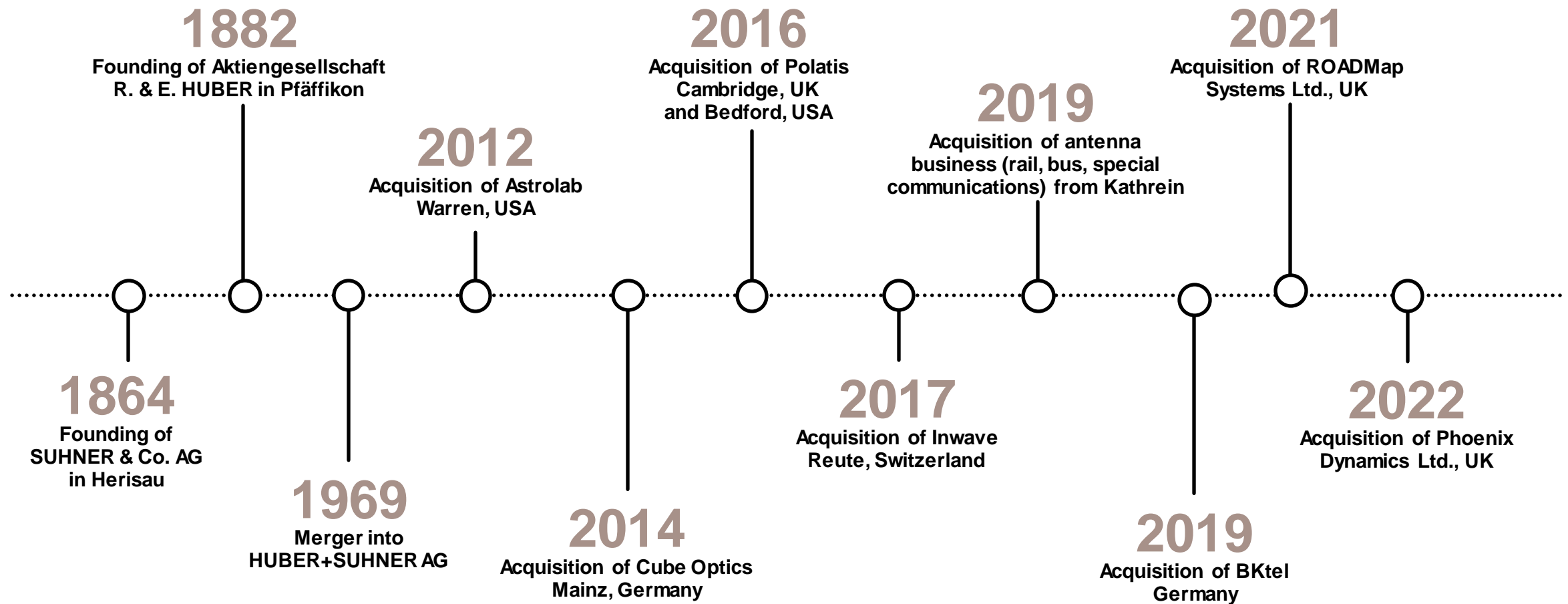


HUBER+SUHNER

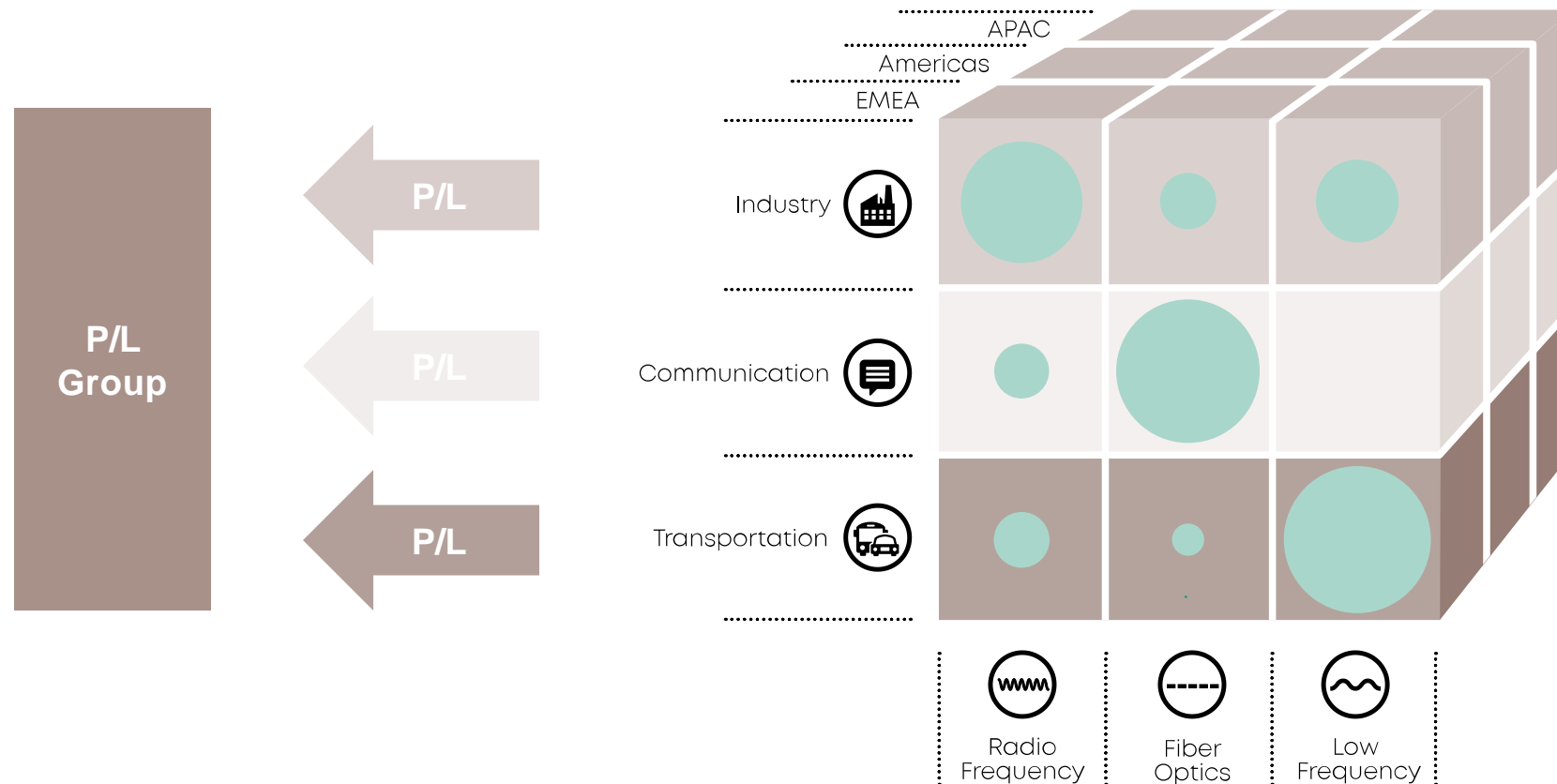
Facts & figures

Company history



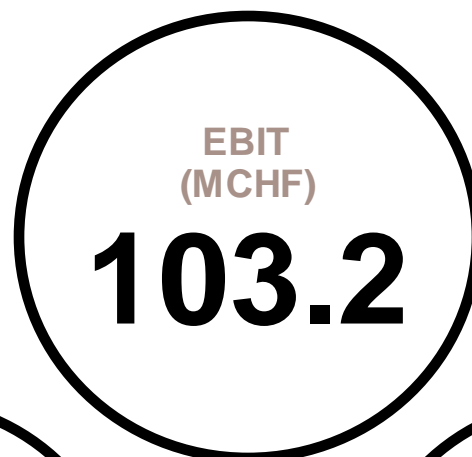
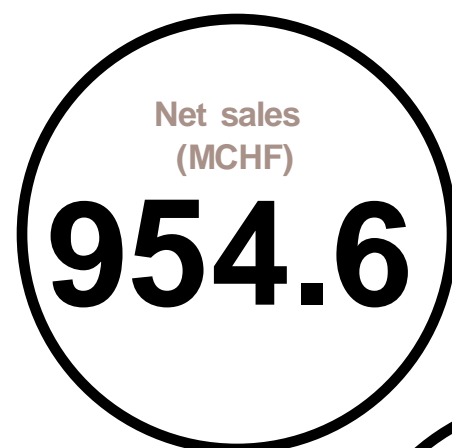
The dimensions of our business

Segment reporting according to three main markets



Bubble size based on 2022 net sales

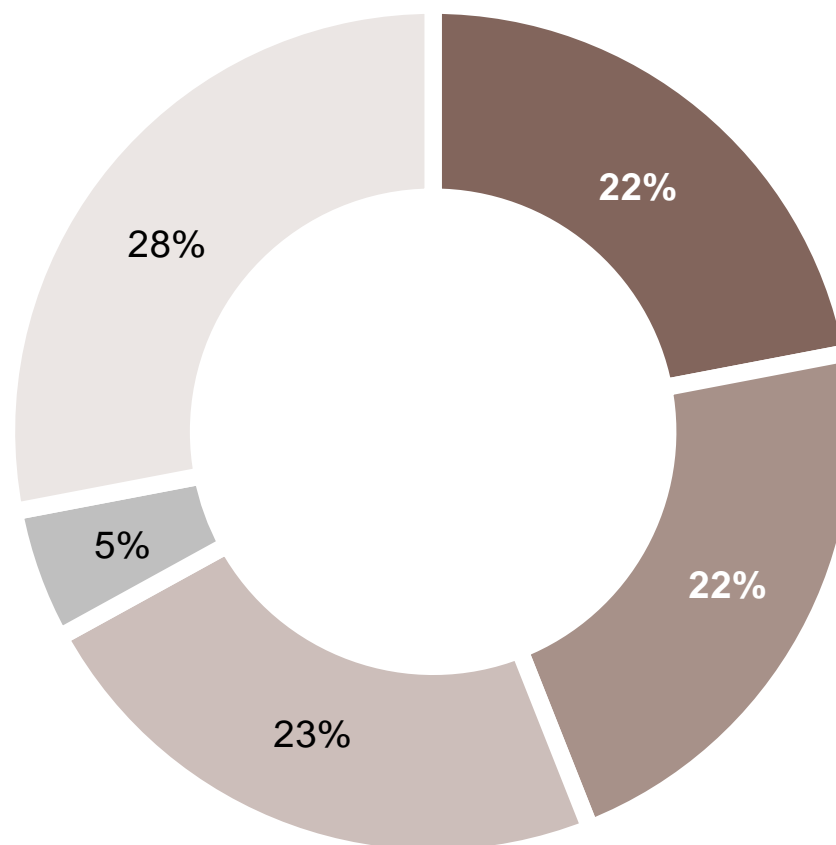
Key figures 2022 at a glance



Strong shareholder base

Approx. 6 100 shareholders

- Significant shareholders
- Institutional
- Private investors
- Not registered (without share buyback programme)
- Share buyback programme (4.6 % equals 92 % of the programme-target)



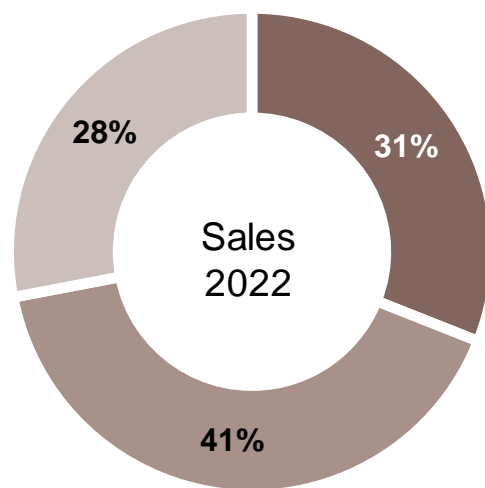
Significant shareholders (>3 %)*

- EGS Beteiligungen AG 9.2 %
- S. Hoffmann-Suhner 6.2 %
- Huwa Finanz- und Beteiligungs AG 3.2 %
- BlackRock, Inc. 3.1 %

* as of 31 December 2022

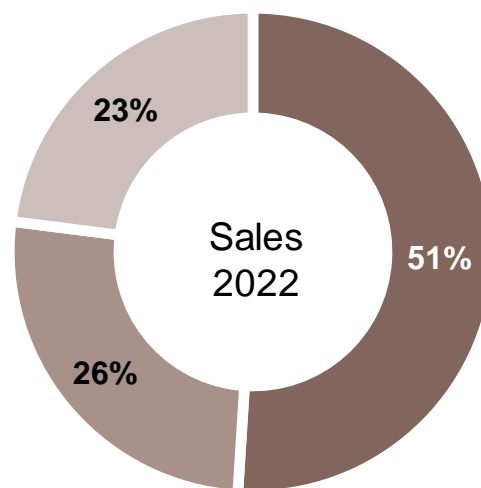
Net sales of MCHF 954.6 – 2022 distribution

by market segment



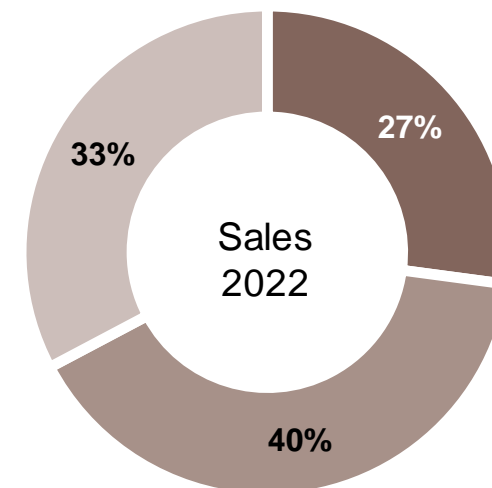
- Industry
- Communication
- Transportation

by region



- EMEA
- Americas
- Asia-Pacific

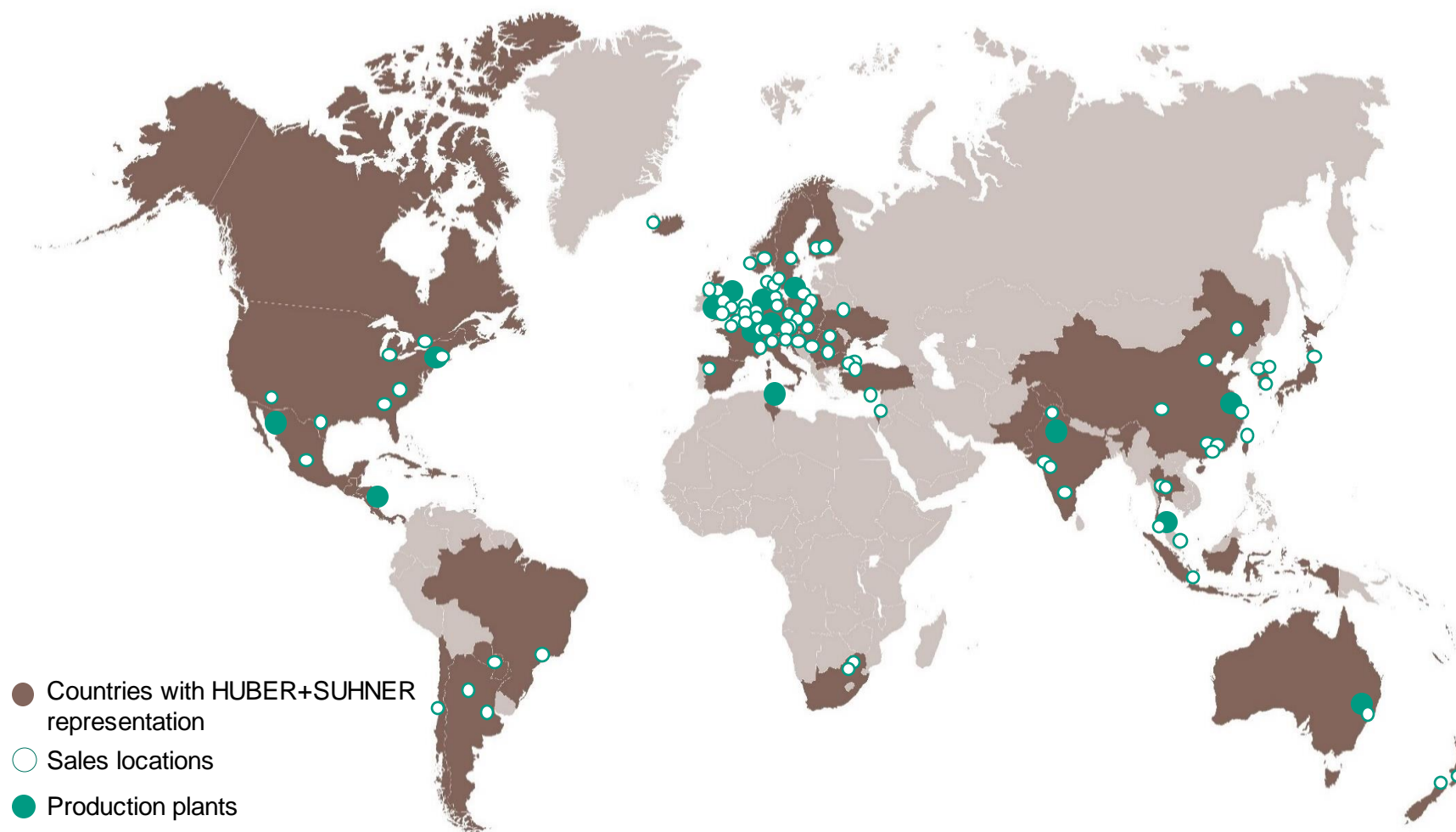
by technology



- Radio Frequency
- Fiber Optics
- Low Frequency

Global network

Engineering, production and sales



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

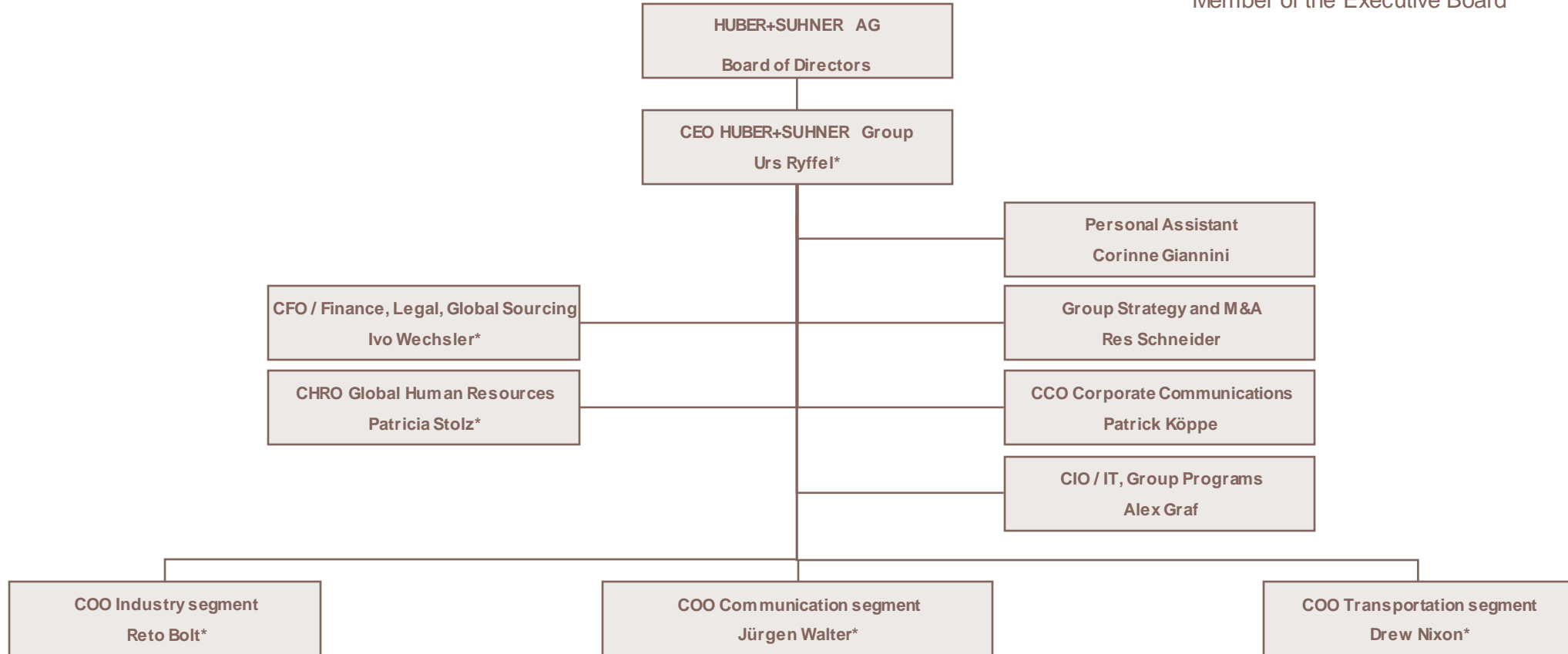
Over 400 sales employees serve customers face to face across all markets, continents and technologies.

Network of distributors adds additional points of sales.

Standard products are increasingly sold via online channels.

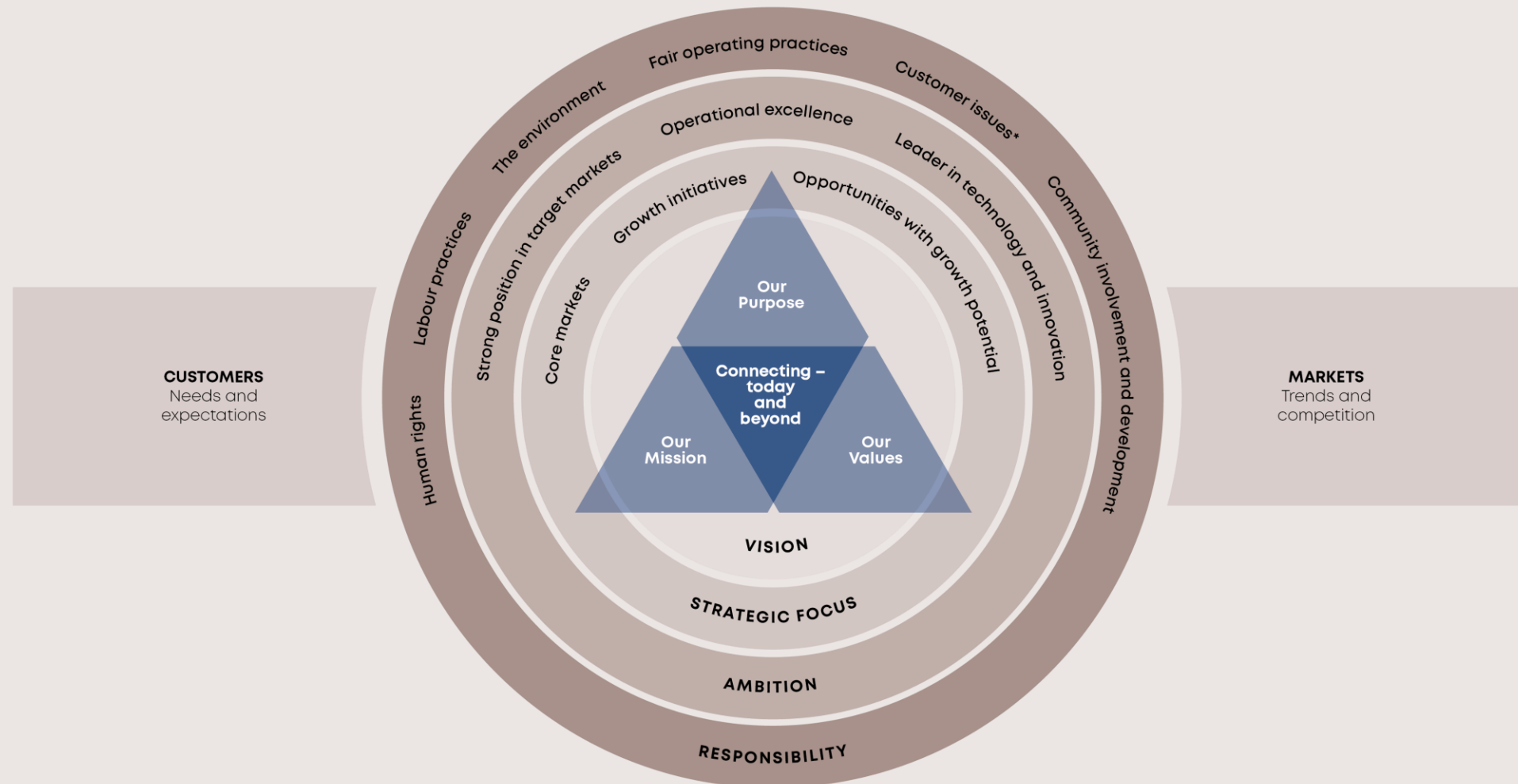
Organisation

* Member of the Executive Board



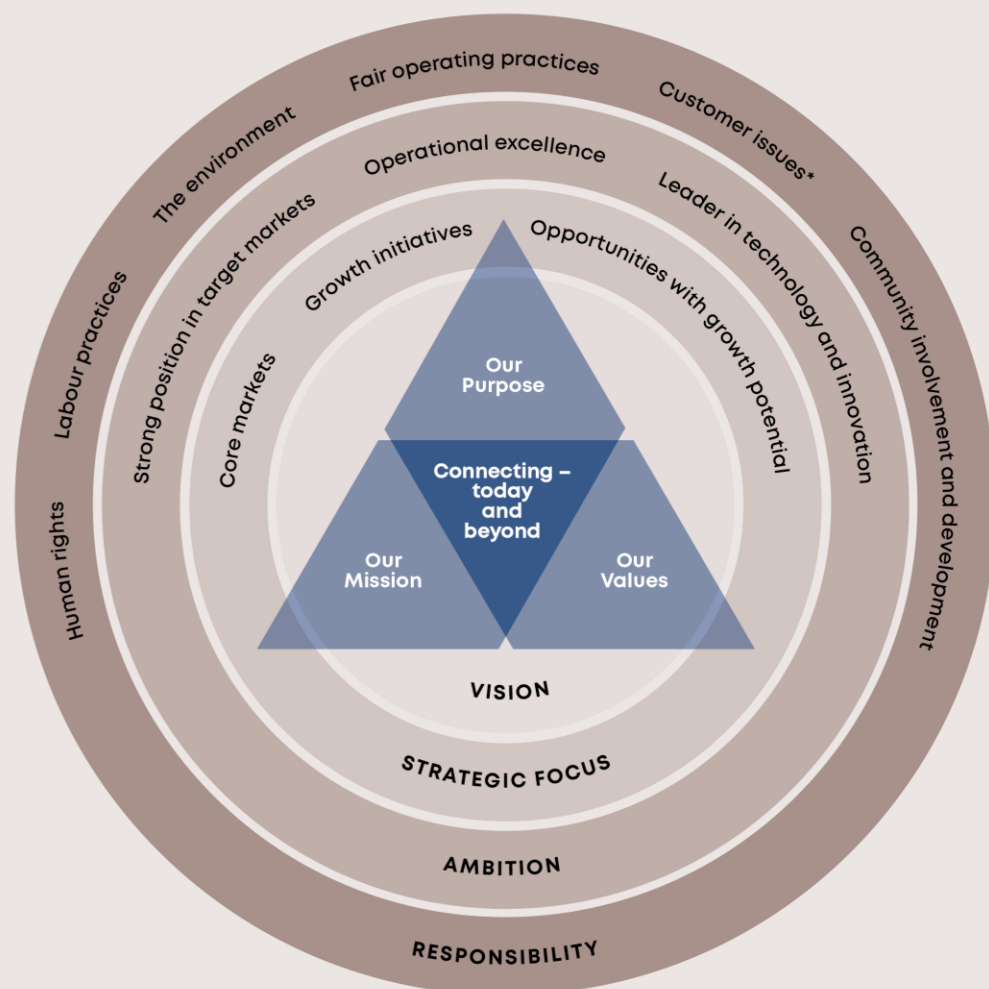
Fundamentals

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.

* Corresponds to 'Consumer issues' according to ISO 26000



Communicate



Be mobile

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

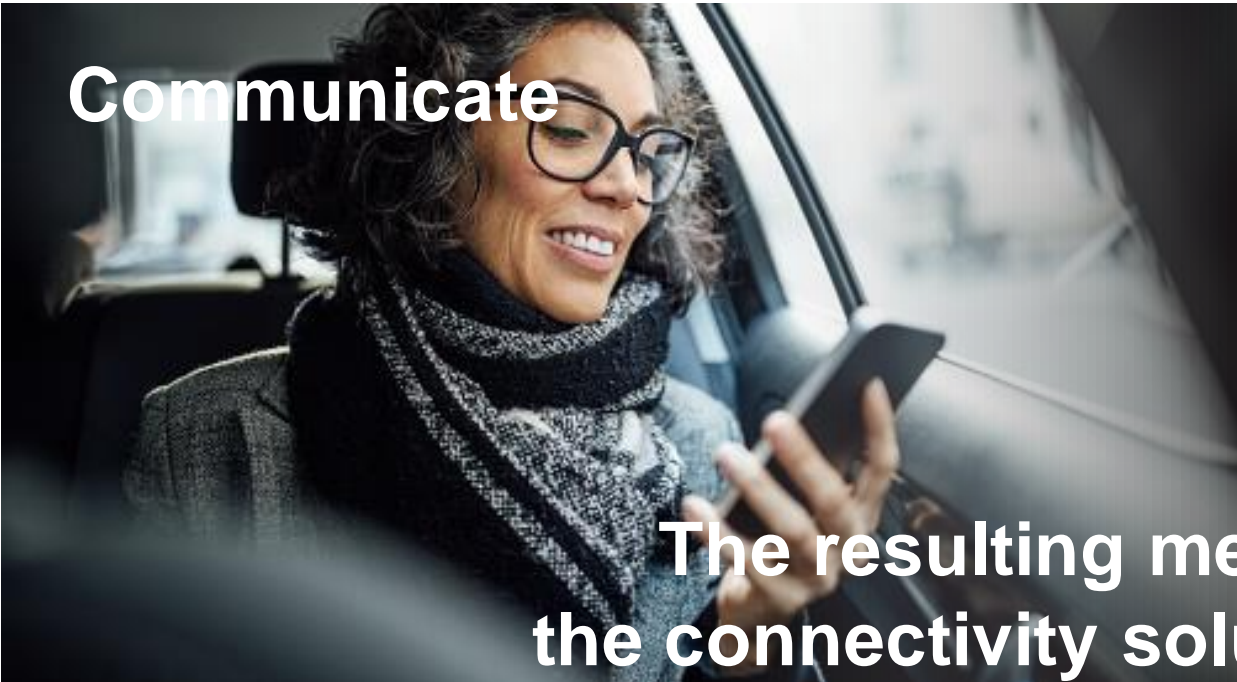


Feel safe

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

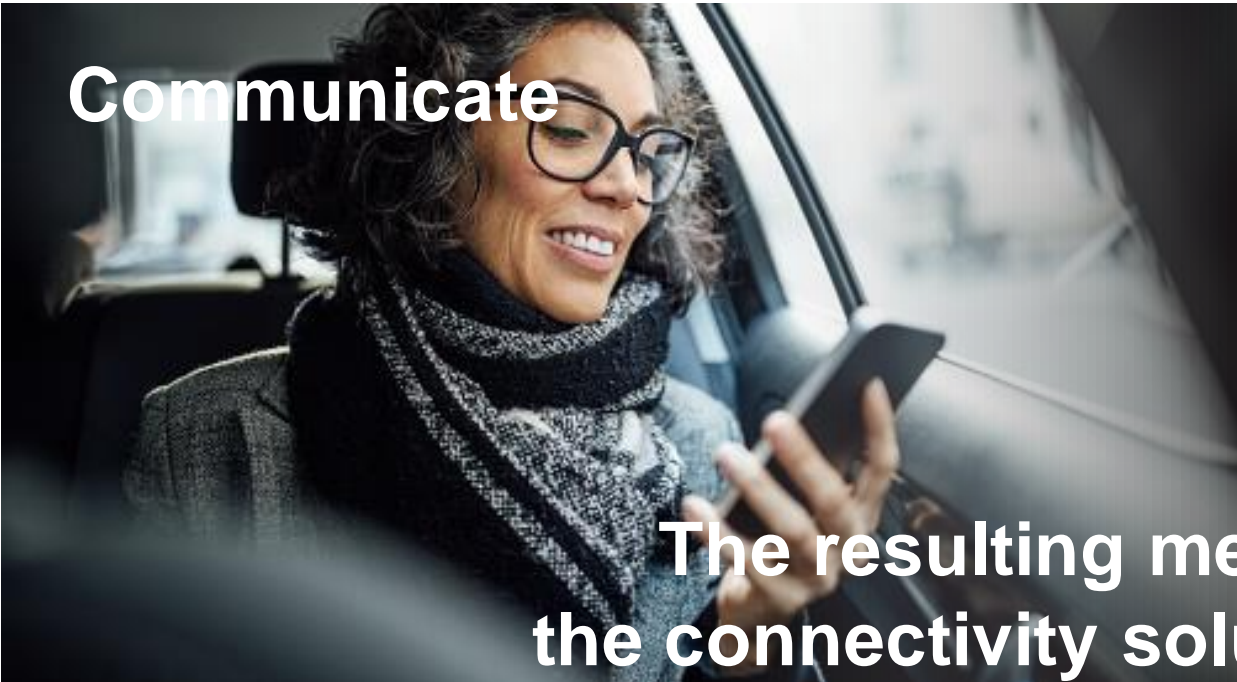
Responsible business conduct

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

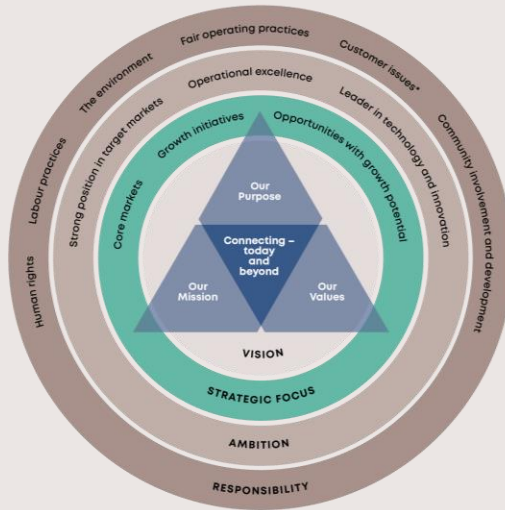
Company presentation



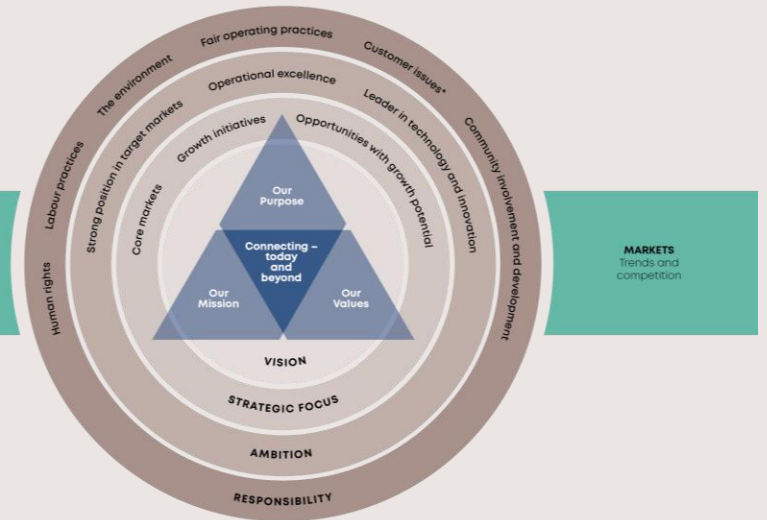
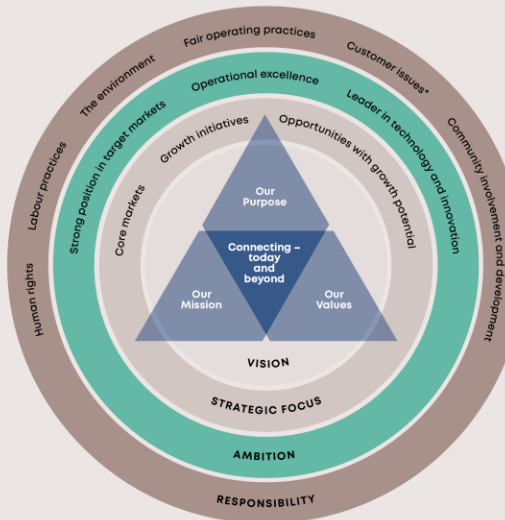
Act sustainably



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



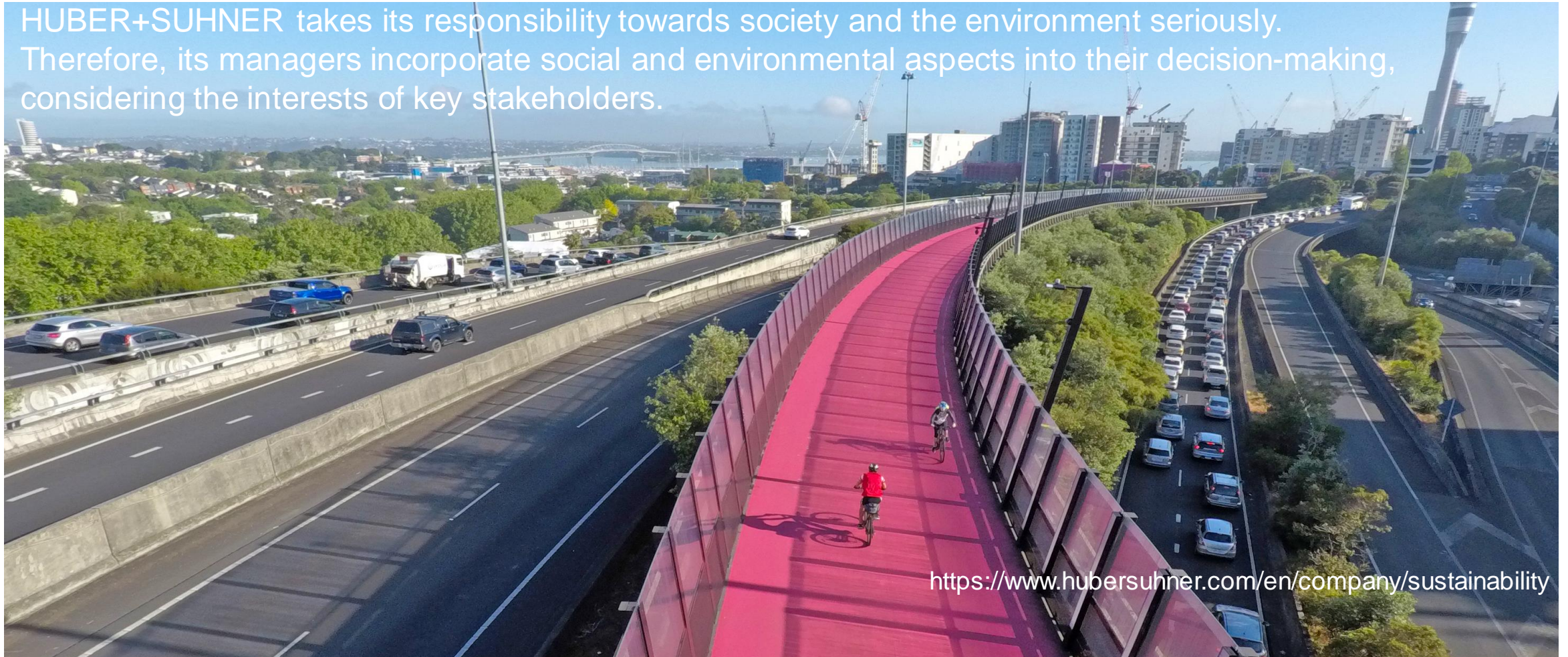
Accountability

We take ownership and deliver what we promise

Corporate responsibility

Corporate responsibility

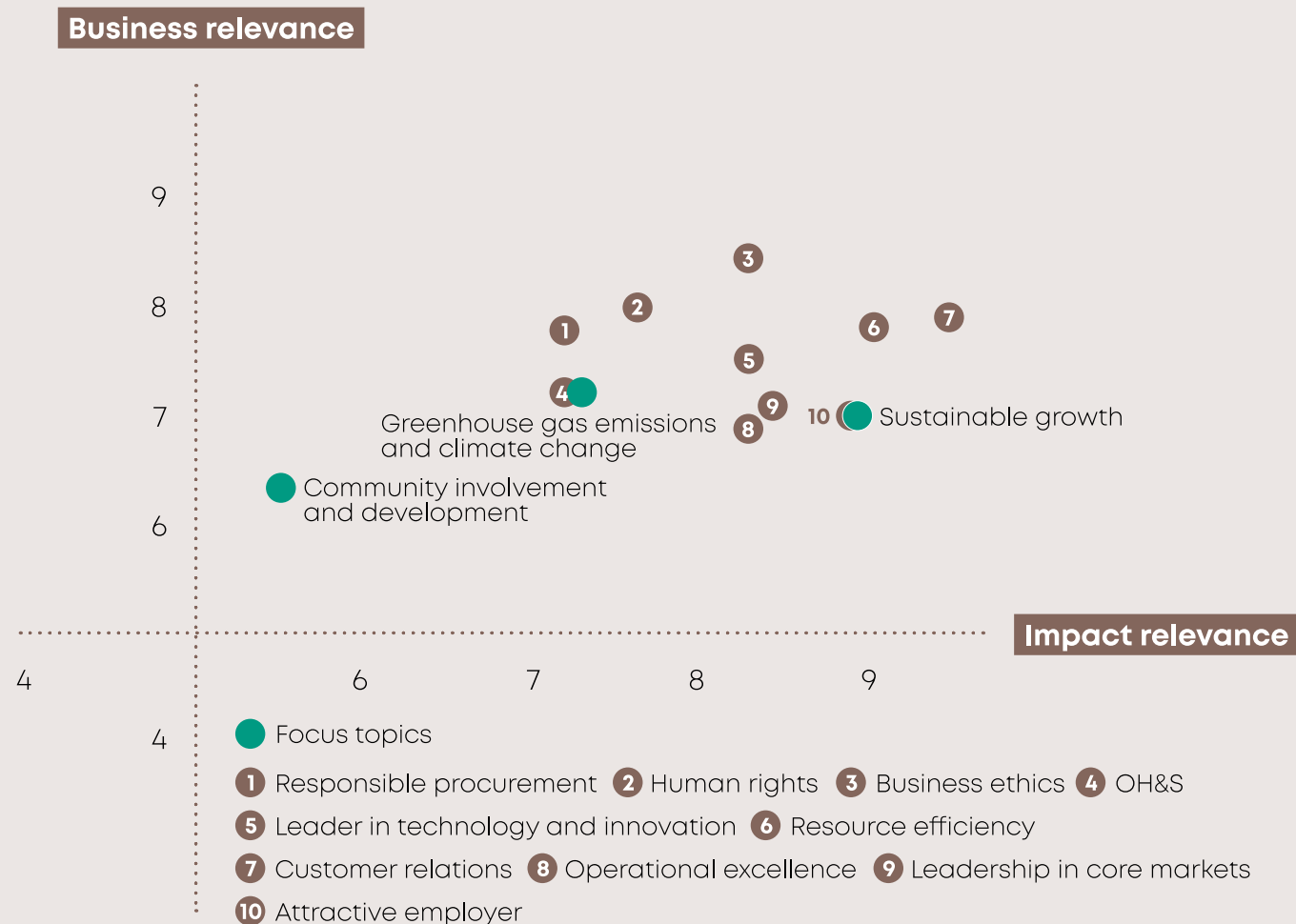
HUBER+SUHNER takes its responsibility towards society and the environment seriously. Therefore, its managers incorporate social and environmental aspects into their decision-making, considering the interests of key stakeholders.



<https://www.hubersuhner.com/en/company/sustainability>

13 material topics

Business relevance and impact on key stakeholders



Score card

2022 performance and targets for the three focus topics

Focus topic	2022	Target	Time horizon
Sustainable growth	26 % of net sales from growth initiatives	> 33 % of net sales from growth initiatives	2023
Greenhouse gas emissions and climate change	9 400 t CO ₂ -eq (scope 1+2)	8 400 t CO ₂ -eq (scope 1+2) ¹ Net-zero CO ₂ -emissions (scope 1+2) ²	2025 2030
Community involvement and development	CHF 579 000 spent on 173 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

¹ This SBTi approved target will be replaced by new science-based targets in the course of 2023, reflecting the company's official commitment to net zero in July 2022

² The funds will be provided from the operating business as well as from the Swiss-based HUBER+SUHNER Foundation

Corporate responsibility

Performance highlights Relationships 2022

Spend for
community
involvement and
development
(PY CHF 459 000)

CHF

579 000

Added value
distribution to
employees
(PY 67 %)

%

68

Women in
managerial
positions ✓
(PY 26.4 %)

%

26.1

Absence rate due
to sickness
(PY 3.7 %)

%

4

Lost-time injury
frequency rate in
production ✓
(PY 5.0)

4.1

Cases of the violation of
the Code of responsible
business conduct
(PY 0)

0

Proportion of
addressable spend
with suppliers that
completed sustainability
assessment (new KPI)

%

70

Average time to
closure of customer
complaints
(y-o-y)

%

-3.7

Ernst & Young Ltd performed a limited assurance engagement on selected figures marked with a ✓ for 2022.

Corporate responsibility

Performance highlights Environment 2022

Greenhouse gas emissions in Scope 1+2 ✓%

-17

Airfreight transports %

-29

Total amount of waste ✓%

-16

Total amount of hazardous waste ✓%

-10

Recycling rate ✓

percentage points

-3

Total water withdrawal ✓%

-5

Environmental impact (core balance) %

-12

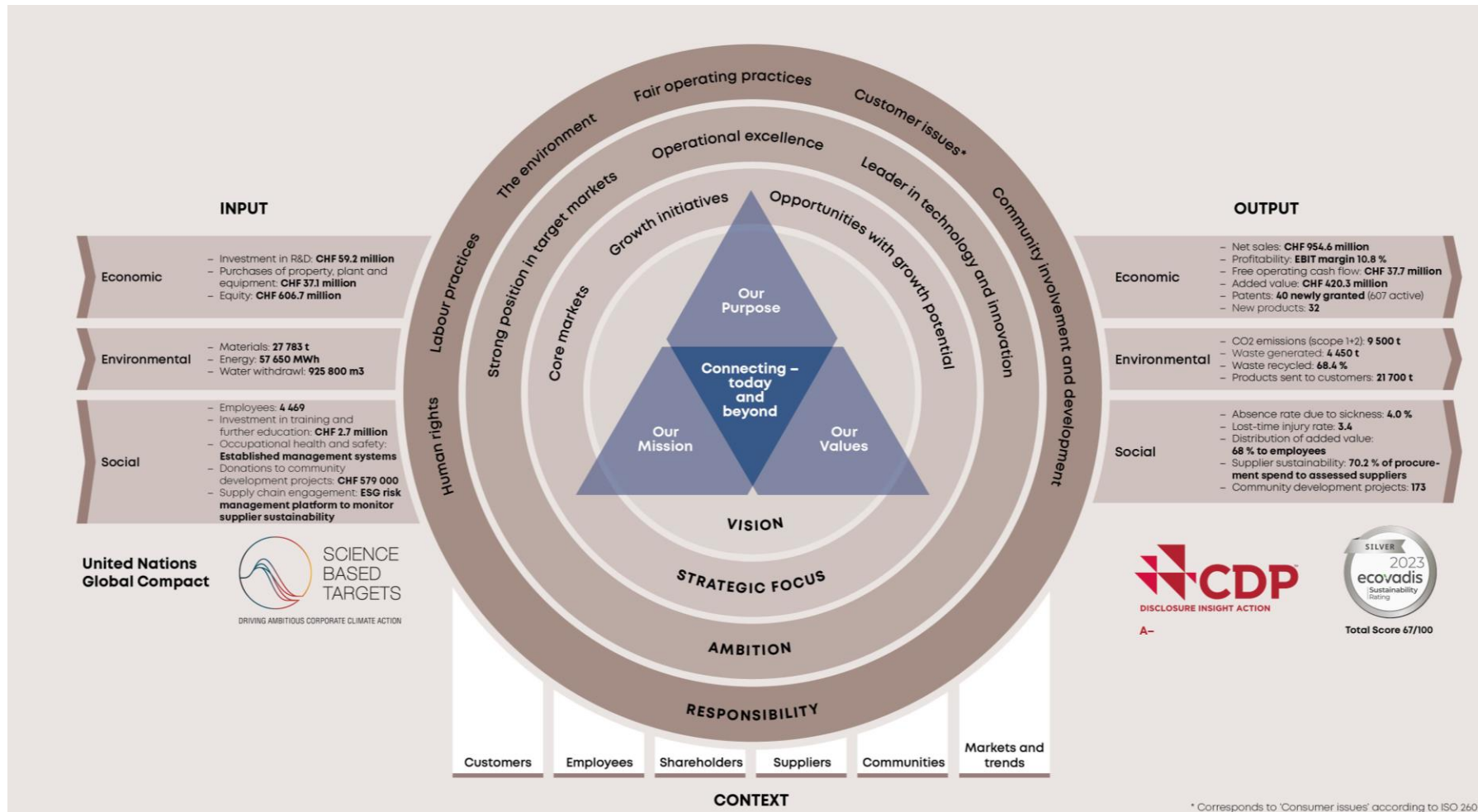
Intensity of total energy consumption ✓%

+4

Y-O-Y

Ernst & Young Ltd performed a limited assurance engagement on selected figures marked with a ✓ for 2022.

Sustainable value creation and distribution



Corporate responsibility

Commitments, disclosures and ratings



HUBER+SUHNER Group commits to reduce scope 1 and 2 GHG emissions 50 % per added value by 2025 from a 2015 base year.



Climate change rating 2022: A- (Leadership band: Implementing current best practices)



With an overall score of 67/100 HUBER+SUHNER is among the top 9 % of companies worldwide in the “Manufacture of electronic components and boards” sector which were rated.

COMMUNICATION
ON PROGRESS



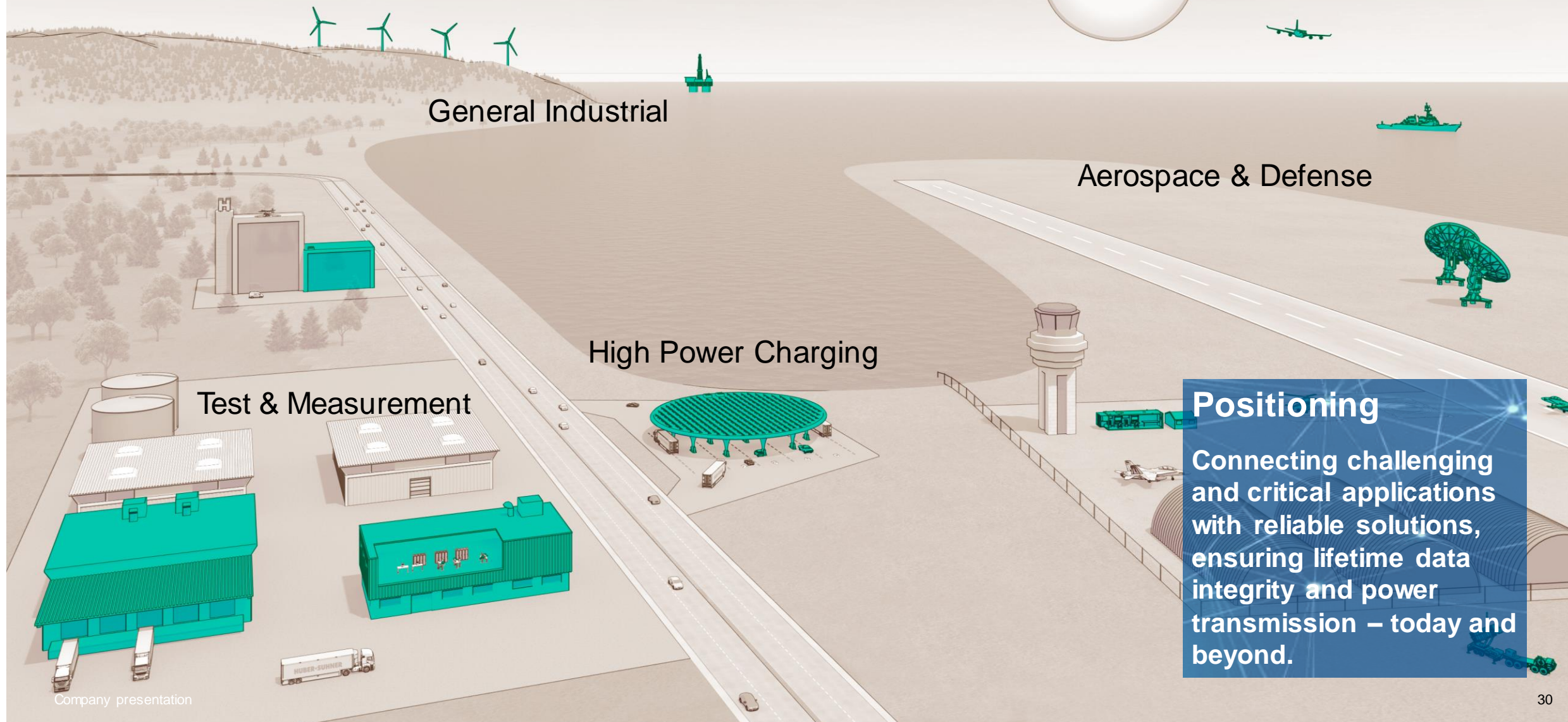
This is our **Communication on Progress** in implementing the Ten Principles of the **United Nations Global Compact** and supporting broader UN goals.

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

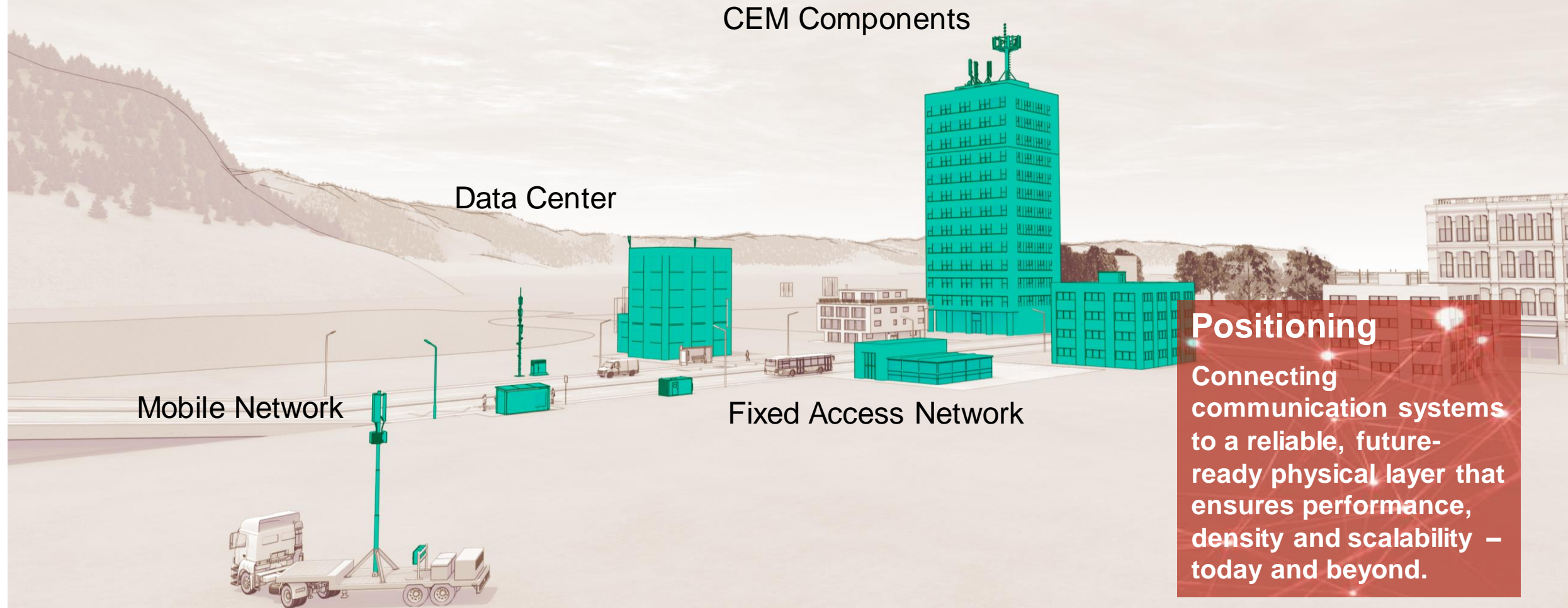
High Power Charging

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 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 Transportation market

Rail Communications

Rolling Stock

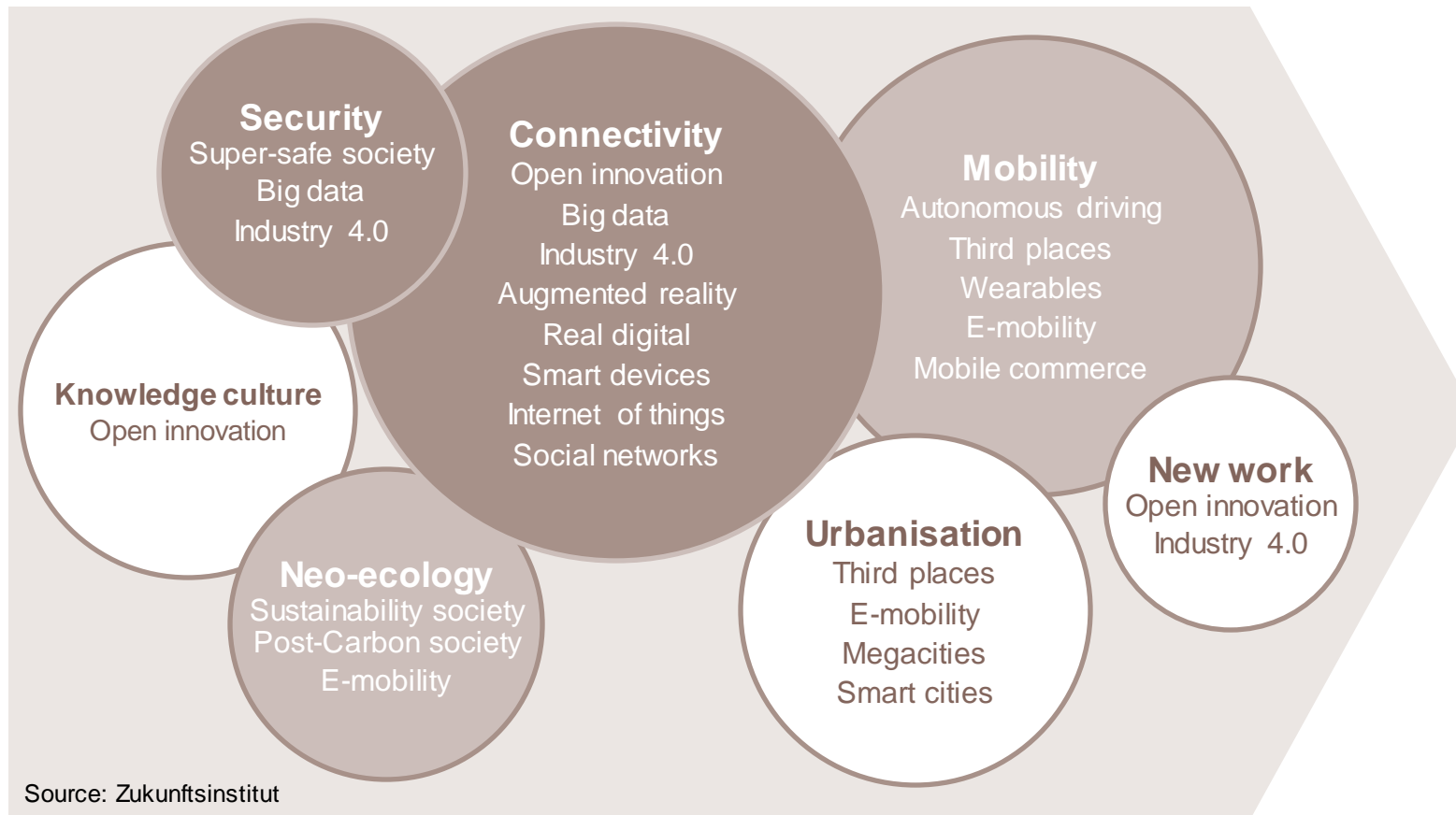
Electric Vehicle

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.

Strategic focus

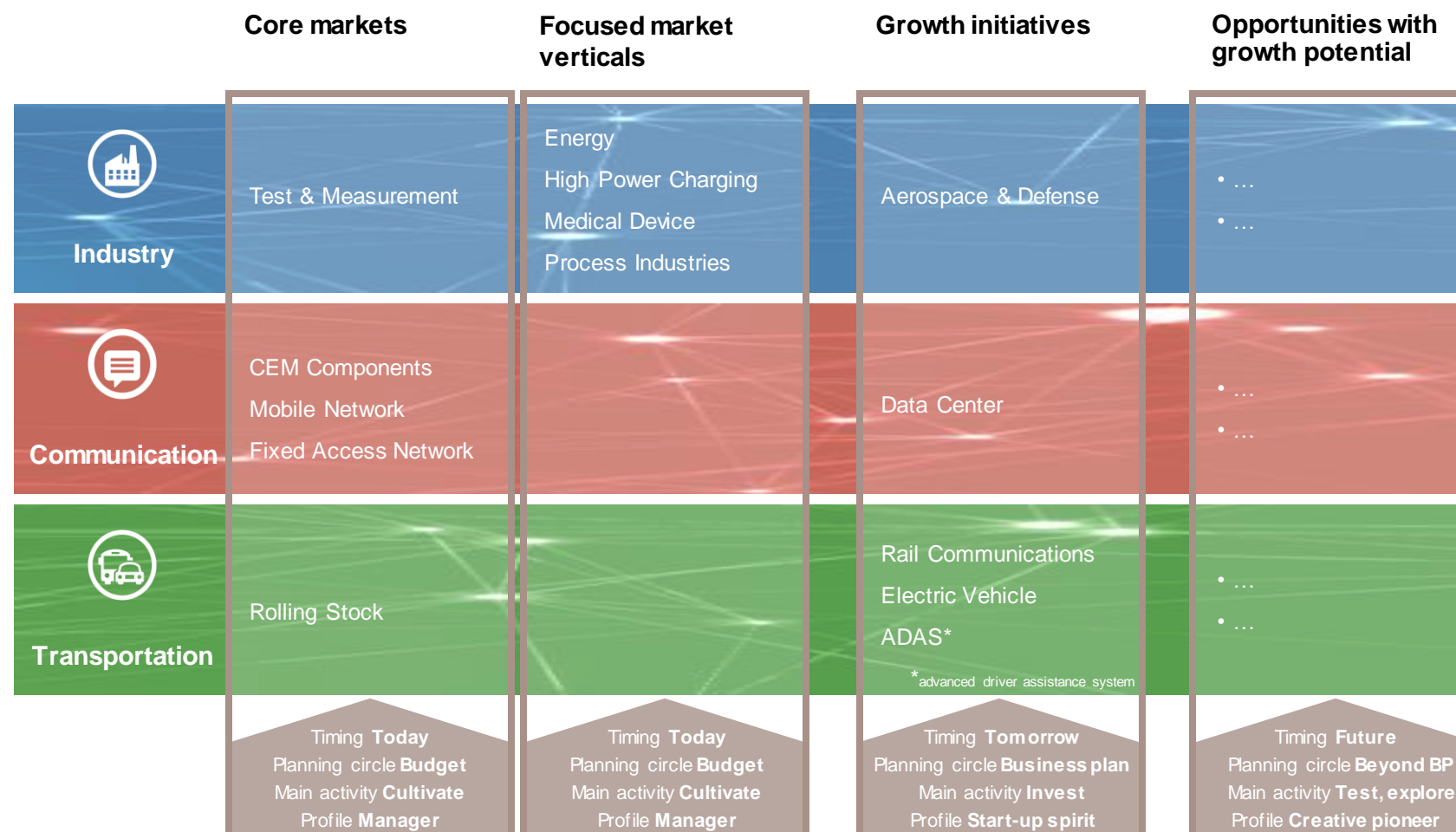
Focused strategy aligned with megatrends



**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	Energy High Power Charging Medical Device Process Industries	• ... • ...
.....  Communication	CEM Components Mobile Network Fixed Access Network	Data Center		• ... • ...
.....  Transportation	Rolling Stock	Rail Communications Electric Vehicle ADAS* <small>*advanced driver assistance system</small>		• ... • ...

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
.....		Test & Measurement	Aerospace & Defense	Energy High Power Charging Medical Device Process Industries	<ul style="list-style-type: none">• ...• ...
.....		CEM Components Mobile Network Fixed Access Network	Data Center		<ul style="list-style-type: none">• ...• ...
.....		Rolling Stock	Rail Communications Electric Vehicle ADAS* <small>*advanced driver assistance system</small>		<ul style="list-style-type: none">• ...• ...
.....					

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.

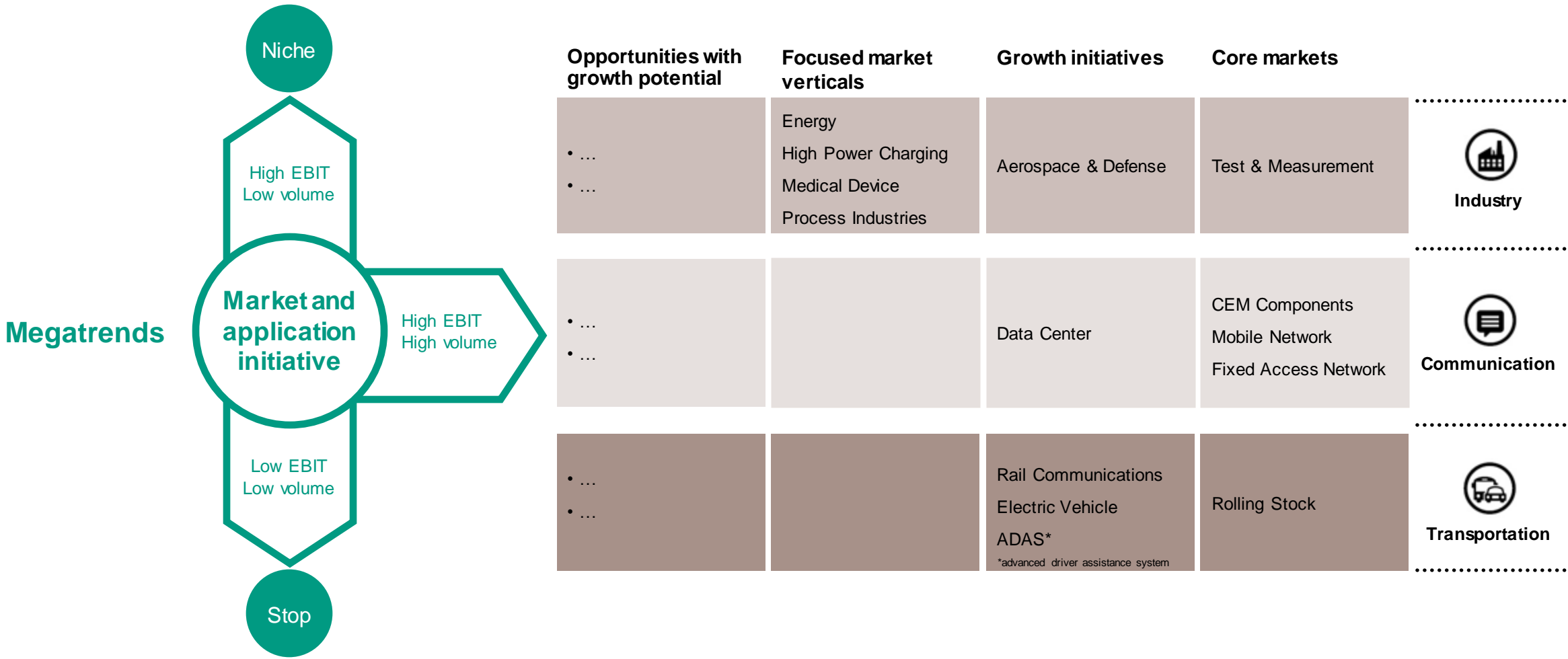
		Core markets	Growth initiatives	Focused market verticals	Opportunities with growth potential
.....		Test & Measurement	Aerospace & Defense	Energy High Power Charging Medical Device Process Industries	• ... • ...
.....		CEM Components Mobile Network Fixed Access Network	Data Center		• ... • ...
.....		Rolling Stock	Rail Communications Electric Vehicle ADAS* <small>*advanced driver assistance system</small>		• ... • ...
.....					

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	Energy High Power Charging Medical Device Process Industries	• ... • ...
.....	 Communication	CEM Components Mobile Network Fixed Access Network	Data Center		• ... • ...
.....	 Transportation	Rolling Stock	Rail Communications Electric Vehicle ADAS* <small>*advanced driver assistance system</small>		• ... • ...
.....					

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

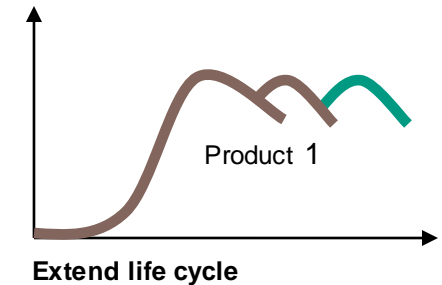
- Lean management: cost-optimised, fast and stable processes
- Quality and environmental protection through global process and quality management

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.

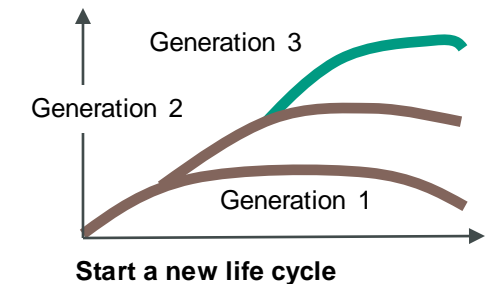
Product care

- Improve functionality
- Reduce costs
- Range adjustments



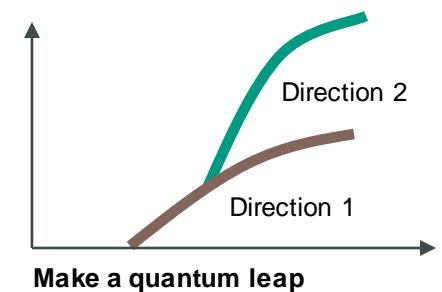
New products

- 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.