

EAO Group.
Sustainability Report 2025.

Green Touch.
For a flourishing future.

Sustainability at EAO.

Facts and Figures.

1947
Founded

45
Nationalities

> 5 million
Delivered Door
Opening Pushbuttons

> 10
Sales Companies

7
over 40 years old product
series phased out

6.3 t of CO₂e
per CHF million of revenue
(Scope 1 & 2)

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1 Introduction

EAO helps millions of people around the world to operate machines and transportation systems safely, reliably, and intuitively over long lifecycles. A major part of our products is used in trains, buses, and other forms of public transport. Our intuitive Human Machine Interface solutions also support specialized public-service vehicles and the production of essential goods.

Measured in terms of emissions per passenger kilometres, our priority market rail is one of the most environmentally friendly means of transport of all. The ongoing efforts towards decarbonisation, new technologies like humanoid robotics and the development of the global rail industry offer exciting growth opportunities for EAO. We want to contribute to this with our innovative, reliable and intuitive Human Machine Interaction Solutions. We are proud to contribute to a sustainable and safe mobility and easy usage of technical equipment by constantly improving our products and our production methods and by using the benefits of digitalisation to increase efficiency.

EAO is permanently reviewing how to make the entire value chain more efficient and more environmentally friendly. In 2024, we performed our first Corporate Carbon Footprint Analysis with the support of Neosys AG, an independent Swiss consulting firm for sustainability. Based on this analysis, we elaborated on the first CO₂ emission reduction plan with defined targets and measures. In 2025, our focus was on enhancing ESG data quality, improving methodological consistency, and strengthening transparency across all reporting areas. In addition, we improved our capability to calculate Product Carbon Footprints (PCF) of our products. The possibility to provide more specific product-level emission information has already generated some positive customer feedback.

We attach high importance to offer a safe, attractive, well equipped and ergonomic working environment to all our employees. With our apprenticeship and with different training programmes we are ensuring the availability of skilled workers.

Our sustainability strategy is anchored in the group strategy. This report has been prepared with reference to the GRI standards. Apart from being a social and ecological necessity, sustainability also makes good business sense for EAO. We are committed to minimising our environmental impact, taking social responsibility, and promoting ethical business practices.

We thank all our employees, partners and customers who are supporting us on this journey.

Marc Jaquet, Chairman of the Board

Bruno Cathomen, CEO

1.1 EAO Group Overview

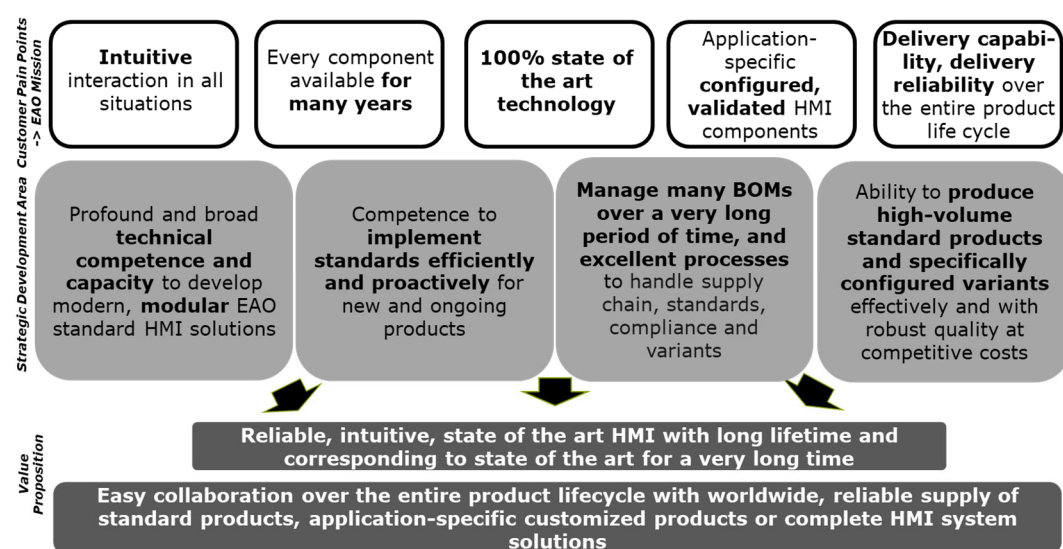
1.1.1 Who we are

EAO is a Swiss family-owned, privately held stock cooperation (Swiss AG), founded in 1947. We are a world leader in the production and supply of high quality, reliable, intuitive, and innovative switches, keypads, and sophisticated control elements up to complete Human Machine Interface (HMI) control units and HMI systems.

The EAO brand stands for outstanding HMIs. Our customers value our product design, technical expertise, and flexibility in application-specific adaptations. They appreciate that we can develop custom and system-based solutions. EAO customers also benefit from worldwide supply throughout the entire lifecycle of their products. We rely on highly competent, motivated employees who we continuously develop further.

We offer a simple and intuitive selection of proven and certified standard HMI products and the possibility to adapt and network them modularly and application-specifically. When required, we support innovation and product development with specific and first-class expertise.

EAO delivers a broad portfolio of products and solutions which comply with diverse industry norms. We enable end-users to operate means of transportation or diverse technical equipment intuitively and safely.



Picture 1-1: 5 main customer expectations drive 4 areas of strategic development

1.1.2 Our Global Footprint

Europe

The Headquarter of EAO is in Olten, Switzerland. In Europe, EAO is active with two production companies located in Switzerland and Germany and six sales entities which are based in Switzerland, Germany, UK, France, Italy, and the Netherlands. Additionally, EAO is partnering with several distributors in different European countries.

America

The American market is managed and supplied via one sales company which cooperates with several distribution partners in the US and in different other American countries. Besides sales and logistics services our US site offers also specific engineering support and different product customization and assembly services.

Asia

EAO has one production and logistic site in China and sales companies located in China/Hongkong, Japan and in India. The production in China serves mainly the local market.

EAO has very long-term relations with more than 50 distribution partners all around the world. EAO is mainly exposed to the European market and strongly engaged in HMI solutions for the rail and public transportation industry. With over 5 million door opening switches installed in many trains across the world, EAO is the market and technology leader in this field. We are proud that handicapped and even blind people can use trains and buses also thanks to our door opening solutions.

1.1.3 Mission

EAO enables people to operate means of transportation and machines reliably and intuitively – for more than 75 years. We are the expert partner for Human Machine Interfaces.

Our commitment to sustainability:

EAO is dedicated to sustainability and achieving net-zero emissions while providing a safe and engaging working environment. EAO supports the Swiss Federal Council's long-term climate strategy, aiming to reach net-zero emissions by 2050 at the latest.

1.1.4 Vision

With our products and solutions for human machine interfaces, we are a leading, internationally active Swiss family-owned company.

Since 1947, we have been fulfilling the needs of our customers, operators, and end users, and are fascinated by human machine interaction. We are highly familiar with peoples' needs, machine functions, and environmental requirements. This understanding is our passion and forms the basis for developing reliable, intuitive, and innovative products and solutions and forming close partnerships with our customers.

Backed by our distinctive strength of innovation and a modular product family, we develop and supply modern, innovative products and adapt them to specific customer requests, new trends and changing requirements.

Our customers benefit from an attractive and comprehensive portfolio of standard products, which can be purchased digitally or, if required, with appropriate expert advice.

We are a preferred partner in the public transportation market worldwide. Our customers see EAO as a long-term strategic supplier for reliable, safe, intuitive, and innovative HMI products and solutions.

We take a long-term and proactive approach. We have a reputation for excellence in terms of reliability and compliance with the right standards and we additionally operate with speed, reliability, and simplicity in the daily processing of customer enquiries and orders.

The EAO brand stands for outstanding control elements and systems, but our customers also value our technical expertise and flexibility in application-specific adaptations and the development of custom and system-solutions. Our expert, highly motivated employees operate in an attractive, modern, and international working environment.

1.1.5 Values

Our HMI products are optimally designed to meet the needs of people and the respective application requirements. Our goal is to create a respectful and appreciative environment in which all employees can work and grow. All our employees are guided by our 5 company values that are always central to our collaboration.

	Customer- and result-driven The expectations of our customers and our agreed goals guide our thinking, decisions and actions!
	Reliable You can rely on us. We take responsibility for ourselves and our effect on others!
	Pro-actively entrepreneurial We think and act in a solution-oriented way and focus on value-adding activities!
	Together We contribute to an exemplary collaboration based on closeness and trust!
	Passionate We want to make an impact as human beings and contribute to the whole through our tasks!

Table 1-1: EAO Values

1.1.6 EAO Organisation

EAO is a privately held company incorporated under Swiss law. Its supreme body is the General Meeting of Shareholders, whose responsibilities include electing the Board of Directors.

In 2025, the Board of Directors consisted of four members. All of them are Swiss nationals, and one is representing the owner's family. The Board of Directors is responsible for supervising the company and issuing the necessary directives. In accordance with the Organisational Regulations and Swiss law, operational management is delegated to the Group Management under the leadership of the CEO.

The Group Management implements the corporate strategy as approved by the Board of Directors and ensures that the decisions of the Board of Directors are implemented in accordance with applicable law, the Articles of Association, the Organisational Regulations and the resolutions of the General Meeting. In addition, the CEO and the CFO regularly inform the Board of Directors at its board and committee meetings about the current business performance, strategy implementation and all significant business transactions, including expected opportunities and risks. Besides financial also non-financial aspects are monitored and periodically audited. EAO's Group Management consists of three members: The Chief Executive Officer (CEO), the Chief Finance/Operations Officer (CFO/COO) and the Chief Sales Officer (CSO).

1.1.7 Value Chain, Business Model

The EAO Business Model is described in a Group Process Map which is split into our 3 main business processes:

- Standard Component Business: Products build to stock and delivered from stock.
- Value Add Component resp. Product Customization business: Products which are based on a standard product and customized to a particular application need.
- System, resp. Customer Solution business: Products and Systems which are engineered and produced according to specific customer request.

All the 3 businesses processes are mapped and documented on different levels and embedded into the EAO Group Management System which is regularly audited by authorities and customers.



Picture 1-2: EAO Group Process Map



2 About this Report

This Sustainability Report reflects EAO’s ongoing commitment to transparency, responsible business conduct, and continuous improvement in the field of sustainability. It provides a comprehensive overview of our environmental, social and governance (ESG) performance, as well as our strategic direction and key developments during the reporting period.

The report builds on the 2024 Sustainability Report, with updated content, improved methodologies, and enhanced ESG data quality and consistency. It aligns with the latest GRI Standards and considers recognized ESG frameworks, tailored where appropriate to EAO’s requirements.

The report includes a double materiality perspective, addressing both EAO’s impacts on the environment and society as well as financial risks and opportunities related to sustainability topics. This approach enables a structured assessment of material topics and is forming the basis for the definition and further development of sustainability targets and measures.

Unless otherwise stated, the information presented in this report covers the EAO Group for the reporting year 2025. Sustainability reporting at EAO will be conducted annually in the second quarter.

Our Sustainability Report 2025 covers our four production sites and the three largest sales sites, as listed in Table 2-1 below. Smaller EAO sales sites - including EAO Japan, EAO Hong Kong, EAO Italy, EAO France, and EAO India - and the new founded EAO Logistic hub in China are not yet included in the 2025 report.

EAO Sites included
EAO AG in Olten (CH) [P], [S]
EAO Automotive in Auerbach (DE) [P]
EAO (Guangzhou) Ltd. in Guangzhou (CN) [P]
EAO Corporation in Shelton (US) [P], [S]
EAO GmbH in Essen (DE) [S]
EAO Ltd. in Burgess Hill (UK) [S]
EAO Benelux B.V. in Dordrecht (NL) [S]

Legend: [P] Production site / [S] Sales Site

Table 2-1: All EAO sites covered in our 2025 sustainability report.

Audit and Sustainability Assessments

Although this Sustainability Report has not been externally audited, EAO regularly undergoes sustainability assessments conducted by leading customers, particularly in the railway and automotive industries. In addition, EAO has participated in the **EcoVadis** sustainability assessment for several years. **EcoVadis** is a globally recognized provider of sustainability ratings, evaluating environmental performance, ethics, labour practices and human rights. These assessments support EAO’s continuous improvement in environmental, social and governance (ESG) performance by providing structured feedback and identifying further areas for development.

2.1 Double Materiality Analysis

Economic, technological, environmental and social developments influence EAO, while the company's activities also impact the economy, environment and society. To identify and prioritize EAO's key sustainability topics across relevant peer groups, a double materiality analysis was conducted for the first time in Q4 2024, involving selected stakeholder groups and Group Management, supported by Neosys AG. After review by the management, it was concluded that there was no need for adjustments in 2025.

2.1.1 Identification and Evaluation of Impacts and Influences

The context analysis done in 2024 formed the basis for EAO's double materiality analysis, covering both

- the organisation's impacts on the economy, environment and society and
- sustainability-related risks and opportunities affecting EAO's business performance.

The analysis considered EAO's business model and the upstream and downstream value chain, including key raw materials, processes, products and services, to identify potentially relevant ESG topics.

The approach was guided by the Global Reporting Initiative (GRI) standards and supported by external expertise. In addition, EAO considered the materiality analyses of six peer companies with comparable business models (e.g., strong exposure to large railway and automotive customers as well as the machinery industry). Based on this, 19 potentially relevant ESG topics were identified across the value chain and grouped into the categories "Governance", "Workplace", "Marketplace" and "Environment" for further assessment.

To ensure continued relevance, the double materiality assessment was reviewed after initial approval by the board of directors and validated by a cross-functional management team. The review focused in particular on changes in the business model, new or modified products/services, changes in the value chain, regulatory developments and the EAO Group Risk Management Report along with the stakeholder analysis.

During this review, developments in 2025 such as evolving market conditions (including the impact of **US tariffs**), organizational developments (including the establishment of **EAO India Private Ltd.**) and minority investments in key partners/suppliers were considered. In parallel, a clear increase in ESG-related regulatory requirements - especially in **cyber and information security** (e.g., **CRA, NIS2**) and in sustainability reporting expectations (e.g., carbon footprint reporting at site and product level) - was noted.

Result: Although the risk environment has evolved and regulatory requirements increased, the review concluded that **no adjustments to the double materiality assessment were required** for the 2025 reporting period.

2.1.2 Stakeholder Engagement

EAO's business model comprises a broad range of internal and external stakeholders. These includes customers such as operators, equipment manufacturers and end users, suppliers of raw materials and components, public authorities ensuring product and system safety, as well as employees, shareholders and society. Continuous and structured stakeholder engagement is an integral part of EAO's sustainability strategy and corporate governance.

Stakeholders are systematically identified and assessed through the EAO Master Stakeholder Analysis, which is reviewed at all sites regularly as part of the Management Review process. Stakeholder expectations, risks and opportunities are evaluated and, where relevant, transferred into the Management Review action management system to ensure structured follow-up and effectiveness.

In 2025, stakeholder engagement gained further relevance due to a dynamic external environment and ongoing internal transformation. Increasing regulatory requirements, changing customer expectations and organizational developments within the EAO Group led to an intensified need for transparent and targeted communication. In particular the dialogue with internal stakeholders was strengthened during transformation activities, while close cooperation with customers and suppliers remained a key focus.

2.1.3 Validation of Material Topics

The materiality analysis was approved by EAO's Board of Directors as part of the sustainability strategy. The December 2025 validation confirmed that, despite a changing economic, regulatory and geopolitical environment, the identified material topics (Figure 2-1) remain unchanged.

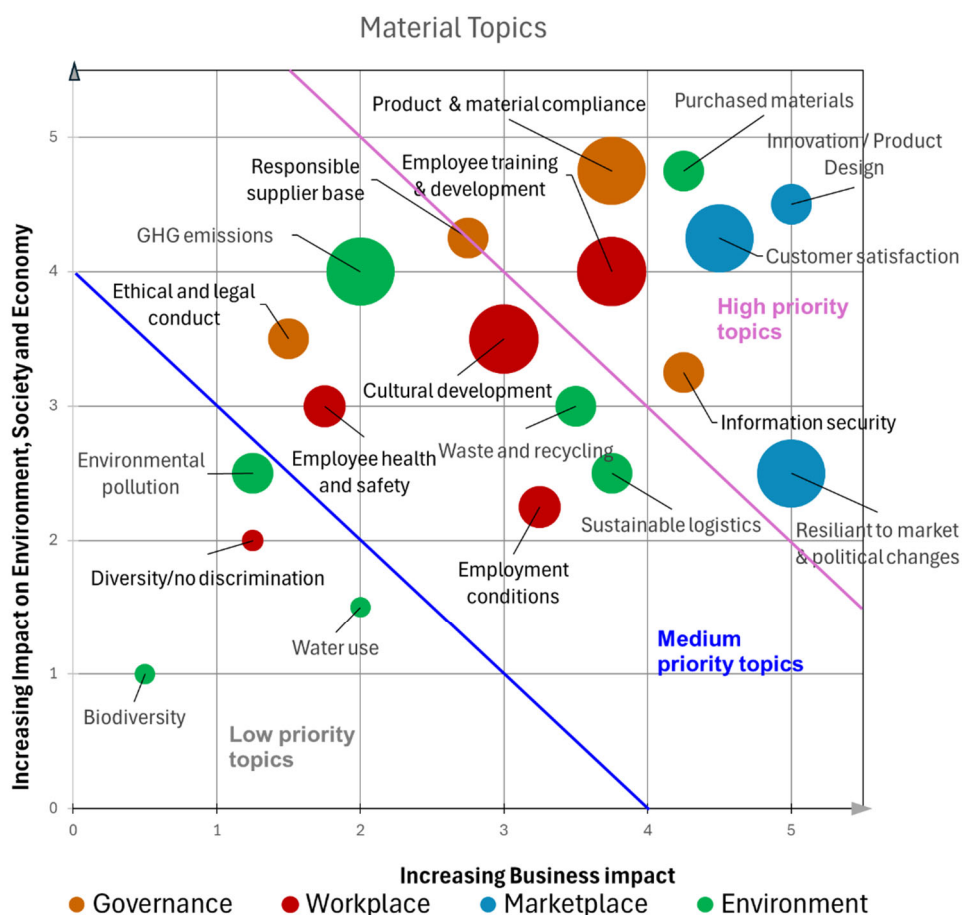


Figure 2-1: Graphical results of the double materiality analysis of the EAO Group. Sustainability topics are categorized into three priority levels (high, medium and low) and assessed from the perspective of stakeholder importance. The size of the data points indicates the stakeholder relevance.

EAO currently identifies 15 material topics relevant for sustainability reporting.

Category	Material Topic	Chapter & Topic in Sustainability Report
Governance	Ethical and legal conduct	3.2 Ethical and Legal Conduct
	Responsible supplier base	3.4 Responsible and reliable supplier base
	Product & material compliance	3.5 Product and Material Compliance
	Information security	3.3 Information security
Marketplace	Innovation / Product Design	4.4 Innovation and Product Design
	Resilience to market & political changes	4.1 Sustainable business 4.2 Resilience to market changes
	Customer satisfaction	4.3 Customer Satisfaction
Workplace	Employee training & development	5.2 Employee Training and development
	Cultural development	5.4 Culture Development
	Employment conditions	5.1 Employment conditions
	Employee health and safety	5.3 Employee Health and Safety & fluctuation rate
Environment	Purchased materials	6.2.1 Purchased Materials
	GHG emissions	6.1 GHG Emissions - Direct Emissions Scope 1 and Indirect Emissions Scope 2 6.2 GHG Emissions – Indirect Emissions Scope 3
	Sustainable logistics	6.2.2 Sustainable logistics
	Waste and recycling	6.3 Waste and Recycling

Table 2-2: List of all material topics relevant to EAO's sustainability reporting.

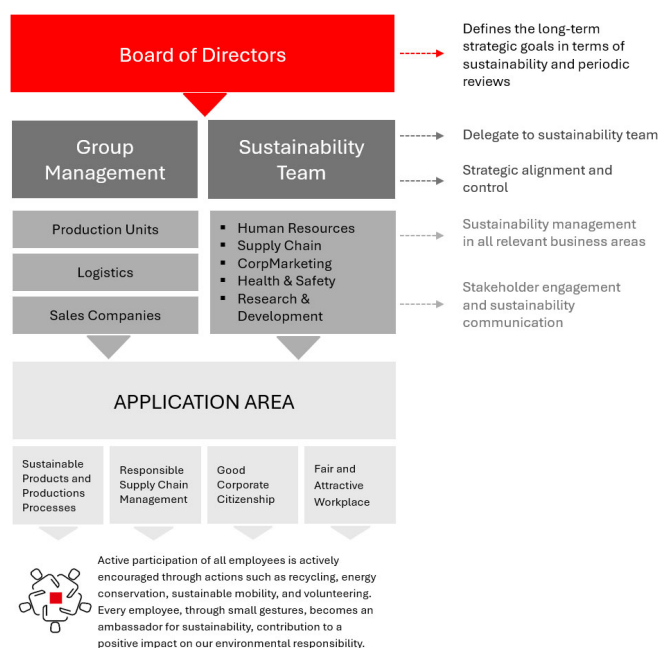


3 Governance

Governance is a key element of EAO's sustainability approach and ensures that environmental, social and governance (ESG) aspects are integrated into the company's strategy and operations. The business activities of the EAO Group are based on our company values and our commitment to delivering "reliable, intuitive and innovative" products. All actions are guided by honesty and integrity.

As a medium-sized business, we pursue a sustainable business approach. Our success is largely built on the trust of our customers, suppliers, employees and the public. We therefore maintain an open, transparent and constructive dialogue with our stakeholders, characterized by fairness and mutual respect. Compliance with all applicable legal requirements as well as internal regulations and guidelines is essential for maintaining trust and ensuring the long-term stability of the company.

EAO's Board of Directors defines the overall corporate strategy and is responsible for the sustainability strategy. Responsibility for the implementation of the strategy lies with the Group CEO. A corporate sustainability team is responsible for sustainability reporting and legal compliance. In close collaboration with the EAO sites, it supports the implementation of the sustainability strategy and related measures to achieve the company's targets.



Picture 3-1: EAO Governance & Sustainability Structure

3.1 EAO's Approach to Sustainability

EAO applies a science-based methodology to measure CO₂ emissions and define reduction targets, following an absolute CO₂ reduction approach based on its 2024 baseline. Sustainability is embedded in the Group's strategic framework, reflecting the global need for CO₂ reduction and the associated challenges.

To address these challenges, EAO actively collaborates closely with customers, suppliers and other stakeholders to reduce emissions along the value chain, while internally strengthening awareness through training and communication activities. The internal "Green Guardians" network at the Olten headquarters supports the implementation of sustainability initiatives and is planned to be rolled out to other EAO sites in the coming years.

Sustainability Strategy

EAO's sustainability strategy is jointly developed by the Board of Directors and Group Management.

As EAO products are typically designed for long service lifetimes and used in applications where sustainability is an important factor, the sustainability strategy is strongly customer-oriented and supports customers in achieving their own sustainability goals. At the same time, EAO aims for sustainable financial performance to ensure fair and competitive compensation, enable long-term investments and respond to evolving customer requirements.

3.1.1 Progress towards Targets

EAO has defined its Vision, Mission and Values as the foundation for long-term development, translated into strategic objectives across four dimensions: financial, market, operational, and learning & growth.

Strategy execution is driven by dedicated initiatives and monitored through KPIs, milestones, and regular review meetings. The Board of Directors reviews the strategy and its implementation on an annual basis.

Sustainability-related KPIs are integrated into this framework and cover environmental, social and governance (ESG) aspects. In 2025, particular focus was placed on improving data transparency and consistency to support performance monitoring and decision-making. Based on the 2024 baseline data, EAO defined a structured CO₂ reduction pathway supported by targeted mitigation measures.

Overall, EAO aims to reduce CO₂ emissions, strengthen supply chain resilience, enhance employee satisfaction and performance, further develop its product portfolio, improve resource efficiency and recycling practices, and promote diversity and social responsibility also upstream the supply chain. These objectives are intended to create long-term value and a positive impact for the environment, society and EAO.

3.1.2 Certifications

EAO relies on established management systems and external certifications to systematically identify, measure and evaluate its impacts, risks and opportunities in relation to the environment and society. At the same time, these frameworks ensure a high level of quality, consistency and standardization across all processes within the whole EAO Group. The following table provides an overview of the certifications obtained by EAO:

EAO location	Certifications ISO / IATF	9001	22163	16949	14001	45001	TISAX
EAO AG in Olten (CH) [P], [S]		•	•		•		
EAO Automotive in Auerbach (DE) [P]		•		•	•		•
EAO (Guangzhou) Ltd. in Guangzhou (CN) [P]		•				•	
EAO (Guangzhou) Logistics Co., Ltd. in Guangzhou (CN) [L]							
EAO Corporation in Shelton (US) [P], [S]		•					
EAO GmbH in Essen (DE) [S]		•	•				
EAO Ltd. in Burgess Hill (UK) [S]		•	•				
EAO Benelux B.V. in Dordrecht (NL) [S]							
EAO France SAS in Lyon (FR) [S]							
EAO Italia S.r.l. in Cernusco sul Naviglio (IT) [S]							
EAO (Far East) Ltd. in Hong Kong (CN) [S]							
EAO Japan Co. Ltd. in Tokyo (JP) [S]							
EAO India Private Limited in Uttar Pradesh (IN) [S]							

Table 3-1: Management system certifications of the different EAO site with [P] Production site, [L] Logistic site and [S] Sales site.

3.2 Ethical and Legal Conduct

3.2.1 EAO Code of Conduct

The Code of Conduct protects EAO employees from misconduct and ensures compliance with applicable legal standards worldwide. It serves as the foundation for our daily business activities and applies to all employees across the EAO Group.

All employees are expected to adhere to these principles and to report any behaviour that is not in line with them.

Code of Conduct.

Code of Conduct for the EAO Group.



Values and principles

Our personal conduct reflects our Company's core values. It is defined by mutual respect, trust and appreciation. We accept responsibility and take a proactive, unambiguous and transparent approach to communications.



Compliance with laws

We work within the framework of the laws and regulations of the countries in which we operate, and also within the framework of our own internal policies and regulations. In doing so, we maintain a transparent and collaborative relationship with authorities.



Product integrity

Our products satisfy the highest quality standards, and are innovative, intuitive and reliable. As the number 1 for customer service, we always want to offer our customers the best service in compliance with the required processes, specifications and quality standards.



Export controls

We strictly observe the applicable rules and statutory regulations for the products and services that we export. Employees involved in export must know and understand the applicable rules and legal specifications, and fully comply with them.



Donations

As a global company, we feel a responsibility to society as a whole, as well as the specific communities in which we are located. Any donations made by EAO are always voluntary, without the expectation of anything in return.



Protection of intellectual property

EAO respects third-party intellectual property rights relating to products, publications and software, such as patents, copyrights and trademark rights. We treat our own intellectual property with care and protect it from misuse by third parties.



Conflicts of interest

The highest standards apply to all employees regarding integrity, honesty and fairness, which is why any conflict between personal and corporate interests must be avoided.



Health and occupational safety

EAO attaches great importance to protecting and promoting the health and well-being of its employees. This means that health promotion in the company and safety in the workplace are high priorities for us.



Innovation

EAO promotes new ideas and innovations and works closely with strategic partners to offer its customers efficient, intuitive and innovative solutions and services.



Data protection and cyber security

We protect the data of our customers and our business partners, as well as data that relate to our employees. We pay particular attention to the protection of personal data. We consider there to be a high risk of cyber attacks, and we take this risk very seriously.



Continuous learning and development

The knowledge and potential of each employee forms the foundation for our success. We create an attractive working environment which encourages new ways of thinking for our employees, while fostering personal growth, boldness and continuous learning, and enabling constructive feedback.



Corruption, ethics and good conduct in business

Honesty, reliability and indisputable integrity form the basis of all we do. Our business, contracts and all of our activities are based on the principle of strict legality. EAO does not tolerate any form of corruption.



Combatting forced labour, money laundering, and financing of terrorism

We do not tolerate any form of money laundering or financing of terrorism, nor forced, slave or child labour, and we comply with all economic and financial sanctions. EAO employees help prevent illegal activities by means of their integrity and by fulfilling their duty of care.



Precise accounting and recordkeeping

Without exception, all records and accounts are consistent with Generally Accepted Accounting Principles and with our own policies. They are prepared and maintained in strict compliance with all statutory regulations and provisions. All expenses must be verifiable and documented in full.



Confidentiality and trade secrets

Confidential information and trade secrets must not be disclosed, be it during the employment relationship or after it is terminated.



Competitive conduct and competition law

We respect the rules of fair competitive conduct and competition law. This is why all agreements with customers and suppliers are documented by us in full and concluded without any ambiguity. EAO does not tolerate price fixing, discrimination or any other forms of unfair competition.



Sustainability and environmental protection

Our business and our company work on the principles of sustainability and longevity. We are committed to the careful use of resources. Our processes and operating sites comply with legal requirements for occupational health and safety, as well as environmental protection.



Diversity and equal opportunities

We strive to establish a corporate culture that is safe, healthy and based on integrity, and we do this by taking a zero-tolerance policy to discrimination, harassment or other reprisals. Our processes, operating premises and resources must comply with statutory requirements at all times, because health, safety and protection of the environment are very important to us.



Handling Company property

Employees will have access to assets belonging to the EAO Group and may have access to those of customers and suppliers. These assets must be treated with the due respect and must only be used for Company purposes. The specified IT policies must also be observed at all times.



Violations against the Code of Conduct

All employees are required to be familiar with and to comply with the principles of the Code of Conduct. Violations against the Code of Conduct, laws, regulations or rules will have serious consequences that may range from a verbal or written warning to dismissal.

Picture 3-2: EAO Code of Conduct

Together with EAO's Group Values, the Code of Conduct provides employees with guidance for their daily decisions and behavior. It supports a culture of mutual appreciation and performance orientation, while ensuring that social and environmental responsibilities are consistently considered in all activities.

3.2.2 Legal Conduct

Compliance with applicable laws and internal standards, including the Code of Conduct, is a fundamental element of responsible corporate governance at EAO. To ensure adherence, EAO has implemented a structured compliance framework supported by a range of preventive, monitoring, and corrective measures.

All employees receive comprehensive onboarding training, including mandatory training on the Code of Conduct. Employees are required to confirm their Code of Conduct understanding of and adherence to these standards as part of their annual performance review. In addition, targeted training on specific compliance topics, such as product and material compliance, anti-corruption and competition law, are provided to relevant employee groups. EAO maintains an established reporting mechanism that allows employees and third parties to raise concerns or report potential violations, including on an anonymous basis.

Compliance is further supported through regular internal audits and the operation of an internal control system, covering financial reporting, tax compliance, employment law, working time regulations, and adherence to internal processes such as the four-eyes principle. Internal compliance audits identified areas for improvement, which are addressed through defined measures and ongoing monitoring. In selected areas, EAO has further strengthened its compliance framework, including targeted reviews of distribution practices to assess compliance with applicable competition law requirements.

EAO places particular emphasis on the requirements of Art. 964j of the Swiss Code of Obligations. Although only limited quantities of conflict minerals are used in EAO products, the company takes its due diligence obligations throughout the supply chain seriously. Through its Supplier Code of Conduct, EAO defines clear expectations for business partners, including requirements relating to conflict minerals and the prohibition of child labor. Compliance with these requirements is supported by regular supplier confirmations, the maintenance of a materials database in line with REACH and RoHS requirements, and targeted supplier audits, particularly in higher-risk regions. In addition, the initiative to reduce the use of conflict minerals is ongoing, and early indications of progress have been observed.

The protection of children and young people is a fundamental principle for EAO. Child labor is strictly prohibited both within EAO's own operations and throughout its supply chain. At the same time, EAO supports early career development by offering internships and apprenticeship programs in accordance with applicable national labor laws. These programs are subject to strict legal requirements, particularly regarding occupational health and safety, working time regulations, and the handling of hazardous materials.

In 2025 five potential Code of Conduct violations were reported and assessed with appropriate diligence. Based on their nature and impact, none of these cases were assessed as material or critical.

Reporting of Ethical and Legal Conduct Topics	KPI
Number of reported potential ethical or legal concerns	5
Number of violation of laws/regulations	0

Table 3-2: KPI reporting of Ethical and Legal Conduct

3.2.3 Risk Management

EAO has implemented a comprehensive risk management system and conducts semi-annual risk assessments. Identified risks are assigned to a designated risk owner, who is responsible for monitoring the risk and defining appropriate measures to mitigate, reduce or transfer it. The system considers a broad range of risks, including strategic, operational, financial, legal, regulatory, reputational and ESG-related risks.

On an annual basis, identified risks, related mitigation measures and potential new risks are reviewed at Group level, including by the Board of Directors. The overall risk management process is also subject to review by external auditors.

Risk management is an integral element of EAO's strategic planning. Historical risks, such as exchange rate developments or political and economic constraints, are considered in the development of Group strategy. Other risks, including local operational risks, are addressed through appropriate measures, such as product or process adjustments and targeted employee awareness initiatives. Where appropriate, remaining risks may be covered by insurance solutions. Responsibility for the management of these risks lies with the respective risk owner.

In addition, the risk management system is continuously refined, including through regular reassessment of risk evaluations and further alignment across different business units. Attention is given to strengthening a Group-wide perspective on key risks and improving the consistency and quality of risk assessments.

Furthermore, specific risk areas, including strategic transformation initiatives and supply chain dependencies, are subject to enhanced monitoring and dedicated risk management approaches to ensure transparency and effective mitigation.

3.3 Information Security

Cyber Security and Data protection are managed with high priority and partly with external professional support. With ongoing investments in hardware and software as well as targeted employee training, we ensure that data within our organization is managed with integrity and confidentiality and permanently protected against possible attacks. We want to offer our employees a transparent working environment and broad and easy access to company information. Permanent monitoring of IT systems and dataflow, employee training and awareness creation as well as appropriate policies support us balancing data protection and easy data access and usage. To ensure business continuity in case of a cyber-attack, we implemented business continuity and IT emergency plans. Regular IT audits are carried out to ensure that IT services and information security processes function securely and reliably. For 2025 we did not register any complaints or data loss cases.

Reporting of Information Security Topics acc. GRI 418-1	KPI
Number of complaints from external parties	0
Number of complaints from regulatory authorities	0
Total number of identified cases of data theft and data loss involving customer data	0
Were there any complaints regarding the violation of customer data protection?	NO

Table 3-3: KPI reporting of Information security KPIs

3.4 Responsible and Reliable Supplier Base

The procurement of components, materials, and systems is a critical success factor for EAO. EAO is committed to responsible and sustainable sourcing — ensuring a reliable, high-quality supply while upholding environmental, social and compliance standards across its supplier base.

Robust and resilient supplier relationships are essential across all business areas, an imperative reinforced by ongoing geopolitical developments, evolving regulatory requirements and the limited availability of certain materials. Where supply security, responsiveness and overall system efficiency are supported, EAO pursues a local-for-local sourcing approach. Sourcing decisions are nonetheless guided by technical requirements, product criticality, lifecycle considerations and economic feasibility, rather than by a uniform regional policy.

For tool-bound, highly specialised and long-lifecycle products, close technical collaboration with suppliers forms an integral part of EAO's value creation. These partnerships underpin stable production processes, consistent quality and continuous technical optimisation across extended product and tool lifecycles, contributing directly to efficient resource use and to the reduction of supply-chain-related environmental risks.

3.4.1 Design, Materials and Process Efficiency

Attention is given to materials and processes with environmental and health relevance. EAO is working to gradually reduce the gold content in contact parts where functional and regulatory requirements allow. Initial steps have also been taken in CNC components to reduce the use of lead-containing materials. Where technically feasible, EAO deliberately goes beyond regulatory minimum requirements.

Material and process decisions are particularly consequential due to the long service life of EAO's tools and products. Changes are infrequent, and their environmental impact accumulates over the lifecycle, reinforcing the importance of careful upfront design and material selection.

In addition, EAO is reviewing selected surface treatments and finishing processes with regard to their environmental impact. This includes an ongoing assessment of anodising processes to evaluate optimisation potential and alternative solutions where technically and functionally feasible.

Beyond design and material choices, EAO also uses framework agreements and structured material release processes to support stable and efficient production at supplier level. By bundling volumes and avoiding fragmented, short-term production requests, unnecessary machine setup cycles and repeated processing steps are avoided. This contributes to lower resource consumption at supplier sites while supporting consistent quality and reliable supply.

Together, these measures contribute to a long-term reduction in emissions and to reduced dependency on materials and processes associated with environmental or health risks.

3.4.2 Supplier Governance and Performance Evaluation

Supplier evaluation encompasses both performance-related aspects — including quality, delivery reliability and pricing — and formal sustainability criteria. A comprehensive and structured evaluation is conducted primarily for strategic suppliers, reflecting their relevance for product performance, supply security and long-term value creation.

The General Terms and Conditions of Purchase (GTCP) were updated in 2024 to formally anchor requirements regarding environmental protection, labour rights and conflict minerals. Strategic suppliers are required to actively acknowledge these conditions. In addition, a Code of Conduct for business partners has been introduced and embedded in the supplier onboarding process at several locations.

ESG criteria are fully integrated into supplier evaluation for strategic suppliers. Certifications such as ISO 14001, documented measures and audit results are taken into account, centrally recorded and used to support strategic decision-making. ESG-related topics are also being added to supplier audits to enable on-site verification, with the rollout of extended audit content scheduled for the current year.

Within the global procurement team, dedicated responsibility has been established for sustainable procurement activities. Regular input from specialist ESG seminars supports awareness-building and ensures that relevant regulatory and market developments are systematically incorporated into procurement strategy. To further reduce packaging waste, EAO collaborates with selected suppliers using returnable transport containers.

3.4.3 Supplier Risk and Sustainability Management

Sustainability aspects are considered an integral part of the existing supplier's risk analysis. Certifications, documented measures, and results from external sustainability assessments are incorporated into this process. EAO participates in the EcoVadis assessment framework to enhance supply-chain transparency and to systematically identify improvement areas.

Long-term supplier relationships and high product durability contribute positively to resource conservation and supply resilience. ESG aspects will be further integrated into audits and supplier discussions on a risk-based basis.

3.4.4 Code of Conduct as a Governance Instrument

EAO's Code of Conduct for business partners was rolled out globally in 2024 and is available in multiple languages. Acknowledgement of the Code of Conduct is a fundamental prerequisite for doing business with EAO and forms an integral part of the supplier's onboarding process. Selected strategic suppliers have already completed this step. The Code is grounded in internationally recognized standards and reflects EAO's core values.

By acknowledging the Code, suppliers commit to complying with applicable laws and upholding relevant social and environmental standards throughout their own supply chains. The Code complements the contractual requirements defined in the General Terms and Conditions of Purchase and forms part of EAO's coherent governance framework for responsible and reliable partner relationships.

The rollout of the Code of Conduct will be continued and progressively aligned with evolving regulatory requirements and supplier segmentation.

3.5 Product and Material Compliance

Responsibility for Compliant, Safe and Sustainable Products

The EAO Group is committed to meeting the highest standards for product safety, quality and compliance. Our goal is to deliver innovative HMI components that meet legal, environmental, and safety requirements worldwide and throughout the entire product lifecycle.

Organization & Processes

The Product Compliance Officer (PCO) is responsible for operational implementation across the group, supported by the interdisciplinary Product Compliance Core Team. This team is involved in all phases of the product lifecycle - from concept development through sourcing and production to market launch and phase-out.

Ensuring Compliance with Laws and Standards

We monitor several hundred relevant standards and regulatory requirements (including REACH, RoHS, TSCA, POP, WEEE, China RoHS) using a structured Product Compliance Management System. Changes are analyzed, assessed, and integrated into our development, procurement, and manufacturing processes by the operational Product Compliance Team.

Market approval for regulated products is conducted through external certification bodies such as VDE, UL, CSA, DNV, and CQC. For non-regulated products, we issue self-declarations of conformity based on internal test procedures.

Material Compliance & SVHC Management

To meet REACH, RoHS and other regulatory requirements, we use digital systems such as CDX and IMDS, enabling:

- Full Material Declarations (FMD)
- SVHC monitoring and reporting to the ECHA SCIP database for products in scope
- Management of Conflict Minerals & cobalt/mica (EMD)
- Supplier inquiries & automated data validation

PFAS

Emerging substance regulations such as PFAS restrictions are continuously monitored and assessed within our material compliance processes.

Customer Information and Transparency

All relevant compliance information such as:

- REACH and RoHS declarations
- SCIP numbers
- Material declarations (CDX/IMDS)
- Certificates and approvals

are made available in the product data section of our website, through customer portals or upon request. Our customers are proactively informed of changes (e.g., new SVHCs).

Quality Assurance and Safety

Our multi-stage quality assurance system includes:

- Type testing and re-qualifications according to normative requirements
- Self-declarations of conformity for non-regulated products
- Certification audits by bodies such as VDE, UL, CQC, DNV
- Production controls and factory audits
- Internal product audits & standard-based testing
- Document management via IQSoft DMS

Risk Management for Quality and Safety

We follow a preventive, risk-based approach:

- Risk assessments during product development & changes
- Monitoring of legal and normative changes
- Audit deviation management with immediate corrective actions
- Supplier selection with material compliance verification

Incidents and Corrective Actions

No product recalls or reportable safety issues occurred during the 2025 reporting year. Some product adjustments were implemented as part of certification renewals.

Continuous Improvement

We conduct regular monitoring and reporting and use defined KPIs to evaluate our compliance performance. Internal audits, re-qualifications and approval testing ensure continued compliance—now and in the future.

Focus Activities 2026

Expand SCIP reporting to all relevant products, prepare for upcoming PFAS restrictions, and monitor the further development of the EU Digital Product Passport (DPP) framework while preparing for future requirements, with particular focus on data governance and the protection of intellectual property. In addition, EAO is preparing for the EU Packaging and Packaging Waste Regulation (PPWR) by enhancing packaging data transparency and recyclability assessments. Further focus areas include assessing applicable requirements of the EU Cyber Resilience Act (CRA) and integrating them into product compliance processes where relevant.

Product certificates, approvals and conformities	
CB	ENEC
CCC, CQC	FDA
CE	KBA (e1, E1, R118/R10)
CSA	UL-US, UL-CA, UL-EU
EBC (TSI PRM)	UKCA
DNV	VDE

Table 3-4: Overview of most important product certificates, approvals and conformities to serve different customers

Product-specific standards and regulations	
CSA-C22.2 No. 14	EN / IEC 60947-1
GB/T14048.5	EN / IEC 60947-5-1
GB/T 15092.1	EN / IEC 60947-5-5
GB/T 15092.101	EN / IEC 61058-1
EN 13850	UL 508
EN 14752	UL 1054
EN 45545	UL 60947-1 & UL 60947-5-1
EN 50155	ECE R 118 / R10

Table 3-5: Overview of most relevant product-specific standards and regulations to serve different markets

Reporting of product & material compliance topics	KPI
Product Safety: % of conducted health and safety impact assessments of our relevant product portfolio *	85%
Number of Product Safety Complaints	0
Material Compliance: % of reviewed active product families for compliance with applicable substance regulations, including REACH SVHC, RoHS, and customer-specific requirements **	100%
Number of Material Compliance Complaints	0

* These assessments focused on electrical, mechanical, and usability safety, and were applied to all newly developed products as well as high-volume or customer-adapted items.

** All materials were screened against the latest SVHC list and verified through full material declarations and supplier certifications.

Table 3-6: KPI reporting of Information security KPIs

3.6 From Our Day-To-Day Lives: Voluntary Engagement Report - Community Engagement

Across the EAO Group, voluntary engagement initiatives contribute to employee wellbeing, cultural development, and environmental awareness. Originally established at the headquarters in Switzerland, these concepts have increasingly been adopted and further developed at other EAO sites, supporting a broader Group-wide impact.



Culture Agents

Strengthening a positive and engaging corporate culture remains a key focus at EAO and is embedded in strategic initiatives such as “EAO Connect” and “Great Place to Work”. A dedicated network of Culture Agents acts as ambassadors for EAO’s values and actively contributes to shaping the working environment. They identify, prioritize, and implement initiatives aimed at enhancing collaboration, engagement, and employee experience. Their activities include organizing workshops, events, and other initiatives that foster a strong and inclusive company culture across the organization.



Occupational Health Management Team

Employee health and wellbeing are essential for sustainable performance. The Occupational Health Management Team promotes a holistic approach, addressing physical, mental, emotional and social aspects of wellbeing. The team supports preventive measures and drives initiatives to strengthen employees’ resilience and overall wellbeing. As enablers, they identify and implement targeted measures and contribute to a healthy and supportive working environment across EAO.



Green Guardians

The “Green Guardians” initiative plays a key role in improving environmental awareness and performance within the EAO Group. This network continues to evolve and serves as a platform for sharing ideas and best practices across sites. Green Guardians identify and implement practical measures to reduce environmental impacts, for example in the areas of energy, water, waste and material consumption. In addition, they organise campaigns, workshops and awareness activities to actively involve employees and strengthen sustainable behaviour in day-to-day operations.

In 2025, the exchange of initiatives between sites was further enhanced, supporting the transfer of successful concepts and contributing to a more harmonized group-wide sustainability culture.



4 Marketplace

4.1 Sustainable Business

With a large portfolio of configurable premium HMIs, EAO enjoys a globally leading position in defined target market segments. EAO's sales companies offer consultative sales and supply services and around 50 long-term partnerships with representatives and distributors ensure presence in many regions and industries. Additionally, EAO offers its products via diverse digital sales channels, so that customers can buy also lower quantities in any place of the world. The company is not dependent on a single market even though most of the business is driven by the deployment of public transportation and of the rail industry.

Most businesses are generated in Europe and with standard products. Asia and Americas as well as application and customer specific products, however, represent an important share of EAO's business.

4.2 Resilience to Market Changes

The different market segments showed quite different economic dynamics and cycles. EAO's presence in diverse regions gives direct access to customers and reduces the exposure to a single economical region or country. Thus, EAO is not depending on a single business or region which gives general stability and plannability. However, EAO is dependent of global economical, technological, political and environmental development and depends on actual geo-global political trends and incidents (tariffs, regulations, trade barriers, etc.).

4.3 Customer Satisfaction

EAO is conducting regular customer surveys, analyses feedback and complaints, implements improvement measures based on this feedback, and transparently communicates the results and progress.

The evaluation of customer satisfaction at EAO is measured on the well-established Net Promotor Score (NPS) method based on direct customer feedback. In 2025, the already good NPS customer satisfaction score was further improved.

4.4 Innovation and Product Design

EAO's objective is to ensure that both new and existing products consistently meet formal, technical and market requirements throughout their lifecycle. Product innovation and design are therefore guided by high quality standards, long service life and compliance with applicable regulations.

In line with our sustainability objectives, we continuously strive to reduce energy consumption, use resources efficiently and lower our carbon footprint. Eco-design principles and aspects of the circular economy—such as durability, modularity and repairability — are increasingly integrated into product development and design decisions. At the same time, we continuously optimise our production and business processes to further improve efficiency and environmental performance.

EAO completed in 2025 a comprehensive portfolio optimisation project, **phasing out seven product series and over 5,500 sales items**. This initiative improved lifecycle management and reduced product complexity, leading to more efficient resource use, lower inventory levels, and reduced waste, while strengthening cross-functional collaboration and supporting the long-term sustainability of the product portfolio.

Innovation at EAO is driven by a strong focus on user needs, technical excellence and continuous improvement. We foster creativity and innovation, support targeted development activities and reinvest consistently in product maintenance, product renewal and innovation.

In 2025, we were once again proud of newly introduced and further developed products that meet the highest quality standards and stand out through superior illumination performance, haptic quality, ease of installation and functional, user-oriented design.

The introduction of a new **functionally safe** PREMIUM variant of the **Series 09 Rugged Keypads** is particularly noteworthy. Certified in accordance with DIN EN ISO 13849 (PLd), the product combines enhanced safety, durability, and low maintenance, supporting regulatory compliance, reducing lifecycle costs, and strengthening EAO's position in safety-critical applications.

As part of EAO's broader functional safety initiative, the product is supported by targeted communication and market engagement activities. As one of the first functionally safe keypads available, it provides a clear competitive advantage and highlights EAO's commitment to innovation, safety, and sustainable product development.

4.4.1 Product Launches in 2025

What	When	Product Picture
S09 Rugged outdoor Switch	March 2025	
S09 Outdoor RCC (Rotary Cursor Control)	June 2025	
S04 Redesign	September 2025	
S09 Rugged Keypad Premium (FuSa)	October 2025	
Series 46 Eco Touch – Expansion	November 2025	
S09 Mounting Frame E-Stop – Stop Switches Expansion of cap colours, Gen. 2	November 2025	

4.4.2 Innovation @ EAO - What EAO is doing in the Field of Innovation

To prepare for future challenges and opportunities, EAO is focussing on innovation and invests considerable resources in this area every year.

The investments from the past are strictly used to further improve our innovation power. EAO follows a classic stage-gate process, whereby ideas can be submitted via different channels in principle by any employee. The Product Management team evaluates the ideas and plans the follow-up according to agreed criteria. This is not done in secret, but in consultation with various internal interest groups. As soon as the idea has reached a certain level of maturity and market success seems possible, a product concept that is as realistic as possible is developed, industrialised and sold.

Typically, only some few ideas are developed to market maturity. Many fail beforehand, which is normal. Every "failed" product idea offers a treasure trove of learning opportunities for EAO.

One of EAO's strategic initiatives includes also the review and improvement of the innovation process and the testing and implementation of new methodologies and tools. In 2025 this work was accompanied by diverse workshops and trainings ranging from general workshops to discuss what innovation exactly means to very specific tool application trainings for involved experts.

In addition, LEAN development methods have been implemented in 2025 and first internal trainings for sustainable engineering have been conducted. For 2026 the learnings and achievements in both areas shall lead to a more robust roadmap and even more sustainable products and services.



Picture 4-1: EAO Agile Roadmap workshop, facilitated by an external partner

4.4.3 Patent Series 04 granted

The new switching element of the 04 series was protected in August 2025 with a European Unitary Patent valid in 18 countries, securing a long-term competitive advantage for EAO. Its development required an international team and innovative solutions that considered technical standards, ease of assembly, and cost-efficiency. The patent application process began in Switzerland in 2021 and proceeded through several stages until the Unitary Patent was granted.

This patent secures EAO's ability to maintain a high market share with an innovative product for up to 20 years, without being impacted by copies from other manufacturers.

The innovative combination of design details is reflected in the patent claims, such as:

- the transfer of the external linear actuation of the switch into an internal tilting movement that triggers the jump by means of a pin guided in a slotted hole
- the simple design of the jump switch system with only one tension spring and no additional return spring required, suitable for normally closed and normally open contacts
- the implementation of "forced disconnection" in the event of welding of a jump system, without the need to develop additional push-button switching elements to comply with standards
- and the lateral attachment of additional switching elements with direct engagement for actuation in the inner seats to increase the number of contacts with the same construction depth.

What we expect to reach by mid of 2026 is the confirmation of the final validity of the European unitary patent, submission of national applications in Switzerland (again), Spain and the United Kingdom as well as granting of international patents after separating successful examination in each case.



Picture 4-2: New Series 04 switching element



5 Workplace

Our employees shape the future of our company with their in-depth expertise, great passion and collaboration. They are the key to our success and form the core of our strategy by acting along the values of EAO.

EAO operates in a demanding, highly cyclical, and global market, and is exposed to globally active and locally specialized competitors. The key to success is highly skilled and motivated employees who are willing to assume responsibility and work together constructively. This allows the Group to respond to the rapid changes, diverse customer requests, and complexity inherent in the business.

Recruiting, retaining, and developing employees and inspiring them to embrace shared goals and practices remain priorities at all our locations. In the year under review, most of the employees (FTE) received feedback from their supervisor in appraisal and development form.

5.1 Employment Conditions

Our personnel policy defines the guiding principles for good relationships between employees and management and sets the value-based foundation for an authentic, human-oriented, but at the same time performance-driven work environment. The management looks for balanced diversity, with a specific focus on competencies and experience at the same time. In local management, different skills and personalities are a fundamental element that enriches the social fabric and promotes innovation, valuing and encouraging the participation and inclusion of diverse perspectives, cultures, and backgrounds within the local community.

However, those responsible for recruiting staff are still dependent on the labour and training market. In Switzerland, for example, the number of men with appropriate technical qualifications is considerably higher than the number of women with such skills. The proportion of women pursuing initial training in engineering and technology amounts to 6.9%, with 12.7% studying technical subjects at universities of applied sciences and 34% at regular universities (Source: Swiss Federal Statistical Office).

At the end of the 2025 financial year, the EAO Group had a total of 657 employees (head count) and 564.6 full time employees (FTE). Not considered in 2025 are the smaller EAO sites (EAO Japan, EAO Hongkong, EAO Italy, EAO France and EAO India) with approx. 30 employees overall.

EAO Employee numbers	2025 Head Count	2025 FTE
EAO AG in Olten (CH)	309	269.7
EAO Automotive in Auerbach (DE)	110	90.8
EAO (Guangzhou) Ltd. in Guangzhou (CN)	88	77
EAO Corporation in Shelton (US)	34	34
EAO GmbH in Essen (DE)	64	50
EAO Ltd. in Burgess Hill (UK)	37	28.1
EAO Benelux B.V. in Dordrecht (NL)	16	15
Total number of Employees	657	558.4

Table 5-1: Number of employees at the different EAO sites.

Employee Remuneration and Ratio of Male to Female Employees

Remuneration is based on the role in question, performance, knowledge or skills specific to EAO (languages, special technological expertise), and experience. Men and women are paid equally for performing the equal work. Women account for around 47% of the overall EAO staff (compared to 2024 45.6%). Most of them perform tasks related to internal service functions (Chart 5-1). Conditions for women are in line with the industry average. The economic performance and regional differences of the individual companies are also considered. It is EAO's aim to compensate employees fairly and in a way that is comparable to similar internationally active companies. The average between the highest salary and lowest salary rate across all EAO locations amounts to 6.7.

EAO takes also the differences that may arise at the individual sites into account. For instance, an equal pay approach is applied when a site employs locals and commuters coming from a neighbouring country. A specific tool was implemented for the Swiss entities to evaluate the application of the equal pay approach in accordance with the statutory legal requirements in Switzerland. The results have been audited by an external supervisor and showed overall compliance and an equal approach to salaries for different genders.



Chart 5-1: Gender distribution across different job levels

Employees who work part-time do not face disadvantages compared to full-time-employees but would only be covered financially in relation to their pay once it comes to an event that involves social insurance matters. Employees with a contract limited in time may get limited offers with regard to paid leave.

As previously, more women than men work part-time, and the higher the job level, the lower the proportion of part-time employment (Chart 5-2).

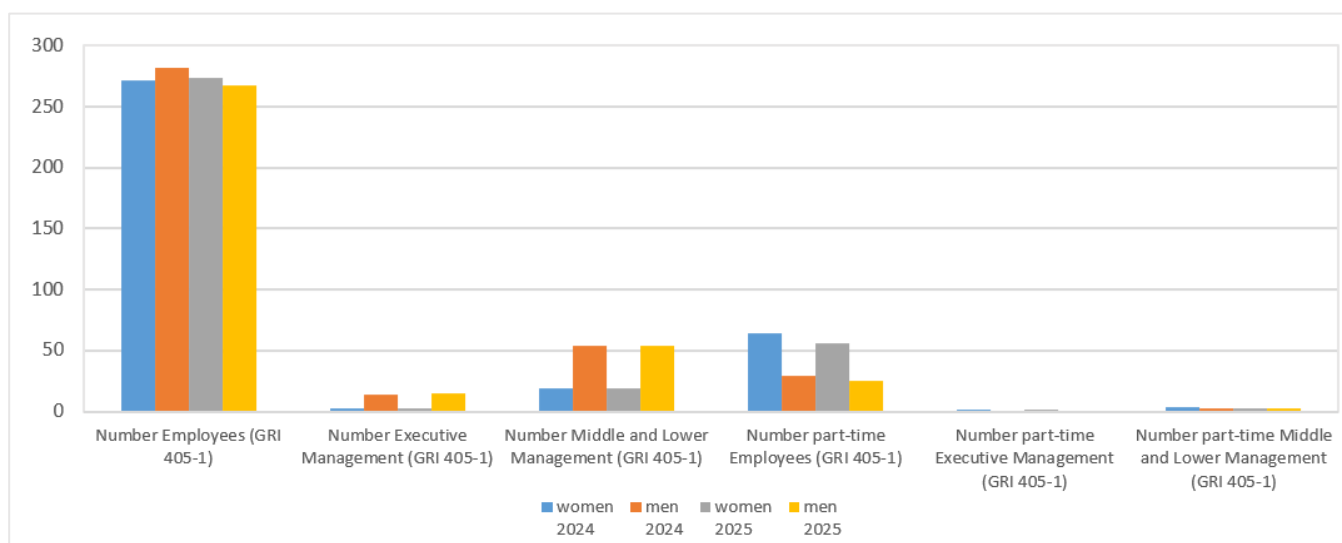


Chart 5-2: Overview of full-time and part-time employees separated in male and female employees.

5.2 Employee Training and Development

EAO invests in training and education. Numerous on-site and virtual seminars have been conducted summing up to a total of 19'186 (2024:23'585) hours of training, which corresponds to 34 (2024: 43) hours per employee (FTE). Among non-managerial staff "employees", men receive considerably more training hours per capita, while at lower and mid-level management, women tend to receive more training (Chart 5-3).

All employees are regularly requested to participate in training sessions on Code of Conduct, IT Security, ethics and compliance, and EAO monitors their participation. The rate of participation reached 92%.

Phishing emails and related awareness online training sessions were conducted regularly during the year under review to increase our resiliency to cyber risks and threats.

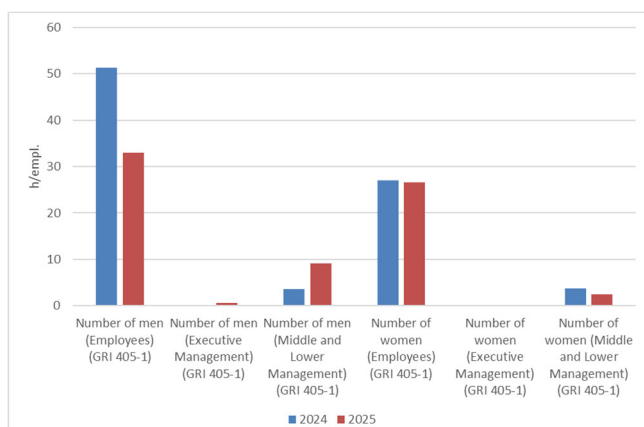


Chart 5-3: Training hours per number of employees, level and gender

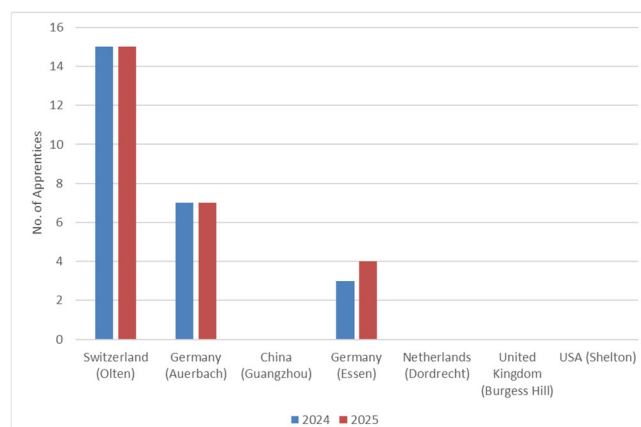


Chart 5-4: Number of Apprentices (GRI 405-1)

Apprentices

8 new apprentices and trainees were taken on in 2025. In total EAO supports 26 apprentices. The management and leadership training program continued, as did the specific project managers' training.

The data shows structural differences between countries regarding vocational training (Chart 5-4). Apprentices are recorded only for Switzerland and Germany, where the dual education system is an integral part of workforce development. In other regions covered by the data set - including the USA, UK, Netherlands and China - apprenticeship schemes are less common or organized differently, which leads to missing reported figures.

5.3 Employee Health and Safety

Occupational health and safety are regarded as important management responsibilities and are embedded in daily operations, supported by preventive measures, clear procedures and employee involvement. Overall, these activities supported a holistic approach to employee wellbeing by encouraging regular physical activity, fostering social interaction, and promoting environmentally friendly mobility.

Discrimination, harassment, or any form of repressive behavior are not tolerated. EAO ensures that neither employees nor surrounding communities are exposed to unacceptable environmental or safety risks and does not operate in high-risk regions or offer jobs with extraordinary risk exposure.

In 2025, formal occupational health and safety processes were complemented by voluntary, participative initiatives that strengthened awareness, dialogue and individual responsibility for physical and mental wellbeing. These bottom-up activities support a preventive and participative health and safety culture across the organization.

Exercise

A variety of initiatives undertaken across EAO sites in 2025 promoted physical wellbeing, team spirit, and sustainable mobility. At the Olten (EHQ) site, activities included a cycling tour, the hiking event combining exercise and regeneration, as well as coordinated participation in the Bike to Work Challenge. Additional initiatives such as a joint snow day and the ongoing EAO football group further strengthened team cohesion and informal exchange.

At the Auerbach site (ESA), employees also actively contributed to these efforts, with 20 participants taking part in a local company run.



Picture 5-1: "1000er Stägli" event in Olten.

Nutrition & Health Awareness

Health-conscious nutrition remained an integral part of employee wellbeing across EAO sites in 2025.

At the Olten (EHQ) site, fresh fruit continues to be available to employees daily. In addition, a joint cooking event was organized to raise nutritional awareness while fostering social interaction. Healthy food options, including themed meals, complemented the standard canteen offer and supported a balanced diet in everyday working life.

At the Auerbach (ESA) site, nutrition-related measures were similarly embedded into daily operations, promoting balanced eating habits and general health awareness. Accessible food options and conscious daily choices contributed to a holistic wellbeing approach. In addition, community-based initiatives, such as preparing homemade apple cake using fruit harvested from company-owned apple trees, further strengthened engagement and awareness around nutrition and sustainability.



Picture 5-2: Joint cooking event in Olten

Mental Health

Mental well-being was addressed through preventive and awareness-raising initiatives focusing on resilience, mindfulness, and self-care. These activities aimed to strengthen individual resources, encourage reflection on personal stress management, and support the integration of simple preventive practices into daily routines. In addition, the Culture Agents and BGM Promoters promoted ongoing dialogue on mental health topics through internal communication channels, idea and wish boxes, and regular information on available health initiatives.

Employee Health & Safety

Employee health and safety remained a key priority across all EAO sites in 2025, fully integrated into operational management and employee engagement initiatives. At Group level, the implementation and validation of the Health & Safety management system (e.g., ISO 45001 at ECN) confirmed the robustness and effectiveness of the Health & Safety framework. Preventive actions, including mandatory training, health checks, and targeted safety initiatives such as emergency preparedness and first aid training, contributed to risk mitigation and awareness building across the organization.

Performance indicators showed overall positive or stable development.

- Absence rates remained low to moderate across all sites, reflecting a stable work environment. In 2025, the Group-wide absence rate remained stable at 2.7% (2024: 2.9%).
- Employee fluctuation remained within acceptable ranges at most locations, reflecting the effectiveness of retention and engagement measures. In 2025, the Group-wide fluctuation rate increased slightly to 7.0% (2024: 4.6%).

To better understand employee fluctuation in 2025, departures were analyzed by job level and gender (Chart 5-5). The evaluation shows a very low fluctuation rate at higher job levels (management) and an overall acceptable and stable fluctuation level within the non-management employee group.

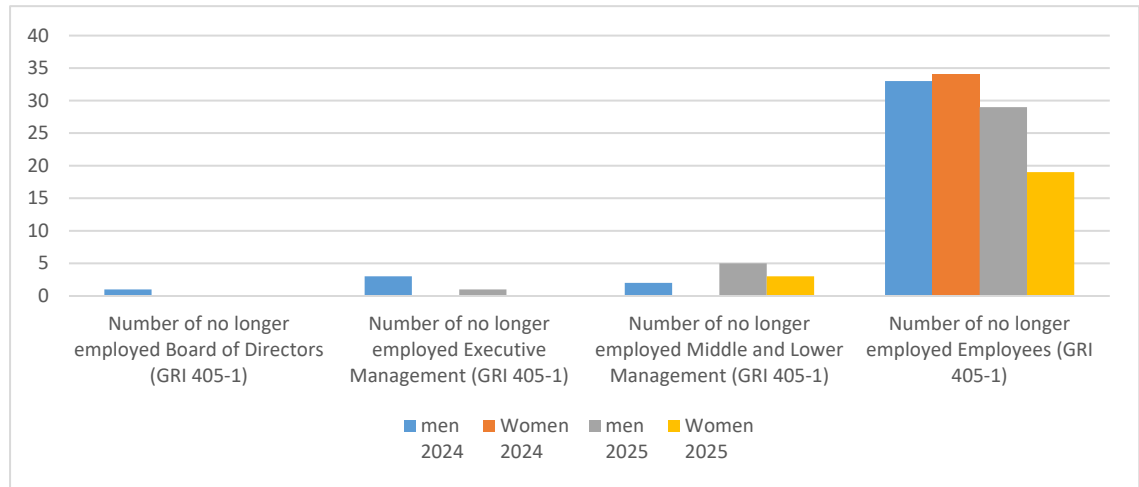


Chart 5-5: Number of employees no longer employed related to job level and gender.

The following section presents selected health and safety (H&S) information at site level across EAO locations:

EAO Headquarters in Olten (EHQ): five workplace accidents occurred (PY: 0), resulting in 168 lost workdays; all cases were analyzed and corrective measures implemented. Non-workplace accidents decreased significantly to 25 cases (PY: 37) with 233 lost workdays (PY: 564). Leisure-time safety remains a focus in 2026, supported by preventive communication measures. Internal audits identified no major safety findings, and emergency preparedness was further strengthened through training activities. The absence rate remained stable at 3.0%, while employee fluctuation further decreased to 4.5%.

EAO China (ECN): the ISO 45001 integration audit in 2025 confirmed the suitability, adequacy, and effectiveness of the H&S management system. Accident-prevention awareness activities were conducted through mandatory online training using government-provided work accident videos, and annual health checks were provided to all employees. Absence time remained very low at 1.1%, and employee fluctuation stayed within target at 5%, both showing a stable and positive development over recent years.

EAO Germany (EDE): Workplace safety was positively reviewed, with only minor formal findings and no major issues identified. Absence time decreased further to 4.8% despite demographic challenges related to an aging workforce and differing generational work patterns. Fluctuation increased to 10.6% in 2025, mainly driven by retirements and turnover in warehouse functions, but is assessed as non-critical and continues to be addressed through targeted employer branding and retention measures.

EAO Automotive Auerbach (ESA): The fluctuation rate increased to 6.94% in 2025 but remained within an acceptable range. Absence time remained stable compared to the previous year, and no corrective actions were required as overall operational performance was not adversely affected.

EAO UK (EUK): improvements in recruitment, induction, and employee benefits contributed to a continued reduction in employee fluctuation, which decreased to 9.1% in 2025. Absence time remained well managed at 2.6% and was supported by established health measures, including medical insurance, return-to-work interviews, and early intervention protocols.

EAO USA (EUS): health and safety performance remained stable in 2025, supported by targeted safety initiatives such as CPR training for selected personnel. Employee fluctuation decreased to 3.3%, and absence time remained low at 1.3%, both within target and contributing to a stable and healthy workplace environment.

Overall, EAO's Health & Safety performance in 2025 demonstrates a resilient management approach, contributing to a safe working environment, employee wellbeing, and long-term organizational sustainability.

5.4 Culture Development

In 2025, organizational developments and strategic initiatives continued to shape the working environment at several sites. As is typical during phases of change, employees experience and process change at different speeds and with different perspectives. In this context, the EAO values play a key role in providing continuity, guidance, and a shared reference framework. Open communication and exchange between management and employees remained an essential element in addressing sensitivities, expectations and questions arising from ongoing developments.

A central role in culture development was played by the **Culture Agents networks**, which were active at multiple sites, including EAO Headquarters in Olten and EAO Automotive Auerbach. These cross-departmental groups act as ambassadors for EAO's values and contribute to strengthening dialogue, participation, and mutual understanding across the organization. In 2025, Culture Agents supported exchange formats, feedback mechanisms and participative initiatives that fostered transparency, trust and collaboration, while also addressing wellbeing-related topics in close connection with everyday working life.

In addition to local initiatives, structured development programs based on the EAO value framework continued to support employees in strengthening social competencies and self-management skills. These programs focused on topics such as communication, teamwork, leadership behavior, conflict handling, and reflection on personal impact in the professional environment. Participants were encouraged to apply these competencies consciously in daily collaboration and project work.

Overall, culture development at EAO in 2025 was characterized by a combination of shared values, structured programs, and active employee involvement. Through the interaction of management initiatives and bottom-up engagement, EAO continued to promote a resilient, value-based corporate culture that supports collaboration, personal development and sustainable organizational change.

ESA Culture Agents Activities in Auerbach

In 2025, the Culture Agents of Auerbach implemented a variety of initiatives to strengthen corporate culture, employee engagement, and social interaction across the site.

Key activities included organizing community-based events such as a company run, a “Grill & Chill” barbecue event, the Christmas party and smaller social initiatives that foster informal exchange and team spirit. In addition, creative contributions such as preparing homemade food for colleagues (e.g., apple cake) further enhanced the sense of community.



Picture 5-3: “Grill & Chill” barbecue event



Picture 5-4: Company run in Plauen



Picture 5-5: ESA's christmas party

Beyond events, the Culture Agents actively supported continuous cultural development by collecting and processing employee ideas via a wish box, contributing to the continuous improvement process, and supporting internal initiatives such as the EAO Academy, onboarding activities, and information sharing.

Additional measures, including providing hygiene support during flu season and introducing workplace materials reflecting company values, contributed to employee wellbeing and awareness.

Overall, the Culture Agents played a key role in fostering a collaborative, value-driven work environment and strengthening the sense of belonging at the EAO Auerbach site.

EHQ Culture Agents Activities in Olten

In 2025, the Culture Agents at the Olten (EHQ) site implemented a range of initiatives to strengthen corporate culture, employee engagement, and social interaction.

Key activities included organizing community-building events such as a snow day, which promoted team building and informal exchange across the site.

Further initiatives focused on fostering regular employee interaction, including multiple informal “after-work” formats, as well as the planning and execution of the annual employee event in Olten, or celebrating the 2. Ugly Christmas Sweater Day together.

The Culture Agents also organized local participation activities, such as involvement in the Duck Race Olten, and seasonal initiatives including a St. Nicholas event for employees.

In addition, they contributed to strengthening the company culture in everyday working life by promoting employee dialogue through idea and suggestion boxes, ongoing communication via internal platforms, and providing workspace materials reflecting company values.



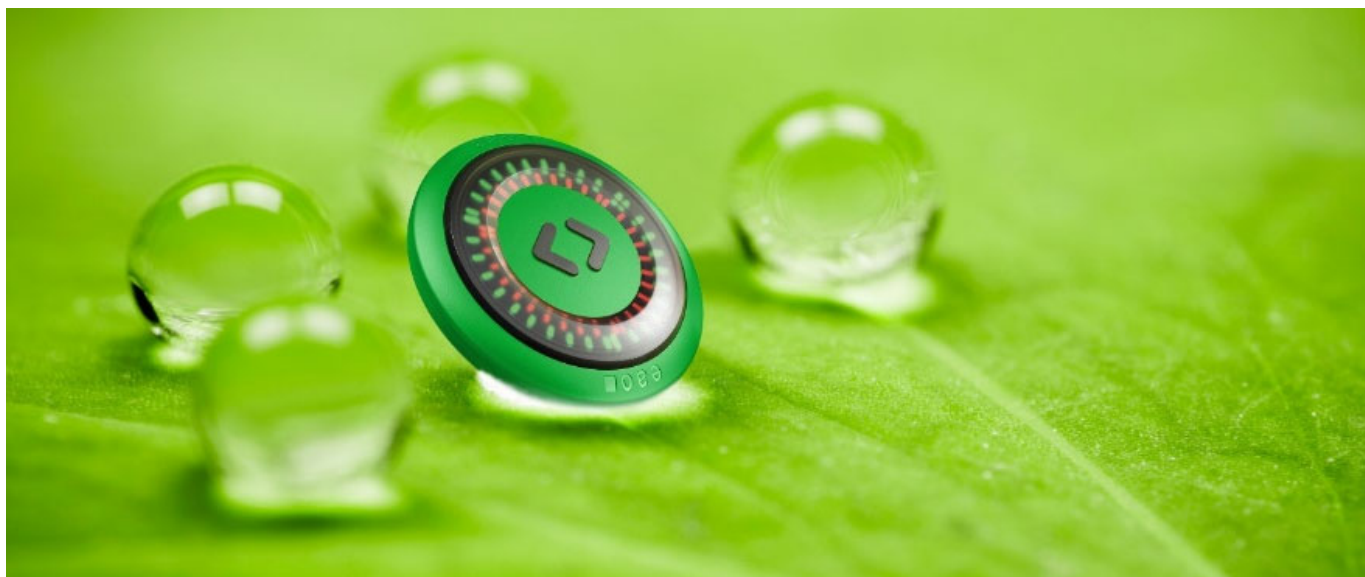
Picture 5-6: Snow day in Hasliberg.



Picture 5-7: “Black & White” theme employee event in Olten.



Picture 5-8: Celebrating of 2. Ugly Christmas Sweater Day in Olten.



6 Environment

EAO is dedicated to upholding environmental, social, and governance (ESG) standards by emphasizing transparency and responsible business conduct. Our environmental reporting is aligned with reference to GRI Environmental Standards. Within this context, we focus on our commitment to reducing environmental impacts and minimizing our ecological footprint. EAO supports environmental protection through efficient resource use, waste reduction, and the promotion of renewable energy, as demonstrated by the ISO 14001 certification of our two largest sites. Our aim is to generate long-term value for stakeholders while contributing positively to society and the environment.

For this Sustainability Report EAO performed also the second corporate carbon footprint analysis with the support of Neosys AG. Carbon footprint assessments are conducted following the GreenHouse Gas (GHG) protocol. Although data sources and CO₂ calculation methods have been optimized for the analysis in 2025, further refinement and understanding is useful. The analysis shows that scope 3 emissions are most significant, due to purchased materials. For all our CO₂ emission comparisons, we reference the analysis performed in 2024 as our baseline.

With the applied method, the overall emission of EAO in 2025 was **9'025 t CO₂ eq** (Table 6-1).

Of these, 5% are assigned to scope 1, 3% to scope 2 and 92% to scope 3 emissions (Chart 6-1). The usage of sold products triggers a proportionally high Scope 3 impact but is currently excluded from further assessments and actions due to pending definition and validation of a standardized calculation model. Compared to 2024 (8'022 t CO₂), the overall emissions - excluding usage of products sold - have increased. Due to improved data quality in several areas, the numbers cannot be compared; too many shifts of data have been occurring. The manufacturing sites, particularly our largest site in Olten, accounted for most of these emissions (48%) (Chart 6-2).

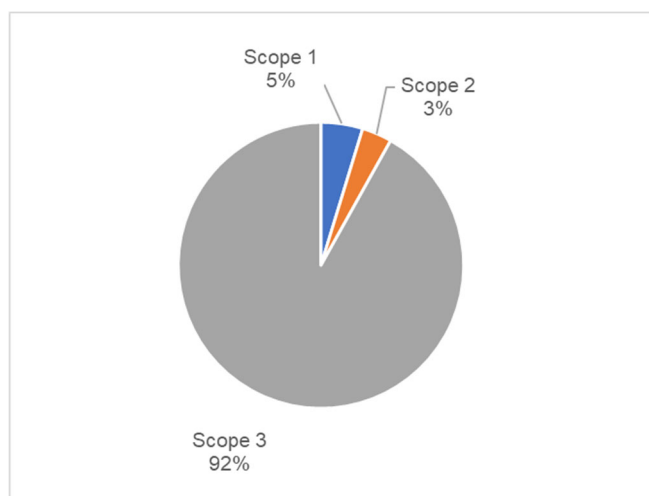


Chart 6-1: Overall emission share to the scopes 1 – 3 (excluding usage of product sold).

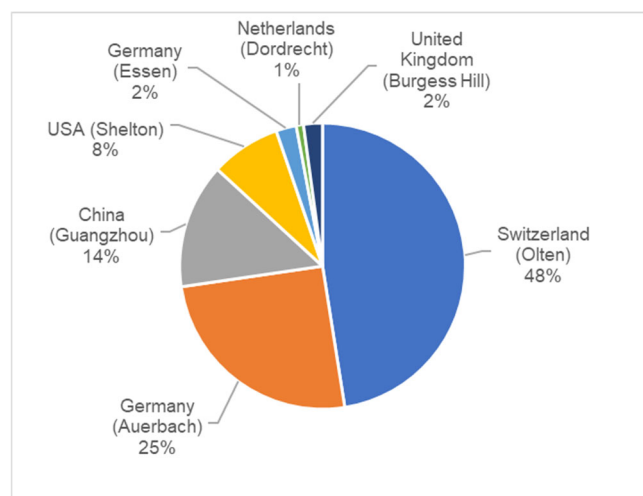


Chart 6-2: Share of overall Scope 1 - 3 CO₂ eq emissions according EAO sites in 2025.

EAO has measured its carbon footprint in 2025 and evaluated progress compared to the base year 2024. Measures have been defined and first ones have started to reduce greenhouse gas emissions. EAO is setting targets in line with the Swiss climate and innovation law to achieve net-zero emissions by 2050.

Data quality for scopes 1 and 2 was considered good and is used to define measures for scope 1 and 2. Data quality for scope 3 has been improved and evaluated, but it still needs further improvement. Values did change and will further change as data quality increases. Nevertheless, important emission sources were identified. For EAO, emissions for usage of sold products and purchased materials are most important. To improve the reliability on the corporate carbon footprint data of scope 3, the following measures have been implemented:

- Increase of share of weight-related data in contrast to spend-based data
- Improve data quality of weight-based data
- Closing of data gaps

To further improve the measurement of scope 3 emissions we will implement further measures:

- Request better quality data from suppliers by asking for PCFs of purchased materials that contribute most to the corporate carbon footprint
- Improving communication with ESG data collectors within the company
- Check and update the calculation model for the emissions of products sold.

EAO will continue the already started efforts to reduce emissions of scope 1 and 2. Targets and actions to reduce our scope 3 carbon footprint will be re-evaluated based on the now available corporate carbon footprint analysis.

All 4 EAO manufacturing sites are included in this first carbon footprint analysis:

- EAO AG in Olten (CH)
- EAO Automotive in Auerbach (DE)
- EAO (Guangzhou) Ltd. in Guangzhou (CN)
- EAO Corporation in Shelton (US)

and furthermore the 3 biggest sales sites are covered:

- EAO GmbH in Essen (DE)
- EAO Ltd. in Burgess Hill (UK)
- EAO Benelux B.V. in Dordrecht (NL)

The following remaining sales sites are very small and excluded from this analysis:

- EAO France in Lyon (FR)
- EAO Far East Ltd in Hong Kong (CN)
- EAO Italy in Cernusco sul Naviglio (IT)
- EAO Japan in Tokyo (JP)
- EAO India Private Limited in Uttar Pradesh (IN)

Source of emission	CO ₂ eq in [t]																										
	scope 1						scope 2		scope 3																		
									1		2	3	4	5	6	7	8	9	10	11	12	13	14	15			
Category for scope 3																											
EAO AG Accounting year 2025	natural gas																										
	biogas																										
	heating oil																										
	petrol																										
	diesel																										
	Fugitive Emissions																										
	electricity																										
	distance heating																										
Switzerland (Olten)				171	36		0	14	0	0,178	1.948	479	909	65	5	18	144	227		270				3		4.288	
Germany (Auerbach)					11	4	0	1	49	0,043	806	350	796	26	0	2	19	97	106				5			2.273	
China (Guangzhou)					6		0	141	0,0	0,002	292	78	415	36	100	1	27	15		153				11		1.275	
USA (Shelton)	49						0	64	0	0	300	64	63	36	0	30	13	95	0				1			715	
Germany (Essen)				24	33	9	0	12	0,0				5	19	0	35	43	25	2				2			207	
Netherlands (Dordrecht)	30				3		0	8	0,0				1	9	0	13	0	8	0				1			74	
United Kingdom (Burgess Hill)	20				31		0	19	0,0				8	18	0	5	74	14	0				5			193	
		99	0	195	120	13	0	258	49		0	3.347	971	2.196	209	106	103	319	482	0	531	0	0	29	0	0	9.025
Share of overall emissions		1%	0%	2%	1%	0%	0%	3%	1%	0%	37%	11%	24%	2%	1%	1%	4%	5%	0%	6%	0%	0%	0%	0%	0%	0%	100%
Share of scope emissions		23%	0%	46%	28%	3%	0%	84%	16%	0%	40%	12%	26%	3%	1%	1%	4%	6%	0%	6%	0%	0%	0%	0%	0%	0%	

Table 6-1: Summary of corporate carbon footprint 2025 of EAO. The unit is t CO₂ eq emitted.

The corporate carbon footprint distribution is typical for a manufacturing company. For heating and for the own vehicle fleet, EAO still depends mainly on fossil fuels leading to important emissions. Scope 2 emissions are low for some sites of EAO due to the use of electricity mixes that have a low carbon footprint. However, a few sites with unknown electricity mixes, particularly China, contribute most to Scope 2 emissions (Chart 6-7, Chart 6-10).

6.1 GHG Emissions - Direct Emissions Scope 1 and Indirect Emissions Scope 2

Scope 1 Emissions

Direct **scope 1 emissions of 427 t CO₂ eq** (421 t in 2024) were mainly due to the usage of heating oil (195 t CO₂ eq, 202 t in 2024) and natural gas (99 t CO₂ eq, 86 t in 2024). In addition, fuels for the company's own vehicle fleet accounted for 133 t (119 t in 2024) of emissions (Table 6-1, Chart 6-4). Fugitive emissions (2'677 t CO₂ eq in 2024) were zero in 2025 because air conditioners did not need a refill.

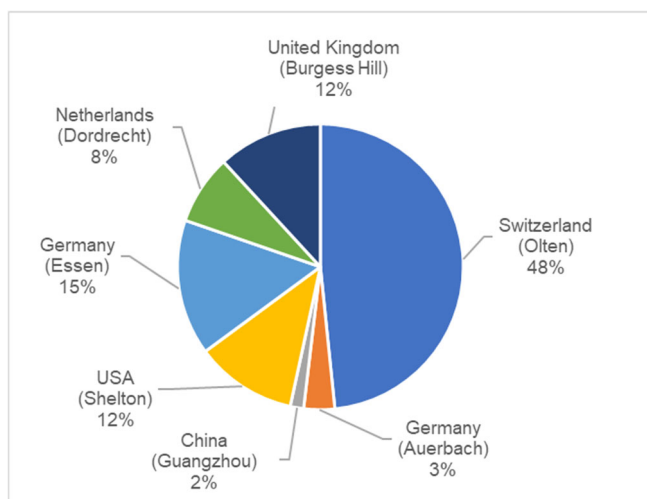


Chart 6-3: Scope 1 emission shares according to site.

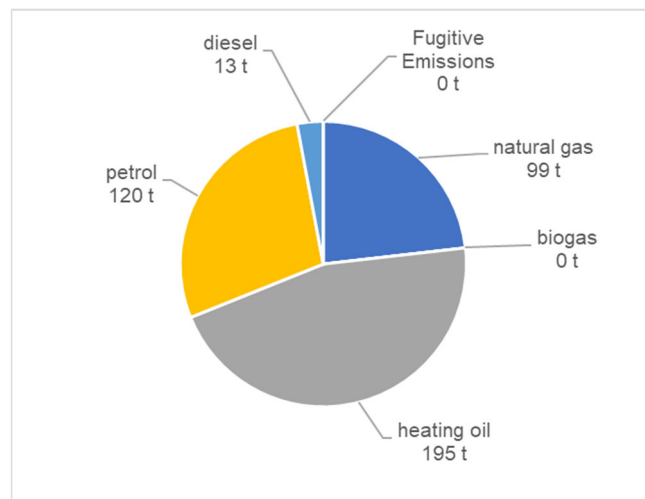


Chart 6-4: Scope 1 emissions of EAO Group in t CO₂ e by energy type.

Emission Reduction Trajectory of Scope 1

Scope 1 emissions have increased by 1.2% compared to the base year (Chart 6-5). This is due to an increased consumption of natural gas and petrol (Chart 6-6).

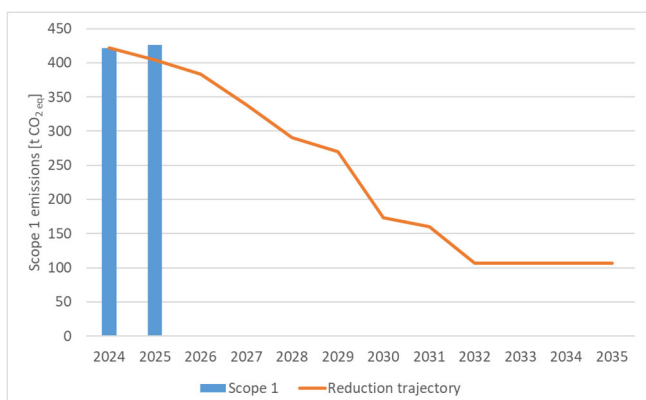


Chart 6-5: Scope 1 emissions, course of progression vs. reduction trajectory.

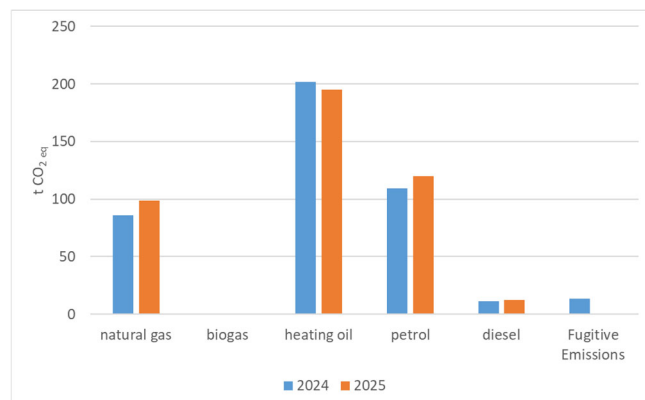


Chart 6-6: Comparison of Scope 1 emission sources between 2024 and 2025.

EAO is committed to net-zero-emissions by 2050 for Scope 1 and 2 according to the Swiss Climate and Innovation law. However, as EAO is on its way to a major transformation of processes and structure, it is not possible to plan the entire path to net-zero emissions. Reduction measures have, however, been defined for Scopes 1 and 2 and an emission reduction trajectory has been defined up to 2032. Table 6-2 presents the **planned Scope 1 and Scope 2 emission reduction measures**.

Planned measure	EAO Site	Planned implementation
New boiler (oil) with higher efficiency	Olten (CH)	2025: Done
Electrification of petrol & diesel-powered vehicle fleet	All EAO sites	2030: Work in progress
Partial relocation of business from Olten to Auerbach	Olten (CH)	2027: Work in progress
Replacement of refrigerants with climate-friendly refrigerants	All EAO sites	2028: Open
Electricity mix change by China's politics	Guangzhou (China)	2024-2050: Work in progress
Solar panels	Burgess Hill (UK)	2031: Open
Purchase renewable energy mix	Burgess Hill (UK)	2031: Open

Table 6-2: Planned Scope 1 & 2 CO₂ eq. emission reduction measures

Scope 2 Emissions

Indirect **Scope 2 emissions of 307 t CO₂ eq** (249 t in 2024) are caused mainly using electricity (84%) and partly due to the use of distance heating in Germany (Auerbach) (Chart 6-8). Our EAO site in China (Guangzhou) accounted for most of the scope 2 emissions (46%) (Chart 6-7).

In total, EAO consumed 2'097 MWh of electricity. This corresponds to 258 t CO₂ eq of Scope 2 emissions. China (Guangzhou) consumes only 12% of this energy (Chart 6-9) but contributes 55% to the electricity emissions (Chart 6-10). Similarly, USA (Shelton) consumes only 9% of the electricity but contributes 25% to the emissions. Both locations use electricity from an unknown sources supplied on site centrally by the landlord (rented building). Conversely, Switzerland (Olten) contributes 5% to the emissions but consumes 50% of the electricity, produced 100% with nuclear power. Similarly, Germany (Auerbach) consumes 22% of electricity, but Scope 2 emissions are negligible as the energy comes 100% from hydropower.

In Germany (Auerbach), 229 MWh of district heating was used, leading to 49 t CO₂ eq. These emissions are mainly based on natural gas which is usually used in the district heating mix (99,9%).

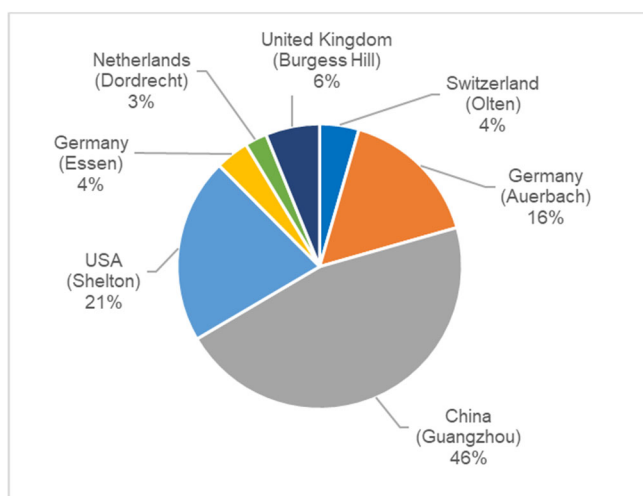


Chart 6-7: Share of scope 2 emissions according EAO site in 2025

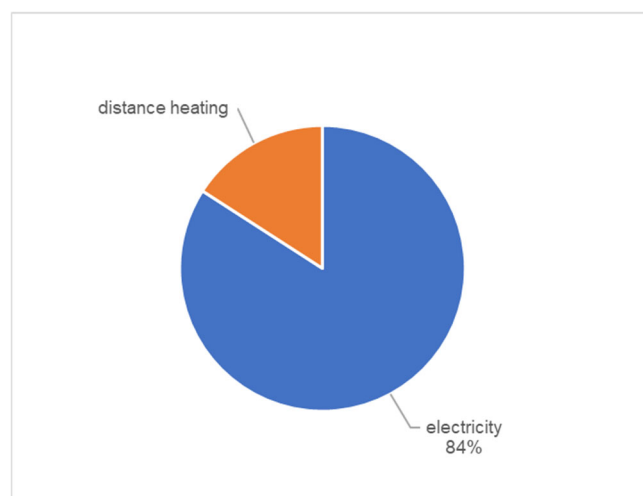


Chart 6-8: Scope 2 emissions of EAO Group per energy type in 2025.

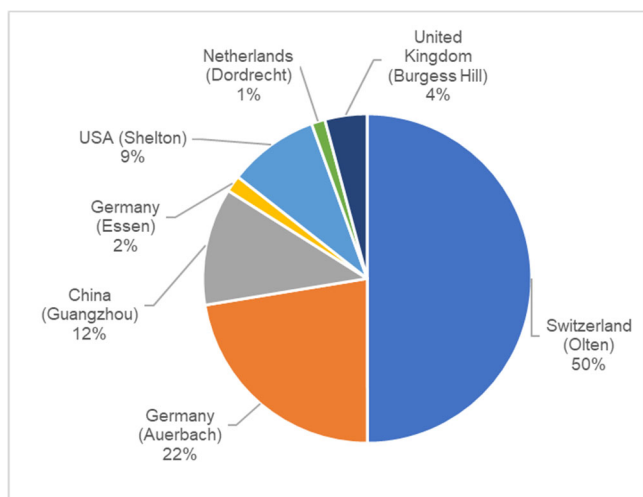


Chart 6-9: Share of different EAO sites on electricity consumption in 2025. 2'079.4 MWh electricity was consumed.

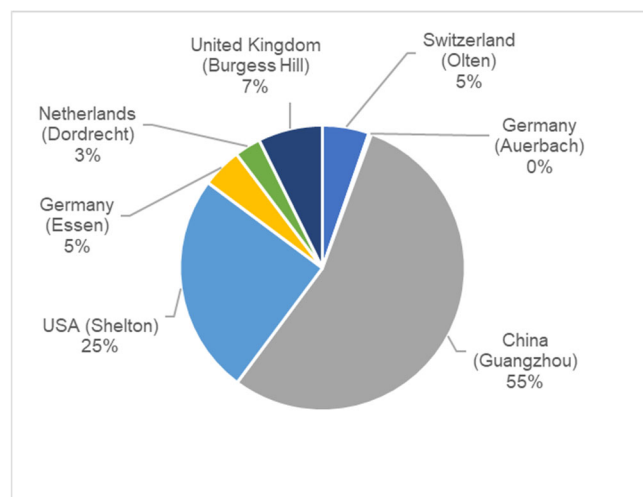


Chart 6-10: Scope 2 emissions, electricity consumption share per site in 2025. This electricity consumption leads to 258 t CO₂ eq with China (Guangzhou) contributing most to the emissions.

Emission Reduction Trajectory of Scope2

Scope 2 emissions have increased by 23% and are above the targeted reduction trajectory (Chart 6-11). This increase is due to a higher electricity consumption in USA (Shelton) and China (Guangzhou). Both sites use a high-emission electricity mix. The emissions due to distance heating have increased only minimally (Chart 6-12). Table 6-2 shows which **reduction measures (Scope 1 & 2)** were planned to be implemented.

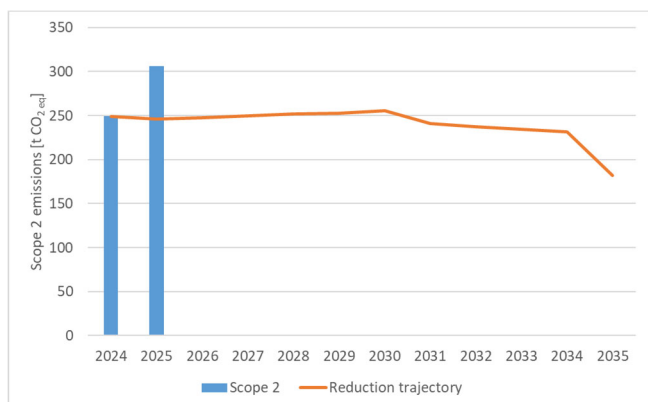


Chart 6-11: Scope 2 emissions, course of progression vs. reduction trajectory.

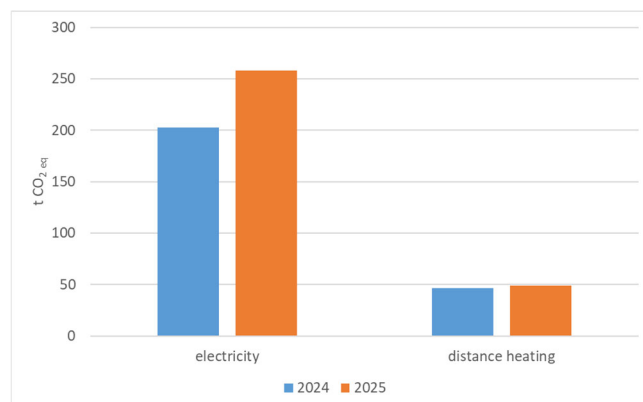


Chart 6-12: Scope 2 emissions comparison per energy type and year.

6.2 GHG Emissions – Indirect Emissions Scope 3

Scope 3 emissions account for the large majority of EAO's emissions (8'292 t CO₂ eq). The biggest share in scope 3 emissions (40%) is caused by the purchased materials, followed by capital goods (27%) and purchased services (12%) (Chart 6-14). As purchased materials represent the major source of Scope 3 emissions, further information is outlined in Chapter 6.2.1.

Among the production sites, EAO Olten accounted for most of the Scope 3 emissions (49%) (Chart 6-13, Chart 6-14). Employee commuting and downstream transportation were further relevant emission sources. For sales companies, no purchased materials were measured, and the Scope 3 contribution is very small.

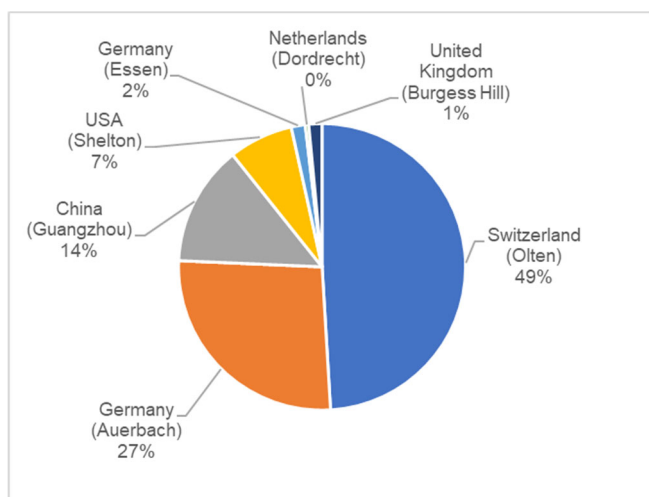


Chart 6-13: Share of Scope 3 emissions according EAO site in 2025

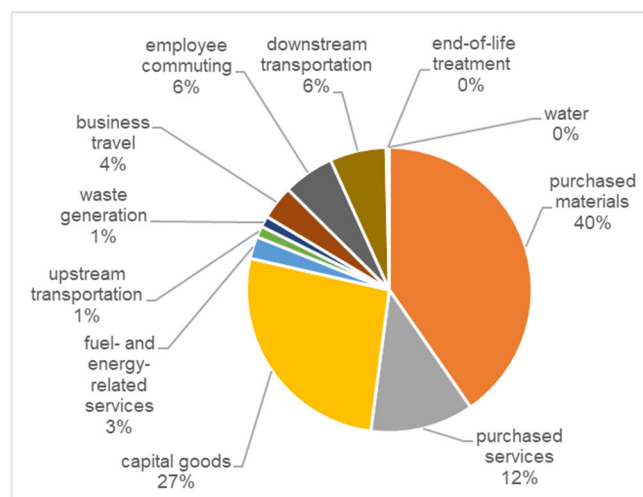


Chart 6-14: Scope 3 emissions share EAO group in 2025, per emission group

Emission Reduction Trajectory of Scope3:

Scope 3 emissions have increased by 12.8% compared to 2024, corresponding to 941 t CO₂ eq (Chart 6-15). Emissions due to purchased materials have decreased and reported emissions for capital goods were higher as data gaps have been filled in this category in 2025 (Chart 6-16).

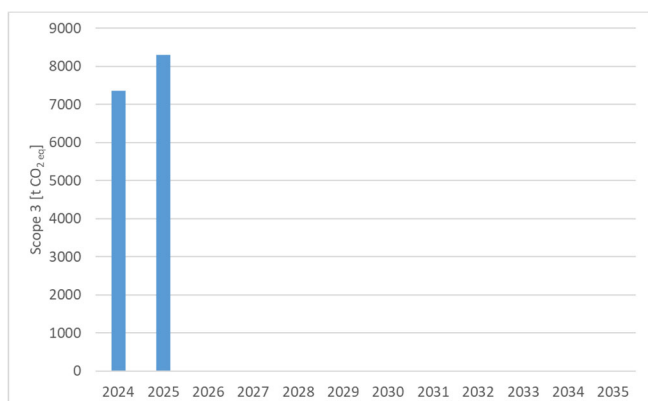


Chart 6-15: Scope 3 emissions, course of progression by year

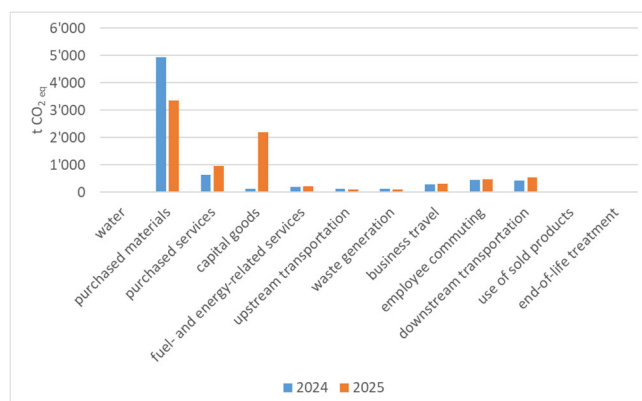


Chart 6-16: Comparison of Scope 3 emission sources between 2024 and 2025

Table 6-3 presents the **planned Scope 3 emission reduction measures**.

Planned measure	Planned Implementation	Status
Improving data quality by recording more purchases in weight	2027	WORK IN PROGRESS: some improvements already implemented which led to better data quality in 2025
Improving data quality by asking suppliers for PCFs of most purchased products	2028	OPEN
Engagement of supply chain: support reduction measures of suppliers	2030	OPEN
Purchasing material with low CO2 footprint	2030	OPEN
Increase recycling for stainless steel / Increase recycling proportion of waste	2026	WORK IN PROGRESS: Optimization waste recycling by implementing "smart refining" with a new recycling partner started.
Support use of public transport financially	2028	WORK IN PROGRESS: Promotion of Low-Carbon Mobility through Public Transport Incentives in EAO Olten implemented; The initiative is planned to be extended to other EAO sites.
Support use of bicycles	2028	OPEN – EAO plans to introduce a bicycle mobility bonus, provide company bikes for short-distance use, and expand e-bike charging infrastructure to promote low-carbon mobility.

Table 6-3: Planned Scope 3 CO₂ eq. emission reduction measures

6.2.1 Purchased Materials

The 2025 Corporate Carbon Footprint analysis confirms that purchased materials remain the dominant contributor to EAO's greenhouse gas emissions, accounting for approximately 37% of total CO₂ eq. emissions and representing the largest share (40%) within Scope 3. Compared to last year, emissions driven by purchased materials have decreased about 20% because of improved data quality and less material sourced in 2025.

Among the purchased products and services, the product category "Services" was the highest ranked source of emission (971 t CO₂ eq). The most relevant purchased materials were wires and cables (607 t CO₂ eq), followed by stamped and bent parts with electroplating (447 t CO₂ eq) and plastic parts (410 t CO₂ eq) (Chart 6-17).

This underlines the importance of systematically addressing upstream impacts within the supply chain.

EAO therefore continues to focus on improving data quality, transparency, and methodological understanding of emission drivers. Collaboration with key suppliers has been intensified to better identify emissions of hotspots and define targeted reduction measures.

Material Efficiency and Precious Metal Reduction

EAO has further advanced its initiatives to reduce the use of precious metals such as gold and silver, which are associated with a high environmental footprint. In 2025, this work has been extended from initial feasibility studies towards concrete implementation measures.

The most important activities were:

- Reduction of gold content in contact components through design and process optimization
- Transition from conventional riveting to welding technologies, where technically feasible
- Application of selective gold plating to minimize material usage without compromising functionality

In addition, specific product and process improvements – such as planned gold reduction measures in S04 components and switching elements – are being prepared for series implementation in 2026 and are expected to significantly reduce the consumption of emission generating raw materials.

Design and Process Optimization

Further resource efficiency improvements were achieved through the optimization of product design and manufacturing processes. Enhanced PCB layout concepts which reduce the number of components, soldering points, and process steps, lead to lower material consumption, reduced energy use in production, and improved overall efficiency.

In parallel, alternative surface treatment processes are being evaluated to replace conventional anodizing, with a focus on lowering CO₂ emissions, reducing energy and chemical use, and maintaining required functional and aesthetic properties.

Supplier Collaboration

Suppliers play a key role in EAO's sustainability strategy. The EAO Supplier Code of Conduct requires partners to actively reduce their environmental impact across the product lifecycle, including energy management, renewable energy use, responsible chemical handling, and resource efficiency.

The integration of environmental KPIs and emissions data into procurement processes is further expanded. The objective is to systematically assess supplier sustainability performance and incorporate it into sourcing decisions and long-term partnerships.

Outlook

In 2026, EAO will further strengthen the "Design to Environment" approach, aiming to systematically integrate environmental criteria into product development and material selection at an early stage.

Together with continued supplier engagement and material efficiency initiatives, this will contribute to reducing Scope 3 emissions and to the responsible use of critical resources over the long term.

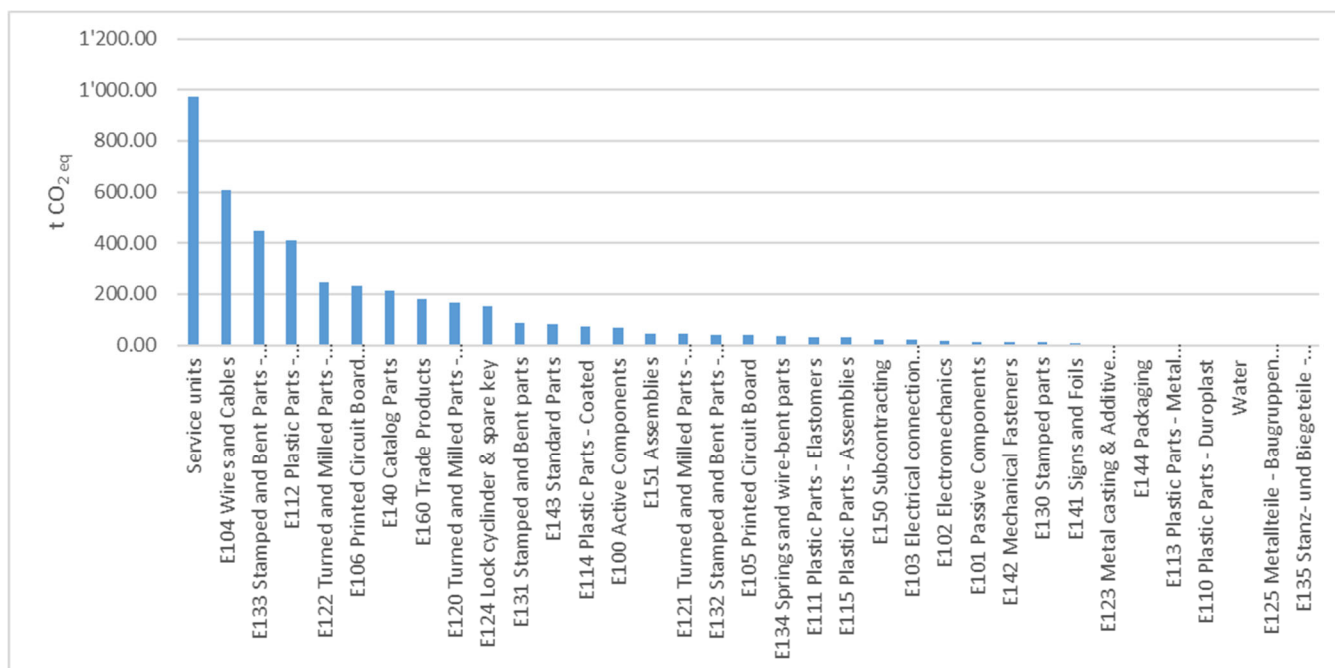


Chart 6-17: Share of Scope 3 emissions according EAO site in 2025

6.2.2 Sustainable Logistics

EAO distributes its products globally via different channels. A majority is today stored both, centrally and de-centrally. This creates on one side redundancy and security of supply; on the other side it comes along with high costs for stock keeping and with sub-optimal material logistics and transportation. New tariff risks and country specific delivery barriers are further triggers, why EAO is re-defining the global distribution concept. A project has been started to redefine the future operating and supply model with the intention of creating 3 centralized logistic hubs, one in Europe, one in Asia and one in Americas. The target is to minimize logistics and transportation costs and risks while reducing CO₂ emissions and ensuring a robust supply and transparent management of any transaction. As shown in chart 6-14, upstream & downstream transportation causes 7% of EAO's scope 3 emissions.

6.2.3 Use of Sold Products

Our products are used in a wide range of scenarios by customers around the world. The energy they consume during operation is typically generated in various ways, depending on the region and application (such as trains, trucks, cars, etc.).

The worst-case calculation based on sold product data of 2024 and 2025 demonstrates that these emissions might be significant over time. A standard calculation model based on realistic emission profiles of our products would enable comparable data in future years. As the usage of our products is normally not in our area of influence and varies significantly, and as a certain electrical energy consumption is unavoidable, the focus will not be to further analyze this aspect.

6.3 Waste and Recycling

Introduction

Effective waste management and recycling are crucial components of our company's sustainability efforts. This section of the carbon footprint report highlights the progress made in reducing municipal waste per employee and the initiatives that have contributed to this improvement.

Waste Reduction Achievements

In 2025, the amount of municipal waste generated per employee decreased again by 11.1% compared to the previous year. In absolute terms, the total municipal waste was reduced by 8.6 kg / Employee at one of our sites (Chart 6-18). These reductions are significant steps towards minimizing our environmental impact.

The volume of paper and cardboard waste per employee slightly increased compared to the previous year (Chart 6-19). This development was mainly driven by higher deliveries of raw materials and components for production, increased shipments related to new equipment installations, and the disposal of legacy materials in office areas.

Reasons for Improvement

The decrease in waste generation can be attributed to several key factors:

More consistent waste separation because employees have become more diligent in separating waste, ensuring that recyclable materials are properly sorted and disposed of.

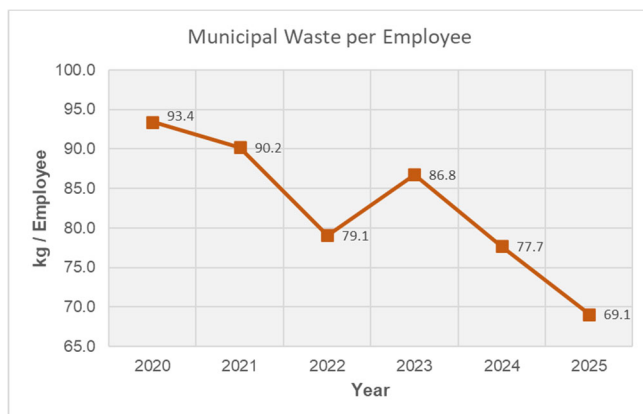


Chart 6 18: Municipal waste per employee at our biggest manufacturing site, EAO AG in Olten in kg/employee

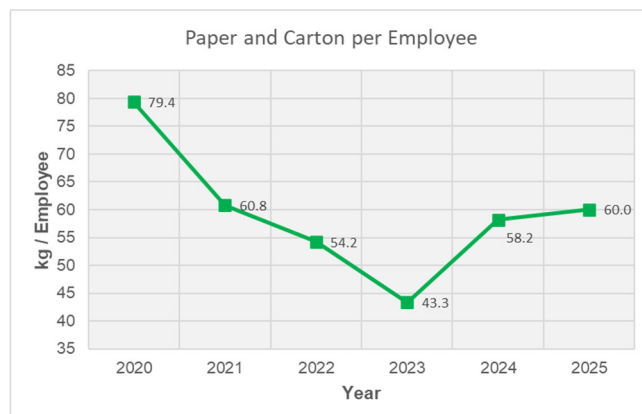


Chart 6 19: paper and carton waste in kg per employee at our biggest manufacturing site EAO AG in Olten

Hazardous Substance Management

During production, any hazardous substances generated are handled with the utmost care. We adhere strictly to regulatory requirements and industry standards for the disposal of these materials. This ensures that they are disposed of in a manner that mitigates environmental impact and protects public health. Our commitment to responsible hazardous substance management is a key component of our environmental stewardship.

The EAO manufacturing site in Olten serves as a benchmark for our environmental practices and showcases our dedication to reducing our carbon footprint. The data includes metrics on waste values, recycling rates, and the management of hazardous substances. By sharing this information, we aim to provide transparency and demonstrate our ongoing commitment to sustainability.

Chart 6-20 below illustrates the total operational waste generated at each EAO site in tons of CO₂ eq. The data demonstrates that municipal waste constitutes the main source of emissions. While overall waste emissions remained consistent with those observed in 2024, there has been a shift among different waste categories. Additionally, it is apparent that several EAO sites possess opportunities for improvement in these areas.

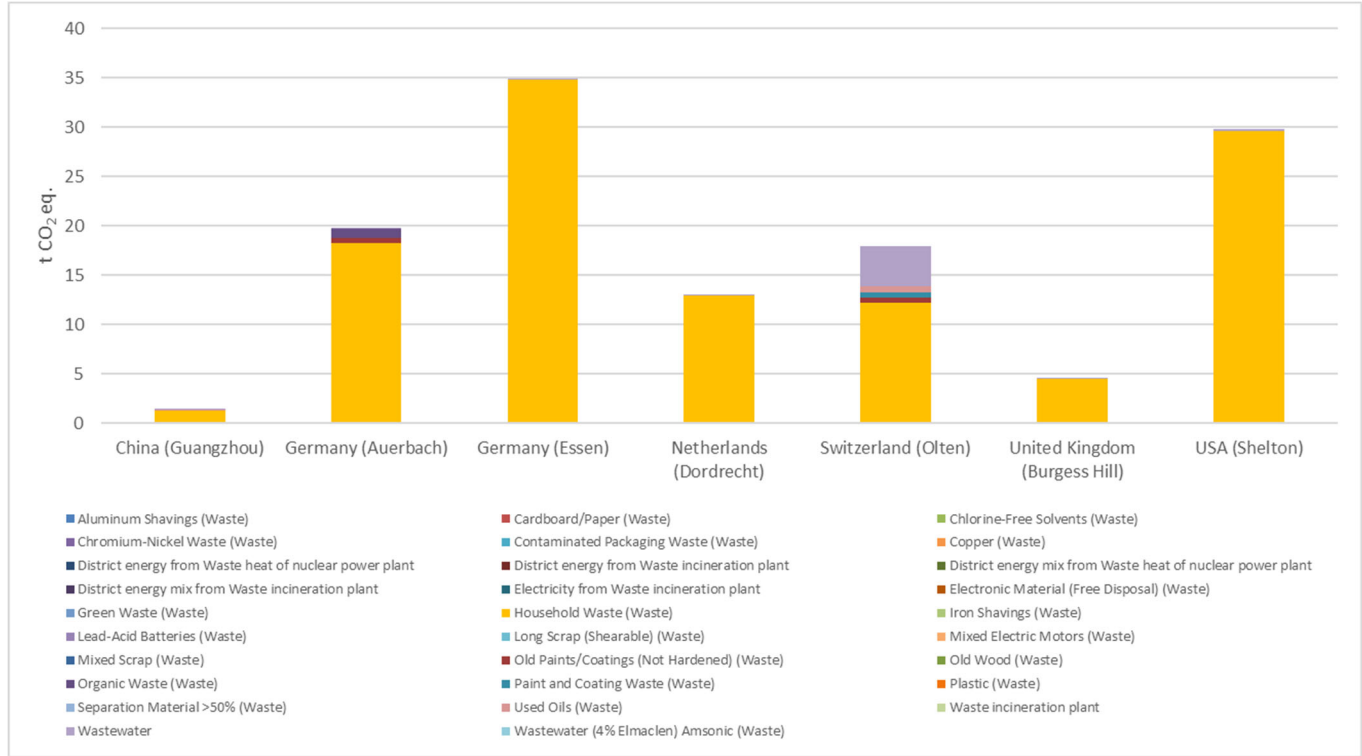


Chart 6-20: Emissions caused by waste and EAO site in t CO₂ eq

Recycling and long Product Lifetime

Our products are built to last, which means they rarely need replacement and thus help to lower the overall carbon footprint compared to alternatives. However, as their lifespan increases, the energy used throughout their operation becomes increasingly important. Most of our products are recycled or responsibly disposed of by customers.

6.4 Product Carbon Footprint

The Product Carbon Footprint (PCF) quantifies the greenhouse gas emissions generated across the life cycle of a product, including material extraction, manufacturing, use phase, and end-of-life treatment. Understanding this footprint is a key prerequisite for identifying and implementing effective reduction measures.

Although individual EAO Human Machine Interface (HMI) products have a relatively low emissions profile, their cumulative impact might be relevant. Increasingly, customers request PCF data to integrate into their own sustainability assessments, making transparency and data availability a growing market requirement.

As part of the EAO ESG reporting initiative, a structured approach to PCF calculation has been established in collaboration with an external partner. Product-specific emissions are calculated on item level based on material compositions sourced from internal systems (e.g., CDX and IMDS) and established emission factors. This is complemented by emissions from internal production processes, business operations, and logistics, including transport of finished goods to customers.

The objective extends beyond transparency toward continuous reduction of product-related emissions. Key levers include increasing the share of recycled materials, optimizing product design to reduce weight, using alternative materials with renewable content, reducing product energy consumption, and transitioning to climate-neutral energy within operations. In addition, EAO works with suppliers to drive comparable improvements along the value chain.

This systematic approach enables EAO to provide reliable PCF data to customers while supporting the transition toward lower-carbon products and more sustainable product development.

The example below shows how we provide Product Carbon Footprint (PCF) information to our customers:

Product Carbon Footprint (PCF) Calculator

Cradle-to-gate

Issuer: Frank Hirschberger

Validity date: 24.11.2030

Issue date: 24.11.2025

Input Parameters

Article number: 56-2913.2500.0769

Production Site: Switzerland (Olten)

Distribution Site: Germany (Essen)

Electricity consumption needed for manufacturing (if known; otherwise leave empty) [kWh/item]:

Gold [g]: 0,000284057 g

Silver [g]: 0,002863113 g

Palladium [g]: g

Results - Product Carbon Footprint

Product Carbon Footprint (per kg)	7,62	kg CO ₂ eq / kg *
Product Carbon Footprint (per item)	0,8689	kg CO₂eq / item *
Overall item weight	113,97	g
Share of material not considered in PCF	0,47	%

* An error occurs if the share of material not considered in PCF >5 %. Please contact the administrator. An adaptation of PCF calculator is necessary.

PCF-Calculator Information

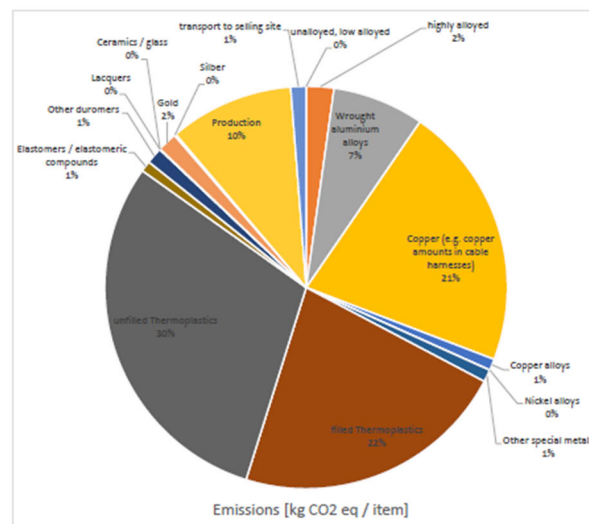
EAO PCF-Calculator version 9
EAO AG – PCF-calculator methodology report no. 92.8808.001 version: 06.11.2025

The PCF calculator is based on the method for calculating the Product Carbon Footprint (PCF) for precision tools published by VDMA in November 2024. This method follows ISO 14067.

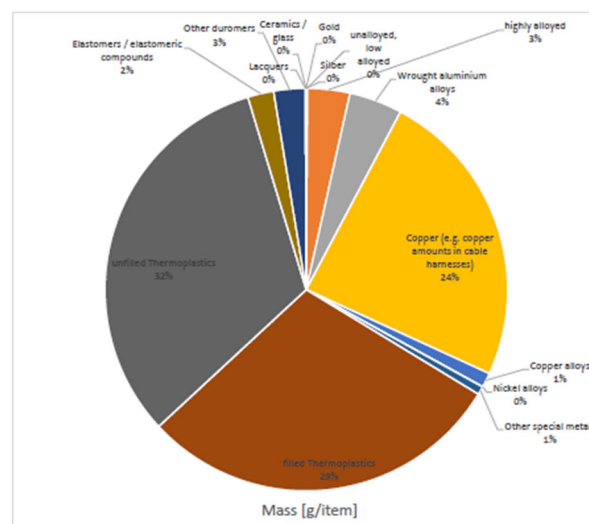
A cradle-to-gate approach is used for the calculation. This means the system boundary includes all processes from raw material extraction to the point the product leaves the factory. Specifically, it covers:

- Extraction of raw materials used in the product
- Use of auxiliary and operating materials
- Transport of materials from suppliers to EAO AG
- Manufacturing of the products
- Optionally, transport to the distribution site

Emissions from the production process are calculated based on the EAO corporate carbon footprint, which is updated annually. Emissions from raw materials are calculated using the material quantities listed in the IMDS dataset. Each material amount is multiplied by a 'market for' emission factor for that material class from the ecoinvent database (version 3.11). These factors include transport of the raw material to EAO sites. The PCF calculator is based on the raw material composition of the products.



Picture 1: CO2 emission distribution of item



Picture 2: Mass distribution of item

Picture 6-1: Example of a typical EAO Product Carbon Footprint (PCF).

6.5 Green Guardians - Standing up for Sustainability at EAO

In 2025, the Green Guardians at the Olten (EHQ) site continued to strengthen environmental awareness and drive practical sustainability improvements within daily operations.

A range of quick win initiatives were successfully implemented, focusing on resource efficiency and CO₂ reduction. These included:

- Implementation of Green Drinking Solutions by replacing single-use plastic cups and coated paper coffee cups with reusable personal glass drinking bottles as well as company cups (more details in chapter 6.5.1)
- Promotion of Low-Carbon Mobility through Public Transport Incentives: by offering public transport vouchers to employees. This initiative supports the reduction of commuting-related emissions and contributes to lowering the company's Scope 3 carbon footprint.
- Improved sustainability of production scrap disposal through optimized precious metal separation and recovery
- Ongoing implementation of "Sustainability Tip of the Month" initiatives to strengthen employee awareness and engagement

In addition to technical measures, the Green Guardians actively promoted employee awareness and engagement through campaigns and initiatives integrated into everyday working life. Their efforts support behavioural change and encourage sustainable practices across the site.

Overall, the initiative serves as a platform for continuous improvement, enabling the identification and implementation of environmental measures while facilitating knowledge sharing and the transfer of best practices across EAO locations.

6.5.1 Implementation of Green Drinking Solutions at EAO Olten

In 2025, EAO implemented comprehensive green drinking solutions at its headquarters in Olten, significantly reducing the use of single-use materials and associated environmental impacts.

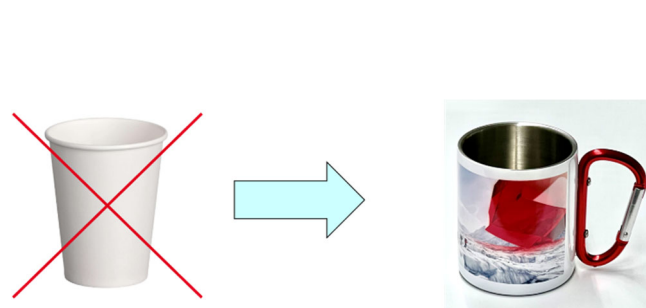
A key initiative was the complete removal of single-use plastic cups and coated paper coffee cups from all water dispensers, coffee points, and vending machines. These were replaced with reusable and environmentally friendly alternatives. Employees are encouraged to use personal glass drinking bottles (Picture 6-2) as well as reusable company cups (Picture 6-3). For visitors, a closed-loop solution has been introduced: reusable glass bottles are provided at reception and handed out by the host when welcoming guests. These bottles are returned after use.

To further strengthen sustainable water consumption, two additional water dispensers were installed. This measure has contributed to a noticeable reduction in the use of PET bottles and minimized transport-related environmental impacts associated with bottled water.

Through these measures, EAO has significantly reduced waste generation, lowered resource consumption, and reinforced awareness among employees and visitors for sustainable everyday practices.



Picture 6-2: Replacement of single-use plastic cups with new personal glass drinking bottles.



Picture 6-3: Replacement of single-use coated paper coffee cups with new personal reusable company cups ("Wertetassen").



7 GRI Content Index

GRI CONTENT INDEX	
Statement of use	EAO has reported the information cited in this GRI content index for the period 01.01.2025 - 31.12.2025 with reference to the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021

GRI STANDARD	Disclosure	Location and Comments
General disclosures		
GRI 2: General Disclosures 2021	2-1 Organizational details	p.05: 1.1 Who we are p.05: 1.1.2 Our Global Footprint p.43: 7.1 Impressum
	2-2 Entities included in the organization's sustainability reporting	p.08: 2. About this Report <i>The 2025 sustainability report includes all operational entities listed in Table 2-1.</i>
	2-3 Reporting period, frequency and contact point	p.08: 2. About this Report p.39: 7. GRI Content Index p.43: 7.1 Impressum
	2-4 Restatements of information	<i>Second publication of the report</i>
	2-5 External assurance	p.08: 2. About this Report <i>No external assurance. This report is approved by EAO's Board of Directors and Management.</i>
	2-6 Activities, value chain and other business relationships	p.05: 1.1 Who we are p.05: 1.1.2 Our Global Footprint p.07: 1.1.7 Value Chain, Business Model
	2-7 Employees	p.22-23: 5.1 Employment Conditions
	2-9 Governance structure and composition	p.07: 1.1.6 EAO Organisation p.11: 3. Governance

GRI STANDARD	Disclosure	Location and Comments
	2-12 Role of the highest governance body in overseeing the management of impacts	p.08: 2. About this Report p.11: 3. Governance p.12: 3.1 EAO's Approach to Sustainability
	2-13 Delegation of responsibility for managing impacts	p.11: 3. Governance
	2-14 Role of the highest governance body in sustainability reporting	p.07: 2.1.1 Identification and Evaluation of Impacts and Influences p.09: 2.1.3 Validation of Material Topics
	2-22 Statement on sustainable development strategy	p.04, 1. Introduction p.06: 1.1.3 Mission p.12: 3.1 EAO's Approach to Sustainability
	2-25 Processes to remediate negative impacts	p.07: 2.1.1 Identification and Evaluation of Impacts and Influences p.14: 3.2.3 Risk Management
	2-27 Compliance with laws and regulations	p.14: 3.2.2 Legal Conduct
Material topics		
GRI 3: Material Topics 2021	3-1 Process to determine material topics	p.09: 2.1 Double Materiality Analysis p.09: 2.1.1 Identification and Evaluation of Impacts and Influences p.09: 2.1.2 Stakeholder Engagement
	3-2 List of material topics	p.10: 2.1.3 Validation of Material Topics <i>Picture 2-1 and table 2-2 containing all material topics relevant to EAO's sustainability reporting</i>
	3-3 Management of material topics	<i>Described under each material topic chapter as listed in Table 2-2 on p.10.</i>
Governance		
Information Security		
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	p.15: 3.3 Information Security p.18: 3.5 Product and Material Compliance
Responsible and Reliable Supplier Base		
	Measures to ensure responsible and reliable supplier base	p.15: 3.4. Responsible and Reliable Supplier Base p.15: 3.4.1 Design, Materials and Process Efficiency p.16: 3.4.2 Supplier Governance and Performance Evaluation p.16: 3.4.3 Supplier Risk and Sustainability Management p.16: 3.4.4 Code of Conduct as a Governance Instrument
Ethical and Legal Conduct		
	Number of certifications	p.12: 3.1.2 Certifications p.17-18: 3.5 Product and Material Compliance

GRI STANDARD	Disclosure	Location and Comments
	Reporting of Ethical and Legal Conduct Topics	p.13: 3.2.1 EAO Code of Conduct p.14: 3.2.2 Legal Conduct
Product and Material Compliance		
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	p.16-18: 3.5 Product and Material Compliance
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	p.16-18: 3.5 Product and Material Compliance
GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling	p.16-18: 3.5 Product and Material Compliance
	417-2 Incidents of non-compliance concerning product and service information and labeling	p.16-18: 3.5 Product and Material Compliance
Marketplace		
Resilience to Market and Political Changes		
	Description of sustainable logistics project	p.35: 6.2.2. Sustainable Logistics
		p.19: 4.1 Sustainable Business p.19: 4.2 Resilience to Market Changes <i>KPIs in development</i>
Innovation and Product Design		
	Number of product launches	p.19: 4.4. Innovation and Product Design p.20: 4.4.1 Product Launches in 2025
	Description of patent	p.21: 4.4.3 Patent Series 04 granted
	Description of Workshops and Trainings	p.21: 4.4.2 Innovation @EAO
Customer Satisfaction		
		p.19: 4.3 Customer Satisfaction <i>KPIs (NPS) in development</i>
Workplace		
Employment Conditions		
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	p.22-23: 5.1 Employment Conditions
	405-2 Ratio of basic salary and remuneration of women to men	p.23: 5.1 Employment Conditions
	Gender distribution	p.23: 5.1 Employment Conditions
Employee Training and Development		
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	p.24: 5.2 Employee Training and Development
	404-2 Programs for upgrading employee skills and transition assistance programs	p.26-27: 5.4 Culture Development

GRI STANDARD	Disclosure	Location and Comments
	Number of apprenticeships	p.24: 5.2 Employee Training and Development
Employee Health and Safety		
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	p.22-23: 5.1 Employment Conditions p.24-26: 5.3 Employee Health and Safety
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	p.24-26: 5.3 Employee Health and Safety
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	p.18: 3.6 From Our Day-To-Day Live p.24-26: 5.3 Employee Health and Safety
	403-3 Occupational health services	p.18: 3.6 From Our Day-To-Day Live p.24-26: 5.3 Employee Health and Safety
	403-4 Worker participation, consultation, and communication on occupational health and safety	p.18: 3.6 From Our Day-To-Day Live p.24-26: 5.3 Employee Health and Safety
	403-5 Worker training on occupational health and safety	p.25: 5.3 Employee Health and Safety
	403-6 Promotion of worker health	p.18: 3.6 From Our Day-To-Day Live p.24-26: 5.3 Employee Health and Safety
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	p.24-26: 5.3 Employee Health and Safety
	403-9 Work-related injuries	p.24-26: 5.3 Employee Health and Safety
	403-10 Work-related ill health	p.24-26: 5.3 Employee Health and Safety
Culture Development		
	Number of community engagements	p.18: 3.6 From Our Day-To-Day Live
	Initiatives to foster culture	p.24-25: 5.3 Employee Health and Safety p.26-27: 5.4 Culture Development
Environment		
GHG Emissions		
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	p.28-29 : 6 Environment p.30: 6.1 GHG Emissions
	305-2 Energy indirect (Scope 2) GHG emissions	p.28-29 : 6 Environment p.31-32: 6.1 GHG Emissions
	305-3 Other indirect (Scope 3) GHG emissions	p.28-29 : 6 Environment p.32-33 : 6.2 GHG Emissions
	Futures measures to reduce corporate carbon footprint of scope 3	p.28-29 : 6 Environment p.33-34: 6.2.1 Purchased Materials
	Initiative around sustainability	p.37: 6.5 Product Carbon Footprint
Purchased Materials		
	Purchased materials by CO2 emissions	p.33-34: 6.2.1 Purchased Materials

GRI STANDARD	Disclosure	Location and Comments
Waste and Recycling		
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	p.35-36: 6.3 Waste and Recycling
	306-2 Management of significant waste-related impacts	p.35-36: 6.3 Waste and Recycling
	306-3 Waste generated	p.35-36: 6.3 Waste and Recycling
	Waste generated in carbon equivalent	p.36: 6.3 Waste and Recycling
	Municipal waste per employee	p.35: 6.3 Waste and Recycling
	Initiatives around sustainability	p.38: 6.5 Green Guardians p.38: 6.5.1 Implementation of Green Drinking Solutions at EAO Olten
Sustainable Logistics		
	Initiatives around sustainability	p.33-34: 6.2.1 Purchased Materials p.35: 6.2.2. Sustainable logistics p.35: 6.2.3 Use of Sold Products

7.1 Impressum

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Disclaimer

This report is based on the information available at the time of publication. Despite careful review, we do not guarantee the accuracy or timeliness of the data contained herein.

Reporting Standards

Prepared with reference to the guidelines of the Global Reporting Initiative (GRI).

Report Approval & Publication

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