

FEINTOOL GROUP

Annual Report 2025

KEY FIGURES AT A GLANCE

		2025	2024	2023	2022	2021 ¹⁾
		01/01/– 12/31/25	01/01/– 12/31/24	01/01/– 12/31/23	01/01/– 12/31/22	01/01/– 12/31/21
Income statement						
Net sales	in CHF m	661.4	719.6	847.7	833.8	588.1
EBITDA		56.6	23.9	84.0	79.5 ⁴⁾	97.1 ⁵⁾
EBIT		4.7	-49.3	29.9	22.2 ⁴⁾	33.9 ⁵⁾
Net earnings		-8.0	-44.7	17.8	17.6	19.2
EBITDA margin	in%	8.6	3.3	9.9	9.5 ⁴⁾	16.5 ⁵⁾
EBIT margin		0.7	-6.8	3.5	2.7 ⁴⁾	5.8 ⁵⁾
Net return on sales		-1.2	-6.2	2.1	2.1	3.3
Return on invested capital (ROIC) ⁶⁾		0.6	-4.6	4.6	3.8	5.2
Balance sheet						
	in CHF m					
Total assets		770.5	810.7	807.8	915.0	684.4
Equity		428.1	451.6	488.2	540.5	338.4
Liabilities		342.4	359.1	319.7	374.5	346.0
Net debt		57.7	42.7	24.2	42.1	120.7
Equity ratio		55.6%	55.7%	60.4%	59.1%	49.4%
Cash flow						
	in CHF m					
Cash flow from operating activities		55.3	62.4	75.1	54.7	75.8
Cash flow from investing activities (net)		-55.7	-58.0	-55.2	-80.1	-37.4
Key figures per share						
	in CHF					
Earnings per share (basic)		-0.54	-3.04	1.21	1.59	3.92
Dividend per share		0.00	0.00	0.34	0.34	1.00
Equity per share		29.04	30.63	33.11	36.66	68.85
Other						
Number of employees at year-end (excl. apprentices)		2 851	3 096	3 230	3 277	2 478
Alternative performance measures						
EBITDA adjusted ²⁾	in CHF m	n/a	51.9	84.0	84.6 ⁴⁾	85.6 ⁵⁾
EBIT adjusted ²⁾	in CHF m	n/a	-2.2	29.9	27.3 ⁴⁾	34.4 ⁵⁾
EBITDA margin adjusted	in %	n/a	7.2	9.9	10.1 ⁴⁾	14.5 ⁵⁾
EBIT margin adjusted	in %	n/a	-0.3	3.5	3.3 ⁴⁾	5.9 ⁵⁾
Free cash flow ³⁾	in CHF m	-0.4	4.4	19.9	-25.4	38.3

¹⁾ Including Fineblanking Technology segment, which was sold in the 2023 financial year.

²⁾ A detailed breakdown of the adjusted key figures EBITDA & EBIT for the prior year can be found in the table on the following page of this annual report.

³⁾ A detailed breakdown of free cash flow for the current and prior year can be found in the financial report following the cash flow statement.

⁴⁾ In the 2022 financial year, it was decided to change the Swiss pension fund as of January 1, 2023. The changed conditions have a negative one-off effect of CHF 5.2 million (amount excl. tax effect) on the statement of comprehensive income in the financial year. In this overview, EBITDA and EBIT are presented without this effect.

⁵⁾ In the 2020 financial year, Feintool received a loan of USD 8.4 million under the PPP program in the United States to mitigate the impact of the COVID-19 pandemic. In the first half of 2021, the government assured the company that this loan would not have to be repaid. Feintool also received CHF 3.9 million (amount excl. tax effect) in immediate aid from the Swiss government in the year 2021 to mitigate the effects of the COVID-19 pandemic. In addition, due to capacities no longer required at one plant, the company recognized an impairment loss on manufacturing equipment totaling CHF 12.1 million (amount excl. tax effect). In this overview, EBITDA and EBIT are presented without these effects.

⁶⁾ Feintool uses for ROIC the following definition: NOPAT divided by capital invested, whereas capital invested is equal to equity plus net debt.

Reconciliation adjusted figures	2024
	in CHF 1 000
EBITDA reported	23 936
Provision for social plan	19 517
Provision for overtime and vacation	80
Provision for rental costs	671
Provision for onerous contracts	3 861
Provision for consulting	3 790
EBITDA adjusted	51 855
EBIT reported	-49 287
Provision for social plan	19 517
Provision for overtime and vacation	80
Provision for rental costs	671
Provision for onerous contracts	3 861
Provision for consulting	3 790
Impairment losses on land	6 842
Impairment losses on buildings	862
Impairment losses on machinery	11 442
EBIT adjusted	-2 222

In the prior year, for the Business Unit System Parts Europe, Feintool announced the realignment of its fineblanking production, as well as the production of rotors and stators for electric motors in Europe. As a result, a one-time impact of CHF 27.9 million on EBITDA and CHF 47.1 million on EBIT was recognized (amounts excl. tax effect).

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LETTER TO THE SHAREHOLDERS



Norbert Indlekofer (left), Lars Reich (right)

Annual Results 2025: clear second half improvement, restructuring measures show first results

Dear Shareholders,

The Feintool Group's business performance in the 2025 financial year reflects a market environment that remains challenging, with differing dynamics across regions and technologies. The global automotive market is growing at a low single-digit rate, while shifts in climate policy and subsidy schemes – particularly in the United States – are influencing investment decisions and the pace of electrification. At the same time, demand for industrial applications has remained subdued.

Against this backdrop, Feintool has continued to align its cost structure consistently with prevailing market conditions, while maintaining a high degree of operational flexibility and a solid financial base. This enables the Group to remain a reliable and well-established partner for its customers, even in a volatile environment.

Structural shifts towards Asia are continuing and becoming more pronounced. Feintool is strategically well positioned to benefit from this trend, particularly in the important field of electric mobility, especially with our e-motor core development and production capabilities. While the pace of electrification in the US and Europe has moderated, the long-term transformation towards electric drives remains intact. In the near term, hybrid and combustion-engine applications continue to play an important role in these regions. In Asia, market dynamics differ by country: hybrid vehicles dominate in Japan, battery-electric vehicles in China, and combustion engines in India. Across all these markets, e-lamination stamping remains a key enabling technology for electric and hybrid powertrains and a core component of a wide range of electrified drive systems for industrial applications.

Overall, business development in the 2025 financial year was characterized by a broadly saturated demand environment across regions. Within this context, Feintool was able to defend its position in its core automotive markets, selectively gain market share in industrial and green-energy applications, and further strengthen its strategic positioning for the next phase of growth.

Feintool strategy is proving its worth

In the current environment, Feintool's strategy of focusing on three core technologies and a global manufacturing footprint continues to prove its worth. Feintool is excellently positioned in fineblanking and forming technologies and benefits from the continued demand for vehicles with conventional and hybrid powertrains. In this traditional core business, the Group holds leading market positions and has improved profitability through a more efficient cost structure. At the same time, the global transition towards electrified powertrains and environmentally friendly energy solutions is continuing, albeit at a slower pace than previously expected. E-lamination stamping remains a key future technology, complemented by FEINforming for bipolar plates used in hydrogen fuel cells and electrolyzers.

The strategic relevance of e-lamination stamping is underlined by the current order intake: around 60 % of new orders relate to e-motor core projects in Europe and Asia. This includes, among others, a major contract for e-motor cores from one of the largest Chinese commercial vehicle manufacturers, as well as a significant new project in Europe for e-stamping applications. Technological leadership is further underpinned by the growing customer adoption of glulock®, Feintool's proprietary joining technology for e-motor cores, which enables higher motor efficiency, improved performance and more compact designs, while offering a scalable and energy-efficient manufacturing solution for both e-mobility and industrial drive applications.

While fineblanking and forming remain predominantly automotive-driven, e-lamination stamping is increasingly diversified, with roughly one third of volumes linked to automotive applications and around two thirds to industrial uses such as pumps, fan motors and heat exchangers, including data-center cooling systems. This diversification is also reflected in recent project wins with leading industrial customers in the fields of ventilation, drives and power generation, confirming the attractiveness of e-lamination stamping for high-performance, scalable non-automotive applications.

With a globally diversified manufacturing footprint enabling a consistent "local for local" approach, the Group is well positioned to serve its customers close to their markets and to respond flexibly to regional demand patterns. This footprint also strengthens Feintool's resilience to geopolitical developments and trade barriers.

The restructuring and footprint optimization measures initiated in 2024 were mainly completed in the 2025 financial year. The transfer of large-series production from Lyss, Switzerland, to the modern European plant in Most, Czech Republic, has been finalized. The Lyss site is being further developed as a competence center for fineblanking tool technology and hydrogen applications and is selectively supporting mid-volume programs with high technical requirements, in particular for demanding hybrid applications. In parallel, the restructuring of the Stamping Europe business unit, including the sites in Sachsenheim (DE) and Tokod (HU), has also been mainly completed. The full annual earnings contribution from these measures is expected to be realized from the 2026 financial year onwards, with the associated annual savings of around CHF 12 million.

Break-even level further reduced

In a persistently challenging market environment, Feintool delivered a resilient operating performance in the 2025 financial year. Group sales amounted to CHF 661.4 million, compared with CHF 719.6 million in the previous year, corresponding to a decline of 8.1 % in Swiss francs and 4.7 % in local currencies. Despite the lower volume base, Feintool achieved a positive operating result (EBIT) of CHF 4.7 million, compared with a reported EBIT of CHF –49.3 million in 2024 (adjusted EBIT before restructuring and other one-off effects: CHF –2.2 million). This reflects the effectiveness of the restructuring and efficiency measures implemented across the Group, which have significantly reduced the break-even level.

Earnings quality improved, supported by a structurally strengthened cost base and selective price increases in fineblanking and forming. One-off costs were incurred in the reporting year in connection with the ramp-up of production capacities and operational adjustments in the US.

Capital expenditure in 2025 amounted to CHF 54 million (2024: CHF 58 million), reflecting the final phase of the Group's recent expansion cycle, with investments focused on e-lamination stamping capacities, hybrid applications and the continued development of the Tokod and US sites. Looking ahead, as the bulk of growth-related investments has been completed, capex is expected to shift towards maintenance, efficiency-driven projects as well as selected capacity expansions, especially in North America and Asia, supporting a structurally improved free cash flow profile. With restructuring-related cash outflows of CHF 9.4 million, free cash flow for the year was slightly negative at CHF –0.4 million (2024: CHF 4.4 million). With an equity ratio of 55.6 % (2024: 55.7 %), Feintool continues to have a robust financial base.

Europe: Challenging e-vehicle market, restructuring measures show first results

In Europe, the Feintool Group generated sales of CHF 383.5 million in the 2025 financial year, 12.4 % (10.8 % in local currencies) below the previous year (FY 2024: CHF 437.5 million). The decrease was mainly driven by the sharp drop in demand for laminated components for electric vehicles. Market overcapacity led to the postponement, downsizing or cancellation of vehicle programs.

During the course of the year, the focus on stabilizing the business and the restructuring measures in Europe began to show initial effects. While sales in the first half of 2025 were down 17.5 % year-on-year, the decline in the second half moderated to 6.1 %. Although the market environment remained challenging, the slower pace of the revenue decline in the second half indicates that the pace of the decline in Europe eased in the course of the year.

USA: Improving trend in the second half, supported by market share gains

The US accounted for sales of CHF 199.8 million in 2025, compared with CHF 194.3 million in the prior year – corresponding to an increase of 2.8 % (9.6 % in local currencies). The reported decline seen in the first half of 2025 was primarily due to lower raw material prices, which account for around half of product prices, as well as the weakness of the US dollar, while volumes sold were significantly higher year-on-year.

During the course of the year, the US business showed a marked improvement. While sales in the first half of 2025 were down 7.3 % year-on-year, the second half experienced a year-on-year increase of around 15.0 %, reflecting stronger underlying demand, the start-up of new programs, and the benefits of Feintool's market-leading position in fineblanking and forming, particularly in applications for vehicles with conventional and hybrid drives.

Asia: Headwinds from competition, slowing decline in the second half

In Asia, the Feintool Group generated sales of CHF 80.7 million in the 2025 financial year, 10.3 % (5.2 % in local currencies) below the previous year (FY 2024: CHF 90.0 million). The decline was driven by intensified competition in the automotive market in China, which led to market share losses at end customers supplied by Feintool.

During the course of the year, the pace of the decline moderated. While sales in the first half of 2025 were down 12.5 % year-on-year, the decline in the second half slowed to around 8.3 %. Although the market environment in Asia remained challenging, this moderation mainly reflects that projects already in the pipeline started to ramp up later and at a slower pace than anticipated, leading to a more gradual improvement in volumes in the second half of the year.

In India, the timing of the construction of the new production site in Pune is proving favorable, as the opening is scheduled for June 2026 and the Group is recording significant interest and quoting activity for production in the new plant.

Proposals to the General Meeting

With regard to the challenging earnings situation, the Board of Directors proposes to the 2026 Annual General Meeting that no dividend shall be paid out for the 2025 financial year.

Heinz Loosli will not stand for re-election at the Annual General Meeting on 29 April 2026 after a total of 28 years of service to the Feintool Group. The Board of Directors would like to thank Heinz Loosli for his many years of outstanding commitment and his significant contributions to the development of the Group and wishes him all the best for the future.

Leadership for the Next Phase

On 1 June 2025, Lars Reich assumed the role of CEO of the Feintool Group. With his long-standing experience within the Group and his successful track record in building and scaling the US business, he is well positioned to lead Feintool through the next phase of its strategic and operational transformation. The restructuring measures successfully completed this year are initial confirmation of this.

Marc Hundsdorf will join the Executive Committee as Chief Financial Officer, effective 1 March 2026, succeeding Thomas Erne, who is leaving the company at his own request. With his international financial leadership experience in the automotive and industrial sectors, Marc Hundsdorf will strengthen financial management, transparency and performance. The Board of Directors thanks Thomas Erne for his contributions during a challenging period.

Sustainability

In 2025, Feintool reached another milestone in its sustainability strategy. For the first time, the sustainability report is fully integrated into the annual report and consistently based on the new requirements of European legislation. Although these requirements are not yet mandatory for Feintool, the Group made a conscious decision to implement them proactively. This includes making a machine-readable version of the sustainability section available on our website.

Feintool recently subjected its sustainability targets to a thorough review and further developed and refined them, particularly with regard to the new structure of the key reporting topics in accordance with the European Sustainability Reporting Standards (ESRS). The aim was to formulate the content in a clearer, more effective and strategically better aligned manner, while retaining the core targets, such as our CO₂ reduction target, unchanged. Energy optimization was declared a focus topic and various measures were decided upon and, in some cases, already implemented.

Europe weighing on the near-term outlook, with a strengthened operating platform in place; optimistic medium-term outlook unchanged

The outlook for 2026 remains cautious. Feintool expects an uneven development across its markets, with a challenging environment continuing in Europe, while in the US and Asia, the Group aims to build on the positive momentum of the second half of 2025, albeit at a more moderate pace in Asia. As a result, Feintool anticipates further improvement in EBIT margins in local currencies. New sales-relevant, large-volume programs will start up across the group in 2026.

Structural shifts towards Asia are expected to continue and intensify. The new production site in India, scheduled to open in 2026, will therefore strengthen the Group's positioning over time. Looking ahead, Feintool remains confident that the global megatrends towards low-carbon energy generation, storage and mobility remain intact and continue to offer attractive growth potential for its technologies. Against this backdrop, Feintool reaffirms its mid-term target of achieving an EBIT margin of more than 6 %.

Our thanks

The Feintool Group's development in a difficult and challenging market environment affects you, our shareholders. We sincerely thank you for the trust you have placed in us and our strategy. We are aware that the adjustments to the European business pose major new challenges for our employees. We would therefore like to thank them for their commitment and dedication. We also thank our customers, worldwide employees, and all our business partners for the long-standing and trusting cooperation.



Norbert Indlekofer
Chairman of the Board of Directors



Lars Reich
Chief Executive Officer

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

for the 2025 financial year

January 1 to December 31	Note	2025		2024	
		in CHF 1 000	in %	in CHF 1 000 restated ³⁾	in %
Continued operation					
Net sales	2	661 390	100.0	719 602	100.0
Change in finished and semi-finished goods and work in progress		-6 763		-9 050	
Capitalized self-generated assets	3	1 671		2 252	
Material expenses		-311 644		-359 211	
Personnel expenses	4	-197 131		-227 938	
Other operating expenses	5	-92 321		-104 847	
Other operating income	6	1 348		3 128	
Earnings before interest, taxes, depreciation and amortization (EBITDA) ¹⁾		56 550	8.6	23 936	3.3
Depreciation and amortization ³⁾	14, 15	-50 283		-52 995	
Impairment of tangible assets ³⁾	14	-1 572		-20 228	
Operating profit (EBIT) ²⁾		4 695	0.7	-49 287	-6.8
Financial expenses	7	-14 330		-11 813	
Financial income	8	3 488		3 872	
Earnings before taxes		-6 147	-0.9	-57 228	-8.0
Income taxes	9	-1 877		12 511	
Net result attributable to Feintool shareholders		-8 024	-1.2	-44 717	-6.2

¹⁾ Includes the operating result before depreciation, amortization and impairment, (net) financial expenses and income tax.

²⁾ Includes the operating result before (net) financial result and income tax.

³⁾ In prior year the impairment amounted to CHF -20.2 million. Additional depreciation amounting to CHF -10.8 million was incorrectly reported as "Depreciation and amortization" as a result of underutilization of assets. In accordance with IFRS, this amount has been reclassified (restated) as impairment - refer Note 1 "Segment information" & Note 14.2 "Summary of own property, plant and equipment".

	Note	2025		2024	
		in CHF 1 000	in %	in CHF 1 000	in %
Other comprehensive income					
Items that may be and are reclassified to profit or loss					
Foreign translation differences		-24 840		17 644	
Items that may not be reclassified to profit or loss					
Reassessment of net defined benefit liability		12 730		-5 917	
Income taxes on non-recyclable items		-3 299		1 459	
Total other comprehensive income		-15 409		13 186	
Total comprehensive income attributable to Feintool shareholders		-23 433		-31 532	
Basic earnings per share (in CHF)					
Basic earnings per share (in CHF)	10	-0.54		-3.04	
Diluted earnings per share (in CHF)					
Diluted earnings per share (in CHF)	10	-0.54		-3.04	
Number of employees as of December 31					
Number of employees excl. 89 (previous year 98) trainees		2 851		3 096	

CONSOLIDATED BALANCE SHEET

as of 2025 financial year

	Note	12/31/2025		12/31/2024	
		in CHF 1 000	in %	in CHF 1 000	in %
ASSETS					
Current assets					
Cash and cash equivalents		82 613		77 056	
Trade and other receivables	11	84 506		97 886	
Tax receivables		4 328		5 680	
Inventories	12	98 462		106 707	
Prepaid expenses and accrued income	13	5 051		5 406	
Total current assets		274 960	35.7	292 735	36.1
Non-current assets					
Property, plant and equipment	14	356 693		365 032	
Goodwill	15	79 905		81 510	
Intangible assets	15	35 805		40 291	
Financial assets	16	5 291		8 792	
Deferred tax assets	9	17 806		22 299	
Total non-current assets		495 500	64.3	517 924	63.9
TOTAL ASSETS		770 460	100.0	810 659	100.0
LIABILITIES					
Current liabilities					
Financial liabilities	17	15 031		38 772	
Trade and other payables	18	85 433		85 211	
Tax liabilities		3 056		5 772	
Accrued expenses and deferred income	19	27 614		22 103	
Current provisions	20	17 791		41 180	
Total current liabilities		148 925	19.3	193 038	23.8
Non-current liabilities					
Financial liabilities	17	125 276		80 943	
Non-current provisions	20	1 585		1 794	
Deferred tax liabilities	9	16 468		16 352	
Employee benefit liabilities	21	50 099		66 960	
Total non-current liabilities		193 428	25.1	166 049	20.5
Total liabilities		342 353	44.4	359 087	44.3
Equity					
Share capital	22	147 445		147 445	
Capital reserves		206 881		207 014	
Retained earnings		190 740		189 333	
Treasury shares		-256		-357	
Translation differences		-116 703		-91 863	
Total equity		428 107	55.6	451 572	55.7
TOTAL EQUITY AND LIABILITIES		770 460	100.0	810 659	100.0

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

in CHF 1 000	Share capital	Treasury shares	Capital reserves	Retained earnings	Translation differences	Total equity
January 1, 2024	147 445	-457	209 655	241 015	-109 507	488 151
Translation differences	–	–	–	–	17 644	17 644
Reassessment of net defined benefit liability, net of tax	–	–	–	-4 458	–	-4 458
Total other comprehensive income	–	–	–	-4 458	17 644	13 186
Net income attributable to Feintool shareholders	–	–	–	-44 717	–	-44 717
Total comprehensive income attributable to Feintool shareholders	–	–	–	-49 175	17 644	-31 532
Dividend	–	–	-2 507	-2 507	–	-5 014
Purchase/(sale) of treasury shares	–	-537	–	–	–	-537
Share-based management remuneration	–	637	-134	–	–	503
December 31, 2024	147 445	-357	207 014	189 333	-91 863	451 572
January 1, 2025	147 445	-357	207 014	189 333	-91 863	451 572
Translation differences	–	–	–	–	-24 840	-24 840
Reassessment of net defined benefit liability, net of tax	–	–	–	9 431	–	9 431
Total other comprehensive income	–	–	–	9 431	-24 840	-15 409
Net income attributable to Feintool shareholders	–	–	–	-8 024	–	-8 024
Total comprehensive income attributable to Feintool shareholders	–	–	–	1 407	-24 840	-23 433
Dividend ²⁾	–	–	–	–	–	–
(Purchase)/sale of treasury shares	–	-440	–	–	–	-440
Share-based management remuneration ¹⁾	–	541	-133	–	–	408
December 31, 2025	147 445	-256	206 881	190 740	-116 703	428 107

¹⁾ The share based management remuneration involves payment of part of the salary in shares.

²⁾ The General Meeting of 29 April 2025 approved the Board of Directors' proposal to not distribute any dividend per registered share for the financial year ended December 31, 2024.

CONSOLIDATED STATEMENT OF CASH FLOW

as of 2025 financial year

January 1 to December 31		2025	2024
	Note	in CHF 1 000	in CHF 1 000
Net income attributable to Feintool shareholders		-8 024	-44 717
Depreciation, amortization and impairment	14, 15	51 855	73 222
(Gain)/loss on disposal of property, plant and equipment	5, 6	-400	-440
Increase/(decrease) in provisions and valuation allowances	20	-26 919	26 939
Other non-cash income and expenses		-16	-443
Income taxes		1 877	-12 513
Paid income taxes		-2 364	-5 383
Financial result		10 848	7 939
Cash flows from operating activities before change in net working capital (NWC)		26 857	44 604
Increase/decrease in:			
Accounts receivables	11	13 134	2 261
Inventories	12	3 940	10 869
Prepaid and accrued expenses and income	13, 19	5 906	373
Accounts payables	18	5 493	4 274
Cash flows from operating activities		55 330	62 381
Investments in property, plant and equipment	14	-53 871	-58 068
Disposals of property, plant and equipment	14	1 674	2 546
Investments in intangible assets	15	-1 693	-2 311
Disposals of intangible assets	15	–	11
Purchase of financial assets	16	-2 854	-820
Disposal of financial assets	16	770	205
Interest received		263	463
Other financial income	8	–	7
Cash flows from investing activities		-55 711	-57 967

	Note	2025 in CHF 1 000	2024 in CHF 1 000
Dividends paid		–	-5 014
Purchase of treasury shares		-440	-537
Borrowing of interest-bearing liabilities	17	55 805	27 815
Repayment of interest-bearing liabilities	17	-28 687	-22 508
Payment of financial lease liabilities		-8 322	-5 021
Interest paid		-8 390	-7 628
Cash flows from financing activities		9 965	-12 893
Translation differences Cash and cash equivalents		-4 028	3 353
Change in cash and cash equivalents		5 557	-5 126
Cash and cash equivalents at the beginning of the period		77 056	82 182
Cash and cash equivalents at the end of the period		82 613	77 056

Lease payments are classified as follows on the statement of cash flows:

- Cash payments for the amortization portion are recognized as financing activities.
- Cash payments for the interest portion are recognized in cash flow from financing activities.
- Cash payments for non-capitalized leases are recognized in cash flow from operating activities.

Alternative performance measure		2025 in CHF 1 000	2024 in CHF 1 000
Cash flows from operating activities		55 330	62 381
Cash flows from investing activities		-55 711	-57 967
Free cash flow ¹⁾		-381	4 414

¹⁾ Free cash flow is an alternative performance measure and is not a key figure under IFRS. It shows the cash and cash equivalents available to the company after necessary investments. Free cash flow is calculated directly from figures derived from the IFRS cash flow statement.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

as at December 31, 2025

Feintool International Holding AG, Industriering 8, 3250 Lyss, is a public limited company under Swiss law with headquarters in Lyss, Switzerland ("Company"). The consolidated financial statements for the period from January 1 to December 31, 2025, include the Company and its subsidiaries ("Feintool" or "Feintool Group"). Feintool is an internationally active technology market leader in the field of fineblanking, formed steel components and stamped electro sheet metal products.

With locations in Europe, US, China, Japan and India, the Feintool Group is represented in the world's major automotive markets. The Group has a headcount of 2 851. At its various locations, Feintool provides training for 89 young people mainly as polymechanics, constructing engineers and commercial employees.

GENERAL INFORMATION

The consolidated financial statements for the financial year are based on the financial statements of the Group companies as at December 31, 2025, which were prepared in accordance with consistent accounting policies.

The consolidated financial statements are prepared in accordance with Swiss law and the IFRS Accounting Standards as issued by the International Accounting Standards Board (IASB). The accounting principles of the SIX Swiss Exchange Listing Regulations have also been observed. In the management's opinion, the consolidated financial statements give a true and fair view of the Group's financial position, results of operations and cash flows.

The consolidated financial statements are prepared on a going-concern basis under the historical cost convention, with the exception of derivative financial instruments (measured at fair value) and net liability or assets from defined benefit plans (measured at present value of defined benefit obligations less fair value of plan assets).

The consolidated financial statements are prepared in Swiss francs (CHF), with amounts rounded to the nearest thousand (1 000).

FINANCIAL COVENANTS

Further information on financial covenants is provided in section 17 of the Notes. As of December, 31, 2025, all the covenants have been met.

IMPACTS OF OECD GLOBAL MINIMUM TAX RATE

In December 2021, the OECD published model rules for a new global minimum tax framework (Pillar Two), which were explained in more detail in commentaries and manuals in the following years. The Feintool Group is within the scope of the OECD Pillar Two model rules. A number of governments in countries in which the Group operates are in the process of enacting or have enacted tax legislation to comply with Pillar Two.

In December 2023, Switzerland decided to partially implement Pillar Two. Effective from January 1, 2024, a 15 % minimum taxation will be assessed on Pillar Two qualifying profits earned by companies domiciled in Switzerland (Qualified Domestic Minimum Top-Up Tax). The Income Inclusion Rule (IIR) came into effect only on January 1, 2025. The application of the Undertaxed Profits Rule (UTPR) is delayed indefinitely.

The Feintool Group has applied a temporary mandatory relief from deferred tax accounting for the impacts of the top-up tax and accounts for it as a current tax when it is incurred. There are currently no significant effects for the Group. Group management will continue to monitor legal developments and report on any relevant changes as they arise.

KEY ESTIMATES

The consolidated financial statements contain assumptions and estimated amounts which affect the amounts reported. Should these estimates and assumptions prove incorrect or incomplete, this may substantially affect the amounts reported and therefore Feintool's financial position, results of operations and cash flows.

Property, plant and equipment

Property, plant and equipment are stated at cost less accumulated depreciation. Feintool regularly reviews whether the depreciation period chosen at the time matches the actual useful life, or capacity utilization rate, of the item of property, plant and equipment. If significant differences between the depreciation period and useful life are identified, the depreciation period is adjusted accordingly. If the expected cash flows on the item of property, plant and equipment no longer cover future depreciation, impairment losses are recognized.

Intangible assets/goodwill

The fair value of intangible assets is estimated at the date of acquisition. The residual value (difference between the purchase price and fair value of net assets acquired) represents goodwill. The intangible assets acquired have a finite life and are therefore amortized. Goodwill is not amortized, but is instead tested annually for impairment. The allocation to intangible assets and goodwill on the acquisition date therefore has an effect on amortization in subsequent periods.

When testing goodwill for impairment, various estimates are made which require medium and long-term (terminal value) estimates. This relates to both internally projected data (cash flow, growth rates, etc.) and external parameters (discount rate). Should these estimates prove incorrect, significant reductions in value might result. Further information is given in section 15.2 of the Notes.

Current tax receivables and deferred tax assets

Feintool is liable to taxation in various jurisdictions. Provisions for income taxes incurred worldwide are based on estimates. For many transactions and calculations in its ordinary business, the tax charge is uncertain. If actual tax charges differ from the estimated charges, the corresponding adjustment is recognized in the financial year in which the definitive assessment is made. Management considers the corresponding estimates to be realistic and the corresponding provisions to be appropriate. Deferred tax assets are formed from temporary differences, and from tax loss carryforwards, but only if realization is deemed probable. The recoverable amount of capitalized tax assets recognized for loss carryforwards is therefore based on future forecasts for the relevant taxable entity over a period of several years. Should these future forecasts prove incorrect, significant changes in value might result.

Research & development

On its balance sheet, Feintool carries purchased as well as its own development work if the following conditions are met cumulatively:

- Technical feasibility of completion of the intangible asset, so that it will be available for sale directly or indirectly
- Intention to complete and sell the asset directly or indirectly
- Ability to sell the asset directly or indirectly
- Evidence of the future benefit to the products of the intangible asset
- Availability of adequate financial, technical and other resources for conclusion of the development
- Reliable measurability of the production costs

Should some of these aspects prove incorrect or incomplete, this may substantially affect valuation of the corresponding intangible asset. Further information is given in section 15.1 of the Notes.

Provisions

Provisions are recognized if (a) a present obligation to a third party has arisen as a result of a past event, (b) it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation, and (c) the amount of the obligation can be reliably estimated. Provisions are recognized for a number of possible events and are explained in detail in section 20 of the Notes. By definition, however, they involve a higher degree of estimation than other items on the balance sheet, since the estimated obligations may result in a higher or lower outflow of funds depending on the outcome of the situation.

SIGNIFICANT CHANGES IN ACCOUNTING POLICIES

With the exception of newly issued or revised Standards and Interpretations that became effective in the financial year, Feintool essentially applies the same accounting policies as those applied in the previous year. On January 1, 2025, Feintool introduced the following new (adapted) standards and interpretations:

- IAS 21 – Lack of Exchangeability (January 1, 2025)

The management assessment conducted has shown that the change has no impact on either net income or cash flows.

NEW ACCOUNTING REQUIREMENTS

Various new IFRS regulations were published before the balance sheet date, but have not yet entered into force. Feintool decided against early adoption of the following standards, revised Standards and interpretations. Feintool plans to adopt the changes from the financial years beginning on or after the date indicated:

- IFRS 9 & IFRS 7 – Classification and Measurements of Financial Instruments (January 1, 2026)
- Volume 11 – Annual improvements to IFRS Accounting Standards (January 1, 2026)
- IFRS 18 – Presentation and Disclosure in financial statements (January 1, 2027)
- IFRS 19 – Subsidiaries without public accountability: disclosures (January 1, 2027)

Feintool is assessing the impacts of the revised Standards and Interpretations. With the application of IFRS 18, it is expected that the Feintool Group's income statement will be adjusted. The main effects arise from foreign currency differences, which are reported in operating income under IFRS 18.

BASIS OF CONSOLIDATION

The consolidated financial statements in principle encompass the annual financial statements of Feintool International Holding AG, Lyss (Switzerland), in addition to the financial statements of all Group companies in which Feintool International Holding AG directly or indirectly owns more than 50 % of the voting rights or that it controls in any other way. A list of all investments is provided below:

Company	Locations, country	Proportion of capital and voting rights as of December 31, 2025	Proportion of capital and voting rights as of December 31, 2024	Consolidation method
Feintool International Holding AG	Lyss, CH	100%	100%	Full
Feintool Automotive System Parts (Tianjin) Co. Ltd.	Tianjin, CN	100%	100%	Full
Feintool Holding GmbH	Bayreuth, GER	100%	100%	Full
Feintool System Parts Ettlingen GmbH	Ettlingen, GER	100%	100%	Full
Feintool System Parts Jena GmbH	Jena, GER	100%	100%	Full
Feintool System Parts Obertshausen GmbH	Obertshausen, GER	100%	100%	Full
Feintool System Parts Oelsnitz GmbH	Oelsnitz, GER	100%	100%	Full
Feintool System Parts Ohrdruf GmbH ¹⁾	Ohrdruf, GER	100%	100%	Full
Feintool System Parts Sachsenheim GmbH	Sachsenheim, GER	100%	100%	Full
Feintool System Parts Jessen GmbH	Jessen, GER	100%	100%	Full
Jela Immobilien GmbH	München, GER	100%	100%	Full
Feintool Japan Co. Ltd.	Atsugi, J	100%	100%	Full
Feintool Precision System Parts (Taicang) Co. Ltd.	Taicang, CN	100%	100%	Full
Feintool System Parts India Private Limited	Pune, IN	100%	100%	Full
Feintool System Parts Most s.r.o.	Most, CZ	100%	100%	Full
Feintool U.S. Operations, Inc.	Cincinnati, USA	100%	100%	Full
Feintool Cincinnati, Inc.	Cincinnati, USA	100%	100%	Full
Feintool New York, Inc.	White Plains, USA	100%	100%	Full
One Holland Ave. Development LLC	Cincinnati, USA	100%	100%	Full
Feintool Tennessee, Inc.	Nashville, USA	100%	100%	Full
Feintool System Parts Tokod kft.	Tokod, HU	100%	100%	Full

¹⁾ Feintool Holding GmbH holds a 60 % stake in Feintool System Parts Ohrdruf GmbH. The remaining 40 % is held by Feintool International Holding AG.

METHOD OF CONSOLIDATION

All companies that Feintool controls are included in the consolidated financial statements according to the full consolidation method. Assets and liabilities as well as income and expenses are therefore included in full in the consolidated financial statements. Intercompany liabilities, credits, expenses and income are offset. Unrealized temporary gains on inventories or assets are eliminated on consolidation.

ACQUISITIONS AND GOODWILL

Newly acquired companies are consolidated using the acquisition method. The balance sheet and income statement are consolidated at the date on which control is obtained. The difference between the net fair value of the identifiable assets, liabilities and contingent liabilities of the acquired party, on the one hand, and the purchase price, on the other, is recognized as goodwill. Acquisition costs are charged immediately to the statement of comprehensive income. After initial measurement, goodwill is reported at cost less any impairments. Goodwill is tested for impairment annually by calculating the recoverable amount (higher of fair value minus disposal costs and value in use) of the relevant cash generating units or group of cash generating units. Where the recoverable amount is less than the carrying amount, an impairment is recognized in the statement of comprehensive income.

Sales are organized centrally within the respective CGUs. Customer orders are allocated to the individual production sites within a CGU based on their specific operational capabilities (e.g., machinery, technical expertise, and employee experience). Feintool is deciding about impairments on the level of the relevant CGU.

CURRENCY TRANSLATION

The Feintool Group used the following exchange rates in financial years:

		2025		2024	
		Closing rate	Average rate	Closing rate	Average rate
China	CNY 100	11.3159	11.4664	12.3768	12.2395
Eurozone	EUR 1	0.9314	0.9365	0.9412	0.9542
India	INR 100	0.8820	0.9539	1.0583	1.0507
Japan	JPY 100	0.5059	0.5554	0.5772	0.5778
Czech Republic	CZK 100	3.8429	3.7975	3.7371	3.7913
USA	USD 1	0.7927	0.8272	0.9060	0.8818

FINANCIAL ASSETS AND LIABILITIES

Classification and Valuation of financial assets

In the first instance Feintool Group classifies a financial asset as "Amortized costs" or as "Fair value through profit and loss" ("FVTPL"). Classification is based on the basis of the company's business model for the control of financial assets and the characteristics of the contractual payment flows of the financial asset.

Financial assets are measured at amortized cost if the following two conditions are met:

- The financial asset is contained within the scope of a business model, the objective of which is to keep financial assets for the absorption of contractual payment flows, and;
- The contractual conditions of the financial asset lead to payment flows at specified points in time that exclusively represent principal repayments and interest payments on the outstanding capital sum.

In the initial calculation, the Feintool Group values a financial asset (with the exception of a trade receivable with no significant financing component) at fair value. Trade receivables with no significant financing components are initially recognized at the transaction price.

The following valuation guidelines apply for the subsequent valuation of financial assets:

- Financial assets at amortized cost:
The subsequent valuation of these assets is based on the procurement costs carried over. The interest earned is to be calculated according to the effective interest method. The procurement costs carried over are to be reduced by any depreciations. Interest earned, foreign currency gains and value adjustments are recorded through profit and loss.
- Financial assets at FVTPL:
The subsequent valuation of these assets is recorded through profit and loss.

Feintool does not currently apply hedge accounting.

Impairment of financial assets

Expected losses are recognized at the time the credit risk arises. This model applies for financial assets at amortized cost as well as for contract assets. At the Feintool Group, the financial assets at amortized costs consist of trade and other receivables, cash and cash equivalents, and other current and non-current financial assets.

Under IFRS 9, the expected credit losses are valued based on one of the following two principles:

- 12-month credit loss: default event is expected in the next 12 months;
- credit loss expected over the duration: default event is expected over the full duration.

For trade and other receivables and similar receivables, the Feintool Group records the credit losses expected over the duration.

The calculation of the expected credit losses takes into account experience values and future expected losses based on market development, client position, and other components.

According to IFRS 9, the expected credit losses must likewise be evaluated with the following financial assets:

- Cash and cash equivalents
- Prepaid expenses and accrued income
- Non-current financial assets

Financial liabilities

Financial liabilities mainly include debt and trade payables, which are measured at amortized cost. Financial liabilities designated at fair value through profit or loss (derivatives) are stated at fair value. Non-current financial liabilities are measured using the effective interest method. In addition to the actual interest payments, interest expenses therefore also include the amounts of annual interest cost and pro rata transaction costs.

ABS-Program

The Feintool Group has a revolving receivables purchase agreement with Weinberg Capital DAC (the program's special purpose entity) governing the sale of trade receivables. The negotiated structure provides for the sale of the Feintool Group's trade receivables as part of an ABS transaction. The receivables are being sold by the Feintool Group to the program's special purpose entity.

Under this ABS program with a maximum value of up to kCHF 37 394, the Feintool Group's European subsidiaries sold receivables valued at kCHF 31 570 (previous year kCHF 27 320) as of December 31, 2025, of which kCHF 5 824 (previous year kCHF 8 009) was retained as purchase price retentions. These funds are held as hedging reserves but are not paid out and are recognized as other receivables. The basis for the transaction is the assignment of trade receivables from individual Feintool companies to the program's special purpose entity as part of an undisclosed assignment. The program's special purpose entity does not have to be consolidated under IFRS 10, as Feintool Group has neither the decision-making power nor any significant vested interest and there is no link between decision-making power and the variability of returns from the program's special purpose entity.

The Feintool Group continues to perform receivables management (servicing) for the receivables sold.

The Feintool Group is meeting the requirements regarding the derecognition of financial liabilities in accordance with IFRS 9.3.2.1, as the receivables are transferred in accordance with IFRS 9.3.2.4 b). An assessment pursuant to IFRS 9.3.2.6 has shown that Feintool Group has neither substantially transferred nor retained all of the risks and rewards. This means that in accordance with IFRS 9.3.2.16, Feintool must recognize its continuing involvement.

The maximum amount of the continuing involvement of kCHF 600, i.e. the amount for which Feintool is still liable for the default risk, will continue to be reported under trade receivables with a corresponding other financial liability. Any interest to be expected until receipt of payment is not recognized for reasons of materiality.

BALANCE SHEET

Trade receivables/other receivables

This item contains accounts receivable from ordinary business activities. Bad debt provisions on trade receivables are calculated and recognized based on the expected credit losses. Other receivables are stated at their nominal amount less expected credit losses. Notes on the calculation of the expected credit loss can be found under "Financial assets and liabilities". The payment terms are within the usual business practice and are usually between 30 and 90 days.

Inventories

Raw materials and purchased goods are stated at weighted average cost. Finished and semi-finished goods are stated at cost of manufacturing including manufacturing and material overheads, but at no more than their net realizable values. Inventories with low turnover and obsolete items are written down. Work in progress is stated at the cost of conversion.

Property, plant and equipment

Depreciation is recognized on a straight-line basis over the estimated useful life. As a rule, land is not written down. Impairments (see separate section) are recognized when the carrying amount no longer appears to be recoverable. Such impairments are presented separately.

As a rule, the following depreciation periods are applied:

- Buildings: 20 to 50 years
- Plant and equipment: 5 to 15 years
- Vehicles: 3 to 5 years
- IT hardware: 2 to 5 years

Capitalized costs that are closely linked to leased premises are depreciated over a maximum of the contractually agreed lease term.

Funds that are not related to a specific asset are capitalized and amortized on a straight-line basis over the period of the associated stipulations/conditions.

Leases

The Feintool Group will recognize a right-of-use asset and a lease liability at the beginning of the lease term, except in the following two cases:

- Leases of low-value assets
- Short-term leases with a lease term of twelve months or less

In both cases, lease payments are recognized as an expense on the consolidated Statement of Comprehensive Income on a straight-line basis over the term of the lease.

The right-of-use asset is amortized on a straight-line basis from the date of commencement to the end of the lease term unless ownership of the underlying asset is transferred to the company at the end of the lease term or the cost of the lease reflects the fact that the company will exercise a purchase option. In this case, the right-of-use asset is amortized over its useful economic life, which is determined in accordance with the rules for property, plant, and equipment. Similar to assets held by the Group, the recoverability of the right-of-use asset is also reviewed if there are indications of impairment.

The right-of-use asset is recognized under property, plant, and equipment and the lease liability under current and non-current financial liabilities.

The following contract terms or depreciation periods generally apply:

- Property: 3 to 10 years
- Machines: 5 to 15 years
- Other tangible assets: 3 to 5 years

Intangible assets

Intangible assets primarily include goodwill, in acquisitions purchased customer relations, technology, patents, software, land-use-rights and certain development costs. The latter are only capitalized if the technical feasibility of completing an asset that is ready for market can be demonstrated, the costs can be measured reliably and the costs appear to be feasible based on the marketplace. Intangible assets are capitalized at cost and amortized over their estimated useful life on a straight-line basis. Any impairments are recognized when the carrying amount no longer appears to be recoverable. Such impairments are presented separately.

Intangible assets (with the exception of goodwill) have a finite life and are amortized as follows:

- Patents: max. 11 years
- Capitalized development costs: 3 to 5 years, max. 10 years
- Software: 3 to 5 years
- Customer relations: max. 15 years

Provisions

Provisions are recognized if (a) a present obligation to a third party has arisen as a result of a past event, (b) it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation, and (c) the amount of the obligation can be reliably estimated. No provisions are recognized for future operating losses. Provisions are recognized for restructuring efforts when the Group company has a constructive obligation to implement restructuring as a result of communicating the plan to the individuals affected by it, and provided the costs can be reliably determined on the basis of a detailed plan. Reversals of provisions no longer required are recognized when the item for which the provision was originally recognized no longer exists or it is no longer probable that this item will occur.

Deferred taxes

Deferred taxes are accounted for using the balance sheet liability method. Under this method, the tax implications of temporary differences between carrying amounts in the consolidated financial statements and the tax base are recognized as a non-current liability or asset. They are generally calculated on the basis of actual or expected local rates of tax. Deferred tax liabilities are calculated for all taxable temporary differences. Deferred tax assets, including those for tax loss carryforwards and expected tax credits, are only recognized if it is probable that profits will be available for realizing the loss carryforwards and tax credits.

Changes in deferred taxes are recognized in the income statement except for deferred taxes on amounts recognized directly in other comprehensive income, which are also recognized in other comprehensive income.

Share-based payments

Shares are transferred to Group management as part of the remuneration at a contractually predefined amount. The number of shares depends on the average price in October/November. The shares have a staggered lock-in period of 1–4 years. Disbursement takes usually place in December. Individual members of the Board of Directors receive a contractually predefined number of shares. The shares are locked in for three years. The valuation corresponds to the price at the time of allocation.

Employee benefit plans

The Group operates various employee benefit plans, which differ depending on the circumstances of the individual company. The benefit plans are financed through contributions made by the employer and/or the employee to state pension systems, separate legal entities (trusts, insurance companies) or through the accumulation of corresponding provisions in the balance sheet of the company itself.

In the case of defined contribution plans, the accrued expenses correspond to the agreed contributions by the Group companies. In the case of defined benefit plans, the costs are calculated by independent experts in the form of an actuarial report using the projected unit credit method. The calculations are updated periodically. Benefit plans operated by external providers are funded plans, while the agreed commitments of the Group companies themselves are unfunded plans. The liability carried consists of the defined benefit obligation as defined by the actuary, less any assets recognized at fair value.

The expense recorded in the statement of comprehensive income is an actuarial calculation of the cost less contributions from employees. This comprises:

- Current service cost
- Interest on the net defined benefit liability
- Reassessments of defined benefit obligations

The current past service cost is recognized in personnel expense. The impact of changes in pension plan benefits is also reported in personnel expenses. The interest on the net defined benefit liability is recognized in financial expense. The expense or income from reassessments is recognized as other comprehensive income in the statement of comprehensive income.

Other long-term obligations to employees, such as anniversaries or sabbatical leave programs are recognized using the same methodology, with the exception that any actuarial changes are recognized in personnel expense.

Equity

Equity represents the residual value (assets less liabilities). Capital reserves result from premium payments made by shareholders, transactions involving treasury shares, employee options and the fair value of conversion rights at the time of issue. Retained earnings comprise the income earned and retained by the Group as well as the reassessment of the net defined benefit liability (asset). Acquisitions of treasury stocks are deducted from equity at cost.

REVENUE RECOGNITION

Net sales – Revenue from contracts with customers

Under IFRS 15, income is recorded from the point when the client takes control of the product or service. The following provides an overview of the fundamental valuation guidelines.

Sale of series parts

The client gets control upon the delivery of the series parts – depending on the arrangement of the income terms. The net sales are recorded at this specific point in time. In the case of client complaints as a result of quality deficiencies, the client issues an invoice to Feintool. These complaints are dealt with swiftly and – where justified – are recorded in material expenditure.

Sale of tools

Feintool also sells tools in connection with parts production. Since these tools remain in the corresponding production facility for the parts production, invoicing (revenue recognition) takes place after the "Production Part Approval Process" (PPAP) or during the delivery period of the parts.

Other operating income/expenses

Other operating income includes gains on the disposal of property, plant and equipment, investments and various smaller items of income, such as revenue from IT costs charged to third parties and letting income.

Other operating expenses include operating costs with the exception of material cost and personnel expenses.

Gains/losses on the disposal of property, plant and equipment are recognized when ownership and the incidental risks and rewards are transferred.

Material expenses

The cost of materials includes the following costs associated with production:

- Raw materials, consumables, and supplies
- Trade parts
- Third-party work on materials and goods
- Direct procurement costs (freight, customs duties, etc.)
- Recognition of adjustments in the value of acquired inventories

Income from recycling scrap metal is deducted from the cost of materials.

Research & development

Order-related development costs are capitalized as work in progress. Research & development costs are charged in full to the statement of comprehensive income in the year in which they are incurred, provided they are not capitalized.

Development costs for new products are capitalized only if there is a likely prospect of realization in technical and market terms, the cost can be measured reliably and it is probable that the expected future economic benefit attributable to the asset will belong to Feintool.

Interest

Interest is recognized using the effective interest method. Interest not yet received or paid is reported at the end of the reporting period in deferred income or accrued expense. Interest is reported on the statement of comprehensive income under financial result.

1 SEGMENT INFORMATION

1.1 Products and services 2025

in CHF 1 000	System Parts			Total segments	Corporate	Eliminations	Total
	Europe	System Parts USA	System Parts Asia				
Net sales	383 474	199 770	80 743	663 987	-242	-2 355	661 390
– Intercompany income	-1 687	–	-668	-2 355	–	2 355	–
Total net sales – Group	381 787	199 770	80 075	661 632	-242	–	661 390
EBITDA	35 898	21 122	14 645	71 665	-15 074	-41	56 550
Depreciation and amortization	-31 089	-9 880	-8 463	-49 432	-2 597	1 746	-50 283
Impairment of tangible assets	-1 572	–	–	-1 572	–	–	-1 572
Operating profit (EBIT)	3 237	11 242	6 182	20 661	-17 671	1 705	4 695
Financial expenses							-14 330
Financial income							3 488
Income taxes							-1 877
Net income attributable to Feintool shareholders							-8 024
Number of employees	1 723	617	480	2 820	31	–	2 851
Assets	384 761	140 856	132 306	657 923	268 798	-156 261	770 460
Net working capital ²⁾	52 152	20 754	13 629	86 535	-8 204	7 807	86 138
Investments in property, plant and equipment/intangible assets (incl. leases)	21 929	18 800	16 453	57 182	2 782	-6 348	53 616

1.2 Geographical areas 2025

	Switzerland	Europe excl. Switzerland	Americas	Asia	Total
Total net sales – Group ³⁾	4 372	369 345	200 261	87 412	661 390
thereof Germany		217 932			
thereof USA			126 290		
thereof Japan				32 850	
thereof China				52 273	
Fixed and intangible assets including Goodwill	26 960	298 540	78 955	67 948	472 403

1.3 Products and services 2024

in CHF 1 000	System Parts Europe restated ¹⁾	System Parts USA	System Parts Asia	Total segments restated ¹⁾	Corporate	Eliminations	Total restated ¹⁾
Net sales	437 546	194 264	90 049	721 859	–	-2 257	719 602
– Intercompany income	-1 803	–	-454	-2 257	–	2 257	–
Total net sales – Group	435 743	194 264	89 595	719 602	–	–	719 602
EBITDA	2 752	20 204	16 600	39 555	-15 392	-228	23 936
Depreciation and amortization ¹⁾	-34 578	-10 054	-8 293	-52 925	-2 001	1 931	-52 995
Impairment of tangible assets ¹⁾	-20 228			-20 228			-20 228
Operating profit (EBIT)	-52 054	10 150	8 307	-33 597	-17 393	1 703	-49 287
Financial expenses							-11 813
Financial income							3 872
Income taxes							12 511
Net income attributable to Feintool shareholders							-44 717
Number of employees	2 021	578	465	3 064	33	–	3 096
Assets	406 922	146 450	132 981	686 353	262 944	-138 638	810 659
Net working capital ²⁾	58 419	26 306	17 067	101 792	19 534	-13 823	107 503
Investments in property, plant and equipment/intangible assets (incl. leases)	28 100	24 122	6 942	59 164	5 429	-5 547	59 046

1.4 Geographical areas 2024

	Switzerland	Europe excl. Switzerland	Americas	Asia	Total
Total net sales – Group ³⁾	7 178	415 428	199 329	97 667	719 602
thereof Germany		255 480			
thereof USA			134 166		
thereof Japan				33 301	
thereof China				60 706	
Fixed and intangible assets including Goodwill	26 357	311 022	80 292	68 361	486 032

¹⁾ In segment System Parts Europe, impairment amounted to CHF –20.2 million in prior year. Additional depreciation amounting to CHF –10.8 million was incorrectly reported as "Depreciation and amortization" as a result of underutilization of assets. In accordance with IFRS, this amount has been reclassified (restated) as impairment.

²⁾ Net working capital comprises trade receivables, inventories and prepaid expenses and accrued income less trade payables, advance payments received from customers and accrued expenses and deferred income. The remaining receivables and liabilities is included in the calculation for "Corporate".

³⁾ Net sales is allocated to countries based on the customer's domicile.

The following explanations on the segment information apply to the financial years 2025 and 2024.

In prior year, adjusted performance measures were presented in segment information in addition to EBITDA and EBIT. In the current year, the adjusted EBITDA and EBIT figures are no longer included in segment information, but are presented in the introductory pages of the annual report under "Important key figures at a glance" as "Alternative performance measures", including the corresponding reconciliations. The segment information in accordance with IFRS remains unchanged from prior year.

The System Parts Europe, USA and Asia segments develop, produce and sell high-precision system components and assemblies using fineblanking and forming technology as well as electrical steel stamping. The segments also sell production-specific tools to third-party customers. The production and internal sale of tools is also included in these segments.

"Corporate" comprises the figures for Feintool International Holding AG (without business activities) and the German sub-holding company Feintool Holding GmbH.

The operating profit/loss comprises all operating income and expenses directly attributable to the individual segments. This includes all cross-segment expenses, which are charged directly. Feintool's financing is undertaken at the Group level. Financial expenses and income, financial liabilities as well as taxes, are therefore reported only at the Group level and do not appear in the segment reports. Feintool generates 10.6 % (previous year 11.3 %) of consolidated sales with one customer. Income is generated in all segments. With the other customers, the share is less than 9.7 % (previous year 9.9 %) in each case.

There is no reconciliation of data in management reports and data contained in the financial reports, as internal and external reporting are subject to the same valuation principles.

2 NET SALES

	2025	2024
	in CHF 1 000	in CHF 1 000
Gross sales	666 326	727 674
Sales deductions	-4 936	-8 072
Total net sales	661 390	719 602

3 CAPITALIZED SELF-GENERATED ASSETS

	2025	2024
	in CHF 1 000	in CHF 1 000
Self-generated tools	359	357
Capitalized development costs	1 300	1 869
Other capitalized self-generated assets	12	26
Capitalized self-generated assets	1 671	2 252

4 PERSONNEL EXPENSES

	2025	2024
	in CHF 1 000	in CHF 1 000
Salaries and wages	161 835	185 827
Social security contribution	30 032	34 748
Other personnel expenses	5 264	7 363
Total personnel expenses	197 131	227 938
of which direct personnel expenses ¹⁾	86 060	99 459
of which indirect personnel expenses	111 071	128 479

¹⁾ Direct personnel expenses are personnel expenses that can be directly assigned to the production process.

5 OTHER OPERATING EXPENSES

	2025	2024
	in CHF 1 000	in CHF 1 000
Repair and maintenance	43 073	43 374
Energy	20 377	21 393
IT costs	7 246	7 052
Rental and leasing expenses	2 023	2 841
thereof expenses for short-term leases	999	961
thereof expenses for low-value assets	600	656
thereof miscellaneous	424	1 223
Sales and marketing expenses	2 608	2 973
Administration and distribution expenses	13 544	18 428
Loss on the disposal of property, plant and equipment	94	58
Taxes and duties (not including income taxes)	1 402	1 311
Other expenses	1 954	7 417
Total other operating expenses	92 321	104 847

6 OTHER OPERATING INCOME

	2025	2024
	in CHF 1 000	in CHF 1 000
Gain on the disposal of property, plant and equipment	494	497
Other income ¹⁾	854	2 631
Total other operating income	1 348	3 128

¹⁾ Includes income from patents & licences, compensation from insurance and rental income.

7 FINANCIAL EXPENSES

	2025	2024
	in CHF 1 000	in CHF 1 000
Interest expense	6 867	5 797
Other financial expenses ¹⁾	2 151	2 356
Foreign exchange losses	5 312	3 660
Total financial expenses	14 330	11 813

¹⁾ Besides bank charges, other financial expenses include annual amortization of establishing cost for the promissory note, syndicated loan, ABS program and valuation expenses from hedging.

8 FINANCIAL INCOME

	2025	2024
	in CHF 1 000	in CHF 1 000
Interest income	264	465
Other financial income	181	5
Foreign exchange gains	3 043	3 402
Total financial income	3 488	3 872

9 INCOME TAXES

9.1 Analysis of income taxes

	2025	2024
	in CHF 1 000	in CHF 1 000
Tax credits/charges for the reporting period	988	1 480
Tax credits/charges from previous years	-1 005	-570
Deferred income taxes	1 894	-13 421
Total income taxes	1 877	-12 511

9.2 Analysis of tax charge

	2025	2024
	in CHF 1 000	in CHF 1 000
Earnings before taxes	-6 147	-57 228
Weighted tax rate as % ¹⁾	26.0%	25.7%
Expected overall tax expense (+) / tax income (-)	-1 598	-14 708
Effect of tax rates in foreign jurisdictions	1 718	229
Non tax-deductible expense	657	1 335
Non-taxable income	-1 369	911
Unrecognized tax loss carryforwards from the current year	2 448	665
Use of unrecognized loss carryforwards from previous years	-	-634
Recognition of previously unrecognized loss carryforwards	-	-659
Use of unrecognized deductible temporary differences	327	85
Tax credits/charges from previous years	-1 005	-570
Effect of changes in tax rates	-62	-120
Changes in estimates related to prior years	966	828
Other effects	-205	127
Effective income tax expense (+) / tax income (-)	1 877	-12 511
Effective income tax as %	-30.5%	21.9%

¹⁾ The weighted tax rate is calculated from the income tax rates likely to apply to the income of the individual Group companies in the respective tax jurisdiction, which naturally varies according to the actual earnings figures.

9.3 Carrying amounts

in CHF 1 000	12/31/2025		12/31/2024	
	Deferred tax assets	Deferred tax liabilities	Deferred tax assets	Deferred tax liabilities
Deferred taxes for temporary differences				
Current assets	2 684	549	4 666	2 136
Non-current assets	1 963	31 385	2 654	32 549
Provisions and other liabilities	2 834	281	2 511	332
Employee benefit plans	5 169	496	8 755	415
Loss carryforwards	21 399	-	22 794	-
Total gross values	34 048	32 711	41 379	35 432
Netting	-16 242	-16 243	-19 080	-19 080
Total carrying amounts	17 806	16 468	22 299	16 352
of which recognized in the balance sheet as deferred tax assets	17 806	-	22 299	-
of which recognized in the balance sheet as deferred tax liabilities	-	16 468	-	16 352
Net deferred tax assets/liabilities	1 338	-	5 947	-

9.4 Statement of net deferred tax assets and liabilities

	12/31/2025	12/31/2024
	in CHF 1 000	in CHF 1 000
Start of period	5 947	-8 120
Recognition and reversal of temporary differences	-1 894	13 421
Temporary differences recognized directly in equity	-3 299	1 462
Translation differences	584	-816
End of period	1 338	5 947

9.5 Unrecognized tax assets

Deferred tax assets, including those for tax loss carryforwards and expected tax credits, are only recognized if it is probable that profits will be available against which the loss carryforwards and tax credits can be utilized.

9.6 Tax loss carryforwards

	12/31/2025	12/31/2024
	in CHF 1 000	in CHF 1 000
Total tax loss carryforwards	179 614	172 380
of which recognized loss carryforwards	90 574	95 349
Total unrecognized tax loss carryforwards	89 040	77 031
of which expiring within 1 year	3 315	5 250
of which expiring in one to five years	71 592	54 169
of which expiring in more than five years	14 133	17 611
Tax effects of unrecognized tax loss carryforwards	18 635	17 474

10 CONSOLIDATED EARNINGS PER SHARE

10.1 Average number of shares outstanding

	2025	2024
	Number	Number
Average number of shares outstanding	14 744 526	14 744 526
Less number of treasury shares (weighted)	-13 652	-17 294
Average number of shares outstanding – undiluted	14 730 875	14 727 232
Average number of shares outstanding – diluted	14 730 875	14 727 232

10.2 Net income Feintool Group

	2025	2024
	in CHF 1 000	in CHF 1 000
Net income of the Feintool Group (continued operation) – undiluted	-8 024	-44 717
Net income of the Feintool Group (continued operation) – diluted	-8 024	-44 717

No dilution effects were recognized in the financial year.

10.3 Earnings per share

	2025	2024
	in CHF	in CHF
Undiluted earnings per share (continued operation)	-0.54	-3.04
Diluted earnings per share (continued operation)	-0.54	-3.04

Earnings per share are calculated on the basis of the consolidated net income for the financial year divided by the average number of shares in circulation. No dilution effects were recognized in the financial year.

11 RECEIVABLES

11.1 Trade and other receivables

	12/31/2025	12/31/2024
	in CHF 1 000	in CHF 1 000
Trade receivables	67 547	74 596
Valuation allowances	-1 157	-1 170
Total trade receivables (net)	66 390	73 426
Bills receivable	802	1 394
Outstanding VAT credits	5 745	5 366
Receivables from ABS program ¹⁾	4 878	8 121
Other receivables ²⁾	6 691	9 579
Total trade and other receivables	84 506	97 886

¹⁾ As of December 31, 2025, trade receivables with a value of kCHF 31 570 were sold under factoring and ABS programs (previous year kCHF 27 320).

²⁾ non trade (insurances, advances)

11.2 Maturity profile of trade receivables

in CHF 1 000

	Carrying amount	Not yet due	Overdue up to 30 days	Overdue for 31-90 days	Overdue for 91-180 days	Overdue for more than 180 days
12/31/2025						
Trade receivables	67 547	53 213	9 328	2 578	499	1 929
Valuation allowances	-1 157	–	-61	-53	-209	-834
Total receivables (net)	66 390					
12/31/2024						
Trade receivables	74 596	57 440	10 957	3 756	1 427	1 016
Valuation allowances	-1 170	–	–	-119	-435	-616
Total receivables (net)	73 426					

11.3 Valuation allowance on trade receivables

	2025 in CHF 1 000	2024 in CHF 1 000
Start of period	-1 170	-270
Recognized	-355	-1 095
Reversed	368	–
Used	–	195
End of period	-1 157	-1 170

12 INVENTORIES

	12/31/2025 in CHF 1 000	12/31/2024 in CHF 1 000
Raw material	38 188	40 215
Tool spare elements	30 921	30 328
Finished and semi-finished goods	38 838	43 054
Work in progress	14 432	15 999
Valuation allowances on inventories	-23 917	-22 889
Total inventories	98 462	106 707

In 2025, inventories of CHF 318.4 million (prior year CHF 368.3 million) have been recognized as an expense during the year and included in "Change in finished and semi-finished goods and work in progress" and "Material expenses".

As of the balance sheet date, no inventories are pledged as security for liabilities. No significant reversals of valuation allowances on inventories were recognized in the current financial and prior year.

13 PREPAID EXPENSES AND ACCRUED INCOME

	12/31/2025 in CHF 1 000	12/31/2024 in CHF 1 000
Prepaid expenses for customer orders ¹⁾	3 330	4 062
Costs of promissory note and syndicated loan	190	113
Scrap and material income	586	311
Other prepaid expenses and accrued income	945	920
Total prepaid expenses and accrued income	5 051	5 406

¹⁾ Prepaid expenses for customer orders includes expenses for constructions that are assigned to a specific order. These prepaid expenses are released on a straight-line basis over the course of the order.

14 PROPERTY, PLANT AND EQUIPMENT

14.1 Overview assets

	2025 in CHF 1 000	2024 in CHF 1 000
Own property, plant and equipment	323 686	325 395
Right-of-use from leased assets	33 007	39 637
Total carrying amounts	356 693	365 032

14.2 Summary of own property, plant and equipment

in CHF 1 000					
	Real estate	Machinery	Asset under construction	Other property, plant and equipment ⁵⁾	Total
Cost of acquisition as at 01/01/2024	176 594	403 424	35 002	30 751	645 771
Additions	918	8 199	48 448	1 134	58 699
Disposals	-539	-14 300	-219	-1 281	-16 339
Reclassifications ¹⁾	1 808	18 652	-27 664	2 066	-5 138
Adjustment gross value ²⁾	11 663	5 504	–	696	17 863
Translation differences	4 185	17 378	257	2 507	24 327
As at 12/31/2024	194 629	438 857	55 824	35 873	725 183
Additions	641	13 149	38 545	1 537	53 872
Disposals	-56	-6 648	-783	-498	-7 985
Reclassifications ¹⁾	18 088	28 239	-46 366	3 220	3 181
Translation differences	-6 761	-29 974	-4 337	-1 077	-42 149
As at 12/31/2025	206 541	443 623	42 883	39 055	732 102
Accumulated depreciation as at 01/01/2024	-53 843	-256 289	–	-13 534	-323 666
Additions ³⁾	-5 139	-30 878	–	-2 939	-38 956
Disposals	539	12 452	–	1 244	14 235
Impairments ⁴⁾	-7 704	-11 443	-1 071	–	-20 218
Reclassifications	571	–	–	-571	–
Adjustment gross value ²⁾	-11 663	-5 504	–	-696	-17 863
Translation differences	-1 282	-11 538	15	-515	-13 320
As at 12/31/2024	-78 521	-303 200	-1 056	-17 011	-399 788
Additions	-4 968	-28 390	–	-2 664	-36 022
Disposals	30	6 186	–	496	6 712
Impairments ⁴⁾	846	-531	-1 887	–	-1 572
Reclassifications ¹⁾	–	-2 366	–	–	-2 366
Translation differences	2 886	20 875	10	849	24 620
As at 12/31/2025	-79 727	-307 426	-2 933	-18 330	-408 416
Net carrying amounts					
As at 12/31/2024	116 108	135 657	54 768	18 862	325 395
As at 12/31/2025	126 814	136 197	39 950	20 725	323 686

¹⁾ Reclassifications include transfer to intangible assets amounting to kCHF -23 (previous year kCHF -23) and from assets under leasing amounting to kCHF 3 204 (previous year kCHF -4 653), with related accumulated depreciation of kCHF 2 366.

²⁾ In prior year, cost of acquisition as well as accumulated depreciation of certain asset classes have been adjusted. This represents an immaterial error. The net carrying amounts remain unchanged.

³⁾ In prior year, additional depreciation amounting to CHF -10.8 million relating to machinery (CHF -9.9 million) and real estate (CHF -0.9 million) was reported as "Additions" as a result of underutilization. In accordance with IFRS, this amount has been reclassified (restated) as impairment.

⁴⁾ The impairment of kCHF 2 418 results from technical issues related to a machinery and an asset under construction as well as management's decision to discontinue the project, resulting in a full impairment of the asset. On the other hand a reversal of impairment on real estate of kCHF 846 relates to the impairment recognized in the previous year, which was due to the originally planned discontinuation of production. In the reporting year, however, it was decided to continue production, resulting in a partial reversal of the impairment.

⁵⁾ Other property, plant and equipment includes installations and vehicles. As at December 31, 2025, the Feintool Group had entered into purchase commitments for the purchase of property, plant and equipment totaling approx. kCHF 11 763 (previous year kCHF 28 059).

14.3 Summary of leased property, plant and equipment

in CHF 1 000				
	Real estate	Machinery	Other property, plant and equipment	Total
Cost of acquisition as at 01/01/2024	7 358	81 677	4 852	93 887
Additions	2 015	2 030	970	5 015
Disposals	-1 644	-197	-674	-2 515
Reclassifications ¹⁾	–	2 958	1 695	4 653
Adjustment gross value ²⁾	-499	–	-13	-512
Translation differences	257	1 313	53	1 623
As at 12/31/2024	7 487	87 781	6 883	102 151
Additions	3 094	456	851	4 401
Disposals	-1 239	-1 184	-581	-3 004
Reclassifications ¹⁾	–	-2 303	-901	-3 204
Translation differences	-887	-1 258	-83	-2 228
As at 12/31/2025	8 455	83 492	6 169	98 116
Accumulated depreciation as at 01/01/2024	-3 472	-49 316	-1 908	-54 696
Additions	-1 281	-6 641	-887	-8 809
Disposals	681	–	643	1 324
Reclassifications	–	31	-31	–
Adjustment gross value ²⁾	499	–	13	512
Translation differences	-121	-697	-27	-845
As at 12/31/2024	-3 694	-56 623	-2 197	-62 514
Additions	-1 559	-6 155	-866	-8 580
Disposals	553	1 163	577	2 293
Reclassifications ¹⁾	–	2 366	–	2 366
Translation differences	386	903	37	1 326
As at 12/31/2025	-4 314	-58 346	-2 449	-65 109
Net carrying amounts				
As at 12/31/2024	3 793	31 158	4 686	39 637
As at 12/31/2025	4 141	25 146	3 720	33 007

¹⁾ This position includes reclassifications to own property, plant and equipment amounting to kCHF -3 204 (previous year kCHF 4 653) with related accumulated depreciation of kCHF 2 366.

²⁾ In the prior year, cost of acquisition as well as accumulated depreciation of certain asset classes have been adjusted. This represents an immaterial error. The net carrying amounts remain unchanged.

15 INTANGIBLE ASSETS

15.1 Summary of intangible assets

in CHF 1 000	Goodwill	Capitalized development costs ¹⁾	Software	Customer relations	Other intangible assets ²⁾	Total
Cost of acquisition as at 01/01/2024	79 869	3 887	8 777	40 790	14 610	147 933
Additions	–	2 081	223	–	7	2 311
Disposals	–	–	-17	–	-10	-27
Transfer from own property, plant & equipment	–	–	23	–	–	23
Translation differences	1 641	–	135	–	1 089	2 865
As at 12/31/2024	81 510	5 968	9 141	40 790	15 696	153 105
Additions	–	1 520	173	–	–	1 693
Disposals	–	–	-28	–	–	-28
Transfer from own property, plant & equipment	–	–	23	–	–	23
Translation differences	-1 604	–	-248	–	-1 160	-3 012
As at 12/31/2025	79 906	7 488	9 061	40 790	14 536	151 781
Accumulated amortization as at 01/01/2024	–	-877	-6 768	-9 116	-8 802	-25 563
Additions	–	-706	-733	-2 664	-1 130	-5 233
Disposals	–	–	16	–	–	16
Translation differences	–	–	-106	–	-418	-524
As at 12/31/2024	–	-1 583	-7 591	-11 780	-10 350	-31 304
Additions	–	-1 367	-616	-2 664	-1 038	-5 685
Disposals	–	–	28	–	–	28
Translation differences	–	–	226	–	664	890
As at 12/31/2025	–	-2 950	-7 953	-14 444	-10 724	-36 071
Net carrying amounts						
As at 12/31/2024	81 510	4 385	1 550	29 010	5 346	121 801
As at 12/31/2025	79 906	4 538	1 108	26 347	3 812	115 710

¹⁾ Research and development expenses amounting to kCHF 1 367 (previous year kCHF 706) were charged to the consolidated statement of comprehensive income.

²⁾ Other intangible assets primarily comprise patents and licenses as well as land-use-rights.

15.2 Other information – Goodwill

	12/31/2025	12/31/2024
	in CHF 1 000	in CHF 1 000
Cash-generating unit System Parts China	9 183	10 043
Cash-generating unit System Parts Fineblanking & Forming Europe	8 780	8 873
Cash-generating unit System Parts Stamping Europe	61 943	62 594
Total Goodwill	79 906	81 510

For the purpose of impairment testing, goodwill has been allocated to the Group's cash generating units (CGUs), see table above. The recoverable amounts for the CGUs are calculated on the basis of the value in use and compared with the carrying amount. The values in use were calculated using the DCF method (discounted cash flow method).

The values assigned to the key assumptions reflect management's assessment of future trends in the relevant sectors. The estimates are based on both external and internal sources.

Future cash flows are discounted using an after-tax discount rate based on the historical weighted average cost of capital for the industry, taking into account debt financing of 62.7 % at a market interest rate of 5 % in Europe and 3.5 % in Asia.

For the CGUs System Parts China and System Parts Europe (Fineblanking & Forming), the Feintool Group uses the results from the respective current business plan with the assumptions contained therein regarding price, market and market share development. The first three plan years are approved by the Board of Directors, the other two plan years by the Group CFO. The growth rates are based on the forecasts of established institutions and on the Group's experience with price and market share development in the past.

In the case of the CGU System Parts Europe (Stamping) the measurement period for the CGU's recoverability is 8 years. In the automotive industry, projects will be awarded in 2026 with the start of production planned for 2029. For Feintool, this means that incoming orders from 2026 will not affect sales until 2029. At the same time, existing programs and earlier incoming orders continue to suffer from the current market dynamics. The originally expected global BEV (Battery Electric Vehicle) quota has been revised downwards. Nevertheless, according to multiple industry analysts, a global BEV quota of 40 %–50 % is forecasted for 2030, which corresponds to a more than threefold increase in production compared to 2024.

Even if the EU were to weaken its ban on the sale of combustion engines in 2035, it is to be expected that European car manufacturers will invest massively in BEV projects in the coming years in order to achieve the CO₂ emission targets and to keep up with Chinese competition in new technologies. The aging of vehicle fleets in the EU, which will presumably continue to build up over the next few years and will then gradually decrease again as soon as the reasons for end customers' wait-and-see attitude (high purchase costs, high electricity prices, lack of charging infrastructure, unclear technological development) have disappeared.

Feintool is in a strong position to benefit from this development. The glulock technology used in the area of rotors and stators is competitive and addresses the specific requirements of e-mobility. Management expects that this technology will lead to significant order intake. The measures implemented as part of the restructuring, in particular the reduced cost base, will also help to strengthen Feintool's market position. Due to the market situation described above, the management of Feintool considers the valuation period to 8 years to be appropriate.

The sales volumes and budgeted EBITDA for the next 3 years (until 2028) were forecasted to achieve the turnaround despite the difficult market expectations. Free cash flow projections include the expected effects of restructuring measures announced in 2024. A growth rate of 8 % was assumed for the growth years 2029–2034 and a terminal value growth rate of 2 %, consistent with the assumptions a market participant would make.

The impairment tests for the financial year 2025 are approved by the Audit Committee.

15.3 Key assumptions

	2025			2024		
	System Parts China	System Parts Europe (Fineblanking & Forming)	System Parts Europe (Stamping)	System Parts China	System Parts Europe (Fineblanking & Forming)	System Parts Europe (Stamping)
Discount rate after taxes	8.4	8.1	8.4	10.8	9.3	9.6
Discount rate before taxes	8.9	8.9	8.9	11.3	10.2	10.2
Terminal value growth rate	3.6	1.0	2.0	3.6	1.0	2.0
EBITDA CAGR (Compound annual growth rate) (2026-2033)	4.4	n/a	18.4	n/a	n/a	27.5

As of the date of the impairment test, the recoverable amount of the CGU System Parts China exceeded the carrying amount by kCHF 27 668 (previous year kCHF 1 561). Management has identified that a reasonably possible change in two key assumptions could cause the carrying amount to exceed the recoverable amount. An increase in the discount rate (after taxes) to 10.5 % (previous year 11.0 %) or a decrease in the terminal value growth rate to 0.6 % (previous year 3.4 %) would lead to a situation where the value in use equates with the carrying amount. A reduction in the EBITDA CAGR from 4.4 % to –1.2 % for the period 2026 to 2030 would result in the carrying amount to be equal to the recoverable amount.

For the CGU Stamping Europe the recoverable amount exceeded the carrying amount by kCHF 96 726 (previous year kCHF 31 258). Management has identified that a reasonably possible change in three key assumptions could cause the carrying amount to exceed the recoverable amount. An increase in the discount rate (after taxes) to 10.9 % (previous year 10.5 %) or a decrease of the terminal value growth rate to –3.1 % (previous year 0.6 %) would lead to a situation where the value in use equates with the carrying amount. A reduction in the EBITDA CAGR from 18.4 % to 14.2 % for the period 2026 to 2033 would result in the carrying amount to be equal to the recoverable amount.

For the CGU Fineblanking & Forming Europe the recoverable amount exceeded the carrying amount by kCHF 14 764 (previous year kCHF 5 161). Management has identified that a reasonably possible change in two key assumptions could cause the carrying amount to exceed the recoverable amount. An increase in the discount rate (after taxes) to 9.7 % (previous year 9.9 %) or a decrease of the terminal value growth rate to –1.9 % (0.0 %) would lead to a situation where the value in use equates with the carrying amount.

16 FINANCIAL ASSETS

	12/31/2025	12/31/2024
	in CHF 1 000	in CHF 1 000
Loans to third parties	1 597	45
Non-current receivables	2 226	7 579
Rental deposit accounts	1 467	1 167
Financial assets	5 291	8 792

The weighted average interest rate in the reporting period was 0.0 % (previous year 0.10 %). Non-current receivables refers to tools the customer has ordered but not yet or only partially paid for. Amortization is based on either the parts produced or an agreed payment plan.

17 FINANCIAL LIABILITIES

17.1 Current financial liabilities

	12/31/2025	12/31/2024
	in CHF 1 000	in CHF 1 000
Current liabilities to banks	8 659	31 882
Current portion of lease liabilities	6 266	6 493
Current liabilities from promissory note	106	397
Total current financial liabilities	15 031	38 772

The weighted average interest rate in the reporting period was 2.5 % (previous year 1.9 %).

17.2 Non-current financial liabilities

	12/31/2025	12/31/2024
	in CHF 1 000	in CHF 1 000
Non-current liabilities from promissory note	33 058	33 398
Non-current liabilities to banks	74 868	25 667
Non-current lease liabilities	17 350	21 878
Total non-current financial liabilities	125 276	80 943

The weighted average interest rate in the year under review was 2.0 % (previous year 1.4 %).

On July 15, 2021 and July 17, 2023 promissory notes in the amount of kEUR 75 000 were issued. As of December 2025 kEUR 14 500 expired. Of the remaining amount of kEUR 60 500, kEUR 35 500 have a fixed interest rate and kEUR 25 000 are floating (variable interest rate). The loan is divided into the following tranches:

- kEUR 29 500, term until fiscal year 2026
- kEUR 18 000, term until fiscal year 2027
- kEUR 6 000, term until fiscal year 2028
- kEUR 7 000, term until fiscal year 2030

Standard covenants are defined in the loan agreement. The only material covenant to be complied with is:

- Equity ratio > 25 %

As of December 31, 2025, all the covenants relating to the promissory note had been met.

On December 15, 2022, Feintool signed a CHF 100 million syndicated loan agreement in cash loans with six banks with a term until December 15, 2027. The material covenants to be complied with are

- Equity ratio > 25 %
- Net Senior Debt/EBITDA < 3.5x

As of December 31, 2025, the syndicated loan had been used for CHF 39.5 Mio. (previous period CHF 19.1) and all the covenants had been met.

Credit agreements concluded on a bilateral basis with various banks also contain standard covenants, that are largely equivalent to those of the syndicated loan. As of December 31, 2025, all the covenants had been met.

If the Group or companies were unable to meet one or several covenants of the syndicated loan, promissory note or bilateral debts, the banks would have the right to terminate the loans at short notice. As at December, 31 2025, Feintool has kCHF 175 468 (previous year kCHF 214 465) in unused, confirmed creditlines at the bank and available cash.

17.3 Reconciliation of financial liabilities

	2025	2024
	in CHF 1 000	in CHF 1 000
Start of period	119 715	106 387
Cash flows net ¹⁾	18 796	286
Non-cash changes	-4 401	-5 015
thereof new leases	-4 401	-5 015
Translation differences	6 197	18 057
End of period	140 307	119 715

¹⁾ This item includes the borrowing of interest-bearing debt of kCHF 55 805 (previous year kCHF 27 815), the repayment of interest-bearing lease liabilities of kCHF 8 322 (previous year repayment kCHF 5 021) and the repayment of interest-bearing debt of kCHF 28 687 (previous year kCHF 22 508).

18 TRADE AND OTHER PAYABLES

	12/31/2025	12/31/2024
	in CHF 1 000	in CHF 1 000
Trade payables	62 297	59 126
Prepayments from third parties	4 842	5 930
Notes payables	488	821
Liabilities from ABS ¹⁾	14 284	13 363
Social security liabilities	1 036	605
Outstanding VAT liabilities	796	2 606
Other liabilities	1 690	2 760
Total trade and other payables	85 433	85 211

¹⁾ Liabilities from ABS include all customer payments not yet forwarded and the corresponding liability in respect to the continuing involvement from ABS. Further information on the ABS program can be found in the Notes to the financial statements, section "financial assets and liabilities".

19 ACCRUED EXPENSES AND DEFERRED INCOME

	12/31/2025	12/31/2024
	in CHF 1 000	in CHF 1 000
Accruals for salary, bonus, overtime, additional hours	10 654	10 747
Outstanding accounts payable	12 184	7 029
Outstanding installations and other work to be fulfilled in relation to customer orders	3 053	3 081
Accruals for environmental events	158	–
Other accrued expenses and deferred income	1 565	1 246
Total accrued expenses and deferred income	27 614	22 103

20 PROVISIONS

in CHF 1 000	Warranties	Onerous contracts	Restructuring costs	Other provisions ³⁾	Total
Total provisions as at 01/01/2024	764	114	594	12 972	14 444
Recognized ¹⁾	102	3 350	25 139	13 227	41 818
Used	-224	-117	-684	-11 663	-12 688
Reversed	–	–	-11	-597	-608
Translation differences	14	1	-262	255	8
Total provisions as at 12/31/2024	656	3 348	24 776	14 194	42 974
of which current provisions	343	3 348	24 776	12 713	41 180
of which non-current provisions	313	–	–	1 481	1 794
Recognized	233	151	–	7 804	8 188
Used ²⁾	-242	-3 347	-9 376	-11 987	-24 952
Reversed ²⁾	-6	–	-6 171	-266	-6 443
Translation differences	-6	-2	-147	-236	-391
Total provisions as at 12/31/2025	635	150	9 082	9 509	19 376
of which current provisions	332	150	9 082	8 227	17 791
of which non-current provisions	303	–	–	1 282	1 585

¹⁾ In 2024, for the Business Unit System Parts Europe Feintool announced the realignment of its fineblanking production as well as the production of rotors and stators for electric motors in Europe.

A total provision of MCHF 27.9 was recognized to account for the costs for the realignment. Estimated restructuring costs mainly include:

- Social plan
- Overtime and vacation
- Rental costs
- Onerous contracts (presented in separate category)
- Consulting

Provisions for actual warranty events cover the estimated cost arising from warranty services provided by the Group companies, which the company must cover for contractual reasons or due to its conduct. The outflow of funds occurs as and when the warranties are taken up, over a maximum of three years.

"Other provisions" include provisions for scrap rebates, customer complaints and mainly price reductions that were not passed on. Various small items are also included. The expected duration of the outflow of funds is 1 to 2 years.

²⁾ In 2025, the provision of MCHF 27.9 recognized in the prior year developed as follows:

Used provisions: MCHF 12.7
Social plan (MCHF 9.4), onerous contracts (MCHF 3.3)

Reversed provisions: MCHF 6.2
The initial plan to close the plant was revised to a partial closure.

³⁾ Includes provisions for customer complaints, salaries, vacation and overtime

21 EMPLOYEE BENEFIT PLANS

21.1 Overview of net employee benefit liabilities

	12/31/2025	12/31/2024
	in CHF 1 000	in CHF 1 000
Net defined benefit liability	48 978	65 521
Jubilee benefits	1 243	1 436
Other benefit obligations	-71	36
Total net employee benefit liabilities	50 150	66 993

The assets of the employee benefit plans do not include treasury shares (previous year kCHF 0). The Group does not own assets belonging to the retirement fund (previous year tangible assets CHF 0).

The Net defined benefit liability item contains various benefit plans in Switzerland, Germany and Japan. The net liability from the Swiss plan amounts to kCHF 5 818 (previous year kCHF 13 825), the German plan to kCHF 43 041 (previous year kCHF 51 456) and the Japanese plan to kCHF 121 (previous year kCHF 240). On account of the materiality of the figures, only the Swiss and German plans are shown in section 21.3 onwards.

Swiss plan

The majority of Feintool employees in Switzerland are insured against the risks of death, old age and disability through an independent collective foundation. The benefits provided by the Feintool pension solution exceed the minimum level prescribed by the Federal Occupational Old Age, Survivors' and Disability Pension Act (BVG). The typical retirement age is 65 for men and women. Employees have a right to early retirement from age 58, in which case the conversion rate is reduced in accordance with the longer expected pension payment period and the absence of contribution payments prior to retirement. Furthermore, employees can withdraw their retirement pension in full or in part as a lump sum. The amount of pension paid out is arrived at from the conversion rate, which is applied to the insured individual's accumulated retirement savings at the time of retirement. The accumulated retirement assets are arrived at from the employee and employer contributions paid into the individual savings account of each insured member, together with the interest credited to the retirement assets, vested benefits brought in and any voluntary payments made by the insured person. The interest rate paid on the retirement assets is set by the Board of Trustees each year.

German plans

The German plans comprise:

- A "Works Agreement on the Introduction of an Occupational Pension Plan" concluded on June 25, 1998 that was terminated effective December 31, 2005 with the announcement that new employees would no longer be able to join the pension scheme from January 1, 2006, and that any entitlements already accrued would be frozen effective December 31, 2005.
- A pension scheme dated June 1, 1975 for all employees who joined the company by December 31, 1983.
- Individual commitments to certain managers.

This essentially includes the right to a lifetime pension payable upon retirement, disability and/or death. The level of monthly pension entitlement on reaching the retirement age of 65, amounts to approximately 50 % respectively 30 % of the annual pensionable income broken down into a monthly amount; the annual pensionable income is deemed to be the fixed annual income at the time the pension becomes due for payment.

Japanese plan

The Japanese plan includes all employees who have worked at the company for three or more years. Employees are entitled to a pension from age 60.

21.2 Change in defined benefit liability

	Defined benefit obligation		Plan assets		Net defined benefit liability	
	2025 in CHF 1 000	2024 in CHF 1 000	2025 in CHF 1 000	2024 in CHF 1 000	2025 in CHF 1 000	2024 in CHF 1 000
As at January 1	137 846	130 275	-72 325	-70 303	65 521	59 973
Recognized in income statement						
Current service cost	2 692	2 266	–	–	2 692	2 266
Interest expenses (income)	2 404	2 994	-709	-1 065	1 695	1 929
General and administrative expenses	298	30	88	82	386	112
Impact of change of plan	-2 760	–	–	–	-2 760	–
Total	2 634	5 290	-621	-983	2 013	4 307
Recognized in other comprehensive income						
Expense/(income) from remeasurement of						
Actuarial loss/(gain) due to:						
Change in demographic assumptions ¹⁾	–	–	–	–	–	–
Change in financial assumptions	-8 507	8 191	184	185	-8 323	8 375
Experience adjustment	634	-774	–	–	634	-774
Expense/(income) on plan assets (excluding interest income)	–	–	-5 052	-1 683	-5 052	-1 683
Translation differences	-750	795	236	22	-514	817
Total	-8 623	8 212	-4 632	-1 476	-13 255	6 735
Other						
Contributions from employer	-3 548	-3 376	-1 753	-2 118	-5 301	-5 494
Contributions from employees	1 315	1 425	-1 315	-1 425	–	–
Benefits paid out	-7 414	-3 980	7 414	3 980	–	–
Total	-9 647	-5 931	4 346	437	-5 301	-5 494
As at December 31	122 210	137 846	-73 232	-72 325	48 978	65 521
of which Swiss plans	75 184	82 003	-69 366	-68 178	5 818	13 825
of which German plans	45 492	53 661	-2 451	-2 205	43 041	51 456
of which Japanese plans	1 534	2 181	-1 413	-1 941	121	240

¹⁾ As at December 31, 2025, the weighted-average duration of pension benefit obligations was 12.5 years for the Swiss plan (previous year 13.9 years) and 13.3-13.8 years for the German plans (previous year 11-14.8 years). Feintool uses the BVG 2020 G mortality table (same as previous year) in Switzerland and Heubeck RT 2018 G (same as previous year) in Germany for the hypothetical life expectancy.

The expected contributions made to the employee benefit plans for the following financial year amount to kCHF 5 300 in the case of employer contributions and kCHF 1 300 in the case of employee contributions.

21.3 Plan assets of defined benefit plans

	2025 in %	2024 in %
Equities	29.0	28.7
Bonds	33.1	34.5
Real estate (including real estate funds)	19.8	21.3
Other	15.0	13.6
Cash	3.1	1.9
Total	100.0	100.0

Swiss plan

The plan assets are invested by an AA-rated bank in line with the predefined strategy. The following limits apply to investment:

- Equities < 31 %
- Bonds < 35 %
- Real estate < 33 %
- Cash < 3 %

Currencies other than the CHF are hedged. With the exception of directly held real estate, all investments are traded on a public exchange.

21.4 Defined benefit plan obligations – actuarial assumptions

	2025	2024
	in %	in %
Swiss plan		
Discount rate	1.2	1.0
Future increase in wages and salaries	0.8	0.8
German plans		
Discount rate	3.3 - 4.0	3.2 - 3.5
Future increase in wages and salaries	0 - 3.0	0 - 3.0
Future increase in pensions	2.0	2.0 - 2.5

21.5 Defined benefit plan obligations – actuarial assumptions

	2025	2024
	in years	in years
Swiss plan		
Life expectancy at age 65 for newly retired persons		
Men	23.1	23.0
Women	24.8	24.7
Life expectancy at age 65 for employees currently aged 45		
Men	25.3	25.2
Women	26.8	26.7
German plans		
Life expectancy at age 65 for newly retired persons		
Men	21.2	21.1
Women	24.6	24.5
Life expectancy at age 65 for employees currently aged 45		
Men	24.0	23.8
Women	26.8	26.7

21.6 Defined benefit plan obligations – sensitivity analysis

	2025	2024
	in CHF 1 000	in CHF 1 000
Swiss plan		
Change in discount rate -0.25 %	2 236	2 858
Change in discount rate +0.25 %	-2 101	-2 678
Change in wages and salaries -0.25 %	-256	-201
Change in wages and salaries +0.25 %	259	201
German plans		
Change in discount rate -0.25 %	1 164	1 539
Change in discount rate +0.25 %	-1 131	-1 468
Change in wages and salaries -0.25 %	n/a	n/a
Change in wages and salaries +0.25 %	n/a	n/a

22 EQUITY

22.1 Share capital

	12/31/2025	12/31/2024
	Number/CHF	Number/CHF
Number of shares	14 744 526	14 744 526
Nominal value	10	10
Share capital	147 445 260	147 445 260

22.2 Conditional capital

	12/31/2025	12/31/2024
	in CHF 1 000	in CHF 1 000
Start of period	30 047	30 047
End of period	30 047	30 047

22.3 Capital Band

By resolution of the General Assembly on April 25, 2023, the Board of Directors is authorized, for a period ending on April 30, 2026, to increase the share capital in one or more stages to a maximum of CHF 176 934 310 (upper limit of the capital band) by issuing a maximum of 2 948 905 registered shares with a par value of CHF 10.00 and to reduce the share capital in one or more steps to not less than CHF 140 073 000 (lower limit of the capital band) either by cancelling a maximum of 737 226 registered shares at a par value of CHF 10.00 each or by a corresponding reduction of the par value of the registered shares. A reduction and a re-increase may take place simultaneously.

22.4 Treasury shares – changes

	12/31/2025		12/31/2024	
	Number	in CHF 1 000	Number	in CHF 1 000
Start of period	19 158	357	20 299	457
Bought	43 000		31 000	
Sale/transfer	-38 728		-32 141	
End of period	23 430	256	19 158	357
of which trading portfolio	23 430		19 158	

In the 2025 financial year, 43 000 shares were purchased at an average price of CHF 10.23 (previous year 31 000 shares at an average price of CHF 17.32) and 38 728 shares transferred at an average price of CHF 10.17 (previous year 32 141 shares at an average price of CHF 16.94) for the share-based management remuneration. Treasury shares are reserved primarily for management remuneration.

23 SHARE BASED PAYMENT PLANS

As a component of the bonus, 40 870 shares (previous year 32 141) were allocated to the Board of Directors, the Group Management and other managers in the financial year at a transaction value of kCHF 415 (previous year kCHF 509). Of this amount, 14 019 shares have been distributed in January 2026, 23 517 shares in December 2025 and 3 334 shares in April 2025. All shares were transferred from treasury shares and were transferred directly to the ownership of the recipient.

24 OFF-BALANCE SHEET TRANSACTIONS, CONTINGENT LIABILITIES

	12/31/2025		12/31/2024	
	in CHF 1 000		in CHF 1 000	
Guarantees in favor of third parties	–		–	
Contingent obligations	2 238		2 581	
Contingent liabilities	2 238		2 581	

Contingent obligations comprise funding that has been received and is subject to certain conditions. In the event of a breach of these conditions, there is a risk that these funds or a portion of them will have to be repaid.

Feintool owns properties at some locations that are either contaminated or suspected of being contaminated. Under the supervision of the local authorities, Feintool is remediating these plots of land to remove the corresponding pollution and contaminants. Based on our current assessment, these activities are not expected to have a significant impact on the Feintool Group's net assets, financial position, or results of operations.

25 ASSETS PLEDGED AS SECURITY FOR OWN LIABILITIES

	12/31/2025		12/31/2024	
	in CHF 1 000		in CHF 1 000	
Real estate ¹⁾	12 250		11 513	

¹⁾ consisting of land and buildings

26 ECONOMIC RISKS

Continuously growing protectionism with rising tariffs, the change in raw material and energy prices as well as the persistently high external trade imbalances entail risks for the future development of the global economy. These factors could lead to a further decline in global economic growth. The inherent uncertainties cause stronger exchange rate fluctuations, and a continuation of the weakness of the euro in particular.

Management of financial risks

Financial risk management is based on the directives approved by the Board of Directors and Group Management. The principles of risk management and the processes applied are reviewed on a regular basis in order to address changes in the market environment and in Feintool's activities.

Besides standards for general financial risk management, these directives include standards for specific aspects of liquidity, interest rate, exchange rate and default risk management, the use of derivative financial instruments, capital procurement and the policy on investing surplus liquidity. Capital procurement within the Group is mostly undertaken on a centralized basis.

Liquidity risk

Liquidity risk denotes the risk that the Feintool Group may at some point in the future be unable to meet its regular payment obligations on time and in full. Feintool must ensure that the Group is able to meet its payment obligations at all times. This will be the case if sufficient funds can be generated by the cash flow from operating activities or if the necessary financial resources can be raised on the financial markets or from banking institutions. Feintool Group's management considers an operating liquidity reserve equivalent to one month's costs of the Group (approx. kCHF 50 000) to be adequate. This liquidity reserve can also be secured through unused credit lines. Management receives regular reports – at least quarterly – on the Group's present and anticipated liquidity status, giving it an overview of the liquidity situation.

Feintool has a syndicated loan of kCHF 100 000 (previous year kCHF 100 000), promissory notes in the amount of kEUR 60 500 (previous year kEUR 60 500), bilateral credit loans and several leasing and rental contracts (more details in section 17).

These contracts contain standard covenants, particularly

- Equity ratio > 25 %
- Net Senior debt / EBITDA < 3.5x

Were the Group or individual companies unable to meet these covenants, the banks would have the right to terminate the loans at short notice. As at December 31, 2025, all covenants had been met. As at December 31, 2025, Feintool had kCHF 175 468 (previous year kCHF 214 465) in unused, confirmed credit lines at the bank and cash.

Financial liabilities – carrying amounts and cash outflows

in CHF 1 000	Carrying amount	Due within 1 year	Due within 3 years	Due within 5 years	Due in more than 5 years	Total
12/31/2025						
Liabilities ¹⁾	78 759	78 759	–	–	–	78 759
Accrued expenses and deferred income ²⁾	13 907	13 907	–	–	–	13 907
Current liabilities to banks	8 659	8 659	–	–	–	8 659
Lease liabilities	23 616	6 300	10 470	5 792	2 567	25 129
Other liabilities to banks	108 032	106	93 757	7 051	8 335	109 249
Total	232 973	107 731	104 227	12 843	10 902	235 703
Foreign exchange futures ³⁾						
Cash inflows	–	–	–	–	–	–
Cash outflows	–	–	–	–	–	–
12/31/2024						
Liabilities	76 070	76 070	–	–	–	76 070
Accrued expenses and deferred income	8 275	8 275	–	–	–	8 275
Current liabilities to banks	31 882	31 882	–	–	–	31 882
Lease liabilities	28 371	6 649	11 201	6 721	4 820	29 391
Other liabilities to banks/bonds	59 462	397	59 092	5	27	59 521
Total	204 060	123 273	70 293	6 726	4 847	205 139
Foreign exchange futures ³⁾						
Cash inflows	–	–	–	–	–	–
Cash outflows	163	163	–	–	–	163

¹⁾ Excluding social security obligations, advance payments from third parties and outstanding VAT obligations.

²⁾ Excluding accruals for salary, bonus and overtime as well as outstanding installations and other work to be fulfilled in relation to customer orders.

³⁾ For details see section 27.5.

Interest rate risk

Interest rate risk can have a negative impact on the Group's earnings as a result of higher interest rates on borrowings or lower interest rates on assets. Furthermore, changes in interest rates can affect the fair value of underlying financial instruments. Depending on the expected trend in interest rates, Feintool obtains financing at either fixed or variable rates. There are currently financial liabilities from the promissory note loan due to fixed and variable interest payments, from bank loans mainly variable rates, and from lease liabilities with fixed rates, fixed terms and running amortization. Interest rate management is mostly undertaken on a centralized basis so as to limit the impact of interest rate changes on net financial income/finance costs.

A 0.5 % increase in the adjustable interest rate would adversely affect pretax profits by kCHF 650.

Exchange rate risk

Owing to its geographical diversification, Feintool is exposed to exchange rate risk particularly in relation to the euro (EUR), US dollar (USD), the Chinese yuan (CNY), the Japanese yen (JPY), the Czech crown (CZK) the Hungarian forint (HUF) and the Indian rupees (INR). Changes in exchange rates can affect the fair value of existing financial instruments and in particular the expected future cash flows. As far as possible, the Group uses natural hedges in order to offset the impact of exchange rate fluctuations. It seeks to ensure that costs are incurred in the same currency as the resulting income. The resulting surpluses (euro in particular) and requirements (Swiss franc in particular) at Group level are coordinated centrally in the various currencies. The net position of the most important foreign currencies is hedged over a period of usually six to twelve months, as required.

The Feintool Group's exchange rate risk is calculated by way of the following sensitivity analysis. The table shows the impact on total earnings if foreign currencies were decreased by 5 % versus the Swiss franc and simultaneously all other variables were to remain the same.

Sensitivity analysis exchange rate risk

	2025		2024	
	Base amounts in EUR 1 000 / USD 1 000	Effect in CHF 1 000	Base amounts in EUR 1 000 / USD 1 000	Effect in CHF 1 000
EUR – Comprehensive Income	11 926	-548	22 256	-735
USD – Comprehensive Income	996	-653	771	-412

Other market risks

The fair value of financial instruments may change as a result of exchange rates, interest rates or changes in credit ratings, and may therefore affect the Group's financial position and earnings. Feintool seeks to minimize the net effect of market risks through a balanced financing and asset structure.

Derivative financial instruments

Derivative financial instruments are used to minimize existing interest rate or exchange rate risks. The positive and negative fair values in the section 27.5 show current market values. The contract volumes also indicate the extent of the exposure to derivatives.

Capital structure

In terms of capital management, the Group's objective is to ensure that the business has the financial means necessary to continue as a going concern, and to provide the resources required to achieve the Group's objectives so that added value can be generated for shareholders and other stakeholders and a cost-effective, low-risk capital structure can be maintained. Among the criteria used by the Group to monitor its capital structure are the equity ratio and net financial liabilities. In addition, it monitors the main covenants (equity, net senior debt/EBITDA) under the syndicated loan agreement.

The equity ratio is calculated as the ratio of equity to total assets. Net senior debt consist of current and non-current interest-bearing liabilities less finance leases and cash and cash equivalents.

The Group's aims for an equity ratio of at least 40 % and for a net senior debt/EBITDA ratio of less than 1. Comments on the aforementioned ratios are provided in the Financial Review (chapter "Consolidated Balance Sheet"). In terms of dividends policy, Feintool aims to pay shareholders approximately 30 % of consolidated annual profit in the form of a dividend.

Credit risk

Feintool's credit risk is the book value of the recognized financial assets with the exception of financial guarantees. In this case, the guaranteed amount corresponds to the credit risk.

The avoidance of clumping risks and a concentration of the financial investments on first-rate counterparties should help to avoid bigger loan losses. The Feintool Group carries out its banking business exclusively with nationally and internationally renowned banks. It specifies the type of transactions that the subsidiaries are permitted to carry out with the banks.

Default risk

Default risk is the risk that a counterparty will be unable to meet its liabilities to the Group companies. By avoiding cluster risk and concentrating financial investments among first-class counterparties, it should be possible to avoid extensive credit default risk. The automobile sector is the focal point of Feintool's operations. By definition, this market segment involves a certain risk for Feintool's operations. As far as normal customer credit balances are concerned, outstanding receivables are constantly monitored as part of the process of regular reporting by the Group companies to head office. As at December 31, 2025, the overall default risk amounts to kCHF 162 617 (previous year kCHF 168 558). Feintool generates more than 10.6 % (previous year 11.3 %) of consolidated sales for one customer. Income is generated in all segments. With the other customers, the share is less than 9.7 % (previous year 9.9 %) in each case.

The Feintool Group banks exclusively with renowned national and international institutions that have a minimum rating of BBB. It specifies the type of transactions that the subsidiary companies may conduct with the banks.

27 FINANCIAL INSTRUMENTS

27.1 Financial assets

in CHF 1 000	Financial assets at amortised cost	Financial assets at fair value through profit and loss	Total
Cash and cash equivalents	82 613	–	82 613
Prepaid expenses and accrued income	1 296	–	1 296
Receivables	78 761	–	78 761
Financial assets	5 291	–	5 291
Total carrying amounts as at 12/31/2025	167 961	–	167 961
Cash and cash equivalents	77 056	–	77 056
Prepaid expenses and accrued income	1 100	–	1 100
Receivables	92 520	–	92 520
Financial assets	8 792	–	8 792
Total carrying amounts as at 12/31/2024	179 468	–	179 468

27.2 Financial liabilities

in CHF 1 000	Financial liabilities at amortised cost	Financial liabilities at fair value through profit and loss	Total
Accrued expenses and deferred income ¹⁾	13 907	–	13 907
Trade payables	78 759	–	78 759
Current financial liabilities	15 031	–	15 031
Non-current financial liabilities	125 276	–	125 276
Total carrying amounts as at 12/31/2025	232 973	–	232 973
Accrued expenses and deferred income ¹⁾	8 275	–	8 275
Trade payables	76 070	–	76 070
Current financial liabilities	38 772	–	38 772
Non-current financial liabilities	80 943	–	80 943
Total carrying amounts as at 12/31/2024	204 060	–	204 060

The carrying amounts do not differ significantly from the fair values.

¹⁾ Excluding accruals for salary, bonus and overtime as well as outstanding installations.

27.3 Fair value hierarchy

Feintool Group uses the following fair value hierarchy for the valuation of financial instruments at fair value.

- Level 1: Quoted prices (unadjusted) in active markets for identical assets or liabilities.
- Level 2: Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (as prices) or indirectly (derived from prices)
- Level 3: Inputs for the asset or liability that are not based on observable market data (unobservable inputs).

As of the balance sheet date, there are no financial instruments in categories 1–3 (previous year kCHF –163 in category 2).

27.4 Classification of financial income/financial expenses

in CHF 1 000	Cash and cash equivalents	Measured at fair value	Loans and receivables	Other financial liabilities	Total
Carrying amounts as at 12/31/2025	82 613	–	84 052	232 973	
Interest income/expenses	–	–	264	-6 867	-6 603
Other financial income/expenses	–	–	-1 968	-2	-1 970
Change in valuation allowances on trade receivables and bad debt losses	–	–	-313	–	-313
Total net gain/loss 2025	–	–	-2 017	-6 869	-8 886
Carrying amounts as at 12/31/2024	77 056	-163	101 312	204 060	
Interest income/expenses	–	–	465	-5 797	-5 332
Other financial income/expenses	–	-101	-2 216	-34	-2 351
Change in valuation allowances on trade receivables and bad debt losses	–	–	-1 015	–	-1 015
Total net gain/loss 2024	–	-101	-2 766	-5 831	-8 698

27.5 Derivative financial instruments outstanding

in CHF 1 000	Fair values		Contract volumes
	positive	negative	
Futures contracts	–	–	–
Foreign currency instruments	–	–	–
Total derivative financial instruments as at 12/31/2025	–	–	–
Futures contracts	–	163	2 143
Foreign currency instruments	–	163	2 143
Total derivative financial instruments as at 12/31/2024	–	163	2 143

Currency instruments primarily relate to the hedging of foreign-currency risks in euros. The life of the foreign exchange futures is a few months.

28 RELATED PARTIES

28.1 Compensation paid to members of the Board of Directors and Group Management

Levels of compensation paid to the Board of Directors and Group Management are defined by the Nomination and Compensation Committee and approved by the Board of Directors. Total compensation (excluding tax-allowable expenses), specifically fees, salaries, credits, bonuses and benefits in kind agreed during the financial year and paid directly or indirectly to the members of the Board of Directors and Group Management, amounted to kCHF 2 796 (previous year kCHF 2 285).

	2025	2024
	in CHF 1 000	in CHF 1 000
Short-term employee benefits ¹⁾	2 181	1 673
Contributions to pension plans	331	358
Share-based payment ²⁾	284	254
Total	2 796	2 285

¹⁾ Incl. benefits in kind and cash bonuses (Provision of company cars, etc.).

²⁾ For the Chairman of the Board of Directors, allocation of a predefined number of shares. The shares of the outgoing Chairman of the Board of Directors are blocked for five years, and those of the new Chairman of the Board of Directors for three years. The valuation corresponds to the price at the time of allocation. For the 2025 financial year, the shares were transferred on January 5, 2026. Group Management is entitled to a predefined amount in Swiss francs. Remuneration is in the form of shares. The number of shares depends on the average price in October/November. The shares have a staggered lock-in period of 1-4 years. Disbursement took place in December.

28.2 Other related parties

As of December 31, 2025, there were no liabilities to other related parties (previous year CHF 0).

29 MAJOR SHAREHOLDERS

	Shareholders register / Received notifications	Disclosure according to FinFraG
Artemis Beteiligungen I AG	50.1%	50.1% on 21.05.2022
Geocent AG	9.8%	9.7% on 12.11.2008
Dabepo Holding GmbH	5.0%	5.0% on 18.12.2024

Information on significant shareholders are based on the shareholders register or on notifications received by Feintool. A disclosure obligation exists if a person or group(s) is/are subject to the disclosure requirement when reaching, exceeding or falling below the threshold of 3, 5, 10, 15, 20, 25, 33.3, 50 or 66.6 percent of the voting rights of Feintool International Holding AG. Disclosure reports made during the reporting year in accordance with Art. 120 of the Financial Market Infrastructure and Market Conduct in Securities and Derivatives Trading (FinMIA) and the provisions of the Financial Market Infrastructure Ordinance (FinMIO) can be viewed on the reporting and publication platform of SIX Swiss Exchange (<https://www.ser-ag.com/en/resources/notifications-market-participants/significant-shareholders.html#/>).

30 EVENTS AFTER THE BALANCE SHEET DATE

There were no significant events after the balance sheet date.

31 APPROVAL OF THE CONSOLIDATED FINANCIAL STATEMENTS

The consolidated financial statements were authorized for issue by the Board of Directors on February 25, 2026 and will be submitted to the Annual General Meeting for approval on April 29, 2026.



Statutory Auditor's Report

To the General Meeting of Feintool International Holding AG, Lyss

Report on the Audit of the Consolidated Financial Statements

Opinion

We have audited the consolidated financial statements of Feintool International Holding AG and its subsidiaries (the Group), which comprise the consolidated balance sheet as at December 31, 2025, the consolidated statement of comprehensive income, the consolidated statement of changes in equity and the consolidated statement of cash flow for the year then ended, and notes to the consolidated financial statements, including material accounting policy information.

In our opinion, the consolidated financial statements (pages 11 to 55) give a true and fair view of the consolidated financial position of the Group as at December 31, 2025, and of its consolidated financial performance and its consolidated cash flows for the year then ended in accordance with IFRS Accounting Standards and comply with Swiss law.

Basis for Opinion

We conducted our audit in accordance with Swiss law, International Standards on Auditing (ISA) and Swiss Standards on Auditing (SA-CH). Our responsibilities under those provisions and standards are further described in the "Auditor's Responsibilities for the Audit of the Consolidated Financial Statements" section of our report. We are independent of the Group in accordance with the provisions of Swiss law and the requirements of the Swiss audit profession that are relevant to audits of the financial statements of public interest entities, as well as those of the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (including International Independence Standards) (IESBA Code), as applicable to audits of financial statements of public interest entities. We have also fulfilled our other ethical responsibilities in accordance with these requirements.

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

Key Audit Matters



Accuracy and existence of revenue



Valuation of goodwill

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the consolidated financial statements of the current period. These matters were addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.



Accuracy and existence of revenue

Key Audit Matter

Total consolidated net revenue from continued operation of the financial year 2025 amounted to CHF 661,390 thousand. System Parts Europe contributed 57.7%, System Parts USA 30.2% and System Parts Asia 12.1% to this revenue.

Revenue is a key performance indicator and therefore in the focus of internal and external stakeholders. In the System Parts segments, revenues comprise serial production parts.

The segments System Parts are characterised by high volumes that are produced within a short timeframe by using customised tools. In general, a client orders a customised tool in connection with the corresponding serial production. The correct recognition of revenue of such multiple-component contracts, also with a view to the appropriate period, is particularly relevant, taking into account the respective delivery terms.

Our response

We assessed the revenue recognition throughout the process, starting with the order intake until final invoicing while also considering the relevant IT systems, and examined if transactions are recognised in a complete and correct way. We also assessed the design and implementation of key controls applicable to revenue recognition within the internal control system.

In addition, we performed, amongst others, the following procedures:

- On a sample basis we reconciled revenues with the corresponding supporting documents to confirm the correct transfer of control related to the goods sold to the client at the end of the year and corroborated that revenues were recognised accurately.
- Based on a sample of delivery notes and/or receipts of payment we tested if the revenues existed and were recognised in the correct period. Based on aforementioned sample, we have also reconciled the accounts receivable as of balance sheet date.
- As revenue relates to the multiple-component contracts, our sample selection included a test if the individual components were correctly recorded in the system also taking into account the contractually agreed terms.
- We applied data analytics using an AI-based transaction scoring tool to analyze the full population of revenue transactions for selected components. We categorized revenue into low, medium and high-risk subpopulations based on a set of predefined risk indicators. We performed further audit procedures on the subpopulations with a medium and high-risk score.

For further information on revenue refer to the following:

- Note Accounting Principles
- Note Segment Information
- Note 2 Net Sales



Valuation of goodwill

Key Audit Matter

As at December 31, 2025, the consolidated financial statements included goodwill amounting to CHF 79,906 thousand.

Goodwill has to be assessed for impairment by management at least on a yearly basis by determining the value in use, which is then compared to the carrying amount.

As part of the goodwill impairment test the discounted cashflow (DCF) method is applied. This requires the use of a number of key assumptions and estimates by management, including assumptions regarding expected future cash flows, long-term growth rates, and applicable discount rates, as well as assessments concerning the determination and allocation of assets to the cash generating units (CGUs).

In relation to total assets and net assets as per December 31, 2025, goodwill is of material importance. Due to slower global demand, uncertainty related to geopolitical developments and technology change in the automotive sector, the economic environment remains challenging. However, current uncertainty remains highest in the European automotive business where also significant changes in the legal and regulatory framework are due in the coming years.

In the financial year 2025 no impairment of goodwill was identified.

There is a risk that a potential impairment of goodwill is not or not adequately identified due to inappropriate assumptions and estimates.

For further information on goodwill refer to the following:

- Note Accounting Principles
- Note 15 Intangible Assets

Our response

Amongst others, we have performed the following audit procedures:

- We evaluated the determination of the CGUs by management as well as the methodological and mathematical correctness of the valuation method used for the impairment test.
- We recalculated the difference between the carrying amount and the recoverable amount of the CGUs.
- Also, we assessed the appropriateness of the most important assumptions used to determine the value in use as well as the method applied for the cash-flow projections. This included the allocation of goodwill to the CGUs, the long-term growth rates and the determination of the discount rate based on our business understanding of the respective CGUs. In this respect, we made comparisons with publicly available market data, where possible. We involved our own valuation specialists in assessing the discount rate as well as the terminal value growth rate.
- Furthermore, we gained an understanding of the business plans and made comparisons with prior-year assumptions. Also, we traced the data used in the business plans back to the budgets and medium-term planning approved by the Board of Directors.
- We also conducted retrospective analyses of relevant business plan assumptions to evaluate the historical forecasting accuracy.

Moreover, we assessed the appropriateness of the disclosures related to the impairment test.



Other Information

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

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

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

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

Board of Directors' Responsibilities for the Consolidated Financial Statements

The Board of Directors is responsible for the preparation of the consolidated financial statements, which give a true and fair view in accordance with IFRS Accounting Standards and the provisions of Swiss law, and for such internal control as the Board of Directors determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, the Board of Directors is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Board of Directors either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

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

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

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made.
- Conclude on the appropriateness of the Board of Directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our



conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the Group as a basis for forming an opinion on the consolidated financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

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

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

From the matters communicated to the Board of Directors or its relevant committee, we determine those matters that were of most significance in the audit of the consolidated financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report, unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Report on Other Legal and Regulatory Requirements

In accordance with Art. 728a para. 1 item 3 CO and PS-CH 890, we confirm that an internal control system exists, which has been designed for the preparation of the consolidated financial statements according to the instructions of the Board of Directors.

We recommend that the consolidated financial statements submitted to you be approved.

KPMG AG

Simon Studer
Licensed Audit Expert
Auditor in Charge

Ruben Zwahlen
Licensed Audit Expert

Zürich, February 25, 2026

FEINTOOL INTERNATIONAL HOLDING AG

Financial Review of the 2025 Financial Year

(from January 1 to December 31, 2025)

FEINTOOL INTERNATIONAL HOLDING AG BALANCE SHEET

	Note	12/31/2025		12/31/2024	
		in CHF 1 000	in %	in CHF 1 000	in %
ASSETS					
Current assets					
Cash and cash equivalents		42 594		36 097	
Trade receivables	1	8 080		9 230	
Other receivables	2	15 489		13 885	
Inventories	3	2 030		5 112	
Prepaid expenses and accrued income		2 777		2 930	
Total current assets		70 970	13.3	67 254	12.5
Non-current assets					
Property, plant and equipment	4	11 806		13 977	
Right-of-use assets		920		1 121	
Intangible assets	5	9 692		9 965	
Financial assets	6	204 806		208 641	
Investments	7	235 544		235 544	
Total non-current assets		462 768	86.7	469 248	87.5
TOTAL ASSETS		533 738	100.0	536 502	100.0
LIABILITIES					
Current liabilities					
Trade payables	8	3 588		6 609	
Other payables		754		2 179	
Current interest-bearing liabilities	9	64 559		55 553	
Tax liabilities		115		115	
Current provisions	10	1 471		7 682	
Accrued expenses and deferred income		8 427		5 345	
Total current liabilities		78 914	14.8	77 483	14.4
Non-current liabilities					
Non-current interest-bearing liabilities	11	23 531		24 262	
Non-current provisions		532		614	
Total non-current liabilities		24 063	4.5	24 876	4.6
Total liabilities		102 977	19.3	102 359	19.1
Shareholder's equity					
Share capital	12.1	147 445		147 445	
Legal reserves from capital contributions	12.2	220 108		220 108	
Treasury shares	13	-256		-357	
Profit brought forward		66 946		63 816	
Result for the year		-3 482		3 131	
Total equity		430 761	80.7	434 143	80.9
TOTAL EQUITY AND LIABILITIES		533 738	100.0	536 502	100.0

FEINTOOL INTERNATIONAL HOLDING AG STATEMENT OF INCOME

January 1 to December 31	Note	2025		2024	
		in CHF 1 000	in %	in CHF 1 000	in %
INCOME					
Operating income	14	55 193	82.5	61 073	69.1
Income from investments		–	0.0	4 404	5.0
Financial income	15	11 674	17.5	22 940	25.9
Total income		66 867	100.0	88 417	100.0
EXPENSES					
Change in finished and semi-finished goods and work in progress		3 831	5.7	-550	-0.6
Material expenses		5 476	8.2	11 273	12.7
Personnel expenses	16	20 651	30.9	28 667	32.4
Other operating expenses	17	20 464	30.6	25 658	29.0
Depreciation		4 763	7.0	6 212	6.9
Financial expenses	18	16 040	24.0	14 347	16.2
Prior-period expenses		–	0.0	–	0.0
Income Taxes		-876	-1.3	-321	-0.4
Total expenses		70 349	105.2	85 286	96.5
RESULT FOR THE YEAR		-3 482	-5.2	3 131	3.5

NOTES TO THE FINANCIAL STATEMENTS OF FEINTOOL INTERNATIONAL HOLDING AG

as of December 31, 2025

PRINCIPLES

General

Feintool International Holding AG has its headquarters in Lyss, Switzerland. The 2025 financial statements were prepared in accordance with the provisions of Swiss accounting law (Art. 32 of the Swiss Code of Obligations). The main applied valuation principles that are not required by law are described below. It should be borne in mind that, in order to ensure long-term prosperity of the company, the option of forming and releasing hidden reserves is exercised.

The purpose of Feintool International Holding AG is to manufacture and distribute tools as well as to provide engineering services and other services, particularly in the field of fineblanking, forming and stamping technology. The company can acquire, manage and transfer patents, trademarks and technical and industrial knowledge, acquire, manage and sell land, participate in other companies and establish subsidiaries. The company may participate in group financing, by granting loans to its direct or indirect shareholders or other group companies or by providing guarantees or other security.

Inventories and unbilled services

Inventories and unbilled services are generally recognized at cost. If the net realizable value at the balance sheet date is lower than the acquisition or production cost, this value is recognized in the balance sheet. The cost of acquisition is determined using the weighted average cost method, while the production costs are determined based on standard full costs.

Property, plant and equipment

Property, plant and equipment are valued at acquisition or production cost less accumulated depreciation and impairment losses. Property, plant and equipment, except for land, are depreciated on a straight-line basis.

Treasury shares

Treasury shares are recognized at the time of acquisition at cost as a minus line item in equity. In the event of resale, the profit or loss is booked in the income statement and not directly into equity.

Revenue recognition

Sales are recognized when the risks and rewards of ownership have been transferred to the customer or the service has been rendered. This normally occurs upon delivery of the product.

Share-based payments

Treasury shares are used for share-based payments to the Board of Directors and employees. The shares are purchased at a market price. They are recognized at a fixed price in the regulations for the issue and transferred to the entitled beneficiary free of charge. The corresponding expense including social security contributions is reported in personnel expenses.

Leases

Leasing transactions are accounted for according to economic power of disposal. Leasing and rental contracts are classified as a finance lease if the connected risks and rewards which are inherent in ownership of the leased asset are transferred to Feintool International Holding AG. All other leasing transactions represent operating leases. In the case of a finance lease, the right-of-use asset is initially measured at cost, which comprises the initial amount of the lease liability adjusted for any lease payments made at or before the commencement date. The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease. The value of the leased item is capitalized in property, plant and equipment and at the same time recognized as a lease liability. The depreciation of the property, plant and equipment and the amortization of the lease liability take place over the term of the contract. In case of an operative leasing, the rental and leasing payments are recognized directly in profit or loss.

Omission of cash flow statement and additional information in the Notes to the Financial Statements

Feintool International Holding AG prepares its consolidated financial statements in accordance with a recognized standard for accounting (IFRS) and consequently omits additional disclosures in the Notes to the Financial Statements and a report on the cash flow statement in these financial statements as set forth in the statutory provisions.

1 TRADE RECEIVABLES

	12/31/2025	12/31/2024
	in CHF 1 000	in CHF 1 000
Accounts receivable – intercompany	5 784	5 835
Accounts receivable – third parties	2 296	3 395
Total trade receivables net	8 080	9 230

2 OTHER RECEIVABLES

	12/31/2025	12/31/2024
	in CHF 1 000	in CHF 1 000
Other receivable – third parties	3 687	4 242
Interest-bearing receivable – intercompany ¹⁾	11 802	9 643
Total other receivables	15 489	13 885

¹⁾ Interest-bearing receivable related to zero balance cash pools

3 INVENTORIES

	12/31/2025	12/31/2024
	in CHF 1 000	in CHF 1 000
Raw material	874	1 228
Finished and semi-finished goods	926	3 077
Work in progress	1 096	1 847
Valuation allowances	-866	-1 040
Total inventories	2 030	5 112

4 PROPERTY, PLANT AND EQUIPMENT

	12/31/2025 in CHF 1 000	12/31/2024 in CHF 1 000
Real estate	4 024	4 517
Machinery	4 901	5 289
Other fixed assets	2 881	4 171
Total property, plant and equipment	11 806	13 977

5 INTANGIBLE ASSETS

	12/31/2025 in CHF 1 000	12/31/2024 in CHF 1 000
Capitalized development costs	4 839	4 408
Software	237	363
Patents and licences	4 616	5 194
Total intangible assets	9 692	9 965

6 FINANCIAL ASSETS

	12/31/2025 in CHF 1 000	12/31/2024 in CHF 1 000
Financial assets – third parties	10	5
Loans – intercompany	204 796	208 636
Total financial assets	204 806	208 641

7 INVESTMENTS

Company	Locations, country	Capital	Proportion of capital and voting rights as of December 31, 2025	Proportion of capital and voting rights as of December 31, 2024
Feintool International Holding AG	Lyss, CH	CHF	147 445 260	100%
Feintool Automotive System Parts (Tianjin) Co. Ltd.	Tianjin, CN	EUR	26 350 000	100%
Feintool Holding GmbH	Bayreuth, GER	EUR	818 000	100%
Feintool System Parts Ettlingen GmbH	Ettlingen, GER	EUR	766 937	100%
Feintool System Parts Jena GmbH	Jena, GER	EUR	3 068 000	100%
Feintool System Parts Obertshausen GmbH	Obertshausen, GER	EUR	1 000 000	100%
Feintool System Parts Oelsnitz GmbH	Oelsnitz, GER	EUR	550 000	100%
Feintool System Parts Ohrdruf GmbH ¹⁾	Ohrdruf, GER	EUR	2 556 000	100%
Feintool System Parts Sachsenheim GmbH	Sachsenheim, GER	EUR	3 068 000	100%
Feintool System Parts Jessen GmbH	Jessen, GER	EUR	1 000 000	100%
Jela Immobilien GmbH	München, GER	EUR	25 000	100%
Feintool Japan Co. Ltd.	Atsugi, J	JPY	225 000 000	100%
Feintool System Parts India Private Limited	Pune, IN	INR	100 000 000	100%
Feintool Precision System Parts (Taicang) Co. Ltd.	Taicang, CN	CNY	182 053 000	100%
Feintool System Parts Most s.r.o.	Most, CZ	CZK	100 000 000	100%
Feintool U.S. Operations, Inc.	Cincinnati, USA	USD	6	100%
Feintool Cincinnati, Inc.	Cincinnati, USA	USD	500	100%
Feintool New York, Inc.	White Plains, USA	USD	1 000	100%
One Holland Ave. Development LLC	Cincinnati, USA	USD	–	100%
Feintool Tennessee, Inc.	Nashville, USA	USD	–	100%
Feintool System Parts Tokod kft.	Tokod, HU	EUR	336 807	100%

¹⁾ Feintool Holding GmbH holds a 60 % stake in Feintool System Parts Ohrdruf GmbH. The remaining 40 % is held by Feintool International Holding AG.

8 TRADE PAYABLES

	12/31/2025 in CHF 1 000	12/31/2024 in CHF 1 000
Current liabilities – third parties	3 561	3 759
Current liabilities – intercompany	27	2 850
Total Trade payables	3 588	6 609

9 CURRENT INTEREST-BEARING LIABILITIES

	12/31/2025	12/31/2024
	in CHF 1 000	in CHF 1 000
Current interest-bearing liabilities – third parties ¹⁾	43 305	23 875
Current interest-bearing liabilities – intercompany ²⁾	20 685	31 617
Current leasing liabilities	569	61
Total current interest-bearing liabilities	64 559	55 553

¹⁾ Feintool has a syndicated loan agreement with six banks. In December 2022 Feintool signed a new syndicated loan agreement. This new loan agreement of kCHF 100 000 has a duration of 5 years. As of December 31, 2025 the syndicated loan had been used for CHF 39.5 million (previous year CHF 19.1 million) The covenants include a net senior debt / EBITDA ratio and an equity ratio.

²⁾ Interest-bearing liabilities related to zero balance cash pools.

10 CURRENT PROVISIONS

	12/31/2025	12/31/2024
	in CHF 1 000	in CHF 1 000
Onerous contracts	- ¹⁾	3190 ³⁾
Restructuring costs	843 ¹⁾	4492 ³⁾
Others	628 ²⁾	-
Total current provision	1 471	7 682

¹⁾ In 2025 the restructuring provision of MCHF 7.7 recognized in the prior year developed as follows:
Used provisions: MCHF 5.6
Social plan, onerous contracts

Reversed provisions: MCHF 1.3
Social plan, rental costs, job center

Remaining provisions for future periods: MCHF 0.8

²⁾ Other provisions: MCHF 0.6
- Salary costs for former CEO

³⁾ In 2024, Feintool announced the realignment of its fineblanking production. A provision of MCHF 7.7 was recognized. Estimated restructuring costs mainly included:
Social plan, overtime and vacation, rental costs, onerous contracts, consulting

11 NON-CURRENT INTEREST-BEARING LIABILITIES

	12/31/2025	12/31/2024
	in CHF 1 000	in CHF 1 000
Non-current interest-bearing liabilities – third parties ¹⁾	23 150	23 150
Non-current leasing liabilities	381	1 112
Total non-current interest-bearing liabilities	23 531	24 262

¹⁾ In July 2023 promissory notes of kEUR 25 000 were issued.

12 SHARE CAPITAL

12.1 Share capital

	12/31/2025	12/31/2024
	Number/CHF	Number/CHF
Number of shares	14 744 526	14 744 526
Nominal value	10	10
Share capital	147 445 260	147 445 260

12.2 Legal reserves from capital contributions

The statutory reserves from capital contributions include the premium from capital increases, less the previous dividend distributions. The distribution from reserves from capital contributions is treated in the same way as the repayment of capital for tax purposes. The Swiss Federal Tax Administration (FTA) has confirmed that the reported reserve from capital contributions is recognized as a capital contribution pursuant to Art. 5 (1bis) Swiss Withholding Tax Act.

12.3 Capital band

By resolution of the General Assembly on April 25, 2023, the Board of Directors is authorized, for a period ending on April 30, 2026, to increase the share capital in one or more stages to a maximum of CHF 176 934 310 (upper limit of the capital band) by issuing a maximum of 2 948 905 registered shares with a par value of CHF 10.00 and to reduce the share capital in one or more steps to not less than CHF 140 073 000 (lower limit of the capital band) either by cancelling a maximum of 737 226 registered shares at a par value of CHF 10.00 each or by a corresponding reduction of the par value of the registered shares. A reduction and a re-increase may take place simultaneously.

13 TREASURY SHARES

	2025		2024	
	Number	in CHF 1 000	Number	in CHF 1 000
Start of period	19 158	357	20 299	457
Bought	43 000		31 000	
Sale/transfer	-38 728		-32 141	
End of period	23 430	256	19 158	357

In the 2025 financial year, 43 000 shares were purchased at an average price of CHF 10.23 (previous year 31 000 shares at an average price of CHF 17.32) and 38 728 shares transferred at an average price of CHF 10.17 (previous year 32 141 shares at an average price of CHF 16.94) for the share-based management remuneration. Treasury shares are reserved primarily for management remuneration.

14 OPERATING INCOME

	2025	2024
	in CHF 1 000	in CHF 1 000
Operating income – third party	17 444	24 662
Operating income – intercompany	9 791	10 499
Income from intercompany services	26 800	25 202
thereof licenses and patents	14 018	14 919
thereof management services	7 087	2 996
thereof IT services	5 271	6 235
thereof other intercompany services	271	1 052
Other operating income	1 158	710
Total operating income	55 193	61 073

15 FINANCIAL INCOME

	2025	2024
	in CHF 1 000	in CHF 1 000
Interest income – third party	76	280
Interest income – intercompany	5 885	5 043
Foreign exchange gains	5 713	17 617
Total financial income	11 674	22 940

16 PERSONNEL EXPENSES

	2025	2024
	in CHF 1 000	in CHF 1 000
Salaries and wages	18 513	22 264
Social security contribution	3 046	3 446
Other personnel expenses ¹⁾	-908	2 957
Total personnel expenses	20 651	28 667

¹⁾ The figure includes a provision reversal of CHF 2.3 million, of which CHF 1.8 million have been utilized and CHF 0.5 million released without utilization.

Feintool International Holding AG employed 157 employees at the end of the year (previous year 204).

17 OTHER OPERATING EXPENSES

	2025	2024
	in CHF 1 000	in CHF 1 000
Research and development	-48	148
Patents and licenses	2 412	2 705
Corporate communication and investor relations	1 294	1 474
Information technology	8 017	7 391
Consulting	2 615	2 622
Rent	164	977
Repair and maintenance	3 552	2 748
Energy	1 260	1 496
Loss on the disposal of property, plant and equipment	591	10
Expenses from intercompany services	1 456	1 455
Onerous contracts ¹⁾	-3 190	3 190
Other expenses	2 341	1 442
Total other operating expenses	20 464	25 658

¹⁾ Utilization of provisions for onerous contracts. The costs have been included in cost of goods sold.

18 FINANCIAL EXPENSES

	2025	2024
	in CHF 1 000	in CHF 1 000
Interest expense – third party	3 053	1 412
Interest expense – intercompany	31	–
Other financial expenses – third party ¹⁾	700	537
Foreign exchange losses	12 256	12 398
Total financial expenses	16 040	14 347

¹⁾ Besides bank charges, other financial expenses include lead syndication commissions (annual amortization of establishing cost for the syndicated loan) and valuation expenses from currency hedges.

19 SHARES FOR MEMBERS OF THE BOARD AND EMPLOYEES

	12/31/2025	12/31/2024
	Number of shares allocated	Number of shares allocated
Alexander von Witzleben, Chairman of the Board of Directors until April 2025 ¹⁾	3 334	10 000
Norbert Indlekofer, Chairman of the Board of Directors starting from May 2025 ²⁾	14 019	–
Dr. Marcus Bollig, Member of the Board of Directors	–	–
Martin Klöti, Member of the Board of Directors	–	–
Heinz Loosli, Member of the Board of Directors	–	–
Matthias Holzammer, Member of the Board of Directors	–	–
Total Board of Directors	17 353	10 000
Lars Reich, CEO starting from June 2025	2 917	n/a
Torsten Greiner, CEO until May 2025	5 000	5 000
Thomas Erne, CFO	2 000	1 666
Total Group Management	9 917	6 666
Total other employees	947	607

¹⁾ 3 334 shares with a value of CHF 37 674 as pro rata remuneration for the period from January to April 2025 were assigned on April 2025.

²⁾ 14 019 shares with a value of CHF 150 003 as pro rata remuneration for the period from May to December 2025 were assigned on January 2026.

The shares are valued at a price of CHF 11.35 (previous year: CHF 13.70) as of December 31, 2025. This results in a total value of kCHF 320 (previous year kCHF 237).

20 LIABILITIES DUE TO PENSION FUNDS

There was no liability to the pension fund as of December 31, 2025 (previous year kCHF 0).

21 EVENTS AFTER THE BALANCE SHEET DATE

There were no significant events after the balance sheet date.

22 PROPOSAL BY THE BOARD OF DIRECTORS

The Board of Directors proposes to the General Meeting to refrain from distributing a dividend and to carry forward the 2025 annual results to new account.

	12/31/2025
	in CHF
Retained earnings carry forward	66 946 466
Result for the year	-3 482 000
Available earnings	63 464 466
To be brought forward	63 464 466



Statutory Auditor's Report

To the General Meeting of Feintool International Holding AG, Lyss

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of Feintool International Holding AG (the Company), which comprise the balance sheet as at December 31, 2025, and the income statement for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the financial statements (pages 62 to 73) comply with Swiss law and the Company's articles of incorporation.

Basis for Opinion

We conducted our audit in accordance with Swiss law and Swiss Standards on Auditing (SA-CH). Our responsibilities under those provisions and standards are further described in the "Auditor's Responsibilities for the Audit of the Financial Statements" section of our report. We are independent of the Company in accordance with the provisions of Swiss law and the requirements of the Swiss audit profession that are relevant to audits of the financial statements of public interest entities. We have also fulfilled our other ethical responsibilities in accordance with these requirements.

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

Key Audit Matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the financial statements of the current period. We have determined that there are no key audit matters to communicate in our report.

Other Information

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

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

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

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



Board of Directors' Responsibilities for the Financial Statements

The Board of Directors is responsible for the preparation of the financial statements in accordance with the provisions of Swiss law and the Company's articles of incorporation, and for such internal control as the Board of Directors determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Board of Directors is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Board of Directors either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

Auditor's Responsibilities for the Audit of the Financial Statements

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

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

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made.
- Conclude on the appropriateness of the Board of Directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.

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



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

From the matters communicated to the Board of Directors or its relevant committee, we determine those matters that were of most significance in the audit of the financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report, unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Report on Other Legal and Regulatory Requirements

In accordance with Art. 728a para. 1 item 3 CO and PS-CH 890, we confirm that an internal control system exists, which has been designed for the preparation of the financial statements according to the instructions of the Board of Directors.

Based on our audit in accordance with Art. 728a para. 1 item 2 CO, we confirm that the proposal of the Board of Directors complies with Swiss law and the Company's articles of incorporation. We recommend that the financial statements submitted to you be approved.

KPMG AG

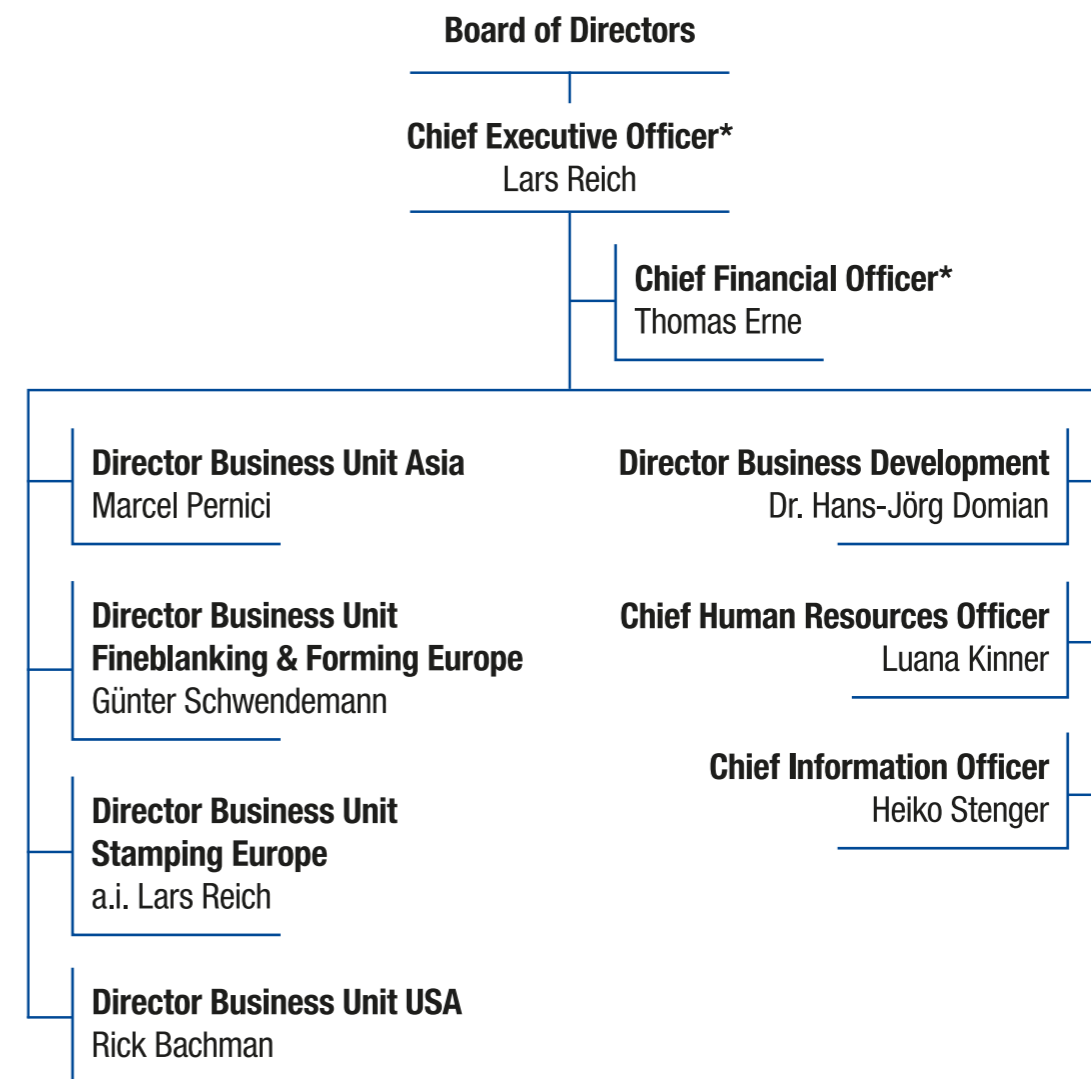
Simon Studer
Licensed Audit Expert
Auditor in Charge

Ruben Zwahlen
Licensed Audit Expert

Zürich, February 25, 2026

CORPORATE GOVERNANCE

Good governance is a core component of our corporate strategy



1 GROUP STRUCTURE AND SHAREHOLDERS

1.1 Group structure

1.1.1 Operational Group structure

Feintool's operational management structure can be found in the diagram on the previous page.

The division of responsibilities between the Board of Directors, CEO and Group Management is explained in section 3.6.

Further information, such as the current Articles of Association for the Feintool Group, can be found online at

https://www.feintool.com/wp-content/uploads/2023/06/FIH_Statuten_2023-04-25_en.pdf

1.1.2 Listed company

Name and registered office:	Feintool International Holding AG, 3250 Lyss (Switzerland)
Place of listing:	SIX Swiss Exchange
Swiss security no.:	932009
ISIN:	CH0009320091
Telekurs:	FTON
Reuters:	fton.s
Stock market capitalization: ¹⁾	CHF 167 084 440 (as at December 31, 2025)

¹⁾ Without 23 430 treasury shares.

Key share prices in 2025 financial year:

Highest	01/03/2025	CHF	14.45
Lowest	11/14/2025	CHF	9.00
Closing price	12/31/2025	CHF	11.35

With 1 925 shareholders (previous year 2 167), the number of shareholders decreased over the last twelve months by 242.

As of December 31, 2025, the free float amounts to 40.1 % (previous year 40.1 %).

More information on Feintool shares is available on our website at <https://www.feintool.com/company/investor-relations/>.

No subsidiary companies are listed.

1.1.3 Unlisted companies

The unlisted subsidiaries that are included in the scope of consolidation of Feintool International Holding AG are listed in section 7 of the Notes to the Financial Statements of Feintool International Holding AG.

1.2 Major shareholders

		Disclosure according to FinMIA
Artemis Beteiligungen I AG	50.1%	50.1% on 21.05.2022
Geocent AG	9.8%	9.7% on 12.11.2008
Dabepo Holding GmbH	5.0%	5.0% on 18.12.2024

Information on significant shareholders are based on the shareholders register or on notifications received by Feintool. A disclosure obligation exists if a person or group(s) is/are subject to the disclosure requirement when reaching, exceeding or falling below the threshold of 3, 5, 10, 15, 20, 25, 33.3, 50 or 66.6 percent of the voting rights of Feintool International Holding AG. Disclosure reports made during the reporting year in accordance with Art. 120 of the Financial Market Infrastructure and Market Conduct in Securities and Derivatives Trading (FinMIA) and the provisions of the Financial Market Infrastructure Ordinance (FinMIO) can be viewed on the reporting and publication platform of SIX Swiss Exchange (<https://www.ser-ag.com/en/resources/notifications-market-participants/significant-shareholders.html>).

1.3 Cross-shareholdings

Feintool International Holding AG does not have any cross-shareholdings.

2 CAPITAL STRUCTURE

2.1 Ordinary capital

As at December 31, 2025, the share capital of Feintool International Holding AG amounted to CHF 147 445 260, comprising 14 744 526 fully paid-up registered shares with a par value of CHF 10 each.

2.2 Authorized and conditional capital

Authorized capital

The General Assembly as of April 20, 2021 resolved the creation of CHF 10 million of authorized capital which expired on April 19, 2023.

Capital band

By resolution of the General Assembly on April 25, 2023, the Board of Directors is authorized, for a period ending on April 30, 2026, to increase the share capital in one or more stages to a maximum of CHF 176 934 310 (upper limit of the capital band) by issuing a maximum of 2 948 905 registered shares with a par value of CHF 10.00 and to reduce the share capital in one or more steps to not less than CHF 140 073 000 (lower limit of the capital band) either by cancelling a maximum of 737 226 registered shares at a par value of CHF 10.00 each or by a corresponding reduction of the par value of the registered shares. A reduction and a re-increase may take place simultaneously.

Conditional capital for stock options plans

In accordance with Art. 3b, para. 2 of the Articles of Association (https://www.feintool.com/wp-content/uploads/2024/06/FIH_Statuten_2024-04-23_en.pdf), the share capital is to be increased, to the exclusion of the subscription rights of existing shareholders, by a maximum of CHF 557 500 through the issue of a maximum of 55 750 registered shares to be fully paid up and with a par value of CHF 10 each (stock option plan). However, no stock options were issued. For further details of the capital structure, please see section 12 of the Notes to the Financial Statements of Feintool International Holding AG.

2.3 Changes in capital

Share capital

Date	Description	Number	Nomina value ¹⁾	Increase/ decrease ¹⁾	Capital ¹⁾	Number of shares
05/13/2022	increase	9 829 684	10	98 296 840	147 445 260	14 744 526
12/31/2022	held				147 445 260	14 744 526
12/31/2023	held				147 445 260	14 744 526
12/31/2024	held				147 445 260	14 744 526
12/31/2025	held				147 445 260	14 744 526

¹⁾ in CHF

Authorized capital

Date	Description	Number	Nominal value ¹⁾	Increase/ decrease ¹⁾	Capital ¹⁾	Number of shares
12/31/2023	held				–	–
12/31/2024	held				–	–
12/31/2025	held				–	–

¹⁾ in CHF

Conditional capital

Date	Description	Number	Par value ¹⁾	Increase/ decrease ¹⁾	Capital ¹⁾	Number of shares
12/31/2023	held				30 046 550	3 004 655
12/31/2024	held				30 046 550	3 004 655
12/31/2025	held				30 046 550	3 004 655

¹⁾ in CHF

2.4 Shares

The 14 744 526 registered shares of Feintool International Holding AG have a par value of CHF 10 each and are fully paid up. One registered share corresponds to one vote. There are no voting right restrictions, and there are no voting or preference shares (unitary share structure). All shares have equal dividend rights. Feintool International Holding AG does not have any participation capital.

2.5 Dividend right certificates

Feintool International Holding AG does not have any dividend right certificates.

2.6 Limitations on transferability and nominee registrations

2.6.1 Limitations on transferability for each share category

In accordance with Art. 4 of the Articles of Association, the voting rights attached to shares and other rights that accompany voting rights may only be exercised by those recorded in the share register as voting shareholders. The Board of Directors may refuse registration as a shareholder with voting rights if a person acquiring shares does not expressly declare that they have acquired the shares in their own name and at their own expense.

2.6.2 Granting of exceptions

No exceptions to the above limitations on transferability were granted during the financial year.

2.6.3 Nominee registrations

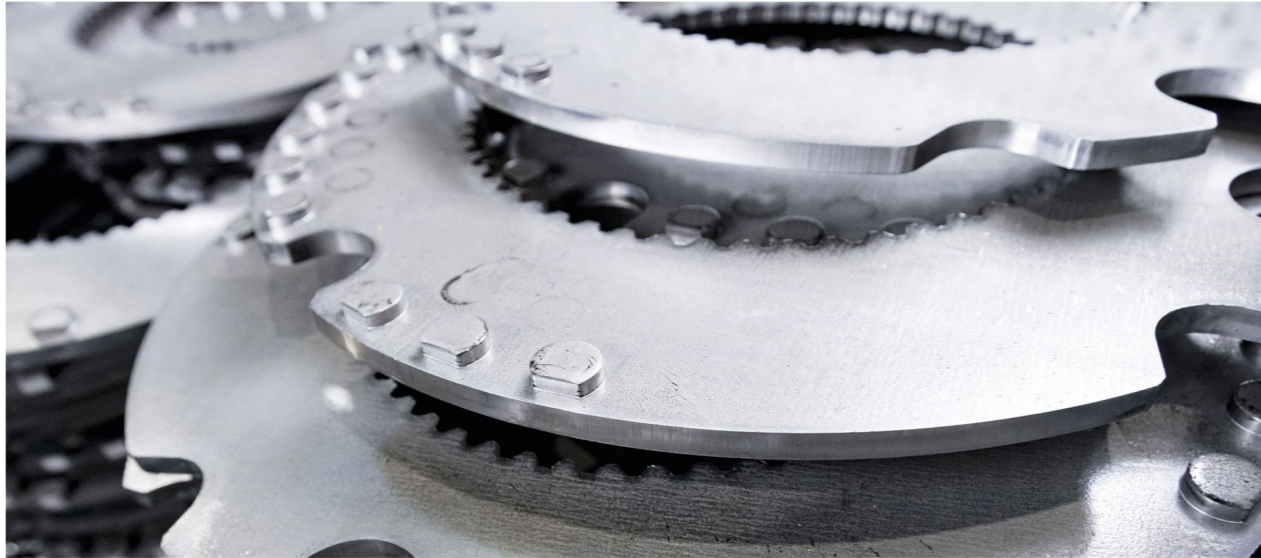
As stated in section 2.6.1, there are no privileges or restrictions with regard to transferability with the exception of the nominee registrations clause.

2.6.4 Procedures and conditions for canceling privileges and transfer restrictions laid down in the Articles of Association

Any amendment to these provisions (easing or limitation) requires the approval of at least two-thirds of the votes represented and an absolute majority of the share par values represented (Art. 12 of the Articles of Association).

2.7 Convertible bonds and options

There were no convertible bonds or options issued as at December 31, 2025.



Precision parts manufactured utilizing Feintool's three core technologies:
Fineblanking, Forming, and E-Lamination Stamping (from top to bottom)

MEMBERS OF THE BOARD OF DIRECTORS

As at December 31, 2025



NORBERT INDLEKOFER

Chairman of the Board of Directors

Function

Chairman of the Board of Directors (non-executive)
Member of the Audit Committee
Member of the Compensation and Nomination Committee

Education

Degree in mechanical engineering, University of Stuttgart

Professional background

2014–2016	CEO Automotive, Schaeffler AG (GER)
2011–2014	Member Management Board Transmission Systems and Member of the Executive Board, Schaeffler AG Automotive (GER)
2009–2010	Chairman of the Management Board, Schaeffler AG Automotive (GER)
2006–2009	Chairman of the Management Board: Transmissions and Chassis, INA-Schaeffler KG (GER)
2006–2009	Chairman of the Management Board, LUK Group (GER)

Further professional activities and functions

- Member of the Board of Directors, Autoneum Holding AG (CH)
- Member of the Advisory council, ATESTEO GmbH & Co. KG (GER)



MARTIN KLÖTI

Vice Chairman of the Board of Directors

Function

Vice Chairman of the Board of Directors (non-executive)

Chairman of the Audit Committee

Member of the Compensation and Nomination Committee

Education

Chartered accountant and federally certified fiduciary

Professional background

Since 2023	CFO, Artemis Group (CH)
2014–2023	Group CFO, Schweiter Technologies Group (CH)
2012–2013	Head of Management Services, Schweiter Technologies Group (CH)
2004–2014	Division CFO SSM Textilmaschinen, Schweiter Technologies Group (CH)
2003–2011	Head of Reporting & Controlling, Schweiter Technologies Group (CH)
1996–2002	Auditor, Deloitte AG (CH)
1992–1996	Fiduciary, Ernst A. Müller Treuhand AG (CH)

Further professional activities and functions

- Board member of various subsidiaries of Artemis (CH)
- Member of the Board of Directors, Autoneum Holding AG (CH)



DR. MARCUS BOLLIG

Member of the Board of Directors

Function

Member of the Board of Directors (non-executive)

Education

- Scientific work at RWTH Aachen, Universidad Politécnica de Madrid and University of California San Diego with subsequent doctorate
- Degree in Mechanical Engineering at RWTH Aachen University

Professional background

Since 2022	Managing Director at the German Association of the Automotive Industry (GER)
2021–2022	Vice President Process Powertrain, BMW AG (GER)
2019–2021	Vice President Transmission, Powertrain, BMW AG (GER)
2016–2019	Vice President Research for Complete Vehicle, BMW AG (GER)
2013–2016	Vice President Efficient Dynamics, BMW AG (GER)
2011–2013	Vice President Project New Technologies Electrification, BMW AG (GER)
1998–2011	Various functions in the development of four-cylinder engines, BMW AG (GER)

Further professional activities and functions

No further professional activities and functions



MATTHIAS HOLZAMMER

Member of the Board of Directors

Function

Member of the Board of Directors (non-executive)

Chairman of the Compensation and Nomination Committee

Education

Certified industrial engineer, Technical University of Applied Sciences Würzburg-Schweinfurt

Professional background

2019–2023	Chief Executive Officer, Autoneum Holding AG (CH)
2012–2019	Head Business Group Europe Member of the Group Executive Board, Autoneum Holding AG (CH)
2011–2012	Vice President and GM Metals Europe, Johnson Controls GmbH (GER)
2009–2011	Managing Director Production, COO, Keiper GmbH & Co KG (later Johnson's Controls) (GER)
2007–2009	Vice President Productline Ignition and Diesel Cold Start, Beru AG (GER)
2005–2007	Managing Director and Vice President Division BMW/Daimler, Faurecia Sitztechnik GmbH & Co. KG (GER)
2002–2004	Head of Operations Ford/GM/VW Division, Faurecia Sitztechnik GmbH & Co. KG (GER)
1996–2002	Plant Manager Neuburg Plant, Faurecia Sitztechnik GmbH & Co. KG (GER)
1993–1996	Head of Logistics and Controlling Plant Mexico, Brose Fahrzeugteile GmbH & Co. KG (MX)
1992–1993	Trainee Program, Brose Fahrzeugteile GmbH & Co. KG (GER)

Further professional activities and functions

No further professional activities and functions



HEINZ LOOSLI

Member of the Board of Directors

Function

Member of the Board of Directors (non-executive)

Education

B.Sc. Electrical Engineering, Federal Diploma in Marketing and Sales, Stanford Executive Program (SEP)

Professional background

2009–2016	CEO, Feintool Group (CH)
1996–2009	Head of the Presses and Systems at Feintool AG Lyss and later of Feintool System Parts, Feintool AG (CH)
1994–1996	Head of the "Ticketing" Division, Ascom Autelca AG (CH)
1988–1994	Head of the profit center "Automation", H. A. Schlatter AG (CH)
1985–1988	Country Manager for China, H. A. Schlatter AG (CH)
1978–1984	Sales Manager, H. A. Schlatter AG (CH)

Further professional activities and functions

Chairman of the Advisory Board of Felss Group GmbH (GER)

3 BOARD OF DIRECTORS

3.1 Members of the Board of Directors

As of December 31, 2025, the Board of Directors comprised five members. The members of the Board of Directors did not belong to the executive management of Feintool or any of its subsidiaries either in the financial year or in the three preceding financial years. Apart from the business relationships listed for individual members of the Board of Directors, there were no business relationship with Feintool or its subsidiaries in the financial year or in the three preceding financial years.

3.2 Other activities and commitments

Other activities and commitments are also listed in the portraits and above in section 3.1.

3.3 Number of mandates permitted

According to Article 18b of the Articles of Association, members of the Board of Directors, Group Management and, where applicable, the Advisory Board may not hold or exercise more than (i) 8 additional, paid mandates, of which no more than 4 at companies whose equity securities are listed on a stock exchange, and (ii) 8 unpaid mandates, expense allowances not being deemed to constitute compensation.

3.4 Election and terms of office

3.4.1 Principles of the election procedure and restrictions on terms of office for members of the Board of Directors

The General Meeting elects members of the Board of Directors by voting for them individually, and also elects the Chairman from amongst the Board members. The term of office of the members and the Chairman of the Board of Directors ends at the latest at the conclusion of the ordinary General Meeting following that at which they were elected, subject to any prior resignation or dismissal. Members of the Board of Directors are indefinitely eligible for reappointment. No age limits apply for members of the Board of Directors.

3.4.2 Principles of the election procedure and restrictions on term of office for members of the Compensation and Nomination Committee

The General Meeting elects a Compensation and Nomination Committee consisting of one or more members. The members of the Compensation and Nomination Committee are elected individually. Only members of the Board of Directors may be elected. The term of office for the members of the Compensation and Nomination Committee ends at the latest at the conclusion of the ordinary General Meeting following that at which they were elected. Members may be re-elected.

3.4.3 Principles of the election procedure and restrictions on the term of office for the independent proxy

The General Meeting elects an independent proxy. Natural persons, legal persons or partnerships may be elected. Their independence may not be compromised, either in fact or appearance, and is based on Article 728 paras. 2–6 of the Swiss Code of Obligations.

The term of office of the independent proxy ends at the conclusion of the ordinary General Meeting following that at which they were elected. Members may be re-elected.

3.4.4 Initial election and remaining term of office of each member of the Board of Directors

Name	Member since	Term of office until AGM on
Norbert Indlekofer	2018	April 29, 2026
Dr. Marcus Bollig	2020	April 29, 2026
Heinz Loosli	2017	April 29, 2026
Martin Klöti	2024	April 29, 2026
Matthias Holzammer	2025	April 29, 2026

3.5 Internal organizational structure

The Chairman of the Board of Directors is elected by the General Meeting. In accordance with Article 13 of the Articles of Association, the Chairman of the Board of Directors leads the General Meeting and heads the Board of Directors, which makes decisions as a collective body.

In accordance with Article 14 of the Articles of Association, the Board of Directors will constitute itself, taking account of the General Meeting's election of the Chairman of the Board of Directors and the members of the Compensation and Nomination Committee.

At its first meeting after the ordinary General Meeting, the Board of Directors elects a Vice Chairman; it also appoints a Secretary, who is not required to be a member of the Board of Directors. The Board of Directors also elects the members of the Audit Committee.

3.5.1 Distribution of responsibilities on the Board of Directors

In the financial year, Norbert Indlekofer held the office of Chairman. Martin Klöti served as Vice Chairman. No Secretary to the Board of Directors is currently appointed. These tasks are being undertaken by the members of the Board of Directors.

3.5.2 Composition of all Board committees and their duties and authority

Audit Committee

The current members of the Audit Committee are Martin Klöti (Chairman) and Norbert Indlekofer.

The Audit Committee submits draft proposals to the Board of Directors on the following issues:

- Coordinating the external audit, particularly defining the scope of the audit; instructing internal audit, particularly determining the focal points
- Monitoring financial reporting and overseeing auditors (quarterly discussion of financial reporting with the CEO and CFO; monthly discussions between the Chairman of the Audit Committee and the CFO; discussion of interim results with the CEO and CFO; discussion of annual financial statements with CEO, CFO and auditors)
- Analyzing and assessing possible weak points in the financial reporting results and the internal control system (ICS)
- Assessing the functionality of the internal control system
- Proposing the commissioning of special audits to the Board of Directors
- Monitoring the company's credit and cash flow situation and business relationships with banks
- Monitoring and coordinating all mergers and acquisitions (M&A) activity
- Selecting and proposing external advisors

Compensation and Nomination Committee

The current members of the Compensation and Nomination Committee are Matthias Holzammer (Chairman), Norbert Indlekofer and Martin Klöti.

The Compensation and Nomination Committee submits draft proposals to the Board of Directors on the following issues:

- The composition (fixed, variable, proportion of shares, etc.) and amount of the compensation of members of the Board of Directors, Group Management and, if applicable, the Advisory Board
- Ensuring the termination provisions contained in the employment contracts of members of Group Management and other senior executives are commensurate with market conditions and provide protection for the company
- Verifying that compensation paid is in line with market rates and performance standards
- Verifying and authorizing any internal business between senior executives or persons closely associated with them and companies in the Feintool Group

In the 2025 financial year, the Compensation and Nomination Committee and the Audit Committee assumed their responsibilities in accordance with the respective regulations.

3.5.3 Working methods of the Board of Directors and its committees

In accordance with Art. 3.5 of the Organizational Regulations, the Board of Directors meets at least four times a year, for one day on each occasion. In the reporting period, the Board of Directors held four detailed meetings. The CEO and CFO attended all the meetings. Additional members of operational management also attended if the topic was relevant to them.

The Audit Committee and the Compensation and Nomination Committee meet as required, but at least two detailed meetings must take place for each committee each year. All proposals arising from both committees were discussed at the regular meetings of the Board of Directors. The Audit Committee met three times and the Compensation and Nomination Committee three times in the period under review. These meetings usually last half a day and are in preparation for the next meeting of the Board of Directors.

3.6 Division of responsibilities between the Board of Directors and Group Management

In accordance with Art. 15 of the Articles of Association, the Board of Directors is the supreme body of the company with responsibility for supervising Group Management. It represents the company externally and deals with all matters not assigned to any other corporate body by law, the Articles of Association or the Organizational Regulations. In accordance with Art. 6.5a of the Organizational Regulations, the Board of Directors delegates overall management to the CEO, where permitted under the law and provided such responsibilities are not expressly assigned to the Board of Directors. The Board of Directors' responsibilities include decisions statutorily assigned to it regarding financial and information policies as well as decisions relating to investments, cooperation agreements, contracts, real estate and shareholdings, provided such decisions are of special significance to the company and they exceed a specified scale, together with resolutions concerning internal and external auditing.

The CEO's responsibilities include management of the company's operations, as well as drawing up requisite remits, directives and guidelines within the framework of the organizational structure approved by the Board of Directors. The CEO is responsible for managing and organizing Group Management and also represents the company in dealings with the Board of Directors, the general public and the authorities.

In accordance with the resolution by the Board of Directors on April 14, 2014, the CEO and CFO constitute Group Management as defined by Swiss code of obligation.

Group Management determines binding, Group-wide management instruments (planning, accounting, management information systems and controlling) and is responsible for developing the corporate culture. It is also responsible for developing and periodically reviewing the corporate strategy and for its implementation. Group Management prepares information on all matters that fall under the responsibility of the Board of Directors and is also responsible for ensuring that the Board's resolutions are implemented.

3.7 Information and control instruments of Group Management

At its meetings, all members of the Board of Directors and members of Group Management have an obligation to provide the required information. If necessary, other senior executives may also be involved. At such meetings, the Chairman informs the other members of the Board of Directors about their activities since the last Board meeting; the CEO reports on current business developments and the CFO comments on financial reporting.

As part of the Feintool Group's Management Information System (MIS), members of the Board of Directors receive a regular report from Group Management informing them about the financial and business situation of the company and relevant company segments. This report contains information on market and sector developments and risks, the income statement and balance sheet as well as key figures (growth, margins and development, order entry and order backlog, etc.) and detailed quarterly, interim and annual financial statements, which are then commented on by the CEO and the CFO at meetings held specifically for this purpose. This includes a data comparison with the prior years and with the budgeted figures. A detailed risk report is prepared once a year, which is explained and discussed at a meeting (see also the risk report). Between meetings, the CEO also informs the members of the Board of Directors about extraordinary events, either in writing or by telephone.

Between meetings of the Board of Directors, each member may ask the CEO to provide information at any time regarding the performance of the business and, with the approval of the Chairman, regarding individual transactions; members may also request the inspection of business documents. Such requests should be forwarded to the Chairman in writing.

Internal Audit

Internal Audit concentrates on areas of operational and strategic risk management in addition to the internal control system. It conducts group-wide audits, analyses and interviews. The annual audit schedule is approved by the Audit Committee. Internal Audit reports regularly to the Audit Committee on a project-related basis, either in writing or verbally.

GROUP MANAGEMENT

As at December 31, 2025



LARS REICH

Chief Executive Officer

Function

CEO Feintool Group
Chief Sales Officer

Education

- MBA Business & Management, University of Cincinnati Carl H. Lindner College of Business
- Federally certified Export Manager
- Technical diploma in Polymechanics

Professional background

Since 2025	CEO, Feintool Group (CH)
2024–2025	Head of Business Unit Fineblanking und Forming Europe, Feintool International Holding AG (CH)
Since 2023	Chief Sales Officer (CSO), Feintool International Holding AG (CH)
2016–2025	Executive Vice President Sales and Marketing, Feintool US Operations, Inc. Cincinnati (US)
2014–2016	Vice President, Makino (US)
2009–2014	Vice President Sales & Marketing, Feintool US Operations, Inc. Cincinnati (US)
2005–2009	Vice President, Feintool Equipment Corp. (US)
2003–2005	General Manager, Feintool Equipment Corp. (US)
1999–2002	Key Account Manager, Feintool US Operations, Inc. (US)

Further professional activities and functions

No further professional activities and functions



THOMAS ERNE

Chief Financial Officer

Function

CFO Feintool Group

Education

Master in Administrative Science, University of Konstanz

Professional background

Since 2024	CFO, Feintool Group (CH)
2020–2024	Group CFO, Starrag Group (CH)
2015–2020	CFO Europe, DMG Mori (CH)
2010–2015	Associate Finance Director, Zimmer Biomet (CH)
2007–2009	Manager EMEA Reporting, Planning & Analysis, Zimmer Biomet (CH)
2006–2007	Senior Controller Americas, Swissport (CH)
2002–2006	Marketing Controller, Altana Pharma US (GER/US)

Further professional activities and functions

No further professional activities and functions

4 GROUP MANAGEMENT

4.1 Members of Group Management

In accordance with the Swiss code of obligation, Group Management consisted of two members as of December 31, 2025. The management structure can be found in the organizational chart shown in section 1.1.1 of this report.

4.2 Other activities and commitments

Other activities and commitments are also listed in the portraits and above in section 4.1.

4.3 Number of mandates permitted

According to Article 18b of the Articles of Association, members of the Board of Directors, Group Management and, where applicable, the Advisory Board may not hold or exercise more than (i) 8 additional, paid mandates, of which no more than 4 at companies whose equity securities are listed on a stock exchange, and (ii) 8 unpaid mandates, expense allowances not being deemed to constitute compensation.

4.4 Management contracts

There are no management contracts between the Feintool Group and third parties.

5 COMPENSATION, SHAREHOLDINGS AND LOANS

5.1 Basic principles of the compensation system

5.1.1 Board of Directors

Based on a proposal by the Compensation and Nomination Committee, the Board of Directors determines once a year at its year-end meeting the level of compensation paid to its members on the basis of their activities and responsibilities, while taking due account of prevailing market and industry levels. The comparative group includes Swiss and German listed companies of a similar size in the automotive supplier industry which do business with their own manufacturing plants in the most important production markets. If necessary, the Compensation and Nomination Committee will consult external advisers.

5.1.2 Group Management

The Compensation and Nomination Committee determines all components of the compensation paid to the CEO on the basis of the contractual agreement. For the other members of Group Management, the Compensation and Nomination Committee makes its decision following proposals submitted by the CEO on the basis of the respective contractual agreements. This is reported to the Board of Directors at its regular meeting at the end of each year. Where necessary, external advisers are consulted when determining the compensation and stock option plans for Group Management. The members of executive management were not present at the meetings where their remuneration was discussed.

If required, Feintool commissions an external consulting firm to review Group Management's compensation in comparison with the external labor market. The peer group comprises Swiss and German listed industrial companies with a similar size, with a focus on automotive suppliers, which do business with their own manufacturing plants in the most important production markets. The comparison includes basic, overall and direct compensation as well as selected fringe benefits (occupational pension, company car and lump-sum expenses).

5.2 Elements of the compensation system

5.2.1 Board of Directors

The compensation paid to members of the Board of Directors consists of a fixed component plus the lump-sum reimbursement of expenses and an attendance fee. Members of the various committees are reimbursed individually with a fixed component and an attendance fee. If meetings of the Board of Directors and the various committees take place immediately after each other, the attendance fee is paid only once.

Compensation paid to the Chairman of the Board of Directors is based on a fixed proportion of their salary (fixed component). Depending on the company's financial performance, the Chairman also receives free shares in Feintool International Holding AG. These shares are locked in for a specified period. The economic development is measured by the operating earnings (EBIT).

5.2.2 Group Management

The compensation paid to Group Management is based on a fixed proportion of each individual's salary (fixed component). In addition, the amount of compensation is determined directly by the attainment of targets and performance of each member of Group Management, as well as the financial performance of the company (variable component). The performance-related bonus is determined on the basis of operating results (EBIT) and the degree to which annually agreed individual objectives have been achieved. The bonus for the CEO is entirely calculated according to the EBIT of the Feintool Group. For the CFO, the ratio of operational to personal objectives is approximately 70:30. The variable compensation component paid to the members of Group Management is between 30 % and 70 % of the fixed salary component.

Members of Group Management receive part of their fixed compensation in the form of shares, which are locked in on a staggered basis for up to four years. Details are set out in the "Regulations for the issue of employee shares and options to members of the Board of Directors and Senior Executives," as issued by the Board of Directors in 2005.

Members of Group Management also receive customary fringe benefits (company car, risk insurance and retirement, management insurance cover and voluntary insurance).

5.2.3 Statutory regulations regarding compensation

Article 18 of the Articles of Association constitutes the statutory basis for remuneration. The Articles of Association are available on https://www.feintool.com/wp-content/uploads/2023/06/FIH_Statuten_2023-04-25_en.pdf.

5.3 Compensation for acting members of governing bodies

Full details of the effective compensation can be found on the Remuneration Report.

6 SHAREHOLDERS' PARTICIPATION RIGHTS

6.1 Voting right restrictions and proxies

In accordance with Art. 10 of the Articles of Association, each share carries one vote. Only those shareholders entered in the share register are entitled to vote at the General Meeting. A shareholder may only be represented at the General Meeting by their own legal representative, another shareholder who attends the meeting and is entered in the share register, or the independent proxy. The proxy must be given written authorization. Attending members of the Board of Directors shall decide on the recognition of proxies. Restrictions on voting rights and the associated regulations can be found in section 2.6.1 of this Corporate Governance Report.

In accordance with Art. 10a of the Articles of Association, shareholders will be able to give the independent proxy instructions regarding any motions for business announced in the notice of convocation and any motions for business not announced in the notice of convocation, as well giving them general instructions regarding any new items of business in accordance with Art. 700 para. 3 of the Swiss Code of Obligations.

Shareholders will be able to issue their authorization and instructions to the independent proxy, including in electronic form, up to 4 p.m. on the third working day prior to the date of the General Meeting. This deadline shall be deemed to have been met if the authorization and instructions are received by the independent proxy by that time. The independent proxy is obliged to exercise the voting rights conferred on them by the shareholders as instructed. If they have not received any instructions, they shall abstain from voting.

6.2 Quorum requirements

All resolutions at the General Meeting are made by a legally required majority. In the event of a tied vote, the Chairman casts the deciding vote.

6.3 Convocation of the General Meeting

In accordance with Art. 9 of the Articles of Association, the General Meeting must be convened at least 20 days in advance by publication of a notice in the Swiss Official Gazette of Commerce. In addition, registered shareholders will receive a written invitation.

6.4 Agenda items

In accordance with Article 9 of the Articles of Association, shareholders who individually or jointly hold at least 5 % of the share capital or the votes may request the inclusion of a particular item for discussion, at the latest 40 calendar days prior to the General Meeting. Such items must be submitted in writing, citing the item for discussion and the proposals.

6.5 Entries in the share register

In accordance with Article 10 of the Articles of Association, all shareholders entered in the share register with voting rights, together with registered nominees, are entitled to attend the General Meeting and to vote. Shareholders who are entered in the share register by 5:00 p.m. on Wednesday, April 22, 2026 (closing date) are invited to the General Meeting.

7 CONTROL AND DEFENSE MEASURES

7.1 Duty to make an offer

Duty to make an offer at Feintool International Holding AG is governed by the current legal conditions described in Article 135 para. 1 of the Federal Act on Financial Market Infrastructures and Market Conduct in Securities and Derivatives Trading (FMIA). The Articles of Association do not contain any provisions regarding opting out or opting up.

7.2 Clauses on changes of control

No clauses on changes of control have been agreed for the benefit of the Board of Directors, Group Management or any other senior executives in the company.

8 AUDITORS

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

At the General Meeting held on April 29, 2025, KPMG AG, Zurich, was elected as statutory auditors for one year. Simon Studer is the lead auditor for the term of the mandate.

8.1.1 Date of assumption of the auditing mandate

KPMG AG, Zurich, was elected for the first time at the General Meeting on January 25, 2011.

8.1.2 Date on which the lead auditor took up office

The lead auditor from KPMG AG is replaced every seven years in accordance with statutory regulations. Simon Studer has held this position of lead auditor since financial year 2024.

8.2 Auditing fees

The auditing fees agreed with KPMG AG in respect of the financial statements for the 2025 financial year amounted to CHF 731 000.

8.3 Additional fees

In the reporting period, KPMG AG agreed a total fee of CHF 77 000 for turnaround consulting.

8.4 Information instruments pertaining to external audit

The auditors attended two meetings of the Audit Committee. In addition to the annual audit report, KPMG AG prepares a comprehensive report on the results of its audit for the Board of Directors. At the end of the financial year, the Audit Committee, with the CEO and CFO also in attendance, discusses the comprehensive report to the Board of Directors and the auditors' report with the auditors.

The external auditors are periodically re-evaluated by means of a tendering process. They are elected at the General Meeting by a motion submitted by the Board of Directors. Besides the minimum legal requirements, selection criteria include relevant qualifications, sector experience and cost-effectiveness.

9 INFORMATION POLICY

Feintool actively communicates with all stakeholders, in particular shareholders, investors, financial analysts, banks, and media representatives. The company regularly reports on its business results in press releases and holds press conferences on the occasion of its annual and semi-annual reports. The disclosure of price-sensitive information is ensured in accordance with the ad hoc disclosure requirements of the SIX Swiss Exchange. In addition, Feintool offers the financial community the opportunity to gain direct insights into Feintool's business at its production sites.

Two institutes are currently publishing reports on Feintool's business performance:

Bank	Name
ODDO BHF	Amira Manai
Zürcher Kantonalbank	Walter Bamert

Shareholders of Feintool International Holding AG receive interim and annual reports on request, and are kept regularly informed about new corporate developments of interest to them in the form of shareholder letters. Two such letters are sent out per fiscal year, referring to the annual financial results for the previous fiscal year and the current interim results.

The dates of the most important publications and events are given below:

Publication	Date
Media conference results fiscal year 2025	February 26, 2026
Publication of annual report	February 26, 2026
Annual Shareholder Meeting	April 29, 2026
Media conference results half-year 2026	August 27, 2026
Media conference results fiscal year 2026	date not yet available

The latest corporate information can be found on our website under "Media Releases" (<https://www.feintool.com/insights-2/>). You can also subscribe to this information by filling out the contact form on the website (<https://www.feintool.com/newsletter-subscribe/>). Annual reports, dates and other useful information can also be found at <https://www.feintool.com>. Information can also be requested from investor.relations@feintool.com.

10 TRADING BLACKOUT PERIODS

The Board of Directors defines trading blackout periods during the preparation of the semi-annual and the annual financial statements. A blackout period applies to the Board of Directors, the Group Management and all persons who, in the course of their work, have access to the preparation of the Feintool Group's financial figures. During a reasonable period of time before and after the publication of the annual and semi-annual financial statements of Feintool International Holding AG these persons named may not trade in Feintool shares. Ad hoc blackout periods may be set by the Board of Directors, the Chairman of the Board of Directors or the CEO for other non-public information.

For the semi-annual financial statements, the blackout period applies from 01 July until the publication of the semi-annual financial statements. For the annual financial statements, the blackout period applies from 01 January until the publication of the annual financial statements.

11 SIGNIFICANT CHANGES AFTER THE BALANCE SHEET DATE

There were no significant events after the balance sheet date.

RISK ASSESSMENT

Feintool conducts a comprehensive risk assessment within the Group every year. This is based on the following pillars:

- Quality and crisis management, based on ISO 9001 and IAFT 16949
- Environmental management, based on ISO 14001
- Insurance management
- Internal control system
- Risk analysis management
- Business continuity management

The way in which each business unit is structured, the nature of the periodic procedures undertaken, and the manner in which these procedures are audited and reported are defined in writing. Control over each business unit is exercised by one or more bodies. In addition, each business unit also has persons responsible for it.

Insurance management is organized centrally by Feintool. Annual meetings are held with the Group insurance broker. At these meetings, the insurance coverage for risks in relation to third-party liability, the supply of goods and services and transportation is tailored to the Group's insurable risks. The insurance coverage is adjusted in the event of any changes.

Feintool introduced its internal control system (ICS) worldwide in 2007 and 2008 to comply with regulations and avert any damage that might be caused by staff or malicious third parties. The following processes are subject to the ICS:

- Sales/purchasing
- Logistics/warehousing/scrap
- Work in progress and contract assets
- Property, plant and equipment
- Salaries and wages
- Finance and leasing
- Information technology
- Annual financial statements

Risks are summarized in a risk control inventory and assigned to one or more manual or automatic checks. Feintool's internal audit unit periodically examines the effectiveness of the ICS within the Group companies.

Feintool sees risk analysis management as the periodic analysis of risks that jeopardize the Group's success or its ability to achieve its targets. Feintool bases this as far as possible on the ISO 31000 process. Every year, each Group company defines – on the basis of a predefined risk matrix – which of these risks could be significant for the company. The individual risks are then assessed in accordance with their probability of occurrence and the extent of loss. Risk mitigation strategies, corresponding actions and the person responsible are determined for each of the top five risks.

Business continuity management involves designing procedural scenarios for the occurrence of loss or damage, the aim being to ensure the continuation of production or deliveries to (key) customers. The following areas are covered:

- Loss of key employees
- Occupational and plant security
- Procedure in the event of loss/damage to goods or buildings
- Loss of key suppliers, machines, tools and IT applications/hardware
- Loss of infrastructure incl. IT (or parts thereof)
- Significant customer complaints and recalls

Corresponding documentation in relation to all these areas exists within the Group companies and is reviewed at least once every year.

Feintool Group's risk manager produces an annual risk report concerning insurance management, the internal control system, risk analysis management and business continuity management for submission to the Group Management and Board of Directors. They make the key decisions on any risk-minimizing measures to be implemented. The ISO-based business units are subject to separate reporting.

Information on our activities relating to ESG risk management can be found in the Sustainability Report 2025 (Section "Double Materiality").

For financial risks please also consider section 26 of the Notes to the consolidated Financial Statements.

REMUNERATION REPORT

1 PRINCIPLES OF THE COMPENSATION SYSTEM

1.1 Content and basis of the remuneration report

This remuneration report explains the responsibilities and determination of compensation for the members of the Board of Directors and the Group Management, as well as Feintool's compensation system and its application during the reporting period. The disclosures are made in accordance with the applicable provisions of Swiss law, the SIX Swiss Exchange's Corporate Governance Information Guideline, and the Swiss Code of Best Practices for Corporate Governance of economiesuisse.

The remuneration report will be presented to shareholders at the Annual General Meeting on April 29, 2026 for a consultative vote so that they can express their opinion on the remuneration policy and remuneration system.

1.2 Remuneration policy in the articles of association

The articles of Association of Feintool International Holding AG contain provisions governing the remuneration principles applicable to members of the Board of Directors and Group Management:

- Election and duties of the Compensation and Nomination Committee (Art. 17)
- Principles governing fixed and variable performance-related compensation and the allocation of shares to members of the Board of Directors and Group Management (Art. 18)
- Employment contracts, loans, credits, and pension benefits (Art. 18a)
- Number of permissible mandates (Art. 18b)
- Vote on remuneration by the General Meeting (Art. 18c)
- Approval of compensation for members of the Board of Directors and Group Management, as well as additional amounts for new members of the Group Management who are appointed after compensation has been approved by the Board of Directors. (Art. 18c)

The articles of Association can be found online at www.feintool.com/wp-content/uploads/2023/06/FIH_Statuten_2023-04-25_en.pdf

The maximum total amounts of remuneration for members of the Board of Directors and the Group Management proposed by the Board of Directors are submitted to the shareholders for approval at the Annual General Meeting each year, separately and prospectively for the coming fiscal year.

1.3 Board of Directors

Based on a proposal from the Compensation and Nomination Committee, the Board of Directors determines once a year at its year-end meeting the level of compensation paid to its members on the basis of their activities and responsibilities, while taking due account of prevailing market and industry levels. The peer group comprises internationally active automotive suppliers with comparable economic significance, organizational complexity, and global market presence. Particular consideration is given to companies of similar size and depth of value creation that operate primarily in Europe and other international core markets of the automotive industry. The Compensation and Nomination Committee consults external advisers if required. The remuneration is based on the contractual agreements.

1.4 Group Management

The Compensation and Nomination Committee determines all components of the compensation paid to the CEO on the basis of the contractual agreement. For the CFO, the Compensation and Nomination Committee makes its decision following proposals submitted by the CEO on the basis of the respective contractual agreements. This is reported to the Board of Directors at its regular meeting at the end of each year. If required, external advisers are consulted when determining the compensation and stock option plans for Group Management.

If required, Feintool commissions an external consulting firm to review Group Management's compensation as compared against the external labor market. The peer group comprises internationally active automotive suppliers with comparable economic significance, organizational complexity, and global market presence. Particular consideration is given to companies of similar size and depth of value creation that operate primarily in Europe and other international core markets of the automotive industry. The comparison includes basic, overall and direct compensation as well as selected fringe benefits (occupational pension, company car and lump-sum expenses).

2 ELEMENTS OF THE COMPENSATION SYSTEM

2.1 Responsibility and determination procedure

The basic principles of the compensation policy, the compensation system, and the share-based compensation plans are developed by the Compensation and Nomination Committee, reviewed annually, and approved by the Board of Directors. No external consultants were consulted in the design of the compensation policy or compensation programs. The Board of Directors determines the compensation of the members of the Board of Directors and the Group Management on an annual basis, decides on the fixed portion of compensation and, based on the proposals of the Compensation and Nomination Committee and within the limits approved by the shareholders, sets the objectives, parameters and other details for the bonus and share allocation plans. The members of the Board of Directors whose remuneration is being decided upon participate in the relevant meeting but are not involved in voting on their own remuneration. The determination of the amount of compensation paid to the members of the Board of Directors and the Group Management is at the discretion of the Board of Directors. It takes into account function and responsibility, as well as experience in the case of the Group Management, and incorporates information that is publicly available or known from its own experience.

2.2 Board of Directors

The compensation paid to members of the Board of Directors consists of a fixed component and an attendance fee. Members of the various committees are paid a separate fixed component and attendance fee. Where meetings of the Board of Directors and the various committees are held immediately after one another, the attendance fee is paid once only.

The compensation paid to the Chairman of the Board of Directors is fixed for the first year. It consists of a fixed salary and an additional fixed amount of CHF 150 003 in shares. These shares are subject to a three-year lock-up period.

2.3 Group Management

The compensation paid to Group Management is based on a fixed proportion of each individual's salary (fixed component). In addition, the amount of compensation is determined directly by the attainment of targets and performance of each member of Group Management, as well as the financial performance of the company (variable component). The performance-related bonus is determined on the basis of operating results (EBIT) and the degree to which annually agreed individual objectives have been achieved. For the CFO, it is based on a ratio of approximately 70:30 operating to personal targets. The bonus for the CEO is calculated entirely according to the EBIT of the Feintool Group. The variable compensation component paid to CEO and CFO is between 20 % and 60 % of the fixed salary component. The current bonus payments in 2025 reflect the business performance in the year under review.

Members of Group Management receive part of their fixed compensation in the form of shares, which are locked in on a staggered basis for up to four years. Details are set out in the "Regulations for the issue of employee shares and options to members of the Board of Directors and Senior Executives", as issued by the Board of Directors in 2005. Members of Group Management also receive customary fringe benefits (company car, risk insurance and retirement, management insurance cover and voluntary insurance).

3 COMPENSATION FOR ACTING AND FORMER MEMBERS OF GOVERNING BODIES

3.1 Board of Directors (audited)

The general meeting held on April 29, 2025 has approved a maximum total amount of of CHF 1.5 million for the remuneration of the Board of Directors for the period of the general meeting 2025 until the ordinary general meeting in 2026. This includes 17 353 shares of Feintool International Holding AG.

No loans or securities were granted to members of the Board of Directors during the reporting period.

The following compensation was paid during the compensation period. These figures relate to the period from January 1 to December 31. ¹⁾

in CHF	Fixed salary ²⁾	Shares ³⁾	Contributions to pension plans ⁴⁾	Total
In the 2025 financial year				
Alexander von Witzleben, Chairman until April 2025 ⁵⁾	83 333	37 674	39 872	160 879
Norbert Indlekofer, Chairman from May 2025 ⁶⁾	169 167	150 003	31 152	350 322
Martin Klöti, Vice Chairman	122 500	–	–	122 500
Dr. Marcus Bollig, Member	45 000	–	6 154	51 154
Heinz Loosli, Member	45 000	–	–	45 000
Matthias Holzammer, Member	56 250	–	7 692	63 942
Total Board of Directors	521 250	187 678	84 870	793 798
In the 2024 financial year				
Alexander von Witzleben, Chairman	250 000	144 500	120 912	515 412
Martin Klöti, Vice Chairman	88 333	–	–	88 333
Dr. Marcus Bollig, Member	45 000	–	6 154	51 154
Norbert Indlekofer, Member ⁷⁾	123 333	–	11 925	135 258
Heinz Loosli, Member	45 000	–	–	45 000
Total Board of Directors	551 666	144 500	138 991	835 157

¹⁾ The compensation paid to the Board of Directors is determined for the period between the ordinary General Meeting at which the individual member is elected and the following ordinary General Meeting. In this report, the compensation paid relates to the financial year (January 1 to December 31) and is accrued accordingly.

²⁾ Fixed compensation including attendance fee.

³⁾ Allocation of shares. The amount of the shares is 17 353 (previous year 10 000). The valuation corresponds to the price at the time of allocation. Alexander von Witzleben was allocated 3 334 shares with a fair market value of CHF 37 674 on May 4, 2025 with a five-year lock-up period. Norbert Indlekofer was allocated 14 019 shares with a fair market value of CHF 150 003 on January 5, 2026 with a three-year lock-up period.

⁴⁾ Payments made by the employer to the state pension schemes (AHV/IV) and the occupational pension fund.

⁵⁾ Alexander von Witzleben, previously Chairman of the Board of Directors, waived further candidacy on April 29, 2025. The compensation refers to the period from January 1, 2025 to April 29, 2025.

⁶⁾ Norbert Indlekofer, previously Deputy Chairman of the Board of Directors, has been elected as Chairman of the Board of Directors by the General Meeting on April 29, 2025. He is the successor to Alexander von Witzleben.

⁷⁾ The fixed salary for 2024 includes CHF 30 000 for strategy consulting.

3.2 Group Management (audited)

The general meeting held on April 23, 2024 has approved a maximum total amount of CHF 2.5 million for the remuneration of the Group Management for the period January 1 until December 31, 2025.

No loans or credits were granted on terms that are not at arm's length to related parties of current or former members of the Group Management during the reporting period.

in CHF	Fixed salary ¹⁾	Variable salary ²⁾	Shares ³⁾	Benefits in kind ⁴⁾	Contributions to pension plans ⁵⁾	Total
In the 2025 financial year						
Torsten Greiner, CEO until May 2025	243 750	62 500	20 167	6 849	32 574	365 840
Lars Reich, CEO starting from June 2025	291 667	150 000	28 237	5 152	74 645	549 700
Thomas Erne, CFO	356 004	86 221	19 360	11 296	92 618	565 498
Total Group Management	891 421	298 721	67 763	23 297	199 837	1 481 038
In the 2024 financial year						
Torsten Greiner, CEO	585 000	–	82 400	10 954	124 909	803 263
Samuel Künzli, CFO until March 2024	86 815	83 320	–	1 520	21 352	193 007
Thomas Erne, CFO starting from April 2024	270 783	73 774	27 456	9 158	72 319	453 489
Total Group Management	942 598	157 094	109 856	21 632	218 580	1 449 759

¹⁾ Contractually agreed salary (excluding tax-allowable expenses).

²⁾ Bonus in accordance with individual contractual agreements. Payment in each case is made in the new financial year.

³⁾ Remuneration takes the form of an allocation of a predefined number of shares. For Torsten Greiner it was 5 000 shares (previous year 5 000), for Lars Reich 2 917 shares (previous year n/a), and for Thomas Erne 2 000 (previous year 1 667). They have a staggered lock-in period of 1 to 4 years. Disbursement took place on December 15, 2025.

⁴⁾ Provision of company cars, etc.

⁵⁾ Payments made by the employer to the state pension schemes (AHV/IV) and the occupational pension fund.

The highest compensation was paid to Torsten Greiner, CEO. No securities or loans were provided to members of Group Management in the reporting years.

3.3 Former members of Group Management (audited)

The remuneration below refers to the period after departure of the members of Group Management from January 1 until December 31:

in CHF	Fixed salary ¹⁾	Variable salary	Shares	Benefits in kind	Contributions to pension plans ²⁾	Total
Torsten Greiner (as of June 2025)	341 250	87 500	28 233	9 589	45 603	512 176
2024 total for former members	–	–	–	–	–	–

¹⁾ Contractually agreed salary.

²⁾ Payments made by the employer to the state pension schemes (AHV/IV) and the occupational pension fund.

4 SHAREHOLDINGS OF BOARD OF DIRECTORS AND GROUP MANAGEMENT (audited)

	12/31/2025	12/31/2024
	Number of registered shares	Number of registered shares
Norbert Indlekofer, Chairman of the Board of Directors from May 2025 ¹⁾	14 019	–
Alexander von Witzleben, Chairman of the Board of Directors until April 2025	n/a	76 916
Dr. Marcus Bollig, Member of the Board of Directors	–	–
Martin Klöti, Vice Chairman of the Board of Directors	–	–
Heinz Loosli, Member of the Board of Directors	1 866	1 800
Matthias Holzammer, Member of the Board of Directors	–	–
Total Board of Directors	15 885	78 716
Lars Reich, CEO starting from June 2025	9 989	–
Torsten Greiner, CEO until May 2025	15 000	10 000
Thomas Erne, CFO	3 666	1 666
Total Group Management	28 655	11 666

¹⁾ 14 019 shares with a value of CHF 150 003 as remuneration for the 2025 financial year from May until December, were assigned on January 5, 2026.

5 POSITIONS HELD IN OTHER COMPANIES

5.1 Board of Directors (audited)

	Company	Country	Position
In the 2025 financial year			
Norbert Indlekofer, Chairman from May 2025	Autoneum Holding AG	Switzerland	Member of the Board of Directors
	ATESTEO GmbH & Co. KG	Germany	Member of the Advisory Council
Martin Klöti, Vice Chairman	Autoneum Holding AG	Switzerland	Member of the Board of Directors, Member of the Audit Committee
	Artemis Holding AG	Switzerland	Member of the Group Executive Board
	Artemis Beteiligungen I AG	Switzerland	Member of the Board of Directors
	Artemis Beteiligungen III AG	Switzerland	Member of the Board of Directors
	Artemis Beteiligungen V AG	Switzerland	Member of the Board of Directors
	Artemis Deutschland Holding GmbH	Germany	Managing Director
	Artemis Immobilien AG	Switzerland	Member of the Board of Directors
	Artemis Immobilien Deutschland GmbH	Germany	Managing Director
	Artemis Real Estate Holding AG	Switzerland	Member of the Management
	Artemis Real Estate International Holding AG	Switzerland	Member of the Board of Directors
	Franke Holding AG	Switzerland	Member of the Board of Directors, Chairman of the Audit Committee
	Franke pension fund	Switzerland	Member of the Board of Trustees
	Franke Foundation	Switzerland	Member of the Board of Trustees
	Centinox Asset Management AG	Switzerland	Member of the Board of Directors
	Societa' Agricola Sant' Isidoro Srl	Italy	Member of the Board of Directors
	Ciron SA	Switzerland	Member of the Board of Directors
KRAFTWERK Group AG	Switzerland	Member of the Board of Directors	
Dr. Marcus Bollig, Member	Verband der Automobilindustrie e.V.	Germany	Managing Director
Heinz Loosli, Member	Felss Group GmbH	Germany	Chairman of the Advisory Board
Matthias Holzammer	No positions held in other companies		
In the 2024 financial year			
Alexander von Witzleben, Chairman	Arbonia AG	Switzerland	Chairman of the Board of Directors
	Innoviz Technologies Ltd.	Israel	Member of the Advisory Board
	KAEFER SE & Co. KG	Germany	Member of the Board of Directors
	Siegwerk Druckfarben AG & Co. KGaA	Germany	Member of the Supervisory Board
	VERBIO SE	Germany	Chairman of the Supervisory Board
	Dr. Marcus Bollig, Member	Verband der Automobilindustrie e.V.	Germany
Norbert Indlekofer, Member	Autoneum Holding AG	Switzerland	Vice Chairman of the Board of Directors & Chairman of the Compensation and the Nomination Committee
	ATESTEO GmbH & Co. KG	Germany	Member of the Advisory Council
Heinz Loosli, Member	Felss Group GmbH	Germany	Chairman of the Advisory Board
Martin Klöti, Vice Chairman	Autoneum Holding AG	Switzerland	Member of the Board of Directors
	Artemis Holding AG	Switzerland	Member of the Group Executive Board
	Artemis Beteiligungen I AG	Switzerland	Member of the Board of Directors
	Artemis Beteiligungen III AG	Switzerland	Member of the Board of Directors
	Artemis Beteiligungen V AG	Switzerland	Member of the Board of Directors
	Artemis Deutschland Holding GmbH	Germany	Managing Director
	Artemis Immobilien AG	Switzerland	Member of the Board of Directors
	Artemis Immobilien Deutschland GmbH	Germany	Managing Director

Artemis Real Estate Holding AG	Switzerland	Member of the Management
Artemis Real Estate International Holding AG	Switzerland	Member of the Board of Directors
Franke Holding AG	Switzerland	Member of the Board of Directors & Chairman of the Audit Committee
Centinox Asset Management AG	Switzerland	Member of the Board of Directors
Societa' Agricola Sant' Isidoro Srl	Italy	Member of the Board of Directors
Ciron SA	Switzerland	Member of the Board of Directors
KRAFTWERK Group AG	Switzerland	Member of the Board of Directors

5.2 Group Management (audited)

	Company	Country	Position
In the 2025 financial year			
Torsten Greiner, CEO until May	Verband der Automobilindustrie e.V. (VDA)	Germany	Member of Manufacturing Group III
In the 2024 financial year			
Torsten Greiner, CEO	Verband der Automobilindustrie e.V. (VDA)	Germany	Member of Manufacturing Group III



Report of the Statutory Auditor

To the General Meeting of Feintool International Holding AG, Lyss

Report on the Audit of the Remuneration Report

Opinion

We have audited the Remuneration Report of Feintool International Holding AG (the Company) for the year ended December 31, 2025. The audit was limited to the information pursuant to Art. 734a-734f of the Swiss Code of Obligations (CO) in the notes 3.1, 3.2, 3.3, 4, 5.1 and 5.2 on pages 103 to 107 of the Remuneration Report.

In our opinion, the information pursuant to Art. 734a-734f CO in the Remuneration Report complies with Swiss law and the Company's articles of incorporation.

Basis for Opinion

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

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

Other Information

The Board of Directors is responsible for the other information. The other information comprises the information included in the annual report, but does not include the notes 3.1, 3.2, 3.3, 4, 5.1 and 5.2 on pages 103 to 107 in the Remuneration Report, the consolidated financial statements, the stand-alone financial statements and our auditor's reports thereon.

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

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

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

Board of Directors' Responsibilities for the Remuneration Report

The Board of Directors is responsible for the preparation of a Remuneration Report in accordance with the provisions of Swiss law and the Company's articles of incorporation, and for such internal control as the Board of Directors determines is necessary to enable the preparation of a Remuneration Report that is free from material misstatement, whether due to fraud or error. The Board of Directors is also responsible for designing the remuneration system and defining individual remuneration packages.



Auditor's Responsibilities for the Audit of the Remuneration Report

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

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

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

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

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

KPMG AG

Simon Studer
Licensed Audit Expert
Auditor in Charge

Ruben Zwahlen
Licensed Audit Expert

Zürich, February 25, 2026

SUSTAINABILITY REPORT 2025

Our expertise creates sustainable success



REPORTING PRINCIPLES

Feintool has published non-financial information related to ESG (environmental, social, governance) in a dedicated Sustainability Report every year since 2019. For the first time, the 2025 publication is prepared as an integrated financial and non-financial report. The scope of consolidation corresponds to that of the Annual Report 2025. Unless otherwise stated, all information and key figures relate to the Feintool Group for the period from January 1, 2025, to December 31, 2025.

The Swiss Code of Obligations serves as the authoritative framework for Feintool's Sustainability Report 2025 (see section "Content Indices"). In addition, the content and structure of this report are based on the European Union's Corporate Sustainability Reporting Directive (CSRD) and the associated European Sustainability Reporting Standards (ESRS). The report also adheres to the Global Reporting Initiative (GRI 2021, see section "Content Indices").

The content of the Sustainability Report is based on Feintool's double materiality assessment conducted in 2024 and formally reviewed in summer 2025 in accordance with ESRS requirements. The assessment examined the impacts of business activities on people and the environment, the associated risks and opportunities for the Group, and the effects of business practices across the upstream and downstream value chains. The related due diligence obligations are governed by the Swiss Code of Obligations, which Feintool meets in full.

The Group's ESG activities contribute to mitigating global warming in line with Swiss climate strategy regulations. Feintool also supports the United Nations Sustainable Development Goals (SDGs), with a focus on clean energy, decent work, and responsible consumption. The topics are addressed in the relevant sections of this report.

GOVERNANCE

As a global technology company, Feintool takes its due diligence obligations and responsibilities toward employees, customers, business partners, and society as a whole very seriously. This commitment is reflected in the environmental and social sustainability practices that have long been integral to Feintool's corporate governance, Group-wide strategy, and management system.

FOCUS ON ESG GOVERNANCE

Feintool aligns its business activities with internationally recognized sustainability frameworks, including the United Nations Sustainable Development Goals (SDGs), as well as national climate targets. In 2023, the Board of Directors (BoD) adapted the Group's corporate governance policies accordingly. As part of this process, sustainability principles were more closely integrated into management processes and strategic decision-making.

The BoD holds ultimate responsibility for sustainability activities and has assigned oversight of related matters to its member Dr. Marcus Bollig (VDA, see section "Board of Directors"). The Board also approves the sustainability goals and the Sustainability Report, which has been published annually in accordance with the Global Reporting Initiative (GRI) alongside the Annual Report since 2019. From the 2023 financial year onward, the European Sustainability Reporting Standards (ESRS) have also served as a reference framework for the Sustainability Report. ESRS requirements are being gradually integrated into sustainability reporting, even though Feintool is not yet subject to a mandatory reporting obligation.

Responsibility for the operational implementation of ESG activities has been assigned to the Chief Financial Officer (CFO). Furthermore, Feintool established the position of Sustainability Manager in 2024 to address increasing regulatory requirements, particularly in relation to climate reporting and due diligence obligations for Swiss companies. Reporting directly to the CFO, the Sustainability Manager fulfills a dual role. Internally, as an interface between the Executive Board and the Board of Directors, as well as between the Executive Board and the business units and their respective sites. Externally, as the central point of contact for ESG matters. The Executive Board informs the BoD of ESG-related developments on a regular basis (at least annually), a corresponding report was issued in 2025.

From a risk management perspective, Feintool focused on the environmental and social impacts of its business activities within the supply chain. The company also fulfilled all due diligence obligations related to conflict minerals and human rights in accordance with the Swiss Code of Obligations. Steel procurement played by far the most significant role across both upstream and downstream value chains. Accordingly, the Group's risk assessment focused primarily on this raw material.

Information security and the protection of the Group and its supply chains against cyberattacks are also key elements of corporate governance. Since 2024, the Chief Information Security Officer (CISO) has delegated selected control functions to an external service provider, which reports directly to the Chief Information Officer (CIO). Operational responsibility for information security and data privacy remains with the CIO. As a supplier, Feintool is TISAX (Trusted Information Security Assessment Exchange) labeled in support of these objectives. To further strengthen cybersecurity, Feintool operates an AI-supported, 24/7 monitoring system via an external security operations center (SOC). For data privacy Feintool relies on an external service provider, that reports to the CIO (see section "Sustainable Workplace").

STRATEGY

The global demand for technologies and products related to the generation, storage, and use of renewable energy is rising. For several years, Feintool has been aligning its product portfolio with these markets while continuing to support its legacy products. This approach ensures profitability and supports progress toward a low-carbon economy.

FUTURE-PROOF PRECISION MANUFACTURING

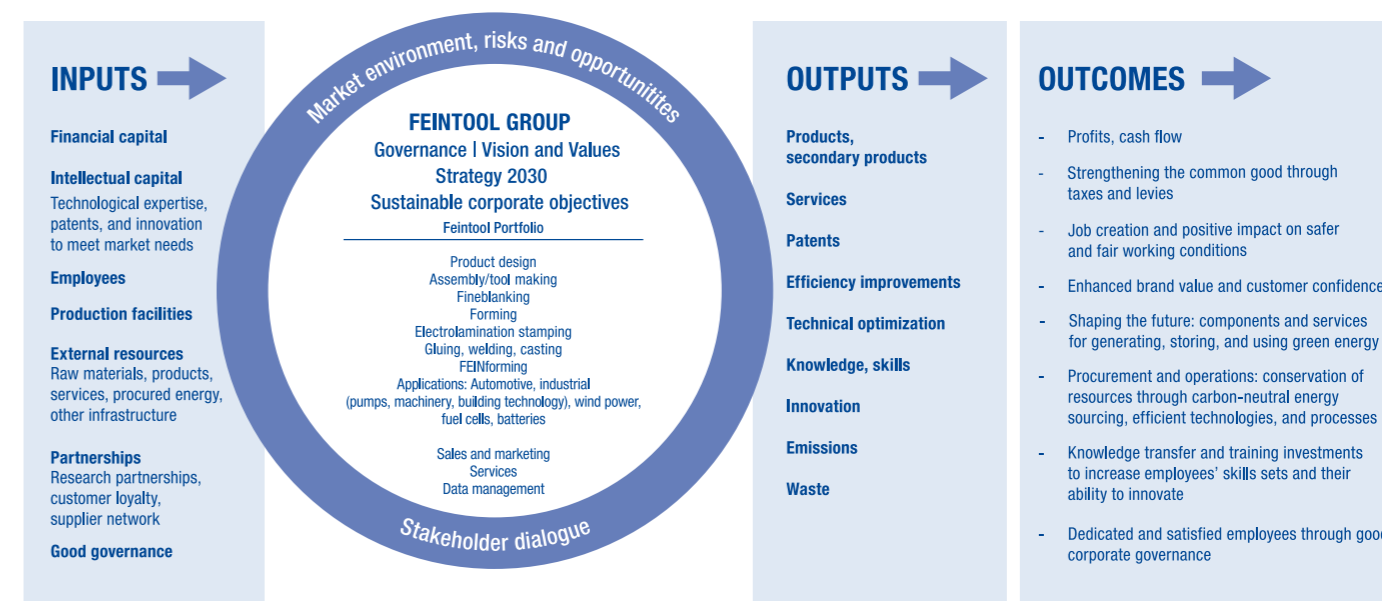
Feintool advances the corporate strategy

Various global transformations shape Feintool's strategic alignment. Climate change and its consequences are key drivers of innovation in high-end, high-volume parts for the automotive industry, industrial applications, and renewable energies. These factors, in particular, guide the Group's trajectory in product development, market positioning, and operational sustainability.

Growth forecasts across all markets served by Feintool confirm that the company has set its strategic priorities appropriately. The revenue share of climate-friendly and future-oriented products, currently over 50 percent, is forecast to increase further, while the internal combustion engine business continues to support profitability. This balanced strategy enables Feintool to respond flexibly to market changes and ensure long-term competitiveness.

Feintool makes targeted investments in its core technologies of fineblanking, forming, FEINforming, and electrolamination stamping. With these technologies, Feintool has established its position as one of the largest suppliers of components for main drives in electric vehicles and internal combustion engines. The Group also supplies components to wind and hydroelectric power plants as well as to industrial operations producing heat pumps, ventilation systems, and medical technology. Feintool's investment in hydrogen technology has recently secured significant successes, with orders for bipolar plates and interconnects for use in fuel cells and electrolyzers. This strengthens the Group's market position in Asia and Europe. Based on its strong partnership with laser specialist SITEC, Feintool covers the entire production process, from forming and welding to coating, sealing, and final inspection.

With the completion of the new site in India in 2026, the Group's presence will be further expanded across three continents. Proximity to customers is a core strength that differentiates Feintool from the competition, along with its technological edge. Feintool is a full-service provider covering the entire process from engineering and design to prototype construction, tooling, and series production. Comprehensive services and close collaboration with customers strengthen the Group's competitive position and underscore Feintool's role as a technological leader.



Feintool masters the fineblanking process and employs key technologies such as cold forming and electrolamination stamping to develop and produce high-precision sheet metal solutions for the mobility of tomorrow and demanding industrial applications. In 2025, Feintool continued its ongoing investment in research and development, driving innovations that will benefit many.

Digitalization, climate change, and its consequences open up new opportunities for Feintool in sustainably growing markets. With global automotive production increasingly shifting toward Asia, Feintool is well positioned to capitalize on the rapid growth of electromobility in China. The associated risk, however, lies in slow market acceptance of Feintool products (see section "Double Materiality"). The ongoing transformation of markets and geopolitical developments further intensify global competition for raw materials used in batteries and electric motors. Potential impacts of global warming include extreme weather events and health risks for employees due to heat waves. As such, mitigating and adapting to climate change present opportunities for Feintool to reduce greenhouse gas emissions, enhance the resilience of the company and its supply chains, facilitate access to capital, and strengthen reputation. However, enhancing infrastructure and introducing more efficient production processes involve additional costs.

In 2025, Feintool continued the comprehensive evaluation of all processes and corporate functions that it had started the previous year. The "Level-up 2026!" program also made energy efficiency a top priority. In 2025, decisions were made that aim to achieve cost reductions, increased profitability, and greater resilience. The Group's targets in relation to the environment, circular economy, employees, and governance are presented in section "Sustainability Goals".

STAKEHOLDERS' INTERESTS

Stakeholder	Requirements/expectations	Communication channel	Frequency	Responsibility
Shareholders	Appropriate and constant dividends, rising market value, good image, legal compliance	– Investor relations:		– FIH
		– General Assembly	– annual	
		– Annual Report	– annual	
		– Roadshow	– biannual	
		– Guided plant tours	– ongoing	
		– Media relations	– ongoing	
		– Public relations	– ongoing	
Customers	Qualitative, innovative just-in-time products and services at a price in line with the market, good image in the community, legal compliance, Code of Conduct	– Key account management	– ongoing	– per segment and region
		– Exhibitions/events/conventions	– per activity plan	– FIH
		– Media relations	– ongoing	– FIH
		– Public relations	– ongoing	– FIH
		– Digital communications	– ongoing	– FIH
Partners/Suppliers	Reliable partnership, continuity, prices in line with the market, good image, legal compliance	– Supplier visits and evaluations	– ongoing	– per company and group-wide
		– Exhibitions	– ongoing	– across the Group
		– Employee magazine	– biannual	– FIH
		– Notice board	– ongoing	– per company
		– Intranet	– ongoing	– per company
Employees	Nondiscriminatory, secure workplace with a positive working atmosphere and commitment to sustainability and future viability, market-based remuneration, opportunities for development, legal compliance	– Management and employee events	– biannual	– per company
		– Employee campaigns	– according to demand	– per company/FIH
		– Performance review	– annually	– the respective supervisors
		– Applications/approvals	– according to demand	– per company/FIH
		– Reporting	– according to demand	– per company
Legislator/Authorities	Legal compliance, attractive tax payer, creating jobs	– Media relations (local media)	– according to demand	– per company
		– Digital communications	– ongoing	– FIH
		– Personal contacts	– according to demand	– per company
Neighbors (residents, neighboring companies)	No interference (such as traffic, emissions, landscape), open culture of discussion, cooperation, legal compliance	– Media relations (local media)	– according to demand	– per company
		– Events (e.g., plant tours, open houses)	– according to demand	– per company
		– Public relations (e.g., membership of local chamber of industry and commerce)	– according to demand	– per company/FIH
		– Digital communications	– ongoing	– per company
Society	Attractive employer and trainer in the region, good image, sustainability, legal compliance	– Events	– according to demand	– per company
		– Digital communications	– ongoing	– FIH
Associations	Adherence to obligations	– Events	– according to demand	– per company
		– Digital communications	– ongoing	– FIH

* FIH: Feintool International Holding AG

DOUBLE MATERIALITY

In 2025, Feintool updated its double materiality analysis, which had first been conducted in this form in 2024. The update did not result in any changes to the 11 topics identified as material.

On behalf of the Board of Directors (BoD), Feintool's top management identified the material reporting topics through a multi-stage process. The process was coordinated by the Group Sustainability Manager and culminated in a final review by the BoD, following the approval of the initial double materiality definition at the end of 2024. In line with this process, the analysis was formally reviewed by the BoD in 2025 and adjusted where necessary. The review indicated that only minor refinements were required, with no changes to the topics identified as material. The BoD confirmed the updated version in November 2025.

Following an exclusion process, Feintool identified focus areas and topics for short-, medium-, and long-term planning horizons (1–3 years, 3–10 years, and 10–15 years). This timeline considers both upstream and downstream supply chains. With regard to stakeholders, Feintool employees were consulted. The initial assessment also incorporated customer input gathered through calls for proposals and regular discussions conducted by key account management.

To further assess double materiality, key impacts, risks, and opportunities were rated on a scale of 1 to 5 (1 = very low relevance, 5 = very high relevance), with a threshold of 3.5 defining materiality. Metrics used to assess impacts on business activities included scope, irreversibility, and probability of occurrence. Opportunities were evaluated based on scope and probability, while risks were assessed using the same criteria, with additional emphasis on climate-related risks. A location index was also included in the overall assessment, reflecting the number of Feintool locations affected by a given topic. To assess climate-related risks related to biodiversity and water stress, Feintool consulted the WWF (World Wide Fund for Nature) Risk Filters. Neither topic was assessed as material for the Feintool Group. Despite not exceeding the materiality threshold, customer data protection and information security remain high priorities for the Feintool technology group and are therefore addressed in this report.

ESRS E1: CLIMATE CHANGE

	Impacts	Risks	Opportunities
CLIMATE CHANGE ADAPTATION	New business processes resulting from operational adjustments and/or supplier improvements	Disruption of production due to extreme weather events (physical risks)	Enhanced resilience through optimized and efficient processes
		Supply chain interruptions due to climate change (physical risks)	Enhanced resilience through secure supply chains
	Reduction of CO ₂ emissions through new product solutions	Marketability risks (transition risks)	Access to new markets by adapting the product portfolio
		Rising costs for infrastructure measures, insurance premiums, and stricter regulatory requirements (transition risks)	Compliance and creditworthiness
	Health risks for employees due to heat waves (transition risk)	Securing productivity	
CLIMATE CHANGE MITIGATION	Reduction of greenhouse gas emissions in production (primarily from steel processing) and fleet vehicles	Physical risks (see above)	Increased competitiveness through resilience
		Rising costs due to investments in renewable energy and regulatory requirements (e.g., CO ₂ pricing)	Cost savings through improved energy efficiency and the use of public funding
		Loss of reputation (transition risk)	Compliance (see Paris Agreement climate goals)
ENERGY EFFICIENCY	Improved energy efficiency in internal operations	Rising energy costs	Cost savings through long-term investment in renewable energies; electricity sales from own production
		Increase in the share of new solutions and products that enhance energy efficiency	Lack of market acceptance (transition risk)

ESRS E5: RESOURCE USE AND CIRCULAR ECONOMY

	Impacts	Risks	Opportunities
RESOURCE INFLOWS INCL. RESOURCE USE	Consumption of natural resources in internal operations and indirectly in the supply chain	Increased procurement costs due to raw material shortages and market volatility	Cost savings through efficient use of resources
		Disruption of business activities due to supply chain bottlenecks	Enhanced supply chain security and cost savings through new procurement sources
	Degradation of ecosystems	Sanctions for regulatory violations	Cost savings by increasing the share of recycled materials
Loss of reputation		Strengthened corporate image	
RESOURCE OUTFLOWS (PRODUCTION)	Environmental impact from waste	Increased waste disposal costs	Increased profitability through optimized production processes (recycling, circular economy)
		Sanctions for regulatory violations	New business opportunities (waste as a source of raw materials and revenue)
	Loss of reputation		Strengthened corporate image

ESRS S1: OWN WORKFORCE





	Impacts	Risks	Opportunities
ADEQUATE WORKING CONDITIONS: WORKING TIME, ADEQUATE WAGES	Transparent working time policies in accordance with national labor law (compliance)	Employees overworked or experiencing impaired health	Increased satisfaction and motivation through flexible working time policies
		Employees' dissatisfaction and lack of motivation	Increased satisfaction and motivation through fair compensation
	Transparent, nondiscriminatory wage and remuneration policy	Costs due to labor law violations	Cost avoidance (compliance)
		Increased recruitment costs due to higher turnover	Cost avoidance
	Productivity losses due to reduced employee satisfaction	Retention of qualified employees to boost productivity	
	Position in the labor market	Loss of reputation (reduced attractiveness as an employer, exacerbation of the skilled labor shortage)	Increased competitiveness in the labor market (employer branding)
HEALTH AND SAFETY	Workplace safety ensured through established standards	Costs and production losses due to work-related accidents	Cost reduction through investment in occupational health and safety
		Costs and production losses due to increased sick leave	Maintaining or increasing productivity through a healthy working environment
	Prevention of physical and mental health issues	Costs due to safety violations	Cost avoidance (compliance)
		Loss of reputation	Strengthened corporate image
DATA PRIVACY FOR OWN WORKFORCE	Protection of employees' personal data collected, stored, and processed by Feintool	Violation of employees' privacy	Increased employee trust and loyalty
		Labor lawsuits and sanctions (costs)	Cost avoidance (compliance)
	Transparent and efficient processes	Costs	Optimized processes as competitive advantage
		Potential breach of data privacy rights	Potential operational disruptions due to data privacy violations
	Loss of reputation	Strengthened corporate image	

ESRS G1: BUSINESS CONDUCT

	Impacts	Risks	Opportunities
CORPORATE CULTURE INCL. ANTI-CORRUPTION	Proven corporate culture of trust	Employees' loss of motivation and trust in the company	Established processes and transparency to foster a culture of openness
		Potential reduction in productivity	Improved productivity through increased satisfaction
	Enhanced resilience and compliance through control mechanisms	Increased turnover and reduced productivity (costs)	Strong employer brand to support employee retention
		Poor reputation as an employer	Avoidance of litigation (costs)
	Financial losses due to corruption	Avoidance of financial loss due to corruption	
	Enhanced customer trust	Reputational damage with customers	Strengthened customer relationships
MANAGEMENT OF SUPPLIER RELATIONSHIPS	Fair and effective supplier relationships	Lack of cooperation during supply chain bottlenecks	Reliable collaboration to strengthen resilience
		Loss of price advantages due to poor payment practices	Enhanced negotiating position
	Mitigation of ESG risks in the supply chain through constructive collaboration		Optimization of internal payment processes
	Reputational risks	Enhanced customer trust in production	

SUSTAINABILITY GOALS

ESG (environmental, social, governance) management requirements within the Group are increasing in response to global climate targets and evolving regulatory obligations. Based on the material topics identified through the double materiality analysis, Feintool Group's Executive Board reviewed the sustainability targets in 2025 and aligned them with the revised requirements and structure of the CSRD/ESRS.

Subject Area	Goals	Timeline
 Climate Change	50 % reduction in carbon emissions (Scope 1 and 2) compared to base year 2019	by 2030
 Circular Economy	Recycling rate above 98%	Annual
 Employees	ISO 45001 certification of all Feintool sites	By 2028
	Reduction of workplace accident rate	Annual
 Governance	0 confirmed cases of corruption or bribery	Annual
	0 confirmed whistleblower cases	Annual

Sustainability Goals (2025)

Feintool had previously defined a climate target covering Scopes 1 and 2. In 2025, the Group achieved a 21 percent reduction in greenhouse gas (GHG) emissions compared with the 2019 base year. The analysis of GHG emissions across the supply chains remains ongoing and continues to be expanded step by step.

As planned, Feintool intensified its efforts in 2025 to strengthen circular material flows across all sites. Key measures focused on improving waste segregation processes and increasing the share of recyclable production materials. Through targeted collaboration with certified recycling partners and optimized internal handling procedures, a very high recycling rate was achieved. In addition, local teams were trained to identify further resource-efficiency potential and to ensure the consistent application of best practices. These measures laid the foundation for achieving a Group-wide recycling rate of 98 percent.

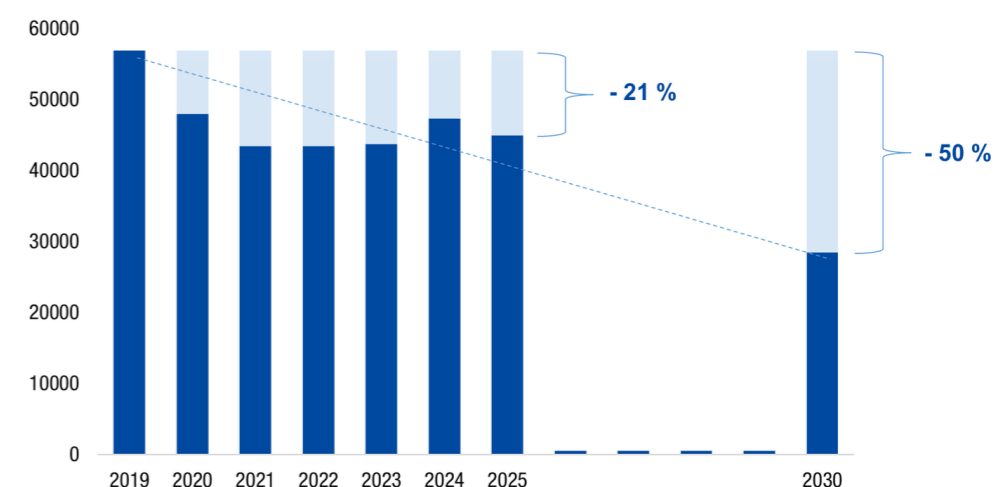
Feintool aims to certify all locations in accordance with ISO 45001. To this end, the long-established occupational health and safety management system is being progressively enhanced through the introduction of a uniform, Group-wide standard by 2028. The sites in Hungary and Japan have already obtained ISO 45001 certification.

In 2025, the Group further improved workplace safety, reducing the number of accidents through targeted training, preventive measures, and the continuous enhancement of safety standards.

Feintool also maintained its high governance standards in 2025. No confirmed cases of corruption or bribery were reported, and no substantiated whistleblower incidents occurred during the reporting period. This reflects the effectiveness of the Group's compliance system and its continued commitment to transparent and responsible corporate conduct.

Climate target 2030: progress report

Feintool aims to halve the Group's greenhouse gas (GHG) emissions from its own operations (Scope 1 and 2) by 2030. This includes emissions from electricity, district heating, and heating and vehicle fuels. By the end of 2025, Feintool had reduced these emissions by around 21 percent compared to the 2019 base year – slightly below the level achieved in 2020, when the transition to green electricity at German plants made significant progress. Total emissions decreased slightly compared to the previous year due to reduced energy consumption and a higher share of green electricity.



Status of Scope 1 and 2 GHG emissions reduction target (tCO₂e): -50 % until 2030

Selection of United Nations Sustainable Development Goals



Feintool supports the implementation of the United Nations Sustainable Development Goals (SDGs) and identifies four key areas where the Group can make the most significant impact (see above). These areas include setting specific climate targets, offering attractive jobs while promoting employee development, driving sustainable growth through innovation, and implementing resource-efficient processes and procedures.

ENVIRONMENTAL RESPONSIBILITY

Feintool supports the climate targets set by Switzerland and international organizations. Through targeted investments and high-quality solutions for low-carbon energy generation, storage, and mobility, the Group contributes to achieving these objectives. Sustainability is a core element of Feintool's 2030 corporate strategy. Accordingly, production processes are designed to minimize energy and resource consumption. In addition, Feintool is working to reduce greenhouse gas (GHG) emissions in line with the global ambition to achieve net-zero emissions by 2050.

FOCUS ON EFFICIENCY

Feintool further reduces energy consumption

Feintool's environmental management strategy is multi-layered, enabling the Group to maintain a clear focus on climate targets while responding to differing market dynamics in Europe, Asia, and the United States. As in previous years, numerous measures implemented in 2025 focused on improving energy efficiency and reducing overall energy consumption. The share of renewable energy in the electricity mix increased slightly.

The Board of Directors holds responsibility for sustainable corporate governance within the Feintool Group, including matters related to climate change, resource flows, and internal sustainability-related incentive programs. The Chief Financial Officer is responsible for overseeing the operational implementation of environmental optimization measures. Business unit heads ensure compliance with environmental regulations, while plant and site managers are responsible for their practical implementation. Governance structures differ with regard to certification processes. Depending on the scope and relevance of the certification, responsibility may lie with Group management, senior plant management, or the head of the respective business unit. Environmental management certification in accordance with ISO 14001 is mandatory for all Feintool production sites. Certification at the Jessen and Pune sites is scheduled for completion in early 2026.

Adaptation to climate change

The Executive Board recognizes that the Feintool Group's economic activities have both positive and negative impacts on the environment and society (see section "Double Materiality"). Steel processing represents the primary source of GHG emissions within the supply chain. Feintool therefore acknowledges its responsibility to limit climate-related impacts and contribute to the protection of ecosystems. Climate considerations have consequently played a key role in the ongoing optimization of the Group's product portfolio. For many years, the strategic direction has been steered to balance legacy business activities with key future markets. Current product solutions support customers in reducing their GHG emissions.

Changes to the product portfolio, as well as measures to improve energy efficiency in production, services, and administration, present both opportunities and risks.

Reducing emissions across the entire value chain remains a central challenge for operational sustainability. Feintool is still at an early stage of systematically recording Scope 3 emissions, although it is already evident that steel consumption accounts for more than 90 percent of the Group's total GHG emissions. In 2025, Feintool focused on developing its first product carbon footprints and continued to identify additional relevant Scope 3 emission categories. In the future, at least the emissions in Scope 3 Category 1 (Purchased Goods and Services) will be reported.

While Feintool has limited direct influence on increasing the share of secondary material in the steel it procures, this proportion has risen steadily at market level. In the European Union, the share of secondary material increased from 35.5 percent in 2017 to 46 percent in 2022. According to a study published by the Joint Research Centre in October 2025, current levels are estimated at 55–60 percent.

The determination of Scope 3 emissions is complex and resource-intensive. Data availability and quality remain challenging, as activity data, proxy data, and emission factors are often incomplete or inconsistent, and the process depends on both internal and external data sources.

Alongside these efforts, Feintool continued to implement measures to reduce energy consumption and GHG emissions in 2025. Total energy consumption declined by approximately 1 percent. Electricity consumption decreased by 3 percent, while heating energy consumption increased by 6 percent, partly due to weather-related factors. The share of renewable energy increased slightly compared to 2024 and accounted for 28 percent of total energy use and 37 percent of electricity consumption.

A range of site-specific measures contributed to these results. At the Ettlingen site (Germany), the heating system was modernized, roof insulation improved, and energy-efficient press motors installed. In Obertshausen (Germany), lighting was replaced with LED systems. In Ohrdruf (Germany), compressor operations were optimized, the transformer compensation system modernized, and natural gas consumption reduced through enhanced heat recovery in ventilation systems. At the Jena site (Germany), the hydraulic system was modernized to reduce energy consumption, improve process monitoring, and minimize reactive power. In Sachsenheim and Vaihingen (Germany), heating pumps were upgraded and heating control systems optimized. In Tokod (Hungary), lighting systems were upgraded to LED technology. In Tianjin (China), heating flow systems were optimized. At the Atsugi and Tokoname sites (Japan), production efficiency increased, alongside reductions in fuel consumption for company vehicles and LNG consumption for forklift trucks.

Use of Resources

Material consumption and waste generation present both opportunities and risks (see section "Double Materiality"). Feintool consistently maintains a very high recycling rate, which reached 98 percent in 2025. Combined with efficient resource utilization, this supports cost savings, strengthens profitability, and enhances the resilience of upstream supply chains. In addition, the sale of raw materials recovered from waste streams provides a further source of revenue. Potential risks include supply bottlenecks, rising disposal costs, legal sanctions, and reputational damage to the Group.

Contribution to UN Sustainable Development Goals



UN SDG 7

A secure and affordable energy supply is essential for achieving global climate goals. Feintool actively supports the development of renewable energy.



UN SDG 9

Feintool distinguishes itself through a spirit of innovation embedded in its corporate culture. At the same time, the selective pursuit of development projects ensures long-term competitiveness. The Group collaborates with universities on these initiatives and has continued to invest in research and development during the current reporting year. Each year, employees receive "Best Achievements" awards, e.g. in Sustainability and Innovation & Technology.



UN SDG 12

The 2030 corporate strategy emphasizes sustainable production and consumption. Environmental management is integrated into every project aimed at process optimization to prevent negative impacts on people and the environment, reduce costs, and minimize the consumption of energy, space, and materials.

FACTS AND FIGURES

ENERGY

Improved energy efficiency

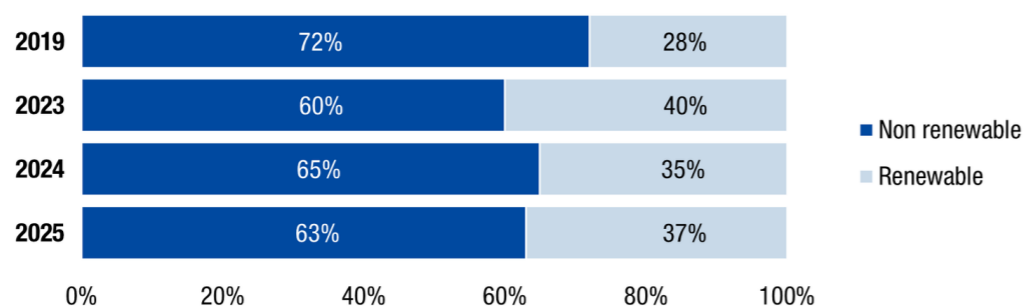
The Feintool Group's total energy consumption amounted to approximately 148 gigawatt hours (GWh) in 2025. This corresponds to a reduction of around 1 percent compared to the previous year and is therefore broadly in line with the prior-year level. The decrease was primarily attributable to targeted measures to improve energy efficiency and limit overall energy consumption. Electricity accounted for around three quarters of total energy use, with the remainder comprising heating and vehicle fuels, as well as district heating.

ENERGY CONSUMPTION (MWh)	2019	2023	2024	2025	Δ Prior year
Electricity	120 376	111 911	111 580	108 191	-3%
Heating	43 213	39 129	35 165	37 132	6%
Natural gas	33 443	30 746	27 365	31 092	
Heating oil	8 795	6 570	6 233	5 082	
Liquid petroleum gas (LPG)	22	40	35	37	
District heating	954	1 774	1 532	921	
Fuel	4 339	2 436	2 846	2 456	-13%
Diesel	3 496	1 504	1 778	1 352	
Gasoline	703	793	947	1 093	
Liquid petroleum gas (LPG)	140	139	121	11	
Total energy consumption	167 928	153 476	149 592	147 779	-1%

Totals in the tables may not add up precisely due to rounding.

To reduce its carbon footprint, Feintool increasingly relies on renewable energy sources, including certified green electricity. In 2025, the Group implemented numerous environmental and efficiency initiatives, resulting in a reduction in electricity consumption of approximately 3 percent.

The share of renewable energy in total consumption increased slightly to around 28 percent, representing a rise of approximately 2 percentage points compared to 2024. By contrast, the share of renewable electricity declined by around 2 percentage points to approximately 37 percent. Further increases in the share of renewable energy are planned for the coming years. In addition to renewable electricity, Feintool also uses district heating from sustainable sources. Expanding the use of renewable energy remains a core element of the Group's GHG emissions reduction strategy, with electricity consumption playing a key role.



Electricity mix: share of renewable energy

Emissions

Climate target 2030: Progress and challenges

In 2025, the Feintool Group's GHG emissions from its own operations (Scope 1 and 2) totaled approximately 45 000 tonnes of carbon dioxide equivalent (tCO₂e). Overall emissions declined slightly by 5 percent compared with the previous year, reflecting the impact of systematic energy management and the higher share of purchased green electricity.

GREENHOUSE GAS EMISSIONS (tCO ₂ e) ¹	2019	2023	2024	2025	Δ Prior year
Scope 1 (direct emissions)²	10 390	8 723	8 048	8 394	4%
Heating fuels	9 240	8 086	7 302	7 750	
Vehicle fuels	1 150	637	746	644	
Scope 2 (indirect emissions)³	46 543	35 018	39 293	36 538	-7%
Electricity ⁴	46 456	34 787	39 074	36 467	
District heating	87	231	220	71	
Total emissions (Scope 1 and 2)	56 932	43 741	47 341	44 932	-5%

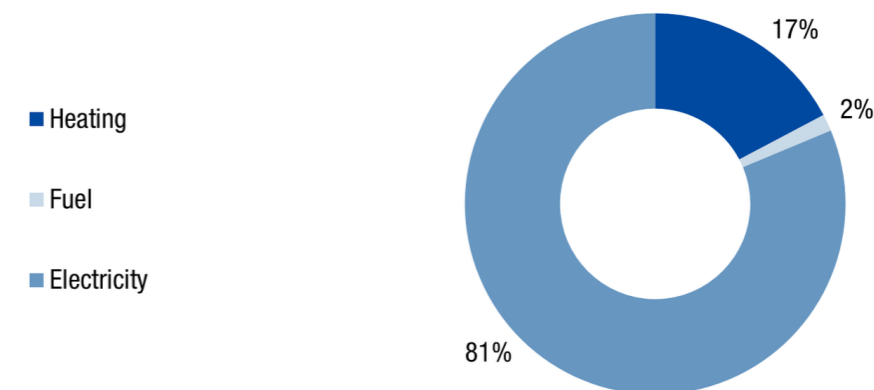
¹ The company's greenhouse gas inventory was calculated in accordance with the WRI/WBCSD Greenhouse Gas Protocol standard (GHG Protocol). Feintool applies the operational control approach for consolidating emissions. Sources: Primary data, UBA (2025), EIA (2024)

² Scope 1: Direct GHG emissions from sources owned or controlled by Feintool (heating and vehicle fuels used in own facilities and vehicles).

³ Scope 2: Indirect GHG emissions from sources owned or controlled by another company, but resulting from Feintool's activities (consumption of purchased electricity and district heating).

⁴ The GHG emissions associated with electricity consumption are reported using the market-based method, following the GHG Protocol Scope 2 standard. Using the location-based method, Scope 2 emissions in 2025 totaled 423 91 tCO₂e (2024: 44 720 tCO₂e, 2023: 46 379 tCO₂e, 2019: 51 266 tCO₂e). Sources: Primary data, UBA (2025), MEE (2024), METI (2025), EIA (2024), ERU (2025)

Electricity consumption remained the dominant source of emissions, accounting for more than 81 percent, followed by heat generation at 17 percent and vehicle fuels at 2 percent.

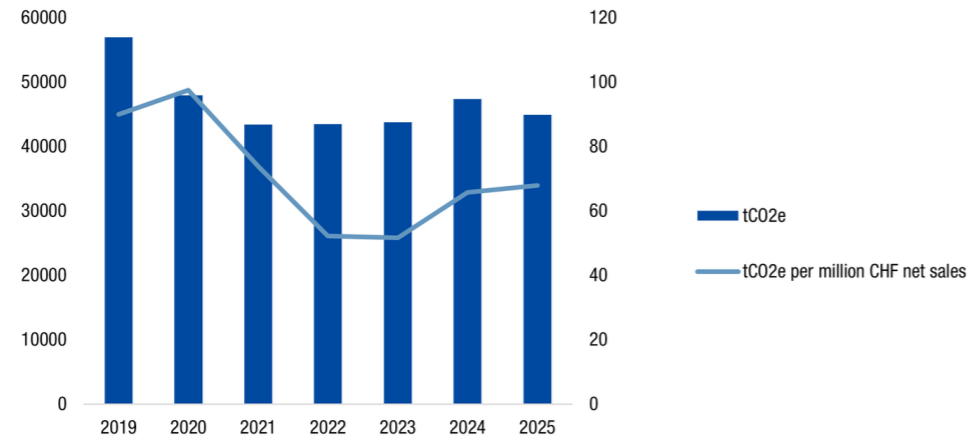


GHG emissions by activity (2025)

Since 2021, Feintool has pursued the objective of reducing operational emissions (Scope 1 and 2) to 50 percent of 2019 levels by 2030. By the end of 2025, the Group had achieved a cumulative reduction of 21 percent (see section "Sustainability Goals"). Further measures to improve efficiency and increase the share of renewable energy are required to achieve this target and are planned accordingly.

In 2025, Feintool implemented several targeted energy-saving projects and continued the purchase of green electricity certificates in Japan. These initiatives, primarily focused on reducing electricity consumption, lowered annual energy use by approximately 1 800 MWh and reduced annual GHG emissions by 2 400 tCO₂e.

The GHG emissions intensity (Scope 1 and 2) in 2025 amounted to approximately 68 tCO₂e per million Swiss francs, 3 percent higher than in the previous year. This increase was entirely attributable to currency effects.



GHG emissions and emissions intensity (Scope 1 and 2)

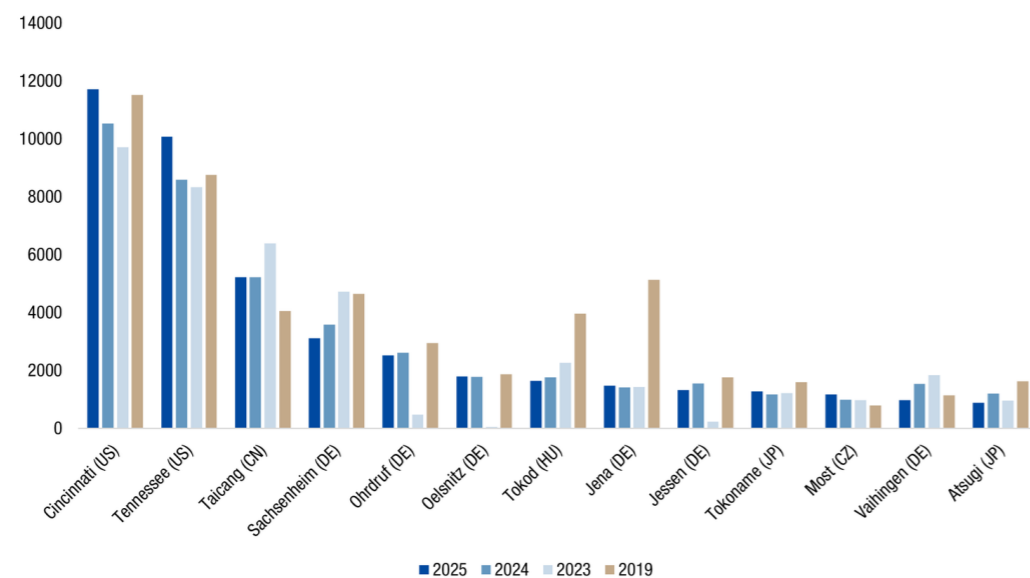
Beyond energy consumption, steel procurement represents a major source of emissions in the supply chain (Scope 3), accounting for more than 90 percent of the Group's GHG emissions across all scopes.

GHG emissions by site

Sites with energy-intensive production processes account for more than 90 percent of total GHG emissions from own operations (Scope 1 and 2). The switch to green electricity at the Jena site in 2020 led to a significant reduction in emissions. Similar reductions were achieved at the Obertshausen and Ettlingen sites. In addition, a further increase in green electricity procurement is planned at the Lyss site in the coming years.

Since 2024, the Ohrdruf, Oelsnitz, and Jessen sites have reverted to conventional electricity for economic reasons, resulting in a significant increase in emissions. At the two most electricity-intensive sites in the United States, Cincinnati and Tennessee, electricity consumption continued to rise, while consumption at European sites declined slightly on average.

Feintool continues to implement mitigation measures and assess additional savings potential across all sites to further reduce GHG emissions.



Scope 1 and 2 GHG emissions by production site (tCO_{2e}). Sites shown represent over 90 percent of total emissions. Sources: Primary data, UBA (2025), EIA (2024)

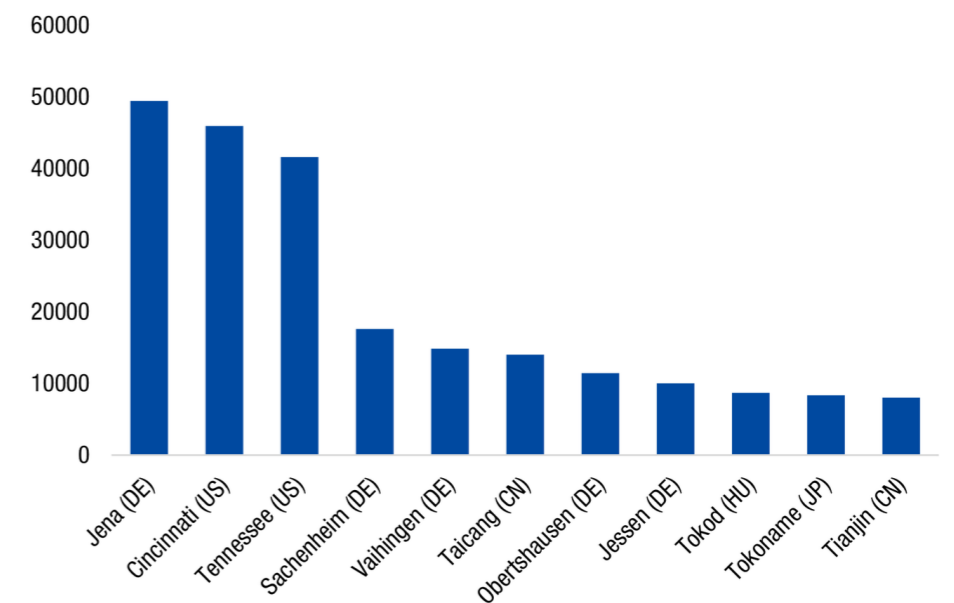
Materials

Steel remains the most important resource

Metals are the primary materials used in Feintool's production processes. Steel accounts for approximately 98 percent of total material consumption and plays a central role in the manufacture of high-precision components. Feintool therefore places strong emphasis on efficiency and sustainability in steel procurement and processing, as these activities are resource- and energy-intensive. All metal production waste is recycled.

MATERIAL CONSUMPTION (MT)	2022	2023	2024	2025	Δ Prior year
Raw materials	291 977	289 298	264 495	258 731	-2%
Steel	288 434	286 981	262 848	257 065	-2%
Aluminium	2 569	1 320	899	962	
Copper (incl. brass)	974	997	748	704	

In addition, Feintool implemented optimization measures in 2025 to reduce the consumption of other operating materials, such as chemicals and fineblanking oils. These measures led, for example, to a reduction in the use of fineblanking oils at the Oelsnitz site (Germany).



Steel consumption 2025 by production site (metric tons)

Waste

Continuous optimization of waste management

Metal waste represents the largest share of waste generated within the Feintool Group. All metallic production waste is recycled. In addition, Feintool implements targeted measures to recycle other waste fractions as efficiently as possible, including the recovery and treatment of waste oils and fineblanking oils. As a result, the Group consistently achieves a recycling rate of over 98 percent, thereby supporting the circular economy even within complex waste streams.

Feintool's waste management system ensures that each waste fraction is directed to an appropriate recycling or treatment process. In 2025, the Group again achieved its target recycling rate of around 98 percent, meaning that the vast majority of production waste was reused as secondary raw material. Total waste volumes increased slightly by 1 percent, remained broadly in line with 2024 levels. The volume of hazardous waste, particularly emulsion waste, increased by 8 percent but still accounted for only 4 percent of total waste volume. At most Feintool sites, this waste is also recycled.

Throughout 2025, Feintool implemented targeted measures to further optimize resource consumption and maintain a long-term recycling rate of over 98 percent.

WASTE (MT)	2019	2023	2024	2025	Δ Prior year
Non-hazardous waste	119 101	180 683	167 776	168 451	0%
Scrap metal (recycled)	117 001	179 418	166 513	163 113	
Other industrial waste	2 099	1 026	1 072	5 338	
Hazardous waste	5 079	6 236	7 187	7 769	8%
Total waste	124 180	186 919	174 964	176 220	1%
Share Recycling	98%	99%	99%	98%	-1%

SUSTAINABLE WORKPLACE

Feintool actively implements measures to maintain its technological leadership. Central to this effort are its highly skilled and motivated employees, who develop and deliver innovative solutions tailored to customer needs. Human Resources has defined core competencies to support employee development, with a particular focus on talent development and the preparation of future leaders.

GOAL-ORIENTED DEVELOPMENT

Feintool provides an attractive work environment

Feintool employs around 2 700 people across three continents. Key elements of human resources management include appropriate working conditions worldwide, education and development programs, occupational health and safety, and employee data privacy. These aspects are particularly relevant in the context of capacity adjustments in Europe.

Communication among employees, as well as between employees and management, is essential to fostering a workplace characterized by trust and shared objectives. To support this, the Group operates FEINnet, an intranet platform that facilitates communication and provides a structured channel for feedback and dialogue. FEINnet also supports annual employee performance reviews. As part of the restructuring in Europe initiated in 2024, management and employees jointly developed socially responsible solutions, which were implemented in 2025 based on mutual agreement.

The transition to a low-carbon economy, global economic developments, and a rapidly changing geopolitical environment affect business activities and human resources management across the Group. Feintool requires technical, methodological, and social competencies, as well as innovative capacity and a willingness to assume responsibility in a dynamic environment. The Group seeks to offer attractive working conditions and to support employees in developing their full potential. Retaining qualified and committed employees over the long term is a key objective for Feintool. In a technology-driven company where precision in every detail matters, individual contribution and expertise make a decisive difference. The principle of "support and specify" within Feintool's human resources management reflects this dual focus on development and performance. Responsibility for the Group-wide strategic development of human resources lies with the Chief Human Resources Officer.

Working conditions

As part of the double materiality assessment, Feintool identified adequate working conditions as a key reporting area, with a focus on fair compensation and transparent working time arrangements. Occupational health and safety, as well as employee data privacy, were also defined as material topics. The assessment highlighted both opportunities and risks. Ensuring appropriate working conditions supports job satisfaction, productivity, employer attractiveness, and competitiveness in the labor market, while also reducing turnover and associated recruitment costs. Conversely, non-compliance with regulatory requirements may lead to financial impacts and reputational damage.

Compensation within the Feintool Group complies with applicable labor laws in each region. The wage system is transparent and based on the principle of equal treatment. Over 50 percent of employees worldwide are covered by collective bargaining agreements or represented by trade unions. Where statutory minimum wages apply, they are paid without exception.

Feintool uses decentralized digital systems to ensure compliance with contractually defined working hours, taking into account legal requirements, operational needs, and exceptional circumstances. All employees, including full-time and part-time staff, interns, and temporary and agency workers, are covered by statutory, public, or voluntary benefit schemes that provide protection in cases of unemployment, illness, disability, or retirement.

Health and safety

Occupational health and safety is a critical priority for Feintool. Associated risks include workplace accidents and illness-related absences, which may result in costs and production disruptions. The Executive Board has set the objective of achieving ISO 45001 certification for all sites by 2028. The Tokod site in Hungary, as well as the Atsugi and Tokoname sites in Japan, have already obtained certification. Additional sites are currently in the final stages of their initial certification. In 2025, the Executive Board also defined an additional target to further improve accident statistics.

Irrespective of certification status, the Group-wide management system defines responsibilities and processes for occupational health and safety at all production sites. Preventive measures are supported by risk analyses and emergency procedures for handling hazardous materials. Environmental protection measures and an energy management system are also in place. All relevant procedures are documented and subject to regular internal and external audits. Each site appoints an occupational safety officer, while plant managers retain overall responsibility for health and safety. An operational health management system offering a range of preventive and support measures further contributes to employee well-being.

Confidentiality and employee privacy are fully respected, particularly with regard to sensitive health-related data. This practice supports trust in Feintool as an employer and contributes to efficient and compliant processes. Responsibility for information security and data privacy lies with the Chief Information Officer, who leads the Group-wide IT organization and reports directly to the Chief Financial Officer. Each site also appoints a local information security officer.

Learning platform successfully launched

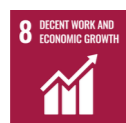
In 2025, Feintool successfully launched its global learning platform, FEINacademy. The platform promotes international exchange and provides targeted training for managers, employees, and young talent, with a focus on teamwork and professional skills. FEINacademy enables the efficient development of structured, company-specific training content and supports transparent tracking of learning activities.

Feintool uses a human capital management system to identify key positions and assess management and specialist roles. A core objective of the global FEINtalent development program is to systematically promote talent development. The second program cycle was launched in 2025. The medium-term objective is to establish a sustainable talent pool and strengthen the global internal network.

Feintool firmly believes that sustainable success is only possible when a shared corporate culture is actively practiced – one shaped by mutual respect, tolerance, a sense of responsibility, and motivation. The Group's personnel policy and the Feintool Code of Conduct (CoC) form the foundation of this culture and are based on general human rights and internationally recognized standards, including those of the ILO (International Labour Organization) and the OECD (Organisation for Economic Co-operation and Development).

All employees complete mandatory training on the CoC, supporting a shared understanding of values across the international company. Mechanisms for raising concerns are available to both employees and external parties. All reports are investigated, and confirmed violations result in appropriate sanctions.

Contribution to UN Sustainable Development Goals



UN SDG 8

Feintool provides adequate working conditions, opportunities for professional development, and fair compensation to its employees worldwide. The Group ensures a safe work environment and follows a zero-tolerance policy toward all forms of discrimination. Temporary agency workers receive compensation in line with local laws and are fully integrated into occupational health and safety practices.

FACTS AND FIGURES

DIVERSITY

Diversity as a strength

As an international company, Feintool benefits from diverse teams comprising different generations, nationalities, genders, competencies, and professional backgrounds. The Code of Conduct and Supplier Code of Conduct provide the framework for respectful collaboration with employees, customers, and business partners. In 2025, Feintool employed approximately 2 673 people, representing a reduction of over 5 percent compared to 2024. The primary reason for the decrease was the reorganization in Europe, with most of the reduction resulting from a voluntary leavers program.

	Total	Male	Female
By region	2 673	2 154	519
Europe	1 826	1 508	318
USA	445	373	72
Asia	402	273	129
By employment contract	2 673	2 154	519
Permanent	2 423	1 953	470
Temporary	250	201	49

Due to differences in calculation methodology, these figures may differ from employee data published elsewhere. In addition, Feintool employed 84 vocational trainees, who are not included in these figures. Beyond the employee numbers shown in the table, Feintool also employed an average of 389 temporary workers.

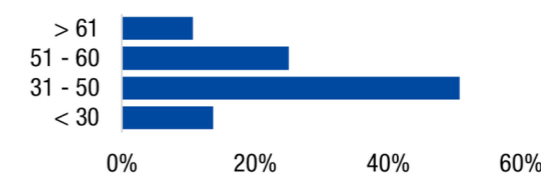
The share of part-time workers averaged around 8 percent in 2025.

Nearly three-quarters of the workforce is based in Europe, with the rest in the US and Asia. The proportion of women remained stable at over 19 percent. While this is a relatively strong figure for a technology company like Feintool, human resources management aims to encourage more young women to pursue technical careers.

Country	Headcount	%
Germany¹	1 363	51%
USA¹	445	17%
China¹	269	12%
Hungary	224	8%
Switzerland	161	6%
Japan	120	4%
Czech Republic	78	3%
India	13	0%

¹ Countries with at least 50 employees, representing at least 10 percent of the Feintool workforce

In 2025, Feintool also engaged contract-based and temporary workers for specific tasks, such as follow-up inspections. Although not directly employed by the Group, these workers received occupational safety training, access to health promotion measures, and compensation in line with applicable regulations.



Employees by age group 2025

TURNOVER

Employees make the difference

Feintool takes targeted measures to attract qualified employees and retain them over the long term. Talent and leadership development programs play a central role in this effort. Skilled and committed employees at all levels are essential to the Group's success. Modern workplaces equipped with up-to-date technology support a culture of collaboration and open communication.

Employee turnover is monitored as a key indicator of satisfaction and organizational development. Line managers conduct regular one-to-one meetings and exit interviews. Feedback from these discussions is used to define improvement measures.

The employee turnover rate in 2025 was 4.24 percent, with 122 unintentional departures. For comparability, departures related to restructuring in Europe, including socially responsible staff reductions under voluntary programs, are excluded.

OCCUPATIONAL HEALTH AND SAFETY

Focus on prevention

Feintool places strong emphasis on the early identification of workplace hazards and their prevention through appropriate measures. Physical or mental illness, accidents, and injuries not only result in absences and costs, but also affect well-being and quality of life. Occupational health and safety processes have long been embedded in the Group's management system. The objective remains to achieve ISO 45001 certification for all sites by 2028. ISO 45001, the internationally recognized standard for occupational health and safety management, focuses on workplace requirements, employee involvement, and the systematic identification and control of risks. Legal requirements relating to occupational health and safety are also integrated into the certification process. The Tokod site in Hungary, as well as the Atsugi and Tokoname sites in Japan, have already achieved ISO 45001 certification.

In 2025, Feintool improved its performance across all measured occupational accident indicators. The number of occupational accidents, accidents resulting in at least one lost workday, and the total days lost due to occupational accidents and injuries all declined. No serious occupational accidents or fatalities were recorded. As a result, the Lost Time Injury Frequency Rate (LTIFR) and the Accident Severity Rate (ASR), derived from these indicators, also decreased. Feintool attributes this improvement to the continued and systematic enhancement of its occupational safety processes.

The LTIFR represents the number of accidents involving at least one lost workday, while the ASR indicates lost workdays due to accidents relative to hours worked. A detailed accident analysis is mandatory in all cases.

To address this development, the Board of Directors defined an additional target in 2025 aimed at continuously reducing the accident rate.

Key figures related to occupational safety	2023	2024	2025
Number of workplace accidents	135	183	139
Lost time injury frequency rate (LTIFR) ¹	2.6	3.0	2.4
Number of lost workdays due to accidents	1 026	1 653	882
Accident severity rate (ASR) ²	38.8	68.3	40.0
Number of serious workplace accidents ³	–	2	–
Number of fatalities from workplace accidents	–	–	–

¹ Number of accidents that resulted in an employee's inability to work the next full workday per 200 000 hours worked

² Number of lost workdays due to accidents per 200 000 hours worked

³ At least 180 lost workdays per case

BUSINESS CONDUCT

As an international technology company, Feintool recognizes its responsibility not only toward employees, customers, and business partners, but also toward society and the environment. Accordingly, the group places strong emphasis on sustainable collaboration, responsible governance, and a culture of openness. These principles are reflected in strict compliance standards and ethical business conduct.

FAIR BUSINESS RELATIONSHIPS

Feintool cultivates a sustainable corporate culture

Feintool's workforce spans the globe. Respectful collaboration among employees as well as with external partners is therefore a key priority. The Group-wide Code of Conduct (CoC) defines the guiding principles for daily operations and forms the foundation of the corporate culture, with a focus on integrity, tolerance, responsibility, and motivation. Feintool operates on three continents and is strategically positioned in key automotive markets. Long-term partnerships with customers and suppliers, built on trust, integrity, and fairness, are critical to the company's success. In 2025, the Corruption Perceptions Index reported scores of 43 for China, 38 for India, and 34 for Turkey (0 = highly corrupt, 100 = very clean), indicating elevated corruption risks in all three countries. Against this background, the double materiality assessment covering sites, supply chains, and target markets identified corporate culture and supplier relationship management as material topics.

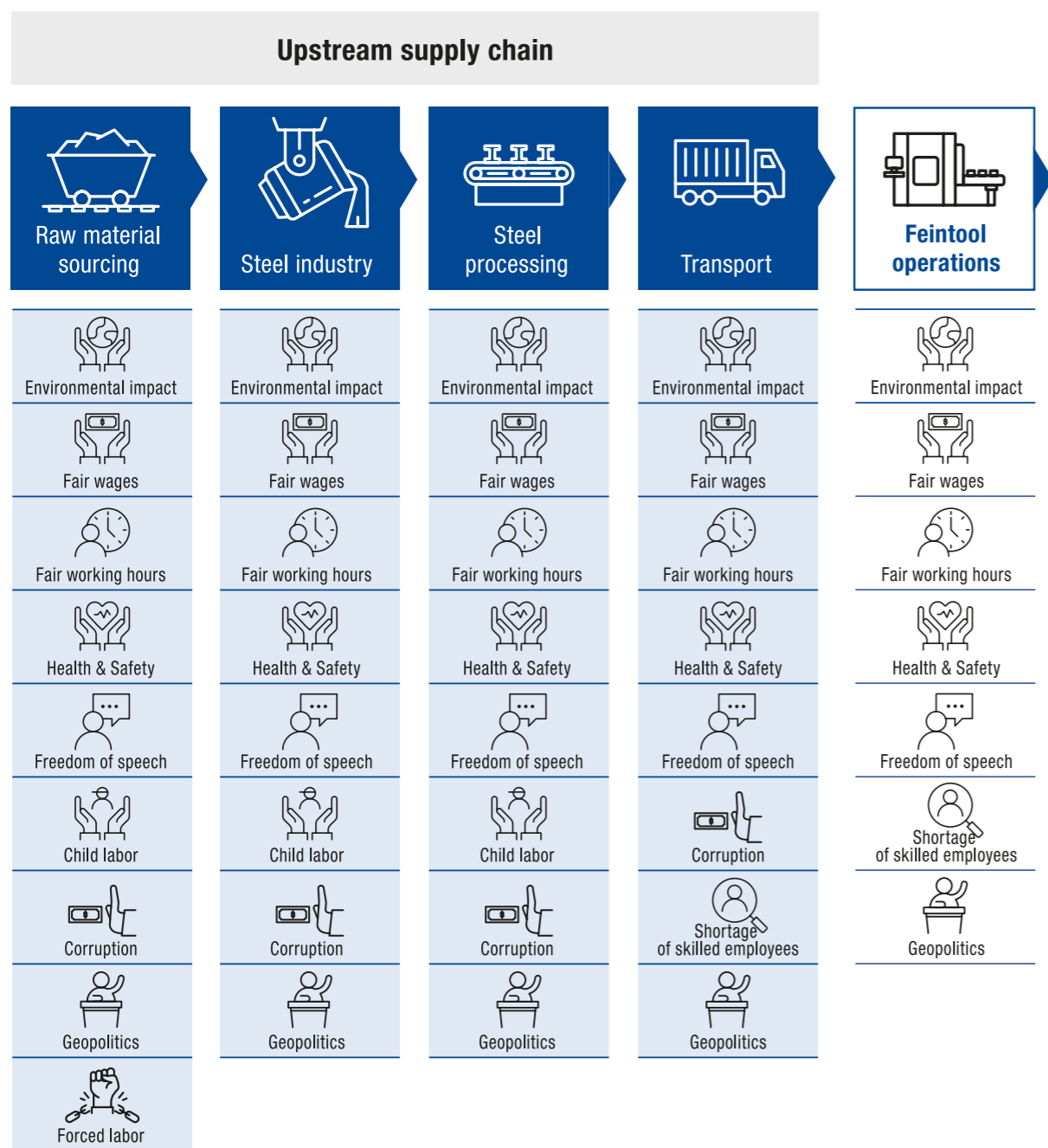
An inadequate corporate culture can reduce employee motivation and increase turnover, while respectful and open collaboration enhances productivity. Non-compliance may negatively affect both stakeholders and Feintool, potentially resulting in legal disputes, liabilities, financial and non-financial sanctions, and reputational damage. Corruption distorts competition, undermines market integrity, and conflicts with the Group's core values. With regard to supplier relationships, key risks include reduced cooperation during supply bottlenecks, loss of price advantages due to inadequate payment practices, and reputational damage. Conversely, stable and reliable supplier partnerships strengthen resilience, enhance negotiating power, and build customer trust. Feintool therefore seeks to prevent negative impacts and systematically reduce related risks.

Compliance at Feintool encompasses all applicable external laws and regulations, as well as internal policies approved by the Board of Directors and the Executive Board. These policies are embedded in the Group-wide management system. The Code of Conduct and the Supplier Code of Conduct (SCoC) constitute the central frameworks governing ethical employee behavior and defining expectations for suppliers and business partners. They cover workplace rights and conditions, occupational health and safety, environmental protection, human rights, and anti-corruption. The Codes are based on internationally recognized standards, as specified therein.

Feintool applies a zero-tolerance policy toward all forms of corruption. External ombudspersons are appointed in each region to provide secure reporting channels, ensuring confidentiality, anonymity, and protection for both internal and external whistleblowers. Responsibility for this area lies with the heads of business units, who report periodically to the Compliance Officer, a function held by the CFO. All reports are thoroughly investigated, and disciplinary measures or sanctions are imposed in cases of confirmed misconduct. Violations of the CoC that constitute criminal offenses result in legal proceedings. In 2025, no cases of corruption were identified. The Executive Board ensures that business unit heads fulfil their responsibilities, including proper financial reporting. Supplier payment terms are managed on a case-by-case basis.

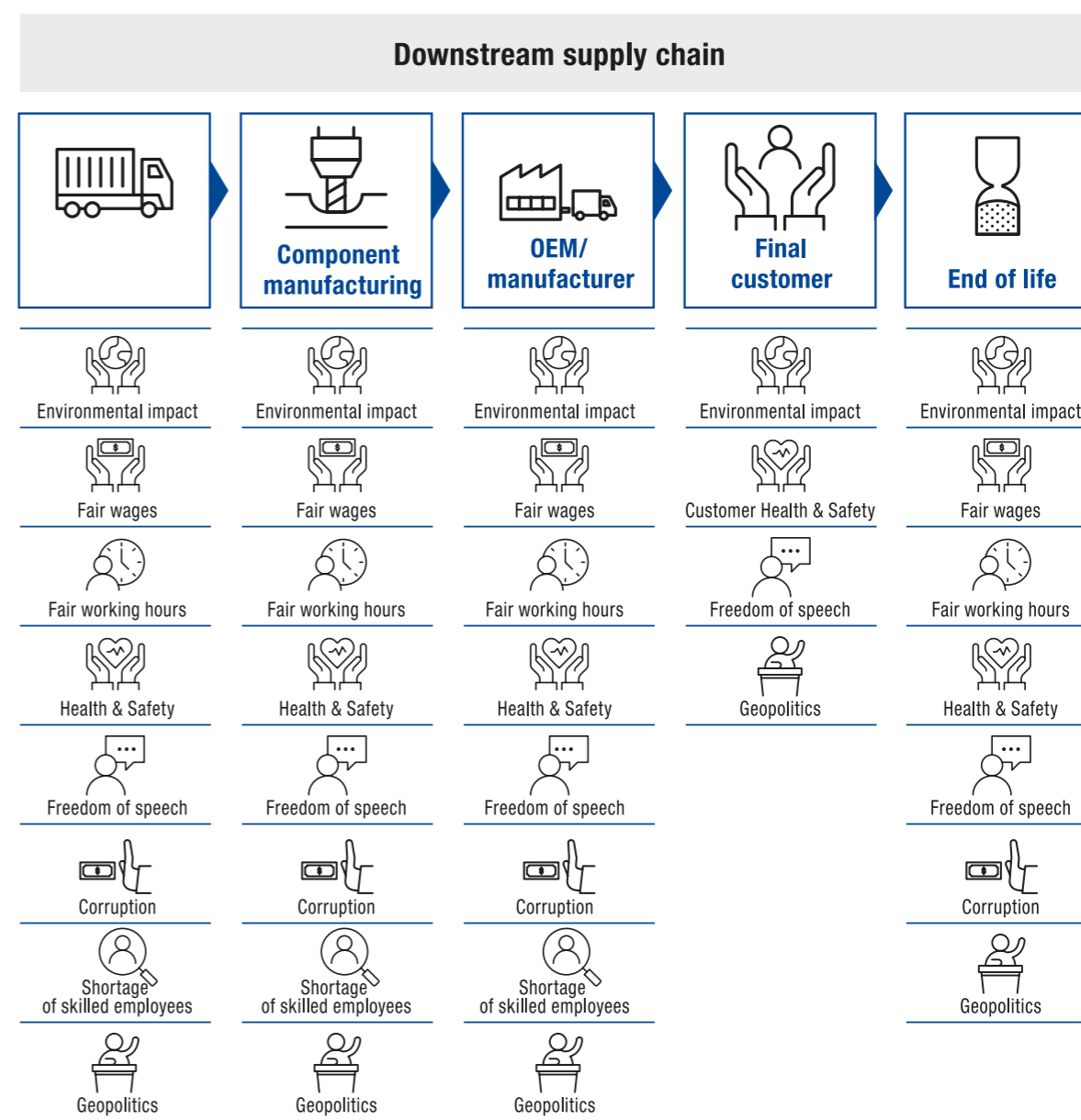
RESPONSIBLE PROCUREMENT

Feintool included both upstream and downstream value chains in its assessment of business activities to identify impacts, risks, and opportunities. Since 2022, the Group has systematically evaluated social and environmental risks related to the supply and processing of steel. This focus is essential, as steel coils are the most critical input for the company's business model. The Group complies with the due diligence and transparency obligations applicable to this value chain under the Swiss Code of Obligations (Art. 964j-l). In practice, Feintool assessed compliance with human rights requirements throughout the steel supply chain in 2025, with a particular focus on risks related to child labor and the sourcing or processing of minerals and metals from conflict regions. The assessment concluded that the latter category was not relevant to Feintool's operations. This analysis forms part of the Group's broader commitment to responsible business conduct. Potential social and environmental risks may arise within procurement activities. Feintool therefore continuously monitors these risks. The graphic below highlights additional social and environmental risks that may occur and that are addressed as part of ongoing procurement management.



Potential risks

Feintool manufactures high-precision components from steel sheets and is positioned as a key supplier in future markets for technologies related to the generation, storage, and use of green energy. The Group is among the largest suppliers of components for main drives in electric vehicles. Value chains in this segment are typically complex and efficiency-driven. At the same time, Feintool's upstream supply chain is comparatively streamlined, as the Group primarily processes steel coils of various grades. In 2025, steel accounted for more than 95 percent of total purchasing volume, amounting to 257 065 tons. The upstream value chain comprises four stages, from raw material extraction to the distribution of hot-rolled, cold-rolled, and electrical steel strip to Feintool plants. The downstream value chain for manufactured steel components consists of five stages, primarily serving automotive and commercial vehicle applications. Risks and opportunities were assessed across all stages of the upstream and downstream value chains, recognizing that both are often two sides of the same coin. Effective risk management can transform potential risks into opportunities, benefiting employees, climate action, and natural resources. Geopolitical developments are becoming increasingly relevant and are incorporated into the double materiality analysis, which is reviewed at least annually.

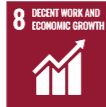





Feintool included both upstream and downstream value chains in its assessment of business activities to identify impacts, risks, and opportunities.

Steel: Countries of origin and evaluation process

Steel for Feintool’s European plants is primarily sourced from Western Europe, as well as from China and Turkey. Feintool does not procure steel from Russia. Plants in the United States are supplied exclusively by companies headquartered or operating within the US. In China, most steel is sourced locally, with limited imports from Germany and the Netherlands. In Japan, raw materials are generally supplied by customers, who typically source steel from domestic producers.

Given that most steel is sourced from Germany, the 2022 IW Consult study remains a key reference for assessing ESG aspects of the steel supply chain. Compiled by the German Economic Institute (IW) in Cologne, the study draws on data from international organizations and provides sustainability performance indicators for nine countries relevant to the steel industry in relation to the UN Sustainable Development Goals (SDGs). Countries supplying Feintool are highlighted in the corresponding table.

Rank	Country	SDG 8	SDG 12	SDG 13	SDG 16
					
1	Germany	1	1	2	1
2	Japan	2	3	1	2
3	USA	3	5	3	3
4	Korea	4	2	4	4
5	Brazil	6	4	6	7
6	China	7	6	7	6
7	Turkey	8	7	5	8
8	Russia	5	9	8	9
9	India	9	8	9	5

Overall ranking and rankings of individual countries with regard to SDGs pertaining in the steel value chain. Sources: OECD (2019), UN (2020), World Bank (2021), Transparency International (2021), IEA (2021), Yale Center for Environmental Law & Policy, IW Consult statistics (2022), WageIndicator Foundation (2024)

The rankings indicate relatively low risks of human rights violations, including child labor, in Europe, Japan, and the US, while risks are significantly higher in China and Turkey. The same applies to India, where Feintool will complete a new production site in the Pune metropolitan area in 2026.

Rank	Country	Child labor	Compliance with labor rights
1	Germany	1.1%	0.74
2	Japan	3.2%	1.43
3	USA	0.8%	2.70
4	Korea	3.3%	1.77
5	Russia	4.6%	1.69
6	Brazil	3.5%	2.91
7	China	3.1%	4.94
8	Turkey	4.5%	4.60
9	India	4.8%	4.61

Country ranking based on the entire steel value chain

Sources: ICIO (2019), UN (2021), IW Consult statistics (2022), WageIndicator Foundation (2024)

Corruption risks are also elevated in all three countries. To further assess human rights risks in the upstream steel supply chain, Feintool applied the CSR Risk Check Tool, with a focus on China and India. Developed by MVO Nederland and Concept 7 and commissioned by government agencies in the Netherlands, Germany, and Switzerland, this tool helps evaluate potential human rights issues.

The assessment identified material risks related to civil and political rights, including restrictions on freedom of expression, association, and assembly, as well as significant concerns affecting ethnic and religious minorities. Occupational health and safety remains a key challenge in the iron and steel sector. While formal employment contracts exist for migrant workers in China, challenges persist, including delayed or unpaid wages in rural regions and limited access to social benefits. In India, gender-based disparities continue to affect labor market outcomes. Human rights due diligence is therefore treated as an ongoing process, supported by annual evaluations.

Measures taken

Feintool has long adhered to comprehensive environmental and international labor standards within its supplier relations. These standards underpin the Group’s approach to responsible supplier management.

The Group undergoes periodic assessments under the Sustainability Assessment Questionnaire (SAQ) used in the automotive industry, covering human rights, environmental protection, occupational health and safety, business ethics, compliance, and responsible supplier management.

In addition, Feintool maintains stringent requirements in quality and process management, as demonstrated by its compliance with the IATF 16949 industry standard. Sustainability assessments conducted by organizations such as CDP and EcoVadis are carried out at Group or site level to support continuous improvement.

Business conduct ensures transparent, documented, and consistent communication with stakeholders. It strengthens traceability, supports due diligence processes, and enables systematic verification of compliance across the value chain. A comprehensive set of internal policies underpins Feintool’s commitment to human rights and its zero-tolerance approach to violations. These policies are aligned with leading international principles and embedded in the CoC, the SCoC, and the Group-wide management system. The SCoC applies to suppliers with an annual purchasing volume exceeding CHF 500 000.

Feintool provides secure reporting channels that allow stakeholders to report potential human rights violations anonymously. Periodic supplier audits further support monitoring of compliance with the SCoC. No cases of child labor or other human rights violations among direct suppliers were reported in the 2025 financial year.

Raw materials: procurement and evaluation process

Feintool also fulfills its due diligence obligations under the Swiss Code of Obligations regarding conflict minerals (tin, tantalum, tungsten, gold). The same reporting mechanisms applied to anti-corruption are used in this context.

As in previous years, only the Tool Making business unit required assessment within Feintool International Holding AG in Switzerland.

In 2025, tungsten-containing tool steels were again used in toolmaking, with volumes remaining below the reporting threshold. Supplier reviews confirmed that tungsten sourcing was compliant.

The Group also assessed the copper supply chain due to ESG risks associated with the mining and processing of this transition metal. In 2025, copper consumption declined to 704 tons, representing a 6 percent decrease compared to 2024 and accounting for 0.3 percent of total raw material use. As a result, copper did not exceed the threshold for detailed assessment. Nevertheless, supply chain transparency remains a priority.

The Feintool site in Ettlingen, Germany, accounts for the highest copper consumption within the Group. Copper is sourced from a single supplier certified to ISO 9001, IATF 16949, and ISO 14001, ISO 45001, and ISO 50001. The supplier confirms sourcing exclusively from approved and registered entities and excludes procurement from conflict regions. Recognizing the complexity of raw material supply chains, the supplier has committed to ensuring that by 2030 all relevant procurement is conducted through certified suppliers or those subject to sustainability assessments, based on participation in the Responsible Business Alliance (RBA, formerly the Electronic Industry Citizenship Coalition, EICC) and the Global Enabling Sustainability Initiative (GeSI).

CONTENT INDICES

GRI DISCLOSURES

The following index contains references of this Feintool Group report to the Global Reporting Initiative (GRI) standards 2021.

GRI Reference and Disclosure

GRI 2:	General Disclosures 2021	Page no./Information
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2-3	Reporting period: 01.01.2025 to 31.12.2025; reporting frequency: annual	
2-4	Restatements of information	-
2-5	External assurance	none
2-6	Activities, value chain and other business relationships	pp. 133-137
2-7	Employees	pp. 26, 129-132
2-8	Workers who are not employees	pp. 129-132
2-9	Governance structure and composition	pp. 77-81, 113
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2-11	Chair of the highest governance body	p.83
2-12	Role of the highest governance body in overseeing the management of impacts	pp. 77-81, 113
2-13	Delegation of responsibility for managing impacts	pp. 77-81, 113
2-14	Role of the highest governance body in sustainability reporting	p. 113
2-15	Conflicts of interest	pp. 101-107
2-16	Communication of critical concerns	pp. 113, 101-107
2-17	Collective knowledge of the highest governance body	pp. 83-87
2-18	Evaluation of the performance of the highest governance body	-
2-19	Remuneration policies	pp. 101-107
2-20	Process to determine remuneration	pp. 101-107
2-21	Annual total compensation ratio	-
2-22	Statement on sustainable development strategy	pp. 123-128
2-23	Policy commitments	pp. 133-137; Code of Conduct; Supplier Code of Conduct (feintool.com)
2-24	Embedding policy commitments	p.122; Code of Conduct; Supplier Code of Conduct (feintool.com)
2-25	Processes to remediate negative impacts	pp. 99/100, 122
2-26	Mechanisms for seeking advice and raising concerns	Code of Conduct; Supplier Code of Conduct (feintool.com)
2-27	Compliance with laws and regulations	p. 113; Code of Conduct (feintool.com)
2-28	Membership associations	feintool.com
2-29	Approach to stakeholder engagement	p. 116
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GRI 205:	Anti-corruption	
GRI 3:	Material Topics 2021, 3-3 Management of material topics	p. 133
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GRI 301:	Materials	
GRI 3:	Material Topics 2021, 3-3 Management of material topics	pp. 122/123
301-1	Materials used by weight or volume	p. 127
GRI 302:	Energy	
GRI 3:	Material Topics 2021, 3-3 Management of material topics	pp. 122/123
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GRI 305:	Emissions	
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305-1	Direct (Scope 1) GHG emissions	pp. 125/126
305-2	Energy indirect (Scope 2) GHG emissions	pp. 125/126
GRI 306:	Waste	
GRI 3:	Material Topics 2021, 3-3 Management of material topics	pp. 122/123
306-1; -2	Topic-specific disclosures	pp. 122/123
306-3	Waste generated	p. 128
306-4	Waste diverted from disposal	p. 128
306-5	Waste directed to disposal	p. 128
GRI 401:	Employment	
GRI 3:	Material Topics 2021, 3-3 Management of material topics	pp. 129-132
401-1	New employee hires and employee turnover	pp. 129-132
GRI 403:	Occupational Health and Safety	
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405-1	Diversity of governance bodies and employees	p. 132
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Complany specific topic	Data Privacy for Own Workforce	
GRI 3:	Material Topics 2021, 3-3 Management of material topics	pp. 113, 130

NON-FINANCIAL INFORMATION PERSUANT TO THE SWISS CODE OF OBLIGATIONS, ART. 964B

The index below refers to the non-financial disclosures in accordance with the Swiss Code of Obligations, Art. 946b. This information was approved by the Board of Directors and will be submitted to vote at the annual general meeting on April 29, 2026.

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	Use of resources and waste	pp. 127-129
Social issues	Business conduct	pp. 134-136
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	Talent development, executive development	pp. 130-131
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ESRS CONTENT INDEX

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GOV-4	Risk management and internal controls over sustainability reporting pp.99/100, 117-1109
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ESRS G1	Governance	
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G1-2	Actions related to business conduct	p. 137
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This 2025 Report is only available in English.