HUBER+SUHNER

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ZKB Swiss Equity Conference

November 2025

About us

Key facts & figures

893.9
net sales in CHF million

9.6
EBIT in % of net sales

72.3
net income in CHF million

16.8
ROIC in %

75
equity ratio in %

4’000
employees worldwide

4’300
customers served

2/3
customer-specific products

>6
R&D spend in % of net sales p.a.

5-6
CAPEX investments in % of net sales p.a.

Figures: Business year 2024 (as per 31 December 2024)

Business model aligned to customer needs

Our business model

High-performance, reliable, and custom solutions

Connectivity and technology leadership

- **Focus on connectivity:** The business model centers on delivering advanced electrical and optical connectivity solutions.
- **Long-term technology investment:** Sustained investments support leading technologies anticipating market trends.
- **Proprietary innovation:** Leadership is asserted through unique, proprietary technologies that offer significant client value.
- **Expert Sales Engagement:** Direct sales channels staffed by technically skilled professionals deliver tailored solutions.

Core capabilities

- **Effective Problem Solving:** The company identifies customer issues through deep understanding and develops targeted solutions.
- **Scalable Solutions:** Validated solutions are efficiently scaled across markets ensuring quality and consistent performance.
- **Agile Supply Chain:** Supply chain is flexible and responsive to rapid changes in demand and market conditions.
- **Global Production Network:** A customer-centric, strategically located production network optimized for quality and responsiveness.

Value proposition

- **High-Performance Connectivity**: Electrical and optical solutions deliver superior performance in demanding applications with reliability.
- **Commitment to Sustainability**: Products are designed to be reliable, innovative, and environmentally sustainable for long-term viability.
- **Customized Engineering Support:** Tailored solutions address unique client needs with deep expertise and collaborative development.

Proximity to customers in attractive markets

- **Customer-Centric Presence:** Maintain a global presence focused on close customer relationships in key markets worldwide.
- **Strategic Partnerships:** Building trust and long-term alliances positions the company as a strategic partner.
- **Market Insight and Adaptation**: Being embedded in markets allows early detection of trends and alignment with customer needs.

Value-based culture and skilled workforce

- **Value-Based Culture:** The company prioritizes passion, accountability, collaboration, and customer focus in all actions and decisions.
- **Workforce Empowerment:** Employees are skilled, motivated, and empowered to innovate and contribute to success.
- **Organizational Cohesion:** Cultural alignment builds trust and fosters a positive, productive work environment.

Balanced portfolio with growth opportunities driven by megatrends

Human needs and megatrends shape market focus

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Being mobile

Communicating seamlessly

Feeling secure

Urbanisation
Third places
E-mobility
Megacities
Smart cities

Neo-ecology
Sustainability society
Post-carbon society
E-mobility

Mobility
Autonomous driving
Third places
Wearables
E-mobility
Mobile commerce

New work
Open innovation
Industry 4.0

Connectivity
Open innovation
Big data
Industry 4.0
Augmented reality
Real digital
Smart devices
Internet of things
Social networks

Knowledge culture
Open innovation

Security
Super-safe society
Big data
Industry 4.0

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Focus on growth initiatives

Strategic growth initiatives

- IND — **Aerospace & Defense**
- COM — **Data Center**
- TRA — **Rail Communications**
- TRA — **Electric Vehicle**

Market selection and development

Market selection
Strategic growth initiatives are selected according to clear criteria: Market size, potential for growth and differentiation

Market development
Ambitious boost plan for each strategic growth initiative with focus on strategy implementation to deliver sustainable profitable growth.

Portfolio management
Regular portfolio review with special attention on strategic growth initiatives.

Target per initiative

Sales potential
> MCHF 100 p.a.

CAGR
> 10%

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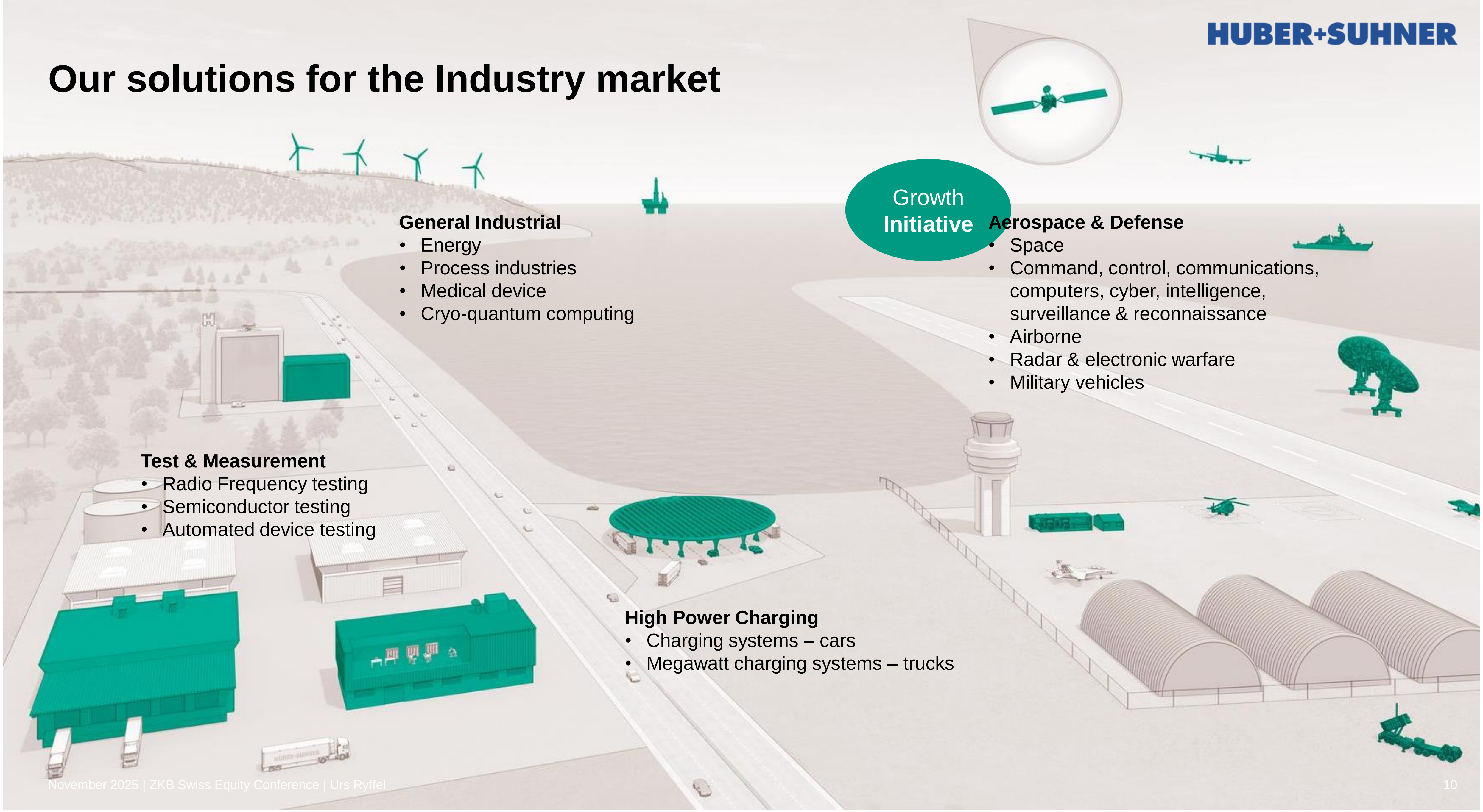
Our solutions for the Industry market



General Industrial
- Energy
- Process industries
- Medical device
- Cryo-quantum computing

Growth Initiative

Aerospace & Defense
- Space
- Command, control, communications, computers, cyber, intelligence, surveillance & reconnaissance
- Airborne
- Radar & electronic warfare
- Military vehicles

Test & Measurement
- Radio Frequency testing
- Semiconductor testing
- Automated device testing

High Power Charging
- Charging systems – cars
- Megawatt charging systems – trucks

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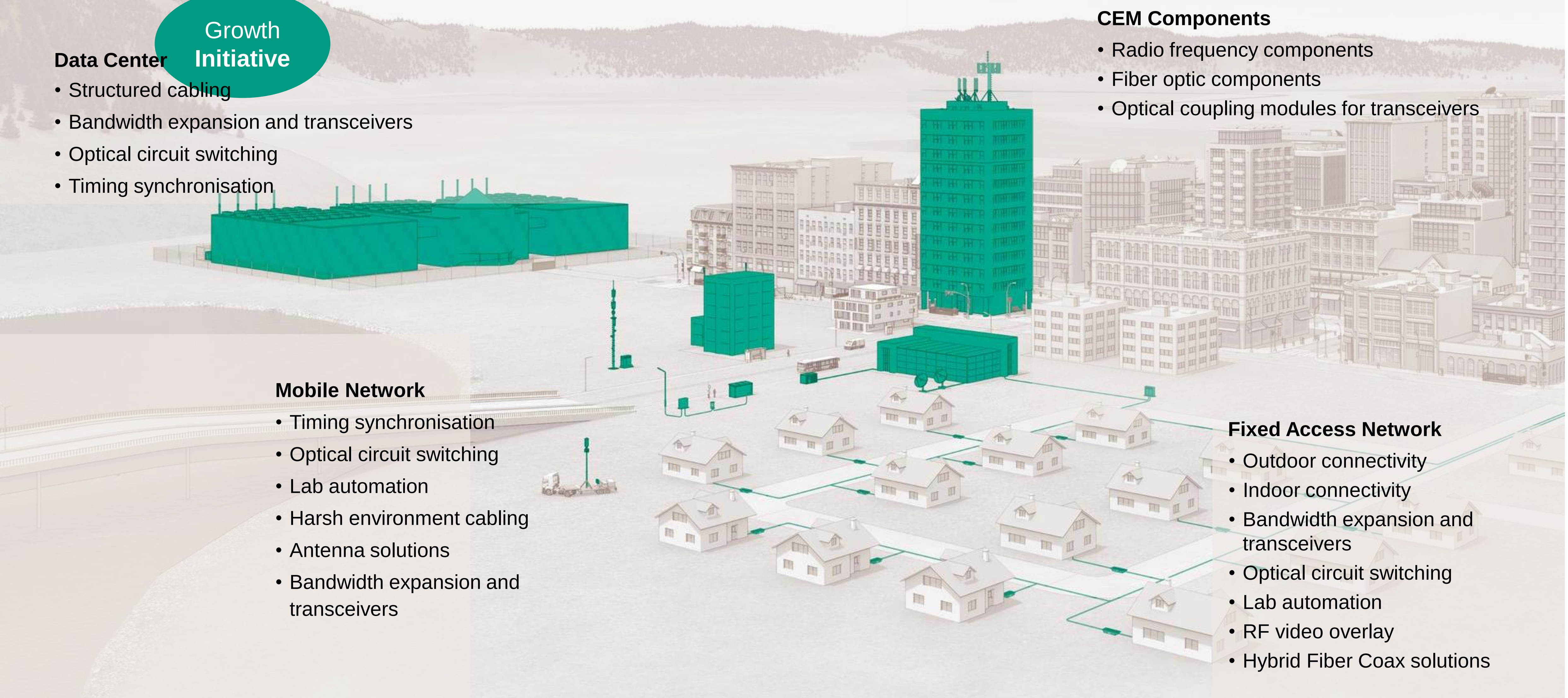
Our solutions for the Communication market



Growth Initiative

Data Center
- Structured cabling
- Bandwidth expansion and transceivers
- Optical circuit switching
- Timing synchronisation

CEM Components
- Radio frequency components
- Fiber optic components
- Optical coupling modules for transceivers

Mobile Network
- Timing synchronisation
- Optical circuit switching
- Lab automation
- Harsh environment cabling
- Antenna solutions
- Bandwidth expansion and transceivers

Fixed Access Network
- Outdoor connectivity
- Indoor connectivity
- Bandwidth expansion and transceivers
- Optical circuit switching
- Lab automation
- RF video overlay
- Hybrid Fiber Coax solutions

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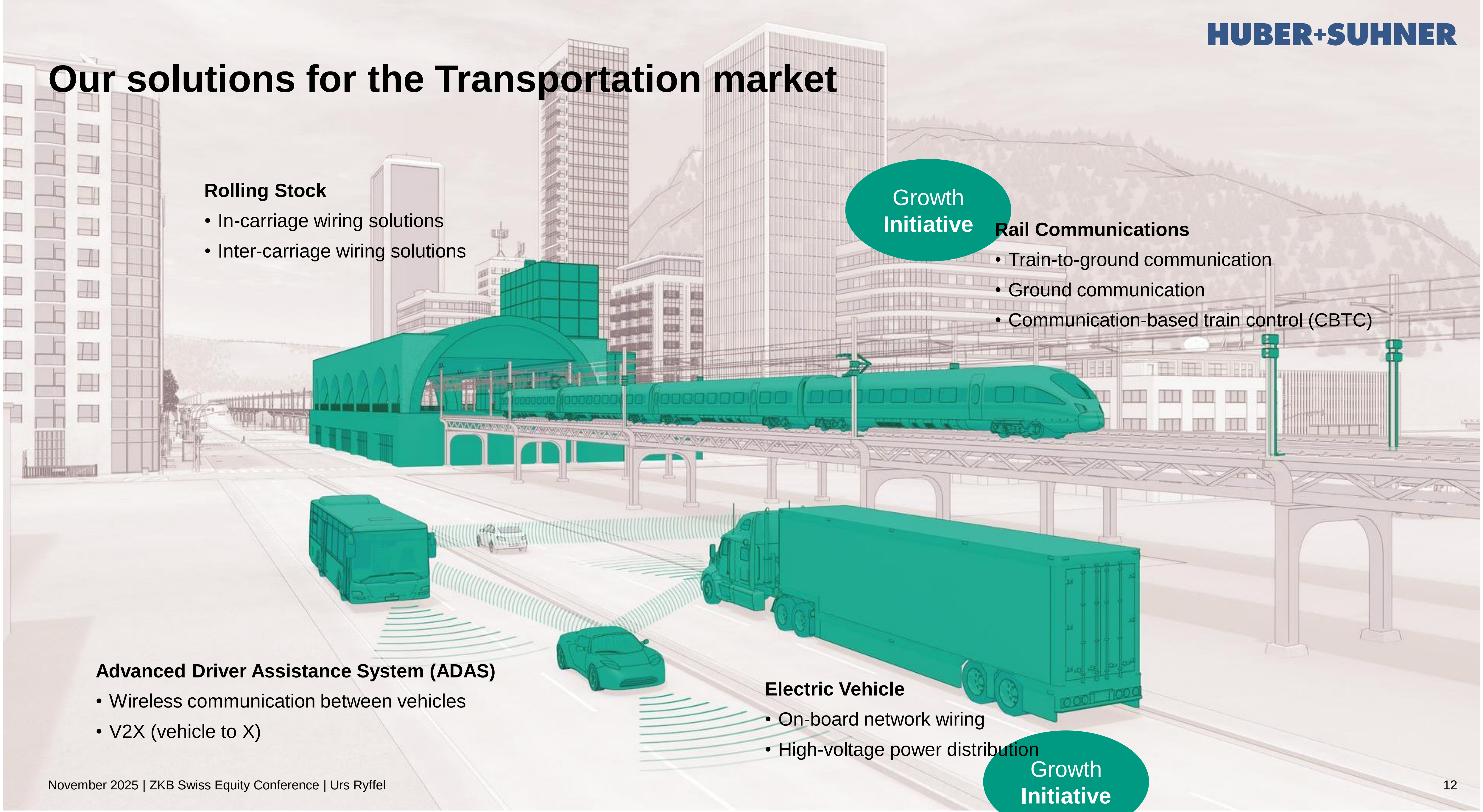
Our solutions for the Transportation market



Rolling Stock
- In-carriage wiring solutions
- Inter-carriage wiring solutions

Growth **Initiative**

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

Advanced Driver Assistance System (ADAS)
- Wireless communication between vehicles
- V2X (vehicle to X)

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

Growth **Initiative**

Technological leadership in attractive markets

Aerospace & Defense

Solutions that meet the toughest requirements

Market trends

- Increasing defense budgets
- Accelerating growth in commercial satellite programmes
- Investments in communications solutions for A&D applications
- Unmanned vehicles

HUBER+SUHNER differentiation

- Highest reliability
- Electrical and mechanical performance
- RF system competence and RF-over-fiber

* HUBER+SUHNER estimate

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Data Center

Solutions for high performance, reliability and scalability

Market trends

- Investments in data centers due to continuous data growth → doubling of traffic every 3 years
- Co-location and cloud market rapidly growing
- Data center = critical infrastructure
- AI poses unique challenges for data centers and opens opportunities for high-tech products

HUBER+SUHNER differentiation

- Optical circuit switches
- Packing density and ease of installation
- Reliability in operation, flexibility and modularity

* HUBER+SUHNER estimate

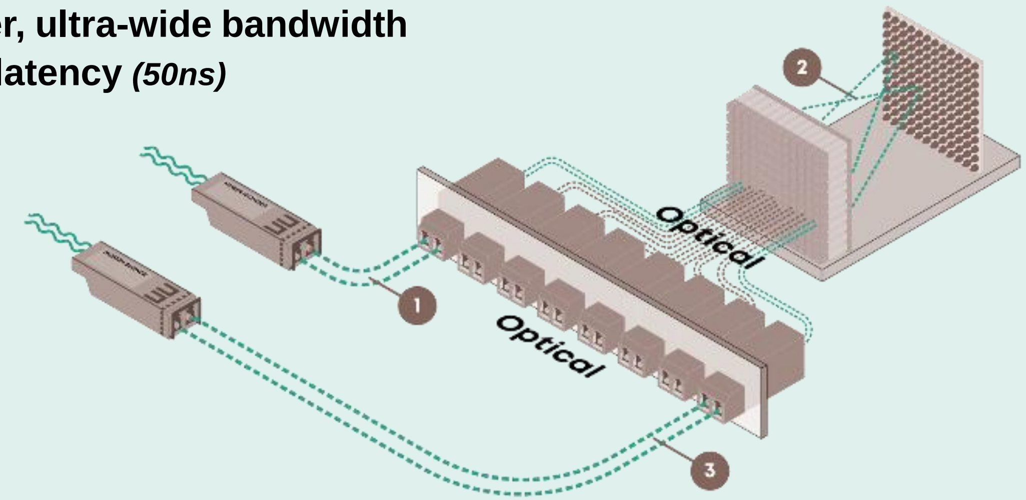
What is an OCS or all-optical matrix switch?

A Circuit Switch – Not a Packet Switch *(Router)*

- Does not selectively route IP packets
- Switches all data on the fiber

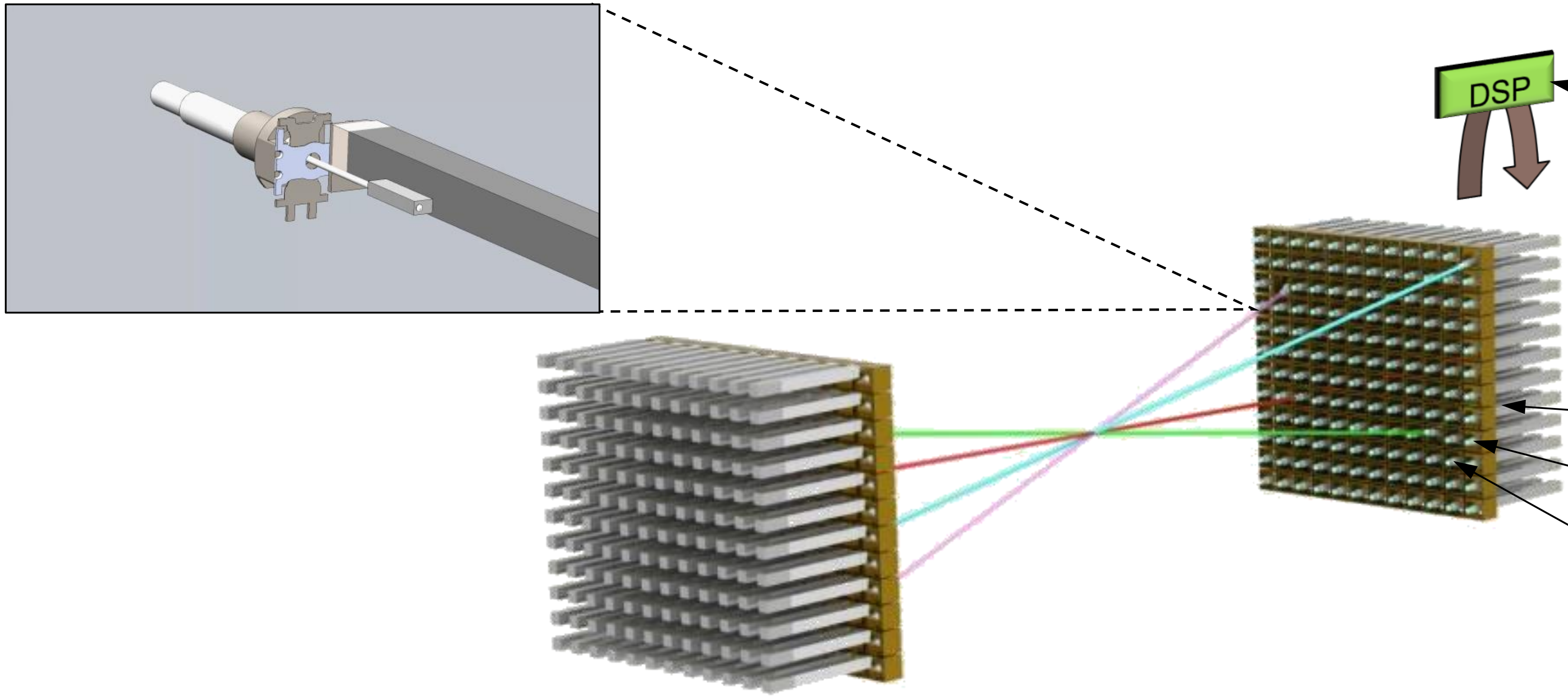
OOO Switch – Not an OEO switch

- **Does not** convert **O**ptical into **E**lectrical *(to switch it)* and back into **O**ptical *(OEO)*
- **O**ptical input *(1)*, **O**ptical switch core *(2)*, **O**ptical output *(3)* = **OOO**
- Switches light from one fiber to another
- **No OEO timing jitter, ultra-wide bandwidth and extremely low latency *(50ns)***



Any signal you can put in fiber can be switched

DirectLight™ Piezo Based Beam Steering Technology



- DirectLight™ **free-space** optical switch technology connects fibers with the best possible optical performance
- **Patented** 2D piezo beam-steering with integrated position control delivers dependable connectivity
- **Transparent**, proven, reliable technology maintains robust connections even on **dark fiber**

Rail Communications

Solutions that connect passengers and trains

Market trends

- Improved passenger digital experience drives continued demand for high performance systems
- On-board and train-to-ground communication require substantial improvements
- Train command & control
- HUBER+SUHNER evolving from antennas to systems

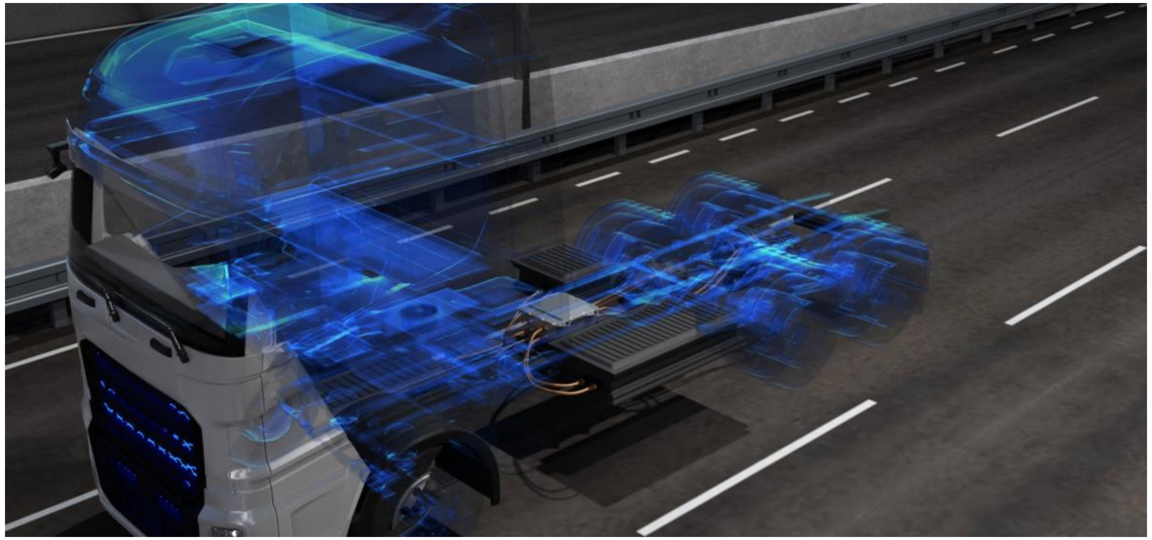
HUBER+SUHNER differentiation

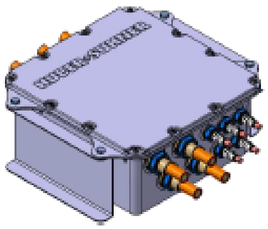
- One stop shop for copper, fiber and wireless communication technologies
- Experience in highly complex, turn-key solutions
- All products meet global and local standards

* HUBER+SUHNER estimate

Electric Vehicle

Solutions that cover a broad range of applications





Market trends

- Electrification adopted by commercial vehicles, Gen 2 platforms on the market
- Increasing voltages and higher requirements for Gen 3
- Long-term fundamentals intact despite temporary market weakness

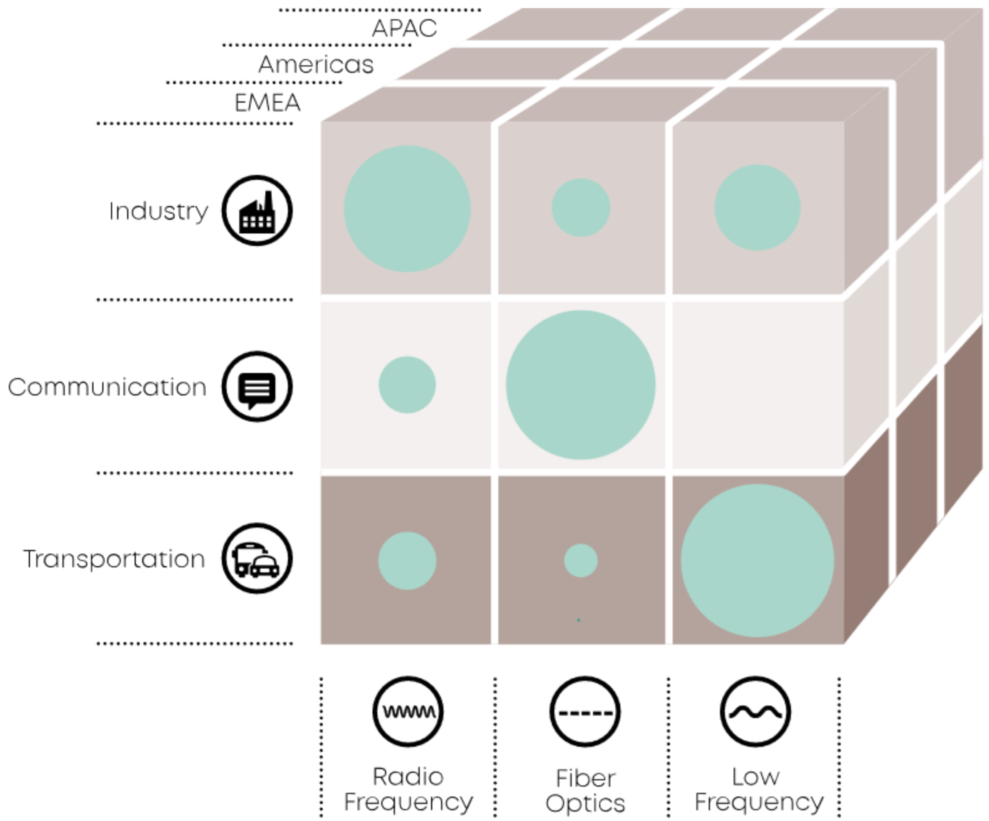
HUBER+SUHNER differentiation

- Space and weight saving design
- Complete high voltage solutions for highest power level
- Robust and reliable performance

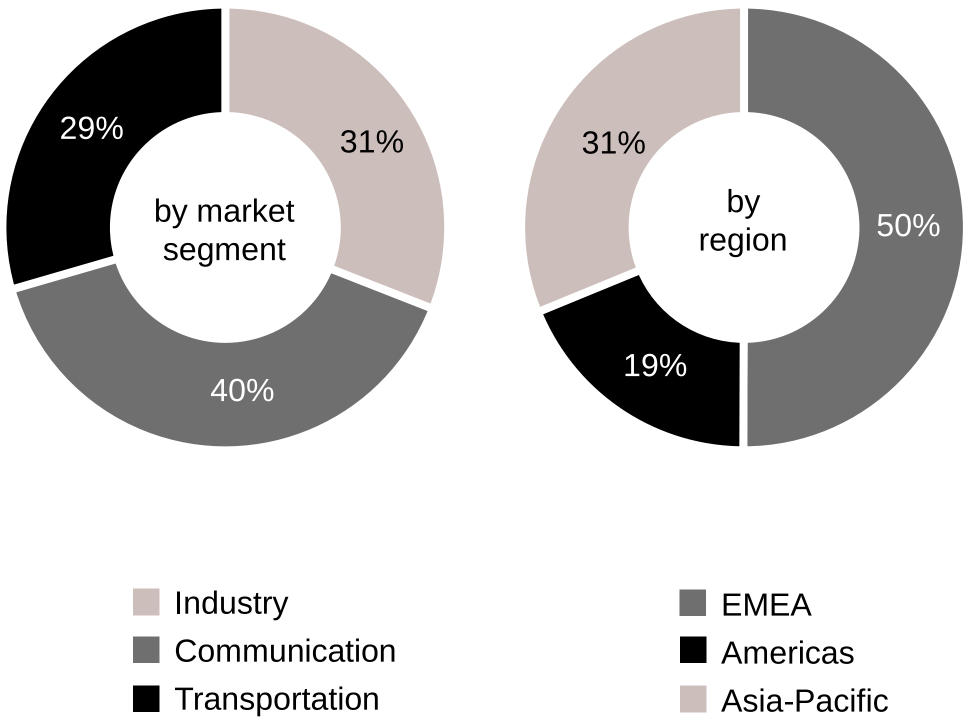
* HUBER+SUHNER estimate

Sustainable financial performance

Diversified across markets, technologies and regions



Sales split



Figures: Business year 2024 (as per 31 December 2024)

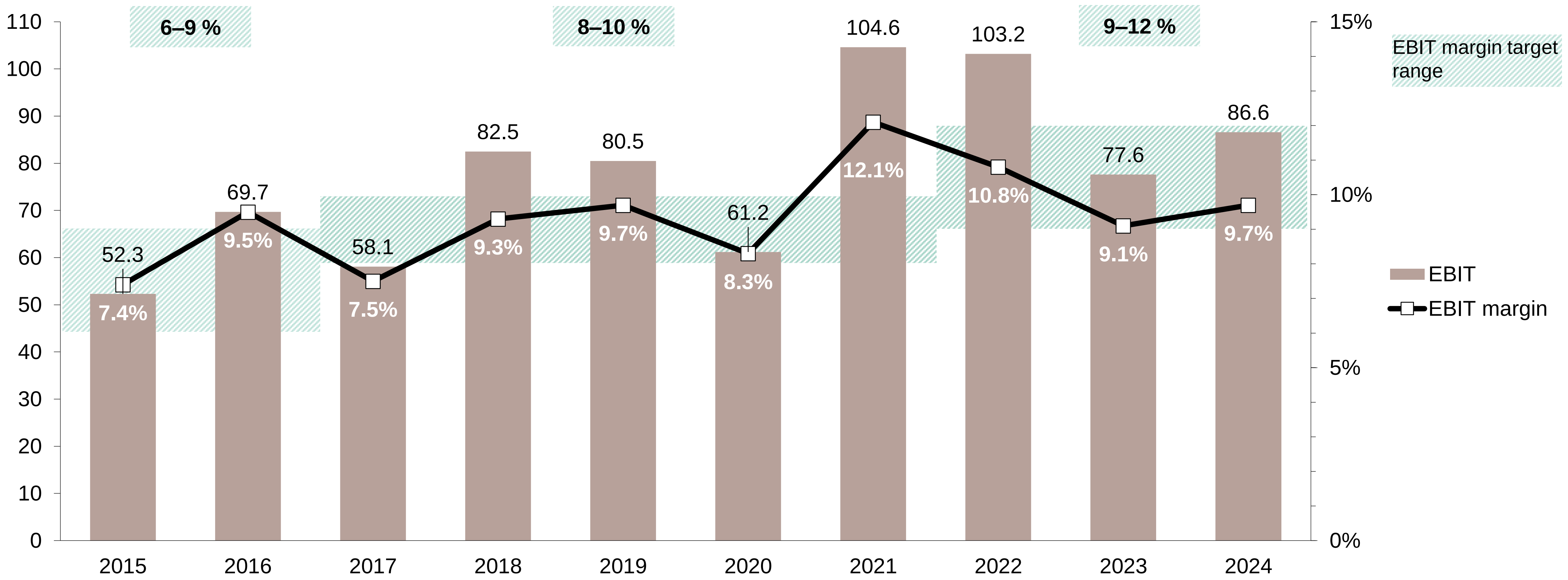
Sales split by customer market verticals

Sales by segment		Sales by customer market			2024 growth	Long-term growth drivers
Industry	31%	Industrials	• Test & Measurement • High Power Charging • General Industrial	19%	↘	Increasing demand for power and data connectivity (IoT, Industry 4.0,…)
		Aerospace & Defense		12%	↗	Communication satellite coverage Defense spending
Communication	40%	Fixed Network	• Communication Equipment Manufacturers • Fixed Access Network • Data Center	17%	↗	Data traffic growth, artificial intelligence
		Mobile Network		23%	↗	4G → 5G → 6G
Transportation	29%	Railway	• Rolling Stock • Rail Communications	19%	↗	Low-emission mobility Communication on the move
		Automotive	• Electric Vehicle • ADAS	10%	↘	Electrification Autonomous driving

Figures: Business year 2024 (as per 31 December 2024)

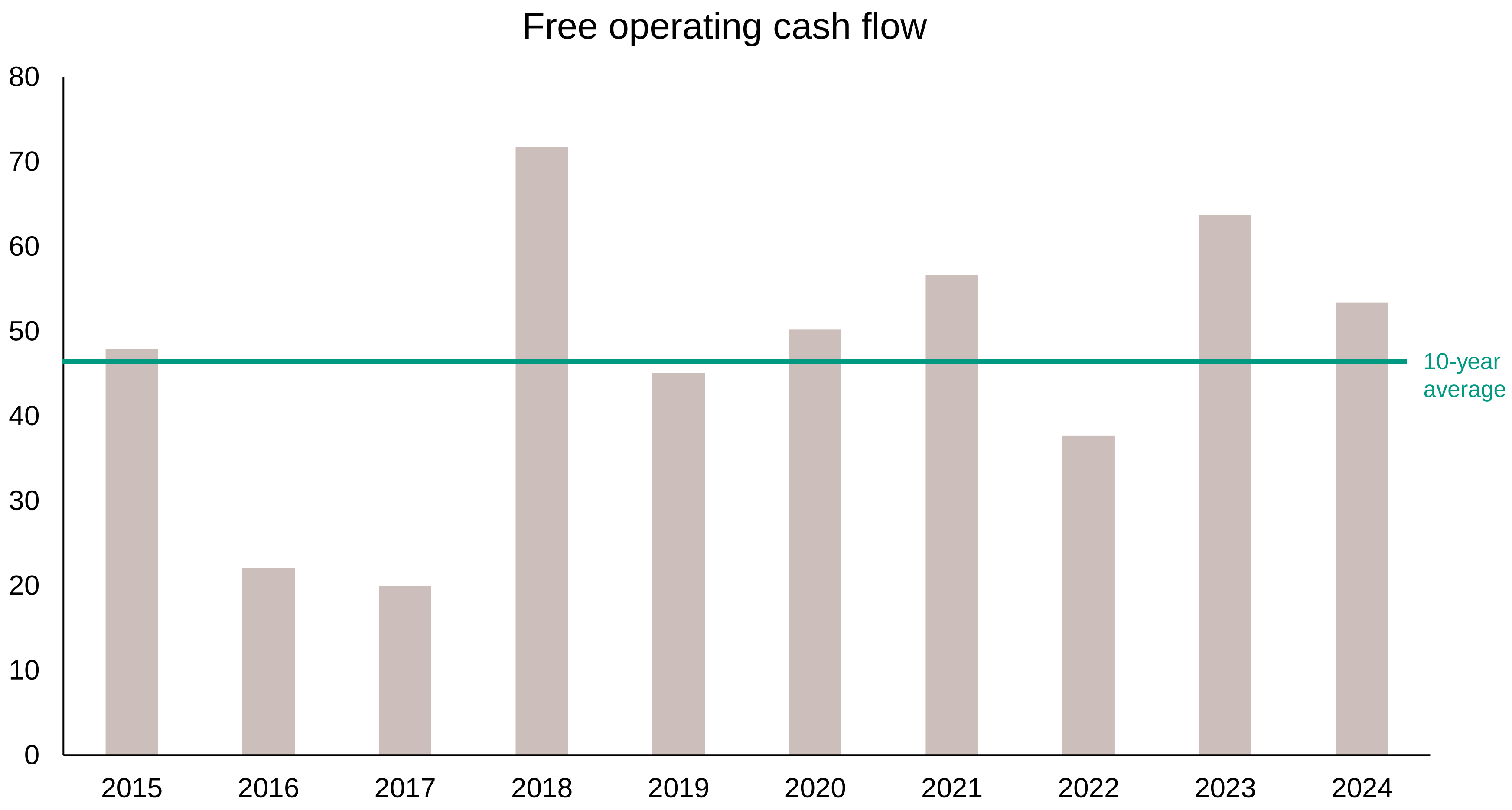
EBIT margin target consistently met

in MCHF



A healthy investment offering consistent returns

Solid cash generation and financial position

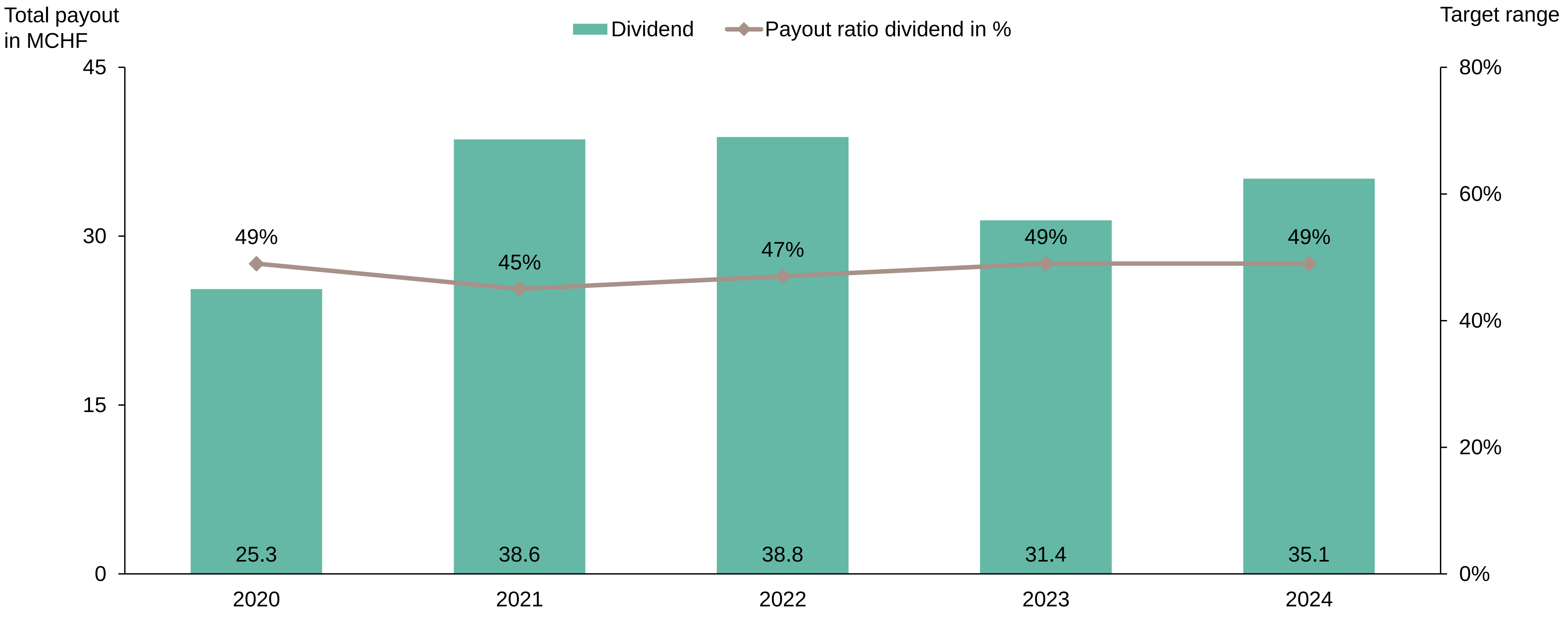


73.8%
Equity ratio

184.1
Net liquidity in CHF million

Latest figures as of 31 December 2024

Stable dividend and payout ratio at upper end of defined 40–50% range



Dividend per share	1.30	2.00	2.10	1.70	1.90

*proposed dividend

Connecting – today and beyond