

BOSSARD

Proven Productivity

The background features a technical drawing of a gear with various hatching patterns and construction lines. The text 'Annual Report 2025' is centered over the gear. The gear has several teeth, and the drawing includes various lines and arrows indicating its geometry and assembly.

Annual Report 2025

SHORT PROFILE

Proven Productivity

Bossard's global team is fully committed to Proven Productivity. Together we create sustainable values for our customers.

The Bossard Group is a leading strategic partner for industrial fastening and assembly technology solutions to OEM customers globally with proven expertise in engineering and logistic services.

Bossard was founded in Zug in 1831. Today local and multinational companies count on Bossard's expertise to increase their productivity – with success. Bossard calls this concept, which is also a promise to its customers, Proven Productivity. This includes, among other things, optimizing processes and reducing inventories to increase the efficiency and productivity sustainably. In addition, Bossard is considered a pioneer in developing intelligent production facilities in line with Industry 4.0.

With around 3,300 employees in 33 countries, the Bossard Group generated CHF 1,068.9 million in sales in the financial year 2025. Bossard is listed on the SIX Swiss Exchange.

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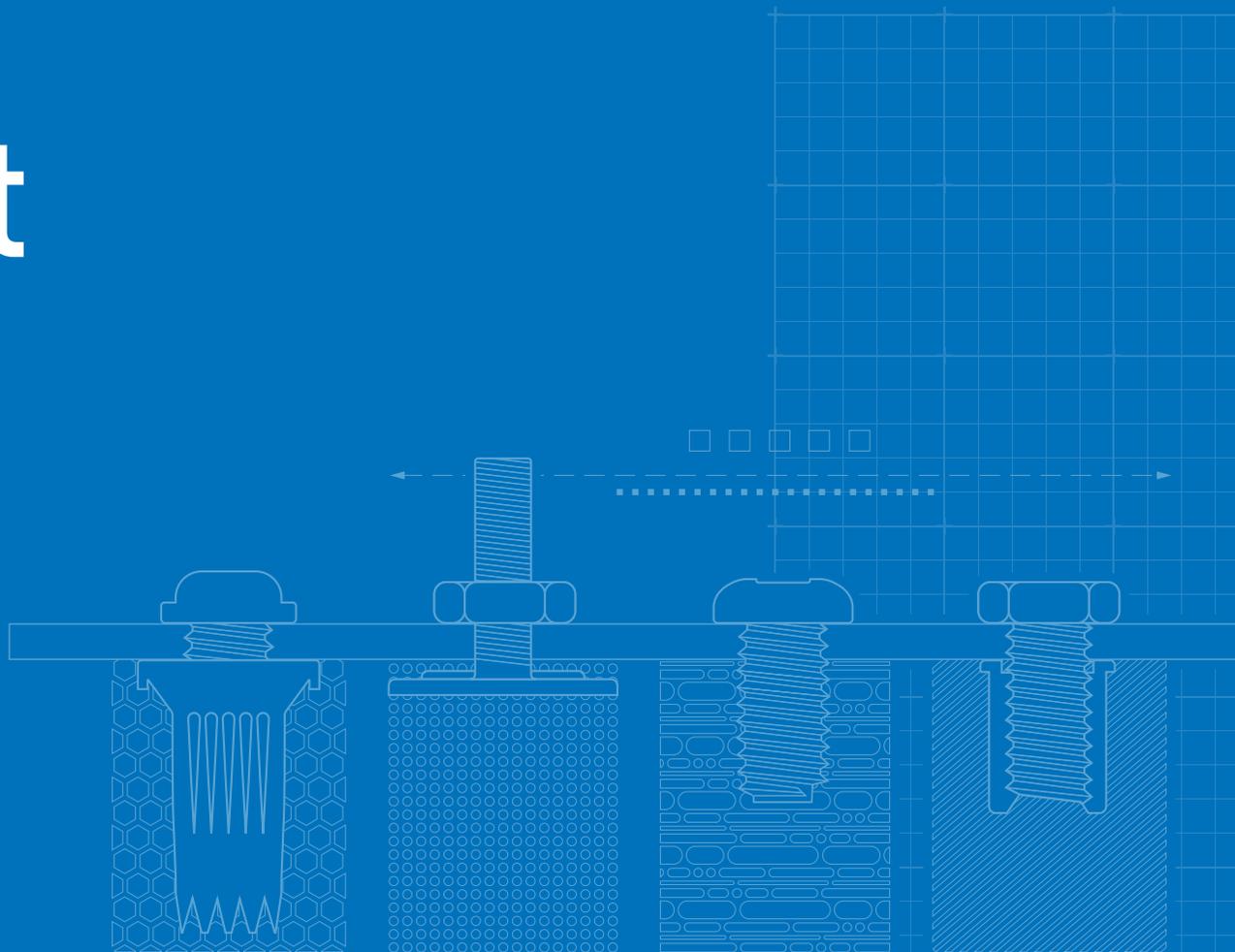
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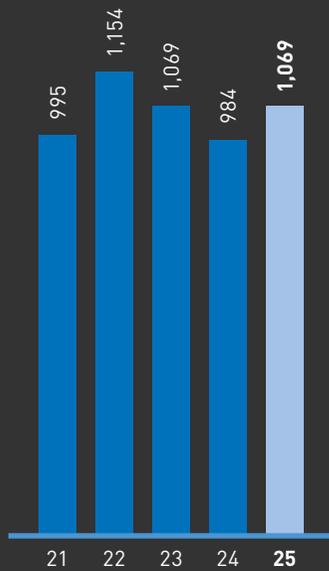
AT A GLANCE

Solid profitability in a challenging environment

In a challenging market environment, characterized by geopolitical uncertainties and a strong Swiss franc, Bossard was able to report solid profitability. The focus was on the consistent implementation of Strategy 200 with strengthening the market position in key industries, expanding regional presence, and the rollout of the new IT platform.

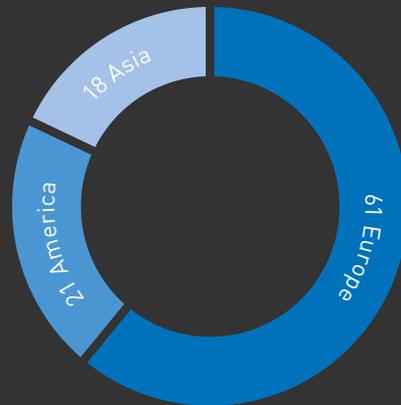
Net sales

in CHF million



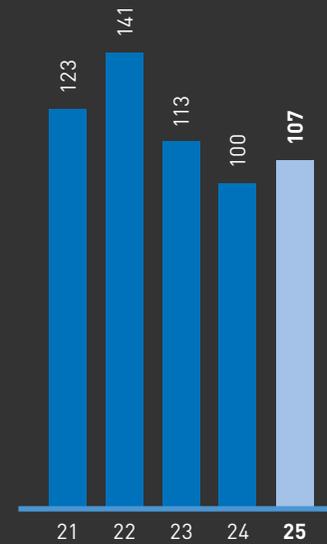
Geographic sales distribution

in %



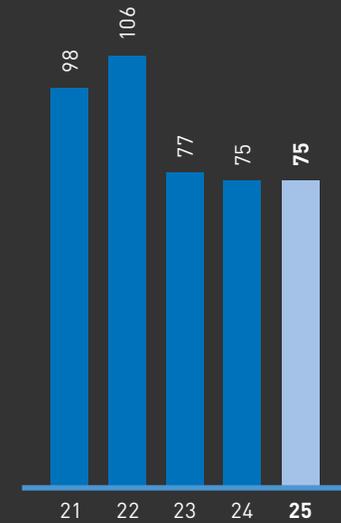
EBIT

in CHF million



Net income

in CHF million



Key figures

in CHF 1,000	2025	2024
Net sales	1,068,946	984,131
Change to prior year in %	8.6	-7.9
Gross profit	345,712	324,356
in % of net sales	32.3	33.0
Gross profit (adjusted) ¹⁾	350,803	325,124
in % of net sales	32.8	33.0
Personnel expenses	229,639	216,396
in % of net sales	21.5	22.0
EBITDA	134,613	126,380
in % of net sales	12.6	12.8
EBIT	106,607	100,123
in % of net sales	10.0	10.2
EBIT (adjusted) ²⁾	111,976	100,985
in % of net sales	10.5	10.3
Net income	74,648	75,272
in % of net sales	7.0	7.6
Cash flow ³⁾	102,654	101,529
in % of net sales	9.6	10.3
Free cash flow ⁴⁾	-8,748	31,221
Capital expenditures	35,608	35,790
Operating net working capital ⁵⁾	499,298	469,808
in % of net sales	46.7	47.7
Net debt ⁶⁾	311,293	245,117
Shareholders' equity	390,025	392,337
in % of total assets	43.2	46.5
Total assets	901,977	843,958
Annual weighted average number of employees ⁷⁾	3,144	2,878
Net sales per employee ⁸⁾	340.0	342.0

in CHF 1,000	2025	2024
Reconciliation gross profit (adjusted)		
Gross profit	345,712	324,356
PPA effects ⁹⁾	5,091	768
Gross profit (adjusted)	350,803	325,124
Reconciliation EBIT (adjusted)		
EBIT	106,607	100,123
PPA effects ¹⁰⁾	5,369	862
EBIT (adjusted)	111,976	100,985

Key figures

Return on equity	19.1	19.7
Return on average capital employed (ROCE) ¹¹⁾	12.3	12.6
Dividend yield in % ¹²⁾	2.5	2.0
Earnings per share ¹³⁾ ¹⁴⁾		
Registered A share in CHF	9.33	9.39
Registered B share in CHF	1.87	1.88
Price/earnings ratio ¹²⁾	16.8	20.3
Price/book value per share	3.1	3.8

1) For details see reconciliation gross profit (adjusted)

2) For details see reconciliation EBIT (adjusted)

3) Net income + depreciation and amortization

4) Cash flow from operating activities less cash flow from investing activities

5) Receivables from goods and services + inventories, less payables from goods and services

6) Short-term financial liabilities + long-term financial liabilities, less cash and cash equivalents

7) Average full-time equivalents

8) Basis: annual weighted average number of employees

9) Purchase price allocation effects (PPA effects) on inventories in accordance with Swiss GAAP FER 30 which may impair the comparability of key performance indicators

10) Purchase price allocation effects (PPA effects) on inventories and intangible assets in accordance with Swiss GAAP FER 30 which may impair the comparability of key performance indicators

11) Average annual capital employed in relation to NOPAT

12) Basis: share price at December 31

13) Basis: average share capital entitled to dividends

14) Basis: share attributable to shareholders of Bossard Holding AG

REPORT TO THE SHAREHOLDERS

Slight growth in a challenging environment



David Dean
Chair of the board of directors

Dr. Daniel Bossard
CEO

Dear Shareholders,

In the past financial year, Bossard continued the consistent implementation of Strategy 200. This includes expanding our market positions in key industries, boosting our regional presence and proximity to customers, and continuing the technological advancement of our services. This ongoing strengthening of our competitive position is the foundation for sustainable, profitable growth.

The financial year 2025 was a year characterized by geopolitical and economic uncertainties. The tariff situation in particular led to planning uncertainty among many market participants, causing demand to fluctuate in a generally challenging market environment. Over the course of the year, there was slight growth which gradually strengthened in the second half. This development was supported by demand in growth industries such as railway and aerospace. Through its Smart Factory services, Bossard won its first customers in the field of data center cooling technologies. However, currency effects and the continued rollout of the new IT platform had a negative impact on the result.

Beneficial service solutions in times of cost pressure and skilled labor shortage

In an industrial environment characterized by high cost pressure, a shortage of skilled labor, and rising wages, Bossard's Smart Factory Services remained in demand. In the area of Smart Factory Logistics (SFL) applications, Bossard contributes to increasing customer productivity. The number of installed Smart Devices grew by 3.1 percent to 493,000 units at more than 1,100 customers worldwide, despite an environment of interest rates and market conditions unfavorable to investment. Smart Factory Assembly (SFA) solutions offer customers better control over the assembly process while increasing productivity and traceability of production steps. Thanks to these advantages, Bossard was able to expand its customer base in this area and by year-end, served more than 100 customers with a total of more than 300 installed assembly stations.

Targeted acquisitions to strengthen market presence and expertise

Bossard's acquisition strategy centers on the focus markets defined in Strategy 200, strategic growth industries, and new technologies. The German Ferdinand Gross Group, which was acquired in January 2025, is one of the leading distributors of fastening technology in Germany and can

look back on a 160-year history of success. In addition to the German market, Ferdinand Gross is represented in Hungary and Poland. With this acquisition, Bossard not only strengthens its presence in one of Europe's most important industrial markets but also expands its ability to serve customers in Eastern Europe more comprehensively and to further develop its regional market position. In addition, Ferdinand Gross's range of products for the railway sector complements Bossard's existing railway expertise, creating new synergies. With over 15 acquisitions in the past ten years, Bossard has a proven track record of successfully integrating and scaling companies and technologies with growth potential.

The development of our markets at a glance

In Europe, the market environment continued to be shaped by economic uncertainty. The second half of the year marked a gradual stabilization, while demand, particularly in mechanical engineering, remained subdued despite low inventory levels. In contrast, the aerospace, railway, electronics, and energy sectors developed more robustly and provided positive momentum. The integration of Aero Negoce resulted in additional synergies in the aerospace industry, which Bossard is leveraging through the targeted expansion of capacities, thus strengthening its competitive position.

In America, the market environment continued to be affected by economic uncertainties and the tariff situation. Overall, the recovery progressed gradually with notable differences across regions and industries. Demand was subdued, particularly in the areas of electromobility, agriculture, and late-cycle mechanical engineering, while the American market generally showed more robust development, especially in the second half of the year. Mexico benefited from regional production shifts, particularly in the electronics sector. Currency effects continued to have a negative impact on sales development.

In Asia, the positive trend in demand remained throughout the reporting year. In India, Malaysia, and other parts of Southeast Asia in particular, Bossard benefited from regional production shifts in the electronics and semiconductor industries. China showed signs of continuing recovery, supported by growing demand from the electronics and mechanical engineering industries. In addition, Bossard succeeded in winning new customers. Currency effects, on the other hand, had a negative impact on sales. Overall, Asia remains a high-growth market with broad regional demand potential.

Sustainability at Bossard

Sustainability is firmly anchored in Bossard's business model. Responsible conduct forms the basis for success and combines economic performance with social responsibility and environmental commitment. With our sustainability strategy, we pursue long-term goals that create added value for society, the company and its shareholders. The focus lies on three strategic areas of action: climate and circular economy, employees within the Group and along the value chain, and responsible corporate governance.

Contribution to an intact environment

Bossard is clearly committed to its responsibility for the environment and climate. By 2031, direct greenhouse gas emissions (Scope 1 and 2) are to be reduced by 50 percent compared to 2023 and to net zero emissions by 2040.

The progress made confirms that the Group is on track. In 2025, climate data was collected along the value chain (Scope 3), a first step towards a sound climate strategy. In collaboration with suppliers and customers, resource efficiency and the circular economy become increasingly important to make products and services more sustainable and reduce energy consumption and CO₂ emissions.

Strategy Day 2025

The Bossard Group held a Strategy Day for institutional investors, analysts, and media representatives at the Switzerland Innovation Park in Biel. Building on Capital Markets Day in 2021, the business model and the progress made in implementing Strategy 200 were presented.

The focus was on the milestones achieved in the Sales Engine, the Operations Engine, and innovations related to the expansion of Smart Factory Services. At this well-attended event, we confirmed our ambitious medium-term financial targets: Bossard is aiming for sustainable organic growth of over 5 percent per year. We are also maintaining our EBIT margin target of 12 percent to 15 percent and our equity ratio target of at least 40 percent. Our dividend policy remains unchanged, with approximately 40 percent payout of net income.

Strategy 200 – the strategic significance of our services

The quality and deliverability of our product solutions are the foundation of our business and the results we achieve. The value of our cooperation with our customers – or Proven Productivity – grows as we provide our services along the entire value chain.

With our Smart Factory solutions, we support logistics and production managers in automating processes and enhancing efficiency to increase overall productivity. As part of our Assembly Technology Expert services, we seek out and test optimal fastening solutions and implement them in accordance with specific requirements. This enables us to improve quality and minimize costs for our customers.

We see ourselves as a strategic partner for automation, technical solution expertise, and smart supply chain solutions. In an environment characterized by a shortage of skilled labor, automation pressure, global production shifts, and dual sourcing strategies, this positioning is becoming increasingly important. Our services make it possible to diversify risks, increase efficiency, and strengthen competitiveness over the long term – they create customer retention that could not be achieved simply by supplying products.

Successful rollouts of the new IT platform

Updating our IT platform is a key part of our Operations Engine and is designed to boost the Group's efficiency, standardize processes, and align our data and systems landscape. Despite the challenging market environment, we continued to pursue the deployment and successfully completed rollouts in Germany at Bossard Aerospace, in the Czech Republic, Poland, Austria, Vietnam, and India during the reporting year. Further rollouts are planned for 2026, with the aim of replacing the core system by the end of the year. The introduction of the new IT platform has a negative impact on earnings in the short term, but it will form the basis for sustainable improvements in the overall organization.

Commitment to people

Around 3,300 employees worldwide contribute to Bossard's success. The Group is committed to providing secure, attractive employment and promotes diversity and equal opportunities. At the same time, Bossard takes responsibility beyond its own corporate boundaries: respect for human rights, clear standards and partnership-based cooperation with suppliers strengthen the protection of employees along the entire value chain. The record proportion of 67 percent of suppliers who have signed the Supplier Code of Conduct underlines this commitment.

Outlook

From today's perspective, it is difficult to predict how the economic environment will evolve in the coming quarters. Based on current developments and the second half of 2025, we expect economic demand to be subdued in the first half of 2026 despite positive momentum from Asia and America and from growth industries. We remain committed to the communicated medium-term financial targets and continue to implement Strategy 200 with consistency.

Proposals to the annual general meeting of shareholders

At the 2026 annual general meeting of shareholders, the board of directors will propose a gross dividend of CHF 3.90 per registered A share (prior year: CHF 3.90 gross), in line with our dividend policy of approximately 40 percent payout of net income.

As we move into the future, we can count on the support of many committed stakeholders.

We extend our sincere gratitude to all employees for their tireless commitment, solidarity, team spirit, and enthusiasm – they are the key success factors of the Bossard Group. We would also like to thank our customers for their

long-standing loyalty, as well as our partners and suppliers for their excellent cooperation. And to you, our valued Shareholders, we express our appreciation for your continued trust. Together, we are charting the course for the successful future of Bossard.

David Dean
Chair of the board of directors

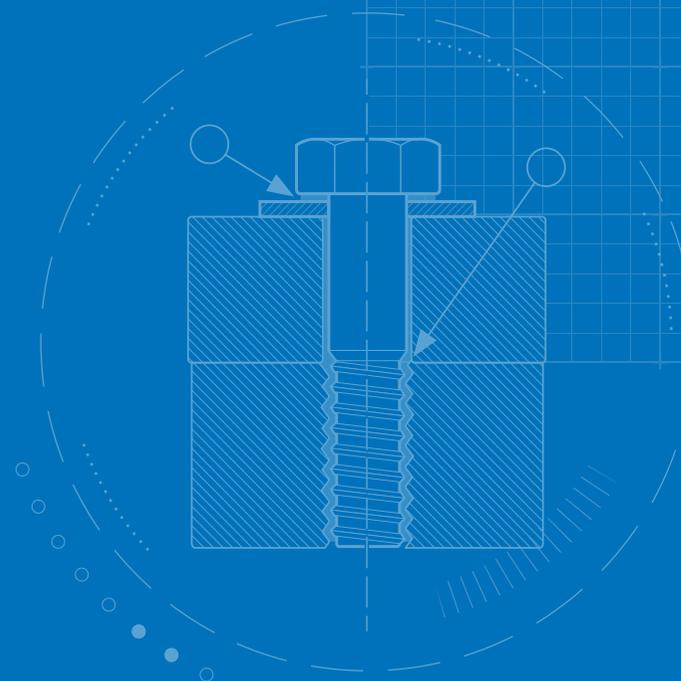
Dr. Daniel Bossard
CEO

Zug, March 5, 2026

Company

Founded 1831 in Zug, Switzerland, the Bossard Group is a leading strategic partner for industrial fastening and assembly technology solutions to OEM customers globally with proven expertise in engineering and logistic services.

With around 3,300 employees in 33 countries, the Bossard Group generated CHF 1,068.9 million in sales in the financial year 2025. Bossard is listed on the SIX Swiss Exchange.



AT A GLANCE

Company

Market position

Top 3

Bossard is one of the top 3 global distributors of fasteners.

Customer loyalty

> 10

More than 90 percent of our large and medium-sized customers have been working with Bossard for more than ten years.

Customers worldwide

> 45,000

Bossard is proud to serve more than 45,000 customers globally – in a huge variety of industries.

Thereof with B- and C-parts management

> 1,100

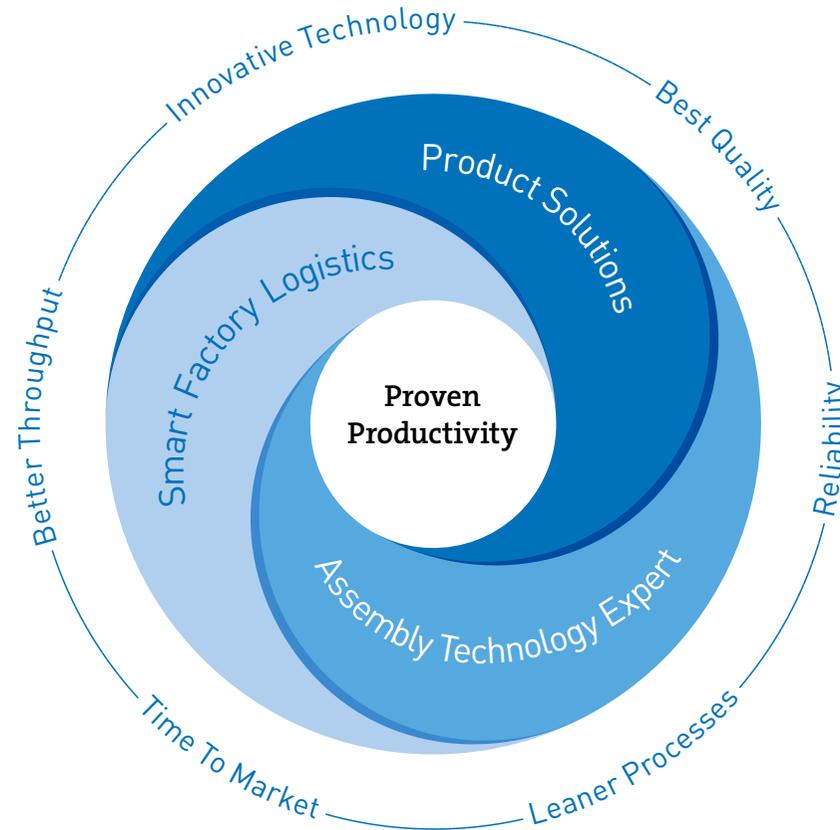
More than 1,100 customers rely on Bossard's automated B- and C-parts management solutions.

BUSINESS MODEL

Proven Productivity

Bossard offers fastening solutions and process optimization measures that are proven to deliver the best possible efficiency, thereby reducing costs. In evaluating our services, we rely on facts. They consistently show that by working with us, our customers are able to achieve lasting and measurable productivity improvements. That is why we talk about Proven Productivity.

The interplay of Product Solutions, Assembly Technology Expert and Smart Factory Logistics gives our customers competitive advantages in six key areas.



Time to market

Thanks to shorter delivery times, products make it to market faster.

Leaner processes

Systematic time, money, and resource savings reduce overall operational costs.

Better throughput

Advanced logistic systems and lean assembly processes markedly boost efficiency.

Best quality

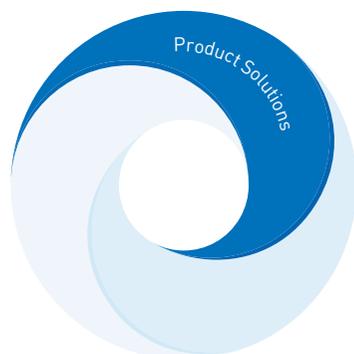
For our product solutions, we rely on the highest quality combined with comprehensive process consulting. This leads to maximum reliability and predictable planning.

Innovative technology

Our forward-looking solutions are tailored to the very latest requirements of Industry 4.0.

Reliability

We value continuity and this is how we empower and support our team to ensure that we will be there for our customers tomorrow.



Product Solutions

Our fastening solutions are as unique as our customers' products. Sometimes standard fasteners are just right, while in other cases brand solutions or custom fastening solutions get the best results. Bossard has the right solution for every challenge.

Fastening technology catalog products

We have more than 200,000 different fasteners ready to ship from our warehouses: screws, nuts, rivets, washers and electrical fasteners.

Customized items

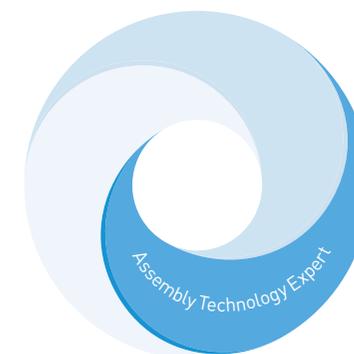
Customized solutions and parts (turned, milled, extruded, stamped and bent parts) for unique technical requirements, manufactured to our customers' specifications.

Bossard ecosyn®

The ecosyn® product line features premium quality fasteners. They are both economical and in sync with the needs of our customers. Smart and safe quality products based on innovative engineering and designed to make work easier and more efficient.

Brand products

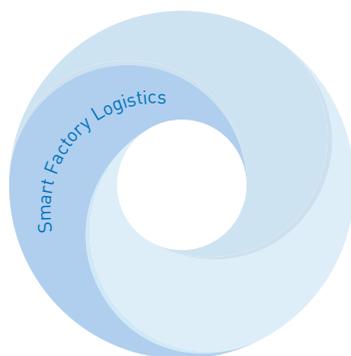
Bossard maintains a carefully selected brand portfolio in cooperation with highly innovative and reliable partners.



Assembly Technology Expert

Our customers develop a diverse range of premium products whose production methods place equally diverse demands on fasteners. Six field-proven Bossard Assembly Technology Expert services help find, test and implement the most suitable fastening solutions based on specific requirements. In addition, they optimize the customers' assembly processes and product assortment and train their employees.

Using this three-step approach, from design to optimization to training, the specialists at Bossard help product designers and engineers meet the most diverse challenges with respect to innovation, process optimization, and efficiency. This leads to a sustainable reduction in production time and costs, increases product safety and quality, and significantly improves our customers' competitiveness.



Smart Factory Logistics

In the world of Industry 4.0, Smart Factory Logistics are a core element for profitable growth. The more precise and smarter factory logistics is, the better companies fare against their competitors.

While our customers fully focus on their core competencies, we take care of automating their B- and C-parts management processes, thus ensuring a lean assortment and a smooth supply flow. Inventory is controlled in real time, and material is delivered directly to the assembly stations thanks to smart order management. All at the right time and in the right place. Lower material handling costs and smaller inventories enable our customers to significantly boost productivity in their production.

In addition, we support our customers in the digital transformation of their production with our Smart Factory Assembly services. Digital documentation and connected devices ensure consistently high quality, and the recorded data provide maximum transparency and traceability.

As a result, processing control takes place automatically, significantly reducing faulty assemblies and lowering the overall cost of a product. Manufacturing companies can more easily make the right decisions and produce high-quality products with shorter lead times and smaller batch sizes.

Hidden
aspects
account
for about

85%

of the total cost of ownership of fasteners. We are reducing them.

BUSINESS RESILIENCE AND STRATEGY 200

Solid foundation for accelerated growth

Bossard's business model has proven not only its strength for growth under normal circumstances but also its extraordinary resilience in unprecedented times. With the Bossard "Strategy 200" – Bossard turns 200 years old in 2031 – we will focus on this business model and accelerate growth in all our key markets.

Leader in digitalization in our industry

30 years ago, Bossard invented the first fully digitalized and automated C-parts management system, based on IoT technology, that today is being used every day by over 1,100 customers globally. Our proven solutions, used by customers to maintain a seamless supply of C-parts for production without manual interaction, have been successful since their launch. With the digital platforms developed over the last years, Bossard was able to switch its wide range of services to the virtual space – instantly and across the globe.

Industrial and geographical diversification

As impressively demonstrated in the crisis, our broad industrial diversification with more than 45,000 customers from a wide variety of industries enables us to balance customer growth and makes us much less dependent on single industrial segments. Our global footprint in Europe, America and Asia, allows for a global distribution of income. This global presence also helps us on the

procurement side where, for key products, Bossard has always been working with multiple sources from different continents to mitigate supply risks.

Customer centricity and sustainability

The close and strategic collaboration with our customers, focusing on services to ensure the customers' peace of mind in C-parts management and supply and enabling trusted relationships, creates a solid customer base for the long term. This is reflected in our enduring relationships with our customers, with over 90 percent of our large and medium-size customers still working with Bossard after ten years. Our sustainable customer base is a key foundation for our long-term sales and profit development.

Innovation and experimental mindset

Ongoing curiosity has always been at the core of the Bossard DNA. For this reason, we would consider ourselves a "start-up with 195 years of experience." Solving customer problems with creativity and passion – using years of experience in fastening technology, supply chain and assembly solutions – has enabled us to provide leading-edge market services. And the journey continues: for example, we are looking into new products for lightweight applications, AI-enabled systems to speed up the quoting process for customized fasteners, and new services to ensure secure assembly processes.

With our Strategy 200, we want to build on the past, focusing on our key strengths and scale our business model to achieve relevant market shares in all our key markets by 2031.

Proven Productivity – our promise...

For the average industrial OEM (original equipment manufacturer), more than 50 percent of single assembly parts are fastener-related while they only represent a very small amount of the purchasing value. The related management and handling costs – parts definition, ordering, goods receipt, inventory management, and assembly costs – typically exceed the purchase price of the C-parts significantly. With our long-time philosophy of Proven Productivity, we focus on substantially reducing the management and assembly costs of C-parts for our customers, thereby boosting their competitiveness in a sustainable and measurable way. This philosophy strengthens the bridge of trust between us and our customers day in and day out.

...in a globally fragmented market with growth potential

The global fastener market for industrial OEMs is heavily fragmented. With only 3 percent global market share in our industry segment, Bossard is one of the top 3 global distributors of fasteners. This leaves significant opportunities for growth. We will make use of these opportunities by continuing to be as close to our customers as possible.

Customer proximity creates growth opportunities...

For us, proximity goes beyond geography. It also encompasses the primary challenge that keeps our customers awake at night – boosting their competitiveness with the lowest total cost of ownership and the highest product availability. The better we understand our customers’ perspective on this core challenge and the more in-depth we go in analyzing the issues associated with it, the better we can bring our extensive experience and expertise to bear when responding to this challenge.

...captured by a truly empowered organization

Bossard Strategy 200 has one theme at its core: to create a company as amazing as its people, where everybody collaborates, feels empowered, experiments, talks real, and delivers value. Together we will create and pave the way for accelerated sales and profitability growth in the years to come.

Strategic aspiration towards 2031

Together, we bring Proven Productivity and sustainability to every assembly operation in the world. To turn this aspiration into reality, we focus on OEM customer groups with the aim of supporting them to boost their competitiveness. In doing so, we rely on high-quality products, outstanding services, assembly technology consulting, and efficient processes along the entire supply chain.

Strategy 200 – focus and scale

Within the context of our winning aspiration towards 2031 we are aiming to achieve sustainable, profitable growth by focusing on our key strengths. We want to substantially increase our sales revenue to further expand our market position – organically and through acquisitions. Bossard plans to increase its average organic growth rate to over 5 percent after a period of increased investments. As a result, the Group is targeting an EBIT margin of 12 percent to 15 percent mid-term. Bossard continues to rely on a strong balance sheet with an equity ratio of at least 40 percent. Notwithstanding the stepped-up growth initiatives, the dividend payout is expected to remain at about 40 percent of the Group’s net income.

“With our Strategy 200, we aim to achieve sustainable, profitable growth.”

In 90 seconds

you will experience what Bossard means by Proven Productivity. Stay up to date on product innovations, services and customer experiences by reading our blog.

provenproductivity.com

RISK MANAGEMENT

Systematic risk monitoring and reduction

The aim of risk management is to identify potential risks at an early stage and avoid or substantially limit them with suitable measures. Bossard's risk management approach is an integral part of its groupwide planning, control and monitoring system and is regularly reviewed by the executive committee. Each year, the board of directors and executive committee reassess the risk situation with a strategic and operational view.

We examine all business activities and balance sheet items annually for potential risks, using a standardized process. Each identified risk is assessed in terms of the possible loss that would be incurred should the damaging event occur. From the results, we derive targets and effective steps to be taken to mitigate the risks. The results of the risk process are summarized in a report to the board of directors and executive committee. The Group's risk management process is continuously documented and checked for effectiveness. The Group finance department coordinates the revision of the risk documentation centrally.

Low supply risk as a result of a large network

Supply bottlenecks can occur when our suppliers are working close to capacity during times of above-average demand. Risks can also arise from working with suppliers and when the price of raw materials fluctuates. We counter these risks with tactical and preventive measures in our procurement activities by continuously assessing the market situation and by maintaining a sufficient level of stock. In taking these steps, we ensure that the required volume and quality of fastening parts are available in order to avoid production shutdowns at our customers. Steel, chrome, nickel and different alloys are the most important raw materials for fasteners. Because we purchase finished products, we cannot hedge against price increases. We have an extensive supply portfolio of more than 6,400 manufacturers worldwide and rely on long-term relationships with various suppliers in Europe, America and Asia. Our large network of suppliers enables us to minimize supply risks. Diversification also reduces the risk of negative consequences resulting from political tensions or currency fluctuations.

Systematic quality monitoring

Quality assurance constantly faces new challenges as our customers' requirements continue to rise and increasingly stricter regulations apply. Therefore, we have developed appropriate systems and testing standards. Quality assurance measures are performed in close cooperation with our procurement team and suppliers. We also check our suppliers' technical and economic performance. Deviations and defects identified during quality testing are continuously analyzed, documented and discussed with our suppliers, thereby minimizing quality-relevant risks from the very beginning.

Responding to sales risks through diversification

Regional and global economic developments impact our business environment and can lead to high price and volume fluctuations in the sales markets. We therefore closely monitor economic developments in the individual countries in order to minimize sales risks. We counter this risk with a wide range of products and a customer portfolio that covers a broad spectrum of industrial sectors and regions of the world.

IT protection is a high priority

Unauthorized data access, data abuse and system failure can seriously disrupt operating processes. To prevent this, we use technical measures such as access authorization, virus scanners, firewalls and backup systems. Our IT systems are continuously monitored and updated in order to meet the latest requirements. We have an emergency concept that includes daily backups and data mirroring. Detailed internal policies govern how we use hardware and software. The Group has implemented an internal cyber security training program. All employees have to go through this program, where they receive simulated phishing emails on the one hand and have to answer

cyber security questions on the other. Bossard has outsourced the 24/7 cyber security monitoring to be able to react more quickly and thus ensure better protection against IT attacks.

Minimizing financial risks

Given its international operations, the Bossard Group is exposed to various financial risks: foreign currency, interest rate, credit, liquidity and capital risks. The individual risks are minimized through stringent controls and monitoring.

Financial risk management is described in detail on pages 172 to 173.

Bossard Group's risk policy also includes a comprehensive and efficient insurance scheme to protect against risks. This is achieved with the help of an international insurance program against third-party liability, property damage and business interruption. Overall, risks that could negatively impact the Group's further development can never be completely excluded. Such risks include, for example: war, terror attacks, natural hazards and pandemics.

“Low supply risk as a result of a large, global network.”

Sustainability

For generations, the Bossard Group has attached great importance to sustainable corporate development. This sustainability report details the Bossard Group's activities and measures to achieve long-term, sustainable growth. The report explains the strategic and organizational anchoring of the topic of sustainability and the focus areas: Future Proven Solutions, Reduced Footprint, Empowered People and Fair Partnership.



BOSSARD SUSTAINABILITY REPORT 2025

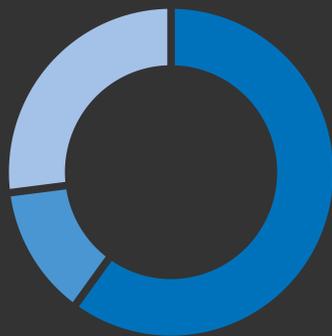
PART 1

“INTRODUCTION – general section”

ESRS 2 General Disclosures

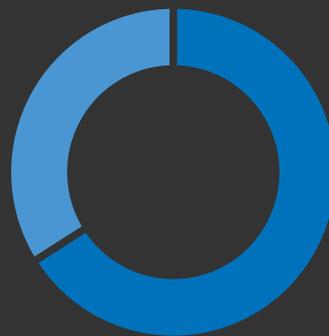
1.1 At a glance

Employees by region



- Europe (60%)
- America (13%)
- Asia (27%)

Employees by gender



- Men (66%)
- Women (34%)

67

Recycling rate of waste in percent

+10

Increase in percent of signed Supplier Code of Conducts in the reporting year

31,617

Total energy consumption in MWh

5,744

thereof renewable

12,662

Electricity consumption in MWh

5,115

thereof renewable

BOSSARD SUSTAINABILITY REPORT 2025

1.2 General principles for reporting

GRI 2-2, GRI 2-3, GRI 2-4, GRI 2-5, GRI 2-14, ESRS 2 BP-1, ESRS 2 GOV-1, ESRS 2 GOV-4

The 2025 Sustainability Report meets the requirements of the GRI Standards. In the reporting year, Bossard performed a double materiality analysis in accordance with the requirements of the Corporate Sustainability Reporting Directive (CSRD) (Directive (EU) 2022/2464). Where possible, the sustainability aspects identified as material in the survey are now also mapped to the specific requirements of the European Sustainability Reporting Standards (ESRS). This is intended to be a first step towards more comprehensive sustainability-related transparency and compliance with the CSRD.

Bossard remains subject to the reporting requirements on non-financial matters under the Swiss Code of Obligations (CO). The sustainability report was prepared in accordance with article 964b CO. Climate-related reporting is based on the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD).

In the year 2025, Bossard’s review of imported quantities of minerals and metals containing tin, tantalum, tungsten, and gold did not identify any relevant imports above the “de minimis” thresholds defined in the Ordinance on Due Diligence and Transparency in relation to Minerals and Metals from Conflict-Affected Areas and Child Labor (VSoTr). Accordingly, there is no additional due diligence obligation with regard to minerals and metals from conflict-affected areas pursuant to article 964j ff. CO. In addition, Bossard is not subject to the due diligence obligations under article 964j ff. CO with regard to child labor.

This sustainability report fulfills Bossard’s commitment to annual reporting (Communication on Progress, CoP) under the United Nations Global Compact (UNGC).

This report includes the sustainability declaration of Bossard Holding AG in Zug. The scope of the published information relates to the Group as stated in the consolidated financial statements. Any and all deviations are declared.

In the reporting year, no information was restated and no data points or comparative figures relating to previous years were adjusted.

Bossard attaches great importance to the accuracy of the information published in its sustainability report. The report was prepared by the relevant experts and the ESG team, reviewed by the executive committee, and approved by the board of directors. No external audit of the information was performed.

The report is available in German and English and was published on March 5, 2026.

Unless otherwise stated, all information in this report relates to the 2025 financial year (January 1, 2025 to December 31, 2025) or to the reporting date of December 31, 2025. The next report on sustainability performance for the 2026 financial year will be published in the first quarter of 2027.

BOSSARD SUSTAINABILITY REPORT 2025

1.3 Business model and sustainability strategy

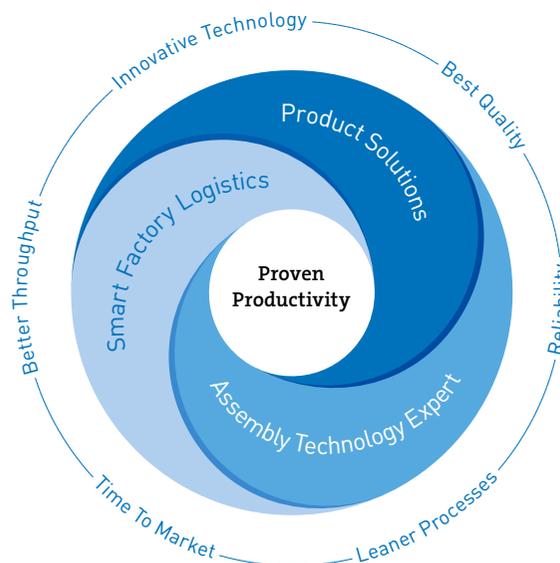
GRI 2-1, GRI 2-6, GRI 2-22, ESRs 2 SBM-1

Bossard is a leading global partner that creates added value by providing industrial fastening and assembly solutions to companies in the electromobility, railway, mechanical construction, electronics, and medical technology industries.

The company has approximately 3,300 employees in 33 countries. The Group is headquartered in Zug, Switzerland. The focus of business activities is in Europe, where 61 percent of sales are generated. Bossard also has subsidiaries in America and Asia.

Strategic core activities

Bossard's business model consists of three core areas: (1) Product Solutions, (2) the offering of Smart Factory Logistics, and (3) Assembly Technology Expert solutions.



Product Solutions include both a standard range of over 1 million orderable catalog items, which Bossard obtains from approximately 6,400 suppliers worldwide, as well as customer-specific fastening solutions.

Smart Factory Logistics supports customers to digitalize procurement, delivery, and assembly processes. The services range from monitoring inventory levels and bundling supplier orders to automatic delivery to the assembly workstations. This offering is complemented

by the **Smart Factory Assembly** digital assembly platform, which optimizes process control with real-time data acquisition and networking.

Assembly Technology Expert supports product designers and engineers in the areas of process improvement, product safety, and innovation. This includes consulting services for the design and construction of suitable fasteners, optimization of assembly processes, as well as training and education.

Value chain

Bossard's value creation focuses on industrial fastening and assembly technology. The number of self-manufactured products is marginal compared to the overall business activity and will therefore not be addressed in depth. Bossard's offering is aimed at companies, meaning that the Group operates exclusively in the business-to-business (B2B) market.

Logistics centers, office buildings, vehicles, and IT soft- and hardware are required for value creation. The selection of suitable suppliers and the drafting of purchase and leasing contracts are based on defined selection criteria and procurement processes. Since Bossard hardly produces any physical goods, only a limited amount of waste is generated.

Natural resources such as water, food, and energy are primarily required to meet the needs of employees, to operate technical infrastructure such as office buildings, logistics, and service centers, and to ensure the supply

and delivery of fastening and assembly solutions for customers. The disposal of consumed resources is handled by external service providers and water supply companies, aiming for reuse wherever possible.

The upstream and downstream value chain, and the associated stakeholders and influencing factors, are shown in the illustration below.

Key Upstream Activities		
Tier 3	Tier 2	Tier 1
Mining and Extraction	Raw material processing, Manufacturing of components and products	Direct (supplier) inputs
Extraction of minerals and metals	Raw material and metal processing	Procurement of products Examples: – Fastener and non-fasteners – Non-core products
Production inputs for alloys (fuels and energy)	Manufacturing of components and products	Energy and infrastructure inputs for own business operations
		Financing

Own Business Activities		
Products and Services	Core functions	Support functions
Product range	Sourcing and procurement	IT
Services Examples: – Assembly – Technology Expert – Smart Factory – Logistics – Smart Factory – Assembly	Sales	Marketing and Communications
	Warehousing	Tax and Legal
	Products and services department	Logistics
		HR
		Corporate Finance
Regional Area Management (market units/subsidiaries)		

Key Downstream Activities		
Tier 1		Tier 2
Logistics	Customers and End-users	Waste Management
Shipping and distribution partners	Direct customers (B2B)	Waste management/recycling
	End-users	Landfills

Central value creation factors

The knowledge and skills of Bossard's workforce are key factors in creating value: thanks to their ideas and commitment, approximately 3,300 employees as well as external service providers, and suppliers ensure the company's success. A diverse working environment and attractive benefits promote productivity and expertise, which grows continuously through day-to-day work and professional development. Intellectual capital is equally important. The Bossard Group makes targeted investments in intangible assets such as software, licenses, customer relationships, and brands. In addition, external knowledge is integrated through IT and strategy consulting.

The Bossard Group is financed through equity capital and debt capital, positive business results, investments in Bossard Holding AG, capital market issues, and current cash flow. Thanks to its profitability, the Bossard Group remains attractive on the capital market and offers investors, employees, and other stakeholders benefits such as dividends, interest, or salaries. Furthermore, government and society benefit from taxes and other levies paid by the Bossard Group.

Partnerships and exchanges with stakeholders facilitate the continuous improvement of products and services. Given the growing importance of sustainability, ongoing dialog with relevant stakeholders remains central to Bossard's strategic direction. In addition, Bossard is involved in organizations that promote sustainability.

Sustainability approach

For Bossard, sustainability is an integral part of the corporate and value creation strategy. The aim is to create the greatest possible value for both society and the company.

From a social perspective, Bossard uses its position, capabilities, and influence to minimize negative impacts and generate positive value. From a business perspective, sustainability strengthens resilience and competitiveness in an environment of increasing challenges and rising stakeholder expectations.

Bossard is pursuing a strategic sustainability agenda in order to open up new opportunities with customers, for partnerships, and for business opportunities. This includes optimizing the use of resources, access to important materials, new markets and talent, as well as meeting regulatory requirements.

Sustainability strategy

These strategic considerations have led to four key areas of focus, in which Bossard responds to material sustainability risks and opportunities. The focus is on sustainable, circular products and solutions, climate and environmental protection, Bossard's own employees, as well as Bossard's integrity and responsible corporate governance (hereinafter referred to as governance).

	Future Proven Solutions	Reduced Footprint	Empowered People	Fair Partnership
	Integrating of sustainability into processes, transitioning to circular use of resources, and developing sustainable products and services	Reducing emissions to contribute to climate protection and empower Bossard's customers to take action	Promoting successful cooperation within the company	Respecting human rights and promoting responsible business conduct
APPROACH	Sustainability initiatives and the economical use of resources support the Group's long-term growth. Bossard collects key figures to analyze the strengths and weaknesses of its sustainability performance. Sustainability investments are managed systematically to ensure the availability of market-ready solutions or technologies, as well as to safeguard strong financial performance in the short and medium term.	An unspoiled environment is important to Bossard and the entire value chain. For this reason, Bossard focuses on reducing the environmental footprint of its business units and products where possible. In addition, the environmental impacts associated with upstream and downstream processes are systematically identified and minimized.	The commitment and expertise of Bossard's employees form the central foundation for a successful future. Bossard attaches great importance to high quality standards, innovation, and sustainability. The Group prioritizes well-being and safety in the workplace. Bossard specifically promotes training and development opportunities as well as equal opportunities and inclusion to ensure the company's success.	Bossard is committed to humane and sustainable living conditions along the entire value chain. Customers, partners, suppliers and, in particular, their employees are at the heart of responsible business and procurement activities. This commitment is linked to transparent and fair corporate governance and helps safeguard Bossard's reputation among all relevant stakeholders.
PRIORITIES	<ul style="list-style-type: none"> - Collaboration along the value chain to transition to the circular use of resources and develop sustainable products and services - Optimizing operational circularity 	<ul style="list-style-type: none"> - Increased use of renewable energies - Decarbonizing the company's own operations 	<ul style="list-style-type: none"> - Ensuring the health and safety as well as well-being and satisfaction of employees - Developing skills and talents - Promoting diversity, equity, and inclusion 	<ul style="list-style-type: none"> - Enabling and promoting responsible business conduct - Careful screening of suppliers and partners - Anchoring sustainability throughout the company - Advocacy and commitment to sustainable stakeholder relations
MORE INFORMATION	<ul style="list-style-type: none"> - ESRS E5 → Resource use and circular economy 	<ul style="list-style-type: none"> - ESRS E1 → Climate change 	<ul style="list-style-type: none"> - ESRS S1 → Own workforce 	<ul style="list-style-type: none"> - ESRS S2 → Workers in the value chain - ESRS G1 → Business conduct
SUSTAINABLE DEVELOPMENT GOALS (SDGs)	<ul style="list-style-type: none"> - SDG 9 Industry, innovation and infrastructure - SDG 12 Responsible consumption and production 	<ul style="list-style-type: none"> - SDG 7 Affordable and clean energy - SDG 13 Climate action 	<ul style="list-style-type: none"> - SDG 5 Gender equality - SDG 8 Decent work and economic growth 	<ul style="list-style-type: none"> - SDG 17 Partnerships for the goals

BOSSARD SUSTAINABILITY REPORT 2025

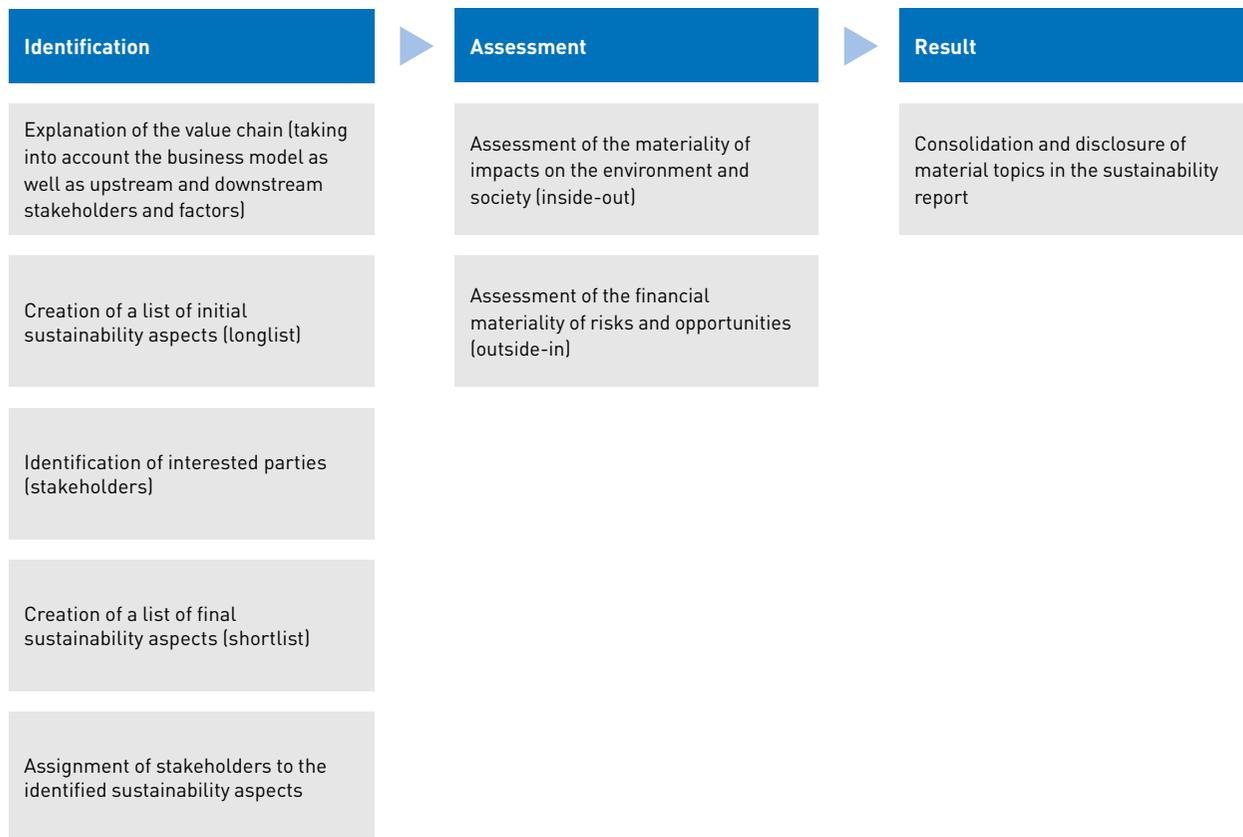
1.4 Double materiality analysis

GRI 3-1, GRI 3-2, GRI 2-13,
ESRS 2 BP-1, ESRS 2 IRO-1, ESRS 2 IRO-2, ESRS 2 SBM-3

In the reporting year, Bossard carried out a double materiality analysis (DMA) in accordance with the ESRS draft from 2024. The basis was Bossard’s previous approach to assessing sustainability-related matters, which meets the requirements of the GRI Standards.

Process

The initial DMA follows the process outlined on the right for identifying and assessing material impacts, risks, and opportunities related to relevant sustainability topics. At present, the results should be regarded as preliminary, since the initial analysis was based on the 2024 draft of the ESRS and was carried out at a time when consultation on the Omnibus Simplification Package had not yet been completed. Nevertheless, the results fully reflect the process for determining the DMA as set out in the ESRS and identify the material topics to be disclosed in this sustainability report. Bossard will continue to develop the DMA to ensure compliance with the requirements of the updated CSRD in the coming years.



Identifying material sustainability aspects

The process begins with mapping Bossard's value chain, including its upstream and downstream activities as well as its core business. See chapter [→ Business model and sustainability strategy](#).

In the next step, the upstream and downstream value chain and the business model are reviewed for relevant sustainability aspects. The main basis are the sustainability requirements pursuant to the ESRS as well as company-specific priorities. In the reporting year, the core topics from the GRI materiality analysis conducted in previous years were also taken into account. Sustainability aspects are assessed both at the company level and on a product-specific basis. In addition, international sustainability standards are taken into account in order to identify potential areas for further action. These analyses are then used as the basis for compiling an initial list (longlist) of relevant sustainability topics.

A comprehensive overview of potential stakeholders is drawn up to identify relevant interest groups. In accordance with the chapter [→ Management of relationships with stakeholders](#).

The overview takes stakeholders into account in accordance with ESRS as well as recognized sustainability standards and the stakeholders already identified in Bossard's GRI materiality analyses of previous years.

The final list of sustainability aspects (shortlist) is then drawn up and validated. Each item on the initial list (longlist) is divided into subtopics and then reviewed to determine whether it is related to Bossard's value chain. Subtopics that are not relevant are excluded.

In-house experts and external stakeholders are involved in the materiality analysis. They are assigned to the relevant sustainability topics based on their expertise and the extent to which they are affected. Targeted consultations and surveys are carried out later in the process.

Assessment

Bossard includes all relevant information in its entirety for all impacts, risks, and opportunities. Mitigating measures for risks and negative impacts are not taken into account (gross assessment). The relevance of the sustainability aspects is analyzed and assessed from two perspectives: firstly with regard to the materiality of the impacts and secondly with regard to their financial materiality.

The perspective of the **materiality of impacts** refers to sustainability aspects where Bossard can have both positive and negative impacts. The assessment is carried out by the assigned internal and external stakeholders. Bossard's activities focus on the environment, employees, and society as well as potential risks to the business. For most topics, the effects and risks of the value chain are assessed as well. In the reporting year, the assessment was primarily based on internal knowledge and focused mainly on Bossard's direct (Tier 1) suppliers. In particular, this is related to the identification and assessment of impacts associated with employees in the value chain (ESRS S2).

The assessment of subtopics takes into account short-, medium- or long-term time horizons. The severity of positive and negative impacts is assessed in accordance with ESRS guidelines based on the factors of scale, scope, and irreversibility. The assessment of actual and potential negative and positive impacts is based on a points system. The categories minor/insignificant, low, high, and very high are used for grading. In addition, the potential impacts are assessed according to their probability of occurrence, using the categories very unlikely, unlikely, possible, and likely.

The total number of points is calculated by multiplying the points for impact and probability. A threshold of 50 percent of the total number of points was chosen to have significant impacts.

The perspective of **financial materiality** refers to sustainability aspects that potentially represent material risks and opportunities for Bossard's financial position.

A sustainability aspect is considered material if it entails relevant risks or opportunities for the Group's net assets, financial position, and results of operations in the short, medium or long term. The materiality of risks and opportunities is assessed based on a combination of the probability of occurrence and the potential extent of the financial effects.

The processes for identifying significant risks and opportunities differ.

In the future, material opportunities will be determined by using scenarios with qualitative thresholds. These scenarios are developed in workshops with experts from the relevant specialist and business areas. Any effects identified can be used to determine opportunities. Key financial figures such as the Group's net income, EBITDA, CAPEX, and OPEX are used as assessment criteria to determine the potential or actual extent of an opportunity.

Material environmental, social, governance related risks (ESG risks) are determined in accordance with the defined time horizons and thresholds of the groupwide risk management framework. This ensures consistency with the regular risk management process. The assessment is carried out by the Group's risk management functions, if necessary, in coordination with the specialist departments and/or business units.

Result

The material sustainability aspects identified as part of the DMA are consolidated. To this end, overviews of the sustainability-related impacts and sustainability risks classified as significant or higher are presented to and discussed with internal stakeholders and the Group's executive committee. A sustainability aspect is considered material if the impacts are material, the aspect is financially material, or both. Final approval of the materiality analysis was granted by the board of directors at the request of the executive committee.

Bossard has defined the standards ESRS E1 (Climate change), ESRS E5 (Resource use and circular economy), ESRS S1 (Own workforce), ESRS S2 (Workers in the value chain), and ESRS G1 (Business conduct) as material.

From this definition, the following list of key topics emerges:

- Climate change
- Climate protection and decarbonization
- Resource use and circular economy
- Health, safety and well-being
- Diversity, equity, and inclusion
- Career advancement opportunities, continuing education, and skills development
- Employees in the value chain
- Corporate culture
- Whistleblowing
- Management of relationships with suppliers
- Management of relationships with stakeholders
- Philanthropy

Impacts, risks, and opportunities

Standards	Description	Impact +/- Risk/Opportunity	actual/potential	Business activity/ Value chain	Time frame
ESRS E1 Climate change	Mitigation/reduction of climate change: Use of renewable energies as a key activity for decarbonization and Bossard's contribution to limiting global warming.	Impact	actual	Business activity	medium-/long-term
	Mitigation/reduction of climate change: Climate-related additional costs resulting from carbon pricing (regulation) and rising energy and raw material costs (market price).	Risk	potential	Business activity	short-/medium-term
	Adaptation to climate change: Impairment of Bossard's office buildings, locations, and other assets due to physical chronic and acute environmental and climate risks.	Risk	potential	Business activity	medium-/long-term
	Energy: Contribution to global warming at Bossard and its suppliers from greenhouse gas emissions generated by energy consumption.	Impact	potential	Business activity Value chain	medium-/long-term
ESRS E5 Resource use and circular economy	Resource inflows, including resource utilization: "New" materials (not reused or recycled) that are extracted, processed, and transported for the manufacturing of fasteners purchased by Bossard have a negative environmental impact.	Impact	actual	Business activity	medium-/long-term
	Resource inflows, including resource utilization: Availability of materials and components (e.g. reuse and recycling of materials for fasteners and use of low-emission materials) with accelerated demand for recycled and environmentally friendly products.	Risk Opportunity	potential	Business activity Value chain	medium-/long-term
	Resource outflows in connection with products and services: Waste generated from the supply of products (packaging).	Impact	actual	Business activity	short-/medium-/long-term

Standards	Description	Impact +/- Risk/Opportunity	actual/potential	Business activity/ Value chain	Time frame
ESRS S1 Own workforce	Working conditions: Safe employment with transparent, health-promoting working conditions and measures to promote the well-being of employees.	Impact	actual	Business activity	short-/medium-/long-term
	Equal treatment and equal opportunities: Innovative thinking and promotion of innovative approaches through diversity and equal opportunities, inclusive culture for all employees with disabilities.	Impact	actual	Business activity	short-/medium-/long-term
	Equal treatment and equal opportunities: Career advancement opportunities through training, development, and access to challenging tasks.	Impact	potential	Business activity	short-/medium-/long-term
	Equal treatment and equal opportunities: Recruitment and promotion of women and underrepresented groups.	Impact	potential actual	Business activity	short-/medium-/long-term
ESRS S2 Workers in the value chain	Other employment-related rights: Risk of suppliers violating contractual human rights obligations, which can have a negative impact on Bossard's reputation and even lead to the interruption of supply chains.	Impact Risk Opportunity	potential	Value chain	short-/medium-/long-term
ESRS G1 Business conduct	Corporate culture: Healthy corporate culture, with five guiding principles that Bossard lives by and that align its business conduct with common goals.	Impact	actual	Business activity	short-/medium-/long-term
	Protection of whistleblowers: Protection of whistleblowers, measures, and processes to encourage and empower all parties involved, and safeguards and procedures against potential retaliation.	Impact	potential	Business activity Value chain	short-/medium-/long-term
	Management of relationships with suppliers: Continuous engagement, due diligence, and screening tools to ensure supplier compliance with the Code of Conduct.	Impact Risk	potential actual	Business activity Value chain	medium-/long-term
Bossard specific	Management of relationships with stakeholders: By adhering to sustainability standards and frameworks, Bossard creates trust and transparency for stakeholders and interested parties.	Impact	potential	Business activity Value chain	short-/medium-/long-term
Bossard specific	Community engagement: Through its business activities and community engagement, Bossard aims to create added value for local communities.	Impact	actual	Business activity Value chain	short-/medium-/long-term

Resilience of sustainability strategy and business model

In addition to identifying and assessing sustainability aspects, Bossard also analyzed its ability to manage material impacts and risks and take advantage of relevant opportunities. The results emphasize the resilience of Bossard's sustainability strategy and business model. No high-risk business activities were identified.

The resilience of the sustainability strategy and business model to climate change includes the ability to manage climate-related risks and take advantage of opportunities, including the ability to respond and adapt to transition risks and physical risks.

The physical risks at Bossard's location are managed through organizational measures, in particular the business continuity management and the future net-zero transition plan. A detailed description of the approach and results relating to environmental topics (ESRS E1) can be found in the chapter [→ Report on climate change, climate scenarios, and climate resilience.](#)

Bossard's suppliers rely on considerable quantities of raw materials for the production of industrial fastening and assembly solutions, especially in categories with a high environmental impact such as steel. In the short term, Bossard does not expect any negative impacts or risks for its own sustainability strategy and business model. Regular monitoring and joint commitment to the circular economy (ESRS E5) ensure resilience in the medium and long term. More information is found in the chapter [→ Bossard's role in the circular economy.](#)

Resilience with regard to employees was assessed based on four positive aspects: working environment, well-being, training, equity, and equal opportunities. In the short term, Bossard does not anticipate any changes to the positive impacts on sustainability and the business model. Established processes keep the working environment safe and ensure the well-being of employees. Regular reviews and adjustments ensure resilience in the medium and long term. A detailed description of the employee-related topics (ESRS S1) can be found in the chapter [→ Employee information.](#)

The resilience assessment for workers in the value chain focuses on the protection of work-related rights. The risk assessment focuses in particular on countries with high ESG risks, which also have a potentially higher risk of child labor. In the short term, Bossard's commitment to the protection of human and labor rights, as enshrined in the Supplier Code of Conduct and regularly reviewed, has a positive effect. Workers in the downstream value chain, i.e. at Bossard's customers, are generally included in the due diligence process.

However, Bossard does not consider them to be a material target group in terms of impacts, risks, and opportunities. In the medium and long term, Bossard ensures resilience through continuous evaluations and targeted adjustments to existing measures. More information about the protection of human rights (ESRS S2) in Bossard's supply chain are found in the chapter [→ Employees in the value chain](#).

Three positive effects were identified in the area of governance. This includes promoting a corporate culture of integrity, which encompasses principles of responsible governance, and compliance as well as the consistent prevention of corruption and bribery, the protection of whistleblowers, and the sustainable management of supplier relationships.

In the short term, the impacts on the strategy and business model will remain stable since appropriate measures have already been implemented. Regular monitoring and targeted adjustments to existing processes ensure resilience in the medium to long term. A detailed description of the procedure and results for the governance topics (ESRS G1) can be found in the chapter [→ Business conduct and integrity](#).

Two other company-specific topics addressed by the Group are the management of stakeholder relationships in compliance with relevant sustainability standards and frameworks, and Bossard's community engagement. Overall, these aspects have a positive effect on the resilience of the sustainability strategy and business model over the defined periods.

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1.5 Sustainability organization and governance

GRI 2-9, GRI 2-12, GRI 2-13, ESRS 2 GOV-1, ESRS 2 GOV-2

The Group’s top management level, including the board of directors and the executive committee, addresses sustainability issues that reflect the significance of sustainability impacts, risks, and opportunities for the Group.

Board of directors

The board of directors assesses the required competencies of its members on an annual basis. In 2025, a review was conducted to assess whether existing sustainability competencies were in line with the requirements of the CSRD. The core sustainability knowledge includes, in particular, expertise on climate change, resource use, and the circular economy, employees, workers in the value chain, as well as corporate governance and business conduct. As collective bodies, both the board of directors and the executive committee as well as the subsidiaries have the necessary experience to cover all topics identified as material in the DMA, including their impacts, risks, and opportunities.

The board of directors regularly reviews the impact of these topics on Bossard’s financial performance and its ability to create value based on the corporate and sustainability strategy. This is also done with regard to the interests of the most important stakeholders. The board of directors steers the integration of sustainability into the Group’s strategy and approves the key sustainability targets.

In the year 2025, sustainability issues were addressed at the meetings of the board of directors and the committees. The CEO and, in most cases, the CFO attended these meetings. The topics discussed included the review of the current materiality assessment, the sustainability targets and activities for 2025, and the Sustainability Report 2025. Also the annual review of climate and human rights risks, the monitoring of the integration of sustainability into executive compensation, and the Group’s strategic outlook for key topics in its post-2025 sustainability strategy were addressed.

Executive committee

The executive committee supports the board of directors in defining the strategic direction and sustainability goals. It is responsible for implementing the board of directors’ strategic sustainability decisions. The executive committee discusses sustainability topics as agenda items at regular executive committee meetings.

Sustainability topics discussed in the reporting year included performance and strategy reviews for the sustainability plan, monitoring of material social and environmental impacts, approval of the materiality analysis, assessment of climate and human rights risks, updates to sustainability regulations, and reviewing the effectiveness of management and responsibility for sustainability results.

The CEO oversees and directs the management of Bossard’s key sustainability issues, strategies, and goals. Each member of the executive committee has individual responsibilities that are defined in the sustainability plan.

Sustainability department

At the Group level, the Vice President (VP) of Sustainability is in charge of all sustainability and climate topics. She reports to the CEO and heads the Group’s sustainability department (referred to in the text as the ESG team). This department is responsible for managing and implementing the sustainability plan, coordinating sustainability performance, and preparing documents for aligning topics and approval requests for the executive committee. This includes performance reviews, discussion of the materiality analysis, and, if necessary, an in-depth look at sustainability projects.

Further topic-specific governance structures ensure the effective implementation of the sustainability plan. For example, the cross-functional working group for implementing the CSRD meets several times a year and controls both the reporting strategy and its operational execution. A central project management team in the sustainability department is responsible for the climate strategy and monitors the effectiveness of the measures and progress towards the defined targets.

Sustainability management in the business units

Every department and function at Bossard is expected to integrate sustainability into its activities and responsibilities. The Group's ESG team works with the respective managers in Bossard's business units to raise awareness of sustainable development requirements and company-specific sustainability topics. In larger subsidiaries, local implementation is managed by sustainability officers.

Individual subsidiaries met at the beginning of 2025 under the leadership of the Group's sustainability department to discuss the materiality analysis and initiate further steps. The plan for 2026 is to increasingly involve the internal sustainability community in groupwide sustainability projects.

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PART 2

“ENVIRONMENT – transitioning to a more sustainable future”

ESRS E1 Climate change

ESRS E5 Resource use and circular economy

2.1 Report on climate change, climate scenarios, and climate resilience

GRI 2-23, GRI 2-24, GRI 3-3, GRI 102-1, GRI 102-2, GRI 102-4, ESRS 2 IRO-2, ESRS 2 SBM-3, ESRS 2 GDR P, ESRS 2-GDR-A, ESRS 2-GDR-T, ESRS E1-1, ESRS E1-2, ESRS E1-3, ESRS E1-4, ESRS E1-5, ESRS E1-6, ESRS E1-11

Information included in the “TCFD reporting” section of the Sustainability Report 2024 is also covered by the Swiss Ordinance on Climate Disclosures and the ESRS E1 climate standard. It is summarized in this and the following chapter 2.2 “Climate protection and decarbonization” and referenced in the TCFD index in the appendix, which is part of article 964b of the Swiss Code of Obligations.

Impacts, Risks, and Opportunities

As part of the DMA two opportunities, one physical risk, two transition risks, and one transition opportunity were identified.

The physical risk relates to possible impairment of office buildings and locations as a result of extreme climate events, which could lead to damage, power outages, or supply interruptions with financial consequences. The assessment indicates that the identified risks are expected to have a low impact under the moderate RCP4.5 scenario. Under the more extreme RCP8.5 scenario, however, the severity of these risks and the impact on Bossard’s business could increase. Control measures at some of the locations include a business continuity management system (BCMS), the control of key resources, and emergency plans. The exposure of business premises to physical risks is monitored on an ongoing basis, and supplementary insurance policies are in place for key locations. No losses caused by natural hazards were recorded in the 2025 financial year.

One negative opportunity with correlated transition risks arise from the fact that Bossard’s current energy and raw material consumption is not yet based exclusively on

sustainable resources. Regulatory adjustments, such as carbon pricing, can result in cost increases and lead to a decline in sales and profits. This applies in particular to delays in adapting to market requirements or the limited availability of renewable resources. Bossard continuously reviews opportunities for optimization. For example, the Group aims to establish longer-term contracts with energy providers and strategic partnerships with suppliers at all locations in order to counteract the risk of price fluctuations and resource shortages. This is intended to create additional incentives for low-emission products and solutions.

The expansion of renewable energies has proven to be a positive opportunity and transition chance. Bossard invests in photovoltaic systems at its locations where appropriate and possible. This helps increase renewable energy capacity, cut greenhouse gas emissions, and lower risks related to energy price swings.

Climate resilience

Bossard's climate-resilient approach encompasses strategic and operational resilience to climate-related changes and uncertainties. Overall, the Group as a global distributor is exposed to moderate physical risks. Transition risks are addressed by short-term targets and the net-zero target for Scope 1 and Scope 2 emissions. The relevant Scope 3 categories are already being recorded internally for the purpose of setting a future Scope 3 target.

Through measures to reduce carbon emissions and continuous assessment of future challenges, Bossard can potentially reduce the negative impacts on the climate and environment over time and proactively manage risks. Efficiency improvements, increased use of renewable energies, cooperation with suppliers to decarbonize the value chain, material innovations, investments in services to optimize resource efficiency, in a tool for calculating the product carbon footprint (PCF), and in joint approaches with customers to promote circular products will help reduce the remaining climate risks even further. If Bossard succeeds in positioning itself as a leader in sustainability as a result of these measures, growth opportunities in existing and new markets may open up.

Approach/Governance

Bossard's approach to managing climate change measures, risks, and opportunities is based on company-wide integration of the issue – from the top management bodies to specialized experts in the subsidiaries.

The board of directors controls, monitors, and approves key climate management elements, supported by the audit, risk and compliance committee (ARCC). The board of directors examines climate-related issues and identifies relevant opportunities and risks with a potentially significant impact on the Bossard Group.

The executive committee bears overall responsibility for developing a groupwide climate strategy, defines the guidelines for dealing with opportunities and risks, decides on climate protection measures, and reviews their cumulative impact on an annual basis.

The VP of Sustainability is responsible for integrating climate-related opportunities and risks into the corporate strategy and for ensuring compliance with regulatory requirements. She is supported by a central project management team in the sustainability department, which assists with implementation of measures and monitors progress.

Guidelines/Transition Plan

Bossard has a preliminary transition plan for climate change. It is based on short- and medium-term greenhouse gas reduction targets (Scope 1, 2), which were approved by the executive committee and board of directors in 2023. The acquisitions finalized in 2024 and 2025 led to the initial consolidation of emissions data from these companies during the reporting year. These targets are scheduled for future review and update.

The Group is currently working on developing a group-wide climate strategy. In recent years, the collection of energy and emissions data has laid the foundation for systematic climate management. The aim is to use this data as a basis for defining reduction targets and implementing measures for gradual decarbonization.

To this end, Bossard is guided by dynamic forecasts that are consistent with the company's business growth and short- and medium-term climate targets; plans are in place for annual reviews and the integration of further information.

Data from the International Energy Agency (IEA) and the current emission factors from the Department for Environment, Food and Rural Affairs (DEFRA) are used to calculate the emissions reduction pathway.

Climate-related opportunities and risks are systematically integrated into the risk management process. Physical and transitory risks are regularly analyzed with regard to time frame, value chain, probability of occurrence, and financial impact. In addition, ESG risks relating to climate and nature are part of the annual risk assessment performed by the executive committee and the board of directors.

Bossard is involved in global initiatives and maintains memberships to ensure dialog on climate and environmental issues and alignment with international standards. These include the Carbon Disclosure Project (CDP), the Sustainable Development Goals (SDGs), the UN Global Compact (UNGC), and the Task Force on Climate-related Financial Disclosures (TCFD).

Measures

As part of the double materiality analysis, a climate risk assessment was once again conducted in 2025. The scenario analysis follows the climate scenarios defined by the Intergovernmental Panel on Climate Change (IPCC),

known as Representative Concentrations Pathways (<2°C, 2–3°C, and >4°C until 2100). Consideration was also given to the high emissions scenario RCP8.5 in order to assess potential climate risks and their impact on Bossard’s business units. Each scenario was evaluated qualitatively and for different time horizons (short-, medium-, and long-term). For the physical risk assessment, short- and medium-term horizons were considered together, while for the long-term horizon, the expected increase in the frequency and severity of climate-related events was also taken into account. The assessments primarily concerned Bossard’s own activities, although many of the risks identified are also relevant for Bossard’s suppliers and customers.

Based on the findings of this assessment, the Group plans to review its current climate protection and decarbonization measures in 2026 (see [→ climate protection and decarbonization](#)). The aim of this analysis is to ensure that the business units and locations either implement additional risk responses or, after careful consideration, are prepared to accept the associated risks.

Bossard’s vulnerability to physical risks, mainly climate-related hazards such as storms and floods, is reviewed annually for locations with increased threat potential. No additional investments in adaptation measures and infrastructure improvements were required in 2025.

At Bossard, over 98 percent of all emissions fall under Scope 3. In the reporting year, an initial Scope 3 mapping was created based on the emission data from 2024. It found eleven of the fifteen Scope 3 categories to be relevant. At 90 percent of total Scope 3 emissions, Category 1 (Purchased goods and services) is the largest contributor in percentage terms. Given the central importance of this category – both for Bossard and for its suppliers and customers – the Group launched a project in the fall of 2025 to implement a tool for calculating the product carbon footprint (PCF).

Other drivers of Scope 3 emissions are capital goods (category 2), upstream transportation and distribution (category 4), and business travel (category 6). The data from fuel and energy-related activities relating to business travel and employee commuter flows had been partially estimated based on the 2024 data, using a screening process and partially collected effectively; in the reporting year the data was estimated and extrapolated based on information provided by individual business units.

The project on Scope 3 emissions will be continued in 2026. Another focus, in addition to measuring and controlling the biggest levers for decarbonization in the value chain, is discussing potential future Scope 3 targets.

Targets and metrics

Scope	Targets
Short-term	
Scope 1 and Scope 2	By 2031, the Bossard Group aims to reduce the absolute Scope 1 and 2 emissions by 50 percent compared to the base year of 2023 ¹⁾ .
Scope 3	At present, Bossard has not defined any short-term targets for its Scope 3 emissions.
Medium- to long-term	
Net zero-target for Scope 1 and Scope 2	The Bossard Group aims to reduce these emissions to net-zero by no later than 2040.
Net zero-target for Scope 3	At present, Bossard has not defined any long-term targets for its Scope 3 emissions.

1) As a result of multiple acquisitions scheduled for integration in 2025, it is necessary to recalculate the baseline emissions. The review and subsequent adjustment of climate targets are still pending and have not yet been completed. Bossard intends to undertake this during the next reporting period.

Bossard intends to set definitive climate targets for its Scope 1, Scope 2, and Scope 3 emissions as part of its groupwide climate strategy currently under development. These considerations will also incorporate acquisition-related structural changes affecting the emissions balance from 2025 onward. Bossard will provide detailed updates in its future reports regarding the evaluation of existing interim targets as well as the net-zero objectives for Scope 1 and Scope 2 emissions, and will transparently communicate any modifications implemented.

The reduction measures for short-term Scope 1 and Scope 2 targets are documented as part of an internal roadmap. Quantitative levers, in particular information on energy consumption and the resulting emissions, are disclosed in the chapter [→ Climate protection and decarbonization](#). The chapter [→ Bossard's role in the circular economy](#) contains more information about emission reduction measures.

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2.2 Climate protection and decarbonization

GRI 2-23, GRI 2-24, GRI 3-3, GRI 102-2, GRI 103-1, GRI 103-2, GRI 103-5, GRI 102-5, GRI 102-6, GRI 102-7, ESRS 2 GDR-P, ESRS 2 GDR-A, ESRS 2-GDR-T, ESRS 2 GDR-M, ESRS E1-4, ESRS E1-5, ESRS E1-6, ESRS E1-7, ESRS E1-8

In close consultation with the relevant internal stakeholders, Bossard has developed measures to meet its short- and medium-term climate targets. Starting in 2024, the potential for reducing Scope 1 and Scope 2 emissions has been maximized, where possible and appropriate, by gradually transitioning to renewable energies and using electric vehicles for the company fleet. The most important measures involve Bossard’s suppliers, since the majority of Bossard’s emissions arise from business relationships along the value chain in Scope 3.

Approach

At the Group level, the VP of Sustainability coordinates and monitors the global achievement of emission reduction targets. A clear governance structure was established for this purpose.

The management teams of the various business units are primarily in charge of developing specific action plans for reducing emissions. Depending on the size of the location,

the responsibility lies with management, finance managers, or environmental officers. They are urged to consider energy savings and efficiency improvements in their long-term planning and to prioritize them accordingly. Measures to reduce consumption and ensure energy-efficient real estate management are implemented locally. Climate protection aspects are integrated as far as possible into the budgeting process to ensure sound decision-making.

The Group’s ESG team takes on an advisory role and consolidates the individual reduction plans into a global action plan. This plan records the progress made towards achieving the targets at the Group level. The degree of achievement of the interim target for 2031 is reviewed and approved by the executive committee at least once a year.

Data collection and management are done quarterly using an app and networked business intelligence reports, which allow emissions to be calculated at the location level and analyzed for monitoring and comparison purposes. Consumption data is evaluated and reviewed in a timely manner and according to the four-eyes principle. At the local level, the data is analyzed at regular intervals based on historical comparison data, location inspections, and energy management meetings before it is shared with the Group. At the Group level, the app acts as a central data

portal, ensuring consistent data quality. Any deviations identified in energy and resource consumption and the resulting greenhouse gas emissions are carefully examined by the Group, and the reporting persons are made aware of the need to optimize data quality.

Guidelines

For the short and medium term climate targets rolled out in 2024, an individual action plan was created for all business units with more than five employees. The measures address the impacts, risks, and opportunities of climate change described in the previous chapter. The business units have a certain amount of leeway in selecting the appropriate reduction activities. This allows them to better incorporate their current savings performance, future investments to unlock further potential, and local conditions into their planning.

The Group’s net-zero targets for Scope 2 call for electricity consumption to be completely transitioned to renewable energy sources by 2040. This will be achieved by sourcing and generating electricity from renewable sources and by purchasing certificates.

Due to the significant impact of carbon emissions from purchased goods and services (Scope 3) on Bossard's business, the Supplier Code of Conduct defines requirements regarding the climate impacts of suppliers.

Measures

The Group's fleet of company cars has been partially transitioned to electric vehicles. Alternative, lower-carbon mobility solutions are currently being looked at, including the complete electrification of the fleet.

In the reporting year, Scope 3 emissions were calculated for internal analysis for the first time. The calculation was based on expenditures made in 2024. Likewise, the primary data for 2025 was collected at the supplier level based on expenditures. The spend-based calculation can lead to inaccuracies, as the proportion of recycled materials, for example, is not taken into account. This is particularly apparent in the category "Purchased goods and services," which accounts for over 90 percent of Bossard's Scope 3 emissions. Bossard aims to gradually reduce any distortions in spend-based approaches by making specific inquiries with larger suppliers. In order to ensure transparency for its stakeholders, Bossard has nevertheless decided for the first time to publish information on Scope 3 emissions in this report.

In the reporting year, Bossard again participated in the international CDP disclosure system. Among other things, the questionnaire covers management assessments of climate risks and opportunities, as well as information on greenhouse gas emissions, reduction strategies, and climate change governance. The assessment and the results of the 2025 questionnaire were communicated in December. Thanks to a detailed gap analysis and the measures mentioned above, which were complemented by progress in the calculation of Scope 3 emissions, Bossard achieved a B rating in the reporting year and improved its performance in various categories once again. The results will be analyzed in detail at the beginning of the following year in order to maintain this good rating as far as possible.

Bossard actively works with its suppliers to counteract any potential negative impacts in the value chain. The Supplier Risk Management (SRM) tool is used to systematically audit suppliers and help them refine their ESG and climate management systems.

Suppliers have had access to the tool since 2024 to enter their data for the Carbon Border Adjustment Mechanism (CBAM). This gives Bossard a solid basis for measuring the effectiveness of the reduction measures implemented by its suppliers. More information about supplier management is found in the chapter [→ Management of relationships with suppliers](#).

Raising employee awareness plays a key role in avoiding and reducing negative climate impacts. To this end, various initiatives were implemented in 2025: The charging infrastructure for employees was expanded at larger locations in Germany and the Netherlands, a campaign to encourage rainwater use was launched in India, and incentives were created at Bossard France to encourage employees to be more environmentally conscious in their mobility behavior.

The following table contains additional information on measures implemented in the reporting year in various locations.

Overview of other selected emission reduction and decarbonization measures

Business unit/location/subsidiary	Measures	Key levers	Savings and carbon reduction potential
America	<ul style="list-style-type: none"> – Installation of solar panels at the Iowa location – Switch to LED lighting when replacing old light sources 	Indirect energy consumption (Scope 2)	High
China	<ul style="list-style-type: none"> – Operation of photovoltaic systems – Analysis of switching to electricity from renewable sources – Vehicle fleet: replacing existing vehicles with electric vehicles 	Indirect energy consumption (Scope 2) Indirect energy consumption (Scope 3)	Medium Low
Germany, Bossard	<ul style="list-style-type: none"> – Operation of photovoltaic systems that cover 100 percent of the location’s demand in the summer – Switch to electricity from renewable sources for the additional electricity required in winter (purchase of certificates) – Use of battery storage systems – Switch to LED lighting 	Indirect energy consumption (Scope 2)	High
Germany, Ferdinand Gross	<ul style="list-style-type: none"> – Replacement of oil heating with heat pumps – Renewable (photovoltaic) electricity for heat pumps – Vehicle fleet: replacement of existing vehicles with electric and hybrid vehicles – Expansion of the charging infrastructure for employees and visitors 	Direct energy consumption (Scope 1) Indirect energy consumption (Scope 2) Indirect energy consumption (Scope 3)	High Low to medium
France	<ul style="list-style-type: none"> – Measures to reduce energy consumption in accordance with the objectives of the ELAN Act (LOI 2018-1021 évolution du logement, de l’aménagement et du numérique) – Signing of an agreement with the electricity provider to purchase 100 percent electricity from renewable sources starting in 2026 	Indirect energy consumption (Scope 2)	Low to medium
India	<ul style="list-style-type: none"> – Installation of new solar systems – Switch to LED lighting – Rainwater use – Use of mist collectors in the company buildings – Analysis of the requirements for certification of the company buildings in accordance with sustainable building standards (LEED) 	Indirect energy consumption (Scope 2)	Low to medium
Netherlands	<ul style="list-style-type: none"> – Operation of photovoltaic systems – Use of heat/cold storage – Vehicle fleet: replacing existing vehicles with electric vehicles – Expansion of the charging infrastructure for employees and visitors 	Indirect energy consumption (Scope 2) Indirect energy consumption (Scope 3)	Medium Low to medium
Switzerland, Zug location and Group	<ul style="list-style-type: none"> – Replacement of the windows at headquarters – Switch to LED lighting in the technology and logistics center – Completion of a feasibility study on the use of photovoltaic systems – Heat demand analysis 	Indirect energy consumption (Scope 2)	High

Key figures: energy and greenhouse gases (Scope 1 and 2)

Energy in MWh ^{1, 2)}	2025 ³⁾	2024 ⁴⁾
Energy consumption	31,617	24,700
thereof renewable	5,744	6,386
Electricity consumption	12,798	10,677
thereof renewable	5,115	5,746
District heating	629	639
Heating fuels	7,105	4,869
Oil	1,283	196
Gas	5,810	4,667
Liquified petroleum gas (LPG)	12	16
Wood	-	-
Motor fuels	11,085	8,515
Diesel	8,319	6,459
Petrol	2,766	2,056

Greenhouse gas emissions in tCO ₂ e ¹⁾	2025	2024 ⁵⁾
Total emissions (Scope 1 and 2)	8,072	6,143
Scope 1 ²⁾	4,460	3,252
Oil	333	48
Gas	1,190	933
Diesel	2,230	1,744
Petrol	704	523
Liquified petroleum gas (LPG)	3	4
Scope 2 ^{3), 4)}	3,612	2,891
Electricity	3,502	2,776
District heating	110	115

- 1) The energy consumption figures include all business units with more than five full-time equivalents. Business units with five or less than five full-time equivalents and Bossard Vietnam with eight full-time equivalents are not included because of their relatively low impact on energy consumption.
- 2) The energy consumption data for the first three quarters are based on actual data collected from business units, while the data for the fourth quarter have been extrapolated based on the average energy consumption of the first three quarters.
- 3) During the reporting year, both consumption and total CO₂ emissions rose by about 30 percent. This increase was mainly caused by several acquisitions that added new assets and business units. No retrospective adjustment (restatement) was carried out for the 2024 reporting period.
- 4) Acquisitions during the financial year 2024 are not included.

- 1) The greenhouse gas inventory was calculated in line with WRI/WBCSD Greenhouse Gas Protocol guidelines.
- 2) Scope 1: emissions from fuels and flammable substances.
- 3) Scope 2: emissions for the year 2025 from generating electricity and district heating purchased by the business units. The IEA emission factors for 2023, published in 2025, and the current DEFRA emission factors were used for Scope 2 emissions. When possible, the market-based method was applied; otherwise, the location-based method was used.
- 4) Scope 2: emissions for the year 2024 from generating electricity and district heating purchased by the business units. The 2021 IEA emission factors and the current DEFRA emission factors were used for Scope 2 emissions. When possible, the market-based method was applied; otherwise, the location-based method was used.
- 5) Acquisitions during the financial year 2024 are not included.

Key figures: energy and greenhouse gases (Scope 3)

Greenhouse gas emissions in tCO ₂ e ¹⁾	2025 ⁵⁾	2024
Total emissions Scope 3 ^{2), 3), 4)}	675,320	589,500
Cat. 1 – Purchased goods and services	617,810	534,000
Cat. 2 – Capital goods	11,530	9,400
Cat. 3 – Fuel- and energy-related activities	1,460	1,000
Cat. 4 – Upstream transportation and distribution	36,180	36,000
Cat. 5 – Waste generated in own operations	880	700
Cat. 6 – Business travel	2,260	2,400
Cat. 7 – Employee commuting	2,460	2,300
Cat. 11 – Use of sold products	2,490	3,400
Cat. 12 – End-of-life treatment of sold products	250	300

1) The greenhouse gas inventory was calculated in accordance with the guidelines of the WRI/WBCSD Greenhouse Gas Protocol.

2) Scope 3: total emissions resulting from the categories listed below.

3) The calculation was based on both spend-based data and actual data collected for single units and extrapolated for the Group.

4) Categories 8, 9, 10, 13, 14, and 15 were reviewed and considered not relevant to the business.

5) The data for December was estimated and extrapolated based on the average data for the months of January to November 2025.

Scope 1 and Scope 2 emissions are recorded at the location level, while Scope 3 emissions are based on expenditure data.

The use of spend-based emission factors for calculations can lead to inaccuracies, as the proportion of recycled materials, for example, is not taken into account. Bossard aims to gradually reduce any distortions in expenditure-based approaches by making specific inquiries with larger suppliers.

All of Bossard's larger as well as some smaller business units have an ISO 14001-certified environmental management system. The certified locations are published on the Group's website. Bossard aims to include all locations that collectively generate 90 percent of the Group's sales in the ISO 14001 certification process. At the end of 2025, 69 percent (2024: 62 percent) of Bossard's locations were ISO 14001-certified. These locations generate 86 percent of the Bossard Group's turnover.

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2.3 Bossard’s role in the circular economy

ESRS 2 SBM 3, ESRS 2 IRO 2

As a distributor of fasteners, Bossard strives to play a greater role as a facilitator and supporter of the circular economy. Bossard’s position between manufacturers and industrial users (B2B) allows it to influence product selection, product design, supply chain structure, and return processes.

Bossard has summarized its circularity efforts under the strategic focus area Future Proven Solutions and considers innovation to be an essential component of sustainable corporate management. To this end, Bossard seeks cooperation with business partners and customers.

The starting points for Bossard’s involvement in the circular economy are shown in the table on the right.

Starting points in the field of circular economy

Role	Description	Examples
Multiplier and knowledge broker	Disseminating circular products and information along the supply chain	<ul style="list-style-type: none"> – Offering reusable or recycled fasteners – Raising customer awareness of circular procurement strategies
Service partner	Providing services that promote resource efficiency	<ul style="list-style-type: none"> – Collecting and sorting fasteners for recycling – Cooperating with recycling companies to ensure that the materials are returned by type
Innovation partner	Collaborating with customers and suppliers to develop circular solutions	<ul style="list-style-type: none"> – Developing standardized fasteners for disassembly and reuse – Providing data on material origin and recyclability – Helping customers select fasteners that support disassembly and reuse (design for disassembly)

Impacts, Risks, and Opportunities

Bossard’s contribution to the development of more circular solutions creates opportunities in the upstream and downstream value chain to reuse resources at the end of the product life cycle and reduce material consumption. This can lead to cost savings for customers and suppliers as well as lower environmental impacts. For Bossard, the potential opportunity for engaging in the circular economy lies in appealing to customers who value aspects of the circular economy. Other positive aspects include reduced costs, increased supply chain resilience, and access to new sources of revenue through circular business models.

Conversely, the unavailability of recyclable materials has a negative effect. A lack of these resources for manufacturing products primarily affects the value chain.

However, Bossard may also experience delivery delays and financial losses.

The depletion of resources through the use of “new” materials leads to environmental impacts, greenhouse gas emissions, supply bottlenecks, and higher costs for suppliers. Negative effects at Bossard range from supply bottlenecks to loss of sales.

Waste from Bossard’s operations is a burden on the circular economy and damages land and water resources. Waste disposal generates costs and causes emissions. Incorrect disposal entails both financial and environmental risks and can have a negative impact on reputation.

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2.3.1 Renewable resources, resource efficiency, and recycling

GRI 2-23, GRI 2-24, GRI 3-3, ESRS 2 SBM 3, ESRS 2 IRO 2, ESRS 2 GDR-P, ESRS 2 GDR-A, ESRS E5-1, ESRS E5-2

Bossard's product range consists of over 1 million products that are manufactured using considerable quantities of raw materials. Bossard considers, as far as possible and appropriate, the origin and composition of the materials in its products and works with its suppliers to reduce the need for new materials. In addition, Bossard, like its customers, is required by national and international regulations to record and reduce the carbon footprint of its products.

Approach

Bossard relies on various measures for the economical use of resources and the circular economy, particularly with regard to materials and their circular use along the entire value chain, and works closely with suppliers, customers and stakeholders to achieve this. Responsibility for Bossard's circular economy efforts lies with the VP of Sustainability. She coordinates the circular economy activities in consultation with the responsible function managers and general managers at the locations.

Guidelines

Bossard uses a variety of policies and procedures to manage the flow of resources and circular economy approaches for its products. Some of these are overarching documents, such as the Supplier Code of Conduct. Specific initiatives and guidelines are described below.

To support the promotion of the circular economy, Bossard's sustainability strategy includes principles for the inflow of resources. These also apply in dealing with customers and suppliers. This is intended to stimulate the development of sustainable products and services in order to minimize the use of new resources.

Bossard is involved in the European 4.0 Transformation Center (E4TC) at RWTH Aachen University. The research and practice group on sustainability for manufacturing companies focuses on the development of resource-efficient engineering workflow models. Bossard uses them for the Smart Factory Assembly area in a pop-up remanufacturing line, among other places.

The company also pursues initiatives for responsible metal recycling, for example by regularly monitoring the work of the Roundtable on Responsible Recycling Materials (RRRM). This roundtable brings together stakeholders from the metal industry and the recycling sector as well as representatives of key customer segments, academia, voluntary standards systems, and civil society.

Measures

In the materials technology field, Bossard works with its suppliers to investigate the possibility of developing fasteners made from new materials or composites. This gives customers the option of ordering different green steel variants for direct screw fittings. In 2025, Bossard conducted a needs analysis among its customers. The results indicate general interest, even though at present demand remains low for economic reasons. Bossard plans to continue pursuing this topic systematically.

With its Assembly Technology Expert (ATE) offering, Bossard provides services that promote the economical use of resources and awareness of resulting carbon emissions. ATE supports the optimization of assembly processes and contributes to the reduction of emissions. This often allows customers to achieve a stable connection with either fewer or smaller fasteners, thereby reducing their use of materials and resources.

Since 2025, the Group has been working to include carbon emissions in calculating the total cost of ownership (TCO) for ATE engineering services.

Furthermore, Bossard has held a stake in the Multi-Material-Welding® company and its technology since 2021. The process uses ultrasonic energy to weld fasteners into a wide variety of lightweight materials. This creates a form-fitting, high-strength connection in a matter of seconds – without any adhesives, curing times, or chemical additives. This efficient assembly process reduces carbon emissions and increases productivity.

Bossard is involved in national and international research projects to promote the circular economy. In 2025, the Group applied for the EUREKA project “CIRCLOOPS” to develop circular value creation (CVC) systems and for a joint project with the Zurich University of Applied Sciences (ZHAW) to quantify the environmental impact of reusing products and product components.

In the reporting year, Bossard launched the “Sustain2grow” workshop series. Its objective is to embed sustainability aspects into the core business and to further optimize products and services with regard to sustainability aspects. At the same time, the workshops are intended to help identify new approaches for integrating sustainability into product and service offerings. Discussions focused on market trends, recycling aspects, and customer needs. Among other things, questions about feasibility, customer benefits, and possible influences or implications for customers were answered. At the end of the workshop, one topic was selected for further development in 2026. The quality, durability, and recyclability of Bossard products are aspects that matter when it comes to environmental protection. High-quality fasteners help customers reduce screw wear and hence the use of new materials. In addition, the majority of metal fasteners are made of recyclable materials.

The following table contains other selected measures from 2025 aimed at increasing the recyclability of products and services. Bossard pursues several goals: saving materials and weight, offering sustainable products and solutions, simplifying fastening and assembly, reducing energy consumption and production time, and lowering the carbon footprint of manufacturing and assembly.

Product/service area/technology	Measure(s)
Assembly Technology Expert MultiMaterial-Welding® technology	<ul style="list-style-type: none"> - Using 100 percent post-industrial recycled polypropylene (PP) for fastener production as part of a new project. - Optimizing the product portfolio through AI-supported product range analyses to reduce the number of fasteners used.
Clinching technology (mechanical, thermal joining process for clinching sheet metal, which is particularly economical and environmentally friendly)	<ul style="list-style-type: none"> - "Local-for-local" production: regional production in Europe, USA and Asia to minimize transportation. - Providing detailed information on energy consumption and resulting carbon emissions. - Some products are manufactured in accordance with EU Directive 2011/65/EU (RoHS II) and the supplementary Delegated Directive 2015/863/EU (RoHS III) and do not contain any hazardous substances (production, material selection, and surface treatment) above the permissible limits defined in the directives.
Direct assembly and innovations	<ul style="list-style-type: none"> - Offering direct screw connections in metal, plastic, and sheet metal: fasteners can be screwed directly into the component without nuts, threaded inserts, or pre-drilling. - Advanced Direct Fastening (ADF): processes and products that have been specially developed for direct, tool-supported joining and do not require drilling, dowels, or additional parts. - Using a software solution to digitally trace the carbon footprint of fasteners. This allows manufacturer processes to be optimized in a targeted manner and proof of the use of sustainable, climate-friendly fasteners to be provided. - Strategic cooperation with manufacturers or suppliers that offer innovative fastening solutions, for example fastening elements or threaded inserts that are embedded or bonded in plastics, fiber composites, or foam structures.

Metrics

Suitable metrics and indicators are currently being developed for circular products and services. Although no data is available for publication yet, Bossard aims to establish a robust measurement system shortly and to report on future progress in a transparent manner.

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2.3.2 Operational circularity

GRI 2-23, GRI 2-24, GRI 3-3, GRI 301-3, GRI 306-1, GRI 306-2, GRI 306-3, ESRS 2 GDR-P, ESRS 2 GDR-A, ESRS 2 GDR T, ESRS GDR M, ESRS E5-1, ESRS E5-2, ESRS E5-3, ESRS E5-5

Bossard supplies fasteners to over 45,000 customers in a variety of industries worldwide and works with around 6,400 suppliers. The focus is on customized solutions for companies of different sizes as well as efficient logistics processes. At the heart of it is logistics – from goods receipt to packaging and shipping. The materiality analysis identifies transportation, packaging, and waste as key internal areas for action in the circular economy approach.

Approach

The VP of Sustainability manages the circular economy initiatives at the Group level. The Group's sustainability department defines relevant KPIs and guidelines for operational circularity. The business units are responsible for concepts and the implementation of measures to optimize transportation and logistics and to avoid waste. Depending on the size of the locations, local responsibility lies with the general managers or environmental officers.

Guidelines

Bossard does not have specific, groupwide policies for transportation and logistics. Because of its decentralized structure, Bossard formulated strategic principles for logistics management. These include the involvement of customers and suppliers, greater transportation efficiency through better capacity utilization, bundling of deliveries, optimized routes, and minimizing express deliveries.

Waste management also relies on location-based strategies. A best-practice brochure for warehouse managers provides clear recommendations across the Group on how to avoid packaging waste, improve the quality of materials, increase the recycling rate, and reuse packaging.

Since January 2023, Bossard France has been subject to a reporting mandate for the traceability of waste, in particular hazardous waste and certain other specific waste categories. The report is submitted digitally via the TrackDéchets platform. It was introduced as part of the implementation of the Loi AGECE (Anti Waste for a Circular Economy) and the associated Decree 2021-321, which regulates the electronic traceability of waste.

The methods used to collect the quantities of waste produced are determined by the locations according to the local conditions. The aim is to not increase the volume of waste despite sales growth. Measurements are based on

waste categories. Key factors in most business units are the consumption of cardboard packaging, the elimination of single-use plastic packaging, the share of recyclable waste, paper waste, tin waste and mixed scrap, as well as wastewater volumes and glass waste. Bossard's locations in Germany participate in the national packaging register and the "Grüne Punkt" initiative, a dual system for the recycling and recovery of packaging materials generated by customers.

Measures

Bossard relies on close cooperation with suppliers and customers to optimize transportation planning and organization in a climate-friendly way. Wherever possible, shipments from suppliers and deliveries to customers are consolidated, and transport destinations are defined. Bossard France, for example, has defined targets in the form of carbon equivalents for incoming and outgoing goods. These amount to 4.2 tons of carbon equivalents per 100,000 kilometers for incoming goods and 0.1 tons of carbon equivalents per ton shipped for outgoing goods. Both values were met in the reporting year. Bossard Germany sets and monitors targets for primary energy consumption per shipment in its energy cockpit.

100,000 Bossard items are managed with SmartOrdering. Smart Factory Logistics and smart ordering allow customers to plan logistics, order quantities, and order dates more efficiently. This minimizes express orders and reduces transport routes. In 2025, 63 percent of customers used smart ordering. As a result, rush orders fell by approx. 30 percent.

In 2024, Bossard conducted a user survey about the interactive digital supply chain platform ARIMS. As the basis of Smart Factory Logistics, ARIMS ensures transparency and control in the material flow and supports Industry 4.0. User suggestions were integrated into an update in 2025.

In the reporting year, the Group worked continuously with the warehouse managers at larger locations to develop and implement new packaging solutions, reduce the use of packaging materials, and optimize recyclability. In 2025, Bossard Germany and others implemented a “deposit system” for packaging pallets. Customers can purchase pallets as part of a recycling program and receive credit when they return them. Thanks to the high return rate, Bossard was able to significantly reduce the

purchase of new frames in Germany. Wood purchases for logistics fell from 171 tons in the first three quarters of 2024 to just 79 tons in the same period in 2025. The business units Bossard India and Ferdinand Gross also use Euro pallets and wooden frames as reusable packaging. At Ferdinand Gross, over 70 percent of goods are transported using reusable systems such as Kanban containers.

Bossard further improved the collection of waste data in the reporting year and integrated newly acquired business units. The optimized measuring system allows for better control and monitoring of waste management as well as targeted reductions. In the future, the decentralized approaches are expected to be harmonized even more closely across the Group, for example by developing groupwide waste disposal guidelines.

Metrics

The largest share of Bossard’s own waste is cardboard waste, followed by metal scrap and wood from packaging. Incorrect orders and unused stock can result in scrap metal, that will be recycled.

Key figures: waste

Waste in t ^{1), 3)}	2025	2024 ⁴⁾
Commercial waste ²⁾	2,658	1,896
Incineration or landfill	814	889
Recycling	1,844	1,007
Hazardous waste	105	111

- 1) The figures for commercial and hazardous waste include all business units with more than five full-time equivalents. Business units with five or less than five fulltime equivalents and Bossard Vietnam with eight full-time equivalents are not included because of their relatively low impact on waste volume.
- 2) Some commercial waste data from three European business units and Bossard in America is partially based on estimations. The data quality will be improved over the next few years in collaboration with these business units.
- 3) The waste figures for the first three quarters are based on actual data collected from business units, while the data for the fourth quarter have been extrapolated based on the average waste consumption of the first three quarters.
- 4) Acquisitions during the financial year 2024 are not included.

There are currently no logistics and packaging metrics ready for publication. However, Bossard is developing a comprehensive measurement concept with suitable indicators that will enable future reporting in these areas.

BOSSARD SUSTAINABILITY REPORT 2025

PART 3

«SOCIAL DIMENSION – working responsibly»

ESRS S1 Own workforce
ESRS S2 Workers in the value chain

3.1 Information on employees

GRI 2-7, GRI 2-8, GRI 2-16, GRI 2-23, GRI 2-24, GRI 2-26, GRI 2-29, GRI 401-1, GRI 407-1, ESRS 2 IRO-2, ESRS 2 SBM-2, ESRS 2 SBM-3, ESRS 2 GDR P, ESRS 2 GDR-A, ESRS 2 GDR-T, ESRS S1-1, ESRS S1-2, ESRS S1-3, ESRS S1-5, ESRS S1-6, ESRS S1-9, ESRS S1-10

The social dimension of the sustainability strategy Empowered People is the foundation for the Group’s sustainable business success. Bossard pursues a proactive HR policy, promotes diversity, equity, and inclusion, and works continuously to position itself as an attractive employer.

Employees are a key part of the business model and corporate strategy. Talent retention as well as the productivity and well-being of its workforce have a direct impact on Bossard’s operational performance and long-term growth.

Impacts, Risks and Opportunities

Bossard classifies almost all impacts on material topics relating to employees as positive or potentially positive. The impacts concern aspects of equal treatment and equal opportunities as well as working conditions at Bossard. They are backed by a strong diversity program, learning and development opportunities, and regular safety training.

Bossard values robust health and safety measures to minimize risks. In addition, providing safe workplaces, reasonable working hours and wages, social dialog including employee representation, and granting co-determination rights have a positive impact on working conditions and employee well-being.

Bossard promotes lifelong learning and the ongoing development of its employees. The range of learning opportunities and formats is continuously expanded, and structured learning journeys into new technologies

as well as professional and personal skills are being established. This gives employees individual learning options that are tailored to their professional and personal training needs and their own learning pace.

Bossard’s diversity initiatives support equal opportunities. By implementing policies to promote gender diversity, equity, and inclusion within the workforce, Bossard aims to provide equal opportunities for people from minority groups and for women.

Employee development

On December 31, 2025, the Bossard Group had 3,143 employees. ¹⁾

Key figures: employees

Composition of workforce ¹⁾	Unit ⁵⁾	2025			2024 ⁶⁾		
		Total	Female	Male	Total	Female	Male
Workforce by employment contract							
Permanent	HC	3,143	1,078	2,065	2,865	1,025	1,840
Temporary (agency/lease workers)	HC	101	n/a	n/a	117	n/a	n/a
Workforce by employment type							
FTE total	FTE	2,974	n/a	n/a	2,773	n/a	n/a
Employees total ²⁾	HC	3,143	1,078	2,065	2,865	1,025	1,840
Full-time	HC	2,877	915	1,962	2,649	878	1,771
Part-time ³⁾	HC	266	163		216	147	69
Number of apprentices/trainees/interns	HC	101	n/a	n/a	62	n/a	n/a
Workforce by age							
< 30 years	HC	484	157	321	444	166	278
30–50 years	HC	1,820	645	1,115	1,659	632	1,027
> 50 years	HC	839	243	596	762	227	535
Management							
Employees in management positions	HC	389	109	280	354	96	258
Other							
Qualification dialogues/annual appraisals ⁴⁾	No.	2,437	n/a	n/a	2,599	n/a	n/a
Pulse checks or employee satisfaction surveys done on unit level	No.	1,571	n/a	n/a	822	n/a	n/a
Number of wage comparisons conducted ⁴⁾	No.	14	n/a	n/a	n/a	n/a	n/a

1) HR figures include all business units with more than five full-time equivalents. Business units with five or fewer full-time equivalents acquisitions in the reporting year and Bossard Vietnam with eight full-time equivalents are not included.

2) This value is inclusive of apprentices, trainees and interns and exclusive agency/lease workers.

3) All employees working less than 90 percent or 90 percent.

4) Excluding apprentices and trainees, employees joining and leaving the company during the year and employees with long-term absences. In such cases, individual conversations and reviews take place that are adapted accordingly to the case.

5) HC means headcounts and FTE means full-time equivalents.

6) Acquisitions during the financial year 2024 are not included.

Hires & fluctuation in HC ¹⁾	2025				2024 ³⁾			
	Entries	Natural departures	All departures	Fluctuation rate ²⁾	Entries	Natural departures	All departures	Fluctuation rate ²⁾
Total	271	322	188	4.3%	370	117	311	6.8%
Total by gender								
Male	169	200	106	4.6%	208	75	196	6.6%
Female	102	122	82	3.7%	162	42	115	7.1%
Total by age								
< 30 years	87	75	46	6.0%	126	34	80	10.4%
30–50 years	150	183	100	4.6%	217	55	177	7.4%
> 50 years	34	64	42	2.6%	27	28	54	3.4%
Total by region								
Europe	170	109	204	5.0%	185	65	187	7.6%
America	17	24	39	3.6%	34	19	34	3.4%
Asia	84	55	79	2.9%	151	33	90	7.0%

1) The figures for new hires, departures, and turnover include all business units with more than five full-time equivalents. Business units with five or fewer full-time equivalents, acquisitions in the reporting year and Bossard Vietnam with eight full-time equivalents are not included.

2) For the calculation of the fluctuation rate, the number of employees as of December 31, was taken.

3) Acquisitions during the financial year 2024 are not included.

Human and labor rights

Bossard recognizes human rights as fundamental principles for protecting dignity and ensuring freedom and respect – both within its own company and when cooperating with business partners and the local communities where it operates. The commitment to respecting human rights, including the rights of employees, is anchored in

the Group’s sustainability strategy, the Bossard Code of Conduct for employees, and the Supplier Code of Conduct. Bossard strives to safeguard the working conditions of its employees through social protection. This includes support in situations such as illness, unemployment, accidents at work, parental leave, and retirement.

Involvement of employees

The Bossard Group and its subsidiaries involve employees and employee representatives, where these exist at the respective locations. The participation in decision-making on measures affecting employees occurs on an ongoing basis and when necessary. Employees can raise questions and criticism on various topics at regular or extraordinary works meetings, town halls, or similar formats. They also have the opportunity to provide feedback on various topics in regular anonymous surveys at the local level. In the reporting year, “pulse checks” were carried out in China, America and France, among other places. Based on the results, specific measures are defined and implemented in a timely manner. For example, follow-up activities from the survey conducted at the end of 2024 were evaluated in Switzerland at the beginning of 2025 and introduced at the team level.

The local management teams and the human resources (HR) departments are responsible for involving employees and employee representatives. They also ensure that the feedback received is systematically incorporated into company processes.

In the subsidiaries and at the locations, this function is performed by the heads of HR or the general managers.

The Group not only assigns clear responsibilities but also provides resources to actively involve employees and employee representatives. This includes training on the Bossard Code of Conduct or internal information campaigns. It is important that employees are kept informed about feedback and complaint channels and receive regular reminders.

Appropriate remuneration

Bossard ensures that its employees receive fair and appropriate remuneration that is in line with legal provisions and the applicable collective bargaining or industry standards.

Remuneration structures are reviewed regularly to ensure that they remain competitive and in line with market conditions, while also contributing to a comfortable standard of living and economic stability for employees. In this way, Bossard supports compliance with international labor and social standards as well as the goal of appropriate remuneration.

Metrics

Bossard has no business units in countries or regions where there are known restrictions on the freedom of association or the right to collective bargaining. Accordingly, no locations were identified in the reporting year where the risk of such restrictions would be relevant.

BOSSARD SUSTAINABILITY REPORT 2025

3.1.1 Health, safety and well-being

GRI 3-3, GRI 403-1, GRI 403-2, GRI 403-3, GRI 403-4, GRI 403-5, GRI 403-6, GRI 403-8, GRI 403-9, GRI 403-10, ESRS 2 GDR P, ESRS 2-GDR-A, ESRS 2-GDR-T, ESRS 2 GDR-M, ESRS S1-1, ESRS S1-3, ESRS S1-13

Bossard aims to create a sustainably safe working environment in which all employees feel comfortable and can develop their full potential. The Group attaches great importance to the physical, social, and emotional well-being of all employees in the workplace.

Approach

Until the fourth quarter of the reporting year, Bossard's human resources management was organized on two levels across the Group: The Group had a central People & Organization (P&O) team. The operating units have local HR departments. The People & Organization team was responsible for the strategic management and coordination of HR and employee-related sustainability issues such as health, safety and well-being.

In 2025, as part of an organizational realignment, it was decided to gradually integrate the central P&O functions into the business units. The aim of this realignment is to bring responsibilities closer to business processes, give better consideration to location-specific requirements, and make the implementation of personnel and sustainability issues more agile.

During the transition phase, all existing guidelines, standards, and control mechanisms will remain in force unchanged. This ensured continuity in matters of health, safety and well-being. The future approach to how these issues will be managed across the Group is currently being reviewed to ensure efficient, decentralized, and at the same time coordinated responsibility.

Bossard's operating units have their own HR departments and safety officers who are responsible for implementing safety measures and promoting the health and well-being of employees in the workplace. At some larger business units, they are supported by safety committees and working groups that provide training on safety measures and resilience, for example.

At headquarters and some business units, company paramedics and prevention officers are available for medical emergencies and medical questions during working hours.

In many larger business units, case management is available to provide support with reintegration after long-term absences. In the event of mental and psychological stress, employees can seek advice from the HR department or, at some locations, for example in Switzerland, from an external social counseling service. Incidents involving health, safety, and well-being can be reported via local reporting channels and the global Integrity Line.

Managers are also involved since they are co-responsible for the safety and well-being of their subordinates. Work-related illness and accident statistics are discussed at management meetings and necessary measures are initiated if required.

Guidelines

To reduce the risk of accidents and injuries, Bossard focuses primarily on technical measures. These are supplemented by organizational goals, monitoring, and security measures. To this end, Bossard maintains structured occupational health and safety concepts at some locations. These are tailored to specific locations, ensuring that they are closely aligned with practical requirements.

For example, Bossard has introduced an operational quality, health, safety, and environmental policy for its location in Zug, Switzerland. This policy sets standards on how to protect and safeguard the well-being of employees.

Bossard complies with a number of ISO standards, including ISO 9001 (quality management system), ISO 14001 (environmental management system), and ISO 45001 (occupational health and safety management system). A list of certified Bossard locations is published on the Group's [website](#). Compliance with the requirements of the standards is regularly monitored by internal and external bodies. In Switzerland, for example, an annual audit is performed by the Swiss Association for Quality and Management Systems (SQS) based on the health and safety measures documented in the Qlogbook.

Measures

Bossard regularly reviews all logistics and warehouse processes for accident and safety risks – from inbound delivery and goods receipt, to repackaging, storage, picking, and outbound delivery. All work steps are examined for hidden dangers by the internal safety committees. The safety inspections in the reporting year did not reveal any new systematic risks or hazards at the business units. The measures taken proved to be effective.

Periodically, external experts are invited to participate in the quality and safety reviews, the last time being in 2024 in Switzerland. The inspection by the company's own QUAG team (quality, environment, occupational safety, and health) was accompanied by experts from the fire department and the Swiss Safety Center.

To incorporate quality, health, and safety into all decisions and actions, Bossard regularly conducts safety training courses and workshops for employees at the technology and logistics centers. This further strengthens the common understanding of risks and dangers. At the same time, practical techniques are taught to promote safety. The format and content of the training courses depend on the location-specific circumstances. For example, in 2025, additional online training on how to respond in emergency situations was conducted at the Zug location, various safety training courses were held in China by the occupational health service, and Bossard Switzerland participated in an awareness campaign organized by the Swiss Accident Insurance Fund. At some locations, for example in China and France, employees were offered free medical examinations. In Switzerland, the technology and logistics center tested height-adjustable workstations, which can be used to raise pallets to an ergonomically suitable working height, and introduced wireless hand scanners for all employees in order picking.

In addition, regular information and training sessions on evacuations and fire drills were held to prepare employees for emergency situations. The content and frequency of these training courses are based on local conditions. Bossard America held monthly safety training and emergency drills (fire drills) in 2025. A trial run with evacuation helpers and a complete evacuation drill for the technology and logistics center (TLC) took place in Zug, and four drills were conducted with the company's first responders. In addition, all Bossard employees at headquarters completed an online training course on emergency response in October. In November, the local fire department held a training exercise on the company premises in Zug.

Bossard raises awareness among its employees about physical and mental health issues, which can arise from increased workloads, poor ergonomics in the workplace, or insufficient time for adequate rest. Employees have access to trusted individuals and reporting channels to prevent potential negative effects caused by physical and emotional stress in the workplace.

In 2025, several digital SharePoint News were published on topics such as modern work, maintaining contact, addressing problems, movement, boundaries, and resilience.

In the reporting year, multiple Bossard locations implemented measures to promote physical activity for employees. These include company runs and the Bike to Work campaign in Switzerland and France, as well as similar initiatives at other locations.

Metrics

Bossard reports work-related accidents for all activities. In 2025, there were 45 registered workplace accidents, resulting in 2,854 hours of absence.

Key figures: occupational health and safety

Occupational health and safety ¹⁾	Unit	2025	2024 ⁵⁾
Total effective hours worked	Hours	4,874,840	4,725,831
Total absences ²⁾	Hours	179,781	144,292
Absence rate ³⁾	%	3.02	2.6
Absences due to illness	Hours	176,927	142,201
Absences due to accidents at work	Hours	2,854	2,091
Workplace accidents not resulting in an absence or resulting in an absence of <3 days ⁴⁾	No.	30	n/a
Workplace accidents resulting in an absence of ≥3 days ⁴⁾	No.	15	n/a
Number of fatalities at work	No.	0	0

- 1) The figures on health and safety cover all business units with more than five full-time equivalents. Business units with five or fewer full-time equivalents, acquisitions in the reporting year and Bossard Vietnam with eight full-time equivalents are not included.
- 2) Excl. vacation and other absences not related to illness or accidents.
- 3) For the calculation of the absence rate, the approach suggested by the GRI Standards of 2,000 hours per FTE was used.
- 4) This data was collected for the first time in 2025.
- 5) Acquisitions during the financial year 2024 are not included.

In the reporting year, 79 percent of employees were covered by the company’s occupational health and safety management system. The most important standard for occupational safety at Bossard is ISO 45001: 2018; Switzerland, China, and India are certified. In addition, ISO 14001 certifications, which promote a safe, healthy, and sustainable working environment within the company, were included in the calculation. The remaining 21 percent relate to business units without an increased risk of work-related injuries or illnesses; a risk assessment has confirmed that there is no high-risk potential for this group of employees.

BOSSARD SUSTAINABILITY REPORT 2025

3.1.2 Diversity, equity, and inclusion

GRI 405-2, GRI 406-1, ESRS 2 GOV-1, ESRS 2 GDR P, ESRS 2 GDR-A, ESRS 2 GDR-T, ESRS 2 GDR-M, ESRS S1-1, ESRS S1-3, ESRS S1-4, ESRS S1-8, ESRS S1-11, ESRS S1-15, ESRS S1-16

Bossard is committed to creating an inclusive environment at all levels of the company in order to attract and retain talent. The Group strives to offer equal opportunities regardless of origin, ethnicity, religion, age, gender, physical ability, sexual orientation, status, and other social factors.

Approach

The management approach for diversity, equity, and inclusion (DEI) has three levels.

This includes the Group’s ESG team, which manages and coordinates all key sustainability issues. It is supported in the development of its DEI strategy and the design of groupwide programs by a global project team for diversity, equity, and inclusion. This team reviews and develops the strategic direction, plans initiatives, and structures performance measurement using KPIs.

The global DEI project team is responsible for raising awareness as well as informing and communicating with internal and external stakeholders.

The third level consists of local committees at some locations, such as in Zug or at Bossard America. While the first two levels have a strategic role, the third is focused on implementing operational measures. Its members represent the local workforce, various minorities, and all hierarchical levels at the location. They initiate local measures to raise awareness of these issues.

Guidelines

In 2022, Bossard developed a global vision for this area and rolled it out within the organization: “As an inclusive employer we create an environment where every employee is accepted and empowered to contribute to the company’s success.” The global vision on diversity, equity, and inclusion and the DEI strategy form the foundation for a diverse and inclusive working environment at Bossard. They set out principles and framework conditions for diversity, equity, and inclusion. These are integrated into the Bossard Code of Conduct and apply to all employees, Group managers as well as members of the board of directors, executive committee, and members of the executive boards and management teams at the locations.

The global project team has created a supplementary internal guideline for the DEI strategy. Among other things, it contains provisions for handling DEI issues, suggestions on what an employee’s contribution to an inclusive working environment could be, as well as information on the focus, management, and benefits of Bossard’s DEI strategy. The document is accessible to all employees and published on the intranet.

The DEI strategy and guiding principles are reviewed at regular intervals and updated as necessary. Some local business units have drawn up their own additional DEI guidelines that define requirements for local measures and are based on Bossard’s global vision. These include Bossard’s labor and ethics management guidelines in China and Bossard’s employee handbook in America.

Measures

Following the workshops held in the previous year and in the reporting year to raise awareness of unconscious bias for management and the regional HR departments, the focus in 2025 was on the recruitment process. In the reporting year, a systematic analysis of the recruitment process was carried out at the Group level using the new HR tool.

Possible measures that could be integrated into the application process to make it more inclusive and raise awareness of “unconscious bias”, are currently being reviewed and incorporated into the process or tool where possible.

The global DEI project team uses training and communication materials on guidelines and best practices to sensitize stakeholders and raise awareness of issues such as discrimination or harassment in the workplace, the design of recruitment measures, and the like.

In 2025, the project “Brückenschlag” (Bridge-building) was launched at the Zug location to strengthen cross-departmental and cross-divisional collaboration and mutual understanding. As part of the initiative, employees had the opportunity to get to know various functions.

In the reporting year, Bossard focused on improving the accessibility of workplaces even further. Various business units continue to offer employment to people with disabilities.

Bossard is committed to increasing the number of women in management positions. The goal is to achieve the same gender ratio in management positions as in the entire Bossard Group by 2031. In 2025, the Group continued its efforts to increase the number of women in management positions. For participants in targeted development programs and initiatives preparing individuals for future management positions, the number of female talents has been increased. However, as before, the percentage of women in senior management positions is not increasing very quickly. Due to the nature of the industry, Bossard has fewer female employees overall and in some areas in particular. This also limits the opportunities for promoting female employees in these business units. In the reporting year, the general manager positions at Bossard Netherlands and Bossard France were filled by women. The appointment was made solely on the basis of performance and leadership qualities and reflects the business unit’s belief that diversity is the result of an inclusive corporate culture. At Bossard in China, two thirds of the nine managers were female in 2025.

Bossard is committed to equal pay and, when hiring and promoting employees, always ensures that they are paid equally for the same positions and skills. In order to raise awareness and make adjustments where necessary, the Group’s locations periodically analyze the gender pay gap. The Swiss domestic market regularly participates in the Swiss Confederation’s equal pay analysis (Logib). In addition, annual salary comparisons are conducted within the industry. In 2025, a consulting firm specializing in equal pay analyses awarded Bossard Switzerland the “Market Pay Equity 2025” certificate for its market pay parity and narrowing the gender pay gap. Other locations, such as France, periodically calculate an index to determine whether objective, discriminatory characteristics could be determining factors in wage levels. Bossard France discloses the resulting percentage of unexplained wage differences to the union.

The forthcoming implementation of the EU Pay Transparency Directive 2023/970, which aims to reduce the gender pay gap through mandatory transparency, objective and gender-neutral pay assessment, comprehensive information rights for employees, and strict sanctions for violations, will make this even more transparent. Bossard has started the implementation process in 2025.

Metrics

In 2025, the gender balance in Bossard’s total workforce is 34 percent women and 66 percent men. The gender balance among managers as a percentage is 28 percent women and 72 percent men. In this report, the absolute R&D figures for women/men are shown in the table Key figures: Employees in the chapter [→ Information on employees](#).

Bossard is committed to gender diversity and gender pay equity on its board of directors and has achieved this once again in the reporting year.

Board of directors of Bossard Holding AG	Unit	2025	2024
Members	Number	6	7
Share of women	Percent	50	43
Gender pay gap ¹⁾	Percent	0	0

1) Further details can be found in the Compensation Report on page 125.

In 2025, no cases of discrimination as defined in GRI 406-1 and no violations of the policies on equal opportunities and fair treatment in accordance with ESRS S1-16 were identified or detected. All internal whistleblower and HR reporting systems and compliance processes showed no relevant evidence of discrimination based on ethnic origin, skin color, gender, religion, political opinion, or national origin, including other forms of discrimination and harassment affecting Bossard’s workforce.

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3.1.3 Career advancement opportunities, continuing education, and skills development

GRI 3-3, GRI 404-1, GRI 404-2, GRI 404-3, ESRS 2 GDR P, ESRS 2-GDR-A, ESRS 2 GDR-M, ESRS S1-1, ESRS S1-3, ESRS S1-12

Bossard uses various measures to promote the development and expansion of skills and to support lifelong learning. The company aims to empower employees to take responsibility for their own development, thereby continuously improving their employability. The goal is to create a working environment that supports continuous learning.

Approach

Until the fourth quarter of the reporting year, the Group's People & Organization department had the responsibility for the strategy and measures relating to the development of employees and managers. Since October 2025, these tasks have been gradually transferred from the central HR structure to the operating units. The previous standards and processes remained in place during the transition phase. This allowed the management of relevant measures and projects relating to the development of employees and managers to continue unchanged.

Bossard's business units foster the improvement of their employees' career paths by developing and implementing their own qualification measures and tools. These address individual training needs on site. Either the human resources departments or the general managers are responsible for market- and function-specific programs.

Guidelines

The principles for continuing education are based on Bossard's corporate values. The Group is working on establishing a talent ecosystem that supports individualized, proactive planning of learning and career paths. All locations promote the identification of advancement opportunities and career management. The most important tools include regular performance reviews, performance discussions, and coaching.

Talent management is based on groupwide training offerings that not only teach technical and specialist knowledge, but also social and leadership skills such as conflict management and communication skills. Some business units, such as China, France, and Switzerland, define annual training plans that specify department- and location-specific training measures.

Bossard has implemented a Learning Hub that provides an overview of all training courses offered by the specialist departments. E-learning modules in multiple languages facilitate flexible, personalized training for employees worldwide. The learning content is usually related to current projects in order to improve the maturity of the learning experience and offer development opportunities that build on these projects.

In addition, employees have the opportunity to take part in external training and education programs. Under certain conditions, employees receive financial support for this. In some cases, and subject to individual agreements, Bossard may grant paid time for these efforts provided that employees can use what they have learned for their work at Bossard.

Measures

Bossard further expanded its diverse e-learning program in the reporting year. Since 2024, functional areas and subsidiaries have been able to roll out their own learning programs using the Bossard 5x5 learning concept.

In addition, employee training on AI projects was rolled out at the Group level in 2025. The program is based on a train-the-trainer approach. The goal of this offering is to enable employees to work independently on AI programming projects. The focus is on continuing education and promoting employability. Beyond that, internal training aims to boost process efficiency and conserve IT resources.

The annual performance review is an essential management and feedback tool. Its purpose is to mutually establish goals, evaluate employee performance, and discuss further development. In the reporting year, Bossard rolled out the Employee Talk app, which had previously been used in Switzerland only, across the entire Group. The app supports transparent documentation and tracking of development goals and measures using lean processes.

Employee feedback on the range of learning and development programs, career advancement opportunities, and career planning measures is collected across the Group primarily through local and regional satisfaction surveys.

Metrics

Hours of training per employee (2025)

Category	Number of hours
Total	3.57

The hours of training recorded in accordance with GRI 404-1 (average hours of training per year per employee) relate exclusively to the LMS learning management system. Other internal and external training measures that took place outside of this system are not included in the key figure.

Therefore, the actual learning activity of employees is higher than reported. Bossard is currently working on aligning its HR systems and developing a standardized data collection process so that it can disclose this indicator reliably and comprehensively beginning in the future.

Share of employees with performance reviews (2025)

Category	Share of employees
Total	78 percent

Certain groups of employees are excluded from the review process, including employees on fixed-term contracts, employees on long-term sick leave, or other special cases.

These key figures reflect Bossard's continuous efforts to promote learning activities and to make performance assessments transparent and fair, taking into account the existing exceptions.

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3.2 Employees in the value chain

GRI 2-16, GRI 2-23, GRI 2-24, GRI 2-26, GRI 2-29, GRI 408-1, GRI 409-1, ESRS 2 SBM 2, ESRS 2 SBM-3, ESRS 2 IRO 2, ESRS 2 GDR P, ESRS 2 GDR-A, ESRS 2 GDR-T, ESRS 2 GDR-M, ESRS S2-1, ESRS S2-3, ESRS S2-4

Bossard is committed to working closely with its business partners, thereby supporting responsible supply chains and the production of high-quality, safe products.

The Group has a global Supplier Code of Conduct, pursues a due diligence approach, and works with various stakeholders to establish standards and initiatives on fundamental human and labor rights. The aim is to protect the rights of employees in the value chain and to support decent and safe working conditions.

Impacts, Risks and Opportunities

Bossard's value chain presents potential risks of adverse impacts on individuals, including the risk of modern slavery and child labor. In addition, health and safety risks can arise when employees are exposed to unsafe working conditions on the premises of suppliers.

The actual positive impacts include Bossard's consistent stance against violence and harassment, as well as its commitment to promoting a physically and emotionally safe working environment and beneficial working conditions. Bossard is guided by its firm commitment to international principles, such as the United Nations (UN) Universal Declaration of Human Rights. Bossard aims to promote the safety and well-being of its business partners' employees through its supplier management and Supplier Code of Conduct, regular audits, signing of the UN Global Compact, training, and commitment to the employees of direct suppliers.

The DMA identified an opportunity in the upstream value chain relating to due diligence in the area of human rights. The screening of companies before they qualify as Bossard suppliers and periodic self-disclosures enables Bossard to continuously improve the compliance of its direct suppliers.

Approach

Bossard has global policies for managing the impacts on employees in the upstream and downstream value chain, which are regularly reviewed and revised by the Group.

Implementing these policies is the responsibility of the purchasing managers of the business units. The large purchasing organizations are encouraged to provide sufficient resources for this purpose, including training for external suppliers. The ultimate responsibility lies with the general managers of the subsidiaries.

The Group General Counsel, who also acts as the VP of Sustainability, oversees the overarching risk management system for human rights issues. She also ensures that human rights-related aspects are integrated into the governance and decision-making processes.

Guidelines

The Group has a number of overarching documents in place to manage its impact on the respect for human rights for employees in the value chain, specifically Bossard's Supplier Code of Conduct. Bossard is committed to the United Nations (UN) Universal Declaration of Human Rights, both UN human rights covenants, the principles and fundamental declarations of the International Labor Organization (ILO), the Tripartite Declaration of Principles Concerning Multinational Enterprises and Social Policy, the ten principles of the UN Global Compact, the UN Guiding Principles on Business and Human Rights, and the OECD Guidelines for Multinational Enterprises.

The Supplier Code of Conduct includes compliance with human rights, the exclusion of child and forced labor and human trafficking, protection against harassment and abuse, the guarantee of labor and social standards, and respect for the freedom of association. Business partners and suppliers are urged to prevent any and all instances of child labor and to implement fundamental core labor standards. Forced and compulsory labor is explicitly prohibited.

Measures

Bossard's risk management with regard to human rights violations and child labor is essentially based on three principles: first, the obligation of suppliers to adhere to the Supplier Code of Conduct; second, the disclosure of information via self-assessments in the Supplier Relationship Management System (SRM); and third, the implementation of audits and screening processes. Should specific incidents or violations occur, a management process within the Group will take effect.

In order to incorporate the perspectives of its business partners and their employees, Bossard encourages open exchange and dialog forums with external experts, for example within the Swiss Global Compact Network, at procure.ch (the Swiss purchasing association), at Swissmem (the association for SMEs and major corporations in the Swiss technology industry), and in the European Fastener Distributor Association (EFDA), chaired by Bossard's VP of Supply Chain Management.

In addition, Bossard regularly seeks direct contact with its suppliers to further improve conditions for employees in supplier companies through preventive measures. In 2025, the Group's ESG team developed a training course on sustainability, which will be rolled out next year. It is aimed at employees and managers in purchasing and sales. The goal is for participants to better recognize opportunities and challenges in the area of human rights and labor standards and to be able to take corrective action when necessary.

Bossard promotes a culture in which critical issues and concerns can always be addressed openly. To this end, the Group offers complaints mechanisms at the operational level worldwide, including an independent Integrity Line. The various contact points provide the opportunity to report risks and violations in the value chain in a confidential and anonymous manner. This also includes potential concerns relating to human and labor rights and child labor.

When selecting suppliers and assessing new and existing supplier relationships, sustainability standards and, in particular, the effective protection of workers in the value chain are equally as important as economic criteria. In doing so, Bossard seeks to ensure compliance with applicable laws, regulations, and standards, particularly with regard to the material topics of potential human rights violations and child labor.

Due to the large number of suppliers, the evaluation of suppliers is risk-based. To prevent potential human rights violations and child labor, Bossard relies on targeted inspections of suppliers in high-risk regions, for example in Asia. To this end, direct suppliers were divided into different categories in 2024 based on the UNICEF Child Labor Index. Bossard found that 54 percent of the purchasing volume from suppliers comes from countries in the “increased or enhanced” risk category where there is a higher risk of child labor.

The Zug location offers training courses for new employees. They cover the entire range of ESG-relevant topics, including child labor and occupational health and safety.

Metrics

As was the case in the previous year, Bossard reviewed the documentation of the audits it had conducted for evidence of child labor and forced labor. In the reporting year, no evidence of child or forced labor was found in any of the supplier evaluations.

One reason for this is the high percentage of machine-based manufacturing in the production of fasteners. The level of professional qualification required makes it difficult to employ child labor. Based on this sound foundation, Bossard concludes that in 2025 it was exempt from the reporting requirements on human and labor rights pursuant to article 964j of the Swiss CO.

Detailed information on the number of supplier evaluations carried out in the reporting year and the results are disclosed in the chapter [→ Management of relationships with suppliers](#).

BOSSARD SUSTAINABILITY REPORT 2025

PART 4

“GOVERNANCE – Promoting responsible business practices”

ESRS G1 Business conduct

4.1 Business conduct and integrity

GRI 2-23, GRI 2-24,
ESRS 2 IRO-2, ESRS 2 SBM-3, ESRS 2 GDR-P, ESRS G 1-1

Bossard promotes responsible, far-sighted business conduct through its corporate culture and values. The groupwide guidelines for fair and ethical conduct are reflected in all principles, policies, and management systems and are designed to ensure the highest standards of integrity and compliance. At Bossard, systematic, risk-based due diligence investigations also extend to the value chain.

The effectiveness of governance structures is regularly monitored to ensure fair competition, anti-corruption measures, and compliance with all obligations. In doing so, Bossard not only supports legally compliant behavior, but also a corporate culture that creates positive working conditions for employees and promotes stable business relationships with customers and suppliers.

Impacts, Risks and Opportunities

Bossard’s business conduct is crucial for social acceptance and the sustainable growth of the Group. Responsible governance, including proper compliance with legal regulations and voluntary commitments, a robust whistleblower system, and the management of relationships with suppliers and stakeholders are key.

These aspects are fundamentally the responsibility of Bossard. The impacts identified in the materiality analysis primarily relate to the company’s own business activities. Exceptions are the management of relationships with stakeholders and supplier management. In addition to employees, external stakeholders from the upstream and downstream value chain are involved in both aspects. The due diligence and risk management measures implemented by Bossard as part of supplier management primarily serve to minimize the risk of misconduct in the upstream value chain.

Within the framework of the DMA, Bossard has assessed its impacts on corporate management and governance as positive, since the Group has a robust system of ethical standards, guidelines, and management systems in place. The impact of Bossard’s behavior that affects stakeholders was identified as potentially positive. This includes, for example, the application of fair and sustainable business practices and a transparent information and disclosure policy.

One potential risk relates to supplier management. Failure to apply and comply with the Supplier Code of Conduct could lead to legal risks, financial penalties, and damage to the brand.

Bossard Code of Conduct

Everyday business at Bossard is characterized by a number of financial, technical, commercial, and ethical challenges. The company meets these challenges with a value-based approach. By confirming that they have read the Bossard Code of Conduct employees commit to adhering to the highest standards of integrity, transparency, and business ethics. The Bossard Code of Conduct is the fundamental document they should consult to learn about the company's values.

The Bossard Code of Conduct applies worldwide and is available online in thirteen languages. The Code is relevant to the conduct of different stakeholders. It is aimed primarily at employees but also applies to business partners and customers.

The Bossard Code of Conduct promotes brand and corporate values and ensures transparency and accountability. It includes provisions on compliance with laws, social responsibility, the confidential handling of sensitive data, financial integrity, and the protection of Bossard's assets.

It regulates the handling of gifts, conflicts of interest, insider trading, and corruption, and emphasizes expectations regarding the business world, the environment, and society. These include respect for human rights, protection of the environment, promotion of health and safety for the Group's own employees and workers in the value chain, and prohibition of discrimination. Other topics include fair competition practices, equal opportunities, the prevention and sanctioning of undesirable behavior, open communication in the workplace, and relevant information on media, professional associations, and interest groups.

By the end of 2024, the Bossard Code of Conduct was revised. The expanded and updated chapter on sustainability in the Bossard Code of Conduct was introduced at the beginning of 2025. The purpose of the revision was to further embed ethical business practices and sustainability principles within the company and to provide information about the strategic orientation of this topic.

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4.1.1 Corporate culture

GRI 2-15, GRI 2-23, GRI 2-24, GRI 2-27, GRI 3-3, GRI 205-1, GRI 205-2, GRI 205-3, GRI 206-1, ESRS 2 GDR-P, ESRS 2 GDR-A, ESRS 2 MDR-T, ESRS 2 MDR-M, ESRS G1-1, ESRS G1-2, ESRS G1-3, ESRS G1-4

Bossard’s business activities are guided by the principles of integrity, respect, and fairness. The Group’s success is based on the values of “Trust,” “Entrepreneurship,” “Leadership,” “Social Responsibility,” and “Credibility.” Its corporate culture is characterized by five guiding principles: “We collaborate,” “We experiment,” “We empower,” “We talk real,” and “We deliver value.” At Bossard, business is conducted based on objective criteria and in compliance with all applicable laws; illegal practices are not tolerated.

Approach

The management and governance structure at Bossard serves to ensure compliance with legal requirements and internal company guidelines. Under Swiss law, the board of directors bears ultimate responsibility for compliance and integrity issues. The committees of the board of directors and the full board monitor compliance with regulations, advise on key measures relating to business conduct and integrity, and review important changes to the codes of conduct.

The Group General Counsel and VP of Sustainability is in charge of ongoing improvements to governance. This includes the design of guidelines, processes, and controls as well as the management of resources, the design of training courses, and communication. She implements measures relating to integrity and business conduct in collaboration with the executive committee. The focus is on top-down commitment to the Bossard Code of Conduct by managers and their exemplary role in ensuring compliance.

The functional managers and the general managers of the subsidiaries are responsible for legal and ethical issues within their areas of responsibility. They identify and monitor integrity and compliance risks. To this end, they use their knowledge of processes, products, customers, competitors, and markets.

Guidelines

Bossard manages its corporate governance through various guidelines, such as the Bossard Code of Conduct and the Supplier Code of Conduct. Key internal policies on ESG and sustainability include the Ad Hoc Reporting Policy (2024), the Regular Six Reporting Policy, the Insider Trading and Information Policy (revised 2025), the Global Anti-Bribery Policy, and the Competition Law Policy (2023), Delegation of Authority (2023), Group Data Protection Policy (2023) and Management Transaction Policy (2025).

Individual business units have supplementary local guidelines; Bossard Switzerland, for example, has its own policy entitled “Protection of personal integrity.”

The operating model for compliance integrates the three main pillars of risk management: prevention, detection, and remediation. Established processes and training courses, as well as information obtained through complaint mechanisms, assist in prevention.

With regard to prevention, Bossard follows a systematic compliance training approach. The key risk areas are taught in the basic training courses. Advanced training courses provide more in-depth knowledge in specific risk areas. These longer online and in-person training courses are intended for employees who deal with greater risks. Combating corruption and bribery is a mandatory standard module.

All new employees complete a mandatory e-learning course on the Bossard Code of Conduct when they join the Bossard Group. As they continue in their role, they regularly attend refresher courses. These practice-oriented training courses are conducted in their respective national languages and convey Bossard’s values and expectations with regard to sustainable and responsible conduct.

In addition, Bossard offers specialized training for specific roles – for example, for employees who handle sensitive financial transactions, manage external stakeholders, or are responsible for compliance with legal and ethical requirements. These measures ensure that all employees are aware of the applicable standards and actively contribute to the company’s culture of integrity.

Bossard has developed and implemented guidelines for identifying, avoiding, and disclosing (potential) conflicts of interest to ensure that employees always act in the best interests of the business and are therefore independent and free from undue bias or improper influence. Bossard expects employees to recognize potential or actual conflicts of interest and report them immediately.

Deviations from policies identified through control measures or reported via the whistleblower system are assessed by an independent team of experts led by the Group General Counsel. If there is reasonable suspicion, investigations will be initiated and, if necessary, risk-mitigating and/or corrective measures will be taken in accordance with internal or legal requirements. In serious cases, the Group’s executive committee and the board of directors are notified.

Measures

In the reporting year, 58 percent of new hires completed the Bossard Code of Conduct training as part of their onboarding process. Bossard always aims for a participation rate above 90 percent.

In addition, specialist training courses were held on the topics of contract drafting and review (Contracts in a Nutshell) and insider trading (Insider Information and Trading Policy). Training courses on the topic of “Management Transactions” were held for the board of directors and group executive committee.

In the reporting year, the legal department informed all general managers and the category management team about Bossard’s policies and procedures for combating corruption. The basis for raising awareness was the internal policy on preventing corruption, which was updated in 2025. It has been redesigned as a directive. Everyone who attended the information session was asked to brief the employees in their area of responsibility about the new regulations (“train-the-trainer” concept). In this way, Bossard aims to ensure that the entire organization is made aware of the importance of preventing corruption.

In 2025, Bossard created a DMA manual that describes the process for evaluating relevant sustainability issues.

Metrics

Internal audits were conducted at 31 locations during the reporting period. Among other things, the audits focused on the existence of effective internal control systems. These include, in particular, the implementation and communication of the Bossard Code of Conduct and supplementary guidelines for the prevention of misconduct (including corruption). Responsibility for their implementation and anchoring in the organization lies with the respective managers.

The existence of an internal control system is also systematically assessed as part of the audit of the consolidated financial statements. In addition, further audit procedures and structured interviews are used to help uncover potentially unlawful conduct. A total of 30 companies were externally audited for the Group report in the reporting year.

In the reporting year, there were no convictions for violations of corruption and bribery regulations. Similarly, no legal proceedings relating to the formation of cartels or monopolies were recorded during the reporting period.

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4.1.2 Whistleblowing

GRI 2-16, GRI 2-23, GRI 2-24, GRI 2-25, GRI 2-26, GRI 3-3, ESRS 2 GDR-P, ESRS 2 GDR-A, ESRS 2 GDR-M, ESRS G1-1, ESRS G1-2

Bossard emphasizes that, when faced with uncertainty, employees should proactively seek expert advice at an early stage. In line with the principle of “See something, say something” enshrined in the Bossard Code of Conduct, all employees are expressly encouraged to report any concerns or actions that could compromise Bossard’s integrity. The Group’s whistleblower system offers various contact points and channels for reporting inappropriate behavior.

Approach

Supervisors, specialist departments such as HR, local reporting lines, and the management of the Group’s legal and compliance department are available as points of contact for verbal and personal consultations. An anonymous whistleblower system is available for asking questions, raising concerns about potential or actual misconduct, and reporting violations of laws, internal guidelines, or Bossard’s global rules of conduct. Bossard is currently reviewing whether its Integrity Line should be made available as a complaint mechanism not only to employees but also to external stakeholders.

The Bossard Group’s Integrity Team plays a central role in receiving and processing all submitted reports and whistleblower cases. It is made up of representatives from the legal department and the ESG department. The Integrity Team investigates high-risk incidents, ensures confidentiality, and manages the Integrity Line. All other cases relating to the workplace and business conduct are handled by investigation teams in the respective business units. If needed, they have the option of escalating the matter to the Integrity Team.

Guidelines

Bossard aligns its complaints mechanisms with the EU Whistleblower Directive. The process is defined in the integrity policy and is mentioned in the Bossard Code of Conduct. Reports are treated confidentially, and the entire process protects both the identity of the whistleblower and the reporting and resolution process.

Employees are regularly informed of their rights, obligations, and options for reporting concerns, for example through internal communications and training sessions. These measures are intended to increase awareness and use of the whistleblowing system and strengthen confidence in internal investigations.

Every concern is recorded in accordance with defined criteria, carefully investigated in line with internal processes, and answered promptly. The investigation is conducted in accordance with the principles of objectivity, independence, accuracy, confidentiality, fairness, and with due regard for human rights and applicable legal requirements. The results of the investigation and any measures taken are documented and integrated into internal reporting.

Measures

In the reporting year, the number of reports decreased compared to the previous year. Bossard attributes this development primarily to the fact that employees are better informed of the behavioral requirements as a result of the Bossard Code of Conduct refresher training courses and recurring digital “SharePoint News” updates addressing topics such as leadership principles and dealing with conflicts of interest.

Metrics

From January to December 2025, Bossard received a total of two reports. Of these, no reports were received through the Integrity Line and two through other channels. With two reports, the number of follow-up reports received in 2025 was lower compared to the previous year. The majority of the reports received related to respectful conduct towards colleagues, supervisors and team members. In these cases, clarifications were carried out, in-depth discussions took place, and targeted team-building workshops were conducted. No findings were identified that would have necessitated further measures, and the cases were therefore closed.

None of the investigations into the allegations revealed any systematic deficiencies in Bossard's compliance system. As a result, no critical concerns were reported to the board of directors in 2025.

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4.1.3 Management of relationships with suppliers

GRI 2-23, GRI 2-24, GRI 3-3, GRI 308-1, GRI 407-1, GRI 408-1, GRI 409-1, ESRS 2 GDR P, ESRS 2 GDR-A, ESRS 2 MDR-T, ESRS 2 MDR-M, ESRS G1-1, ESRS G1-2, ESRS G1-3

Bossard works in partnership with its direct suppliers to analyze sustainability risks in the value chain and improve social, environmental, and ethical standards in a targeted manner. This approach is complemented by risk-based monitoring that covers a broad spectrum of suppliers and takes into account Bossard's groupwide standards and objectives.

Approach

Bossard's supply chain management and the category management of the larger units are responsible for managing relationships with business partners and suppliers. The Group's ESG and Legal & Compliance teams are available as central points of contact for questions relating to the Supplier Code of Conduct. Their other tasks include developing assessment criteria for suppliers, updating the list of focus countries and the raw materials matrix for risk assessments, and assessing risk in accordance with Swiss law (Art. 964j-I CO, DDrV).

Guidelines

Bossard's Supplier Code of Conduct supplements the Bossard Code of Conduct. It defines clear requirements that are in line with relevant international frameworks and standards for ethical and sustainable business practices. This includes compliance with international human rights standards, such as the UN Guiding Principles and the core labor standards of the International Labor Organization (ILO). The Code is based on the ten principles of the United Nations Global Compact, the provisions of the Dodd-Frank Wall Street Reform and Consumer Protection Act on dealing with conflict minerals, the REACH regulation, and the international industry best practices. In addition, it contains a separate section on environmental protection and environmental requirements, including expectations on how suppliers should handle emissions, water, waste, chemicals, and hazardous substances. More information about the Supplier Code of Conduct can be found in the chapter [→ Employees in the value chain](#).

Some Bossard locations and subsidiaries have developed supplementary policies aligned with the Supplier Code of Conduct. These include targets and thresholds for monitoring suppliers and defining frequencies for regular supplier audits. In China, for example, Bossard specifies which rating categories in the supplier evaluation trigger

monthly monitoring and limits the total number of orders placed with suppliers who have an insufficient supplier rating to a maximum of 5 percent. Bossard expects its business partners to disseminate and enforce all requirements of the Code in their own supply chains and to investigate suspected violations. At the same time, the policies and targets are binding for Bossard employees responsible for purchasing. The Code is available in the languages relevant for suppliers and is integrated into the electronic ordering systems through-out the Group.

Measures

Supplier management follows a structured, risk-based review process that assesses compliance with the Supplier Code of Conduct. The process consists of four steps and is embedded in Bossard's global procurement system.

The first step involves a binding commitment. By signing the contract, suppliers accept Bossard's Supplier Code of Conduct and expressly agree to comply with its requirements. The Group has stipulated that at least 75 percent of the products purchased must come from suppliers who fully comply with the requirements of the Supplier Code of Conduct. Individual business units define stricter requirements. Bossard China, for example, sources approximately 97 percent of its total orders from suppliers who have signed the Supplier Code of Conduct.

The second step involves risk screening via the Supplier Relationship Management System (SRM). In addition to technical information on the purchased goods, this system also collects sustainability-related information as well as risk-related and quality-relevant data relating to the supply chain. Risk assessments are performed as part of the selection process prior to or during ongoing monitoring after the contract has been signed, as well as in connection with evaluations. The SRM also allows suppliers to conduct self-assessments.

In the third step, Bossard assesses whether business partners comply with the Supplier Code of Conduct. This involves reviewing management systems and practices. Other measures include plant audits to monitor production processes and the supplier's environment. Independent auditors may be brought in to assist with these assessments.

The final step involves systematic improvements in cases where supplier performance assessment has revealed gaps or problems. The business partners are then required to submit an improvement plan, which Bossard monitors for compliance. If plans are deliberately not implemented or no progress is made towards achieving them on multiple occasions, Bossard may terminate the cooperation.

Bossard is currently reviewing the introduction of an additional external management system to assess supplier risks. Together with the internal supplier relationship management (SRM) system, the system will integrate suppliers into groupwide goals and enable systematic control via key performance indicators (e.g., based on the results of supplier evaluations or risk assessments).

In addition, Bossard strives to be a model for its own customers in its role as a supplier. The Group aims to help its business partners further improve their energy efficiency, achieve their sustainability goals, and identify and mitigate risks in the supply chain. In November 2025, Bossard was honored with an award "Best Supplier Positioned on Sustainability" by a major customer at the Global Supplier Conference in India. The conference was attended by 250 suppliers and many of Bossard's notable competitors.

Metrics

In 2025, the percentage of suppliers who signed the Supplier Code of Conduct rose from 57 percent to 67 percent (excluding acquisitions 82 percent). Bossard aims to achieve the greatest possible coverage in line with its influence on the supply chain.

In 2025, 61 of the largest suppliers were audited for compliance with human and labor rights. These contribute to 50 percent of Bossard's total procurement volume.

The audits did not identify any negative impacts with regard to child and forced labor or indications of restrictions on the freedom of association. As a result, no improvement measures were defined and there was no termination of cooperation with suppliers.

In addition, Bossard audited 46 suppliers for ecological criteria. It was determined that the environmental and climate-related requirements of the Supplier Code of Conduct were met; therefore, no further measures or terminations were necessary.

Furthermore, none of the audits performed revealed any indications that the right to freedom of association and collective bargaining might be threatened at the suppliers.

In the reporting year, risks were once again assessed in accordance with the Swiss Code of Obligations (Art. 964j-l CO) and the Swiss Ordinance on Due Diligence and Transparency in relation to minerals and metals from Conflict-Affected Areas and Child Labor (DDTrV). As in previous years, Bossard came to the conclusion that the quantities of minerals and metals imported in 2025 that fall under the above-mentioned regulations are well below the applicable thresholds. Bossard is therefore exempt from the specific due diligence and reporting obligations relating to conflict minerals in accordance with the provisions of the Swiss Code of Obligations and the DDTrO.

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4.2 Bossard specific sustainability topics

GRI 2-29, GRI 3-3,
ESRS 2 SBM-3, ESRS 2 IRO-2

As part of the DMA, two company-specific topics that shape Bossard’s corporate culture were identified as material: stakeholder engagement and commitment to sustainable philanthropy.

Both topics are highly significant, both in terms of their social impact (impact materiality) and their relevance for the long-term success of the company (financial materiality). Bossard’s stakeholder management and commitment to sustainable philanthropy seek to strengthen trust, acceptance, and relationship quality between the company and its stakeholders.

Impacts, Risks and Opportunities

In a world where the urgency of sustainable solutions to global challenges is becoming increasingly apparent, dialog with key stakeholders and targeted philanthropic activities can have demonstrable positive effects. These effects are based on the ability to establish lasting influence and enter into strategic partnerships that combine local and global approaches. Bossard views the development of its stakeholder management and its philanthropic commitment as strategic investments that bring tangible benefits to both the company and society. Bossard can thus promote stakeholder trust, strengthen its brand, and achieve sustainable growth. At the same time, dialog and support open up opportunities to jointly combat social inequalities, protect natural resources, and bring about systemic change. While the DMA found that stakeholder involvement tended to have potentially positive effects, philanthropic engagement was recognized as having an actual positive impact. Both issues not only affect the Bossard’s own business processes but also influence upstream and downstream areas of the value chain.

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4.2.1 Management of relationships with stakeholders

GRI 2-23, GRI 2-24, GRI 2-28, GRI 2-29, GRI 3-3, GRI 415-1, ESRS 2 SBM-2, ESRS 2 GDR-P, ESRS 2 GDR-A, ESRS 2 GDR-M, ESRS G1-1, ESRS G1-2, ESRS G1-5

The interests and viewpoints of stakeholders are an important part of Bossard’s sustainability management. Their perspectives influence the business and sustainability strategy.

Bossard maintains a dialog with the most important stakeholder groups, including industry networks and associations, cooperation partners, customers, employees, suppliers, investors, legislators, and civil society.

Approach

At the Group level, the Group General Counsel and VP of Sustainability is responsible for the central coordination and management of sustainability-related stakeholder activities. This includes stakeholder surveys conducted as part of the DMA and regular updates to the Group executive committee and board of directors on the expectations and views of stakeholders regarding key sustainability issues. The focus is on finding out how stakeholders assess values and which economic, environmental, and social aspects are particularly important to them. These findings are incorporated into Bossard’s strategic sustainability decisions and into the management of sustainability impacts, opportunities, and risks.

Business units and employees at all hierarchical levels throughout the Group maintain a dialog with relevant stakeholders. The various stakeholder groups, contact points, and aims of the interactions are shown in the following table.

Stakeholder group	Involvement/exchange	Key viewpoints and interests of stakeholders	Aim of the commitment
Industry networks and associations	<ul style="list-style-type: none"> – Membership in networks and associations – Participation in committees and working groups – Participation in events, workshops, and initiatives 	<ul style="list-style-type: none"> – Improving public image and positioning vis-à-vis politics and authorities – Supporting member companies and establishing cooperation – Developing uniform standards or industry guidelines 	<ul style="list-style-type: none"> – Incorporating new perspectives through exchange – Cooperating with industry and developing standards – Supporting local and global sustainability initiatives
Cooperation partners and non-product-related business partners	<ul style="list-style-type: none"> – Collaboration in sustainability-oriented pilot projects – Workshops – Dialog events, lectures, trade fairs – Joint publications 	<ul style="list-style-type: none"> – Access to practically relevant data – Research and development on innovation, and the circular economy – Integrating real company examples – Network development 	<ul style="list-style-type: none"> – Promoting the company’s own sustainability initiatives – Collaboration in the field of low-emission fasteners and the like – Talent acquisition
(Corporate) customers	<ul style="list-style-type: none"> – Personal customer contact – Customer contact via other channels – Use of Bossard’s largely automated ordering system 	<ul style="list-style-type: none"> – High-quality products that are safe to use – Attractive price/performance ratio – Compliance with all sustainability policies – Innovative products made with recycled and certified materials 	<ul style="list-style-type: none"> – Understanding customer preferences and requests – Supporting customers in achieving their decarbonization goals
Employees	<ul style="list-style-type: none"> – Dialog with employees – Systematic performance reviews and feedback discussions at least once a year – Information sessions 	<ul style="list-style-type: none"> – Safeguarding the rights of employees – Feedback to managers – Inclusive work environment: zero tolerance for discrimination and harassment in the workplace – Professional development opportunities – Fair pay for all genders – Healthy and safe working environment – Functional and available complaints mechanisms 	<ul style="list-style-type: none"> – Incorporating the views and experiences of employees – Improving workplace aspects important to employees – Ensuring trust and acceptance for the sustainability strategy and the Bossard Code of Conduct
Suppliers	<ul style="list-style-type: none"> – Supplier meetings and conferences – Commitment to Bossard’s Supplier Code of Conduct – Risk analyses, factory visits, and audits – Joint exchange groups or projects to promote sustainable products 	<ul style="list-style-type: none"> – Fair and reliable business relationship – Support in adhering to the Supplier Code of Conduct – Implementation of responsible purchasing practices – Complaints mechanisms – Introduction of new sustainable products 	<ul style="list-style-type: none"> – Compliance with the requirements of the Supplier Code of Conduct – Compliance with due diligence obligations in the supply chain – Decarbonization – Implementing human rights and procurement policies as well as international and local regulations and laws
Investors	<ul style="list-style-type: none"> – Conference calls, analyst meetings – Participation in industry and sector-specific conferences – Discussion of semi-annual results, annual general meeting of shareholders 	<ul style="list-style-type: none"> – Return on investment and value creation – Transparency and access to information – Risk minimization – Performance in ratings, compliance with legal regulations 	<ul style="list-style-type: none"> – Identifying potential investors – Strengthening investor relations – Presenting financial and non-financial key figures – Taking investor expectations into account in the strategy

Stakeholder group	Involvement/exchange	Key viewpoints and interests of stakeholders	Aim of the commitment
Legislators	<ul style="list-style-type: none"> – Indirect exchange via associations and industry organizations 	<ul style="list-style-type: none"> – Compliance 	<ul style="list-style-type: none"> – Adapting to market strategies, value creation, and risk mitigation through compliance
Civil society and sustainability organizations	<ul style="list-style-type: none"> – Participation in multi-stakeholder initiatives – Participation in surveys and benchmarks on specific topics such as labor and human rights, climate, circular economy – Memberships and collaborations, donations 	<ul style="list-style-type: none"> – Promotion of Sustainable Development Goals (SDGs) – Support for local and global initiatives – Support for local communities – Jobs and tax payments 	<ul style="list-style-type: none"> – Strengthening sustainability initiatives – Managing reputational risks – Disclosing data – Ensuring benefits for the community

Guidelines

Bossard builds trust and transparency among stakeholders by complying with recognized sustainability standards and frameworks. These include the UN Guiding Principles on Business and Human Rights, the core labor standards of the International Labor Organization (ILO), the provisions of the Dodd-Frank Act on the handling of conflict minerals, the REACH regulation, and the requirements of the Global Reporting Initiative (GRI) and the European Financial Reporting Advisory Group (EFRAG) relating to sustainability reporting.

Stakeholders are involved on an ongoing basis through established exchange formats. This ensures that the company remains accountable and responds to the needs of stakeholders. As part of a systematic feedback process,

Bossard regularly works with its stakeholders to review material sustainability issues and the process for identifying impacts, risks, and opportunities. This is intended to ensure comprehensive coverage of the relevant sustainability aspects in future reporting cycles.

In general, Bossard does not engage in political lobbying and does not donate any money or material resources to political parties; this applies throughout the Group. This is intended to eliminate any appearance of undue influence.

Measures

Bossard conducted a double materiality analysis for this sustainability report and worked with relevant stakeholders to identify the most important impacts, risks, and opportunities.

In the reporting year, Bossard held regular talks with stakeholders, including ESG dialogs, investor and analyst meetings, and targeted exchanges with major customers. The company would like to further intensify communication on the topic of sustainability. In this way, Bossard aims to ensure transparency and strengthen the trust of its stakeholders.

Metrics

Bossard's engagements and memberships

Organization	Explanations	Role of Bossard
European Fastener Distributor Association (EFDA)	The EFDA represents the interests of European and global distributors of fasteners	Bossard's VP of Supply Chain Management is the president of the EFDA
Fachverband des Schrauben-Großhandels (FDS)	FDS is the platform and lobbying organization for wholesalers of screws, nuts, and other mechanical fasteners	Bossard Switzerland is a member
procure.ch	Swiss purchasing association	Bossard Switzerland is a member
Swissmem	Association for SMEs and major corporations in the Swiss technology industry	Bossard Switzerland is a member and has a seat on various committees
National Fastener Distribution Association (NFDA)	US non-profit trade association focusing on quality assurance and market expansion	Bossard USA is a member
British & Irish Association of Fastener Distribution (BIAFD)	BIAFD represents the interests of its members and is a founding member of EFDA	Bossard Ireland is a member
Carbon Disclosure Project (CDP)	CDP operates the world's largest independent system for corporate disclosure of climate, water, and forestry data	Bossard responds to the annual CDP questionnaire and discloses its emissions data and climate impacts
United Nations 2030 Agenda for Sustainable Development	The 2030 Agenda comprises 17 Sustainable Development Goals (SDGs) that have been defined by the international community and should be achieved by 2030	Bossard is committed to supporting the SDGs and provides information on this in the Group's sustainability report
UN Global Compact (UNGC)	The world's largest voluntary corporate initiative of the UN stipulating mandatory compliance with principles on human rights, labor standards, the environment, and anti-corruption	Bossard is a signatory to the UN Global Compact and part of the local Global Compact network in Switzerland and Liechtenstein

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4.2.2 Philanthropy

GRI 2-23, GRI 2-24, GRI 3-3, ESRS 2 GDR-P, ESRS 2 GDR-A, ESRS G1-1, ESRS G1-2

Community engagement is part of Bossard's corporate culture and is viewed by internal and external stakeholders as an important component of corporate responsibility. This allows Bossard to strengthen its local roots, promote social cohesion, and support the development of its locations. In addition, community engagement boosts the degree to which employees identify with the company and makes Bossard a more attractive place to work.

Approach

In consultation with the executive committee, the VP of Sustainability makes decisions regarding major donations and sponsorship activities and ensures that they are consistent with Bossard's values and corporate culture. Global donations and sponsorship activities are approved by the executive committee.

Responsibility in the regions lies with the general managers of the locations. Bossard sees decentralized implementation as crucial for acceptance, trust, and better collaboration in building healthy and resilient communities. This applies both to making donations and organizing volunteer work.

Guidelines

Bossard's community engagement is based on the principles of fairness, transparency, and partnership. Bossard works with civic organizations that share the company's values.

Activities include sponsoring, donations, and volunteer work. Some locations grant paid time off for volunteer activities.

Measures

In the reporting year, many Bossard business units contributed to local communities through financial and in-kind donations, volunteer work, and collaboration with non-profit partners.

Since 2021, shareholders no longer receive gifts at the annual general meeting of shareholders; instead, donations are made to a charitable organization. In 2025, Bossard chose the SONNENBERG Center of Excellence for Vision, Behavior, and Speech in Baar, which recently celebrated its 100th anniversary – a milestone which Bossard honored with a donation of CHF 20,000. SONNENBERG is a recognized leading institution committed to helping children, youths, and adults with support needs.

In the reporting year, Bossard continued its commitment to the Polish aid organization Blue Hearts Embassy. The relationship has been in place since 2022. The Blue Hearts Embassy helps Ukrainian refugees in Poland in a variety of ways to manage their lives in the labor market and beyond. The community hub's focus is on mothers and their children. They are offered hot meals, counseling services, language courses, as well as music, theater, creative, and relaxation courses. Every year, more than 200 children and 150 adults benefit from the services of the Blue Hearts Embassy.

Metrics

Key figures on philanthropic engagement are not yet available for reporting. The necessary data is not currently collected by the individual units in a complete and detailed manner, even though information on the activities carried out and donations made is collected annually. Bossard will develop a standardized recording process so that it can disclose indicators relating to its community engagement in the future.

BOSSARD SUSTAINABILITY REPORT 2025

APPENDIX

“STATEMENT OF THE BOARD OF DIRECTORS”

CONTENT INDEX – GRI/ESRS and 964b CO

Statement of the board of directors

The board of directors of Bossard Holding AG approved the report on non-financial matters for the year of 2025 in accordance with article 964b of the Swiss Code of Obligation (CO) at its meeting on January 23, 2026.

David Dean

Chair of the board of directors

Patricia Heidtman

Vice chair of the board of directors

Reference index in accordance with article 964a ff. of the Swiss Code of Obligations (incl. TCFD)

This sustainability report meets the reporting requirements pursuant to article 964 a ff. Swiss Code of Obligations (CO). The following table lists the disclosures in accordance with the requirements of the Swiss Code of Obligations. In its reporting on environmental matters, Bossard complies with the Swiss Ordinance on Climate Disclosures in accordance with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). Climate reporting is based in particular on ESRS 1 Climate Change and GRI 102 Climate Change 2025. The relevant information and indicators are listed in the table “GRI content index with ESRS references.”

	Section in this report	Page reference
Non-financial matters in accordance with article 964b of the Swiss Code of Obligations (CO)		
Description of the business model	1.3 Business model and sustainability strategy	p. 24
Materiality assessment	1.4 Double materiality assessment	p. 28
Policies adopted in relation to:		
Environmental matters, including TCFD recommendations and additional requirements in accordance with art. 3 para. 3 lit. a of the Ordinance on Climate Disclosures	2.1 Report on climate change, climate scenarios, and climate resilience 2.2. Climate protection and decarbonization 2.3 Bossard's role in the circular economy 4.1.3 Management of relationships with suppliers	p. 37 p. 41 p. 46 p. 73
Social matters	3.2 Employees in the value chain 4.1.2 Whistleblowing 4.1.3 Management of relationships with suppliers 4.2.1 Management of relationships with stakeholders 4.2.2 Philanthropy	p. 64 p. 71 p. 73 p. 76 p. 80
Employee-related matters	3.1 Information on employees 3.1.1 Health, safety and well-being 3.1.2 Diversity, equity, and inclusion 3.1.3 Career advancement opportunities, continuing education, and skills development 4.1.2 Whistleblowing	p. 52 p. 56 p. 59 p. 62 p. 71
Respect for human rights	3.1 Information on employees 3.2 Employees in the value chain 4.1 Business conduct and integrity 4.1.3 Management of relationships with suppliers	p. 52 p. 64 p. 67 p. 73
Combating corruption	4.1 Business conduct and integrity 4.1.1 Corporate culture	p. 67 p. 69
Measures taken to implement these policies and assess their effectiveness	See sections above	-
Significant risks associated with the items above:		
Risks arising from Bossard's business activities	1.3 Business model and sustainability strategy 1.4 Double materiality assessment 2.1 Report on climate change, climate scenarios, and climate resilience Description of material impacts, risks, and opportunities (IRO) in the topic-specific chapters	p. 24 p. 28 p. 37
Risks arising from business relationships, products, and services (where relevant and appropriate)	1.3 Business model and sustainability strategy 1.4 Double materiality assessment Description of material impacts, risks, and opportunities (IRO) in the topic-specific chapters	p. 24 p. 28
Key performance indicators for Bossard's activities relating to the above topics	Key performance indicators in the Metrics section in the topic-specific chapters	-
Art. 964j of the Swiss Code of Obligations (CO) on due diligence and transparency in relation to minerals and metals from conflict-affected areas and child labor		
Conflict minerals	4.1.3 Management of relationships with suppliers	p. 73
Child labor	3.2 Employees in the value chain 4.1.3 Management of relationships with suppliers	p. 64 p. 73
Ordinance on Climate Disclosures – Swiss Code of Obligations (CO)		
	Bossard complies with the Swiss Ordinance on Climate Disclosures in accordance with the relevant GRI standards (GRI 102 Climate Change 2025 and GRI 305 Emissions 2026) and ESRS (ESRS E1 Climate Change). The disclosures in accordance with GRI and ESRS are listed in the GRI content index with ESRS references. Certain information, in particular long-term reduction paths and Scope 3 targets, is not yet reported.	-

The Swiss Ordinance on Climate Reporting and the Explanatory Report of December 6, 2024, provide that climate-related disclosures in the non-financial report are to be disclosed in an internationally recognised electronic format that is readable by both humans and machines.

In Bossard's assessment, as at the time of preparing this report, there is no internationally commonly used electronic format available that fully meets these requirements. Accordingly, this report is not published in such a format. Bossard intends to continue monitoring the development of suitable formats and to adapt its reporting as appropriate.

GRI content index

with ESRS references (GRI and ESRS index)

Bossard Holding AG has reported in accordance with the GRI Standards for the period from January 1, 2025, to December 31, 2025. For the Content Index Essentials Service, GRI Services has verified that the GRI Index is presented in a manner that meets the requirements for reporting in accordance with the GRI Standards and that the information in the GRI Index is clearly presented and

accessible to stakeholders. This service was provided for the German version of the report. The report also contains selected information from the European Sustainability Reporting Standards (ESRS).¹⁾

The contact person for this report is Tabea Bürgler, tabea.buergler@bossard.com

1) ESRS and GRI Standards 102 and 103, which were only available in English at the time of publication, have been translated into German. Therefore, the German information contained in the directory may differ from official translations by GRI and EFRAG.



CONTENT INDEX ESSENTIALS SERVICE

2026

- GRI 1 used: GRI 1: Foundation 2021
- Applicable GRI Sector Standard(s): None

GENERAL DISCLOSURES

GRI Standard	Disclosure	Page reference	ESRS references (Exposure Draft November 2025)	Omission (requirement, reason, explanation)
The Organization and Its Reporting Practices				
GRI 2: General Disclosures 2021	2-1 Organizational details	p. 24, 92	ESRS 2 BP-1 – Basis for the preparation of the sustainability statement	
	2-2 Entities included in the organization’s sustainability reporting	p. 23, 165–167		
	2-3 Reporting period, frequency, and contact point	p. 23, 83		
	2-4 Restatements of information	p. 23		
	2-5 External assurance	p. 23	ESRS 2 GOV-3 – Statement on due diligence	
Activities and Workers				
GRI 2: General Disclosures 2021	2-6 Activities, value chain and other business relationships	p. 24–27	ESRS 2 SBM-1 – Strategy, business model and value chain	
	2-7 Employees	p. 53	ESRS S1-5– Characteristics of the undertaking’s employees	
	2-8 Workers who are not employees	p. 53	ESRS S1-6– Characteristics of non-employees in the undertaking’s own workforce	

Table continued on next page →

GRI Standard	Disclosure	Page reference	ESRS references (Exposure Draft November 2025)	Omission (requirement, reason, explanation)
Business conduct				
GRI 2: General Disclosures 2021	2-9 Governance structure and composition	p. 96–109	ESRS 2 GOV-1 – The role of the administrative, management, and supervisory bodies in relation to sustainability	
	2-10 Nomination and selection of the highest governance body	p. 97		
	2-11 Chair of the highest governance body	p. 96–97		
	2-12 Role of the highest governance body in overseeing the management of impacts	p. 35	ESRS 2 GOV-1 – The role of the administrative, management and supervisory bodies in relation to sustainability	
	2-13 Delegation of responsibility for managing impacts	p. 35	ESRS 2 GOV-1 – The role of the administrative, management and supervisory bodies in relation to sustainability	
	2-14 Role of the highest governance body in sustainability reporting	p. 35, 81	ESRS 2 GOV-1 – The role of the administrative, management and supervisory bodies in relation to sustainability ESRS 2 GOV-4 – Risk management and internal controls over sustainability reporting	
	2-15 Conflicts of interest	p. 70		
	2-16 Communication of critical concerns	p. 65, 72		
	2-17 Collective knowledge of the highest governance body	p. 99	ESRS 2 GOV-1 – The role of the administrative, management and supervisory bodies in relation to sustainability	
	2-18 Evaluation of the performance of the highest governance body	p. 122–139		
	2-19 Remuneration policies	p. 122–139	ESRS 2 GOV-2 – Integration of sustainability-related performance in incentive schemes	
	2-20 Process to determine remuneration	p. 124–125		
2-21 Annual total compensation ratio	-		Annual total compensation ratio; Information unavailable/incomplete. Data quality across the group is currently insufficient; system requires further expansion.	
Strategy, Policies and Practices				
GRI 2: General Disclosures 2021	2-22 Statement on sustainable development strategy	p. 6–9	ESRS 2 SBM-1 – Strategy, business model, and value chain	
	2-23 Policy commitments	p. 37, 41, 47, 50, 52, 64, 67, 69, 71, 73, 76, 80	ESRS 2 GDR-P – General disclosure requirement for policies ESRS E1-4 – Policies related to climate change ESRS E5-1 – Policies related to resource use and circular economy ESRS S1-1 – Policies related to own workforce ESRS S2-1 – Policies related to value chain workers ESRS G1-1 – Policies related to business conduct	
	2-24 Embedding policy commitments	p. 37, 41, 47, 50, 52, 64, 67, 69, 71, 73, 76, 80	ESRS 2 GDR-P – General disclosure requirement for policies ESRS G1-1 – Policies related to business conduct	
	2-25 Processes to remediate negative impacts	p. 71	ESRS S1-1 – Policies related to own workforce ESRS S2-1 – Policies related to workers in the value chain	
	2-26 Mechanisms for seeking advice and raising concerns	p. 55, 65, 71	ESRS S1-3 – Actions and resources related to own workforce ESRS S2-3 – Actions and resources related to workers in the value chain ESRS G1-1 – Policies related to business conduct ESRS G1-2 – Actions related to business conduct	

GRI Standard	Disclosure	Page reference	ESRS references (Exposure Draft November 2025)	Omission (requirement, reason, explanation)
	2-27 Compliance with laws and regulations	p. 70		
	2-28 Membership associations	p. 79		
Stakeholder Engagement				
GRI 2: General Disclosures 2021	2-29 Approach to stakeholder engagement	p. 77-78	ESRS 2 SBM 2 – SBM-2 Interests and views of stakeholders ESRS S1-2 – Engagement with own workforce and workers’ representatives, existence of channels for own workforce to raise concerns or needs and approaches to remedy	
	2-30 Collective bargaining agreements	-	ESRS S1-7 – Collective bargaining coverage and social dialogue	Collective bargaining agreements; Information unavailable/incomplete. Data is not collected for the whole group; system requires further expansion.

MATERIAL TOPICS

GRI Standard	Disclosure	Page reference	ESRS references (Exposure Draft November 2025)	Omission (requirement, reason, explanation)
Disclosures on Material Topics				
GRI 3: Material Topics 2021	3-1 Process to determine material topics	p. 28-30	ESRS 2 BP-1 – Basis for preparation of the sustainability statement ESRS 2 IRO-1 – Description of the process to identify and assess material impacts, risks and opportunities and material information to be reported	
	3-2 List of material topics	p. 30	ESRS 2 SBM-3 – Interaction of material impacts risks and opportunities with strategy and business model, and financial effects ESRS IRO-2 – Material impacts, risks and opportunities and disclosure requirements included in the sustainability statement	
Climate change				
GRI 3: Material Topics 2021	3-3 Management of material topics	p. 37-45	ESRS E1-4 – Policies related to climate change mitigation and adaptation	
GRI 102: Climate Change 2025	102-1 Transition plan for climate change mitigation	p. 37-40	ESRS E1-1 – Transition plan for climate change mitigation	
	102-2 Climate change adaptation plan	p. 37-45		
	102-4 Greenhouse gas emission reduction targets and progress	p. 40	ESRS 2 GDR-T – General Disclosure Requirement for targets ESRS E1-6 – Targets related to climate change	
GRI 201: Economic Performance 2016	201-2 Financial implications and other risks and opportunities due to climate change	p. 31, 37-40	ESRS E1-11 – Anticipated financial effects from material physical and transition risks and potential climate-related opportunities	
			Other ESRS disclosures	
			ESRS 2 GDR-A – General Disclosure Requirement for actions and resources	
			ESRS E1-2 – Identification of climate related risks and scenario analysis	
			ESRS E1-3 – Resilience in relation to climate change	
			ESRS E1-5 – Actions and resources in relation to climate change mitigation and adaptation	

GRI Standard	Disclosure	Page reference	ESRS references (Exposure Draft November 2025)	Omission (requirement, reason, explanation)
Climate protection and decarbonization				
GRI 3: Material Topics 2021	3-3 Management of material topics	p. 41–45	ESRS E1-4 – Policies related to climate change mitigation and adaptation	
GRI 102: Climate change 2025	102-5 Scope 1 greenhouse gas (GHG) emissions	p. 44	ESRS E1-8 – Gross Scope 1, 2, 3 GHG emissions	
	102-6 Scope 2 greenhouse gas (GHG) emissions	p. 44	ESRS E1-8 – Gross Scope 1, 2, 3 GHG emissions	
	102-7 Scope 3 greenhouse gas (GHG) emissions	p. 45	ESRS E1-8 – Gross Scope 1, 2, 3 GHG emissions	
GRI 103: Energy 2025	103-1 Energy policies and commitments	p. 41–42		
	103-2 Energy consumption and self generation within the organization	p. 44	ESRS E1-7 – Energy consumption and mix	
	103-5 Reduction in energy consumption	p. 41–45		
Other ESRS disclosures				
ESRS 2 GDR-A – General Disclosure Requirement for actions and resources				
Resource use and circular economy				
GRI 3: Material Topics 2021	3-3 Management of material topics	p. 46–51	ESRS E5-1 – Policies related to resource use and circular economy	
GRI 301: Materials 2016	301-3 Recyclable products and their packaging materials	p. 51		
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	p. 51		
	306-2 Management of significant waste-related impacts	p. 50–51		
	306-3 Waste generated	p. 51	ESRS E5-5 – Resource outflows	
Other ESRS disclosures				
ESRS 2 GDR-A – General Disclosure Requirement for actions and resources				
ESRS 2 GDR-T – General Disclosure Requirement for targets				
ESRS E5-2 – Actions and resources related to resource use and circular economy				
ESRS E5-3 – Targets related to resource use and circular economy				
Well-being and safety				
GRI 3: Material Topics 2021	3-3 Management of material topics	p. 56–58	ESRS S1-1 – Policies related to own workforce	
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	p. 54		
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	p. 56–57		
	403-2 Hazard identification, risk assessment, and incident investigation	p. 57–58		
	403-3 Occupational health services	p. 56		
	403-4 Worker participation, consultation, and communication on occupational health and safety	p. 56–57		
	403-5 Worker training on occupational health and safety	p. 57		

GRI Standard	Disclosure	Page reference	ESRS references (Exposure Draft November 2025)	Omission (requirement, reason, explanation)
	403-6 Promotion of worker health	p. 57–58		
	403-8 Workers covered by an occupational health and safety management system	p. 58		
	403-9 Work-related injuries	p. 58	ESRS 2 GDR-M – General Disclosure Requirement for metrics ESRS S1-13 – Health and Safety metrics	
	403-10 Work-related ill health	p. 58	ESRS 2 GDR-M – General Disclosure Requirement for metrics ESRS S1-13 – Health and Safety metrics	
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	p. 55, 74		
			Other ESRS disclosures	
			ESRS 2 GDR-A – General Disclosure Requirement for actions and resources	
			ESRS S1-1 – Policies related to own workforce/Processes and measures for preventing trafficking in human beings	
			ESRS S1-2 – Engagement with own workforce and worker’s representatives, existence of channels for own workforce to raise concerns or needs and approaches to remedy	
			ESRS S1-3 – Actions and resources related to own workforce	
			ESRS S1-4 – Targets related to own workforce	
			ESRS S1-9 – Adequate wages	
			ESRS S1-10 – Social protection	
Diversity, equity, and inclusion				
GRI 3: Material Topics 2021	3-3 Management of material topics	p. 59–61	ESRS S1-1 – Policies related to own workforce	
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	p. 54, 61	ESRS 2 GDR-M – General Disclosure Requirement for metrics ESRS 2 GOV-1 – Board’s gender diversity ESRS S1-8 – Diversity metrics	
	405-2 Ratio of basic salary and remuneration of women to men	p. 60	ESRS 2 GDR-M – General Disclosure Requirement for metrics ESRS S1-15 – Remuneration metrics	
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	p. 61	ESRS S1-16 – Incidents of discrimination and other human rights incidents	
			Other ESRS disclosures	
			ESRS 2 GDR-A – General Disclosure Requirement for actions and resources	
			ESRS S1-3 – Actions and resources related to own workforce	
			ESRS S1-11 – Persons with disabilities	
Career advancement opportunities, continuing education, and skills development				
GRI 3: Material Topics 2021	3-3 Management of material topics	p. 62–63	ESRS S1-1 – Policies related to own workforce	
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	p. 63	ESRS 2 GDR-M – General Disclosure Requirement for metrics ESRS S1-12 – Training and skills development metrics	
	404-2 Programs for upgrading employee skills and transition assistance programs	p. 62		
	404-3 Percentage of employees receiving regular performance and career development reviews	p. 63	ESRS 2 GDR-M – General Disclosure Requirement for metrics ESRS S1-12 – Training and skills development metrics	

GRI Standard	Disclosure	Page reference	ESRS references (Exposure Draft November 2025)	Omission (requirement, reason, explanation)
Other ESRS disclosures				
ESRS 2 GDR-A – General Disclosure Requirement for actions and resources				
Employees in the value chain				
GRI 3: Material Topics 2021	3-3 Management of material topics	p. 64–66	ESRS S2-1 – Policies related to value chain workers	
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	p. 66, 74		
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	p. 66, 74		
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	p. 65–66		
Other ESRS disclosures				
ESRS 2 GDR-A – General Disclosure Requirement for actions and resources				
ESRS 2 GDR-T – General Disclosure Requirement for targets				
ESRS S2-2 – Engagement with workers in the value, existence of channels for workers in the value chain to raise concerns or needs and approaches to remedy				
ESRS S2-3 – Actions and resources related to workers in the value chain				
ESRS S2-4 – Targets related to workers in the value chain				
Corporate culture				
GRI 3: Material Topics 2021	3-3 Management of material topics	p. 69–70	ESRS G1-1 – Policies related to business conduct	
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	p. 70		
	205-2 Communication and training about anti-corruption policies and procedures	p. 69		
	205-3 Confirmed incidents of corruption and actions taken	p. 70	ESRS 2 GDR-M – General Disclosure Requirement for metrics ESRS G1-4 – Metrics related to Incidents of corruption or bribery	
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	p. 70	ESRS 2 GDR-M – General Disclosure Requirement for metrics ESRS G1-4 – Metrics related to Incidents of corruption or bribery	
Other ESRS disclosures				
ESRS 2 GDR-A – General Disclosure Requirement for actions and resources				
ESRS 2 GDR-T – General Disclosure Requirement for targets				
ESRS G1-2 – Actions related to business conduct				
ESRS G1-3 – Targets related to business conduct				
Whistleblowing				
GRI 3: Material Topics 2021	3-3 Management of material topics	p. 61–72	ESRS G1-1 – Policies related to business conduct	
Other ESRS disclosures				
ESRS 2 GDR-A – General Disclosure Requirement for actions and resources				
ESRS G1-2 – Actions related to business conduct				

GRI Standard	Disclosure	Page reference	ESRS references (Exposure Draft November 2025)	Omission (requirement, reason, explanation)
Management of relationships with suppliers				
GRI 3: Material Topics 2021	3-3 Management of material topics	p. 73-74	ESRS G1-1 – Policies related to business conduct	
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	p. 74		
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	p. 55, 74		
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	p. 66, 74		
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	p. 66, 74		
			Other ESRS disclosures	
			ESRS 2 GDR-A – General Disclosure Requirement for actions and resources	
			ESRS G1-2 – Actions related to business conduct	
			ESRS G1-3 – Targets related to business conduct	
Management of relationships with stakeholders				
GRI 3: Material Topics 2021	3-3 Management of material topics	p. 76-79	ESRS G1-1 – Policies related to business conduct	
GRI 415: Public Policy 2016	415-1 Political contributions	p. 78	ESRS 2 GDR-M – General Disclosure Requirement for metrics ESRS G1-5 – Metrics related to political influence and lobbying activities	
			Other ESRS disclosures	
			ESRS 2 GDR-A – General Disclosure Requirement for actions and resources	
			ESRS G1-2 – Actions related to business conduct	
Philanthropy				
GRI 3: Material Topics 2021	3-3 Management von wesentlichen Themen	p. 80	ESRS G1-1 – Policies related to business conduct	
			Other ESRS disclosures	
			ESRS 2 GDR-A – General Disclosure Requirement for actions and resources	
			ESRS G1-2 – Actions related to business conduct	

Corporate Governance

This corporate governance report describes the organizational structure of the Bossard Group. The report contains information on the duties of the board of directors and its committees as well as further information on the individual members.



AT A GLANCE

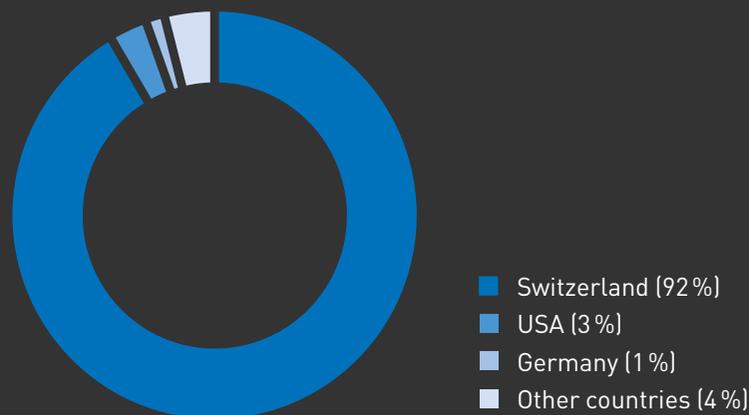
Corporate Governance

Market capitalization

as of reporting date, in CHF

1,207 million

Shares by country

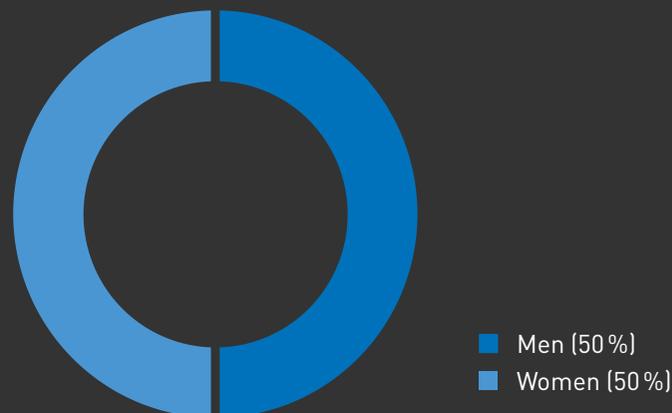


Independence board of directors

independent/non-executive

100 %

Gender board of directors



CORPORATE GOVERNANCE

About corporate management

The Bossard Group’s organizational structure is based on international standards for corporate management. The Group’s corporate bodies and management follow the Directive on Information relating to Corporate Governance of SIX Swiss Exchange as well as the “Swiss Code of Best Practice for Corporate Governance” of economiesuisse.

The organizational structure of the Bossard Group is based on clear delimitation of tasks, competencies and responsibilities between the board of directors and the executive committee. The functions of the chair of the board of directors and the chief executive officer (CEO) are held by two different persons, so that the separation of powers is guaranteed. This report is prepared in accordance with the Directive on Information relating to Corporate Governance (DCG) of SIX Swiss Exchange. Unless otherwise indicated, all information refers to the reporting date of December 31, 2025. The principles and rules on corporate governance are set out in the rules and regulations of Bossard Holding AG, namely in the articles of association of Bossard Holding AG (“articles of association”), in the organizational and business regulations of Bossard Holding AG (“OBR”), in the regulations of the board’s committees, in the Code of Conduct and in the resolutions of the board of directors. The rules are regularly reviewed by the board of directors and adapted to current requirements (articles of association and OBR most recently in 2024 and regulations of the board’s committees most recently in 2015).

Group structure and shareholders

Group structure

Bossard Holding AG, the parent company of the Bossard Group, is a company limited by shares under Swiss law with its registered office in Zug. Bossard Holding AG is the only listed company belonging to the group of consolidated companies. It holds direct or indirect participations in the companies listed in note 26 of the financial report. Bossard Holding AG (Swiss securities no. 23862714, ISIN CH0238627142/BOSN) is listed on the SIX Swiss Exchange. Its stock market capitalization as of December 31, 2025 was CHF 1,207.0 million (2024: CHF 1,472.2 million). The Group’s structure aims to provide the best possible support for its business activities within an efficient legal, financial and strategic framework. This means that the structure should be as simple as possible and also transparent to anyone outside the Group. The Bossard Group operates in industrial fastening technology and generates its entire revenue in this market segment. Further information regarding the Group structure is set out in the notes to the financial report, namely on pages 157, 158 and 165.

Significant shareholders

The disclosure notifications in relation to shareholdings in Bossard Holding AG are published on the electronic publication platform of SIX Swiss Exchange and can

be accessed via the search function of the disclosure office via the following link:

www.ser-ag.com/en/resources/notifications-market-participants/significant-shareholders.html#/

The following shareholders held more than 3 percent of the total voting rights of Bossard Holding AG as of December 31, 2025:

The Kolin Group – a shareholder group as per article 120seq. of the Swiss Federal Act on Financial Market Infrastructures and Market Conduct in Securities and Derivatives Trading (FMIA) – consisting of Kolin Holding AG, Zug, and Bossard Unternehmensstiftung, Zug, owns 56.4 percent (2024: 56.3 percent) of the total voting rights and 28.0 percent (2024: 27.8 percent) of the capital entitled to dividends (with notification on September 25, 2025, due to a change in the composition of the group).

Kolin Holding AG is wholly controlled by the Bossard families. The individual members (shareholders) of the Bossard families are published on the electronic publication platform of SIX Swiss Exchange.

This shareholder group does not include shares without pooled voting rights, which are held by individual members of the Bossard families outside this shareholder group.

The UBS Fund Management (Switzerland) AG, Basel, which holds registered A shares through the funds it manages, has increased its stake in the financial year 2024 to over 3 percent of the total voting rights of Bossard Holding AG (3.619 percent as reported on May 9, 2024). The disclosure was triggered due to the absorption merger between Credit Suisse Funds AG and UBS Fund Management (Switzerland) AG. In this process, the corresponding shares of both entities were aggregated, as the Credit Suisse Funds AG ceased to exist after the merger, and the UBS Fund Management (Switzerland) AG is the surviving entity.

Bossard Holding AG is not aware of any other shareholders or groups of shareholders that held 3 percent or more of the total voting rights of Bossard Holding AG as of December 31, 2025.

Cross-shareholdings

There are no cross-shareholdings with other companies.

Changes in the articles of association

There was no revision of the articles of association during the reporting year. The last general revision of the articles of association took place at the annual general meeting on April 8, 2024.

The minutes of the 52nd annual general meeting of shareholders can be accessed via the following link: <https://ir.bossard.com/corporate-governance/annual-general-meeting>

Capital structure

Share capital

As of December 31, 2025 the ordinary share capital of Bossard Holding AG totaled CHF 40,000,000 of which CHF 33,250,000 share capital relates to registered A shares and CHF 6,750,000 to registered B shares.

Authorized and conditional capital

Bossard Holding AG holds 291,867 of its own registered A shares (2024: 291,867) in reserve. These can be used for management participation plans, acquisitions or other purposes in the interest of the company and carry no voting rights and are not entitled to dividends. Other than this, Bossard Holding AG does not have any authorized or conditional capital.

Changes in capital in the last three years

There were no changes in capital in the last three years.

Shares

The share capital of Bossard Holding AG is CHF 40,000,000. It is divided into 6,650,000 registered A shares with a nominal value of CHF 5 per share and 6,750,000 registered B shares with a nominal value of CHF 1 per share (voting right shares). The share capital is fully paid in. With the exception of the own registered A shares held by Bossard Holding AG, (i) each registered share entered in the share register with voting rights is entitled to one vote (see also limitations on transferability and nominee registrations) and (ii) each registered share is entitled to dividend. The measurement of voting rights by the number of registered voting right shares is not applicable for resolutions specified in article 16 of the articles of association. Only registered A shares are listed on the SIX Swiss Exchange under the Swiss Reporting Standard (formerly Domestic Standard). The registered B shares are wholly owned by Kolin Holding AG. As of December 31, 2025, Bossard Holding AG held 292,710 of its own registered A shares (including the 291,867 reserve shares mentioned under authorized and conditional capital) which represent 2.184 percent of the total shares of Bossard Holding AG. 843 (0.006 percent) of these shares are held by Bossard Holding AG as sales positions related to grants made under its management participation plan. For further details, please refer to the compensation report and notes 11 and 15 of the financial report.

Number of registered A shares as of December 31, 2025:

Number of registered A shares	Number of registered shareholders	Shares in %
1–100	4,213	2.7
101–1,000	2,471	11.5
1,001–10,000	293	12.7
10,001–100,000	53	18.4
> 100,000	9	26.2
Total registered shareholders/shares	7,039	71.5
Non-registered shares		28.5
Total		100.0

Number of holders of registered A shares as of December 31, 2025:

	Shareholders in %	Shares in %
Individual entities	93.6	29.8
Legal entities	6.4	70.2
Total	100.0	100.0

Registered A shares by country as of December 31, 2025:

	Shareholders in %	Shares in %
Switzerland	94.7	91.5
USA	0.5	2.9
Germany	0.1	1.2
Great Britain	0.1	1.0
Japan	2.9	0.9
Other countries	1.7	2.5
Total	100.0	100.0

Participation and profit-sharing certificates

Bossard Holding AG has not issued any participation or profit-sharing certificates.

Limitations on transferability of registered B shares and nominee registrations

Limitations on transferability of registered B shares

According to article 7 of the articles of association, the transfer of registered B shares is always subject to the approval of the board of directors, irrespective of the form in which these shares were issued. The board of directors may reject such a request for good reason – primarily to protect the purpose of the company and to maintain its economic independence (article 9 of the articles of association).

This refers to the transfer of registered B shares to a competitor and a fiduciary transfer if the acquirer does not inform the board of directors in writing at its first request that she or he is acquiring the shares concerned in her or his own name and for her or his own account. Furthermore, the board of directors may refuse its approval if it offers to the seller or acquirer of the registered B shares that it will acquire these shares for the account of the company, other shareholders or third parties for at least their actual value at the time the request was made (article 8 of the articles of association). If there is good reason to do so, the board of directors may grant exceptions to these rules (no exceptions have been granted in the reporting year 2025). However, transfer requests containing incorrect information must always be rejected; a new, corrected request may subsequently be submitted

(article 9 of the articles of association). For the introduction or tightening of transferability restrictions, at least two-thirds of the votes represented and an absolute majority of the represented nominal share value are required for a decision. These provisions also apply for registered B shares, which are acquired (subscribed) through the exercise of subscription, option or conversion rights, and for the establishment of usufruct of registered B shares.

Nominee registrations

According to article 6 of the articles of association, the acquirer of a registered A share is entered in the share register with voting rights provided that she or he confirms that this share is held in her or his own name and for her or his own account.

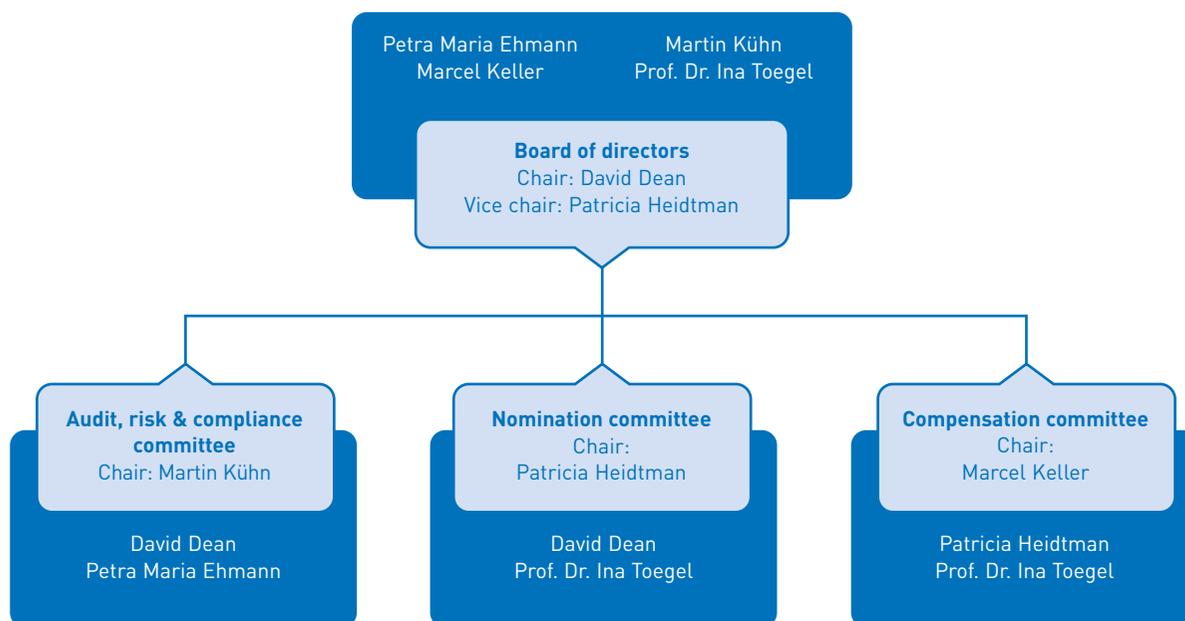
Up to a registration limit of 0.5 percent of the total number of registered A shares entered in the commercial register, anyone who does not expressly state that she or he is acting on her or his own account shall be acknowledged as being a nominee with voting rights. Beyond this registration limit, anyone who makes known to Bossard Holding AG the name, address and/or registered office of the person for whose account she or he holds more than 0.5 percent of the total number of registered A shares entered in the commercial register, shall be acknowledged as being a nominee with voting rights.

Otherwise the acquirers of registered A shares shall be acknowledged or registered as shareholders without voting rights. The board of directors makes the necessary arrangements for the acknowledgment and registration of acquirers of registered A shares, and particularly also of nominees. These provisions also apply to registered A shares that have been acquired through exercising subscription, option or conversion rights as well as to the establishment of rights of usufruct to registered A shares.

Convertible bonds and options

Bossard Holding AG currently has no convertible bonds or options outstanding. Information on conditional rights to receive registered A shares of Bossard Holding AG (outstanding options respectively restricted stock units/RSUs or performance share units/PSUs) according to the management participation plan that is offered to selected members of the management of the Bossard Group is disclosed in section 6 of the compensation report and in note 15 of the financial report. Further detailed information can be accessed on the electronic publication platform of the SIX Swiss Exchange via the following link: <https://www.ser-ag.com/en/resources/notifications-market-participants/significant-shareholders.html#/>

Board of directors



Members of the board of directors

As of December 31, 2025, the board of directors of Bossard Holding AG consisted of six non-executive members. David Dean was CEO of the Bossard Group from 2005 to 2019. None of the other members of the board of directors belonged to the executive committee in the past.

As of December 31, 2025, the board of directors was composed as follows:

Name	Function	Appointed
David Dean	Chair	2025
Patricia Heidtman	Vice chair	2021
Petra Maria Ehmann	Member	2021
Marcel Keller	Repr. of registered A shares	2024
Martin Kühn	Member	2018
Prof. Dr. Ina Toegel	Member	2023

At the annual general meeting of shareholders on April 11, 2025, Dr. Thomas Schmuckli did not run for re-election (the curriculum vitae of Dr. Thomas Schmuckli can be found in the annual report 2024 on page 92 at the following link: <https://ir.bossard.com/reports-presentations/annual-semi-annual-reports>). David Dean was elected as new chair of the board of directors.

Other activities and vested interests

The members of the board of directors do not perform any activities outside the Bossard Group other than the mandates listed on pages 101 to 104 and therefore do not have any significant business relationships with Bossard Holding AG or one of the subsidiaries. Furthermore, they do not have any other significant external interests.

Allowed number of mandates

According to article 44 of the articles of association, a member of the board of directors may, including her or his function for the company, at the same time take on a maximum of ten material mandates in comparable functions at other companies with an economic purpose, whereby chairships count as two mandates. A maximum of five mandates may be in listed companies. If the mandates assumed relate to legal entities that belong to the same group or are similarly related in terms of management, these mandates are considered a single mandate. There are no restrictions on the number of mandates in comparable functions (i) for mandates assumed in legal entities that are directly or indirectly controlled by Bossard Holding AG or that directly or indirectly control Bossard Holding AG, or (ii) if, in exercising the function for the Bossard Group, a mandate in another, related legal entity is exercised. The actual number of additional mandates are listed on pages 101 to 104.

Elections and terms of office

According to the articles of association, the board of directors consists of five to nine members. The chair of the board of directors and the other members of the board of directors are elected by the annual general meeting of shareholders for a period of one year (until the next annual general meeting of shareholders). Members are elected on an individual basis. The annual general meeting of shareholders also elects the chair of the board of directors. There are no statutory limits to the term of office; members may be re-elected. However, according to the OBR, a member of the board of directors shall offer to step down at the annual general meeting of shareholders following her or his 70th birthday. In addition, as part of its annual self-evaluation, the board of directors reviews the term of office of each member, considering the overall composition and the strategic requirements of the board of directors. On this basis, the board of directors decides whether an extension of the term of office is deemed appropriate. Each category of shareholders, namely the holders of registered A shares as a group are entitled to one seat on the board of directors. In 2024, Marcel Keller was elected as the representative of the holders of registered A shares; holders of registered B shares with voting rights did not take part in this election. As a rule, the majority of the board members should be external members with no executive functions in the company.

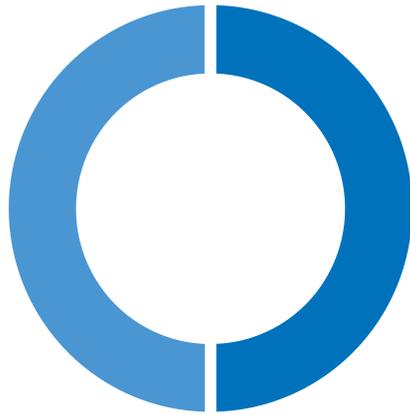
None of the members of the board of directors exercised any executive functions in the Bossard Group in the reporting year 2025.

The following table shows the year in which each member was first elected to the board of directors as well as their function as of December 31, 2025:

Name	Function	First elected
Martin Kühn	Member ¹⁾	2018
David Dean	Chair ²⁾	2019
Patricia Heidtman	Vice chair ³⁾	2019
Petra Maria Ehmann	Member ⁴⁾	2021
Marcel Keller	Repr. of registered A shares ⁵⁾	2021
Prof. Dr. Ina Toegel	Member ⁶⁾	2023

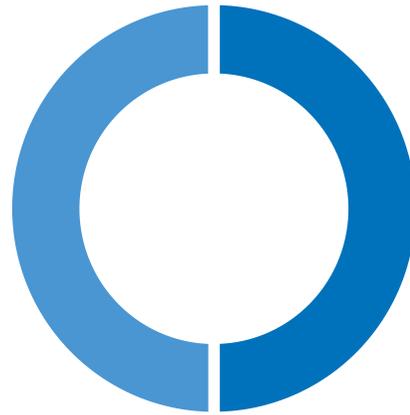
1) Chair of the audit, risk & compliance committee (ARCC)
 2) Member of the nomination committee (NC), member of the ARCC
 3) Chair of the NC, member of the compensation committee (CC)
 4) Member of the ARCC
 5) Chair of the CC
 6) Member of the CC, member of the NC

Term



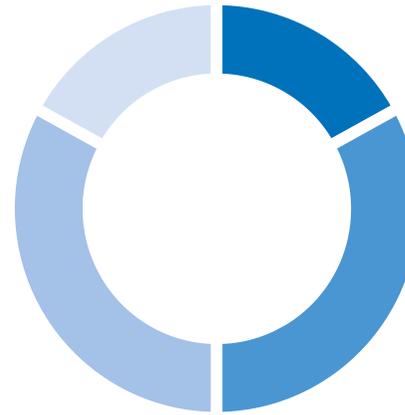
- < 5 years (50%)
- 5 to 8 years (50%)

Gender



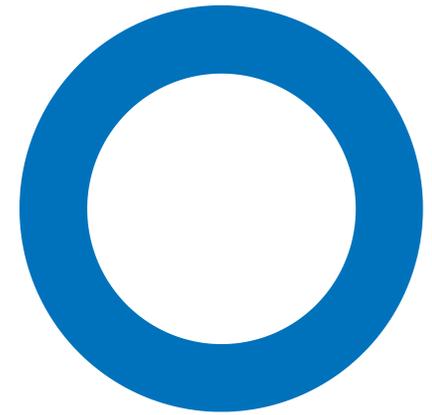
- Men (50%)
- Women (50%)

Age



- 30 to 40 years (16.7%)
- 41 to 50 years (33.3%)
- 51 to 60 years (33.3%)
- 61 to 70 years (16.7%)

Independence



- Independent/non-executive (100%)

Diversity and independence

The board of directors ensures that its composition fulfills criteria of diversity and independence as well as that the required skills are available for a critical exchange of ideas.

Competence matrix

	Executive experience	Finance, audit, risk management	Compliance, regulatory, legal	Capital markets, M&A	Core industry experience	Transferable expertise in related industries	International business experience	Digitalization, technology	Strategy, business transformation	HR, compensation	Board governance	Sustainability
David Dean	x	x	x	x	x	x	x		x	x	x	
Patricia Heidtman	x				x	x	x		x	x	x	x
Petra Maria Ehmann	x					x	x	x	x		x	x
Marcel Keller	x			x		x	x	x	x	x	x	
Martin Kühn	x	x	x	x		x	x		x		x	
Prof. Dr. Ina Toegel						x	x	x	x	x	x	

Internal organization

Allocation of duties within the board of directors

The board of directors of the Bossard Group is ultimately responsible for the Group's business policy and management. It is the company's highest management body and is entitled to make decisions on all matters which, by law, through the articles of association and/or under the regulations of Bossard Holding AG, are not the responsibility of the annual general meeting of shareholders, or which it has not transferred to other bodies through regulation or decision.

The board of directors has the following non-transferable and irrevocable main duties (article 23 of the articles of association):

- overall management of the company, namely establishing the goals and policy, defining the resources available for same and the priorities, and issuing the instructions required for implementation
- determining the organizational structure
- defining finance and accounting as well as financial planning and control
- appointing and dismissing the CEO and other members of the executive committee and adopting provisions governing authorized signatories
- maintaining ultimate supervision of the CEO and other members of the executive committee

- exercising rights of participation from and to shareholdings/investments
- drawing up the annual report, the compensation report and the report regarding non-financial matters, preparing the annual general meeting of shareholders and implementing its resolutions
- filing of an application for a debt restructuring moratorium
- adopting resolutions on subsequent capital contribution with respect to not fully paid-up shares
- adopting resolutions regarding the approval of capital changes and the resulting amendments to the articles of association

Committees

To assist it in its duties, the board of directors has established three permanent committees:

- the audit, risk & compliance committee (ARCC)
- the nomination committee (NC)
- the compensation committee (CC)

These committees prepare specific topics for discussion by the board of directors. The overall integral responsibility of the board of directors is not affected by the activities of these committees or by any delegation of tasks to them.

Ad hoc committees can be formed to deal with specific or time-limited projects or issues. Unless otherwise stipulated by the articles of association, the board of directors defines

the composition, duties, competencies and compensation for these committees in the relevant regulations, which are periodically reviewed by the respective committee and are amended in accordance with any proposed amendments submitted to the board of directors by the latter. With exception to the CC, the board of directors may dismiss any of the committees it has appointed at any time.

Certain duties and competencies are solely assigned to the chair of the board of directors.

The board of directors has additionally delegated operational management and overall leadership of the Bossard Group as well as the related duties and competencies to the CEO. In turn, the CEO is authorized to arrange further delegation.

Detailed information on the division of duties within the board of directors can be found in the OBR, which is available via the following link:

<https://ir.bossard.com/corporate-governance/regulation-policies>

Continued on page 105

Board of directors

David Dean (1959)

Swiss citizen

- Chair of the board of directors since 2025
- Member of the nomination committee since 2025
- Member of the audit, risk & compliance committee since 2023
- Member of the board of directors since 2019

Professional background

David Dean currently works as a professional board member. He was CEO of the Bossard Group from 2005 to 2019. From 1998 to 2004, he served as CFO of Bossard Group and has been with Bossard since 1992. Between 1990 and 1992, he was Corporate Controller and a member of the executive committee of an international logistics group. From 1980 to 1990, he worked for PricewaterhouseCoopers AG in various management functions in auditing and business consulting. In the course of his professional activities, David Dean gained experience in emerging markets, in particular in India, China, Malaysia, Thailand, Taiwan and South Korea.

Educational background

- Swiss certified management accountant/controller, AKAD Business, Zurich, Switzerland
- Swiss certified public accountant, Expertsuisse, Zurich, Switzerland
- Executive education, Harvard Business School, Boston, USA
- Executive education, IMD, Lausanne, Switzerland

Other activities and vested interests

- Member of the board of directors, Brugg Group AG, Brugg, Switzerland
- Member of the board of directors, Burckhardt Compression Holding AG, Winterthur, Switzerland
- Member of the board of directors, Komax Holding AG, Dierikon, Switzerland (until April 2026)
- Member of the board of directors, Metall Zug AG, Zug, Switzerland





Patricia Heidtman (1973)

Dual Swiss-US citizen

- Vice chair of the board of directors since 2021
- Member of the compensation committee since 2025
- Chair of the nomination committee since 2025
- Member of the board of directors since 2019

Professional background

Patricia Heidtman has been working for SIKA since her studies and has been a member of the SIKA group management since 2021 as the Chief Innovation and Sustainability Officer. From 2017 to 2021, she led the Research & Development team for thermoplastic systems in Sarnen, Switzerland. Prior to this, Patricia Heidtman spent around 14 years in the USA, most recently as Head of Innovation Management for products, processes and developments for the automotive industry.

Educational background

- Master of Science, ETH Zurich, Zurich, Switzerland
- Executive education, London Business School, Lucerne, Switzerland
- Executive education, IMD, Lausanne, Switzerland



Petra Maria Ehmann (1985)

German citizen

- Member of the audit, risk & compliance committee since 2021
- Member of the board of directors since 2021

Professional background

Since 2022, Petra Ehmann has been a member of the extended Group Executive Board at Ringier, serving as the Chief Innovation and AI Officer. In this role, she is responsible for developing new business areas and driving the adoption of Generative AI. Prior to that, she spent nearly 9 years at Google, most recently as the global lead for product partnerships in the field of Augmented Reality technology. Before that role, she played a key role in advancing the business development of new advertising products in EMEA and previously worked on Google Maps and Google Finance in EMEA and APAC. Petra Ehmann served as the Head of Business Intelligence at the internet startup Kekanto in Sao Paulo, Brazil, from 2012 onwards. Prior to that, she worked as a Senior Business Analyst at A.T. Kearney. She gained her initial work experience from 2008 to 2009 at Bosch in steel supply in Toluca, Mexico, and at Hilti in Lean Warehouse Logistics in Shanghai, China.

Educational background

- Bachelor of Science in mechanical engineering, ETH Zurich, Zurich, Switzerland
- Master of Science in management science and engineering, Stanford University, Palo Alto, USA

Other activities and vested interests

- Member of the board of directors, DKV Mobility Group SE, Ratingen, Germany
- Member of the board of trustees, Swiss Science Center Technorama, Winterthur, Switzerland



Marcel Keller (1968)

Swiss citizen

- Chair of the compensation committee since 2025
- Representative of holders of registered A shares since 2024
- Member of the board of directors since 2021

Professional background

Since 2024, Marcel Keller has been working as an independent consultant. Until the end of 2023, he was the CEO of the SCION Association in Lucerne. Previously, he was a member of the group executive board of Vorwerk for four years and responsible for digital transformation and Group IT as well as for the markets in North America and Asia with a focus on China. From 2001 to 2018, he held various management positions at Hewlett Packard, most recently as COO & Vice President at Hewlett Packard Technology Services in Palo Alto, USA. From 1993 to 2000, he held various positions at Dell Technologies and Apple national and international.

Educational background

- Business degree, KV Business School Zurich, Zurich, Switzerland



Martin Kühn (1976)

Swiss citizen

- Chair of the audit, risk & compliance committee since 2023
- Member of the board of directors since 2018

Professional background

Since 2010, Martin Kühn has been working for the KIBAG Group in Zurich, since 2014 as CFO and member of the executive committee. He is responsible for finance, ICT, human resources, real estate, KIBAG Marina and the technical services of the construction and building materials company. From 2002 to 2010, he had been employed at PricewaterhouseCoopers AG national and international as an auditor and M&A consultant for industrial clients. Prior to that, he worked two years for UBS.

Educational background

- Business economist FH, University of Applied Sciences St. Gallen, St. Gallen, Switzerland
- Swiss certified public accountant, Expertsuisse, Zurich, Switzerland

Other activities and vested interests

- Member of the foundation board, KIBAG Personalstiftung, Zurich, Switzerland
- Member of the foundation board, Pensionskasse der KIBAG, Bäch, Switzerland
- Chair of the board of directors, Windlin AG, Zurich, Switzerland
- Member of the audit commission, Bürgergemeinde Zug, Zug, Switzerland
- Chair, Donatorenverein FDP Kanton Zug, Zug, Switzerland
- Member of the board of directors, Kannewischer Ingenieurbüro AG, Cham, Switzerland
- Member of the bank council, audit and risk committee (PRA), Zuger Kantonalbank AG, Zug, Switzerland



Prof. Dr. Ina Toegel (1981)

German citizen

- Member of the compensation committee since 2023
- Member of the nomination committee since 2023
- Member of the board of directors since 2023

Professional background

Prof. Dr. Ina Toegel is a Professor of Leadership and Organizational Change at IMD in Lausanne. In particular, she researches at the interface between leadership and strategy, between people and new technologies, and works on the question of how teams successfully bring about cultural and strategic change. She worked for the World Bank, and since 2016, has been directing programs for senior executives at IMD.

Educational background

- Bachelor of Science in Economics, Columbia University, New York, USA
- Master of Science in Management, Oxford University, Oxford, UK
- PhD in Strategic Management, INSEAD, Fontainebleau, France

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Working methods of the board of directors

The board of directors normally meets six to eight times per year, but is available to discuss matters at short notice should this be required. A member of the board of directors may request that additional meetings are convened by providing written justification to the chair of the board of directors. The duration of board and committee meetings depends on the respective agenda. In 2025, a total of five full-day board meetings and one half-day board meeting were held, as well as a three-and-a-half-day retreat. The board of directors holds a retreat once a year, which lasts several days and is used for analyzing the strategic risk/opportunities mix and for fundamentally reviewing the strategy. In 2025, the retreat took place in Illerrieden, Germany. Thereby, the board of directors together with the executive committee conducted a comprehensive strategy review at the halfway point of the current strategy cycle.

Board of directors	Function	Participation 2025	Participation 2025 in %
David Dean	Chair ¹⁾	7/7	100
Patricia Heidtman	Vice chair	7/7	100
Petra Maria Ehmann	Member	7/7	100
Marcel Keller	Repr. registered A shares	7/7	100
Martin Kühn	Member	7/7	100
Prof. Dr. Ina Toegel	Member	7/7	100
Dr. Thomas Schmuckli ²⁾	Chair	3/3	100

1) Chair since April 2025, before member of the board of directors

2) Resignation in April 2025

The chair invites the members to the meetings in writing, enclosing the agenda and any relevant documents. The invitations are sent out at least seven days before the meeting. Each member of the board of directors may request the chair to add further items to the agenda. The meeting is presided by the chair of the board or, in his absence, by the vice chair. The board of directors is quorate if the majority of its members is present. The board of directors makes decisions based on an absolute majority of the votes cast. Each member of the board of directors has one vote. If a vote is tied, the chair has the casting vote. Minutes must be taken detailing the negotiations and decisions of the board of directors; these minutes must be approved by the board of directors. In particularly urgent cases the chair may require the board to reach a decision by conference call. Such decisions must be included in

the minutes of the next board meeting. To ensure that the board of directors receives sufficient information to reach decisions, it invites the CEO, the CFO and – if necessary – other members of the executive committee, employees or third parties to attend meetings.

The chair, the CEO, the CFO and other representatives of the executive committee meet regularly to discuss fundamental corporate matters. These include the Group's strategy, medium-term financial, sustainability, operational and succession planning, organizational issues and market consolidation. If there is a conflict of interests, the board or executive committee members concerned abstain from voting.

The board of directors regularly discusses the relevance of the items on the agenda, the form and content of the discussions, and the quality of the documentation and information provided. The board of directors has, based on established studies, created a new self-assessment survey in 2024. The board of directors plans to conduct this survey annually and discuss the results, as well as any necessary adjustments/measures, during a board meeting. Most recently, in the board meeting in December 2025, the board of directors conducted the corresponding self-assessment. No necessary adjustments or measures were identified or decided upon.

Composition/working methods of the board's committees

The functions of the three permanent board committees are primarily analytical, advisory and supervisory. They also have decision-making authority in certain individual cases.

Audit, risk & compliance committee (ARCC)

The ARCC consists of at least three members elected by the board of directors, for a period of office lasting from one ordinary annual general meeting of shareholders until completion of the next ordinary annual general meeting of shareholders. As of December 31, 2025, the members of the ARCC were Martin Kühn (chair), David Dean and Petra Maria Ehmann. The ARCC meets at least three times per year: in summer – to define the scope and key points of the annual audit with the audit company; in late fall – to discuss the findings from the main audit and the existence and effectiveness of the internal control system (ICS); and in February – to discuss the result of the audit of the consolidated financial statements. These meetings are attended by the chair of the board of directors (unless she or he is already a member of the ARCC), the CFO, the Head of Group Controlling and at least one representative of the external auditors. The CEO, other members of the executive committee and other persons (internal or external) may be invited to attend the meetings, depending on the agenda. The minutes of these meetings are circulated to all members of the board of

directors, the CFO and the CEO, as well as to those who attended the meeting. In addition, the ARCC regularly reports on its activities to the board of directors at meetings of the latter. In 2025, the ARCC held four meetings. On average, the meetings lasted half a day.

Audit, risk & compliance committee	Function	Participation 2025	Participation 2025 in %
Martin Kühn	Chair	4/4	100
David Dean	Member	4/4	100
Petra Maria Ehmann	Member	4/4	100
Dr. Thomas Schmuckli ¹⁾	Guest/no voting rights	1/1	100

1) Resignation in April 2025

The ARCC ensures that the board of directors is informed of all matters that could significantly impact the financial situation of the Bossard Group and the business environment. The primary duty of the ARCC is to support the board of directors in its ultimate supervisory role and in its financial management activities. In particular, with the assistance of the external auditor it reviews the structures and processes in the area of finance and accounting, thus ensuring that financial reporting and audit activities are transparent and comply with the related legislation. The ARCC also evaluates the effectiveness of the ICS and the internal audit, risk management and compliance with tax-related and other statutory and regulatory provisions as well as corporate ethics. Furthermore, the ARCC works

closely together with the external auditor and evaluates the performance, independence and remuneration of the external auditor. The board of directors has drawn up detailed regulations on the areas of activity and competencies of the ARCC in the rules and regulations of the audit, risk & compliance committee.

Compliance

The board of directors is kept continuously informed of all major matters affecting the compliance principles. The statutory auditors additionally inform the board of directors on reports it has received on matters of a legal nature. An evaluation of such reports received in 2025 did not reveal anything new but confirmed what the board of directors already knew. The supervision of compliance matters rests with the board of directors.

Restricted periods for trading shares

The board of directors implements processes to prevent insider trading. For the board of directors, the executive committee, the extended executive committee, the finance department of the Bossard Group, the senior management, which may come into possession of price-relevant information, as well as the Kolin Group, defined blocking periods apply regarding the trading with registered A shares of Bossard Holding AG. The trading window is closed for at least 14 trading days prior to the publication of the quarterly and semi-annual results for the aforementioned group of persons of the Bossard Group.

A longer blocking period applies from mid-December until the publication of the annual report (beginning of March). No exceptions were granted in the reporting year.

Nomination committee (NC)

The NC consists of at least three members elected by the board of directors from among its members, for a period of office lasting from one ordinary annual general meeting of shareholders until completion of the next ordinary annual general meeting of shareholders. As of December 31, 2025, the members of the NC were Patricia Heidtman (chair), David Dean and Prof. Dr. Ina Toegel. The NC meets as required, but at least twice a year. The CEO and the chair of the board of directors (unless she or he is already a member of the NC) usually attend the meetings. Other members of the executive committee and other persons (internal or external) may be invited to attend the meetings, depending on the agenda.

The minutes of these meetings are circulated to all members of the board of directors and the CEO, as well as to those who attended the meeting. The NC also regularly reports to the board of directors at the latter's meetings on its activities and, at least once a year, in detail on the progress of the nomination process. In 2025, the NC met for two meetings; these meetings lasted on average half a day.

Nomination committee	Function	Participation 2025	Participation 2025 in %
Patricia Heidtman	Chair ¹⁾	2/2	100
David Dean	Member ²⁾	2/2	100
Prof. Dr. Ina Toegel	Member	2/2	100
Marcel Keller	Guest/no voting rights	2/2	100
Dr. Thomas Schmuckli ³⁾	Chair	1/1	100

1) Chair since April 2025, before member
 2) Member since April 2025, before guest/no voting rights
 3) Resignation in April 2025

The NC prepares all relevant business with regard to the nomination of members at the strategic and operational management level of the Bossard Group for the meetings of the board of directors and has the following main tasks:

- periodically reviewing the composition of the board of directors
- developing criteria and requirement profiles for election/re-election to the board of directors, the CEO and, in collaboration with the CEO, the other members of the executive committee
- supporting the board of directors in implementing selection processes for the nomination of candidates for the board of directors, the CEO and, in collaboration with the CEO, the executive committee
- coordinating possible training of the board of directors in relation to its duties
- ensuring succession planning for members of the board of directors, the executive committee and,

in collaboration with the CEO, the deputies on the executive committee

- developing annual objectives to be submitted to the board of directors for the CEO (in collaboration with the chair of the board of directors), respectively defining the annual objectives of the other members of the executive committee
- assessing the performance of the CEO and the other members of the executive committee (with the assistance of the chair of the board of directors and the CEO). If necessary, the NC requests the board of directors to implement measures for improvement.
- submitting applications concerning the election and dismissal of members of the board of directors of the more important group companies

The board of directors has drawn up the detailed regulations on the areas of activity and competencies of the NC in the nomination committee regulations.

Compensation committee (CC)

The CC consists of at least three members of the board of directors individually elected as members of the CC by the annual general meeting of shareholders for a period of office until completion of the next ordinary annual general meeting of shareholders. Subject to election by the annual general meeting of shareholders, the representative of the A shareholder group on the board of directors is entitled to a seat on the CC. Patricia Heidtman was newly elected and Marcel Keller (representative of registered A shares) as well as Prof. Dr. Ina Toegel were re-elected to the CC at the annual general meeting of shareholders on April 11, 2025. The board of directors appointed Marcel Keller as the chair of the CC. The CC meets as required, but at least twice a year. The members of the executive committee and other persons (internal or external) may be invited to attend the meetings, depending on the agenda. Usually, the CEO attends the meetings of the CC. The minutes of these meetings are circulated to all members of the board of directors and the CEO, as well as to those who attended the meeting. The CC also regularly reports to the board of directors at the latter's meetings on its activities and, at least once a year, in detail on the progress of the compensation process. In 2025, the CC held three meetings, each lasted on average half a day.

Compensation committee	Function	Participation 2025	Participation 2025 in %
Marcel Keller	Chair ¹⁾	3/3	100
Patricia Heidtman	Member ²⁾	1/1	100
Prof. Dr. Ina Toegel	Member	3/3	100
David Dean	Guest/no voting rights ³⁾	3/3	100
Dr. Thomas Schmuckli ⁴⁾	Guest/no voting rights	2/2	100

- 1) Chair since April 2025, before member
- 2) Member since April 2025
- 3) Chair until April 2025, hereafter guest/no voting rights
- 4) Resignation in April 2025

The CC prepares all relevant business with regard to the compensation of members at the strategic and operational management level of the Bossard Group for the meetings of the board of directors and has the following main tasks:

- developing the general remuneration principles and the remuneration system for the board of directors, the CEO and the other members of the executive committee for the board of directors to make a decision on
- developing the guidelines governing the structure of the occupational pension scheme for the CEO and the other members of the executive committee for the board of directors to make a decision on

- periodically reviewing the compensation system and proposing any necessary changes to the board of directors
- preparing the annual compensation report to be submitted to the board of directors for the annual general meeting of shareholders and, where applicable, preparing other reports as requested
- submitting proposals concerning the compensation of the individual members of the board of directors, the CEO and the other members of the executive committee
- checking and approving employment contracts as well as other agreements with members of the executive committee
- if the CC considers necessary, the assignment, the supervision and the critical evaluation of the results of advisers or the comparison with third party companies regarding the compensation practices

The board of directors has drawn up detailed regulations on the areas of activity and competencies of the CC in the compensation committee regulations.

Division of responsibility

The division of responsibility between the board of directors and the executive committee is defined in the OBR in accordance with article 23, paragraph 2 and article 25 of the articles of association. These describe the non-transferable and irrevocable duties which are vested in the board of directors by law, and also govern the duties and powers of the executive committee. The OBR defines the duties and competencies of the board of directors, the chair of the board of directors and the CEO. The CEO is entitled to delegate tasks.

Furthermore, the OBR govern the procedures to be followed in the event of a conflict of interests: A member of the board of directors and/or executive committee must abstain from voting if matters are discussed concerning that member's personal interests or the interests of an individual or legal person associated with the member.

Regulations on the division of responsibility are set out in the OBR. These are available via the following link: <https://ir.bossard.com/corporate-governance/regulation-policies>

Information and control instruments with regard to the executive committee

The board of directors ensures that the executive committee establishes and maintains an internal control system (ICS), which is adapted to the dimensions of the Bossard Group and the risks involved in its business activities. The external auditors review the existence of the ICS as part of its annual audit and submit an annual report to the board of directors. The internal audit is functionally integrated in Group Controlling and directly reports to the chair of the ARCC with regard to its activities.

Each member of the board of directors may request information concerning all matters relating to Bossard Holding AG. The board of directors receives monthly updates on the Group's financial development. It receives a written monthly report consisting of the income statement, various balance sheet items and the main key figures. The information is based on the internal management information system and includes the current and budget data as well as regular projections based on current trends and expectations.

This written report is supplemented at each board meeting by verbal reports from the executive committee. In special cases the CEO informs the board of directors about the specific issue promptly in writing and/or verbally. The chair of the board of directors also maintains regular contact with the CEO and the CFO and is informed by them about all business transactions and matters of fundamental importance.

Outside the meetings of the board of directors, each member can request information from persons responsible for management concerning the course of business and, with authorization from the chair, individual transactions.

[Continued on page 114](#)

Executive committee



Dr. Daniel Bossard (1970)

Swiss citizen

- CEO since 2019
- CEO Central Europe ad interim since mid December 2025

Professional background

From 2009 to 2018, Dr. Daniel Bossard was CEO Northern and Eastern Europe of the Bossard Group. From 2006 to 2008, he served as Sales & Marketing Manager and was responsible for the reorientation of Bossard’s sales strategy as well as the development of international customer relations. From 2003 until 2006, he was CEO of Bossard Denmark. Dr. Daniel Bossard joined Bossard in 2000 as an E-Business Manager, after having worked as a Consultant for Accenture.

Educational background

- Business administration degree and doctorate in technology management, University of St. Gallen (HSG), St. Gallen, Switzerland

Other activities and vested interests

- Member of the foundation board, Bossard Kaderstiftung, Zug, Switzerland
- Member of the board of directors, Ecoparts AG, Hinwil, Switzerland
- Member of the board of directors, BURU Holding AG, Cham, Switzerland
- Member of the board of directors, Schweiter Technologies AG, Steinhausen, Switzerland
- Member of the Central Switzerland Regional Economic Advisory Board of the Swiss National Bank, Lucerne, Switzerland
- Member of the chapter board, Swiss American Chamber of Commerce, Zurich, Switzerland



Stephan Zehnder (1965)

Swiss citizen

- CFO since 2005

Professional background

Stephan Zehnder took over the function as Group Controller of Bossard Group in 1998, remaining in this position until the end of 2004. From 1996 to 1997, he was a Controller in Bossard’s corporate finance team. Prior to this, he held finance and controlling positions in various international companies.

Educational background

- MBA in Finance, Graduate School of Business Administration and University of Wales, Zurich, Switzerland

Other activities and vested interests

- Chair of the foundation board, Bossard Kaderstiftung, Zug, Switzerland
- Chair of the foundation board, Bossard Personalstiftung, Zug, Switzerland
- Member of the board of directors, FZ Immobilien AG, Wald (ZH), Switzerland



Susan Salzbrenner (1982)

German citizen

- VP of People & Organization from 2023 to mid September 2025

Professional background

Susan Salzbrenner served as VP People & Organization from January 2023 to mid September 2025. Prior to that, she had been working for Bossard as Functional Manager People and Organizational Development since June 2021. From 2017 to 2021, she was a partner at the Scandinavian consulting firm Implement Consulting Group, focusing on cultural transformation, leadership and organizational development, and new forms of business. Susan Salzbrenner was able to build on existing, multi-year consulting mandates for major corporations such as Philips. From 2012 to 2017, she gained sales as well as entrepreneurial experience in setting up and expanding her own consulting company “Fit across Cultures”. From 2009 to 2011, the trained organizational psychologist worked in human resources at the multinational logistics group A.P. Moeller Maersk.

Educational background

- Master of science in work and organizational psychology, Friedrich-Schiller University, Jena, Germany
- Master degree in social psychology, University of Queensland, Brisbane, Australia
- Post-graduate degree in intercultural business communication, Friedrich-Schiller University, Jena, Germany



Rolf Ritter (1969)

Dual Swiss-US citizen

- CEO Central Europe from 2023 to mid December 2025

Professional background

Rolf Ritter served as CEO Central Europe from January 2023 to mid December 2025. Prior to that, he was VP of M&A and Business Development (Chief Strategy Officer). In 2014, he founded his own consulting company in Miami, USA, and started investing in tech start-ups and providing strategic M&A advice to various companies. In addition, Rolf Ritter taught an EMBA in Information Technology at Florida International University. From 2009 to 2014, he was CEO of BDT Media Automation GmbH, Rottweil, Germany, a global technology leader in data archiving with production facilities in Germany, Mexico, China and Singapore. Rolf Ritter joined Bossard in 2004 as General Manager at Bossard France after having worked as project manager and consultant for Volkswagen, Accenture and SIG in Mexico, Brazil, Germany and Switzerland.

Educational background

- Business administration degree, University of St. Gallen (HSG), St. Gallen, Switzerland



Dr. Frank Hilgers (1966)

German citizen

- CEO Northern and Eastern Europe since 2019

Professional background

From 2013 until 2019, Dr. Frank Hilgers was responsible for the integration and management of the KVT-entities as a member of the executive committee of the Bossard Group. Before this, he was responsible for sales, product management and the fastening systems division as a member of the management team for the KVT-Koenig Group from 2009 until 2012. During his employment at Continental between 2007 and 2009, he was in charge of all national organizations of the spare parts business and key account management in the Commercial & Special Vehicle area. From 2004 to 2007, Dr. Frank Hilgers headed Group Strategy and Corporate Development at Siemens VDO Automotive. As senior manager for strategy, Dr. Frank Hilgers headed major international projects at Accenture from 1997 until 2004, and was responsible for automotive suppliers and the shareholder value initiative in the German speaking countries.

Educational background

- Degree in chemistry and doctorate, University of Stuttgart, Stuttgart, Germany
- Executive MBA (Accenture Program), Kellogg School of Management Northwestern University, Evanston, USA

Educational background

- Member of the board of directors, MultiMaterial-Welding AG, Biel/Bienne, Switzerland
- Member of the advisory board, INYO Mobility GmbH, Grafing, Germany



David Jones (1970)

Citizen of the USA

- CEO America since 2021

Professional background

From 2013 until 2020, David Jones was responsible for the global automotive business as part of the Sika Group. Prior to that, from 2010 to 2013, he managed the industry- and automotive business in North America for Sika Corporation. From 2004 to 2010, David Jones served as a Key Account Manager and later as the Vice President of Engineering for Sika Corporation. While living in Switzerland, from 2000 to 2004, he was the Director of Engineering and Global Account Manager, supporting the integration of newly acquired automotive based business for Sika AG. Between 1995 and 2000, David Jones held positions as Project Manager & Key Account Manager for Sika Corporation and was a Release Engineer for General Motors in 1994.

Educational background

- Bachelor degree in Mechanical Engineering, Lawrence Technological University, Southfield, USA
- MBA, Ross School of Business, University of Michigan, Ann Arbor, USA
- Executive education, IMD, Lausanne, Switzerland



Robert Ang (1963)

Citizen of Singapore

- CEO Asia since 2009

Professional background

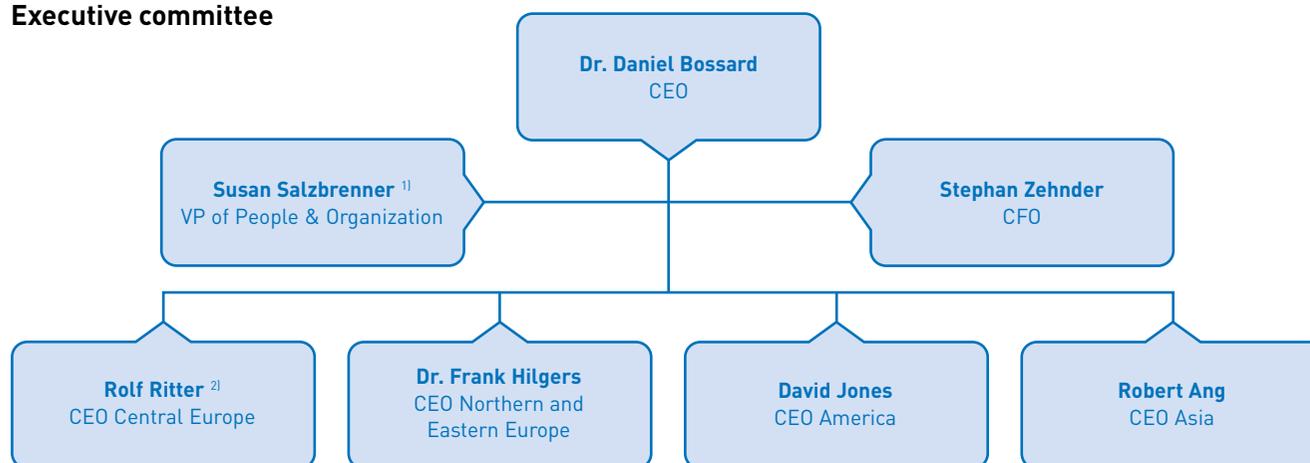
From 2005 until 2009, Robert Ang was responsible for Bossard Greater China (China, Taiwan) and prior to that, the Southeast Asia region. From 1997 until 1999, he was CEO of Bossard Singapore. Robert Ang managed his own company from 1994 until it was acquired by Bossard in 1997. Prior to this, he was Product Manager for Conner Peripherals and Optics Storage Pte Ltd. in Singapore for four years. Between 1986 and 1989, he worked as a buyer at Printronix AG.

Educational background

- Diploma in business administration, Thames Business School, Singapore, Singapore
- Diploma in mechanical engineering, Singapore Polytechnic, Singapore, Singapore
- MBA, Lee Kong Chian School of Business, Singapore, Singapore

Continued from page 109

Executive committee



1) Left the executive committee mid September 2025.

2) Left the executive committee mid December 2025. As of mid December 2025 taken over by Dr. Daniel Bossard ad interim.

Members of the executive committee

The board of directors has delegated the management of the Group to the CEO. He is responsible for the Group’s operational management. The CEO has delegated individual tasks to the members of the executive committee. Supervision and control of the executive committee is the responsibility of the CEO. The executive committee handles matters relevant to the management of the Bossard Group and is the forum for systematic exchange of information. After consultation with the executive committee, the CEO develops the strategic initiatives of the Group to achieve the corporate objectives.

As of December 31, 2025, the executive committee was composed as follows:

Name	Function	Joined Group	Appointed
Dr. Daniel Bossard	CEO, CEO Central Europe ad interim	2000	2019/2025
Stephan Zehnder	CFO	1996	2005
Dr. Frank Hilgers	CEO Northern and Eastern Europe	2012	2019
David Jones	CEO America	2021	2021
Robert Ang	CEO Asia	1997	2009

During the reporting year, the following changes occurred in the executive committee:

Susan Salzbrener, VP of People & Organization, left the Group mid September 2025. The position will not be filled due to reorganization and cost-saving measures.

Rolf Ritter, CEO Central Europe, left the Group mid December 2025 due to different views on strategic implementation. The position is managed ad interim by Dr. Daniel Bossard (CEO).

Other activities and vested interests

The executive committee members do not perform any other activities outside the Bossard Group apart from the mandates listed on pages 110 to 113. Furthermore, they do not have any other significant vested interests. Dr. Daniel Bossard is member of the Bossard families, which have 100 percent control over Kolin Holding AG. Individual members of the executive committee carry out executive functions for Bossard Holding AG subsidiaries.

Allowed number of mandates

According to article 44 of the articles of association, a member of the executive committee may at the same time, alongside the function for the company, take on a maximum of five material mandates in comparable functions at other companies with an economic purpose, with a maximum of one chairship, which counts as two mandates. A maximum of two out of these five mandates may be in listed companies. If the mandates assumed relate to companies that belong to the same group or are similarly related in terms of management, these mandates are considered a single mandate. There are no restrictions on the number of mandates in comparable functions (i) for mandates assumed in legal entities that are directly or indirectly controlled by Bossard Holding AG or that directly or indirectly control Bossard Holding AG, or (ii) if, in exercising the function for the Bossard Group, a mandate in another, related legal entity is exercised.

The actual number of additional mandates are listed on pages 110 to 113.

Management contracts

There are no management contracts between the Group and companies or persons to whom management tasks have been delegated.

Compensation, participations and loans

This information is provided in the compensation report (pages 120 to 141).

Shareholders' participation rights

Shareholders' participation rights are defined solely according to the Swiss Code of Obligations (CO) and the articles of association. The articles of association are available on the Bossard website via the following link: <https://ir.bossard.com/corporate-governance/regulation-policies>

Voting right restrictions and representation (articles 16 to 18 of the articles of association)

Registered B shares are voting right shares. At the annual general meeting of shareholders each share registered with voting rights is entitled to one vote. The voting rights for registered A shares may be exercised by anyone entered in the share register as the owner or beneficiary. A shareholder entitled to vote can have her- or himself represented at the annual general meeting of shareholders by the independent proxy or by a third party.

The board of directors determines the requirements for representations and instructions. The granting of proxy and voting instructions to the independent proxy is carried out by completing, signing, and returning the registration form to the address specified in the invitation, within the deadline indicated on the registration form. Proxy and voting instructions may also be issued electronically using a personalized one-time code. The independent proxy is obliged to exercise the voting rights that have been transferred to her or him by the shareholders as instructed. If she or he has not received any instructions, she or he shall abstain from voting.

The independent proxy keeps any instructions by the shareholders confidential until the annual general meeting of shareholders. No earlier than three business days before the annual general meeting of shareholders, the independent proxy provides the board of directors with information regarding the instructions received, provided that the board of directors has requested this. The measurement of voting rights by the number of shares with voting rights is not applicable for:

- electing the external auditor
- appointing experts to review the management of the business or individual parts thereof
- making decisions on the initiation of a special investigation
- making decisions on the filing of a liability action

Statutory quorum (article 19 of the articles of association)

The annual general meeting of shareholders makes its decisions and holds its elections with a majority of the votes represented, provided there are no mandatory statutory provisions or provisions in the articles of association to the contrary.

At least two-thirds of the votes represented and a majority of the represented nominal share value are required for decisions on:

- a change to the corporate purpose
- the consolidation of shares, unless the consent of all shareholders concerned is required
- an increase in the voting power of existing voting shares and the issue of new shares with more extensive voting privileges than those of existing voting shares
- the introduction of more stringent transferability restrictions
- the introduction of conditional capital or a capital band
- an increase in capital from shareholders' equity, through contributions in kind, by offset with a claim, or granting of special benefits
- the restriction or withdrawal of subscription rights
- the change of the currency of the share capital
- the introduction of the casting vote of the person chairing the annual general meeting of shareholders

- a provision in the articles of association on holding the annual general meeting of shareholders abroad
- the delisting of the company's shares
- the relocation of the company's registered office
- the introduction of a statutory arbitration clause
- the merger, demerger, or transformation of the company in accordance with the Merger Law (subject to mandatory statutory provisions)
- the dissolution of the company

The person chairing the annual general meeting of shareholders determines whether votes and elections are conducted electronically, openly or in writing.

Convocation of the annual general meeting of shareholders (articles 12 and 13 of the articles of association)

The ordinary annual general meeting of shareholders is held each year at the latest four months after the end of the financial year. It is convened by the board of directors by announcing the venue, kind, date and time of the meeting and the invitation is published at least 20 calendar days before the meeting, along with the agenda, motions with a brief explanation, the required form proving share ownership and information regarding the independent proxy.

One or more shareholders who together represent at least 5 percent of the share capital, can request the board of directors to convene a general meeting of shareholders.

Inclusion of items on the agenda

Shareholders are entitled to have an item placed on the agenda if they themselves or collectively represent shares with a nominal value of at least 0.5 percent of the share capital or votes. By publication in the Swiss Official Gazette of Commerce at least 20 calendar days before the publication of the invitation for the ordinary annual general meeting of shareholders, the board of directors requests the shareholders, that are fulfilling the mentioned requirements, to submit any items to be placed on the agenda with the respective motions within the time stated.

With the publication in the Swiss Official Gazette of Commerce (Schweizerisches Handelsamtsblatt/SOGC) regarding the request for items to be placed on the agenda as of February 16, 2026, the board of directors invites shareholders to submit any requests for items to be included on the agenda, together with the proposals formulated, by March 12, 2026.

Entry in the share register (article 5 of the articles of association)

The company keeps a share register in which owners and beneficiaries are inscribed with their names and addresses. The company must be notified of any change of address. Until this notification is received, all information for registered shareholders is sent to the address entered in the share register.

In the convocation to the annual general meeting of shareholders, the board of directors announces the date by which an entry in the share register must be made in order to attend the meeting and vote.

Entry in the share register is subject to advance proof that ownership of the registered A shares was acquired or that usufruct has been granted (the conditions for transfer of ownership and the registration requirements for registered B shares are governed by articles 7 to 9 of the articles of association).

Shareholders of registered A shares are entered with voting rights if they expressly declare that the shares in question are held in their own name and for their own account. The company only recognizes a person as a shareholder or beneficiary if this person is registered as such in the share register.

The voting right and the associated rights may only be exercised by the person registered in the share register as having voting rights.

The board of directors can delete entries made on the basis of false information by the acquirer. It will implement this measure within one year, backdated to the date of the entry, after receiving definite information about the error and hearing the person concerned. The person concerned must be notified of the deletion immediately.

Changes of control and defense measures

Duty to make an offer

According to FMIA, anyone, who directly or indirectly or acting in concert with third parties, acquires shares and thereby exceeds the threshold of 33 1/3 percent of the voting rights of Bossard Holding AG must make a take-over offer for all outstanding shares. Bossard Holding AG has waived its opportunity to modify (opting-up) or dispense (opting-out) with this regulation.

Clauses on changes of control

The employment agreements for members of the executive committee do not contain any clauses on changes of control. The Group does not provide golden parachutes for its senior management.

The period of notice for members of the executive committee is between six and twelve months, during which time they are entitled to receive salary and bonus payments. If the company changes control or goes into liquidation, all share options (RSUs and PSUs) held under the management participation plan become due immediately.

Auditors

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

PricewaterhouseCoopers AG, Zurich, has been the statutory auditor of Bossard Holding AG since 1986 and audits the annual financial statements and the consolidated financial statements. In 2021, Bossard Holding AG tendered the audit mandate. During the objective review, great importance was set to both, the criteria for ensuring independent, competent, and critical auditing activities as well as open communication with the ARCC. After this review and in-depth analysis by the ARCC, it was decided to maintain PricewaterhouseCoopers AG as the statutory auditor and propose PricewaterhouseCoopers AG for election as auditor to the shareholders at the annual general meeting of shareholders. The statutory auditors are elected by the annual general meeting of shareholders for a term of one year.

The auditor in charge changes at least every seven years. The last change took place in 2021. Thomas Wallmer, a Swiss certified public accountant, has held the position of auditor in charge since then and is therefore responsible for the audit mandate.

Fees for the statutory auditor

In the financial year 2025, PricewaterhouseCoopers AG received fees of CHF 897,538 (2024: CHF 846,880) for auditing services, CHF 18,477 (2024: CHF 22,690) for tax consulting and CHF 26,378 (2024: CHF 186,558) for other consulting services.

Information and control instruments towards the statutory auditor

The ARCC meets at least three times per year to discuss plans for the annual and Group audit, the results of the interim audit and the year-end financial statements, as well as other business matters. The formal reportings from the statutory auditors form the basis for discussion of the interim audit and the year-end financial statements. The ARCC assists the board of directors with its supervision of the statutory auditors. The ARCC's main responsibility is to propose the statutory auditors, to review their qualifications, independence and performance annually, to approve the auditing fee and to review the accounting principles as well as the annual financial statements. The committee annually reviews the scope of the audit, the audit plans and the related procedures, and discusses the results of the audit with the auditors.

Information policy

With its disclosure policy, the Bossard Group creates transparency for investors and financial markets and ensures a fair market price for Bossard shares.

Bossard is convinced that the financial markets will honor a clear, consistent and informative disclosure policy in the long term with a fair valuation of the company's shares. Bossard therefore applies the following principles in its financial reporting and related disclosure:

- Transparency: the disclosure principle is intended to ensure a better understanding of the economic drivers influencing the Group and the detailed operating results.
- Consistency: disclosure within each reporting period and between the individual periods is consistent and comparable.
- Clarity: information is presented as clearly as possible so that Bossard's stakeholders can form an accurate picture of how the business is developing.
- Relevance: to avoid a flood of information, Bossard focuses on information that is relevant for Bossard stakeholders or is mandatory for supervisory purposes or reasons according to the articles of association.

The Group publishes relevant information on its business operations using a number of channels, including the annual report, interim reports and press releases. The company also keeps its stakeholders informed by means of press conferences and meetings with analysts and via the annual general meeting of shareholders. In 2025, the Group also held a Capital Markets Day, which will take place every two to three years. The consolidated financial statements are drawn up in accordance with Swiss GAAP FER.

List of key dates in 2026/2027:

Meeting for financial analysts & media conference	March 5, 2026
Publication of Annual Report 2025	April 10, 2026
Annual general meeting of shareholders	April 10, 2026
Publication of sales results, 1 st quarter 2026	July 21, 2026
Publication of Semi-Annual Report 2026	October 14, 2026
Publication of sales results, 3 rd quarter 2026	January 14, 2027
Publication of sales results 2026	

Bossard maintains contact with representatives of the capital market via media conferences, meetings with analysts and roadshows. Bossard also regularly holds individual and group meetings with institutional investors and analysts. All publications on business results and press releases are available in English and in German under the Bossard website www.bossard.com (<https://ir.bossard.com/news-events/news>).

Further, shareholders can subscribe on the Bossard website (<https://ir.bossard.com/investor-center/irservice/newsletter-subscription>) to Bossard announcements, press releases and ad hoc publications. All Bossard publications can be ordered by e-mailing investor@bossard.com or from Bossard Holding AG, Investor Relations, Steinhauserstrasse 70, 6300 Zug, Switzerland.

Compensation Report

This compensation report describes the compensation principles and programs as well as the governance framework related to the compensation of the board of directors and the executive committee of Bossard Group. The report also provides details on the compensation awarded to those two bodies in the financial year 2025.

This compensation report has been prepared in compliance with the provisions of the Swiss Code of Obligations (CO), the Directive on Information relating to Corporate Governance (DCG) of SIX Swiss Exchange and the principles of the "Swiss Code of Best Practice for Corporate Governance" of *economiesuisse*.

Information regarding the transparency on non-financial matters can be found in the sustainability report starting on page 21. In addition, the Bossard Group reports on the gender guidelines in the corporate governance report starting on page 90.



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AT A GLANCE

Compensation

Compensation of the board of directors 2025

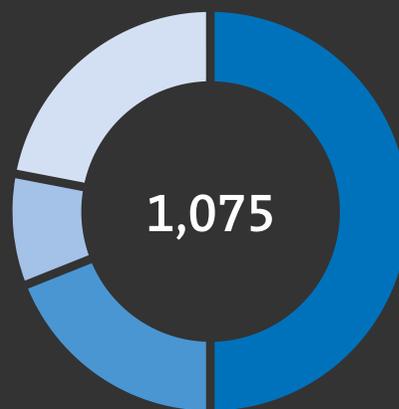
in CHF 1,000



- Fixed compensation
- Social costs
- Expense allowance

Compensation of the CEO 2025

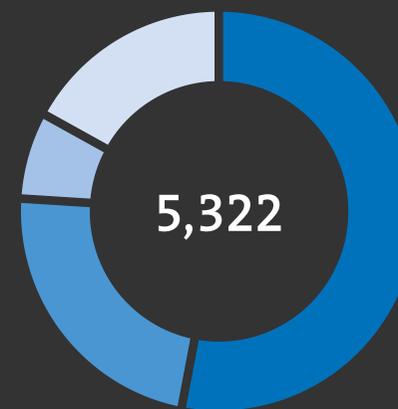
in CHF 1,000



- Fixed compensation
- Variable compensation - short-term incentive (STI)
- Variable compensation - long-term incentive (LTI)
- Social costs and other benefits

Compensation of the executive committee 2025

in CHF 1,000



- Fixed compensation
- Variable compensation - short-term incentive (STI)
- Variable compensation - long-term incentive (LTI)
- Social costs and other benefits

COMPENSATION REPORT

Compensation of the board of directors and the executive committee

This compensation report contains information on the compensation policy, the compensation program and the procedure for determining the compensation of the board of directors and the executive committee of the Bossard Group. The report also contains information on the compensation for these two bodies in the financial year 2025.

Compensation of the board of directors

The compensation of the board of directors for the period between the annual general meeting of shareholders 2024 and 2025 is below the approved maximum compensation amount:

Time period of compensation	Approved compensation	Effective compensation
2024–2025	CHF 1,800,000	CHF 1,402,361
2025–2026	CHF 1,500,000	n/a ¹⁾

1) The compensation period has not yet ended. The final amount will be disclosed in the compensation report for the financial year 2026.

Compensation of the executive committee

The compensation granted to the executive committee for 2025 is below the maximum compensation approved by the annual general meeting of shareholders 2024:

Time period of compensation	Approved compensation	Effective compensation
2025	CHF 7,000,000	CHF 5,322,485

1. Compensation philosophy and principles

Board of directors

To reinforce the independence in exercising their supervisory duties, members of the board of directors receive a fixed compensation only. The board of directors is not eligible for any performance-based compensation and is not insured in the company pension plans. The compensation is paid in cash and CHF 30,000 of the total compensation is paid in the form of registered A shares of Bossard Holding AG. The shares are subject to a restriction period of three years during which they cannot be

sold, transferred, or pledged. The compensation is linked with the share price development of the company and strengthens the alignment with the shareholders' interests.

Executive committee

The compensation philosophy of Bossard Holding AG reflects the commitment to recruit, retain, motivate and develop well-qualified employees and executives at all levels in the organization. Compensation programs are designed to motivate executives to achieve the business objectives and to create long-term and sustainable value for the company. They are based on the following principles:

Pay-for-performance	A portion of compensation is directly linked to the sustainable success of the company, the profitability and to individual contributions.
Alignment with shareholders' interests	The compensation system strengthens the alignment between management and shareholders' interests through the proportional remuneration in the form of shares or share-based compensation.
Balanced system	There is a healthy balance between fixed and variable performance-based compensation for the executive committee (no excessive leverage of variable compensation, capped at 150 percent of fixed compensation). The board of directors receives a purely fixed compensation in order to ensure its independence.
Market competitiveness	Compensation levels are market competitive in order to attract and retain employees with the required skill sets and leadership capabilities.
Simplicity and transparency	Compensation programs are straightforward and transparent.

2. Compensation governance

2.1. Articles of association

The articles of association of Bossard Holding AG contain a summary of the compensation principles in articles 36–38. Details available at:

<https://ir.bossard.com/corporate-governance/regulation-policies>

2.2. Compensation committee

In accordance with the articles of association, the organizational and business regulations of Bossard Holding AG and the compensation committee regulations, the compensation committee is composed of at least three members of the board of directors that are elected individually by the annual general meeting of shareholders for a period of one year. Subject to the approval of the annual general meeting of shareholders, the representative of registered A shares is entitled to be a member of the compensation committee. The 2025 annual general meeting of shareholders re-elected Marcel Keller (chair) and Prof. Dr. Ina Toegel and newly elected Patricia Heidtman as members of the compensation committee. All three members are independent according to the regulations.

It is the responsibility of the compensation committee to:

- develop and regularly review the compensation policy and principles applicable to the board of directors and the executive committee, including the design of compensation programs and retirement benefits

- plans; and, if necessary, propose any changes to the board of directors;
- propose to the board of directors the maximum aggregate amounts of compensation of the board of directors and of the executive committee to be submitted to the shareholders for approval at the annual general meeting of shareholders;
- propose to the board of directors the individual compensation for the members of the board of directors, the CEO and the other members of the executive committee, within the limits approved by the annual general meeting of shareholders;
- review and approve the employment contracts of the executive committee members;

- develop and regularly review the guidelines governing the structure of the occupational pension scheme for the executive committee;
- prepare the compensation report;
- if the compensation committee considers necessary: the assignment, the supervision and the critical evaluation of the results of advisers or the comparison with third party companies regarding the compensation practices.

The levels of authority between the CEO, the compensation committee (CC), the board of directors (BoD) and the annual general meeting of shareholders (AGM) are summarized in the following table:

	CEO	CC	BoD	AGM
Compensation policy and principles (incl. guidelines for the occupational pension scheme)		Proposal	Approval	
Maximum aggregate compensation amount of the board of directors		Proposal	Review	Approval (binding vote)
Maximum aggregate compensation amount of the executive committee		Proposal	Review	Approval (binding vote)
Individual compensation of the members of the board of directors		Proposal	Approval	
Compensation of the CEO		Proposal	Approval	
Individual compensation of the members of the executive committee	Proposal	Review	Approval	
Compensation report		Proposal	Approval	Consultative vote

The compensation committee meets as often as business requires but at least twice a year. In 2025, it held three meetings, each lasted half a day. All members were present at these meetings.

As a general rule, the CEO participates in the meetings of the compensation committee in an advisory capacity. Other members of the board of directors may attend the committee meetings (without voting rights) and other executives may be invited in an advisory capacity as well. However, the other members of the board of directors and the executives abstain from a topic when their own performance and/or compensation is being discussed. After each meeting, the chair of the compensation committee reports to the board of directors the topics discussed and its recommendations. The minutes of the compensation committee meetings are available to the entire board of directors.

The compensation committee may appoint external consultants to provide support in fulfilling its duties. In 2025, no external consultants were mandated.

The compensation committee regularly compares compensation levels with benchmarks, reviews Bossard Group's compensation policies and conducts a self-assessment.

In previous years the compensation committee mandated Agnès Blust Consulting AG (now part of PricewaterhouseCoopers AG) to conduct benchmarking studies on the compensation levels of the executive committee and the board of directors, as was done in 2022 for the executive committee and in 2024 for the board of directors. In order to ensure independence between the audit of the financial statements and other mandates of PricewaterhouseCoopers AG, clear rules were defined that have been consistently applied to this mandate.

2.3. Method for determining the compensation

Benchmarking: in order to assess the market competitiveness of compensation and to determine appropriate compensation levels for the members of the board of directors and of the executive committee, the compensation committee periodically (i.e. every three to four years) reviews the compensation reports published by other international industrial companies that are listed in Switzerland and comparable to the Bossard Group in terms of size (market capitalization, employees, revenue), geographic scope and business complexity.

In 2025, the compensation committee used the general benchmarking study "2025 Executive Compensation Levels Report" published by PricewaterhouseCoopers AG to evaluate the compensation levels of the executive committee.

Based on the aforementioned study from 2025, the compensation committee decided to increase the target long-term incentive value of the CEO. The amount will be disclosed in the compensation report for the financial year 2026.

The compensation committee, following its own market analysis and based on exchanges with investors, has ensured that the consistent implementation of the pay-for-performance philosophy for the executive committee is maintained. Consequently, the board of directors introduced a system of performance share units (PSUs) starting from the reporting year 2024 to further align the executive committee's compensation with the company's long-term performance. This system ensures that compensation is directly linked to the achievement of specific performance targets, such as revenue growth, EBIT margin, and ESG goals. As a result, the former long-term compensation, which was based on qualitative objectives, has been replaced by a long-term compensation tied to the achievement of quantitative goals. The introduction of PSUs creates a clear incentive to deliver exceptional performance and generate sustainable value for the company. This not only enhances the motivation and commitment of the executive committee but also strengthens the alignment of their interests with those of shareholders.

For the compensation of the board of directors, a benchmarking analysis was last carried out in 2024, based on a comparison group of 16 Swiss industrial companies listed on the SIX Swiss Exchange, which are comparable in terms of market capitalization, employees and revenue. These included: Accelaron, Autoneum, Burckhardt Compression, Bystronic, Dätwyler, Forbo, Huber+Suhner, INFICON, INTERROLL, Kardex, Komax, Landis+Gyr, LEM, Rieter, Schweiter Technologies and Siegfried.

Performance management: the actual compensation effectively paid out in a given year to the executive committee members depends on their individual performance. Depending on the level of responsibility, the evaluation of individual performance takes into account the results of the entire Group and/or of a business area. The performance evaluation is based on quantitative and qualitative criteria. The quantitative elements are derived both from the current business results and from the long-term value drivers, which are decisive for the Group's future results and profitability. The assessment is closely linked to the value-oriented and sustainability-focused management approach implemented by the Bossard Group. Qualitative criteria are derived from the company's strategic targets. Therefore, the compensation reflects both the sustainable success of the company and the respective individual contribution.

3. Compensation structure – board of directors

In terms of independence of the members of the board of directors, each member of the board of directors receives a fixed compensation, supplemented by a compensation for his or her work on a committee of the board of directors. The remuneration is intended to compensate appropriately for the time spent on the board of directors and its committees as a result of the mandate. In addition, each member of the board of directors receives a lump-sum expense allowance.

For the term of office starting at the annual general meeting of shareholders in 2025, CHF 30,000 of the total compensation is paid in the form of registered A shares of Bossard Holding AG. The shares are subject to a restriction period of three years during which they cannot be sold, transferred or pledged. The restriction period also applies in case of termination of the mandate, except in case of termination following death where the restriction immediately lapses. The shares are priced at their market value, determined at the end of February of each year based on the average share price of the previous ten trading days – deducting the reduction of around 16 percent permitted under Swiss tax law for the three-year blocking period.

The shares required for the share plan are provided by treasury shares of Bossard Holding AG or by share purchases on the market.

in CHF per year	
Fixed compensation for the chair of the board of directors	340,000
Fixed compensation for each member of the board of directors	120,000
Fixed compensation for the chair of a committee of the board of directors	20,000
Fixed compensation for each member of a committee of the board of directors	10,000
Expense allowance	8,000

The social security contributions on these amounts are paid by the company.

4. Compensation structure – executive committee

According to the compensation principles defined in section 1, the compensation of the executive committee includes the following elements:

- fixed compensation
- variable compensation – short-term oriented incentive (short-term incentive – STI)
- variable compensation – long-term oriented incentive (long-term incentive – LTI) in the form of PSUs
- occupational benefits

Structure of compensation of the executive committee:

Element	Purpose	Drivers	Performance measures	Vehicle
Fixed compensation	Employee recruitment/retention	Position, skills and experience		Monthly cash payments
STI / Variable compensation – short-term oriented incentive	Pay-for-performance	Annual performance	EBIT Group respectively EBIT as well as gross profit of own business area (financial targets) and individually defined targets (qualitative targets)	Annual bonus in cash
LTI / Variable compensation – long-term oriented incentive (PSU)	Align with shareholders' interests, employee retention	Achieved strategic goals	Quantitative performance targets, namely revenue growth, EBIT margin, and ESG goals	Entitlements (namely, performance share units; PSUs) with a three-year vesting period (performance period)
Occupational benefits	Protection against risks, employee recruitment/retention	Market practice and position		Retirement plan, insurances, perquisites

4.1. Fixed compensation

The annual fixed compensation is paid in cash on a monthly basis. It reflects the scope and responsibilities of the role, the skills required to perform the role and the profile of the jobholder in terms of experience and capabilities.

4.2. Variable compensation – short-term oriented incentive (STI)

The short-term oriented variable compensation rewards the achievement of annual financial goals. The short-term oriented variable compensation is capped at 130 percent of the target bonus. There is no bottom limit (floor).

The fixed compensation and the expected short-term oriented variable compensation (assuming 100 percent achievement of all goals) form the so-called total cash compensation. The target value of the total cash compensation of the CEO and the other executive committee members is reviewed annually based on the scope of the role, competitive market practice, individual profile and performance, as well as the company's affordability.

The short-term variable compensation is based on the financial performance of the Group as a whole and/or its businesses as follows:

Component		CEO	CFO	Other members of the executive committee
Financial goals	Group	Group gross profit (1/3), Group EBIT (2/3)	Group gross profit (1/3), Group EBIT (2/3)	Group EBIT (1/3)
	Respective business area			Ratio within these 2/3: – 1/3 respective area gross profit – 2/3 respective area EBIT

The short-term oriented incentive (STI) is focused on two financial goals. These objectives include gross profit (indicating profitable growth and guiding pricing) and EBIT (highlighting operational excellence and overall profitability). Each financial objective comes with an expected performance level, determined either by the data from preceding years or the annual financial plan. These targets have been chosen because they are considered primary value drivers for the Bossard business model. They play a crucial role in rewarding profitable business expansion and gaining a lucrative market share (top-line contribution). Additionally, they contribute to sustainably increasing profitability through robust operating leverage

(bottom-line contribution), making them key drivers for generating lasting capital returns. The board of directors firmly believes that these targets promote Bossard's performance in a balanced and sustainable manner, aligning well with the interests of the shareholders. In the reporting and prior year, the short-term incentive (STI) was exclusively based on financial performance criteria. No individual qualitative performance components or discretionary adjustments were applied.

Due to the commercial sensitivity of financial objectives, the board of directors abstains from any further disclosure in the compensation report, in particular also for any separate disclosure for each member of the executive committee. The actual payout level of the short-term oriented variable compensation in the reporting year is explained and commented in section 5.

The CEO and other members of the executive committee may draw up to 20 percent of their total cash compensation in the form of registered A shares of Bossard Holding AG. The shares are subject to a restriction period of three years during which they cannot be sold, transferred or pledged. The restriction period also applies in cases of termination of employment and retirement. In case of termination following death the restriction lapses immediately. The shares are priced at their market value, determined at the end of February of each year, based on the average share price over the previous ten trading days after deduction of the reduction of around 16 percent permitted under Swiss tax law for the three-year blocking period. The individual choice to draw shares by the CEO as well as the other members of the executive committee is made the day after the annual general meeting of shareholders. The shares required for the share plan are provided by treasury shares of Bossard Holding AG or by share purchases on the market.

4.3. Variable compensation – long-term oriented incentive (LTI) – performance share units

In the reporting year 2024, the Bossard Group introduced a new system for long-term variable compensation for the executive committee: performance share units (PSUs). This remuneration system aims to align the interests of the executive committee with the long-term strategic goals of the Group and the interests of shareholders. Simultaneously, it seeks to create incentives for exceptional performance and strengthen commitment to the company. By introducing PSUs, the Bossard Group enhances its compensation strategy with a performance-based, transparent, and long-term value-oriented system.

4.3.1. Fundamentals of PSUs

PSUs are conditional rights to receive registered A shares of Bossard Holding AG. Their allocation and final vesting are subject to clearly defined rules:

a) Allocation of PSUs:

- The number of PSUs allocated is based on the target long-term incentive value of a member of the executive committee, as determined by the board of directors. The maximum value is CHF 100,000 for the CEO and between CHF 30,000 and CHF 50,000 for the other members of the executive committee.

- The number of PSUs is calculated by dividing the target value by the reference share price (average closing price of the last 60 days of the previous year). Fractions are rounded up to the next whole number.
- Example: For a target value of CHF 50,000 and a reference share price of CHF 200, 250 PSUs are allocated.

b) Performance targets:

- PSUs are tied to achieving performance targets (Key Performance Indicators, KPIs) defined by the board of directors over a three-year period.
- These KPIs include:
 - **Revenue growth** (40 percent weighting): A defined average annual growth rate between 3 percent (minimum) and 10 percent (maximum) is required.
 - **EBIT margin** (40 percent weighting): The goal is an EBIT margin between 10 percent (minimum) and 15 percent (maximum).
 - **ESG targets** (20 percent weighting respectively 10 percent each): These include the reduction of greenhouse gas emissions (Scope 1 and 2) down to 5,731 tCO₂e (minimum) or down to 4,094 tCO₂e (maximum) and increasing the percentage of procurement volume covered by the Supplier Code of Conduct to 70 percent (minimum) to 90 percent (maximum).

c) Vesting period:

- PSUs are subject to a three-year vesting period starting from the allocation date. The defined performance targets must be met within this period.

4.3.2. PSU payout calculation

At the end of the three-year performance period, the achievement of each KPI is assessed. The vesting rate for each KPI is calculated as follows:

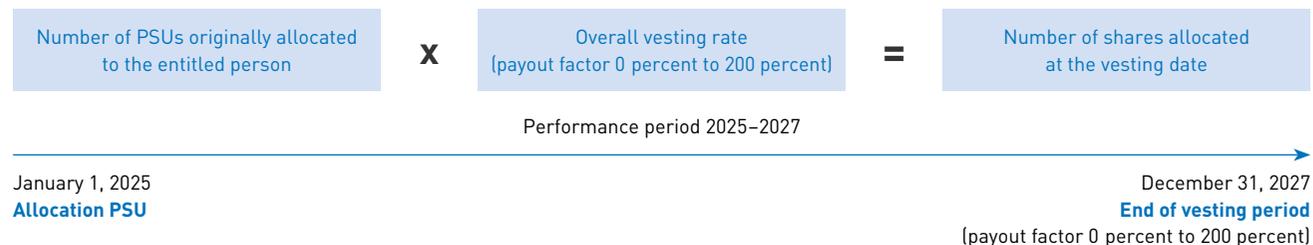
- If the minimum target (threshold) is not reached, the PSUs allocated to that KPI lapse (0 percent vesting).
- Achieving the target results (target) in a vesting rate of 100 percent.
- Exceeding the maximum target (cap) can lead to a vesting rate of up to 200 percent.
- Values between the threshold, target, and cap are linearly interpolated.

The overall vesting rate is derived from the weighted sum of the KPIs, multiplied by the initially allocated number of PSUs.

Example: 250 PSUs, overall vesting rate: 120 percent → 300 PSUs are converted into registered A shares of Bossard Holding AG.

4.3.3. Allocation of registered A shares after vesting

At the end of the vesting period, the final number of PSUs is converted into registered A shares. These shares are typically transferred to the personal securities accounts of the members of the executive committee by the end of March following the performance period. If the allocation of shares is impractical or illegal, a cash settlement may be made instead.



4.3.4. Special provisions

a) Termination of employment:

- In a "Friendly Leaver" case (e.g., retirement or death), a pro-rata calculation and allocation of PSUs is performed based on the period up to termination.
- In an "Other Leaver" case (e.g., resignation), all PSUs lapse entirely. In exceptional cases, the board of directors may, at its discretion, agree on different arrangements.

b) Clawback and malus:

- In cases of misconduct or financial irregularities, allocated or already converted PSUs or registered A shares may be reclaimed.

c) Change of control:

- In the event of a change of control, a pro-rata vesting calculation is performed based on the time elapsed up to the change.

4.4. Variable compensation – long-term oriented incentive (LTI) – restricted stock units

For their performance up to the reporting year 2023, members of the executive committee were granted Restricted Stock Units (RSUs) (instead of PSUs as of the reporting year 2024). The condition for granting RSUs was also linked to the implementation of the Group’s long-term strategic initiatives approved by the board of directors. These objectives were qualitative in nature and related primarily to innovation, market cultivation, cultural transformation and further sustainability criteria (ESG). Due to the fact that the RSUs are not exchanged for shares until the third to fifth year after the grant, this is intended to encourage long-term thinking and action as well as to align the compensation with the long-term interests of shareholders.

Each RSU is a right to receive one registered A share of Bossard Holding AG after the vesting period. The RSUs vest according to the following vesting schedule: one third of the RSUs vest three years after the grant date; one third vest four years after the grant date; and the last third vest five years after the grant date. At the respective vesting date, the vested RSUs are converted into registered A shares of Bossard Holding AG. Consequently, the members of the executive committee currently still hold allocated RSUs, which will continue to vest over the coming years in accordance with the respective vesting period.

Vesting period:



Further information and details on the RSUs can be found in the 2023 compensation report of Bossard Holding AG.

4.5. Occupational benefits

The members of the executive committee participate in the benefit plans available in the country of their employment contract. Benefits consist mainly of retirement, insurance and healthcare plans that are designed to provide a reasonable level of protection for the employees and their dependents with respect to retirement, risk of disability, death and health. The members of the executive committee with a Swiss employment contract participate in the pension plan of Bossard (Bossard Personalstiftung, Zug) offered to all employees in Switzerland, in which a base compensation up to an amount of CHF 302,400 per annum is insured, as well as a supplementary plan in which earnings in excess of this limit are insured up to the maximum amount permitted by law. Bossard's pension benefits exceed the legal requirements of the Swiss federal law on occupational retirement, survivors' and disability pension plans (BVG) and are in line with what other international industrial companies offer. Members of the executive committee under foreign employment contracts are insured corresponding with local market

conditions and with their position. Each plan varies in line with the local competitive and legal environment and is, as a minimum, in accordance with the legal requirements of the respective country.

In addition, members of the executive committee are also eligible to standard perquisites, such as a company car or a car allowance, seniority awards, child allowance and other benefits in kind, according to competitive market practice in their country of contract. The monetary value of these other elements of compensation is evaluated at fair value and is disclosed in the compensation tables.

4.6. Employment contracts

The members of the executive committee are employed under employment contracts of unlimited duration with a notice period of six months, respectively twelve months for the CEO. Members of the executive committee are not contractually entitled to termination payments or any change of control provisions.

5. Compensation of the board of directors and the executive committee

5.1. Compensation paid to members of the board of directors for the financial years 2025 and 2024

In 2025, the members of the board of directors received a compensation in the amount shown in the following table.

Compared to the prior year, the total compensation is lower due to composition of the board of directors with six members since April 2025 compared to seven members previously.

Compensation paid to members of the board of directors for the financial year 2025

in CHF, gross		Fixed	Expense allowance	Social costs	Total compensation	Thereof in shares ⁹⁾
David Dean	Chair ¹⁾ , NC ²⁾ , ARCC ³⁾ , chair CC ⁴⁾	290,000	8,000	32,246	330,246	29,976
Patricia Heidtman	Vice chair, chair NC ⁵⁾ , CC ⁶⁾	143,333	8,000	20,797	172,130	29,976
Petra Maria Ehmann	ARCC	130,000	8,000	18,862	156,862	29,976
Marcel Keller	Chair CC ⁷⁾ , repr. of registered A shares	136,667	8,000	19,829	164,496	29,976
Martin Kühn	Chair ARCC	140,000	8,000	20,320	168,320	29,976
Prof. Dr. Ina Toegel	NC, CC	140,000	8,000	20,320	168,320	29,976
Dr. Thomas Schmuckli ⁸⁾	Chair, chair NC	120,000	2,667	17,481	140,148	29,976
2025		1,100,000	50,667	149,855	1,300,522	209,832

1) Elected as chair of the board of directors in April 2025, before member of the board of directors

2) Member of the nomination committee (NC) since April 2025

3) Audit, risk & compliance committee (ARCC)

4) Chair of the compensation committee (CC) until April 2025

5) Chair of the NC since April 2025, before member of the NC

6) Member of the CC since April 2025

7) Chair of the CC since April 2025, before member of the CC

8) Resignation from board of directors in April 2025

9) Each member of the board of directors receives CHF 30,000 worth of the total compensation in the form of registered A shares of Bossard Holding AG. The allocation price corresponds to the market value, in each case after deduction of the tax-permissible reduction of around 16 percent for the three-year blocking period. For the shares subscribed in 2025, the allotment price was CHF 175.30. The draw of the shares took place one day after the annual general meeting of shareholders 2025.

Compensation paid to members of the board of directors for the financial year 2024

in CHF, gross		Fixed	Expense allowance	Social costs	Total compensation	Thereof in shares ⁶⁾
Dr. Thomas Schmuckli	Chair, Chair NC ¹⁾	360,000	8,000	54,649	422,649	29,862
Patricia Heidtman	Vice chair, NC	130,000	8,000	19,850	157,850	29,862
David Dean	Chair CC ²⁾ , ARCC ³⁾ , Repr. of registered A shares ⁴⁾	150,000	8,000	20,162	178,162	29,862
Petra Maria Ehmann	ARCC	130,000	8,000	19,850	157,850	29,862
Marcel Keller	Repr. of registered A shares ⁵⁾ , CC	130,000	8,000	19,850	157,850	29,862
Martin Kühn	Chair ARCC	140,000	8,000	21,378	169,378	29,862
Prof. Dr. Ina Toegel	NC, CC	140,000	8,000	21,348	169,348	29,862
2024		1,180,000	56,000	177,087	1,413,087	209,034

1) Nomination committee (NC)

2) Compensation committee (CC)

3) Audit, risk & compliance committee (ARCC)

4) Repr. of registered A shares until April 2024

5) Repr. of registered A shares since April 2024

6) Each member of the board of directors receives CHF 30,000 worth of the total compensation in the form of registered A shares of Bossard Holding AG. The allocation price corresponds to the market value, in each case after deduction of the tax-permissible reduction of around 16 percent for the three-year blocking period. For the shares subscribed in 2024, the allotment price was CHF 177.75. The draw of the shares took place one day after the annual general meeting of shareholders 2024.

In 2025, the annual general meeting of shareholders approved a maximum compensation amount for the board of directors of CHF 1,500,000 for the period from the annual general meeting of shareholders 2025 until the next annual general meeting of shareholders 2026. As this compensation period has not yet ended, the final amount will be disclosed in the compensation report for financial year 2026.

In 2024, the annual general meeting of shareholders approved a maximum compensation amount for the board of directors of CHF 1,800,000 for the period from the annual general meeting of shareholders 2024 until the next annual general meeting of shareholders 2025. The compensation of the board of directors for this term of office amounted to CHF 1,402,361 and remains therefore within the approved compensation payable to the board of directors.

Payments to former members of the board of directors

In 2025, no compensation was paid to former members of the board of directors.

In 2024, Prof. Dr. Stefan Michel was mandated by the company to lead a multi-day workshop during the Board Retreat with the board of directors and certain members of the top management of the Bossard Group on the topic of artificial intelligence. Prof. Dr. Stefan Michel received a fee in the amount of CHF 21,000.

Payments to related parties of members of the board of directors

In 2025, as well as in 2024, no compensation was paid to related parties of present or former members of the board of directors.

Loans and credits to present or former members of the board of directors or to related parties

As of December 31, 2025 as well as of December 31, 2024 no such loans or credits existed to present or former members of the board of directors, or to related parties of present or former members of the board of directors.

External mandates of the board of directors

In the financial year, the members of the board of directors held the following functions in other companies with an economic purpose:

Name of member	Business name/name	Function performed
David Dean	Brugg Group AG, Brugg, including formal internal mandates within the group	Member of the board of directors
	Burckhardt Compression Holding AG ¹⁾ , Winterthur, including formal internal mandates within the group	Member of the board of directors
	Komax Holding AG ¹⁾ , Dierikon (until April 2026)	Member of the board of directors
	Metall Zug AG ¹⁾ , Zug	Member of the board of directors
Patricia Heidtman	SIKA AG ¹⁾ , Baar	Chief Innovation and Sustainability Officer
Petra Maria Ehmann	Ringier AG, Zofingen	Chief Innovation and AI Officer
	DKV Mobility Group SE, Ratingen (DE)	Member of the board of directors
	Swiss Science Center Technorama, Winterthur	Member of the foundation board
Marcel Keller	-	-
Martin Kühn	KIBAG Holding AG, Bäch	Chief Financial Officer
	KIBAG Personalstiftung, Zurich	Member of the foundation board
	Pensionskasse der KIBAG, Bäch	Member of the foundation board
	Windlin AG, Zurich	Chair of the board of directors
	Bürgergemeinde Zug, Zug	Member of the audit commission
	Donatorenverein FDP Kanton Zug, Zug	Chair
	Kannewischer Ingenieurbüro AG, Cham, including formal internal mandates within the group	Member of the board of directors
	Zuger Kantonalbank AG, Zug	Member of the bank council and member of the audit and risk committee (PRA)
Prof. Dr. Ina Toegel	IMD, Lausanne	Professor

1) Listed company

5.2. Compensation paid to members of the executive committee for the financial years 2025 and 2024

Compensation paid to members of the executive committee 2025

in CHF	Executive committee total	Dr. Daniel Bossard, CEO ⁶⁾
Fixed compensation	2,811,897	542,115
Variable compensation – short-term incentive (STI) ¹⁾	1,239,048	201,391
Variable compensation – long-term incentive (LTI) – Allocation amount PSU (Performance Period 2025-2027) ²⁾	380,000	100,000
Other benefits ³⁾	99,457	18,885
Social and pension costs	792,083	212,997
Total	5,322,485	1,075,388
Thereof in shares ⁴⁾	172,671	87,650
Number of members of the executive committee ⁵⁾	7	

- 1) The disclosed short-term component of the variable compensation is accrued for the reporting year. This may differ from the actual payment made in the following year. Any deviations between accruals and actual payments are recognized in the following reporting year for which the compensation was paid.
- 2) Fixed amount in CHF: Divided by the share price as of the allocation date (average closing price of the last 60 days of the previous year) and rounded up to the next whole number of shares. The share price applied in 2025 was CHF 198.75.
- 3) Private share in company vehicle, child allowances, anniversary bonus
- 4) Members of the executive committee may draw up to 20 percent of their total compensation in registered A shares of Bossard Holding AG of the prior year (according to article 38 of the articles of association). The purchase price corresponds to the market value, in each case after deduction of the permissible tax reduction of around 16 percent for the three-year blocking period. The draw always takes place one day after the annual general meeting of shareholders. The purchase price for the shares purchased in 2024 was CHF 175.30.
- 5) This total compensation includes the compensation of the previous VP of People & Organization and the previous CEO Central Europe until the end of the year in accordance with the provisions of the employment contracts.
- 6) Member of the executive committee with the highest compensation in 2025.

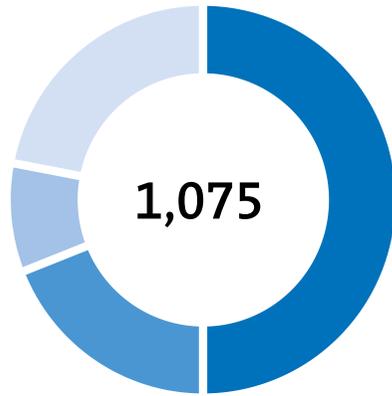
Compensation paid to members of the executive committee 2024

in CHF	Executive committee total	Dr. Daniel Bossard, CEO ⁵⁾
Fixed compensation	2,775,268	518,808
Variable compensation – short-term incentive (STI) ¹⁾	1,177,290	203,268
Variable compensation – long-term incentive (LTI) – Allocation amount PSU (Performance Period 2024-2026) ²⁾	380,000	100,000
Other benefits ³⁾	99,226	18,000
Social and pension costs	888,671	222,776
Total	5,320,455	1,062,852
Thereof in shares ⁴⁾	711,000	168,863
Number of members of the executive committee	7	

- 1) The disclosed short-term component of the variable compensation is accrued for the reporting year. This may differ from the actual payment made in the following year. Any deviations between accruals and actual payments are recognized in the following reporting year for which the compensation was paid.
- 2) Fixed amount in CHF: Divided by the share price as of the allocation date (average closing price of the last 60 days of the previous year) and rounded up to the next whole number of shares. The share price applied in 2024 was CHF 203.80.
- 3) Private share in company vehicle, child allowances, anniversary bonus
- 4) Members of the executive committee may draw up to 20 percent of their total compensation in registered A shares of Bossard Holding AG of the prior year (according to article 38 of the articles of association). The purchase price corresponds to the market value, in each case after deduction of the permissible tax reduction of around 16 percent for the three-year blocking period. The draw always takes place one day after the annual general meeting of shareholders. The purchase price for the shares purchased in 2024 was CHF 177.75.
- 5) Member of the executive committee with the highest compensation in 2024.

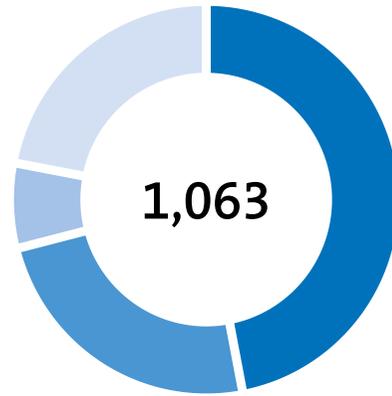
Compensation of the CEO for 2025

in CHF 1,000



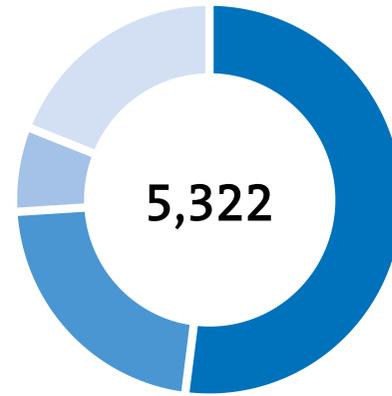
Compensation of the CEO for 2024

in CHF 1,000



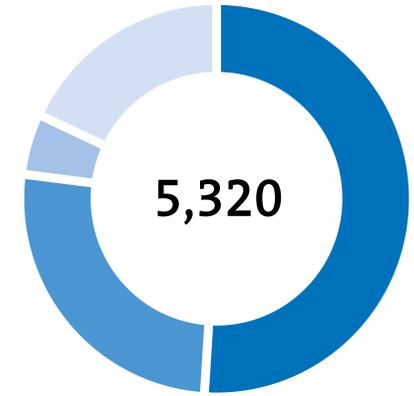
Compensation of the executive committee for 2025

in CHF 1,000



Compensation of the executive committee for 2024

in CHF 1,000



■ Fixed compensation
 ■ Variable compensation – short-term incentive (STI)
 ■ Variable compensation – long-term incentive (LTI)
 ■ Social costs and other benefits

The higher achievement rate of financial targets compared to the previous year is reflected in a 5.2 percent increase in the short-term variable compensation (STI). The target achievement rate was 81 percent for the CEO and between 80 percent and 98 percent for the other members of the executive committee. However, the total compensation of the executive committee remained stable compared to the previous year.

In 2025, the variable compensation, short-term incentive, amounted to 37 percent of the fixed compensation for the

CEO Dr. Daniel Bossard (2024: 39 percent) and between 22 percent and 51 percent for the other executive committee members (2024: between 22 percent and 45 percent).

In order to maintain an appropriate level of compensation and not provide any incentives to take excessive risks or to focus on short-term decisions at the expense of the Group's sustainable success, the variable remuneration (short-term and long-term oriented components) is limited to 150 percent of the annual fixed compensation.

In 2024, the annual general meeting of shareholders approved a maximum compensation amount for the executive committee of CHF 7,000,000 for the period from January 1, 2025 to December 31, 2025. The total compensation 2025 of the executive committee of CHF 5,322,485 is within the approved total compensation.

In 2025, the annual general meeting of shareholders approved a maximum compensation amount for the executive committee of CHF 7,000,000 for the period from January 1, 2026 to December 31, 2026.

Realized compensation related to performance share units

The annually allocated performance share units (PSUs) are paid out to the members of the executive committee in the form of registered A shares of Bossard Holding AG after the completion of a three-year vesting period. The first payout will occur in 2027 for the performance period 2024–2026. Consequently, no PSUs were converted into registered A shares of Bossard Holding AG in 2025. Following the first payout in 2027, the compensation report will contain further information on the relevant calculation, performance and weighting relating to the payout.

Compensation paid to former members of the executive committee

In the years 2025 and 2024, no compensation was paid to former members of the executive committee.

Compensation paid to related parties of members of the executive committee

In 2025, as well as in 2024, no compensation was paid to related parties of present or former members of the executive committee.

Loans and credits to present or former members of the executive committee or to related parties

As of December 31, 2025, as well as of December 31, 2024, no such loans or credits existed to present or former members of the executive committee, or to related parties of present or former members of the executive committee.

External mandates of the executive committee

In the financial year, the members of the executive committee held the following functions in other companies with an economic purpose:

Name of member	Business name/name	Function performed
Dr. Daniel Bossard	Bossard Kaderstiftung, Zug	Member of the foundation board
	Ecoparts AG, Hinwil	Member of the board of directors
	BURU Holding AG, Cham	Member of the board of directors
	Schweiter Technologies AG ¹⁾ , Steinhausen	Member of the board of directors
	Central Switzerland Regional Economic Advisory Board of the Swiss National Bank, Lucerne	Member of the advisory board
	Swiss American Chamber of Commerce, Zurich	Member of the chapter board
Stephan Zehnder	Bossard Kaderstiftung, Zug	Chair of the foundation board
	Bossard Personalstiftung, Zug	Chair of the foundation board
	FZ Immobilien AG, Wald (ZH)	Member of the board of directors
Susan Salzbrenner	-	-
Rolf Ritter	-	-
Dr. Frank Hilgers	MultiMaterial-Welding AG, Biel/Bienne	Member of the board of directors
	INYO Mobility GmbH, Grafing (DE)	Member of the advisory board
David Jones	-	-
Robert Ang	-	-

1) Listed company

6. Participations of members of the board of directors and the executive committee as of December 31, 2025 and 2024

As of December 31, the individual members of the board of directors and the executive committee (including persons closely associated with them) held the following numbers of registered A shares of Bossard Holding AG:

Board of directors		2025	Thereof blocked ¹¹⁾	2024	Thereof blocked ¹¹⁾
David Dean	Chair ¹⁾ , NC ²⁾ , ARCC ³⁾ , Chair CC ⁴⁾ , Repr. of registered A shares ⁵⁾	1,766	481	1,595	445
Patricia Heidtman	Vice chair, chair NC ⁶⁾ , CC ⁷⁾	1,266	481	1,095	445
Petra Maria Ehmann	ARCC	616	481	445	445
Marcel Keller	Chair CC ⁸⁾ , Repr. of registered A shares ⁹⁾	616	481	445	445
Martin Kühn	Chair ARCC	2,078	481	1,907	445
Prof. Dr. Ina Toegel	NC, CC	339	339	168	168
Dr. Thomas Schmuckli ¹⁰⁾	Chair, chair NC	-	-	3,796	445
Total		6,681	2,744	9,451	2,838

1) Elected as chair of the board of directors in April 2025, before member of the board of directors

2) Member of the nomination committee (NC) since April 2025

3) Audit, risk & compliance committee (ARCC)

4) Chair of the compensation committee (CC) until April 2025

5) Repr. of registered A shares until April 2024

6) Chair of the NC since April 2025, before member of the NC

7) Member of the CC since April 2025

8) Chair of the CC since April 2025, before member of the CC

9) Repr. of registered A shares since April 2024

10) Resignation from board of directors in April 2025

11) These shares are subject to a blocking period of three years starting from the grant date.

Executive committee		2025	Thereof blocked ⁵⁾	2024	Thereof blocked ⁵⁾
Dr. Daniel Bossard ¹⁾	CEO	9,650	1,450	8,899	1,450
Stephan Zehnder	CFO	11,616	750	11,485	750
Susan Salzbrenner ²⁾	VP of People & Organization	- ⁴⁾	-	-	-
Rolf Ritter ³⁾	CEO Central Europe	- ⁴⁾	-	672	400
Dr. Frank Hilgers	CEO Northern and Eastern Europe	4,153	1,035	3,737	750
David Jones	CEO America	1,348	1,000	1,100	1,100
Robert Ang	CEO Asia	10,883	750	11,929	750
Total		37,650	4,985	37,822	5,200

1) Additionally, shareholder of Kolin Holding AG, which holds with the Kolin Group 56.4 percent of the votes of Bossard Holding AG (2024: 56.3 percent).

2) Left the executive committee mid September 2025

3) Left the executive committee mid December 2025

4) No member of the executive committee as per December 31, 2025

5) These shares are subject to a blocking period of three years starting from the grant date.

As of December 31, the individual members of the executive committee held the following numbers of awarded performance share units (PSUs):

Executive committee		2025	2024
Dr. Daniel Bossard	CEO	993	490
Stephan Zehnder	CFO	496	245
Susan Salzbrenner ¹⁾	VP of People & Organization	- ³⁾	147
Rolf Ritter ²⁾	CEO Central Europe	- ³⁾	245
Dr. Frank Hilgers	CEO Northern and Eastern Europe	496	245
David Jones	CEO America	496	245
Robert Ang	CEO Asia	496	245
Total		2,977	1,862

1) Left the executive committee mid September 2025
 2) Left the executive committee mid December 2025
 3) No member of the executive committee as per December 31, 2025

As of December 31, the individual members of the executive committee held the following numbers of awarded restricted stock units (RSUs):

Executive committee		2025	2024
Dr. Daniel Bossard	CEO	1,008	1,259
Stephan Zehnder	CFO	553	684
Susan Salzbrenner ¹⁾	VP of People & Organization	- ³⁾	220
Rolf Ritter ²⁾	CEO Central Europe	- ³⁾	412
Dr. Frank Hilgers	CEO Northern and Eastern Europe	586	717
David Jones	CEO America	567	615
Robert Ang	CEO Asia	538	669
Total		3,252	4,576

1) Left the executive committee mid September 2025
 2) Left the executive committee mid December 2025
 3) No member of the executive committee as per December 31, 2025

Guideline of shareholding

The following guidelines on shareholdings, approved by the board of directors, apply:

- The chair of the board of directors shall hold 150 percent of the equivalent value of the base fee in registered A shares of Bossard Holding AG.
- The members of the board of directors shall hold 100 percent of the equivalent value of the base fees in registered A shares of Bossard Holding AG.
- The CEO shall hold 150 percent of the equivalent value of the fixed compensation in registered A shares of Bossard Holding AG.
- The members of the executive committee shall hold 100 percent of the equivalent value of the fixed compensation in registered A shares of Bossard Holding AG.
- Newly elected members shall build up the required shareholding within five years upon their election. Should the share price fall or rise significantly, the board of directors may, at its own discretion, adjust this period accordingly.

When determining the minimum shareholdings, all shares are considered, regardless of whether they are restricted or not as well as awarded RSUs. PSUs are not included, as the vesting rate of PSUs can be 0 percent. The compensation committee annually assesses the alignment of the shareholdings with the guideline of shareholding.

According to the review of the compensation committee (last review in January 2026), all members of the board of directors and the executive committee comply with the guideline of shareholding; this also includes the transition period of the newly elected or appointed members.



Report of the statutory auditor to the General Meeting of Bossard Holding AG, Zug

Opinion

We have audited the compensation report of Bossard Holding AG (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) in the notes 5 and 6 on pages 132 to 139 of the compensation report.

In our opinion, the information pursuant to article 734a-734f CO in the compensation report (pages 132 to 139) complies with Swiss law and the Company's articles of incorporation.

Basis for opinion

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

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

Other information

The Board of Directors is responsible for the other information. The other information comprises the information included in the annual report, but does not include the notes 5 and 6 in the compensation report, the consolidated financial statements, the financial statements and our auditor's reports thereon.

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

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

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

Board of Directors' responsibilities for the compensation report

The Board of Directors is responsible for the preparation of a compensation report in accordance with the provisions of Swiss law and the Company's articles of incorporation, and for such internal control as the Board of Directors determines is necessary to enable the preparation of a compensation report that is free from material misstatement, whether due to fraud or error. It is also charged with structuring the remuneration principles and specifying the individual remuneration components.

Auditor's responsibilities for the audit of the compensation report

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

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

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

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

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

PricewaterhouseCoopers AG

Thomas Wallmer
Licensed audit expert
Auditor in charge

Simon Hux
Licensed audit expert

Zürich, 4 March 2026

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AT A GLANCE

Most important figures

Net sales

in CHF

1,069 million

EBIT

in CHF

107 million

EBIT margin

10.0 %

Net income

in CHF

75 million

FINANCIAL REVIEW 2025

Solid profitability in a challenging environment

The financial year 2025 was once again characterized by a challenging market environment. Sales increased by 8.6 percent compared to prior year to CHF 1,068.9 million (prior year: CHF 984.1 million). In local currency, growth amounted to 12.2 percent. Adjusted for acquisitions, sales increased organically by 2.0 percent. The adjusted EBIT, excluding purchase price allocation effects (PPA effects) on inventories and intangible assets, amounted to CHF 112.0 million (prior year: CHF 101.0 million). This corresponds to an adjusted EBIT margin of 10.5 percent (prior year: 10.3 percent). Including the PPA effects, the EBIT was CHF 106.6 million. The Group recorded a net income of CHF 74.6 million, representing a slight decrease compared to the prior year's result of CHF 75.3 million.

The past financial year was characterized by a challenging market environment, particularly impacted by geopolitical uncertainties and the tariff situation. These factors led to increased planning uncertainty for many market participants. In addition, the significant appreciation of the Swiss franc against most currencies had a negative impact on the Group's results. Despite these challenging conditions, Bossard consistently continued the implementation of its Strategy 200. The focus was on strengthening the Group's market position in key industries, expanding regional presence, and the rollout of the new IT platform.

Europe: growth through targeted strengthening of market position

In Europe, the Group achieved a sales increase of 14.4 percent to CHF 646.9 million (in local currency: +15.7 percent). The economic environment continued to be marked by uncertainties. However, gradual stabilization became apparent in the second half of the year. In this volatile market environment, the industrial sectors of railway, aerospace, as well as electronics and energy recorded encouraging growth rates. The German Ferdinand Gross Group, consolidated since the beginning of the year, made a significant contribution to the growth of the Bossard Group. Adjusted for acquisitions, sales for the full year declined by 1.6 percent in local currency.

America: stable growth in a volatile environment

In America, sales declined by 3.0 percent to CHF 228.6 million in the financial year 2025, while growth in local currency was 3.3 percent. Increased stabilization was also noticeable in this region over the course of the second half of the year. However, particularly in the fields of electromobility and agriculture, demand remained subdued. The industrial sectors of electronics, railway and medical technology made a positive contribution to sales. In addition, the pass-through of import tariffs supported sales development. Conversely, the appreciation of the Swiss franc against the US dollar had a negative impact on sales development.

Asia: robust demand development

In Asia, sales increased by 5.6 percent to CHF 193.4 million (local currency: +12.1 percent). Growth was driven by the industrial sectors of mechanical engineering, railway and energy. At a regional level, the gradual demand recovery in China continued. In India, Bossard benefited from the "Make in India" initiative and in Malaysia from nearshoring trends that had a particularly positive impact in the semiconductor and electronics industries. In addition, further attractive opportunities were identified in this region – among others in the sectors of automation and robotics – and new local customers were acquired. However, the appreciation of the Swiss franc against Asian currencies also resulted in negative currency effects in this region.

Solid profitability despite challenging markets

In 2025, the market environment continued to be influenced by increased volatility. Despite the increased intensity of competition, the adjusted gross profit margin, excluding PPA effects on inventories, amounted to 32.8 percent and was therefore only slightly below prior year's level of 33.0 percent. The gross profit margin including PPA effects on inventories was 32.3 percent.

In line with the Group's growth, selling and administrative expenses increased by 6.4 percent from CHF 227.0 million to CHF 241.4 million. At the same time, the number of full-time equivalents increased from 2,924 to 3,156 due to the acquisition of Ferdinand Gross.

Adjusted for this acquisition, the number of full-time equivalents amounted to 2,921. The higher costs resulted mainly from the acquisitions and higher wage costs compared to the prior year. Additionally, investments under our Strategy 200 were consistently continued, with a special focus on digitalization and efficiency gains. These strategic initiatives sustainably strengthen the competitiveness of the Bossard Group in the long term.

Despite the challenging market environment, the lower gross profit margin caused by the PPA effect and higher costs, had an impact on profitability. Adjusted EBIT, excluding PPA effects on inventories and intangible assets, amounted to CHF 112.0 million in the financial year 2025 (prior year: CHF 101.0 million) with an adjusted EBIT margin of 10.5 percent. Including these PPA effects, EBIT amounted to CHF 106.6 million corresponding to an EBIT margin of 10.0 percent. Net income amounted to CHF 74.6 million (prior year: CHF 75.3 million).

The financial result amounted to CHF -9.2 million compared to CHF -5.5 million in the prior year. While interest expenses declined, the strong Swiss franc resulted in a negative result contribution from foreign currency valuation. In the prior year, this effect was positive. Tax expenses increased from CHF 20.5 million to CHF 22.3 million. The effective tax rate was 23.0 percent compared to the prior year's 21.4 percent. This increase was mainly due to the regional profit mix.

Net income slightly declined by 0.8 percent to CHF 74.6 million (prior year: CHF 75.3 million). At the annual general meeting of shareholders, the board of directors will propose a dividend of CHF 3.90 per registered A share, unchanged from the prior year and in line with the Group's dividend policy of a 40 percent payout of net income.

Solid financial foundation

Compared to prior year, total assets increased by 6.9 percent to CHF 902.0 million which is mainly attributable to the acquisition of Ferdinand Gross made in the reporting year.

Net debt increased to CHF 311.3 million (by the end of 2024: CHF 245.1 million), largely due to the acquisition of the Ferdinand Gross Group at the beginning of the year. The gearing – the ratio of net debt to equity – increased to 0.8 compared to prior year's 0.6. Net debt in relation to EBITDA was 2.3 (prior year: 1.9). At the end of 2025, the equity ratio amounted to 43.2 percent (prior year: 46.5 percent) and continues to underline the Group's solid financing structure.

Cash flow from operating activities before changes in net working capital slightly increased from CHF 99.9 million to CHF 102.9 million. Cash flow from operating activities amounted to CHF 84.4 million after CHF 126.8 million in the prior year. This is primarily caused by the increase in operating net working capital. The cash flow from investment activities totaled CHF 93.2 million compared to

CHF 95.6 million in the prior year. Overall, the financial year 2025 resulted in a negative free cash flow of CHF 8.7 million, after the prior year's positive free cash flow of CHF 31.2 million. Without the impact of acquisitions, free cash flow amounted to CHF 49.7 million (prior year: CHF 93.2 million).

Outlook

In 2026, we will continue to face persistent economic uncertainties as well as geopolitical tensions. With this in mind, we will remain particularly focused on maintaining a solid balance sheet structure, sustainable and stable profitability, and the consistent implementation of our Strategy 200. Our focus is on increasing efficiency, fostering innovation, and targeted strengthening of our competitive position to ensure long-term growth and stability.

Stephan Zehnder
CFO

Zug, March 5, 2026

BOSSARD GROUP

Consolidated balance sheet

in CHF 1,000	Notes	31.12.2025	31.12.2024
Assets			
Cash and cash equivalents	1	53,050	59,328
Receivables from goods and services	2	184,268	171,585
Other short-term receivables		4,114	4,988
Inventories	3	371,124	354,177
Prepaid expenses and accrued income		17,906	15,827
Total current assets		630,462	605,905
Tangible fixed assets	4	164,520	146,449
Financial assets	5	9,666	8,775
Deferred tax assets	6	25,339	20,883
Intangible assets	7	71,990	61,946
Total non-current assets		271,515	238,053
Total assets		901,977	843,958

in CHF 1,000	Notes	31.12.2025	31.12.2024
Liabilities and equity			
Short-term financial liabilities	8	67,401	99,352
Payables from goods and services		56,094	55,954
Other short-term liabilities		12,315	12,203
Tax liabilities		9,060	8,913
Short-term provisions	9	2,125	3,046
Accrued expenses and deferred income		45,746	44,942
Total current liabilities		192,741	224,410
Long-term financial liabilities	10	296,942	205,093
Long-term provisions	9	8,860	9,156
Deferred tax liabilities	6	13,409	12,962
Total non-current liabilities		319,211	227,211
Total liabilities		511,952	451,621
Share capital	11	40,000	40,000
Capital reserves		75,021	74,518
Treasury shares	11	-1,596	-1,563
Retained earnings		265,873	269,306
Total shareholders' equity excl. minority interests		379,298	382,261
Minority interests		10,727	10,076
Total equity		390,025	392,337
Total liabilities and equity		901,977	843,958

BOSSARD GROUP

Consolidated income statement

in CHF 1,000	Notes	2025	2024
Net sales	12/13	1,068,946	984,131
Cost of goods and services sold		-723,234	-659,775
Gross profit		345,712	324,356
Administrative expenses		-98,422	-87,903
Selling expenses		-143,020	-139,070
Other operating income		2,337	2,740
EBIT		106,607	100,123
Result from associated companies		-456	1,182
Financial result	16	-9,173	-5,547
Income before taxes		96,978	95,758
Income taxes	6	-22,330	-20,486
Net income		74,648	75,272
Attributable to:			
Shareholders of Bossard Holding AG		71,891	72,361
Minority interest		2,757	2,911
in CHF	Notes	2025	2024
Earnings per registered A share ¹⁾	17	9.33	9.39
Earnings per registered B share ¹⁾	17	1.87	1.88

1) Earnings per share is based on the net income of the shareholders of Bossard Holding AG and the annual average number of outstanding shares entitled to dividends. There is no dilution effect.

BOSSARD GROUP

Consolidated statement of changes in equity

in CHF 1,000	Share capital	Capital reserves	Treasury shares	Retained earnings			Total equity excl. minority interest	Minority interest	Total equity
				Goodwill	Translation differences	Other retained earnings			
Balance at January 1, 2024	40,000	74,459	-2,911	-406,117	-163,662	823,743	365,512	7,174	372,686
Dividend						-30,806	-30,806	-294	-31,100
Net income for the period						72,361	72,361	2,911	75,272
Management participation plan		1,163					1,163	0	1,163
Change in treasury shares		-1,104	1,348				244	0	244
Offset goodwill from acquisitions				-39,753			-39,753	0	-39,753
Minority interests from acquisitions				-3,149			-3,149	61	-3,088
Translation differences					16,689		16,689	224	16,913
Balance at December 31, 2024	40,000	74,518	-1,563	-449,019	-146,973	865,298	382,261	10,076	392,337
Balance at January 1, 2025	40,000	74,518	-1,563	-449,019	-146,973	865,298	382,261	10,076	392,337
Dividend						-30,062	-30,062	-269	-30,331
Net income for the period						71,891	71,891	2,757	74,648
Management participation plan		1,282					1,282	0	1,282
Change in treasury shares		-779	-33				-812	0	-812
Offset goodwill from acquisitions				-16,498			-16,498	0	-16,498
Translation differences					-28,764		-28,764	-1,837	-30,601
Balance at December 31, 2025	40,000	75,021	-1,596	-465,517	-175,737	907,127	379,298	10,727	390,025

For details regarding share capital, please refer to note 11 on page 156 and regarding the goodwill offset from acquisitions to note 19 on page 161.

BOSSARD GROUP

Consolidated cash flow statement

in CHF 1,000	Notes	2025	2024
Net income		74,648	75,272
Depreciation and amortization	4/7	28,006	26,257
Loss/(profit) from disposal of non-current assets	4/7	284	-370
Profit from disposal of associated companies	18	0	-1,199
Result from associated companies		456	17
Increase/(decrease) provisions	9	-1,700	172
Income taxes	6	22,330	20,486
Taxes paid		-22,455	-22,315
Financial result	16	9,173	5,547
Financial income received		930	1,321
Financial expenses paid		-7,356	-9,393
Increase of management participation plan (part of equity)		1,282	1,163
Other expense/(income) that do not affect the fund		-2,702	2,893
Cash flow from operating activities before changes in net working capital		102,896	99,851
Decrease/(increase) receivables from goods and services		-16,140	-411
Decrease/(increase) other short-term receivables, prepaid expenses and accrued income		-1,114	55
Decrease/(increase) inventories		-6,631	32,517
Increase/(decrease) payables from goods and services		2,925	-1,491
Increase/(decrease) other short-term liabilities, accrued expenses and deferred income		2,510	-3,709
Cash flow from operating activities		84,446	126,812

in CHF 1,000	Notes	2025	2024
Payments for investments in tangible fixed assets	4	-18,051	-18,668
Proceeds from divestments of tangible fixed assets	4	1,975	1,585
Payments for investments in financial assets	5	-1,256	-752
Proceeds from divestments of financial assets	5	115	450
Payments for investments in intangible assets	7	-17,557	-17,122
Net cash flow for the acquisition of subsidiaries	18	-58,420	-61,975
Payments for purchases of associated companies	18	0	-415
Proceeds from disposals of associated companies	18	0	1,306
Cash flow from investing activities		-93,194	-95,591
Dividends paid to shareholders		-30,062	-30,806
Dividends paid to minority interest		-269	-294
Sale/(Purchase) of treasury shares		-34	1,348
Proceeds from bond-issuance	10	0	199,402
Proceeds /(repayment) short-term financial liabilities	8	-44,339	8,752
Proceeds /(repayment) long-term financial liabilities	10	79,439	-203,957
Cash flow from financing activities		4,735	-25,555
Net change in cash and cash equivalents		-6,278	7,084
Cash and cash equivalents at January 1		59,328	52,244
Translation differences		-2,265	1,418
Cash and cash equivalents at December 31	1	53,050	59,328

The notes on pages 150 to 173 are an integral part of the consolidated financial statements.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

General information

Bossard Holding AG, Zug, Switzerland, a limited company subject to Swiss law, is the parent company of all entities within the Bossard Group (hereinafter Bossard or Group). Bossard is a leading distributor of fasteners of every kind and a provider of related engineering and logistics services. The Group operates in three geographic regions, Europe, America and Asia, and is one of the market leaders in its sector of industry.

Accounting principles of the consolidated financial statements

The consolidated financial statements of the Group are based on the financial statements of the individual group companies as of December 31, 2025, prepared in accordance with uniform accounting policies. The consolidated financial statements have been prepared under the historical cost convention, except for the revaluation of certain financial assets and liabilities at market value, in accordance with full Swiss GAAP FER. They comply with Swiss law and the listing rules of the SIX Swiss Exchange.

The consolidated financial statements were approved by the board of directors on March 4, 2026 and will be recommended for approval at the annual general meeting of shareholders.

Accounting estimates and assumptions

Preparing the financial statements in accordance with Swiss GAAP FER requires the board of directors and the executive committee to make estimates and assumptions that affect the recognized assets, liabilities, contingent liabilities and contingent assets, at the time of preparation, in addition to income and expenses for the reporting period. These estimates are based on the board of directors' and the executive committee's best knowledge and judgement of current and future activities of the Group. Actual results may differ from these estimates.

The main principles of consolidation and valuation are presented at the end of the notes to the consolidated financial statements.

Adjustment of the comparative period

Due to immateriality, there has been no separation of other operating income from net sales and administrative expenses in the past. As part of the ongoing ERP conversion, internal processes have been revised to separate other operating income from net sales resulting from usual business activities and to report them separately in the future. In accordance with Swiss GAAP FER Framework 30, this led to an adjustment of the prior year's figures with the following reclassifications within the consolidated income statement 2024:

in CHF 1,000	Amounts before correction	Amounts after correction	Difference
Net sales	986,431	984,131	-2,300
Administrative expenses	-87,463	-87,903	-440
Other operating income	0	2,740	2,740

Apart from the adjustments in the table listed above, there were no other effects on the consolidated balance sheet, consolidated income statement and consolidated equity.

1. Cash and cash equivalents

in CHF 1,000	2025	Interest rates in %	2024	Interest rates in %
Cash on hand and at banks	51,358	0.0–7.9	59,155	0.0–7.5
Short-term bank deposits	1,692	2.4–6.3	173	3.0–7.1
Total	53,050		59,328	

For details of movements in cash and cash equivalents please refer to the consolidated cash flow statement (page 149).

2. Receivables from goods and services

in CHF 1,000	2025	2024
Receivables from goods and services gross	187,987	178,289
Notes receivable	3,663	2,043
Allowance for bad debts	-7,382	-8,747
Total	184,268	171,585

3. Inventories

in CHF 1,000	2025	2024
Raw material	1,219	1,567
Goods for trading/components	425,834	405,165
Inventory work in progress	1,381	931
Value adjustments	-57,310	-53,486
Total	371,124	354,177
Value adjustments in % of inventory value	13.4	13.1

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4. Tangible fixed assets

in CHF 1,000	Construction in progress	Land and buildings	Machinery and equipment	Others	Total
Cost					
Balance at Jan. 1, 2025	1,261	165,853	153,455	10,707	331,276
Additions	530	3,194	12,497	1,830	18,051
Change in scope of consolidation	22	26,149	1,317	226	27,714
Disposals	-33	-407	-8,318	-1,087	-9,845
Reclass	-559	298	305	-44	0
Translation differences	-16	-5,162	-6,617	-263	-12,058
Balance at Dec. 31, 2025	1,205	189,925	152,639	11,369	355,138
Accumulated depreciation					
Balance at Jan. 1, 2025	0	71,737	107,374	5,716	184,827
Depreciation	-	4,665	12,151	1,924	18,740
Disposals	-	-245	-6,592	-873	-7,710
Translation differences	-	-1,425	-3,708	-106	-5,239
Balance at Dec. 31, 2025	0	74,732	109,225	6,661	190,618
Net book value	1,205	115,193	43,414	4,708	164,520

in CHF 1,000	Construction in progress	Land and buildings	Machinery and equipment	Others	Total
Cost					
Balance at Jan. 1, 2024	2,106	158,364	142,305	9,867	312,642
Additions	971	3,744	11,712	2,241	18,668
Change in scope of consolidation	-	249	2,753	33	3,035
Disposals	-8	-602	-6,078	-1,544	-8,232
Reclass	-1,828	1,601	227	-	0
Translation differences	20	2,497	2,536	110	5,163
Balance at Dec. 31, 2024	1,261	165,853	153,455	10,707	331,276
Accumulated depreciation					
Balance at Jan. 1, 2024	0	66,883	99,233	5,301	171,417
Depreciation	-	4,318	11,852	1,765	17,935
Disposals	-	-255	-5,364	-1,399	-7,018
Translation differences	-	791	1,653	49	2,493
Balance at Dec. 31, 2024	0	71,737	107,374	5,716	184,827
Net book value	1,261	94,116	46,081	4,991	146,449

5. Financial assets

in CHF 1,000	2025	Interest rates in %	2024	Interest rates in %
Loans and deposits to third parties	7,934	0.0-7.3	7,176	0.0-7.3
Investments in associated companies	318		430	
Other financial assets	1,414		1,169	
Total	9,666		8,775	

6. Income taxes

The tax expense is composed as follows:

in CHF 1,000	2025	2024
Current income taxes	24,336	21,975
Deferred income taxes	-2,006	-1,489
Total	22,330	20,486

The effective tax rate on the Group's profit differs from the average basic tax rate of the various countries in which Bossard operates as follows:

in CHF 1,000	2025	2024
Income before taxes	96,978	95,758
Weighted average tax rate in %	19.2	19.4
Tax expense at weighted average tax rate	18,624	18,540
Non tax deductible expenses	795	845
Non-taxable income	-227	-313
Unrecognized current year tax losses	1,905	588
Utilization unrecognized prior year tax losses	-342	-1,030
Change in applicable tax rate	0	282
Non-refundable withholding taxes	1,429	1,144
Others	146	430
Tax expense at effective tax rate	22,330	20,486
Effective tax rate in %	23.0	21.4

The Group's average tax rate is the weighted average based on the various individual results and the local tax rates.

The deferred income taxes consist of the following:

in CHF 1,000	Assets 2025	Liabilities 2025	Assets 2024	Liabilities 2024
Accounts receivable	1,197	325	1,294	239
Inventories	10,227	2,477	10,471	2,725
Tangible fixed assets	459	2,239	508	2,468
Intangible assets	5,626	3,923	3,087	3,398
Liabilities	7,830	4,445	5,523	4,132
Total deferred income taxes	25,339	13,409	20,883	12,962
Net	11,930		7,921	

The gross values of unused tax losses carried forward which have not been capitalized expire as follows:

Expiry of unused tax losses carried forward in CHF 1,000	Within 5 years	After 5 years	Total
2025	655	16,485	17,140
2024	928	11,750	12,678

This results in not capitalized deferred tax assets for unused tax losses carried forward of CHF 4.0 million (2024: CHF 2.6 million).

The Group falls within the scope of the OECD global minimum tax framework (Pillar Two) which was implemented in local legislation in numerous countries of operation as of January 1, 2024. Under this legislation, the Group is liable to pay a top-up tax for the difference between its GloBE effective tax rate per jurisdiction and the 15 percent minimum tax rate.

The Group is continuously assessing its exposure to the global minimum taxation legislation and monitors developments closely. Based on the current analysis, there are a limited number of jurisdictions where the GloBE effective tax rate is below 15 percent and the transitional safe harbor relief does not apply. In the concerned countries a Qualified Domestic Top-up Tax (QDMTT) applies from January 1, 2024. Therefore, the relevant business units accrued a corresponding tax provision for domestic top-up taxes in the financial year 2025. These amounts are not material. Furthermore, these financial statements have been prepared without recognition of any deferred tax assets and liabilities related to the OECD Pillar Two income taxes.

7. Intangible assets

in CHF 1,000	Software in development	Software	Others	Total
Cost				
Balance at Jan. 1, 2025	14,534	99,416	1,152	115,102
Additions	12,171	2,908	2,478	17,557
Change in scope of consolidation	-	664	1,322	1,986
Disposals	-	-1,810	-220	-2,030
Reclass	-14,637	14,637	-	0
Translation differences	-1	-165	-91	-257
Balance at Dec. 31, 2025	12,067	115,650	4,641	132,358
Accumulated amortization				
Balance at Jan. 1, 2025	0	52,868	288	53,156
Amortization	-	8,729	537	9,266
Disposals	-	-1,686	-220	-1,906
Translation differences	-	-140	-8	-148
Balance at Dec. 31, 2025	0	59,771	597	60,368
Net book value	12,067	55,879	4,044	71,990

in CHF 1,000	Software in development	Software	Others	Total
Cost				
Balance at Jan. 1, 2024	10,773	86,292	220	97,285
Additions	14,579	2,543	-	17,122
Change in scope of consolidation	-	218	946	1,164
Disposals	-	-534	-	-534
Reclass	-10,834	10,834	-	0
Translation differences	16	63	-14	65
Balance at Dec. 31, 2024	14,534	99,416	1,152	115,102
Accumulated amortization				
Balance at Jan. 1, 2024	0	45,177	150	45,327
Amortization	-	8,183	139	8,322
Disposals	-	-533	-	-533
Translation differences	-	41	-1	40
Balance at Dec. 31, 2024	0	52,868	288	53,156
Net book value	14,534	46,548	864	61,946

8. Short-term financial liabilities

in CHF 1,000	2025	Interest rates in %	2024	Interest rates in %
Bank overdrafts	1,592	0.0–4.0	1,014	0.0–4.4
Bank loans	39,374	1.6–12.4	38,638	0.9–6.6
Personnel savings accounts	23,835	1.25	22,700	1.25
Others	2,600	0.75	37,000	1.31–1.88
Total	67,401		99,352	

The personnel savings accounts correspond to savings of employees. The effective weighted average interest rate on all borrowings was 1.7 percent (2024: 2.5 percent).

9. Provisions

in CHF 1,000	Restructuring	Pension and other termination benefits	Others	Total
Balance at Jan. 1, 2025	926	4,728	6,548	12,202
Additions	-	523	1,294	1,817
Change in scope of consolidation	-	377	276	653
Usage	-872	-446	-1,562	-2,880
Reversals	-53	-25	-589	-667
Translation differences	-1	-77	-62	-140
Balance at Dec. 31, 2025	0	5,080	5,905	10,985
Thereof short-term	0	171	1,954	2,125

Pension and other termination benefits include liabilities for pension and granted legal benefits based on affiliation to the Group.

Other provisions include CHF 3.4 million (2024: CHF 4.3 million) for assumed obligations for rental and renovations related to the acquisition of KVT-Fastening. Of this amount, CHF 2.8 million (2024: CHF 3.5 million) is for an open rental obligation, which is due to the abandonment of the site and was discounted at a rate of 2.0 percent (2024: 1.9 percent).

in CHF 1,000	Restructuring	Pension and other termination benefits	Others	Total
Balance at Jan. 1, 2024	-	4,663	7,238	11,901
Additions	936	500	876	2,312
Change in scope of consolidation	-	18	8	26
Usage	-	-376	-1,398	-1,774
Reversals	-	-143	-223	-366
Translation differences	-10	66	47	103
Balance at Dec. 31, 2024	926	4,728	6,548	12,202
Thereof short-term	926	142	1,978	3,046

10. Long-term financial liabilities

in CHF 1,000	2025	Interest rates in %	2024	Interest rates in %
Bank loans	55,884	1.6–12.4	3,815	1.9–4.0
Bond	200,000	1.25	200,000	1.25
Others	41,058	0.35–12.00	1,278	12.00
Total	296,942		205,093	

Detailed information on the bond:

Company	Effective interest rate in %	Term	Currency	Nominal value in CHF 1,000
Bossard Group AG	1.24	2024–2029	CHF	200,000

With the issuance of the bond in 2024, issuance costs of CHF 0.7 million were incurred, which were capitalized in the prepaid expenses and will be amortized over the term of the bond. The resulting premium of CHF 0.1 million was recorded in the accrued expenses and will be released over the term of the bond.

11. Share capital

Details of share capital 2025/2024	Par value in CHF	Number of shares	Total in CHF 1,000
Registered A shares	5	6,650,000	33,250
Registered B shares	1	6,750,000	6,750
Total			40,000

292,710 registered A shares of CHF 5 par value are held by Bossard Holding AG and have neither voting rights nor dividend entitlement.

The consolidated reserves include non-distributable legal reserves of CHF 16 million (2024: CHF 16 million).

Treasury shares

The treasury shares can be used especially for management participation plans, acquisitions or other purposes in the interest of the Group.

	2025		2024	
	Number	in CHF	Number	in CHF
Balance at January 1	292,348	1,562,515	298,577	2,910,554
Additions	7,739	1,334,062	3,524	762,316
Disposals	-7,377	-1,300,499	-9,753	-2,110,355
Balance at December 31	292,710	1,596,078	292,348	1,562,515
Average transaction price in CHF			2025	2024
Additions			172.38	216.32
Disposals management participation plans			166.36	191.23

The disposals contain 5,186 shares (2024: 4,561) for the restricted stock unit plan (RSU).

843 registered A shares (2024: 481) are reserved for the management participation plan (RSU).

12. Segment information

The Group and all its regional companies are operating internationally in the field of industrial fastening technology. There are no separate segments in terms of Swiss GAAP FER 31. All the regional companies are managed based on a uniform business strategy. The core of Bossard's strategy is a uniform business model with the same customer and product focus in the world's major industrial regions. Bossard supplies industrial companies at their worldwide production sites with fastening technology products and related services based on uniform quality standards using uniform operational systems and processes. The board of directors and executive committee manage the Group on the basis of the financial statements of the individual regional companies and the Group's consolidated financial statement. Based on the number of regional companies, the CEO delegates the monitoring of the goals and their implementation in daily operations to the members of the executive committee, which are responsible for a different number of companies in the various regions.

13. Sales by regions

in CHF million	Europe		America		Asia		Group	
	2025	2024	2025	2024	2025	2024	2025	2024
Sales	647.4	569.3	230.1	236.0	194.2	184.1	1,071.7	989.4
Sales deductions	-0.5	-4.0	-1.5	-0.4	-0.8	-0.9	-2.8	-5.3
Net sales	646.9	565.3	228.6	235.6	193.4	183.2	1,068.9	984.1

14. Personnel expenses

in CHF 1,000	2025	2024
Salaries and variable compensation	180,169	170,013
Social security expenses	29,146	26,978
Pension expenses	12,446	12,844
Other personnel expenses	7,878	6,561
Total	229,639	216,396

15. Share-based compensation

Number of RSUs & PSUs	2025	2024
Balance at January 1: Number of RSUs & PSUs outstanding	28,543	27,437
Deliveries	-6,544	-6,137
Allocations	10,294	8,014
Other changes	1,014	-771
Balance at December 31: Number of RSUs & PSUs outstanding	33,307	28,543

The expense for share-based compensation recognized in the result for the period is CHF 1.6 million (2024: CHF 1.4 million).

16. Financial result

in CHF 1,000	2025	2024
Income from interests and securities	852	1,249
Income from non-consolidated investments	109	108
Interest expenses	-8,129	-8,362
Exchange differences	-2,005	1,458
Total	-9,173	-5,547

17. Earnings per share

	2025	2024
Net income in CHF 1,000	71,891	72,361
Average number of shares entitled to dividend ¹⁾	7,707,582	7,705,030
Earnings per registered A share in CHF	9.33	9.39
Earnings per registered B share in CHF	1.87	1.88

1) Registered B shares adjusted to the nominal value of the registered A shares

Earnings per share are calculated by dividing the net income attributable to Shareholders of Bossard Holding AG by the weighted average number of shares entitled to dividend during the year. There is no dilution effect as there are no options or convertible bonds outstanding.

18. Acquisitions and disposals of subsidiaries and businesses

Acquisitions 2025

In 2025, the following companies were acquired:

- Ferdinand Gross Europa GmbH, Germany (January 7, 2025)
- Ferdinand Gross GmbH, Germany (January 7, 2025)
- HLE Besitz-GmbH, Germany (January 7, 2025)
- Ferdinand Gross Hungary Kft., Hungary (January 7, 2025)
- Ferdinand Gross Polska Sp. z o.o., Poland (January 7, 2025)

The following table presents the assets and liabilities acquired as of the acquisition date, valued at their market value, along with the goodwill resulting from the acquisitions.

in CHF 1,000	Ferdinand Gross Group
Cash and cash equivalents	3,097
Receivables from goods and services	7,377
Inventories	28,454
Other current assets	689
Tangible fixed assets	27,751
Intangible assets	1,986
Other non-current assets	4,574
Payables from goods and services	-983
Short-term financial liabilities	-12,984
Other current liabilities	-643
Long-term financial liabilities	-12,793
Other non-current liabilities	-1,751
Net assets acquired	44,774
Goodwill	16,743
Total	61,517
Less acquired cash and cash equivalents	-3,097
Cash flow from acquisitions	58,420

The net sales of the acquired companies in the financial year 2024 amounted to CHF 80.4 million. Since the acquisition date, net sales of CHF 69.0 million have been included in the consolidated income statement 2025.

Disposals 2025

No subsidiaries or associated companies were disposed of.

Other changes in the scope of consolidation 2025

In the first half of 2025, the scope of consolidation changed as follows:

- 3d-prototyp GmbH in Liquidation, Switzerland (liquidation)

Acquisitions 2024

In 2024, the following companies were acquired:

- Dejong Fastening NV, Belgium (June 28, 2024)
- PN Aero SAS, France (September 25, 2024)
- Aero Negoce International SAS, France (September 25, 2024)
- C&C Aero Trading LLC, USA (September 25, 2024)

The following table presents the assets and liabilities acquired as of the acquisition date, valued at their market value, along with the goodwill resulting from the acquisitions.

in CHF 1,000	Dejong Fastening NV	Aero Negoce International Group
Cash and cash equivalents	0	4,133
Receivables from goods and services	1,840	4,347
Inventories	5,997	12,924
Other current assets	781	986
Tangible fixed assets	2,935	134
Intangible assets	1,151	27
Other non-current assets	0	1,181
Payables from goods and services	-426	-1,079
Other current liabilities	-1,545	-3,685
Non-current liabilities	-1,086	-5,346
Net assets acquired	9,647	13,622
Goodwill	8,569	31,184
Total	18,216	44,806
Less acquired cash and cash equivalents	0	-4,133
Cash flow from acquisitions	18,216	40,673

The net sales of the acquired companies up to the acquisition date in the financial year 2024 amounted to CHF 23.7 million. Since the acquisition date, net sales of CHF 11.6 million have been included in the consolidated income statement 2024.

In January 2024, the investment in bigHead Fasteners Ltd, England, was increased from 42.0 percent to 100.0 percent. This acquisition resulted in a cash outflow of CHF 3.1 million and a goodwill of CHF 3.1 million.

Disposals 2024

In August 2024, the investment in PDi Digital GmbH, Austria, was decreased from 30.0 percent to 10.0 percent. This disposal resulted in a cash inflow of CHF 1.3 million.

Other changes in the scope of consolidation 2024

In 2024, the scope of consolidation changed as follows:

- Bossard Fastening Solutions (Guangdong) Co. Ltd, China (incorporation)
- Wenzhong Sealing System (Jiangsu) Co. Ltd, China (incorporation)
- Bossard Vietnam Co. Ltd, Vietnam (incorporation)

19. Goodwill

The theoretical capitalization and amortization of goodwill would affect the consolidated financial statements as follows:

Theoretical movements in goodwill and effect on balance sheet

in CHF 1,000	2025	2024
Equity incl. minority interests	390,025	392,337
Equity ratio in %	43.2	46.5
Cost		
Balance at January 1	449,019	406,117
Additions	16,743	42,902
Disposals	-245	-
Balance at December 31	465,517	449,019
Accumulated amortization		
Balance at January 1	382,547	361,258
Amortization	24,668	21,289
Disposals	-245	-
Balance at December 31	406,970	382,547
Theoretical net book value goodwill at December 31	58,547	66,472
Theoretical equity incl. minority interests and net book value goodwill	448,572	458,809
Theoretical equity ratio in %	46.7	50.4

Effect on income statement

in CHF 1,000	2025	2024
EBIT without theoretical goodwill amortization	106,607	100,123
Theoretical goodwill amortization	-24,668	-21,289
EBIT incl. theoretical goodwill amortization	81,939	78,834

Goodwill from acquisitions is converted into Swiss francs using the closing rate and offset against equity at the acquisition date. As a result, no exchange differences arise in the movement schedule. The theoretical, straight-line amortization period usually is five years.

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20. Pension benefit obligations

The Group has various pension plans to which most of its employees contribute. With the exception of companies in Switzerland, the pension institution is responsible for providing coverage for retirement, survivors' and disability benefits. The pension plan institution for the Swiss companies is an independent pension plan in accordance with the Swiss federal law on occupational retirement, survivors' and disability pension plans (BVG). The pension plan institution uses the fundamentals BVG 2020/generation table. The actuarial interest rate is 1.50 percent (2024: 1.50 percent). In accordance with Swiss GAAP FER 26, the last available financial statements of the pension plan institution, which have a balance sheet date not older than 12 months, serve as a basis for calculation.

Economic benefit/economic obligation and pension plan expenses:

in CHF 1,000	Surplus/Deficit according to pension plans	Economic share of the Group		Change or capitalized in financial year	Contributions accrued	Pension expenses in personnel expenses	
	31.12.2025	31.12.2025	31.12.2024	2025	2025	2025	2024
Patronage funds/pension institutions	2,636	-	-	-	-	-	302
Pension institutions without surplus/deficit	-	-	-	-	6,118	6,118	6,279
Pension institutions with surplus	-	-	-	-	-	-	-
Pension institutions with deficit	-	-	-	-	-	-	-
Pension institutions abroad	-	-	-	-	6,328	6,328	6,263
Total	2,636	-	-	-	12,446	12,446	12,844

The surplus in the patronage fund corresponds to the non-committed funds. The patronage fund may, at its own discretion, make contributions to the pension plan institution.

Financing is through employer and employee contributions. The contributions are calculated as a percentage of the insured compensation.

There were no employer contribution reserves as of December 31, 2025 (2024: none).

21. Related party transactions

Kolin Holding AG, Zug, Switzerland, and Bossard Unternehmensstiftung, Zug, Switzerland, form a group of shareholders as defined in article 120seq. of Swiss Federal Act on Financial Market Infrastructures and Market Conduct in Securities and Derivatives Trading (FMIA). They hold 56.4 percent (2024: 56.3 percent) of total voting rights or 28.0 percent (2024: 27.8 percent) of the capital entitled to dividend. Kolin Holding AG is wholly owned by the Bossard families.

The following related party transactions were undertaken:

Balance sheet positions at December 31 in CHF 1,000	Interest rates in %	
	2025	2024
Short-term loans from related parties	13,136	46,397
Long-term loans from related parties	40,000	-

Income statement in CHF 1,000	Interest rates in %	
	2025	2024
Interest expenses	481	651

22. Non-recognizable commitments

At December 31, future operating lease payments not recorded in the balance sheet amounted to:

Operating lease commitments in CHF 1,000	Due within 1 year	Due within 2 years	Due within 3 years	Due within 4 years	Due after 4 years	Total
2025	2,557	1,896	973	386	160	5,972
2024	1,793	1,307	945	236	35	4,316

At December 31, future rental liabilities for office and warehouse premises amounted to:

Long-term rental liabilities in CHF 1,000	Due within 1 year	Due within 2 years	Due within 3 years	Due within 4 years	Due after 4 years	Total
2025	10,373	6,160	4,501	3,115	12,093	36,242
2024	10,652	8,895	5,730	4,554	12,640	42,471

At December 31, other non-recognizable commitments amounted to:

Other non-recognizable commitments in CHF 1,000	Due within 1 year	Due within 2 years	Due within 3 years	Due within 4 years	Due after 4 years	Total
2025	3,469	2,684	956	28	14	7,151
2024	2,809	2,616	2,159	842	42	8,468

23. Assets pledged or otherwise restricted

in CHF 1,000	2025	2024
Tangible fixed assets	1,399	3,480
Total	1,399	3,480

The pledged or restricted assets are used as collateral for outstanding bank and mortgage loans, which are not encumbered with any special conditions. After the repayment of the credits, the assets are again freely available.

24. Contingent liabilities

As of December 31, 2025, contingent liabilities relating to bank guarantees issued to group companies for the benefit of third parties amount to CHF 0.5 million (2024: CHF 0.5 million). In addition, guarantee obligations for rental contracts amount to CHF 0.7 million (2024: CHF 0.3 million).

25. Events occurring after the balance sheet date

There have been no events between the balance sheet date and the approval of the consolidated financial statements by the board of directors that would have resulted in an adjustment of the carrying amounts of the Group's assets and liabilities or that would need to be disclosed here.

26. List of investments

Companies and branches		Registered office	Currency	Share capital in 1,000	Shareholding in %
Holding and finance companies					
Switzerland	Bossard Holding AG	Zug	CHF	40,000	100
	Bossard Group AG (former Bossard Finance AG)	Zug	CHF	100	100
Germany	Bossard Beteiligungs GmbH	Illerrieden	EUR	25	100
	Ferdinand Gross Europa GmbH	Leinfelden-Echterdingen	EUR	26	100
France	PN Aero SAS	Béziers	EUR	19,380	100
UK	bigHead Fasteners Ltd	Verwood	GBP	1,847	100
USA	Bossard U.S. Holdings, Inc.	Phoenix, AZ	USD	40,000	100
Europe					
Switzerland	Bossard Aerospace Switzerland AG	Zug	CHF	50	100
	Bossard AG	Zug	CHF	12,000	100
Austria	Bossard Austria Ges.m.b.H.	Schwechat	EUR	1,017	100
	KVT-Fastening GmbH	Linz	EUR	509	100
Belgium	Dejong Fastening NV	Antwerp	EUR	804	100
Czech Rep.	Bossard CZ s.r.o.	Brno	CZK	1,000	100
	KVT-Fastening s.r.o.	Brno	CZK	200	100
Denmark	Bossard Denmark A/S	Hvidovre	DKK	9,000	100
France	Bossard France SAS	Souffelweyersheim	EUR	17,600	100
	Aero Negoce International SAS	Béziers	EUR	200	100
Germany	Bossard Aerospace Germany GmbH	Feldkirchen	EUR	1,050	100
	Bossard Deutschland GmbH	Illerrieden	EUR	100	100
	Bossard Deutschland GmbH	Velbert	EUR	110	100
	Ferdinand Gross GmbH	Leinfelden-Echterdingen	EUR	100	100
	HLE Besitz-GmbH	Leinfelden-Echterdingen	EUR	100	100
Hungary	Ferdinand Gross Hungary Kft.	Tatabánya	HUF	3,000	100
	KVT-Fastening Kft.	Budapest	HUF	3,000	100
Ireland	Arnold Industries Cork DAC	Dublin	EUR	0.2	100
Italy	Bossard Italia S.r.l.	Legnano	EUR	100	100

Continued on page 166

Companies and branches		Registered office	Currency	Share capital in 1,000	Shareholding in %
Netherlands	Bossard Nederland B.V.	Almere	EUR	45	100
Norway	Bossard Norway AS	Oslo	NOK	200	100
Poland	Bossard Poland Sp. z o.o.	Radom	PLN	1,300	100
	Ferdinand Gross Polska Sp. z o.o.	Wroctaw	PLN	550	100
	KVT-Fastening Sp. z o.o.	Radom	PLN	100	100
Romania	KVT-Fastening S.R.L.	Bucharest	RON	0.2	100
Serbia	KVT-Fastening d.o.o. Beograd	Belgrade	RSD	1,000	100
Slovakia	KVT-Fastening spol. s.r.o.	Bratislava	EUR	5	100
Slovenia	KVT-Tehnika pritrjevanja, d.o.o.	Ljubljana	EUR	8.3	100
South Africa	Bossard South Africa (Pty) Ltd	Kempton Park	ZAR	-	75
Spain	Bossard Spain SA	Sant Cugat del Vallès	EUR	1,523	100
Sweden	Bossard Sweden AB	Malmö	SEK	400	100
UK	bigHead Bonding Fasteners Ltd	Verwood	GBP	1.8	100
America					
Canada	Bossard Canada, Inc.	Montreal	CAD	-	100
	Bossard Ontario Inc.	Toronto	CAD	-	100
Mexico	Bossard de México, S.A. de C.V.	Monterrey	MXN	25,076	100
	Aero-Space Southwest Mexico, S. de R.L. de C.V.	San Pedro Tlaquepaque	MXN	10	100
USA	Bossard Aerospace, Inc.	Phoenix, AZ	USD	4.9	100
	Bossard Aerospace U.S., Inc.	Irving, TX	USD	25	100
	Bossard, Inc.	Cedar Falls, IA	USD	2,255	100
	Bossard, LLC	Stoughton, MA	USD	-	100
	C&C Aero Trading LLC	Dania Beach, FL	USD	10	100
Asia/Oceania					
Australia	Bossard Australia Pty. Ltd	Melbourne	AUD	500	100
China	Bossard Fastening Solutions (Guangdong) Co. Ltd	Shenzhen	RMB	14,395	100
	Bossard Fastening Solutions (Shanghai) Co. Ltd	Shanghai	RMB	76,829	100
	Bossard Fastening Solutions (Tianjin) Co. Ltd	Tianjin	RMB	68,102	100
India	LPS Bossard Pvt. Ltd	Rohtak	INR	48,000	51
Malaysia	Bossard (M) Sdn. Bhd.	Penang	MYR	8,500	100

Continued on page 167

Companies and branches		Registered office	Currency	Share capital in 1,000	Shareholding in %
Singapore	Bossard Pte. Ltd	Singapore	SGD	1,000	100
	Bossard Services Pte. Ltd	Singapore	SGD	300	100
South Korea	Bossard (Korea) Ltd	Cheonan	KRW	3,500,000	100
Taiwan	Bossard Ltd Taiwan Branch	Taichung	TWD	-	100
Thailand	Bossard (Thailand) Ltd	Bangkok	THB	45,000	100
Vietnam	Bossard Vietnam Co. Ltd	Ho Chi Minh City	VND	5,436,200	100
Associated companies					
Switzerland	Ecoparts AG	Hinwil	CHF	270	30
	MultiMaterial-Welding AG	Biel/Bienne	CHF	187	41
	Sentinus AG	Cham	CHF	100	20
China	Wenzhong Sealing System (Jiangsu) Co. Ltd	Taicang City	RMB	10,000	49

As per December 31, 2025

27. Principles of consolidation

The consolidated financial statements include the financial statements of Bossard Holding AG as well as the domestic and foreign group companies over which Bossard Holding AG exercises control. Group companies acquired during the year are included in the consolidated financial statements from the date on which control is obtained by Bossard. Group companies are deconsolidated on the date Bossard ceases to have control. The uniform closing date for all group companies included in the consolidated financial statements is December 31.

Capital consolidation is based on the purchase method. Intercompany receivables and liabilities as well as transactions and intercompany profits not yet realized through sales to third parties are eliminated.

Investments in subsidiaries

Subsidiaries are fully consolidated. These are companies over which Bossard Holding AG directly or indirectly exercises control. Control is the power to govern the financial and operating policies of an entity so as to obtain benefits from its activities. Control is presumed to exist when Bossard Holding AG directly or indirectly holds more than half of the voting rights of a company or is able to exercise control in another way. This does not apply if in exceptional circumstances it can be clearly demonstrated that such ownership does not constitute control. Under the full consolidation method, 100 percent of assets, liabilities, income and expenses are included. The interests of minority shareholders in equity and net income or loss are shown separately in the balance sheet and income statement.

In accordance with Swiss GAAP FER 30 "Consolidated financial statements", goodwill from acquisitions is converted into Swiss francs using the closing rate and is offset against equity at the date of acquisition. Goodwill represents the excess of the consideration transferred over the proportionate share of the revalued net assets (including identified, decision relevant and previously unrecognized intangible assets) of an acquired company at the date of acquisition.

Transactions with non-controlling interest which do not result in a change of the consolidation method are recognized directly in equity. The difference between the consideration transferred and the corresponding non-controlling interest is recognized as goodwill and is offset against the retained earnings in equity.

Associated companies

Associated companies are those in which Bossard Holding AG directly or indirectly holds an interest between 20 percent and 50 percent and exercises significant influence. Associated companies are accounted for using the equity method. Under the equity method, investments in associated companies are recognized at the proportionate share of equity at the date of acquisition. The difference to the consideration transferred is recognized as goodwill and is offset against the retained earnings in equity at the date of acquisition. Subsequently, the book value is adjusted to reflect the company's proportionate equity.

Non-controlling interest

Non-controlling interest of less than 20 percent and without any other form of control or significant influence is recognized at acquisition cost less any economically necessary impairment.

Foreign currency translation

The consolidated financial statements are presented in Swiss francs (CHF). The financial statements of the group companies are prepared in their respective local currency. Transactions in foreign currencies are translated at the exchange rate on the day of the transaction. Exchange differences resulting from adjustments of foreign exchange balances at the balance sheet date are recognized as exchange gains or losses in the income statements of the group companies and are included in the consolidated net income.

For the consolidated financial statements, the financial statements of the Group companies that report in a foreign currency are translated into Swiss francs as follows: balance sheet items at year-end exchange rates, equity at historical rates, and items of the income statement at the average exchange rate for the year. Any translation differences and exchange differences arising from intercompany loans with equity character are recognized in the Group’s consolidated equity.

The following principal exchange rates were applied:

	31.12.2025 Year-end exchange rate	01.01.2025– 31.12.2025 Average exchange rate	31.12.2024 Year-end exchange rate	01.01.2024– 31.12.2024 Average exchange rate
1 EUR	0.93	0.94	0.94	0.95
1 USD	0.79	0.83	0.91	0.88
100 DKK	12.46	12.55	12.58	12.77
100 RMB	11.28	11.56	12.59	12.25
100 INR	0.88	0.95	1.06	1.05

28. Accounting and valuation principles

Cash and cash equivalents

Cash and cash equivalents comprise cash on hand and at banks, time deposits, and other short-term highly liquid investments with original maturities of up to three months. Cash and cash equivalents are recognized at nominal value.

Receivables from goods and services

Receivables from goods and services are stated at the invoiced amount less allowances. The recoverability is reviewed periodically. In addition to specific allowances for individual credit risks, collective allowances are established for the remaining receivables based on the age of outstanding balances (aging analysis). The percentages applied to each aging category are consistent and reflect an assessment of recoverability that appropriately considers not only historical experience but also prevailing economic conditions and potential fluctuations in payment behavior.

Inventories

Raw materials and goods for trading are recognized at average acquisition cost. Should the net realizable value be lower, a corresponding value adjustment is made. Acquisition cost include the product purchase price and delivery cost (freight, customs duties, etc.). Cash discounts are treated as reductions of the acquisition cost. Inventories that lack marketability or have low turnover, are written down to the estimated market value less cost to sell.

Tangible fixed assets

Land is stated at cost and generally not depreciated. Buildings, machinery and equipment, office machines and furniture as well as vehicles are stated at cost less economically necessary depreciation and impairment. Assets are depreciated on a straight-line basis over their estimated useful lives:

Buildings	30–40 years
Machinery and equipment	5–20 years
Office machines and furniture	3–10 years
Vehicles	4–10 years

Leasehold improvements are depreciated over the shorter of useful life or lease term. Repair and maintenance costs which do not increase the value or useful life of an asset are charged directly as an expense. Expenditures which increase the useful life of an asset are capitalized. Fixed assets no longer in use or sold are removed from the assets at acquisition cost minus the related accumulated depreciation. Any gains or losses arising from the disposal of fixed assets are recognized in the income statement.

Leasing

Leases of assets under which significant risks and rewards of ownership are effectively retained by the lessor are classified as operating leases, and payments are recognized as an expense on a straight-line basis over the lease term.

Intangible assets – software

Costs arising from the development of software (purchased or self-generated) are capitalized, provided such costs are clearly associated with an identifiable and business-related computer program, can be reliably determined, and lead to measurable benefits over several years. Software is amortized on a straight-line basis over its estimated useful life, up to a maximum of 15 years.

Intangible assets – others

This position comprises trademark rights and customer relationships, which are amortized on a straight-line basis over their estimated useful life, which does not exceed ten years.

Financial assets

Financial assets comprise both non-consolidated investments and long-term loans. They are recognized at acquisition cost less economically necessary value adjustments. Fair value changes are recognized in the income statement in the period in which they arise.

Impairment

The recoverability of non-current assets is determined at the balance sheet date. Impairment losses are recognized in the income statement.

Liabilities

Liabilities are recognized at nominal value.

Provisions

A provision is recognized if the Group has a probable obligation that is based on a past event and its amount and/or its due date is uncertain but can be estimated.

Contingent liabilities

Contingent liabilities are valued at the balance sheet date. A provision is made if an outflow of funds without a simultaneously usable inflow of funds is both probable and estimable.

Financial liabilities

Financial liabilities are recognized at nominal value. They are classified as current liabilities unless the Group can defer the settlement of the liability for at least twelve months after the balance sheet date.

Treasury shares

Treasury shares are recognized at acquisition cost and presented as a deduction from equity. Any gains and losses arising from transactions with treasury shares are recognized in the capital reserves.

Share-based compensation

There is a share purchase plan for the board of directors and the executive committee, and they are required, or may elect, to draw part of their total compensation in shares. The shares are made available at market price. The market value is always determined in February and is based on the average closing price over the last ten trading days in February.

There is a restricted stock unit plan (RSU) in place for the members of the management. The eligible participants annually receive a defined sum which is converted into RSUs on Bossard Holding AG registered A shares. The conversion is performed at market value and is based on the average closing price over the last ten trading days in November. The stock options (RSUs) are subject to a vesting period of three to five years. After three years, yearly one-third of the allocated RSUs is passed on to the manager in form of registered A shares, provided as long as she or he is employed at the time of the vesting. After the last contractual working day, all remaining stock options (RSUs) forfeit immediately. If the employment terminates due to retirement, disability or death, the RSUs vest immediately.

There is an equivalent restricted stock unit plan (RSU) in place for the members of the executive committee with allocations until the financial year 2024 (with respect to target achievement in 2023). From 2024, the management participation plan for the executive committee and from 2025 also for some members of the management will take the form of performance share units (PSUs). In the RSU plan condition for grant was linked to the implementation of the Group's strategic initiatives of the prior financial year. Therefore, the vesting period started after the termination of the financial year. The conversion was carried out at market value and was based on the average share price over the last ten trading days in December. The RSUs of the members of the executive committee do not forfeit upon termination of the employment and remain subject to the respective vesting period. In the new PSU plan the allocation is contingent upon achieving quantitative performance goals over three years and continued employment. The number of allocated PSUs is calculated by dividing a fixed amount by the average closing price during the last 60 days of the previous year. The actual payout at the end of the vesting period is made in registered A shares of Bossard Holding AG and depends on the performance factor based on meeting the defined, differently weighted targets. At the end of the vesting period, between 0 percent and 200 percent of the allocated PSUs are vested in shares. The actual value of the allocation at the end of the vesting period is thus dependent on the payout factor and the stock price performance during the vesting period.

The share-based compensation is valued at present value when granted and is recognized over the vesting period as personnel costs and as equity (instruments with equity compensation) or liability (instruments with cash compensation). If no cash settlement is planned, no subsequent valuation is made unless the terms of exercise and purchase are amended. The subsequent valuation is based on the closing price for the share on the last trading day of the financial year. For the PSU plan the subsequent valuation is based on the assessment of the indicative achievement of the performance factor and therefore the expected number of shares that will be exercised. No dilution effect results because no additional shares have been issued.

Pension benefit obligations

A number of pension plans in accordance with the legal requirements in the individual countries exist within the Group. Their assets are generally held in autonomous pension institutions or in statutory occupational pension plans. The pension plans are funded by employee and employer contributions. Pension plans are accounted for in accordance with Swiss GAAP FER 16.

Any real economic impacts of pension plans on the Group are calculated at the balance sheet date. An economic benefit from a surplus is recognized as an asset provided this is admissible and the surplus can be used to decrease the Group's future contributions to its pension plans. An economic obligation is recognized if the criteria for recognizing a provision are met. Contributions by group companies to pension plans are recognized in the income statement in the year in which they occur.

Net sales and revenue recognition

Revenue is recognized at fair value and represents the amount receivable for goods sold and services provided, net of sales-related taxes and revenue deductions. Revenue deductions include all positions that are directly related to the corresponding sales, such as discounts and losses on receivables. Revenue is recognized when the goods and services have been supplied or provided.

Income taxes

All tax liabilities are accrued irrespective of when such taxes are due. Deferred income taxes are recognized according to the "liability method" for temporary differences arising between the tax base of assets and liabilities and their carrying values determined in accordance with Swiss GAAP FER.

Deferred tax assets on temporary differences are only capitalized if it is probable that they can be realized in the future through sufficient taxable profits. Deferred taxes are calculated using the expected applicable local tax rates. Bossard does not recognize deferred tax assets on tax losses carried forward. The value of such tax assets is recognized only when realized.

No deferred taxes are recognized for taxes on future distributions of profits of subsidiaries, provided that no distribution is intended in the foreseeable future and Bossard is able to control its timing.

Related parties

A party is related to the Group if it directly or indirectly controls, is controlled by, or is under common control with Bossard, has an interest in Bossard that gives it significant influence over the Group, has joint control over the Group (board of directors and executive committee) or is an associate or a joint venture of the Group. In addition, personnel in key management positions of Bossard as well as pension plans are also considered related parties.

29. Financial risk management

The goal of risk management is to identify and evaluate financial risks with a potential negative impact on the Group and to mitigate and minimize them accordingly. The board of directors bears ultimate responsibility for the risk management and delegates its implementation to the Group finance department. The results are summarized in a report to the board of directors and the executive committee.

Due to its international operations, Bossard is exposed to various financial risks arising from its business activities, but also from financing activities. The Group's main financial risks include foreign exchange and credit risks with regard to the solvency of the Group's counterparties. Any hedging activities must be linked to the Group's operations. The Group has comprehensive insurance coverage to protect itself against other risks.

Foreign currency risk

Given its international operations, the Group is exposed to exchange rate fluctuations which have an impact on the Group's consolidated financial statements presented in Swiss francs. The Group continuously monitors its currency risks and, if necessary, hedges against them. The Group's currency risks are mainly limited to the Euro and the US dollar. Transactions in the individual group companies are predominantly conducted in their local currencies, which is why the currency risk from current operating activities is considered to be low. In some group companies, however, foreign currency risks exist for payments to suppliers outside their local currency. Where necessary, parts of these foreign currency risks are hedged through foreign exchange contracts. The net assets of foreign subsidiaries are exposed to exchange rate risks. Such risks are partly hedged by financing activities in the respective foreign currency and, where necessary, through foreign exchange contracts with a maturity of a maximum of twelve months.

Interest rate risk

The risk of changes in interest rates is monitored and managed centrally by the Group's corporate treasury department. In certain market situations, the Group may make use of instruments to hedge interest rate fluctuations, or it can convert part of the loans with variable interest rates to fixed interest rates.

Credit risk

Credit risks arise if, in a transaction, the counterparty is either not willing or not able to meet its payment obligations. The credit loss risk for accounts receivable is minimized through credit limits, credit worthiness checks and by an efficient system for managing receivables. Given the Group's monthly internal reporting system, continuous monitoring of overdue payments is ensured. Additionally, the risk concentration is limited due to the fact that the Group's customer base consists of numerous customers with a wide geographical and industrial distribution.

Liquidity risk

One aspect of judicious risk management is ensuring an appropriate amount of cash and cash equivalents and committed credit facilities as well as the possibility of refinancing. To ensure that the Group is solvent and financially flexible at all times, it maintains a liquidity reserve in the form of cash and cash equivalents as well as credit facilities. Optimal liquidity control is achieved through cash pooling.

Capital risk

To minimize its capital risk, the Group ensures that the continuation of its operating activities is guaranteed and that an appropriate return can be generated for its shareholders. To achieve this, the Group may adjust dividend payments, pay back capital to shareholders, issue new shares or sell assets.

The Group monitors its capital structure based on its equity ratio with a target value of at least 40 percent.



Report of the statutory auditor to the General Meeting of Bossard Holding AG, Zug

Report on the audit of the consolidated financial statements

Opinion

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

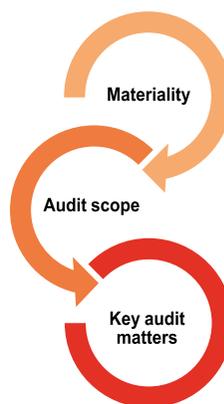
In our opinion, the consolidated financial statements (pages 146 to 173) give a true and fair view of the consolidated financial position of the Group as at 31 December 2025 and of its consolidated financial performance and its consolidated cash flows for the year then ended in accordance with Swiss GAAP FER and comply with Swiss law.

Basis for opinion

We conducted our audit in accordance with Swiss law and Swiss Standards on Auditing (SA-CH). Our responsibilities under those provisions and standards are further described in the 'Auditor's responsibilities for the audit of the consolidated financial statements' section of our report. We are independent of the Group in accordance with the provisions of Swiss law and the requirements of the Swiss audit profession that are relevant to audits of the financial statements of public interest entities. We have also fulfilled our other ethical responsibilities in accordance with these requirements.

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

Our audit approach



Overview

Overall group materiality: CHF 4'800'000

The entities addressed by our full scope audit work as well as specific scope audit and specified procedures contribute to 68% of the Group's revenue.

As key audit matter the following area of focus has been identified:

Valuation of inventories

Materiality

The scope of our audit was influenced by our application of materiality. Our audit opinion aims to provide reasonable assurance that the consolidated financial statements are free from material misstatement. Misstatements may arise due to fraud or error. They are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the consolidated financial statements.

Based on our professional judgement, we determined certain quantitative thresholds for materiality, including the overall Group materiality for the consolidated financial statements as a whole as set out in the table below. These, together with qualitative considerations, helped us to determine the scope of our audit and the nature, timing and extent of our audit procedures and to evaluate the effect of misstatements, both individually and in aggregate, on the consolidated financial statements as a whole.

Overall Group materiality	CHF 4'800'000
Benchmark applied	Profit before tax
Rationale for the materiality benchmark applied	We chose profit before tax as the benchmark because, in our view, it is the benchmark against which the performance of the Group is most commonly measured, and it is a generally accepted benchmark.

We agreed with the Audit, Risk & Compliance Committee that we would report to them misstatements above CHF 480'000 identified during our audit as well as any misstatements below that amount which, in our view, warranted reporting for qualitative reasons.

Audit scope

We designed our audit by determining materiality and assessing the risks of material misstatement in the 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.

Valuation of inventories

Key audit matter

Inventories amount to CHF 371.1 million (after deduction of a value adjustment of CHF 57.3 million) as of 31 December 2025 and are thus the largest asset category, representing around 41% of total assets.

Inventories are stated at the lower of acquisition cost and net realisable value (lower of cost or market principle). We consider the valuation of inventories as a key audit matter due to the amount they represent on the balance sheet and the significant scope for judgement involved in determining the write-downs required on obsolescent or slow-moving products.

Please refer to page 151 (3 Inventories) and page 169 (28 Accounting and valuation principles) in the annual report.

How our audit addressed the key audit matter

We performed the following audit procedures to assess the appropriateness of the valuation of the inventories:

- We gathered an understanding of the process of the valuation of inventories.
- We checked on a sample basis the acquisition costs used for valuation purposes against the latest purchase prices. Additionally, by reference to sales prices achieved in the year, we checked on a sample basis compliance with the lower of cost or market principle.
- We ensure that the method for determining write-downs of inventories was applied consistently.
- For obsolescent or slow-moving inventories, we discussed with Management the assumptions applied in calculating the required write-downs and assessed these assumptions. In doing so, we paid particular attention to changes in write-downs for each category of product or of write-downs compared with the prior year. We also considered the experience of significant unforeseen product write-downs or write-offs in previous years.
- We tested on a sample basis the computational accuracy and completeness of the calculation of the write-downs.
- We discussed with Management and the Audit, Risk & Compliance Committee the results of our work and any movements in the write-downs.

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 notes 5 and 6 in the compensation report and our auditor's reports thereon.

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

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

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

Board of Directors' responsibilities for the consolidated financial statements

The Board of Directors is responsible for the preparation of consolidated financial statements, that give a true and fair view in accordance with Swiss GAAP FER and the provisions of Swiss law, and for such internal control as the Board of Directors determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, the Board of Directors is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Board of Directors either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

Auditor's responsibilities for the audit of the consolidated financial statements

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

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

Thomas Wallmer
Licensed audit expert
Auditor in charge

Simon Hux
Licensed audit expert

Zürich, 4 March 2026

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BOSSARD HOLDING AG

Balance sheet

in CHF	Notes	31.12.2025	31.12.2024
Assets			
Cash and cash equivalents		77,383	110,696
Other short-term receivables	2.1	528,101	629,597
Prepaid expenses and accrued income		24,693	15,763
Total current assets		630,177	756,056
Financial assets	2.2	27,819,233	39,345,520
Investments	2.3	118,023,215	118,023,215
Total non-current assets		145,842,448	157,368,735
Total assets		146,472,625	158,124,791

in CHF	Notes	31.12.2025	31.12.2024
Liabilities and shareholders' equity			
Other short-term liabilities	2.4	11,140	25,653
Accrued expenses and deferred income		272,655	435,000
Total short-term liabilities		283,795	460,653
Total liabilities		283,795	460,653
Share capital		40,000,000	40,000,000
Legal capital reserves			
Reserves from capital contributions		15,701,654	15,701,654
Other capital reserves		2,049,686	2,049,686
Legal retained earnings			
Legal retained earnings in the narrower sense		16,000,000	16,000,000
Voluntary retained earnings		34,111,700	34,111,700
Treasury shares	2.5	-1,596,078	-1,562,515
Available earnings			
Profit brought forward		21,301,914	22,511,065
Profit for the year		18,619,954	28,852,548
Total shareholders' equity		146,188,830	157,664,138
Total liabilities and shareholders' equity		146,472,625	158,124,791

BOSSARD HOLDING AG

Income statement

in CHF	2025	2024
Dividend income	20,000,000	30,000,000
Other financial income	507,122	933,603
Other operating income	300,000	300,000
Total operating income	20,807,122	31,233,603
Financial expenses	-75,805	-64,635
Personnel expenses	-1,345,228	-1,446,572
Other operating expenses	-754,952	-824,740
Profit for the year before taxes	18,631,137	28,897,656
Direct taxes	-11,183	-45,108
Profit for the year	18,619,954	28,852,548

BOSSARD HOLDING AG

Notes to the financial statements

1. ACCOUNTING PRINCIPLES APPLIED IN THE PREPARATION OF THE FINANCIAL STATEMENTS

1.1 General

These annual financial statements of Bossard Holding AG, Zug were prepared according to the principles 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.

Foregoing a cash flow statement and additional disclosures in the notes

Bossard Holding AG reports its consolidated financial statements on the basis of a recognized standard (Swiss GAAP FER) and has therefore, in accordance with the legal provisions, decided to not to provide a separate management report, a separate cash flow statement or a note on the audit fees in this financial report. The content of the management report is reflected in the sections “At a glance”, “Report to the shareholders”, “Company”, “Corporate Governance”, and “Financial Report” of the annual report.

1.2 Financial assets

Financial assets include long-term loans. Loans in foreign currency are translated into Swiss francs at year-end rate. Unrealized losses are recognized in the income statement, whereas unrealized profits are not recognized (Principle of imparity).

1.3 Investments

Investments are recognized at cost. Investments are valued individually if they are material and are not usually grouped together for valuation purposes due to their similarity.

1.4 Share-based payments

There is a share plan for the members of the board of directors, under which they must receive part of their total remuneration in shares. The shares are purchased at market value. The market value is determined in February and is based on the average closing price of the last ten trading days in February.

1.5 Treasury shares

Treasury shares are measured at cost and are disclosed as a negative item in the shareholders’ equity. Gains and losses arising from disposal of treasury shares are recognized in the income statement as financial income or financial expenses.

2. INFORMATION ON BALANCE SHEET AND INCOME STATEMENT ITEMS

2.1 Other short-term receivables

in CHF	2025	2024
Receivables from third parties	399	-
Receivables from companies in which the entity holds an investment	527,702	629,597
Total	528,101	629,597

2.2 Financial assets

in CHF	2025	2024
Loans to companies in which the entity holds an investment	27,819,233	39,345,520
Total	27,819,233	39,345,520

2.3 Investments

Name, legal form, registered office	2025		2024	
	Capital	Votes	Capital	Votes
Direct investment				
Bossard Group AG, Zug (former Bossard Finance AG)	100 %	100 %	100 %	100 %
Indirect investments				
Bossard Beteiligungs GmbH, Illerrieden	100 %	100 %	100 %	100 %
Ferdinand Gross Europa GmbH, Leinfelden-Echterdingen	100 %	100 %	-	-
PN Aero SAS, Béziers	100 %	100 %	100 %	100 %
bigHead Fasteners Ltd, Verwood	100 %	100 %	100 %	100 %
Bossard U.S. Holdings, Inc., Phoenix	100 %	100 %	100 %	100 %
Bossard Aerospace Switzerland AG, Zug	100 %	100 %	100 %	100 %
Bossard AG, Zug	100 %	100 %	100 %	100 %
3d-prototyp GmbH in Liquidation, Dietikon (liquidation)	-	-	100 %	100 %
KKV AG, Zug	35 %	35 %	35 %	35 %
Bossard Austria Ges.m.b.H., Schwechat	100 %	100 %	100 %	100 %
KVT-Fastening GmbH, Linz	100 %	100 %	100 %	100 %
Dejond Fastening NV, Antwerp	100 %	100 %	100 %	100 %
Bossard CZ s.r.o., Brno	100 %	100 %	100 %	100 %
KVT-Fastening s.r.o., Brno	100 %	100 %	100 %	100 %
Bossard Denmark A/S, Hvidovre	100 %	100 %	100 %	100 %
Bossard France SAS, Souffelweyersheim	100 %	100 %	100 %	100 %
Aero Negoce International SAS, Béziers	100 %	100 %	100 %	100 %
Bossard Aerospace Germany GmbH, Feldkirchen	100 %	100 %	100 %	100 %
Bossard Deutschland GmbH, Illerrieden	100 %	100 %	100 %	100 %
Bossard Deutschland GmbH, Velbert	100 %	100 %	100 %	100 %
Ferdinand Gross GmbH, Leinfelden-Echterdingen	100 %	100 %	-	-
HLE-Besitz GmbH, Leinfelden-Echterdingen	100 %	100 %	-	-
Ferdinand Gross Hungary Kft., Tatabánya	100 %	100 %	-	-
KVT-Fastening Kft., Budapest	100 %	100 %	100 %	100 %
Arnold Industries Cork DAC, Dublin	100 %	100 %	100 %	100 %
Bossard Italia S.r.l., Legnano	100 %	100 %	100 %	100 %
Bossard Nederland B.V., Almere	100 %	100 %	100 %	100 %
Bossard Norway AS, Oslo	100 %	100 %	100 %	100 %
Bossard Poland Sp. z o.o., Radom	100 %	100 %	100 %	100 %
Ferdinand Gross Polska Sp. z o.o., Wroctaw	100 %	100 %	-	-
KVT-Fastening Sp. z o.o., Radom	100 %	100 %	100 %	100 %

Name, legal form, registered office	2025		2024	
	Capital	Votes	Capital	Votes
KVT-Fastening S.R.L., Bucharest	100 %	100 %	100 %	100 %
KVT-Fastening d.o.o. Beograd, Belgrade	100 %	100 %	100 %	100 %
KVT-Fastening spol. s.r.o., Bratislava	100 %	100 %	100 %	100 %
KVT-Tehnika pritrjevanja, d.o.o., Ljubljana	100 %	100 %	100 %	100 %
Bossard South Africa (Pty) Ltd, Kempton Park	75 %	75 %	75 %	75 %
Bossard Spain SA, Sant Cugat del Vallès	100 %	100 %	100 %	100 %
Bossard Sweden AB, Malmö	100 %	100 %	100 %	100 %
bigHead Bonding Fasteners Ltd, Verwood	100 %	100 %	100 %	100 %
Bossard Canada, Inc., Montreal	100 %	100 %	100 %	100 %
Bossard Ontario Inc., Toronto	100 %	100 %	100 %	100 %
Bossard de México, S.A. de C.V., Monterrey	100 %	100 %	100 %	100 %
Aero-Space Southwest Mexico, S. de R.L. de C.V., San Pedro Tlaquepaque	100 %	100 %	100 %	100 %
Bossard Aerospace, Inc., Phoenix	100 %	100 %	100 %	100 %
Bossard Aerospace U.S., Inc., Irving	100 %	100 %	100 %	100 %
Bossard, Inc., Cedar Falls	100 %	100 %	100 %	100 %
Bossard, LLC, Stoughton	100 %	100 %	100 %	100 %
C&C Aero Trading LLC, Dania Beach	100 %	100 %	100 %	100 %
Bossard Australia Pty. Ltd, Melbourne	100 %	100 %	100 %	100 %
Bossard Fastening Solutions (Guangdong) Co. Ltd, Shenzhen	100 %	100 %	100 %	100 %
Bossard Fastening Solutions (Shanghai) Co. Ltd, Shanghai	100 %	100 %	100 %	100 %
Bossard Fastening Solutions (Tianjin) Co. Ltd, Tianjin	100 %	100 %	100 %	100 %
LPS Bossard Pvt. Ltd, Rohtak	51 %	51 %	51 %	51 %
LPS Bossard Information System Pvt., Rohtak	51 %	51 %	51 %	51 %
Bossard (M) Sdn. Bhd., Penang	100 %	100 %	100 %	100 %
Bossard Pte. Ltd, Singapore	100 %	100 %	100 %	100 %
Bossard Services Pte. Ltd, Singapore	100 %	100 %	100 %	100 %
Bossard (Korea) Ltd, Cheonan	100 %	100 %	100 %	100 %
Bossard (Thailand) Ltd, Bangkok	100 %	100 %	100 %	100 %
Bossard Vietnam Co. Ltd, Ho Chi Minh City	100 %	100 %	100 %	100 %
Ecoparts AG, Hinwil	30 %	30 %	30 %	30 %
MultiMaterial-Welding AG, Biel/Bienne	41 %	41 %	41 %	41 %
Sentinus AG, Cham	20 %	20 %	20 %	20 %
Wenzhong Sealing System (Jiangsu) Co. Ltd, Taicang City	49 %	49 %	49 %	49 %

2.4 Other short-term liabilities

in CHF	2025	2024
Liabilities due to third parties	11,140	25,653
Total	11,140	25,653

2.5 Treasury shares, incl. shares held by subsidiaries

	2025		2024	
	Number	in CHF	Number	in CHF
Balance at January 1	292,348	1,562,515	298,577	2,910,554
Additions	7,739	1,334,063	3,524	762,316
Disposals	-7,377	-1,300,500	-9,753	-2,110,355
Balance at December 31	292,710	1,596,078	292,348	1,562,515

Group companies do not hold any further registered A shares. In 2025, 7,368 registered A shares were used for the share option programs (2024: 9,737 registered A shares).

3. OTHER INFORMATION

3.1 Collateral for third-party liabilities

in CHF	2025	2024
Guarantees	608,252,428	727,439,284
Thereof used	293,522,978	239,323,196

The Bossard Group concentrates its main credit facilities in Bossard Group AG which are secured through guarantee obligations by Bossard Holding AG.

3.2 Shares for members of the board

In 2025, an allocation of shares was made to members of the board of directors. Details of the allocations are presented below. The values correspond to tax values of CHF 175.30 per share (2024: CHF 177.75).

	2025		2024	
	Number	in CHF	Number	in CHF
Allocated to board members	1,197	209,834	1,176	209,034

3.3 Significant shareholders

Kolin Holding AG, Zug, and Bossard Unternehmensstiftung, Zug, form a shareholder group in accordance with article 120seq. of Swiss Federal Act on Financial Market Infrastructures and Market Conduct in Securities and Derivatives Trading (FMIA). They hold 56.4 percent (2024: 56.3 percent) of the voting rights. Kolin Holding AG is wholly owned by the Bossard families.

3.4 Full-time equivalents

Bossard Holding AG has no employees.

3.5 Significant subsequent events

There have been no significant events after the balance sheet date that would have resulted in an adjustment of the carrying amount of the assets and liabilities or that would need to be disclosed here.

BOSSARD HOLDING AG

Appropriation of available earnings

Proposal of the board of directors for the appropriation of the available earnings

in CHF	2025
Profit brought forward	21,301,914
Profit of the year	18,619,954
Available earnings	39,921,868
Distribution:	
Dividend of 78 percent on the share capital of CHF 38,536,450 eligible for dividends	-30,058,431
To be carried forward	9,863,437

As the legal capital reserves and retained earnings have reached 20 percent of the share capital, no further allocation will be made.



Report of the statutory auditor to the General Meeting of Bossard Holding AG, Zug

Report on the audit of the financial statements

Opinion

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

In our opinion, the financial statements (pages 178 to 182) 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

Materiality

The scope of our audit was influenced by our application of materiality. Our audit opinion aims to provide reasonable assurance that the financial statements are free from material misstatement. Misstatements may arise due to fraud or error. They are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

Based on our professional judgement, we determined certain quantitative thresholds for materiality, including the overall materiality for the financial statements as a whole as set out in the table below. These, together with qualitative considerations, helped us to determine the scope of our audit and the nature, timing and extent of our audit procedures and to evaluate the effect of misstatements, both individually and in aggregate, on the financial statements as a whole.

Overall materiality	CHF 1'400'000
Benchmark applied	Shareholders' equity
Rationale for the materiality benchmark applied	We chose shareholders' equity as the benchmark because it is a relevant and generally accepted benchmark for materiality considerations relating to a holding company.

We agreed with the Audit, Risk & Compliance Committee that we would report to them misstatements above CHF 150'000 identified during our audit as well as any misstatements below that amount which, in our view, warranted reporting for qualitative reasons.

Audit scope

We designed our audit by determining materiality and assessing the risks of material misstatement in the financial statements. In particular, we considered where subjective judgements were made; for example, in respect of significant accounting estimates that involved making assumptions and considering future events that are inherently uncertain. As in all of our audits, we also addressed the risk of management override of internal controls, including among other matters consideration of whether there was evidence of bias that represented a risk of material misstatement due to fraud.

We tailored the scope of our audit in order to perform sufficient work to enable us to provide an opinion on the financial statements as a whole, taking into account the structure of the Company, the accounting processes and controls, and the industry in which the Company operates.

Key audit matters

We have determined that there are no key audit matters to communicate in our report.

Other information

The Board of Directors is responsible for the other information. The other information comprises the information included in the annual report, but does not include the financial statements, the consolidated financial statements, the notes 5 and 6 in the compensation report and our auditor's reports thereon.

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

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

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

Board of Directors' responsibilities for the financial statements

The Board of Directors is responsible for the preparation of 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.

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

PricewaterhouseCoopers AG

Thomas Wallmer
Licensed audit expert
Auditor in charge

Simon Hux
Licensed audit expert

Zürich, 4 March 2026

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INVESTOR INFORMATION

	2025	2024	2023	2022	2021
Share capital					
Registered A shares at CHF 5 par					
Capital stock in CHF 1,000	33,250	33,250	33,250	33,250	33,250
Number of shares issued	6,650,000	6,650,000	6,650,000	6,650,000	6,650,000
Number of shares entitled to dividend	6,357,290	6,357,652	6,351,423	6,346,441	6,349,096
Registered B shares at CHF 1 par					
Capital stock in CHF 1,000	6,750	6,750	6,750	6,750	6,750
Number of shares issued	6,750,000	6,750,000	6,750,000	6,750,000	6,750,000
Number of shares entitled to dividend	6,750,000	6,750,000	6,750,000	6,750,000	6,750,000
Registered A shares equivalents, entitled to dividend at Dec. 31	7,707,290	7,707,652	7,701,423	7,696,441	7,699,096
Market price					
Ticker symbol (BOSN)					
Volume traded (daily average)	10,825	8,471	9,182	15,065	13,466
Closing price at Dec. 31 in CHF	156.6	191.0	221.0	199.8	328.5
Registered A share high in CHF	216.0	240.5	264.5	331.5	362.0
Registered A share low in CHF	150.4	185.0	173.0	157.8	172.6
Dividend per share					
Registered A share in CHF	3.90 ¹⁾	3.90	4.00	5.50	5.10
Registered B share in CHF	0.78 ¹⁾	0.78	0.80	1.10	1.02
in % of share capital	78.0	78.0	80.0	110.0	102.0
Dividend yield in % ²⁾	2.5	2.0	1.8	2.8	1.6
Earnings per share ^{3) 4)}					
Registered A share in CHF	9.33	9.39	9.64	13.38	12.53
Registered B share in CHF	1.87	1.88	1.93	2.68	2.51

	2025	2024	2023	2022	2021
Cash flow per share ^{3) 5)}					
Registered A share in CHF	13.32	13.18	13.23	16.80	15.68
Registered B share in CHF	2.66	2.64	2.65	3.36	3.14
Price/Earnings ratio ²⁾	16.8	20.3	22.9	14.9	26.2
Net worth per share ⁶⁾					
Registered A share in CHF	50.6	50.9	48.4	49.3	45.4
Registered B share in CHF	10.1	10.2	9.7	9.9	9.1
Market capitalization ²⁾					
in CHF million ⁶⁾	1,207.0	1,472.2	1,702.0	1,537.7	2,529.2
in % of shareholders' equity	309.5	375.2	456.7	405.1	723.6

- 1) Proposal to annual general meeting of shareholders
- 2) Basis: price at Dec. 31
- 3) Basis: average number of outstanding shares entitled to dividend
- 4) Share attributable to shareholders of Bossard Holding AG
- 5) Net income + depreciation and amortization
- 6) Basis: number of outstanding shares entitled to dividend at year-end

in CHF million	2025	2024	2023	2022	2021
Economic value added analysis					
Net sales	1,068.9	984.1	1,069.0	1,153.8	995.1
Earnings before interest and taxes (EBIT)	106.6	100.1	113.1	141.5	123.3
Effective tax rate in %	23.0	21.4	22.9	22.2	19.2
Net operating profit after tax (NOPAT)	82.1	78.7	87.2	110.1	99.6
Equity	390.0	392.3	372.7	379.6	349.5
Gross financial debt	364.3	304.5	293.3	354.8	251.3
Less cash and cash equivalents	53.1	59.3	52.2	35.8	34.1
Capital employed (year-end)	701.2	637.5	613.8	698.6	566.7
Average annual capital employed (A)	669.4	625.7	656.2	632.7	522.4
Return on average capital employed in % (ROCE)	12.3	12.6	13.3	17.4	19.1

	2025	2024	2023	2022	2021
Cost of financial debt in %					
Average cost of financial debt	1.7	2.5	2.6	1.1	1.1
Less effective tax	23.0	21.4	22.9	22.2	19.2
Cost of financial debt after tax	1.3	2.0	2.0	0.9	0.9
Cost of equity in %					
Risk free rate ¹⁾	0.3	0.6	1.0	0.8	-0.2
Risk premium	7.0	7.0	7.0	7.0	7.0
Cost of equity	7.3	7.6	8.0	7.8	6.8
Equity ratio	43.2	46.5	46.2	41.7	45.2
Weighted average cost of capital in % (WACC)	3.9	4.6	4.8	3.8	3.6
Economic profit in % (ROCE - WACC) (B)	8.4	8.0	8.5	13.6	15.5
Economic profit in CHF million (A) * (B)	56.2	50.2	56.0	86.3	81.2

1) Basis: yearly average of yield Swiss government bond

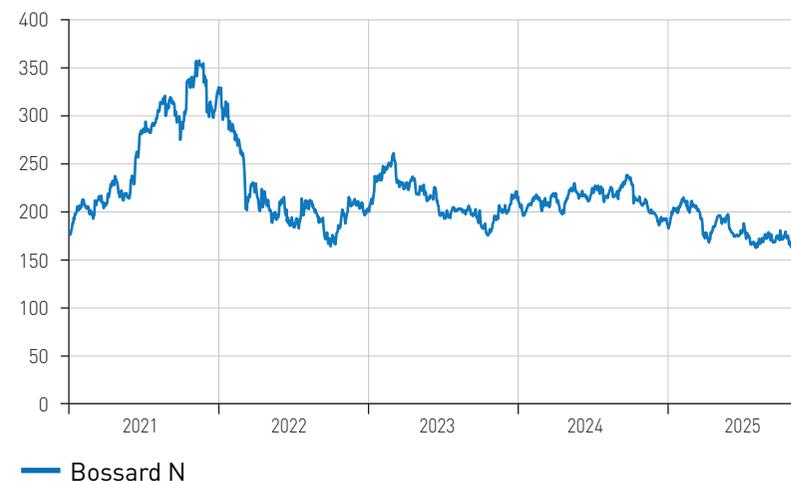
The articles of association do not include any provisions for opting-out or opting-up.

in CHF million	2025	2024	2023	2022	2021
Economic book value (EBV)					
Market value added (economic profit/WACC)	1,441.8	1,093.8	1,172.7	2,300.7	2,278.8
Capital employed	701.2	637.5	613.8	698.6	566.7
Implied enterprise value (EVA®)	2,143.0	1,731.3	1,786.5	2,999.3	2,845.5
Less gross financial debt	364.3	304.5	293.3	354.8	251.3
Plus cash and cash equivalents	53.1	59.3	52.2	35.8	34.1
Economic book value at Dec. 31	1,831.8	1,486.1	1,545.4	2,680.3	2,628.3
Market valuation and key ratios					
Share price at Dec. 31 in CHF	156.6	191.0	221.0	199.8	328.5
Market capitalization	1,207.0	1,472.2	1,702.0	1,537.7	2,529.2
Net financial debt	311.2	245.2	241.1	319.0	217.2
Enterprise value (EV)	1,518.2	1,717.4	1,943.1	1,856.7	2,746.4
EV in % of net sales	142.0	174.5	181.8	160.9	276.0
EV/EBITDA	11.3	13.6	14.1	11.2	18.9
EV/EBIT	14.2	17.2	17.2	13.1	22.4
EV/NOPAT	18.5	21.8	22.3	16.9	27.6
Price/book value per share	3.1	3.8	4.6	4.1	7.2
Return on equity in %	19.1	19.7	20.4	29.0	29.2

EBIT Earnings Before Interest and Taxes
 NOPAT Net Operating Profit After Taxes
 ROCE Return On Capital Employed
 WACC Weighted Average Cost of Capital
 EV Enterprise Value
 EVA Economic Value Added
 EBITDA Earnings Before Interest, Taxes, Depreciation and Amortization

Share price development 2021–2025

Valor: 23862714, ISIN CH0238627142/BOSN



IMPRINT & AGENDA

Meeting for financial analysts & media conference
March 5, 2026

Publication of Annual Report 2025
March 5, 2026

Annual general meeting of shareholders
April 10, 2026

Publication of sales results, 1st quarter 2026
April 10, 2026

Publication of Semi-Annual Report 2026
July 21, 2026

Publication of sales results, 3rd quarter 2026
October 14, 2026

Publication of sales results 2026
January 14, 2027

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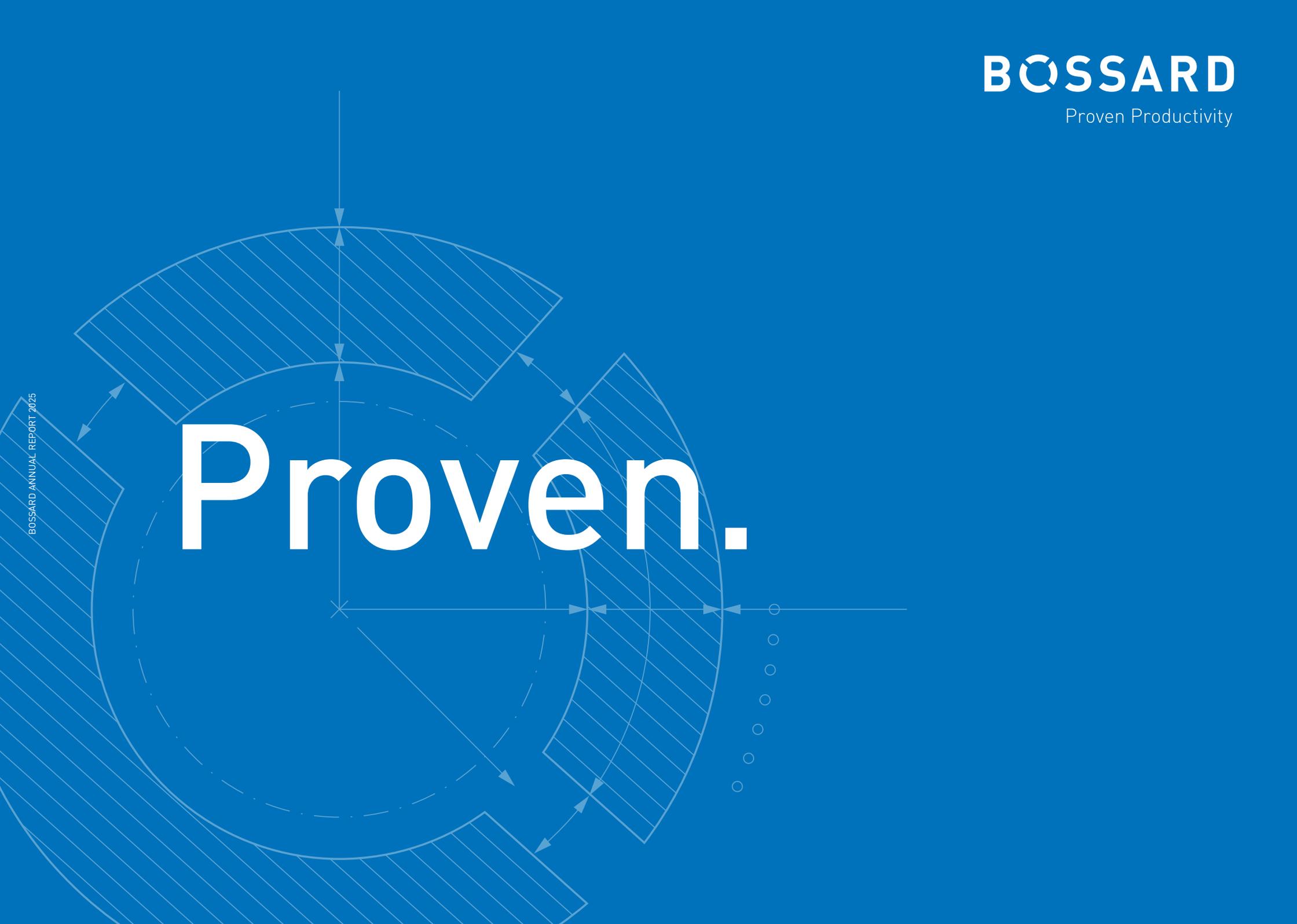
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This Annual Report 2025 is also available in German.

The German Annual Report 2025 is binding.

Dieser Geschäftsbericht 2025 ist auch in deutscher Sprache erhältlich.

Der deutsche Geschäftsbericht 2025 ist massgebend.

A technical drawing of a gear is centered on the page. The gear is shown in a perspective view, with its teeth and internal structure detailed. The drawing is rendered in white lines on a blue background. The word "Proven." is written in a large, white, sans-serif font across the center of the gear. The period at the end of the word is a solid square. The gear's teeth are arranged in a circular pattern, and the drawing includes various lines representing the gear's geometry, such as the pitch circle and the addendum circle. The overall composition is clean and professional, emphasizing the company's focus on productivity and engineering.

Proven.