

CORPORATE GOVERNANCE

Corporate governance

Phoenix Mecano's corporate governance promotes transparent and responsible management of the business and sustainable value creation. This corporate governance report generally follows the structure of the Directive on Corporate Governance (DCG) published by SIX Swiss Exchange. The remuneration report follows in a separate section starting on page 39.

GROUP STRUCTURE AND SHAREHOLDERS

Phoenix Mecano is a global technology company and has significant market shares in the international growth markets. In its three divisions, it manufactures components and system solutions in the form of technical enclosures, electronics components as well as electrical drives, mechanisms and control systems for adjustable comfort and healthcare furniture and hospital beds. Its main areas of application are mechanical engineering, measurement and control technology, electrical engineering, automotive and railway technology, energy technology, medical technology, aerospace technology, and home and hospital care.

The Group is split into three divisions: Enclosure Systems, Industrial Components and DewertOkin Technology Group. Within these divisions, parent companies responsible for product management operate with the help of global production sites and sales companies. In Switzerland, Phoenix Mecano is present at two locations: Kloten, from where Phoenix Mecano Management AG runs the Group's operations, and Stein am Rhein, which is home to the headquarters of the Group's holding company as well as to Phoenix Mecano Solutions AG, which distributes Phoenix Mecano's various product ranges in Switzerland.

The Group's overall structure has always been very lean. Operational responsibility lies with the management. The Extended Group Leadership Committee, including the operational managers of the Group's divisions, main business units and regions, assists with the coordination of business activities. The Group's operational structure is presented on pages 37 and 38. Detailed information about the scope of consolidation can be found on pages 60 to 62 of the consolidated financial statements. None of the shareholdings is listed. For DewertOkin Technology Group Co., Ltd., preparations are being made for a partial listing in China.

Cross-ownership

There is no cross-ownership between the subsidiaries or between the subsidiaries and the parent company.

Shareholders' agreements

There are no shareholders' agreements.

CAPITAL STRUCTURE

Capital/shares and participation certificates

The registered shares of Phoenix Mecano AG, Stein am Rhein, are listed on SIX Swiss Exchange, Zurich. As at 31 December 2025, the share capital was fully paid up and consisted of 960 500 registered shares (securities no.: 126133810; ISIN: CH1261338102; Reuters: PM.S; Bloomberg: PMN.SW) with a par value of CHF 1.00. All shares, apart from those

owned by the company, fully entitle the bearer to vote and receive a dividend. As at the balance sheet date, the company owned 42 565 registered treasury shares. Based on the 2025 year-end price of CHF 446, the market capitalisation as at 31 December 2025 was CHF 428 million. There are no bearer shares and no participation or profit-sharing certificates.

As at 31 December 2025, 1 234 shareholders with voting rights were entered in the Phoenix Mecano share register. Of the total shares issued, Phoenix Mecano AG held 4.4% as treasury shares. As at 31 December 2025, shares not entered in the share register accounted for 14.7% of the total.

Significant shareholders, each holding a share of the voting rights equivalent to over 3% of the share capital as at 31 December 2025

Name	Head office	2025	2024
in %			
Planalto AG ²	Luxembourg, Luxembourg	34.6 ¹	34.6 ¹
J. Safra Sarasin Investmentfonds AG	Basel, Switzerland	8.8 ¹	8.8 ¹
Tweedy, Browne Company LLC, Stamford, USA ³	Stamford, USA	8.5 ¹	8.5 ¹
Tweedy, Browne Global Value Fund ⁴ (A subdivision of Tweedy, Browne Fund Inc.)	Stamford, USA	7.2 ¹	7.2 ¹
Phoenix Mecano AG	Stein am Rhein, Switzerland	4.4	¹
UBS Fund Management (Switzerland) AG	Basel, Switzerland	5.2 ¹	5.2
Retraites Populaires	Lausanne, Switzerland	< 3.0	3.3 ¹
FundPartner Solutions (Suisse) SA	Geneva, Switzerland	< 3.0	4.2

¹ Shareholding not notified in the year indicated.

² The beneficial owner and person entitled to exercise voting rights is Gisela Goldkamp. The owner of the voting rights is Benedikt A. Goldkamp.

³ Tweedy, Browne Company LLC (TBC) is not a beneficial owner of the shares. TBC has been delegated voting authority pursuant to separate investment advisory agreements. Please note that included in the shares reported with this filing are 68 640 shares held by Tweedy, Browne Global Value Fund, a direct acquirer and beneficial owner.

⁴ Pursuant to an investment advisory agreement between Tweedy, Browne Global Value Fund (TBGVF) and TBC, TBGVF has delegated voting authority with respect to 68 640 bearer shares in Phoenix Mecano AG to TBC. TBC is not a beneficial owner of any of the shares. TBGVF is the sole beneficial owner of the shares.

This information is based on notifications by the aforementioned shareholders. Individual notifications can be viewed at the following link: www.ser-ag.com/en/resources/notifications-market-participants/significant-shareholders.html?issuedBy=PHOENIX

Change in capital

Year of buy-back	Cancelled shares Number	Average repurchase price CHF	Shares outstanding Number
2007/2008	58 500	510.74	1 011 000
2008/2009	33 000	336.42	978 000
2012/2013	17 500	467.54	960 500

Contingent and authorised capital

At present, the Group has no contingent or authorised capital.

Changes in capital

A share buy-back programme of up to CHF 30 million was launched in 2023. Initially, 1 073 shares were bought back in a fixed-price procedure.

A further 39 592 shares had been repurchased on a second trading line on SIX Swiss Exchange by the end of the buy-back programme on 14 November 2025.

In total, the number of shares repurchased on the second trading line and through the fixed-price procedure represents 4.2% of the current share capital.

The Board of Directors proposes that the 2026 Shareholders' General Meeting resolve to cancel the 40 665 registered shares acquired under the two share buy-back programmes and to reduce the share capital accordingly.

The company keeps a share register in which the names/company names, addresses and email addresses of the owners and usufructuaries of the company's shares are recorded. In relation to the company, the shareholder or usufructuary of shares is the person entered in the share register. If a person entered in the share register changes any of these details, they must notify the company of this. As long as this has not happened, all communications from the company to the address or email address previously entered in the share register shall be deemed to have been sent legally to the person entered in the share register.

Upon request, acquirers of registered shares shall be entered in the share register as shareholders

or usufructuaries with voting rights if they expressly declare that they have acquired these registered shares in their own name and for their own account. If the acquirer is not willing to make such a declaration, the company may refuse registration with voting rights. Acquirers may also be rejected if they do not expressly declare that: (i) there is no agreement to take back or return the shares concerned; and (ii) they bear the economic risk associated with the shares.

The application for an entry in the share register may be submitted electronically. The Board of Directors is responsible for maintaining the share register. It has delegated this task to sharecomm ag.

Convertible bonds and options

There are no convertible bonds and no options.

BOARD OF DIRECTORS

The Board of Directors is the company's senior management body and comprises at least four members. In the reporting year, the Board of Directors had six members. It usually holds meetings quarterly. Four Board of Directors meetings took place in 2025, each lasting an average of three hours.

Elections and terms of office

The members of the Board of Directors are elected individually by the Shareholders' General Meeting for a term of one year until the end of the next ordinary Shareholders' General Meeting. There are no restrictions on re-election. The Chairman is elected by the Shareholders' General Meeting from among the members of the Board of Directors for a term of office of one year, until the end of the next ordinary Shareholders' General Meeting. This term may

also be renewed. The Board of Directors designates someone to take the minutes, who does not necessarily have to be a member of the Board of Directors.

Definition of areas of responsibility

The powers of the Board of Directors are set out in the Swiss Code of Obligations as well as in Phoenix Mecano AG's Articles of Incorporation, which state that the Board of Directors is entitled to transfer the management or individual branches thereof and the representation of the company to one or more of its members or to other natural persons, pursuant to its own rules of procedure governing organisational matters, except where mandatory legal provisions stipulate otherwise. To this end, it may set up committees, appoint, monitor or recall delegates or appoint a management comprising one or more of its own members or external persons. The Board of Directors determines the powers and obligations of committees, delegates, management, deputy directors and executives with a power of attorney. The Board of Directors is authorised to take decisions provided that a majority of its members is present.

Decisions are taken by a majority of votes cast by those present. In the event of a tie, the Chairman has the casting vote. If the Chairman is unable to attend or is excluded from the decision-making, the Independent Lead Director has the casting vote. By law and pursuant to the company's Articles of Incorporation, the Board of Directors has the following main duties and powers:

- Preparation of the proceedings of the Shareholders' General Meeting, especially the annual report, financial statements and proposals on the appropriation of earnings
- Determination of corporate goals and the principles underlying corporate policy and strategy
- Determination of the company's policy on risks
- Decision-making regarding the establishment or cessation of major divisions of the company and authorisation of the acquisition or disposal of shareholdings, plus authorisation of any changes to the legal structure of the Group

- Decision-making on the budget and medium-term planning (product and market strategy, financial and investment guidelines)
- Allocation of signatory powers to members of the Board of Directors and determination of the principles governing signatures below that level
- Determination of the principles of reporting to the Board of Directors, approval of the principles governing the company's finances and accounts and also internal and external audits
- Preparation of the remuneration report and sustainability report

The Chairman performs an executive role. In the event of potential conflicts of interest, the Chairman is represented by the Independent Lead Director. The Chairman's executive duties include in particular:

- representing the company and the Group externally and overseeing public relations, including media contacts and corporate identity, as agreed internally with the CEO;
- monitoring compliance with and enforcement of Board of Directors' decisions;
- setting HR and wage policy, including pensions, unless otherwise determined by law, the Articles of Incorporation or the rules of procedure governing organisational matters;
- overseeing the acquisition and sale of investments and submitting proposals for approval to the Board of Directors;
- monitoring subsidiaries' budgeting processes.

Number of permitted activities (rules laid down in Article 25 of the Articles of Incorporation)

Members of the Board of Directors, the management and any advisory board may not carry out more than the following number of additional activities in comparable positions in other undertakings with commercial objects which do not control or are not controlled by the company:

- 15 paid mandates with undertakings, including no more than five mandates with undertakings whose equity securities are listed on a stock exchange,

where multiple mandates with different companies belonging to the same group count as one mandate; and
 – 10 unpaid mandates, where the reimbursement of expenses is not considered as remuneration. Mandates fulfilled by a member of the Board of Directors or the management at the instruction of the company are not covered by this restriction on additional mandates.

Cross-linkage

There is no cross-linkage. In other words, no member of the Phoenix Mecano AG Board of Directors serves on the supervisory board of a listed company of a fellow member of the Board of Directors.

Internal organisational structure

The Board of Directors is deliberately kept small and usually performs its duties collectively. The Audit Committee, first set up in 2003, is primarily responsible for monitoring external audits. In that task, it is supported by the Internal Auditing Department. The Audit Committee is chaired by Dr Florian Ernst in his capacity as a non-executive member of the Board of Directors. Dr Ernst is a certified auditor and has the necessary knowledge and experience of finance and accounting. Another member of the Audit Committee since 2024 is Dr Anna Hocker, a non-executive member of the Board of Directors. Mr Benedikt A. Goldkamp, Chairman of the Board of Directors, has also been an Audit Committee member since 28 September 2016. The CFO also attends meetings.

The Committee met twice in 2025. Each meeting lasted an average of three hours.

The Audit Committee works in an advisory capacity and prepares draft resolutions and recommendations for the attention of all members of the Board of Directors. Decisions are taken by the whole Board of Directors.

The Compensation Committee is the remuneration committee required by the Swiss Ordinance against Excessive Remuneration in Listed Companies Limited by Shares. The Compensation Committee meets as often as required, but at least once a year.

Two meetings took place in 2025, each lasting half an hour.

The existing members Beat Siegrist, Dr Martin Furrer and Claudine Hatebur de Calderón were proposed to the 2025 Shareholders' General Meeting for election individually and re-elected. The Compensation Committee draws up proposed remuneration guidelines for the Board of Directors and management. It can call on external compensation specialists to offer neutral advice or provide studies or data as a basis for comparison in setting remuneration. It also makes recommendations for Board of Directors compensation and the fixed and variable remuneration components for management.

It prepares the Board of Directors' decision concerning the remuneration of the Board of Directors and management and submits a proposal to the Board of Directors on this matter. Based on the Compensation Committee's proposal, the whole Board of Directors decides on the remuneration of members of the Board of Directors and management and submits its decision to the Shareholders' General Meeting for approval, in accordance with the Articles of Incorporation. The Chairman of the Board of Directors attends meetings of the Compensation Committee in an advisory capacity. He leaves the meeting when his own remuneration is being discussed. The CFO also attends meetings. The management has no say in determining its remuneration.

Information and control instruments vis-à-vis the management

The Board of Directors has a number of instruments to enable it to perform its duties vis-à-vis the management to the fullest extent. For example, the company has a management information system encompassing all Phoenix Mecano Group companies. It includes detailed balance sheet and statement of income figures and enables the company to obtain a quick and reliable picture of the income and assets of the Group, divisions or individual product areas and companies at any time. Reporting takes place monthly. The Chairman of the Board of Directors discusses the earnings and financial position with the management on a monthly basis. Regular meetings

with members of the management ensure that the other Board members are fully informed and have a sound basis for decision-making.

The dedicated, full-time Internal Auditing Department is accountable to the Board of Directors and reports directly to it. Key audit issues in 2025 were accounts receivable and inventory management, the internal control system, the risk management system, compliance, tangible assets, reporting, selected travel expenses and IT. Construction expenditure was also reviewed at two companies. A quality assessment performed by an external auditor (PricewaterhouseCoopers GmbH Wirtschaftsprüfungsgesellschaft, Frankfurt, Germany) in early 2022 confirmed that the Phoenix Mecano Group's

Internal Auditing Department complied with international standards. A quality assessment is carried out every five years.

The risk management system and the internal control system have proved invaluable and are continuously updated. Both instruments cover the entire Phoenix Mecano Group and are managed using integrated software.

Information on risks and how they are dealt with can be found in the risk management section on page 20 and in notes 22 and 23 to the consolidated financial statements on page 77.

An assessment of climate-related risks and opportunities can be found in the separately published sustainability report on pages 11 and 15.

Members of the Board of Directors and its committees

BOARD OF DIRECTORS

Benedikt A. Goldkamp
 Chairman
 Executive role
 Member since 2000
 Meeting attendance: 100%

Beat Siegrist
 Independent Lead Director
 Non-executive role
 Independent member since 2003
 Meeting attendance: 75%

Dr Florian Ernst
 Non-executive role
 Independent member since 2003
 Meeting attendance: 100%

Dr Martin Furrer
 Non-executive role
 Independent member since 2003
 Meeting attendance: 100%

Claudine Hatebur de Calderón
 Non-executive role
 Independent member since 2023
 Meeting attendance: 100%

Dr Anna Hocker
 Non-executive role
 Independent member since 2023
 Meeting attendance: 100%

AUDIT COMMITTEE

Dr Florian Ernst (Chairman)
 Independent member since 2003
 Meeting attendance: 100%

Dr Anna Hocker
 Independent member since 2024
 Meeting attendance: 100%

Benedikt A. Goldkamp
 Member since 2016
 Meeting attendance: 100%

COMPENSATION COMMITTEE

Beat Siegrist (Chairman)
 Independent member since 2013
 Meeting attendance: 100%

Claudine Hatebur de Calderón
 Independent member since 2024
 Meeting attendance: 100%

Dr Martin Furrer
 Independent member since 2013
 Meeting attendance: 100%

All members of the Board of Directors are elected for one year until the 2026 Shareholders' General Meeting.

Board of Directors

as at 31 December 2025



From left to right: Dr Martin Furrer, Claudine Hatebur de Calderón, Dr Florian Ernst, Benedikt A. Goldkamp, Dr Anna Hocker, Beat Siegrist

BENEDIKT A. GOLDKAMP (CH)

Executive role

Chairman of the Board of Directors since 20 May 2016
 Member of the Board of Directors since 2000
 Delegate of the Board of Directors and CEO from 1 July 2001 to 20 May 2016
 Born in 1969
 Resident in Lufingen (Switzerland)

Gained a degree in financial consultancy, followed by a Master of Business Administration from Duke University. 1996–1997: Worked as a strategy consultant at McKinsey & Co. 1998–2000: Managed the Group’s own production company in Hungary and several Group-internal restructuring projects. Has been a member of the management and Board of Directors of Phoenix Mecano AG since 2000.

DR FLORIAN ERNST (CH)

Non-executive role

Independent member of the Board of Directors since 2003
 Born in 1966
 Resident in Zollikon (Switzerland)

Graduated as Dr oec. HSG in 1996. Qualified as an auditor in 1999. Worked as an auditor at Deloitte & Touche AG in Zurich until 1999. Then held various positions in the banking sector, including as a mergers and acquisitions consultant and the CFO of an alternative investment company in Pfäffikon, Canton of Schwyz. 2008–2015: Occupied a number of posts at Deutsche Bank (Switzerland) Ltd, Zurich, including as Global Head Private Equity Distribution and advising clients in the Asset & Wealth Management Division. Since 2016 has performed various assignments, with a focus on private markets, as a partner at Finerco GmbH, Zollikon.

DR MARTIN FURRER (CH)

Non-executive role

Independent member of the Board of Directors since 2003
Born in 1965
Resident in Zumikon (Switzerland)

Gained a doctorate in law (Dr iur.) from the University of Zurich, then an MBA from INSEAD in Fontainebleau, and passed the bar examination of the Canton of Zurich. Started out as a lawyer for Baker McKenzie in Sydney, then became a strategy consultant for McKinsey & Co. in Zurich. Has been back working as a lawyer for Baker McKenzie in Zurich since 1997, specialising in mergers & acquisitions, real estate transactions, private equity and employee participation models. Has been a partner at Baker McKenzie since 2002.

BEAT SIEGRIST (CH)

Non-executive role

Independent Lead Director
Independent member of the Board of Directors since 2003
Born in 1960
Resident in Herrliberg (Switzerland)

Gained the following qualifications: Dipl. Ing. ETH in 1985, MBA INSEAD, Fontainebleau and McKinsey Fellowship. 1985–1986: Development engineer for data transfer with Contraves. 1987–1993: Con-

sultant and project manager at McKinsey & Co. responsible for reorganisation and turnaround projects in the machine industry. 1993–1996: Founder and CEO of Outsourcing AG. 1996–2008: CEO of Schweiter Technologies, Horgen. 2008–2012: CEO of the Satisloh Group and member of the Management Committee of Essilor. Since 2008 member and from 2011 to 2023 Chairman of the Board of Directors of Schweiter Technologies AG in Horgen. Member of the Board of Directors of INFICON Holding AG, Bad Ragaz, since 2010. 2013–2018: Chairman of the Board of Directors of Garaventa Accessibility AG, Goldau.

CLAUDINE HATEBUR DE CALDERÓN (CH)

Non-executive role

Independent member of the Board of Directors since 2023
Born in 1973
Resident in Zurich

Gained an Executive MBA from the University of St. Gallen, various training programmes in board-level leadership, sales and marketing, and strategic and business management at HSG in St. Gallen. 1996–2008: Worked for various companies – in the medical technology and automotive industries, among others – focusing on entry to the Swiss market as well as communication and marketing. 1998–2009: Member of the Board of Directors

of Cofinanz Hatebur AG. Since 2009 sole proprietor and Chairwoman of the Board of Directors of Cofinanz Hatebur AG and of Hatebur Umformmaschinen AG. Since 2017: Council member at Swissmem.

DR ANNA HOCKER (DE)

Non-executive role

Independent member of the Board of Directors since 2023
Born in 1991
Resident in Munich

Gained a BSc in Management (WHU) and an MSc in Management & Technology (TUM), followed by a Dr rer. pol. in Entrepreneurship from TU Dortmund University in 2022. 2017–2023: Worked as a strategy consultant at McKinsey & Company, then as an Executive Search & Leadership Advisory Consultant at Spencer Stuart & Associates, with responsibility for the Digital Practice in Germany. Since 2023 she has been the Co-Founder and Managing Director of Crafthunt GmbH, Europe's largest job platform for the construction industry.

Other activities and vested interests

See remuneration report page 45.

BOARD OF DIRECTORS: EXPERTISE AND EXPERIENCE

	Industrial experience	CEO experience	International experience	Financial expertise	Legal training	M&A experience	Digitalisation experience	Listed companies experience	HR expertise	Gender	Country of origin	Time as Phoenix Mecano director (years)	Independent	Age
Benedikt A. Goldkamp	■	■	■			■				m	CH	25	No	57
Dr Florian Ernst				■		■				m	CH	22	Yes	59
Dr Martin Furrer	■				■	■				m	CH	22	Yes	60
Claudine Hatebur de Calderón	■					■				f	CH	2	Yes	52
Dr Anna Hocker			■				■	■	■	f	D	2	Yes	34
Beat Siegrist	■	■	■			■		■		m	CH	22	Yes	65

Criteria

Industrial experience At least two years of management experience in an industrial company

CEO experience At least two years of experience as a CEO

International experience At least two years in a management position outside Switzerland

Financial expertise At least two years of experience as an auditor, in banking or as a CFO

Legal training Training in law, at least two years in a leading legal/compliance position or work in a leading audit firm

M&A experience M&A of at least one company

Digitalisation experience At least two years of experience in management of digitalisation projects

Listed companies experience At least two years of experience in the management of listed companies outside Phoenix Mecano

HR expertise At least two years of experience in human resources, HR consulting, HR services or executive search

Management



From left to right: René Schöffeler, Ines Kljucar, Dr Rochus Kobler, Dr Lothar Schunk

DR ROCHUS KOBLER (CH)
CEO

Member of the management since 2010
Dr oec. HSG, dipl. Ing. ETH/Msc
Born in 1969
Resident in Unterägeri (Switzerland)

1997–2002: Senior Engagement Manager at McKinsey in Zurich, Johannesburg and Chicago.
2002–2010: CEO and member of the Board of Directors of the international production and trading group Gutta. He was COO from 1 September 2010 to May 2016, and in June 2016 became CEO with responsibility for the operational management of the Phoenix Mecano Group.

RENÉ SCHÖFFELER (CH)
CFO

Member of the management since 2000
Certified accountant/controller
Born in 1966
Resident in Stein am Rhein (Switzerland)

Commercial training and active for several years in the banking sector. At Phoenix Mecano since 1989. After serving as controller (until 1991), Head of the Group Accounting Department (1992–1996) and Deputy Director of Finances and Controlling (1997–2000), he has been CFO since 2000. In this post, he is responsible for finances, group accounting, controlling, taxes, legal affairs and IT.

INES KLJUCAR (CH)
CCO

Member of the management until 31 August 2025
MSc International Management/MBA INSEAD
Born in 1980
Resident in Zurich (Switzerland)

2006–2010: Senior Consultant at Roland Berger Strategy Consultants. From 2010: Strategic Marketing Manager at Bosch Building Technologies and Körber Pharma. With the Phoenix Mecano Group since 2016, first as Deputy COO, then as Head of International Sales & Marketing and since 2023 as CCO in charge of Digitalisation, Marketing, Sales and M&A as well as strategic initiatives to develop new business models.

DR LOTHAR SCHUNK (CH)
COO

Member of the management since 2023
PhD Mechanical Engineering/
BSc Economics
Born in 1978
Resident in Zurich (Switzerland)

2008–2010: Project Manager Thin Film Fabs at Oerlikon Solar.
2010–2014: Strategy Consultant at Boston Consulting Group, most recently as Project Manager. From 2014: Director Process Office at Sidel, Tetra Laval Group. With the Phoenix Mecano Group since 2016, first as Deputy COO, then as Head of Operations & Technology in the Industrial Components division. Since 2023 as COO responsible for strategic management of the global network of production, technology and competence centres.

Other activities and vested interests

See remuneration report page 45.

MANAGEMENT

The management is chaired by the CEO. The CEO, CFO and COO are appointed by the Chairman of the Board of Directors. CCO Ines Kljucar left the company during the reporting year. The resulting vacancy was not filled, with a view to streamlining the organisational structure. The management aids the Chairman of the Board by coordinating the Group's companies and advises on matters affecting more than one division.

Other activities and vested interests

See remuneration report page 45.

Number of permitted activities

The number of permitted activities for members of the management is laid down in Article 25 of the company's Articles of Incorporation. The relevant rules are cited on page 30 f. in the Board of Directors section.

Management contracts

There are no management contracts between the Group and companies or persons with management duties.

Compensation, shareholdings and loans

Remuneration report: page 39 ff.; financial statements: page 47 ff.

SHAREHOLDERS' PARTICIPATION RIGHTS

Voting rights and proxy voting

Each share entitles the holder to one vote at the Shareholders' General Meeting. There is no restriction on voting rights. Shareholders may be represented at the Shareholders' General Meeting by their legal representative, another third party with written authorisation or the independent proxy. All the shares held by a shareholder may be represented by one person only.

Instructions to the independent proxy

The Board of Directors ensures that shareholders can also transmit their proxies and instructions to the independent proxy by electronic means. The Board of Directors determines the requirements applying to proxies and instructions. In the run-up to the ordinary Shareholders' General Meeting, shareholders can transmit their proxies and instructions to the independent proxy by electronic means. The independent proxy is elected for one year by shareholders at the ordinary Shareholders' General Meeting.

Quorums required by the Articles of Incorporation

Unless the law or the company's Articles of Incorporation stipulate that decisions be taken by a qualified majority, the Shareholders' General Meeting takes decisions by means of an absolute majority of the votes cast, irrespective of the number of shareholders present or the number of votes. In the event of a tie, the Chairman has the casting vote, except in elections, where the final decision will be taken by lots if need be.

The adoption and amendment of the Articles of Incorporation and any decisions entailing an amendment of the Articles of Incorporation must be approved by three quarters of the votes cast, irrespective of the number of shareholders present or the number of votes.

Convocation of the Shareholders' General Meeting/Inclusion of items on the agenda

The Shareholders' General Meeting (GM) is the company's top body. It is headed by the Chairman. Invitations to the GM are issued at least 20 days in advance of the meeting. The invitation must contain the agenda of the meeting and the proposals by the Board of Directors and shareholders who called for the convocation of a Shareholders' General Meeting or the inclusion of an item on the agenda. Shareholders representing shares totalling 3% of the share capital may request the inclusion of an item on the agenda. The written request including the shareholder's agenda items and proposals must reach the company at least 45 days prior to the Shareholders' General Meeting.

Shareholders' rights

All shareholders are entitled to attend the Shareholders' General Meeting. To participate and make use of their rights to vote and submit proposals, they must demonstrate their share ownership.

Entries in the share register

The share register is usually closed seven days prior to the GM. The Board of Directors may approve exceptional subsequent entries on request. The effective closing date is published in the invitation to the GM and in the financial calendar on the website.

CHANGES OF CONTROL AND DEFENCE MEASURES

Duty to make an offer

The limit for the obligation to make an offer pursuant to Article 32 of the Swiss Federal Act on Stock Exchanges and Securities Trading is 45% of the voting rights (opting up). Under the Swiss Stock Exchange Act, a potential acquiring company may be exempted from the obligation to make a public purchase bid (opting out). Phoenix Mecano has not made use of this possibility.

Clauses on changes of control

There are no change-of-control clauses. Nor are there any agreements about extending contracts in the event of a hostile takeover. This applies to serving members of the Board of Directors and management as well as to other executive staff.

AUDITORS

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

By a decision of the Shareholders' General Meeting on 22 May 2025, BDO Ltd, Zurich, were appointed as statutory auditors for the accounting and financial statements of Phoenix Mecano AG and as Group auditors of the consolidated financial statements of the Phoenix Mecano Group for a period of one year. BDO Ltd, Zurich, assumed the mandate as statutory and Group auditors in 2019. The lead auditor is Mr Christoph Tschumi. The lead auditor is replaced every seven years.

Auditing fees

In the 2025 reporting year, BDO received fees totaling EUR 542 000 for auditing the 2025 financial statements and consolidated financial statements.

Additional fees

BDO received additional fees of EUR 220 000 in the reporting year for tax and legal advice and miscellaneous services. Tax consultancy is largely provided by KPMG in the interests of independence.

Auditing fees and additional fees

in 1 000 EUR

	2025	2024
Total auditing fees	542	605
Tax consultancy	9	9
Tax declaration	0	0
Legal advice (mainly support with due diligence)	0	0
Miscellaneous ¹	211	218
Total additional fees	220	227
Total	762	832

¹ Mostly fees linked to audits for the planned partial IPO of the DOT Group.

Audit supervision and control instruments

Phoenix Mecano has a dedicated full-time Internal Auditing Department and a Board of Directors' Audit Committee. The external auditors attended both Audit Committee meetings in the reporting year. They inform the Audit Committee, both orally and in writing, of the outcome of the Group audit and the audit of the financial statements of Phoenix Mecano AG. Specific observations relating to the audit are presented to the Board of Directors in the form of a comprehensive report.

The Audit Committee assesses the auditors' performance and independence annually, based on the documents, reports and presentations they produce, and the relevance and objectivity of their observations. In so doing, the Committee also takes into account the opinion of the CFO. The amount of the auditors' fees is regularly reviewed and compared with the auditing fees of other industrial companies. It is negotiated by the CFO and approved by the Audit Committee. Other services provided by BDO are approved by either the CFO or the Audit Committee, depending on their scope.

All services performed outside the scope of the statutory audit mandate are compatible with the audit duties.

INFORMATION POLICY

Phoenix Mecano informs its stakeholders in an open and comprehensive way to create trust and promote understanding of the company. Its high level of transparency enables all stakeholder groups to make a full and accurate assessment of business development and prospects and the sustainability of management and corporate policy.

Relevant information about the Group's business activities is provided in its annual reports, half-year reports and media releases as well as at media and analysts' conferences and the Shareholders' General Meeting. Company representatives maintain regular contact with the capital market as well as media representatives, financial analysts and investors. This also includes roadshows in Switzerland and abroad and one-on-one meetings at the company's headquarters. During the reporting year, a Capital Markets Day was held, offering stakeholders a concise overview of the business areas and company strategy.

The calendar of events and publications and the contact details of the investor relations manager can be found on page 100. Detailed information is also available online at group.phoenix-mecano.com.

The Group's annual reports, latest media information and Articles of Incorporation can be downloaded:

- Annual reports/half-year reports: group.phoenix-mecano.com/en/annual-reports/
- Media information: group.phoenix-mecano.com/en/media
- Articles of Incorporation: group.phoenix-mecano.com/en/downloads
- Shareholders' General Meeting (invitation, results of votes): group.phoenix-mecano.com/en/investor-relations/general-meeting

Information about transactions by members of the Board of Directors and management can be found at the following link:

- www.ser-ag.com/en/resources/notifications-market-participants/management-transactions

For ad hoc disclosures, the relevant pages are:

- Pull link: group.phoenix-mecano.com/en/media
- Push link: group.phoenix-mecano.com/en/media/news-service-registration

Print media announcements are published in the Swiss Official Gazette of Commerce (SOGC).

GENERAL BLACKOUT PERIODS

For permanent insiders (members of the Board of Directors and the management as well as employees who have regular access to insider information as part of their duties) and temporary insiders, Phoenix Mecano's insider guidelines stipulate fixed blackout periods during which they may not trade in securities (e.g. Phoenix Mecano shares). The fixed blackout periods start on the day after the end of the reporting period for the annual results (i.e. on 5 January), half-yearly results (5 July) and quarterly results (5 April, 5 October) and end at the close of the first trading day after the public announcement of the results for the relevant reporting period. The fixed blackout periods must be observed regardless of whether the person concerned believes that they have insider information.

The Head of Corporate Communications maintains a list of permanent insiders. These individuals have confirmed by signature that they have taken note of, and will adhere to, the insider guidelines. The Head of Communications informs permanent insiders by email about the start of the fixed blackout periods. In addition, the CEO may set variable blackout periods for permanent and temporary insiders. No exemptions from these rules were granted in 2025.

Group operational structure

FINANCE AND SERVICE COMPANIES

SWITZERLAND
Phoenix Mecano Management AG
 8302 Kloten
 Managing directors:
 B. A. Goldkamp, Dr R. Kobler,
 R. Schäffeler, Dr L. Schunk

BRAZIL
Phoenix Mecano Holding Ltda.
 CEP 04726-160 São Paulo – SP
 Managing director:
 D. Weber

GERMANY
IFINA Beteiligungsgesellschaft mbH
 32457 Porta Westfalica
 Managing directors:
 M. Sochor, Dr L. Schunk,
 O. Huppertz

ConnectedCare GmbH
 48155 Münster
 Managing director:
 R. Lietzow

HPC SeKure GmbH
 82234 Wessling
 Managing director:
 M. Bergler

ENCLOSURE SYSTEMS

M. Wolpiansky

GERMANY
Bopla Gehäuse Systeme GmbH
 32257 Bünde
 Managing director:
 M. Wolpiansky

Kundisch GmbH & Co. KG
 78056 Villingen-Schwenningen
 Managing director:
 M. Wolpiansky

ROSE Systemtechnik GmbH
 32457 Porta Westfalica
 Managing director:
 M. Wolpiansky

INDUSTRIAL COMPONENTS

Dr R. Kobler

GERMANY
PTR HARTMANN GmbH
 59368 Werne
 Managing director:
 R. Klein

REDUR GmbH & Co. KG
 52382 Niederzier
 Managing directors:
 M. Sochor, Dr L. Schunk,
 O. Huppertz

RK Rose +Krieger GmbH
 32423 Minden
 Managing director:
 B. Riechers

RK Schmidt Systemtechnik GmbH
 66606 St. Wendel
 Managing director:
 A. Decker

Setago.io GmbH
 90402 Nuremberg
 Managing director:
 C. Kader

GROUP HEADQUARTERS, SWITZERLAND

Phoenix Mecano AG, Hofwisenstrasse 6, 8260 Stein am Rhein
 group.phoenix-mecano.com

MEXICO
PTR Hartmann, S. DE R.L. DE C.V.
 66467-San Nicolás de los Garza, NL
 Managing director:
 R. Klein

THE NETHERLANDS
PM Special Measuring Systems B.V.
 532 SN Enschede
 Managing director:
 R. Lachminarainsingh

SWEDEN
Phoenix Mecano AB
 35245 Växjö
 Managing director:
 P. Nilsson

CZECH REPUBLIC
ismet transformátory s.r.o.
 67139 Běhařovice
 Managing director:
 O. Huppertz

TUNISIA
Phoenix Mecano ELCOM S.à.r.l.
 1111 Zaghouan
 Managing director:
 C. Fitouri

PEOPLE'S REPUBLIC OF CHINA
PTR HARTMANN (Shaoguan) Co., Ltd.
 Shaoguan City
 Managing director:
 E. Lam

DEWERTOKIN TECHNOLOGY GROUP

Dr J. Gross

BRAZIL
DewertOkin do Brasil Ltda.
 CEP 04726-160 São Paulo – SP
 Managing director:
 D. Weber

GERMANY
DewertOkin GmbH
 32278 Kirchlengern
 Managing director:
 D. Flören

SWEDEN
DewertOkin AB
 35104 Växjö
 Managing director:
 D. Flören

SWITZERLAND
DewertOkin AG
 8260 Stein am Rhein
 Managing director:
 M. Kleinle (until 12 January 2026),
 Z. Yang (from 12 January 2026)

HUNGARY
DewertOkin Kft.
 6000 Kecskemét
 Managing directors:
 L. Rácz, J. Csákó (until 31 May 2026)

URUGUAY
DewertOkin Latin America S.A.
 Montevideo, 11.300
 Managing director:
 D. Weber

USA
OKIN America Inc.
 Shannon, MS 38868
 Managing director:
 M. Wafler

VIETNAM
Okin Vietnam Company Ltd.
 Binh Duong
 Managing director:
 S. Tan

PEOPLE'S REPUBLIC OF CHINA
BEWATEC (Zhejiang)
Medical Equipment Co., Ltd.

Jiaxing
Managing director:
Dr J. Gross

BEWATEC (Shanghai)
Medical Device Co., Ltd.

Shanghai
Managing director:
Dr J. Gross

DewertOkin Technology
Group Co., Ltd.

314001 Jiaxing City
Managing director:
Z. Yang

Jiaxing Made Management
Ltd.

Jiaxing City
Managing director:
R. Schäffeler

PRODUCTION AND
SALES COMPANIES

AUSTRALIA

Phoenix Mecano Australia
Pty Ltd.

Tullamarine, VIC 3043
Managing director:
S. Gleeson

BELGIUM

Phoenix Mecano NV

9800 Deinze
Managing director:
A. Meulewaeter

DENMARK

Phoenix Mecano ApS

6400 Sønderborg
Managing directors:
M. Wolpiansky, T. Aerne

FRANCE

Phoenix Mecano S.à.r.l.

94120 Fontenay-sous-Bois,
Cedex
Managing director:
L. Morlet

UNITED KINGDOM

Phoenix Mecano Ltd.

Aylesbury HP19 8RY
Managing director:
K. Cross

INDIA

Phoenix Mecano (India) Pvt.
Ltd.

Pune 412115
Managing director:
S. Shukla

ITALY

Phoenix Mecano S.r.l.

41123 Modena
Managing director:
E. Giorgione

THE NETHERLANDS

Phoenix Mecano B.V.

7005 AG Doetinchem
Managing director:
F. Ribourdouille

AUSTRIA

Phoenix Mecano GmbH

1090 Vienna
Managing directors:
Ch. Friedrich, T. Aerne

ROMANIA

Phoenix Mecano Plastic S.r.l.

550018 Sibiu
Managing director:
C. Marinescu

RUSSIA

Phoenix Mecano OOO

124489 Zelenograd, Moscow
Managing director:
M. Opushansky

SAUDI ARABIA

Phoenix Mecano Saudi
Arabia LLC

3451, Dammam
Managing director:
S. Shukla

SWITZERLAND

Phoenix Mecano
Solutions AG

8260 Stein am Rhein
Managing directors:
M. Jahn, W. Schmid

SINGAPORE

Phoenix Mecano S.E.
Asia Pte Ltd.

Singapore 408863
Managing director:
S. Shukla

SPAIN

Sistemas Phoenix Mecano
España S.A.

50197 Zaragoza
Managing director:
S. Hutchinson

HUNGARY

Phoenix Mecano
Kecskemét Kft.

6000 Kecskemét
Managing director:
A. Nübler

USA

Phoenix Mecano Inc.

Frederick, MD 21704
Managing director:
P. Brown

UNITED ARAB

EMIRATES

Phoenix Mecano Middle East
(FZE)

Sharjah – U.A.E.
Managing director:
S. Shukla

PEOPLE'S REPUBLIC OF CHINA

Mecano Components
(Shanghai) Co., Ltd.

201802 Shanghai
Managing director:
K. W. Phoon

Phoenix Mecano
Hong Kong Ltd.

Hong Kong
Managing directors:
E. Lam, Dr R. Kobler,
R. Schäffeler