

Acce/eron

Annual Report 2025

Key figures at a glance

1,263 USD million
Revenues

321 USD million
Operational EBITA¹

87.9%

Free cash flow conversion¹

25.4%

Operational EBITA margin¹

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Company overview

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Dear Shareholders,

Accelleron delivered another year of outstanding growth and profitability in 2025, despite a challenging geopolitical and macroeconomic environment. With our core markets providing an encouraging backdrop, we continued to deliver for our customers, resulting in market share gains in both marine and energy. We are confident that Accelleron's growth story will continue in 2026.



New heights

Building on the successes recorded in 2024, Accelleron reached new heights in 2025. Revenues rose to USD 1.263 billion, an increase of 23.5%, reflecting both strong market fundamentals and our continued ability to capture market share in attractive segments. Growth in 2025 outpaced the upgraded expectations we set in summer, supported by robust demand across our core industries. While the marine market remained resilient throughout the year, the energy market emerged as a powerful additional growth driver, with energy resilience now complementing decarbonization and digitalization as a key structural force shaping Accelleron's core markets.

Net income rose by 35.8%

Operationally, we delivered significant improvements. Operational EBITA reached USD 321.0 million, up 22.6%, with a margin of 25.4% – only slightly below 2024 and just above our last guidance of 24–25%. Net income rose by 35.8% to USD 243.7 million, supported by strong topline growth and disciplined cost management. Free cash flow conversion remained high at 88%, and we further strengthened our balance sheet,

reducing net leverage to 0.5 (2024: 0.7). Accelleron's strong profitability allows us to propose an increased dividend of CHF 1.50 per share for 2025. In addition, we will launch a two-year share buyback program totaling CHF 100 million, as part of our balanced and disciplined capital allocation framework.

Growth and market share gains in both segments

Medium & Low Speed growth driven by marine and power applications

Our Medium & Low Speed segment delivered another year of broad-based growth. Revenues increased by USD 156.1 million, or 20.2% (+17.2% organic¹), reaching USD 929.6 million in 2025. The marine business continued to perform exceptionally well, supported by further gains in new-build market share and the delivery of more than 1,000 low-speed turbochargers. Demand for retrofits and upgrades remained high, with EPLO and FiTS2 upgrades expanding by 45%. Furthermore, we signed service agreements with a total value of around USD 150 million in 2025.

Demand for fuel injection systems remained strong throughout the year. Growth was further supported by rising demand for gas-fired prime-power solutions across multiple geographies. In China, strong domestic demand and export activity resulted in high revenues from turbochargers for diesel-electric locomotives.

Operational EBITA increased by USD 40.3 million, or 20.2%, to USD 239.4 million, with the operational EBITA margin rising slightly to 25.8% (2024: 25.7%). A strong increase in new business activity – with lower margins than in the service business – was offset by operational leverage.

High Speed gained further traction in data center backup and prime power

The High Speed segment continued its upward trajectory in 2025. Revenues increased by USD 84.5 million, or 33.9% (31.0% organic¹), to USD 333.5 million, driven by sustained momentum in data center backup and prime power solutions in the U.S. We delivered 15,800 high-speed turbochargers, including a record 8,000 TPX44 units for data center and other critical-infrastructure applications – more than tripling TPX44 production year-on-year and strengthening our competitive position.

In backup power, Accelleron-equipped diesel engines surpassed a 10% market share in this estimated 40 GW segment, generating around USD 40 million in revenue and achieving +230% year-on-year growth. In gas-fired prime power applications, where Accelleron has a substantial market share, we grew in line with this rapidly expanding market, and the U.S. gas compression business developed in line with expectations.

Operational EBITA in the High Speed segment increased by USD 18.8 million, or 29.9%, reaching USD 81.6 million in 2025. The operational EBITA margin decreased to 24.5% (2024: 25.2%). The rapid expansion of new business and tariff-related costs in the U.S. were largely offset by operational leverage.

In summary: last year, we again demonstrated that Accelleron can grow profitably even during geopolitically and macroeconomically challenging times. We also executed reliably at scale, producing over 22,000 turbochargers. Growing profitably by well over 20% in 2025 – and by more than 60% since 2022 – is not a matter of course, particularly while gaining market share.

Looking ahead with confidence

We are confident that Accelleron's growth story will continue in 2026.

More moderate growth in marine

In marine, fundamentals remain solid as shipyard order books stay at high levels. Given Accelleron's already substantial turbocharger market share, we expect to grow slightly above the market. The postponement of the Net Zero Framework (NZF) decision does not alter the underlying drivers of shipping's decarbonization: efficiency measures continue to represent the most attractive path forward. Customers are expanding their upgrade programs, and we anticipate sustained demand for our efficiency solutions.

Our digital solutions are increasingly integral to service agreements and upgrade cycles, and contribute to profitable growth. Through the TNM acquisition, we have gained additional capabilities, with ex-seafarers in the team – supported by AI-powered tools – playing an increasingly important role in providing remote operational advice to ship charterers.

The fuel injection business acquired through OMT is expected to grow at a slower pace due to uncertainty about the timing of the NZF adoption and the maritime sector's energy transition more generally. This has already resulted in fewer new orders for methanol- or ammonia-powered dual fuel engines.

High growth in energy

In energy, we expect comparatively high growth. Decentralized power generation continues to gain importance, as balancing and prime-power applications benefit from rising demand for on-site, dispatchable capacity.

Energy resilience is becoming a key investment driver, increasing demand for high-efficiency solutions with short lead times. With long gas-turbine lead times and grid constraints, gas-fired, turbocharged combustion engines

increasingly determine how quickly new data-center capacity can be added, driving higher prime-power demand in 2026 and beyond. As data-center growth is capped by power availability, backup-power demand is expected to grow more steadily.

Additional demand for prime power is emerging from markets such as island grids. Sustained low oil and gas prices in the U.S. will likely cap activity in the gas compression market.

Significant investments to meet demand

To ensure we can meet market demand in an increasingly complex world and the expected surge in demand from the power generation market, we are strengthening our value chain's resilience and investing significantly in production capacity.

We also continue to invest in our people's skills. As part of our transformation into a learning organization, we keep expanding AI training for our employees. With the successful integration of our colleagues from OMT and TNM, we have added key competencies to the company that support our growth trajectory.

Growth also comes with responsibility for people and the planet. We are proud that our near-term climate targets were approved by the Science Based Targets initiative (SBTi) in 2025. The approved targets are a milestone that underscores our commitment to reducing our own emissions and contributing to a more sustainable future, while reflecting Accelleron's core purpose of accelerating sustainability in marine and energy.

Board succession

As part of our Board succession planning, we will propose several changes to the Board of Directors to shareholders ahead of the AGM on April 28, 2026. On a very personal note, I have decided not to stand for re-election to the Board and as Chair. It has been a privilege to lead the Board through Accelleron's first years as a standalone, publicly listed company.

The Board will propose Monika Krüsi, currently Vice-Chair, as Chair. Furthermore, Gabriele Sons has also decided not to stand for re-election. We thank her for her dedicated service and important contribution to establishing effective practices around nomination, compensation, and sustainability. The Board will propose Mieke Van de Capelle and Reto Suter as new Board members to complement the Board of Directors.

We are grateful for the trust of our customers and shareholders and for the collaboration with our suppliers throughout 2025. And, of course, a big thank-you goes to our colleagues around the globe. Individually and collectively, their efforts have taken Accelleron to new heights.

Yours sincerely,



Oliver Riemenschneider
Chair of the Board of Directors



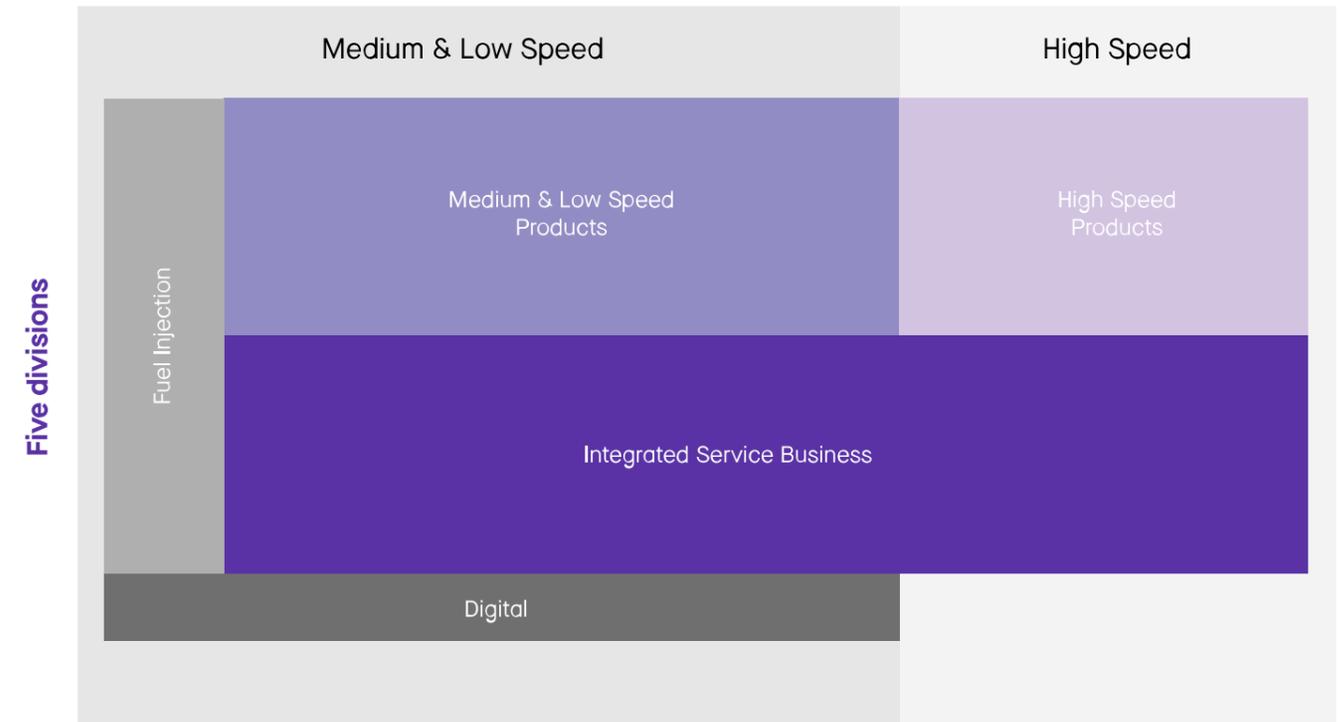
Daniel Bischofberger
Chief Executive Officer

Accelleron at a glance

Accelleron's technology gives engines an extra boost in performance to improve their fuel efficiency. By burning less fuel, the engines release fewer emissions. The Company designs, manufactures, sells, and services highly customized turbochargers and fuel injection equipment for heavy-duty applications.



Two reporting segments



Accelleron reports its business in two segments: Medium & Low Speed and High Speed. They both cover the product business as well as the integrated service business. The service business relies on the value chain of the respective segment's product business, while operating as an overarching global service network. From an operating perspective, the business is organized into five operating divisions: two product divisions, one service division, one Digital division, and the Fuel Injection division. The Digital and Fuel Injection divisions are reported in the Medium & Low Speed segment as their application is primarily related to the Medium & Low Speed segment.

As a focused specialist with a comprehensive product and service range, Accelleron produces heavy-duty turbochargers ranging from 100 kg to 10 metric tons and from 0.5 to 30 megawatt (MW) as well as fuel injection equipment for large medium- and low-speed engines. Our main markets – marine and energy – are both exposed to the megatrends of decarbonization and digitalization, both of which provide vast opportunities.

With its products, Accelleron is the undisputed leader in turbocharging mission-critical applications. The Company's operations are based on a foundation of a century of making significant and continuous investments in technology, partnering with original equipment manufacturers (OEMs) and end-users, an unrivaled global service network, and a unique service culture that will never let customers down.

Highlights

Investments in fuel injection

In May, Accelleron set out a multi-year roadmap to expand manufacturing and R&D capabilities in fuel injection. The investments in Italy, including OMT's new technology center in Turin, support global demand for fuel injectors and reinforce the company's position in future-fuel applications.

CIMAC – Industry leadership on display

At the CIMAC World Congress in Zurich in May, Accelleron showcased innovations in turbocharging and fuel injection that support decarbonization and the transition to carbon-neutral fuels. Engaging with hundreds of combustion-engine experts highlighted Accelleron's continuing role at the forefront of industry developments.

Digital emissions reporting with ClassNK

In June, Accelleron launched a direct link to the ClassNK portal, simplifying digital emissions reporting for ship operators. The integration strengthens Accelleron's digital ecosystem and supports customers in meeting evolving regulatory requirements.

Positive profit warning following strong first half

In July, Accelleron raised its revenue guidance for 2025 after impressive first-half growth across marine and energy markets. The update reflected continued market-share gains, robust demand for retrofits, and strong momentum in backup and prime power applications.

Supporting Alaska's energy resilience

In September, Accelleron signed a 17-year Turbo SmartCare agreement with Matanuska Electric Association (MEA) to maximize uptime and maintain a dependable power supply in a remote and demanding environment. The digitally enabled service leverages Accelleron's expertise to offset the low availability and high cost of skilled labor in the region.



OMT's new technology center in Turin, Italy, will offer more than 1,200 m² for testing, assembly, and prototype production, as well as new office space for 100 employees.



MEA power station in Eklutna, Alaska, USA: The record-breaking 17-year service agreement includes an upgrade to the latest turbocharger technology.

Accelerating to Net Zero – Part I

Accelleron's "Accelerating to Net Zero" report, unveiled in September at London International Shipping Week, highlights the need for shipping to pool its carbon-neutral fuel demand with other industries to accelerate the energy transition. The report underscores Accelleron's thought leadership in shaping the pathway to maritime decarbonization.

Expanding digital reach through partnerships

Between October and November, Accelleron expanded the reach of its digital solutions through partnerships with LABO21 and Hyundai Marine Solution in Korea, and seawise in Japan. These collaborations extend the LOREKA360° and Turbo Insights ecosystems, enabling broader fleet coverage and deeper insights for customers across Asia.

Accelerating to Net Zero – Part II

In December, Accelleron released the second report in its "Accelerating to Net Zero" series, illuminating the cross-sector pathways for scaling e-fuels in Asia-Pacific. The report highlights the region's emerging role in demonstrating how green hydrogen-based e-fuel networks can be built, connected, and scaled.

Expanding full-cover service agreements

Accelleron signed its 50th Turbo MarineCare full-cover service agreement in December, reflecting the growing adoption of fixed-cost service plans among ship operators. The milestone demonstrates customer confidence in Accelleron's global service network and long-term value proposition.

Climate targets approved by SBTi

The Science Based Targets initiative approved Accelleron's near-term climate targets in December, marking an important milestone for the company. The approval confirms that Accelleron's emission-reduction pathway aligns with the latest climate science.



Accelleron has entered a strategic cooperation with Hyundai Marine Solution on digital solutions, covering engine and turbocharger monitoring and optimization.



The ships are ready, but the fuel is not: Accelleron's net zero reports call for cross-sector collaboration to move toward hydrogen-based e-fuels.

Higher efficiency, lower emissions, and best power density – with today’s and tomorrow’s fuels

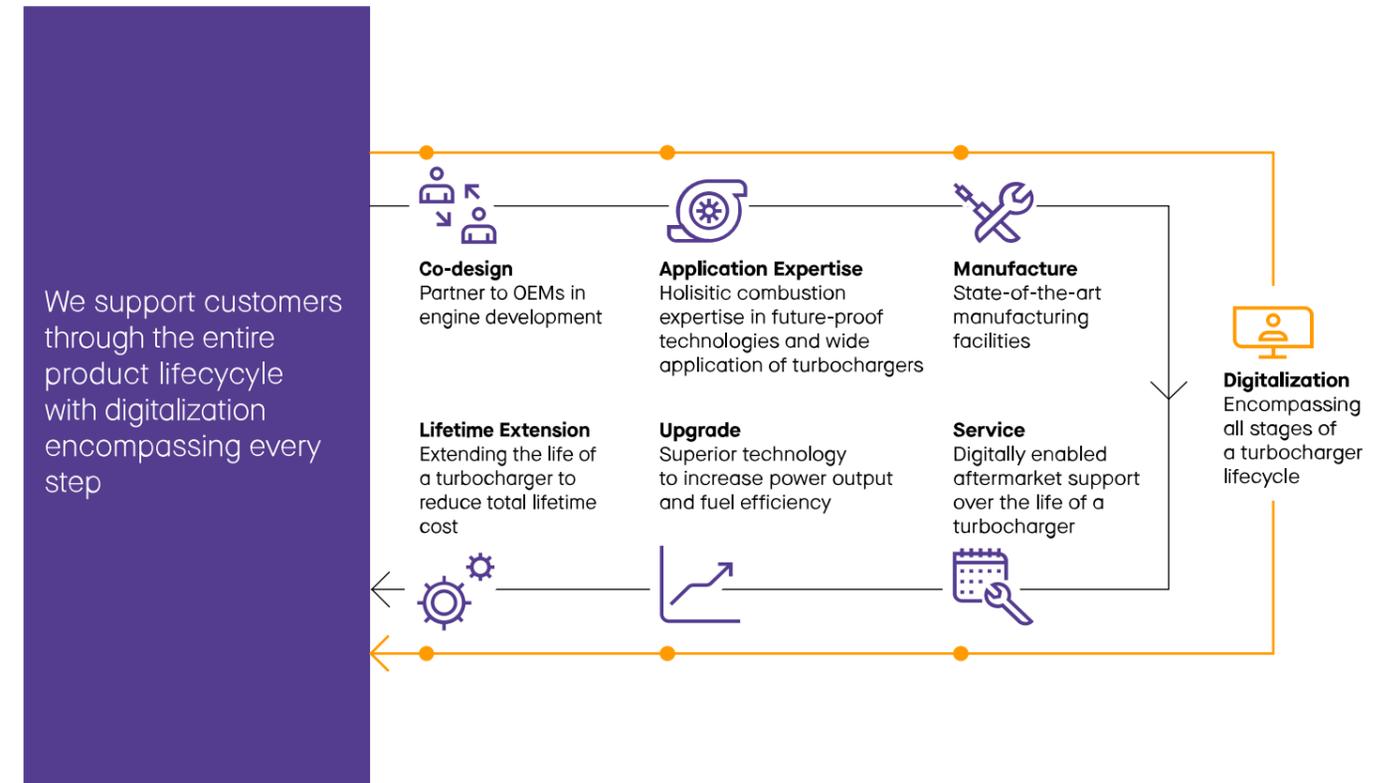
Accelleron’s success builds on two mainstays. With best-in-class technology and a global service footprint, the Company cares for its customers by providing the optimal solution 24/7 all around the world.

Given its technological leadership, Accelleron is the preferred partner for internal combustion engine original equipment manufacturers (OEMs). The Company helps them achieve world-class power densities, up to 25% higher compared to the closest peers, and up to 2% better efficiency, lower emissions, and optimal reliability. The Fuel Injection division further puts Accelleron at the forefront of development with new carbon-neutral fuels. Superior R&D capabilities are the key driver for this: every year, Accelleron invests continuously above 5% of its annual revenues in R&D – irrespective of the economic cycle.

As part of the Company’s global service network, over 500 trained service engineers in over 100 locations support more than 5,000 end customers. The global service center in Switzerland can deliver spare parts to any airport in the world in 48 hours, 365 days per year. With its strong and growing digital capabilities, Accelleron enables remote monitoring, predictive maintenance, and digitally enabled business models.

Accelleron is a global player. 34.9% of its revenues come from Europe, and 43.1% from Asia, the Middle East, and Africa (AMEA), where most of the new ships are built and maintained. In the Americas, which account for 22.0% of revenues, the major markets are cruise ships, gas compression, and power. In the power industry, Accelleron’s products are operated in a variety of applications, including base-load power for locations with limited grid connection, balancing power (e.g., to compensate for fluctuating electricity supply generated from renewables), and back-up power (for the likes of hospitals and data centers).

Switzerland, the largest location, hosts the key functions that thrive on close cooperation: the global service center, R&D, the European sourcing hub, and the main manufacturing site. Accelleron has further production sites in China and Italy, a sourcing site in India, as well as local application engineering sites in China, Japan, South Korea, and the United States. The Fuel Injection factory (OMT)



in Turin, Italy, which has grown to more than 300 employees, has become the third largest site.

Exceptional customer care

Accelleron’s customer care and focus are exceptional. It starts with designing turbochargers in close coordination with engine OEMs to develop the best-performing combustion engines. The Company’s application engineering experts also collaborate closely with OEMs to tailor turbocharger specifications to every single installation. Furthermore, they work to optimize end users’ cost of ownership by offering upgrades and lifetime extensions. Digitalization encompasses all steps of a turbocharger’s lifecycle, improving transparency and effectiveness both for Accelleron and its customers.

In the service business, Accelleron’s market-leading global sales and service network sets the Company apart from its peers.

The mission is to offer turbocharging services and solutions that help the customers succeed in business. Accelleron provides turbocharger services and spare parts from a single source through its own network.

Accelerating innovation

The company’s more than 3,200 highly dedicated and skilled employees work toward clear goals. Their passion and alignment ensure Accelleron’s technology and service excellence and strengthen its competitiveness. Best-in-class R&D capabilities and a portfolio of about 120 patent families secure technological leadership. One example successfully launched in 2025 is FITS2, a retrofittable turnkey solution allowing vessels to run with optimal efficiency in different load ranges through an innovative flexible turbocharger cut-out.

This approach offers customers a comprehensive service model, including lifetime service and paid-by-the-hour service agreements and digital offerings.

Four growth pillars

Accelleron's strategy is to leverage its superior products and technology, service network, and leading market position to outgrow markets and competitors – while continuing to deliver best-in-class margins, cash conversion, and capital deployment. The strategy is based on four growth pillars:

1. Increase the Company's market share in the core markets marine and energy.
2. Grow the service business by focusing more on lifetime service contracts and digital offerings.
3. Enable and support customers in transitioning to natural gas and future carbon-neutral fuels, with the best turbocharging system and fuel injection solutions for single fuel engines, as well as for the growing market of dual fuel applications, e.g., engines running on diesel and LNG, methanol, or ammonia.
4. Expand organically and inorganically into adjacent areas, where Accelleron can stand out thanks to technological leadership and service excellence, e.g., digital solutions and engine components with high service intensity.

Megatrends create significant opportunities

The megatrends of decarbonization, digitalization, and resilience impact Accelleron's two main markets – marine and energy. They create significant opportunities for Accelleron. Take the marine sector, for example: if the maritime industry was a country, it would be the world's sixth largest CO₂ emitter, comparable with countries like Japan, Indonesia or Germany, generating one billion metric tons of CO₂ emissions annually, or 3% of global CO₂ emissions. Annual fuel consumption is three billion

barrels of oil equivalent, similar to the aviation industry's annual fuel consumption.

Accelleron is continuously innovating to push the energy transition forward and accelerate the decarbonization journey for its customers. The Company does this in three ways. First, its turbochargers, fuel injectors, and digital solutions improve asset efficiency and reduce environmental impact by saving fuel and decreasing emissions, regardless of whether it is conventional fuel, bridging fuel like LNG, or a future carbon-neutral fuel like methanol, ammonia, or hydrogen. Second, Accelleron is working intensively on designing new fuel injectors which are tailor-made for the special requirements of future carbon-neutral fuels, and turbochargers that are adaptable for multiple fuel requirements. Finally, Accelleron's expanded digital offerings not only give marine customers the data needed to optimize vessel performance and efficiency, but they also help ship owners and charterers to report on emissions accurately, and to optimize overall fleet operations to meet decarbonization goals.

Furthermore, Accelleron leverages its superior turbocharging technology – higher efficiency and best power density – to help customers secure resilient energy supply. Highly efficient, turbocharged gas engines can provide decentral power either as baseload or as balancing power for intermittent renewables. For emergency power generation, the power density of Accelleron's turbochargers enables customers to generate the necessary power from the smallest possible engines, reducing both costs and fuel consumption.

Turbochargers improve the efficiency of large engines by up to 10%, leading to gains in both marine propulsion and the energy industry. This is equivalent to taking at least 40 million cars off the road in terms of CO₂ emissions and thereby creating USD 10 to 20 billion in annual fuel savings. In this context, Accelleron turbochargers improve efficiency by up to 2% more than the turbochargers of the next best competitor.

To achieve net zero targets in the Company's key markets, using future carbon-neutral fuels will be necessary. Since they cost much more, Accelleron's key competitive advantage of higher-efficiency turbochargers will be accentuated even further. Already today, Accelleron has a significantly higher market share in turbochargers for natural gas than for conventional fuels and is a leader in pilot applications with future fuels such as green methanol and hydrogen.

For fuel injection equipment, dual fuel engines represent a big opportunity for Accelleron because the delivery scope per engine increases considerably. Digital offerings are also gaining in importance. They positively impact Accelleron and its customers' business as they increase the efficiency and transparency of internal business processes and facilitate customers' interactions with the Company. Digitalization reduces customers' equipment lifecycle costs, whether they are incurred for turbochargers or combustion engines, and increases uptime. The Company strengthened its digital offering in 2024 through the acquisition of True North Marine, addressing key aspects of vessel performance and supporting customers with their decarbonization goals. In 2025, Accelleron launched LOREKA360°, an integrated digital platform that offers engine performance optimization as well as vessel and voyage optimization in combination with expert seafaring, operational and technical support.

Accelleron continues to develop digital twins of its turbochargers based on physical modeling and operational data. Thanks to the digital twins and related capabilities, the Company can offer its customers Smartly Enabled Services, meaning data-based service agreements that individually optimize turbocharger maintenance, performance, and the customer experience.

COFCO International and Accelleron collaborate to improve voyage efficiency with LOREKA360° OptiNav AI

As the maritime industry continues navigating the complex transition toward lower-emission operations, COFCO International has taken a pragmatic approach: focusing not only on long-term solutions such as alternative fuels and new vessel designs, but also on operational measures that deliver immediate reductions in fuel consumption and emissions.

In 2025, COFCO partnered with Accelleron to trial LOREKA360° OptiNav AI, a voyage-optimization solution that blends advanced routing algorithms with human-in-the-loop decision support from shore. Across 13 voyages, the trial delivered clear, measurable sustainability and commercial benefits – without requiring the installation of any onboard hardware or triggering significantly higher costs for weather forecast services.

Determining the most efficient transit for each voyage

The pilot began shortly after Accelleron's acquisition of Montreal-based True North Marine (TNM), whose voyage-optimization expertise now forms a core element of the LOREKA360° digital suite. OptiNav AI combines weather routing, vessel-specific performance models, and multi-objective optimization to determine the most efficient transit for each voyage. Rather than fixing a service speed and accepting the resulting fuel

consumption, COFCO's operations team could prioritize different objectives – such as arrival time, emissions reductions, or lowest total cost – while ensuring navigational safety and operational feasibility.

After acquiring True North Marine in 2024, Accelleron integrated TNM's voyage optimization software with its own engine expertise. Bringing together more than a decade of expertise, Accelleron now offers LOREKA360°, a single platform for managing and optimizing vessel, fleet and voyage performance. Besides OptiNav AI, LOREKA360° comprises three additional modules. Tekomar XPERT Engine assesses engine performance and delivers related advisory. OptiHull combines voyage and vessel data to optimize hull cleaning planning based on a ship's route, hull condition and potential fuel savings. And Emissions Desk supports operators in converting vessel data into compliance reporting and insights for further reductions.

A key strength of the system is the close collaboration between COFCO's operators and Accelleron's team of experienced former seafarers, who review route proposals, validate constraints, and provide continuous support during each voyage. This "human in the loop" element ensures that optimization remains practical and aligned with real-world conditions on board.



Fuel saving of 3.5%

The results of the trial were consistently positive. Across the 13 voyages, COFCO achieved an average fuel saving of 3.5%, amounting to 327 metric tons of fuel saved, and a total CO₂ reduction of 1,030 metric tons. Commercially, the optimized voyages in the trial generated 2–3% cost savings on average per voyage, due to reduced fuel consumption and lower vessel hire expenses. For a large agricultural commodities trader operating a global fleet, these fuel savings demonstrate meaningful progress on its climate strategy while generating economic value.

Behind each optimization lies an enormous amount of computation. The OptiNav AI software evaluates millions of potential route and speed combinations, drawing on a decade of research and continuously refined vessel models. The resulting voyage plans often differ significantly from conventional routes. For example, optimized routing may avoid heavy weather, leading not only to lower fuel burn but also to more stable engine loads, which in turn support long-term engine and turbocharger health.

For COFCO, the OptiNav AI trial proved the tangible contribution that operational optimization can make to its climate strategy in the near-term, while new fuels and technologies have yet to reach scale.

Building on the success of this trial, COFCO is well positioned to scale digital optimization across its fleet, contributing meaningfully to its long-term decarbonization ambitions and driving value for the business.

Advancing energy resilience for a data-driven economy

In 2025, energy resilience emerged – alongside decarbonization and digitalization – as a structural force shaping Accelleron’s core markets. Global energy demand continues to rise while grids in many regions simultaneously reach their capacity limits, particularly in countries with weak or aging infrastructure.

Modern power plants and generator systems built around turbocharged internal combustion engines provide three mission-critical functions: continuous baseload power in off-grid regions (prime power), grid-balancing capacity to support renewable energy (balancing power), and emergency power for critical infrastructure (backup power).

Data centers are driving a surge in new power generation capacity

These technologies are essential to both the digital economy and the global energy transition. Data centers already consume about one fifth of all electricity in Ireland and require “five nines” availability – 99.999% uptime, a requirement intensified by the rapid growth of AI computing and high-density workloads. In the United States, data-center electricity demand doubled between 2017 and 2023, exceeding 4% of national power consumption, and is projected to reach 7–12% by 2028. This soaring demand is fueling a construction boom in power generation capacity.

At the same time, turbocharged gas engines play a pivotal role in integrating renewable energy into the grid by compensating for variability – a precondition for achieving global climate objectives.

Accelleron supplies high-performance turbochargers (medium and high speed) for internal combustion engines deployed worldwide in critical energy applications – from decentralized power plants and biogas facilities to emergency generators for data centers, nuclear power plants, and hospitals. Today, the energy sector accounts for more than 40% of Accelleron’s total revenues.

Turbocharged combustion engines in power generation serve three essential applications. Data centers rely predominantly on prime power and backup power.

Prime power – Baseload generation: These plants ensure continuous electricity supply in regions without stable grid access. With approximately 5,000 operating hours per year and engine outputs ranging from 0.5–20 MW, they cover essential demand in emerging markets, isolated island grids, sites near data centers, and industrial sectors such as mining.

Balancing power – Grid stability and flexibility: Gas-fired plants stabilize grids with high shares of variable renewables. Operating around 2,000 hours per year at 0.5–20 MW, they step in when wind and solar output drop due to weather conditions – enabling continued expansion of renewable energy.

Backup power – Emergency generation: Backup generators for critical infrastructure must reach full output within 30 seconds during an outage. Although they operate fewer than 500 hours per year, they are indispensable for data centers (1–3.5 MW) and nuclear facilities (up to 12 MW). Their reliability determines whether organizations face million-dollar losses – or worse, risks to human life.



Resilience is especially critical for the digital infrastructure

Modern turbocharged gas engines are highly efficient, flexible, and increasingly compatible with carbon-neutral fuels. They significantly strengthen resilience of the electricity supply and thereby support the global energy transition. By stabilizing the grid, they offset the systemic risks introduced by the rapid deployment of renewables.

The intermittent nature of wind and solar leads to substantial grid fluctuations. On days with low wind or heavy cloud cover, turbocharged gas engines can ramp up within seconds, compensating for missing capacity. This fast response fundamentally distinguishes them from slow-ramping large power stations. During sudden demand spikes or unexpected renewable shortfalls, they stabilize the grid in real time. Modern power systems with high shares of renewables depend on this flexibility to prevent blackouts.

The economic dimension of resilience is equally significant: investors and grid operators can only commit capital to large-scale wind and solar projects if reliable peaking or standby capacity is available. Turbocharged gas engines reduce investment risk and accelerate the energy transition. In countries like Germany – where renewables account for more than 50% of electricity supply over a full year – they are indispensable for system reliability. Without such backup capacity, a far larger fleet of conventional power plants would need to remain online, slowing decarbonization.

Their role is particularly critical for digital infrastructure: data centers, telecommunications networks, and cloud services require uninterrupted 24/7 power availability. Turbocharged combustion engines – whether supplying continuous power or acting as emergency generators – ensure the reliability of this digital backbone, a prerequisite for today’s economy and society.

02

Key data and operational review

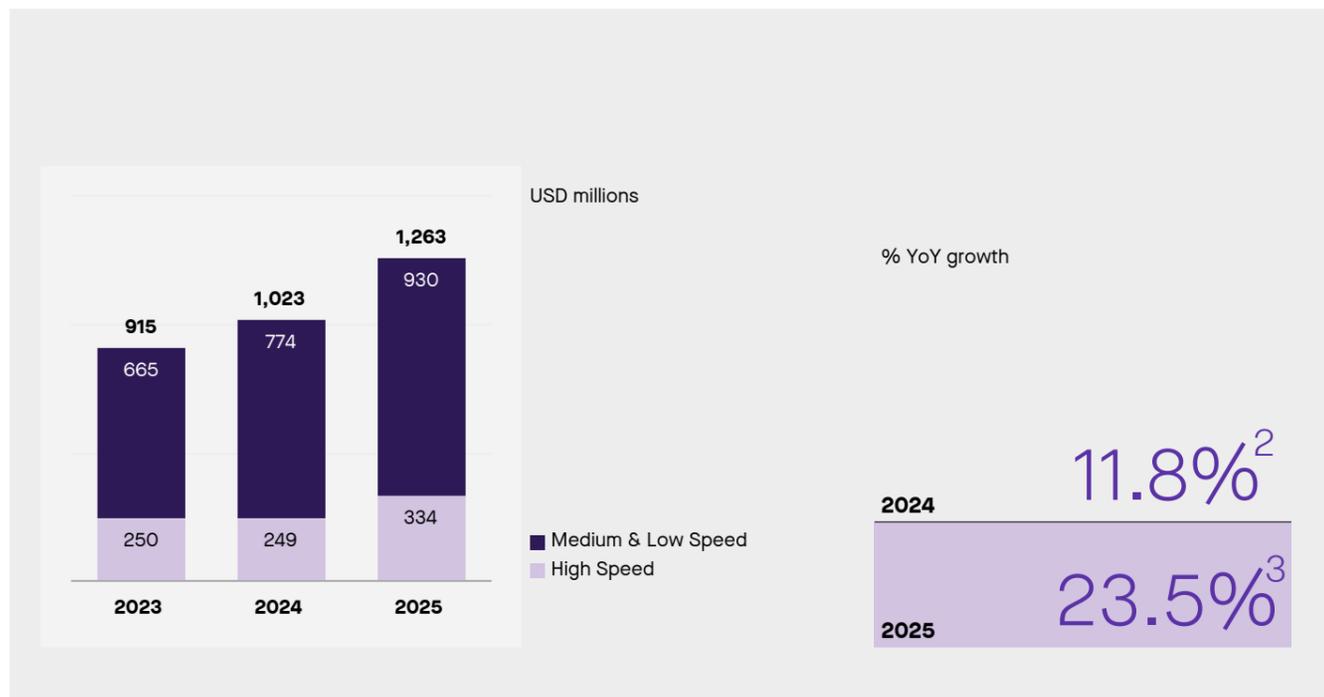
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Key data

Building on record revenues in 2024, Accelleron reached new heights in 2025 with organic¹ revenue growth of 20.9% and an attractive operational EBITA margin¹ of 25.4%.

Accelleron strengthened its position as a market leader in marine and energy efficiency solutions in 2025. It increased its market share in the Medium & Low Speed segment, as well as in the High Speed segment, which grew due to increased demand for data center backup and prime power solutions, mainly in the US. This resulted in total revenues of USD 1,263.1 million. The strong growth of new business, additional tariff costs and an increase in warranty provisions was largely outweighed by the operating leverage, which resulted in a slightly lower operational EBITA margin¹ of 25.4% (2024: 25.6%). Net income amounted to USD 243.7 million in 2025 or 35.8% higher than in the previous year. Accelleron's highly cash-generative business model remains a key strength of its financial performance, reflected in a healthy free cash flow conversion¹ of 87.9%. Free cash flow reached USD 214.3 million in 2025, compared to USD 177.7 million in the previous year.

Share of revenue by market segment



Key figures

(USD in millions)	2025	Twelve-month period ended December 31,		
		2024	Change in +/- %	Organic ¹
Revenues	1,263.1	1,022.5	23.5%	20.9%
Gross profit	553.0	471.2	17.4%	
as % of revenues	43.8%	46.1%	(2.3) pts	
Income from operations	302.9	237.9	27.3%	
Operational EBITA ¹	321.0	261.9	22.6%	
as % of revenues	25.4%	25.6%	(0.2) pts	
Net income	243.7	179.4	35.8%	
as % of revenues	19.3%	17.5%	1.8 pts	
Net cash provided by operating activities	272.7	216.1	26.2%	
Free cash flow ¹	214.3	177.7	20.6%	
Free cash flow conversion ¹	87.9%	99.1%	(11.2) pts	
Basic earnings per share (USD)	2.48	1.81	67.0%	
Net leverage ¹	0.5	0.7	(16.0%)	

¹ Certain alternative performance measures are used by the Company to evaluate performance. Refer to "Supplemental information" section of this report for a detailed description.

² Thereof 5.6% related to the acquisition of OMT in 2023 and OMC2 and TNM in 2024.

³ Thereof 0.8% related to the acquisition of OMC2 and TNM in 2024.

Share information

Share ¹ price (CHF)	2025
High	76.70
Low	30.00
Year-end	61.55
Market capitalization as of December 31, 2025	
Number of shares issued (excluding treasury shares)	93,901,241
In millions CHF	5,780
P/E ratio as of December 31 ²	31.34
Dividend yield as of December 31³	2.4%

1 ISIN CH1169360919

2 Share price at year-end (converted to U.S. dollars at year-end exchange rates) divided by basic earnings per share.

3 Dividend per share (in CHF) divided by share price at year-end (in CHF).

Data per share

	2025
Dividend per share (CHF) ¹	1.50
Basic earnings per share (USD) ²	2.48
Equity attributable to Accelleron per share (USD) ³	5.08
Dividend payout ratio (%) ⁴	76.4

1 Proposed by the Board of Directors and subject to approval by shareholders at the Annual General Meeting on April 28, 2026.

2 Calculation based on weighted-average number of shares outstanding undiluted.

3 Calculation based on the number of shares outstanding at December 31, 2025.

4 Dividend per share (converted to U.S. dollars at year-end exchange rate) divided by basic earnings per share.

Group financial and business review

The following discussion of the financial condition and results of the operations of Accelleron Industries AG and its subsidiaries (collectively the Company or Accelleron) should be read in conjunction with the Consolidated Financial Statements, which have been prepared in accordance with accounting principles generally accepted in the United States (U.S. GAAP), and the related notes thereto. All amounts presented in this section are in USD millions and may not add up or recalculate due to rounding.

Overview

Accelleron designs, manufactures, sells and services highly customized turbochargers through the Company's product business for original equipment manufacturers (OEMs) of engines for heavy-duty applications. These OEMs install Accelleron's products on the engines they produce for end-users across the world; the maintenance of this installed base forms the foundation of Accelleron's service business. Further, Accelleron provides fuel injection equipment for engines in heavy-duty applications.

Accelleron is a global leader in turbocharging technologies and optimization solutions for internal combustion engines from 0.5 to 80+ megawatt (MW), helping provide sustainable, efficient and reliable power to the marine, energy, rail, and off-highway sectors.

The Company operates the business in the global turbocharger market for heavy-duty (0.5 megawatt (MW) and higher) applications in two operating segments, which align with the product lifecycle:

- High Speed: produces and services turbochargers with power outputs ranging from 0.5 to 5 megawatt (MW), for the use of one to four turbos per engine. High Speed turbochargers are used mainly in electric power generation, oil & gas onshore, marine, and off-highway.
- Medium & Low Speed: produces and services turbochargers with power output from about 0.6 to 30 megawatt (MW), for the use of one to three turbos per engine. Such turbochargers are used mainly in marine applications and electric power generation applications. In addition, this reporting segment includes business activities relating to Rail and Fuel Injection (i.e. OMT) and Digital division, because their application is primarily related to the Medium & Low Speed segment.

Basis of preparation

The Company's Consolidated Financial Statements have been prepared in accordance with accounting principles generally accepted in the United States (U.S. GAAP). For further details, please refer to "[Note 2 – Basis of preparation](#)" of this report.

Results of Operations

(USD in millions)	Twelve-month period ended December 31,		
	2025	2024	change in %
Revenues	1,263.1	1,022.5	23.5%
Cost of sales	(710.0)	(551.3)	28.8%
Gross profit	553.0	471.2	17.4%
Selling, general and administrative expenses	(185.4)	(177.8)	4.3%
Research and development expenses	(67.9)	(58.2)	16.7%
Other income, net	3.1	2.7	14.8%
Income from operations	302.9	237.9	27.3%
Interest and other finance expense, net	(0.3)	(12.1)	(97.5%)
Income before income taxes	302.6	225.8	34.0%
Income tax expense	(58.8)	(46.4)	26.7%
Net income	243.7	179.4	35.8%
Operational EBITA¹	321.0	261.9	22.6%
Operational EBITA margin¹	25.4%	25.6%	(0.2) pts

Revenues

Revenues increased by USD 240.6 million, or 23.5% (20.9% organic¹), to USD 1,263.1 million compared to the previous year. Accelleron's growth in 2025 was propelled by sustained gains in turbocharger market share and by strong global demand for marine services, most notably in retrofit solutions. In addition, the year was marked by pronounced demand for backup, balancing, and prime-power applications, alongside above-trend order intake in the rail industry. A detailed discussion of the factors contributing to the changes in segment revenues is included in the "[Operating segments financial review](#)" section of this report.

Gross profit

Gross profit increased by USD 81.8 million, or 17.4%, to USD 553.0 million compared to the previous year. The gross profit margin decreased by 2.3 percentage points to 43.8%. The margin contraction is chiefly attributable to the strong expansion in new-business market share, which is currently outpacing the growth of the service segment. In addition, operating leverage weakened, reflecting not only the impact of targeted strategic investments but also higher tariff expenses and increased warranty costs associated with rising volumes. The investments are designed to underpin sustainable long-term growth and to advance our innovation agenda.

¹ Certain alternative performance measures are used by the Company to evaluate performance. Refer to "[Supplemental information](#)" section of this report for a detailed description.

Selling, general and administrative expenses

Selling, general and administrative expenses increased by USD 7.6 million, or 4.3%, to USD 185.4 million, which corresponds to 14.7% of revenues, i.e. 2.7 percentage points lower than in 2024. The increase in SG&A expenses can be primarily attributed to some strategic investments. Additionally, it includes a USD 1.6 million amortization charge due to the customer base phase-out of the OMC2 acquisition.

Research and development expenses

Research and development expenses increased by USD 9.7 million, or 16.7%, to USD 67.9 million compared to the previous year, while as a percentage of revenues, research and development expenses amounted to 5.4%. The increase is primarily attributable to innovation supporting the existing business but also due to specific programs such as building up digital capabilities and the appreciating CHF.

Income tax expense

Income tax expense increased by USD 12.4 million, or 26.7%, to USD 58.8 million in 2025 compared to the previous fiscal year. The effective tax rate decreased to 19.5% in 2025, compared to 20.6% in 2024. The effects are mainly driven by a change in jurisdictional profit mix of earnings.

Net income

Net income increased by USD 64.3 million, or 35.8%, to USD 243.7 million compared to the previous year, largely as a result of the factors set out in the previous paragraphs. Net income included USD 18.2 million one-off and other non-operational costs in 2025, of which USD 5.8 million related to amortization.

Operational EBITA

Operational EBITA increased by USD 59.1 million, or 22.6%, to USD 321.0 million, mainly due to the factors set out in the previous paragraphs. The operational EBITA margin slightly decreased by -0.2 percentage points to 25.4% in 2025.

Liquidity and capital resources

	December 31, 2025	December 31, 2024	change in %
(USD in millions)	2025	2024	
Net cash provided by operating activities	272.7	216.1	26.2%
Net cash used in investing activities	(63.0)	(97.2)	(35.2%)
Net cash used in financing activities	(153.4)	(66.5)	130.7%
Effects of exchange rate changes on cash and cash equivalents	27.2	(13.9)	(295.7%)
Cash and cash equivalents, beginning of period	272.5	234.1	16.4%
Cash and cash equivalents, end of period	356.0	272.5	30.6%

Net cash provided by operating activities increased by USD 56.6 million, or 26.2%, to USD 272.7 million compared to the previous year, largely driven by the strong volume growth and normalization of trade payables.

Net cash used for investing activities decreased by USD 34.2 million, or 35.2%, to USD 63.0 million due to reduced payment amounts for acquisitions compared to the previous year. Further, the Company continued key investments in its Swiss, Italian and Chinese factories amounting to USD 58.8 million, compared to USD 38.5 million the previous year.

Net cash used for financing activities increased by USD 86.9 million, or 130.7%, to USD 153.4 million. While debt increased by USD 28.5 million in the previous year, it decreased by USD 2.1 million in 2025. Furthermore, the dividend amount paid in 2024 was USD 55.3 million higher than in 2024.

Net debt and indebtedness

	December 31, 2025	December 31, 2024	change in %
(USD in millions)	2025	2024	
Cash and cash equivalents	(356.0)	(272.5)	30.6%
Current debt	1.5	3.3	(54.5%)
Non-current debt	542.1	475.3	14.1%
Net debt	187.6	206.1	(9.0%)
Indebtedness	543.6	478.6	13.6%

Net debt decreased by USD 18.5 million, or 9.0%, to USD 187.6 million in 2025. The decrease was driven by the growing volume with solid cash collection, partially offset by the exchange rate movements between CHF and USD.

Operating segments financial review

High Speed segment

The financial results of the Company's High Speed (HS) segment for December 31, 2025, compared to December 31, 2024 are as follows:

(USD in millions)	Twelve-month period ended December 31,		
	2025	2024	change in %
Revenues	333.5	249.0	33.9%
Operational EBITA	81.6	62.8	29.9%
Operational EBITA margin	24.5%	25.2%	-0.7 pts

Revenues

Revenues in the HS segment increased by USD 84.5 million, or 33.9% (31.0% organic¹), to USD 333.5 million compared to the previous year. Growth was driven primarily by continued momentum in data center backup and prime power solutions, particularly in the U.S., while demand in the U.S. gas compression business remained in line with expectations. A record 8,000 purpose-built TPX44 high-speed turbochargers were produced and delivered, contributing strongly to our strengthened market position.

Operational EBITA

Operational EBITA in the HS segment increased by USD 18.8 million, or 29.9%, to USD 81.6 million compared to the previous year. A strong increase in new business activity and additional tariff costs were largely offset by the operational leverage, resulting in an operational EBITA margin decrease of 0.7 percentage points, to 24.5% in 2025.

Medium & Low Speed segment

The financial results of the Company's Medium & Low Speed (M&LS) segment for December 31, 2025, compared to December 31, 2024 are as follows:

(USD in millions)	Twelve-month period ended December 31,		
	2025	2024	change in %
Revenues	929.6	773.5	20.2%
Operational EBITA	239.4	199.1	20.2%
Operational EBITA margin	25.8%	25.7%	0.1 pts

Revenues

Revenues in the M&LS segment increased by USD 156.1 million, or 20.2% (+17.2% organic¹), to USD 929.6 million compared to the previous year. The marine business delivered strong overall performance, supported by continued gains in new-build market share. In China, strong domestic demand and vibrant export activity resulted in high revenues from turbochargers for diesel-electric locomotives. USD 97.6 million was generated by Fuel Injection.

Operational EBITA

Operational EBITA in the M&LS segment increased by USD 40.3 million, or 20.2%, to USD 239.4 million compared to the previous year. A strong increase in new business activity and an increase in warranty provisions, were offset by the operational leverage and resulted in an operational EBITA margin increase by 0.1 percentage points to 25.8% in 2025.

¹ Certain alternative performance measures are used by the Company to evaluate performance. Refer to "Supplemental information" section of this report for a detailed description.

03

Sustainability report

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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

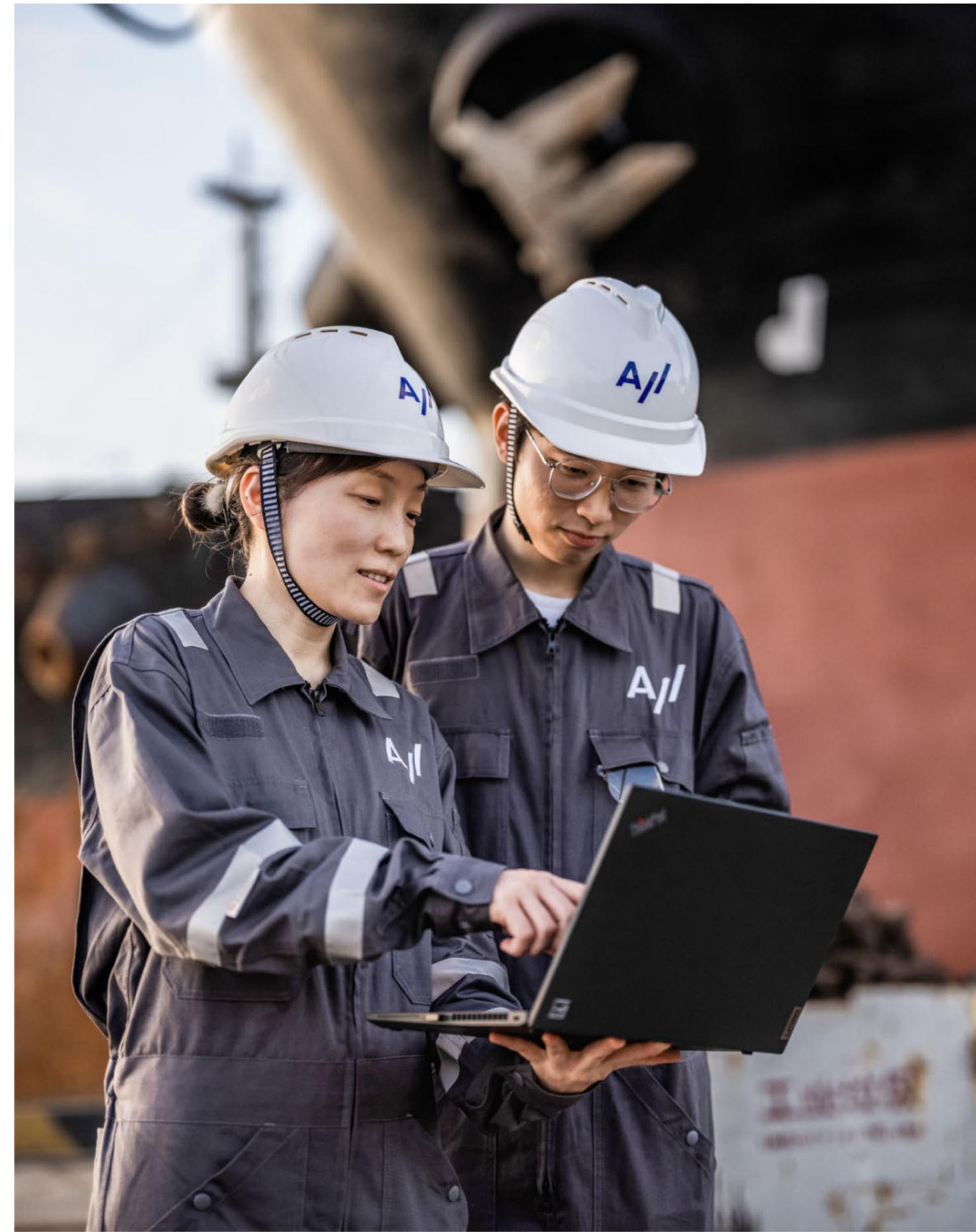
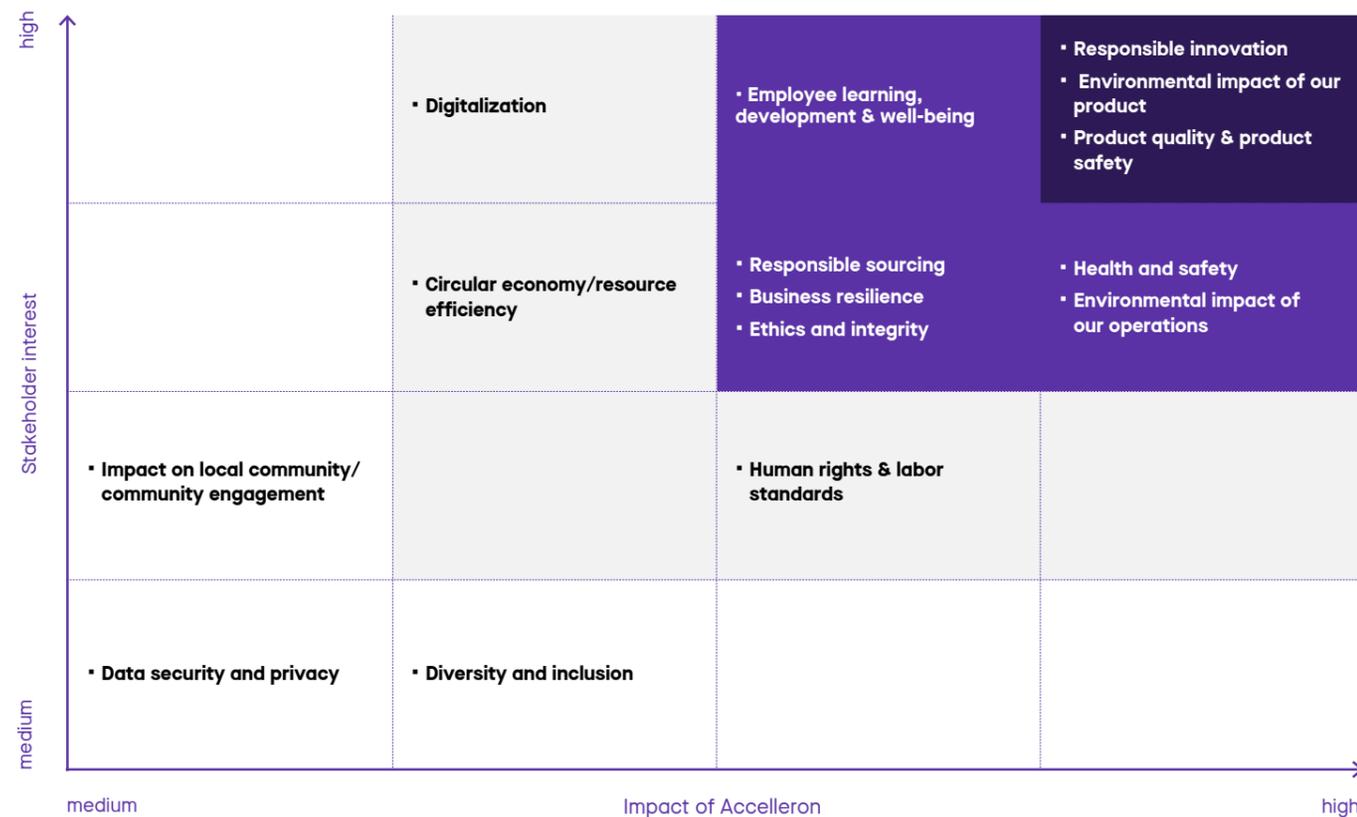
Stakeholder group	Why we engage	Engagement methods	Related material topics
Board/management	To support steering and to ensure cross-company dialogue and alignment on sustainability	Meetings, exchanges, and internal workshops	All material sustainability topics
Employees	To foster a responsible and inclusive 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.

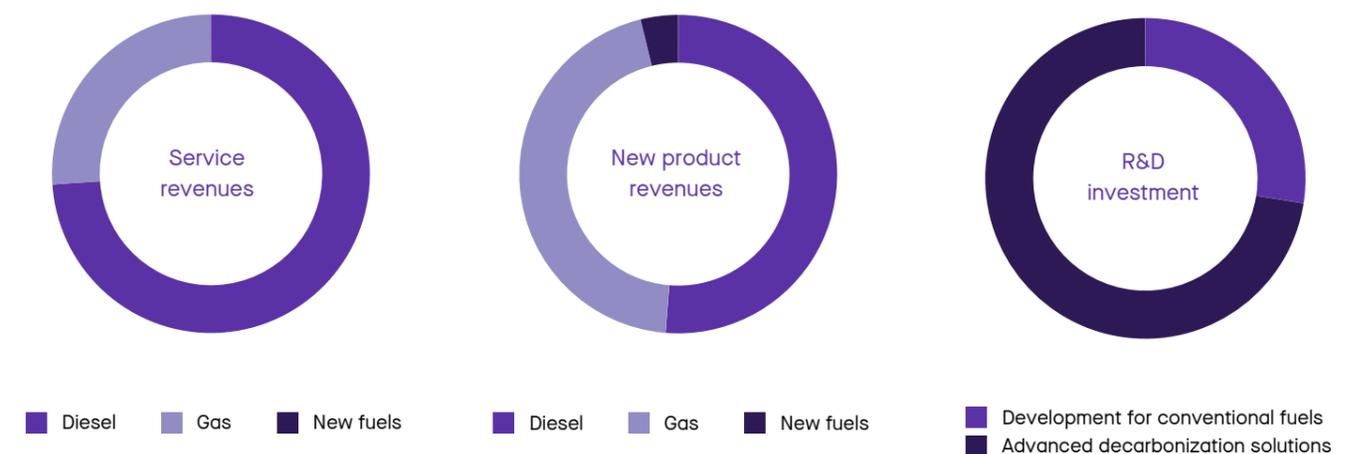
Accelleron's fuel injectors are especially essential to enabling the energy transition. They are designed to handle the special material requirements of future carbon-neutral fuels. Fuel injectors are also engineered to meet the complex design requirements of new dual fuel engines, which require multiple,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

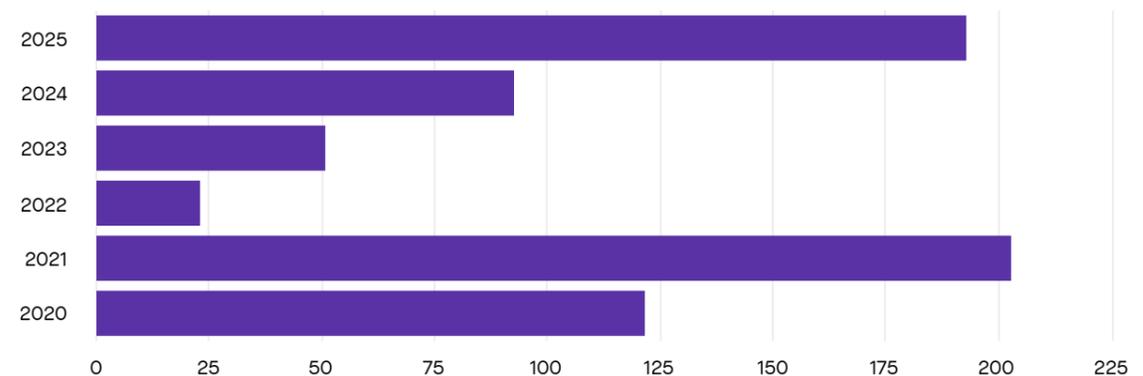
Another upgrade approach is Accelleron's Flexible integrated Turbocharging System for large two-stroke engines (FiTS2), a dynamic and fully automated turbocharger cut-out system. It was developed in collaboration with a ship owner and successfully tested and released for commercial sales. FiTS2 offers 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
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SDG contribution	SDG 9 Industry, innovation and infrastructure
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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.

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

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

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

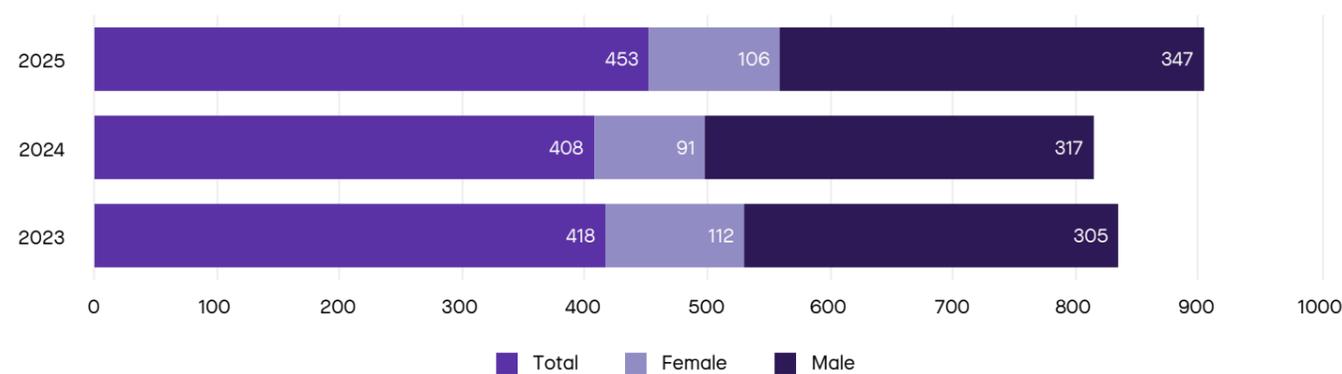
2025			Global	Switzerland	Asia & Middle East	Europe & Africa	Americas
New hires total	Total	#	453	136	157	105	55
	Female	#	106	34	42	20	10
		%	23%	25%	27%	19%	18%
	Male	#	347	102	115	85	45
	%	77%	75%	73%	81%	82%	
Age < 25	Total	#	104	29	53	12	10
	Females in age group	#	17	3	13	1	2
		%	16%	10%	25%	8%	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

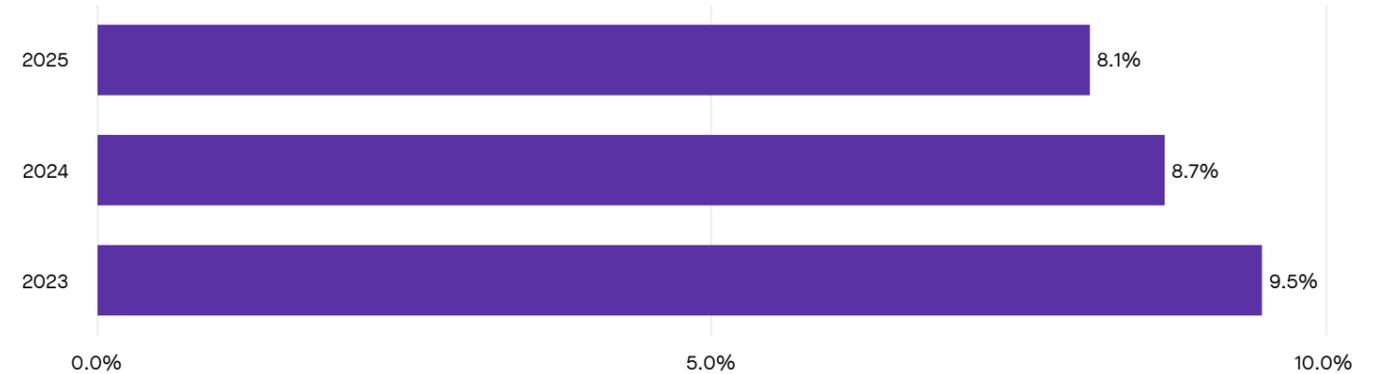
2025		%	Global	Switzerland	Asia & Middle East	Europe & Africa	Americas
Total turnover rate	Total		8.1%	8.2%	7.7%	6.9%	13.9%
	Female		11.1%	10.2%	12.1%	8.2%	20.0%
	Male		7.5%	7.8%	6.6%	6.7%	12.6%
Turnover rate age 25-34	Total		10.0%	11.2%	7.6%	10.5%	16.5%
	Female		9.7%	10.8%	10.1%	6.5%	11.1%
	Male		10.1%	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.

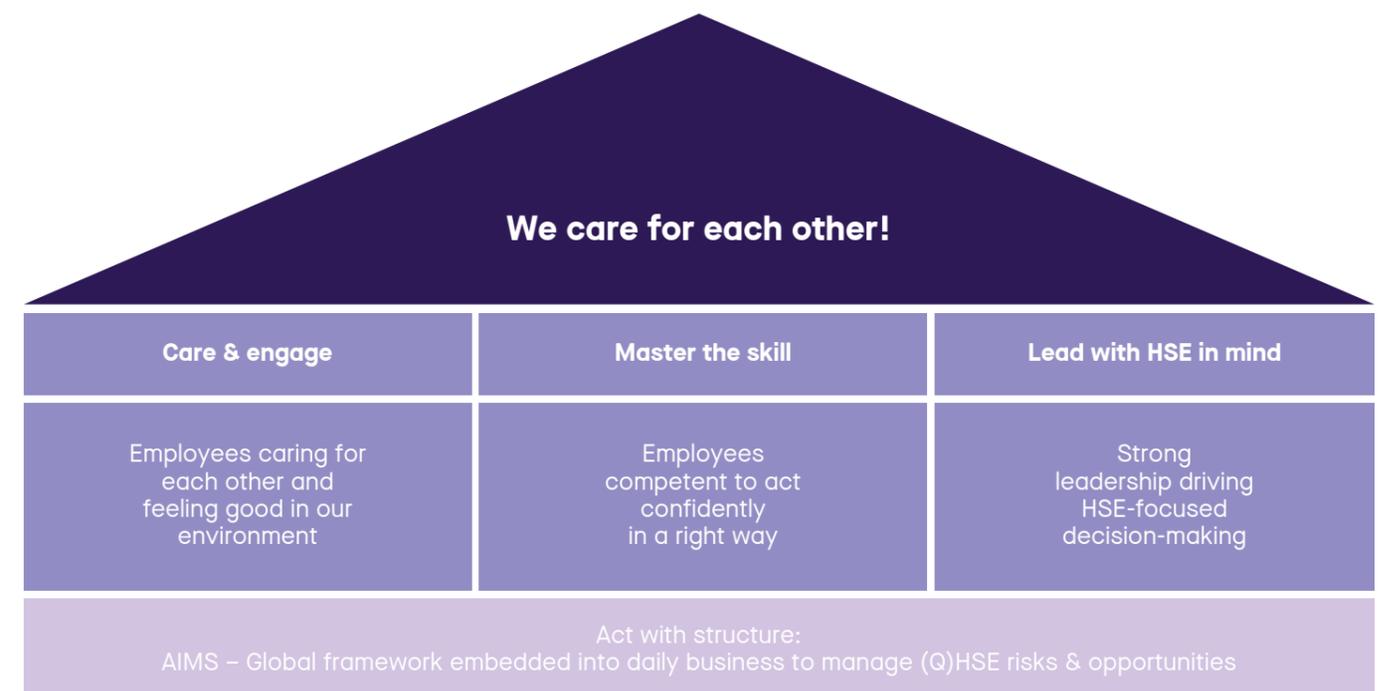
In 2025 we moved decisively to accelerate cultural and technical progress on health and safety, with the following specific initiatives:

- 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.

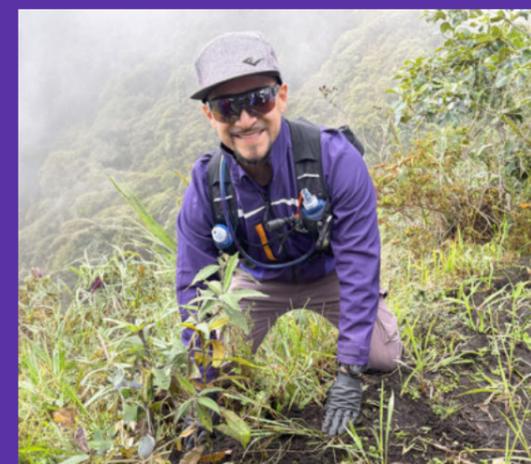
Community engagement project examples

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
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Results in 2025	92%
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SDG contribution	SDG 12 Responsible consumption and production
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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.

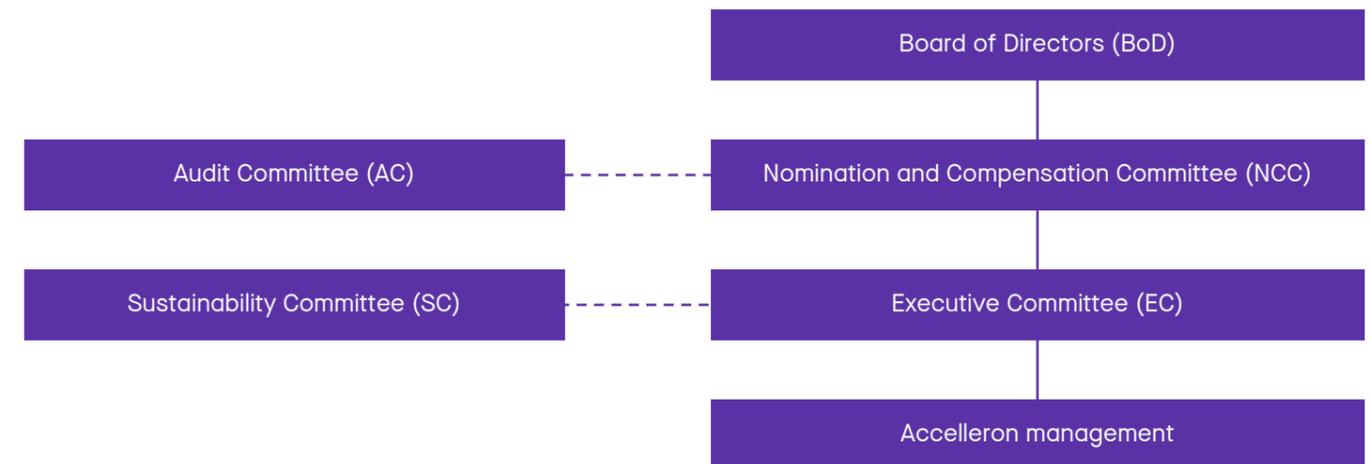
The role of management

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. 85	
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	
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[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	
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[GRI 301: Materials 2016](#)

301-1 Materials used by weight or volume	p. 37	
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[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

Handwritten signature of Simon Studer in black ink.

Simon Studer
Licensed Audit Expert

Handwritten signature of Carolina Sundmar-Jøge in black ink.

Carolina Sundmar-Jøge

Zurich, March 11, 2026

04

Corporate governance report

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Group structure and shareholders

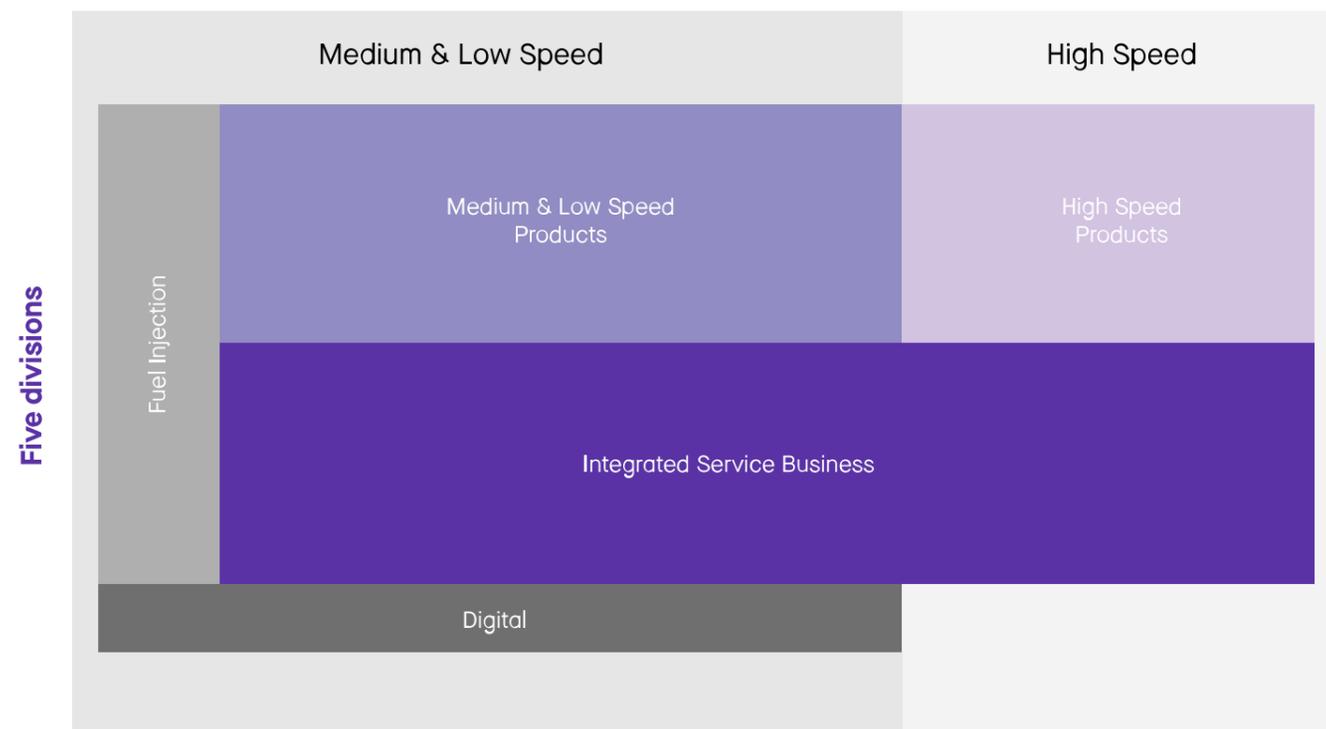
Group structure

Information on Accelleron's corporate structure can be found in note 25 of the Consolidated Financial Statements of Accelleron.

Accelleron Industries AG, the parent company of the Accelleron Group, Aargau (CH), is the only listed Group company. Accelleron's shares are traded on the SIX Swiss Exchange under the symbol ACLN (security number 116936091; ISIN Code CH1169360919). Since September 22, 2025, Accelleron is admitted into the SMIM index basket of SIX. The market capitalization as of December 31, 2025, amounted to CHF 5,779,621,384 (excluding treasury shares). The Group has subsidiaries and branches in more than 50 countries. The Group's consolidated subsidiaries are listed under note 25 to the Consolidated Financial Statements, stating the company name and equity interest held by the Group.

The Accelleron Group's operating business is organized as follows:

Two reporting segments



Significant shareholders

According to the disclosure notifications made to the SIX Swiss Exchange, the shareholders listed in the below table reported shareholdings of at least 3% of the voting rights (based on disclosure notifications published on the website of SIX Swiss Exchange as of December 31, 2025):

Name	Voting rights in %
UBS Fund Management (Switzerland) AG	5.06
BlackRock Inc.	5.06
Swisscanto Fondsleitung AG	4.99
Norges Bank (the Central Bank of Norway), Oslo, Norway	3.46

Disclosure notifications reported to Accelleron Industries AG and SIX Swiss Exchange during 2025 can be viewed at:

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

Cross-shareholdings

There are no cross-shareholdings between Accelleron Industries AG and other companies.

Capital structure

Share capital

As of December 31, 2025, the issued ordinary share capital amounts to CHF 945,000, divided into 94,500,000 registered shares with a nominal value of CHF 0.01 each.

Capital band and conditional capital

As of December 31, 2025, Accelleron had a capital band between CHF 897,750 (lower limit) and CHF 1,039,500 (upper limit). Within the capital band, the Board of Directors is authorized to increase or decrease the share capital once or several times and in any amounts until May 6, 2030 or until the capital band expires earlier. The capital increase or reduction may be effected by issuing fully paid-in registered shares with a par value of CHF 0.01 each and cancelling registered shares with a par value of CHF 0.01 each, as applicable, or by increasing or reducing the par value of the existing shares within the limits of the capital band.

In case of a capital increase within the capital band, the Board of Directors shall determine the date of issue, the issue price, the type of contribution, the beginning date for dividend entitlement, the conditions for the exercise of preemptive rights, and the allocation of preemptive rights that have not been exercised. The Board of Directors may permit the expiration of preemptive rights that have not been exercised, or it may place such rights or shares as to which preemptive rights have been granted, but not exercised, at market conditions or may use them otherwise in the interest of the Company.

Under specific circumstances and subject to certain conditions, the Board of Directors is authorized to withdraw or restrict preemptive rights of existing shareholders with regard to shares to be issued under the capital band and to allocate such rights to single shareholders, third parties, the Company, or group companies. For further details, see Art. 6 (3) of the [Articles of Association](#).

Subscription and acquisition of new shares as well as any further transfer of shares are subject to the transfer restrictions set forth in Art. 8 of the [Articles of Association](#). In the event of a reduction of the share capital within the scope of the capital band, the Board of Directors shall determine the use of the reduction amount.

As of December 31, 2025, Accelleron no longer had a conditional capital.

Changes in capital

There were no changes in capital in the reporting period 2025 or in the previous three years.

The 2025 Annual General Meeting approved the abolishment of the conditional share capital for equity-linked instruments and for employees in Art. 4 and 5 of the former [Articles of Association](#), as well as the replacement of the provisions on authorized share capital by a provision on the capital band in Art. 6 of the [Articles of Association](#).

For a description of the former conditional capital for equity-linked instruments and for employees in Art. 4 and 5 of the former [Articles of Association](#) as well as the former authorized share capital in Art. 6 of the former [Articles of Association](#), please refer to the [corporate governance](#) chapter of the 2024 Annual Report.

Shares and voting rights

The share capital of Accelleron Industries AG is fully paid in and amounts to CHF 945,000. It is divided into 94,500,000 registered shares with a par value of CHF 0.01 each. All shares of Accelleron Industries AG are listed on the SIX Swiss Exchange.

With the exception of the treasury shares held by the Company, each share registered with voting rights in the share register of the Company carries one vote at the General Meeting. Each share carries a dividend entitlement. As of December 31, 2025, the Company has neither participation certificates nor profit sharing certificates outstanding.

Restrictions on transferability and nominee registrations

Acquirers of shares are, upon request, registered as shareholders with voting rights in the share register if they explicitly declare that they hold the shares in their own name and for their own account; they are recognized accordingly in relation to the Company only once registered (Art. 8 of the [Articles of Association](#)). Persons who do not expressly declare in the registration application that they hold the shares for their own account (Nominees) are registered as shareholders with voting rights in the share register up to a maximum of 3% of the share capital. For any shares in excess of this registration threshold, Nominees are registered as shareholders with voting rights in the share register if the Nominee concerned declares the names, addresses, nationalities, and shareholdings of such beneficial owners for whose account it holds 0.5% or more of the share capital. The Board of Directors may enter into agreements with Nominees about their duties of notification and grant exemptions from this Nominee regulation in individual cases. No such agreements were entered into and no exceptions were granted in 2025.

Entries in the share register may be cancelled retroactively if the registration has been made based on false or misleading information (Art. 8 (6) of the [Articles of Association](#)). Furthermore, the [Articles of Association](#) do not contain any restrictions in terms of registration or voting rights.

The Board of Directors did not have to delete any entries in the share register retroactively as of the date of entry in the 2025 reporting year.

Amendments to the provisions regarding the restriction of the transferability of registered shares require a resolution of the General Meeting passed by at least two-thirds of the votes represented (Art. 15 of the [Articles of Association](#)).

Convertible bonds and options

Accelleron has no outstanding convertible bonds and no outstanding share options.

Board of Directors



Oliver Riemenschneider

Chair of the Board of Directors, elected in July 2022, is a Swiss and German citizen born in 1962.

Binding interests: see compensation report, page 106.

Oliver Riemenschneider was previously a senior vice president at ABB, where he led ABB's Turbocharging division for 11 years, including the transition to an independent entity, Accelleron Industries AG.

After working as consultant at Zoller AG and being self-employed, he joined ABB Turbo Systems AG in Switzerland in 1991 and since then has held several different management positions within ABB, predominantly in its Turbocharging division. He holds a master's degree in Mechanical Engineering from ETH Zurich and a Master of Business Administration degree from the City University, Bellevue, Washington, USA.

The **Articles of Association** provide that the Company's Board of Directors be composed of at least three members including the Chair of the Board of Directors. As of December 31, 2025, the Board of Directors consists of the following six non-executive members¹:

	Oliver Riemenschneider	Monika Krüsi	Gabriele Sons	Bo Cerup-Simonsen	Detlef Trefzger	Stefano Pampalone
Role	Chair	Vice-Chair	Member	Member	Member	Member
Committees	none	Chair of AC – Member of NCC	Chair of NCC	Member of NCC	Member of AC	Member of AC
Citizenship	Switzerland & Germany	Switzerland & Italy	Germany	Denmark	Switzerland & Germany	Italy
Gender	M	F	F	M	M	M
Year of birth	1962	1962	1960	1968	1962	1967
Year of appointment	2022	2022	2022	2022	2022	2022
Independence	Yes	Yes	Yes	Yes	Yes	Yes



Monika Krüsi

Vice-Chair of the Board of Directors, Chair of the Audit Committee, member of the Nomination and Compensation Committee, elected in July 2022, is a Swiss and Italian citizen born in 1962.

Binding interests: see compensation report, page 106.

Before joining McKinsey & Co, where Monika Krüsi worked for nine years before becoming a partner at Venture Incubator Partners in 2001, she started her career as an auditor and tax consultant.

Since 2003, she is a partner at MKP Consulting which serves mostly industrial and network clients in strategic and supply chain questions. Monika Krüsi holds a PhD in Business Informatics and an MBA degree from the University of Zurich, Switzerland.

¹ Oliver Riemenschneider and Gabriele Sons do not stand for re-election at the Annual General Meeting of April 28, 2026.



Gabriele Sons

Member of the Board of Directors, Chair of the Nomination and Compensation Committee, elected in July 2022, is a German citizen born in 1960.

Binding interests:

see compensation report, page 106.

Gabriele Sons started her career in 1991 as a lawyer at Deutsche Lufthansa. Since then, she has served as senior executive or executive board

member of several global businesses including Lufthansa, Compass Group, Schindler Elevator, the German Employers' Association Gesamtmetall, and Thyssenkrupp with a focus on human resources, legal, and compliance. Gabriele Sons studied law in Munich and Heidelberg and has been working as an independent lawyer and consultant since 2018.



Stefano Pampalone

Member of the Board of Directors, member of the Audit Committee, elected in July 2022, is an Italian citizen born in 1967.

Binding interests:

see compensation report, page 106.

Stefano Pampalone is Agriculture Chief Commercial Officer at CNHI. He has global responsibility for the agriculture segment's commercial strategy, brand, and aftermarket activities. He also serves ad interim as President, EMEA.

He joined CNHI in 1999 and has covered strategic leadership roles globally and regionally, including country manager of India from 2011 to 2013, before becoming COO of Asia Pacific Region and subsequently President of the Construction Equipment segment. He holds a Master of Business Administration from Profingest Management School (now Bologna Business School) and a bachelor's degree in Engineering from University of Trieste.



Bo Cerup-Simonsen

Member of the Board of Directors, member of the Nomination and Compensation Committee, elected in July 2022, is a Danish citizen born in 1968.

Binding interests: see compensation report, page 106.

Bo Cerup-Simonsen has previously held a number of positions within shipping technology and innovation including Vice President, Head of Newbuilding Strategy and Portfolio at Royal Caribbean Cruises (RCL), Director of the

Danish Hydrocarbon Research and Technology Centre at the Technical University of Denmark, and Vice President and Head of Maersk Maritime Technology (MMT), where he was responsible for a large number of engineering and newbuild projects including the world's largest and most energy efficient containership series at the time, the Triple-E. Bo Cerup-Simonsen holds a PhD in Mechanical Engineering from the Technical University of Denmark and an Executive MBA degree from Copenhagen Business School.



Detlef Trefzger

Member of the Board of Directors, member of the Audit Committee, elected in July 2022, is a Swiss and German citizen born in 1962.

Binding interests:

see compensation report, page 106.

Detlef Trefzger was the CEO of Kuehne + Nagel International AG from August 2013 to July 2022. He previously spent 15 years at Schenker AG in various senior management positions, including as Executive Vice President of Global Contract Logistics and Supply Chain Management.

Detlef Trefzger began his career as a senior project manager at Siemens AG in the Industrial and Building Systems division followed by a five-year term at Roland Berger & Partner as principal in the competence center transportation & logistics. Detlef Trefzger holds a PhD from Vienna University of Business Administration & Economics.

Elections and term of office

Members of the Board of Directors, the Chair, and the members of the Nomination and Compensation Committee (NCC) are elected individually by the General Meeting for a one-year term ending upon completion of the next Annual General Meeting. Reelection is possible, and there is no limitation on the number of terms a member can serve. According to Art. 2.3 of Accelleron's [Board Governance Rules](#) (Governance Rules), after the year in which an individual reaches the age of 70, he or she will not be proposed for election to the Board of Directors.

Skills

The skills of Board of Directors are aligned with the strategy and the worldwide culture of the Company. The Board members were asked to identify their most relevant skills based on their educational background, professional experience, and personal achievements (see table below). Particular emphasis on a systematic approach to skills, competencies, and experience is applied in the context of the Board self-assessment and succession planning framework mentioned below.

Independence and conflicts of interest

The Board of Directors conducts an annual review of each member's independence as provided in the Swiss Code of Best Practice for Corporate Governance, where each member confirms any third parties over which they exercise significant influence in order to identify potential significant business relationships with Accelleron. Members consult with the Board Chair before accepting new board positions or employment to ensure that they remain in a position to devote sufficient time to Accelleron, and that the number of mandates does not exceed the limits set in Art. 32 of the [Articles of Association](#). Additionally, members of the Board of Directors are restricted from joining the board, or acting in any other capacity, for or on behalf of a competitor. The Board may waive certain limitations unless required by law or the articles of association.

Under Art. 2.4 of the [Board Governance Rules](#), Board members are required to disclose any potential conflicts of interest to the Board Chair and refrain from voting on matters in which they have a personal or financial interest. Additionally, the Board of Directors decides if a conflicted member must also not participate in the discussion.

None of the members of the Board of Directors have any significant business relations with the Accelleron Group.

Skills

	Oliver Riemenschneider	Monika Krüsi	Gabriele Sons	Bo Cerup-Simonsen	Detlef Trefzger	Stefano Pampalone
International executive experience	x	x	x	x	x	x
Board experience	x	x	x	x	x	x
Strategy, M&A	x	x	x	x	x	x
ESG & sustainability				x	x	x
Market knowledge	x	x			x	x
Technology, digitalization	x	x			x	x
Finance, audit, risk management			x			x
HR, compensation			x	x		

¹ One Board member left one meeting early.

All members of the Board of Directors are independent, including the Chair Oliver Riemenschneider (Art. 15 of the Swiss Code of Best Practice for Corporate Governance).

Definition of areas of responsibility

The Board of Directors is responsible for the ultimate direction – including the oversight over ethical business conduct – of the Company. Such direction and responsibility include the duty to select carefully, to instruct properly, and to supervise diligently the CEO and the other members of the Executive Committee.

The Board of Directors has the non-transferable and inalienable duties as provided for by Swiss corporate law and the [Articles of Association](#). In particular and in accordance with Art. 21 of the [Articles of Association](#) in conjunction with Art. 3.1 of the [Board Governance Rules](#), the Board of Directors has delegated the operational management of the Company, within the limits permitted by and subject to the powers and duties remaining with the Board of Directors, to the CEO. The Board of Directors remains entitled to resolve any matters that are not delegated to or reserved for the General Meeting of Shareholders or another executive body of the Company by law, the [Articles of Association](#) or the [Board Governance Rules](#).

The regulation and distribution of authority between the Board of Directors and the Executive Committee are set forth in the [Board Governance Rules](#), in particular in Art. 2.1 and Art. 3.1.

Additional mandates

All members of the Board of Directors comply with the requirements regarding additional mandates as laid down in Art. 32 of the [Articles of Association](#), and no exceptions were granted in the reporting year. All members devote considerable amounts of time to their work and responsibilities in the Board of Directors and its committees.

Internal organizational structure

The Board of Directors constitutes itself, except for the Chair and the members of the NCC, who are elected by the General Meeting. The Board of Directors appoints from among its members its Vice-Chair, the Chair of the NCC and the Chair and members of the Audit Committee (AC). In addition, the Board of Directors appoints a secretary, who does not need to be a member of the Board. Art. 17 to 19 of the [Articles of Association](#) and Art. 2.5 of the [Board Governance Rules](#) describe the Board procedures.

The Board of Directors meets whenever the need arises. During 2025, ten meetings and calls took place. All Board members participated in all meetings; resulting in an overall participation rate of 99.7%.¹

The meetings, which included strategy workshops, had an average duration of 4 hours and 59 minutes. The General Counsel, who holds a degree in law, attends the Board meetings in his capacity as Company Secretary. Except for closed sessions of the Board of Directors, the CEO and the CFO attended the Board meetings or parts thereof. The meetings were conducted either physically, remotely by online conference, or in hybrid mode (i.e., participation is in person or remote).

Neither internal nor external auditors took part in any meetings of the Board of Directors; one meeting was attended by two external consultants.

In addition to the above meetings, members of the Board of Directors participated in working groups, workshops, and discussion panels on various topics with senior and other management of the Group.

Committees

The Board of Directors has two permanent committees: the Nomination and Compensation Committee and the Audit Committee. The Board Chair has the right to attend the committee meetings. The meetings of the committees were conducted either physically, remotely by online conference, or in hybrid mode (i.e., participation is in person or remote).

Audit Committee

The Audit Committee (AC) is composed of at least two members of the Board of Directors appointed annually by the Board of Directors. The Board of Directors shall appoint non-executive and independent (within the meaning of Art. 2.4 of the [Board Governance Rules](#)) members of the Board of Directors who have a thorough understanding of finance, accounting, and auditing, including the ability to read and understand corporate accounts and financial and non-financial statements. The term of office of the AC members ends at the closing of the next Annual General Meeting. Re-appointment is possible.

The Audit Committee (AC) meets at least three times each year or more frequently if deemed necessary or appropriate. During 2025, six meetings took place, with participation of all AC members at all meetings. The meetings had an average duration of 3 hours and 5 minutes. The CEO and the CFO participated in all the meetings. The Board Chair participated in four meetings. The internal auditor participated partially in three meetings, and the external auditor KPMG participated partially in three meetings of the AC.

The AC supports the Board of Directors in discharging its accountabilities with respect to accounting as well as financial and non-financial reporting practices, the internal and external audit processes, as well as its overview of the Group's risk management and integrity framework.

Nomination and Compensation Committee

The Nomination and Compensation Committee (NCC) is composed of at least two non-executive members of the Board of Directors, who are each elected annually and individually by the General Meeting of the Shareholders (Art. 23 and Art. 24 of the [Articles of Association](#) and Art. 2.7 of the [Board Governance Rules](#)). Their term of office ends at the close of the next Annual General Meeting; reelection is possible.

The Nomination and Compensation Committee (NCC) meets at least twice each year, or more frequently if deemed necessary or appropriate. During 2025, five meetings took place, with participation of all NCC members at all meetings (participation rate of 100%). The meetings had an average duration of 4 hours and

3 minutes. The CEO and the CHRO participated in all meetings, the internal auditor participated partially in one meeting, and the Chair in all but one.

The NCC has the powers and duties of a compensation committee as provided for by Swiss law and the powers and duties as provided for in Art. 26 of the [Articles of Association](#) and in the [Board Governance Rules](#) and the NCC Charter appended thereto, in particular in Art. 2 and Art. 5 of the NCC Charter. These include assisting the Board of Directors in discharging its accountabilities with respect to nomination, compensation, and succession planning of the members of the Board of Directors, the CEO, the EC and the GC, the sustainability strategy and targets, and corporate governance.

Information and control instruments vis-à-vis the Executive Committee

The [Board Governance Rules](#) in Art. 2.6 describe information rights of the members of the Board of Directors concerning the Company's business and affairs, briefing of the Board members at each meeting, and further information rights of the Chair, the Vice-Chair, and committee chairs.

The CEO's responsibilities – as laid down in Art. 3.1 of the [Board Governance Rules](#) – include ensuring that the Chair and the members of the Board of Directors are informed in a timely and appropriate manner, including information about the current operational performance and major projects and risks. As laid down in Art. 3.4 of the [Board Governance Rules](#), the CEO regularly, and whenever extraordinary circumstances so require, reports to the Board of Directors about the Company's overall business and affairs and about any important extraordinary events that may arise.

Each year, the Board of Directors conducts an evaluation of the CEO's performance during the prior year.

The AC and the NCC Charters appended to the [Board Governance Rules](#) provide that the AC and the NCC regularly invite the CEO and may invite other members of management to their meetings, and that the AC and the NCC regularly report to the Board on their activities and submit their recommendations for decisions by the Board.

The responsibilities of the AC include reviewing and deciding or recommending to the Board of Directors on various aspects of capital and finance, financial statements, processes and reporting (including Internal Controls over Financial Reporting), risk management, internal auditors, external auditors, and integrity and regulatory issues, as well as supporting the NCC in the collection, verification, and assurance of sustainability-related data and related reporting (Art. 5 of the AC Charter appended to the [Board Governance Rules](#)).

The responsibilities of the NCC include reviewing and deciding or recommending to the Board of Directors on various matters of nomination, dismissal, and compensation of the members of the Board of Directors, the CEO, members of the Executive Committee and the General Counsel, sustainability strategy, ambitions, targets and reporting, and corporate governance (Art. 5 of the NCC Charter appended to the [Board Governance Rules](#)).

Board self-assessment and update of Board Governance Rules

The Board of Directors assesses its own performance on a regular basis. Following annual self-assessments with the assistance of the NCC and the support of an external consultant in 2023 and 2024, the Board of Directors in 2025 continued to focus on effective collaboration within the committees and the Board and concluded that the allocation of roles and responsibilities between the committees was appropriate and that no additional committee was needed. Additionally, the Board of Directors placed focus on its interface with the Executive Committee.

The Board of Directors, with the assistance of the NCC, also reviewed the self-assessment process, timing and use of external consultants. It was decided to incorporate the process into the succession planning framework, which the Board of Directors initiated to prepare with the assistance of the NCC. This succession planning framework is a standardized process that incorporates general considerations on board effectiveness, diversity, a systematic approach to map current and future competencies, skills and experiences (including for example geopolitics and artificial intelligence), as well as recruiting. All current members started their Board tenure simultaneously with stock-listing in October 2022. The succession planning therefore includes a staggered approach to ensure continuity and knowledge transfer as well as systematically enhancing competencies, skills, and experiences towards mapped future requirements. Feedback from stakeholder dialogues was incorporated into the planning.

As part of this succession and renewal planning, Oliver Riemenschneider and Gabriele Sons have decided not to stand for re-election. The Board of Directors will propose to the Annual General Meeting in April 2026 the election of Monika Krüsi as Chair, Mieke Van de Capelle as a new member of the Board of Directors and the NCC, and Reto Suter as a new member of the Board of Directors who will lead its AC.



Executive Committee

Operational management of the Group

The Board of Directors has delegated the operational management of the Company and the Group entirely to the CEO within the limits permitted by law and the [Articles of Association](#), and subject to the powers and duties remaining with the Board of Directors pursuant to the [Board Governance Rules](#).

The CEO is responsible for the Company's and the Group's overall business operations and affairs within the framework of the Company strategy, medium- and long-term plans, and annual budgets. The CEO represents the Company and the Group in these matters in line with the strategies, policies, and guidelines set by the Board of Directors. The CEO is responsible for the implementation of resolutions of the Board of Directors and the supervision of all management levels at the Company. The CEO is leading the other members of the Executive Committee, who are individually responsible towards the CEO for the business divisions and/or functions assigned to them.

The CEO is the primary contact person for the Chair and the other members of the Board of Directors. The CEO regularly, and whenever extraordinary circumstances so require, reports to the Board of Directors about the Company's overall business and affairs and about any important extraordinary events.

The Board of Directors appoints and dismisses the CEO, taking into consideration the recommendations of the Nomination and Compensation Committee (NCC). With respect to the other members of the Executive Committee and the General Counsel, the CEO discusses appointments and dismissals with the NCC, and the NCC ensures a proper process in collaboration with the CEO. The NCC issues recommendations for the Board of Directors' approval of all appointments or dismissals of members of the Executive Committee and the General Counsel.

Composition of the Group Executive Committee

As of end of 2025, the Group Executive Committee was composed of six members.¹

¹ In 2025, the Executive Committee was reduced from seven to six members. The reason was that research and development functions are specific to the business areas, making a dedicated CTO role within the Executive Committee unnecessary.



Daniel Bischofberger

Chief Executive Officer, is a Swiss citizen born in 1966.

Binding interests: none.¹

Daniel Bischofberger has been with Accelleron since its stock listing in 2022. Prior to joining the Company as Division President of Accelleron on March 1, 2022, he served as Member of Sulzer's Executive Committee and Division President for Rotating Equipment Services for close to six years.

He previously spent a combined period of over 14 years in various managerial roles at ABB, most recently as Head of High Voltage Products for Central and Southern Europe. He has also held senior positions at Alstom and Datwyler. Daniel Bischofberger holds a master's degree in Industrial Engineering and a BA in Mechanical Engineering from the Swiss Federal Institute of Technology (ETH) Zurich and an MBA from INSEAD.



Adrian Grossenbacher

Chief Financial Officer, is a Swiss citizen born in 1980.

Binding interests: none.

Adrian Grossenbacher has been with Accelleron since its stock listing in 2022. Prior to that, he was CFO and Global Division Controller of ABB Turbocharging from 2017. Adrian Grossenbacher was previously Global Product Group Controller and Commercial Manager for products in Medium Speed & Low Speed. Earlier in his career, he held various

various leadership positions at Alstom and SQS. Adrian Grossenbacher holds a master's degree in Finance & Management from the University of Bern.



Annika Parkkonen

Chief Human Resources and Sustainability Officer, is a Finnish citizen born in 1971.

Binding interests: none.

Annika Parkkonen has been with Accelleron since its stock listing in 2022. Prior to joining the Company in 2022, Annika Parkkonen worked for Dynatos Oy, where she was an executive coach and managing director. From 2017 to 2022, Annika Parkkonen worked as Vice President HR and

Internal Communication of the Marine Power business of the publicly listed Wärtsilä Corporation. In addition, from 2017 to 2019, Annika Parkkonen was a member of the board of directors of Suomen Lauttaliikenne Oy (Finnferries), a mid-sized ferry company. Annika Parkkonen holds a master's degree in Political Science from the Åbo Akademi University in Turku.

¹ Daniel Bischofberger has been nominated for election to the Board of Directors of Bystronic AG at its Annual General Meeting in April 2026.



Christoph Rofka

President of the Medium, Low Speed & Rail Division, is a German citizen born in 1967.

Binding interest: Vice President Communication of CIMAC.

Christoph Rofka has been with Accelleron since its stock listing in 2022. Prior to that, he was appointed Head of the Medium & Low Speed product group of ABB Turbocharging in 2020.

Christoph Rofka held a number of positions within ABB's Turbocharging Division from 1995 onward, including as Technology Manager and manager of various product lines. Christoph Rofka holds a master's degree in Mechanical Engineering from Leibniz University Hannover.



Herbert Müller

President of the High Speed Division, is a Swiss citizen born in 1968.

Binding interests: Member of Swissmem Council.

Herbert Müller has been with Accelleron since its stock listing in 2022. Prior to that, he was appointed Head of the High Speed product group of ABB Turbocharging in 2019. Herbert Müller held a number of positions within ABB's

Turbocharging Division from 1996 onward, including as Head of Turbocharging Service, as well as other roles in Business Development, Operations, and Sales. Herbert Müller holds a master's degree in Integrating Management and Technology from the Swiss Federal Institute of Technology (ETH) Zurich.



Roland Schwarz

President of the Service Division, is a Swiss citizen born in 1969.

Binding interests: none.

Roland Schwarz has been with Accelleron since its stock listing in 2022. Prior to that, he was appointed Head of Turbocharging Service in 2019. Roland Schwarz held a number of positions within ABB's Turbocharging Division from 1997 onward across managerial roles in

Switzerland, China, and Japan. Previously, Roland Schwarz worked at ABB Enertech as a project controller. Roland Schwarz is a Swiss Certified Specialist for Finance and Accounting.

Additional mandates of members of the Executive Committee outside the Accelleron Group

All members of the Executive Committee comply with the requirements regarding additional mandates as laid down in Art. 32 of the **Articles of Association**, and no exceptions were granted in the reporting year.

Management contracts

Accelleron has not entered into any management contracts with companies (or natural persons) outside the Accelleron Group.

Compensation, shareholdings, and loans

All details regarding compensation, roles in other companies with commercial purpose, shareholdings, and loans are set forth in the [Compensation Report](#). Art. 27 of the [Articles of Association](#) contains the principles of performance-based remuneration as well as remunerations in the form of shares, option rights, and similar instruments. Art. 28 f. of the [Articles of Association](#) includes provisions regarding approval at the General Meeting of the maximum aggregate remunerations for the members of the Board of Directors and the Group Executive Committee and also regarding the additional amount for changes in the Group Executive Committee. According to Art. 31 of the [Articles of Association](#) no credits shall be granted to members of the Board of Directors or the Group Executive Committee.



Shareholder participation rights

Voting rights may be exercised only if the shareholder is recorded as a voting shareholder in the share register.

Restrictions and representation of voting rights

Treasury shares held by the Company do not entitle the holder to vote. The restrictions on nominee registrations are set forth above in the corporate governance report under Restrictions on transferability and nominee registration.

According to Art. 13 of the [Articles of Association](#), a shareholder may be represented at a General Meeting by its legal representative, by the independent proxy, or, by means of a written proxy, by a third party, who does not need to be a shareholder. Only one person may represent all shares held by a shareholder. At the Annual General Meeting 2025, Zehnder Bolliger & Partner, Baden, was re-elected as the independent proxy of Accelleron Industries AG for a term of office extending until completion of the Annual General Meeting in May 2026. The [Articles of Association](#) do not contain rules on the granting of instructions to the independent proxy that deviate from the default Swiss law.

Statutory quorum

The Company's [Articles of Association](#) do not stipulate any resolutions of the General Meeting that can be passed only by a larger majority than that envisaged by law.

Convocation of General Meetings and submission of agenda items

Pursuant to Art. 11 of the [Articles of Association](#), the notice of the shareholders' meetings shall be given by publication in the Swiss Official Gazette of Commerce (SOGC) at least 20 calendar days before the date of the meeting. The notice may also be sent by letter or electronic data transmission (including email) to the shareholders, usufructuaries, and nominees registered in the share register. The notice shall be made by the Board of Directors or, if necessary, by the auditors.

Art. 11 (3) and (4) of the [Articles of Association](#) describe the conditions and thresholds pursuant to which shareholders may request to convene a General Meeting, items to be put on the agenda and motions relating to items on the agenda to be included in the notice convening the meeting. The [Articles of Association](#) do not prescribe a particular quorum of shareholders for a General Meeting to be valid.

No resolutions may be passed on motions concerning agenda items that have not been duly announced, except for motions to convene an extraordinary General Meeting, to initiate a special audit, or to elect auditors upon a shareholder's request. No prior notice is required to submit motions relating to items already on the agenda or to discuss matters on which no resolution is to be taken.

Entry in the share register

In the invitation to the shareholders' meeting, the Board of Directors announces the cut-off date for registration in the share register that is authoritative with respect to the right to participate and vote.

Takeover and defense measures

Duty to make an offer

There are no provisions in the [Articles of Association](#) with respect to opting-up or opting-out.

Clauses on change of control

No specific clauses covering change of control are included in the respective agreements with the members of the Board of Directors, the CEO, or the members of the Executive Committee. The LTI Rules applicable to the CEO and the members of the Executive Committee provide that in case of a change of control event, the terms and conditions of the conditional LTI grant remain unchanged, subject to the authority of the Board of Directors to overrule and decide otherwise.

Auditors

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

The statutory auditor is elected at the Annual General Meeting for a one-year term of office. KPMG AG, Zurich (CH), has been the auditor of Accelleron Industries AG since its incorporation on May 26, 2021. Since 2018, KPMG had conducted the audit of the Accelleron business in its capacity as the auditor of ABB.

Lead auditor Simon Studer has been in charge of the auditing mandate for the Company since its incorporation on May 26, 2021. The external auditor-in-charge is replaced latest every seven years.

Auditing fees

The total audit fee for the Group audit of Accelleron and for the statutory audits of the Company's subsidiaries for the financial year 2025 amounted to USD 1.6 million.

Additional fees

No additional fees were paid by the Accelleron Group to KPMG in 2025 for services other than the above auditing fees.

Information instruments pertaining to the external audit

The AC meets separately and on a regular basis with the CFO, the General Counsel, Internal Audit, and the external auditors. In the reporting year, the external auditors participated in three of the meetings of the AC.

The AC reviews the performance, fees, and independence of the auditors. It annually reviews the auditor's engagement letter, key audit areas, and the audit plan. It determines the compensation payable to the auditors. The AC has full access to the external auditors.

Information policy

Announcements of Accelleron Industries AG are published in the Swiss Official Gazette of Commerce (Art. 36 (1) of the [Articles of Association](#)).

The Company releases its annual financial results in the form of an annual report. Its annual report is published in electronic form within four months of the December 31 balance sheet date. In addition, results for the first half of each financial year are released in electronic form within three months of the June 30 balance sheet date. The Company's annual report and half-year results are announced via press releases and media and investor conferences in person or via telephone.

Accelleron discloses price-sensitive information in accordance with the ad hoc disclosure requirements of SIX Swiss Exchange, in particular the SIX Directive on Ad hoc Publicity. All press releases, electronic copies of information, and documents pertaining to media conferences, investor updates, and presentations at analyst and investor conferences can be downloaded from the Company's website at accelleron-industries.com or obtained from the Company upon request at its headquarters.

Headquarters:

Accelleron Industries AG
Investor Relations
Bruggerstrasse 71a
5400 Baden, Switzerland
investors@accelleron-industries.com

Accelleron Industries AG's corporate calendar is available at accelleron-industries.com/investors/corporate-calendar. You can subscribe to media releases sent (via email) on accelleron-industries.com/investors/subscribe. Further information is available on accelleron-industries.com/investors/investor-relations or by contacting Investor Relations at investors@accelleron-industries.com.

Quiet periods

The Company maintains a list of individuals who are subject to the following blackout periods for trading in Accelleron shares and other related financial instruments:

- December 15 to the trading day after the publication of the annual financial statements
- June 15 to the trading day after the publication of the half-year financial statements

In addition to members of the Board of Directors and Executive Committee, the list contains employees who, based on their responsibilities, have access to inside information on a regular basis, in particular regarding preparation of financial statements and M&A projects.

During 2025, no exceptions to these black-out periods have been granted.

05

Compensation report

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Introduction by the Chair of the Nomination and Compensation Committee

Dear Shareholders,

On behalf of the Board of Directors (BoD) and the Nomination and Compensation Committee (NCC), I am pleased to share Accelleron's 2025 Compensation Report.

We remain committed to a strong pay-for-performance approach that reflects Accelleron's ambitious growth and business objectives while encouraging our senior executives to create sustainable value for the Company and for you, our shareholders. This report provides an overview of our current compensation structure and shows how the outcomes of the Executive Committee's (EC) compensation policy are closely linked to long-term value creation.

Business performance and compensation outcomes

In the reporting year, Accelleron achieved strong revenue growth and continued to gain market share despite global economic uncertainty. Operational EBITA remained solid, while free cash flow increased compared to last year. This strong performance underpins our ongoing success and is reflected in the achievement of the short-term incentive plan in the [STI performance 2025](#) section of this report.

NCC activities and implementation of compensation decisions

Alongside its regular duties, the NCC reviewed the compensation policy for the EC, with a particular focus on the performance factors used in both the Short-Term Incentive (STI) and Long-Term Incentive (LTI) plans. This review was guided by our strategy, informed by shareholder feedback, and benchmarked against market practice.

The NCC also implemented compensation increases approved in 2025 and presented at the Annual General Meeting (AGM). Further details on the peer group used, the methodology, and the impact on total pay are provided in the relevant sections of this report.

Planned changes with sustainability as a continued focus

As part of the EC compensation policy review, the Board reaffirmed its commitment to firmly embed sustainability in our variable compensation model, in line with our long-term strategy toward a net zero future. From 2026, sustainability will be more prominently reflected in the STI plan for the EC, through clearly defined Group metrics, replacing individual objectives. At the same time, the CO₂ emission intensity target in the LTI will be paused, pending improvements in the reliability and granularity of Scope 3 emissions data – a necessary step to ensure that incentive outcomes remain meaningfully tied to verifiable progress as we

advance our Science Based Targets initiative (SBTi) commitments. An outlook for these changes is provided in the sections [Sustainability considerations in our Compensation system](#) and [Compensation structure of the Executive Committee \(EC\)](#) of this report. Further information on our sustainability strategy, targets, and delivery is available in Accelleron's Sustainability Report.

Commitment to strong governance

At the 2025 AGM, shareholders strongly approved the proposed maximum compensation amounts with 97.81% for the BoD and 96.00% for the EC. By contrast, the consultative vote on the Compensation Report received an approval rate of 57.25%. This result fell short of our ambition to give shareholders and their representatives sufficient clarity on the close link between compensation and Accelleron's business performance.

In response, the BoD and the NCC engaged with investors and shareholder representatives to listen carefully to their views and concerns. The insights from this dialogue guided our review of the disclosure approach and led to targeted improvements to increase clarity and transparency in this report. We also took into account the feedback on our compensation system as part of the review of the EC compensation policy. The following page of this report summarizes the concerns raised and explains how the NCC has addressed them.

Annual General Meeting 2026

At the 2026 AGM, you will again be invited to share your views on the compensation policies through a consultative vote on this report. In addition, you will be asked to approve the maximum total compensation for the BoD for the 2026–2027 term of office and the maximum total compensation opportunity for the EC for the financial year 2027.

Looking ahead, we are committed to maintaining open and constructive dialogue with our shareholders and their representatives. As our compensation system continues to evolve, our goal is to keep it closely aligned with Accelleron's strategy, performance, market practice, and your long-term interests as shareholders.

On behalf of the BoD and the NCC, thank you for your continued support and candid feedback. We value our ongoing dialogue and share your commitment to long-term, sustainable value creation. After four exciting years, helping to build a strong foundation for Accelleron's future, I hand over my responsibilities to Mieke Van de Capelle. She will carry the Committee's work forward with her extensive expertise and strategic insight. I wish her and the Company every success in the future.

Sincerely,



Gabriele Sons
Chair of the Nomination and Compensation Committee

Shareholder's feedback

Responses to shareholder's feedback

The table below summarizes the main concerns raised by shareholders and proxy advisors and the actions Accelleron has taken to address them.

	Concerns raised	Our responses
Disclosure	Insufficient level of ex post disclosure of KPI targets and performance assessment to explain performance outcomes under the STI.	The disclosure is enhanced and includes the achievement level and the resulting payout factor for financial KPIs. For individual KPIs, the categories are described, and the overall achievement is disclosed. Please refer to the section STI performance 2025 . Further, as of financial year 2026 the individual KPIs will be replaced with Group ESG related KPIs. An outlook of the change is presented in the section Short-term incentive (STI) .
	The names of the companies included in the peer groups used for benchmarking Board and EC compensation are not disclosed.	The individual names of companies included in the peer groups used to benchmark Board and EC compensation are disclosed in the section Process of determination of compensation of this report.
	Insufficient ex post disclosure of LTI realized value.	The disclosure has been enhanced. For the Restricted Share Units (RSUs) that vested in 2025, the number of RSUs vested and share price at vesting are disclosed in the section LTI vested in 2025 . For the Performance Share Units (PSU) granted since 2023, the performance assessment and the achievement level will be disclosed at vesting, i.e. in the 2026 compensation report for PSUs granted in 2023.
	Insufficient ex ante disclosure of LTI KPI targets and target ranges.	For the LTI grant 2025, the floor and cap expressed as % of the 100% target (target range) are disclosed for all KPIs. The 100% target value are disclosed for the ESG KPI and rTSR, but not for EPS due to its commercial sensitivity. The additional disclosure is published in the section Long-term incentive (LTI) .
Compensation system	The LTI mechanism allows for vesting below median for rTSR.	Accelleron's Long-Term Incentive (LTI) plan is designed to align executive rewards with sustainable value creation while avoiding excessive risk-taking or binary outcomes. The structure avoids "all or nothing" outcomes by allowing for partial vesting when performance is modest but above the lower quartile, while also capping payouts at 200% for outstanding results to prevent disproportionate rewards. This approach for rTSR is aligned with Swiss market practice and reflects a pragmatic pay-for-performance philosophy.

Sustainability considerations in our compensation system

Anchored in our pay-for-performance philosophy, we embed sustainability into our incentive design, aligning leadership decisions with long-term value creation and risk management. Our approach links climate ambition and social aspects – particularly safety and decarbonization – to the variable compensation of the EC and senior executives. With this approach we are among the first in our sector to link their compensation model to Scope 1, 2, and 3 emission targets.

In the STI, up to and including financial year 2025, ESG performance was included in individual objectives, with at least one environmental, social, or governance criterion set at a minimum weight of 10%. Starting financial year 2026, ESG will have a dedicated 30% weight in the STI, split equally between (i) Group LTIFR, (ii) Group CO₂ Scope 1+2 absolute reduction, and (iii) Reliability and steering of supplied goods emissions. LTIFR is defined as the number of work-related injuries resulting in at least one lost workday per 1,000,000 hours worked; it covers employees and blue-collar agency workers and is measured on a rolling 12-month basis. The CO₂ Scope 1 and Scope 2 reduction goal measures absolute reductions against a fixed, Board-approved baseline and supports Accelleron's SBTi short-term commitment. Reliability and steering of supplied goods emissions means the percentage of our supplied goods emissions for which we have supplier and material-specific CO₂ data and reduction targets available. Scope 3 supplied goods data quality is an essential condition for steering reductions in this important Scope 3 emission category which accounts for the most significant part of our CO₂ emissions. The KPI is calculated by dividing CO₂ emissions from supplied goods where reliable supplier and material-specific CO₂ data and reduction targets are available by the total CO₂ emissions from supplied goods.

In the LTI, Performance Share Unit (PSU) grants in 2024 and 2025 include a 20% weighting on CO₂ emission intensity. From the 2026 PSU grant, the CO₂ emission intensity metric will be paused to safeguard alignment with verifiable progress while Scope 3 data reliability and granularity are further strengthened. Our focus remains on delivering absolute emissions reductions where we have the greatest influence, while working with suppliers to improve data quality and drive reductions in key Scope 3 categories. Outcomes are subject to robust data governance and NCC oversight.

Overall, sustainability weight in the incentive schemes remains equal to previous years, underscoring its material and enduring role in our variable compensation framework.

Compensation governance

About the Compensation Report

This report outlines the principles that guide our compensation policy, the governance around compensation decisions, and provides detailed information on the compensation awarded to the Board of Directors and Executive Committee for the financial year. It has been prepared in full compliance with Swiss Company Law, the SIX Swiss Exchange's Directive on Information relating to Corporate Governance, and in line with the recommendations of economiesuisse's Swiss Code of Best Practice for Corporate Governance.

Authority levels in compensation matters

The NCC reviews and proposes to the Board of Directors, and the Board of Directors decides on compensation matters, except for the maximum aggregate compensation amounts of the Board of Directors and Executive Committee, which are subject to the approval of shareholders at the Annual General Meeting in accordance with Article 28 of the [Articles of Association](#). Further information about the NCC and its duties is provided in the Corporate Governance report and in the [Board Governance Rules](#). The authority levels of the different bodies on compensation matters are detailed in Exhibit 1 below. In line with the [Articles of Association](#), shareholders also have a non-binding advisory vote at the Annual General Meeting on the compensation report for the previous year and a binding vote on the maximum aggregate amount of compensation for the Board of Directors for the following term and for the Executive Committee for the following financial year.

Exhibit 1 – Authority levels in compensation matters

	CEO	NCC	BoD	AGM
Compensation policy, including incentive plans	●	●	●	
Maximum aggregate compensation amount for the EC		●	●	●
CEO compensation		●	●	
Individual compensation of other EC members	●	●	●	
Performance target-setting and assessment of the CEO		●	●	
Performance target-setting and assessment of other EC members	●	●	●	
Shareholding requirements for CEO and other EC members		●	●	
Maximum aggregate compensation amount for the BoD		●	●	●
Individual compensation of BoD members		●	●	
Compensation report		●	●	Advisory vote

● Proposal ● Recommendation ● Approval

Shareholder vote at the 2026 Annual General Meeting

The Board of Directors will ask shareholders at the 2026 Annual General Meeting to cast a binding vote on the following:

- The maximum aggregate amount of compensation payable to the members of the Board of Directors for their term of office from the 2026 Annual General Meeting to the 2027 Annual General Meeting
- The maximum aggregate amount of compensation payable to the CEO and Executive Committee members in the financial year 2027

In addition, the Board of Directors will ask shareholders to cast an advisory vote on the 2025 compensation report. The procedures for voting on the compensation of Executive Committee members and of the Board of Directors are defined in our [Articles of Association](#).

Role of external advisors

The NCC may decide to seek advice from external consultants from time to time for specific compensation matters. In 2025, the independent consulting firm Obermatt provided services related to EC compensation matters.

Process of determination of compensation

Benchmarking and peer group for Board of Directors compensation

Accelleron generally aims at paying Board fees that are competitive, appropriate, and reasonable. The NCC regularly reviews the compensation level and structure of the Board of Directors, as well as the peer group used for benchmarking studies. The most recent benchmark study was conducted in 2024 by Mercer, to assess market competitiveness of the compensation of the members of the Board of Directors in terms of structure and quantum. For this purpose, a peer group of Swiss multinational companies listed on the SIX Swiss Exchange and comparable in terms of market capitalization, revenue size, headcount, and industry was selected. The peer group consisted of 15 companies, listed in Exhibit 2 below.

Exhibit 2 – Peer group for Board of Directors compensation benchmarking purposes in 2024

Belimo Holding AG	Inficon Holding AG	Schweiter Technologies AG
Burckhardt Compression Holding AG	Interroll Holding AG	Sulzer AG
Bystronic AG	Kardex Holding AG	Tecan Group AG
Daetwyler Holding AG	Komax Holding AG	VAT Group AG
Georg Fischer AG	OC Oerlikon Corporation AG	Zehnder Group AG

Benchmarking and peer group for Executive Committee compensation

Pay levels and the structure of EC remuneration are reviewed by the NCC and BoD regularly. The NCC and BoD oversaw a market benchmark with respect to EC remuneration packages in 2024. Accelleron generally aims at paying EC remuneration that is competitive, appropriate, performance-oriented, and reasonable for the relevant market. For such assessment, the Total Direct Compensation (TDC) of Accelleron's EC members was compared to a peer group consisting of 17 companies (both Swiss-based and international, not including any US companies) that are similar to Accelleron in terms of size and industry, among other criteria. The external, independent compensation benchmark provider WillisTowersWatson was engaged to help select these peer companies and gather relevant compensation data. With regard to total direct compensation, the comparison revealed that a gap had developed between Accelleron and the relevant market for all EC members except the CEO, since the last review at the time of stock-listing in 2022. In light of increased complexity, significant revenue growth, and acquisitions in new business areas, Accelleron addressed this gap by making corresponding individual adjustments in 2025, therefore ensuring Accelleron can continue offering competitive remuneration packages for each role. Further information on compensation increases granted is provided in the relevant sections under [Compensation structure of the Executive Committee](#).

Exhibit 3 – Peer group for Executive Committee compensation benchmarking purposes in 2024

Belimo Holding AG	Kongsberg Automotive ASA	Tecan Group AG
Burckhardt Compression Holding AG	Manitou BF SA	VAT Group AG
Dätwyler Holding AG	Manz AG	Wärtsilä Oyj Abp
Headlam Group plc	Pfeiffer Vacuum Technology AG	WashTec AG
Koenig & Bauer AG	SMA Solar Technology AG	Zehnder Group AG
Komax Holding AG	Sulzer Ltd	

Given the Company's continued growth, increased capitalization, and recent inclusion in the SMIM stock index, the BoD plans to conduct the next benchmark analysis of BoD and EC compensation in 2026. The analysis will include a thorough reassessment of the peer groups to ensure alignment with the company scale.

2025 compensation

Compensation structure of the Board of Directors (BoD)

The Chair and all the members of the Board of Directors receive fixed compensation for the period from the Annual General Meeting to the following year’s Annual General Meeting in the form of cash and shares to ensure their independence in the performance of their supervisory function. They receive 50% of their total fees paid in cash and 50% paid in Accelleron shares. The shares are blocked for three years. The number of shares allocated is calculated by dividing the original amount in Swiss francs (CHF) – 50% of Board fees, gross – by the 20-day volume-weighted average price of an Accelleron share prior to the day of allocation. Allocation of shares is generally made on or around the same date as the cash portion of Board fees is paid.

The compensation system does not contain any performance-related components, sign-on bonuses, or recruitment incentive payments.

Exhibit 4 – Board of Directors fees schedule

Position	Total fees (CHF) ^{1,2}
Chair	330,000
Vice-Chair	150,000
Board member	120,000
Committee Chair	30,000
Committee member	10,000

¹ Chair and Vice-Chair receive no further committee chair and committee member fees.

² Fees do not include social security.

The compensation structure and fees level are in place since the Company listing in 2022. The benchmark analysis conducted in 2024 revealed that Accelleron’s BoD compensation structure and level were appropriate. Therefore, no adjustments were made, and none are currently planned.

Compensation structure of the Executive Committee (EC)

Accelleron’s pay philosophy is simple: one company and one unified framework that connects global principles with local realities across 50 countries, creating shared standards that empower fairness and consistency worldwide. The EC members are compensated under the same foundational principles as all employees, complemented by a long-term approach, and remain aligned through a global job architecture. Accelleron strives to be fair and competitive by aligning rewards with relevant market benchmarks and practices and by linking variable pay to measurable results. For most employees, this means short-term targets that ultimately contribute to sustainable value creation, while EC members additionally focus on long-term objectives through LTIP. Our market-oriented approach applies consistently across all job levels and is guided by performance, internal equity, and affordability. Clear rules, consistent application, and

transparent governance ensure outcomes that are competitive, understandable, and responsible for everyone, including our EC members.

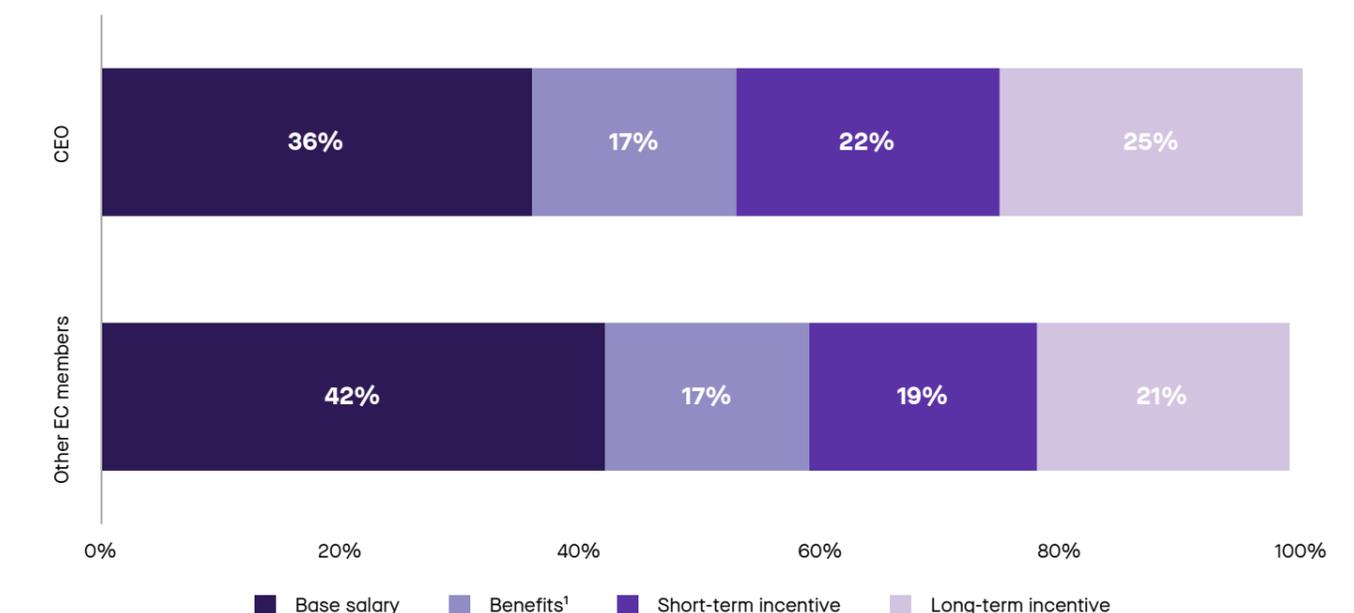
EC compensation structure overview and compensation mix at target

The overall basic structure of executive compensation consists of the annual base salary, short-term incentive (STI), long-term incentive (LTI), and benefits.

Exhibit 5 – Compensation structure of the Executive Committee (overview)

	Purpose	Vehicle	Payout	Performance measures
Annual base salary	Compensate for role, skills, experience	Cash salary considering market data	Monthly	n/a
Benefits	Protect against risks, foster retention	Pension/insurance perquisites paid in line with legal requirements and local market practice	Monthly	n/a
Short-term incentive	Pay for company and individual performance, foster Accelleron values	Annual bonus paid in cash	Q2 following the performance period (business year)	Op. EBITA margin, revenues, op. free cash flow, individual goals (one ESG-related)
Long-term incentive	Reward sustainable performance, align with shareholder perspective	Performance share units (PSU) with a 3-year performance vesting	Q2 following the performance period, conversion into shares	Earnings per share (EPS), relative total shareholder return (rTSR), CO ₂ intensity

Exhibit 6 – Compensation mix at target for the Executive Committee



¹ Includes total social insurance, pension, and expense allowance.

Annual base salary

The annual base salary (ABS) is set to reflect the scope of the role, skills, relevant experience, and sustained performance, and is informed by market data and peer-group benchmarking, as outlined in the section [Benchmarking and peer group for Executive Committee compensation](#). Individual ABS levels for EC members were set in 2022, at the time of the stock-listing. The outcome of the benchmark analysis conducted in 2024 evidenced that ABS for certain roles sat below market. In light of increased complexity, significant revenue growth, and acquisitions in new business areas, and consistent with our principle of fair and competitive pay, the BoD approved targeted ABS increases for EC members other than the CEO. Further information is provided in the section [Explanatory comments to the compensation paid](#).

Benefits

Benefits consist mainly of retirement and insured benefits that are designed to provide a reasonable level of protection for the employees and their dependents in respect to the risk of retirement, disability, death, and illness. The CEO and all the members of the EC are employed with a Swiss employment contract and participate in Accelleron's pension plan offered to all employees in Switzerland, which insures salaries (minus coordination deduction) up to the maximum amount permitted by law. The plan offers the possibility for all employees to choose different levels of individual contributions. Accelleron's pension plan exceeds the minimum legal requirements of the Swiss Federal Law on Occupational Retirement, Survivors' and Disability Pension Plans (BVG).

Short-term incentive (STI)

General mechanism

The short-term incentive plan is a cash-based, annually recurring program aimed to incentivize the achievement of short-term business and individual Key performance indicators (KPI). For each individual, a target amount (reflecting an STI payout in case of 100% target achievement) is defined as a percentage of the ABS, depending on an individual's functional grade pursuant to the Company's global grading system. For the CEO, the target amount is 60% of ABS, while for other EC members, it ranges from 40 to 50%. The individual STI target level did not change in 2025.

The STI payout amount is determined by performance over the financial year against predefined KPIs. For each KPI, results are measured against targets to derive a payout factor, subject to any floor and cap. The weighted average of these factors is the overall target achievement. The STI payout equals the STI target amount multiplied by this overall target-achievement factor. The mechanism for determining payout factors for each KPI once the financial year has ended is set out under "Performance measurement/payout curves".

Performance metrics (key performance indicators, "KPIs")

There are two types of KPIs – financial and individual. Financial KPIs are tied to Accelleron's Group and divisional performance, as further detailed in the below table. For the CEO and corporate functions, financial KPIs are all linked to Group performance, with a total weighting of 70%. For the three Division Presidents, Group performance KPIs have a weighting of 45%, while divisional performance KPIs have a further weighting of 25%. Individual KPIs are set in relation to ESG, cost management, and growth, and account for the remaining 30% (for all EC members, including the CEO). Such individual KPIs encompass a limited set of specific metrics tied to relevant team or personal performance, or a combination of these. Each individual performance measure must account for at least 10%, with one environmental, social, or governance (ESG) criterion to be selected.

Exhibit 7 – Overview/weight of performance metrics 2025

KPI category	KPI	Weight (%) CEO, corp. functions	Weight (%) Division Presidents
Financial performance	Group op. EBITA %	20%	10%
	Group revenues	30%	15%
	Group op. free cash flow	20%	20%
	Divisional op. EBITA abs.		10%
	Divisional revenues		15%
Individual performance (ESG, cost management, growth)		30%	30%

Performance measurement/payout curves

Financial KPIs: Each financial KPI is calibrated to a payout curve with five nodes – 0%, 50%, 100%, 150% and 200% – with straight-line interpolation between nodes. To reinforce pay for truly exceptional results, the upper range of the payout curve is deliberately tougher. Up to 150% payout, results progress linearly; above 150% the curve steepens, requiring a larger improvement in performance. The 200% cap is therefore reachable only with outstanding outperformance. The floor for any payout is usually set at about 85 to 95% of the KPI target and the cap at about 110 to 120% of the KPI target; performance below the floor pays 0% and performance above the cap pays 200%. Overall, this should provide for an ambitious but fair and motivational incentive payout curve. The NCC proposes the annual targets and payout curve parameters for each KPI, which are approved by the Board of Directors at the beginning of the year.

Individual KPIs: A limited set of individual, mainly quantitative, measurable goals are determined and communicated at the beginning of the year. Target-setting and performance assessment are subject to BoD approval, and the payout level for individual goals may range between 0 and 200%, with a reasonable and ambitious floor level to ensure that the payout level remains at 0% if a certain minimum performance is not achieved.

The overall STI payout level is the weighted average across all KPIs.

Outlook

As of financial year 2026, in line with Accelleron's ambition to simplify and improve pay-for-performance disclosure, the individual KPIs will no longer be considered in the calculation of the STI for the Executive Committee and the 30% will be allocated to Group ESG KPIs. The 2026 KPIs and their respective weight are presented in Exhibit 8 below.

Further, as part of the compensation policy review, the Board approved the inclusion of a clawback/malus clause in the STI plan as of financial year 2026. The clause will be disclosed in the 2026 Compensation Report.

Exhibit 8 – Overview of the 2026 STI performance indicators and weightings

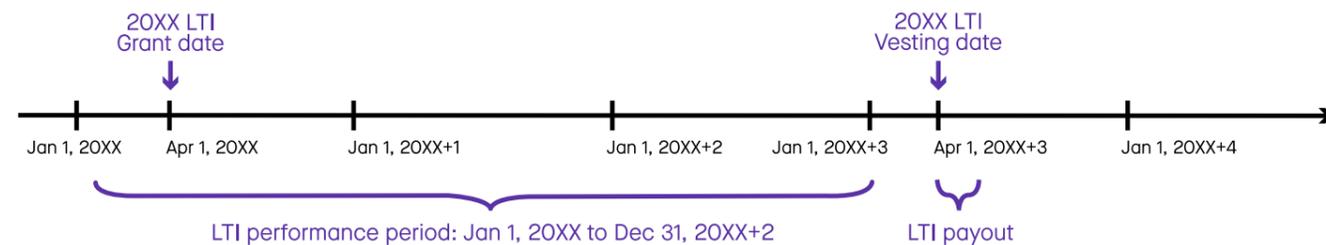
KPI category	KPI	Weight (%) CEO, corp. functions	Weight (%) Division Presidents
Financial performance	Group op. EBITA %	20%	10%
	Group revenues	30%	15%
	Group op. free cash flow	20%	20%
	Divisional op. EBITA abs.	—	10%
	Divisional revenues	—	15%
ESG	Group absolute CO ₂ reduction (scope 1+2)	10%	10%
	Group LTIFR	10%	10%
	Reliability & steering of supplied goods emissions	10%	10%

Long-term incentive (LTI)

General mechanism and grant

The long-term incentive plan is a performance share unit (PSU) plan. PSUs are conditional awards to receive a number of shares free of charge, after the three-year vesting/performance period, subject to ongoing employment and the achievement of pre-determined performance goals. The LTI model is designed to foster a profitable company strategy, reward sustainable performance, support EC retention, and align with the shareholders’ perspective. At the beginning of the vesting period, a number of PSUs is granted to each EC member on the basis of their individual LTI targets, expressed as a percentage of the ABS. The LTI target amount equals 70% of ABS for the CEO, while for other EC members, it ranges from 45 to 55% of ABS. The LTI target amount for the CEO is unchanged compared to previous year, while for the other five EC members, the LTI target amount was raised by 5% following the compensation review and benchmark analysis conducted by the BoD in 2024 with the external compensation consultancy WillisTowersWatson.

The number of PSUs granted to an individual is calculated by dividing the target amount by the 60-day average of closing prices of an Accelleron share at the beginning of the performance period. Depending on actual performance throughout the three-year performance period (providing for payout levels of between 0 and 200%), each PSU will convert to between zero and two shares upon vesting. The weighted average of payout levels across all relevant metrics (see below) determines the gross number of shares actually transferred (subject to payroll withholdings): gross number of shares transferred = number of PSUs granted × total payout level (0 to 200%). Until shares are actually transferred upon vesting (“LTI Payout” in the graph below), no shareholder rights are attached to PSUs.



Performance metrics (key performance indicators, “KPIs”)

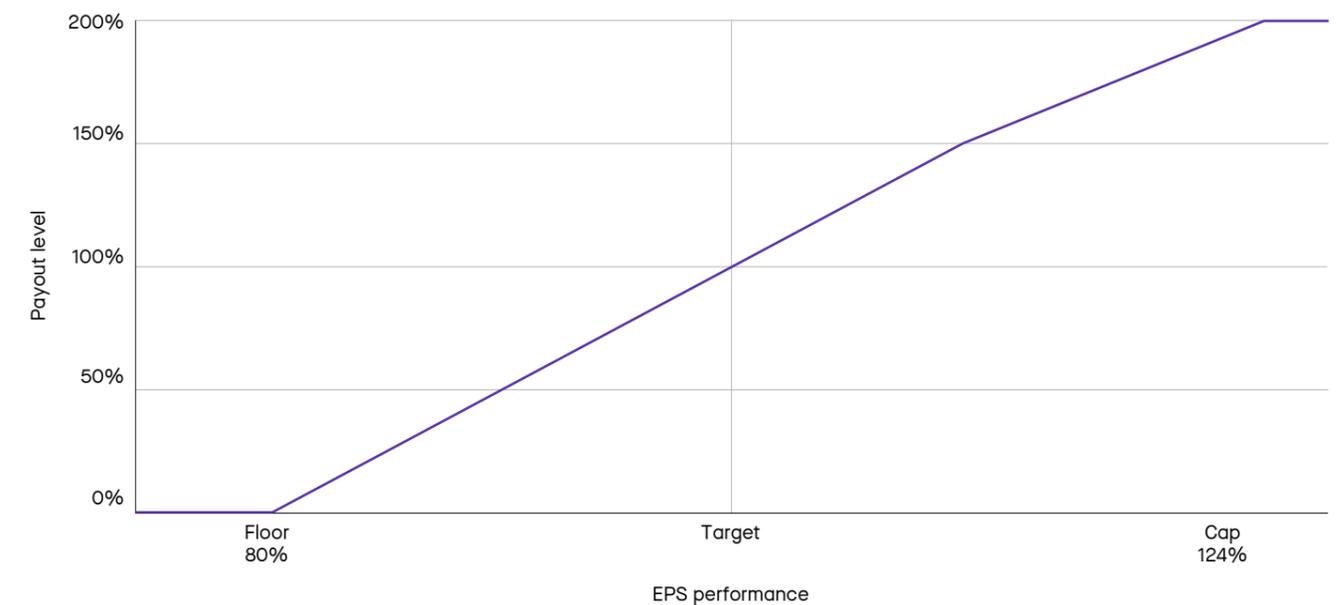
The PSUs vest after a period of three years, contingent upon the achievement of three KPIs: earnings per share (EPS) with a 40% weighting, relative total shareholder return (rTSR) with a 40% weighting, and a CO₂ intensity target with a 20% weighting. Details regarding how each KPI is determined and measured are provided below. The KPIs and weightings are the same for all PSU recipients. The KPIs and respective weightings are unchanged compared to the previous year.

Performance measurement/payout curves

Each KPI is calibrated to a payout curve with 5 nodes – 0%, 50%, 100%, 150% and 200% – with straight-line interpolation between nodes. To reinforce pay for truly exceptional results, the upper range of the payout curve for EPS and ESG KPI is deliberately tougher. The cap is therefore reachable only with outstanding, sustained outperformance. Performance below the floor pays 0% and performance above the cap pays 200% and 100% respectively. Overall, this provides for ambitious but fair and motivational incentive payout curves. The weighted average of payout levels across all three KPIs is the total payout level, which, in turn, determines the gross number of shares transferred after the vesting period (subject to payroll withholdings): gross number of shares transferred = number of PSUs granted × total payout level (0 to 200%).

a) The **EPS** objective is defined as the net income (net of taxes) per the number of common shares outstanding attributable to Accelleron shareholders. The relevant metric is Accelleron’s average EPS over the three business years of the performance period, using the EPS set out in Accelleron’s annual audited consolidated income statements. EPS will be adjusted as required to neutralize effects of acquisitions and share buybacks. The payout level for this KPI is determined based on how the actually achieved average EPS compares to the target values predetermined by the BoD.

Exhibit 9 – EPS payout curve

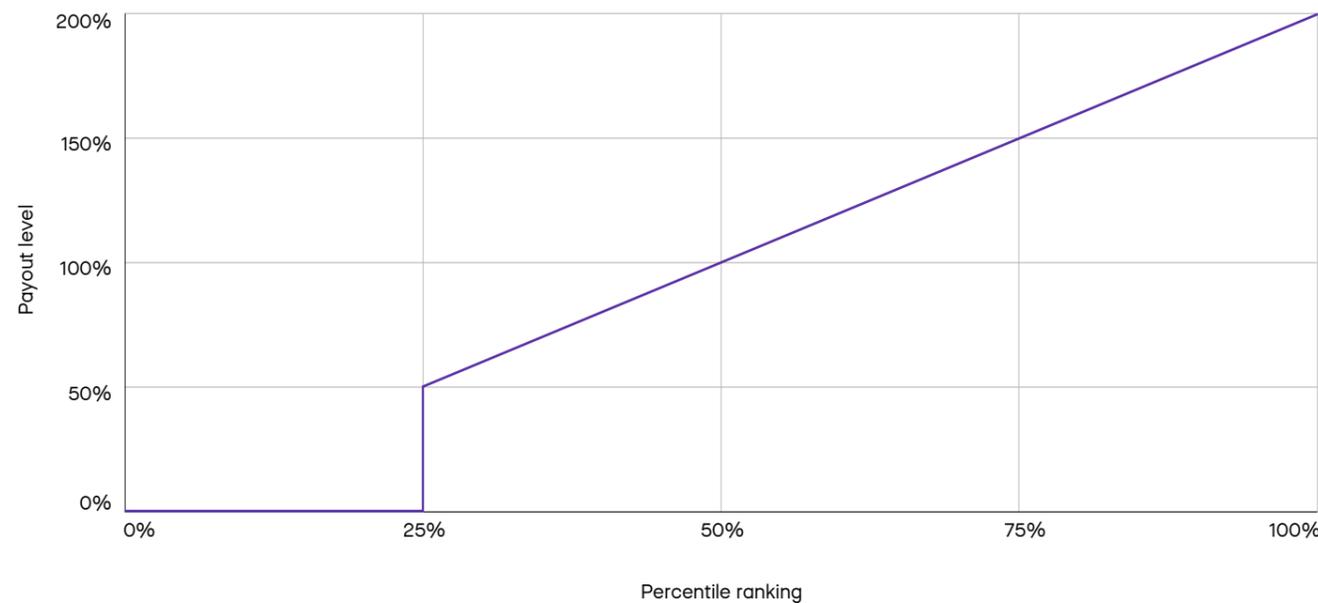


b) **rTSR** is measured based on an evaluation provided by an independent consulting firm. This benchmark compares and ranks Accelleron's TSR (total shareholder return) against the performance of a selected peer group of 24 companies, all industrial firms, which were chosen because they are either in a similar industry, customers, end-users, listed in the SMIM or SPI indices, or are exposed to similar market cycles with an international footprint. The current constituents of the peer group can be found in Exhibit 10 below. Accelleron's performance in relation to this peer group is measured separately for each year of the performance period and expressed as a percentile ranking within that peer group. This percentile ranking is then converted into a payout level for the purpose of LTI measurement, as shown in Exhibit 11 below: anything below a 25th percentile ranking equals a 0% payout level, a 25th percentile ranking equals a 50% payout level, a 50th percentile ranking (median) equals a 100% payout level, and a 100th percentile ranking equals a 200% payout level, with linear interpolation between those points. The average of these payout levels in all three years of the performance period equals the total payout level for rTSR measurement.

Exhibit 10 – rTSR peer group

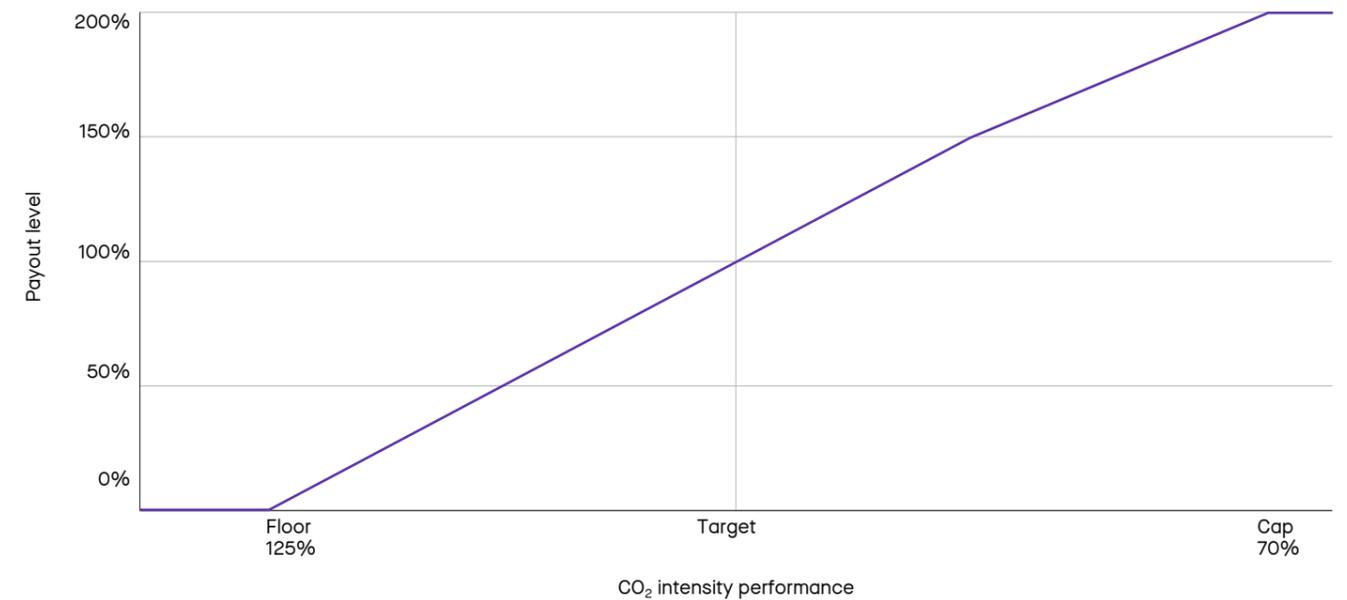
A.P. Møller – Mærsk A/S	Cummins Inc.	Mitsubishi Heavy Industries, Ltd
Alfa Laval Corporate AB	Daihatsu Diesel Mfg. Co., Ltd	Schindler Holding AG
Atlas Copco AB	Donaldson Company, Inc.	Siemens Energy AG
Bharat Heavy Electricals Ltd	Geberit AG	SIG Group AG
Bucher Industries AG	Georg Fischer AG	Stadler Rail AG
Burckhardt Compression Holding AG	IHI Corporation	Wärtsilä Oyj Abp
Caterpillar Inc.	Kuehne + Nagel International AG	Westinghouse Air Brake Technologies Corporation
CNH Industrial N.V.	Meidensha Corporation	Woodward, Inc.

Exhibit 11 – rTSR payout curve



c) **CO₂ intensity** sets the Group's CO₂ emissions against its revenues and is used to measure CO₂ reduction targets. To calculate CO₂ intensity, Accelleron uses a starting baseline of actual figures from 2024, excluding those from OMC2 and TNM, which were acquired that year (these figures were not available at target-setting). A subset of total CO₂ emissions is defined as LTI in-scope (Scope 1, Scope 2, Scope 3 transportation excluding OMT), which is divided by the corresponding revenues. The weighted target across sub-categories is 8.1, representing an approximately 40% reduction versus the baseline intensity. The final CO₂ intensity will be determined based on comparing relevant 2027 actuals – excluding figures from companies acquired from 2024 to 2027 – with the predetermined target values. The KPI scope was refined for the 2025 grant compared to 2024 and aims at reflecting the development of Accelleron's business.

Exhibit 12 – CO₂ intensity payout curve



Outlook

As from financial year 2026 (grant 2026, performance period 2026–2028), the CO₂ intensity will be removed while reliability and granularity of further Scope 3 data on supplied goods is strengthened. PSU grants will be measured on EPS and relative TSR with each an equal weight of 50%.

Leaver rules

If the employment ends because of retirement, disability, or death, the number of outstanding PSUs will be prorated. In case of retirement, the prorated number of PSUs will continue to be subject to ongoing performance measurement over the full performance period and share transfer will only occur after the full original vesting period. In case of disability or death, the prorated number of PSUs will vest immediately at a payout level of 100%.

If the employment ends because of termination by the employer for cause at any time before the vesting date, PSUs lapse without any compensation.

In all other cases, if the employment ends before completion of the full performance period, PSUs lapse without any compensation (but they will continue to vest if the employment ends on or after the final day of the performance period).

Clawback and malus provisions

Clawback and malus provisions apply to LTI plans. In case of financial restatement due to non-compliance with accounting standards or fraud, and/or in the case of violation of law or internal rules by the CEO or an EC member, the BoD may consider unvested PSUs to be forfeited (malus provision) or may seek reimbursement of vested shares under the LTI (clawback provision) within a period of three years after the year of restatement or fraudulent/non-compliant behavior.

Disclosure of targets

Targets for financial and ESG KPIs are set through a disciplined process overseen by the NCC. Short-term incentive targets are anchored in the ambitious annual budget, while long-term incentive targets are calibrated to the multi-year strategic plan. Calibration reflects the market environment and business outlook, includes scenario testing and clear guardrails – a floor below which no variable remuneration is paid and a cap on payouts – and is supported by robust internal controls. Because most of Accelleron's competitors are smaller entities consolidated within large companies or privately held and disclose very limited information, publishing budget-based or otherwise commercially sensitive target values would disadvantage Accelleron and is not in shareholders' best interests. Accordingly, we do not disclose target levels for STI KPIs and LTI EPS at the start of the period; instead, we report appropriate information ex post in the section [EC compensation awarded for 2025](#). Since our financial results are reported for Group and segments, we don't disclose targets and actuals for divisional STI KPIs ex post due to commercial sensitivity.

Share ownership guidelines

The EC members are required to own at least a minimum multiple of their annual base salary in Accelleron shares. Therefore, the sale of shares is only allowed if the value of their shareholdings continues to exceed 200% of base salary for the CEO and 100% of base salary for each EC member. The NCC reviews compliance with the share ownership guidelines on an annual basis.

Employment terms and conditions

All members of the EC have permanent employment contracts with a notice period of a maximum of 12 months. Members of the EC are not entitled to any severance payment, sign-on awards, or any change of control provisions other than the accelerated vesting and/or unblocking of vested shares under the LTI. The employment contract of EC members may include post-employment non-compete clauses for a duration of up to 12 months. In case the Company decides to activate the post-employment non-compete provision, the compensation paid for such provision shall not exceed the average compensation for the last three years of such member of the Executive Committee.

BoD compensation awarded for 2025

The total remuneration awarded to the Board of Directors (BoD) for the financial year 2025 amounts to CHF 1,020,000 (and an additional CHF 68,006 in the form of employer social security contributions):

Exhibit 13 – BoD fees from January 1 to December 31, 2025 (audited)

BoD members	Function	Total fees 2025				Total fees 2024	
		Cash	Shares ¹	Total (excl. social security)	Social security	Total	
Oliver Riemenschneider	Chair	165,000	165,000	330,000	22,369	352,369	351,631
Monika Krüsi	Vice-Chair and AC Chair	75,000	75,000	150,000	10,997	160,997	160,608
Gabriele Sons	NCC Chair	75,000	75,000	150,000	15,400	165,400	164,981
Stefano Pampalone	Member	65,000	65,000	130,000	9,708	139,708	139,356
Bo Cerup-Simonsen	Member	65,000	65,000	130,000	0	130,000	130,000
Detlef Trefzger	Member	65,000	65,000	130,000	9,532	139,532	139,192
Total fees				1,020,000	1,088,006		1,085,768

All amounts in CHF.

¹ Restricted shares, subject to a 3-year blocking period. The conversion of the underlying cash amount (50% of total Board fees) into a number of allocated shares is based on the 20-day volume-weighted average share price prior to the allocation date.

BoD fees are paid for the period from the Annual General Meeting to the following year's Annual General Meeting. Therefore, the BoD compensation for the financial year 2025 reported above covers portions of two BoD compensation periods: January 1, 2025 to May 6, 2025 (second portion of BoD compensation period 2024/2025) and May 7, 2025 to December 31, 2025 (first portion of BoD compensation period 2025/2026). The table below (Exhibit 14) sets out the coordination between BoD compensation periods (AGM to AGM) and reported compensation for the financial year.

Exhibit 14 – Coordination between BoD compensation periods and business year (audited)

	AGM 2024 – AGM 2025		AGM 2025 – AGM 2026	
	AGM 2024 to Dec 31, 2024	Jan 1, 2025 to AGM 2025	AGM 2025 to Dec 31, 2025	Jan 1, 2026 to AGM 2026
Approved	1,100,000		1,100,000	
	718,000	382,000	718,000	382,000
		1,100,000		
Paid for 2025		1,020,000		

All amounts in CHF and excluding social security costs as approved by the Annual General Meeting.

As shown in the table above, the total BoD fees awarded for the business year 2025 (CHF 1,020,000) are within the limits approved by the AGM for the relevant periods.

EC compensation awarded for 2025

For the period January 1, 2025 to December 31, 2025, the Company awarded the Executive Committee members the amounts set out below. The total amount of compensation of CHF 6,224,336 awarded to the EC (including former member) in 2025 is below the maximum aggregated amount of compensation of CHF 7.7 million approved by the shareholders for the financial year 2025.

Exhibit 15 – CEO and aggregated EC total compensation per pay element (audited)

	Daniel Bischofberger, CEO ¹		Other EC members		Former EC members ²		Total	
	2025	2024	2025	2024	2025	2024	2025	2024
Base salary	600,000	600,000	1,720,000	1,830,000	93,333	n/a	2,413,333	2,430,000
Benefits ^{3,4}	290,692	296,325	731,363	792,441	43,269	n/a	1,065,324	1,088,766
Short-term incentive ⁵	480,054	507,923	1,124,777	1,466,074	0	n/a	1,604,831	1,973,997
Long-term incentive ⁶	367,451	465,236	773,397	920,503	0	n/a	1,140,848	1,385,739
Total compensation	1,738,197	1,869,484	4,349,537	5,009,018	136,602	n/a	6,224,336	6,878,502

All amounts in CHF.

- Highest individual compensation.
- Includes the compensation of a former EC member until the end of the contractual employment period and reflects the contractual obligations.
- Includes estimated payments for social security and mandatory insurance, as well as final amounts for expenses allowance, pension, and other benefits. Family allowance of CHF 9,236 is excluded. Pension contributions amount to CHF 190,385 for the CEO and CHF 441,751 for the other EC members.
- Includes an estimate of employer social security contributions on PSUs granted under the long-term incentive plan.
- Represents 2025 short-term variable compensation that will be paid in 2026 after the publication of Accelleron's 2025 financial results. Employer social security contributions on STI are included in the separate "benefits" element.
- The reported amounts reflect the fair market value of PSUs on the grant date, i.e., CHF 38.65 per PSU for grants in 2025 (2024: CHF 32.04).

Explanatory comments to the compensation paid

In comparison to the previous financial year, the total compensation paid to the EC members is lower. The following factors influence the total amount paid:

EC composition and compensation changes

In accordance with the changes announced at the 2025 AGM, at the end of the reporting year, the EC was composed of six members (2024: seven members). At the same time, the Total Direct Compensation (TDC) i.e. the total of the base salary, STI on target and LTI on target, for the members of the EC except the CEO has been reviewed and increased for the first time since the stock listing in 2022. This resulted in an overall increase of 9.5% on the TDC, including an overall increase of 7.9% on the base salary across EC members. The Total Target Compensation for the CEO remained unchanged. The approach taken to review the EC compensation is explained earlier in this report, in the section [Process of determination of compensation](#).

STI payout

For 2025, the STI payout level for the CEO is 133% of the STI target amount (2024: 141%), while for the other EC members it ranges from 134 to 147% of their STI target amount (2024: 144 to 151%). Expressed in relation to the maximum possible STI payout, these correspond to 67% for the CEO (2024: 71%) and 67 to 74% for the other EC members (2024: 72 to 75%). The achievement per KPI is outlined in the section [STI performance 2025](#).

LTI grant

The overall value of the LTI decreased in comparison to prior year. The value reported is influenced by a combination of several factors: six EC members received a grant in 2025 (seven EC members in 2024); the share price underlying the fair market value and the grant calculation is higher than in prior year, and the LTI target amount for five EC members increased by 5%. The LTI target increase is included in the 9.5% increase on the TDC mentioned above.

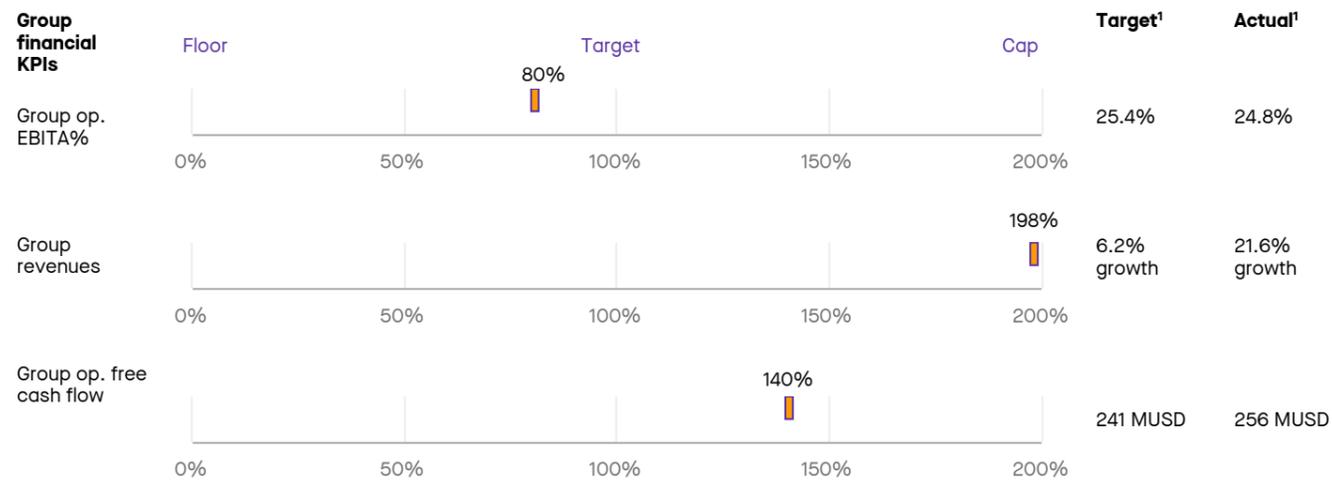
Benefits

The amount of social security and pension increased proportionally to the compensation increase granted. The other benefits paid such as expense allowance remain unchanged.

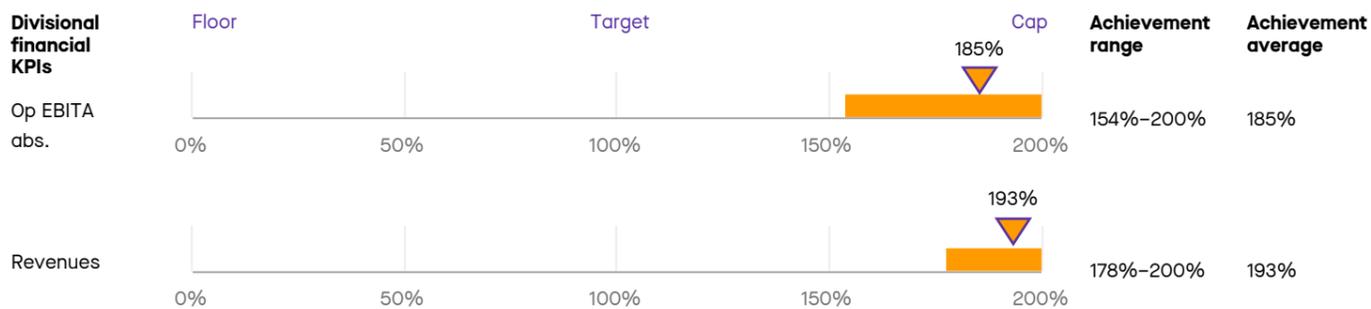
STI performance 2025

The graph below shows the achievement level per financial KPI, pursuant to the mechanism explained in the section [Short-term incentive \(STI\)](#).

Exhibit 16 – Short-term incentive financial KPIs achievement



¹ Target and actual expressed based on constant currency.



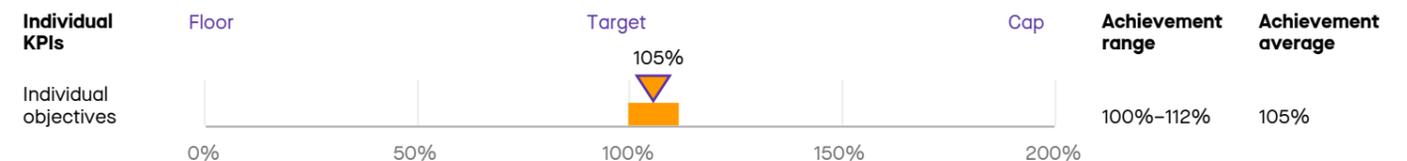
Regarding the financial measures, the total weighted achievement of the financial KPIs was 148% for the CEO (2024: 165%) and an average of 155% for the other EC members (2024: 163%).

Reference is made to Exhibit 7, setting out the relevant KPIs for the performance measurement in our STI program. In 2025, Accelleron’s financial performance figures improved across the board compared to the previous year, with solid profitability and the revenue mark above expectations. Accelleron’s growth last year was driven by the High Speed segment as well as by the Low and Medium Speed segment, partially by the expansion in emergency power for data centers. Further details on financial performance are available in the respective sections of the Annual Report, in the Key data and operational review chapter Group [Key figures](#) can be found.

The individual performance achievement was 100% for the CEO and ranged from 103% to 112% for the other EC members. The table below presents key individual achievements per category:

Exhibit 17 – Short-term incentive individual KPIs achievement

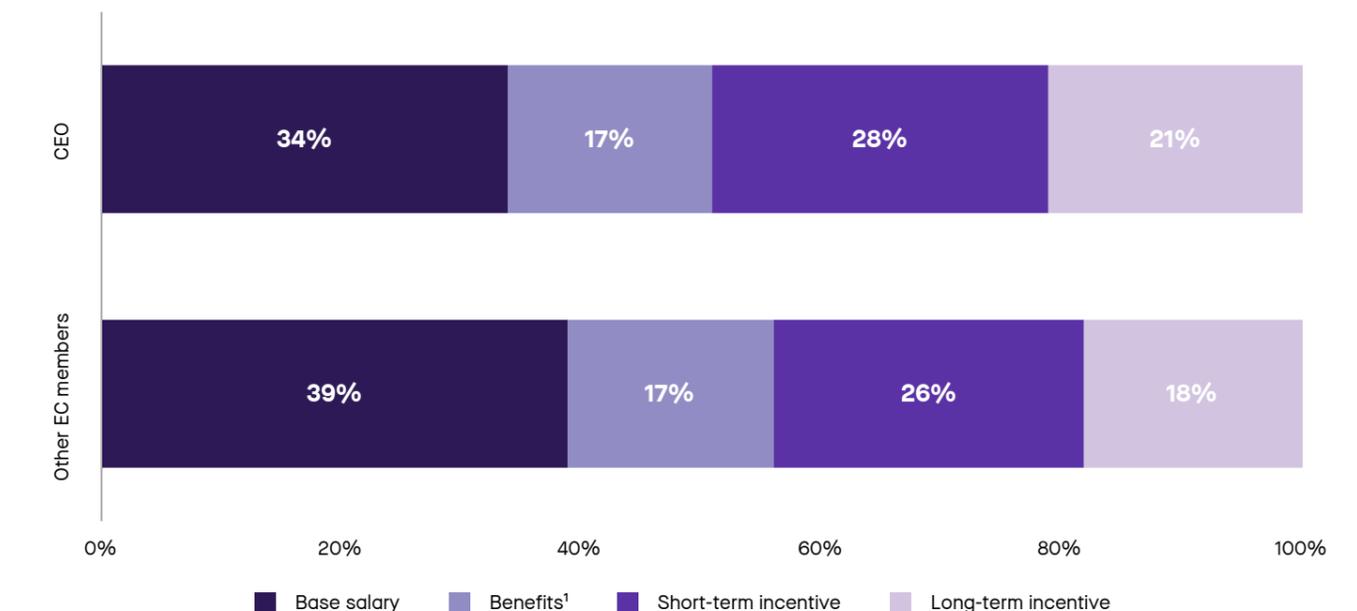
ESG	Cost management	Growth
<ul style="list-style-type: none"> Market share for new fuels in defined segments above average market share for traditional fuels achieved Risks and opportunities of impacts of committing to SBTi to contribute to decarbonization strategy assessed Decarbonization strategy decided, and communication plan towards markets defined 	<ul style="list-style-type: none"> Savings on functional costs to reach the targeted cost run rate level delivered Additive manufactured axial nozzle rings introduced in portfolio and printing cost for radial nozzle rings reduced Acquisition successfully integrated according to plan to drive Company valuation and efficiency 	<ul style="list-style-type: none"> Successful localization and ramp up of defined products in close collaboration with key customers completed Product portfolio improved (performance upgrade, customer requisition and value proposition defined) Talent bench to prepare for top management succession developed and improved



Compensation mix awarded in 2025

On the basis of the compensation disclosed in Exhibit 15, the CEO and other EC members received the following mix of fixed and variable compensation for the period January 1, 2025 to December 31, 2025.

Exhibit 18 – Compensation mix awarded to the EC in 2025



¹ Includes total social insurance, pension, and expense allowance.

LTI vested in 2025

In 2022, under Accelleron's long-term incentive plan, members of the EC were granted restricted share units (RSUs), which were conditional awards to receive shares free of charge at vesting, subject to ongoing employment (cliff vesting, no performance conditions). These RSUs vested in 2025, with one Accelleron share per RSU transferred to the beneficiaries, providing they were still employed. The value of the RSUs was fully reported at the time of grant in 2022. No further RSUs remain outstanding.

Exhibit 19 – RSUs granted to the EC in 2022 and vested in 2025

	Number of RSUs granted in 2022	Number of RSUs vested in 2025	Share price at vesting
CEO	19,774	19,774	CHF 41.14
Other EC members	36,404	36,404	CHF 41.14
Former EC members	6,328	6,328	CHF 41.14

Since 2023, Accelleron grants **PSUs** under the long-term incentive plan. Details on the mechanism and performance metrics of PSUs can be found in the relevant section further above in this report. The PSUs granted in 2023, 2024, and 2025 are subject to a three-year cliff vesting period. This means that vesting and actual transfer of shares will take place in 2026, 2027, and 2028, respectively – subject to employment and performance conditions. Information relevant to the PSU's performance and vesting in 2026 will be disclosed in the 2026 compensation report and subsequent reports, respectively.

Shareholdings of the Board of Directors and the Executive Committee

As of December 31, 2025, the members of the Board of Directors and the Executive Committee held the following shares in the Company:

Exhibit 20 – Shareholdings of the Board of Directors and the Executive Committee (audited)

Name	Function	Number of shares		Number of unvested shares (RSU/PSU)		Options	
		2025	2024	2025	2024	2025	2024
Members of the Board of Directors							
Oliver Riemenschneider	Chair	17,897	14,833	n/a	n/a	0	0
Monika Krüsi	Vice-Chair and AC Chair	8,138	6,753	n/a	n/a	0	0
Gabriele Sons	NCC Chair	4,405	3,236	n/a	n/a	0	0
Stefano Pampalone	Member	3,533	2,595	n/a	n/a	0	0
Bo Cerup-Simonsen	Member	3,817	2,804	n/a	n/a	0	0
Detlef Trefzger	Member	4,522	3,322	n/a	n/a	0	0
Total		42,312	33,543	n/a	n/a	0	0
Members of the Executive Committee							
Daniel Bischofberger	CEO	32,017	12,243	43,155	53,421	0	0
Adrian Grossenbacher	CFO	8,677	1,555	17,950	22,541	0	0
Annika Parkkonen	CHRSO	1,708	200	12,183	11,084	0	0
Roland Schwarz	Division President Service	8,496	1,674	17,764	22,541	0	0
Christoph Rofka	Division President MS, LS & Rail	8,036	2,793	17,639	22,541	0	0
Herbert Müller	Division President HS	7,905	1,577	12,081	15,302	0	0
Dirk Bergmann ¹	CTO		1,006		15,302	0	0
Total		66,839	21,048	120,772	162,732	0	0

¹ Not an active member of the EC effective end of October 2024 (end of employment in 2025).

Compensation to former members of the Board of Directors and the Executive Committee

In 2025, as in 2024, no compensation was paid to former members of the Board of Directors. In 2025, one EC member received compensation after having stepped down from the EC. The amount paid reflected the contractual obligations until contract termination and is reported in Exhibit 15 accordingly.

Loans for members of the Board of Directors and the Executive Committee and related parties (audited)

In 2025, as in 2024, no loans, credit, or other compensation was granted to current or former members of the Board of Directors and the Executive Committee, and no such loans were outstanding as of the end of the financial year.

Compensation and loans to related parties (audited)

No payments were made to individuals related to current or former members of the Board of Directors. Further, no loans were granted to such related parties.

Roles in other companies with commercial purpose

Exhibit 21 – Roles of members of the Board of Directors in other companies with commercial purpose (audited)

Name, function in Accelleron	Name of company	Stock listed	Function in 2025	Function in 2024
Oliver Riemenschneider, Chair	V-Zug Holding AG	Yes	Chair of the Board of Directors	Same as of December 31, 2025
	Consenec ¹	No	Senior Advisor	Same as of December 31, 2025
Monika Krüsi, Vice-Chair and AC Chair	Ascom Holding AG	Yes	Member of the Board, Member of the Audit Committee, Member of the Compensation and Nomination Committee	Same as of December 31, 2025
	Repower AG	Yes	n/a	Chair of the Board of Directors
	Ernst Göhner Stiftung	No	Member of the Board of Trustees, Member of the Board of EGS Beteiligungs AG	Same as of December 31, 2025
	Energie 360°	No	Member of the Board of Directors, Member of the Investment Committee of Smart Energy Innovationsfonds AG (SEIF)	Same as of December 31, 2025
	R&S Group Holding AG	Yes	Member of the Board of Directors	n/a
Gabriele Sons, NCC Chair	ElringKlinger AG	Yes	Member of the Supervisory Board, Member of the Personnel Committee	Same as of December 31, 2025
	Grammer AG	Yes	n/a	Member of the Supervisory Board, Chair of the Personnel Committee, Chair of the Nomination Committee
Stefano Pampalone, Member	CNHI International S.A.	No	Agriculture Chief Commercial Officer	Same as of December 31, 2025
Bo Cerup-Simonsen, Member	Mærsk Mc-Kinney Møller Center for Zero Carbon Shipping	No	CEO	Same as of December 31, 2025
Detlef Trefzger, Member	Swissport International AG	No	Member of the Board of Directors	Same as of December 31, 2025
	PSA International	No	Member of the Board of Directors, Member of the Ports Supervisory Committee, Member of the Cargo Solutions Supervisory Committee	Same as of December 31, 2025
	Clayton, Dubilier & Rice	No	Operating Advisor	Same as of December 31, 2025
	Swiss Prime Site AG	Yes	Member of the Board of Directors	Same as of December 31, 2025
	easyJet plc	Yes	n/a	Member of the Board of Directors, Member of the Audit Committee, Chair of the Safety & Operational Readiness Committee
	Larix Equity AG	No	Founder & Chair	Same as of December 31, 2025

¹ No projects.

Exhibit 22 – Roles of members of the Executive Committee in other companies with commercial purpose (audited)

Name, function in Accelleron	Name of company	Stock listed	Function in 2025	Function in 2024
Daniel Bischofberger, CEO ¹	n/a	n/a	n/a	n/a
Adrian Grossenbacher, CFO	n/a	n/a	n/a	n/a
Annika Parkkonen, CHRSO	n/a	n/a	n/a	n/a
Roland Schwarz, Division President Service	n/a	n/a	n/a	n/a
Christoph Rofka, Division President MS, LS & Rail	n/a	n/a	n/a	n/a
Herbert Müller, Division President HS	n/a	n/a	n/a	n/a
Dirk Bergmann, CTO ²	n/a	n/a	n/a	n/a

¹ Daniel Bischofberger has been nominated for election to the Board of Directors of Bystronic AG at its Annual General Meeting in April 2026.

² Not an active member of the EC effective end of October 2024 (end of employment 30 April 2025).



Report of the statutory auditor

To the General Meeting of Accelleron Industries AG, Baden

Report on the Audit of the Compensation Report

Opinion

We have audited the Compensation Report of Accelleron Industries AG (the Company) for the year ended December 31, 2025. The audit was limited to the information pursuant to Art. 734a-734f of the Swiss Code of Obligations (CO) in the tables marked "audited" on pages 98 to 106 of the Compensation Report.

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

Basis for Opinion

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

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

Other Information

The Board of Directors is responsible for the other information. The other information comprises the information included in the annual report, but does not include the tables marked "audited" in the Compensation Report, the Consolidated Financial Statements, the Statutory Financial Statements and our auditor's reports thereon.

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

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

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

Board of Directors' Responsibilities for the Compensation Report

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



Auditor's Responsibilities for the Audit of the Compensation Report

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

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

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

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

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

KPMG AG

Simon Studer
Licensed Audit Expert
Auditor in Charge

Andrius Cibas
Licensed Audit Expert

Zurich, March 11, 2026

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Consolidated Financial Statements of Accelleron

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Statutory Auditor's Report

To the General Meeting of Accelleron Industries AG, Baden

Report on the Audit of the Consolidated Financial Statements

Opinion

We have audited the Consolidated Financial Statements of Accelleron Industries AG and its subsidiaries (the Group), which comprise the Consolidated Balance Sheets as at December 31, 2025, the Consolidated Statements of Income, the Consolidated Statements of Comprehensive Income, the Consolidated Statements of Cash Flows, and the Consolidated Statements of Changes in Shareholders' Equity for the year then ended, and the related notes to the Consolidated Financial Statements, including a summary of significant accounting policies.

In our opinion, the Consolidated Financial Statements (pages 111 to 127) present fairly, in all material respects, the financial position of the Group as at December 31, 2025, and the results of its operations and its cash flows for the year then ended in accordance with U.S. generally accepted accounting principles (U.S. GAAP) and comply with Swiss law.

Basis for Opinion

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

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

Key Audit Matters



REVENUE RECOGNITION

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



REVENUE RECOGNITION

Key Audit Matter

Total consolidated revenue of the Group for the financial year 2025 amounted to USD 1,263 million (2024: USD 1,023 million).

The Group offers products and services relating to highly customized turbochargers of engines for heavy-duty applications. The Group recognizes revenue when a performance obligation has been satisfied and control has been transferred to the customer, usually at a designated shipping point and in accordance with the agreed delivery terms for products, and upon customer acceptance for services.

Revenue is a key performance indicator and therefore in internal and external stakeholders' focus.

There is a risk that revenue may be recognized in the wrong accounting period. We consider revenue recognition to be a key audit matter due to the number of transactions that occur close to year-end and the potential impact of these transactions on the Consolidated Financial Statements if they are recorded in an incorrect accounting period.

For further information on revenue recognition, refer to the following: Note 3 of the Consolidated Financial Statements - Significant accounting policies – Revenue recognition.

Our response

Our audit procedures included, among others, inquiries with management regarding significant new contracts with customers and relevant changes in existing contracts. The procedures also included reading significant new or amended contracts to evaluate the terms and conditions and their impact on revenue recognition.

In addition, we evaluated the design and implementation of certain internal controls related to the Group's revenue process including controls over whether a performance obligation has been satisfied and control has been transferred to the customer.

On a sample basis, we reconciled revenue transactions recorded in December 2025 and January 2026 to the supporting documentation such as sales contracts, external shipping documents and customer acceptance reports to assess whether revenue has been recognized in the appropriate period and amount.

Other Information

The Board of Directors is responsible for the other information. The other information comprises the information included in the Annual Report, but does not include the Consolidated Financial Statements, the Statutory Financial Statements of Accelleron Industries AG, the audited content of the Compensation Report and our auditor's reports thereon.

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

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

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



Board of Directors' Responsibilities for the Consolidated Financial Statements

The Board of Directors is responsible for the preparation and fair presentation of the Consolidated Financial Statements in accordance with U.S. GAAP and the provisions of Swiss law, and for such internal control as the Board of Directors determines is necessary to enable the preparation of Consolidated Financial Statements that are free from material misstatement, whether due to fraud or error.

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

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

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

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

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



Consolidated Financial Statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

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

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

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

Report on Other Legal and Regulatory Requirements

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

We recommend that the Consolidated Financial Statements submitted to you be approved.

KPMG AG

Simon Studer
Licensed Audit Expert
Auditor in Charge

Andrius Cibas
Licensed Audit Expert

Zurich, March 11, 2026

Statements of Income

(USD in thousands)	Note	Twelve-month period ended December 31,	
		2025	2024
Revenues	4	1,263,084	1,022,526
Cost of sales		(710,038)	(551,342)
Gross profit		553,046	471,184
Selling, general and administrative expenses		(185,403)	(177,774)
Research and development expenses		(67,885)	(58,232)
Other income, net		3,113	2,695
Income from operations		302,871	237,873
Interest and other finance expense, net		(292)	(12,078)
Income before income taxes		302,579	225,795
Income tax expense	5	(58,839)	(46,442)
Net income		243,740	179,353
Attributable to non-controlling interests		10,810	9,255
Attributable to Accelleron		232,930	170,098
Earnings per share	6		
Basic EPS (USD)		2.48	1.81
Diluted EPS (USD)		2.48	1.81

See accompanying Notes to the Consolidated Financial Statements

Statements of Comprehensive Income

(USD in thousands)	Twelve-month period ended December 31,	
	2025	2024
Net income	243,740	179,353
Other comprehensive income (loss), net of tax:		
Foreign currency translation adjustment	52,394	(29,352)
Pension and other post-employment plan adjustments	(1,636)	(11,379)
Total other comprehensive income (loss), net of tax	50,758	(40,731)
Total comprehensive income, net of tax	294,498	138,622
Less: total comprehensive income, net of tax attributable to non-controlling interests	11,572	8,549
Total comprehensive income attributable to Accelleron, net of tax	282,926	130,073

See accompanying Notes to the Consolidated Financial Statements

Balance Sheets

(USD in thousands)	Note	December 31,	
		2025	2024
Cash and cash equivalents		355,985	272,522
Receivables, net	13	278,554	205,723
Contract assets	18	15,892	20,776
Inventories	12	306,811	242,659
Other current assets	14	24,763	24,165
Total current assets		982,005	765,845
Property, plant and equipment, net	9	246,478	196,833
Operating lease right-of-use assets, net	10	45,417	41,492
Goodwill and other intangible assets	11	117,210	109,530
Deferred tax assets	5	78,539	79,545
Pension asset	8	69,262	38,790
Other non-current assets		1,773	1,721
Total non-current assets		558,679	467,911
Total assets		1,540,684	1,233,756
Accounts payable	17	148,669	110,710
Contract liabilities	18	55,326	34,019
Current lease liabilities	10	9,707	8,130
Current debt	21	1,450	3,267
Current provisions	15	35,279	32,816
Accrued liabilities	16	72,057	57,752
Other current liabilities	16	51,199	54,101
Total current liabilities		373,687	300,795
Non-current debt	21	542,072	475,320
Non-current lease liabilities	10	36,532	34,625
Pension and other employee benefits		9,337	9,326
Deferred tax liabilities	5	52,211	39,614
Non-current provisions	15	25,448	19,378
Other non-current liabilities	23	3,130	5,510
Total non-current liabilities		668,730	583,773
Total liabilities		1,042,417	884,568
Registered ordinary shares, CHF 0.01 par value, 94,500,000 shares issued at December 31, 2025 and December 31, 2024		995	995
Treasury shares at cost, 598,759 at December 31, 2025 and 697,584 shares at December 31, 2024		(3,055)	(3,682)
Additional paid-in capital		7,164	16,991
Accumulated earnings		422,024	317,458
Accumulated other comprehensive income		50,088	92
Total Accelleron shareholders' equity	19	477,216	331,854
Non-controlling interests		21,051	17,334
Total shareholders' equity		498,267	349,188
Total liabilities and shareholders' equity		1,540,684	1,233,756

See accompanying Notes to the Consolidated Financial Statements

Statements of Cash Flows

(USD in thousands)	Twelve-month period ended December 31,	
	2025	2024
Operating activities:		
Net income	243,739	179,353
Adjustments to reconcile net income to net cash provided by operating activities:		
Depreciation and amortization	39,402	36,301
Pension and other employee benefits	(14,100)	(13,549)
Deferred taxes	12,306	10,754
Other	16,266	12,895
Changes in operating assets and liabilities:		
Receivables, net	(57,242)	7,107
Contract assets and liabilities	25,166	7,587
Inventories	(29,736)	(6,800)
Accounts payable, trade	25,743	(36,769)
Accrued liabilities	9,342	142
Provisions, net	(781)	3,782
Income taxes payable and receivable	(565)	4,735
Other assets and liabilities, net	3,139	10,590
Net cash provided by operating activities	272,679	216,128
Investing activities:		
Purchases of property, plant and equipment and intangible assets	(58,801)	(38,524)
Proceeds from sales of property, plant and equipment	374	116
Acquisition of businesses (net of cash acquired)	(4,592)	(58,769)
Net cash (used in) investing activities	(63,019)	(97,177)
Financing activities:		
Increase in debt	—	205,296
Repayment of debt	(2,053)	(176,757)
Dividends paid to non-controlling interests	(7,849)	(6,854)
Dividends paid to Accelleron shareholders	(143,495)	(88,223)
Net cash (used in) financing activities	(153,397)	(66,538)
Effects of exchange rate changes on cash and cash equivalents	27,200	(13,949)
Net change in cash and cash equivalents	83,463	38,464
Cash and cash equivalents, beginning of period	272,522	234,058
Cash and cash equivalents, end of period	355,985	272,522
Supplementary disclosure of cash flows information:		
Interest paid	(6,285)	(10,374)
Income taxes paid	(45,112)	(28,311)

See accompanying Notes to the Consolidated Financial Statements

Statements of Changes in Shareholders' Equity

(USD in thousands)	Registered ordinary shares	Treasury shares	Treasury shares / compensation reserve	Additional paid-in capital	Accumulated earnings	Accumulated comprehensive income	Total Accelleron shareholders' equity	Non-controlling interests	Total shareholders' equity
Balance as of January 1, 2024	995	(3,918)	531	25,550	224,008	40,117	287,283	15,619	302,902
Net income through December 31, 2024	—	—	—	—	170,098	—	170,098	9,255	179,353
Dividends to non-controlling shareholders	—	—	—	—	—	—	—	(6,854)	(6,854)
Change in non-controlling interest	—	—	—	—	—	—	—	20	20
Dividends to Accelleron shareholders	—	—	—	(10,994)	(76,648)	—	(87,642)	—	(87,642)
Share-based compensation	—	236	(531)	2,435	—	—	2,140	—	2,140
Other comprehensive loss, net	—	—	—	—	—	(40,025)	(40,025)	(706)	(40,731)
Balance at December 31, 2024	995	(3,682)	—	16,991	317,458	92	331,854	17,334	349,188
Balance as of January 1, 2025	995	(3,682)	—	16,991	317,458	92	331,854	17,334	349,188
Net income through December 31, 2025	—	—	—	—	232,930	—	232,930	10,810	243,740
Dividends to non-controlling shareholders	—	—	—	—	—	—	—	(7,855)	(7,855)
Change in non-controlling interest	—	—	—	—	—	—	—	—	—
Dividends to Accelleron shareholders	—	—	—	(13,138)	(128,364)	—	(141,502)	—	(141,502)
Share-based compensation	—	627	—	3,311	—	—	3,938	—	3,938
Other comprehensive income, net	—	—	—	—	—	49,996	49,996	762	50,758
Balance at December 31, 2025	995	(3,055)	—	7,164	422,024	50,088	477,216	21,051	498,267

See accompanying Notes to the Consolidated Financial Statements

Notes to the Consolidated Financial Statements

Note 1

The Company

Accelleron Industries AG and its subsidiaries (collectively the Company or Accelleron) together form a global leader in turbocharging technologies and optimization solutions for 0.5 to 80+ megawatt (MW) engines, helping to provide sustainable, efficient and reliable power to the marine, energy, rail and off-highway sectors. Through its innovative product offerings and research leadership, the Company accelerates the decarbonization of the industries it operates in. Accelleron has an installed base of more than 190,000 turbochargers and a network of approximately 100 service stations across around 50 countries worldwide.

Accelleron operates through two reporting segments, High Speed (HS) and Medium & Low Speed (M&LS), which offer turbochargers, digital solutions and fuel injection, as well as services throughout the whole product lifecycle.

In 2024, the Company completed the acquisitions of O.M.C. 2 Diesel S.p.A. (OMC2) in Cazzago San Martino (Italy) and True North Marine Inc. (TNM) in Montreal (Canada). These entities were fully consolidated in the prior year and continue to be included in the Company's Consolidated Financial Statements for the year ended 2025.

The Company's registered shares are listed on the SIX Swiss Exchange under the ticker symbol ACLN (ISIN: CH1169360919 / Swiss security number: 116936091).

Note 2

Basis of preparation

The Company's Consolidated Financial Statements have been prepared in accordance with accounting principles generally accepted in the United States (U.S. GAAP).

The Company's accounting policies remain substantially unchanged from December 31, 2024. Unless otherwise stated, all financial information in US dollars (\$) or USD) is presented in thousands, except per-share amounts. For this reason, certain amounts in the Company's Notes to the Consolidated Financial Statements may not add up or recalculate due to rounding.

Note 3

Significant accounting policies

The following is a summary of significant accounting policies used in the preparation of these Consolidated Financial Statements.

Principle of consolidation

The Consolidated Financial Statements include the accounts of Accelleron Industries AG and its subsidiaries in which the Company has control. Inter-company accounts and transactions have been eliminated in consolidation.

Use of estimates

The preparation of financial statements in accordance with U.S. GAAP requires management to make estimates and assumptions that affect the reported amounts of assets, liabilities, revenues, costs and expenses and related disclosures in the accompanying notes. Actual results could differ materially from those estimates. Estimates and assumptions are periodically reviewed, and the effects of changes are reflected in the Consolidated Financial Statements in the period they are determined to be necessary.

Translation of foreign currencies and foreign exchange transactions

The reporting currency of the Company is US dollars. The functional currency for most of the Company's foreign subsidiaries is their local currency. For purposes of presenting the Consolidated Financial Statements, net assets are translated at period-end exchange rates while revenue, expense, and cash flow items are translated at average exchange rates for the applicable period. Translation adjustments for foreign subsidiaries are recorded within accumulated other comprehensive income (loss) in equity.

The exchange rates for the most significant foreign currencies in 2025 are as follows:

	Year-end rate	Average rate
Euro (EUR)	1.174	1.129
Swiss Franc (CHF)	1.263	1.206
Japanese Yen (JPY)	0.006	0.007
Chinese Yuan (CNY)	0.143	0.139
Singapore Dollar (SGD)	0.779	0.765
Indian Rupee (INR)	0.011	0.011
British Pound (GBP)	1.347	1.318

Foreign currency gains and losses, such as those resulting from currency denominated receivables or payables, are included in the determination of earnings. Exchange gains and losses recognized in earnings are included in total revenues, cost of sales, general and administrative expenses, interest and other finance (expense), net, consistent with the nature of the underlying item.

Revenue recognition

The Company accounts for a contract with a customer when the contract has been approved by both parties, has commercial substance, contains payment terms, as well as each party's rights and commitments, and collectability under the contract is considered probable.

The Company offers product and services contracts to meet its customers' needs. These contracts are largely recognized at a point in time with a minor percentage of performance obligations recognized over a period of time. Goods and services under such contracts are evaluated to determine whether they form distinct performance obligations and should be accounted for as separate revenue transactions. The Company allocates the sales price to each distinct performance obligation based on the price of each item sold in separate transactions at the inception of the contract.

Point-in-time revenue is recognized when the customer obtains control, which is when it has taken title and assumed the risks and rewards of ownership specified in the contract. Generally, the transfer of title and risks and rewards of ownership are governed by the contractually defined shipping terms. Revenue for services is recognized at the point of customer acceptance.

Payment terms and rebates are agreed upon and apply to all sales of products or services under the contract. The price list and payment terms are fixed for a timeframe, usually between two and three years. Some large customers have incentives in the form of volume rebates, which are a variable element when determining the transaction price and are accounted for as a reduction of revenues.

The differences between the timing of revenues recognized and customer billings result in changes to contract assets and contract liabilities. Contract assets arise when the timing of billing to customers occurs after the timing of revenue recognition. Contract liabilities are recorded for amounts invoiced to customers in advance of revenue recognition.

Research and development

Research and development costs are predominantly non-order related and are expensed as incurred.

Cash and cash equivalents

Cash and cash equivalents include highly liquid investments purchased with an original maturity of three months or less.

Accounts receivable and allowance for expected credit losses

Accounts receivable are recorded at the invoiced amount. The Company provides an allowance against accounts receivable for the amount expected to be uncollectible. The Company records a specific reserve for individual accounts when the Company becomes aware of specific customer circumstances, such as in the case of deterioration in the customer's operating results or financial position. If there are additional changes in circumstances related to the specific customer, the Company further adjusts estimates of the recoverability of receivables. The Company maintains an allowance for expected credit losses for all other customers based on a variety of factors, including the use of financial condition of customers, payment history, length of time receivables are past due, macroeconomic conditions, significant one-time events, and historical experience. Accounts receivable are written off against the allowance when they are deemed uncollectible.

The Company maintains non-recourse factoring agreements with a financial institution and regularly transfers certain account receivables from one customer. Under this factoring agreement, the Company is not exposed to any default risk of the transferred receivables.

Concentrations of credit risk

Concentrations of credit risk with respect to accounts receivable are limited, as the customer base is comprised of a large number of individual customers. Ongoing credit evaluations of customers' financial positions are performed to determine whether the use of credit support instruments such as guarantees, letters of credit or credit insurance are necessary; collateral is not generally required. The Company invests cash in deposits with banks throughout the world with certain minimum credit ratings and in high-quality, low-risk, liquid investments. The Company actively manages its credit risk by routinely reviewing the creditworthiness of the banks and the investments held.

Derivative instruments

Derivative instruments, not designated as hedging instruments, consist of foreign exchange contracts, and are used by the Company to hedge foreign currency denominated balance sheet exposures, forecasted foreign currency denominated sales and related foreign currency denominated purchases. All derivative instruments are initially recognized at fair value and changes in fair value are recognized as derivative gains and losses in cost of sales or in interest and other finance (expense), net, consistent with the nature of the underlying item. Any cash-flow impact on settlement of these contracts is classified in the Consolidated Statement of Cash Flows as "net cash provided by operating activities".

Inventories

Inventories are stated at the lower of cost (computed in accordance with the weighted-average cost method) or net realizable value. Elements of cost include raw materials, purchased components, labor, and overhead.

Property, plant and equipment

The Company states property, plant and equipment at cost less accumulated depreciation. The Company capitalizes additions and improvements, and records expense for maintenance and repairs as incurred. Depreciation expense is recognized on a straight-line basis over the estimated useful lives of the assets. Estimated useful lives are 15 to 40 years for buildings and 3 to 15 years for machinery and equipment. Leasehold improvements are depreciated over their estimated useful life or, for operating leases, over the lease term, if shorter.

Goodwill and other intangible assets

Goodwill is assessed for impairment annually in the fourth quarter, or more frequently if events or changes in circumstances indicate that it might be impaired, by comparing carrying value to the reporting unit's fair value.

When evaluating goodwill for impairment, either a qualitative or quantitative assessment method is used. The qualitative assessment involves determining, based on an evaluation of qualitative factors, if it is more-likely-than-not that the fair value of a reporting unit is less than its carrying value. If, based on this qualitative assessment, it is determined to be more-likely-than-not that the reporting unit's fair value is less than its carrying value, a quantitative impairment test is performed, otherwise no further analysis is required. The quantitative impairment test calculates the fair value of a reporting unit (based on the income approach whereby the fair value of a reporting unit is calculated based on the present value of future cash flows) and compares it to the reporting unit's carrying value. If the carrying value of the net assets of a reporting unit exceeds the fair value of the reporting unit, then an impairment charge equal to the difference is recognized, provided that the loss recognized does not exceed the total amount of goodwill allocated to that reporting unit.

Costs incurred to develop software for internal use are capitalized within other intangible assets and are amortized on a straight-line basis over the estimated useful life, typically ranging from three to five years. Subsequent additions, modifications or upgrades are only capitalized if such changes allow the software to perform a task it previously did not perform.

Impairment of long-lived assets

The Company reviews long-lived assets, primarily property, plant and equipment and intangible assets with finite lives, for impairment whenever events or changes in circumstances indicate that the carrying amount of the assets may not be recoverable. If impairment indicators are present and the estimated future undiscounted cash flows are less than the carrying value of the assets, the carrying values are reduced to the estimated fair value. Fair values are determined based on quoted market values, discounted cash flows, or external appraisals, as applicable.

Provision for warranties

The Company offers warranties for products and services. For products, the warranty length ranges from 12 to 36 months. For services, the length is typically 6 to 12 months. The Company provides for anticipated costs for warranties when it recognizes revenues on the related products or services.

The warranty reserve includes the best estimate of the projected costs to replace or repair items under warranties including imperfections in design, material and workmanship. These estimates are based on actual claims incurred to date and an estimate of the nature, frequency and costs of future claims. In addition, the Company makes individual assessments with risks resulting from order-specific conditions or guarantees and assessments on an overall, statistical basis for similar products sold in larger quantities. The portion of the warranty reserve expected to be incurred within the next 12 months is included within current provisions, while the remaining balance is included within non-current provisions. Warranty expense is recorded as a component of cost of sales.

Leases

The Company enters into operating leasing arrangements mainly for real estate, vehicles and machinery. The Company determines if a contract is or contains a lease at inception. A contract is a lease if it conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

For leases with an original term of more than 12 months, the Company recognizes a right-of-use asset (RoU) and a lease liability. RoU assets represent the Company's right to use an underlying asset for the lease term and lease liabilities represent the Company's obligation to make lease payments arising from the lease. Short-term leases and low-value leases are not recorded on the Consolidated Balance Sheets and the related expense is recognized on a straight-line basis over the term of the lease.

Lease liabilities are recorded at the commencement date of the lease based on the present value of the minimum lease payments which include any non-cancellable lease terms and any renewal periods that the Company is reasonably certain to exercise. The present value of the lease payments is determined by using the interest rate implicit in the lease, if available. As most of the operating leases do not provide an implicit rate, the Company's incremental borrowing rate is used for most leases and is determined for portfolios of leases based on the remaining lease term, currency of the lease, and the internal credit rating of the subsidiary which entered into the lease.

Lease and non-lease components for leases other than real estate are not accounted for separately.

Income taxes

Income taxes are computed using the asset and liability method, under which deferred tax assets and liabilities are determined based on the difference between the financial statement and tax bases of assets and liabilities using enacted tax rates in effect for the year in which the differences are expected to affect taxable income. Valuation allowances are established when necessary to reduce deferred tax assets to the amount expected to be realized.

Earnings per share

Basic earnings per share are computed by dividing net income available to Accelleron's shareholders by the weighted average number of ordinary shares outstanding for the period. Diluted earnings per share are calculated by adjusting the weighted average outstanding ordinary shares to include any dilutive effect of shares granted subject to certain conditions under the Company's share-based payment arrangements.

Share-based payment arrangements

The Company has two equity incentive plans in place, defined as long-term incentive plans (LTIPs), which provide eligible Accelleron's employees with equity-settled awards in the form of restricted stock units (RSUs) and performance share units (PSU). The Company expenses the fair values of RSUs and PSUs granted to senior employees as compensation over the related vesting periods. RSUs are only conditional on the provision of services by the plan participant during the vesting period and they are valued at fair value on the grant date.

PSUs granted are subject to the achievement of certain performance criteria during the performance period and require participants to provide services during the period. The performance criteria are based on the Company's earnings per share performance, on the Company's relative total shareholder return and on ESG-related targets. The number of equity instruments that finally vest is determined at the vesting date. The payout between 0% and 200% of target is dependent upon the above performance metrics.

As RSUs and PSUs do not entitle the holder to dividends, the fair value is based on the share price at the grant date adjusted for the net present value of the dividends expected to be paid during the holding period. If a plan participant leaves for reasons other than retirement, disability or death, then the unvested RSUs and PSUs are forfeited.

Fair value of financial instruments

The required fair values of the Company's financial assets and financial liabilities reflect the amounts that could be received to sell the assets or paid to transfer the liabilities in an orderly transaction between market participants at the measurement date (exit price). The Company determines fair value based on a three-tiered fair value hierarchy. The hierarchy consists of:

Level 1: Observable inputs, such as actively exchange-traded securities which are valued at quoted prices in active markets for identical assets or liabilities that the Company has the ability to access as of the reporting date;

Level 2: Valuation inputs, other than quoted prices in active markets, that are determined using input prices that are directly observable for the asset or liability or indirectly observable through corroboration with observable market data; and

Level 3: Valuation inputs that are determined using unobservable inputs requiring use of the Company's assumptions, such as internally developed pricing models for the asset or liability due to little or no market activity for the asset or liability.

Contingencies

Guarantees provided in favor of third parties are reported off-balance sheet as contingent liabilities. A provision for contingent obligations is recorded only when it becomes probable that an outflow of resources will occur and the amount can be reasonably estimated.

Any such provision is generally recognized on an undiscounted basis using the Company's best estimate of the amount of loss incurred or at the lower end of an estimated range when a single best estimate is not determinable. In some cases, the Company may be able to recover a portion of the costs relating to these obligations from insurers or other third parties; however, the Company records such amounts only when it is probable that they will be collected.

Pensions and other post-employment benefits

In accordance with local regulations and practices, the Company has various employee benefit plans, including defined contribution and termination indemnity plans. The Company recognizes the funded status of each defined benefit pension plan in the Consolidated Balance Sheets. Each overfunded plan is recognized as an asset in employee benefit assets and each underfunded plan is recognized as a liability in employee benefit obligations. The Company measures plan assets and obligations that determine its funded status at year-end and recognizes the changes in the funded status in the year in which the changes occur.

Actuarial valuations are used to determine pension and post-retirement benefit costs and credits. The amounts calculated depend on a variety of key assumptions, including discount rates and expected return on plan assets. Current market conditions are considered in selecting these assumptions. Significant differences between assumptions and actual experience, or significant changes in assumptions, may materially affect the plan net assets. The effects of actual results differing from assumptions and the changing of assumptions are included in net actuarial gain/(loss) within "Accumulated other comprehensive income gain/(loss)".

Business combinations

Acquisitions are recorded using the acquisition method of accounting. The Company allocates the purchase consideration to the assets acquired, liabilities assumed, and non-controlling interests in the acquired entity generally based on the fair values at the acquisition date. The excess of the fair value of purchase consideration over the fair value of these assets acquired, liabilities assumed and non-controlling interests in the acquired entity is recorded as goodwill. Acquisition-related costs are expensed as incurred. During the measurement period, which may be up to one year from the acquisition date, the Company has the ability to record adjustments to the assets acquired and liabilities assumed with the corresponding offset to goodwill.

New accounting pronouncements

Recently adopted accounting standards

Income tax reporting (ASU 2023-09)

In December 2023, the Financial Accounting Standards Board (FASB) issued accounting guidance to expand the annual disclosure requirements for income taxes, primarily related to the rate reconciliation and income taxes paid. This update is effective for the Company prospectively, with retrospective adoption permitted, for annual periods beginning January 1, 2025. The Company adopted the guidance for the fiscal year ended December 31, 2025 (see Note 5).

Issued accounting pronouncements not yet adopted

Disaggregation of income statement expenses (ASU 2024-03)

In November 2024, the FASB issued accounting guidance to enhance the transparency of the nature and function of income statement expenses. The amendments require that, on an annual and interim basis, entities disclose disaggregated operating expense information about specific categories, including purchases of inventory, employee compensation, depreciation and amortization. The expanded annual disclosures are effective for our year ending December 31, 2027, and the expanded interim disclosures are effective in 2028, with early adoption permitted. The Company is in the process of evaluating the effect of this new guidance on the related disclosures.

Measurement of Credit Loss (ASU 2025-05)

In July 2025, the FASB issued an update introducing a practical expedient for estimating expected credit losses on current accounts receivable and contract assets. For public companies, this simplifies the process by eliminating the need for forward-looking forecasts. The Company welcomes this update and amendments, which are effective for annual periods beginning after December 15, 2025, with early adoption permitted.

Internal-Use Software (ASU 2025-06)

In September 2025, the FASB introduced updated guidance on capitalizing software development costs. Under the new criteria, capitalization begins once management has authorized the project, committed funding, and determined that completion and intended use of the software are probable. This update reflects the increasing prevalence of agile and iterative development practices. The amendments are effective for fiscal years beginning after December 15, 2027, with early adoption permitted. The Company is in the process of evaluating the effect of this new guidance.

Note 4

Operating segment and disaggregated revenue information

The Company operates in two segments and discloses its operations according to the product lifecycle segmentation, which is composed of High Speed (HS) and Medium & Low Speed (M&LS) segments:

- HS produces and services turbochargers with power ranging from 0.5 to 5 megawatt (MW), for the use of one to four turbochargers per engine. HS turbochargers are mainly used in marine, electric power generation, oil & gas onshore, and off-highway applications.
- M&LS: produces and services turbochargers with power output from 0.6 to 30 megawatt (MW), for the use of one to three turbos per engine. Such turbochargers are used mainly in marine and electric power generation applications. In addition, this reporting segment includes business activities relating to rail, fuel injection and digital, as their application is primarily related to the Medium & Low Speed segment.

The Company's Chief Operating Decision Maker (CODM) is the Executive Committee, which is a group of the highest ranked individuals within the Company (including Chief Executive Officer, Chief Financial Officer, Chief HRS Officer and the division presidents) who manage the business operations for the purposes of allocating resources, making operating decisions and evaluating financial performance.

The segments' performance measure is operational earnings before interest, taxes and amortization (operational EBITA), which eliminates the impact of certain items that the Company does not consider indicative of its ongoing operating performance. The CODM uses the reported measure to evaluate the business performance.

Information on segment assets and significant segment expenses is not disclosed by segment as this information is not regularly provided to the CODM to evaluate segment performance or allocate resources and capital. The CODM evaluates performance and variances, and allocates resources and capital at consolidated level. The CODM uses consolidated figures to evaluate performance and allocation of resources/capital by monitoring actual versus budgeted results.

Segment operational EBITA and the reconciliation to the Company's consolidated results are as follows:

(USD in thousands)	Twelve-month period ended December 31,	
	2025	2024
Income before income taxes	302,579	225,795
Add back: Interest and other finance expense, net ¹	292	12,078
Income from operations	302,871	237,873
Add back: One-off and other non-operational costs, net ²	12,324	18,579
Add back: Acquisition-related amortization	5,831	5,415
Operational EBITA:	321,026	261,867
Thereof High Speed	81,619	62,758
Thereof Medium & Low Speed	239,407	199,109

¹ Interest and other finance income/(expense), net includes non-operational pension income in the amount of USD 13,732 thousands (2024: USD 11,860 thousands), interest expense in the amount of USD 5,842 thousands (2024: USD 9,144 thousands) and other finance expenses (foreign currency remeasurement effects) in the amount of USD 8,182 thousands (2024: USD 14,794 thousands).

² One-off and other non-operational costs, net includes operational pension costs in the amount of USD 2,041 thousands (2024: USD 356 thousands) and excludes foreign exchange loss in the amount of USD 2,125 thousands (2024: USD 1,573 thousands gain), other non-operational costs in the amount of USD 7,700 thousands and M&A activity-related non-operational one-off cost of USD 4,540 thousands (2024: USD 15,797 thousands residual build-up cost and other items and USD 4,710 thousands M&A related non-operational cost).

The following table presents disaggregated revenue information for December 31, 2025, and December 31, 2024.

(USD in thousands)	Twelve-month period ended December 31,	
	2025	2024
Geographical markets:		
Asia, Middle East & Africa	544,788	439,188
thereof Japan	91,298	74,007
thereof China	164,072	105,223
The Americas	277,955	232,761
thereof United States of America	213,465	164,973
Europe	440,342	350,577
thereof Switzerland	35,937	22,329
Total revenues	1,263,084	1,022,526
Segment:		
High Speed Products and Services	333,525	248,998
Medium & Low Speed Products and Services	929,558	773,528
Total revenues	1,263,084	1,022,526
Third-party revenues	1,263,084	1,022,526
Total revenues	1,263,084	1,022,526

One of the Company's HS customers accounted for 15% and 12% of total revenues in 2025 and 2024, respectively. Another customer of the Company's M&LS segment accounted for 10% and 12% of total revenues in 2025 and 2024, respectively.

Note 5

Income taxes

Income taxes are based on the laws and rates in effect in the countries in which operations are conducted or in which the Company or its subsidiary are considered resident for income tax purposes.

The Company is a global corporation, generating income in several jurisdictions. The "income tax expense" of the taxing jurisdictions consisted of the following:

(USD in thousands)	Twelve-month period ended December 31,	
	2025	2024
Current taxes		
Switzerland	(26,851)	(18,839)
Foreign	(19,105)	(16,849)
Deferred taxes		
Switzerland	(8,992)	(6,328)
Foreign	(3,891)	(4,426)
Total tax expense	(58,839)	(46,442)

The effective income tax rate on pre-tax earnings differed from the Swiss statutory tax rate as follows:

(USD in thousands except % data)	Twelve-month period ended December 31,			
	2025		2024	
Income from operations before income taxes	302,579		225,795	
Applicable Swiss tax rate		15.1 %		15.1 %
Income tax expense at applicable Swiss tax rate	(45,689)		(34,095)	
Effect of cross border tax laws	(6,952)	2.3 %	(2,882)	1.3 %
Non-taxable or non-deductible items	(2,880)	1.0 %	(2,149)	1.0 %
Others	6,020	(2.0) %	346	(0.2) %
Foreign Tax Effects				
China				
Non-taxable or non-deductible items	1,853	(0.6) %	1,917	(0.8) %
Other	(573)	0.2 %	(1,872)	0.8 %
Other Foreign Jurisdictions				
Statutory tax rate differences	(5,814)	1.9 %	(5,671)	2.5 %
Effects of changes in tax laws	(2,518)	0.8 %	(8)	— %
Other	(2,287)	0.8 %	(2,028)	0.9 %
Effective tax expense	(58,840)	19.5 %	(46,442)	20.6 %

Cash paid for income taxes, net of refunds received, by jurisdiction for the year ended December 31 is as follows:

(USD in thousands)	Twelve-month period ended December 31,	
	2025	2024
Cash tax paid		
Switzerland	31,161	11,381
Foreign		
China	3,399	3,753
India	2,521	1,700
Italy	2,865	5,745
Others	5,166	5,732
Total cash tax paid	45,112	28,311

Deferred income tax assets and liabilities consisted of the following:

(USD in thousands)	December 31,	
	2025	2024
Deferred tax assets:		
Intangible assets	56,025	58,648
Unused tax losses and credits	9,740	8,391
Provisions and other accrued liabilities	7,796	5,428
Pension	915	917
Inventories	3,158	2,805
Property, plant and equipment	1,176	969
Other liabilities	13,488	8,012
Other	2,315	1,772
Total gross deferred tax assets	94,613	86,942
Valuation allowance	(553)	(495)
Total gross deferred tax asset, net of valuation allowance	94,060	86,447
Deferred tax liabilities:		
Intangible assets	(10,195)	(10,951)
Property, plant and equipment	(20,086)	(14,405)
Other liabilities	(1,134)	(469)
Provisions and other accrued liabilities	(3,510)	(3,104)
Inventories	(8,848)	(5,524)
Pension	(10,189)	(5,948)
Unremitted earnings	(8,265)	(4,948)
Other	(5,505)	(1,167)
Total gross deferred tax liabilities	(67,732)	(46,516)
Net deferred tax asset	26,328	39,931
Included in:		
"Deferred tax assets" – non-current assets	78,539	79,545
"Deferred tax liabilities" – non-current liabilities	(52,211)	(39,614)
Net deferred tax asset	26,328	39,931

Deferred taxes on unremitted earnings of foreign subsidiaries as of December 31, 2025, and December 31, 2024, are USD 8,265 thousands and USD 4,948 thousands respectively. The Company does not have any unremitted earnings which are permanently reinvested.

The expiration of the tax losses carried forward as of December 31, 2025, is as follows:

Tax losses carried forward	
Financial year ending December 31 (USD in thousands)	
2026	727
2027	731
2028	1,277
2029	1,941
2030	909
Thereafter	3,993
Never expiring	28,435
Total	38,014

As of December 31, 2025, the earliest significant open tax years that remained subject to examination were the following:

Europe	2021
United States	2022
China	2016

The OECD/G20 Pillar Two framework introduces a global minimum tax rate of 15% for multinational groups with consolidated revenues of EUR 750 million or more. Pillar Two legislation has been enacted or substantively enacted in certain jurisdictions in which the Group operates, and the respective legislation came into effect on January 1, 2024.

Accelleron assessed the Group's potential exposure to Pillar Two income taxes as of January 1, 2025. This assessment is based on the most recent tax filings, country-by-country reporting and financial statements for the constituent entities in the Group. Based on the assessment, the Pillar Two effective tax rates in most of the jurisdictions in which the Group operates are above 15% and the Group can benefit from the transitional safe harbor relief. Accelleron does not expect to be subject to material Pillar Two income taxes for fiscal year 2025.

Note 6

Earnings per share

(USD in thousands, except share and per share numbers)	Twelve-month period ended December 31,	
	2025	2024
Numerator:		
Net income attributable to Accelleron	232,930	170,098
Denominator:		
Weighted number of outstanding shares (undiluted)	93,897,806	93,796,312
Weighted number of outstanding shares (diluted)	94,051,252	93,975,150
Basic EPS (USD)	2.48	1.81
Diluted EPS (USD)	2.48	1.81

As of December 31, 2025, 126.1 thousands shares (December 31, 2024: 96.8 thousands shares) were considered anti-dilutive and excluded from the computation of dilutive EPS for the period presented.

Note 7

Share-based compensation

For the year ended December 31, 2025, the expense related to all equity-based participation plans was as follows:

(USD in thousands)	Twelve-month period ended December 31,	
	2025	2024
Total share-based compensation expense	3,846	2,128

The share-based compensation expense was primarily recorded in selling, general and administrative expenses in the Consolidated Statements of Income. As of December 31, 2025, the approximate value of total unrecognized share-based compensation related to unvested PSUs granted under the LTIPs is USD 2,737 thousands. That cost is expected to be recognized over a weighted-average period of about two years.

As of December 31, 2025, unvested RSUs and PSUs share movements for all of the Company's equity-based incentive plans are as follows:

	LTIP 2022 (RSUs)	LTIP 2023 (PSUs)	LTIP 2024 (PSUs)	LTIP 2025 (PSUs)	Weighted-average grant date fair value per share (USD)
Unvested as of December 31, 2022	101,389	—	—	—	19.32
Granted	—	88,502	—	—	21.56
Unvested as of December 31, 2023	101,389	88,502	—	—	20.37
Granted	—	—	61,164	—	35.96
Vested	—	—	—	—	—
Forfeited	(2,317)	(1,868)	—	—	—
Unvested as of December 31, 2024	99,072	86,634	61,164	—	24.48
Granted	—	—	—	44,658	46.61
Vested ¹	(99,072)	—	—	—	—
Forfeited	—	(5,287)	(5,568)	(1,110)	—
Unvested as of December 31, 2025	—	81,347	55,596	43,548	33.74

¹ units vested gross (9,016 shares withheld for taxes)

Note 8

Employee benefits

The Company operates a defined benefit pension plan in Switzerland (The Plan), which also provides benefits upon death and disability, along with further less material defined benefit and other employee benefit arrangements in other countries. The Company implemented its own pension solution as of January 1, 2023, which encompasses the majority of the total balance. Before this date, the Swiss pension arrangement was financed through existing Former Parent pension plans. The measurement date used for the Company's employee benefit plans is December 31. The funding policies of The Plan are consistent with local government and tax requirements.

The Company recognizes in its Consolidated Balance Sheets the funded status of its defined benefit pension plan, post-retirement plan and other employee-related benefits measured as the difference between the fair value of the plan assets and the benefit obligation.

Obligations and funded status of The Plan

The change in benefit obligation, change in fair value of plan assets, and funded status recognized in the Consolidated Balance Sheets were as follows:

(USD in thousands)	December 31,	
	2025	2024
Projected benefit obligation at beginning of period	483,941	469,409
Service cost	13,711	10,597
Interest cost	3,957	5,451
Employee contributions	9,538	7,904
Benefits paid from plan assets	(18,062)	(12,417)
Actuarial loss	2,990	34,032
Plan amendments	495	—
Foreign currency exchange rates changes	68,034	(31,035)
Projected benefit obligation at end of period	564,604	483,941
Accumulated benefit obligation	536,025	459,583

(USD in thousands)	December 31,	
	2025	2024
Fair value of plan assets at beginning of period	522,731	515,840
Actual return on plan assets	30,409	33,004
Employer contributions	15,764	12,504
Employee contributions	9,538	7,904
Benefits paid from plan assets	(18,062)	(12,417)
Foreign currency exchange rates changes	73,487	(34,104)
Fair value of plan assets at end of period	633,866	522,731

(USD in thousands)	December 31,	
	2025	2024
Net actuarial loss	79,197	76,955
Net prior service cost	1,871	1,478
Total accumulated other comprehensive income	81,068	78,433

The following amounts were recognized in the Company's Consolidated Balance Sheets as of December 31 and classified as non-current assets:

(USD in thousands)	December 31,	
	2025	2024
Pension asset	69,262	38,790
Total amount recognized	69,262	38,790

Components of net periodic benefit cost

Net periodic benefit costs for The Plan include the following components:

(USD in thousands)	Year Ended December 31,	
	2025	2024
Service cost	13,711	10,597
Interest cost	3,957	5,451
Expected return on plan assets	(22,141)	(17,616)
Amortization of prior service cost and loss amortization	3,609	1,548
Total net periodic benefit cost	(864)	(20)
Thereof included in income from operations	13,711	10,597
Thereof below income from operations	(14,575)	(10,617)

Service cost is included in income from operations. All other components of net periodic benefit cost/ (income) other than employer service cost are presented below income from operations.

Assumptions

The following assumptions were used to determine the projected benefit obligation at December 31 (weighted average):

(USD in thousands)	December 31,	
	2025	2024
Discount rate	1.2%	0.9%
Interest credit rate	2.0%	2.0%
Expected long-term rate of return on plan assets	3.3%	3.8%
Rate of compensation increase	1.5%	1.3%

For The Plan, the discount rate used at each measurement date is set based on a high-quality corporate bond yield curve reflecting the timing and amount of the future expected benefit payments for The Plan.

The following assumptions were used to determine the net periodic benefit cost:

(USD in thousands)	December 31,	
	2025	2024
Discount rate	0.9%	1.3%
Interest credit rate	2.0%	2.0%
Expected long-term rate of return on plan assets	3.3%	3.8%
Rate of compensation increase	1.5%	1.3%

The expected long-term rate of return on plan assets is determined by weighting the expected future long-term return for each individual asset class by The Plan's target asset allocation.

Plan assets

The Plan is funded by regular contributions from employees and the Company. The Plan is administered by a board of trustees whose primary responsibilities include ensuring that The Plan meets its liabilities through contributions and investment returns. The board of trustees has the responsibility for making key investment strategy decisions within a risk-controlled framework. The Plan assets are invested in diversified portfolios that are managed by third-party asset managers, in accordance with local statutory regulations, pension plan rules, the results of asset/liability management studies and investment guidelines, as approved by the board of trustees.

The board of trustees' investment goal is to maximize the long-term returns of plan assets within specified risk parameters, while considering future liabilities and liquidity needs. Risk measures taken into account include the funding ratio of The Plan, the likelihood of extraordinary cash contributions being required, the risk embedded in each individual asset class, and The Plan asset portfolio as a whole.

Plan assets are measured at fair value at the balance sheet date.

Fair value of assets at the end of the period

The fair values of The Plan assets by asset class as of December 31, 2025, and December 31, 2024, are presented below.

(USD in thousands)	December 31, 2025			
	Level 1	Level 2	Not subject to leveling ¹	Total
Cash and cash equivalents	6,108	5,278		11,386
Debt securities		211,896		211,896
Equity securities		213,942		213,942
Real estate			177,223	177,223
Alternatives			19,419	19,419
Total	6,108	431,116	196,642	633,866

(USD in thousands)	December 31, 2024			
	Level 1	Level 2	Not subject to leveling ¹	Total
Cash and cash equivalents	9,944	3,142	–	13,086
Debt securities	–	186,177	–	186,177
Equity securities	–	161,210	–	161,210
Real estate	–	–	143,861	143,861
Alternatives	–	–	18,397	18,397
Total	9,944	350,529	162,258	522,731

¹ Amounts relate to assets measured using the NAV practical expedient which are not subject to leveling.

The Company applies accounting guidance related to the presentation of certain investments using the net asset value (NAV) practical expedient. This accounting guidance exempts investments using this practical expedient from categorization within the fair value hierarchy. Investments measured at NAV are primarily non-exchange-traded commingled or collective funds in private equity and real estate where the fair value of the underlying assets is determined by the investment manager. Investments in private equity can never be redeemed, but instead the funds will make distributions through liquidation of the underlying assets.

Contributions

The Company expects to contribute approximately USD 14,502 thousands to The Plan in 2026.

Estimated future benefit payment

The expected future cash flows to be paid by The Plan in respect to pension benefits as of December 31, 2025, are as follows:

Year	(USD in thousands)
2026	33,778
2027	34,274
2028	35,118
2029	34,574
2030	32,514
2031 – 2035 inclusive	160,154

Note 9

Property, plant and equipment, net

(USD in thousands)	December 31,	
	2025	2024
Land and buildings	265,456	228,760
Machinery and equipment	449,697	383,212
Construction in progress	54,563	28,804
Leasehold improvements	20,728	17,299
Total, gross	790,444	658,075
Accumulated depreciation	(543,966)	(461,242)
Total, net	246,478	196,833

Depreciation expense amounted to USD 32,942 thousands and USD 28,209 thousands for 2025 and 2024, respectively.

During the last two years, there were no material impairment charges recorded on property, plant and equipment, net.

Note 10

Leases

The Company has operating leases that primarily consist of real estate and vehicles. The components of operating and finance lease expenses were as follows:

(USD in thousands)	Twelve-month period ended December 31,	
	2025	2024
Operating lease cost	11,979	13,692
Finance lease cost	180	1,589
Total lease expense	12,159	15,281

Supplemental cash flow information related to operating and finance leases is as follows:

(USD in thousands)	Twelve-month period ended December 31,	
	2025	2024
Cash paid for amounts included in the measurement of lease liabilities:		
Operating cash flows from operating leases	11,716	13,557
Financing cash flows from finance leases	196	1,331
Right-of-use assets obtained in exchange for new liabilities:		
Under operating leases	6,143	20,461
Under finance leases	924	2,747

Supplemental balance sheet information related to operating and finance leases is as follows:

(USD in thousands)	December 31,	
	2025	2024
Operating leases:		
Weighted-average remaining term (years)	6	7
Weighted-average discount rate	4.7%	4.5%
Finance leases:		
Weighted-average remaining term (years)	3	4
Weighted-average discount rate	4.3%	4.4%

As of December 31, 2025, the future net minimum lease payments for operating and finance leases and the related present value of the net minimum lease payments were as follows:

(USD in thousands)	Years Ended December 31,	
	Operating Leases	Finance Leases
2026	11,012	391
2027	9,060	240
2028	7,743	185
2029	6,898	62
Thereafter	17,380	8
Total minimum lease payments	52,093	886
Difference between undiscounted cash flows and discounted cash flows	(6,692)	(48)
Present value of minimum lease payments	45,401	838

Note 11

Goodwill and other intangible assets

(USD in thousands)	
Goodwill as of December 31, 2023	40,264
Acquisitions	33,519
Foreign currency translation	(4,024)
Goodwill as of December 31, 2024	69,759
Acquisitions	–
Foreign currency translation	9,131
Goodwill as of December 31, 2025	78,890

Intangible assets other than goodwill consist of the following:

(USD in thousands)	2025			2024		
	Gross carrying amount	Accumulated amortization	Net carrying amount	Gross carrying amount	Accumulated amortization	Net carrying amount
Capitalized software for internal use	26,950	(26,311)	639	24,940	(23,981)	959
Customer relationships	41,118	(9,005)	32,113	36,493	(4,078)	32,415
Other intangible assets	10,702	(5,134)	5,568	9,404	(3,007)	6,397
Total Intangible assets other than goodwill	78,770	(40,450)	38,320	70,837	(31,066)	39,771

Amortization expenses for intangible assets other than goodwill during 2025 and 2024 amounted to USD 6,460 thousands and USD 8,092 thousands, respectively.

In 2025 and 2024, an impairment of USD 1,602 thousands and USD 1,017 thousands, respectively, was recognized in customer relationships following the OMC2 acquisition. There were no further impairment charges recorded on goodwill and other intangible assets.

The weighted-average useful lives of other intangible assets acquired are as follows:

	Weighted-average useful life (in years)
Technology	8
Customer relationships	15
Corporate brand	18
Order backlog	2

As of December 31, 2025, estimated future amortization expense related to intangible assets other than goodwill was as follows:

	USD in thousands
2026	3,759
2027	3,736
2028	3,736
2029	3,416
2030	2,890
Thereafter	20,783
Total	38,320

Note 12

Inventories

(USD in thousands)	December 31,	
	2025	2024
Raw materials	125,826	93,449
Work in progress	50,227	39,841
Finished goods	129,829	108,666
Advances to suppliers	929	703
Total	306,811	242,659

As of December 31, 2025, inventories increased, consistent with sustained growth in customer demand and the resulting higher production volumes. The year-end inventory value also increased due to foreign exchange effects, driven by the strong CHF.

Note 13

Receivables, net

(USD in thousands)	December 31,	
	2025	2024
Trade receivables	261,214	190,206
Non-trade receivables	21,399	19,431
Allowance for expected credit losses	(4,059)	(3,914)
Total	278,554	205,723

Note 14

Other current assets

(USD in thousands)	December 31,	
	2025	2024
Prepaid expenses and accrued income	6,846	8,164
Other current assets	17,917	16,001
Total	24,763	24,165

Other current assets are largely in line with the prior year. As of December 31, 2025, and December 31, 2024, they include income tax receivables in the amount of USD 13,053 thousands and USD 12,212 thousands, respectively.

Note 15

Current and non-current provisions

(USD in thousands)	December 31,	
	2025	2024
Provision for warranties	23,734	15,666
Provisions for loss orders	6,046	6,195
Other provisions ¹	5,499	10,955
Total current provisions	35,279	32,816

¹ Other provisions include provisions for work due.

(USD in thousands)	December 31,	
	2025	2024
Provision for warranties	23,180	16,628
Other provisions	2,268	2,750
Total non-current provisions	25,448	19,378

The following table presents the movements in the warranty provision for the current and prior year:

(USD in thousands)	December 31,	
	2025	2024
Warranty provision opening balance on January 1,	32,294	35,059
Reduction due to warranty payments made (cash or in-kind)	(7,608)	(6,844)
Net change from new warranties and revisions of existing warranties	18,936	5,670
Impact of exchange rate movements	3,292	(1,592)
Warranty provision closing balance on December 31,	46,914	32,294

The increase in warranty provision reflects updated estimates of future warranty costs, mainly driven by higher new-business sales that expand the installed turbocharger population.

Note 16

Accrued liabilities and other current liabilities

(USD in thousands)	December 31,	
	2025	2024
Accrued expenses	23,585	17,614
Employee-related liabilities	48,472	40,138
Total accrued liabilities	72,057	57,752

(USD in thousands)	December 31,	
	2025	2024
Current tax liabilities	22,202	19,493
Non-trade payables	16,269	18,832
Other	12,728	15,776
Total other current liabilities	51,199	54,101

As of December 31, 2025, the increase in accrued liabilities mainly reflects higher operating volumes and timing effects in cost recognition, consistent with the increase in accounts payable – refer to Note 17.

Note 17

Accounts payable

(USD in thousands)	December 31,	
	2025	2024
Trade payables	117,295	87,007
Invoices to come, trade	31,374	23,703
Total	148,669	110,710

As of December 31, 2025, accounts payables increased in comparison to prior year, driven by higher business activity and the corresponding uplift in purchasing volumes.

Note 18

Contract assets and liabilities

(USD in thousands)	December 31,	
	2025	2024
Contract assets	15,892	20,776
Contract liabilities	55,326	34,019

Contract assets primarily relate to the Company's right to receive consideration for work completed but for which no invoice has been issued at the reporting date. Contract assets are transferred to receivables when rights to receive payment become unconditional.

Contract liabilities primarily relate to advances received on orders from customers as well as amounts invoiced to customers in excess of revenues recognized predominantly on long-term projects. Contract liabilities are reduced as work is performed and as revenues are recognized. As of December 31, 2025 contract liabilities increased due to growing business activity in respect of the number of agreements with customers. Of the contract liabilities as of December 31, 2024, the Company recognized revenue of USD 26,883 thousands during the financial year ended December 31, 2025.

Note 19

Shareholders' equity

Share capital

As of December 31, 2025 and December 31, 2024, respectively, the Company's share capital is CHF 945,000, divided into 94,500,000 fully paid-in registered ordinary shares with a nominal value of CHF 0.01 each.

Dividends

At the Annual General Meeting of Shareholders on May 6, 2025, shareholders approved the proposal of the Board of Directors to distribute CHF 1.25 gross per share to shareholders. The declared dividend amounted to USD 141.5 million (2024: USD 87.6 million), and was paid in May 2025 (excluding the withholding tax, which was paid in July 2025).

Treasury shares

During 2025, the Company awarded 98,825 treasury shares (2024: 39,273 treasury shares) to eligible employees and to the Board of Directors as part of their compensation programs. As of December 31, 2025, the Company owned 598,759 treasury shares. As of December 31, 2024, the Company owned 697,584 treasury shares.

Additional paid-in capital

As a result of cumulative equity transactions, including dividend activity, our additional paid-in capital was reduced to zero with residual activity recorded against accumulated earnings, except for accumulated share-based compensation of USD 7,164 thousands, which explains the balance as of December 31, 2025 on the Consolidated Statements of Changes in Shareholders' Equity. Additional paid-in capital established for Swiss statutory purposes is not impacted by our U.S. GAAP treatment.

Note 20

Financial instruments and fair value measures

The Company's non-derivative financial instruments primarily include cash and cash equivalents, trade receivables, trade payables and debt, which approximate their fair values as of December 31, 2025 and 2024.

Credit and market risk

The Company continually monitors the creditworthiness of our customers to which the Company grants credit terms in the normal course of business. The terms and conditions of the Company's credit sales are designed to mitigate or eliminate concentrations of credit risk with any single customer.

Currency risk

Due to the global nature of the Company's operations, many of its subsidiaries are exposed to currency risk in their operating activities from entering into transactions in currencies other than their functional currency. To manage such currency risks, the Company's policies require its subsidiaries to hedge their foreign currency exposures from binding sales and purchase contracts denominated in foreign currencies. Forward foreign exchange contracts are the main instrument used to protect the Company against the volatility of future cash flows (caused by changes in exchange rates) of contracted and forecasted sales and purchases denominated in foreign currencies. In addition, within its treasury operations, the Company primarily uses foreign exchange swaps and foreign exchange forward contracts to manage the currency and timing mismatches arising in its liquidity management activities. Foreign currency contracts are used

to hedge receivable and payable transactions and other monetary assets and liabilities denominated in currencies other than the functional currency of the subsidiaries.

Note 21

Current and non-current debt

(USD in thousands)	December 31,	
	2025	2024
Current debt	1,451	3,267
Non-current debt	542,072	475,320
Total debt	543,522	478,587

The Company's total debts are recognized at nominal value.

On September 30, 2022, the Company entered into a CHF 450 million credit facility (Facility) with maturity on September 30, 2027, with UBS Switzerland Ltd (formerly: Credit Suisse Switzerland Ltd). The Facility includes term loan commitments in the amount of CHF 350 million and a committed multi-currency revolving credit facility (RCF) in the amount of CHF 100 million. On this day, the Company drew a term loan in the amount of CHF 300 million. On March 20, 2023, the Company drew an additional term loan in the amount of CHF 50 million under the Facility. On July 18, 2023, the Company drew the amount of CHF 50 million under the RCF. On September 25, 2024, the Company extended the maturity of the Facility until September 29, 2028. On November 26, 2024 – after the issuance of the CHF bond – the Company paid back the amount of CHF 150 million under the existing Facility. On December 31, 2025 CHF 250 million (USD 315 million) was outstanding under the Facility, unchanged from CHF 250 million at December 31, 2024 (USD 275 million). Interest costs on the drawings under the Facility are calculated using the Swiss Average Rate Overnight (SARON) plus a predefined margin, while commitment fees (payable on the Facility) are amortized until maturity.

On November 14, 2024, the Company issued the following CHF bond: CHF 180 million, 1.375% bond with a maturity on November 14, 2030. The aggregate net proceeds of this CHF bond, after fees, amounted to CHF 179.4 million (equivalent to approximately USD 202.5 million on date of issuance).

Details of the outstanding bond are as follows:

(in thousands)	2025		December 31, 2024	
	Nominal outstanding	Carrying value ¹	Nominal outstanding	Carrying value ¹
1.375% CHF Bond, due 2030	CHF 180,000	USD 228,006	CHF 180,000	USD 199,893

¹ USD carrying values include unamortized debt issuance costs and bond premiums

The Company's various debt instruments contain cross-default clauses which would allow the bondholders to demand repayment if the Company were to default on any borrowing at or above a specified threshold. Furthermore, the bond constitutes unsecured obligations of the Company and rank pari passu with other debt obligations.

The Company's long-term debt is recorded at adjusted cost, net of unamortized premiums, discounts and debt issuance costs. The fair value of long-term debt is estimated based upon quoted prices for similar instruments or quoted prices for identical instruments in inactive markets (Level 2).

Note 22

Commitments and contingencies

Regulatory, compliance and legal commitments

In the normal course of business, Accelleron is subject to legal proceedings, lawsuits, and other claims.

While the potential financial impact with respect to these ordinary course matters is subject to many factors and uncertainties, management believes that any financial impact on the Company from these matters, individually and in the aggregate, would not have a material adverse effect on the Company's financial position or results of operations.

Contingencies

Guarantees, letters of credit, as well as letters of comfort issued by third parties, are reported as contingent liabilities. As of December 31, 2025 and December 31, 2024, they amount to USD 9,990 thousands and USD 6,622 thousands, respectively.

Note 23

Non-current liabilities

	December 31,	
(USD in thousands)	2025	2024
Deferred income	3,015	2,658
Other non-current liabilities	115	2,852
Total non-current liabilities	3,130	5,510

As of December 31, 2025, other non-current liabilities decreased due to the reclassification of the contingent consideration related to the acquisition in 2024 as a current liability.

Note 24

Related party transactions

The Company conducts business with certain companies where members of the Company's Board of Directors or Executive Committee act, or in recent years have acted, as directors or senior executives. The Company's Board of Directors has determined that the Company's business relationships with those companies do not constitute material business relationships. This determination was made in accordance with the Company's related party transaction policy which was prepared based on the Swiss Code of Best Practice.

Note 25

Group and associate companies

Country	Name of subsidiary ⁶	Branch only	Economic interest % ¹
Argentina	Accelleron Argentina S.A.		100%
Australia	Accelleron Australia Pty Ltd		100%
Bangladesh	Accelleron Bangladesh Ltd.		100%
Belgium	Accelleron Benelux B.V., Belgium Branch	*	100%
Brazil	Accelleron Brasil Ltda.		100%
Bulgaria	Accelleron Italy S.p.A., Bulgaria Branch	*	100%
Cameroon	Accelleron Cameroon PLC		100%
Canada	Accelleron Canada Inc		100%
Canada	True North Marine Inc. ⁴		100%
China	Accelleron Turbo Systems (Chongqing) Limited		61%
China	Accelleron (China) Investment Limited		100%
China	Kunshan Kenda OMT Fuel Injection		50%
Colombia	Accelleron Colombia SAS		100%
Cyprus	Accelleron Greece Single Member S.A., Cyprus Branch	*	100%
Denmark	Accelleron Denmark filial af Accelleron Nordics Oy, Finland	*	100%
Dominican Republic	Accelleron Dominican Republic S.R.L.		100%
Ecuador	Accelleron Ecuador SA		100%
Egypt	Turbo Systems Egypt for Turbocharging LLC		100%
Finland	Accelleron Nordics Oy		100%
France	Accelleron France SAS		100%
Germany	Accelleron Germany GmbH		100%
Greece	Accelleron Greece Single Member S.A.		100%
Hong Kong	Accelleron Turbo Systems (Hong Kong) Limited		61%
Hong Kong	Accelleron Industries (Hong Kong) Limited		100%
India	Accelleron India Private Limited		100%
Indonesia	PT Accelleron Sakti Indonesia		60%
Iraq	Accelleron Middle East FZCO, Iraq Branch	*	100%
Italy	Accelleron Italy S.p.A.		100%
Italy	O.M.T. Officine Meccaniche Torino S.p.A.		100%
Italy	O.M.C. 2 Diesel S.p.A. ⁵		100%
Japan	Turbo Systems United Co., Ltd.		60%
Korea	Accelleron Korea Ltd.		100%
Korea	OMT Korea Limited Company		100%
Malta	Accelleron Italy S.p.A., Malta Branch	*	100%
Mauritius	Accelleron France SAS - Branch Mauritius	*	100%
Mexico	Accelleron Mexico S.A. de C.V.		100%
Myanmar	Turbo Systems Myanmar Limited ²		100%
Netherlands	Accelleron Benelux B.V.		100%
Nigeria	Turbosystems Nigeria LTD		100%
Norway	Accelleron Nordics Oy NUF	*	100%
Pakistan	Accelleron Pakistan (Private) Limited		100%
Philippines	Accelleron SEA Pte. Ltd., PH Branch	*	100%
Poland	Accelleron Nordics Oy Sp. z o.o. Oddział w Polsce	*	100%
Portugal	Accelleron Iberia S.L.U., Sucursal em Portugal	*	100%

Country	Name of subsidiary ⁶	Branch only	Economic interest % ¹
Saudi Arabia	Accelleron Industries Solutions Limited		65%
Senegal	Accelleron Senegal S.A.		100%
Singapore	Accelleron SEA Pte. Ltd.		100%
South Africa	Accelleron South Africa	*	100%
Spain	Accelleron Iberia S.L.U.		100%
Sri Lanka	Accelleron Lanka (Private) Limited		100%
Sweden	Accelleron Sweden filial	*	100%
Switzerland	Accelleron Switzerland Ltd		100%
Switzerland	Accelleron Verwaltungs Ltd		100%
Taiwan	Accelleron SEA Pte. Ltd., Taiwan Branch	*	100%
Thailand	Accelleron (Thailand) Co., Ltd.		49%
Turkey	Accelleron Turkey Mühendislik A.Ş		100%
United Arab Emirates	Accelleron Middle East FZCO		100%
United Arab Emirates	Accelleron Middle East FZCO, Dubai Branch	*	100%
United Kingdom	Accelleron UK Limited		100%
United States	Accelleron US Inc.		100%

1 Economic interest: voting rights and ownership are equal for each subsidiary with the exception of the Thailand subsidiary (Accelleron (Thailand) Co., Ltd.), where the ownership and voting rights amount to 49% and 91%, respectively.

2 Legal entity in liquidation.

3 True North Marine India Private Limited (India) has been merged into this company as of November 1, 2025.

4 This company will be merged into Accelleron Canada Inc (Canada) as of January 1, 2026.

5 This company will be merged into O.M.T. Officine Meccaniche Torino S.p.A. (Italy) as of January 1, 2026.

6 In line with the Group's updated corporate identity and global branding strategy, Accelleron has continued the systematic renaming of its legal entities worldwide throughout 2025.

Note 26

Acquisitions

The Company did not complete any acquisitions during the year ended 2025.

Note 27

Subsequent events

There were no events between the balance sheet date of December 31, 2025, and March 11, 2026 (the date these Consolidated Financial Statements were approved by the Board of Directors) requiring additional disclosures or changes in the Consolidated Financial Statements.

07

Statutory Financial Statements of Accelleron Industries AG

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Statutory Auditor's Report

To the General Meeting of Accelleron Industries AG, Baden

Report on the Audit of the Financial Statements

Opinion

We have audited the Financial Statements of Accelleron Industries AG (the Company), which comprise the balance sheet as at December 31, 2025, and the income statement the year then ended, and notes to the Financial Statements, including a summary of significant accounting policies.

In our opinion, the Financial Statements (pages 130 to 133) comply with Swiss law and the Company's articles of incorporation.

Basis for Opinion

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

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

Key Audit Matters

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

Other Information

The Board of Directors is responsible for the other information. The other information comprises the information included in the annual report, but does not include the Consolidated Financial Statements, the Statutory Financial Statements of the Company, the Compensation Report and our auditor's reports thereon.

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

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

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



Board of Directors' Responsibilities for the Financial Statements

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

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

Auditor's Responsibilities for the Audit of the Financial Statements

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

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

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

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

We also provide the Board of Directors or its relevant committee with a statement that we have complied with relevant ethical requirements regarding independence, and communicate with them all relationships and other



matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

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

Report on Other Legal and Regulatory Requirements

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

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

KPMG AG

Simon Studer
Licensed Audit Expert
Auditor in Charge

Andrius Cibas
Licensed Audit Expert

Zurich, March 11, 2026

Statutory Financial Statements

Income statement

(CHF in thousands)	Note	Twelve-month period ended December 31,	
		2025	2024
Dividend income	4	152,575	79,722
Other income	3	938	938
Interest and other finance income		3,112	530
Interest and other finance expense		(2,498)	(338)
General and administrative expenses	5	(229)	(89)
Income before taxes		153,898	80,763
Income tax expense		(399)	(181)
Net income		153,499	80,582

See accompanying Notes to the Statutory Financial Statements

Balance sheet

(CHF in thousands)	Note	December 31,	
		2025	2024
Cash and cash equivalents		16,636	3,662
Receivables		2	5
Receivables from subsidiaries	6	25,406	421
Other current assets		1,449	1,554
Total current assets		43,493	5,642
Financial receivables from subsidiaries	7	180,000	180,000
Investments	8	297,747	297,747
Total non-current assets		477,747	477,747
Total assets		521,240	483,389
Accrued expenses and other liabilities		411	720
Total current liabilities		411	720
Interest-bearing liabilities	9	180,000	180,000
Total non-current liabilities		180,000	180,000
Total liabilities		180,411	180,720
Share capital		945	945
Legal capital reserve		188,893	224,007
Other capital reserve		188,893	224,007
Treasury shares		(3,172)	(3,695)
Available earnings		154,163	81,412
Profit brought forward		664	830
Profit for the year		153,499	80,582
Total shareholder's equity	10	340,829	302,669
Total liabilities and shareholder's equity		521,240	483,389

See accompanying Notes to the Statutory Financial Statements

Notes to the Statutory Financial Statements

Note 1

General

Accelleron Industries AG is the parent company of Accelleron and is incorporated in Switzerland with registered offices in Baden, Aargau.

Accelleron Industries AG did not have any employees in the financial year ended December 31, 2025 and in the financial year ended December 31, 2024.

These financial statements were prepared in accordance with Articles 957–963b of the Swiss Code of Obligations (CO). Where not prescribed by law, the significant accounting policies applied are described in “Note 2 – Significant accounting policies”.

Note 2

Significant accounting policies

Investments

Investments in subsidiaries are valued at the lower of cost or fair value, using generally accepted valuation principles.

Financial receivables and interest-bearing liabilities

Financial receivables and long-term interest-bearing liabilities to third parties and subsidiaries are valued at nominal value.

Treasury shares

Treasury shares comprise registered shares of Accelleron Industries AG. Treasury shares are initially recognized at cost and deducted from equity with no subsequent measurement. When treasury shares are disposed of or charged to the respective subsidiary, the resulting gain or loss is recognized in other capital reserve.

Note 3

Other income

Other operating income mainly includes guarantee compensation fees from subsidiaries.

Note 4

Dividend income

Dividend income in the amount of CHF 152,575 thousands was received in 2025 and related to 2024. In 2024, the dividend income related to 2023 amounted to CHF 79,722 thousands.

Note 5

General and administrative expenses

General and administrative expenses mainly include general fees, bank charges and external service charges.

Note 6

Receivables from subsidiaries

As of December 31, 2025, this position primarily comprises a dividend receivable from Accelleron Switzerland Ltd (2024: none).

Note 7

Financial receivables from subsidiaries

Following the issuance of the bond in 2024 (see Note 9), Accelleron Industries AG granted a long-term loan of CHF 180 million, maturing on November 14, 2030 and bearing an interest rate of 1.6921%, to a subsidiary. These funds were subsequently used to repay current debt under the credit facility. The loan remains outstanding as of December 31, 2025, with unchanged terms and conditions.

Note 8

Investments

As of December 31, 2025 and December 31, 2024, Accelleron Industries AG holds the following direct investment in a subsidiary:

Country	Subsidiary's name	Ownership and voting rights	Registered capital
Switzerland	Accelleron Switzerland Ltd	100%	CHF 101,000

A comprehensive overview of the subsidiaries that are directly or indirectly controlled by Accelleron Industries AG is provided in Note 25 to the Group's Consolidated Financial Statements.

Note 9

Long-term interest-bearing liabilities

On November 14, 2024, the Company issued the following CHF bond: CHF 180 million, 1.375% bond with a maturity on November 14, 2030. The aggregate net proceeds of this CHF bond, after fees, amounted to CHF 179.4 million.

Details of the outstanding bonds are as follows:

(in thousands)	December 31,	
	2025	2024
	Nominal outstanding	Nominal outstanding
1.375% CHF Bond, due 2030	CHF 180,000	CHF 180,000

The Company's various debt instruments contain cross-default clauses which would allow the bondholders to demand repayment if the Company were to default on any borrowing at or above a specified threshold. Furthermore, the aforementioned bond constitutes unsecured obligations of the Company and ranks pari passu with other debt obligations.

Note 10

Shareholders' equity

Share capital

As of December 31, 2025, the Company's share capital is CHF 945,000, divided into 94,500,000 fully paid-in registered ordinary shares with a nominal value of CHF 0.01 each.

On May 6, 2025 the General Meeting approved the introduction of a capital band ranging from a lower limit of CHF 897,750 (95% of the current share capital) to an upper limit of CHF 1,039,500 (110% of the current share capital) within which the Board of Directors is authorized to increase or decrease the share capital once or several times until May 6, 2030.

Treasury shares

The movement in the number of treasury shares in the financial year ended December 31, 2025, and for financial year ended December 31, 2024, was as follows.

(CHF in thousands, except share numbers)	December 31,			
	2025		2024	
	Number of shares	Total transaction amount	Number of shares	Total transaction amount
Balance as of January 1	697,584	(3,695)	736,857	(3,903)
Delivery for employee share programs	(98,825)	524	(39,273)	208
Balance as of December 31	598,759	(3,172)	697,584	(3,695)

Treasury shares originate from a contribution of the Former Parent prior to the first day of trading.

Note 11

Shareholdings of Board of Directors and Executive Committee

As of December 31, 2025 and December 31, 2024, the members of the Board of Directors held the following number of shares in Accelleron Industries AG:

Name	Function	December 31,	
		2025	2024
		Number of Accelleron Industries AG shares held	Number of Accelleron Industries AG shares held
Oliver Riemenschneider	Chair	17,897	14,833
Monika Krüsi	Vice-Chair and AC Chair	8,138	6,753
Gabriele Sons	NCC Chair	4,405	3,236
Stefano Pampalone	Member	3,533	2,595
Bo Cerup-Simonsen	Member	3,817	2,804
Detlef Trefzger	Member	4,522	3,322
Total shares		42,312	33,543

In 2025, 8,769 shares with a cost value of CHF 449 thousands (2024: 12,412 shares with a cost value of CHF 441 thousands) were allocated to board members.

As of December 31, 2025, members of the Executive Committee held the following number of shares in Accelleron Industries AG and the conditional rights to receive Accelleron Industries AG shares under the long-term incentive plans (LTIPs):

Name	Function	Number of Accelleron Industries AG shares held	December 31, 2025		
			Number of non-vested shares under the long-term incentive plans		
			LTIP 2023	LTIP 2024	LTIP 2025
Daniel Bischofberger	CEO	32,017	19,126	14,521	9,508
Adrian Grossenbacher	CFO	8,677	7,514	5,705	4,731
Annika Parkkonen	CHRSO	1,708	5,101	3,873	3,209
Roland Schwarz	Division President Service	8,496	7,514	5,705	4,545
Christoph Rofka	Division President Medium & Low Speed	8,036	7,514	5,705	4,420
Herbert Müller	Division President High Speed	7,905	5,101	3,873	3,107
Total shares		66,839	51,870	39,382	29,520

As of December 31, 2024, members of the Executive Committee held the following number of shares in Accelleron Industries AG and the conditional rights to receive Accelleron Industries AG shares under the long-term incentive plans (LTIPs):

Name	Function	Number of Accelleron Industries AG shares held	December 31, 2024		
			Number of non-vested shares under the long term incentive plans		
			LTIP 2022	LTIP 2023	LTIP 2024
Daniel Bischofberger	CEO	12,243	19,774	19,126	14,521
Adrian Grossenbacher	CFO	1,555	9,322	7,514	5,705
Annika Parkkonen	CHRSO	200	2,110	5,101	3,873
Dirk Bergmann ¹	CTO	1,006	6,328	5,101	3,873
Roland Schwarz	Division President Service	1,674	9,322	7,514	5,705
Christoph Rofka	Division President Medium & Low Speed	2,793	9,322	7,514	5,705
Herbert Müller	Division President High Speed	1,577	6,328	5,101	3,873
Total shares		21,048	62,506	56,971	43,255

¹ Not an active member of the EC effective end of October 2024 (end of employment in 2025).

Note 12

Significant shareholders

As of December 31, 2025 and December 31, 2024, to the best of Accelleron Industries AG's knowledge, the following shareholders had holdings reaching or exceeding 3% or more of the voting rights in the Company, as notified in accordance with Art. 120 of the Swiss Federal Act on Financial Market infrastructures and Market Conduct in Securities and Derivatives Trading (the FMIA):

Name	December 31,	
	2025	2024
	Voting rights %	Voting rights %
UBS Fund Management (Switzerland) AG	5.06	5.06
BlackRock, Inc., New York, USA	5.06	3.24
Swisscanto Fondsleitung AG	4.99	4.99
Norges Bank (the Central Bank of Norway), Oslo, Norway	3.46	3.32

Note 13

Contingent liabilities

As of December 31, 2025, Accelleron Industries AG has issued guarantees to banking institutions for credit facilities and guarantee limits of subsidiaries in the amount of CHF 455,000 thousands (2024: CHF 455,000 thousands).

Note 14

Taxes Pillar Two (Base Erosion and Profit Shifting “BEPS”)

The OECD/G20 Pillar Two framework introduces a global minimum tax rate of 15% for multinational groups with consolidated revenues of EUR 750 million or more. The Accelleron Group falls within the scope of these rules. In Switzerland, where the Company is headquartered, the Qualified Domestic Minimum Top-up Tax (QDMTT) became effective on January 1, 2024, and the Income Inclusion Rule (IIR) became effective on January 1, 2025. The Company evaluates its Pillar Two exposure at each reporting date using the information available at year-end and reflects its best estimate in these financial statements.

Note 15

Subsequent events

There were no events between the balance sheet date of December 31, 2025, and March 11, 2026 (the date these financial statements were approved by the Board of Directors) requiring additional disclosures or changes in the statutory financial statements.

Appropriation of available earnings

The Board of Directors proposes to the Annual General Meeting to distribute a dividend of CHF 1.50 per share from available earnings. Based on the total number of registered ordinary shares, this corresponds to CHF 141,750 thousand.

	December 31,
(CHF in thousands)	2025
Profit brought forward	664
Profit for the year	153,499
Total available earnings at year-end	154,163
Proposed dividend ¹	141,750
Balance to be carried forward	12,413

¹ The total dividend amount covers all registered ordinary shares. The actual payout will be lower because treasury shares are not eligible for dividends.

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Supplemental information



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[Alternative performance measures](#)

Alternative performance measures

The following are definitions of alternative performance measures used to evaluate Accelleron's operating performance.

These performance measures are referred to in this Annual Report and are not defined under United States generally accepted accounting principles (U.S. GAAP).

Accelleron's management believes that the non-GAAP performance measures herein are useful in evaluating the operating results of Accelleron. This information should be considered as supplemental in nature and not as a substitute for the related financial information prepared in accordance with U.S. GAAP.

Performance measure	Definition
Organic revenue growth (on a constant currency basis)	Revenue growth at constant currency and adjusted for M&A-related effects. The organic growth rate measures growth on a like-for-like basis. Newly acquired companies are considered organic once a full comparison period is reflected in the Consolidated Financial Statements.
Operational EBIT	Operational EBIT represents income from operations excluding costs related to acquisition and divestment, one-time items in income statements, non-operational integration costs, special non-operational projects, restructuring costs and temporary unrealized timing differences in the context of foreign exchange transactions (FX); and including operational pension costs
Operational EBITDA	Operational EBITDA represents operational EBIT excluding depreciation and amortization
Operational EBITA	Operational EBITA represents operational EBIT excluding acquisition-related amortization
Operational EBITA margin	Operational EBITA as a percentage of revenues
Free cash flow	Net cash provided by operating activities adjusted for net investments in property, plant and equipment and intangible assets
Free cash flow conversion	Free cash flow divided by reported net income, expressed as a percentage
Net leverage	Interest-bearing liabilities (including finance leases) net of cash and cash equivalents, divided by last twelve months' operational EBITDA

Contacts

Investor Relations

Michael Daiber

VP Strategy and Investor Relations

E-mail: investors@accelleron-industries.com

Media Relations

Nicole Wesch

VP Communication & Marketing

E-mail: media@accelleron-industries.com

Sustainability

Andrea Weigel

Head of Sustainability

E-mail: media@accelleron-industries.com

March 2026

Accelleron Industries AG

This Annual Report includes statements that are not historical facts, but that are forward-looking in nature. These forward-looking statements reflect our current views with respect to future events and anticipated financial and operational performance. In some cases, these forward-looking statements can be identified by the use of forward-looking terminology or subjective assessments, including words “aim”, “believes”, “estimates”, “anticipates”, “expects”, “forecasts”, “intends”, “goals”, “targets”, “may”, “will”, “plans”, “continue”, or “should” or, in each case, their negative or similar expressions. Forward-looking statements are not a guarantee of future performance. Because these statements are based on assumptions or estimates, they are inherently subject to risks and uncertainties, including, but not limited to: future global economic conditions, foreign exchange rates, regulatory rules, market conditions, the actions of competitors, and other factors beyond our control. All of these and additional factors could cause the actual results, performance or achievements to differ materially from the forward-looking statements made herein.

Any forward-looking statements speak only as of the date of this Annual Report. We do not take an obligation to update any prospects or forward-looking statements after the date hereof, even if new information, future events or other circumstances have made them incorrect or misleading.

The full Annual Report is published only in English and is available on the internet under accelleron-industries.com/investors/financial-reports.