

03

Sustainability report

↖	Back to main menu	
	Letter to stakeholders	21
	About Accelleron	22
	Sustainability at Accelleron	24
	Products and services	28
	Planet	39
	People	50
	Governance at Accelleron	61
	Climate related reporting	67
	GRI Index	71
	Glossary	74
	Independent Auditor's Limited Assurance Report	76

Sustainability progress and people at the center

Dear Stakeholders,

In 2025, Accelleron continued to make disciplined progress in embedding sustainability across our business, with a clear focus on robust governance, operational integrity, and our role as a corporate citizen and employer. Our approach reflects the understanding that sustainability is built through consistency, credibility, and integration.

Strengthening governance and transparency

Accelleron further strengthened its sustainability framework through the adoption of the Global Reporting Initiative (GRI) as our primary reporting framework. This reinforces transparency and benchmarking through standardized disclosures and clear links between sustainability topics, governance, and management actions.

We also achieved validation of our 2030 Scope 1, 2, and 3 near-term emission reduction targets by the Science Based Targets initiative (SBTi), confirming their alignment with climate science and our sustainability ambition. These steps support a disciplined and credible approach to environmental responsibility within our operations.

People, engagement, and inclusion

Employee engagement remains high across Accelleron. In 2025, our global engagement survey results reflected strong commitment and trust, placing Accelleron within the top range of the industry benchmark. Sustainability is widely recognized by employees as a meaningful part of Accelleron's purpose and a driver of engagement. Employees continue to rate diversity and inclusion highly, and we made important progress in this area during the year. In 2025, Accelleron achieved its target of 25% senior female leadership, on schedule. This milestone reflects sustained focus and intent, and we will continue to strengthen the pipeline of female leaders across the organization, as reflected in our new diversity target.

We see a clear link between engagement, inclusion, and long-term performance. Creating an environment where people feel respected, included, and able to contribute meaningfully remains a priority and an essential foundation for sustainable value creation.

Supporting an informed maritime energy transition

In 2025, Accelleron launched the Accelerating to Net Zero initiative to examine why shipping's energy transition is progressing more slowly than expected, and what needs to change. We identified the high cost of green hydrogen as the underlying problem behind delayed progress. That cost barrier creates knock-on barriers that work together to delay scale-up of these fuels.

Our analysis shows that shipping will need to pool investment with other hard-to-abate sectors that require the same fuels, in order to accelerate progress.

Drawing on research and insights from more than 50 senior stakeholders, this work reflects Accelleron's commitment to contribute constructively to the energy transition and to support collaboration that helps customers and partners move forward with confidence. It complements our innovation and product development efforts by aligning technology readiness with the broader energy system needed for carbon-neutral fuels, reinforcing our role as a reliable partner in maritime decarbonization.

Looking ahead

In 2026, our focus will remain on disciplined execution and partnership. We will continue implementing measures to progress toward our SBTi-validated targets and enhance collaboration with our suppliers on emission reductions. We will build on the Accelerating to Net Zero Initiative to mobilize a cross-sector collaboration needed to help unlock the energy transition for shipping. Responsible innovation and collaboration with our customers remain key to success. Our portfolio of digital optimization tools, alternative fuel-ready technologies, and energy efficiency solutions is evolving further to help customers meet their climate targets and regulatory requirements.

We will enhance our sustainability strategy and reporting with the results of our ongoing double materiality assessment and embed sustainability considerations into decision-making and incentives. We continue investing in our people through engagement, development, and inclusion initiatives. We want to advance on Accelleron's sustainability journey, grounded in our purpose of accelerating sustainability in marine and energy. Our direction remains clear: supporting customers in their decarbonization journeys, while steadily reducing our own environmental footprint.

I would like to thank our employees, customers, suppliers, and partners for their continued trust and collaboration. Together, we are strengthening Accelleron's capabilities, culture, and leadership pipeline, and reinforcing our position as a trusted partner and a responsible employer within the marine and energy industries.

Sincerely,



Annika Parkkonen
Chief Human Resources and
Sustainability Officer Accelleron

About Accelleron

As a global leader in turbocharging, fuel injection, and digital solutions for heavy-duty applications, Accelleron Industries AG provides technologies and services to support marine, energy, and industrial sectors. With our 100-year heritage, an installed base of more than 190,000 turbochargers, and over 3,200 skilled employees in approximately 100 locations in around 50 countries, we are continuously innovating to drive the energy transition forward and accelerate the decarbonization journey for our customers.

We do that in three ways. First, our turbochargers, fuel injectors, and digital solutions improve asset efficiency and reduce environmental impact by decreasing emissions, and by saving fuel, whether that's conventional fuel, transitional fuel like liquefied natural gas (LNG), or a future carbon-neutral fuel like methanol, ammonia, or hydrogen. Second, since decarbonization in marine and energy industries depends on the energy transition, we are intensively innovating to design new fuel injectors which are tailor-made for the special requirements of future carbon-neutral fuels. We are also designing turbochargers that are adaptable for multiple fuel requirements, and we support engine builders in simulating combustion processes for future carbon-neutral fuels (methanol, ammonia, and hydrogen), in order to ensure safe and efficient operation. Finally, our expanded digital offerings not only give marine customers the data needed to optimize vessel and voyage performance and efficiency, they also help ship owners and charterers to report on emissions accurately, and to optimize overall fleet operations to meet their decarbonization goals.

Value chain

Accelleron operates a global value chain that spans upstream suppliers, core manufacturing and service operations, and downstream customer engagement.

Upstream

We source raw materials such as steel and specialized components from a network of suppliers located mainly in Switzerland, Germany, Czech Republic, the United Kingdom, China, and India. These suppliers provide critical inputs for our manufacturing processes, including castings and precision parts. Our procurement practices emphasize quality, reliability, and compliance with environmental and social standards.

Core operations with global presence

Our core activities include the design, engineering, and production of turbochargers for medium-, low-, and high-speed engines and fuel injectors for medium- and low-speed engines. These products support conventional fuel, transitional fuel like liquefied natural gas (LNG), and future carbon-neutral fuels like methanol, ammonia, and hydrogen. Manufacturing takes place primarily in Europe (Switzerland and Italy) and China, supported by global sourcing activities, including a sourcing site in India, specialized remanufacturing services in the United States, and a contract manufacturing partnership in Korea for a single turbocharger product line.

Our headquarters and largest site, in Baden, Switzerland is the workplace of about one third of our employees and is home to approximately two thirds of long-lived assets.¹ It houses Group senior leadership, key global corporate functions, the global service center, research and development (R&D), and our main sourcing and manufacturing hub. Leadership, R&D, production, and sales for the fuel injection business are located in Turin and Brescia, Italy.² A full list of subsidiaries can be found in our Annual Report, page [126](#).

Downstream

Accelleron strives to take care of its customers, from designing turbochargers in close coordination with engine original equipment manufacturers (OEMs) to application engineering and the delivery of the best product for each customer application. Once an engine is in operation, Accelleron works to maintain or enhance its performance. Our primary customer segments include marine, power generation, oil and gas, and rail. Through its own network, Accelleron provides turbocharger services and spare parts from a single source. This allows Accelleron to offer a full-coverage service model, including lifetime service agreements and digital offerings, to its customers.

Divisions

Accelleron is organized into five divisions consisting of the two product business divisions High Speed and Medium & Low Speed, an integrated Service division, a Digital division, and Fuel Injection.

Accelleron generates revenues throughout the world: Europe is responsible for 34.9%, Asia, the Middle East and Africa (AMEA) for 43.1%, and the Americas for 22.0%.

¹ Long-lived assets meaning property, plant and equipment net of depreciation.

² A full list of subsidiaries can be found in our Annual Report, [Note 25 of the Consolidated Financial Statement](#).

Company values

Since its stock listing as an independent company on October 3, 2022, Accelleron has formulated a corporate purpose, vision, and set of values.

Our purpose is to accelerate sustainability in marine and energy.

Our vision is to boost innovative lifecycle solutions as a trusted partner in the energy transition for the benefit of our customers and society.

Our four values:



We are curious.

We are inclusive and learn from diversity.



We are all entrepreneurs.

We see opportunities and we have the courage to take ownership of them.



We trust each other.

We are ethical and we work with integrity.



We go further.

We are proud to exceed expectations.



Sustainability at Accelleron

Sustainability strategy

In September 2015, the United Nations (UN) identified and adopted 17 global Sustainable Development Goals (SDG). These SDGs represent an urgent call to action for all countries to act as part of a global partnership. In the same year, the Paris Agreement was adopted at the 21st UN Conference of Parties (COP 21). Its overarching goal is to “hold the global average temperature increase to well below 2°C above pre-industrial levels” and to “pursue efforts to limit the temperature increase to 1.5°C above pre-industrial levels”.

The UN SDGs and the Paris Agreement are two important frameworks that guide our sustainability efforts. For Accelleron, sustainability means integrating environmental and social aspects into Accelleron’s business model and working towards a world that achieves the goals of the Paris Agreement.

Our definition incorporates the triple bottom line approach, which considers the interconnectedness of environmental, social, and economic impact, supported by a mature governance structure. In our sustainability strategy, we structure these elements around three pillars: “Products & Services”, “Planet”, and “People”. We call this our 3P approach.

Embedding sustainability in our company

We are committed to building a culture where all employees work together to drive sustainability and make it an integral part of our business. We embed sustainability into our business model to support global sustainability goals while delivering long-term cost efficiencies, reducing regulatory risk, and strengthening our market competitiveness. Sustainability is a driving force for Accelleron as well as for our customers. We aim to partner to drive sustainable innovation.

Our governance processes such as our Articles of Association, Board Governance Rules, our purpose and vision, and our Code of Conduct (CoC) and our Supplier Code of Conduct (SCoC) articulate our organizational and behavioral principles. They build the fundamentals for our sustainability efforts and guide our sustainability commitments. We conduct regular evaluations to continuously improve our processes and policies, and our employees and business partners are trained in the relevant policy documents.

Sustainability trends and drivers

Our sustainability strategy is framed by important sustainability frameworks and customer needs, but also by global developments and trends. To understand sustainability trends and drivers, we monitor key upcoming regulations in major jurisdictions in the short to medium term. Moreover, we regularly engage with key stakeholders on sustainability and our sustainability strategy. An overview of stakeholder engagement on sustainability can be seen in the overview on this page.

Overview stakeholder engagement on material topics

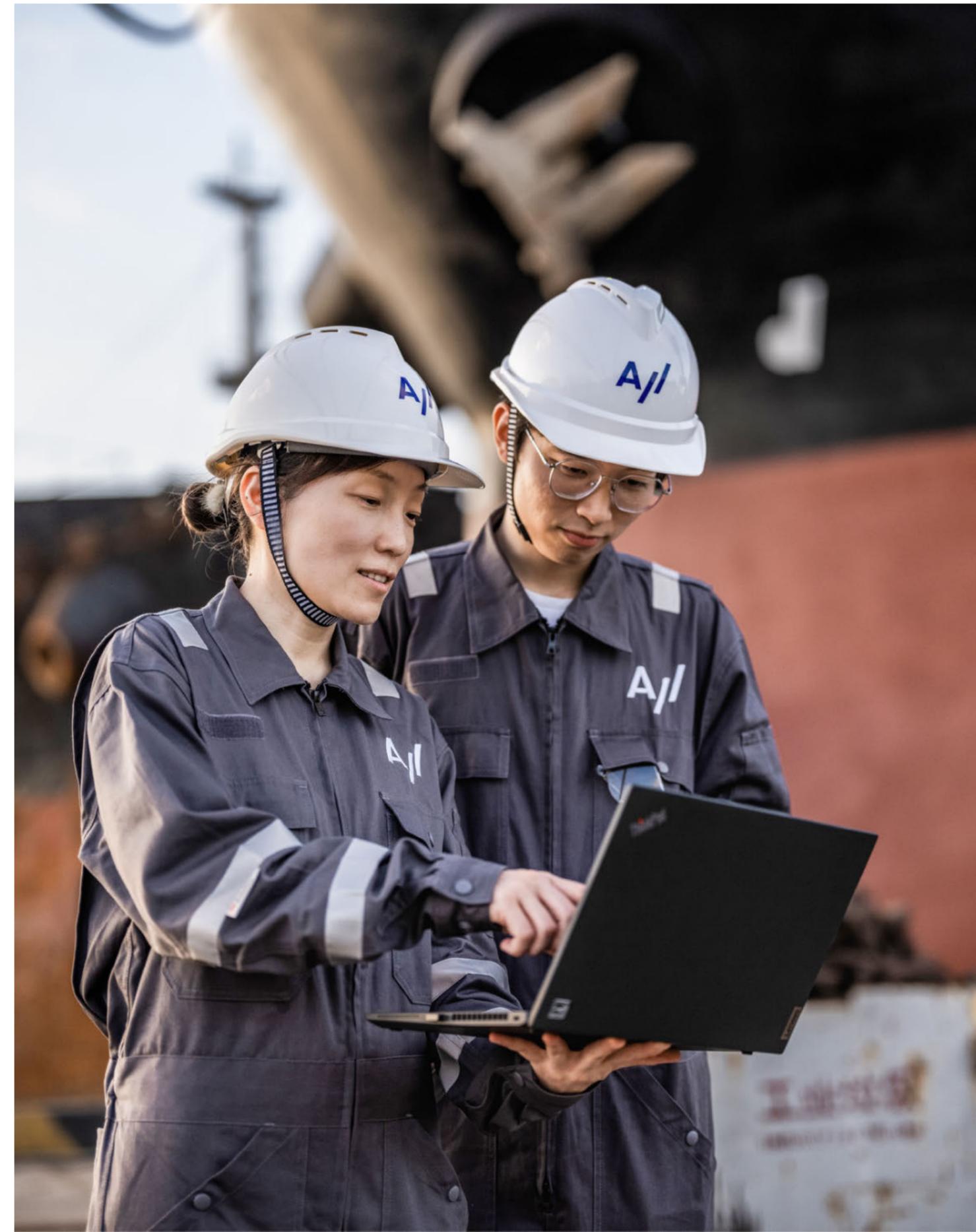
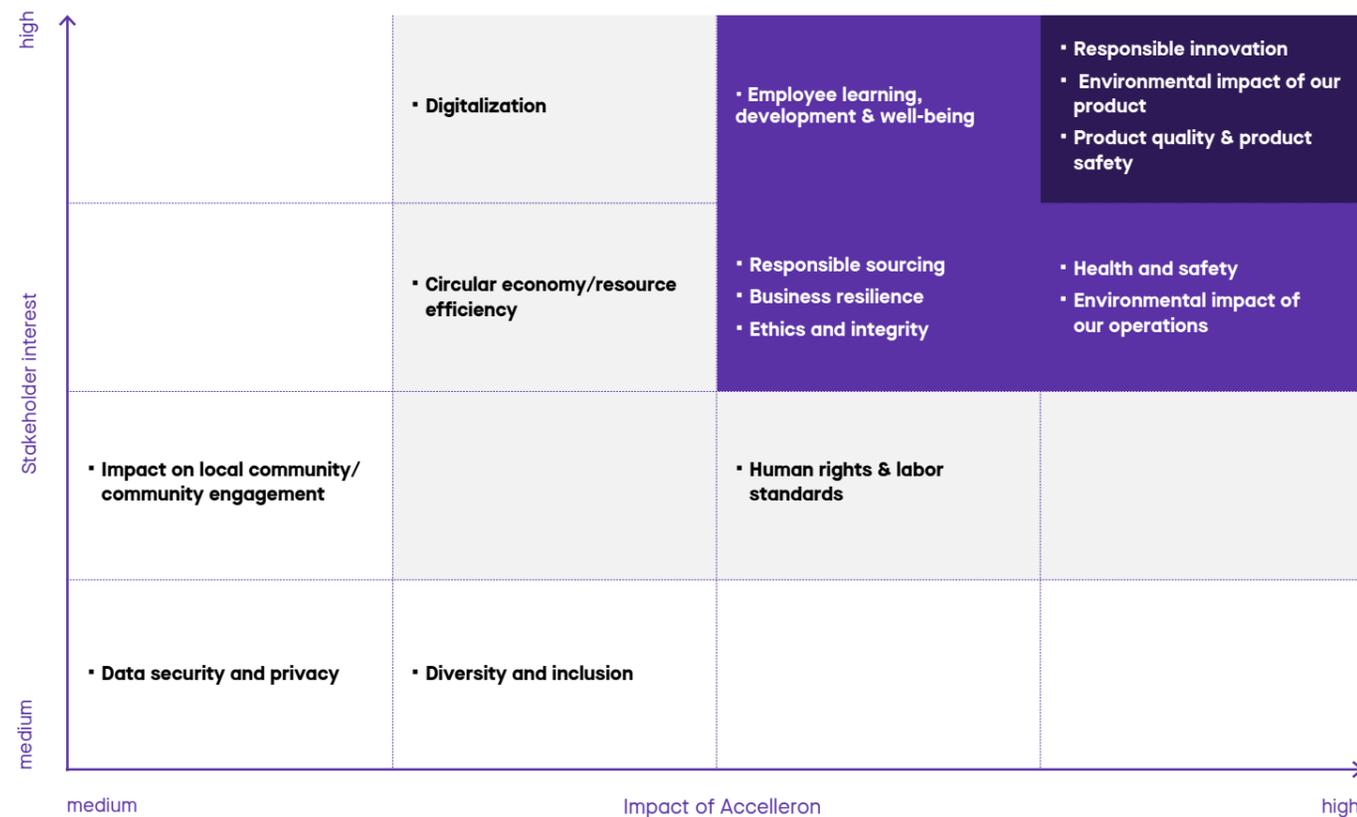
Stakeholder group	Why we engage	Engagement methods	Related material topics
Board/management	To support steering and to ensure cross-company dialogue and alignment on sustainability	Meetings, exchanges, and internal workshops	All material sustainability topics
Employees	To foster a responsible and inclusive workplace	Employee engagement survey, town halls, intranet updates, training programs, Employee Resource Groups (ERGs)	Diversity and inclusion, health and safety, employee learning, development and well-being, human rights and labor standards, community engagement, ethics and integrity
Customers	To understand expectations and improve satisfaction and relationships	Feedback surveys, customer service, regular customer meetings	Responsible innovation, environmental impact of our products, digitalization, data privacy and security, circular economy/resource efficiency
Investors & shareholders	To ensure alignment with long-term value creation	Roadshows, Capital Market days, calls and meetings with investor and proxy advisor, Annual General Meeting, media releases, financial and sustainability reporting	Governance, ESG performance, business resilience, ethics and integrity
Suppliers	To promote sustainable supply chains and innovation	Supplier audits and questionnaires, training, regular exchanges, workshops	Responsible sourcing, environmental impact of our products, human rights & labor standards, ethics and integrity
Local communities	To build trust and generate positive social and environmental impact	Community meetings, community engagement activities	Community engagement
Regulators & policymakers	To ensure legal compliance and contribute to policy development	Reporting, consultations, trade association memberships, conferences and events, meetings	All material sustainability topics
Society	To generate transparency, collaborate on sustainability, build reputation and understand social drivers and impacts	Press releases, website updates, social media, conferences and events, meetings	All material sustainability topics

Materiality analysis

To take a focused approach on our sustainability efforts, Accelleron has determined its most important sustainability topics based on a structured approach in line with the requirements of the Global Reporting Initiative (GRI). Accordingly, in 2022 we conducted a materiality analysis involving all relevant internal and external stakeholders, including customers, suppliers, employee and employer representatives, local communities, local government, non-governmental organizations, and investors. We established an internal, cross-functional working group which conducted interviews with 40 stakeholders. We applied a systematic approach to understanding the nature of each material topic, and asked stakeholders to evaluate their importance. The analysis was reviewed and validated by an external sustainability expert to ensure its credibility and objectivity.

Based on stakeholder engagement and internal analysis, we identified, assessed, and prioritized actual and potential impact to determine our 15 most material sustainability areas. The results have been reviewed by Group leadership and the relevant Board committee. The materiality matrix with all material topics is depicted below. The materiality matrix has not been updated compared to the report on 2024. Accelleron is currently running a double materiality analysis, and results will become available in 2026. We have therefore decided in alignment with the relevant Board Committee to not pursue any updates of the materiality matrix in 2025.

Accelleron's sustainability materiality matrix



Steering with targets

Our materiality matrix also served as a foundation for our targets on priority issues. We set sustainability targets that are drawn directly from our business and regulatory contexts and reflect our ambition to measure up to our purpose “Accelerating sustainability in marine and energy”. They also can be assigned to one of the 3P categories of our sustainability strategy: “Products & Services”, “People”, and “Planet”. Currently, we have 14 key targets, as can be observed in the overview on this page. These targets contribute to seven different SDG:

- SDG 3 Good health and well-being
- SDG 4 Quality education
- SDG 5 Gender equality
- SDG 7 Affordable and clean energy
- SDG 9 Industry, innovation and infrastructure
- SDG 12 Responsible consumption and production
- SDG 13 Climate action

Our targets are driving us towards continuous improvement. In 2025, we have updated four targets. In the people category we have reached our diversity and employee development targets. In both areas we have set ourselves new targets. The Health and Safety target was updated to also include the fuel injection business. We have reworded the water efficiency target for easier understanding, but the target KPI remains unchanged. The most important update is the external validation by the Science Based Targets initiative of our new absolute near-term climate reduction targets for Scope 1, 2, and 3. This underlines the importance we put on climate management and our ambition level.

Further details on all targets can be found in the specific report section.

Overview Accelleron sustainability strategy

People	Product and services	Planet
 <p>We contribute to social progress</p> <p>Health and safety Reach LTIFR 1.7 (per 1 million hours worked) by 2030.</p> <p>Employee development By 2030, every employee to have at least 24 hours learning per year.</p> <p>Inclusion and diversity Increase female leaders on all levels from 13% in 2025 to 17% in 2035.</p> <p>Local community Have at least one project that gives back to the community per year per local unit, starting 2027.</p>	 <p>We contribute to industry decarbonization through responsible innovation</p> <p>Responsible innovation Portfolio ready for alternative fuel by 2030, scalable and ready to sell in production.</p> <p>Responsible supply chain 100% of direct material suppliers in high-risk countries audited according to sustainability criteria by end 2028.</p> <p>80% of direct material suppliers to have business continuity plans including climate risk by 2030.</p> <p>Circular economy We will continue to promote and execute solutions to support customers in achieving their decarbonization targets, with a focus on our comprehensive portfolio of retrofits/upgrades that help equip existing vessels for the decarbonization and energy transition journey.</p>	 <p>We use resources more efficiently</p> <p>Environmental impact of our operations and our products</p> <p>SBTi validated near-term climate targets Reduce our Scope 1 and 2 CO₂ emissions by 50% by 2030 compared to 2023.</p> <p>Reduce our Scope 3 CO₂ emissions by 25% by 2030 compared to 2023.</p> <p>Environmental impact of our operations 3% reduction in “bought electricity/revenues” by 2030 vs. 2024.</p> <p>Zero waste to landfill and 90% waste recycling rate for non-hazardous waste by 2030.*</p> <p>Water usage in our operations: Move all service sites to more water-efficient cleaning processes by 2026.</p>
Governance as existing foundation		

* This target excludes USA, Middle East, and Africa.

Reporting framework and assurance

This report covers the Accelleron Group (unless otherwise stated) and the period January 1, 2025 to December 31, 2025. The reporting period, boundaries and consolidation approach are aligned with the financial reporting. There are no minority interests to be considered. Exceptions are clearly indicated throughout the report.

In 2025 we have aligned our reporting with a globally recognized sustainability standard. The 2025 Accelleron Sustainability Report is in accordance with the GRI standards reporting requirements. Material restatements have been made in comparison to the 2024 Accelleron Sustainability Report with regards to Scope 3 Transportation, category 4 upstream and category 9 downstream transport and Scope 3 category 1 emissions from supplied goods. Further details can be found in the [Planet section – Climate data](#).

This sustainability report is also aligned with the disclosure requirement of Art. 964 of the Swiss Code of Obligations. We base our climate-related reporting on the Swiss Ordinance on Climate Disclosures, and we are guided by the TCFD's "Recommendations of the Task Force on Climate-related Financial Disclosures" and the appendix "Implementing the Recommendations of the Task Force on Climate-related Financial Disclosures". The respective reporting can be found in the section [Climate-related reporting](#).

Accelleron has engaged KPMG to provide independent limited assurance for selected KPIs disclosed in the sustainability report 2025. The KPIs in scope of the limited assurance are Scope 1 and 2 GHG emissions, as well as Scope 3, category 4 upstream and category 9 downstream transport. These KPIs have been marked with a check mark in the [carbon footprint table in the Planet section](#).

Structure

We have structured this sustainability report around the 15 material topics identified in our materiality analysis, to provide transparency and a clear view of our activities for all stakeholders. We have grouped material topics into three pillars: "Products & Services", "People", and "Planet" according to our 3P approach to our sustainability strategy. We address these three areas in this report, highlighting the governance framework that helps us to achieve sustainable impact across each of them. For additional structure and clarity we have added a short summary table for each material topic at the beginning of the main section on the respective topic. The table contains an explanation on relevant impacts, risks and opportunities, the respective target or a KPI, and where appropriate an evaluation of progress towards reaching the target. Last but not least, the table establishes a link to the most appropriate SDG.

Information accuracy

The information in this report has been reviewed according to the four-eyes principle of data validation to ensure transparency and alignment across all internal departments, including: Human Resources, Health Safety and Environment, Legal & Integrity, Supply Chain, Finance, Product and Service divisions, and Technology.

For this non-financial report, we disclose our activities and progress in the materiality topics addressed. In doing so, we have relied on data and information from internal and external third-party sources that have been reviewed and/or verified using current methods and knowledge. The report also includes estimates, which are labelled as such. We have integrated the internal audit team into our reporting process to secure independent review and increase the level of control and reliability.

Reporting outlook

Due to recent developments in European legislation, particularly the "Stop the Clock" Directive and the "Omnibus" packages, we currently assume that we could potentially be subject to European reporting requirements under the Corporate Sustainability Reporting Directive (CSRD) earliest in 2028. We are also monitoring the evolving Swiss regulatory disclosure requirements, which we continue to be subject to.

After conducting a double materiality assessment for the Italian business in 2024, we used the learnings and started a double materiality assessment for the full group in 2025. Results will become available in 2026, and we will use them to enhance the maturity of our sustainability practices and reporting. The double materiality analysis will provide us with an updated understanding of the most important sustainability impacts, risks, and opportunities. We have set up a global project to conduct a comprehensive assessment across regions and functions. The project encompasses an analysis of major sustainability trends and drivers. We engage with internal and external stakeholders for relevant insights, including regional workshops to strengthen employee engagement on sustainability. Based on the comprehensive set of internal and external sustainability and business data that will be gathered throughout the project, we will update the current materiality matrix and the Company's sustainability strategy. Due to the ongoing update, the materiality matrix in this report has remained unchanged in comparison to the previous reporting year.

Products and services

Accelleron supports decarbonization and the energy transition with its products, services, and innovation. Accelleron's customers face increasingly strict compliance requirements for carbon emissions and the transition to future carbon-neutral fuels. Our core purpose is to accelerate sustainability in marine and energy industries, through our portfolio of technologies and services strategically designed to maximize fuel efficiency and thus reduce operational emissions for marine and energy operators. When operators convert from conventional fuels to future carbon-neutral fuels like green methanol, ammonia, and hydrogen, such efficiency will also remain paramount in ensuring the most economical use of those fuels, and to supporting operators in achieving increasingly ambitious emissions reduction targets.

Of all existing technologies, turbochargers provide the most economical and sustainable way of boosting engine power and efficiency, by harnessing the energy from engine exhaust to quadruple engine output without needing to increase the engine size or weight. By doing so, they reduce the amount of building materials needed, which conserves natural resources and mitigates the environmental impact of resource extraction and processing and consequently carbon emissions. Accelleron's turbocharger products are engineered to increase power density by three to four times, leading to reductions in carbon emissions compared to a combustion engine without turbocharging, due to the avoided material use.

At the same time, turbochargers increase engine efficiency in comparison to non-turbocharged engines, reducing fuel consumption and thus emissions. Accelleron turbochargers are known in the market for superior efficiency resulting in greater operational emissions reductions.

Accelleron turbochargers also support deeper emission reductions by supporting the shift from conventional to transitional and carbon-neutral fuels like methanol, ammonia, and hydrogen. The Company's turbochargers are widely used to enable LNG dual fuel engines, which emit around 20% fewer emissions than those using conventional fuels. At the same time, R&D innovates for carbon-neutral fuels, actively supporting engine pilots for green methanol, ammonia, or hydrogen, with the first methanol and ammonia ships already setting sail.

Accelleron's wide range of service offerings keep our turbochargers running at optimal efficiency, precision, and performance throughout their lifetime. In addition, Accelleron has developed a robust turbocharger upgrade program to allow existing ships to increase their fuel efficiency and lower emissions, meet new sustainability standards, and extend the commercial lifetime of ships.

While the majority of our service revenues are still based on diesel engines (about three quarters vs. one quarter mainly operating on gas¹), the majority (about 50–55%) of new turbochargers are applied on gas engines (vs. about 45% on diesel engines), with a small share already applied on dual fuel engines able to run on new carbon-neutral fuels like green methanol or ammonia.

Accelleron's expansive digital offering adds another dimension of efficiency and emissions reductions for our customers. Our digital technologies range from data insights that focus on optimizing turbocharger and fuel injector performance, to Tekomar XPERT, which addresses key engine and vessel performance parameters, CII² ratings, and emissions certificates, to voyage optimization and supports the entire charter process.

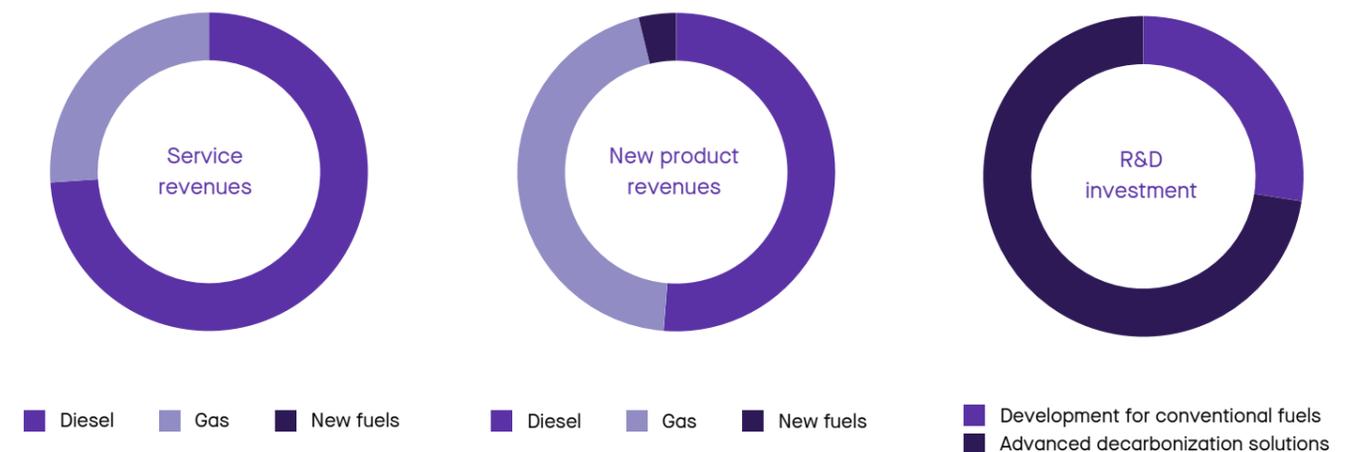
Accelleron's fuel injectors are especially essential to enabling the energy transition. They are designed to handle the special material requirements of future carbon-neutral fuels. Fuel injectors are also engineered to meet the complex design requirements of new dual fuel engines, which require multiple, specific injectors for different fuels.

Accelleron continuously innovates across every aspect of our portfolio, synthesizing new turbocharging and fuel injection design concepts, digital insights, and service offerings, to accelerate our customers' journeys to a net zero future, and reduce the environmental impact of future products over their lifecycle. R&D activities are largely focused on decarbonized operations, with a significant share of the relevant R&D investment linked, for example, to turbocharger applications designed for utilization with future carbon-neutral fuels, e.g., methanol, ammonia, and hydrogen, digital solutions for emissions reductions, and further innovation activities focused on decarbonization.

The remainder of the relevant R&D budget is spent on development or improvement of turbochargers for applications, which, for the foreseeable future, will continue to use conventional fuels (diesel and natural gas)³. Development activities for conventional fuels include the development of high-efficiency turbochargers for high-speed diesel engines in applications like emergency back-up power generation, where the use of carbon-neutral fuels is not expected to be widespread in the near future.

Accelleron's technology leadership yields ongoing business benefits in the short, medium, and long term, as decarbonization progresses.

Exposure to different fuel types and technologies in service, products, and R&D



¹ In energy applications (majority are gas applications), our products are normally used with natural gas or biogas exclusively, while in marine applications, our products are also installed on dual fuel engines that can be run on diesel and natural gas. In the near future, other alternative fuel options such as methanol and ammonia are considered relevant for dual fuel applications.

² The Carbon Intensity Indicator (CII) is a measure of how efficiently a ship transports goods or passengers and is given in grams of CO₂ emitted per cargo-carrying capacity and nautical mile.

³ Share of R&D budget covering product development and innovation activities excluding depreciation and maintenance of test infrastructure, protection of intellectual property, and development activities for the optimization of manufacturing technologies. Normally dual fuel engines are able to run on diesel/natural gas and one of these additional fuels.

Medium & Low Speed

The Medium & Low Speed segment produces and services turbochargers with power outputs ranging from 0.6 to 30 megawatt (MW). These turbochargers are used mainly in marine and related applications (e.g., merchant vessels such as container ships, bulk carriers and tankers, and passenger vessels), electric power generation applications, and, to a lesser extent, railway applications.

Maritime sector

The overall maritime market remains committed to decarbonization, despite the postponement of new global carbon pricing regulation.

The International Maritime Organization (IMO) Revised Greenhouse Gas (GHG) Strategy sets out the ambition of reaching net zero GHG emissions in international shipping by or around 2050, alongside a target for at least 5% (striving for 10%) of energy used by international shipping to come from low-carbon or carbon-neutral fuels by 2030, and indicative checkpoints of 20–30% emissions reduction by 2030 and 70–80% by 2040, relative to 2008 levels⁴. The IMO Net Zero Framework (NZF) is intended to operationalize that strategy by establishing the first global, industry-wide mechanism for pricing carbon emissions.

In October, the IMO postponed the adoption of the NZF by one year. At the same time, 2025 saw a contraction in overall new build ship orders following a record high in 2024. Against this backdrop, DNV, an international accredited registrar and classification society, recorded a 24% decline in the gross tonnage of new ships ordered to run on alternative fuels in 2025. Despite this slowdown and continued regulatory uncertainty, liquefied natural gas (LNG) orders remained relatively level with 2024, driven partly by continued strength in the container segment and supported by expanding bunkering infrastructure.⁵

This resilience is also partly influenced by the European Union climate policy framework. Under the European Union Emissions Trading System (EU ETS), cargo and passenger ships above 5,000 gross tonnage calling at European Union ports are required to monitor, report, and surrender allowances for their greenhouse gas emissions.⁶ In parallel, the FuelEU Maritime Regulation, which entered into force on 1 January 2025, requires ships above 5,000 gross tonnage calling at European Union and European Economic Area ports to progressively reduce their carbon intensity through increased uptake of low-carbon and carbon-neutral fuels.⁷

Although the IMO NZF has been postponed, the IMO GHG Strategy, the EU ETS, and FuelEU Maritime remain unchanged. Energy efficiency measures like turbocharger upgrades and digital installations continue to be prioritized to support near-term emissions reductions and augment the benefits of transitional and carbon-neutral fuels, indicating that maritime decarbonization efforts continue, despite delayed global carbon pricing.

Over 90% of the confirmed commercial ammonia dual fuel vessels in the global fleet order book will be equipped with Accelleron's A100 and 200-L series turbochargers.

Following the successful completion of the first upgrade project using Accelleron's FiTS2, a fully automated turbocharger cut-out system, with verified fuel savings from Accelleron's Tekomar XPERT software, an order

for a new vessel type is now underway. The design phase has been successfully completed, and execution has officially begun.

Accelerating to Net Zero – thought leadership initiative and report series

In 2025, Accelleron launched Accelerating to Net Zero, a multi-year thought leadership initiative, featuring reports examining the deadlocks in shipping's energy transition and proposing a cross-sector approach to unlocking progress.



Accelleron's first report, **Deadlock: What's stopping shipping's energy transition**, establishes the urgency clearly: in 2024, "shipping emissions climbed to an all-time high", precisely when they should have begun to decline. To meet or exceed the International Maritime Organization's 2030 emissions target, efficiency must go viral, and the technology already exists to do that. But efficiency alone cannot close the net zero gap. To do that, the industry must complete its energy transition.

As CEO Daniel Bischofberger states, "We built the ships. The fuels did not come". Ships and engines are ready for carbon-neutral fuels, but scalable supply has not matched the pace of technological development. The fundamental challenge is that shipping's transition depends on e-fuels derived from expensive green hydrogen. To operate as a net zero global industry, shipping will need 100–150 million tons of green hydrogen per year by 2050, part of the 500–600 million tons required annually by all hard-to-abate sectors, and requiring USD 9 trillion in cumulative investment.

Drawing on insights from nearly 50 senior stakeholders, Accelleron's reports further identify five deadlocks preventing e-fuel development: fragmented fuel pathways, geographically restricted supply, a green finance gap, regulatory challenges, and port infrastructure bottlenecks. These systemic barriers reinforce one another, making them difficult for shipping to unlock alone. Accelleron concludes that progress will depend on a broader cross-sector energy transition anchored at ports, with ports taking on roles as producers, receivers, connectors, or large-scale export sources for carbon-neutral fuels.

The first global report launched at London International Shipping Week, followed by the Asia Pacific edition at Marintec and Pudong Shipping Week in Shanghai. The initiative continues into 2026 to advance dialogue, build clarity, and mobilize the cross-sector collaboration needed to help unlock the energy transition for shipping.

Energy sector

The energy sector has experienced a strong rebound, primarily fueled by U.S. demand for balancing power and off-grid energy supply for data centers. As alternative technologies face long lead times (such as gas turbines) or regulatory hurdles (like nuclear power), medium-speed gas engines are emerging as an increasingly attractive solution in this rapidly evolving market landscape.

⁴ International Maritime Organization. (2023, July 7). Revised GHG reduction strategy for global shipping adopted. IMO. <https://www.imo.org/en/mediacentre/pressbriefings/pages/revised-ghg-reduction-strategy-for-global-shipping-adopted.aspx>.

⁵ DNV. (2026, January 8). LNG-fueled container ships sustain alternative fuel share of global orderbook amid industry slowdown. <https://www.dnv.com/news/2026/LNG-fuelled-container-ships-sustain-alternative-fuel-share-of-global-orderbook-amid-industry-slowdown/>.

⁶ European Parliament & Council of the European Union. (2023). Directive (EU) 2023/959 amending Directive 2003/87/EC as regards the inclusion of greenhouse gas emissions from maritime transport in the EU emissions trading system. <https://eur-lex.europa.eu/eli/dir/2023/959/oj>.

⁷ European Parliament & Council of the European Union. (2023). Regulation (EU) 2023/1805 on the use of renewable and low-carbon fuels in maritime transport (FuelEU Maritime). <https://eur-lex.europa.eu/eli/reg/2023/1805/oj>.

Production of Accelleron's large radial-type turbochargers under the new contract manufacturing agreement with HD Hyundai Marine Engines, signed in September 2024, is progressing as planned. The first sales of turbochargers are ramping up, while two additional types are in advanced stages of preparation. The resulting reduction in upstream and downstream transportation-related CO₂ emissions is already becoming evident.

➤ Next steps

- Accelleron remains fully committed to supporting engine designers and manufacturers in expanding their portfolios of alternative fuel-capable engines, while also helping shipowners and operators adopt advanced fuel-saving technologies.
- In the second half of 2026, Accelleron aims to commercialize and launch turbochargers with increased energy efficiency benefits. Additionally, the application of multiple ACCX300-L units on large low-speed engines – known as the TWIN concept – will be explored in collaboration with engine designers. This concept offers distinct advantages for shipowners and operators, including enhanced operational flexibility and tangible fuel savings.

High Speed

The High Speed segment produces and services turbochargers with power outputs ranging from 0.5 to 5 megawatt (MW). Accelleron's High Speed turbochargers are used mainly in electric power generation (gas-fired engines for base load power, combined heat and power, and balancing power, and back-up power that mostly runs on liquid fuels) and onshore oil and gas (primarily gas-fired engines driving compressor stations for gas pipelines), as well as in marine and, to a limited extent, off-highway applications.

The energy transition, electrification, and digitalization continued to have a significant impact on the high-speed market. The growing demand for electrical power, mainly driven by the data center industry, is a challenge to grids, where capacity constraints in some regions have prompted the need for flexible, reliable, decentralized power solutions. High-speed engines fueled by natural gas are one potential solution. Accelleron has positioned itself as player in the market for high power density back-up solutions. The high performance allows the engine power density to be increased, resulting in more than 30% reduced engine weight per kW and therefore less resources consumed.

Major trends in the high-speed engine industry are increasing power density, higher efficiency, and improved engine start-up capabilities for balancing and back-up applications. A new bearing technology with less friction has also been released for sales improving the acceleration and efficiency of turbochargers and engines.

Despite the disruption by changing US tariffs and the increased volume of products shipped to North America, efforts were made on reducing our CO₂ footprint from transportation by replacing air freight with sea freight for transportation from Europe to North America, with sea freight accounting for 43% of total shipped volume in the High Speed division in 2025. The share of localized products in China has reached more than 75% for High Speed, reducing the need to ship goods from Europe to China. Carbon footprint figures for transportation can be found in the [Planet section – Climate change and decarbonization](#) of the report.

➤ Next steps

In 2026, the High Speed division will further increase the use of sea freight for outbound transportation and increase the application of our latest products, such as A240-H and Power2 341-H, to drive engine power density and efficiency further. Both products are applied in gas-fired power applications.

Service

The Service division is an important contributor to Accelleron's success, providing spare parts and services for both High Speed and Medium & Low Speed turbochargers. Accelleron turbochargers are typically operated for up to 8,000 hours a year and are in operation up to 30 years or more, depending on the application lifetime. Turbochargers require regular maintenance to ensure peak condition and optimum performance throughout their lifecycle.

Every year Accelleron supports more than 5,000 end customers around the globe, employing more than 600 trained service engineers at over 100 locations and in more than 50 countries of operation around the world. They have 24/7 support from the global spare parts center in Switzerland, which can deliver parts to any airport in the world within 48 hours. All Accelleron service engineers are trained and certified according to Swiss quality and safety standards.

Accelleron not only supplies spare parts with high availability and within short delivery times but also carries out the maintenance work. This work gives our service teams practical knowledge of product lifecycles, so they can simultaneously consult with customers, learn about their needs, and demonstrate how to better use the equipment.

In 2025 we executed 15,000 service jobs in the field or workshop. Regular inspections and servicing prevent wear and tear from escalating into major failures. Repairing or replacing components instead of exchanging entire turbochargers enhances the lifespan and reduces waste. It also ensures continued efficiency. By keeping a medium-speed turbocharger operated with heavy fuel oil (HFO) in peak performance through maintenance and removal of contamination, the efficiency improvement is in the range of about 1.5 to 2.0%, with a similar improvement in fuel consumption.⁸

In addition, Smartly Enabled Services (SES) allow Accelleron to optimize turbocharger maintenance, performance, and customer experience individually, using application-based operational data. Accelleron uses turbo analytics to identify and exploit further potential for efficiency in turbocharger operation, and to develop anomaly detection models. We are also developing digital twins of our turbochargers based on physical modeling and operational data. These will allow us to enhance our turbocharger health analysis with predictive capabilities and further tailor our service offerings to individual customer needs. This includes keeping products and components in use by prolonging their lifespan until the next overhaul, and preponing overhauls to ensure high efficiency and uptime, and to avoid unplanned interventions or breakdowns.

As part of our new circularity concept started in 2024, we have developed repair solutions for high-speed turbochargers, in connection with our remanufacturing and turbocharger pool service offerings. Further details of this can be found in the [Planet section – Circularity](#).

⁸ The reduction will of course depend on the contamination, application, engine, and fuel type.

Upgrades enhance decarbonization

Accelleron's service organization has a dedicated team that develops, promotes, and supplies product upgrade packages to customers. The key benefits for our customers are increased performance, reduced fuel consumption, lower emissions, extended component lifetime, and even asset value retention. Our upgrades enable the customer to meet stricter emissions legislation and support their decarbonization journey. Most upgrades can be implemented quickly during port stays, or as part of a standard overhaul, by retaining turbocharging casings and exchanging only internal rotating parts.

We are tracking the emissions that are avoided thanks to our upgrades since 2019. Over the years, there have been fluctuations in the amount of CO₂ avoided due to the specific upgrades installed, however, the overall trajectory has been an increase in avoided emissions. In 2025, avoided emissions were calculated at 193 thousand tons of CO₂. In 2025 avoided emissions mainly resulted from performance upgrades and not from fuel conversion. The calculated avoided emissions are based on fuel consumption reductions achieved by the performance upgrades, which range from 0.6–10% depending on the upgrade package. In some cases, the specific utilization of the power installation is calculated according to running hours per year and average engine power. If this information is not available, utilization parameters are assumed based on Accelleron's own industry experience: 85% load and 5,500 running hours RH/year for marine applications, 100% load and 7,000 RH/year for stationary applications. In cases where a fuel conversion is implemented, the amount of avoided emissions is even higher than for an upgrade without fuel change. This is because the upgraded system runs on, for example, natural gas, which produces around 20% less CO₂ than diesel. This results in a greater reduction in carbon emissions. Overall, CO₂ avoided calculation is related to upgrade projects implemented in the reporting year. We do an analysis of around 70% of our service revenues.⁹

We are well positioned with a broad and strong upgrade package portfolio, developed in cooperation with engine OEMs to promote and capture upgrade opportunities. This also supports customer's greenhouse gas emission reduction targets. We have the required technical capabilities and experience to provide complete turbocharger upgrade solutions and retrofits, including class certification. This can also include replacing competitor turbochargers with our products.

Our Engine Part Load Optimization (EPL0) solution is designed to enhance the efficiency and performance of main propulsion engines at part load, which is crucial for reducing fuel consumption and GHG emissions. The optimization process involves upgrading the turbocharger and tuning the engine. This includes rematching the turbocharger to the new rating to optimize engine performance, which results in a brake specific fuel consumption (BSFC) reduction of 1–6% for the main engine, as well as reduced auxiliary blower operation, lower maintenance costs due to optimized combustion, and an improved CII rating which may be maintained for an additional one to three years.

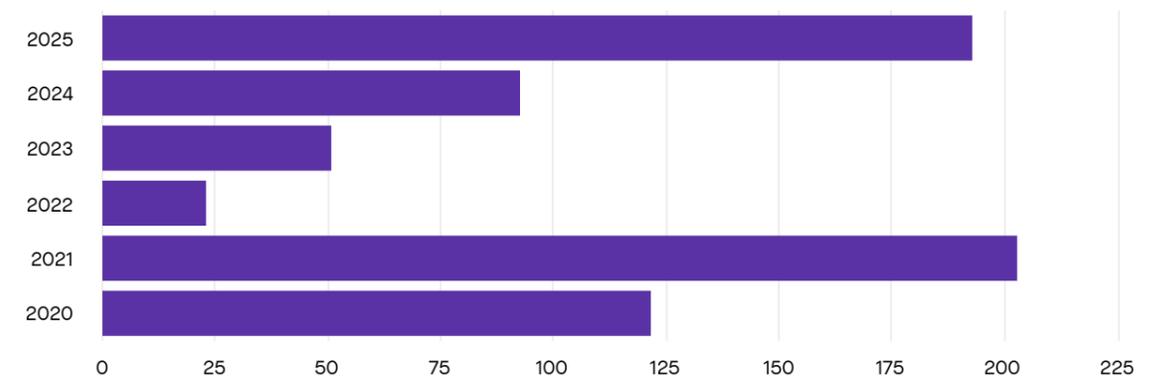
Another upgrade approach is Accelleron's Flexible integrated Turbocharging System for large two-stroke engines (FiTS2), a dynamic and fully automated turbocharger cut-out system. It was developed in collaboration with a ship owner and successfully tested and released for commercial sales. FiTS2 offers economic benefits for vessel operators and charterers. As a proven technology designed by industry experts, FiTS2 assures maximum fuel reduction at part and low load, with the flexibility to go to full engine output immediately. The system allows for dynamic turbocharger cut-out under load, without interfering with normal engine operation. This feature enables low-load engine operation without the need for an auxiliary

blower, with the switch-off point at around 25% load instead of the conventional 35% load, resulting in fuel consumption reduction of 3–8%.

Next steps

In 2026, we will continue to promote and execute service solutions to support customers to reduce their fuel consumption and achieve their decarbonization targets with our comprehensive upgrade portfolio.

Avoided CO₂ emissions (thousand metric tons)



Footnote: The avoided emissions are accounted one time and within the year in which the upgrade is installed at customer level.

Fuel Injection

As a leading manufacturer of fuel injectors, OMT is right at the center of the maritime energy transition and will play a key role in enabling the marine industry to achieve net zero by 2050. It develops and sells advanced fuel injectors to OEM customers for both conventional and future carbon-neutral fuels, including methanol, ammonia, and hydrogen.

Injectors are required to deliver the fuel to the combustion chamber. The volume flow, pressure, and timing of the injected fuel amount are decisive in achieving energy release with the highest possible efficiency and thus the lowest possible emissions.

Engines also rely on injectors that are designed to manage the varied and complex physical properties of each specific fuel type used. This makes fuel injection essential to the development of engines capable of using carbon-neutral fuels like green methanol, ammonia, and hydrogen, which each have their own special properties.

While the infrastructure for such carbon-neutral fuels is not yet mature, an increasing number of shipping companies are turning to dual fuel engines, which can run on two different fuels, with the ability to switch between them as necessary. They have two different fuel injection systems – each designed for the specific fuel – and two fuel different tanks. The primary fuel is generally the lowest in carbon intensity, either a carbon-neutral fuel like green methanol or ammonia, or a transitional fuel like liquefied natural gas (LNG). The secondary fuel is generally conventional fuel that can be used when the primary fuel is not available.

⁹ For further information on one 2024 project visit our website <https://accelleron.com/press-releases/hd-hyundai-marine-solution-successfully-implements-eplo-retrofit-service>.

This ability to switch between fuels allows shipping companies to pursue decarbonization goals while maintaining business continuity and safety, ensuring ships aren't stranded where carbon-neutral fuels are not yet available. Dual fuel engines are becoming a vital bridge through the energy transition, as the carbon-neutral fuel infrastructure matures enough to make those fuels plentiful and affordable for most vessels. At OMT, approximately half of orders in 2025 related to dual fuel engines.

Therefore, the majority of research and development at OMT is dedicated to dual fuel injector solutions for two-stroke and four-stroke marine engines that can run on carbon neutral fuels like methanol, ammonia, or hydrogen, and OMT already has several such commercial projects underway with key customers.

Since dual fuel engines require multiple, complex fuel injectors, the demand for fuel injectors has increased significantly in recent years. In 2024, OMT acquired OMC2 to increase production capacity to meet that demand. In addition, over the last two years, the number of employees at OMT has grown by more than 30% due to new hires to meet the demand. OMT's mid- and long-term sustainable growth will be built on dual fuel and carbon-neutral fuel projects, and as more of these ships set sail, it will contribute significantly to decarbonization of the marine industry.

➤ Next steps

OMT is currently building a new Technology Center in the vicinity of the existing factory in Turin which is scheduled to be ready in the second half of 2026. This will enable the Company to focus even more on research and development of new fuel.

Our digital solutions

Digitalization

Impacts, risks and, opportunities

Digitalization supports decarbonization in the marine industry. With our digital solutions we enhance, among other factors, environmental management for our marine customers and decrease their environmental impacts. Failure to address the customer need for digital solutions may result in negative effects on Accelleron's competitiveness and energy efficiency of customers.

KPI	482 customers for the digital service offering
------------	--

SDG contribution	SDG 9 Industry, innovation and infrastructure
-------------------------	---

Digitalization has become a major driver for decarbonization, especially in the marine industry, where it arrived later, and holds significant untapped potential. This is why Accelleron has strategically expanded its digital solutions to equip companies with the data to optimize operational efficiency, achieve ambitious decarbonization targets, and forge a sustainable future.

Digital insights for turbochargers and fuel injectors delivered in real time allow operators to continuously monitor and optimize the performance of their hardware to maintain optimum efficiency. The division's digital capabilities also help the Service division provide smart maintenance solutions based on operating data received from the Company's installed base.

In 2025 we capitalized on the TNM acquisition offering customers a data driven expert vessel and voyage optimization in a single, powerful solution. LOREKA360° is one comprehensive solution that empowers charterers and owners to reduce emissions, increase profitability, and navigate with confidence. We combine advanced technology with expert consultancy to improve efficiency, enhance performance, reduce emissions, and increase profitability, all in one place.

Guided by seafaring, technical, and commercial expertise, we go beyond data to deliver actionable insights tailored to our customer's operational goals. With safety in mind, our solution helps to create smoother operations while protecting crew and vessels.

Accelleron is also proactive in adapting its solutions to meet evolving sustainability standards. We monitor regulatory changes, including International Maritime Organization (IMO) regulations, the European Union Emissions Trading System (EU ETS), FuelEU Maritime, and others, and we update our software regularly to reflect those changes.

Our continuously evolving AI-based toolset connects with existing ship automation systems, and since 2025 also directly with the ClassNK portal. ClassNK is a leading classification society that provides certification, inspection, and consulting services for the maritime industry, including emission verification. Accelleron collaborated with ClassNK to establish a direct connection between Accelleron's Tekomar XPERT marine's emissions module and the ClassNK Monitoring, Reporting and Verification (MRV) portal. Under European and IMO regulations, emissions reports need to be verified by an accredited entity before being submitted to the relevant authority. Tekomar XPERT's emission module automates the collation of ship emissions data into the format required for various regulations – including the EU (MRV) Maritime Regulation and IMO's Data Collection System – and streamlines submission to accredited verifiers, including ClassNK.

Our web portal LOREKA allows customers to view their assets on single ships and across entire fleets. Customers can benchmark how a specific vessel or fleet is performing, compared to a sister vessel or the rest of the fleet, including environmental parameters.

Putting these capabilities at the fingertips of vessel operators can have a significant impact on decarbonization. For a Supramax Bulk Carrier, the implementation of our combined commercial and technical solutions generated 1,307 MT CO₂ emission reductions over 210 days of operation. It delivered immediate return on investment through reduced fuel consumption by optimized route planning and enhanced engine performance.

➤ Next steps

In 2026, Accelleron will continue to develop the integrated solution LOREKA360° helping ship owners and operators meet increasingly stringent environmental targets, including the EU ETS and FuelEU Maritime, and contribute to overall maritime decarbonization to fulfill the IMO's 2050 net zero ambition.

Product and service reliability

Product quality and safety

Impacts, risks, and opportunities

Product quality and safety ensure our license to operate and customer trust. It ensures safety of ship personnel and marine transport.

KPI Non-compliance with regulations concerning the health and safety impacts of products and services resulting in a fine: 0

SDG contribution SDG 9 Industry, innovation, and infrastructure

Meeting our customers' needs and expectations is what drives us to ensure product and service quality and reliability now and in the future. This includes investing in a skilled workforce and providing them with regular, effective training on product safety, service excellence, and managing natural resources responsibly to minimize environmental impacts.

To achieve our ambitions in this area, we implemented a product quality, compliance, and safety management system in our Swiss factory in 1999, in our Chinese factory in 2006. All manufacturing sites are ISO 9001:2015-certified with the associated management system in place. Its effectiveness is regularly assessed and confirmed by external auditors and customers.

Accelleron complies with specific industry standards and national regulations, such as for the heavily regulated marine market, where external classification societies routinely assess the quality and reliability of our products, including product safety (referred to as the "product development and qualification process"). We provide ongoing training for our employees and conduct regular internal audits to guarantee the quality assurance of the service stations as well as our factories. Having established robust processes and high quality standards, in 2025 we submitted our sites to:

- 18 external audits according to ISO 9001;
- 17 external audits according to ISO 45001;
- 12 external audits according to ISO 14001;
- 1 external audit according to ISO 50001.

Accelleron's service stations are all following our global Accelleron integrated management system aligned with the ISO 9001 and ISO 45001 frameworks. The global integrated management system was certified in early 2023 according to ISO 9001 and ISO 45001. The global certificate covers the majority of Accelleron service stations worldwide. In parallel, several service stations deploy additional ISO certification standards such as ISO 14001 and ISO 50001, based on their local business needs.

The production sites in Switzerland and China operate under their own management system and they are externally certified to ISO 9001, 45001, and 14001.

Manufacturing and service sites with a certification

2025	ISO 9001	ISO 45001	ISO 14001	ISO 50001
Total number of locations certified	78	77	23	3
Manufacturing locations	4	3	4	1
Service locations	74	74	19	2

Footnote: Includes OMT, OMC2, and TNM.

Accelleron turbochargers

Quality assurance through constant field monitoring

We constantly monitor the reliability of the field population of our turbochargers through our unparalleled service network. We systematically analyze our products and maintenance procedures for potential improvements and act quickly on these analyses. We use the results to enhance the product design and its processes. Reporting on improvements through our database allows us to stay in touch with our field engineers 24/7.

A service report is generated for every service performed in the workshop or in the field and is shared with the customer. Our technical service organization actively monitors the turbocharger fleet in operation, based on service reports and field statistics. Based on these monitoring activities, we also derive improvement potential related to technical or safety aspects. Customers are regularly informed of best practices or adjustments in the operation and maintenance of turbochargers, through dedicated communication channels.

In 2025, we launched a best-practice sharing platform to foster global collaboration across our service stations. This initiative enables teams worldwide to benefit from innovative ideas and solutions developed locally, accelerating the adoption of sustainable and efficient practices. Each contribution undergoes a structured guidance and review process, supported by dedicated management oversight to ensure relevance, quality, and alignment with our strategic goals. This solution strengthens our commitment to continuous improvement and empowers our global network to drive impactful change.

Field issues and incidents with our products are thoroughly investigated by expert teams, with management accountability. These investigations may lead to the initiation of a Continuous Product Improvement (CPI) project, aimed at enhancing product performance and reliability across diverse operating conditions. Improvements may include revised turbocharger service procedures, design updates, or material changes. We have robust processes in place to respond to incidents, ensuring timely and effective support for our customers. In 2025, out of over 190,000 turbochargers in operation worldwide, five CPI projects were initiated. These were driven by various factors such as excessive wear, but none related to our safety concept.

Product development and qualification process

We are highly focused on product safety throughout the business and have developed the necessary processes for technology and product development. We have defined clear management responsibility for the safety of our products and have clear policies and processes in place governing this. These include extensive simulation and testing of key components and products under development. These tests include a health and safety impact assessment.

We have established, certified, and continuously improved sets of test and validation procedures for our product development. Our testing and validation procedures cover all relevant product properties, including safety, noise, vibration, performance, durability, and handling. Each product must successfully pass these assessments before being released to the market. Every staff member involved in these procedures is specifically trained and qualified, ensuring the highest standards of reliability and safety are consistently met.

Our development process – including testing and validation procedures – is designed to comply with international product safety standards such as the EU Machinery Directive¹⁰, classification society requirements¹¹, and statutory regulations for ship safety and emissions, including SOLAS and MARPOL. These processes ensure product safety and compliance with all relevant approval requirements.

We apply this commitment not only to new developments but also to our existing product portfolio. Even for older products we monitor field performance and whenever possible inform users and recommend to them to initiate necessary actions. Our development framework is regularly updated based on the latest operational experience and insights, ensuring that new products benefit from continuous learning and improvement. Notably, most of the turbocharger field population was developed with a strong focus on minimizing health and safety impacts during the design phase.

Based on our vast turbocharging experience, we have established a process to ensure the reliability of our products in the field including clear objectives and targets with respect to product safety, and the effectiveness of these product safety measures is assessed through multiple external audits. This means that we can give our customers an indication of the maximum reliable service life.

In 2025, we further strengthened our analytical capabilities to support more precise and sustainable service delivery. By consulting customers based on real operational data, we enable the definition of tailored maintenance intervals that reflect actual usage and performance conditions. This data-driven consultancy approach not only improves equipment reliability and lifecycle efficiency but also reduces resource consumption and environmental impact. Our commitment to leveraging analytics ensures smarter decisions and more sustainable outcomes for our customers.

With more than 190,000 Accelleron turbochargers currently in use around the world, we are very familiar with the harsh conditions that characterize field operations. We use sophisticated methods and tools for design, simulation, testing, and validation, allowing us to optimize our products so that they can withstand these conditions. In 2025, there were no non-compliances with regulations with regards to health and safety impacts of products and services resulting in a fine.

Fuel Injection

For our low-speed engine fuel injection business, field monitoring is the responsibility of our customers, the engine maker, as we produce under a homologation agreement with the low-speed engine licensors.

For the medium-speed engine market, OMT develops and manufactures fuel injection systems and spare parts for customer engines.

In R&D, we apply the methodology of failure mode and effect analysis as an integrated part of the development process, to analyze potential risks for health and safety as well as for the environment.

In all cases, OMT provides guidance to ensure safe installation and handling of fuel injection equipment at the engine manufacturer, which is further integrated into the manuals of the engine maker.

We have established a general manufacturing quality process, in which critical quality features are identified and lead to a higher rate of inspection of up to 100%. Every piece is tested, and testing procedures are audited by the class society. We follow the guidance of IMO on the safety of pressurized parts.

We are not aware of any non-compliances or incidents in terms of health and safety or environment of our products in use.

➤ Next steps

In alignment with the forthcoming revision of ISO 9001:2026, Accelleron Turbocharger Service is committed to a comprehensive review of its Quality Management System. This review will focus on integrating new requirements pertaining to sustainability, stakeholder expectations, and digitalization. Our existing globally certified ISO 9001 and ISO 45001 management systems provide a robust foundation to ensure our readiness and position Accelleron as an early adopter of the updated standard.

Innovation at Accelleron

Responsible Innovation

Impacts, risks, and opportunities

Steering our innovation towards decarbonization and energy efficiency across the entire lifecycle, and specifically in the use phase, supports our customers' decarbonization journeys and their implementation of decarbonization regulations.

Failure to meet customers' sustainability needs would risk customer satisfaction and ultimately future business success.

Target	Portfolio ready for future carbon-neutral fuels like methanol, ammonia, and hydrogen, by 2030, scalable and ready to sell in production
Progress against target	On track
Results in 2025	Accelleron products have been released for sale in eight relevant carbon-neutral fuel and application market combinations
SDG contribution	SDG 13 Climate action SDG 7 Affordable and clean energy SDG 13 Climate Action SDG 7 Affordable and clean energy SDG 12 Responsible consumption and production

Innovation is the key to further growth at Accelleron. It ensures that we can provide our customers with new solutions, using future products to reduce their environmental impact over the entire lifecycle. To achieve this, Accelleron invests around 5% of its annual sales revenue in research and development (R&D). More than 200 employees, or approximately 6% of the global workforce, are involved in R&D activities. Most of Accelleron's R&D activities are performed at the Company's headquarters in Baden, Switzerland. R&D for fuel injection takes place at OMT in Turin, Italy.

¹⁰ Machinery Directive 2006/42/EC. Accelleron is a pre-machine manufacturer, so our products are integrated by OEMs which oversee all safety instructions given to their customers including our recommendations based on risk assessment and training delivered to the ship crew and power station staff.

¹¹ The rules for steel ships, materials, and equipment issued by the following classification societies: American Bureau of Shipping, Bureau Veritas, China Classification Society, DNV, Korean Register, Lloyd's Register, ClassNK, RINA. These rules incorporate the International Association of Classification Societies (IACS) Unified Requirement UR M73, which represents the minimum standard for marine equipment classification.

Accelleron views the evolving decarbonization regulations in the maritime sector and beyond not just as compliance requirements, but as a catalyst for innovation and growth. Our portfolio of digital optimization tools, alternative fuel-ready technologies, and energy efficiency solutions positions us to help customers meet – and exceed – new regulatory standards.

There are several technological pathways for dealing with emissions-related challenges in high power systems: in particular, the transition in shipping from heavy fuel oil to natural gas and other carbon-neutral fuels like methanol and ammonia. In power generation, an eventual shift is anticipated from conventional fuel to either green hydrogen or ammonia. Furthermore, Accelleron is continuously scouting for promising adjacent technologies with technical feasibility, maturity, and market potential.

Ultimately, the main focus of Accelleron’s innovation activities is to support customers in decarbonization and the transition from fossil fuels to other energy sources with a lower carbon footprint. We do this by increasing our products’ efficiency, power density, and service capabilities. Additionally, we have set the target of assuring carbon-neutral fuel readiness of our portfolio by 2030.

This target will be measured by monitoring the successful integration of our products by OEMs into engines for carbon-neutral fuels in specific markets. The goal is met when we have released products for sale for all relevant carbon-neutral fuels in all relevant market segments by 2030.

For this purpose, we have tested our turbochargers to ensure readiness for alternative fuels. All but one innovation project in the fuel injection business in 2025 were focused on integrating low carbon fuels. Another important step in our journey is to work with our customers to develop further projects and applications for carbon-neutral fuels. By the end of 2025, we successfully released Accelleron products for sale in eight relevant carbon-neutral fuel and application market combinations.

Carbon emissions are not the only sustainability aspect to consider in R&D. Noise emissions are also relevant in turbocharger operation, mainly generated by the compressor stage. There are regulations that set limits on noise levels to prevent impact on hearing impairments of people in the proximity of the turbocharger. Although Accelleron’s silencer technology already exceeds current regulatory requirements, advancements in accurate acoustic modelling, rig testing, and design optimization enable swift and precise validation of new design concepts. This speeds up the entire development and testing process, as the team seeks to develop even more precise silencer and dampening capabilities. The emergence of “metamaterials” comprised of plastic, metal, or foam – or a combination, is also opening up greater noise reduction potential.

We see partnerships as key for unlocking innovation potential. We foster ongoing partnerships with highly renowned research institutions, e.g., ETH Zurich, Switzerland; Swiss Federal Laboratories for Materials Science and Technology (Empa), Zurich, Switzerland, Fachhochschule Nordwestschweiz, Windisch, Switzerland; LEC Graz, Austria; Politecnico di Milano, Italy; and Trinity College Dublin, Ireland. We maintain partnerships with industry associations and organizations including the International Council on Combustion Engines, CIMAC, the Swiss Association of Mechanical and Electrical Engineering Industries (Swissmem), FVV (Research Association for Combustion Engines), and VDMA (Verband Deutscher Maschinen- und Anlagenbau). Beyond partnering and memberships, we like to actively engage and dedicate efforts and resources. Our senior management holds the following positions: Council member and Vice President of Communication at CIMAC, Chair of the digitalization strategy group at CIMAC, and Council member of Swissmem. We also partner with technology companies, such as Sauber Technologies, Hinwil, Switzerland. We also work closely with the R&D departments of our customers to jointly push innovation further.

The R&D-focused dialogue with these organizations and the close R&D collaborations with our customers contribute to best-in-class R&D output which helps to position the Company as an employer of choice for future talent.

Life Cycle Assessment Program

In 2023 we initiated a systematic Life Cycle Assessment (LCA) program to build a comprehensive understanding of the environmental impacts associated with our products. The LCAs follow the principles and requirements of ISO 14040 and ISO 14044, focusing on a cradle-to-gate perspective. As a starting point, we wanted to provide insights on the carbon footprint of our turbocharger products for customers and help them to assess the carbon footprint of their own products. After successfully applying the methodology to a real case in collaboration with a customer, we extended the activities for products currently under development as well as to additive manufactured components.

Further LCAs have been conducted across Accelleron’s main engine segments. The studies aim to quantify the carbon footprint and a broad range of additional environmental impacts – 16 categories in total – using the Environmental Footprint Method developed by the European Commission. Additionally, the studies aim to identify key environmental areas for improvement and provide data-driven support for decision-making. Through this ongoing work, Accelleron is integrating LCA into its technology development process to identify opportunities for emissions and material reduction, including evaluating 3D printing for selected components and assessing its environmental impact and trade-offs compared to conventional manufacturing processes.

➤ Next steps

- In the near future, we will continue our work on alternative fuels with our partners and customers, focusing on a deeper understanding of combustion characteristics and their impact on turbocharging requirements.
- We will also continue to explore the potential of additive manufacturing in turbocharging components, to add value for Accelleron and our customers. Based on this, we will continue our efforts to minimize the use of materials e.g. for housing components. The establishment and integration of the LCA perspective into our technology developments will be further pursued.
- In 2026 a new turbocharger test bench will be commissioned which allows us to reduce fuel consumption due to significantly accelerated measurements.

Supply chain¹²

Responsible sourcing

Impacts, risks, and opportunities

Through our responsible sourcing efforts, we strive to improve environmental and social conditions in our supply chain. For Accelleron it reduces environmental and social risk in our supply chain and increases resilience of our suppliers to, for example, climate risks. We also work with our suppliers to reduce the carbon footprint of supplied goods, which is a relevant lever to reach our SBTi near-term targets.

Target 1	80% of direct material suppliers to have business continuity plans including climate risk by 2030
Progress against target	On track
Results in 2025	37 suppliers have been contacted for testing the approach
Target 2	100% of direct material suppliers in high-risk countries audited according to sustainability criteria by end 2028
Progress against target	On track
Results in 2025	21%
SDG contribution	SDG 12 Responsible consumption and production SDG 13 Climate action

As a signatory to the United Nations Global Compact (UNGC), Accelleron remains committed to responsible sourcing, aligning its procurement practices with the UNGC principles and our corporate values. Recognized as a material topic of high importance in our 2022 materiality assessment, responsible sourcing remains a key focus as we continue to strengthen transparency, resilience, and accountability across our global supply chain.

Operating within a complex and evolving regulatory landscape, we align our practices with the UN Guiding Principles on Business and Human Rights and prepare for emerging requirements, including the Corporate Sustainability Due Diligence Directive (CSDDD), the EU Forced Labor Regulation, and applicable Swiss regulations under Art. 964j ff. Swiss Code of Obligations. We continuously monitor regulatory developments to ensure ongoing compliance.

Supplier Code of Conduct

Our commitment to responsible sourcing is embedded in the Accelleron Supplier Code of Conduct, which reflects the UN Global Compact principles and defines clear expectations on human rights, fair working conditions and wages, freedom of association, and the strict prohibition of forced, compulsory, and child labor, as well as discrimination. It also promotes strong business ethics and robust health, safety, and environmental protection. These standards underpin resilient, ethical, and sustainable supply chains that support compliance and long-term value creation. The Supplier Code of Conduct is publicly available on our [website](#).

Adherence to the Supplier Code of Conduct is a core element of our supplier management framework. During onboarding, direct material suppliers¹³ are informed of the requirements and confirm compliance by signature, while indirect material and service suppliers must either accept the Code or demonstrate adherence through equivalent policies. The onboarding process also serves to train suppliers on key environmental, social, and governance topics, including anti-corruption.

Suppliers undergo a structured evaluation and risk rating during onboarding. This includes a pre-risk assessment and blacklist screening covering operational, anti-corruption, integrity, trade, and country risks, followed by a more comprehensive risk assessment. Depending on the resulting risk level, additional measures such as financial reviews, audits, or sustainability audits may be required for direct material suppliers. High-risk direct material suppliers are subject to enhanced due diligence by the Legal & Integrity team, including external assessments, to support informed approval decisions. Supplier qualifications are complemented by self-declaration questionnaires covering sustainability, quality, operational excellence, supply chain risks, and data security, as well as acceptance of our general terms and conditions and non-disclosure agreements. For existing direct material suppliers, ongoing compliance with the Supplier Code of Conduct is monitored through sustainability audits and regular site visits, supporting continuous improvement. Sustainability audits cover social, environmental and governance aspects.

Across specific sustainability audits and the process audit, which contains some sustainability-related questions, we have assessed 46% of our suppliers on sustainability aspects. 100% of new suppliers in 2025 have undergone a social and environmental screening. No supplier relationships were terminated as a result; instead, we worked collaboratively with suppliers to drive improvements.

GRI 308-2/414-2 Sustainability assessments direct material suppliers

	Validity (years)	2025	Since 2023
Number of suppliers with sustainability audit	3	7	17
Number of suppliers with process audit	5	28	139
% suppliers covered			46%

Footnote: Excluding OMT and OMC2. Only suppliers from the Swiss, Chinese, and Indian sourcing hubs (95% of direct material spend) are in scope.

In 2025, we further strengthened the sustainability of our supply base through a second year of dedicated audits for direct material suppliers. We conducted eight sustainability audits in high-risk countries. Therefore, we continued to make progress toward our target of auditing 100% of direct material suppliers in high-risk countries by 2028 (Turkey, China, India, and Vietnam), reaching an audit coverage of 21% by the end of 2025. These audits enhance our understanding of supplier-specific risks related to climate management, human rights, and labor conditions, and support the development of targeted mitigation measures and an Accelleron-specific sustainability risk map.

Direct material supplier sustainability audits in high-risk countries

Total number of direct material suppliers in 2025	302
Total number of direct material suppliers in high-risk countries (China, India, Turkey, and Vietnam) in 2025	80
Number of suppliers audited in 2025	7
Number of suppliers audited in 2024	9
Number of suppliers audited in 2023	1
Total number of suppliers with a valid audit in 2025	16
% of suppliers in high-risk countries covered with a sustainability audit in 2025	21%

Footnote: In 2025 we had one re-audit therefore the total number of suppliers audited amounts to 16 only. Excludes OMT and OMC2.

¹² The supply chain chapter refers to Accelleron, excluding OMT, OMC2, and TNM, with the exception of the fuel injection section at the end. Where possible, data for OMT and OMC2 are added for completeness. We plan to fully integrate the units in the supply chain chapter of the sustainability report 2026. Unless specified differently, our supplier activities refer to tier 1 suppliers only.

¹³ Direct materials include elements that will go into the turbochargers; indirect materials and services include things such as transport, consultancy services, and office supplies.

In the audits, we primarily identified findings in the areas of Health & Safety (76) and Management System (30). Findings are addressed in close collaboration with suppliers, with 41 action points closed in 2025, and remaining items planned for resolution in 2026.

GRI 308-2/414-2 Sustainability audit overview for direct material suppliers 2025

Total number of suppliers with findings	8
Total number of findings	120
% of total findings closed at the end of 2025	34%

Footnote: Excluding OMT and OMC2. Only suppliers from the Swiss, Chinese, and Indian sourcing hubs (95% of direct material spend) are in scope.

In parallel, we redesigned our supplier onboarding process, which will be further enhanced as of January 2026 with targeted sustainability questions for both direct and indirect suppliers. The refined, standardized questionnaire improves early-stage risk evaluation, data transparency, and alignment with our sustainability objectives and evolving regulatory requirements.

Environmental management of the supply chain

In 2025, building on the prior year's decarbonization potential assessment, we focused on two priorities: advancing toward supplier-specific emission reduction targets to support our SBTi near-term target (direct material suppliers) and reducing inbound transport emissions through modal shifts (indirect materials and services suppliers).

We engaged direct material suppliers representing approximately 80% of total spend to assess their decarbonization maturity through CO₂ data collection. This effort covered 26 key suppliers that contribute most significantly to our CO₂ footprint from purchased goods and account for nearly 50% of direct material spend in China, India, and Europe. While this provided valuable insights, data quality and consistency were insufficient to define comparable or ambitious reduction targets, underscoring the need for standardized methodologies, clear data quality criteria, and deeper supplier engagement. In parallel, our strategic sourcing teams continued to promote renewable energy adoption among suppliers. In 2026, we will intensify efforts on data quality, transparency, and the development of measurable performance targets.

With respect to environmental improvements in transportation, despite ongoing geopolitical and capacity constraints, airfreight remained steady at 22% of total tonnage. At the same time, ocean freight from China and India increased by 5% and 10%, respectively, reflecting progress toward more cost-efficient transport modes. Rail volumes declined by 10%. Overall performance was in line with the prior year, indicating continued momentum, although the 10% reduction target was not achieved.

Lastly, in 2025, we enhanced the assessment of supplier preparedness for climate and environmental risks by introducing an expanded Sustainability and Business Continuity Assessment. Thirty-seven (37) direct material suppliers, representing approximately 80% of Swiss spend, have been contacted, providing a basis to identify vulnerabilities, define mitigation measures, and strengthen value chain resilience. Going forward, we will leverage the assessment results to refine our approach and to further advance progress toward our target of climate-oriented business continuity planning adoption across our direct material supplier base.

Additional responsible sourcing indicators

As the value and volume of procured materials continue to grow, the importance of responsible sourcing increases accordingly. As part of our circular economy journey, we investigate the renewable content of raw materials. The percentage of renewable based direct material purchases is below 5%. We are currently unable to quantify the share of recycled content.

GRI 301-1 Renewable input direct materials purchased

	Total volume direct materials purchased tons	% non- renewable	% renewable
2025	19,840	97%	3%
2024	14,526	96%	4%

Footnote: 2025 data including OMT, OMC2 and TNM, 2024 data excluding OMC2 and TNM.

Another aspect of responsible sourcing is local sourcing. We prioritize local sourcing, with most procurement supporting our Swiss and Chinese operations, representing 91% of total spend. In Switzerland, 83% of sourcing is from European suppliers, while in China, 90% is from domestic suppliers.

GRI 204-1 Procurement spend on local suppliers

2025	% of total spend sourced from the hub	% local spend at the hub	Definition "local"
Sourcing hub Switzerland	70%	83%	Europe + Turkey
Sourcing hub China	21%	90%	China

Footnote: Excluding OMT and OMC2.

Traceability and transparency throughout the value chain

We ensure material compliance through systematic monitoring of global and local regulations, including the EU REACH (Registration, Evaluation, Authorization and Restriction of Chemicals), RoHS (Restriction of Hazardous Substances), and applicable conflict minerals requirements. Guided by Accelleron's Materials Compliance Instruction and supported by supplier declarations, we strengthened responsible sourcing and end-to-end transparency across our value chain, including toward customers. To address growing regulatory complexity, streamline compliance, and enhance transparency, we launched a project which evaluates a supplier and product compliance platform to improve supply chain visibility.

Human rights in the value chain

In 2022, Accelleron conducted a comprehensive human rights risk assessment in line with OECD Guidelines for Multinational Enterprises and the OECD Due Diligence Guidance for Responsible Business Conduct. The assessment covered key human rights areas, including health and safety, environmental impacts, modern slavery, child and forced labor, fair wages, non-discrimination and gender equality, freedom of association, and working hours. Child labor and forced labor were identified as the highest inherent risks in our value chain due to sourcing geographies and sectors; however, no reasonable grounds to suspect their occurrence were identified.

Building on this assessment, we strengthened our supply chain due diligence in 2025 by advancing our sustainability audit program. Using the Fragile States Index (FSI)¹⁴ with a threshold of 55 ("warning" level), we identified countries with elevated human rights risks, including child and forced labor and restrictions on freedom of association. Currently, 38% of our suppliers are located in these high-risk countries.

¹⁴ The Fragile States Index is a tool published by the Fund For Peace (FFP) that measures the risk and vulnerability of 179 countries based on complex content analysis, triangulated with quantitative and qualitative data (<https://fragilestatesindex.org>).

GRI 407-1/ 408-1/409-1 Direct material suppliers based in countries with an elevated human rights risk

	Total number of direct material suppliers	% of direct material suppliers in countries with an elevated human rights risk	% direct material spend in countries with an elevated human rights risk
2025	302	38%	31%

Footnote: We use the Fragile State Index as a proxy for evaluating human rights risks, specifically in the area of freedom of association, collective bargaining, child labor, or forced and compulsory labor. We identify an elevated risk when the score is above 55. Excluding OMT and OMC2.

Based on this risk analysis, we conducted sustainability audits of direct material suppliers and dedicated human rights assessments of indirect material and service suppliers. Audits of direct suppliers focused on core human rights principles, including freedom of association and collective bargaining, and the prohibition of child and forced labor. While improvement actions are not currently differentiated between environmental and social findings - given that they often overlap - all findings are addressed with equal priority. Corrective action plans are agreed for each issue identified, with implementation underway and a focus on timely resolution.

For indirect suppliers, we also carried out Human Rights Risk Assessments and qualification audits to evaluate overall human rights management maturity. While 80% of assessed suppliers demonstrated mature social and human rights practices with a high or very high overall score in the assessment, targeted mitigation measures were implemented for those with identified gaps, such as the absence of grievance mechanisms, formalized human rights policies, or compliance with working hours and overtime requirements.

To date, we have not identified any actual or suspected cases of child or forced labor. In addition, we developed supplier human rights training materials, with rollout planned from 2026.

Fuel injection

The supply chain activities of the fuel injection business are run separately from the rest of the supply chain for the Accelleron turbocharger. The fuel injection business mainly sources locally from Europe (including Turkey).

Fuel injection sourcing data

2025	Number of suppliers	% value sourced in Europe
Total	718	94%
Direct materials	202	96%

Footnote: Europe including Turkey.

In 2025 the fuel injection business started to plan the roll out of the Accelleron Supplier Code of Conduct, to build on existing environmental and social requirements that are integrated into the general purchasing conditions. Further sustainable sourcing measures will be discussed and designed over the next years, building on the supply chain activities and processes of Accelleron.

Next steps

- In 2026, we will continue to expand supplier engagement, strengthen monitoring, and further embed human rights due diligence into our supply chain management.
- Supplier engagement will focus on reliable CO₂ data and reduction plans from major direct material suppliers.
- We will continue to audit our direct materials suppliers in high-risk countries and follow up with our direct materials suppliers on the climate risk continuity planning.
- Fuel injection will advance their supplier sustainability program with the roll out of the Accelleron Supplier Code of Conduct.

Planet

Climate change continues to be a top priority. We are committed to using natural resources more efficiently and reducing our carbon footprint. We do this by considering the environmental impacts of our products, services, and operations.

Environmental impact of our products and operations

Impacts, risks, and opportunities

Energy consumption, climate emissions, water consumption, and waste are deemed the most important environmental impacts of our operations.

At the same time, Accelleron products generate environmental impacts throughout the full lifecycle. Failure to address these impacts would increase the pressure on the environment.

Managing the environmental impact of our operations and products is important for cost and risk management. It also helps us meet our customers' expectations in terms of motor efficiency, as well as environmental and specifically climate performance in the use phase, but also across the entire lifecycle. It influences customer satisfaction and loyalty and ultimately business performance.

Target 1 (new)	SBTi-validated near-term climate targets: 50% Scope 1 and 2 emission reduction by 2030 versus 2023 25% Scope 3 emission reduction by 2030 versus 2023
Progress against target	Delayed
Results in 2025	In 2025, Scope 1 and 2 decreased by 11% in comparison to 2023 In 2025, Scope 3 increased by 41% in comparison to 2023
Target 2	Move all service sites to more water-efficient cleaning processes by 2026
Progress against target	Delayed
Results in 2025	In 2025, 64% of all service sites had established water-efficient cleaning processes
Target 3	3% reduction in "bought electricity/revenues" by 2030 versus 2024
Progress against target	Achieved
Results in 2025	In 2025, we decreased purchased electricity intensity by 13% in comparison to 2024
SDG contribution	SDG 13 Climate action SDG 7 Affordable and clean energy SDG 12 Responsible consumption and production

Environmental policies

We comply with the environmental laws and regulations in the countries where we do business, as stated by Accelleron's Code of Conduct. The specific Accelleron Health, Environment and Safety (HSE) policy builds on the Code of Conduct and establishes a commitment to protect the environment, increase resource efficiency, prevent undesired environmental effects, support efforts to combat climate change, fulfill legal and compliance obligations, and continually improve performance in line with international standards (ISO 14001, 45001 and 9001). It is implemented through a management system that covers all operations, product design, and services, and is regularly reviewed to ensure alignment with strategic direction and sustainability goals.

Environmental data management and reporting

We use a tailor-made, web-based platform to collect environmental data, including data on energy, water usage and consumption, and waste from all relevant sites. Reporting includes 85 sites. 19 locations are out of scope because they are considered as not material (headcount less than 5, sites with low activity, or unmanned service stations). All data inputs are reviewed by local health, safety and environment (HSE) managers and approved by the global HSE team and the global sustainability team. Internal controls and processes are implemented to ensure the auditability of the information and, at minimum, adherence to the four-eyes principle. Since 2024, the Company's internal audit function has been part of the review of our data.

Climate change and decarbonization

Accelleron recognizes the challenge of tackling climate change and the need to decarbonize. The potential and actual consequences of climate change are severe, often irreversible, and impact the environment, individuals, businesses, and nations alike.

Accelleron accepts its responsibility and sees an opportunity in reducing greenhouse gas emissions across the entire value chain. Through our technologies and services, we actively contribute to combating climate change. Our solutions – ranging from high-efficiency turbochargers to digital optimization tools – help customers lower emissions and improve energy efficiency, while we continue to decarbonize our own operations and supply chain.

To support decarbonization, we aim to strengthen our position as the market leader in turbocharging technology by focusing on the following activities:

- Optimizing our products for the use of future carbon-neutral fuels, leading to a reduction of direct CO₂ emissions for end users
- Providing product upgrade services that result in avoided emissions for end users
- Transitioning towards a lower carbon footprint in our supply chain and operations, as well as the products and services we deliver, to help customers further reduce their own carbon footprints

We have integrated decarbonization into our policies and management approaches, as we recognize our impact, but also the related risks and opportunities.

To steer decarbonization in our own operations, the Accelleron HSE policy includes a commitment to combat climate change. Our supplier management tools include the collection of data on and management of greenhouse gas emissions and climate risk. Product innovation is steered towards the development of low-carbon turbochargers and fuel injection products.

For a deep dive on climate risk and opportunity management, please visit the [Climate-related reporting section](#).

Climate data

Decarbonization starts with measuring greenhouse gas emission data. We gather data and report on our Scope 1, 2 and 3 emissions in accordance with the GHG Protocol and GRI 305,¹ using an operational control consolidation approach. We report on all categories considered as material according to our internal assessment. We determined the material categories using the GHG Protocol and screened each category for magnitude of potential emissions. Categories were considered material when accounting for more than 5% of our respective Scope 1, 2 or 3 emissions. Greenhouse gases included in the calculation are CO₂, CH₄, N₂O, and refrigerants; GHG therefore refers to CO₂ equivalents throughout the document. All emission data is expressed in metric tons of CO₂ equivalents.

Accelleron has calculated its Scope 1, 2 and 3 emissions using available operational data, data from our suppliers, data from our Life Cycle Assessment software (ECOINVENT), and various external databases or tools. In the case of acquisitions, emissions are included in line with the financial consolidation timeline. Therefore, in 2025, we started to include data from OMC2 and TNM.² Accelleron reports its Scope 2 emissions based on market-based information and location-based information. Where market-based information is not available, we use the location-based emission factor to calculate the CO₂ emissions of a specific site. Accelleron excludes any GHG trades from the calculation of Scope 2 and 3 GHG emissions.

In 2025, Scope 1 and 2 represented 6% of Accelleron's total carbon emissions (market-based), while Scope 3 represented 94%. In 2025, the GHG emission intensity ratio for the organization, defined as total GHG emissions (Scope 1, 2, and 3) divided by revenues, was 84.6 t CO₂/M USD, compared to 80.6 t CO₂/M USD in 2024. The results demonstrate an increase in carbon intensity, specifically for Scope 3 emissions. Further details on 2025 developments can be found in the section [Progress in 2025](#).

Scope 1 emissions are driven by the Swiss and Chinese test centers, natural gas usage for heating purposes, direct usage of fossil fuels for fleet vehicles and forklifts, usage of diesel for back-up power generators where the grid is not reliable enough to provide electricity, and refrigerant leakages.

Scope 2 emissions are primarily driven by electricity and district heating, with a smaller contribution from district cooling.

Our Scope 3 emissions consist primarily of supplied goods and upstream and downstream transportation emissions (88% in 2025). In 2025, more accurate and additional transportation data for 2023 and 2024 was identified. Incorporating this information resulted in changes to Scope 3 upstream and downstream transport emissions, with 2023 increasing by 15% and 2024 decreasing by 4.4%. To ensure comparability across all years, we decided to restate the 2023 and 2024 Scope 3 upstream and downstream emissions. We also restated our 2024 Scope 3 supplied goods emissions, as there were direct material purchases not covered previously. This led to an increase in Scope 3 supplied goods emission of 12% for the year 2024.

In addition, we want to highlight our efforts to improve data quality and steering of Scope 3 emissions related to supplied goods, which account for 56% of the total footprint and 59% of total Scope 3 emissions. Our current calculation of CO₂ emissions of purchased goods is based on activity data, such as weight of metal-based products purchased, multiplied by industry average emission factors. To increase data reliability and steer the important category of CO₂ data for supplied goods, we are working to collect primary data from suppliers – such as direct measurement and supplier-specific emission factors. In 2023, we kicked

off a process to gather robust, validated data from our suppliers. In 2024, we established a methodology for requesting key data from our suppliers, to move to a hybrid calculation method for the purchased goods category, combining primary data from suppliers with secondary data – including industry averages or location-based electricity emission factors. This approach has been tested in 2025. Based on the learnings, we will improve the data collection process in 2026, increase internal capabilities and strengthen engagement with our suppliers. This will improve Scope 3 supplied goods emission data reliability, as well as drive and determine supplier's progress in terms of carbon emission reduction.

SBTi validated targets to steer decarbonization

Accelleron steers its decarbonization efforts through clear targets. At the end of 2025, our new near-term climate targets have been validated by the Science Based Targets initiative (SBTi).

The new 2023 base year targets comprise all our material CO₂ emissions across the entire lifecycle. They replace the former Scope 1 and 2 emission reduction targets set in 2022. The 2023 base year comprises all Accelleron entities and material manufacturing and service sites in 2023, including OMT, but excluding OMC2 and TNM.³ However, for target achievement, Accelleron's full group is considered without any exclusions, in line with the SBTi requirements.

We have set the following greenhouse gas emission near-term reduction targets:

Scope 1 and 2:	-50% by 2030 vs. 2023
Scope 3:	-25% by 2030 vs. 2023

This follows the commitment by the Executive Committee and our Board of Directors at the end of 2023 to set targets aligned with the requirements of the SBTi.

The SBTi validation of our near-term climate targets demonstrates our commitment to our purpose: accelerating sustainability in marine and energy and our commitment to real, science-based climate action. The validation also reassures customers, investors, and employees that our climate goals are robust and transparent. We want to lead by example and encourage stakeholders to align with climate science by committing to science-based targets.

Transition plan and reduction levers

Our science-based near-term climate reduction targets are based on a clear transition plan and reduction levers.

For Scope 1 carbon emissions, we are working on changing the fuel used for product testing in Switzerland and China to a less carbon-intensive fuel and establishing a strategy to transition the fleet towards electric vehicles where technically possible. The transition may be limited by grid charging infrastructure, charging time, mileage options, and minimum cargo weight.

In 2023, we started to use a blend of biofuel and fossil fuel in the test center in Baden, and in 2024, we continued to gain experience with a blend of 18% biofuel. In 2025, we had a full year of using a blend with 30% bio-based content. The plan is to continue in 2026 and increase biofuel use to 40% in 2027, and reach 80% in 2030.

¹ Accelleron has no activities in agriculture, land use, or forestry; therefore, no GHG emissions from these sectors are attributed to the Company.

² OMC2 and TNM emissions in 2025 are not material (below 5% of the respective categories), and consequently they have not been included in 2023 and 2024 and we have not done a baseline correction.

For Scope 2, we aim to switch more than 95% of sites to low-carbon electricity by 2030 and install solar panels in as many sites as possible.

We plan to reduce Scope 3 emissions further, focusing on transportation emissions by switching from air to sea transport and increasing local production. We are also working to reduce the carbon footprint of supplied goods through direct material supplier engagement on reliable data and decarbonization plans. Other options identified include partial replacement of fossil fuel with sustainable aviation fuel (SAF) for air freight, which we could offer to customers as an additional decarbonization service within their supply chain.

We have also integrated emission reductions in our senior management incentive program. There are two long-term incentive plans related to CO₂ intensity for the periods 2024 to 2026 and 2025 to 2027. In addition, we have included absolute reduction targets for Scope 1 and 2 emissions in the short-term incentive plan for 2026, as well as targets Scope 3 supplied goods data reliability progress and steering. Further details can be found in the [Compensation report](#).

Progress in 2025

Regarding progress on our SBTi climate target, we advanced on our Scope 1 and 2 target, as we decreased the respective emissions by 11% since 2023. However, we did not make progress on our Scope 3 reduction target, as we increased our Scope 3 emissions by 41%. This is mainly due to an increase in emissions related to purchased materials, as procurement volumes have risen significantly from 2023 to 2025. The yearly trend in CO₂ emissions is explained below in more detail.

Compared to 2024, Scope 1 and 2 emissions decreased by 9% despite the inclusion of OMC2 and TNM in the reporting year 2025, while our Scope 3 emissions increased by 33%.

Scope 1 CO₂ emissions increased by 14% year-on-year due to several factors: increased volumes of tests, an increase in natural gas use for heating purposes due to site extensions and harsher winter conditions in the USA and Europe, and refrigerant leaks. The reduction initiatives, such as a biofuel blend in the Swiss test center and slightly lower fleet fuel consumption, helped to limit the increase in Scope 1 emissions.

Scope 2 emissions showed a significant decrease of 23% compared to 2024. We increased the number of sites equipped with solar panels and fully supplied with low-carbon electricity. Almost all our European, US and Canadian sites, as well as our Mexican site, have switched to low-carbon electricity in 2025.

Our Scope 3 emissions increased in 2025 by 33% compared to 2024. Scope 3 supplied goods emissions accounted for 59,437 t CO₂ (56% of the total carbon footprint) in 2025 and increased by 43% year-on-year. Transport emissions accounted for 28,756 t CO₂ (29% of total carbon footprint) and increased by 31% in comparison to 2024. Higher procurement volumes led to an increase in emissions related to supplied goods, while emissions related to the transportation of goods upstream and downstream increased due to an increase in volumes and a higher air to sea ratio. We transported more volumes by air for multiple reasons, including US tariffs, the ongoing war in Ukraine, and planning issues due to increased demand, delays at suppliers, and limitations in our own production capacities.

Regarding the other Scope 3 subcategories, we observed a slight increase in CO₂ emissions from waste due to higher waste volumes in 2025 and the inclusion of OMC2 in the reporting scope. For the Scope 3 upstream energy category, emissions increased because of higher consumption of fossil fuels and district heating, partially offset by greater use of low-carbon electricity and increased solar panel production at our sites.

Emissions from business travel in 2025 decreased by 4% compared to 2024. Concerning employee commuting, we observed a 12% increase due to organic growth of our workforce and inclusion of OMC2 and TNM in our reporting scope. The introduction of an electric vehicle shuttle at the China manufacturing site helped to partially offset the increase in emissions from employee commuting.

➤ Next steps

- In 2026, extra sites will be supplied with low-carbon electricity.
- We will seek new approaches to reduce transportation emissions and switch from air to sea transport.
- We will drive the reduction of CO₂ emissions in the supplied goods category through supplier engagement, internal capability building, and improved processes.

Science Based Targets initiative

The Science Based Targets initiative (SBTi) is a global partnership that helps companies set greenhouse gas (GHG) emission reduction targets in line with climate science and the goals of the Paris Agreement. They have established standards for setting science-based climate targets for companies and validate the application of these standards.

SBTi continuously updates its standards to reflect increasing stakeholder scrutiny and sector-specific requirements.

A validated SBTi target means that a company's emission reduction goals have been independently reviewed and approved by SBTi experts. This confirms that targets are ambitious, measurable, and aligned with the latest climate science.

At the end of 2025, 9,400 companies across all sectors have set SBTi validated near-term emission reductions, including 1,000 in Accelleron's sector "electrical equipment and machinery". However, very few companies in the turbo charging and fuel injection segment have set SBTi validated targets.

GRI 305 Carbon footprint of Accelleron

t CO ₂ eq	Location-based	Market-based	2025	2024	2023	Assurance (2025 data)	Restatements	Methodology
Scope 1	x	xx	3,103	2,723	2,528	<input checked="" type="checkbox"/>		Information retrieved from energy supplier and refrigerant provider invoices, as well as operational data. Accelleron uses the following emission factor sources: <ul style="list-style-type: none"> • DEFRA 2023 for diesel, gasoline, LPG, and gas • Swiss Federal Office for the Environment FOEN (Overview of the most important refrigerants 2020), and the GHG Protocol for refrigerants • Swiss Biofuel Association for biofuel
Scope 2 – Market-based		xx	3,391	4,429	4,734	<input checked="" type="checkbox"/>		Data on electricity, district heating, and district cooling consumption is taken from supplier bills and operational data. Emission factors consider the direct CO ₂ emissions used to produce electricity, district heating, and district cooling and include CO ₂ , CH ₄ , N ₂ O, HFCs, PFCs, SF ₆ , and NF ₃ . Market-based emission factors are sourced from suppliers.
Scope 2 – Location-based	x		10,046	7,415	7,095	<input checked="" type="checkbox"/>		Location-based emission factors are taken from the Carbon Database Initiative 2024, as 2025 data was not available in time for the 2025 Sustainability Report publication.
Scope 1 and 2 – Market-based		xx	6,494	7,151	7,262			
Scope 3 – Upstream part energy	x	xx	1,809	1,603	1,631			Data consider transmission and distribution (T&D) and well-to-tank (WTT) emissions for electricity, district heating and cooling and WTT emissions for all fuels (diesel, gasoline, LPG, gas, and biofuels). WTT fossil fuel emission factor sources: DEFRA 2022 WTT fuel conversion factors, and WTT emission factors from the Swiss biofuel association for bio-based fuels. WTT emissions for market-based electricity, district heating, and district cooling is based on primary energy data from suppliers, whenever available. For all other electricity, we use primary energy data from the Carbon Database Initiative emission factors from 2024. Based on primary energy data, WTT emissions are calculated using upstream emission factors from the “base empreinte” by ademe. (source: https://base-empreinte.ademe.fr/donnees/jeu-donnees). For T&D losses of electricity, we use country level data of the IEA sourced from the website www.indexmundi.com and multiply it with the relevant market- or location-based emission factors.
Scope 3 – Supplied goods	x	xx	59,437	41,643	32,344		Restatement of 2024 due to corrected volumes of direct material purchases.	Data is calculated based on material purchased in Switzerland, India, China, and Italy to produce and package the turbochargers, injectors and spare parts. We use mainly industry-average emission factors by material group, combined with a few emission factors provided by suppliers. This category also encompasses the emissions from CAPEX in machinery.
Scope 3 – Upstream and downstream transportation	x	xx	28,756	21,908	27,931	<input checked="" type="checkbox"/>	Restatement of 2023 and 2024 data due to the availability of more complete transportation data.	Data is mainly calculated and provided by our logistics providers (88%). The rest (12%) is calculated internally using EcoTransIT World, based on the mass, distance, and means of transport from door to door.
Scope 3 – Emissions from waste	x	xx	1,654	1,515	1,530			Data is calculated based on the type of waste and its destination (recycled, sent to landfill, incineration), using industry average emission factors from ECOINVENT.
Scope 3 – Business trip	x	xx	5,631	5,848	5,330			Data is calculated by our travel agency using the criteria of departure, arrival, mileage, and flight class (97%). For OMT and OMC2 business travel, we use myclimate emission factors for air travel, and EcotransIT emission factors for train travel.
Scope 3 – Employee commuting ¹	x	xx	3,114	2,774	2,640			Data is based on a global survey conducted in 2023 at Accelleron to understand the commuting practices of our employees based on key parameters (such as commuting distance, mode, frequency, vehicle consumption, and type of fuel). All OMT and OMC2 employees travel by car to the factory. In 2025, we considered the survey and the OMT/ OMC2 results still valid and applied a growth factor based on the increase in the workforce.
Total Scope 3			100,402	75,291	71,406			
Total CO₂eq – Market-based (xx)			106,896	82,443	78,668			
Total CO₂eq – Location-based (x)			113,551	85,430	81,029			

Footnote: Data exclude any GHG trades from the calculation of gross direct (Scope 1) GHG emissions. 2023 and 2024 data exclude OMC2 and TNM.

Energy

The production and on-site maintenance of turbochargers and injectors require energy. Energy requirements need to be managed in accordance with a changing world in which the transition to intermittent renewable energy and power grid constraints can sometimes lead to more unstable power access. The HSE policy mandates efficient use of energy and continuous improvement in energy management. Likewise, our climate transition plan integrates energy efficiency. Therefore, energy efficiency and energy resilience are key to business continuity.

Our four production sites in Switzerland, China, and Italy began addressing energy consumption topics in a systematic way many years ago. The Swiss and Chinese manufacturing sites have been certified in accordance with ISO 14001 since 2009, and the Italian OMT manufacturing site in Turin since 2003. The recently acquired Italian business OMC2 in Brescia is also ISO 14001 certified.

This certification lays the foundation for the continuous performance improvement of energy efficiency and other key environmental factors. Additionally, our Chinese manufacturing site, and our Greek service station are certified under the ISO 50001 standard, which focuses specifically on energy management.

Our factories and service stations implement energy efficiency measures, including:

- Replacement of lights by LED
- Increase of solar panel capacity
- Installation of district cooling and installation of automation
- Replacement of compressed air units and other industrial equipment and better management of air conditioning
- Reduction of heat loss during non-testing and cleaning periods

To increase energy efficiency, we have included a criterion related to energy efficiency to be considered in the investment decision.

In the service business, we rolled out a program related to energy efficiency to all our sites. Sites need to analyze consumption and implement improvement measures. Through the energy efficiency program, the organization implements the global energy intensity target that was set in 2024.

The target mandates a reduction of 3% of the intensity indicator “bought electricity/revenues” (GJ/M USD) by 2030 in comparison to 2024.³

In 2025, the ratio “bought electricity/revenues” was 72.0 GJ/M USD versus 83.1 GJ/M USD in 2024. After one year, the results show an improvement of 13% due to an increase in solar panel installations (+50% in 2025 versus 2024) and the implementation of the energy improvement program in the service division, coupled with an increase in revenues. Due to the overachievement of the target four years ahead of time, we will consider the revision of the target in 2026.

³ The target and the ratio exclude OMT, OMC2, and TNM.

Progress on energy efficiency target

		2025	2024
Exclusions		OMT, OMC2, TNM	OMT, OMC2, TNM
Bought electricity	Gigajoules	83,664	78,595
Ratio bought electricity/revenues	Gigajoules /M USD	72	83
Percentage change versus 2024	%	(13%)	

If we consider total energy consumption for the energy intensity calculation in relation to revenues, we have a decrease in energy intensity of 6% in 2025 versus 2024 due to the overall increase in output and sales. The energy intensity indicator in 2025 is still slightly above the energy intensity in 2023. While in 2025 we purchased less electricity because of auto-production, overall energy and electricity consumption has risen nevertheless. In addition, for the overall energy intensity calculation below, we have a slight change in scope every year, reflecting the acquired businesses in the respective years. This explains the small difference between the overall energy intensity and the energy efficiency target development, which focuses on bought electricity only.

GRI 302-3 Energy intensity

	2025	2024	2023
Exclusions	n/a	OMC2, TNM	OMT, OMC2, TNM
Energy intensity ratio GJ/M USD	149	159	143

Footnote: Energy intensity defined as total energy consumption (Gigajoules) divided by revenues (M USD). All energy sources are included.

Energy breakdown

In terms of energy sources, Accelleron uses electricity, district heating and cooling, gasoline, LPG, natural gas, and biofuels. We do not use coal or steam. The total energy consumption in the organization increased since 2023 by almost 50%, in line with output and revenue growth and due to the inclusion of acquired businesses in the reporting scope.

In 2025, electricity accounted for 63% of the total energy consumption, increasing its weight slightly in comparison to 2024 and 2023. In 2025, 77% of electricity came from low-carbon sources, compared to 61% in 2024 and 73% in 2023. We include nuclear-based electricity in the low-carbon electricity. The dip in the low-carbon electricity proportion in 2024 is related to the inclusion of OMT in the report. OMT is a large electricity consumer that switched fully to low-carbon electricity in 2025. In 2025, the increase of renewable electricity is thanks to the conversion of most European and Northern American sites to renewable power and the installation of solar panels. At the end of 2025, six sites have installed solar panels. Since 2024, Accelleron feeds back into the grid the electricity from its solar panels installed in Baden (206 GJ in 2025).

24% of the total energy used is fossil-fuel based, and largely used for product quality testing, running the service fleet, heating, and back-up power. The fossil fuel energy used for heating is gas and its usage depends on the external conditions. The increase in LPG consumption is related to changes of the heating system in some of our rented locations, as well as more company vehicles fueled by LPG.

The remaining 11% of the total energy consumption comes from district heating and cooling, which are partially derived from fossil fuel sources. Several of our sites, including Baden, use district heating thanks to the availability of local infrastructure. In 2025, district heating usage increased due to harsher winter

conditions in comparison to 2024 and 2023. Since mid 2024, the Baden site has been using district cooling during the warmest part of the year. This helps to reduce the consumption of energy related to air conditioning and has a very low carbon intensity (4 kg CO₂/MWH). Biofuel is only used in the Baden test center and accounts for 2% of the total energy consumed. Our largest production site, the Swiss factory in Baden, is the largest energy consumer within Accelleron, accounting for 41% of the total energy consumed.

GRI 302-1 Energy consumption within the organization

megajoules	2025	2024	2023
Exclusions	n/a	OMC2, TNM	OMT, OMC2, TNM
Total energy consumption within the organization	188,619	161,887	127,877
Total fuel consumption from non-renewable and renewable sources	47,093	40,136	31,907
Total fuel consumption from non-renewable sources	43,580	38,471	31,903
Total Gasoline	6,895	6,681	3,320
Total Diesel	23,319	21,263	19,332
Total LPG	305	5	18
Total Gas	13,061	10,521	9,233
Total fuel consumption from renewable sources	3,513	1,665	4
Total Biofuel	3,513	1,665	4
Total district cooling from non-renewable sources	2,236	571	0
Total district heating from non-renewable sources	19,715	17,688	18,266
Total electricity consumption	119,575	103,492	77,704
Total electricity from non-renewable sources (excl. nuclear)	27,812	40,581	20,921
Total electricity from low-carbon emission sources (renewables and nuclear)	91,762	62,912	56,783

Footnote: Coal and steam are not used as a source of primary energy and Accelleron does not sell any energy.

We incorporate electricity from renewable sources (hydro, sun, biomass, wind) and nuclear under the category "Low-carbon emission sources".

At Baden, we sell some of the electricity production from the installed solar panels to the grid (860 GJ in 2024 and 206 GJ in 2025). Data above refers to consumption and does not include energy sold.

District cooling was not used in 2023.

Conversion factors for consumed energy to MJ are sourced from DEFRA 2022 and the Swiss biofuel association.

➤ Next steps

- In 2026, we will continue to investigate the potential for solar panels in all suitable locations and install them wherever possible. We will also continue to implement the energy efficiency program.
- In 2026, additional countries and sites will transition to sourcing electricity from renewable sources.

Water

In our operations, we rely on water supply; water is used in manufacturing as a coolant and in service operations for cleaning purposes. Water use and pollution impact the environment, which means reducing water consumption and preventing contamination are key. The HSE policy emphasizes efficient water use and protection of water resources. As a minimum requirement, we follow local legislation on water consumption and discharge and implement our global water management target. Accelleron has no indication of breaches of environmental requirements in 2025 regarding water usage and discharge.

We collect and monitor relevant water indicators. Data on withdrawal, discharge, and effluent is primarily obtained from supplier invoices (96% of volume withdrawal) and water metering devices (3%), with a minor share estimated. Estimates are based on specific internal guidelines which use averages of water withdrawal of operational water and non-process water per headcount.

Water withdrawal and usage

Accelleron withdraws surface water, municipal water, and groundwater.⁴ The Swiss manufacturing site is the only site that withdraws surface water, representing 72% of total water withdrawn across all Accelleron sites in 2025, compared to 69% in 2024. The Swiss site withdraws water from the Limmat river and uses it as a coolant for industrial and test purposes. Cooling refers to the process of circulating water through a piping network, which is then discharged without altering its physical or chemical characteristics. Beyond Baden, small amounts of cooling water are used at the Chinese and Italian manufacturing sites. The use of water as a cooling medium helps to reduce energy consumption for cooling processes. In addition, Baden has a closed water circuit that reuses the water as a coolant many times over, before it is returned to the river where it has been withdrawn. The same concept is being applied at our Chinese site and at our manufacturing sites in Italy, which have also had a closed-loop water system for several years.

For the 28% remaining water withdrawal, around 25% of the water is taken from the municipal network. Six sites use groundwater, which accounts for the remaining 3% of the total annual water withdrawal volume. One of these is the Vadodara site, which has access to groundwater only. To counterbalance the impact on the local groundwater system, we invested in a water harvesting system which accelerates the infiltration of rainwater into groundwater during monsoon season in 2024.

Overall, water withdrawal has increased by 30% since 2023, which is driven by the increase in business activity and specifically the Swiss manufacturing site and its test facility. Water is predominantly used for industrial purposes (81%), 67% of which for cooling and 33% for manufacturing and service operations.

⁴ Accelleron does not use sea water nor produced water.

GRI 303-3 Water withdrawal

Exclusions	2025		2024		2023	
	Total	Areas with water stress	Total	Areas with water stress	Total	Areas with water stress
m ³						
Total withdrawal	237,191	34,228	221,806	30,107	182,502	24,149
Total withdrawal – surface water	171,053	0	152,628	0	122,622	0
Total withdrawal – ground water	4,845	4,396	3,827	2,992	2,894	2,680
Total withdrawal – third party water	61,293	29,832	65,351	27,115	56,986	21,470

Footnote: Accelleron does not use sea water or produced water. All withdrawn water is freshwater.

Water discharge

Depending on how it is used, water must be processed before discharging. In the case of non-process water, the water is sent to a municipal wastewater treatment plant for treatment through the sewage system or through a supplier. Industrial water discharge from service sites and production locations is divided into three categories according to local regulations:

- sent to treatment through sewage
- sent back to the river (only cooling water for the HQ site)
- sent to specialized third party for cleaning treatment

In terms of discharge, 50% of our sites are equipped with effluent treatment systems, which are used before process water is discharged into the sewage system. 32% have primary water treatment (in comparison to 40% in 2024) and 18% (equal to 2024) have secondary water treatment based on the Carbon Disclosure Program Water Security (CDP) definition.⁵ The proportion of sites equipped with primary effluent treatment decreased due to the closure of one site with primary treatment, the integration of OMC2 and TNM, which are not equipped with effluent treatment systems, and another additional service station included in the reporting. No specific water discharge standard has been established beyond meeting regulatory requirements.

GRI 304-4 Water discharge

Exclusions	2025		2024		2023	
	Total	Areas with water stress	Total	Areas with water stress	Total	Areas with water stress
m ³						
Total discharge	233,059	31,793	220,125	29,046	182,622	24,081
Water discharge by level of treatment – no treatment prior to discharge	23,629	17,670	23,973	17,540	18,011	10,815
Water discharge by level of treatment – primary treatment	199,071	5,583	186,216	3,519	157,393	7,555
Water discharge by level of treatment – secondary treatment	10,360	8,540	9,937	7,986	7,218	5,711
Water discharge by level of treatment – tertiary treatment	0	0	0	0	0	0

Water consumption

At Accelleron, water consumption is calculated based on withdrawal minus discharge. Water consumption in 2025 amounted to 4,132 m³, compared to 1,585 m³ in 2024, which represents 1% of the total amount withdrawn in 2025. The increase can be explained by better data quality.

GRI 303-5 Water consumption

Exclusions	2025		2024		2023	
	Total	Areas with water stress	Total	Areas with water stress	Total	Areas with water stress
m ³						
Total consumption	4,132	1,158	1,585	774	120	68

Water-related risks

Accelleron assessed water-related risks across its operations using the WRI Aqueduct Water Risk Atlas. A site is considered to have water-related risks if it is in an area with water stress, measured through the WRI Aqueduct baseline water stress indicator being “high or extremely high”. In areas with water stress, it is essential to use water even more efficiently.

Based on the above assessment, 40% of Accelleron’s reporting sites are located in water-stressed areas in 2025 but represent only 14% of the Company’s water withdrawn in 2025. Of the manufacturing sites, OMC2 and OMT sites are in an area with water stress. The OMT site uses a closed-loop system to use water more efficiently.

⁵ Primary treatment involves the physical removal of suspended solids and floating material, typically by sedimentation. A preliminary treatment may often be applied, which involves the physical removal of large debris, large particles, oils and grease, typically through screens and grit chambers. Secondary treatment involves the degradation of organic matter and reduction of solids through biological treatment. The removal of nutrients (nitrogen and/or phosphorus) can also be achieved at this level of treatment using a combination of chemical and biological treatments. Secondary treatment follows the primary treatment. Tertiary treatment involves the additional treatment needed to remove suspended, colloidal and dissolved constituents (nutrients, heavy metals, inorganic and other contaminants) remaining after secondary treatment through a number of processes including granular media filtration, biological nitrification-denitrification, biological phosphorus removal, chlorination, etc. Tertiary treatment follows secondary treatment.

From 2023 to 2025, the quantity of water withdrawn from areas with water stress remained stable at around 14% of the total water withdrawn.

Water management target

When considering water-polluting processes and therefore excluding cooling, water-based cleaning is the most water-intensive process across the organization and specific to the Service Division. With 35 reporting service sites located in areas with water stress, interruptions in water supply could disrupt business operations.

Therefore, Accelleron has assessed water usage across its service sites in 2024 in order to implement more responsible and efficient water management practices, especially for water-intensive cleaning processes. As a consequence of the analysis, the Company has set itself the target to move all service sites to more water-efficient cleaning processes by 2026. The target applies to all reporting service stations of Accelleron, excluding office sites without cleaning processes. Manufacturing sites with a high water consumption already have closed-loop systems established and are not included in the target.

We have embedded the water efficiency target achievement measurement into a more holistic approach to consider resource usage (water, energy, and cleaning media), safety practices and time efficiency and have defined guidelines for the most relevant industrial process at our service sites that measure efficiency across all parameters, including water efficiency. In the guidelines, sites are categorized into four levels according to their resource efficiency across all parameters, level 1 being least efficient and level 4 most efficient. To achieve our water efficiency target by 2026, all sites must reach at least level 2 across all parameters. For water use, this means they either have implemented a closed loop system or rely mainly on non-water-intensive cleaning methods. This way, we aim to increase water use efficiency and reduce water consumption.

In 2024, 47 locations of our service network had established water-efficient cleaning processes. After one year, seven additional sites have progressed and implemented more water efficient cleaning processes, fulfilling the target requirements. There are 31 sites remaining that do not yet fulfill the water-efficient cleaning requirements. Considering the year-on-year development, we see a challenge to reach the target by 2026 and will enhance our efforts to establish more water efficient cleaning processes at all service sites.

Progress on water efficiency target

	2025	2024
Exclusions		Manufacturing and office
Number of service stations that have established water-efficient cleaning processes	54	47

➤ Next steps

In 2026, we will continue to make cleaning processes more water efficient.

Waste and circular economy

Circular economy

Impacts, risks, and opportunities

Accelleron's circular economy initiatives primarily aim to conserve resources and minimize waste through recycling in our own operations and the service business, which prolongs the life span of turbochargers and engines. Our service business is an essential customer value-add and revenue driver.

Target 1	Zero waste to landfill and 90% waste recycling rate for non-hazardous waste by 2030 ⁶
Progress against target 1	Delayed
Results in 2025	In 2025, we increased year-on-year the amount of non-hazardous waste going to landfill to 55 metric tons and increased the recycling rate of non-hazardous waste to 89%
Target 2	We will work with our customers and sharpen our offerings to increase the volume and number of OEM service agreements with remanufacturing or repair solutions from 2025 until 2028
Progress against target 2	On track
Results in 2025	In 2025, we delivered 4,623 turbochargers under an OEM service agreement with remanufacturing or repair solutions, a year-on-year increase of more than 20%
SDG contribution	SDG 9 Industry, innovation and infrastructure SDG 12 Responsible consumption and production SDG 13 Climate action

Waste management at Accelleron focuses on the waste generated in our operations. Production and maintenance of turbochargers and fuel injector production generate the following waste categories:

- Metal scrap (steel and other metals, largely recyclable)
- Hazardous waste (from chemicals and lubricants used in production and cleaning operations treated via specialized third parties or secure landfills)
- Non-hazardous waste (packaging waste and post-consumer waste which is recycled to a large extent)

Overall, all the waste is sent to external parties for treatment. Where possible, we ensure full traceability of our waste by using accredited waste management suppliers. In some countries, we must rely on public waste management services and public information, due to a lack of alternative options. Another challenge for waste management is the lack of recycling infrastructure in some areas of the USA and regions such as the Middle East and Africa.

Accelleron turbochargers are mainly made from recyclable materials (98%) such as steel and other metals. Fuel injectors have similar recyclable content.

Waste classification and destination

Data and information related to non-hazardous waste are based on quantities provided by the waste management companies (87% of non-hazardous waste), on direct measurement (1% of non-hazardous waste), and on estimates (12% of non-hazardous waste). Estimates are prepared based on global guidelines using mass and type of waste as well as local statistics for waste management.

For hazardous waste, >99% of the reported numbers are based on treatment certificates provided by the hazardous waste management provider.

⁶ This target excludes USA, Middle East, and Africa.

306-3 Waste generated

metric tons	2025	2024	2023
Exclusions	n/a	OMC2, TNM	OMT, OMC2, TNM
Total weight of waste generated	4,666	4,260	4,181
Total weight of non-hazardous waste	3,828	3,622	3,641
Total weight of hazardous waste	838	638	540

Footnote: TNM comprises office sites only, and data is based on estimates related to headcount and consumption data of other office sites. No additional breakdown by composition of the waste is available.

Non-hazardous waste

Of the total generated waste in all sites of Accelleron in 2025, 82% was classified as non-hazardous, which represents a decreasing share since 2023. In 2025, the amount of non-hazardous waste generated increased by 6% compared to 2024, due to the business growth and the inclusion of OMC2 and TNM into the reporting scheme. In 2025, 81% of the non-hazardous waste generated at Accelleron was recycled and 19% was otherwise disposed of. In comparison to 2024, we increased the share of non-hazardous waste recycled to 78% for the full organization.

In 2025, metal-based waste accounted for 67% of the non-hazardous waste generated and sent to recycling. The remaining non-hazardous waste was comprised of:

- paper and cardboard (around 6%)
- plastic (around 1%)
- wood-based material (24%)
- and other types of waste (2%)

Of the 19% of non-hazardous waste that was otherwise disposed of, 58% was incinerated with energy recovery, 38% went to landfill, 3% was incinerated without energy recovery, and less than 1% was directed to disposal through other disposal operations. For Accelleron as a whole, 7% of non-hazardous waste went to landfill in 2025. This shows a slight improvement in comparison to 2024 (9%).

Hazardous waste

In 2025, hazardous waste represented 18% of our total waste and is mainly the result of cleaning operations at service sites and chemical use at production sites. In 2025, approximately 54% of the hazardous waste was recycled by specialized third parties and 46% was disposed of in a specialized, secure landfill. None of Accelleron's waste is shipped to another country for disposal. Accelleron has no indication of breaches of environmental legal requirements in 2025 regarding waste management.

306-4 Waste diverted from disposal

metric tons	2025	2024	2023
Exclusions	n/a	OMC2, TNM	OMT, OMC2, TNM
Total weight of waste diverted from disposal	3,559	3,067	3,184
Total weight of hazardous waste diverted from disposal – sent to recycling	453	244	265
Total weight of non-hazardous waste diverted from disposal – sent to recycling	3,107	2,823	2,919
Total weight of cardboard and paper sent to recycling	199	134	94
Total weight of wood and wooden pallet sent to recycling	738	561	368
Total weight of plastic sent to recycling	31	28	10
Total weight of scrap metal sent to recycling	2,069	1,920	1,776
Total weight of other type of material sent to recycling	71	180	671

306-5 Waste directed to disposal

metric tons	2025	2024	2023
Exclusions	n/a	OMC2, TNM	OMT, OMC2, TNM
Total weight of waste directed to disposal	1,111	1,200	999
Total weight of hazardous waste directed to disposal	388	398	276
Total weight of non-hazardous waste directed to disposal	723	802	723
Total weight of non-hazardous waste directed to disposal – incineration with energy recovery	425	413	398
Total weight of non-hazardous waste directed to disposal – incineration without energy recovery	2	55	5
Total weight of non-hazardous waste directed to disposal – landfill	276	318	294
Total weight of non-hazardous waste directed to disposal – other disposal operations	20	17	26

Footnote: No additional breakdown for hazardous waste by disposal method is available.

All types of waste are systematically directed to appropriate off-site destinations for recycling, energy recovery or disposal, in accordance with their classification and contractual agreements with local waste management suppliers, ensuring compliance with relevant regulations and infrastructure requirements.

Circularity

Circularity is a core principle of sustainability that focuses on keeping resources in use for as long as possible through strategies like repair, reuse, and recycling. At Accelleron, this concept is embedded in our sustainability strategy through initiatives such as increasing recycling, a strong service offering to prolong the life span of products, and developing repair solutions for turbochargers. These efforts not only reduce environmental impact but also create long-term value for customers and support the transition to a low-carbon economy. To underline the importance, we have set ourselves targets for recycling in our operations and repair solutions in our service business.

On the waste we generate in our operations, we have set ourselves the following target:

- By 2030, we aim to send zero non-hazardous waste to landfills and achieve a 90% waste recycling rate for non-hazardous waste, where the infrastructure exists.

This target excludes USA, Middle East, and Africa, as in these regions we are missing the necessary waste management infrastructure. The exclusion covers 10% of our total non-hazardous waste and 16 reporting sites.

With reference to our target to recycle 90% of non-hazardous waste by 2030, we improved slightly from 88% in 2024 to 89% in 2025. To advance on the target, sites have changed the waste management company for improved recycling offering, adjusted their operations, and reduced the waste generated. In China, we conducted a third-party audit of our waste data to ensure the accuracy of numbers and the waste destination. In Switzerland, the Operations and HSE teams, together with the local waste-management provider, evaluated the different waste streams and how they were sorted into the appropriate bins. Based on this assessment, an action plan was implemented, which improved the site's non-hazardous waste recycling rate to 90% and supported progress 2025 for the full company.

Regarding our target to eliminate the disposal of non-hazardous waste to landfill, the volume sent to landfill remained broadly unchanged compared to 2023. In 2025, 55 metric tons of non-hazardous waste went to landfill in the regions in scope of the target. We will work on the selection of appropriate waste-management partners and improved waste-sorting practices to eliminate the remainder of non-hazardous waste disposed to landfill.

Progress on waste targets

			2025	2024	2023
Exclusions			n/a	OMC2, TNM	OMT, OMC2, TNM
Target 1: 90% waste recycling rate for non-hazardous waste, where the infrastructure exists					
Total amount of non-hazardous waste		metric tons	3,828	3,622	3,641
Total amount of non-hazardous waste in US, Africa, and Middle East, excluded from target		metric tons	382	479	403
Total amount of non-hazardous waste recycled in US, Africa, and Middle East		metric tons	46	63	157
Total amount of non-hazardous waste excluding US, Africa, and Middle East	Target relevant	metric tons	3,437	3,138	3,222
Total amount of non-hazardous waste recycled, excluding US, Africa, and Middle East	Target relevant	metric tons	3,055	2,756	2,762
% of non-hazardous waste recycled where infrastructure exists (excluding US, Africa, Middle East)	Target relevant	%	89%	88%	86%
Target 2: Zero non-hazardous waste to landfill, where the infrastructure exists					
Total amount of non-hazardous waste going to landfill		metric tons	275	317	294
Total amount of non-hazardous waste going to landfill in US, Africa, and Middle East – excluded from target		metric tons	220	289	236
Total amount of non-hazardous waste going to landfill, excluding US, Africa, and Middle East	Target relevant	metric tons	55	28	57

Footnote: TNM comprises office sites only, and data is based on estimates related to headcount and consumption data of other office sites. Targets exclude US, Africa, and Middle East because of lack of appropriate infrastructure.

In addition, we have set ourselves a specific circularity target related to our service business:

- We will work with our customers and sharpen our offerings to increase the volume and number of OEM service agreements with remanufacturing or repair solutions from 2025 until 2028.

Remanufacturing and repair solutions avoid the use of virgin resources and reduce consequently negative environmental or social impacts related to the extraction of metals. In 2025, we delivered 4,623 turbochargers under an OEM service agreement with a specific circularity offering. That represents a volume increase of more than 20% in comparison to 2024. We also added one new agreement.

We also offer other solutions that have circularity advantages. To guarantee availability and uptime for our customers, our repair concept includes a pool of turbochargers, maintained either by customers or by Accelleron, which guarantees the delivery of exchange units within two to five days. To maintain sufficient turbocharger units in the pool, the pool is regularly seeded with completely new turbochargers. By promoting higher core component returns and increasing our remanufacturing scope, we also aim to reduce the number of new seedings annually.

In terms of remanufacturing, for high-speed applications, we offer a turbocharging overhaul program in accordance with the engine overhaul cycle. In a comprehensive process, every returned turbocharger is first dismantled, and the materials preserved wherever possible. For safety and reliability, all bearing and sealing parts, as well as worn or damaged parts, are replaced with new parts. Remaining parts are then cleaned, reprocessed, and where feasible, repaired. The complete turbocharger is then reassembled, or remanufactured. Accelleron's robust balancing and testing process ensures that every remanufactured turbocharger meets the Company's strict quality standards. Remanufacturing results in turbochargers with the same high performance and reliability as new products, while saving an estimated 45% to 75%⁷ of the energy and greenhouse gas emissions involved in producing new turbochargers.

➤ Next steps

- In 2026, we will continue to decrease the amount of non-hazardous waste sent to landfill and increase the recycling rate for non-hazardous waste.
- We will work with our customers to increase the volume and number of OEM service agreements with remanufacturing or repair solutions.

⁷ Depending on turbocharger size and repair level, according to an internal life cycle assessment (LCA).

People

Our employees shape our future. To support the Company's and their success, we strive to provide the best possible conditions for an attractive, safe, healthy, and flexible working environment.

A socially responsible employer with high standards

Employee learning, development & well-being

Impacts, risks, and opportunities

Accelleron's efforts on employee development and well-being impact our employees' performance, career opportunities, and mental health. Failure to develop our people and take care of their well-being would affect our business performance and employee engagement.

Target (old)	By 2026, every employee to have at least two working days as training per year (16 hours per year)
Target (new)	By 2030, every employee to have at least 24 learning hours per year
Progress against 2026 target	Achieved
Results in 2025	17
SDG contribution	SDG 4 Quality education

People strategy and policies

In 2023, we defined our people strategy, which is a fundamental part of our business strategy. In 2025 we renewed the strategy but decided to keep the four focus areas: culture and purpose, attracting and retaining talent, continuous learning, and leadership. To improve all of those areas, we are working on numerous strategic initiatives, including communicating our purpose and clarifying how every employee can contribute to sustainability; improving resilience and well-being; and defining how artificial intelligence (AI) can be used and training employees to use it.

With our encompassing policy framework, we ensure that our employee-related practices around the globe are responsible and fair. Accelleron has defined global policies regarding employment relationship. The policy of "hire to retire" provides clear guidelines and principles for recruitment, onboarding, promotions, internal transfers, termination, retirement, talent and performance management, learning and development as well as payroll, compensation, and benefits. The labor relations policy defines principles for collaboration, with employee representatives on different levels. On top of these there are more detailed policies related to compensation practices, benefits management, performance management, people development, global job architecture, and more. These global policies are regularly reviewed, and changes are, when necessary and applicable, negotiated with labor unions or employee representatives. These are also implemented in the newly acquired entities during the integration process.

GRI 2-7 Employee breakdown by region, and gender

		Global		Switzerland		Asia & Middle East		Europe & Africa		Americas	
		2025	2024	2025	2024	2025	2024	2025	2024	2025	2024
Total headcount	Total number of employees	3,219	3,017	1,014	953	1,057	979	905	866	243	205
	Thereof female	563	513	175	156	208	190	140	130	40	33
		18%	17%	17%	16%	20%	19%	16%	15%	17%	16%
	Thereof male	2,656	2,504	839	797	849	789	765	736	203	171
Permanent	Number	2,946	2,777	977	913	850	798	879	847	240	205
	% of total employees	92%	92%	96%	96%	80%	82%	97%	98%	99%	100%
	Thereof female	491	457	165	147	155	149	132	124	39	33
		17%	17%	17%	16%	18%	19%	15%	15%	16%	16%
Temporary	Number	273	240	37	40	207	181	26	19	3	0
	% of total employees	9%	8%	4%	4%	20%	19%	3%	2%	1%	-%
	Thereof female	72	56	10	9	53	41	8	6	1	0
		26%	23%	27%	23%	26%	23%	31%	32%	33%	0%
Full time	Number	3,046	2,852	864	812	1,054	976	887	845	241	205
	% of total employees	95%	95%	85%	85%	100%	100%	98%	98%	99%	100%
	Thereof female	490	442	121	106	206	188	124	111	39	33
		16%	16%	14%	13%	20%	19%	14%	13%	16%	16%
Part time	Number	173	165	150	141	3	3	18	21	2	0
	% of total employees	5%	6%	15%	15%	0%	0%	2%	2%	1%	0%
	Thereof female	73	71	54	50	2	2	16	19	1	0
		42%	43%	36%	36%	67%	67%	89%	91%	50%	0%
	Thereof male	100	94	96	91	1	1	2	2	1	0
		58%	57%	64%	65%	33%	33%	11%	10%	50%	0%

Footnote: No comprehensive data available for employees with non-guaranteed hours contracts.

Secure employment

At Accelleron we want to provide secure employment for our employees, and we are committed to limiting the use of non-regular employment. In 2024 we employed 3,017 employees while at the end of 2025 the number was 3,219. This represents a growth of 7%. Globally, around 8.5% of our employees have a fixed-term employment contract, all of which are due to relevant business reasons or local regulations. We use a contingent labor force in limited areas, such as managing peaks in production volumes or non-specialized or non-core activities at our factories.

Our preference is to use our own labor force, and in our largest production site in Switzerland we have set a target of using no more than 20% of contingent labor. At our production sites in China and in OMT Italy, our objective is to establish comparable targets that support our broader operational strategy, while remaining responsive to the distinct regulatory, cultural, and industrial contexts of each location. When using contingent labor, we ensure that the compensation is aligned with our own benchmarked compensation levels and follow collective bargaining agreements where available, to ensure that our partners are compliant with human rights and follow local legislation.

Employee representation

Accelleron is committed to the principles of collective bargaining. Around 60% of our employees are covered by local collective bargaining agreements and we communicate this to our employees transparently. We welcome and encourage local employee activity and support employee representative elections. Accelleron engages in regular and active collaboration with local labor unions and employee representatives.

Should we see the need to reduce the workforce, we consult with the local labor unions or employee representatives according to local procedures regarding the details of the reduction, and we aim to mitigate the consequences for individuals by providing appropriate relief, for example, social plans, according to local requirements. In 2025, there were no reductions in the workforce for business reasons.

Flexible policies for enhanced employee well-being and employer attractiveness

We consider flexible work policies a benefit for our employees that increases employee satisfaction and retention. Although we normally offer contracts with 100% working hours, we also aim to adapt to the individual needs of the employee. In 2025, 5.4% of our employees worked part time. The main reason for shortening working hours is to support child and dependent care according to local regulations.

We recognize the importance of supporting working parents. To promote a more inclusive and equitable working environment, a gender-neutral parental leave program has been implemented globally. This program provides paid leave to both caregivers following the birth of a child, and for new parents through adoption or surrogacy.

To further support flexibility, we have remote work policies in line with local regulations for all employees in positions where remote work is possible. We promote flexible working hours where possible, and we support the banking of hours or other flexible solutions for shift work, depending on legislation. We strictly follow local regulations on working time and rest periods to secure adequate recovery time and support employee health and well-being.

At Accelleron, we also support employee well-being, considering health from a broad perspective, covering physical, mental, and social aspects. Understanding that employees face various life challenges, we provide resources to help them navigate those situations. To foster employee work-life balance, we work with Workplace Options, a leading provider of employee well-being solutions, to offer a global employee assistance program. In 2025, we continued to provide training on mental health and resilience both for leaders as well as all employees.

GRI 401-3 Parental leave

	Number of employees		
	2025	2024	
Employees entitled to parental leave	Male	2,656	2,504
	Female	563	513
Employees that took parental leave	Male	106	94
	Female	18	16
Employees that returned to work after parental leave	Male	104	86
	Female	8	10
Employees that returned to work after parental leave ended that were still employed 12 months after their return to work	Male	n/a	83
	Female	n/a	8

Responsible company culture

Our corporate Code of Conduct (CoC) is the cornerstone of our commitment to upholding integrity in all areas. It applies globally to all employees, managers, officers, directors, and employees of joint ventures or entities in which we have a majority interest or exercise effective control. Training in Accelleron's Code of Conduct is mandatory for all employees of the Company.

As part of its Code of Conduct, Accelleron is firmly committed to upholding human rights and labor standards across all its operations, ensuring ethical treatment, fair working conditions, and respect for every individual. Neglecting these principles could expose the Company to significant reputational damage, legal liabilities, and operational disruptions, especially in global supply chains. Protecting human rights is not only a moral imperative but also a strategic necessity for sustainable growth and stakeholder trust.

We strongly condemn all discrimination based on age, disability, ethnicity, family status, race, religion, gender, sexual orientation, social origin, or other personal characteristics. We do not tolerate any kind of harassment or abusive behavior.

Our employees are encouraged and trained to report issues or concerns related to discrimination through our business ethics reporting channels, with the option to report anonymously. We handle all reports according to documented procedures and investigate and decide on appropriate disciplinary and remedial measures in a structured process.

Creating opportunities

Accelleron has an open job market; we aim to publish all open positions internally for anyone to apply for, and we prioritize our internal applicants. We are committed to increasing the internal fill rate of our vacancies, and we closely monitor and analyze internal career development and rotation. Our average tenure is 11 years. In 2025, out of 453 hires, 16% of vacancies were filled internally. Furthermore, while 21.9% of all applicants were female, we hired 23% females, which helps to improve our gender distribution over the years. Our recruiters are regularly trained on unconscious bias, and our recruitment setup and software are designed in a way that mitigates potential biases in the selection process.

GRI 401-1 New employee hires, by age group, gender, and region

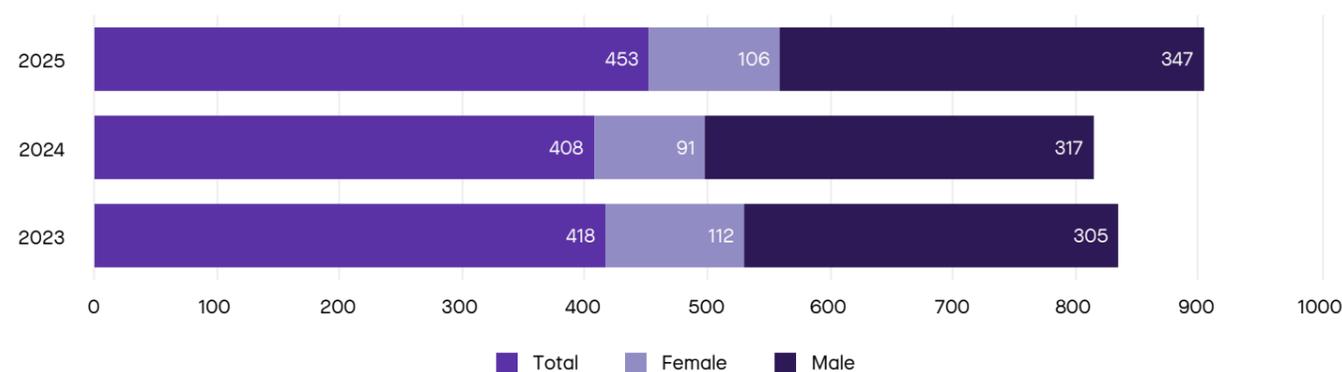
2025			Global	Switzerland	Asia & Middle East	Europe & Africa	Americas
New hires total	Total	#	453	136	157	105	55
	Female	#	106	34	42	20	10
		%	23%	25%	27%	19%	18%
	Male	#	347	102	115	85	45
	%	77%	75%	73%	81%	82%	
Age < 25	Total	#	104	29	53	12	10
	Females in age group	#	17	3	13	1	2
		%	16%	10%	25%	8%	20%
	Males in age group	#	80	26	40	11	8
	%	77%	90%	75%	92%	80%	
Age 25-34	Total	#	200	63	78	43	16
	Females in age group	#	53	23	23	4	3
		%	27%	37%	29%	9%	19%
	Males in age group	#	147	40	55	39	13
	%	74%	63%	71%	91%	81%	
Age 35-44	Total	#	82	20	21	25	16
	Females in age group	#	17	2	5	8	2
		%	21%	10%	24%	32%	13%
	Males in age group	#	65	18	16	17	14
	%	79%	90%	76%	68%	88%	
Age 45-54	Total	#	52	16	5	21	10
	Females in age group	#	15	5	1	6	3
		%	29%	31%	20%	29%	30%
	Males in age group	#	37	11	4	15	7
	%	71%	69%	80%	71%	70%	
Age >55	Total	#	15	8	0	4	3
	Females in age group	#	2	1	0	1	0
		%	13%	13%	0%	25%	0%
	Males in age group	#	13	7	0	3	3
	%	87%	88%	0%	75%	100%	

GRI 401-1 Employee turnover rate

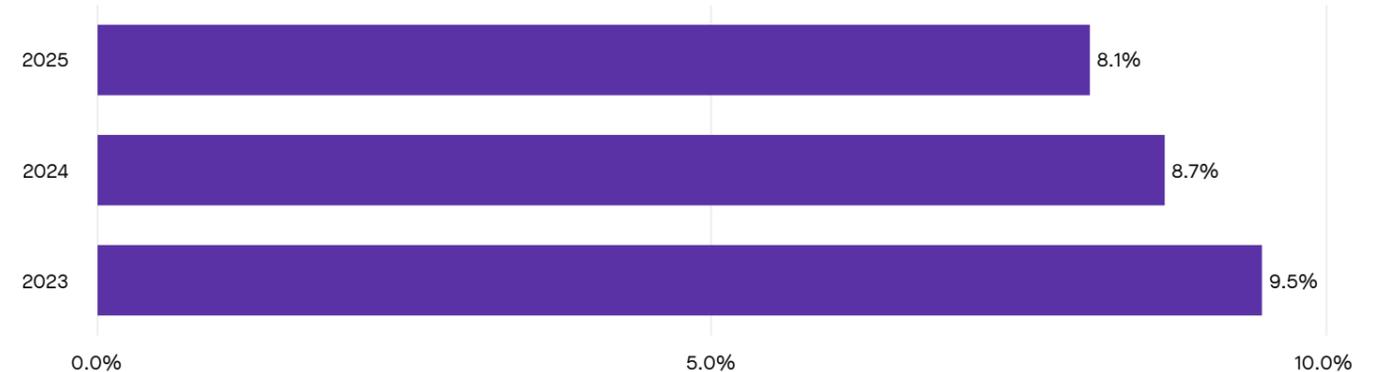
2025		%	Global	Switzerland	Asia & Middle East	Europe & Africa	Americas
Total turnover rate	Total		8.1%	8.2%	7.7%	6.9%	13.9%
	Female		11.1%	10.2%	12.1%	8.2%	20.0%
	Male		7.5%	7.8%	6.6%	6.7%	12.6%
Turnover rate age 25-34	Total		10.0%	11.2%	7.6%	10.5%	16.5%
	Female		9.7%	10.8%	10.1%	6.5%	11.1%
	Male		10.1%	11.4%	6.7%	11.3%	17.5%
Turnover rate age 35-44	Total		5.9%	5.6%	4.5%	4.5%	17.8%
	Female		8.0%	10.4%	6.3%	4.4%	16.7%
	Male		5.4%	4.7%	4.0%	4.6%	18.2%
Turnover rate age 45-54	Total		4.7%	3.3%	4.3%	4.8%	10.7%
	Female		13.4%	10.8%	10.7%	11.8%	40.0%
	Male		3.0%	1.7%	3.2%	3.5%	4.3%
Turnover rate age >55	Total		8.5%	10.1%	6.2%	8.4%	3.1%
	Female		4.5%	0.0%	0.0%	15.4%	0.0%
	Male		8.9%	11.1%	7.1%	7.7%	3.3%

Footnote: We exclude the age group <25 from this table, as this group mainly consists of fixed-term employees, such as interns and apprentices.

Development new hires



Development turnover rate



Our turnover rate globally in 2025 was 8.1%. When looking into further breakdown in the regions the turnover rate varies up to 17.8% due to small sample size. The overall turnover rate among females is higher than among the male population. In 2026 we aim to study further the reasons for female turnover especially among female leaders. Among the regions the turnover rate is highest in Americas which is impacted by a relatively small sample size.

Equal pay

In 2025, we followed up on our original gender pay gap analysis, done in 2023 in major countries, with actions in selected countries through which we aimed to identify and address possible inequalities. There were no adjusted pay gaps identified in any of the selected countries. In China, the improvement areas identified in 2023 were addressed satisfactorily. In Italy, the improvement areas identified have also been successfully addressed. The analysis for our Swiss entity in 2023 confirmed our compliance with the principle of equal pay and results were validated by a third party.

As part of our ongoing commitment to pay equity, we also began preparing for the upcoming EU Pay Transparency Directive. In 2025, we defined our strategic ambition, developed a high-level implementation roadmap, and outlined key regulatory requirements. We are currently evaluating suitable tools to support compliance. Internal engagement and reporting are planned as the next phase of our preparation.

Beyond pay

We strive to offer equal benefits to employees independent of their employment type or working hours. The policies of our most significant sites Switzerland, China, and Italy are explained below.

In Switzerland, all our permanent employees receive the same conditions independently of their employment models (e.g. full-time or part-time), including well-being support, insurance, discounts, and pension benefits. We also offer a social assistance and care program through our Charity Fund. Temporary workers are excluded from benefits but receive equal pay.

In China, compensation and benefits are managed transparently and equitably – including enhanced paternity leave and annual fairness reviews. For benefits like pension, work injury, medical insurance, and parental leave we distinguish between full-time employees and other employment types (e.g. part-time and off-post (inactive) employees). Fixed-term employees that only work part-time have their social security coverage limited to work injury insurance and are not eligible for long service awards but are entitled to supplementary medical, life, and accident insurances as well as supplementary pension insurance and all other benefits available for full-time employees with active employment relationship. Since 2025, no cases of unfair total compensation have been reported. The Company supports inclusion by employing four disabled individuals.

In Italy, compensation and benefits are managed consistently with company and national frameworks, ensuring fairness and compliance with local labor regulations. All permanent employees receive the same core benefits regardless of their working hours, including health and accident insurance, pension contributions, and access to well-being initiatives. Certain benefits, such as meal vouchers, company car, or additional medical coverage, may differ depending on employment level or role, in line with national practices. Temporary employees are excluded from most long-term benefit schemes; however, they receive equal pay for equal work and are entitled to the same statutory and collective bargaining agreement-based provisions as permanent employees with respect to health and safety, training, and short-term welfare measures (e.g. annual flexible benefits), in accordance with applicable local legislation.

Listening to our employees

We want our employees to feel heard: their opinion matters. Therefore, in October 2025, we conducted our third employee engagement survey. The response rate was 86%, which has grown 12 percentage points since our first survey in 2022. This indicates that there is a high level of trust among the employees that we continue to improve based on their feedback. We are thankful that our employees are so committed to developing the way we work together. Our engagement net promoter score (NPS) of 39, which rose by 7 points, indicated that we are in the top 15% of the industry and 19 points above benchmark. Our key strengths remain consistent with last year's survey results, reflecting strong performance in goal setting, meaningful work, autonomy, and collaborative peer relationships. Among the main survey segments diversity and inclusion remain on a high level and show an increasing trend year-on-year.

The survey results are currently under review and, as in previous years, are being discussed within teams to identify improvement areas and develop targeted action plans. Management will continue to monitor progress on these agreed actions to ensure accountability and impact.

Employee well-being and workload management remain recurring priorities. Significant efforts have already been made throughout the year to address these areas, and we saw an improvement in some of the related questions since 2024 survey. We are committed to creating growth opportunities, clarifying career paths, and establishing a strong feedback culture. These initiatives also reflect our core values – building trust and promoting continuous learning – and are designed to support both organizational success and individual development.

These focus areas will be supported through coordinated actions at both team and local levels, complemented by dedicated global programs and resources. These efforts form part of our broader People Strategy, reinforcing our commitment to well-being, resilience, and sustainable workforce development.

➤ Next steps

In 2026 we will continue to work on attracting more female candidates, driving the improvement actions based on employee engagement survey results and implementation of further actions according to the EU Pay Transparency Directive.

Employee learning and development

Accelleron's commitment to continuous learning is a cornerstone of our corporate sustainability efforts and one of the focus areas of our people strategy. We also recognize the importance of being an attractive and responsible employer who takes care of its employees.

Failing to invest in the development of our people risks widening the skills gap, diminishing employee well-being, and weakening our contribution to a more inclusive and resilient society. Without continuous learning and growth opportunities, we also risk disengaging our workforce. Neglecting employee development would directly undermine our business performance by eroding innovation, agility, and operational excellence. A disengaged workforce leads to higher turnover, lower productivity, and reduced customer satisfaction – ultimately compromising our long-term competitiveness and sustainability.

Continuous learning is in our DNA

We encourage all employees to take ownership of their own development. However, our leaders play a crucial role in ensuring that these opportunities are realized for the benefit of both employees and the Company. This continuous development effort enables us to foster innovation and stay relevant to our customers, while supporting our employees in maintaining and expanding their skills.

We value our approach to lifelong learning. In 2025 we introduced another new company-wide, AI-enhanced learning platform where all employees can enhance their skills and knowledge. All employees who join the Company receive a tailored onboarding plan and access to job-relevant learning content. All employees are also required to complete mandatory training, e.g., in safety, integrity, and cyber security.

Each employee has an individual development plan, including actions agreed with the employee's line manager in annual performance discussions. In 2025, 73% of our employees who had participated in the performance management process had an agreed and documented development target. The slight decline from 75% in 2024 is due to introducing the performance review process to our acquired entities. We promote various learning methods, including on-the-job learning, mentoring, coaching, project work, job enrichment, job rotation, short-term assignments abroad, and classroom and online learning. In 2025 we introduced a new concept on 360 degree leadership feedback which all leaders are recommended to use every second year to help our leaders grow. Additionally, we offer language courses to foster language skills development.

We measure learning progress through the reporting of average annual learning hours per employee, which in 2025 was over 17 hours. When we set our learning goal in 2022 our aim was to reach 16 hours by 2026. After two consecutive years of exceeding the original target, we revised our ambition to achieve 24 hours by 2030.

404-1 Average number of hours of training per employee per year

	Average number of training hours per employee
2025	17
2024	17

Footnote: No breakdown by gender or employee category available.

Moreover, we offer continuous training globally for all service engineers. Initially, all service engineers are trained at our headquarters in Baden, to ensure that they meet the same Swiss quality standards across all of our global locations. The curriculum includes basic training through an e-learning program followed by on-the-job training covering quality and safety aspects. To ensure that the latest knowledge and technology is shared globally, the service engineers travel to headquarters every three years to complete refresher training.

We develop talent to drive sustainable growth

At Accelleron, talent development is a key enabler of our strategic and long-term success. We provide our people with diverse opportunities – from job enrichment and cross-functional rotations to strategic assignments and leadership roles. This approach helps us to build future-ready skills, foster innovation, and ensure sustainable growth.

Accelleron is committed to non-discrimination and providing equal opportunity for career development and training. All employees benefit from a wide range of learning resources as well as an annual individual

development plan agreed in performance management discussions. This combination provides a systematic and efficient development approach.

All our development activities are anchored in a structured and well-established framework called “People Accelerator”. This process serves as our company-wide standard for systematic talent development and succession planning, fully aligned with our business strategy and future capability requirements. It focuses on developing the skills, mindsets, and leadership qualities essential for long-term success.

The People Accelerator applies across the organization, particularly for senior leadership roles, and ensures a consistent, transparent, and forward-looking approach to people development. We monitor our progress through defined KPIs – for example, our aspiration to achieve 100% emergency succession coverage for all critical positions. As a result of this structured process, we are able to strategically develop our future talents and successors, safeguarding business continuity while nurturing the skills and mindsets needed for the future.

Leadership development is an integral part of this journey. Based on insights gained through the People Accelerator, we continuously refine our leadership competencies and programs. Each year, between 150 and 200 of our managers participate in strategy-linked leadership development initiatives designed to strengthen our leadership culture and ensure that our most relevant content and values are consistently lived and embedded throughout the organization.

Addressing future talent and skills needs

Developing future talent is a key part of Accelleron's commitment to innovation and sustainable growth. Since 2023, Accelleron has partnered with UNITECH International – a leading European network that brings together top STEM students, universities, and global companies to prepare the next generation of engineers and leaders for international industry challenges. Through this collaboration, Accelleron provides students with real-world exposure, coaching, and project opportunities that connect academic excellence with practical application. Beyond the UNITECH partnership, Accelleron continues to engage closely with universities worldwide in areas such as engineering and manufacturing.

Each year, we train around 50 apprentices in various functions – mainly manufacturing – at our Baden headquarters. Our two-year program fosters mutual growth, with many apprentices transitioning into permanent roles. In line with generation Z expectations, we have enhanced trainer development and broadened our early-career pathways with new internship opportunities. Our young-talent programs are continuously evolving to stay at the forefront of emerging generational topics.

Empowering our workforce for the future with AI

At Accelleron, we are committed to building future-ready capabilities to ensure our workforce remains competent and resilient in a rapidly evolving technological landscape. As part of this commitment, we are actively onboarding all employees to adopt and utilize artificial intelligence (AI) tools, including solutions like Copilot, while providing structured learning opportunities to support their development.

We have already implemented multiple AI use cases across our divisions and functions and are equipping employees with the skills needed to apply these tools effectively in their daily work. In parallel, we are conducting a comprehensive analysis – leveraging AI and statistical methods – to understand the potential impact of AI on various job roles. This hypothesis-driven approach is being validated in collaboration with leaders and subject matter experts.

The insights gained from this analysis will help us to craft a targeted skill development plan tailored to specific roles, ensuring our employees remain fit for their jobs today and in the future. This initiative reflects our broader sustainability ambition to foster a culture of continuous learning, innovation, and inclusive transformation.

Performance management

Performance management guides target setting

To ensure that learning and development efforts are aligned with the overall performance management system and reinforce the objectives set, all employees have a target-setting discussion at the beginning of the year. As part of this discussion, managers give and receive feedback not only on performance but also on how employees work and collaborate. Leaders are invited to conduct frequent check-in discussions throughout the year to ensure that targets remain valid, and that employees are progressing as planned. An assessment of target achievement and planned development takes place at the end of the year. In 2025, 99.0% of our employees completed the year-end assessment of their performance.

GRI 404-3 Percentage of employees receiving a performance and career development review

		Percentage	
		2025	2024
Total	Total	99.0%	99.9%
	Female	98.2%	100.0%
	Male	99.2%	99.8%
Non-management employees	Total	99.1%	99.8%
	Female	97.9%	100.0%
	Male	99.4%	99.8%
Management employees	Total	98.5%	100.0%
	Female	100.0%	100.0%
	Male	98.3%	100.0%

Compensation systems drive towards sustainability

Over 94% of employees have a bonus program as part of their total compensation. Our strong focus on sustainability is also reflected in our bonus programs. We have a sustainability target which accounts for 10% of the annual bonus for all employees eligible for the corporate short-term incentive plan. These targets are derived from the Company's sustainability targets related to priority topics and key sustainability initiatives for each department which employees work towards, such as LTIFR targets, waste reduction programs, or leading or participating in initiatives that give back to the communities in which we operate. In our Long-Term Incentive (LTI) up to and including the grant 2025, we have an ESG target with a weight of 20% for plan participants. As of the grant 2026, we will pause the ESG target in the LTI, while it will be more prominently reflected in our Short-Term Incentive (STI) for the relevant Senior Executives to reflect key sustainability commitments in terms of health and safety and climate.

Further details can be found in our [Compensation report](#).

➤ Next steps

Our focus in 2026 will be on providing more specific and broader offerings for leadership trainings, making our strategic workforce planning process conducted as part of People Accelerator more robust, and starting targeted skills development to enable our employees to intensify use of AI in their day-to-day tasks.

Inclusion and diversity at Accelleron

Diversity and inclusion

Impacts, risks, and opportunities

Diversity and inclusion ensure the mental and emotional well-being of employees. They feel empowered and confident. Failure to generate a diverse and inclusive workplace can lead to lower levels of engagement, innovation, and revenue, resulting in a less attractive employer reputation and less effective talent attraction and retention.

Target (old)	Women make up 25% of senior management by end of 2025
Target (new)	Increase female leaders on all levels from 13% in 2025 to 17% in 2035
Progress against 2025 target	Achieved
Results in 2025	25%
SDG contribution	SDG 5 Gender equality

We recognize diversity as a fundamental driver of innovation and creativity. It brings together different perspectives and ideas, leading to better decision-making and more effective problem-solving. It also influences employee engagement.

Accelleron operates in over 50 countries, and most of our sites are managed by local leaders. This contributes to a global and culturally diverse organization. In 2025, we began defining our Inclusion, Diversity, Equity@Accelleron (IDE@A) strategy to establish a clear development focus both globally and locally. We acknowledge that inclusion is essential for business growth and are committed to fostering a safe and respectful workplace where employees can be their authentic selves.

Our IDE@A strategy is designed around a multi-level approach. On a global level, we align and address key topics that are relevant across the entire organization. At the same time, we recognize that each country and region has its own specific context and priorities. To capture these, we conducted workshops in most of our countries in 2025 to identify, align, and agree on local development areas and actions. This process resulted in a clear set of short-, mid-, and long-term initiatives.

Through this combined global and local approach, we ensure that we not only uphold company-wide goals and standards but also respect and integrate local needs and unique requirements. We actively promote the attraction of diverse talent and encourage the formation of Employee Resource Groups (ERGs) to further drive inclusion and strengthen a sense of belonging across our global workforce. Currently there are two ERGs, one Female Network and the Young Accellerators, designed for early-career professionals to build community, share knowledge, and accelerate development.

GRI 405-1 Diversity indicators by workforce category, age group, and gender

		Total		Non-management		Management		Senior management		EC	
		2025	2024	2025	2024	2025	2024	2025	2024	2025	2024
Total	Total	3,219	3,017	2,667	2,487	469	436	77	87	6	7
	Female	17.5%	17.1%	18.4%	17.8%	12.8%	13.3%	15.6%	16.1%	17.0%	14.3%
	Male	82.5%	82.9%	81.6%	82.2%	87.2%	86.7%	84.4%	83.9%	83.0%	85.7%
Age < 25	Total	6.0%	4.8%	6.4%	5.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
	% Female in age group	13.0%	11.0%	11.1%	11.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
	% Male in age group	87.1%	89.0%	88.9%	89.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Age 25–34	% of total	24.6%	24.4%	28.6%	27.8%	8.5%	10.1%	0.0%	1.1%	0.0%	0.0%
	% Female in age group	23.2%	22.0%	23.6%	22.0%	17.5%	20.5%	0.0%	100.0%	0.0%	0.0%
	% Male in age group	76.8%	78.0%	76.4%	78.0%	82.5%	79.5%	0.0%	0.0%	0.0%	0.0%
Age 35–44	% of total	29.6%	30.5%	27.6%	28.2%	43.1%	43.6%	24.7%	31.0%	0.0%	14.3%
	% Female in age group	18.7%	18.5%	20.1%	20.0%	14.4%	13.7%	21.1%	14.8%	0.0%	0.0%
	% Male in age group	81.3%	81.5%	79.9%	80.0%	85.6%	86.3%	78.9%	85.2%	0.0%	100.0%
Age 45–54	% of total	24.9%	25.6%	22.8%	23.5%	35.2%	33.7%	44.2%	43.7%	33.3%	14.3%
	% Female in age group	15.8%	16.5%	16.6%	17.1%	11.5%	11.6%	20.6%	23.7%	50.0%	100.0%
	% Male in age group	84.2%	83.5%	83.4%	82.9%	88.5%	88.4%	79.4%	76.3%	50.0%	0.0%
Age >55	% of total	14.8%	14.7%	14.6%	14.6%	13.2%	12.6%	31.2%	24.1%	66.7%	71.4%
	% Female in age group	10.3%	9.0%	11.1%	9.4%	8.1%	10.9%	4.2%	0.0%	0.0%	0.0%
	% Male in age group	89.8%	91.0%	88.9%	90.6%	91.9%	89.1%	95.8%	100.0%	100.0%	100.0%

Footnote: No further diversity indicators are collected at this level of detail.

GRI 405-1 Board diversity

	2025	2024
Total number of board members	6	6
Female	33%	33%
Male	67%	67%
Age >55	100%	100%

Gender diversity and representation in leadership roles

We are committed to increasing gender diversity. The goal is for women to hold 25% of senior leadership positions by 2025, which we managed to reach. We are proud to highlight that women have leading roles across all areas in the Company. They are leading some of our country organizations, and two factories in Baden have female leaders. Our service operations, the largest team in the Company, is also led by a woman. We also strive to increase the overall proportion of female employees, and we have succeeded in raising the proportion from 15% in 2022 to 17.5% in 2025.

As we successfully reached our female senior leadership goal, we defined a new gender diversity target in 2025. Our goal is to increase female leaders on all levels from 13% in 2025 to 17% in 2035 which aligns with the overall gender ratio. This is a challenging target in technology industry where only around 15% of Science, Technology, Engineering & Mathematics (STEM) graduates are female.

Progress on diversity target

Percentage share of females in senior leadership positions

	2025	2024	2023
	25%	24%	20%

Footnote: Senior leadership position refers to people who directly report to Executive Committee members and/or country managing directors. This is not the same as Senior Management.

Next steps

We will continue in 2026 to implement our local IDE@A development plans in the countries, building further awareness on inclusion and diversity globally as well as initiating specific actions to build and retain our female leader talent bench.

Health and safety¹

Health and safety

Impacts, risks, and opportunities

Ensuring safe and healthy working conditions has a direct impact on the well-being, motivation, and productivity of our employees. Failure to maintain high safety standards could lead to workplace incidents, operational disruptions, and reputational or legal consequences. We see opportunities to further strengthen our safety culture by influencing behaviors, promoting awareness, and continuously improving our practices.

Target	Reach Lost Time Injury Frequency Rate LTIFR 1.7 (per 1 million hours worked) by 2030
Progress against target	Delayed
Results in 2025	2.88 (per 1 million hours worked)
SDG contribution	SDG 3 Good health and well-being

Health and safety are central to our sustainability strategy and at the core of our license to operate. In 2025, we took important steps to strengthen our safety culture and reinforce our commitment to protecting our

¹ The text in this chapter refers to Accelleron, excluding OMT, OMC2, and TNM, unless specified differently. These units will be gradually integrated into the existing health and safety management of Accelleron in 2026. Data include OMT, OMC2, unless specified.

employees, contractors, and partners across all operations. Our processes and policies apply to all our employees and contractors.

Health and Safety Management system

Most employees at risk are based at our manufacturing and service sites while our service teams also work in remote locations or on board customer-controlled vessels. These environments can present challenges beyond our direct influence. To address them, we rely on a health and safety management system designed to minimize risks and prevent workplace injuries and illness. The foundations for our management system were laid in 2022–2024, when we unified local legacy standards on health, safety, and quality into a single global QHSE framework and achieved external certification in accordance with ISO 45001 and ISO 9001 across 67 locations of the Accelleron Service Division. Our factories in China and Switzerland operate under their own ISO 9001-, ISO 45001-, and ISO 14001-compliant management systems. The 31 locations that are not externally certified nevertheless follow the same global management system.

We adopted this certification pathway to ensure a consistent, credible, and independently validated approach to managing risks, driving continuous improvement, and meeting the expectations of customers and other stakeholders worldwide. Our Health and Safety Management system applies to all employees, contractors, and any individuals present in workplaces controlled by Accelleron.

At Accelleron, all employees have access to global travel security and medical advice, as well as to local health services (e.g. vaccinations, medical checks).

GRI 403-8 Coverage health and safety management system

2025	Accelleron Turbochargers				Fuel injection (OMT/OMC2)			
	Sites		Employees	Contractors	Sites		Employees	Contractors
	#	%	%	%	#	%	%	%
Covered by health and safety management system	100	100%	100%	100%	2	100%	100%	100%
Covered by internally audited health and safety management system	100	100%	100%	100%	2	100%	100%	100%
Covered by externally audited health and safety management system	69	69	not available	not available	1	50%	not available	not available

The full integration of OMT and OMC2 into the Accelleron Health and Safety Management system is planned for 2026 onwards, as in 2025 the focus was primarily on HR systems and core employment data.

OMT has established a health and safety management system that is externally certified in accordance with ISO 45001, as well as ISO 14001 and ISO 9001. OMC2 has a management system externally certified in accordance with ISO 9001 and ISO 14001. The existing management systems and certifications will facilitate further integration with Accelleron's health and safety management system.

Hazard identification, risk assessment

Key processes at Accelleron regarding hazard identification and risk control are defined within the globally implemented Health and Safety Management System. Key elements include hazard reporting and resolving,

a business level health and safety risk register, activity-based risk assessment for own operations and last-minute risk assessment executed prior to starting the service job on customer site.

The quality of those processes is ensured through regular performance review, data sanity checks, regular workplace inspections including control measures applied and various quality controls done by line managers.

In 2025, we increased our focus on high-potential hazards, strengthening the consistency and depth of risk evaluations across all regions, applying the Mine the Diamond concept in health and safety. To support this shift, we delivered targeted trainings to our HSE community, to enhance both understanding and the overall quality of hazard identification and risk assessment practices.

Health and Safety role-based training is defined within the divisional training matrix and implemented accordingly. For example, service engineers receive specialized training covering product safety, work at height, overhead crane operation, and handling of hazardous chemicals. Other roles receive targeted instruction aligned with their responsibilities – service coordinators on safe job planning, on Stop Work Authority and Lock Out/Tag Out procedures, and business travelers on travel safety.

To ensure competence of line managers, we regularly organize specialist health and safety training. One important example is the Learning and Engagement Talk (LET), a health, safety, and environment focused dialogue between employees and line manager. Its objective is to understand what works well and what makes the work of employees difficult. LETs are an opportunity to focus on feedback from the employee on how certain activities are performed, engage employees in discussion on work practices and improve them. In 2025, 2,088 LETs have been conducted. Indicators and information are collected and analyzed globally.

Health and Safety Learning and Engagement Talks (LET)

	2025	2024	2023
Number of LETs	2,088	1,921	2,015

Another important element of our health and safety culture is our “stop work authority”. All Accelleron employees and contractors are authorized and encouraged to apply stop work authority. This means they are expected to stop working whenever they believe a situation may be immediately dangerous to life and health of themselves or others, could result in significant environmental damage, or where product is at risk of damage. All “stop work” events are reported and investigated, including a root cause analysis. In the investigation, the importance of using the “stop work authority” is highlighted.

Incident investigation and reporting

All verified health, safety, and environmental incidents are investigated. The level of investigation is determined based on the severity of the incident and can be categorized as minor, medium, or major. Investigations are conducted by trained and qualified employees. For medium and major-level investigations, the quality of the root cause analysis and the effectiveness of corrective and preventive actions are ensured through an established investigation milestones process. This includes a kick-off, a root cause analysis review, and a final incident close-out meeting led by senior management.

Accelleron incident classification is in line with US OSHA (Occupational Safety and Health Administration) rules, and the reporting system covers the following categories: near miss, first-aid incident, medical

treatment incident, restricted work-day incident, lost-time incident, serious-injury incident (high-consequence work-related injury) and workplace fatalities.

It is required that all work-related environmental, health, safety and security incidents are immediately reported to the line manager. Based on the incident severity, the line manager initiates incident communication following Accelleron’s Incident Reporting Guidance and deadlines. The incident is then reported in the global reporting tool within 48 hours.

Health and safety data

At Accelleron, we actively monitor leading indicators globally, such as the Learning and Engagement Talks. We also monitor a range of lagging indicators, such as LTIFR and recordable incidents. Please note that the reporting basis has changed in 2025 to rates per 1 million hours worked. As a result, the figures are not directly comparable with previously reported data.

GRI 403-9 Work-related injuries

		Accelleron excl. fuel injection and TNM				Fuel injection (OMT and OMC2)	
		Employees		Contractors		Employees	Contractors
		2025	2024	2025	2024	2025	2024
Fatal incidents	#	0	0	0	0	0	0
Serious incidents	#	0	1	0	0	0	0
All recordable incidents (LTI, MTI, RWC)	#	26	22	1	2	3	0
TRIFR Total recordable injury rate per million hours worked	Rate	4.50	4.20	not available	not available	3.56	not available
Lost time incidents	#	16	15	1	1	3	0
LTIFR Lost time injury frequency rate per million hours worked	Rate	2.78	2.86	not available	not available	3.56	not available
High potential incidents	#	13	9	0	1	0	0
Hazards reported	#	5,417	5,124	not available	not available	not available	not available
High potential hazards reported	#	811	not available	not available	not available	not available	not available
Number of million hours worked	#	5.75	5.24	not available	not available	0.84	not available

Footnote: LTI (Lost time incidents), MTI (Medically treated incident), RWC (Restricted work case).

Results from all health and safety monitoring and management are used to further advance the relevant safety standards, procedures and processes, contributing to improving health and safety performance.

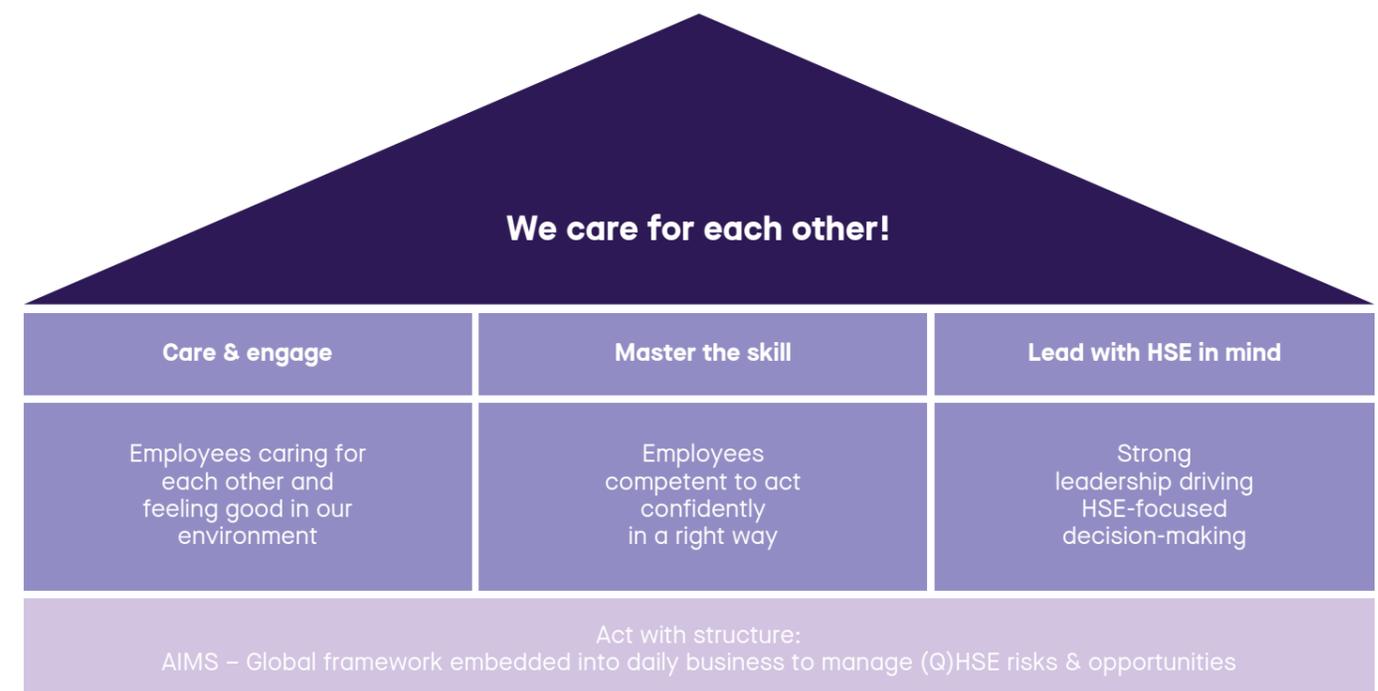
In 2025 we moved decisively to accelerate cultural and technical progress on health and safety, with the following specific initiatives:

- Hand and power tool operation–related injuries have been addressed through explicit guidance on tool selection and safe working methods.
- Eye injuries have been mitigated through strengthened risk assessments and reinforced Personal Protection Equipment (PPE) standards.
- Incident investigation teams have been re-trained to improve root cause analysis, enhance the effectiveness of corrective actions, and ensure stronger learning from incidents.
- All countries worked on improving the quality and consistency of activity-based risk assessments, supported by a dedicated digital reporting tool. This ensures that risks are identified, assessed, and managed in a structured way, enabling faster reassessments when conditions or hazards change.
- We revitalized the hazard reporting routine, with sharper focus on high-potential events. Improved visibility and classification direct management attention to where it is most needed. To illustrate this approach, we adopted the Health & Safety “Mining the Diamond” methodology, emphasizing that learning from high-potential events helps prevent serious injuries and fatalities.

Additionally, we conducted a global reassessment of our high-risk activities. The resulting improvement program will raise global standards further, including targeted training for operations teams, structured protocols for immediate corrective action, and global consistency in how we prevent recurrence of incidents. The improvement program implementation will start in 2026.

Fostering a culture of care

Our global health, safety, and environment (HSE) strategy 2024–2026 is guided by the principle “We care for each other”. This strategy focuses on fostering a culture of care and collaboration through three pillars and a solid foundation, as described in the graphic below.



Beyond the HSE Management, training, worker participation, other voluntary health promotion services are a relevant element of the “We care for each other” principle.

Employee consultation and participation in the development and implementation in the Health & Safety Management System is promoted through various channels like health and safety committees that include management representatives, learning and engagement talks, focus groups, safety briefings, toolbox talks, feedback loops, and the use of visual communication means. The Accelleron Safety Month was established in 2023 and is a continuing activity. Accelleron communicates all relevant HSE information through various channels, including regular Global HSE calls, Country Managing Directors call, and HSE community calls. Relevant information is then cascaded to the local employees as per local communication plans.

With regards to non-occupational medical and healthcare services, Accelleron partners with the third party to provide travel, medical, and security advice and assistance to employees on international travels and work assignments. Assistance centers offer services and advice for example on local conditions in the country of destination (e.g. air quality or water potability) or personal well-being (depression, psychological problems, or stressful situations).

Through external support, we also deliver e-learnings for travel-related health topics like medical travel risk awareness or emotional resilience. In 2025, Accelleron employees participated in 1,403 learning sessions. In 2025, almost 3,200 notification emails were sent by our partner to international travelers to inform them about security and medical risks in their destination country. We have 633 assistance app users, which is approximately 71% of all international travelers that use the services proactively. There were 12 assistance cases in 2025 when our partner provided help to the travelers to ensure their well-being.

In addition, Accelleron employees all around the world have access to an Employee Assistance Program, the tool managed by the Human Resources Department. It provides mental health assistance and helps employees to cope with various life challenges, or new life experiences, as well as for personal or work-related issues.

In the year 2025, there were 36 cases handled via the Employee Assistance Program related to health risks and queries like stress, anxiety, relationships, or anger issues. This represents an increase in the use of Employee Assistance Program services by 50% in comparison to the previous year.

Finally, there is a range of local health and well-being programs managed at site level. We only monitor and have information available for our three production sites in Switzerland (including the Company headquarters), Italy, and China. Across all production sites, we promote employee health and well-being through several common initiatives. In 2025, we held a global Health and Safety Month, featuring four interactive well-being sessions attended by over 1,340 employees worldwide. Additionally, all production sites conduct regular ergonomic assessments with external experts and organize awareness sessions on key health topics such as cardiovascular disease prevention and ergonomic risks.

- At the Swiss site, we offer on-site health checks, including heart rate variability (HRV) screenings, and are encouraged to participate in local well-being campaigns such as fitness and mindfulness challenges.
- In Italy, local initiatives focus on mental health, stress management and nutrition complemented by partnerships with occupational health providers to support preventive care and well-being counselling.

- At the China site, employees have access to comprehensive health checks and educational sessions on lifestyle and nutrition, along with ergonomic evaluations to ensure a safe and healthy work environment.

In 2025 a series of focused initiatives helped build momentum for our 2024–2026 HSE strategy, guided by the principle “We care for each other”.

A key priority was strengthening Safety Leadership as a cornerstone of our culture transformation. We conducted eight two-day Safety Leadership Workshops worldwide, supported by a professional external partner. Nearly 120 top and senior leaders – including Executive Committee members, country managing directors, and senior operational managers – participated in these sessions.

The Safety Leadership Workshops were our strategic response to embed safety into daily decision-making and to influence others across the organization. In the long run, we believe this initiative will positively impact overall safety performance and help strengthen a culture where every individual takes ownership of safety. These global workshops complemented local safety culture development plans, which continued to empower country teams to tailor initiatives to their unique operating contexts while staying aligned with the global strategy.

The Global Well-being and Resilience Program was further expanded. As part of the program we run various activities, including awareness sessions, “Mental health in the world of work” workshops for managers, and analysis of the program itself. Teams across the globe actively embraced well-being, running workshops on personal resilience, psychological safety, open communication, and speak-up culture.

In September 2025, we also celebrated the third Accelleron Health & Safety Month with global sessions and local activities focused on incident prevention, resilience, risk management, and supervisor’s accountability. The program was well received and reinforced health and safety as a shared responsibility across the Company. Several hundred employees joined each of the sessions:

- Safety mindset change: 550
- Well-being: 1,340
- Risk management: 250
- Supervising safely: 320

Performance against targets

While we have made strong progress at Accelleron, in embedding safety leadership and well-being practices, we acknowledge that we did not achieve our LTIFR reduction target in 2025. The Accelleron target for 2025 was 2.51 (excluding OMT/OMC2), but we are closing the year at 2.78 (excluding OMT/OMC2), and at 2.88 for full Accelleron. This outcome underscores the need for continuous improvement and reinforces our commitment to systematically apply the Plan–Do–Check–Act cycle to strengthen processes, enhance hazard management, and sustain achieved targets. By learning from where we fell short, we are taking informed steps to prevent recurrence and maintain focus on long-term performance improvement.

Looking ahead, we aim to continuously reduce LTIFR by around 10% annually until 2030.

In response to recent acquisitions, Accelleron conducted a comprehensive review of its Group HSE targets at the end of 2025 to ensure alignment across the expanded organization. As part of this review, the group long-term target for 2030 was updated to 1.7, reflecting the inclusion of OMT and OMC2. An interim reduction target of 2.6 for 2026 was also defined, applying a 10% reduction principle against the revised 2025 baseline, to support progress toward this long-term objective. Please note that the reporting basis has changed in 2025 to rates per 1 million hours worked. As a result, the figures are not directly comparable with previous year's reported data.

Next steps

In 2026, we will focus on the following initiatives:

- Extending safety leadership practices beyond senior management to middle managers and supervisors.
- Delivering targeted training across operations teams with emphasis on high-risk activities and minimum critical controls.
- Enhancing incident-related corrective and preventive action sharing, and cross-site learning.
- Maintaining a strong focus on high-potential hazards, ensuring they are systematically identified, assessed, and managed through higher-quality risk assessments across all sites.
- Further strengthening the quality and consistency of risk assessments to enable proactive prevention.
- Further developing the HSE competencies of our HSE professionals and operational teams.
- Drive integration of core HSE Management System elements and safety culture programs in the Fuel Injection business.
- Renewing our Global HSE strategy as the 2024–2026 cycle comes to start the next phase of our safety culture transformation.

Local community engagement

Community engagement

Impacts, risks, and opportunities

The investment through community projects in environmental or social issues impacts site communities and the local environment. It also influences the sites' reputation, relationship with stakeholders, the Company's license to operate, and employee engagement at local level at our 104 production and service sites in 54 countries.

Target	Have at least one project that gives back to the community per year per local unit, starting 2027
Progress against target	On track
Results in 2025	With 77 projects in 33 countries, we have projects in 61% of the countries in which we operate
SDG contribution	All SDGs, depending on community project focus

As a global company with over 100 locations in more than 50 countries, Accelleron is committed to being an active participant with a positive contribution in the local communities in which we operate through voluntary projects or donations that generate value for the communities. This is how we want to give back to the communities in which we operate, by creating a positive social or environmental impact. We have established global guidelines for organizing community engagement initiatives, and our employees are key to these efforts. We have set ourselves a target to have by 2027 at least one community engagement project per year in each country in which we operate. As our employees are key in organizing and realizing the initiatives, we focus on the countries in which we have a location with at least five employees. In 2025, we implemented 77 initiatives in 33 countries. This is a significant increase in comparison to 2024 in terms of projects (+38%) and we now have projects in 61% of the relevant countries.

Activities ranged from responding to catastrophic events, to addressing systemic issues like pollution, supporting nature and biodiversity restoration, running educational workshops, and supporting basic needs with blood or food donations or human health. We spent more than CHF 80,000 in connection with community engagement projects in 2025. The reported funds include effective donations, but also money for the purchasing of material and equipment for implementing the community projects. This amount does not consider the value of invested working hours of our employees for the preparation and realization of the projects.

Next steps

In 2026, we are aiming for at least one community initiative in each country in which we have a manufacturing, office, or service location with a material number of employees.

Community engagement project examples

Disaster relief support

In December 2025, Accelleron Indonesia carried out a community relief initiative to support regions in Sumatra-Aceh devastated by severe floods and landslide. Accelleron mobilized a team of 14 people, which represents almost half of the Indonesian colleagues. In collaboration with the Indonesian Red Cross (Palang Merah Indonesia) they distributed aid to the affected communities and donated basic supplies like canned goods, diapers, and hygiene products worth CHF 3,000.

Reforestation

The Accelleron team in Ecuador supported a reforestation initiative on the land of an indigenous community near Quito. Almost the full local Accelleron team joined other volunteers to plant 800 native laurel trees across several kilometers of land, contributing directly to ecosystem restoration and environmental stewardship. The tree planting was accompanied by a traditional ceremony honoring mother nature (Pachamama) to remind of the importance of respecting and protecting the environment. Accelleron is proud to support initiatives that strengthen ecosystems and the communities that rely on them.



Governance at Accelleron

Ethics and integrity

Impacts, risks, and opportunities

With our ethics and integrity standards we influence behavior in our operations and in our value chain. Inappropriate standards may result in breach of law, financial consequences, and reputation damage.

KPI	Percentage of the employees trained in ethics and integrity
------------	---

Results in 2025	92%
------------------------	-----

SDG contribution	SDG 12 Responsible consumption and production
-------------------------	---

Building a strong governance framework

Sustainability is a key part of the Company strategy and, as such, a fundamental responsibility of the Accelleron Board of Directors. The Board's Nomination and Compensation Committee (NCC), which meets at minimum twice per year¹, is responsible for sustainability and had integrated it into every meeting in 2025. It works closely with management on strategy, ambition, targets and KPIs, decision-making and monitoring of the implementation of strategy.

The decisions are aligned with the Board's Audit Committee (AC). Consequently, the AC approves the data collection principles, control mechanism, and audits.

The Chief Human Resources and Sustainability Officer (CHRSO) leads the Sustainability Committee which oversees strategic sustainability projects, reporting and information to the Executive Committee (EC) including climate issues. The CEO, the CFO, and the General Counsel are part of the Sustainability Committee, as well as the Vice Presidents of Communications, Value Chain and Strategy & Investor Relations. The committee meets on a regular basis to ensure coordination and effective communication with the EC, all divisions and functions, and with the NCC and the Board of Directors.

Executive Committee members are responsible for implementing the sustainability strategy and cascading targets and measures throughout the organization, including assigning responsibilities and reviewing progress. The CEO and the EC are further supported by a Sustainability team which reports to the Committee via the Chief Human Resources and Sustainability Officer and a range of experts across the organization.

To continuously enhance the existing sustainability expertise in the Nomination and Compensation Committee, sustainability items on the Committee's agenda are accompanied by extensive pre-reads and committee members are engaged in continuous education on an individual level. Details on the NCC skills and experience can be found in the [Corporate Governance report](#).

Further information on the composition and compensation of the Executive Committee and Board of Directors can be found in the [Corporate Governance report](#) and the [Compensation report](#) of Accelleron's Annual Report 2025.

¹ In 2025, the NCC met five times.

² These instructions are currently under revision.

Business conduct policies and corporate culture

Accelleron has implemented an Integrity Management System (the "Accelleron IMS") designed to uphold the highest standards of ethical conduct and regulatory compliance across all its global operations. The system is structured around the core principles of Prevent, Detect, and Respond, and it serves as a foundational element of Accelleron's corporate culture, ensuring that ethical values are embedded into everyday business practices and that potential integrity risks are proactively mitigated, identified, and effectively managed. Each of these principles plays a critical role in embedding integrity into Accelleron's operations, and together they guide the Company's comprehensive approach to integrity risk management, as detailed below.

Prevent: Accelleron embeds integrity from the outset by establishing clear rules, policies, and expectations for ethical conduct. Preventive measures include a comprehensive Code of Conduct, mandatory training programs, third-party management, and pre-approval or transparency requirements for Gifts & Hospitality and for Conflict of Interest. Commitment and integrity-literacy from leadership and employee awareness are key elements in fostering a culture where integrity is embedded in everyday decision-making.

Detect: Accelleron identifies integrity risks and potential breaches through a structured approach that includes regular risk assessments, and the maintenance of accessible and secure Speak-Up channels. Accelleron maintains multiple Speak-Up channels, both internal and externally hosted, that allow employees and third parties to report concerns anonymously and without fear of retaliation (see more details on page [64](#)).

Respond: When integrity concerns are detected or raised, or when violations occur, Accelleron follows a structured and impartial investigation and response process. The Integrity Office coordinates the investigation with relevant functions, including Legal & Integrity, Human Resources, Health & Safety, and Internal Audit, depending on the nature of the issue. Investigations are conducted using consistent procedures and corrective action protocols to ensure fairness and accountability (see more details under [Reporting misconduct](#)). Lessons learned from key cases are used to inform future prevention strategies, strengthen internal controls, and enhance the overall resilience of the organization. Furthermore, real internal cases are used for internal training and awareness purposes.

The following key documents form the foundation of Accelleron's integrity culture and ethical business conduct framework:

- Code of Conduct
- Supplier Code of Conduct
- Anti-Corruption Policy, including guidelines and instructions on Gift, Travel & Hospitality, Conflict of Interest, Sponsorship & Donations, and Third-Party Management²
- Data Privacy Policy
- Directive on Insider Trading & Market Conduct
- Trade Compliance Policy

The Accelleron IMS is fully embedded in Accelleron's business operations and overseen by the Integrity Office, which operates under the leadership of the General Counsel as part of the Legal, Integrity & Intellectual Property function. Regular updates are provided to the EC and the AC, ensuring top-level visibility

and accountability. The Accelleron IMS is also accessible to employees through the Company's intranet, where key policies, reporting tools, and guidance materials are readily available.

Accelleron is committed to the continuous improvement of its IMS. This includes periodically reviewing internal processes to identify opportunities for simplification and enhancement, based on lessons learned from investigations, risk assessments, and employee feedback. Improved digital solutions, such as updates to the Integrity App, are regularly evaluated to streamline reporting and compliance workflows.

Code of Conduct

The Code of Conduct is the cornerstone of our commitment to upholding integrity in all areas. It is approved by the Board, as is the remaining integrity management framework. It applies globally to all of our people, including those in consolidated joint venture companies. A separate Supplier Code of Conduct applies to our suppliers and other business partners. For further information, please refer to the [Product and services section – Supply chain](#).

The Code of Conduct establishes fundamental principles of behavior concerning the following areas:

- Conflict of interest
- Anti-money laundering
- Anti-trust
- Fair employment
- Diversity and inclusion
- Trade compliance
- Health and safety
- Human rights
- Anti-bribery and corruption
- Inside information
- Intellectual property
- Data privacy
- Working with suppliers

The Code of Conduct is available on our [website](#). An extended internal version that includes practical guidance and examples is accessible on the Legal & Integrity intranet page.

We have a strict policy against any illegal behavior or breaches of the Code of Conduct, and we take the appropriate disciplinary and legal actions when breaches occur. The Code of Conduct also sets out how our employees, contractors, and stakeholders can report any concerns via various channels, including an anonymous ethics reporting hotline aligned with EU Directive 2019/1937. For more details, refer to the section on [reporting misconduct](#) below.

We deliver comprehensive e-learning campaigns to ensure understanding and acknowledgment of the Code of Conduct by all of our employees and the Board of Directors. We also run tailored sessions for employees

of newly acquired companies. Training for employees who are technically unable to access e-learning modules is conducted through classroom sessions and includes a subsequent written acknowledgment of the Code of Conduct. The e-learning course is also part of mandatory onboarding for newly hired employees, to be completed during the first weeks of their employment.

See the sections on anti-corruption and reporting misconduct below for details on the dedicated anti-corruption e-learning course and further classroom trainings and awareness campaigns delivered in 2025. Further e-learning courses and classroom training on integrity-related topics are planned in 2026.

Accelleron provides multiple formal channels for individuals to seek general advice on responsible business conduct. Employees may contact their Regional Senior Legal & Integrity Counsel for guidance or reach out to the Integrity Office via multiple channels for broader or specialized inquiries. These channels are designed to offer confidential, expert support beyond compliance matters, ensuring consistent interpretation and application of responsible business conduct standards.

Important initiatives rolled out in 2025 include "Integrity Ownership by Managers" to position managers as key enablers of the Company's ethical business conduct culture. Managers are expected to act as visible and consistent role models for ethical behavior and promote the Code of Conduct within their teams. They are responsible for leading structured integrity discussions (at least twice per year), discussing ethical dilemmas of real-life scenarios or case materials prepared by the Legal & Integrity team, to encourage open dialogue.

Code of Conduct communication and training

	2025	2024
Total number of governance body members and EC members to whom Accelleron's Code of Conduct has been communicated	12	12
Percentage of governance body members to whom Accelleron's Code of Conduct has been communicated	100%	100%
Percentage of employees to whom Accelleron's Code of Conduct has been communicated and which have received training on the Code of Conduct in the last three years	92%	97%

The comprehensive roll out campaign in 2024 resulted in a very high Code of Conduct training coverage ratio of 97% for Accelleron employees. The 2025 training coverage is slightly lower and based on the coverage ratio in 2024 for existing employees and the completion ratio of new joiners 2025 for the training.

Anti-corruption

To address challenges posed by different operational environments in the 50 countries in which we operate, Accelleron has implemented a robust set of measures to address and mitigate potential anti-corruption risks and uphold the highest ethical standards globally. These include among others a comprehensive anti-corruption policy, an externally operated business ethics reporting tool empowering employees and third parties to report concerns confidentially, and a supplier registration and qualification process.

The anti-corruption policy provides comprehensive guidelines across critical areas, encompassing gifts, travel, and hospitality (GTH), facilitation payments, political contributions, sponsorship and donations, conflicts of interest, and third-party management. The Accelleron Integrity App allows employees to register and where required to request pre-approval for GTH provided and received, and to address situations that

involve potential conflicts of interest. The policy underscores our strong stance against corruption, emphasizing our commitment to fostering a culture of ethical conduct and transparency.

Accelleron's supplier registration and qualification policy mandates that suppliers provide information for a comprehensive risk assessment, with a specific focus on anti-corruption risks. This policy was revised substantially in 2025, with rollout planned for 2026. For more information, please refer to the section supply chain.

Because our operating model foresees direct sales both in products and services, we have limited exposure to the elevated corruption risks resulting from selling via agents or other intermediaries. To mitigate residual risks, external sales partners – as well as direct customers in selected countries – undergo a due diligence process. This process, which we have taken over from our former parent, is currently under revision.

Additional corruption exposure results from our Service division's global footprint, operating in countries with increased corruption risks, and from the fact that many of our service customers are state-owned enterprises. For this reason, we place high emphasis on our anti-corruption related processes and awareness training.

We implement a comprehensive mandatory global e-learning program for all employees (excluding factory workers) to underscore our clear stance on anti-corruption. Additionally, members of the global Legal & Integrity team regularly deliver training sessions (face-to-face, remote, and hybrid) to various audiences on ethical business conduct, corruption prevention and related processes, as well as on reporting channels and internal investigation and disciplinary procedures.

Thanks to the e-learning program rolled out in 2024, we achieved a high coverage rate for our anti-corruption training. The training is a mandatory part of the onboarding process for new hires. Due to a system error, in 2025 new hires got assigned the anti-corruption training only towards the end of the year, which led to a lower completion and coverage ratio than in 2024.

GRI 205-2 Training and communication of anti-corruption policies and procedures

	2025	2024
Governance body members and EC members to whom Accelleron's anti-corruption policies and procedures have been communicated	12	12
	100%	100%
Percentage of employees to whom Accelleron's anti-corruption policies and procedures have been communicated and that have been trained on the subject in the last three years	85%	97%

In 2024, we conducted an integrity risk assessment across the full organization structured around 32 predefined risk events, each representing a potential scenario where corporate integrity could be challenged covering, among others, bribery and corruption, conflicts of interest, reporting, and non-retaliation. Through the active participation of approximately 150 employees across divisions, functions, and our global network, the assessment generated a total of 995 individual inputs. These inputs reflect how each participant evaluated the relevance and exposure of those 32 risk events within their specific operational context. This broad and granular engagement enabled a comprehensive mapping of integrity risks across the organization and provided a strong foundation for targeted mitigation actions and improvements.

The results of the assessment confirmed a positive integrity culture and awareness, and functioning of our integrity management system.

Areas for improvement were also identified. The Legal & Integrity team pursued the streamlining of the conflict of interest, the gifts & hospitality, and the third party management processes along risk exposure considerations. These improvements aim to reduce complexity, enhance compliance, and mitigate identified risks. These redesigned processes are planned to go live in 2026.

In 2025, there were no confirmed incidents of corruption. No lawsuits for corruption were pending or concluded.

Next steps

- In 2026, the updated conflict of interest and gifts & hospitality processes will be implemented and trained, and the related Integrity App based workflows will be enhanced.
- The third-party management processes will be further streamlined along risk exposure considerations. Ethics reporting, investigation, and resolution processes will be reviewed to incorporate experience of the last years, and measures will be implemented to increase and maintain trust of employees in the system.
- A new supplier onboarding process will be launched in 2026. As part of it, a structured integrity review will be conducted to ensure compliance with Accelleron's integrity standards. The process is risk-based and tailored to the supplier's profile, taking into account factors such as country of operation (based on Corruption Perception Index, Trace, and World Bank indexes), spend level, and procurement category. Based on these criteria, suppliers are assigned to different onboarding tracks, each incorporating appropriate levels of integrity due diligence. This ensures that higher-risk suppliers are subject to more comprehensive checks, while maintaining efficiency for lower-risk engagements.

Respecting human and labor rights

Human right & labor standards³

Impacts, risks, and opportunities

Upholding human rights and labor standards improves employment conditions of our own employees and in the supply chain. This helps us to position ourselves as a preferred employer around the globe and ensures regulatory compliance. Managing these aspects well in our supply chain lowers the risk of supply chain disruptions and reputational risks.

Target	100% of direct materials suppliers in high-risk countries audited according to sustainability criteria by end 2028
Progress on target	On track
Results in 2025	21%
SDG contribution	SDG 12 Responsible consumption and production

We are committed to respecting human rights and preventing any involvement in human rights violations. We adhere to the highest standards of human rights, as set out by the Universal Declaration of Human Rights, the UN Guiding Principles on Business and Human Rights, the OECD Guidelines for Multinational Enterprises, the ILO Core Conventions on Labor Standards, and other relevant national and international frameworks. In 2023, we joined the UN Global Compact, reaffirming our support for its ten principles on human rights, labor, environment, and anti-corruption.

³ Please also refer to our [People section](#) for labor standards and the [Supply chain chapter](#) in the Products and services section for further information on the target.

We expect our suppliers, contractors, and other business partners to share our values and comply with similar standards in their operations and practices. We pay special attention to working hours and conditions, discrimination and equality, child labor, fair wages, compulsory or forced labor, and modern slavery. We respect the rights of our employees to freely associate and participate in unions. In 2022 Accelleron conducted a human rights risk assessment based on international standards (OECD Guidelines for Multinational Enterprises and OECD Due Diligence Guidance for Responsible Business Conduct). This covered our operations and our upstream and downstream value chain (marketing, sales, and supply chain) and included:

- a country-based risk assessment based on Maplecroft data on the regulatory framework, governance, socioeconomic context, and political context considered
- industrial sector evaluations
- interviews with key functions in the Company

The scope covered all areas of human rights such as health and safety, environmental impact, modern slavery, child labor, fair wages, discrimination and gender equality, freedom of association, and working hours. Of these categories, child labor and forced labor were identified as the highest risk categories in our value chain due to the countries and sectors in which we source our direct materials. No reasonable grounds to suspect the occurrence of child labor and/or forced labor were identified in this assessment.

For the identified risks in our own operations, an adequate management system is in place. Our policies and the Code of Conduct explicitly express that forced labor and child labor are unacceptable. Our global hiring procedures require evidence of the age of the future employee, and we do not hire or work with people under the age of 18 (except apprentices). Our internal policy prohibits the exposure of young workers to hazardous work. Likewise, our policies and Code of Conduct leave the choice for any worker of any of our operations to create any type of worker association.

In 2023, we had additional external support on human rights assessment and mitigation in relation to the evolving regulatory landscape. A long-term plan was set up in 2024 and we will continue implementation in 2026 in line with regulatory framework developments.

GRI 407-1/ GRI 408 -1/409-1

Number of countries in which we operate with an elevated human rights risk

	2025	2024	2023
Number of countries	21	18	18

Footnote: We use the Fragile State Index as a proxy for evaluating human rights risks, specifically in the area of freedom of association, collective bargaining, child labor or forced and compulsory labor. We identify an elevated risk when the score is above 55.

We run continuous awareness and training campaigns to ensure that all our employees are aware of the rules and their possibility of reporting any non-conformity, including in an anonymous manner.

Generally, awareness and training on human rights is integrated into the Code of Conduct communication and training, but we also implemented specific measures. In 2022, almost all of our country managing directors, heads of operations and service sales organizations were trained in human and labor rights. Additionally, all employees in leadership positions in procurement have been trained. No further specific human rights trainings have been done in 2025.

In 2025, there were no confirmed incidents of child labor or forced labor.

➤ Next steps

In 2026, we will progress on a Human Rights policy statement for the organization in line with the developments of the evolving regulatory framework.

Reporting misconduct

We are dedicated to a culture where employees and stakeholders are encouraged to report any potential breaches of the Code of Conduct or the law without any fear of retaliation. Our leadership teams are accountable for establishing and fostering an environment that prioritizes integrity and promotes a positive tone throughout the organization. We will not tolerate retaliatory action against an employee who reports concerns in good faith.

Accelleron has established a structured and confidential reporting, investigation, and discharge process, managed by the Integrity Office and supported by trained investigators.

The process includes the following key steps:

• Case Intake and Reporting

Concerns can be raised through multiple channels, including the SpeakUp platform, email, telephone, post or by email to the Integrity Office. Reports may be submitted anonymously.

• Triage and Categorization

The Integrity Office conducts an initial triage to assess the nature and severity of the concern. Cases are categorized and assigned to the appropriate lead investigator, either from Legal & Integrity, HR, or HSE, based on the subject matter and risk level. Where appropriate, external resources are used to support or lead an investigation.

• Investigation

The assigned investigator conducts a fact-based inquiry, which may include interviews, data analytics, document reviews, and collaboration with functional experts. Confidentiality is maintained throughout the process as much as possible.

• Disciplinary Committee

If the investigation substantiates the concern, the case is presented to a Disciplinary Committee. This body assesses the facts, determines accountability, and decides on appropriate disciplinary actions and remedial measures. The committee ensures consistency and proportionality in its decisions.

• Implementation and Closure

The Integrity Office oversees the implementation of disciplinary measures and remedial measures. Lessons learned are documented and may be shared internally to strengthen awareness and prevent recurrence. The case is formally closed and archived.

• Reporting

The General Counsel provides an annual report to the Board of Directors detailing key ethics reporting, investigation, and resolution metrics such as severity, resolution timelines, outcomes, and disciplinary and remedial measures. In cases where a concern is deemed significant due to its nature or potential impact, it is escalated immediately to the AC and, where appropriate, to the Board.

In response to one of the findings from the integrity risk assessment (see the section on [anti-corruption](#) above), the L&I team increased the number of face-to-face training sessions in 2025 worldwide focusing on ethics reporting channels, investigation protocols, and anti-retaliation policies. These sessions aimed to strengthen employee confidence in using the available tools and to foster a speak-up culture across all levels of the organization.

In 2025, Accelleron closed a total of 13 cases reported through our ethics reporting channels. Among those, six cases were found to be unsubstantiated, seven substantiated. One case opened in 2025 was not yet closed at year-end. Most of the reported cases were categorized as low severity. The seven substantiated cases closed in 2025 pertained to misuse of company assets, misrepresentation of employment documents, lack of diligence in applying trade processes, excessive personal spending on a company credit card, and attempted theft of a turbocharger. All cases were resolved through disciplinary measures.

Discrimination cases reported and status

	2025	2024	2023
Total number of discrimination cases reported	1	2	2
	Incident has been reviewed by Accelleron (A), could not be substantiated, and is not longer subject to action (D)	Incidents have been reviewed by Accelleron (A), could not be substantiated, and are not longer subject to action (D)	Incident no longer subject to action

Status of the incidents and actions taken with reference to the following:

A) Incident reviewed by Accelleron

B) Remediation plan being implemented

C) Remediation plan has been implemented with results reviewed through internal management review process

D) Incident no longer subject to action

Footnote: Discrimination is understood as unequal or differential treatment that disfavors an individual or a group and that is based on origin, ethnicity, race or nationality, belief, or gender.

➤ Next steps

- In 2026, Accelleron will continue to build the integrity initiatives launched during 2025, with a particular focus on streamlining protocols and strengthening trust in the Company's reporting, investigation, and discharge mechanisms.
- We will review and adapt key policies, procedures, and guidance, while also clarifying roles and responsibilities, defining the scope of reportable topics, and evaluating the use of digital information systems and communication channels. In addition, metrics will be considered to assess effectiveness and support transparency.
- Targeted engagement efforts will be expanded to further strengthen transparency and stakeholder confidence.

To complement these efforts, the awareness and training campaign initiated in 2025 will continue to be rolled out across the organization in 2026. Classroom sessions have already been delivered in key regions, and further sessions are planned to reach Accelleron's broad geographic footprint. These efforts aim to reinforce a culture of integrity and ensure that all employees remain well-informed and empowered to act in line with our values.

Anti-competitive behavior

Our Code of Conduct requires Accelleron to compete fairly, protect confidential information, and be mindful of anti-trust risks. Adherence to competition and anti-trust laws is mandatory in all business dealings. The Code offers actionable guidelines, such as instructing our staff not to share commercially sensitive information in contravention of competition laws, and to be vigilant when participating in trade associations.

There were no cases and there are no pending legal actions involving anti-trust issues.

Risk management and business resilience

Business resilience

Impacts, risks, and opportunities

Business resilience and risk management ensure identification of risks and opportunities across the value chain, as well as an adequate and timely response. This includes risk and opportunities arising from sustainability impacts and ensures continued value creation for all stakeholders, for example shareholder value but also secure employment, but also impact management.

KPI Number of manufacturing and service locations covered by a climate risk analysis: 50

SDG contribution SDG 9 Industry, innovation and infrastructure

Risk management ensures identification of risks and opportunities across the value chain, as well as an adequate and timely response. This improves business resilience and also includes risk and opportunities arising from sustainability impacts. Adequate risk management and business resilience safeguard continued value creation for all stakeholders, for example, shareholder value, but also secure employment, and also leads to improved environmental and social impact management. Relevant risks for the company relate to geopolitical challenges, cyber security, sustainability, and the value chain.

We are committed to firmly embedding risk-based thinking across the organization. The Accelleron approach to risk management considers both enterprise and operational risk. The approach to managing risk is based on the recognized international standard (ISO 31000) and has been developed, and continues to evolve, in line with industry expectations. Sustainability aspects are part of the risk registry of enterprise risk management and considered as well as reevaluated in the yearly update.

In 2025, on climate risks specifically, Accelleron increased coverage of its assessment of physical climate risks and transitional risk and opportunities in key service stations. All our production facilities and service locations with the highest risk indications have started analysis of current risk management activities to determine the actual net risk. More details may be found in the section [Climate-related reporting](#).

Crisis management

In the event of a crisis, response teams and plans are in place across the organization. Crisis management is supported by the interdisciplinary Business Resilience Group and the Cybersecurity Resilience Group. The role of these groups is to guide, advise, and assist local crisis teams as required, providing wider expertise and insights. In 2025, this Group's membership has been directly aligned with the Risk Management framework. In the event of a crisis, the communications team at the headquarters leads crisis communications in close alignment with the local communications team.

➤ Next steps

The update of the Risk Management approach in 2026 will further consolidate Accelleron's framework for risk management from Enterprise Risk to Strategic and Operational Risk under a robust harmonized framework and we will continue and enhance financial impact valuation of climate change in 2026.

Data security and privacy

Data security and privacy

Impacts, risks, and opportunities

The growing range of digital solutions can impact customer data management. Managing data security of our customers' data helps build and maintain customer trust, protect the Company's reputation, and ensure compliance with regulatory standards.

KPI Customer complaints filed or concerns reported with respect to data handling for 2025: 0

SDG contribution SDG 9 Industry, innovation and infrastructure

Customer data security is essential for Accelleron's products and services as they help build and maintain customer trust, protect the Company's reputation, and ensure compliance with regulatory standards as well as with international standards like ISO/IEC 27001.

By safeguarding customer information, Accelleron reduces the risk of data loss, unauthorized access, and misuse of information, along with protecting sensitive data and intellectual property.

Strong data protection practices also enhance the reliability and integrity of digital offerings, support responsible data use, and reinforce Accelleron's commitment to delivering secure and compliant solutions.

Accelleron maintains a focused and risk-aware approach to data collection. The organization collects only a limited volume of customer-sensitive data, the majority of which pertains to asset operational metrics. The collection of personal data is rare and occurs only when necessary.

This targeted data strategy significantly reduces exposure to compliance risks, while ensuring adherence to the relevant standards of data protection and regulatory compliance. Data processing is in accordance with applicable laws.

To ensure data protection and security, the Company follows established guidelines and best practices, including data storage and classification protocols based on sensitivity levels, role-based access controls, encryption and audit processes, as well as data labeling and deletion procedures to ensure proper handling of customer and sensitive information. Processes are aligned with ISO 27001 standards, the international standard for establishing, implementing, maintaining, and continually improving an Information Security Management System. In Switzerland, Accelleron's customer solutions are ISO/IEC 27001 certified.

Our efforts include regular information security training for all employees involved in solution development across the company specifically and for all other employees. Accelleron has also established and maintained a formal information and cybersecurity program which includes commercially reasonable technical and organizational measures to protect data. It includes standard security requirements, communication, tracing and management of vulnerabilities directly disclosed to Accelleron by vendors or security research and cybersecurity assessments following Accelleron policies. We strive for continuous improvement through annual strategic planning and compliance reviews.

There have been no customer complaints filed, or concerns reported with respect to data management in 2025. Nine stolen or lost laptops or mobile devices were addressed according to our protocols.

Climate-related reporting

Climate disclosures in accordance with Swiss Code of Obligations (CO)– Art. 964a

Governance

Board oversight

Climate is one of our key sustainability topics and therefore integrated into our overall sustainability governance. Accelleron's sustainability governance structure includes the Board of Directors (BoD) and its Nomination and Compensation Committee (NCC), which is supported by the Audit Committee (AC). The NCC, comprised of Board members, oversees the Company's sustainability strategy, ambitions, targets, and performance, including climate risk management and carbon footprint reduction, as well as reporting. The NCC is supported by the AC regarding collection, verification, and assurance of climate-related data. In addition, the AC oversees the Enterprise Risk Management process (ERM), which also includes sustainability and climate-related risks. Regular reviews ensure that both physical and transition risks are considered in strategic planning and compliance monitoring. The NCC advises, reviews, and proposes decisions to the Board of Directors (BoD) for approval. The NCC also oversees progress against sustainability targets and KPIs. Climate-related matters are discussed at regular meetings and on an ad hoc basis.

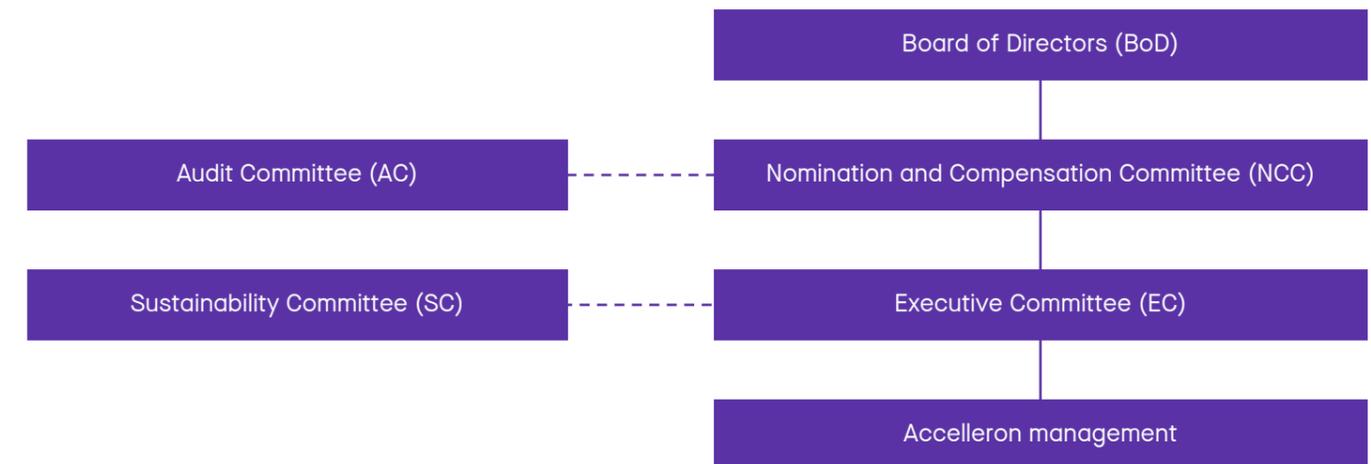
The role of management

The Executive Committee (EC) and the Sustainability Committee (SC) ensure on leadership level that board oversight and strategic steering on climate is included in Group management. The EC is led by the CEO, and the SC is led by the Chief Human Resources and Sustainability Officer (CHRSO). Both the CEO and the CHRSO participate in the NCC meetings and constitute the link on climate and sustainability to the Board.

The Sustainability Committee prioritizes and coordinates sustainability activities, oversees strategic sustainability projects, the management and reporting of climate issues, and it interacts on this information with the EC. It advises the EC and the NCC on sustainability matters. The SC meets every six to eight weeks. It consists of several EC members, including the CEO, CFO, CHRSO, and senior management such as the General Counsel, Vice President Value Chain, Vice President of Communications and Vice President of Investors Relations & Strategy. In addition, the Company management assesses and manages climate-related risks through the ERM process and other risk management processes. Ultimately, the CEO is responsible for addressing climate risks and opportunities.

Sustainability and climate-related performance is also factored into Accelleron's incentive schemes for the senior management. Based on Accelleron's carbon footprint, several targets have been assigned to different management positions. For more details see the section on [Metrics and targets](#) of the climate-related reporting.

The diagram below summarizes how the SC, EC, the BoD, and its committees interact.



Strategy

Climate-related risks and opportunities

In 2024 and 2025, Accelleron identified climate-related hazards relevant to its business model, covering both acute and chronic physical risks as well as transition risks. These include:

- Physical risks: analysis focused on 11 key climate hazards with the most direct operational impacts on our service and manufacturing locations (drought, heatwaves, river floods, wildfire, severe storms, coastal flooding, extreme rainfall, landslides, cold stress, temperature change, and precipitation change).
- Transition risks: such as carbon pricing, energy supply reliability, process security, evolving regulations and taxes, litigation exposure, changing consumer preferences, capital availability, the energy transition, and raw material constraints.

Physical risks

Accelleron assessed the 50 most material sites for our business against 11 key physical climate hazards (see Risk Management section). Seven hazards scored as severe or extreme, including river flooding, coastal flooding, heatwaves, extreme rainfall, drought, and wildfires. Heatwaves, extreme rainfall, and severe storms were most frequent.

Key hazard exposure	Severe & extreme exposure (out of 50 sites)
Droughts	13
Heatwaves	17
River floods	17
Wildfires	2
Severe storms	24
Coastal flooding	7
Extreme rainfall	14

We are currently in the process of analyzing the hazards and existing measures to understand the extent of the business risk and the need for further action.

Transition risks and opportunities

Risks identified include regulation for engines, fuels, vessel efficiency, and compliance requirements related to decarbonization. Key transition risks include carbon pricing and expanded reporting obligations (e.g., EU ETS with potential well-to-wake scope, EU MRV, IMO reporting), which increase costs and administrative complexity.

However, Accelleron is well placed with its business strategy to turn the risks into opportunities.

Opportunities include efficiency retrofits and high-performance turbocharging, portfolio extensions for alternative fuels such as methanol, LNG, and hydrogen readiness, and differentiation through compliance toolkits, monitoring, and data services. Accelleron's current focus on efficiency and emissions reduction aligns well with these trends.

Impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning

Transition risks could directly affect Accelleron's cost structure, product competitiveness, and long-term investment priorities. Addressing this entails R&D spending to ensure product compatibility with alternative fuels and regulatory requirements, influencing capital allocation and timelines for new product launches. However, this also presents opportunities, including regulatory-driven demand for efficiency upgrades and compliance solutions resulting in additional revenue streams. Impacts on financial planning result from investments in retrofit programs, digital compliance platforms, and partnerships for low-carbon technologies.

Physical climate hazards can pose significant operational and financial risks across multiple dimensions of manufacturing and supply chains. Each hazard introduces unique challenges that can disrupt production, increase costs, and impact workforce health and safety. For example, droughts can limit water availability for cooling and cleaning processes and drive up costs, while heatwaves threaten worker health, reduce productivity, and strain energy systems. Wildfires and severe storms add risks of structural damage and power outages, leading to downtime and supply chain disruptions. Coastal and river flooding, along with extreme rainfall, can cause water ingress, equipment corrosion, and transportation delays, compounding operational vulnerabilities. Our supply chain can be equally affected.

Resilience of the organization: Climate risk mitigation and adaptation measures

Accelleron's strategy demonstrates resilience by addressing both physical and transition risks while capitalizing on emerging opportunities in the energy and maritime sectors. We mitigate operational climate risks – such as supply chain disruptions, regulatory shifts, and technology obsolescence – through diversification of product offerings and contingency planning. In case of acquisition, sustainability criteria are one of several factors considered in the due diligence process. Our emphasis on advanced turbocharging and digital performance optimization reduces customer vulnerability to fuel price volatility and tightening emissions regulations, ensuring continued demand even under stringent climate policies.

We actively position ourselves to seize opportunities from the global shift toward carbon-neutral fuels by investing in technologies compatible with methanol, ammonia, and hydrogen, as well as digital solutions for predictive maintenance and emissions monitoring. We also tackle the challenging transition to carbon-neutral fuels through system research and analysis, thought leadership, and external affairs. (Refer to the box "Accelerating to net zero" in the product and service section). This dual approach – risk mitigation through operational adaptability and opportunity to capture via innovation and enabling the transition – strengthens Accelleron's ability to remain competitive and support clients in navigating climate-related challenges.

Effective adaptation and mitigation strategies are essential to reducing the operational and financial risks posed by physical climate hazards. Each hazard requires tailored interventions to safeguard production, continuity, protect assets, and ensure workforce safety and productivity. The different locations are addressing these hazards in various ways. For instance:

- For water stress, measures focus on water conservation and reuse through closed-loop systems and appropriate treatment technologies. We have set ourselves targets to steer efficient management of water.
- Heatwave mitigation emphasizes enhanced cooling, revised work schedules, and thermal monitoring to maintain workforce health and safety, productivity, and equipment integrity.

Beyond location-specific mitigation activities that are already implemented for different physical climate hazards, we are in the process of implementing a companywide, structured process for peer learning and effective mitigation of physical climate risks in our operations.

Accelleron has also adapted its logistics and procurement strategy. Accelleron procures semi-finished goods locally and globally (mainly from Europe, China, and India) and we have started initiatives to reduce the climate impact of transportation. We recognize the environmental impact of such activities as well as the impact that a changing climate may have on the supply chain. We therefore also seek to minimize the environmental impact of intercontinental distribution networks in our raw material deliveries.

In addition, climate-related risks and opportunities have gained importance in supplier management in recent years. We initiated a process to integrate natural hazards and other adverse, climate-related conditions that could potentially impact our operations and the supply chain, in business continuity plans of key suppliers and logistic providers. In 2025, we strengthened our understanding of supplier preparedness for climate and environmental risks through the introduction of an enhanced Sustainability and Business Continuity Assessment. We have also reviewed and expanded our dual sourcing approach.

Risk management

Description of the organization's processes for identifying, assessing, and managing climate-related risks

In 2024, Accelleron developed its first climate risk map to identify and assess climate-related risks across its operations. In 2025, Accelleron extended its structured approach to identifying climate-related risks and opportunities across short-, medium-, and long-term horizons through integration of climate risks and opportunities into the ongoing double materiality assessment project. We have made progress and moved from hazard identification to include an evaluation of the potential financial impact of these risks, applying the latest risk assessment methodologies that take into consideration the current CSRD guidance and other relevant frameworks, alongside internal risk management processes.

This process ensures that both immediate operational challenges and long-range strategic considerations related to climate are integrated into business planning. By analyzing regulatory trends, market dynamics, and physical climate impacts, Accelleron can anticipate potential disruptions and position itself to capture emerging opportunities in a decarbonizing economy.

The physical risk assessment in 2025 followed a two-step process. First, 50 strategic sites were screened against 11 climate hazards (with coastal and river flooding assessed separately). Site selection considered strategic importance, headcount, revenue contribution, and vulnerability indicators such as ND-GAIN⁴ and Climate Risk Index (CRI)⁵ scores.

- Step 1: All 50 sites were assessed for 11 hazards to identify the most critical risks per location.
- Step 2: A detailed analysis was conducted for 25 sites exposed to at least two hazards rated as Extreme or Severe, focusing on their top two critical hazards.

Risks were rated on a standardized five-level scale (extreme, severe, high, moderate, and low), based on volatility, predictability, and insurability. Acute and chronic hazards were analyzed using 20 climate models under three scenarios (SSP1-2.6, SSP5-8.5) for timeframes around 2000, 2030, and 2050, supplemented by observational data.

The transition risk assessment is based on continuous monitoring of global and regional climate-related regulations (EU, China, IMO) and ensures early awareness of emerging requirements such as carbon pricing, emissions standards, and reporting obligations.

To develop a risk mapping, the identified hazards were evaluated based on likelihood and potential impact and the Company also started to integrate existing mitigation and adaptation measures into the residual risk evaluation.

Risks were categorized according to their potential financial cost to the business, following Accelleron's risk management standards.

Based on the hazard assessment and the results of the transition risk assessment, regional workshops were organized to deep dive into the results as part of the double materiality assessment. The assessment is ongoing and will be completed in 2026, and we are in the process of reflecting preventive or protective measures already in place or planned.

Description of the organization's processes for managing climate-related risks

The Sustainability Committee and the management team oversee climate-related risk management. In 2024, we added climate risk assessment to our overall sustainability approach and integrated the entire model into our enterprise risk management (ERM) process. We plan to set up formal processes and implement additional strategic and operational measures to further mitigate these risks as of 2026 as necessary, based on the outcomes of the enhanced evaluation integrated into the double materiality assessment started in 2025 and to be completed next year.

⁴ ND-GAIN stands for the Notre Dame Global Adaptation Index, a global index developed by the University of Notre Dame. It measures and ranks countries on vulnerability to and readiness to adapt to climate change and creates a composite score.

⁵ The Climate Risk Index (CRI) - developed by Germanwatch - is an index that measures the impacts of weather-related extreme events (such as storms, floods, and heatwaves) on countries.

Description of how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management

Accelleron has embedded climate-related risk processes into the ongoing double materiality assessment and results feed into its ERM framework, in line with other sustainability risks.

Being part of the ERM, climate risks are integrated into the Company's risk register, which is reviewed by senior management and the board, ensuring governance oversight. The ERM process will be updated in 2026 to strengthen the capture of climate and other sustainability related risks.

Metrics and targets

Disclosure of the metrics and targets used by the organization to assess climate-related risks and opportunities, in line with its strategy and risk management process

Accelleron uses a range of metrics to assess climate-related risks and opportunities, focusing on reducing CO₂ emissions, improving energy efficiency, minimizing waste and ensuring business continuity in our own operations and in the supply chain. We also monitor portfolio readiness in terms of carbon-neutral fuels. On all these parameters we have set targets to drive progress and ultimately manage climate-related risks and opportunities.

Metrics	Targets
Scope 1, Scope 2, and Scope 3 GHG emissions	Scope 1 and scope 2: -50% by 2030 vs. 2023 Scope 3: -25% by 2030 vs. 2023
Energy consumption and purchase	3% reduction of "bought electricity/ revenues" (GJ/revenues M USD) by 2030 vs. 2024
Waste generation	Zero waste to landfill and 90% waste recycling rate for non-hazardous waste by 2030
Water use	Water usage in our operations: Move all service sites to more water-efficient cleaning processes by 2026 ⁶
Percentage of direct materials suppliers with a business continuity plan integrating climate risk	80% of tier 1 direct materials suppliers to have business continuity plans including climate risk by 2030

We want to specifically highlight our CO₂ reduction target. After committing to setting science-based targets in 2023, our new near-term climate targets have been validated by the Science Based Targets initiative (SBTi) in 2025.

The new targets comprise all our material CO₂ emissions across the entire lifecycle and replace the former Scope 1 and 2 emissions reduction targets, set in 2022.

We have set the following greenhouse gas emission science-based near-term reduction targets:

Scope 1 and scope 2: **-50% by 2030 vs. 2023**
Scope 3: **-25% by 2030 vs. 2023**

We have also anchored GHG emission reductions in our employee incentive plan, in line with our strategy to decarbonize operations and the wider value chain. Scope 1 and 2 emissions are reflected in both the Short-Term Incentive (STI) and the Long-Term Incentive (LTI) plans. Scope 3 transportation reductions are embedded in the Long-Term Incentive (LTI) plans 2024 and 2025. The data and reduction challenge around Scope 3 supplied goods is integrated into the Short-Term Incentive (STI) plan 2026. Further details can be found in the [Compensation report](#).

All metrics and progress against sustainability targets are tracked and reported externally on a yearly basis. All data and progress on targets can be found in the respective chapters of this sustainability report.

⁶ This target excludes USA, Middle East, and Africa.

GRI Index

Accelleron has reported in accordance with the Global Reporting Initiative (GRI) standards for the period from 1 January 2025 to 31 December 2025. As no sector-specific GRI standard is applicable to our industry, we apply the GRI Universal Standards along with relevant topic-specific standards.

GRI 1: Foundation 2021

GRI Standard/disclosure	Page number Annual Report	Additional information/omission
GENERAL DISCLOSURES		
GRI 2: General Disclosures 2021		
2-1 Organizational details	p. 22f	
2-2 Entities included in the organization's sustainability reporting	p. 26, and Note 25 p. 126	
2-3 Reporting period, frequency and contact point	p. 26, p. 137	
2-4 Restatements of information	p.26, p. 40	
2-5 External assurance	p. 27, p. 76	
2-6 Activities, value chain and other business relationships	p. 22	
2-7 Employees	p. 50	No comprehensive data available for employees with non-guaranteed hours contracts. Data availability will be improved over the next years.
2-8 Workers who are not employees	p. 51	No comprehensive data available for contingent workers.
2-9 Governance structure and composition	p. 61, p. 81ff, p. 106	
2-10 Nomination and selection of the highest governance body	p. 83ff	
2-11 Chair of the highest governance body	p. 81	
2-12 Role of the highest governance body in overseeing the management of impacts	p. 61	
2-13 Delegation of responsibility for managing impacts	p. 61, p. 67	
2-14 Role of the highest governance body in sustainability reporting	p. 25	
2-15 Conflicts of interest	p. 61, p. 83	
2-16 Communication of critical concerns	p. 64	
2-17 Collective knowledge of the highest governance body	p. 61, p.81f	
2-18 Evaluation of the performance of the highest governance body	p. 84	
2-19 Remuneration policies	p. 98ff, p. 102, p. 95,	
2-20 Process to determine remuneration	p. 96f	
2-21 Annual total compensation ratio		Data is currently not available.
2-22 Statement on sustainable development strategy	p.5f	
2-23 Policy commitments	p. 24, p. 61ff	
2-24 Embedding policy commitments	p. 61f, p. 36f, p. 51	

GRI Standard/disclosure	Page number Annual Report	Additional information/omission
2-25 Processes to remediate negative impacts	p. 61f, p. 36f, p. 51	
2-26 Mechanisms for seeking advice and raising concerns	p. 62, p. 64	
2-27 Compliance with laws and regulations	p.62, p. 33ff, p. 65	
2-28 Membership associations	p. 35	
2-29 Approach to stakeholder engagement	p. 24f	
2-30 Collective bargaining agreements	p. 51, p. 53	

MATERIAL TOPICS

[GRI 3: Material Topics 2021](#)

3-1 Process to determine material topics	p. 25	
3-2 List of material topics	p. 25	

Environmental impact of our products and operations

3-3 Management of material topics	p. 39, p. 43, p. 44, p.24	
-----------------------------------	---------------------------	--

[GRI 302: Energy 2016](#)

302-1 Energy consumption within the organization	p. 44	
302-3 Energy intensity	p. 43	

[GRI 303: Water and Effluents 2018](#)

303-1 Interactions with water as a shared resource	p.44ff, p.36f	We currently only engage with suppliers on water topics.
303-2 Management of water discharge-related impacts	p. 45	
303-3 Water withdrawal	p. 44f	
303-4 Water discharge	p. 45	No data available by discharge destination.
303-5 Water consumption	p. 45	Changes in water storage have not been analyzed.

[GRI 305: Emissions 2016](#)

305-1 Direct (Scope 1) GHG emissions	p. 40, p. 42	Biogenic CO ₂ emissions are not reported separately.
305-2 Energy indirect (Scope 2) GHG emissions	p. 40, p. 42	
305-3 Other indirect (Scope 3) GHG emissions	p. 40, p. 42	Biogenic CO ₂ emissions are not reported separately.
305-4 GHG emissions intensity	p. 40	
305-5 Reduction of GHG emissions	p. 40ff	

Circular economy/ resource efficiency

3-3 Management of material topics	p.46, p.24	
GRI 301: Materials 2016		
301-1 Materials used by weight or volume	p. 37	
GRI 306: Waste 2020		
306-1 Waste generation and significant waste-related impacts	p. 46f	
306-2 Management of significant waste-related impacts	p. 46, p. 48f	
306-3 Waste generated	p. 47	
306-4 Waste diverted from disposal	p. 47	
306-5 Waste directed to disposal	p. 47	

GRI Standard/disclosure	Page number Annual Report	Additional information/omission
Health and safety		
3-3 Management of material topics	p. 56ff, p.24	
GRI 403: Occupational Health and Safety 2018		
403-1 Occupational health and safety management system	p. 57f	
403-2 Hazard identification, risk assessment, and incident investigation	p. 57	
403-3 Occupational health services	p. 58f	
403-4 Worker participation, consultation, and communication on occupational health and safety	p. 57	
403-5 Worker training on occupational health and safety	p. 59f	
403-6 Promotion of worker health	p. 58f	
403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	p. 36	
403-8 Workers covered by an occupational health and safety management system	p. 56f	
403-9 Work-related injuries	p. 58	
Employee learning, development & well-being		
3-3 Management of material topics	p. 50, p.53, p. 55, p.24	
GRI 401: Employment 2016		
401-1 New employee hires and employee turnover	p. 52	
401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	p.51, p. 53	
401-3 Parental leave	p. 51	
GRI 404: Training and Education 2016		
404-1 Average hours of training per year per employee	p. 54	
404-2 Programs for upgrading employee skills and transition assistance programs	p. 53ff	
404-3 Percentage of employees receiving regular performance and career development reviews	p. 55	
Diversity and inclusion		
3-3 Management of material topics	p. 55, p.24	
GRI 405: Diversity and Equal Opportunity 2016		
405-1 Diversity of governance bodies and employees	p. 56	
Impact on local community/community engagement		
3-3 Management of material topics	p. 60, p.24	
Company specific indicator: Number of community engagement projects	p. 60	
Responsible innovation		
3-3 Management of material topics	p. 34f, p.24	

GRI Standard/disclosure	Page number Annual Report	Additional information/omission
Business resilience		
3-3 Management of material topics	p. 65, p. 67ff, p.24	
GRI 201: Economic Performance		
201-2 Financial implications and other risks and opportunities due to climate change	p. 67ff	
Ethics and integrity		
3-3 Management of material topics	p. 61, p. 62, p. 65, p.24	
GRI 205: Anti-corruption 2016		
205-1 Operations assessed for risks related to corruption	p. 62f	
205-2 Communication and training about anti-corruption policies and procedures	p.63	No detailed information about business partner role out available.
205-3 Confirmed incidents of corruption and actions taken	p.63	
GRI 206: Anti-competitive Behavior 2016		
206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	p. 65	
Responsible sourcing		
3-3 Management of material topics	p. 36ff, p.24	
GRI 204: Procurement Practices 2016		
204-1 Proportion of spending on local suppliers	p. 37	
GRI 308: Supplier Environmental Assessment 2016		
308-1 New suppliers that were screened using environmental criteria	p. 36	
308-2 Negative environmental impacts in the supply chain and actions taken	p. 36f	
GRI 414: Supplier Social Assessment 2016		
414-1 New suppliers that were screened using social criteria	p. 36	
414-2 Negative social impacts in the supply chain and actions taken	p. 36f	

GRI Standard/disclosure	Page number Annual Report	Additional information/omission
Human rights & labor standards		
3-3 Management of material topics	p. 37, p. 63, p. 51, p.24	
GRI 407: Freedom of Association and Collective Bargaining 2016		
407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	p. 38, p. 64	
GRI 408: Child Labor 2016		
408-1 Operations and suppliers at significant risk for incidents of child labor	p. 38, 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. 38, p. 64	
Product quality & product safety		
3-3 Management of material topics	p. 33f, p.24	
GRI 416: Customer Health and Safety 2016		
416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	p. 34	
Digitalization		
3-3 Management of material topics	p. 32, p.24	
Data security and privacy		
3-3 Management of material topics	p. 66, p.24	
GRI 418: Customer Privacy 2016		
418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	p. 66	

Glossary

Term	Definition
3P approach/3P	An internal definition of a sustainability framework inspired by the triple bottom line concept which encourages businesses to consider their social, environmental, and economic performance and impact.
Advanced decarbonization solutions	Innovations focused on advancing decarbonization and the energy transition to future carbon-neutral fuels, through turbocharging, fuel injection, and digital technologies.
Alternative fuel	A fuel which is used to contribute to a reduction of GHG emissions and may serve as a substitute for fossil-based fuels.
Biofuel	Fuel directly or indirectly derived from biomass.
Carbon intensity	Amount of carbon dioxide emissions produced per unit of energy or economic output.
Carbon-neutral fuel	A type of fuel that, when burned, does not increase the net amount of carbon dioxide (CO ₂) in the atmosphere.
CII rating	The Carbon Intensity Indicator (CII) measures a ship's energy efficiency by calculating the grams of CO ₂ emitted per cargo-carrying capacity and nautical mile.
Climate risk	Climate risk refers to the potential negative impact of climate change on natural and human systems, including economic, environmental, and social aspects.
Climate Risk Index (CRI)	The Climate Risk Index (CRI) – developed by Germanwatch – is an index that measures the impacts of weather-related extreme events (such as storms, floods, and heatwaves) on countries. It reflects both direct economic losses and fatalities resulting from these events.
CO ₂ avoided	Amount of carbon dioxide emissions that are prevented from being released into the atmosphere due to the implementation of sustainable practices or technologies.
CO ₂ equivalent	Metric used to compare the emissions of various greenhouse gases based on their global warming potential (GWP). It converts the amount of different gases into the equivalent amount of carbon dioxide (CO ₂) that would have the same impact on global warming.
Conventional fuel	Fossil fuel such as coal, lignite, gasoline, diesel fuel, or oil.
Dual fuel engine	Engine capable of running on two different fuels with the ability to switch between fuels as necessary.
Energy intensity	Amount of energy used per unit of economic output.
Engine Part Load Optimization	A type of upgrade/retrofit service designed for two-stroke marine main engines, which combines turbocharging component upgrades with engine derating (limiting sailing speeds), to optimize engine performance at low load, resulting in reduced fuel consumption and CO ₂ emissions.
EU ETS	The EU Emissions Trading System (EU ETS) is a “cap and trade” scheme under which a limit (the cap) is placed on the right to emit specified pollutants over a geographic area and which also allows companies to trade emission rights within that area.
Flexible integrated turbocharging system for large two-stroke engines (FITS2)	A type of upgrade/retrofit service designed for two-stroke marine main engines, developed with WinGD, a leading two-stroke engine manufacturer. FITS2 uses a smart combination of unequally specified turbochargers and wide compressor maps. Two or more turbochargers operate in sequence for optimum air delivery at each engine load. FITS2 is designed to deliver maximum fuel savings (and emissions reductions) at part and low load, while offering the flexibility of going to full output without the need for installation work.
Fragile State Index	<p>The FSI, developed by the Fund for Peace, assesses the vulnerability of states to collapse by evaluating various social, economic, and political indicators. It is based on 12 key indicators that measure the pressures they face and their susceptibility to conflict and collapse. These indicators are grouped into four main categories:</p> <p>Cohesion Indicators: Security Apparatus, Factionalized Elites, Group Grievance. Economic Indicators: Economic Decline, Uneven Economic Development, Human Flight and Brain Drain.</p> <p>Political Indicators: State Legitimacy, Public Services, Human Rights and Rule of Law. Social Indicators: Demographic Pressures, Refugees and IDPs (Internally Displaced Persons), External Intervention.</p> <p>This report uses the FSI for evaluating human rights risk and determining High-risk countries.</p>

Term	Definition
GHG Protocol	A comprehensive global standardized framework for measuring and managing greenhouse gas (GHG) emissions from private and public sector operations, value chains, and mitigation actions.
Green hydrogen	Hydrogen produced through the electrolysis of water, using electricity generated from renewable energy sources such as wind, solar, or hydropower or nuclear power.
Green methanol	A type of methanol produced from renewable and low-carbon sources.
Greenhouse gas	Any gas that absorbs infrared radiation or heat emanating from the ground and prevents it from being released back into space.
GRI	GRI (Global Reporting Initiative) is an international organization that provides a widely used framework for sustainability reporting. The GRI Standards help companies and organizations disclose their environmental, social, and governance (ESG) impacts in a structured and transparent way.
High-risk country	A high-risk country according to the Fragile States Index (FSI) is a nation that exhibits significant vulnerabilities across various indicators of state stability.
Lifecycle solutions	Solutions that consider the entire product lifecycle from cradle to grave.
Long-lived assets	Property, plant and equipment net of depreciation.
Low carbon electricity	Electricity which uses one or several of the following primary sources of energy: wind, sun, geothermal, biomass, hydropower, or nuclear.
LTIFR	Lost Time Injury Frequency Rate (LTIFR) is a safety metric used to measure the frequency of workplace injuries that result in an employee being unable to work their next full workday. It is calculated relative to the total number of hours worked over a specific period and expressed per a million hours worked over the period of the reporting year.
MARPOL	International Convention for the Prevention of Pollution from ships, an international treaty established to protect the marine environment by reducing pollution from ships, whether from operational or accidental causes.
ND-GAIN Notre Dame Global Adaptation Initiative	<p>ND-GAIN stands for the Notre Dame Global Adaptation Index, a global index developed by the University of Notre Dame. It measures and ranks countries on two dimensions and creates a composite score:</p> <p>Vulnerability – how exposed and sensitive a country is to the negative impacts of climate change, and its capacity to adapt.</p> <p>Readiness – a country's ability to leverage investments and implement adaptation actions, assessed through economic, governance, and social readiness.</p>
Near-zero emission fuel	A type of fuel that, when burned, doesn't increase net greenhouse gas emissions. This means that the emissions produced during the fuel's lifecycle (from production to combustion) are balanced by measures that remove an equivalent amount of greenhouse gases from the atmosphere.
Net zero	Net zero emissions, according to the Intergovernmental Panel on Climate Change, are achieved when the amount of greenhouse gases emitted by human activities is balanced by the amount removed from the atmosphere over a specific period. Emitted greenhouse gas emissions are reduced to as close to zero as possible, with any remaining emissions balanced by removals (natural or technological), resulting in zero net emissions into the atmosphere.
New fuels	Fuels that are not predominantly commercially used at the moment.
Non-hazardous waste	Waste that does not pose a substantial threat to public health or the environment. This type of waste typically includes materials that are not classified as hazardous under relevant regulations and can be safely managed through standard waste management practices.
Remanufacturing	A comprehensive process for repairing older turbochargers to return them to the performance level similar to a new one.
Responsible innovation	An approach to the development and implementation of new technologies and processes that emphasizes ethical considerations, societal needs, and long-term impact. It involves ensuring that innovation is conducted in a way that is socially desirable, environmentally sustainable, and ethically sound.

Term	Definition
Responsible sourcing	Responsible sourcing is the practice of procuring goods and services in a way that considers the ethical, environmental, and social impact of the supply chain. This approach ensures that a company's operations and its suppliers' practices do not negatively affect people or the environment.
SBTi	Science Based Targets initiative (SBTi) is a collaboration between several leading organizations, including the CDP, the United Nations Global Compact, the World Resources Institute (WRI), and the World Wide Fund for Nature (WWF). The initiative provides companies with a clearly defined pathway for reducing greenhouse gas (GHG) emissions in line with the goals of the Paris Agreement, which aims to limit global warming to well below 2°C above pre-industrial levels, and ideally to 1.5°C.
Scope 1	Direct GHG emissions from sources that are owned or controlled by the company.
Scope 2	Indirect GHG emissions from the generation of purchased electricity, district heating, district cooling, or steam consumed by the company.
Scope 3	Other indirect GHG emissions not included in energy indirect (Scope 2). GHG emissions that occur outside of the organization, including both upstream and downstream emissions.
Seeding	The introduction of completely new turbochargers into Accelleron's exchange pool to maintain a sufficient stock for rapid replacements. This exchange pool allows customers to receive a turbocharger replacement within two to five days, minimizing downtime.
Semi-automatized usage of water	Usage of water within Accelleron operations under which processes and machines are used to standardize water usage, alongside remaining manual operations.
Smartly Enabled Services (SES)	Data-enabled service agreements like Turbo Smart Care and Turbo Marine Care, which employ a data-based service plan that simplify turbocharger maintenance for ship owners or operators. Accelleron assumes the responsibility, costs, and risks associated with servicing turbochargers, charging a fixed price to provide financial predictability to customers.
SOLAS	The International Convention for the Safety of Life at Sea (SOLAS) is an international maritime treaty which sets out minimum safety standards in the construction, equipment, and operation of merchant ships.
STEM	Science, technology, engineering, and mathematics.
Synthetic fuel	A fuel that is generated via an industrial synthesis process.
Transitional fuel	An energy source used temporarily in the transition from high-carbon fossil fuels to cleaner, renewable energy sources; also known as bridge fuel. These fuels are considered to have a lower environmental impact compared to traditional fossil fuels and are used to bridge the gap while renewable energy technologies and infrastructure are being developed and scaled up. Examples include LPG (Liquified Petroleum Gas), LNG (Liquified Natural Gas), and natural gas.
Turbo analytics	Digital solutions designed to enhance the performance and maintenance of turbochargers through advanced data analytics. They provide real-time insights into turbocharger health, enabling operators to optimize turbocharged engine efficiency and reduce fuel consumption and emissions.
Upgrade(s)	A subcategory of retrofit services for turbochargers that are already in operation. Accelleron uses the term "upgrade" to refer to retrofit of its own turbochargers, where certain components are replaced with newer component models, in order to improve efficiency and overall performance. Accelleron uses the term "retrofits" to refer to the same process applied to the turbochargers of other manufacturers.
Voyage optimization	The process of planning and adjusting a ship's route and speed to achieve the most efficient and cost-effective journey. This involves considering various factors such as weather conditions, sea currents, fuel consumption, and safety regulations.
Water intensity	A metric that measures the relationship between water by volume and a unit of activity (products, sales, etc.).
Areas with water stress	Regions where the demand for water is high relative to the available supply, often measured as the ratio of total water withdrawals to available renewable water resources as per World Resource Institute (WRI). This report uses the WRI Aqueduct baseline water stress indicator to determine areas of water stress, with a current level of water stress identified as "high" or "extremely high".
Zero waste to landfill	Waste management strategy that aims to divert nearly all waste away from landfills, ensuring that at least 99% of generated waste is reused, recycled, composted, or converted into energy.



Independent limited assurance report on selected sustainability information of Accelleron Industries AG

To the Board of Directors of Accelleron Industries AG, Baden

We have undertaken a limited assurance engagement on Accelleron Industries AG's and its subsidiaries ("Accelleron" or "the Group") following selected Sustainability Information in the Sustainability Report for the period ended on December 31, 2025 (hereinafter "Sustainability Information"):

- Scope 1 Greenhouse Gas (GHG) emissions, which are marked with a checkmark (page 42);
- Scope 2 GHG emissions, which are marked with a checkmark (page 42); and
- Scope 3 GHG emissions, upstream and downstream transport, which are marked with a checkmark (page 42).

Understanding how Accelleron has Prepared the Sustainability Information

Accelleron prepared the Sustainability Information using the following criteria (hereinafter referred to as the "Sustainability Reporting Criteria"):

- Global Reporting Initiative (GRI) 2021 Standards
- GHG Protocol, Corporate Standard

Consequently, the Sustainability Information needs to be read and understood together with these standards and criteria.

Our Limited Assurance Conclusion

Based on the procedures we have performed as described under the 'Summary of the work we performed as the basis for our assurance conclusion' and the evidence we have obtained, nothing has come to our attention that causes us to believe that the Sustainability Information is not prepared, in all material respects, in accordance with the Sustainability Reporting Criteria.

We do not express an assurance conclusion on information in respect of earlier periods or future looking information included in the Sustainability Report 2025, information included in the Financial Report 2025, information included in the Business Report 2025, information linked from the Sustainability Report 2025, information linked from the Financial Report 2025, or any images, audio files or embedded videos.

Inherent Limitations in Preparing the Sustainability Information

Due to the inherent limitations of any internal control structure, it is possible that errors or irregularities may occur in disclosures of the Sustainability Information and not be detected. Our engagement is not designed to detect all internal control weaknesses in the preparation of the Sustainability Information because the engagement was not performed on a continuous basis throughout the period and the audit procedures performed were on a test basis.



Accelleron's Responsibilities

The Board of Directors of Accelleron is responsible for:

- selecting or establishing suitable criteria for preparing the Sustainability Information, taking into account applicable law and regulations related to reporting the Sustainability Information;
- the preparation of the sustainability information in accordance with the criteria; and
- designing, implementing and maintaining internal control over information relevant to the preparation of the Sustainability Information that is free from material misstatement, whether due to fraud or error.

Our Responsibilities

We are responsible for:

- planning and performing the engagement to obtain limited assurance about whether the Sustainability Information is free from material misstatement, whether due to fraud or error;
- forming an independent conclusion, based on the procedures we have performed and the evidence we have obtained; and
- reporting our independent conclusion to the Board of Directors of Accelleron Industries AG.

As we are engaged to form an independent conclusion on the Sustainability Information as prepared by the Board of Directors, we are not permitted to be involved in the preparation of the Sustainability Information as doing so may compromise our independence.

Professional Standards Applied

We performed a limited assurance engagement in accordance with International Standard on Assurance Engagements 3000 *Assurance Engagements other than Audits or Reviews of Historical Financial Information (ISAE 3000)* and in respect of greenhouse gas emissions, with the *International Standard on Assurance Engagements 3410 Assurance Engagements on Greenhouse Gas Statements (ISAE 3410)* issued by the International Auditing and Assurance Standards Board (IAASB).

Our Independence and Quality Control

We have complied with the independence and other ethical requirements of the *International Code of Ethics for Professional Accountants (including International Independence Standards)* issued by the International Ethics Standards Board for Accountants (IESBA Code), which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality, and professional behavior.

Our firm applies International Standard on Quality Management 1, which requires the firm to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Our work was carried out by an independent and multidisciplinary team including assurance practitioners and sustainability experts. We remain solely responsible for our assurance conclusion.

Summary of the Work we Performed as the Basis for our Assurance Conclusion

We are required to plan and perform our work to address the areas where we have identified that a material misstatement of the Sustainability Information is likely to arise. The procedures we performed were based on our professional judgment. Carrying out our limited assurance engagement on the Sustainability Information included, among others:



- assessment of the design and implementation of systems, processes and internal controls for determining, processing and monitoring sustainability performance data, including the consolidation of data;
- inquiries of employees responsible for the determination and consolidation as well as the implementation of internal control procedures regarding the selected disclosures;
- inspection of selected internal and external documents to determine whether quantitative and qualitative information is supported by sufficient evidence and presented in an accurate and balanced manner;
- assessment of the data collection, validation and reporting processes as well as the reliability of the reported data on a test basis and through testing of selected calculations;
- analytical assessment of the data and trends of the quantitative disclosures included in the scope of the limited assurance engagement; and
- assessment of the consistency of the disclosures applicable to Accelleron with the other disclosures and key figures and of the overall presentation of the disclosures through critical reading of the Sustainability Report 2025.

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had we performed a reasonable assurance engagement.

KPMG AG

Simon Studer
Licensed Audit Expert

Carolina Sundmar-Jøge

Zurich, March 11, 2026