

Annual Report 2024

SHORT PROFILE

Proven Productivity

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

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

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

With around 3,000 employees in 33 countries, the Bossard Group generated CHF 986.4 million in sales in the financial year 2024. Bossard is listed on the SIX Swiss Exchange.



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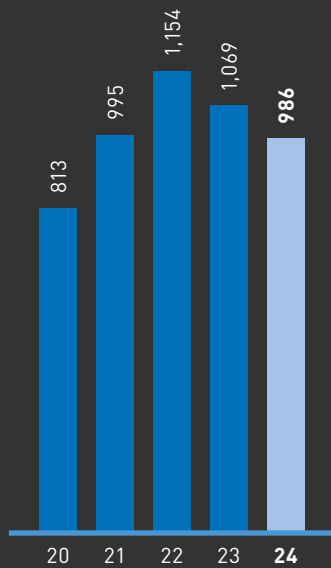
AT A GLANCE

Solid profitability in a challenging environment

In a challenging market environment of subdued demand and a strong Swiss franc, Bossard was able to report solid profitability. The presence in growth industries was enhanced through organic growth and targeted acquisitions.

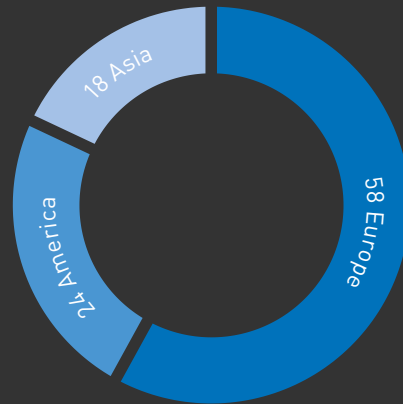
Net sales

in CHF million



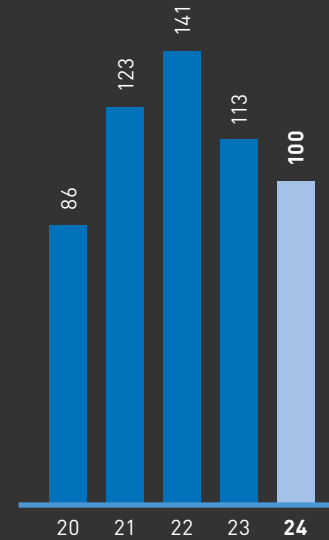
Geographic sales distribution

in %



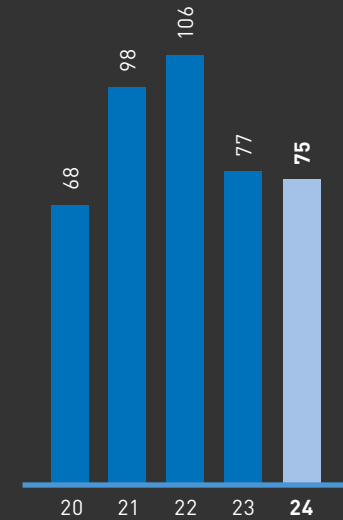
EBIT

in CHF million



Net income

in CHF million



Key figures

in CHF 1,000	2024	2023
Net sales	986,431	1,068,976
Change to prior year in %	-7.7	-7.4
Gross profit	326,656	339,168
Personnel expenses	216,396	215,002
in % of net sales	21.9	20.1
EBITDA	126,380	138,081
in % of net sales	12.8	12.9
EBIT	100,123	113,086
in % of net sales	10.2	10.6
Net income	75,272	76,829
in % of net sales	7.6	7.2
Cash flow ¹⁾	101,529	101,824
in % of net sales	10.3	9.5
Free cash flow ²⁾	31,221	121,397
Capital expenditures	35,790	38,361
Operating net working capital ³⁾	469,808	463,988
in % of net sales	47.6	43.4
Net debt ⁴⁾	245,117	241,041
Shareholders' equity	392,337	372,686
in % of total assets	46.5	46.2
Total assets	843,958	807,237
Return on equity	19.7	20.4
Return on average capital employed (ROCE) ⁵⁾	12.6	13.3
Dividend yield in % ⁶⁾	2.0	1.8
Earnings per share ^{7) 8)}		
Registered A share in CHF	9.39	9.64
Registered B share in CHF	1.88	1.93
Price/earnings ratio ⁶⁾	20.3	22.9
Price/book value per share	3.8	4.6
Annual weighted average number of employees ⁹⁾	2,878	2,871
Net sales per employee ¹⁰⁾	342.7	372.3

1) Net income + depreciation and amortization

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

3) Accounts receivable, inventories, less accounts payable

4) Short-term debts + long-term debts, less cash and cash equivalents

5) Average annual capital employed in relation to NOPAT

6) Basis: share price at Dec. 31

7) Basis: Average share capital entitled to dividend

8) Basis: Share attributable to shareholders of Bossard Holding AG

9) Average full-time equivalents

10) Basis: Annual weighted average number of employees

REPORT TO THE SHAREHOLDERS

Strategic progress in a challenging environment



Dr. Thomas Schmuckli
Chair of the board of directors

Dr. Daniel Bossard
CEO

Dear Shareholders,

The past financial year was a year of significant strategic progress for Bossard. In a market shaped by economic headwinds, key initiatives of our Strategy 200 were implemented successfully. This included strengthening technological expertise, expanding market positions in a number of local markets, and broadening our presence in growth industries, which was achieved both through organic growth and acquisitions.

Since the second quarter of 2023, all market regions have faced pressure on demand, which continued at a weakened level until the end of the year. This trend was intensified by ongoing customer inventory reductions as well as regulatory and trade challenges that inhibited growth.

This challenging environment was additionally impacted by the strong Swiss franc. The increased cost base resulting from wage inflation and the introduction of a new IT platform also affected the result.

Sales amounted to CHF 986.4 million (prior year: CHF 1,069.0 million). EBIT was CHF 100.1 million (prior year: CHF 113.1 million), corresponding to an EBIT margin of 10.2 percent (prior year: 10.6 percent). Net income decreased by 2.0 percent to CHF 75.3 million (prior year: CHF 76.8 million). Thanks to strict cost control, the Group achieved a net income in line with the prior year and a gratifying cash flow from operating activities of CHF 126.8 million (prior year: CHF 157.7 million). As a result of acquisitions in Europe, net debt increased to CHF 245.1 million (prior year: CHF 241.0 million). In December, Bossard successfully placed its first bond for CHF 200 million with a term of five years and a coupon of 1.25 percent, which was used to refinance current credit facilities.

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

In the industrial environment of its customers, which is characterized by high cost pressure, a shortage of skilled labor, and rising wage costs, Bossard's Smart Factory services remain in demand. In the area of Smart Factory Logistics (SFL) applications, Bossard's solutions contribute to customer productivity as well as to its sustainability. The number of smart devices grew by 5.1 percent to 478,000 units, installed at more than 1,150 customers worldwide, despite the interest rate and market environment, which had an inhibiting impact on investments.

Smart Factory Assembly (SFA) solutions offer our customers better control over the assembly process while increasing productivity and traceability of production steps. Thanks to these benefits, Bossard was able to expand its customer base. At the end of the year, Bossard had close to 100 customers with a total of more than 200 installed assembly stations.

Artificial intelligence

Bossard is taking advantage of artificial intelligence (AI) to actively shape the Group's future. Innovative sales support initiatives, process automation, and smart tools increase efficiency and transparency. At the same time, Bossard is empowering its employees to optimize processes on their own by using AI tools. A clear commitment to the needs of its customers and a focus on data protection, agile implementation, and measurable results not only ensures competitiveness, but also creates sustainable value for the company.

Acquisitions

Bossard's acquisition strategy centers on the focus markets defined in Strategy 200, strategic growth industries, and new technologies. Following 30 years of cooperation, Bossard acquired the Belgian company Dejong Fastening NV, a leading manufacturer and innovative fastening technology specialist, thereby strengthening its market

presence in the Benelux countries. The acquisition of the Aero Negoce International Group, a leading French distributor of fastening solutions and provider of logistics services in the aerospace industry, solidifies our market position in this promising growth industry. In combination with the Boysen Group (now Bossard Aerospace) acquired in 2019, Bossard will become a leading player in the European aerospace industry.

In January 2025, Bossard acquired the German Ferdinand Gross Group, which celebrated its 160th anniversary in 2024. Ferdinand Gross is one of the leading distributors of fastening technology in the important German market. In addition to Germany, Ferdinand Gross also has locations in Hungary and Poland, which will help Bossard serve its customers more comprehensively and further expand its market presence in Eastern Europe.

With more than 15 acquisitions in the past ten years, Bossard has demonstrated its expertise in successfully integrating and scaling promising companies and technologies.

The development of our markets at a glance

The weak global demand momentum continued until the end of the year, although with increasing signs of stabilization. In the second half of the year in particular, market developments began to vary from region to region. In Asia, Bossard was able to achieve positive growth rates from the third quarter onwards, while demand in America remained restrained after the record sales of the past two years.

In Europe, demand stabilized at a low level over the course of the third quarter. Economic momentum remained weak and, in an environment characterized by economic uncertainty, the railway and aerospace industries were able to set positive accents.

In America, the slowdown in demand continued until the end of the year, largely due to the decline in demand from major customers in the industrial sectors agriculture and electromobility. The significant appreciation of the Swiss franc had an additional negative impact on sales.

Demand development in Asia became increasingly positive over the course of the year, and in China, the first signs of growth were noticeable. Demand also showed positive development in most of the other business units. Bossard benefited from the “Make in India” initiative in India and

from nearshoring trends in Malaysia, which had a particularly positive impact in the semiconductor and electronics industries.

Sustainability as a core element of our strategy

At Bossard, sustainability is not just a commitment, it is integral to Bossard’s mission of driving long-term, sustainable growth while positively impacting the environment and society. By continuously enhancing the products and processes and maintaining transparent communication with stakeholders, Bossard is building a future that is not only resilient but also aligned with the expectations of shareholders and society at large.

Progress toward reducing the environmental footprint

In 2024, Bossard made further advancements in energy efficiency and carbon reduction. Notable achievements include the expansion of photovoltaic systems at multiple locations, contributing to lower emissions and increased energy independence. Additionally, the Smart Factory Logistics and Assembly Technology Expert services enabled customers to optimize their processes, thereby reducing waste and emissions. As part of the defined climate targets, Bossard is on good track to achieve a 50 percent reduction in Scope 1 and 2 emissions by 2031 and aim for net-zero emissions by 2040.

Empowered people – the commitment to employees

At the heart of Bossard’s success are the people. Bossard is fostering a working environment that values diversity, promotes well-being, and supports professional development. In 2024, Bossard launched new initiatives to enhance employee resilience and leadership capabilities. One example is the Leadership Accelerator Program. These efforts not only improve employee satisfaction but also position Bossard as an attractive employer in a competitive labor market.

Successful rollouts of the new IT platform in all regions

The comprehensive overhaul of the IT platform is designed to increase the Group’s overall efficiency. To this end, a new digital platform will be deployed gradually over several years. Bossard is continuing consistently pursuing the introduction even in this economically challenging environment and successfully completed the rollouts in France, South Africa, South Korea, Taiwan, Australia, Italy, and parts of America during the financial year. The Group is planning rollouts in other countries in 2025.

Outlook

From today's perspective, it is difficult to predict how the economic environment will evolve in the coming quarters. Based on current developments and the second half of 2024, Bossard expects restrained economic demand in the first half of 2025 despite growth in certain markets and industrial sectors. The Group continues to stand by the medium-term financial goals previously communicated and the consistent implementation of Strategy 200. Dedicated employees and a strong balance sheet with an equity ratio of 46.5 percent allow us to continue pursuing strategically significant projects as part of the implementation of Strategy 200. We pay close attention to strict cost control, always with the aim of ensuring sustainable success for you, our valued Shareholders.

Proposals to the annual general meeting of shareholders

At the 2025 annual general meeting of shareholders, the board of directors will propose a gross dividend of CHF 3.90 per registered A share (prior year: CHF 4.00 gross), in line with our dividend policy of approximately 40 percent payout of net income.

Dr. Thomas Schmuckli will not stand for re-election to the board of directors of Bossard Holding AG. The board of directors will nominate David Dean as his successor in the role as chair of the board of directors at the upcoming annual general meeting of shareholders on April 11, 2025 and upholds continuity. Dr. Thomas Schmuckli has been a member of the board of directors of Bossard Holding AG since 2000 and chair since 2007. He has shaped the company with great care, experience, and foresight. The board of directors would like to take this opportunity to thank Dr. Thomas Schmuckli for his many years of outstanding commitment and his excellent service to the Bossard Group.

As we move into the future, we can count on the support of many committed stakeholders. We express our deep gratitude to all our employees for their tireless dedication, solidarity, team spirit, and enthusiasm – they are essential to the Bossard Group's success. We thank our customers for their years of loyalty, and our partners and suppliers for their excellent cooperation. And we thank you, our valued Shareholders, for your continued trust.

Dr. Thomas Schmuckli
Chair of the board
of directors

Dr. Daniel Bossard
CEO

Zug, February 27, 2025

Company

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

With around 3,000 employees in 33 countries, the Bossard Group generated CHF 986.4 million in sales in the financial year 2024. Bossard is listed on the SIX Swiss Exchange.

AT A GLANCE

Company

Market position

Top 3

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

Customer loyalty

> 10

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

Customers worldwide

> 45,000

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

Thereof with B- and C-parts management

> 1,150

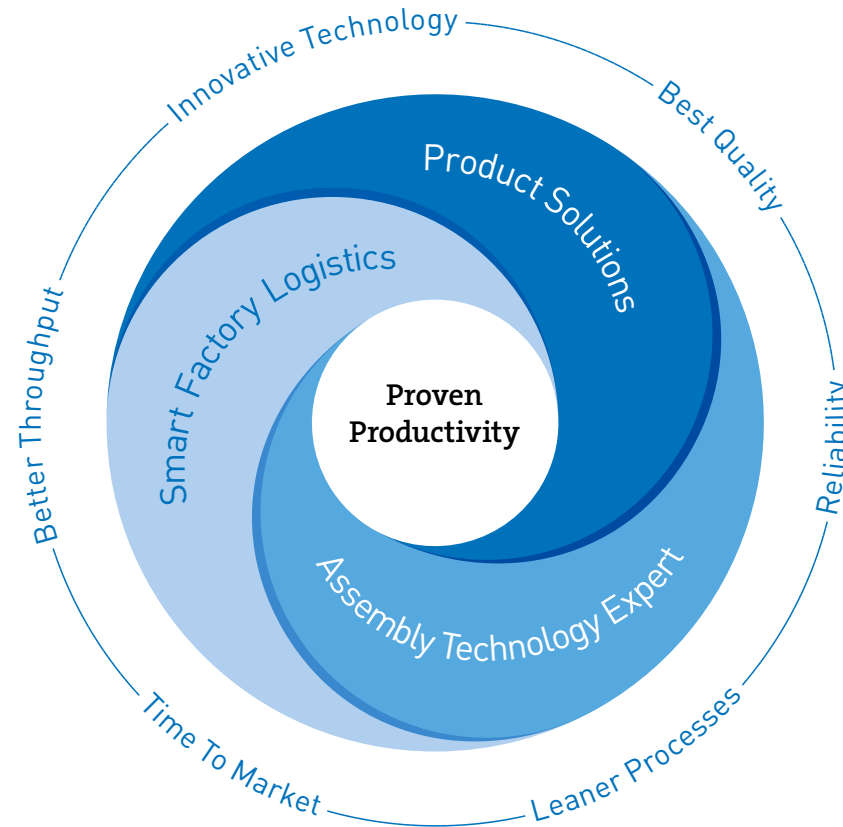
More than 1,150 customers rely on Bossard's automated B- and C-parts management solutions.

BUSINESS MODEL

Proven Productivity

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

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



Time to market

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

Leaner processes

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

Better throughput

Advanced logistic systems and lean assembly processes markedly boost efficiency.

Best quality

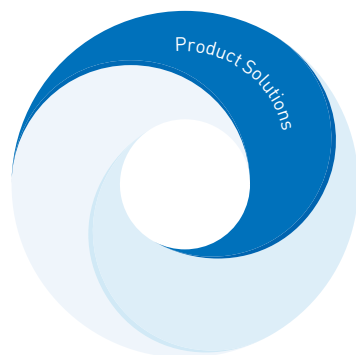
For our product solutions, we rely on the highest quality combined with comprehensive process consulting. This leads to maximum reliability and predictable planning.

Innovative technology

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

Reliability

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



Product Solutions

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

Fastening technology catalog products

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

Customized items

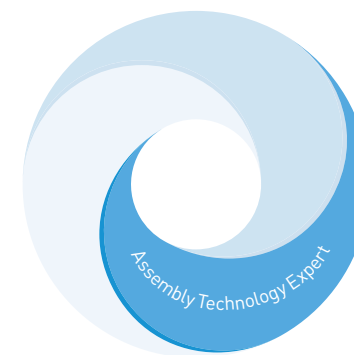
Customized solutions and parts (turned, milled, extruded, stamped and bent parts) for unique technical requirements, manufactured to our customers' specifications.

Bossard ecosyn®

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

Brand products

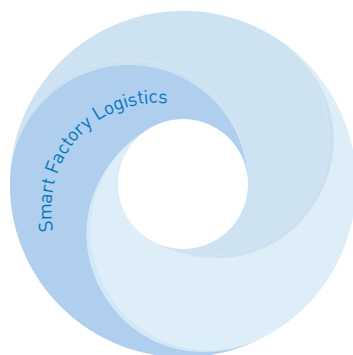
Bossard maintains a carefully selected brand portfolio in cooperation with highly innovative and reliable partners.



Assembly Technology Expert

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

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



Smart Factory Logistics

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

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

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

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

Hidden
aspects
account
for about

85%

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

BUSINESS RESILIENCE AND STRATEGY 200

Solid foundation for accelerated growth

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

Leader in digitalization in our industry

29 years ago, Bossard invented the first fully digitalized and automated C-parts management system, based on IoT technology, that today is being used every day by over 1,150 customers globally. Our proven solutions, used by customers to maintain a seamless supply of C-parts for production without manual interaction, have been successful since their launch. With the digital platforms developed over the last years, Bossard was able to switch its wide range of services to the virtual space – instantly and across the globe.

Industrial and geographical diversification

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

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

Customer centricity and sustainability

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

Innovation and experimental mindset

Ongoing curiosity has always been at the core of the Bossard DNA. For this reason, we would consider ourselves a "start-up with 194 years of experience." Solving customer problems with creativity and passion – using years of experience in fastening technology, supply chain and assembly solutions – has enabled us to provide leading-edge market services. And the journey continues: for example, we are looking into new products for lightweight applications, AI-enabled systems to speed up the quoting process for customized fasteners, and new services to ensure secure assembly processes.

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

Proven Productivity – our promise...

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

...in a globally fragmented market with growth potential

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

Customer proximity creates growth opportunities...

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

...captured by a truly empowered organization

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

Strategic aspiration towards 2031

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

Strategy 200 – focus and scale

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

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

In 900 seconds

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

provenproductivity.com

RISK MANAGEMENT

Systematic risk monitoring and reduction

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

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

Low supply risk as a result of a large network

Supply bottlenecks can occur when our suppliers are working close to capacity during times of above-average demand. Risks can also arise from working with suppliers and when the price of raw materials fluctuates. We counter these risks with tactical and preventive measures in our procurement activities by continuously assessing the market situation and by maintaining a sufficient level of stock. In taking these steps, we ensure that the required volume and quality of fastening parts are available in order to avoid production shutdowns at our customers. Steel, chrome, nickel and different alloys are the most important raw materials for fasteners. Because we purchase finished products, we cannot hedge against price increases. We have an extensive supply portfolio of more than 5,200 manufacturers worldwide and rely on long-term relationships with various suppliers in Europe, America and Asia. Our large network of suppliers enables us to minimize supply risks. Diversification also reduces the risk of negative consequences resulting from political tensions or currency fluctuations.

Systematic quality monitoring

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

Responding to sales risks through diversification

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

IT protection is a high priority

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

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

Minimizing financial risks

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

Financial risk management is described in detail on pages 165 to 166.

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

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

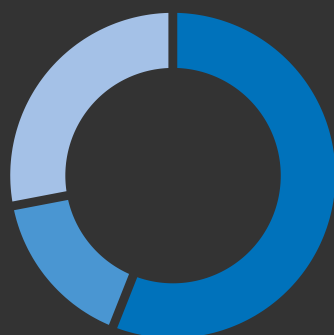
Sustainability

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

AT A GLANCE

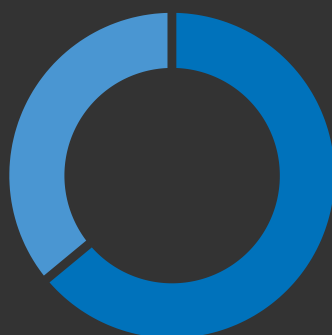
Sustainability

Employees by region



- Europe (56%)
- America (16%)
- Asia (28%)

Employees by gender



- Men (64%)
- Women (36%)

71

Recycling rate of waste in percent
(excluding waste figures of Bossard in America)

+13

Increase in percent of signed Supplier Code of Conducts
(for 80% purchasing volume) in the reporting year

24,700

Total energy consumption in MWh

6,386

thereof renewable

10,677

Electricity consumption in MWh

5,746

thereof renewable

SUSTAINABILITY AT BOSSARD

Business model

As one of the largest global distributors of fasteners, Bossard itself represents a connecting element between manufacturers of fasteners and customers from a wide range of industries. The Bossard business model is complemented by logistics and engineering solutions as well as consulting services in the field of assembly technology.

Bossard is globally a leading partner providing industrial fastening and assembly solutions for companies in the electromobility, railway, mechanical construction, electronics and medical technology industries around the globe. Headquartered in Zug, Switzerland, the company has more than 3,000 employees in 33 countries. The company operates in Europe, America and Asia. Most locations are in Europe, where 58 percent of sales are generated ([→ Financial report](#)).

Bossard's business model consists of three core areas:

Product Solutions

Bossard helps customers find optimal product solutions by evaluating and using the best fasteners for each intended application. The standard range includes the catalog items, complemented by specialty items manufactured to meet specific customer requirements.

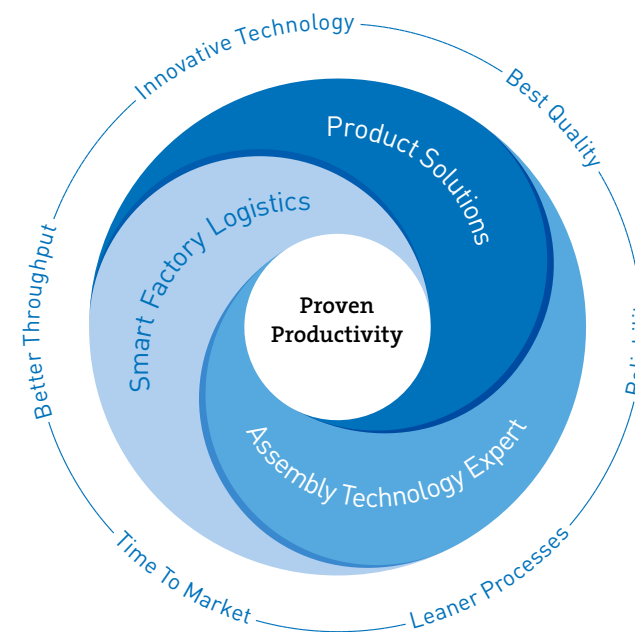
Smart Factory Logistics

This area provides digital solutions for customer logistics to reduce procurement costs along the entire supply chain.

Assembly Technology Expert

From the moment a customer starts designing a new product, Bossard's application engineers provide the smartest solution for any given fastening challenge.

Bossard's services cover a wide spectrum ranging from product design to the optimizing of supply chains and the digitalization of manufacturing processes. Bossard calls this overarching objective Proven Productivity. This is how Bossard describes the contribution to increasing productivity for its customers.



Global network of suppliers for optimal product solutions

The Bossard product range consists of over 1 million different fastening elements, including screws, nuts, rivets, washers, and electrical fasteners. Bossard sources these products from approximately 5,200 suppliers worldwide. Most of the fasteners are purchased in Asia, with a smaller share purchased in Europe and the USA and reworked locally if necessary. This large network of suppliers helps minimize potential supply risks. Bossard stocks standard products in its own warehouses from where they are dispatched to customers. Specialty parts and products for specific requirements are made to order.

To meet special requirements, Bossard puts together customized product solutions. For example, purchased parts are coated or packed in suitable sets as required. Transportation and delivery to customers are mainly handled by external service providers on behalf of Bossard.

Precise and efficient logistics support

For many customers, the products sourced from Bossard are just one of many elements they need to manufacture their own products. Bossard offers smart logistics solutions that digitalize and automate logistics so that customers can focus on their core business. For example, stock levels are checked in real time and replenished automatically. Thanks to Smart Factory Logistics, all deliveries from individual suppliers are received directly by Bossard. The material is then bundled and partially delivered straight to the assembly workstations. The digitalized procurement and delivery processes are paperless and faster, reduce errors in parts logistics, and make material handling easier for customers.

The Smart Factory Assembly software offers a digital assembly platform for digitalizing and connecting assembly processes. It supplements the digital logistics processes with real-time data collection, digital documentation of work instructions, and connection of smart devices. The collected data ensures maximum transparency and traceability, which is particularly important for customers when it comes to controllable processes and their optimization.

Consulting for professionals by professionals

With its six Assembly Technology Expert services, Bossard provides support to its customers' product designers as well as engineers when designing and constructing suitable fasteners and optimizing assembly processes. Bossard analyses and optimizes production workflows and sustainably reduces production times and costs, which in turn boosts the competitiveness of its customers. In addition, Bossard conducts trainings for its customers to teach their employees the technical basics of fastening technology and to provide expertise in implementing digitalized production environments. With their multistage approach from design and optimization to training, Assembly Technology Expert services provide comprehensive support for process improvement, product reliability, and innovation.

SUSTAINABILITY AT BOSSARD

Strategic foundations of sustainability

Bossard's products and services simplify and optimize processes across all fastening solutions. By targeting savings in materials, energy, and production capacities, they are increasingly helping customers achieve their sustainability goals. Bossard also endeavors to be known and valued as a sustainable supplier through strategic sustainability efforts and transparent communication.

As a global company, Bossard recognizes its responsibility to address globally relevant issues in its sustainability strategy. For this reason, Bossard's sustainability ambitions are based on the United Nations Sustainable Development Goals (SDGs) and are in line with the ten principles of sustainable governance laid out in the United Nations Global Compact ([→ Global programs and frame of reference](#)).

Identification and continuous review of material topics

Bossard's sustainability efforts are based on the topics identified as material. These were defined in 2022 in accordance with the principles of double materiality:

1. Long list

The starting point for the materiality analysis was a comprehensive list of potentially material topics. These were compiled from topics defined as material by comparable companies as well as upstream and downstream partners in the value chain. Reporting standards and ratings were also included.

2. Short list

Taking into account the findings from a previous strategy workshop, the list of potentially material topics was shortened to 13.

3. Assessment

In an online survey, around 20 leaders in their respective field of expertise assessed the relevance of Bossard's impact in these areas (impact materiality) as well as the relevance of the impact these topics have on Bossard's business success (financial materiality).

4. Validation by company management

Based on the mean values of impact and effect, a provisional materiality matrix was created, which then underwent final validation by the CEO, the CFO, and the ESG project team during a workshop.

5. Acknowledgement by the board of directors (BoD)

The final materiality matrix and the list of material topics for Bossard were presented to the board of directors in 2022 and acknowledged accordingly by the members.

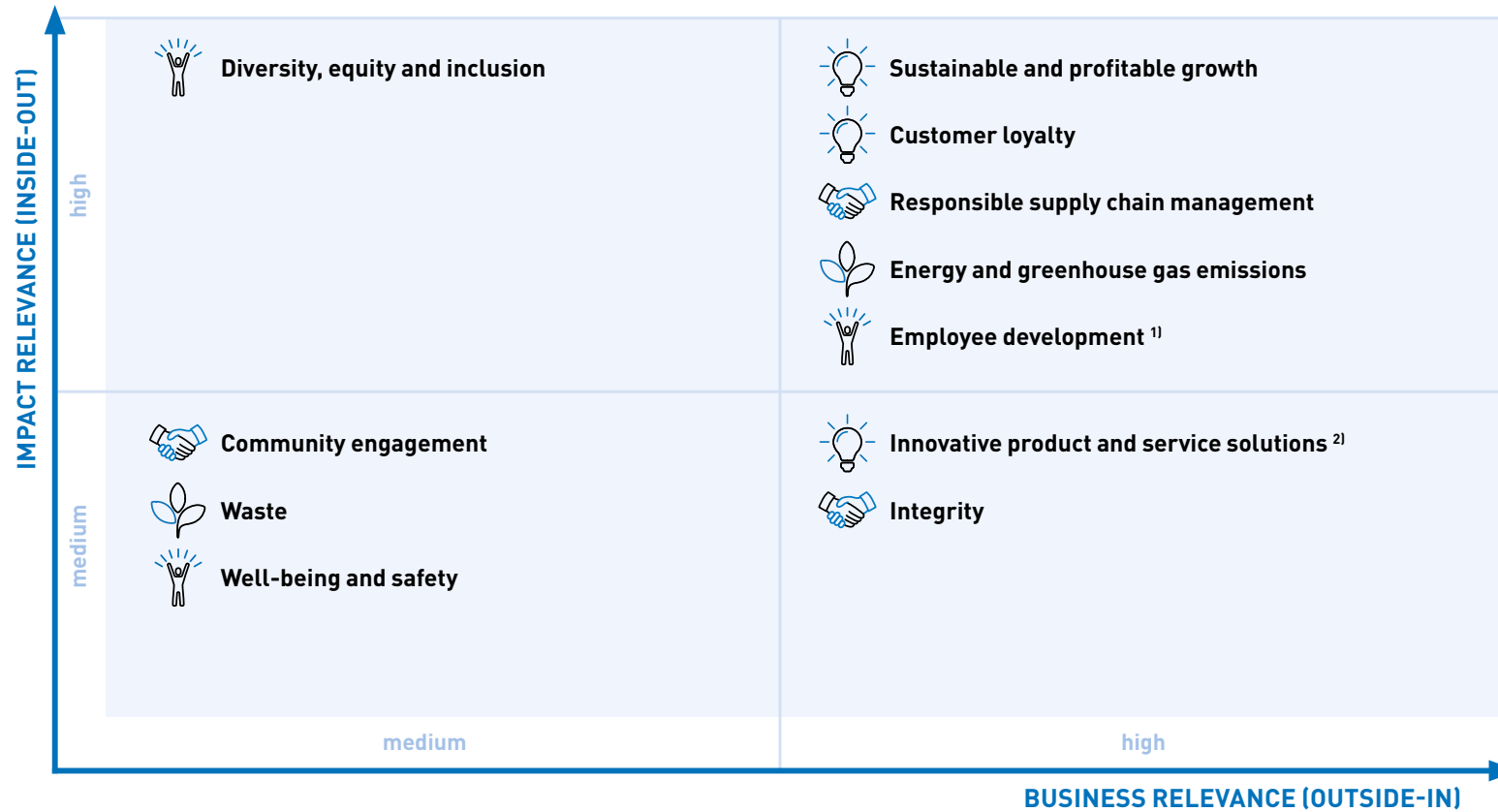
6. Annual review

For the reporting year 2024, Bossard reviewed the material topics to ensure they are up-to-date and comply with Swiss legal requirements for non-financial reporting. As a result, individual topics with overlapping content were merged. This reduces the number of material topics from 13 to 11. The mapping of Bossard's material topics to the topics stipulated by Swiss law is listed in the CO reference table.

Development of new double materiality analysis in accordance with the CSRD

In 2024, Bossard performed a new double materiality analysis in accordance with the EU Corporate Sustainability Reporting Directive (CSRD). It includes both external and internal stakeholders and is the basis for reporting beginning in 2026 for the financial year 2025.

MATERIALITY MATRIX



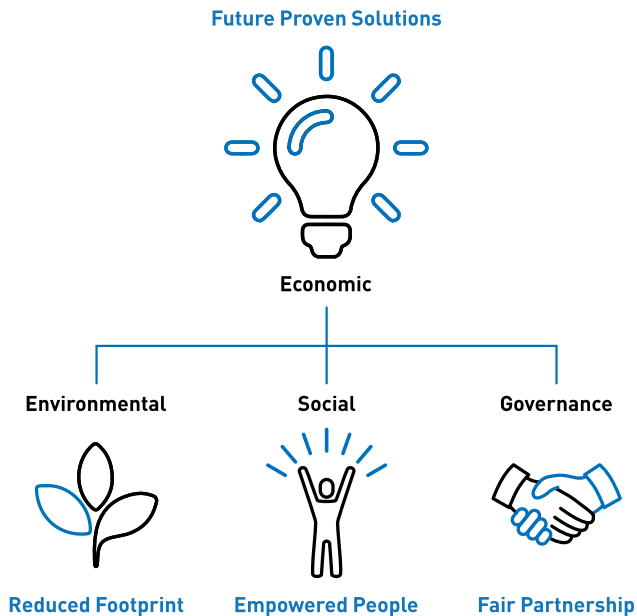
Future Proven Solutions
 Reduced Footprint
 Empowered People
 Fair Partnership

1) This material topic is made up of the material topics of "Employee development" and "Attractive employer".

2) This material topic is made up of the material topics of "Innovation" and "Sustainable product- and service solutions".

Focus areas as strategic foundations for sustainability

Bossard's four focus areas provide the overarching strategic framework for both strategic sustainability efforts and this sustainability report:



These four focus areas cover the economic, environmental, social and governance dimensions of responsible governance at Bossard.

The **Future Proven Solutions** focus area encompasses the economic topics "Sustainable and profitable growth," "Customer loyalty," and "Innovative product and service solutions." Bossard's solutions not only lead to greater efficiency and productivity, but also enable the careful use of resources. With quality and efficiency in mind, Bossard endeavors to further expand the sustainability of the services and product solutions it offers.

The **Reduced Footprint** focus area includes all environmental issues which Bossard is able to influence and which affect Bossard's business activities. Specifically, these are the material topics "Energy and greenhouse gas emissions" and "Waste." Bossard endeavors to systematically identify and minimize the environmental impact associated with its business activities and the upstream and downstream processes in the value chain. Bossard uses natural resources sparingly and records key figures to identify strengths and weaknesses in terms of environmental performance.

Empowered People means that Bossard's employees are the driving force behind Bossard's business success. For this reason, a working environment that supports the physical and mental well-being of employees is key. Implementing a groupwide diversity and equal opportunities strategy, combating discrimination, and promoting training and professional development allows employees to realize their full potential and helps the company attract new talent and reduce employee turnover. The Empowered People focus area consists of the material topics "Well-being and safety," "Diversity, equity, and inclusion," as well as "Attractive employer," with the latter focusing on employee development.

Fair Partnership covers the material topics "Integrity," "Responsible supply chain management," and "Community engagement." Engagement in the Fair Partnership focus area goes hand in hand with transparent and fair governance and helps Bossard maintain its reputation with its stakeholders and ensure responsible cooperation with suppliers.

Stakeholders and memberships

Bossard recognizes a growing interest in sustainability topics on the part of its stakeholders and therefore maintains a continuous dialog on the subject. These expectations also encourage Bossard to set ambitious goals and implement specific projects.

In addition to its employees, Bossard's most important stakeholders include customers, suppliers, business partners, investors, rating agencies, the media, and legislators. Continuous exchange, for example engagement meetings, interactions on various communication channels or direct collaboration, enable Bossard to understand needs, reconcile expectations, and build partnerships. This vehicle is primarily used for exchanges with investors and suppliers. When working with suppliers, exchange on sustainability issues is integrated into the audit process. This enables both parties to learn how to handle ESG challenges and make better use of synergies. Exchange with business partners and customers primarily takes place in the course of cooperation.

Bossard's stakeholder engagement also includes memberships and partnerships. They promote the transfer of knowledge, help Bossard become involved in the industry, and form the basis for new partnerships or innovations:

- Bossard is a member of the European Fastener Distributor Association (EFDA), with Bossard's Vice President (VP) of Supply Chain Management as its President. The EFDA represents the interests of fastener distributors at the European and global level; its mission is to defend free trade and promote the competitiveness of its members.
- Bossard Switzerland is a member of the Fachverband des Schrauben-Grosshandels (FDS), the trade association for wholesalers of screws. FDS is the platform and lobbying organization for wholesalers of screws, nuts, and other mechanical fasteners. It bundles the industry's knowledge and communicates with policymakers, the media, and society as a whole.
- Bossard Switzerland is also a member of procure.ch, the Swiss purchasing association, and Swissmem, the association for SMEs and major corporations in the Swiss technology industry.
- Bossard America is a member of the National Fastener Distribution Association (NFDA), a nonprofit trade organization focused on quality assurance and market expansion.
- Bossard Ireland is a member of the British & Irish Association of Fastener Distribution (BIAFD).

“Continuous exchange with its stakeholders enables Bossard to understand their needs, align expectations and build partnerships.”

Global programs and reference frameworks

Bossard's sustainability efforts are based on internationally recognized guidelines, objectives, and standards.

United Nations Global Compact

In 2021, Bossard's CEO signed the Letter of Commitment of the United Nations Global Compact. Like more than 25,000 other companies, Bossard is committed to the ten global principles of sustainable governance in the areas of human rights, labor, environment, and anti-corruption. By joining the United Nations Global Compact, Bossard pledges to publish an annual Communication on Progress.

United Nations Sustainable Development Goals

The 17 United Nations Development Goals (UN SDGs) set out global ambitions for sustainable development. Bossard has identified five SDGs on which its own business activities have the most significant impact.

SDG 7, "Affordable and clean energy"

Bossard strives to offer products and services with a low carbon footprint. Wherever possible, the company uses renewable energy and efficient processes.

SDG 8, "Decent work and economic growth"

As an international company, Bossard creates jobs for employees regardless of gender, age, religion, ethnicity, disability, and sexual orientation. Bossard is committed to providing humane and non-discriminatory working conditions for its employees.

SDG 9, "Industry, innovation and infrastructure"

Bossard's business activities have the greatest impact on SDG 9, which aims to build resilient infrastructure and promote sustainable industrialization and innovation. Bossard's solutions and services modernize the industry and support resource-friendly, efficient production processes.

SDG 12, "Responsible consumption and production"

The efficient and responsible use of Bossard's products and services is in line with SDG 12. Bossard contributes to SDG 12 by promoting the circular economy, reducing the consumption of resources and materials, and minimizing waste.

SDG 13, "Climate action"

Bossard determines its environmental footprint and calculates carbon emissions, which helps the company define climate targets. Bossard is focusing primarily on promoting energy efficiency and the efficient use of electricity, as well as on implementing measures to reduce carbon emissions in transportation and packaging.

7 AFFORDABLE AND CLEAN ENERGY



8 DECENT WORK AND ECONOMIC GROWTH



9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



12 RESPONSIBLE CONSUMPTION AND PRODUCTION



13 CLIMATE ACTION



SDGs: Bossard focuses on these five sustainability goals (source: www.globalgoals.org).

SUSTAINABILITY AT BOSSARD

ESG governance

The board of directors bears comprehensive responsibility for the business activities of the Bossard Group. This applies to both financial and non-financial matters. Accordingly, the board of directors exercises overall management, supervision, and control of sustainability matters at Bossard. In particular, it is responsible for the ESG objectives and their monitoring.

As the highest supervisory and management body, the board of directors is responsible for the overall management of Bossard ([→ Corporate Governance](#)). This also includes non-financial matters relating to environmental, social and governance (ESG) issues. Among other things, the board of directors is responsible for setting ESG targets and monitoring them. This has taken on greater significance in the reporting year 2024 since it is now linked to aspects of variable remuneration ([→ Compensation Report](#)).

The management of the business is delegated entirely to the executive committee. Within this body, overall responsibility for sustainability lies with the CEO. Bossard's VP of Sustainability, who reports to the CEO, is a member of the extended executive committee and thus part of Bossard's management team. The VP of Sustainability regularly reports to the board of directors and the executive committee on progress made on ESG issues.

ESG competences at board of directors level

Bossard's board of directors values an overall body with balanced expertise in key areas ([→ Competence matrix](#)). This includes sustainability. At a board meeting held during the reporting year, the board of directors gained insight into the Corporate Social Responsibility Directive (CSRD), the European legislation on sustainability reporting, and took an in-depth look at double materiality. In addition, the board of directors and other members of management received a keynote speech on the topic of corporate culture. This presentation prompted an alignment with the existing core values and guiding principles.

Multiple points of contact for critical concerns relating to ESG

For reporting compliance violations, Bossard has established an Integrity Team made up of representatives from the legal and ESG departments. The corresponding process is set out in the Integrity Policy and the Code of Conduct and is communicated to employees via internal communication channels or as part of training sessions. Critical concerns can also be reported to the local Human Resources (HR) department, via the local reporting offices, to trusted persons in management, or via the electronic Integrity Line, which allows for anonymous reports ([→ Integrity](#)). Critical concerns are processed with the involvement of other departments as appropriate and reported to the board of directors in anonymized form if necessary. No critical concerns were reported to the board of directors in 2024.

Active ESG risk management

The board of directors and the executive committee review the risk landscape annually from a strategic and operational perspective ([→ Risk management](#)). In addition to financial risks, this also includes ESG risks, such as risks in the supply chain or environmental risks. Each risk is analyzed in terms of the potential (financial) loss and its probability of occurrence. Based on these findings, Bossard defines appropriate targets and risk mitigation measures for the risks deemed to be significant. This process is documented on an ongoing basis and its effectiveness is reviewed by the finance department. The climate-related risks and opportunities and their management are set out in the TCFD report ([→ TCFD reporting](#)).

FUTURE PROVEN SOLUTIONS

Sustainable and profitable growth

Bossard's understanding of growth goes hand in hand with sustainable governance that has as few negative impacts as possible on its stakeholders or the environment. This understanding is firmly anchored in Bossard's corporate strategy. Through active product management and advancing a variety of projects, Bossard is driving the product portfolio forward with regard to economic and sustainable aspects.

Bossard strives for sustainable and profitable growth, i.e. growth-oriented corporate development that combines sustainability goals with competitiveness and productivity. If the combination of sustainable governance and growth is successful, Bossard can achieve its goal of maintaining and expanding its position as an industry leader. From this position, Bossard can positively influence the upstream and downstream value chain through active product management. This should result in long-term, mutually profitable and trusting business relationships that provide security for all parties involved.

Strategy 200

In 2021, Bossard developed Strategy 200, which includes a vision for the company's development up to its 200th anniversary in 2031. In concrete terms, this includes implementing a cultural transformation as well as optimizing product development, services, sales, and marketing. Strategy 200 is the expression of long-term thinking and acting within the company and among business partners.

To measure the strategic progress Bossard also set targets for products and services. Strategic success factors and metrics have been defined for the set targets. These are monitored using controlling and analysis measures as well as customer surveys and customer evaluations.

Active product management

Bossard achieves sustainable and profitable growth through active product and category management. By continuously monitoring and adapting its product portfolio, Bossard is able to quickly react to market changes and offer innovative solutions. This includes Bossard increasingly diversifying its portfolio and offering its services to customers as comprehensive packages.

This should enable Bossard to stand out from its competitors, retain existing customers, and attract new ones. The aim is to promote not only the technical benefits of the products, but also the sustainable design of Bossard's products and services, which in turn helps customers achieve their own sustainability goals.

Developments in 2024

In 2024, Bossard advanced a variety of projects to increase competitiveness and productivity. Active participation in the European 4.0 Transformation Center (E4TC) has enabled Bossard to gain additional expertise to increase the circularity of its products. In addition, Bossard has continued to develop its product portfolio with regard to economic and ecological aspects through continuous dialog with its customers and partners. This is supported by the organizational consolidation of the departments products and services, whose closer cooperation allows the company to respond to market needs and environmental requirements in a targeted manner ([→ Sustainable solutions through innovation](#)).

FUTURE PROVEN SOLUTIONS

Customer loyalty

Customer loyalty and satisfaction are key aspects of sustainable governance at Bossard. They are based on high product quality and safety. Through constant dialog, Bossard aims to strengthen its relationships with customers in order to meet their requirements.

As a distributor, Bossard depends on the sale of its products. For this reason, customer loyalty and satisfaction are key to the company's success. Bossard works at all levels with a strong focus on customers and seeks to collaborate with them in order to develop targeted products and services and continuously expand the company's know-how and expertise. This fosters innovative product solutions while creating a partnership network based on loyal customer-supplier relationships, which gives Bossard a higher degree of economic resilience.

Added value through a combination of standard products and customized solutions

Bossard's products and services must ensure consistently high quality and safety and meet technical, legal, and customer-specific requirements. The product base consists of high-quality standard fasteners such as screws, nuts, rivets, washers, and electrotechnical fastening elements. Product lines such as ecosyn® and FASTEKS® go beyond standard solutions with smart fastening solutions tailored

to customer needs. This allows customized solutions and engineered parts to be produced according to the customer's specifications, establishing Bossard as a comprehensive partner for high-quality standard products and customized solutions, opening up room for innovation, and creating added value on both sides.

By offering new services such as Smart Factory Assembly, Bossard is strengthening its network of customers and their loyalty to the company. Smart Factory Assembly also promotes interaction and integration of assembly workers, reinforcing their sense of playing an active role in the company's success.

Satisfied customers through constant dialog

Bossard uses a variety of tools to strengthen partnership relationships. These include co-creation workshops designed to identify challenges and develop solutions in collaboration with customers. Value Discovery Workshops are conducted to find areas that offer the greatest potential for increasing productivity.

Bossard frequently holds personal meetings that give customers the opportunity to provide feedback, discuss problems and concerns, and offer their own suggestions. In addition, Bossard uses Net Promoter Score surveys to measure customer satisfaction. In the reporting year,

Bossard also conducted its first user survey regarding its interactive digital supply chain platform, ARIMS. To obtain direct feedback and input on pilot projects, Bossard presents product innovations at conferences or in customer webinars. For its Smart Factory Logistics area, Bossard has developed a Proven Productivity Report, which regularly highlights the tangible value that Bossard generates for its customers. All results are systematically incorporated into Bossard's work.

Product safety

Product safety is a prerequisite for marketability. Bossard observes all relevant guidelines and laws regarding product quality and safety and ensures the compliance of the products sold with existing processes and controls; consistent documentation is of central importance in this context. Potentially hazardous products make up only a very small share of Bossard's portfolio (less than 2 percent). Nevertheless, Bossard optimized hazardous goods labeling and the associated declaration and system maintenance processes in the reporting year. In addition, the company launched several certifications, including global certification for the SmartBin Cloud scales. Certification of the SmartLabels and AccessPoints were completed in the reporting year.

FUTURE PROVEN SOLUTIONS

Sustainable product and service solutions

Fastening technology is often equated with tried-and-tested standard solutions. Bossard's innovative strength and the comprehensive impact of its service solutions are demonstrated at all levels: Innovative products, processes, and services conserve resources, improve the technical performance of products and customers, and place Bossard in an excellent competitive position. For this reason, Bossard considers innovation to be essential for economic activity.

Innovative products and services can expand Bossard's portfolio or make existing products, processes, and services more efficient, technically better, more durable, and less resource- and energy-intensive – in other words, more sustainable. Leaner work processes, for example in assembly, are part of innovation as well. Bossard's customers also operate in a market characterized by constant product innovation. Bossard believes that the future economic success of the company can only be ensured by actively participating in this dynamic. For Bossard, innovation is therefore an essential component of sustainable governance.

Innovation as a strategic goal

Bossard is committed to being the technology leader in the industry. This goal is also anchored in its Strategy 200, which describes Bossard's development up to 2031, the 200th anniversary of the company. Innovation through increased research and development is part of the strategy: At the Bossard Exploration Lab operated in collaboration with ETH Zurich, ideas from Bossard employees are reviewed and refined by a team from ETH. Another factor in strengthening Bossard's innovative power is the co-creation of products and services in collaboration with key customers. This will be supported by a digitalization program designed to optimize internal operational processes at Bossard and its customers. Smart Factory Logistics, for example, help reduce carbon emissions, while Smart Factory Assembly has a positive impact on quality standards and provides safe working conditions for employees because they can be deployed more flexibly thanks to documented processes.

Bossard has set up its own project team to firmly anchor the focus on innovation within the company. Because Bossard pursues a bottom-up approach, responsibilities for innovation and digitalization can be found at various levels of the company, divided into process and system innovations, service and product innovations, and digitalization.

Artificial intelligence as an innovation factor at Bossard

Artificial intelligence (AI) promises to speed up product development. Bossard has already created the first prototypes as part of the Smart Factory Lab project and is in the process of developing additional solutions. Currently, AI testing is focusing on evaluating use cases and answering holistic questions about Smart Factory Assembly. Another Smart Factory Logistics project centers on the automatic recognition and processing of delivery notes. Bossard thus achieves scaling of its own services. In the field of AI-supported automation and monitoring of assembly processes, Bossard operates as an investor in the start-up Sentinus AG and supports the company. Sentinus intends to significantly advance development in this area. The company operates with the flexibility of a start-up and is helping boost AI expertise in Switzerland – a key element in strengthening the country's role as a business hub.

Sustainable solutions through innovation

National and international regulations require Bossard and its customers to calculate and reduce the carbon footprint of their products. Digitalization across as many steps of the value chain as possible will help determine key performance indicators and identify potential for improvement. Smart Factory Logistics and SmartOrdering make it possible to plan logistics processes and analyze and optimize order quantities and times in a way that shortens transportation routes and minimizes waste or express orders. In 2024, 63 percent of Smart Factory Logistics customers were using SmartOrdering and 106,000 items were processed through the system, reducing express orders by 30 percent.

Assembly Technology Expert services help optimize assembly processes, making them leaner and lowering emissions. In 2024, Bossard started the evaluation phase for the disassembly service developed in 2023, which is intended to enable faster, tool-free disassembly and maintenance. In the materials technology field, Bossard

is investigating the development of fasteners made from new materials or composites. This includes the option for customers to select different green steel variants for direct screw fittings while maintaining complete cost transparency. To this end, the MultiMaterial-Welding® technology introduced in 2022 was refined in the reporting year ([→ Success story](#)). This technology makes it possible to use fewer fasteners and components, which reduces costs and energy requirements.

Bossard is involved in the E4TC in order to actively contribute to shaping a circular economy. The E4TC calls its vision Re-X: Each product is disassembled at the end of its life and any suitable parts are reused in new products. The parts must be designed from the ground up in such a way that this becomes possible. In 2024, Bossard launched a project in collaboration with RWTH Aachen University as part of the Design-to-Recycle initiative, which aims to help customers develop products that can be recycled. The E4TC has been using Bossard's Smart Factory Assembly solution ELAM in a pop-up remanufacturing line.

“For Bossard, innovation is an essential component of sustainable governance.”

SUCCESS STORY

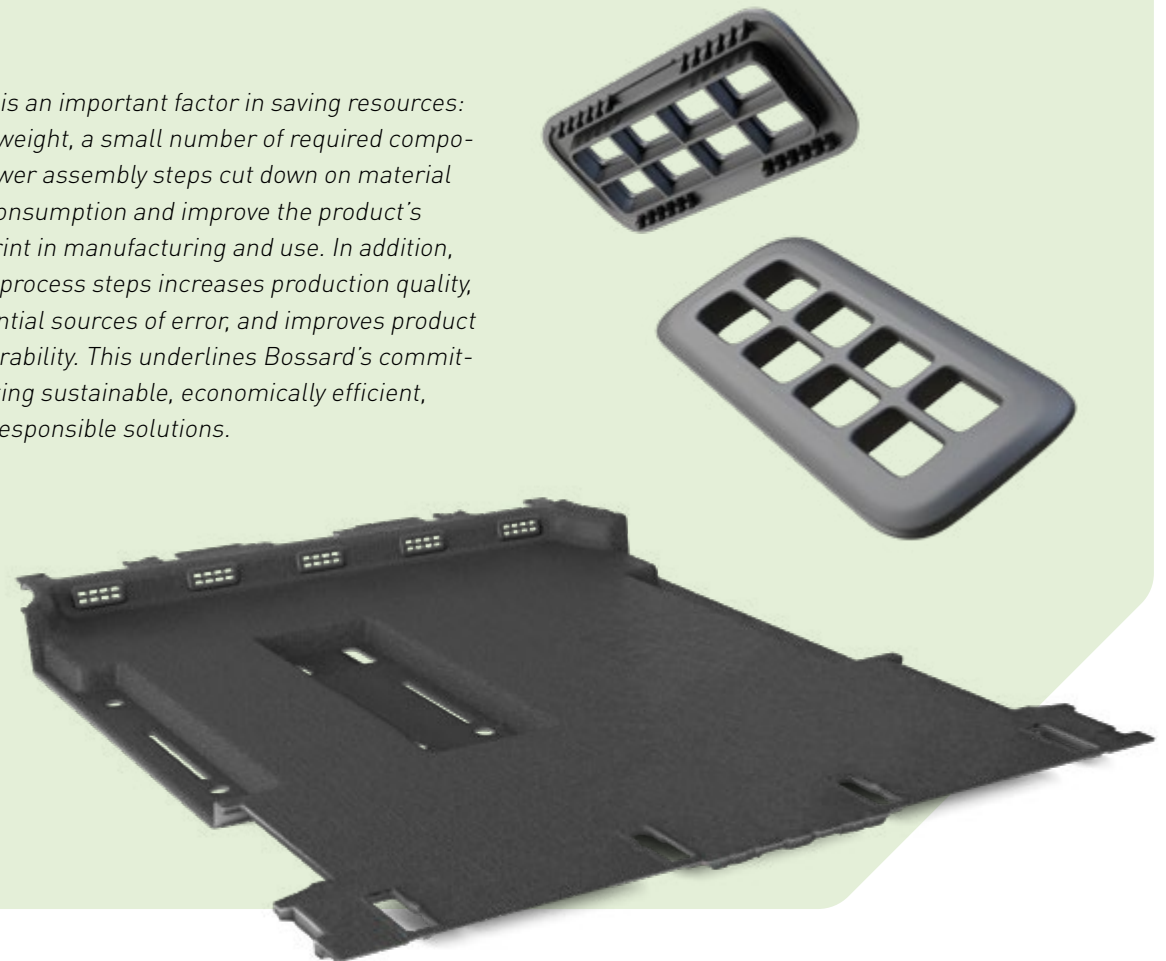
Future Proven Solutions

Strengthening expertise through innovative services

With its Assembly Technology Expert services, Bossard is continuously expanding its expertise beyond the sale of product solutions to promote sustainable innovation. One prime example is the MultiMaterial-Welding® process, which offers tailor-made solutions developed in close cooperation with customers.

Bossard collaborates with the Adler Pelzer Group on developing floor carpets with ventilation lattices for the Volkswagen ID Buzz. The innovative LiteWWeight® Lotus technology is used in the MultiMaterial-Welding® process in functionally integrated parts (FIPs) to create a fast and resource-efficient solution. This process ensures the necessary strength, even with flexible components, while allowing for functional and aesthetic design. Ultrasound is used to achieve partial liquefaction of the lotus teeth, which creates an exceptionally strong and durable bond with the textile structure – without the use of additional adhesives, fasteners, or energy-intensive processes.

This solution is an important factor in saving resources: Low product weight, a small number of required components, and fewer assembly steps cut down on material and energy consumption and improve the product's carbon footprint in manufacturing and use. In addition, streamlining process steps increases production quality, reduces potential sources of error, and improves product safety and durability. This underlines Bossard's commitment to creating sustainable, economically efficient, and socially responsible solutions.



REDUCED FOOTPRINT

Energy and greenhouse gas emissions

Energy and greenhouse gas emissions management is a top priority for the Bossard Group. It designs its own processes and operating procedures to be as environmentally friendly as possible and aims to influence the entire value chain in favor of climate protection. Comprehensive carbon footprint accounting helps the company define climate protection measures.

Commitment to climate protection along the value chain

The Bossard Group designs its own processes and operations to be as environmentally friendly as possible. At a distributor like Bossard, the majority of greenhouse gas emissions are generated in the upstream supply chain for the production and provision of purchased goods and services. Bossard intends to take targeted measures to make not only its own operations, but the entire value chain climate-friendly. The Bossard Group's Code of Conduct and Supplier Code of Conduct stipulate specific requirements to ensure that Bossard's employees and business partners act in an environmentally friendly manner. At the Group level, Bossard's VP of Sustainability is in charge of climate-related issues. In the business units, the general managers, finance managers, or environmental managers are responsible for climate and energy issues, depending on the size of the location.

In order to lend additional relevance to climate protection efforts at Bossard, the Group plans to integrate the achievement of greenhouse gas reduction targets into the remuneration system for general managers.

Environmental management system

In all larger and some smaller business units, the Group's environmental management system is ISO 14001-certified. Each individual location is responsible for its own ISO certification. Regular internal audits serve to ensure quality. In the future, Bossard plans comprehensive certifications for those locations which together generate 90 percent of sales. In 2024, three business units in Singapore, China and the Netherlands were ISO-certified. As of the end of 2024, Bossard has achieved a rate of 62 percent ISO 14001-certified sites, which account for 74 percent of the Bossard Group's sales.

“62 percent of business units are ISO 14001 certified.”

Carbon footprint, measures and targets

Bossard regularly calculates Scope 1 and 2 carbon emissions and identifies the largest emission sources. The results show where emission reductions are possible. A data portal ensures consistent data quality on energy and resource consumption as well as waste and greenhouse gas emissions. Based on this data, environmental protection measures can be designed and implemented. The data portal is revised quarterly to ensure that it remains up to date and helps optimize Bossard's reporting. For data collection and management, the company uses an app and linked business intelligence reports that enable emissions to be calculated at the location level and analyzed for monitoring and comparison purposes. The emissions are then consolidated and validated globally. To date, updating the questionnaire in the app, training sessions, and experience from the business units have helped to further improve data quality and transparency. The environmental indicators were published in the following year's report. Up-to-date data is becoming increasingly important as it helps Bossard define targets and shorten response times by implementing measures. For this reason, the frequency of data collection was changed from annual to quarterly.

Submitting and validating data regularly makes the process more intuitive and efficient, which in turn improves data quality. Recurring analysis of the data also increases the likelihood of identifying any potential for optimization.

In the reporting year, Bossard again used the data from the data portal to submit climate-related information for the CDP questionnaire. In addition, the questionnaire was submitted as public, which represents progress over the previous year's questionnaire. Moreover, this data was used to identify the main levers for reducing greenhouse gas emissions in the company's own operations.

In the reporting year, Bossard developed a reduction path for Scope 1 and Scope 2 emissions based on the targets from the previous year. By 2031, these emissions are to be reduced by 50 percent compared to 2023 and the net zero target is to be achieved by 2040. The sound data foundation provided by the data portal is a prerequisite for identifying meaningful reduction potential and implementation measures at the location level. Bossard has provided the general managers with a template for calculating location emissions under various selectable reduction scenarios.

This makes it possible to test various scenarios and ultimately compare the effectiveness and costs of different measures. The individual reduction plans were collected centrally and an action package based on these plans was approved by the executive committee. Instead of relying on rigid global transformation regulations to achieve its 2031 interim target, Bossard is allowing for regional flexibility to define optimized measures for each location.

Since Bossard is a growing company, reducing energy consumption and emissions in absolute terms is a major challenge, but specific measures and climate targets are expected to help reduce Bossard's own greenhouse gas emissions on an ongoing basis and minimize energy and emissions-related risks ([→ TCFD reporting](#)). Bossard believes that the adopted action package offers opportunities for implementing its climate ambitions. In particular, this includes measures such as on-site production and purchase of renewable and low-emission energy, replacing consumption-intensive equipment, processes and infrastructure, upgrading the heating technology in buildings, and converting the vehicle fleet ([→ Success story](#)).

“By 2031, the Scope 1 and 2 emissions are to be reduced by 50 percent compared to 2023 and the net zero target is to be achieved by 2040.”

SUCCESS STORY

Reduced Footprint

Increased energy efficiency thanks to electric vehicles

One of Bossard's key measures to mitigate climate change is converting the company's vehicle fleet to electric vehicles. This makes it possible to use low-emission energy for passenger transportation while taking advantage of the increased efficiency of the vehicles' electric motors.

Progress has already been made at some locations: In China, Bossard has ten electric vehicles and four chargers on the company premises. A newly installed supercharger offers shorter charging times and encourages other employees to switch to electric vehicles as well.

In Switzerland, five new chargers were set up for the company's vehicle fleet. In addition, 14 chargers are now available for visitors of the Zug site and the Bossard Academy. Following the switch to sourcing 100 percent electricity from hydroelectric power, the vehicles can be charged using low-emission energy.



Charging infrastructure: Bossard Switzerland – The visitor parking lots now offer charging infrastructure that is powered by 100 percent renewable electricity.



New charging stations: Bossard China – One of the four newly installed charging stations

The implementation of some measures is under review, including switching to heat pumps or district heating for air conditioning in buildings, while other measures were already completed in the reporting year. For example, additional solar panels have been installed at some locations ([→ Success Story](#)), and in Switzerland, electricity is now being sourced from hydroelectric power instead of nuclear power plants. Additional business units are now procuring low-emission electricity, and the use of electric vehicles is increasing. Overall, Bossard used 4.32 percent less electricity in the reporting year, 53.82 percent came from renewable sources. In addition, on-site production of renewable energy, e.g. through photovoltaic systems, reduces dependence on the electricity market, which is characterized by fluctuating, and generally rising prices.

KEY FIGURES: ENERGY AND GREENHOUSE GASES

Energy in MWh ¹⁾	2024 ^{2), 3)}	2023
Energy consumption	24,700	25,650
thereof renewable	6,386	3,569
Electricity consumption	10,677	11,159
thereof renewable	5,746	3,042
District heating	639	527
Heating fuels	4,869	5,406
Oil	186	249
Gas	4,667	5,143
Liquified petroleum gas (LPG)	16	14
Wood	-	-
Motor fuels	8,515	8,558
Diesel	6,459	6,473
Petrol	2,056	2,085

- 1) The energy consumption figures include all business units with more than five full-time equivalents. Business units with five or less than five full-time equivalents are not included because of their relatively low impact on energy consumption.
- 2) Acquisitions during the financial year 2024 are not included.
- 3) The energy consumption data for the first three quarters are based on actual data collected from business units, while the data for the fourth quarter have been extrapolated based on the average energy consumption of the first three quarters.

Greenhouse gas emissions in tCO ₂ e ¹⁾	2024 ^{4), 5)}	2023
Total emissions (Scope 1 and 2)	6,143	6,550
Scope 1 ²⁾	3,252	3,389
Oil	48	65
Gas	933	1,047
Diesel	1,744	1,744
Petrol	523	530
LPG	4	3
Scope 2 ³⁾	2,891	3,161
Electricity	2,776	3,071
District heating	115	90

- 1) The greenhouse gas inventory was calculated in line with WRI/WBCSD Greenhouse Gas Protocol guidelines.
- 2) Scope 1: emissions from fuels and flammable substances.
- 3) Scope 2: emissions from the generation of electricity and district heating purchased by the business units. The 2021 IEA emission factors and the current DEFRA emission factors were used for Scope 2 emissions. When possible, the market-based method was applied; otherwise, the location-based method was used.
- 4) Acquisitions during the financial year 2024 are not included.
- 5) The greenhouse gas emissions for the first three quarters are based on actual data collected from business units, while the data for the fourth quarter have been extrapolated based on the average energy consumption of the first three quarters.

SUCCESS STORY

Photovoltaic systems

Global initiatives to expand photovoltaic systems

The use of renewable energy is a central component of Bossard's sustainability strategy. As an innovative distribution company, Bossard focuses on photovoltaic systems in all global regions to meet a larger share of its energy needs with solar power, thereby significantly reducing greenhouse gas emissions. To this end, photovoltaic systems continue to be installed and expanded at various locations around the world.

Two of the new photovoltaic systems commissioned in Europe in 2023 will be instrumental in supplying the respective locations with solar power. Of particular note is the reduction in emissions achieved by these systems: In the Netherlands, carbon savings of approximately 380 tons were achieved. In Poland, Bossard's contribution to environmental protection was particularly remarkable given the size of the location. Moreover, the existing solar installation in Germany was expanded by over 1,000 additional panels at the beginning of 2024. This allows the site to cover more than half of its energy needs on its own, making it less dependent on external power sources.

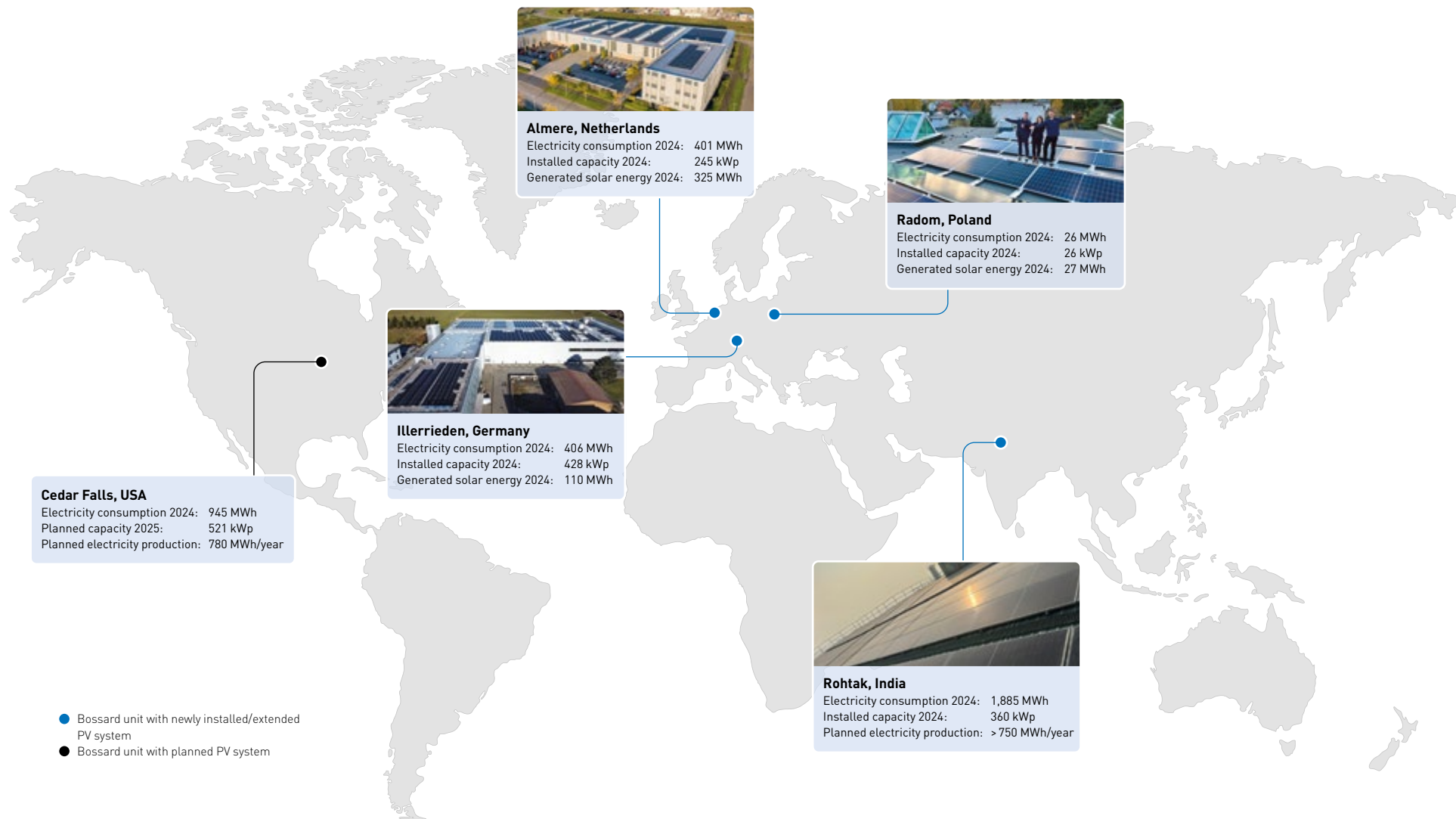
Following the successful completion of a large photovoltaic system in China in 2022, the reporting year brought another important step toward sustainable energy supply in Asia. In October, an additional rooftop photovoltaic system was installed at Bossard India, which is expected to generate in total more than 750 MWh of solar energy in the coming year.

A look at Bossard's subsidiaries in America shows that Bossard will continue to work on the installation and expansion of solar power systems around the world. For example, a project in Cedar Falls is planned for 2025. It will include the installation of a large photovoltaic system with the capacity to produce over 750 MWh annually.

Expanding solar power systems to supplement the company's energy supply, or switching completely to solar energy, remains an important priority at Bossard.

GLOBAL INITIATIVES FOR THE EXTENSION OF PHOTOVOLTAIC SYSTEMS

BOSSARD ANNUAL REPORT 2024



- Bossard unit with newly installed/extended PV system
- Bossard unit with planned PV system

Challenges in the upstream and downstream value chain

The biggest challenge for Bossard is reducing emissions caused indirectly by all business relationships along the company's entire value chain (Scope 3 emissions). To achieve this, the company relies on the commitment of its business partners and suppliers. For effective climate protection, the entire industry must move towards climate action. Awareness-raising measures for the stakeholders involved in the business processes can make a difference here. Bossard's Supplier Code of Conduct defines environmental protection requirements for the upstream supply chain. Suppliers, especially new suppliers, are required to analyze and reduce their own greenhouse gas emissions and focus on recycling and reusing materials. This supplier commitment represents an opportunity for Bossard to build resilience to stricter legislation in the area of greenhouse gas emissions.

A screening of Scope 3 emissions in 2023 revealed that more than 90 percent of Bossard's greenhouse gas emissions can be attributed to the "Purchased goods and services" category. In particular, upstream steel production from primary raw materials such as iron ore and coking coal and the processing of steel into fasteners are extremely energy-intensive processes. In the reporting year, Bossard refined the analysis of these emissions to gain a better understanding and provide a basis for future targets, and reviewed various tools to further improve the scope and

level of detail of existing data. In addition, the EU's Carbon Border Adjustment Mechanism (CBAM), which has affected Bossard since 2023, was identified as a reliable source of data. In the transition phase between October 2023 and 2026, the company is required to report on the imported emissions attributable to purchased products. Bossard has launched a project to use this data to track the effectiveness of reduction measures.

For Bossard as a global distributor, exerting influence on these Scope 3 emissions is challenging. Nevertheless, Bossard is endeavoring to make its suppliers more accountable and, whenever possible, give purchasing preference to low-emission products. Eligible goods include those that have been produced and transported with a lower carbon footprint, be it through energy-efficient and low-emission manufacturing processes, the use of renewable energy, or the use of recycled resources, which are increasingly available for plastics and metals. While the savings potential varies greatly, it is particularly significant for steel (up to 75 percent less energy required) and aluminum (up to 95 percent less energy required). In this context, Bossard is exploring the introduction of a product range with a reduced carbon footprint ("sustainable product lines"). Bossard's Assembly Technology Expert services help save material by optimizing the design to reduce the number of fasteners required or use more eco-friendly products or adhesives.

In addition to upstream production processes, the transportation of purchased goods and sold products is a significant source of emissions in Bossard's value chain. Suppliers are located all over the world and deliver their goods over long distances, mainly by sea and road. This is where the majority of transportation-related emissions occur. Most of the finished products are distributed regionally. With its Smart Factory Logistics services and consolidated deliveries, Bossard is helping minimize transportation-related emissions.

The assembly and use of Bossard products have no significant impact on emissions. Nevertheless, Bossard's Assembly Technology Expert services help customers be as efficient as possible in this area ([→ Business model](#)).

REDUCED FOOTPRINT

Waste

Bossard reduces waste through responsible procurement, optimized packaging, reuse, and recycling. Groupwide harmonized approaches help decentralized waste management determine and minimize the carbon footprint of each location. Smart use of materials and waste avoidance are at the forefront, supplemented by a circular economy for materials that can no longer be recycled directly in production and logistics.

Awareness of waste generation along the value chain

The largest amount of waste associated with Bossard's business activities is generated in the production and processing of purchased goods (e.g. extraction of raw materials from iron ore, metal waste, offcuts, packaging materials), i.e. in the upstream value chain. These effects can be minimized through responsible procurement. Because Bossard has very few production processes of its own, non-hazardous municipal waste makes up the largest share of the company's waste volume, followed by cardboard and wood from packaging. In addition, metal scrap may result from incorrect orders and unused stock, which should be avoided wherever possible. Waste management at Bossard focuses on proper waste separation and lawful disposal as well as avoiding packaging waste through proper material selection and packaging design. All of these are factors relevant for Bossard's customers as well.

Challenges and development of groupwide concepts

Even though Bossard, as a global distributor, does not have a large volume of waste, stakeholders are paying more and more attention to this issue. Competitors within the same market are responding by introducing sustainable packaging concepts. Even if the volume itself is not large, packaging waste is highly visible and therefore germane to the company's image. Given Bossard's decentralized corporate structure, the company could face reputational risks and, as a result, competitive disadvantages if it fails to make a groupwide commitment in this area. Appropriate measures can also reduce the burden on Bossard's waste management and lead to cost savings.

Groupwide systematic guidelines for waste reduction do not exist at present because of the rather decentralized organizational structure. Each business unit has its own concept for avoiding and separating waste and promoting recycling. Waste management is the responsibility of the general managers or the designated environmental managers. To ensure waste management standards and systematic data collection across the entire Group, Bossard is striving to achieve ISO 14001 certification for the business units which together generate 90 percent of sales ([↪ Energy and greenhouse gas emissions](#)).

Irrespective of certification, Bossard will be focusing on Groupwide guidelines going forward. Additional concepts and measures were implemented in the reporting year to standardize data collection at all locations, even if they operate under very different regional or national conditions. In the reporting year, Bossard's American locations were for the first time able to provide disclosures on the waste generated that can be used for reporting purposes.

In order to standardize the individual waste management concepts in the Group, Bossard distributed a best-practice brochure on handling packaging materials to all warehouse management offices during the reporting year. One particular goal is to increase the reuse of packaging materials. At the end of its life cycle, packaging can be shredded and used as filler material. To promote a circular economy, packaging materials should be made of recycled plastic, paper or cardboard wherever possible; plastics can also come from renewable sources and be biodegradable.



The quality, durability and recyclability of Bossard products are aspects that matter when it comes to environmental protection. High-quality fasteners help customers reduce screw wear. The mostly metallic products are easily recyclable, and future products made from recyclable materials will go even further in this respect. Procurement plays an important role because of the significant impact in the upstream value chain. Innovative processes can open up new applications for such recycled materials: In the reporting year, Bossard worked on a pilot project to advance a MultiMaterial-Welding® process for post-consumer recycled content that could previously only be used in simpler products.

Services that promote the circular economy

The circular economy and the economical use of resources are not just issues of materials technology, but also involve supporting or developing processes and services. Bossard offers a range of services to this end. Bossard’s Smart Factory Logistics calculate deliveries to customers in a way that minimizes waste. Assembly Technology Expert services provide support for designing applications and optimizing processes and offer training to ensure the efficient use of fasteners. At the end of the product life cycle, material separation is often crucial for recyclability. Bossard leads the way in this area with its disassembly services.

KEY FIGURES: WASTE

Waste in t ¹⁾	2024 ^{3) 5) 7)}	2024 ^{3) 6) 7)}	2023 ^{4) 6)}
Commercial waste ²⁾	1,896	1,221	1,454
Incineration or landfill	889	280	218
Recycling	1,007	941	1,236
Hazardous waste	111	111	121

- 1) The figures for commercial and hazardous waste include all business units with more than five full-time equivalents. Business units with five or less than five fulltime equivalents are not included because of their relatively low impact on waste volume.
- 2) Some commercial waste data from three European business units and Bossard in America is partially based on estimations. The data quality will be improved over the next few years in collaboration with these business units.
- 3) Acquisitions during the financial year 2023 are not included.
- 4) Acquisitions during the financial year 2022 are not included.
- 5) Including waste figures of Bossard in America.
- 6) Excluding waste figures of Bossard in America.
- 7) The waste figures for the first three quarters are based on actual data collected from business units, while the data for the fourth quarter have been extrapolated based on the average waste consumption of the first three quarters.

EMPOWERED PEOPLE

Well-being and safety

The physical and mental well-being of employees is a top priority for the Bossard Group. As a family business, Bossard feels a special responsibility for its employees. Bossard wants its employees to be safe at work while remaining healthy and motivated. In return, it benefits from highly productive employees and low levels of absence. Bossard performs regular workplace safety reviews and complies with all legal requirements. In addition, Bossard offers its employees global and individual health promotion opportunities at its various locations.

General health risks and occupational hazards in the workplace are not just a personal issue for employees. Absences, poor working conditions or low work motivation also represent a business risk. In addition, well-being and safety risks involve ethical principles. Loss of production resulting from accidents or illness also affects the way the company is perceived by employees and external stakeholders, including customers. At the same time, evidence has shown that in a supportive and healthy working environment employees perform better and increase the company's efficiency.

Locally coordinated concept for well-being and safety

Bossard makes every effort to create a healthy working environment for all employees. Bossard's locations are spread around the world and therefore operate in different legal and cultural contexts. Local approaches to well-being and safety may differ, but are generally subject to the company's guiding principles. Bossard maintains a structured concept for well-being and safety and follows corresponding policies.

Primary responsibility for well-being and safety rests with the local HR departments and the local safety officers; they maintain safety committees and working groups and organize training courses. The People & Organization department is the global point of contact for these issues. Because managers bear responsibility for the well-being and safety of employees, Bossard Switzerland, for example, includes resilience topics as part of leadership training.

At the global level, the People & Organization department has launched individual courses centered on well-being and safety.

Promoting safety

The greatest accident hazards occur in the warehouse. The main risks are working with forklifts and pallet trucks and manually lifting loads. Other health risks arise from one-sided strain, which can cause long-term health problems. Bossard identifies all hazards in the logistics processes (delivery, goods receipt, repacking, storage, retrieval, and shipment) and classifies them according to severity. Each work step is classified and evaluated based on ten possible main hazards (e.g. mechanical hazards, fires) and various subcategories (e.g. falls, explosives). For office work, the focus is on the ergonomic design of workstations; employee requests that go beyond this are taken into account wherever possible.

To minimize accident hazards and health risks, Bossard primarily relies on technical measures to minimize risks, followed by organizational and behavior-based safety measures.

Health management and certifications

In addition to Bossard's headquarter, the locations in India and China are also certified in accordance with the ISO 45001 standard for occupational health and safety management. Investigations into hidden dangers and standardized inspection reports serve to systematically identify risks, monitor measures, and support the continuous improvement of occupational safety. The QLogbook describes the legal and standards-related requirements that have been identified. At the Swiss site Compliance records are audited annually by the Swiss Association for Quality and Management Systems (SQS).

The contact persons for well-being and safety receive ongoing training to ensure they are familiar with the latest insights. Regular evacuation training prepares for emergency situations. In the technology and logistics center in Zug for example the routes are clearly marked, safety instructions are signposted, and employees are given high-visibility vests and safety shoes. In-house company paramedics are on site to provide first aid if necessary. Company paramedics receive annual training by external experts. Safety training courses are held on a regular basis for employees at the technology and logistics center. Internal audits are performed to check the effectiveness and professional implementation of safety measures. At the Swiss location, for example, several inspections of the company premises take place each year in order to mini-

mize hazards. They are conducted by the company's own quality, environment, occupational health and safety (QUAG) team as well as external experts, including the fire police and the Swiss Safety Center. The Swiss Safety Center assesses hazards and evaluates figures related to occupational health. It issues reports and checks whether potential hazards are eliminated in accordance with regulations. Work-related illness and accident statistics are discussed at management meetings and necessary measures are initiated if patterns are identified.

Promoting well-being

For several years, Bossard has been offering the option of working from home as well as flexible working models. While these models have many benefits, they also harbor new risks for well-being and safety. For example, workplace ergonomics are not necessarily guaranteed. Employees working from home may have an increased workload, work even when ill, or take less time for adequate rest. With less direct contact, physical or mental health problems may not become apparent as quickly. Bossard is committed to sensitizing all employees to these issues. Virtual coffee breaks and regular stand-up meetings have proven useful in maintaining contact and identifying problems at an early stage. Equally successful was the global launch of the "We talk real" program, which includes a module on mental health aspects and encourages employees to address any problems openly.

Digital "SharePoint News" regularly address topics such as resilience, physical activity, and boundaries in order to raise employee awareness. Employees have the option of seeking advice from the HR department or at some sites an external social counseling firm in the event of psychological stress and can report grievances within the company or via the Integrity Line. In the event of long-term absences, case management is called in to provide support and facilitate reintegration.

Local initiatives for well-being and safety

Bossard has already implemented numerous initiatives and measures in the area of health and well-being. Therefore, only smaller projects were completed in the reporting year. At the Zug location, the local HR department performed a “pulse check” to assess the well-being of employees. The teams will discuss the results and define appropriate measures. Another health campaign at headquarters was the “Bike to Work” initiative, which motivates employees to ride their bicycle to work. Similar initiatives also take place every year at the locations in France and Denmark. In addition, Bossard Switzerland and Germany promote the health of their employees with company runs and company fitness programs. In China and France, annual medical check-ups are available to employees.

KEY FIGURES: OCCUPATIONAL HEALTH AND SAFETY

Occupational health and safety ¹⁾	Unit	2024	2023
Total effective hours worked	Hours	4,725,831	4,867,478
Total absences ²⁾	Hours	144,292	121,213
Absence rate ³⁾	%	2.6	2.2
Absences due to illness	Hours	142,201	116,979
Absences due to accidents at work	Hours	2,091	4,234
Number of fatalities at work	No.	0	0

- 1) The occupational health and safety figures include all business units with more than five full-time equivalents. Business units with five or fewer full-time equivalents as well as acquisitions in the corresponding reporting year are not included.
- 2) Excl. vacation and other absences not related to illness or accidents.
- 3) For the calculation of the absence rate, the approach suggested by GRI of 2,000 hours per FTE was used.



Sustainable mobility: Bossard France – Employees receive financial support to promote their sustainable mobility.

EMPOWERED PEOPLE

Attractive employer

For Bossard to achieve its strategic goals, it is crucial that all locations and levels are staffed with qualified and committed employees. In order to retain employees and attract new talent, Bossard must prove itself as an attractive employer in an increasingly tight labor market. Excellent working conditions and competitive pay are the foundation for Bossard's employer branding. This is complemented by contemporary communication methods, the way the company presents itself in public, and most importantly, employee development and advancement.

Bossard's employees are crucial to the company's success. It is vital that Bossard is perceived as an attractive employer. By actively promoting the professional development of its employees and fostering a dynamic and appreciative corporate culture, Bossard aims to maintain employee commitment and satisfaction while increasing performance and innovation. In addition, training and continuing education opportunities for employees strengthen their employability, which can lead to individual financial security. By creating jobs in the regions in which Bossard operates, the company can enhance the attractiveness of its locations.

Attracting talent for Bossard

As a growing company, Bossard is dependent on new talent for a wide variety of positions. Bossard must make great efforts in a labor market characterized by a shortage of skilled workers. Excellent working conditions and competitive pay are only part of what Bossard offers its employees. The company already has flexible working models, which are constantly being reviewed and will be expanded where possible. In the reporting year, the option of buying extra vacation time was introduced at the Zug location. The principles of inclusion, diversity and equal opportunities are applied consistently in order to appeal to the widest possible group of applicants and to communicate the company's values to the outside world. In addition, the company is increasingly recruiting female talent. Unconscious bias awareness workshops held in 2023 with the top 80 of Bossard's managers were extended to the HR departments in 2024. The aim is to familiarize both HR departments and management with potential subconscious prejudices in order to be able to eliminate them in recruitment processes. Unconscious bias awareness can help facilitate fairer hiring, promotion and development decisions, ultimately strengthening the corporate culture and team dynamics and enabling holistic business decisions.

Bossard's corporate communications and employer branding are of exceptional importance when competing for talent. Employer branding is designed to strengthen brand awareness and position Bossard as a sustainable, inclusive, innovative, and secure employer. To attract new talent, Bossard has increased its presence on social media and participation in job fairs; storytelling videos by employees also hold promise as a useful tool. A newly designed global careers page on the company's website will make it easier for interested parties to quickly find comprehensive information about vacancies at all locations.

SUCCESS STORY

Attractive working environments

Investing in flexibility and employee satisfaction

Bossard designs attractive and healthy working environments that meet the needs of today's society. Increasing flexibility and the possibility of working from home can pose a challenge to the desired cohesion and sense of community among employees. To counteract this, Bossard's business unit in France has invested in an extensive renovation of its offices. The new offices offer employees a place for regular exchange and personal contact, while also providing an attractive alternative to working from home.

The new workspaces cover 2,000 m² on two floors. Employees particularly appreciate the work café. It has become a popular meeting point and place for exchanging ideas and is lauded as an example of successful workplace renovation.



Modern office space: Bossard France – The new offices and lobby were completed in May 2024.



Employee development

Employee development is an important means of retaining ambitious employees and supporting their commitment to the company by offering them opportunities for professional development within Bossard. Bossard is continuing to work on its talent ecosystem which helps employees proactively shape their own career path. This program also includes on-the-job coaching for managers and succession planning, with internal candidates given special consideration.

Bossard integrates continuous learning into day-to-day work. New technologies, new personal qualifications and topics of relevance to the future are taught in training sessions and on the job: Learning in virtual environments, projects, coaching, and job enrichment are just as much a part of this as in-person events and conferences with learning segments, workshops, or group sessions. In addition to professional and technical knowledge, Bossard promotes social and management skills such as conflict management and communication. As a rule, learning content is tied to current projects in order to create a strong practical connection and ensure learning success.

Bossard's Learning Hub offers an overview of all learning content from the specialist departments. E-learning modules in various languages facilitate flexible, personalized training for employees worldwide. Local offerings address the individual training needs of the business units.

At the global level, the People & Organization department is in charge of the ongoing development of managers and employees. It works across functions to ensure employee development within large projects. In the reporting year, the focus was largely on ongoing development programs for managers. In addition, the individual business units work with local development programs and tools for employees and line managers. In the units, either the human resources department or the general manager is in charge of employee development.

In the reporting year, Bossard began developing the new Bossard 5x5 learning concept. The goal of this concept is to train the sales organization in areas such as products and services and to strengthen cooperation between the expert groups and sales. The focus is on creating simple and efficient e-learning modules that are accessible to all employees and easy to integrate into their everyday work. The concept also enables various functions in the organization to create their own learning content using standardized templates. For example, internal Code of Conduct training is rolled out this way every year.

In addition, Bossard supports external education. Employees interested in completing part-time degree programs, training courses or seminars on topics which also benefit the company, receive financial support and are partly given time off.

Employee appraisals as the basis for ongoing development

Regular discussions form the basis for the ongoing development of employees. In 2023, Bossard launched the Employee Talk app developed in-house to make appraisal interviews with employees even more effective. After the introduction at the Zug site, it is intended to use the app at other sites as well. Digitalizing such meetings is intended to strengthen contact between employees and their supervisors and facilitate the documentation and tracking of development goals and measures. In the reporting year, 91 percent of Bossard's employees received performance appraisals.

Leadership development

Bossard’s global talent development program includes identifying and strengthening the next generation of managers for key positions. The Leadership Accelerator Program boosts leadership skills and prepares current and potential managers for future challenges. It was first implemented for a cohort in September 2024. In 2025, participants will have access to a range of versatile modularized training courses to complement the Leadership Accelerator Program. This is intended to support the integration and modeling of Bossard’s guiding principles in the day-to-day behavior of managers. The program also aims to promote a deeper understanding of Bossard’s strategy and value proposition as well as the ongoing development of business acumen and interpersonal skills.

In addition, the 360° Feedback app developed in-house offers extensive opportunities for feedback from different perspectives and directly references Bossard’s management principles, ensuring their practical relevance. Leadership development at Bossard is highly personalized and provides individual coaching through mentoring systems. One example is the Sales Buddy Coach Program introduced in the reporting year in the sales organization. This program allows experienced employees to share their expertise.

Bossard guiding principles – a vibrant corporate culture

The five guiding principles are the branches on Bossard’s corporate culture tree. They are guidelines for a vibrant corporate culture and goal achievement and give employees guidance and a sense of security. At the heart of these principles are transparency, open communication, courage, and cooperation. This gives employees plenty of room for initiative, creativity, and ownership. The Bossard intranet has content for each guiding principle. A learning module focused on corporate culture is aimed at new employees and shall ensure that all employees worldwide receive the same information. This learning module covers the topics of strategy and the strategy process and introduces the Bossard culture tree with its values and guiding principles. In the reporting year, the board of directors took an in-depth look at the topic of corporate culture and passed its conclusions on to the People & Organization department for further action.



Bossard’s corporate culture: Bossard’s corporate culture is represented by a tree with five values as its roots and five guiding principles as its branches.

BOSSARD GUIDING PRINCIPLES



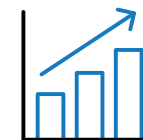
We empower

Bossard is convinced that all employees are willing and able to contribute to the company's success. For this reason, leaders are encouraged to delegate tasks. Trust in Bossard's employees and their motivation is strengthened when leaders primarily communicate why Bossard and its employees do things and not how.



We collaborate

Bossard believes that the equation $1+1 = 3$ may very well be correct. Because together, one achieves more. That is why the Group wants to work together even more closely and intensify the collaboration and exchange of knowledge between all regions, functions, and hierarchies.



We deliver value

Bossard's primary objective is to create added value for its stakeholders. Bossard must not lose sight of that. That is why Bossard always want to keep in mind the purpose of an activity – regardless of whether it is a product innovation or an internal meeting.



We experiment

All too often, ideas are stifled before they even have a chance to succeed. Bossard wants to be open to unconventional ideas, because new things are created when Bossard and its employees simply try things out. If we end up rejecting an idea after all, then the involved persons will certainly have learned something. And that, at the very least, is just as valuable.



We talk real

Sometimes one thinks that addressing problems is a sign of weakness – yet in that one is completely wrong. To combat this mindset, Bossard wants to conduct open conversations, listen to each other, and value feedback. Only with this approach can everyone continue to develop and learn from each other.

Respectful and solution-oriented working environment: talking real

Bossard's Code of Conduct focuses on ethical behavior, transparency, and openness. It is binding for all employees and hierarchical levels. Management is responsible for ensuring that it is observed and practiced throughout the company. All employees receive regular training on the Code of Conduct. Violations are reviewed and sanctioned if necessary. If an employee suspects misconduct, they can contact their supervisor, local management, the executive committee, human resources, or the global Integrity Team.

"We talk real" is a principle that applies both internally and externally. In the reporting year, Bossard continued to roll out the global We Talk Real program introduced in 2023 to anchor this guiding principle more firmly in the organization and strengthen the corporate culture. This program consists of a half-day workshop which focuses on developing the relevant skills. Key topics in 2024 included psychological security, dialog traps, active listening, and providing feedback. The program is based on a train-the-trainer concept that enables local employees to lead the training sessions at their respective locations. Around 450 employees have completed the program since its launch.

Low turnover thanks to joint company development

Bossard values a global sense of community and identification with Bossard as a brand. Bossard benefits from the loyalty of its employees. One reason why employees identify with Bossard is that, despite its global orientation, Bossard has remained a family business with a CEO and a management team which are close to its employees. Similarly, it is part of the company's values to ensure that the voice of each and every individual be heard, both in the employee's work environment, at the locations around the world, and in the company as a whole. On the Clubhouse platform, employees can share their ideas on improving the company, provide feedback on strategic initiatives, and form project teams.

This positive company spirit helps Bossard minimize employee turnover. This, in turn, avoids negative effects, including the loss of knowledge as well as the loss of time and money associated with filling open positions, ensuring that employee workloads are kept within reasonable limits. In order to monitor and improve employee turnover, Bossard implements measures tailored to each business unit which are based on the findings of employee surveys. In the reporting year, Bossard noticed a decrease in employee turnover. It can therefore be assumed that the employee retention measures are effective.

Employee surveys confirm satisfaction

Local and regional surveys have repeatedly affirmed employee satisfaction. According to the Swiss Employer Award, Bossard Switzerland was one of the top employers in Switzerland in 2024. In Asia, Bossard India has been certified as a "Great Place To Work." These awards demonstrate clearly that Bossard maintains a positive corporate culture. In 2024, employee surveys were conducted at the local level, for example in Switzerland, the USA, and Asia.

“Bossard values a global sense of community and identification with Bossard as a brand.”

KEY FIGURES: EMPLOYEES

Composition of workforce ¹⁾	Unit ⁵⁾	2024			2023		
		Total	Female	Male	Total	Female	Male
Workforce by employment contract							
Permanent	HC	2,865	1,025	1,840	2,878	994	1,884
Temporary (agency/lease workers)	HC	117	n/a	n/a	42	n/a	n/a
Workforce by employment type							
FTE total	FTE	2,773	n/a	n/a	2,791	n/a	n/a
Employees total ²⁾	HC	2,865	1,025	1,840	2,878	994	1,884
Full-time	HC	2,649	878	1,771	2,653	854	1,799
Part-time ³⁾	HC	216	147	69	225	140	85
Number of apprentices/trainees/interns	HC	62	n/a	n/a	101	n/a	n/a
Workforce by age							
< 30 years	HC	444	166	278	447	166	281
30–50 years	HC	1,659	632	1,027	1,718	629	1,089
> 50 years	HC	762	227	535	713	199	514
Management							
Employees in management positions	HC	354	96	258	369	85	284
Other							
Qualification dialogues/annual appraisals ⁴⁾	No.	2,599	n/a	n/a	2,321	n/a	n/a
Pulse checks or employee satisfaction surveys done on unit level	No.	822	n/a	n/a	324	n/a	n/a

1) The HR figures include all business units with more than five full-time equivalents. Business units with five or fewer full-time equivalents as well as acquisitions in the corresponding reporting year are not included.

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

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

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

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

Hires & fluctuation in HC ¹⁾	2024				2023			
	Entries	Natural departures	All departures	Fluctuation rate ²⁾	Entries	Natural departures	All departures	Fluctuation rate ²⁾
Total	370	117	311	6.8 %	525	135	468	11.6 %
Total by gender								
Male	208	75	196	6.6 %	328	86	293	11.0 %
Female	162	42	115	7.1 %	197	49	175	12.7 %
Total by age								
< 30 years	126	34	80	10.4 %	181	42	132	20.1 %
30–50 years	217	55	177	7.4 %	291	63	255	11.2 %
> 50 years	27	28	54	3.4 %	53	30	81	7.2 %
Total by region								
Europe	185	65	187	7.6 %	319	41	236	11.9 %
America	34	19	34	3.4 %	70	62	87	5.8 %
Asia	151	33	90	7.0 %	136	32	145	13.9 %

1) The figures for hires and fluctuation include all business units with more than five full-time equivalents. Business units with five or fewer full-time equivalents as well as acquisitions in the corresponding reporting year are not included.

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

EMPOWERED PEOPLE

Diversity, equity, and inclusion

Bossard promotes diversity and inclusion and is committed to equal opportunities for all employees, regardless of origin, gender, age, religion, sexual orientation, physical ability, or other factors. Mutual respect is essential in an international company with a multicultural workforce. As an open, inclusive company, Bossard has the ability to be a positive influence on social stability, not only within the company, but also in society as a whole.

Respect and tolerance as core values

Diversity, equity, and inclusion are core values of the Bossard Group. They play a key role in the company's success. In 2022, Bossard developed a global vision for this area and rolled it out within the organization: "As an inclusive employer we create an environment where every employee is accepted and empowered to contribute to the company's success." Out of conviction, Bossard strives to create an environment in which all employees are accepted and heard and can make their own contribution to the

company's success. Continuous growth requires recruiting new employees who want to make a difference in the company, as well as contributions and innovative ideas from employees with different strengths and perspectives. Fair and inclusive working conditions are essential for the company's success. They allow employees to get involved in the company without being disadvantaged in any way.

In addition, Bossard is committed to fighting discrimination. Harmonious cooperation makes it possible to fully unleash the potential of all employees. Bossard's Code of Conduct leaves no room for misconduct. By developing a strategy focused on diversity, equity and inclusion, Bossard also combats unconscious discrimination.

Strategy for diversity, equity, and inclusion

Bossard employs information campaigns based on uniform values to raise employee awareness of diversity, equity and inclusion and create a common understanding.

The key principles of this strategy can be summarized as follows:

- The internal parameters such as guidelines, Code of Conduct, and working models will be reviewed and adapted where necessary.
- The recruitment process is open, and the process from the advertisement to the interview is designed to be inclusive.
- Managers act as role models and apply clear guidelines to make equity a reality.
- The introduction of mentoring and sponsorship programs for minorities is being considered.

In the reporting year, a video on the current status and next goals of the initiative was published on the intranet to keep the organization up to date. In addition, a one-pager was created that summarizes what Bossard understands by diversity, equity, and inclusion, which KPI was defined, and what the individual employee's contribution to an inclusive working environment could be. Subsequent steps will include making training concepts available to middle management and all other employees ([→ Attractive employer](#)).

Promoting diversity

Bossard strives to apply the principle of equity to the greatest extent possible. An ongoing challenge is the fact that Bossard has fewer female employees than male employees – a circumstance that is primarily due to the nature of the industry. The company continues to work on helping women advance in the company, especially in management positions. Bossard is committed to increasing the number of women in management positions in order to achieve the same gender ratio on the management team as in the entire Group by 2031. This was a focal point of this year's discussions within the Global Talent Program as well a key factor in the nominations for the Leadership Accelerator, a new program for managers, with women thus far making up 50 percent of participants. In addition, a Women in Leadership network was set up for the entire Group, which will continue to be enhanced. Some of the preliminary goals are a groupwide connection between female managers for mutual support and inspiration and a voluntary mentoring program.

In addition, there is room to make working hours more flexible for employees and trainees alike. Bossard hopes that this will attract new applicants who are reliant on such flexible working hours, while also creating the best

possible working conditions for existing employees in order to balance their professional and private lives. Currently, about 7.5 percent of employees work part-time.

Bossard is aware that shaping a diverse workforce is a long-term task. The groupwide initiatives have inspired units to implement local measures and align them with the objectives of the global strategy. The Zug location, for example, has set up a diversity team to create synergies through regular exchanges.

Fair pay for all

Bossard subscribes to the premise that work of equal value should be remunerated with equal pay. To ensure compliance with this guideline, an equal pay analysis was carried out at the Zug location in 2023. An external review of this analysis by an independent auditor confirmed compliance with the applicable rules under the Swiss Gender Equality Act. In the same year, Bossard Germany conducted an equal pay analysis, which revealed no deviations from the principle of equity. Currently, there are no groupwide guidelines to ensure equal pay. Remuneration practices may vary from region to region because of differences in wage levels or cost of living.

Bossard has taken note of the EU Pay Transparency Directive that went into effect in May 2023 and will act in accordance with the directive's requirements. It requires employers with 250 or more employees to publish information on the gender pay gap beginning in 2027 and every year thereafter. On the basis of the directive, employers must provide more transparent information and communication on the subject to employees and applicants. This could lead to more claims for damages in the event of violations of employee rights to equal pay for equal work or work of equal value.

Jobs for people with disabilities

Some business units offer people with disabilities the opportunity to return to the labor market. People who have difficulties in the labor market because of physical or mental disabilities are given the opportunity to perform basic tasks at Bossard. This gives them new opportunities. These working arrangements represent a win-win situation. Bossard retains employees, and those affected are given a new perspective and the ability to get back to work. They could provide further insights into ways to make working conditions even more inclusive.

FAIR PARTNERSHIP

Integrity

Bossard considers integrity and ethical behavior to be the basis for long-term corporate success. For this reason, Bossard has enshrined integrity and responsible conduct in a company-wide Code of Conduct and a separate Supplier Code of Conduct. The goals guiding Bossard's ambitions for operating with integrity and the measures designed to ensure their implementation are continuously reviewed and adjusted.

In Bossard's understanding, the minimum standard regarding integrity in corporate governance and employee behavior means compliance with legal regulations at every level. Bossard also addresses ethical standards that may go beyond regulatory requirements; these ethical standards are formulated in the Code of Conduct and the Supplier Code of Conduct. Preventing corruption, promoting fair competition, avoiding or resolving conflicts of interest, and respecting human rights are key issues. Non-compliance with legal regulations would expose Bossard to legal risks and, consequently, to financial risks, reputational risks, and business risks. This could cause direct or indirect damage to business relationships with customers or suppliers, which in turn could affect product sales and procurement in equal measure. For its customers,

Bossard is part of the supply chain subject to ESG criteria. At the same time, legally compliant and ethical corporate governance can strengthen the reputation of both customers and suppliers, keep sales and procurement channels open, and enable long-term, trusting business relationships that have a positive impact on business success.

Integrity – a fundamental value at Bossard

At Bossard, integrity, respect, and fairness underpin all business activities. Maintaining Bossard's values and respectful interpersonal relationships are essential for the well-being of employees and their performance. Bossard values integrity when working with business partners, conducts business according to objective economic, social and environmental criteria, and complies with local and global laws and guidelines. This prevents anti-competitive behavior and corruption and strengthens the stakeholders' trust in Bossard. Bossard believes that long-term growth can only be achieved through integrity. Every single employee and every business unit bears responsibility for acting with integrity and adhering to Bossard's global values. The Group's legal department is responsible for implementing new guidelines and processes relating to integrity.

Code of Conduct and integrity training

In 2022, Bossard introduced a new Code of Conduct developed by an employee group consisting of representatives from various geographical regions, functional areas, and levels. Using practical examples, it clearly and comprehensively describes the expectations placed on employees to implement a corporate culture based on integrity and firmly enshrines ethical business practices within the company. The Code offers guidelines on respecting human rights, protecting intellectual property, data protection, anticorruption, promoting fair competition, and transparent reporting. In 2024, the Sustainability chapter of the Code was updated and expanded.

To ensure that employees understand and apply the Code, Bossard offers specialized training for specific functions as well as regular introductory and refresher training on Bossard's online Learning and Management System (LMS). The training sessions are held in the language of the respective location; the range of languages was expanded to 13 in the reporting year. The Code of Conduct and the Supplier Code of Conduct for Suppliers have been available in these 13 languages since 2023.

Training content and frequency are based on demand. For example, a Code of Conduct Refresher Training was planned for 2024. It was rolled out in December 2024. As at December 31, 2024, 49 percent of employees have completed the training. Bossard aims to achieve a participation rate exceeding 90 percent. In addition, specialized training courses were held for data protection officers as well as contract management training for sales employees with a focus on Bossard's Anti-Bribery Policy. Management-level employees had the opportunity to attend bribery and Integrity Line webinars for general managers (GM) and finance managers (FM).

Corruption risks and Anti-Bribery Policy

To protect Bossard's reputation and build stable business relationships, Bossard prohibits money laundering, corruption, and bribery. The company's legal department supports employees if they have questions relating to the prevention of corruption. In 2023, Bossard introduced a global Anti-Bribery Policy that provides a framework for dealing with bribery and corruption risks and gives instructions on how to handle gifts. Violations of the Anti-Bribery Policy must be reported. As part of the refresher training on the Code of Conduct, employees were acquainted with the content of the Anti-Bribery Policy.

Bossard uses internal control systems and financial audits in the business units to determine whether there are any corruption risks. In the reporting year, there were no legal proceedings arising from the formation of cartels or monopolies.

Integrity in the supply chain

The extensive international supply chain poses a number of risks, in particular to Bossard's reputation. Given the high level of public awareness of violations of human and labor rights and environmental damage in the supply chains of large companies, such violations could have an impact on Bossard's operations.

Bossard has established a Supplier Code of Conduct that references the legal framework and Bossard's corporate values. The Supplier Code of Conduct sets out principles for fair cooperation and, in particular, the avoidance of corruption in the supply chain. Suppliers are called upon to prevent any form of corruption or bribery. It is prohibited to offer or accept payments, gifts or remuneration with the aim of gaining an unfair or improper business advantage or influencing the behavior of the recipient. Bossard prohibits price fixing, bid rigging, customer/market collusion, exchange of price information, and engaging in other unfair practices ([→ Responsible supply chain management](#)).

Handling conflicts of interest

Conflicts of interest occur when conflicts arise between the personal interests of single employees and the interests of Bossard. Bossard expects employees to recognize actual or potential conflicts of interest and report them immediately. Where possible, such conflicts of interest should be avoided; if they do arise, they must be resolved. If members of the board of directors or executive committee are faced with conflicts of interest, the affected decision-makers must recuse themselves.

Integrity Line for reporting violations

Under the guiding principle of "See something, say something" set out in the Code of Conduct, Bossard's employees are encouraged to report actions that jeopardize the integrity of the company. To make it easier to report violation, Bossard set up a whistleblowing hotline, the Integrity Line, in 2023. In doing so, the company is aligning itself with the new EU Whistleblowing Directive. In the reporting year, the Integrity Line established in 2023 was expanded and translated into additional languages.

The Integrity Line allows employees worldwide to report critical concerns or breaches of the principle of integrity using an online tool. Employees were informed of this new option as part of the online training on the Code of Conduct conducted across the company. Reports received are forwarded to the Group's Integrity Team consisting of representatives of the legal and ESG departments. If necessary, they are investigated according to a standardized process by other internal or external resources. Currently, the Integrity Line is only available to employees, but there are plans to extend it to external stakeholder groups. Employees can also submit reports via local reporting lines known as Trusted Leaders. Individual business units, departments or countries can also set stricter local requirements.

In the reporting year, several compliance reports were received by Group Integrity. There was no material case of corruption. No cases of conflicts of interest and discrimination were reported. Four cases were received regarding other integrity issues. After analyzing the facts and talking to the persons concerned, the cases were clarified and closed with the cooperation of all those involved.

Human rights

Bossard supports and respects the United Nations Guiding Principles on Business and Human Rights and complies with globally recognized human rights principles such as the international labor standards of the International Labor Organization (ILO). Compliance with same standards is expected from business partners. Key issues in this context include the prohibition of harassment or mistreatment, the ban on direct or indirect involvement in forced or child labor, as well as recognizing the freedom of association. If contractual partners violate human or labor rights, their contractual relationships with Bossard may be terminated. For more information on safeguarding human rights and the ban on child labor, see [\(→ Responsible supply chain management\)](#).

Updating and expanding company policies

In 2024, the company tackled the expansion of policies in order to cover the requirements of various levels in a comprehensive and effective manner. This included the introduction of the new ad hoc Reporting Policy, the Regular SIX Reporting Policy, and the Competition Law Policy as well as revising the Insider Trading and Information Policy and the Bossard Group Data Protection Policy. All of these policies focus on ESG issues or touch on them in a significant way.

“At Bossard, integrity, respect, and fairness underpin all business activities.”

FAIR PARTNERSHIP

Responsible supply chain management

Bossard's more than 5,200 suppliers are of central strategic importance for providing unique customer solutions and services. The Group takes environmental and social criteria into account when selecting and working with suppliers. The Supplier Code of Conduct stipulates requirements regarding sustainability and legal compliance. Bossard's Supplier Relationship Management (SRM) tool helps manage a wide range of information and ensure high quality.

Supply chain management as the basis for business success

Bossard's qualified and certified suppliers are a cornerstone of the company's business success and customer satisfaction, enabling Bossard to make on-time deliveries of more than 1 million high-quality products to customers worldwide and to help them implement innovative processes. Specialized industrial companies produce the standard products listed in the catalog in accordance with ISO standards or manufacture special parts. The raw materials needed to manufacture fasteners are purchased by the suppliers in compliance with Bossard's Supplier Code of Conduct.

Bossard's supplier network covers Europe, America, and Asia. The Supply Chain Management team is responsible for building and maintaining long-term relationships of trust and ensuring professional and fair conditions.

Challenges and opportunities for supply chain management

Risks for Bossard, which must be addressed in supply chain management at every level, arise from non-compliance with standards as defined by various regulations and the associated requirements Bossard imposes on suppliers. Reputational damage, e.g. as a result of human rights violations, can significantly impair the sale of products and cause Bossard economic damage. Non-compliance with technical standards harbors quality risks that can impair Bossard's reputation and market position. Conversely, placing strict requirements on companies in the supply chain that operate under less regulated regional conditions and have few resources of their own can overburden these companies, limiting the circle of potential suppliers, and making it impossible to purchase goods at competitive prices. Bossard identifies these risks and addresses them as outlined on the following pages.

Integrating new locations or companies of different sizes and from different countries poses a challenge for Bossard's supply chain management in terms of sustainability. The consistent application of sustainability requirements can lead to increased costs if suppliers do not yet meet the requirements. Of course Bossard recognizes the challenges that can arise for SMEs because transparency requirements may vary from country to country. The solution is a gradual alignment with Bossard's mechanisms and standards.

In general, the legal requirements for supply chain management have increased in recent years, particularly in the EU. Bossard, with its global supplier network, is subject to anti-dumping duties for trade with China, for example, and was faced with sanctions against Russia in the reporting year. Because products imported into the EU may not contain any materials from Russia, Bossard is obligated to provide detailed information on the origin of these products to meet the EU's transparency requirements.

As a global distributor of goods subject to EU regulations, Bossard must meet the reporting obligations defined by the Carbon Border Adjustment Mechanism (CBAM). The CBAM mechanism requires that importers document and report the carbon emissions of certain imported products. The regulation aims to improve the competitive conditions for environmentally sustainable goods produced in the EU by imposing additional tariffs on carbon-intensive imports.

Bossard has taken proactive steps to ensure compliance while simplifying the process for its suppliers. As a member of the European Fastener Distributor Association (EFDA), Bossard has co-founded a working group that focuses on compliance with CBAM provisions. This collaboration has led to the development of a standardized methodology allowing suppliers to accurately calculate and report product-specific carbon emissions. The tool, and guidelines for its use, can be accessed on Bossard's Supplier Helpsite, making it easier for suppliers to meet regulatory expectations.

To date, Bossard has identified approximately 200 key suppliers whose data is essential for compliance and has actively worked with them to ensure supplier data submission. In addition to meeting Bossard's own obligations under CBAM, this approach benefits the entire supply chain by reducing the administrative burden on suppliers and increasing transparency.

Supply chain management that effectively covers a broad spectrum of environmental and social aspects is increasingly expected by Bossard's stakeholders. Due to the complexity and intensity of the administrative work that Bossard has to do to fulfill all these requirements, Bossard initially considers full compliance with all legal requirements without losing its own competitiveness to be a sufficiently demanding goal for sustainable supply chain management.

Supplier Relationship Management system

Bossard has been using the SRM tool since 2022 to systematically review suppliers and assist them in refining their ESG management practices. Suppliers can access

the tool to conduct self-assessments. Starting in the reporting year, they can also use it to enter data for the Carbon Border Adjustment Mechanism. Likewise, Bossard's risk management and supplier evaluation processes were integrated into the SRM tool in the reporting year. In addition to capturing a wide range of technical information on purchased goods, the tool allows Bossard to safeguard systematic processes, incorporate sustainability aspects, and at the same time improve quality and risk management in the supply chain. The SRM tool represents a major effort on Bossard's part. It is used not only for documentation purposes, but also to evaluate and manage the supply chains to ensure comprehensive inclusion of sustainability aspects while promoting compliance with legal standards.

Supplier Code of Conduct

As a global distributor, Bossard has the power to influence to a certain extent the way suppliers work by specifying sustainability standards and requirements. As a result, Bossard is able to exert a positive effect on the upstream value chain while reducing its own risks.

One instrument is Bossard's Supplier Code of Conduct, which companies in the supply chain must commit to as part of the selection process. Bossard's Code requires suppliers to comply with all applicable laws and international standards on human rights, labor rights, and environmental protection and to strive for continuous improvement in all aspects set out in the Code. The Code was revised in 2023 and approved by the board of directors. It is published on the Bossard website. The Code is based on international laws and standards and covers a broad range of ESG criteria. These include the United Nations Universal Declaration of Human Rights, the United Nations Convention on the Rights of the Child, the international labor standards of the ILO, the principles of the United Nations Global Compact, the provisions of the Dodd-Frank Wall Street Reform and Consumer Protection Act on dealing with conflict minerals, the REACH regulation, and international industry best practices.

Bossard's Supplier Code of Conduct contains requirements on emissions, water, waste, chemicals, and hazardous substances. Suppliers are required to reduce emissions by recycling and reusing materials and products and by using environmentally friendly technologies. Suppliers also commit to handling waste responsibly, minimizing the use of critical chemicals and hazardous substances,

and fully complying with national and international legislation. The Code of Conduct also includes guidelines on avoiding corruption, bribery, and money laundering and requires business activities to be conducted in accordance with the principles of fair competition. In addition, suppliers must ensure that their upstream suppliers also deliver ethically sound products and services.

In 2024, the percentage of suppliers who signed the Code of Conduct increased from 54 percent to 67 percent. Bossard has met its target of increasing this percentage and has reached the maximum degree of coverage that the company's ability to influence its supply chain currently allows. Bossard reviews the Code on an ongoing basis and adapts it to new requirements as necessary.

Supplier screening

Bossard's Supplier Code of Conduct ensures that its values are honored not only within the company, but also in the supply chain. Potential new suppliers are evaluated based on social criteria and their environmental protection efforts. They undergo a multi-stage qualification process and must provide access to relevant certificates and submit information on sustainability and quality management. The selection process also includes audits in the plants to examine the production environment and the manufacturing processes.

Bossard also evaluates existing suppliers for compliance with the requirements of the Code of Conduct; the criteria for supplier selection include sales, product range, and market position. All audits are performed on site by trained auditors. Suppliers not meeting the requirements are requested to submit an action plan for compliance. Bossard monitors progress on an ongoing basis.

In the year 2024, 61 suppliers were audited with regard to compliance with human and labor rights. This corresponds to more than half of all suppliers who together account for 50 percent of the procurement volume. Bossard did not identify any deficiencies during these audits. Therefore, no improvement measures were defined. Nor did any cooperation have to be terminated. In addition, Bossard audited 47 suppliers with regard to ecological criteria. It was found that they comply with the requirements of the Code of Conduct for Suppliers, which is why no further measures were necessary.

Compliance with human and labor rights

In Bossard's supply chain, suppliers in Asia are subject to special public scrutiny with regard to human and labor rights. Critical views concern child labor as well as forced labor in conjunction with the oppression of ethnic or political groups. For Bossard, increased focus on these issues harbors reputational and sales risks in the event that violations occur in the supply chain. To eliminate these risks, Bossard undertakes the efforts described below.

Bossard supports and endorses the tenets of the United Nations Guiding Principles on Business and Human Rights and other internationally recognized human rights principles. This also includes instructions on respecting children's rights and avoiding forced labor. Suppliers are required to prevent any child labor and to implement the standards of the ILO. Forced and compulsory labor is explicitly prohibited. Among other things, suppliers are required to promote equal opportunities for their employees, comply with relevant legislation regarding working hours, and pay fair wages. Bossard's risk management with regard to human rights violations and child labor is essentially based on three principles: requiring suppliers to comply with the Code of Conduct and disclose information via self-assessments in the SRM tool, as well as performing audits and screening processes.

In the reporting year, Bossard classified its suppliers into different categories based on their country of origin using the UNICEF Child Labor Index to systematically assess the risk of child labor and found that 54 percent of the purchasing volume of suppliers comes from countries in the "Enhanced" risk category, which means there is an increased risk of child labor. In addition, Bossard examined the documentation of previous audits for evidence of child labor. No suspected cases were identified. One reason is the high level of machine production, which requires a certain level of technical qualification and therefore offers less potential for child labor. Based on these solid findings, Bossard concludes that for 2024 it was exempt from reporting on human and labor rights in accordance with article 964j of the Swiss Code of Obligations (CO).

Conflict minerals and metals

Bossard's suppliers are committed to keeping the supply chain free of conflict minerals. Such minerals from conflict and high-risk areas are associated with risk of armed conflict, post-conflict situations, or lack of governance and security. Bossard's suppliers must comply with the relevant OECD guidelines regarding the origin of these minerals.

In the reporting year, Bossard performed an inventory of imported products. The relevant minerals and metals were analyzed and the tin content of all major products was calculated. In addition to tin, gold is used in the coatings of fasteners. The calculations for tin resulted in values that are significantly below the mandatory reporting threshold. The gold content in coatings is even lower, which is why Bossard concludes that for 2024 it was exempt from reporting on conflict minerals and metals in accordance with article 964j of the Swiss Code of Obligations (CO).

FAIR PARTNERSHIP

Community engagement

Through its locations and the people who work for Bossard, the company is part of the local economy and society. Providing good, secure jobs is part of Bossard's contribution to the communities. The Group and its employees also get involved in other areas. Bossard seeks and shapes cooperation with local organizations and initiatives that align with its values. Through its business activities and social commitment, Bossard aims to create added value for local communities.

Companies are not only part of the economy, but also part of society, and in an ideal case, they contribute to its well-being. But no matter what they do, they must never harm society or the environment. Good neighborliness and involvement in the local communities help a company earn a positive reputation and boost its employer branding. Joint engagement by the company and its employees helps employees identify with the company and supports the anchoring of employees in their communities. This, in turn, has a positive impact on the working environment and employee satisfaction.

Community engagement as part of the corporate culture

Community engagement is an integral part of Bossard's corporate culture. In addition to the positive economic impact generated by jobs in each community and region, Bossard aims to promote the social development of local communities through community engagement. This includes sponsoring, donations, and volunteer work. Bossard supports volunteer work by giving employees paid time off. Bossard works with civic organizations that share Bossard's values. This is how Bossard anchors its values along the entire value chain.

Since Bossard is a rather decentralized company, there are different local implementations of volunteering concepts. At Bossard in America, for example, all employees are given one paid day per year to devote to a charitable activity of their choice. Bossard Poland has a similar concept, with employees given two days to volunteer. A pilot project for voluntary blood donation is currently being examined with several business units.

Donations with added value

Bossard makes donations to officially recognized organizations that are politically neutral. These organizations are carefully selected, and Bossard makes every effort to ensure that the donated funds reach the target group. At the 2021 annual general meeting of shareholders, the company decided to make a donation to charitable organizations instead of providing giveaways for shareholders and to let the shareholders vote on which organization the donation should go to. In 2024, the donation went to Childhood Cancer Switzerland.

Some donations are made by the country organizations in accordance with Bossard's policy of engaging in local communities. In 2022 to 2024, Bossard donated to the Blue Hearts Embassy, a Polish aid organization that helps Ukrainian refugees in Poland in a variety of ways to manage their lives in the labor market and beyond.

Determining the impact

Bossard and its employees strive to create added value for society and make a positive contribution to the environment and society through community engagement. In order to determine the impact of Bossard's community engagement efforts, information is collected annually on the activities performed and the donations made.



Blue Hearts Embassy Engagement: Once again this year, children had the opportunity to take part in various activities.

SUCCESS STORY

Blue Hearts Embassy

A cause dear to our hearts

Bossard has supported the Blue Hearts Embassy in Poland since it was founded in 2022. This community hub is a unique place for Ukrainian refugees. The focus is on children and their mothers, who are provided with basic necessities such as hot meals, conversations, and language courses. New weekly activities for

children included music, theater and creative lessons as well as yoga and breathing classes for teenagers and adults, promoting creativity, relaxation, and physical activity. During the winter break, children were able to participate in special activities such as a visit to the Rynek Underground Museum, a LEGO® workshop, and a magic show with audience participation. In total, Blue Hearts Embassy supported more than 200 children and 150 adults throughout the year. Bossard continues to sponsor the activities of Blue Hearts Embassy and has pledged CHF 70,000 in financial support for 2025.



Community engagement: Bossard Poland – Members of the Polish-Ukrainian Community Hubs support the Blue Hearts Embassy.

BLUE HEARTS EMBASSY
POLISH-UKRAINIAN COMMUNITY HUB

Organized by: Hearty Foundation

Sponsored by: **BOSSARD**
Proven Productivity

SUSTAINABILITY AT BOSSARD

TCFD reporting

In 2024, Bossard once again in-depth implemented the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). In a multi-stage process, both known and new climate-related risks and opportunities were analyzed and their impact on the business strategy was examined. In addition, they were evaluated as part of climate scenarios. At Bossard, climate-related risks are integrated into the risk management process. From the company's perspective, its exposure to climate-related risks remains moderate, with the opportunities for sustainable business areas outweighing the risks. Scenario analysis helps Bossard anticipate possible future developments at an early stage and act accordingly.

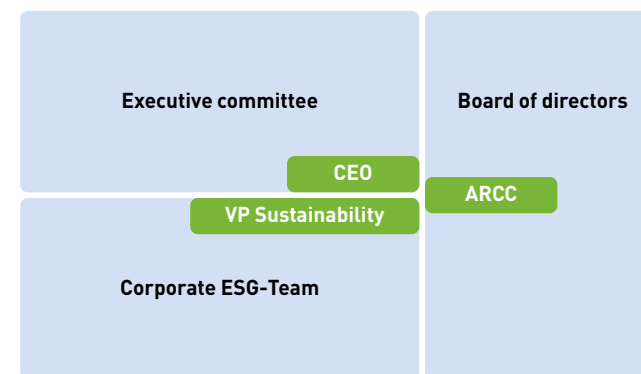
Governance

The Bossard Group's organizational structure is based on a clear delineation of tasks, competencies, and responsibilities. Climate-related issues are integrated into the company's strategic focus. The Corporate ESG team has grown since the last reporting year as a result of increasing requirements. It manages the operational implementation

of the groupwide sustainability strategy and regularly reports to the Group executive committee on climate-related risks and opportunities. At these meetings, the Group executive committee and Bossard's VP of Sustainability jointly discuss the budget allocation for climate protection measures and their design.

Bossard's VP of Sustainability is also the Group's General Counsel and serves as Head of the Legal Department, reporting directly to the CEO in this dual role. Together with the Group executive committee she is responsible for integrating climate-related opportunities and risks into the corporate strategy and ensures compliance with the legal framework. The executive committee approves climate protection measures and defines strategies for dealing with these opportunities and risks.

The board of directors (BoD) has overarching responsibility for ESG issues. The Audit, Risk & Compliance Committee (ARCC) has responsibility for monitoring climate-related matters and acts as the preparatory body for the board of directors. The committee identifies potential risks and chances that could have a significant impact on the Bossard Group's financial situation ([→ ESG governance](#)).



Organization: Diagram illustrating Bossard's organizational structure for climate-related issues

Strategy

In accordance with the requirements of the TCFD, Bossard distinguishes between physical and transitory climate risks and opportunities.

Physical risks arise from direct climate events such as extreme weather conditions (e.g. storms, floods, heat-waves) or longer-term climate changes (e.g. rising temperatures, changes in precipitation patterns). These risks can have a direct impact on Bossard’s operating activities, for example through supply chain interruptions, damage to infrastructure, or increased resource costs. For example, some locations in South East Asia were affected by typhoons in the reporting year and measures were taken to keep the supply chain intact.

Transitory risks and opportunities result from the transition to a low-carbon economy. This process results in changes to the legal, social, economic, and technological conditions. In this context, early adaptation to stricter environmental regulations such as carbon taxes, increasing demands on

energy and resource efficiency, and growing pressure from investors and consumers for sustainable products play a key role. For example, Bossard collaborated with the EFDA in a working group to simplify the way the law is applied, resulting in efficiency gains. Supplier calculations were simplified and made easier to understand, making figures more accurate and eliminating the use of default data, which saves costs.

The main climate-related physical and transitory risks for Bossard are described in detail in the Tables 1, 2 and 3. Each risk and opportunity is characterized according to time horizon, probability, financial impact, and affected part of the value chain. The tables also contain descriptions of each risk/opportunity and Bossard’s approach.

Bossard seizes transitory chances and adapts – as a Group and in corporate partnerships:



“In accordance with the requirements of the TCFD, Bossard distinguishes between physical and transitory climate risks and opportunities.”

Table 1: Physical risks

















Physical risk (acute/chronic)	Characterization				Description and potential impact	Bossard's approach
	Time frame	Value Chain	Probability	Financial impact		
Cyclones, hurricanes, typhoons (acute)	 short-/medium-term	 upstream/ own operations/ downstream	 very likely	 medium impact	Some of Bossard's locations (e.g. South-East Asia) are exposed to severe weather. Extreme events could cause damage to buildings.	Location-specific risk assessment and tailored emergency plan. Diversification of the supply chain.
Flooding (acute)	 short-/medium-term	 upstream/ own operations	 very likely	 medium impact	Natural disasters such as flooding could interrupt Bossard's supply chain and restrict production. This could reduce production volumes, thus leading to a drop in sales.	Location-specific risk assessment and tailored emergency plans as well as diversification of the supply chain.
Water shortage (chronic)	 medium-/long-term	 upstream/ own operations	 probable	 low impact	Water scarcity results from an imbalance in the local water supply, e.g. due to climate-related absence of rain or overuse of water. Water shortages can disrupt cooling or rinsing processes in production and at suppliers.	Increasing water efficiency and evaluating the supply chain with regard to water scarcity risks.
Rising temperatures and heat (chronic)	 short-/medium-/long-term	 upstream/ own operations	 very likely	 medium impact	Rising temperatures and more frequent occurrence of heat increase the cooling needs of production processes and workspaces, requiring additional cooling and making heat-related productivity losses more likely.	Improving the cooling infrastructure: replacing older equipment which needs more cooling with modern alternatives. Stepped-up installation of ventilation and air conditioning systems as well as energy-efficient retrofits, including insulation of storage/work rooms.

Table 2: Transition risks

Transition risk	Characterization				Description and potential impact	Bossard's approach
	Time frame	Value Chain	Probability	Financial impact		
Regulation (e.g. carbon price or product and service requirements)	short-/medium-term	upstream/own operations/downstream	very likely	high impact	The European Union's Carbon Border Adjustment Mechanism (CBAM) will make Bossard's products more expensive. Stricter regulations could make purchasing more difficult for suppliers outside the EU, thus affecting Bossard's business.	Projection of expected costs and corresponding financial planning. Decarbonization of Bossard's own production and supply chain. Coordination in specialist organizations to establish efficient standards for legally compliant implementation.
Technology	short-term	own operations	probable	low impact	Switching to renewable energies and new, more efficient means of production requires high initial investment, which pay off in the long-term but represent an additional financial burden in the short-term.	Clear economic transition plan for energy, including means of production, aimed at achieving a long-term technological advantage.
Market	short-/medium-term	upstream/own operations	probable	high impact	Higher energy and raw material prices increase the purchase prices of materials in the supply chain. New and rapidly changing customer requirements.	Cost control through diversification of the supply chain. Gradually adapting production processes and products to market requirements and striving for a proactive market position as a "climate-neutral producer" with matching products and services. In the future, Bossard examines approaches for sustainable product lines and ways to ensure product transparency (PCF).
Reputation	medium-term	own operations	low probability	low impact	There is considerable pressure from customers and society to reduce emissions, set ambitious targets and disclose relevant efforts. Suppliers must also be involved. This requires more personnel and expertise, which can affect the cost structure within the Bossard Group.	The development of personnel and expertise already factors in a variety of sustainability criteria. This, coupled with ever-increasing levels of information preparation and processing, is likely to increase costs. This will be reflected in financial and resource planning.

Table 3: Transition opportunity

Transition opportunity	Characterization				Description and potential impact	Bossard's approach
	Time frame	Value Chain	Probability	Financial impact		
Produkts/Services	short-/medium-term	own operations/ downstream	probable	high impact	To an ever greater extent, Bossard's products and services are helping customers reduce their emissions. Supplier consolidation for Smart Factory solutions, for example, reduces transportation routes, and Assembly Technology Expert services help customers execute processes efficiently.	Increased research and development to deliver new products and enhance existing ones. Industry 4.0 and corporate partnerships in particular offer many opportunities through innovation.
Resource efficiency	medium-term	own operations/ downstream	probable	medium impact	Resource- and energy-efficient production processes are becoming increasingly relevant. The same applies to reusable products and disassembly solutions to boost the circular economy.	Bossard's solutions not only enable greater efficiency and productivity, but also promote the careful use of resources and reduce environmental impact.
Market	medium-/long-term	own operations/ downstream	very likely	high impact	New customer preferences and socio-economic requirements for explicitly sustainable products and services mean new and growing markets. This can boost sales due to increasing relevance and demand.	Bossard supplies industries that are crucial to the energy and mobility transition. Being a market leader in these industries is part of Bossard's business model.
Energy source long-term	medium-/long-term	own operations	very likely	medium impact	Expanding renewable energy supply reduces energy costs and increases independence from external energy supplies and fluctuating energy markets.	Using renewable electricity reduces energy costs in the medium- and long-term and is a central component of the climate transition plan.
Resilience	medium-/long-term	upstream/ own operations	probable	low impact	Diversified supply chains and groupwide plans to adapt to climate-related changes strengthen the business model in view of several possible future scenarios.	Bossard continuously evaluates its suppliers as part of supplier risk management and adapts the supply chain accordingly. A dedicated climate transition plan is continuously being refined to prepare for different future developments.

As a global distribution company, Bossard's overall exposure to physical climate risks is moderate. However, individual risks pose challenges that require a response. In the long term, the transition to a low-carbon economy offers more opportunities than risks. A key benefit is the more efficient use of resources: Customers can reduce costs in areas such as development, design, procurement, and logistics, which increases the demand for Bossard's solutions. These financial benefits drive further investment in innovation and strengthen the company's competitiveness.

To prevent climate risks such as supply chain disruptions, Bossard employs diversified transportation routes and more environmentally friendly logistics methods. This not only increases resilience, but also improves the company's carbon footprint, resulting in a more stable and sustainable value chain.

The increased use of renewable energies can reduce operating costs and protect against future burdens such as carbon taxes. In addition, the integration of circular approaches, such as recycling materials and extending product life cycles, reduces transitory risks from stricter regulations and rising raw material costs.

Scenario analysis

For the scenario analysis, the different risk and opportunity categories from the Tables 1, 2 and 3 are examined together in four transitory and two physical blocks and projected into the three selected scenarios. This is done on the basis of thematic overlaps and to ensure efficient data collection. The scenario analysis is based on the "shared socio-economic pathways" (SSP) defined by the IPCC in combination with corresponding "representative concentration pathways" (RCP). The three scenarios are briefly described below:

- In the Sustainability scenario (SSP1 – RCP2.6), the world is aiming for a drastic reduction in greenhouse gas emissions by 2030 in order to keep global warming below 2°C. Population growth will peak in 2050, while environmental protection and global consumption will focus on conserving resources. Social inequalities will be reduced and international cooperation will increase. **Bossard's context:** Stricter environmental regulations are fueling demand for sustainable solutions, which is creating opportunities for the industry, particularly in Europe, North America, and Asia in the areas of fastening solutions and smart factory logistics.

- In the Middle of the Road scenario (SSP2 – RCP4.5), progress in social, economic, and technological areas remains slow and environmental problems worsen despite individual advances. Global warming of 2°C to 3°C is to be expected. Socio-economic inequalities between different regions will persist, and population growth will stabilize after 2050. **Bossard's context:** Demand for fastening solutions is growing moderately, with regional differences and flexible compliance requirements posing a challenge. Industry benefits from Industry 4.0 technologies, but supply chains remain unstable.
- In the Regional Rivalry scenario (SSP3 – RCP7.0/8.5), regional conflicts and uncoordinated climate protection efforts lead to an increase in environmental degradation and rising emissions, which could cause warming of more than 3°C, possibly 4°C. Socio-economic inequalities will increase. **Bossard's context:** In developing countries, high population growth could increase demand for products, but inequalities, high operating costs, and frequent supply chain disruptions caused by conflicts prevent stable market development.

Table 4: Scenario descriptions and company-specific context

Transition topics	Sustainability scenario		Middle of the Road scenario		Regional Rivalry scenario	
	Risk level	Opportunity level	Risk level	Opportunity level	Risk level	Opportunity level
	medium ●●	high ●●●	medium ●●	medium ●●	low ●	low ●
Regulation and legislation	Increasing regulation initially creates challenges, but offers economic stability in the long term.		Heterogeneous global regulations require regional adaptation; risks and opportunities between different locations balance each other out.		Little to no regulations minimizes the need for adaptation, but also does not create opportunities through long-term clarity and stability.	
	medium ●●	medium ●●	low ●	medium ●●	medium ●●	low ●
Markets and products/ services	Growing and new demands for sustainable products and services opens up new markets in the medium and long term, but the transition involves risks.		Adaptation to regional markets with specific products/services offers local opportunities, but this is difficult to apply globally.		Separated markets and low pressure to innovate reduce opportunities over competitors; risks due to increasingly decoupled markets.	
	medium ●●	high ●●●	medium ●●	medium ●●	low ●	medium ●●
Technology, energy, and resource efficiency	The transition involves risks, but new, sustainable technologies, and renewable energies enable long-term value creation while minimizing the use of resources.		Isolated technological progress and energy transition increase resource efficiency, but do not always generate market advantages. Risks of bad investments offset opportunities.		Little technological progress and increased (fossil) energy and resource consumption prevent disruptions to established processes.	
	low ●	high ●●●	medium ●●	medium ●●	low ●	low ●
Reputation and resilience	Social and economic sustainability requirements offer many opportunities to adapt and increase the resilience of the business model.		Reputational advantages arise in individual markets and with specific customer groups, but not in general. Depending on the market environment and geographical conditions, local resilience either increases or stagnates.		A reputation for sustainable market leadership cannot be realized as an economic opportunity, but neither is it detrimental. Resilience is only defined by physical risks.	
	medium ●●	medium ●●	medium ●●	low ●	high ●●●	low ●
Chronic physical risks (rising temperatures, lack of water...)	The challenges increase in the short term, but become manageable in the medium term. Technical and socio-economic adaptations offer opportunities that can offset risks.		Challenges are generally increasing, and in some cases adaptation is possible. The risk cannot always be controlled economically. Local opportunities arise, but general risks predominate.		Challenges are constantly increasing and often develop uncontrollable characteristics. Adequate adaptations are not being made either in technical or socio-economic terms and the risks clearly outweigh the benefits.	
	low ●	none –	high ●●●	none –	very high ●●●●	none –
Acute physical risks (extreme weather, flooding,...)	The probability of occurrence and global distribution initially stabilize, followed by an improvement in the long term.		In the medium term, frequency and intensity increase, requiring adaptation and increasing costs. In the long term, the increase could slow down, but there is no improvement in sight.		Frequency and intensity are increasing steadily, massively disrupting the global and regional economy and leading to very high costs.	

Table 4 shows several strategic aspects in conjunction with the selected scenarios for the years up to 2040: Physical risks – both chronic and acute – are expected to increase in every scenario across all time horizons. While chronic risks, such as water scarcity and heat, could offer indirect opportunities for rapid adaptation or improved resource efficiency, acute risks offer no such benefits and could be difficult to manage over time in the Regional Rivalry scenario. This scenario exposes large parts of the value chain to risks, while other scenarios suggest more controllable, but nevertheless challenging, physical risk levels. The Sustainability scenario clearly has the lowest physical risk levels and offers the greatest potential for financial risk mitigation strategies.

Transition risks and opportunities show different levels and dynamics between the scenarios and time horizons: The Sustainability scenario generally shows higher risk and opportunity levels, with the greatest long-term opportunities being in the areas of corporate resilience and reputation, for example as a sustainable market leader. In the Regional Rivalry scenario, both risks and opportunities are assessed as rather low. Because of regional heterogeneity, the opportunities outweigh the risks with regard to markets and products/services. The risk levels of the

Middle of the Road scenario generally lie between the other two scenarios, but evolve differently over time. In each category, the opportunities outweigh the risks over the long term. In the short to medium term, regulatory uncertainties, geopolitical tensions, and increasing environmental impacts lead to higher risks which are already being felt today. This scenario analysis must be reassessed at regular intervals in order to adapt to evolving geopolitical conditions and climate projections. This will help Bossard continuously evolve its own transition plan and maximize opportunities over risks.

Bossard's climate transition plan

Bossard's transition plan consists of several elements of its strategic focus areas ([→ Strategic foundations of sustainability](#)), in particular the focus areas "Future Proven Solutions" and "Reduced Footprint": Strategy 200 for sustainable and profitable growth and participation in the European 4.0 Transformation Center (E4TC) for the circular economy are intended to ensure that opportunities for markets, products/services or resource efficiency are exploited. Bossard's targets for reducing greenhouse gas emissions and increasing the use of renewable energy as part of its transition plan are specified in the "Metrics and targets" section of the TCFD report below.

Bossard's resilience

Bossard has developed a robust approach to managing climate-related risks and exploiting the resulting opportunities in order to achieve maximum resilience to climate-related changes. By integrating climate risks into the overall risk management process, Bossard regularly assesses potential financial, operational and ESG-related risks, with climate action and mitigation embedded in the business strategy. The Group has set itself ambitious targets, including achieving net zero emissions for Scope 1 and 2 by 2040, and is currently working on collecting data on Scope 3 emissions following an initial screening last year. By diversifying its supply chains, stepping up the use of renewable energies, and investing in sustainable products and services, Bossard not only minimizes climate risks, but also takes advantage of growth opportunities in new and existing markets. In addition, global cooperation and compliance with regulations strengthens Bossard's ability to maintain long-term operational stability and competitiveness within changing climate scenarios. Different risk and opportunity categories, which Bossard regularly assesses, predominate in the scenarios under consideration. Depending on current and future developments, it will be possible to refine the business strategy to make sure the opportunities outweigh the risks and the business model remains resilient.

Risk management

The identification of climate-related opportunities and risks is integrated into Bossard’s risk management process. Physical and transitory climate risks are examined explicitly and categorized according to time frame, affected section of the value chain, probability of occurrence, and potential financial impact. The board of directors and the executive committee review the risk landscape annually from a strategic and operational perspective. In addition to financial risks, ESG risks relating to the supply chain, raw materials, climate and nature are taken into account. Each risk is analyzed in terms of the potential (financial) losses that would arise if the risk were to materialize. Based on these findings, Bossard defines risk mitigation measures as needed and updates the respective risks in Bossard’s risk management system. This process is continuously documented, integrated into business planning, and reviewed for effectiveness by the finance department.

Metrics and targets

Bossard is pursuing an ambitious reduction plan for Scope 1 and Scope 2 emissions with the goal of achieving net zero by 2040, which is in line with the Paris Agreement. This plan includes a 50 percent reduction in emissions by 2031, and Bossard is currently well on track. An overview of the plan and additional details on Bossard’s measures to reduce emissions can be found in the “Reduced Footprint” focus area.

Progress related to these targets is measured using the performance and environmental indicators listed in the “Reduced Footprint” focus area under the material topic “Energy and greenhouse gas emissions”. In addition to climate-related emissions indicators, this includes an explicit breakdown of the renewable share of electricity and total energy consumption. For example, Bossard has increased its own renewable energy generation capacity from 12 percent to 26 percent between 2021 and 2024 and is increasing the share of district heating.

This expansion is ongoing and will steadily reduce Bossard’s Scope 1 and Scope 2 emissions as a key component of the company’s climate transition plan.

“The identification of climate-related opportunities and risks is integrated into Bossard’s risk management process.”

Statement of the board of directors

The board of directors of Bossard Holding AG approved the report on non-financial matters for the year of 2024 in accordance with article 964b of the Swiss Code of Obligation (CO) at its meeting on January 27, 2025.

Dr. Thomas Schmuckli

Chair of the board of directors

Patricia Heidtman

Vice chair of the board of directors

CO REFERENCE INDEX

Non-financial matters in accordance with article 964b of the Swiss Code of Obligations (CO)

Business model
Environmental matters

Social issues

Employee-related issues

Respect for human rights

Combating corruption

Chapters in this report

Business model
Waste management
Energy and greenhouse gas emissions management
Sustainable product and service solutions
Community engagement
Customer loyalty
Well-being and safety
Attractive employer
Diversity, equity, and inclusion
Responsible supply chain management
Integrity
Responsible supply chain management
Integrity

GRI-Index



2025

Bossard has reported in accordance with the GRI Standards for the period from January 1, 2024 to December 31, 2024. For the Content Index – Essentials Service, GRI Services has verified that the GRI Index has been presented in a manner

that meets the reporting requirements in accordance with the GRI Standards and that the information in the GRI Index is clearly presented and accessible to stakeholders. This service was provided for the German version of the report.

Bossard publishes an annual sustainability report as part of the annual report. This sustainability report covers Bossard Holding AG, in Zug. It will be published on February 27, 2025. The contact person for this report is Tabea Bürgler, tabea.buergler@bossard.com

GENERAL DISCLOSURES

GRI 1		GRI 1: Foundation 2021			
Applicable GRI Sector Standard		None			
GRI Standard	Disclosure	Location ¹⁾	Omission Requirement	Reason	Explanation
The Organization and Its Reporting Practices					
GRI 2: General Disclosures 2021	2-1 Organizational details	p. 23, 83			
	2-2 Entities included in the organization's sustainability reporting	p. 159–160			
	2-3 Reporting period, frequency and contact point	p. 77			
	2-4 Restatements of information	No restatements of information			
	2-5 External assurance	No external assurance			
Activities and Workers					
GRI 2: General Disclosures 2021	2-6 Activities, value chain and other business relationships	p. 23–24			
	2-7 Employees	p. 54			
	2-8 Workers who are not employees	p. 54			

1) Location refers to the Bossard Group's Annual Report 2024.

GRI Standard	Disclosure	Location ¹⁾	Omission Requirement	Reason	Explanation
Governance					
GRI 2: General Disclosures 2021	2-9 Governance structure and composition	p. 87–100			
	2-10 Nomination and selection of the highest governance body	p. 88			
	2-11 Chair of the highest governance body	p. 88, 92			
	2-12 Role of the highest governance body in overseeing the management of impacts	p. 30			
	2-13 Delegation of responsibility for managing impacts	p. 30			
	2-14 Role of the highest governance body in sustainability reporting	p. 76			
	2-15 Conflicts of interest	p. 59, 88			
	2-16 Communication of critical concerns	p. 30			
	2-17 Collective knowledge of the highest governance body	p. 90			
	2-18 Evaluation of the performance of the highest governance body	p. 114–122			
	2-19 Remuneration policies	p. 114–122			
2-20 Process to determine remuneration	p. 114–122				
2-21 Annual total compensation ratio			Annual total compensation ratio	Restrictions due to confidentiality obligations	The disclosure of these individual compensation details could lead to conflicts of interest or compromise the privacy of managers and employees. To ensure a trusting corporate culture, we treat this information confidentially.
Strategy, Policies and Practices					
GRI 2: General Disclosures 2021	2-22 Statement on sustainable development strategy	p. 6–9			
	2-23 Policy commitments	p. 58–60, 64			
	2-24 Embedding policy commitments	p. 58–60, 64			
	2-25 Processes to remediate negative impacts	p. 30, 59			
	2-26 Mechanisms for seeking advice and raising concerns	p. 30, 59			
	2-27 Compliance with laws and regulations	p. 59			
	2-28 Membership associations	p. 28			
Stakeholder Engagement					
GRI 2: General Disclosures 2021	2-29 Approach to stakeholder engagement	p. 28			
	2-30 Collective bargaining agreements		Collective bargaining agreements	Information unavailable/incomplete	Data is not collected for the whole group. System to be expanded.

1) Location refers to the Bossard Group's Annual Report 2024.

MATERIAL TOPICS

GRI Standard	Disclosure	Location ¹⁾	Omission Requirement	Reason	Explanation
Disclosures on Material Topics					
GRI 3: Material Topics 2021	3-1 Process to determine material topics	p. 25			
	3-2 List of material topics	p. 26			
Sustainable and profitable growth					
GRI 3: Material Topics 2021	3-3 Management of material topics	p. 31			
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	p. 139–140			
Customer loyalty					
GRI 3: Material Topics 2021	3-3 Management of material topics	p. 32			
Sustainable product and service solutions					
GRI 3: Material Topics 2021	3-3 Management of material topics	p. 33–34			
Energy and greenhouse gas emissions management					
GRI 3: Material Topics 2021	3-3 Management of material topics	p. 36–42			
GRI 302: Energy 2016	302-1 Energy consumption within the organization	p. 39			
	302-4 Reduction of energy consumption	p. 39			
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	p. 39			
	305-2 Energy indirect (Scope 2) GHG emissions	p. 39			
Waste management					
GRI 3: Material Topics 2021	3-3 Management of material topics	p. 43–44			
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	p. 43–44			
	306-2 Management of significant waste-related impacts	p. 43–44			
	306-3 Waste generated	p. 44			
Well-being and safety					
GRI 3: Material Topics 2021	3-3 Management of material topics	p. 45–47			
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	p. 46			
	403-2 Hazard identification, risk assessment, and incident investigation	p. 45			
	403-3 Occupational health services	p. 45–47			
	403-4 Worker participation, consultation, and communication on occupational health and safety	p. 45–47			
	403-5 Worker training on occupational health and safety	p. 46			
	403-6 Promotion of worker health	p. 45–47			
	403-9 Work-related injuries	p. 47			
	403-10 Work-related ill health	p. 47			

1) Location refers to the Bossard Group's Annual Report 2024.

Table continued on next page →

GRI Standard	Disclosure	Location ¹⁾	Omission Requirement	Reason	Explanation
Attractive employer					
GRI 3: Material Topics 2021	3-3 Management of material topics	p. 48–55			
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	p. 55			
GRI 404: Training and Education 2016	404-2 Programs for upgrading employee skills and transition assistance programs	p. 50–51			
Diversity, equity, and inclusion					
GRI 3: Material Topics 2021	3-3 Management of material topics	p. 56–57			
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	p. 54, 82			
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	p. 56, 60			
Integrity					
GRI 3: Material Topics 2021	3-3 Management of material topics	p. 58–60			
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	p. 59			
GRI 205: Anti-corruption 2016	205-2 Communication and training about anti-corruption policies and procedures 205-3 Confirmed incidents of corruption and actions taken	p. 58–59 p. 60			
Responsible supply chain management					
GRI 3: Material Topics 2021	3-3 Management of material topics	p. 61–64			
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	p. 63			
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	p. 64			
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	p. 64			
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	p. 63			
Community engagement					
GRI 3: Material Topics 2021	3-3 Management of material topics	p. 65–66			

1) Location refers to the Bossard Group's Annual Report 2024.



Corporate Governance

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

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AT A GLANCE

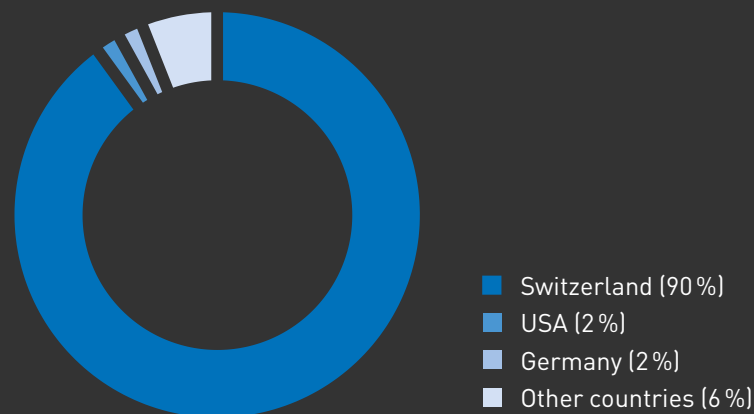
Corporate Governance

Market capitalization

as of reporting date, in CHF

1,472 million

Shares by country

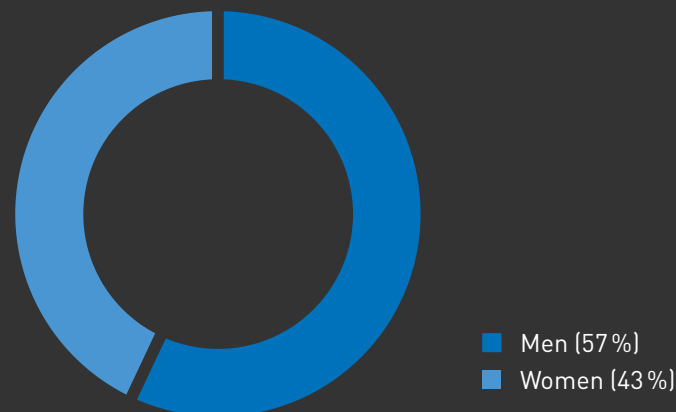


Independence board of directors

independent/non-executive

100 %

Gender board of directors



CORPORATE GOVERNANCE

About corporate management

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

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

Group structure and shareholders

Group structure

Bossard Holding AG, the parent company of the Bossard Group, is a limited company under Swiss law with its registered office in Zug. Bossard Holding AG is the only listed company belonging to the group of consolidated companies. It holds a direct or indirect interest in the companies listed in note 28 of the financial report. Bossard Holding AG (Swiss securities no. 23862714, ISIN CH0238627142/BOSN) is listed on the SIX Swiss Exchange. Its stock market capitalization as of December 31, 2024 was CHF 1,472.2 million (2023: CHF 1,702.0 million). The Group’s structure aims to provide the best possible support for its business activities within an efficient legal, financial and strategic framework. This means that the structure should be as simple as possible and also transparent to anyone outside the Group. The Bossard Group operates in industrial fastening technology and generates its entire revenue in this market segment. Further information regarding the Group structure is set out in the notes to the financial report, namely on pages 151 and 159.

Significant shareholders

The disclosure notifications in relation to shareholdings in Bossard Holding AG are published on the electronic publication platform of SIX Swiss Exchange and can be accessed via the search function of the disclosure office via the following link:

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

The following shareholders held more than 3 percent of the total voting rights in Bossard Holding AG as of December 31, 2024:

The Kolin Group – a shareholder group as per article 120seq. of the Swiss Federal Act on Financial Market Infrastructures and Market Conduct in Securities and Derivatives Trading (FMIA) – consisting of Kolin Holding AG, Zug, and Bossard Unternehmensstiftung, Zug, owns 56.3 percent (2023: 56.3 percent) of total voting rights and 27.8 percent (2023: 27.8 percent) of capital entitled to dividend (with notifications on January 27, 2024, and June 13, 2024, due to change in the information subject to the obligation to notify as well as February 6, 2024, due to a change in the composition of the group).

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

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

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

Bossard Holding AG is not aware of any other shareholders or groups of shareholders that held 3 percent or more of the total voting rights of Bossard Holding AG as of December 31, 2024.

Cross-shareholdings

There are no cross-shareholdings with other companies.

Changes in the articles of association

The board of directors submitted a proposal at the annual general meeting of shareholders on April 8, 2024, for a general revision of the articles of association, namely articles 2–9, articles 11–28, articles 34–36, article 38, articles 42–44, articles 46–47, and articles 49–51.

On June 19, 2020, parliament adopted the revision of the company law, which came into effect on January 1, 2023. The revision included, among other things, an improvement in the protection of minority shareholders and the modernization of provisions for conducting annual general meetings of shareholders. Additionally, the provisions of the Ordinance against Excessive Compensation for listed companies (OaEC) were incorporated into the Swiss Code of Obligations (CO). Therefore, the board of directors proposed implementing these legal changes into the articles of association of Bossard Holding AG. Furthermore, purely editorial changes were made for clarification purposes.

The detailed wording of the individual provisions was outlined in an attachment to the invitation to the annual general meeting of shareholders. The annual general meeting of shareholders approved the aforementioned changes through the revision of the articles of association on April 8, 2024. The changes came into effect immediately.

The minutes of the 51st annual general meeting of shareholders can be accessed via the following link: www.bossard.com/en/about-us/investor-relations/annual-shareholders-meeting/

Capital structure

Share capital

As of December 31, 2024 the ordinary share capital of Bossard Holding AG totaled CHF 40,000,000, of which CHF 33,250,000 share capital relates to registered A shares and CHF 6,750,000 to registered B shares.

Authorized and conditional capital

Bossard Holding AG holds 291,867 registered A shares (2023: 291,867) in reserve. These reserve shares can be used for management participation plans, acquisitions or other purposes in the interest of the company and carry no voting rights and are not entitled to dividends. Other than this, Bossard Holding AG does not have any authorized or conditional capital.

Changes in capital in the last three years

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

Shares

The share capital of Bossard Holding AG is CHF 40,000,000. It is divided into 6,650,000 registered A shares with a nominal value of CHF 5 per share and 6,750,000 registered B shares with a nominal value of CHF 1 per share (voting right shares). The share capital is fully paid in. With the exception of the own registered A shares held by Bossard Holding AG, (i) each registered share entered in the share register with voting rights is entitled to one vote (see also limitations on transferability and nominee registrations) and (ii) each registered share is entitled to a dividend. The measurement of voting rights by the number of registered voting right shares is not applicable for individual decisions specified in article 16 of the articles of association. Only registered A shares are listed on the SIX Swiss Exchange under the Swiss Reporting Standard (formerly Domestic Standard). Registered B shares are wholly owned by Kolin Holding AG. As of December 31, 2024, Bossard Holding AG held 292,348 own registered A shares (including the 291,867 reserve shares mentioned under authorized and conditional capital) that represent 2.182 percent of the total shares of Bossard Holding AG. 481 (0.004 percent) of these shares are held by Bossard Holding AG as sales positions related to grants made under its management participation plan. For further details, please refer to the compensation report and notes 11 and 15 of the financial report.

Number of registered A shares at December 31, 2024:

Number of registered A shares	Number of registered shareholders	Shares in %
1–100	4,134	2.9
101–1,000	2,711	12.5
1,001–10,000	342	14.5
10,001–100,000	54	18.2
> 100,000	8	25.0
Total registered shareholders/shares	7,249	73.1
Non-registered shares		26.9
Total		100.0

Number of holders of registered A shares at December 31, 2024:

	Shareholders in %	Shares in %
Individual entities	92.9	31.1
Legal entities	7.1	68.9
Total	100.0	100.0

Registered A shares by country at December 31, 2024:

	Shareholders in %	Shares in %
Switzerland	95.5	89.9
USA	0.3	2.3
Germany	2.4	2.0
Great Britain	0.1	1.4
Japan	0.1	1.0
Other countries	1.6	3.4
Total	100.0	100.0

Participation and profit-sharing certificates

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

Limitations on transferability and nominee registrations

Limitations on share transferability

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

In particular, this includes the transfer of registered B shares to a competitor and a fiduciary transfer if the acquirer does not inform the board of directors in writing at its first request that she or he is acquiring the shares concerned in her or his own name and for her or his own account. Furthermore, the board of directors may refuse its approval if it offers to the seller or acquirer of the registered B shares that it will acquire these shares for the account of the company, other shareholders or third parties for at least their actual value at the time the request was made (article 8 of the articles of association). If there is good reason to do so, the board of directors may grant exceptions to these rules (no exceptions have been granted in the reporting year 2024). However, transfer requests containing incorrect information must always be rejected; a new, corrected request may subsequently be

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

Nominee registrations

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

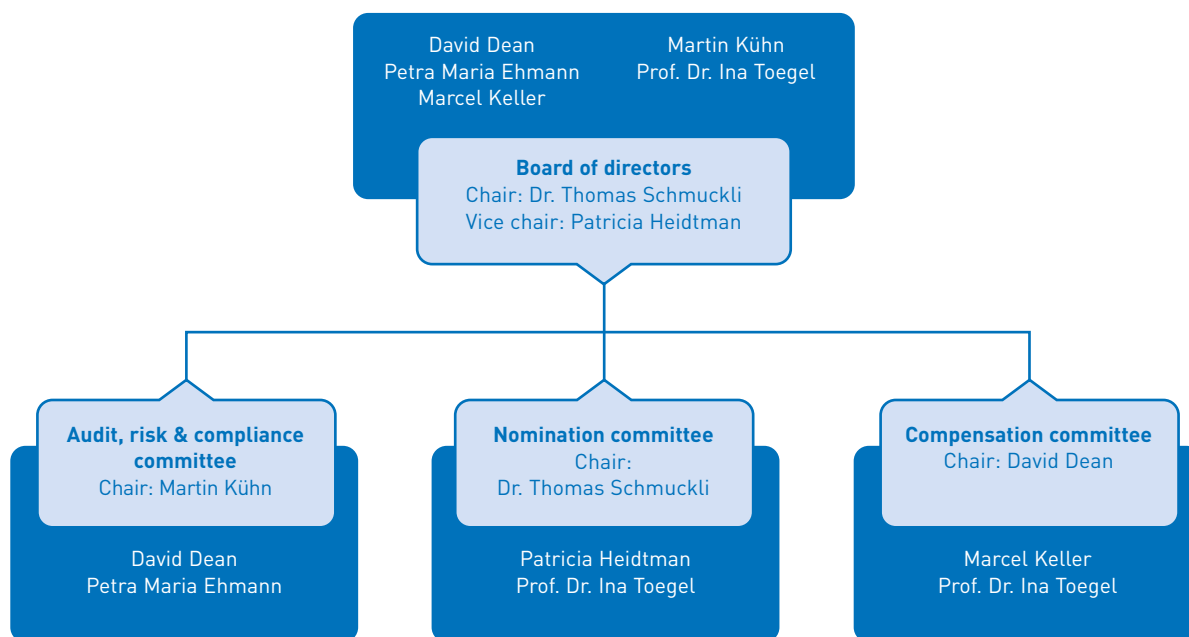
Up to a registration limit of 0.5 percent of the total number of registered A shares entered in the commercial register, anyone who does not expressly state that she or he is acting on her or his own account shall be acknowledged as being a nominee with voting rights. Beyond this registration limit,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

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

Outstanding convertible bonds and options

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

Board of directors



Members of the board of directors

As of December 31, 2024, the board of directors of Bossard Holding AG consisted of seven non-executive members. David Dean was CEO of the Bossard Group from 2005 to 2019. None of the other members of the board of directors belonged to the executive committee in the past.

The board of directors had the following members as of December 31, 2024:

Name	Function	Appointed
Dr. Thomas Schmuckli	Chair	2007
Patricia Heidtman	Vice chair	2021
David Dean	Member	2019
Petra Maria Ehmann	Member	2021
Marcel Keller	Repr. of registered A shares	2024
Martin Kühn	Member	2018
Prof. Dr. Ina Toegel	Member	2023

On September 2, 2024, the Bossard Group announced in an ad hoc announcement pursuant to article 53 LR, that the chair of the board of directors, Dr. Thomas Schmuckli, has decided not to run for re-election to the board of directors. The board of directors proposes David Dean for election as chair of the board of directors at the upcoming annual general meeting of shareholders on April 11, 2025.

Other activities and vested interests

Dr. Thomas Schmuckli is a member of the Bossard family, which has 100 percent control over Kolin Holding AG. The members of the board of directors do not perform any activities outside of the Bossard Group other than the mandates listed on pages 92 to 96 and therefore do not have any significant business relationships with Bossard Holding AG or one of the subsidiaries. Furthermore, they do not have any other significant external interests.

Allowed number of mandates

According to article 44 of the articles of association, a member of the board of directors may, including her or his function for the company, at the same time take on a maximum of ten material mandates in comparable functions at other companies with an economic purpose, whereby chairmanships count as two mandates. A maximum of five mandates may be in listed companies. If the mandates assumed relate to legal entities that belong to the same group or are similarly related in terms of management, these mandates are considered a single mandate. There are no restrictions on the number of mandates in comparable functions (i) for mandates assumed in legal entities that are directly or indirectly controlled by Bossard Holding AG or that directly or indirectly control Bossard Holding AG, or (ii) if, in exercising the function for the Bossard Group, a mandate in another, related legal entity is exercised. The actual number of additional mandates are listed on pages 92 to 96.

Elections and terms of office

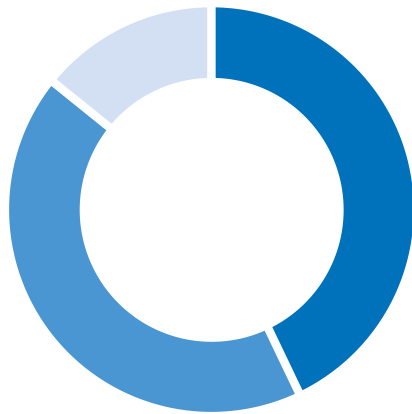
According to the articles of association, the board of directors consists of five to nine members. The chair of the board of directors and the other members of the board of directors are elected by the annual general meeting of shareholders for a period of one year (until the next ordinary annual general meeting of shareholders). Members are elected on an individual basis. The annual general meeting of shareholders also elects the chair of the board of directors. There are no statutory limits to the term of office; members may be re-elected. According to the OBR, however, a member of the board of directors shall offer to step down at the annual general meeting of shareholders following her or his 70th birthday. Each category of shareholders, namely the holders of registered A shares as a group are entitled to one seat on the board of directors. In 2024, Marcel Keller was elected as the representative of the holders of registered A shares; holders of registered B shares with voting rights did not take part in this election. As a rule, the majority of the board members should be external members with no executive functions in the company. None of the members of the board of directors exercised any executive functions in the Bossard Group in the reporting year 2024.

The following table shows the year in which each member was first elected to the board of directors as well as their function as of December 31, 2024:

Name	Function	First elected
Dr. Thomas Schmuckli	Chair ¹⁾	2000
Martin Kühn	Member ²⁾	2018
David Dean	Member ³⁾	2019
Patricia Heidtman	Vice chair ⁴⁾	2019
Petra Maria Ehmann	Member ⁵⁾	2021
Marcel Keller	Repr. of registered A shares ⁶⁾	2021
Prof. Dr. Ina Toegel	Member ⁷⁾	2023

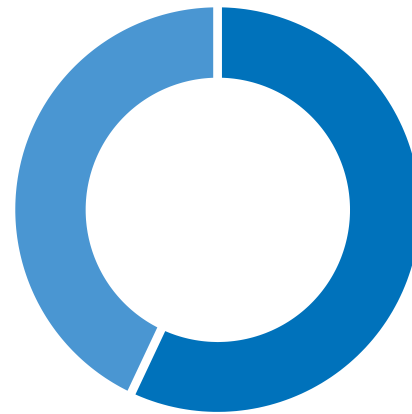
- 1) Chair of the nomination committee (NC)
- 2) Chair of the audit, risk & compliance committee (ARCC)
- 3) Chair of the compensation committee (CC), member of the ARCC
- 4) Member of the NC
- 5) Member of the ARCC
- 6) Member of the CC
- 7) Member of the CC, member of the NC

Term



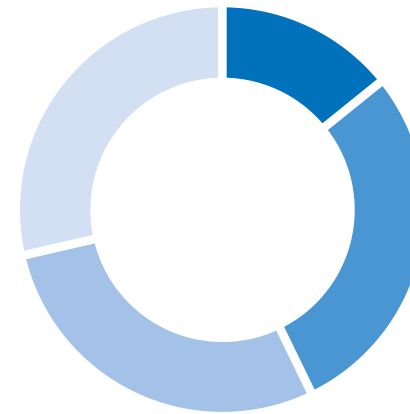
- < 5 years (42.9%)
- 5 to 8 years (42.9%)
- 9 to 12 years (0%)
- > 12 years (14.2%)

Gender



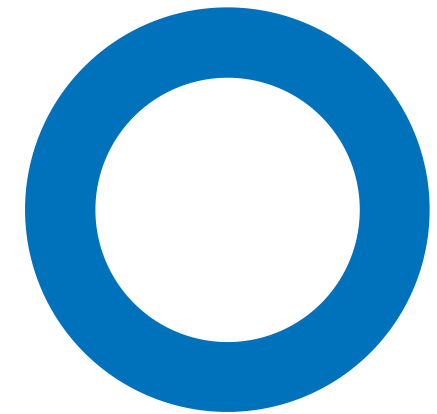
- Men (57%)
- Women (43%)

Age



- 30 to 40 years (14.2%)
- 41 to 50 years (28.6%)
- 51 to 60 years (28.6%)
- 61 to 70 years (28.6%)

Independence



- Independent/non-executive (100%)

Diversity and independence

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

Competence matrix

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

Internal organization

Allocation of duties within the board of directors

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

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

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

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

Committees

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

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

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

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

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

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

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

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

www.bossard.com/en/about-us/investor-relations/corporate-governance/organization-regulations/

Continued on page 97

Board of directors

Dr. Thomas Schmuckli (1963)

Swiss citizen

- Chair of the board of directors since 2007
- Chair of the nomination committee since 2007
- Member of the board of directors since 2000
- Secretary to the board of directors from 1997 to 2000

Professional background

Dr. Thomas Schmuckli currently works as a professional board member. Between 1993 and 2013, he held various management positions in the General Counsel division of Credit Suisse Group, primarily for M&A, Corporate & Institutional Clients and Asset Management, in Zurich. From 2000 to 2005, he was Head of Process and Product Management at Zuger Kantonalbank.

Educational background

- Degree in law (MLaw and PhD), University of Fribourg, Fribourg, Switzerland
- Accredited lawyer and notary, Zug, Switzerland
- Management studies, University of Zurich, Zurich, Switzerland
- Further studies in the fields of strategy, leadership, board of directors and leading a family office, IMD, Lausanne, Switzerland
- Further studies in the fields of strategy and strategy development, HSG, St. Gallen, Switzerland
- Further studies in the field of finance, University of Zurich, Zurich, Switzerland

Other activities and vested interests

- Member of the board of directors, Hans Oetiker Holding AG, Horgen, Switzerland
- Chair of the board of directors, Helvetia Holding AG and two subsidiaries, Basel/St. Gallen, Switzerland





Patricia Heidtman (1973)

Dual Swiss-US citizen

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

Professional background

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

Educational background

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



David Dean (1959)

Swiss citizen

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

Professional background

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

Educational background

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

Other activities and vested interests

- Member of the board of directors, Komax Holding AG, Dierikon, Switzerland
- Member of the board of directors, Burckhardt Compression Holding AG, Winterthur, Switzerland
- Member of the board of directors, Metall Zug AG, Zug, Switzerland
- Member of the board of directors, Brugg Group AG, Brugg, Switzerland



Petra Maria Ehmann (1985)

German citizen

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

Professional background

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

Educational background

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

Other activities and vested interests

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



Marcel Keller (1968)

Swiss citizen

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

Professional background

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

Educational background

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



Martin Kühn (1976)

Swiss citizen

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

Professional background

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

Educational background

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

Other activities and vested interests

- Member of the board of directors, Kannewischer Ingenieurbüro AG, Cham, Switzerland
- Chair of the board of directors, Windlin AG, Zurich, Switzerland
- Member of the foundation board, pension fund KIBAG Group, Zurich, Switzerland
- Member of the foundation board, employee foundation KIBAG Group, Zurich, Switzerland
- Member of the audit commission, Bürgergemeinde Zug, Zug, Switzerland



Prof. Dr. Ina Toegel (1981)

German citizen

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

Professional background

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

Educational background

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

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Working methods of the board of directors

The board of directors normally meets six to eight times per year, but is available to discuss matters at short notice should this be required. A member of the board of directors may request that additional meetings are convened by providing written justification to the chair of the board of directors. The duration of board and committee meetings depends on the respective agenda. In 2024, a total of five full-day and three half-day board meetings were held (three of those meetings were held virtually), as well as a three-and-a-half-day retreat. The board of directors holds a retreat once a year, which lasts several days and is used for analyzing the strategic risk/opportunities mix and for fundamentally reviewing the strategy. In 2024, the retreat took place in Wildhaus, Switzerland. Thereby, the board of directors together with the executive committee and further senior management, has thoroughly engaged with the topics of artificial intelligence and company culture.

Board of directors	Function	Participation 2024	Participation 2024 in %
Dr. Thomas Schmuckli	Chair	9/9	100
Patricia Heidtman	Vice chair	8/9	89
David Dean	Member	9/9	100
Petra Maria Ehmann	Member	8/9	89
Marcel Keller	Repr. registered A shares	9/9	100
Martin Kühn	Member	8/9	89
Prof. Dr. Ina Toegel	Member	9/9	100

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

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

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

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

Composition/working methods of the board's committees

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

Audit, risk & compliance committee (ARCC)

The ARCC consists of at least three members elected by the board of directors, for a period of office lasting from one ordinary annual general meeting of shareholders until completion of the next ordinary annual general meeting of shareholders. As of December 31, 2024, the members of the ARCC were Martin Kühn (chair), David Dean and Petra Maria Ehmann. The ARCC meets at least three times per year: in summer – to define the scope and key points of the annual audit with the audit company, in late fall – to discuss the findings from the main audit and the existence and effectiveness of the internal control system (ICS), and in February – to discuss the result of the audit of the consolidated financial statements. These meetings are attended by the chair of the board of directors (unless she or he is already a member of the ARCC), the CFO, the Head of Group Controlling and at least one representative of the external auditors. The CEO, other members of the executive committee and other persons (internal or external) may be invited to attend the meetings, depending on the agenda. The minutes of these meetings are circulated to all members of the board of

directors, the CFO and the CEO, as well as to those who attended the meeting. In addition, the ARCC regularly reports on its activities to the board of directors at meetings of the latter. In 2024, the ARCC held four meetings (one of those meetings was held virtually). On average, the meetings lasted half a day.

Audit, risk & compliance committee	Function	Participation 2024	Participation 2024 in %
Martin Kühn	Chair	4/4	100
David Dean	Member	4/4	100
Petra Maria Ehmann	Member	3/4	75
Dr. Thomas Schmuckli	Guest/no voting rights	4/4	100

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

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

Compliance

The board of directors is kept continuously informed of all major matters affecting the compliance principles. The statutory auditors additionally inform the board of directors on reports it has received on matters of a legal nature. An evaluation of such reports received in 2024 did not reveal anything new but confirmed what the board of directors already knew. Ultimate supervision of compliance matters rests with the board of directors.

Restricted periods for trading shares

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

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

Nomination committee (NC)

The NC consists of at least three members elected by the board of directors from among its members, for a period of office lasting from one ordinary annual general meeting of shareholders until completion of the next ordinary annual general meeting of shareholders. As of December 31, 2024, the members of the NC were Dr. Thomas Schmuckli (chair), Patricia Heidtman and Prof. Dr. Ina Toegel. The NC meets as required, but at least twice a year. Normally also the CEO and the chair of the board of directors (unless she or he is already a member of the NC) attend the meeting. Other members of the executive committee and other persons (internal or external) may be invited to attend the meetings, depending on the agenda.

The minutes of these meetings are circulated to all members of the board of directors and the CEO, as well as to those who attended the meeting. The NC also regularly reports to the board of directors at the latter's meetings on its activities and, at least once a year, in detail on the progress of the nomination process. In 2024, the NC met for two meetings (one of those meetings was held virtually); these meetings lasted on average three hours.

Nomination committee	Function	Participation 2024	Participation 2024 in %
Dr. Thomas Schmuckli	Chair	2/2	100
Patricia Heidtman	Member	2/2	100
Prof. Dr. Ina Toegel	Member	2/2	100
David Dean	Guest/no voting rights	2/2	100

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

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

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

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

Compensation committee (CC)

The CC consists of at least three members of the board of directors individually elected as members of the CC by the annual general meeting of shareholders for a period of office until completion of the next ordinary annual general meeting of shareholders. Subject to election by the annual general meeting of shareholders, the representative of the A shareholder group on the board of directors is entitled to a seat on the CC. David Dean, Marcel Keller (representative of registered A shares) and Prof. Dr. Ina Toegel were re-elected to the CC at the annual general meeting of shareholders on April 8, 2024. The board of directors appointed David Dean as the chair of the CC. The CC meets as required, but at least twice a year. The members of the executive committee and other persons (internal or external) may be invited to attend the meetings, depending on the agenda. Normally, the CEO attends the meetings of the CC. The minutes of these meetings are circulated to all members of the board of directors and the CEO, as well as to those who attended the meeting. The CC also regularly reports to the board of directors at the latter's meetings on its activities and, at least once a year, in detail on the progress of the compensation process. In 2024, the CC held four meetings (two of these meetings was held virtually), each lasted on average half a day.

Compensation committee	Function	Participation 2024	Participation 2024 in %
David Dean	Chair	4/4	100
Marcel Keller	Member	4/4	100
Prof. Dr. Ina Toegel	Member	4/4	100
Dr. Thomas Schmuckli	Guest/no voting rights	4/4	100

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

- developing the general remuneration principles and the remuneration system for the board of directors, the CEO and the other members of the executive committee for the board of directors to make a decision on
- developing the guidelines governing the structure of the occupational pension scheme for the CEO and the other members of the executive committee for the board of directors to make a decision on
- periodically reviewing the compensation system and proposing any necessary changes to the board of directors
- preparing the annual compensation report to be submitted to the board of directors for the annual general meeting of shareholders and, where applicable, preparing other reports as requested

- submitting proposals concerning the compensation of the individual members of the board of directors, the CEO and the other members of the executive committee
- checking and approving employment contracts as well as other agreements with members of the executive committee
- if the CC considers necessary, the assignment, the supervision and the critical evaluation of the results of advisers or the comparison with third party companies regarding the compensation practices

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

Division of responsibility

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

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

Regulations on the division of responsibility are set out in the OBR. These are available via the following link:

www.bossard.com/en/about-us/investor-relations/corporate-governance/organization-regulations/

Information and control instruments with regard to the executive committee

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

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

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

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

[Continued on page 106](#)

Executive committee

BOSSARD ANNUAL REPORT 2024



Dr. Daniel Bossard (1970)

Swiss citizen

- Group CEO since 2019

Professional background

From 2009 to 2018, Dr. Daniel Bossard was CEO Northern and Eastern Europe. From 2006 to 2008, he served as sales & marketing manager of Bossard Group and was responsible for the reorientation of Bossard’s sales strategy as well as the development of international customer relations. From 2003 until 2006, he was CEO of Bossard Denmark. Dr. Daniel Bossard joined Bossard in 2000 as an e-business manager, after having worked as a consultant for Accenture (formerly Andersen Consulting).

Educational background

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

Other activities and vested interests

- Member of the board of directors, Schweiter Technologies AG, Steinhausen, Switzerland
- Member of the board of directors, BURU Holding AG, Cham, Switzerland
- Member of the board of directors, Ecoparts AG, Hinwil, Switzerland



Stephan Zehnder (1965)

Swiss citizen

- Group CFO since 2005

Professional background

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

Educational background

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

Other activities and vested interests

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



Susan Salzbrenner (1982)

German citizen

- VP of People & Organization since 2023

Professional background

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

Educational background

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



Rolf Ritter (1969)

Dual Swiss-US citizen

- CEO Central Europe since 2023

Professional background

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

Educational background

- Business administration degree, HSG, St. Gallen, Switzerland



Dr. Frank Hilgers (1966)

German citizen

- CEO Northern and Eastern Europe since 2019
- Group CCO since 2015

Professional background

Dr. Frank Hilgers has been CEO Northern and Eastern Europe since May 2019. Since 2015, he has been responsible for the group-wide management of branded products and high quality fastening solutions (Chief Category Officer, CCO). He has also headed the business units of KVT-Fastening from 2012 until their complete integration. From 2009 to 2012, he was a member of the KVT-Koenig management team responsible for sales, product management and the fastening systems division. During his employment at Continental between 2007 and 2009, he was in charge of all national organizations of the spare parts business and key account management in the Commercial & Special Vehicle area. From 2004 to 2007, Dr. Frank Hilgers headed Group Strategy and Corporate Development at Siemens VDO Automotive and was instrumental in the turnaround and sale of this Siemens segment. As senior manager for strategy, Dr. Frank Hilgers headed major international projects at Accenture (formerly Andersen Consulting) from 1997 until 2004, and was responsible for automotive suppliers and the shareholder value initiative in the German speaking countries.

Educational background

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

Other activities and vested interests

- Member of the advisory board, enersis suisse AG, Bern, Switzerland



David Jones (1970)

Citizen of the USA

- CEO America since 2021

Professional background

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

Educational background

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



Robert Ang (1963)

Citizen of Singapore

- CEO Asia since 2009

Professional background

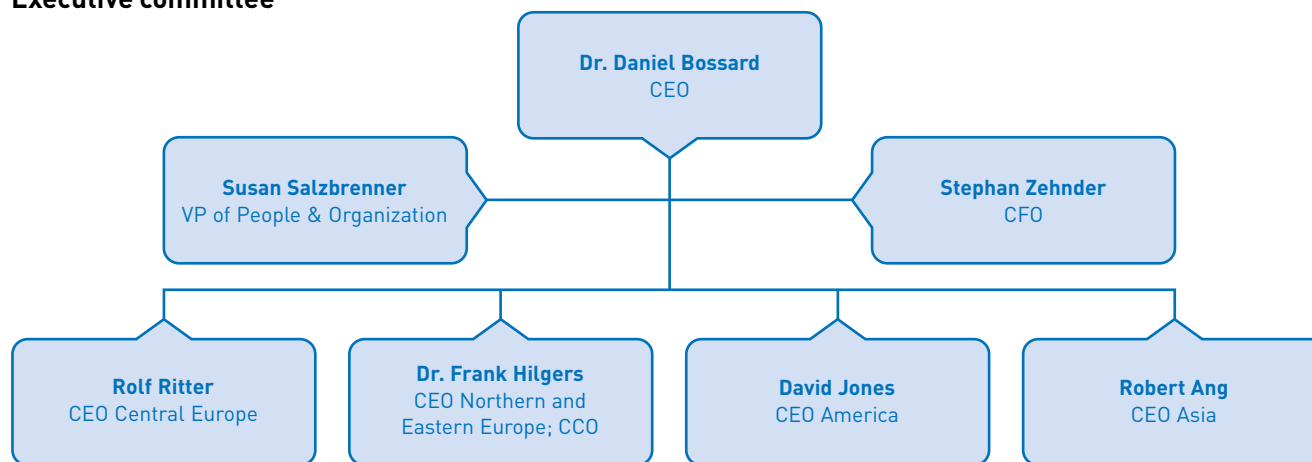
From 2005 until 2009, Robert Ang was responsible for Bossard Greater China (China, Taiwan) and prior to that, the Southeast Asia region. From 1997 until 1999, he was CEO of Bossard Singapore. Robert Ang managed his own company from 1994 until it was acquired by Bossard in 1997. Prior to this, he was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

Educational background

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

Continued from page 101

Executive committee



Members of the executive committee

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

The executive committee had the following members as of December 31, 2024:

Name	Function	Joined Group	Appointed
Dr. Daniel Bossard	CEO	2000	2019
Stephan Zehnder	CFO	1996	2005
Susan Salzbrener	VP of People & Organization	2021	2023
Rolf Ritter	CEO Central Europe	2020	2023
Dr. Frank Hilgers	CEO Northern and Eastern Europe, CCO	2012	2019/2015
David Jones	CEO America	2021	2021
Robert Ang	CEO Asia	1997	2009

Other activities and vested interests

The executive committee members do not perform any other activities outside the Bossard Group apart from the mandates listed on pages 102 to 105. Furthermore, they do not have any other significant vested interests. Dr. Daniel Bossard is member of the Bossard families, which have 100 percent control over Kolin Holding AG. Individual members of the executive committee carry out executive functions at Bossard Holding AG subsidiaries.

Allowed number of mandates

According to article 44 of the articles of association, a member of the executive committee may at the same time, alongside the function for the company, take on a maximum of five material mandates in comparable functions at other companies with an economic purpose, with a maximum of one chairmanship, which counts as two mandates. A maximum of two out of these five mandates may be in listed companies. If the mandates assumed relate to companies that belong to the same group or are similarly related in terms of management, these mandates are considered a single mandate. There are no restrictions on the number of mandates in comparable functions (i) for mandates assumed in legal entities that are directly or indirectly controlled by Bossard Holding AG or that directly or indirectly control Bossard Holding AG, or (ii) if, in exercising the function for the Bossard Group, a mandate in another, related legal entity is exercised. The actual number of additional mandates are listed on pages 102 to 105.

Management contracts

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

Compensation, participations and loans

This information is provided in the compensation report.

Shareholders' participation rights

Shareholders' participation rights are defined solely according to the Swiss Code of Obligations (CO) and the articles of association. The articles of association are available on the Bossard website via the following link: www.bossard.com/en/about-us/investor-relations/corporate-governance/articles-of-association/

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

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

The board of directors determines the requirements for representations and instructions. The independent proxy is obliged to exercise as instructed the voting rights that have been transferred to her or him by the shareholders. If she or he has not received any instructions, she or he shall abstain from voting.

The independent proxy keeps any instructions by the shareholders confidential until the annual general meeting of shareholders. Not earlier than three business days before the annual general meeting of shareholders, the independent proxy provides the board of directors with a general information of the received instructions, provided that the board of directors has requested this. The measurement of voting rights by the number of shares with voting rights is not applicable for:

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

Statutory quorum (article 19 of articles of association)

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

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

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

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

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

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

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

With the publication in the Swiss Official Gazette of Commerce (Schweizerisches Handelsamtsblatt/SOGC) of the request for items to be placed on the agenda as of February 18, 2025, the board of directors invites shareholders to submit any requests for items to be included on the agenda, together with the proposals formulated, by March 6, 2025.

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

Inclusion of items on the agenda

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

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

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

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

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

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

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

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

Changes of control and defense measures

Duty to make an offer

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

Clauses on changes of control

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

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

Auditors

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

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

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

Fees for the statutory auditor

In the financial year 2024, PricewaterhouseCoopers AG received fees of CHF 846,880 (2023: CHF 790,718) for auditing services, CHF 22,690 (2023: CHF 24,671) for tax consulting and CHF 186,558 (2023: CHF 95,211) for other consulting services.

Information and control instruments towards the statutory auditor

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

Information policy

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

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

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

The Group publishes relevant information on its business operations using a number of channels, including the annual report, interim reports and press releases. The company also keeps its stakeholders informed by means of press conferences and meetings with analysts and via the annual general meeting of shareholders. In 2024, the Group also held a Capital Markets Day, which will take place every two to three years. The consolidated financial statements are drawn up in accordance with Swiss GAAP FER.

List of key dates in 2025/2026:

Meeting for financial analysts & media conference	February 27, 2025
Publication of Annual Report 2024	
Annual general meeting of shareholders	April 11, 2025
Publication of sales results, 1st quarter 2025	April 11, 2025
Publication of Semi-Annual Report 2025	July 22, 2025
Publication of sales results, 3rd quarter 2025	October 14, 2025
Publication of sales results 2025	January 15, 2026

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

Further, shareholders can subscribe on the Bossard website (www.bossard.com/en/about-us/investor-relations/subscription-press-releases/) to Bossard announcements, press releases and ad hoc publications. All Bossard publications can be ordered by e-mailing investor@bossard.com or from Bossard Holding AG, Investor Relations, Steinhauserstrasse 70, 6300 Zug, Switzerland.

Compensation Report

The compensation report describes the compensation principles and programs as well as the governance framework related to the compensation of the board of directors and the executive committee of Bossard Holding AG. The report also provides details on the compensation awarded to those two bodies in the financial year 2024.

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

Information regarding the transparency on non-financial matters can be found in the sustainability report starting on page 21. In addition, the Bossard Group reports on the gender guidelines in the corporate governance report on page 89.

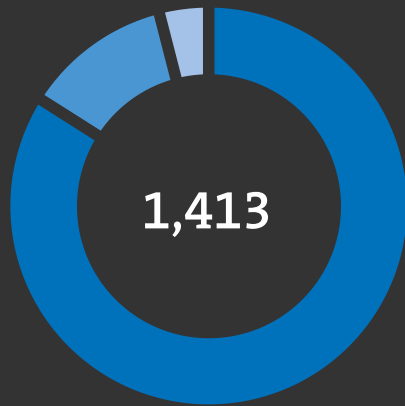
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AT A GLANCE

Compensation

Compensation of board of directors 2024

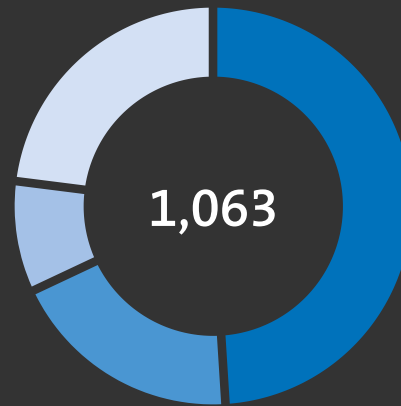
in CHF 1,000



- Fixed compensation
- Social costs
- Expense allowance

Compensation of CEO 2024

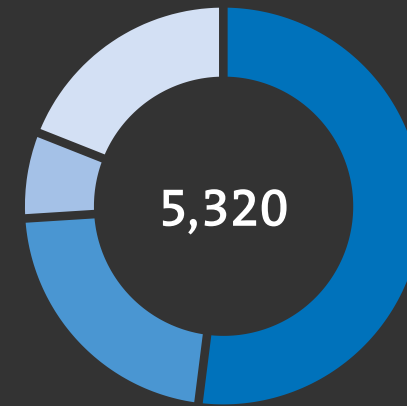
in CHF 1,000



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

Compensation of executive committee 2024

in CHF 1,000



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

COMPENSATION REPORT

Compensation of the board of directors and the executive committee

The compensation report contains information on the compensation policy, the compensation program and the procedure for determining the compensation of the board of directors and the executive committee of the Bossard Group. The report also contains information on the compensation for these two bodies in the financial year 2024.

Changes to the compensation scheme as of the reporting year

Based on an in-depth review of the compensation system of the executive committee by the compensation committee, the board of directors decided on the following adjustments for the long-term oriented incentive (LTI):

In order to align the interests of the Group's executive committee with long-term shareholder interests, the Bossard Group has a long-term incentive system dependent on the financial success of the company. The previous plan (including the reporting year 2023) was based on qualitative goals for strategy implementation, innovation, and ESG. Starting in the reporting year 2024, the LTI was redesigned. This plan now includes performance share units (PSUs) with a three-year vesting period, whose allocation is contingent upon achieving quantitative performance goals over three years and continued employment. The performance goals are substantially supported by

three performance indicators: these are revenue growth, EBIT margin, and ESG goals. Performance goals are essential for calculating the payout factor of the allocated performance share units (PSUs) and reflect the nature and volatility of the Bossard Group's business in each reporting period. This ensures the clear implementation of a pay-for-performance philosophy.

Revision of the articles of association

Necessary amendments in connection with the revision of the company law, which came into force in 2023, were made with the revision of the articles of association that were approved at the annual general meeting of shareholders on April 8, 2024. These amendments came into effect immediately.

Compensation of the board of directors

The compensation of the board of directors for the period between the annual general meeting of shareholders 2023 and 2024 is below the approved maximum compensation amount:

Time period of compensation	Approved compensation	Effective compensation
2023–2024	CHF 1,800,000	CHF 1,413,084
2024–2025	CHF 1,800,000	n/a ¹⁾

1) The compensation period has not yet ended. The final amount will be disclosed in the compensation report for financial year 2025.

Compensation of the executive committee

The compensation granted to the executive committee for 2024 is below the maximum compensation approved by the annual general meeting of shareholders 2023:

Time period of compensation	Approved compensation	Effective compensation
2024	CHF 7,000,000	CHF 5,320,455

1. Compensation philosophy and principles

Board of directors

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

Executive committee

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

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

2. Compensation governance

2.1. Articles of association

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

www.bossard.com/en/about-us/investor-relations/corporate-governance/articles-of-association/

2.2. Compensation committee

In accordance with the articles of association, the organizational and business regulations of Bossard Holding AG and the compensation committee regulations, the compensation committee is composed of at least three members of the board of directors that are elected individually by the annual general meeting of shareholders for a period of one year. Subject to the approval of the annual general meeting of shareholders, the representative of registered A shares is entitled to be a member of the compensation committee. The 2024 annual general meeting of shareholders re-elected David Dean (chair), Marcel Keller and Prof. Dr. Ina Toegel as members of the compensation committee. All three members are independent according to the regulations.

It is the responsibility of the compensation committee to:

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

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

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

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

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

The compensation committee meets as often as business requires but at least twice a year. In 2024, it held four meetings, each lasted half a day (two of those meetings were held virtually). All members were present at these meetings.

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

The compensation committee may appoint external consultants to provide support in fulfilling its duties. In 2024, no external consultants were mandated.

The compensation committee regularly compares compensation levels with benchmarks, reviews Bossard Group's compensation policies and conducts a self-assessment. The compensation committee mandated Agnès Blust Consulting AG (now part of PricewaterhouseCoopers AG)

in 2022 to conduct a benchmarking study on compensation levels for the executive committee. In 2024, PricewaterhouseCoopers AG was mandated to carry out a benchmarking study on the remuneration of the board of directors. In order to ensure independence between the audit of the financial statements and other mandates of PricewaterhouseCoopers AG, clear rules have been defined that have been consistently applied to this mandate.

2.3. Method of determination of compensation

Benchmarking: in order to assess the market competitiveness of compensation and to determine appropriate compensation levels for the members of the board of directors and of the executive committee, the compensation committee periodically (i.e. every three to four years) reviews the compensation reports published by other international industrial companies that are listed in Switzerland and comparable to the Bossard Group in terms of size (market capitalization, employees, revenue), geographic scope and business complexity. The benchmarking study conducted in 2022 on compensation for the executive committee was based on a comparable group of 21 Swiss industrial companies listed on the SIX Swiss Exchange in terms of market capitalization, employees and revenue. These included: Arbonia, Autoneum, BELIMO, BOBST, Bucher Industries, Burckhardt Compression, Comet, Dätwyler, Huber+Suhner, INFICON, INTERROLL, Kardex, Komax, Landis+Gyr, LEM, Phoenix Mecano, Schweiter Technologies, V-Zug, VAT, Vetropack and Zehnder.

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

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

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

3. Compensation structure – board of directors

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

For the term of office starting at the annual general meeting of shareholders in 2024, CHF 30,000 of the total compensation is paid in the form of registered A shares of Bossard Holding AG. The shares are subject to a restriction period of three years during which they cannot be sold, transferred or pledged. The restriction period also applies in case of termination of mandate, except in case of termination following death where the restriction immediately lapses. The shares are priced at their market value, determined at the end of February of each year based on the average share price of the previous ten trading days – deducting the reduction of around 16 percent permitted under Swiss tax law for the three-year blocking period.

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

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

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

4. Compensation structure – executive committee

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

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

Structure of compensation of the executive committee:

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

4.1. Fixed compensation

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

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

The short-term oriented variable compensation rewards the achievement of annual financial goals (minimum 80 percent) and potential individual qualitative performance objectives (maximum 20 percent).

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

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

Component		CEO	CF0/VP of People & Organization	Other members of the executive committee
Financial goals	Group	Group gross profit (1/3), Group EBIT (2/3)	Group gross profit (1/3), Group EBIT (2/3)	Group EBIT (1/3)
	Own business area			The ratio within these 2/3 is area gross profit (1/3), area EBIT (2/3)
Qualitative goals		Annually defined individual performance objectives	Annually defined individual performance objectives	Annually defined individual performance objectives

The short-term oriented incentive (STI) is focused at least 80 percent on two financial goals. These objectives include gross profit (indicating profitable growth and guiding pricing) and EBIT (highlighting operational excellence and overall profitability). Each financial objective comes with an expected performance level, determined either by the data from preceding years or the annual financial plan. These targets have been chosen because they are considered primary value drivers for the Bossard business model. They play a crucial role in rewarding profitable business expansion and gaining a lucrative market share

(top-line contribution). Additionally, they contribute to sustainably increasing profitability through robust operating leverage (bottom-line contribution), making them key drivers for generating lasting capital returns. The board of directors firmly believes that these targets promote Bossard's performance in a balanced and sustainable manner, aligning well with the interests of the shareholders. A maximum of 20 percent of the STI is based on annually defined individual performance objectives.

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

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

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

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

4.3.1. Fundamentals of PSUs

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

a) Allocation of PSUs:

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

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

b) Performance targets:

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

c) Vesting period:

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

4.3.2. PSU payout calculation

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

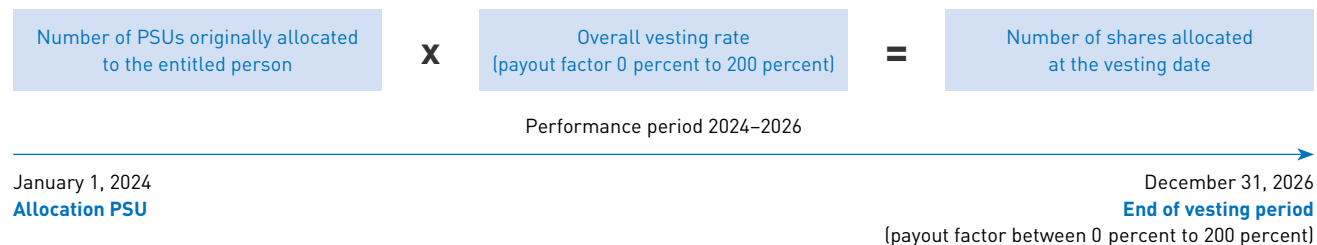
- If the minimum target (threshold) is not reached, the PSUs allocated to that KPI lapse (0 percent vesting).
- Achieving the target results (target) in a vesting rate of 100 percent.
- Exceeding the maximum target (cap) can lead to a vesting rate of up to 200 percent.
- Values between the threshold,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

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

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

4.3.3. Allocation of registered A shares after vesting

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



4.3.4. Special provisions

a) Termination of employment:

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

b) Clawback and malus:

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

c) Change of control:

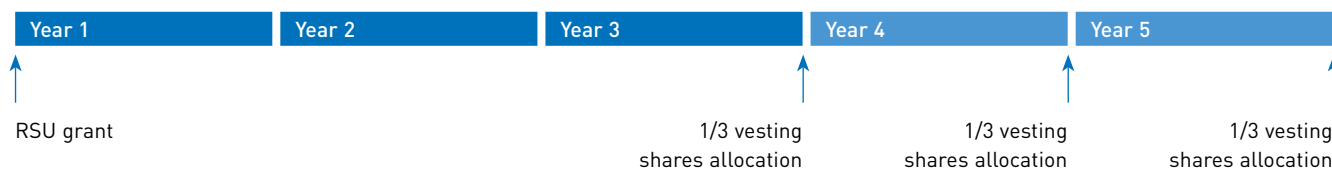
- In the event of a change of control, a pro-rata vesting calculation is performed based on the time elapsed up to the change.

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

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

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

Vesting period:



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

4.5. Occupational benefits

The members of the executive committee participate in the benefit plans available in the country of their employment contract. Benefits consist mainly of retirement, insurance and healthcare plans that are designed to provide a reasonable level of protection for the employees and their dependents with respect to retirement, risk of disability, death and health. The members of the executive committee with a Swiss employment contract participate in the pension plan of Bossard (Bossard Personalstiftung, Zug) offered to all employees in Switzerland, in which a base compensation up to an amount of CHF 294,000 per annum is insured, as well as a supplementary plan in which earnings in excess of this limit are insured up to the maximum amount permitted by law. Bossard's pension benefits exceed the legal requirements of the Swiss federal law on occupational retirement, survivors' and disability pension plans (BVG) and are in line with what other international industrial companies offer. Members of the executive committee under foreign employment contracts are insured commensurately with local market

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

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

4.6. Employment contracts

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

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

5.1. Compensation paid to members of the board of directors for the financial years 2024 and 2023

In 2024, the members of the board of directors received a compensation in the amount shown in the following table.

Compared to the prior year, the total compensation remains stable.

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

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

1) Nomination committee (NC)

2) Compensation committee (CC)

3) Audit, risk & compliance committee (ARCC)

4) Repr. of registered A shares until April 2024

5) Repr. of registered A shares since April 2024

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

Compensation paid to members of the board of directors for the financial year 2023

in CHF, gross		Fixed	Expense allowance	Social costs	Total compensation	Thereof in shares ¹¹⁾
Dr. Thomas Schmuckli	Chair, Chair NC ¹⁾ , ARCC ²⁾	356,667	8,000	54,320	418,987	29,976
Patricia Heidtman	Vice chair, NC, CC ^{3) 4)}	133,333	8,000	20,374	161,707	29,976
David Dean	Repr. of registered A shares, Chair CC, ARCC ⁵⁾	146,667	8,000	22,411	177,078	29,976
Petra Maria Ehmann	NC ⁶⁾ , ARCC	133,334	8,000	20,368	161,702	29,976
Marcel Keller	CC	130,000	8,000	19,860	157,860	29,976
Martin Kühn	Chair ARCC ⁷⁾	136,667	8,000	20,883	165,550	29,976
Prof. Dr. Ina Toegel ⁸⁾	NC, CC	93,333	5,333	14,261	112,927	-
Dr. René Cotting ¹⁰⁾	Chair ARCC ⁹⁾	46,666	2,667	7,131	56,464	29,976
Prof. Dr. Stefan Michel ¹⁰⁾	NC, CC	46,666	2,667	7,131	56,464	29,976
2023		1,223,333	58,667	186,739	1,468,739	239,808

1) Nomination committee (NC)

2) Member of the Audit, risk & compliance committee (ARCC) until April 2023

3) Compensation committee (CC)

4) Member of the CC until April 2023

5) Member of the ARCC since April 2023

6) Member of the NC until April 2023

7) Chair of the ARCC since April 2023, before member of the ARCC

8) Election to the board of directors in April 2023

9) Chair of the ARCC until April 2023

10) Resignation from the board of directors in April 2023

11) Each member of the board of directors receives CHF 30,000 worth of the total compensation in the form of registered A shares of Bossard Holding AG. The allocation price corresponds to the market value, in each case after deduction of the tax-permissible reduction of around 16 percent for the three-year blocking period. For the shares subscribed in 2023, the allotment price was CHF 211.10. The draw of the shares took place one day after the annual general meeting of shareholders 2023.

In 2024, the annual general meeting of shareholders approved a maximum compensation amount for the board of directors of CHF 1,800,000 for the period from the annual general meeting of shareholders 2024 until the next annual general meeting of shareholders 2025. As this compensation period has not yet ended, the final amount will be disclosed in the compensation report for financial year 2025.

In 2023, the annual general meeting of shareholders approved a maximum compensation amount for the board of directors of CHF 1,800,000 for the period from the annual general meeting of shareholders 2023 until the next annual general meeting of shareholders 2024. The compensation of the board of directors for this term of office amounted to CHF 1,413,084 and remains therefore within the approved compensation payable to the board of directors.

Payments to former members of the board of directors

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

In 2023, Prof. Dr. Stefan Michel has been mandated by the company for a workshop with the board of directors and certain members of the top management of the company on the topic of artificial intelligence. Prof. Dr. Stefan Michel received a fee in the amount of CHF 6,500.

Payments to related parties of members of the board of directors

In 2024, as well as in 2023, no compensation was paid to related parties of present or former members of the board of directors.

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

As of December 31, 2024 as well as of December 31, 2023 no such loans or credits existed to present or former members of the board of directors, or to related parties of present or former members of the board of directors.

External mandates of the board of directors

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

Name of member	Name of company	Function performed
Dr. Thomas Schmuckli	Hans Oetiker Holding AG, Horgen	Member of the board of directors
	Helvetia Holding AG ¹⁾ , St. Gallen, including formal internal mandates within group	Chair of the board of directors
	Stiftung Infinite Elements, Altdorf	Member of the foundation board
Patricia Heidtman	SIKA AG ¹⁾ , Baar	Chief Innovation and Sustainability Officer
David Dean	Komax Holding AG ¹⁾ , Dierikon	Member of the board of directors
	Burckhardt Compression Holding AG ¹⁾ , Winterthur, including formal internal mandates within group	Member of the board of directors
	Metall Zug AG ¹⁾ , Zug	Member of the board of directors
	Brugg Group AG, Brugg, including formal internal mandates within group	Member of the board of directors
Petra Maria Ehmann	Ringier AG, Zofingen	Group Chief Innovation and AI Officer
	Swiss Science Center Technorama, Winterthur	Member of the board of trustees
	DKV Mobility GmbH, Ratingen (DE)	Member of the board of directors
Marcel Keller	-	-
Martin Kühn	KIBAG Holding AG, Bäch	Chief Financial Officer
	Kannewischer Ingenieurbüro AG, Cham, including formal internal mandates within group	Member of the board of directors
	Pensionskasse der KIBAG, Bäch	Member of the foundation board
	KIBAG Personalstiftung, Zurich	Member of the foundation board
	Windlin AG, Zurich	Chair of the board of directors
	Bürgergemeinde Zug, Zug	Member of the audit commission
	Donatorenverein FDP Kanton Zug, Zug	Chair
Prof. Dr. Ina Toegel	IMD, Lausanne	Professor

1) Listed company

5.2. Compensation paid to members of the executive committee for the financial years 2024 and 2023

Compensation paid to members of the executive committee 2024

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

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

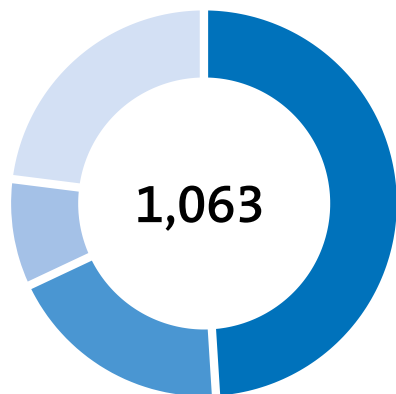
Compensation paid to members of the executive committee 2023

in CHF	Executive committee total	Dr. Daniel Bossard, CEO ⁵⁾
Fixed compensation	2,769,042	510,479
Variable compensation – short-term incentive (STI) ¹⁾	1,402,552	257,362
Variable compensation – long-term incentive (LTI) ²⁾	329,000	80,000
Other benefits ³⁾	103,830	18,000
Social and pension costs	865,936	221,597
Total	5,470,360	1,087,438
Thereof in shares ⁴⁾	84,440	-
Number of members of the executive committee	7	

- 1) The compensation disclosed for 2023 is the actual total payment made.
- 2) The compensation reported for 2023 represents the actual allocations made. The fair value for the RSU allocation for the financial year 2023 amounts to CHF 217.15.
- 3) Private share in company vehicle, child allowances, anniversary bonus
- 4) Members of the executive committee may draw up to 20 percent of their total compensation in registered A shares of Bossard Holding AG of the prior year (according to article 38 of the articles of association). The purchase price corresponds to the market value, in each case after deduction of the permissible tax reduction of around 16 percent for the three-year blocking period. The draw always takes place one day after the annual general meeting of shareholders. The purchase price for the shares purchased in 2023 was CHF 211.10.
- 5) Member of the executive committee with the highest compensation in 2023.

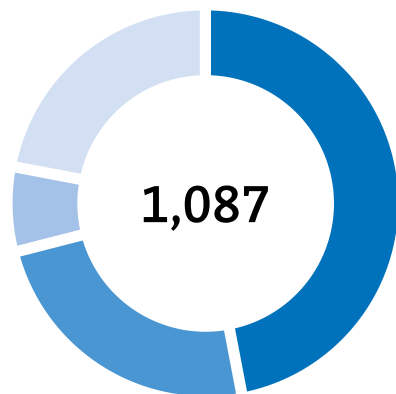
Compensation of CEO for 2024

in CHF 1,000



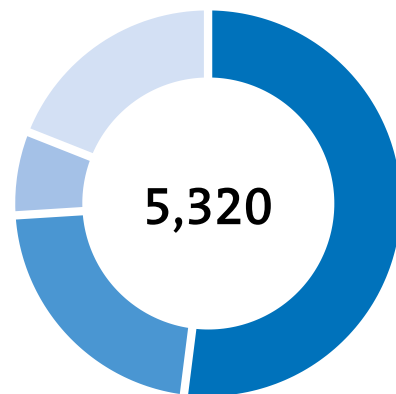
Compensation of CEO for 2023

in CHF 1,000



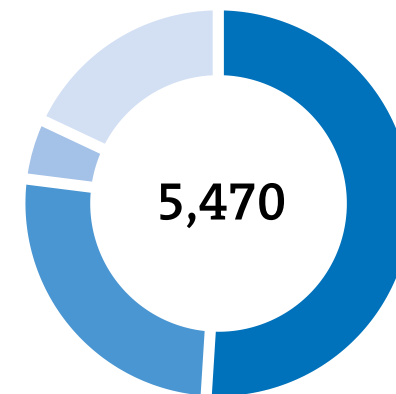
Compensation of executive committee for 2024

in CHF 1,000



Compensation of executive committee for 2023

in CHF 1,000



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

The total compensation of the executive committee decreased by approximately CHF 150,000 compared to the previous year, representing a decline of 2.7 percent. The lower financial performance compared to the prior year is reflected in a 16.1 percent reduction in the short-term variable compensation (STI). The target achievement rate was 81 percent for the CEO and between 79 percent and 85 percent for the other members of the executive committee. For the long-term variable compensation (LTI), the transition from RSUs to PSUs resulted in a nominal increase in allocation amounts. However, the actual realization of the PSUs will only occur in three years and will depend on target achievement during this period.

In 2024, the variable compensation, short-term incentive, amounted to 39 percent of the fixed compensation for the CEO Dr. Daniel Bossard (2023: 50 percent) and between 22 percent and 45 percent for the other executive committee members (2023: between 29 percent and 60 percent).

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

In 2023, the annual general meeting of shareholders approved a maximum compensation amount for the executive committee of CHF 7,000,000 for the period from January 1, 2024 to December 31, 2024. The total compensation 2024 of the executive committee of CHF 5,320,455 is within the approved total compensation.

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

Realized compensation related to performance share units

The annually allocated performance share units (PSUs) are paid out to the members of the executive committee in the form of registered A shares of Bossard Holding AG after the completion of a three-year vesting period. The first payout will occur in 2027 for the performance period 2024–2026. Consequently, no PSUs were converted into registered A shares of Bossard Holding AG in 2024.

Compensation paid to former members of the executive committee

In the years 2024 and 2023, no compensation was paid to former members of the executive committee.

Compensation paid to related parties of members of the executive committee

In 2024, as well as in 2023, no compensation was paid to related parties of present or former members of the executive committee.

Loans and credits to present or former members of the executive committee or to related parties

As of December 31, 2024, as well as of December 31, 2023, no such loans or credits existed to present or former members of the executive committee, or to related parties of present or former members of the executive committee.

External mandates of the executive committee

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

Name of member	Name of company	Function performed
Dr. Daniel Bossard	Schweiter Technologies AG ¹⁾ , Steinhausen	Member of the board of directors
	BURU Holding AG, Cham	Member of the board of directors
	Swiss American Chamber of Commerce, Zurich	Member of the chapter board
	Ecoparts AG, Hinwil	Member of the board of directors
Stephan Zehnder	Bossard Personalstiftung, Zug	Chair of the foundation board
	Bossard Kaderstiftung, Zug	Chair of the foundation board
	FZ Immobilien AG, Wald (ZH)	Member of the board of directors
Susan Salzbrenner	-	-
Rolf Ritter	-	-
Dr. Frank Hilgers	enersis suisse AG, Bern	Member of the advisory board
	INYO Mobility GmbH, Grafing (DE)	Member of the advisory board
	MultiMaterial-Welding AG, Biel/Bienne	Member of the board of directors
David Jones	-	-
Robert Ang	-	-

1) Listed company

6. Participations of members of the board of directors and the executive committee at December 31, 2024 and 2023

At December 31, the individual members of the board of directors and the executive committee (including persons closely associated with them) held the following numbers of registered A shares of Bossard Holding AG:

Board of directors	2024	Thereof blocked ¹⁰⁾	2023	Thereof blocked ¹⁰⁾
Dr. Thomas Schmuckli Chair, Chair NC ¹⁾ , ARCC ²⁾	3,796	445	8,352	427
Patricia Heidtman Vice chair, NC, CC ³⁾	1,095	445	927	427
David Dean Chair CC, ARCC ⁴⁾ , Repr. of registered A shares ⁵⁾	1,595	445	1,427	427
Petra Maria Ehmann NC ⁶⁾ , ARCC	445	445	277	277
Marcel Keller Repr. of registered A shares ⁷⁾ , CC	445	445	277	277
Martin Kühn Chair ARCC ⁸⁾	1,907	445	1,589	427
Prof. Dr. Ina Toegel ⁹⁾ CC, NC	168	168	-	-
Total	9,451	2,838	12,849	2,262

1) Nomination committee (NC)

2) Member of the Audit, risk & compliance committee (ARCC) until April 2023

3) Member of the Compensation committee (CC) until April 2023

4) Member of the ARCC since April 2023

5) Repr. of registered A shares until April 2024

6) Member of the NC until April 2023

7) Repr. of registered A shares since April 2024

8) Chair of the ARCC since April 2023, before member of the ARCC

9) Election to the board of directors in April 2023

10) These shares are subject to a blocking period of three years starting from the grant date.

Executive committee	2024	Thereof blocked ²⁾	2023	Thereof blocked ²⁾
Dr. Daniel Bossard ¹⁾ CEO	8,899	1,450	7,630	500
Stephan Zehnder CFO	11,485	750	10,575	-
Susan Salzbrenner VP of People & Organization	-	-	-	-
Rolf Ritter CEO Central Europe	672	400	241	-
Dr. Frank Hilgers CEO Northern and Eastern Europe, CCO	3,737	750	2,827	-
David Jones CEO America	1,100	1,100	700	700
Robert Ang CEO Asia	11,929	750	12,819	-
Total	37,822	5,200	34,792	1,200

1) Additionally, shareholder of Kolin Holding AG, which holds with the Kolin Group 56.3 percent of the votes of Bossard Holding AG.

2) These shares are subject to a blocking period of three years starting from the grant date.

At December 31, 2024, the individual members of the executive committee held the following numbers of awarded performance share units (PSUs):

Executive committee		2024
Dr. Daniel Bossard	CEO	490
Stephan Zehnder	CFO	245
Susan Salzbrenner	VP of People & Organization	147
Rolf Ritter	CEO Central Europe	245
Dr. Frank Hilgers	CEO Northern and Eastern Europe, CCO	245
David Jones	CEO America	245
Robert Ang	CEO Asia	245
Total		1,862

At December 31, the individual members of the executive committee held the following numbers of awarded restricted stock units (RSUs):

Executive committee		2024	2023
Dr. Daniel Bossard	CEO	1,259	1,210
Stephan Zehnder	CFO	684	637
Susan Salzbrenner	VP of People & Organization	220	96
Rolf Ritter	CEO Central Europe	412	296
Dr. Frank Hilgers	CEO Northern and Eastern Europe, CCO	717	647
David Jones	CEO America	615	385
Robert Ang	CEO Asia	669	622
Total		4,576	3,893

Guideline of shareholding

The following guidelines on shareholdings, approved by the board of directors, apply:

- The chair of the board of directors shall hold 150 percent of the equivalent value of the base fee in registered A shares of Bossard Holding AG.
- The members of the board of directors shall hold 100 percent of the equivalent value of the base fees in registered A shares of Bossard Holding AG.
- The CEO shall hold 150 percent of the equivalent value of the fixed compensation in registered A shares of Bossard Holding AG.
- The members of the executive committee shall hold 100 percent of the equivalent value of the fixed compensation in registered A shares of Bossard Holding AG.
- Newly elected members shall build up the required shareholding within five years upon their election. Should the share price fall or rise significantly, the board of directors may, at its own discretion, adjust this period accordingly.

For the determination of the minimum shareholdings, all shares are considered, regardless of whether they are restricted or not as well as awarded RSUs. PSUs are not included, as the vesting rate of PSUs can be 0 percent. The compensation committee annually assesses the alignment of the shareholdings with the guideline of shareholding.

According to the review of the compensation committee (last review in January 2025), all members of the board of directors and the executive committee comply with the guideline of shareholding; this also includes the transition period of the newly elected or appointed members.



Report of the statutory auditor

to the General Meeting of Bossard Holding AG, Zug

Opinion

We have audited the compensation report of Bossard Holding AG (the Company) for the year ended 31 December 2024. The audit was limited to the information pursuant to article 734a-734f of the Swiss Code of Obligations (CO) in the notes 5 and 6 on pages 125 to 132 of the compensation report.

In our opinion, the information pursuant to article 734a-734f CO in the compensation report (pages 125 to 132) complies with Swiss law and the Company's articles of incorporation.

Basis for opinion

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

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

Other information

The Board of Directors is responsible for the other information. The other information comprises the information included in the annual report, but does not include the notes 5 and 6 in the compensation report, the consolidated financial statements, the financial statements and our auditor's reports thereon.

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

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

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

Board of Directors' responsibilities for the compensation report

The Board of Directors is responsible for the preparation of a compensation report in accordance with the provisions of Swiss law and the Company's articles of incorporation, and for such internal control as the Board of Directors determines is necessary to enable the preparation of a compensation report that is free from material misstatement, whether due to fraud or error. It is also charged with structuring the remuneration principles and specifying the individual remuneration components.

Auditor’s responsibilities for the audit of the compensation report

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

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

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

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

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

PricewaterhouseCoopers AG

Thomas Wallmer

Licensed audit expert
Auditor in charge

Simon Hux

Licensed audit expert

Zürich, 26 February 2025

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AT A GLANCE

Most important figures

Net sales

in CHF

986 million

EBIT

in CHF

100 million

EBIT margin

10.2 %

Net income

in CHF

75 million

FINANCIAL REVIEW 2024

Solid profitability in a challenging environment

In a challenging market environment of subdued demand and a strong Swiss franc, the Bossard Group faced declining sales. Sales in financial year 2024 decreased by 7.7 percent to CHF 986.4 million (prior year: CHF 1,069.0 million). In local currency, the decline was 5.8 percent. Adjusted for acquisitions, sales in local currency were 7.0 percent lower than in the prior year. EBIT amounted to CHF 100.1 million (prior year: CHF 113.1 million), corresponding to a decrease of 11.5 percent. The EBIT margin was 10.2 percent (prior year: 10.6 percent). Net income declined by 2.0 percent to CHF 75.3 million (prior year: CHF 76.8 million).

The restrained demand evident since the second quarter of 2023 was intensified by continuing customer inventory reductions and the strong Swiss franc. However, there were signs of stabilization in the second half of the year, particularly in Europe and Asia. Bossard took advantage of the economic headwinds to make significant strategic progress. Technological expertise was strengthened through the successful introduction of the new IT platform at nine additional business units, market positions were expanded locally, and Bossard's presence in growth industries was enhanced through organic growth and targeted acquisitions.

Europe: sales stabilization and strengthening of the market position

In Europe, Bossard posted a drop in sales of 3.2 percent to CHF 567.5 million (in local currency: -1.9 percent). Despite the environment characterized by economic uncertainty, the railway and aerospace sectors achieved encouraging growth rates. Adjusted for acquisitions, the sales decline in local currency was 3.9 percent for the full year, while sales stabilized in the second half of the year. The acquisitions in Belgium and France with Dejong Fastening NV and Aero Negoce International SAS laid the foundation for further growth in a new market and in the aerospace industry.

America: weak demand in some industrial sectors

In America, sales in the financial year 2024 declined by 21.9 percent to CHF 235.6 million (in local currency: -20.1 percent). The slowdown in demand, mainly caused by the decline in demand in the electromobility and agriculture industries, continued throughout the year. The appreciation of the Swiss franc had an additional negative impact on sales development.

Asia: positive demand and new chances

Sales in Asia increased by 1.2 percent to CHF 183.3 million (in local currency: +5.2 percent). Business developments in the region were increasingly positive over the course of the year. In China, the first signs of growth became evident and

demand in most of the other business units was likewise satisfactory. In India, Bossard benefited from the "Make in India" initiative and in Malaysia from nearshoring trends that had a particularly positive impact in the semiconductor and electronics industries.

Solid profitability despite difficult market environment

In spite of the challenging market environment, the gross profit margin of 33.1 percent was above last year's 31.7 percent. This was in particular due to the change in the customer and product mix.

With CHF 226.5 million, sales and administration expenses were only marginally higher than in the prior year despite the acquisitions during the year. Adjusted for acquisitions, costs are lower: On the one hand, due to the lower headcount and on the other hand, the implemented cost reduction measures with a focus on other operating costs also contributed to this result. Nonetheless, the investment activities in the course of our Strategy 200 were consistently implemented in a targeted manner, particularly in the area of digitalization. Compared to prior year, the number of full-time equivalents increased from 2,835 to 2,924. Adjusted for acquisitions, the number of full-time equivalents was 2,822.

The slowdown in demand impacted the results. EBIT decreased by CHF 13.0 million to CHF 100.1 million. The EBIT margin declined from last year's 10.6 percent to 10.2 percent, which nonetheless reflects solid profitability in a challenging market environment.

The financial result amounted to CHF -5.5 million compared to CHF -12.7 million in the prior year. On the one hand, this decline results from lower interest expenses. On the other hand, a positive contribution resulted from the foreign currency valuation which was negative in the prior year. Tax expenses declined from CHF 22.8 million to CHF 20.5 million as a result of the decrease in profit. The tax rate was 21.4 percent compared to the prior year's 22.9 percent. The decrease in the tax rate is mainly due to the regional profit mix.

Net income declined by 2.0 percent to CHF 75.3 million (prior year: CHF 76.8 million). At the annual general meeting of shareholders, the board of directors will propose a dividend of CHF 3.90 per registered A share (prior year: CHF 4.00), in line with our dividend policy of a 40 percent payout of net income.

Balance sheet strengthened through positive cash flow

Compared to prior year, total assets increased by 4.5 percent to CHF 844.0 million which is mainly attributable to the acquisitions made in the reporting year. In contrast, the normalization in the supply chains as well as the slowdown in demand had a compensatory effect on capital employed. This is reflected in particular in lower inventories and had a positive impact on cash flow.

Thanks to continued solid profitability the equity ratio of 46.5 percent remained slightly above prior year. Despite acquisitions, net debt increased only moderately from CHF 241.0 million to CHF 245.1 million. The gearing – the ratio of net debt to equity – amounted to 0.6 and was thus at the level of the prior year. The debt factor – net debt in relation to EBITDA – was 1.9 after 1.7 in the prior year, underscoring the Group's continued solid financial position even after the concluded acquisitions. In December, the Group successfully placed its first bond for CHF 200 million with a term of five years and a coupon of 1.25 percent which was used to refinance current credit facilities.

While cash flow from operating activities before the change in net working capital only dropped marginally by CHF 4.4 million to CHF 99.9 million, cash flow from operating activities declined by CHF 30.9 million to CHF 126.8 million

mainly as a result of the lower reduction in inventories than in the prior year. The cash flow from investment activities increased by CHF 59.3 million to CHF 95.6 million. This was mainly due to the concluded acquisitions leading to a cash outflow of CHF 62.0 million. The free cash flow in 2024 was CHF 31.2 million compared to CHF 121.4 million in the prior year. Without consideration of the acquisitions, free cash flow amounted to CHF 93.2 million.

Outlook

The economic uncertainties and geopolitical tensions will persist in 2025. In order to consider these conditions, we will continue to focus on a solid balance sheet, sustainable and robust profitability and the consistent implementation of our Strategy 200. In doing so, we will rely on efficiency, innovation, and the targeted strengthening of our competitive position to ensure long-term growth and stability.

Stephan Zehnder
CFO

Zug, February 27, 2025

BOSSARD GROUP

Consolidated balance sheet

in CHF 1,000	Notes	31.12.2024	31.12.2023
Assets			
Current assets			
Cash and cash equivalents	1	59,328	52,244
Accounts receivable, trade	2	171,585	159,981
Other receivables		4,988	4,232
Prepaid expenses		15,827	12,719
Inventories	3	354,177	358,484
		605,905	587,660
Non-current assets			
Property, plant and equipment	4	146,449	141,225
Intangible assets	5	61,946	51,958
Financial assets	6	8,775	8,081
Deferred tax assets	7	20,883	18,313
		238,053	219,577
Total assets		843,958	807,237

in CHF 1,000	Notes	31.12.2024	31.12.2023
Liabilities and shareholders' equity			
Current liabilities			
Accounts payable, trade		55,954	54,477
Other liabilities		12,203	15,768
Accrued expenses		44,942	39,678
Tax liabilities		8,913	6,314
Provisions	8	3,046	2,125
Short-term debts	9	99,352	90,492
		224,410	208,854
Non-current liabilities			
Long-term debts	10	205,093	202,793
Provisions	8	9,156	9,776
Deferred tax liabilities	7	12,962	13,128
		227,211	225,697
Total liabilities		451,621	434,551
Shareholders' equity			
Share capital	11	40,000	40,000
Treasury shares	11	-1,563	-2,911
Capital reserves		74,518	74,459
Retained earnings		269,306	253,964
		382,261	365,512
Non-controlling interest		10,076	7,174
Total shareholders' equity		392,337	372,686
Total liabilities and shareholders' equity		843,958	807,237

The notes on pages 143 to 166 are an integral part of the consolidated financial statements.

BOSSARD GROUP

Consolidated income statement

in CHF 1,000	Notes	2024	2023
Net sales	12/13	986,431	1,068,976
Cost of goods sold		-659,775	-729,808
Gross profit		326,656	339,168
Selling expenses		-139,070	-144,588
Administrative expenses		-87,463	-81,494
EBIT		100,123	113,086
Share of result from associated companies		1,182	-702
Financial result	16	-5,547	-12,740
Income before taxes		95,758	99,644
Income taxes	7	-20,486	-22,815
Net income		75,272	76,829
Attributable to:			
Shareholders of Bossard Holding AG		72,361	74,214
Non-controlling interest		2,911	2,615
in CHF	Notes	2024	2023
Earnings per registered A share ¹⁾	17	9.39	9.64
Earnings per registered B share ¹⁾	17	1.88	1.93

1) Earnings per share is based on the net income of the shareholders of Bossard Holding AG and the annual average number of outstanding shares entitled to dividend. There is no dilution effect.

The notes on pages 143 to 166 are an integral part of the consolidated financial statements.

BOSSARD GROUP

Consolidated statement of changes in equity

in CHF 1,000	Share capital	Treasury shares	Capital reserves	Retained earnings			Shareholders Bossard	Non-controlling interest	Total shareholders' equity
				Retained earnings	Goodwill offset	Translation differences			
Balance at January 1, 2023	40,000	-3,844	74,393	791,827	-405,074	-123,618	373,684	5,939	379,623
Dividend				-42,326			-42,326	-477	-42,803
Net income for the period				74,214			74,214	2,615	76,829
Management participation plan			1,299				1,299	0	1,299
Change in treasury shares		933	-1,233				-300	0	-300
Non-controlling interest from acquisitions					-1,043		-1,043	-251	-1,294
Changes in the scope of consolidation				28			28	-28	0
Translation differences						-40,044	-40,044	-624	-40,668
Balance at December 31, 2023	40,000	-2,911	74,459	823,743	-406,117	-163,662	365,512	7,174	372,686
Balance at January 1, 2024	40,000	-2,911	74,459	823,743	-406,117	-163,662	365,512	7,174	372,686
Dividend				-30,806			-30,806	-294	-31,100
Net income for the period				72,361			72,361	2,911	75,272
Management participation plan			1,163				1,163	0	1,163
Change in treasury shares		1,348	-1,104				244	0	244
Offset goodwill from acquisitions					-39,753		-39,753	0	-39,753
Non-controlling interest from acquisitions					-3,149		-3,149	61	-3,088
Translation differences						16,689	16,689	224	16,913
Balance at December 31, 2024	40,000	-1,563	74,518	865,298	-449,019	-146,973	382,261	10,076	392,337

For details regarding share capital, please refer to note 11 on page 150 and regarding the goodwill offset from acquisitions to note 20 on page 154.

The notes on pages 143 to 166 are an integral part of the consolidated financial statements.

BOSSARD GROUP

Consolidated cash flow statement

in CHF 1,000	Notes	2024	2023
Net income		75,272	76,829
Share of result from associated companies		17	702
Income taxes	7	20,486	22,815
Financial result	16	5,547	12,740
Depreciation and amortization	4/5	26,257	24,995
Increase/(decrease) provisions	8	172	-333
(Gain)/loss from disposals of property, plant and equipment	4	-371	128
Loss from disposals of intangible assets	5	1	11
Gain from disposals of associated companies	18	-1,199	-
Interest received		1,321	1,268
Interest paid		-9,393	-9,480
Taxes paid		-22,315	-24,656
Increase management participation plan (part of equity)		1,163	1,299
Other non-cash expenses/(income)		2,893	-2,116
Cash flow from operating activities before changes in net working capital		99,851	104,202
(Increase)/decrease accounts receivable, trade		-411	19,754
Decrease other current assets		55	578
Decrease inventories		32,517	58,006
Decrease accounts payable, trade		-1,491	-21,219
Decrease other non-interest bearing liabilities		-3,709	-3,634
Cash flow from operating activities		126,812	157,687

in CHF 1,000	Notes	2024	2023
Investments in property, plant and equipment	4	-18,668	-26,515
Proceeds from sales of property, plant and equipment	4	1,585	2,714
Investments in intangible assets	5	-17,122	-11,846
Net cash flow from purchases of companies	18	-61,975	-1,294
Net cash flow from purchase price adjustments	18	-	1,347
Cash flow from purchases of associated companies	18	-415	-
Cash flow from disposals of associated companies	18	1,306	-
Investments in financial assets	6	-752	-886
Divestments of financial assets	6	450	190
Cash flow from investing activities		-95,591	-36,290
Proceeds/(Repayment) of short-term debts	9	8,752	-36,874
(Repayment)/proceeds of long-term debts	10	-203,957	-22,882
Proceeds from bond-issuance	10	199,402	-
Purchase/sale of treasury shares		1,348	933
Dividends paid to shareholders		-30,806	-42,326
Dividends paid to non-controlling interest		-294	-477
Cash flow from financing activities		-25,555	-101,626
Translation differences		1,418	-3,319
Change in cash and cash equivalents		7,084	16,452
Cash and cash equivalents at January 1		52,244	35,792
Cash and cash equivalents at December 31	1	59,328	52,244

The notes on pages 143 to 166 are an integral part of the consolidated financial statements.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

Scope of operations

Bossard Holding AG, Zug, Switzerland, a limited company subject to Swiss law, is the parent company of all entities within the Bossard Group (hereinafter Bossard or Group). Bossard is a leading distributor of fasteners of every kind and a provider of related engineering and logistics services. The Group operates in three geographic regions, Europe, America and Asia, and is one of the market leaders in its sector of industry.

Accounting principles of the consolidated financial statements

The consolidated financial statements of the Group are based on the financial statements of the individual Group companies at December 31, 2024, prepared in accordance with uniform accounting policies. The consolidated financial statements have been prepared under the historical cost convention except for the revaluation of certain financial assets and liabilities at market value, in accordance with full Swiss GAAP FER. They are consistent with Swiss law and the listing rules of the SIX Swiss Exchange.

On January 1, 2024, the revised recommendation Swiss GAAP FER 30 "Consolidated financial statements" (FER 30) became effective. The amendments in FER 30 specifically address the accounting treatment of step acquisitions, goodwill, and currency translation differences related to equity-like loans and the loss of control of subsidiaries. In principle, the revised accounting principles in FER 30 were already applied in the consolidated financial statements as of December 31, 2023, except for the identification and recognition of decision-relevant intangible assets in business acquisitions and the recognition in profit or loss of the cumulative currency translation differences recorded in equity upon disposal. As of December 31, 2024, the application of FER 30 had no material impact on the consolidated financial statements.

The consolidated financial statements were approved by the board of directors on February 26, 2025 and will be recommended for approval at the annual general meeting of shareholders.

The main principles of consolidation and valuation are detailed at the end of the notes to the consolidated financial statements.

1. Cash and cash equivalents

in CHF 1,000	2024	Interest rates in %	2023	Interest rates in %
Cash on hand and at banks	59,155	0.0–7.5	48,170	0.0–7.5
Short-term bank deposits	173	3.0–7.1	4,074	4.6–7.1
Total	59,328		52,244	

For details of movements in cash and cash equivalents please refer to the consolidated cash flow statement (page 142).

2. Accounts receivable, trade

in CHF 1,000	2024	2023
Accounts receivable, trade gross	178,289	162,285
According to due date		
not due	156,542	150,001
30 days overdue	9,719	5,816
60 days overdue	4,521	1,631
90 days overdue	7,507	4,837
Notes receivable	2,043	3,348
Allowance for bad debts	-8,747	-5,652
Total	171,585	159,981

3. Inventories

in CHF 1,000	2024	2023
Raw material	1,567	194
Goods for trading/components	406,096	409,037
Value adjustments	-53,486	-50,747
Total	354,177	358,484
Value adjustments in % of inventory value	13.1	12.4

4. Property, plant and equipment

in CHF 1,000	Construction in progress	Land and buildings	Machinery and equipment	Others	Total
Cost					
Balance at Jan. 1, 2024	2,106	158,364	142,305	9,867	312,642
Additions	971	3,744	11,712	2,241	18,668
Changes in the scope of consolidation	-	249	2,753	33	3,035
Disposals	-8	-602	-6,078	-1,544	-8,232
Reclass	-1,828	1,601	227	-	0
Translation differences	20	2,497	2,536	110	5,163
Balance at Dec. 31, 2024	1,261	165,853	153,455	10,707	331,276
Accumulated depreciation					
Balance at Jan. 1, 2024	0	66,883	99,233	5,301	171,417
Depreciation	-	4,318	11,852	1,765	17,935
Disposals	-	-255	-5,364	-1,399	-7,018
Translation differences	-	791	1,653	49	2,493
Balance at Dec. 31, 2024	0	71,737	107,374	5,716	184,827
Net book value	1,261	94,116	46,081	4,991	146,449

in CHF 1,000	Construction in progress	Land and buildings	Machinery and equipment	Others	Total
Cost					
Balance at Jan. 1, 2023	7,752	155,948	133,847	9,947	307,494
Additions	6,759	2,152	15,706	1,898	26,515
Changes in the scope of consolidation	-	-	-	-	0
Disposals	-	-2,704	-3,286	-1,538	-7,528
Reclass	-12,026	9,875	2,151	-	0
Translation differences	-379	-6,907	-6,113	-440	-13,839
Balance at Dec. 31, 2023	2,106	158,364	142,305	9,867	312,642
Accumulated depreciation					
Balance at Jan. 1, 2023	0	65,356	93,640	5,402	164,398
Depreciation	-	4,120	11,712	1,601	17,433
Disposals	-	-949	-2,268	-1,469	-4,686
Translation differences	-	-1,644	-3,851	-233	-5,728
Balance at Dec. 31, 2023	0	66,883	99,233	5,301	171,417
Net book value	2,106	91,481	43,072	4,566	141,225

5. Intangible assets

in CHF 1,000	Software in development	Software	Trademarks	Total
Cost				
Balance at Jan. 1, 2024	10,773	86,292	220	97,285
Additions	14,579	2,543	-	17,122
Changes in the scope of consolidation	-	218	946	1,164
Disposals	-	-534	-	-534
Reclass	-10,834	10,834	-	0
Translation differences	16	63	-14	65
Balance at Dec. 31, 2024	14,534	99,416	1,152	115,102
Accumulated amortization				
Balance at Jan. 1, 2024	0	45,177	150	45,327
Amortization	-	8,183	139	8,322
Disposals	-	-533	-	-533
Translation differences	-	41	-1	40
Balance at Dec. 31, 2024	0	52,868	288	53,156
Net book value	14,534	46,548	864	61,946

In 2024, no self-generated intangible assets were capitalized (2023: none).

in CHF 1,000	Software in development	Software	Trademarks	Total
Cost				
Balance at Jan. 1, 2023	6,205	79,789	220	86,214
Additions	10,755	1,091	-	11,846
Changes in the scope of consolidation	-	-	-	0
Disposals	-	-267	-	-267
Reclass	-6,168	6,168	-	0
Translation differences	-19	-489	-	-508
Balance at Dec. 31, 2023	10,773	86,292	220	97,285
Accumulated amortization				
Balance at Jan. 1, 2023	0	38,307	107	38,414
Amortization	-	7,518	44	7,562
Disposals	-	-256	-	-256
Translation differences	-	-392	-1	-393
Balance at Dec. 31, 2023	0	45,177	150	45,327
Net book value	10,773	41,115	70	51,958

6. Financial assets

in CHF 1,000	2024	Interest rates in %	2023	Interest rates in %
Loans and deposits to third parties	7,176	0.0–7.3	6,809	0.0–7.0
Investments in associated companies	430		160	
Other financial assets	1,169		1,112	
Total	8,775		8,081	

7. Income taxes

The tax expense is composed as follows:

in CHF 1,000	2024	2023
Current taxes	21,975	21,717
Deferred taxes	-1,489	1,098
Total	20,486	22,815

The effective tax rate on the Group's profit differs from the average basic tax rate of the various countries in which Bossard operates as follows:

in CHF 1,000	2024	2023
Income before taxes	95,758	99,644
Weighted average tax rate in %	19.4	21.4
Tax expense at weighted average tax rate	18,540	21,305
Non tax deductible expenses	845	493
Non-taxable income	-313	-280
Income taxed at special rate	-13	30
Unrecognized current year tax losses	588	364
Utilization unrecognized prior year tax losses	-1,030	-540
Change in applicable tax rate	282	63
Others	1,587	1,380
Tax expense at effective tax rate	20,486	22,815
Effective tax rate in %	21.4	22.9

The Group's average tax rate is the weighted average based on the various individual results and the local tax rates.

The deferred taxes consist of the following:

in CHF 1,000	Assets 2024	Liabilities 2024	Assets 2023	Liabilities 2023
Accounts receivable	1,294	239	701	293
Inventories	10,471	2,725	8,427	3,077
Property, plant and equipment	508	2,468	345	2,373
Intangible assets	3,087	3,398	4,952	3,217
Liabilities	5,523	4,132	3,888	4,168
Total deferred taxes	20,883	12,962	18,313	13,128
Net	7,921		5,185	

The gross values of unused tax losses carried forward which have not been capitalized expire as follows:

Expiry of unused tax losses carried forward in CHF 1,000	Within 5 years	After 5 years	Total
2024	928	11,750	12,678
2023	998	11,196	12,194

This results in not capitalized deferred tax assets for unused tax losses carried forward of CHF 2.6 million (2023: CHF 2.6 million).

The Group falls within the scope of the OECD global minimum tax framework (Pillar Two) which was implemented in local legislation in numerous countries of operation as of January 1, 2024. Under this legislation, the Group is liable to pay a top-up tax for the difference between its GloBE effective tax rate per jurisdiction and the 15 percent minimum tax rate.

The Group is continuously assessing its exposure to the global minimum taxation legislation and monitors developments closely. Based on the current analysis, there are a limited number of jurisdictions where the GloBE effective tax rate is below 15 percent and the transitional safe harbor relief does not apply. In the concerned countries a Qualified Domestic Top-up Tax (QDMTT) applies from January 1, 2024. Therefore, the relevant business units accrued a corresponding tax provision for domestic top-up taxes in the financial year 2024. These amounts are not material. Furthermore, these financial statements have been prepared without recognition of any deferred tax assets and liabilities related to the OECD Pillar Two income taxes.

8. Provisions

in CHF 1,000	Restructuring	Pension and other termination benefits	Management participation plan	Others	Total
Balance at Jan. 1, 2024	-	4,663	491	6,747	11,901
Additions	936	500	268	608	2,312
Changes in the scope of consolidation	-	18	-	8	26
Usage	-	-376	-300	-1,098	-1,774
Reversals	-	-143	-28	-195	-366
Translation differences	-10	66	19	28	103
Balance at Dec. 31, 2024	926	4,728	450	6,098	12,202
Thereof short-term	926	142	0	1,978	3,046

Pension and other termination benefits include liabilities for pension and granted legal benefits based on affiliation to the Group.

The provision management participation plan pertains to a long-term orientated program which is offered by the Group to specified middle and top management personnel. The manager annually receives a defined sum which is converted into restricted stock units or performance share units of Bossard Holding AG registered A shares. This additional compensation is locked up for three to five years.

Other provisions include CHF 4.3 million (2023: CHF 5.1 million) for assumed obligations for rental and renovations related to the acquisition of KVT-Fastening. Of this amount, CHF 3.5 million (2023: CHF 4.2 million) is for an open rental obligation, which is due to the abandonment of the site and was discounted at a rate of 1.9 percent (2023: 2.1 percent).

in CHF 1,000	Pension and other termination benefits	Management participation plan	Others	Total
Balance at Jan. 1, 2023	5,118	448	7,110	12,676
Additions	587	378	1,261	2,226
Usage	-411	-269	-1,219	-1,899
Reversals	-339	-13	-308	-660
Translation differences	-292	-53	-97	-442
Balance at Dec. 31, 2023	4,663	491	6,747	11,901
Thereof short-term	321	0	1,804	2,125

9. Short-term debts

in CHF 1,000	2024	Interest rates in %	2023	Interest rates in %
Bank overdrafts	1,014	0.0–4.4	672	0.0–5.0
Bank loans	38,638	0.9–6.6	65,680	0.9–4.8
Personnel savings accounts	22,700	1.25	21,770	0.8
Others ¹⁾	37,000	1.31–1.88	2,370	2.5
Total	99,352		90,492	

1) For details, please refer to note 23

The personnel savings accounts correspond to savings of employees. The effective weighted average interest rate on all borrowings was 2.5 percent (2023: 2.6 percent).

10. Long-term debts

in CHF 1,000	2024	Interest rates in %	2023	Interest rates in %
Bank loans	3,815	1.9–4.0	168,581	0.9–2.9
Bond	200,000	1.25	-	-
Others ¹⁾	1,278	12.00	34,212	2.1–12.0
Total	205,093		202,793	

1) For details, please refer to note 23

Detailed information on the bond:

Company	Effective interest rate in %	Term	Currency	Nominal value in CHF 1,000
Bossard Finance AG	1.24	2024–2029	CHF	200 000

With the issuance of the bond, issuance costs of CHF 0.7 million were incurred, which were capitalized in the prepaid expenses and will be amortized over the term of the bond. The resulting premium of CHF 0.1 million was recorded in the accrued expenses and will be released over the term of the bond.

11. Share capital

Details of share capital 2024/2023	Par value in CHF	Number of shares	Total in CHF 1,000
Registered A shares	5	6,650,000	33,250
Registered B shares	1	6,750,000	6,750
Total			40,000

292,348 registered A shares of CHF 5 par value are held by Bossard Holding AG and have neither voting rights nor dividend entitlement.

The consolidated reserves include non-distributable legal reserves of CHF 16 million (2023: CHF 16 million).

Treasury shares

The treasury shares can be used especially for management participation plans, acquisitions or other purposes in the interest of the Group.

	2024		2023	
	Number	in CHF	Number	in CHF
Balance at Jan. 1	298,577	2,910,554	303,559	3,843,877
Additions	3,524	762,316	36,216	8,218,877
Disposals	-9,753	-2,110,355	-41,198	-9,152,200
Balance at Dec. 31	292,348	1,562,515	298,577	2,910,554

Average transaction price in CHF	2024	2023
Additions	216.32	226.94
Disposals management participation plans	191.23	205.23
Other disposals	-	227.01

The disposals contain 4,561 shares (2023: 6,777) for the restricted stock unit plan (RSU).

481 registered A shares (2023: 6,710) are reserved for the management participation plan (RSU).

Dividend

At the upcoming annual general meeting of shareholders on April 11, 2025, the board of directors of Bossard Holding AG will propose a dividend for the financial year 2024 of CHF 3.90 (2023: CHF 4.00) per registered A share and CHF 0.78 (2023: CHF 0.80) per registered B share.

12. Segment information

The Group and all its regional companies are operating internationally in the field of industrial fastening technology. There are no separate segments in terms of Swiss GAAP FER 31. All the regional companies are managed based on a uniform business strategy. The core of Bossard's strategy is a uniform business model with the same customer and product focus in the world's major industrial regions. Bossard supplies industrial companies at their worldwide production sites with fastening technology products and related services based on uniform quality standards using uniform operational systems and processes. The board of directors and executive committee manage the Group on the basis of the financial statements of the individual regional companies and the Group's consolidated financial statement. Based on the number of regional companies, the CEO delegates the monitoring of the goals and their implementation in daily operations to the members of the executive committee, which are responsible for a different number of companies in the various regions.

13. Sales by regions

in CHF million	Europe		America		Asia		Group	
	2024	2023	2024	2023	2024	2023	2024	2023
Sales	571.5	588.3	236.0	302.0	184.2	181.3	991.7	1,071.6
Sales deductions	-4.0	-1.9	-0.4	-0.5	-0.9	-0.2	-5.3	-2.6
Net sales	567.5	586.4	235.6	301.5	183.3	181.1	986.4	1,069.0

14. Personnel expenses

in CHF 1,000	2024	2023
Salaries and variable compensation	170,013	168,456
Social security expenses	26,978	26,364
Pension expenses	12,844	12,790
Other personnel expenses	6,561	7,392
Total	216,396	215,002

The expense for share-based compensation recognized in the result for the period is CHF 1.4 million (2023: CHF 1.7 million).

15. Awarded restricted stock units

Number of RSUs	2024	2023
Balance at Jan. 1: Number of RSUs outstanding	27,437	28,216
Deliveries	-6,137	-8,325
Allocations	8,014	8,606
Other changes	-771	-1,060
Balance at Dec. 31: Number of RSUs outstanding	28,543	27,437

16. Financial result

in CHF 1,000	2024	2023
Income from interests and securities	1,249	1,135
Income from non-consolidated investments	108	179
Interest expenses	-8,362	-10,373
Exchange differences	1,458	-3,681
Total	-5,547	-12,740

17. Earnings per share

	2024	2023
Net income in CHF 1,000	72,361	74,214
Average number of shares entitled to dividend ¹⁾	7,705,030	7,696,833
Earnings per registered A share in CHF	9.39	9.64
Earnings per registered B share in CHF	1.88	1.93

1) Registered B shares adjusted to the nominal value of the registered A shares

Earnings per share are calculated by dividing the net income attributable to Shareholders of Bossard Holding AG by the weighted average number of shares entitled to dividend during the year. There is no dilution effect as there are no options or convertible bonds outstanding.

18. Acquisitions and disposals of subsidiaries and businesses

Acquisitions 2024

In 2024, the following companies were acquired:

- Dejong Fastening NV, Belgium (June 28, 2024)
- PN Aero SAS, France (September 25, 2024)
- Aero Negoce International SAS, France (September 25, 2024)
- C&C Aero Trading LLC, USA (September 25, 2024)

The following table presents the assets and liabilities acquired as of the acquisition date, valued at their market value, along with the goodwill resulting from the acquisitions.

in CHF 1,000	Dejong Fastening NV	Aero Negoce International Group
Cash and cash equivalents	0	4,133
Accounts receivable, trade	1,840	4,347
Inventories	5,997	12,924
Other current assets	781	986
Property, plant and equipment	2,935	134
Identified intangible assets	1,151	27
Other non-current assets	0	1,181
Accounts payable, trade	-426	-1,079
Other current liabilities	-1,545	-3,685
Non-current liabilities	-1,086	-5,346
Net assets acquired	9,647	13,622
Goodwill	8,569	31,184
Total	18,216	44,806
Less acquired cash and cash equivalents	0	-4,133
Cash flow from acquisitions	18,216	40,673

The net sales of the acquired companies up to the acquisition date in the financial year 2024 amounted to CHF 23.7 million. Since the acquisition date, net sales of CHF 11.6 million have been included in the consolidated income statement.

In January 2024, the investment in bigHead Fasteners Ltd, England, was increased from 42.0 percent to 100.0 percent. This acquisition resulted in a cash outflow of CHF 3.1 million and a goodwill of CHF 3.1 million.

Disposals 2024

In August 2024, the investment in PDi Digital GmbH, Austria, was decreased from 30.0 percent to 10.0 percent. This disposal resulted in a cash inflow of CHF 1.3 million.

Other changes in the scope of consolidation 2024

In 2024, the scope of consolidation changed as follows:

- Bossard Fastening Solutions (Guangdong) Co. Ltd, China (incorporation)
- Wenzhong Sealing System (Jiangsu) Co. Ltd, China (incorporation)
- Bossard Vietnam Co. Ltd, Vietnam (incorporation)

Acquisitions 2023

In November 2023, the investment in Arnold Industries Cork DAC, Ireland, was increased from 95.0 percent to 100.0 percent. This acquisition resulted in a cash outflow of CHF 1.3 million and a goodwill of CHF 1.0 million.

Disposals 2023

No subsidiaries or associated companies were disposed of.

Other changes in the scope of consolidation 2023

In 2023, the scope of consolidation changed as follows:

- Bossard Services Pte. Ltd, Singapore (incorporation)
- Bossard Industrial Fasteners Int. Trading (Shanghai) Co. Ltd, China (liquidation)
- Sentinus AG, Switzerland (incorporation)

19. Derivative financial instruments

As of December 31, 2024, there were no open foreign exchange contracts or other derivative financial instruments (2023: none).

20. Goodwill

The theoretical capitalization and amortization of goodwill would affect the consolidated financial statements as follows:

Theoretical movements in goodwill and effect on balance sheet

in CHF 1,000	2024	2023
Equity incl. non-controlling interest	392,337	372,686
Equity ratio in %	46.5	46.2
Cost		
Balance at Jan. 1	406,117	405,074
Additions	42,902	1,043
Disposals	-	-
Balance at Dec. 31	449,019	406,117
Accumulated amortization		
Balance at Jan. 1	361,258	336,982
Amortization	21,289	24,276
Disposals	-	-
Balance at Dec. 31	382,547	361,258
Theoretical net book value goodwill at Dec. 31	66,472	44,859
Theoretical equity incl. non-controlling interest and net book value goodwill	458,809	417,545
Theoretical equity ratio in %	50.4	49.0

Effect on income statement

in CHF 1,000	2024	2023
EBIT without theoretical goodwill amortization	100,123	113,086
Theoretical goodwill amortization	-21,289	-24,276
EBIT incl. theoretical goodwill amortization	78,834	88,810

Goodwill from acquisitions is converted into Swiss francs using the closing rate and offset against equity at the acquisition date. As a result, no exchange differences arise in the movement schedule. The theoretical, straight-line amortization period usually is five years.

21. Pension benefit obligations

The Group has various pension plans to which most of its employees contribute. With the exception of companies in Switzerland, the pension institution is responsible for providing coverage for retirement, survivors' and disability benefits. The pension plan institution for the Swiss companies is an independent pension plan in accordance with the Swiss federal law on occupational retirement, survivors' and disability pension plans (BVG). The pension plan institution uses the fundamentals BVG 2020/generation table. The actuarial interest rate is 1.50 percent (2023: 1.50 percent). In accordance with Swiss GAAP FER 26, the last available financial statements of the pension plan institution, which have a balance sheet date not older than 12 months, serve as a basis for calculation.

Economic benefit/economic obligation and pension plan expenses:

in CHF 1,000	Surplus/Deficit according to pension plans	Economic share of the Group		Change or capitalized in financial year	Contributions accrued	Pension plan expenses in personnel expenses	
	31.12.2024	31.12.2024	31.12.2023	2024	2024	2024	2023
Patronage funds/pension institutions	2,653	-	-	-	302	302	318
Pension institutions without surplus/deficit	-	-	-	-	6,279	6,279	6,447
Pension institutions with surplus	-	-	-	-	-	-	-
Pension institutions with deficit	-	-	-	-	-	-	-
Pension institutions abroad	-	-	-	-	6,263	6,263	6,025
Total	2,653	-	-	-	12,844	12,844	12,790

The surplus in the patronage fund corresponds to the non-committed funds. The patronage fund may, at its own discretion, make contributions to the pension plan institution.

Financing is through employer and employee contributions. The contributions are calculated as a percentage of the insured compensation.

There were no employer contribution reserves as of December 31, 2024 (2023: none).

22. Participations by the board of directors and the executive committee

At December 31, the individual members of the board of directors and of the executive committee (including persons closely associated with them) held the following registered A shares of Bossard Holding AG:

Board of directors	2024	2023
Dr. Thomas Schmuckli Chair, Chair NC ¹⁾ , ARCC ²⁾	3,796	8,352
Patricia Heidtman Vice chair, NC, CC ³⁾	1,095	927
David Dean Chair CC, ARCC ⁴⁾ , Repr. of registered A shares ⁵⁾	1,595	1,427
Petra Maria Ehmann NC ⁶⁾ , ARCC	445	277
Marcel Keller Representative of registered A shares ⁷⁾ , CC	445	277
Martin Kühn Chair ARCC ⁸⁾	1,907	1,589
Prof. Dr. Ina Toegel ⁹⁾ CC, NC	168	0
Total	9,451	12,849

- 1) Nomination committee (NC)
- 2) Member of the audit, risk & compliance committee (ARCC) until April 2023
- 3) Member of the compensation committee (CC) until April 2023
- 4) Member of the ARCC since April 2023
- 5) Repr. of registered A shares until April 2024
- 6) Member of the NC until April 2023
- 7) Repr. of registered A shares since April 2024
- 8) Chair of the ARCC since April 2023, before member of the ARCC
- 9) Election to the board of directors in April 2023

Executive committee	2024	2023
Dr. Daniel Bossard CEO	8,899	7,630
Stephan Zehnder CFO	11,485	10,575
Susan Salzbrenner VP of People & Organization	0	0
Rolf Ritter CEO Central Europe	672	241
Dr. Frank Hilgers CEO Northern and Eastern Europe, CCO	3,737	2,827
David Jones CEO America	1,100	700
Robert Ang CEO Asia	11,929	12,819
Total	37,822	34,792

At December 31, the individual members of the executive committee held the following numbers of awarded performance share units (PSUs):

	2024	2023
Dr. Daniel Bossard CEO	490	-
Stephan Zehnder CFO	245	-
Susan Salzbrenner VP of People & Organization	147	-
Rolf Ritter CEO Central Europe	245	-
Dr. Frank Hilgers CEO Northern and Eastern Europe, CCO	245	-
David Jones CEO America	245	-
Robert Ang CEO Asia	245	-
Total	1,862	-

At December 31, the individual members of the executive committee held the following numbers of awarded restricted stock units (RSUs):

		2024	2023
Dr. Daniel Bossard	CEO	1,259	1,210
Stephan Zehnder	CFO	684	637
Susan Salzbrenner	VP of People & Organization	220	96
Rolf Ritter	CEO Central Europe	412	296
Dr. Frank Hilgers	CEO Northern and Eastern Europe, CCO	717	647
David Jones	CEO America	615	385
Robert Ang	CEO Asia	669	622
Total		4,576	3,893

23. Related party transactions

Kolin Holding AG, Zug, Switzerland, and Bossard Unternehmensstiftung, Zug, Switzerland, form a group of shareholders as defined in article 120seq. of Swiss Federal Act on Financial Market Infrastructures and Market Conduct in Securities and Derivatives Trading (FMIA). They hold 56.3 percent (2023: 56.3 percent) of total voting rights or 27.8 percent (2023: 27.8 percent) of the capital entitled to dividend. Kolin Holding AG is wholly owned by the Bossard families.

The following related party transactions were undertaken:

Balance sheet positions as per year-end in CHF 1,000	2024	Interest rates in %	2023	Interest rates in %
Deposits in the personnel savings accounts	9,397	1.25	7,913	0.8
Short-term loans from related parties	37,000	1.31–1.88	2,370	0.6–2.1
Long-term loans from related parties	-	-	33,000	0.5–2.1

In 2024, transactions took place during the year with Bossard Unternehmensstiftung, Zug, and Bossard Finanzierungsstiftung, Zug, with an interest expense of CHF 650,976.

In 2023, transactions took place during the year with Bossard Unternehmensstiftung, Zug, Bossard Personalstiftung, Zug, and Bossard Finanzierungsstiftung, Zug, with an interest expense of CHF 611,761.

24. Lease and rental obligations

At December 31, future operating lease payments not recorded in the balance sheet amounted to:

Operating lease commitments in CHF 1,000	Due within 1 year	Due within 2 years	Due within 3 years	Due within 4 years	Due after 4 years	Total
2024	1,793	1,307	945	236	35	4,316
2023	1,473	873	578	293	44	3,261

At December 31, future rental liabilities for office and warehouse premises amounted to:

Long-term rental liabilities in CHF 1,000	Due within 1 year	Due within 2 years	Due within 3 years	Due within 4 years	Due after 4 years	Total
2024	10,652	8,895	5,730	4,554	12,640	42,471
2023	8,782	6,624	5,659	3,456	12,976	37,497

25. Assets pledged or otherwise restricted

in CHF 1,000	2024	2023
Property, plant and equipment	3,480	2,099
Total	3,480	2,099

The pledged or restricted assets are used as collateral for outstanding bank and mortgage loans, which are not encumbered with any special conditions. After the repayment of the credits, the assets are again freely available.

26. Contingent liabilities

As of December 31, 2024 there were no contingent liabilities (2023: none).

27. Events occurring after the balance sheet date

On January 7, 2025, Bossard successfully concluded the acquisition of the German Ferdinand Gross Group announced on October 15, 2024. The Ferdinand Gross Group, headquartered in Leinfelden-Echterdingen, is one of the leading distributors of fastening technology in Germany and also operates locations in Hungary and Poland. The Ferdinand Gross Group employs around 260 people and generates annual sales of approximately EUR 80 million. At the time of the approval of the consolidated financial statements by the board of directors, the market values of the acquired assets and assumed liabilities, as well as the amount of goodwill, cannot yet be reliably determined.

There have been no further events between the balance sheet date and the approval of the consolidated financial statements by the board of directors that would have resulted in an adjustment of the carrying amounts of the Group's assets and liabilities or that would need to be disclosed here.

28. List of group companies

Companies and branches		Registered office	Currency	Capital in 1,000	Shareholding
Holding and finance companies					
Switzerland	Bossard Holding AG	Zug	CHF	40,000	100
	Bossard Finance AG	Zug	CHF	100	100
Germany	Bossard Beteiligungs GmbH	Illerrieden	EUR	25	100
France	PN Aero SAS	Béziers	EUR	19,380	100
UK	bigHead Fasteners Ltd	Verwood	GBP	1,847	100
USA	Bossard U.S. Holdings, Inc.	Phoenix, AZ	USD	40,000	100
Europe					
Switzerland	Bossard Aerospace Switzerland AG	Zug	CHF	50	100
	Bossard AG	Zug	CHF	12,000	100
	3d-prototyp GmbH in Liquidation	Dietikon	CHF	20	100
Austria	Bossard Austria Ges.m.b.H.	Schwechat	EUR	1,017	100
	KVT-Fastening GmbH	Linz	EUR	509	100
Belgium	Dejond Fastening NV	Antwerp	EUR	804	100
Czech Rep.	Bossard CZ s.r.o.	Brno	CZK	1,000	100
	KVT-Fastening s.r.o.	Brno	CZK	200	100
Denmark	Bossard Denmark A/S	Hvidovre	DKK	9,000	100
France	Bossard France SAS	Souffelweyersheim	EUR	17,600	100
	Aero Negoce International SAS	Béziers	EUR	200	100
Germany	Bossard Aerospace Germany GmbH	Feldkirchen	EUR	1,050	100
	Bossard Deutschland GmbH	Illerrieden	EUR	100	100
	Bossard Deutschland GmbH	Velbert	EUR	110	100
Hungary	KVT-Fastening Kft.	Budapest	HUF	3,000	100
Ireland	Arnold Industries Cork DAC	Dublin	EUR	0.2	100
Italy	Bossard Italia S.r.l.	Legnano	EUR	100	100
Netherlands	Bossard Nederland B.V.	Almere	EUR	45	100
Norway	Bossard Norway AS	Oslo	NOK	200	100
Poland	Bossard Poland Sp. z o.o.	Radom	PLN	1,300	100
	KVT-Fastening Sp. z o.o.	Radom	PLN	100	100
Romania	KVT-Fastening S.R.L.	Bucharest	RON	0.2	100
Serbia	KVT-Fastening d.o.o. Beograd	Belgrade	RSD	1,000	100
Slovakia	KVT-Fastening spol. s.r.o.	Bratislava	EUR	5	100
Slovenia	KVT-Tehnika pritrjevanja, d.o.o.	Ljubljana	EUR	8.3	100
South Africa	Bossard South Africa (Pty) Ltd	Kempton Park	ZAR	-	75

Continued on page 160

Companies and branches		Registered office	Currency	Capital in 1,000	Shareholding
Spain	Bossard Spain SA	Sant Cugat del Vallès	EUR	1,523	100
Sweden	Bossard Sweden AB	Malmö	SEK	400	100
UK	bigHead Bonding Fasteners Ltd	Verwood	GBP	1.8	100
America					
Canada	Bossard Canada, Inc.	Montreal	CAD	-	100
	Bossard Ontario Inc.	Toronto	CAD	-	100
Mexico	Bossard de México, S.A. de C.V.	Monterrey	MXN	25,076	100
	Aero-Space Southwest Mexico, S. de R.L. de C.V.	San Pedro Tlaquepaque	MXN	10	100
USA	Bossard Aerospace, Inc.	Phoenix, AZ	USD	4.9	100
	Bossard Aerospace U.S., Inc.	Irving, TX	USD	25	100
	Bossard, Inc.	Cedar Falls, IA	USD	2,255	100
	Bossard, LLC	Stoughton, MA	USD	-	100
	C&C Aero Trading LLC	Dania Beach, FL	USD	10	100
Asia/Oceania					
Australia	Bossard Australia Pty. Ltd	Melbourne	AUD	500	100
China	Bossard Fastening Solutions (Guangdong) Co. Ltd	Shenzhen	RMB	-	100
	Bossard Fastening Solutions (Shanghai) Co. Ltd	Shanghai	RMB	76,829	100
	Bossard Fastening Solutions (Tianjin) Co. Ltd	Tianjin	RMB	68,102	100
India	LPS Bossard Pvt. Ltd	Rohtak	INR	48,000	51
Malaysia	Bossard (M) Sdn. Bhd.	Penang	MYR	8,500	100
Singapore	Bossard Pte. Ltd	Singapore	SGD	1,000	100
	Bossard Services Pte. Ltd	Singapore	SGD	300	100
South Korea	Bossard (Korea) Ltd	Cheonan	KRW	3,500,000	100
Taiwan	Bossard Ltd Taiwan Branch	Taichung	TWD	-	100
Thailand	Bossard (Thailand) Ltd	Bangkok	THB	45,000	100
Vietnam	Bossard Vietnam Co. Ltd	Ho Chi Minh City	VND	-	100
Associated companies					
Switzerland	Ecoparts AG	Hinwil	CHF	270	30
	MultiMaterial-Welding AG	Biel/Bienne	CHF	187	41
	Sentinus AG	Cham	CHF	100	20
China	Wenzhong Sealing System (Jiangsu) Co. Ltd	Taicang City	RMB	10,000	49

As per December 31, 2024

29. Principles of consolidation

The consolidated financial statements include the financial statements of Bossard Holding AG as well as the domestic and foreign Group companies over which Bossard Holding AG exercises control. Group companies acquired during the year are included in the consolidated financial statements from the date on which control is obtained by Bossard. Group companies are deconsolidated on the date Bossard ceases to have control. The uniform closing date for all Group companies included in the consolidated financial statements is December 31.

Capital consolidation is based on the purchase method. Intercompany receivables and liabilities as well as transactions and intercompany profits not yet realized through sales to third parties are eliminated.

Investments in subsidiaries

Subsidiaries are fully consolidated. These are companies over which Bossard Holding AG directly or indirectly exercises control. Control is the power to govern the financial and operating policies of an entity so as to obtain benefits from its activities. Control is presumed to exist when Bossard Holding AG directly or indirectly holds more than half of the voting rights of a company or is able to exercise control in another way. This does not apply if in exceptional circumstances it can be clearly demonstrated that such ownership does not constitute control. Under the full consolidation method, 100 percent of assets, liabilities, income and expenses are included. The interests of minority shareholders in equity and net income or loss are shown separately in the balance sheet and income statement.

In accordance with Swiss GAAP FER 30 "Consolidated financial statements", goodwill from acquisitions is converted into Swiss francs using the closing rate and is offset against equity at the date of acquisition. Goodwill represents the excess of the consideration transferred over the proportionate share of the revalued net assets (including identified, decision relevant and previously unrecognized intangible assets) of an acquired company at the date of acquisition.

Transactions with non-controlling interest which do not result in a change of the consolidation method are recognized directly in equity. The difference between the consideration transferred and the corresponding non-controlling interest is recognized as goodwill and is offset against the retained earnings in equity.

Associated companies

Associated companies are those in which Bossard Holding AG directly or indirectly holds an interest between 20 percent and 50 percent and exercises significant influence. Associated companies are accounted for using the equity method. Under the equity method, investments in associated companies are recognized at the proportionate share of equity at the date of acquisition. The difference to the consideration transferred is recognized as goodwill and is offset against the retained earnings in equity at the date of acquisition. Subsequently, the book value is adjusted to reflect the company's proportionate equity.

Non-controlling interest

Non-controlling interest of less than 20 percent and without any other form of control or significant influence is recognized at acquisition cost less any economically necessary impairment.

Foreign currency translation

The consolidated financial statements are presented in Swiss francs (CHF). The financial statements of the Group companies are prepared in their respective local currency. Transactions in foreign currencies are translated at the exchange rate on the day of the transaction. Exchange differences resulting from adjustments of foreign exchange balances at the balance sheet date are recognized as exchange gains or losses in the income statements of the Group companies and are included in the consolidated net income.

For the consolidated financial statements, the financial statements of the Group companies that report in a foreign currency are translated into Swiss francs as follows: balance sheet items at year-end exchange rates, equity at historical rates, and items of the income statement at the average exchange rate for the year. Any translation differences and exchange differences arising from intercompany loans with equity character are recognized in the Group's consolidated equity.

The following principal exchange rates were applied:

	31.12.2024 Year-end exchange rate	01.01.2024– 31.12.2024 Average exchange rate	31.12.2023 Year-end exchange rate	01.01.2023– 31.12.2023 Average exchange rate
1 EUR	0.94	0.95	0.93	0.97
1 USD	0.91	0.88	0.84	0.90
100 DKK	12.58	12.77	12.47	13.04
100 RMB	12.59	12.25	11.87	12.72
100 INR	1.06	1.05	1.01	1.09

30. Accounting and valuation principles

Cash and cash equivalents

Cash and cash equivalents comprise cash on hand and at banks, time deposits, and other short-term highly liquid investments with original maturities of up to three months. Cash and cash equivalents are recognized at nominal value.

Accounts receivable, trade

Accounts receivable are stated at the invoiced amount less allowances. The allowance for doubtful accounts is based on the maturity structure and identifiable credit risks.

Inventories

Raw materials and goods for trading are recognized at average acquisition cost. Should the net realizable value be lower, a corresponding value adjustment is made. Acquisition cost include the product purchase price and delivery cost (freight, customs duties, etc.). Cash discounts are treated as reductions of the acquisition cost. Inventories that lack marketability or have low turnover, are written down to the estimated market value less cost to sell.

Property, plant and equipment

Land is stated at cost and generally not depreciated. Buildings, machinery and equipment, office machines and furniture as well as vehicles are stated at cost less economically necessary depreciation and impairment. Assets are depreciated on a straight-line basis over their estimated useful lives:

Buildings	30–40 years
Machinery and equipment	5–20 years
Office machines and furniture	3–10 years
Vehicles	4–10 years

Leasehold improvements are depreciated over the shorter of useful life or lease term. Repair and maintenance costs which do not increase the value or useful life of an asset are charged directly as an expense. Expenditures which increase the useful life of an asset are capitalized. Fixed assets no longer in use or sold are removed from the assets at acquisition cost minus the related accumulated depreciation. Any gains or losses arising from the disposal of fixed assets are recognized in the income statement.

Leasing

Leases of assets under which significant risks and rewards of ownership are effectively retained by the lessor are classified as operating leases, and payments are recognized as an expense on a straight-line basis over the lease term.

Intangible assets – software

Costs arising from the development of software (purchased or self-generated) are capitalized, provided such costs are clearly associated with an identifiable and business-related computer program, can be reliably determined, and lead to measurable benefits over several years. Software is amortized on a straight-line basis over its estimated useful life, up to a maximum of 15 years.

Intangible assets – trademarks

Trademarks are amortized on a straight-line basis over their estimated useful life, up to a maximum of ten years.

Financial assets

Financial assets comprise both non-consolidated investments and long-term loans. They are recognized at acquisition cost less economically necessary value adjustments. Fair value changes are recognized in the income statement in the period in which they arise.

Impairment

The recoverability of non-current assets is determined at the balance sheet date. Impairment losses are recognized in the income statement.

Liabilities

Liabilities are recognized at nominal value.

Provisions

A provision is recognized if the Group has a probable obligation that is based on a past event and its amount and/or its due date is uncertain but can be estimated.

Contingent liabilities

Contingent liabilities are valued at the balance sheet date. A provision is made if an outflow of funds without a simultaneously usable inflow of funds is both probable and estimable.

Financial debts

Financial debts are recognized at nominal value. They are classified as current liabilities unless the Group can defer the settlement of the liability for at least twelve months after the balance sheet date.

Treasury shares

Treasury shares are recognized at acquisition cost and presented as a deduction from equity. Any gains and losses arising from transactions with treasury shares are recognized in the capital reserves.

Share-based compensation

There is a share purchase plan for the board of directors and the executive committee, and they are required, or may elect, to draw part of their total compensation in shares. The shares are made available at market price. The market value is always determined in February and is based on the average closing price over the last ten trading days in February.

There is a restricted stock unit plan (RSU) in place for the members of the management. The eligible participants annually receive a defined sum which is converted into RSUs on Bossard Holding AG registered A shares. The conversion is performed at market value and is based on the average closing price over the last ten trading days in November. The stock options (RSUs) are subject to a vesting period of three to five years. After three years, yearly one-third of the allocated RSUs is passed on to the manager in form of registered A shares, provided as long as she or he is employed at the time of the vesting. After the last contractual working day, all remaining stock options (RSUs) forfeit immediately. If the employment terminates due to retirement, disability or death, the RSUs vest immediately.

There is an equivalent restricted stock unit plan (RSU) in place for the members of the executive committee with allocations until the financial year 2024 (with respect to target achievement in 2023). From 2024, the management participation plan for the executive committee will take the form of performance share units (PSUs). In the RSU plan condition for grant was linked to the implementation of the Group's strategic initiatives of the prior financial year. Therefore, the vesting period started after the termination of the financial year. The conversion was carried out at market value and was based on the average share price over the last ten trading days in December. The RSUs of the members of the executive committee do not forfeit upon termination of the employment and remain subject to the respective vesting period. In the new PSU plan the allocation is contingent upon achieving quantitative performance goals over three years and continued employment. The number of allocated PSUs is calculated by dividing a fixed amount by the average closing price during the last 60 days of the previous year. The actual payout at the end of the vesting period is made in registered A shares of Bossard Holding AG and depends on the performance factor based on meeting the defined, differently weighted targets. At the end of the vesting period, between 0 percent and 200 percent of the allocated PSUs are vested in shares. The actual value of the

allocation at the end of the vesting period is thus dependent on the payout factor and the stock price performance during the vesting period.

The share-based compensation is valued at present value when granted and is recognized over the vesting period as personnel costs and as equity (instruments with equity compensation) or liability (instruments with cash compensation). If no cash settlement is planned, no subsequent valuation is made unless the terms of exercise and purchase are amended. The subsequent valuation is based on the closing price for the share on the last trading day of the financial year. For the PSU plan the subsequent valuation is based on the assessment of the indicative achievement of the performance factor and therefore the expected number of shares that will be exercised. No dilution effect results because no additional shares have been issued.

Pension benefit obligations

A number of pension plans in accordance with the legal requirements in the individual countries exist within the Group. Their assets are generally held in autonomous pension institutions or in statutory occupational pension plans. The pension plans are funded by employee and employer contributions. Pension plans are accounted for in accordance with Swiss GAAP FER 16.

Any real economic impacts of pension plans on the Group are calculated at the balance sheet date. An economic benefit from a surplus is recognized as an asset provided this is admissible and the surplus can be used to decrease the Group's future contributions to its pension plans. An economic obligation is recognized if the criteria for recognizing a provision are met. Contributions by Group companies to pension plans are recognized in the income statement in the year in which they occur.

Net sales and revenue recognition

Revenue is recognized at fair value and represents the amount receivable for goods sold and services provided, net of sales-related taxes and revenue deductions. Revenue deductions include all positions that are directly related to the corresponding sales, such as discounts and losses on receivables. Revenue is recognized when the goods and services have been supplied or provided.

Income taxes

All tax liabilities are accrued irrespective of when such taxes are due. Deferred income taxes are recognized according to the “liability method” for temporary differences arising between the tax base of assets and liabilities and their carrying values determined in accordance with Swiss GAAP FER.

Deferred tax assets on temporary differences are only capitalized if it is probable that they can be realized in the future through sufficient taxable profits. Deferred taxes are calculated using the expected applicable local tax rates. Bossard does not recognize deferred tax assets on tax losses carried forward. The value of such tax assets is recognized only when realized.

No deferred taxes are recognized for taxes on future distributions of profits of subsidiaries, provided that no distribution is intended in the foreseeable future and Bossard is able to control its timing.

Related parties

A party is related to the Group if it directly or indirectly controls, is controlled by, or is under common control with Bossard, has an interest in Bossard that gives it significant influence over the Group, has joint control over the Group (board of directors and executive committee) or is an associate or a joint venture of the Group. In addition, personnel in key management positions of Bossard as well as pension plans are also considered related parties.

Accounting estimates and assumptions

Preparing the financial statements in accordance with Swiss GAAP FER requires the board of directors and the executive committee to make estimates and assumptions which can have an impact on the recognized assets, liabilities, contingent liabilities and contingent assets at the time of preparation as well as income and expenses for the reporting period. These estimates are based on the board of directors’ and the executive committee’s best knowledge and belief of current and future activities of the Group. The actual results may deviate from these estimates.

31. Financial risk management

The goal of the risk management is to identify and evaluate financial risks with a potential negative impact on the Group and to mitigate and minimize them accordingly. The board of directors bears ultimate responsibility for the risk management and delegates its implementation to the Group finance department. The results are summarized in a report to the board of directors and the executive committee.

Due to its international operations, Bossard is exposed to various financial risks arising from its business activities, but also from financing activities. The Group’s main financial risks include foreign exchange and credit risks with regard to the solvency of the Group’s counterparties. Any hedging activities must be linked to the Group’s operations. The Group has comprehensive insurance coverage to protect itself against other risks.

Foreign currency risk

Given its international operations, the Group is exposed to exchange rate fluctuations which have an impact on the Group's consolidated financial statements presented in Swiss francs. The Group continuously monitors its currency risks and, if necessary, hedges against them. The Group's currency risks are mainly limited to the Euro and the US dollar. Transactions in the individual Group companies are predominantly conducted in their local currencies, which is why the currency risk from current operating activities is considered to be low. In some Group companies, however, foreign currency risks exist for payments to suppliers outside their local currency. Where necessary, parts of these foreign currency risks are hedged through foreign exchange contracts. The net assets of foreign subsidiaries are exposed to exchange rate risks. Such risks are partly hedged by financing activities in the respective foreign currency and, where necessary, through foreign exchange contracts with a maturity of a maximum of twelve months.

Interest rate risk

The risk of changes in interest rates is monitored and managed centrally by the Group's corporate treasury department. In certain market situations, the Group may make use of instruments to hedge interest rate fluctuations, or it can convert part of the loans with variable interest rates to fixed interest rates.

Credit risk

Credit risks arise if, in a transaction, the counterparty is either not willing or not able to meet its payment obligations. The credit loss risk for accounts receivable is minimized through credit limits, credit worthiness checks and by an efficient system for managing receivables. Given the Group's monthly internal reporting system, continuous monitoring of overdue payments is ensured. Additionally, the risk concentration is limited due to the fact that the Group's customer base consists of numerous customers with a wide geographical and industrial distribution.

Liquidity risk

One aspect of judicious risk management is ensuring an appropriate amount of cash and cash equivalents and committed credit facilities as well as the possibility of refinancing. To ensure that the Group is solvent and financially flexible at all times, it maintains a liquidity reserve in the form of cash and cash equivalents as well as credit facilities. Optimal liquidity control is achieved through cash pooling.

Capital risk

To minimize its capital risk, the Group ensures that the continuation of its operating activities is guaranteed and that an appropriate return can be generated for its shareholders. To achieve this, the Group may adjust dividend payments, pay back capital to shareholders, issue new shares or sell assets.

The Group monitors its capital structure based on its equity ratio with a target value of at least 40 percent.



Report of the statutory auditor to the General Meeting of Bossard Holding AG, Zug

Report on the audit of the consolidated financial statements

Opinion

We have audited the consolidated financial statements of Bossard Holding AG and its subsidiaries (the Group), which comprise the consolidated balance sheet as at 31 December 2024, and the consolidated income statement, the consolidated statement of changes in equity and the consolidated cash flow statement for the year then ended, and notes to the consolidated financial statements, including a summary of significant accounting policies.

In our opinion, the consolidated financial statements (pages 139 to 166) give a true and fair view of the consolidated financial position of the Group as at 31 December 2024 and of its consolidated financial performance and its consolidated cash flows for the year then ended in accordance with Swiss GAAP FER and comply with Swiss law.

Basis for opinion

We conducted our audit in accordance with Swiss law and Swiss Standards on Auditing (SA-CH). Our responsibilities under those provisions and standards are further described in the 'Auditor's responsibilities for the audit of the consolidated financial statements' section of our report. We are independent of the Group in accordance with the provisions of Swiss law and the requirements of the Swiss audit profession, and we have fulfilled our other ethical responsibilities in accordance with these requirements.

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

Our audit approach

Overview

Overall group materiality: CHF 4'700'000

We concluded full scope audits work at ten reporting units in six countries. Our audit scope addressed over 61.2% of Group's revenue.

In addition, specific scope audit was concluded on a further reporting unit representing a further 3.8% of the Group's revenue

As key audit matter the following area of focus has been identified:

Valuation of inventories



Materiality

The scope of our audit was influenced by our application of materiality. Our audit opinion aims to provide reasonable assurance that the consolidated financial statements are free from material misstatement. Misstatements may arise due to fraud or error. They are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the consolidated financial statements.

Based on our professional judgement, we determined certain quantitative thresholds for materiality, including the overall Group materiality for the consolidated financial statements as a whole as set out in the table below. These, together with qualitative considerations, helped us to determine the scope of our audit and the nature, timing and extent of our audit procedures and to evaluate the effect of misstatements, both individually and in aggregate, on the consolidated financial statements as a whole.

Overall Group materiality	CHF 4'700'000
Benchmark applied	Profit before tax
Rationale for the materiality benchmark applied	We chose profit before tax as the benchmark because, in our view, it is the benchmark against which the performance of the Group is most commonly measured, and it is a generally accepted benchmark.

We agreed with the Audit, Risk & Compliance Committee that we would report to them misstatements above CHF 470'000 identified during our audit as well as any misstatements below that amount which, in our view, warranted reporting for qualitative reasons.

Audit scope

We tailored the scope of our audit in order to perform sufficient work to enable us to provide an opinion on the consolidated financial statements as a whole, taking into account the structure of the Group, the accounting processes and controls, and the industry in which the Group operates.

The audit strategy for the audit of the consolidated financial statements was determined considering the work performed by the Group auditor and the component auditors in the PwC network. All significant subsidiaries of the Group were audited by PwC. Where audits were performed by component auditors, we ensured that, as Group auditor, we were sufficiently involved in the audit in order to assess whether sufficient appropriate audit evidence was obtained from the work of the component auditors to provide a basis for our opinion. The involvement of the Group auditor included video call conferences with the component auditors, an investigation of the risk analysis and participating in the audit discussions of group companies subject to full scope audits, at which the local management, the local auditor and Group representatives took part.

Key audit matters

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

Valuation of inventories

Key audit matter

Inventories amount to CHF 354.2 million (after deduction of a value adjustment of CHF 53.5 million) as of December 31, 2024 and are thus the largest asset category, representing around 42% of total assets.

Inventories are stated at the lower of acquisition cost and net realisable value (lower of cost or market principle). We consider the valuation of inventories as a key audit matter due to the amount they represent on the balance sheet and the significant scope for judgement involved in determining the write-downs required on obsolescent or slow-moving products.

Please refer to page 144 (3 Inventories) and page 162 (30 Accounting and valuation principles) in the annual report.

How our audit addressed the key audit matter

We performed the following audit procedures to assess the appropriateness of the valuation of the inventories:

- We gathered an understanding of the process of the valuation of inventories.
- We checked on a sample basis the acquisition costs used for valuation purposes against the latest purchase prices. Additionally, by reference to sales prices achieved in the year, we checked on a sample basis compliance with the lower of cost or market principle.
- We ensure that the method for determining write-downs of inventories was applied consistently.
- For obsolescent or slow-moving inventories, we discussed with Management the assumptions applied in calculating the required write-downs and assessed these assumptions. In doing so, we paid particular attention to changes in write-downs for each category of product or of write-downs compared with the prior year. We also considered the experience of significant unforeseen product write-downs or write-offs in previous years.
- We tested on a sample basis the computational accuracy and completeness of the calculation of the write-downs.
- We discussed with Management and the Audit, Risk & Compliance Committee the results of our work and any movements in the write-downs.

On the basis of the audit procedures performed, we consider Management's valuation of inventories to be reasonable.

Other information

The Board of Directors is responsible for the other information. The other information comprises the information included in the annual report, but does not include the financial statements, the consolidated financial statements, the notes 5 and 6 in the compensation report and our auditor's reports thereon.

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

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

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

Board of Directors' responsibilities for the consolidated financial statements

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

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

Auditor's responsibilities for the audit of the consolidated financial statements

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

A further description of our responsibilities for the audit of the consolidated financial statements is located on EXPERTsuisse's website: <http://www.expertsuisse.ch/en/audit-report>.

This description forms an integral part of our report.

Report on other legal and regulatory requirements

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

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

PricewaterhouseCoopers AG

Thomas Wallmer

Licensed audit expert
Auditor in charge

Simon Hux

Licensed audit expert

Zürich, 26 February 2025

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BOSSARD HOLDING AG

Balance sheet

in CHF	Notes	31.12.2024	31.12.2023
Assets			
Current assets			
Cash and cash equivalents		110,696	14,793
Other receivables	1	629,597	917,419
Prepaid expenses		15,763	43,423
		756,056	975,635
Non-current assets			
Financial assets	2	39,345,520	39,620,491
Investments	3	118,023,215	118,023,215
		157,368,735	157,643,706
Total assets		158,124,791	158,619,341

in CHF	Notes	31.12.2024	31.12.2023
Liabilities and shareholders' equity			
Current liabilities			
Other current liabilities to third parties		25,653	51,072
Accrued expenses		435,000	299,026
		460,653	350,098
Total liabilities		460,653	350,098
Shareholders' equity			
Share capital		40,000,000	40,000,000
Legal reserve			
Reserves from capital contributions		15,701,654	15,701,654
Other legal reserves		2,049,686	2,049,686
Statutory retained earnings			
General statutory retained earnings		16,000,000	16,000,000
Other reserves		34,111,700	34,111,700
Retained earnings			
Profit brought forward		22,511,065	4,492,943
Profit for the current year		28,852,548	48,823,814
Treasury shares	4	-1,562,515	-2,910,554
Total shareholders' equity		157,664,138	158,269,243
Total liabilities and shareholders' equity		158,124,791	158,619,341

BOSSARD HOLDING AG

Income statement

in CHF	Notes	2024	2023
Income			
Dividend income		30,000,000	50,000,000
Other operating income		300,000	300,000
Expenses			
Personnel expenses	8	-1,446,572	-1,491,885
Other operating expenses		-824,740	-909,919
Financial income		933,603	1,033,211
Financial expenses		-64,635	-74,076
Income before taxes		28,897,656	48,857,331
Direct taxes		-45,108	-33,517
Net income		28,852,548	48,823,814

BOSSARD HOLDING AG

Notes to the financial statements

Accounting principles applied in the preparation of the financial statements

General

The financial statements of Bossard Holding AG, Zug, were prepared in accordance with the Swiss Code of Obligations and under the financial reporting law (Title 32 of the Swiss Code of Obligations).

Bossard Holding AG reports its consolidated financial statements on the basis of a recognized standard (Swiss GAAP FER) and has therefore, in accordance with the legal provisions, decided to not to provide a separate management report, a separate cash flow statement or a note on the audit fees in this financial report. The content of the management report is reflected in the sections “At a glance”, “Report to the shareholders”, “Company”, “Corporate Governance”, and “Financial Report” of the annual report.

Financial assets

Financial assets include non-current loans. Loans in foreign currency are translated into Swiss francs at year-end rate. Unrealized translation losses are recognized in the income statement, whereas unrealized translation gains remain unrecognized (principle of imparity).

Investments

Investments are measured at cost. Investments are valued individually if they are material and are not usually grouped together for valuation purposes due to their similarity.

Treasury shares

Treasury shares are measured at cost and are disclosed as a negative item in the shareholders’ equity. Gains and losses arising from disposal of treasury shares are recognized in the income statement as financial income or financial expenses.

Foreign currencies

Monetary and non-monetary items in foreign currency are translated into Swiss francs at the following exchange rates:

	31.12.2024 Year-end exchange rate	31.12.2023 Year-end exchange rate
EUR	0.94	0.93

Information and explanations relating to items in the balance sheet and in the income statement

1. Other receivables

in CHF	2024	2023
From subsidiaries	629,597	917,419
Total	629,597	917,419

2. Financial assets

in CHF	2024	2023
From subsidiaries	39,345,520	39,620,491
Total	39,345,520	39,620,491

3. Investments

Name, legal form, registered office	2024		2023	
	Capital	Votes	Capital	Votes
Direct investment				
Bossard Finance AG, Zug	100 %	100 %	100 %	100 %
Indirect investments				
Bossard Beteiligungs GmbH, Illerrieden	100 %	100 %	100 %	100 %
PN Aero SAS, Béziers	100 %	100 %	-	-
bigHead Fasteners Ltd, Verwood	100 %	100 %	42 %	42 %
Bossard U.S. Holdings, Inc., Phoenix	100 %	100 %	100 %	100 %
Bossard Aerospace Switzerland AG, Zug	100 %	100 %	100 %	100 %
Bossard AG, Zug	100 %	100 %	100 %	100 %
3d-prototyp GmbH in Liquidation, Dietikon	100 %	100 %	100 %	100 %
KKV AG, Zug	35 %	35 %	35 %	35 %
Bossard Austria Ges.m.b.H., Schwechat	100 %	100 %	100 %	100 %
KVT-Fastening GmbH, Linz	100 %	100 %	100 %	100 %
Dejong Fastening NV, Antwerp	100 %	100 %	-	-
Bossard CZ s.r.o., Brno	100 %	100 %	100 %	100 %
KVT-Fastening s.r.o., Brno	100 %	100 %	100 %	100 %
Bossard Denmark A/S, Hvidovre	100 %	100 %	100 %	100 %
Bossard France SAS, Souffelweyersheim	100 %	100 %	100 %	100 %
Aero Negoce International SAS, Béziers	100 %	100 %	-	-
Bossard Aerospace Germany GmbH, Feldkirchen	100 %	100 %	100 %	100 %
Bossard Deutschland GmbH, Illerrieden	100 %	100 %	100 %	100 %
Bossard Deutschland GmbH, Velbert	100 %	100 %	100 %	100 %
KVT-Fastening Kft., Budapest	100 %	100 %	100 %	100 %
Arnold Industries Cork DAC, Dublin	100 %	100 %	100 %	100 %
Bossard Italia S.r.l., Legnano	100 %	100 %	100 %	100 %
Bossard Nederland B.V., Almere	100 %	100 %	100 %	100 %
Bossard Norway AS, Oslo	100 %	100 %	100 %	100 %
Bossard Poland Sp. z o.o., Radom	100 %	100 %	100 %	100 %
KVT-Fastening Sp. z o.o., Radom	100 %	100 %	100 %	100 %
KVT-Fastening S.R.L., Bucharest	100 %	100 %	100 %	100 %
KVT-Fastening d.o.o. Beograd, Belgrade	100 %	100 %	100 %	100 %
KVT-Fastening spol. s.r.o., Bratislava	100 %	100 %	100 %	100 %
KVT-Tehnika pritrjevanja, d.o.o., Ljubljana	100 %	100 %	100 %	100 %

Name, legal form, registered office	2024		2023	
	Capital	Votes	Capital	Votes
Bossard South Africa (Pty) Ltd, Kempton Park	75 %	75 %	75 %	75 %
Bossard Spain SA, Sant Cugat del Vallès	100 %	100 %	100 %	100 %
Bossard Sweden AB, Malmö	100 %	100 %	100 %	100 %
bigHead Bonding Fasteners Ltd, Verwood	100 %	100 %	42 %	42 %
Bossard Canada, Inc., Montreal	100 %	100 %	100 %	100 %
Bossard Ontario Inc., Toronto	100 %	100 %	100 %	100 %
Bossard de México, S.A. de C.V., Monterrey	100 %	100 %	100 %	100 %
Aero-Space Southwest Mexico, S. de R.L. de C.V., San Pedro Tlaquepaque	100 %	100 %	100 %	100 %
Bossard Aerospace, Inc., Phoenix	100 %	100 %	100 %	100 %
Bossard Aerospace U.S., Inc., Irving	100 %	100 %	100 %	100 %
Bossard, Inc., Cedar Falls	100 %	100 %	100 %	100 %
Bossard, LLC, Stoughton	100 %	100 %	100 %	100 %
C&C Aero Trading LLC, Dania Beach	100 %	100 %	-	-
Bossard Australia Pty. Ltd, Melbourne	100 %	100 %	100 %	100 %
Bossard Fastening Solutions (Guangdong) Co. Ltd, Shenzhen (incorporation)	100 %	100 %	-	-
Bossard Fastening Solutions (Shanghai) Co. Ltd, Shanghai	100 %	100 %	100 %	100 %
Bossard Fastening Solutions (Tianjin) Co. Ltd, Tianjin	100 %	100 %	100 %	100 %
LPS Bossard Pvt. Ltd, Rohtak	51 %	51 %	51 %	51 %
LPS Bossard Information System Pvt., Rohtak	51 %	51 %	51 %	51 %
Bossard (M) Sdn. Bhd., Penang	100 %	100 %	100 %	100 %
Bossard Pte. Ltd, Singapore	100 %	100 %	100 %	100 %
Bossard Services Pte. Ltd, Singapore	100 %	100 %	100 %	100 %
Bossard (Korea) Ltd, Cheonan	100 %	100 %	100 %	100 %
Bossard (Thailand) Ltd, Bangkok	100 %	100 %	100 %	100 %
Bossard Vietnam Co. Ltd, Ho Chi Minh City (incorporation)	100 %	100 %	-	-
Ecoparts AG, Hinwil	30 %	30 %	30 %	30 %
MultiMaterial-Welding AG, Biel/Bienne	41 %	41 %	41 %	41 %
Sentinus AG, Cham	20 %	20 %	20 %	20 %
PDigital GmbH, Fernitz-Mellach	10 %	10 %	30 %	30 %
Wenzhong Sealing System (Jiangsu) Co. Ltd, Taicang City (incorporation)	49 %	49 %	-	-

4. Treasury shares, incl. shares held by subsidiaries

in CHF	2024		2023	
	Number	Value	Number	Value
Balance at January 1	298,577	2,910,554	303,559	3,843,877
Additions	3,524	762,316	36,216	8,218,877
Disposals	-9,753	-2,110,355	-41,198	-9,152,200
Balance at December 31	292,348	1,562,515	298,577	2,910,554

Group companies do not hold any registered A shares. In 2024, 9,737 registered A shares were used for the share option programs (2023: 8,313 registered A shares).

5. Collateral to third parties

in CHF	2024	2023
Guarantees	727,439,284	526,853,930
Thereof used	239,323,196	238,920,340

The Bossard Group concentrates its main credit facilities in Bossard Holding AG. The joint use by the subsidiaries is secured through guarantee obligations.

6. Shares and options on shares held by management and related parties

The disclosure of shareholdings of the board of directors and the executive committee as per Swiss Code of Obligation article 959c, section 2, paragraph 11 and article 734d can be found in the notes to the consolidated financial statements (note 22 pages 156 to 157).

7. Significant shareholders

Kolin Holding AG, Zug, and Bossard Unternehmensstiftung, Zug, form a shareholder group in accordance with article 120seq. of Swiss Federal Act on Financial Market Infrastructures and Market Conduct in Securities and Derivatives Trading (FMIA). They hold 56.3 percent (2023: 56.3 percent) of the voting rights. Kolin Holding AG is wholly owned by the Bossard families.

[Other information required by law](#)

8. Full-time equivalents/personnel expenses

Bossard Holding AG has no employees. Personnel expenses include the compensation of the board of directors.

BOSSARD HOLDING AG

Appropriation of available earnings

Statement of changes in retained earnings

in CHF	2024	2023
Retained earnings at the beginning of the year	53,316,757	46,818,897
Net income	28,852,548	48,823,814
Appropriation of available profit determined by the annual general meeting of shareholders		
Dividends for 2023 and 2022 respectively	-30,805,692	-42,325,954
Retained earnings at the end of the year	51,363,613	53,316,757

The board of directors proposes to the annual general meeting of shareholders the following appropriation of available retained earnings

in CHF	2024
Available retained earnings before distribution	51,363,613
Dividend of 78 percent on the share capital eligible for dividends of max. CHF 38,538,260 ¹⁾	-30,059,843
To be carried forward	21,303,770

1) The figure is based on the issued share capital as of December 31, 2024 eligible for dividends. It may change due to movements on treasury shares after the balance sheet date.

Statement of changes in capital contribution reserve

in CHF	2024	2023
Capital contribution reserve at the beginning of the year	15,701,654	15,701,654
Deposits on the use of treasury shares	-	-
Capital contribution reserve at the end of the year ¹⁾	15,701,654	15,701,654

1) Subject to adjustments by the Federal Tax Administration



Report of the statutory auditor

to the General Meeting of Bossard Holding AG, Zug

Report on the audit of the financial statements

Opinion

We have audited the financial statements of Bossard Holding AG (the Company), which comprise the balance sheet as at 31 December 2024, 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 171 to 176) 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, and we have fulfilled our other ethical responsibilities in accordance with these requirements.

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

Our audit approach

Materiality

The scope of our audit was influenced by our application of materiality. Our audit opinion aims to provide reasonable assurance that the financial statements are free from material misstatement. Misstatements may arise due to fraud or error. They are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

Based on our professional judgement, we determined certain quantitative thresholds for materiality, including the overall materiality for the financial statements as a whole as set out in the table below. These, together with qualitative considerations, helped us to determine the scope of our audit and the nature, timing and extent of our audit procedures and to evaluate the effect of misstatements, both individually and in aggregate, on the financial statements as a whole.

Overall materiality	CHF 1'570'000
Benchmark applied	Shareholders' equity
Rationale for the materiality benchmark applied	We chose shareholders' equity as the benchmark because it is a relevant and generally accepted benchmark for materiality considerations relating to a holding company.

We agreed with the Audit, Risk & Compliance Committee that we would report to them misstatements above CHF 157'000 identified during our audit as well as any misstatements below that amount which, in our view, warranted reporting for qualitative reasons.

Audit scope

We designed our audit by determining materiality and assessing the risks of material misstatement in the financial statements. In particular, we considered where subjective judgements were made; for example, in respect of significant accounting estimates that involved making assumptions and considering future events that are inherently uncertain. As in all of our audits, we also addressed the risk of management override of internal controls, including among other matters consideration of whether there was evidence of bias that represented a risk of material misstatement due to fraud.

We tailored the scope of our audit in order to perform sufficient work to enable us to provide an opinion on the financial statements as a whole, taking into account the structure of the Company, the accounting processes and controls, and the industry in which the Company operates.

Key audit matters

We have determined that there are no key audit matters to communicate in our report.

Other information

The Board of Directors is responsible for the other information. The other information comprises the information included in the annual report, but does not include the financial statements, the consolidated financial statements, the notes 5 and 6 in the compensation report and our auditor's reports thereon.

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

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

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

Board of Directors' responsibilities for the financial statements

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

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

Auditor's responsibilities for the audit of the financial statements

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

A further description of our responsibilities for the audit of the financial statements is located on EXPERTsuisse's website: <http://www.expertsuisse.ch/en/audit-report>. This description forms an integral part of our report.

Report on other legal and regulatory requirements

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

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

PricewaterhouseCoopers AG

Thomas Wallmer

Licensed audit expert
Auditor in charge

Simon Hux

Licensed audit expert

Zürich, 26 February 2025

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INVESTOR INFORMATION

	2024	2023	2022	2021	2020
Share capital					
Registered A shares at CHF 5 par					
Capital stock in CHF 1,000	33,250	33,250	33,250	33,250	33,250
Number of shares issued	6,650,000	6,650,000	6,650,000	6,650,000	6,650,000
Number of shares entitled to dividend	6,357,652	6,351,423	6,346,441	6,349,096	6,341,309
Registered B shares at CHF 1 par					
Capital stock in CHF 1,000	6,750	6,750	6,750	6,750	6,750
Number of shares issued	6,750,000	6,750,000	6,750,000	6,750,000	6,750,000
Number of shares entitled to dividend	6,750,000	6,750,000	6,750,000	6,750,000	6,750,000
Registered A shares equivalents, entitled to dividend at Dec. 31	7,707,652	7,701,423	7,696,441	7,699,096	7,691,309
Market price					
Ticker symbol (BOSN)					
Volume traded (daily average)	8,471	9,182	15,065	13,466	20,805
Closing price at Dec. 31 in CHF	191.0	221.0	199.8	328.5	178.4
Registered A share high in CHF	240.5	264.5	331.5	362.0	179.4
Registered A share low in CHF	185.0	173.0	157.8	172.6	90.0
Dividend per share					
Registered A share in CHF	3.90 ¹⁾	4.00	5.50	5.10	4.40
Registered B share in CHF	0.78 ¹⁾	0.80	1.10	1.02	0.88
in % of share capital	78.0	80.0	110.0	102.0	88.0
Dividend yield in % ²⁾	2.0	1.8	2.8	1.6	2.5
Earnings per share ^{3) 6)}					
Registered A share in CHF	9.39	9.64	13.38	12.53	8.73
Registered B share in CHF	1.88	1.93	2.68	2.51	1.75

	2024	2023	2022	2021	2020
Cash flow per share ^{3) 5)}					
Registered A share in CHF	13.18	13.23	16.80	15.68	11.36
Registered B share in CHF	2.64	2.65	3.36	3.14	2.27
Price/Earnings ratio ²⁾	20.3	22.9	14.9	26.2	20.4
Net worth per share ⁴⁾					
Registered A share in CHF	50.9	48.4	49.3	45.4	41.9
Registered B share in CHF	10.2	9.7	9.9	9.1	8.4
Market capitalization ²⁾					
in CHF million ⁴⁾	1,472.2	1,702.0	1,537.7	2,529.2	1,372.1
in % of shareholders' equity	375.2	456.7	405.1	723.6	425.7

- 1) Proposal to annual general meeting of shareholders
- 2) Basis: price at Dec. 31
- 3) Basis: Average number of outstanding shares entitled to dividend
- 4) Basis: Number of outstanding shares entitled to dividend at year-end
- 5) Net income + depreciation and amortization
- 6) Share attributable to shareholders of Bossard Holding AG

in CHF million	2024	2023	2022	2021	2020
Economic value added analysis					
Net sales	986.4	1,069.0	1,153.8	995.1	812.8
Earnings before interest and taxes (EBIT)	100.1	113.1	141.5	123.3	86.4
Effective tax rate in %	21.4	22.9	22.2	19.2	17.6
Net operating profit after tax (NOPAT)	78.7	87.2	110.1	99.6	71.2
Equity	392.3	372.7	379.6	349.5	322.3
Gross financial debt	304.5	293.3	354.8	251.3	196.4
Less cash and cash equivalents	59.3	52.2	35.8	34.1	40.7
Capital employed (year-end)	637.5	613.8	698.6	566.7	478.0
Average annual capital employed (A)	625.7	656.2	632.7	522.4	485.1
Return on average capital employed in % (ROCE)	12.6	13.3	17.4	19.1	14.7

	2024	2023	2022	2021	2020
Cost of financial debt in %					
Average cost of financial debt	2.5	2.6	1.1	1.1	1.1
Less effective tax	21.4	22.9	22.2	19.2	17.6
Cost of financial debt after tax	2.0	2.0	0.9	0.9	0.9
Cost of equity in %					
Risk free rate ¹⁾	0.6	1.0	0.8	-0.2	-0.5
Risk premium	7.0	7.0	7.0	7.0	7.0
Cost of equity	7.6	8.0	7.8	6.8	6.5
Equity ratio	46.5	46.2	41.7	45.2	50.3
Weighted average cost of capital in % (WACC)	4.6	4.8	3.8	3.6	3.7
Economic profit in % (ROCE - WACC) (B)	8.0	8.5	13.6	15.5	11.0
Economic profit in CHF million (A) * (B)	50.2	56.0	86.3	81.2	53.3

1) Basis: yearly average of yield Swiss government bond

The articles of association do not include any provisions for opting-out or opting-up.

in CHF million	2024	2023	2022	2021	2020
Economic book value (EBV)					
Market value added (economic profit/WACC)	1,093.8	1,172.7	2,300.7	2,278.8	1,438.0
Capital employed	637.5	613.8	698.6	566.7	478.0
Implied enterprise value (EVA®)	1,731.3	1,786.5	2,999.3	2,845.5	1,916.0
Less gross financial debt	304.5	293.3	354.8	251.3	196.4
Plus cash and cash equivalents	59.3	52.2	35.8	34.1	40.7
Economic book value at Dec. 31	1,486.1	1,545.4	2,680.3	2,628.3	1,760.3
Market valuation and key ratios					
Share price at Dec. 31 in CHF	191.0	221.0	199.8	328.5	178.4
Market capitalization	1,472.2	1,702.0	1,537.7	2,529.2	1,372.1
Net financial debt	245.2	241.1	319.0	217.2	155.7
Enterprise value (EV)	1,717.4	1,943.1	1,856.7	2,746.4	1,527.8
EV in % of net sales	174.1	181.8	160.9	276.0	188.0
EV/EBITDA	13.6	14.1	11.2	18.9	14.4
EV/EBIT	17.2	17.2	13.1	22.4	17.7
EV/NOPAT	21.8	22.3	16.9	27.6	21.5
Price/book value per share	3.8	4.6	4.1	7.2	4.3
Return on equity in %	19.7	20.4	29.0	29.2	21.6

EBIT Earnings Before Interest and Taxes
 NOPAT Net Operating Profit After Taxes
 ROCE Return On Capital Employed
 WACC Weighted Average Cost of Capital
 EV Enterprise Value
 EVA Economic Value Added
 EBITDA Earnings Before Interest, Taxes, Depreciation and Amortization

Share price development 2020–2024

Valor: 23862714, ISIN CH0238627142/BOSN



IMPRINT & AGENDA

Meeting for financial analysts & media conference
February 27, 2025

Publication of Annual Report 2024
February 27, 2025

Annual general meeting of shareholders
April 11, 2025

Publication of sales results, 1st quarter 2025
April 11, 2025

Publication of Semi-Annual Report 2025
July 22, 2025

Publication of sales results, 3rd quarter 2025
October 14, 2025

Publication of sales results 2025
January 15, 2026

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This Annual Report 2024 is also available in German.

The German Annual Report 2024 is binding.

Dieser Geschäftsbericht 2024 ist auch in deutscher Sprache erhältlich.

Der deutsche Geschäftsbericht 2024 ist massgebend.

Proven.