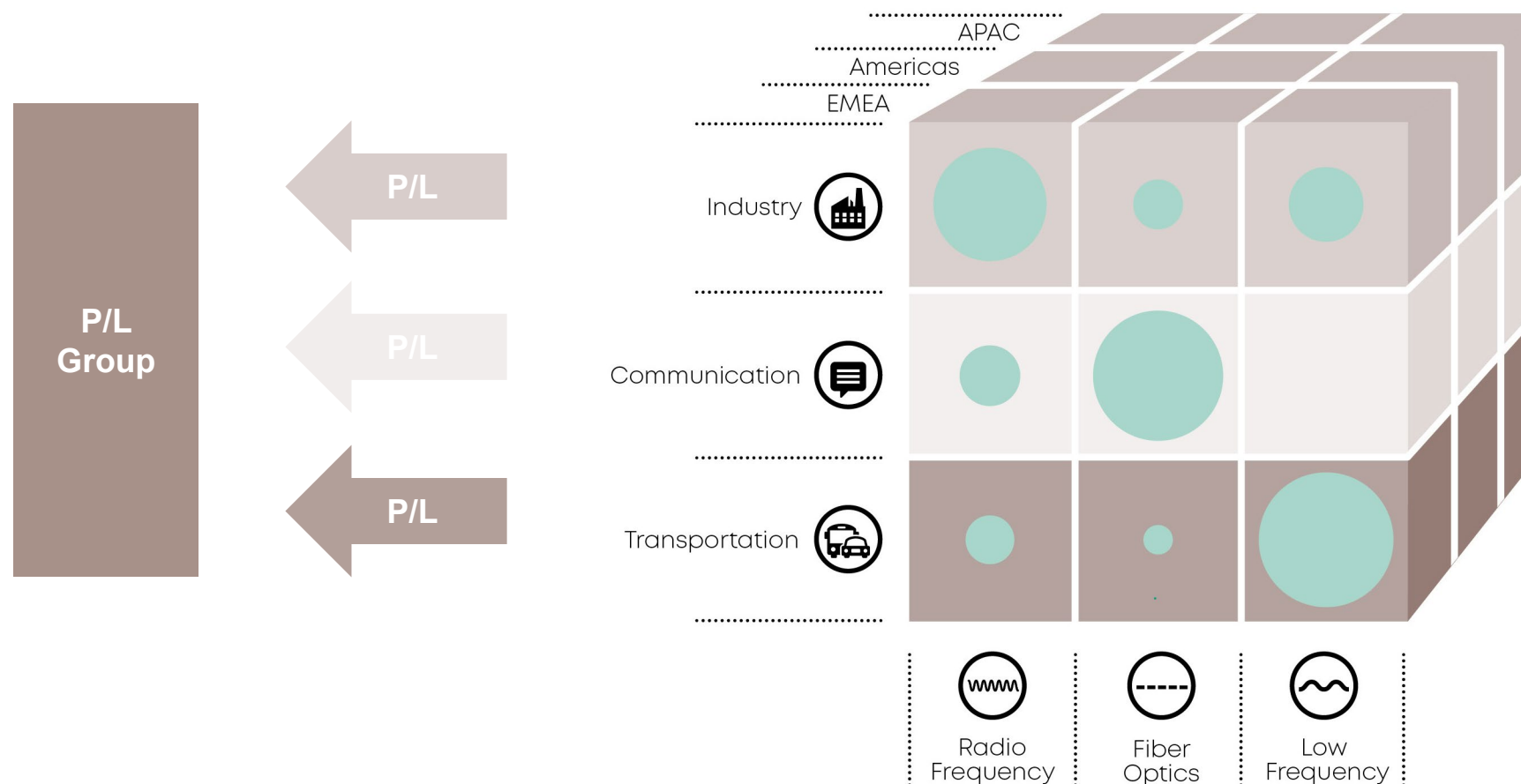


**HUBER+SUHNER**

# Facts & figures

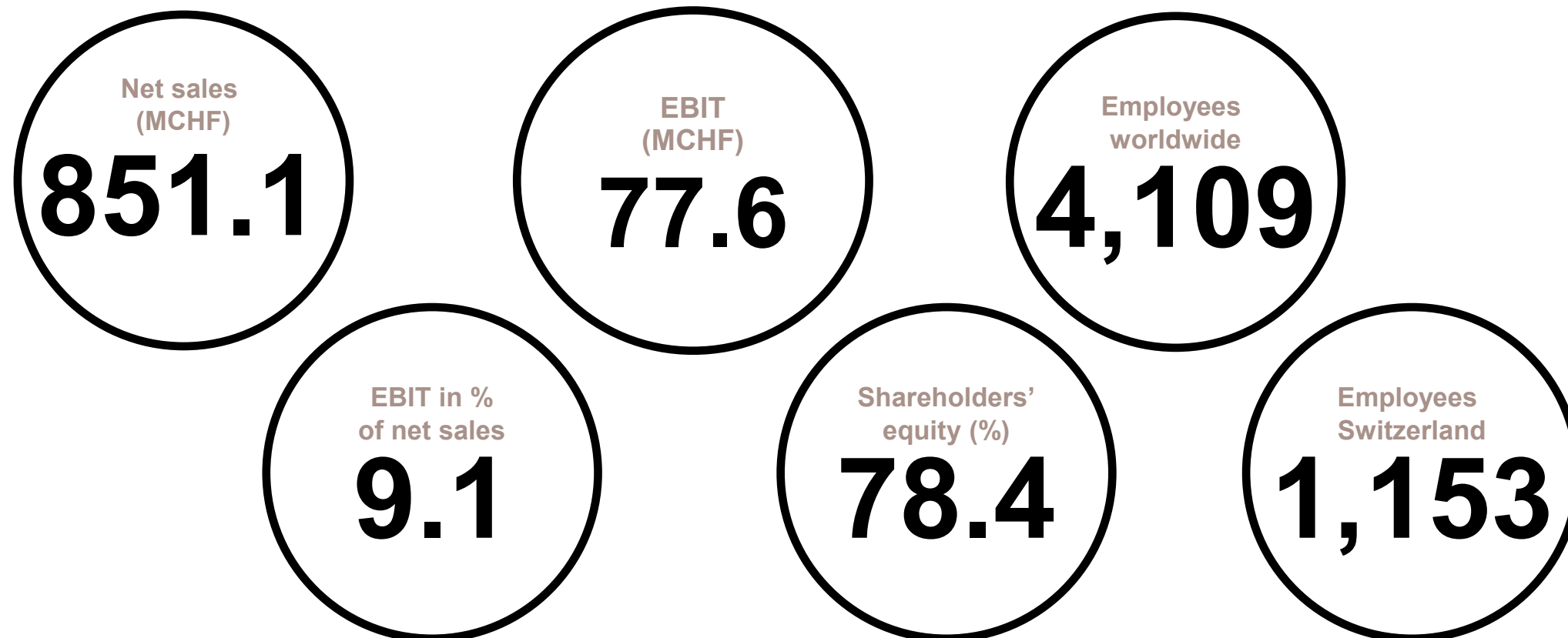
# The dimensions of our business

## Segment reporting according to three main markets



Bubble size based on 2023 net sales

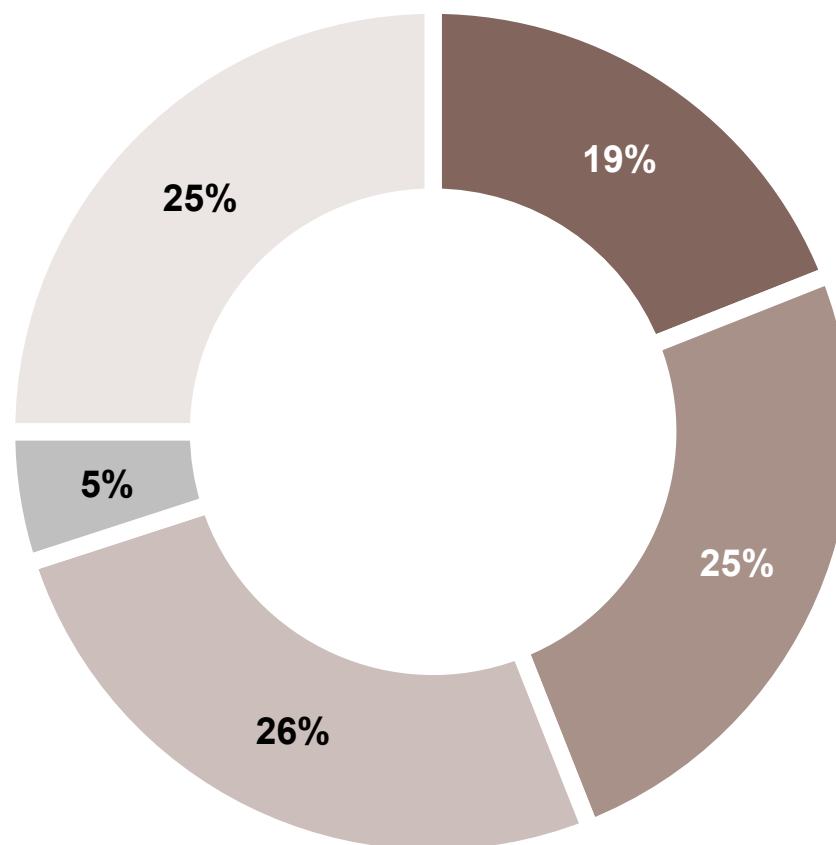
## Key figures 2023 at a glance



# Strong shareholder base

**Approx. 7,400 shareholders**

- Significant shareholders
- Institutional
- Private investors
- Share buyback programme
- Not registered (without share buyback programme)



## Significant shareholders (>3 %)\*

- EGS Beteiligungen AG 9.3 %
- S. Hoffmann-Suhner 6.2 %
- Huwa Finanz- und Beteiligungs AG 3.2 %

\* as of 31 December 2023

# Global network

## Engineering, production and sales



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

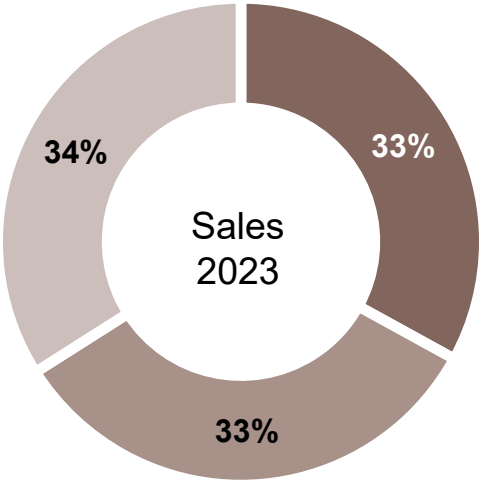
Over 400 sales employees serve customers face to face across all markets, continents and technologies.

Network of distributors adds additional points of sales.

Standard products are increasingly sold via online channels.

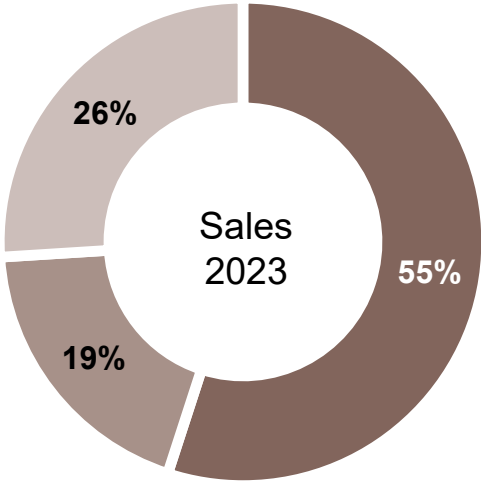
# Net sales of MCHF 851.1 – 2023 distribution

by market segment



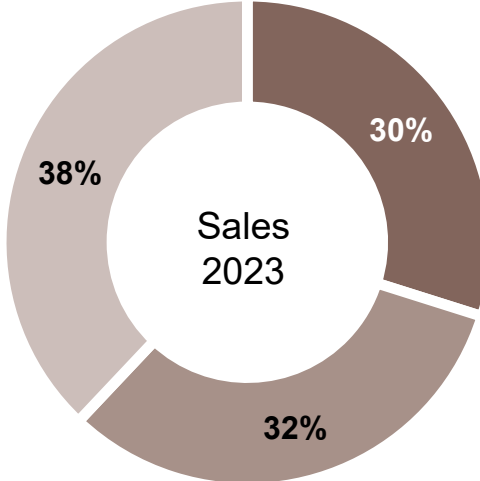
- Industry
- Communication
- Transportation

by region



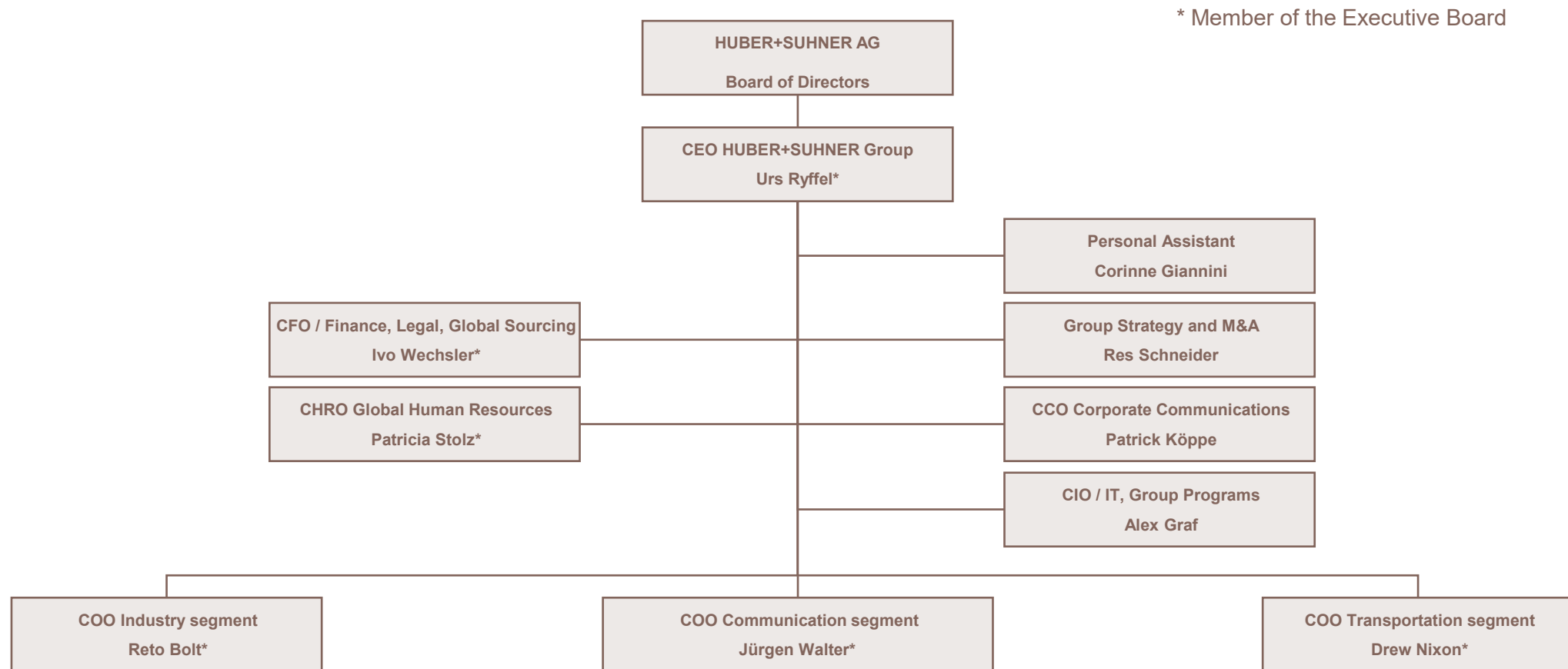
- EMEA
- Americas
- Asia-Pacific

by technology



- Radio Frequency
- Fiber Optics
- Low Frequency

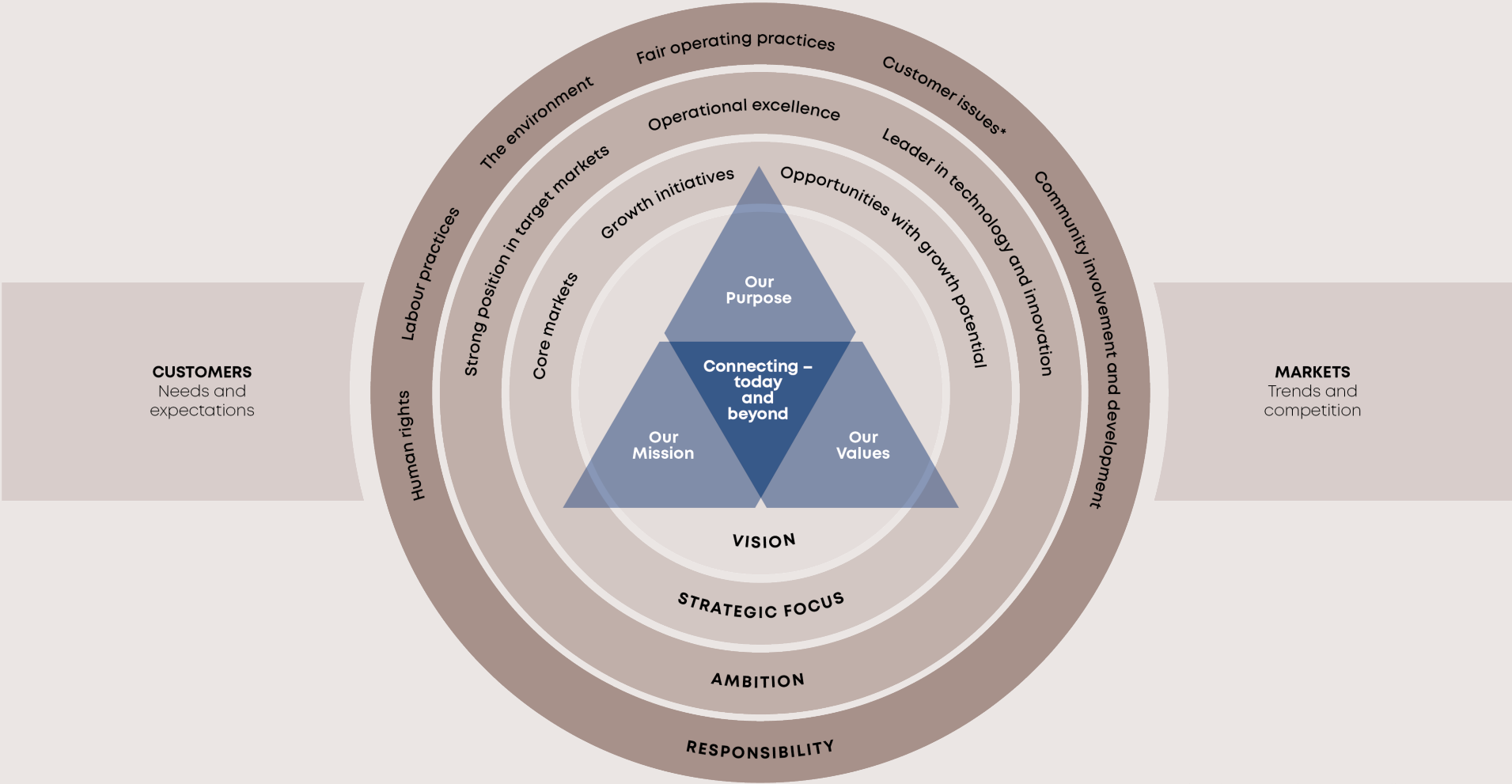
# Organisation





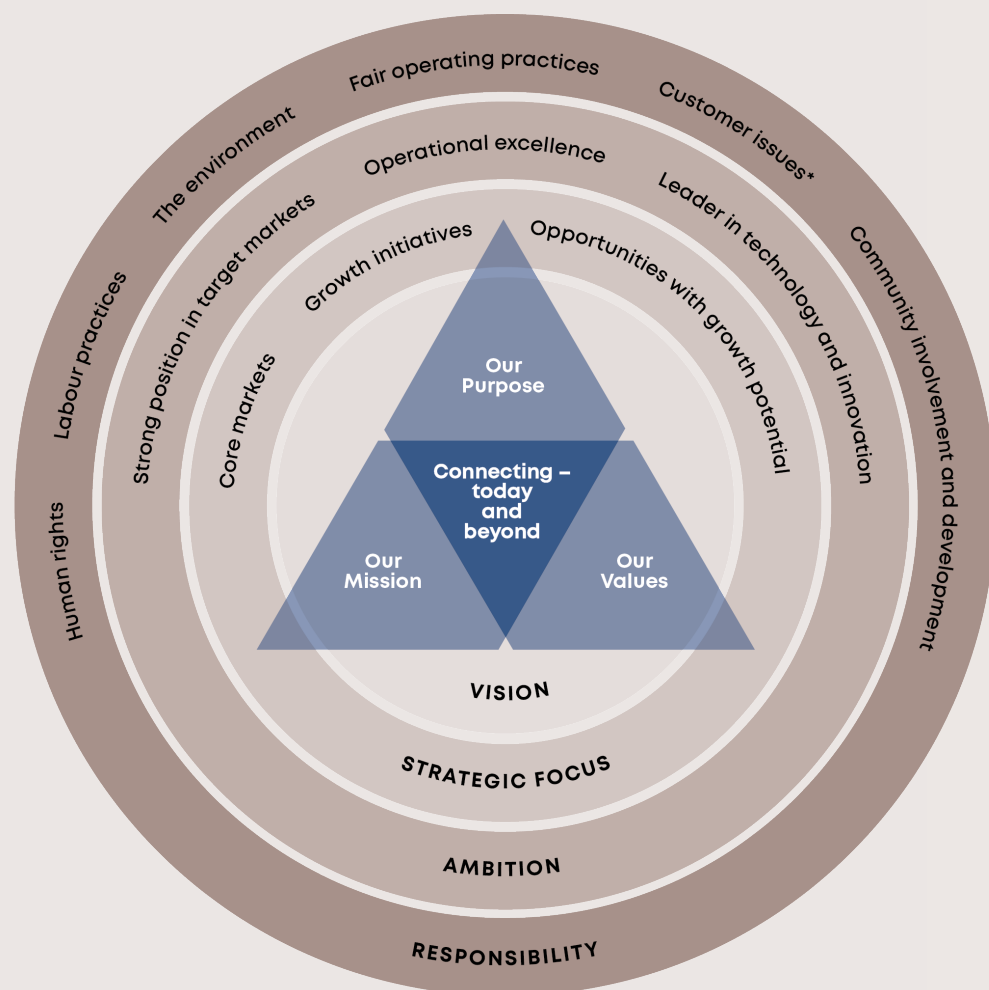
# Fundamentals

# Fundamentals




\* Corresponds to 'Consumer issues' according to ISO 26000

# Our vision, our purpose



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





**Communicate**



**Be mobile**

**The desire  
to be connected  
is driven by fundamental  
human needs**



**Feel safe**

Company presentation



**Act sustainably**





**Communicate**



**Be mobile**

**The resulting expectations  
drive us to develop the most  
innovative connectivity solutions:  
this is our meaningful contribution  
to society – today**



**Feel safe**

Company presentation



**Act sustainably**



# Communicate

## Reliable communication

Railway communication  
Communication networks  
Data center

# Be mobile

## Ecological mobility

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

## Our meaningful contribution to society – today

## Responsible security

Reliable infrastructure  
Ecological energy  
Space and defense  
Test and measurement  
Medical

## Responsible business conduct

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

# Feel safe

Company presentation

# Act sustainably





**Communicate**



**Be mobile**

**The resulting megatrends reveal  
the connectivity solutions of the future:  
this is where our strategic focus  
lies – beyond**



**Feel safe**

Company presentation



**Act sustainably**



# Communicate



# Be mobile



# Feel safe

Company presentation

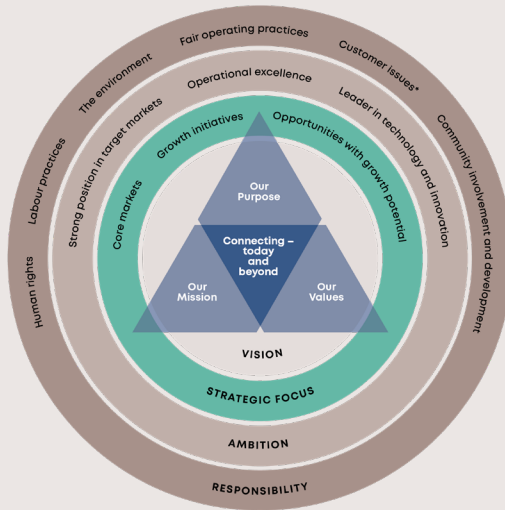


# Act sustainably

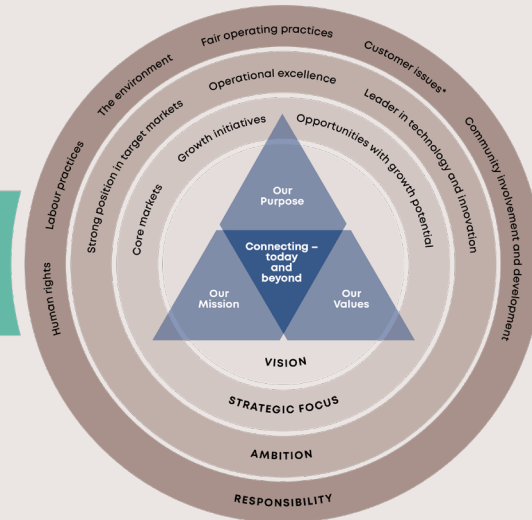
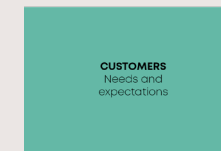
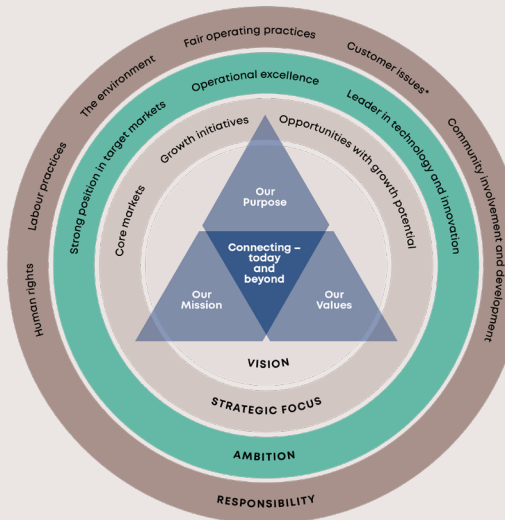




# Strategic focus – Ambition – Customers & Markets



\* Corresponds to 'Consumer issues' according to ISO 26000



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

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

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

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

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

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

# The dimensions of our vision

## Our Mission

What we do to achieve our vision.



We operate globally in three markets segments and three technologies. This is our **3x3 business scope**.



We **align the company with the relevant trends** regarding market positioning, company culture, and value creation.



We generate sustainable added value for all our stakeholders with a **long-term focus**.



We take a strong position in our target markets – with a global approach and through **close relationships with our customers**.



We are a leader in innovation and master the key technologies to provide our customers differentiated, high quality and **convincing solutions**.



We **create value for our customers** by enabling them to perform.



We continuously improve our processes and services and create additional differentiation through a **powerful supply chain**.



We have a company culture that promotes outstanding performance on the basis of having **the right people at the right place and common values**.



We have **high ambitions** and want to surpass our set goals regularly.

# The dimensions of our vision



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

**Trust**

We give and expect trust

**Care**

We take responsibility towards employees, society, and the environment

**Passion**

We strive beyond the expected


**Transparency**

We collaborate openly and honestly

**Accountability**

We take ownership and deliver what we promise

# Sustainability

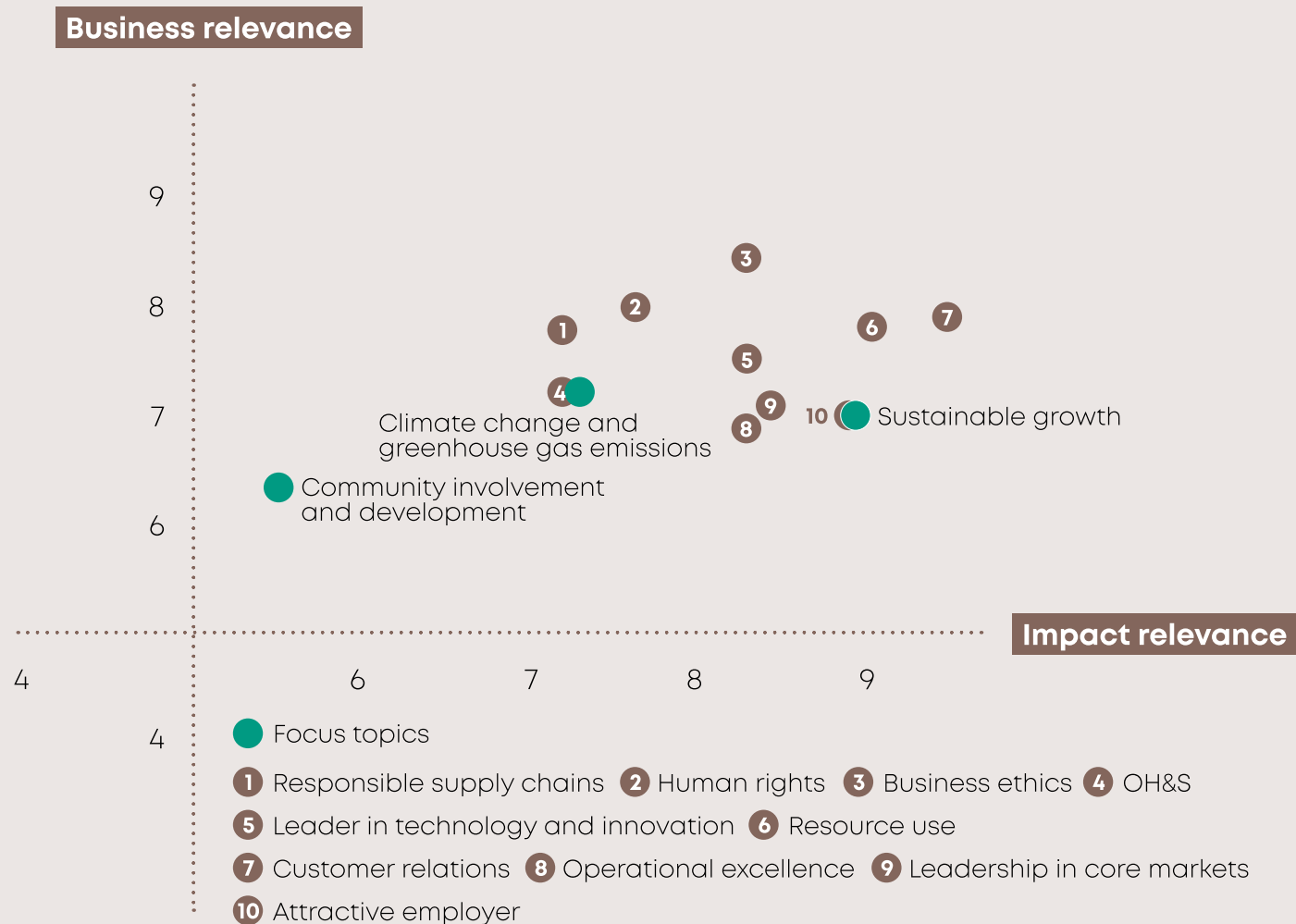
A close-up photograph of a human hand holding water, with droplets falling onto a row of five small green seedlings growing out of dark soil. The background is a bright, out-of-focus green field under a warm, sunny sky. The text is overlaid on the upper right portion of the image.

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

[www.hubersuhner.com/en/company/sustainability](http://www.hubersuhner.com/en/company/sustainability)

# 13 material topics

## Business relevance and impact on key stakeholders





# Score card

## 2023 performance and targets for the three focus topics

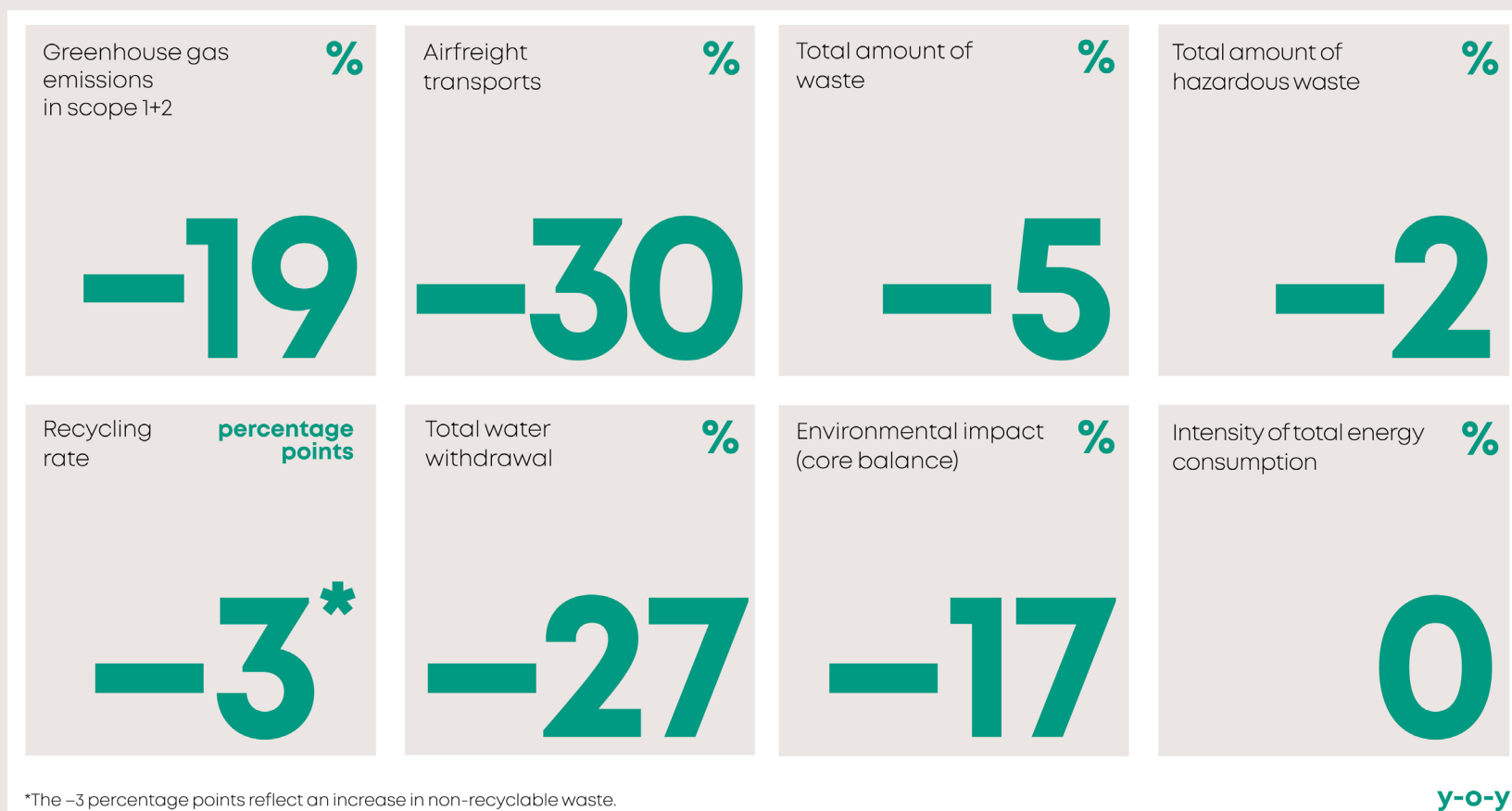
Focus topic	2022	Target	Time horizon
Sustainable growth	31 % of net sales from growth initiatives	> 33 % of net sales from growth initiatives	2023
Climate change and greenhouse gas emissions	7,735 t CO <sub>2</sub> -eq (scope 1+2)	8,400 t CO <sub>2</sub> -eq (scope 1+2)* Net-zero CO <sub>2</sub> -emissions (scope 1+2)	2025
Community involvement and development	CHF 515,000 spent on 211 community development projects	The company sets aside and spends at least 0.5 % of the budgeted EBIT or CHF 500,000**, whichever is higher, for community development projects as a matter of principle	Annual target

This SBTi approved target will be replaced by new science-based targets in 2024.

\*\* The funds will be provided from the operating business as well as from the Swiss-based HUBER+SUHNER Foundation (see chapter Annual Report 2023, chapter ["community involvement and development"](#)).

# Sustainability

## Environmental performance highlights 2023



Ernst & Young Ltd performed a limited assurance engagement on selected environmental KPIs for 2023, these are summarized in [Addendum 3: Detailed environmental performance indicators](#).



# Sustainability

## Social performance highlights 2023

Spend for  
community  
involvement and  
development

CHF

515,000

Women in  
managerial  
positions ✓

%

27.6

Absence rate due  
to sickness

%

3.9

Added value  
distribution to  
employees

%

24

Lost-time injury  
frequency rate\*  
in production ✓

4.1

Community  
development projects

211

Ernst & Young Ltd performed a limited assurance engagement on selected social KPIs with a ✓ in accordance with specific GRI standards.

\*The number of lost time injuries (injury frequency rate) occurring in the workplace with at least one day/one shift lost time, normalized per 1 million hours worked

# Sustainability

## Governance performance highlights 2023

Cases of violation of the  
Code of responsible  
business conduct

1

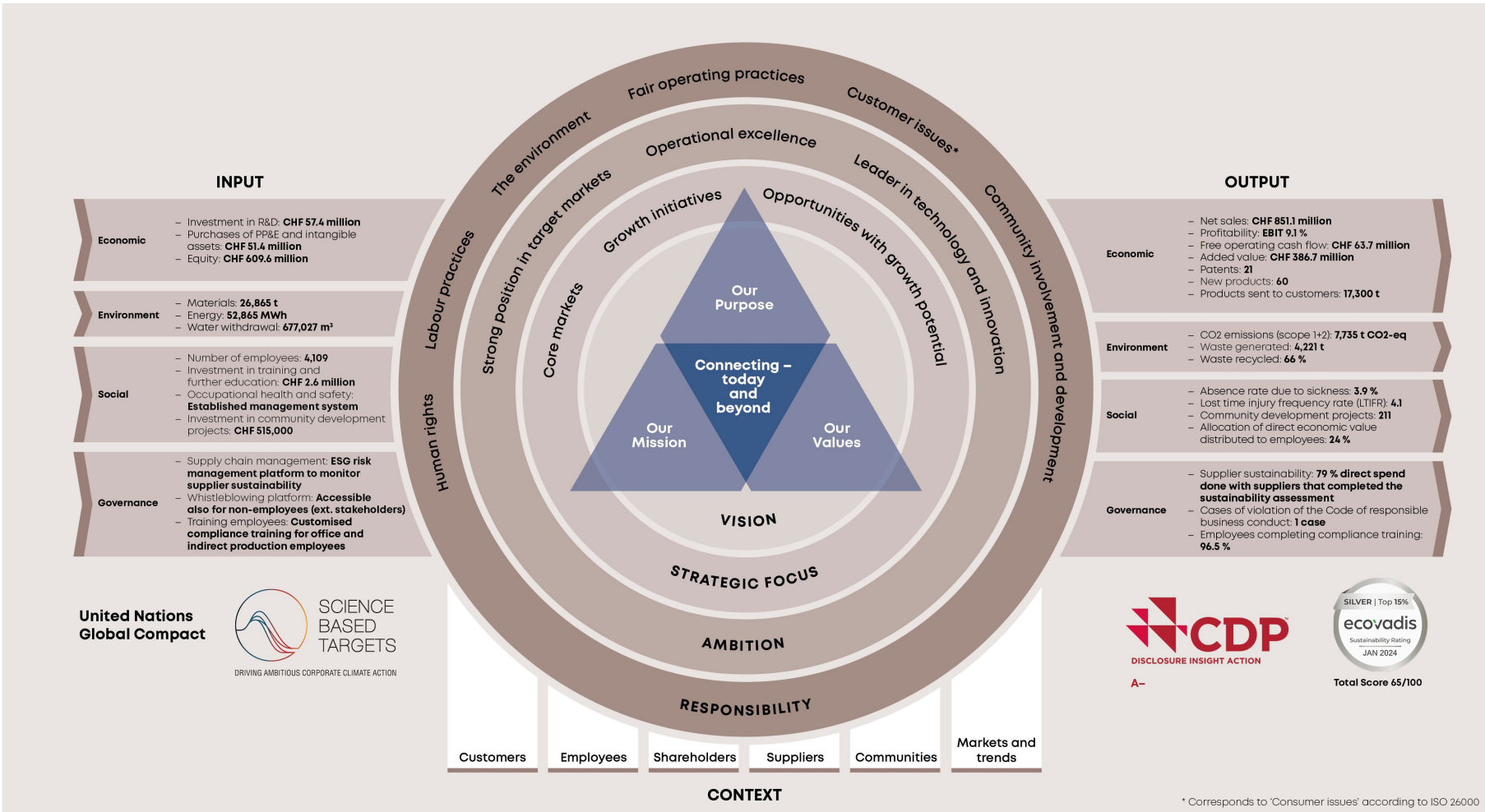
Direct spend done  
with suppliers that  
completed the  
sustainability assessment

%

79

# Business model

## Sustainable value creation and distribution



# Corporate responsibility

## Commitments, disclosures and ratings



HUBER+SUHNER achieved a 47 % reduction in the intensity of our operational emissions in comparison to the 2015 baseline and continue to be aligned with the initiative of science based targets.(SBTi)



Climate change rating 2023: A– (Leadership band: Implementing current best practices). This places HUBER+SUHNER among the 14 % of companies (PY 18 %) that reached Leadership level



With an overall score of 65/100 HUBER+SUHNER is among the top 15 % of companies worldwide in the “Manufacture of electronic components and boards” sector which were rated.



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

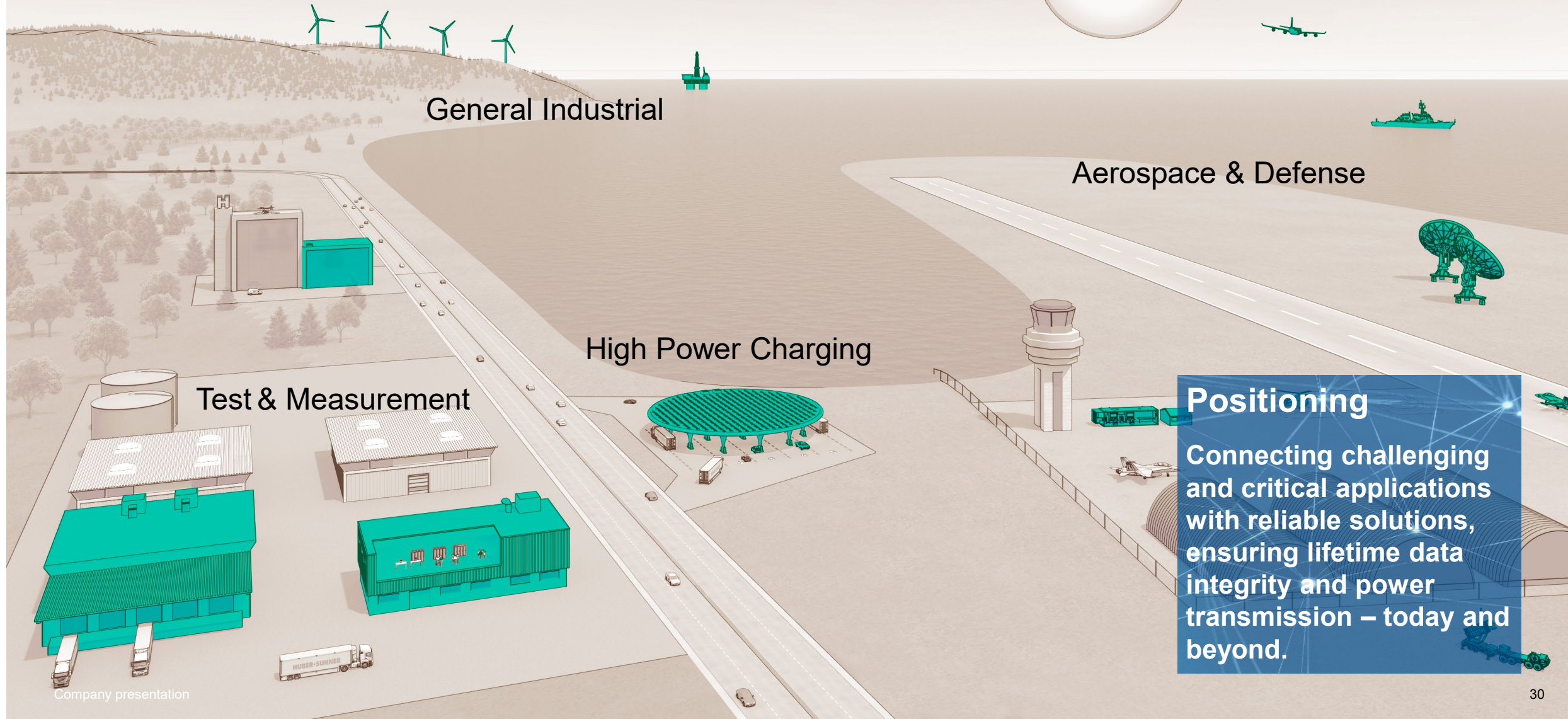
We welcome feedback on its contents.

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

# Markets and customers



# Our solutions for the Industry market



General Industrial

Aerospace & Defense

High Power Charging

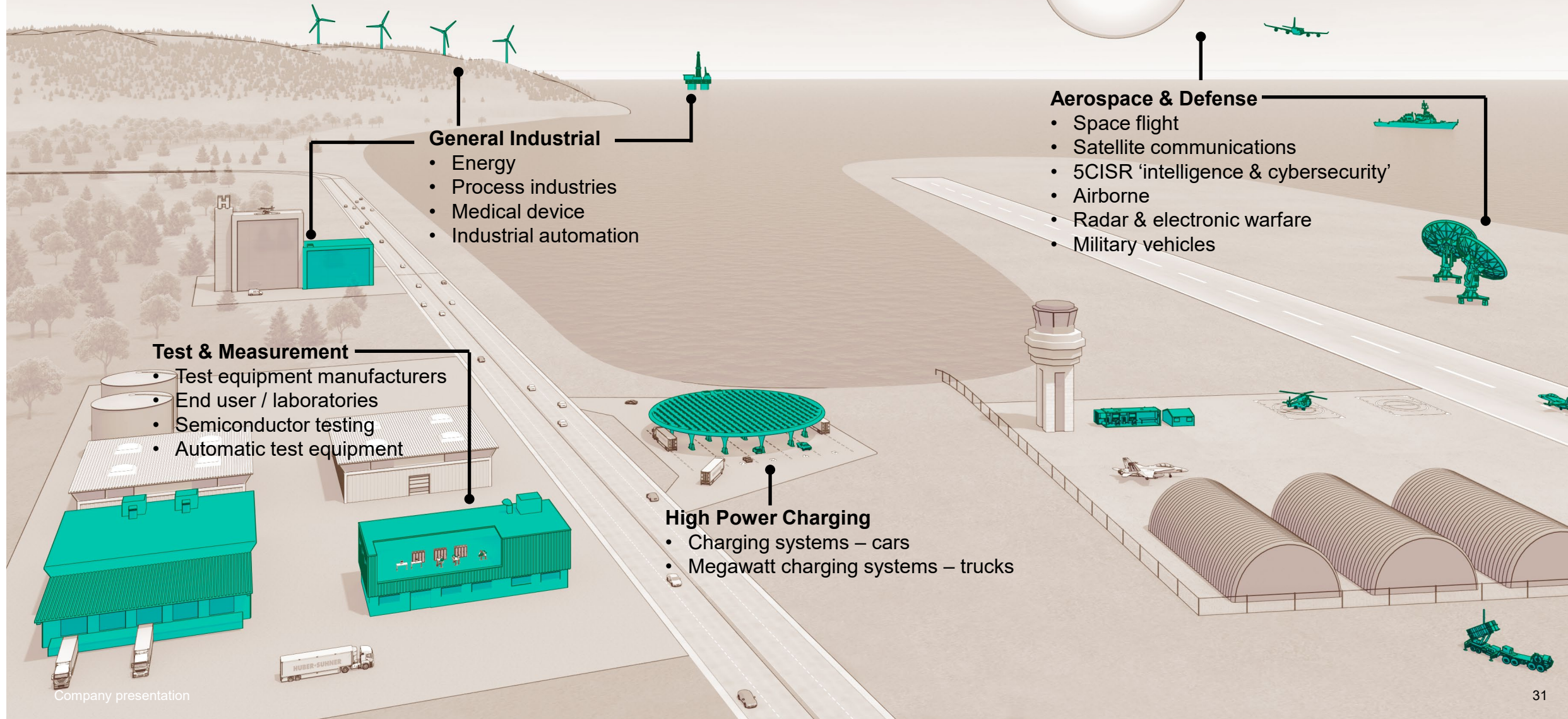
Test & Measurement

**Positioning**

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

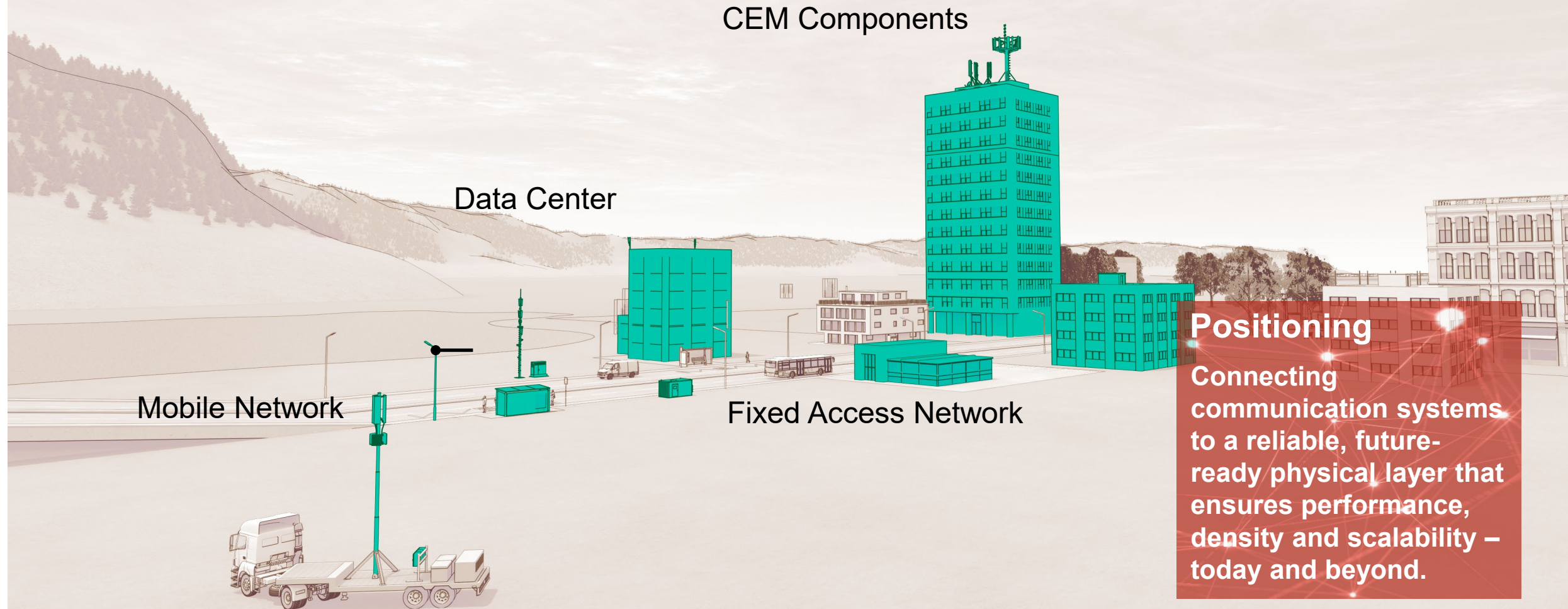


# Our solutions for the Industry market





# Our solutions for the Communication market



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



# Our solutions for the Communication market

## Mobile Network

- In-building coverage
- Private mobile network
- Test lab
- Macrocell
- Small cell/densification
- Special applications

## Data Center

- Telecoms
- Broadcasting
- Colocation
- Enterprise
- Edge data center

## CEM Components

- Components for antennas and radios
- Switches and routers
- Optical transport equipment

## Fixed Access Network

- Transport network
- HFC network
- FTTH network



# Our solutions for the Transportation market

Rail Communications

Rolling Stock

Electric Vehicle

Advanced driver assistance system  
(ADAS)

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



# Our solutions for the Transportation market

## Rolling Stock

- In-carriage wiring solutions
- Inter-carriage wiring solutions

## Rail Communications

- Train-to-ground communication
- Ground communication
- Communication-based train control (CBTC)

## Advanced driver assistance system (ADAS)

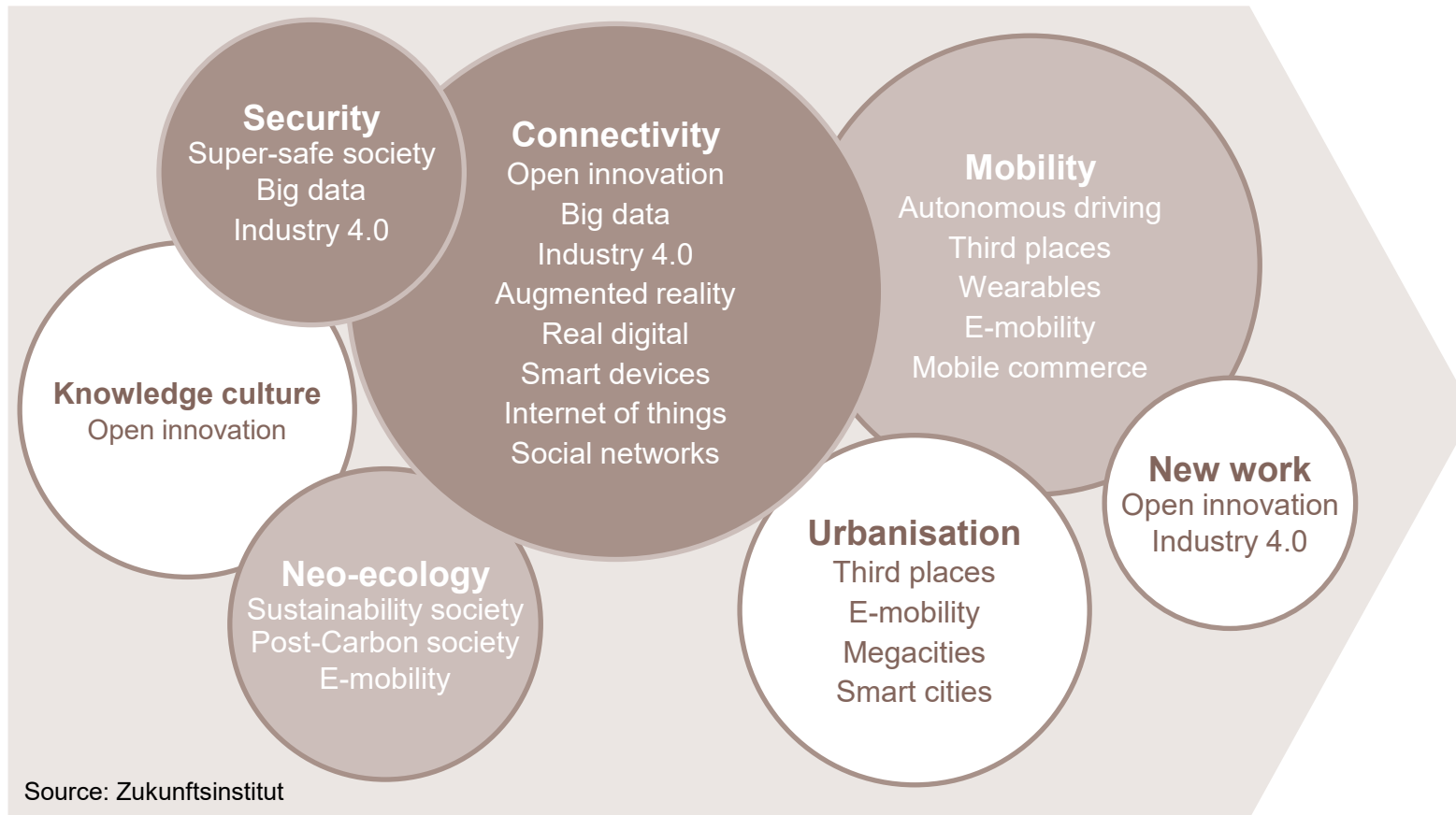
- Wireless communication between vehicles
- V2X (vehicle to X)

## Electric Vehicle

- On-board network wiring
- High-voltage power distribution

# Strategic focus

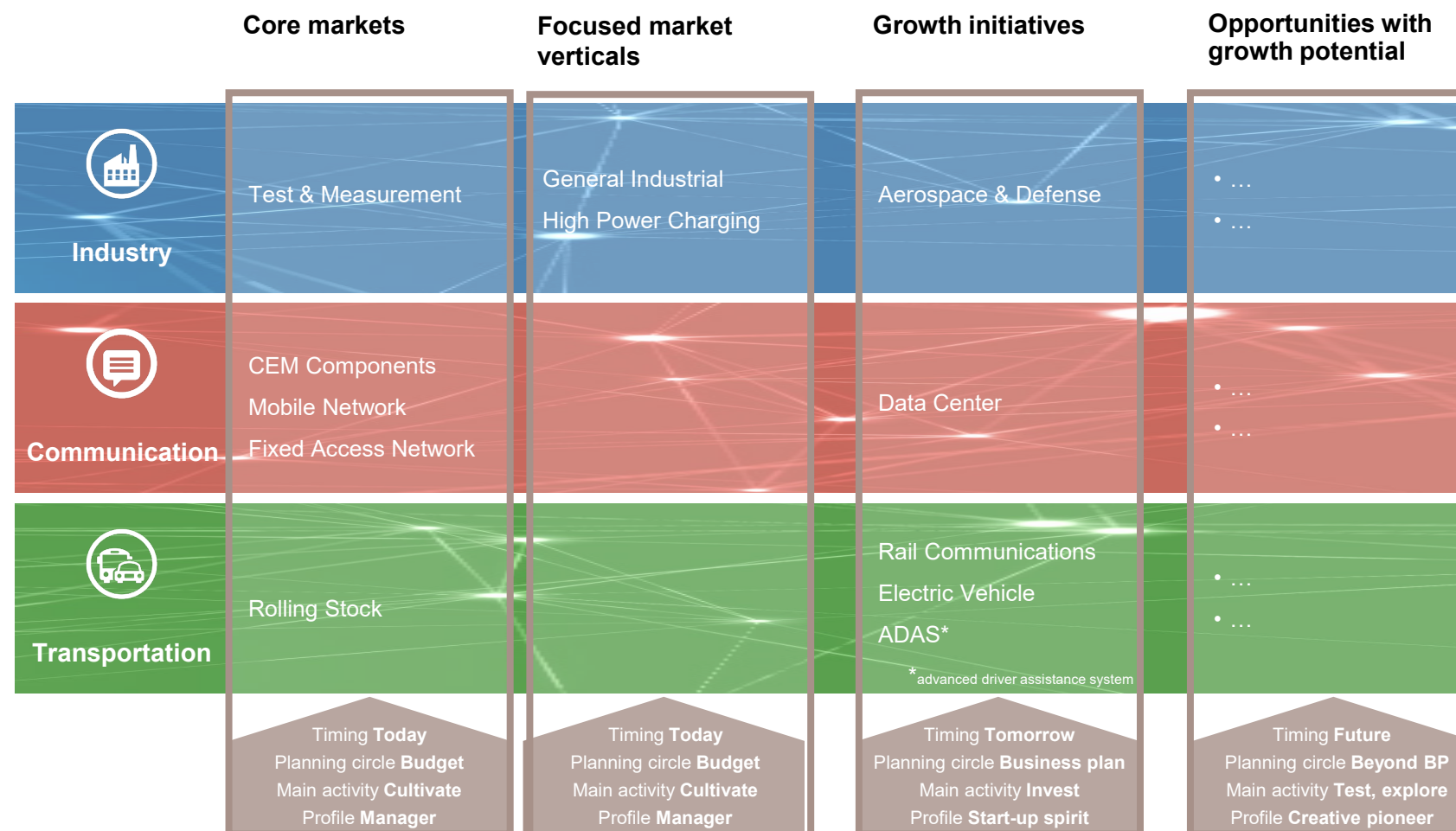
# Focused strategy aligned with megatrends



**Strategic  
focus**

# The dimensions of our strategic focus




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







# Core markets

Core markets are our foundation. Their turnover is crucial to secure the company we have today in terms of size and setup. Our aim is to be in attractive core markets which allow our company to use all its strengths to take a strong position. Their contributions are essential to meet today’s goals and fund our growth initiatives.

	Core markets	Growth initiatives	Focused market verticals	Opportunities with growth potential
.....  Industry	Test & Measurement	Aerospace & Defense	General Industrial High Power Charging	<ul style="list-style-type: none"><li>• ...</li><li>• ...</li></ul>
.....  Communication	CEM Components Mobile Network Fixed Access Network	Data Center		<ul style="list-style-type: none"><li>• ...</li><li>• ...</li></ul>
.....  Transportation	Rolling Stock	Rail Communications Electric Vehicle ADAS* <small>*advanced driver assistance system</small>		<ul style="list-style-type: none"><li>• ...</li><li>• ...</li></ul>

# Growth initiatives

Growth initiatives have been identified based on their potential for future profitable growth and their strategic fit. In order to succeed we ensure a dedicated approach, pre-investments in resources and the formation of highly committed teams. Our today's growth initiatives should become core markets of the future.




		Core markets	Growth initiatives	Focused market verticals	Opportunities with growth potential
.....	 Industry	Test & Measurement	Aerospace & Defense	General Industrial High Power Charging	<ul style="list-style-type: none"><li>• ...</li><li>• ...</li></ul>
.....	 Communication	CEM Components Mobile Network Fixed Access Network	Data Center		<ul style="list-style-type: none"><li>• ...</li><li>• ...</li></ul>
.....	 Transportation	Rolling Stock	Rail Communications Electric Vehicle ADAS* <small>*advanced driver assistance system</small>		<ul style="list-style-type: none"><li>• ...</li><li>• ...</li></ul>
.....					



# Focused market verticals




Focused market verticals are niches or applications which offer a high degree of differentiation and thus attractive margins.

They differ from growth initiatives solely by the fact that the market does not offer HUBER+SUHNER the potential to generate sufficiently high sales to become a core market over time.

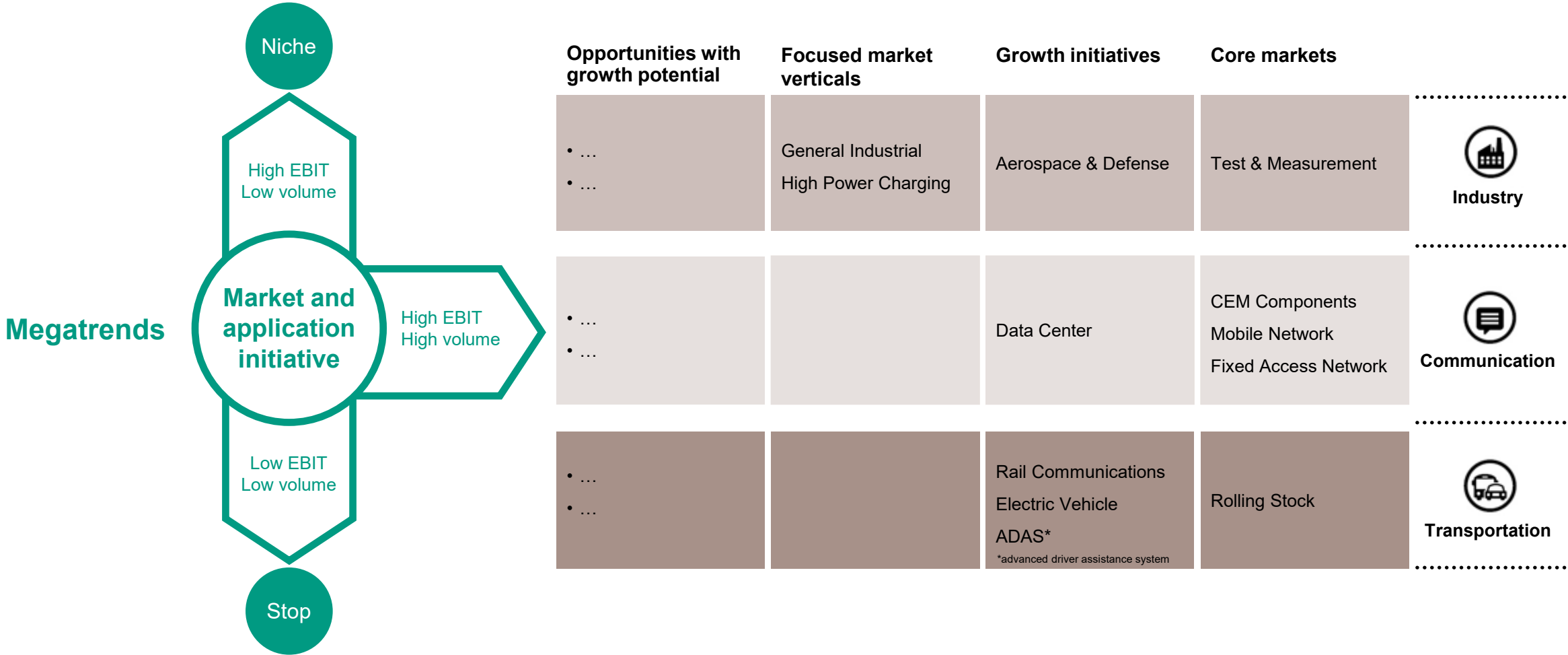
		Core markets	Growth initiatives	Focused market verticals	Opportunities with growth potential
.....	 Industry	Test & Measurement	Aerospace & Defense	General Industrial High Power Charging	<ul style="list-style-type: none"><li>• ...</li><li>• ...</li></ul>
.....	 Communication	CEM Components Mobile Network Fixed Access Network	Data Center		<ul style="list-style-type: none"><li>• ...</li><li>• ...</li></ul>
.....	 Transportation	Rolling Stock	Rail Communications Electric Vehicle ADAS* <small>*advanced driver assistance system</small>		<ul style="list-style-type: none"><li>• ...</li><li>• ...</li></ul>
.....					

# Opportunities with growth potential

Opportunities with growth potential are attractive business ideas at an early stage. They prove either to have the prospect to become a growth initiative or an interesting niche business – or they are not pursued. We therefore strive to always have a range of «beyond bold moves» in the pipeline.

		Core markets	Growth initiatives	Focused market verticals	Opportunities with growth potential
.....	 Industry	Test & Measurement	Aerospace & Defense	General Industrial High Power Charging	<ul style="list-style-type: none"><li>• ...</li><li>• ...</li></ul>
.....	 Communication	CEM Components Mobile Network Fixed Access Network	Data Center		<ul style="list-style-type: none"><li>• ...</li><li>• ...</li></ul>
.....	 Transportation	Rolling Stock	Rail Communications Electric Vehicle ADAS* <small>*advanced driver assistance system</small>		<ul style="list-style-type: none"><li>• ...</li><li>• ...</li></ul>
.....					

Our way forward



# Ambition

# Hold a strong position in target markets

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

## **Strong market position**

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

## **Reliable products and services**

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

## **Added value for our customers**

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

# Operational excellence

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

## **Global production network**

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

## **Differentiated and customer oriented supply chain**

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

## **Competitive costs and high quality**

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

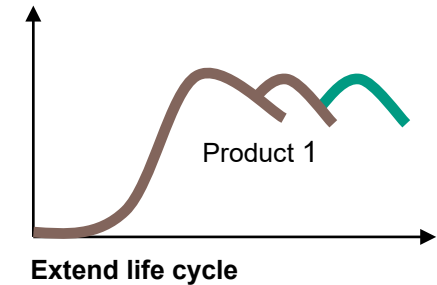


# Be a leader in technology and innovation

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

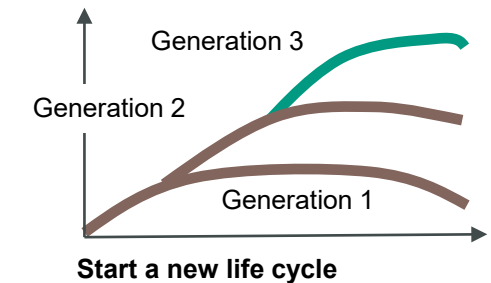
## Product care

- Improve functionality
- Reduce costs
- Range adjustments



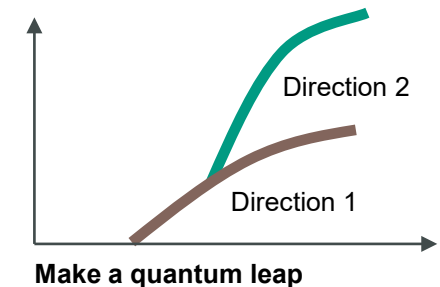
## New products

- New generation of products
- New applications
- Additional functionalities



## New technologies / new business fields

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





**Connecting – today and beyond**

## Disclaimer

This document is for presentation purposes only. It contains certain forward-looking statements including, but not limited to, those using the words “believes”, “assumes”, “expects” or formulations of a similar kind. Such forward-looking statements are made on the basis of assumptions and expectations that the company believes to be reasonable at this time, but may prove to be erroneous. Such statements are subject to known and unknown risks and uncertainties. The actual results of HUBER+SUHNER may differ materially from those anticipated in forward-looking statements and outlook. The company is making great efforts to include accurate and up-to-date information; however, no representations or warranties are made, expressed or implied, as to the accuracy or completeness of the information provided in this handout, and the company disclaims any liability for the use of it.