  | Ferrières-en-Brie              | Oerlikon Balzers Coating France SAS                              |
| France  | Limoges                        | Oerlikon Balzers Coating France S.A.S.                           |
| France  | Maïche                         | Coeurdor SAS   |
| France  | Mamirolle                      | Coeurdor SAS   |
| France  | Mamirolle                      | Coeurdor SAS   |
| France  | Saint-Quentin-Fallavier-Cedex  | Oerlikon Balzers Coating France SAS                              |
| Germany | Barchfeld                      | Oerlikon Metco WOKA GmbH   |
| Germany | Bergisch Gladbach              | Oerlikon Balzers Coating Germany GmbH                            |
| Germany | Bielefeld                      | Oerlikon Balzers Coating Germany GmbH                            |
| Germany | Bingen                         | Oerlikon Balzers Coating Germany GmbH                            |
| Germany | Bremen                         | Oerlikon Friction Systems (Germany) GmbH                         |
| Germany | Dietenheim                     | Oerlikon Balzers Coating Germany GmbH                            |
| Germany | Erkelenz                       | Oerlikon Balzers Coating Germany GmbH                            |
| Germany | Garching                       | Oerlikon AM Europe GmbH  |
| Germany | Raunheim                       | Oerlikon Metco Europe GmbH                                       |
| Germany | Salzgitter                     | Oerlikon Metco Coatings GmbH                                     |
| Germany | Salzgitter                     | Oerlikon Metaplas GmbH   |
| Germany | Schopfheim                     | Oerlikon Balzers Coating Germany GmbH                            |
| Germany | Stollberg                      | Oerlikon Balzers Coating Germany GmbH                            |
| Germany | Wörnitz                        | Oerlikon Balzers Coating Germany GmbH                            |
| Hungary | Debrecen                       | Oerlikon Eldim (HU) Kft.   |
| Hungary | Székesfehérvár                 | Oerlikon Balzers Coating Austria GmbH – Magyarországi Fióktelepe |
| India   | Ahmedabad, Gujarat             | Oerlikon Balzers Coating India Pvt. Ltd.                         |
| India   | Aurangabad                     | Oerlikon Balzers Coating India Pvt. Ltd.                         |
| India   | Changdigarh                    | Oerlikon Balzers Coating India Pvt. Ltd.                         |
| India   | Chennai                        | Oerlikon Balzers Coating India Pvt. Ltd.                         |
| India   | Chennai                        | Oerlikon Friction Systems (India) Private                        |
| India   | Jamshedpur                     | Oerlikon Balzers Coating India Pvt. Ltd.                         |
| India   | Manesar                        | Oerlikon Balzers Coating India Pvt. Ltd.                         |
| India   | Pune                           | Oerlikon Balzers Coating India Pvt. Ltd.                         |
| India   | Pune                           | Oerlikon HRSflow India   |
| India   | Tumkur                         | Oerlikon Balzers Coating India Ltd.                              |
| Italy   | Badia al Pino                  | AMOM S.p.A.  |
| Italy   | Bentivoglio                    | Oerlikon Balzers Coating Italy S.p.A.                            |
| Italy   | Brugherio                      | Oerlikon Balzers Coating Italy S.p.A.                            |
| Italy   | Caivano (NA)                   | Oerlikon Friction Systems (Italia) S.r.l.                        |
| Italy   | Limena                         | Oerlikon Balzers Coating Italy S.p.A.                            |
| Italy   | Missaglia                      | Oerlikon Balzers Coating Italy S.p.A.                            |
| Italy   | Padua                          | Riri SA  |
| Italy   | Palazzolo sull'Oglio           | S.P.M. Pressofusione S.r.l.                                      |
| Italy   | Pergine Valsugana              | SPM Pressofusione  |
| Italy   | Poggio a Caiano                | Riri SA/Cobrax Metal Hub   |
| Italy   | San Polo di Piave, TV          | Oerlikon HRSflow Italy   |
| Italy   | Scarperia e San Pietro a Sieve | DMC S.r.l.   |
| Italy   | Tirano                         | Riri SA  |
| Japan   | Hiratsuka                      | Oerlikon Japan Co., Ltd. Balzers, HQ/Hiratsuka Factory           |
| Japan   | Kobe                           | Oerlikon Japan Co., Ltd. Balzers, Kobe Factory                   |
| Japan   | Nagoya                         | Oerlikon Nihon Balzers and Oerlikon Friction Systems (Japan)     |
| Japan   | Nagoya-shi                     | Oerlikon Japan Co., Ltd. Metco                                   |
| Japan   | Shizuoka                       | Oerlikon Japan Co., Ltd. Balzers, Shizuoka Factory               |

## Sites consolidated in 2025 for environmental data

| Country       | City                 | Site   |
|---------------|----------------------|--|
| Japan         | Tochigi              | Oerlikon Japan Co., Ltd. Balzers, Tochigi Factory                                |
| Japan         | Tokyo                | Oerlikon Japan Co., Ltd. Metco   |
| Korea         | Busan                | Oerlikon Balzers Coating Korea Co. Ltd.  |
| Korea         | Gunsan-si            | Oerlikon Balzers Coating Korea Co. Ltd.  |
| Korea         | Gyeongsan            | Oerlikon Balzers Coating Korea Co., Ltd.   |
| Korea         | Pyeongtaek           | Oerlikon Balzers Coating Korea Co. Ltd.  |
| Liechtenstein | Balzers              | Oerlikon Balzers Coating AG  |
| Luxembourg    | Niedercorn           | Oerlikon Balzers Coating Luxembourg s.à.r.l.                                     |
| Malaysia      | Johor Bahru          | Oerlikon Balzers Coating Malaysia Sdn.Bhd.                                       |
| Mexico        | Querétaro, Qro.      | Oerlikon Balzers Coating México, SA de CV  |
| Mexico        | Querétaro, Qro.      | Oerlikon Balzers Coating México, SA de CV (PPD)                                  |
| Mexico        | Saltillo             | Oerlikon Balzers Coating México, SA de CV  |
| Netherlands   | Lomm                 | Oerlikon Eldim (NL) B.V.   |
| Philippines   | Calamba City, Laguna | Oerlikon Balzers Coating Philippines, Inc.                                       |
| Poland        | Kędzierzyn-Koźle     | Oerlikon Balzers Coating Poland Sp. z o.o.                                       |
| Poland        | Polkowice            | Oerlikon Balzers Coating Poland Sp. z o.o.                                       |
| Poland        | Tczew                | Oerlikon Balzers Coating Poland Sp. z o.o.                                       |
| Poland        | Warsaw               | Oerlikon Business Services Europe Sp. z.o.o.                                     |
| Portugal      | Alcobaça             | Oerlikon Balzers Coating S.A. Sucursal em Portugal                               |
| Portugal      | Fundão               | Cubimateria Polimentos Lda   |
| Portugal      | Fundão               | Cubimateria Polimentos Lda   |
| Romania       | Maracineni (Pitești) | Oerlikon Balzers Coating Austria GmbH, Kapfenberg Austria, Sucursala Maracineni  |
| Singapore     | Singapore            | Oerlikon Metco Singapore Pte Ltd.  |
| Slovakia      | Veľká Ida            | Oerlikon Balzers Coating Slovakia s.r.o.   |
| Spain         | Antzuola             | Oerlikon Balzers Coating Spain S.A.U.  |
| Spain         | Montcada i Reixac    | Oerlikon Balzers Coating Spain S.A.U.  |
| Sweden        | Halmstad             | Oerlikon Balzers Coating Sweden AB   |
| Sweden        | Köping               | Oerlikon Balzers Coating Sweden AB   |
| Sweden        | Stockholm            | Oerlikon Metco Europe GmbH, Filial Norden c/o Oerlikon Balzers Coating Sweden AB |
| Switzerland   | Brügg                | Oerlikon Balzers Coating S.A., Brügg   |
| Switzerland   | Mendrisio            | Riri SA  |
| Switzerland   | Pfäffikon            | OC Oerlikon Management AG, Pfäffikon   |
| Switzerland   | Wohlen               | Oerlikon Metco AG  |
| Taiwan        | Hsinchu County       | Oerlikon Balzers Coating Taiwan Co., Ltd.  |
| Thailand      | Chonburi             | Oerlikon (Thailand) Co. Ltd.   |
| Turkey        | Bursa                | Oerlikon Balzers Kaplama Sanayi ve Ticaret Ltd. Şti                              |
| UK            | Cheshire             | Oerlikon Metco Coating   |
| UK            | Milton Keynes        | Oerlikon Balzers Coating UK Ltd.   |
| UK            | Stockport            | Oerlikon Neomet Ltd.   |
| USA           | Agawam, MA           | Oerlikon Balzers Coating USA Inc.  |
| USA           | Alma, MI             | Oerlikon Balzers Coating USA, Inc.   |
| USA           | Amherst, NY          | Oerlikon Balzers Coating USA, Inc.   |
| USA           | Billings, MT         | Oerlikon Metco (US)  |
| USA           | Brunswick, OH        | Oerlikon Balzers Coating USA Inc.  |
| USA           | Byron Center, MI     | Oerlikon HRSflow USA   |
| USA           | Dayton, OH           | Oerlikon Friction Systems (US) Inc.  |
| USA           | Elgin, IL            | Oerlikon Balzers Coating USA Inc.  |
| USA           | Geneva, IL           | Oerlikon Balzers United States   |
| USA           | Houston, TX          | Oerlikon Metco (US) Inc.   |
| USA           | Huntersville         | Oerlikon AM US Inc.  |

**Sites consolidated in 2025 for environmental data**

| Country | City              | Site                                       |
|---------|-------------------|--|
| USA     | Lake Orion, MI    | Oerlikon Balzers United States             |
| USA     | Mequon, WI        | Oerlikon Friction Systems (US) Inc.        |
| USA     | Murfreesboro, TN  | Oerlikon Balzers Coating USA Inc.          |
| USA     | Oklahoma City, OK | Oerlikon Balzers Coating USA Inc.          |
| USA     | Pell City, AL     | Oerlikon Balzers Coating USA, Inc.         |
| USA     | Plymouth, MI      | Oerlikon Metco (US) Inc.                   |
| USA     | Los Angeles       | Oerlikon Balzers Coating USA Inc.          |
| USA     | Richmond, IN      | Oerlikon Balzers Coating USA Inc.          |
| USA     | Rock Hill, SC     | Oerlikon Balzers Coating USA Inc.          |
| USA     | Rock Hill, SC     | Oerlikon Balzers Coating USA Inc.          |
| USA     | Tawas City, MI    | Oerlikon Balzers Coating USA, Inc.         |
| USA     | Troy, MI          | Oerlikon Metco (US) Inc.                   |
| USA     | Westbury, NY      | Oerlikon Metco (US) Inc.                   |
| USA     | Wixom, MI         | Oerlikon Balzers Coating USA Inc.          |
| Vietnam | Hanoi (Bac Ninh)  | Oerlikon Balzers Coating Vietnam Co., Ltd. |

**Additional sites consolidated in 2025 for health and safety data**

| Country      | City                  | Site   |
|--------------|-----------------------|--|
| Brazil       | Sao Paulo             | Oerlikon HRSflow Brasil  |
| Canada       | Windsor, Ontario      | Oerlikon HRSflow Canada  |
| France       | Laval Cedex           | Oerlikon HRSflow France  |
| Japan        | Aichi-ken             | Oerlikon HRSflow Japan   |
| Japan        | Kobe                  | Oerlikon Japan Co., Ltd. Metco   |
| Korea        | Gwangmyeong-si        | Oerlikon HRSflow Korea   |
| Mexico       | Santiago de Queretaro | Oerlikon HRSflow Mexico  |
| Netherlands  | Waalre                | Coating Netherlands  |
| Portugal     | Albergaria-a-Velha    | Oerlikon HRSflow Portugal (HRSflow SCC Assistencia Técnica Unipessoal Ida) |
| South Africa | Johannesburg          | Oerlikon HRSflow South Africa  |
| Spain        | Begues                | Oerlikon HRSflow Spain   |
| Thailand     | Bangkok               | Oerlikon HRSflow Thailand  |
| Turkey       | Bursa                 | Barmag Teknik Servis Hitzmetler ve Ticaret A.S.                            |
| USA          | Schaumburg            | Coating USA Inc.   |



## Independent practitioner's limited assurance report on the 2025 selected Indicators in the Sustainability Report 2025 to the Board of Directors of OC Oerlikon Corporation AG, Pfäffikon SZ

We have been engaged by the Board of Directors to perform assurance procedures to provide limited assurance on the 2025 selected Indicators in the Sustainability Report 2025 (including the GHG emissions) of OC Oerlikon Corporation AG for the period ended 31 December 2025.

The following 2025 selected Indicators in the Sustainability Report 2025 were prepared by the Board of Directors of OC Oerlikon Corporation AG:

- Environment and Greenhouse Gas Emissions:
  - Energy consumption within the organization (page 165);
  - Energy intensity (page 204);
  - Total Scope 1 and Scope 2 emissions (page 171);
  - Scope 3 emissions (page 172);
    - 3.1 Purchased goods and services;
    - 3.4 Upstream transportation and distribution;
    - 3.10 Processing of sold products;
    - 3.11 Use of sold products;
    - 3.12 End-of-life treatment of sold products;
  - Waste generated (page 167);
  - Waste diverted from disposal (page 167);
  - Waste directed to disposal (page 167);
  - Implementing energy management system at all relevant sites (page 152); and
  - Increasing the share of electrical energy from renewable sources (page 152).
- Social:
  - % of women in management and leadership roles (page 209); and
  - % of women in high potential talent programs (page 209).
- Occupational health and safety:
  - Injuries, lost days, diseases and fatalities (page 208).

The 2025 selected Indicators were prepared by the Board of Directors of OC Oerlikon based on the criteria described in the section “Reporting scope and data collection” in the Sustainability Report 2025 (on page 195). The section “Reporting scope and data collection” was developed based, among others, on the GRI Sustainability Reporting Standards (GRI Standards) published by the Global Reporting Initiative (GRI) and the Greenhouse Gas (GHG) Protocol Corporate Standard (Revised edition) and summarised in Appendix A – Oerlikon Sustainability Reporting Criteria (on pages 220-224) (together the "suitable Criteria").

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### **Inherent limitations**

The accuracy and completeness of the sustainability information in the Sustainability Report 2025 are subject to inherent limitations given their nature and methods for determining, calculating and estimating such data. In addition, the quantification of the sustainability information in the Sustainability Report 2025 is subject to inherent uncertainty because of incomplete scientific knowledge used to determine factors and the values needed to combine e.g. emissions of different gases. Our assurance report will therefore have to be read in connection with the suitable criteria used by OC Oerlikon Corporation AG.

### **Board of Directors' responsibility**

The Board of Directors is responsible for preparing and presenting the Sustainability Report 2025 in accordance with the suitable Criteria. This responsibility includes the design, implementation and maintenance of the internal control system related to the preparation and presentation of the Sustainability Report 2025 that are free from material misstatement, whether due to fraud or error. Furthermore, the Board of Directors is responsible for the selection and application of the suitable Criteria and adequate record keeping.

### **Independence and quality management**

We have complied with the independence and other ethical requirements of the International Code of Ethics for Professional Accountants (including International Independence Standards) issued by the International Ethics Standards Board for Accountants (IESBA Code), which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour and relevant independence and ethical requirements as transposed in Switzerland by EXPERTsuisse.

PricewaterhouseCoopers AG applies International Standard on Quality Management 1, which requires the firm to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

### **Practitioner's responsibility**

Our responsibility is to perform a limited assurance engagement and to express a conclusion on the 2025 selected Indicators in the Sustainability Report 2025. We conducted our engagement in accordance with the International Standard on Assurance Engagements ISAE 3000 (Revised) 'Assurance engagements other than audits or reviews of historical financial information' and the International Standard on Assurance Engagements 3410, Assurance Engagements on Greenhouse Gas Statements ('ISAE 3410'), issued by the International Auditing and Assurance Standards Board. Those standards require that we plan and perform our procedures to obtain limited assurance whether anything has come to our attention that causes us to believe that the 2025 selected Indicators in the Sustainability Report 2025 were prepared, in all material respects, in accordance with the suitable Criteria.

Based on risk and materiality considerations, we performed our procedures to obtain sufficient and appropriate assurance evidence. The procedures selected depend on the assurance practitioner's judgement. A limited assurance engagement under ISAE 3000 (Revised) and ISAE 3410 is substantially less in scope than a reasonable assurance engagement in relation to both the risk assessment procedures, including an understanding of internal control, and the procedures performed in response to the assessed risks. Consequently, the nature, timing and extent of procedures for gathering sufficient appropriate evidence are deliberately limited relative to a



reasonable assurance engagement and therefore less assurance is obtained with a limited assurance engagement than for a reasonable assurance engagement.

We performed the following procedures:

- Review the application of the OC Oerlikon reporting guidelines, the “Reporting scope and data collection” section in the Sustainability Report 2025 together with the suitable Criteria;
- Inquiries and walkthroughs with relevant stakeholders for the 2025 selected Indicators;
- Inspection of process and control descriptions and other internal guidelines and relevant documents;
- Analytical procedures;
- Reperformance of relevant calculations;
- Additional assurance procedures as deemed necessary (e.g. sample-based source tracing); and
- Local level procedures (three site visits to inspect local processes and reconcile source evidence).

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion.

### **Conclusion**

Based on the work we performed, nothing has come to our attention that causes us to believe that the 2025 selected Indicators in the Sustainability Report 2025 of OC Oerlikon Corporation AG for the period ended 31 December 2025 are not prepared, in all material respects, in accordance with the suitable Criteria.

### **Other Matter**

The comparative sustainability information in the Sustainability Report 2025 of OC Oerlikon Corporation AG for periods prior to the period from January 1, 2025 to December 31, 2025, as well as the information disclosed in the “Discontinued operations chapter”, was not the subject of an assurance engagement. Our conclusion is not modified in respect of this matter.

### **Intended users and purpose of the report**

This report is prepared for, and only for, the Board of Directors of OC Oerlikon Corporation AG, and solely for the purpose of reporting to them on the 2025 selected Indicators in the Sustainability Report 2025 and no other purpose. We do not, in giving our conclusion, accept or assume responsibility (legal or otherwise) or accept liability for, or in connection with, any other purpose for which our report including the conclusion may be used, or to any other person to whom our report is shown or into whose hands it may come, and no other persons shall be entitled to rely on our conclusion.

We permit the disclosure of our report, in full only and in combination with the suitable Criteria, to enable the Board of Directors to demonstrate that they have discharged their governance responsibilities by commissioning an independent assurance report over the 2025 selected Indicators in the Sustainability Report 2025, without assuming or accepting any responsibility or liability to any third parties on our part. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Board of Directors of OC Oerlikon Corporation AG for our work or this report.



PricewaterhouseCoopers AG

Ralf Hofstetter

Cyrill Ivo Manetsch

Zürich, 23 February 2026

*The maintenance and integrity of OC Oerlikon Corporation AG's website and its content are the responsibility of the Board of Directors. The work we have performed as the independent assurance practitioner does not involve consideration of the maintenance and integrity of the OC Oerlikon Corporation AG's website. Accordingly, we accept no responsibility for any changes that may have occurred to the reported the 2025 selected Indicators in the Sustainability Report 2025 or the suitable criteria since they were initially presented on the website.*

## Appendix A – Oerlikon Sustainability Reporting Criteria

This section summarizes the basis of preparation for the performance indicators within this sustainability report, presenting clarification and definition of the terminology used within the reported performance indicators.

A set of general definitions is first presented, as well as specific guidance in relation to each of the reported performance indicators, by section of the report.

### **General definitions**

In 2025, Oerlikon announced the divestment of Barmag on May 6. The **Sustainability Reporting Scope** covers all Oerlikon companies worldwide, excluding discontinued operations unless stated otherwise. In the Oerlikon Annual Report 2025, the list of legal entities can be found on page 130 to 131. The scope of reporting is further defined below.

**Sites:** These comprise production sites, large offices (>50 employees) and small offices. The number of sites may vary year-over-year due to newly opened sites, closed sites, divested sites or acquired sites.

**The “Relevant sites”:** Total relevant sites include all production sites and large offices and exclude small offices (<50 employees). In 2025, there were a total of 149 relevant sites.

**The “Operational sites”:** Total operational sites include all relevant sites and a few small offices. The total number of relevant sites consolidated in 2025 for environmental KPIs was 149. The total number of operational sites consolidated in 2025 for health & safety KPI was 163, including 14 additional small offices. The list of operational sites can be found in this report from pages 212 to 215. No data from minority-owned sites was included in 2025.

**The “Non-Relevant sites”:** Oerlikon operates a few smaller offices that are not considered material and thus, outside of the operational boundary for environmental and health & safety KPIs.

A total of eight sites were closed or no longer considered in 2025. A new site in Tumkur, India was opened in 2025.

### **Treatment of Material Adjustments**

In circumstances that result in a significant change to a methodology and have a material impact to a KPI result, either through refining the approach, receiving new information, a change in business structure, acquisition of transformational business, or from other events, Oerlikon would initiate a recalculation of previous year’s numbers or will calculate a new baseline.

| GRI no.         | KPI  | Assessment Criteria   |
|-----------------|--|---|
| 302-1<br>(2016) | Energy consumption within the organization (gigawatt-hours – GWh)<br><br><b>Increasing the share of electrical energy from renewable sources</b> | <p>Energy usage is defined as the total energy consumption from the relevant Sites during the calendar year. Energy categories include electric power, natural gas/other hydro-carbon gases, heat and cooling bought, gasoline, diesel and liquefied petroleum gas. It is consistent with GRI 302-1. For 2025, it was <b>406.3 GWh</b>.</p> <p>The number of relevant sites for this KPI was 149.</p> <p>Within the category of electric power, the amount from renewable electrical power was also disclosed (<b>150.3 GWh or 47%</b> of electricity consumed for 2025). The 2025 revised target is that 75% of purchased electricity shall be derived from renewable sources by 2030.</p>   |
| 302-3<br>(2016) | Energy intensity (MWh/ million CHF sales)  | <p>Energy intensity is calculated by taking energy consumption (GRI 302-1) and dividing by sales for 2025.</p> <p>The 2025 sales figure of <b>CHF 1 567.6 million</b> was taken from the consolidated income statement of OC Oerlikon Corporation AG, Pfäffikon, which was audited by PricewaterhouseCoopers AG on February 24, 2026.</p> <p>Thus, energy intensity in 2025 was <b>259.2 MWh per million CHF sales</b>.</p>   |
| 305-1<br>(2016) | Scope 1: Direct (Scope 1) GHG emissions (thousand metric tons)   | <p>Oerlikon reports Scope 1 figures relating to relevant sites using the GHG protocols consistent with GRI 305-1.</p> <p>The number of relevant Sites for this KPI was 149.</p> <p>Oerlikon uses no equivalent gases (CH<sub>4</sub>, N<sub>2</sub>O, HFCs, PFCs, SF<sub>6</sub>, NF<sub>3</sub>), so the 2025 figure of <b>15.4 thousand metric tons</b> resulted solely from use of energy.</p>   |
| 305-2<br>(2016) | Scope 2: Energy indirect (Scope 2) GHG emissions (thousand metric tons of CO <sub>2</sub> equivalent)  | <p>Oerlikon reports Scope 2 figures for relevant Sites. The number of relevant Sites in 2025 for this KPI was 149.</p> <p>Consistent with GRI 305-2 and the GHG protocols, Oerlikon reports the market-based figure where possible. In geographies where this is not possible, Oerlikon takes a location-based approach. Among Oerlikon's 149 relevant Sites in 2025, 68 of them were using market-based method to report on their Scope 2 emissions, while 81 sites were using the location-based method as they do not have contractual information that meets the Scope 2 quality criteria.</p> <p>Our Scope 2 encompasses indirect GHG emissions from electricity, steam, heat and cooling purchased by the Group. In 2025, our Scope 2 emissions were <b>99.3 kilotons of CO<sub>2</sub> equivalent</b>.</p>   |
| 305-3<br>(2016) | Other indirect (Scope 3) GHG emissions (thousand metric tons of CO <sub>2</sub> equivalent)  | <p>Oerlikon reports Scope 3 figures that are not covered in Scope 2 and occur along the entire value chain, including both upstream and downstream emissions.</p> <p>Thirteen out of the 15 Scope 3 categories are deemed relevant to Oerlikon. Two of the categories (categories 8 and 14) are not applicable since Oerlikon does not have any franchises or any upstream leased assets.</p> <p>For the 13 relevant categories, the emissions have been calculated according to the GHG protocol. A tailored mix of methodologies best suited for each of the 13 relevant categories were applied. For the top 5 emission-generating categories, their methodologies can be found on page 173 of this report.</p> <p>In 2025, Oerlikon's Scope 3 emissions for the 13 relevant categories were <b>2 134.9 kilotons of CO<sub>2</sub> equivalent</b>.</p> |

| GRI no.         | KPI  | Assessment Criteria   |
|-----------------|--|---|
| 305-4<br>(2016) | GHG emissions intensity<br>(tons CO <sub>2</sub> equivalents/million<br>CHF)                                       | <p>The 2025 sales figure of <b>CHF 1 567.6 million</b> was taken from the consolidated income statement of OC Oerlikon Corporation AG, Pfäffikon, which was audited by PricewaterhouseCoopers AG on February 24, 2026.</p> <p>Total emissions from Scope 1 and 2 in 2025 were <b>114.8 kilotons CO<sub>2</sub> equivalents, corresponding to an intensity of 73.2 tons CO<sub>2</sub> equivalents per million CHF sales.</b></p> <p>Total emissions from Scope 3 in 2025 were <b>2 134.9 kilotons CO<sub>2</sub> equivalents, corresponding to an intensity of 1 361.9 tons CO<sub>2</sub> equivalents per million CHF sales.</b></p>   |
| 305-5<br>(2016) | Reduction of GHG<br>emissions  | <p>Oerlikon is reducing its greenhouse gas (GHG) emissions across Scope 1, Scope 2 and Scope 3 through improved energy efficiency, increased use of renewable electricity and optimized production processes.</p> <p>Scope 1 and 2 reductions focus on areas such as lowering fuel consumption and transitioning to cleaner energy sources.</p> <p>For Scope 3, thirteen out of the 15 Scope 3 categories are deemed relevant to Oerlikon. Two of the categories (categories 8 and 14) are not applicable since Oerlikon does not have any franchises or any upstream leased assets.</p> <p>Scope 1 emissions slightly increased by <b>3%</b> from 2024 to 2025.</p> <p>Scope 2 emissions reduced by <b>19%</b> from 2024 to 2025.</p> <p>The Scope 3 emissions increased by <b>4.9%</b> from 2024 to 2025.</p> |
| 305-7<br>(2016) | Nitrogen oxides (NO <sub>x</sub> ),<br>sulfur oxides (SO <sub>x</sub> ), and<br>other significant air<br>emissions | Oerlikon uses no equivalent gases (CH <sub>4</sub> , N <sub>2</sub> O, HFCs, PFCs, SF <sub>6</sub> , NF <sub>3</sub> ), so the 2025 figure of <b>15.4 thousand metric tons</b> resulted solely from use of energy.  |
| 306-3<br>(2020) | Waste generated (metric<br>tons)   | <p>The number of relevant Sites for this KPI was 149.</p> <p>Data collected in tons is consistent with GRI 306-3, and the <b>total waste for 2025 was 16 928 metric tons.</b></p>   |
| 306-4<br>(2020) | Waste diverted from<br>disposal (metric tons)  | <p>The number of relevant Sites for this KPI was 149.</p> <p>Data from GRI 306-3 is segmented into waste diverted from disposal (GRI 306-4) across preparation for reuse, recycling and other recovery operations. Consistent with GRI 306-4, waste diverted in 2025 was <b>11 285 metric tons.</b></p>   |
| 306-5<br>(2020) | Waste directed to disposal<br>(metric tons): <b>Share of<br/>disposed waste</b>                                    | <p>The number of relevant Sites for this KPI was 149.</p> <p>Data from GRI 306-3 is segmented into waste directed to disposal (GRI 306-4) across incineration, landfill and other disposal operations. The data from GRI 306-5 (in 2025: 5 642 tons) was then divided by the data from GRI 306-3 (in 2025: 16 900 tons) to give <b>33%</b>.</p>   |

| GRI no.         | KPI  | Assessment Criteria   |
|-----------------|--|---|
| 403-9<br>(2018) | Occupational health and safety: injuries, lost days, diseases and fatalities:<br><br><b>Rate of recordable work-related injuries</b> (TAFR: Total accident frequency rate) | <p>Health and safety data included 163 operational sites, consisting of 149 relevant sites and 14 small offices that have provided the data.</p> <p>Total accident frequency rate was <b>0.48</b> in the period from January 1, 2025, to December 31, 2025.</p> <p>The formula for calculating accident frequency rate is the number of reported accidents multiplied by 200 000, divided by the number of employee hours worked.</p> <p>Recordable work-related injuries are defined as lost time accidents (LTAs) and medical treatment accidents (MTAs). LTAs are work-related accidents causing the absence of one or more working days (or scheduled shifts), counting from the day after the injury took place. MTAs are work-related accidents, necessitating the attention of a medically qualified person, such as a medical doctor or a nurse, but not causing an absence.</p> <p>Total number of hours are usually calculated as recorded hours for blue collar workers and workers that fill out time sheets and contractual hours for white collar hours who do not fill out timesheets.</p> |
| 405-1<br>(2016) | <b>Percentage of women in management and leadership positions</b>  | <p>Oerlikon defines management and leadership positions to include the top, senior and middle management positions. This is reflected by including those employees classified as grade 13 and above on the last date of a calendar year.</p> <p>Employee headcount is used to define the number.</p> <p>Those employees categorized as women in Oerlikon's HR system were divided by the total amount.</p> <p>In 2025, <b>16.5% women</b> were classified in management and leadership positions.</p>   |
| 405-1<br>(2016) | <b>Percentage of women in High Potential Talent Programs</b>   | <p>Oerlikon runs high potential talent programs of which Horizons has been active for years. In 2022, Oerlikon launched the program RISE to promote regional talents. In 2024, the RISE program was discontinued. Talent programs can last more than one calendar year, so the total number of individuals included represents those who participated at any point during the calendar year.</p> <p>Numbers included in the program are counted on a per person basis.</p> <p>Those employees categorized as women in Oerlikon's HR system will be divided by the total amount.</p> <p>In 2025, <b>33% women</b> participated in high potential talent programs.</p>  |

|      |  |   |
|------|--|---|
| n.a. | <b>Sites with energy management system implemented</b> | <p>Energy management systems (EnMS) include both ISO-50001-certified and Oerlikon-defined energy management systems.</p> <p>An EnMS allows us to address our energy impact, conserve resources and improve costs through efficient energy management. It is designed as a practical way for our sites to track, monitor and analyze their energy consumption, so as to identify and implement improvement measures.</p> <p>The Oerlikon-defined EnMS is a stringent but lighter version of the standards, closely mirroring ISO 50001. The definition of this system is documented in an internal guideline endorsed by management to regulate non-ISO sites.</p> <p>Total sites as of December 31, 2025, with EnMS according to:</p> <ul style="list-style-type: none"> <li>• Oerlikon-defined standard = 112</li> <li>• ISO 50001 = 15</li> </ul> <p>The total number of sites used as the denominator for this calculation is 149 relevant sites excluding 12 sites which were in closure or with negligible energy consumption (they account for &lt;0.1% of total energy consumption). The number of sites in scope for this KPI in 2025 is 137.</p> <p>Total sites that meet these criteria are <b>127</b> (out of 137), or <b>93%</b> of total sites in scope of this KPI.</p> |
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# Contacts

## Contacts

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This annual report is only available in English and is the binding version.

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